

**DRAFT**

**LONG TERM FINANCIAL PLAN  
(LTFP)**

**2012/13 – 2021/22**

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# 1 INTRODUCTION

## 1.1 Objectives

The Long Term Financial Plan (LTFP) is a requirement under the Integrated Planning and Reporting framework for NSW Local Government. Council's LTFP provides a framework to assess our revenue building capacity to meet the activities and level of services outlined in the Community Strategic Plan (CSP).

Oberon Council's LTFP seeks to:

- establish greater transparency and accountability of Council to the community;
- provide an opportunity for early identification of financial issues and any likely impacts in the longer term;
- provide a mechanism to:
  - solve financial problems as a whole
  - see how various plans fit together
  - understand the impact of some decisions on other plans or strategies;
- provide a means of measuring Council's success in implementing strategies; and,
- confirm that Council can remain financially sustainable in the longer term.

## 1.2 Structure - the LTFP is structured into eight main sections.

- Provides a brief introduction to the plan and the objectives it aims to meet.
- Planning Assumptions. This section details the financial assumptions made in developing the LTFP.
- Revenue Forecasts. This section details the Council's major sources of revenue and the assumptions used in the forecast figures.
- Expenditure Forecasts. This section details the Council's major areas of expenditure and the assumptions used in the forecast figures including asset management.
- Sensitivity Analysis and Financial Modelling. This section details the impact of various scenarios on Council's plans and looks at other variables affecting the LTFP.
- Performance Monitoring. This section provides a number of key performance indicators to monitor Council's performance against the plan.
- Detailed LTFP with Cost Centre Details

## 2 PLANNING ASSUMPTIONS

A long term financial plan is dependent on a number of planning assumptions. In preparing a LTFP Council considered a range of matters and made appropriate assumptions. These assumptions were used to model and formulate the plan, test a range of scenarios and have ultimately formed the basis of the agreed plan.

Some of the key variables reviewed as part of the setup of the LTFP include (see table 2.3):

- Consumer Price Index (CPI), Salaries and Employee Costs, Investment Income
- Rate Pegging, Sewer Rates, Waste Charges, Fees and Charges
- Service Levels: Refer to our draft CSP document.
- Population Growth: Given the uncertainty in population growth in regional NSW it was concluded that growth in rate revenue or in additional revenue from fees and charges given the projected size of the market was negligible. Also, any increase in revenue maybe offset against any increase in costs servicing a greater population base. As a result the LTFP has been prepared on the assumption of a constant population base.
- Economic Growth: As per above, due to uncertainties in economic growth rates in regional NSW the LTFP has been prepared on the assumption of a constant economic growth rate.

As part of the planning process Council modelled a number of different scenarios in the LTFP. The scenarios tested as part of the modelling process are:

- Ordinary Rates Special Rate Variation
- No Special Rate Variation

### 2.1 Ordinary Rates Special Rate Variation Model

The base model used assumes a once off permanent special rate variation across all Ordinary Rates categories in 2013/14.

### 2.2 No Special Rate Variation Model (No SRV)

The purpose of the 'No SRV Model' is to model the impact on Councils financial position if Council was not to include any special variation over the life of LTFP.

### 2.3 Summary of Key Assumptions and Indices

Assumption/Variable	Calculation Basis	Planned %
Consumer Price Index (CPI)	Average CPI 2001-2011 (ABS Figures)	3.00%
Salaries and Employee On-costs	Estimate (3.25% Award Increase plus 0.75% performance variation factor)	4.00%
Interest Rate Income	1 Year BBSW	4.31%
Rate Pegging (General Rates Income)	Average CPI 2001-2011 (ABS Figures)	3.00%
Sewer Rates Income	Average CPI 2001-2011 (ABS Figures)	3.00%
Waste Charges Income	Average CPI 2001-2011 (ABS Figures)	3.00%
Fees and Charges Income	Average CPI 2001-2011 (ABS Figures)	3.00%

### 3 REVENUE FORECASTS

The major sources of revenue for Councils are:

1. Rates and Annual Charges
2. User Charges and Fees
3. Grants & Contributions
4. Investment Revenue
5. Borrowings
6. Other Revenues

#### 3.1 Rates and Annual Charges

A major component of a Councils' income is produced via the levying of rates. Oberon Council is proactive and determined to produce a fair balance between rates levied on the shire population and the level of services that can be provided. The amount that is required to be raised from rating is determined after considering Councils' proposed capital works program whilst ensuring the long-term financial viability of the funds.

An additional consideration is the limitation on rates income that is set by the Minister for Local Government. This limitation is known as Rate Pegging and involves a percentage cap on the income raised from ordinary and special rates from one year to another.

##### 3.1.1 Ordinary Rates

Council is required to make and levy an ordinary rate for each year on all rateable land in its area. This is a mandatory requirement. Land is rated based upon the use of that land or the zoned use of that land. There are four main rating categories, within which Council can create additional sub-categories. The four broad categories are:

- Farmland
- Residential
- Business
- Mining

All rateable land is classed within one of the four categories unless it is deemed non-rateable, such as a church or school or similar institution.

##### 3.1.2 Special Rates

Council has discretion to levy Special Rates. This may be levied for works or services provided by Council (e.g. town improvement works benefiting a specific locality, tourism promotion benefiting a particular ratepayer sector) or for other specific purposes.

It is important to note that these rates will usually apply to specific rating categories or specific rating areas. Special rates are also capable of application across all ratepayers. For example, all ratepayers in a Council area could be made subject to a Special Rate, intended to finance a project that will benefit the whole of the Council area. Special rates can also be raised to fund sewer, water supply and waste management projects.

Oberon Council currently levies a Town Improvement Rate on all rateable properties within the current "Village" zoning for the township of Oberon. This special rate is levied to fund a program of infrastructure improvements within the township.

##### 3.1.3 Rate Pegging

Rate Pegging refers to the practice of limiting the amount of revenue a Council can raise from ordinary and special rates by setting a limit on the increase of these rates from previous years. This limit (in the form of a percentage cap) does not apply to an individual's rate levy but rather the total rate levies raised from Ordinary and Special rates. The Independent Pricing and Regulatory Tribunal (IPART) advises Councils of the allowable rate pegging limit each year.

### 3.1.4 Special Rate Variation

Oberon Council has modelled its 10 year LTFF with a Special Rate variation in 2013/2014.

The Model allows for a variation of 13% across all Ordinary Rates categories for the 2013/14 year. This increase is **in addition to** the rate pegging limit set by IPART and will require an application for the variation to be completed. This decision will allow the alignment of Council Services within the context of the draft CSP with the forthcoming 4 year Delivery Program.

The Special Variation funding will be utilised to address community and roads infrastructure backlogs and to fund infrastructure maintenance programs for roads and bridges.

The table below shows the additional rate revenue Council will receive each year as a result of the Special Rate variation.

	2013/14 (\$'000)	2014/15 (\$'000)	2015/16 (\$'000)	2016/17 (\$'000)	2017/18 (\$'000)	2018/19 (\$'000)	2019/20 (\$'000)	2020/21 (\$'000)	2021/22 (\$'000)
With Special Increase	3,086	3,178	3,274	3,372	3,473	3,577	3,685	3,795	3,909
No Increase	2,757	2,839	2,924	3,012	3,103	3,196	3,292	3,390	3,492
Additional	329	339	349	360	371	382	393	405	417

## 3.2 User Charges & Fees

In accordance with Sections 496, 501 and 502 of the Local Government Act 1993, Council is able to charge for the provision of water supply, sewerage and domestic waste services.

### 3.2.1 Water Supply Charges

Council's aim is to set charges to provide sufficient funds to operate and maintain water supply and to generate additional reserves to provide capital works and upgrades in the future. Council has experienced significant revenue shortfalls in recent years as a result of reduced water sales due to more efficient water use by consumers and as a result of the drought water restrictions.

The annual Water Treatment Plant Levy will have generated sufficient income during 2012-2013 to provide the necessary funds to repay the loans acquired to fund the construction of the treatment plant in 2002. The termination of the annual Water Treatment Plant Levy, coupled with the need to increase the annual operating surplus in light of recent trends leading to reduced consumption/increased fixed costs, has lead to a complete review of the current method of charging consumers for the supply of water.

A suggested revised structure for water supply charges is based upon the following:

The review incorporates the following major variations to the existing charges structure:

- Abandonment of the annual Water Treatment Plant Levy
- Increase in the annual Access Charge per property by 10% (from \$141 to \$157)
- Restructure/Increase in Consumption Charges:
  - Introduction of two part tariff:
    - Up to 250kilolitres per annum
    - Over 250 kilolitres per annum
  - Increase of 11% in base charge (from \$1.49 per kl to \$1.64 per kl)
  - Introduction of new charge for consumption above 250 kilolitres per annum (\$2.05 per kilolitre – 50% above base charge)

A CPI increase (3%) has been projected for future years.

### 3.2.2 Sewerage Services Charges

Council has set charges to provide sufficient funds to operate and maintain sewerage services and to generate additional reserves to provide capital works and upgrades in the future.

**For Residential Properties** - A uniform sewerage charge will be applied to all residential customers in accordance with the Department of Environment, Climate Change and Water Best Practice sewer pricing guidelines.

**For Non-Residential Properties** - A two-part tariff, being a connection charge and a usage charge will be applied. Non-residential properties include multiple occupancies, such as non-strata flats and units, and those properties which are categorised as “business” for rating purposes.

The connection charge is determined by multiplying the access charge applicable to the water service connection size, by the sewerage discharge factor (SDF). The SDF is a customer’s estimated volume discharged into the sewerage system to the customers total water consumption. For non-residential properties the SDF varies based on the usage requirements of a customer’s enterprise. For the majority of customers, a SDF is applied within one of five levels. The operation of Council’s Sewerage system has been undertaken on a financially profitable basis for some years with the result that the surplus cash accumulated has increased to a point where no increase in Sewerage Service charges is proposed in 2012-2013. A CPI increase (3%) has been projected for future years, pending a review of the long term business plan for this service.

### 3.2.3 Waste Management Charges

The Local Government Act 1993 requires that Domestic Waste Management Charges must reflect the actual cost of providing those services. The service is provided to the residents of Oberon and includes a weekly garbage collection service. The average annual increase in Domestic Waste Management Charges over the 10 year period of the plan is 3.00%, based upon the anticipated annual CPI.

### 3.2.4 Statutory Charges

Council has no discretion to determine the amount of a fee for service when the amount is fixed by regulation or by another authority. Examples of statutory fees include development assessment fees and planning certificates. The majority of statutory charges do not increase annually in line with CPI, however for the purposes of financial modelling these fees are assumed to increase in line with CPI over the long term.

### 3.2.5 Other Fees

User fees and charges include office fees (photocopying, binding etc.), fees for use of Council facilities and other statutory and regulatory fees. No significant new user charge or fee opportunities have been identified as part of the development of the CSP.

## 3.3 Grants & Contributions

In reviewing grants and contributions it is considered prudent not to forecast an increase, other than for CPI, over the period of the plan. It is unlikely that there will be any increase in grants, or provision of new grants, for current services. Any reduction or discontinuance of grants will be offset by a corresponding reduction in expenditure. The Section 94 Developer Contribution Plan aims to generate contributions that will support the maintenance of levels of service for new community infrastructure to the present standard of facilities per head of existing population.

## 3.4 Investments Revenue

Council’s investment strategy is to undertake investment of surplus funds, maximising earnings from authorised investments, whilst ensuring the security of Council funds. Council also aims to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring significant costs due to the unanticipated sale of an investment. Forecast returns on Council’s investment portfolio are based on the forecast 1 year bank bill swap rate.

### 3.5 Borrowings

Council does not intend to have any borrowings and has no current borrowings after 2013/2014.

### 3.6 Other Revenue

The significant majority of other revenues are generated by rental income on Council properties and various other sources. Rentals will vary according to supply and demand, however forecast fluctuations in supply and demand over ten year period, if available, are not considered reliable. Therefore assuming rents will increase in line with CPI over the long term is considered a reasonable approach. Given that 'other revenues' represent less than 3% of total revenues the potential margin of error of this assumption, and resultant impact on financial position, is considered immaterial.

## 4 EXPENDITURE FORECASTS

### 4.1 Salaries, Wages and Employee On-costs

Council's forecast relating to staffing is contained in detail within the Workforce Management Plan (WMP). The WMP also identifies the human resources Oberon Council requires to continue its strategic direction and deliver services in an efficient and effective manner.

For the purpose of projecting future salary, wage and ELE costs to Council a percentage increase of 4% has been applied (see Planning Assumptions). This is to account for future Award increases and staff competency/performance increases.

Employee on-costs are assigned to labour hours to recover fixed employment costs such as workers compensation and superannuation premiums, and provision of tools and equipment. Further, the attribution of other organisation support costs, such as human resource or IT support, may be distributed based on number of staff or labour hours. Other employee on-costs e.g. training, protective clothing and travel costs are separately allocated against functions.

**Further details about Council's staff costs are included in the WMP.**

### 4.2 Loans / Debt Service Costs

The loans obtained in the 2000 and 2001 to fund the construction of the Water Treatment Plant will have been repaid in full in 2014-2015. No provision is made for new borrowings in the long term financial plan.

### 4.3 Materials, Contracts and Other Operating Costs

Expenditure on materials, contracts and other operating cost has been generally based on CPI. The exceptions to this are expenditures that are either i) not recurrent every year, ii) have been identified as increasing by an amount different to CPI or iii) a result of increased services or service levels. Examples of these expenditures include:

- Council elections and associated cost estimated to be \$50,000 every 4 years.
- Forecast increases in Electricity tariffs' of 17% in 2012-2013, then CPI for following years commencing 2013/14.
- Forecast increases in Gas tariffs' of 20% in 2012-2013, then CPI for following years commencing 2013/14.
- Forecast increases in insurance premiums of 10% in 2012-2013, then CPI for following years commencing 2013/14.

### 4.4 Asset Management

Infrastructure (assets) expenditure has been mapped against maintenance and renewal programs recommended by the asset management plan. Subject to successful Special Rate variations and subsequent loan borrowings, assets should be maintained and renewed in accordance with the asset management plan and agreed condition intervention levels.



## 5 SENSITIVITY ANALYSIS AND FINANCIAL MODELLING

The LTFP is based on a number of underlying assumptions. Sensitivity analysis identifies the impact on Council's financial position of changes in these assumptions and highlights the factors most likely to affect the outcomes of the plan.

Sensitivity analysis looks at "what if" scenarios. For example, what happens to Council's financial position if salary and wages increases are 1% higher than forecast; growth is half that forecast, or investment returns are 1% less than forecast in plan. The major underlying assumptions underpinning the LTFP have been subject to sensitivity analysis which has identified the following impacts:

### Employee Costs

Employee costs make up 39% of projected 2012/13 operating expenditure. This is reflective of the service based nature of a significant proportion of Council activities as well as the construction and maintenance of the considerable infrastructure owned by Council. As it makes up such a large proportion of the operating expenditure budget, and movements in rates of pay are determined through industry wide Award negotiations and market forces, the council is sensitive to unplanned changes in employee costs. The LTFP assumes annual increases of 4% to employee costs.

### Rates and Annual Charges Revenue

Rates and Annual Charges revenue makes up almost 28% of the projected 2012/13 operating revenue. The Council cannot set the rate of increase but can only accept the rate pegging imposed on it without a Special Variation application. The LTFP assumes a special rate variation of 13% across all Ordinary Rates categories in 2013/14 and a 3.0% rate peg increase to years 2020/21 to 2021/22 of the plan. If these increases are not achieved, Council will need to adjust expenditure or revenue appropriately. The LTFP has been prepared on the assumption of a constant population base.

The LTFP modelling has been devised with scenarios that includes the Special Rate Variation; however progress in addressing the Council asset renewal and maintenance challenges is contingent on the success of any applications to increase rates through a Special Variation. The LTFP has been projected on the premise that current rating income collection patterns are maintained. Any financial shocks or changed economic conditions have the ability to impact rate payer capacity to pay and in so doing will affect the Council cash flow from rating. Annual Charges, particularly domestic waste charges, are susceptible to significant cost increases as a result of legislative change in this area of operation (due to Federal and State climate change policies and other regulations).

### Inflation

Given the considerable number of assets held, constructed and maintained by Council, variations in underlying inflation have the potential to have a significant impact on the LTFP. Council has considerable pressure from rising raw material costs including fuel and other construction materials. Any major unplanned hikes in these costs will impact the LTFP.

### Investment Returns

Council's current approach is that interest earnings from investments are used to fund the operational budget. This source of revenue however, is impacted by the various fluctuations of the investment market and is not necessarily a reliable source of revenue. The potential use of interest income as a source of revenue to balance the operational budget may in turn be impacted. The impact of a reduction in investment interest rates of 30% was modelled. It was concluded that any impact on Councils operating result was deemed to be immaterial.

## Grants

Council relies heavily on income from the Federal Government Financial Assistance and the Roads to Recovery grant programs. These Grants respectively make up 15% and 3% of Councils total revenue.

The Financial Assistance Grant is calculated using a formula that takes into account the population of the Local Government areas, road lengths and a number of other demographics. Given the complexity of the formula it is difficult to calculate any potential impacts to Council if any of the inputs were to change; therefore Council has ignored this in the creation of the long term financial plan.

Money provided under the Roads to Recovery Program is not intended to replace council spending on roads but to assist councils in their local road construction or maintenance. The LTFP has been prepared with the assumption that the Roads to Recovery Program will continue indefinitely.

### 5.1 No Special Rate Variation Model (No SRV)

The consolidated budget result under the 'No SRV' is provided in the table below.

	2012/13	2013/14	2014/15	2015/16	2016/17 (\$'000)	2017/18 (\$'000)	2018/19 (\$'000)	2019/20 (\$'000)	2020/21 (\$'000)	2021/22 (\$'000)
Operating Result - Surplus/(Deficit)	1,829,724	549,557	606,724	661,022	612	637	649	703	625	639
Increase/(Decrease) in Unrestricted Cash	(85,712)	(330,449)	(272,698)	(213,271)	(323)	(536)	(472)	(491)	(602)	(711)

## 6 PERFORMANCE MEASURES

### 6.1 Financial Analysis

A number of key indicators have been developed to monitor performance against the LTFP to assess Council's long term sustainability. These key performance indicators will provide clear targets against which the council can report its progress to the community.

#### 6.1.1 Cash / Liquidity Position

Cash and cash management is vital for the short and long term survival and of any business. The ability to convert an asset to cash quickly to meet current obligations/liabilities is an important part of managing Councils' day to day business needs.

#### Unrestricted Current Ratio

**Definition:**

Unrestricted Current Assets

Unrestricted Current Liabilities

**Description:**

Measures the ability of Council to pay its debts as and when they fall due.

**Target:**

Council aims to maintain this ratio above 2.0 at all times.

**Projection:**

That the ratio will remain above 2.0 for the duration of the LTFP.

## 6.1.2 Operating Result

### Operating Result

**Definition:**

Result or surplus/deficit from operations after considering all income and expenditure.

**Description:**

Councils operating result is normally regarded as an important criterion in measuring performance. The issue for Councils is whether the operating results can be maintained and in particular if those operating results can sustain the current level of services into the future.

**Target:**

To retain the existing operating surplus and cash surplus after providing for additional funds for maintenance of roads infrastructure assets.

## 6.1.3 Debt Management

Prudent financial management dictates that a Council does not over commit itself to debts that it cannot fulfil. It is important to assess the ongoing risk that is associated with meeting any debt and interest commitments to ensure there are sufficient funds available to meet any current and future liabilities of Council.

### Debt Service Ratio

**Definition:**

Net Debt Service Cost

Total Revenue from Ordinary Activities

**Description:**

The Debt Service Ratio is used to show the percentage of annual revenue necessary to service annual debt obligations e.g. loan repayments. It also shows the commitment of future revenue necessary to fund long term obligations.

**Target:**

Council aims to maintain this ratio at 0% following the repayment in full of the Water Supply loans in 2014-2015.

**Projection:**

The following graph projects the estimated percentage of the LTFP.

## 6.1.4 Dependence on Revenue from Rates and Annual Charges

Councils throughout NSW have become dependent on Rating and Annual Charges Revenue to meet the various costs associated with servicing their communities. This dependence highlights the need for Council to look for new opportunities to ensure long term sustainability.

**Oberon Council**  
**Draft Long Term Financial Plan 2013-2022**  
**Summary**

ITEM	2011/12 Original Budget	2011/12 Revised Budget	2012/13 Operations Budget	2013/14 Delivery Prog Yr 2	2014/15 Delivery Prog Yr 3	2015/16 Delivery Prog Yr 4	2016/17 Forecast (\$'000)	2017/18 Forecast (\$'000)	2018/19 Forecast (\$'000)	2019/20 Forecast (\$'000)	2020/21 Forecast (\$'000)	2021/22 Forecast (\$'000)
<b>Income from Continuing Operations</b>												
Rates & Annual Charges	3,990,163	3,993,692	4,140,846	4,255,197	4,382,976	4,514,594	4,650	4,790	4,934	5,082	5,234	5,392
User Charges & Fees	5,335,754	5,529,938	4,422,702	4,109,613	4,177,029	4,245,483	4,318	4,392	4,468	4,546	4,627	4,710
Interest & Investment Revenue	234,040	236,502	245,765	246,231	246,712	247,207	248	248	249	249	250	251
Other Revenues	226,642	291,125	450,334	250,009	252,192	254,441	257	259	262	264	267	269
Operating Grants	3,871,280	4,405,570	4,142,415	3,732,621	3,801,821	3,874,932	3,951	4,030	4,111	4,194	4,282	4,370
Capital Grants	1,317,250	3,807,551	1,275,700	644,895	645,096	645,303	646	646	646	646	646	647
Gain from Disposal of Assets	100,000	197,273	100,000	100,000	100,000	100,000	100	100	100	100	100	100
<b>Total Income</b>	<b>15,075,128</b>	<b>18,461,650</b>	<b>14,777,762</b>	<b>13,338,566</b>	<b>13,605,826</b>	<b>13,881,959</b>	<b>14,169</b>	<b>14,465</b>	<b>14,769</b>	<b>15,082</b>	<b>15,406</b>	<b>15,738</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & Oncosts	4,793,197	4,712,917	5,059,232	5,284,725	5,518,340	5,760,102	6,013	6,275	6,546	6,830	7,125	7,432
Borrowing Costs	26,718	26,718	26,788	27,299	18,199	0	0	0	0	0	0	0
Materials & Contracts	4,164,955	4,334,702	3,007,733	2,621,187	2,580,970	2,565,569	2,600	2,532	2,509	2,474	2,518	2,444
Depreciation & Amortisation	1,820,551	1,820,551	3,438,419	3,436,107	3,435,924	3,437,284	3,439	3,440	3,442	3,443	3,445	3,446
Impairment	25,444	24,265	26,235	27,023	27,833	28,668	30	30	31	32	33	34
Other Expenses	1,284,853	1,598,906	1,389,631	1,392,668	1,417,836	1,429,313	1,476	1,550	1,591	1,599	1,661	1,743
Interest & Investment Losses	0	0	0	0	0	0	0	0	0	0	0	0
Loss from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Expenses</b>	<b>12,115,718</b>	<b>12,518,060</b>	<b>12,948,039</b>	<b>12,789,009</b>	<b>12,999,102</b>	<b>13,220,936</b>	<b>13,557</b>	<b>13,828</b>	<b>14,120</b>	<b>14,379</b>	<b>14,782</b>	<b>15,099</b>
<b>Operating Result - Surplus/(Deficit)</b>	<b>2,959,410</b>	<b>5,943,590</b>	<b>1,829,724</b>	<b>549,557</b>	<b>606,724</b>	<b>661,022</b>	<b>612</b>	<b>637</b>	<b>649</b>	<b>703</b>	<b>625</b>	<b>639</b>
LESS Non-Cash Operating Expenses	2,292,841	2,175,068	4,035,526	4,054,828	4,077,101	4,101,816	4,128	4,153	4,180	4,209	4,239	4,270
<b>Cash Surplus/(Deficit) from Operations</b>	<b>5,252,251</b>	<b>8,118,657</b>	<b>5,865,250</b>	<b>4,604,385</b>	<b>4,683,825</b>	<b>4,762,839</b>	<b>4,740</b>	<b>4,789</b>	<b>4,829</b>	<b>4,912</b>	<b>4,864</b>	<b>4,909</b>
Non-Operational Cash Movements:												
Net Transfers (to)/from Reserves	581,262	1,039,079	(21,846)	241,098	(11,584)	(21,389)	(621)	(356)	(417)	(424)	(308)	(431)
Net Capital Income/Expenditure	(5,831,377)	(9,201,332)	(5,929,116)	(5,175,933)	(4,944,939)	(4,954,722)	(4,442)	(4,969)	(4,884)	(4,980)	(5,158)	(5,189)
<b>Increase/(Decrease) in Unrestricted Cash</b>	<b>2,136</b>	<b>(43,596)</b>	<b>(85,712)</b>	<b>(330,449)</b>	<b>(272,698)</b>	<b>(213,271)</b>	<b>(323)</b>	<b>(536)</b>	<b>(472)</b>	<b>(491)</b>	<b>(602)</b>	<b>(711)</b>
							(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)

**Oberon Council**  
**Draft Long Term Financial Plan 2013-2022**  
**Cost Centre Details**

ITEM	2011/12 Original Budget	2011/12 Revised Budget	2012/13 Operations Budget	2013/14 Delivery Prog Yr 2	2014/15 Delivery Prog Yr 3	2015/16 Delivery Prog Yr 4	2016/17 Forecast (\$'000)	2017/18 Forecast (\$'000)	2018/19 Forecast (\$'000)	2019/20 Forecast (\$'000)	2020/21 Forecast (\$'000)	2021/22 Forecast (\$'000)
<b>Council Chambers &amp; Office</b>												
Total Operating Income	0	0	0	0	0	0	0	0	0	0	0	0
Total Operating Expenditure	95,654	96,997	89,380	91,732	94,997	98,480	102	106	110	115	120	125
Operating Result - Surplus/(Deficit)	(95,654)	(96,997)	(89,380)	(91,732)	(94,997)	(98,480)	(102)	(106)	(110)	(115)	(120)	(125)
Council Chambers & Office Capital Expenditure	15,000	12,480	0	0	0	0	0	0	0	0	0	0
Total Transfers to (from) Reserve - Council Chambers	0	0	10,000	10,000	10,000	10,000	10	10	10	10	10	10
<b>Governance-Elected Members</b>												
3020 Elected Members Expense	109,412	101,398	112,694	116,075	119,557	123,144	127	131	135	139	143	147
3030 Elected Members Support	11,200	15,900	16,412	17,904	17,411	17,934	18	20	20	20	21	22
3040 Election Expenditure	0	0	50,000	0	0	0	56	0	0	0	63	0
3050 Other Governance	252,490	284,588	248,407	255,566	263,233	271,130	279	288	296	305	314	324
Total Operating Expenditure	373,102	401,886	427,512	389,545	400,202	412,208	481	438	450	464	541	493
Operating Result - Surplus/(Deficit)	(373,102)	(401,886)	(427,512)	(389,545)	(400,202)	(412,208)	(481)	(438)	(450)	(464)	(541)	(493)
Governance-Elected Members Capital Expenditure	0	0	6,300	0	0	0	7	0	0	0	8	0
Total Transfers to (from) Reserve - Governence	26,000	6,309	(24,000)	15,069	15,069	15,069	(41)	17	17	17	(47)	17
<b>Corporate Services - Finance &amp; Administration</b>												
Total Operating Revenue	25,080	62,770	31,580	30,702	30,851	31,777	33	34	35	36	37	38
3100 Corporate Services Management	635,142	715,964	734,652	744,239	764,617	782,962	820	891	923	938	991	1,068
Centroc Expenditure	13,000	19,000	21,977	22,546	20,133	20,737	21	22	23	23	24	25
GIS Section (Mapping System)	14,000	14,000	12,210	12,426	12,649	12,879	13	13	14	14	14	14
Web Site	6,000	6,000	6,180	6,365	6,556	6,753	7	7	7	8	8	8
Financial Control Operations	18,000	18,000	17,000	17,510	18,035	18,576	19	20	20	21	22	22
Human Resources	2,500	2,500	15,500	2,575	2,652	11,332	3	3	12	3	3	13
Total Operating Expenditure	688,642	775,464	807,519	805,662	824,642	853,238	883	956	999	1,007	1,062	1,151
Operating Result - Surplus/(Deficit)	(663,562)	(712,694)	(775,939)	(774,959)	(793,791)	(821,462)	(850)	(923)	(964)	(971)	(1,025)	(1,113)
Corporate Services - Finance & Administration Capital Expenditure	10,000	10,000	0	0	0	0	0	0	0	0	0	0
19770 Leave Paid Suspense Corporate Services	87,624	87,624	109,427	113,805	118,357	123,091	128	133	138	144	150	156
Total Transfers to (from) Reserve - Corporate Services	(939)	(40,939)	11,000	11,000	11,000	11,000	11	11	11	11	11	11

**General Purpose Revenues**

**Draft Long Term Financial Plan 2013-2022**  
**Cost Centre Details**

ITEM	2011/12 Original Budget	2011/12 Revised Budget	2012/13 Operations Budget	2013/14 Delivery Prog Yr 2	2014/15 Delivery Prog Yr 3	2015/16 Delivery Prog Yr 4	2016/17 Forecast (\$'000)	2017/18 Forecast (\$'000)	2018/19 Forecast (\$'000)	2019/20 Forecast (\$'000)	2020/21 Forecast (\$'000)	2021/22 Forecast (\$'000)
1110 Ordinary Rates Revenue	2,603,546	2,603,546	2,693,100	2,763,707	2,846,438	2,931,645	3,019	3,110	3,203	3,299	3,397	3,499
1120 Financial Control (Investments) Revenue	140,000	140,000	140,000	140,000	140,000	140,000	140	140	140	140	140	140
1130 Financial Assistance Grant Funding	1,258,846	1,258,846	1,296,600	1,335,498	1,375,563	1,416,830	1,459	1,503	1,548	1,595	1,642	1,692
Total Operating Income	4,002,392	4,002,392	4,129,700	4,239,205	4,362,001	4,488,475	4,619	4,753	4,891	5,033	5,180	5,331
Operating Result - Surplus/(Deficit)	4,002,392	4,002,392	4,129,700	4,239,205	4,362,001	4,488,475	4,619	4,753	4,891	5,033	5,180	5,331
<b>Store/Depot</b>												
1670 Total Operating Revenue	-	-	-	-	-	-	-	-	-	-	-	-
3670 Store/Depot Operations	451,053	449,845	447,988	461,849	475,930	489,444	505	521	537	552	570	587
3680 Store/Labour Overheads	66,603	66,603	71,186	74,014	76,961	80,026	83	87	90	94	97	101
3690 Store/Labour Overhead Recovery	(493,000)	(493,000)	(507,790)	(523,024)	(538,714)	(554,876)	(572)	(589)	(606)	(625)	(643)	(663)
Total Operating Expenditure	24,656	23,448	11,384	12,839	14,177	14,594	17	19	20	21	24	26
Operating Result - Surplus/(Deficit)	(24,656)	(23,448)	(11,384)	(12,839)	(14,177)	(14,594)	(17)	(19)	(20)	(21)	(24)	(26)
Store/Depot Capital Expenditure	30,000	30,000	30,000	30,000	30,000	30,000	0	0	0	0	0	0
19775 Leave Paid Suspense Store/Depot	4,566	4,566	5,301	5,513	5,733	5,962	6	6	7	7	7	8
Total Transfers to (from) Reserve - Store/Depot	44	44	0	0	0	0	0	0	0	0	0	0
<b>Engineering Services</b>												
1200 Engineering Operations Revenue	0	950	2,500	0	0	0	0	0	0	0	0	0
3200 Engineering Operations Management	373,911	256,438	392,463	407,169	428,112	440,118	459	477	501	515	538	558
Operating Result - Surplus/(Deficit)	(373,911)	(255,488)	(389,963)	(407,169)	(428,112)	(440,118)	(459)	(477)	(501)	(515)	(538)	(558)
Engineering Services Capital Expenditure	0	4,264	0	0	0	0	5	0	0	0	0	6
19772 Leave Paid Suspense Engineering Services	41,245	159,017	49,582	51,565	53,628	55,773	58	60	63	65	68	71
Total Transfers to (from) Reserve - Engineering Services	10,168	(111,869)	7,416	7,638	7,868	8,104	4	9	9	9	9	4

## Draft Long Term Financial Plan 2013-2022 Cost Centre Details

ITEM	2011/12 Original Budget	2011/12 Revised Budget	2012/13 Operations Budget	2013/14 Delivery Proa Yr 2	2014/15 Delivery Proa Yr 3	2015/16 Delivery Proa Yr 4	2016/17 Forecast (\$'000)	2017/18 Forecast (\$'000)	2018/19 Forecast (\$'000)	2019/20 Forecast (\$'000)	2020/21 Forecast (\$'000)	2021/22 Forecast (\$'000)
<b>Quarry Operations</b>												
1520 Quarries & Pits Revenue	8,200	8,200	8,446	8,699	8,960	9,229	10	10	10	10	11	11
3520 Council Quarries & Pits	18,500	18,500	7,497	7,122	7,252	7,386	8	8	8	8	8	8
3521 Non-Council Quarries & Pits	10,000	10,000	500	520	541	562	1	1	1	1	1	1
Total Operating Expenditure	28,500	28,500	7,997	7,642	7,792	7,948	8	8	8	9	9	9
Operating Result - Surplus/(Deficit)	(20,300)	(20,300)	449	1,057	1,168	1,281	1	2	2	2	2	2
Total Transfers to (from) Reserve - Quarry Operations	0	0	8,446	8,699	8,960	9,229	10	10	10	10	11	11
<b>Plant</b>												
01540. Plant & Workshop Operating Revenue	17,222	17,222	17,739	18,271	18,819	19,383	20	21	21	22	22	23
03540. Mechanics Workshop Operations	(157,213)	(154,763)	(144,113)	(149,181)	(153,443)	(157,824)	(162)	(167)	(172)	(177)	(181)	(187)
03550. Plant Operating Expenses	1,095,035	1,095,035	1,332,631	1,361,860	1,392,037	1,423,192	1,455	1,489	1,523	1,558	1,595	1,633
03560. Plant Recovery of Operating Costs	(1,818,354)	(1,818,354)	(2,041,554)	(2,102,801)	(2,165,885)	(2,230,861)	(2,298)	(2,367)	(2,438)	(2,511)	(2,586)	(2,664)
Net Total Expenditure/(Costs Recovery)	(880,532)	(878,082)	(853,036)	(890,122)	(927,291)	(965,493)	(1,004)	(1,045)	(1,087)	(1,129)	(1,172)	(1,218)
Operating Result - Surplus/(Deficit)	897,753	895,303	870,774	908,392	946,110	984,876	1,024	1,066	1,108	1,151	1,195	1,241
Plant Capital Expenditure	480,000	480,000	535,000	545,000	585,000	605,000	585	601	617	634	652	669
Total Transfers to (from) Reserve - Plant	0	0	36,000	26,000	(14,000)	(34,000)	(14)	(13)	(12)	(10)	(9)	(7)
<b>Works Section</b>												
01570. Works Operations Revenue	25,000	25,097	25,097	27,597	25,097	25,097	25	25	25	25	25	25
03580. Works / Labour Overheads	988,877	987,129	1,032,952	1,074,866	1,116,262	1,159,302	1,204	1,251	1,299	1,349	1,402	1,456
03590. Works / Labour Overhead Recovery	(1,201,220)	(1,201,220)	(1,293,168)	(1,345,491)	(1,397,712)	(1,452,010)	(1,508)	(1,567)	(1,628)	(1,692)	(1,758)	(1,826)
Net Total Expenditure/(Overhead Recovery)	(212,343)	(214,091)	(260,216)	(270,625)	(281,450)	(292,708)	(304)	(317)	(329)	(342)	(356)	(370)
Operating Result - Surplus/(Deficit)	237,343	239,188	285,313	298,222	306,547	317,805	330	342	354	368	381	395
19771 Leave Paid Suspense Works	208,351	208,351	260,216	270,625	281,450	292,708	304	317	329	342	356	370
Total Transfers to (from) Reserve - Works Section	3,992	3,992	0	0	0	0	0	0	0	0	0	0

**Draft Long Term Financial Plan 2013-2022**  
**Cost Centre Details**

ITEM	2011/12 Original Budget	2011/12 Revised Budget	2012/13 Operations Budget	2013/14 Delivery Proa Yr 2	2014/15 Delivery Proa Yr 3	2015/16 Delivery Proa Yr 4	2016/17 Forecast (\$'000)	2017/18 Forecast (\$'000)	2018/19 Forecast (\$'000)	2019/20 Forecast (\$'000)	2020/21 Forecast (\$'000)	2021/22 Forecast (\$'000)
<b>Council Properties</b>												
01491. Residential Property Revenue	0	7,000	207,210	7,426	7,649	7,879	8	8	9	9	9	9
01492. Land Agistment & Lease Revenue	2,200	3,400	3,400	3,400	3,400	3,400	3	3	3	3	3	3
01493. Tennis Courts Crown Lease Revenue	420	420	420	420	420	420	0	0	0	0	0	0
01494. Dental Building Lease Revenue	5,000	5,000	5,150	5,305	5,464	5,628	6	6	6	6	7	7
01495. Golf Club Crown Lease Revenue	100	100	100	100	100	100	0	0	0	0	0	0
01496. Ross/Edith Building Internal Rental Rev.	2,800	2,800	4,500	4,500	4,500	4,500	5	5	5	5	5	5
02150. Caravan Park Revenue	14,972	14,972	18,344	18,894	19,461	20,045	21	21	22	23	23	24
<b>Total Operating Income</b>	<b>25,492</b>	<b>33,692</b>	<b>239,124</b>	<b>40,045</b>	<b>40,994</b>	<b>41,971</b>	<b>43</b>	<b>44</b>	<b>45</b>	<b>46</b>	<b>47</b>	<b>48</b>
03490. Other Buildings Maintenance & Operations (Fire Station/Railway Land)	4,469	2,070	2,242	2,309	2,379	2,450	3	3	3	3	3	3
03491. Residential Building 70 Dart St Maint&Operations	1,900	1,834	1,889	1,946	2,004	2,064	2	2	2	2	2	2
03492. Other Land Maint&Operations	0	1,100	1,138	1,177	1,218	1,260	1	1	1	1	1	2
03494. Dental Building Maint&Operations	17,372	18,317	18,351	18,648	18,956	19,272	20	20	20	21	21	21
03496. Ross/Edith Rd Building Maintenance & Operations	1,548	4,790	3,420	3,482	3,546	3,613	4	4	4	4	4	4
03497. Leagues Clubhouse Maint & Ops	5,000	5,000	5,030	5,061	5,093	5,126	5	5	5	5	5	5
04150. Caravan Park Operations	13,337	15,280	15,558	15,702	15,849	16,002	16	16	16	17	17	17
<b>Total Expenditure</b>	<b>43,626</b>	<b>48,391</b>	<b>47,628</b>	<b>48,325</b>	<b>49,045</b>	<b>49,787</b>	<b>50</b>	<b>51</b>	<b>52</b>	<b>53</b>	<b>54</b>	<b>55</b>
<b>Operating Result - Surplus/(Deficit)</b>	<b>(18,134)</b>	<b>(14,699)</b>	<b>191,497</b>	<b>(8,280)</b>	<b>(8,051)</b>	<b>(7,816)</b>	<b>(7)</b>	<b>(7)</b>	<b>(7)</b>	<b>(7)</b>	<b>(6)</b>	<b>(6)</b>
Council Properties Capital Expenditure	4,000	13,487	0	0	0	0	0	0	0	0	0	0
Total Transfers to (from) Reserve - Council Properties	(4,000)	(13,487)	200,000	0	0	0	0	0	0	0	0	0



**Draft Long Term Financial Plan 2013-2022**  
**Cost Centre Details**

ITEM	2011/12 Original Budget	2011/12 Revised Budget	2012/13 Operations Budget	2013/14 Delivery Proa Yr 2	2014/15 Delivery Proa Yr 3	2015/16 Delivery Proa Yr 4	2016/17 Forecast (\$'000)	2017/18 Forecast (\$'000)	2018/19 Forecast (\$'000)	2019/20 Forecast (\$'000)	2020/21 Forecast (\$'000)	2021/22 Forecast (\$'000)
<b>Private Works</b>												
01600. Private Works Revenue	627,000	627,000	727,000	351,500	353,045	354,636	356	358	360	361	363	365
01601. RMS Ordered Works - Agreed Price	2,600,000	2,600,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400	1,400	1,400	1,400	1,400	1,400
01603. RMS Ordered Works - urgent Response	5,000	40,000	41,285	42,612	43,982	45,397	47	48	50	52	53	55
01604. RMS Ordered Works - Design Works	0	35,000	12,360	12,731	13,113	13,506	14	14	15	15	16	16
01605. RMS Routine Maintenance -O'Connell Road MR 253	140,000	140,000	144,671	149,502	154,497	159,662	165	171	176	182	188	195
01606. RMS Routine Maintenance -Duckmaloi Road MR 558	140,000	140,000	144,671	149,502	154,497	159,662	165	171	176	182	188	195
Total Income	3,512,000	3,582,000	2,469,988	2,105,846	2,119,133	2,132,864	2,147	2,162	2,177	2,193	2,209	2,225
03600. Private Works Expenditure	532,000	569,550	332,000	46,450	47,948	49,494	51	53	54	56	58	60
03601. RMS Ordered Works (Agreed Price)	2,600,000	2,600,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400	1,400	1,400	1,400	1,400	1,400
03603. RMS Ordered Works - Urgent Response	5,000	40,000	41,285	42,612	43,982	45,397	47	48	50	52	53	55
03604. RMS Ordered Works - Design Works	0	12,000	12,360	12,731	13,113	13,506	14	14	15	15	16	16
03605. RMS Routine Maintenance-O'Connell Road MR 253	140,000	140,000	144,671	149,502	154,497	159,662	165	171	176	182	188	195
03606. RMS Routine Maintenance -Duckmaloi Road MR 558	140,000	140,000	144,671	149,502	154,497	159,662	165	171	176	182	188	195
Total Expenditure	3,417,000	3,501,550	2,074,988	1,800,796	1,814,036	1,827,721	1,842	1,856	1,872	1,887	1,903	1,920
Operating Result - Surplus/(Deficit)	95,000	80,450	395,000	305,050	305,098	305,142	305	305	305	305	305	305
Total Transfers to (from) Reserve - Private Works	90,000	75,450	0	0	0	0	0	0	0	0	0	0
<b>Tourism and Events</b>												
01900. Area Promotion Revenue	-	-	1,000	1,000	1,000	1,000	1	1	1	1	1	1
01901. Tablelands Way Revenue	-	200	100	-	-	-	-	-	-	-	-	-
01914. Photographic Competition Revenue	2,000	2,000	2,000	2,000	2,000	2,000	2	2	2	2	2	2
01915. Oberon Festivals Revenue	-	25,000	25,000	25,000	25,000	25,000	25	25	25	25	25	25
Total Income	2,000	27,200	28,100	28,000	28,000	28,000	28	28	28	28	28	28
03900. Area Promotion	25,750	27,385	28,117	28,960	29,829	30,724	32	33	34	35	36	37
03901. Tablelands Way Expenditure	10,000	10,000	5,150	5,305	5,464	5,628	6	6	6	6	7	7
03910. Events Staging & Promotion	200	175	-	-	-	-	-	-	-	-	-	-
03914. Photographic Competition Expenditure	2,300	1,950	2,009	2,069	2,131	2,195	2	2	2	2	3	3
03915. Oberon Festivals Expenditure	30,200	30,200	31,116	32,060	33,032	34,035	35	36	37	38	40	41
03916. Expo's Expenditure	4,000	1,876	1,917	1,960	2,004	2,049	2	2	2	2	2	2
Total Expenditure	72,450	71,586	68,308	70,353	72,459	74,629	77	79	82	84	87	89
Operating Result - Surplus/(Deficit)	(70,450)	(44,386)	(40,208)	(42,353)	(44,459)	(46,629)	(49)	(51)	(54)	(56)	(59)	(61)

## Draft Long Term Financial Plan 2013-2022 Cost Centre Details

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<b>Economic Development</b>												
02170. Economic Development Revenue	-	1,245	1,245	1,245	1,245	1,245	1	1	1	1	1	1
04170. Economic Development Expenditure	53,629	43,629	30,609	31,766	32,968	34,217	36	37	38	40	41	43
Operating Result - Surplus/(Deficit)	(53,629)	(42,384)	(29,364)	(30,521)	(31,723)	(32,972)	(34)	(36)	(37)	(38)	(40)	(42)
<b>Land Development</b>												
02192. Land Sales Tasman/Whalan Residential	50,000	117,273	50,000	50,000	50,000	50,000	50	50	50	50	50	50
02290. Land Sales Industrial Subdivision	50,000	80,000	50,000	50,000	50,000	50,000	50	50	50	50	50	50
Total Income	100,000	197,273	100,000	100,000	100,000	100,000	100	100	100	100	100	100
04190. Operating Expenditure Industrial Subd	2,000	2,000	2,070	2,143	2,218	2,295	2	2	3	3	3	3
04191. Operating Exp Cnr Edith/Dudley St (5 Lots)	1,000	1,000	1,040	1,082	1,125	1,170	1	1	1	1	1	1
04192. Operating Exp Tasman/Whalan Residential	2,000	2,000	2,379	2,461	2,545	2,633	3	3	3	3	3	3
Total Expenditure	5,000	5,000	5,489	5,685	5,888	6,098	6	7	7	7	7	8
Operating Result - Surplus/(Deficit)	95,000	192,273	94,511	94,315	94,112	93,902	94	93	93	93	93	92
Land Development Capital Expenditure	2,500	29,846	0	300,000	0	0	0	0	0	0	0	0
Total Transfers to (from) Reserve - Land Development	97,500	167,427	100,000	(200,000)	100,000	100,000	100	100	100	100	100	100
<b>Visitor Information Centre</b>												
01920. Visitor Information Centre Revenue	10,500	10,500	15,600	16,068	16,550	17,047	18	18	19	19	20	20
03920. Visitors Information Centre Expenditure	192,449	189,761	202,651	209,973	223,571	226,455	235	243	257	261	271	280
Operating Result - Surplus/(Deficit)	(181,949)	(179,261)	(187,051)	(193,905)	(207,021)	(209,409)	(217)	(225)	(238)	(242)	(251)	(260)
Visitor Information Centre Capital Expenditure	0	6,834	0	0	0	0	0	0	0	0	0	0
19776. Leave Paid Suspense V.I.C.	10,782	10,782	11,798	12,270	12,761	13,272	14	14	15	16	16	17
Total Transfers to (from) Reserve - Visitor Information Centre	200	(6,634)	0	0	0	0	0	0	0	0	0	0

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ITEM	2011/12 Original Budget	2011/12 Revised Budget	2012/13 Operations Budget	2013/14 Delivery Proa Yr 2	2014/15 Delivery Proa Yr 3	2015/16 Delivery Proa Yr 4	2016/17 Forecast (\$'000)	2017/18 Forecast (\$'000)	2018/19 Forecast (\$'000)	2019/20 Forecast (\$'000)	2020/21 Forecast (\$'000)	2021/22 Forecast (\$'000)
<b>Community Technology Centre</b>												
01925. CTC Revenue	3,500	8,000	5,500	5,665	5,835	6,010	6	6	7	7	7	7
03925. Community Technology Centre (CTC) Expend	25,617	26,617	21,894	22,557	23,728	21,732	25	26	26	27	28	29
Operating Result - Surplus/(Deficit)	(22,117)	(18,617)	(16,394)	(16,892)	(17,893)	(15,722)	(18)	(20)	(20)	(20)	(21)	(22)
Community Technology Centre Capital Expenditure	0	0	10,000	0	0	0	10	0	0	0	11	0
Total Transfers to (from) Reserve - Community Tech Centre	0	0	2,000	2,060	2,122	2,185	2	2	2	2	3	3
<b>Roads Bridges Footpaths</b>												
01260. Roads & Bridges Revenue	4,650	4,650	8,650	8,650	8,650	8,650	9	9	9	9	9	9
01261. Section 94 Urban Roads (Capital)	1,000	6,500	10,000	10,000	10,000	10,000	10	10	10	10	10	10
01262. Section 94 Rural Roads Revenue (Capital)	65,000	65,000	35,000	35,000	35,000	35,000	35	35	35	35	35	35
01263. Contribution to Local Roads (Capital)	106,400	106,400	6,400	6,400	6,400	6,400	6	6	6	6	6	6
01331. Financial Assistance Grant (Roads Component)	836,000	836,000	861,080	886,912	913,520	940,925	969	998	1,028	1,059	1,091	1,124
01332. Roads to Recovery Grant	400,000	400,000	400,000	400,000	400,000	400,000	400	400	400	400	400	400
01340. Block Grant Revenue for Regional Roads	616,000	614,000	614,000	614,000	614,000	614,000	614	614	614	614	614	614
01345. RMS Grant Edith Rd Safety Improvements	0	465,000	0	0	0	0	0	0	0	0	0	0
01346. RMS Grant Abercrombie Hill Safety Improvements	0	0	480,000	0	0	0	0	0	0	0	0	0
01358. Regional Roads Repair Program Grants	400,000	400,000	400,000	400,000	400,000	400,000	400	400	400	400	400	400
01367. Ex 3x3 Grant Revenue	76,000	76,000	76,000	76,000	76,000	76,000	76	76	76	76	76	76
01374. Special NSW Govt Grant (Dog Rocks Rd)	300,000	175,000	175,000	0	0	0	0	0	0	0	0	0
01380. Traffic Facilities Grant RMS	34,000	34,000	34,000	34,000	34,000	34,000	34	34	34	34	34	34
01521. Other Road Maint Revenue (Priv Quarries)	54,000	54,000	70,000	70,000	70,000	70,000	70	70	70	70	70	70
Total Income	2,893,050	3,236,550	3,170,130	2,540,962	2,567,570	2,594,975	2,623	2,652	2,682	2,713	2,745	2,778
03260. Roads & Bridges Operational Expenses	887,000	887,000	2,393,500	2,398,352	2,403,378	2,408,586	2,414	2,420	2,425	2,431	2,438	2,444
03270. Roads Maint Prog - Urban Streets Local	110,000	110,000	123,845	128,167	132,643	137,279	142	147	152	158	163	169
03271. Roads Maint. Program - Sealed Rural Local	475,365	470,084	491,872	628,963	650,261	672,295	695	719	743	768	794	821
03272. Roads Maint Program - Unsealed Rural Local	526,380	526,380	544,372	683,148	706,185	730,015	755	780	807	834	862	891
03305. Footpath / Cycleway maintenance	21,172	21,172	21,974	22,806	23,670	24,567	25	26	27	29	30	31
03331. Maintenance Regional Roads (Urban)	60,000	60,000	60,000	62,060	64,192	66,399	69	71	73	76	79	81
03351. Maintenance Regional Roads (Rural)	456,000	421,604	458,000	458,000	458,000	458,000	458	458	458	458	458	458
03391. Street Lighting Operations	61,500	61,500	70,200	72,306	74,475	76,709	79	81	84	86	89	92
Total Expenditure	2,597,417	2,557,740	4,163,762	4,453,802	4,512,805	4,573,850	4,637	4,702	4,770	4,840	4,912	4,987
Operating Result - Surplus/(Deficit)	295,633	678,810	(993,632)	(1,912,840)	(1,945,235)	(1,978,875)	(2,014)	(2,050)	(2,088)	(2,127)	(2,167)	(2,210)
Roads Bridges Footpaths Capital Expenditure	2,877,000	3,473,796	3,454,000	2,958,000	2,968,500	3,010,855	2,504	2,841	2,884	2,928	2,974	3,021
Total Transfers to (from) Reserve - Roads Bridges Footpaths	(501,850)	(550,368)	(519,770)	(358,938)	(322,330)	(334,925)	293	13	13	13	13	13

### **Drainage**

**Draft Long Term Financial Plan 2013-2022  
Cost Centre Details**

ITEM	2011/12 Original Budget	2011/12 Revised Budget	2012/13 Operations Budget	2013/14 Delivery Prog Yr 2	2014/15 Delivery Prog Yr 3	2015/16 Delivery Prog Yr 4	2016/17 Forecast (\$'000)	2017/18 Forecast (\$'000)	2018/19 Forecast (\$'000)	2019/20 Forecast (\$'000)	2020/21 Forecast (\$'000)	2021/22 Forecast (\$'000)
01400. Stormwater Drainage Revenue	0	2,136,153	3,000	3,090	3,183	3,278	3	3	4	4	4	4
03400. Stormwater Drainage Expenses	60,000	60,000	145,503	146,553	147,641	148,767	150	151	152	154	155	156
03440. Street Cleaning	70,000	70,000	95,300	98,909	102,656	106,547	111	115	119	124	128	133
Total Expenditure	130,000	130,000	240,803	245,462	250,297	255,314	261	266	272	277	283	290
Operating Result - Surplus/(Deficit)	(130,000)	2,099,847	(237,803)	(242,372)	(247,114)	(252,036)	(257)	(262)	(268)	(274)	(280)	(286)
Drainage Capital Expenditure	0	2,228,427	0	0	0	0	0	0	0	0	0	0
Total Transfers to (from) Reserve - Drainage	0	1,420	3,000	3,090	3,183	3,278	3	3	4	4	4	4
<b>Waste Management</b>												
41410. Waste Management Revenue	340,281	340,309	370,181	379,741	391,133	402,867	415	427	440	453	467	481
41420. Domestic Waste Collection Revenue	194,926	194,926	203,865	209,920	216,158	221,584	229	236	243	250	258	265
Total Income	535,207	535,235	574,045	589,662	607,291	624,451	644	663	683	704	725	746
43410. Waste Management Operations	11,000	11,000	0	0	0	0	0	0	0	0	0	0
43420. Domestic Waste Expenditure	337,088	337,088	334,185	344,140	354,394	364,955	376	387	399	410	423	435
43425. Black Springs & Burruga Transfer Station Exp	17,500	17,500	27,303	28,067	28,854	29,664	30	31	32	33	34	35
43430. Waste Disposal Site Operations	13,500	13,500	13,830	14,170	14,520	14,881	15	16	16	16	17	17
Total Expenditure	379,088	379,088	382,739	393,798	405,189	416,921	429	441	454	467	481	495
Operating Result - Surplus/(Deficit)	156,119	156,147	191,306	195,863	202,103	207,530	215	222	229	236	244	251
44200. Waste Management Loan from Sewerage Fund	(284,082)	(284,082)	105,182	108,337	70,563	0	0	0	0	0	0	0
47410. Waste Management Capital Expenditure	510,000	510,000	5,000	5,150	5,305	5,464	6	6	6	6	6	7
Total Transfers to (from) Reserve - Waste Management	(113,000)	(113,000)	0	0	0	0	0	0	0	0	0	0

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<b>Water Supply</b>												
21000. Water Operating Revenue	1,238,524	1,348,524	1,331,935	1,371,617	1,412,573	1,454,848	1,499	1,544	1,590	1,638	1,688	1,739
21001. Water Capital Revenue	0	2,462	4,000	4,120	4,244	4,371	5	5	5	5	5	5
Total Income	1,238,524	1,350,986	1,335,935	1,375,737	1,416,816	1,459,219	1,503	1,548	1,595	1,643	1,693	1,744
22000. Water Management - Administration	67,215	67,215	76,706	79,176	81,727	84,361	87	90	93	96	99	102
22010. Water Management - Engineers/Supervision	62,809	66,459	72,463	74,686	76,979	79,342	82	84	87	90	92	95
23000. Operations - Water Treatment Plant	456,794	455,397	417,945	428,869	440,267	452,145	465	477	491	505	520	535
23010. Operations - Mains	0	0	47,017	47,017	47,017	47,017	47	47	47	47	47	47
23030. Operations - Reservoirs	0	0	14,107	14,107	14,107	14,107	14	14	14	14	14	14
23040. Operations - Water Purchases	459,500	459,500	511,910	527,267	543,085	559,378	576	593	611	630	648	668
23100. Infrastructure Asset Maintenance	69,000	69,000	71,440	73,968	76,587	79,301	82	85	88	91	94	98
24000. Infrastructure Asset Miscellaneous Expenses	25,732	25,732	26,504	27,299	18,199	0	0	0	0	0	0	0
Total Expenditure	1,141,050	1,143,303	1,238,092	1,272,390	1,297,969	1,315,652	1,353	1,391	1,431	1,472	1,515	1,559
Operating Result - Surplus/(Deficit)	97,475	207,684	97,843	103,348	118,848	143,568	150	157	164	171	178	185
Water Supply Capital Items	237,386	237,386	274,765	272,222	244,517	200,000	202	203	205	206	208	210
Total Transfers to (from) Reserve - Water Supply	34,339	144,548	(4,464)	3,584	46,789	116,026	121	126	132	137	142	148
<b>Waste Water (Sewerage) Service</b>												
31000. Sewerage Operating Revenue	869,832	869,832	887,003	912,473	938,708	965,699	994	1,022	1,052	1,082	1,113	1,146
31001. Sewerage Capital Revenue	0	3,136	3,500	3,605	3,713	3,825	4	4	4	4	4	5
Total Income	869,832	872,968	890,503	916,078	942,421	969,524	997	1,026	1,056	1,086	1,118	1,150
32000. Sewerage Management - Administration	113,517	113,517	116,967	120,476	124,091	127,813	132	136	140	144	148	153
32010. Sewerage Management - Engineers/Supervision	188,738	189,238	189,545	195,312	201,254	207,379	214	220	227	234	241	248
33000. Sewerage Operations - Treatment	306,661	416,661	356,072	367,291	378,913	390,953	403	416	430	444	458	473
33010. Sewerage Operations - Mains	93,000	93,000	46,509	46,509	46,509	46,509	47	47	47	47	47	47
33020. Sewerage Operations - Pumping Stations	38,081	36,508	66,149	68,747	71,463	74,305	77	80	84	87	91	94
33100. Sewerage Assets Maintenance	78,000	78,000	88,561	91,519	94,579	97,742	101	104	108	112	115	119
Total Expenditure	817,997	926,924	863,804	889,855	916,809	944,702	974	1,003	1,034	1,066	1,100	1,134
Operating Result - Surplus/(Deficit)	51,835	(53,956)	26,699	26,224	25,612	24,822	24	23	21	20	18	16
36000. Sewerage Loan to Waste Management	284,082	284,082	(105,182)	(108,337)	(70,563)	0	0	0	0	0	0	0
37000. Sewerage Capital Works	124,000	130,371	9,000	30,000	30,630	31,279	32	33	33	34	35	36
Total Transfers to (from) Reserve - Sewerage Service	(227,195)	(339,357)	206,860	188,540	149,524	77,522	76	74	72	70	67	65

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<b>Parks and Reserves</b>												
01230. Parks, Gardens & Recreational Grounds Revenue	0	338,683	6,000	6,000	6,000	6,000	6	6	6	6	6	6
01235. Section 94 Open Space Revenue (Capital)	4,000	4,000	3,200	3,200	3,200	3,200	3	3	3	3	3	3
Total Income	4,000	342,683	9,200	9,200	9,200	9,200	9	9	9	9	9	9
03230. Parks Gardens & Recreational Grounds Expenditure	336,235	312,829	372,011	383,017	394,507	406,508	419	432	446	460	475	491
Operating Result - Surplus/(Deficit)	(332,235)	29,854	(362,811)	(373,817)	(385,307)	(397,308)	(410)	(423)	(437)	(451)	(466)	(482)
Parks, Gardens & Rec Grounds Capital Expenditure	10,000	446,415	0	0	0	0	0	0	0	0	0	0
07240. Loan Payment - Oberon Sports Complex	50,000	50,000	50,000	0	0	0	0	0	0	0	0	0
Total Transfers to (from) Reserve - Parks & Reserves	4,000	(79,232)	3,200	3,200	3,200	3,200	3	3	3	3	3	3
<b>Town Improvement</b>												
Total Income	418,420	418,420	399,561	410,888	422,555	434,571	447	460	473	486	500	515
53395. Town Improvement Operating Expenditure	94,116	94,116	97,042	99,954	97,489	100,413	103	107	110	113	116	120
Operating Result - Surplus/(Deficit)	324,304	324,304	302,519	310,934	325,066	334,158	344	353	363	373	384	395
Town Improvement Capital Expenditure	346,000	432,447	358,500	310,934	325,066	334,158	344	353	363	373	384	395
Total Transfers to (from) Reserve - Town Improvement	(21,696)	(108,143)	(55,981)	0	0	0	(0)	0	(0)	0	0	(0)
<b>Public Toilets</b>												
03450. Public Toilets Operating & Maintenance	86,546	87,175	143,681	148,001	152,509	157,214	163	168	174	179	185	191
Operating Result - Surplus/(Deficit)	(86,546)	(86,610)	(143,681)	(148,001)	(152,509)	(157,214)	(163)	(168)	(174)	(179)	(185)	(191)
<b>Cemeteries</b>												
01530. Cemetery Revenue	33,000	33,000	42,539	43,815	45,130	46,484	48	49	51	52	54	56
03530. Cemetery Operations Expenditure	69,460	85,476	97,843	101,347	104,980	108,745	113	117	121	125	130	134
Operating Result - Surplus/(Deficit)	(36,460)	(52,476)	(55,304)	(57,532)	(59,850)	(62,261)	(65)	(67)	(70)	(73)	(76)	(79)
Total Transfers to (from) Reserve - Cemeteries	0	(16,016)	0	0	0	0	0	0	0	0	0	0

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<b>Social/Community Planning</b>												
01701. Community Services Capital Revenue	3,000	3,000	3,000	3,000	3,000	3,000	3	3	3	3	3	3
03700. Community Services Operations Exp	0	5,000	0	0	0	0	0	0	0	0	0	0
Operating Result - Surplus/(Deficit)	3,000	(2,000)	3,000	3,000	3,000	3,000	3	3	3	3	3	3
Total Transfers to (from) Reserve - Social/Community Planning	3,000	3,000	3,000	3,000	3,000	3,000	3	3	3	3	3	3
<b>Library</b>												
01710. Library Income	228,000	228,290	30,290	32,850	30,412	30,475	30	30	30	30	31	31
03710. Library Operating Expenditure	220,926	255,377	187,058	196,857	197,874	204,118	212	222	224	232	240	252
03711. Library Local Priority Project Expenditure	7,993	15,753	7,993	7,993	7,993	7,993	8	8	8	8	8	8
03713. Community Engagement Expenditure	2,500	2,500	2,000	2,060	2,122	2,185	2	2	2	2	3	3
Total Expenditure	231,419	273,630	197,051	206,910	207,989	214,296	222	233	235	242	251	263
Operating Result - Surplus/(Deficit)	(3,419)	(45,340)	(166,761)	(174,060)	(177,577)	(183,821)	(192)	(202)	(204)	(212)	(220)	(232)
Library Capital Expenditure	210,000	213,968	10,000	10,300	10,609	10,927	16	12	12	12	13	13
19774. Leave Paid Suspense Library	8,849	8,849	8,060	8,383	8,718	9,067	9	10	10	11	11	11
Total Transfers to (from) Reserve - Library	223	(11,505)	0	0	0	0	0	0	0	0	0	0
<b>Swimming Pool</b>												
01720. Swimming Pool Revenue	19,800	19,800	50,000	15,450	15,914	16,391	17	17	18	18	19	20
01725. Swimming Pool Kiosk Revenue	12,000	10,000	10,000	10,300	10,609	10,927	11	12	12	12	13	13
01730. Swim School Revenue	24,000	27,000	25,000	25,000	25,000	25,000	25	25	25	25	25	25
Total Income	55,800	56,800	85,000	50,750	51,523	52,318	53	54	55	56	57	58
03720. Swimming Pool Operations	224,344	224,496	224,591	252,816	235,785	241,658	251	261	258	265	274	284
03725. Swimming Pool Kiosk Expenditure	11,000	11,000	11,330	11,701	12,084	12,480	13	13	14	14	15	15
03730. Swim School Operations	17,500	17,500	19,760	18,046	20,560	20,203	22	22	22	23	23	24
Total Expenditure	252,844	252,996	255,681	282,563	268,429	274,341	286	296	293	302	312	323
Operating Result - Surplus/(Deficit)	(197,044)	(196,196)	(170,681)	(231,813)	(216,907)	(222,023)	(233)	(242)	(239)	(246)	(255)	(266)
Swimming Pool Capital Expenditure	13,000	14,249	80,000	51,000	13,500	26,000	11	125	0	0	0	0
Total Transfers to (from) Reserve - Swimming Pool	(3,000)	(4,249)	0	0	0	0	0	0	0	0	0	0

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<b>Community Activities</b>												
01750. International Women's Day Revenue	1,000	1,000	1,000	1,000	1,000	1,000	1	1	1	1	1	1
01780. Youth Services Revenue	1,230	1,230	1,230	1,230	1,230	1,230	1	1	1	1	1	1
01841. Seniors Week Revenue	500	1,000	500	500	500	500	1	1	1	1	1	1
01870. Income to Offset Sec 356 Financial Assist	5,000	5,000	5,000	5,000	5,000	5,000	5	5	5	5	5	5
Total Income	7,730	8,230	7,730	7,730	7,730	7,730	8	8	8	8	8	8
03746. Australia Day Celebrations	6,000	6,000	6,194	6,394	6,601	6,815	7	7	7	8	8	8
03747. Community Christmas Celebrations	2,000	0	2,000	2,070	2,143	2,218	2	2	2	3	3	3
03750. International Women's Day Expenditure	1,000	1,000	1,000	1,030	1,061	1,093	1	1	1	1	1	1
03781. Youth Week Grant Expenditure	2,460	2,460	2,460	2,460	2,460	2,460	2	2	2	2	2	2
03841. Seniors Week Grant Expenditure	2,000	2,000	2,000	2,000	2,000	2,000	2	2	2	2	2	2
03842. Local Government Golf Day	1,000	796	1,000	1,038	1,076	1,117	1	1	1	1	1	1
03843. Seniors Expo/150th Anniversary Celebrations	0	2,300	10,000	0	0	0	0	0	0	0	0	0
03845. TV and Radio Tower Expenditure	5,000	6,318	6,840	6,955	7,074	7,196	7	7	8	8	8	8
03870. Sec 356 - Budgeted Program	40,500	40,500	36,466	37,006	37,565	38,144	39	39	40	41	41	42
03871. Sec 356 - Unplanned Program	2,000	3,250	5,000	5,000	5,000	5,000	5	5	5	5	5	5
03872. Community Activities Promotions	0	0	2,000	2,060	2,122	2,185	2	2	2	2	3	3
Total Expenditure	61,960	64,624	74,960	66,013	67,102	68,228	69	71	72	73	74	76
Operating Result - Surplus/(Deficit)	(54,230)	(56,394)	(67,230)	(58,283)	(59,372)	(60,498)	(62)	(63)	(64)	(65)	(67)	(68)
<b>Hathaway Cottage</b>												
01810. Hathaway Cottage Revenue	7,668	7,668	8,435	8,688	8,948	9,217	9	10	10	10	11	11
03810. Hathaway Cottage Expenditure	35,668	35,668	22,415	22,977	23,556	24,152	25	25	26	27	27	28
Operating Result - Surplus/(Deficit)	(28,000)	(28,000)	(13,980)	(14,289)	(14,607)	(14,935)	(15)	(16)	(16)	(16)	(17)	(17)
Total Transfers to (from) Reserve - Hathaway Cottage	(10,000)	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(12)	(12)	(12)	(13)	(13)	(13)
<b>Aged Care Units</b>												
01850. Aged Care Units Revenue	55,000	55,000	56,650	58,350	60,100	61,903	64	66	68	70	72	74
03850. Aged Care Units Expenditure	55,177	54,207	41,627	42,712	43,832	44,989	46	47	49	50	51	53
Operating Result - Surplus/(Deficit)	(177)	793	15,023	15,637	16,267	16,914	18	18	19	20	20	21
Total Transfers to (from) Reserve - Aged Care Units	19,823	20,793	22,196	22,810	23,440	24,087	25	25	26	27	28	28



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<b>Community Transport</b>												
01860. Community Transport Revenue	65,138	64,138	84,613	86,854	89,974	91,589	94	98	99	102	106	108
03860. Community Transport Expenditure	70,138	68,588	82,963	85,204	88,324	89,939	92	96	98	101	104	106
Operating Result - Surplus/(Deficit)	(5,000)	(4,450)	1,650	1,650	1,650	1,650	2	2	2	2	2	2
Community Transport Capital Expenditure	0	0	0	0	50,000	0	0	55	0	0	60	0
Total Transfers to (from) Reserve - Community Transport	0	550	13,650	13,650	(36,350)	13,650	14	(41)	14	14	(46)	14
<b>Community Centre</b>												
01740. Community Centre Revenue	2,000	51,635	7,500	7,725	7,957	8,195	8	9	9	9	10	10
03740. Community Centre Expenditure	18,746	18,746	44,242	44,915	45,609	46,323	47	48	49	49	50	51
Operating Result - Surplus/(Deficit)	(16,746)	32,889	(36,742)	(37,190)	(37,652)	(38,127)	(39)	(39)	(40)	(40)	(41)	(41)
Community Centre Capital Expenditure	15,000	92,348	10,000	0	0	0	0	0	0	0	0	0
Total Transfers to (from) Reserve - Community Centre	0	(27,713)	0	0	0	0	0	0	0	0	0	0
<b>Arts and Culture</b>												
03890. Other Culture Expenditure	2,700	2,610	2,688	2,769	2,852	2,938	3	3	3	3	3	4
03891. Cultural & Community Precinct Expenditure	6,000	6,000	6,150	6,305	6,464	6,628	7	7	7	7	8	8
Total Expenditure	8,700	8,610	8,838	9,073	9,316	9,565	10	10	10	11	11	11
Arts & Culture Capital Expenditure	0	0	30,000	0	0	0	0	0	0	0	0	0
Operating Result - Surplus/(Deficit)	(8,700)	(8,610)	(8,838)	(9,073)	(9,316)	(9,565)	(10)	(10)	(10)	(11)	(11)	(11)
<b>Animal Control</b>												
02040. Animal Control Revenue	10,500	10,500	9,500	9,500	9,500	9,500	10	10	10	10	10	10
04030. Stock Control Expenditure	12,000	12,000	11,500	11,845	12,200	12,566	13	13	14	14	15	15
04040. Animal Control Expenditure	36,746	36,737	48,972	42,422	43,863	45,357	47	49	50	52	54	56
04045. Boarding Kennels Expenditure	2,936	2,936	5,018	3,134	3,238	3,346	3	4	4	4	4	4
Total Expenditure	51,682	51,673	65,490	57,401	59,301	61,269	63	65	68	70	72	75
Operating Result - Surplus/(Deficit)	(41,182)	(41,173)	(55,990)	(47,901)	(49,801)	(51,769)	(54)	(56)	(58)	(60)	(63)	(65)

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<b>Environmental &amp; Public Health</b>												
02100. Health Administration & Inspection Revenue	1,200	2,684	5,500	5,500	5,500	5,500	6	6	6	6	6	6
04100. Health Administration & Inspection	14,752	14,752	17,895	18,431	18,984	19,554	20	21	21	22	23	23
Operating Result - Surplus/(Deficit)	(13,552)	(12,068)	(12,395)	(12,931)	(13,484)	(14,054)	(15)	(15)	(16)	(17)	(17)	(18)
<b>Rural Fire Service</b>												
02070. Fire Control Revenue	707,441	752,835	789,281	368,281	368,281	368,281	368	368	368	368	368	368
02072. Fire Control Invoiced Revenue	31,000	31,000	31,150	31,305	31,305	31,305	31	31	31	31	31	31
Total Income	738,441	783,835	820,431	399,586	399,586	399,586	400	400	400	400	400	400
04070. Fire Control Expenses	220,600	207,160	256,220	260,140	264,177	268,336	273	277	282	286	291	296
04071. Fire Control Non Reimbursable Expenses	171,712	352,776	193,024	193,791	194,581	195,395	196	197	198	199	200	201
04072. Fire Control Invoiced Expenses	59,000	59,000	59,150	60,085	61,047	62,038	63	64	65	66	67	69
Total Expenditure	451,312	618,936	508,394	514,015	519,805	525,769	532	538	545	551	558	566
Operating Result - Surplus/(Deficit)	287,129	164,899	312,037	(114,430)	(120,220)	(126,184)	(132)	(139)	(145)	(152)	(159)	(166)
Rural Fire Service Capital Expenditure	497,250	267,000	580,000	159,000	159,000	159,000	159	159	159	159	159	159
Total Transfers to (from) Reserve - Rural Fire Service	0	(21,543)	0	0	0	0	0	0	0	0	0	0
<b>Fitness/Gymnastic Centre</b>												
03735. Gymnastic Equipment Expenditure	4,200	4,200	5,077	1,504	0	0	0	0	0	0	0	0
Operating Result - Surplus/(Deficit)	(4,200)	(4,200)	(5,077)	(1,504)	0	0	0	0	0	0	0	0
<b>Weeds Management</b>												
04140. Weed Control Expenditure	96,749	103,583	100,172	103,177	106,272	109,461	113	116	120	123	127	131
Operating Result - Surplus/(Deficit)	(96,749)	(103,583)	(100,172)	(103,177)	(106,272)	(109,461)	(113)	(116)	(120)	(123)	(127)	(131)

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<b>Emergency Services</b>												
02085. Fire Station Revenue	3,332	3,332	3,432	3,535	3,641	3,750	4	4	4	4	4	4
02089. Rural Addressing Revenue	400	400	400	400	400	400	0	0	0	0	0	0
02090. Other Emergency Services Revenue	0	15,842	0	0	0	0	0	0	0	0	0	0
02091. Other Emergency Services Capital Revenue	3,000	3,000	3,000	3,000	3,000	3,000	3	3	3	3	3	3
Total Income	6,732	22,574	6,832	6,935	7,041	7,150	7	7	7	8	8	8
04080. State Emergency Serv Expenses - Oberon	16,957	16,817	12,809	13,185	13,572	13,971	14	15	15	16	16	17
04081. State Emergency Serv Expenses - Burruga	13,985	13,920	13,913	14,322	14,743	15,177	16	16	17	17	18	18
04085. Fire Station Expenditure	19,839	19,839	16,781	17,257	17,746	18,250	19	19	20	20	21	22
04089. Rural Addressing Expenditure	500	500	515	530	546	563	1	1	1	1	1	1
04090. Other Emergency Services Expenditure	1,000	22,122	1,830	1,904	1,980	2,059	1	1	1	1	1	1
Total Expenditure	52,282	73,198	45,848	47,197	48,587	50,019	50	52	53	55	57	58
Operating Result - Surplus/(Deficit)	(45,550)	(50,624)	(39,016)	(40,262)	(41,546)	(42,869)	(43)	(45)	(46)	(47)	(49)	(50)
Total Transfers to (from) Reserve - Emergency Services	3,000	3,000	3,000	3,000	3,000	3,000	3	3	3	3	3	3
<b>Main Street Security</b>												
04050. Main Street Security Expenditure	14,000	14,000	14,145	14,296	14,452	14,612	15	15	15	15	15	16
Operating Result - Surplus/(Deficit)	(14,000)	(14,000)	(14,145)	(14,296)	(14,452)	(14,612)	(15)	(15)	(15)	(15)	(15)	(16)
<b>Heritage</b>												
01931. Heritage Advisory Service Revenue	3,500	3,500	3,500	3,500	3,500	3,500	4	4	4	4	4	4
03930. Heritage Building Preservation Fund Exp	0	19,686	0	0	0	0	0	0	0	0	0	0
03931. Heritage Advisory Service Expenditure	10,500	10,500	10,815	11,139	11,474	11,818	12	13	13	13	14	14
03932. Heritage/History Projects Expenditure	10,000	10,000	15,000	0	0	0	0	0	0	0	0	0
Total Expenditure	20,500	40,186	25,815	11,139	11,474	11,818	12	13	13	13	14	14
Operating Result - Surplus/(Deficit)	(17,000)	(36,686)	(22,315)	(7,639)	(7,974)	(8,318)	(9)	(9)	(9)	(10)	(10)	(11)
Total Transfers to (from) Reserve - Local Heritage Fund	0	(19,686)	0	0	0	0	0	0	0	0	0	0

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<b>Development Control</b>												
02010. Development Control Revenue	98,000	98,000	84,000	84,000	84,000	84,000	84	84	84	84	84	84
04000. Strategic Land Management Planning	1,000	1,000	0	0	0	0	0	0	0	0	0	0
04010. Development Control Office Expenditure	620,620	621,020	662,700	684,263	708,429	730,251	757	782	811	835	866	897
Total Expenditure	621,620	622,020	662,700	684,263	708,429	730,251	757	782	811	835	866	897
Operating Result - Surplus/(Deficit)	(523,620)	(524,020)	(578,700)	(600,263)	(624,429)	(646,251)	(673)	(698)	(727)	(751)	(782)	(813)
19773. Leave Paid Suspense Development Control	38,823	38,823	42,166	42,166	42,166	42,166	42	42	42	42	42	42
Total Transfers to (from) Reserve - Development Control	8,130	8,130	6,592	7,108	8,037	2,218	10	11	12	13	14	16
<b>Building Control</b>												
02020. Building Control Revenue	69,000	69,000	69,000	69,000	69,000	69,000	69	69	69	69	69	69
04020. Building Control Expenditure	100,700	100,700	103,721	106,833	110,038	113,339	117	120	124	128	131	135
Operating Result - Surplus/(Deficit)	(31,700)	(31,700)	(34,721)	(37,833)	(41,038)	(44,339)	(48)	(51)	(55)	(59)	(62)	(66)