



2013/14

6 MONTH BUDGET  
FINANCIAL STATEMENTS

\* Prepared in accordance with Local Government Legislation  
Amendment Regulation (No. 4) 2013

## **2013/14 Budget (01 January to 30 June 2014)**

### **INTRODUCTION**

This is the first budget of the new Douglas Shire Council and covers the period 01 January to 30 June 2014. It is a requirement that the budget be adopted before 01 February 2014.

The budget is designed to maintain an appropriate level of services and provide a Capital works program that continues to renew infrastructure in the Council area. It is a conservative budget intended to assist the new Douglas to stabilise its financial position over the coming years.

The following paragraphs outline the legislative requirements applicable to our new Council for its inaugural budget, the budget development process that has been followed (including some of the limiting factors), the principles used in building the Capital works program, the costs of de-amalgamation and a summary of other factors that should also be taken into account when considering the budget financial reports.

### **LEGISLATIVE REQUIREMENTS**

The 2013/14 Budget has been prepared in accordance with the requirements of the *Local Government Act 2009*, the *Local Government Regulation 2012* and the *Local Government Legislation Amendment Regulation (No. 4) 2013* and includes:

- Statement of Comprehensive Income
- Statement of Capital Funding
- Capital Works Program
- Measures of Financial Sustainability

Under the provisions of the legislation, de-amalgamated councils are not required to prepare the following documents for this initial budget period of 01 January to 30 June 2014:

- Long Term Financial Plan
- 10 year financial projections
- 5 year Corporate Plan
- Financial statements for 2 financial years

### **BUDGET DEVELOPMENT PROCESS**

Douglas Shire Council received a split of Cairns Regional Council (CRC) budget data for 2013/14 based on the methodology being applied from the Financial Due Diligence Working Group (FDDWG). This data could not be analysed to transaction level detail to see 'real costs'.

The timing of de-amalgamation, time constraints and limited resources have all been challenges and as a result the following have been considered in developing the 6 month budget:

- Direct Allocation based on CRC 2013/14 Budget ledger
- Douglas staff review based on knowledge of managers, and location/department specific budgets
- Reference to 2006/07 and 2007/08 Douglas actual performance, indexed
- Seasonality impact of wet season for January to June, such as Daintree Ferry and water usage. Timing within the financial year of registration renewals etc
- Direct Employee costs, based on the current Douglas structure
- Comparison to Queensland Treasury Corporation (QTC) 2013/14 projections

## CAPITAL WORKS PRINCIPLES

The Capital income & expenditure plan is based on following principles:

- Category 1 (first 6 months – January to June 2014):
  - Committed expenditure (Contractual & Work in Progress)
  - Funding conditions
- Category 2 (priority beyond 6 months):
  - Legislative requirements
  - Grant & Developer funding
  - Capacity to deliver
  - Upgrade & Renewal projects over New

## DE-AMALGAMATION COSTS

The following table summarises the de-amalgamation costs incurred by Douglas Shire Council up to the end of December 2013. An allowance has been made in the budget for further de-amalgamation costs expected to be incurred during the budget period.

Task Description	ITD Actuals - Dec 2013	ITD Actuals - Nov 2013	Movement (\$)
<b>One off costs</b>			
Governance, planning and implementation	669,304	437,288	232,016
Industrial Relations	87,067	65,209	21,858
Community & staff engagement	4,249	800	3,449
Legal due diligence	11,876	8,474	3,402
Accounting and finance due diligence	385,655	298,150	87,505
New ICT	213,936	126,157	87,779
New Douglas Establishment	91,398	31,165	60,234
De-amalgamation - General	3,306	-	3,306
<b>Fixed assets</b>			
New ICT assets	1,037,757	877,601	160,156
<b>Total</b>	<b>2,504,547</b>	<b>1,844,843</b>	<b>659,704</b>

## **SUMMARY**

The following factors should also be taken into account when considering the budget financial reports:

- This first 6 month period of the new Council will be very tight financially
- Only Category 1 Capital expenditure is being incurred, with a review of the forward plan for 2014/15 onwards to occur
- All expenses, contracts and other arrangements will be closely monitored
- The organisational chart is based on lean management principles
- All staff have taken ownership of the budget in their particular sections of Council
- There will be a number of large Capital items in future years

## **BUDGET FINANCIAL REPORTS**

The budget financial reports consist of the following:

- Statement of Comprehensive Income
  - For Council
  - By department
- Statement of Capital Funding
- Capital Works Program
- Measures of Financial Sustainability
- Supporting Information to Financial Statements

**Douglas Shire Council**  
**Budget Statement of Comprehensive Income**  
For the six months ending 30 June 2014

**Original**  
**Budget**  
**2013/14**

	<b>\$</b>
<b>Operating Revenue</b>	
Net rates and utility charges	13,264,243
Fees and charges	1,452,812
Grants, subsidies, contributions and donations	452,504
Interest received	315,578
Other recurrent income	474,219
<b>Total Operating Revenue</b>	<b>15,959,355</b>
<b>Operating Expenses</b>	
Employee benefits	5,602,697
Materials and services	7,788,593
Depreciation and amortisation	4,440,344
Finance costs	27,000
Other payments	1,095,500
<b>Total Recurrent Expenses</b>	<b>18,954,135</b>
<b>Operating Result</b>	<b>(2,994,780)</b>
<b>Capital revenue</b>	
Grants, subsidies, contributions and donations	3,329,197
Other capital contributions	101,667
<b>Total capital revenue</b>	<b>3,430,864</b>
<b>Net result</b>	<b>436,084</b>

Douglas Shire Council Budget Statement of Comprehensive Income		Information Source	CEO unit	CORPORATE SERVICES				OPERATIONS			TOTAL
				Finance & IT	Governance	Library	Org. Business Support Unit	Development & Environment	Infrastructure	Water & Waste	
For the six months ending 30 June 2014											
<b>Operating Revenue</b>											
	Net rates and utility charges	1, 6	-	6,223,140	-	-	-	-	-	7,041,103	13,264,243
	Fees and charges	1, 2, 3, 4, 6	-	24,200	1,200	797	1,123	163,683	1,132,200	129,608	1,452,812
	Grants, subsidies, contributions and donations	1, 2, 6	2,500	437,560	-	-	-	5,428	6,420	596	452,504
	Interest received	2, 6	-	250,652	-	-	-	-	-	64,926	315,578
	Other recurrent income	2, 6	-	14,554	108,152	10,240	-	154,443	159,409	27,420	474,219
<b>Total Operating Revenue</b>			<b>2,500</b>	<b>6,950,106</b>	<b>109,352</b>	<b>11,038</b>	<b>1,123</b>	<b>323,554</b>	<b>1,298,030</b>	<b>7,263,653</b>	<b>15,959,355</b>
<b>Operating Expenses</b>											
	Employee benefits	5, 6	281,134	691,088	570,511	185,785	160,247	827,261	1,940,534	946,137	5,602,697
	Materials and services	2, 3, 4, 6	476,931	599,986	476,519	56,613	76,939	475,533	2,916,403	2,709,669	7,788,593
	Depreciation and amortisation	1, 2, 6	1,143	169,830	-	30,354	10,254	13,706	2,592,117	1,622,941	4,440,344
	Finance costs	1, 2, 6	-	27,000	-	-	-	-	-	-	27,000
	Other payments	1, 2	-	45,500	-	-	-	-	-	-	45,500
<b>Total Recurrent Expenses</b>			<b>759,209</b>	<b>1,533,403</b>	<b>1,047,030</b>	<b>272,751</b>	<b>247,441</b>	<b>1,316,500</b>	<b>7,449,055</b>	<b>5,278,747</b>	<b>17,904,135</b>
<b>Operating Result</b>			<b>(756,709)</b>	<b>5,416,703</b>	<b>(937,678)</b>	<b>(261,714)</b>	<b>(246,318)</b>	<b>(992,946)</b>	<b>(6,151,025)</b>	<b>1,984,906</b>	<b>(1,944,780)</b>
<b>De-amalgamation costs</b>											
	De-Amalgamation costs not yet incurred	1, 2, 5	1,050,000								1,050,000
<b>Operating Result (incl. De-amalgamation costs)</b>			<b>(1,806,709)</b>	<b>5,416,703</b>	<b>(937,678)</b>	<b>(261,714)</b>	<b>(246,318)</b>	<b>(992,946)</b>	<b>(6,151,025)</b>	<b>1,984,906</b>	<b>(2,994,780)</b>
<b>Capital revenue</b>											
	Grants, subsidies, contributions and donations	1, 2	-	-	-	-	-	-	3,329,197	-	3,329,197
	Other capital contributions	1, 2	-	-	-	-	-	-	-	101,667	101,667
<b>Total capital revenue</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,329,197</b>	<b>101,667</b>	<b>3,430,864</b>
<b>Net result</b>			<b>(1,806,709)</b>	<b>5,416,703</b>	<b>(937,678)</b>	<b>(261,714)</b>	<b>(246,318)</b>	<b>(992,946)</b>	<b>(2,821,828)</b>	<b>2,086,573</b>	<b>436,084</b>

#### Sources of Information

- 1 - Direct allocation from CRC
- 2 - Knowledge & Dept specific
- 3 - 2006/07 & 2007/08 indexed comparison
- 4 - Seasonality impact
- 5 - Direct employee cost
- 6 - QTC Comparison

**Douglas Shire Council**  
**Budget Statement of Capital Funding**  
For the six months ending 30 June 2014

**Original  
Budget  
2013/14**

**Source of Capital Funding**

Depreciation Utilised	4,440,344
Operating Surplus (Deficit)	- 2,994,780
<b>Funds available from Operating</b>	<b>1,445,565</b>
Asset Sale Proceeds	-
Loan Proceeds	
Capital Grants and Subsidies	3,145,697
Capital Contributions	
Contributed Assets	101,667
Other Capital Revenue	183,500
<b>Sub Total</b>	<b>4,876,429</b>
Cash (Reserves) to Balance Program	1,292,738
<b>Total Capital Funding</b>	<b>6,169,167</b>

**Application of Capital Funding**

Capital Works	6,013,500
Loan Redemptions - QTC	54,000
Contributed Assets	101,667
<b>Total Application of Capital Funding</b>	<b>6,169,167</b>

<b>Douglas Shire Council</b>		<b>New/ Renewal/ Upgrade</b>	<b>Original Budget 2013/14</b>
<b>Capital Works Program</b>			
For the six months ending 30 June 2014			
<b><u>Buildings (Community)</u></b>			
Public Toilet Block Tea Tree Road Diwan - internal Refurbishment	R	\$	5,000
Old Office Old Port Road (Boral Site) Port Douglas.	R	\$	5,000
Mossman Show Grounds Electrical Lighting Coronation Park	R	\$	5,000
Roof renewal and external repaint Sugar Wharf Building Dixie St	R	\$	50,000
Sports Complex (Sound shell) Tea Tree Road Diwan.	R	\$	15,000
Sports Complex (Oval Huts) Wharf Street Port Douglas.	R	\$	5,000
Community Development Facilities Renewal	R	\$	15,000
Cultural Facilities Renewal	R	\$	15,000
Unplanned Urgent Works - Sport Facilities Renewal	R	\$	15,000
Unplanned Urgent Works - Camping Grounds Infrastructure Rnwl	R	\$	10,000
Toilet Facilities Renewal	R	\$	20,000
		<b>\$</b>	<b>160,000</b>
<b><u>Buildings (Corporate)</u></b>			
Green Building Facilities Program (Year 1 Solar for the Admin)	N	\$	250,000
(\$200k for equip, \$50k for panels)	R		
Annual Capital Building Condition Assessment/Scoping	R	\$	15,000
Depot Facilities Renewal	R	\$	40,000
Renew Server Room Airconditioning	R	\$	15,000
		<b>\$</b>	<b>320,000</b>
<b><u>Land Improvements</u></b>			
Skate & BMX facilities Wonga Park	N	\$	133,000
		<b>\$</b>	<b>133,000</b>
<b><u>Other Structures</u></b>			
Mossman Leisure Park Pool. Park Street Mossman Pool Pump	R	\$	10,000
Mossman Leisure Park Pool Pump House Park Street Mossman	R	\$	5,000
		<b>\$</b>	<b>15,000</b>
<b><u>Plant and Equipment</u></b>			
Library Furniture Renewal and Purchase	R	\$	5,000
Playground Equipment Renewal	R	\$	30,000
Shadecloth Over Playground Equipment Renewal	R	\$	10,000
BBQ Renewal Program	R	\$	10,000
Parks Facilities Strategy Implementation	N	\$	10,000
Fleet Renewal Annual Allocation (Smoothed)	R	\$	495,900
Ipad/Mobile Tablets (Field Officers Data Capture)	N	\$	10,000
Additional Civica configuration Works (post implementation)	N	\$	46,000
Desktop Replacement Program	R	\$	34,600
Multi Function Device Replacements	R	\$	28,500
Renewal of Wireless WAN Links	R	\$	45,000
		<b>\$</b>	<b>725,000</b>
<b><u>Roads/Transport Network</u></b>			
Annual Reseal Program	R	\$	105,000
Cycling/Walking Strategy Implementation	N	\$	17,500
Local Roads of Regional Significance Woobadda Creek Crossing	R	\$	2,082,000
Niau Bridge	R	\$	174,000
Warner Bridge	R	\$	160,000
Bloomfield River Causeway	R	\$	925,000
Connolly Bridge	R	\$	40,000
Intersection Mudlo and Mowbray Streets	R	\$	480,000
Cycling & Walking Strategy Implementation	N	\$	10,000
Footpath Renewal	R	\$	10,000
Capital Works Scoping	U	\$	50,000
Kerb & Channel Program - Renewal	R	\$	20,000
Kerb & Channel Program - New	N	\$	20,000
Bus Shelters New/Renewal	R	\$	5,000
Bus Shelter Upgrade (DDA Compliance)	U	\$	5,000
		<b>\$</b>	<b>4,103,500</b>



**Stormwater Drainage Network**

Culverts Under Major Roads - Renewal	R	\$	30,000
Unplanned urgent Capital Drainage Works - Contingency only	R	\$	50,000
		\$	<b>80,000</b>

**Wastewater**

Unplanned urgent Renewal of sewerage Mains	R	\$	80,000
Generator purchase and setup auto switchover Mossman Ww	N	\$	60,000
Sludge handling conveyor Mossman Wastewater Treatment Plant	N	\$	60,000
Renewal of Safety Grates & Lids sewer pump station CYB & MB	R	\$	15,000
Sewer relining Mossman & Port Douglas meter& patch rate	R	\$	20,000
Port Douglas Sequential Batch Reactor air valve replacement	R	\$	12,000
Port Douglas Wastewater Treatment Plant auto sampler inlet work	N	\$	10,000
		\$	<b>257,000</b>

**Water**

Port Douglas/Mossman/Daintree P&D Alternative Water Supply	N	\$	50,000
Unplanned urgent Water Main Renewals	R	\$	50,000
Modifications to Whyanbeel and Daintree Water Treatment Plant buildi	N	\$	10,000
Unplanned urgent Pump renewals - Contingency Only	R	\$	50,000
Install new caustic/chlorine dosing pumps at MWater Treatment Plant	N	\$	20,000
Ventilation of Bulk chemical storage area MWater Treatment Plant	N	\$	10,000
Install scope disinfection system installation at Rocky Point	N	\$	10,000
Install SCADA Turbidity meter and shut off system – Rex Creek	N	\$	20,000
		\$	<b>220,000</b>

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<b>Total Capital Works</b>		<b>\$</b>	<b>6,013,500</b>
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**Douglas Shire Council**  
**Measures of Financial Sustainability**  
For the six months ending 30 June 2014

**Original  
Budget  
2013/14**

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Operating Surplus Ratio	<b>-19%</b>
Net Financial Liabilities Ratio	<b>N/A</b>
Asset Sustainability Ratio	<b>117%</b>

**Operating Surplus Ratio**

An indicator of the extent to which revenues raised cover operational expenses only or are available for funding purposes or other purposes.

**< 0%** - a local government is expecting to not be able to generate sufficient revenues that can cover operating expenses and offset past or future operating deficits or act as a funding source for proposed capital expenditure and/or debt repayments.

**Net Financial Liabilities Ratio**

An indicator of the extent to which the net financial liabilities of a local government can be serviced by its operating revenues

**N/A** - Due to the opening balances not being available until mid March this ratio was not able to be calculated.

**Asset Sustainability Ratio**

An approximation of the extent to which the infrastructure assets managed by local government are being replaced as they reach the end of their useful lives

**> 90%** - A local government is likely to be sufficiently maintaining, replacing or renewing existing infrastructure assets as they reach the end of their useful life.



Supporting Information to Financial  
Statements

## Douglas Budget 2013/14

Recurrent revenue:	Note #	Douglas Budget June '14	Douglas Actual 2007 (Indexed)	Variance to 2007	Douglas Actual 2008 (Indexed)	Variance to 2008
General rates	1	6,362,429	6,211,173	151,256	6,390,548	(28,120)
Levies	3	-	147,175	(147,175)	146,363	(146,363)
Water rates	4	2,747,565	2,150,336	597,229	1,992,387	755,178
Sewerage	5	2,752,917	2,240,883	512,034	2,314,651	438,266
Waste management	6	1,542,863	1,404,221	138,642	1,440,937	101,926
<b>Total rates and utility charge revenue</b>		<b>13,405,774</b>	<b>12,153,788</b>	<b>1,251,985</b>	<b>12,284,886</b>	<b>1,120,888</b>
less: Discounts/ Bad Debts		-	(765,300)	765,300	(672,758)	672,758
less: Pensioner remissions	8	(141,531)	(72,115)	(69,415)	(76,358)	(65,172)
<b>Net rates and utility charges</b>		<b>13,264,243</b>	<b>11,316,373</b>	<b>1,947,870</b>	<b>11,535,770</b>	<b>1,728,474</b>
Building and property related fees	9	23,627	-	23,627	-	23,627
Licences	10	153,258	-	153,258	-	153,258
Infringements	11	5,500	-	5,500	-	5,500
Private works	13	174,598	-	174,598	-	174,598
Refuse tipping fees	14	108,000	-	108,000	-	108,000
General service fees (Ferry)	15	977,200	1,140,185	(162,985)	1,218,934	(241,734)
Other fees and charges	16	10,628	623,260	(612,631)	889,202	(878,573)
<b>Fees and charges</b>		<b>1,452,812</b>	<b>1,763,445</b>	<b>(310,633)</b>	<b>2,108,135</b>	<b>(655,324)</b>
Sales - contract and recoverable works	52	-	1,235,554	(1,235,554)	882,580	(882,580)
General purpose grants	17	452,504	465,931	(13,427)	523,174	(70,670)
State government grants and subsidies		-	210,275	(210,275)	132,304	(132,304)
Contributions		-	-	-	27,815	(27,815)
Donations		-	-	-	-	-
<b>Grants, subsidies, contributions and donations</b>		<b>452,504</b>	<b>1,911,760</b>	<b>(1,459,255)</b>	<b>1,565,873</b>	<b>(1,113,368)</b>
Interest from overdue rates and utility charges	19	115,578	67,241	48,336	32,911	82,667
Interest received from investments	20	200,000	858,163	(658,163)	956,735	(756,735)
<b>Interest received</b>		<b>315,578</b>	<b>925,405</b>	<b>(609,827)</b>	<b>989,645</b>	<b>(674,068)</b>
Profit/(loss) from investments		-	-	-	-	-
Rental income	22	186,540	-	186,540	-	186,540
Commissions	23	14,554	-	14,554	-	14,554
Other operating revenue	24	273,124	-	273,124	-	273,124
Internal Revenue	25	-	623,260	(623,260)	-	-
<b>Other recurrent income</b>		<b>474,219</b>	<b>623,260</b>	<b>(149,041)</b>	<b>-</b>	<b>474,219</b>
<b>Total recurrent revenue</b>		<b>15,959,355</b>	<b>16,540,242</b>	<b>(580,886)</b>	<b>16,199,423</b>	<b>(240,068)</b>
<b>Capital revenue</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Grants, subsidies, contributions and donations	26	3,329,197	112,217	3,216,980	319,022	3,010,175
Other capital contributions	18	101,667	1,019,683	(918,016)	1,191,649	(1,089,982)
<b>Total capital revenue</b>		<b>3,430,864</b>	<b>1,131,899</b>	<b>2,298,965</b>	<b>1,510,671</b>	<b>1,920,193</b>
<b>Capital income:</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Gain on sale of property, plant and equipment	21	-	(92,562)	92,562	(57,817)	57,817
<b>Total capital income</b>		<b>-</b>	<b>(92,562)</b>	<b>92,562</b>	<b>(57,817)</b>	<b>57,817</b>
<b>Total capital revenue and capital income</b>		<b>3,430,864</b>	<b>1,039,338</b>	<b>2,391,526</b>	<b>1,452,854</b>	<b>1,978,010</b>
<b>Total income</b>		<b>19,390,219</b>	<b>17,579,579</b>	<b>1,810,640</b>	<b>17,652,278</b>	<b>1,737,942</b>
<b>Expenses</b>						
<b>Recurrent expenses:</b>						
Total staff wages and salaries	27	3,829,132	3,412,191	416,941	3,527,066	302,066
Councillors remuneration	28	116,117	221,289	(105,172)	231,291	(115,174)
Other employee costs	29	1,657,448	1,195,703	461,745	1,594,662	62,786
Employee benefits		5,602,697	4,829,184	773,514	5,353,019	249,678
Materials and services - Sales, contract and recoverable works	30	7,371,100	7,430,391	(59,291)	8,249,344	(878,244)
Audit services	31	21,382	23,904	(2,523)	32,420	(11,038)
Donations paid	32	396,111	-	396,111	-	396,111
Materials and services		7,788,593	7,454,295	334,298	8,281,764	(493,171)

Depreciation on Buildings	53	667,985	407,800	260,185	413,069	254,916
Depreciation on Plant & Equipment	54	289,766	410,776	(121,010)	342,452	(52,687)
Depreciation on Furniture and Fittings	55	5,858	1,396,824	(1,390,966)	953,555	(947,697)
Depreciation on Roads, Drainage & Bridge Network	56	1,862,774	542,352	1,320,422	522,236	1,340,538
Depreciation on Water	57	892,353	320,921	571,432	305,505	586,848
Depreciation on Sewerage	58	680,612	9,560	671,052	9,194	671,418
Depreciation on Other	59	5,099	10,634	(5,536)	10,243	(5,144)
Amortisation of intangible assets	62	35,899	-	35,899	-	35,899
<b>Depreciation and amortisation</b>		<b>4,440,344</b>	<b>3,098,866</b>	<b>1,341,478</b>	<b>2,556,253</b>	<b>1,884,091</b>
Bad and doubtful debts			751	(751)	-	-
Other expenses	-		35,133	(35,133)	-	-
Other expenses		-	35,884	(35,884)	-	-
Finance costs charged by Queensland Treasury Corporation	43	-	169,212	(169,212)	100,214	(100,214)
Interest paid on overdraft	44	27,000	-	27,000	-	27,000
Bank fees			28,750	(28,750)	31,790	(31,790)
Finance lease costs			-	-	-	-
<b>Finance costs</b>		<b>27,000</b>	<b>197,961</b>	<b>(170,961)</b>	<b>132,004</b>	<b>(105,004)</b>
Other payments	45	1,095,500	-	1,095,500	-	1,095,500
<b>Payments</b>		<b>1,095,500</b>	<b>-</b>	<b>1,095,500</b>	<b>-</b>	<b>1,095,500</b>
<b>Total recurrent expenses</b>		<b>18,954,135</b>	<b>15,616,190</b>	<b>3,337,945</b>	<b>16,323,040</b>	<b>2,631,095</b>
<b>Capital expenses:</b>						
Loss on sale of property, plant and equipment	46	-	92,562	(92,562)	57,817	(57,817)
Other capital expenses	48	-	24,814	(24,814)	-	-
<b>Total capital expenses</b>		<b>-</b>	<b>117,375</b>	<b>(117,375)</b>	<b>57,817</b>	<b>(57,817)</b>
<b>Total expenses</b>		<b>18,954,135</b>	<b>15,733,566</b>	<b>3,220,569</b>	<b>16,380,857</b>	<b>2,573,278</b>
<b>Result from ordinary activities</b>		<b>436,084</b>	<b>1,846,014</b>	<b>(1,409,929)</b>	<b>1,271,420</b>	<b>(835,336)</b>
De-Amalgamation costs post Jan 1	51	-	-	-	-	-
<b>Net result attributable to Council</b>		<b>436,084</b>	<b>1,846,014</b>	<b>(1,409,929)</b>	<b>1,271,420</b>	<b>(835,336)</b>
<b>OPERATING RESULT</b>						
<b>Operating revenue</b>		<b>15,959,355</b>	<b>16,540,242</b>	<b>(580,886)</b>	<b>16,199,423</b>	<b>(240,068)</b>
<b>Operating expense</b>		<b>18,954,135</b>	<b>15,616,190</b>	<b>3,337,945</b>	<b>16,323,040</b>	<b>2,631,095</b>
<b>Operating result</b>		<b>(2,994,780)</b>	<b>924,051</b>	<b>(3,918,831)</b>	<b>(123,617)</b>	<b>(2,871,163)</b>

	Corporate Services					Operations			TOTAL
	CEO unit	Finance & IT	Governance	Library	Organisational Business Support Unit	Development & Environment	Infrastructure	Water & Waste	
<b>Income</b>									
General rates	-	6,362,429	-	-	-	-	-	-	6,362,429
Water	-	-	-	-	-	-	-	2,747,565	2,747,565
Sewerage	-	-	-	-	-	-	-	2,752,917	2,752,917
Waste management	-	-	-	-	-	-	-	1,542,863	1,542,863
less: Pensioner remissions	-	139,289	-	-	-	-	-	2,242	141,531
Building and property related fees	-	23,627	-	-	-	-	-	-	23,627
Licences	-	-	-	-	-	153,258	-	-	153,258
Infringements	-	-	-	-	-	5,500	-	-	5,500
Private works	-	-	-	-	-	-	155,000	19,598	174,598
Refuse tipping fees	-	-	-	-	-	-	-	108,000	108,000
General service fees (Ferry)	-	-	-	-	-	-	977,200	-	977,200
Other fees and charges	-	573	1,200	797	1,123	4,925	0	2,011	10,628
Grants, subsidies, contributions and donations - Operating	2,500	437,560	-	-	-	5,428	6,420	596	452,504
Interest from overdue rates and utility charges	-	50,652	-	-	-	-	-	64,926	115,578
Interest received from investments	-	200,000	-	-	-	-	-	-	200,000
Rental income	-	-	-	-	-	107,000	79,540	-	186,540
Commissions	-	14,554	-	-	-	-	-	-	14,554
Other operating revenue	-	-	108,152	10,240	-	47,443	79,869	27,420	273,124
<b>TOTAL</b>	<b>2,500</b>	<b>6,950,106</b>	<b>109,352</b>	<b>11,038</b>	<b>1,123</b>	<b>323,554</b>	<b>1,298,030</b>	<b>7,365,320</b>	<b>15,959,355</b>
<b>Expenditure</b>									
Total staff wages and salaries	207,022	416,865	340,587	136,256	117,527	602,135	1,402,843	605,898	3,829,132
Councillors remuneration	-	-	116,117	-	-	-	-	-	116,117
Other employee costs	74,112	274,223	113,807	49,529	42,721	225,126	537,691	340,239	1,657,448
Materials and services	78,245	564,986	471,519	56,613	76,939	469,093	2,909,581	2,709,669	7,336,645
Audit services	-	17,500	-	-	-	3,882	-	-	21,382
Memberships paid	390,000	-	5,000	-	-	1,111	-	-	396,111
Depreciation and amortisation									
- Buildings	-	85,110	-	23,416	-	13,402	534,150	11,908	667,985
- Plant & Equipment	-	62,663	-	5,268	493	304	203,501	17,537	289,766
- Furniture and Fittings	198	2,820	-	1,531	-	-	1,090	219	5,858
- Roads, Drainage & Bridge Network	306	-	-	-	-	-	1,851,376	11,092	1,862,774
- Water	-	-	-	-	-	-	-	892,353	892,353
- Sewerage	-	-	-	-	-	-	-	680,612	680,612
- Other	-	-	-	-	-	-	2,000	3,099	5,099
- Amortisation of intangible assets	639	19,236	-	140	9,761	-	-	6,122	35,899
Other expenses	8,686	17,500	-	-	-	1,447	6,822	-	34,456
Finance costs - Loans	-	27,000	-	-	-	-	-	-	27,000
Other payments	-	45,500	-	-	-	-	-	-	45,500
De-Amalgamation costs post Jan 1	1,050,000	-	-	-	-	-	-	-	1,050,000
<b>TOTAL</b>	<b>1,809,209</b>	<b>1,533,403</b>	<b>1,047,030</b>	<b>272,751</b>	<b>247,441</b>	<b>1,316,500</b>	<b>7,449,055</b>	<b>5,278,747</b>	<b>18,954,135</b>
<b>(SURPLUS)/DEFICIT</b>	<b>1,806,709</b>	<b>5,416,703</b>	<b>937,678</b>	<b>261,714</b>	<b>246,318</b>	<b>992,946</b>	<b>6,151,025</b>	<b>2,086,573</b>	<b>2,994,780</b>