

Community's desired outcome:

Civic leadership and effective governance

Community's Desired Outcome:

This desired outcome focuses on the need for strong civic leadership and effective governance with an engaged community actively participating in decision making processes affecting their future.

Council will undertake the following services to achieve the objectives established in the community strategic plan, *Cessnock 2027*.



- Accounts Payable
- Accounts Receivable
- Administration
- Business Improvement
- Corporate Planning Projects
- Customer Service
- Development Assessment
- Enterprise Risk Management
- Executive Support
- Financial Accounting
- GIS
- Governance
- Human Resources
- Information Technology
- Insurance Management
- Integrated Planning & Reporting
- Internal Audit
- Internal Business Support
- Legal Services
- Management Accounting
- Media & Communication
- Payroll
- Property Administration
- Rates Management
- Records Management
- Strategic Property Management

Objective 5.1:

Fostering & supporting community leadership

Strategic Directions

- We have well-trained and qualified leaders in our community and in our workforce.
- Our young people have aspirations to become leaders.
- Our Council is committed to implementing our community's vision.

DELIVERY PROGRAM 2017-21

5.1.1 Foster professional development of Councillors.

5.1.2 Conduct pre-induction and induction programs for the 2020 local government election.

OPERATIONAL PLAN 2020-21 (action)

5.1.1.a Prepare a cost-effective professional development program based on the skill requirements and feedback from Councillors.

Operational Plan Target

Cost-effective professional development and training plan adopted and training provided.

Responsibility

Finance & Administration

Objective 5.2:

Encouraging more community participation in decision making

Strategic Directions

- We are informed about our community.
- We are involved in decisions affecting our community.
- We have improved relationships between different levels of government.

DELIVERY PROGRAM 2017-21

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| 5.2.1 | Commence implementation of the priority projects from the Communications & Engagement Strategy. |
| 5.2.2 | * Actively participate in and collaborate with Hunter Joint Organisation to promote the interests of the local government area. |
| 5.2.3 | * Continue to monitor and respond to the State Government's local government reform program to improve the financial sustainability of councils. |
| 5.2.4 | Continue to support and monitor the operations of Section 355 committees. |

OPERATIONAL PLAN 2020-21 (action)

	Operational Plan Target	Responsibility	
5.2.1.a	Review and update the Community Engagement Strategy.	Strategy adopted by 30 September 2020.	Business Support & Customer Relations
5.2.1.b	Develop a toolkit and checklist to undertake effective community engagement, which support projects, programs and services provided by Council.	Toolkit and checklist developed by 30 September 2020.	Business Support & Customer Relations
5.2.1.c	Increase opportunities for our Council to collaborate with community members.	Develop engagement methods ensuring a wide range of our community is reached, including students, young people, the elderly, indigenous communities, people from diverse cultural and social backgrounds, people with disabilities, businesses, environmental and community groups, and any other stakeholders or agencies.	Business Support & Customer Relations

* Project supporting financial sustainability



OPERATIONAL PLAN 2020-21 (action)		Operational Plan Target	Responsibility
5.2.1.d	Undertake engagement with stakeholders, residents, community members/groups and businesses regarding Council projects, programs, strategies and services.	Ongoing	Business Support & Customer Relations
5.2.2.a	* Actively participate in and collaborate with Hunter Joint Organisation to promote the interests of the LGA.	Ongoing	General Manager
5.2.3.a	* Monitor and respond to the State Government's local government reform program.	Ongoing	Finance & Administration
5.2.4.a	Meet with groups on a regular basis and provide assistance where required.	Provide assistance to committee's around the operation of Community Facilities. Engage with committee's in the lead up to Local Government Elections in 2021 relating to updates to the s355 Committee Operations Manual.	Open Space & Community Facilities

*** Project supporting financial sustainability**

Objective 5.3:

Making Council more responsive to the community

Strategic Directions

- Our Council is responsive to the community.
- Our Council's processes are efficient and transparent.

DELIVERY PROGRAM 2017-21	
5.3.1	Develop and commence implementation of the Customer Service Strategy sub-plans.
5.3.2	Continue to conduct regular development consultation forums.
5.3.3	Continue to efficiently and effectively process development applications and respond to planning-related enquiries.
5.3.4	Develop and implement a strategic and operational internal audit plan.
5.3.5	Implement the Risk Management Strategy.
5.3.6	* Implement systems and strategies to improve productivity across the organisation.
5.3.7	Continue to educate staff on statutory compliance obligations.
5.3.8	Carry out governance functions, provide advice and conduct education programs to comply with legislation and best practice.
5.3.9	* Action the Strategic Property Review.
5.3.10	Further embed IP&R as the centrepiece of the new LG Act.
5.3.11	* Continue implementation of the Financial Sustainability Initiative projects.
5.3.12	* Continue to improve financial systems and services to support the organisation.
5.3.13	Continue to improve Council's use of technology to inform and engage the community.
5.3.14	Implement the Workforce Plan.

* Project supporting financial sustainability

OPERATIONAL PLAN 2020-21 (action)		Operational Plan Target	Responsibility
5.3.1.a	Build an organisation which has a focus on the customer by having well trained staff who are committed to providing a quality service.	Undertake corporate Customer Service Excellence Training to all staff within Council by June 2021. Undertake Customer Relations training to meeting the communities expectations on a quarterly basis.	Business Support & Customer Relations
5.3.1.b	Actively pursue continuous improvement to extend our systems and tools used to meet the needs of our customers.	Implementation of Call Centre Quality Management System (QMS) Call Recording by September 2020.	Business Support & Customer Relations
5.3.1.c	Commitment to innovation through review and streamlining of service channels, administrative workflows and procedures. Including Community Portal, website, improved function through customer feedback.	Ongoing	Business Support & Customer Relations
5.3.1.d	Undertake Benchmarking to measure the level of customer service provided to our community.	Engage Mystery Customer for Council walk-in and call centre enquiries on a monthly basis.	Business Support & Customer Relations
5.3.2.a	Conduct regular development consultation forums.	Conduct 2 forums per annum.	Development Services
5.3.3.a	Efficiently and effectively process development applications and respond to planning-related enquiries.	Process development applications within agreed timeframes. Respond to planning-related inquiries within agreed timeframes.	Development Services
5.3.3.b	Investigate the expansion of online lodgement of applications. Working with Council and Government agencies to introduce further online lodgement of applications as new modules are introduced through the NSW Planning Portal (ePlanning).	Ongoing	Business Support & Customer Relations
5.3.3.c	Assess mitigation of the impact of traffic generated by development.	Assess applications, provide recommendations to mitigate the impact of traffic generated by development and facilitate LDC (traffic) meetings as necessary until 30 June 2021.	Infrastructure
5.3.3.d	Review and propose updated standards for road widths, kerb and gutter, pathways and bus shelters contained in Council's Engineering Requirements for Development.	Preparing for completion by June 2021.	Infrastructure
5.3.3.e	Investigate the use of technology to improve efficiencies with respect to inspections associated with development compliance and development assessment.	Assess the suitability of available technology by December 2020. In the event suitable options are identified, trial and/or implement use of relevant technologies by June 2021.	Development Services
5.3.3.f	Continuous improvement of electronic assessment of applications. Review our internal processes and workflows in line with the Department of Planning and Environment's Best Practice Guide.	Ongoing	Business Support & Customer Relations
5.3.3.g	Investigate, introduce and Implement Electronic Inspections. Introduce new systems and processes to enable inspections to be carried out electronically. Expand to other business units within council.	Ongoing	Business Support & Customer Relations
5.3.3.h	Implementation and training of Authority Actus APP to allow assessment officers to undertake onsite inspections utilising the use of electronic devices. CRM categories, training and integration.	30 June 2021	Business Support & Customer Relations

OPERATIONAL PLAN 2020-21 (action)		Operational Plan Target	Responsibility
5.3.4.a	Develop and implement a strategic internal audit plan.	The approved Strategic Internal Audit Plan 2020-23 will be in place by 1 July 2020 for implementation and acquittal by 30 June 2021. The Strategic Internal Audit Plan 2021-25 will be developed by May 2021.	Internal Audit
5.3.5.a	Integrated Risk Management System (IRMS) implementation.	All documents within the Integrated Risk Management System (IRMS) to be complete, approved and loaded onto the Intranet and Council website (where required) by August 2020. Commence training all staff on the IRMS by the end of September 2020. All staff training to be complete by December 2020. Full implementation of all IRMS Framework by 1 January 2021.	Human Resources
5.3.6.a	Enterprise Agreement Negotiations.	Schedule the Negotiation timetable in consultation with the parties to the agreement by November 2020. Commence negotiations in December 2020 with a view to reaching agreement prior to the nominal expiry date of 1 July 2021.	Human Resources
5.3.6.b	Undertake a staff engagement survey.	Undertake survey by 30 September 2020. Report results to the ELT by 30 November 2020. Report results to staff in December 2020. If required, develop an action plan to address any key themes from the staff engagement survey by March 2021.	Human Resources
5.3.6.c	Ensure Council's information technology infrastructure is meeting staff expectations and is supported by vendors.	Technology Infrastructure replaced at end of operational life as per the long term asset management plan.	Information Technology
5.3.6.d	Review business paper software solutions to ensure Council is using the most efficient, effective and cost effective solution.	Recommendation provided to Executive Leadership Team.	Information Technology
5.3.6.e	Rollout Formlify and retire high volume paper (> 5 per week) based forms used by Council.	High Volume forms identified and 50% moved to Formlify.	Information Technology
5.3.7.a	Provide staff with awareness, tools, and knowledge to assist them in meeting their statutory compliance obligations.	Staff are made aware of their obligations in regard to statutory compliance and understand how to access information, tools and advice should the need arise by 30 June 2021.	Finance & Administration
5.3.8.a	Carry out governance functions, provide advice and conduct education programs to comply with legislation and best practice.	Awareness, advice and support is provided to staff to ensure they understand and comply with their legislative obligations and follow best practice. Ongoing	Finance & Administration
5.3.8.b	Adopt new technologies and processes that improve the security of Council's IT Systems.	Ongoing	Information Technology

OPERATIONAL PLAN 2020-21 (action)		Operational Plan Target	Responsibility
5.3.8.c	Adopt and implement the latest policy framework recommendations for IT related policies.	Ongoing	Information Technology
5.3.8.d	Create or review and update all policies that have been identified as required or are due for review. Place all policies where there are material changes on public exhibition. Policies identified are listed below:	All policy reviews to be completed by 30 June 2021.	Governance
d_01	Review and update Councillor Expenses and Facilities policy.	Completed by 30 June 2021.	Finance & Administration
d_02	Develop a new Councillor Expenses and Facilities policy when it is revised after the Council election and include the relevant contents of the policy on Councillors Acceptance of Invitations to Functions. Once complete revoke the old policy.	Completed by 30 June 2021.	Finance & Administration
d_03	Develop a new policy on Credit Cards. The Credit Card policy will replace the existing Credit Card protocol.	Completed by 30 June 2021.	Finance & Administration
d_04	Undertake the annual review (and update) of the Investment Policy.	Completed by 30 June 2021.	Finance & Administration
d_05	Review and update K10.1 Contributions Levied for Kerb and Guttering Construction Policy.	Completed by 30 June 2021.	Infrastructure
d_06	Review F31.1 Road Closures Associated with Filming Proposals Policy.	Completed by 30 June 2021.	Infrastructure
d_07	Adopt a Climate Change Policy. (3.1.6 Delivery Program objective)	Engage consultant by 31 July 2020 Engage consultant to undertake baseline greenhouse gas emissions report by 31 December 2020 Draft Climate Change Strategy by 31 March 2021	Strategic Planning
d_08	Abandoned or Unattended Shopping Trolley Policy.	Completed by October 2020	Health & Building
d_09	Parking Enforcement Policy.	Completed by December 2020	Health & Building
d_10	Control of Open Burning Policy.	Completed by March 2021	Health & Building
d_11	Legionella Management Plan.	Completed by September 2021	Health & Building
d_12	Building Line Policy.	Completed by 30 June 2021.	Health & Building
d_13	Natural Watercourses within Subdivisions Policy.	Reviewed by December 2020	Infrastructure
d_14	Great North Road Conservation Management Plan.	Completed by 30 June 2021.	Environment & Waste
d_15	Cessnock Tidy Town Program.	Completed by 30 June 2021.	Environment & Waste

OPERATIONAL PLAN 2020-21 (action)		Operational Plan Target	Responsibility
d_16	Placement of Clothing Recycling Bins.	Completed by 30 June 2021.	Environment & Waste
d_17	Councillor Alcohol and Other Drugs Policy.	Completed by 30 June 2021.	General Manager
d_18	Alcohol and Other Drugs Operational Policy	Completed by 30 June 2021.	Human Resources
d_19	Smoke Free Workplace Policy.	Completed by 30 June 2021.	Human Resources
d_20	Asset Management Policy.	Completed by 30 June 2021.	Infrastructure
d_21	Development and Transfer of Crown Roads (Road Standards).	Completed by 30 June 2021.	Infrastructure
d_22	Development Applications Adjacent to Rear Lanes.	Completed by 30 June 2021.	Infrastructure
d_23	Guidelines for the Opening of Roads.	Completed by 30 June 2021.	Infrastructure
d_24	Identification of Land Fronting Unformed Roads	Completed by 30 June 2021.	Infrastructure
d_25	Urban House Numbering.	Completed by 30 June 2021.	Infrastructure
d_26	Building Approval Conditions for Land Fronting Unformed Roads, Heddon Greta.	Completed by 30 June 2021.	Infrastructure
d_27	Building Approval Conditions in Frederick Street, North Rothbury.	Completed by 30 June 2021.	Infrastructure
d_28	Building Approval Conditions for Land Fronting Unmade Roads, Ellalong.	Completed by 30 June 2021.	Infrastructure
d_29	Building Conditions for Land Fronting Unformed Roads, Wollombi.	Completed by 30 June 2021.	Infrastructure
d_30	Risk Management Policy.	Completed by 30 June 2021.	Human Resources
d_31	Extension of Saxton Street, Kurri Kurri.	Completed by 30 June 2021.	Strategic Planning
d_32	Review D10.1 Installation of Directional Signs for Community Facilities and Services Policy.	Completed by 30 June 2021.	Infrastructure
d_33	Review L10.2 Temporary Roadside Grazing Permits Policy.	Completed by 30 June 2021.	Infrastructure
d_34	Review Policy No.B37.1 - Bus Shelter Designs.	Completed by 30 June 2021.	Infrastructure
d_35	Review Street Seats and Bus Shelter Advertising policy.	Completed by 30 June 2021.	Infrastructure
d_36	Cessnock Airport Operational Policy & User Guidelines	Completed by 30 June 2021.	Works & Operations
d_37	Conservation, Maintenance and Reuse of Historical Construction material	Completed by 30 June 2021.	Works & Operations
d_38	Maintenance of Footpaths, Grass Nature Strips & Verges Policy	Completed by 30 June 2021.	Works & Operations
d_39	Purchase and Disposal of Council Vehicles.	Completed by 30 June 2021.	Works & Operations
d_40	Review the Cessnock City Council Public Art Policy.	Policy reviewed and reported to Council by 31 October 2020.	Community & Cultural Engagement

OPERATIONAL PLAN 2020-21 (action)		Operational Plan Target	Responsibility
d_41	Review the Cessnock City Council Display of Community Notices, Community Displays & Exhibitions and Hosting of Petitions in Council Libraries Policy.	Policy reviewed and reported to Council by 30 September 2020.	Community & Cultural Engagement
d_42	Revise policies on Advertising on Recreation Grounds and Use of Council Sportsgrounds, Parks & Reserves by Fitness Groups & Personal Trainers.	Advertising on Recreation Grounds by 30 December 2020. Use of Council Sportsgrounds by 31 March 2021.	Open Space & Community Facilities
d_43	Contractor Remote Network Access	Completed by 30 June 2021.	Information Technology
d_44	Building Approval for Buildings Fronting Unmade Roads	Completed by 30 June 2021.	Principle Engineer Roads
d_45	Guidelines for the Opening of Roads	Completed by 30 June 2021.	Principle Engineer Roads
5.3.9.a	*Instil a long term focus to property portfolio management by establishing an evaluation framework and procedures. Balance continued achievement of existing Strategic Property Review project objectives with undertaking feasibility assessments of nominated key sites and new opportunities to redevelop, divest and adaptively re-use Council property assets.	Develop a property portfolio management framework which applies recognised investment management principles. Establish a procedure and develop criteria for evaluating proposals and opportunities, both externally and internally generated; Progress Vineyard Grove project in accordance with Council direction; and Subject to SPCFC consultation and Council approval, progress two other major projects to EOI stage.	Finance & Administration
5.3.10.a	Enhance Council Long Term Financial Plan (LTFP) to ensure that the LTFP becomes a centrepiece of the IP&R documents.	Undertake review of the potential external LTFP software products against current solution and determine preferred solution by 30 September 2020. Implement the chosen LTFP software product to improve the modelling, analysis and reporting functions by 31 December 2020.	Finance & Administration
5.3.10.b	Review grants for compliance with grants protocol.	Promote adherence to the grants protocol through quarterly reviews.	Finance & Administration
5.3.11.a	* Continue to enhance Council's rating structure to ensure a fair, equitable and consistency approach is achieved for all ratepayers of the LGA.	Place the draft rating structure on exhibition by 31 March 2021. Propose a rating structure for Council adoption by 30 May 2021.	Finance & Administration
5.3.11.b	* Evaluate community feedback on service and funding options and develop scenarios for community consultation.	Completed by 30 June 2021.	Finance & Administration
5.3.11.c	*Continue to apply the principle of balanced operating budget and ensure programs are fully funded.	Carry out the Quarterly Budget Review process and propose for adoption by Council (Q1,Q2,Q3). Carry out the Annual Budget Review process and propose for adoption by Council by 30 June 2021.	Finance & Administration

*** Project supporting financial sustainability**

OPERATIONAL PLAN 2020-21 (action)	Operational Plan Target	Responsibility
5.3.11.d * Continue implementation of the Plant and Fleet Management review to ensure efficient and effective use of resources.	Completed by 30 June 2021.	Works & Operations
5.3.11.e *Review existing revenue streams (including Council's Fees & Charges) to evaluate optimisation of income.	Review options as part of the IP&R planning process to optimise Councils Income from revenue streams outside the fees and charges framework by 31 December 2020. Propose options as part of the IP&R planning process to Council for consideration which enhances Council's income by 31 March 2021. Implement the options selected by Council to maximise potential income by 30 June 2021.	Finance & Administration
5.3.11.f *Continue to enhance Council's Contractor Management to ensure value for money principles can be achieved.	Implement survey's to Council's 3 largest spend areas by June 2021. Continue to rationalise Council's supplier Masterfile to create value for money by June 2021.	Finance & Administration
5.3.11.g *Revise the Investment Policy to ensure that Council funds are invested in a broad range of compliant investment options to maximise investment returns.	Propose a revised Investment Policy that aims to maximise investment returns to Council for adoption by 30 September 2020. Implement revised Investment Policy by 30 September 2020.	Finance & Administration
5.3.12.a Continue enhancement of Council's IP&R systems to support greater integration between Council strategies and enhance processes for the development and tracking of Community Strategic Plan (CSP) and Delivery Program objectives and projects.	Support mapping between Councils detailed strategies and draft CSP / Delivery program objectives by 31 March 2021. Develop adopted CSP and Delivery Program fully integrated with other Council Strategies by 30 June 2021.	Finance & Administration
5.3.13.a Share information regarding the status of current Capital Works on Council's website, particularly with respect to traffic disruptions and construction works.	Provide weekly updates on the status of Capital Works for Council's website.	Infrastructure
5.3.13.b Share information regarding the status of current Capital Works using social media, particularly with respect to traffic disruptions and construction works.	Ongoing liaison with Communications and Media for social media updates regarding Capital Works.	Infrastructure
5.3.13.c Ensure Council's software systems are secure and running vendor supported versions.	Ongoing	Information Technology
5.3.14.a Review and if required update the Council's 2020-2024 EEO Management Plan.	Completed by 30 June 2021.	Human Resources
5.3.14.b Workforce Plan	Implement the succession management framework by the end of June 2021. Develop and implement a coaching and mentoring program across the organisation by the end of March 2021. Review Council's attraction and retention strategies by October 2020 and make any necessary changes to how Council attracts and retains staff and if required any necessary changes to the associated protocols by the end of December 2020. Develop a Workforce Development Plan to support the EEO Management Plan by March 2021.	Human Resources

*** Project supporting financial sustainability**

MEASURES

Measures	Context/Benchmark	Base	Target
Development Application Processing Times	<p>This measure is the mean and the median number of days to process Development Applications (for all DAs which have been determined).</p> <p>This data is sourced from the Local Development Performance Monitoring Report.</p>	<p>49 Mean 2015-16</p> <p>23 Median 2015-16</p>	<p>Maintain</p> <p>28 days</p>
Satisfaction with Council's performance overall	<p>This measure is from a random survey of residents where they are asked to rate their satisfaction with Council's performance overall on a scale of 1-5, where 1 = low satisfaction and 5 = high satisfaction.</p> <p>The benchmark in 2009 from similar surveys with over 15,000 residents across 25 local government areas was 3.5.</p> <p>The 2016 rating was 3.27 (compared with 3.22 in 2014).</p>	<p>3.27 2016</p>	<p>>3.5</p>
Response to Customer Requests	<p>The number of customer requests that are completed within agreed timeframes divided by the total number of customer requests completed.</p> <p>This data is sourced from the workflows in Council's customer request management system.</p>	<p>74% 2015-16</p>	<p>75%</p>
Operating Performance	<p>This measure is the three year average of the operating result (excluding capital grants and contributions) divided by total operating revenue (excluding capital grants and contributions).</p> <p>The Fit for the Future benchmark is better than breakeven (average over three years).</p>	<p>(0.014) 2015-16</p>	<p>>0</p>
Own Source Revenue	<p>This measure is the three year average of the total operating result (excluding capital grants and contributions) divided by total operating revenue.</p> <p>The Fit for the Future benchmark is greater than 60% (average over three years).</p>	<p>67.4% 2015-16</p>	<p>>60%</p>
Debt Service	<p>This measure is the three year average of the cost of debt service (principal and interest) divided by total operating revenue.</p> <p>The Fit for the Future benchmark is greater than 0% and less than 20% (average over three years).</p>	<p>2.5% 2015-16</p>	<p>>0 and <20%</p>

INTEGRATED PLANS AND STRATEGIC STUDIES

- Community Strategic Plan, *Cessnock 2027*
- Communications & Engagement Strategy, Cessnock City Council
- Customer Service Strategy
- Hunter Regional Plan 2036, NSW Dept Planning & Environment
- Strategic Internal Audit Plan 2020-23
- Risk Management Strategy

PROGRAMS

CIVIC LEADERSHIP & EFFECTIVE GOVERNANCE



LEADERSHIP



COMMUNITY
ENGAGEMENT



CUSTOMER SERVICE



FINANCIAL
SUSTAINABILITY



GOVERNANCE

Operational Budget - Civic leadership and effective governance

Operational Budget						
Activity	2019-20 Budget	2020-21 Operating Expenditure	2020-21 Operating Revenue	2020-21 Capital Expenditure	2020-21 Capital Revenue	2020-21 Budget
Civic leadership and effective governance						
General Manager	891,000	896,550	(1,000)	-	-	895,550
Directors	1,630,000	1,644,825	(6,800)	-	-	1,638,025
Vineyard Grove Development	8,300	200	(200)	-	-	-
Corporate Administration	790,800	1,045,900	(10,400)	1,000	-	1,036,500
Business Support and Customer Relations	794,400	1,110,900	(99,700)	-	-	1,011,200
Customer Service	1,021,900	1,110,600	(100)	1,000	-	1,111,500
Corporate Planning (IP&R)	196,100	155,800	-	-	-	155,800
Property (Leases and Licencing)	155,800	350,400	(97,200)	-	-	253,200
Finance	(5,213,800)	18,529,050	(6,610,000)	(14,697,600)	(2,500,000)	(5,278,550)
Rates	216,850	1,311,900	(1,098,000)	-	-	213,900
Payroll Section	84,800	88,500	-	-	-	88,500
Information Technology	2,539,528	2,825,300	(200,100)	208,408	-	2,833,608
Human Resources	2,709,340	2,919,500	(125,800)	-	-	2,793,700
Development Services	1,424,850	2,352,100	(772,600)	-	-	1,579,500
Building Assessment and Certification Services	183,354	1,217,604	(1,091,050)	-	-	126,554
Media and Communication	256,000	314,440	-	-	-	314,440
Mayor and Councillors	753,390	780,910	(6,900)	15,000	-	789,010
Sub-Total	8,442,612	36,654,479	(10,119,850)	(14,472,192)	(2,500,000)	9,562,437
Sub-Total Net Expenditures						
Rates (Income and Rebates)	(38,601,300)	-	(40,230,200)	-	-	(40,230,200)
Total (SURPLUS)/DEFICIT	(45,976)	84,695,721	(83,378,774)	11,713,738	(12,057,235)	717,833