



**Extract from draft Long Term Financial Plan  
2016/17 to 2026/27**  
General Fund only

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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) for the General Fund. The document is divided into five distinct sections as follows:

<b>Section</b>	<b>Description</b>
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 Fund
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.

## 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 Results** This records the operating result for the fund, excluding depreciation, with the net operating result including depreciation and other non-cash items.

**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 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 asset sales, which primarily relate to land holdings.

**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 2026/27)															
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	2026/27
<b>OPERATING RESULTS</b>															
<b>General Fund Activities</b>															
46,105,000	49,178,400	50,716,000	Operating Revenues	54,741,000	8	52,029,000	54,264,700	56,325,700	57,887,600	59,316,500	60,754,700	62,438,600	63,997,100	65,633,000	67,358,300
36,361,000	35,858,700	40,283,100	Less Operating Expenses	41,842,200	4	39,192,200	40,362,000	41,526,700	42,573,200	43,542,500	44,194,800	45,165,900	46,291,000	47,015,900	47,855,700
<b>9,744,000</b>	<b>13,319,700</b>	<b>10,432,900</b>	<b>Operating Result before Non-cash Items</b>	<b>12,898,800</b>	<b>24</b>	<b>12,836,800</b>	<b>13,902,700</b>	<b>14,799,000</b>	<b>15,314,400</b>	<b>15,774,000</b>	<b>16,559,900</b>	<b>17,272,700</b>	<b>17,706,100</b>	<b>18,617,100</b>	<b>19,502,600</b>
15,865,700	14,144,300	14,166,800	Less Depreciation	13,056,400	(8)	13,383,900	13,704,300	14,071,100	14,353,700	14,642,100	14,936,400	15,236,400	15,542,500	15,854,800	16,173,200
289,900	725,700	(319,800)	Less Land Stock Movement	0	(100)	0	0	0	0	0	0	0	0	0	0
169,300	231,300	190,800	Less Unwinding Interest Free Loans	205,900	8	119,100	70,200	48,000	20,600	21,400	22,100	22,900	23,800	24,700	25,600
3,967,400	3,347,700	0	Less Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>(10,548,300)</b>	<b>(5,129,300)</b>	<b>(3,604,900)</b>	<b>Net Operating Result</b>	<b>(363,500)</b>	<b>(90)</b>	<b>(666,200)</b>	<b>128,200</b>	<b>679,900</b>	<b>940,100</b>	<b>1,110,500</b>	<b>1,601,400</b>	<b>2,013,400</b>	<b>2,139,800</b>	<b>2,737,600</b>	<b>3,303,800</b>
<b>Add Capital Grants and Contributions</b>															
6,861,000	4,752,500	8,258,000	Capital Grants and Contributions	7,464,700	(10)	9,274,500	709,100	286,300	114,700	116,700	118,700	120,700	122,700	124,700	126,900
2,269,000	2,924,000	2,226,100	Section 94 Contributions Collected	3,104,000	39	7,169,000	8,347,000	6,554,000	12,717,000	12,971,000	3,230,000	3,293,000	3,359,000	3,426,000	3,494,000
<b>Add Non-operating Funds Employed</b>															
1,200,000	725,000	500,000	Loan Funds Used	7,611,700	1,422	5,927,800	2,500,000	0	8,340,000	0	0	0	0	0	0
1,805,000	2,809,800	2,286,400	Proceeds from Disposal of Assets	5,432,400	138	4,516,000	4,475,000	4,475,000	5,760,000	1,360,000	960,000	960,000	960,000	960,000	960,000
<b>Subtract Funds Deployed for Non-operating Purposes</b>															
(27,878,000)	(18,233,400)	(22,896,800)	Capital Expenditure	(43,077,900)	88	(34,972,500)	(33,552,100)	(17,407,300)	(40,817,300)	(26,532,900)	(14,017,900)	(15,738,500)	(17,271,700)	(17,518,500)	(17,935,900)
(3,216,000)	(3,395,400)	(3,788,900)	Repayment of Principal on Loans	(3,696,200)	(2)	(3,312,800)	(3,247,800)	(3,318,900)	(3,043,100)	(3,542,900)	(3,084,900)	(2,350,200)	(2,080,100)	(1,452,600)	(1,449,900)
<b>Net Movement in Other Working Capital Items</b>															
(1,957,800)	(507,100)	2,036,000	Net Incr / (Decr) in Leave and Working Capital	200,000	(90)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
<b>Add Back Non-Cash Expense</b>															
15,865,700	14,144,300	14,166,800	Depreciation	13,056,400	(8)	13,383,900	13,704,300	14,071,100	14,353,700	14,642,100	14,936,400	15,236,400	15,542,500	15,854,800	16,173,200
333,000	(30,000)	(163,000)	Investment Premiums	0	(100)	0	0	0	0	0	0	0	0	0	0
0	(460,100)	0	Fair Value Adjustments Rental Properties	0	0	0	0	0	0	0	0	0	0	0	0
289,900	725,700	(319,800)	Land Stock Movement	0	(100)	0	0	0	0	0	0	0	0	0	0
169,300	231,300	190,800	Unwinding Interest Free Loans	205,900	8	119,100	70,200	48,000	20,600	21,400	22,100	22,900	23,800	24,700	25,600
3,967,400	3,347,700	0	Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>(10,839,800)</b>	<b>1,905,000</b>	<b>(1,109,300)</b>	<b>Cash Reserves - Increase / (Decrease)</b>	<b>(10,062,500)</b>	<b>807</b>	<b>1,638,800</b>	<b>(6,666,100)</b>	<b>5,588,100</b>	<b>(1,414,300)</b>	<b>345,900</b>	<b>3,965,800</b>	<b>3,757,700</b>	<b>2,996,000</b>	<b>4,356,700</b>	<b>4,897,700</b>
<b>Movement in Reserves - Increase / (Decrease)</b>															
(11,293,000)	2,180,200	521,200	Reserves - Internal - Increase / (Decrease)	(9,943,800)		(3,449,100)	2,086,400	(406,300)	(113,300)	1,196,300	901,500	331,600	1,183,100	583,800	717,100
453,000	(275,200)	(1,630,500)	Reserves - External - Increase / (Decrease)	(186,600)		5,269,800	(8,415,600)	6,389,100	(863,500)	(543,400)	3,298,600	3,467,500	1,828,000	3,778,200	4,031,100
200	0	0	Working Capital - Increase / (Decrease)	67,900		(181,900)	(336,900)	(394,700)	(437,500)	(307,000)	(234,300)	(41,400)	(15,100)	(5,300)	149,500
<b>(10,839,800)</b>	<b>1,905,000</b>	<b>(1,109,300)</b>	<b>Total Movement in Reserves</b>	<b>(10,062,500)</b>		<b>1,638,800</b>	<b>(6,666,100)</b>	<b>5,588,100</b>	<b>(1,414,300)</b>	<b>345,900</b>	<b>3,965,800</b>	<b>3,757,700</b>	<b>2,996,000</b>	<b>4,356,700</b>	<b>4,897,700</b>
<b>Reserves - Balances as at 30 June</b>															
25,427,000	27,607,200	28,128,400	Internal Reserves	18,184,600		14,735,500	16,821,900	16,415,600	16,302,300	17,498,600	18,400,100	18,731,700	19,914,800	20,498,600	21,215,700
11,070,600	10,795,400	9,164,900	External Reserves	8,978,300		14,248,100	5,832,500	12,221,600	11,358,100	10,814,700	14,113,300	17,580,800	19,408,800	23,187,000	27,218,100
3,034,800	3,034,800	3,034,800	Working Capital	3,102,700		2,920,800	2,583,900	2,189,200	1,751,700	1,444,700	1,210,400	1,169,000	1,153,900	1,148,600	1,298,100
<b>39,532,400</b>	<b>41,437,400</b>	<b>40,328,100</b>	<b>Total</b>	<b>30,265,600</b>		<b>31,904,400</b>	<b>25,238,300</b>	<b>30,826,400</b>	<b>29,412,100</b>	<b>29,758,000</b>	<b>33,723,800</b>	<b>37,481,500</b>	<b>40,477,500</b>	<b>44,834,200</b>	<b>49,731,900</b>

**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.

This section provides numerical information for each program:

**Actual (2012/13, 2013/14, 2014/15, 2015/16)** These 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.

**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** This column provides figures expressed as a percentage, as to what the 2016/17 estimate has varied by as compared to the 2015/16 actual result.

**Estimated 2017/18 to 2026/27** 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**

ACTUAL				BUDGET ITEMS	ESTIMATED											
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	2026/27
				<b>OPERATING REVENUES</b>												
341,900	366,700	450,200	358,700	Strategic Planning	225,500	(37)	169,500	310,000	108,600	239,700	205,700	189,200	247,200	308,200	372,200	438,700
239,000	298,100	389,400	385,800	Community Facilities	403,000	4	407,900	481,500	557,800	572,500	584,800	597,200	609,900	622,900	635,900	649,100
101,000	91,800	100,000	134,600	Cultural and Community Services	135,400	1	120,600	128,200	137,400	145,700	154,700	162,800	171,900	181,100	190,400	199,900
115,000	110,400	136,300	111,900	Library Services	118,600	6	78,800	80,800	82,900	85,000	86,700	88,500	90,300	92,200	94,100	96,000
321,000	348,700	354,100	407,300	Swimming Pools	388,000	(5)	388,200	468,500	480,300	492,600	502,800	513,000	523,400	534,100	544,900	556,100
146,100	139,100	139,700	144,900	Tourism	114,800	(21)	66,300	158,400	70,600	72,800	74,600	76,400	168,400	80,500	82,600	84,700
<b>1,264,000</b>	<b>1,354,800</b>	<b>1,569,700</b>	<b>1,543,200</b>	<b>Total Operating Revenues</b>	<b>1,385,300</b>	<b>(10)</b>	<b>1,231,300</b>	<b>1,627,400</b>	<b>1,437,600</b>	<b>1,608,300</b>	<b>1,609,300</b>	<b>1,627,100</b>	<b>1,811,100</b>	<b>1,819,000</b>	<b>1,920,100</b>	<b>2,024,500</b>
				<b>OPERATING EXPENSES</b>												
1,259,800	1,075,500	1,150,100	1,205,100	Strategic Planning	1,521,100	26	1,256,400	1,236,400	1,267,300	1,278,900	1,310,500	1,342,800	1,375,800	1,419,500	1,444,000	1,479,200
1,408,400	1,354,300	1,587,400	1,623,100	Community Facilities	1,696,900	5	1,704,100	1,963,900	2,269,200	2,322,500	2,372,900	2,424,300	2,477,200	2,532,200	2,588,300	2,645,500
606,000	477,500	810,000	874,600	Cultural and Community Services	912,800	4	910,000	935,000	959,500	985,500	1,010,100	1,035,300	1,062,100	1,088,700	1,116,900	1,144,700
1,514,000	1,637,100	1,549,900	1,571,000	Library Services	1,688,000	7	1,590,800	1,630,400	1,670,900	1,712,300	1,747,200	1,782,600	1,818,700	1,855,500	1,893,200	1,931,700
881,100	867,100	822,100	792,800	Swimming Pools	887,700	12	1,376,900	1,503,200	1,513,400	1,522,300	1,527,700	1,532,400	1,538,500	1,541,100	1,546,000	1,549,400
679,700	736,400	673,000	740,400	Tourism	732,100	(1)	626,200	730,000	654,300	668,800	682,000	695,400	799,000	723,200	737,700	752,600
<b>6,349,000</b>	<b>6,147,900</b>	<b>6,592,500</b>	<b>6,807,000</b>	<b>Total Operating Expenses</b>	<b>7,438,600</b>	<b>9</b>	<b>7,464,400</b>	<b>7,998,900</b>	<b>8,334,600</b>	<b>8,490,300</b>	<b>8,650,400</b>	<b>8,812,800</b>	<b>9,071,300</b>	<b>9,160,200</b>	<b>9,326,100</b>	<b>9,503,100</b>
				<b>NET PROGRAM OPERATING RESULT</b>												
(917,900)	(708,800)	(699,900)	(846,400)	Strategic Planning	(1,295,600)	53	(1,086,900)	(926,400)	(1,158,700)	(1,039,200)	(1,104,800)	(1,153,600)	(1,128,600)	(1,111,300)	(1,071,800)	(1,040,500)
(1,169,400)	(1,056,200)	(1,198,000)	(1,237,300)	Community Facilities	(1,293,900)	5	(1,296,200)	(1,482,400)	(1,711,400)	(1,750,000)	(1,788,100)	(1,827,100)	(1,867,300)	(1,909,300)	(1,952,400)	(1,996,400)
(505,000)	(385,700)	(710,000)	(740,000)	Cultural and Community Services	(777,400)	5	(789,400)	(806,800)	(822,100)	(839,800)	(855,400)	(872,500)	(890,200)	(907,600)	(926,500)	(944,800)
(1,399,000)	(1,526,700)	(1,413,600)	(1,459,100)	Library Services	(1,569,400)	8	(1,512,000)	(1,549,600)	(1,588,000)	(1,627,300)	(1,660,500)	(1,694,100)	(1,728,400)	(1,763,300)	(1,799,100)	(1,835,700)
(560,100)	(518,400)	(468,000)	(385,500)	Swimming Pools	(499,700)	30	(988,700)	(1,034,700)	(1,033,100)	(1,029,700)	(1,024,900)	(1,019,400)	(1,015,100)	(1,007,000)	(1,001,100)	(993,300)
(533,600)	(597,300)	(533,300)	(595,500)	Tourism	(617,300)	4	(559,900)	(571,600)	(583,700)	(596,000)	(607,400)	(619,000)	(630,600)	(642,700)	(655,100)	(667,900)
<b>(5,085,000)</b>	<b>(4,793,100)</b>	<b>(5,022,800)</b>	<b>(5,263,800)</b>	<b>Total Operating Result - Surplus / (Deficit)</b>	<b>(6,053,300)</b>	<b>15</b>	<b>(6,233,100)</b>	<b>(6,371,500)</b>	<b>(6,897,000)</b>	<b>(6,882,000)</b>	<b>(7,041,100)</b>	<b>(7,185,700)</b>	<b>(7,260,200)</b>	<b>(7,341,200)</b>	<b>(7,406,000)</b>	<b>(7,478,600)</b>
1,324,000	1,104,400	1,160,000	1,189,100	Add Back Depreciation	1,241,000	4	1,266,000	1,331,800	1,438,900	1,468,000	1,497,700	1,528,000	1,558,900	1,590,400	1,622,500	1,655,300
<b>(3,761,000)</b>	<b>(3,688,700)</b>	<b>(3,862,800)</b>	<b>(4,074,700)</b>	<b>Total Cash Operating Result - Surplus / (Deficit)</b>	<b>(4,812,300)</b>	<b>18</b>	<b>(4,967,100)</b>	<b>(5,039,700)</b>	<b>(5,458,100)</b>	<b>(5,414,000)</b>	<b>(5,543,400)</b>	<b>(5,657,700)</b>	<b>(5,701,300)</b>	<b>(5,750,800)</b>	<b>(5,783,500)</b>	<b>(5,823,300)</b>
				<b>Capital Movements</b>												
23,000	24,300	17,300	18,500	Less Principal Repayments	19,900		388,800	474,700	490,800	502,900	522,100	542,500	541,000	563,000	583,000	605,000
3,657,000	3,194,600	4,109,500	3,327,000	Less Transfer to Reserves	5,164,200		9,335,400	9,653,600	7,658,800	12,952,500	13,172,200	3,414,400	3,535,100	3,661,800	3,792,500	3,926,700
453,000	901,600	888,600	848,000	Add Transfer from Reserves	2,918,800		3,267,000	3,010,000	2,010,000	1,010,000	10,000	10,000	10,000	10,000	10,000	10,000
2,922,000	2,309,000	3,104,000	2,246,100	Add Capital Income Applied	9,815,700		13,096,800	8,347,000	6,554,000	15,717,000	12,971,000	3,230,000	3,293,000	3,359,000	3,426,000	3,494,000
17,000	314,000	332,400	521,100	Less Capital Expenditure	8,142,000		7,207,800	2,024,000	1,025,000	4,026,000	27,000	28,000	29,000	30,000	31,000	32,000
<b>(4,083,000)</b>	<b>(4,011,000)</b>	<b>(4,329,400)</b>	<b>(4,847,200)</b>	<b>Cash Result after Capital Movements</b>	<b>(5,403,900)</b>	<b>11</b>	<b>(5,535,300)</b>	<b>(5,835,000)</b>	<b>(6,068,700)</b>	<b>(6,168,400)</b>	<b>(6,283,700)</b>	<b>(6,402,600)</b>	<b>(6,503,400)</b>	<b>(6,636,600)</b>	<b>(6,754,000)</b>	<b>(6,883,000)</b>



**STRATEGIC PLANNING**

ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED											
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	2026/27
<b>OPERATING REVENUES</b>																	
52,000	89,700	72,400	114,200	20000	Planning Proposals and Other Fees	35,000	(69)	20,000	20,500	21,100	21,700	22,200	22,700	23,200	23,700	24,200	24,700
16,900	18,700	21,500	25,400	20002	Grants and Conts - Solar Panel Rebates	10,000	(61)	0	0	0	0	0	0	0	0	0	0
0	40,000	107,700	37,600	20002	Grants and Conts - Ballina Centre Study	0	(100)	0	0	0	0	0	0	0	0	0	0
5,000	22,600	73,500	17,000	20002	Grants and Conts - Other	26,000	53	0	0	0	0	0	0	0	0	0	0
268,000	195,700	175,100	164,500	20012	Interest on Section 94 Contributions	154,500	(6)	149,500	289,500	87,500	218,000	183,500	166,500	224,000	284,500	348,000	414,000
<b>341,900</b>	<b>366,700</b>	<b>450,200</b>	<b>358,700</b>		<b>Total Operating Revenues</b>	<b>225,500</b>	<b>100</b>	<b>169,500</b>	<b>310,000</b>	<b>108,600</b>	<b>239,700</b>	<b>205,700</b>	<b>189,200</b>	<b>247,200</b>	<b>308,200</b>	<b>372,200</b>	<b>438,700</b>
<b>OPERATING EXPENSES</b>																	
810,000	818,700	820,300	890,900	30000	Employee Costs	962,000	8	981,200	1,005,900	1,031,200	1,057,200	1,083,700	1,110,900	1,138,700	1,167,200	1,196,400	1,226,300
25,000	28,300	21,700	36,600	30000	Office Expenses	29,000	(21)	29,000	29,900	30,800	31,700	32,500	33,300	34,200	35,100	36,000	36,900
15,000	14,700	14,600	8,300	30002	Economic Development Programs	12,000	45	15,000	15,400	15,800	16,200	16,600	17,000	17,400	17,800	18,200	18,600
0	4,200	11,300	7,400	30001	Aboriginal Heritage Programs	12,000	62	15,000	15,400	15,800	16,200	16,600	17,000	17,400	17,800	18,200	18,600
21,700	41,300	5,300	6,100	30001	Heritage Programs	12,000	97	15,000	15,400	15,800	16,200	16,600	17,000	17,400	17,800	18,200	18,600
0	0	19,400	2,900	30001	Koala Management Strategy	30,700	959	26,000	26,700	27,400	28,100	28,700	29,300	29,900	30,500	31,200	31,900
0	0	0	0	30001	Significant Tree Register	0	0	50,000	0	0	0	0	0	0	10,000	0	0
23,000	24,000	16,000	5,000	30001	Community Land Investigations	15,000	200	15,000	15,400	15,800	16,200	16,600	17,000	17,400	17,800	18,200	18,600
33,600	15,600	72,500	11,100	30001	Section 94 Plan Reviews	67,400	507	20,000	20,500	21,100	21,700	22,200	22,700	23,200	23,700	24,200	24,700
309,500	97,400	125,000	103,100	30003	Other Strategic Plans and Studies	136,000	32	60,200	61,000	61,900	42,800	43,600	44,400	45,200	46,000	46,800	47,600
15,000	31,300	21,200	73,000	30003	Planning Proposals	176,800	142	20,000	20,500	21,100	21,700	22,200	22,700	23,200	23,700	24,200	24,700
7,000	0	22,800	60,700	30001	Environmental Action Plan	68,200	12	10,000	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,400	12,700
<b>1,259,800</b>	<b>1,075,500</b>	<b>1,150,100</b>	<b>1,205,100</b>		<b>Total Operating Expenses</b>	<b>1,521,100</b>	<b>26</b>	<b>1,256,400</b>	<b>1,236,400</b>	<b>1,267,300</b>	<b>1,278,900</b>	<b>1,310,500</b>	<b>1,342,800</b>	<b>1,375,800</b>	<b>1,419,500</b>	<b>1,444,000</b>	<b>1,479,200</b>
<b>(917,900)</b>	<b>(708,800)</b>	<b>(699,900)</b>	<b>(846,400)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,295,600)</b>	<b>53</b>	<b>(1,086,900)</b>	<b>(926,400)</b>	<b>(1,158,700)</b>	<b>(1,039,200)</b>	<b>(1,104,800)</b>	<b>(1,153,600)</b>	<b>(1,128,600)</b>	<b>(1,111,300)</b>	<b>(1,071,800)</b>	<b>(1,040,500)</b>
0	0	0	0		Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(917,900)</b>	<b>(708,800)</b>	<b>(699,900)</b>	<b>(846,400)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(1,295,600)</b>	<b>53</b>	<b>(1,086,900)</b>	<b>(926,400)</b>	<b>(1,158,700)</b>	<b>(1,039,200)</b>	<b>(1,104,800)</b>	<b>(1,153,600)</b>	<b>(1,128,600)</b>	<b>(1,111,300)</b>	<b>(1,071,800)</b>	<b>(1,040,500)</b>
<b>Capital Movements</b>																	
0	0	0	0		Less Principal Repayments	0		0	0	0	0	0	0	0	0	0	0
3,460,000	2,729,700	3,392,100	2,658,200		Less Transfer to Reserves	3,258,500		7,318,500	8,636,500	6,641,500	12,935,000	13,154,500	3,396,500	3,517,000	3,643,500	3,774,000	3,908,000
294,000	220,400	286,700	239,100		Add Transfer from Reserves	338,700		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
2,922,000	2,268,800	2,924,000	2,226,100		Add Capital Income Applied	3,104,000		7,169,000	8,347,000	6,554,000	12,717,000	12,971,000	3,230,000	3,293,000	3,359,000	3,426,000	3,494,000
0	0	0	0		Less Capital Expenditure	0		0	0	0	0	0	0	0	0	0	0
<b>(1,161,900)</b>	<b>(949,300)</b>	<b>(881,300)</b>	<b>(1,039,400)</b>		<b>Cash Result after Capital Movements</b>	<b>(1,111,400)</b>	<b>7</b>	<b>(1,226,400)</b>	<b>(1,205,900)</b>	<b>(1,236,200)</b>	<b>(1,247,200)</b>	<b>(1,278,300)</b>	<b>(1,310,100)</b>	<b>(1,342,600)</b>	<b>(1,385,800)</b>	<b>(1,409,800)</b>	<b>(1,444,500)</b>



**COMMUNITY FACILITIES**

ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED											
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	2026/27
					<b>OPERATING REVENUES</b>												
					<b>Fees and Charges</b>												
0	5,600	41,800	24,500	26087/26090	Alstonville Leisure / Entertainment Centre	26,800	9	27,000	27,700	28,400	29,200	29,800	30,400	31,100	31,800	32,500	33,200
0	49,100	107,000	110,500	26081	Ballina Surf Club	110,000	(0)	111,500	114,400	117,300	120,400	122,900	125,500	128,200	130,900	133,600	136,300
113,000	120,600	132,500	139,400	26082	Kentwell Centre	123,700	(11)	133,400	136,900	140,400	144,000	147,000	150,000	153,100	156,300	159,500	162,800
106,000	102,600	88,300	90,500	26083	Lennox Head Cultural and Comm Centre	120,800	33	116,000	119,000	122,300	125,600	128,400	131,200	134,000	136,900	139,800	142,700
0	0	0	0		Ballina Indoor Sports Centre	0	0	0	63,000	128,300	131,600	134,500	137,400	140,300	143,300	146,300	149,400
20,000	20,200	19,800	20,900	26080	Richmond Room	21,700	4	20,000	20,500	21,100	21,700	22,200	22,700	23,200	23,700	24,200	24,700
<b>239,000</b>	<b>298,100</b>	<b>389,400</b>	<b>385,800</b>		<b>Total Operating Revenues</b>	<b>403,000</b>	<b>4</b>	<b>407,900</b>	<b>481,500</b>	<b>557,800</b>	<b>572,500</b>	<b>584,800</b>	<b>597,200</b>	<b>609,900</b>	<b>622,900</b>	<b>635,900</b>	<b>649,100</b>
					<b>OPERATING EXPENSES</b>												
126,000	123,500	169,500	183,500	35110	Employee Costs	203,000	11	187,700	259,400	332,900	341,300	349,900	358,700	367,700	376,900	386,400	396,100
48,000	52,100	51,100	58,600	35110	Kentwell Centre	58,100	(1)	56,800	58,700	60,600	62,500	64,100	65,700	67,500	69,300	71,200	73,100
137,000	165,200	173,400	174,100	35100	Alstonville Leisure & Entertainment Centre	195,100	12	196,300	201,600	207,000	212,500	217,000	221,600	226,300	231,100	236,000	241,000
138,000	172,400	169,000	173,600	30023	Lennox Head Cultural and Comm Centre	189,700	9	200,500	206,400	212,400	218,600	223,800	229,100	234,500	240,300	246,100	251,900
0	0	0	0		Ballina Indoor Sports Centre	0	0	0	113,000	228,300	234,500	240,000	245,600	251,400	257,200	263,000	268,900
24,000	24,200	25,700	25,500	35115	Richmond Room	27,800	9	27,600	28,700	29,800	30,900	31,900	32,900	33,900	34,900	35,900	37,000
0	71,500	111,400	96,100	30025	Ballina Surf Club	124,600	30	125,200	128,900	132,600	136,400	139,700	143,100	146,500	149,900	153,400	157,000
22,000	33,600	30,600	34,300	35107	Public Halls	43,700	27	39,700	40,800	42,000	43,200	44,100	45,100	46,100	47,100	48,100	49,100
5,000	5,700	5,000	4,600	35108	Naval Museum	5,100	11	5,200	5,400	5,600	5,800	6,000	6,200	6,400	6,600	6,800	7,000
					<b>Debt Servicing</b>												
3,000	2,900	2,500	2,200	35111	Interest on Kentwell Centre	1,800	(18)	1,300	800	300	0	0	0	0	0	0	0
11,000	10,400	9,600	8,900	35111	Interest on Naval Museum	8,000	(10)	7,000	6,000	5,000	3,700	2,500	1,100	0	0	0	0
					<b>Non-cash Expenses</b>												
274,700	2,600	49,600	50,900	35107	Depreciation - Halls	50,000	(2)	51,000	52,100	53,200	54,300	55,400	56,600	57,800	59,000	60,200	61,500
438,900	490,200	530,000	540,700	35110	Depreciation - Community Centres	530,000	(2)	540,600	591,500	683,400	697,100	711,100	725,400	740,000	754,800	769,900	785,300
180,800	200,000	260,000	270,100	30021	Depreciation - Child Care Centres (Leased)	260,000	(4)	265,200	270,600	276,100	281,700	287,400	293,200	299,100	305,100	311,300	317,600
<b>1,408,400</b>	<b>1,354,300</b>	<b>1,587,400</b>	<b>1,623,100</b>		<b>Total Operating Expenses</b>	<b>1,696,900</b>	<b>5</b>	<b>1,704,100</b>	<b>1,963,900</b>	<b>2,269,200</b>	<b>2,322,500</b>	<b>2,372,900</b>	<b>2,424,300</b>	<b>2,477,200</b>	<b>2,532,200</b>	<b>2,588,300</b>	<b>2,645,500</b>
<b>(1,169,400)</b>	<b>(1,056,200)</b>	<b>(1,198,000)</b>	<b>(1,237,300)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,293,900)</b>	<b>5</b>	<b>(1,296,200)</b>	<b>(1,482,400)</b>	<b>(1,711,400)</b>	<b>(1,750,000)</b>	<b>(1,788,100)</b>	<b>(1,827,100)</b>	<b>(1,867,300)</b>	<b>(1,909,300)</b>	<b>(1,952,400)</b>	<b>(1,996,400)</b>
894,400	692,800	839,600	861,700		Add Back Depreciation	840,000	(3)	856,800	914,200	1,012,700	1,033,100	1,053,900	1,075,200	1,096,900	1,118,900	1,141,400	1,164,400
<b>(275,000)</b>	<b>(363,400)</b>	<b>(358,400)</b>	<b>(375,600)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(453,900)</b>	<b>21</b>	<b>(439,400)</b>	<b>(568,200)</b>	<b>(698,700)</b>	<b>(716,900)</b>	<b>(734,200)</b>	<b>(751,900)</b>	<b>(770,400)</b>	<b>(790,400)</b>	<b>(811,000)</b>	<b>(832,000)</b>
					<b>Capital Movements</b>												
15,000	16,200	17,300	18,500		Less Principal Repayments	19,900		21,300	22,700	22,800	16,900	18,100	19,500	0	0	0	0
86,000	104,100	298,600	39,100		Less Transfer to Reserves	1,000,000		2,000,000	1,000,000	1,000,000	0	0	0	0	0	0	0
80,000	379,700	56,100	231,000		Add Transfer from Reserves	1,020,300		3,257,000	3,000,000	2,000,000	1,000,000	0	0	0	0	0	0
0	9,200	180,000	20,000		Add Capital Income Applied	0		0	0	0	3,000,000	0	0	0	0	0	0
0	237,400	126,100	365,800		Less Capital Expenditure	26,300		1,280,000	2,024,000	1,025,000	4,026,000	27,000	28,000	29,000	30,000	31,000	32,000
<b>(296,000)</b>	<b>(332,200)</b>	<b>(564,300)</b>	<b>(548,000)</b>		<b>Cash Result after Capital Movements</b>	<b>(479,800)</b>	<b>(12)</b>	<b>(483,700)</b>	<b>(614,900)</b>	<b>(746,500)</b>	<b>(759,800)</b>	<b>(779,300)</b>	<b>(799,400)</b>	<b>(799,400)</b>	<b>(820,400)</b>	<b>(842,000)</b>	<b>(864,000)</b>

ACTUAL				LEDGER	BUDGET ITEMS	ESTIMATED											
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	2026/27
					<b>Community Facilities - Summary</b>												
(126,000)	(123,500)	(169,500)	(183,500)	35110	Employee Costs	(203,000)	11	(187,700)	(259,400)	(332,900)	(341,300)	(349,900)	(358,700)	(367,700)	(376,900)	(386,400)	(396,100)
62,000	65,600	78,900	78,600	35110	Kentwell Community Services Centre	63,800	(19)	75,300	77,400	79,500	81,500	82,900	84,300	85,600	87,000	88,300	89,700
(137,000)	(159,600)	(131,600)	(149,600)	35115	Alstonville Leisure & Entertainment Centre	(168,300)	13	(169,300)	(173,900)	(178,600)	(183,300)	(187,200)	(191,200)	(195,200)	(199,300)	(203,500)	(207,800)
(32,000)	(69,800)	(80,700)	(83,100)	30023	Lennox Head Cultural and Comm Centre	(68,900)	(17)	(84,500)	(87,400)	(90,100)	(93,000)	(95,400)	(97,900)	(100,500)	(103,400)	(106,300)	(109,200)
0	0	0	0		Ballina Indoor Sports Centre	0	0	0	(50,000)	(100,000)	(102,900)	(105,500)	(108,200)	(111,100)	(113,900)	(116,700)	(119,500)
(4,000)	(4,000)	(5,900)	(4,600)	30023	Richmond Room	(6,100)	33	(7,600)	(8,200)	(8,700)	(9,200)	(9,700)	(10,200)	(10,700)	(11,200)	(11,700)	(12,300)
0	(22,400)	(4,400)	14,400		Ballina Surf Life Saving Club	(14,600)	(201)	(13,700)	(14,500)	(15,300)	(16,000)	(16,800)	(17,600)	(18,300)	(19,000)	(19,800)	(20,700)
(38,000)	(49,700)	(45,200)	(47,800)		Public Halls and Museums	(56,800)	19	(51,900)	(52,200)	(52,600)	(52,700)	(52,600)	(52,400)	(52,500)	(53,700)	(54,900)	(56,100)
<b>(275,000)</b>	<b>(363,400)</b>	<b>(358,400)</b>	<b>(375,600)</b>		<b>Summary Net Operating Costs</b>	<b>(453,900)</b>	<b>21</b>	<b>(439,400)</b>	<b>(568,200)</b>	<b>(698,700)</b>	<b>(716,900)</b>	<b>(734,200)</b>	<b>(751,900)</b>	<b>(770,400)</b>	<b>(790,400)</b>	<b>(811,000)</b>	<b>(832,000)</b>



**CULTURAL AND COMMUNITY SERVICES**

ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED											
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	2026/27
					<b>OPERATING REVENUES</b>												
19,000	6,500	0	0	20021	Grants and Contributions												
2,000	1,500	1,500	1,500	20021	Miscellaneous Grants	0	0	0	0	0	0	0	0	0	0	0	
					Youth Week	1,500	0	1,500	1,600	1,700	1,800	1,900	2,000	2,100	2,200	2,300	2,400
					<b>Fees and Charges</b>												
71,000	76,200	71,800	77,100	26130	Northern Rivers Community Gallery	105,100	36	89,500	96,100	104,300	111,600	119,600	126,700	134,800	143,000	151,300	159,800
9,000	7,600	26,700	56,000	20021	Other Fees and Charges	28,800	(49)	29,600	30,500	31,400	32,300	33,200	34,100	35,000	35,900	36,800	37,700
<b>101,000</b>	<b>91,800</b>	<b>100,000</b>	<b>134,600</b>		<b>Total Operating Revenues</b>	<b>135,400</b>	<b>100</b>	<b>120,600</b>	<b>128,200</b>	<b>137,400</b>	<b>145,700</b>	<b>154,700</b>	<b>162,800</b>	<b>171,900</b>	<b>181,100</b>	<b>190,400</b>	<b>199,900</b>
					<b>OPERATING EXPENSES</b>												
					<b>Employee Costs and Overheads</b>												
94,000	198,000	202,000	213,800	30020	Salaries and oncosts - Comm Services	209,000	(2)	213,300	218,700	224,300	230,000	235,800	241,800	247,900	254,200	260,600	267,200
246,000	0	286,800	315,400	30004	Salaries and oncosts - Customer Service	327,000	4	333,600	342,000	350,600	359,400	368,400	377,700	387,200	396,900	406,900	417,100
					<b>Community Services</b>												
20,000	18,900	8,500	14,300	30021	Community Services Programs	17,500	22	17,500	18,100	18,700	19,300	19,900	20,500	21,100	21,700	22,300	22,900
18,000	19,000	14,800	15,300	30020	Insurance for Playgroups etc	17,300	13	17,600	18,200	18,800	19,400	19,900	20,400	20,900	21,400	21,900	22,500
11,000	12,000	13,800	14,000	30021	Other Community Services	20,500	46	12,800	13,200	13,600	14,000	14,300	14,700	15,100	15,500	15,900	16,300
					<b>Community Gallery</b>												
173,200	184,600	239,000	255,800	35160	Northern Rivers Community Gallery	276,500	8	269,300	277,900	285,600	294,500	301,900	309,300	317,900	325,900	335,100	343,400
					<b>Non-cash Expenses</b>												
43,800	45,000	45,100	46,000	35160	Depreciation - Gallery	45,000	(2)	45,900	46,900	47,900	48,900	49,900	50,900	52,000	53,100	54,200	55,300
<b>606,000</b>	<b>477,500</b>	<b>810,000</b>	<b>874,600</b>		<b>Total Operating Expenses</b>	<b>912,800</b>	<b>4</b>	<b>910,000</b>	<b>935,000</b>	<b>959,500</b>	<b>985,500</b>	<b>1,010,100</b>	<b>1,035,300</b>	<b>1,062,100</b>	<b>1,088,700</b>	<b>1,116,900</b>	<b>1,144,700</b>
<b>(505,000)</b>	<b>(385,700)</b>	<b>(710,000)</b>	<b>(740,000)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(777,400)</b>	<b>5</b>	<b>(789,400)</b>	<b>(806,800)</b>	<b>(822,100)</b>	<b>(839,800)</b>	<b>(855,400)</b>	<b>(872,500)</b>	<b>(890,200)</b>	<b>(907,600)</b>	<b>(926,500)</b>	<b>(944,800)</b>
43,800	45,000	45,100	46,000		Add Back Depreciation	45,000	(2)	45,900	46,900	47,900	48,900	49,900	50,900	52,000	53,100	54,200	55,300
<b>(461,200)</b>	<b>(340,700)</b>	<b>(664,900)</b>	<b>(694,000)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(732,400)</b>	<b>6</b>	<b>(743,500)</b>	<b>(759,900)</b>	<b>(774,200)</b>	<b>(790,900)</b>	<b>(805,500)</b>	<b>(821,600)</b>	<b>(838,200)</b>	<b>(854,500)</b>	<b>(872,300)</b>	<b>(889,500)</b>
					<b>Capital Movements</b>												
0	0	0	0		Less Principal Repayments	0		0	0	0	0	0	0	0	0	0	0
18,000	75,000	71,300	42,200		Less Transfer to Reserves	16,700		16,900	17,100	17,300	17,500	17,700	17,900	18,100	18,300	18,500	18,700
20,000	60,000	65,000	113,400		Add Transfer from Reserves	32,300		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
17,000	44,500	13,300	600		Less Capital Expenditure	25,000		0	0	0	0	0	0	0	0	0	0
<b>(476,200)</b>	<b>(400,200)</b>	<b>(684,500)</b>	<b>(623,400)</b>		<b>Cash Result after Capital Movements</b>	<b>(741,800)</b>	<b>19</b>	<b>(760,400)</b>	<b>(777,000)</b>	<b>(791,500)</b>	<b>(808,400)</b>	<b>(823,200)</b>	<b>(839,500)</b>	<b>(856,300)</b>	<b>(872,800)</b>	<b>(890,800)</b>	<b>(908,200)</b>

LIBRARY SERVICES																	
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED											
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	2026/27
					<b>OPERATING REVENUES</b>												
79,000	75,800	76,500	77,000	26040	Operating Grants	77,600	1	78,800	80,800	82,900	85,000	86,700	88,500	90,300	92,200	94,100	96,000
36,000	34,600	59,800	34,900	26040	Library Per Capita	41,000	17	0	0	0	0	0	0	0	0	0	0
					Special Projects												
<b>115,000</b>	<b>110,400</b>	<b>136,300</b>	<b>111,900</b>		<b>Total Operating Revenues</b>	<b>118,600</b>	<b>6</b>	<b>78,800</b>	<b>80,800</b>	<b>82,900</b>	<b>85,000</b>	<b>86,700</b>	<b>88,500</b>	<b>90,300</b>	<b>92,200</b>	<b>94,100</b>	<b>96,000</b>
					<b>OPERATING EXPENSES</b>												
1,209,000	1,253,300	1,274,700	1,298,000	35031	Contribution to Richmond Tweed Library	1,325,000	2	1,337,200	1,370,700	1,405,000	1,440,200	1,469,100	1,498,500	1,528,500	1,559,100	1,590,300	1,622,200
19,000	20,000	19,700	18,800	35030	Rates, Insurance and Security	20,300	8	20,700	21,400	22,100	22,800	23,500	24,200	24,900	25,600	26,300	27,000
63,000	61,400	52,700	59,800	35031	Electricity, Heating and Cleaning	70,000	17	62,000	63,700	65,400	67,100	68,600	70,100	71,600	73,100	74,800	76,500
16,000	16,900	17,200	16,800	35031	Library Sundries	18,500	10	18,900	19,500	20,100	20,700	21,200	21,700	22,200	22,700	23,300	23,900
34,000	15,600	37,100	25,600	35031	Special Projects (Grant Funded)	105,200	311	0	0	0	0	0	0	0	0	0	0
0	0	0	0	35031	Debt Servicing												
					Interest on Loans	0	0	0	0	0	0	0	0	0	0	0	0
173,000	269,900	148,500	152,000	35030	Non-cash Expenses												
					Depreciation	149,000	(2)	152,000	155,100	158,300	161,500	164,800	168,100	171,500	175,000	178,500	182,100
<b>1,514,000</b>	<b>1,637,100</b>	<b>1,549,900</b>	<b>1,571,000</b>		<b>Total Operating Expenses</b>	<b>1,688,000</b>	<b>7</b>	<b>1,590,800</b>	<b>1,630,400</b>	<b>1,670,900</b>	<b>1,712,300</b>	<b>1,747,200</b>	<b>1,782,600</b>	<b>1,818,700</b>	<b>1,855,500</b>	<b>1,893,200</b>	<b>1,931,700</b>
<b>(1,399,000)</b>	<b>(1,526,700)</b>	<b>(1,413,600)</b>	<b>(1,459,100)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,569,400)</b>	<b>8</b>	<b>(1,512,000)</b>	<b>(1,549,600)</b>	<b>(1,588,000)</b>	<b>(1,627,300)</b>	<b>(1,660,500)</b>	<b>(1,694,100)</b>	<b>(1,728,400)</b>	<b>(1,763,300)</b>	<b>(1,799,100)</b>	<b>(1,835,700)</b>
173,000	269,900	148,500	152,000		Add Back Depreciation	149,000	(2)	152,000	155,100	158,300	161,500	164,800	168,100	171,500	175,000	178,500	182,100
<b>(1,226,000)</b>	<b>(1,256,800)</b>	<b>(1,265,100)</b>	<b>(1,307,100)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(1,420,400)</b>	<b>9</b>	<b>(1,360,000)</b>	<b>(1,394,500)</b>	<b>(1,429,700)</b>	<b>(1,465,800)</b>	<b>(1,495,700)</b>	<b>(1,526,000)</b>	<b>(1,556,900)</b>	<b>(1,588,300)</b>	<b>(1,620,600)</b>	<b>(1,653,600)</b>
					<b>Capital Movements</b>												
0	0	0	0		Less Loan Principal Repayments	0		0	0	0	0	0	0	0	0	0	0
61,000	253,800	120,100	64,200		Less Transfer to Reserves	0		0	0	0	0	0	0	0	0	0	0
59,000	209,200	253,800	88,100		Add Transfer from Reserves	64,200		0	0	0	0	0	0	0	0	0	0
0	16,000	0	0		Add Capital Income Applied	0		0	0	0	0	0	0	0	0	0	0
0	10,400	156,600	39,300		Less Capital Expenditure	0		0	0	0	0	0	0	0	0	0	0
<b>(1,228,000)</b>	<b>(1,295,800)</b>	<b>(1,288,000)</b>	<b>(1,322,500)</b>		<b>Cash Result after Capital Movements</b>	<b>(1,356,200)</b>	<b>3</b>	<b>(1,360,000)</b>	<b>(1,394,500)</b>	<b>(1,429,700)</b>	<b>(1,465,800)</b>	<b>(1,495,700)</b>	<b>(1,526,000)</b>	<b>(1,556,900)</b>	<b>(1,588,300)</b>	<b>(1,620,600)</b>	<b>(1,653,600)</b>



SWIMMING POOLS																	
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED											
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	2026/27
<b>OPERATING REVENUES</b>																	
178,000	193,600	198,400	247,200	22270	Ballina Fees	228,000	(8)	228,200	268,500	275,300	282,400	288,200	294,000	300,000	306,100	312,300	318,700
143,000	155,100	155,700	160,100	22271	Alstonville Fees	160,000	(0)	160,000	200,000	205,000	210,200	214,600	219,000	223,400	228,000	232,600	237,400
<b>321,000</b>	<b>348,700</b>	<b>354,100</b>	<b>407,300</b>			<b>388,000</b>	<b>100</b>	<b>388,200</b>	<b>468,500</b>	<b>480,300</b>	<b>492,600</b>	<b>502,800</b>	<b>513,000</b>	<b>523,400</b>	<b>534,100</b>	<b>544,900</b>	<b>556,100</b>
<b>OPERATING EXPENSES</b>																	
150,000	192,000	119,100	128,800	32330	Ballina Swimming Complex Operating Costs	120,600	(6)	189,600	204,100	209,600	215,300	220,200	225,100	230,100	235,200	240,300	245,500
200,000	201,200	200,500	195,900	32330	Contract Management Charges	208,000	6	200,000	224,300	230,000	235,800	240,600	245,500	250,500	255,600	260,800	266,100
1,000	400	0	0	32330	Debt Servicing Interest on Loans - Ballina	0	0	235,000	227,000	218,000	209,000	200,000	190,000	181,000	170,000	160,000	149,000
209,000	227,400	197,500	155,300	32331	Alstonville Swimming Complex Operating Costs	160,600	3	189,600	204,100	209,600	215,300	220,200	225,100	230,100	235,200	240,300	245,500
196,100	197,900	204,200	210,000	32331	Contract Management Charges	217,500	4	200,000	224,300	230,000	235,800	240,600	245,500	250,500	255,600	260,800	266,100
0	0	0	0	32330	Debt Servicing Interest on Loans - Alstonville	0	0	178,000	231,000	224,000	215,000	206,000	197,000	188,000	177,000	167,000	156,000
125,000	48,200	100,800	102,800	32330	Non-cash Expenses Depreciation	181,000	76	184,700	188,400	192,200	196,100	200,100	204,200	208,300	212,500	216,800	221,200
<b>881,100</b>	<b>867,100</b>	<b>822,100</b>	<b>792,800</b>		<b>Total Operating Expenses</b>	<b>887,700</b>	<b>12</b>	<b>1,376,900</b>	<b>1,503,200</b>	<b>1,513,400</b>	<b>1,522,300</b>	<b>1,527,700</b>	<b>1,532,400</b>	<b>1,538,500</b>	<b>1,541,100</b>	<b>1,546,000</b>	<b>1,549,400</b>
<b>(560,100)</b>	<b>(518,400)</b>	<b>(468,000)</b>	<b>(385,500)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(499,700)</b>	<b>30</b>	<b>(988,700)</b>	<b>(1,034,700)</b>	<b>(1,033,100)</b>	<b>(1,029,700)</b>	<b>(1,024,900)</b>	<b>(1,019,400)</b>	<b>(1,015,100)</b>	<b>(1,007,000)</b>	<b>(1,001,100)</b>	<b>(993,300)</b>
125,000	48,200	100,800	102,800		Add Back Depreciation	181,000	76	184,700	188,400	192,200	196,100	200,100	204,200	208,300	212,500	216,800	221,200
<b>(435,100)</b>	<b>(470,200)</b>	<b>(367,200)</b>	<b>(282,700)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(318,700)</b>	<b>13</b>	<b>(804,000)</b>	<b>(846,300)</b>	<b>(840,900)</b>	<b>(833,600)</b>	<b>(824,800)</b>	<b>(815,200)</b>	<b>(806,800)</b>	<b>(794,500)</b>	<b>(784,300)</b>	<b>(772,100)</b>
<b>Capital Movements</b>																	
8,000	8,100	0	0		Less Loan Principal Repayments	0		367,500	452,000	468,000	486,000	504,000	523,000	541,000	563,000	583,000	605,000
0	0	166,400	439,000		Less Transfer to Reserves	889,000		0	0	0	0	0	0	0	0	0	0
0	0	200,000	115,400		Add Transfer from Reserves	1,379,000		0	0	0	0	0	0	0	0	0	0
0	15,000	0	0		Add Capital Income Applied	6,711,700		5,927,800	0	0	0	0	0	0	0	0	0
0	21,700	36,400	115,400		Less Capital Expenditure	8,090,700		5,927,800	0	0	0	0	0	0	0	0	0
<b>(443,100)</b>	<b>(485,000)</b>	<b>(370,000)</b>	<b>(721,700)</b>		<b>Cash Result after Capital Movements</b>	<b>(1,207,700)</b>	<b>67</b>	<b>(1,171,500)</b>	<b>(1,298,300)</b>	<b>(1,308,900)</b>	<b>(1,319,600)</b>	<b>(1,328,800)</b>	<b>(1,338,200)</b>	<b>(1,347,800)</b>	<b>(1,357,500)</b>	<b>(1,367,300)</b>	<b>(1,377,100)</b>
ACTUAL				LEDGER	BUDGET ITEMS	ESTIMATED											
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	2026/27
<b>(173,000)</b>	<b>(200,000)</b>	<b>(121,200)</b>	<b>(77,500)</b>	35110	Ballina Swimming Complex	<b>(100,600)</b>	30	<b>(396,400)</b>	<b>(386,900)</b>	<b>(382,300)</b>	<b>(377,700)</b>	<b>(372,600)</b>	<b>(366,600)</b>	<b>(361,600)</b>	<b>(354,700)</b>	<b>(348,800)</b>	<b>(341,900)</b>
<b>(262,100)</b>	<b>(270,200)</b>	<b>(246,000)</b>	<b>(205,200)</b>	35110	Alstonville Swimming Complex	<b>(218,100)</b>	6	<b>(407,600)</b>	<b>(459,400)</b>	<b>(458,600)</b>	<b>(455,900)</b>	<b>(452,200)</b>	<b>(448,600)</b>	<b>(445,200)</b>	<b>(439,800)</b>	<b>(435,500)</b>	<b>(430,200)</b>
<b>(435,100)</b>	<b>(470,200)</b>	<b>(367,200)</b>	<b>(282,700)</b>		<b>Summary Net Operating Costs</b>	<b>(318,700)</b>	<b>13</b>	<b>(804,000)</b>	<b>(846,300)</b>	<b>(840,900)</b>	<b>(833,600)</b>	<b>(824,800)</b>	<b>(815,200)</b>	<b>(806,800)</b>	<b>(794,500)</b>	<b>(784,300)</b>	<b>(772,100)</b>



TOURISM																	
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED											
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	2026/27
					<b>OPERATING REVENUES</b>												
					<b>Fees and Charges</b>												
5,000	9,400	12,900	14,100	26122	Visitor Information Centre - Commissions	15,500	10	16,000	16,600	17,200	17,800	18,300	18,800	19,400	20,000	20,600	21,200
24,100	31,600	31,400	40,600	26122	Visitor Information Centre - Merchandise	33,600	(17)	34,200	35,100	36,100	37,100	37,900	38,700	39,600	40,500	41,400	42,300
66,000	69,700	95,300	83,500	26120	Marketing and Destination Development	13,000	(84)	13,200	103,600	14,000	14,400	14,700	15,000	105,300	15,700	16,100	16,500
39,000	3,400	100	6,700	26120	Event Revenues	2,700	(60)	2,900	3,100	3,300	3,500	3,700	3,900	4,100	4,300	4,500	4,700
12,000	25,000	0	0	26120	Grants and Contributions	50,000	100	0	0	0	0	0	0	0	0	0	0
<b>146,100</b>	<b>139,100</b>	<b>139,700</b>	<b>144,900</b>		<b>Total Operating Revenues</b>	<b>114,800</b>	<b>(21)</b>	<b>66,300</b>	<b>158,400</b>	<b>70,600</b>	<b>72,800</b>	<b>74,600</b>	<b>76,400</b>	<b>168,400</b>	<b>80,500</b>	<b>82,600</b>	<b>84,700</b>
					<b>OPERATING EXPENSES</b>												
					<b>Tourism, Corporate Communications</b>												
223,000	238,300	251,300	273,600	35150	Employee Costs	214,100	(22)	218,500	224,100	229,900	235,800	241,700	247,800	254,000	260,400	267,000	273,800
78,000	75,100	71,000	83,700	35150	Visitor Centre Office Expenses	90,100	8	86,900	89,800	92,700	95,600	98,100	100,600	103,100	105,900	108,700	111,600
14,000	16,200	16,800	114,900	35152	Merchandise Purchases	24,000	(79)	24,400	115,100	25,800	26,500	27,100	27,700	118,300	28,900	29,500	30,100
3,000	2,500	2,900	2,900	35152	Commission Expenses	3,000	3	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900	4,000
178,000	215,500	153,400	69,800	35152	Marketing and Destination Development	214,300	207	105,000	107,700	110,500	113,400	115,800	118,200	120,700	123,200	125,800	128,400
					<b>Festivals and Events</b>												
50,300	79,600	95,900	122,300	35152	Community Event Program	120,000	(2)	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
3,300	4,700	7,500	0	35152	Event Expenses - Other Groups	0	0	0	0	0	0	0	0	0	0	0	0
2,800	2,000	0	0	35152	Naidoc Walk	0	0	0	0	0	0	0	0	0	0	0	0
13,200	14,600	13,500	3,900	35152	Fair Go	4,000	3	4,000	4,100	4,300	4,500	4,600	4,700	4,800	4,900	5,000	5,100
1,500	3,600	3,400	3,800	35152	ANZAC Day	3,000	(21)	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900
16,700	18,700	19,000	19,700	35152	Australia Day	20,000	2	21,000	21,600	22,200	22,800	23,300	23,800	24,300	24,800	25,300	25,900
5,600	15,800	11,000	19,200	35152	Christmas Decorations	12,000	(38)	12,000	12,300	12,700	13,100	13,400	13,700	14,000	14,300	14,600	14,900
2,200	1,300	1,300	0	35152	Other Tourism Activities	1,600	100	1,700	1,800	1,900	2,000	2,100	2,200	2,300	2,400	2,500	2,600
					<b>Non-cash Expenses</b>												
88,100	48,500	26,000	26,600	35150	Deprec - Tourism Building and Assets	26,000	(2)	26,600	27,200	27,800	28,400	29,000	29,600	30,200	30,900	31,600	32,300
<b>679,700</b>	<b>736,400</b>	<b>673,000</b>	<b>740,400</b>		<b>Total Operating Expenses</b>	<b>732,100</b>	<b>(1)</b>	<b>626,200</b>	<b>730,000</b>	<b>654,300</b>	<b>668,800</b>	<b>682,000</b>	<b>695,400</b>	<b>799,000</b>	<b>723,200</b>	<b>737,700</b>	<b>752,600</b>
<b>(533,600)</b>	<b>(597,300)</b>	<b>(533,300)</b>	<b>(595,500)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(617,300)</b>	<b>4</b>	<b>(559,900)</b>	<b>(571,600)</b>	<b>(583,700)</b>	<b>(596,000)</b>	<b>(607,400)</b>	<b>(619,000)</b>	<b>(630,600)</b>	<b>(642,700)</b>	<b>(655,100)</b>	<b>(667,900)</b>
88,100	48,500	26,000	26,600		Add Back Depreciation	26,000	(2)	26,600	27,200	27,800	28,400	29,000	29,600	30,200	30,900	31,600	32,300
<b>(445,500)</b>	<b>(548,800)</b>	<b>(507,300)</b>	<b>(568,900)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(591,300)</b>	<b>4</b>	<b>(533,300)</b>	<b>(544,400)</b>	<b>(555,900)</b>	<b>(567,600)</b>	<b>(578,400)</b>	<b>(589,400)</b>	<b>(600,400)</b>	<b>(611,800)</b>	<b>(623,500)</b>	<b>(635,600)</b>
					<b>Capital Movements</b>												
0	0	0	0		Less Loan Principal Repayments	0		0	0	0	0	0	0	0	0	0	0
32,000	32,000	61,000	84,300		Less Transfer to Reserves	0		0	0	0	0	0	0	0	0	0	0
0	32,300	27,000	61,000		Add Transfer from Reserves	84,300		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
<b>(477,500)</b>	<b>(548,500)</b>	<b>(541,300)</b>	<b>(592,200)</b>		<b>Cash Result after Capital Movements</b>	<b>(507,000)</b>	<b>(14)</b>	<b>(533,300)</b>	<b>(544,400)</b>	<b>(555,900)</b>	<b>(567,600)</b>	<b>(578,400)</b>	<b>(589,400)</b>	<b>(600,400)</b>	<b>(611,800)</b>	<b>(623,500)</b>	<b>(635,600)</b>



**DEVELOPMENT AND ENVIRONMENTAL HEALTH GROUP - SUMMARY**

ACTUAL				BUDGET ITEMS	ESTIMATED											
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	2026/27
				<b>OPERATING REVENUES</b>												
356,000	372,200	307,900	604,000	Development Services	692,000	15	720,000	736,600	755,600	775,100	791,300	808,000	824,700	841,900	859,300	877,200
598,000	893,100	1,178,900	1,425,400	Building Services	1,417,500	(1)	1,244,000	1,276,000	1,308,900	1,342,800	1,370,500	1,398,900	1,427,900	1,457,400	1,487,600	1,518,300
188,200	184,800	238,100	262,400	Environmental and Public Health	279,300	6	280,000	287,700	295,800	304,000	310,800	317,900	325,000	332,200	339,600	347,000
110,600	163,400	313,900	233,100	Administration and Public Order	208,500	(11)	210,000	215,800	221,800	227,900	233,100	238,300	243,700	249,200	254,800	260,500
<b>1,252,800</b>	<b>1,613,500</b>	<b>2,038,800</b>	<b>2,524,900</b>	<b>Total Operating Revenues</b>	<b>2,597,300</b>	<b>3</b>	<b>2,454,000</b>	<b>2,516,100</b>	<b>2,582,100</b>	<b>2,649,800</b>	<b>2,705,700</b>	<b>2,763,100</b>	<b>2,821,300</b>	<b>2,880,700</b>	<b>2,941,300</b>	<b>3,003,000</b>
				<b>OPERATING EXPENSES</b>												
1,156,000	1,077,900	1,075,600	1,084,700	Development Services	1,277,500	18	1,278,400	1,301,700	1,330,800	1,360,600	1,390,600	1,421,400	1,452,900	1,485,200	1,518,200	1,552,100
776,000	728,000	708,900	835,600	Building Services	965,000	15	883,200	905,200	927,800	950,900	974,400	998,400	1,023,000	1,048,200	1,073,900	1,100,400
638,000	682,400	596,800	784,400	Environmental and Public Health	853,700	9	1,171,900	1,199,300	1,229,900	1,261,300	1,292,900	1,325,200	1,358,200	1,391,900	1,426,500	1,462,000
1,005,000	1,080,300	1,111,000	1,176,500	Administration and Public Order	1,265,100	8	1,298,900	1,326,200	1,360,200	1,395,200	1,430,700	1,467,000	1,504,100	1,542,100	1,581,000	1,620,900
<b>3,575,000</b>	<b>3,568,600</b>	<b>3,492,300</b>	<b>3,881,200</b>	<b>Total Operating Expenses</b>	<b>4,361,300</b>	<b>12</b>	<b>4,632,400</b>	<b>4,732,400</b>	<b>4,848,700</b>	<b>4,968,000</b>	<b>5,088,600</b>	<b>5,212,000</b>	<b>5,338,200</b>	<b>5,467,400</b>	<b>5,599,600</b>	<b>5,735,400</b>
				<b>NET PROGRAM OPERATING RESULT</b>												
(800,000)	(705,700)	(767,700)	(480,700)	Development Services	(585,500)	22	(558,400)	(565,100)	(575,200)	(585,500)	(599,300)	(613,400)	(628,200)	(643,300)	(658,900)	(674,900)
(178,000)	165,100	470,000	589,800	Building Services	452,500	(23)	360,800	370,800	381,100	391,900	396,100	400,500	404,900	409,200	413,700	417,900
(449,800)	(497,600)	(358,700)	(522,000)	Environmental and Public Health	(574,400)	10	(891,900)	(911,600)	(934,100)	(957,300)	(982,100)	(1,007,300)	(1,033,200)	(1,059,700)	(1,086,900)	(1,115,000)
(894,400)	(916,900)	(797,100)	(943,400)	Administration and Public Order	(1,056,600)	12	(1,088,900)	(1,110,400)	(1,138,400)	(1,167,300)	(1,197,600)	(1,228,700)	(1,260,400)	(1,292,900)	(1,326,200)	(1,360,400)
<b>(2,322,200)</b>	<b>(1,955,100)</b>	<b>(1,453,500)</b>	<b>(1,356,300)</b>	<b>Total Operating Result - Surplus / (Deficit)</b>	<b>(1,764,000)</b>	<b>30</b>	<b>(2,178,400)</b>	<b>(2,216,300)</b>	<b>(2,266,600)</b>	<b>(2,318,200)</b>	<b>(2,382,900)</b>	<b>(2,448,900)</b>	<b>(2,516,900)</b>	<b>(2,586,700)</b>	<b>(2,658,300)</b>	<b>(2,732,400)</b>
5,000	9,800	4,400	4,500	Add Back Depreciation	4,400	(2)	4,500	4,600	4,700	4,800	4,900	5,000	5,100	5,300	5,500	5,700
<b>(2,317,200)</b>	<b>(1,945,300)</b>	<b>(1,449,100)</b>	<b>(1,351,800)</b>	<b>Total Cash Operating Result - Surplus / (Deficit)</b>	<b>(1,759,600)</b>	<b>30</b>	<b>(2,173,900)</b>	<b>(2,211,700)</b>	<b>(2,261,900)</b>	<b>(2,313,400)</b>	<b>(2,378,000)</b>	<b>(2,443,900)</b>	<b>(2,511,800)</b>	<b>(2,581,400)</b>	<b>(2,652,800)</b>	<b>(2,726,700)</b>
				<b>Capital Movements</b>												
6,000	6,100	6,500	6,900	Less Loan Principal Repayments	7,300		7,800	8,300	7,300	0	0	0	0	0	0	0
176,000	412,300	44,000	78,000	Less Transfer to Reserves	100,000		0	0	0	0	0	0	0	0	0	0
281,000	885,700	39,300	54,000	Add Transfer from Reserves	184,700		208,000	0	0	0	0	0	0	0	0	0
0	340,000	0	0	Add Capital Income Applied	95,000		0	0	0	0	0	0	0	0	0	0
142,000	796,900	22,400	5,100	Less Capital Expenditure	267,000		208,000	0	0	0	0	0	0	0	0	0
<b>(2,360,200)</b>	<b>(1,934,900)</b>	<b>(1,482,700)</b>	<b>(1,387,800)</b>	<b>Cash Result after Capital Movements</b>	<b>(1,854,200)</b>	<b>34</b>	<b>(2,181,700)</b>	<b>(2,220,000)</b>	<b>(2,269,200)</b>	<b>(2,313,400)</b>	<b>(2,378,000)</b>	<b>(2,443,900)</b>	<b>(2,511,800)</b>	<b>(2,581,400)</b>	<b>(2,652,800)</b>	<b>(2,726,700)</b>



DEVELOPMENT SERVICES																		
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
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	2026/27	
					<b>OPERATING REVENUES</b>													
307,000	337,500	302,800	584,300	21000	Regulatory Fees and Charges	622,000	6	650,000	664,800	682,000	699,600	714,200	729,300	744,400	759,900	775,600	791,800	
30,000	0	0	0	21002	Operating Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0	
19,000	34,700	5,100	19,700	21001	Other Revenues - Legals and Fines	70,000	255	70,000	71,800	73,600	75,500	77,100	78,700	80,300	82,000	83,700	85,400	
<b>356,000</b>	<b>372,200</b>	<b>307,900</b>	<b>604,000</b>		<b>Total Operating Revenues</b>	<b>692,000</b>	<b>100</b>	<b>720,000</b>	<b>736,600</b>	<b>755,600</b>	<b>775,100</b>	<b>791,300</b>	<b>808,000</b>	<b>824,700</b>	<b>841,900</b>	<b>859,300</b>	<b>877,200</b>	
					<b>OPERATING EXPENSES</b>													
1,045,000	913,200	919,200	965,500	31000	Employee Costs	1,057,500	10	1,078,400	1,105,500	1,133,300	1,161,800	1,190,600	1,220,200	1,250,500	1,281,600	1,313,400	1,346,100	
53,000	64,600	53,400	69,700	31000	Office Exps, Advertising, Consultants	70,000	0	50,000	46,200	47,500	48,800	50,000	51,200	52,400	53,600	54,800	56,000	
58,000	100,100	103,000	49,500	31000	Legal Costs	150,000	203	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	
<b>1,156,000</b>	<b>1,077,900</b>	<b>1,075,600</b>	<b>1,084,700</b>		<b>Total Operating Expenses</b>	<b>1,277,500</b>	<b>18</b>	<b>1,278,400</b>	<b>1,301,700</b>	<b>1,330,800</b>	<b>1,360,600</b>	<b>1,390,600</b>	<b>1,421,400</b>	<b>1,452,900</b>	<b>1,485,200</b>	<b>1,518,200</b>	<b>1,552,100</b>	
<b>(800,000)</b>	<b>(705,700)</b>	<b>(767,700)</b>	<b>(480,700)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(585,500)</b>	<b>22</b>	<b>(558,400)</b>	<b>(565,100)</b>	<b>(575,200)</b>	<b>(585,500)</b>	<b>(599,300)</b>	<b>(613,400)</b>	<b>(628,200)</b>	<b>(643,300)</b>	<b>(658,900)</b>	<b>(674,900)</b>	
0	0	0	0		Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0	
<b>(800,000)</b>	<b>(705,700)</b>	<b>(767,700)</b>	<b>(480,700)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(585,500)</b>	<b>22</b>	<b>(558,400)</b>	<b>(565,100)</b>	<b>(575,200)</b>	<b>(585,500)</b>	<b>(599,300)</b>	<b>(613,400)</b>	<b>(628,200)</b>	<b>(643,300)</b>	<b>(658,900)</b>	<b>(674,900)</b>	
					<b>Capital Movements</b>													
0	0	0	0		Less Principal Repayments	0		0	0	0	0	0	0	0	0	0	0	0
22,000	0	0	50,000		Less Transfer to Reserves	100,000		0	0	0	0	0	0	0	0	0	0	0
0	21,600	0	0		Add Transfer from Reserves	0		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	0		Less Capital Expenditure	0		0	0	0	0	0	0	0	0	0	0	0
<b>(822,000)</b>	<b>(684,100)</b>	<b>(767,700)</b>	<b>(530,700)</b>		<b>Cash Result after Capital Movements</b>	<b>(685,500)</b>	<b>29</b>	<b>(558,400)</b>	<b>(565,100)</b>	<b>(575,200)</b>	<b>(585,500)</b>	<b>(599,300)</b>	<b>(613,400)</b>	<b>(628,200)</b>	<b>(643,300)</b>	<b>(658,900)</b>	<b>(674,900)</b>	

BUILDING SERVICES																	
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED											
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	2026/27
598,000	893,100	1,178,900	1,425,400	21020	<b>OPERATING REVENUES</b>												
					Fees and Charges	1,417,500	(1)	1,244,000	1,276,000	1,308,900	1,342,800	1,370,500	1,398,900	1,427,900	1,457,400	1,487,600	1,518,300
<b>598,000</b>	<b>893,100</b>	<b>1,178,900</b>	<b>1,425,400</b>		<b>Total Operating Revenues</b>	<b>1,417,500</b>	<b>(1)</b>	<b>1,244,000</b>	<b>1,276,000</b>	<b>1,308,900</b>	<b>1,342,800</b>	<b>1,370,500</b>	<b>1,398,900</b>	<b>1,427,900</b>	<b>1,457,400</b>	<b>1,487,600</b>	<b>1,518,300</b>
					<b>OPERATING EXPENSES</b>												
726,000	708,600	688,000	796,800	31020	Employee Costs	943,000	18	861,200	882,900	905,100	927,800	951,000	974,700	999,000	1,023,900	1,049,300	1,075,600
14,000	13,800	14,600	25,900	31020	Office Exps, Advertising, Consultants	12,000	(54)	12,000	12,300	12,700	13,100	13,400	13,700	14,000	14,300	14,600	14,900
36,000	5,600	6,300	12,900	31020	Legal Costs	10,000	(22)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
<b>776,000</b>	<b>728,000</b>	<b>708,900</b>	<b>835,600</b>		<b>Total Operating Expenses</b>	<b>965,000</b>	<b>15</b>	<b>883,200</b>	<b>905,200</b>	<b>927,800</b>	<b>950,900</b>	<b>974,400</b>	<b>998,400</b>	<b>1,023,000</b>	<b>1,048,200</b>	<b>1,073,900</b>	<b>1,100,400</b>
<b>(178,000)</b>	<b>165,100</b>	<b>470,000</b>	<b>589,800</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>452,500</b>	<b>(23)</b>	<b>360,800</b>	<b>370,800</b>	<b>381,100</b>	<b>391,900</b>	<b>396,100</b>	<b>400,500</b>	<b>404,900</b>	<b>409,200</b>	<b>413,700</b>	<b>417,900</b>
<b>(178,000)</b>	<b>165,100</b>	<b>470,000</b>	<b>589,800</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>452,500</b>	<b>(23)</b>	<b>360,800</b>	<b>370,800</b>	<b>381,100</b>	<b>391,900</b>	<b>396,100</b>	<b>400,500</b>	<b>404,900</b>	<b>409,200</b>	<b>413,700</b>	<b>417,900</b>
					<b>Capital Movements</b>												
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
<b>(178,000)</b>	<b>165,100</b>	<b>470,000</b>	<b>589,800</b>		<b>Cash Result after Capital Movements</b>	<b>452,500</b>	<b>(23)</b>	<b>360,800</b>	<b>370,800</b>	<b>381,100</b>	<b>391,900</b>	<b>396,100</b>	<b>400,500</b>	<b>404,900</b>	<b>409,200</b>	<b>413,700</b>	<b>417,900</b>

ENVIRONMENTAL AND PUBLIC HEALTH																	
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED											
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	2026/27
					<b>OPERATING REVENUES</b>												
					<b>Environmental Health</b>												
79,700	79,400	109,900	128,600	21040	OSSM Fees and Charges	139,000	8	145,000	148,900	152,900	156,900	160,200	163,700	167,200	170,800	174,500	178,200
89,800	91,400	108,400	115,100	21040	Registrations and Inspections	122,000	6	117,000	120,100	123,400	126,800	129,600	132,500	135,400	138,300	141,300	144,300
7,700	13,300	18,400	16,100	21040	Other Regulatory Fees and Charges	14,300	(11)	15,000	15,600	16,300	17,000	17,600	18,200	18,800	19,400	20,000	20,600
0	0	0	0	21041	Operating Grants	0	0	0	0	0	0	0	0	0	0	0	0
11,000	700	1,400	2,600	21040	Litter Fines	4,000	54	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900
<b>188,200</b>	<b>184,800</b>	<b>238,100</b>	<b>262,400</b>		<b>Total Operating Revenues</b>	<b>279,300</b>	<b>6</b>	<b>280,000</b>	<b>287,700</b>	<b>295,800</b>	<b>304,000</b>	<b>310,800</b>	<b>317,900</b>	<b>325,000</b>	<b>332,200</b>	<b>339,600</b>	<b>347,000</b>
					<b>OPERATING EXPENSES</b>												
					<b>Environmental Health</b>												
610,000	608,600	542,500	712,000	31040	Employee Costs	742,400	4	757,600	776,100	795,500	815,400	835,700	856,500	877,800	899,600	921,900	944,800
10,000	14,200	19,800	35,300	31040	Office Exps, Advertising, Consultants	14,000	(60)	14,000	14,500	15,100	15,700	16,200	16,700	17,200	17,700	18,200	18,700
7,000	2,900	7,400	6,900	31040	Projects and Kits	12,000	74	10,000	8,300	8,600	8,900	9,200	9,500	9,800	10,100	10,400	10,700
					<b>Management Plans</b>												
11,000	14,600	14,600	17,500	31042	Water Monitoring	22,000	26	22,000	22,700	23,500	24,300	25,000	25,700	26,400	27,100	27,800	28,500
0	10,600	0	0	31045	Lake Ainsworth Management Plan	20,000	100	30,000	30,800	31,600	32,400	33,100	33,800	34,500	35,200	36,000	36,800
0	31,100	12,000	12,100	31045	Shaws Bay Management Plan	42,700	253	30,000	30,800	31,600	32,400	33,100	33,800	34,500	35,200	36,000	36,800
0	0	0	0	31045	Healthy Waterways	0	0	307,600	315,300	323,100	331,200	339,500	348,000	356,700	365,600	374,700	384,100
					<b>Noxious Plants / Vermin</b>												
0	400	500	600	31043	Destruction of Pests	600	0	700	800	900	1,000	1,100	1,200	1,300	1,400	1,500	1,600
<b>638,000</b>	<b>682,400</b>	<b>596,800</b>	<b>784,400</b>		<b>Total Operating Expenses</b>	<b>853,700</b>	<b>9</b>	<b>1,171,900</b>	<b>1,199,300</b>	<b>1,229,900</b>	<b>1,261,300</b>	<b>1,292,900</b>	<b>1,325,200</b>	<b>1,358,200</b>	<b>1,391,900</b>	<b>1,426,500</b>	<b>1,462,000</b>
<b>(449,800)</b>	<b>(497,600)</b>	<b>(358,700)</b>	<b>(522,000)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(574,400)</b>	<b>10</b>	<b>(891,900)</b>	<b>(911,600)</b>	<b>(934,100)</b>	<b>(957,300)</b>	<b>(982,100)</b>	<b>(1,007,300)</b>	<b>(1,033,200)</b>	<b>(1,059,700)</b>	<b>(1,086,900)</b>	<b>(1,115,000)</b>
0	0	0	0		Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(449,800)</b>	<b>(497,600)</b>	<b>(358,700)</b>	<b>(522,000)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(574,400)</b>	<b>10</b>	<b>(891,900)</b>	<b>(911,600)</b>	<b>(934,100)</b>	<b>(957,300)</b>	<b>(982,100)</b>	<b>(1,007,300)</b>	<b>(1,033,200)</b>	<b>(1,059,700)</b>	<b>(1,086,900)</b>	<b>(1,115,000)</b>
					<b>Capital Movements</b>												
0	0	0	0		Less Principal Repayments	0		0	0	0	0	0	0	0	0	0	0
20,000	27,000	44,000	28,000		Less Transfer to Reserves	0		0	0	0	0	0	0	0	0	0	0
5,000	20,300	14,000	54,000		Add Transfer from Reserves	184,700		208,000	0	0	0	0	0	0	0	0	0
0	0	0	0		Add Capital Income Applied	95,000		0	0	0	0	0	0	0	0	0	0
0	0	0	0		Less Capital Expenditure	267,000		208,000	0	0	0	0	0	0	0	0	0
<b>(464,800)</b>	<b>(504,300)</b>	<b>(388,700)</b>	<b>(496,000)</b>		<b>Cash Result after Capital Movements</b>	<b>(561,700)</b>	<b>13</b>	<b>(891,900)</b>	<b>(911,600)</b>	<b>(934,100)</b>	<b>(957,300)</b>	<b>(982,100)</b>	<b>(1,007,300)</b>	<b>(1,033,200)</b>	<b>(1,059,700)</b>	<b>(1,086,900)</b>	<b>(1,115,000)</b>



**ADMINISTRATION AND PUBLIC ORDER**

ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
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	2026/27	
					<b>OPERATING REVENUES</b>													
				21080	Regulatory Fees and Fines													
32,000	47,100	56,400	46,100		Fees and Charges	37,000	(20)	28,000	29,000	30,000	31,000	31,900	32,800	33,800	34,800	35,800	36,800	
56,600	77,000	195,500	129,800	21081	Parking Fines	125,000	(4)	130,000	133,300	136,700	140,200	143,100	146,000	149,000	152,000	155,100	158,300	
13,000	23,100	51,500	44,400	21081	Dog Fines	35,000	(21)	40,000	41,000	42,100	43,200	44,100	45,000	45,900	46,900	47,900	48,900	
9,000	16,200	10,500	12,800	21081	Other Fines and Other Revenues	11,500	(10)	12,000	12,500	13,000	13,500	14,000	14,500	15,000	15,500	16,000	16,500	
<b>110,600</b>	<b>163,400</b>	<b>313,900</b>	<b>233,100</b>		<b>Total Operating Revenues</b>	<b>208,500</b>	<b>(11)</b>	<b>210,000</b>	<b>215,800</b>	<b>221,800</b>	<b>227,900</b>	<b>233,100</b>	<b>238,300</b>	<b>243,700</b>	<b>249,200</b>	<b>254,800</b>	<b>260,500</b>	
					<b>OPERATING EXPENSES</b>													
					<b>DEH Group Management and Administration</b>													
617,000	599,400	586,900	629,300	31082	Employee Salaries and Oncosts	727,800	16	745,200	763,900	783,100	802,800	822,900	843,500	864,600	886,200	908,400	931,100	
					<b>Rangers</b>													
332,000	394,400	443,300	469,800	31080	Salaries and Oncosts	451,500	(4)	462,000	472,200	484,200	496,500	509,100	522,000	535,200	548,700	562,500	576,700	
48,000	73,700	73,900	70,700	31083	Impounding Expenses	79,600	13	85,900	84,700	87,900	91,100	93,800	96,500	99,200	101,900	104,600	107,400	
					<b>Debt Servicing</b>													
3,000	3,000	2,500	2,200	31083	Interest on Loans - Dog Control	1,800	(18)	1,300	800	300	0	0	0	0	0	0	0	
					<b>Non-cash Expenses</b>													
5,000	9,800	4,400	4,500	31083	Depreciation - Dog Control	4,400	(2)	4,500	4,600	4,700	4,800	4,900	5,000	5,100	5,300	5,500	5,700	
<b>1,005,000</b>	<b>1,080,300</b>	<b>1,111,000</b>	<b>1,176,500</b>		<b>Total Operating Expenses</b>	<b>1,265,100</b>	<b>8</b>	<b>1,298,900</b>	<b>1,326,200</b>	<b>1,360,200</b>	<b>1,395,200</b>	<b>1,430,700</b>	<b>1,467,000</b>	<b>1,504,100</b>	<b>1,542,100</b>	<b>1,581,000</b>	<b>1,620,900</b>	
<b>(894,400)</b>	<b>(916,900)</b>	<b>(797,100)</b>	<b>(943,400)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,056,600)</b>	<b>12</b>	<b>(1,088,900)</b>	<b>(1,110,400)</b>	<b>(1,138,400)</b>	<b>(1,167,300)</b>	<b>(1,197,600)</b>	<b>(1,228,700)</b>	<b>(1,260,400)</b>	<b>(1,292,900)</b>	<b>(1,326,200)</b>	<b>(1,360,400)</b>	
5,000	9,800	4,400	4,500		Add Back Depreciation	4,400	(2)	4,500	4,600	4,700	4,800	4,900	5,000	5,100	5,300	5,500	5,700	
<b>(889,400)</b>	<b>(907,100)</b>	<b>(792,700)</b>	<b>(938,900)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(1,052,200)</b>	<b>12</b>	<b>(1,084,400)</b>	<b>(1,105,800)</b>	<b>(1,133,700)</b>	<b>(1,162,500)</b>	<b>(1,192,700)</b>	<b>(1,223,700)</b>	<b>(1,255,300)</b>	<b>(1,287,600)</b>	<b>(1,320,700)</b>	<b>(1,354,700)</b>	
					<b>Capital Movements</b>													
6,000	6,100	6,500	6,900		Less Principal Repayments	7,300		7,800	8,300	7,300	0	0	0	0	0	0	0	
134,000	385,300	0	0		Less Transfer to Reserves	0		0	0	0	0	0	0	0	0	0	0	
276,000	843,800	25,300	0		Add Transfer from Reserves	0		0	0	0	0	0	0	0	0	0	0	
0	340,000	0	0		Add Capital Income Applied	0		0	0	0	0	0	0	0	0	0	0	
142,000	796,900	22,400	5,100		Less Capital Expenditure	0		0	0	0	0	0	0	0	0	0	0	
<b>(895,400)</b>	<b>(911,600)</b>	<b>(796,300)</b>	<b>(950,900)</b>		<b>Cash Result after Capital Movements</b>	<b>(1,059,500)</b>	<b>11</b>	<b>(1,092,200)</b>	<b>(1,114,100)</b>	<b>(1,141,000)</b>	<b>(1,162,500)</b>	<b>(1,192,700)</b>	<b>(1,223,700)</b>	<b>(1,255,300)</b>	<b>(1,287,600)</b>	<b>(1,320,700)</b>	<b>(1,354,700)</b>	



**CIVIL SERVICES GROUP - SUMMARY (GENERAL FUND)**

ACTUAL				BUDGET ITEMS	ESTIMATED											
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	2026/27
				<b>OPERATING REVENUES</b>												
360,000	308,300	321,800	254,400	Engineering Management	288,500	13	270,600	277,800	285,300	293,000	299,400	305,900	312,500	319,200	326,000	332,900
5,000	180,100	0	0	Procurement and Building Management	0	0	0	0	0	0	0	0	0	0	0	0
329,300	347,400	291,700	374,600	Stormwater and Environmental Protection	579,000	55	376,900	378,800	380,700	382,700	384,700	386,700	388,700	390,700	392,700	394,700
687,900	499,700	413,800	350,500	Roads and Bridges	2,559,300	630	982,500	774,000	666,200	670,900	675,500	680,400	689,000	700,200	714,300	728,600
598,700	905,900	896,500	1,375,200	Ancillary Transport Services	960,400	(30)	894,000	910,900	927,900	945,200	958,300	972,100	990,800	1,011,000	1,031,600	1,052,600
677,000	926,000	866,500	876,000	Roads and Maritime Services	970,000	11	744,600	763,500	783,100	803,100	819,600	836,500	853,800	871,300	889,200	907,400
906,200	986,500	963,100	1,046,300	Open Spaces and Reserves	764,000	(27)	755,200	774,800	795,000	815,600	832,700	850,100	867,800	885,800	904,100	922,800
308,500	302,000	326,900	284,000	Fleet Management and Workshop	254,000	(11)	255,900	268,400	277,100	297,900	299,500	311,300	314,200	320,200	296,400	324,700
249,000	161,500	181,900	172,300	Rural Fire Service	219,000	27	167,500	171,800	176,200	180,700	184,500	188,300	192,100	196,100	200,200	204,400
411,000	349,700	475,700	377,200	Quarries and Sandpit	64,800	(83)	47,900	49,200	50,500	51,900	53,100	54,300	55,500	56,700	58,000	59,300
2,497,000	2,720,200	3,958,300	3,844,500	Landfill and Resource Management	3,567,000	(7)	2,215,000	2,312,400	2,415,800	2,467,200	2,517,600	2,569,000	2,619,400	2,680,800	2,744,200	2,809,600
6,579,200	6,736,500	5,865,100	6,079,500	Domestic Waste Management	6,294,500	4	6,417,900	6,556,400	6,736,000	6,920,700	7,110,800	7,296,200	7,498,100	7,704,600	7,872,800	8,069,900
<b>13,608,800</b>	<b>14,423,800</b>	<b>14,561,300</b>	<b>15,034,500</b>	<b>Total Operating Revenues</b>	<b>16,520,500</b>	<b>10</b>	<b>13,128,000</b>	<b>13,238,000</b>	<b>13,493,800</b>	<b>13,828,900</b>	<b>14,135,700</b>	<b>14,450,800</b>	<b>14,781,900</b>	<b>15,136,600</b>	<b>15,429,500</b>	<b>15,806,900</b>
				<b>OPERATING EXPENSES</b>												
2,423,000	2,053,400	2,505,100	2,621,900	Engineering Management	2,669,400	2	2,705,100	2,773,100	2,842,800	2,914,400	2,985,800	3,058,900	3,133,600	3,210,000	3,288,100	3,368,400
3,004,000	3,634,900	3,726,400	3,713,200	Procurement and Building Management	3,686,700	(1)	3,739,500	3,828,000	3,918,600	4,011,500	4,097,700	4,185,100	4,274,500	4,365,400	4,445,400	4,527,100
2,446,000	2,507,800	2,343,200	2,213,900	Stormwater and Environmental Protection	2,373,300	7	2,220,300	2,269,300	2,319,400	2,370,600	2,418,900	2,468,200	2,518,400	2,569,800	2,622,200	2,675,600
15,778,700	12,418,700	12,830,100	9,730,300	Roads and Bridges	8,210,300	(16)	8,411,600	8,532,800	8,654,500	8,773,500	9,238,400	9,355,500	9,478,300	9,606,800	9,750,200	9,920,800
2,264,000	1,960,000	2,286,800	2,871,400	Ancillary Transport Services	2,381,200	(17)	2,392,100	2,318,300	2,552,800	2,494,900	2,630,100	2,562,400	2,708,200	2,647,600	2,797,900	2,736,300
730,000	749,800	669,200	770,000	Roads and Maritime Services	908,800	8	744,600	763,500	783,100	803,100	819,600	836,500	853,800	871,300	889,200	907,400
3,134,000	3,301,100	3,436,700	3,695,700	Open Spaces and Reserves	3,913,700	6	3,707,400	3,811,500	3,911,400	4,013,500	4,100,600	4,189,100	4,279,200	4,371,000	4,454,000	4,538,500
264,200	236,000	40,900	(214,500)	Fleet Management and Workshop	41,300	(119)	(124,800)	(132,600)	(140,700)	(149,000)	(151,800)	(154,800)	(157,600)	(160,800)	(164,000)	(167,300)
407,000	364,900	277,000	330,000	Rural Fire Service	393,800	19	381,700	392,100	402,700	413,500	422,300	431,500	440,900	450,500	460,200	470,200
218,000	172,600	227,800	188,400	Quarries and Sandpit	738,900	292	77,300	50,400	52,200	54,000	55,800	57,500	59,400	61,400	63,400	65,400
2,751,000	2,493,800	2,612,000	3,544,300	Landfill and Resource Management	2,983,800	(16)	2,477,200	2,486,200	2,540,100	2,594,500	2,626,500	2,659,900	2,693,900	2,725,500	2,755,600	2,789,300
6,163,100	6,082,600	5,865,100	5,916,800	Domestic Waste Management	5,843,000	(1)	6,015,600	6,163,300	6,315,000	6,470,800	6,614,700	6,762,700	6,912,700	7,067,800	7,225,000	7,387,300
<b>39,583,600</b>	<b>35,975,600</b>	<b>36,820,300</b>	<b>35,381,400</b>	<b>Total Operating Expenses</b>	<b>34,144,200</b>	<b>(3)</b>	<b>32,747,600</b>	<b>33,255,900</b>	<b>34,151,900</b>	<b>34,765,300</b>	<b>35,856,600</b>	<b>36,412,500</b>	<b>37,195,300</b>	<b>37,786,300</b>	<b>38,587,200</b>	<b>39,219,000</b>
				<b>NET PROGRAM OPERATING RESULT</b>												
(2,063,000)	(1,745,100)	(2,183,300)	(2,367,500)	Engineering Management	(2,380,900)	1	(2,434,500)	(2,495,300)	(2,557,500)	(2,621,400)	(2,686,400)	(2,753,000)	(2,821,100)	(2,890,800)	(2,962,100)	(3,035,500)
(2,999,000)	(3,454,800)	(3,726,400)	(3,713,200)	Procurement and Building Management	(3,686,700)	(1)	(3,739,500)	(3,828,000)	(3,918,600)	(4,011,500)	(4,097,700)	(4,185,100)	(4,274,500)	(4,365,400)	(4,445,400)	(4,527,100)
(2,116,700)	(2,160,400)	(2,051,500)	(1,839,300)	Stormwater and Environmental Protection	(1,794,300)	(2)	(1,843,400)	(1,890,500)	(1,938,700)	(1,987,900)	(2,034,200)	(2,081,500)	(2,129,700)	(2,229,500)	(2,289,500)	(2,280,900)
(15,090,800)	(11,919,000)	(12,416,300)	(9,379,800)	Roads and Bridges	(5,651,000)	(40)	(7,429,100)	(7,758,800)	(7,988,300)	(8,102,600)	(8,562,900)	(8,675,100)	(8,789,300)	(8,906,600)	(9,035,900)	(9,192,200)
(1,665,300)	(1,054,100)	(1,390,300)	(1,496,200)	Ancillary Transport Services	(1,420,800)	(5)	(1,498,100)	(1,407,400)	(1,624,900)	(1,549,700)	(1,671,800)	(1,590,300)	(1,717,400)	(1,636,600)	(1,766,300)	(1,683,700)
(53,000)	176,200	197,300	106,000	Roads and Maritime Services	61,200	(42)	0	0	0	0	0	0	0	0	0	0
(2,227,800)	(2,314,600)	(2,473,600)	(2,649,400)	Open Spaces and Reserves	(3,149,700)	19	(2,952,200)	(3,036,700)	(3,116,400)	(3,197,900)	(3,267,900)	(3,339,000)	(3,411,400)	(3,485,200)	(3,549,900)	(3,615,700)
44,300	66,000	286,000	498,500	Fleet Management and Workshop	212,700	(57)	380,700	401,000	417,800	446,900	451,300	466,100	471,800	481,000	460,400	492,000
(158,000)	(203,400)	(95,100)	(157,700)	Rural Fire Service	(174,800)	11	(214,200)	(220,300)	(226,500)	(232,800)	(237,800)	(243,200)	(248,800)	(254,400)	(260,000)	(265,800)
193,000	177,100	247,900	188,800	Quarries and Sandpit	(674,100)	(457)	(29,400)	(1,200)	(1,700)	(2,100)	(2,700)	(3,200)	(3,900)	(4,700)	(5,400)	(6,100)
(254,600)	226,400	1,346,300	300,200	Landfill and Resource Management	583,200	94	(262,200)	(173,800)	(124,300)	(127,300)	(108,900)	(90,900)	(74,500)	(44,700)	(11,400)	20,300
416,100	653,900	0	162,700	Domestic Waste Management	451,500	178	402,300	393,100	421,000	449,900	496,100	533,500	585,400	636,800	647,800	682,600
<b>(25,974,800)</b>	<b>(21,561,800)</b>	<b>(22,259,000)</b>	<b>(20,346,900)</b>	<b>Total Operating Result - Surplus / (Deficit)</b>	<b>(17,623,700)</b>	<b>(13)</b>	<b>(19,619,600)</b>	<b>(20,017,900)</b>	<b>(20,658,100)</b>	<b>(20,936,400)</b>	<b>(21,722,900)</b>	<b>(21,961,700)</b>	<b>(22,413,400)</b>	<b>(22,649,700)</b>	<b>(23,157,700)</b>	<b>(23,412,100)</b>
13,931,000	13,367,400	12,100,500	12,031,000	Add Back Depreciation	10,787,000	(10)	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	13,158,400
0	0	0	(53,100)	Add Back Remediation	0	(100)	0	0	0	0	0	0	0	0	0	0
202,000	169,300	231,300	190,800	Add Back Unwinding Interest Free Loans	205,900	8	119,100	70,200	48,000	20,600	21,400	22,100	22,900	23,800	24,700	25,600
4,734,000	1,892,000	3,347,700	0	Add Back Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>(7,107,800)</b>	<b>(6,123,100)</b>	<b>(6,803,400)</b>	<b>(8,178,200)</b>	<b>Total Cash Result - Surplus / (Deficit)</b>	<b>(6,630,800)</b>	<b>(19)</b>	<b>(8,497,300)</b>	<b>(8,723,300)</b>	<b>(9,160,400)</b>	<b>(9,236,300)</b>	<b>(9,787,600)</b>	<b>(9,786,500)</b>	<b>(9,993,500)</b>	<b>(9,980,100)</b>	<b>(10,233,400)</b>	<b>(10,228,100)</b>
				<b>Capital Movements</b>												
1,946,000	2,347,100	2,526,100	2,792,900	Less Loan Principal Repayments	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	781,000
17,578,400	10,223,300	15,060,600	12,835,300	Less Transfer to Reserves	3,189,400		2,862,800	3,257,200	3,403,300	3,511,400	3,633,900	3,758,700	3,888,200	4,035,200	4,116,600	4,273,600
11,111,000	17,009,200	16,815,200	18,672,700	Add Transfer from Reserves	16,554,300		9,530,100	20,129,400	2,453,500	19,195,200	18,866,100	4,976,900	4,856,100	6,781,000	4,987,000	4,948,000
13,028,000	7,871,000	4,041,900	5,946,600	Add Capital Income Applied	7,369,700		4,858,900	3,209,100	286,300	8,454,700	116,700	118,700	120,700	127,000	124,700	126,900
18,530,000	20,544,100	12,522,400	18,610,900	Less Capital Expenditure	29,070,300		19,952,100	29,719,100	9,948,300	35,703,300	26,363,900	12,943,900	13,046,500	15,561,700	14,789,500	15,137,900
<b>(21,023,200)</b>	<b>(14,357,400)</b>	<b>(16,055,400)</b>	<b>(17,798,000)</b>	<b>Cash Result after Capital Movements</b>	<b>(17,562,200)</b>	<b>(1)</b>	<b>(18,664,400)</b>	<b>(19,890,300)</b>	<b>(21,293,300)</b>	<b>(21,972,600)</b>	<b>(22,449,100)</b>	<b>(22,966,400)</b>	<b>(23,442,200)</b>	<b>(24,075,200)</b>	<b>(24,777,800)</b>	



ENGINEERING (ASSET) MANAGEMENT																	
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED											
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	2026/27
					<b>OPERATING REVENUES</b>												
					<b>Engineering Services</b>												
277,000	235,800	250,800	205,000	22010	Engineering Inspections and Overheads	234,000	14	215,500	221,200	227,100	233,100	238,100	243,200	248,400	253,700	259,100	264,600
83,000	72,500	71,000	49,400	22011	Conts - Road Safety Officer / Programs	54,500	10	55,100	56,600	58,200	59,900	61,300	62,700	64,100	65,500	66,900	68,300
0	0	0	0	22011	Conts - Other	0	0	0	0	0	0	0	0	0	0	0	0
<b>360,000</b>	<b>308,300</b>	<b>321,800</b>	<b>254,400</b>		<b>Total Operating Revenues</b>	<b>288,500</b>	<b>13</b>	<b>270,600</b>	<b>277,800</b>	<b>285,300</b>	<b>293,000</b>	<b>299,400</b>	<b>305,900</b>	<b>312,500</b>	<b>319,200</b>	<b>326,000</b>	<b>332,900</b>
					<b>OPERATING EXPENSES</b>												
					<b>Engineering Management</b>												
589,000	601,600	769,000	790,400	32020	Employee Costs - Mgmt and Admin	830,000	5	846,600	867,800	889,500	911,700	934,500	957,900	981,800	1,006,300	1,031,500	1,057,300
685,000	661,300	732,000	763,300	32020	Employee Costs - Infrastructure	789,000	3	804,800	824,900	845,500	866,600	888,300	910,500	933,300	956,600	980,500	1,005,000
398,000	440,700	546,000	600,600	32020	Employee Costs - Engineering Works	585,000	(3)	596,700	611,600	626,900	642,600	658,700	675,200	692,100	709,400	727,100	745,300
183,000	0	0	0	32020	Overseers	0	0	0	0	0	0	0	0	0	0	0	0
11,000	8,300	13,000	10,800	32020	Conferences	8,000	(26)	8,200	8,500	8,800	9,100	9,300	9,500	9,700	9,900	10,100	10,400
92,000	103,500	106,700	106,700	32020	Vehicles	108,900	2	110,600	113,400	116,300	119,300	121,700	124,200	126,700	129,300	131,900	134,600
44,000	29,300	43,000	48,000	32020	Office Expenses and Advertising	35,500	(26)	47,000	48,300	49,800	51,300	52,500	53,700	54,900	56,100	57,300	58,600
88,000	81,600	74,000	55,600	32020	Road Safety Officer and Programs	57,000	3	58,000	59,600	61,200	63,000	64,500	66,000	67,500	69,000	70,500	72,000
65,000	5,800	10,000	2,600	32020	Asset Management / Modelling	36,600	1,308	10,000	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,400	12,700
23,000	64,700	27,500	61,800	32020	North East Weight of Loads Group	29,000	(53)	29,500	30,300	31,100	31,900	32,600	33,300	34,000	34,700	35,400	36,200
					<b>Emergency Services</b>												
13,000	5,300	22,000	7,800	32021	Operating Expenses	11,400	46	11,500	12,000	12,500	13,000	13,500	14,000	14,500	15,000	15,500	16,000
41,000	50,600	62,000	72,800	32021	State Levy	79,000	9	80,200	82,300	84,400	86,600	88,400	90,200	92,100	94,000	95,900	97,900
					<b>Non-Cash Expenses</b>												
18,000	0	99,900	101,500	32021	Depreciation - Emergency Services	100,000	(1)	102,000	104,100	106,200	108,400	110,600	112,900	115,200	117,600	120,000	122,400
173,000	700	0	0	32021	Depreciation - Engineering	0	0	0	0	0	0	0	0	0	0	0	0
<b>2,423,000</b>	<b>2,053,400</b>	<b>2,505,100</b>	<b>2,621,900</b>		<b>Total Operating Expenses</b>	<b>2,669,400</b>	<b>2</b>	<b>2,705,100</b>	<b>2,773,100</b>	<b>2,842,800</b>	<b>2,914,400</b>	<b>2,985,800</b>	<b>3,058,900</b>	<b>3,133,600</b>	<b>3,210,000</b>	<b>3,288,100</b>	<b>3,368,400</b>
<b>(2,063,000)</b>	<b>(1,745,100)</b>	<b>(2,183,300)</b>	<b>(2,367,500)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(2,380,900)</b>	<b>1</b>	<b>(2,434,500)</b>	<b>(2,495,300)</b>	<b>(2,557,500)</b>	<b>(2,621,400)</b>	<b>(2,686,400)</b>	<b>(2,753,000)</b>	<b>(2,821,100)</b>	<b>(2,890,800)</b>	<b>(2,962,100)</b>	<b>(3,035,500)</b>
191,000	700	99,900	101,500		Add Back Depreciation	100,000	(1)	102,000	104,100	106,200	108,400	110,600	112,900	115,200	117,600	120,000	122,400
<b>(1,872,000)</b>	<b>(1,744,400)</b>	<b>(2,083,400)</b>	<b>(2,266,000)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(2,280,900)</b>	<b>1</b>	<b>(2,332,500)</b>	<b>(2,391,200)</b>	<b>(2,451,300)</b>	<b>(2,513,000)</b>	<b>(2,575,800)</b>	<b>(2,640,100)</b>	<b>(2,705,900)</b>	<b>(2,773,200)</b>	<b>(2,842,100)</b>	<b>(2,913,100)</b>
					<b>Capital Movements</b>												
0	0	0	0		Less Loan Principal Repayments	0		0	0	0	0	0	0	0	0	0	0
0	74,500	27,700	27,000		Less Transfer to Reserves	10,000		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
0	133,000	12,100	0		Add Transfer from Reserves	0		0	0	0	0	60,000	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	121,100		Less Capital Expenditure	0		0	0	0	60,000	0	0	0	0	70,000	0
<b>(1,872,000)</b>	<b>(1,685,900)</b>	<b>(2,099,000)</b>	<b>(2,414,100)</b>		<b>Cash Result after Capital Movements</b>	<b>(2,290,900)</b>	<b>(5)</b>	<b>(2,342,500)</b>	<b>(2,401,200)</b>	<b>(2,461,300)</b>	<b>(2,583,000)</b>	<b>(2,525,800)</b>	<b>(2,650,100)</b>	<b>(2,715,900)</b>	<b>(2,783,200)</b>	<b>(2,922,100)</b>	<b>(2,923,100)</b>



**PROCUREMENT AND BUILDING MANAGEMENT**

ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED											
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	2026/27
					<b>OPERATING REVENUES</b>												
					<b>Buildings</b>												
5,000	180,100	178,300	0		Contributions and Rebates	0	0	0	0	0	0	0	0	0	0	0	
<b>5,000</b>	<b>180,100</b>	<b>0</b>	<b>0</b>		<b>Total Operating Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
					<b>OPERATING EXPENSES</b>												
					<b>Office and Depot Facilities</b>												
322,000	319,900	317,300	315,400	32000	Administration Centre	331,500	5	337,000	345,800	354,800	364,200	372,000	379,900	387,900	395,900	404,200	412,600
194,000	336,300	376,300	393,400	32001	Works Depot - Employee Costs	425,000	8	435,600	446,400	457,600	469,000	480,700	492,600	504,900	517,500	517,500	517,500
361,000	397,300	351,100	308,900	32001	Works Depot - Operating Expenses	352,800	14	358,800	368,400	378,400	388,800	397,200	405,600	414,300	423,100	432,100	441,300
(26,000)	17,900	16,600	28,800	32001	Works Depot - Number Two	7,000	(76)	7,200	7,500	7,800	8,100	8,400	8,700	9,000	9,300	9,600	9,900
					<b>Community Buildings</b>												
8,000	10,300	3,300	13,000	32022	Visitor Centre	9,000	(31)	10,000	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,400	12,700
100,000	86,700	108,100	98,700	32022	Community Centres and Halls	96,300	(2)	92,000	94,600	97,200	99,800	102,100	104,400	106,800	109,200	111,700	114,300
13,000	17,200	31,900	79,500	32022	Surf Clubs	49,000	(38)	39,000	40,100	41,300	42,500	43,500	44,500	45,500	46,500	47,600	48,700
18,000	14,600	20,700	17,300	32022	Museum and Gallery	16,000	(8)	17,000	17,500	18,000	18,500	19,000	19,500	20,000	20,500	21,000	21,500
16,000	11,000	14,200	16,600	32022	Libraries	18,000	8	15,000	15,400	15,800	16,200	16,600	17,000	17,400	17,800	18,200	18,600
2,000	3,900	8,600	11,600	32022	Other Community Buildings	14,000	21	13,000	13,500	14,000	14,500	15,000	15,500	16,000	16,500	17,000	17,500
0	0	0	87,100	32022	Swimming Pools	90,000	3	90,000	92,400	94,800	97,200	99,200	101,200	103,400	105,600	107,800	110,000
					<b>Open Spaces Buildings</b>												
113,000	139,300	126,300	162,300	32261	Open Spaces and Reserves Buildings	161,300	(1)	162,700	167,000	171,500	176,100	179,900	183,700	187,600	191,600	195,600	199,800
80,000	86,200	87,300	89,200	32310	Sports Fields Buildings	100,300	12	103,000	105,700	108,500	111,400	113,900	116,400	118,900	121,400	123,900	126,600
257,000	304,300	334,600	311,300	32285	Public Amenities	333,500	7	339,900	348,800	357,800	367,200	374,900	382,700	390,600	398,800	407,100	415,500
64,000	68,100	82,700	101,000	32286	Other Amenities	78,000	(23)	82,100	84,400	86,700	89,100	91,200	93,300	95,400	97,600	99,800	102,000
					<b>Non-Cash Expenses</b>												
455,000	648,800	688,700	711,600	32000	Depreciation - Administration Building	700,000	(2)	714,000	728,300	742,900	757,800	773,000	788,500	804,300	820,400	836,900	853,700
49,000	42,600	46,200	48,900	32286	Depreciation - Public Amenities	46,000	(6)	47,000	48,000	49,000	50,000	51,000	52,100	53,200	54,300	55,400	56,600
330,000	565,600	291,500	312,500	32261	Depreciation - Open Spaces Buildings	290,000	(7)	295,800	301,800	307,900	314,100	320,400	326,900	333,500	340,200	347,100	354,100
648,000	424,700	569,000	606,100	32310	Depreciation - Sports Field Buildings	569,000	(6)	580,400	592,100	604,000	616,100	628,500	641,100	654,000	667,100	680,500	694,200
0	140,200	252,000	0	32000	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
<b>3,004,000</b>	<b>3,634,900</b>	<b>3,726,400</b>	<b>3,713,200</b>		<b>Total Operating Expenses</b>	<b>3,686,700</b>	<b>(1)</b>	<b>3,739,500</b>	<b>3,828,000</b>	<b>3,918,600</b>	<b>4,011,500</b>	<b>4,097,700</b>	<b>4,185,100</b>	<b>4,274,500</b>	<b>4,365,400</b>	<b>4,445,400</b>	<b>4,527,100</b>
<b>(2,999,000)</b>	<b>(3,454,800)</b>	<b>(3,726,400)</b>	<b>(3,713,200)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(3,686,700)</b>	<b>(1)</b>	<b>(3,739,500)</b>	<b>(3,828,000)</b>	<b>(3,918,600)</b>	<b>(4,011,500)</b>	<b>(4,097,700)</b>	<b>(4,185,100)</b>	<b>(4,274,500)</b>	<b>(4,365,400)</b>	<b>(4,445,400)</b>	<b>(4,527,100)</b>
1,482,000	1,681,700	1,595,400	1,679,100		Add Back Depreciation	1,605,000	(4)	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	1,958,600
0	140,200	252,000	0		Add Back Loss on Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
<b>(1,517,000)</b>	<b>(1,632,900)</b>	<b>(1,879,000)</b>	<b>(2,034,100)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(2,081,700)</b>	<b>2</b>	<b>(2,102,300)</b>	<b>(2,157,800)</b>	<b>(2,214,800)</b>	<b>(2,273,500)</b>	<b>(2,324,800)</b>	<b>(2,376,500)</b>	<b>(2,429,500)</b>	<b>(2,483,400)</b>	<b>(2,525,500)</b>	<b>(2,568,500)</b>
					<b>Capital Movements</b>												
0	0	0	0		Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
1,727,000	454,000	1,698,800	1,419,200		Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
200,000	464,700	1,335,900	1,882,500		Add Transfer from Reserves	2,653,700	0	0	0	1,200,000	2,100,000	1,500,000	1,000,000	1,000,000	1,700,000	1,700,000	1,700,000
204,000	755,100	659,600	777,700		Add Capital Income Applied	1,581,000	107,900	110,100	112,300	114,700	116,700	118,700	120,700	122,700	124,700	126,900	
298,000	1,178,300	761,200	1,599,800		Less Capital Expenditure	4,719,000	515,400	671,000	822,000	2,293,000	3,214,000	2,636,000	2,159,000	2,882,000	2,905,000	2,928,000	
<b>(3,138,000)</b>	<b>(2,045,400)</b>	<b>(2,343,500)</b>	<b>(2,392,900)</b>		<b>Cash Result after Capital Movements</b>	<b>(2,566,000)</b>	<b>7</b>	<b>(2,509,800)</b>	<b>(2,718,700)</b>	<b>(2,924,500)</b>	<b>(3,251,800)</b>	<b>(3,322,100)</b>	<b>(3,393,800)</b>	<b>(3,467,800)</b>	<b>(3,542,700)</b>	<b>(3,605,800)</b>	<b>(3,669,600)</b>



**STORMWATER AND ENVIRONMENTAL PROTECTION**

ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED											
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	2026/27
					<b>OPERATING REVENUES</b>												
279,500	282,100	284,000	369,500	22100	<b>Stormwater Drainage</b>												
					Annual Charges	375,000	1	376,900	378,800	380,700	382,700	384,700	386,700	388,700	390,700	392,700	394,700
8,000	21,500	7,700	0	22101	<b>Environmental Protection</b>												
41,800	43,800	0	5,100	22101	Third Party Flood Modelling	43,000	100	0	0	0	0	0	0	0	0	0	0
					Operating Grants and Contributions	161,000	3,057	0	0	0	0	0	0	0	0	0	0
<b>329,300</b>	<b>347,400</b>	<b>291,700</b>	<b>374,600</b>		<b>Total Operating Revenues</b>	<b>579,000</b>	<b>55</b>	<b>376,900</b>	<b>378,800</b>	<b>380,700</b>	<b>382,700</b>	<b>384,700</b>	<b>386,700</b>	<b>388,700</b>	<b>390,700</b>	<b>392,700</b>	<b>394,700</b>
					<b>OPERATING EXPENSES</b>												
343,000	247,600	289,100	272,900	32100	<b>Stormwater</b>												
					Stormwater Drainage Maintenance	244,000	(11)	248,400	255,000	261,800	268,700	274,400	280,300	286,200	292,300	298,500	304,900
183,000	187,700	192,000	196,600	32101	<b>Environmental Protection</b>												
33,000	33,700	34,400	35,200	32101	Cont to County Council (CC)	203,000	3	206,100	211,300	216,600	222,100	226,600	231,200	235,900	240,700	245,600	250,600
0	0	0	0	32101	Cont to CC - Drainage Unions	36,800	5	37,400	38,400	39,400	40,400	41,300	42,200	43,100	44,000	44,900	45,800
46,000	164,300	100,500	78,700	32101	Cont to CC - Coastal Zone Mgmt Plan	70,000	100	35,000	35,900	36,800	37,800	38,600	39,400	40,200	41,100	42,000	42,900
10,000	55,600	6,100	26,600	32101	Flood Management Studies and Plans	197,600	151	40,000	41,000	42,100	43,200	44,100	45,000	45,900	46,900	47,900	48,900
40,000	35,000	107,600	55,200	32101	Coastal Zone Management Plan	50,500	90	40,000	41,000	42,100	43,200	44,100	45,000	45,900	46,900	47,900	48,900
1,000	12,500	147,300	44,900	32101	Foreshore Protection Works	66,000	20	78,000	80,000	82,000	84,100	85,800	87,600	89,400	91,200	93,100	95,000
29,000	37,200	45,700	45,000	32101	Canal Dredging	22,000	(51)	22,400	23,000	23,600	24,200	24,700	25,200	25,800	26,400	27,000	27,600
					Boat Ramp Maintenance and Cleaning	38,400	20	39,000	40,100	41,200	42,300	43,300	44,300	45,300	46,300	47,300	48,300
17,000	1,600	1,600	2,000	32103	<b>Non-Cash Expenses</b>												
1,646,000	1,654,300	1,417,700	1,456,800	32103	Depreciation - Environmental Protection	2,000	0	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900	3,000
98,000	78,300	1,200	0	32100	Depreciation - Drainage	1,443,000	(1)	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	1,759,700
					Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>2,446,000</b>	<b>2,507,800</b>	<b>2,343,200</b>	<b>2,213,900</b>		<b>Total Operating Expenses</b>	<b>2,373,300</b>	<b>7</b>	<b>2,220,300</b>	<b>2,269,300</b>	<b>2,319,400</b>	<b>2,370,600</b>	<b>2,418,900</b>	<b>2,468,200</b>	<b>2,518,400</b>	<b>2,569,800</b>	<b>2,622,200</b>	<b>2,675,600</b>
<b>(2,116,700)</b>	<b>(2,160,400)</b>	<b>(2,051,500)</b>	<b>(1,839,300)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,794,300)</b>	<b>(2)</b>	<b>(1,843,400)</b>	<b>(1,890,500)</b>	<b>(1,938,700)</b>	<b>(1,987,900)</b>	<b>(2,034,200)</b>	<b>(2,081,500)</b>	<b>(2,129,700)</b>	<b>(2,179,100)</b>	<b>(2,229,500)</b>	<b>(2,280,900)</b>
1,663,000	1,655,900	1,419,300	1,458,800		Add Back Depreciation	1,445,000	(1)	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	1,762,700
98,000	78,300	1,200	0		Add Back Loss on Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
<b>(355,700)</b>	<b>(426,200)</b>	<b>(631,000)</b>	<b>(380,500)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(349,300)</b>	<b>(8)</b>	<b>(369,400)</b>	<b>(386,900)</b>	<b>(404,900)</b>	<b>(423,300)</b>	<b>(438,200)</b>	<b>(453,500)</b>	<b>(469,000)</b>	<b>(485,100)</b>	<b>(501,500)</b>	<b>(518,200)</b>
					<b>Capital Movements</b>												
0	0	0	0		Less Loan Principal Repayments	0		0	0	0	0	0	0	0	0	0	0
886,000	643,900	612,300	507,000		Less Transfer to Reserves	301,600		0	0	0	0	0	0	0	0	0	0
680,000	852,100	872,000	567,000		Add Transfer from Reserves	522,500		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
162,000	441,800	221,100	302,700		Less Capital Expenditure	427,400		456,000	474,000	493,000	506,000	519,000	532,000	546,000	560,000	574,000	589,000
<b>(723,700)</b>	<b>(659,800)</b>	<b>(592,400)</b>	<b>(623,200)</b>		<b>Cash Result after Capital Movements</b>	<b>(555,800)</b>	<b>(11)</b>	<b>(825,400)</b>	<b>(860,900)</b>	<b>(897,900)</b>	<b>(929,300)</b>	<b>(957,200)</b>	<b>(985,500)</b>	<b>(1,015,000)</b>	<b>(1,045,100)</b>	<b>(1,075,500)</b>	<b>(1,107,200)</b>



ROADS AND BRIDGES																	
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED											
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	2026/27
<b>OPERATING REVENUES</b>																	
<b>Operating Grants and Contributions</b>																	
47,000	1,500	12,000	0	22110	Flood and Storm Damage	0	0	0	0	0	0	0	0	0	0	0	0
19,800	37,100	69,300	62,700	22110	LIRS Loan Subsidy	54,700	(13)	47,500	40,000	32,200	24,200	15,800	7,500	2,600	0	0	0
608,300	228,000	0	214,000	22110	Natural Disaster Funding	0	(100)	0	0	0	0	0	0	0	0	0	0
0	0	238,800	0	22110	Roads to Recovery	2,495,000	100	935,000	734,000	634,000	646,700	659,700	672,900	686,400	700,200	714,300	728,600
				22110	Other	9,600		0	0	0	0	0	0	0	0	0	0
<b>Interest</b>																	
12,800	233,100	93,700	73,800		Interest on Reserves and Loans	0	(100)	0	0	0	0	0	0	0	0	0	0
<b>687,900</b>	<b>499,700</b>	<b>413,800</b>	<b>350,500</b>		<b>Total Operating Revenues</b>	<b>2,559,300</b>	<b>630</b>	<b>982,500</b>	<b>774,000</b>	<b>666,200</b>	<b>670,900</b>	<b>675,500</b>	<b>680,400</b>	<b>689,000</b>	<b>700,200</b>	<b>714,300</b>	<b>728,600</b>
<b>OPERATING EXPENSES</b>																	
<b>Roads and Bridges - Maintenance</b>																	
776,500	628,700	786,800	666,600	32110	Urban Roads	734,000	10	771,000	790,500	810,500	830,900	847,800	865,000	882,500	900,400	918,700	937,400
1,263,200	1,293,800	1,261,700	1,379,200	32117	Sealed Rural Roads	1,186,300	(14)	1,246,000	1,277,300	1,309,400	1,342,300	1,369,400	1,397,000	1,425,100	1,453,800	1,483,100	1,512,900
602,000	585,900	662,800	672,300	32117	Unsealed Rural Roads	654,000	(3)	686,000	703,200	720,900	739,000	753,900	769,100	784,600	800,400	816,600	833,100
37,000	14,800	10,400	13,100	32120	Bridges	21,000	60	22,000	22,600	23,200	23,800	24,300	24,800	25,300	25,900	26,500	27,100
363,000	335,300	380,200	397,700	32110	Street Cleaning	376,000	(5)	405,000	415,200	425,700	436,400	445,200	454,300	463,600	473,000	482,600	492,400
740,000	133,600	2,000	277,400	32110	Natural Disasters	0	(100)	0	0	0	0	0	0	0	0	0	0
<b>Debt Servicing</b>																	
298,000	427,700	430,300	360,900	32120	Interest on Loans	328,600	(9)	294,300	259,200	222,600	184,700	477,000	418,000	361,300	306,600	263,000	243,000
<b>Non-Cash Expenses</b>																	
6,916,000	7,228,600	6,163,400	5,853,500	32120	Depreciation - Roads and Bridges	4,819,000	(18)	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	5,874,900
147,000	135,500	123,000	109,600	32120	Unwinding Interest Free Loan	91,400	(17)	71,900	51,000	28,100	0	0	0	0	0	0	0
4,636,000	1,634,800	3,009,500	0	32120	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
<b>15,778,700</b>	<b>12,418,700</b>	<b>12,830,100</b>	<b>9,730,300</b>		<b>Total Operating Expenses</b>	<b>8,210,300</b>	<b>(16)</b>	<b>8,411,600</b>	<b>8,532,800</b>	<b>8,654,500</b>	<b>8,773,500</b>	<b>9,238,400</b>	<b>9,355,500</b>	<b>9,478,300</b>	<b>9,606,800</b>	<b>9,750,200</b>	<b>9,920,800</b>
<b>(15,090,800)</b>	<b>(11,919,000)</b>	<b>(12,416,300)</b>	<b>(9,379,800)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(5,651,000)</b>	<b>(40)</b>	<b>(7,429,100)</b>	<b>(7,758,800)</b>	<b>(7,988,300)</b>	<b>(8,102,600)</b>	<b>(8,562,900)</b>	<b>(8,675,100)</b>	<b>(8,789,300)</b>	<b>(8,906,600)</b>	<b>(9,035,900)</b>	<b>(9,192,200)</b>
6,916,000	7,228,600	6,163,400	5,853,500		Add Back Depreciation	4,819,000	(18)	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	5,874,900
147,000	135,500	123,000	109,600		Add Back Unwinding Interest Free Loan	91,400	(17)	71,900	51,000	28,100	0	0	0	0	0	0	0
4,636,000	1,634,800	3,009,500	0		Add Back Loss on Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
<b>(3,391,800)</b>	<b>(2,920,100)</b>	<b>(3,120,400)</b>	<b>(3,416,700)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(740,600)</b>	<b>(78)</b>	<b>(2,441,800)</b>	<b>(2,694,000)</b>	<b>(2,846,100)</b>	<b>(2,886,200)</b>	<b>(3,242,100)</b>	<b>(3,247,800)</b>	<b>(3,253,400)</b>	<b>(3,259,900)</b>	<b>(3,276,200)</b>	<b>(3,317,300)</b>
<b>Capital Movements</b>																	
423,000	702,600	822,000	982,800		Less Loan Principal Repayments	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	507,000
9,488,000	2,467,900	1,640,400	1,802,200		Less Transfer to Reserves	25,100		0	0	0	0	0	0	0	0	0	0
2,779,000	9,546,500	5,526,800	2,916,200		Add Transfer from Reserves	2,679,400		4,641,000	17,171,000	402,000	13,980,000	13,515,000	370,000	377,000	385,000	393,000	401,000
10,074,000	4,803,700	1,540,000	4,718,700		Add Capital Income Applied	4,888,700		4,201,000	2,674,000	174,000	8,340,000	0	0	0	0	0	0
10,230,000	14,424,200	6,975,000	8,501,900		Less Capital Expenditure	13,235,200		13,118,700	24,385,100	5,620,300	28,487,300	19,167,900	6,264,900	6,522,500	6,944,700	7,927,500	8,214,900
<b>(10,679,800)</b>	<b>(6,164,600)</b>	<b>(5,491,000)</b>	<b>(7,068,700)</b>		<b>Cash Result after Capital Movements</b>	<b>(7,447,900)</b>	<b>5</b>	<b>(7,767,800)</b>	<b>(8,318,500)</b>	<b>(9,060,700)</b>	<b>(9,858,100)</b>	<b>(10,157,300)</b>	<b>(10,398,600)</b>	<b>(10,646,700)</b>	<b>(10,968,500)</b>	<b>(11,297,700)</b>	<b>(11,638,200)</b>



**ANCILLARY TRANSPORT SERVICES**

ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED											
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	2026/27
<b>OPERATING REVENUES</b>																	
<b>Fees and Charges</b>																	
55,000	248,400	190,100	728,000	22151	Private Works	255,000	(65)	258,900	265,500	272,200	279,100	284,800	290,600	296,500	302,500	308,600	314,900
6,000	56,500	55,400	41,100	22151	Sundry Fees and Charges	7,200	(82)	6,300	6,500	6,700	6,900	7,100	7,300	7,500	7,700	7,900	8,100
293,000	357,400	363,500	350,700	22200	Burns Point Ferry - Toll Fees	369,000	5	374,000	383,500	393,200	403,100	411,200	419,600	428,100	436,800	445,700	454,700
76,000	82,100	80,500	99,500	22200	Burns Point Ferry - Season Tickets	110,000	11	110,000	112,800	115,700	118,600	121,000	123,500	126,000	128,600	131,200	133,900
5,000	8,000	8,000	11,100	22200	Burns Point Ferry - Diesel Rebate	10,000	(10)	11,000	11,300	11,600	11,900	12,200	12,500	12,800	13,100	13,400	13,700
<b>Operating Grants &amp; Contributions</b>																	
98,000	98,000	98,000	98,000	22150	Street Lighting	103,000	5	104,600	107,300	110,000	112,800	115,100	117,500	119,900	122,300	124,800	127,300
25,700	48,200	44,600	40,000	22150	LIRS Loan Subsidy	34,200	(15)	29,200	24,000	18,500	12,800	6,900	1,100	0	0	0	0
0	0	27,400	6,800	22150	Boating Programs	42,000	518	0	0	0	0	0	0	0	0	0	0
40,000	7,300	19,000	0	22150	Miscellaneous Contributions	0	0	0	0	0	0	0	0	0	0	0	0
0	0	10,000	0	22150	PAMP	30,000	100	0	0	0	0	0	0	0	0	0	0
<b>598,700</b>	<b>905,900</b>	<b>896,500</b>	<b>1,375,200</b>		<b>Total Operating Revenues</b>	<b>960,400</b>	<b>(30)</b>	<b>894,000</b>	<b>910,900</b>	<b>927,900</b>	<b>945,200</b>	<b>958,300</b>	<b>972,100</b>	<b>990,800</b>	<b>1,011,000</b>	<b>1,031,600</b>	<b>1,052,600</b>
<b>OPERATING EXPENSES</b>																	
<b>Maintenance Programs</b>																	
139,000	113,300	100,200	65,300	32132	Road and Traffic Signs	106,200	63	108,000	111,000	114,000	117,100	119,800	122,500	125,200	128,000	130,800	133,600
407,000	450,300	505,800	469,400	32130	Street Lighting	550,000	17	558,300	572,300	586,700	601,400	613,500	625,800	638,400	651,200	664,300	677,600
119,000	190,800	150,700	152,400	32135	Footpaths Maintenance	224,700	47	189,500	194,600	199,800	205,200	209,600	214,100	218,800	223,500	228,300	233,300
14,000	37,400	19,300	58,400	32137	Car Parking - Sharpes Beach Rent	40,200	(31)	40,900	42,000	43,100	44,200	45,100	46,100	47,100	48,100	49,100	50,100
8,000	5,900	6,300	6,600	32137	Car Parking - Maintenance and Rates	7,200	9	7,400	7,600	7,800	8,000	8,200	8,400	8,600	8,800	9,000	9,200
13,000	19,100	5,500	2,700	32138	Bus Shelters and Public Transport	12,000	344	12,300	12,700	13,100	13,500	13,900	14,300	14,700	15,100	15,500	15,900
99,000	222,500	173,200	636,700	32496	Private Works	225,000	(65)	228,400	234,200	240,200	246,300	251,300	256,400	261,600	266,900	272,300	277,900
17,000	20,900	80,600	78,400	32201	Wharves and Jetties	91,800	17	32,500	33,500	34,500	35,500	36,400	37,300	38,200	39,100	40,000	40,900
<b>Burns Point Ferry</b>																	
304,000	341,600	358,800	318,700	32200	Operation	235,000	(26)	340,500	247,900	355,300	262,900	371,600	276,400	387,300	290,300	403,400	304,600
309,000	305,600	305,500	336,300	32200	Salaries and Oncosts	332,000	(1)	337,000	345,500	354,200	363,100	370,400	377,900	385,500	393,300	401,200	409,300
<b>Debt Servicing</b>																	
179,000	183,800	159,600	134,300	32140	Interest on Loans	107,100	(20)	78,300	48,600	126,200	110,100	92,900	75,700	65,000	55,000	45,000	34,000
<b>Non-Cash Expenses</b>																	
152,000	24,800	102,000	165,300	32132	Depreciation - Ancillary	110,000	(33)	112,200	114,500	116,800	119,200	121,600	124,100	126,600	129,200	131,800	134,500
478,000	0	280,600	413,400	32132	Depreciation - Footpaths	300,000	(27)	306,000	312,200	318,500	324,900	331,400	338,100	344,900	351,800	358,900	366,100
26,000	44,000	38,700	33,500	32132	Depreciation - Maritime	40,000	19	40,800	41,700	42,600	43,500	44,400	45,300	46,300	47,300	48,300	49,300
<b>2,264,000</b>	<b>1,960,000</b>	<b>2,286,800</b>	<b>2,871,400</b>		<b>Total Operating Expenses</b>	<b>2,381,200</b>	<b>(17)</b>	<b>2,392,100</b>	<b>2,318,300</b>	<b>2,552,800</b>	<b>2,494,900</b>	<b>2,630,100</b>	<b>2,562,400</b>	<b>2,708,200</b>	<b>2,647,600</b>	<b>2,797,900</b>	<b>2,736,300</b>
<b>(1,665,300)</b>	<b>(1,054,100)</b>	<b>(1,390,300)</b>	<b>(1,496,200)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,420,800)</b>	<b>(5)</b>	<b>(1,498,100)</b>	<b>(1,407,400)</b>	<b>(1,624,900)</b>	<b>(1,549,700)</b>	<b>(1,671,800)</b>	<b>(1,590,300)</b>	<b>(1,717,400)</b>	<b>(1,636,600)</b>	<b>(1,766,300)</b>	<b>(1,683,700)</b>
656,000	68,800	421,300	612,200		Add Back Depreciation	450,000	(26)	459,000	468,400	477,900	487,600	497,400	507,500	517,800	528,300	539,000	549,900
<b>(1,009,300)</b>	<b>(985,300)</b>	<b>(969,000)</b>	<b>(884,000)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(970,800)</b>	<b>10</b>	<b>(1,039,100)</b>	<b>(939,000)</b>	<b>(1,147,000)</b>	<b>(1,062,100)</b>	<b>(1,174,400)</b>	<b>(1,082,800)</b>	<b>(1,199,600)</b>	<b>(1,108,300)</b>	<b>(1,227,300)</b>	<b>(1,133,800)</b>
<b>Capital Movements</b>																	
375,000	448,700	416,500	441,900		Less Loan Principal Repayments	469,100		498,000	444,800	350,800	366,900	384,200	317,000	243,000	253,000	263,000	274,000
1,085,000	512,300	2,168,800	2,707,300		Less Transfer to Reserves	11,600		0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
3,019,000	2,484,000	1,382,400	4,818,700		Add Transfer from Reserves	2,312,400		803,100	725,400	389,500	295,200	401,100	306,900	409,100	308,000	408,000	308,000
1,537,000	608,100	1,817,800	450,200		Add Capital Income Applied	820,000		550,000	425,000	0	0	0	0	0	0	0	0
3,948,000	2,270,500	2,463,700	2,538,500		Less Capital Expenditure	3,136,900		1,465,000	1,360,000	530,000	543,000	556,000	570,000	584,000	598,000	613,000	628,000
<b>(1,861,300)</b>	<b>(1,124,700)</b>	<b>(2,817,800)</b>	<b>(1,302,800)</b>		<b>Cash Result after Capital Movements</b>	<b>(1,456,000)</b>	<b>12</b>	<b>(1,649,000)</b>	<b>(1,643,400)</b>	<b>(1,688,300)</b>	<b>(1,726,800)</b>	<b>(1,763,500)</b>	<b>(1,712,900)</b>	<b>(1,667,500)</b>	<b>(1,701,300)</b>	<b>(1,745,300)</b>	<b>(1,777,800)</b>

**ROADS AND MARITIME SERVICES**

ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED										
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
					<b>OPERATING REVENUES</b>											
					<b>Fees and Charges</b>											
47,000	0	0	0	22220	State Roads - Preservation Program	0	0	0	0	0	0	0	0	0	0	0
68,000	0	0	0	22220	State Roads - Works Orders	0	0	0	0	0	0	0	0	0	0	0
					<b>External Contributions</b>											
562,000	926,000	866,500	876,000	22220	Regional Roads Block Grant	970,000	11	744,600	763,500	783,100	803,100	819,600	836,500	853,800	871,300	889,200
<b>677,000</b>	<b>926,000</b>	<b>866,500</b>	<b>876,000</b>		<b>Total Operating Revenues</b>	<b>970,000</b>	<b>100</b>	<b>744,600</b>	<b>763,500</b>	<b>783,100</b>	<b>803,100</b>	<b>819,600</b>	<b>836,500</b>	<b>853,800</b>	<b>871,300</b>	<b>889,200</b>
					<b>OPERATING EXPENSES</b>											
98,000	0	0	0	32255	State Roads - Preservation	0	0	0	0	0	0	0	0	0	0	0
21,000	0	0	0	32220	State Roads - Works Order	0	0	0	0	0	0	0	0	0	0	0
611,000	749,800	669,200	770,000	32250	Regional Roads	908,800	18	744,600	763,500	783,100	803,100	819,600	836,500	853,800	871,300	889,200
<b>730,000</b>	<b>749,800</b>	<b>669,200</b>	<b>770,000</b>		<b>Total Operating Expenses</b>	<b>908,800</b>	<b>18</b>	<b>744,600</b>	<b>763,500</b>	<b>783,100</b>	<b>803,100</b>	<b>819,600</b>	<b>836,500</b>	<b>853,800</b>	<b>871,300</b>	<b>889,200</b>
<b>(53,000)</b>	<b>176,200</b>	<b>197,300</b>	<b>106,000</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>61,200</b>	<b>(42)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
0	0	0	0		Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0
<b>(53,000)</b>	<b>176,200</b>	<b>197,300</b>	<b>106,000</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>61,200</b>	<b>(42)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
					<b>Capital Movements</b>											
0	0	0	0		Less Loan Principal Repayments	0		0	0	0	0	0	0	0	0	0
24,000	73,000	146,900	103,100		Less Transfer to Reserves	0		0	0	0	0	0	0	0	0	0
77,000	0	125,900	146,900		Add Transfer from Reserves	103,100		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	103,200	176,300	149,800		Less Capital Expenditure	164,300		0	0	0	0	0	0	0	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>Cash Result after Capital Movements</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



OPEN SPACES AND RESERVES																	
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED											
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	2026/27
<b>OPERATING REVENUES</b>																	
<b>Fees and Charges</b>																	
39,600	42,100	45,000	46,100	22230	Commercial Activity Licences	31,000	(33)	43,000	44,100	45,300	46,500	47,500	48,500	49,500	50,500	51,600	52,700
13,700	24,900	25,300	34,800	22230	4WD Permits	32,000	(8)	35,000	35,900	36,800	37,800	38,600	39,400	40,200	41,100	42,000	42,900
29,600	23,000	37,300	21,200	22230	Nursery - Sales	30,500	44	29,000	29,900	30,800	31,700	32,500	33,300	34,100	34,900	35,700	36,500
300	100	300	900	22230	Miscellaneous Fees	8,500	844	8,500	8,800	9,200	9,600	9,900	10,200	10,500	10,800	11,100	11,400
<b>Grants and Contributions</b>																	
130,000	192,100	120,900	120,900	22230	Grants - Regional Works Crew	78,000	(35)	72,200	74,200	76,200	78,200	79,900	81,600	83,400	85,200	87,000	88,900
6,000	0	7,200	61,900	22256	Grants - Sporting Fields	0	(100)	0	0	0	0	0	0	0	0	0	0
175,000	145,500	149,600	152,100	26114	State Govt - Crown Reserve Contribution	154,000	1	156,400	160,400	164,500	168,700	172,200	175,800	179,400	183,100	186,800	190,600
<b>Vegetation Management</b>																	
152,000	136,500	95,100	158,700	22241	Operating Grants	30,000	(81)	5,100	5,300	5,500	5,700	5,900	6,100	6,300	6,500	6,700	6,900
<b>Other Services</b>																	
360,000	339,600	403,200	398,300	22250	Cemeteries - Fees and Charges	400,000	0	406,000	416,200	426,700	437,400	446,200	455,200	464,400	473,700	483,200	492,900
<b>Interest on Investments</b>																	
0	82,700	79,200	51,400	22256	Interest	0	(100)	0	0	0	0	0	0	0	0	0	0
<b>906,200</b>	<b>986,500</b>	<b>963,100</b>	<b>1,046,300</b>		<b>Total Operating Revenues</b>	<b>764,000</b>	<b>(27)</b>	<b>755,200</b>	<b>774,800</b>	<b>795,000</b>	<b>815,600</b>	<b>832,700</b>	<b>850,100</b>	<b>867,800</b>	<b>885,800</b>	<b>904,100</b>	<b>922,800</b>
<b>OPERATING EXPENSES</b>																	
<b>Open Spaces and Reserves Management</b>																	
229,000	158,300	179,900	188,500	32260	Employee Costs	288,000	53	385,100	394,800	404,700	414,900	425,300	436,000	446,900	458,100	458,400	458,700
<b>Open Spaces and Reserves</b>																	
1,530,000	1,633,500	1,470,000	1,561,600	32262	Operating Expenses	1,739,000	11	1,632,300	1,673,700	1,716,200	1,759,700	1,795,400	1,831,900	1,869,000	1,906,800	1,945,500	1,984,900
5,000	6,100	5,300	5,400	32262	Donation - Mowing on Private Property	7,500	39	4,000	4,100	4,300	4,500	4,600	4,700	4,800	4,900	5,000	5,100
63,000	68,100	62,000	98,700	32265	Tree Lopping and Maintenance	79,000	(20)	80,000	82,100	84,200	86,400	88,200	90,000	91,900	93,800	95,800	97,800
2,000	20,000	17,900	3,600	32265	Street Tree Planting Program	40,000	1,011	20,000	20,500	21,100	21,700	22,200	22,700	23,200	23,700	24,200	24,700
0	0	0	9,100	32265	Fig Tree Management Program	15,000	65	15,000	15,400	15,800	16,200	16,600	17,000	17,400	17,800	18,200	18,600
10,000	2,000	87,300	2,200	32265	Town Entry Beautification Program	48,500	2,105	0	0	0	0	0	0	0	0	0	0
184,000	178,300	207,700	219,700	32266	Nursery Operations	245,900	12	249,900	256,400	263,100	269,900	275,500	281,200	287,100	293,000	299,100	305,400
25,000	22,400	26,400	31,300	32267	Amphitheatre and Skateparks	37,400	19	41,300	42,700	44,100	45,500	46,800	48,100	49,400	50,800	52,200	53,600
2,000	1,500	4,100	1,200	32270	Beach Cleaning	12,500	942	12,700	13,100	13,500	13,900	14,200	14,500	14,800	15,100	15,500	15,900
229,000	232,300	261,400	279,400	32270	Surf Life Saving Services - Contract	270,000	(3)	274,100	281,000	288,100	295,400	301,400	307,500	313,700	320,000	326,400	333,000
9,000	8,500	7,600	66,500	32270	Other Beach Exps - Insurance / Permits	8,800	(87)	9,000	9,300	9,600	9,900	10,200	10,500	10,800	11,100	11,400	11,700
<b>Vegetation Management</b>																	
61,000	65,200	73,100	70,400	32275	Coastal and Bushland Reserves	69,500	(1)	70,900	73,300	75,700	78,100	80,300	82,500	84,700	86,900	89,200	91,500
56,000	98,700	101,000	103,400	32277	Weed Control - Cont to County Council	108,000	4	109,700	112,500	115,400	118,300	120,700	123,200	125,700	128,300	130,900	133,600
10,000	5,500	9,500	12,600	32277	Weed Control	14,000	11	14,300	14,800	15,300	15,800	16,200	16,600	17,000	17,400	17,900	18,400
144,000	233,100	173,800	322,900	32279	Projects	234,500	(27)	53,400	55,400	57,400	59,400	61,300	63,200	65,100	67,000	68,900	70,900
<b>Other Services</b>																	
313,000	302,200	368,400	410,400	32310	Sports Fields - Operating Expenses	387,700	(6)	422,200	440,800	452,900	465,400	476,000	486,600	497,400	508,400	519,700	531,100
257,000	219,500	275,000	289,200	32300	Cemeteries - Operating Expenses	286,400	(1)	291,000	298,600	306,500	314,500	321,200	327,900	334,800	341,800	349,000	356,300
<b>Non-Cash Expenses</b>																	
5,000	7,200	21,300	19,600	32261	Depreciation - Cemeteries	22,000	12	22,500	23,000	23,500	24,000	24,500	25,000	25,500	26,100	26,700	27,300
0	0	0	0		Depreciation - Open Spaces	0	0	0	0	0	0	0	0	0	0	0	0
0	38,700	85,000	0		Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>3,134,000</b>	<b>3,301,100</b>	<b>3,436,700</b>	<b>3,695,700</b>		<b>Total Operating Expenses</b>	<b>3,913,700</b>	<b>6</b>	<b>3,707,400</b>	<b>3,811,500</b>	<b>3,911,400</b>	<b>4,013,500</b>	<b>4,100,600</b>	<b>4,189,100</b>	<b>4,279,200</b>	<b>4,371,000</b>	<b>4,454,000</b>	<b>4,538,500</b>
<b>(2,227,800)</b>	<b>(2,314,600)</b>	<b>(2,473,600)</b>	<b>(2,649,400)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(3,149,700)</b>	<b>19</b>	<b>(2,952,200)</b>	<b>(3,036,700)</b>	<b>(3,116,400)</b>	<b>(3,197,900)</b>	<b>(3,267,900)</b>	<b>(3,339,000)</b>	<b>(3,411,400)</b>	<b>(3,485,200)</b>	<b>(3,549,900)</b>	<b>(3,615,700)</b>
5,000	7,200	21,300	19,600		Add Back Depreciation	22,000	12	22,500	23,000	23,500	24,000	24,500	25,000	25,500	26,100	26,700	27,300
0	38,700	85,000	0		Add Back Loss on Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>(2,222,800)</b>	<b>(2,268,700)</b>	<b>(2,367,300)</b>	<b>(2,629,800)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(3,127,700)</b>	<b>19</b>	<b>(2,929,700)</b>	<b>(3,013,700)</b>	<b>(3,092,900)</b>	<b>(3,173,900)</b>	<b>(3,243,400)</b>	<b>(3,314,000)</b>	<b>(3,385,900)</b>	<b>(3,459,100)</b>	<b>(3,523,200)</b>	<b>(3,588,400)</b>
<b>Capital Movements</b>																	
0	0	0	0		Less Loan Principal Repayments	0		0	0	0	0	0	0	0	0	0	0
734,000	2,182,900	5,876,900	2,174,000		Less Transfer to Reserves	113,600		115,000	117,600	120,200	122,900	125,000	127,300	129,600	131,900	134,200	136,600
1,578,000	818,300	5,807,100	4,743,300		Add Transfer from Reserves	4,588,000		1,350,000	850,000	800,000	950,000	50,000	50,000	50,000	50,000	50,000	50,000
1,000,000	1,521,000	25,000	0		Add Capital Income Applied	80,000		0	0	0	0	0	0	0	0	0	0
2,315,000	609,000	606,600	3,156,200		Less Capital Expenditure	4,697,500		1,661,000	1,446,000	1,621,000	2,044,000	1,167,000	1,191,000	1,215,000	1,239,000	1,264,000	1,289,000
<b>(2,693,800)</b>	<b>(2,721,300)</b>	<b>(3,018,700)</b>	<b>(3,216,700)</b>		<b>Cash Result after Capital Movements</b>	<b>(3,270,800)</b>	<b>2</b>	<b>(3,355,700)</b>	<b>(3,727,300)</b>	<b>(4,034,100)</b>	<b>(4,390,800)</b>	<b>(4,485,400)</b>	<b>(4,582,300)</b>	<b>(4,680,500)</b>	<b>(4,780,000)</b>	<b>(4,871,400)</b>	<b>(4,964,000)</b>

**FLEET AND PLANT**

ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
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	2026/27	
					<b>OPERATING REVENUES</b>													
141,300	145,700	156,200	164,500	22260	Fleet Management - Fees and Charges	178,000	8	180,700	185,300	190,000	194,800	198,700	202,700	206,800	211,000	215,300	219,700	
					Staff Lease Fees													
43,800	48,300	44,000	46,100	22260	Operating Grants and Contributions	55,000	19	55,900	57,300	58,800	60,300	61,600	62,900	64,200	65,500	66,900	68,300	
					Diesel Rebate													
20,300	19,600	20,300	17,000	22260	Interest On Investments	3,000	(82)	1,000	7,000	9,000	23,000	19,000	25,000	22,000	22,000	(8,000)	14,000	
					Interest On Investments													
55,100	30,800	26,600	56,400	22260	Sundry Revenues	18,000	(68)	18,300	18,800	19,300	19,800	20,200	20,700	21,200	21,700	22,200	22,700	
					Scrap Metal Sales													
48,000	57,600	79,800	0	22260	Gain on Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0	
					Gain on Disposal of Equipment													
<b>308,500</b>	<b>302,000</b>	<b>326,900</b>	<b>284,000</b>		<b>Total Operating Revenues</b>	<b>254,000</b>	<b>(11)</b>	<b>255,900</b>	<b>268,400</b>	<b>277,100</b>	<b>297,900</b>	<b>299,500</b>	<b>311,300</b>	<b>314,200</b>	<b>320,200</b>	<b>296,400</b>	<b>324,700</b>	
					<b>OPERATING EXPENSES</b>													
2,148,900	2,238,800	2,165,500	2,141,700	32320	Operating Expenses	2,603,500	22	2,476,900	2,539,300	2,603,400	2,668,900	2,722,700	2,777,500	2,833,500	2,890,500	2,948,700	3,008,300	
(3,420,900)	(3,551,100)	(3,612,200)	(3,780,600)	22260	Plant Running Expenses	(4,000,900)	6	(4,073,800)	(4,176,500)	(4,281,900)	(4,389,700)	(4,478,200)	(4,568,500)	(4,660,400)	(4,754,400)	(4,850,300)	(4,948,300)	
159,800	158,300	150,800	157,100	32322	Internal Plant Hire Charges	174,700	11	177,700	182,500	187,300	192,300	196,500	200,700	205,000	209,400	213,900	218,600	
169,000	221,000	337,000	342,000	32320	Workshop Operating Expenses	344,000	1	356,000	364,900	374,100	383,500	391,200	399,100	407,100	415,300	423,700	432,200	
					Overheads Charged to Plant													
1,900	0	0	0	32320	Debt Servicing	0	0	0	0	0	0	0	0	0	0	0	0	
					Interest on Loans													
76,600	14,200	19,200	0	22260	Loss on Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0	
					Loss on Disposal of Assets													
1,128,900	1,154,800	980,800	925,300	32320	Non-Cash Expenses	920,000	(1)	938,400	957,200	976,400	996,000	1,016,000	1,036,400	1,057,200	1,078,400	1,100,000	1,122,000	
					Depreciation													
<b>264,200</b>	<b>236,000</b>	<b>40,900</b>	<b>(214,500)</b>		<b>Total Operating Expenses</b>	<b>41,300</b>	<b>(119)</b>	<b>(124,800)</b>	<b>(132,600)</b>	<b>(140,700)</b>	<b>(149,000)</b>	<b>(151,800)</b>	<b>(154,800)</b>	<b>(157,600)</b>	<b>(160,800)</b>	<b>(164,000)</b>	<b>(167,300)</b>	
<b>44,300</b>	<b>66,000</b>	<b>286,000</b>	<b>498,500</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>212,700</b>	<b>(57)</b>	<b>380,700</b>	<b>401,000</b>	<b>417,800</b>	<b>446,900</b>	<b>451,300</b>	<b>466,100</b>	<b>471,800</b>	<b>481,000</b>	<b>460,400</b>	<b>492,000</b>	
1,129,000	1,154,800	980,800	925,300		Add Back Depreciation	920,000	(1)	938,400	957,200	976,400	996,000	1,016,000	1,036,400	1,057,200	1,078,400	1,100,000	1,122,000	
<b>1,173,300</b>	<b>1,220,800</b>	<b>1,266,800</b>	<b>1,423,800</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>1,132,700</b>	<b>(20)</b>	<b>1,319,100</b>	<b>1,358,200</b>	<b>1,394,200</b>	<b>1,442,900</b>	<b>1,467,300</b>	<b>1,502,500</b>	<b>1,529,000</b>	<b>1,559,400</b>	<b>1,560,400</b>	<b>1,614,000</b>	
					<b>Capital Movements</b>													
32,000	0	0	0		Less Loan Principal Repayments	0		0	0	0	0	0	0	0	0	0	0	
1,201,300	1,169,400	1,266,800	1,423,800		Less Transfer to Reserves	1,132,700		1,319,100	1,358,200	1,394,200	1,442,900	1,467,300	1,502,500	1,529,000	1,559,400	1,580,400	1,614,000	
1,196,000	1,113,500	1,223,200	1,385,100		Add Transfer from Reserves	2,070,000		1,094,000	1,270,000	744,000	1,649,000	1,202,000	1,623,000	1,890,000	1,392,000	1,300,000	1,350,000	
0	0	0	0		Add Capital Income Applied	0		0	0	0	0	0	0	0	0	0	0	
1,136,000	1,164,900	1,223,200	1,385,100		Less Capital Expenditure	2,070,000		1,094,000	1,270,000	744,000	1,649,000	1,202,000	1,623,000	1,890,000	1,392,000	1,300,000	1,350,000	
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>Cash Result after Capital Movements</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	



RURAL FIRE SERVICE																	
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED											
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	2026/27
249,000	161,500	181,900	172,300	21060	<b>OPERATING REVENUES</b>												
					Operating Grants	219,000	27	167,500	171,800	176,200	180,700	184,500	188,300	192,100	196,100	200,200	204,400
<b>249,000</b>	<b>161,500</b>	<b>181,900</b>	<b>172,300</b>		<b>Total Operating Revenues</b>	<b>219,000</b>	<b>27</b>	<b>167,500</b>	<b>171,800</b>	<b>176,200</b>	<b>180,700</b>	<b>184,500</b>	<b>188,300</b>	<b>192,100</b>	<b>196,100</b>	<b>200,200</b>	<b>204,400</b>
					<b>OPERATING EXPENSES</b>												
50,000	50,700	50,600	52,500	31060	Contribution to NSW Fire Brigades	53,500	2	54,400	55,800	57,200	58,700	59,900	61,100	62,400	63,700	65,000	66,300
138,000	194,100	111,800	120,000	31060	Contribution to Rural Fire Fighting Fund	154,600	29	157,000	161,000	165,100	169,300	172,700	176,200	179,800	183,400	187,100	190,900
95,000	79,300	83,000	80,500	31061	Fire Control Expenses	107,000	33	109,100	112,400	115,700	119,000	121,700	124,700	127,700	130,800	133,900	137,100
115,000	40,800	31,600	77,000	31062	Fire Control Expenses (Council Control)	78,700	2	61,200	62,900	64,700	66,500	68,000	69,500	71,000	72,600	74,200	75,900
					<b>Non-Cash Expenses</b>												
9,000	0	0	0	31062	Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>407,000</b>	<b>364,900</b>	<b>277,000</b>	<b>330,000</b>		<b>Total Operating Expenses</b>	<b>393,800</b>	<b>19</b>	<b>381,700</b>	<b>392,100</b>	<b>402,700</b>	<b>413,500</b>	<b>422,300</b>	<b>431,500</b>	<b>440,900</b>	<b>450,500</b>	<b>460,200</b>	<b>470,200</b>
<b>(158,000)</b>	<b>(203,400)</b>	<b>(95,100)</b>	<b>(157,700)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(174,800)</b>	<b>11</b>	<b>(214,200)</b>	<b>(220,300)</b>	<b>(226,500)</b>	<b>(232,800)</b>	<b>(237,800)</b>	<b>(243,200)</b>	<b>(248,800)</b>	<b>(254,400)</b>	<b>(260,000)</b>	<b>(265,800)</b>
9,000	0	0	0		Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(149,000)</b>	<b>(203,400)</b>	<b>(95,100)</b>	<b>(157,700)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(174,800)</b>	<b>11</b>	<b>(214,200)</b>	<b>(220,300)</b>	<b>(226,500)</b>	<b>(232,800)</b>	<b>(237,800)</b>	<b>(243,200)</b>	<b>(248,800)</b>	<b>(254,400)</b>	<b>(260,000)</b>	<b>(265,800)</b>
					<b>Capital Movements</b>												
0	0	0	0		Less Principal Repayments	0		0	0	0	0	0	0	0	0	0	0
26,000	21,600	31,000	0		Less Transfer to Reserves	0		0	0	0	0	0	0	0	0	0	0
31,000	25,900	21,600	19,000		Add Transfer from Reserves	0		0	0	0	0	0	0	0	0	0	0
0	183,100	(500)	0		Add Capital Income Applied	0		0	0	0	0	0	0	0	0	0	0
11,000	199,700	0	0		Less Capital Expenditure	0		0	0	0	0	0	0	0	0	0	0
<b>(155,000)</b>	<b>(215,700)</b>	<b>(105,000)</b>	<b>(138,700)</b>		<b>Cash Result after Capital Movements</b>	<b>(174,800)</b>	<b>26</b>	<b>(214,200)</b>	<b>(220,300)</b>	<b>(226,500)</b>	<b>(232,800)</b>	<b>(237,800)</b>	<b>(243,200)</b>	<b>(248,800)</b>	<b>(254,400)</b>	<b>(260,000)</b>	<b>(265,800)</b>

**QUARRIES**

ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
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	2026/27	
					<b>OPERATING REVENUES</b>													
					<b>Fees and Charges</b>													
411,000	349,700	251,800	324,100	22265	Tuckombil and Stokers Quarries	64,800	(80)	47,900	49,200	50,500	51,900	53,100	54,300	55,500	56,700	58,000	59,300	
0	0	0	0	22265	Airport Sandpit	0	0	0	0	0	0	0	0	0	0	0	0	
0	0	223,900	53,100	22265	<b>Non-cash Items</b>													
					Remediation Provisions	0	(100)	0	0	0	0	0	0	0	0	0	0	
<b>411,000</b>	<b>349,700</b>	<b>475,700</b>	<b>377,200</b>		<b>Total Operating Revenues</b>	<b>64,800</b>	<b>(83)</b>	<b>47,900</b>	<b>49,200</b>	<b>50,500</b>	<b>51,900</b>	<b>53,100</b>	<b>54,300</b>	<b>55,500</b>	<b>56,700</b>	<b>58,000</b>	<b>59,300</b>	
					<b>OPERATING EXPENSES</b>													
					<b>Tuckombil Quarry</b>													
2,000	1,500	4,300	300	32325	Buildings Maintenance	4,200	1,300	4,300	4,500	4,700	4,900	5,000	5,100	5,300	5,500	5,700	5,900	
10,000	1,300	1,700	800	32325	Operating Costs	2,000	150	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900	3,000	
28,000	5,400	121,900	32,600	32325	Expansion Feasibility and Approvals	260,000	698	0	0	0	0	0	0	0	0	0	0	
10,000	23,000	36,000	51,000	32325	Indirect Expenses - Overheads	34,000	(33)	0	0	0	0	0	0	0	0	0	0	
0	0	0	0	32325	<b>Stokers Quarry</b>													
					Stage 1 Rectification Works	250,000	100	0	0	0	0	0	0	0	0	0	0	
					<b>Other Resources</b>													
21,000	11,600	11,500	5,900	32326	Airport Sandpit	13,000	120	13,400	13,900	14,400	14,900	15,400	15,900	16,400	16,900	17,400	17,900	
0	0	0	60,300	32326	North Creek Dredging	90,000	49	0	0	0	0	0	0	0	0	0	0	
0	0	0	0	32326	Ballina Bar and Sand Nourishment	30,000	100	0	0	0	0	0	0	0	0	0	0	
					<b>Non-Cash Expenses</b>													
55,000	33,800	43,000	28,000	32325	Unwinding Interest Free Loan	45,700	63	47,200	19,200	19,900	20,600	21,400	22,100	22,900	23,800	24,700	25,600	
92,000	96,000	9,400	9,500	32325	Depreciation - Quarries	10,000	5	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,400	12,700	13,000	
<b>218,000</b>	<b>172,600</b>	<b>227,800</b>	<b>188,400</b>		<b>Total Operating Expenses</b>	<b>738,900</b>	<b>292</b>	<b>77,300</b>	<b>50,400</b>	<b>52,200</b>	<b>54,000</b>	<b>55,800</b>	<b>57,500</b>	<b>59,400</b>	<b>61,400</b>	<b>63,400</b>	<b>65,400</b>	
<b>193,000</b>	<b>177,100</b>	<b>247,900</b>	<b>188,800</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(674,100)</b>	<b>(457)</b>	<b>(29,400)</b>	<b>(1,200)</b>	<b>(1,700)</b>	<b>(2,100)</b>	<b>(2,700)</b>	<b>(3,200)</b>	<b>(3,900)</b>	<b>(4,700)</b>	<b>(5,400)</b>	<b>(6,100)</b>	
0	0	(223,900)	(53,100)		Add Back Remediation	0	(100)	0	0	0	0	0	0	0	0	0	0	
55,000	33,800	43,000	28,000		Add Back Unwinding	45,700	63	47,200	19,200	19,900	20,600	21,400	22,100	22,900	23,800	24,700	25,600	
92,000	96,000	9,400	9,500		Add Back Depreciation	10,000	5	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,400	12,700	13,000	
<b>340,000</b>	<b>306,900</b>	<b>76,400</b>	<b>173,200</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(618,400)</b>	<b>(457)</b>	<b>28,100</b>	<b>28,600</b>	<b>29,100</b>	<b>29,700</b>	<b>30,200</b>	<b>30,700</b>	<b>31,100</b>	<b>31,500</b>	<b>32,000</b>	<b>32,500</b>	
					<b>Capital Movements</b>													
0	0	0	0		Less Loan Principal Repayments	0		0	0	0	0	0	0	0	0	0	0	
378,000	306,900	76,400	265,900		Less Transfer to Reserves	0		28,100	28,600	29,100	29,700	30,200	30,700	31,100	31,500	32,000	32,500	
139,000	210,000	250,000	192,700		Add Transfer from Reserves	901,400		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	0	0	0		Less Capital Expenditure	83,000		0	0	0	0	0	0	0	0	0	0	
<b>101,000</b>	<b>210,000</b>	<b>250,000</b>	<b>100,000</b>		<b>Cash Result after Capital Movements</b>	<b>200,000</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	



**LANDFILL AND RESOURCE MANAGEMENT**

ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
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	2026/27	
<b>OPERATING REVENUES</b>																		
<b>Fees and Charges</b>																		
443,000	464,300	501,900	515,600	22280	Annual Charges - Commercial Properties	540,000	5	551,000	564,000	578,000	592,000	606,000	622,000	638,000	654,000	671,000	688,000	
0	0	1,199,900	1,267,600		Annual Charges - Residential Properties	1,284,000	1	0	0	0	0	0	0	0	0	0	0	
2,000	4,600	10,000	15,100	22281	Bulk Waste Collection Service	15,000	(1)	15,000	15,400	15,800	16,200	16,600	17,000	17,400	17,800	18,200	18,600	
1,250,000	1,281,800	1,262,500	774,300	22283	Fees - Self Haul General	726,000	(6)	741,000	760,000	779,000	798,000	818,000	838,000	859,000	880,000	902,000	925,000	
329,000	633,600	683,600	714,900	22283	Fees - Self Haul Inert	727,000	2	742,000	761,000	780,000	800,000	820,000	841,000	862,000	884,000	906,000	929,000	
254,000	150,300	125,400	326,200	22284	Contributions and Grants	125,000	(62)	21,000	22,000	23,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	
79,000	54,200	85,400	106,100	22281	Interest On Investments	97,000	(9)	92,000	135,000	183,000	178,000	172,000	164,000	154,000	154,000	154,000	154,000	
140,000	131,400	89,600	124,700	22281	Sundry Fees	53,000	(57)	53,000	55,000	57,000	59,000	61,000	63,000	65,000	67,000	69,000	71,000	
<b>2,497,000</b>	<b>2,720,200</b>	<b>3,958,300</b>	<b>3,844,500</b>		<b>Total Operating Revenues</b>	<b>3,567,000</b>	<b>(7)</b>	<b>2,215,000</b>	<b>2,312,400</b>	<b>2,415,800</b>	<b>2,467,200</b>	<b>2,517,600</b>	<b>2,569,000</b>	<b>2,619,400</b>	<b>2,680,800</b>	<b>2,744,200</b>	<b>2,809,600</b>	
<b>OPERATING EXPENSES</b>																		
<b>Waste Administration</b>																		
340,000	421,500	439,900	475,100	32340	Administration	553,000	(16)	506,000	483,000	494,000	505,000	515,000	525,000	535,000	545,000	555,000	566,000	
505,000	525,000	562,000	555,000	32340	Internal Overheads	644,000	(16)	528,000	541,000	555,000	569,000	580,000	592,000	604,000	616,000	628,000	641,000	
369,000	299,600	208,300	154,000	32340	Interest on Loans	74,200	(16)	10,400	0	0	0	0	0	0	0	0	0	
<b>Waste - Internal Fees and Charges</b>																		
(842,000)	(892,500)	(982,400)	(957,400)	22283	Fees - Council Recyclables (DWM)	(983,000)	3	(1,003,000)	(1,028,000)	(1,054,000)	(1,080,000)	(1,107,000)	(1,135,000)	(1,163,000)	(1,192,000)	(1,222,000)	(1,253,000)	
(505,000)	(318,900)	(314,900)	(465,700)	22283	Fees - Self Haul Council (Works)	(422,000)	(9)	(430,000)	(441,000)	(452,000)	(463,000)	(475,000)	(487,000)	(499,000)	(511,000)	(524,000)	(537,000)	
(3,024,000)	(2,919,400)	(1,992,400)	(1,831,900)	22283	Fees - Self Haul Council (DWM)	(1,852,000)	1	(1,889,000)	(1,936,000)	(1,984,000)	(2,034,000)	(2,085,000)	(2,137,000)	(2,190,000)	(2,245,000)	(2,301,000)	(2,359,000)	
<b>Waste Received</b>																		
194,000	216,100	206,600	172,600	32342	Weighbridge Operation	208,000	21	210,000	215,000	220,000	225,000	229,000	233,000	237,000	241,000	245,000	249,000	
186,000	186,800	189,800	199,700	32342	Transfer Station Operations	203,000	2	206,000	211,000	216,000	221,000	226,000	231,000	236,000	241,000	246,000	251,000	
<b>Waste Collection and Recycling</b>																		
148,000	194,500	173,800	191,800	32344	Collection Kerbside	195,000	2	198,000	203,000	208,000	214,000	218,000	222,000	226,000	230,000	234,000	239,000	
67,900	81,500	81,600	91,200	32344	Collection Other	94,000	3	95,000	97,000	99,000	101,000	103,000	105,000	107,000	109,000	111,000	113,000	
181,000	82,000	123,500	61,500	32345	Waste Bailing Facility and Recycling	71,000	15	71,000	74,000	77,000	80,000	82,000	84,000	86,000	88,000	90,000	92,000	
<b>Waste Disposal</b>																		
1,316,000	432,700	320,700	308,000	32348	Solid Waste Landfill Operations	663,800	116	453,000	464,000	475,000	486,000	494,000	502,000	510,000	518,000	526,000	535,000	
411,000	293,500	7,600	1,400	32348	Transfer - Organics	24,000	1,614	24,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000	32,000	33,000	
0	1,155,800	1,021,300	856,100	32348	Transfer - Mixed Waste	909,000	6	923,000	946,000	970,000	994,000	1,014,000	1,034,000	1,055,000	1,076,000	1,098,000	1,120,000	
393,000	385,000	301,500	316,000	32348	Transfer - Inert Waste	358,000	13	363,000	372,000	381,000	391,000	399,000	407,000	415,000	423,000	431,000	440,000	
344,000	295,600	277,800	137,200	32348	Transfer - Recyclables	131,000	(5)	133,000	136,000	139,000	142,000	145,000	148,000	151,000	154,000	157,000	160,000	
0	219,000	146,500	120,000	32348	Transfer Preparation - Mixed Waste	160,000	33	162,000	166,000	170,000	174,000	177,000	181,000	185,000	189,000	193,000	197,000	
0	149,000	61,400	63,600	32348	Transfer Preparation - Inert Waste	81,000	27	82,000	84,000	86,000	88,000	90,000	92,000	94,000	96,000	98,000	100,000	
0	98,100	55,800	54,300	32348	Transfer Preparation - Recyclables	69,000	27	70,000	72,000	74,000	76,000	78,000	80,000	82,000	84,000	86,000	88,000	
812,000	125,200	174,600	375,200	32348	State Government Levy	206,000	(45)	209,000	214,000	219,000	224,000	228,000	233,000	238,000	243,000	248,000	253,000	
15,000	17,800	21,700	19,600	32348	Deposit	17,000	(13)	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	
1,000	2,700	1,100	1,700	32348	Special Rubbish Clean-ups	3,000	76	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	
238,000	131,300	173,600	586,200	32348	Reuse Organics, Soil and Concrete	232,000	(60)	235,000	241,000	247,000	253,000	258,000	263,000	268,000	273,000	278,000	284,000	
64,100	17,300	74,800	19,900	32348	Investigations, Leachate and Remediation	37,000	86	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000	45,000	46,000	
			791,700	32348	Other	0	(100)	0	0	0	0	0	0	0	0	0	0	
<b>Non-Cash Expenses</b>																		
1,086,400	1,073,600	1,081,300	1,071,900	32340	Depreciation	1,104,000	3	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	1,346,200	
191,200	67,300	65,300	53,200	32340	Unwinding Remediation PV	68,800	29	0	0	0	0	0	0	0	0	0	0	
260,000	153,700	131,200	122,400	32340	Remediation Depreciation	135,000	10	137,700	140,500	143,400	146,300	149,300	152,300	155,400	158,600	161,800	165,100	
<b>2,751,600</b>	<b>2,493,800</b>	<b>2,612,000</b>	<b>3,544,300</b>		<b>Total Operating Expenses</b>	<b>2,983,800</b>	<b>(16)</b>	<b>2,477,200</b>	<b>2,486,200</b>	<b>2,540,100</b>	<b>2,594,500</b>	<b>2,626,500</b>	<b>2,659,900</b>	<b>2,693,900</b>	<b>2,725,500</b>	<b>2,755,600</b>	<b>2,789,300</b>	
<b>(254,600)</b>	<b>226,400</b>	<b>1,346,300</b>	<b>300,200</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>583,200</b>	<b>94</b>	<b>(262,200)</b>	<b>(173,800)</b>	<b>(124,300)</b>	<b>(127,300)</b>	<b>(108,900)</b>	<b>(90,900)</b>	<b>(74,500)</b>	<b>(44,700)</b>	<b>(11,400)</b>	<b>20,300</b>	
1,537,600	1,294,600	1,277,800	1,247,500		Add Back Depreciation	1,307,800	5	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	1,511,300	
<b>1,283,000</b>	<b>1,521,000</b>	<b>2,624,100</b>	<b>1,547,700</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>1,891,000</b>	<b>22</b>	<b>1,001,600</b>	<b>1,115,400</b>	<b>1,190,800</b>	<b>1,214,200</b>	<b>1,259,600</b>	<b>1,305,000</b>	<b>1,349,400</b>	<b>1,407,800</b>	<b>1,470,200</b>	<b>1,531,600</b>	
<b>Capital Movements</b>																		
982,000	1,053,000	1,135,100	1,205,600		Less Loan Principal Repayments	1,111,500		193,900	0	0	0	0	0	0	0	0	0	
1,496,000	1,626,700	1,489,000	2,065,900		Less Transfer to Reserves	966,300		807,700	1,115,400	1,190,800	1,214,200	1,259,600	1,305,000	1,349,400	1,407,800	1,470,200	1,531,600	
1,412,000	1,361,200	257,300	1,459,400		Add Transfer from Reserves	723,800		109,000	113,000	118,000	112,000	112,000	112,000	113,000	113,000	113,000	113,000	
213,000	0	0	0		Add Capital Income Applied	0		0	0	0	0	0	0	0	0	0	0	
430,000	152,500	95,300	476,500		Less Capital Expenditure	537,000		109,000	113,000	118,000	121,000	124,000	127,000	130,000	133,000	136,000	139,000	
<b>0</b>	<b>50,000</b>	<b>162,000</b>	<b>(740,900)</b>		<b>Cash Result after Capital Movements</b>	<b>0</b>	<b>(100)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	



**DOMESTIC WASTE MANAGEMENT**

ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED											
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	2026/27
<b>OPERATING REVENUES</b>																	
6,497,100	6,810,300	5,919,100	6,134,600	22290	Domestic Waste Mgmt Annual Charges	6,354,000	4	6,481,100	6,643,100	6,809,200	6,979,400	7,153,900	7,332,700	7,516,000	7,703,900	7,896,500	8,093,900
(309,300)	(307,500)	(276,000)	(276,500)	22290	Pensioner Abandonments	(273,000)	(1)	(275,000)	(277,000)	(279,000)	(281,000)	(283,000)	(285,000)	(287,000)	(289,000)	(291,000)	(293,000)
18,300	20,300	21,100	21,700	22290	Vacant Property Annual Charges	24,000	11	24,500	25,100	25,700	26,300	27,000	27,700	28,400	29,100	29,800	30,500
170,100	169,100	151,800	152,100	22291	State Government - Pensioner Subsidy	146,500	(4)	137,300	138,200	139,100	140,000	140,900	141,800	142,700	143,600	144,500	145,500
25,200	44,300	49,100	47,600	22292	Interest on Investments	43,000	(10)	50,000	27,000	41,000	56,000	72,000	79,000	98,000	117,000	93,000	93,000
177,800	0	0	0	22292	Gain / (Loss) on Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>6,579,200</b>	<b>6,736,500</b>	<b>5,865,100</b>	<b>6,079,500</b>			<b>6,294,500</b>	<b>4</b>	<b>6,417,900</b>	<b>6,556,400</b>	<b>6,736,000</b>	<b>6,920,700</b>	<b>7,110,800</b>	<b>7,296,200</b>	<b>7,498,100</b>	<b>7,704,600</b>	<b>7,872,800</b>	<b>8,069,900</b>
<b>OPERATING EXPENSES</b>																	
<b>Administration</b>																	
142,500	188,500	181,500	204,900	32360	Salaries and Oncosts	180,000	(12)	221,000	226,000	231,000	236,000	240,000	244,000	248,000	252,000	256,000	260,000
43,300	39,700	45,400	38,100	32360	North East Waste Membership	38,000	(0)	39,000	40,000	41,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000
387,000	406,000	619,000	630,000	32360	Indirect Expenses - Overheads	637,000	1	677,000	694,000	711,000	729,000	744,000	759,000	774,000	789,000	805,000	821,000
(521,200)	(563,500)	(530,500)	(618,900)	22292	Waste Trucks - Internal Charges	(621,000)	0	(630,000)	(646,000)	(662,000)	(679,000)	(693,000)	(707,000)	(721,000)	(735,000)	(750,000)	(765,000)
2,600	5,100	10,300	2,900	32361	Promotion and Education	3,000	3	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
<b>Debt Servicing</b>																	
36,500	27,800	18,200	8,000	32361	Interest on Loans	0	(100)	0	0	0	0	0	0	0	0	0	0
<b>Collection</b>																	
15,200	0	0	0	32364	Rural Stickers	0	0	0	0	0	0	0	0	0	0	0	0
496,700	519,700	451,100	514,700	32364	Collection Kerbside - Mixed Waste	534,000	4	542,000	555,000	569,000	583,000	594,000	606,000	618,000	631,000	644,000	657,000
771,000	775,700	1,146,300	1,244,400	32364	Collection Kerbside - Organics	1,158,000	(7)	1,175,000	1,204,000	1,234,000	1,265,000	1,290,000	1,316,000	1,342,000	1,369,000	1,396,000	1,424,000
3,023,700	2,919,400	1,992,400	1,832,300	32364	Collection Kerbside - Disposal Fees	1,852,000	1	1,889,000	1,936,000	1,984,000	2,034,000	2,085,000	2,137,000	2,190,000	2,245,000	2,301,000	2,359,000
350,100	341,000	334,500	497,700	32364	Collection Kerbside - Recycling	465,000	(7)	472,000	484,000	496,000	508,000	518,000	528,000	539,000	550,000	561,000	572,000
841,500	892,500	982,400	960,800	32364	Collection Kerbside - Recycling Disposal	983,000	2	1,003,000	1,028,000	1,054,000	1,080,000	1,107,000	1,135,000	1,163,000	1,192,000	1,222,000	1,253,000
18,500	37,300	47,600	48,800	32364	Collection Kerbside - Bin Purchases	42,000	(14)	43,000	44,000	45,000	46,000	47,000	48,000	49,000	50,000	51,000	52,000
304,800	314,300	389,700	375,900	32364	Waste Trucks - Operating Expenses	395,000	5	401,000	411,000	421,000	432,000	441,000	450,000	459,000	468,000	477,000	487,000
<b>Non-Cash Expenses</b>																	
250,900	179,100	177,200	177,200	32360	Depreciation	177,000	(0)	180,600	184,300	188,000	191,800	195,700	199,700	203,700	207,800	212,000	216,300
<b>6,163,100</b>	<b>6,082,600</b>	<b>5,865,100</b>	<b>5,916,800</b>		<b>Total Operating Expenses</b>	<b>5,843,000</b>	<b>(1)</b>	<b>6,015,600</b>	<b>6,163,300</b>	<b>6,315,000</b>	<b>6,470,800</b>	<b>6,614,700</b>	<b>6,762,700</b>	<b>6,912,700</b>	<b>7,067,800</b>	<b>7,225,000</b>	<b>7,387,300</b>
<b>416,100</b>	<b>653,900</b>	<b>0</b>	<b>162,700</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>451,500</b>	<b>178</b>	<b>402,300</b>	<b>393,100</b>	<b>421,000</b>	<b>449,900</b>	<b>496,100</b>	<b>533,500</b>	<b>585,400</b>	<b>636,800</b>	<b>647,800</b>	<b>682,600</b>
251,000	179,100	177,200	177,200		Add Back Depreciation	177,000	(0)	180,600	184,300	188,000	191,800	195,700	199,700	203,700	207,800	212,000	216,300
<b>667,100</b>	<b>833,000</b>	<b>177,200</b>	<b>339,900</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>628,500</b>	<b>85</b>	<b>582,900</b>	<b>577,400</b>	<b>609,000</b>	<b>641,700</b>	<b>691,800</b>	<b>733,200</b>	<b>789,100</b>	<b>844,600</b>	<b>859,800</b>	<b>898,900</b>
<b>Capital Movements</b>																	
134,000	142,800	152,500	162,600		Less Loan Principal Repayments	0		0	0	0	0	0	0	0	0	0	0
533,100	690,200	25,600	339,900		Less Transfer to Reserves	628,500		582,900	577,400	609,000	641,700	691,800	733,200	789,100	844,600	859,800	898,900
0	0	900	541,900		Add Transfer from Reserves	0		1,533,000	0	0	0	414,000	0	0	1,813,000	0	0
0	0	0	0		Add Capital Income Applied	0		0	0	0	0	0	0	0	0	0	0
0	0	0	379,300		Less Capital Expenditure	0		1,533,000	0	0	0	414,000	0	0	1,813,000	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>Cash Result after Capital Movements</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**GENERAL MANAGER'S GROUP - SUMMARY**

ACTUAL				BUDGET ITEMS	ESTIMATED											
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	2026/27
				<b>OPERATING REVENUES</b>												
18,000	19,100	26,000	46,800	Governance and Communications	29,500	(37)	30,300	31,400	32,500	33,600	34,500	35,400	36,300	37,200	38,200	39,300
156,000	191,700	203,900	274,000	Financial Services	232,700	(15)	235,800	242,800	250,000	255,700	260,900	266,200	271,600	277,200	282,800	288,600
21,213,000	20,300,600	22,370,900	23,415,400	Financial Services - General Purpose Revenues	24,850,300	6	25,995,800	27,423,600	29,073,200	29,890,400	30,730,800	31,595,500	32,485,500	33,401,200	34,343,600	35,313,900
4,000	13,600	17,600	3,100	Information Services	177,000	5,610	103,000	105,600	108,300	111,100	113,400	115,700	118,100	120,500	123,000	125,500
233,000	189,900	295,400	191,400	Human Resources and Risk Management	323,000	69	173,000	177,600	182,300	187,100	191,100	195,200	199,400	203,600	207,900	212,300
4,601,500	3,380,000	3,385,100	2,570,800	Property Management	3,033,000	18	2,607,600	2,588,100	2,707,700	2,717,600	2,781,200	2,835,000	2,897,900	2,950,100	3,010,600	3,073,500
4,005,300	4,617,800	4,709,700	5,111,900	Ballina Byron Gateway Airport	5,592,400	9	6,070,200	6,314,100	6,458,200	6,605,100	6,753,900	6,870,700	7,015,500	7,171,000	7,336,000	7,471,400
<b>30,230,800</b>	<b>28,712,700</b>	<b>31,008,600</b>	<b>31,613,400</b>	<b>Total Operating Revenues</b>	<b>34,237,900</b>	<b>8</b>	<b>35,215,700</b>	<b>36,883,200</b>	<b>38,812,200</b>	<b>39,800,600</b>	<b>40,865,800</b>	<b>41,913,700</b>	<b>43,024,300</b>	<b>44,160,800</b>	<b>45,342,100</b>	<b>46,523,900</b>
				<b>OPERATING EXPENSES</b>												
1,526,900	1,485,200	1,420,000	1,531,700	Governance and Communications	1,949,800	27	1,678,700	1,732,400	1,786,800	2,102,500	1,885,300	1,928,900	1,973,700	2,309,500	2,044,900	2,070,700
(3,187,000)	(3,495,700)	(3,774,600)	(4,086,900)	Financial Services	(4,197,500)	3	(4,177,800)	(4,281,500)	(4,387,900)	(4,497,400)	(4,580,500)	(4,617,700)	(4,703,000)	(4,789,300)	(4,877,500)	(4,967,800)
1,577,000	1,838,300	1,913,000	2,049,200	Information Services	2,303,400	12	2,360,900	2,420,400	2,481,600	2,544,400	2,603,200	2,724,700	2,787,700	2,852,100	2,917,900	2,987,900
964,000	1,371,400	1,366,300	1,282,200	Human Resources and Risk Management	1,010,500	(21)	1,024,800	1,043,300	1,065,300	1,091,500	1,122,900	1,157,900	1,196,500	1,239,700	1,286,700	1,337,300
1,925,600	3,357,700	2,115,000	2,981,700	Property Management	3,216,300	9	1,585,300	1,627,200	1,669,500	1,713,200	1,751,800	1,691,600	1,729,800	1,768,800	1,808,600	1,849,200
4,056,200	6,404,400	4,362,900	4,513,400	Ballina Byron Gateway Airport	4,877,900	8	5,379,100	5,607,500	5,695,300	5,769,700	5,825,700	5,892,000	5,898,700	6,127,000	6,267,700	6,389,700
<b>6,862,700</b>	<b>10,961,300</b>	<b>7,402,600</b>	<b>8,251,300</b>	<b>Total Operating Expenses</b>	<b>9,160,400</b>	<b>11</b>	<b>7,850,800</b>	<b>8,149,300</b>	<b>8,310,600</b>	<b>8,723,900</b>	<b>8,608,400</b>	<b>8,716,000</b>	<b>8,820,400</b>	<b>9,443,400</b>	<b>9,382,500</b>	<b>9,597,000</b>
				<b>NET PROGRAM OPERATING RESULT</b>												
(1,508,900)	(1,466,100)	(1,394,000)	(1,484,900)	Governance	(1,920,300)	29	(1,648,400)	(1,701,000)	(1,754,300)	(2,068,900)	(1,850,800)	(1,893,500)	(1,937,400)	(2,272,300)	(2,008,700)	(2,031,400)
24,556,000	23,988,000	26,349,400	27,776,300	Financial Services	29,280,500	5	30,409,400	31,947,900	33,711,100	34,643,500	35,572,200	36,479,400	37,460,100	38,467,700	39,503,900	40,569,700
(1,573,000)	(1,824,700)	(1,895,400)	(2,046,100)	Information Services	(2,126,400)	4	(2,257,900)	(2,314,800)	(2,373,300)	(2,433,300)	(2,489,800)	(2,547,600)	(2,606,600)	(2,667,200)	(2,729,100)	(2,792,400)
(731,000)	(1,181,500)	(1,070,900)	(1,090,800)	Human Resources and Risk Management	(687,500)	(37)	(851,600)	(865,700)	(883,000)	(904,400)	(931,800)	(962,700)	(997,100)	(1,036,100)	(1,078,800)	(1,125,000)
2,675,900	22,300	1,270,100	(390,900)	Property Management	(183,300)	(53)	1,022,300	960,900	1,038,200	1,004,400	1,029,400	1,143,400	1,168,100	1,181,300	1,202,000	1,224,300
(50,900)	(1,786,600)	346,800	598,500	Ballina Byron Gateway Airport	714,500	19	691,100	706,600	762,900	835,400	928,200	978,700	1,116,800	1,044,000	1,058,300	1,081,700
<b>23,368,100</b>	<b>17,751,400</b>	<b>23,606,000</b>	<b>23,362,100</b>	<b>Total Operating Result - Surplus / (Deficit)</b>	<b>25,077,500</b>	<b>7</b>	<b>27,364,900</b>	<b>28,733,900</b>	<b>30,501,600</b>	<b>31,076,700</b>	<b>32,257,400</b>	<b>33,197,700</b>	<b>34,203,900</b>	<b>34,717,400</b>	<b>35,959,600</b>	<b>36,926,900</b>
998,800	1,384,100	879,400	942,200	Add Back Depreciation	1,024,000	9	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	1,353,800
(414,000)	(333,000)	30,000	163,000	Add Back Non Cash Investment Premium	0	(100)	0	0	0	0	0	0	0	0	0	0
(165,000)	(289,900)	(725,700)	319,800	Add Back Landstock	0	(100)	0	0	0	0	0	0	0	0	0	0
0	0	(460,100)	0	Add Back Fair Value Adjustments Rental Properties	0	0	0	0	0	0	0	0	0	0	0	0
0	2,075,400	0	0	Add Back Gain / Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
<b>23,787,900</b>	<b>20,588,000</b>	<b>23,329,600</b>	<b>24,787,100</b>	<b>Total Cash Operating Result - Surplus / (Deficit)</b>	<b>26,101,500</b>	<b>5</b>	<b>28,475,100</b>	<b>29,877,400</b>	<b>31,679,400</b>	<b>32,278,100</b>	<b>33,483,000</b>	<b>34,448,000</b>	<b>35,479,300</b>	<b>36,018,400</b>	<b>37,286,800</b>	<b>38,280,700</b>
				<b>Capital Movements</b>												
572,000	838,700	845,500	970,600	Less Loan Principal Repayments	1,073,300		1,175,000	1,235,600	1,299,700	1,368,700	1,374,300	969,500	318,400	115,200	119,600	63,900
12,621,300	5,690,100	7,765,000	5,562,000	Less Transfer to Reserves	8,758,000		7,253,300	5,962,900	7,090,500	6,403,400	5,270,000	4,779,600	5,137,200	6,020,100	6,105,600	6,242,300
9,462,000	11,563,800	7,330,100	3,383,700	Add Transfer from Reserves	7,684,200		4,625,700	3,063,500	7,706,300	3,638,900	2,547,100	2,765,700	3,895,300	3,915,000	4,655,700	4,736,400
14,103,000	(342,600)	3,558,300	7,113,800	Add Capital Income Applied	6,532,400		9,131,600	4,675,000	4,675,000	2,960,000	1,560,000	1,160,000	1,160,000	1,160,000	1,160,000	1,160,000
12,170,000	6,222,600	5,331,900	3,750,700	Less Capital Expenditure	5,598,600		7,604,600	1,809,000	6,434,000	1,088,000	142,000	1,046,000	2,663,000	1,680,000	2,698,000	2,766,000
<b>21,989,600</b>	<b>19,057,800</b>	<b>20,275,600</b>	<b>25,001,300</b>	<b>Cash Result after Capital Movements</b>	<b>24,888,200</b>	<b>(0)</b>	<b>26,199,500</b>	<b>27,608,400</b>	<b>29,236,500</b>	<b>30,016,900</b>	<b>30,803,800</b>	<b>31,578,600</b>	<b>32,416,000</b>	<b>33,278,100</b>	<b>34,179,300</b>	<b>35,104,900</b>



**GOVERNANCE AND COMMUNICATIONS**

ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED											
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	2026/27
<b>OPERATING REVENUES</b>																	
<b>Contributions</b>																	
0	0	0	4,300	26000	Internal Contributions	0	(100)	0	0	0	0	0	0	0	0	0	
<b>Fees and Charges</b>																	
18,000	19,100	26,000	42,500	26005	Sundry Sales and Services	29,500	(31)	30,300	31,400	32,500	33,600	34,500	35,400	36,300	37,200	38,200	39,300
<b>18,000</b>	<b>19,100</b>	<b>26,000</b>	<b>46,800</b>		<b>Total Operating Revenues</b>	<b>29,500</b>	<b>(37)</b>	<b>30,300</b>	<b>31,400</b>	<b>32,500</b>	<b>33,600</b>	<b>34,500</b>	<b>35,400</b>	<b>36,300</b>	<b>37,200</b>	<b>38,200</b>	<b>39,300</b>
<b>OPERATING EXPENSES</b>																	
<b>General Manager's Office</b>																	
462,000	597,000	620,800	630,100	35000	Employee Costs	721,000	14	738,900	757,400	776,400	795,900	815,700	836,000	856,800	878,200	878,600	879,000
4,000	6,300	6,800	4,000	35000	Sundry Expenses	7,000	75	7,200	7,500	7,800	8,100	8,400	8,700	9,000	9,300	9,600	9,900
55,000	53,000	59,900	68,700	35000	Audit - External	71,400	4	72,500	74,400	76,300	78,300	79,900	81,500	83,200	84,900	86,600	88,400
1,000	6,100	0	1,000	35000	Legal Expenses	4,800	380	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900	3,000
<b>Councillors</b>																	
316,000	329,400	304,800	308,300	35005	Councillors Allowances and Exps	365,700	19	360,900	370,400	380,100	390,100	398,300	406,600	415,200	423,900	432,900	442,100
200,000	0	0	0	35005	Election	230,000	100	0	0	0	260,000	0	0	0	290,000	0	0
57,000	55,500	57,100	62,600	35005	Subscriptions and Contributions	63,900	2	65,200	67,200	69,200	71,200	72,900	74,600	76,500	78,400	80,300	82,200
<b>Donations</b>																	
24,000	25,300	26,400	27,800	35001	Donations - Public Halls - Rates	30,000	8	30,500	31,300	32,100	33,000	33,700	34,400	35,100	35,900	36,700	37,500
5,000	5,000	10,000	10,000	35001	Donations - Sthn Cross Scholarship	10,000	0	10,000	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,400	12,700
35,000	35,900	31,400	17,400	35001	Donations - Public Halls - Capital	37,300	114	32,900	33,800	34,700	35,600	36,400	37,200	38,000	38,800	39,600	40,400
7,000	6,000	7,500	6,000	35001	Donations - Lighthouse Chairs	5,100	(15)	5,200	5,400	5,600	5,800	6,000	6,200	6,400	6,600	6,800	7,000
76,000	63,300	35,000	83,700	35001	Donations - General	60,000	(28)	60,900	62,500	64,100	65,800	67,200	68,600	70,000	71,400	72,900	74,400
0	0	0	0	35001	Donations - Sporting Groups	30,100	100	20,000	30,000	40,000	50,000	51,000	52,100	53,200	54,300	55,400	56,600
0	0	0	0	35001	Donations - Carry Forwards	14,000	100	0	0	0	0	0	0	0	0	0	0
0	600	5,100	1,200	35001	Community Groups - Council Fees	3,000	150	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900	4,000
<b>Corporate Office Expenses</b>																	
83,300	91,800	102,900	119,000	35015	Printing, Stationery and Postage	108,300	(9)	97,500	100,100	102,700	105,400	107,600	109,900	112,200	114,500	116,900	119,300
17,500	16,700	13,000	9,800	35015	Advertising	10,000	2	10,200	10,500	10,800	11,100	11,400	11,700	12,000	12,300	12,600	12,900
2,600	1,700	100	6,900	35015	Office Equipment	6,200	(10)	6,300	6,500	6,700	6,900	7,100	7,300	7,500	7,700	7,900	8,100
125,000	133,300	84,000	115,400	35015	Telephone	111,000	(4)	93,600	96,100	98,600	101,200	103,400	105,600	107,800	110,100	112,500	114,900
21,700	21,700	20,800	26,600	35015	Sundry Administration Expenses	26,000	(2)	26,100	27,000	27,900	28,800	29,700	30,600	31,500	32,400	33,300	34,200
34,800	36,600	34,400	33,200	35015	Community Connect	35,000	5	35,600	36,600	37,600	38,600	39,400	40,200	41,100	42,100	43,100	44,100
<b>1,526,900</b>	<b>1,485,200</b>	<b>1,420,000</b>	<b>1,531,700</b>		<b>Total Operating Expenses</b>	<b>1,949,800</b>	<b>27</b>	<b>1,678,700</b>	<b>1,732,400</b>	<b>1,786,800</b>	<b>2,102,500</b>	<b>1,885,300</b>	<b>1,928,900</b>	<b>1,973,700</b>	<b>2,309,500</b>	<b>2,044,900</b>	<b>2,070,700</b>
<b>(1,508,900)</b>	<b>(1,466,100)</b>	<b>(1,394,000)</b>	<b>(1,484,900)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,920,300)</b>	<b>29</b>	<b>(1,648,400)</b>	<b>(1,701,000)</b>	<b>(1,754,300)</b>	<b>(2,068,900)</b>	<b>(1,850,800)</b>	<b>(1,893,500)</b>	<b>(1,937,400)</b>	<b>(2,272,300)</b>	<b>(2,006,700)</b>	<b>(2,031,400)</b>
0	0	0	0		Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(1,508,900)</b>	<b>(1,466,100)</b>	<b>(1,394,000)</b>	<b>(1,484,900)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(1,920,300)</b>	<b>29</b>	<b>(1,648,400)</b>	<b>(1,701,000)</b>	<b>(1,754,300)</b>	<b>(2,068,900)</b>	<b>(1,850,800)</b>	<b>(1,893,500)</b>	<b>(1,937,400)</b>	<b>(2,272,300)</b>	<b>(2,006,700)</b>	<b>(2,031,400)</b>
<b>Capital Movements</b>																	
0	0	0	0		Less Loan Principal Repayments	0		0	0	0	0	0	0	0	0	0	0
31,000	7,000	192,200	94,000		Less Transfer to Reserves	90,000		30,000	35,000	40,000	55,000	70,000	70,000	75,000	75,000	80,000	85,000
171,000	5,800	2,000	18,700		Add Transfer from Reserves	274,100		0	0	0	260,000	0	0	0	290,000	0	0
0	0	0	0		Add Capital Income Applied	0		0	0	0	0	0	0	0	0	0	0
0	19,600	0	0		Less Capital Expenditure	0		0	0	0	0	0	0	0	0	0	0
<b>(1,368,900)</b>	<b>(1,486,900)</b>	<b>(1,584,200)</b>	<b>(1,560,200)</b>		<b>Cash Result after Capital Movements</b>	<b>(1,736,200)</b>	<b>11</b>	<b>(1,678,400)</b>	<b>(1,736,000)</b>	<b>(1,794,300)</b>	<b>(1,863,900)</b>	<b>(1,920,800)</b>	<b>(1,963,500)</b>	<b>(2,012,400)</b>	<b>(2,057,300)</b>	<b>(2,086,700)</b>	<b>(2,116,400)</b>

FINANCIAL SERVICES - GENERAL PURPOSE REVENUES																		
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
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	2026/27	
<b>OPERATING REVENUES</b>																		
<b>Rates</b>																		
12,023,000	12,780,600	13,206,900	13,968,100	26020	Residential	14,896,700	7	15,629,000	16,629,300	17,693,600	18,224,400	18,771,100	19,334,200	19,914,200	20,511,600	21,126,900	21,760,700	
3,305,000	3,476,100	3,644,700	3,826,700	26020	Business	4,045,900	6	4,302,000	4,577,300	4,870,200	5,016,300	5,166,800	5,321,800	5,481,500	5,645,900	5,815,300	5,989,800	
1,303,000	1,356,800	1,387,800	1,445,600	26020	Farmland	1,509,100	4	1,579,000	1,680,100	1,787,600	1,841,200	1,896,400	1,953,300	2,011,900	2,072,300	2,134,500	2,198,500	
<b>Postponed Rates</b>																		
0	(600)	2,800	(600)	26020	Postponed Rates	500	(183)	500	600	700	800	800	800	800	800	800	800	800
<b>Abandonments</b>																		
(582,000)	(581,800)	(636,400)	(639,100)	26021	Pensioner Abandonments	(653,600)	2	(656,900)	(660,400)	(663,900)	(667,500)	(671,000)	(674,500)	(678,000)	(681,500)	(685,000)	(688,500)	
<b>Extra Charges</b>																		
131,000	101,300	86,600	79,600	26023	Interest	77,000	(3)	78,200	80,200	82,200	84,300	86,000	87,700	89,500	91,300	93,100	95,000	
<b>General Purpose Grants</b>																		
3,413,000	1,800,200	3,717,800	3,831,300	26025	Financial Assistance Grant	4,086,900	7	4,168,600	4,252,000	4,337,000	4,423,700	4,512,200	4,602,400	4,694,400	4,788,300	4,884,100	4,981,800	
316,000	318,300	339,400	350,200	26025	Pensioners Assistance Subsidy	346,800	(1)	354,600	324,000	325,600	327,300	328,900	330,500	332,200	333,800	335,500	337,100	
<b>Interest</b>																		
890,000	716,700	651,300	716,600	26026	Interest on Investments	541,000	(25)	540,800	540,500	640,200	639,900	639,600	639,300	639,000	638,700	638,400	638,100	
414,000	333,000	(30,000)	(163,000)	26026	Premium Adjustments	0	(100)	0	0	0	0	0	0	0	0	0	0	
<b>21,213,000</b>	<b>20,300,600</b>	<b>22,370,900</b>	<b>23,415,400</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>24,850,300</b>	<b>6</b>	<b>25,995,800</b>	<b>27,423,600</b>	<b>29,073,200</b>	<b>29,890,400</b>	<b>30,730,800</b>	<b>31,595,500</b>	<b>32,485,500</b>	<b>33,401,200</b>	<b>34,343,600</b>	<b>35,313,300</b>	
(414,000)	(333,000)	30,000	163,000		Add Back Non Cash Premium	0	(100)	0	0	0	0	0	0	0	0	0	0	
<b>20,799,000</b>	<b>19,967,600</b>	<b>22,400,900</b>	<b>23,578,400</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>24,850,300</b>	<b>5</b>	<b>25,995,800</b>	<b>27,423,600</b>	<b>29,073,200</b>	<b>29,890,400</b>	<b>30,730,800</b>	<b>31,595,500</b>	<b>32,485,500</b>	<b>33,401,200</b>	<b>34,343,600</b>	<b>35,313,300</b>	
<b>Capital Movements</b>																		
0	0	0	0		Less Loan Principal Repayments	0		0	0	0	0	0	0	0	0	0	0	
1,789,000	0	0	0		Less Transfer to Reserves	0		0	0	0	0	0	0	0	0	0	0	
1,757,000	1,789,000	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	
<b>20,767,000</b>	<b>21,756,600</b>	<b>22,400,900</b>	<b>23,578,400</b>		<b>Cash Result after Capital Movements</b>	<b>24,850,300</b>	<b>5</b>	<b>25,995,800</b>	<b>27,423,600</b>	<b>29,073,200</b>	<b>29,890,400</b>	<b>30,730,800</b>	<b>31,595,500</b>	<b>32,485,500</b>	<b>33,401,200</b>	<b>34,343,600</b>	<b>35,313,300</b>	



FINANCIAL SERVICES																	
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED											
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	2026/27
					<b>OPERATING REVENUES</b>												
					<b>Fees and Charges</b>												
58,000	78,500	94,000	101,800	26028	Section 603 Certificates	98,000	(4)	99,600	102,200	104,800	107,500	109,700	112,000	114,300	116,700	119,100	121,600
26,000	28,900	27,000	28,900	26028	Credit Card Surcharge	30,700	6	31,400	32,400	33,400	34,500	35,500	36,500	37,500	38,500	39,500	40,500
11,000	30,300	28,900	66,200	26028	Legal Costs Recovered	50,000	(24)	50,800	54,200	57,800	59,700	61,700	63,700	65,800	68,000	70,200	72,500
					<b>Contributions and Dividends</b>												
61,000	54,000	54,000	77,100	26028	Dividends	54,000	(30)	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000
<b>156,000</b>	<b>191,700</b>	<b>203,900</b>	<b>274,000</b>		<b>Total Operating Revenues</b>	<b>232,700</b>	<b>(15)</b>	<b>235,800</b>	<b>242,800</b>	<b>250,000</b>	<b>255,700</b>	<b>260,900</b>	<b>266,200</b>	<b>271,600</b>	<b>277,200</b>	<b>282,800</b>	<b>288,600</b>
					<b>OPERATING EXPENSES</b>												
1,078,000	1,153,000	1,026,800	1,021,700	35020	Employee Costs	1,085,500	6	1,154,900	1,183,800	1,213,400	1,243,700	1,274,800	1,306,600	1,339,200	1,372,600	1,406,900	1,442,000
85,000	85,000	83,300	89,700	35020	Bank Charges	94,300	5	96,300	99,200	102,100	105,200	107,800	110,400	113,000	115,700	118,500	121,300
25,000	46,800	44,500	83,400	35021	Rating Costs	71,000	(15)	70,100	72,000	73,900	75,800	77,400	79,000	80,700	82,400	84,100	85,900
89,000	117,300	97,300	99,300	35021	Valuation Fees	110,700	11	112,500	115,400	118,400	121,500	124,000	126,500	129,200	131,900	134,700	137,500
23,000	22,200	30,500	21,000	35021	Audit - Internal	25,000	19	25,400	26,100	26,800	27,500	28,100	28,700	29,300	29,900	30,500	31,200
					<b>Indirect Costs</b>												
(4,487,000)	(4,920,000)	(5,057,000)	(5,402,000)	35021	Overheads Distributed	(5,584,000)	3	(5,637,000)	(5,778,000)	(5,922,500)	(6,071,100)	(6,192,600)	(6,268,900)	(6,394,400)	(6,521,800)	(6,652,200)	(6,785,700)
<b>(3,187,000)</b>	<b>(3,495,700)</b>	<b>(3,774,600)</b>	<b>(4,086,900)</b>		<b>Total Operating Expenses</b>	<b>(4,197,500)</b>	<b>3</b>	<b>(4,177,800)</b>	<b>(4,281,500)</b>	<b>(4,387,900)</b>	<b>(4,497,400)</b>	<b>(4,580,500)</b>	<b>(4,617,700)</b>	<b>(4,703,000)</b>	<b>(4,789,300)</b>	<b>(4,877,500)</b>	<b>(4,967,800)</b>
<b>3,343,000</b>	<b>3,687,400</b>	<b>3,978,500</b>	<b>4,360,900</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>4,430,200</b>	<b>2</b>	<b>4,413,600</b>	<b>4,524,300</b>	<b>4,637,900</b>	<b>4,753,100</b>	<b>4,841,400</b>	<b>4,883,900</b>	<b>4,974,600</b>	<b>5,066,500</b>	<b>5,160,300</b>	<b>5,256,400</b>
					<i>Add Back Depreciation</i>												
<b>3,343,000</b>	<b>3,687,400</b>	<b>3,978,500</b>	<b>4,360,900</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>4,430,200</b>	<b>2</b>	<b>4,413,600</b>	<b>4,524,300</b>	<b>4,637,900</b>	<b>4,753,100</b>	<b>4,841,400</b>	<b>4,883,900</b>	<b>4,974,600</b>	<b>5,066,500</b>	<b>5,160,300</b>	<b>5,256,400</b>
					<b>Capital Movements</b>												
0	0	0	0		Less Loan Principal Repayments	0		0	0	0	0	0	0	0	0	0	0
8,000	0	0	103,500		Less Transfer to Reserves	0		0	0	0	0	0	0	0	0	0	0
7,000	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
<b>3,342,000</b>	<b>3,687,400</b>	<b>3,978,500</b>	<b>4,257,400</b>		<b>Cash Result after Capital Movements</b>	<b>4,430,200</b>	<b>4</b>	<b>4,413,600</b>	<b>4,524,300</b>	<b>4,637,900</b>	<b>4,753,100</b>	<b>4,841,400</b>	<b>4,883,900</b>	<b>4,974,600</b>	<b>5,066,500</b>	<b>5,160,300</b>	<b>5,256,400</b>

INFORMATION SERVICES																	
ACTUAL				LEDGER #REF!	BUDGET ITEMS	ESTIMATED											
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	2026/27
					<b>OPERATING REVENUES</b>												
				26045	<b>Fees and Charges</b>												
4,000	13,600	17,600	3,100		Sundry Sales and Services	177,000	5,610	103,000	105,600	108,300	111,100	113,400	115,700	118,100	120,500	123,000	125,500
<b>4,000</b>	<b>13,600</b>	<b>17,600</b>	<b>3,100</b>		<b>Total Operating Revenues</b>	<b>177,000</b>	<b>5,610</b>	<b>103,000</b>	<b>105,600</b>	<b>108,300</b>	<b>111,100</b>	<b>113,400</b>	<b>115,700</b>	<b>118,100</b>	<b>120,500</b>	<b>123,000</b>	<b>125,500</b>
					<b>OPERATING EXPENSES</b>												
					<b>Information Services</b>												
758,000	1,041,000	1,029,300	1,131,300	35040	Employee Costs	1,266,200	12	1,356,600	1,390,600	1,425,400	1,461,100	1,497,700	1,535,200	1,573,600	1,612,900	1,653,200	1,694,500
279,000	175,100	174,000	186,100	35040	Hardware Lease	201,800	8	210,000	215,300	220,700	226,300	230,900	235,600	240,400	245,300	250,300	255,400
52,000	65,000	106,800	93,400	35040	Hardware Support Costs	109,500	17	116,300	119,400	122,700	126,000	128,700	131,400	134,100	137,000	139,900	142,900
138,000	184,000	174,200	187,900	35040	Software - Civica Licence	231,000	23	235,000	240,900	247,000	253,200	258,300	263,500	268,800	274,200	279,700	285,300
350,000	373,200	428,700	450,500	35040	Software and Consumables	460,200	2	438,000	449,000	460,400	472,200	481,800	491,600	501,600	511,900	522,400	533,000
0	0	0	0	35040	Software and Consumables	34,700	100	5,000	5,200	5,400	5,600	5,800	6,000	6,200	6,400	6,600	6,800
<b>1,577,000</b>	<b>1,838,300</b>	<b>1,913,000</b>	<b>2,049,200</b>		<b>Total Operating Expenses</b>	<b>2,303,400</b>	<b>12</b>	<b>2,360,900</b>	<b>2,420,400</b>	<b>2,481,600</b>	<b>2,544,400</b>	<b>2,603,200</b>	<b>2,663,300</b>	<b>2,724,700</b>	<b>2,787,700</b>	<b>2,852,100</b>	<b>2,917,900</b>
<b>(1,573,000)</b>	<b>(1,824,700)</b>	<b>(1,895,400)</b>	<b>(2,046,100)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(2,126,400)</b>	<b>4</b>	<b>(2,257,900)</b>	<b>(2,314,800)</b>	<b>(2,373,300)</b>	<b>(2,433,300)</b>	<b>(2,489,800)</b>	<b>(2,547,600)</b>	<b>(2,606,600)</b>	<b>(2,667,200)</b>	<b>(2,729,100)</b>	<b>(2,792,400)</b>
0	0	0	0		Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(1,573,000)</b>	<b>(1,824,700)</b>	<b>(1,895,400)</b>	<b>(2,046,100)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(2,126,400)</b>	<b>4</b>	<b>(2,257,900)</b>	<b>(2,314,800)</b>	<b>(2,373,300)</b>	<b>(2,433,300)</b>	<b>(2,489,800)</b>	<b>(2,547,600)</b>	<b>(2,606,600)</b>	<b>(2,667,200)</b>	<b>(2,729,100)</b>	<b>(2,792,400)</b>
					<b>Capital Movements</b>												
0	0	0	0		Less Loan Principal Repayments	0		0	0	0	0	0	0	0	0	0	0
0	0	40,000	59,100		Less Transfer to Reserves	96,700		0	0	0	0	0	0	0	0	0	0
0	0	0	40,000		Add Transfer from Reserves	54,100		65,000	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
20,000	26,600	11,400	54,300		Less Capital Expenditure	103,500		87,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000
<b>(1,593,000)</b>	<b>(1,851,300)</b>	<b>(1,946,800)</b>	<b>(2,119,500)</b>		<b>Cash Result after Capital Movements</b>	<b>(2,272,500)</b>	<b>7</b>	<b>(2,279,900)</b>	<b>(2,337,800)</b>	<b>(2,397,300)</b>	<b>(2,458,300)</b>	<b>(2,515,800)</b>	<b>(2,574,600)</b>	<b>(2,634,600)</b>	<b>(2,696,200)</b>	<b>(2,759,100)</b>	<b>(2,823,400)</b>



HUMAN RESOURCES AND RISK MANAGEMENT																	
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED											
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	2026/27
<b>OPERATING REVENUES</b>																	
13,000	47,100	32,000	34,600	26050	Contributions - LSL	18,000	(48)	18,300	18,800	19,300	19,800	20,200	20,700	21,200	21,700	22,200	22,700
61,000	29,400	26,800	29,300	26050	Contributions - Training	20,000	(32)	20,300	20,900	21,500	22,100	22,600	23,100	23,600	24,100	24,600	25,100
16,000	7,500	9,000	11,800	26050	Maternity Leave - Centrelink Payments	15,000	27	15,300	15,700	16,100	16,600	17,000	17,400	17,800	18,200	18,600	19,000
67,000	47,600	80,400	50,900	26050	Refunds - Insurance	171,000	236	52,100	53,500	54,900	56,300	57,500	58,700	59,900	61,100	62,400	63,700
76,000	58,300	147,200	64,800	26050	Refunds - Workers Compensation	99,000	53	67,000	68,700	70,500	72,300	73,800	75,300	76,900	78,500	80,100	81,800
<b>233,000</b>	<b>189,900</b>	<b>295,400</b>	<b>191,400</b>		<b>Total Operating Revenues</b>	<b>323,000</b>	<b>69</b>	<b>173,000</b>	<b>177,600</b>	<b>182,300</b>	<b>187,100</b>	<b>191,100</b>	<b>195,200</b>	<b>199,400</b>	<b>203,600</b>	<b>207,900</b>	<b>212,300</b>
<b>OPERATING EXPENSES</b>																	
<b>Human Resources</b>																	
702,000	652,200	687,000	741,300	35050	Employee Costs	795,000	7	770,200	789,600	809,500	829,800	850,500	871,800	893,600	915,900	938,900	962,400
420,000	422,600	420,000	446,500	35051	Staff Training and Development	448,500	0	455,500	467,000	478,900	491,100	501,100	511,400	521,900	532,500	543,400	554,500
25,000	25,100	60,000	48,600	35051	Staff Support and Recognition	60,800	25	81,100	83,500	85,900	88,400	90,600	92,800	95,000	97,300	99,600	101,900
<b>Employee Oncosts</b>																	
1,958,000	2,041,500	2,103,900	2,157,400	35051	Superannuation	2,240,000	4	2,294,000	2,343,000	2,396,000	2,454,000	2,507,000	2,564,000	2,625,000	2,691,000	2,761,000	2,835,000
3,000	1,900	5,200	2,400	35051	Jury Duty	2,000	(17)	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900	3,000
737,000	560,100	560,300	557,000	35055	Workers Compensation Premiums	602,000	8	626,400	642,400	658,900	675,900	689,900	704,100	718,500	733,300	748,400	763,900
1,234,000	1,292,700	1,513,700	1,411,900	35056	Employee Entitlements - Salaried Staff	1,556,000	10	1,579,500	1,619,200	1,659,800	1,701,500	1,735,700	1,770,600	1,806,200	1,842,500	1,879,500	1,917,300
1,143,000	1,356,600	1,304,200	1,651,100	35056	Employee Entitlements - Wages Staff	1,255,000	(24)	1,274,100	1,306,100	1,339,000	1,372,700	1,400,400	1,428,600	1,457,400	1,486,800	1,516,700	1,547,200
<b>Risk Management</b>																	
2,000	7,500	7,500	0	35057	Fidelity Guarantee	8,000	100	8,200	8,500	8,800	9,100	9,300	9,500	9,700	9,900	10,100	10,400
510,000	534,500	557,200	568,700	35057	Public Risk and Plant	592,000	4	580,600	595,200	610,100	625,400	638,000	650,800	663,900	677,200	690,800	704,700
10,000	39,700	17,700	24,800	35057	Excess Public Risk	40,800	65	41,500	42,600	43,700	44,800	45,700	46,700	47,700	48,700	49,700	50,700
<b>Oncosts Recouped</b>																	
(5,732,000)	(5,474,300)	(5,729,400)	(6,181,000)	35058	Oncosts Recouped - Internal Works	(6,460,000)	5	(6,557,000)	(6,721,000)	(6,889,100)	(7,061,500)	(7,202,800)	(7,347,000)	(7,494,000)	(7,644,000)	(7,797,000)	(7,953,100)
(48,000)	(88,700)	(141,000)	(146,500)	35058	Oncosts Recouped - External Works	(129,600)	(12)	(131,600)	(135,000)	(138,500)	(142,100)	(145,000)	(148,000)	(151,100)	(154,200)	(157,300)	(160,600)
<b>964,000</b>	<b>1,371,400</b>	<b>1,366,300</b>	<b>1,282,200</b>		<b>Total Operating Expenses</b>	<b>1,010,500</b>	<b>(21)</b>	<b>1,024,600</b>	<b>1,043,300</b>	<b>1,065,300</b>	<b>1,091,500</b>	<b>1,122,900</b>	<b>1,157,900</b>	<b>1,196,500</b>	<b>1,239,700</b>	<b>1,286,700</b>	<b>1,337,300</b>
<b>(731,000)</b>	<b>(1,181,500)</b>	<b>(1,070,900)</b>	<b>(1,090,800)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(687,500)</b>	<b>(37)</b>	<b>(851,600)</b>	<b>(865,700)</b>	<b>(883,000)</b>	<b>(904,400)</b>	<b>(931,800)</b>	<b>(962,700)</b>	<b>(997,100)</b>	<b>(1,036,100)</b>	<b>(1,078,800)</b>	<b>(1,125,000)</b>
0	0	0	0		Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(731,000)</b>	<b>(1,181,500)</b>	<b>(1,070,900)</b>	<b>(1,090,800)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(687,500)</b>	<b>(37)</b>	<b>(851,600)</b>	<b>(865,700)</b>	<b>(883,000)</b>	<b>(904,400)</b>	<b>(931,800)</b>	<b>(962,700)</b>	<b>(997,100)</b>	<b>(1,036,100)</b>	<b>(1,078,800)</b>	<b>(1,125,000)</b>
<b>Capital Movements</b>																	
0	0	0	0		Less Loan Principal Repayments	0		0	0	0	0	0	0	0	0	0	0
313,000	297,000	732,000	284,000		Less Transfer to Reserves	60,000		0	0	0	0	0	0	0	0	0	0
8,000	336,000	192,100	0		Add Transfer from Reserves	0		0	0	0	0	0	0	0	0	0	0
0	(1,957,800)	(507,100)	2,036,000		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	36,100		0	0	0	0	0	0	0	0	0	0
<b>(1,036,000)</b>	<b>(3,100,300)</b>	<b>(2,117,900)</b>	<b>661,200</b>		<b>Cash Result after Capital Movements</b>	<b>(583,600)</b>	<b>(188)</b>	<b>(651,600)</b>	<b>(665,700)</b>	<b>(683,000)</b>	<b>(704,400)</b>	<b>(731,800)</b>	<b>(762,700)</b>	<b>(797,100)</b>	<b>(836,100)</b>	<b>(878,800)</b>	<b>(925,000)</b>

PROPERTY MANAGEMENT																	
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED											
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	2026/27
<b>OPERATING REVENUES</b>																	
<b>Council Owned Properties</b>																	
1,698,000	1,618,900	1,462,100	1,639,800	26065	Properties - Investment / Commercial	1,747,100	7	1,769,500	1,804,900	1,841,000	1,877,700	1,915,200	1,953,400	1,992,400	2,032,200	2,072,800	2,114,200
260,000	354,400	218,600	225,100	26060	Properties - Others	226,400	1	226,600	232,400	236,300	244,400	250,600	257,000	263,500	270,300	277,300	284,700
<b>Council Controlled - Crown Reserves</b>																	
72,000	87,800	81,400	64,500	26061	Properties - Crown Reserves	68,200	6	69,300	70,600	71,900	73,300	74,700	76,200	77,700	79,200	80,800	82,400
<b>Caravan Parks and Tent Park</b>																	
356,000	422,600	432,400	421,600	26113	Flat Rock Tent Park	430,300	2	438,200	449,200	460,500	472,200	481,700	491,400	501,300	511,400	521,700	532,200
<b>Contributions</b>																	
1,815,500	697,300	545,200	92,000	26063	BBRC Program	440,000	378	0	0	0	0	0	0	0	0	0	0
<b>Interest on Investments</b>																	
121,000	18,000	80,200	41,000	26064	Interest on Investments - Comm Infra	16,000	(61)	9,000	4,000	7,000	13,000	10,000	10,000	10,000	11,000	12,000	14,000
179,000	181,200	105,100	86,800	26065	Interest on Investments - Property Dev	105,000	21	95,000	27,000	89,000	37,000	49,000	47,000	53,000	46,000	45,000	46,000
101,000	0	0	0	26064	Interest on Investments - Grant BBRC	0	0	0	0	0	0	0	0	0	0	0	0
<b>Other Revenues</b>																	
0	0	460,100	0	26060	Fair Value Adjustments Rental Props	0	0	0	0	0	0	0	0	0	0	0	0
<b>4,601,500</b>	<b>3,380,000</b>	<b>3,385,100</b>	<b>2,570,800</b>		<b>Total Operating Revenues</b>	<b>3,033,000</b>	<b>100</b>	<b>2,607,600</b>	<b>2,588,100</b>	<b>2,707,700</b>	<b>2,717,600</b>	<b>2,781,200</b>	<b>2,835,000</b>	<b>2,897,900</b>	<b>2,950,100</b>	<b>3,010,600</b>	<b>3,073,500</b>
<b>OPERATING EXPENSES</b>																	
<b>Property Management</b>																	
405,000	343,600	292,800	310,700	35070	Employee Costs	296,700	(5)	302,600	310,200	318,000	326,000	334,200	342,600	351,200	360,000	369,000	378,200
13,000	21,700	44,000	13,700	35070	Property Investigations	20,400	49	20,800	21,300	21,800	22,300	22,900	23,500	24,100	24,700	25,300	25,900
225,000	1,420,000	1,440,100	1,084,200	35070	BBRC Scheme	1,460,200	35	0	0	0	0	0	0	0	0	0	0
<b>Land Development</b>																	
14,000	10,300	16,400	28,300	35073	Woolongbar Residential Estate	45,000	59	45,800	47,100	48,400	49,700	50,800	0	0	0	0	0
115,000	59,200	97,900	150,700	35073	Southern Cross Industrial Estate	279,300	85	72,300	74,000	75,700	77,400	78,900	80,400	81,900	83,500	85,100	86,700
12,000	6,500	9,000	9,800	35074	Russellton Industrial Estate	25,600	161	26,100	26,600	27,500	28,300	29,000	29,700	30,400	31,100	31,800	32,500
(165,000)	(289,900)	(725,700)	319,800	35074	Land Stock Movements	0	(100)	0	0	0	0	0	0	0	0	0	0
<b>Property - Operations and Maintenance</b>																	
255,000	214,000	193,400	246,000	35076	Properties - Council Investment	246,800	0	256,900	264,200	271,600	279,300	285,600	292,100	298,600	305,300	312,100	319,200
165,000	167,200	98,800	118,500	35080	Properties - Council Commercial	146,500	24	133,700	137,400	141,100	144,800	147,900	151,300	154,700	158,100	161,600	165,100
48,000	59,000	29,200	22,300	35082	Properties - Council Residential	50,900	128	51,900	53,400	54,900	56,600	57,900	59,400	60,900	62,400	63,900	65,400
62,000	67,600	66,900	65,300	35084	Properties - Crown Reserves	69,200	6	70,600	72,700	74,800	76,900	78,700	80,500	82,400	84,300	86,300	88,300
<b>Caravan Parks and Tent Park</b>																	
282,000	301,000	259,500	250,600	35145	Flat Rock Tent Park	281,700	12	287,400	295,400	303,500	311,800	318,600	326,000	333,300	340,800	348,400	356,200
2,000	0	0	0	35145	Interest on Loans - Flat Rock	0	0	0	0	0	0	0	0	0	0	0	0
<b>Indirect Expenses - Overheads</b>																	
325,000	362,000	178,000	230,000	35085	Overheads Distributed	185,000	(20)	206,000	211,200	216,400	221,900	226,400	182,800	186,400	190,100	193,900	197,800
<b>Non-cash Expenses</b>																	
16,700	439,700	13,600	14,000	35145	Depreciation - Flat Rock Tent Park	14,000	0	14,300	14,600	14,900	15,200	15,600	16,000	16,400	16,800	17,200	17,600
150,900	183,800	95,100	97,800	35145	Depreciation - Commercial Buildings	95,000	(3)	96,900	98,900	100,900	103,000	105,100	107,300	109,500	111,700	114,000	116,300
<b>1,925,600</b>	<b>3,357,700</b>	<b>2,115,000</b>	<b>2,961,700</b>		<b>Total Operating Expenses</b>	<b>3,216,300</b>	<b>9</b>	<b>1,585,300</b>	<b>1,627,200</b>	<b>1,669,500</b>	<b>1,713,200</b>	<b>1,751,800</b>	<b>1,691,600</b>	<b>1,729,800</b>	<b>1,768,800</b>	<b>1,806,600</b>	<b>1,849,200</b>
<b>2,675,900</b>	<b>22,300</b>	<b>1,270,100</b>	<b>(390,900)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(183,300)</b>	<b>(53)</b>	<b>1,022,300</b>	<b>960,900</b>	<b>1,038,200</b>	<b>1,004,400</b>	<b>1,029,400</b>	<b>1,143,400</b>	<b>1,168,100</b>	<b>1,181,300</b>	<b>1,202,000</b>	<b>1,224,300</b>
167,500	623,500	108,700	111,800		Add Back Depreciation	109,000	(3)	111,200	113,500	115,800	118,200	120,700	123,300	125,900	128,500	131,200	133,900
0	0	(460,100)	0		Add Back Fair Value Adjustments	0	0	0	0	0	0	0	0	0	0	0	0
(165,000)	(289,900)	(725,700)	319,800		Add Back Landstock Movements	0	(100)	0	0	0	0	0	0	0	0	0	0
<b>2,679,500</b>	<b>356,900</b>	<b>193,000</b>	<b>40,700</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(74,300)</b>	<b>(283)</b>	<b>1,133,500</b>	<b>1,074,400</b>	<b>1,154,000</b>	<b>1,122,600</b>	<b>1,150,100</b>	<b>1,266,700</b>	<b>1,294,000</b>	<b>1,309,800</b>	<b>1,333,200</b>	<b>1,358,200</b>
<b>Capital Movements</b>																	
40,000	0	0	0		Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
5,634,000	5,175,400	6,528,800	4,563,100		Less Transfer to Reserves	7,955,100		6,708,200	6,426,900	6,525,300	5,798,500	4,541,200	3,573,400	3,114,300	3,843,800	3,880,900	3,919,600
6,978,000	4,436,400	6,732,200	3,237,000		Add Transfer from Reserves	7,213,000		4,479,700	2,979,500	7,619,300	3,289,900	2,455,100	1,772,700	2,287,300	2,002,000	2,015,700	2,031,400
4,459,000	1,615,200	3,340,400	2,266,400		Add Capital Income Applied	5,432,400		4,516,000	4,475,000	4,475,000	2,760,000	1,360,000	960,000	960,000	960,000	960,000	960,000
6,363,000	1,179,800	4,191,700	817,000		Less Capital Expenditure	4,416,000		3,021,000	1,702,000	6,323,000	974,000	25,000	26,000	1,027,000	28,000	29,000	30,000
<b>1,878,500</b>	<b>52,300</b>	<b>(454,900)</b>	<b>184,000</b>		<b>Cash Result after Capital Movements</b>	<b>200,000</b>	<b>9</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>



**BALLINA - BYRON GATEWAY AIRPORT**

ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED											
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	2026/27
<b>OPERATING REVENUES</b>																	
<b>Fees and Charges</b>																	
1,996,000	2,113,000	2,177,700	2,231,100	26100	Landing Fees	2,395,000	7	2,460,000	2,525,200	2,591,400	2,658,800	2,727,200	2,757,800	2,788,400	2,820,200	2,854,200	2,854,200
848,000	1,078,000	1,067,000	1,265,100	26100	Security Recouped	1,350,000	7	1,390,500	1,432,300	1,475,300	1,519,600	1,565,200	1,612,200	1,560,600	1,710,500	1,761,900	1,814,800
491,400	522,200	623,500	645,900	26100	Rentals	726,000	12	798,100	871,100	897,700	925,000	953,200	982,200	1,012,100	1,042,800	1,074,200	1,107,000
363,000	414,900	467,200	568,000	26100	Car Parking	640,000	13	659,200	679,000	699,400	720,400	742,100	764,400	787,400	811,100	835,500	860,600
56,000	65,400	66,700	72,400	26100	Advertising	72,000	(1)	74,200	106,500	109,700	113,000	116,400	119,900	123,500	127,300	131,200	135,200
89,000	72,000	0	0	26100	Interest	0	0	3,000	0	0	0	0	0	0	0	0	0
<b>Grants and Contributions</b>																	
0	63,500	46,200	83,800	26100	Operating Grants and Contributions	200,000	184	502,100	544,300	557,600	569,900	583,300	597,800	612,400	627,000	645,900	665,500
138,600	259,700	240,100	214,100	26100	LIRS Subsidy	184,400	(14)	157,300	129,100	99,700	69,100	37,300	6,300	0	0	0	0
<b>Other Revenues</b>																	
23,300	29,100	21,300	31,500	26100	Parking Fines	25,000	(21)	25,800	26,600	27,400	28,300	29,200	30,100	31,100	32,100	33,100	34,100
<b>4,005,300</b>	<b>4,617,800</b>	<b>4,709,700</b>	<b>5,111,900</b>		<b>Total Operating Revenues</b>	<b>5,592,400</b>	<b>9</b>	<b>6,070,200</b>	<b>6,314,100</b>	<b>6,458,200</b>	<b>6,605,100</b>	<b>6,753,900</b>	<b>6,870,700</b>	<b>7,015,500</b>	<b>7,171,000</b>	<b>7,336,000</b>	<b>7,471,400</b>
<b>OPERATING EXPENSES</b>																	
<b>Airport</b>																	
519,000	500,300	519,600	514,500	35120	Employee Costs	554,000	8	604,500	677,300	700,200	723,800	738,400	759,700	681,600	804,200	827,600	829,500
307,000	269,300	247,700	270,500	35120	Buildings Cleaning and Maintenance	231,000	(15)	286,700	334,600	343,700	353,300	362,000	371,000	380,200	387,700	395,500	403,500
758,000	901,700	955,600	999,200	35125	Security for Departure Lounge	1,102,000	10	1,238,000	1,275,000	1,313,000	1,352,000	1,393,000	1,435,000	1,478,000	1,522,000	1,568,000	1,615,000
937,000	1,049,000	1,065,000	1,100,800	35125	Operations	1,273,100	16	1,456,800	1,547,300	1,587,200	1,626,800	1,659,200	1,692,400	1,726,200	1,760,700	1,795,900	1,831,600
<b>Indirect Expenses</b>																	
280,000	294,000	302,000	325,000	35120	Overheads Distributed	378,000	16	391,000	400,800	410,800	421,100	429,500	438,100	446,900	455,800	464,900	474,200
<b>Debt Servicing</b>																	
424,000	554,100	502,300	473,000	35150	Interest on Loans	424,800	(10)	403,100	342,500	278,400	209,600	138,700	68,800	36,300	24,100	19,800	16,000
<b>Non-Cash Expenses</b>																	
831,200	760,600	770,700	830,400	35150	Depreciation - Airport	915,000	10	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	1,219,900
0	2,075,400	0	0	35120	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
<b>4,056,200</b>	<b>6,404,400</b>	<b>4,362,900</b>	<b>4,513,400</b>		<b>Total Operating Expenses</b>	<b>4,877,900</b>	<b>8</b>	<b>5,379,100</b>	<b>5,607,500</b>	<b>5,695,300</b>	<b>5,769,700</b>	<b>5,825,700</b>	<b>5,892,000</b>	<b>5,898,700</b>	<b>6,127,000</b>	<b>6,267,700</b>	<b>6,389,700</b>
<b>(50,900)</b>	<b>(1,786,600)</b>	<b>346,800</b>	<b>598,500</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>714,500</b>	<b>19</b>	<b>691,100</b>	<b>706,600</b>	<b>762,900</b>	<b>835,400</b>	<b>928,200</b>	<b>978,700</b>	<b>1,116,800</b>	<b>1,044,000</b>	<b>1,068,300</b>	<b>1,081,700</b>
831,200	760,600	770,700	830,400		Add Back Depreciation	915,000	10	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	1,219,900
0	2,075,400	0	0		Add Back Loss Infrastructure Disposal	0	0	0	0	0	0	0	0	0	0	0	0
<b>780,300</b>	<b>1,049,400</b>	<b>1,117,500</b>	<b>1,428,900</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>1,629,500</b>	<b>14</b>	<b>1,690,100</b>	<b>1,736,600</b>	<b>1,824,900</b>	<b>1,918,600</b>	<b>2,033,100</b>	<b>2,105,700</b>	<b>2,266,300</b>	<b>2,216,500</b>	<b>2,264,300</b>	<b>2,301,600</b>
<b>Capital Movements</b>																	
532,000	838,700	845,500	970,600		Less Loan Principal Repayments	1,073,300		1,175,000	1,235,600	1,299,700	1,368,700	1,374,300	969,500	318,400	115,200	119,600	63,900
4,646,300	210,700	272,000	458,300		Less Transfer to Reserves	556,200		515,100	501,000	525,200	549,900	658,800	1,136,200	1,947,900	2,101,300	2,144,700	2,237,700
541,000	4,996,600	403,800	88,000		Add Transfer from Reserves	143,000		81,000	84,000	87,000	89,000	91,000	993,000	1,608,000	1,623,000	2,639,000	2,705,000
9,644,000	0	725,000	2,791,400		Add Capital Income Applied	900,000		4,415,600	0	0	0	0	0	0	0	0	0
5,787,000	4,996,600	1,128,800	2,879,400		Less Capital Expenditure	1,043,000		4,496,600	84,000	87,000	89,000	91,000	993,000	1,608,000	1,623,000	2,639,000	2,705,000
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>Cash Result after Capital Movements</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>1,204,300</b>	<b>(471,900)</b>	<b>1,619,800</b>	<b>1,901,900</b>		<b>Earnings before Int, Dep (EBITDA)</b>	<b>2,054,300</b>	<b>8</b>	<b>2,093,200</b>	<b>2,079,100</b>	<b>2,103,300</b>	<b>2,128,100</b>	<b>2,171,800</b>	<b>2,174,500</b>	<b>2,302,600</b>	<b>2,240,600</b>	<b>2,284,100</b>	<b>2,317,600</b>

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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 Year				Funding Sources 2017/18					Funding Sources 2018/19					Funding Sources 2019/20					Funding Sources 2020/21					
	2017/18	2018/19	2019/20	2020/21	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	
<b>Strategic and Community Facilities Group</b>																									
<b>Community Facilities</b>																									
Community Centres and Halls	23,000	24,000	25,000	26,000					23,000					24,000				25,000							26,000
Community Hall Upgrades									0					0				0							0
Wardell Hall									0					0				0							0
Alstonville Community Pre-school									0					0				0							0
Ballina Indoor Sports Centre	1,257,000	2,000,000	1,000,000	4,000,000				1,257,000	0				2,000,000	0			1,000,000	0	0				4,000,000	0	
<b>Library</b>																									
Ballina Library - Improvements									0					0				0							0
<b>Swimming Pools</b>																									
Ballina Redevelopment	3,309,500							3,309,500	0					0				0							0
Alstonville Redevelopment	2,618,300							2,618,300	0					0				0							0
<b>Northern Rivers Community Gallery</b>																									
Gallery Expansion																									
Gallery Foyer																									
<b>Group Total</b>	<b>7,207,800</b>	<b>2,024,000</b>	<b>1,025,000</b>	<b>4,026,000</b>	<b>0</b>	<b>0</b>	<b>5,927,800</b>	<b>1,257,000</b>	<b>23,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000,000</b>	<b>24,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,000,000</b>	<b>26,000</b>	
<b>General Manager's Group</b>																									
<b>Information Services</b>																									
Computer Equipment	22,000	23,000	24,000	25,000					22,000					23,000				24,000							25,000
Mapping Project									0					0				0							0
Telephone System	65,000							65,000	0					0				0							0
Records Projects								0	0					0				0							0
<b>Human Resources and Risk</b>																									
Performance Management Module																									
Onboarding Module																									
<b>Property Development</b>																									
Russellton Industrial Estate			4,500,000					0	0				0	0			4,500,000	0					0	0	
Southern Cross Industrial Estate	3,000,000			950,000				3,000,000	0				0	0			0	0					950,000	0	
Wollongbar Urban Expansion		1,680,000	1,800,000					0	0			1,680,000	0	0			1,800,000	0					0	0	
North Creek Road Development								0	0			0	0				0	0							
13 Cessna Crescent								0	0			0	0				0	0							
9 North Creek Road								0	0			0	0				0	0							
7 North Creek Road								0	0			0	0				0	0							
<b>Property Management</b>																									
Wigmore Arcade - Refurbishment								0	0			0	0				0	0							
Wigmore Arcade - Roofing								0	0			0	0				0	0							
89 Tamar Street - Air-conditioning								0	0			0	0				0	0							
Shelly Beach Café								0	0			0	0				0	0							
<b>Flat Rock Tent Park</b>																									
Flat Rock Improvements	21,000	22,000	23,000	24,000				21,000	0				22,000	0			23,000	0					24,000	0	
<b>Ballina Gateway Airport</b>																									
Apron Extension								0	0			0	0				0	0					0	0	
Car Park / Shade Covers								0	0			0	0				0	0					0	0	
PAPI / PAALC								0	0			0	0				0	0					0	0	
Terminal Renovation	4,415,600				4,415,600			0	0			0	0				0	0					0	0	
Miscellaneous Infrastructure	81,000	84,000	87,000	89,000				81,000	0			84,000	0				87,000	0					89,000	0	
Certified Air Ground Radio Service								0	0			0	0				0	0					0	0	
<b>Sub Total - Airport</b>	<b>4,496,600</b>	<b>84,000</b>	<b>87,000</b>	<b>89,000</b>	<b>4,415,600</b>	<b>0</b>	<b>0</b>	<b>81,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>84,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>87,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>89,000</b>	<b>0</b>	
<b>Group Total</b>	<b>7,604,600</b>	<b>1,809,000</b>	<b>6,434,000</b>	<b>1,088,000</b>	<b>4,415,600</b>	<b>0</b>	<b>0</b>	<b>3,167,000</b>	<b>22,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,786,000</b>	<b>23,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,410,000</b>	<b>24,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,063,000</b>	<b>25,000</b>	
<b>Development and Environmental Health Group</b>																									
<b>Environmental Health</b>																									
Shaws Bay CZMP	208,000				0	0		208,000	0	0	0		0	0	0			0	0						0
<b>Animal Control</b>																									
Pound																									
<b>Group Total</b>	<b>208,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>208,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Civil Services</b>																									
<b>Engineering Management</b>																									
Surveying Equipment				60,000				0					0					0							60,000
<b>Depot and Administration Centre</b>																									
Depot 1 - Improvements	143,000	175,000	182,000	187,000	107,900			35,100		110,100		64,900		112,300			69,700		114,700						72,300
Admin Centre - Improvements	64,400							64,400																	



**CAPITAL EXPENDITURE - GENERAL FUND (cont'd)**

Asset Description	Expenditure Year				Funding Sources 2017/18					Funding Sources 2018/19					Funding Sources 2019/20					Funding Sources 2020/21					
	2017/18	2018/19	2019/20	2020/21	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	
	<b>Civil Services (continued)</b>																								
<b>Procurement and Building Management</b>																									
Ballina Marine Rescue Centre									0					0					0						0
Ballina Surf Club - Building B									0					0					0						0
Lennox Surf Club / Lake Ainsworth									0					0					0						0
Infrastructure - Prop Dev Dividend			0	1,000,000					0				0					0					1,000,000		0
Infrastructure - Comm Infra Dividend				200,000					0				0					0					200,000		0
Buildings Asset Mgmt Program	204,000	238,000	248,000	254,000					204,000					238,000					248,000						254,000
Buildings - Fit for the Future		150,000	280,000	287,000					0					150,000					280,000						287,000
Buildings AMP- Ferry Shed									0					0					0						0
Buildings AMP - Head Quarters									0					0					0						0
Buildings AMP - Hall Swift St									0					0					0						0
Buildings AMP - ALEC									0					0					0						0
Buildings AMP - LHCC									0					0					0						0
Buildings - VIC Facilities									0					0					0						0
Buildings - LRM Dividend	0	0	0	250,000					0					0				0					250,000		0
<b>Public Amenities</b>																									
Public Amenities - Improvements	104,000	108,000	112,000	115,000					104,000					108,000					112,000						115,000
<b>Stormwater</b>																									
Urban Lanes	22,000	23,000	24,000	25,000					22,000					23,000					24,000						25,000
Stormwater Upgrades	434,000	451,000	469,000	481,000					434,000					451,000					469,000						481,000
<b>Roads and Bridges</b>																									
Roads - Reconstruction Program	3,134,100	2,199,000	2,234,000	2,551,000	1,201,000				1,933,100	174,000				2,025,000	174,000				2,060,000						2,551,000
Roads - Airport Boulevard	7,000,000				3,000,000		4,000,000		0	0				0	0				0						0
Roads - Roads to Recovery	935,000	734,000	634,000	646,700	935,000				0	734,000				0	634,000				0	646,700					0
Roads - LRM Dividend	0	0	0	500,000				0	0				0	0				0	0				500,000		0
Roads / Stormwater - Fit for Future	389,600	711,100	1,174,300	1,203,600					389,600					711,100					1,174,300						1,203,600
Urban Roads - Bitumen Reseals	324,000	337,000	350,000	359,000					324,000					337,000					350,000						359,000
Rural Roads - Bitumen Reseals	314,000	327,000	340,000	349,000					314,000					327,000					340,000						349,000
Urban Roads - Heavy Patching	342,000	356,000	370,000	379,000					342,000					356,000					370,000						379,000
Rural Roads - Heavy Patching	175,000	182,000	189,000	194,000					175,000					182,000					189,000						194,000
Bypass Funds - Alstonville	0	0	0	0				0	0				0	0				0	0					0	
Bypass Funds - Ballina	200,000	0	0	0				200,000	0				0	0				0	0					0	
River St Upgrade - Moon to Grant		2,500,000							0			2,500,000		0				0	0					0	
S 94 - River / Moon Sts Roundabout									0					0				0	0					0	
S 94 - Hutley Drive		16,722,000							0	16,722,000				0				0	0					0	
S 94 - River St - Four Lanes				15,614,000					0					0				0	0	10,438,000	5,176,000			0	
S 94 - River St - Four Lanes Bridge				6,195,000					0					0				0	0	3,072,000	3,123,000			0	
S 94 - River St - Four Lanes Land				155,000					0					0				0	0	114,000	41,000			0	
S 94 - Tamarind Dr - Four Lanes									0					0				0	0					0	
S 94 - Tamarind Dr - Bridge									0					0				0	0					0	
S 94 - Heavy Vehicles	201,000	209,000	217,000	226,000		201,000			0	209,000				0	217,000			0	226,000					0	
<b>Bridges</b>	104,000	108,000	112,000	115,000					104,000					108,000					112,000						115,000
<b>Sub Total - Roads and Bridges</b>	<b>13,118,700</b>	<b>24,385,100</b>	<b>5,620,300</b>	<b>28,487,300</b>	<b>5,136,000</b>	<b>201,000</b>	<b>0</b>	<b>4,200,000</b>	<b>3,581,700</b>	<b>908,000</b>	<b>16,931,000</b>	<b>2,500,000</b>	<b>0</b>	<b>4,046,100</b>	<b>808,000</b>	<b>217,000</b>	<b>0</b>	<b>0</b>	<b>4,595,300</b>	<b>646,700</b>	<b>13,850,000</b>	<b>8,340,000</b>	<b>500,000</b>	<b>5,150,600</b>	
<b>Ancillary Transport Services</b>																									
Footpaths / Shared Paths Program	366,000	459,000	477,000	489,000					366,000					459,000					477,000						489,000
Recreational Path - Cultural Signs									0					0				0	0					0	
Coastal Walk									0					0				0	0					0	
Coastal Shared Path - Stage 3									0					0				0	0					0	
Coastal Shared Path - Stage 4	850,000	850,000			425,000			425,000	0	425,000			425,000	0				0	0					0	
Street Lighting	49,000	51,000	53,000	54,000					49,000					51,000					53,000						54,000
78 Tamar Street Car Park - Toilets									0					0				0	0					0	
Missingham Park - Car Park									0					0				0	0					0	
Wollongbar Preschool - Car Park									0					0				0	0					0	
Wardell - Boardwalk									0					0				0	0					0	
Commercial Road A'ville - Car Park									0					0				0	0					0	
<b>Water Transport and Wharves</b>																									
Captain Cook Park - Pontoon									0					0				0	0					0	
East Wardell - Pontoon									0					0				0	0					0	
Emigrant Creek - Access study									0					0				0	0					0	
Faulks Reserve - Pontoon									0					0				0	0					0	
Fishery Creek - Pontoon									0					0				0	0					0	
Keith Hall Lane - Ramp Design									0					0				0	0					0	
Keith Hall Lane - Ramp Construct									0					0				0	0					0	
North Creek Road, Lennox - Ramp									0					0				0	0					0	
Brunswick Street, Ballina - Ramp	200,000				125,000				75,000					0				0	0					0	
<b>RMS</b>									0					0					0	0					0

**CAPITAL EXPENDITURE - GENERAL FUND (cont'd)**

Asset Description	Expenditure Year				Funding Sources					Funding Sources					Funding Sources									
	2017/18	2018/19	2019/20	2020/21	2017/18				2018/19				2019/20				2020/21							
					Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Grants / Conts	Sec 94	Loans	Reserves	General Revenue
<b>Civil Services (continued)</b>																								
<b>Open Spaces - Parks / Reserves</b>																								
Crown Reserve Works Program	25,000	26,000	27,000	28,000					25,000					26,000					27,000					28,000
Open Spaces - Fit for the Future		270,000	480,000	492,000					0					270,000					480,000					492,000
Killen Falls									0					0					0					0
Park Improvements Program	168,000	175,000	182,000	187,000					168,000					175,000					182,000					187,000
Park Improvements LRM Dividend	0	0	0	250,000				0	0				0	0				0	0			250,000		0
Playgrounds (Section 94 Plan)								0	0				0	0				0	0					0
Captain Cook Master Plan			750,000	900,000				0	0				0	0				750,000	0			900,000		0
Pop Denison Master Plan								0	0				0	0				0	0					0
Ballina Town Entry Statement		800,000						0	0				800,000	0				0	0					0
Wollongbar Skate Park								0	0				0	0				0	0					0
<b>Open Spaces - Sports Fields</b>																								
Sports Fields Improvements	148,000	175,000	182,000	187,000					148,000					175,000					182,000					187,000
Ballina Tennis Club	20,000								20,000					0					0					0
Megan Crescent Fields									0					0					0					0
Wollongbar Fields									0					0					0					0
Skennars Head Fields - Expansion	1,300,000							1,300,000	0					0					0					0
Kingsford Smith - Netball Lights									0					0					0					0
<b>Fleet and Plant</b>	1,094,000	1,270,000	744,000	1,649,000				1,094,000	0				1,270,000	0				744,000	0				1,649,000	0
<b>Quarry</b>																								
Mountain Bike Club Access Road									0					0					0					0
<b>Waste Management</b>																								
Landfill - Improvements	109,000	113,000	118,000	121,000				109,000	0				113,000	0				118,000	0				121,000	0
Landfill - Levy Works	0	0	0	0				0	0				0	0				0	0				0	0
Landfill - Stockpile Processing								0	0				0	0				0	0				0	0
Landfill - Organics Processing Plant								0	0				0	0				0	0				0	0
Landfill - Water Refill Stations								0	0				0	0				0	0				0	0
Landfill - External Road								0	0				0	0				0	0				0	0
Landfill - Wollongbar Asbestos								0	0				0	0				0	0				0	0
Landfill - Recycled Loadout								0	0				0	0				0	0				0	0
Domestic Waste - Trucks	1,533,000							1,533,000	0					0				0	0				0	0
<b>Group Total</b>	<b>19,952,100</b>	<b>29,719,100</b>	<b>9,948,300</b>	<b>35,703,300</b>	<b>5,793,900</b>	<b>201,000</b>	<b>0</b>	<b>8,661,000</b>	<b>5,296,200</b>	<b>1,443,100</b>	<b>16,931,000</b>	<b>2,500,000</b>	<b>2,608,000</b>	<b>6,237,000</b>	<b>920,300</b>	<b>217,000</b>	<b>0</b>	<b>1,612,000</b>	<b>7,199,000</b>	<b>761,400</b>	<b>13,850,000</b>	<b>8,340,000</b>	<b>4,870,000</b>	<b>7,881,900</b>
<b>Total - All Groups</b>	<b>34,972,500</b>	<b>33,552,100</b>	<b>17,407,300</b>	<b>40,817,300</b>	<b>10,209,500</b>	<b>201,000</b>	<b>5,927,800</b>	<b>13,293,000</b>	<b>5,341,200</b>	<b>1,443,100</b>	<b>16,931,000</b>	<b>2,500,000</b>	<b>6,394,000</b>	<b>6,284,000</b>	<b>920,300</b>	<b>217,000</b>	<b>0</b>	<b>9,022,000</b>	<b>7,248,000</b>	<b>761,400</b>	<b>13,850,000</b>	<b>8,340,000</b>	<b>9,933,000</b>	<b>7,932,900</b>

## **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															
ACTUAL			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	2026/27
209,700		552,200	Open Space	548,700	328,700	457,200	596,700	747,200	909,200	1,081,700	1,265,200	1,459,700	1,665,700	1,883,200	2,113,700
290,700		518,300	Community Facilities	616,200	869,200	1,038,700	1,427,200	1,839,200	2,276,700	2,736,700	3,220,200	3,727,700	4,260,700	4,819,700	5,405,200
194,300		328,200	Wollongbar Urban Expansion Area	228,600	155,600	99,100	42,100	40,100	94,100	150,100	208,600	269,100	332,100	397,600	465,600
332,500		374,600	Car Parking	228,100	314,200	414,200	518,700	627,200	740,200	857,700	980,200	1,107,200	1,239,200	1,376,200	1,518,200
680,600		614,100	Heavy Vehicle	710,700	594,700	608,200	621,700	635,700	650,200	664,700	679,700	695,200	710,700	726,700	743,200
2,675,100		2,272,700	Road Plan (All Plans)	2,859,300	4,380,400	10,252,900	679,400	5,785,900	3,509,900	1,878,900	3,592,400	5,377,400	7,236,400	9,172,400	11,186,900
<b>4,382,900</b>		<b>4,660,100</b>	<b>Total Section 94 Funds Held</b>	<b>5,191,600</b>	<b>6,642,800</b>	<b>12,870,300</b>	<b>3,885,800</b>	<b>9,675,300</b>	<b>8,180,300</b>	<b>7,369,800</b>	<b>9,946,300</b>	<b>12,636,300</b>	<b>15,444,800</b>	<b>18,375,800</b>	<b>21,432,800</b>

SECTION 94 CONTRIBUTIONS COLLECTED															
ACTUAL			BUDGET ITEMS	ESTIMATED											
2013/14	ACCOUNT	2014/15		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
517,800	22031.2603	601,600	Open Space	257,600	316,000	321,000	329,000	337,000	345,000	352,000	359,000	366,000	373,000	380,000	388,000
648,100	22031.2604	793,600	Community Facilities	686,600	591,000	600,000	615,000	630,000	646,000	659,000	672,000	685,000	699,000	713,000	727,000
265,900	22031.2605	249,500	Wollongbar Urban Expansion Area (WUEA)	300	31,000	50,000	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000	59,000
0	22031.2609	43,800	Car Parking	63,700	92,000	93,000	95,000	97,000	99,000	101,000	103,000	105,000	107,000	109,000	111,000
244,200	22031.2606	318,500	Heavy Vehicle	379,300	326,000	331,000	339,000	347,000	356,000	363,000	370,000	377,000	385,000	393,000	401,000
523,700	22031.2617	863,000	Road Plan - New (including Former Plan)	768,300	1,748,000	5,774,000	6,918,000	5,091,000	11,218,000	11,442,000	1,671,000	1,704,000	1,738,000	1,773,000	1,808,000
69,100	22031.2607	54,000	Road Plan - Former Plan	70,300	0	0	0	0	0	0	0	0	0	0	0
<b>2,268,800</b>		<b>2,924,000</b>	<b>Total Section 94 Funds Collected</b>	<b>2,226,100</b>	<b>3,104,000</b>	<b>7,169,000</b>	<b>8,347,000</b>	<b>6,554,000</b>	<b>12,717,000</b>	<b>12,971,000</b>	<b>3,230,000</b>	<b>3,293,000</b>	<b>3,359,000</b>	<b>3,426,000</b>	<b>3,494,000</b>

SECTION 94 CONTRIBUTIONS APPLIED														
ACTUAL			BUDGET ITEMS	ESTIMATED										
2013/14	ACCOUNT	2014/15		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
7,700	4054.5508.0960		Open Spaces Plan Various Works	11,300										
33,500	4062.6292.0960		Pop Denison Master Plan Saunders Oval Expansion Shaws Bay Coastal Zone Management Plan Bolwarra Court Playground		350,000				0	0	0	0	0	0
41,200		0	<b>Sub Total Open Spaces</b>	<b>52,800</b>	<b>350,000</b>	0	0	0	0	0	0	0	0	0
6,500		900	Community Facilities Plan Miscellaneous - Old Plan Footpath Carlisle St Wardell Wardell Town Centre	185,700	50,000									
6,500		900	<b>Sub Total Community Facilities</b>	<b>185,700</b>	<b>50,000</b>	0	0	0	0	0	0	0	0	0
12,300	4086.4433.0960		Car Parking 74 and 78 Tamar Street											
842,100	4093.4424.0960	14,200	74 and 78 Tamar Street - Car Parks	221,400	10,400									
854,400		14,200	<b>Sub Total Car Parking</b>	<b>221,400</b>	<b>10,400</b>	0	0	0	0	0	0	0	0	0
121,500	4043.3353.0960	127,700	Wollongbar Urban Expansion Area Wollongbar Link Road	110,000	110,000	110,000	110,000	55,000		0	0	0	0	0
121,500		127,700	<b>Sub Total WUEA</b>	<b>110,000</b>	<b>110,000</b>	<b>110,000</b>	<b>110,000</b>	<b>55,000</b>	0	0	0	0	0	0
192,000	4043.3340.0960	192,000	Heavy Vehicles - Bridges 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	0
56,700	4043.3344.0960	213,500	Heavy Vehicles - Rural Roads Heavy Patching	110,600	324,500	201,000	209,000	217,000	226,000	233,000	240,000	247,000	255,000	393,000
248,700		405,500	<b>Sub Total Heavy Vehicles</b>	<b>305,600</b>	<b>454,500</b>	<b>331,000</b>	<b>339,000</b>	<b>347,000</b>	<b>356,000</b>	<b>363,000</b>	<b>370,000</b>	<b>377,000</b>	<b>385,000</b>	<b>393,000</b>
1,139,200	4043.3355.0960	369,100	Roads Plan Ballina Heights Drive											
30,700	4043.3346.0960	730,700	River St / Moon St Roundabout	106,200										
13,000	4043.3341.0960	130,100	Tamar Street / Cherry Street Roundabout Hutley Drive Hutley Drive - North Creek Road	10,000	288,900	16,300	16,722,000							
			River St - Four Lanes River St - Bridge River St - Land Tamarind Dr - Four Lanes Tamand Dr - Bridge					10,438,000	8,434,000					
								3,072,000	4,718,000					
								114,000						
1,182,900		1,229,900	<b>Sub Total Roads Plan</b>	<b>132,500</b>	<b>322,400</b>	0	16,722,000	0	13,624,000	13,152,000	0	0	0	0
369,300	4086.8692.960	202,700	Section 94 Recouped to Community Infrastructure Reserve Open Spaces	72,500	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
475,900	4086.8692.960	527,100	Community Facilities Lennox Car Parking Roads (Community Infrastructure)	401,000	250,000	450,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
845,200		729,800	<b>Sub Total Recouped</b>	<b>473,500</b>	<b>450,000</b>	<b>650,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>
101,300		72,600	Open Spaces (WUEA)	155,300										
40,500		0	Community Facilities (WUEA)	24,600										
60,000		60,000	Community Facilities (Ballina Heights)		60,000									
193,100		127,300	Roads (WUEA)	127,400										
394,900		269,900	<b>Sub Total Recouped (Land Schemes)</b>	<b>307,300</b>	<b>60,000</b>	0	0	0	0	0	0	0	0	0
0	0	54,000	Roads (Transferred to Internal Reserve)											
0	0	54,000	<b>Sub Total Recouped for Roads Pre-Plan</b>	<b>0</b>	<b>0</b>	0	0	0	0	0	0	0	0	0
3,695,300		2,821,900	<b>Total Section 94 Funds Applied</b>	<b>1,788,800</b>	<b>1,807,300</b>	<b>1,091,000</b>	<b>17,621,000</b>	<b>852,000</b>	<b>14,430,000</b>	<b>13,965,000</b>	<b>820,000</b>	<b>827,000</b>	<b>835,000</b>	<b>843,000</b>

**CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS**

ACTUAL		LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED										
2014/15	2015/16			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	20,000	22274.6524.0160	<b>Community Centres</b>											
180,000		20021.8519.148	State - Lennox Auditorium Capital Income State or Federal - Indoor Sports Centre State - Lennox Community Centre											
600,000		26085.8855.0229	<b>Property</b> Private - Reimbursement											
	2,207,000	24000.4185.0160	<b>Airport</b> State - Apron and Terminal	0	4,415,600									
	84,400	24007.4160.0160	State RTIF Airport Taxiway											
		23420.4462.0160	<b>Environmental Health</b> Shaws Bay CZMP - OEH	95,000										
103,800	330,000	24001.2272.0270	<b>Depot and Administration Centre</b> Depot / Administration Centre	106,400	107,900	110,100	112,300	114,700	116,700	118,700	120,700	122,700	124,700	126,900
		24001.2295.0270	Admin Centre - Roofing / Air Conditioning	450,600										
350,000		22030.8862.0160	<b>Procurement and Building Management</b> State - Marine Rescue Tower (PRMF)											
	200,000	24013.8708.0160	Federal - Marine Rescue Tower											
	247,700	24013.8876.0160	RMS - Marine Rescue Tower											
		24013.8910.0160	State - Marine Rescue Tower (P/Ship)	167,000										
136,400		24013.2600.0160	Federal - National Stronger Regions	850,000										
		24013.8917.	State - Lake Ainsworth (PRMF) Contributions Wigmore Hall (Swift St)	7,000										
	200,000	22112.5085.0179	<b>Urban Roads</b> RMS - River Street											
652,000	1,194,600	22112.3829.0180	RTR - Various Urban and Rural Projects											
	202,300	24002.4463.0179	RMS - Regional Road Program	174,500	173,000	174,000	174,000							
46,500		22112.5192.0179	RMS - Gateway Treatments											
320,000		22112.5206.0180	Private - Ballina Heights Drive											
30,000		24002.5557.0179	Essential Energy - Ballina Heights Drive	1,997,100										
	1,004,000	22112.8872.0179	RMS - Coast Road / Skennars Hd Rd R'about	1,000,000										
			RMS - Angels Drive / Links Ave Roundabout											
			Federal - Airport Boulevard		3,000,000									
	6,100	22112.8914.0180	NCHP - Ross Street Mobilisation											



CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS (cont'd)														
ACTUAL		LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED										
2014/15	2015/16			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
			<b>Rural Roads</b>											
	200,000	22112.3829.0180	RTR - River St Ballina											
	160,000	22112.3829.0180	RTR - Wardell Rd											
	152,000	22112.3829.0180	RTR - Fox St											
	984,600	22112.3311.0179	RMS - Teven Road											
192,800		22112.3313.0179	RMS - Coast Rd Tobin Cl											
	75,000	22112.8863.0179	RMS - Maguires Bridge											
221,700		22112.3329.0179	RMS - Rifle Range Road											
77,000	71,100	22112.5066.179	RMS - 3x3 Rifle Range Rd											
	200,000	21112.8398.0180	State - Disaster - Local and Rural Roads											
	269,000	24002.4477.0179	RMS Angels Beach Drive 16/17											
		24002.5558.0179	RMS - Ross Lane Straightening	787,100										
		24002.5569.0179	Federal - Ross Lane / Coast Road Roundabout	930,000	1,028,000									
			<b>Ancillary</b>											
802,000		22155.4434.0179	RMS - Coastal Shared Path - Stages 1 and 2		425,000	425,000								
	19,900	22155.4464.0179	RMS - Shared Path East - Preconstruction											
270,500	296,000	22155.4073.0179	RMS - Coastal Shared Path - Stage 3											
12,100			RMS - Speed Zones											
281,800		22155.4266.0160	State - Shared Path (PRMF)											
10,000		22155.4038.0179	Private - Newrybar Car Park											
22,700	46,300	22155.4361.0160	State - Shared Path Cultural Signage											
	6,600	22155.4028.0160	RMS - Grant River Streets Refuge											
	49,500	22155.4029.0160	RMS - Ballina St - Coast Rd to Allens Parade											
	5,500	22155.4030.0160	RMS - Fox St from Kerr to Hickey											
	12,600	22155.4031.0160	RMS - Martin St Winton to Crane											
	13,800	22155.4032.0160	RMS - Kerr St from Bentinck to Fox											
212,800		22155.4039.0179	State - Swift St Bus Interchange											
7,900		22155.4052.0182	State - BBP - Wardell Town Centre											
			<b>Other Water Transport</b>											
43,500		22210.4058.0160	State - BBP - Emigrant Creek Pontoon											
		24004.8865.0160	State - RBP - Keith Hall Boat Ramp	225,000										
		24004.4011.0160	State - RBP - Keith Hall Boat Ramp Design	30,000										
154,500		22210.4055.0160	State - BBP - Fishery Creek Car Park											
		24004.4435.0160	State - RBP - East Wardell, Pontoon	50,000										
		24004.4436.0160	State - RBP - Captain Cook Park - Pontoons	250,000										
		24004.4437.0160	State - RBP - Fishery Creek - Pontoon	50,000										
		24004.4438.0160	State - RBP - Faulks Reserve - Pontoon	100,000										
		24004.4040.0160	State - RBP - Emigrant Creek - Access	40,000										
		24004.4492.0160	State - RBP - Nth Ck Road, Lennox - Ramp	75,000										
		22210.4034.0160	State - RBP - Brunswick St, Ballina - Ramp		125,000									
			<b>Open Spaces</b>											
		24005.5717.0169	Ballina RSL - Captain Cook Park Master Plan	60,000										
			<b>Sports Fields</b>											
25,000		24015.6115.0169	Netball Club Contributions	20,000										
			<b>Rural Fire Service</b>											
(500)		21062.1820.0158	State - Newrybar Fire Shed											
<b>4,752,500</b>	<b>8,258,000</b>		<b>Total Capital Grants and Contributions</b>	<b>7,464,700</b>	<b>9,274,500</b>	<b>709,100</b>	<b>286,300</b>	<b>114,700</b>	<b>116,700</b>	<b>118,700</b>	<b>120,700</b>	<b>122,700</b>	<b>124,700</b>	<b>126,900</b>

ASSET SALES														
ACTUAL		LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED										
2014/15	2015/16			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	910,100	26070.8621.0950	<b>Southern Cross Industrial Estate Sales</b>											
261,800	750,100	24006.8621.0950	Land Sale - Large Lots			1,350,000	1,350,000							
			Land Sale - Standard Lots	725,000		1,325,000	1,325,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
<b>261,800</b>	<b>1,660,200</b>		<b>Sub Total - Southern Cross</b>	<b>725,000</b>	<b>0</b>	<b>2,675,000</b>	<b>2,675,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>
			<b>Russellton Industrial Estate Sales</b>											
		24006.8620.0950	Land Sale - Large Lots		1,000,000									
			Land Sale - Standard Lots	225,000			0	360,000	360,000	360,000	360,000	360,000	360,000	360,000
			Lane Sale - Alstonville Tennis Court Site		1,300,000									
<b>0</b>	<b>0</b>		<b>Sub Total - Russellton</b>	<b>225,000</b>	<b>2,300,000</b>	<b>0</b>	<b>0</b>	<b>360,000</b>	<b>360,000</b>	<b>360,000</b>	<b>360,000</b>	<b>360,000</b>	<b>360,000</b>	<b>360,000</b>
			<b>Other</b>											
195,300		26070.8866.0950	Surplus Land - Alstonville Plaza											
2,249,600	175,600	24006.8867.0950	Wollongbar - Land Development	1,800,000	2,216,000	1,800,000	1,800,000	1,800,000	400,000					
33,700			Ballina High School - Road Reserve											
			9 North Creek Road	182,400										
		24006.8915.0950	54 North Creek Road	2,500,000										
			Henderson Farm Residual					3,000,000						
	450,600	26070.8913.0950	Bagotville Quarry											
69,400		26085.7780.0950	Tintenbar Quarry											
<b>2,548,000</b>	<b>626,200</b>		<b>Sub Total - Other Land Sales</b>	<b>4,482,400</b>	<b>2,216,000</b>	<b>1,800,000</b>	<b>1,800,000</b>	<b>4,800,000</b>	<b>400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2,809,800</b>	<b>2,286,400</b>		<b>Total Capital Income from Land Sales</b>	<b>5,432,400</b>	<b>4,516,000</b>	<b>4,475,000</b>	<b>4,475,000</b>	<b>5,760,000</b>	<b>1,360,000</b>	<b>960,000</b>	<b>960,000</b>	<b>960,000</b>	<b>960,000</b>	<b>960,000</b>

LOAN INCOME														
ACTUAL		LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED										
2014/15	2015/16			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
725,000	500,000	24007.4160.0940	<b>Airport</b>	900,000										
			Car Park (15/16), Terminal (16/17)											
		22115.3338.0940	<b>Roads</b>											
		22115.3308.0940	Ballina Heights Drive - Section 94 Plan											
		22115.3338.0940	McLeay Culvert - RMS Agreement											
			Cumbalum Interchange - Section 94 Plan											
			River St - Moon to Grant Beautification			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						
		24008.4461.0940	<b>Swimming Pools</b>	3,818,100	3,309,500									
		24009.4493.0940	Ballina											
			Alstonville	2,893,600	2,618,300									
<b>725,000</b>	<b>500,000</b>		<b>Total Loan Income</b>	<b>7,611,700</b>	<b>5,927,800</b>	<b>2,500,000</b>	<b>0</b>	<b>8,340,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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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	2017/18			2018/19			2019/20			2020/21		
	To	From	Net	To	From	Net	To	From	Net	To	From	Net
<b><i>Strategic and Community Facilities Group</i></b>												
<b>Strategic Planning</b>												
Section 94 Contributions	7,318,500	1,091,000	6,227,500	8,636,500	17,621,000	(8,984,500)	6,641,500	852,000	5,789,500	12,935,000	14,430,000	(1,495,000)
<b>Community Facilities</b>												
Ballina Indoor Sports Centre	2,000,000	1,257,000	743,000	1,000,000	2,000,000	(1,000,000)	1,000,000	1,000,000	0	0	1,000,000	(1,000,000)
<b>Community Gallery</b>												
Public Art Contributions	10,000	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	10,000	0
<b>Total - Strat &amp; Comm Facilities</b>	<b>9,328,500</b>	<b>2,358,000</b>	<b>6,970,500</b>	<b>9,646,500</b>	<b>19,631,000</b>	<b>(9,984,500)</b>	<b>7,651,500</b>	<b>1,862,000</b>	<b>5,789,500</b>	<b>12,945,000</b>	<b>15,440,000</b>	<b>(2,495,000)</b>
<b><i>General Manager's Group</i></b>												
<b>Governance</b>												
Councillor Election	30,000	0	30,000	35,000	0	35,000	40,000	0	40,000	55,000	260,000	(205,000)
<b>Information Services</b>												
Information Fee		65,000	(65,000)			0			0			0
<b>Property Management</b>												
<b><i>Community Infrastructure Reserve</i></b>												
Interest Earned on Reserve	9,000		9,000	4,000		4,000	7,000		7,000	13,000		13,000
Rental - 89 Tamar Street	702,500	73,600	628,900	716,800	75,800	640,800	730,900	78,000	652,900	745,500	80,200	665,300
Rental - ARC (50%)	127,200	4,500	122,700	129,700	4,700	125,000	132,300	4,800	127,500	135,000	5,000	130,000
Rental - Fawcett Street Café	67,100	23,400	43,700	68,500	24,100	44,400	69,900	24,800	45,100	71,300	25,600	45,700
Skennars Head Fields		1,150,000	(1,150,000)									
Shaws Bay CZMP		104,000	(104,000)									
Captain Cook Master Plan						0		750,000	(750,000)		900,000	(900,000)
Ballina Town Entry Treatments			0		800,000	(800,000)						
Section 94 Recoupments	650,000		650,000	450,000		450,000	450,000		450,000	450,000		450,000
Dividend - Property Development	0		0	0		0	0		0	1,000,000		1,000,000
Loan P & I - Comm Buildings		29,600	(29,600)		29,600	(29,600)		28,100	(28,100)		20,600	(20,600)
Loan P & I - Town Centre		378,100	(378,100)		300,400	(300,400)		289,500	(289,500)		295,200	(295,200)
Russellton Sales												
<b>Sub Total - Comm Infra</b>	<b>1,555,800</b>	<b>1,763,200</b>	<b>(207,400)</b>	<b>1,368,800</b>	<b>1,234,600</b>	<b>134,200</b>	<b>1,390,100</b>	<b>1,175,200</b>	<b>214,900</b>	<b>2,414,800</b>	<b>1,326,600</b>	<b>1,088,200</b>
<b><i>Property Development Reserve</i></b>												
Interest Earned on Reserve	95,000		95,000	27,000		27,000	89,000		89,000	37,000		37,000
Southern Cross Movements	0	3,112,300	(3,112,300)	2,675,000	115,000	2,560,000	2,675,000	117,700	2,557,300	600,000	1,070,500	(470,500)
Russellton Movements	2,300,000	63,100	2,236,900	0	64,700	(64,700)	0	4,566,300	(4,566,300)	360,000	68,100	291,900
Wollongbar Movements	2,216,000	88,800	2,127,200	1,800,000	1,771,200	28,800	1,800,000	1,893,600	(93,600)	1,800,000	96,000	1,704,000
Norfolk Homes Rental (100%)	150,400		150,400	153,400		153,400	156,500		156,500	159,600		159,600
ARC Rental (50%)	127,200	4,500	122,700	129,700	4,700	125,000	132,300	4,800	127,500	135,000	5,000	130,000
Airport Boulevard Road		4,000,000	(4,000,000)									
Dividend - Community Infrastructure			0			0			0		1,000,000	(1,000,000)
Dividend - General Fund Operations		338,300	(338,300)		345,000	(345,000)		353,400	(353,400)		368,000	(368,000)
<b>Sub Total - Property Develop</b>	<b>4,888,600</b>	<b>7,607,000</b>	<b>(2,718,400)</b>	<b>4,785,100</b>	<b>2,300,600</b>	<b>2,484,500</b>	<b>4,852,800</b>	<b>6,935,800</b>	<b>(2,083,000)</b>	<b>3,091,600</b>	<b>2,607,600</b>	<b>484,000</b>
(Reserve movements carried forward on following page)												



RESERVE MOVEMENTS - GENERAL FUND (cont'd)												
Reserve Title	2017/18			2018/19			2019/20			2020/21		
	To	From	Net	To	From	Net	To	From	Net	To	From	Net
<i>Miscellaneous Community Property Reserves</i>												
Crown Reserves	63,000	70,600	(7,600)	64,200	72,700	(8,500)	65,400	74,800	(9,400)	66,700	76,900	(10,200)
<i>Miscellaneous Commercial Property Reserves</i>												
Wigmore Arcade	50,000		50,000	55,000		55,000	60,000		60,000	65,000		65,000
Flat Rock Tent Park	150,800	171,000	(20,200)	153,800	22,000	131,800	157,000	23,000	134,000	160,400	24,000	136,400
Airport	515,100	81,000	434,100	501,000	84,000	417,000	525,200	87,000	438,200	549,900	89,000	460,900
<b>Total - GM's Group</b>	<b>7,253,300</b>	<b>9,757,800</b>	<b>(2,504,500)</b>	<b>6,962,900</b>	<b>3,713,900</b>	<b>3,249,000</b>	<b>7,090,500</b>	<b>8,295,800</b>	<b>(1,205,300)</b>	<b>6,403,400</b>	<b>4,384,100</b>	<b>2,019,300</b>
<i>Development and Env Health Group</i>												
<b>Total - Dev &amp; Env Health Group</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Civil Services Group</i>												
<b>Engineering Management</b>												
Surveying Equipment	10,000		10,000	10,000		10,000	10,000		10,000	10,000		10,000
<b>Procurement and Building Mgmt</b>												
Infrastructure - Comm Infra Res		0	0		0	0		0	0		1,000,000	(1,000,000)
Infrastructure - Comm Infra Res		0	0		0	0		0	0		200,000	(200,000)
<b>Roads and Bridges</b>												
Ballina Bypass Handover		200,000	(200,000)		0	0		0	0		0	0
<b>Ancillary Transport Facilities</b>												
Coastal Path Reserve		425,000	(425,000)		425,000	(425,000)						
<b>Ferry Wharves and Jetties</b>												
Ferry Slippage				50,000		50,000	50,000	100,000	(50,000)	50,000		50,000
<b>Sports Fields</b>												
Ballina Hockey Club	6,900	0	6,900	7,100	0	7,100	7,300	0	7,300	7,500	0	7,500
<b>Cemeteries</b>												
Cemeteries - Operations	115,000	50,000	65,000	117,600	50,000	67,600	120,200	50,000	70,200	122,900	50,000	72,900
<b>Fleet Management</b>	1,319,100	1,094,000	225,100	1,358,200	1,270,000	88,200	1,394,200	744,000	650,200	1,442,900	1,649,000	(206,100)
<b>Quarries and Sandpit</b>												
Quarry Operations	28,100	0	28,100	28,600	0	28,600	29,100	0	29,100	29,700	0	29,700
Quarry - Shaws Bay CZMP		104,000	(104,000)									
<b>Landfill Management</b>												
Landfill Operations	786,700	109,000	677,700	1,093,400	113,000	980,400	1,167,800	118,000	1,049,800	1,190,200	1,121,000	69,200
Landfill Operations - Sports Centre	0	2,000,000	(2,000,000)	0	1,000,000	(1,000,000)	0	1,000,000	(1,000,000)			
Waste Levy	21,000	0	21,000	22,000	0	22,000	23,000	0	23,000	24,000	0	24,000
<b>Domestic Waste Management</b>	582,900	1,533,000	(950,100)	577,400	0	577,400	609,000	0	609,000	641,700	0	641,700
<b>Group Total - Civil Services</b>	<b>2,869,700</b>	<b>5,515,000</b>	<b>(2,645,300)</b>	<b>3,264,300</b>	<b>2,858,000</b>	<b>406,300</b>	<b>3,410,600</b>	<b>2,012,000</b>	<b>1,398,600</b>	<b>3,518,900</b>	<b>4,020,000</b>	<b>(501,100)</b>
<b>Total - Increase / (Decrease)</b>	<b>19,451,500</b>	<b>17,630,800</b>	<b>1,820,700</b>	<b>19,873,700</b>	<b>26,202,900</b>	<b>(6,329,200)</b>	<b>18,152,600</b>	<b>12,169,800</b>	<b>5,982,800</b>	<b>22,867,300</b>	<b>23,844,100</b>	<b>(976,800)</b>



RESERVE BALANCES - GENERAL FUND												
Reserve Title	2017/18			2018/19			2019/20			2020/21		
	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing
<b><i>Strategic and Community Facilities Group</i></b>												
Section 94 Conts (External)	6,642,800	6,227,500	12,870,300	12,870,300	(8,984,500)	3,885,800	3,885,800	5,789,500	9,675,300	9,675,300	(1,495,000)	8,180,300
Strategic Planning Studies	241,000	0	241,000	241,000	0	241,000	241,000	0	241,000	241,000	0	241,000
Section 94 Reviews	32,100	0	32,100	32,100	0	32,100	32,100	0	32,100	32,100	0	32,100
Environmental Action Plan	26,600	0	26,600	26,600	0	26,600	26,600	0	26,600	26,600	0	26,600
Community Centres / Halls	48,500	0	48,500	48,500	0	48,500	48,500	0	48,500	48,500	0	48,500
Ballina Indoor Sports Centre	1,257,000	743,000	2,000,000	2,000,000	(1,000,000)	1,000,000	1,000,000	0	1,000,000	1,000,000	(1,000,000)	0
Community Gallery	7,700	0	7,700	7,700	0	7,700	7,700	0	7,700	7,700	0	7,700
Public Art	40,000	0	40,000	40,000	0	40,000	40,000	0	40,000	40,000	0	40,000
Swimming Pool - Operations	10,500	0	10,500	10,500	0	10,500	10,500	0	10,500	10,500	0	10,500
Tourism and Events	15,600	0	15,600	15,600	0	15,600	15,600	0	15,600	15,600	0	15,600
<b>Group Total</b>	<b>8,321,800</b>	<b>6,970,500</b>	<b>15,292,300</b>	<b>15,292,300</b>	<b>(9,984,500)</b>	<b>5,307,800</b>	<b>5,307,800</b>	<b>5,789,500</b>	<b>11,097,300</b>	<b>11,097,300</b>	<b>(2,495,000)</b>	<b>8,602,300</b>
<b><i>General Manager's Group</i></b>												
<b>Governance</b>												
Councillor Election	100,000	30,000	130,000	130,000	35,000	165,000	165,000	40,000	205,000	205,000	(205,000)	0
<b>Information Services</b>												
Information Fee	96,700	(65,000)	31,700	31,700	0	31,700	31,700	0	31,700	31,700	0	31,700
<b>Administration and Financial Services</b>												
Legal / Audit / Revaluations	184,500	0	184,500	184,500	0	184,500	184,500	0	184,500	184,500	0	184,500
<b>Human Resources</b>												
Leave Entitlements	2,852,700	0	2,852,700	2,852,700	0	2,852,700	2,852,700	0	2,852,700	2,852,700	0	2,852,700
<b>Information Services</b>												
Records Management	15,000	0	15,000	15,000	0	15,000	15,000	0	15,000	15,000	0	15,000
<b>Property Management</b>												
<b>General Property Reserves</b>												
Community Infrastructure	361,000	(207,400)	153,600	153,600	134,200	287,800	287,800	214,900	502,700	502,700	(111,800)	390,900
Property Development	3,781,500	(2,718,400)	1,063,100	1,063,100	2,484,500	3,547,600	3,547,600	(2,083,000)	1,464,600	1,464,600	484,000	1,948,600
<b>Sub Total</b>	<b>4,142,500</b>	<b>(2,925,800)</b>	<b>1,216,700</b>	<b>1,216,700</b>	<b>2,618,700</b>	<b>3,835,400</b>	<b>3,835,400</b>	<b>(1,868,100)</b>	<b>1,967,300</b>	<b>1,967,300</b>	<b>372,200</b>	<b>2,339,500</b>
<b>Specific Property Reserves</b>												
Wigmore Arcade	198,100	50,000	248,100	248,100	55,000	303,100	303,100	60,000	363,100	363,100	65,000	428,100
Other Properties (Council)	8,100	0	8,100	8,100	0	8,100	8,100	0	8,100	8,100	0	8,100
Crown Properties	110,100	(7,600)	102,500	102,500	(8,500)	94,000	94,000	(9,400)	84,600	84,600	(10,200)	74,400
<b>Camping Ground</b>												
Flat Rock Tent Park	625,600	(20,200)	605,400	605,400	131,800	737,200	737,200	134,000	871,200	871,200	136,400	1,007,600
<b>Airport</b>												
Airport Operations	59,200	434,100	493,300	493,300	417,000	910,300	910,300	438,200	1,348,500	1,348,500	460,900	1,809,400
<b>Group Total</b>	<b>8,392,500</b>	<b>(2,504,500)</b>	<b>5,888,000</b>	<b>5,888,000</b>	<b>3,249,000</b>	<b>9,137,000</b>	<b>9,137,000</b>	<b>(1,205,300)</b>	<b>7,931,700</b>	<b>7,931,700</b>	<b>819,300</b>	<b>8,751,000</b>
<b><i>Development and Env Health Group</i></b>												
<b>Development Services</b>												
Development Services Resources	150,000	0	150,000	150,000	0	150,000	150,000	0	150,000	150,000	0	150,000
<b>Environmental / Public Health</b>												
Environmental Health Projects	34,500	0	34,500	34,500	0	34,500	34,500	0	34,500	34,500	0	34,500
Shaws Bay / Lake Ains CZMPs	152,700	0	152,700	152,700	0	152,700	152,700	0	152,700	152,700	0	152,700
Environmental Health Resources												
<b>Group Total</b>	<b>337,200</b>	<b>0</b>	<b>337,200</b>	<b>337,200</b>	<b>0</b>	<b>337,200</b>	<b>337,200</b>	<b>0</b>	<b>337,200</b>	<b>337,200</b>	<b>0</b>	<b>337,200</b>
(Reserve balances carried forward on following page)												



RESERVE BALANCES - GENERAL FUND (cont'd)												
Reserve Title	2017/18			2018/19			2019/20			2020/21		
	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing
<b>Civil Services Group</b>												
<b>Engineering Management</b>												
Asset Management	23,000	0	23,000	23,000	0	23,000	23,000	0	23,000	23,000		23,000
Surveying Equipment	10,000	10,000	20,000	20,000	10,000	30,000	30,000	10,000	40,000	40,000	10,000	50,000
<b>Admin Centre and Depot</b>												
Depots and Procurement	7,000		7,000	7,000		7,000	7,000		7,000	7,000		7,000
<b>Procurement and Building Mgmt</b>												
Ballina Surf Club	119,800		119,800	119,800		119,800	119,800		119,800	119,800		119,800
Marine Rescue Centre	39,300		39,300	39,300		39,300	39,300		39,300	39,300		39,300
Building Renewals	50,000		50,000	50,000		50,000	50,000		50,000	50,000		50,000
<b>Stormwater and Environmental Protection</b>												
Stormwater	(15,000)	0	(15,000)	(15,000)	0	(15,000)	(15,000)	0	(15,000)	(15,000)	0	(15,000)
Management Plans	417,600	0	417,600	417,600	0	417,600	417,600	0	417,600	417,600	0	417,600
<b>Roads and Bridges</b>												
Alstonville Bypass Handover	845,400	0	845,400	845,400	0	845,400	845,400	0	845,400	845,400	0	845,400
Ballina Bypass Handover	1,227,700	(200,000)	1,027,700	1,027,700	0	1,027,700	1,027,700	0	1,027,700	1,027,700	0	1,027,700
RMS Contributions	77,300		77,300	77,300		77,300	77,300		77,300	77,300		77,300
Ballina Heights Drive	5,100		5,100	5,100		5,100	5,100		5,100	5,100		5,100
Roads Works Contingency	160,600	0	160,600	160,600	0	160,600	160,600	0	160,600	160,600	0	160,600
Roads Pre-Plan Sec 94	159,800	0	159,800	159,800	0	159,800	159,800	0	159,800	159,800	0	159,800
<b>Ancillary Transport Facilities</b>												
Coastal Recreational Path	880,000	(425,000)	455,000	455,000	(425,000)	30,000	30,000	0	30,000	30,000	0	30,000
Private Works	60,000		60,000	60,000		60,000	60,000		60,000	60,000		60,000
<b>Marine Infrastructure</b>												
Boat Ramps and Infrastructure	14,700		14,700	14,700		14,700	14,700		14,700	14,700		14,700
Ferry Slippage	0	0	0	0	50,000	50,000	50,000	(50,000)	0	0	50,000	50,000
<b>Open Spaces and Reserves</b>												
Open Space Programs	100,000		100,000	100,000		100,000	100,000		100,000	100,000		100,000
<b>Sports Fields</b>												
Wollongbar Fields (Council)	109,900	0	109,900	109,900	0	109,900	109,900	0	109,900	109,900	0	109,900
Synthetic Hockey Field Replacement	13,200	6,900	20,100	20,100	7,100	27,200	27,200	7,300	34,500	34,500	7,500	42,000
<b>Cemeteries</b>												
Operations	311,000	65,000	376,000	376,000	67,600	443,600	443,600	70,200	513,800	513,800	72,900	586,700
<b>Fleet Management</b>												
Plant and Fleel Operations	66,400	225,100	291,500	291,500	88,200	379,700	379,700	650,200	1,029,900	1,029,900	(206,100)	823,800
<b>Rural Fire Service</b>												
Operations and Capital	45,800		45,800	45,800		45,800	45,800		45,800	45,800		45,800
<b>Quarries and Sandpit</b>												
Quarry Operations	440,700	(75,900)	364,800	364,800	28,600	393,400	393,400	29,100	422,500	422,500	29,700	452,200
<b>Landfill Management and Resource Recovery</b>												
LRM Operations	2,420,700	(1,322,300)	1,098,400	1,098,400	(19,600)	1,078,800	1,078,800	49,800	1,128,600	1,128,600	69,200	1,197,800
Waste Levy (External)	508,500	21,000	529,500	529,500	22,000	551,500	551,500	23,000	574,500	574,500	24,000	598,500
<b>Waste - Domestic</b>												
DWM Operations (External)	2,012,900	(950,100)	1,062,800	1,062,800	577,400	1,640,200	1,640,200	609,000	2,249,200	2,249,200	641,700	2,890,900
<b>Group Total</b>	<b>10,111,400</b>	<b>(2,645,300)</b>	<b>7,466,100</b>	<b>7,466,100</b>	<b>406,300</b>	<b>7,872,400</b>	<b>7,872,400</b>	<b>1,398,600</b>	<b>9,271,000</b>	<b>9,271,000</b>	<b>698,900</b>	<b>9,969,900</b>
<b>Total - Increase / (Decrease)</b>	<b>27,162,900</b>	<b>1,820,700</b>	<b>28,983,600</b>	<b>44,275,900</b>	<b>(6,329,200)</b>	<b>22,654,400</b>	<b>22,654,400</b>	<b>5,982,800</b>	<b>28,637,200</b>	<b>28,637,200</b>	<b>(976,800)</b>	<b>27,660,400</b>
<b>Reserve Dissection</b>												
Internally Restricted	18,397,100	(3,449,100)	14,948,000	30,240,300	(13,205,900)	17,034,400	17,034,400	(406,300)	16,628,100	16,628,100	(113,300)	16,514,800
Externally Restricted	8,765,800	5,269,800	14,035,600	14,035,600	(8,415,600)	5,620,000	5,620,000	6,389,100	12,009,100	12,009,100	(863,500)	11,145,600