2016/17
Long Term Financial Plan
Draft
Fit for the Future

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Part A

Introduction

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OVERVIEW

The document provides an overview of Council's Long Term Financial Plan (LTFP). The document is divided into seven distinct sections as follows:

Section	Description
A. Overview	This section provides a brief summary of the information contained in this document.
B. Operating Budgets	Details of all operating budgets on a program basis. The programs are classified in the four groups which form Council's organisation structure.
C. Capital Expenditure	Outlines the capital projects included in the budget for the General, Water and Sewer Funds.
D. Section 94 and Capital Income	A summary of the movement in Section 94 contributions along with other capital income such as Grants, Contributions, Loans and Asset sales.
E. Reserves	Details the transfers to and from reserves for the General Fund, along with the estimated reserve balances.
F: Loan Repayments	Principal and interest repayment summary for the General Fund.
G. Appendices	Additional supporting information.

The appendices provide important information to assist in understanding this document. Those appendices are as follows

Income Statements	Forecast Income Statements are provided for the General, Water and Sewer Funds, and also on a consolidated basis.
Balance Sheets	Forecast Balance Sheets are provided for the General, Water and Sewer Funds, and also on a consolidated basis.

GENERAL FUND – CASH FORECAST AND LONG TERM FINANCIAL PLAN

The opposite page provides the cash forecast for General Fund. The estimates from 2017/18 onwards are preliminary and provide a guide as to where the organisation is heading. Explanations for each item are:

Operating Revenues Represents total operating revenues for General Fund as per Part B of this document.
Operating Expenses Represents total operating expenses, excluding depreciation, for General Fund, as per Part B of this document.
Operating Result before Capital This records the operating result for the fund, excluding depreciation, with the net operating result including depreciation.

Capital Grants and Contributions As the operating result does not include income items that are of a capital nature, they must be included to determine the overall cash result.

- *Capital Grants and Contributions:* This item represents the capital grants and capital contributions recognised in Part D of this document
- *Internal Loan Repayments:* This item represents loan principal repayments for internal loans (i.e. loans financed between Council's internal reserves)
- *Section 94 Contributions Collected:* Represents Section 94 developer contributions collected. A full explanation of this item is detailed in Part D of this document

Non-operating Funds Employed Includes income items that do not form part of the operating result.

- *Loan Funds Used:* Represents loans applied during the year
- *Proceeds from Disposal of Assets:* Represents funds derived from estimated land sales

Funds deployed for Non-operating Purposes Represents expenditure of a capital nature.

- *Capital Expenditure:* Represents capital works as per Part C of this document.
- *Repayment of Principal on Loans:* Represents total loan principal repayments for the General Fund.

Leave Liabilities

- *Net Increase / (decrease) in leave liabilities*: In order to determine the actual cash result for the year it is necessary to estimate the net increase / (decrease) in leave liabilities matched against the leave expense accruals in the operating budget.

Cash Surplus / (Deficit) This section details the estimated increase / (decrease) in cash for the financial year.

Reserve Movements This section shows how the cash surplus, or deficit, is funded.

- *Reserves:* This represents the net movement in reserves. Full details of the movements are detailed in Part E of this document. Internally restricted reserves are funds restricted in their use by Council policy. Externally restricted reserves are funds restricted in their use by legislation.
- *Working Capital:* This represents the net movement in unrestricted working capital available (i.e. cash).

Reserve Balances This section shows the estimated closing balances for the equity items relating to cash.
This includes internal reserves, external reserves, section 94 contributions and working capital.

GENERAL FUND - LONG TERM FINANCIAL PLAN (2013/14 to 2025/26)

ACTUAL			ITEM	ESTIMATED												
2013/14	2014/15	%		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
			OPERATING RESULTS													
			General Fund Activities													
46,083,000	49,178,400	7	Operating Revenues	49,921,700	2	52,034,800	4	53,050,700	55,109,900	57,087,100	58,652,700	60,269,500	61,897,600	63,699,300	65,369,700	67,104,300
37,249,000	35,858,700	(4)	Less Operating Expenses	41,295,000	15	38,350,300	(7)	40,037,200	40,047,000	40,628,700	41,582,000	42,369,600	43,036,000	43,809,400	44,909,700	45,535,800
8,834,000	**13,319,700**	**51**	**Operating Result before Non-cash Items**	**8,626,700**	**(35)**	**13,684,500**	**59**	**13,013,500**	**15,062,900**	**16,458,400**	**17,070,700**	**17,899,900**	**18,861,600**	**19,889,900**	**20,460,000**	**21,568,500**
15,865,700	14,144,300	(11)	Less Depreciation	12,888,100	(9)	13,056,400	1	13,383,900	13,664,300	13,950,300	14,230,500	14,516,400	14,808,200	15,105,600	15,409,100	15,718,800
289,900	725,700	150	Less Land Stock Movement	0	(100)	0	0	0	0	0	0	0	0	0	0	0
169,300	231,300	37	Less Unwinding Interest Free Loans	220,900	(4)	205,900	(7)	119,100	70,200	48,000	20,600	21,400	22,100	22,900	23,800	23,800
3,967,400	3,347,700	(16)	Less Loss on Disposal of Infrastructure Assets	0	(100)	0	0	0	0	0	0	0	0	0	0	0
(11,458,300)	**(5,129,300)**	**(55)**	**Net Operating Result**	**(4,482,300)**	**(13)**	**422,200**	**(109)**	**(489,500)**	**1,328,400**	**2,460,100**	**2,819,600**	**3,362,100**	**4,031,300**	**4,761,400**	**5,027,100**	**5,825,900**
			Add Capital Grants and Contributions													
6,861,000	4,752,500	(31)	Capital Grants and Contributions	9,085,800	91	1,856,400	(80)	5,213,100	159,900	3,181,700	243,500	115,300	117,300	119,300	121,300	123,300
2,269,000	2,924,000	29	Section 94 Contributions Collected	2,150,000	(26)	3,193,000	49	3,356,000	4,422,000	4,509,000	4,599,000	4,692,000	4,786,000	4,881,000	4,978,000	5,077,000
			Add Non-operating Funds Employed													
1,200,000	725,000	(40)	Loan Funds Used	500,000	(31)	11,600,000	2,220	0	2,500,000	0	8,340,000	0	0	0	0	0
1,805,000	2,809,800	56	Proceeds from Disposal of Assets	2,850,000	1	5,025,000	76	4,300,000	2,760,000	2,760,000	2,760,000	1,360,000	960,000	960,000	960,000	960,000
			Subtract Funds Deployed for Non-operating Purposes													
(26,990,000)	(18,233,400)	(32)	Capital Expenditure	(33,048,000)	81	(27,707,700)	(16)	(20,409,300)	(31,240,200)	(22,273,900)	(38,363,300)	(29,420,100)	(15,693,300)	(19,078,900)	(16,991,900)	(15,819,300)
(3,216,000)	(3,395,400)	6	Repayment of Principal on Loans	(3,788,900)	12	(3,689,100)	(3)	(3,306,700)	(3,172,200)	(3,243,200)	(2,962,900)	(3,456,600)	(2,994,700)	(2,257,000)	(1,979,900)	(1,349,000)
			Net Movement in Other Working Capital Items													
(1,935,900)	(507,100)	(74)	Net Incr / (Decr) in Leave and Working Capital	200,000	(139)	200,000	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
			Add Back Non-Cash Expense													
15,865,700	14,144,300	(11)	Depreciation	12,888,100	(9)	13,056,400	1	13,383,900	13,664,300	13,950,300	14,230,500	14,516,400	14,808,200	15,105,600	15,409,100	15,718,800
333,000	(30,000)	(109)	Investment Premiums	0	(100)	100	100	0	0	0	0	0	0	0	0	0
0	(460,100)	100	Fair Value Adjustments Rental Properties	0	(100)	0	0	0	0	0	0	0	0	0	0	0
289,900	725,700	150	Land Stock Movement	0	(100)	0	0	0	0	0	0	0	0	0	0	0
169,300	231,300	37	Unwinding Interest Free Loans	220,900	(4)	205,900	(7)	119,100	70,200	48,000	20,600	21,400	22,100	22,900	23,800	23,800
3,967,400	3,347,700	(16)	Loss on Disposal of Infrastructure Assets	0	(100)	0	0	0	0	0	0	0	0	0	0	0
(10,839,900)	**1,905,000**	**(118)**	**Cash Reserves - Increase / (Decrease)**	**(13,424,400)**	**(805)**	**4,162,200**	**(131)**	**2,366,600**	**(9,307,600)**	**1,592,000**	**(8,113,000)**	**(8,609,500)**	**6,236,900**	**4,714,300**	**7,747,500**	**10,760,500**
			Movement in Reserves - Increase / (Decrease)													
(11,293,000)	2,180,200		Reserves - Internal - Increase / (Decrease)	(10,825,800)		1,753,600		1,010,700	3,162,600	(2,915,200)	865,500	174,500	1,182,200	1,123,600	1,852,600	3,976,900
453,000	(275,200)		Reserves - External - Increase / (Decrease)	(2,533,300)		2,598,300		1,528,000	(12,496,500)	4,254,000	(9,069,000)	(8,863,500)	4,850,600	3,104,200	5,142,300	5,211,900
100	0		Working Capital - Increase / (Decrease)	(65,300)		(189,700)		(172,100)	26,300	253,200	90,500	79,500	204,100	486,500	752,600	1,571,700
(10,839,900)	**1,905,000**		**Total Movement in Reserves**	**(13,424,400)**		**4,162,200**		**2,366,600**	**(9,307,600)**	**1,592,000**	**(8,113,000)**	**(8,609,500)**	**6,236,900**	**4,714,300**	**7,747,500**	**10,760,500**
			Reserves - Balances as at 30 June													
25,427,000	27,607,200		Internal Reserves	16,781,400		18,535,000		19,545,700	22,708,300	19,793,100	20,658,600	20,833,100	22,015,300	23,138,900	24,991,500	28,968,400
11,070,600	10,795,400		External Reserves	8,262,100		10,860,400		12,388,400	(108,100)	4,145,900	(4,923,100)	(13,786,600)	(8,936,000)	(5,831,800)	(689,500)	4,522,400
3,034,700	3,034,700		Working Capital	2,969,400		2,779,700		2,607,600	2,633,900	2,887,100	2,977,600	3,057,100	3,261,200	3,747,700	4,500,300	6,072,000
39,532,300	**41,437,300**		**Total**	**28,012,900**		**32,175,100**		**34,541,700**	**25,234,100**	**26,826,100**	**18,713,100**	**10,103,600**	**16,340,500**	**21,054,800**	**28,802,300**	**39,562,800**

WATER OPERATIONS – CASH FORECAST AND LONG TERM FINANCIAL PLAN

The opposite page provides the cash forecast for the Water Operations.

Explanations for each item are:

Operating Revenues Represents total operating revenues for the Water Fund as per Part B of this document.

Operating Expenses Represents total operating expenses, excluding deprecation, for the Water Fund, as per Part B of this document.

Operating Result before Capital Amounts This records the operating result for the fund, excluding depreciation.

Capital Grants and Contributions As the operating result does not include income items that are of a capital nature, they must be included to determine the overall cash result.

- *Capital Grants and Contributions:* This item represents the capital grants and capital contributions recognised in Part D of this document.
- *Section 64 Contributions Collected:* Total Section 64 contributions collected for the year.

Non-operating Funds Employed This item includes income items that do not form part of the operating result.

- *Loan Funds Used:* Represents loans applied during the year.

Funds deployed for Non-operating Purposes This item represents expenditure of a capital nature.

- *Capital Expenditure:* Represents capital works as per Part C of this document.
- *Repayment of Principal on Loans:* Represents total loan principal repayments for the Water Fund.
- *Section 64 Funds (Unexpended) / Reserves Expended:* This item identifies whether there are funds drawn from Section 64 contributions held, inclusive of interest earned, or whether the expenditure from Section 64 contributions for the year is less than the amount collected.
- *Dividend:* Represents a compulsory dividend paid to the General Fund.

Cash Surplus / (Deficit) This section provides the estimated movement in cash for the financial year.

Reserve Movements This section shows how the cash surplus or deficit is funded:
Restricted Reserves: This represents the net movement in internal reserves held by the Water Fund. All reserves held by the Water Fund are externally restricted by legislation in that they must be expended on Water Fund activities. However, even though they are restricted, Council maintains internal reserves to finance future capital works, along with the externally restricted Section 64 contributions.

Reserve Balances This section shows the estimated closing balances for the equity items relating to cash. This includes reserves and section 64 contributions.

WATER OPERATIONS - LONG TERM FINANCIAL PLAN (2013/14 to 2025/26)

ACTUAL			ITEM	ESTIMATED												
2013/14	2014/15	%		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
			OPERATING RESULTS													
10,689,100	10,892,500	2	Operating Revenues	11,141,100	2	11,431,800	3	11,886,200	12,323,900	12,895,200	13,468,800	13,995,900	14,581,000	15,277,100	16,056,300	16,801,400
9,107,100	9,283,700	2	Less Operating Expenses	9,576,200	3	9,699,700	1	9,858,200	10,073,300	10,298,500	10,570,600	10,850,000	11,187,200	11,432,000	11,734,700	12,045,500
1,582,000	**1,608,800**	**2**	**Operating Result before Non-cash Items**	**1,564,900**	**(3)**	**1,732,100**	**11**	**2,028,000**	**2,250,600**	**2,596,700**	**2,898,200**	**3,145,900**	**3,393,800**	**3,845,100**	**4,321,600**	**4,755,900**
1,859,500	1,478,700	(20)	Depreciation Expense	1,400,000	(5)	1,428,000	2	1,456,600	1,485,800	1,515,600	1,546,000	1,577,000	1,608,600	1,640,800	1,673,700	1,707,200
0	0	0	Less Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0	0
111,000	20,600	(81)	Less Loss on Disposal of Infrastructure Assets	0	(100)	(100)	100	0	0	0	0	0	0	0	0	0
(388,500)	**109,500**	**(128)**	**Operating Result after Depreciation**	**164,900**	**51**	**304,200**	**84**	**571,400**	**764,800**	**1,081,100**	**1,352,200**	**1,568,900**	**1,785,200**	**2,204,300**	**2,647,900**	**3,048,700**
			Add Capital Grants and Contributions													
368,600	336,400	(9)	Capital Grants and Contributions	0	(100)	0	0	0	0	0	0	0	0	0	0	0
430,400	454,900	6	Section 64 Contributions Collected	430,000	(5)	450,000	5	460,000	470,000	480,000	490,000	500,000	510,000	530,000	550,000	570,000
			Add Non-operating Funds Employed													
0	0	0	Loan Funds Used	0	0	0	0	0	0	0	0	0	0	0	0	0
137,600	136,200	(1)	Transfer from Section 64 Recoupments BBRC	123,000	(10)	100,000	(19)	0	0	0	0	0	0	0	0	0
			Subtract Funds Deployed for Non-operating Purposes													
(1,827,100)	(2,821,700)	54	Capital Expenditure	(2,669,000)	(5)	(3,266,000)	22	(4,752,000)	(1,700,000)	(2,747,000)	(5,218,000)	(4,531,000)	(2,360,000)	(1,258,000)	(3,651,000)	(1,272,000)
(137,600)	(136,200)	(1)	Contributions - Section 64 Recoupments BBRC	(123,000)	(10)	(100,000)	(19)	0	0	0	0	0	0	0	0	0
0	0	0	Repayment of Principal on Loans	0	0	0	0	0	0	0	0	0	0	0	0	0
(34,000)	(34,000)	0	Dividends Paid	(34,000)	0	(34,000)	0	(34,000)	(34,000)	(34,000)	(34,000)	(34,000)	(34,000)	(34,000)	(34,000)	(34,000)
			Net Movement in Other Working Capital Items													
(496,900)	264,500	(153)	Net Incr / (Decr) in Leave and Working Capital	0	(100)	0	0	0	0	0	0	0	0	0	0	0
			Add Back Non-Cash Expense													
1,859,500	1,478,700	(20)	Depreciation	1,400,000	(5)	1,428,000	2	1,456,600	1,485,800	1,515,600	1,546,000	1,577,000	1,608,600	1,640,800	1,673,700	1,707,200
0	0	0	Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0	0
111,000	20,600	(81)	Loss on Disposal of Infrastructure Assets	0	(100)	(100)	100	0	0	0	0	0	0	0	0	0
23,000	**(191,100)**	**(931)**	**Reserves Movement - Increase / (Decrease)**	**(708,100)**	**271**	**(1,117,900)**	**58**	**(2,298,000)**	**986,600**	**295,700**	**(1,863,800)**	**(919,100)**	**1,509,800**	**3,083,100**	**1,186,600**	**4,019,900**
			Movement in Reserves - Increase / (Decrease)													
482,200	966,800		Water Reserves	(532,100)		(22,300)		(1,039,500)	972,600	878,700	(1,668,600)	(944,300)	1,475,200	2,439,900	1,311,000	3,319,200
(459,200)	(1,157,900)		Developer Contributions - Section 64	(176,000)		(1,095,600)		(1,258,500)	14,000	(583,000)	(195,200)	25,200	34,600	643,200	(124,400)	700,700
23,000	**(191,100)**		**Total Movement in Reserves (incl Sec 64)**	**(708,100)**		**(1,117,900)**		**(2,298,000)**	**986,600**	**295,700**	**(1,863,800)**	**(919,100)**	**1,509,800**	**3,083,100**	**1,186,600**	**4,019,900**
			Reserves - Balances as at 30 June													
2,916,000	3,882,800		Water Reserves	3,350,700		3,328,400		2,288,900	3,261,500	4,140,200	2,471,600	1,527,300	3,002,500	5,442,400	6,753,400	10,072,600
7,747,000	6,589,100		Developer Contributions - Section 64	6,413,100		5,317,500		4,059,000	4,073,000	3,490,000	3,294,800	3,320,000	3,354,600	3,997,800	3,873,400	4,574,100
10,663,000	**10,471,900**		**Total Reserves**	**9,763,800**		**8,645,900**		**6,347,900**	**7,334,500**	**7,630,200**	**5,766,400**	**4,847,300**	**6,357,100**	**9,440,200**	**10,626,800**	**14,646,700**

WASTEWATER OPERATIONS – CASH FORECAST AND LONG TERM FINANCIAL PLAN

The opposite page provides the cash forecast for the Wastewater Operations.

Explanations for each item are:

Operating Revenues Represents total operating revenues for the Wastewater Fund as per Part B of this document.

Operating Expenses Represents total operating expenses, excluding depreciation, for the Wastewater Fund, as per Part B of this document.

Operating Result before Capital Amounts This records the operating result for the fund, excluding depreciation.

Capital Grants and Contributions As the operating result does not include income items that are of a capital nature, they must be included to determine the overall cash result.

- *Capital Grants and Contributions:* This item represents the capital grants and capital contributions recognised in Part D of this document.
- *Section 64 Contributions Collected:* Total Section 64 contributions collected for the year.

Non-operating Funds Employed This item includes income items that do not normally form part of the operating result.

- *Loan Funds Used:* Represents loans applied during the year.

Funds deployed for Non-operating Purposes This item represents expenditure of a capital nature.

- *Capital Expenditure:* Represents capital works as per Part C of this document.
- *Repayment of Principal on Loans:* Represents total loan principal repayments for the Wastewater Fund.
- *Section 64 Funds (Unexpended) / Reserves Expended:* This item identifies whether there are funds drawn from Section 64 contributions held, inclusive of interest earned, or whether the expenditure from Section 64 contributions for the year is less than the amount collected. A positive figure represents a drawdown from reserves and a negative figure represents a net transfer to reserves.
- *Dividend:* Represents a compulsory dividend paid to the General Fund.

Cash Surplus / (Deficit) This section provides what the estimated movement in cash is expected to be for the financial year.

Reserve Movements This section shows how the cash surplus or deficit is funded.

- *Restricted Reserves:* This represents the net movement in reserves held by the Wastewater Fund. All reserves held by the Wastewater Fund are externally restricted by legislation in that they must be expended on Wastewater Fund activities. However, even though they are restricted, Council maintains internal reserves to finance future capital works, along with the externally restricted Section 64 contributions.

Reserve Balances This section shows the estimated closing balances for the equity items relating to cash. This includes reserves and section 64 contributions.

WASTEWATER OPERATIONS - LONG TERM FINANCIAL PLAN (2013/14 to 2025/26)																
ACTUAL			ITEM	ESTIMATED												
2013/14	2014/15	%		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
			OPERATING RESULTS													
14,462,800	15,355,900	6	Operating Revenues	16,492,700	7	17,300,500	5	18,486,700	19,810,500	21,117,100	22,486,600	23,336,100	24,238,900	25,300,900	26,413,700	27,577,200
13,967,000	13,846,900	(1)	Less Operating Expenses	13,764,700	(1)	13,390,900	(3)	13,560,900	13,276,300	13,326,700	13,368,600	13,372,800	13,441,500	13,462,400	13,481,800	13,500,900
495,800	**1,509,000**	**204**	**Operating Result before Non-cash Items**	**2,728,000**	**81**	**3,909,600**	**43**	**4,925,800**	**6,534,200**	**7,790,400**	**9,118,000**	**9,963,300**	**10,797,400**	**11,838,500**	**12,931,900**	**14,076,300**
2,643,100	2,314,300	(12)	Depreciation Expense	2,600,000	12	2,678,000	3	2,732,000	2,787,000	2,843,000	2,900,000	2,958,000	3,017,000	3,077,000	3,139,000	3,202,000
394,000	349,200	(11)	Less Unwinding Interest Free Loans	301,000	(14)	249,000	(17)	194,000	134,000	69,000	0	0	0	0	0	0
20,300	12,216,800	60,081	Less Loss on Disposal of Infrastructure Assets	0	(100)	0	0	0	0	0	0	0	0	0	0	0
(2,561,600)	**(13,371,300)**	**422**	**Operating Result after Depreciation**	**(173,000)**	**(99)**	**982,600**	**(668)**	**1,999,800**	**3,613,200**	**4,878,400**	**6,218,000**	**7,005,300**	**7,780,400**	**8,761,500**	**9,792,900**	**10,874,300**
			Add Capital Grants and Contributions													
0	0	0	Capital Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0
1,351,900	1,385,900	3	Section 64 Contributions Collected	900,000	(35)	930,000	3	950,000	970,000	990,000	1,010,000	1,040,000	1,070,000	1,100,000	1,130,000	1,160,000
			Add Non-operating Funds Employed													
690,000	0	(100)	Loan Funds Used	0	0	0	0	0	0	0	0	0	0	0	0	0
559,600	409,000	(27)	Transfer from Section 64 Recoupments BBRC	0	(100)	0	0	0	0	0	0	0	0	0	0	0
			Subtract Funds Deployed for Non-operating Purposes													
(8,112,100)	(4,320,400)	(47)	Capital Expenditure	(3,980,000)	(8)	(6,927,000)	74	(5,314,000)	(3,685,000)	(6,002,000)	(6,620,000)	(6,264,000)	(1,155,000)	(1,125,000)	(1,223,000)	(1,189,000)
(559,600)	(409,000)	(27)	Contributions - Section 64 Recoupments BBRC	0	(100)	0	0	0	0	0	0	0	0	0	0	0
(2,384,800)	(2,187,900)	(8)	Repayment of Principal on Loans	(2,793,300)	28	(2,957,900)	6	(3,095,600)	(3,134,000)	(3,280,300)	(2,453,500)	(2,654,100)	(2,844,100)	(3,037,000)	(3,235,000)	(3,430,000)
(20,000)	(20,000)	0	Dividends Paid	(20,000)	0	(20,000)	0	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
			Net Movement in Other Working Capital Items													
468,500	89,600	(81)	Net Incr / (Decr) in Leave and Working Capital	0	(100)	0	0	0	0	0	0	0	0	0	0	0
			Add Back Non-Cash Expense													
2,643,100	2,314,300	(12)	Depreciation	2,600,000	12	2,678,000	3	2,732,000	2,787,000	2,843,000	2,900,000	2,958,000	3,017,000	3,077,000	3,139,000	3,202,000
394,000	349,200	(11)	Unwinding Interest Free Loans	301,000	(14)	249,000	(17)	194,000	134,000	69,000	0	0	0	0	0	0
20,300	12,216,800	60,081	Loss on Disposal of Infrastructure Assets	0	(100)	0	0	0	0	0	0	0	0	0	0	0
(7,510,700)	**(3,543,800)**	**(53)**	**Wastewater Reserves - Increase / (Decrease)**	**(3,165,300)**	**(11)**	**(5,065,300)**	**60**	**(2,553,800)**	**665,200**	**(521,900)**	**1,034,500**	**2,065,200**	**7,848,300**	**8,756,500**	**9,583,900**	**10,597,300**
			Movement in Reserves - Increase / (Decrease)													
(8,193,600)	(4,663,700)		Wastewater Reserves	(3,526,100)		(3,256,600)		(587,400)	(330,100)	445,900	1,020,500	998,900	6,728,000	7,581,000	8,352,000	9,307,700
682,900	1,119,900		Developer Contributions - Section 64	360,800		(1,808,700)		(1,966,400)	995,300	(967,800)	14,000	1,066,300	1,120,300	1,175,500	1,231,900	1,289,600
(7,510,700)	**(3,543,800)**		**Total Movement in Reserves (incl Section 64)**	**(3,165,300)**		**(5,065,300)**		**(2,553,800)**	**665,200**	**(521,900)**	**1,034,500**	**2,065,200**	**7,848,300**	**8,756,500**	**9,583,900**	**10,597,300**
			Reserves - Balances as at 30 June													
15,178,000	10,514,300		Wastewater Reserves	6,988,200		3,731,600		3,144,200	2,814,100	3,260,000	4,280,500	5,279,400	12,007,400	19,588,400	27,940,400	37,248,100
3,420,600	4,540,500		Developer Contributions - Section 64	4,901,300		3,092,600		1,126,200	2,121,500	1,153,700	1,167,700	2,234,000	3,354,300	4,529,800	5,761,700	7,051,300
18,598,600	**15,054,800**		**Total**	**11,889,500**		**6,824,200**		**4,270,400**	**4,935,600**	**4,413,700**	**5,448,200**	**7,513,400**	**15,361,700**	**24,118,200**	**33,702,100**	**44,299,400**

CONSOLIDATED OPERATIONS - LONG TERM FINANCIAL PLAN (2013/14 to 2025/26)

ACTUAL			ITEM	ESTIMATED												
2013/14	2014/15	%		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
			OPERATING RESULTS													
			Operating Activities													
71,234,900	75,426,800	6	Operating Revenues	77,555,500	3	80,767,100	4	83,423,600	87,244,300	91,099,400	94,608,100	97,601,500	100,717,500	104,277,300	107,839,700	111,482,900
60,323,100	58,989,300	(2)	Less Operating Expenses	64,635,900	10	61,440,900	(5)	63,456,300	63,396,600	64,253,900	65,521,200	66,592,400	67,664,700	68,703,800	70,126,200	71,082,200
10,911,800	**16,437,500**	**51**	**Operating Result before Non-cash Items**	**12,919,600**	**(21)**	**19,326,200**	**50**	**19,967,300**	**23,847,700**	**26,845,500**	**29,086,900**	**31,009,100**	**33,052,800**	**35,573,500**	**37,713,500**	**40,400,700**
20,368,300	17,937,300	(12)	Less Depreciation	16,888,100	(6)	17,162,400	2	17,572,500	17,937,100	18,308,900	18,676,500	19,051,400	19,433,800	19,823,400	20,221,800	20,628,000
289,900	725,700	150	Less Land Stock Movement	0	(100)	0	0	0	0	0	0	0	0	0	0	0
563,300	580,500	3	Less Unwinding Interest Free Loans	521,900	(10)	454,900	(13)	313,100	204,200	117,000	20,600	21,400	22,100	22,900	23,800	23,800
4,098,700	15,585,100	280	Less Loss on Disposal of Infrastructure Assets	0	(100)	(100)	100	0	0	0	0	0	0	0	0	0
(14,408,400)	**(18,391,100)**	**28**	**Net Operating Result**	**(4,490,400)**	**(76)**	**1,709,000**	**(138)**	**2,081,700**	**5,706,400**	**8,419,600**	**10,389,800**	**11,936,300**	**13,596,900**	**15,727,200**	**17,467,900**	**19,748,900**
			Add Capital Grants and Contributions													
7,229,600	5,088,900	(30)	Capital Grants and Contributions	9,085,800	79	1,856,400	(80)	5,213,100	159,900	3,181,700	243,500	115,300	117,300	119,300	121,300	123,300
4,051,300	4,764,800	18	Section 64 and 94 Contributions	3,480,000	(27)	4,573,000	31	4,766,000	5,862,000	5,979,000	6,099,000	6,232,000	6,366,000	6,511,000	6,658,000	6,807,000
			Add Non-operating Funds Employed													
1,890,000	725,000	(62)	Loan Funds Used	500,000	(31)	11,600,000	2,220	0	2,500,000	0	8,340,000	0	0	0	0	0
1,805,000	2,809,800	56	Proceeds from Disposal of Assets	2,850,000	1	5,025,000	76	4,300,000	2,760,000	2,760,000	2,760,000	1,360,000	960,000	960,000	960,000	960,000
			Subtract Funds Deployed for Non-operating Purposes													
(36,929,200)	(25,375,500)	(31)	Capital Expenditure	(39,697,000)	56	(37,900,700)	(5)	(30,475,300)	(36,625,200)	(31,022,900)	(50,201,300)	(40,215,100)	(19,208,300)	(21,461,900)	(21,865,900)	(18,280,300)
(5,600,800)	(5,583,300)	(0)	Repayment of Principal on Loans	(6,582,200)	18	(6,647,000)	1	(6,402,300)	(6,306,200)	(6,523,500)	(5,416,400)	(6,110,700)	(5,838,800)	(5,294,000)	(5,214,900)	(4,779,000)
(54,000)	(54,000)	0	Dividends	(54,000)	0	(54,000)	0	(54,000)	(54,000)	(54,000)	(54,000)	(54,000)	(54,000)	(54,000)	(54,000)	(54,000)
			Net Movement in Other Working Capital Items													
(1,964,300)	(153,000)	(92)	Net Incr / (Decr) in Leave and Working Capital	200,000	(231)	200,000	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
			Add Back Non-Cash Expense													
20,368,300	17,937,300	(12)	Depreciation	16,888,100	(6)	17,162,400	2	17,572,500	17,937,100	18,308,900	18,676,500	19,051,400	19,433,800	19,823,400	20,221,800	20,628,000
333,000	(30,000)	(109)	Investment Premiums	0	(100)	100	100	0	0	0	0	0	0	0	0	0
0	(460,100)	100	Fair Value Adjustments Rental Properties	0	(100)	0	0	0	0	0	0	0	0	0	0	0
289,900	725,700	150	Land Stock Movement	0	(100)	0	0	0	0	0	0	0	0	0	0	0
563,300	580,500	3	Unwinding Interest Free Loans	521,900	(10)	454,900	(13)	313,100	204,200	117,000	20,600	21,400	22,100	22,900	23,800	23,800
4,098,700	15,585,100	280	Loss on Disposal of Infrastructure Assets	0	(100)	(100)	100	0	0	0	0	0	0	0	0	0
(18,327,600)	**(1,829,900)**	**(90)**	**Cash Reserves - Increase / (Decrease)**	**(17,297,800)**	**845**	**(2,021,000)**	**(88)**	**(2,485,200)**	**(7,655,800)**	**1,365,800**	**(8,942,300)**	**(7,463,400)**	**15,595,000**	**16,553,900**	**18,518,000**	**25,377,700**
			Movement in Reserves - Increase / (Decrease)													
(11,293,000)	2,180,200		Reserves - Internal - Increase / (Decrease)	(10,825,800)		1,753,600		1,010,700	3,162,600	(2,915,200)	865,500	174,500	1,182,200	1,123,600	1,852,600	3,976,900
(7,034,700)	(4,010,100)		Reserves - External - Increase / (Decrease)	(6,406,700)		(3,584,900)		(3,323,800)	(10,844,700)	4,027,800	(9,898,300)	(7,717,400)	14,208,700	14,943,800	15,912,800	19,829,100
100	0		Working Capital	(65,300)		(189,700)		(172,100)	26,300	253,200	90,500	79,500	204,100	486,500	752,600	1,571,700
(18,327,600)	**(1,829,900)**		**Total Movement in Reserves**	**(17,297,800)**		**(2,021,000)**		**(2,485,200)**	**(7,655,800)**	**1,365,800**	**(8,942,300)**	**(7,463,400)**	**15,595,000**	**16,553,900**	**18,518,000**	**25,377,700**
			Reserves - Balances as at 30 June													
25,427,000	27,607,200		Internal Reserves	16,781,400		18,535,000		19,545,700	22,708,300	19,793,100	20,658,600	20,833,100	22,015,300	23,138,900	24,991,500	28,968,400
40,332,200	36,322,100		External Reserves	29,915,400		26,330,500		23,006,700	12,162,000	16,189,800	6,291,500	(1,425,900)	12,782,800	27,726,600	43,639,400	63,468,500
3,034,700	3,034,700		Working Capital	2,969,400		2,779,700		2,607,600	2,633,900	2,887,100	2,977,600	3,057,100	3,261,200	3,747,700	4,500,300	6,072,000
68,793,900	**66,964,000**		**Total**	**49,666,200**		**47,645,200**		**45,160,000**	**37,504,200**	**38,870,000**	**29,927,700**	**22,464,300**	**38,059,300**	**54,613,200**	**73,131,200**	**98,508,900**

Part B

Operating Budgets

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INTRODUCTION

This section of the document provides an analysis of the activities that Council undertakes on a regular basis. Each program is presented with two distinct sets of information, based on the left and right hand pages of the document. Explanations for each page are as follows:

Left Hand Page

This page provides narrative information relating to each program; i.e.

Manager and Budget Comments Person responsible for ensuring that the estimates are met and comments in respect to the estimates as per the right hand page.

Right Hand Page

This page provides numerical information for each program:

Actual (2011/12, 2012/13, 2013/14), 2014/15) These four columns represent the actual results for previous years. There can be changes in reporting formats over time, however the information is provided as a **guide** to what has occurred in the past.

Estimate 2015/16 This column provides the estimates for the 2015/16 financial year based on the latest budget review.

Ledger Account and Budget Items These two columns include the ledger account number and a description of the main budget items for the program.

Estimated 2016/17 This is the estimate for the 2016/17 financial year.

Percentage These two columns, provide figures expressed as a percentage, as to what the 2015/16 estimate has varied by as compared to the 2014/15 estimate and similar as to what the 2016/17 estimate has varied by compared to the 2015/16 estimate.

Estimated 2017/18 to 2025/26 Forward estimates have been provided as a **guide** to show the overall financial trend for a ten year forecast period.

The bottom two lines, before the "Capital Movements" section, show:

Operating Result - Surplus / **(Deficit)** This line shows the operating result with depreciation included.

Cash Result - Surplus / **(Deficit)** Provides the cash result for the year, excluding depreciation.

Capital Movements

This section provides an overview of the capital movements for each program. The components of this section are:

Less Principal Repayments Represents any loan principal repayments relevant to the program.

Transfer to Reserves and Transfer from Reserves These two lines represent a summary of the various reserve movements for the program. Full details of reserve movements are contained in Part E.

Capital Income and Capital Expenditure These two lines highlight the capital income and expenditure for the program. Full details of capital movements are contained in Part C and Part D.

Cash Result after Capital Movements This final line shows the bottom line cash result for the program.

If the program is showing a deficit, this figure represents the amount that is being funded from general purpose revenues (i.e. rate income and the financial assistance grant) and other surplus revenue generating programs. If the program is showing a surplus these funds are being applied to assist in delivering other Council services.

STRATEGIC AND COMMUNITY FACILITIES GROUP - SUMMARY

Manager: *Steve Barnier - "Group Manager – Strategic and Community Facilities"*

Background

This section of the document provides details of the programs that form part of the Strategic and Community Facilities Group. There are six distinct programs being Strategic Planning, Community Centres and Halls, Cultural and Community Services, Library Services, Swimming Pools and Tourism.

Strategic Planning
This program includes all revenues and expenses related to strategic planning projects such as planning proposals (land rezonings), local environmental plans, development control plans, heritage studies and economic development programs.

Community Centres and Halls
This program includes revenues and expenses for the operation of the Kentwell Centre, Lennox Head Cultural and Community Centre, Alstonville Leisure and Entertainment Centre, the Richmond Room and the Ballina Surf Club, the Northern Rivers Community Gallery, Naval Museum and a number of small halls.

Cultural and Community Services
This program includes revenues and expenses for the operation of the Northern Rivers Community Gallery, Customer Service staff from the Council Administration Centre, Community Land Management staff and other miscellaneous community services.

Library Services
Costs associated with the operation of the Council owned libraries, which are managed by the Richmond Tweed Regional Library, through Lismore City Council.

Swimming Pools
Revenues and expenses associated with the operation of the Ballina and Alstonville swimming pools.

Tourism
Includes costs associated with the management of a range of activities including visitor services, marketing, grant administration and event management.

STRATEGIC AND COMMUNITY FACILITIES GROUP - SUMMARY

ACTUAL					BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
					OPERATING REVENUES													
448,000	341,900	366,700	450,200	23	Strategic Planning	233,400	(48)	145,500	(38)	193,900	253,400	90,900	99,900	114,400	127,400	142,900	157,900	173,400
174,000	239,000	298,100	389,400	31	Community Centres and Halls	407,000	5	398,000	(2)	406,300	415,000	423,800	432,800	442,000	451,300	460,800	470,500	480,500
81,000	102,000	91,800	100,000	9	Cultural and Community Services	143,100	43	122,400	(14)	125,500	132,600	141,100	148,800	157,500	165,500	174,500	183,600	192,800
115,000	115,000	110,400	136,300	23	Library Services	112,000	(18)	78,600	(30)	80,200	81,900	83,600	85,300	87,100	88,900	90,700	92,600	94,500
281,000	321,000	348,700	354,100	2	Swimming Pools	346,000	(2)	388,000	12	478,200	487,800	497,800	507,900	518,300	528,900	539,800	550,800	562,100
96,400	146,100	139,100	139,700	0	Tourism	131,500	(6)	53,400	(59)	55,000	146,600	58,200	59,800	61,400	63,000	154,700	66,500	68,300
1,195,400	**1,265,000**	**1,354,800**	**1,569,700**	**16**	**Total Operating Revenues**	**1,373,000**	**(13)**	**1,185,900**	**(14)**	**1,339,100**	**1,517,300**	**1,295,400**	**1,334,500**	**1,380,700**	**1,425,000**	**1,563,400**	**1,521,900**	**1,571,600**
					OPERATING EXPENSES													
999,100	1,029,400	1,075,500	1,150,100	7	Strategic Planning	1,583,000	38	1,235,500	(22)	1,263,500	1,289,300	1,316,100	1,343,300	1,370,900	1,399,300	1,428,200	1,457,600	1,487,600
1,381,600	1,408,400	1,354,300	1,587,400	17	Community Centres and Halls	1,648,100	4	1,657,800	1	1,691,400	1,726,300	1,761,800	1,797,900	1,835,000	1,872,700	1,911,500	1,952,400	1,994,300
558,000	583,000	409,300	846,500	107	Cultural and Community Services	863,800	2	859,800	(0)	878,100	897,800	916,900	936,300	956,900	976,900	997,400	1,019,500	1,040,800
876,000	1,514,000	1,682,100	1,549,900	(8)	Library Services	1,642,700	6	1,627,400	(1)	1,660,400	1,694,100	1,728,600	1,763,700	1,799,500	1,835,900	1,873,000	1,910,800	1,949,500
787,800	881,100	867,100	822,100	(5)	Swimming Pools	816,300	(1)	1,136,900	39	1,428,500	1,435,600	1,441,800	1,450,500	1,457,700	1,464,200	1,470,900	1,478,100	1,483,800
808,900	794,700	904,500	831,700	(8)	Tourism	755,700	(9)	610,300	(19)	623,500	727,300	651,300	665,700	680,300	695,200	800,400	725,900	741,600
5,411,400	**6,210,600**	**6,292,800**	**6,787,700**	**8**	**Total Operating Expenses**	**7,309,600**	**8**	**7,127,700**	**(2)**	**7,545,400**	**7,770,400**	**7,816,500**	**7,957,400**	**8,100,300**	**8,244,200**	**8,481,400**	**8,544,300**	**8,697,600**
					NET PROGRAM OPERATING RESULT													
(551,100)	(687,500)	(708,800)	(699,900)	(1)	Strategic Planning	(1,349,600)	93	(1,090,000)	(19)	(1,069,600)	(1,035,900)	(1,225,200)	(1,243,400)	(1,256,500)	(1,271,900)	(1,285,300)	(1,299,700)	(1,314,200)
(1,207,600)	(1,169,400)	(1,056,200)	(1,198,000)	13	Community Centres and Halls	(1,241,100)	4	(1,259,800)	2	(1,285,100)	(1,311,300)	(1,338,000)	(1,365,100)	(1,393,000)	(1,421,400)	(1,450,700)	(1,481,900)	(1,513,800)
(477,000)	(481,000)	(317,500)	(746,500)	135	Cultural and Community Services	(720,700)	(3)	(737,400)	2	(752,600)	(765,200)	(775,800)	(787,500)	(799,400)	(811,400)	(822,900)	(835,900)	(848,000)
(761,000)	(1,399,000)	(1,571,700)	(1,413,600)	(10)	Library Services	(1,530,700)	8	(1,548,800)	1	(1,580,200)	(1,612,200)	(1,645,000)	(1,678,400)	(1,712,400)	(1,747,000)	(1,782,300)	(1,818,200)	(1,855,000)
(506,800)	(560,100)	(518,400)	(468,000)	(10)	Swimming Pools	(470,300)	0	(748,900)	59	(950,300)	(947,800)	(944,000)	(942,600)	(939,400)	(935,300)	(931,100)	(927,300)	(921,700)
(712,500)	(648,600)	(765,400)	(692,000)	(10)	Tourism	(624,200)	(10)	(556,900)	(11)	(568,500)	(580,700)	(593,100)	(605,900)	(618,900)	(632,200)	(645,700)	(659,400)	(673,300)
(4,216,000)	**(4,945,600)**	**(4,938,000)**	**(5,218,000)**	**6**	***Total Operating Result - Surplus / (Deficit)***	**(5,936,600)**	**14**	**(5,941,800)**	**0**	**(6,206,300)**	**(6,253,100)**	**(6,521,100)**	**(6,622,900)**	**(6,719,600)**	**(6,819,200)**	**(6,918,000)**	**(7,022,400)**	**(7,126,000)**
1,313,000	1,324,000	1,104,400	1,160,000	5	*Add Back Depreciation*	1,161,000	0	1,241,000	7	1,266,000	1,291,800	1,318,100	1,344,800	1,372,000	1,399,800	1,428,100	1,457,000	1,486,500
(2,903,000)	**(3,621,600)**	**(3,833,600)**	**(4,058,000)**	**6**	***Total Cash Operating Result - Surplus / (Deficit)***	**(4,775,600)**	**18**	**(4,700,800)**	**(2)**	**(4,940,300)**	**(4,961,300)**	**(5,203,000)**	**(5,278,100)**	**(5,347,600)**	**(5,419,400)**	**(5,489,900)**	**(5,565,400)**	**(5,639,500)**
					Capital Movements													
22,000	23,000	24,300	17,300		Less Principal Repayments	18,500		19,900		431,300	446,700	462,800	470,900	488,100	506,500	504,000	521,000	540,000
2,265,000	3,657,000	3,194,600	4,109,500		Less Transfer to Reserves	2,691,000		5,013,500		4,539,500	6,164,500	6,088,500	4,687,000	4,794,000	4,900,500	5,010,500	5,122,000	5,236,000
534,000	453,000	901,600	888,600		Add Transfer from Reserves	1,159,000		1,000,000		1,000,000	1,500,000	6,500,000	0	0	0	0	0	0
1,372,000	2,922,000	2,309,000	3,104,000		Add Capital Income Applied	2,170,000		14,793,000		3,356,000	4,422,000	7,509,000	4,599,000	4,692,000	4,786,000	4,881,000	4,978,000	5,077,000
0	17,000	314,000	332,400		Less Capital Expenditure	850,200		11,622,000		23,000	24,000	8,025,000	26,000	27,000	28,000	29,000	30,000	31,000
(3,284,000)	**(3,943,600)**	**(4,155,900)**	**(4,524,600)**	**9**	***Cash Result after Capital Movements***	**(5,008,300)**	**11**	**(5,563,200)**	**11**	**(5,578,100)**	**(5,674,500)**	**(5,770,300)**	**(5,863,000)**	**(5,964,700)**	**(6,068,400)**	**(6,152,400)**	**(6,260,400)**	**(6,369,500)**

STRATEGIC PLANNING

Manager: *Matthew Wood - "Manager – Strategic Planning"*

Background
Revenues and expenses related to the provision of strategic planning projects including heritage studies and economic development programs.

Budget Comments

Operating Revenues

Fees and Charges
Income for strategic planning publications and services and planning proposals.

Grants and Contributions
Relate to any specific operating grants that Council may be successful in receiving.

Interest on Section 94 Contributions
This program oversees Council's section 94 plans and the interest generated on the contributions held is transferred back to the Section 94 Plans.

Operating Expenses

Employee Costs
Based on eight full-time and two part time employees (total of 46 days), plus two motor vehicles.

Office Expenses
Includes allowances for advertising, printing and stationery and legal expenses.

Aboriginal, Heritage and Economic Development Programs
Allowances for consultancies and projects for these programs.

Strategic Plans and Studies
This figure represents discretionary funds that are available for planning studies.

Planning Proposals
Expenditure based on a fee for service (offset by income).

Environmental Action Plan
Allowance for environmental improvement activities that are typically grant funded.

Capital Movements

Transfer to Reserves
Represents Section 94 contributions collected plus interest earned on Section 94 contributions held.

Capital Income
Represents Section 94 contributions collected as per Part D of this document.

STRATEGIC PLANNING

ACTUAL 2011/12	ACTUAL 2012/13	ACTUAL 2013/14	ACTUAL 2014/15	%	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED 2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
44,000	52,000	89,700	72,400	(19)	20000	Fees and Charges (incl Planing Proposals)	95,600	32	20,000	(79)	20,400	20,900	21,400	21,900	22,400	22,900	23,400	23,900	24,400
0	16,900	18,700	21,500	15	20002	Grants and Conts - Solar Panel Rebates	20,000	(7)	0	(100)	0	0	0	0	0	0	0	0	0
0	0	40,000	107,700	169	20002	Grants and Conts - Ballina Centre Study	32,300	(70)	0	(100)	0	0	0	0	0	0	0	0	0
29,000	5,000	22,600	73,500	225	20002	Grants and Conts - Other	0	(100)	0	0	0	0	0	0	0	0	0	0	0
375,000	268,000	195,700	175,100	(11)	20012	Interest on Section 94 Contributions	85,500	(51)	125,500	47	173,500	232,500	69,500	78,000	92,000	104,500	119,500	134,000	149,000
448,000	**341,900**	**366,700**	**450,200**	**23**		**Total Operating Revenues**	**233,400**	**(48)**	**145,500**	**100**	**193,900**	**253,400**	**90,900**	**99,900**	**114,400**	**127,400**	**142,900**	**157,900**	**173,400**
						OPERATING EXPENSES													
696,000	810,000	818,700	820,300	0	30000	Employee Costs	1,040,500	27	1,060,000	2	1,081,300	1,103,100	1,125,400	1,148,100	1,171,200	1,194,800	1,218,800	1,243,300	1,268,300
35,000	25,000	28,300	21,700	(23)	30000	Office Expenses	24,000	11	24,000	0	24,000	24,500	25,200	25,900	26,600	27,300	28,000	28,700	29,400
27,000	15,000	14,700	14,600	(1)	30002	Economic Development Programs	12,000	(18)	12,000	0	14,000	14,300	14,600	14,900	15,200	15,600	16,000	16,400	16,800
0	0	4,200	11,300	169	30001	Aboriginal Heritage Programs	10,000	(12)	12,000	20	14,000	14,300	14,600	14,900	15,200	15,600	16,000	16,400	16,800
8,300	12,200	28,100	5,300	(81)	30001	Heritage Programs	10,000	89	12,000	20	14,000	14,300	14,600	14,900	15,200	15,600	16,000	16,400	16,800
0	0	0	19,400	100	30001	Koala Management Strategy	7,600	(61)	26,000	242	26,000	26,600	27,200	27,800	28,400	29,000	29,600	30,200	30,900
144,800	145,200	150,200	213,500	42	30003	Other Strategic Plans and Studies	201,900	(5)	69,500	(66)	69,800	71,300	73,100	74,900	76,700	78,500	80,400	82,300	84,200
88,000	15,000	31,300	21,200	(32)	30003	Planning Proposals (Rezonings)	201,800	852	20,000	(90)	20,400	20,900	21,400	21,900	22,400	22,900	23,400	23,900	24,400
0	7,000	0	22,800	100	30001	Environmental Action Plan	75,200	230	0	(100)	0	0	0	0	0	0	0	0	0
999,100	**1,029,400**	**1,075,500**	**1,150,100**	**7**		**Total Operating Expenses**	**1,583,000**	**38**	**1,235,500**	**(22)**	**1,263,500**	**1,289,300**	**1,316,100**	**1,343,300**	**1,370,900**	**1,399,300**	**1,428,200**	**1,457,600**	**1,487,600**
										0									
(551,100)	**(687,500)**	**(708,800)**	**(699,900)**	**(1)**		***Operating Result - Surplus / (Deficit)***	**(1,349,600)**	**93**	**(1,090,000)**	**(19)**	**(1,069,600)**	**(1,035,900)**	**(1,225,200)**	**(1,243,400)**	**(1,256,500)**	**(1,271,900)**	**(1,285,300)**	**(1,299,700)**	**(1,314,200)**
0	0	0	0	0		*Add Back Depreciation*	0	0	0	0	0	0	0	0	0	0	0	0	0
(551,100)	**(687,500)**	**(708,800)**	**(699,900)**	**(1)**		***Cash Result - Surplus / (Deficit)***	**(1,349,600)**	**93**	**(1,090,000)**	**(19)**	**(1,069,600)**	**(1,035,900)**	**(1,225,200)**	**(1,243,400)**	**(1,256,500)**	**(1,271,900)**	**(1,285,300)**	**(1,299,700)**	**(1,314,200)**
						Capital Movements													
0	0	0	0			Less Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
2,091,000	3,460,000	2,729,700	3,392,100			Less Transfer to Reserves	2,235,500		3,318,500		3,529,500	4,654,500	4,578,500	4,677,000	4,784,000	4,890,500	5,000,500	5,112,000	5,226,000
446,000	294,000	220,400	286,700			Add Transfer from Reserves	239,100		0		0	0	0	0	0	0	0	0	0
1,372,000	2,922,000	2,268,800	2,924,000			Add Capital Income Applied	2,150,000		3,193,000		3,356,000	4,422,000	4,509,000	4,599,000	4,692,000	4,786,000	4,881,000	4,978,000	5,077,000
0	0	0	0			Less Capital Expenditure	0		0		0	0	0	0	0	0	0	0	0
(824,100)	**(931,500)**	**(949,300)**	**(881,300)**	**(7)**		***Cash Result after Capital Movements***	**(1,196,000)**	**36**	**(1,216,500)**	**2**	**(1,243,100)**	**(1,268,400)**	**(1,294,700)**	**(1,321,400)**	**(1,348,500)**	**(1,376,400)**	**(1,404,800)**	**(1,433,700)**	**(1,463,200)**

COMMUNITY CENTRES AND HALLS

Manager: *Jordan Robinson - "Manager – Community Facilities and Customer Service"*

Background
Revenues and expenses related to the operation of Council's community centres and halls.

Budget Comments

Operating Revenues

Fees and Charges
Revenues for the Alstonville Leisure and Entertainment Centre, Ballina Surf Club, Kentwell Centre, Lennox Head Cultural and Community Centre and Richmond Room.

Operating Expenses

Employee Costs
Based on two full-time and one part-time employee (12 days) plus a significant allowance for relief staff to assist with annual leave, sick leave etc.

Community Centres
Operating expenses for the facilities identified.

Public Halls
Insurance, rates and maintenance allowance for public halls that are leased to community groups. All revenue is retained by the lessees.

Naval Museum
Insurance and maintenance allowance for the Naval Museum. All revenue is retained by the volunteers who operate the museum.

Debt Servicing
Interest payable on outstanding loans for the Kentwell Centre and Naval Museum.

Capital Movements

Loan Principal Repayments
Represents principal repaid on loans taken out for the Kentwell Centre and Naval Museum.

Transfer from Reserves
The transfer from reserves represents funding previously allocated to the planning for the Ballina Sports and Events Centre. Refer to Part D for further details of reserve movements.

Capital Expenditure
This item includes all capital works planned for the year. Refer to Part C of this document for further information.

Community Facilities – Net Costs Summary
Provides an overview of the net operating cost for each of the community centres.

COMMUNITY CENTRES AND HALLS

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%	ACCOUNT		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
						Fees and Charges													
0	0	5,600	41,800	646	26087/26090	Alstonville Leisure / Entertainment Centre	26,000	(38)	26,800	3	27,400	28,000	28,600	29,200	29,800	30,400	31,100	31,800	32,500
0	0	49,100	107,000	118	26081	Ballina Surf Club	122,000	14	110,000	(10)	112,300	114,700	117,100	119,500	122,100	124,700	127,300	129,900	132,600
102,000	113,000	120,600	132,500	10	26082	Kentwell Centre	130,000	(2)	123,700	(5)	126,200	128,800	131,500	134,300	137,100	139,900	142,800	145,700	148,800
57,000	106,000	102,600	88,300	(14)	26083	Lennox Head Cultural and Comm Centre	108,000	22	115,800	7	118,200	120,800	123,400	126,100	128,800	131,600	134,400	137,300	140,200
15,000	20,000	20,200	19,800	(2)	26080	Richmond Room	21,000	6	21,700	3	22,200	22,700	23,200	23,700	24,200	24,700	25,200	25,800	26,400
174,000	**239,000**	**298,100**	**389,400** 489,400	**31**		**Total Operating Revenues**	**407,000**	**5**	**398,000**	**(2)**	**406,300**	**415,000**	**423,800**	**432,800**	**442,000**	**451,300**	**460,800**	**470,500**	**480,500**
						OPERATING EXPENSES													
172,000	126,000	123,500	169,500	37	35110	Employee Costs	181,000	7	184,000	2	187,700	191,500	195,400	199,400	203,400	207,500	211,700	216,000	220,400
46,000	48,000	52,100	51,100	(2)	35110	Kentwell Centre	56,000	10	58,100	4	59,700	61,300	62,900	64,500	66,100	67,700	69,400	71,200	73,100
120,000	137,000	165,200	173,400	5	35100	Alstonville Leisure & Entertainment Centre	189,000	9	195,100	3	199,200	203,400	207,700	212,000	216,500	221,100	225,700	230,500	235,400
102,000	138,000	172,400	169,000	(2)	30023	Lennox Head Cultural and Comm Centre	194,000	15	186,700	(4)	190,900	195,500	200,100	204,800	209,600	214,400	219,400	224,700	230,100
21,000	24,000	24,200	25,700	6	35115	Richmond Room	27,000	5	27,800	3	28,700	29,600	30,500	31,400	32,300	33,200	34,200	35,200	36,200
0	0	71,500	111,400	56	30025	Ballina Surf Club	119,000	7	124,600	5	127,600	130,700	133,900	137,200	140,500	143,900	147,300	150,700	154,200
15,000	22,000	33,600	30,600	(9)	35107	Public Halls	26,000	(15)	26,600	2	27,200	27,800	28,400	29,100	29,800	30,500	31,200	31,900	32,600
5,000	5,000	5,700	5,000	(12)	35108	Naval Museum	5,000	0	5,100	2	5,300	5,500	5,700	5,900	6,100	6,300	6,500	6,700	6,900
						Debt Servicing													
4,000	3,000	2,900	2,500	(14)	35111	Interest on Kentwell Centre	2,200	(12)	1,800	(18)	1,300	800	300	0	0	0	0	0	0
12,000	11,000	10,400	9,600	(8)	35111	Interest on Naval Museum	8,900	(7)	8,000	(10)	7,000	6,000	5,000	3,700	2,500	1,100	0	0	0
						Non-cash Expenses													
276,100	274,700	2,600	49,600	1,808	35107	Depreciation - Halls	50,000	1	50,000	0	51,000	52,100	53,200	54,300	55,400	56,600	57,800	59,000	60,200
427,700	438,900	690,200	530,000	(23)	35110	Depreciation - Community Centres	530,000	0	530,000	0	540,600	551,500	562,600	573,900	585,400	597,200	609,200	621,400	633,900
180,800	180,800	0	260,000	100	30021	Depreciation - Child Care Centres (Leased)	260,000	0	260,000	0	265,200	270,600	276,100	281,700	287,400	293,200	299,100	305,100	311,300
1,381,600	**1,408,400**	**1,354,300**	**1,587,400**	**17**		**Total Operating Expenses**	**1,648,100**	**4**	**1,657,800**	**1**	**1,691,400**	**1,726,300**	**1,761,800**	**1,797,900**	**1,835,000**	**1,872,700**	**1,911,500**	**1,952,400**	**1,994,300**
(1,207,600)	**(1,169,400)**	**(1,056,200)**	**(1,198,000)**	**13**		***Operating Result - Surplus / (Deficit)***	**(1,241,100)**	**4**	**(1,259,800)**	**2**	**(1,285,100)**	**(1,311,300)**	**(1,338,000)**	**(1,365,100)**	**(1,393,000)**	**(1,421,400)**	**(1,450,700)**	**(1,481,900)**	**(1,513,800)**
884,600	894,400	692,800	839,600	21		*Add Back Depreciation*	840,000	0	840,000	0	856,800	874,200	891,900	909,900	928,200	947,000	966,100	985,500	1,005,400
(323,000)	**(275,000)**	**(363,400)**	**(358,400)**	**(1)**		***Cash Result - Surplus / (Deficit)***	**(401,100)**	**12**	**(419,800)**	**5**	**(428,300)**	**(437,100)**	**(446,100)**	**(455,200)**	**(464,800)**	**(474,400)**	**(484,600)**	**(496,400)**	**(508,400)**
						Capital Movements													
15,000	15,000	16,200	17,300			Less Principal Repayments	18,500		19,900		21,300	22,700	22,800	16,900	18,100	19,500	0	0	0
80,000	86,000	104,100	298,600			Less Transfer to Reserves	0		1,000,000		1,000,000	1,500,000	1,500,000	0	0	0	0	0	0
30,000	80,000	379,700	56,100			Add Transfer from Reserves	570,000		1,000,000		1,000,000	1,500,000	6,500,000	0	0	0	0	0	0
0	0	9,200	180,000			Add Capital Income Applied	20,000		0		0	0	3,000,000	0	0	0	0	0	0
0	0	237,400	126,100			Less Capital Expenditure	640,500		22,000		23,000	24,000	8,025,000	26,000	27,000	28,000	29,000	30,000	31,000
(388,000)	**(296,000)**	**(332,200)**	**(564,300)**	**70**		***Cash Result after Capital Movements***	**(470,100)**	**(17)**	**(461,700)**	**(2)**	**(472,600)**	**(483,800)**	**(493,900)**	**(498,100)**	**(509,900)**	**(521,900)**	**(513,600)**	**(526,400)**	**(539,400)**

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%		**Community Facilities - Summary**	2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
(172,000)	(126,000)	(123,500)	(169,500)	37	35110	Employee Costs	(181,000)	7	(184,000)	2	(187,700)	(191,500)	(195,400)	(199,400)	(203,400)	(207,500)	(211,700)	(216,000)	(220,400)
52,000	62,000	65,600	78,900	20	35110	Kentwell Community Services Centre	71,800	(9)	63,800	(11)	65,200	66,700	68,300	69,800	71,000	72,200	73,400	74,500	75,700
(120,000)	(137,000)	(159,600)	(131,600)	(18)	35115	Alstonville Leisure & Entertainment Centre	(163,000)	24	(168,300)	3	(171,800)	(175,400)	(179,100)	(182,800)	(186,700)	(190,700)	(194,600)	(198,700)	(202,900)
(45,000)	(32,000)	(69,800)	(80,700)	16	30023	Lennox Head Cultural and Comm Centre	(86,000)	7	(70,900)	(18)	(72,700)	(74,700)	(76,700)	(78,700)	(80,800)	(82,800)	(85,000)	(87,400)	(89,900)
(6,000)	(4,000)	(4,000)	(5,900)	48	30023	Richmond Room	(6,000)	2	(6,100)	2	(6,500)	(6,900)	(7,300)	(7,700)	(8,100)	(8,500)	(9,000)	(9,400)	(9,800)
0	0	(22,400)	(4,400)	(80)		Ballina Surf Life Saving Club	3,000	(168)	(14,600)	(587)	(15,300)	(16,000)	(16,800)	(17,700)	(18,400)	(19,200)	(20,000)	(20,800)	(21,600)
(32,000)	(38,000)	(49,700)	(45,200)	(9)		Public Halls and Museums	(39,900)	(12)	(39,700)	(1)	(39,500)	(39,300)	(39,100)	(38,700)	(38,400)	(37,900)	(37,700)	(38,600)	(39,500)
(323,000)	**(275,000)**	**(363,400)**	**(358,400)**	**(1)**		**Summary Net Operating Costs**	**(401,100)**	**12**	**(419,800)**	**5**	**(428,300)**	**(437,100)**	**(446,100)**	**(455,200)**	**(464,800)**	**(474,400)**	**(484,600)**	**(496,400)**	**(508,400)**

CULTURAL AND COMMUNITY SERVICES

Manager: *Jordan Robinson - "Manager – Community Facilities and Customer Service"*

Background

Revenues and expenses related to the operation of the Northern Rivers Community Gallery, community land management and other miscellaneous community service programs.

Budget Comments

Operating Revenues

Grants and Contributions
Major recurrent grant is for Youth Week.

Fees and Charges
Revenues for the Northern Rivers Community Gallery and other miscellaneous income.

Operating Expenses

Employee Costs – Community Services
Based on one full time and one part-time employees (total of eight days)

Employee Costs – Customer Services
Based on one full time and six part time employees for the Customer Services Counter and Switchboard for the Administration Centre (total of 22 days)

Community Services Programs
Allowance for social service programs including Youth Week, NAIDOC Week and Seniors Programs.

Other Community Services
Includes items such as the life education van and rent payable to the State Government for a pre-school leased by Council on crown land.

Community Gallery
Operating expenses for the Northern Rivers Community Gallery. Includes one full time employee and one part time employee (total of 8 days)

Capital Movements

Capital Expenditure
Refer to Part C of this document for further information.

CULTURAL AND COMMUNITY SERVICES

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%	ACCOUNT		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
						Grants and Contributions													
8,000	8,000	6,500	0	(100)	20021	Area Assistance Grant	0	0	0	0	0	0	0	0	0	0	0	0	0
2,000	2,000	1,500	1,500	0	20021	Youth Week	2,000	33	1,500	(25)	1,600	1,700	1,800	1,900	2,000	2,100	2,200	2,300	2,400
						Fees and Charges				0									
64,000	71,000	76,200	71,800	(6)	26130	Northern Rivers Community Gallery	96,500	34	98,800	2	101,100	107,400	115,100	122,000	129,900	137,100	145,300	153,600	162,000
7,000	21,000	7,600	26,700	251	20021	Other Fees and Charges	44,600	67	22,100	(50)	22,800	23,500	24,200	24,900	25,600	26,300	27,000	27,700	28,400
81,000	**102,000**	**91,800**	**100,000**	**9**		**Total Operating Revenues**	**143,100**	**43**	**122,400**	**100**	**125,500**	**132,600**	**141,100**	**148,800**	**157,500**	**165,500**	**174,500**	**183,600**	**192,800**
						OPERATING EXPENSES													
						Employee Costs and Overheads													
85,000	94,000	198,000	262,000	32	30020	Salaries and oncosts - Comm Services	204,200	(22)	209,000	2	213,300	217,700	222,200	226,800	231,400	236,100	240,900	245,800	250,800
248,000	246,000	0	286,800	100	30004	Salaries and oncosts - Customer Service	318,000	11	327,000	3	333,600	340,300	347,200	354,200	361,300	368,600	376,000	383,600	391,300
						Community Services													
14,000	20,000	18,900	8,500	(55)	30021	Community Services Programs	15,500	82	17,500	13	17,900	18,400	18,900	19,400	19,900	20,400	21,000	21,600	22,200
13,000	14,000	15,200	11,400	(25)	30020	Insurance for Playgroups etc	12,000	5	12,300	3	12,600	12,900	13,200	13,500	13,800	14,100	14,400	14,700	15,000
11,000	11,000	12,000	13,800	15	30021	Other Community Services	19,300	40	12,500	(35)	12,800	13,100	13,400	13,700	14,000	14,300	14,600	15,000	15,400
						Community Gallery													
144,000	154,200	165,200	218,900	33	35160	Northern Rivers Community Gallery	249,800	14	236,500	(5)	242,000	248,500	254,100	259,800	266,600	272,500	278,500	285,700	291,900
						Non-cash Expenses													
43,000	43,800	0	45,100	100	35160	Depreciation - Gallery	45,000	(0)	45,000	0	45,900	46,900	47,900	48,900	49,900	50,900	52,000	53,100	54,200
558,000	**583,000**	**409,300**	**846,500**	**107**		**Total Operating Expenses**	**863,800**	**2**	**859,800**	**(0)**	**878,100**	**897,800**	**916,900**	**936,300**	**956,900**	**976,900**	**997,400**	**1,019,500**	**1,040,800**
(477,000)	**(481,000)**	**(317,500)**	**(746,500)**	**135**		***Operating Result - Surplus / (Deficit)***	**(720,700)**	**(3)**	**(737,400)**	**2**	**(752,600)**	**(765,200)**	**(775,800)**	**(787,500)**	**(799,400)**	**(811,400)**	**(822,900)**	**(835,900)**	**(848,000)**
43,000	43,800	0	45,100	100		*Add Back Depreciation*	45,000	(0)	45,000	0	45,900	46,900	47,900	48,900	49,900	50,900	52,000	53,100	54,200
(434,000)	**(437,200)**	**(317,500)**	**(701,400)**	**121**		***Cash Result - Surplus / (Deficit)***	**(675,700)**	**(4)**	**(692,400)**	**2**	**(706,700)**	**(718,300)**	**(727,900)**	**(738,600)**	**(749,500)**	**(760,500)**	**(770,900)**	**(782,800)**	**(793,800)**
						Capital Movements													
0	0	0	0			Less Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
33,000	18,000	75,000	71,300			Less Transfer to Reserves	16,500		10,000		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
4,000	20,000	60,000	65,000			Add Transfer from Reserves	34,400		0		0	0	0	0	0	0	0	0	0
0	0	0	0			Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0
0	17,000	44,500	13,300			Less Capital Expenditure	10,000		0		0	0	0	0	0	0	0	0	0
(463,000)	**(452,200)**	**(377,000)**	**(721,000)**	**91**		***Cash Result after Capital Movements***	**(667,800)**	**(7)**	**(702,400)**	**5**	**(716,700)**	**(728,300)**	**(737,900)**	**(748,600)**	**(759,500)**	**(770,500)**	**(780,900)**	**(792,800)**	**(803,800)**

LIBRARY SERVICES

Manager *Jordan Robinson - "Manager – Community Facilities and Customer Service"*

Background

This program details all costs associated with the provision of library services to the local government area.

Budget Comments

Operating Revenues

Library Per Capita
State Government grant towards the operation of the Ballina, Lennox Head and Alstonville Libraries. This grant is based on the population of the local government area, plus an incentive component for maintaining or increasing funding to the Library.

Special Projects
Subject to applications each year. Offset by expenditure.

Operating Expenditure

Contribution to Richmond Tweed Regional Library (RTRL)
The RTRL co-ordinates and controls library services in the region. The RTRL is administered by Lismore City Council.

Other Library Expenses
In accordance with the agreement with the RTRL Council provides land and buildings for the provision of library services. This expenditure is provided to ensure that the buildings are maintained and operated effectively. This expenditure includes electricity and gas, cleaning and security and other operating expenses.

LIBRARY SERVICES

ACTUAL 2011/12	2012/13	2013/14	2014/15	%	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED 2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
						Operating Grants													
79,000	79,000	75,800	76,500	1	26040	Library Per Capita	77,000	1	78,600	2	80,200	81,900	83,600	85,300	87,100	88,900	90,700	92,600	94,500
36,000	36,000	34,600	59,800	73	26040	Special Projects	35,000	(41)	0	(100)	0	0	0	0	0	0	0	0	0
115,000	**115,000**	**110,400**	**136,300**	**23**		**Total Operating Revenues**	**112,000**	**(18)**	**78,600**	**(30)**	**80,200**	**81,900**	**83,600**	**85,300**	**87,100**	**88,900**	**90,700**	**92,600**	**94,500**
						OPERATING EXPENSES													
574,000	1,209,000	1,253,300	1,274,700	2	35031	Contribution to Richmond Tweed Library	1,296,700	2	1,369,600	6	1,397,000	1,425,000	1,453,500	1,482,600	1,512,300	1,542,600	1,573,500	1,605,000	1,637,100
22,000	19,000	20,000	19,700	(2)	35030	Rates, Insurance and Security	19,200	(3)	20,300	6	20,900	21,500	22,100	22,700	23,300	23,900	24,500	25,100	25,700
58,000	63,000	61,400	52,700	(14)	35031	Electricty, Heating and Cleaning	70,000	33	70,000	0	71,500	73,000	74,700	76,400	78,100	79,800	81,500	83,200	85,100
18,000	16,000	16,900	17,200	2	35031	Library Sundries	18,000	5	18,500	3	19,000	19,500	20,000	20,500	21,000	21,500	22,000	22,500	23,100
32,000	34,000	15,600	37,100	138	35031	Special Projects (Grant Funded)	89,800	142	0	(100)	0	0	0	0	0	0	0	0	0
						Debt Servicing													
0	0	0	0	0	35031	Interest on Loans	0	0	0	0	0	0	0	0	0	0	0	0	0
						Non-cash Expenses													
172,000	173,000	314,900	148,500	(53)	35030	Depreciation	149,000	0	149,000	0	152,000	155,100	158,300	161,500	164,800	168,100	171,500	175,000	178,500
876,000	**1,514,000**	**1,682,100**	**1,549,900**	**(8)**		**Total Operating Expenses**	**1,642,700**	**6**	**1,627,400**	**(1)**	**1,660,400**	**1,694,100**	**1,728,600**	**1,763,700**	**1,799,500**	**1,835,900**	**1,873,000**	**1,910,800**	**1,949,500**
(761,000)	**(1,399,000)**	**(1,571,700)**	**(1,413,600)**	**(10)**		***Operating Result - Surplus / (Deficit)***	**(1,530,700)**	**8**	**(1,548,800)**	**1**	**(1,580,200)**	**(1,612,200)**	**(1,645,000)**	**(1,678,400)**	**(1,712,400)**	**(1,747,000)**	**(1,782,300)**	**(1,818,200)**	**(1,855,000)**
172,000	173,000	314,900	148,500	(53)		*Add Back Depreciation*	149,000	0	149,000	0	152,000	155,100	158,300	161,500	164,800	168,100	171,500	175,000	178,500
(589,000)	**(1,226,000)**	**(1,256,800)**	**(1,265,100)**	**1**		***Cash Result - Surplus / (Deficit)***	**(1,381,700)**	**9**	**(1,399,800)**	**1**	**(1,428,200)**	**(1,457,100)**	**(1,486,700)**	**(1,516,900)**	**(1,547,600)**	**(1,578,900)**	**(1,610,800)**	**(1,643,200)**	**(1,676,500)**
						Capital Movements													
0	0	0	0			Less Loan Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
59,000	61,000	253,800	120,100			Less Transfer to Reserves	0		0		0	0	0	0	0	0	0	0	0
54,000	59,000	209,200	253,800			Add Transfer from Reserves	88,100		0		0	0	0	0	0	0	0	0	0
0	0	16,000	0			Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0
0	0	10,400	156,600			Less Capital Expenditure	33,300		0		0	0	0	0	0	0	0	0	0
(594,000)	**(1,228,000)**	**(1,295,800)**	**(1,288,000)** (1,570,200)	**(1)**		***Cash Result after Capital Movements***	**(1,326,900)**	**3**	**(1,399,800)**	**5**	**(1,428,200)**	**(1,457,100)**	**(1,486,700)**	**(1,516,900)**	**(1,547,600)**	**(1,578,900)**	**(1,610,800)**	**(1,643,200)**	**(1,676,500)**

SWIMMING POOLS

Manager: *Jordan Robinson - "Manager – Community Facilities and Customer Service"*

Background

This program outlines income and expenses for the Ballina and Alstonville swimming pools.

Budget Comments

Operating Revenues

Fees and Charges
Generated primarily from entrance fees.

Operating Expenses

Ballina Swimming Pool
Includes various costs required to operate and maintain the Ballina Pool. The pool management is provided by a contractor.

Alstonville Swimming Pool
Includes various costs required to operate and maintain the Alstonville Pool. The pool management is provided by a contractor.

Capital Movements

Loan Principal Repayments
Represents principal repayments for loans taken out for capital works at both pools.

Transfer from Reserves
Transfer from reserves to finance capital expenditure. Refer to Part E of this document for further details.

Capital Income
Represents loan funds for capital works planned for the year. Refer to Part D of this document for further details.

Capital Expenditure
Represents capital works planned for the year. Refer to Part C of this document for further details.

SWIMMING POOLS

ACTUAL 2011/12	2012/13	2013/14	2014/15	%	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED 2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
						Ballina													
145,000	178,000	193,600	198,400	2	22270	Fees	192,000	(3)	228,000	19	268,200	273,600	279,200	284,900	290,700	296,700	302,800	309,000	315,300
						Alstonville													
136,000	143,000	155,100	155,700	0	22271	Fees	154,000	(1)	160,000	4	210,000	214,200	218,600	223,000	227,600	232,200	237,000	241,800	246,800
281,000	**321,000**	**348,700**	**354,100**	**2**			**346,000**	**(2)**	**388,000**	**100**	**478,200**	**487,800**	**497,800**	**507,900**	**518,300**	**528,900**	**539,800**	**550,800**	**562,100**
						OPERATING EXPENSES													
						Ballina Swimming Complex													
127,000	150,000	192,000	119,100	(38)	32330	Maintenance and Operating Costs	120,700	1	141,600	17	196,900	201,100	205,700	210,400	215,100	219,900	224,700	229,600	234,500
182,000	200,000	201,200	200,500	(0)	32330	Contract Charges	212,000	6	216,300	2	222,000	226,500	231,100	235,800	240,700	245,600	250,600	255,700	261,000
						Debt Servicing													
1,000	1,000	400	0	(100)	32330	Interest on Loans - Ballina	0	0	116,000	100	231,000	223,000	214,000	206,000	197,000	187,000	178,000	168,000	157,000
						Alstonville Swimming Complex													
166,000	209,000	227,400	197,500	(13)	32331	Maintenance and Operating Costs	164,600	(17)	171,600	4	196,900	201,100	205,700	210,400	215,100	219,900	224,700	229,600	234,500
186,800	196,100	197,900	204,200	3	32331	Contract Charges	218,000	7	222,400	2	222,000	226,500	231,100	235,800	240,700	245,600	250,600	255,700	261,000
						Debt Servicing													
0	0	0	0	0	32330	Interest on Loans - Alstonville	0	0	88,000	100	175,000	169,000	162,000	156,000	149,000	142,000	134,000	127,000	119,000
						Non-cash Expenses													
125,000	125,000	48,200	100,800	109	32330	Depreciation	101,000	0	181,000	79	184,700	188,400	192,200	196,100	200,100	204,200	208,300	212,500	216,800
787,800	**881,100**	**867,100**	**822,100**	**(5)**		**Total Operating Expenses**	**816,300**	**(1)**	**1,136,900**	**39**	**1,428,500**	**1,435,600**	**1,441,800**	**1,450,500**	**1,457,700**	**1,464,200**	**1,470,900**	**1,478,100**	**1,483,800**
(506,800)	**(560,100)**	**(518,400)**	**(468,000)**	**(10)**		***Operating Result - Surplus / (Deficit)***	**(470,300)**	**0**	**(748,900)**	**59**	**(950,300)**	**(947,800)**	**(944,000)**	**(942,600)**	**(939,400)**	**(935,300)**	**(931,100)**	**(927,300)**	**(921,700)**
125,000	125,000	48,200	100,800	109		*Add Back Depreciation*	101,000	0	181,000	79	184,700	188,400	192,200	196,100	200,100	204,200	208,300	212,500	216,800
(381,800)	**(435,100)**	**(470,200)**	**(367,200)**	**(22)**		***Cash Result - Surplus / (Deficit)***	**(369,300)**	**1**	**(567,900)**	**54**	**(765,600)**	**(759,400)**	**(751,800)**	**(746,500)**	**(739,300)**	**(731,100)**	**(722,800)**	**(714,800)**	**(704,900)**
						Capital Movements													
7,000	8,000	8,100	0			Less Loan Principal Repayments	0		0		410,000	424,000	440,000	454,000	470,000	487,000	504,000	521,000	540,000
0	0	0	166,400			Less Transfer to Reserves	439,000		685,000		0	0	0	0	0	0	0	0	0
0	0	0	200,000			Add Transfer from Reserves	166,400		0		0	0	0	0	0	0	0	0	0
0	0	15,000	0			Add Capital Income Applied	0		11,600,000		0	0	0	0	0	0	0	0	0
0	0	21,700	36,400			Less Capital Expenditure	166,400		11,600,000		0	0	0	0	0	0	0	0	0
(388,800)	**(443,100)**	**(485,000)**	**(370,000)**	**(24)**		***Cash Result after Capital Movements***	**(808,300)**	**118**	**(1,252,900)**	**55**	**(1,175,600)**	**(1,183,400)**	**(1,191,800)**	**(1,200,500)**	**(1,209,300)**	**(1,218,100)**	**(1,226,800)**	**(1,235,800)**	**(1,244,900)**

ACTUAL 2011/12	2012/13	2013/14	2014/15	%	LEDGER	BUDGET ITEMS Net Operating Cost (Excluding Deprec)	ESTIMATED 2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
(165,000)	(173,000)	(200,000)	(121,200)	(39)	35110	Ballina Swimming Complex	(140,700)	16	(245,900)	75	(381,700)	(377,000)	(371,600)	(367,300)	(362,100)	(355,800)	(350,500)	(344,300)	(337,200)
(216,800)	(262,100)	(270,200)	(246,000)	(9)	35110	Alstonville Swimming Complex	(228,600)	(7)	(322,000)	41	(383,900)	(382,400)	(380,200)	(379,200)	(377,200)	(375,300)	(372,300)	(370,500)	(367,700)
(381,800)	**(435,100)**	**(470,200)**	**(367,200)**	**(22)**		**Summary Net Operating Costs**	**(369,300)**	**1**	**(567,900)**	**54**	**(765,600)**	**(759,400)**	**(751,800)**	**(746,500)**	**(739,300)**	**(731,100)**	**(722,800)**	**(714,800)**	**(704,900)**

TOURISM

Manager: *Jordan Robinson - “Manager – Community Facilities and Customer Service”*

Background
This program includes all revenues and expenses incurred in the management of tourism and event co-ordination.

Budget Comments

Operating Revenues

Commissions and Merchandise Sales
Commissions earned at the tourism information centre.

Marketing and Destination Development Revenues
Contributions to marketing campaigns.

Operating Expenses

Employee Costs
Based on one full-time and four part time employees (12 days).

Visitor Information Centre (VIC) - Office Expenses
Operating costs for the tourism information centre. This includes items such as cleaning expenses, telephone, printing and stationery, postage etc.

Merchandise Purchases
Cost of goods sold. Offset by sales revenue.

Commission Expenses
Costs incurred in taking reservations. Offset by reservation revenue.

Marketing and Development
Promotional expenses such as membership of Regional Tourism Organisations and general promotional activities and advertising.

Event Expenses – Community Event Program
Council funding for community co-ordinated events sponsored by Council.

Event Expenses – Australia Day
Costs associated with Australia Day.

Events Expenses – Other Council Support
Council provides assistance to certain community events such as NAIDOC Walk, Fair Go and support for identified volunteer groups.

Christmas Decorations
Allowance for the purchase and installation of Christmas decorations.

TOURISM

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%	ACCOUNT		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
						Fees and Charges													
7,000	5,000	9,400	12,900	37	26122	Visitor Information Centre - Commissions	15,000	16	15,500	3	16,000	16,500	17,000	17,500	18,000	18,500	19,000	19,600	20,200
17,400	24,100	31,600	31,400	(1)	26122	Visitor Information Centre - Merchandise	32,500	4	33,600	3	34,400	35,200	36,000	36,800	37,600	38,400	39,300	40,200	41,100
8,000	66,000	69,700	95,300	37	26120	Marketing and Destination Development	80,000	(16)	0	(100)	0	90,000	0	0	0	0	90,000	0	0
7,000	39,000	3,400	100	(97)	26120	Event Revenues	4,000	3,900	4,300	8	4,600	4,900	5,200	5,500	5,800	6,100	6,400	6,700	7,000
57,000	12,000	25,000	0	(100)	26120	Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0
96,400	**146,100**	**139,100**	**139,700**	**0**		**Total Operating Revenues**	**131,500**	**(6)**	**53,400**	**(59)**	**55,000**	**146,600**	**58,200**	**59,800**	**61,400**	**63,000**	**154,700**	**66,500**	**68,300**
						OPERATING EXPENSES													
						Tourism, Corporate Communications													
332,000	338,000	406,400	410,000	1	35150	Employee Costs	203,000	(50)	197,100	(3)	201,100	205,200	209,400	213,700	218,100	222,500	227,000	231,600	236,300
67,000	78,000	75,100	71,000	(5)	35150	Visitor Centre Office Expenses	88,100	24	90,400	3	92,900	95,400	97,900	100,500	103,200	106,000	108,900	111,800	114,700
9,000	14,000	16,200	16,800	4	35152	Merchandise Purchases	104,000	519	24,500	(76)	25,000	115,500	26,100	26,700	27,300	27,900	118,500	29,100	29,700
3,000	3,000	2,500	2,900	16	35152	Commission Expenses	4,600	59	2,700	(41)	2,800	2,900	3,000	3,100	3,200	3,300	3,400	3,500	3,600
221,000	178,000	172,500	146,400	(15)	35152	Marketing and Destination Development	161,000	10	110,000	(32)	112,200	114,600	117,000	119,500	122,000	124,600	127,200	129,900	132,600
0	0	43,000	7,000	(84)	35152	Business Promotions	0	(100)	0	0	0	0	0	0	0	0	0	0	0
						Festivals and Events													
52,900	50,300	79,600	95,900	20	35152	Community Event Program	120,000	25	120,000	0	122,400	124,900	127,400	130,000	132,600	135,300	138,100	140,900	143,800
3,000	3,300	4,700	7,500	60	35152	Event Expenses - Other Groups	0	(100)	0	0	0	0	0	0	0	0	0	0	0
2,800	2,800	2,000	0	(100)	35152	Naidoc Walk	0	0	0	0	0	0	0	0	0	0	0	0	0
11,900	13,200	14,600	13,500	(8)	35152	Fair Go	4,000	(70)	4,000	0	4,100	4,200	4,300	4,400	4,500	4,600	4,700	4,800	4,900
2,800	1,500	3,600	3,400	(6)	35152	ANZAC Day	3,000	(12)	3,000	0	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900
15,000	16,700	18,700	19,000	2	35152	Australia Day	19,000	0	20,000	5	20,400	20,900	21,400	21,900	22,400	22,900	23,400	23,900	24,400
0	5,600	15,800	11,000	(30)	35152	Christmas Decorations	18,000	64	10,000	(44)	10,200	10,500	10,800	11,100	11,400	11,700	12,000	12,300	12,600
400	2,200	1,300	1,300	0	35152	Other Tourism Activities	5,000	285	2,600	(48)	2,700	2,800	2,900	3,000	3,100	3,200	3,300	3,400	3,500
						Non-cash Expenses													
88,100	88,100	48,500	26,000	(46)	35150	Deprec - Tourism Building and Assets	26,000	0	26,000	0	26,600	27,200	27,800	28,400	29,000	29,600	30,200	30,900	31,600
808,900	**794,700**	**904,500**	**831,700**	**(8)**		**Total Operating Expenses**	**755,700**	**(9)**	**610,300**	**(19)**	**623,500**	**727,300**	**651,300**	**665,700**	**680,300**	**695,200**	**800,400**	**725,900**	**741,600**
(712,500)	**(648,600)**	**(765,400)**	**(692,000)**	**(10)**		***Operating Result - Surplus / (Deficit)***	**(624,200)**	**(10)**	**(556,900)**	**(11)**	**(568,500)**	**(580,700)**	**(593,100)**	**(605,900)**	**(618,900)**	**(632,200)**	**(645,700)**	**(659,400)**	**(673,300)**
88,100	88,100	48,500	26,000	(46)		*Add Back Depreciation*	26,000	0	26,000	0	26,600	27,200	27,800	28,400	29,000	29,600	30,200	30,900	31,600
(624,400)	**(560,500)**	**(716,900)**	**(666,000)**	**(7)**		***Cash Result - Surplus / (Deficit)***	**(598,200)**	**(10)**	**(530,900)**	**(11)**	**(541,900)**	**(553,500)**	**(565,300)**	**(577,500)**	**(589,900)**	**(602,600)**	**(615,500)**	**(628,500)**	**(641,700)**
						Capital Movements													
0	0	0	0			Less Loan Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
2,000	32,000	32,000	61,000			Less Transfer to Reserves	0		0		0	0	0	0	0	0	0	0	0
0	0	32,300	27,000			Add Transfer from Reserves	61,000		0		0	0	0	0	0	0	0	0	0
0	0	0	0			Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0
0	0	0	0			Less Capital Expenditure	0		0		0	0	0	0	0	0	0	0	0
(626,400)	**(592,500)**	**(716,600)**	**(700,000)**	**(2)**		***Cash Result after Capital Movements***	**(537,200)**	**(23)**	**(530,900)**	**(1)**	**(541,900)**	**(553,500)**	**(565,300)**	**(577,500)**	**(589,900)**	**(602,600)**	**(615,500)**	**(628,500)**	**(641,700)**

DEVELOPMENT AND ENVIRONMENTAL HEALTH GROUP - SUMMARY

Manager: *Rod Willis - "Group Manager – Development and Environmental Health"*

Budget Comments

The next section of the document provides details of the programs under the control of the Group Manager – Development and Environmental Health. The opposite page provides a summary of each of those programs.

The major programs in the Development and Environmental Health Group are:

Development Services
Costs associated with the assessment and management of development applications.

Building Services
Costs associated with the provision of building certification services and the assessment of the building application section of development applications.

Environmental and Public Health Services
Costs associated with the provision of services such as environmental health, food premise inspections and licences required under the Local Government Act.

Administration and Public Order
Includes salaries and oncosts for the Group Manager, Secretarial Staff and Rangers. Also includes other enforcements costs as dog and animal control and parking regulation.

DEVELOPMENT AND ENVIRONMENTAL HEALTH GROUP - SUMMARY

ACTUAL					BUDGET ITEMS	ESTIMATED														
2011/12	2012/13	2013/14	2014/15	%		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
					OPERATING REVENUES													
333,000	356,000	372,200	307,900	(17)	Development Services	483,000	57	458,000	(5)	465,400	475,300	485,500	495,700	506,100	516,700	527,800	539,000	550,400
540,000	598,000	893,100	1,178,900	32	Building Services	1,240,000	5	1,179,000	(5)	1,203,200	1,228,600	1,254,300	1,280,600	1,307,400	1,334,600	1,362,500	1,390,800	1,419,600
184,000	189,000	184,800	238,100	29	Environmental and Public Health	268,800	13	297,300	11	462,500	294,100	303,800	307,600	314,500	324,500	328,700	335,900	343,300
69,000	111,000	163,400	313,900	92	Administration and Public Order	253,500	(19)	214,500	(15)	219,400	224,500	229,700	234,900	240,200	245,600	251,100	256,700	262,300
1,126,000	**1,254,000**	**1,613,500**	**2,038,800**	**26**	**Total Operating Revenues**	**2,245,300**	**10**	**2,148,800**	**(4)**	**2,350,500**	**2,222,500**	**2,273,300**	**2,318,800**	**2,368,200**	**2,421,400**	**2,470,100**	**2,522,400**	**2,575,600**
					OPERATING EXPENSES													
1,187,000	1,156,000	1,077,900	1,075,600	(0)	Development Services	1,227,000	14	1,248,000	2	1,273,000	1,298,900	1,325,300	1,352,100	1,379,400	1,407,300	1,435,800	1,464,800	1,494,400
761,000	776,000	728,000	708,900	(3)	Building Services	822,000	16	867,000	5	884,500	902,500	920,800	939,400	958,500	977,900	997,700	1,017,800	1,038,300
569,000	638,000	682,400	596,800	(13)	Environmental and Public Health	845,600	42	831,700	(2)	1,152,000	841,600	888,600	904,900	923,600	946,600	963,900	984,500	1,003,400
944,000	1,005,000	1,080,300	1,111,000	3	Administration and Public Order	1,229,000	11	1,274,600	4	1,300,600	1,327,200	1,354,400	1,382,300	1,411,100	1,440,400	1,470,300	1,500,900	1,532,100
3,461,000	**3,575,000**	**3,568,600**	**3,492,300**	**(2)**	**Total Operating Expenses**	**4,123,600**	**18**	**4,221,300**	**2**	**4,610,100**	**4,370,200**	**4,489,100**	**4,578,700**	**4,672,600**	**4,772,200**	**4,867,700**	**4,968,000**	**5,068,200**
					NET PROGRAM OPERATING RESULT													
(854,000)	(800,000)	(705,700)	(767,700)	9	Development Services	(744,000)	(3)	(790,000)	6	(807,600)	(823,600)	(839,800)	(856,400)	(873,300)	(890,600)	(908,000)	(925,800)	(944,000)
(221,000)	(178,000)	165,100	470,000	185	Building Services	418,000	(11)	312,000	(25)	318,700	326,100	333,500	341,200	348,900	356,700	364,800	373,000	381,300
(385,000)	(449,000)	(497,600)	(358,700)	(28)	Environmental and Public Health	(576,800)	61	(534,400)	(7)	(689,500)	(547,500)	(584,800)	(597,300)	(609,100)	(622,100)	(635,200)	(648,600)	(660,100)
(875,000)	(894,000)	(916,900)	(797,100)	(13)	Administration and Public Order	(975,500)	22	(1,060,100)	9	(1,081,200)	(1,102,700)	(1,124,700)	(1,147,400)	(1,170,900)	(1,194,800)	(1,219,200)	(1,244,200)	(1,269,800)
(2,335,000)	**(2,321,000)**	**(1,955,100)**	**(1,453,500)**	**(26)**	***Total Operating Result - Surplus / (Deficit)***	**(1,878,300)**	**29**	**(2,072,500)**	**10**	**(2,259,600)**	**(2,147,700)**	**(2,215,800)**	**(2,259,900)**	**(2,304,400)**	**(2,350,800)**	**(2,397,600)**	**(2,445,600)**	**(2,492,600)**
5,000	5,000	9,800	4,400	(55)	*Add Back Depreciation*	4,400	0	4,400	0	4,500	4,600	4,700	4,800	4,900	5,000	5,100	5,300	5,500
(2,330,000)	**(2,316,000)**	**(1,945,300)**	**(1,449,100)**	**(26)**	***Total Cash Operating Result - Surplus / (Deficit)***	**(1,873,900)**	**29**	**(2,068,100)**	**10**	**(2,255,100)**	**(2,143,100)**	**(2,211,100)**	**(2,255,100)**	**(2,299,500)**	**(2,345,800)**	**(2,392,500)**	**(2,440,300)**	**(2,487,100)**
					Capital Movements													
5,000	6,000	6,100	6,500		Less Loan Principal Repayments	6,900		7,300		7,800	8,300	7,300	0	0	0	0	0	0
281,000	176,000	412,300	44,000		Less Transfer to Reserves	0		0		0	0	0	0	0	0	0	0	0
321,000	281,000	885,700	39,300		Add Transfer from Reserves	86,000		171,700		288,000	100,000	100,000	0	0	0	0	0	0
0	0	340,000	0		Add Capital Income Applied	13,000		103,000		60,000	50,000	70,000	130,000	0	0	0	0	0
40,000	142,000	796,900	22,400		Less Capital Expenditure	49,000		305,000		220,000	175,000	170,000	130,000	0	0	0	0	0
(2,335,000)	**(2,359,000)**	**(1,934,900)**	**(1,482,700)**	**(23)**	***Cash Result after Capital Movements***	**(1,830,800)**	**23**	**(2,105,700)**	**15**	**(2,134,900)**	**(2,176,400)**	**(2,218,400)**	**(2,255,100)**	**(2,299,500)**	**(2,345,800)**	**(2,392,500)**	**(2,440,300)**	**(2,487,100)**

DEVELOPMENT SERVICES

Manager: *Andrew Smith - "Manager - Development Services"*

Background

Revenues and expenses associated with the management of development applications and planning controls.

Budget Comments

Operating Revenues

Regulatory Fees and Fines
Includes administration and advertising charges, development application fees, subdivision fees and planning certificates.

Operating Expenses

Employee Costs
Based on staffing structure of eight full-time and one part time employee (total of 43 days). Other costs include five motor vehicles.

Office Expenses
Major costs include advertising for development applications and sundry office expenses.

Legal Costs
Provision for legal action undertaken in respect to development applications and approvals.

DEVELOPMENT SERVICES

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%	ACCOUNT		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
325,000	307,000	337,500	302,800	(10)	21000	Regulatory Fees and Charges	463,000	53	448,000	(3)	455,200	464,800	474,700	484,600	494,700	505,000	515,800	526,700	537,800
0	30,000	0	0		21002	Operating Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0
8,000	19,000	34,700	5,100	(85)	21001	Other Revenues - Legals and Fines	20,000	292	10,000	(50)	10,200	10,500	10,800	11,100	11,400	11,700	12,000	12,300	12,600
333,000	**356,000**	**372,200**	**307,900**	**(17)**		**Total Operating Revenues**	**483,000**	**57**	**458,000**	**100**	**465,400**	**475,300**	**485,500**	**495,700**	**506,100**	**516,700**	**527,800**	**539,000**	**550,400**
						OPERATING EXPENSES													
1,065,000	1,045,000	913,200	919,200	1	31000	Employee Costs	1,027,000	12	1,048,000	2	1,069,000	1,090,500	1,112,400	1,134,700	1,157,400	1,180,600	1,204,400	1,228,600	1,253,300
54,000	53,000	64,600	53,400	(17)	31000	Office Exps, Advertising, Consultants	50,000	(6)	50,000	0	51,000	52,300	53,600	54,900	56,200	57,500	58,800	60,100	61,400
68,000	58,000	100,100	103,000	3	31000	Legal Costs	150,000	46	150,000	0	153,000	156,100	159,300	162,500	165,800	169,200	172,600	176,100	179,700
						Non-cash Expenses													
0	0	0	0	0	31000	Depreciation	0	0	0	0	0	0	0	0	0	0	0	0	0
1,187,000	**1,156,000**	**1,077,900**	**1,075,600**	**(0)**		**Total Operating Expenses**	**1,227,000**	**14**	**1,248,000**	**2**	**1,273,000**	**1,298,900**	**1,325,300**	**1,352,100**	**1,379,400**	**1,407,300**	**1,435,800**	**1,464,800**	**1,494,400**
(854,000)	**(800,000)**	**(705,700)**	**(767,700)**	**9**		***Operating Result - Surplus / (Deficit)***	**(744,000)**	**(3)**	**(790,000)**	**6**	**(807,600)**	**(823,600)**	**(839,800)**	**(856,400)**	**(873,300)**	**(890,600)**	**(908,000)**	**(925,800)**	**(944,000)**
0	0	0	0	0		*Add Back Depreciation*	0	0	0	0	0	0	0	0	0	0	0	0	0
(854,000)	**(800,000)**	**(705,700)**	**(767,700)**	**9**		***Cash Result - Surplus / (Deficit)***	**(744,000)**	**(3)**	**(790,000)**	**6**	**(807,600)**	**(823,600)**	**(839,800)**	**(856,400)**	**(873,300)**	**(890,600)**	**(908,000)**	**(925,800)**	**(944,000)**
						Capital Movements													
0	0	0	0			Less Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
0	22,000	0	0			Less Transfer to Reserves	0		0		0	0	0	0	0	0	0	0	0
0	0	21,600	0			Add Transfer from Reserves	0		0		0	0	0	0	0	0	0	0	0
0	0	0	0			Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0
0	0	0	0			Less Capital Expenditure	0		0		0	0	0	0	0	0	0	0	0
(854,000)	**(822,000)**	**(684,100)**	**(767,700)**	**12**		***Cash Result after Capital Movements***	**(744,000)**	**(3)**	**(790,000)**	**6**	**(807,600)**	**(823,600)**	**(839,800)**	**(856,400)**	**(873,300)**	**(890,600)**	**(908,000)**	**(925,800)**	**(944,000)**

BUILDING SERVICES

Manager: *Vince Hunt - "Manager - Building Services"*

Background

Revenues and expenses associated with the provision of building inspection services.

Budget Comments

Operating Revenues

Regulatory Fees and Fines
Includes various fees and charges related to construction certificates, inspection fees, development applications, compliance and occupation certificates.

Operating Expenses

Employee Costs
Based on staffing structure of seven full-time employees (total of 35 days). Other costs included are training and expenses relating to seven motor vehicles.

Office and Other Expenses
Includes legal, advertising and sundry office expenses.

BUILDING SERVICES

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%	ACCOUNT		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
540,000	598,000	893,100	1,178,900	32	21020	Fees and Charges	1,240,000	5	1,179,000	(5)	1,203,200	1,228,600	1,254,300	1,280,600	1,307,400	1,334,600	1,362,500	1,390,800	1,419,600
540,000	**598,000**	**893,100**	**1,178,900**	**32**		**Total Operating Revenues**	**1,240,000**	**5**	**1,179,000**	**(5)**	**1,203,200**	**1,228,600**	**1,254,300**	**1,280,600**	**1,307,400**	**1,334,600**	**1,362,500**	**1,390,800**	**1,419,600**
						OPERATING EXPENSES													
739,000	726,000	708,600	688,000	(3)	31020	Employee Costs	780,000	13	845,000	8	862,000	879,400	897,100	915,100	933,600	952,400	971,600	991,100	1,011,000
16,000	14,000	13,800	14,600	6	31020	Office Exps, Advertising, Consultants	12,000	(18)	12,000	0	12,300	12,600	12,900	13,200	13,500	13,800	14,100	14,400	14,700
6,000	36,000	5,600	6,300	13	31020	Legal Costs	30,000	376	10,000	(67)	10,200	10,500	10,800	11,100	11,400	11,700	12,000	12,300	12,600
761,000	**776,000**	**728,000**	**708,900**	**(3)**		**Total Operating Expenses**	**822,000**	**16**	**867,000**	**5**	**884,500**	**902,500**	**920,800**	**939,400**	**958,500**	**977,900**	**997,700**	**1,017,800**	**1,038,300**
(221,000)	**(178,000)**	**165,100**	**470,000**	**185**		***Operating Result - Surplus / (Deficit)***	**418,000**	**(11)**	**312,000**	**(25)**	**318,700**	**326,100**	**333,500**	**341,200**	**348,900**	**356,700**	**364,800**	**373,000**	**381,300**
(221,000)	**(178,000)**	**165,100**	**470,000**	**185**		***Cash Result - Surplus / (Deficit)***	**418,000**	**(11)**	**312,000**	**(25)**	**318,700**	**326,100**	**333,500**	**341,200**	**348,900**	**356,700**	**364,800**	**373,000**	**381,300**
						Capital Movements													
0	0	0	0			Less Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
0	0	0	0			Less Transfer to Reserves	0		0		0	0	0	0	0	0	0	0	0
0	0	0	0			Add Transfer from Reserves	0		0		0	0	0	0	0	0	0	0	0
0	0	0	0			Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0
0	0	0	0			Less Capital Expenditure	0		0		0	0	0	0	0	0	0	0	0
(221,000)	**(178,000)**	**165,100**	**470,000**	**185**		***Cash Result after Capital Movements***	**418,000**	**(11)**	**312,000**	**(25)**	**318,700**	**326,100**	**333,500**	**341,200**	**348,900**	**356,700**	**364,800**	**373,000**	**381,300**

ENVIRONMENTAL AND PUBLIC HEALTH

Manager: *Kerrie Watts - "Manager - Environmental and Public Health"*

Background

Represents revenues and expenses associated with public and environmental health control activities such as health inspections, food premise inspections, market fees and inspections and environmental monitoring.

Budget Comments

Operating Revenues

Regulatory Fees and Fines
Includes fees for regulation of commercial premises and on site sewerage management.

Environmental Health Expenses

Employee Costs
Based on staffing structure of six full-time and one part time employee (total of 34 days). Other costs included are training and expenses relating to four motor vehicles.

Office Expenses
Advertising, legal and other sundry office expenses.

Projects and Kits
Environmental health projects, sediment control kits and technical equipment maintenance.

Water Monitoring
Allowance for regular testing of water for items such as public swimming pools and Lake Ainsworth.

Shaws Bay Coastal Zone Management Plan and Lake Ainsworth Management Plan
Funding to implement actions in each of these plans and to review the plans.

ENVIRONMENTAL AND PUBLIC HEALTH

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED													
2011/12	2012/13	2013/14	2014/15	%	ACCOUNT		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
						Environmental Health													
176,000	175,000	183,000	235,900	29	21040	Regulatory Fees and Fines	249,800	6	275,300	10	281,300	287,700	294,200	300,800	307,500	314,300	321,300	328,300	335,500
0	0	0	0	0		Operating Grants	13,000	100	16,000	23	175,000	0	3,000	0	0	3,000	0	0	0
8,000	11,000	700	1,400	100	21040	Other Revenues	4,000	186	4,000	0	4,100	4,200	4,300	4,400	4,500	4,600	4,700	4,800	4,900
						Markets													
0	3,000	1,100	800	(27)	21042	Inspections	2,000	150	2,000	0	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900
184,000	**189,000**	**184,800**	**238,100**	**29**		**Total Operating Revenues**	**268,800**	**13**	**297,300**	**11**	**462,500**	**294,100**	**303,800**	**307,600**	**314,500**	**324,500**	**328,700**	**335,900**	**343,300**
						OPERATING EXPENSES													
						Environmental Health													
537,000	610,000	608,600	542,500	(11)	31040	Employee Costs	686,000	26	742,400	8	757,300	772,500	788,000	803,800	820,000	836,500	853,300	870,400	887,800
12,000	10,000	14,200	19,800	39	31040	Office Exps, Advertising, Consultants	54,000	173	14,000	(74)	14,300	14,700	15,200	15,700	16,200	16,700	17,200	17,700	18,200
6,000	7,000	2,900	7,400	155	31040	Projects and Kits	9,000	22	8,000	(11)	8,300	8,600	8,900	9,200	9,500	9,800	10,100	10,400	10,700
						Water Quality and Management Plans													
14,000	11,000	14,600	14,600	0	31042	Water Monitoring	16,000	10	16,000	0	16,400	17,000	17,600	18,200	18,800	19,400	20,000	20,600	21,200
0	0	10,600	0	(100)	31045	Lake Ainsworth Management Plan	35,000	100	19,700	(44)	0	28,000	52,000	57,000	58,000	52,000	62,000	32,000	32,000
0	0	31,100	12,000	(61)	31045	Shaws Bay Management Plan	45,000	275	31,000	(31)	355,000	0	6,000	0	0	11,000	0	32,000	32,000
						Noxious Plants / Vermin													
0	0	400	500	25	31043	Destruction of Pests	600	20	600	0	700	800	900	1,000	1,100	1,200	1,300	1,400	1,500
569,000	**638,000**	**682,400**	**596,800**	**(13)**		**Total Operating Expenses**	**845,600**	**42**	**831,700**	**(2)**	**1,152,000**	**841,600**	**888,600**	**904,900**	**923,600**	**946,600**	**963,900**	**984,500**	**1,003,400**
(385,000)	**(449,000)**	**(497,600)**	**(358,700)**	**(28)**		***Operating Result - Surplus / (Deficit)***	**(576,800)**	**61**	**(534,400)**	**(7)**	**(689,500)**	**(547,500)**	**(584,800)**	**(597,300)**	**(609,100)**	**(622,100)**	**(635,200)**	**(648,600)**	**(660,100)**
0	0	0	0	0		*Add Back Depreciation*	0	0	0	0	0	0	0	0	0	0	0	0	0
(385,000)	**(449,000)**	**(497,600)**	**(358,700)**	**(28)**		***Cash Result - Surplus / (Deficit)***	**(576,800)**	**61**	**(534,400)**	**(7)**	**(689,500)**	**(547,500)**	**(584,800)**	**(597,300)**	**(609,100)**	**(622,100)**	**(635,200)**	**(648,600)**	**(660,100)**
						Capital Movements													
0	0	0	0			Less Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
5,000	20,000	27,000	44,000			Less Transfer to Reserves	0		0		0	0	0	0	0	0	0	0	0
5,000	5,000	20,300	14,000			Add Transfer from Reserves	86,000		171,700		288,000	100,000	100,000	0	0	0	0	0	0
0	0	0	0			Add Capital Income Applied	13,000		103,000		60,000	50,000	70,000	130,000	0	0	0	0	0
0	0	0	0			Less Capital Expenditure	45,000		305,000		220,000	175,000	170,000	130,000	0	0	0	0	0
(385,000)	**(464,000)**	**(504,300)**	**(388,700)**	**(23)**		***Cash Result after Capital Movements***	**(522,800)**	**34**	**(564,700)**	**8**	**(561,500)**	**(572,500)**	**(584,800)**	**(597,300)**	**(609,100)**	**(622,100)**	**(635,200)**	**(648,600)**	**(660,100)**

ADMINISTRATION AND PUBLIC ORDER

Manager: *Rod Willis - "Group Manager – Development and Environmental Health"*

Background

This program includes the administrative staff for the Development and Environmental Health Group and income and expenses in respect to enforcement activities undertaken by Council's rangers.

Budget Comments

Regulatory Fees and Fines
Fees and Charges - Includes revenue from activities such as dog registrations and impounding fees.

Fines and Other Revenues - Includes revenue from activities such as fines for parking and dog control.

Operating Expenses

Employee Costs
Based on staffing of five full time and five part time employees (total of 40 days) plus one vehicle. This includes the Group Manager and all support staff.

Rangers
Council has a total of four full time rangers and one part time parking officer (total of 23 days).

Impounding Expenses
Includes pound expenses such as cleaning, electricity, food etc.

ADMINISTRATION AND PUBLIC ORDER

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%	ACCOUNT		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
						Regulatory Fees and Fines													
19,000	32,000	47,100	56,400	20	21080	Fees and Charges	30,500	(46)	22,000	(28)	22,800	23,600	24,400	25,200	26,000	26,800	27,600	28,400	29,200
50,000	79,000	116,300	257,500	121	21081	Fines and Other Revenues	223,000	(13)	192,500	(14)	196,600	200,900	205,300	209,700	214,200	218,800	223,500	228,300	233,100
69,000	**111,000**	**163,400**	**313,900**	**92**		**Total Operating Revenues**	**253,500**	**(19)**	**214,500**	**(15)**	**219,400**	**224,500**	**229,700**	**234,900**	**240,200**	**245,600**	**251,100**	**256,700**	**262,300**
						OPERATING EXPENSES													
						DEH Group Management and Administration													
590,000	617,000	599,400	586,900	(2)	31082	Employee Costs	696,600	19	732,800	5	747,500	762,500	777,800	793,400	809,300	825,500	842,100	859,100	876,400
						Rangers													
280,000	332,000	394,400	443,300	12	31080	Salaries and Oncosts	445,500	0	454,400	2	463,700	473,100	482,700	492,500	502,500	512,700	523,100	533,700	544,500
65,000	48,000	73,700	73,900	0	31083	Impounding Expenses	80,300	9	81,200	1	83,600	86,200	88,900	91,600	94,400	97,200	100,000	102,800	105,700
						Debt Servicing													
4,000	3,000	3,000	2,500	(17)	31083	Interest on Loans - Dog Control	2,200	(12)	1,800	(18)	1,300	800	300	0	0	0	0	0	0
						Non-cash Expenses													
5,000	5,000	9,800	4,400	(55)	31083	Depreciation - Dog Control	4,400	0	4,400	0	4,500	4,600	4,700	4,800	4,900	5,000	5,100	5,300	5,500
944,000	**1,005,000**	**1,080,300**	**1,111,000**	**3**		**Total Operating Expenses**	**1,229,000**	**11**	**1,274,600**	**4**	**1,300,600**	**1,327,200**	**1,354,400**	**1,382,300**	**1,411,100**	**1,440,400**	**1,470,300**	**1,500,900**	**1,532,100**
(875,000)	**(894,000)**	**(916,900)**	**(797,100)**	**(13)**		***Operating Result - Surplus / (Deficit)***	**(975,500)**	**22**	**(1,060,100)**	**9**	**(1,081,200)**	**(1,102,700)**	**(1,124,700)**	**(1,147,400)**	**(1,170,900)**	**(1,194,800)**	**(1,219,200)**	**(1,244,200)**	**(1,269,800)**
5,000	5,000	9,800	4,400	(55)		*Add Back Depreciation*	4,400	0	4,400	0	4,500	4,600	4,700	4,800	4,900	5,000	5,100	5,300	5,500
(870,000)	**(889,000)**	**(907,100)**	**(792,700)**	**(13)**		***Cash Result - Surplus / (Deficit)***	**(971,100)**	**23**	**(1,055,700)**	**9**	**(1,076,700)**	**(1,098,100)**	**(1,120,000)**	**(1,142,600)**	**(1,166,000)**	**(1,189,800)**	**(1,214,100)**	**(1,238,900)**	**(1,264,300)**
						Capital Movements													
5,000	6,000	6,100	6,500			Less Principal Repayments	6,900		7,300		7,800	8,300	7,300	0	0	0	0	0	0
276,000	134,000	385,300	0			Less Transfer to Reserves	0		0		0	0	0	0	0	0	0	0	0
316,000	276,000	843,800	25,300			Add Transfer from Reserves	0		0		0	0	0	0	0	0	0	0	0
0	0	340,000	0			Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0
40,000	142,000	796,900	22,400			Less Capital Expenditure	4,000		0		0	0	0	0	0	0	0	0	0
(875,000)	**(895,000)**	**(911,600)**	**(796,300)**	**(13)**		***Cash Result after Capital Movements***	**(982,000)**	**23**	**(1,063,000)**	**8**	**(1,084,500)**	**(1,106,400)**	**(1,127,300)**	**(1,142,600)**	**(1,166,000)**	**(1,189,800)**	**(1,214,100)**	**(1,238,900)**	**(1,264,300)**

CIVIL SERVICES GROUP – SUMMARY (GENERAL FUND)

Manager: *John Truman - "Group Manager – Civil Services"*

Budget Comments

The next section of the document provides details of the programs under the control of the Group Manager – Civil Services that relate to the General Fund activities of Council. The opposite page provides a summary of each of those programs. The programs include:

Engineering Management
Includes costs related to the supervision and administration of the programs provided by Civil Services.

Procurement and Building Management
Includes costs to manage and maintain a number of corporate and community buildings including the Council Administration Centre and the Council depot, along with costs associated with Council's procurement functions.

Stormwater and Environmental Management
Relates to services such as flood plain management and pollution control activities such as stormwater drainage.

Roads and Bridges
Provision of urban and rural road services and the maintenance and improvement of bridges.

Ancillary Transport Services
Includes ancillary transport services such as street lighting, footpaths, kerb and gutter and parking.

Roads and Maritime Services (RMS)
All revenues and expenses related to works funded through the RMS for RMS controlled roads.

Open Spaces and Reserves
Costs associated with the maintenance of all Council parks, reserves, public amenities, cemeteries, beaches and sporting grounds.

Fleet Management and Workshop
Revenues and expenses related to the management of Council's fleet and workshop.

Rural Fire Service
Costs associated with the provision of rural fire services.

Quarries and Sandpit
Revenues and expenses associated with the lease and operation of the quarries owned by Council.

Landfill and Resource Management
This represents the operation of the Ballina landfill site, along with other waste initiatives.

Domestic Waste Management
Provision of domestic waste collection services to residential properties.

CIVIL SERVICES GROUP - SUMMARY (GENERAL FUND)

ACTUAL					BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
					OPERATING REVENUES													
296,000	360,000	308,300	331,800	8	Engineering Management	314,700	(5)	284,500	(10)	290,400	296,700	303,100	309,500	316,000	322,600	329,400	336,300	343,300
4,000	5,000	180,100	0	(100)	Procurement and Building Management	0	0	0	0	0	0	0	0	0	0	0	0	0
374,000	308,400	325,500	291,700	(10)	Stormwater and Environmental Protection	368,000	26	370,000	1	377,400	385,000	392,700	400,600	408,700	416,900	425,300	433,900	442,600
173,800	687,800	499,700	413,800	(17)	Roads and Bridges	275,700	(33)	2,030,400	636	646,400	638,900	646,100	653,500	660,900	668,800	680,500	697,500	714,900
633,000	598,700	905,900	886,500	(2)	Ancillary Transport Services	873,300	(1)	787,400	(10)	797,600	808,400	819,000	829,800	840,600	852,000	868,500	886,400	904,600
1,582,000	677,000	926,000	866,500	(6)	Roads and Maritime Services	885,000	2	1,027,000	16	1,048,000	1,069,400	1,091,300	1,113,500	1,136,100	1,159,300	1,183,000	1,207,100	1,231,600
990,700	906,200	986,500	963,100	(2)	Open Spaces and Reserves	890,500	(8)	768,600	(14)	784,500	801,000	817,700	834,800	852,400	870,200	888,400	906,800	925,500
327,800	308,500	302,000	326,900	8	Fleet Management and Workshop	251,500	(23)	254,000	1	263,100	268,400	284,800	295,200	295,700	302,400	302,300	308,200	302,200
212,000	249,000	161,500	181,900	13	Rural Fire Service	190,000	4	194,000	2	198,000	202,100	206,300	210,500	214,900	219,300	223,900	228,500	233,200
304,000	411,000	349,700	475,700	36	Quarries and Sandpit	281,000	(41)	31,000	(89)	181,700	185,400	189,200	193,100	197,000	201,000	205,200	209,400	213,700
2,460,000	2,497,000	2,720,200	3,958,300	46	Landfill and Resource Management	3,959,000	0	3,702,000	(6)	3,796,000	3,916,300	4,042,700	4,119,100	4,195,500	4,271,900	4,348,300	4,435,700	4,525,100
5,865,800	6,579,200	6,736,500	5,865,100	(13)	Domestic Waste Management	6,053,500	3	6,093,500	1	6,243,400	6,355,300	6,526,200	6,697,100	6,871,000	7,036,900	7,213,800	7,375,700	7,468,600
13,223,100	**13,587,800**	**14,401,900**	**14,561,300**	**1**	**Total Operating Revenues**	**14,342,200**	**(2)**	**15,542,400**	**8**	**14,626,500**	**14,926,900**	**15,319,100**	**15,656,700**	**15,988,800**	**16,321,300**	**16,668,600**	**17,025,500**	**17,305,300**
					OPERATING EXPENSES													
2,287,000	2,423,000	2,053,400	2,525,100	23	Engineering Management	2,505,300	(1)	2,657,800	6	2,711,600	2,766,800	2,823,100	2,880,400	2,938,900	2,998,500	3,059,200	3,121,300	3,184,600
3,138,000	3,004,000	3,634,900	3,726,400	3	Procurement and Building Management	3,639,800	(2)	3,620,400	(1)	3,712,800	3,790,400	3,869,400	3,949,900	4,032,200	4,115,800	4,201,600	4,278,700	4,357,800
2,377,000	2,446,000	2,507,800	2,343,200	(7)	Stormwater and Environmental Protection	2,514,700	7	2,187,200	(13)	2,231,900	2,277,800	2,324,400	2,372,000	2,420,200	2,469,500	2,519,900	2,571,300	2,623,600
12,633,700	16,780,800	13,306,900	12,830,100	(4)	Roads and Bridges	8,280,700	(35)	8,190,300	(1)	8,292,600	8,395,900	8,499,200	8,598,900	9,060,500	9,174,000	9,293,100	9,417,900	9,557,300
2,705,000	2,264,000	1,960,000	2,266,800	16	Ancillary Transport Services	2,499,600	10	2,086,400	(17)	2,199,800	2,214,400	2,337,100	2,366,800	2,396,200	2,426,600	2,464,800	2,504,400	2,544,800
1,303,000	730,000	749,800	669,200	(11)	Roads and Maritime Services	1,033,400	54	1,027,000	(1)	1,048,000	1,069,400	1,091,300	1,113,500	1,136,100	1,159,300	1,183,000	1,207,100	1,231,600
2,980,000	3,134,000	3,301,100	3,436,700	4	Open Spaces and Reserves	3,884,400	13	3,479,700	(10)	4,214,300	3,787,700	3,725,700	3,804,900	3,885,600	3,967,700	4,051,000	4,132,300	4,214,700
372,800	264,200	236,000	40,900	(83)	Fleet Management and Workshop	36,700	(10)	68,200	86	45,300	46,100	47,400	48,600	49,800	51,000	52,400	53,500	54,500
349,000	406,000	364,900	277,000	(24)	Rural Fire Service	395,000	43	359,700	(9)	367,400	375,600	383,900	392,300	400,700	409,200	418,300	427,400	436,700
78,000	218,000	172,600	227,800	32	Quarries and Sandpit	449,500	97	107,900	(76)	111,000	84,700	87,100	89,500	92,000	94,400	96,900	99,600	101,400
2,639,700	2,751,600	2,493,800	2,612,000	5	Landfill and Resource Management	3,056,600	17	3,037,500	(1)	2,961,200	2,969,200	3,023,100	3,075,500	3,131,500	3,187,900	3,246,900	3,305,500	3,365,600
5,090,400	6,163,100	6,082,600	5,865,100	(4)	Domestic Waste Management	5,750,200	(2)	5,808,000	1	5,922,600	6,040,300	6,160,000	6,281,800	6,406,700	6,534,700	6,665,700	6,798,800	6,934,000
35,953,600	**40,584,700**	**36,863,800**	**36,820,300**	**(0)**	**Total Operating Expenses**	**34,045,900**	**(8)**	**32,630,100**	**(4)**	**33,818,500**	**33,818,300**	**34,371,700**	**34,974,100**	**35,950,400**	**36,588,600**	**37,252,800**	**37,917,800**	**38,606,600**
					NET PROGRAM OPERATING RESULT													
(1,991,000)	(2,063,000)	(1,745,100)	(2,193,300)	26	Engineering Management	(2,190,600)	(0)	(2,373,300)	8	(2,421,200)	(2,470,100)	(2,520,000)	(2,570,900)	(2,622,900)	(2,675,900)	(2,729,800)	(2,785,000)	(2,841,300)
(3,134,000)	(2,999,000)	(3,454,800)	(3,726,400)	8	Procurement and Building Management	(3,639,800)	(2)	(3,620,400)	(1)	(3,712,800)	(3,790,400)	(3,869,400)	(3,949,900)	(4,032,200)	(4,115,800)	(4,201,600)	(4,278,700)	(4,357,800)
(2,003,000)	(2,137,600)	(2,182,300)	(2,051,500)	(6)	Stormwater and Environmental Protection	(2,146,700)	5	(1,817,200)	(15)	(1,854,500)	(1,892,800)	(1,931,700)	(1,971,400)	(2,011,500)	(2,052,600)	(2,094,600)	(2,137,400)	(2,181,000)
(12,459,900)	(16,093,000)	(12,807,200)	(12,416,300)	(3)	Roads and Bridges	(8,005,000)	(36)	(6,159,900)	(23)	(7,646,200)	(7,757,000)	(7,853,100)	(7,945,400)	(8,399,600)	(8,505,200)	(8,612,600)	(8,720,400)	(8,842,400)
(2,072,000)	(1,665,300)	(1,054,100)	(1,380,300)	31	Ancillary Transport Services	(1,626,300)	18	(1,299,000)	(20)	(1,402,200)	(1,406,000)	(1,518,100)	(1,537,000)	(1,555,600)	(1,574,600)	(1,596,300)	(1,618,000)	(1,640,200)
279,000	(53,000)	176,200	197,300	12	Roads and Maritime Services	(148,400)	(175)	0	(100)	0	0	0	0	0	0	0	0	0
(1,989,300)	(2,227,800)	(2,314,600)	(2,473,600)	7	Open Spaces and Reserves	(2,993,900)	21	(2,711,100)	(9)	(3,429,800)	(2,986,700)	(2,908,000)	(2,970,100)	(3,033,200)	(3,097,500)	(3,162,600)	(3,225,500)	(3,289,200)
(45,000)	44,300	66,000	286,000	333	Fleet Management and Workshop	214,800	(25)	185,800	(14)	217,800	222,300	237,400	246,600	245,900	251,400	249,900	254,700	247,700
(137,000)	(157,000)	(203,400)	(95,100)	(53)	Rural Fire Service	(205,000)	116	(165,700)	(19)	(169,400)	(173,500)	(177,600)	(181,800)	(185,800)	(189,900)	(194,400)	(198,900)	(203,500)
226,000	193,000	177,100	247,900	40	Quarries and Sandpit	(168,500)	(168)	(76,900)	(54)	70,700	100,700	102,100	103,600	105,000	106,600	108,300	109,800	112,300
(179,700)	(254,600)	226,400	1,346,300	495	Landfill and Resource Management	902,400	(33)	664,500	(26)	834,800	947,100	1,019,600	1,043,600	1,064,000	1,084,000	1,101,400	1,130,200	1,159,500
775,400	416,100	653,900	0	(100)	Domestic Waste Management	303,300	100	285,500	(6)	320,800	315,000	366,200	415,300	464,300	502,200	548,100	576,900	534,600
(22,730,500)	**(26,996,900)**	**(22,461,900)**	**(22,259,000)**	**(1)**	***Total Operating Result - Surplus / (Deficit)***	**(19,703,700)**	**(11)**	**(17,087,700)**	**(13)**	**(19,192,000)**	**(18,891,400)**	**(19,052,600)**	**(19,317,400)**	**(19,961,600)**	**(20,267,300)**	**(20,584,200)**	**(20,892,300)**	**(21,301,300)**
12,733,000	13,931,000	13,367,400	12,100,500	(9)	*Add Back Depreciation*	10,753,700	(11)	10,787,000	0	11,003,200	11,224,400	11,449,700	11,679,500	11,913,900	12,153,100	12,397,000	12,645,800	12,899,600
0	0	0	(223,900)	100	*Add Back Remediation*	0	(100)	0	0	0	0	0	0	0	0	0	0	0
50,000	202,000	169,300	231,300	37	*Add Back Unwinding Interest Free Loans*	220,900	(4)	205,900	(7)	119,100	70,200	48,000	20,600	21,400	22,100	22,900	23,800	23,800
2,762,000	4,734,000	1,892,000	3,347,700	77	*Add Back Loss on Disposal of Infrastructure Assets*	0	(100)	0	0	0	0	0	0	0	0	0	0	0
(7,185,500)	**(8,129,900)**	**(7,033,200)**	**(6,803,400)**	**(3)**	***Total Cash Result - Surplus / (Deficit)***	**(8,729,100)**	**28**	**(6,094,800)**	**(30)**	**(8,069,700)**	**(7,596,800)**	**(7,554,900)**	**(7,617,300)**	**(8,026,300)**	**(8,092,100)**	**(8,164,300)**	**(8,222,700)**	**(8,377,900)**
					Capital Movements													
1,868,500	1,946,000	2,347,100	2,526,100		Less Loan Principal Repayments	2,792,900		2,595,700		1,741,200	1,529,200	1,521,100	1,171,500	1,646,500	1,572,900	1,490,800	1,401,900	750,000
9,470,900	17,578,400	10,223,300	15,059,700		Less Transfer to Reserves	4,272,300		2,559,400		3,823,000	4,180,400	4,372,500	4,509,300	4,633,600	4,753,800	4,873,800	4,995,200	5,035,500
14,739,500	11,111,000	17,009,200	16,815,200		Add Transfer from Reserves	19,778,500		4,975,600		5,022,300	20,329,600	4,693,500	20,200,200	20,844,100	6,143,900	7,415,100	5,758,000	5,070,000
3,546,000	13,028,000	7,871,000	4,041,900		Add Capital Income Applied	6,845,800		1,753,400		653,100	2,609,900	111,700	8,453,500	115,300	117,300	119,300	121,300	123,300
12,639,500	18,530,000	19,656,200	12,546,700		Less Capital Expenditure	27,490,800		12,818,700		10,548,300	29,239,200	12,152,900	37,127,300	29,258,100	15,125,300	16,904,900	15,811,900	15,633,300
(12,876,900)	**(22,045,300)**	**(14,379,600)**	**(16,078,800)**	**12**	***Cash Result after Capital Movements***	**(16,660,800)**	**4**	**(17,339,600)**	**4**	**(18,506,800)**	**(19,606,100)**	**(20,796,200)**	**(21,771,700)**	**(22,606,100)**	**(23,282,900)**	**(23,899,400)**	**(24,552,400)**	**(24,603,400)**

ENGINEERING (ASSET) MANAGEMENT

Manager: *John Truman – "Group Manager – Civil Services"*

Background
This program includes costs related to the provision of asset management services, engineering supervision and emergency services.

Budget Comments

Operating Revenues

Fees and Charges
Majority of revenue sourced from engineering inspection fees.

Operating Expenses

Employee Costs – Management and Administration
Includes salaries and oncosts related to seven full-time equivalent employees (35 days) and associated oncosts.

Employee Costs – Infrastructure Planning
Includes salaries and oncosts related to six full-time and one part-time employees (34 days) and associated oncosts.

Employee Costs – Engineering Works
Includes salaries and oncosts related to five full-time employees (25 days) and associated oncosts. Other costs include an internal charge to cover the cost of ten motor vehicles.

Road Safety
Includes salaries and oncosts for a part-time Road Safety Officer (three days) (50% funded by RMS grant) plus Road Safety Program costs.

Asset Systems and Condition Assessments
Allowance for condition assessments.

Contribution to North East Weight of Loads Group (NEWLOG)
This represents a program of truck inspections to ensure weight limits are being met. The program is administered by Ballina Shire and includes the majority of councils in north eastern NSW.

Emergency Services
Includes telephone, insurance and other costs required to perform SES activities.

Capital Movements

Capital Expenditure
Capital works as per Part C of this document, along with Part E for any Reserve Movements.

ENGINEERING (ASSET) MANAGEMENT

ACTUAL					LEDGER ACCOUNT	BUDGET ITEMS
2011/12	2012/13	2013/14	2014/15	%		
						OPERATING REVENUES
						Engineering Services
249,000	277,000	235,800	250,800	6	22010	Engineering Inspections and Other
47,000	83,000	72,500	81,000	12	22011	Conts - Road Safety Officer / Programs
0	0	0	0	0	22011	Conts - Other
296,000	**360,000**	**308,300**	**331,800**	**8**		**Total Operating Revenues**
						OPERATING EXPENSES
						Engineering Management
541,000	589,000	601,600	769,000	28	32020	Employee Costs - Mgmt and Admin
685,000	685,000	661,300	732,000	11	32020	Employee Costs - Infrastructure
414,000	398,000	440,700	546,000	24	32020	Employee Costs - Engineering Works
181,000	183,000	0	0	0	32020	Overseers
6,000	11,000	8,300	13,000	57	32020	Conferences
95,000	92,000	103,500	106,700	3	32020	Vehicles
36,000	44,000	29,300	43,000	47	32020	Office Expenses and Advertising
67,000	88,000	81,600	94,000	15	32020	Road Safety Officer and Programs
0	65,000	5,800	10,000	72	32020	Asset Management / Modelling
22,000	23,000	64,700	27,500	(57)	32020	North East Weight of Loads Group
						Emergency Services
27,000	13,000	5,300	22,000	315	32021	Operating Expenses
26,000	41,000	50,600	62,000	23	32021	State Levy
						Non-Cash Expenses
16,000	18,000	0	99,900	100	32021	Depreciation - Emergency Services
171,000	173,000	700	0	(100)	32021	Depreciation - Engineering
2,287,000	**2,423,000**	**2,053,400**	**2,525,100**	**23**		**Total Operating Expenses**
(1,991,000)	**(2,063,000)**	**(1,745,100)**	**(2,193,300)**	**26**		***Operating Result - Surplus / (Deficit)***
187,000	191,000	700	99,900	14,171		*Add Back Depreciation*
(1,804,000)	**(1,872,000)**	**(1,744,400)**	**(2,093,400)**	**20**		***Cash Result - Surplus / (Deficit)***
						Capital Movements
0	0	0	0			Less Loan Principal Repayments
0	0	74,500	27,700			Less Transfer to Reserves
0	0	133,000	12,100			Add Transfer from Reserves
0	0	0	0			Add Capital Income Applied
0	0	0	0			Less Capital Expenditure
(1,804,000)	**(1,872,000)**	**(1,685,900)**	**(2,109,000)**	**25**		***Cash Result after Capital Movements***

BUDGET ITEMS	ESTIMATED												
	2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
OPERATING REVENUES													
Engineering Services													
Engineering Inspections and Other	255,000	2	214,000	(16)	218,400	223,000	227,700	232,400	237,200	242,100	247,200	252,300	257,500
Conts - Road Safety Officer / Programs	59,700	(26)	70,500	18	72,000	73,700	75,400	77,100	78,800	80,500	82,200	84,000	85,800
Conts - Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Operating Revenues	**314,700**	**(5)**	**284,500**	**(10)**	**290,400**	**296,700**	**303,100**	**309,500**	**316,000**	**322,600**	**329,400**	**336,300**	**343,300**
OPERATING EXPENSES													
Engineering Management													
Employee Costs - Mgmt and Admin	801,000	4	830,000	4	846,600	863,500	880,800	898,400	916,400	934,700	953,400	972,500	992,000
Employee Costs - Infrastructure	768,000	5	789,000	3	804,800	820,900	837,300	854,000	871,100	888,500	906,300	924,400	942,900
Employee Costs - Engineering Works	563,000	3	585,000	4	596,700	608,600	620,800	633,200	645,900	658,800	672,000	685,400	699,100
Overseers	0	0	0	0	0	0	0	0	0	0	0	0	0
Conferences	8,000	(38)	8,000	0	8,200	8,400	8,600	8,800	9,000	9,200	9,400	9,600	9,800
Vehicles	106,700	0	108,900	2	111,100	113,400	115,700	118,100	120,500	123,000	125,500	128,100	130,700
Office Expenses and Advertising	36,000	(16)	36,500	1	37,400	38,300	39,200	40,100	41,000	42,000	43,000	44,000	45,100
Road Safety Officer and Programs	74,000	(21)	76,000	3	77,700	79,500	81,300	83,100	84,900	86,700	88,500	90,500	92,500
Asset Management / Modelling	10,000	0	10,000	0	10,200	10,500	10,800	11,100	11,400	11,700	12,000	12,300	12,600
North East Weight of Loads Group	28,400	3	29,000	2	29,600	30,200	30,900	31,600	32,300	33,000	33,700	34,400	35,100
Emergency Services													
Operating Expenses	11,200	(49)	11,400	2	11,800	12,300	12,800	13,300	13,800	14,300	14,800	15,300	15,800
State Levy	72,000	16	74,000	3	75,500	77,100	78,700	80,300	82,000	83,700	85,400	87,200	89,000
Non-Cash Expenses													
Depreciation - Emergency Services	27,000	(73)	100,000	270	102,000	104,100	106,200	108,400	110,600	112,900	115,200	117,600	120,000
Depreciation - Engineering	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Operating Expenses	**2,505,300**	**(1)**	**2,657,800**	**6**	**2,711,600**	**2,766,800**	**2,823,100**	**2,880,400**	**2,938,900**	**2,998,500**	**3,059,200**	**3,121,300**	**3,184,600**
Operating Result - Surplus / (Deficit)	**(2,190,600)**	**(0)**	**(2,373,300)**	**8**	**(2,421,200)**	**(2,470,100)**	**(2,520,000)**	**(2,570,900)**	**(2,622,900)**	**(2,675,900)**	**(2,729,800)**	**(2,785,000)**	**(2,841,300)**
Add Back Depreciation	27,000	(73)	100,000	270	102,000	104,100	106,200	108,400	110,600	112,900	115,200	117,600	120,000
Cash Result - Surplus / (Deficit)	**(2,163,600)**	**3**	**(2,273,300)**	**5**	**(2,319,200)**	**(2,366,000)**	**(2,413,800)**	**(2,462,500)**	**(2,512,300)**	**(2,563,000)**	**(2,614,600)**	**(2,667,400)**	**(2,721,300)**
Capital Movements													
Less Loan Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
Less Transfer to Reserves	0		10,000		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Add Transfer from Reserves	0		0		0	0	0	0	60,000	0	0	0	0
Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0
Less Capital Expenditure	121,000		0		0	0	0	60,000	0	0	0	0	0
Cash Result after Capital Movements	**(2,284,600)**	**8**	**(2,283,300)**	**(0)**	**(2,329,200)**	**(2,376,000)**	**(2,423,800)**	**(2,532,500)**	**(2,462,300)**	**(2,573,000)**	**(2,624,600)**	**(2,677,400)**	**(2,731,300)**

PROCUREMENT AND BUILDING MANAGEMENT

Manager: *Tony Partridge – "Manager – Support Operations"*

Background

This program includes costs related to the maintenance of community buildings including the main corporate buildings being the Council Administration Centre and the Works Depot, along with specialised procurement and contract management staff, including the Council store.

Budget Comments

Operating Revenues

Contributions

Occasionally Council may receive contributions, either internal or external, to offset the cost of maintaining, repairing or improving buildings.

Operating Expenses

Administration Centre

Operating costs for the Council Administration Centre including insurance, rates, security, cleaning, ground maintenance, building maintenance, air conditioning and electricity.

Works Depots

Employee Costs – Includes salaries and oncosts for staff providing procurement, contract management and inventory services. Based on five full-time staff (25 days).

Operating Expenses - Operating costs for the main Works Depot on Southern Kingsford Smith Drive and the more minor depot at Tamarind Drive. Operating costs include insurance, rates, security, cleaning, grounds and yard maintenance, building maintenance, air conditioning and electricity. Protective clothing for staff is also included in this item.

Community Buildings

Represents the maintenance budgets for the buildings identified.

Open Spaces and Reserves

Represents the maintenance budgets for the buildings located on Council's open spaces and reserves. This items includes the maintenance and cleaning of public toilets, along with maintenance of community BBQs, picnic tables and cleaning of the Riverwalk Arcade.

Capital Movements

Reserve Movements

Refer to Part E of the document.

Capital Expenditure

Capital works as per Part C of this document, with capital income also listed in Part C against the various capital expenditure items.

PROCUREMENT AND BUILDING MANAGEMENT

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%	ACCOUNT		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
						Buildings													
4,000	5,000	180,100	178,300	(1)		Contributions and Rebates	0	(100)	0	0	0	0	0	0	0	0	0	0	0
4,000	**5,000**	**180,100**	**0**	**(100)**		**Total Operating Revenues**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
						OPERATING EXPENSES													
						Office and Depot Facilities													
330,000	322,000	319,900	317,300	(1)	32000	Administration Centre	389,500	23	331,500	(15)	338,500	345,800	353,200	360,800	368,500	376,300	384,300	392,300	400,600
188,000	194,000	336,300	376,300	12	32001	Works Depot - Employee Costs	428,300	14	425,000	(1)	433,500	442,200	451,000	460,000	469,200	478,600	488,200	488,200	488,200
412,000	361,000	397,300	351,100	(12)	32001	Works Depot - Operating Expenses	330,500	(6)	342,800	4	350,100	357,800	365,700	373,700	381,900	390,100	398,500	407,000	415,600
(28,000)	(26,000)	17,900	16,600	(7)	32001	Works Depot - Number Two	6,000	(64)	7,000	17	7,300	7,600	7,900	8,200	8,500	8,800	9,100	9,400	9,700
						Community Buildings Maintenance													
21,000	8,000	10,300	3,300	(68)	32022	Visitor Centre	9,000	173	9,000	0	9,200	9,400	9,600	9,800	10,000	10,200	10,500	10,800	11,100
121,000	100,000	86,700	108,100	25	32022	Community Centres and Halls	79,500	(26)	57,000	(28)	58,300	59,700	61,100	62,500	63,900	65,300	66,900	68,500	70,200
11,000	13,000	17,200	31,900	85	32022	Surf Clubs	36,000	13	39,000	8	39,800	40,800	41,800	42,800	43,800	44,800	45,800	46,800	47,900
21,000	18,000	14,600	20,700	42	32022	Museum and Gallery	16,000	(23)	16,000	0	16,400	16,800	17,200	17,600	18,000	18,400	18,800	19,300	19,800
13,000	16,000	11,000	14,200	29	32022	Libraries	14,000	(1)	14,000	0	14,300	14,600	14,900	15,200	15,600	16,000	16,400	16,800	17,200
5,000	2,000	3,900	8,600	121	32022	Other Community Buildings	9,000	5	11,000	22	29,200	29,900	30,700	31,500	32,300	33,100	33,900	34,700	35,500
0	0	0	0	0	32022	Swimming Pools	90,000	100	90,000	0	91,800	93,800	95,800	97,800	99,800	101,800	104,000	106,200	108,400
						Open Spaces Buildings Maintenance													
133,000	113,000	139,300	126,300	(9)	32261	Open Spaces and Reserves Buildings	161,000	27	161,300	0	164,700	168,200	171,800	175,400	179,100	182,900	186,900	191,000	195,100
75,000	80,000	86,200	87,300	1	32310	Sports Fields Buildings	94,000	8	100,300	7	102,500	104,700	106,900	109,200	111,700	114,200	116,700	119,200	121,700
281,000	257,000	304,300	334,600	10	32285	Public Amenities	323,000	(3)	333,500	3	340,300	347,400	354,700	362,200	369,900	377,700	385,600	393,500	401,800
84,000	64,000	68,100	82,700	21	32286	Other Amenities	72,000	(13)	78,000	8	79,700	81,500	83,300	85,200	87,100	89,000	91,000	93,000	95,100
						Non-Cash Expenses													
464,000	455,000	648,800	688,700	6	32000	Depreciation - Admin Building	677,000	(2)	700,000	3	714,000	728,300	742,900	757,800	773,000	788,500	804,300	820,400	836,900
50,000	49,000	42,600	46,200	8	32286	Depreciation - Public Amenities	46,000	(0)	46,000	0	47,000	48,000	49,000	50,000	51,000	52,100	53,200	54,300	55,400
323,000	330,000	565,600	291,500	(48)	32261	Depreciation - Open Spaces Buildings	290,000	(1)	290,000	0	295,800	301,800	307,900	314,100	320,400	326,900	333,500	340,200	347,100
634,000	648,000	424,700	569,000	34	32310	Depreciation - Sports Field Buildings	569,000	0	569,000	0	580,400	592,100	604,000	616,100	628,500	641,100	654,000	667,100	680,500
0	0	140,200	252,000	80	32000	Loss on Disposal of Infrastructure Assets	0	(100)	0	0	0	0	0	0	0	0	0	0	0
3,138,000	**3,004,000**	**3,634,900**	**3,726,400**	**3**		**Total Operating Expenses**	**3,639,800**	**(2)**	**3,620,400**	**(1)**	**3,712,800**	**3,790,400**	**3,869,400**	**3,949,900**	**4,032,200**	**4,115,800**	**4,201,600**	**4,278,700**	**4,357,800**
(3,134,000)	**(2,999,000)**	**(3,454,800)**	**(3,726,400)**	**8**		***Operating Result - Surplus / (Deficit)***	**(3,639,800)**	**(2)**	**(3,620,400)**	**(1)**	**(3,712,800)**	**(3,790,400)**	**(3,869,400)**	**(3,949,900)**	**(4,032,200)**	**(4,115,800)**	**(4,201,600)**	**(4,278,700)**	**(4,357,800)**
1,471,000	1,482,000	1,681,700	1,595,400	(5)		*Add Back Depreciation*	1,582,000	(1)	1,605,000	1	1,637,200	1,670,200	1,703,800	1,738,000	1,772,900	1,808,600	1,845,000	1,882,000	1,919,900
0	0	140,200	252,000	80		*Add Back Loss on Infrastructure*	0	(100)	0	0	0	0	0	0	0	0	0	0	0
(1,663,000)	**(1,517,000)**	**(1,632,900)**	**(1,879,000)**	**15**		***Cash Result - Surplus / (Deficit)***	**(2,057,800)**	**10**	**(2,015,400)**	**(2)**	**(2,075,600)**	**(2,120,200)**	**(2,165,600)**	**(2,211,900)**	**(2,259,300)**	**(2,307,200)**	**(2,356,600)**	**(2,396,700)**	**(2,437,900)**
						Capital Movements													
0	0	0	0			Less Loan Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
130,000	1,727,000	454,000	1,698,800			Less Transfer to Reserves	625,500		0		0	0	0	0	0	0	0	0	0
118,000	200,000	464,700	1,335,900			Add Transfer from Reserves	2,546,800		245,000		324,000	1,000,000	800,000	2,700,000	2,030,000	1,480,000	1,000,000	1,700,000	1,000,000
81,000	204,000	755,100	659,600			Add Capital Income Applied	1,795,000		329,400		350,100	109,900	111,700	113,500	115,300	117,300	119,300	121,300	123,300
99,000	298,000	1,178,300	761,200			Less Capital Expenditure	3,936,700		953,000		1,070,000	1,524,000	1,595,000	3,941,000	3,981,000	3,279,000	2,899,000	3,676,000	3,002,000
(1,693,000)	**(3,138,000)**	**(2,045,400)**	**(2,343,500)**	**15**		***Cash Result after Capital Movements***	**(2,278,200)**	**(3)**	**(2,394,000)**	**5**	**(2,471,500)**	**(2,534,300)**	**(2,848,900)**	**(3,339,400)**	**(4,095,000)**	**(3,988,900)**	**(4,136,300)**	**(4,251,400)**	**(4,316,600)**

STORMWATER AND ENVIRONMENTAL PROTECTION

Manager: *Paul Busmanis – "Manager - Engineering Works"*

Background
This program includes costs related to stormwater management flood mitigation and environmental protection activities such as flood mitigation.

Budget Comments

Operating Revenues

Annual Charges
Represents an annual charge levied on all developed urban properties in the shire. Funds raised by this charge must be spent on new stormwater and drainage projects.

Operating Expenses

Stormwater
Allocation for stormwater drainage maintenance.

Contributions
Annual contribution to the Richmond River County Council, which is the flood control authority for this region. This item also includes the drainage union contributions and specific projects.

Flood Management Studies and Plans
Represents on-going work on the Ballina Flood Management Plan.

Coastal Hazard Study and Management Plan
Represents on-going work on this project.

Foreshore and Coastal Lakes Protection
Annual allocation for foreshore protection works.

Canal Dredging
Funding for canal dredging which is carried out every few years at Ballina Quays.

Boat Ramps
Cleaning and maintenance of boat ramps.

Capital Movements
Reserve Movements
Refer to Part E of the document.

Capital Expenditure
Capital works as per Part C of this document.

STORMWATER AND ENVIRONMENTAL PROTECTION

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%	ACCOUNT		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
						Stormwater Drainage													
277,500	279,500	282,100	284,000	1	22100	Annual Charges	368,000	30	370,000	1	377,400	385,000	392,700	400,600	408,700	416,900	425,300	433,900	442,600
						Environmental Protection													
500	8,000	21,500	7,700	(64)	22101	Third Party Flood Modelling	0	(100)	0	0	0	0	0	0	0	0	0	0	0
96,000	20,900	21,900	0	(100)	22101	User Charges	0	0	0	0	0	0	0	0	0	0	0	0	0
374,000	**308,400**	**325,500**	**291,700**	**(10)**		**Total Operating Revenues**	**368,000**	**26**	**370,000**	**1**	**377,400**	**385,000**	**392,700**	**400,600**	**408,700**	**416,900**	**425,300**	**433,900**	**442,600**
						OPERATING EXPENSES													
						Stormwater													
249,000	343,000	247,600	289,100	17	32100	Stormwater Drainage Maintenance	247,000	(15)	251,000	2	256,500	262,200	267,900	273,800	279,700	285,800	291,900	298,100	304,400
						Environmental Protection													
175,000	183,000	187,700	192,000	2	32101	Cont to Richmond River County Council	199,000	4	203,000	2	207,100	211,300	215,600	220,000	224,400	228,900	233,500	238,200	243,000
31,000	33,000	33,700	34,400	2	32101	Cont to RRCC - Drainage Unions	36,000	5	36,800	2	37,600	38,400	39,200	40,000	40,800	41,700	42,600	43,500	44,400
0	0	0	0	0	32101	Cont to RRCC - Coastal Zone Mgmt Plan	35,000	100	35,000	0	35,700	36,500	37,300	38,100	38,900	39,700	40,500	41,400	42,300
107,000	46,000	164,300	100,500	(39)	32101	Flood Management Studies and Plans	230,400	129	40,000	(83)	40,800	41,700	42,600	43,500	44,400	45,300	46,300	47,300	48,300
18,000	10,000	55,600	6,100	(89)	32101	Coastal Hazard Study and Mgmt Plans	157,100	2,475	40,000	(75)	40,800	41,700	42,600	43,500	44,400	45,300	46,300	47,300	48,300
47,000	40,000	35,000	107,600	207	32101	Foreshore and Coastal Lakes Protection	75,000	(30)	76,000	1	77,600	79,200	80,800	82,500	84,200	85,900	87,700	89,500	91,300
0	1,000	12,500	147,300	1,078	32101	Canal Dredging	52,200	(65)	22,000	(58)	22,500	23,000	23,500	24,000	24,500	25,000	25,500	26,100	26,700
23,000	29,000	37,200	45,700	23	32101	Boat Ramp Maintenance and Cleaning	38,000	(17)	38,400	20	39,300	40,200	41,100	42,000	42,900	43,900	44,900	45,900	46,900
						Non-Cash Expenses													
17,000	17,000	1,600	1,600	0	32103	Depreciation - Environmental Protection	2,000	25	2,000	0	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900
1,615,000	1,646,000	1,654,300	1,417,700	(14)	32103	Depreciation - Drainage	1,443,000	2	1,443,000	0	1,471,900	1,501,400	1,531,500	1,562,200	1,593,500	1,625,400	1,658,000	1,691,200	1,725,100
95,000	98,000	78,300	1,200	(98)	32100	Loss on Disposal of Infrastructure Assets	0	(100)	0	0	0	0	0	0	0	0	0	0	0
2,377,000	**2,446,000**	**2,507,800**	**2,343,200**	**(7)**		**Total Operating Expenses**	**2,514,700**	**7**	**2,187,200**	**(13)**	**2,231,900**	**2,277,800**	**2,324,400**	**2,372,000**	**2,420,200**	**2,469,500**	**2,519,900**	**2,571,300**	**2,623,600**
(2,003,000)	**(2,137,600)**	**(2,182,300)**	**(2,051,500)**	**(6)**		***Operating Result - Surplus / (Deficit)***	**(2,146,700)**	**5**	**(1,817,200)**	**(15)**	**(1,854,500)**	**(1,892,800)**	**(1,931,700)**	**(1,971,400)**	**(2,011,500)**	**(2,052,600)**	**(2,094,600)**	**(2,137,400)**	**(2,181,000)**
1,632,000	1,663,000	1,655,900	1,419,300	(14)		*Add Back Depreciation*	1,445,000	2	1,445,000	0	1,474,000	1,503,600	1,533,800	1,564,600	1,596,000	1,628,000	1,660,700	1,694,000	1,728,000
95,000	98,000	78,300	1,200	(98)		*Add Back Loss on Infrastructure*	0	(100)	0	0	0	0	0	0	0	0	0	0	0
(276,000)	**(376,600)**	**(448,100)**	**(631,000)**	**41**		***Cash Result - Surplus / (Deficit)***	**(701,700)**	**11**	**(372,200)**	**(47)**	**(380,500)**	**(389,200)**	**(397,900)**	**(406,800)**	**(415,500)**	**(424,600)**	**(433,900)**	**(443,400)**	**(453,000)**
						Capital Movements													
0	0	0	0			Less Loan Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
725,000	886,000	843,900	612,300			Less Transfer to Reserves	0		0		0	0	0	0	0	0	0	0	0
834,000	680,000	852,100	872,000			Add Transfer from Reserves	567,100		0		0	0	0	0	0	0	0	0	0
0	0	0	0			Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0
424,000	162,000	441,800	221,100			Less Capital Expenditure	495,400		438,000		456,000	474,000	493,000	513,000	534,000	555,000	577,000	600,000	624,000
(591,000)	**(744,600)**	**(681,700)**	**(592,400)**	**(13)**		***Cash Result after Capital Movements***	**(630,000)**	**6**	**(810,200)**	**29**	**(836,500)**	**(863,200)**	**(890,900)**	**(919,800)**	**(949,500)**	**(979,600)**	**(1,010,900)**	**(1,043,400)**	**(1,077,000)**

ROADS AND BRIDGES

Manager: *Paul Busmanis - "Manager - Engineering Works"*

Background

This program outlines all revenues and expenses related to the provision of urban and rural road and bridge maintenance and construction, along with street cleaning services.

Budget Comments

Operating Revenues

Operating Grants and Contributions
Specific grants and contributions that may be sourced for roads projects, along with occasional insurance claims for damages incurred.

Operating Expenses

Roads and Bridges Maintenance
The allocations provided fund all maintenance works on urban and rural roads and bridges. This also includes bitumen reseals. The budgets include wages, oncosts, plant hire and materials related to the provision of the maintenance services.

Street Cleaning
Provision for street and footpath cleaning of town centres.

Debt Servicing
Represents interest paid on loans taken out for road and bridge construction related works.

Capital Movements

Loan Principal Repayments
Represents principal repaid on loans taken out for road and bridge construction related works.

Transfer from Reserves
The transfer from reserves represents Section 94 contributions from Plans such as the Heavy Vehicle Haulage plus contributions to loan repayments. Also funds are being transferred to assist with road works for the former Bruxner and Pacific Highways. Refer to Part E for further information.

Capital Income
Typically represents RMS for road construction works.

Capital Expenditure
This item includes all capital works planned for the year. Refer to Part C of this document for further information.

ROADS AND BRIDGES

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%	ACCOUNT		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
						Operating Grants and Contributions													
128,000	655,200	229,500	12,000	(95)	22110	Flood and Storm Damage	0	(100)	0	0	0	0	0	0	0	0	0	0	0
0	19,800	37,100	69,300	87	22110	LIRS Loan Subsidy	61,700	(11)	54,700	(11)	47,500	40,000	32,200	24,200	15,800	7,500	2,600	2,600	2,600
0	0	0	238,800	100	22110	Roads to Recovery	0	(100)	1,975,700	100	598,900	598,900	613,900	629,300	645,100	661,300	677,900	694,900	712,300
					221110	Natural Disaster funding	214,000												
							0												
						Interest													
45,800	12,800	233,100	93,700	(60)		Interest on Reserves and Loans	0	(100)	0	0	0	0	0	0	0	0	0	0	0
173,800	**687,800**	**499,700**	**413,800**	**(17)**		**Total Operating Revenues**	**275,700**	**(33)**	**2,030,400**	**636**	**646,400**	**638,900**	**646,100**	**653,500**	**660,900**	**668,800**	**680,500**	**697,500**	**714,900**
						OPERATING EXPENSES													
						Roads and Bridges - Maintenance													
572,800	776,500	628,700	786,800	25	32110	Urban Roads	715,200	(9)	734,000	3	749,000	764,300	779,900	795,700	811,900	828,500	845,300	862,500	880,000
201,500	272,000	250,500	0	(100)	32110	Urban Roads - Bitumen Reseal	0	0	0	0	0	0	0	0	0	0	0	0	0
277,500	130,300	233,400	0	(100)	32110	Urban Roads - Heavy Patching	0	0	0	0	0	0	0	0	0	0	0	0	0
986,500	1,263,200	1,293,800	1,261,700	(2)	32117	Sealed Rural Roads	1,228,000	(3)	1,166,300	(5)	1,189,800	1,213,800	1,238,300	1,263,200	1,288,800	1,314,700	1,341,200	1,368,200	1,395,800
188,500	263,100	276,300	0	(100)	32117	Sealed Rural Roads - Bitumen Reseal	0	0	0	0	0	0	0	0	0	0	0	0	0
0	105,400	88,500	0	(100)	32117	Sealed Rural Roads - Heavy Paching	0	0	0	0	0	0	0	0	0	0	0	0	0
217,900	231,300	39,500	0	(100)	32117	Sealed Rural Roads - Sect 94 Heavy	0	0	0	0	0	0	0	0	0	0	0	0	0
587,000	602,000	585,900	662,800	13	32117	Unsealed Rural Roads	648,300	(2)	654,000	1	667,100	680,500	694,300	708,300	722,600	737,200	752,000	767,100	782,500
42,000	37,000	14,800	10,400	(30)	32120	Bridges	20,000	92	21,000	5	21,500	22,000	22,500	23,000	23,500	24,000	24,500	25,000	25,500
237,000	363,000	335,300	380,200	13	32110	Street Cleaning	366,000	(4)	376,000	3	383,600	391,300	399,400	407,600	415,900	424,300	432,900	441,800	450,800
91,000	740,000	133,600	2,000	(99)		Storm Damage	108,000	5,300	0	(100)	0	0	0	0	0	0	0	0	0
						Debt Servicing													
182,000	298,000	427,700	430,300	1	32120	Interest on Loans	360,900	(16)	328,600	(9)	294,300	259,200	222,600	184,700	477,000	418,000	361,300	306,600	263,000
						Non-Cash Expenses													
6,243,000	6,916,000	7,228,600	6,163,400	(15)	32120	Depreciation - Roads and Bridges	4,724,700	(23)	4,819,000	2	4,915,400	5,013,800	5,114,100	5,216,400	5,320,800	5,427,300	5,535,900	5,646,700	5,759,700
140,000	147,000	135,500	123,000	0	32120	Unwinding Interest Free Loan	109,600	0	91,400	(17)	71,900	51,000	28,100	0	0	0	0	0	0
2,667,000	4,636,000	1,634,800	3,009,500	0	32120	Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0	0
12,633,700	**16,780,800**	**13,306,900**	**12,830,100**	**(4)**		**Total Operating Expenses**	**8,280,700**	**(36)**	**8,190,300**	**(1)**	**8,292,600**	**8,395,900**	**8,499,200**	**8,598,900**	**9,060,500**	**9,174,000**	**9,293,100**	**9,417,900**	**9,557,300**
(12,459,900)	**(16,093,000)**	**(12,807,200)**	**(12,416,300)**	**(3)**		***Operating Result - Surplus / (Deficit)***	**(8,005,000)**	**(36)**	**(6,159,900)**	**(23)**	**(7,646,200)**	**(7,757,000)**	**(7,853,100)**	**(7,945,400)**	**(8,399,600)**	**(8,505,200)**	**(8,612,600)**	**(8,720,400)**	**(8,842,400)**
6,243,000	6,916,000	7,228,600	6,163,400	(15)		*Add Back Depreciation*	4,724,700	(23)	4,819,000	2	4,915,400	5,013,800	5,114,100	5,216,400	5,320,800	5,427,300	5,535,900	5,646,700	5,759,700
140,000	147,000	135,500	123,000	(9)		*Add Back Unwinding Interest Free Loan*	109,600	(11)	91,400	(17)	71,900	51,000	28,100	0	0	0	0	0	0
2,667,000	4,636,000	1,634,800	3,009,500	84		*Add Back Loss on Infrastructure*	0	(100)	0	0	0	0	0	0	0	0	0	0	0
(3,409,900)	**(4,394,000)**	**(3,808,300)**	**(3,120,400)**	**(18)**		***Cash Result - Surplus / (Deficit)***	**(3,170,700)**	**2**	**(1,249,500)**	**(61)**	**(2,658,900)**	**(2,692,200)**	**(2,710,900)**	**(2,729,000)**	**(3,078,800)**	**(3,077,900)**	**(3,076,700)**	**(3,073,700)**	**(3,082,700)**
						Capital Movements													
141,000	423,000	702,600	822,000			Less Loan Principal Repayments	982,800		1,015,100		1,049,300	1,084,400	1,170,300	804,600	1,262,300	1,255,900	1,247,800	1,148,900	487,000
2,288,000	9,488,000	2,467,900	1,640,400			Less Transfer to Reserves	10,000		0		0	0	0	0	0	0	0	0	0
4,466,000	2,779,000	9,546,500	5,526,800			Add Transfer from Reserves	2,672,000		1,018,000		570,000	17,097,000	325,000	13,899,000	13,433,000	287,000	293,000	299,000	305,000
2,668,000	10,074,000	4,803,700	1,540,000			Add Capital Income Applied	4,178,500		174,000		178,000	2,500,000	0	8,340,000	0	0	0	0	0
6,073,000	10,230,000	13,536,300	6,975,000			Less Capital Expenditure	9,679,500		6,273,100		5,189,100	24,813,000	6,864,900	29,725,300	21,227,100	8,000,300	8,439,900	8,940,900	9,361,300
(4,777,900)	**(11,682,000)**	**(6,164,900)**	**(5,491,000)**	**(11)**		***Cash Result after Capital Movements***	**(6,992,500)**	**27**	**(7,345,700)**	**5**	**(8,149,300)**	**(8,992,600)**	**(10,421,100)**	**(11,019,900)**	**(12,135,200)**	**(12,047,100)**	**(12,471,400)**	**(12,864,500)**	**(12,626,000)**

ANCILLARY TRANSPORT SERVICES

Manager: *Paul Busmanis - “Manager - Engineering Works”*

Background
This program outlines all revenues and expenses related to the provision of ancillary services such as street lighting, signage, footpaths, parking, private works and town centre beautification.

Budget Comments

Operating Revenues

Fees and Charges
Private Works Income for private works undertaken by Council, with Council making a margin on these works as per the estimated operating expenses.
Burns Point Ferry Income from the operation of the Burns Point Ferry.

Operating Grants
Street Lighting State Government subsidy towards street lighting costs for main roads.
LIRS Subsidy Represents the rebate Council receives from the State for a local infrastructure renewal scheme (LIRS) loan taken out to assist with road related works.

Operating Expenses

Roads and Traffic Signs Maintenance of street signs and road lines

Street Lighting Electricity charges for street lighting.

Footpaths, Parking Areas and Bus Shelters Provision for maintenance. The majority of the car parking expense relates to a lease payment to the owner of the Sharpes Beach Car Park.

Wharves and Jetties Allocation for maintenance of wharves and jetties in the shire.

Burns Point Ferry Operating expenses. Partly offset by operating revenues.

Debt Servicing Interest payable on loans for town centre redevelopment works and LIRS loans.

Capital Movements

Loan Principal Repayments
Principal payable on town centre re-development loans and LIRS loans.

Transfer from Reserves
Funds transferred from reserves to finance loan repayments for town centres and to assist with capital expenditure. Refer to Part E for further information.

Capital Expenditure
This item includes all capital works planned for the year. Refer to Part C for further information.

ANCILLARY TRANSPORT SERVICES

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%	ACCOUNT		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
						Fees and Charges													
116,000	55,000	248,400	190,100	(23)	22151	Private Works	200,000	5	150,000	(25)	153,000	156,200	159,400	162,700	166,000	169,500	173,000	176,600	180,200
5,000	6,000	56,500	55,400	(2)	22151	Sundry Fees and Charges	9,200	(83)	6,200	(33)	6,400	6,600	6,800	7,000	7,200	7,400	7,600	7,800	8,000
385,000	374,000	447,500	452,000	1	22200	Burns Point Ferry	495,000	10	489,000	(1)	498,800	509,000	519,300	529,900	540,600	551,600	562,900	574,400	586,100
						Operating Grants & Contributions													
96,000	98,000	98,000	98,000	0	22150	Street Lighting	102,000	4	103,000	1	105,100	107,300	109,500	111,700	114,000	116,300	118,700	121,100	123,600
0	25,700	48,200	44,600	(7)	22150	LIRS Loan Subsidy	39,100	(12)	34,200	(13)	29,200	24,000	18,500	12,800	6,900	1,100	0	0	0
0	0	0	16,800	100	22150	Better Boating Program	0	(100)	0	0	0	0	0	0	0	0	0	0	0
31,000	40,000	7,300	19,000	160	22150	Miscellaneous Contributions	5,000	(74)	5,000	0	5,100	5,300	5,500	5,700	5,900	6,100	6,300	6,500	6,700
0	0	0	10,600	100	22157	Martin St Boat Harbour	23,000	117	0	(100)	0	0	0	0	0	0	0	0	0
633,000	**598,700**	**905,900**	**886,500**	**(2)**		**Total Operating Revenues**	**873,300**	**(1)**	**787,400**	**(10)**	**797,600**	**808,400**	**819,000**	**829,800**	**840,600**	**852,000**	**868,500**	**886,400**	**904,600**
						OPERATING EXPENSES													
						Maintenance Programs													
124,000	139,000	113,300	100,200	(12)	32132	Road and Traffic Signs	119,300	19	106,600	(11)	109,000	111,500	114,000	116,500	119,100	121,800	124,500	127,200	130,000
467,000	407,000	450,300	505,800	12	32130	Street Lighting	480,000	(5)	489,600	2	499,400	509,400	519,600	530,000	540,600	551,500	562,600	573,900	585,400
178,000	119,000	190,800	130,700	(31)	32135	Footpaths Maintenance	151,300	16	154,700	2	158,100	161,500	165,000	168,600	172,200	175,900	179,800	183,700	187,600
5,000	14,000	37,400	19,300	(48)	32137	Car Parking - Sharpes Beach Rent	64,400	234	40,200	(38)	41,100	42,000	42,900	43,800	44,700	45,600	46,600	47,600	48,600
8,000	8,000	5,900	6,300	7	32137	Car Parking - Maintenance and Rates	7,000	11	7,200	3	7,400	7,600	7,800	8,000	8,200	8,400	8,600	8,800	9,000
5,000	13,000	19,100	5,500	(71)	32138	Bus Shelters and Public Transport	10,000	82	12,000	20	12,300	12,700	13,100	13,500	13,900	14,300	14,700	15,100	15,500
114,000	99,000	222,500	173,200	(22)	32496	Private Works	170,000	(2)	120,000	(29)	122,400	125,000	127,600	130,200	132,900	135,600	138,500	141,400	144,300
16,000	17,000	20,900	80,600	286	32201	Wharves and Jetties	110,600	37	32,000	(71)	32,800	33,700	34,600	35,500	36,400	37,300	38,200	39,100	40,000
						Burns Point Ferry													
316,000	304,000	341,600	358,800	5	32200	Operation	329,700	(8)	235,000	(29)	341,300	348,500	355,900	363,400	371,100	378,800	386,800	394,900	403,200
297,000	309,000	305,600	305,500	(0)	32200	Salaries and Oncosts	325,000	6	332,000	2	338,700	345,500	352,500	359,600	366,800	374,200	381,700	389,400	397,200
						Debt Servicing													
165,000	179,000	183,800	159,600	(13)	32140	Interest on Loans	134,300	(16)	107,100	(20)	78,300	48,600	126,200	110,100	92,900	75,700	65,000	55,000	45,000
						Non-Cash Expenses													
632,000	152,000	24,800	102,000	311	32132	Depreciation - Ancillary	224,400	120	110,000	(51)	112,200	114,500	116,800	119,200	121,600	124,100	126,600	129,200	131,800
352,000	478,000	0	280,600	100	32132	Depreciation - Footpaths	333,600	19	300,000	(10)	306,000	312,200	318,500	324,900	331,400	338,100	344,900	351,800	358,900
26,000	26,000	44,000	38,700	(12)	32132	Depreciation - Maritime	40,000	3	40,000	0	40,800	41,700	42,600	43,500	44,400	45,300	46,300	47,300	48,300
2,705,000	**2,264,000**	**1,960,000**	**2,266,800**	**16**		**Total Operating Expenses**	**2,499,600**	**10**	**2,086,400**	**(17)**	**2,199,800**	**2,214,400**	**2,337,100**	**2,366,800**	**2,396,200**	**2,426,600**	**2,464,800**	**2,504,400**	**2,544,800**
(2,072,000)	**(1,665,300)**	**(1,054,100)**	**(1,380,300)**	**31**		***Operating Result - Surplus / (Deficit)***	**(1,626,300)**	**18**	**(1,299,000)**	**(20)**	**(1,402,200)**	**(1,406,000)**	**(1,518,100)**	**(1,537,000)**	**(1,555,600)**	**(1,574,600)**	**(1,596,300)**	**(1,618,000)**	**(1,640,200)**
1,010,000	656,000	68,800	421,300	**512**		*Add Back Depreciation*	598,000	**42**	450,000	**(25)**	459,000	468,400	477,900	487,600	497,400	507,500	517,800	528,300	539,000
(1,062,000)	**(1,009,300)**	**(985,300)**	**(959,000)**	**(3)**		***Cash Result - Surplus / (Deficit)***	**(1,028,300)**	**7**	**(849,000)**	**(17)**	**(943,200)**	**(937,600)**	**(1,040,200)**	**(1,049,400)**	**(1,058,200)**	**(1,067,100)**	**(1,076,500)**	**(1,089,700)**	**(1,101,200)**
						Capital Movements													
352,000	375,000	448,700	416,500			Less Loan Principal Repayments	441,900		469,100		498,000	444,800	350,800	366,900	384,200	317,000	243,000	253,000	263,000
2,586,000	1,085,000	512,300	2,168,800			Less Transfer to Reserves	970,000		0		0	0	0	0	0	0	0	0	0
5,502,000	3,019,000	2,484,000	1,382,400			Add Transfer from Reserves	4,865,100		1,423,000		378,100	300,400	289,500	295,200	301,100	306,900	309,100	308,000	308,000
119,000	1,537,000	608,100	1,817,800			Add Capital Income Applied	872,300		1,190,000		125,000	0	0	0	0	0	0	0	0
3,029,000	3,948,000	2,270,500	2,463,700			Less Capital Expenditure	4,611,100		2,707,000		615,000	510,000	530,000	551,000	573,000	596,000	619,000	643,000	669,000
(1,408,000)	**(1,861,300)**	**(1,124,700)**	**(2,807,800)**	**150**		***Cash Result after Capital Movements***	**(1,313,900)**	**(53)**	**(1,412,100)**	**7**	**(1,553,100)**	**(1,592,000)**	**(1,631,500)**	**(1,672,100)**	**(1,714,300)**	**(1,673,200)**	**(1,631,400)**	**(1,677,700)**	**(1,725,200)**

ROADS AND MARITIME SERVICES (RMS)

Manager: *Paul Busmanis - "Manager - Engineering Works"*

Background

This program outlines all revenues and expenses related to works funded through the Roads and Maritime Services (RMS).

Budget Comments

Operating Revenues

Preservation Program
Includes maintenance works undertaken under the Single Invitation Maintenance Contract (SIC) arrangements with the RMS. This includes all maintenance works on State Highway 10 – Pacific Highway and State Highway 16 – Bruxner Highway. Roads are to be maintained to an agreed standard. The opportunities for this work have virtually ceased with the opening of the Ballina and Alstonville bypasses.

Works Orders (Restoration Program)
Includes rehabilitation projects on State and Regional roads. Works on State roads are undertaken on a contract arrangement with the RMS. Works on Regional roads are often funded 50:50 between Council and the RMS.

Council competes with other Northern Region councils to secure this RMS funding component. Prior to the start of the year it is typical that advice regarding grants is unknown and budgets will be included if funding becomes available.

Regional Roads Block Grant
The "Regional Roads Block Grant" refers to funds provided for the maintenance of all RMS regional roads. Council determines how these funds are allocated.

Income items are fully offset by matching expenditure accounts.

Cash Result - Surplus / **(Deficit)** This program should be self funding (i.e. nil result) as income is offset by matching expenditure.

ROADS AND MARITIME SERVICES

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%	ACCOUNT		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
						Fees and Charges													
171,000	47,000	0	0	0	22220	State Roads - Preservation Porgram	0	0	0	0	0	0	0	0	0	0	0	0	0
819,000	68,000	0	0	0	22220	State Roads - Works Orders	0	0	0	0	0	0	0	0	0	0	0	0	0
						External Contributions													
592,000	562,000	926,000	866,500	(6)	22220	Regional Roads Block Grant	885,000	2	1,027,000	16	1,048,000	1,069,400	1,091,300	1,113,500	1,136,100	1,159,300	1,183,000	1,207,100	1,231,600
1,582,000	**677,000**	**926,000**	**866,500**	**(6)**		**Total Operating Revenues**	**885,000**	**2**	**1,027,000**	**100**	**1,048,000**	**1,069,400**	**1,091,300**	**1,113,500**	**1,136,100**	**1,159,300**	**1,183,000**	**1,207,100**	**1,231,600**
						OPERATING EXPENSES													
182,000	98,000	0	0	0	32255	State Roads - Preservation	0	0	0	0	0	0	0	0	0	0	0	0	0
7,000	0	0	0	0	32220	State Roads - Construction	0	0	0	0	0	0	0	0	0	0	0	0	0
555,000	21,000	0	0	0	32220	State Roads - Works Order	0	0	0	0	0	0	0	0	0	0	0	0	0
559,000	611,000	749,800	669,200	(11)	32250	Regional Roads	1,033,400	54	1,027,000	(1)	1,048,000	1,069,400	1,091,300	1,113,500	1,136,100	1,159,300	1,183,000	1,207,100	1,231,600
1,303,000	**730,000**	**749,800**	**669,200**	**(11)**		**Total Operating Expenses**	**1,033,400**	**54**	**1,027,000**	**(1)**	**1,048,000**	**1,069,400**	**1,091,300**	**1,113,500**	**1,136,100**	**1,159,300**	**1,183,000**	**1,207,100**	**1,231,600**
279,000	**(53,000)**	**176,200**	**197,300**	**12**		***Operating Result - Surplus / (Deficit)***	**(148,400)**	**(175)**	**0**	**(100)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
0	0	0	0	0		*Add Back Depreciation*	0	0	0	0	0	0	0	0	0	0	0	0	0
279,000	**(53,000)**	**176,200**	**197,300**	**12**		***Cash Result - Surplus / (Deficit)***	**(148,400)**	**(175)**	**0**	**(100)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
						Capital Movements													
0	0	0	0			Less Loan Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
287,000	24,000	73,000	146,900			Less Transfer to Reserves	0		0		0	0	0	0	0	0	0	0	0
8,000	77,000	0	125,900			Add Transfer from Reserves	146,900		0		0	0	0	0	0	0	0	0	0
0	0	0	0			Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0
0	0	103,200	115,900			Less Capital Expenditure	7,500		0		0	0	0	0	0	0	0	0	0
0	**0**	**0**	**60,400**	**100**		***Cash Result after Capital Movements***	**(9,000)**	**(115)**	**0**	**(100)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

OPEN SPACES AND RESERVES

Manager: *Cheyne Willebrands- "Manager - Open Spaces and Resource Recovery"*

Background
This program details costs related to the management of all Council parks, reserves, sporting grounds, beaches and cemeteries.

Budget Comments

Operating Revenues
Fees and Charges Includes income from occasional hire of open space areas, beach permits for four wheel drive vehicles and sales from the Council nursery, the majority of which are internal sales to Council.

Operating Grants and Contributions Funding for the two disabled crews employed by Council (referred to as the Regional Works Crew and Nursery Crew).

Contributions Council receives an on-going contribution from the State Government for maintenance of the crown reserves on which the crown caravan reserve parks reside. A small amount of funding is also provided for capital works.

Cemetery Charges Fees and charges from Council owned or controlled cemeteries (East Ballina, Alstonville, Wardell, Rous and Tintenbar).

Operating Expenses
Management Includes salaries and oncosts for two full time employees (total of 10 days) and one motor vehicle.

Open Spaces and Reserves Includes the various operating budgets for this program. Items in the program include all staff costs, plant hire, materials, plus contracts such as surf lifesaving.

Vegetation Management Includes wages, oncosts, plant hire and materials related to the provision of vegetation management services largely provided on crown reserves. The majority of the weed control item represents Council's contribution to the Far North Coast (Noxious Plants) County Council.

Sporting Grounds Includes wages, plant hire and materials for the maintenance and operation of sporting fields.

Cemeteries Includes wages, plant hire and materials for the maintenance of the Council owned cemeteries.

Capital Movements

Transfer to Reserves Represents the surplus generated on the Council cemeteries.

Transfer from Reserves Typically this relates to a dividend from the cemeteries to help balance the Council budget or alternatively funds to finance cemetery capital works. Any cemetery capital works are listed in Part C. This year there is also a large transfer being funds held for the construction of the Wollongbar Sports Fields.

Capital Income Any capital income typically relates to section 94 funds to finance capital works on parks and sporting fields, plus any forecast capital grants.

Capital Expenditure Refer to Part C of this document for further information.

OPEN SPACES AND RESERVES

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED														
2011/12	2012/13	2013/14	2014/15	%	ACCOUNT		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
						Fees and Charges													
14,900	200	33,100	38,700	17	22230	Licences - Greater than 12 months	30,000	(22)	31,000	3	31,700	32,400	33,100	33,800	34,500	35,200	36,000	36,800	37,600
19,400	39,400	9,000	6,300	(30)	22230	Licences and Hire - Less than 12 months	4,000	(37)	4,000	0	4,100	4,200	4,300	4,400	4,500	4,600	4,700	4,800	4,900
12,200	13,700	24,900	25,300	2	22230	4WD Permits	25,000	(1)	25,000	0	25,500	26,100	26,700	27,300	27,900	28,500	29,100	29,700	30,300
19,700	29,600	23,000	37,300	62	22230	Nursery - Sales	27,500	(26)	28,500	4	29,200	29,900	30,600	31,300	32,100	32,900	33,700	34,500	35,300
500	300	100	300	200	22230	Miscellaneous Fees	300	0	400	33	500	600	700	800	900	1,000	1,100	1,200	1,300
						Grants and Contributions													
143,000	130,000	192,100	120,900	(37)	22230	Grants - Regional Works Crew	107,000	(11)	110,000	3	112,300	114,700	117,100	119,600	122,200	124,800	127,400	130,100	132,800
1,000	6,000	0	7,200	100	22256	Grants - Sporting Fields	24,500	240	6,700	(73)	6,900	7,100	7,300	7,500	7,700	7,900	8,100	8,300	8,500
206,000	175,000	145,500	149,600	3	26114	State Govt - Crown Reserve Conts	154,200	3	158,000	2	161,200	164,500	167,800	171,300	174,900	178,500	182,200	185,900	189,700
						Vegetation Management													
206,000	152,000	136,500	95,100	(30)	22241	Operating Grants	133,000	40	5,000	(96)	5,100	5,300	5,500	5,700	5,900	6,100	6,300	6,500	6,700
						Other Services													
368,000	360,000	339,600	403,200	19	22250	Cemeteries - Fees and Charges	385,000	(5)	400,000	4	408,000	416,200	424,600	433,100	441,800	450,700	459,800	469,000	478,400
						Interest on Investments													
0	0	82,700	79,200	(4)	22256	Interest	0	(100)	0	0	0	0	0	0	0	0	0	0	0
990,700	**906,200**	**986,500**	**963,100**	**(2)**		**Total Operating Revenues**	**890,500**	**(8)**	**768,600**	**(14)**	**784,500**	**801,000**	**817,700**	**834,800**	**852,400**	**870,200**	**888,400**	**906,800**	**925,500**
						OPERATING EXPENSES													
						Open Spaces and Reserves Management													
223,000	229,000	158,300	179,900	14	32260	Employee Costs	186,300	4	190,000	2	193,900	197,900	202,000	206,100	210,300	214,600	219,000	219,300	219,600
						Open Spaces and Reserves													
1,481,000	1,530,000	1,633,500	1,470,000	(10)	32262	Operating Expenses	1,645,500	12	1,683,400	2	1,717,400	1,752,300	1,787,800	1,824,000	1,860,900	1,898,500	1,936,700	1,975,800	2,015,700
12,000	5,000	6,100	5,300	(13)	32262	Donation - Mowing on Private Property	7,500	42	7,500	0	7,700	7,900	8,100	8,300	8,500	8,700	8,900	9,100	9,300
77,000	63,000	68,100	62,000	(9)	32265	Tree Lopping and Maintenance	79,000	27	79,000	0	80,700	82,400	84,100	85,900	87,700	89,500	91,400	93,300	95,200
18,000	2,000	20,000	17,900	(11)	32265	Street Tree Planting Program	26,000	45	30,000	15	30,600	31,300	32,000	32,700	33,400	34,100	34,800	35,500	36,300
0	0	0	0	0	32265	Fig Tree Management Program	15,000	100	15,000	0	15,300	15,700	16,100	16,500	16,900	17,300	17,700	18,100	18,500
0	10,000	2,000	87,300	4,265	32265	Town Entry Beautification Program	50,700	(42)	0	(100)	643,000	140,000	0	0	0	0	0	0	0
166,000	184,000	178,300	207,700	16	32266	Nursery Operations	211,900	2	205,900	(3)	210,300	214,700	219,300	223,900	228,600	233,400	238,200	243,200	248,200
30,000	25,000	22,400	26,400	18	32267	Amphitheatre and Skatepark	30,900	17	37,400	21	38,500	39,700	40,900	42,100	43,300	44,500	45,700	47,000	48,300
4,000	2,000	1,500	4,100	173	32270	Beach Cleaning	12,000	193	12,500	4	12,800	13,100	13,400	13,700	14,000	14,300	14,600	14,900	15,200
218,000	229,000	232,300	261,400	13	32270	Surf Life Saving Services - Contract	265,000	1	270,000	2	275,400	281,000	286,700	292,500	298,400	304,400	310,500	316,800	323,200
9,000	9,000	8,500	7,600	(11)	32270	Other Beach Exps - Insurance / Permits	28,600	276	8,800	(69)	9,100	9,400	9,700	10,000	10,300	10,600	10,900	11,200	11,500
						Vegetation Management													
44,000	61,000	65,200	73,100	12	32275	Coastal and Bushland Reserves	69,500	(5)	69,500	0	71,200	73,200	75,200	77,200	79,300	81,400	83,600	85,800	88,000
64,000	66,000	104,200	110,500	6	32277	Weed Control	120,000	9	122,000	2	124,500	127,200	129,900	132,600	135,400	138,200	141,100	144,000	147,000
103,000	144,000	233,100	173,800	(25)	32279	Grant Funded Projects	466,500	168	51,800	(89)	53,700	55,600	57,500	59,400	61,300	63,200	65,100	67,000	68,900
						Other Services													
285,000	313,000	302,200	368,400	22	32310	Sports Fields - Operating Expenses	368,000	(0)	388,500	6	415,300	424,800	434,500	444,500	454,600	465,100	475,700	486,600	497,500
241,000	257,000	219,500	275,000	25	32300	Cemeteries - Operating Expenses	280,000	2	286,400	2	292,400	298,500	305,000	311,500	318,200	324,900	331,600	338,600	345,600
						Non-Cash Expenses													
5,000	5,000	7,200	21,300	196	32261	Depreciation - Cemeteries	22,000	3	22,000	0	22,500	23,000	23,500	24,000	24,500	25,000	25,500	26,100	26,700
0	0	0	0			Depreciation - Open Spaces	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	38,700	85,000			Loss on Disposal of Infrastructure Assets	0	(100)	0	0	0	0	0	0	0	0	0	0	0
2,980,000	**3,134,000**	**3,301,100**	**3,436,700**	**4**		**Total Operating Expenses**	**3,884,400**	**13**	**3,479,700**	**(10)**	**4,214,300**	**3,787,700**	**3,725,700**	**3,804,900**	**3,885,600**	**3,967,700**	**4,051,000**	**4,132,300**	**4,214,700**
(1,989,300)	**(2,227,800)**	**(2,314,600)**	**(2,473,600)**	**7**		**Operating Result - Surplus / (Deficit)**	**(2,993,900)**	**21**	**(2,711,100)**	**(9)**	**(3,429,800)**	**(2,986,700)**	**(2,908,000)**	**(2,970,100)**	**(3,033,200)**	**(3,097,500)**	**(3,162,600)**	**(3,225,500)**	**(3,289,200)**
5,000	5,000	7,200	21,300	196		*Add Back Depreciation*	22,000	3	22,000	0	22,500	23,000	23,500	24,000	24,500	25,000	25,500	26,100	26,700
0	0	38,700	85,000	0		*Add Back Loss on Infrastructure Assets*	0	(100)	0	0	0	0	0	0	0	0	0	0	0
(1,984,300)	**(2,222,800)**	**(2,268,700)**	**(2,367,300)**	**203**		***Cash Result - Surplus / (Deficit)***	**(2,971,900)**	**(76)**	**(2,689,100)**	**(10)**	**(3,407,300)**	**(2,963,700)**	**(2,884,500)**	**(2,946,100)**	**(3,008,700)**	**(3,072,500)**	**(3,137,100)**	**(3,199,400)**	**(3,262,500)**
						Capital Movements													
0	0	0	0			Less Loan Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
614,000	734,000	2,182,900	5,876,900			Less Transfer to Reserves	111,500		120,300		122,500	124,800	126,900	129,100	131,300	133,700	136,300	138,700	141,300
738,000	1,578,000	818,300	5,807,100			Add Transfer from Reserves	5,738,400		1,030,000		693,000	940,000	950,000	50,000	50,000	50,000	50,000	50,000	50,000
36,000	1,000,000	1,521,000	25,000			Add Capital Income Applied	0		60,000		0	0	0	0	0	0	0	0	0
738,000	2,315,000	609,000	606,600			Less Capital Expenditure	5,842,600		1,388,000		361,000	1,126,000	1,541,000	781,000	1,173,000	990,000	1,057,000	1,101,000	1,120,000
(2,562,300)	**(2,693,800)**	**(2,721,300)**	**(3,018,700)**	**11**		***Cash Result after Capital Movements***	**(3,187,600)**	**6**	**(3,107,400)**	**(3)**	**(3,197,800)**	**(3,274,500)**	**(3,602,400)**	**(3,806,200)**	**(4,263,000)**	**(4,146,200)**	**(4,280,400)**	**(4,389,100)**	**(4,473,800)**

FLEET AND PLANT

Manager: *Tony Partridge - "Manager - Support Operations"*

Background

This program includes all income and expenses related to the management of Council's fleet and plant and the operation of the Council workshop.

Budget Comments

Operating Revenues

Fees and Charges
Staff Lease Fees Represents staff deductions where staff are permitted private use of Council's fleet.

Operating Expenses

Plant Running Expenses Includes all costs related to the running of Council's plant fleet such as wages, oncosts, vehicle maintenance, parts, insurance, registration, FBT etc.

Hire Charges Consists largely of internal hire charges. The majority of Council's fleet is charged out against the activity it is working on. This item reflects the credit side of that charge. The plant hire rate reflects both operating costs and depreciation, with the aim being to generate a cash surplus that is used to fund future purchases.

Workshop Operating Expenses Major costs include salaries and oncosts, office expenses, electricity, telephone charges and building maintenance.

Overheads Charged to Plant Represents internal overheads charged to the plant operations

Capital Movements
The plant operations generate a surplus on day to day operations, which is then used to finance Capital Expenditure.

Loan Principal Repayments Loan repayments where the plant operations has borrowed to finance plant purchases.

Transfer to Reserves This item is the cash surplus on operations transferred to reserve to finance the plant purchases planned for the year. Refer to Part E of this document for further information.

Transfer from Reserves This item is the transfer from reserve to finance the plant purchases planned for the year. Refer to Parts C and E of this document for further information.

Capital Expenditure This item relates to plant purchases planned for the year. Refer to Part C of this document for further information.

Cash Result after Capital Movements All income raised from plant charges is expended on the operation and purchase of replacement plant resulting in the program breaking even on a cash basis.

FLEET AND PLANT

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED													
2011/12	2012/13	2013/14	2014/15	%	ACCOUNT		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
						Fleet Management - Fees and Charges													
139,400	141,300	145,700	156,200	7	22260	Staff Lease Fees	175,000	12	178,000	2	181,600	185,300	189,100	192,900	196,800	200,800	204,900	209,000	213,200
						Operating Grants and Contributions													
37,800	43,800	48,300	44,000	(9)	22260	Diesel Rebate	54,000	23	55,000	2	56,100	57,300	58,500	59,700	60,900	62,200	63,500	64,800	66,100
						Interest On Investments													
45,800	20,300	19,600	20,300	4	22260	Interest On Investments	5,000	(75)	3,000	(40)	7,000	7,000	18,000	23,000	18,000	19,000	13,000	13,000	1,000
						Sundry Revenues													
5,400	55,100	30,800	26,600	(14)	22260	Scrap Metal Sales	17,500	(34)	18,000	3	18,400	18,800	19,200	19,600	20,000	20,400	20,900	21,400	21,900
						Gain on Disposal of Assets													
99,400	48,000	57,600	79,800	39	22260	Gain on Disposal of Plant and Equipment	0	(100)	0	0	0	0	0	0	0	0	0	0	0
327,800	**308,500**	**302,000**	**326,900**	**8**		**Total Operating Revenues**	**251,500**	**(23)**	**254,000**	**1**	**263,100**	**268,400**	**284,800**	**295,200**	**295,700**	**302,400**	**302,300**	**308,200**	**302,200**
						OPERATING EXPENSES													
						Operating Expenses													
1,981,700	2,148,900	2,238,800	2,165,500	(3)	32320	Plant Running Expenses	2,554,400	18	2,603,500	2	2,655,800	2,709,200	2,763,900	2,819,500	2,876,200	2,934,200	2,993,300	3,053,600	3,115,000
(2,920,700)	(3,420,900)	(3,551,100)	(3,612,200)	2	22260	Internal Plant Hire Charges	(3,972,400)	10	(3,978,000)	0	(4,082,400)	(4,164,800)	(4,248,700)	(4,334,200)	(4,421,500)	(4,510,600)	(4,601,300)	(4,694,000)	(4,788,700)
158,600	159,800	158,300	150,600	(5)	32322	Workshop Operating Expenses	192,700	28	174,700	(9)	178,500	182,400	186,400	190,500	194,700	198,900	203,200	207,500	212,000
152,000	169,000	221,000	337,000	52	32320	Overheads Charged to Plant	342,000	1	348,000	2	355,000	362,100	369,400	376,800	384,400	392,100	400,000	408,000	416,200
						Debt Servicing													
3,700	1,900	0	0	0	32320	Interest on Loans	0	0	0	0	0	0	0	0	0	0	0	0	0
						Loss on Disposal of Assets													
38,200	76,600	14,200	19,200	35	22260	Loss on Disposal of Assets	0	(100)	0	0	0	0	0	0	0	0	0	0	0
						Non-Cash Expenses													
959,300	1,128,900	1,154,800	980,800	(15)	32320	Depreciation	920,000	(6)	920,000	0	938,400	957,200	976,400	996,000	1,016,000	1,036,400	1,057,200	1,078,400	1,100,000
372,800	**264,200**	**236,000**	**40,900**	**(83)**		**Total Operating Expenses**	**36,700**	**(10)**	**68,200**	**86**	**45,300**	**46,100**	**47,400**	**48,600**	**49,800**	**51,000**	**52,400**	**53,500**	**54,500**
(45,000)	**44,300**	**66,000**	**286,000**	**333**		***Operating Result - Surplus / (Deficit)***	**214,800**	**(25)**	**185,800**	**(14)**	**217,800**	**222,300**	**237,400**	**246,600**	**245,900**	**251,400**	**249,900**	**254,700**	**247,700**
959,000	1,129,000	1,154,800	980,800	(15)		*Add Back Depreciation*	920,000	(6)	920,000	0	938,400	957,200	976,400	996,000	1,016,000	1,036,400	1,057,200	1,078,400	1,100,000
914,000	**1,173,300**	**1,220,800**	**1,266,800**	**4**		***Cash Result - Surplus / (Deficit)***	**1,134,800**	**(10)**	**1,105,800**	**(3)**	**1,156,200**	**1,179,500**	**1,213,800**	**1,242,600**	**1,261,900**	**1,287,800**	**1,307,100**	**1,333,100**	**1,347,700**
						Capital Movements													
30,000	32,000	0	0			Less Loan Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
915,000	1,201,300	1,169,400	1,266,800			Less Transfer to Reserves	1,134,800		1,105,800		1,156,200	1,179,500	1,213,800	1,242,600	1,261,900	1,287,800	1,307,100	1,333,100	1,347,700
880,000	1,196,000	1,113,500	1,223,200			Add Transfer from Reserves	1,954,000		954,600		1,148,200	679,200	1,011,000	1,433,000	1,222,000	1,572,000	1,275,000	707,000	707,000
0	0	0	0			Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0
849,000	1,136,000	1,164,900	1,307,700			Less Capital Expenditure	1,954,000		954,600		1,148,200	679,200	1,011,000	1,433,000	1,222,000	1,572,000	1,275,000	707,000	707,000
0	**0**	**0**	**(84,500)**	**100**		***Cash Result after Capital Movements***	**0**	**(100)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

RURAL FIRE SERVICE

Manager: *Tony Partridge – "Manager - Support Operations"*

Background

This program includes all revenues and expenses in respect to the provision of fire control services to the local government area.

Budget Comments

Operating Revenues

Operating Grants
Includes the NSW Rural Fire Service contribution towards bushfire operations. This amount is determined by Council's annual submission to the NSW Rural Fire Service.

Operating Expenses

Contributions to Bushfire Brigades
Consists of:

Contribution to NSW Fire Brigade - Annual contribution to the NSW Fire Brigade, which co-ordinates all urban fire brigade operations. This item is not funded by any off-setting grants.

Contribution to Rural Fire Fighting Fund - Annual contribution to the Fund, which co-ordinates all rural fire brigade operations. This item represents 13.3% of the estimated operating costs, capital costs and a bushfire services administration charge for the Ballina Rural Fire District.

Fire Control Expenses
Includes various operating expenses that are required to co-ordinate and operate Council's rural fire operations. Major costs include vehicles maintenance, insurance, fuel, bush fire management plans and management co-ordination fee to Byron Council.

RURAL FIRE SERVICE

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%	ACCOUNT		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
212,000	249,000	161,500	181,900	13	21060	Operating Grants	190,000	4	194,000	2	198,000	202,100	206,300	210,500	214,900	219,300	223,900	228,500	233,200
212,000	**249,000**	**161,500**	**181,900**	**13**		**Total Operating Revenues**	**190,000**	**4**	**194,000**	**2**	**198,000**	**202,100**	**206,300**	**210,500**	**214,900**	**219,300**	**223,900**	**228,500**	**233,200**
						OPERATING EXPENSES													
210,000	187,000	244,800	162,400	(34)	31060	Contributions to Fire Brigades	173,000	7	174,000	1	177,500	181,200	184,900	188,700	192,500	196,400	200,500	204,600	208,800
92,000	95,000	79,300	83,000	5	31061	Fire Control Expenses	106,000	28	107,000	1	109,400	112,100	114,800	117,500	120,200	122,900	125,900	128,900	132,000
38,000	115,000	40,800	31,600	(23)	31062	Fire Control Expenses (Council Control)	107,000	239	78,700	(26)	80,500	82,300	84,200	86,100	88,000	89,900	91,900	93,900	95,900
						Non-Cash Expenses													
9,000	9,000	0	0	0	31062	Depreciation	9,000	100	0	(100)	0	0	0	0	0	0	0	0	0
349,000	**406,000**	**364,900**	**277,000**	**(24)**		**Total Operating Expenses**	**395,000**	**43**	**359,700**	**(9)**	**367,400**	**375,600**	**383,900**	**392,300**	**400,700**	**409,200**	**418,300**	**427,400**	**436,700**
(137,000)	**(157,000)**	**(203,400)**	**(95,100)**	**(53)**		***Operating Result - Surplus / (Deficit)***	**(205,000)**	**116**	**(165,700)**	**(19)**	**(169,400)**	**(173,500)**	**(177,600)**	**(181,800)**	**(185,800)**	**(189,900)**	**(194,400)**	**(198,900)**	**(203,500)**
9,000	9,000	0	0	0		*Add Back Depreciation*	9,000	100	0	(100)	0	0	0	0	0	0	0	0	0
(128,000)	**(148,000)**	**(203,400)**	**(95,100)**	**(53)**		***Cash Result - Surplus / (Deficit)***	**(196,000)**	**106**	**(165,700)**	**(15)**	**(169,400)**	**(173,500)**	**(177,600)**	**(181,800)**	**(185,800)**	**(189,900)**	**(194,400)**	**(198,900)**	**(203,500)**
						Capital Movements													
0	0	0	0			Less Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
56,000	26,000	21,600	31,000			Less Transfer to Reserves	0		0		0	0	0	0	0	0	0	0	0
44,000	31,000	25,900	21,600			Add Transfer from Reserves	31,000		0		0	0	0	0	0	0	0	0	0
0	0	183,100	(500)			Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0
0	11,000	199,700	0			Less Capital Expenditure	0		0		0	0	0	0	0	0	0	0	0
(140,000)	**(154,000)**	**(215,700)**	**(105,000)**	**(51)**		***Cash Result after Capital Movements***	**(165,000)**	**57**	**(165,700)**	**0**	**(169,400)**	**(173,500)**	**(177,600)**	**(181,800)**	**(185,800)**	**(189,900)**	**(194,400)**	**(198,900)**	**(203,500)**

QUARRIES

Manager: *Tony Partridge – "Manager - Support Operations"*

Background

This program includes all revenues and expenses relevant to the quarries owned by Council, being Tuckombil and Stokers quarries. The sandpit located at the Ballina airport is currently not operational.

Budget Comments

Operating Revenues

Tuckombil and Shale Quarries
Royalties received on mineral extracted.

Airport Sandpit
The future of this business is uncertain and no income has been forecast at this time.

Operating Expenses

Tuckombil Quarry
Includes a small amount for maintenance costs plus on-going remediation assessments.

Airport Sandpit
Some maintenance and environmental monitoring costs.

Capital Movements

Transfer to and from Reserves
Any surplus is transferred to reserve to fund future remediation costs; however Council also typically takes a transfer from this reserve each year, as a dividend, to assist in supporting the Council's General Fund operations. Council is also now taking a dividend to finance a repayment relating to a loan taken out for road works as part of the NSW State Government's Local Infrastructure Renewal Scheme (LIRS).

Cash Result after Capital Movements
Any cash surplus represents the net dividend to General Fund.

QUARRIES

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%	ACCOUNT		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
						Fees and Charges													
304,000	411,000	349,700	251,800	(28)	22265	Tuckombil	241,000	(4)	31,000	(87)	181,700	185,400	189,200	193,100	197,000	201,000	205,200	209,400	213,700
0	0	0	0	0	22265	Airport Sandpit	0	0	0	0	0	0	0	0	0	0	0	0	0
					22265	Overburden Material Sales	40,000												
						Non-cash Items													
0	0	0	223,900	100	22265	Remediation	0	(100)	0	0	0	0	0	0	0	0	0	0	0
304,000	**411,000**	**349,700**	**475,700**	**36**		**Total Operating Revenues**	**281,000**	**(41)**	**31,000**	**(89)**	**181,700**	**185,400**	**189,200**	**193,100**	**197,000**	**201,000**	**205,200**	**209,400**	**213,700**
						OPERATING EXPENSES													
						Tuckombil Quarry													
2,000	2,000	1,500	4,300	187	32325	Buildings Maintenance	4,200	(2)	4,200	0	4,300	4,400	4,500	4,600	4,700	4,800	4,900	5,000	5,100
4,000	10,000	1,300	1,700	31	32325	Operating Costs	2,000	18	2,000	0	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900
1,000	28,000	5,400	121,900	2,157	32325	Expansion Feasbility and Approvals	323,000	165	0	(100)	0	0	0	0	0	0	0	0	0
15,000	10,000	23,000	36,000	57	32325	Indirect Expenses - Overheads	53,000	47	33,000	(38)	33,700	34,400	35,100	35,800	36,500	37,200	37,900	38,700	39,500
						Other Resources													
55,000	21,000	11,600	11,500	(1)	32326	Airport Sandpit	13,000	13	13,000	0	13,400	13,900	14,400	14,900	15,400	15,900	16,400	16,900	17,400
0	0	0	0	0	32326	North Creek Sand Dredging	0	0	0	0	0	0	0	0	0	0	0	0	0
						Non-Cash Expenses													
(90,000)	55,000	33,800	43,000	27	32325	Unwinding Interest Free Loan	44,300	3	45,700	3	47,200	19,200	19,900	20,600	21,400	22,100	22,900	23,800	23,800
91,000	92,000	96,000	9,400	(90)	32325	Depreciation - Quarries	10,000	6	10,000	0	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,400	12,700
78,000	**218,000**	**172,600**	**227,800**	**32**		**Total Operating Expenses**	**449,500**	**97**	**107,900**	**(76)**	**111,000**	**84,700**	**87,100**	**89,500**	**92,000**	**94,400**	**96,900**	**99,600**	**101,400**
226,000	**193,000**	**177,100**	**247,900**	**40**		***Operating Result - Surplus / (Deficit)***	**(168,500)**	**(168)**	**(76,900)**	**(54)**	**70,700**	**100,700**	**102,100**	**103,600**	**105,000**	**106,600**	**108,300**	**109,800**	**112,300**
0	0	0	(223,900)	100		*Add Back Remediation*	0	(100)	0	0	0	0	0	0	0	0	0	0	0
(90,000)	55,000	33,800	43,000	27		*Add Back Unwinding*	44,300	3	45,700	3	47,200	19,200	19,900	20,600	21,400	22,100	22,900	23,800	23,800
91,000	92,000	96,000	9,400	(90)		*Add Back Depreciation*	10,000	6	10,000	0	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,400	12,700
227,000	**340,000**	**306,900**	**76,400**	**(75)**		***Cash Result - Surplus / (Deficit)***	**(114,200)**	**(249)**	**(21,200)**	**(81)**	**128,200**	**130,500**	**132,900**	**135,400**	**137,900**	**140,500**	**143,300**	**146,000**	**148,800**
						Capital Movements													
0	0	0	0			Less Loan Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
283,000	378,000	306,900	76,400			Less Transfer to Reserves	0		0		128,200	130,500	132,900	135,400	137,900	140,500	143,300	146,000	148,800
155,000	139,000	210,000	250,000			Add Transfer from Reserves	314,200		200,000		200,000	200,000	200,000	200,000	200,000	115,000	50,000	50,000	50,000
0	0	0	0			Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0
0	0	0	0			Less Capital Expenditure	0		0		0	0	0	0	0	0	0	0	0
99,000	**101,000**	**210,000**	**250,000**	**19**		***Cash Result after Capital Movements***	**200,000**	**(20)**	**178,800**	**(11)**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**115,000**	**50,000**	**50,000**	**50,000**

LANDFILL AND RESOURCE MANAGEMENT

Manager: *Cheyne Willebrands – "Manager Open Spaces and Resource Recovery"*

Background

This program includes all revenues and expenses related to the management of non-domestic waste collection services (i.e. businesses) and the operation of Council's waste disposal facilities (landfill sites).

Budget Comments

Operating Revenues

Annual Charges Annual charges for commercial (non residential) waste collection services and an annual waste charge for all residential properties to finance the operations of the Council landfill.

Waste Collection Fees Represents gate charges for users of the Council landfill, including Council internal use.

Contributions Income reimbursed to Council from the State Government waste levy.

Sundry Fees Sale of waste bins and miscellaneous items.

Operating Expenses

Waste Administration Includes salaries and office expenses related to the operation of the waste facility along with an internal charge for Council overheads.

Waste Received Costs related to the operation of the weighbridge and transfer stations.

Waste Collection Staff wages and plant hire related to collection of waste from business and non-rateable properties.

Waste Recycling Staff wages and plant hire related to the management of recyclates including the exportation of recyclable materials. Majority of the expenditure relates to the transport of recyclables.

Waste Disposal Landfill operating expenses - Various operating expenses including wages, plant hire and materials. Also includes the State Government levy on waste collected, transport of construction and demolition off site and transfer of green waste off site.

Capital Movements

Loan Principal Repayments Relating to loan borrowings for the Council waste disposal facility. These loans were taken out to finance the remediation of former waste cells and the opening of new waste cells.

Transfer to or from Reserves Any surplus is transferred to reserves to finance future remediation works. Any capital works are funded by a transfer from reserves.

Capital Expenditure Refer to Part C of this document for further information.

LANDFILL AND RESOURCE MANAGEMENT

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%	ACCOUNT		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
						Fees and Charges													
412,000	443,000	464,300	501,900	8	22280	Annual Charges - Commercial Properties	516,000	3	527,000	2	538,000	549,000	560,000	571,000	583,000	595,000	607,000	619,000	631,000
0	0	0	1,199,900	100		Annual Charges - Residential Properties	1,250,000	4	1,258,000	1	1,287,000	1,317,000	1,347,000	1,379,000	1,411,000	1,443,000	1,477,000	1,511,000	1,546,000
41,000	2,000	4,600	10,000	117	22281	Bulk Waste Collection Service	15,000	50	15,000	0	15,000	15,300	15,700	16,100	16,500	16,900	17,300	17,700	18,100
1,215,000	1,250,000	1,281,800	1,262,500	(2)	22283	Fees - Self Haul General	1,010,000	(20)	1,030,000	2	1,051,000	1,072,000	1,093,000	1,115,000	1,137,000	1,160,000	1,183,000	1,207,000	1,231,000
347,000	329,000	633,600	683,600	8	22283	Fees - Self Haul Inert	692,000	1	706,000	2	720,000	734,000	749,000	764,000	779,000	795,000	811,000	827,000	844,000
239,000	254,000	150,300	125,400	(17)	22284	Contributions and Grants	365,000	191	21,000	(94)	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
50,000	79,000	54,200	85,400	58	22281	Interest On Investments	41,000	(52)	74,000	80	92,000	135,000	183,000	178,000	172,000	164,000	154,000	154,000	154,000
156,000	140,000	131,400	89,600	(32)	22281	Sundry Fees	70,000	(22)	71,000	1	72,000	73,000	74,000	75,000	76,000	77,000	78,000	79,000	80,000
2,460,000	**2,497,000**	**2,720,200**	**3,958,300**	**46**		**Total Operating Revenues**	**3,959,000**	**0**	**3,702,000**	**(6)**	**3,796,000**	**3,916,300**	**4,042,700**	**4,119,100**	**4,195,500**	**4,271,900**	**4,348,300**	**4,435,700**	**4,525,100**
						OPERATING EXPENSES													
						Waste Administration													
255,000	340,000	421,500	439,900	4	32340	Administration	479,200	9	474,500	(16)	485,000	458,000	466,000	474,000	483,000	492,000	501,000	510,000	519,000
433,000	505,000	525,000	562,000	7	32340	Internal Overheads	556,400	(1)	631,000	(16)	644,000	657,000	670,000	683,000	697,000	711,000	725,000	740,000	755,000
444,000	369,000	299,600	208,300	(30)	32340	Interest on Loans	154,000	(26)	74,200	(16)	10,400	0	0	0	0	0	0	0	0
						Waste - Internal Fees and Charges													
(479,000)	(842,000)	(892,500)	(982,400)	10	22283	Fees - Recyclables From Council (DWM)	(964,000)	(2)	(983,000)	2	(1,003,000)	(1,023,000)	(1,043,000)	(1,064,000)	(1,085,000)	(1,107,000)	(1,129,000)	(1,152,000)	(1,175,000)
(302,000)	(505,000)	(318,900)	(314,900)	(1)	22283	Fees - Self Haul Council (Works)	(394,000)	25	(402,000)	2	(410,000)	(418,000)	(426,000)	(435,000)	(444,000)	(453,000)	(462,000)	(471,000)	(480,000)
(2,477,000)	(3,024,000)	(2,919,400)	(1,992,400)	(32)	22283	Fees - Self Haul Council (DWM)	(1,825,000)	(8)	(1,862,000)	2	(1,899,000)	(1,937,000)	(1,976,000)	(2,016,000)	(2,056,000)	(2,097,000)	(2,139,000)	(2,182,000)	(2,226,000)
						Waste Received													
187,000	194,000	216,100	206,600	(4)	32342	Weighbridge Operation	202,000	(2)	223,000	10	227,000	231,000	235,000	239,000	243,000	247,000	251,000	255,000	259,000
158,000	186,000	186,800	189,800	2	32342	Transfer Station Operations	207,000	9	193,000	(7)	197,000	201,000	205,000	209,000	213,000	217,000	221,000	225,000	229,000
						Waste Collection and Recycling													
165,000	148,000	194,500	173,800	(11)	32344	Collection Kerbside	199,000	14	205,000	3	209,000	213,000	217,000	221,000	225,000	229,000	233,000	237,000	242,000
167,400	67,900	81,500	81,600	0	32344	Collection Other	88,000	8	91,000	3	93,000	95,000	97,000	99,000	101,000	103,000	105,000	107,000	109,000
163,000	181,000	82,000	123,500	51	32345	Waste Bailing Facility and Recycling	98,000	(21)	84,000	(14)	86,000	88,000	90,000	92,000	94,000	96,000	98,000	100,000	102,000
						Waste Disposal													
1,020,000	1,316,000	432,700	320,700	(26)	32348	Solid Waste Landfill Operations	553,000	72	449,000	(19)	456,000	463,000	470,000	477,000	484,000	491,000	498,000	505,000	512,000
360,000	411,000	293,500	7,600	(97)	32348	Transfer - Organics	23,000	203	24,000	4	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
0	0	1,155,800	1,021,300	(12)	32348	Transfer - Mixed Waste	917,000	(10)	1,049,000	14	1,070,000	1,091,000	1,113,000	1,135,000	1,158,000	1,181,000	1,205,000	1,229,000	1,254,000
403,000	393,000	385,000	301,500	(22)	32348	Transfer - Inert Waste	348,000	15	358,000	3	365,000	372,000	379,000	387,000	395,000	403,000	411,000	419,000	427,000
256,000	344,000	295,600	277,800	(6)	32348	Transfer - Recyclables	282,000	2	291,000	3	297,000	303,000	309,000	315,000	321,000	327,000	334,000	341,000	348,000
0	0	219,000	146,500	(33)	32348	Transfer Preparation - Mixed Waste	155,000	6	160,000	3	163,000	166,000	169,000	172,000	175,000	179,000	183,000	187,000	191,000
0	0	149,000	61,400	(59)	32348	Transfer Preparation - Inert Waste	78,000	27	81,000	4	83,000	85,000	87,000	89,000	91,000	93,000	95,000	97,000	99,000
0	0	98,100	55,800	(43)	32348	Transfer Preparation - Recyclables	67,000	20	69,000	3	70,000	71,000	72,000	73,000	74,000	75,000	77,000	79,000	81,000
659,000	812,000	125,200	174,600	39	32348	State Government Levy	200,000	15	206,000	3	210,000	214,000	218,000	222,000	226,000	231,000	236,000	241,000	246,000
9,000	15,000	17,800	21,700	22	32348	Deposit	27,000	24	17,000	(37)	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000
14,000	1,000	2,700	1,100	(59)	32348	Special Rubbish Clean-ups	3,000	173	3,000	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
161,000	238,000	131,300	173,600	32	32348	Reuse Organics, Soil and Concrete	226,000	30	232,000	3	237,000	242,000	247,000	252,000	257,000	262,000	267,000	272,000	277,000
27,600	64,100	17,300	74,800	332	32348	Investigations, Leachate and Remediatio	71,000	(5)	62,000	(13)	63,000	64,000	65,000	66,000	67,000	68,000	69,000	70,000	71,000
						Non-Cash Expenses													
1,067,400	1,086,400	1,073,600	1,081,300	1	32340	Depreciation	1,104,000	2	1,104,000	0	1,126,100	1,148,700	1,171,700	1,195,200	1,219,200	1,243,600	1,268,500	1,293,900	1,319,800
(256,700)	191,200	67,300	65,300	(3)	32340	Unwinding Remediation PV	67,000	3	68,800	3	0	0	0	0	0	0	0	0	0
205,000	260,000	153,700	131,200	(15)	32340	Remediation Depreciation	135,000	3	135,000	0	137,700	140,500	143,400	146,300	149,300	152,300	155,400	158,600	161,800
2,639,700	**2,751,600**	**2,493,800**	**2,612,000**	**5**		**Total Operating Expenses**	**3,056,600**	**17**	**3,037,500**	**(1)**	**2,961,200**	**2,969,200**	**3,023,100**	**3,075,500**	**3,131,500**	**3,187,900**	**3,246,900**	**3,305,500**	**3,365,600**
(179,700)	**(254,600)**	**226,400**	**1,346,300**	**495**		***Operating Result - Surplus / (Deficit)***	**902,400**	**(33)**	**664,500**	**(26)**	**834,800**	**947,100**	**1,019,600**	**1,043,600**	**1,064,000**	**1,084,000**	**1,101,400**	**1,130,200**	**1,159,500**
1,015,700	1,537,600	1,294,600	1,277,800	(1)		*Add Back Depreciation*	1,306,000	2	1,307,600	0	1,263,800	1,289,200	1,315,100	1,341,500	1,368,500	1,395,900	1,423,900	1,452,500	1,481,600
836,000	**1,283,000**	**1,521,000**	**2,624,100**	**73**		***Cash Result - Surplus / (Deficit)***	**2,208,400**	**(16)**	**1,972,300**	**(11)**	**2,098,600**	**2,236,300**	**2,334,700**	**2,385,100**	**2,432,500**	**2,479,900**	**2,525,300**	**2,582,700**	**2,641,100**
						Capital Movements													
1,220,000	982,000	1,053,000	1,135,100			Less Loan Principal Repayments	1,205,600		1,111,500		193,900	0	0	0	0	0	0	0	0
827,000	1,496,000	1,626,700	1,489,000			Less Transfer to Reserves	1,102,800		860,800		1,904,700	2,236,300	2,334,700	2,385,100	2,432,500	2,479,900	2,525,300	2,582,700	2,641,100
577,000	1,412,000	1,361,200	257,300			Add Transfer from Reserves	567,000		105,000		109,000	113,000	1,118,000	1,623,000	3,128,000	2,333,000	2,538,000	2,644,000	2,650,000
644,000	213,000	0	0			Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0
10,000	430,000	152,500	95,500			Less Capital Expenditure	467,000		105,000		109,000	113,000	118,000	123,000	128,000	133,000	138,000	144,000	150,000
0	**0**	**50,000**	**161,800**	**224**		***Cash Result after Capital Movements***	**0**	**(100)**	**0**	**0**	**0**	**0**	**1,000,000**	**1,500,000**	**3,000,000**	**2,200,000**	**2,400,000**	**2,500,000**	**2,500,000**

DOMESTIC WASTE MANAGEMENT

Manager: *Cheyne Willebrands – “Manager Open Spaces and Resource Recovery"*

Background
This program represents the kerb side collection services for domestic properties.

Budget Comments

Operating Revenues

Domestic Waste Management This represents income from Council’s annual charge to all residential properties for kerb-side waste collection services.

Pensioner Abandonments In accordance with Section 575 of the Local Government Act (1993), eligible pensioners are entitled to a 50% rebate on their general, domestic waste, water and sewerage rates, up to a maximum as determined by the State Government. This cost to Council is partially offset by a subsidy from the State Government. Refer to pensioner subsidy.

Vacant Property Charges Council is entitled to charge vacant properties a domestic waste collection charge even though the property may not be receiving the service. This charge can only be raised if the property is within the defined scavenging area.

Operating Expenses

Administration Includes salaries and office expenses related to the operation of the domestic waste management program.

North East Waste Membership Council's contribution to the North East Waste group.

Overheads Internal charge for Council overheads.

Collection Includes wages, plant hire, contractor payments and materials related to collection of waste (green waste, recycling and generate waste bins) from residential properties.

Capital Movements

Loan Principal Repayments Repayments relating to loan borrowings for plant and equipment relating to the domestic waste management function.

Transfer to Reserves Represents the operating surplus less principal repayments.

Transfer from Reserves Any transfer from the reserve is used to finance Capital Expenditure planned for the year.

Capital Expenditure Refer to Part C of this document for further information on any planned Capital Expenditure.

Cash Result - Surplus / (Deficit)
In accordance with the Local Government Act (1993), any income and expenses relating to domestic waste management must be treated as an “externally restricted reserve”. Therefore any surplus or deficit on the domestic operations, as against the non-domestic collections is transferred to or from the “Domestic Waste Management” reserve. The program must have a zero cash result after capital movements.

DOMESTIC WASTE MANAGEMENT

ACTUAL 2011/12	2012/13	2013/14	2014/15	%	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED 2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
5,919,400	6,497,100	6,810,300	5,919,100	(13)	22290	Domestic Waste Mgmt Annual Charges	6,129,000	4	6,188,000	1	6,326,000	6,467,000	6,625,000	6,783,000	6,942,000	7,102,000	7,263,000	7,425,000	7,606,000
(302,700)	(309,300)	(307,500)	(276,000)	(10)	22290	Pensioner Abandonments	(279,000)	1	(312,000)	12	(314,000)	(316,000)	(318,000)	(320,000)	(322,000)	(324,000)	(326,000)	(328,000)	(330,000)
17,200	18,300	20,300	21,100	4	22290	Vacant Property Annual Charges	22,000	4	24,000	9	25,000	25,000	26,000	26,000	27,000	28,000	28,000	29,000	29,000
166,500	170,100	169,100	151,800	(10)	22291	State Governent - Pensioner Subsidy	150,500	(1)	155,500	3	156,400	157,300	158,200	159,100	160,000	160,900	161,800	162,700	163,600
65,400	25,200	44,300	49,100	11	22292	Interest on Investments	31,000	(37)	38,000	23	50,000	22,000	35,000	49,000	64,000	70,000	87,000	87,000	0
0	177,800	0	0	0	22292	Gain / (Loss) on Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0	0
5,865,800	**6,579,200**	**6,736,500**	**5,866,100**	**(13)**			**6,053,500**	**3**	**6,093,500**	**1**	**6,243,400**	**6,355,300**	**6,526,200**	**6,697,100**	**6,871,000**	**7,036,900**	**7,213,800**	**7,375,700**	**7,468,600**
						OPERATING EXPENSES													
						Administration													
146,200	142,500	188,500	181,500	(4)	32360	Administration - Salaries and Other Costs	223,200	23	200,000	(10)	203,000	206,000	209,000	212,000	216,000	220,000	224,000	228,000	232,000
44,400	43,300	39,700	45,400	14	32360	North East Waste Membership	47,000	4	48,000	2	49,000	50,000	51,000	52,000	53,000	54,000	55,000	56,000	57,000
370,000	387,000	406,000	619,000	52	32360	Indirect Expenses - Overheads	630,000	2	624,000	(1)	636,000	649,000	662,000	675,000	689,000	703,000	717,000	731,000	746,000
(530,500)	(521,200)	(563,500)	(530,500)	(6)	22292	Waste Trucks - Internal Charges	(609,000)	15	(621,000)	2	(633,000)	(646,000)	(659,000)	(672,000)	(685,000)	(699,000)	(713,000)	(727,000)	(742,000)
2,300	2,600	5,100	10,300	102	32361	Promotion and Education	11,000	7	11,000	0	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
						Debt Servicing													
44,900	36,500	27,800	18,200	(35)	32361	Interest on Loans	8,000	(56)	0	(100)	0	0	0	0	0	0	0	0	0
						Collection													
17,300	15,200	0	0	0	32364	Rural Sticker	0	0	0	0	0	0	0	0	0	0	0	0	0
531,700	496,700	519,700	451,100	(13)	32364	Collection Kerbside - Mixed Waste	514,000	14	524,000	2	534,000	545,000	556,000	567,000	578,000	590,000	602,000	614,000	626,000
602,700	771,000	775,700	1,146,300	48	32364	Collection Kerbside - Organics	1,126,000	(2)	1,149,000	2	1,172,000	1,195,000	1,219,000	1,243,000	1,268,000	1,293,000	1,319,000	1,345,000	1,372,000
2,476,900	3,023,700	2,919,400	1,992,400	(32)	32364	Collection Kerbside - Disposal Fees	1,825,000	(8)	1,862,000	2	1,899,000	1,937,000	1,976,000	2,016,000	2,056,000	2,097,000	2,139,000	2,182,000	2,226,000
355,500	350,100	341,000	334,500	(2)	32364	Collection Kerbside - Recycling	416,000	24	424,000	2	432,000	441,000	450,000	459,000	468,000	477,000	487,000	497,000	507,000
479,000	841,500	892,500	982,400	10	32364	Collection Kerbside - Recycling Disposal	964,000	(2)	983,000	2	1,003,000	1,023,000	1,043,000	1,064,000	1,085,000	1,107,000	1,129,000	1,152,000	1,175,000
58,400	18,500	37,300	47,600	28	32364	Collection Kerbside - Bin Purchases/Distr	41,000	(14)	42,000	2	43,000	44,000	45,000	46,000	47,000	48,000	49,000	50,000	51,000
381,700	304,800	314,300	389,700	24	32364	Waste Trucks - Operating Expenses	377,000	(3)	385,000	2	393,000	401,000	409,000	417,000	425,000	434,000	443,000	452,000	461,000
						Non-Cash Expenses													
109,900	250,900	179,100	177,200	(1)	32360	Depreciation	177,000	(0)	177,000	0	180,600	184,300	188,000	191,800	195,700	199,700	203,700	207,800	212,000
5,090,400	**6,163,100**	**6,082,600**	**5,865,100**	**(4)**		**Total Operating Expenses**	**5,750,200**	**(2)**	**5,808,000**	**1**	**5,922,600**	**6,040,300**	**6,160,000**	**6,281,800**	**6,406,700**	**6,534,700**	**6,665,700**	**6,798,800**	**6,934,000**
775,400	**416,100**	**653,900**	**0**	**(100)**		***Operating Result - Surplus / (Deficit)***	**303,300**	**100**	**285,500**	**(6)**	**320,800**	**315,000**	**366,200**	**415,300**	**464,300**	**502,200**	**548,100**	**576,900**	**534,600**
110,000	251,000	179,100	177,200	(1)		*Add Back Depreciation*	177,000	(0)	177,000	0	180,600	184,300	188,000	191,800	195,700	199,700	203,700	207,800	212,000
885,400	**667,100**	**833,000**	**177,200**	**(79)**		***Cash Result - Surplus / (Deficit)***	**480,300**	**171**	**462,500**	**(4)**	**501,400**	**499,300**	**554,200**	**607,100**	**660,000**	**701,900**	**751,800**	**784,700**	**746,600**
						Capital Movements													
125,500	134,000	142,800	152,500			Less Loan Principal Repayments	162,600		0		0	0	0	0	0	0	0	0	0
759,900	533,100	690,200	24,700			Less Transfer to Reserves	317,700		462,500		501,400	499,300	554,200	607,100	660,000	701,900	751,800	784,700	746,600
1,417,500	0	0	900			Add Transfer from Reserves	376,000		0		1,600,000	0	0	0	420,000	0	1,900,000	0	0
0	0	0	0			Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0
1,417,500	0	0	0			Less Capital Expenditure	376,000		0		1,600,000	0	0	0	420,000	0	1,900,000	0	0
0	**0**	**0**	**900**	**100**		***Cash Result after Capital Movements***	**0**	**(100)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

CIVIL SERVICES GROUP - SUMMARY (WATER AND WASTEWATER)

Manager: *John Truman - "Group Manager – Civil Services"*

Budget Comments

The next section of the document provides details of the programs under the direct control of the Group Manager – Civil Services that relate to the Water and Wastewater activities of Council. The opposite page provides a summary of each of those programs.

The programs include:

Water Operations
Revenue and expenses related to the provision of water supply services to the shire.

Wastewater Operations
Revenue and expenses related to the provision of wastewater services to the shire.

CIVIL SERVICES GROUP - SUMMARY (WATER AND WASTEWATER)

ACTUAL					BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
					OPERATING REVENUES													
8,613,500	9,633,500	10,689,100	10,892,500	2	Water Operations	11,141,100	2	11,431,800	3	11,886,200	12,323,900	12,895,200	13,468,800	13,995,900	14,581,000	15,277,100	16,056,300	16,801,400
12,450,700	13,786,600	14,462,800	15,355,900	6	Wastewater Operations	16,492,700	7	17,300,500	5	18,486,700	19,810,500	21,117,100	22,486,600	23,336,100	24,238,900	25,300,900	26,413,700	27,577,200
21,064,200	**23,420,100**	**25,151,900**	**26,248,400**	**4**	**Total Operating Revenues**	**27,633,800**	**5**	**28,732,300**	**4**	**30,372,900**	**32,134,400**	**34,012,300**	**35,955,400**	**37,332,000**	**38,819,900**	**40,578,000**	**42,470,000**	**44,378,600**
					OPERATING EXPENSES													
10,492,400	10,923,600	11,077,600	10,783,000	(3)	Water Operations	10,976,200	2	11,127,700	1	11,314,800	11,559,100	11,814,100	12,116,600	12,427,000	12,795,800	13,072,800	13,408,400	13,752,700
13,328,900	17,499,800	17,024,400	28,727,200	69	Wastewater Operations	16,665,700	(42)	16,317,900	(2)	16,486,900	16,197,300	16,238,700	16,268,600	16,330,800	16,458,500	16,539,400	16,620,800	16,702,900
23,821,300	**28,423,400**	**28,102,000**	**39,510,200**	**41**	**Total Operating Expenses**	**27,641,900**	**(30)**	**27,445,600**	**(1)**	**27,801,700**	**27,756,400**	**28,052,800**	**28,385,200**	**28,757,800**	**29,254,300**	**29,612,200**	**30,029,200**	**30,455,600**
(2,757,100)	**(5,003,300)**	**(2,960,100)**	**(13,261,800)**	**350**	***Operating Result - Surplus / (Deficit)***	**(8,100)**	**(100)**	**1,286,700**	**(15,985)**	**2,571,200**	**4,378,000**	**5,959,500**	**7,570,200**	**8,574,200**	**9,565,600**	**10,965,800**	**12,440,800**	**13,923,000**
5,964,400	4,723,900	4,502,600	3,793,000	(16)	*Add Back Depreciation*	4,000,000	5	4,106,000	3	4,188,600	4,272,800	4,358,600	4,446,000	4,535,000	4,625,600	4,717,800	4,812,700	4,909,200
350,600	1,757,800	131,300	12,237,400	9,220	*Add Back Loss on Sale of Infrastructure*	0	(100)	0	0	0	0	0	0	0	0	0	0	0
474,000	435,600	394,000	349,200	(11)	*Add Back Unwinding Interest Free Loans*	301,000	(14)	249,000	(17)	194,000	134,000	69,000	0	0	0	0	0	0
4,031,900	**1,914,000**	**2,077,800**	**3,117,800**	**50**	***Cash Result - Surplus / (Deficit)***	**4,292,900**	**38**	**5,641,700**	**31**	**6,953,800**	**8,784,800**	**10,387,100**	**12,016,200**	**13,109,200**	**14,191,200**	**15,683,600**	**17,253,500**	**18,832,200**
					Capital Movements													
988,600	988,800	2,384,800	2,187,900		Less Loan Principal Repayments	2,793,300		2,957,900		3,095,600	3,134,000	3,280,300	2,453,500	2,654,100	2,844,100	3,037,000	3,235,000	3,430,000
19,681,500	603,300	519,900	816,500		Less Transfer to Reserves	0		94,100		0	1,109,600	1,509,800	1,046,500	1,025,200	8,365,600	10,209,600	9,899,800	15,299,200
415,500	7,175,500	8,669,200	5,019,300		Add Transfer from Reserves	4,225,600		3,146,300		1,377,800	304,800	0	1,550,800	833,100	0	0	0	0
45,843,600	18,847,800	2,150,900	2,063,400		Add Capital Income Applied	977,800		4,511,000		4,884,000	593,000	3,206,000	1,825,000	586,000	587,500	0	809,300	1,223,000
29,566,900	26,291,200	9,939,200	7,142,100		Less Capital Expenditure	6,649,000		10,193,000		10,066,000	5,385,000	8,749,000	11,838,000	10,795,000	3,515,000	2,383,000	4,874,000	1,272,000
54,000	**54,000**	**54,000**	**54,000**	**0**	***Cash Result after Capital Movements***	**54,000**	**0**	**54,000**	**0**	**54,000**	**54,000**	**54,000**	**54,000**	**54,000**	**54,000**	**54,000**	**54,000**	**54,000**

WATER OPERATIONS

Manager: *Tim Mackney - "Manager - Water and Wastewater"*

Background
This program details the revenue raised to finance the water programs and management and operational expenses associated with the delivery of those programs.

Budget Comments

Operating Revenues

Annual Charges This item represents the fixed charge component of Council's water billing system.

User Charges These items represent the consumption component of Council's water billing system less estimated pensioner abandonment's. This cost is partly offset by the pensioner subsidy, mentioned below.

Operating Grants In accordance with Section 575 of the Local Government Act (1993), eligible pensioners are entitled to a 50% rebate on their rates, up to a maximum as determined by the State Government. This cost to Council is partially offset by a 50% subsidy from the State Government.

Other Revenues Relates to sundry water items for example water connections, extraordinary repairs.

I**nterest** Interest generated on surplus water funds and unexpended grants and contributions.

Operating Expenses
Engineering Management Relates to salaries for engineering and administration staff. A total of nine full time and one part-time staff (45 days) are spread between water and wastewater, with one staff member also shared with waste.

Administration and Customer Service Includes administration expenses such as payroll tax, postage and printing and staff training.

Engineering and Technical Includes items such as telephone expenses.

Groundwater Bores, Reservoirs, Water Treatment Plants, Water Supply Mains, Water Supply Operations and Telemetry Operations Includes wages, plant hire and materials related to the operation of these items for the water program.

Capital Movements
Transfer to or from Reserves As the working capital for the Water Fund is believed to be at a satisfactory level, any surplus or deficit cash result is transferred to or from reserves. This item is more clearly shown in the cash reconciliation for Water Fund outlined in Part A of this document.

Capital Expenditure Refer to Part C of this document for further information.

Cash Result - Surplus / (Deficit) In accordance with the Local Government Act (1993), any income and expenses relating to the water fund must be treated as a separate fund. Therefore any surplus or deficit on this program is transferred to or from the "Water Fund". The only exception to this rule is compulsory and non compulsory dividends that may be paid to General Fund. These dividends are subject to guidelines set by the Department of Commerce.

WATER OPERATIONS

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%	ACCOUNT		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
2,432,700	2,603,000	2,860,500	3,092,600	8	10000	Annual Charges	3,229,500	4	3,323,800	3	3,474,400	3,632,300	3,796,500	3,969,000	4,149,800	4,337,900	4,535,200	4,741,800	4,956,700
4,919,000	5,582,400	6,590,600	6,432,000	(2)	10010	User Charges	6,646,300	3	6,830,700	3	7,155,100	7,494,900	7,850,900	8,223,900	8,614,500	9,023,700	9,452,300	9,901,300	10,371,600
345,700	669,200	672,700	797,900	19	10011	Fees and Fines	790,100	(1)	806,000	2	822,400	839,100	856,200	873,700	891,500	909,600	928,100	946,800	965,900
147,600	155,000	151,800	152,600	1	10003	Operating Grants	153,500	1	141,800	(8)	142,500	143,300	144,000	144,700	145,500	146,200	147,000	147,800	148,600
768,500	623,900	413,500	417,400	1	10004	Interest	321,700	(23)	329,500	2	291,800	214,300	247,600	257,500	194,600	163,600	214,500	318,600	358,600
0	0	0	0	0	10012	Gain on Disposal of Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0
8,613,500	**9,633,500**	**10,689,100**	**10,892,500**	**2**		**Total Operating Revenues**	**11,141,100**	**2**	**11,431,800**	**3**	**11,886,200**	**12,323,900**	**12,895,200**	**13,468,800**	**13,995,900**	**14,581,000**	**15,277,100**	**16,056,300**	**16,801,400**
						OPERATING EXPENSES													
						Direct Expenses													
218,900	286,800	263,700	337,700	28	50000	Engineering Management	409,900	21	483,300	18	493,200	543,200	513,400	523,800	534,400	595,300	556,400	567,700	579,300
313,500	277,800	355,100	393,900	11	50005	Administration and Customer Service	338,700	(14)	338,500	(0)	345,900	353,500	361,300	369,300	377,400	385,700	394,100	402,700	411,500
106,000	431,100	197,600	174,200	(12)	50005	Contribution to Works and BBRC	250,000	44	217,200	(13)	125,100	43,000	43,900	44,800	45,700	46,700	47,700	48,700	49,700
8,800	8,000	11,000	17,700	61	50008	Miscellaneous	8,200	(54)	8,400	2	8,600	8,800	9,000	9,200	9,400	9,600	9,800	10,000	10,200
5,034,700	5,143,400	5,419,200	5,720,300	5.6	50100	Purchase of Water	5,700,000	(0)	5,802,700	2	5,976,900	6,156,300	6,341,100	6,531,400	6,727,500	6,929,500	7,137,500	7,351,800	7,572,500
41,900	48,700	58,100	46,100	(21)	50101	Pumping Stations - Operations	15,000	(67)	15,600	4	16,200	16,800	17,400	18,000	18,600	19,200	19,800	20,400	21,000
36,500	50,100	54,500	47,500	(13)	50102	Energy Costs	46,600	(2)	48,000	3	49,500	51,000	52,500	54,000	55,500	57,000	58,600	60,200	61,900
46,700	68,500	62,800	77,800	24	50105/50106	Reservoirs	60,000	(23)	60,000	0	61,300	62,600	63,900	65,300	66,700	68,100	69,500	71,000	72,500
69,400	80,100	153,100	129,500	(15)	50107	Water Treatment Plants - Operations	103,000	(20)	88,100	(14)	89,900	91,800	93,700	95,700	97,700	99,700	101,800	103,900	106,000
0	0	900	3,200	256	50107	Water Treatment Plants - Maintenance	43,000	1,244	43,900	2	44,900	45,900	46,900	47,900	48,900	50,000	51,100	52,200	53,300
209,900	218,900	192,500	172,900	(10)	50109	Mains - Operations	82,000	(53)	72,000	(12)	73,600	75,200	76,800	78,400	80,000	81,700	83,400	85,200	87,000
317,000	415,300	348,700	446,600	28	50110	Mains - Maintenance	535,000	20	495,000	(7)	504,900	515,100	525,500	536,100	546,900	558,000	569,300	580,700	592,400
347,300	293,400	401,000	343,800	(14)	50113	Connections - Maintenance	320,000	(7)	340,000	6	346,800	353,800	360,900	368,200	375,600	383,200	390,900	398,800	406,800
255,100	309,900	322,500	157,500	(51)	50112	Other Operations	252,000	60	264,800	5	270,600	276,400	282,500	288,500	294,700	301,000	307,400	313,900	320,500
73,300	101,800	69,100	55,000	(20)	50113	Other Maintenance	110,000	100	112,200	2	114,600	117,000	119,500	122,000	124,600	127,200	129,900	132,600	135,300
						Indirect Expenses - Overheads													
1,072,000	1,145,000	1,197,300	1,160,000	(3)	50005	Overheads Distributed	1,302,800	12	1,310,000	1	1,336,200	1,362,900	1,390,200	1,418,000	1,446,400	1,475,300	1,504,800	1,534,900	1,565,600
						Debt Servicing													
300	100	0	0	0	50010	Interest On Loans	0	0	0	0	0	0	0	0	0	0	0	0	0
						Non-cash Expenses													
2,266,500	1,882,900	1,859,500	1,478,700	(20)	50112	Depreciation	1,400,000	(5)	1,428,000	2	1,456,600	1,485,800	1,515,600	1,546,000	1,577,000	1,608,600	1,640,800	1,673,700	1,707,200
74,600	161,800	111,000	20,600	(81)	50112	Loss on Disposal of Infrastructure	0	(100)	0	0	0	0	0	0	0	0	0	0	0
10,492,400	**10,923,600**	**11,077,600**	**10,783,000**	**(3)**		**Total Operating Expenses**	**10,976,200**	**2**	**11,127,700**	**1**	**11,314,800**	**11,559,100**	**11,814,100**	**12,116,600**	**12,427,000**	**12,795,800**	**13,072,800**	**13,408,400**	**13,752,700**
(1,878,900)	**(1,290,100)**	**(388,500)**	**109,500**	**(128)**		***Operating Result - Surplus / (Deficit)***	**164,900**	**51**	**304,100**	**84**	**571,400**	**764,800**	**1,081,100**	**1,352,200**	**1,568,900**	**1,785,200**	**2,204,300**	**2,647,900**	**3,048,700**
2,266,500	1,882,900	1,859,500	1,478,700	(20)		*Add Back Depreciation*	1,400,000	(5)	1,428,000	2	1,456,600	1,485,800	1,515,600	1,546,000	1,577,000	1,608,600	1,640,800	1,673,700	1,707,200
74,600	161,800	111,000	20,600	(81)		*Add Back Loss on Infrastructure Disposal*	0	(100)	0	0	0	0	0	0	0	0	0	0	0
462,200	**754,600**	**1,582,000**	**1,608,800**	**2**		***Cash Result - Surplus / (Deficit)***	**1,564,900**	**(3)**	**1,732,100**	**11**	**2,028,000**	**2,250,600**	**2,596,700**	**2,898,200**	**3,145,900**	**3,393,800**	**3,846,100**	**4,321,600**	**4,755,900**
						Capital Movements													
3,600	3,800	0	0			Less Loan Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
403,600	364,000	519,900	816,500			Less Transfer to Reserves	0		94,100		0	1,109,600	1,016,200	0	0	1,587,300	2,553,100	1,445,900	3,449,900
415,500	536,600	0	0			Add Transfer from Reserves	436,100		0		860,000	0	0	1,550,800	833,100	0	0	0	0
274,400	47,800	799,000	2,063,400			Add Capital Income Applied	702,000		1,662,000		1,898,000	593,000	1,200,500	803,000	586,000	587,500	0	809,300	0
710,900	937,200	1,827,100	2,821,700			Less Capital Expenditure	2,669,000		3,266,000		4,752,000	1,700,000	2,747,000	5,218,000	4,531,000	2,360,000	1,258,000	3,651,000	1,272,000
34,000	**34,000**	**34,000**	**34,000**	**0**		***Cash Result after Capital Movements***	**34,000**	**0**	**34,000**	**0**	**34,000**	**34,000**	**34,000**	**34,000**	**34,000**	**34,000**	**34,000**	**34,000**	**34,000**

WASTEWATER OPERATIONS

Manager: *Tim Mackney - "Manager - Water and Wastewater"*

Background
This program details the revenue raised to finance the wastewater programs, management expenses and expenses associated with the delivery of wastewater services to the local government area.

Budget Comments

Annual Charges This item represents the annual charge raised by Council less estimated pensioner abandonment's. This cost is partly offset by the pensioner subsidy from the State Government.

User Charges Major income item relates to trade waste charges.

Operating Grants In accordance with Section 575 of the Local Government Act (1993), eligible pensioners are entitled to a 50% rebate on their rates, up to a maximum determined by the State government. This cost to Council is partially offset by a 50% subsidy from the State Government.

Regulatory Fees and Fines Primarily relates to income for the sale of drainage diagrams.

Interest Includes interest on funds held by the Wastewater Fund.

Operating Expenses

Engineering Management Relates to salaries for engineering and administration staff. A total of eight full time and one part-time staff (39 days) are spread between water and wastewater, with one staff member also shared with waste.

Administration and Customer Service Includes administration expenses such as payroll tax, postage and printing and staff training.

Engineering and Technical Includes items such as telephone expenses and effluent water testing.

Pumping Stations, Mains and Telemetry Operations Includes wages, plant hire and materials related to the operation of these items for the wastewater program, along with wastewater reuse costs.

Capital Movements

Transfer to or from Reserves As the working capital for the Wastewater Fund is believed to be at a satisfactory level, any surplus or deficit cash result is transferred to or from reserves. This item is more clearly shown in the cash reconciliation for the Wastewater Fund outlined in Part A of this document.

Capital Income Represents loan funds utilised and capital grants for augmentation works. Refer to Part C of this document for further information.

Capital Expenditure Refer to Part C of this document for further information.

Cash Result - Surplus / (Deficit) In accordance with the Local Government Act (1993), any income and expenses relating to the wastewater fund must be treated as a separate fund. Therefore any surplus or deficit on this program is transferred to or from the "Wastewater Fund". The only exception to this rule is compulsory and non compulsory dividends that may be paid to General Fund. These dividends are subject to guidelines set by the Department of Commerce.

WASTEWATER OPERATIONS

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED																
2011/12	2012/13	2013/14	2014/15	%	ACCOUNT		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
9,762,700	10,570,400	11,668,700	13,005,500	11	12000	Annual Charges	14,126,000	9	15,078,300	7	16,277,000	17,560,800	18,761,100	20,046,200	20,813,200	21,608,700	22,431,700	23,283,500	24,165,100
837,200	941,900	1,098,100	1,038,400	(5)	12010	User Charges	1,154,100	11	1,234,000	7	1,319,400	1,403,800	1,481,500	1,563,800	1,609,100	1,655,700	1,703,800	1,753,300	1,804,300
162,000	149,600	150,800	151,700	1	12002	Operating Grants	155,000	2	140,900	(9)	141,800	142,700	143,600	144,500	145,500	146,400	147,300	148,200	149,100
337,800	310,100	475,800	391,000	(18)	12012	Fees and Fines	402,500	3	414,600	3	427,000	435,800	444,800	453,900	463,200	472,700	482,300	492,100	502,200
1,275,100	1,703,200	968,800	672,700	(31)	12004	Interest	567,600	(16)	342,500	(40)	228,600	172,500	189,100	179,100	203,900	252,100	430,400	629,000	846,500
75,900	111,400	100,600	96,600	(4)	12014	Other Revenues	87,500	(9)	90,200	3	92,900	94,900	97,000	99,100	101,200	103,300	105,400	107,600	110,000
12,450,700	**13,786,600**	**14,462,800**	**15,355,900**	**6**		**Total Operating Revenues**	**16,492,700**	**7**	**17,300,500**	**5**	**18,486,700**	**19,810,500**	**21,117,100**	**22,486,600**	**23,336,100**	**24,238,900**	**25,300,900**	**26,413,700**	**27,577,200**
						OPERATING EXPENSES													
						Direct Expenses													
429,700	378,000	376,500	439,900	17	55000	Engineering Management	462,000	5	448,100	(3)	480,000	490,000	500,000	510,000	521,100	532,200	543,300	554,400	565,600
110,000	1,571,200	665,600	452,000	(32)	55002	Contributions to Works and BBRC	536,000	19	155,200	(71)	166,000	42,900	43,800	44,700	45,600	46,600	47,600	48,600	49,600
811,700	684,600	793,600	734,600	(7)	55002	Administration and Customer Service Costs	806,000	10	821,000	2	836,000	853,200	871,000	889,100	907,500	926,200	945,100	964,700	984,500
213,800	0	239,300	178,500	(25)	55002	Engineering and Technical Costs	0	(100)	0	0	0	0	0	0	0	0	0	0	0
72,200	97,000	74,200	27,100	(63)	55004	Other Management Costs	20,000	(26)	20,000	0	60,000	20,400	21,000	21,600	22,200	72,800	74,400	76,100	77,800
888,400	1,193,100	1,276,000	1,304,800	2	55012	Energy Costs	1,068,000	(18)	1,100,000	3	1,133,000	1,156,000	1,179,700	1,203,800	1,228,300	1,253,300	1,278,800	1,304,600	1,331,100
98,900	170,200	117,800	136,900	16	55011	Pumping Stations - Operations	240,000	75	200,000	(17)	206,000	212,300	218,900	225,600	232,600	239,600	247,200	254,700	254,700
1,122,400	1,030,600	1,074,700	1,077,800	0	55011	Pumping Stations - Maintenance	1,050,000	(3)	1,082,000	3	1,114,000	1,136,300	1,159,100	1,182,300	1,206,000	1,230,200	1,254,900	1,280,000	1,305,600
1,279,500	1,190,800	1,497,900	1,633,700	9	55015	Treatment Plants - Operations	1,245,000	(24)	1,283,000	3	1,321,000	1,347,800	1,375,200	1,403,200	1,431,600	1,460,600	1,490,200	1,520,200	1,551,100
132,200	186,600	198,300	138,100	(30)	55015	Treatment Plants - Biosolids	122,000	(12)	126,000	3	130,000	132,600	135,300	138,100	140,900	143,800	146,700	149,700	152,700
306,900	359,600	258,900	424,700	64	55015	Treatment Plants - Maintenance	1,055,000	148	1,086,000	3	1,118,000	1,140,500	1,163,500	1,187,000	1,210,900	1,235,300	1,260,300	1,285,700	1,311,600
522,700	501,000	463,900	541,900	17	55010	Mains - Maintenance	500,000	(8)	515,000	3	531,000	541,700	552,700	563,800	575,200	586,800	598,700	610,700	623,000
41,800	58,800	46,700	9,000	(81)	55022	Telemetery	5,000	(44)	5,000	0	5,000	5,100	5,300	5,500	5,700	5,900	6,100	6,300	6,500
0	0	0	0	0		Mains - Camera and Jetting	0	0	0	0	0	0	0	0	0	0	0	0	0
375,200	436,000	387,800	323,300	(17)	55022	Other Operations	367,000	14	371,000	1	380,000	387,600	396,100	404,700	413,500	422,300	431,400	440,600	449,900
0	0	0	0	0	55021	Other Maintenance	40,000	100	41,000	3	42,000	42,900	43,900	44,900	45,900	47,000	48,100	49,200	50,300
						Indirect Expenses - Overheads													
1,302,000	1,503,000	1,729,000	1,777,000	3	55002	Overheads Distributed	1,890,500	6	1,944,000	3	1,983,000	2,022,700	2,063,200	2,104,500	2,146,600	2,189,500	2,233,300	2,278,000	2,323,600
						Debt Servicing													
1,173,600	3,266,700	4,766,800	4,647,600	(3)	55006	Interest on Loans	4,358,200	(6)	4,193,600	(4)	4,055,900	3,744,300	3,598,000	3,439,800	3,239,200	3,049,200	2,856,300	2,658,300	2,463,300
						Non-cash Expenses													
3,697,900	2,841,000	2,643,100	2,314,300	(12)	55022	Depreciation	2,600,000	12	2,678,000	3	2,732,000	2,787,000	2,843,000	2,900,000	2,958,000	3,017,000	3,077,000	3,139,000	3,202,000
276,000	1,596,000	20,300	12,216,800	60,081		Loss on Disposal of Infrastructure	0	(100)	0	0	0	0	0	0	0	0	0	0	0
474,000	435,600	394,000	349,200	(11)	55022	Unwinding Interest Free Loan	301,000	(14)	249,000	(17)	194,000	134,000	69,000	0	0	0	0	0	0
13,328,900	**17,499,800**	**17,024,400**	**28,727,200**	**69**		**Total Operating Expenses**	**16,665,700**	**(42)**	**16,317,900**	**(2)**	**16,486,900**	**16,197,300**	**16,238,700**	**16,268,600**	**16,330,800**	**16,458,500**	**16,539,400**	**16,620,800**	**16,702,900**
(878,200)	**(3,713,200)**	**(2,561,600)**	**(13,371,300)**	**422**		***Operating Result - Surplus / (Deficit)***	**(173,000)**	**(99)**	**982,600**	**(668)**	**1,999,800**	**3,613,200**	**4,878,400**	**6,218,000**	**7,005,300**	**7,780,400**	**8,761,500**	**9,792,900**	**10,874,300**
3,697,900	2,841,000	2,643,100	2,314,300	(12)		*Add Back Depreciation*	2,600,000	12	2,678,000	3	2,732,000	2,787,000	2,843,000	2,900,000	2,958,000	3,017,000	3,077,000	3,139,000	3,202,000
276,000	1,596,000	20,300	12,216,800	60,081		*Add Back Loss on Infrastructure Disposal*	0	(100)	0	0	0	0	0	0	0	0	0	0	0
474,000	435,600	394,000	349,200	(11)	55022	*Add Back Unwinding Interest Free Loan*	301,000	(14)	249,000	(17)	194,000	134,000	69,000	0	0	0	0	0	0
3,569,700	**1,159,400**	**495,800**	**1,509,000**	**204**		***Cash Result - Surplus / (Deficit)***	**2,728,000**	**81**	**3,909,600**	**43**	**4,925,800**	**6,534,200**	**7,790,400**	**9,118,000**	**9,963,300**	**10,797,400**	**11,836,500**	**12,931,900**	**14,076,300**
						Capital Movements													
985,000	985,000	2,384,800	2,187,900			Less Loan Principal Repayments	2,793,300		2,957,900		3,095,600	3,134,000	3,280,300	2,453,500	2,654,100	2,844,100	3,037,000	3,235,000	3,430,000
19,277,900	239,300	0	0			Less Transfer to Reserves	0		0		0	0	493,600	1,046,500	1,025,200	6,778,300	7,656,500	8,453,900	11,849,300
0	6,638,900	8,669,200	5,019,300			Add Transfer from Reserves	3,789,500		3,146,300		517,800	304,800	0	0	0	0	0	0	0
45,569,200	18,800,000	1,351,900	0			Add Capital Income Applied	275,800		2,849,000		2,986,000	0	2,005,500	1,022,000	0	0	0	0	1,223,000
28,856,000	25,354,000	8,112,100	4,320,400			Less Capital Expenditure	3,980,000		6,927,000		5,314,000	3,685,000	6,002,000	6,620,000	6,264,000	1,155,000	1,125,000	1,223,000	0
20,000	**20,000**	**20,000**	**20,000**	**0**		***Cash Result after Capital Movements***	**20,000**	**0**	**20,000**	**0**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**

GENERAL MANAGER'S GROUP - SUMMARY

Manager: *Paul Hickey - "General Manager"*

Budget Comments

The next section of the document provides details of the programs under the control of the General Manager. The opposite page provides a summary of each of those programs.

The General Manager's Group consists of the following programs:

Governance
Includes costs associated with the elected councillors and the General Manager's office.

Administrative Services
Includes costs associated with the administration of Council. This includes records management, switchboard, policies, information access, communication and general administration.

Financial Services
This program outlines the financial services such as creditors, debtors, statutory/management reporting, purchasing, rates and customer service.

Information Services
This program outlines the expenses associated with the provision of information services to Council. This includes computer equipment, software and geographical information services.

Human Resources and Risk Management
Costs associated with the human resource management function, payroll and risk management such as insurance premiums.

Property Management
Includes costs associated with Council's commercial property portfolio.

Ballina Byron Gateway Airport
Revenue and expenses associated with the operation of the airport.

GENERAL MANAGER'S GROUP - SUMMARY

ACTUAL					BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
					OPERATING REVENUES													
0	0	0	0	0	Governance	4,700	100	0	(100)	0	0	0	0	0	0	0	0	0
39,000	19,000	19,600	27,500	40	Administrative Services	42,700	55	40,500	(5)	41,600	42,800	44,000	45,200	46,400	47,600	48,800	50,000	51,200
147,000	156,000	191,700	203,900	6	Financial Services	219,400	8	218,700	(0)	223,700	229,300	235,100	239,900	244,800	249,900	255,100	260,300	265,700
20,721,000	21,213,000	20,300,600	22,370,900	10	Financial Services - General Purpose Revenues	23,390,600	5	24,529,300	5	25,724,800	27,164,400	28,726,400	29,680,000	30,665,900	31,685,200	32,739,400	33,829,200	34,956,100
5,000	4,000	13,100	16,100	23	Information Services	10,500	(35)	10,800	3	11,100	11,400	11,700	12,000	12,300	12,600	12,900	13,200	13,500
188,000	233,000	189,900	295,400	56	Human Resources and Risk Management	157,000	(47)	160,300	2	164,000	167,700	171,400	175,200	179,100	183,000	186,900	190,900	195,000
3,207,000	4,601,500	3,380,000	3,385,100	0	Property Management	2,991,800	(12)	2,525,900	(16)	2,643,400	2,659,100	2,702,600	2,739,900	2,788,500	2,844,700	2,907,400	2,959,200	3,017,400
3,483,400	4,005,300	4,617,800	4,709,700	2	Ballina Byron Gateway Airport	5,144,500	9	5,672,200	10	5,926,000	6,168,500	6,308,100	6,450,500	6,594,800	6,706,900	6,846,700	6,997,100	7,152,900
27,790,400	**30,231,800**	**28,712,700**	**31,008,600**	**8**	**Total Operating Revenues**	**31,961,200**	**3**	**33,157,700**	**4**	**34,734,600**	**36,443,200**	**38,199,300**	**39,342,700**	**40,531,800**	**41,729,900**	**42,997,200**	**44,299,900**	**45,651,800**
					OPERATING EXPENSES													
925,000	1,144,000	1,034,700	966,200	(7)	Governance	1,257,000	30	1,545,000	23	1,333,400	1,361,600	1,390,300	1,679,400	1,449,100	1,479,300	1,510,200	1,818,100	1,544,400
533,100	528,800	679,600	521,500	(23)	Administrative Services	591,700	13	603,200	2	615,700	629,000	642,400	656,000	670,000	684,200	698,700	713,500	728,700
(2,900,000)	(3,187,000)	(3,495,700)	(3,774,600)	8	Financial Services	(4,056,000)	7	(4,188,000)	3	(4,271,300)	(4,356,400)	(4,442,800)	(4,530,600)	(4,621,500)	(4,662,700)	(4,755,100)	(4,849,900)	(4,863,600)
1,438,000	1,338,000	1,464,300	1,650,100	13	Information Services	1,745,000	6	1,879,200	8	1,917,400	1,956,400	1,996,100	2,036,500	2,077,800	2,119,800	2,162,600	2,206,600	2,251,300
1,263,000	964,000	1,371,400	1,366,300	(0)	Human Resources and Risk Management	1,362,300	(0)	1,015,500	(25)	1,030,300	1,048,700	1,070,500	1,095,700	1,123,300	1,154,500	1,189,900	1,228,600	1,271,000
1,753,000	1,925,600	3,357,700	2,115,000	(37)	Property Management	3,360,400	59	1,669,000	(50)	1,603,200	1,638,300	1,673,700	1,710,100	1,746,800	1,682,200	1,718,600	1,755,500	1,793,100
3,552,000	4,056,200	6,404,400	4,362,900	(32)	Ballina Byron Gateway Airport	4,664,500	7	5,109,600	10	5,337,500	5,545,000	5,619,500	5,675,800	5,738,600	5,804,000	5,811,100	6,040,100	6,181,100
6,564,100	**6,769,600**	**10,816,400**	**7,207,400**	**(33)**	**Total Operating Expenses**	**8,924,900**	**24**	**7,633,500**	**(14)**	**7,566,200**	**7,822,600**	**7,949,700**	**8,322,900**	**8,184,100**	**8,261,300**	**8,336,000**	**8,912,500**	**8,906,000**
					NET PROGRAM OPERATING RESULT													
(925,000)	(1,144,000)	(1,034,700)	(966,200)	(7)	Governance	(1,252,300)	30	(1,545,000)	23	(1,333,400)	(1,361,600)	(1,390,300)	(1,679,400)	(1,449,100)	(1,479,300)	(1,510,200)	(1,818,100)	(1,544,400)
(494,100)	(509,800)	(660,000)	(494,000)	(25)	Administrative Services	(549,000)	11	(562,700)	2	(574,100)	(586,200)	(598,400)	(610,800)	(623,600)	(636,600)	(649,900)	(663,500)	(677,500)
23,768,000	24,556,000	23,988,000	26,349,400	10	Financial Services	27,666,000	5	28,936,000	5	30,219,800	31,750,100	33,404,300	34,450,500	35,532,200	36,597,800	37,749,600	38,939,400	40,085,400
(1,433,000)	(1,334,000)	(1,451,200)	(1,634,000)	13	Information Services	(1,734,500)	6	(1,868,400)	8	(1,906,300)	(1,945,000)	(1,984,400)	(2,024,500)	(2,065,500)	(2,107,200)	(2,149,700)	(2,193,400)	(2,237,800)
(1,075,000)	(731,000)	(1,181,500)	(1,070,900)	(9)	Human Resources and Risk Management	(1,205,300)	13	(855,200)	(29)	(866,300)	(881,000)	(899,100)	(920,500)	(944,200)	(971,500)	(1,003,000)	(1,037,700)	(1,076,000)
1,454,000	2,675,900	22,300	1,270,100	5,596	Property Management	(368,600)	(129)	856,900	(332)	1,040,200	1,020,800	1,028,900	1,029,800	1,041,700	1,162,500	1,188,800	1,203,700	1,224,300
(68,600)	(50,900)	(1,786,600)	346,800	(119)	Ballina Byron Gateway Airport	480,000	38	562,600	17	588,500	623,500	688,600	774,700	856,200	902,900	1,035,600	957,000	971,800
21,226,300	**23,462,200**	**17,896,300**	**23,801,200**	**33**	***Total Operating Result - Surplus / (Deficit)***	**23,036,300**	**(3)**	**25,524,200**	**11**	**27,168,400**	**28,620,600**	**30,249,600**	**31,019,800**	**32,347,700**	**33,468,600**	**34,661,200**	**35,387,400**	**36,745,800**
948,000	998,800	1,384,100	879,400	(36)	*Add Back Depreciation*	969,000	10	1,024,000	6	1,110,200	1,143,500	1,177,800	1,201,400	1,225,600	1,250,300	1,275,400	1,301,000	1,327,200
0	(414,000)	(333,000)	30,000	(109)	*Add Back Non Cash Investment Premium*	0	(100)	0	0	0	0	0	0	0	0	0	0	0
0	(165,000)	(289,900)	(725,700)	150	*Add Back Landstock*	0	(100)	0	0	0	0	0	0	0	0	0	0	0
0	0	0	(460,100)	100	*Add Back Fair Value Adjustments Rental Properties*	0	(100)	0	0	0	0	0	0	0	0	0	0	0
0	0	2,075,400	0	(100)	*Add Back Gain / Loss on Disposal of Infrastructure*	0	0	0	0	0	0	0	0	0	0	0	0	0
22,174,300	**23,882,000**	**20,732,900**	**23,524,800**	**13**	***Total Cash Operating Result - Surplus / (Deficit)***	**24,005,300**	**2**	**26,548,200**	**11**	**28,278,600**	**29,764,100**	**31,427,400**	**32,221,200**	**33,573,300**	**34,718,900**	**35,936,600**	**36,688,400**	**38,073,000**
					Capital Movements													
288,000	572,000	838,700	845,500		Less Loan Principal Repayments	970,600		1,066,200		1,126,400	1,188,000	1,252,000	1,320,500	1,322,000	915,300	262,200	57,000	59,000
14,221,400	12,621,300	5,690,100	7,765,000		Less Transfer to Reserves	5,736,400		7,463,800		6,821,600	6,278,900	6,135,800	7,091,600	5,226,400	4,736,700	5,089,300	5,973,800	6,050,500
6,062,000	9,462,000	11,563,800	7,330,100		Add Transfer from Reserves	5,035,300		4,537,500		6,335,100	4,028,100	3,964,500	4,291,200	2,498,900	2,214,300	3,330,700	3,338,100	2,063,200
9,944,000	14,103,000	(320,700)	3,558,300		Add Capital Income Applied	5,757,000		5,225,000		9,000,000	2,960,000	2,960,000	2,960,000	1,560,000	1,160,000	1,160,000	1,160,000	1,160,000
4,412,000	12,170,000	6,222,600	5,331,900		Less Capital Expenditure	4,658,000		2,962,000		9,618,000	1,802,000	1,926,000	1,080,000	135,000	540,000	2,145,000	1,150,000	155,000
19,258,900	**22,083,700**	**19,224,600**	**20,470,800**	**6**	***Cash Result after Capital Movements***	**23,432,600**	**14**	**24,818,700**	**6**	**26,047,700**	**27,483,300**	**29,038,100**	**29,980,300**	**30,948,800**	**31,901,200**	**32,930,800**	**34,005,700**	**35,031,700**

GOVERNANCE

Manager *Paul Hickey – "General Manager"*

Background

This program relates to expenses associated with the General Manager's office, the elected Council and donations to community groups.

Budget Comments

Operating Expenses

General Manager's Office
Includes employment costs for General Manager, Personal Assistant, Communications Co-ordinator and part – time Communications Assistant (19 days in total), plus one motor vehicle. Also includes office expenses and the external audit fee.

Councillors
Includes Councillor allowances and travelling expenses. Also includes attendance fees, meals, insurance, stationery and telephone expenses.

Election Expenses
The cost of Council elections.

Subscriptions and Contributions
Includes subscriptions to Local Government and Shires Association, NOROC, Country Mayors, Sea Change Taskforce and Arts Northern Rivers.

Donations
In accordance with Section 356 of the Local Government Act (1993) "a council may, in accordance with a resolution of the council, contribute money or otherwise grant financial assistance for the purpose of exercising its functions". This item includes donations to public halls for rates and charges, capital works contributions for hall, cash donations to community groups and Council fee waivers.

Capital Movements

Transfer to Reserves
Nominal transfer to assist with future election costs.

GOVERNANCE

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%	ACCOUNT		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
						Contributions													
0	0	0	0		26000	Internal Contributions	4,700	100	0	(100)	0	0	0	0	0	0	0	0	0
0	**0**	**0**	**0**	**0**		**Total Operating Revenues**	**4,700**	**100**	**0**	**(100)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
						OPERATING EXPENSES													
						General Manager's Office													
325,000	347,000	428,900	402,100	(6)	35000	Employee Costs	593,300	48	651,000	10	664,100	677,400	691,000	704,800	718,900	733,300	748,000	748,400	748,800
4,000	4,000	6,300	6,800	8	35000	Sundry Expenses	5,000	(26)	5,000	0	5,200	5,400	5,600	5,800	6,000	6,200	6,400	6,600	6,800
50,000	55,000	53,000	59,900	13	35000	Audit - External	70,000	17	71,400	2	72,900	74,400	75,900	77,500	79,100	80,700	82,400	84,100	85,800
1,000	1,000	6,100	0	(100)	35000	Legal Expenses	2,000	100	2,000	0	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900
						Councillors													
320,000	316,000	329,400	304,800	(7)	35005	Councillors Allowances and Exps	341,100	12	360,200	6	358,800	366,500	374,300	382,200	390,300	398,500	406,900	415,500	424,300
0	200,000	0	0	0	35005	Election	0	0	230,000	100	0	0	0	260,000	0	0	0	291,000	0
72,000	75,000	74,900	77,200	3	35005	Subscriptions and Contributions	84,200	9	85,300	1	87,400	89,600	91,800	94,000	96,200	98,400	100,700	103,100	105,600
						Donations													
22,000	24,000	25,300	26,400	4	35001	Public Halls - Rates and Charges	28,000	6	30,000	7	30,600	31,300	32,000	32,700	33,400	34,100	34,800	35,500	36,300
31,000	35,000	35,900	31,400	(13)	35001	Public Halls - Improvements	41,000	31	42,000	2	42,900	43,800	44,700	45,600	46,600	47,600	48,600	49,600	50,600
15,000	5,000	5,000	10,000	100	35001	Scholarship - Southern Cross Uni	10,000	0	10,000	0	10,000	10,200	10,500	10,800	11,100	11,400	11,700	12,000	12,300
81,000	82,000	69,300	42,500	(39)	35001	Community Groups - Donations	78,400	84	55,100	(30)	56,300	57,600	58,900	60,200	61,500	62,900	64,300	65,700	67,100
4,000	0	600	5,100	750	35001	Community Groups - Council Fees	4,000	(22)	3,000	(25)	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900
925,000	**1,144,000**	**1,034,700**	**966,200**	**(7)**		**Total Operating Expenses**	**1,257,000**	**30**	**1,545,000**	**23**	**1,333,400**	**1,361,600**	**1,390,300**	**1,679,400**	**1,449,100**	**1,479,300**	**1,510,200**	**1,818,100**	**1,544,400**
(925,000)	**(1,144,000)**	**(1,034,700)**	**(966,200)**	**(7)**		***Operating Result - Surplus / (Deficit)***	**(1,252,300)**	**30**	**(1,545,000)**	**23**	**(1,333,400)**	**(1,361,600)**	**(1,390,300)**	**(1,679,400)**	**(1,449,100)**	**(1,479,300)**	**(1,510,200)**	**(1,818,100)**	**(1,544,400)**
0	0	0	0	0		*Add Back Depreciation*	0	0	0	0	0	0	0	0	0	0	0	0	0
(925,000)	**(1,144,000)**	**(1,034,700)**	**(966,200)**	**(7)**		***Cash Result - Surplus / (Deficit)***	**(1,252,300)**	**30**	**(1,545,000)**	**23**	**(1,333,400)**	**(1,361,600)**	**(1,390,300)**	**(1,679,400)**	**(1,449,100)**	**(1,479,300)**	**(1,510,200)**	**(1,818,100)**	**(1,544,400)**
						Capital Movements													
0	0	0	0			Less Loan Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
31,000	31,000	2,000	178,700			Less Transfer to Reserves	80,000		90,000		65,000	65,000	65,000	65,000	70,000	70,000	73,000	78,000	83,000
22,000	171,000	5,800	2,000			Add Transfer from Reserves	18,700		230,000		0	0	0	260,000	0	0	0	291,000	0
0	0	0	0			Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0
0	0	0	0			Less Capital Expenditure	0		0		0	0	0	0	0	0	0	0	0
(934,000)	**(1,004,000)**	**(1,030,900)**	**(1,142,900)**	**11**		***Cash Result after Capital Movements***	**(1,313,600)**	**15**	**(1,405,000)**	**7**	**(1,398,400)**	**(1,426,600)**	**(1,455,300)**	**(1,484,400)**	**(1,519,100)**	**(1,549,300)**	**(1,583,200)**	**(1,605,100)**	**(1,627,400)**

ADMINISTRATIVE SERVICES

Program Manager *Peter Morgan - "Manager –Finance and Governance"*

Background

This program relates to expenses associated with printing, administrative services, access to information and records management.

Budget Comments

Operating Revenues

Sundry sales Income from items such as photocopying and staff contributions to telephone expenses.

Operating Expenses

Administration

Employee Costs - Records
Includes four full-time employees and associated oncosts (total of 20 days).

Office Expenses
Provision for items such as advertising, community connect publications, printing, postage, telephones etc.

Sundry Administration Expenses
Includes cash delivery services and sundry expenses.

ADMINISTRATIVE SERVICES

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%	ACCOUNT		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
						Fees and Charges													
39,000	19,000	19,600	27,500	40	26005	Sundry Sales and Services	42,700	55	40,500	(5)	41,600	42,800	44,000	45,200	46,400	47,600	48,800	50,000	51,200
39,000	**19,000**	**19,600**	**27,500**	**40**		**Total Operating Revenues**	**42,700**	**55**	**40,500**	**(5)**	**41,600**	**42,800**	**44,000**	**45,200**	**46,400**	**47,600**	**48,800**	**50,000**	**51,200**
						OPERATING EXPENSES													
						Administration													
254,400	243,800	375,000	264,700	(29)	35015	Employee Costs - Records Mgmt	293,000	11	307,000	5	313,100	319,500	326,000	332,600	339,300	346,200	353,200	360,300	367,600
3,000	2,600	1,700	100	(94)	35015	Office Equipment	6,000	5,900	6,200	3	6,400	6,600	6,800	7,000	7,200	7,400	7,600	7,800	8,000
17,600	17,500	16,700	13,000	(22)	35015	Advertising	17,000	31	13,000	(24)	13,300	13,600	13,900	14,200	14,500	14,800	15,100	15,500	15,900
92,600	83,300	91,800	102,900	12	35015	Printing, Stationery and Postage	90,000	(13)	96,000	7	98,000	100,100	102,200	104,300	106,500	108,700	111,000	113,300	115,700
110,600	125,000	133,300	84,000	(37)	35015	Telephone	113,200	35	116,000	2	118,500	121,100	123,700	126,400	129,200	132,000	134,800	137,700	140,700
22,900	21,800	24,500	22,400	(9)	35015	Sundry Administration Expenses	34,500	54	27,000	(22)	27,600	28,400	29,200	30,000	30,900	31,800	32,700	33,600	34,500
32,000	34,800	36,600	34,400	(6)	35015	Community Connect	38,000	10	38,000	0	38,800	39,700	40,600	41,500	42,400	43,300	44,300	45,300	46,300
533,100	**528,800**	**679,600**	**521,500**	**(23)**		**Total Operating Expenses**	**591,700**	**13**	**603,200**	**2**	**615,700**	**629,000**	**642,400**	**656,000**	**670,000**	**684,200**	**698,700**	**713,500**	**728,700**
(494,100)	**(509,800)**	**(660,000)**	**(494,000)**	**(26)**		***Operating Result - Surplus / (Deficit)***	**(549,000)**	**11**	**(562,700)**	**2**	**(574,100)**	**(586,200)**	**(598,400)**	**(610,800)**	**(623,600)**	**(636,600)**	**(649,900)**	**(663,500)**	**(677,500)**
0	0	0	0	0		*Add Back Depreciation*	0	0	0	0	0	0	0	0	0	0	0	0	0
(494,100)	**(509,800)**	**(660,000)**	**(494,000)**	**(25)**		***Cash Result - Surplus / (Deficit)***	**(549,000)**	**11**	**(562,700)**	**2**	**(574,100)**	**(586,200)**	**(598,400)**	**(610,800)**	**(623,600)**	**(636,600)**	**(649,900)**	**(663,500)**	**(677,500)**
						Capital Movements													
0	0	0	0			Less Loan Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
0	0	5,000	13,500			Less Transfer to Reserves	0		0		0	0	0	0	0	0	0	0	0
0	0	0	0			Add Transfer from Reserves	0		0		0	0	0	0	0	0	0	0	0
0	0	0	0			Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0
0	0	19,600	0			Less Capital Expenditure	5,000		5,000		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
(494,100)	**(509,800)**	**(684,600)**	**(507,500)**	**(26)**		***Cash Result after Capital Movements***	**(554,000)**	**9**	**(567,700)**	**2**	**(579,100)**	**(591,200)**	**(603,400)**	**(615,800)**	**(628,600)**	**(641,600)**	**(654,900)**	**(668,500)**	**(682,500)**

FINANCIAL SERVICES – GENERAL PURPOSE REVENUES

Manager *Peter Morgan - "Manager –Finance and Governance"*

Background
This program represents revenues obtained from the levying of Council rates, interest on investments and financial assistance grants. Essentially, the surplus generated from this program is used to fund all General Fund programs that operate at a deficit (i.e. Roads, Open Space, Planning Services, Community Facilities, etc).

Budget Comments

Operating Revenues

Rates
The rates estimates include provisions for a rate pegging increase plus a growth component.

Abandonments
In accordance with Section 575 of the Local Government Act (1993), eligible pensioners are entitled to a 50% rebate on their rates, up to a maximum stipulated by the State Government. This cost to Council is partially offset by a 50% subsidy from the State Government.

Extra Charges
Represents interest charged on overdue rates.

General Purpose Grants

Financial Assistance Grant (FAG)
This is a general purpose grant received by Council that combined with rate income assists in financing all the Council programs that operate at a deficit.

Pensioner Subsidy
Represents the State Government contribution towards the pensioner abandonments.

Interest on Investments
This figure represents interest earned on investments that is applied to the Council programs that operate at a deficit. Interest earned on areas such was water, wastewater, waste, section 94 contributions etc is applied directly to those areas.

Capital Movements

Cash Surplus
The surplus on this program offsets the programs that operate at a deficit.

FINANCIAL SERVICES - GENERAL PURPOSE REVENUES

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%	ACCOUNT		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
						Rates													
11,213,000	12,023,000	12,780,600	13,206,900	3.3	26020	Residential	13,897,100	5.2	14,708,700	6	15,503,000	16,495,200	17,550,900	18,165,200	18,801,000	19,459,000	20,140,100	20,845,000	21,574,600
3,168,000	3,305,000	3,476,100	3,644,700	4.9	26020	Business	3,882,200	6.5	4,108,900	6	4,330,800	4,608,000	4,902,900	5,074,500	5,252,100	5,435,900	5,626,200	5,823,100	6,026,900
1,218,000	1,303,000	1,356,600	1,387,800	2.3	26020	Farmland	1,461,700	5.3	1,547,100	6	1,630,600	1,735,000	1,846,000	1,910,600	1,977,500	2,046,700	2,118,300	2,192,400	2,269,100
						Postponed Rates													
0	0	(600)	2,800	(567)	26020	Postponed Rates	500	(82)	500	0	500	500	500	500	500	500	500	500	500
						Abandonments													
(594,000)	(582,000)	(581,800)	(636,400)	9	26021	Pensioner Abandonments	(640,800)	1	(653,600)	2	(657,000)	(660,500)	(664,000)	(667,500)	(671,000)	(674,500)	(678,000)	(681,500)	(685,000)
						Extra Charges													
138,000	131,000	101,300	86,600	(15)	26023	Interest	90,000	4	91,000	1	92,800	94,700	96,600	98,500	100,500	102,500	104,600	106,700	108,800
						General Purpose Grants													
4,312,000	3,413,000	1,800,200	3,717,800	107	26025	Financial Assistance Grant	3,827,900	3	3,827,900	0	3,923,600	4,021,700	4,122,200	4,225,300	4,330,900	4,439,200	4,550,200	4,664,000	4,780,600
316,000	316,000	318,300	339,400	7	26025	Pensioners Assistance Subsidy	346,000	2	352,800	2	354,600	324,000	325,600	327,300	328,900	330,500	332,200	333,800	335,500
						Interest													
950,000	890,000	716,700	651,300	(9)	26026	Interest on Investments	526,000	(19)	546,000	4	545,900	545,800	545,700	545,600	545,500	545,400	545,300	545,200	545,100
0	414,000	333,000	(30,000)	(109)	26026	Premium Adjustments	0	(100)	0	0	0	0	0	0	0	0	0	0	0
20,721,000	**21,213,000**	**20,300,600**	**22,370,900**	**10**		***Operating Result - Surplus / (Deficit)***	**23,390,600**	**5**	**24,529,300**	**5**	**25,724,800**	**27,164,400**	**28,726,400**	**29,680,000**	**30,665,900**	**31,685,200**	**32,739,400**	**33,829,200**	**34,956,100**
0	(414,000)	(333,000)	30,000	(109)		*Add Back Non Cash Premium*	0	(100)	0	0	0	0	0	0	0	0	0	0	0
20,721,000	**20,799,000**	**19,967,600**	**22,400,900**	**12**		***Cash Result - Surplus / (Deficit)***	**23,390,600**	**4**	**24,529,300**	**5**	**25,724,800**	**27,164,400**	**28,726,400**	**29,680,000**	**30,665,900**	**31,685,200**	**32,739,400**	**33,829,200**	**34,956,100**
						Capital Movements													
0	0	0	0			Less Loan Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
1,757,000	1,789,000	0	0			Less Transfer to Reserves	0		0		0	0	0	0	0	0	0	0	0
847,000	1,757,000	1,789,000	0			Add Transfer from Reserves	0		0		0	0	0	0	0	0	0	0	0
0	0	0	0			Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0
0	0	0	0			Less Capital Expenditure	0		0		0	0	0	0	0	0	0	0	0
19,811,000	**20,767,000**	**21,756,600**	**22,400,900**	**3**		***Cash Result after Capital Movements***	**23,390,600**	**4**	**24,529,300**	**5**	**25,724,800**	**27,164,400**	**28,726,400**	**29,680,000**	**30,665,900**	**31,685,200**	**32,739,400**	**33,829,200**	**34,956,100**

FINANCIAL SERVICES

Manager *Peter Morgan - "Manager –Finance and Governance"*

Background

This program represents revenues and expenses associated with the provision of financial services to Council.

Budget Comments

Operating Revenues

Fees and Charges
Relates to revenue raised through activities undertaken by the Finance Section.

Dividends
Represents the dividends from the Water and Wastewater Operations. This item is subject to Council meeting State Government guidelines.

Operating Expenses

Employee Costs
Salaries and oncosts for eleven full time and three part time employees (total of 62 days) employed within the finance section.

Bank Charges
Includes credit card charges, Australia Post and other charges incurred in the collection of Council revenue, payment of accounts and general cash management.

Rating Costs
Represents security mail costs plus legal costs incurred in collecting rate revenue.

Valuation Fees
Charges paid for the provision of land valuation information for rating purposes and re-valuation of certain classes of assets as required by the Department of Local Government.

Audit Fees
Fees for internal audit of specific projects.

Overheads Distributed to Business Activities
Represents the credit side of the distribution of corporate overhead costs to business activities such as the airport, waste, water and wastewater.

FINANCIAL SERVICES

ACTUAL 2011/12	2012/13	2013/14	2014/15	%	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED 2015/16	%	2016/17	%
						OPERATING REVENUES				
						Fees and Charges				
50,000	58,000	78,500	94,000	20	26028	Section 603 Certificates	99,500	6	98,000	(2)
22,000	26,000	28,900	27,000	(7)	26028	Credit Card Surcharge	27,600	2	28,700	4
21,000	11,000	30,300	28,900	(5)	26028	Legal Costs Recovered	38,300	33	38,000	(1)
						Contributions and Dividends				
54,000	61,000	54,000	54,000	0	26028	Dividends	54,000	0	54,000	0
147,000	**156,000**	**191,700**	**203,900**	**6**		**Total Operating Revenues**	**219,400**	**8**	**218,700**	**(0)**
						OPERATING EXPENSES				
1,026,000	1,078,000	1,153,000	1,026,800	(11)	35020	Employee Costs	1,067,200	4	1,089,000	2
84,000	85,000	85,000	83,300	(2)	35020	Bank Charges	94,000	13	94,300	0
34,000	25,000	46,800	44,500	(5)	35021	Rating Costs	57,000	28	59,000	4
83,000	89,000	117,300	97,300	(17)	35021	Valuation Fees	108,500	12	110,700	2
17,000	23,000	22,200	30,500	37	35021	Audit - Internal	32,700	7	25,000	(24)
						Indirect Costs				
(4,144,000)	(4,487,000)	(4,920,000)	(5,057,000)	3	35021	Overheads Distributed	(5,415,400)	7	(5,566,000)	3
(2,900,000)	**(3,187,000)**	**(3,495,700)**	**(3,774,600)**	**8**		**Total Operating Expenses**	**(4,056,000)**	**7**	**(4,188,000)**	**3**
3,047,000	**3,343,000**	**3,687,400**	**3,978,500**	**8**		***Operating Result - Surplus / (Deficit)***	**4,275,400**	**7**	**4,406,700**	**3**
						Add Back Depreciation				
3,047,000	**3,343,000**	**3,687,400**	**3,978,500**	**8**		***Cash Result - Surplus / (Deficit)***	**4,275,400**	**7**	**4,406,700**	**3**
						Capital Movements				
0	0	0	0			Less Loan Principal Repayments	0		0	
25,000	8,000	0	0			Less Transfer to Reserves	0		0	
56,000	7,000	0	0			Add Transfer from Reserves	0		0	
0	0	0	0			Add Capital Income Applied	0		0	
0	0	0	0			Less Capital Expenditure	0		0	
3,078,000	**3,342,000**	**3,687,400**	**3,978,500**	**8**		***Cash Result after Capital Movements***	**4,275,400**	**7**	**4,406,700**	**3**

BUDGET ITEMS	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
OPERATING REVENUES									
Fees and Charges									
Section 603 Certificates	100,000	102,100	104,200	106,400	108,600	110,900	113,200	115,500	117,900
Credit Card Surcharge	29,500	30,300	31,100	31,900	32,700	33,600	34,500	35,400	36,300
Legal Costs Recovered	40,200	42,900	45,800	47,600	49,500	51,400	53,400	55,400	57,500
Contributions and Dividends									
Dividends	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000
Total Operating Revenues	**223,700**	**229,300**	**235,100**	**239,900**	**244,800**	**249,900**	**255,100**	**260,300**	**265,700**
OPERATING EXPENSES									
Employee Costs	1,110,800	1,133,000	1,155,700	1,178,800	1,202,400	1,226,400	1,250,900	1,275,900	1,301,400
Bank Charges	96,700	99,100	101,500	103,900	106,300	108,900	111,500	114,100	116,700
Rating Costs	60,200	61,500	62,900	64,300	65,700	67,100	68,500	69,900	71,400
Valuation Fees	113,000	115,300	117,700	120,100	122,600	125,100	127,700	130,400	133,100
Audit - Internal	25,500	26,100	26,700	27,300	27,900	28,500	29,100	29,700	30,300
Indirect Costs									
Overheads Distributed	(5,677,500)	(5,791,400)	(5,907,300)	(6,025,000)	(6,146,400)	(6,218,700)	(6,342,800)	(6,469,900)	(6,516,500)
Total Operating Expenses	**(4,271,300)**	**(4,356,400)**	**(4,442,800)**	**(4,530,600)**	**(4,621,500)**	**(4,662,700)**	**(4,755,100)**	**(4,849,900)**	**(4,863,600)**
Operating Result - Surplus / (Deficit)	**4,495,000**	**4,585,700**	**4,677,900**	**4,770,500**	**4,866,300**	**4,912,600**	**5,010,200**	**5,110,200**	**5,129,300**
Add Back Depreciation									
Cash Result - Surplus / (Deficit)	**4,495,000**	**4,585,700**	**4,677,900**	**4,770,500**	**4,866,300**	**4,912,600**	**5,010,200**	**5,110,200**	**5,129,300**
Capital Movements									
Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0
Less Transfer to Reserves	0	0	0	0	0	0	0	0	0
Add Transfer from Reserves	0	0	0	0	0	0	0	0	0
Add Capital Income Applied	0	0	0	0	0	0	0	0	0
Less Capital Expenditure	0	0	0	0	0	0	0	0	0
Cash Result after Capital Movements	**4,495,000**	**4,585,700**	**4,677,900**	**4,770,500**	**4,866,300**	**4,912,600**	**5,010,200**	**5,110,200**	**5,129,300**

INFORMATION SERVICES

Manager *Stewart Littleford – "Manager – Information Services""*

Background

This program represents revenues and expenses associated with the information services section of Council. This includes computer equipment and geographical information services.

Budget Comments

Operating Revenues

A small amount of income is generated from sales of data information and GIS maps.

Operating Expenses

Employee Costs
Salaries and oncosts for nine full time and two part time employees (50 days) and one motor vehicle.

Hardware Costs
Includes lease fees related to the provision of hardware, along with support costs and internet connection fees.

Software and Consumables
Includes software support agreements, consumables such as toner, insurance and software purchases. Increase reflects current service levels.

Capital Movements

Capital Expenditure
Represents the new capital items for the information services section. Refer to Part C of this document for more information.

INFORMATION SERVICES

ACTUAL 2011/12	2012/13	2013/14	2014/15	%	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED 2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
						Fees and Charges													
5,000	4,000	13,100	16,100	23	26045	Sundry Sales and Services	10,500	(35)	10,800	3	11,100	11,400	11,700	12,000	12,300	12,600	12,900	13,200	13,500
5,000	**4,000**	**13,100**	**16,100**	**23**		**Total Operating Revenues**	**10,500**	**(35)**	**10,800**	**3**	**11,100**	**11,400**	**11,700**	**12,000**	**12,300**	**12,600**	**12,900**	**13,200**	**13,500**
						OPERATING EXPENSES													
						Information Services													
534,000	519,000	667,000	766,400	15	35040	Employee Costs	885,800	16	960,200	8	979,500	999,200	1,019,300	1,039,800	1,060,700	1,082,000	1,103,700	1,125,900	1,148,500
302,000	279,000	175,100	174,000	(1)	35040	Hardware Lease	202,200	16	206,300	2	210,500	214,800	219,100	223,500	228,000	232,600	237,300	242,100	247,000
45,000	52,000	65,000	106,800	64	35040	Hardware Support Costs	76,000	(29)	77,600	2	79,300	81,100	82,900	84,700	86,500	88,300	90,100	92,100	94,100
140,000	138,000	171,000	24,200	(86)	35040	Software - Civica Licence	185,000	664	231,000	25	235,700	240,500	245,400	250,400	255,500	260,700	266,000	271,400	276,900
417,000	350,000	386,200	578,700	50	35040	Software and Consumables	396,000	(32)	404,100	2	412,400	420,800	429,400	438,100	447,100	456,200	465,500	475,100	484,800
1,438,000	**1,338,000**	**1,464,300**	**1,650,100**	**13**		**Total Operating Expenses**	**1,745,000**	**6**	**1,879,200**	**8**	**1,917,400**	**1,956,400**	**1,996,100**	**2,036,500**	**2,077,800**	**2,119,800**	**2,162,600**	**2,206,600**	**2,251,300**
(1,433,000)	**(1,334,000)**	**(1,451,200)**	**(1,634,000)**	**13**		***Operating Result - Surplus / (Deficit)***	**(1,734,500)**	**6**	**(1,868,400)**	**8**	**(1,906,300)**	**(1,945,000)**	**(1,984,400)**	**(2,024,500)**	**(2,065,500)**	**(2,107,200)**	**(2,149,700)**	**(2,193,400)**	**(2,237,800)**
0	0	0	0	0		*Add Back Depreciation*	0	0	0	0	0	0	0	0	0	0	0	0	0
(1,433,000)	**(1,334,000)**	**(1,451,200)**	**(1,634,000)**	**13**		***Cash Result - Surplus / (Deficit)***	**(1,734,500)**	**6**	**(1,868,400)**	**8**	**(1,906,300)**	**(1,945,000)**	**(1,984,400)**	**(2,024,500)**	**(2,065,500)**	**(2,107,200)**	**(2,149,700)**	**(2,193,400)**	**(2,237,800)**
						Capital Movements													
0	0	0	0			Less Loan Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
0	0	0	40,000			Less Transfer to Reserves	0		0		0	0	0	0	0	0	0	0	0
28,000	0	0	0			Add Transfer from Reserves	40,000		0		0	0	0	0	0	0	0	0	0
25,000	0	0	0			Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0
51,000	20,000	26,600	11,400			Less Capital Expenditure	60,000		21,000		22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000
(1,431,000)	**(1,354,000)**	**(1,477,800)**	**(1,685,400)**	**14**		***Cash Result after Capital Movements***	**(1,754,500)**	**4**	**(1,889,400)**	**8**	**(1,928,300)**	**(1,968,000)**	**(2,008,400)**	**(2,049,500)**	**(2,091,500)**	**(2,134,200)**	**(2,177,700)**	**(2,222,400)**	**(2,267,800)**

HUMAN RESOURCES AND RISK MANAGEMENT

Manager *Kelly Brown - "Manager –Human Resources and Risk Management"*

Background
This program represents revenues and expenses associated with the management of human resources and risk within Council.

Budget Comments

Operating Revenues

Contributions
Includes insurance adjustments (refunds) and staff training subsidies.

Operating Expenses

Employee Costs
Salaries and oncosts for five full time staff and four part time staff (39 days).

Staff Training and Development
Training, education and recruitment costs for Council employees.

Staff Support Services
Includes allowances for field staff meetings, counselling and support programs, manager agreement expenses and long service recognition awards.

Employee Oncosts
Includes employee oncosts such as annual leave, sick leave, long service leave, superannuation and workers compensation premium.

Risk Management
Provision for insurance premiums for items such as public liability and professional indemnity.

Oncosts Recouped
Relates to the recoupment of employee related expenses through the allocation of an oncost to wages within each program.

Capital Movements

Transfer to Reserve
Funds transferred to employees leave reserve.

Capital Income
This is an adjustment for leave accruals - this figure recognises any net increase or decrease in leave liabilities.

HUMAN RESOURCES AND RISK MANAGEMENT

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%	ACCOUNT		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
2,000	13,000	47,100	32,000	(32)	26050	Contributions - LSL	11,000	(66)	11,300	3	11,600	11,900	12,200	12,500	12,800	13,100	13,400	13,700	14,000
46,000	61,000	29,400	26,800	(9)	26050	Contributions - Training	10,000	(63)	10,200	2	10,500	10,800	11,100	11,400	11,700	12,000	12,300	12,600	12,900
65,000	16,000	7,500	9,000	20	26050	Maternity Leave - Centrelink Payments	20,000	122	20,400	2	20,900	21,400	21,900	22,400	22,900	23,400	23,900	24,400	24,900
29,000	67,000	47,600	80,400	69	26050	Refunds - Insurance	51,000	(37)	52,100	2	53,300	54,500	55,700	56,900	58,200	59,500	60,800	62,100	63,500
46,000	76,000	58,300	147,200	152	26050	Refunds - Workers Compensation	65,000	(56)	66,300	2	67,700	69,100	70,500	72,000	73,500	75,000	76,500	78,100	79,700
188,000	**233,000**	**189,900**	**295,400**	**56**		**Total Operating Revenues**	**157,000**	**(47)**	**160,300**	**2**	**164,000**	**167,700**	**171,400**	**175,200**	**179,100**	**183,000**	**186,900**	**190,900**	**195,000**
						OPERATING EXPENSES													
						Human Resources													
690,000	702,000	652,200	687,000	5	35050	Employee Costs	721,300	5	770,000	7	785,500	801,300	817,400	833,800	850,500	867,600	885,000	902,700	920,800
378,000	420,000	422,600	420,000	(1)	35051	Staff Training and Development	464,500	11	454,500	(2)	463,800	473,300	483,000	492,900	503,000	513,300	523,800	534,600	545,500
41,000	25,000	25,100	60,000	139	35051	Staff Support and Recognition	56,000	(7)	60,000	7	61,300	62,800	64,300	65,800	67,300	68,800	70,300	71,800	73,400
						Employee Oncosts													
1,973,000	1,958,000	2,041,500	2,103,900	3	35051	Superannuation	2,190,000	4	2,210,000	1	2,248,000	2,289,000	2,334,000	2,383,000	2,435,000	2,491,000	2,552,000	2,617,000	2,686,000
2,000	3,000	1,900	5,200	174	35051	Jury Duty	2,000	(62)	2,000	0	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900
877,000	737,000	560,100	560,300	0	35055	Workers Compensation Premiums	702,000	25	583,000	(17)	594,700	607,100	619,900	632,900	646,100	659,500	673,100	686,900	701,000
1,112,000	1,234,000	1,292,700	1,513,700	17	35056	Employee Entitlements - Salaried Staff	1,616,000	7	1,546,000	(4)	1,577,000	1,608,800	1,641,200	1,674,200	1,707,900	1,742,200	1,777,200	1,812,800	1,849,300
1,302,000	1,143,000	1,356,600	1,304,200	(4)	35056	Employee Entitlements - Wages Staff	1,223,000	(6)	1,255,000	3	1,280,200	1,306,100	1,332,400	1,359,300	1,386,700	1,414,700	1,443,200	1,472,200	1,501,800
						Risk Management													
1,000	2,000	7,500	7,500	0	35057	Fidelity Guarantee	7,800	4	8,000	3	8,200	8,400	8,600	8,800	9,000	9,200	9,400	9,600	9,800
466,000	510,000	534,500	557,200	4	35057	Public Risk and Plant	573,000	3	585,000	2	596,700	608,700	620,900	633,400	646,100	659,100	672,300	685,800	699,600
32,000	10,000	39,700	17,700	(55)	35057	Excess Public Risk	40,000	126	40,800	2	41,700	42,600	43,500	44,400	45,300	46,300	47,300	48,300	49,300
						Oncosts Recouped													
(5,531,000)	(5,732,000)	(5,474,300)	(5,729,400)	5	35058	Oncosts Recouped - Internal Works	(6,146,300)	7	(6,410,000)	4	(6,538,200)	(6,669,000)	(6,802,400)	(6,938,600)	(7,077,500)	(7,219,200)	(7,363,700)	(7,511,000)	(7,661,300)
(80,000)	(48,000)	(88,700)	(141,000)	59	35058	Oncosts Recouped - External Works	(87,000)	(38)	(88,800)	2	(90,700)	(92,600)	(94,600)	(96,600)	(98,600)	(100,600)	(102,700)	(104,900)	(107,100)
1,263,000	**964,000**	**1,371,400**	**1,366,300**	**(0)**		**Total Operating Expenses**	**1,362,300**	**(0)**	**1,015,500**	**(25)**	**1,030,300**	**1,048,700**	**1,070,500**	**1,095,700**	**1,123,300**	**1,154,500**	**1,189,900**	**1,228,600**	**1,271,000**
(1,075,000)	**(731,000)**	**(1,181,500)**	**(1,070,900)**	**(9)**		***Operating Result - Surplus / (Deficit)***	**(1,205,300)**	13	**(855,200)**	**(29)**	**(866,300)**	**(881,000)**	**(899,100)**	**(920,500)**	**(944,200)**	**(971,500)**	**(1,003,000)**	**(1,037,700)**	**(1,076,000)**
0	0	0	0	0		*Add Back Depreciation*	0	0	0	0	0	0	0	0	0	0	0	0	0
(1,075,000)	**(731,000)**	**(1,181,500)**	**(1,070,900)**	**(9)**		***Cash Result - Surplus / (Deficit)***	**(1,205,300)**	13	**(855,200)**	**(29)**	**(866,300)**	**(881,000)**	**(899,100)**	**(920,500)**	**(944,200)**	**(971,500)**	**(1,003,000)**	**(1,037,700)**	**(1,076,000)**
						Capital Movements													
0	0	0	0			Less Loan Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
327,000	313,000	297,000	732,000			Less Transfer to Reserves	6,000		0		0	0	0	0	0	0	0	0	0
215,000	8,000	336,000	192,100			Add Transfer from Reserves	0		0		0	0	0	0	0	0	0	0	0
0	0	(1,935,900)	(507,100)			Add Capital Income Applied	200,000		200,000		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
0	0	0	0			Less Capital Expenditure	0		0		0	0	0	0	0	0	0	0	0
(1,187,000)	**(1,036,000)**	**(3,078,400)**	**(2,117,900)**	**(31)**		***Cash Result after Capital Movements***	**(1,011,300)**	**(52)**	**(655,200)**	**(35)**	**(666,300)**	**(681,000)**	**(699,100)**	**(720,500)**	**(744,200)**	**(771,500)**	**(803,000)**	**(837,700)**	**(876,000)**

PROPERTY MANAGEMENT

Manager: *Paul Tsikleas – “Manager Commercial Services”*

Background

This program includes revenues and expenses from Council’s commercial property portfolio.

Budget Comments

Operating Revenues

Property Revenues Includes income from a variety of properties. The major investment properties are Wigmore Arcade, 89 Tamar Street, Fawcett Park Café, 6 Cessna Crescent (ARC) and land leased at the Southern Cross Industrial Estate. The other Council properties include residential properties and vacant land. The crown reserves rental represents income from properties located on crown reserves over which Council has care and control.

Flat Rock Tent Park Income from campers at the park.

Interest on Investments Interest earnings on the community infrastructure, commercial opportunities and property development reserves.

Operating Expenses

Employee Costs Salaries and oncosts for two full time staff employed (10 days) plus one motor vehicle.

Land Development Rates and charges applicable for these land holdings.

Properties Represents expenses for managing the various categories of property within the property portfolio.

Flat Rock Tent Park Expenses to manage and run the tent park.

Capital Movements

Transfer to and from Reserves Refer to Part E of this document for further information.

Capital Income and Purchases Refer to Part C of this document for further information.

Cash Result after Capital Movements

This program makes a significant financial contribution to the operations of the Council General Fund.

PROPERTY MANAGEMENT

ACTUAL					LEDGER	BUDGET ITEMS	ESTIMATED												
2011/12	2012/13	2013/14	2014/15	%	ACCOUNT		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
						Council Owned Properties													
1,784,000	1,698,000	1,618,900	1,462,100	(10)	26065	Properties - Investment / Commercial	1,635,000	12	1,710,000	5	1,796,500	1,820,000	1,851,000	1,874,500	1,912,000	1,950,800	1,989,900	2,029,700	2,070,600
411,000	260,000	354,400	218,600	(38)	26060	Properties - Others	237,000	8	241,400	2	221,100	225,800	230,600	235,500	240,500	245,600	250,700	256,000	261,400
						Council Controlled - Crown Reserves													
65,000	72,000	87,600	81,400	(7)	26061	Properties - Crown Reserves	62,000	(24)	68,200	10	69,800	71,400	73,000	74,600	76,200	77,900	79,600	81,300	83,000
						Caravan Parks and Tent Park													
331,000	355,000	422,600	432,400	2	26113	Flat Rock Tent Park	421,800	(2)	430,300	2	439,000	447,900	457,000	466,300	475,800	485,400	495,200	505,200	515,400
						Contributions													
0	1,815,500	697,300	545,200	(22)	26063	BBRC Program	532,000	(2)	0	(100)	0	0	0	0	0	0	0	0	0
						Interest on Investments													
355,000	121,000	18,000	80,200	346	26064	Interest on Investments - Comm Infra	41,000	(49)	16,000	(61)	13,000	13,000	14,000	15,000	14,000	15,000	15,000	16,000	16,000
261,000	179,000	181,200	105,100	(42)	26065	Interest on Investments - Property Dev	63,000	(40)	60,000	(5)	104,000	81,000	77,000	74,000	70,000	70,000	77,000	71,000	71,000
0	101,000	0	0	0	26064	Interest on Investments - Grant BBRC	0	0	0	0	0	0	0	0	0	0	0	0	0
						Other Revenues													
0	0	0	460,100	100	26060	Fair Value Adjustments Rental Props	0	(100)	0	0	0	0	0	0	0	0	0	0	0
3,207,000	**4,601,500**	**3,380,000**	**3,385,100**	**0**		**Total Operating Revenues**	**2,991,800**	**(12)**	**2,525,900**	**100**	**2,643,400**	**2,659,100**	**2,702,600**	**2,739,900**	**2,788,500**	**2,844,700**	**2,907,400**	**2,959,200**	**3,017,400**
						OPERATING EXPENSES													
						Property Management													
392,000	405,000	343,600	292,800	(15)	35070	Employee Costs	305,100	4	296,700	(3)	302,600	308,600	314,700	321,000	327,400	333,900	340,500	347,300	354,200
38,000	13,000	21,700	19,000	(12)	35070	Property Investigations	26,000	37	20,400	(22)	20,800	21,200	21,600	22,000	22,400	22,800	23,300	23,800	24,300
0	225,000	1,420,000	1,440,100	1	35070	BBRC Scheme	1,567,000	9	0	(100)	0	0	0	0	0	0	0	0	0
						Land Development													
7,000	14,000	10,300	16,400	59	35073	Wollongbar Residential Estate	44,000	168	45,000	2	46,000	47,000	48,000	49,100	50,200	0	0	0	0
110,000	115,000	59,200	97,900	65	35073	Southern Cross Industrial Estate	285,000	191	171,300	(40)	72,600	74,000	75,400	76,800	78,200	79,700	81,200	82,700	84,200
11,000	12,000	8,500	34,000	300	35074	Russellton Industrial Estate	25,000	(26)	25,600	2	26,200	26,800	27,400	28,100	28,800	29,500	30,200	30,900	31,600
0	(165,000)	(289,900)	(725,700)	150	35074	Land Stock Movements	0	(100)	0	0	0	0	0	0	0	0	0	0	0
						Property - Operations and Maintenance													
180,000	255,000	214,000	199,400	(7)	35076	Properties - Council Investment	249,900	25	256,900	3	263,000	269,200	275,500	281,900	288,300	294,900	301,700	308,600	315,500
137,000	165,000	157,200	98,800	(37)	35080	Properties - Council Commercial	128,600	30	131,600	2	134,700	137,800	140,900	144,000	147,100	150,400	153,800	157,200	160,700
40,000	48,000	59,000	29,200	(51)	35082	Properties - Council Residential	49,700	70	50,900	2	52,100	53,300	54,500	55,800	57,100	58,400	59,900	61,400	62,900
34,000	62,000	67,600	66,900	(1)	35084	Properties - Crown Reserves	70,700	6	64,700	(8)	66,300	68,100	69,900	71,700	73,500	75,300	77,100	78,900	80,700
						Caravan Parks and Tent Park													
267,000	282,000	301,000	259,500	(14)	35145	Flat Rock Tent Park	272,400	5	284,900	5	291,400	298,200	305,000	311,900	318,900	325,900	333,100	340,500	348,100
4,000	2,000	0	0	0	35145	Interest on Loans - Flat Rock	0	0	0	0	0	0	0	0	0	0	0	0	0
						Indirect Expenses - Overheads													
369,000	325,000	362,000	178,000	(51)	35085	Overheads Distributed	228,000	28	212,000	(7)	216,300	220,600	225,000	229,600	234,200	188,100	191,900	195,700	199,700
						Non-cash Expenses													
16,000	16,700	439,700	13,600	(97)	35145	Depreciation - Flat Rock Tent Park	14,000	3	14,000	0	14,300	14,600	14,900	15,200	15,600	16,000	16,400	16,800	17,200
146,000	150,900	183,800	95,100	(48)	35145	Depreciation - Commercial Buildings	95,000	(0)	95,000	0	96,900	98,900	100,900	103,000	105,100	107,300	109,500	111,700	114,000
1,753,000	**1,925,600**	**3,357,700**	**2,115,000**	**(37)**		**Total Operating Expenses**	**3,360,400**	**59**	**1,669,000**	**(50)**	**1,603,200**	**1,638,300**	**1,673,700**	**1,710,100**	**1,746,800**	**1,682,200**	**1,718,600**	**1,755,500**	**1,793,100**
1,454,000	**2,675,900**	**22,300**	**1,270,100**	**5,596**		***Operating Result - Surplus / (Deficit)***	**(388,600)**	**(129)**	**856,900**	**(332)**	**1,040,200**	**1,020,800**	**1,028,900**	**1,029,800**	**1,041,700**	**1,162,500**	**1,188,800**	**1,203,700**	**1,224,300**
164,000	167,600	623,500	108,700	(83)		*Add Back Depreciation*	109,000	0	109,000	0	111,200	113,500	115,800	118,200	120,700	123,300	125,900	128,500	131,200
0	0	0	(460,100)	100		*Add Back Fair Value Adjustments*	0	(100)	0	0	0	0	0	0	0	0	0	0	0
0	(165,000)	(289,900)	(725,700)	150		*Add Back Landstock Movements*	0	(100)	0	0	0	0	0	0	0	0	0	0	0
1,618,000	**2,678,500**	**355,900**	**193,000**	**(46)**		***Cash Result - Surplus / (Deficit)***	**(259,600)**	**(235)**	**965,900**	**(472)**	**1,151,400**	**1,134,300**	**1,144,700**	**1,148,000**	**1,162,400**	**1,285,800**	**1,314,700**	**1,332,200**	**1,355,500**
						Capital Movements													
37,000	40,000	0	0			Less Loan Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
11,075,000	5,834,000	5,175,400	6,528,800			Less Transfer to Reserves	5,281,000		6,962,400		6,295,500	5,748,400	5,572,200	6,489,200	4,517,300	3,552,100	3,093,400	3,823,300	3,858,700
4,276,000	6,978,000	4,436,400	6,732,200			Add Transfer from Reserves	4,886,600		4,229,500		6,254,100	3,944,100	3,877,500	3,941,200	2,404,900	1,716,300	2,228,700	1,941,100	1,953,200
8,763,000	4,459,000	1,615,200	3,340,400			Add Capital Income Applied	2,850,000		5,025,000		4,300,000	2,760,000	2,760,000	2,760,000	1,360,000	960,000	960,000	960,000	960,000
3,129,000	6,363,000	1,179,800	4,191,700			Less Capital Expenditure	1,796,000		2,858,000		5,010,000	1,690,000	1,810,000	860,000	10,000	10,000	1,010,000	10,000	10,000
416,000	**1,878,500**	**52,300**	**(454,900)**	**(970)**		***Cash Result after Capital Movements***	**400,000**	**(188)**	**400,000**	**0**	**400,000**	**400,000**	**400,000**	**400,000**	**400,000**	**400,000**	**400,000**	**400,000**	**400,000**

BALLINA-BYRON GATEWAY AIRPORT

Manager: *Neil Weatherson – "Business Manager - Airport"*

Background
This program includes all revenues and expenses for the operation of the airport.

Budget Comments

Operating Revenues

Landing Fees Collected from Regional Express Airlines, Jetstar and Virgin.

Rentals From activities such as car rental franchises, hangar rentals, shuttle rents and building rent.

Other Fees Includes airline contributions to security screening and car parking fees and fines.

Operating Expenses

Employee Costs Includes costs for four full time employees (20 days) two vehicles and conference and travel expenses.

Buildings Maintenance and Repair Maintenance of airport buildings and associated infrastructure plus cleaning costs.

Operations Includes lighting, promotion, publications, contract management and overheads. This item includes provision for two airport grounds persons plus relief staff (10 days plus relief).

Interest on Loans Loans applicable to development of the airport.

Capital Movements

Loan Principal Repayments Loan repayments related to development of the airport.

Transfer to Reserves The operating surplus, less principal repayments for the airport is transferred to the airport reserve.

Transfer from Reserves Transfer to cover any capital expenditure planned for the year.

Capital Income Loan income to finance capital expenditure, where required.

Capital Expenditure Refer to Part C of this document.

Cash Result after Capital Movements The activities of the airport are treated as a self-funded entity, with any surplus or deficit transferred to / from the airport reserve.

BALLINA - BYRON GATEWAY AIRPORT

ACTUAL 2011/12	2012/13	2013/14	2014/15	%	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED 2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						OPERATING REVENUES													
						Fees and Charges													
1,864,000	1,996,000	2,113,000	2,177,700	3	26100	Landing Fees	2,278,000	5	2,322,000	2	2,408,500	2,472,100	2,536,700	2,603,400	2,669,100	2,697,900	2,726,700	2,756,600	2,788,600
881,000	848,000	1,078,000	1,067,000	(1)	26100	Security Recouped	1,272,000	19	1,310,000	3	1,349,300	1,389,800	1,431,500	1,474,500	1,518,800	1,564,400	1,611,400	1,659,800	1,709,600
424,400	491,400	522,200	623,500	19	26100	Rentals	636,000	2	681,800	7	752,600	824,100	849,100	874,900	901,700	929,200	957,500	986,600	1,016,700
294,000	363,000	414,900	467,200	13	26100	Car Parking	583,000	25	641,000	10	660,300	680,200	700,700	721,800	743,500	765,900	788,900	812,600	837,000
0	56,000	65,400	66,700	2	26100	Advertising	70,000	5	72,000	3	74,200	106,500	109,700	113,000	116,400	119,900	123,500	127,300	131,200
0	89,000	72,000	0	(100)	26100	Interest	0	0	0	0	0	0	0	0	0	0	0	0	0
						Grants and Contributions													
0	0	63,500	46,200	(27)	26100	Operating Grants and Contributions	70,000	52	436,000	194	498,000	540,100	553,300	565,500	578,800	593,200	607,600	622,100	636,700
0	138,600	259,700	240,100	(8)	26100	LIRS Subsidy	210,500	(12)	184,400	(12)	157,300	129,100	99,700	69,100	37,300	6,300	0	0	0
						Other Revenues													
20,000	23,300	29,100	21,300	(27)	26100	Parking Fines	25,000	17	25,000	0	25,800	26,600	27,400	28,300	29,200	30,100	31,100	32,100	33,100
3,483,400	**4,005,300**	**4,617,800**	**4,709,700**	**2**		**Total Operating Revenues**	**5,144,500**	**9**	**5,672,200**	**10**	**5,926,000**	**6,168,500**	**6,308,100**	**6,450,500**	**6,594,800**	**6,706,900**	**6,846,700**	**6,997,100**	**7,152,900**
						OPERATING EXPENSES													
						Airport													
477,000	519,000	500,300	519,600	4	35120	Employee Costs	519,100	(0)	540,000	4	604,500	676,900	696,400	716,400	737,100	758,400	680,400	803,000	826,200
314,000	307,000	269,300	247,700	(8)	35120	Buildings Maintenance and Repair	225,000	(9)	231,000	3	286,700	323,800	331,800	339,400	348,600	357,300	366,200	373,500	380,900
623,000	758,000	901,700	955,600	6	35125	Security for Departure Lounge	1,109,000	16	1,166,000	5	1,201,000	1,237,000	1,274,000	1,312,000	1,352,000	1,392,000	1,434,000	1,477,000	1,522,000
848,000	937,000	1,049,000	1,065,000	2	35125	Operations	1,153,400	8	1,446,200	26	1,489,600	1,574,700	1,609,000	1,641,000	1,673,900	1,707,100	1,741,000	1,775,600	1,810,800
						Indirect Expenses													
268,000	280,000	294,000	302,000	3	35120	Overheads Distributed	325,000	8	370,000	14	377,400	384,900	392,600	400,500	408,500	416,700	425,000	433,500	442,200
						Debt Servicing													
238,000	424,000	554,100	502,300	(9)	35150	Interest on Loans	473,000	(6)	439,400	(7)	379,300	317,700	253,700	183,300	113,600	45,500	15,000	5,000	3,000
						Non-Cash Expenses													
784,000	831,200	760,600	770,700	1	35150	Depreciation - Airport	860,000	12	915,000	6	999,000	1,030,000	1,062,000	1,083,200	1,104,900	1,127,000	1,149,500	1,172,500	1,196,000
0	0	2,075,400	0	(100)	35120	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0	0
3,552,000	**4,056,200**	**6,404,400**	**4,362,900**	**(32)**		**Total Operating Expenses**	**4,664,500**	**7**	**5,109,600**	**10**	**5,337,500**	**5,545,000**	**5,619,500**	**5,675,800**	**5,738,600**	**5,804,000**	**5,811,100**	**6,040,100**	**6,181,100**
(68,600)	**(50,900)**	**(1,786,600)**	**346,800**	**(119)**		***Operating Result - Surplus / (Deficit)***	**480,000**	**38**	**562,600**	**17**	**588,500**	**623,500**	**688,600**	**774,700**	**856,200**	**902,900**	**1,035,600**	**957,000**	**971,800**
784,000	831,200	760,600	770,700	1		*Add Back Depreciation*	860,000	12	915,000	6	999,000	1,030,000	1,062,000	1,083,200	1,104,900	1,127,000	1,149,500	1,172,500	1,196,000
0	0	2,075,400	0	(100)		*Add Back Loss Infrastructure Disposal*	0	0	0	0	0	0	0	0	0	0	0	0	0
715,400	**780,300**	**1,049,400**	**1,117,500**	**6**		***Cash Result - Surplus / (Deficit)***	**1,340,000**	**20**	**1,477,600**	**10**	**1,587,500**	**1,653,500**	**1,750,600**	**1,857,900**	**1,961,100**	**2,029,900**	**2,185,100**	**2,129,500**	**2,167,800**
						Capital Movements													
251,000	532,000	838,700	845,500			Less Loan Principal Repayments	970,600		1,066,200		1,126,400	1,188,000	1,252,000	1,320,500	1,322,000	915,300	262,200	57,000	59,000
1,006,400	4,646,300	210,700	272,000			Less Transfer to Reserves	369,400		411,400		461,100	465,500	498,600	537,400	639,100	1,114,600	1,922,900	2,072,500	2,108,800
618,000	541,000	4,996,600	403,800			Add Transfer from Reserves	90,000		78,000		81,000	84,000	87,000	90,000	94,000	498,000	1,102,000	1,106,000	110,000
1,156,000	9,644,000	0	725,000			Add Capital Income Applied	2,707,000		0		4,500,000	0	0	0	0	0	0	0	0
1,232,000	5,787,000	4,996,600	1,128,800			Less Capital Expenditure	2,797,000		78,000		4,581,000	84,000	87,000	90,000	94,000	498,000	1,102,000	1,106,000	110,000
0	**0**	**0**	**0**	**0**		***Cash Result after Capital Movements***	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
953,400	**1,204,300**	**(471,900)**	**1,619,800**			***Earnings before Int, Dep (EBITDA)***	**1,813,000**	**12**	**1,917,000**	**6**	**1,966,800**	**1,971,200**	**2,004,300**	**2,041,200**	**2,074,700**	**2,075,400**	**2,200,100**	**2,134,500**	**2,170,800**

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Part C

Capital Expenditure

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INTRODUCTION

Council generates a cash surplus on its day-to-day operations. This surplus is needed to fund the acquisition of new assets, or improvements to, or replacement of, existing Council assets.

This part of the document provides a summary of the capital works Council intends to undertake, acquire, construct or improve.

The information provided is as follows:

Expenditure Summary

The columns under this heading provide the estimated capital expenditure for the years listed.

Funding Source

The details of the funding sources for the capital expenditure are provided for each year. The funding sources are dissected into the following columns:

- Grants / Contributions – Represents any external grants or contributions to assist in funding the works.
- Section 94 – Represents any Section 94 developer contributions applied to the project. For further details on Section 94 contributions refer to Part D of this document.
- Loans – Represents loan funds applied to the project.
- Reserves – Represents Council reserves applied to the project. For further information on reserves refer to Part E of this document.
- General Revenue – This is the unrestricted Council revenue applied to the project. This revenue can be allocated to any project at Council's discretion. It is this revenue figure that impacts directly on the cash result.

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CAPITAL EXPENDITURE - GENERAL FUND

Asset Description	Expenditure Summary 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Funding Sources 2016/17 Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Funding Sources 2017/18 Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Funding Sources 2018/19 Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Funding Sources 2019/20 Grants / Conts	Sec 94	Loans	Reserves	General Revenue
Strategic and Community Facilities Group																														
Community Facilities																														
Commmunity Centres and Halls	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000					22,000					23,000					24,000					25,000
Ballina Indoor Sports Centre				8,000,000											0					0					0	3,000,000			5,000,000	0
Swimming Pools																														
Ballina Redevelopment	6,600,000												6,600,000																	0
Alstonville Redevelopment	5,000,000												5,000,000		0															0
Group Total	**11,622,000**	**23,000**	**24,000**	**8,025,000**	**26,000**	**27,000**	**28,000**	**29,000**	**30,000**	**31,000**	**0**	**0**	**11,600,000**	**0**	**22,000**	**0**	**0**	**0**	**0**	**23,000**	**0**	**0**	**0**	**0**	**24,000**	**3,000,000**	**0**	**0**	**5,000,000**	**25,000**
General Manager's Group																														
Administration																														
Records Management	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000					5,000					5,000					5,000					5,000
Information Services																														
Computer Equipment	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000					21,000					22,000					23,000					24,000
Mapping Project																														
Property Development																														
Russellton Industrial Estate	100,000	4,100,000												100,000					4,100,000					0	0				0	0
Southern Cross Industrial Estate		900,000			950,000			1,000,000											900,000					0	0				0	0
Wollongbar Urban Expansion	2,448,000		1,680,000	1,800,000										2,448,000					0					1,680,000	0				1,800,000	0
North Creek Road Development	300,000													300,000																
Camping Ground																														
Flat Rock Improvements	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000				10,000					10,000					10,000	0				10,000	0
Ballina Airport																														
Apron Extension								1,000,000	1,000,000					0					0					0					0	0
PAPI / PAALC							400,000							0					0					0					0	0
Terminal Renovation		4,500,000												0		4,500,000			0					0					0	0
Miscellaneous Infrastructure	78,000	81,000	84,000	87,000	90,000	94,000	98,000	102,000	106,000	110,000				78,000					81,000					84,000					87,000	0
Sub Total - Airport	**78,000**	**4,581,000**	**84,000**	**87,000**	**90,000**	**94,000**	**498,000**	**1,102,000**	**1,106,000**	**110,000**	**0**	**0**	**0**	**78,000**	**0**	**4,500,000**	**0**	**0**	**81,000**	**0**	**0**	**0**	**0**	**84,000**	**0**	**0**	**0**	**0**	**87,000**	**0**
Group Total	**2,962,000**	**9,618,000**	**1,802,000**	**1,926,000**	**1,080,000**	**135,000**	**540,000**	**2,145,000**	**1,150,000**	**155,000**	**0**	**0**	**0**	**2,936,000**	**26,000**	**4,500,000**	**0**	**0**	**5,091,000**	**27,000**	**0**	**0**	**0**	**1,774,000**	**28,000**	**0**	**0**	**0**	**1,897,000**	**29,000**
Development and Environmental Health Group																														
Environmental Health																														
Shaws Bay CZMP	305,000	220,000	175,000	170,000	130,000	0	0	0	0	0	103,000	15,000		152,000	35,000	60,000	80,000		80,000	0	50,000	100,000			25,000	70,000	100,000			0
Group Total	**305,000**	**220,000**	**175,000**	**170,000**	**130,000**	**0**	**0**	**0**	**0**	**0**	**103,000**	**15,000**	**0**	**152,000**	**35,000**	**60,000**	**80,000**	**0**	**80,000**	**0**	**50,000**	**100,000**	**0**	**0**	**25,000**	**70,000**	**100,000**	**0**	**0**	**0**
Civil Services																														
Engineering Management																														
Surveying Equipment					60,000										0					0					0					0
Depot and Administration Centre																														
Depot 1 - Improvements	137,000	143,000	175,000	182,000	189,000	197,000	205,000	213,000	222,000	231,000	106,400				30,600	108,100				34,900	109,900				65,100	111,700				70,300
Admin Centre - Improvements	518,000	616,000									223,000			245,000	50,000	242,000			324,000	50,000										

CAPITAL EXPENDITURE - GENERAL FUND (cont'd)

Expenditure Summary

Asset Description	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Civil Services (continued)										
Procurement and Building Management										
Infrastructure - Comm Infra Res					1,000,000	930,000	980,000	1,000,000	1,000,000	1,000,000
Infrastructure - Property Dev Res	0	0	1,000,000	800,000	1,700,000	1,100,000	500,000	0	700,000	0
Buildings - Asset Mgmt Program	198,000	207,000	241,000	251,000	561,000	883,000	918,000	955,000	993,000	1,005,000
Buildings - LRM Dividend	0	0	0	250,000	375,000	750,000	550,000	600,000	625,000	625,000
Public Amenities										
Public Amenities - Improvements	100,000	104,000	108,000	112,000	116,000	121,000	126,000	131,000	136,000	141,000
Stormwater										
Urban Lanes	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000
Stormwater Upgrades	417,000	434,000	451,000	469,000	488,000	508,000	528,000	549,000	571,000	594,000
Roads and Bridges										
Roads - Reconstruction Program	2,308,400	2,410,200	2,334,100	2,375,000	2,871,000	2,088,000	2,441,000	2,612,000	2,889,000	3,129,000
Roads - Roads to Recovery	1,975,700	598,900	598,900	613,900	629,300	645,100	661,300	677,900	694,900	712,300
Roads - LRM Dividend	0	0	0	500,000	750,000	1,500,000	1,100,000	1,200,000	1,250,000	1,250,000
Roads - Fit for Future Increase	0	591,000	1,213,000	1,875,000	1,950,000	2,028,000	2,109,000	2,193,000	2,281,000	2,372,000
Urban Roads - Bitumen Reseals	312,000	324,000	337,000	350,000	364,000	379,000	394,000	410,000	426,000	443,000
Rural Roads - Bitumen Reseals	302,000	314,000	327,000	340,000	354,000	368,000	383,000	398,000	414,000	431,000
Urban Roads - Heavy Patching	329,000	342,000	356,000	370,000	385,000	400,000	416,000	433,000	450,000	468,000
Rural Roads - Heavy Patching	168,000	175,000	182,000	189,000	197,000	205,000	213,000	222,000	231,000	240,000
Bypass Funds - Alstonville	20,000	0	0	0	0	0	0	0	0	0
Bypass Funds - Ballina	633,000	200,000	0	0	0	0	0	0	0	0
River St Upgrade - Moon to Grant			2,500,000							
S 94 - Hutley Drive			16,722,000							
S 94 - River St - Four Lanes					15,614,000					
S 94 - River St - Four Lanes Bridge					6,195,000					
S 94 - River St - Four Lanes Land					155,000					
S 94 - Tamarind Dr - Four Lanes						8,556,000				
S 94 - Tamarind Dr - Bridge						4,786,000				
S 94 - Heavy Vehicles	125,000	130,000	135,000	140,000	145,000	151,000	157,000	163,000	169,000	175,000
Sub Total - Roads	**6,173,100**	**5,085,100**	**24,705,000**	**6,752,900**	**29,609,300**	**21,106,100**	**7,874,300**	**8,308,900**	**8,804,900**	**9,220,300**
Bridges	100,000	104,000	108,000	112,000	116,000	121,000	126,000	131,000	136,000	141,000
Ancillary Transport Services										
Footpaths / Shared Paths Program	320,000	366,000	459,000	477,000	496,000	516,000	537,000	558,000	580,000	603,000
Coastal Recreational Path - Walk	1,700,000									
Street Lighting	47,000	49,000	51,000	53,000	55,000	57,000	59,000	61,000	63,000	66,000
Missingham Park - Car Park	150,000									
Water Transport and Wharves										
Brunswick Street, Ballina - Ramp		200,000								
Emigrant Creek - Access	40,000									
Keith Hall Lane - Boat Ramp	300,000									
North Creek Road, Lennox - Ramp	150,000									
Open Spaces - Parks / Reserves										
Crown Reserve Works Program	24,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000	32,000	33,000
Park Improvements Program	162,000	168,000	175,000	182,000	189,000	197,000	205,000	213,000	222,000	231,000
Park Improvements - LRM Dividend	0	0	0	250,000	375,000	750,000	550,000	600,000	625,000	625,000
Captain Cook Master Plan	200,000		750,000	900,000						
Pop Denison Master Plan	350,000									
Wollongbar Skate Park	490,000									
Open Spaces - Sports Fields										
Sports Fields Improvement Program	162,000	168,000	175,000	182,000	189,000	197,000	205,000	213,000	222,000	231,000
Fleet and Plant	954,600	1,148,200	679,200	1,011,000	1,433,000	1,222,000	1,572,000	1,275,000	707,000	707,000
Waste Management										
Landfill - Improvements	105,000	109,000	113,000	118,000	123,000	128,000	133,000	138,000	144,000	150,000
Domestic Waste - Trucks		1,600,000				420,000		1,900,000		
Group Total	**12,818,700**	**10,548,300**	**29,239,200**	**12,152,900**	**37,127,300**	**29,258,100**	**15,125,300**	**16,904,900**	**15,811,900**	**15,633,300**
Total - All Groups	**27,707,700**	**20,409,300**	**31,240,200**	**22,273,900**	**38,363,300**	**29,420,100**	**15,693,300**	**19,078,900**	**16,991,900**	**16,819,300**

Funding Sources

Asset Description	2016/17 Grants / Conts	2016/17 Sec 94	2016/17 Loans	2016/17 Reserves	2016/17 General Revenue	2017/18 Grants / Conts	2017/18 Sec 94	2017/18 Loans	2017/18 Reserves	2017/18 General Revenue	2018/19 Grants / Conts	2018/19 Sec 94	2018/19 Loans	2018/19 Reserves	2018/19 General Revenue	2019/20 Grants / Conts	2019/20 Sec 94	2019/20 Loans	2019/20 Reserves	2019/20 General Revenue
Civil Services (continued)																				
Procurement and Building Management																				
Infrastructure - Comm Infra Res					0					0					0				0	0
Infrastructure - Property Dev Res					0					0				1,000,000	0				800,000	0
Buildings - Asset Mgmt Program					198,000					207,000					241,000					251,000
Buildings - LRM Dividend					0					0					0				250,000	0
Public Amenities																				
Public Amenities - Improvements					100,000					104,000					108,000					112,000
Stormwater																				
Urban Lanes					21,000					22,000					23,000					24,000
Stormwater Upgrades					417,000					434,000					451,000					469,000
Roads and Bridges																				
Roads - Reconstruction Program	174,000				2,134,400	178,000				2,232,200					2,334,100					2,375,000
Roads - Roads to Recovery					1,975,700					598,900					598,900					613,900
Roads - LRM Dividend				0	0				0	0				0	0				500,000	0
Roads - Fit for Future Increase				0	0				591,000	0				1,213,000	0				1,875,000	0
Urban Roads - Bitumen Reseals					312,000					324,000					337,000					350,000
Rural Roads - Bitumen Reseals					302,000					314,000					327,000					340,000
Urban Roads - Heavy Patching					329,000					342,000					356,000					370,000
Rural Roads - Heavy Patching					168,000					175,000					182,000					189,000
Bypass Funds - Alstonville				20,000	0				0	0				0	0				0	0
Bypass Funds - Ballina				633,000	0				200,000	0				0	0				0	0
River St Upgrade - Moon to Grant					0					0			2,500,000		0					0
S 94 - Hutley Drive					0					0		16,722,000			0					0
S 94 - River St - Four Lanes					0					0					0					0
S 94 - River St - Four Lanes Bridge					0					0					0					0
S 94 - River St - Four Lanes Land					0					0					0					0
S 94 - Tamarind Dr - Four Lanes					0					0					0					0
S 94 - Tamarind Dr - Bridge					0					0					0					0
S 94 - Heavy Vehicles		125,000			0		130,000			0		135,000			0		140,000			0
Sub Total - Roads	**174,000**	**125,000**	**0**	**653,000**	**5,221,100**	**178,000**	**130,000**	**0**	**791,000**	**3,986,100**	**0**	**16,857,000**	**2,500,000**	**1,213,000**	**4,135,000**	**0**	**140,000**	**0**	**2,375,000**	**4,237,900**
Bridges					100,000					104,000					108,000					112,000
Ancillary Transport Services																				
Footpaths / Shared Paths Program					320,000					366,000					459,000					477,000
Coastal Recreational Path - Walk	850,000			850,000	0					0										
Street Lighting					47,000					49,000					51,000					53,000
Missingham Park - Car Park				150,000	0					0										
Water Transport and Wharves																				
Brunswick Street, Ballina - Ramp					0	125,000				75,000					0					0
Emigrant Creek - Access	40,000				0					0					0					0
Keith Hall Lane - Boat Ramp	225,000			50,000	25,000					0					0					0
North Creek Road, Lennox - Ramp	75,000				75,000					0					0					0
Open Spaces - Parks / Reserves																				
Crown Reserve Works Program					24,000					25,000					26,000					27,000
Park Improvements Program					162,000					168,000					175,000					182,000
Park Improvements - LRM Dividend				0	0				0	0				0	0				250,000	0
Captain Cook Master Plan	60,000			140,000	0					0				750,000	0				900,000	0
Pop Denison Master Plan				350,000	0					0					0					0
Wollongbar Skate Park				490,000	0					0					0					0
Open Spaces - Sports Fields																				
Sports Fields Improvement Program					162,000					168,000					175,000					182,000
Fleet and Plant				954,600					1,148,200					679,200	0				1,011,000	0
Waste Management																				
Landfill - Improvements				105,000					109,000					113,000					118,000	0
Domestic Waste - Trucks				0					1,600,000					0	0				0	0
Group Total	**1,753,400**	**125,000**	**0**	**3,987,600**	**6,952,700**	**653,100**	**130,000**	**0**	**3,972,200**	**5,793,000**	**109,900**	**16,857,000**	**2,500,000**	**3,755,200**	**6,017,100**	**111,700**	**140,000**	**0**	**5,704,000**	**6,197,200**
Total - All Groups	**1,856,400**	**140,000**	**11,600,000**	**7,075,600**	**7,035,700**	**5,213,100**	**210,000**	**0**	**9,143,200**	**5,843,000**	**159,900**	**16,957,000**	**2,500,000**	**5,529,200**	**6,094,100**	**3,181,700**	**240,000**	**0**	**12,601,000**	**6,251,200**

WATER - CAPITAL EXPENDITURE

Expenditure Description	Expenditure Summary										Funding Sources 2016/17				Funding Sources 2017/18				Funding Source 2018/19				Funding Source 2019/20			
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves
Main Renewals																										
Main Renewal - Recurrent	400,000	634,000	659,000	685,000	712,000	740,000	770,000	801,000	833,000	866,000				400,000				634,000				659,000				685,000
Underbore - Ross Lane	10,000													10,000				0				0				0
Water Reservoirs																										
Recycled Water Program												0		0		0		0		0		0		0		0
Reservoirs - Ross Lane (New)	500,000				3,211,000							500,000		0		0		0		0		0		0		0
Reservoirs - Pacific Pines				1,077,000										0				0		0		0		538,500		538,500
Reservoirs - Access Upgrades	500,000	11,000	11,000											500,000				11,000				11,000		0		0
Miscellaneous																										
Telemetry	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000				6,000				6,000				6,000				6,000
Ethernet Telemetry Upgrade	100,000													100,000												
Pressure Mgmt Zones (PMZs)																										
Second Stage Installations	100,000													100,000												
Water Pump and Bore Stations																										
Pump Stns - North Ck Rd Booster			474,000									0		0		0		0		474,000		0		0		0
Pump Stns - Basalt Court Booster	170,000											170,000		0		0		0		0		0		0		0
Pump Stns - East Ballina Booster	192,000											192,000		0		0		0		0		0		0		0
Pump Stns - Russellton Booster		446,000										0		0		446,000		0		0		0		0		0
Pump Stns - Wollongbar Booster				662,000								0		0		0		0		0		0		662,000		0
Trunk Mains																										
East Ballina Boosted PZ Aug	800,000											800,000		0		0		0		0		0		0		0
Wardell Mains					282,000							0		0		0		0		0		0		0		0
North Ballina Reticulation Mains						712,000						0		0		0		0		0		0		0		0
North Ballina Distribution Mains		1,975,000				2,343,000						0		0		987,500		987,500		0		0		0		0
Pine Ave Distribution Mains												0		0		0		0		0		0		0		0
Ballina Island Distribution Mains							1,175,000					0		0		0		0		0		0		0		0
Lennox Head Mains		424,000			232,000							0		0		212,000		212,000		0		0		0		0
CURA B Distribution Main					330,000							0		0		0		0		0		0		0		0
Russellton Reticulation Mains		160,000										0		0		80,000		80,000		0		0		0		0
West Ballina Bypass Distn Main									2,428,000			0		0		0		0		0		0		0		0
Lennox Palms Dist and Reticulation		345,000				388,000						0		0		172,500		172,500		0		0		0		0
Pacific Pine Distribution Main			238,000									0		0		0		0		119,000		119,000		0		0
Water Treatment Plant																										
Marom Creek WTP - Chem Storage														0				0				0				0
Marom Creek WTP - SCADA		106,000												0				106,000				0				0
Marom Creek WTP - Process	150,000	318,000												150,000				318,000				0				0
Marom Creek WTP - Renewals	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000	32,000				23,000				24,000				25,000				26,000
Plant and Equipment																										
Vehicle and Plant Replacement	55,000	33,000	7,000		116,000	1,000	54,000	82,000						55,000				33,000				7,000				0
Water Capital - Service Connection																										
Water Meter - New <20mm	156,000	162,000	168,000	175,000	182,000	189,000	197,000	205,000	213,000	222,000				156,000				162,000				168,000				175,000
Water Meter - New > 20mm	50,000	52,000	54,000	56,000	58,000	60,000	62,000	64,000	67,000	70,000				50,000				52,000				54,000				56,000
Water Meter - Replacement	54,000	56,000	58,000	60,000	62,000	64,000	67,000	70,000	73,000	76,000				54,000				56,000				58,000				60,000
Total Capital Expenditure	**3,266,000**	**4,752,000**	**1,700,000**	**2,747,000**	**5,218,000**	**4,531,000**	**2,360,000**	**1,258,000**	**3,651,000**	**1,272,000**	**0**	**1,662,000**	**0**	**1,604,000**	**0**	**1,898,000**	**0**	**2,854,000**	**0**	**593,000**	**0**	**1,107,000**	**0**	**1,200,500**	**0**	**1,546,500**

WASTEWATER - CAPITAL EXPENDITURE

Asset Description	Expenditure Summary										Funding Sources 2016/17				Funding Sources 2017/18				Funding Source 2018/19				Funding Source 2019/20			
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves
Pumping Stations																										
SP3001 - Pump Stn - Byron Street, Lennox	1,500,000											300,000		1,200,000				0				0				0
SP3110 - Pump Stn - Montwood Drive	103,000		1,091,000											103,000				0				1,091,000				0
SP4004 - Pump Stn - Granada		318,000												0				318,000				0				0
SP3101 - Skennars Head / Tara Downs	735,000													735,000				0				0				0
North Ballina - New Pumping Station		106,000	1,364,000											0				106,000				1,364,000				0
SP5006 - Richmond St Storage and Gravity	10,000	172,000												10,000				172,000				0				0
SP2402 - Lindsay Avenue		106,000												0				106,000				0				0
New North Creek SPS, Skennars Head					1,022,000									0				0				0				0
Pump Capacity Upgrade Program	175,000	166,000	259,000	268,000										175,000				166,000				259,000				268,000
Pumping Stations Renewal Program				338,000	348,000	358,000	369,000	380,000	391,000	400,000				0				0				0				338,000
Treatment Facilities - Minor Capital																										
Wastewater Treatment Plant Ballina	21,000	21,000	22,000	23,000	23,000	24,000	25,000	25,000	26,000	27,000				21,000				21,000				22,000				23,000
Wastewater Treatment Plant Lennox	21,000	21,000	22,000	23,000	23,000	24,000	25,000	25,000	26,000	27,000				21,000				21,000				22,000				23,000
Wastewater Treatment Plant Alstonville	10,000	11,000	11,000	11,000	12,000	12,000	12,000	13,000	13,000	14,000				10,000				11,000				11,000				11,000
Wastewater Treatment Plant Wardell	10,000	11,000	11,000	11,000	12,000	12,000	12,000	13,000	13,000	14,000				10,000				11,000				11,000				11,000
Kubota Membrane Turb Rep Bal														0				0				0				0
Ballina Treatment Plant Upgrade																										
Ballina Upgrade - Project Mgmt	21,000													21,000				0				0				0
Ballina - Other	31,000													31,000				0				0				0
Ballina - Post Completion Works	31,000													31,000				0				0				0
Reverse Osmosis Plant	412,000													412,000				0				0				0
Lennox Head Treatment Plant Upgrade																										
Lennox - Post Completion Works	31,000													31,000				0				0				0
Alstonville Treatment Plant Upgrade																										
Biosolids Management		424,000												0				424,000				0				0
Maturation Pond		385,000												0				385,000				0				0
SCADA Upgrade	103,000		219,000											103,000				0				219,000				0
Wardell Treatment Plant Upgrade																										
SCADA Upgrade	206,000		109,000											206,000				0				109,000				0
Trunk Mains																										
Rising Main Rehab Swift St	60,000													60,000				0				0				0
SP3001 - Byron Street, Lennox Hd				546,000										0				0				0				546,000
SP4006 - Gravity Sewer A'ville					342,000									0				0				0				0
WWTP40 - Gravity Main A'ville	62,000	1,137,000										62,000		0		1,137,000		0				0				0
GM4104 - Gravity Main Wollongbar	1,847,000											1,747,000		100,000				0				0				0
GM4104 - Transfer Mains A'ville / W'bar	155,000	1,498,000										155,000		0		1,498,000		0				0				0
GMWUEA - Gravity Mains	80,000											80,000		0				0				0				0
Hutley Drive - Parallel Mains	505,000											505,000		0				0				0				0
GM2101 - Gravity Main West Ballina		205,000												0		205,000		0				0				0
GM2104 - Gravity Main West Ballina					438,000									0				0				0				0
SP2401 - Power Drive Rising Main Ext		146,000												0		146,000		0				0				0
RM-PS6 - CURA B Transfer Rising Main				4,011,000										0				0				0		2,005,500		2,005,500
North Creek Road and Rising Main					1,022,000									0				0				0				0

Wastewater - Capital Expenditure Carried Forward

WASTEWATER - CAPITAL EXPENDITURE (cont'd)

Asset Description	Expenditure Summary 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Wastewater Mains - Renewals										
Main Renewals	435,000	448,000	461,000	475,000	489,000	504,000	519,000	535,000	551,000	565,000
Service Connections										
New Wastewater Connection (Gravity)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
New Wastewater Connection (E-one)	52,000	53,000	55,000	56,000	58,000	60,000	61,000	63,000	65,000	67,000
Plant and Equipment										
Plant Replacement Sewer		27,000		126,000	118,000	141,000	113,000	51,000	52,000	53,000
Other Miscellaneous Works										
Telemetry	15,000	16,000	16,000	17,000	17,000	18,000	18,000	19,000	20,000	21,000
Reuse Program										
Ross Lane Dual Reticulation Reservoir					1,556,000	1,602,000				
Lennox Palms Estate Reticulation Mains	197,000									
Pacific Pines Distribution Mains					250,000	258,000				
Hendersons Farm Distribution Mains					264,000	272,000				
Meadows Distribution Main					61,000	63,000				
Greenfield Grove Distribution Mains					158,000	162,000				
Lennox Head Distribution Mains					176,000	181,000				
Fig Tree Hill Distribution Mains					230,000	236,000				
CURA B Distribution Mains						2,336,000				
Reservoir Access Upgrades	5,000									
Recycled Water Comms	52,000									
Connection Audits				51,000					65,000	
Alstonville Recycled Water	41,000	42,000	44,000	45,000						
Total Capital Expenditure	**6,927,000**	**5,314,000**	**3,685,000**	**6,002,000**	**6,620,000**	**6,264,000**	**1,155,000**	**1,125,000**	**1,223,000**	**1,189,000**

Asset Description	Funding Sources 2016/17				Funding Sources 2017/18				Funding Source 2018/19				Funding Source 2019/20			
	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves
Wastewater Mains - Renewals																
Main Renewals				435,000				448,000				461,000				475,000
Service Connections																
New Wastewater Connection (Gravity)				1,000				1,000				1,000				1,000
New Wastewater Connection (E-one)				52,000				53,000				55,000				56,000
Plant and Equipment																
Plant Replacement Sewer				0				27,000				0				126,000
Other Miscellaneous Works																
Telemetry				15,000				16,000				16,000				17,000
Reuse Program																
Ross Lane Dual Reticulation Reservoir				0				0				0				0
Lennox Palms Estate Reticulation Mains				197,000				0				0				0
Pacific Pines Distribution Mains				0				0				0				0
Hendersons Farm Distribution Mains				0				0				0				0
Meadows Distribution Main				0				0				0				0
Greenfield Grove Distribution Mains				0				0				0				0
Lennox Head Distribution Mains				0				0				0				0
Fig Tree Hill Distribution Mains				0				0				0				0
CURA B Distribution Mains				0				0				0				0
Reservoir Access Upgrades				5,000				0				0				0
Recycled Water Comms				52,000				0				0				0
Connection Audits				0				0				0				51,000
Alstonville Recycled Water				41,000				42,000				44,000				45,000
Total Capital Expenditure	**0**	**2,849,000**	**0**	**4,078,000**	**0**	**2,986,000**	**0**	**2,328,000**	**0**	**0**	**0**	**3,685,000**	**0**	**2,005,500**	**0**	**3,996,500**

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Part D

Section 94 Contributions and Other Capital Income

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INTRODUCTION

This section of the document provides more detailed information on the Section 94 Plans Council has in place, along with estimated capital income for the year. This information is for the General Fund only.

In addition to Section 94 Contributions, capital income can also include capital grants and contributions from other levels of government and from private entities or individuals, land sales and loan funds.

The next two pages of Part D detail the Section 94 contributions collected and interest raised on the contributions held, along with the Section 94 contributions to be applied during the year to specific works and services.

The final four pages of Part D then provide details on capital grants and contributions, estimated land sales and loan funds to be applied.

SECTION 94 CONTRIBUTIONS

In accordance with Section 94 of the Environmental Planning and Assessment Act, Council is able to levy developers for charges that can be applied to the development of additional infrastructure. The levies collected in accordance with adopted Section 94 Plans that outline the methodology the levies are based on and the works to which the contributions collected can be applied.

Ballina Shire Council has Section 94 Plans in place for the following activities;

- Open Spaces
- Community Facilities
- Wollongbar Urban Expansion Area (WUEA)
- Car Parking
- Heavy Vehicles
- Roads (Future and Existing) - levied on development applications lodged prior to 8 March 2010
- Roads (New) - Levied on developments lodged on and after 8 March 2010

Council's Development and Environmental Health Group oversees the collection of all the Section 94 levies. Council's Strategic and Community Facilities Group oversees the development of the Section 94 Plans.

The first table provides an estimate of the balance of funds held for each Section 94 Plan and the second table the estimated contributions collected each year, along with the interest raised. The income figures are sourced from a combination of previous year's results and current collection rates.

The third table, on the following page, outlines the contributions that are being applied to specific projects.

Any net surplus or deficit between funds collected is either transferred to the Section 94 reserves (surplus) or transferred from the Section 94 Reserves (deficit).

SECTION 94 CONTRIBUTIONS - PLAN BALANCES

		BUDGET ITEMS	ESTIMATED										
2013/14	2014/15		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
209,700	552,200	Open Space	744,600	553,600	650,100	735,600	830,100	1,034,600	1,252,100	1,482,100	1,725,600	1,982,600	2,253,100
290,700	518,300	Community Facilities	748,700	923,700	1,110,700	1,309,700	1,521,200	1,746,200	1,985,700	2,239,200	2,507,700	2,791,200	3,091,200
194,300	328,200	Wollongbar Urban Expansion Area	277,700	224,700	171,700	118,700	120,200	177,700	237,700	300,200	365,200	432,200	501,700
332,500	374,600	Car Parking	164,600	219,100	276,100	335,100	396,600	460,600	527,100	596,100	667,600	741,600	818,100
680,600	614,100	Heavy Vehicle	568,600	581,600	594,600	608,100	621,600	635,600	650,100	664,600	679,600	695,100	710,600
2,675,100	2,272,700	Road Plan (All Plans)	3,071,100	5,211,100	7,540,100	(5,756,400)	(2,435,400)	(12,672,400)	(22,369,400)	(18,845,400)	(15,251,400)	(11,585,400)	(7,848,400)
4,382,900	**4,660,100**	**Total Section 94 Funds Held**	**5,575,300**	**7,713,800**	**10,343,300**	**(2,649,200)**	**1,054,300**	**(8,617,700)**	**(17,716,700)**	**(13,563,200)**	**(9,305,700)**	**(4,942,700)**	**(471,700)**

SECTION 94 CONTRIBUTIONS COLLECTED

		BUDGET ITEMS	ESTIMATED										
2013/14	2014/15		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
517,800	601,600	Open Space	350,000	357,000	364,000	371,000	378,000	386,000	394,000	402,000	410,000	418,000	426,000
648,100	793,600	Community Facilities	400,000	408,000	416,000	424,000	432,000	441,000	450,000	459,000	468,000	477,000	487,000
265,900	249,500	Wollongbar Urban Expansion Area (WUEA)	50,000	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000	59,000	60,000
0	43,800	Car Parking	50,000	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000	59,000	60,000
244,200	318,500	Heavy Vehicle	250,000	255,000	260,000	265,000	270,000	275,000	281,000	287,000	293,000	299,000	305,000
523,700	863,000	Road Plan - New (including Former Plan)	1,050,000	2,071,000	2,212,000	3,256,000	3,321,000	3,387,000	3,455,000	3,524,000	3,594,000	3,666,000	3,739,000
69,100	54,000	Road Plan - Former Plan	0	0	0	0	0	0	0	0	0	0	0
2,268,800	**2,924,000**	**Total Section 94 Funds Collected**	**2,150,000**	**3,193,000**	**3,356,000**	**4,422,000**	**4,509,000**	**4,599,000**	**4,692,000**	**4,786,000**	**4,881,000**	**4,978,000**	**5,077,000**

SECTION 94 CONTRIBUTIONS APPLIED

2013/14	2014/15	BUDGET ITEMS	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
			ESTIMATED										
		Open Spaces Plan											
7,700		Various Works											
		Pop Denison Master Plan		350,000									
33,500		Saunders Oval Expansion											
		Shaws Bay Coastal Zone Management Plan		15,000	80,000	100,000	100,000	0	0	0	0	0	0
		Bolwarra Court Playground	41,500										
41,200	**0**	**Sub Total Open Spaces**	**41,500**	**365,000**	**80,000**	**100,000**	**100,000**	**0**	**0**	**0**	**0**	**0**	**0**
		Community Facilities Plan											
6,500	900	Miscellaneous - Old Plan											
		Wardell Town Centre	45,000										
6,500	**900**	**Sub Total Community Facilities**	**45,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
		Car Parking											
12,300		74 and 78 Tamar Street											
842,100	14,200	74 and 78 Tamar Street - Car Parks	263,000										
854,400	**14,200**	**Sub Total Car Parking**	**263,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
		Wollongbar Urban Expansion Area											
121,500	127,700	Wollongbar Link Road	110,000	110,000	110,000	110,000	55,000		0	0	0	0	0
121,500	**127,700**	**Sub Total WUEA**	**110,000**	**110,000**	**110,000**	**110,000**	**55,000**	**0**	**0**	**0**	**0**	**0**	**0**
		Heavy Vehicles - Bridges											
192,000	192,000	Heavy Vehicles - Teven Bridge Loan	195,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000
		Heavy Vehicles - Rural Roads											
17,200	213,500	Reseals (Capital)	26,000										
39,500	0	Heavy Patching	84,000	125,000	130,000	135,000	140,000	145,000	151,000	157,000	163,000	169,000	175,000
248,700	**405,500**	**Sub Total Heavy Vehicles**	**305,000**	**255,000**	**260,000**	**265,000**	**270,000**	**275,000**	**281,000**	**287,000**	**293,000**	**299,000**	**305,000**
		Roads Plan											
1,139,200	369,100	Ballina Heights Drive											
30,700	730,700	River St / Moon St Roundabout	106,200										
	130,100	Tamar Street / Cherry Street Roundabout	10,000										
13,000		Hutley Drive	49,000			16,722,000							
		River St - Four Lanes						10,438,000					
		River St - Bridge						3,072,000					
		River St - Land						114,000					
		Tamarind Dr - Four Lanes							8,434,000				
		Tamarind Dr - Bridge							4,718,000				
1,182,900	**1,229,900**	**Sub Total Roads Plan**	**165,200**	**0**	**0**	**16,722,000**	**0**	**13,624,000**	**13,152,000**	**0**	**0**	**0**	**0**
		Section 94 Recouped to Community Infrastructure Reserve											
369,300	202,700	Open Spaces	53,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
475,900	527,100	Community Facilities	53,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
		Lennox Car Parking											
		Roads (Community Infrastructure)											
845,200	**729,800**	**Sub Total Recouped**	**106,000**	**450,000**	**450,000**	**450,000**	**450,000**	**450,000**	**450,000**	**450,000**	**450,000**	**450,000**	**450,000**
101,300	72,600	Open Spaces (WUEA)	72,600										
40,500	0	Community Facilities (WUEA)	24,600										
60,000	60,000	Community Facilities (Ballina Hts)	60,000										
193,100	127,300	Roads (WUEA)	127,400										
394,900	**259,900**	**Sub Total Recouped (Land Schemes)**	**284,600**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	54,000	Roads (Transferred to Internal Reserve)											
0	**54,000**	**Sub Total Recouped for Roads Pre-Plan**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
3,695,300	**2,821,900**	**Total Section 94 Funds Applied**	**1,320,300**	**1,180,000**	**900,000**	**17,647,000**	**875,000**	**14,349,000**	**13,883,000**	**737,000**	**743,000**	**749,000**	**755,000**

CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS

The table opposite provides details on estimated capital grants and contributions. Brief details on the information provided for 2015/16 is as follows.

Depot

The contribution to the Depot upgrade represents contributions from the water / wastewater and waste areas to on-going depot improvements. These contributions recognise the fact that water / wastewater and waste all utilise the services provided at the depot.

Roads and Ancillary Facilities

Various funding for road and transport related projects.

Other Water Transport

Funding approved from the NSW Boating Now Program.

CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS

2013/14	2014/15	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
			Community Centres											
9,200		22274.6453.0160	State - Solar Hot Water ALEC											
		22274.6524.0160	State - Lennox Auditorium Capital Income	20,000										
			State and Federal - Indoor Sports Centre					3,000,000						
	180,000	20021.8519.148	State - Lennox Community Centre											
			Library											
16,000		26042.7862.0160	State - Expansion											
			Swimming Pools											
15,000		22273.6453.0160	State - Solar Hot Water											
			Property											
150,000		26072.8570.0182	State - 89 Tamar St											
	600,000	26085.8855.0229	Private - Reimbursement											
			Airport											
			State - Terminal (Poles and Wires)	2,207,000		4,500,000								
			Environmental Health											
		23420.4462.0160	Shaws Bay CZMP - OEH	13,000	103,000	60,000	50,000	50,000						
			Shaws Bay CZMP - Crown Lands					20,000	130,000					
			Depot and Administration Centre											
71,000	103,800	22000.2272.0270	Depot / Administration Centre	330,000	106,400	108,100	109,900	111,700	113,500	115,300	117,300	119,300	121,300	123,300
			Admin Centre - Roofing / Air Conditioning		223,000	242,000								
			Procurement and Building Management											
60,000		22030.3830.0270	Council - Asset Management System											
95,000		22000.4192.0160	State - Naval Musuem											
	350,000	22030.8862.0160	State - Marine Rescue Tower (PRMF)											
	0	22030.8708.0160	Federal - Marine Rescue Tower	200,000										
200,000		26085.8707.0160	Federal - Ballina Surf Club											
		22030.8876.0160	RMS - Marine Rescue Tower	215,000										
		22030.8910.0160	Com Bldg Pships Marine Rescue Tower	200,000										
		22030.2600.0160	Federal -National Stronger Regions	850,000										
	136,400		State - Lake Ainsworth (PRMF)											
329,100		26085.8706.0182	Ballina Surf Club - Contribution											
			Urban Roads											
		22112.5085.0179	RMS - River Street	200,000										
		22112.5208.0179	RMS - Teven Road Intersection A'ville											
	652,000	22112.3829.0180	RTR - Various Urban and Rural Projects	1,127,500										
		22112.4463.0179	Regional Road Program - Angels Beach Drive	171,000	174,000	178,000								
	46,500	22112.5192.0179	RMS - Gateway Treatments											
	320,000	22112.5206.0180	Private Developers - Ballina Heights Drive											
	30,000		Essential Energy - Ballina Heights Drive											
2,000,000		22112.3323.0180	Federal - BBRC Ballina Heights Drive											
		22112.8872.0179	RMS - Angels Dr & Links Ave R/about	1,004,000										

CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS (cont'd)

2013/14	2014/15	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
			Rural Roads											
75,000		22112.3829.0180	RTR - Boatharbour and Midgen Flat Roads											
477,300		22112.3829.0180	RTR - Angels Beach Drive											
		22112.3829.0180	RTR - Eltham and Yellow Creek Bridges											
		22112.3829.0180	RTR - River St Ballina	200,000										
		22112.3829.0180	RTR - Wardell Rd	160,000										
		22112.3829.0180	RTR - Fox St	152,000										
8,200		22112.5205.0179	Essential Energy - Compton Drive											
228,000		22112.3304.0179	RMS - Eltham Rd											
		22112.3311.0179	RMS - Teven Road	889,000										
444,200	192,800	22112.3313.0179	RMS - Coast Rd Tobin Cl											
77,000		22112.5066.0179	RMS - 3 x 3 Tuckombil Road											
294,000		22112.3314.0179	RMS - Tuckombil Road											
		22112.8863.0179	RMS - Maguires Bridge	75,000										
	221,700	22112.3329.0179	RMS - Rifle Range Road											
	77,000	22112.5066.179	RMS - 3x3 Rifle Range Rd											
		21112.8398.0180	ND RR & Local Rd Funding	200,000										
			Ancillary											
226,500	802,000	22155.4434.0179	RMS - Coastal Shared Path - Stages 1 and 2											
	270,500	22155.4073.0179	RMS - Coastal Shared Path - Stage 3	296,000										
			Public Reserves Mgmt Fund - Coastal Walk		850,000									
		22155.4394.0179	RMS - Headlands Drive											
	12,100		RMS - Speed Zones											
40,000		22155.6595.0270	Council - Wastewater to Trinity Place											
14,900		22155.4069.0179	State - Bus Shelter											
	281,800	22155.4266.0160	State - Crown Reserve Monies - Shared Path											
13,200		22155.4352.0179	State - Tamar / Kerr Sts - Pedestrian Facility											
	10,000	22155.4038.0179	Community - Newrybar Car Park											
	22,700	22155.4361.0160	State - Shared Path Cultural Signage	46,300										
173,800	212,800	22155.4039.0179	State - Swift St Bus Interchange											
105,900	7,900	22155.4052.0182	State - BBP - Wardell Town Centre											
			Other Water Transport											
		22210.4040.0160	State - BBP - Emigrant Creek Ramp											
	43,500	22210.4058.0160	State - BBP - Emigrant Creek Pontoon											
33,800		22210.4059.0160	State - BBP - Cawarra Boat Ramp											
		22210.8865.0160	State - RBP - Keith Hall Boat Ramp	30,000	225,000									
	154,500	22210.4055.0160	State - BBP - Fishery Creek Car Park											
		22210.4435.0160	State - RBP - East Wardell, Pontoon	50,000										
		22210.4436.0160	State - RBP - Captain Cook Park – Pontoons	250,000										
		22210.4437.0160	State - RBP - Fishery Creek - Pontoon	50,000										
		22210.4438.0160	State - RBP - Faulks Reserve – Pontoon	100,000										
			State - RBP - Emigrant Creek - Access		40,000									
			State - RBP - Nth Ck Road, Lennox - Ramp		75,000									
			State - RBP - Brunswick St, Ballina - Ramp			125,000								
		22210.4460.0160	Ballina RSL - Captain Cook Park - Pontoons	50,000										
			Open Spaces											
			Ballina RSL - Captain Cook Park - Landscaping		60,000									
			Sports Fields											
	25,000	22258.6254.182	State - Netball Courts											
1,521,000		22258.6263.0160	Federal - Wollongbar Sports Fields											
			Rural Fire Service											
183,100	(500)	21082.1820.0158	State - Newrybar Fire Shed											
6,861,200	**4,752,500**		**Total Capital Grants and Contributions**	**9,085,800**	**1,856,400**	**5,213,100**	**159,900**	**3,181,700**	**243,500**	**115,300**	**117,300**	**119,300**	**121,300**	**123,300**

ASSET SALES AND LOAN INCOME

Asset Sales

Council is involved in residential and industrial land development. The major industrial land holdings are at the Southern Cross Industrial Estate Ballina and the Russellton Industrial Estate, Wollongbar. Other major land holdings are at Wollongbar and Lennox Head (residual from sale of Henderson Farm).

The figures provided are indicative only and any land sales will be subject to separate reports to Council.

Loan Funds

Loans are occasionally utilised for capital expenditure. For further detail on any capital projects funded from loans refer to Part C of this document.

ASSET SALES

2013/14	2014/15	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
			Southern Cross Industrial Estate Sales											
496,600		26070.8626.0950	Land Sale - Adjoining BP Service Station											
568,000		26070.8621.0950	Land Sale - Residual Land ARC Site	910,000										
	261,800	26070.8621.0950	Land Sale - Standard Lots	750,000	725,000		600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
1,064,600	**261,800**		**Sub Total - Southern Cross**	**1,660,000**	**725,000**	**0**	**600,000**	**600,000**	**600,000**	**600,000**	**600,000**	**600,000**	**600,000**	**600,000**
			Russellton Industrial Estate Sales											
			Land Sale - Large Lots			1,000,000								
		26070.8620.0950	Land Sale - Standard Lots				360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000
			Lane Sale - Alstonville Tennis Court Site			1,500,000								
0	**0**		**Sub Total - Russellton**	**0**	**0**	**2,500,000**	**360,000**	**360,000**	**360,000**	**360,000**	**360,000**	**360,000**	**360,000**	**360,000**
			Other											
400,600		26070.8619.0950	Skennars Head - Residual											
	195,300	26070.8866.0950	Surplus Land - Alstonville Plaza											
	2,249,600	26070.8867.0950	Wollongbar - Land Development	590,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	400,000				
	33,700		Ballina High School - Road Reserve											
			7 North Creek Road Residual	150,000										
			54 North Creek Road		2,500,000									
		26070.8913.0950	Bagotville Quarry	450,000										
	69,400	26085.7780.0950	Tintenbar Quarry											
400,600	**2,548,000**		**Sub Total - Other Land Sales**	**1,190,000**	**4,300,000**	**1,800,000**	**1,800,000**	**1,800,000**	**1,800,000**	**400,000**	**0**	**0**	**0**	**0**
1,465,200	**2,809,800**		**Total Capital Income from Land Sales**	**2,850,000**	**5,025,000**	**4,300,000**	**2,760,000**	**2,760,000**	**2,760,000**	**1,360,000**	**960,000**	**960,000**	**960,000**	**960,000**
			Other Asset Sales											
340,000		21085.1949.0950	Animal Shelter Site											
1,805,200	**2,809,800**		**Total Capital Income from Asset Sales**	**2,850,000**	**5,025,000**	**4,300,000**	**2,760,000**	**2,760,000**	**2,760,000**	**1,360,000**	**960,000**	**960,000**	**960,000**	**960,000**

LOAN INCOME

2013/14	2014/15	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
			Airport											
	725,000	26102.4160.0940	Car Park	500,000										
			Roads											
1,200,000		22115.3338.0940	Ballina Heights Drive - Section 94 Plan											
		22115.3308.0940	McLeay Culvert - RMS Agreement											
		22115.3338.0940	Cumbalum Interchange - Section 94 Plan											
			Hutley Drive - Section 94 Plan											
			River St Upgrade - Moon to Grant				2,500,000							
			River St - Four Lanes - Section 94 Plan						5,176,000					
			River St - Bridge - Section 94 Plan						3,123,000					
			River St - Land - Section 94 Plan						41,000					
			Swimming Pools											
		23400.4461.0940	Ballina		6,600,000									
			Alstonville		5,000,000									
1,200,000	**725,000**		**Total Loan Income**	**500,000**	**11,600,000**	**0**	**2,500,000**	**0**	**8,340,000**	**0**	**0**	**0**	**0**	**0**

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Part E

Reserves

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INTRODUCTION

Reserves relate to funds held by Council that are restricted in their use, by either external legislation or internal policies. The reserves that a council maintains can be categorised under five main headings:

1) External Legislation

Certain reserves must be maintained due to government legislation; i.e. the Local Government Act (1993). These reserves are normally restricted in their use due to the manner in which the revenue is raised; i.e. through a rate or a charge. Examples include the "Domestic Waste Management" reserve and the Water and Wastewater reserves.

2) Self-funding Operations

Certain programs may generate a surplus on their operations and that surplus can then be transferred to a reserve for the use of that program. This allows the funds to be accumulated for future asset purchases or service level improvements for that program.

3) Financial Management

A council may establish reserves as part of its financial management function. These reserves are often established to ensure a sound financial position is maintained. A good example of this is the "Employees Leave Entitlements" reserve. By having such a reserve in place Council ensures that all leave entitlements will be funded along with any unexpected payments that may relate to retirement due to ill health or redundancies.

4) Asset Replacement

A council may set funds aside on a regular basis in order to finance future projects. By planning for future capital expenditure a council can reduce the amount of loan funds and other funding sources that may be required. Examples of this can include water and sewerage asset replacement reserves.

5) Opportunities

A council may set funds aside to ensure that cash is available to take advantage of opportunities, commercial or otherwise, as they arise.

Summary

The information contained in this section of the document firstly details the various movements in reserves for the General Fund. The figures provided detail transfers to and from each reserve and the net movement on a year by year basis.

The latter part of this section then provides a summary of the estimated opening and closing balances of the General Fund reserves.

All funds held by the Water and Wastewater activities are restricted in their use. Further information on the Water and Wastewater reserve movements and balances is provided in pages 4 to 7 of this document.

The titles for each reserve are relatively self-explanatory.

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RESERVE MOVEMENTS - GENERAL FUND

Reserve Title	2016/17 To	2016/17 From	2016/17 Net	2017/18 To	2017/18 From	2017/18 Net	2018/19 To	2018/19 From	2018/19 Net	2019/20 To	2019/20 From	2019/20 Net	2020/21 To	2020/21 From	2020/21 Net
Strategic and Community Facilities Group															
Strategic Planning															
Section 94 Contributions	3,318,500	1,180,000	2,138,500	3,529,500	900,000	2,629,500	4,654,500	17,647,000	(12,992,500)	4,578,500	875,000	3,703,500	4,677,000	14,349,000	(9,672,000)
Community Facilities															
Ballina Indoor Sports Centre	1,000,000	0	1,000,000	1,000,000	0	1,000,000	1,500,000	0	1,500,000	1,500,000	5,000,000	(3,500,000)	0	0	0
Community Gallery															
Public Art Contribution	10,000		10,000	10,000		10,000	10,000		10,000	10,000		10,000	10,000		10,000
Swimming Pools															
Redevelopment	685,000		685,000												
Total - Strat & Comm Facilities	**4,318,500**	**1,180,000**	**3,138,500**	**4,529,500**	**900,000**	**3,629,500**	**6,154,500**	**17,647,000**	**(11,492,500)**	**6,078,500**	**5,875,000**	**203,500**	**4,677,000**	**14,349,000**	**(9,672,000)**
General Manager's Group															
Governance															
Councillor Election	90,000	230,000	(140,000)	65,000	0	65,000	65,000	0	65,000	65,000	0	65,000	65,000	260,000	(195,000)
Property Management															
Community Infrastructure Reserve															
Interest Earned on Reserve	16,000		16,000	13,000		13,000	13,000		13,000	14,000		14,000	15,000		15,000
Rental - 89 Tamar Street	702,500	66,700	635,800	703,800	68,400	635,400	703,800	70,200	633,600	714,400	72,000	642,400	714,400	73,800	640,600
Rental - ARC (50%)	125,400	4,600	120,800	127,300	4,700	122,600	129,200	4,800	124,400	131,100	4,900	126,200	133,800	5,000	128,800
Rental - Fawcett Street Café	58,700	20,600	38,100	59,800	21,100	38,700	61,200	21,700	39,500	62,600	22,300	40,300	64,300	22,900	41,400
Land Sale Dividend (Sthn X 50%)															
Legals															
Admin Centre - Roof and Air-con		45,000	(45,000)		124,000	(124,000)									
Shaws Bay CZMP		75,000	(75,000)		104,000	(104,000)									
Wollongbar Skate Park		490,000	(490,000)												
Missingham Car Park		150,000	(150,000)												
Captain Cook Master Plan		140,000	(140,000)					750,000	(750,000)		900,000	(900,000)			
Ballina Town Entry Treatments					643,000	(643,000)		140,000	(140,000)						
Section 94 Recoupments	450,000		450,000	450,000		450,000	450,000		450,000	450,000		450,000	450,000		450,000
Dividend - Property Development	0		0	0		0	1,000,000		1,000,000	800,000		800,000	1,700,000		1,700,000
Loan P & I - Comm Buildings		29,600	(29,600)		29,600	(29,600)		29,600	(29,600)		28,100	(28,100)		20,600	(20,600)
Loan P & I - Town Centre		373,000	(373,000)		378,100	(378,100)		300,400	(300,400)		289,500	(289,500)		295,200	(295,200)
Sub Total - Comm Infra	**1,352,600**	**1,394,500**	**(41,900)**	**1,353,900**	**1,372,900**	**(19,000)**	**2,357,200**	**1,316,700**	**1,040,500**	**2,172,100**	**1,316,800**	**855,300**	**3,077,500**	**417,500**	**2,660,000**
Property Development Reserve															
Interest Earned on Reserve	60,300		60,300	104,000		104,000	81,000		81,000	77,000		77,000	74,000		74,000
Southern Cross Movements	725,000	212,300	512,700	0	1,014,400	(1,014,400)	600,000	116,600	483,400	600,000	118,900	481,100	600,000	1,071,200	(471,200)
Russellton Movements	0	163,600	(163,600)	2,500,000	4,165,000	(1,665,000)	360,000	66,400	293,600	360,000	67,800	292,200	360,000	69,300	290,700
Wollongbar Movements	1,800,000	2,538,000	(738,000)	1,800,000	91,900	1,708,100	1,800,000	1,773,800	26,200	1,800,000	1,895,700	(95,700)	1,800,000	97,800	1,702,200
Norfolk Homes Rental (100%)	147,300		147,300	149,300		149,300	151,500		151,500	153,800		153,800	156,900		156,900
ARC Rental (50%)	125,400	4,600	120,800	127,300	4,700	122,600	129,200	4,800	124,400	131,100	4,900	126,200	133,800	5,000	128,800
North Creek Road - Development	2,500,000	300,000	2,200,000												
Dividend - Community Infrastructure		0	0		0	0		1,000,000	(1,000,000)		800,000	(800,000)		1,700,000	(1,700,000)
Dividend - General Fund Operations		364,800	(364,800)		328,000	(328,000)		328,100	(328,100)		333,000	(333,000)		343,900	(343,900)
Sub Total - Property Develop	**5,357,400**	**3,583,300**	**1,774,100**	**4,680,600**	**5,604,000**	**(923,400)**	**3,121,700**	**3,289,700**	**(168,000)**	**3,121,900**	**3,220,300**	**(98,400)**	**3,124,700**	**3,287,200**	**(162,500)**
Miscellaneous Community Property Reserves															
Crown Reserves	62,000	64,700	(2,700)	63,400	66,300	(2,900)	64,800	68,100	(3,300)	66,200	69,900	(3,700)	67,600	71,700	(4,100)
Miscellaneous Commercial Property Reserves															
Wigmore Arcade	45,000		45,000	50,000		50,000	55,000		55,000	60,000		60,000	65,000		65,000
Flat Rock Tent Park	145,400	10,000	135,400	147,600	10,000	137,600	149,700	10,000	139,700	152,000	10,000	142,000	154,400	10,000	144,400
Airport	411,400	78,000	333,400	461,100	81,000	380,100	465,500	84,000	381,500	498,600	87,000	411,600	537,400	90,000	447,400
Total - GM's Group	**7,463,800**	**5,360,500**	**2,103,300**	**6,821,600**	**7,134,200**	**(312,600)**	**6,278,900**	**4,768,500**	**1,510,400**	**6,135,800**	**4,704,000**	**1,431,800**	**7,091,600**	**4,136,400**	**2,955,200**
Development and Env Health Group															
Environmental and Public Health															
Mgmt Plans (Shaws Bay / Lake A)		4,700	(4,700)												
Total - Dev & Env Health Group	**0**	**4,700**	**(4,700)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Civil Services Group															
Engineering Management															
Surveying Equipment	10,000		10,000	10,000		10,000	10,000		10,000	10,000		10,000	10,000		10,000
Procurement and Building Mgmt															
Infrastructure - Comm Infra Res														1,000,000	(1,000,000)
Infrastructure - Property Dev Res					0	0		1,000,000	(1,000,000)		800,000	(800,000)		1,700,000	(1,700,000)
Roads and Bridges															
Alstonville Bypass Handover		20,000	(20,000)		0	0		0	0		0	0		0	0
Ballina Bypass Handover		633,000	(633,000)		200,000	(200,000)		0	0		0	0		0	0
Ancillary Transport Facilities															
Coastal Path Reserve		850,000	(850,000)												
Ferry Wharves and Jetties															
Keith Hall, Ramp (Comm Infra)		50,000	(50,000)												
Sports Fields															
Ballina Hockey Club	6,700		6,700	6,900	0	6,900	7,100	0	7,100	7,300	0	7,300	7,500	0	7,500
Cemeteries															
Cemeteries - Operations	113,600	50,000	63,600	115,600	50,000	65,600	117,700	50,000	67,700	119,600	50,000	69,600	121,600	50,000	71,600
Fleet Management	1,105,800	954,600	151,200	1,156,200	1,148,200	8,000	1,179,500	679,200	500,300	1,213,800	1,011,000	202,800	1,242,600	1,433,000	(190,400)
Quarries and Sandpit															
Quarry Operations	0	200,000	(200,000)	128,200	200,000	(71,800)	130,500	200,000	(69,500)	132,900	200,000	(67,100)	135,400	200,000	(64,600)
Quarry - Shaws Bay Mgmt Plan		77,000	(77,000)		104,000	(104,000)									
Landfill Management															
Landfill Operations	839,800	105,000	734,800	1,883,700	109,000	1,774,700	2,215,300	113,000	2,102,300	2,313,700	1,118,000	1,195,700	2,364,100	1,623,000	741,100
Landfill Operations - Admin Centre	0	200,000	(200,000)	0	200,000	(200,000)	0	0	0	0	0	0	0	0	0
Landfill Operations - Sports Centre	0	1,000,000	(1,000,000)	0	1,000,000	(1,000,000)	0	1,500,000	(1,500,000)	0	1,500,000	(1,500,000)	0	0	0
Waste Levy	21,000	0	21,000	21,000	0	21,000	21,000	0	21,000	21,000	0	21,000	21,000	0	21,000
Biochar Grant															
Domestic Waste Management	462,500	0	462,500	501,400	1,600,000	(1,098,600)	499,300	0	499,300	554,200	0	554,200	607,100	0	607,100
Group Total - Civil Services	**2,559,400**	**4,139,600**	**(1,580,200)**	**3,823,000**	**4,611,200**	**(788,200)**	**4,180,400**	**3,542,200**	**638,200**	**4,372,500**	**4,679,000**	**(306,500)**	**4,509,300**	**6,006,000**	**(1,496,700)**
Total - Increase / (Decrease)	**15,036,700**	**10,684,800**	**4,351,900**	**15,184,100**	**12,645,400**	**2,538,700**	**16,623,800**	**25,957,700**	**(9,333,900)**	**16,596,800**	**15,258,000**	**1,338,800**	**16,287,900**	**24,491,400**	**(8,203,500)**

RESERVE BALANCES - GENERAL FUND

Reserve Title	2016/17			2017/18			2018/19			2019/20		
	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing
Strategic and Community Facilities Group												
Section 94 Conts (External)	5,575,300	2,138,500	7,713,800	7,713,800	2,629,500	10,343,300	10,343,300	(12,992,500)	(2,649,200)	(2,649,200)	3,703,500	1,054,300
Strategic Planning Studies	200,500	0	200,500	200,500	0	200,500	200,500	0	200,500	200,500	0	200,500
Section 94 Reviews	12,000	0	12,000	12,000	0	12,000	12,000	0	12,000	12,000	0	12,000
Energy Saving Programs	26,600	0	26,600	26,600	0	26,600	26,600	0	26,600	26,600	0	26,600
Sharpes Beach Masterplan	0		0	0		0	0		0	0		0
Community Programs	0	0	0	0	0	0	0	0	0	0	0	0
Community Centres / Halls	78,100	0	78,100	78,100	0	78,100	78,100	0	78,100	78,100	0	78,100
Ballina Indoor Sports Centre	0	1,000,000	1,000,000	1,000,000	1,000,000	2,000,000	2,000,000	1,500,000	3,500,000	3,500,000	(3,500,000)	0
Community Gallery	7,700		7,700	7,700		7,700	7,700		7,700	7,700		7,700
Public Art	30,000	10,000	40,000	40,000	10,000	50,000	50,000	10,000	60,000	60,000	10,000	70,000
Library Services	32,000	0	32,000	32,000	0	32,000	32,000	0	32,000	32,000	0	32,000
Swimming Pool	439,000	685,000	1,124,000	1,124,000	0	1,124,000	1,124,000	0	1,124,000	1,124,000	0	1,124,000
Tourism and Events	15,600	0	15,600	15,600	0	15,600	15,600	0	15,600	15,600	0	15,600
Group Total	**6,416,800**	**3,833,500**	**10,250,300**	**10,250,300**	**3,639,500**	**13,889,800**	**13,889,800**	**(11,482,500)**	**2,407,300**	**2,407,300**	**213,500**	**2,620,800**
General Manager's Group												
Governance												
Councillor Election	240,000	(140,000)	100,000	100,000	65,000	165,000	165,000	65,000	230,000	230,000	65,000	295,000
Administration Services												
Records Management	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000
Legal / Audit / Revaluations	81,000	0	81,000	81,000	0	81,000	81,000	0	81,000	81,000	0	81,000
Human Resources												
Leave Entitlements	2,514,700	0	2,514,700	2,514,700	0	2,514,700	2,514,700	0	2,514,700	2,514,700	0	2,514,700
Property Management												
General Property Reserves												
Community Infrastructure	631,100	(91,900)	539,200	539,200	(19,000)	520,200	520,200	40,500	560,700	560,700	55,300	616,000
Property Development	2,384,000	1,774,100	4,158,100	4,158,100	(923,400)	3,234,700	3,234,700	(168,000)	3,066,700	3,066,700	(98,400)	2,968,300
Sub Total	**3,015,100**	**1,682,200**	**4,697,300**	**4,697,300**	**(942,400)**	**3,754,900**	**3,754,900**	**(127,500)**	**3,627,400**	**3,627,400**	**(43,100)**	**3,584,300**
Specific Property Reserves												
Wigmore Arcade	103,000	45,000	148,000	148,000	50,000	198,000	198,000	55,000	253,000	253,000	60,000	313,000
Other Properties (Council)	8,100		8,100	8,100		8,100	8,100		8,100	8,100		8,100
Ballina Heights BBRC	700,000	0	700,000	700,000		700,000	700,000		700,000	700,000		700,000
WUEA BBRC	175,300	0	175,300	175,300		175,300	175,300		175,300	175,300		175,300
Crown Properties	70,900	(2,700)	68,200	68,200	(2,900)	65,300	65,300	(3,300)	62,000	62,000	(3,700)	58,300
Camping Ground												
Flat Rock Tent Park	465,400	135,400	600,800	600,800	137,600	738,400	738,400	139,700	878,100	878,100	142,000	1,020,100
Airport												
Operations	(444,900)	333,400	(111,500)	(111,500)	380,100	268,600	268,600	381,500	650,100	650,100	411,600	1,061,700
Group Total	**6,938,600**	**2,053,300**	**8,991,900**	**8,991,900**	**(312,600)**	**8,679,300**	**8,679,300**	**510,400**	**9,189,700**	**9,189,700**	**631,800**	**9,821,500**
Development and Env Health Group												
Environmental / Public Health												
Environmental Health Projects	34,500		34,500	34,500		34,500	34,500		34,500	34,500		34,500
Shaws Bay/Lake Ains CZMPs	4,700	(4,700)	0	0		0	0		0	0		0
Group Total	**39,200**	**(4,700)**	**34,500**	**34,500**	**0**	**34,500**	**34,500**	**0**	**34,500**	**34,500**	**0**	**34,500**
Civil Services Group												
Engineering Management												
Sec 94 Road Plan Admin	27,700	0	27,700	27,700	0	27,700	27,700	0	27,700	27,700	0	27,700
Surveying Equipment	0	10,000	10,000	10,000	10,000	20,000	20,000	10,000	30,000	30,000	10,000	40,000
Asset Management	15,000		15,000	15,000		15,000	15,000		15,000	15,000		15,000
Admin Centre and Depot												
Depots and Procurement	3,000		3,000	3,000		3,000	3,000		3,000	3,000		3,000
Procurement and Building Mgmt												
Ballina Surf Club	(25,000)		(25,000)	(25,000)		(25,000)	(25,000)		(25,000)	(25,000)		(25,000)
Marine Rescue Centre (Contingency)	625,500		625,500	625,500		625,500	625,500		625,500	625,500		625,500
Stormwater and Environmental Protection												
Stormwater	40,000	0	40,000	40,000	0	40,000	40,000	0	40,000	40,000	0	40,000
Management Plans	170,200	0	170,200	170,200	0	170,200	170,200	0	170,200	170,200	0	170,200
Roads and Bridges												
Alstonville Bypass Handover	883,700	(20,000)	863,700	863,700	0	863,700	863,700	0	863,700	863,700	0	863,700
Ballina Bypass Handover	1,420,700	(633,000)	787,700	787,700	(200,000)	587,700	587,700	0	587,700	587,700	0	587,700
Civil Infrastructure (RTR)	77,300	0	77,300	77,300	0	77,300	77,300	0	77,300	77,300	0	77,300
Civil Infrastructure (BHD)	5,100		5,100	5,100		5,100	5,100		5,100	5,100		5,100
Roads Works Contingency	115,600	0	115,600	115,600	0	115,600	115,600	0	115,600	115,600	0	115,600
Roads Pre-Plan Sec 94	224,500	0	224,500	224,500	0	224,500	224,500	0	224,500	224,500	0	224,500
Ancillary Transport Facilities												
Footpaths	19,700	0	19,700	19,700	0	19,700	19,700	0	19,700	19,700	0	19,700
Coastal Recreational Path	850,300	(850,000)	300	300	0	300	300	0	300	300	0	300
Car Parks	33,200	0	33,200	33,200		33,200	33,200		33,200	33,200		33,200
Marine Infrastructure												
Boat Ramps and Infrastructure	28,100		28,100	28,100		28,100	28,100		28,100	28,100		28,100
Open Space and Reserves												
Open Space Programs	100,000	0	100,000	100,000	0	100,000	100,000	0	100,000	100,000	0	100,000
Sports Fields	22,400	0	22,400	22,400	0	22,400	22,400	0	22,400	22,400	0	22,400
Cemeteries	243,300	63,600	306,900	306,900	65,600	372,500	372,500	67,700	440,200	440,200	69,600	509,800
Synethic Hockey Field	13,000	6,700	19,700	19,700	6,900	26,600	26,600	7,100	33,700	33,700	7,300	41,000
Fleet Management and Workshop												
Operating Reserve	145,800	151,200	297,000	297,000	8,000	305,000	305,000	500,300	805,300	805,300	202,800	1,008,100
Rural Fire Service												
Fire Fighting Fund	33,800		33,800	33,800		33,800	33,800		33,800	33,800		33,800
Quarries and Sandpit												
Quarry Operating Reserve	948,900	(277,000)	671,900	671,900	(175,800)	496,100	496,100	(69,500)	426,600	426,600	(67,100)	359,500
Landfill Management and Resource Recovery												
LRM Operations	3,278,600	(465,200)	2,813,400	2,813,400	574,700	3,388,100	3,388,100	602,300	3,990,400	3,990,400	(304,300)	3,686,100
Waste Levy (External)	607,900	21,000	628,900	628,900	21,000	649,900	649,900	21,000	670,900	670,900	21,000	691,900
Biochar Grant (External)	212,500	0	212,500	212,500	0	212,500	212,500	0	212,500	212,500	0	212,500
Waste - Domestic												
Operations (External)	1,528,100	462,500	1,990,600	1,990,600	(1,098,600)	892,000	892,000	499,300	1,391,300	1,391,300	554,200	1,945,500
Group Total	**11,648,900**	**(1,530,200)**	**10,118,700**	**10,118,700**	**(788,200)**	**9,330,500**	**9,330,500**	**1,638,200**	**10,968,700**	**10,968,700**	**493,500**	**11,462,200**
Total - Increase / (Decrease)	**25,043,500**	**4,351,900**	**29,395,400**	**29,395,400**	**2,538,700**	**31,934,100**	**45,823,900**	**(9,333,900)**	**22,600,200**	**22,600,200**	**1,338,800**	**23,939,000**
Reserve Dissection												
Internally Restricted	16,781,400	1,753,600	18,535,000	18,535,000	1,010,700	19,545,700	33,435,500	(10,727,200)	22,708,300	22,708,300	(2,915,200)	19,793,100
Externally Restricted	8,262,100	2,598,300	10,860,400	10,860,400	1,528,000	12,388,400	12,388,400	(12,496,500)	(108,100)	(108,100)	4,254,000	4,145,900

Part F

General Fund
Loan Principal and Interest
Repayment Schedule

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GENERAL FUND - LOAN PRINCIPAL AND INTEREST REPAYMENT SCHEDULE

Description	Principal Job No.	Interest Rate	Renewal Date	2013/14 PRINCIPAL	2013/14 INTEREST	2014/15 PRINCIPAL	2014/15 INTEREST	2015/16 PRINCIPAL	2015/16 INTEREST	2016/17 PRINCIPAL	2016/17 INTEREST	2017/18 PRINCIPAL	2017/18 INTEREST	2018/19 PRINCIPAL	2018/19 INTEREST	2019/20 PRINCIPAL	2019/20 INTEREST	2020/21 PRINCIPAL	2020/21 INTEREST	2021/22 PRINCIPAL	2021/22 INTEREST	2022/23 PRINCIPAL	2022/23 INTEREST	2023/24 PRINCIPAL	2023/24 INTEREST	2024/25 PRINCIPAL	2024/25 INTEREST	2025/26 PRINCIPAL	2025/26 INTEREST
Animal Control																													
Dog Pound	5000.2100.0945	6.20%	31-Mar-20	6,107	3,022	6,491	2,637	6,894	2,234	7,334	1,794	7,796	1,333	8,286	842	7,324	320												
Community Services																													
Kentwell Community Centre	5015.8720.0945	6.20%	31-Mar-20	6,038	2,987	6,418	2,607	6,817	2,209	7,252	1,774	7,708	1,318	8,193	832	7,242	317												
Community Properties																													
Naval Museum and Florrie	5022.8722.0945	7.40%	30-Jun-23	10,160	10,409	10,924	9,646	11,696	8,873	12,601	7,969	13,550	7,019	14,536	6,033	15,582	4,987	16,850	3,720	18,119	2,456	19,495	1,075	0	0				
Swimming Pools																													
Ballina	5007.0945.0945	3.50%	New	8,054	394			0	0	0	116,000	233,000	231,000	241,000	223,000	250,000	214,000	258,000	206,000	267,000	197,000	277,000	187,000	286,000	178,000	296,000	168,000	307,000	157,000
Alstonville		3.50%	New						0	0	88,000	177,000	175,000	183,000	169,000	190,000	162,000	196,000	156,000	203,000	149,000	210,000	142,000	218,000	134,000	225,000	127,000	233,000	119,000
Waste Non Domestic																													
Landfill Opening		7.01%	30-Jun-17	635,708	179,423	680,925	141,306	728,839	93,392	778,847	43,384																		
Waste Baler		6.68%	05-Jan-17	130,261	36,205	139,037	27,428	148,411	18,055	158,476	7,990																		
Landfill Closure			30-Jun-18	141,424	55,605	159,700	20,753	162,600	34,400	174,200	22,800	193,893	10,400																
Landfill Closure		6.54%	29-Jun-16	145,592	28,364	155,442	18,513	165,758	8,197																				
Sub Total	5010.0945.0945			**1,052,985**	**299,597**	**1,135,104**	**208,000**	**1,205,608**	**154,044**	**1,111,523**	**74,174**	**193,893**	**10,400**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Domestic Waste																													
Landfill Closure	5012.0945.0945	6.54%	29-Jun-16	142,822	27,824	152,486	18,161	162,606	8,041																				
Town Centres																													
Ballina 2000/01		6.42%	28-Jun-14	57,528	2,813																								
Ballina 2002/03		5.60%	28-Jun-23	63,665	19,088	67,188	15,566	71,125	11,629	75,128	7,626	79,401	3,353																
Ballina 2003/04		6.49%	28-Jun-19	224,163	100,258	239,782	84,639	255,345	69,078	272,186	52,235	290,138	34,384	309,273	15,148														
Ballina 2018/19																208,000	100,000	216,000	92,000	225,000	83,000	234,000	74,000	243,000	65,000	253,000	55,000	263,000	45,000
Ballina 2012/13 (LIRS) (Quarry Funded)		5.39%	21-Dec-22	103,352	62,100	109,578	59,447	115,447	53,577	121,784	47,240	128,482	40,542	135,548	33,476	142,833	26,192	150,913	18,111	159,159	9,865	82,987	1,686	0	0	0	0	0	0
Sub Total	5003.0945.0945			**448,708**	**184,259**	**416,548**	**159,652**	**441,917**	**134,284**	**469,098**	**107,101**	**498,021**	**78,279**	**444,821**	**48,624**	**350,833**	**126,192**	**366,913**	**110,111**	**384,159**	**92,865**	**316,987**	**75,686**	**243,000**	**65,000**	**253,000**	**55,000**	**263,000**	**45,000**
Roads Bridges Footpaths																													
Ramses Street		6.20%	31-Mar-20	2,950	1,460	3,136	1,274	3,331	1,079	3,543	867	3,767	644	4,003	407	3,539	155												
Reseal (LIRS) (Quarry Funded)		5.39%	21-Dec-22	79,537	50,540	84,328	45,748	88,845	41,232	93,722	36,355	98,876	31,200	104,314	25,762	109,920	20,157	116,139	13,938	122,484	7,592	63,420	1,297						
The following loans reduce the overall roads budget																													
Wollongbar Link Road (Sec 94)		0.00%	31-Dec-19	300,000		300,000		350,000		350,000		350,000		350,000		400,000													
Balllina Heights Drive (LIRS)			11-Jun-24			94,700	59,000	99,500	54,200	104,400	49,300	110,300	43,400	115,900	37,800	121,800	31,900	128,100	25,600	134,700	19,000	141,600	12,100	149,000	4,700				
McLeay Culvert (RMS)		5.61%	16-Jan-25	94,814	87,154	100,207	81,352	105,500	76,060	112,082	69,478	118,270	63,290	125,014	56,547	132,124	49,436	139,300	46,260	147,680	33,880	156,017	25,543	164,828	16,731	174,161	7,398	0	0
Cumbalum Interchange (Sec 94)		5.61%	16-Jan-25	137,687	122,564	145,520	118,140	153,208	110,451	162,764	100,895	171,753	91,906	181,542	82,116	191,870	71,789	202,286	57,373	214,461	49,198	226,565	37,094	239,360	24,300	252,984	10,676	0	0
Hutley Drive (Sec 94)		7.00%	New				(6,600)					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
River St - Four Laning - Section 94		7.00%	New															0	0	416,000	334,000	433,000	317,000	450,000	300,000	468,000	282,000	487,000	263,000
Sub Total	5001.0945.0945			**614,988**	**261,718**	**727,891**	**298,914**	**800,384**	**283,022**	**826,511**	**256,895**	**852,966**	**230,440**	**880,773**	**202,632**	**959,253**	**173,437**	**585,825**	**143,171**	**1,035,325**	**443,670**	**1,020,602**	**393,034**	**1,003,188**	**345,731**	**895,145**	**300,074**	**487,000**	**263,000**
Teven Bridges	5001.0945.0945	3.68%	18-Feb-23	87,583	166,000	94,073	131,400	182,385	77,854	188,576	71,664	196,359	63,880	203,592	56,647	211,003	49,236	218,731	41,508	226,976	33,263	235,281	24,958	244,656	15,583	253,742	6,497		
Airport																													
Airport		7.40%	30-Jun-23	50,790	52,033	54,607	48,216	58,464	44,359	62,989	39,834	67,737	35,087	72,664	30,160	78,492	24,331	84,227	18,597	90,574	12,243	97,045	5,779						
Airport		6.86%	15-May-24	166,670	122,931	131,492	83,782	137,890	77,384	145,275	69,999	152,808	62,466	160,491	54,783	169,300	45,975	177,963	37,311	187,228	28,047	196,975	18,299	207,229	8,046				
Airport		6.97%	21-Jun-21	40,864	29,161	44,006	26,018	47,000	23,000	50,000	20,000	55,000	15,000	60,000	10,000	63,000	7,000	66,100	2,000	0	0								
Airport - Runway (LIRS)		5.39%	21-Dec-22	580,420	350,000	615,383	333,850	648,346	300,887	683,933	265,300	721,549	227,684	761,234	188,000	802,141	147,092	847,522	101,711	893,831	55,402	465,310	9,466						
Airport - Car Park and Shade		3.89%					0	78,900	27,400	82,000	24,300	85,300	21,100	88,600	17,800	92,100	14,300	95,700	10,700	99,400	6,900	103,000	3,000	0	0	0	0	0	0
Airport - Apron		7.00%	30-Jun-16				10,434	0	0	42,000	20,000	44,000	18,000	45,000	17,000	47,000	15,000	49,000	13,000	51,000	11,000	53,000	9,000	55,000	7,000	57,000	5,000	59,000	3,000
	5030.0945.0945			**838,744**	**554,125**	**845,488**	**502,300**	**970,600**	**473,030**	**1,066,197**	**439,433**	**1,126,394**	**379,337**	**1,187,989**	**317,743**	**1,252,033**	**253,698**	**1,320,512**	**183,319**	**1,322,033**	**113,592**	**915,330**	**45,544**	**262,229**	**15,046**	**57,000**	**5,000**	**59,000**	**3,000**
Total Repayments				**3,216,200**	**1,510,300**	**3,395,400**	**1,333,300**	**3,788,900**	**1,143,600**	**3,689,100**	**1,164,800**	**3,306,700**	**1,178,000**	**3,172,200**	**1,025,400**	**3,243,300**	**984,200**	**2,962,800**	**843,800**	**3,456,600**	**1,031,800**	**2,994,700**	**869,300**	**2,257,100**	**753,400**	**1,979,900**	**661,600**	**1,349,000**	**587,000**
Total External Loans				**3,216,200**	**1,510,300**	**3,395,400**	**1,333,300**	**3,788,900**	**1,143,600**	**3,689,100**	**1,164,800**	**3,306,700**	**1,178,000**	**3,172,200**	**1,025,400**	**3,243,300**	**984,200**	**2,962,800**	**843,800**	**3,456,600**	**1,031,800**	**2,994,700**	**869,300**	**2,257,100**	**753,400**	**1,979,900**	**661,600**	**1,349,000**	**587,000**
External Loans Outstanding																													
Balance as at 1 July				28,231,200		26,215,000		23,544,600		20,255,700		28,166,600		24,859,900		24,187,700		20,944,400		26,321,600		22,865,000		19,870,300		17,613,200		15,633,300	
Repayments				3,216,200		3,395,400		3,788,900		3,689,100		3,306,700		3,172,200		3,243,300		2,962,800		3,456,600		2,994,700		2,257,100		1,979,900		1,349,000	
New Loans				1,200,000		725,000		500,000		11,600,000		0		2,500,000		0		8,340,000		0		0		0		0		0	
Balance as at 30 June				**26,215,000**		**23,544,600**		**20,255,700**		**28,166,600**		**24,859,900**		**24,187,700**		**20,944,400**		**26,321,600**		**22,865,000**		**19,870,300**		**17,613,200**		**15,633,300**		**14,284,300**	

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Part G

Appendices

APPENDICES

The following pages provide a range of supporting information applied in the preparation of this document. Details of that information are as follows.

Income Statements and Balance Sheets

These eight pages provide the forecast Income Statements and Balance Sheets for the General, Water and Wastewater (Sewer) Funds, along with a consolidated result for all three funds.

GENERAL FUND - INCOME STATEMENT (2013/14 to 2025/26)

ACTUAL			ITEM	ESTIMATED												
2013/14	2014/15	%		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
			OPERATING RESULTS													
			Operating Activities													
24,301,000	24,729,500	2	Rates and Annual Charges	26,067,700	5	27,216,600	4	28,486,300	30,033,200	31,686,000	32,727,900	33,802,800	34,909,500	36,050,400	37,225,400	39,111,700
9,267,000	10,041,000	8	User Charges and Fees	10,154,000	1	10,100,900	(1)	10,439,400	10,681,800	10,929,400	11,183,200	11,439,400	11,664,000	11,893,000	12,126,900	12,367,600
2,105,000	1,403,300	(33)	Interest and Investment Revenues	935,500	(33)	1,006,500	8	1,131,200	1,184,000	1,091,800	1,114,100	1,129,000	1,143,400	1,168,400	1,179,900	1,097,900
4,572,000	4,013,000	(12)	Other Revenues	4,213,900	5	4,111,100	(2)	5,136,700	4,806,900	5,492,600	4,956,800	5,755,200	5,228,500	6,137,300	5,514,200	6,352,700
5,780,000	7,856,000	36	Grants and Contributions for Operating Purposes	7,390,600	(6)	8,416,700	14	7,295,100	7,186,000	7,303,300	7,416,700	7,535,100	7,661,200	7,818,200	7,994,300	8,174,400
10,914,000	12,768,000	17	Grants and Contributions for Capital Purposes	12,235,800	(4)	6,069,400	(50)	9,609,500	5,643,200	8,773,300	5,946,800	5,933,700	6,052,300	6,172,300	6,294,800	6,419,800
			Other Income:													
0	0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0	0
56,939,000	**60,810,800**	**7**	**Total Income from Continuing Operations**	**60,997,500**	**0**	**56,921,200**	**(7)**	**62,098,200**	**59,535,100**	**65,276,400**	**63,345,500**	**65,595,200**	**66,658,900**	**69,239,600**	**70,335,500**	**73,524,100**
			Operating Expenses													
14,771,000	15,453,000	5	Employee Benefits and On-costs	15,789,900	2	16,280,000	3	16,785,800	17,307,400	17,844,700	18,399,300	18,971,100	19,560,100	20,167,900	20,794,400	21,440,300
1,679,000	1,564,000	(7)	Borrowing Costs	1,364,400	(13)	1,370,800	0	1,297,000	1,095,300	1,032,100	864,400	1,053,400	891,400	776,200	685,400	610,800
16,180,000	17,646,000	9	Materials and Contracts	18,869,300	7	15,191,300	(19)	16,399,700	15,922,300	15,887,100	16,043,200	16,205,700	16,317,400	16,468,100	16,609,000	16,818,500
15,866,000	14,146,000	(11)	Depreciation and Amortisation	12,888,100	(9)	13,056,400	1	13,383,900	13,664,300	13,950,300	14,230,500	14,516,400	14,808,200	15,105,600	15,409,100	15,718,800
5,064,000	1,344,000	(73)	Other Expenses	4,332,300	222	4,531,100	5	5,111,800	4,574,200	5,328,800	5,041,700	5,552,800	4,998,200	5,788,100	5,515,700	6,690,000
3,924,000	974,000	(75)	Net Loss from Disposal of Assets	0	(100)	0	0	0	0	0	0	0	0	0	0	0
57,484,000	**51,127,000**	**(11)**	**Total Expenses from Continuing Operations**	**53,244,000**	**4**	**50,429,600**	**(5)**	**52,978,200**	**52,563,500**	**54,043,000**	**54,579,100**	**56,299,400**	**56,575,300**	**58,305,900**	**59,013,600**	**61,278,400**
(545,000)	**9,683,800**	**(1,877)**	**Net Operating Result for the Year**	**7,753,500**	**(20)**	**6,491,600**	**(16)**	**9,120,000**	**6,971,600**	**11,233,400**	**8,766,400**	**9,295,800**	**10,083,600**	**10,933,700**	**11,321,900**	**12,245,700**
(11,459,000)	**(3,084,200)**	**(73)**	**Net Operating Result Before Capital Income**	**(4,482,300)**	**45**	**422,200**	**(109)**	**(489,500)**	**1,328,400**	**2,460,100**	**2,819,600**	**3,362,100**	**4,031,300**	**4,761,400**	**5,027,100**	**5,825,900**

WATER FUND - INCOME STATEMENT (2013/14 to 2025/26)

ACTUAL			ITEM	ESTIMATED												
2013/14	2014/15	%		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
			OPERATING RESULTS													
			Operating Activities													
2,860,500	3,092,600	8	Rates and Annual Charges	3,229,500	4	3,323,800	3	3,474,400	3,632,300	3,796,500	3,969,000	4,149,800	4,337,900	4,535,200	4,741,800	4,956,700
6,590,600	6,432,000	(2)	User Charges and Fees	6,646,300	3	6,830,700	3	7,155,100	7,494,900	7,850,900	8,223,900	8,614,500	9,023,700	9,452,300	9,901,300	10,371,600
413,500	417,400	1	Interest and Investment Revenues	321,700	(23)	329,500	2	291,800	214,300	247,600	257,500	194,600	163,600	214,500	318,600	358,600
672,700	797,900	19	Other Revenues	790,100	(1)	806,000	2	822,400	839,100	856,200	873,700	891,500	909,600	928,100	946,800	965,900
151,800	152,600	1	Grants and Contributions for Operating Purposes	153,500	1	141,800	(8)	142,500	143,300	144,000	144,700	145,500	146,200	147,000	147,800	148,600
1,007,100	1,100,700	9	Grants and Contributions for Capital Purposes	739,400	(33)	759,400	3	769,400	779,400	789,400	799,400	809,400	819,400	839,400	859,400	879,400
			Other Income:													
0	0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0	0
11,696,200	**11,993,200**	**3**	**Total Income from Continuing Operations**	**11,880,500**	**(1)**	**12,191,200**	**3**	**12,655,600**	**13,103,300**	**13,684,600**	**14,268,200**	**14,805,300**	**15,400,400**	**16,116,500**	**16,915,700**	**17,680,800**
			Operating Expenses													
1,429,000	1,763,000	23	Employee Benefits and On-costs	1,527,600	(13)	1,575,000	3	1,623,900	1,674,400	1,726,400	1,780,000	1,835,300	1,892,300	1,951,100	2,011,700	2,074,200
0	0	0	Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
1,799,100	1,354,900	(25)	Materials and Contracts	1,821,900	34	1,829,700	0	1,851,200	1,912,300	1,893,400	1,914,300	1,934,900	2,005,400	1,975,600	1,995,500	2,014,900
1,859,500	1,478,700	(20)	Depreciation and Amortisation	1,400,000	(5)	1,428,000	2	1,456,600	1,485,800	1,515,600	1,546,000	1,577,000	1,608,600	1,640,800	1,673,700	1,707,200
5,879,000	6,165,800	5	Other Expenses	6,226,700	1	6,295,000	1	6,383,100	6,486,600	6,678,700	6,876,300	7,079,800	7,289,500	7,505,300	7,727,500	7,956,400
111,000	20,600	(81)	Net Loss from Disposal of Assets	0	(100)	0	0	0	0	0	0	0	0	0	0	0
11,077,600	**10,783,000**	**(3)**	**Total Expenses from Continuing Operations**	**10,976,200**	**2**	**11,127,700**	**1**	**11,314,800**	**11,559,100**	**11,814,100**	**12,116,600**	**12,427,000**	**12,795,800**	**13,072,800**	**13,408,400**	**13,752,700**
618,600	**1,210,200**	**96**	**Net Operating Result for the Year**	**904,300**	**(25)**	**1,063,500**	**18**	**1,340,800**	**1,544,200**	**1,870,500**	**2,151,600**	**2,378,300**	**2,604,600**	**3,043,700**	**3,507,300**	**3,928,100**
(388,500)	**109,500**	**(128)**	**Net Operating Result Before Capital Income**	**164,900**	**51**	**304,100**	**84**	**571,400**	**764,800**	**1,081,100**	**1,352,200**	**1,568,900**	**1,785,200**	**2,204,300**	**2,647,900**	**3,048,700**

WASTEWATER FUND - INCOME STATEMENT (2013/14 to 2025/26)

ACTUAL			ITEM	ESTIMATED												
2013/14	2014/15	%		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
			OPERATING RESULTS													
			Operating Activities													
11,668,700	13,005,500	11	Rates and Annual Charges	14,126,000	9	15,078,300	7	16,277,000	17,560,800	18,761,100	20,046,200	20,813,200	21,608,700	22,431,700	23,283,500	24,165,100
1,098,100	1,038,400	(5)	User Charges and Fees	1,154,100	11	1,234,000	7	1,319,400	1,403,800	1,481,500	1,583,800	1,609,100	1,655,700	1,703,800	1,753,300	1,804,300
968,800	678,700	(30)	Interest and Investment Revenues	567,600	(16)	342,500	(40)	228,600	172,500	189,100	179,100	203,900	252,100	430,400	629,000	846,500
550,400	462,400	(16)	Other Revenues	490,000	6	504,800	3	519,900	530,700	541,800	553,000	564,400	576,000	587,700	599,700	612,200
150,800	151,700	1	Grants and Contributions for Operating Purposes	155,000	2	140,900	(9)	141,800	142,700	143,600	144,500	145,500	146,400	147,300	148,200	149,100
2,014,200	2,131,400	6	Grants and Contributions for Capital Purposes	1,645,500	(23)	1,675,500	2	1,695,500	1,715,500	1,735,500	1,755,500	1,785,500	1,815,500	1,845,500	1,875,500	1,905,500
			Other Income:													
5,700	0	(100)	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0	0
16,456,700	**17,468,100**	**6**	**Total Income from Continuing Operations**	**18,138,200**	**4**	**18,976,000**	**5**	**20,182,200**	**21,526,000**	**22,852,600**	**24,242,100**	**25,121,600**	**26,054,400**	**27,146,400**	**28,289,200**	**29,482,700**
			Operating Expenses													
3,510,600	3,219,000	(8)	Employee Benefits and On-costs	3,752,500	17	3,869,000	3	3,989,300	4,113,200	4,240,900	4,372,700	4,508,600	4,648,600	4,793,000	4,941,900	5,095,500
5,160,800	4,996,800	(3)	Borrowing Costs	4,659,200	(7)	4,442,600	(5)	4,249,900	3,878,300	3,667,000	3,439,800	3,239,200	3,049,200	2,856,300	2,658,300	2,463,300
5,268,300	5,650,300	7	Materials and Contracts	5,336,000	(6)	5,005,300	(6)	5,147,700	5,084,100	5,145,900	5,206,900	5,268,400	5,329,600	5,390,400	5,450,000	5,501,600
2,643,100	2,314,300	(12)	Depreciation and Amortisation	2,600,000	12	2,678,000	3	2,732,000	2,787,000	2,843,000	2,900,000	2,958,000	3,017,000	3,077,000	3,139,000	3,202,000
421,300	330,000	(22)	Other Expenses	318,000	(4)	323,000	2	368,000	334,700	341,900	349,200	356,600	414,100	422,700	431,600	440,500
0	12,197,600	100	Net Loss from Disposal of Assets	0	(100)	0	0	0	0	0	0	0	0	0	0	0
17,004,100	**28,708,000**	**69**	**Total Expenses from Continuing Operations**	**16,665,700**	**(42)**	**16,317,900**	**(2)**	**16,486,900**	**16,197,300**	**16,238,700**	**16,268,600**	**16,330,800**	**16,458,500**	**16,539,400**	**16,620,800**	**16,702,900**
(547,400)	**(11,239,900)**	**1,953**	**Net Operating Result for the Year**	**1,472,500**	**(113)**	**2,658,100**	**81**	**3,695,300**	**5,328,700**	**6,613,900**	**7,973,500**	**8,790,800**	**9,595,900**	**10,607,000**	**11,668,400**	**12,779,800**
(2,561,600)	**(13,371,300)**	**422**	**Net Operating Result Before Capital Income**	**(173,000)**	**(99)**	**982,600**	**(668)**	**1,999,600**	**3,613,200**	**4,878,400**	**6,218,000**	**7,005,300**	**7,780,400**	**8,761,500**	**9,792,900**	**10,874,300**

CONSOLIDATED OPERATIONS - INCOME STATEMENT (2013/14 to 2025/26)

ACTUAL			ITEM	ESTIMATED													
2013/14	2014/15	%		2015/16	%	2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
			OPERATING RESULTS													
			Operating Activities													
38,830,200	40,827,600	5	Rates and Annual Charges	43,423,200	6	45,618,700	5	48,237,700	51,226,300	54,243,600	56,743,100	58,765,800	60,856,100	63,017,300	65,250,700	68,233,500
16,955,700	17,511,400	3	User Charges and Fees	17,954,400	3	18,165,600	1	18,913,900	19,580,500	20,261,800	20,970,900	21,663,000	22,343,400	23,049,100	23,781,500	24,543,500
3,487,300	2,499,400	(28)	Interest and Investment Revenues	1,824,800	(27)	1,678,500	(8)	1,651,600	1,570,800	1,528,500	1,550,700	1,527,500	1,559,100	1,813,300	2,127,500	2,303,000
5,795,100	5,273,300	(9)	Other Revenues	5,494,000	4	5,421,900	(1)	6,479,000	6,176,700	6,890,600	6,383,500	7,211,100	6,714,100	7,653,100	7,060,700	7,930,800
6,082,600	8,160,300	34	Grants and Contributions for Operating Purposes	7,699,100	(6)	8,699,400	13	7,579,400	7,472,000	7,590,900	7,705,900	7,826,100	7,953,800	8,112,500	8,290,300	8,472,100
13,764,300	16,000,100	16	Grants and Contributions for Capital Purposes	14,620,700	(9)	8,504,300	(42)	12,074,400	8,138,100	11,298,200	8,501,700	8,528,600	8,687,200	8,857,200	9,029,700	9,204,700
			Other Income:													
5,700	0	(100)	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0	0
84,920,900	**90,272,100**	**6**	**Total Income from Continuing Operations**	**91,016,200**	**1**	**88,088,400**	**(3)**	**94,936,000**	**94,164,400**	**101,813,600**	**101,855,800**	**105,522,100**	**108,113,700**	**112,502,500**	**115,540,400**	**120,687,600**
			Operating Expenses													
19,710,600	20,435,000	4	Employee Benefits and On-costs	21,070,000	3	21,724,000	3	22,399,000	23,095,000	23,812,000	24,552,000	25,315,000	26,101,000	26,912,000	27,748,000	28,610,000
6,839,800	6,560,800	(4)	Borrowing Costs	6,023,600	(8)	5,813,400	(3)	5,546,900	4,973,600	4,699,100	4,304,200	4,292,600	3,940,600	3,632,500	3,343,700	3,074,100
23,247,400	24,651,200	6	Materials and Contracts	26,027,200	6	22,026,300	(15)	23,398,600	22,918,700	22,926,400	23,164,400	23,409,000	23,652,400	23,834,100	24,054,500	24,335,000
20,368,600	17,939,000	(12)	Depreciation and Amortisation	16,888,100	(6)	17,162,400	2	17,572,500	17,937,100	18,308,900	18,676,500	19,051,400	19,433,800	19,823,400	20,221,800	20,628,000
11,364,300	7,839,800	(31)	Other Expenses	10,877,000	39	11,149,100	3	11,862,900	11,395,500	12,349,400	12,267,200	12,989,200	12,701,800	13,716,100	13,674,800	15,086,900
4,035,000	13,192,200	227	Net Loss from Disposal of Assets	0	(100)	0	0	0	0	0	0	0	0	0	0	0
85,565,700	**90,618,000**	**6**	**Total Expenses from Continuing Operations**	**80,885,900**	**(11)**	**77,875,200**	**(4)**	**80,779,900**	**80,319,900**	**82,095,800**	**82,964,300**	**85,057,200**	**85,829,600**	**87,918,100**	**89,042,800**	**91,734,000**
(644,800)	**(345,900)**	**(46)**	**Net Operating Result for the Year**	**10,130,300**	**(3,029)**	**10,213,200**	**1**	**14,156,100**	**13,844,500**	**19,717,800**	**18,891,500**	**20,464,900**	**22,284,100**	**24,584,400**	**26,497,600**	**28,953,600**
(14,409,100)	**(16,346,000)**	**13**	**Net Operating Result Before Capital Income**	**(4,490,400)**	**(73)**	**1,708,900**	**(138)**	**2,081,700**	**5,706,400**	**8,419,600**	**10,389,800**	**11,936,300**	**13,596,900**	**15,727,200**	**17,467,900**	**19,748,900**

GENERAL FUND BALANCE SHEET ($'000)													
ITEM	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
ASSETS													
Current Assets													
Cash and Investments	31,942	38,979	23,300	29,500	33,900	24,600	26,200	18,100	9,500	15,700	20,400	28,100	38,900
Receivables	5,269	3,779	4,899	5,000	5,100	5,210	5,320	5,430	5,540	5,660	5,780	5,900	6,020
Inventories	996	1,407	1,144	1,170	1,200	1,230	1,260	1,290	1,320	1,350	1,380	1,410	1,440
Other	57	(355)	110	120	130	140	150	160	170	180	190	200	210
Total Current Assets	**38,264**	**43,810**	**29,453**	**35,790**	**40,330**	**31,180**	**32,930**	**24,980**	**16,530**	**22,890**	**27,750**	**35,610**	**46,570**
Non Current Assets													
Investments	9,277	5,150	7,433	5,349	3,330	3,330	3,330	3,330	3,330	3,330	3,330	3,330	3,330
Receivables	156	112	120	130	140	150	160	170	180	190	200	210	220
Inventories	3,051	2,459	2,520	2,580	2,640	2,700	2,760	2,820	2,880	2,940	3,000	3,060	3,130
Infrastructure, Property, Plant and Equipment	749,424	809,504	829,660	844,310	851,340	868,920	877,240	901,370	916,270	917,160	921,130	922,710	913,840
Investment Property	18,404	21,282	21,800	22,240	22,690	23,150	23,620	24,100	24,590	25,090	25,600	26,120	26,650
Total Non-Current Assets	**780,312**	**838,507**	**861,533**	**874,609**	**880,140**	**898,250**	**907,110**	**931,790**	**947,250**	**948,710**	**953,260**	**955,430**	**947,170**
TOTAL ASSETS	**818,576**	**882,317**	**890,986**	**910,399**	**920,470**	**929,430**	**940,040**	**956,770**	**963,780**	**971,600**	**981,010**	**991,040**	**993,740**
LIABILITIES													
Current Liabilities													
Payables	7,507	6,249	6,400	6,530	6,670	6,810	6,950	7,090	7,240	7,390	7,540	7,700	7,860
Borrowings	5,556	3,793	3,689	3,307	3,172	3,243	2,963	3,457	2,995	2,257	1,980	0	0
Provisions	6,585	6,466	6,700	6,900	7,100	7,300	7,500	7,700	7,900	6,600	6,900	6,900	6,900
Total Current Liabilities	**19,648**	**16,508**	**16,789**	**16,737**	**16,942**	**17,353**	**17,413**	**18,247**	**18,135**	**16,247**	**16,420**	**14,600**	**14,760**
Non Current Liabilities													
Payables	0	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	20,183	19,400	16,567	24,860	21,688	20,945	17,982	22,865	19,870	17,613	15,633	15,633	0
Provisions	4,568	4,560	4,800	5,100	5,400	5,700	6,000	6,300	6,600	6,900	7,300	7,700	8,100
Total Non-Current Liabilities	**24,751**	**23,960**	**21,367**	**29,960**	**27,088**	**26,645**	**23,982**	**29,165**	**26,470**	**24,513**	**22,933**	**23,333**	**8,100**
TOTAL LIABILITIES	**44,399**	**40,468**	**38,156**	**46,697**	**44,030**	**43,998**	**41,394**	**47,412**	**44,605**	**40,760**	**39,353**	**37,933**	**22,860**
Net Assets	**774,177**	**841,849**	**852,830**	**863,702**	**876,440**	**885,432**	**898,646**	**909,358**	**919,175**	**930,840**	**941,657**	**953,107**	**970,880**
EQUITY													
Retained Earnings	488,865	498,603	501,330	505,102	510,640	512,232	517,946	520,958	522,975	526,640	529,357	532,507	541,780
Revaluation Reserves	285,312	343,246	351,500	358,600	365,800	373,200	380,700	388,400	396,200	404,200	412,300	420,600	429,100
Council Equity Interest	**774,177**	**841,849**	**852,830**	**863,702**	**876,440**	**885,432**	**898,646**	**909,358**	**919,175**	**930,840**	**941,657**	**953,107**	**970,880**

WATER SUPPLY BALANCE SHEET ($'000)													
ITEM	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**2017/18**	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**
ASSETS													
Current Assets													
Cash and Investments	9,662	9,094	8,570	8,550	7,520	8,500	9,380	7,720	6,780	8,260	10,700	12,020	12,020
Receivables	2,095	2,062	2,120	2,170	2,220	2,270	2,320	2,370	2,420	2,470	2,520	2,580	2,640
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	121	130	140	150	160	170	180	190	200	210	220	230
Total Current Assets	**11,757**	**11,277**	**10,820**	**10,860**	**9,890**	**10,930**	**11,870**	**10,270**	**9,390**	**10,930**	**13,430**	**14,820**	**14,890**
Non Current Assets													
Investments	1,240	1,241	0	0	0	0	0	0	0	0	0	0	0
Receivables	164	153	160	170	180	190	200	210	220	230	240	250	260
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant and Equipment	111,486	68,999	70,300	72,100	75,400	75,600	76,800	80,500	83,500	84,300	83,900	85,900	84,600
Investment Property	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	**112,890**	**70,393**	**70,460**	**72,270**	**75,580**	**75,790**	**77,000**	**80,710**	**83,720**	**84,530**	**84,140**	**86,150**	**84,860**
TOTAL ASSETS	**124,647**	**81,670**	**81,280**	**83,130**	**85,470**	**86,720**	**88,870**	**90,980**	**93,110**	**95,460**	**97,570**	**100,970**	**99,750**
LIABILITIES													
Current Liabilities													
Payables	0	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	124	143	150	160	170	180	190	200	210	220	230	240	250
Total Current Liabilities	124	143	150	160	170	180	190	200	210	220	230	240	250
Non Current Liabilities													
Payables	0	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	0	16	20	30	40	50	60	70	80	90	100	110	120
Total Non-Current Liabilities	**0**	**16**	**20**	**30**	**40**	**50**	**60**	**70**	**80**	**90**	**100**	**110**	**120**
TOTAL LIABILITIES	**124**	**159**	**170**	**190**	**210**	**230**	**250**	**270**	**290**	**310**	**330**	**350**	**370**
Net Assets	**124,523**	**81,511**	**81,110**	**82,940**	**85,260**	**86,490**	**88,620**	**90,710**	**92,820**	**95,150**	**97,240**	**100,620**	**99,380**
EQUITY													
Retained Earnings	37,912	39,088	37,610	38,540	39,960	40,190	41,320	42,410	43,520	44,850	45,840	48,120	45,780
Revaluation Reserves	86,611	42,423	43,500	44,400	45,300	46,300	47,300	48,300	49,300	50,300	51,400	52,500	53,600
Council Equity Interest	**124,523**	**81,511**	**81,110**	**82,940**	**85,260**	**86,490**	**88,620**	**90,710**	**92,820**	**95,150**	**97,240**	**100,620**	**99,380**

WASTEWATER BALANCE SHEET ($'000)													
ITEM	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
ASSETS													
Current Assets													
Cash and Investments	18,057	12,826	9,300	6,050	5,470	5,140	5,590	6,620	7,620	14,350	21,940	30,300	30,300
Receivables	1,335	1,243	1,280	1,310	1,340	1,370	1,400	1,430	1,460	1,490	1,520	1,560	1,600
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	422	440	450	460	470	480	490	500	510	530	550	570
Total Current Assets	**19,392**	**14,491**	**11,020**	**7,810**	**7,270**	**6,980**	**7,470**	**8,540**	**9,580**	**16,350**	**23,990**	**32,410**	**32,470**
Non Current Assets													
Investments	519	1,749	0	0	0	0	0	0	0	0	0	0	0
Receivables	190	230	240	250	260	270	280	290	300	310	320	330	340
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant and Equipment	264,586	196,722	198,100	202,300	204,900	205,800	209,000	212,700	216,000	214,100	212,100	210,200	207,000
Investment Property	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	**265,295**	**198,701**	**198,340**	**202,550**	**205,160**	**206,070**	**209,280**	**212,990**	**216,300**	**214,410**	**212,420**	**210,530**	**207,340**
TOTAL ASSETS	**284,687**	**213,192**	**209,360**	**210,360**	**212,430**	**213,050**	**216,750**	**221,530**	**225,880**	**230,760**	**236,410**	**242,940**	**239,810**
LIABILITIES													
Current Liabilities													
Payables	83	162	170	180	190	200	210	220	230	240	250	260	270
Borrowings	2,495	2,793	2,958	3,096	3,134	3,280	2,454	2,654	2,844	3,037	3,235	3,430	0
Provisions	452	437	450	460	470	480	490	500	510	530	550	570	590
Total Current Liabilities	**3,030**	**3,392**	**3,578**	**3,736**	**3,794**	**3,960**	**3,154**	**3,374**	**3,584**	**3,807**	**4,035**	**4,260**	**860**
Non Current Liabilities													
Payables	0	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	63,719	61,582	58,624	55,529	52,395	49,114	46,661	44,007	41,163	38,126	34,891	31,461	31,461
Provisions	0	43	100	200	300	400	500	600	700	800	900	1,000	1,100
Total Non-Current Liabilities	**63,719**	**61,625**	**58,724**	**55,729**	**52,695**	**49,514**	**47,161**	**44,607**	**41,863**	**38,926**	**35,791**	**32,461**	**32,561**
TOTAL LIABILITIES	**66,749**	**65,017**	**62,302**	**59,464**	**56,489**	**53,475**	**50,314**	**47,981**	**45,447**	**42,733**	**39,826**	**36,721**	**33,421**
Net Assets	**217,938**	**148,175**	**147,058**	**150,896**	**155,942**	**159,576**	**166,436**	**173,549**	**180,433**	**188,028**	**196,585**	**206,220**	**206,390**
EQUITY													
Retained Earnings	107,971	96,711	94,358	97,096	101,042	103,576	109,236	115,149	120,833	127,228	134,485	142,820	141,690
Revaluation Reserves	109,967	51,464	52,700	53,800	54,900	56,000	57,200	58,400	59,600	60,800	62,100	63,400	64,700
Council Equity Interest	**217,938**	**148,175**	**147,058**	**150,896**	**155,942**	**159,576**	**166,436**	**173,549**	**180,433**	**188,028**	**196,585**	**206,220**	**206,390**

CONSOLIDATED BALANCE SHEET ($'000)

ITEM	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
ASSETS													
Current Assets													
Cash and Investments	59,661	60,899	41,170	44,100	46,890	38,240	41,170	32,440	23,900	38,310	53,040	70,420	81,220
Receivables	8,699	7,084	8,299	8,480	8,660	8,850	9,040	9,230	9,420	9,620	9,820	10,040	10,260
Inventories	996	1,407	1,144	1,170	1,200	1,230	1,260	1,290	1,320	1,350	1,380	1,410	1,440
Other	57	188	680	710	740	770	800	830	860	890	930	970	1,010
Total Current Assets	**69,413**	**69,578**	**51,293**	**54,460**	**57,490**	**49,090**	**52,270**	**43,790**	**35,500**	**50,170**	**65,170**	**82,840**	**93,930**
Non Current Assets													
Investments	11,036	8,140	7,433	5,349	3,330	3,330	3,330	3,330	3,330	3,330	3,330	3,330	3,330
Receivables	510	495	520	550	580	610	640	670	700	730	760	790	820
Inventories	3,051	2,459	2,520	2,580	2,640	2,700	2,760	2,820	2,880	2,940	3,000	3,060	3,130
Infrastructure, Property, Plant and Equipment	1,125,496	1,075,225	1,098,060	1,118,710	1,131,640	1,150,320	1,163,040	1,194,570	1,215,770	1,215,560	1,217,130	1,218,810	1,205,440
Investment Property	18,404	21,282	21,800	22,240	22,690	23,150	23,620	24,100	24,590	25,090	25,600	26,120	26,650
Total Non-Current Assets	**1,158,497**	**1,107,601**	**1,130,333**	**1,149,429**	**1,160,880**	**1,180,110**	**1,193,390**	**1,225,490**	**1,247,270**	**1,247,650**	**1,249,820**	**1,252,110**	**1,239,370**
TOTAL ASSETS	**1,227,910**	**1,177,179**	**1,181,626**	**1,203,889**	**1,218,370**	**1,229,200**	**1,245,660**	**1,269,280**	**1,282,770**	**1,297,820**	**1,314,990**	**1,334,950**	**1,333,300**
LIABILITIES													
Current Liabilities													
Payables	7,590	6,411	6,570	6,710	6,860	7,010	7,160	7,310	7,470	7,630	7,790	7,960	8,130
Borrowings	8,051	6,586	6,647	6,402	6,306	6,524	5,416	6,111	5,839	5,294	5,215	3,430	0
Provisions	7,161	7,046	7,300	7,520	7,740	7,960	8,180	8,400	8,620	7,350	7,680	7,710	7,740
Total Current Liabilities	22,802	20,043	20,517	20,632	20,906	21,494	20,756	21,821	21,929	20,274	20,685	19,100	15,870
Non Current Liabilities													
Payables	0	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	83,902	80,982	75,191	80,388	74,082	70,059	64,642	66,872	61,033	55,739	50,524	47,094	31,461
Provisions	4,568	4,619	4,920	5,330	5,740	6,150	6,560	6,970	7,380	7,790	8,300	8,810	9,320
Total Non-Current Liabilities	**88,470**	**85,601**	**80,111**	**85,718**	**79,822**	**76,209**	**71,202**	**73,842**	**68,413**	**63,529**	**58,824**	**55,904**	**40,781**
TOTAL LIABILITIES	**111,272**	**105,644**	**100,628**	**106,351**	**100,728**	**97,702**	**91,959**	**95,662**	**90,342**	**83,803**	**79,509**	**75,004**	**56,651**
Net Assets	**1,116,638**	**1,071,535**	**1,080,998**	**1,097,538**	**1,117,642**	**1,131,498**	**1,153,701**	**1,173,618**	**1,192,428**	**1,214,017**	**1,235,481**	**1,259,946**	**1,276,650**
EQUITY													
Retained Earnings	634,748	634,402	633,298	640,738	651,642	655,998	668,501	678,518	687,328	698,717	709,681	723,446	729,250
Revaluation Reserves	481,890	437,133	447,700	456,800	466,000	475,500	485,200	495,100	505,100	515,300	525,800	536,500	547,400
Council Equity Interest	**1,116,638**	**1,071,535**	**1,080,998**	**1,097,538**	**1,117,642**	**1,131,498**	**1,153,701**	**1,173,618**	**1,192,428**	**1,214,017**	**1,235,481**	**1,259,946**	**1,276,650**