

BLUE MOUNTAINS CITY COUNCIL

QUARTERLY REVIEW

BUDGET

SEPTEMBER 2007
2007/2008



**Blue Mountains City Council
Budget Review - September 2007**

Table of Contents	Page
Report from Responsible Accounting Officer	i to vi
Explanation of Budget Review Document	1
Summary Budget Report	2
Annual Budget and Comparison to Actuals	3
Budget Forecast - Outcomes and Principal Activities	4 to 7
Statement of Financial Performance & Financial Position	8
Group Report	9
Details of Movements & Utilisation of Restricted Assets	10

BLUE MOUNTAINS CITY COUNCIL

2007/2008 BUDGET REVIEW - SEPTEMBER QUARTER 2007

Report by the Responsible Accounting Officer

In accordance with the Local Government Act, 1993 and the provisions of clause 9 of the Financial Management Regulation, a budget review statement and revision of estimates must be completed and submitted to the Council for formal adoption at the end of each financial quarter. This report must include details on the general financial position of the Council and if this position is regarded as unsatisfactory, also include recommendations for remedial action.

The attached report details the budget review statement to the end of September 2007 in accordance with the requirements of the legislation.

An analysis of the actual results as at September 2007 has resulted in a decrease in working capital of \$116,326 from the original budget, giving a revised total working capital as at 30 June 2008 of \$1,692,911.

The following reconciliation illustrates the expected Working Capital position as at 30 September 2007 review:

Actual Working Capital – 1 July, 2007	1,797,000
Original Budget 07/08 Forecast Improvement in Working Capital	12,237
Original Budget Working Capital – 30 June 2008	1,809,237
Adopted Council Resolutions	(10,846)
September 2007 Review	(105,480)
Revised Estimated Working Capital – 30 June 2008	1,692,911
Working Capital is the net amount of uncommitted funds consisting of:	Estimated 2007/08
Unrestricted current cash	766,000
Current receivables	6,000,000
Inventories	350,000
Prepayments	340,000
Payables (excluding liabilities budgeted next year 2007/08)	(5,608,000)
Cash (overdraft)	(155,000)
Total	1,693,000

BLUE MOUNTAINS CITY COUNCIL

2007/2008 BUDGET REVIEW - SEPTEMBER QUARTER 2007

The significant variations that occur in this review are summarised in the table as follows:-

	Favourable	Unfavourable	Total
Non Attributable			
Unfavourable variation for financial assistance grant being less than anticipated in the original budget. The original budget provided for a 3.5% increase. Actual increase is 2%.		105,480	
Budget Variation as at September 2007 Quarter	0	105,480	105,480 Unfavourable

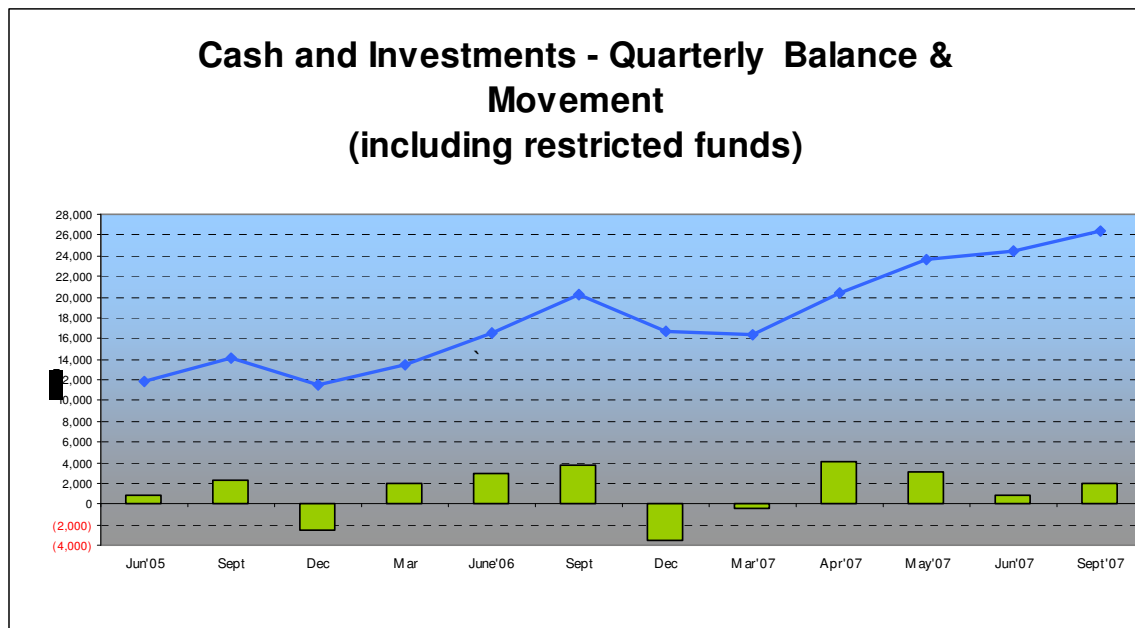
Working Capital Position

The optimum level of working capital for the Council has previously been identified in the range of \$1.5 million to \$1.6 million, which represents the industry standard to allow for stores and the provision of hard-core debtors. Subject to the Council adopting the recommended variations, the estimated effective working capital of \$1,692,911 is satisfactory.

Cash Flow

To date the Council cash position has increased by \$1.987m from 30 June 2007.

The following are graphical representations of the Council cash position.



BLUE MOUNTAINS CITY COUNCIL

2007/2008 BUDGET REVIEW - SEPTEMBER QUARTER 2007

Performance Indicators

Description	Benchmark	Prior Year as at 30/06/07	Actual as at Sept 2007
Unrestricted Current Ratio	>1:1	1.75:1	1.99:1
Debt Service Ratio	10%	6.15%	7.08%

Unrestricted Current Ratio

This is the ratio of current assets to current liabilities excluding:-

- externally restricted assets,
- external receivables and
- payables beyond twelve months.

This ratio again demonstrates the ability of the Council to satisfy its financial obligations in the short term excluding the assistance of externally restricted funds such as s94 and grant monies. A higher ratio indicates a stronger financial position.

Debt Service Ratio

This is the ratio that demonstrates the cost of servicing the Council annual debt obligations (principal and interest) with available Revenue from Ordinary Activities. A lower ratio is a positive financial indicator as it indicates a lesser call on revenues to service debt obligations. It must be noted that the decision or ability to borrow funds and subsequently service debt, must always be made in conjunction with the Council overall operating position.

Loan Liability

The Council outstanding loan position as at 30 June 2007 was \$30.98M. At the end of September 2007 the loan position stands at \$30.82M.

As shown in Figure 1 below, total loan repayments in 2007/2008 amount to \$4.6M. These repayments are made up of principal repayments totalling \$1.9M and interest repayments totalling \$2.7M.

BLUE MOUNTAINS CITY COUNCIL

2007/2008 BUDGET REVIEW - SEPTEMBER QUARTER 2007

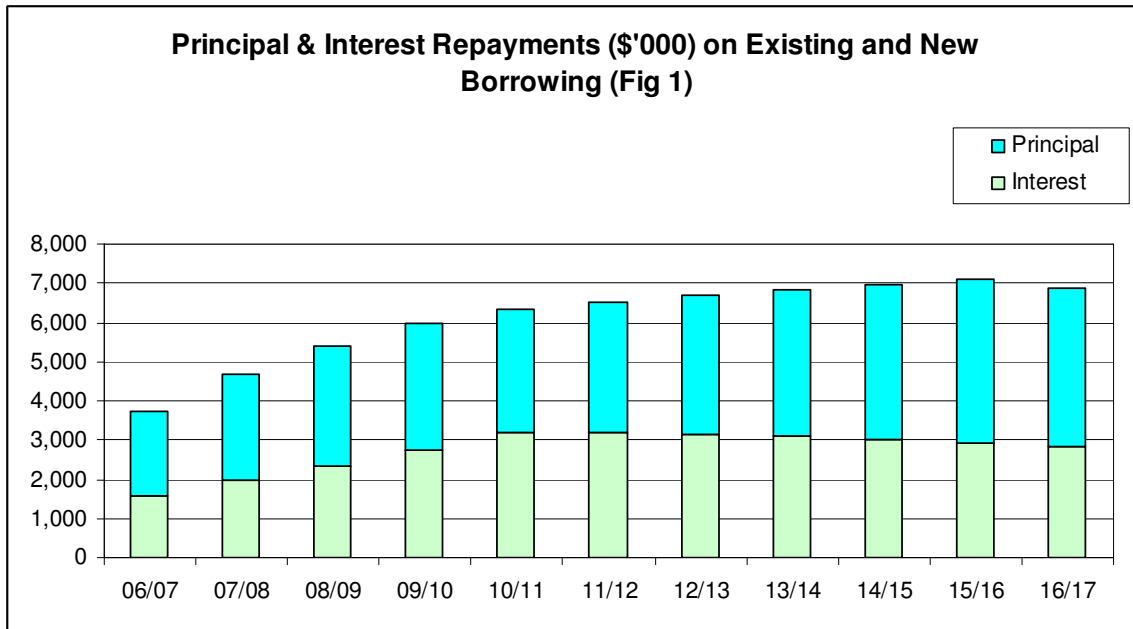
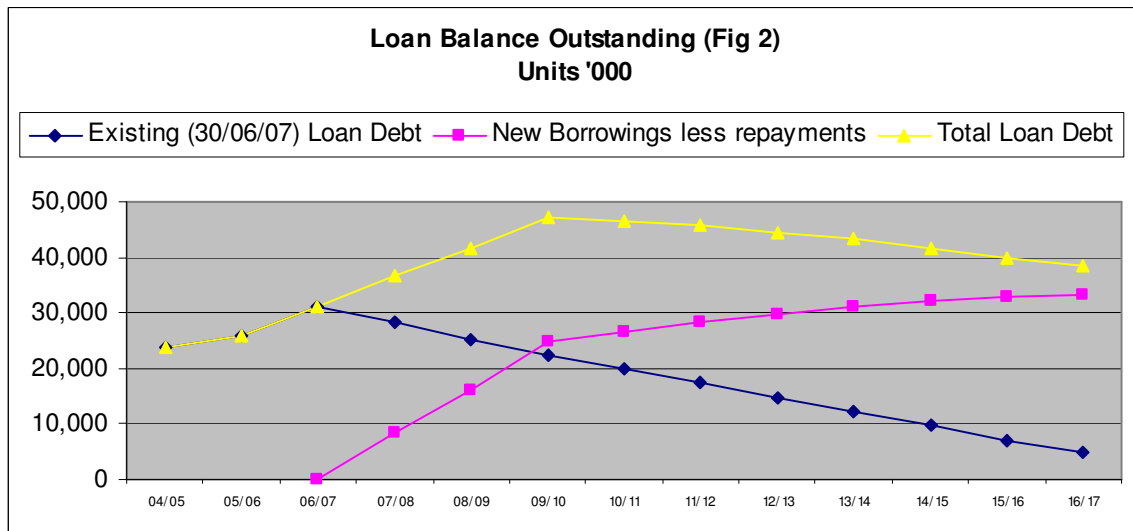


Figure 2 below indicates that the total loan balance will increase from \$30.98m from 30 June 2007 to \$36.58m at 30 June 2008. The new borrowings each year are \$2.45m (except in 07/08 \$8.35m, 08/09 \$8.1m and 09/10 \$9.0m). The total balance increases to \$38.3m by 2016/17.

The debt service ratio will range from 7% to 9% over the 10 year period. The industry benchmark is 10% to 15%.



The figures above are in accordance with the draft Management Plan 2007/08 and include loan borrowing for the Cultural Centre and Lawson Town Centre projects.

BLUE MOUNTAINS CITY COUNCIL

2007/2008 BUDGET REVIEW - SEPTEMBER QUARTER 2007

Sundry Debtors

A summary comparison of sundry debtors outstanding for 90 days or more is set out in the table below.

Category	30-Jun-06	30-Sep-06	31-Dec-06	31-Mar-07	30-Jun-07	30-Sep-07
603, 608, 149 2/5, 149-2 Cert						4,990
Aquatics	618	-	593		1,823	13,143
Fire Mitigation & Safety				1,998	1,808	2,028
Footpath Installation					357	-
Footpath Dining				452	402	2,978
Grants				1,815		14,000
Inspection Fees	5,046	5,679	2,572	1,798	4,830	5,820
Kerb & Guttering	11,369	10,242	11,886	7,524	5,531	4,262
Legal Fees	5,251	12,783	11,607	11,655	6,214	7,074
Miscellaneous	318,441	255,828	114,595	105,100	90,625	122,382
Mobile Phones					171	867
Noxious Weeds	9,022	12,654	9,977	10,013	10,588	9,218
Plan Printing						1,884
Possum Printing						368
Property Expense					4,036	5,255
Protection of the Environment	10,641	10,107	9,153	9,289	8,481	1,085
Rental	38,401	40,670	26,754	24,283	2,872	32,065
Resource Recovery						1,354
Restorations	151,627	148,446	148,445	149,877	141,902	129,746
RTA Agency						24,979
Rural Fire						444
Sewerage Management	285	120	100	140	60	90,163
Sports Oval Fee						460
Survey & Design						25,190
Sweeper Hire					165	17,712
Tip Fees	4,909	4,333	2,134	1,064	1,441	154,900
Tourism	16,992	16,260	11,130	6,914	4,172	6,201
Works				338,933	990	63,804
Total	572,602	517,122	348,946	670,855	286,467	742,370

The above summary reflects a increase of \$465,903 in amounts outstanding over 90 days for the 30 September 2007 quarter.

The general approach now in place towards sundry debtors is to reduce the number of sundry debtor accounts and where possible, obtain payment for services up front.

Many problem accounts have been reconciled and additional information provided to debtors to validate amounts outstanding.

BLUE MOUNTAINS CITY COUNCIL

2007/2008 BUDGET REVIEW - SEPTEMBER QUARTER 2007

Where the Council has some leverage with the debtor, services are restricted until debts have been satisfied. Continued pursuit of Sundry Debts will see an improvement in the Council Cash Flow.

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EXPLANATIONS OF BUDGET REVIEW DOCUMENT

Original Budget

This is the original budget for the year 2007/2008 as adopted on 26 June 2007.

Additional Votes

Works and projects (carry overs) transferred from 30 June 2007 approved by Council on 28 August 2007.
Budgets voted by Council for specific works that are additional to the original budget.

Budget Adjustments (Contra)

Transfer of votes between programs which have no effect on financial position.

Revised Budget

The total of the original budget and additional votes.

Actual YTD

Actual income and expenditure as at 30 September 2007.

The budget review summaries relate to Blue Mountains City Council as a single financial entity, and as such only include payments to external parties. The separate document detailing the Capital Works Program review includes both internal payments for works being undertaken by B M City Services as well as external payments for those works being undertaken by external contractors, to show the progressive cost to the purchaser.

Annual Budget including Variations

Estimated total expenditure and income for 2007/2008 financial year if the budget variations for the September quarter are adopted.

2007/2008 September Budget Review - Summary

Overall Budget Summary	Original Budget	Additional Votes	Budget Adjustments (Contra)	Revised Budget	Actuals YTD	Adopted Budget + Variations	Variation
OPERATING BUDGET							
Looking after the Environment	(7,643,646)	131,359	0	(7,512,287)	3,919,271	(7,512,287)	0
Looking after People	(12,590,306)	(4,240)	0	(12,594,546)	(1,839,962)	(12,594,546)	0
Using Land for Living	(7,221,885)	(125,983)	0	(7,347,868)	(1,659,900)	(7,347,868)	0
Moving Around	(7,772,810)	(11,982)	0	(7,784,792)	(2,038,290)	(7,784,792)	0
Working and Learning	(3,432,192)	0	0	(3,432,192)	(1,199,560)	(3,432,192)	0
Non Attributable	38,706,076	0	0	38,706,076	36,104,920	38,600,596	(105,480)
TOTAL OPERATING BUDGET BALANCE	45,237	(10,846)	0	34,391	33,286,479	(71,089)	(105,480)
CAPITAL WORKS PROGRAM	7,004,780	4,344,796		11,349,576	1,046,947	11,288,821	(60,755)
Less - Non Revenue Funding:							
Loan Funding	4,544,500	2,530,744		7,075,244	623,000	6,725,435	(349,809)
Other Funding	2,427,280	1,814,052		4,241,332	423,947	4,530,386	289,054
Sub Total	6,971,780	4,344,796	0	11,316,576	1,046,947	11,255,821	(60,755)
Capital Works Balance (Revenue Funded)	(33,000)	0	0	(33,000)	0	(33,000)	0
NET BUDGET RESULT: Surplus (Deficit)	12,237	(10,846)	0	1,391	33,286,479	(104,089)	(105,480)

2007/2008 September Budget Review

ANNUAL BUDGET COMPARISON TO ACTUALS

	1	2	3	4	5	6	
Outcome	Looking after the Environment	Looking after People	Using Land for Living	Moving Around	Working and Learning	Non Attributable	TOTAL
ADOPTED REVISED BUDGET							
Income							
Income	17,769,627	14,846,430	10,143,432	4,690,624	5,341,883	44,139,256	96,931,252
Expenditure							
Employment Costs	9,260,864	11,603,317	6,466,998	5,279,929	3,573,894	25,000	36,210,002
Operating Costs	14,273,607	12,939,345	9,282,116	5,659,459	3,634,238	2,008,500	47,797,265
Capital	1,747,443	2,898,314	1,742,186	1,536,028	1,565,943	3,399,680	12,889,594
							0
Sub-total(deficit)surplus	(7,512,287)	(12,594,546)	(7,347,868)	(7,784,792)	(3,432,192)	38,706,076	34,391
ACTUALS YTD							
Income							
Income	9,616,409	4,585,202	2,385,468	1,250,545	1,235,998	37,399,787	56,473,408
Expenditure							
Employment Costs	2,228,670	2,599,261	1,741,618	1,343,971	898,246	(44,306)	8,767,461
Operating Costs	2,772,495	2,789,881	1,711,939	1,148,003	944,340	489,576	9,856,234
Capital	695,973	1,036,021	591,811	796,862	592,972	849,596	4,563,234
							0
Sub-total(deficit)surplus	3,919,271	(1,839,962)	(1,659,900)	(2,038,290)	(1,199,560)	36,104,920	33,286,479
DIFFERENCE							
Income	8,153,218	10,261,228	7,757,964	3,440,079	4,105,885	6,739,469	40,457,844
Expenditure	19,584,776	21,015,812	13,445,932	9,186,581	6,338,517	4,138,314	73,709,932
Total Net Difference	(11,431,558)	(10,754,584)	(5,687,968)	(5,746,502)	(2,232,632)	2,601,156	(33,252,088)

2007/2008 September Budget Review - Budget Forecast

Outcomes	Original Budget	Additional Votes	Budget Adjustments (Contra)	Revised Budget	Annual Budget incl Variations	Variation	Actuals	YTD
Principal Activity 1: Looking after the Environment								
1.01 Building and Construction	(223,527)			(223,527)	(223,527)			(90,420)
1.02 Community Place and Development	0			0	0			(114)
1.03 Corporate and Support Services	(2,495,304)	(1,711)		(2,497,015)	(2,497,015)			(791,005)
1.04 Environmental Health & Regulatory Compliance	(828,805)			(828,805)	(828,805)			(154,356)
1.05 Environmental Management	1,847,412	133,070		1,980,482	1,980,482			6,367,743
1.06 Fire and Emergency Services	(114,210)			(114,210)	(114,210)			(27,421)
1.07 Governance and Councillor Supports	(375,353)			(375,353)	(375,353)			(100,475)
1.08 Land Use Management	(354,470)			(354,470)	(354,470)			(84,701)
1.09 Parks and Recreation Services	(924,325)			(924,325)	(924,325)			(218,238)
1.10 Roads, Bridges, Footpaths and Drainage	(1,268,866)			(1,268,866)	(1,268,866)			(226,766)
1.11 Sustainable Environment & City Planning	(485,282)			(485,282)	(485,282)			(70,065)
1.12 Waste Services	(2,420,916)			(2,420,916)	(2,420,916)			(684,911)
	(7,643,646)	131,359	0	(7,512,287)	(7,512,287)	0		3,919,271

2007/2008 September Budget Review - Budget Forecast

Outcomes	Original Budget	Additional Votes	Budget Adjustments (Contra)	Revised Budget	Annual Budget incl Variations	Variation	Actuals	YTD
Principal Activity 2: Looking after People								
2.01 Aquatic Centres	(1,426,481)			(1,426,481)	(1,426,481)			(422,321)
2.02 Capital Works Program	(192,823)			(192,823)	(192,823)			(12,711)
2.03 Cemeteries	(82,878)			(82,878)	(82,878)			(1,301)
2.04 Community & Place Development	(557,986)			(557,986)	(557,986)			(129,675)
2.05 Community Buildings and Facilities	(2,409,935)			(2,409,935)	(2,409,935)			(484,829)
2.06 Corporate and Support Services	(2,409,743)	(1,711)		(2,411,454)	(2,411,454)			(826,412)
2.07 Environmental Management	(638,620)	8,317		(630,303)	(630,303)			913,616
2.08 Family Day Care	10,874			10,874	10,874			(159,415)
2.09 Fire and Emergency Services	(114,210)			(114,210)	(114,210)			(27,421)
2.10 Governance and Councillor Support	(375,353)	(10,846)		(386,199)	(386,199)			(100,475)
2.11 Library	(931,429)			(931,429)	(931,429)			(261,255)
2.12 Parks and Recreation Services	(1,890,642)			(1,890,642)	(1,890,642)			(301,057)
2.13 Roads, Bridges, Footpaths and Drainage	(1,104,215)			(1,104,215)	(1,104,215)			49,479
2.14 Sustainable Community & Recreation Planning	(191,001)			(191,001)	(191,001)			(6,738)
2.15 Waste Services	(275,864)			(275,864)	(275,864)			(69,446)
	(12,590,306)	(4,240)	0	(12,594,546)	(12,594,546)	0		(1,839,962)

2007/2008 September Budget Review - Budget Forecast

Outcomes	Original Budget	Additional Votes	Budget Adjustments (Contra)	Revised Budget	Annual Budget incl Variations	Variation	Actuals	YTD
Principal Activity 3: Using Land for Living								
3.01 Building and Construction	(335,290)			(335,290)	(335,290)			(135,630)
3.02 Capital Works Program	0			0	0			0
3.03 Community & Place Development	(98,687)			(98,687)	(98,687)			(4,872)
3.04 Corporate and Support Services	(2,569,678)	(1,711)		(2,571,389)	(2,571,389)			(811,844)
3.05 Environmental Health & Regulatory Compliance	(552,536)			(552,536)	(552,536)			(102,904)
3.06 Environmental Management	(83,022)	24,951		(58,071)	(58,071)			(14,771)
3.07 Governance and Councillor Support	(375,353)			(375,353)	(375,353)			(100,475)
3.08 Land Use Management	(531,704)			(531,704)	(531,704)			(127,052)
3.09 Parks and Recreation Services	(491,286)			(491,286)	(491,286)			(259,105)
3.10 Roads, Bridges, Footpaths and Drainage	(1,179,803)			(1,179,803)	(1,179,803)			(332,449)
3.11 Sustainable Environment & City Planning	(727,923)			(727,923)	(727,923)			(105,083)
3.12 Waste Services	(276,603)	(149,223)		(425,826)	(425,826)			334,283
3.13 Sustainable City Infrastructure and Access	0			0	0			0
	(7,221,885)	(125,983)	0	(7,347,868)	(7,347,868)	0		(1,659,900)

2007/2008 September Budget Review - Budget Forecast

Outcomes	Original Budget	Additional Votes	Budget Adjustments (Contra)	Revised Budget	Annual Budget incl Variations	Variation	Actuals	YTD
Principal Activity 4: Moving Around								
4.01 Capital Works Program	(771,292)			(771,292)	(771,292)			(50,845)
4.02 Corporate and Support Services	(3,910,735)	(11,982)		(3,922,717)	(3,922,717)			(1,225,968)
4.03 Governance and Councillor Support	(375,353)			(375,353)	(375,353)			(100,475)
4.04 Roads, Bridges, Footpaths and Drainage	(2,715,430)			(2,715,430)	(2,715,430)			(661,003)
4.05 Sustainable City Infrastructure and Access	0			0	0			0
	(7,772,810)	(11,982)	0	(7,784,792)	(7,784,792)	0		(2,038,290)
Principal Activity 5: Working and Learning								
5.01 Community & Place Development	(24,672)			(24,672)	(24,672)			(1,238)
5.02 Corporate and Support Services	(1,889,773)			(1,889,773)	(1,889,773)			(674,325)
5.03 Governance and Councillor Support	(375,353)			(375,353)	(375,353)			(100,475)
5.04 Library	(620,953)			(620,953)	(620,953)			(174,170)
5.05 Roads, Bridges, Footpaths and Drainage	(75,720)			(75,720)	(75,720)			(17,455)
5.06 Sustainable Economic Development	(71,000)			(71,000)	(71,000)			(18,356)
5.07 Tourism	(374,721)			(374,721)	(374,721)			(213,541)
	(3,432,192)	0	0	(3,432,192)	(3,432,192)	0		(1,199,560)
Principal Activity 6: Non Attributable								
6.01 Non Attributable	38,706,076			38,706,076	38,600,596	(105,480)		36,104,920
	38,706,076	0	0	38,706,076	38,600,596	(105,480)		36,104,920
Total	45,237	(10,846)	0	34,391	(71,089)	(105,480)		33,286,479

2007/2008 September Budget Review - Statement of Financial Performance (AAS27)

	Original Budget	Additional Votes(incl carry-overs)	Budget Adjustments (Contra)	Revised Budget	Annual Budget incl Variations	Variation	Actuals YTD	Variation Comments
EXPENSES FROM ORDINARY ACTIVITIES								
Employee costs	36,126,444	13,706	76,100	36,216,250	36,216,250		8,557,464	
Borrowing costs	1,932,332			1,932,332	1,932,332		480,563	
Materials & Contracts	18,594,145	1,584,679	28,749	20,207,573	20,207,573		2,732,994	
Depreciation	13,930,914			13,930,914	13,930,914		3,463,354	
Other expenses from ordinary activities	9,431,080	170,941	(33,257)	9,568,764	9,568,764		2,356,714	
TOTAL EXPENSES FROM ORDINARY ACTIVITIES	80,014,915	1,769,326	71,592	81,855,833	81,855,833	-	17,591,089	
REVENUE FROM ORDINARY ACTIVITIES								
Rates & Annual Charges	43,852,467			43,852,467	43,852,467		43,921,094	
User Charges & Fees	12,453,185		51,222	12,504,407	12,504,407		2,676,388	
Interest	1,257,500			1,257,500	1,257,500		313,275	
Other revenues	3,442,926		(19,000)	3,423,926	3,423,926		745,220	
Grants & Contributions provided for non-capital purposes	10,800,869		(384,500)	10,416,369	10,310,889	(105,480)	2,169,980	
Gain from the sale of assets	500,000			500,000	500,000		298,753	
REVENUES FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS	72,306,947	-	(352,278)	71,954,669	71,849,189	(105,480)	50,124,710	
SURPLUS / (DEFICIT) FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS	(7,707,968)	(1,769,326)	(423,870)	(9,901,164)	(10,006,644)	(105,480)	32,533,621	
Grants & Contributions provided for capital purposes	2,910,372	1,689,052		4,599,424	4,599,424		354,152	
SURPLUS / (DEFICIT) FROM ORDINARY ACTIVITIES AFTER CAPITAL AMOUNTS	(4,797,596)	(80,274)	(423,870)	(5,301,740)	(5,407,220)	(105,480)	32,887,773	
Statement of Financial Position (Movements for Year)								
Movements in Restricted Assets - Transfer from	5,728,705	4,423,758	363,115	10,515,578	10,515,578		1,121,235	
Sale of Assets	1,990,200			1,990,200	1,990,200		675,610	
Capital Acquisitions	14,050,806	4,354,330	(60,755)	18,344,381	18,344,381		4,178,649	
Loan/Lease Repayments	2,789,180			2,789,180	2,789,180		682,844	
Non Cash Budget for Depreciation	13,930,914			13,930,914	13,930,914		3,463,354	
NET BUDGET AFTER MOVEMENTS IN ASSETS & LIABILITIES	12,237	(10,846)	-	1,391	(104,089)	(105,480)	33,286,479	

2007/2008 September Budget Review - Group Report

	Actuals	Original Budget	% of Original Budget	Adopted Revised Budget	% of Revised Budget
BM City Services					
CAPITAL	2,916,393	6,750,492	43%	6,769,026	43%
EMPLOYMENT	4,838,152	19,595,271	25%	19,669,271	25%
INCOME	- 5,978,665	-23,919,673	25%	-24,037,713	25%
OPERATING	3,549,697	16,619,896	21%	16,645,402	21%
Total	5,325,577	19,045,986	28%	19,045,986	28%
Central Accounting					
CAPITAL	849,596	1,729,680	49%	1,729,680	49%
EMPLOYMENT	- 44,306	25,000	-177%	25,000	-177%
INCOME	-37,691,379	-44,139,256	85%	-44,139,256	85%
OPERATING	468,507	2,008,500	23%	2,008,500	23%
Total	-36,417,582	-40,376,076	90%	-40,376,076	90%
Community and Corporate					
CAPITAL	1,557,457	8,889,886	18%	13,235,285	12%
EMPLOYMENT	2,026,314	8,402,594	24%	8,425,262	24%
INCOME	-12,974,496	-30,467,119	43%	-36,516,174	36%
OPERATING	4,950,953	24,846,294	20%	26,527,282	19%
Total	-4,439,772	11,671,655	-38%	11,671,655	-38%
Corporate Administration					
CAPITAL	15,000	103,200	15%	103,200	15%
EMPLOYMENT	234,695	938,688	25%	938,688	25%
INCOME	- 5,659	- 20,000	28%	- 32,000	18%
OPERATING	258,337	854,850	30%	866,850	30%
Total	502,373	1,876,738	27%	1,876,738	27%
Environment & Customer Services					
CAPITAL	80,254	671,224	12%	671,224	12%
EMPLOYMENT	1,744,977	7,151,781	24%	7,151,781	24%
INCOME	- 777,231	-3,461,930	22%	-3,461,930	22%
OPERATING	694,925	3,408,358	20%	3,408,358	20%
Total	1,742,925	7,769,433	22%	7,769,433	22%
TOTAL	-33,286,479	-12,264		-12,264	

Blue Mountains City Council

Details of Movements & Utilisation of Restricted Cash Assets & Investments

Restrictions	Budgeted Movements 2007/2008			
	Opening Balance 30 June 2007 \$'000	Transfers to Restriction \$'000	Transfers from Restriction \$'000	Closing Balance 30 June 2008 \$'000
External				
Unexpended Loans	5,782		5,782	0
RTA Contributions	82			82
Specific Purpose Unexpended Grants	2,226			2,226
Other	285			285
Developer Contributions	1,032	52		1,084
Domestic Waste Management	1,971		1,200	771
Special Rates	174			174
Total External Restrictions	11,552	52	6,982	4,622
Internal				
Employee Leave Entitlements	1,834			1,834
Internal Borrowings from Restricted Assets	(334)	82		(252)
Replacement of Plant & Vehicles	1,941	1,988	2,075	1,854
Sinking Funds	68	5		73
Elections	165	60		225
Works Carried Forward	648		616	32
Waste Bins	750			750
Tip Improvements	299	310	212	397
Property Development	458			458
Land Acquisitions Environmental Protection	64		30	34
Pay & Display Echo Point	650	144	125	669
Katoomba Civic Centre/Cultural Centre	1,400		663	737
Family Day Care	311		69	242
Loan Repayments	758	500		1,258
Aerial Photography	118			118
Environmental Levy	936	64	300	700
Superannuation (cessation super contributio	380			380
Workers Compensation Insurance	160			160
Operational Improvements	142			142
Major Capital Works	500			500
Sustainable Asset Maintenance	141			141
Liquidity Restricted Asset		60		60
Other	674	33	130	577
Total Internal Restrictions	12,063	3,246	4,220	11,089
Total Restrictions	23,615	3,298	11,202	15,711