

Adopted Operational Plan (Budget) and 2017/18 – 2020/21 Revised Delivery Program



For further information contact

Management Accounting

Camden Council

70 Central Avenue

Oran Park NSW 2570

Phone: 4645 777

Email: mail@camden.nsw.gov.au

Major Capital Works Program

Major Projects that are completed include:

- Harrington Park youth facility \$1.14 million;
- Sedgewick Reserve youth facility \$1.36 million;
- Curry Reserve water play facility \$2.5 million;
- Oran Park Library \$13.7 million;
- Stage 3 – Camden Town Centre Upgrade \$3.4 million;
- Stage 4 – Camden Town Centre Upgrade \$3.6 million;
- Camden Valley Way / Macarthur Road Intersection Upgrade \$4.95 million;
- Graham Hill Road / Richardson Road Upgrade \$3.9 million;
- Spring Farm Community Facility \$3.0 million;
- Kirkham BMX \$1.7 million;
- Kirkham Park Playing Fields \$1.8 million;
- Bandara Circuit Playground \$1 million;
- Duncombe Avenue Playground \$400k;
- Spring Farm Amenities \$290k;
- Spring Farm Playground \$200k;
- Howard Park \$1.9 million;
- Julia Reserve Community Centre \$10.6 million;
- Julia Reserve Skate Park \$3.5 million;
- Catherine Park Sporting Fields \$5.1 million.

Major Projects that are nearing completion include:

- Catherine Park Community Facility \$2.2 million;
- Arcadian Hills Passive Recreation \$770k;
- Ron's Creek Waterplay, Youth and Passive Space \$1.54 million.

Major Projects to commence or to be completed in 2020/21:

Major Projects to commence or to be completed over the 2021/22 – 2024/25 Delivery program

Capital Works Projects (Project Description)	Cost	Expected Delivery
Works Depot Redevelopment Stage 1 & 2	\$4,800,000	2020/21
Herbert Rivulet Drainage Land Purchase - Elderslie	\$4,221,500	2020/21
Ferguson Land – Bridge Construction	\$1,150,000	2020/21
Synthetic Football Pitch - Nott Oval	\$2,800,000	2020/21
Fergusons Land – Cricket Facility	\$7,200,000	2021/22
Narellan Sports hub Stage 2	\$17,300,000	2021/22
Leppington - Byron Rd - Design - Ingleburn to Bringelly	\$7,600,000	2022/23
Leppington - Ingleburn Rd - Design Rickard Rd to Eastwood Rd	\$6,700,000	2022/23

The Resources we apply to: Effectively Managing Camden Growth (Summary)	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	8,516,700	9,089,100	8,353,100	8,161,200
Interest Income	1,000,000	1,000,000	1,500,000	1,500,000
Other Revenues	102,400	108,500	115,000	-
Grants - Operating	-	-	500,000	-
Contributions - Operating	250,000	250,000	1,500,000	1,500,000
Total Operating Revenue	9,869,100	10,447,600	11,968,100	11,161,200
Operating Expense				
Employee Costs	10,796,500	11,154,500	11,254,700	11,186,300
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	906,500	1,251,000	555,600	568,500
Depreciation	-	-	-	-
Other Expenses	89,800	128,900	263,800	130,700
Total Operating Expenses	11,792,800	12,534,400	12,074,100	11,885,500
Net Surplus/(Deficit) before Capital Income	(1,923,700)	(2,086,800)	(106,000)	(724,300)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	9,000,000	11,750,000	10,500,000	10,500,000
Total Capital Revenue	9,000,000	11,750,000	10,500,000	10,500,000
Net Surplus/(Deficit) after Capital Income	7,076,300	9,663,200	10,394,000	9,775,700
Source of Funds				
Non Cash Funded Depreciation	-	-	-	-
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	1,242,300	1,692,900	540,700	1,083,400
Source of Funds	8,318,600	11,356,100	10,934,700	10,859,100
Application of Funds				
Capital Purchases / Assets Acquisitions	-	-	-	-
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	10,250,000	13,000,000	13,500,000	13,500,000
Total application	10,250,000	13,000,000	13,500,000	13,500,000
Net Contribution/(Cost) of Service	(1,931,400)	(1,643,900)	(2,565,300)	(2,640,900)

The Resources we apply to: Urban & Rural Planning	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$
Operating Revenue				
Rates and Annual Charges	-	-		
User Charges and Fees	5,700	5,800	6,000	6,200
Interest Income	1,000,000	1,000,000	1,500,000	1,500,000
Other Revenues	-	-		
Grants - Operating	-	-	500,000	
Contributions - Operating	250,000	250,000	1,500,000	1,500,000
Total Operating Revenue	1,255,700	1,255,800	3,506,000	3,006,200
Operating Expense				
Employee Costs	3,610,200	3,893,200	3,900,500	3,672,400
Borrowing Expense - Interest	-	-		
Materials and Contracts	645,500	1,008,000	359,500	366,400
Depreciation	-	-		
Other Expenses	89,800	92,200	231,000	97,300
Total Operating Expenses	4,345,500	4,993,400	4,491,000	4,136,100
Net Surplus/(Deficit) before Capital Income	(3,089,800)	(3,737,600)	(985,000)	(1,129,900)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	9,000,000	11,750,000	10,500,000	10,500,000
Total Capital Revenue	9,000,000	11,750,000	10,500,000	10,500,000
Net Surplus/(Deficit) after Capital Income	5,910,200	8,012,400	9,515,000	9,370,100
Source of Funds				
Non Cash Funded Depreciation	-	-	-	-
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	1,242,300	1,692,900	540,700	1,083,400
Source of Funds	7,152,500	9,705,300	10,055,700	10,453,500
Application of Funds				
Capital Purchases / Assets Acquisitions	-	-	-	-
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	10,250,000	13,000,000	13,500,000	13,500,000
Total application	10,250,000	13,000,000	13,500,000	13,500,000
Net Contribution/(Cost) of Service	(3,097,500)	(3,294,700)	(3,444,300)	(3,046,500)

The Resources we apply to: Development Control	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	£	£	£	£
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	8,511,000	9,083,300	8,347,100	8,155,000
Interest Income	-	-	-	-
Other Revenues	102,400	108,500	115,000	-
Grants - Operating	-	-	-	-
Contributions - Operating	-	-	-	-
Total Operating Revenue	8,613,400	9,191,800	8,462,100	8,155,000
Operating Expense				
Employee Costs	7,073,500	7,143,400	7,232,100	7,388,000
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	243,100	224,600	177,100	182,600
Depreciation	-	-	-	-
Other Expenses	-	36,700	32,800	33,400
Total Operating Expenses	7,316,600	7,404,700	7,442,000	7,604,000
Net Surplus/(Deficit) before Capital Income	1,296,800	1,787,100	1,020,100	551,000
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	1,296,800	1,787,100	1,020,100	551,000
Source of Funds				
Non Cash Funded Depreciation	-	-	-	-
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	-	-	-	-
Source of Funds	1,296,800	1,787,100	1,020,100	551,000
Application of Funds				
Capital Purchases / Assets Acquisitions	-	-	-	-
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	-	-
Total application	-	-	-	-
Net Contribution/(Cost) of Service	1,296,800	1,787,100	1,020,100	551,000

The Resources we apply to: Heritage Protection	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	-	-	-	-
Interest Income	-	-	-	-
Other Revenues	-	-	-	-
Grants - Operating	-	-	-	-
Contributions - Operating	-	-	-	-
Total Operating Revenue	-	-	-	-
Operating Expense				
Employee Costs	112,800	117,900	122,100	125,900
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	17,900	18,400	19,000	19,500
Depreciation	-	-	-	-
Other Expenses	-	-	-	-
Total Operating Expenses	130,700	136,300	141,100	145,400
Net Surplus/(Deficit) before Capital Income	(130,700)	(136,300)	(141,100)	(145,400)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(130,700)	(136,300)	(141,100)	(145,400)
Source of Funds				
Non Cash Funded Depreciation	-	-	-	-
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	-	-	-	-
Source of Funds	(130,700)	(136,300)	(141,100)	(145,400)
Application of Funds				
Capital Purchases / Assets Acquisitions	-	-	-	-
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	-	-
Total application	-	-	-	-
Net Contribution/(Cost) of Service	(130,700)	(136,300)	(141,100)	(145,400)

The Resources we apply to: Healthy Urban & Natural Environments (Summary)	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$
Operating Revenue				
Rates and Annual Charges	11,777,400	13,965,400	15,086,500	14,290,700
User Charges and Fees	1,537,300	1,655,000	1,823,100	1,929,000
Interest Income	-	120,000	200,000	-
Other Revenues	58,500	58,100	48,100	104,100
Grants - Operating	111,400	228,900	243,280	147,000
Contributions - Operating	325,485	325,400	329,900	435,800
Total Operating Revenue	13,810,085	16,352,800	17,730,880	16,906,600
Operating Expense				
Employee Costs	8,199,956	8,970,500	9,762,780	11,255,400
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	12,496,605	14,403,400	14,961,500	15,871,550
Depreciation	4,680,600	4,724,000	5,010,100	4,842,361
Other Expenses	1,406,200	1,600,700	1,719,300	1,979,000
Total Operating Expenses	26,783,361	29,698,600	31,453,680	33,948,311
Net Surplus/(Deficit) before Capital Income	(12,973,276)	(13,345,800)	(13,722,800)	(17,041,711)
Capital Revenue				
Grants - Capital	-	1,500,000	4,403,400	13,900,000
Contributions - Capital	79,750,900	71,733,000	59,117,000	32,660,000
Total Capital Revenue	79,750,900	73,233,000	63,520,400	46,560,000
Net Surplus/(Deficit) after Capital Income	66,777,624	59,887,200	49,797,600	29,518,289
Source of Funds				
Non Cash Funded Depreciation	4,680,600	4,724,000	5,010,100	4,842,361
Funds Received from Sale of Fixed Assets	90,000	43,000	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	5,387,110	7,402,200	8,438,600	19,732,400
Source of Funds	76,935,334	72,056,400	63,246,300	54,093,050
Application of Funds				
Capital Purchases / Assets Acquisitions	85,738,000	80,719,900	72,473,300	65,693,600
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	2,716,307	3,222,600	4,102,900	3,962,600
Total application	88,454,307	83,942,500	76,576,200	69,656,200
Net Contribution/(Cost) of Service	(11,518,973)	(11,886,100)	(13,329,900)	(15,563,150)

The Resources we apply to: Public Health	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	338,800	355,600	375,400	447,900
Interest Income	-	-	-	-
Other Revenues	800	800	800	800
Grants - Operating	-	109,900	116,180	118,000
Contributions - Operating	-	-	-	-
Total Operating Revenue	339,600	466,300	492,380	566,700
Operating Expense				
Employee Costs	911,800	1,018,500	1,087,180	1,281,700
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	28,700	32,400	47,600	24,800
Depreciation	600	600	700	800
Other Expenses	20,000	48,300	24,000	37,700
Total Operating Expenses	961,100	1,099,800	1,159,480	1,345,000
Net Surplus/(Deficit) before Capital Income	(621,500)	(633,500)	(667,100)	(778,300)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(621,500)	(633,500)	(667,100)	(778,300)
Source of Funds				
Non Cash Funded Depreciation	600	600	700	800
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	-	12,200	22,200	22,200
Source of Funds	(620,900)	(620,700)	(644,200)	(755,300)
Application of Funds				
Capital Purchases / Assets Acquisitions	-	-	-	-
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	-	-
Total application	-	-	-	-
Net Contribution/(Cost) of Service	(620,900)	(620,700)	(644,200)	(755,300)

The Resources we apply to: Environmental Activities	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	200	-	8,400	8,600
Interest Income	-	-	-	-
Other Revenues	11,100	11,300	-	-
Grants - Operating	-	-	-	-
Contributions - Operating	-	-	-	-
Total Operating Revenue	11,300	11,300	8,400	8,600
Operating Expense				
Employee Costs	826,300	1,050,900	1,125,500	1,301,100
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	47,200	71,300	72,500	47,500
Depreciation	-	-	-	-
Other Expenses	3,300	5,500	6,900	6,800
Total Operating Expenses	876,800	1,127,700	1,204,900	1,355,400
Net Surplus/(Deficit) before Capital Income	(865,500)	(1,116,400)	(1,196,500)	(1,346,800)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(865,500)	(1,116,400)	(1,196,500)	(1,346,800)
Source of Funds				
Non Cash Funded Depreciation	-	-	-	-
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	16,000	16,500	17,000	17,500
Source of Funds	(849,500)	(1,099,900)	(1,179,500)	(1,329,300)
Application of Funds				
Capital Purchases / Assets Acquisitions	-	-	-	-
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	-	-
Total application	-	-	-	-
Net Contribution/(Cost) of Service	(849,500)	(1,099,900)	(1,179,500)	(1,329,300)

The Resources we apply to: Parks and Playgrounds	Revised			
	Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$
Operating Revenue				
Rates and Annual Charges	-	-		
User Charges and Fees	48,100	82,500	122,600	136,100
Interest Income	-	-		
Other Revenues	5,800	4,000		
Grants - Operating	-	-		
Contributions - Operating	325,485	325,400	329,900	329,900
Total Operating Revenue	379,385	411,900	452,500	466,000
Operating Expense				
Employee Costs	2,687,500	2,781,900	3,142,400	3,226,400
Borrowing Expense - Interest	-	-		
Materials and Contracts	3,806,468	4,096,500	4,203,200	4,394,300
Depreciation	2,371,000	2,393,000	1,897,000	1,778,000
Other Expenses	957,900	934,700	1,202,600	1,569,900
Total Operating Expenses	9,822,868	10,206,100	10,445,200	10,968,600
Net Surplus/(Deficit) before Capital Income	(9,443,483)	(9,794,200)	(9,992,700)	(10,502,600)
Capital Revenue				
Grants - Capital	-	1,500,000	4,403,400	13,900,000
Contributions - Capital	52,966,900	56,607,000	21,397,000	18,769,000
Total Capital Revenue	52,966,900	58,107,000	25,800,400	32,669,000
Net Surplus/(Deficit) after Capital Income	43,523,417	48,312,800	15,807,700	22,166,400
Source of Funds				
Non Cash Funded Depreciation	2,371,000	2,393,000	1,897,000	1,778,000
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	2,530,000	5,181,000	6,064,100	10,915,000
Source of Funds	48,424,417	55,886,800	23,768,800	34,859,400
Application of Funds				
Capital Purchases / Assets Acquisitions	55,770,900	63,566,000	32,893,800	45,535,000
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	103,400	-
Total application	55,770,900	63,566,000	32,997,200	45,535,000
Net Contribution/(Cost) of Service	(7,346,483)	(7,679,200)	(9,228,400)	(10,675,600)

The Resources we apply to: Protection of the Natural Environment	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$
Operating Revenue				
Rates and Annual Charges	-	-		
User Charges and Fees	6,700	6,400	6,100	5,800
Interest Income	-	-	-	-
Other Revenues	-	-	-	-
Grants - Operating	-	-	-	-
Contributions - Operating	-	-	-	-
Total Operating Revenue	6,700	6,400	6,100	5,800
Operating Expense				
Employee Costs	-	-	-	-
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	771,810	1,008,100	1,131,100	1,185,800
Depreciation	1,447,000	1,460,400	2,171,000	2,033,561
Other Expenses	20,500	22,000		
Total Operating Expenses	2,239,310	2,490,500	3,302,100	3,219,361
Net Surplus/(Deficit) before Capital Income	(2,232,610)	(2,484,100)	(3,296,000)	(3,213,561)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	26,784,000	15,126,000	37,720,000	13,891,000
Total Capital Revenue	26,784,000	15,126,000	37,720,000	13,891,000
Net Surplus/(Deficit) after Capital Income	24,551,390	12,641,900	34,424,000	10,677,439
Source of Funds				
Non Cash Funded Depreciation	1,447,000	1,460,400	2,171,000	2,033,561
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	759,710	945,500	908,100	5,348,200
Source of Funds	26,758,100	15,047,800	37,503,100	18,059,200
Application of Funds				
Capital Purchases / Assets Acquisitions	27,207,000	15,281,000	37,897,200	18,468,900
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	-	-
Total application	27,207,000	15,281,000	37,897,200	18,468,900
Net Contribution/(Cost) of Service	(448,900)	(233,200)	(394,100)	(409,700)

The Resources we apply to: Waste Services	Revised			
	Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$
Operating Revenue				
Rates and Annual Charges	11,777,400	13,965,400	15,086,500	14,290,700
User Charges and Fees	961,400	1,021,500	1,114,100	1,153,000
Interest Income	-	120,000	200,000	-
Other Revenues	40,800	42,000	47,300	103,300
Grants - Operating	82,200	90,000	98,100	-
Contributions - Operating	-	-	-	105,900
Total Operating Revenue	12,861,800	15,238,900	16,546,000	15,652,900
Operating Expense				
Employee Costs	2,821,456	3,142,400	3,485,700	4,366,600
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	6,688,047	7,876,200	8,083,700	8,500,400
Depreciation	862,000	870,000	941,400	1,030,000
Other Expenses	199,000	382,800	268,400	270,700
Total Operating Expenses	10,570,503	12,271,400	12,779,200	14,167,700
Net Surplus/(Deficit) before Capital Income	2,291,297	2,967,500	3,766,800	1,485,200
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	2,291,297	2,967,500	3,766,800	1,485,200
Source of Funds				
Non Cash Funded Depreciation	862,000	870,000	941,400	1,030,000
Funds Received from Sale of Fixed Assets	90,000	43,000	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	2,081,400	1,247,000	1,427,200	3,354,500
Source of Funds	5,324,697	5,127,500	6,135,400	5,869,700
Application of Funds				
Capital Purchases / Assets Acquisitions	2,560,100	1,872,900	1,682,300	1,614,700
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	2,716,307	3,222,600	3,999,500	3,962,600
Total application	5,276,407	5,095,500	5,681,800	5,577,300
Net Contribution/(Cost) of Service	48,290	32,000	453,600	292,400

The Resources we apply to: Appearance of Public Areas	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	-	-	-	-
Interest Income	-	-	-	-
Other Revenues	-	-	-	-
Grants - Operating	-	-	-	-
Contributions - Operating	-	-	-	-
Total Operating Revenue	-	-	-	-
Operating Expense				
Employee Costs	98,900	103,400	108,100	238,200
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	1,024,080	1,135,000	1,273,700	1,552,850
Depreciation	-	-	-	-
Other Expenses	17,300	18,200	24,300	26,300
Total Operating Expenses	1,140,280	1,256,600	1,406,100	1,817,350
Net Surplus/(Deficit) before Capital Income	(1,140,280)	(1,256,600)	(1,406,100)	(1,817,350)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(1,140,280)	(1,256,600)	(1,406,100)	(1,817,350)
Source of Funds				
Non Cash Funded Depreciation	-	-	-	-
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	-	-	-	75,000
Source of Funds	(1,140,280)	(1,256,600)	(1,406,100)	(1,742,350)
Application of Funds				
Capital Purchases / Assets Acquisitions	-	-	-	75,000
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	-	-
Total application	-	-	-	75,000
Net Contribution/(Cost) of Service	(1,140,280)	(1,256,600)	(1,406,100)	(1,817,350)

The Resources we apply to: Regulating the Use of Public Areas	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$
Operating Revenue				
Rates and Annual Charges	-	-		
User Charges and Fees	181,200	188,100	195,600	176,700
Interest Income	-	-		
Other Revenues	-	-		
Grants - Operating	-	-	-	-
Contributions - Operating	-	-	-	-
Total Operating Revenue	181,200	188,100	195,600	176,700
Operating Expense				
Employee Costs	722,400	751,500	705,400	730,500
Borrowing Expense - Interest	-	-		
Materials and Contracts	112,400	165,700	131,200	147,100
Depreciation	-	-		
Other Expenses	161,400	166,100	170,300	44,400
Total Operating Expenses	996,200	1,083,300	1,006,900	922,000
Net Surplus/(Deficit) before Capital Income	(815,000)	(895,200)	(811,300)	(745,300)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(815,000)	(895,200)	(811,300)	(745,300)
Source of Funds				
Non Cash Funded Depreciation	-	-	-	-
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	-	-	-	-
Source of Funds	(815,000)	(895,200)	(811,300)	(745,300)
Application of Funds				
Capital Purchases / Assets Acquisitions	200,000	-	-	-
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	-	-
Total application	200,000	-	-	-
Net Contribution/(Cost) of Service	(1,015,000)	(895,200)	(811,300)	(745,300)

The Resources we apply to: Enforcement of Legislation and Policies	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	900	900	900	900
Interest Income	-	-	-	-
Other Revenues	-	-	-	-
Grants - Operating	29,200	29,000	29,000	29,000
Contributions - Operating	-	-	-	-
Total Operating Revenue	30,100	29,900	29,900	29,900
Operating Expense				
Employee Costs	131,600	121,900	108,500	110,900
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	17,900	18,200	18,500	18,800
Depreciation	-	-	-	-
Other Expenses	26,800	23,100	22,800	23,200
Total Operating Expenses	176,300	163,200	149,800	152,900
Net Surplus/(Deficit) before Capital Income	(146,200)	(133,300)	(119,900)	(123,000)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(146,200)	(133,300)	(119,900)	(123,000)
Source of Funds				
Non Cash Funded Depreciation	-	-	-	-
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	-	-	-	-
Source of Funds	(146,200)	(133,300)	(119,900)	(123,000)
Application of Funds				
Capital Purchases / Assets Acquisitions	-	-	-	-
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	-	-
Total application	-	-	-	-
Net Contribution/(Cost) of Service	(146,200)	(133,300)	(119,900)	(123,000)

The Resources we apply to: A Prosperous Economy (Summary)	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	-	-	-	-
Interest Income	-	-	-	-
Other Revenues	3,100	3,200	15,000	15,400
Grants - Operating	-	-	-	-
Contributions - Operating	-	-	-	-
Total Operating Revenue	3,100	3,200	15,000	15,400
Operating Expense				
Employee Costs	519,400	445,700	482,300	246,100
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	327,000	406,200	724,000	735,200
Depreciation	-	-	-	-
Other Expenses	19,000	19,500	17,300	17,800
Total Operating Expenses	865,400	871,400	1,223,600	999,100
Net Surplus/(Deficit) before Capital Income	(862,300)	(868,200)	(1,208,600)	(983,700)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(862,300)	(868,200)	(1,208,600)	(983,700)
Source of Funds				
Non Cash Funded Depreciation	-	-	-	-
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	-	-	-	-
Source of Funds	(862,300)	(868,200)	(1,208,600)	(983,700)
Application of Funds				
Capital Purchases / Assets Acquisitions	-	-	250,000	-
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	-	-
Total application	-	-	250,000	-
Net Contribution/(Cost) of Service	(862,300)	(868,200)	(1,458,600)	(983,700)

The Resources we apply to: Tourism	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	-	-	-	-
Interest Income	-	-	-	-
Other Revenues	3,100	3,200	15,000	15,400
Grants - Operating	-	-	-	-
Contributions - Operating	-	-	-	-
Total Operating Revenue	3,100	3,200	15,000	15,400
Operating Expense				
Employee Costs	232,600	211,700	239,600	136,000
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	210,000	216,200	222,600	229,300
Depreciation	-	-	-	-
Other Expenses	19,000	19,500	17,300	17,800
Total Operating Expenses	461,600	447,400	479,500	383,100
Net Surplus/(Deficit) before Capital Income	(458,500)	(444,200)	(464,500)	(367,700)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(458,500)	(444,200)	(464,500)	(367,700)
Source of Funds				
Non Cash Funded Depreciation	-	-	-	-
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	-	-	-	-
Source of Funds	(458,500)	(444,200)	(464,500)	(367,700)
Application of Funds				
Capital Purchases / Assets Acquisitions	-	-	250,000	-
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	-	-
Total application	-	-	250,000	-
Net Contribution/(Cost) of Service	(458,500)	(444,200)	(714,500)	(367,700)

The Resources we apply to: Economic Development	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	-	-	-	-
Interest Income	-	-	-	-
Other Revenues	-	-	-	-
Grants - Operating	-	-	-	-
Contributions - Operating	-	-	-	-
Total Operating Revenue	-	-	-	-
Operating Expense				
Employee Costs	123,400	125,500	127,700	110,100
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	117,000	190,000	501,400	505,900
Depreciation	-	-	-	-
Other Expenses	-	-	-	-
Total Operating Expenses	240,400	315,500	629,100	616,000
Net Surplus/(Deficit) before Capital Income	(240,400)	(315,500)	(629,100)	(616,000)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(240,400)	(315,500)	(629,100)	(616,000)
Source of Funds				
Non Cash Funded Depreciation	-	-	-	-
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	-	-	-	-
Source of Funds	(240,400)	(315,500)	(629,100)	(616,000)
Application of Funds				
Capital Purchases / Assets Acquisitions	-	-	-	-
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	-	-
Total application	-	-	-	-
Net Contribution/(Cost) of Service	(240,400)	(315,500)	(629,100)	(616,000)

The Resources we apply to: Management of Significant Places	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	-	-	-	-
Interest Income	-	-	-	-
Other Revenues	-	-	-	-
Grants - Operating	-	-	-	-
Contributions - Operating	-	-	-	-
Total Operating Revenue	-	-	-	-
Operating Expense				
Employee Costs	163,400	108,500	115,000	-
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	-	-	-	-
Depreciation	-	-	-	-
Other Expenses	-	-	-	-
Total Operating Expenses	163,400	108,500	115,000	-
Net Surplus/(Deficit) before Capital Income	(163,400)	(108,500)	(115,000)	-
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(163,400)	(108,500)	(115,000)	-
Source of Funds				
Non Cash Funded Depreciation	-	-	-	-
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	-	-	-	-
Source of Funds	(163,400)	(108,500)	(115,000)	-
Application of Funds				
Capital Purchases / Assets Acquisitions	-	-	-	-
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	-	-
Total application	-	-	-	-
Net Contribution/(Cost) of Service	(163,400)	(108,500)	(115,000)	-

The Resources we apply to: Effective & Sustainable Transport (Summary)	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	50,800	50,700	205,200	35,400
Interest Income	-	-	-	-
Other Revenues	905,700	836,000	774,200	257,800
Grants - Operating	450,800	464,800	206,600	59,000
Contributions - Operating	-	-	128,000	128,000
Total Operating Revenue	1,407,300	1,351,500	1,314,000	480,200
Operating Expense				
Employee Costs	6,234,300	6,765,800	6,084,100	5,957,200
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	507,600	303,500	2,058,800	2,216,500
Depreciation	8,318,000	8,395,200	10,114,200	13,670,721
Other Expenses	2,772,700	2,907,500	3,272,300	3,282,500
Total Operating Expenses	17,832,600	18,372,000	21,529,400	25,126,921
Net Surplus/(Deficit) before Capital Income	(16,425,300)	(17,020,500)	(20,215,400)	(24,646,721)
Capital Revenue				
Grants - Capital	5,579,800	3,511,600	6,396,800	13,711,800
Contributions - Capital	81,249,100	76,236,000	73,644,000	78,115,000
Total Capital Revenue	86,828,900	79,747,600	80,040,800	91,826,800
Net Surplus/(Deficit) after Capital Income	70,403,600	62,727,100	59,825,400	67,180,079
Source of Funds				
Non Cash Funded Depreciation	8,318,000	8,395,200	10,114,200	13,670,721
Funds Received from Sale of Fixed Assets	445,000	473,400	315,200	-
Loan Borrowings	-	-	-	3,500,000
Internal Transfers - Transfer from Reserves	7,090,000	6,175,100	6,947,900	12,062,500
Source of Funds	86,256,600	77,770,800	77,202,700	96,413,300
Application of Funds				
Capital Purchases / Assets Acquisitions	95,790,900	90,137,400	89,500,600	107,471,850
Borrowing Expense - Principal	2,000,000	2,000,000	2,200,000	-
Internal Transfers - Transfer to Reserves	703,700	852,000	789,400	16,400
Total application	98,494,600	92,989,400	92,490,000	107,488,250
Net Contribution/(Cost) of Service	(12,238,000)	(15,218,600)	(15,287,300)	(11,074,950)

The Resources we apply to: Road Safety	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	100	-	-	-
Interest Income	-	-	-	-
Other Revenues	-	-	-	-
Grants - Operating	49,800	56,200	57,600	59,000
Contributions - Operating	-	-	-	-
Total Operating Revenue	49,900	56,200	57,600	59,000
Operating Expense				
Employee Costs	124,700	127,300	119,300	135,200
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	26,500	27,300	38,700	29,000
Depreciation	-	-	-	-
Other Expenses	7,100	7,400	6,800	17,800
Total Operating Expenses	158,300	162,000	164,800	182,000
Net Surplus/(Deficit) before Capital Income	(108,400)	(105,800)	(107,200)	(123,000)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(108,400)	(105,800)	(107,200)	(123,000)
Source of Funds				
Non Cash Funded Depreciation	-	-	-	-
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	-	-	-	-
Source of Funds	(108,400)	(105,800)	(107,200)	(123,000)
Application of Funds				
Capital Purchases / Assets Acquisitions	-	-	-	-
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	-	-
Total application	-	-	-	-
Net Contribution/(Cost) of Service	(108,400)	(105,800)	(107,200)	(123,000)

The Resources we apply to: Local Traffic Management	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	100	100	100	100
Interest Income	-	-	-	-
Other Revenues	-	-	-	-
Grants - Operating	131,000	132,000	-	-
Contributions - Operating	-	-	128,000	128,000
Total Operating Revenue	131,100	132,100	128,100	128,100
Operating Expense				
Employee Costs	1,049,700	1,138,300	1,085,300	1,111,100
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	155,700	165,500	171,200	210,700
Depreciation	-	-	-	-
Other Expenses	2,279,600	2,623,500	2,948,700	2,954,000
Total Operating Expenses	3,485,000	3,927,300	4,205,200	4,275,800
Net Surplus/(Deficit) before Capital Income	(3,353,900)	(3,795,200)	(4,077,100)	(4,147,700)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(3,353,900)	(3,795,200)	(4,077,100)	(4,147,700)
Source of Funds				
Non Cash Funded Depreciation	-	-	-	-
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	-	-	-	-
Source of Funds	(3,353,900)	(3,795,200)	(4,077,100)	(4,147,700)
Application of Funds				
Capital Purchases / Assets Acquisitions	-	-	-	-
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	-	-
Total application	-	-	-	-
Net Contribution/(Cost) of Service	(3,353,900)	(3,795,200)	(4,077,100)	(4,147,700)

The Resources we apply to: Transport Options	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	1,100	1,000	-	-
Interest Income	-	-	-	-
Other Revenues	-	-	1,000	1,000
Grants - Operating	-	-	-	-
Contributions - Operating	-	-	-	-
Total Operating Revenue	1,100	1,000	1,000	1,000
Operating Expense				
Employee Costs	504,900	524,200	519,600	560,900
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	-	-	-	-
Depreciation	-	-	-	-
Other Expenses	3,000	3,100	2,400	2,400
Total Operating Expenses	507,900	527,300	522,000	563,300
Net Surplus/(Deficit) before Capital Income	(506,800)	(526,300)	(521,000)	(562,300)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(506,800)	(526,300)	(521,000)	(562,300)
Source of Funds				
Non Cash Funded Depreciation	-	-	-	-
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	-	-	-	-
Source of Funds	(506,800)	(526,300)	(521,000)	(562,300)
Application of Funds				
Capital Purchases / Assets Acquisitions	-	-	-	-
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	-	-
Total application	-	-	-	-
Net Contribution/(Cost) of Service	(506,800)	(526,300)	(521,000)	(562,300)

The Resources we apply to: Construction and Maintenance of Infrastructure	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	49,500	49,600	205,100	35,300
Interest Income	-	-	-	-
Other Revenues	905,700	836,000	773,200	256,800
Grants - Operating	270,000	276,600	149,000	
Contributions - Operating	-	-	-	-
Total Operating Revenue	1,225,200	1,162,200	1,127,300	292,100
Operating Expense				
Employee Costs	4,555,000	4,976,000	4,359,900	4,150,000
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	325,400	110,700	1,848,900	1,976,800
Depreciation	8,318,000	8,395,200	10,114,200	13,670,721
Other Expenses	483,000	273,500	314,400	308,300
Total Operating Expenses	13,681,400	13,755,400	16,637,400	20,105,821
Net Surplus/(Deficit) before Capital Income	(12,456,200)	(12,593,200)	(15,510,100)	(19,813,721)
Capital Revenue				
Grants - Capital	5,579,800	3,511,600	6,396,800	13,711,800
Contributions - Capital	81,249,100	76,236,000	73,644,000	78,115,000
Total Capital Revenue	86,828,900	79,747,600	80,040,800	91,826,800
Net Surplus/(Deficit) after Capital Income	74,372,700	67,154,400	64,530,700	72,013,079
Source of Funds				
Non Cash Funded Depreciation	8,318,000	8,395,200	10,114,200	13,670,721
Funds Received from Sale of Fixed Assets	445,000	473,400	315,200	-
Loan Borrowings	-	-	-	3,500,000
Internal Transfers - Transfer from Reserves	7,090,000	6,175,100	6,947,900	12,062,500
Source of Funds	90,225,700	82,198,100	81,908,000	101,246,300
Application of Funds				
Capital Purchases / Assets Acquisitions	95,790,900	90,137,400	89,500,600	107,471,850
Borrowing Expense - Principal	2,000,000	2,000,000	2,200,000	
Internal Transfers - Transfer to Reserves	703,700	852,000	789,400	16,400
Total application	98,494,600	92,989,400	92,490,000	107,488,250
Net Contribution/(Cost) of Service	(8,268,900)	(10,791,300)	(10,582,000)	(6,241,950)

The Resources we apply to: An Enriched & Connected Community (Summary)	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	₤	₤	₤	₤
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	6,032,150	6,205,600	7,605,000	8,192,200
Interest Income	-	-	-	-
Other Revenues	8,600	14,200	319,400	326,600
Grants - Operating	1,312,100	1,476,800	1,347,500	1,433,500
Contributions - Operating	-	-	186,600	168,200
Total Operating Revenue	7,352,850	7,696,600	9,458,500	10,120,500
Operating Expense				
Employee Costs	3,953,040	4,776,200	4,482,600	5,263,000
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	6,365,975	7,087,100	8,795,200	9,725,400
Depreciation	167,400	169,000	182,900	200,000
Other Expenses	1,314,350	1,459,900	1,400,400	919,800
Total Operating Expenses	11,800,765	13,492,200	14,861,100	16,108,200
Net Surplus/(Deficit) before Capital Income	(4,447,915)	(5,795,600)	(5,402,600)	(5,987,700)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(4,447,915)	(5,795,600)	(5,402,600)	(5,987,700)
Source of Funds				
Non Cash Funded Depreciation	167,400	169,000	182,900	200,000
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	2,069,000	4,255,000	1,554,400	200,000
Source of Funds	(2,211,515)	(1,371,600)	(3,665,300)	(5,587,700)
Application of Funds				
Capital Purchases / Assets Acquisitions	2,436,000	5,263,000	2,057,700	677,300
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	175,160	206,400	226,000	245,000
Total application	2,611,160	5,469,400	2,283,700	922,300
Net Contribution/(Cost) of Service	(4,822,675)	(6,841,000)	(5,949,000)	(6,510,000)

The Resources we apply to: Community Support Services and Facilities	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	₤	₤	₤	₤
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	1,833,650	1,924,200	1,725,300	1,862,800
Interest Income	-	-	-	-
Other Revenues	-	-	305,000	312,000
Grants - Operating	1,000,000	1,200,000	1,260,000	1,323,000
Contributions - Operating	-	-	-	-
Total Operating Revenue	2,833,650	3,124,200	3,290,300	3,497,800
Operating Expense				
Employee Costs	1,465,290	1,647,200	1,638,600	1,858,400
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	1,806,150	2,052,300	2,223,300	2,316,200
Depreciation	29,200	29,500	31,900	34,900
Other Expenses	349,250	445,700	456,900	473,100
Total Operating Expenses	3,649,890	4,174,700	4,350,700	4,682,600
Net Surplus/(Deficit) before Capital Income	(816,240)	(1,050,500)	(1,060,400)	(1,184,800)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(816,240)	(1,050,500)	(1,060,400)	(1,184,800)
Source of Funds				
Non Cash Funded Depreciation	29,200	29,500	31,900	34,900
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	516,000	3,681,000	1,454,400	
Source of Funds	(271,040)	2,660,000	425,900	(1,149,900)
Application of Funds				
Capital Purchases / Assets Acquisitions	551,000	4,295,000	1,533,400	41,000
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	175,160	206,400	226,000	245,000
Total application	726,160	4,501,400	1,759,400	286,000
Net Contribution/(Cost) of Service	(997,200)	(1,841,400)	(1,333,500)	(1,435,900)

The Resources we apply to: Community Planning and Development	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	₤	₤	₤	₤
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	1,800	1,800	1,800	1,900
Interest Income	-	-	-	-
Other Revenues	-	-	-	-
Grants - Operating	133,200	94,000	87,500	88,000
Contributions - Operating	-	-	-	-
Total Operating Revenue	135,000	95,800	89,300	89,900
Operating Expense				
Employee Costs	698,500	738,800	711,700	771,000
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	115,100	100,900	108,700	113,000
Depreciation	-	-	-	-
Other Expenses	223,300	226,600	230,000	232,800
Total Operating Expenses	1,036,900	1,066,300	1,050,400	1,116,800
Net Surplus/(Deficit) before Capital Income	(901,900)	(970,500)	(961,100)	(1,026,900)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(901,900)	(970,500)	(961,100)	(1,026,900)
Source of Funds				
Non Cash Funded Depreciation	-	-	-	-
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	-	-	-	-
Source of Funds	(901,900)	(970,500)	(961,100)	(1,026,900)
Application of Funds				
Capital Purchases / Assets Acquisitions	-	-	-	-
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	-	-
Total application	-	-	-	-
Net Contribution/(Cost) of Service	(901,900)	(970,500)	(961,100)	(1,026,900)

The Resources we apply to: Recreation Services and Facilities	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	4,152,800	4,240,000	5,837,200	6,285,700
Interest Income	-	-	-	-
Other Revenues	1,000	1,000	1,000	1,000
Grants - Operating	-	-	-	-
Contributions - Operating	-	-	-	-
Total Operating Revenue	4,153,800	4,241,000	5,838,200	6,286,700
Operating Expense				
Employee Costs	-	-	-	163,700
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	3,601,700	3,729,700	5,205,500	5,855,800
Depreciation	-	-	-	-
Other Expenses	623,300	627,100	626,400	124,200
Total Operating Expenses	4,225,000	4,356,800	5,831,900	6,143,700
Net Surplus/(Deficit) before Capital Income	(71,200)	(115,800)	6,300	143,000
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(71,200)	(115,800)	6,300	143,000
Source of Funds				
Non Cash Funded Depreciation	-	-	-	-
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	-	574,000	-	-
Source of Funds	(71,200)	458,200	6,300	143,000
Application of Funds				
Capital Purchases / Assets Acquisitions	58,000	634,000	72,300	74,300
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	-	-
Total application	58,000	634,000	72,300	74,300
Net Contribution/(Cost) of Service	(129,200)	(175,800)	(66,000)	68,700

The Resources we apply to: Community Events	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	₤	₤	₤	₤
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	-	-	-	-
Interest Income	-	-	-	-
Other Revenues	7,000	7,000	7,000	7,000
Grants - Operating	-	-	-	-
Contributions - Operating	-	-	-	-
Total Operating Revenue	7,000	7,000	7,000	7,000
Operating Expense				
Employee Costs	188,200	196,700	205,600	490,800
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	312,900	461,600	491,100	601,400
Depreciation	-	-	-	-
Other Expenses	-	-	-	-
Total Operating Expenses	501,100	658,300	696,700	1,092,200
Net Surplus/(Deficit) before Capital Income	(494,100)	(651,300)	(689,700)	(1,085,200)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(494,100)	(651,300)	(689,700)	(1,085,200)
Source of Funds				
Non Cash Funded Depreciation	-	-	-	-
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	-	-	-	-
Source of Funds	(494,100)	(651,300)	(689,700)	(1,085,200)
Application of Funds				
Capital Purchases / Assets Acquisitions	-	-	-	-
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	-	-
Total application	-	-	-	-
Net Contribution/(Cost) of Service	(494,100)	(651,300)	(689,700)	(1,085,200)

The Resources we apply to: Community Safety	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	£	£	£	£
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	-	-	-	-
Interest Income	-	-	-	-
Other Revenues	-	-	-	-
Grants - Operating	-	-	-	-
Contributions - Operating	-	-	-	-
Total Operating Revenue	-	-	-	-
Operating Expense				
Employee Costs	-	-	-	-
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	10,200	10,400	-	-
Depreciation	-	-	-	-
Other Expenses	-	-	-	-
Total Operating Expenses	10,200	10,400	-	-
Net Surplus/(Deficit) before Capital Income	(10,200)	(10,400)	-	-
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(10,200)	(10,400)	-	-
Source of Funds				
Non Cash Funded Depreciation	-	-	-	-
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	-	-	-	-
Source of Funds	(10,200)	(10,400)	-	-
Application of Funds				
Capital Purchases / Assets Acquisitions	-	-	-	-
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	-	-
Total application	-	-	-	-
Net Contribution/(Cost) of Service	(10,200)	(10,400)	-	-

The Resources we apply to: Library Services	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	₤	₤	₤	₤
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	43,900	39,600	40,700	41,800
Interest Income	-	-	-	-
Other Revenues	600	6,200	6,400	6,600
Grants - Operating	178,900	182,800	-	22,500
Contributions - Operating	-	-	186,600	168,200
Total Operating Revenue	223,400	228,600	233,700	239,100
Operating Expense				
Employee Costs	1,601,050	2,193,500	1,926,700	1,979,100
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	519,925	732,200	766,600	839,000
Depreciation	138,200	139,500	151,000	165,100
Other Expenses	118,500	160,500	87,100	89,700
Total Operating Expenses	2,377,675	3,225,700	2,931,400	3,072,900
Net Surplus/(Deficit) before Capital Income	(2,154,275)	(2,997,100)	(2,697,700)	(2,833,800)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(2,154,275)	(2,997,100)	(2,697,700)	(2,833,800)
Source of Funds				
Non Cash Funded Depreciation	138,200	139,500	151,000	165,100
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	1,553,000	-	100,000	200,000
Source of Funds	(463,075)	(2,857,600)	(2,446,700)	(2,468,700)
Application of Funds				
Capital Purchases / Assets Acquisitions	1,827,000	334,000	452,000	562,000
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	-	-
Total application	1,827,000	334,000	452,000	562,000
Net Contribution/(Cost) of Service	(2,290,075)	(3,191,600)	(2,898,700)	(3,030,700)

The Resources we apply to: Strong Local Leadership (Summary)	Revised			
	Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$
Operating Revenue				
Rates and Annual Charges	50,775,300	56,076,700	60,943,200	60,984,100
User Charges and Fees	1,163,800	2,211,500	2,578,000	2,644,900
Interest Income	1,620,000	1,680,000	1,550,000	800,000
Other Revenues	991,500	398,600	418,200	660,300
Grants - Operating	4,090,900	4,522,300	4,044,400	4,082,400
Contributions - Operating	57,400	59,100	587,800	631,100
Total Operating Revenue	58,698,900	64,948,200	70,121,600	69,802,800
Operating Expense				
Employee Costs	14,737,200	16,346,500	17,653,400	17,588,400
Borrowing Expense - Interest	1,385,809	1,273,500	1,175,500	1,105,400
Materials and Contracts	3,746,361	4,175,700	5,180,400	6,473,370
Depreciation	2,905,200	2,932,200	3,692,800	4,286,918
Other Expenses	4,621,790	4,858,500	4,595,100	5,045,200
Total Operating Expenses	27,396,360	29,586,400	32,297,200	34,499,288
Net Surplus/(Deficit) before Capital Income	31,302,540	35,361,800	37,824,400	35,303,512
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	31,302,540	35,361,800	37,824,400	35,303,512
Source of Funds				
Non Cash Funded Depreciation	2,905,200	2,932,200	3,692,800	4,286,918
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	3,000,000	2,100,000
Internal Transfers - Transfer from Reserves	3,728,800	4,712,300	4,161,200	6,532,150
Source of Funds	37,936,540	43,006,300	48,678,400	48,222,580
Application of Funds				
Capital Purchases / Assets Acquisitions	1,580,000	1,846,000	2,178,000	3,933,350
Borrowing Expense - Principal	1,796,091	1,664,200	1,520,700	1,371,600
Internal Transfers - Transfer to Reserves	3,187,101	3,038,300	6,389,600	6,029,030
Total application	6,563,192	6,548,500	10,088,300	11,333,980
Net Contribution/(Cost) of Service	31,373,348	36,457,800	38,590,100	36,888,600

The Resources we apply to: Strong Local Democracy	Revised			
	Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	£	£	£	£
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	-	-	-	-
Interest Income	-	-	-	-
Other Revenues	-	-	-	-
Grants - Operating	-	-	-	-
Contributions - Operating	-	-	-	-
Total Operating Revenue	-	-	-	-
Operating Expense				
Employee Costs	120,300	125,700	-	-
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	-	-	-	-
Depreciation	-	-	-	-
Other Expenses	421,500	450,500	370,600	848,100
Total Operating Expenses	541,800	576,200	370,600	848,100
Net Surplus/(Deficit) before Capital Income	(541,800)	(576,200)	(370,600)	(848,100)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(541,800)	(576,200)	(370,600)	(848,100)
Source of Funds				
Non Cash Funded Depreciation	-	-	-	-
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	-	-	-	468,100
Source of Funds	(541,800)	(576,200)	(370,600)	(380,000)
Application of Funds				
Capital Purchases / Assets Acquisitions	-	-	-	-
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	101,100	120,000	123,500	123,500
Total application	101,100	120,000	123,500	123,500
Net Contribution/(Cost) of Service	(642,900)	(696,200)	(494,100)	(503,500)

The Resources we apply to: Community Engagement	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	₤	₤	₤	₤
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	-	-	-	-
Interest Income	-	-	-	-
Other Revenues	-	-	-	-
Grants - Operating	-	-	-	-
Contributions - Operating	-	-	-	-
Total Operating Revenue	-	-	-	-
Operating Expense				
Employee Costs	98,300	102,700	107,300	112,100
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	-	-	-	-
Depreciation	-	-	-	-
Other Expenses	-	-	-	-
Total Operating Expenses	98,300	102,700	107,300	112,100
Net Surplus/(Deficit) before Capital Income	(98,300)	(102,700)	(107,300)	(112,100)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(98,300)	(102,700)	(107,300)	(112,100)
Source of Funds				
Non Cash Funded Depreciation	-	-	-	-
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	-	-	-	-
Source of Funds	(98,300)	(102,700)	(107,300)	(112,100)
Application of Funds				
Capital Purchases / Assets Acquisitions	-	-	-	-
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	-	-
Total application	-	-	-	-
Net Contribution/(Cost) of Service	(98,300)	(102,700)	(107,300)	(112,100)

The Resources we apply to: Management of Emergency Events	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	₤	₤	₤	₤
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	-	49,000		
Interest Income	-	-		
Other Revenues	63,600	65,600		
Grants - Operating	168,600	174,000		
Contributions - Operating	-	-	179,700	185,300
Total Operating Revenue	232,200	288,600	179,700	185,300
Operating Expense				
Employee Costs	-	-	-	-
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	691,100	728,400	753,700	795,700
Depreciation	11,200	11,300	12,200	13,400
Other Expenses	286,600	310,700	324,900	343,200
Total Operating Expenses	988,900	1,050,400	1,090,800	1,152,300
Net Surplus/(Deficit) before Capital Income	(756,700)	(761,800)	(911,100)	(967,000)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(756,700)	(761,800)	(911,100)	(967,000)
Source of Funds				
Non Cash Funded Depreciation	11,200	11,300	12,200	13,400
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	-	-	-	-
Source of Funds	(745,500)	(750,500)	(898,900)	(953,600)
Application of Funds				
Capital Purchases / Assets Acquisitions	-	-	-	-
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	-	-
Total application	-	-	-	-
Net Contribution/(Cost) of Service	(745,500)	(750,500)	(898,900)	(953,600)

The Resources we apply to: Stewardship of Community Resources	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	₤	₤	₤	₤
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	180,700	185,800	168,300	156,600
Interest Income	-	-	-	-
Other Revenues	-	-	-	34,800
Grants - Operating	-	-	-	-
Contributions - Operating	-	-	-	-
Total Operating Revenue	180,700	185,800	168,300	191,400
Operating Expense				
Employee Costs	4,464,000	5,388,600	5,107,500	5,403,800
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	678,400	641,700	928,800	1,237,850
Depreciation	-	-	-	-
Other Expenses	401,000	819,600	700,400	622,200
Total Operating Expenses	5,543,400	6,849,900	6,736,700	7,263,850
Net Surplus/(Deficit) before Capital Income	(5,362,700)	(6,664,100)	(6,568,400)	(7,072,450)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(5,362,700)	(6,664,100)	(6,568,400)	(7,072,450)
Source of Funds				
Non Cash Funded Depreciation	-	-	-	-
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	-	-	219,900	-
Source of Funds	(5,362,700)	(6,664,100)	(6,348,500)	(7,072,450)
Application of Funds				
Capital Purchases / Assets Acquisitions	-	-	-	-
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	-	-
Total application	-	-	-	-
Net Contribution/(Cost) of Service	(5,362,700)	(6,664,100)	(6,348,500)	(7,072,450)

The Resources we apply to: Support Services	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	₤	₤	₤	₤
Operating Revenue				
Rates and Annual Charges	50,775,300	56,076,700	60,943,200	60,984,100
User Charges and Fees	983,000	1,976,700	2,409,700	2,488,300
Interest Income	1,620,000	1,680,000	1,550,000	800,000
Other Revenues	925,400	330,500	415,700	623,000
Grants - Operating	3,922,300	4,348,300	4,044,400	4,082,400
Contributions - Operating	57,400	59,100	408,100	445,800
Total Operating Revenue	58,283,400	64,471,300	69,771,100	69,423,600
Operating Expense				
Employee Costs	8,457,700	8,846,600	10,350,100	9,934,100
Borrowing Expense - Interest	1,385,809	1,273,500	1,175,500	1,105,400
Materials and Contracts	2,310,561	2,659,000	3,321,100	4,279,120
Depreciation	2,894,000	2,920,900	3,680,600	4,273,518
Other Expenses	3,325,090	3,061,000	2,976,300	3,007,200
Total Operating Expenses	18,373,160	18,761,000	21,503,600	22,599,338
Net Surplus/(Deficit) before Capital Income	39,910,240	45,710,300	48,267,500	46,824,262
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	39,910,240	45,710,300	48,267,500	46,824,262
Source of Funds				
Non Cash Funded Depreciation	2,894,000	2,920,900	3,680,600	4,273,518
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	3,000,000	2,100,000
Internal Transfers - Transfer from Reserves	3,728,800	4,712,300	3,941,300	6,064,050
Source of Funds	46,533,040	53,343,500	58,889,400	59,261,830
Application of Funds				
Capital Purchases / Assets Acquisitions	1,580,000	1,846,000	2,178,000	3,933,350
Borrowing Expense - Principal	1,796,091	1,664,200	1,520,700	1,371,600
Internal Transfers - Transfer to Reserves	3,086,001	2,918,300	6,266,100	5,905,530
Total application	6,462,092	6,428,500	9,964,800	11,210,480
Net Contribution/(Cost) of Service	40,070,948	46,915,000	48,924,600	48,051,350

The Resources we apply to: Community Information	Revised Delivery Program			
	2017/18	2018/19	2019/20	2020/21
	₤	₤	₤	₤
Operating Revenue				
Rates and Annual Charges	-	-	-	-
User Charges and Fees	100	-	-	-
Interest Income	-	-	-	-
Other Revenues	2,500	2,500	2,500	2,500
Grants - Operating	-	-	-	-
Contributions - Operating	-	-	-	-
Total Operating Revenue	2,600	2,500	2,500	2,500
Operating Expense				
Employee Costs	1,596,900	1,882,900	2,088,500	2,138,400
Borrowing Expense - Interest	-	-	-	-
Materials and Contracts	66,300	146,600	176,800	160,700
Depreciation	-	-	-	-
Other Expenses	187,600	216,700	222,900	224,500
Total Operating Expenses	1,850,800	2,246,200	2,488,200	2,523,600
Net Surplus/(Deficit) before Capital Income	(1,848,200)	(2,243,700)	(2,485,700)	(2,521,100)
Capital Revenue				
Grants - Capital	-	-	-	-
Contributions - Capital	-	-	-	-
Total Capital Revenue	-	-	-	-
Net Surplus/(Deficit) after Capital Income	(1,848,200)	(2,243,700)	(2,485,700)	(2,521,100)
Source of Funds				
Non Cash Funded Depreciation	-	-	-	-
Funds Received from Sale of Fixed Assets	-	-	-	-
Loan Borrowings	-	-	-	-
Internal Transfers - Transfer from Reserves	-	-	-	-
Source of Funds	(1,848,200)	(2,243,700)	(2,485,700)	(2,521,100)
Application of Funds				
Capital Purchases / Assets Acquisitions	-	-	-	-
Borrowing Expense - Principal	-	-	-	-
Internal Transfers - Transfer to Reserves	-	-	-	-
Total application	-	-	-	-
Net Contribution/(Cost) of Service	(1,848,200)	(2,243,700)	(2,485,700)	(2,521,100)