



Town of
Cambridge

COUNCIL MEETING

25 MAY 2021

ATTACHMENT TO ITEM 10.1

**MONTHLY FINANCIAL STATEMENTS, REVIEW AND
VARIANCES – APRIL 2021**

Town of Cambridge

Financial Management Statements

For the Period Ended 30 April 2021

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Description	Current Budget 2020/2021	YTD Budget 30 April	YTD Actual 30 April	YTD Variance \$	YTD Variance %	
OPERATING REVENUE						
Fees & Charges	18,431	16,059	18,903	2,844	17.7%	↑
Rates	25,649	25,647	25,612	(34)	(.1%)	↓
Operating Grants, Subsidies and Contributions	1,239	949	1,320	372	39.2%	↑
Service Charges	13	11		(11)	(100.0%)	↓
Interest Earnings	1,886	1,599	1,262	(337)	(21.1%)	↓
Other Revenue/Income	197	190	334	144	75.7%	↑
Gain on Disposal of Assets			33	33	.0%	→
Total Operating Revenue	47,414	44,454	47,465	3,011	6.8%	
OPERATING EXPENSES						
Materials & Contractors	16,978	14,123	13,178	(946)	(6.7%)	↑
Employee Costs	19,754	16,510	15,674	(836)	(5.1%)	↑
Utilities	1,724	1,438	1,340	(98)	(6.8%)	↑
Insurance	493	493	500	8	1.6%	↓
Interest Expenses	974	809	809	()	(.0%)	→
Other Expenditure	809	705	697	(8)	(1.1%)	↑
Depreciation on Non-current Assets	11,775	8,516	8,454	(61)	(.7%)	↑
Loss on Disposal of Assets	9	9		(9)	(95.7%)	↑
Total Operating Expenditure	52,516	42,603	40,652	(1,951)	(4.6%)	
SURPLUS/(DEFICIT) FROM OPERATIONS	(5,102)	1,851	6,813	4,962	268.1%	↑
OPERATING NON-CASH ADJUSTMENTS						
Profit/(Loss) on Asset Disposals	9	9	(33)	(42)	454.9%	↓
Depreciation written back	11,775	8,516	8,454	(61)	(.7%)	↑
CASH SURPLUS/(DEFICIT) FROM OPERATIONS	6,682	10,375	15,234	4,859	46.8%	↑
NON OPERATING REVENUE						
Capital Grants and Subsidies	3,067	1,146	1,226	80	7.0%	↑
Proceeds from sale of assets	8	8	90	82	1021.4%	↑
Total Non-Operating Revenue	3,075	1,154	1,317	163	14.1%	↑
NON OPERATING EXPENSES						
Purchase of Buildings	5,757	4,034	2,869	(1,165)	(28.9%)	↑
Purchase of Furniture & Equipment	1,563	1,290	121	(1,169)	(90.6%)	↑
Purchase of Plant & Equipment	1,050	1,778	880	(898)	(50.5%)	↑
Purchase of Infrastructure						
- Parks and Reserves	5,405	4,226	823	(3,403)	(80.5%)	↑
- Roads and Lanes	4,991	4,151	1,779	(2,372)	(57.1%)	↑
- Carparks	1,097	614	207	(407)	(66.4%)	↑
- Drainage	186	181	49	(132)	(72.8%)	↑
- Footpaths	2,352	805	412	(394)	(48.9%)	↑
- Bus Shelter	80	79	19	(60)	(76.3%)	↑
Total Non-Operating Expenditure	22,480	17,159	7,158	(10,000)	(58.3%)	
NON-OPERATING SURPLUS/(DEFICIT)	(19,405)	(16,005)	(5,842)	10,163	(63.5%)	↑
SURPLUS/(DEFICIT) FROM OPERATING AND CAPITAL	(12,723)	(5,629)	9,393	15,022	(266.9%)	↓
CASH RESERVES						
Transfer to Reserve	(3,065)	(2,708)	(5,931)	(3,224)	119.1%	↑
Transfer to Endowment Lands Account	(1,166)	(965)	(961)	4	(.4%)	↓
Transfer from Reserve	11,176	8,073	3,736	(4,337)	(53.7%)	↑
Transfer from Endowment Lands Account	1,132	1,132	954	(178)	(15.7%)	↑
Opening Funds	5,108	5,108	5,108			
CLOSING FUNDS	462	5,011	12,298	7,287	145.4%	↑

Town of Cambridge
Statement of Financial Position
For the Period Ending 30 April 2021

	Previous Month \$'000	Current Month \$'000	Movement \$'000
CURRENT ASSETS			
Cash Assets	61,464	59,935	(1,529)
Receivables Current	6,169	5,629	(540)
Other	19	18	(1)
Inventories	994	1,036	42
Total Current Assets	68,646	66,619	(2,027)
CURRENT LIABILITIES			
Payables	(6,105)	(6,477)	(372)
Contract Liability	(941)	(941)	
Provisions Current	(1,974)	(1,929)	45
Lease Liabilities Current	(116)	(77)	38
Total Current Liabilities	(9,134)	(9,423)	(289)
NET CURRENT ASSETS	59,512	57,195	(2,316)
NON-CURRENT ASSETS			
Receivables Non-Current	309	430	121
Property Plant and Equipment	365,517	365,385	(132)
Right Of Use assets	976	938	(39)
Investments	9,629	9,629	
Inventory	11,819	11,819	
Non-Current Assets	388,250	388,201	(49)
NON-CURRENT LIABILITIES			
Provisions Non-Current	(524)	(524)	
Lease Liabilities Non-Current	(873)	(873)	
Interest Bearing Liabilities Non-Current	(1,107)	(1,107)	
Total Non-Current Liabilities	(2,504)	(2,504)	
NET NON-CURRENT ASSETS	385,746	385,697	(49)
NET ASSETS	445,257	442,892	(2,365)
EQUITY			
Retained Surplus	(259,218)	(256,715)	2,503
Reserves - Cash Backed	(39,931)	(40,070)	(139)
Reserve - Asset Revaluation	(146,108)	(146,108)	
TOTAL EQUITY	(445,257)	(442,892)	2,364
Reconciliation of surplus as per Rate Setting Stement			
LESS:			
Reserve/ELA	(39,931)	(40,070)	(139)
Land Held For Resale	(12,521)	(12,521)	
Property Plant & Equipment	(365,517)	(365,385)	132
Right Of Use assets	(976)	(938)	
Investments	(9,629)	(9,629)	
Non current service charges	(3,682)	(3,682)	
ADD BACK:			
Provisions Non-Current	524	524	
Interest Bearing Liabilities	1,107	1,107	
	14,633	12,298	(2,372)

Town of Cambridge
Statement of Changes In Equity
For the Period Ending 30 April 2021

	Previous Month \$'000	Current Month \$'000	Movement \$'000
ACCUMULATED SURPLUS			
Balance at beginning of year	250,877	250,877	
Change in net assets resulting from operations	10,404	8,040	(2,365)
Amount transferred from/(to) reserves	(1,559)	(1,653)	(94)
Amount transferred from/(to) Endowment Lands Account	(505)	(550)	(45)
Accumulated Surplus Balance at end of period	259,218	256,715	(2,503)
RESERVES - CASH BACKED			
Reserves			
Balance at the beginning of the year	34,414	34,414	
Interest	194	212	19
Amount transferred (to)/from accumulated surplus	1,854	1,983	129
Balance at end of period	36,462	36,610	148
Endowment Lands Account			
Balance at the beginning of the year	3,453	3,453	
Interest	509	566	57
Amount transferred (to)/from accumulated surplus	(493)	(559)	(66)
Balance at end of period	3,469	3,460	(9)
Reserves - Cash Backed Balance at end of period	39,931	40,070	139
RESERVES - ASSET REVALUATION			
Asset Revaluation Reserve			
Balance at the beginning of the year	146,108	146,108	
Amount transferred (to)/from asset revaluation reserve			
Reserves - Asset Revaluation Balance at end of period	146,108	146,108	
TOTAL EQUITY	445,257	442,892	(2,365)

	Current Budget \$'000	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	YTD Variance %
<u>Governance & Corporate Services Operations</u>					
Carried Forwards Funds					
Operating Revenue	3,006	2,592	2,931	339	13%
<i>Less Non-Cash Items</i>	0	0	0	0	%
	3,006	2,592	2,931	339	13%
Operating Expenditure	8,264	7,038	6,872	(166)	(2%)
<i>Less Non-Cash Items</i>	(685)	(571)	(472)	99	(17%)
	7,579	6,466	6,399	(67)	(1%)
Net Cash Result	(4,573)	(3,874)	(3,469)	406	(10%)

Operating Revenue

- (i) Other Property and Commercial Leases \$318k over YTD budget.
- (ii) Reimbursement of \$167k legal costs from the Department of Local Government and Sports and Recreation.

Operating Expenditure

- (i) Information Technology software licences \$136k under YTD budget.

Community Development & Support Operations

Carried Forwards Funds	9	9	9		
Operating Revenue	832	681	605	(76)	(11%)
<i>Less Non-Cash Items</i>	0	0	0	0	%
	832	681	605	(76)	(11%)
Operating Expenditure	3,387	2,828	2,165	(663)	(23%)
<i>Less Non-Cash Items</i>	(1,205)	(1,005)	(542)	463	(46%)
	2,182	1,823	1,622	(200)	(11%)
Net Cash Result	(1,341)	(1,133)	(1,009)	124	(11%)

Operating Revenue

- (i) Quarry Amphitheatre overall revenue \$51k under YTD budget
- (ii) Sports Grounds overall revenue \$11k under YTD budget

Operating Expenditure

- (i) Recreation Services overall expenditure \$105k under YTD budget.
- (ii) Leederville Town Hall overall expenditure \$88k under YTD budget.

	Current Budget \$'000	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	YTD Variance %
Library Operations					
Carried Forwards Funds					
Operating Revenue	46	34	26	(7)	(22%)
<i>Less Non-Cash Items</i>	0	0	0	0	%
	46	34	26	(7)	(22%)
Operating Expenditure	2,663	2,223	1,956	(268)	(12%)
<i>Less Non-Cash Items</i>	(1,032)	(861)	(727)	133	(15%)
	1,631	1,363	1,228	(135)	(10%)
Net Cash Result	(1,585)	(1,329)	(1,202)	127	(10%)

Operating Expenditure

- (i) Employee costs \$83k under YTD budget.
(ii) Building maintenance \$12k under YTD budget.

Aquatic Centre

Carried Forwards Funds	45	45	45		
Operating Revenue	2,178	1,987	2,108	121	6%
<i>Less Non-Cash Items</i>	0	0	0	0	%
	2,178	1,987	2,108	121	6%
Operating Expenditure	3,346	2,780	2,597	(183)	(7%)
<i>Less Non-Cash Items</i>	(845)	(704)	(520)	185	(26%)
	2,501	2,075	2,077	2	%
Net Cash Result	(278)	(43)	76	119	(276%)

Operating Revenue

- (i) Swim School \$97k over YTD budget.
(ii) Kiosk \$14k over YTD budget
(iii) Swim Shop \$18k over YTD budget

	Current Budget \$'000	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	YTD Variance %
<u>Planning & Development Operations</u>					
Carried Forwards Funds	90	90	90		
Operating Revenue	853	711	746	35	5%
<i>Less Non-Cash Items</i>	0	0	(10)	(10)	%
	853	711	736	25	4%
Operating Expenditure	3,630	3,035	2,643	(392)	(13%)
<i>Less Non-Cash Items</i>	(746)	(622)	(473)	149	(24%)
	2,884	2,413	2,169	(244)	(10%)
Net Cash Result	(1,941)	(1,613)	(1,344)	269	(17%)

Operating Revenue

(i) Building Fees \$64k over YTD budget.

Operating Expenditure

(i) Sustainability management Programs and Non-capital works \$52k and \$50k under YTD budget.

(ii) Planning Strategic Projects \$135k under YTD budget

Ranger & Health Services Operations

Carried Forwards Funds	65	65	65		
Operating Revenue	1,951	1,603	1,521	(82)	(5%)
<i>Less Non-Cash Items</i>	0	0	0	0	%
	1,951	1,603	1,521	(82)	(5%)
Operating Expenditure	3,592	2,995	2,603	(392)	(13%)
<i>Less Non-Cash Items</i>	(788)	(657)	(525)	133	(20%)
	2,804	2,338	2,078	(259)	(11%)
Net Cash Result	(788)	(670)	(493)	177	(26%)

Operating Revenue

(i) Parking Control overall revenue \$68k under YTD budget.

Operating Expenditure

(i) Animal Control overall expenditure \$45k under YTD budget.

(ii) Parking Control overall expenditure \$174k under YTD budget.

(iii) Compliance overall expenditure \$41k under YTD budget.

	Current Budget \$'000	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	YTD Variance %
Waste Management					
Carried Forwards Funds					
Operating Revenue	2,250	2,238	2,254	16	1%
<i>Less Non-Cash Items</i>	0	0	(8)	(8)	%
	2,250	2,238	2,246	8	%
Operating Expenditure	4,426	3,690	3,452	(238)	(6%)
<i>Less Non-Cash Items</i>	(501)	(418)	(397)	21	(5%)
	3,925	3,272	3,055	(217)	(7%)
Net Cash Result	(1,675)	(1,034)	(809)	224	(22%)

Operating Expenditure

(i) Verge Collection \$167k under YTD budget.

(ii) Refuse Site Operations \$41k under YTD budget.

(iii) Public Litter Bins \$19k under YTD budget

Work Infrastructure Operations

Carried Forwards Funds

Operating Revenue	2,650	850	936	86	10%
<i>Less Non-Cash Items</i>	0	0	(15)	(15)	%
	2,650	850	922	72	8%
Operating Expenditure	7,058	5,903	5,935	33	1%
<i>Less Non-Cash Items</i>	(5,049)	(4,208)	(4,142)	66	(2%)
	2,009	1,695	1,794	99	6%
Net Cash Result	641	(845)	(872)	(27)	3%

Operating Revenue

(i) Actual grant received for the Roads to Recovery projects is \$49k over the YTD budget.

Operating Expenditure

(i) Road Infrastructure overall expenditure \$140k over YTD budget

	Current Budget \$'000	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	YTD Variance %
<u>Park Infrastructure Operations</u>					
Carried Forwards Funds	48	48	48		
Operating Revenue	557	315	327	11	4%
Less Non-Cash Items	0	0	0	0	%
	557	315	327	11	4%
Operating Expenditure	8,435	6,965	6,515	(449)	(6%)
Less Non-Cash Items	(2,795)	(2,331)	(2,254)	77	(3%)
	5,640	4,633	4,261	(372)	(8%)
Net Cash Result	(5,035)	(4,270)	(3,886)	384	(9%)

Operating Expenditure

(i) Ocean beaches maintenance and Non-capital works \$104k and \$131k under YTD budget.

(ii) Road Reserve maintenance and Non-Capital works \$145k and \$102k under YTD budget.

Building Infrastructure Operations

Carried Forwards Funds	35	35	35		
Operating Revenue	465	459	458	(0)	(%)
Less Non-Cash Items	0	0	0	0	%
	465	459	458	(0)	(%)
Operating Expenditure	4,788	3,907	2,793	(1,114)	(29%)
Less Non-Cash Items	(2,112)	(1,761)	(1,231)	530	(30%)
	2,676	2,146	1,561	(584)	(27%)
Net Cash Result	(2,176)	(1,652)	(1,068)	584	(35%)

Operating Expenditure

(i) Clubs Leased Premises Non-capital works \$164k under YTD budget.

(ii) Administration Centre overall expenditure \$80k under YTD budget.

(iii) Asset Management Non-Capital works \$190k under YTD budget.

(iv) City of Perth Surf Life Saving Club overall expenditure \$154k under YTD budget.

(v) Building Management overall expenditure \$64k under YTD budget.

	Current Budget \$'000	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	YTD Variance %
Wembley Golf Course					
Carried Forwards Funds					
Operating Revenue	8,991	7,637	10,443	2,806	37%
<i>Less Non-Cash Items</i>	0	0	0	0	%
	8,991	7,637	10,443	2,806	37%
Operating Expenditure	7,899	6,682	6,785	103	2%
<i>Less Non-Cash Items</i>	(2,063)	(1,720)	(1,476)	243	(14%)
	5,836	4,963	5,309	346	7%
Net Cash Result	3,155	2,674	5,135	2,460	92%

Operating Revenue

- (i) Green Fees \$684k over YTD budget.
- (ii) Golf shop sales, Club and Cart hire \$395k over YTD budget
- (iii) Driving Range overall revenue \$1.7m over YTD budget.
- (iv) Miniature Golf Fees \$51k over YTD budget.

Operating Expenditure

- (i) Golf Shop overall expenditure \$167k over YTD budget.
- (ii) Driving Range overall expenditure \$186k over YTD budget.

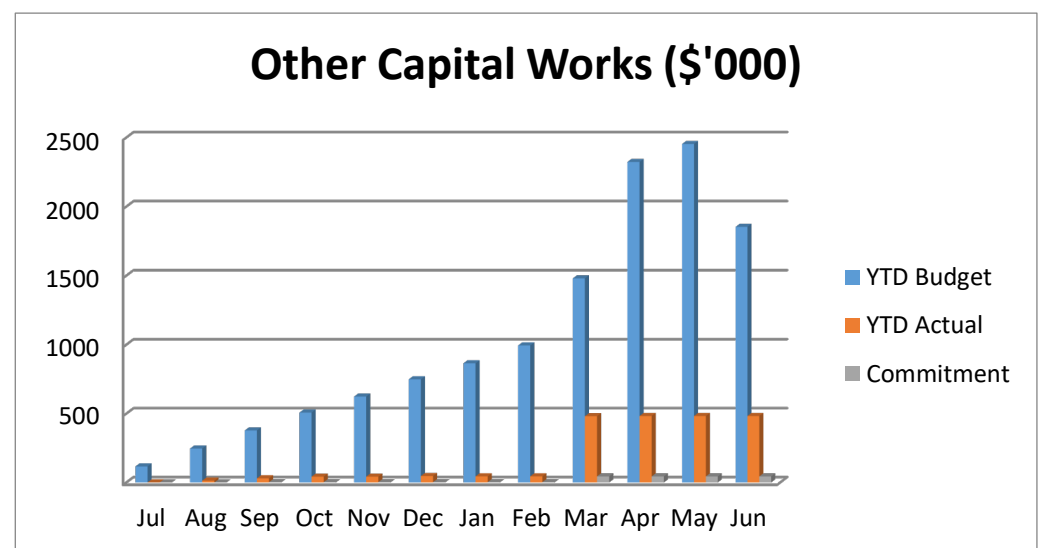
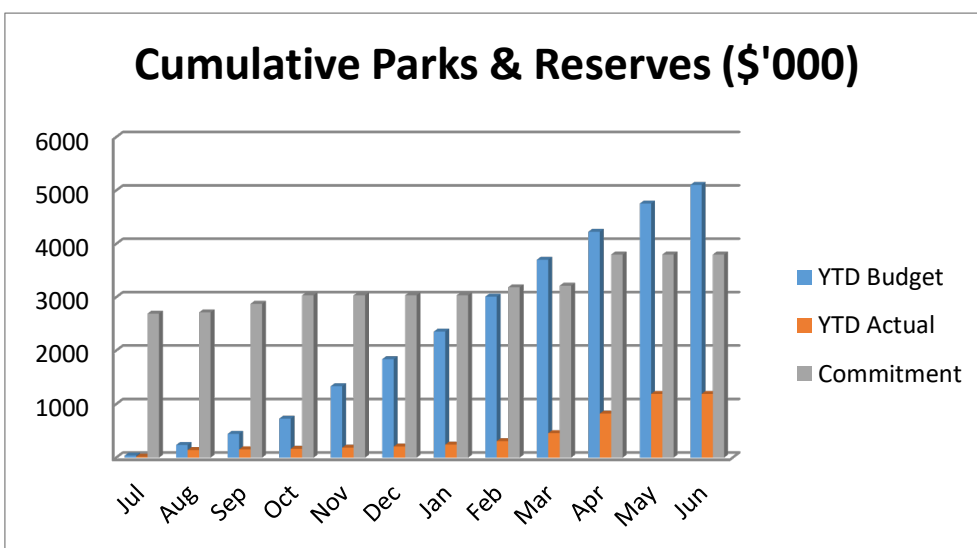
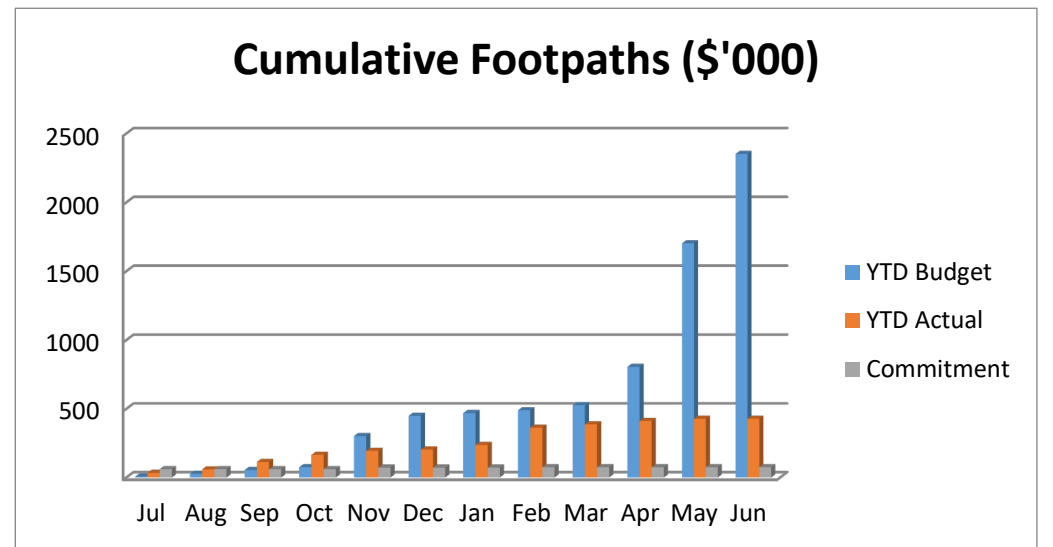
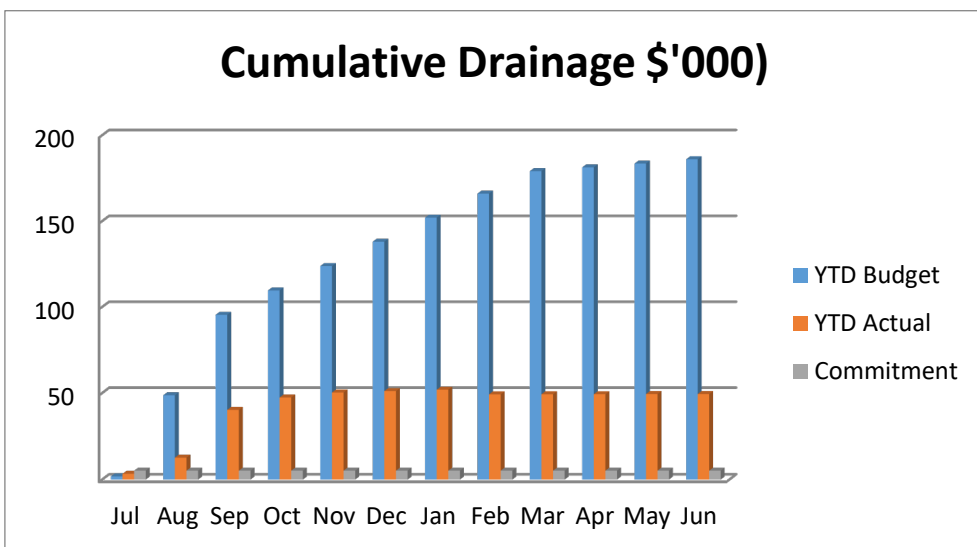
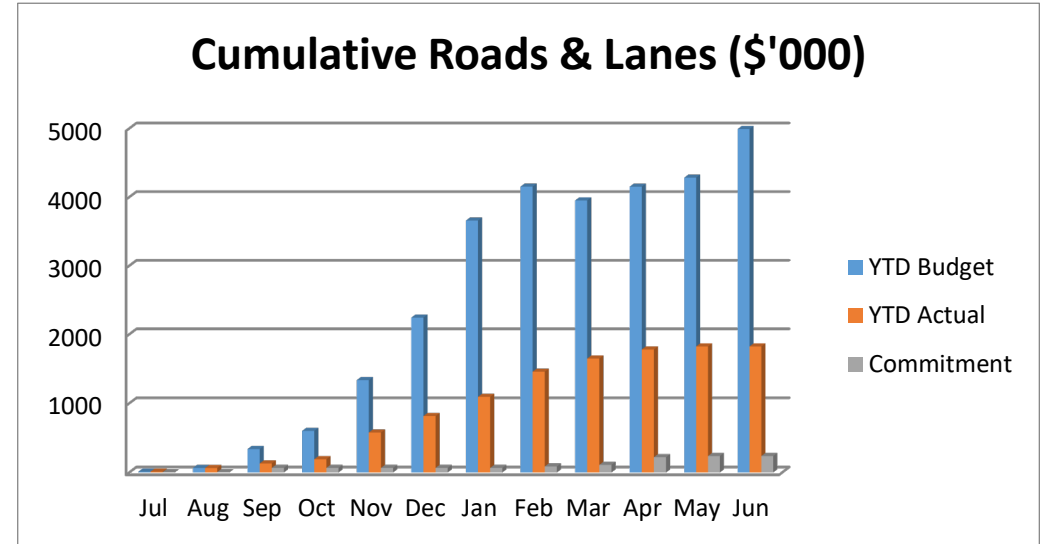
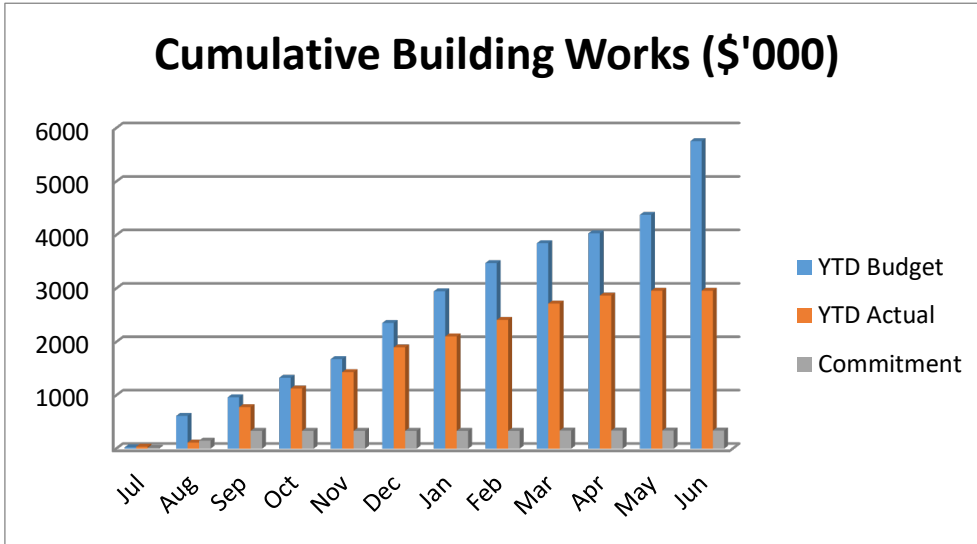
**Town of Cambridge
Capital Works
For the Period Ending 30 April 2021**

Description	Current Budget \$'000	YTD Budget \$'000	YTD Actual \$'000	Variance \$'000	Variance %	Commitment \$'000
Buildings						
Lake Monger Community Shed	1,498	1,260	1,117	-143	-11%	109
Alderbury Sportsground Pavilion - Replace Toilets and Change	1,470	110	68	-42	-38%	107
WGC Driving Range - Replace Conveyor Belt	905	905	431	-474	-52%	0
Wembley Golf Course - Machinery Shed	728	728	730	2	0%	15
South City Beach Kiosk - Concrete roof repairs	517	517	265	-252	-49%	25
Lake Monger Drive South East - Relocate Public toilet	250	160	13	-147	-92%	77
Floreat Café - Refurbishment	160	160	156	-4	-3%	0
Other Capital Works under \$100k	230	195	89	-105	-54%	45
Total Buildings	5,757	4,034	2,869	-1,165	-29%	378
Road Works						
Cambridge St / Birkdale St Intersection Upgrade	250	250	18	-232	-93%	0
Cambridge St (Joseph - Station) Tram track repairs	200	200	5	-195	-98%	0
Cambridge St (McCourt - Joseph) Tram track repairs	200	200	4	-196	-98%	0
Challenger Pde - Improved Pedestrian access	200	200	314	114	57%	0
Kerb replacement for road surfacing program	188	188	129	-58	-31%	60
Challenger Parade Pedestrian Crossing and Traffic Calming	170	170	156	-14	-8%	1
Birkdale St - Embayed angle parking	150	150	10	-140	-93%	0
Railway Parade - Signalised Pedestrian Crossing	126	44	20	-25	-55%	17
Kimberley St / Lake Monger Dr Intersection	120	120	9	-111	-93%	17
Dodd Street extend car parking bay and resurface	100	99	0	-99	-100%	0
Marlow St (Cambridge - Ruislip) widening	100	100	9	-91	-91%	0
Other Capital Works under \$100k	519	518	223	-295	-57%	23
	2,322	2,239	897	-1,341	-60%	118
Road Surfacing						
The Boulevard (Selby - Floreat)	640	0	0	0	0%	430
Selby St SB (Underwood - Alderbury)	189	189	1	-188	-100%	148
Vincent St West (Northwood - Barrington)	167	116	1	-115	-99%	0
Oceanic Drive (Howtree - Sunnyside)	147	147	81	-66	-45%	0
The Boulevard (Cambridge - Selby)	137	137	89	-48	-35%	0
Selby St NB (Underwood - Alderbury)	133	133	3	-130	-98%	111
The Boulevard EB (Floreat - Howtree)	131	131	65	-66	-51%	0
The Boulevard WB (Floreat - Howtree)	121	121	52	-69	-57%	8
Cambridge St (Joseph - McCourt)	111	111	2	-109	-98%	42
Oceanic Drive EB (Bold Park - Tullow)	101	101	104	3	3%	0
Other Capital Works under \$100k	792	727	474	-252	-35%	44
	2,669	1,913	871	-1,042	-54%	783
Right of Ways						
Other Capital Works under \$100k	0	0	11	11	0%	0
	0	0	11	11	0%	0
Total Roads & Lanes	4,991	4,151	1,779	-2,372	-57%	901
Car Parks						
Dodd Street (Gregory - Cul-de-sac) Carpark upgrade	325	165	0	-165	0%	0
Fred Burton Car Park	314	110	5	-105	-95%	0
Perry Lakes Reserve - Carparks and access roads	220	112	175	63	56%	0
Lake Monger Reserve South East - Car Park	150	148	12	-136	-92%	144
Other Capital Works under \$100k	88	80	15	-65	-81%	0
Total Car Parks	1,097	614	207	-407	-66%	144
Drainage						
Drainage Pit Rehabilitation	118	113	7	-106	-93%	5
Other Capital Works under \$100k	68	68	42	-26	-38%	6
Total Drainage	186	181	49	-132	-73%	11
Footpath						
Bike Plan Project	1,672	349	107	-242	-69%	65
New Concrete Paths	122	1	11	10	942%	0
Upgrade Paths	121	27	47	19	71%	1
Replacement Program	437	428	247	-182	-42%	9
Total Footpath	2,352	805	412	-394	-49%	75
Beaches						
Other Capital Works under \$100k	145	123	84	-39	-31%	37
	145	123	84	-39	-31%	37
Sportsgrounds						
Alderbury Reserve - Lighting upgrade	250	150	40	-110	-73%	78
Other Capital Works under \$100k	45	45	45	0	1%	0
	295	195	86	-109	-56%	78
Parks						
Perry Lakes Water Replenishment	2,294	1,721	5	-1,716	-100%	2,649
Contingency Emergency Bore, Pump & Retic	356	355	144	-210	-59%	43
Lake Monger Reserve - South West Playground	350	350	17	-333	-95%	34
Lake Monger Reserve - South East Park Improvements	220	130	21	-109	-84%	224
Dunblane Park Upgrade	200	200	6	-194	-97%	161
Various Parks - In-ground Irrigation Replacement	151	148	13	-134	-91%	149
Lake Monger Reserve -Landscaping	150	150	57	-93	-62%	23

Town of Cambridge
Capital Works
For the Period Ending 30 April 2021

Description	Current Budget \$'000	YTD Budget \$'000	YTD Actual \$'000	Variance \$'000	Variance %	Commitment \$'000
Harborne Park Upgrade	105	105	111	6	6%	6
Other Capital Works under \$100k	155	155	99	-56	-36%	24
	3,981	3,313	474	-2,838	-86%	3,312
Road Reserves						
West Coast Highway (Peasholm - Boulevard)	345	256	13	-243	-95%	361
The Boulevard Median - (Durstun - Grantham) Landscaping	340	340	166	-174	-51%	48
	685	596	179	-417	-70%	409
Wembley Golf Course Infrastructure						
Wembley Golf Course Miniature Golf	300	0	0	0	0%	0
	300	0	0	0	0%	0
Total Parks & Reserves	5,405	4,226	823	-3,403	-81%	3,837

Town of Cambridge
Capital Works (Graphs)



**Town of Cambridge
Endowment Land Account Summary
For the period ending 30 April 2021**

	Current Budget 2020/2021	YTD Budget 30 April	YTD Actual 30 April	Variance \$'000	Variance %
Opening Balance	3,468	3,468	3,453	-15	0%
Interest on Investments	684	570	566	-4	-1%
Transfers from Accumulated Surplus	482	395	395	0	0%
Transfers to Accumulated Surplus	-1,132	-1,132	-954	178	-16%
Closing Balance	3,502	3,301	3,460	159	5%

**Town of Cambridge
Reserve Account Summary
For the period ending 30 April 2021**

	Current Budget 2020/2021	YTD Budget 30 April	YTD Actual 30 April	Variance \$'000	Variance %
Opening Balance					
Area Improvement	27,150	27,150	26,756	-394	-1%
Development Contributions - Parking	1,097	1,097	1,101	4	0%
Development Contributions - Public Arts	250	250	250	0	0%
Community Facilities	480	480	435	-44	-9%
Asset Management	3,380	3,380	3,380	0	0%
Waste Management	992	992	990	-2	0%
Clubs & Associations	1,503	1,503	1,502	0	0%
	34,851	34,851	34,414	-437	-1%
Interest on Investments					
Area Improvement	278	232	172	-60	-26%
Community Facilities	10	9	6	-2	-25%
Asset Management	30	25	17	-8	-32%
Waste Management	11	9	7	-2	-25%
Clubs & Associations	17	13	10	-3	-20%
	345	287	212	-75	-26%
Transfers from Accumulated Surplus					
Area Improvement	901	751	1,684	933	124%
Community Facilities	890	745	3,248	2,503	336%
Asset Management	226	226	90	-137	-60%
Waste Management	80	80	80	0	0%
Clubs & Associations	622	618	616	-1	0%
	2,720	2,420	5,719	3,298	136%
Transfers to Accumulated Surplus					
Area Improvement	-8,487	-6,014	-2,334	3,680	-61%
Development Contributions - Parking	-334	-334	-437	-103	31%
Community Facilities	-505	-205	-230	-25	12%
Asset Management	-1,208	-987	-428	559	-57%
Waste Management	-80	-65	-75	-10	16%
Clubs & Associations	-561	-468	-232	237	-51%
	-11,176	-8,073	-3,736	4,337	-54%
Closing Balance					
Area Improvement	19,842	22,120	26,279	4,159	19%
Development Contributions - Parking	763	763	664	-99	-13%
Development Contributions - Public Arts	250	250	250	0	0%
Community Facilities	875	1,028	3,460	2,432	237%
Asset Management	2,428	2,644	3,058	414	16%
Waste Management	1,003	1,016	1,001	-15	-1%
Clubs & Associations	1,580	1,665	1,898	233	14%
	26,740	29,486	36,610	7,124	24%