

# *draft long term financial plan (LTFP) budget*

2021/22 - 2030/31

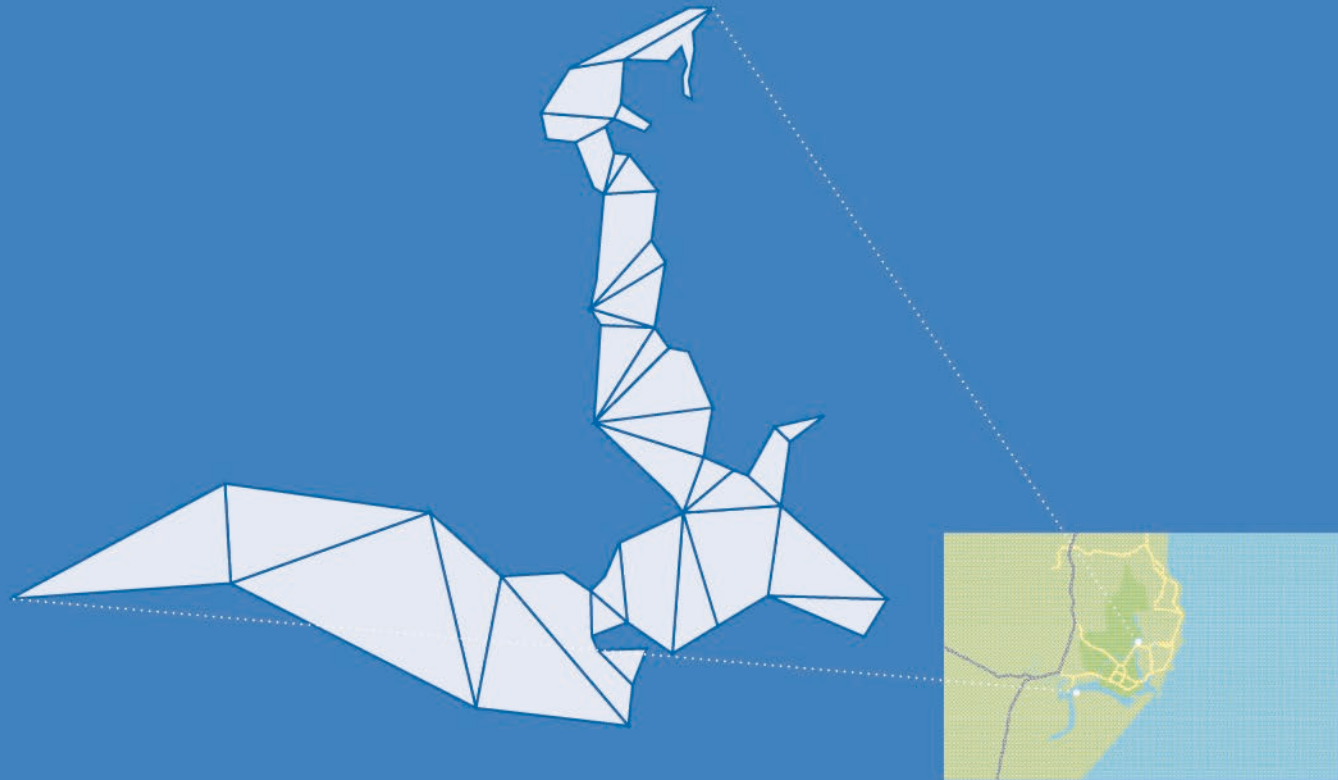
SUBMISSIONS CLOSE:



**ballina**  
shire council



# our community our future



*Our design rationale for this document is based on a conceptual interpretation of its contents. To symbolise the strategic community approach, we have used segmented shapes to represent the elements of the community that fit into the geographic focus – Ballina. Together, the shapes form the Ballina River map. Every element impacts on the challenges, direction and ultimately the future of its entire form – our community. We hope you enjoy the journey and the view.*

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# Table of Contents

## Part A

<b>Introduction .....</b>	<b>7</b>
Overview .....	1
General Fund – Cash Forecast and Long Term Financial Plan .....	7
Water Operations – Cash Forecast and Long Term Financial Plan .....	9
Wastewater Operations – Cash Forecast and Long Term Financial Plan .....	11

## Part B

<b>Operating Budgets .....</b>	<b>13</b>
<b>Planning and Environmental Health Division - Summary .....</b>	<b>15</b>
Development Services .....	17
Public and Environmental Health .....	19
Public Order .....	21
Strategic Planning .....	23
Northern Rivers Community Gallery .....	25
Open Spaces .....	27
Open Spaces – Buildings and Structures .....	29
<b>Civil Services Division – Summary (General Fund) .....</b>	<b>31</b>
Asset Management .....	33
Stormwater and Environmental Protection .....	35
Roads and Bridges .....	37
Ancillary Transport Services .....	39
Transport for NSW .....	41
Emergency Services .....	43
Quarries .....	45
Landfill and Resource Management .....	47
Domestic Waste Management .....	49
<b>Civil Services Division – Summary (Water and Wastewater) .....</b>	<b>51</b>
Water Operations .....	53
Wastewater Operations .....	55
<b>Corporate and Community Division - Summary .....</b>	<b>57</b>
Governance .....	59
Communications .....	61
Financial Services – General Purpose Revenues .....	63
Financial Services .....	65
Information Services .....	67
People and Culture .....	69
Commercial Property .....	71
Ballina-Byron Gateway Airport .....	73
Community Facilities .....	75
Library Services .....	77

Swimming Pools .....	79
Tourism .....	81
Facilities Management .....	83
Fleet and Plant .....	85
<b>Part C</b>	
<b>Capital Expenditure .....</b>	<b>88</b>
Introduction .....	89
<b>Part D</b>	
<b>Section 7.11 Contributions and Other Capital Income .....</b>	<b>94</b>
Introduction .....	95
Section 7.11 Contributions .....	95
Capital Grants and Capital Contributions .....	98
Asset Sales and Loan Income .....	103
<b>Part E</b>	
<b>Reserves .....</b>	<b>106</b>
Introduction .....	107
<b>Part F</b>	
<b>General Fund .....</b>	<b>112</b>
<b>Loan Principal and Interest Repayment Schedule .....</b>	<b>112</b>
<b>Part G</b>	
<b>Appendices .....</b>	<b>116</b>
Appendices .....	117
Balance Sheets .....	117

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Part A

***Introduction***

## Overview

The document provides comprehensive information on Council's budget along with our long term financial planning. The document is divided into seven distinct sections as follows:

Section	Description
A. <b>Overview</b>	This section provides a summary of the information contained in this document.
B. <b>Operating Budgets</b>	Details of all operating budgets on a program basis. The programs are classified in the three divisions which form Council's organisation structure.
C. <b>Capital Expenditure</b>	Outlines the capital projects included in the budget for the General, Water and Wastewater (Sewer) Funds.
D. <b>Section 7.11 and Capital Income</b>	Summary of the movement in Section 7.11 contributions along with other capital income such as Grants, Contributions, Loans and Asset sales.
E. <b>Reserves</b>	Details the transfers to and from reserves for the General Fund, along with the estimated reserve balances.
F. <b>Loan Repayments</b>	Principal and interest repayment summary for the General Fund.
G. <b>Appendices</b>	Additional supporting information.

Ballina Shire Council is a general purpose local government authority, undertaking a wide range of activities including the provision of water and wastewater (sewer) services. All revenues raised from charges levied for the provision of water and wastewater services must be expended on those activities.

To ensure a high level of accountability Council operates its water and wastewater functions as separate business activities. This is often referred to as Fund Accounting (i.e. Water Fund and Wastewater Fund). This process ensures that the income and expenses from these activities is not mixed with Council's general purpose activities. All the remaining Council activities are referred to as the General Fund.

Council prepares an Income Statement for each of the Funds, as well as preparing results on a consolidated basis for all three Funds.

In addition to this it is also important for Council to monitor its financial performance on a cash basis to ensure that there is adequate cash held to finance our current and future works and services.

The following pages provide the Income Statements for each of the Funds and on a consolidated basis.

The information for each Income Statement includes a summary of all income from continuing operations and operating expenses, as well as the Net Operating Result for the Year. A Net Operating Result before Capital Income figure is also provided as this is a more reliable identifier of the operations of Council due to the variability that can occur from year to year in capital income received. The main example of this is grant income which does vary significantly dependent on the grant programs being offered by the State and Federal Government and Council's success in securing those grants.

The estimates for 2021/22 represent the budgets for that year whereas the estimates from 2022/23 onwards provide a guide as to where the organisation is heading. Actual figures are included for previous years.



**GENERAL FUND - INCOME STATEMENT (2018/19 to 2030/31)**

ACTUAL		DESCRIPTION	ESTIMATED											
2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		<b>OPERATING RESULTS</b>												
		<b>Operating Activities</b>												
30,099,800	32,092,800	Rates and Annual Charges	33,421,200	34,367,000	3	35,292,700	36,240,500	37,229,300	38,241,100	39,277,900	40,338,600	41,424,200	42,553,800	43,710,500
16,220,900	16,392,800	User Charges and Fees	17,633,200	20,139,500	14	20,444,400	20,860,800	21,286,400	21,722,100	22,165,600	22,617,000	23,077,400	23,547,100	24,026,700
1,769,300	1,324,000	Interest and Investment Revenues	590,600	619,000	5	607,600	687,300	713,100	774,000	775,900	748,800	906,200	796,200	1,124,400
9,874,800	11,506,800	Other Revenues	10,915,400	11,110,700	2	11,021,100	11,169,100	11,322,900	11,550,900	11,784,700	12,142,900	12,265,100	12,514,900	12,769,600
8,775,700	9,603,500	Grants and Contributions for Operating Purposes	8,834,700	8,478,300	(4)	8,464,900	8,603,200	8,681,200	8,776,600	8,947,100	9,129,100	9,306,400	9,532,500	9,718,800
21,103,500	17,601,800	Grants and Contributions for Capital Purposes	23,616,600	24,027,800	2	26,023,500	14,043,300	15,330,500	14,765,700	24,823,900	31,389,800	28,768,800	23,555,500	19,603,600
		<b>Other Income:</b>												
680,000	550,000	Fair Value Increment on Investment Properties	0	0	0	0	0	0	0	0	0	0	0	0
0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>88,524,000</b>	<b>89,071,700</b>	<b>Total Income from Continuing Operations</b>	<b>95,011,700</b>	<b>98,742,300</b>	<b>4</b>	<b>101,854,200</b>	<b>91,604,200</b>	<b>94,563,400</b>	<b>95,830,400</b>	<b>107,775,100</b>	<b>116,366,200</b>	<b>115,748,100</b>	<b>112,500,000</b>	<b>110,953,600</b>
		<b>Operating Expenses</b>												
18,623,000	19,939,000	Employee Benefits and On-costs	20,736,000	21,565,000	4	22,428,000	23,325,000	24,258,000	25,228,000	26,237,000	27,286,000	28,377,000	29,511,000	30,691,000
1,286,000	1,145,400	Borrowing Costs	1,208,000	1,135,900	(6)	1,594,800	1,781,200	1,823,800	1,743,400	1,649,300	1,550,700	1,451,000	1,349,000	1,242,000
25,226,000	24,410,400	Materials and Contracts	32,419,800	31,372,800	(3)	30,683,300	31,167,800	31,118,100	31,521,000	31,340,300	31,743,100	31,756,700	31,870,300	32,275,000
13,750,100	16,909,500	Depreciation and Amortisation	16,507,200	16,765,000	2	17,105,700	17,452,400	17,806,100	18,165,600	18,531,800	18,907,000	19,289,300	19,678,500	20,075,600
5,260,300	5,286,400	Other Expenses	5,401,000	6,044,600	12	5,835,800	5,969,400	6,431,100	6,229,200	6,362,200	6,497,300	6,990,600	6,772,800	6,913,900
1,203,200	5,557,700	Net Loss from Disposal of Assets	2,670,000	1,800,000	(33)	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
<b>65,348,600</b>	<b>73,248,400</b>	<b>Total Expenses from Continuing Operations</b>	<b>78,942,000</b>	<b>78,683,300</b>	<b>(0)</b>	<b>79,447,600</b>	<b>81,495,800</b>	<b>83,237,100</b>	<b>84,687,200</b>	<b>85,920,600</b>	<b>87,784,100</b>	<b>89,664,600</b>	<b>90,981,600</b>	<b>92,997,500</b>
<b>23,175,400</b>	<b>15,823,300</b>	<b>Net Operating Result for the Year</b>	<b>16,069,700</b>	<b>20,059,000</b>	<b>25</b>	<b>22,406,600</b>	<b>10,108,400</b>	<b>11,326,300</b>	<b>11,143,200</b>	<b>21,854,500</b>	<b>28,582,100</b>	<b>26,083,500</b>	<b>21,518,400</b>	<b>17,956,100</b>
<b>2,071,900</b>	<b>(1,778,500)</b>	<b>Net Operating Result Before Capital Income</b>	<b>(7,546,900)</b>	<b>(3,968,800)</b>	<b>(47)</b>	<b>(3,616,900)</b>	<b>(3,934,900)</b>	<b>(4,004,200)</b>	<b>(3,622,500)</b>	<b>(2,969,400)</b>	<b>(2,807,700)</b>	<b>(2,685,300)</b>	<b>(2,037,100)</b>	<b>(1,647,500)</b>

**WATER OPERATIONS - INCOME STATEMENT (2018/19 to 2030/31)**

ACTUAL		DESCRIPTION	ESTIMATED											
2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		<b>OPERATING RESULTS</b>												
		<b>Operating Activities</b>												
3,621,300	3,808,800	Annual Charges	3,959,700	4,126,200	4	4,298,900	4,477,500	4,662,100	4,833,700	4,959,300	5,088,900	5,221,500	5,358,100	5,496,700
8,559,400	8,617,600	User Charges and Fees	8,843,000	9,142,000	3	9,450,900	9,770,100	10,100,700	10,442,500	10,699,700	10,964,200	11,234,100	11,511,200	11,794,600
564,100	421,400	Interest and Investment Revenues	235,500	175,800	(25)	163,800	141,000	117,100	43,900	29,800	61,100	97,400	149,100	212,000
258,500	225,600	Other Revenues	207,000	283,000	37	288,700	294,500	300,500	306,700	313,000	319,400	325,900	332,500	339,200
459,400	310,700	Grants and Contributions for Operating Purposes	239,700	240,800	0	242,000	243,200	244,300	245,500	246,700	247,900	156,400	157,500	158,700
2,114,000	1,363,000	Grants and Contributions for Capital Purposes	1,558,200	1,870,000	20	1,870,000	1,870,000	1,870,000	1,870,000	1,870,000	1,870,000	1,870,000	1,870,000	1,870,000
		<b>Other Income:</b>												
0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>15,576,700</b>	<b>14,747,100</b>	<b>Total Income from Continuing Operations</b>	<b>15,043,100</b>	<b>15,837,800</b>	<b>5</b>	<b>16,314,300</b>	<b>16,796,300</b>	<b>17,294,700</b>	<b>17,742,300</b>	<b>18,118,500</b>	<b>18,551,500</b>	<b>18,905,300</b>	<b>19,378,400</b>	<b>19,871,200</b>
		<b>Operating Expenses</b>												
2,218,000	2,367,000	Employee Benefits and On-costs	2,462,000	2,560,000	4	2,662,000	2,768,000	2,879,000	2,994,000	3,114,000	3,239,000	3,369,000	3,504,000	3,644,000
0	0	Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
7,078,000	7,574,400	Materials and Contracts	8,175,800	8,657,300	6	9,044,500	9,487,700	9,872,700	10,276,000	10,424,100	10,572,300	10,720,700	10,869,900	11,019,700
1,500,600	1,606,800	Depreciation and Amortisation	1,570,000	1,700,000	8	1,734,000	1,768,700	1,804,100	1,840,200	1,877,100	1,914,700	1,953,000	1,992,100	2,032,000
613,400	782,000	Other Expenses	692,600	732,000	6	640,100	653,600	667,200	727,200	716,300	711,700	727,500	742,400	758,500
0	0	Net Loss from Disposal of Assets	700,000	120,000	(83)	123,000	126,000	129,000	132,000	135,000	138,000	141,000	144,000	147,000
<b>11,410,000</b>	<b>12,330,200</b>	<b>Total Expenses from Continuing Operations</b>	<b>13,600,400</b>	<b>13,769,300</b>	<b>1</b>	<b>14,203,600</b>	<b>14,804,000</b>	<b>15,352,000</b>	<b>15,969,400</b>	<b>16,266,500</b>	<b>16,575,700</b>	<b>16,911,200</b>	<b>17,252,400</b>	<b>17,601,200</b>
<b>4,166,700</b>	<b>2,416,900</b>	<b>Net Operating Result for the Year</b>	<b>1,442,700</b>	<b>2,068,500</b>	<b>43</b>	<b>2,110,700</b>	<b>1,992,300</b>	<b>1,942,700</b>	<b>1,772,900</b>	<b>1,852,000</b>	<b>1,975,800</b>	<b>1,994,100</b>	<b>2,126,000</b>	<b>2,270,000</b>
<b>2,052,700</b>	<b>1,053,900</b>	<b>Net Operating Result Before Capital Income</b>	<b>(115,500)</b>	<b>198,500</b>	<b>(272)</b>	<b>240,700</b>	<b>122,300</b>	<b>72,700</b>	<b>(97,100)</b>	<b>(18,000)</b>	<b>105,800</b>	<b>124,100</b>	<b>256,000</b>	<b>400,000</b>

**WASTEWATER OPERATIONS - INCOME STATEMENT (2018/19 to 2030/31)**

ACTUAL		DESCRIPTION	ESTIMATED											
2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		<b>OPERATING RESULTS</b>												
		<b>Operating Activities</b>												
16,908,000	17,800,600	Annual Charges	18,570,000	18,755,000	1	18,942,000	19,130,000	19,320,000	19,512,000	19,904,000	20,304,000	20,713,000	21,130,000	21,555,000
1,947,800	1,776,400	User Charges and Fees	1,841,000	1,866,000	1	1,891,100	1,916,400	1,943,000	1,969,900	2,010,000	2,050,500	2,092,200	2,134,100	2,177,500
278,800	201,100	Interest and Investment Revenues	148,000	67,200	(55)	74,100	75,100	72,200	39,300	75,300	146,400	238,600	343,700	476,100
366,900	407,100	Other Revenues	372,000	449,000	21	458,100	467,500	477,000	486,800	496,800	507,000	517,300	527,800	538,600
158,600	249,800	Grants and Contributions for Operating Purposes	160,000	149,100	(7)	150,900	152,700	154,500	156,400	158,200	160,000	161,800	163,600	165,500
5,549,000	2,895,000	Grants and Contributions for Capital Purposes	2,280,000	2,560,000	12	2,560,000	2,560,000	2,560,000	2,560,000	2,560,000	2,560,000	2,560,000	2,560,000	2,560,000
		<b>Other Income:</b>												
0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>25,209,100</b>	<b>23,330,000</b>	<b>Total Income from Continuing Operations</b>	<b>23,371,000</b>	<b>23,846,300</b>	<b>2</b>	<b>24,076,200</b>	<b>24,301,700</b>	<b>24,526,700</b>	<b>24,724,400</b>	<b>25,204,300</b>	<b>25,727,900</b>	<b>26,282,900</b>	<b>26,859,200</b>	<b>27,472,700</b>
		<b>Operating Expenses</b>												
4,192,000	4,368,000	Employee Benefits and On-costs	4,543,000	4,725,000	4	4,914,000	5,111,000	5,315,000	5,528,000	5,749,000	5,979,000	6,218,000	6,467,000	6,726,000
3,643,300	3,428,700	Borrowing Costs	3,199,400	2,996,000	(6)	2,801,200	2,606,300	2,405,100	2,204,700	2,004,300	1,803,900	1,603,500	1,403,100	1,202,700
4,581,600	4,823,200	Materials and Contracts	4,461,600	4,649,500	4	4,281,400	4,272,600	4,213,600	4,124,600	4,169,900	4,060,700	4,021,000	3,975,300	4,098,100
3,675,600	3,910,000	Depreciation and Amortisation	3,830,000	4,200,000	10	4,284,000	4,370,000	4,457,000	4,546,000	4,637,000	4,730,000	4,825,000	4,922,000	5,020,000
1,174,100	1,305,500	Other Expenses	1,400,500	1,428,000	2	1,430,700	1,459,800	1,489,600	1,520,000	1,551,000	1,582,700	1,614,900	1,647,800	1,681,300
526,700	812,100	Net Loss from Disposal of Assets	670,000	500,000	(25)	510,000	530,000	550,000	570,000	590,000	610,000	630,000	650,000	670,000
<b>17,793,300</b>	<b>18,647,500</b>	<b>Total Expenses from Continuing Operations</b>	<b>18,104,500</b>	<b>18,498,500</b>	<b>2</b>	<b>18,221,300</b>	<b>18,349,700</b>	<b>18,430,300</b>	<b>18,493,300</b>	<b>18,701,200</b>	<b>18,766,300</b>	<b>18,912,400</b>	<b>19,065,200</b>	<b>19,398,100</b>
<b>7,415,800</b>	<b>4,682,500</b>	<b>Net Operating Result for the Year</b>	<b>5,266,500</b>	<b>5,347,800</b>	<b>2</b>	<b>5,854,900</b>	<b>5,952,000</b>	<b>6,096,400</b>	<b>6,231,100</b>	<b>6,503,100</b>	<b>6,961,600</b>	<b>7,370,500</b>	<b>7,794,000</b>	<b>8,074,600</b>
<b>1,866,800</b>	<b>1,787,500</b>	<b>Net Operating Result Before Capital Income</b>	<b>2,986,500</b>	<b>2,787,800</b>	<b>(7)</b>	<b>3,294,900</b>	<b>3,392,000</b>	<b>3,536,400</b>	<b>3,671,100</b>	<b>3,943,100</b>	<b>4,401,600</b>	<b>4,810,500</b>	<b>5,234,000</b>	<b>5,514,600</b>

**CONSOLIDATED OPERATIONS - LONG TERM FINANCIAL PLAN (2018/19 to 2030/31)**

ACTUAL		DESCRIPTION	ESTIMATED											
2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		<b>OPERATING RESULTS</b>												
		<b>Operating Activities</b>												
100,059,300	104,928,100	Operating Revenues	105,971,000	109,968,600	4	111,791,200	114,228,900	116,624,300	119,101,400	121,844,000	124,825,800	127,737,500	130,752,100	134,263,900
73,032,600	71,949,100	Less Operating Expenses	84,679,700	85,866,100	1	86,315,800	88,602,400	90,473,200	92,096,100	93,317,400	95,026,400	96,849,900	98,112,600	100,252,200
<b>27,026,700</b>	<b>32,979,000</b>	<b>Operating Result before Non-cash Items</b>	<b>21,291,300</b>	<b>24,102,500</b>	<b>13</b>	<b>25,475,400</b>	<b>25,626,500</b>	<b>26,151,100</b>	<b>27,005,300</b>	<b>28,526,600</b>	<b>29,799,400</b>	<b>30,887,600</b>	<b>32,639,500</b>	<b>34,011,700</b>
18,926,300	22,426,300	Less Depreciation	21,907,200	22,665,000	3	23,123,700	23,591,100	24,067,200	24,551,800	25,045,900	25,551,700	26,067,300	26,592,600	27,127,600
(484,000)	(610,200)	Less Remediation Provision	0	0	0	0	0	0	0	0	0	0	0	0
592,500	3,591,300	Less Land Stock Movement	0	0	0	0	0	0	0	0	0	0	0	0
270,600	138,900	Less Unwinding Interest Free Loans	20,000	0	(100)	0	0	0	0	0	0	0	0	0
1,729,900	6,369,800	Less Loss on Disposal of Infrastructure Assets	4,040,000	2,420,000	(40)	2,433,000	2,456,000	2,479,000	2,502,000	2,525,000	2,548,000	2,571,000	2,594,000	2,617,000
<b>5,991,400</b>	<b>1,062,900</b>	<b>Net Operating Result</b>	<b>(4,675,900)</b>	<b>(982,500)</b>	<b>(79)</b>	<b>(81,300)</b>	<b>(420,600)</b>	<b>(395,100)</b>	<b>(48,500)</b>	<b>955,700</b>	<b>1,699,700</b>	<b>2,249,300</b>	<b>3,452,900</b>	<b>4,267,100</b>
		<b>Add Capital Grants and Contributions</b>												
11,676,800	6,004,900	Capital Grants and Contributions	10,644,300	12,984,000	22	14,335,400	1,708,000	2,345,000	1,127,000	10,529,000	15,435,600	10,652,100	4,273,000	152,000
12,001,600	7,119,700	Section 64 and 7.11 Contributions	8,050,000	6,510,000	(19)	7,010,000	7,510,000	8,010,000	8,510,000	9,010,000	10,510,000	12,510,000	13,510,000	13,510,000
		<b>Add Non-operating Funds Employed</b>												
0	9,722,000	Loan Funds Used	6,900,000	17,540,000	154	14,753,000	6,115,500	1,250,000	0	0	0	0	0	0
570,200	3,091,200	Proceeds from Disposal of Assets	317,400	3,648,000	1,049	3,646,000	0	0	0	0	0	0	0	0
		<b>Subtract Funds Deployed for Non-operating Purposes</b>												
(35,751,300)	(42,167,700)	Capital Expenditure	(51,062,600)	(59,298,600)	16	(67,821,000)	(43,089,500)	(39,823,000)	(29,462,000)	(31,826,000)	(40,157,500)	(37,624,200)	(32,173,000)	(26,852,000)
(6,623,600)	(6,751,300)	Repayment of Principal on Loans	(5,981,100)	(10,018,200)	67	(7,550,200)	(6,833,600)	(7,026,000)	(6,684,900)	(6,919,800)	(7,218,800)	(7,426,200)	(7,728,600)	(8,036,000)
		<b>Net Movement in Other Working Capital Items</b>			0									
(2,533,200)	(8,841,300)	Net Incr / (Decr) in Leave and Working Capital	4,600	145,000	3,052	159,900	185,000	213,600	246,100	282,000	323,000	367,600	416,900	470,700
		<b>Add Back Non-Cash Expense</b>												
18,926,300	22,426,300	Depreciation	21,907,200	22,665,000	3	23,123,700	23,591,100	24,067,200	24,551,800	25,045,900	25,551,700	26,067,300	26,592,600	27,127,600
(484,000)	(610,200)	Remediation	0	0	0	0	0	0	0	0	0	0	0	0
592,500	3,591,300	Land Stock Movement	0	0	0	0	0	0	0	0	0	0	0	0
0	(1,789,000)	Land Stock Movement - Cash Adjustment	0	0	0	0	0	0	0	0	0	0	0	0
144,000	123,000	Investment Premiums	0	0	0	0	0	0	0	0	0	0	0	0
680,000	550,000	Fair Value Adjustments Rental Properties	0	0	0	0	0	0	0	0	0	0	0	0
270,600	138,900	Unwinding Interest Free Loans	20,000	0	(100)	0	0	0	0	0	0	0	0	0
1,729,900	6,369,800	Loss on Disposal of Infrastructure Assets	4,040,000	2,420,000	(40)	2,433,000	2,456,000	2,479,000	2,502,000	2,525,000	2,548,000	2,571,000	2,594,000	2,617,000
<b>7,191,200</b>	<b>40,500</b>	<b>Cash Reserves - Increase / (Decrease)</b>	<b>(9,836,100)</b>	<b>(4,387,300)</b>	<b>(55)</b>	<b>(9,991,500)</b>	<b>(8,778,100)</b>	<b>(8,879,300)</b>	<b>741,500</b>	<b>9,601,800</b>	<b>8,691,700</b>	<b>9,366,900</b>	<b>10,937,800</b>	<b>13,256,400</b>
		<b>Movement in Reserves - Increase / (Decrease)</b>												
(1,474,400)	629,400	Reserves - Internal - Increase / (Decrease)	(10,979,700)	(4,568,700)		1,524,400	(243,400)	1,297,600	(822,900)	1,700,200	1,128,700	1,513,300	1,538,400	1,888,700
8,588,600	(157,500)	Reserves - External - Increase / (Decrease)	1,963,300	616,300		(10,785,000)	(7,770,400)	(9,484,700)	2,027,200	8,203,700	7,638,800	7,540,500	8,936,200	10,339,100
77,000	(431,400)	Working Capital	(819,700)	(434,900)		(730,900)	(764,300)	(692,200)	(462,800)	(302,100)	(75,800)	313,100	463,200	1,028,600
<b>7,191,200</b>	<b>40,500</b>	<b>Total Movement in Reserves</b>	<b>(9,836,100)</b>	<b>(4,387,300)</b>		<b>(9,991,500)</b>	<b>(8,778,100)</b>	<b>(8,879,300)</b>	<b>741,500</b>	<b>9,601,800</b>	<b>8,691,700</b>	<b>9,366,900</b>	<b>10,937,800</b>	<b>13,256,400</b>
		<b>Reserves - Balances as at 30 June</b>												
32,099,000	32,728,400	Internal Reserves	21,748,700	17,180,000	(21)	18,704,400	18,461,000	19,758,600	18,935,700	20,635,900	21,764,600	23,277,900	24,816,300	26,705,000
49,380,500	49,223,000	External Reserves	51,186,300	51,802,600	1	41,017,600	33,247,200	23,762,500	25,789,700	33,993,400	41,632,200	49,172,700	58,108,900	68,448,000
5,139,000	4,707,600	Working Capital	3,887,900	3,453,000	(11)	2,722,100	1,957,800	1,265,600	802,800	500,700	424,900	738,000	1,201,200	2,229,800
<b>86,618,500</b>	<b>86,659,000</b>	<b>Total</b>	<b>76,822,900</b>	<b>72,435,600</b>	<b>(6)</b>	<b>62,444,100</b>	<b>53,666,000</b>	<b>44,786,700</b>	<b>45,528,200</b>	<b>55,130,000</b>	<b>63,821,700</b>	<b>73,188,600</b>	<b>84,126,400</b>	<b>97,382,800</b>

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## General Fund – Cash Forecast and Long Term Financial Plan

It is essential that Council understands its cash position on a regular basis. The following pages outline the forecast cash results for each Fund and on a consolidated basis.

The opposite page provides the cash forecast for General Fund. The estimates for 2021/22 represent the budgets for that year whereas the estimates from 2022/23 onwards 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 for General Fund, as per Part B of this document.

**Operating Results** This records the operating result for the fund, both before and after non-cash items such as depreciation.

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

- *Capital Grants and Contributions*: This item represents the capital grants and capital contributions recognised in Part D of this document.
- *Section 7.11 Contributions Collected*: Represents Section 7.11 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.

### Net movement in other working capital items

- *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 7.11 contributions and working capital.

**GENERAL FUND - LONG TERM FINANCIAL PLAN (2018/19 to 2030/31)**

ACTUAL		DESCRIPTION	ESTIMATED											
2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		<b>OPERATING RESULTS</b>												
		<b>General Fund Activities</b>												
66,936,500	71,109,000	Operating Revenues	71,395,100	74,714,500	5	75,830,700	77,560,900	79,232,900	81,064,700	82,951,200	84,976,400	86,979,300	88,944,500	91,350,000
49,666,000	47,369,600	Less Operating Expenses	59,744,800	60,118,300	1	60,541,900	62,243,400	63,631,000	64,721,600	65,588,800	67,077,100	68,575,300	69,503,100	71,121,900
<b>17,270,500</b>	<b>23,739,400</b>	<b>Operating Result before Non-cash Items</b>	<b>11,650,300</b>	<b>14,596,200</b>	<b>25</b>	<b>15,288,800</b>	<b>15,317,500</b>	<b>15,601,900</b>	<b>16,343,100</b>	<b>17,362,400</b>	<b>17,899,300</b>	<b>18,404,000</b>	<b>19,441,400</b>	<b>20,228,100</b>
13,750,100	16,909,500	Less Depreciation	16,507,200	16,765,000	2	17,105,700	17,452,400	17,806,100	18,165,600	18,531,800	18,907,000	19,289,300	19,678,500	20,075,600
(484,000)	(610,200)	Less Remediation Provision	0	0	0	0	0	0	0	0	0	0	0	0
592,500	3,591,300	Less Land Stock Movement	0	0	0	0	0	0	0	0	0	0	0	0
136,800	69,600	Less Unwinding Interest Free Loans	20,000	0	(100)	0	0	0	0	0	0	0	0	0
1,203,200	5,557,700	Less Loss on Disposal of Infrastructure Assets	2,670,000	1,800,000	(33)	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
<b>2,071,900</b>	<b>(1,778,500)</b>	<b>Net Operating Result</b>	<b>(7,546,900)</b>	<b>(3,968,800)</b>	<b>(47)</b>	<b>(3,616,900)</b>	<b>(3,934,900)</b>	<b>(4,004,200)</b>	<b>(3,622,500)</b>	<b>(2,969,400)</b>	<b>(2,807,700)</b>	<b>(2,685,300)</b>	<b>(2,037,100)</b>	<b>(1,647,500)</b>
		<b>Add Capital Grants and Contributions</b>												
11,674,600	6,004,900	Capital Grants and Contributions	10,644,300	12,984,000	22	14,335,400	1,708,000	2,345,000	1,127,000	10,529,000	15,435,600	10,652,100	4,273,000	152,000
8,369,700	4,663,300	Section 7.11 Contributions Collected	5,900,000	3,830,000	(35)	4,330,000	4,830,000	5,330,000	5,830,000	6,330,000	7,830,000	9,830,000	10,830,000	10,830,000
		<b>Add Non-operating Funds Employed</b>												
0	9,722,000	Loan Funds Used	6,900,000	17,540,000	154	14,753,000	6,115,500	1,250,000	0	0	0	0	0	0
570,200	3,091,200	Proceeds from Disposal of Assets	317,400	3,648,000	1,049	3,646,000	0	0	0	0	0	0	0	0
		<b>Subtract Funds Deployed for Non-operating Purposes</b>												
(30,818,200)	(37,047,700)	Capital Expenditure	(42,853,400)	(50,895,600)	19	(49,131,000)	(26,834,500)	(18,219,000)	(21,759,000)	(29,198,000)	(37,500,500)	(34,713,200)	(29,742,000)	(23,130,000)
(3,236,600)	(3,215,500)	Repayment of Principal on Loans	(3,264,800)	(7,098,600)	117	(4,435,700)	(3,524,200)	(3,515,400)	(2,973,900)	(3,008,400)	(3,107,000)	(3,114,000)	(3,216,000)	(3,323,000)
		<b>Net Movement in Other Working Capital Items</b>												
(2,120,000)	(7,704,100)	Net Incr / (Decr) in Other Working Capital Items	4,600	145,000	3,052	159,900	185,000	213,600	246,100	282,000	323,000	367,600	416,900	470,700
		<b>Add Back Non-Cash Expense</b>												
13,750,100	16,909,500	Depreciation	16,507,200	16,765,000	2	17,105,700	17,452,400	17,806,100	18,165,600	18,531,800	18,907,000	19,289,300	19,678,500	20,075,600
(484,000)	(610,200)	Remediation	0	0	0	0	0	0	0	0	0	0	0	0
144,000	123,000	Investment Premiums	0	0	0	0	0	0	0	0	0	0	0	0
680,000	550,000	Fair Value Adjustments Rental Properties	0	0	0	0	0	0	0	0	0	0	0	0
592,500	3,591,300	Land Stock Movement	0	0	0	0	0	0	0	0	0	0	0	0
0	(1,789,000)	Land Stock Movement - Cash Adjustment	0	0	0	0	0	0	0	0	0	0	0	0
136,800	69,600	Unwinding Interest Free Loans	20,000	0	(100)	0	0	0	0	0	0	0	0	0
1,203,200	5,557,700	Loss on Disposal of Infrastructure Assets	2,670,000	1,800,000	(33)	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
<b>2,534,200</b>	<b>(1,862,500)</b>	<b>Cash Reserves - Increase / (Decrease)</b>	<b>(10,701,600)</b>	<b>(5,251,000)</b>		<b>(1,053,600)</b>	<b>(2,202,700)</b>	<b>3,006,100</b>	<b>(1,186,700)</b>	<b>2,297,000</b>	<b>880,400</b>	<b>1,426,500</b>	<b>2,003,300</b>	<b>5,227,800</b>
		<b>Movement in Reserves - Increase / (Decrease)</b>												
(1,474,400)	629,400	Reserves - Internal - Increase / (Decrease)	(10,979,700)	(4,568,700)		1,524,400	(243,400)	1,297,600	(822,900)	1,700,200	1,128,700	1,513,300	1,538,400	1,888,700
3,931,600	(2,060,500)	Reserves - External - Increase / (Decrease)	1,097,800	(247,400)		(1,847,100)	(1,195,000)	2,400,700	99,000	898,900	(172,500)	(399,900)	1,700	2,310,500
77,000	(431,400)	Working Capital - Increase / (Decrease)	(819,700)	(434,900)		(730,900)	(764,300)	(692,200)	(462,800)	(302,100)	(75,800)	313,100	463,200	1,028,600
<b>2,534,200</b>	<b>(1,862,500)</b>	<b>Total Movement in Reserves</b>	<b>(10,701,600)</b>	<b>(5,251,000)</b>		<b>(1,053,600)</b>	<b>(2,202,700)</b>	<b>3,006,100</b>	<b>(1,186,700)</b>	<b>2,297,000</b>	<b>880,400</b>	<b>1,426,500</b>	<b>2,003,300</b>	<b>5,227,800</b>
		<b>Reserves - Balances as at 30 June</b>												
32,099,000	32,728,400	Internal Reserves	21,748,700	17,180,000	(21)	18,704,400	18,461,000	19,758,600	18,935,700	20,635,900	21,764,600	23,277,900	24,816,300	26,705,000
18,375,300	16,314,800	External Reserves	17,412,600	17,165,200	(1)	15,318,100	14,123,100	16,523,800	16,622,800	17,521,700	17,349,200	16,949,300	16,951,000	19,261,500
5,139,000	4,707,600	Working Capital	3,887,900	3,453,000	(11)	2,722,100	1,957,800	1,265,600	802,800	500,700	424,900	738,000	1,201,200	2,229,800
<b>55,613,300</b>	<b>53,750,800</b>	<b>Total</b>	<b>43,049,200</b>	<b>37,798,200</b>	<b>(12)</b>	<b>36,744,600</b>	<b>34,541,900</b>	<b>37,548,000</b>	<b>36,361,300</b>	<b>38,658,300</b>	<b>39,538,700</b>	<b>40,965,200</b>	<b>42,968,500</b>	<b>48,196,300</b>

## Water Operations – Cash Forecast and Long Term Financial Plan

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

Explanations for each item are:

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

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

**Operating Results** This records the operating result for the fund, both before and after non-cash items such as depreciation.

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

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

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

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

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

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

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

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

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

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



**WATER OPERATIONS - LONG TERM FINANCIAL PLAN (2018/19 to 2030/31)**

ACTUAL		DESCRIPTION	ESTIMATED											
2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		<b>OPERATING RESULTS</b>												
13,462,700	13,384,100	Operating Revenues	13,484,900	13,967,800	4	14,444,300	14,926,300	15,424,700	15,872,300	16,248,500	16,681,500	17,035,300	17,508,400	18,001,200
9,909,400	10,723,400	Less Operating Expenses	11,330,400	11,949,300	5	12,346,600	12,909,300	13,418,900	13,997,200	14,254,400	14,523,000	14,817,200	15,116,300	15,422,200
<b>3,553,300</b>	<b>2,660,700</b>	<b>Operating Result before Non-cash Items</b>	<b>2,154,500</b>	<b>2,018,500</b>	<b>(6)</b>	<b>2,097,700</b>	<b>2,017,000</b>	<b>2,005,800</b>	<b>1,875,100</b>	<b>1,994,100</b>	<b>2,158,500</b>	<b>2,218,100</b>	<b>2,392,100</b>	<b>2,579,000</b>
1,500,600	1,606,800	Depreciation Expense	1,570,000	1,700,000	8	1,734,000	1,768,700	1,804,100	1,840,200	1,877,100	1,914,700	1,953,000	1,992,100	2,032,000
0	0	Less Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
0	0	Less Loss on Disposal of Infrastructure Assets	700,000	120,000	(83)	123,000	126,000	129,000	132,000	135,000	138,000	141,000	144,000	147,000
<b>2,052,700</b>	<b>1,053,900</b>	<b>Net Operating Result</b>	<b>(115,500)</b>	<b>198,500</b>	<b>(272)</b>	<b>240,700</b>	<b>122,300</b>	<b>72,700</b>	<b>(97,100)</b>	<b>(18,000)</b>	<b>105,800</b>	<b>124,100</b>	<b>256,000</b>	<b>400,000</b>
		<b>Add Capital Grants and Contributions</b>												
2,200	0	Capital Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
1,175,800	762,600	Section 64 Contributions Collected	620,000	870,000	40	870,000	870,000	870,000	870,000	870,000	870,000	870,000	870,000	870,000
		<b>Subtract Funds Deployed for Non-operating Purposes</b>												
(1,120,100)	(3,029,800)	Capital Expenditure	(2,997,000)	(3,342,000)	12	(9,105,000)	(7,081,000)	(9,628,000)	(3,856,000)	(1,040,000)	(1,294,000)	(1,053,000)	(1,073,000)	(1,143,000)
0	0	Repayment of Principal on Loans	0	0	0	0	0	0	0	0	0	0	0	0
		<b>Net Movement in Other Working Capital Items</b>												
(378,500)	(763,700)	Net Incr / (Decr) in Leave and Working Capital	0	0	0	0	0	0	0	0	0	0	0	0
		<b>Add Back Non-Cash Expense</b>												
1,500,600	1,606,800	Depreciation	1,570,000	1,700,000	8	1,734,000	1,768,700	1,804,100	1,840,200	1,877,100	1,914,700	1,953,000	1,992,100	2,032,000
0	0	Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
0	0	Loss on Disposal of Infrastructure Assets	700,000	120,000	(83)	123,000	126,000	129,000	132,000	135,000	138,000	141,000	144,000	147,000
<b>3,232,700</b>	<b>(370,200)</b>	<b>Reserves Movement - Increase / (Decrease)</b>	<b>(222,500)</b>	<b>(453,500)</b>	<b>104</b>	<b>(6,137,300)</b>	<b>(4,194,000)</b>	<b>(6,752,200)</b>	<b>(1,110,900)</b>	<b>1,824,100</b>	<b>1,734,500</b>	<b>2,035,100</b>	<b>2,189,100</b>	<b>2,306,000</b>
		<b>Movement in Reserves - Increase / (Decrease)</b>												
1,816,300	(303,700)	Water Reserves	(755,500)	(1,205,200)		(5,545,800)	(223,300)	(737,100)	(508,700)	950,800	846,000	1,127,900	1,259,500	1,350,000
1,436,300	(66,500)	Developer Contributions - Section 64	533,000	751,700		(591,500)	(3,970,700)	(6,015,100)	(602,200)	873,300	888,500	907,200	929,600	956,000
<b>3,252,600</b>	<b>(370,200)</b>	<b>Total Movement in Reserves (incl Sec 64)</b>	<b>(222,500)</b>	<b>(453,500)</b>		<b>(6,137,300)</b>	<b>(4,194,000)</b>	<b>(6,752,200)</b>	<b>(1,110,900)</b>	<b>1,824,100</b>	<b>1,734,500</b>	<b>2,035,100</b>	<b>2,189,100</b>	<b>2,306,000</b>
		<b>Reserves - Balances as at 30 June</b>												
10,693,700	10,390,000	Water Reserves	9,634,500	8,429,300	(13)	2,883,500	2,660,200	1,923,100	1,414,400	2,365,200	3,211,200	4,339,100	5,598,600	6,948,600
10,182,800	10,116,300	Developer Contributions - Section 64	10,649,300	11,401,000	7	10,809,500	6,838,800	823,700	221,500	1,094,800	1,983,300	2,890,500	3,820,100	4,776,100
<b>20,876,500</b>	<b>20,506,300</b>	<b>Total Reserves</b>	<b>20,283,800</b>	<b>19,830,300</b>	<b>(2)</b>	<b>13,693,000</b>	<b>9,499,000</b>	<b>2,746,800</b>	<b>1,635,900</b>	<b>3,460,000</b>	<b>5,194,500</b>	<b>7,229,600</b>	<b>9,418,700</b>	<b>11,724,700</b>

## Wastewater Operations – Cash Forecast and Long Term Financial Plan

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

Explanations for each item are:

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

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

**Operating Results** This records the operating result for the fund, both before and after non-cash items such as depreciation.

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

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

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

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

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

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

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

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

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

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

**WASTEWATER OPERATIONS - LONG TERM FINANCIAL PLAN (2018/19 to 2030/31)**

ACTUAL		DESCRIPTION	ESTIMATED											
2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		<b>OPERATING RESULTS</b>												
19,660,100	20,435,000	Operating Revenues	21,091,000	21,286,300	1	21,516,200	21,741,700	21,966,700	22,164,400	22,644,300	23,167,900	23,722,900	24,299,200	24,912,700
13,457,200	13,856,100	Less Operating Expenses	13,604,500	13,798,500	1	13,427,300	13,449,700	13,423,300	13,377,300	13,474,200	13,426,300	13,457,400	13,493,200	13,708,100
<b>6,202,900</b>	<b>6,578,900</b>	<b>Operating Result before Non-cash Items</b>	<b>7,486,500</b>	<b>7,487,800</b>	<b>0</b>	<b>8,088,900</b>	<b>8,292,000</b>	<b>8,543,400</b>	<b>8,787,100</b>	<b>9,170,100</b>	<b>9,741,600</b>	<b>10,265,500</b>	<b>10,806,000</b>	<b>11,204,600</b>
3,675,600	3,910,000	Depreciation Expense	3,830,000	4,200,000	10	4,284,000	4,370,000	4,457,000	4,546,000	4,637,000	4,730,000	4,825,000	4,922,000	5,020,000
133,800	69,300	Less Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
526,700	812,100	Less Loss on Disposal of Infrastructure Assets	670,000	500,000	(25)	510,000	530,000	550,000	570,000	590,000	610,000	630,000	650,000	670,000
<b>1,866,800</b>	<b>1,787,500</b>	<b>Net Operating Result</b>	<b>2,986,500</b>	<b>2,787,800</b>	<b>(7)</b>	<b>3,294,900</b>	<b>3,392,000</b>	<b>3,536,400</b>	<b>3,671,100</b>	<b>3,943,100</b>	<b>4,401,600</b>	<b>4,810,500</b>	<b>5,234,000</b>	<b>5,514,600</b>
		<b>Add Capital Grants and Contributions</b>												
0	0	Capital Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
2,456,100	1,693,800	Section 64 Contributions Collected	1,530,000	1,810,000	18	1,810,000	1,810,000	1,810,000	1,810,000	1,810,000	1,810,000	1,810,000	1,810,000	1,810,000
		<b>Subtract Funds Deployed for Non-operating Purposes</b>												
(3,813,000)	(2,090,200)	Capital Expenditure	(5,212,200)	(5,061,000)	(3)	(9,585,000)	(9,174,000)	(11,976,000)	(3,847,000)	(1,588,000)	(1,363,000)	(1,858,000)	(1,358,000)	(2,579,000)
(3,387,000)	(3,535,800)	Repayment of Principal on Loans	(2,716,300)	(2,919,600)	7	(3,114,500)	(3,309,400)	(3,510,600)	(3,711,000)	(3,911,400)	(4,111,800)	(4,312,200)	(4,512,600)	(4,713,000)
		<b>Net Movement in Other Working Capital Items</b>												
(34,700)	(373,500)	Net Incr / (Decr) in Leave and Working Capital	0	0	0	0	0	0	0	0	0	0	0	0
		<b>Add Back Non-Cash Expense</b>												
3,675,600	3,910,000	Depreciation	3,830,000	4,200,000	10	4,284,000	4,370,000	4,457,000	4,546,000	4,637,000	4,730,000	4,825,000	4,922,000	5,020,000
133,800	69,300	Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
526,700	812,100	Loss on Disposal of Infrastructure Assets and contra wages	670,000	500,000	(25)	510,000	530,000	550,000	570,000	590,000	610,000	630,000	650,000	670,000
<b>1,424,300</b>	<b>2,273,200</b>	<b>Wastewater Reserves - Increase / (Decrease)</b>	<b>1,088,000</b>	<b>1,317,200</b>	<b>21</b>	<b>(2,800,600)</b>	<b>(2,381,400)</b>	<b>(5,133,200)</b>	<b>3,039,100</b>	<b>5,480,700</b>	<b>6,076,800</b>	<b>5,905,300</b>	<b>6,745,400</b>	<b>5,722,600</b>
		<b>Movement in Reserves - Increase / (Decrease)</b>												
(1,204,200)	862,800	Wastewater Reserves	2,004,000	18,500		29,200	(1,539,700)	(2,381,400)	2,591,800	3,721,100	4,295,100	4,012,800	4,902,600	3,757,600
2,628,500	1,410,400	Developer Contributions - Section 64	(916,000)	1,298,700		(2,829,800)	(841,700)	(2,751,800)	447,300	1,759,600	1,781,700	1,892,500	1,842,800	1,965,000
<b>1,424,300</b>	<b>2,273,200</b>	<b>Total Movement in Reserves (incl Section 64)</b>	<b>1,088,000</b>	<b>1,317,200</b>		<b>(2,800,600)</b>	<b>(2,381,400)</b>	<b>(5,133,200)</b>	<b>3,039,100</b>	<b>5,480,700</b>	<b>6,076,800</b>	<b>5,905,300</b>	<b>6,745,400</b>	<b>5,722,600</b>
		<b>Reserves - Balances as at 30 June</b>												
2,888,400	3,751,200	Wastewater Reserves	5,755,200	5,773,700	0	5,802,900	4,263,200	1,881,800	4,473,600	8,194,700	12,489,800	16,502,600	21,405,200	25,162,800
7,240,300	8,650,700	Developer Contributions - Section 64	7,734,700	9,033,400	17	6,203,600	5,361,900	2,610,100	3,057,400	4,817,000	6,598,700	8,491,200	10,334,000	12,299,000
<b>10,128,700</b>	<b>12,401,900</b>	<b>Total</b>	<b>13,489,900</b>	<b>14,807,100</b>	<b>10</b>	<b>12,006,500</b>	<b>9,625,100</b>	<b>4,491,900</b>	<b>7,531,000</b>	<b>13,011,700</b>	<b>19,088,500</b>	<b>24,993,800</b>	<b>31,739,200</b>	<b>37,461,800</b>

Part B

***Operating Budgets***

## Introduction

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

### Left Hand Page

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

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

### Right Hand Page

This page provides numerical information for each program:

**Previous Year Actuals** 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.

**Budget Items** This is a description of the main budget items for the program.

**Estimated 2020/21 and 2021/22** This is the estimate for the financial years.

**Percentage** This column provides figures expressed as a percentage, as to what the 2021/22 estimate varies to the 2020/21 estimate.

**2022/23 to 2030/31** Forward estimates have been provided as a guide to show the overall financial trend for the ten year forecast.

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.

## Planning and Environmental Health Division - Summary

**Manager:** *Matthew Wood, Director Planning and Environmental Health Division*

### Background

This section of the document provides details of the programs that form part of the Planning and Environmental Health Division. There are seven distinct programs being Development Services, Environmental and Public Health Services, Public Order, Strategic Planning, Northern Rivers Community Gallery, Open Spaces and Open Spaces Buildings and Structures.

#### **Development Services**

Costs associated with the assessment and management of development applications and provision of building services.

#### **Environmental and Public Health Services**

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

#### **Public Order**

Costs associated with the delivery of ranger services and a parking officer.

#### **Strategic Planning**

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

#### **Northern Rivers Community Gallery**

This program includes all revenues and expenses related to management and operations of Northern Rivers Community Gallery

#### **Open Spaces**

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

#### **Open Spaces Buildings and Structures**

This program includes costs to manage and maintain public amenities and a number of open spaces buildings and structures situated on reserves and sporting grounds.

**PLANNING AND ENVIRONMENTAL HEALTH DIVISION - SUMMARY**

ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
2,098,200	2,285,000	2,597,200	Development Services	3,373,000	3,120,000	(8)	3,182,700	3,247,800	3,314,000	3,381,600	3,450,400	3,520,500	3,591,800	3,664,800	3,739,200
392,400	674,100	866,700	Public and Environmental Health	675,000	717,000	6	549,000	497,100	419,700	421,400	427,200	442,100	448,200	500,500	509,800
296,900	268,700	264,300	Public Order	223,000	270,000	21	275,700	281,800	288,000	294,300	300,700	307,200	313,900	320,700	327,500
340,000	389,300	141,000	Strategic Planning	444,000	98,500	(78)	95,600	97,300	98,100	125,900	160,700	179,500	185,300	185,600	187,900
157,400	137,800	135,700	Northern Rivers Community Gallery	62,000	83,000	34	83,000	84,900	87,100	89,300	91,500	93,700	95,900	98,200	100,500
931,500	906,200	1,004,700	Open Spaces	934,500	1,247,300	33	1,065,700	1,087,200	1,109,100	1,131,300	1,153,900	1,176,800	1,200,300	1,224,300	1,248,900
0	0	0	Open Spaces Buildings and Structures	0	0		0	0	0	0	0	0	0	0	0
<b>4,216,400</b>	<b>4,661,100</b>	<b>5,009,600</b>	<b>Total Operating Revenues</b>	<b>5,711,500</b>	<b>5,535,800</b>	<b>(3)</b>	<b>5,251,700</b>	<b>5,296,100</b>	<b>5,316,000</b>	<b>5,443,800</b>	<b>5,584,400</b>	<b>5,719,800</b>	<b>5,835,400</b>	<b>5,994,100</b>	<b>6,113,800</b>
			<b>OPERATING EXPENSES</b>												
3,570,400	3,457,700	3,927,400	Development Services	3,424,900	3,238,000	(5)	3,295,400	3,361,600	3,429,500	3,498,700	3,569,100	3,640,900	3,714,100	3,788,900	3,865,200
1,187,400	1,559,900	1,592,400	Public and Environmental Health	2,881,800	2,503,000	(13)	2,390,600	2,524,100	2,424,400	2,467,500	2,515,400	2,573,000	2,622,600	2,718,900	2,772,100
570,500	624,100	659,700	Public Order	627,000	680,000	8	691,900	706,700	721,700	737,000	752,500	768,300	784,600	801,100	818,000
1,120,200	969,000	1,229,200	Strategic Planning	1,334,200	996,000	(25)	1,012,400	1,032,800	1,054,900	1,077,300	1,100,000	1,123,100	1,146,600	1,170,400	1,194,600
361,900	466,200	464,800	Northern Rivers Community Gallery	471,900	445,000	(6)	451,400	461,000	471,800	481,900	493,000	503,400	514,000	526,100	537,200
3,715,500	4,371,200	4,486,000	Open Spaces	5,055,100	4,847,800	(4)	4,947,400	5,047,300	5,151,900	5,343,200	5,301,900	5,412,400	5,524,900	5,639,600	5,755,800
1,918,700	1,618,700	2,422,700	Open Spaces Buildings and Structures	1,877,700	2,208,000	18	2,251,000	2,298,100	2,347,200	2,396,600	2,446,300	2,498,400	2,550,900	2,604,000	2,658,300
<b>12,444,600</b>	<b>13,066,800</b>	<b>14,782,200</b>	<b>Total Operating Expenses</b>	<b>15,672,600</b>	<b>14,917,800</b>	<b>(5)</b>	<b>15,040,100</b>	<b>15,431,600</b>	<b>15,601,400</b>	<b>16,002,200</b>	<b>16,178,200</b>	<b>16,519,500</b>	<b>16,857,700</b>	<b>17,249,000</b>	<b>17,601,200</b>
			<b>NET OPERATING RESULT</b>												
(1,472,200)	(1,172,700)	(1,330,200)	Development Services	(51,900)	(118,000)	127	(112,700)	(113,800)	(115,500)	(117,100)	(118,700)	(120,400)	(122,300)	(124,100)	(126,000)
(795,000)	(885,800)	(725,700)	Public and Environmental Health	(2,206,800)	(1,786,000)	(19)	(1,841,600)	(2,027,000)	(2,004,700)	(2,046,100)	(2,088,200)	(2,130,900)	(2,174,400)	(2,218,400)	(2,262,300)
(273,600)	(355,400)	(395,400)	Public Order	(404,000)	(410,000)	1	(416,200)	(424,900)	(433,700)	(442,700)	(451,800)	(461,100)	(470,700)	(480,400)	(490,500)
(780,200)	(579,700)	(1,088,200)	Strategic Planning	(890,200)	(897,500)	1	(916,800)	(935,500)	(956,800)	(951,400)	(939,300)	(943,600)	(961,300)	(984,800)	(1,006,700)
(204,500)	(328,400)	(329,100)	Northern Rivers Community Gallery	(409,900)	(362,000)	(12)	(368,400)	(376,100)	(384,700)	(392,600)	(401,500)	(409,700)	(418,100)	(427,900)	(436,700)
(2,792,100)	(3,484,300)	(3,525,800)	Open Spaces	(4,120,600)	(3,600,500)	(13)	(3,881,700)	(3,960,100)	(4,042,800)	(4,211,900)	(4,148,000)	(4,235,600)	(4,324,600)	(4,415,300)	(4,506,900)
(1,918,700)	(1,618,700)	(2,422,700)	Open Spaces Buildings and Structures	(1,877,700)	(2,208,000)	18	(2,251,000)	(2,298,100)	(2,347,200)	(2,396,600)	(2,446,300)	(2,498,400)	(2,550,900)	(2,604,000)	(2,658,300)
<b>(8,228,200)</b>	<b>(8,405,700)</b>	<b>(9,772,600)</b>	<b>Total Operating Result - Surplus / (Deficit)</b>	<b>(9,961,100)</b>	<b>(9,382,000)</b>	<b>(6)</b>	<b>(9,788,400)</b>	<b>(10,135,500)</b>	<b>(10,285,400)</b>	<b>(10,558,400)</b>	<b>(10,593,800)</b>	<b>(10,799,700)</b>	<b>(11,022,300)</b>	<b>(11,254,900)</b>	<b>(11,487,400)</b>
(129,300)	368,100	14,400	Add Back Loss on Disposal of Assets	0	0		0	0	0	0	0	0	0	0	0
1,161,000	798,300	1,616,800	Add Back Depreciation	1,116,000	1,420,000	27	1,449,700	1,480,400	1,512,100	1,543,900	1,575,700	1,609,500	1,643,400	1,677,400	1,712,500
<b>(7,196,500)</b>	<b>(7,239,300)</b>	<b>(8,141,400)</b>	<b>Total Cash Operating Result - Surplus / (Deficit)</b>	<b>(8,845,100)</b>	<b>(7,962,000)</b>	<b>(10)</b>	<b>(8,338,700)</b>	<b>(8,655,100)</b>	<b>(8,773,300)</b>	<b>(9,014,500)</b>	<b>(9,018,100)</b>	<b>(9,190,200)</b>	<b>(9,378,900)</b>	<b>(9,577,500)</b>	<b>(9,774,900)</b>
			<b>Capital Movements</b>												
7,800	8,300	7,300	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
8,726,500	13,085,100	9,283,600	Less Transfer to Reserves	7,646,800	4,291,800		4,593,300	5,099,100	5,603,500	6,135,900	6,674,400	8,197,000	10,206,700	11,211,000	11,217,500
3,790,000	3,590,400	6,307,400	Add Transfer from Reserves	5,451,900	1,939,900		380,300	231,300	170,800	257,100	109,000	111,000	113,000	115,000	117,000
5,678,500	9,333,600	5,724,400	Add Capital Income Applied	8,246,300	5,093,000		7,260,000	4,830,000	5,330,000	5,830,000	6,330,000	7,830,000	9,830,000	10,830,000	10,830,000
2,225,500	1,721,800	4,022,400	Less Capital Expenditure	6,013,000	4,098,100		4,234,000	1,108,000	1,127,000	1,147,000	1,167,000	1,187,000	1,207,000	1,228,000	1,250,000
<b>(8,687,800)</b>	<b>(9,130,500)</b>	<b>(9,422,900)</b>	<b>Cash Result after Capital Movements</b>	<b>(8,806,700)</b>	<b>(9,319,000)</b>	<b>6</b>	<b>(9,525,700)</b>	<b>(9,800,900)</b>	<b>(10,003,000)</b>	<b>(10,210,300)</b>	<b>(10,420,500)</b>	<b>(10,633,200)</b>	<b>(10,849,600)</b>	<b>(11,071,500)</b>	<b>(11,295,400)</b>

## Development Services

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

### Background

Revenues and expenses associated with the management of development applications, planning controls and the provision of building inspection services.

### Budget Comments

#### OPERATING REVENUES

##### Regulatory Fees and Fines

Includes administration and advertising charges, development application fees, subdivision fees, planning certificates, construction certificates, inspection fees, compliance and occupation certificates.

#### OPERATING EXPENSES

##### Employee Costs

Based on staffing structure totalling 126 days. Other costs include motor vehicles.

##### Office Expenses

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

##### Legal Costs

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



DEVELOPMENT SERVICES															
ACTUAL			DESCRIPTION	ESTIMATE											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
<b>OPERATING REVENUES</b>															
591,100	769,200	769,900	Development Application - Fees and Charges	783,000	854,000	9	871,100	888,700	906,600	924,900	943,500	962,500	981,800	1,001,500	1,021,600
232,100	221,300	242,600	Development Application - Compliance Levy	490,000	525,000	7	535,500	546,300	557,300	568,500	579,900	591,500	603,400	615,500	627,900
5,500	9,800	7,800	Change of Use Applications	7,000	7,000	0	7,200	7,400	7,600	7,800	8,000	8,200	8,400	8,600	8,800
45,600	47,600	65,800	Subdivision Fees	66,000	76,000	15	77,600	79,300	81,000	82,700	84,400	86,200	88,000	89,900	91,800
104,700	102,700	102,500	Section 10.7 Certificates	140,000	175,000	25	178,500	182,100	185,800	189,600	193,400	197,300	201,300	205,400	209,600
12,100	5,500	3,800	Planning Certificates - Urgency Fees	6,000	5,000	(17)	5,100	5,300	5,500	5,700	5,900	6,100	6,300	6,500	6,700
4,300	17,000	10,800	Part V Activity Fees	0	0	0	0	0	0	0	0	0	0	0	0
67,100	70,000	64,300	Enquiries and Other Income	101,000	104,000	3	106,100	108,400	110,700	113,100	115,500	117,900	120,300	122,900	125,500
23,700	22,100	22,100	Essential Fire Services	20,000	20,000	0	20,400	20,900	21,400	21,900	22,400	22,900	23,400	23,900	24,400
57,000	52,200	38,500	Swimming Pools - Certificates of Compliance	34,000	38,000	12	38,800	39,600	40,400	41,300	42,200	43,100	44,000	44,900	45,800
148,000	111,200	416,600	Construction Certificates	423,000	430,000	2	438,600	447,400	456,400	465,600	475,000	484,500	494,200	504,100	514,200
260,000	392,200	494,000	Plumbing and Drainage - Certificates / Inspections	460,000	503,000	9	513,100	523,400	533,900	544,600	555,500	566,700	578,200	589,900	601,800
388,200	333,500	41,100	Building - Certificates / Inspections	38,000	48,000	26	49,000	50,000	51,000	52,100	53,200	54,300	55,400	56,600	57,800
14,100	21,700	30,800	Private Certifiers - Lodgement Fees	24,000	25,000	4	25,500	26,100	26,700	27,300	27,900	28,500	29,100	29,700	30,300
17,900	21,500	24,500	OSSM - Approvals to Operate (New)	65,000	70,000	8	71,400	72,900	74,400	75,900	77,500	79,100	80,700	82,400	84,100
1,900	13,600	(9,800)	Plan First Levy	9,000	20,000	122	20,400	20,900	21,400	21,900	22,400	22,900	23,400	23,900	24,400
0	0	97,200	Drainage Plans	145,000	145,000	0	147,900	150,900	154,000	157,100	160,300	163,600	166,900	170,300	173,800
16,800	12,700	18,100	Complying Development Certificates	12,000	15,000	25	15,300	15,700	16,100	16,500	16,900	17,300	17,700	18,100	18,500
108,100	61,200	156,600	Legal Costs Recovered and Fines	550,000	60,000	(89)	61,200	62,500	63,800	65,100	66,500	67,900	69,300	70,700	72,200
<b>2,098,200</b>	<b>2,285,000</b>	<b>2,597,200</b>	<b>Total Operating Revenues</b>	<b>3,373,000</b>	<b>3,120,000</b>	<b>(8)</b>	<b>3,182,700</b>	<b>3,247,800</b>	<b>3,314,000</b>	<b>3,381,600</b>	<b>3,450,400</b>	<b>3,520,500</b>	<b>3,591,800</b>	<b>3,664,800</b>	<b>3,739,200</b>
<b>OPERATING EXPENSES</b>															
2,536,300	2,807,900	2,786,200	Employee Costs	2,760,900	2,873,000	4	2,930,400	2,989,200	3,049,300	3,110,600	3,173,000	3,236,700	3,301,600	3,367,900	3,435,700
84,600	97,900	59,100	Office Expenses and Advertising	39,000	40,000	3	40,000	40,900	41,900	42,900	43,900	44,900	45,900	47,000	48,000
26,100	52,900	45,600	Consultants	10,000	25,000	150	25,000	25,500	26,100	26,700	27,300	27,900	28,500	29,100	29,700
923,400	499,000	1,036,500	Legal Expenses	615,000	300,000	(51)	300,000	306,000	312,200	318,500	324,900	331,400	338,100	344,900	351,800
<b>3,570,400</b>	<b>3,457,700</b>	<b>3,927,400</b>	<b>Total Operating Expenses</b>	<b>3,424,900</b>	<b>3,238,000</b>	<b>(5)</b>	<b>3,295,400</b>	<b>3,361,600</b>	<b>3,429,500</b>	<b>3,498,700</b>	<b>3,569,100</b>	<b>3,640,900</b>	<b>3,714,100</b>	<b>3,788,900</b>	<b>3,865,200</b>
<b>(1,472,200)</b>	<b>(1,172,700)</b>	<b>(1,330,200)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(51,900)</b>	<b>(118,000)</b>	<b>127</b>	<b>(112,700)</b>	<b>(113,800)</b>	<b>(115,500)</b>	<b>(117,100)</b>	<b>(118,700)</b>	<b>(120,400)</b>	<b>(122,300)</b>	<b>(124,100)</b>	<b>(126,000)</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(1,472,200)</b>	<b>(1,172,700)</b>	<b>(1,330,200)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(51,900)</b>	<b>(118,000)</b>	<b>127</b>	<b>(112,700)</b>	<b>(113,800)</b>	<b>(115,500)</b>	<b>(117,100)</b>	<b>(118,700)</b>	<b>(120,400)</b>	<b>(122,300)</b>	<b>(124,100)</b>	<b>(126,000)</b>
<b>Capital Movements</b>															
0	0	0	Less Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
223,000	278,500	10,000	Less Transfer to Reserves	490,000	0	0	0	0	0	0	0	0	0	0	0
273,000	70,200	383,300	Add Transfer from Reserves	300,000	0	0	0	0	0	0	0	0	0	0	0
0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
<b>(1,422,200)</b>	<b>(1,381,000)</b>	<b>(956,900)</b>	<b>Cash Result after Capital Movements</b>	<b>(241,900)</b>	<b>(118,000)</b>	<b>(51)</b>	<b>(112,700)</b>	<b>(113,800)</b>	<b>(115,500)</b>	<b>(117,100)</b>	<b>(118,700)</b>	<b>(120,400)</b>	<b>(122,300)</b>	<b>(124,100)</b>	<b>(126,000)</b>

## Public and Environmental Health

**Manager:** Kerri Watts, Manager Public and Environmental Health

### Background

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

### Budget Comments

#### OPERATING REVENUES

##### Regulatory Fees and Fines

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

#### OPERATING EXPENSES

##### Employee Costs

Based on staffing structure of 74 days. Other costs included are training and expenses relating to motor vehicles.

##### Office Expenses

Advertising, legal and other sundry office expenses.

##### Projects and Kits

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

##### Water Monitoring

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

##### Shaws Bay Coastal Management Plan and Lake Ainsworth Coastal Management Plan

Funding to implement actions in each of these plans and to review the plans.

##### Healthy Waterways

Funding from previous years special rate variations to implement actions for healthy waterways programs.

**PUBLIC AND ENVIRONMENTAL HEALTH**

ACTUAL			DESCRIPTION	ESTIMATE											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
			<b>Environmental Health</b>												
153,000	160,500	155,500	Registrations and Inspections	98,000	168,000	71	171,000	175,000	179,300	183,600	188,000	192,400	196,900	201,500	206,100
155,900	171,500	172,300	OSSM - Fees and Charges	188,000	191,000	2	194,000	198,000	202,200	206,500	210,800	215,200	219,700	224,300	228,900
0	54,900	13,100	Grants - Lake Ainsworth Coastal Management Plan	132,000	217,000	64	183,000	123,000	37,000	30,000	27,000	33,000	30,000	73,000	73,000
0	56,200	214,900	Grants - Healthy Waterways Program	190,000	0	(100)	0	0	0	0	0	0	0	0	0
0	140,000	140,000	Grants - Contaminated Land	0	140,000	100	0	0	0	0	0	0	0	0	0
82,800	91,000	170,900	Grants - Other	66,000	0	(100)	0	0	0	0	0	0	0	0	0
700	0	0	Litter Fines	1,000	1,000	0	1,000	1,100	1,200	1,300	1,400	1,500	1,600	1,700	1,800
<b>392,400</b>	<b>674,100</b>	<b>866,700</b>	<b>Total Operating Revenues</b>	<b>675,000</b>	<b>717,000</b>	<b>6</b>	<b>549,000</b>	<b>497,100</b>	<b>419,700</b>	<b>421,400</b>	<b>427,200</b>	<b>442,100</b>	<b>448,200</b>	<b>500,500</b>	<b>509,800</b>
			<b>OPERATING EXPENSES</b>												
			<b>Environmental Health</b>												
873,300	995,300	989,700	Employee Costs	1,580,100	1,678,000	6	1,711,600	1,745,900	1,780,900	1,816,600	1,853,000	1,890,100	1,928,100	1,966,800	2,006,300
62,400	14,300	9,500	Office Expenses, Advertising, Consultants	21,000	20,000	(5)	20,000	20,400	21,000	21,600	22,200	22,800	23,400	24,000	24,600
13,100	4,700	1,200	Projects and Kits	25,000	7,000	(72)	7,000	7,200	7,500	7,800	8,100	8,400	8,700	9,000	9,300
			<b>Management Plans and Projects</b>												
20,400	20,200	16,100	Water Monitoring	27,000	22,000	(19)	22,000	22,500	23,200	23,900	24,600	25,300	26,000	26,700	27,400
26,300	149,100	44,500	Lake Ainsworth Coastal Management Plan	224,000	273,000	22	190,000	220,000	73,000	67,000	65,000	72,000	70,000	114,000	114,000
98,400	44,500	100,900	Shaws Bay Coastal Management Plan	22,000	30,000	36	30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000
92,900	131,200	83,200	Healthy Waterways Program	330,000	332,000	1	339,000	346,000	353,000	361,000	369,000	377,000	385,000	393,000	401,000
0	199,700	345,600	Other Grant Funded Projects	651,700	140,000	(79)	70,000	130,000	132,600	135,300	138,100	140,900	143,800	146,700	149,700
			<b>Noxious Plants / Vermin</b>												
600	900	1,700	Destruction of Pests	1,000	1,000	0	1,000	1,100	1,200	1,300	1,400	1,500	1,600	1,700	1,800
<b>1,187,400</b>	<b>1,559,900</b>	<b>1,592,400</b>	<b>Total Operating Expenses</b>	<b>2,881,800</b>	<b>2,503,000</b>	<b>(13)</b>	<b>2,390,600</b>	<b>2,524,100</b>	<b>2,424,400</b>	<b>2,467,500</b>	<b>2,515,400</b>	<b>2,573,000</b>	<b>2,622,600</b>	<b>2,718,900</b>	<b>2,772,100</b>
<b>(795,000)</b>	<b>(885,800)</b>	<b>(725,700)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(2,206,800)</b>	<b>(1,786,000)</b>	<b>(19)</b>	<b>(1,841,600)</b>	<b>(2,027,000)</b>	<b>(2,004,700)</b>	<b>(2,046,100)</b>	<b>(2,088,200)</b>	<b>(2,130,900)</b>	<b>(2,174,400)</b>	<b>(2,218,400)</b>	<b>(2,262,300)</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(795,000)</b>	<b>(885,800)</b>	<b>(725,700)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(2,206,800)</b>	<b>(1,786,000)</b>	<b>(19)</b>	<b>(1,841,600)</b>	<b>(2,027,000)</b>	<b>(2,004,700)</b>	<b>(2,046,100)</b>	<b>(2,088,200)</b>	<b>(2,130,900)</b>	<b>(2,174,400)</b>	<b>(2,218,400)</b>	<b>(2,262,300)</b>
			<b>Capital Movements</b>												
0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
359,700	865,900	1,759,100	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
869,400	615,100	1,571,900	Add Transfer from Reserves	1,172,200	155,000		213,000	62,000	0	0	0	0	0	0	0
181,900	11,900	0	Add Capital Income Applied	471,500	263,000		430,000	0	0	0	0	0	0	0	0
857,700	136,900	124,900	Less Capital Expenditure	1,220,000	395,000		645,000	0	0	0	0	0	0	0	0
<b>(961,100)</b>	<b>(1,261,600)</b>	<b>(1,037,800)</b>	<b>Cash Result after Capital Movements</b>	<b>(1,783,100)</b>	<b>(1,763,000)</b>	<b>(1)</b>	<b>(1,843,600)</b>	<b>(1,965,000)</b>	<b>(2,004,700)</b>	<b>(2,046,100)</b>	<b>(2,088,200)</b>	<b>(2,130,900)</b>	<b>(2,174,400)</b>	<b>(2,218,400)</b>	<b>(2,262,300)</b>

## Public Order

**Manager:** Kerri Watts, Manager Public and Environmental Health

### Background

This program includes income and expenses in respect to enforcement activities undertaken by Council's rangers.

### Budget Comments

#### OPERATING REVENUES

##### Regulatory Fees and Fines

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

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

control. **OPERATING EXPENSES**

##### Rangers

Council has a total of four full time rangers and two part time parking officers (total of 26 days).

##### Impounding Expenses

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

PUBLIC ORDER															
ACTUAL			DESCRIPTION	ESTIMATE											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
			<b>Regulatory Fees and Fines</b>												
75,500	47,200	52,500	Fees and Charges	50,000	52,000	4	53,200	54,600	56,000	57,400	58,800	60,200	61,700	63,200	64,700
161,500	171,100	163,900	Parking Fines	132,000	170,000	29	173,400	176,900	180,500	184,200	187,900	191,700	195,600	199,600	203,600
50,800	40,500	39,800	Dog Fines	32,000	42,000	31	42,900	43,800	44,700	45,600	46,600	47,600	48,600	49,600	50,600
9,100	9,900	8,100	Other Fines and Other Revenues	9,000	6,000	(33)	6,200	6,500	6,800	7,100	7,400	7,700	8,000	8,300	8,600
<b>296,900</b>	<b>268,700</b>	<b>264,300</b>	<b>Total Operating Revenues</b>	<b>223,000</b>	<b>270,000</b>	<b>21</b>	<b>275,700</b>	<b>281,800</b>	<b>288,000</b>	<b>294,300</b>	<b>300,700</b>	<b>307,200</b>	<b>313,900</b>	<b>320,700</b>	<b>327,500</b>
			<b>OPERATING EXPENSES</b>												
			<b>Rangers</b>												
480,300	509,400	564,400	Employee Costs	526,000	579,000	10	590,600	602,600	614,800	627,300	640,000	652,900	666,200	679,700	693,500
83,400	104,700	85,800	Impounding Expenses	92,000	92,000	0	92,100	94,700	97,300	99,900	102,500	105,200	107,900	110,600	113,400
			<b>Debt Servicing</b>												
1,300	800	300	Interest on Loans - Dog Control	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Non-cash Expenses</b>												
5,500	9,200	9,200	Depreciation - Dog Control	9,000	9,000	0	9,200	9,400	9,600	9,800	10,000	10,200	10,500	10,800	11,100
<b>570,500</b>	<b>624,100</b>	<b>659,700</b>	<b>Total Operating Expenses</b>	<b>627,000</b>	<b>680,000</b>	<b>8</b>	<b>691,900</b>	<b>706,700</b>	<b>721,700</b>	<b>737,000</b>	<b>752,500</b>	<b>768,300</b>	<b>784,600</b>	<b>801,100</b>	<b>818,000</b>
<b>(273,600)</b>	<b>(355,400)</b>	<b>(395,400)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(404,000)</b>	<b>(410,000)</b>	<b>1</b>	<b>(416,200)</b>	<b>(424,900)</b>	<b>(433,700)</b>	<b>(442,700)</b>	<b>(451,800)</b>	<b>(461,100)</b>	<b>(470,700)</b>	<b>(480,400)</b>	<b>(490,500)</b>
5,500	9,200	9,200	Add Back Depreciation	9,000	9,000	0	9,200	9,400	9,600	9,800	10,000	10,200	10,500	10,800	11,100
<b>(268,100)</b>	<b>(346,200)</b>	<b>(386,200)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(395,000)</b>	<b>(401,000)</b>	<b>2</b>	<b>(407,000)</b>	<b>(415,500)</b>	<b>(424,100)</b>	<b>(432,900)</b>	<b>(441,800)</b>	<b>(450,900)</b>	<b>(460,200)</b>	<b>(469,600)</b>	<b>(479,400)</b>
			<b>Capital Movements</b>												
7,800	8,300	7,300	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
10,000	2,000	4,000	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
6,500	0	22,000	Add Transfer from Reserves	14,000	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
0	0	30,500	Less Capital Expenditure	20,000	0		0	0	0	0	0	0	0	0	0
<b>(279,400)</b>	<b>(356,500)</b>	<b>(406,000)</b>	<b>Cash Result after Capital Movements</b>	<b>(401,000)</b>	<b>(401,000)</b>	<b>0</b>	<b>(407,000)</b>	<b>(415,500)</b>	<b>(424,100)</b>	<b>(432,900)</b>	<b>(441,800)</b>	<b>(450,900)</b>	<b>(460,200)</b>	<b>(469,600)</b>	<b>(479,400)</b>

## Strategic Planning

**Manager:** Tara McGready, Manager Strategic Planning

### Background

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

### Budget Comments

#### OPERATING REVENUES

##### Fees and Charges

Income for strategic planning publications and services and planning proposals.

##### Grants and Contributions

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

##### Interest on Section 7.11 Contributions

This program oversees Council's section 7.11 plans and the interest generated on the contributions held is transferred back to the Section 7.11 Plans.

#### OPERATING EXPENSES

##### Employee Costs

Based on six full-time and three part time employees (total of 41 days), plus two motor vehicles.

##### Office Expenses

Includes allowances for advertising, printing and stationery.

##### Economic Development, Aboriginal, Heritage Programs and Koala Management Programs

Allowances for consultancies and projects for these programs.

##### Strategic Plans and Studies

This figure represents discretionary funds that are available for planning studies.

##### Planning Proposals

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

#### CAPITAL MOVEMENTS

**Transfer to and from Reserves** - Represents Section 7.11 contributions collected plus interest earned on Section 7.11 contributions held, along with transfers from reserves for projects that have not been completed in the previous year and the funding is carried forward to the current year.

##### Capital Income

Represents Section 7.11 contributions collected as per Part D of this document.

## STRATEGIC PLANNING

ACTUAL			DESCRIPTION	ESTIMATE											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
67,200	29,500	43,100	Planning Proposals and Other Fees	90,000	30,000	(67)	30,000	30,600	31,300	32,000	32,700	33,400	34,100	34,800	35,500
51,500	67,300	2,200	Grants and Contributions	231,000	2,000	(99)	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900
221,300	292,500	95,700	Interest on Section 7.11 Contributions	123,000	66,500	(46)	63,500	64,500	64,500	91,500	125,500	143,500	148,500	148,000	149,500
<b>340,000</b>	<b>389,300</b>	<b>141,000</b>	<b>Total Operating Revenues</b>	<b>444,000</b>	<b>98,500</b>	<b>(78)</b>	<b>95,600</b>	<b>97,300</b>	<b>98,100</b>	<b>125,900</b>	<b>160,700</b>	<b>179,500</b>	<b>185,300</b>	<b>185,600</b>	<b>187,900</b>
			<b>OPERATING EXPENSES</b>												
900,000	790,500	1,035,300	Employee Costs	950,400	981,000	3	1,000,600	1,020,700	1,041,300	1,062,300	1,083,700	1,105,500	1,127,800	1,150,500	1,173,600
32,200	33,700	16,700	Office Expenses	18,000	18,000	0	18,000	18,500	19,100	19,700	20,300	20,900	21,500	22,100	22,700
29,000	39,900	14,500	Planning Proposals	117,600	30,000	(74)	30,000	30,600	31,300	32,000	32,700	33,400	34,100	34,800	35,500
1,900	700	0	Section 7.11 Contribution Plan Reviews	20,000	10,000	(50)	10,000	10,200	10,500	10,800	11,100	11,400	11,700	12,000	12,300
14,500	0	5,100	Planning Policy / Strategy Reviews	10,000	0	(100)	0	0	0	0	0	0	0	0	0
10,700	8,300	11,400	Ballina Major Regional Centre Actions	10,000	10,000	0	10,000	10,200	10,500	10,800	11,100	11,400	11,700	12,000	12,300
12,300	0	15,600	Plans of Management	104,000	10,000	(90)	10,000	10,200	10,500	10,800	11,100	11,400	11,700	12,000	12,300
11,100	11,000	18,900	Economic Development Programs	12,000	15,000	25	15,000	15,300	15,700	16,100	16,500	16,900	17,300	17,700	18,100
15,900	6,600	10,700	Cultural and Heritage Programs	39,300	20,000	(49)	20,000	20,400	20,900	21,400	21,900	22,400	22,900	23,400	23,900
5,300	400	1,500	Koala Management Plan Actions	28,000	15,000	(46)	15,000	15,300	15,700	16,100	16,500	16,900	17,300	17,700	18,100
900	0	0	Public Art Projects	11,000	0	(100)	0	0	0	0	0	0	0	0	0
34,800	600	0	Significant Tree Register	0	0	0	0	0	0	0	0	0	0	0	0
29,600	54,800	82,300	Other Strategic Plans and Studies	470,800	20,000	(96)	20,000	20,400	20,900	21,400	21,900	22,400	22,900	23,400	23,900
21,100	22,500	12,200	Community Services Programs	24,000	24,000	0	24,000	24,500	25,300	26,100	26,900	27,700	28,500	29,300	30,100
900	0	5,000	Environmental Action Policy	25,000	0	(100)	0	0	0	0	0	0	0	0	0
			<b>Recouped from Business Activities</b>												
0	0	0	Direct Costs Redistributed to Businesses	(505,900)	(157,000)	(69)	(160,200)	(163,500)	(166,800)	(170,200)	(173,700)	(177,200)	(180,800)	(184,500)	(188,200)
<b>1,120,200</b>	<b>969,000</b>	<b>1,229,200</b>	<b>Total Operating Expenses</b>	<b>1,334,200</b>	<b>996,000</b>	<b>(25)</b>	<b>1,012,400</b>	<b>1,032,800</b>	<b>1,054,900</b>	<b>1,077,300</b>	<b>1,100,000</b>	<b>1,123,100</b>	<b>1,146,600</b>	<b>1,170,400</b>	<b>1,194,600</b>
<b>(780,200)</b>	<b>(579,700)</b>	<b>(1,088,200)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(890,200)</b>	<b>(897,500)</b>	<b>1</b>	<b>(916,800)</b>	<b>(935,500)</b>	<b>(956,800)</b>	<b>(951,400)</b>	<b>(939,300)</b>	<b>(943,600)</b>	<b>(961,300)</b>	<b>(984,800)</b>	<b>(1,006,700)</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(780,200)</b>	<b>(579,700)</b>	<b>(1,088,200)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(890,200)</b>	<b>(897,500)</b>	<b>1</b>	<b>(916,800)</b>	<b>(935,500)</b>	<b>(956,800)</b>	<b>(951,400)</b>	<b>(939,300)</b>	<b>(943,600)</b>	<b>(961,300)</b>	<b>(984,800)</b>	<b>(1,006,700)</b>
			<b>Capital Movements</b>												
0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
5,602,700	9,020,200	4,814,000	Less Transfer to Reserves	6,073,000	3,946,500		4,444,500	4,947,500	5,449,500	5,978,500	6,514,500	8,034,500	10,041,500	11,043,000	11,046,500
29,600	323,600	65,400	Add Transfer from Reserves	448,700	30,000		31,000	33,000	35,000	37,000	39,000	41,000	43,000	45,000	47,000
5,280,000	8,384,700	4,663,300	Add Capital Income Applied	6,043,000	3,830,000		4,330,000	4,830,000	5,330,000	5,830,000	6,330,000	7,830,000	9,830,000	10,830,000	10,830,000
0	0	0	Less Capital Expenditure	143,000	0		0	0	0	0	0	0	0	0	0
<b>(1,073,300)</b>	<b>(891,600)</b>	<b>(1,173,500)</b>	<b>Cash Result after Capital Movements</b>	<b>(614,500)</b>	<b>(984,000)</b>	<b>60</b>	<b>(1,000,300)</b>	<b>(1,020,000)</b>	<b>(1,041,300)</b>	<b>(1,062,900)</b>	<b>(1,084,800)</b>	<b>(1,107,100)</b>	<b>(1,129,800)</b>	<b>(1,152,800)</b>	<b>(1,176,200)</b>

# Northern Rivers Community Gallery

**Manager:** Tara McGready, Manager Strategic Planning

## Background

Revenues and expenses associated with the management and operations of Northern Rivers Community Gallery.

## Budget Comments

### OPERATING REVENUES

#### Revenues

##### **Fees and Charges**

Income from bookings and exhibitions and workshop fees.

##### **Grants and Contributions**

Grants can vary from year to year

##### **Other Revenues**

Income from Community Gallery Café lease, Ignite Studio bookings, donations, fundraising events and Gallery stock sales.

### OPERATING EXPENSES

#### **Employee Costs**

Includes one full time and two part-time employees (total of 10 days).

#### **Administration Expenses**

Includes costs for cleaning, air conditioning and Northern Rivers Arts subscription.

#### **Other Expenses**

Includes office expenses, building maintenance, Crown Land lease and expenses related to exhibitions and Gallery projects.



**NORTHERN RIVERS COMMUNITY GALLERY**

ACTUAL			DESCRIPTION	ESTIMATE											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
			<b>Fees and Charges</b>												
5,400	5,200	6,000	Ballina Gallery Café Outgoings	3,000	6,000	100	6,000	6,200	6,400	6,600	6,800	7,000	7,200	7,400	7,600
15,800	12,700	4,200	Bookings and Exhibitions	8,000	15,000	88	15,000	15,300	15,700	16,100	16,500	16,900	17,300	17,700	18,100
5,800	5,500	8,600	Workshops	3,000	0	(100)	0	0	0	0	0	0	0	0	0
5,200	12,900	15,700	Ignite Studios Casual Room Bookings	11,000	0	(100)	0	0	0	0	0	0	0	0	0
9,600	11,500	8,300	Gallery Stock Sales	6,000	10,000	67	10,000	10,200	10,500	10,800	11,100	11,400	11,700	12,000	12,300
22,100	13,500	7,600	Gallery Commission on Sales	8,000	15,000	88	15,000	15,300	15,700	16,100	16,500	16,900	17,300	17,700	18,100
			<b>Operating Grants and Contributions</b>												
59,500	41,400	25,800	Other Grants	0	0	0	0	0	0	0	0	0	0	0	0
0	0	26,900	FACS Youth Opportunity	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	RAF Relief Grant	3,000	0	(100)	0	0	0	0	0	0	0	0	0
0	0	5,000	Regional NSW CASP Grant	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Other Revenues</b>												
1,000	900	600	Donations	1,000	1,000	0	1,000	1,100	1,200	1,300	1,400	1,500	1,600	1,700	1,800
32,200	33,800	26,800	Community Gallery - Café Lease	18,000	36,000	100	36,000	36,800	37,600	38,400	39,200	40,000	40,800	41,700	42,600
800	400	200	Fund Raising Events	1,000	0	(100)	0	0	0	0	0	0	0	0	0
<b>157,400</b>	<b>137,800</b>	<b>135,700</b>	<b>Total Operating Revenues</b>	<b>62,000</b>	<b>83,000</b>	<b>34</b>	<b>83,000</b>	<b>84,900</b>	<b>87,100</b>	<b>89,300</b>	<b>91,500</b>	<b>93,700</b>	<b>95,900</b>	<b>98,200</b>	<b>100,500</b>
			<b>OPERATING EXPENSES</b>												
174,700	205,200	235,600	Employee Costs	210,000	214,000	2	218,300	222,700	227,200	231,800	236,500	241,300	246,200	251,200	256,300
11,200	31,400	26,600	Cleaning and Air-conditioning	30,000	32,000	7	32,000	32,700	33,400	34,100	34,800	35,500	36,300	37,100	37,900
21,600	21,900	21,900	Subscription to Arts Northern Rivers	23,000	23,000	0	23,000	23,500	24,000	24,500	25,000	25,500	26,100	26,700	27,300
16,400	16,800	18,300	NSW State Government - Crown Rental	18,000	18,000	0	18,000	18,000	19,000	19,000	20,000	20,000	20,000	21,000	21,000
29,600	35,300	32,000	Rates and Charges, Electricity, Security	37,000	38,000	3	39,000	39,900	40,900	41,900	42,900	43,900	44,900	46,000	47,100
64,500	107,900	82,700	Other Operating Expenses	101,900	68,000	(33)	68,000	70,000	72,000	74,100	76,100	78,300	80,400	82,700	84,900
			<b>Non-cash Expenses</b>												
43,900	47,700	47,700	Depreciation - Community Gallery	52,000	52,000	0	53,100	54,200	55,300	56,500	57,700	58,900	60,100	61,400	62,700
<b>361,900</b>	<b>466,200</b>	<b>464,800</b>	<b>Total Operating Expenses</b>	<b>471,900</b>	<b>445,000</b>	<b>(6)</b>	<b>451,400</b>	<b>461,000</b>	<b>471,800</b>	<b>481,900</b>	<b>493,000</b>	<b>503,400</b>	<b>514,000</b>	<b>526,100</b>	<b>537,200</b>
<b>(204,500)</b>	<b>(328,400)</b>	<b>(329,100)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(409,900)</b>	<b>(362,000)</b>	<b>(12)</b>	<b>(368,400)</b>	<b>(376,100)</b>	<b>(384,700)</b>	<b>(392,600)</b>	<b>(401,500)</b>	<b>(409,700)</b>	<b>(418,100)</b>	<b>(427,900)</b>	<b>(436,700)</b>
43,900	47,700	47,700	Add Back Depreciation	52,000	52,000	0	53,100	54,200	55,300	56,500	57,700	58,900	60,100	61,400	62,700
<b>(160,600)</b>	<b>(280,700)</b>	<b>(281,400)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(357,900)</b>	<b>(310,000)</b>	<b>(13)</b>	<b>(315,300)</b>	<b>(321,900)</b>	<b>(329,400)</b>	<b>(336,100)</b>	<b>(343,800)</b>	<b>(350,800)</b>	<b>(358,000)</b>	<b>(366,500)</b>	<b>(374,000)</b>
			<b>Capital Movements</b>												
0	0	0	Less Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
65,800	62,200	51,900	Less Transfer to Reserves	10,000	10,000	0	11,000	11,000	11,000	12,000	12,000	12,000	12,000	12,000	12,000
36,100	104,400	36,200	Add Transfer from Reserves	41,900	0	0	0	0	0	0	0	0	0	0	0
0	121,000	0	Add Capital Income Applied	85,000	0	0	0	0	0	0	0	0	0	0	0
85,200	166,200	11,900	Less Capital Expenditure	91,000	0	0	0	0	0	0	0	0	0	0	0
<b>(275,500)</b>	<b>(283,700)</b>	<b>(309,000)</b>	<b>Cash Result after Capital Movements</b>	<b>(332,000)</b>	<b>(320,000)</b>	<b>(4)</b>	<b>(326,300)</b>	<b>(332,900)</b>	<b>(340,400)</b>	<b>(348,100)</b>	<b>(355,800)</b>	<b>(362,800)</b>	<b>(370,000)</b>	<b>(378,500)</b>	<b>(386,000)</b>

## Open Spaces

**Manager:** Cheyne Willebrands, Manager - Open Spaces

### Background

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

### Budget Comments

#### OPERATING REVENUES

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

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

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

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

#### OPERATING EXPENSES

**Management** Includes salaries and oncosts for eight full time and one part-time employees (total of 45 days) and one motor vehicle.

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

**Vegetation Management** Includes wages, oncosts, plant hire and materials related to the provision of vegetation management services largely provided on crown reserves. The majority of the weed control item represents Council's contribution to the Rous County Council.

**Sports Fields** Includes wages, plant hire and materials for the maintenance and operation of sporting fields.

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

### Capital Movements

**Transfer to Reserves** Typically represents the surplus generated on the Council cemeteries.

**Transfer from Reserves** Typically this relates to a dividend from the cemeteries to help balance the Council budget or alternatively funds to finance cemetery capital works. Any cemetery capital works are listed in Part C. Refer to Part E of this document for further information on other transfers from reserve.

**Capital Income** Any capital income typically relates to section 7.11 funds to finance capital works on parks and sporting fields, plus any forecast capital grants.

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

**OPEN SPACES**

ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/30
<b>OPERATING REVENUES</b>															
<b>Fees and Charges</b>															
13,900	0	6,600	Statutory Minimum Rent (Crown Land)	6,000	7,000	17	7,200	7,400	7,600	7,800	8,000	8,200	8,400	8,600	8,800
0	0	7,000	Ballina Hockey Club Rent	7,000	7,000	0	7,200	7,400	7,600	7,800	8,000	8,200	8,400	8,600	8,800
16,100	600	16,200	Public Land Licences and Sundries	15,800	19,000	20	19,500	20,100	20,700	21,300	21,900	22,500	23,100	23,700	24,300
13,800	0	12,700	Discovery Park Licence	14,000	13,000	(7)	13,300	13,600	13,900	14,200	14,500	14,800	15,100	15,500	15,900
52,200	57,300	37,100	Commercial Coastal Reserve Surf Licences	55,000	60,000	9	61,200	62,500	63,800	65,100	66,500	67,900	69,300	70,700	72,200
33,200	33,600	49,000	Nursery Sales	37,000	36,000	(3)	36,800	37,700	38,600	39,500	40,400	41,300	42,200	43,200	44,200
59,000	66,400	71,000	4WD Permits	90,000	99,000	10	101,000	103,100	105,200	107,400	109,600	111,800	114,100	116,400	118,800
17,500	20,600	27,600	Event and Film Permits	30,500	37,000	21	37,800	38,700	39,600	40,500	41,400	42,300	43,200	44,200	45,200
<b>Grants and Contributions</b>															
87,000	72,900	40,100	NDIS Income	64,200	130,000	102	132,600	135,300	138,100	140,900	143,800	146,700	149,700	152,700	155,800
0	99,500	0	Sports Fields	0	0	0	0	0	0	0	0	0	0	0	0
158,000	161,600	163,700	Crown Reserve Contribution	167,000	169,000	1	172,500	176,000	179,600	183,300	187,000	190,800	194,800	198,800	202,900
<b>Vegetation Management</b>															
51,300	0	195,200	Operating Grants and Contributions	20,000	242,300	1,112	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
<b>Other Services</b>															
395,700	393,700	378,500	Cemeteries - Fees and Charges	428,000	428,000	0	436,600	445,400	454,400	463,500	472,800	482,300	492,000	501,900	512,000
<b>Interest on Investments</b>															
0	0	0	Interest	0	0	0	0	0	0	0	0	0	0	0	0
<b>931,500</b>	<b>906,200</b>	<b>1,004,700</b>	<b>Total Operating Revenues</b>	<b>934,500</b>	<b>1,247,300</b>	<b>33</b>	<b>1,065,700</b>	<b>1,087,200</b>	<b>1,109,100</b>	<b>1,131,300</b>	<b>1,153,900</b>	<b>1,176,800</b>	<b>1,200,300</b>	<b>1,224,300</b>	<b>1,248,900</b>
<b>OPERATING EXPENSES</b>															
<b>Open Spaces Management</b>															
390,800	413,700	687,200	Employee Costs	703,700	985,000	40	1,004,500	1,024,700	1,045,300	1,066,300	1,087,800	1,109,700	1,132,000	1,154,800	1,178,000
<b>Open Spaces and Reserves</b>															
1,591,600	1,562,100	1,646,700	Operating Expenses	1,696,000	1,676,000	(1)	1,761,100	1,796,700	1,833,100	1,870,400	1,908,300	1,947,000	1,986,400	2,026,700	2,067,700
62,100	91,200	106,700	Tree Management	88,000	93,000	6	95,000	97,000	99,000	101,000	103,100	105,200	107,400	109,700	112,000
60,700	16,400	26,000	Street Tree Planting Program	21,000	20,000	(5)	2,000	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800
44,800	117,500	61,900	Fig Tree Management Program	20,000	20,000	0	2,000	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800
235,700	244,800	281,500	Nursery Operations	275,000	308,000	12	314,100	320,600	327,200	334,000	340,900	348,000	355,200	362,600	370,000
26,900	17,200	18,100	Amphitheatre and Skateparks	32,000	28,000	(13)	33,000	33,700	34,800	35,900	37,000	38,100	39,200	40,300	41,400
44,200	16,500	19,700	Beach Cleaning	15,000	15,000	0	15,000	15,300	15,700	16,100	16,500	16,900	17,300	17,700	18,100
321,100	362,100	372,100	Surf Life Saving Services - Contract	376,000	382,000	2	390,000	397,800	405,800	414,000	422,300	430,800	439,500	448,300	457,300
10,200	13,000	24,800	Other Beach Exps - Insurance / Permits	20,800	21,000	1	21,000	21,500	22,100	22,700	23,300	23,900	24,500	25,100	25,700
<b>Vegetation Management</b>															
79,100	75,900	73,700	Coastal and Bushland Reserves	75,000	75,000	0	75,000	76,900	79,100	81,300	83,500	85,700	87,900	90,100	92,300
106,900	109,600	112,600	Weed Control - Cont to County Council	115,000	118,000	3	120,000	122,400	124,900	127,400	130,000	132,600	135,300	138,100	140,900
10,200	6,200	10,000	Weed Control	10,000	10,000	0	10,000	10,200	10,500	10,800	11,100	11,400	11,700	12,000	12,300
44,800	48,900	47,200	Environmental Activities	46,000	33,000	(28)	33,000	34,200	35,500	36,800	38,100	39,400	40,700	42,000	43,300
10,800	11,200	2,900	Rural Fire Service Trails and Asset Protection	12,000	70,000	483	71,000	72,500	74,000	75,500	77,100	78,700	80,300	82,000	83,700
0	0	0	Boulder to Angels Coastal Path / Walk Precinct	0	30,000	100	30,000	30,600	31,300	32,000	32,700	33,400	34,100	34,800	35,500
0	6,800	54,800	Compensatory Works	83,000	89,800	8	86,300	86,700	86,700	86,700	86,700	86,700	86,700	86,700	86,700
2,200	2,900	50,200	Grant Based Projects	614,600	20,000	(97)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
<b>Other Services</b>															
471,600	599,400	541,000	Sports Fields - Operating Expenses	530,000	535,000	1	541,000	552,300	565,300	578,400	591,600	604,800	618,300	631,900	645,600
311,100	271,800	318,500	Cemeteries - Operating Expenses	301,000	302,000	0	306,000	312,200	319,000	325,900	332,900	340,000	347,200	354,500	361,800
<b>Non-Cash Expenses</b>															
20,000	15,900	16,000	Depreciation - Cemeteries	21,000	17,000	(19)	17,400	17,800	18,200	18,600	19,000	19,400	19,800	20,200	20,700
(129,300)	368,100	14,400	Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>3,715,500</b>	<b>4,371,200</b>	<b>4,486,000</b>	<b>Total Operating Expenses</b>	<b>5,055,100</b>	<b>4,847,800</b>	<b>(4)</b>	<b>4,947,400</b>	<b>5,047,300</b>	<b>5,151,900</b>	<b>5,343,200</b>	<b>5,301,900</b>	<b>5,412,400</b>	<b>5,524,900</b>	<b>5,639,600</b>	<b>5,755,800</b>
<b>(2,792,100)</b>	<b>(3,484,300)</b>	<b>(3,525,800)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(4,120,600)</b>	<b>(3,600,500)</b>	<b>(13)</b>	<b>(3,881,700)</b>	<b>(3,960,100)</b>	<b>(4,042,800)</b>	<b>(4,211,900)</b>	<b>(4,148,000)</b>	<b>(4,235,600)</b>	<b>(4,324,600)</b>	<b>(4,415,300)</b>	<b>(4,506,900)</b>
20,000	20,000	16,000	Add Back Depreciation	21,000	17,000	(19)	17,400	17,800	18,200	18,600	19,000	19,400	19,800	20,200	20,700
(129,300)	368,100	14,400	Add Back Loss on Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>(2,901,400)</b>	<b>(3,096,200)</b>	<b>(3,495,400)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(4,099,600)</b>	<b>(3,583,500)</b>	<b>(13)</b>	<b>(3,864,300)</b>	<b>(3,942,300)</b>	<b>(4,024,600)</b>	<b>(4,193,300)</b>	<b>(4,129,000)</b>	<b>(4,216,200)</b>	<b>(4,304,800)</b>	<b>(4,395,100)</b>	<b>(4,486,200)</b>
<b>Capital Movements</b>															
0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
2,457,300	2,856,300	2,505,600	Less Transfer to Reserves	1,067,800	335,300	137,800	140,600	143,000	145,400	147,900	150,500	153,200	156,000	159,000	
2,377,200	2,469,100	4,228,600	Add Transfer from Reserves	3,336,100	1,754,900	136,300	136,300	135,800	220,100	70,000	70,000	70,000	70,000	70,000	
219,000	751,000	1,061,100	Add Capital Income Applied	1,416,800	1,000,000	2,500,000	0	0	0	0	0	0	0	0	
1,013,900	1,198,300	3,853,000	Less Capital Expenditure	4,010,000	3,543,100	3,429,000	948,000	967,000	987,000	1,007,000	1,027,000	1,047,000	1,068,000	1,090,000	
<b>(3,776,400)</b>	<b>(3,930,700)</b>	<b>(4,564,300)</b>	<b>Cash Result after Capital Movements</b>	<b>(4,424,500)</b>	<b>(4,707,000)</b>	<b>6</b>	<b>(4,794,800)</b>	<b>(4,894,600)</b>	<b>(4,998,800)</b>	<b>(5,105,600)</b>	<b>(5,213,900)</b>	<b>(5,323,700)</b>	<b>(5,435,000)</b>	<b>(5,549,100)</b>	<b>(5,665,200)</b>

## Open Spaces – Buildings and Structures

**Manager:** Cheyne Willebrands, Manager Open Spaces

### Background

This program includes costs related to maintenance of public amenities and buildings and structures situated on public reserves and sporting grounds.

### Budget Comments

#### OPERATING EXPENSES

##### Open Spaces Buildings

Costs include insurance, rates, maintenance, electricity and expenses as a result of vandalism.

##### Public Amenities

Costs include insurance, rates, cleaning, maintenance, electricity, consumables and expenses as a result of vandalism.

##### Open Spaces Amenities

Costs include picnic tables and electric BBQ construction and maintenance, storm damage and Riverwalk Arcade cleaning and maintenance.

##### Sports Fields Buildings

Costs include insurance, rates, maintenance and electricity.

## OPEN SPACES BUILDINGS AND STRUCTURES

ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
			<b>Buildings</b>												
0	0	0	Contributions and Rebates	0	0	0	0	0	0	0	0	0	0	0	
<b>0</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>Open Spaces Buildings Maintenance</b>												
224,600	219,300	213,900	Open Spaces Buildings	184,000	204,000	11	208,000	212,300	216,800	221,300	225,900	230,600	235,500	240,500	245,500
74,000	97,200	119,300	Sports Fields Buildings	94,000	97,000	3	99,000	101,100	103,400	105,700	108,000	110,300	112,700	115,200	117,700
399,300	468,300	426,000	Public Amenities	445,700	432,000	(3)	441,000	450,000	459,300	468,900	478,700	488,600	498,600	509,000	519,600
34,700	55,300	59,900	Picnic Tables Construction and Maintenance	60,000	70,000	17	70,000	71,400	73,000	74,600	76,200	77,900	79,600	81,300	83,000
35,800	45,200	57,300	Electric BBQ's M & R	57,000	60,000	5	60,000	61,200	62,500	63,800	65,100	66,500	67,900	69,300	70,700
11,500	7,900	2,400	River Street / Riverwalk Cleaning and Maintenance	3,000	3,000	0	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800
47,200	0	0	Storm Damage	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Non-Cash Expenses</b>												
0	0	0	Depreciation - Administration Building	0	0	0	0	0	0	0	0	0	0	0	0
57,200	6,400	21,500	Depreciation - Public Amenities	60,000	22,000	(63)	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000
351,800	229,700	854,900	Depreciation - Open Spaces Buildings	542,000	820,000	51	837,000	854,000	872,000	890,000	908,000	927,000	946,000	965,000	985,000
682,600	489,400	667,500	Depreciation - Sports Field Buildings	432,000	500,000	16	510,000	521,000	532,000	543,000	554,000	566,000	578,000	590,000	602,000
0	0	0	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
<b>1,918,700</b>	<b>1,618,700</b>	<b>2,422,700</b>	<b>Total Operating Expenses</b>	<b>1,877,700</b>	<b>2,208,000</b>	<b>18</b>	<b>2,251,000</b>	<b>2,298,100</b>	<b>2,347,200</b>	<b>2,396,600</b>	<b>2,446,300</b>	<b>2,498,400</b>	<b>2,550,900</b>	<b>2,604,000</b>	<b>2,658,300</b>
<b>(1,918,700)</b>	<b>(1,618,700)</b>	<b>(2,422,700)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,877,700)</b>	<b>(2,208,000)</b>	<b>18</b>	<b>(2,251,000)</b>	<b>(2,298,100)</b>	<b>(2,347,200)</b>	<b>(2,396,600)</b>	<b>(2,446,300)</b>	<b>(2,498,400)</b>	<b>(2,550,900)</b>	<b>(2,604,000)</b>	<b>(2,658,300)</b>
1,091,600	725,500	1,543,900	Add Back Depreciation	1,034,000	1,342,000	30	1,370,000	1,399,000	1,429,000	1,459,000	1,489,000	1,521,000	1,553,000	1,585,000	1,618,000
0	0	0	Add Back Loss on Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
<b>(827,100)</b>	<b>(893,200)</b>	<b>(878,800)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(843,700)</b>	<b>(866,000)</b>	<b>3</b>	<b>(881,000)</b>	<b>(899,100)</b>	<b>(918,200)</b>	<b>(937,600)</b>	<b>(957,300)</b>	<b>(977,400)</b>	<b>(997,900)</b>	<b>(1,019,000)</b>	<b>(1,040,300)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
8,000	0	139,000	Less Transfer to Reserves	6,000	0		0	0	0	0	0	0	0	0	0
198,200	8,000	0	Add Transfer from Reserves	139,000	0		0	0	0	0	0	0	0	0	0
(2,400)	65,000	0	Add Capital Income Applied	230,000	0		0	0	0	0	0	0	0	0	0
268,700	220,400	2,100	Less Capital Expenditure	529,000	160,000		160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000
<b>(908,000)</b>	<b>(1,040,600)</b>	<b>(1,019,900)</b>	<b>Cash Result after Capital Movements</b>	<b>(1,009,700)</b>	<b>(1,026,000)</b>	<b>2</b>	<b>(1,041,000)</b>	<b>(1,059,100)</b>	<b>(1,078,200)</b>	<b>(1,097,600)</b>	<b>(1,117,300)</b>	<b>(1,137,400)</b>	<b>(1,157,900)</b>	<b>(1,179,000)</b>	<b>(1,200,300)</b>

## Civil Services Division – Summary (General Fund)

**Manager:** John Truman, Director – Civil Services

### Budget Comments

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

#### **Asset Management**

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

#### **Stormwater and Environmental Management**

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

#### **Roads and Bridges**

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

#### **Ancillary Transport Services**

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

#### **Transport for NSW**

All revenues and expenses related to works funded through the Transport for NSW for controlled by Transport for NSW roads.

#### **Emergency Services**

Costs associated with the provision of rural fire services.

#### **Quarries and Sandpit**

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

#### **Landfill and Resource Management**

This represents the operation of the Ballina landfill site, along with other waste initiatives.

#### **Domestic Waste Management**

Provision of domestic waste collection services to residential properties.

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

ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
316,700	791,100	317,800	Asset Management	276,600	339,000	23	349,000	360,000	372,000	384,000	396,000	408,000	420,000	432,000	444,000
412,100	508,000	479,200	Stormwater and Environmental	466,900	596,000	28	407,000	478,000	482,000	419,000	423,000	427,000	431,000	435,000	439,000
1,444,800	395,700	763,400	Roads and Bridges	1,018,200	928,800	(9)	916,500	915,600	932,000	949,000	966,000	980,000	993,000	1,015,000	1,014,000
967,700	861,700	795,900	Ancillary Transport Services	827,800	798,900	(3)	805,600	818,800	835,700	852,900	870,400	888,200	906,300	924,900	943,900
946,500	1,000,800	964,000	Transport for NSW	963,000	1,040,000	8	1,057,800	1,077,000	1,096,500	1,116,500	1,137,000	1,157,600	1,178,700	1,200,100	1,221,800
189,000	187,200	142,300	Emergency Services	231,100	117,300	(49)	119,700	122,100	124,600	127,100	129,700	132,300	135,000	137,700	140,500
63,900	549,400	677,900	Quarries and Sandpit	68,000	69,000	1	70,500	72,000	0	0	0	0	0	0	0
5,424,900	5,193,300	6,089,000	Resource Recovery - Landfill Mgmt	8,037,000	7,755,000	(4)	7,911,000	8,073,000	8,239,000	8,408,000	8,520,000	8,693,000	8,873,000	9,050,000	9,229,000
7,231,900	7,628,800	7,992,600	Resource Recovery - Domestic Waste	8,366,600	8,557,000	2	8,757,600	8,975,300	9,213,000	9,455,700	9,687,400	9,859,100	10,108,800	10,364,500	10,625,300
<b>16,997,500</b>	<b>17,116,000</b>	<b>18,222,100</b>	<b>Total Operating Revenues</b>	<b>20,255,200</b>	<b>20,201,000</b>	<b>(0)</b>	<b>20,394,700</b>	<b>20,891,800</b>	<b>21,294,800</b>	<b>21,712,200</b>	<b>22,129,500</b>	<b>22,545,200</b>	<b>23,045,800</b>	<b>23,559,200</b>	<b>24,057,500</b>
			<b>OPERATING EXPENSES</b>												
2,339,900	2,593,600	2,590,400	Asset Management	1,526,200	1,345,000	(12)	1,374,000	1,482,400	1,432,300	1,461,700	1,490,500	1,609,700	1,550,400	1,580,500	1,612,000
2,410,100	2,521,000	2,376,300	Stormwater and Environmental	2,959,700	2,689,700	(9)	2,479,000	2,637,600	2,699,800	2,887,600	2,721,000	2,785,100	2,849,800	2,915,200	3,243,200
10,170,800	10,035,300	14,415,700	Roads and Bridges	14,055,700	13,290,000	(5)	13,450,000	13,869,000	14,216,000	14,406,000	14,658,000	14,879,000	15,140,000	15,373,000	15,646,000
2,594,100	2,753,900	3,306,200	Ancillary Transport Services	2,789,400	2,777,800	(0)	2,946,000	2,962,500	3,004,700	3,044,800	3,085,800	3,152,700	3,169,800	3,215,900	3,261,000
699,700	756,700	783,300	Transport for NSW	811,000	824,000	2	840,800	858,000	875,500	893,500	912,000	930,600	949,700	969,100	988,800
644,600	601,600	594,900	Emergency Services	727,800	716,500	(2)	768,400	784,300	801,400	818,600	836,100	854,000	872,200	890,700	909,500
209,700	148,800	118,200	Quarries and Sandpit	76,000	105,000	38	107,100	109,500	87,200	89,200	91,200	93,300	95,400	97,500	99,700
4,796,600	4,720,000	6,158,300	Resource Recovery - Landfill Mgmt	7,146,100	7,805,000	9	7,835,300	7,938,100	8,094,800	8,253,700	8,416,000	8,582,600	8,752,700	8,925,100	9,103,800
6,798,300	7,029,200	7,971,800	Resource Recovery - Domestic Waste	9,079,100	8,441,700	(7)	8,612,200	8,785,900	8,961,200	9,139,000	9,321,300	9,509,100	9,700,400	9,894,200	10,093,600
<b>30,663,800</b>	<b>31,160,100</b>	<b>38,315,100</b>	<b>Total Operating Expenses</b>	<b>39,171,000</b>	<b>37,994,700</b>	<b>(3)</b>	<b>38,412,800</b>	<b>39,427,300</b>	<b>40,172,900</b>	<b>40,994,100</b>	<b>41,531,900</b>	<b>42,396,100</b>	<b>43,080,400</b>	<b>43,861,200</b>	<b>44,957,600</b>
			<b>NET OPERATING RESULT</b>												
(2,023,200)	(1,802,500)	(2,272,600)	Asset Management	(1,249,600)	(1,006,000)	(19)	(1,025,000)	(1,122,400)	(1,060,300)	(1,077,700)	(1,094,500)	(1,201,700)	(1,130,400)	(1,148,500)	(1,168,000)
(1,998,000)	(2,013,000)	(1,897,100)	Stormwater and Environmental	(2,492,800)	(2,093,700)	(16)	(2,072,000)	(2,159,600)	(2,217,800)	(2,468,600)	(2,298,000)	(2,358,100)	(2,418,800)	(2,480,200)	(2,804,200)
(8,726,000)	(9,639,600)	(13,652,300)	Roads and Bridges	(13,037,500)	(12,361,200)	(5)	(12,533,500)	(12,953,400)	(13,284,000)	(13,457,000)	(13,692,000)	(13,899,000)	(14,147,000)	(14,358,000)	(14,632,000)
(1,626,400)	(1,892,200)	(2,510,300)	Ancillary Transport Services	(1,961,600)	(1,978,900)	1	(2,140,400)	(2,143,700)	(2,169,000)	(2,191,900)	(2,215,400)	(2,264,500)	(2,263,500)	(2,291,000)	(2,317,100)
246,800	244,100	180,700	Transport for NSW	152,000	216,000	42	217,000	219,000	221,000	223,000	225,000	227,000	229,000	231,000	233,000
(455,600)	(414,400)	(452,600)	Emergency Services	(496,700)	(599,200)	21	(648,700)	(662,200)	(676,800)	(691,500)	(706,400)	(721,700)	(737,200)	(753,000)	(769,000)
(145,800)	400,600	559,700	Quarries and Sandpit	(8,000)	(36,000)	350	(36,600)	(37,500)	(87,200)	(89,200)	(91,200)	(93,300)	(95,400)	(97,500)	(99,700)
628,300	473,300	(69,300)	Resource Recovery - Landfill Mgmt	890,900	(50,000)	(106)	75,700	134,900	144,200	154,300	104,000	110,400	120,300	124,900	125,200
433,600	599,600	20,800	Resource Recovery - Domestic Waste	(712,500)	115,300	(116)	145,400	189,400	251,800	316,700	366,100	350,000	408,400	470,300	531,700
<b>(13,666,300)</b>	<b>(14,044,100)</b>	<b>(20,093,000)</b>	<b>Total Operating Result - Surplus / (Deficit)</b>	<b>(18,915,800)</b>	<b>(17,793,700)</b>	<b>(6)</b>	<b>(18,018,100)</b>	<b>(18,535,500)</b>	<b>(18,878,100)</b>	<b>(19,281,900)</b>	<b>(19,402,400)</b>	<b>(19,850,900)</b>	<b>(20,034,600)</b>	<b>(20,302,000)</b>	<b>(20,900,100)</b>
9,028,900	9,005,800	10,740,700	Add Back Depreciation	10,934,200	10,927,000	(0)	11,145,600	11,369,800	11,598,300	11,830,800	12,068,500	12,310,500	12,557,800	12,810,200	13,066,800
0	(484,000)	(610,200)	Add Back Remediation	0	0	0	0	0	0	0	0	0	0	0	0
150,700	136,800	69,600	Add Back Unwinding Interest Free Loans	20,000	0	(100)	0	0	0	0	0	0	0	0	0
623,300	366,500	3,069,400	Add Back Loss on Disposal of Assets	2,670,000	1,800,000	(33)	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
<b>(3,863,400)</b>	<b>(5,019,000)</b>	<b>(6,823,500)</b>	<b>Total Cash Result - Surplus / (Deficit)</b>	<b>(5,291,600)</b>	<b>(5,066,700)</b>	<b>(4)</b>	<b>(5,072,500)</b>	<b>(5,365,700)</b>	<b>(5,479,800)</b>	<b>(5,651,100)</b>	<b>(5,533,900)</b>	<b>(5,740,400)</b>	<b>(5,676,800)</b>	<b>(5,691,800)</b>	<b>(6,033,300)</b>
			<b>Capital Movements</b>												
1,729,500	1,529,200	1,384,100	Less Loan Principal Repayments	1,178,700	1,236,900		1,386,500	1,477,800	1,567,300	916,800	947,400	978,000	918,000	948,000	981,000
6,699,800	8,014,400	2,928,700	Less Transfer to Reserves	2,329,300	744,300		924,700	1,060,600	1,127,900	1,218,600	1,234,600	1,236,900	1,315,400	1,401,200	1,459,400
6,926,200	9,899,000	11,997,100	Add Transfer from Reserves	11,278,400	6,713,000		9,542,000	8,149,000	4,305,400	9,993,600	6,985,800	9,696,400	11,773,300	12,401,900	10,343,700
5,063,600	2,631,400	6,422,600	Add Capital Income Applied	8,856,600	10,322,000		11,028,400	4,865,500	960,000	989,000	10,389,000	15,292,600	10,506,100	4,125,000	0
12,438,300	11,802,800	21,039,600	Less Capital Expenditure	24,507,500	23,254,500		27,247,000	19,615,500	11,954,000	18,333,000	25,151,000	32,826,500	30,420,200	24,835,000	18,600,000
<b>(12,741,200)</b>	<b>(13,835,000)</b>	<b>(13,756,200)</b>	<b>Cash Result after Capital Movements</b>	<b>(13,172,100)</b>	<b>(13,267,400)</b>	<b>1</b>	<b>(14,060,300)</b>	<b>(14,505,100)</b>	<b>(14,863,600)</b>	<b>(15,136,900)</b>	<b>(15,492,100)</b>	<b>(15,792,800)</b>	<b>(16,051,000)</b>	<b>(16,349,100)</b>	<b>(16,730,000)</b>

# Asset Management

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

## Background

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

## Budget Comments

### OPERATING REVENUES

#### Fees and Charges

Majority of revenue sourced from engineering inspection fees.

### OPERATING EXPENSES

#### Employee Costs – Management and Administration

Includes salaries and oncosts related to nine full-time and one part-time employee (48 days) and associated oncosts.

#### Employee Costs – Infrastructure

Includes salaries and oncosts related to seven full-time and one part-time employee (38 days) and associated oncosts.

#### Employee Costs – Engineering Works

Includes salaries and oncosts related to six full-time employees (30 days) and associated oncosts. Other costs include an internal charge to cover the cost of motor vehicles.

#### Road Safety Officer and Programs

Includes salaries and oncosts for a part-time Road Safety Officer (2.5 days) (50% funded by Transport for NSW grant) plus Road Safety Program costs.

#### Asset Management

Allowance for condition assessments and other asset related matters.

#### North East Weight of Loads Group (NEWLOG)

This represents a program of truck inspections to ensure weight limits are being met. The program is administered by Ballina Shire and includes the majority of councils in north eastern NSW.

#### Emergency Services

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

## Capital Movements

### Transfer to Reserves

Transfer to fund regular replacement of surveying equipment.

### Capital Expenditure

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



ASSET MANAGEMENT															
ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
			<b>Engineering Fees and Charges</b>												
400	1,900	900	Engineering Inspections	4,000	1,000	(75)	2,000	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000
600	1,900	0	Road Closure Applications	2,000	5,000	150	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000
227,600	408,100	229,000	Development Engineer Inspection Fee	177,000	245,000	38	250,000	255,000	261,000	267,000	273,000	279,000	285,000	291,000	297,000
50,600	346,700	64,700	Section 7.11 Plans Administration	50,000	50,000	0	51,000	53,000	55,000	57,000	59,000	61,000	63,000	65,000	67,000
0	2,900	0	Plan Printing and Sundry Income	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Operating Grants and Contributions</b>												
37,500	29,600	23,200	Grants - Road Safety Officer / Programs	37,000	38,000	3	40,000	42,000	44,000	46,000	48,000	50,000	52,000	54,000	56,000
0	0	0	Grants and Contributions - Other	6,600	0	(100)	0	0	0	0	0	0	0	0	0
<b>316,700</b>	<b>791,100</b>	<b>317,800</b>	<b>Total Operating Revenues</b>	<b>276,600</b>	<b>339,000</b>	<b>23</b>	<b>349,000</b>	<b>360,000</b>	<b>372,000</b>	<b>384,000</b>	<b>396,000</b>	<b>408,000</b>	<b>420,000</b>	<b>432,000</b>	<b>444,000</b>
			<b>OPERATING EXPENSES</b>												
			<b>Engineering Management</b>												
667,200	759,900	724,000	Employee Costs - Mgmt and Admin	850,000	881,000	4	899,000	917,000	935,000	954,000	973,000	992,000	1,012,000	1,032,000	1,053,000
824,400	884,700	937,500	Employee Costs - Infrastructure	940,000	794,000	(16)	810,000	826,000	843,000	860,000	877,000	895,000	913,000	931,000	950,000
594,300	635,600	561,100	Employee Costs - Engineering Works	693,500	740,000	7	755,000	770,000	785,000	801,000	817,000	833,000	850,000	867,000	884,000
5,200	9,600	2,500	Conferences	5,000	5,000	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
80,000	80,400	99,200	Vehicles	63,900	72,000	13	73,000	74,000	75,000	77,000	79,000	81,000	83,000	85,000	87,000
72,300	76,500	52,000	Office Expenses and Advertising	43,000	44,000	2	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000
65,900	49,600	47,100	Road Safety Officer and Programs	61,000	63,000	3	65,000	67,000	69,000	71,000	73,000	75,000	77,000	79,000	81,000
1,000	0	110,000	Asset Management / Modelling	10,000	10,000	0	10,000	90,000	10,000	10,000	10,000	100,000	10,000	10,000	10,000
29,600	97,300	57,000	North East Weight of Loads Group	36,000	38,000	6	41,000	44,000	48,000	49,000	50,000	51,000	52,000	53,000	54,000
0	0	0	Other Expenses	6,600	0	(100)	0	0	0	0	0	0	0	0	0
			<b>Recouped from Business Activities</b>												
0	0	0	Direct Costs Redistributed to Businesses	(1,182,800)	(1,302,000)	10	(1,328,000)	(1,354,600)	(1,381,700)	(1,409,300)	(1,437,500)	(1,466,300)	(1,495,600)	(1,525,500)	(1,556,000)
<b>2,339,900</b>	<b>2,593,600</b>	<b>2,590,400</b>	<b>Total Operating Expenses</b>	<b>1,526,200</b>	<b>1,345,000</b>	<b>(12)</b>	<b>1,374,000</b>	<b>1,482,400</b>	<b>1,432,300</b>	<b>1,461,700</b>	<b>1,490,500</b>	<b>1,609,700</b>	<b>1,550,400</b>	<b>1,580,500</b>	<b>1,612,000</b>
<b>(2,023,200)</b>	<b>(1,802,500)</b>	<b>(2,272,600)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,249,600)</b>	<b>(1,006,000)</b>	<b>(19)</b>	<b>(1,025,000)</b>	<b>(1,122,400)</b>	<b>(1,060,300)</b>	<b>(1,077,700)</b>	<b>(1,094,500)</b>	<b>(1,201,700)</b>	<b>(1,130,400)</b>	<b>(1,148,500)</b>	<b>(1,168,000)</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(2,023,200)</b>	<b>(1,802,500)</b>	<b>(2,272,600)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(1,249,600)</b>	<b>(1,006,000)</b>	<b>(19)</b>	<b>(1,025,000)</b>	<b>(1,122,400)</b>	<b>(1,060,300)</b>	<b>(1,077,700)</b>	<b>(1,094,500)</b>	<b>(1,201,700)</b>	<b>(1,130,400)</b>	<b>(1,148,500)</b>	<b>(1,168,000)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
10,000	384,300	30,000	Less Transfer to Reserves	35,000	35,000		40,000	40,000	40,000	40,000	45,000	45,000	45,000	45,000	45,000
0	69,600	110,000	Add Transfer from Reserves	50,000	0		0	70,000	0	60,000	0	100,000	0	70,000	0
0	0	0	Add Capital Income Applied	22,000	0		0	0	0	0	0	0	0	0	0
0	0	3,400	Less Capital Expenditure	72,000	0		0	0	0	60,000	0	0	0	70,000	0
<b>(2,033,200)</b>	<b>(2,117,200)</b>	<b>(2,196,000)</b>	<b>Cash Result after Capital Movements</b>	<b>(1,284,600)</b>	<b>(1,041,000)</b>	<b>(19)</b>	<b>(1,065,000)</b>	<b>(1,092,400)</b>	<b>(1,100,300)</b>	<b>(1,117,700)</b>	<b>(1,139,500)</b>	<b>(1,146,700)</b>	<b>(1,175,400)</b>	<b>(1,193,500)</b>	<b>(1,213,000)</b>

# Stormwater and Environmental Protection

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

## Background

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

## Budget Comments

### OPERATING REVENUES

#### Annual Charges

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

### OPERATING EXPENSES

#### Stormwater

Allocation for stormwater drainage maintenance.

#### Contributions

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

#### Flood Management Studies and Plans

Represents on-going work on the Ballina Flood Management Plan.

#### Coastal Zone Management Plan

Represents on-going work on this project.

#### Foreshore Protection Works

Annual allocation for foreshore protection works and beach cleaning.

#### Canal Dredging

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

#### Boat Ramps

Cleaning and maintenance of boat ramps.

## Capital Movements

### Reserve Movements

Refer to Part E of the document.

### Capital Expenditure

Capital works as per Part C of this document.

**STORMWATER AND ENVIRONMENTAL PROTECTION**

ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
			<b>Annual Charges</b>												
380,200	384,200	389,800	Stormwater	399,900	403,000	1	407,000	411,000	415,000	419,000	423,000	427,000	431,000	435,000	439,000
			<b>Fees and Charges</b>												
6,900	4,500	0	Third Party Modelling	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Grants and Contributions</b>												
0	0	89,400	Flood Management Plans	67,000	73,000	9	0	67,000	67,000	0	0	0	0	0	0
0	0	0	Coastline Management Plan	0	120,000	100	0	0	0	0	0	0	0	0	0
25,000	10,000	0	Other Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
0	109,300	0	Natural Disaster Funding	0	0	0	0	0	0	0	0	0	0	0	0
<b>412,100</b>	<b>508,000</b>	<b>479,200</b>	<b>Total Operating Revenues</b>	<b>466,900</b>	<b>596,000</b>	<b>28</b>	<b>407,000</b>	<b>478,000</b>	<b>482,000</b>	<b>419,000</b>	<b>423,000</b>	<b>427,000</b>	<b>431,000</b>	<b>435,000</b>	<b>439,000</b>
			<b>OPERATING EXPENSES</b>												
			<b>Stormwater</b>												
434,600	417,000	458,000	Stormwater Drainage Maintenance	523,700	486,000	(7)	489,000	505,000	524,000	543,000	562,000	581,000	600,000	619,000	639,000
			<b>Environmental Protection</b>												
203,100	208,200	213,800	Cont to Rous County Council - Floodplain Management	218,000	245,700	13	251,000	257,000	263,000	269,000	275,000	281,000	287,000	293,000	299,000
36,300	37,200	38,200	Cont to Rous County Council - Drainage Unions	39,000	40,000	3	41,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000
157,000	38,600	154,200	Flood Management Studies and Plans	189,000	133,000	(30)	31,000	132,000	133,000	34,000	35,000	36,000	37,000	38,000	39,000
0	2,900	0	Coastline Management Plan	32,000	180,000	463	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000
13,600	60,200	14,200	Foreshore Protection Works	60,000	80,000	33	80,000	82,000	84,000	86,000	88,000	90,000	92,000	94,000	96,000
8,900	97,700	36,700	Canal Dredging	200,000	20,000	(90)	20,000	20,000	20,000	250,000	20,000	20,000	20,000	20,000	280,000
35,500	44,800	42,900	Boat Ramp Maintenance and Cleaning	50,000	50,000	0	52,000	54,000	56,000	58,000	60,000	62,000	64,000	66,000	69,000
0	0	0	Sundry Expenses	6,000	5,000	(17)	5,000	5,000	5,000	0	0	0	0	0	0
			<b>Non-Cash Expenses</b>												
1,500	0	0	Depreciation - Environmental Protection	2,000	0	(100)	0	0	0	0	0	0	0	0	0
1,519,600	1,614,400	1,418,300	Depreciation - Drainage	1,640,000	1,450,000	(12)	1,479,000	1,508,600	1,538,800	1,569,600	1,601,000	1,633,100	1,665,800	1,699,200	1,733,200
0	0	0	Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>2,410,100</b>	<b>2,521,000</b>	<b>2,376,300</b>	<b>Total Operating Expenses</b>	<b>2,959,700</b>	<b>2,689,700</b>	<b>(9)</b>	<b>2,479,000</b>	<b>2,637,600</b>	<b>2,699,800</b>	<b>2,887,600</b>	<b>2,721,000</b>	<b>2,785,100</b>	<b>2,849,800</b>	<b>2,915,200</b>	<b>3,243,200</b>
<b>(1,998,000)</b>	<b>(2,013,000)</b>	<b>(1,897,100)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(2,492,800)</b>	<b>(2,093,700)</b>	<b>(16)</b>	<b>(2,072,000)</b>	<b>(2,159,600)</b>	<b>(2,217,800)</b>	<b>(2,468,600)</b>	<b>(2,298,000)</b>	<b>(2,358,100)</b>	<b>(2,418,800)</b>	<b>(2,480,200)</b>	<b>(2,804,200)</b>
1,521,100	1,614,400	1,418,300	Add Back Depreciation	1,642,000	1,450,000	(12)	1,479,000	1,508,600	1,538,800	1,569,600	1,601,000	1,633,100	1,665,800	1,699,200	1,733,200
0	0	0	Add Back Loss on Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
<b>(476,900)</b>	<b>(398,600)</b>	<b>(478,800)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(850,800)</b>	<b>(643,700)</b>	<b>(24)</b>	<b>(593,000)</b>	<b>(651,000)</b>	<b>(679,000)</b>	<b>(899,000)</b>	<b>(697,000)</b>	<b>(725,000)</b>	<b>(753,000)</b>	<b>(781,000)</b>	<b>(1,071,000)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
407,300	228,100	509,300	Less Transfer to Reserves	126,400	50,000		55,000	60,000	65,000	70,000	75,000	80,000	85,000	90,000	95,000
149,700	319,900	181,000	Add Transfer from Reserves	689,700	145,000		82,000	51,000	52,000	250,000	20,000	20,000	20,000	20,000	280,000
0	0	0	Add Capital Income Applied	300,000	0		0	0	0	0	0	0	0	0	0
227,500	803,000	436,900	Less Capital Expenditure	1,425,700	825,000		842,000	859,000	876,000	894,000	912,000	930,000	949,000	968,000	987,000
<b>(962,000)</b>	<b>(1,109,800)</b>	<b>(1,244,000)</b>	<b>Cash Result after Capital Movements</b>	<b>(1,413,200)</b>	<b>(1,373,700)</b>	<b>(3)</b>	<b>(1,408,000)</b>	<b>(1,519,000)</b>	<b>(1,568,000)</b>	<b>(1,613,000)</b>	<b>(1,664,000)</b>	<b>(1,715,000)</b>	<b>(1,767,000)</b>	<b>(1,819,000)</b>	<b>(1,873,000)</b>

# Roads and Bridges

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

## Background

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

## Budget Comments

### OPERATING REVENUES

#### Operating Grants and Contributions

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

### OPERATING EXPENSES

#### Roads and Bridges Maintenance

The allocations provided fund all maintenance works on urban and rural roads and bridges. The budgets include wages, oncosts, plant hire and materials related to the provision of the maintenance services.

#### Street Cleaning

Provision for street and footpath cleaning of town centres.

#### Debt Servicing

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

## Capital Movements

#### Loan Principal Repayments

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

#### Reserve Movements

Refer to Part E for further information.

#### Capital Income

Typically represents grants for road construction works. Refer to Part C of this document for further information.

#### Capital Expenditure

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

ROADS AND BRIDGES														
ACTUAL			DESCRIPTION	ESTIMATED										
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			<b>OPERATING REVENUES</b>											
			<b>Operating Grants and Contributions</b>											
99,100	75,500	77,200	Natural Disaster Funding	11,000	0	(100)	0	0	0	0	0	0	0	0
48,800	42,500	28,000	LIRS Loan Subsidy	24,200	15,800	(35)	7,500	2,600	0	0	0	0	0	0
0	0	0	Transport for NSW - Block Grant - Supplementary	77,000	0	(100)	0	0	0	0	0	0	0	0
1,194,000	197,700	634,200	Roads to Recovery	880,000	880,000	0	880,000	880,000	898,000	916,000	935,000	954,000	974,000	994,000
			<b>Interest</b>											
102,900	80,000	24,000	Interest on Bypass Internal Reserves	26,000	33,000	27	29,000	33,000	34,000	33,000	31,000	26,000	19,000	21,000
<b>1,444,800</b>	<b>395,700</b>	<b>763,400</b>	<b>Total Operating Revenues</b>	<b>1,018,200</b>	<b>928,800</b>	<b>(9)</b>	<b>916,500</b>	<b>915,600</b>	<b>932,000</b>	<b>949,000</b>	<b>966,000</b>	<b>980,000</b>	<b>993,000</b>	<b>1,015,000</b>
			<b>OPERATING EXPENSES</b>											
			<b>Roads and Bridges - Maintenance</b>											
787,900	916,800	890,900	Urban Roads	751,000	760,000	1	761,000	764,000	816,000	795,500	850,000	827,000	885,000	865,500
1,289,900	1,308,900	1,210,000	Sealed Rural Roads	1,464,000	1,480,000	1	1,480,000	1,511,000	1,544,000	1,577,000	1,611,000	1,645,000	1,680,000	1,716,000
643,800	500,300	535,500	Unsealed Rural Roads	573,500	530,000	(8)	530,000	600,000	610,000	622,000	630,000	644,000	650,000	662,000
39,800	14,700	19,200	Bridges	27,000	27,000	0	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000
357,700	340,900	400,500	Street Cleaning	385,000	450,000	17	433,000	489,000	480,000	509,500	501,000	530,000	522,000	552,500
47,200	5,700	71,300	Natural Disasters	11,000	0	(100)	0	0	0	0	0	0	0	0
			<b>Debt Servicing</b>											
284,200	259,200	212,300	Interest on Loans	185,000	143,000	(23)	157,000	249,000	340,000	303,000	290,000	277,000	263,000	249,000
			<b>Non-Cash Expenses</b>											
6,025,100	6,271,500	7,948,600	Depreciation - Roads and Bridges	7,989,200	8,100,000	1	8,262,000	8,428,000	8,597,000	8,769,000	8,945,000	9,124,000	9,307,000	9,494,000
71,900	50,800	28,200	Unwinding Interest Free Loan	0	0	0	0	0	0	0	0	0	0	0
623,300	366,500	3,099,200	Loss on Disposal of Infrastructure	2,670,000	1,800,000	(33)	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
<b>10,170,800</b>	<b>10,035,300</b>	<b>14,415,700</b>	<b>Total Operating Expenses</b>	<b>14,055,700</b>	<b>13,290,000</b>	<b>(5)</b>	<b>13,450,000</b>	<b>13,869,000</b>	<b>14,216,000</b>	<b>14,406,000</b>	<b>14,658,000</b>	<b>14,879,000</b>	<b>15,140,000</b>	<b>15,373,000</b>
<b>(8,726,000)</b>	<b>(9,639,600)</b>	<b>(13,652,300)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(13,037,500)</b>	<b>(12,361,200)</b>	<b>(5)</b>	<b>(12,533,500)</b>	<b>(12,953,400)</b>	<b>(13,284,000)</b>	<b>(13,457,000)</b>	<b>(13,692,000)</b>	<b>(13,899,000)</b>	<b>(14,147,000)</b>	<b>(14,358,000)</b>
6,025,100	6,271,500	7,948,600	Add Back Depreciation	7,989,200	8,100,000	1	8,262,000	8,428,000	8,597,000	8,769,000	8,945,000	9,124,000	9,307,000	9,494,000
71,900	50,800	28,200	Add Back Unwinding Interest Free Loan	0	0	0	0	0	0	0	0	0	0	0
623,300	366,500	3,099,200	Add Back Loss on Infrastructure	2,670,000	1,800,000	(33)	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
<b>(2,005,700)</b>	<b>(2,950,800)</b>	<b>(2,576,300)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(2,378,300)</b>	<b>(2,461,200)</b>	<b>3</b>	<b>(2,471,500)</b>	<b>(2,725,400)</b>	<b>(2,887,000)</b>	<b>(2,888,000)</b>	<b>(2,947,000)</b>	<b>(2,975,000)</b>	<b>(3,040,000)</b>	<b>(3,064,000)</b>
			<b>Capital Movements</b>											
1,049,300	1,084,400	1,170,300	Less Loan Principal Repayments	804,600	846,300		898,900	1,056,800	1,131,900	464,000	477,000	490,000	504,000	518,000
4,050,600	5,706,700	909,800	Less Transfer to Reserves	579,000	173,000		179,000	198,000	202,000	204,000	202,000	200,000	196,000	201,000
5,469,000	8,614,300	8,356,600	Add Transfer from Reserves	7,592,400	5,448,000		8,043,000	6,685,000	3,608,000	3,936,500	6,317,000	8,925,900	11,101,100	11,658,000
4,246,600	2,315,000	4,234,800	Add Capital Income Applied	7,093,600	10,247,000		11,028,400	4,865,500	960,000	989,000	10,389,000	15,292,600	10,506,100	4,125,000
10,488,300	9,511,300	16,142,000	Less Capital Expenditure	19,236,000	20,763,500		24,778,000	17,191,500	10,175,000	11,360,000	23,304,000	30,945,500	28,504,200	22,814,000
<b>(7,878,300)</b>	<b>(8,323,900)</b>	<b>(8,207,000)</b>	<b>Cash Result after Capital Movements</b>	<b>(8,311,900)</b>	<b>(8,549,000)</b>	<b>3</b>	<b>(9,256,000)</b>	<b>(9,621,200)</b>	<b>(9,827,900)</b>	<b>(9,990,500)</b>	<b>(10,224,000)</b>	<b>(10,392,000)</b>	<b>(10,637,000)</b>	<b>(10,814,000)</b>

# Ancillary Transport Services

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

## Background

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

## Budget Comments

### OPERATING REVENUES

#### *Fees and Charges*

**Private Works** Income for private works undertaken by Council, with Council making a margin on these works as per the estimated operating expenses.

**Burns Point Ferry** Income from the operation of the Burns Point Ferry.

#### *Operating Grants*

**Street Lighting** State Government subsidy towards street lighting costs for main roads.

**LIRS Subsidy** Represents the rebate Council receives from the State for a local infrastructure renewal scheme (LIRS) loan taken out to assist with road related works.

### OPERATING EXPENSES

**Roads and Traffic Signs** Maintenance of street signs and road lines

**Street Lighting** Electricity charges for street lighting.

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

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

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

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

## Capital Movements

### Loan Principal Repayments

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

### Reserve Movements

Refer to Part E for further information.

### Capital Income

Typically represents grants for projects. Refer to Part C of this document for further information.

### Capital Expenditure

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

ANCILLARY TRANSPORT SERVICES														
ACTUAL			DESCRIPTION	ESTIMATED										
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			<b>OPERATING REVENUES</b>											
			<b>Fees and Charges</b>											
182,100	66,600	37,300	70,000	45,000	(36)	45,000	45,900	47,000	48,100	49,200	50,300	51,400	52,600	53,800
17,500	33,600	27,300	20,000	25,000	25	25,500	26,100	26,700	27,300	27,900	28,500	29,100	29,700	30,300
406,200	454,100	346,400	434,000	510,000	18	520,000	530,400	541,200	552,200	563,400	574,800	586,400	598,200	610,300
94,100	102,300	100,300	95,000	105,000	11	107,000	109,200	111,400	113,700	116,000	118,400	120,800	123,300	125,800
8,500	7,300	8,300	8,000	9,000	13	9,000	9,200	9,400	9,600	9,800	10,000	10,200	10,500	10,800
			<b>Operating Grants and Contributions</b>											
99,900	98,000	98,000	98,000	98,000	0	98,000	98,000	100,000	102,000	104,100	106,200	108,400	110,600	112,900
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
30,100	23,800	13,300	12,800	6,900	(46)	1,100	0	0	0	0	0	0	0	0
(2,000)	9,500	0	90,000	0	(100)	0	0	0	0	0	0	0	0	0
131,300	66,500	165,000	0	0	0	0	0	0	0	0	0	0	0	0
<b>967,700</b>	<b>861,700</b>	<b>795,900</b>	<b>827,800</b>	<b>798,900</b>	<b>(3)</b>	<b>805,600</b>	<b>818,800</b>	<b>835,700</b>	<b>852,900</b>	<b>870,400</b>	<b>888,200</b>	<b>906,300</b>	<b>924,900</b>	<b>943,900</b>
			<b>OPERATING EXPENSES</b>											
			<b>Maintenance and Repair Programs</b>											
90,600	110,900	45,700	111,000	113,000	2	113,000	115,400	118,000	120,600	123,300	126,000	128,700	131,500	134,400
625,900	721,400	612,700	556,000	606,000	9	616,000	628,400	641,200	654,200	667,500	681,000	694,800	708,900	723,200
0	0	704,200	54,000	55,000	2	55,000	56,100	57,300	58,500	59,700	60,900	62,200	63,500	64,800
197,600	433,100	154,300	212,000	205,000	(3)	225,000	209,400	214,000	218,600	223,300	253,100	232,900	238,000	243,100
41,100	42,400	43,700	44,000	44,000	0	44,000	44,900	45,800	46,800	47,800	48,800	49,800	50,800	51,900
7,900	9,500	10,000	41,000	26,000	(37)	27,000	27,600	28,300	29,000	29,700	30,400	31,100	31,800	32,500
3,200	15,200	4,800	5,000	5,000	0	5,000	5,100	5,300	5,500	5,700	5,900	6,100	6,300	6,500
157,600	69,500	23,600	64,000	36,000	(44)	36,000	36,800	37,600	38,400	39,200	40,000	40,900	41,800	42,700
44,100	41,600	31,100	157,000	42,000	(73)	42,000	42,900	43,900	44,900	45,900	46,900	47,900	48,900	49,900
0	80,300	47,200	28,000	0	(100)	0	0	0	0	0	0	0	0	0
			<b>Burns Point Ferry</b>											
196,300	221,100	194,600	201,800	206,600	2	208,000	212,400	217,000	221,700	226,500	231,400	236,400	241,400	246,500
230,000	14,400	324,200	20,000	160,000	700	160,000	163,200	166,500	169,900	173,300	176,800	180,400	184,100	187,800
334,500	359,800	363,900	366,000	378,000	3	383,000	390,700	398,600	406,600	414,800	423,100	431,600	440,300	449,200
			<b>Debt Servicing</b>											
77,900	48,600	46,900	157,600	141,200	(10)	256,800	238,700	224,300	206,900	189,300	171,700	153,000	137,000	119,000
			<b>Non-Cash Expenses</b>											
152,000	124,100	170,400	203,000	215,000	6	219,300	223,700	228,200	232,800	237,500	242,300	247,200	252,200	257,300
402,500	434,100	504,300	533,000	520,000	(2)	530,400	541,100	552,000	563,100	574,400	585,900	597,700	609,700	621,900
32,900	27,900	24,600	36,000	25,000	(31)	25,500	26,100	26,700	27,300	27,900	28,500	29,100	29,700	30,300
<b>2,594,100</b>	<b>2,753,900</b>	<b>3,306,200</b>	<b>2,789,400</b>	<b>2,777,800</b>	<b>(0)</b>	<b>2,946,000</b>	<b>2,962,500</b>	<b>3,004,700</b>	<b>3,044,800</b>	<b>3,085,800</b>	<b>3,152,700</b>	<b>3,169,800</b>	<b>3,215,900</b>	<b>3,261,000</b>
<b>(1,626,400)</b>	<b>(1,892,200)</b>	<b>(2,510,300)</b>	<b>(1,961,600)</b>	<b>(1,978,900)</b>	<b>1</b>	<b>(2,140,400)</b>	<b>(2,143,700)</b>	<b>(2,169,000)</b>	<b>(2,191,900)</b>	<b>(2,215,400)</b>	<b>(2,264,500)</b>	<b>(2,263,500)</b>	<b>(2,291,000)</b>	<b>(2,317,100)</b>
587,400	586,100	699,300	772,000	760,000	(2)	775,200	790,900	806,900	823,200	839,800	856,700	874,000	891,600	909,500
<b>(1,039,000)</b>	<b>(1,306,100)</b>	<b>(1,811,000)</b>	<b>(1,189,600)</b>	<b>(1,218,900)</b>	<b>2</b>	<b>(1,365,200)</b>	<b>(1,352,800)</b>	<b>(1,362,100)</b>	<b>(1,368,700)</b>	<b>(1,375,600)</b>	<b>(1,407,800)</b>	<b>(1,389,500)</b>	<b>(1,399,400)</b>	<b>(1,407,600)</b>
			<b>Capital Movements</b>											
498,000	444,800	213,800	374,100	390,600		487,600	421,000	435,400	452,800	470,400	488,000	414,000	430,000	448,000
509,000	168,700	1,082,800	230,000	0		0	0	0	0	0	0	0	0	0
850,200	726,900	1,183,600	1,443,800	370,000		567,000	592,000	567,000	567,000	567,000	567,000	567,000	567,000	567,000
817,000	316,400	2,110,800	1,441,000	75,000		0	0	0	0	0	0	0	0	0
1,305,100	1,143,700	1,996,200	2,878,800	700,000		560,000	595,000	630,000	643,000	656,000	669,000	682,000	695,000	709,000
<b>(1,683,900)</b>	<b>(2,020,000)</b>	<b>(1,809,400)</b>	<b>(1,787,700)</b>	<b>(1,864,500)</b>	<b>4</b>	<b>(1,845,800)</b>	<b>(1,776,800)</b>	<b>(1,860,500)</b>	<b>(1,897,500)</b>	<b>(1,935,000)</b>	<b>(1,997,800)</b>	<b>(1,918,500)</b>	<b>(1,957,400)</b>	<b>(1,997,600)</b>

## Transport for NSW

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

### Background

This program outlines all revenues and expenses related to works funded through the Transport for NSW.

### Budget Comments

#### OPERATING REVENUES

##### Regional Roads Block Grant

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

**Income items are fully offset by matching expenditure accounts.**

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



TRANSPORT FOR NSW															
ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
			<b>External Contributions</b>												
922,000	1,000,800	770,700	TfNSW - Block Grant - Regional Roads Component	833,000	833,000	0	848,200	864,700	881,400	898,600	916,200	933,900	952,000	970,400	989,000
0	0	193,300	TfNSW - Block Grant - Traffic Component	130,000	130,000	0	132,600	135,300	138,100	140,900	143,800	146,700	149,700	152,700	155,800
19,300	0	0	TfNSW - Block Grant - Supplementary	0	77,000	100	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000
5,200	0	0	Natural Disaster Funding - Regional Roads	0	0	0	0	0	0	0	0	0	0	0	0
<b>946,500</b>	<b>1,000,800</b>	<b>964,000</b>	<b>Total Operating Revenues</b>	<b>963,000</b>	<b>1,040,000</b>	<b>8</b>	<b>1,057,800</b>	<b>1,077,000</b>	<b>1,096,500</b>	<b>1,116,500</b>	<b>1,137,000</b>	<b>1,157,600</b>	<b>1,178,700</b>	<b>1,200,100</b>	<b>1,221,800</b>
			<b>OPERATING EXPENSES</b>												
			<b>Regional Roads</b>												
122,600	119,500	153,100	Regional Road 545 Operations	150,000	150,000	0	153,000	156,100	159,300	162,500	165,800	169,200	172,600	176,100	179,700
37,900	18,400	27,100	Regional Road 545 Maintenance	72,000	72,000	0	73,500	75,000	76,500	78,100	79,700	81,300	83,000	84,700	86,400
117,800	115,400	110,600	Regional Road 7734 Operations	131,000	131,000	0	133,700	136,400	139,200	142,000	144,900	147,800	150,800	153,900	157,000
15,300	29,000	27,400	Regional Road 7734 Maintenance	33,000	33,000	0	33,700	34,400	35,100	35,900	36,700	37,500	38,300	39,100	39,900
40,300	79,800	61,400	Regional Road 7735 Operations	103,000	103,000	0	105,100	107,300	109,500	111,700	114,000	116,300	118,700	121,100	123,600
3,600	11,600	15,600	Regional Road 7735 Maintenance	20,000	33,000	65	33,700	34,400	35,100	35,900	36,700	37,500	38,300	39,100	39,900
150,800	225,500	183,200	Regional Road 695 Operations	148,000	148,000	0	151,000	154,100	157,200	160,400	163,700	167,000	170,400	173,900	177,400
65,200	8,600	11,600	Regional Road 695 Maintenance	24,000	24,000	0	24,500	25,000	25,500	26,100	26,700	27,300	27,900	28,500	29,100
11,100	0	0	Regional Roads Bridge Maintenance	0	0	0	0	0	0	0	0	0	0	0	0
135,100	148,900	193,300	Traffic Facilities	130,000	130,000	0	132,600	135,300	138,100	140,900	143,800	146,700	149,700	152,700	155,800
<b>699,700</b>	<b>756,700</b>	<b>783,300</b>	<b>Total Operating Expenses</b>	<b>811,000</b>	<b>824,000</b>	<b>2</b>	<b>840,800</b>	<b>858,000</b>	<b>875,500</b>	<b>893,500</b>	<b>912,000</b>	<b>930,600</b>	<b>949,700</b>	<b>969,100</b>	<b>988,800</b>
<b>246,800</b>	<b>244,100</b>	<b>180,700</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>152,000</b>	<b>216,000</b>	<b>42</b>	<b>217,000</b>	<b>219,000</b>	<b>221,000</b>	<b>223,000</b>	<b>225,000</b>	<b>227,000</b>	<b>229,000</b>	<b>231,000</b>	<b>233,000</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>246,800</b>	<b>244,100</b>	<b>180,700</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>152,000</b>	<b>216,000</b>	<b>42</b>	<b>217,000</b>	<b>219,000</b>	<b>221,000</b>	<b>223,000</b>	<b>225,000</b>	<b>227,000</b>	<b>229,000</b>	<b>231,000</b>	<b>233,000</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
15,000	0	72,200	Less Transfer to Reserves	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	77,000	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
163,500	244,100	185,500	Less Capital Expenditure	140,000	216,000		217,000	219,000	221,000	223,000	225,000	227,000	229,000	231,000	233,000
<b>68,300</b>	<b>0</b>	<b>0</b>	<b>Cash Result after Capital Movements</b>	<b>12,000</b>	<b>0</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>

## Emergency Services

**Manager:** Tony Partridge, Coordinator Asset Management

### Background

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

### Budget Comments

#### OPERATING REVENUES

##### Operating Grants

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

#### OPERATING EXPENSES

##### *Contributions to Bushfire Brigades*

Consists of:

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

##### Fire Control Expenses

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

EMERGENCY SERVICES															
ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
115,000	113,200	113,100	Operating Grants - Rural Fire Service Reimbursements	115,000	117,300	2	119,700	122,100	124,600	127,100	129,700	132,300	135,000	137,700	140,500
74,000	74,000	29,200	Operating Grants - Rural Fire Service Projects	8,300	0	(100)	0	0	0	0	0	0	0	0	0
0	0	0	Office of Local Govt - Emergency Services Levy	107,800	0	(100)	0	0	0	0	0	0	0	0	0
<b>189,000</b>	<b>187,200</b>	<b>142,300</b>	<b>Total Operating Revenues</b>	<b>231,100</b>	<b>117,300</b>	<b>(49)</b>	<b>119,700</b>	<b>122,100</b>	<b>124,600</b>	<b>127,100</b>	<b>129,700</b>	<b>132,300</b>	<b>135,000</b>	<b>137,700</b>	<b>140,500</b>
			<b>OPERATING EXPENSES</b>												
41,700	55,200	60,500	Contribution to NSW Fire Brigades	67,600	69,000	2	70,000	71,400	72,900	74,400	75,900	77,500	79,100	80,700	82,400
172,600	154,200	156,100	Contribution to Rural Fire Fighting Fund	276,800	283,500	2	287,000	292,800	298,700	304,700	310,800	317,100	323,500	330,000	336,600
114,000	77,800	99,100	Fire Control Expenses	93,000	88,000	(5)	88,000	89,800	92,300	94,800	97,300	99,800	102,300	104,800	107,300
86,000	94,600	50,500	Fire Control Expenses (Council Control)	86,000	23,000	(73)	23,000	23,600	24,200	24,800	25,400	26,000	26,600	27,300	28,000
			<b>Emergency Services</b>												
11,800	11,700	8,400	Operating Expenses	9,000	9,000	0	52,200	53,500	54,900	56,300	57,700	59,100	60,600	62,100	63,600
70,800	57,800	67,500	State Levy	85,400	84,000	(2)	85,000	86,700	88,500	90,300	92,200	94,100	96,000	98,000	100,000
			<b>Non-Cash Expenses</b>												
147,700	150,300	152,800	Depreciation	110,000	160,000	45	163,200	166,500	169,900	173,300	176,800	180,400	184,100	187,800	191,600
<b>644,600</b>	<b>601,600</b>	<b>594,900</b>	<b>Total Operating Expenses</b>	<b>727,800</b>	<b>716,500</b>	<b>(2)</b>	<b>768,400</b>	<b>784,300</b>	<b>801,400</b>	<b>818,600</b>	<b>836,100</b>	<b>854,000</b>	<b>872,200</b>	<b>890,700</b>	<b>909,500</b>
<b>(455,600)</b>	<b>(414,400)</b>	<b>(452,600)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(496,700)</b>	<b>(599,200)</b>	<b>21</b>	<b>(648,700)</b>	<b>(662,200)</b>	<b>(676,800)</b>	<b>(691,500)</b>	<b>(706,400)</b>	<b>(721,700)</b>	<b>(737,200)</b>	<b>(753,000)</b>	<b>(769,000)</b>
147,700	150,300	152,800	Add Back Depreciation	110,000	160,000	45	163,200	166,500	169,900	173,300	176,800	180,400	184,100	187,800	191,600
<b>(307,900)</b>	<b>(264,100)</b>	<b>(299,800)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(386,700)</b>	<b>(439,200)</b>	<b>14</b>	<b>(485,500)</b>	<b>(495,700)</b>	<b>(506,900)</b>	<b>(518,200)</b>	<b>(529,600)</b>	<b>(541,300)</b>	<b>(553,100)</b>	<b>(565,200)</b>	<b>(577,400)</b>
			<b>Capital Movements</b>												
0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
0	0	0	Less Transfer to Reserves	300,000	0		0	0	0	0	0	0	0	0	0
0	0	15,800	Add Transfer from Reserves	525,000	700,000		800,000	700,000	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	15,800	Less Capital Expenditure	225,000	700,000		800,000	700,000	0	0	0	0	0	0	0
<b>(307,900)</b>	<b>(264,100)</b>	<b>(299,800)</b>	<b>Cash Result after Capital Movements</b>	<b>(386,700)</b>	<b>(439,200)</b>	<b>14</b>	<b>(485,500)</b>	<b>(495,700)</b>	<b>(506,900)</b>	<b>(518,200)</b>	<b>(529,600)</b>	<b>(541,300)</b>	<b>(553,100)</b>	<b>(565,200)</b>	<b>(577,400)</b>

## Quarries

**Manager:** Tony Partridge, Coordinator Asset Management

### Background

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

### Budget Comments

#### OPERATING REVENUES

##### **Tuckombil and Stockers Quarries**

Royalties received on mineral extracted.

##### **Airport Sandpit**

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

#### OPERATING EXPENSES

##### **Tuckombil Quarry**

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

##### **Airport Sandpit**

Some maintenance and environmental monitoring costs.

### Capital Movements

#### **Transfer to and from Reserves**

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

#### **Cash Result after Capital Movements**

Any cash surplus represents the net dividend to General Fund.

QUARRIES														
ACTUAL			DESCRIPTION	ESTIMATED										
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			<b>OPERATING REVENUES</b>											
			<b>Fees and Charges</b>											
63,900	65,400	67,700	Tuckombil and Stokers Quarries	68,000	69,000	1	70,500	72,000	0	0	0	0	0	0
0	0	0	Airport Sandpit	0	0	0	0	0	0	0	0	0	0	0
			<b>Non-cash Items</b>											
0	484,000	610,200	Remediation Provisions	0	0	0	0	0	0	0	0	0	0	0
<b>63,900</b>	<b>549,400</b>	<b>677,900</b>	<b>Total Operating Revenues</b>	<b>68,000</b>	<b>69,000</b>	<b>1</b>	<b>70,500</b>	<b>72,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
			<b>OPERATING EXPENSES</b>											
			<b>Tuckombil Quarry</b>											
2,300	2,800	1,500	Buildings Maintenance	6,000	3,000	(50)	3,000	3,000	0	0	0	0	0	0
23,200	21,400	23,700	Operating Costs	25,000	24,000	(4)	24,500	25,000	23,000	23,500	24,000	24,500	25,000	25,500
17,400	23,100	17,400	Expansion Feasibility and Approvals	10,000	18,000	80	18,400	18,800	0	0	0	0	0	0
0	0	0	Indirect Expenses - Overheads	0	0	0	0	0	0	0	0	0	0	0
			<b>Stokers Quarry</b>											
0	0	0	Stage 1 Rectification Works	0	0	0	0	0	0	0	0	0	0	0
			<b>Other Resources</b>											
13,700	3,800	5,800	Airport Sandpit	4,000	3,000	(25)	3,000	3,200	3,400	3,600	3,800	4,000	4,200	4,400
109,000	0	0	North Creek Dredging	0	0	0	0	0	0	0	0	0	0	0
			<b>Non-Cash Expenses</b>											
27,400	30,200	14,200	Unwinding Interest Free Loan	20,000	0	(100)	0	0	0	0	0	0	0	0
16,700	67,500	55,600	Depreciation - Quarries	11,000	57,000	418	58,200	59,500	60,800	62,100	63,400	64,800	66,200	67,600
<b>209,700</b>	<b>148,800</b>	<b>118,200</b>	<b>Total Operating Expenses</b>	<b>76,000</b>	<b>105,000</b>	<b>38</b>	<b>107,100</b>	<b>109,500</b>	<b>87,200</b>	<b>89,200</b>	<b>91,200</b>	<b>93,300</b>	<b>95,400</b>	<b>97,500</b>
<b>(145,800)</b>	<b>400,600</b>	<b>559,700</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(8,000)</b>	<b>(36,000)</b>	<b>350</b>	<b>(36,600)</b>	<b>(37,500)</b>	<b>(87,200)</b>	<b>(89,200)</b>	<b>(91,200)</b>	<b>(93,300)</b>	<b>(95,400)</b>	<b>(97,500)</b>
0	(484,000)	(610,200)	Add Back Remediation	0	0	0	0	0	0	0	0	0	0	0
27,400	30,200	14,200	Add Back Unwinding	20,000	0	(100)	0	0	0	0	0	0	0	0
16,700	67,500	55,600	Add Back Depreciation	11,000	57,000	418	58,200	59,500	60,800	62,100	63,400	64,800	66,200	67,600
<b>(101,700)</b>	<b>14,300</b>	<b>19,300</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>23,000</b>	<b>21,000</b>	<b>(9)</b>	<b>21,600</b>	<b>22,000</b>	<b>(26,400)</b>	<b>(27,100)</b>	<b>(27,800)</b>	<b>(28,500)</b>	<b>(29,200)</b>	<b>(29,900)</b>
			<b>Capital Movements</b>											
0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0
0	14,300	19,300	Less Transfer to Reserves	23,000	21,000	0	21,600	22,000	0	0	0	0	0	0
101,700	0	0	Add Transfer from Reserves	0	0	0	0	0	26,400	27,100	27,800	28,500	29,200	29,900
0	0	0	Add Capital Income Applied	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>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>

# Landfill and Resource Management

**Manager:** Lloyd Isaacson, Manager Resource Recovery

## Background

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

## Budget Comments

### OPERATING REVENUES

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

**Fees – Self Haul** Represents gate charges for users of the Council landfill, including Council internal use. **Contributions** Typically represents income reimbursed to Council from the State Government waste levy. **Sundry Fees** Sale of waste bins, Return and Earn Scheme refund and miscellaneous items.

### OPERATING EXPENSES

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

**Internal Fees** Represents gate charges for Council internal use of the landfill.

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

**Waste Collection and Recycling** Staff wages and plant hire related to collection of waste from business and non-rateable properties, along with the management of recyclates.

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

## Capital Movements

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

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

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

**LANDFILL AND RESOURCE MANAGEMENT**

ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
			<b>Fees and Charges</b>												
564,700	584,900	614,300	Annual Charges - Commercial Props	648,000	667,000	3	680,000	693,000	707,000	721,000	735,000	749,000	764,000	780,000	796,000
0	0	0	Annual Charges - Residential Props	0	0	0	0	0	0	0	0	0	0	0	0
636,100	471,700	839,500	External Fees - Self Haul - Mixed	1,500,000	1,700,000	13	1,734,000	1,769,000	1,804,000	1,840,000	1,877,000	1,915,000	1,953,000	1,992,000	2,032,000
627,300	587,400	782,300	External Fees - Self Haul - Inert	900,000	925,000	3	944,000	963,000	982,000	1,002,000	1,022,000	1,042,000	1,063,000	1,084,000	1,106,000
0	0	173,000	External Fees - CDS Refund	190,000	190,000	0	194,000	198,000	202,000	206,000	210,000	214,000	218,000	222,000	226,000
107,800	156,000	138,700	External Fees - Recyclables	130,000	170,000	31	173,000	176,000	179,000	182,000	185,000	189,000	193,000	197,000	201,000
0	0	0	Internal Fees - Bins Waste / Recycling	85,000	87,000	2	89,000	91,000	93,000	95,000	97,000	99,000	101,000	103,000	105,000
983,200	1,028,200	961,300	Internal Fees - DWM Recycling	1,240,000	965,000	(22)	984,000	1,004,000	1,024,000	1,044,000	1,065,000	1,086,000	1,108,000	1,130,000	1,153,000
1,907,000	1,723,900	1,736,900	Internal Fees - DWM Mixed	2,500,000	2,130,000	(15)	2,173,000	2,216,000	2,260,000	2,305,000	2,351,000	2,398,000	2,446,000	2,495,000	2,545,000
431,000	503,000	756,400	Internal Fees - Self Haul Works	750,000	800,000	7	816,000	832,000	849,000	866,000	883,000	901,000	919,000	937,000	956,000
82,000	82,000	82,000	Contributions and Grants	83,000	83,000	0	85,000	87,000	89,000	91,000	93,000	95,000	97,000	99,000	101,000
81,500	55,200	4,100	Interest On Investments	10,000	36,000	260	37,000	42,000	48,000	54,000	0	3,000	9,000	9,000	6,000
4,300	1,000	500	Sundry Fees	1,000	2,000	100	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
<b>5,424,900</b>	<b>5,193,300</b>	<b>6,089,000</b>	<b>Total Operating Revenues</b>	<b>8,037,000</b>	<b>7,755,000</b>	<b>(4)</b>	<b>7,911,000</b>	<b>8,073,000</b>	<b>8,239,000</b>	<b>8,408,000</b>	<b>8,520,000</b>	<b>8,693,000</b>	<b>8,873,000</b>	<b>9,050,000</b>	<b>9,229,000</b>
			<b>OPERATING EXPENSES</b>												
			<b>Waste Administration</b>												
475,700	413,100	296,200	Administration	259,600	358,000	38	342,000	347,000	352,500	359,000	365,500	372,000	378,600	385,200	392,700
531,000	531,000	531,000	Internal Overheads	656,000	666,000	2	679,300	692,900	706,800	720,900	735,300	750,000	765,000	780,300	795,900
6,200	0	0	Interest on Loans	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Waste Received</b>												
189,300	206,800	209,600	Weighbridge Operation	210,000	219,000	4	223,000	227,000	231,000	235,000	239,000	243,000	247,000	251,000	256,000
202,800	247,100	218,700	Transfer Station Operations	272,000	297,000	9	304,000	311,000	318,000	325,000	332,000	339,000	346,000	353,000	361,000
			<b>Waste Collection and Recycling</b>												
214,000	229,700	227,000	Collection Kerbside	370,000	370,000	0	377,000	384,000	391,000	398,000	405,000	414,000	423,000	432,000	441,000
87,000	85,300	88,200	Collection Other	85,000	91,000	7	93,000	95,000	97,000	99,000	101,000	103,000	105,000	107,000	109,000
67,100	50,000	47,600	Waste Bailing Facility and Recycling	80,000	68,000	(15)	70,000	72,000	74,000	76,000	78,000	80,000	82,000	84,000	86,000
			<b>Waste Disposal</b>												
521,000	553,200	437,200	Landfill Operations	500,500	484,000	(3)	493,000	502,000	511,000	520,000	529,000	538,000	548,000	558,000	568,000
902,000	697,300	1,722,000	Transfer - Mixed Waste	2,300,000	2,750,000	20	2,805,000	2,861,000	2,918,000	2,976,000	3,036,000	3,097,000	3,159,000	3,222,000	3,286,000
343,700	492,800	918,300	Transfer - Inert Waste	1,000,000	1,000,000	0	1,020,000	1,040,000	1,061,000	1,082,000	1,104,000	1,126,000	1,149,000	1,172,000	1,195,000
262,000	630,000	807,000	Transfer - Recyclables	826,000	846,000	2	863,000	880,000	898,000	916,000	934,000	953,000	972,000	991,000	1,011,000
124,200	128,600	144,200	Transfer Preparation - Mixed Waste	153,000	156,000	2	159,000	162,000	165,000	168,000	171,000	174,000	177,000	181,000	185,000
72,400	83,900	94,500	Transfer Preparation - Inert Waste	110,000	110,000	0	112,000	114,000	116,000	118,000	120,000	122,000	124,000	126,000	129,000
57,500	66,100	87,000	Transfer Preparation - Recyclables	84,000	90,000	7	92,000	94,000	96,000	98,000	100,000	102,000	104,000	106,000	108,000
107,800	95,000	(8,900)	State Government Levy	25,000	0	(100)	0	0	0	0	0	0	0	0	0
27,800	15,500	14,000	Investigations, Leachate, Remediation	70,000	100,000	43	50,000	0	0	0	0	0	0	0	0
0	0	0	Other	0	50,000	100	0	0	0	0	0	0	0	0	0
			<b>Non-Cash Expenses</b>												
419,400	138,800	278,700	Depreciation	125,000	130,000	4	132,600	135,300	138,100	140,900	143,800	146,700	149,700	152,700	155,800
51,400	55,800	27,200	Unwinding Remediation PV	0	0	0	0	0	0	0	0	0	0	0	0
134,300	0	18,800	Remediation Depreciation	20,000	20,000	0	20,400	20,900	21,400	21,900	22,400	22,900	23,400	23,900	24,400
<b>4,796,600</b>	<b>4,720,000</b>	<b>6,158,300</b>	<b>Total Operating Expenses</b>	<b>7,146,100</b>	<b>7,805,000</b>	<b>9</b>	<b>7,835,300</b>	<b>7,938,100</b>	<b>8,094,800</b>	<b>8,253,700</b>	<b>8,416,000</b>	<b>8,582,600</b>	<b>8,752,700</b>	<b>8,925,100</b>	<b>9,103,800</b>
<b>628,300</b>	<b>473,300</b>	<b>(69,300)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>890,900</b>	<b>(50,000)</b>	<b>(106)</b>	<b>75,700</b>	<b>134,900</b>	<b>144,200</b>	<b>154,300</b>	<b>104,000</b>	<b>110,400</b>	<b>120,300</b>	<b>124,900</b>	<b>125,200</b>
51,400	55,800	27,200	Add Back Unwinding	0	0	0	0	0	0	0	0	0	0	0	0
553,700	138,800	297,500	Add Back Depreciation	145,000	150,000	3	153,000	156,200	159,500	162,800	166,200	169,600	173,100	176,600	180,200
<b>1,233,400</b>	<b>667,900</b>	<b>255,400</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>1,035,900</b>	<b>100,000</b>	<b>(90)</b>	<b>228,700</b>	<b>291,100</b>	<b>303,700</b>	<b>317,100</b>	<b>270,200</b>	<b>280,000</b>	<b>293,400</b>	<b>301,500</b>	<b>305,400</b>
			<b>Capital Movements</b>												
182,200	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
1,097,100	735,500	135,600	Less Transfer to Reserves	1,035,900	100,000	0	228,700	291,100	303,700	317,100	270,200	280,000	293,400	301,500	305,400
355,600	168,300	1,000	Add Transfer from Reserves	530,000	50,000	0	50,000	51,000	52,000	2,553,000	54,000	55,000	56,000	57,000	58,000
0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
253,900	100,700	120,800	Less Capital Expenditure	530,000	50,000	0	50,000	51,000	52,000	2,553,000	54,000	55,000	56,000	57,000	58,000
<b>55,800</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>

# Domestic Waste Management

**Manager:** Lloyd Isaacson, Manager Resource Recovery

## Background

This program represents the kerb side collection services for domestic (residential) properties.

## Budget Comments

### OPERATING REVENUES

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

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

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

### OPERATING EXPENSES

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

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

**Waste Trucks - Internal Charges** Represents gate charges for Council internal use of the landfill.

**Overheads** Internal charge for Council overheads.

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

## Capital Movements

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

**Transfer to Reserves** Represents the operating surplus less principal repayments.

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

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

### Cash Result - Surplus / (Deficit)

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



DOMESTIC WASTE															
ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
<b>OPERATING REVENUES</b>															
<b>Annual Charges</b>															
6,571,100	6,820,100	7,129,300	Domestic Waste Management	7,493,600	7,643,000	2	7,828,000	8,016,000	8,223,000	8,433,000	8,644,000	8,858,000	9,073,000	9,307,000	9,543,000
18,900	25,900	29,500	Domestic Waste Mgmt Vacant Land	26,000	32,000	23	32,600	33,300	34,000	34,700	35,400	36,100	36,800	37,500	38,300
0	0	0	Domestic Waste Exempt Collection	2,000	2,000	0	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
(116,000)	(114,000)	(111,800)	Abandoned Pensioners (Council)	(111,500)	(112,000)	0	(113,000)	(114,000)	(115,000)	(116,000)	(117,000)	(118,000)	(119,000)	(120,000)	(121,000)
(141,800)	(139,300)	(136,600)	Abandoned Pensioners (State)	(135,500)	(137,000)	1	(138,000)	(139,000)	(140,000)	(141,000)	(142,000)	(143,000)	(144,000)	(145,000)	(146,000)
<b>Internal Plant Hire Charges</b>															
700,100	801,500	863,700	Plant Charged to Collections	940,000	959,000	2	978,000	998,000	1,018,000	1,038,000	1,059,000	1,080,000	1,102,000	1,124,000	1,146,000
<b>Grants and Subsidies</b>															
141,800	139,300	136,600	Pensioner Subsidy	137,000	138,000	1	139,000	140,000	141,000	142,000	143,000	144,000	145,000	146,000	147,000
0	25,100	0	Recycling Tender Legal Assistance	0	0	0	0	0	0	0	0	0	0	0	0
0	0	22,100	Insurance claim	0	0	0	0	0	0	0	0	0	0	0	0
<b>Interest</b>															
57,800	70,200	30,000	Interest On Investments	15,000	32,000	113	29,000	39,000	50,000	63,000	63,000	0	13,000	13,000	16,000
<b>Net Gain from Disposal of Assets</b>															
0	0	29,800	Profit on Sale Plant	0	0	0	0	0	0	0	0	0	0	0	0
<b>7,231,900</b>	<b>7,628,800</b>	<b>7,992,600</b>		<b>8,366,600</b>	<b>8,557,000</b>	<b>2</b>	<b>8,757,600</b>	<b>8,975,300</b>	<b>9,213,000</b>	<b>9,455,700</b>	<b>9,687,400</b>	<b>9,859,100</b>	<b>10,108,800</b>	<b>10,364,500</b>	<b>10,625,300</b>
<b>OPERATING EXPENSES</b>															
<b>Administration</b>															
16,000	16,100	27,400	Administration and Office Expenses	15,000	15,000	0	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
162,300	201,100	406,900	Management Employee Costs	470,000	524,000	11	534,000	545,000	556,000	567,000	578,000	590,000	602,000	614,000	626,000
0	0	0	Motor Vehicle	5,700	5,700	0	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
0	2,600	0	Conferences	2,000	6,000	200	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
0	6,600	7,800	Audit - Internal	6,000	6,000	0	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
0	37,700	0	Recycling Tender Legal Assistance	0	0	0	0	0	0	0	0	0	0	0	0
12,000	12,000	12,000	Contributions (Depot Program)	12,000	0	(100)	0	0	0	0	0	0	0	0	0
0	12,000	20,000	Contributions (Internal Projects)	0	0	0	0	0	0	0	0	0	0	0	0
39,000	40,000	40,000	North East Waste Membership	40,000	41,000	3	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000	50,000
<b>Indirect Expenses - Overheads</b>															
688,000	706,300	791,000	Overheads to Waste Management	945,000	959,000	1	978,200	997,800	1,017,800	1,038,200	1,059,000	1,080,200	1,101,800	1,123,800	1,146,300
<b>Promotion and Education</b>															
0	17,200	60,100	BWRF Waste Education Officer	75,000	0	(100)	0	0	0	0	0	0	0	0	0
0	0	10,000	Kerbside Bin Composition audit	61,900	0	(100)	0	0	0	0	0	0	0	0	0
4,700	51,200	66,500	Promotion Waste Education	40,000	40,000	0	41,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000
<b>Debt Servicing</b>															
0	0	0	Interest on Loans	0	0	0	0	0	0	0	0	0	0	0	0
<b>Collection Kerbside MGB</b>															
400,000	396,600	397,700	Mixed Kerbside Collection Urban	408,000	430,000	5	439,000	448,000	457,000	466,000	475,000	485,000	495,000	505,000	515,000
219,000	221,600	237,600	Mixed Kerbside Collection Rural	280,000	280,000	0	286,000	292,000	298,000	304,000	310,000	316,000	322,000	328,000	335,000
1,907,000	1,724,000	1,736,900	MGB Kerbside Gate Fees Urban/Rural	2,500,000	2,130,000	(15)	2,173,000	2,216,000	2,260,000	2,305,000	2,351,000	2,398,000	2,446,000	2,495,000	2,545,000
1,273,800	1,332,400	1,910,600	Organics Collection and Disposal	1,500,000	1,600,000	7	1,632,000	1,665,000	1,698,000	1,732,000	1,767,000	1,802,000	1,838,000	1,875,000	1,913,000
<b>Collection Recycling</b>															
405,300	469,200	481,100	Recycling Domestic Urban and Rural	540,000	540,000	0	551,000	562,000	573,000	584,000	596,000	608,000	620,000	632,000	645,000
983,200	966,900	961,300	Recycling Gate Fees	1,240,000	965,000	(22)	984,000	1,004,000	1,024,000	1,044,000	1,065,000	1,086,000	1,108,000	1,130,000	1,153,000
<b>Bin Management</b>															
0	38,600	86,000	Waste Bin Purchases	100,000	80,000	(20)	82,000	84,000	86,000	88,000	90,000	92,000	94,000	96,000	98,000
0	44,500	82,200	Recycling Bin Purchases	77,000	70,000	(9)	71,000	72,000	73,000	74,000	75,000	77,000	79,000	81,000	83,000
0	0	0	Organic Bin Purchases	30,000	30,000	0	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000
53,200	54,300	78,500	Bin Maintenance / Repair	80,000	80,000	0	82,000	84,000	86,000	88,000	90,000	92,000	94,000	96,000	98,000
<b>Vehicle Costs</b>															
457,600	501,100	389,600	Plant Repairs	386,500	390,000	1	398,000	406,000	414,000	422,000	430,000	439,000	448,000	457,000	466,000
<b>Non-cash Expenses</b>															
177,200	177,200	168,600	Depreciation - Domestic Waste	265,000	250,000	(6)	255,000	260,100	265,400	270,800	276,300	281,900	287,600	293,400	299,300
<b>6,798,300</b>	<b>7,029,200</b>	<b>7,971,800</b>	<b>Total Operating Expenses</b>	<b>9,079,100</b>	<b>8,441,700</b>	<b>(7)</b>	<b>8,612,200</b>	<b>8,785,900</b>	<b>8,961,200</b>	<b>9,139,000</b>	<b>9,321,300</b>	<b>9,509,100</b>	<b>9,700,400</b>	<b>9,894,200</b>	<b>10,093,600</b>
<b>433,600</b>	<b>599,600</b>	<b>20,800</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(712,500)</b>	<b>115,300</b>	<b>(116)</b>	<b>145,400</b>	<b>189,400</b>	<b>251,800</b>	<b>316,700</b>	<b>366,100</b>	<b>350,000</b>	<b>408,400</b>	<b>470,300</b>	<b>531,700</b>
0	0	(29,800)	Add Back Gain / Loss on Sale	0	0	0	0	0	0	0	0	0	0	0	0
177,200	177,200	168,600	Add Back Depreciation	265,000	250,000	(6)	255,000	260,100	265,400	270,800	276,300	281,900	287,600	293,400	299,300
<b>610,800</b>	<b>776,800</b>	<b>159,600</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(447,500)</b>	<b>365,300</b>	<b>(182)</b>	<b>400,400</b>	<b>449,500</b>	<b>517,200</b>	<b>587,500</b>	<b>642,400</b>	<b>631,900</b>	<b>696,000</b>	<b>763,700</b>	<b>831,000</b>
<b>Capital Movements</b>															
0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
610,800	776,800	169,700	Less Transfer to Reserves	0	365,300	400,400	449,500	517,200	587,500	642,400	631,900	696,000	763,700	831,000	0
0	0	2,149,100	Add Transfer from Reserves	447,500	0	0	0	0	2,600,000	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	2,139,000	Less Capital Expenditure	0	0	0	0	0	2,600,000	0	0	0	0	0	0
<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>

## Civil Services Division – Summary (Water and Wastewater)

**Manager:** John Truman, Director – Civil Services

### Budget Comments

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

The programs include:

#### **Water Operations**

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

#### **Wastewater Operations**

Revenue and expenses related to the provision of wastewater services.

## CIVIL SERVICES DIVISION - SUMMARY (WATER AND WASTEWATER)

ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
12,601,300	13,462,700	13,384,100	Water Operations	13,484,900	13,967,800	4	14,444,300	14,926,300	15,424,700	15,872,300	16,248,500	16,681,500	17,035,300	17,508,400	18,001,200
18,411,000	19,660,100	20,435,000	Wastewater Operations	21,091,000	21,286,300	1	21,516,200	21,741,700	21,966,700	22,164,400	22,644,300	23,167,900	23,722,900	24,299,200	24,912,700
<b>31,012,300</b>	<b>33,122,800</b>	<b>33,819,100</b>	<b>Total Operating Revenues</b>	<b>34,575,900</b>	<b>35,254,100</b>	<b>2</b>	<b>35,960,500</b>	<b>36,668,000</b>	<b>37,391,400</b>	<b>38,036,700</b>	<b>38,892,800</b>	<b>39,849,400</b>	<b>40,758,200</b>	<b>41,807,600</b>	<b>42,913,900</b>
			<b>OPERATING EXPENSES</b>												
11,121,000	11,410,000	12,330,200	Water Operations	13,600,400	13,769,300	1	14,203,600	14,804,000	15,352,000	15,969,400	16,266,500	16,575,700	16,911,200	17,252,400	17,601,200
17,336,600	17,793,300	18,647,500	Wastewater Operations	18,104,500	18,498,500	2	18,221,300	18,349,700	18,430,300	18,493,300	18,701,200	18,766,300	18,912,400	19,065,200	19,398,100
<b>28,457,600</b>	<b>29,203,300</b>	<b>30,977,700</b>	<b>Total Operating Expenses</b>	<b>31,704,900</b>	<b>32,267,800</b>	<b>2</b>	<b>32,424,900</b>	<b>33,153,700</b>	<b>33,782,300</b>	<b>34,462,700</b>	<b>34,967,700</b>	<b>35,342,000</b>	<b>35,823,600</b>	<b>36,317,600</b>	<b>36,999,300</b>
<b>2,554,700</b>	<b>3,919,500</b>	<b>2,841,400</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>2,871,000</b>	<b>2,986,300</b>	<b>4</b>	<b>3,535,600</b>	<b>3,514,300</b>	<b>3,609,100</b>	<b>3,574,000</b>	<b>3,925,100</b>	<b>4,507,400</b>	<b>4,934,600</b>	<b>5,490,000</b>	<b>5,914,600</b>
5,156,000	5,176,200	5,516,800	Add Back Depreciation	5,400,000	5,900,000	9	6,018,000	6,138,700	6,261,100	6,386,200	6,514,100	6,644,700	6,778,000	6,914,100	7,052,000
11,700	526,700	812,100	Add Back Loss on Sale of Infrastructure	1,370,000	620,000	(55)	633,000	656,000	679,000	702,000	725,000	748,000	771,000	794,000	817,000
193,700	133,800	69,300	Add Back Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
<b>7,916,100</b>	<b>9,756,200</b>	<b>9,239,600</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>9,641,000</b>	<b>9,506,300</b>	<b>(1)</b>	<b>10,186,600</b>	<b>10,309,000</b>	<b>10,549,200</b>	<b>10,662,200</b>	<b>11,164,200</b>	<b>11,900,100</b>	<b>12,483,600</b>	<b>13,198,100</b>	<b>13,783,600</b>
			<b>Capital Movements</b>												
3,095,600	3,387,000	3,535,800	Less Loan Principal Repayments	2,716,300	2,919,600		3,114,500	3,309,400	3,510,600	3,711,000	3,911,400	4,111,800	4,312,200	4,512,600	4,713,000
1,097,600	2,687,100	2,050,600	Less Transfer to Reserves	2,119,000	57,200		74,400	0	0	2,614,600	4,705,800	5,213,800	5,344,400	8,112,500	6,035,600
1,582,900	0	0	Add Transfer from Reserves	627,500	1,123,500		5,460,300	1,622,900	3,001,400	497,900	0	0	0	0	0
3,203,400	1,251,000	1,466,800	Add Capital Income Applied	2,776,000	750,000		6,232,000	7,632,500	11,564,000	2,868,500	81,000	82,500	84,000	1,858,000	687,000
8,509,200	4,933,100	5,120,000	Less Capital Expenditure	8,209,200	8,403,000		18,690,000	16,255,000	21,604,000	7,703,000	2,628,000	2,657,000	2,911,000	2,431,000	3,722,000
<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>

# Water Operations

**Manager:** Bridget Walker, Manager - Water and Wastewater

## Background

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

## Budget Comments

### OPERATING REVENUES

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

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

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

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

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

### OPERATING EXPENSES

**Engineering Management** Relates to salaries for engineering and administration staff. A total of 62 days are spread between water and wastewater, with one staff member also shared with waste.

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

**Purchase of Water, Reservoirs, Water Treatment Plants, Mains etc** Includes wages, plant hire and materials related to the operation of these items for the water program.

## Capital Movements

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

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

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

WATER OPERATIONS															
ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
3,489,900	3,621,300	3,808,800	Annual Charges	3,959,700	4,126,200	4	4,298,900	4,477,500	4,662,100	4,833,700	4,959,300	5,088,900	5,221,500	5,358,100	5,496,700
7,868,300	8,386,900	8,387,300	User Charges	8,643,000	8,938,000	3	9,242,800	9,557,800	9,884,100	10,221,500	10,474,200	10,734,100	10,999,300	11,271,700	11,550,300
333,000	459,400	310,700	Operating Grants and Contributions	239,700	240,800	0	242,000	243,200	244,300	245,500	246,700	247,900	156,400	157,500	158,700
435,900	564,100	421,400	Interest	235,500	175,800	(25)	163,800	141,000	117,100	43,900	29,800	61,100	97,400	149,100	212,000
210,000	172,500	230,300	Lease of Reservoir Sites	200,000	204,000	2	208,100	212,300	216,600	221,000	225,500	230,100	234,800	239,500	244,300
213,500	195,400	191,200	Water Plant Charged to Works	175,000	250,000	43	255,000	260,100	265,400	270,800	276,300	281,900	287,600	293,400	299,300
32,400	63,100	34,400	Sundry User Charges	32,000	33,000	3	33,700	34,400	35,100	35,900	36,700	37,500	38,300	39,100	39,900
18,300	0	0	Gain on Disposal of Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0
<b>12,601,300</b>	<b>13,462,700</b>	<b>13,384,100</b>	<b>Total Operating Revenues</b>	<b>13,484,900</b>	<b>13,967,800</b>	<b>4</b>	<b>14,444,300</b>	<b>14,926,300</b>	<b>15,424,700</b>	<b>15,872,300</b>	<b>16,248,500</b>	<b>16,681,500</b>	<b>17,035,300</b>	<b>17,508,400</b>	<b>18,001,200</b>
			<b>OPERATING EXPENSES</b>												
			<b>Direct Expenses</b>												
407,600	447,700	482,400	Engineering Management	515,600	513,000	(1)	523,400	534,100	545,000	556,100	567,400	578,900	590,700	602,800	615,000
323,900	365,400	338,800	Administration and Customer Service	434,100	458,000	6	380,200	388,600	397,300	451,100	435,100	424,200	433,500	443,000	452,800
49,700	132,900	219,500	Internal Contributions to Works	52,900	48,000	(9)	36,000	37,000	37,100	38,300	38,400	39,500	40,700	40,800	41,900
12,300	10,700	11,500	Miscellaneous	12,000	12,000	0	12,000	12,300	12,600	12,900	13,200	13,500	13,800	14,100	14,400
5,977,700	5,943,700	6,108,700	Purchase of Water from Rous Council	6,843,500	7,359,900	8	7,801,500	8,269,600	8,683,100	9,117,300	9,299,700	9,485,700	9,675,500	9,869,100	10,066,500
6,000	7,500	22,800	Pumping Stations - Operations	14,500	14,500	0	14,500	15,400	16,300	17,200	18,100	19,000	19,900	20,800	21,700
37,300	42,100	47,200	Pumping Stations - Energy Costs	67,800	69,400	2	69,400	71,500	73,600	75,700	77,800	79,900	82,000	84,200	86,400
20,300	22,300	16,100	Reservoirs - Operations	52,000	52,000	0	52,000	53,100	54,200	55,300	56,500	57,700	58,900	60,100	61,400
35,100	51,600	80,300	Reservoirs - Maintenance	125,000	126,000	1	126,000	128,600	131,200	133,900	136,600	139,400	142,200	145,100	148,100
160,300	141,900	147,800	Water Treatment Plants - Operations	167,000	170,000	2	170,000	173,700	177,400	181,200	185,000	189,000	193,000	197,100	201,300
20,200	23,200	21,900	Water Treatment Plants - Maintenance	34,000	34,000	0	34,000	34,800	35,700	36,600	37,500	38,400	39,300	40,200	41,100
55,900	41,600	41,800	Mains - Operations	73,000	75,000	3	75,000	76,800	78,600	80,400	82,200	84,000	85,800	87,600	89,500
409,400	611,100	875,800	Mains - Maintenance	580,000	596,000	3	596,000	608,000	620,200	632,700	645,500	658,500	671,800	685,300	699,100
387,200	380,000	400,800	Water Connections - Maintenance	322,000	330,000	2	330,000	336,600	343,400	350,300	357,400	364,600	371,900	379,400	387,000
250,000	197,000	281,300	Water Quality Testing, Reading and Other	287,000	308,000	7	308,000	314,000	320,700	327,700	334,700	341,900	349,100	356,500	363,900
35,700	4,400	18,400	Telemetry - Maintenance	12,000	12,000	0	12,000	12,300	12,600	12,900	13,200	13,500	13,800	14,100	14,400
56,600	52,400	53,200	Plant - Maintenance	60,000	70,000	17	71,000	72,500	74,000	75,500	77,100	78,700	80,300	82,000	83,700
			<b>Indirect Expenses - Overheads</b>												
1,382,000	1,433,900	1,555,100	Overheads Distributed	1,678,000	1,701,500	1	1,735,600	1,770,400	1,805,900	1,842,100	1,879,000	1,916,600	1,955,000	1,994,100	2,034,000
			<b>Debt Servicing</b>												
0	0	0	Interest On Loans	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Non-cash Expenses</b>												
1,482,100	1,500,600	1,606,800	Depreciation	1,570,000	1,700,000	8	1,734,000	1,768,700	1,804,100	1,840,200	1,877,100	1,914,700	1,953,000	1,992,100	2,032,000
11,700	0	0	Loss on Disposal of Infrastructure	700,000	120,000	(83)	123,000	126,000	129,000	132,000	135,000	138,000	141,000	144,000	147,000
<b>11,121,000</b>	<b>11,410,000</b>	<b>12,330,200</b>	<b>Total Operating Expenses</b>	<b>13,600,400</b>	<b>13,769,300</b>	<b>1</b>	<b>14,203,600</b>	<b>14,804,000</b>	<b>15,352,000</b>	<b>15,969,400</b>	<b>16,266,500</b>	<b>16,575,700</b>	<b>16,911,200</b>	<b>17,252,400</b>	<b>17,601,200</b>
<b>1,480,300</b>	<b>2,052,700</b>	<b>1,053,900</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(115,500)</b>	<b>198,500</b>	<b>(272)</b>	<b>240,700</b>	<b>122,300</b>	<b>72,700</b>	<b>(97,100)</b>	<b>(18,000)</b>	<b>105,800</b>	<b>124,100</b>	<b>256,000</b>	<b>400,000</b>
1,482,100	1,500,600	1,606,800	Add Back Depreciation	1,570,000	1,700,000	8	1,734,000	1,768,700	1,804,100	1,840,200	1,877,100	1,914,700	1,953,000	1,992,100	2,032,000
11,700	0	0	Add Back Loss on Infrastructure Disposal	700,000	120,000	(83)	123,000	126,000	129,000	132,000	135,000	138,000	141,000	144,000	147,000
<b>2,974,100</b>	<b>3,553,300</b>	<b>2,660,700</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>2,154,500</b>	<b>2,018,500</b>	<b>(6)</b>	<b>2,097,700</b>	<b>2,017,000</b>	<b>2,005,800</b>	<b>1,875,100</b>	<b>1,994,100</b>	<b>2,158,500</b>	<b>2,218,100</b>	<b>2,392,100</b>	<b>2,579,000</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
1,097,600	2,453,100	658,700	Less Transfer to Reserves	0	0	0	0	0	0	0	954,100	864,500	1,165,100	1,319,100	1,436,000
0	0	0	Add Transfer from Reserves	627,500	1,123,500	5,460,300	122,000	660,200	497,900	0	0	0	0	0	0
124,700	19,900	1,027,800	Add Capital Income Applied	215,000	200,000	1,547,000	4,942,000	6,962,000	1,483,000	0	0	0	0	0	0
2,001,200	1,120,100	3,029,800	Less Capital Expenditure	2,997,000	3,342,000	9,105,000	7,081,000	9,628,000	3,856,000	1,040,000	1,294,000	1,053,000	1,073,000	1,143,000	
<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>

# Wastewater Operations

**Manager:** Bridget Walker, Manager - Water and Wastewater

## Background

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

## Budget Comments

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

**User Charges** Major income item relates to trade waste charges.

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

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

**Interest** Includes interest on funds held by the Wastewater Fund.

## OPERATING EXPENSES

**Engineering Management** Relates to salaries for engineering and administration staff. A total of 62 days are spread between water and wastewater, with one staff member also shared with waste.

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

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

## Capital Movements

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

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

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

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

WASTEWATER OPERATIONS															
ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
16,137,100	16,908,000	17,800,600	Annual Charges	18,570,000	18,755,000	1	18,942,000	19,130,000	19,320,000	19,512,000	19,904,000	20,304,000	20,713,000	21,130,000	21,555,000
1,546,700	1,947,800	1,776,400	User Charges	1,841,000	1,866,000	1	1,891,100	1,916,400	1,943,000	1,969,900	2,010,000	2,050,500	2,092,200	2,134,100	2,177,500
156,100	158,600	249,800	Operating Grants and Contributions	160,000	149,100	(7)	150,900	152,700	154,500	156,400	158,200	160,000	161,800	163,600	165,500
253,100	278,800	201,100	Interest	148,000	67,200	(55)	74,100	75,100	72,200	39,300	75,300	146,400	238,600	343,700	476,100
50,900	35,400	30,300	Sundry Other Income	10,000	10,000	0	10,200	10,500	10,800	11,100	11,400	11,700	12,000	12,300	12,600
38,300	55,500	47,400	Residential Rents (2 x Dwellings)	55,000	56,000	2	57,200	58,400	59,600	60,800	62,100	63,400	64,700	66,000	67,400
30,400	29,700	33,200	Turf Farm Rental	32,000	33,000	3	33,700	34,400	35,100	35,900	36,700	37,500	38,300	39,100	39,900
198,400	246,300	296,200	Plant Charged to Works	275,000	350,000	27	357,000	364,200	371,500	379,000	386,600	394,400	402,300	410,400	418,700
0	0	0	Gain on Disposal of Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0
<b>18,411,000</b>	<b>19,660,100</b>	<b>20,435,000</b>	<b>Total Operating Revenues</b>	<b>21,091,000</b>	<b>21,286,300</b>	<b>1</b>	<b>21,516,200</b>	<b>21,741,700</b>	<b>21,966,700</b>	<b>22,164,400</b>	<b>22,644,300</b>	<b>23,167,900</b>	<b>23,722,900</b>	<b>24,299,200</b>	<b>24,912,700</b>
			<b>OPERATING EXPENSES</b>												
			<b>Direct Expenses</b>												
390,300	450,200	514,100	Engineering Management	509,600	521,000	2	531,600	543,100	554,600	566,100	577,600	590,100	602,700	615,300	627,800
1,024,500	1,065,400	1,033,000	Administration and Customer Service	1,212,500	1,251,300	3	1,121,700	1,144,900	1,168,500	1,192,500	1,237,200	1,242,600	1,268,300	1,294,500	1,321,300
236,100	433,000	364,600	Internal Contributions to Works	67,000	78,000	16	52,000	53,000	54,200	54,500	55,800	57,000	58,300	59,600	60,900
36,600	40,900	37,800	Miscellaneous	45,000	45,000	0	45,600	91,600	47,700	48,800	50,000	51,200	52,400	53,600	54,800
988,700	993,400	1,105,300	Energy Costs	1,206,000	1,232,000	2	1,232,000	1,257,000	1,282,600	1,308,700	1,335,200	1,362,300	1,389,900	1,418,100	1,446,900
293,300	296,800	582,600	Mains - Maintenance	645,000	656,200	2	669,200	682,600	696,300	710,300	724,600	739,100	753,900	769,000	784,400
288,100	282,100	273,200	Pumping Stations - Operations	294,000	298,000	1	298,000	311,100	317,100	324,700	254,700	254,700	254,700	254,700	254,700
855,300	820,000	729,100	Pumping Stations - Maintenance	766,000	782,000	2	782,000	797,700	813,700	830,000	846,600	863,600	880,900	898,600	916,600
160,000	228,400	290,600	Camera and Jetting - Maintenance	235,000	240,000	2	240,000	244,800	249,700	254,700	259,800	265,000	270,300	275,800	281,400
1,312,400	1,288,700	1,227,200	Treatment Plants - Operations	1,348,000	1,365,000	1	1,368,000	1,395,700	1,424,100	1,453,100	1,482,800	1,513,100	1,544,000	1,575,300	1,607,300
111,600	103,200	144,000	Treatment Plants - Biosolids - Recurrent	84,000	86,000	2	88,000	89,800	91,600	93,500	95,400	97,400	99,400	101,400	103,500
0	0	0	Treatment Plants - Biosolids - Removals	0	150,000	100	50,000	0	0	0	55,000	0	0	0	175,000
996,000	1,107,200	1,127,100	Treatment Plants - Maintenance	874,000	896,000	3	896,000	914,200	932,900	952,000	971,500	991,300	1,011,500	1,032,200	1,053,200
91,200	91,400	41,600	Maintenance - Other	70,000	62,000	(11)	63,000	64,300	65,600	67,000	68,400	69,800	71,200	72,700	74,200
18,300	34,700	41,000	Operations - Other	52,000	52,000	0	52,000	53,500	55,000	56,500	58,000	59,500	61,000	62,500	64,000
126,400	145,300	157,600	Reuse Pipes - Maintenance	162,000	166,000	2	166,000	169,400	172,900	176,400	180,000	183,700	187,400	191,300	195,200
65,200	61,800	91,700	Telemetry - Maintenance	70,000	71,000	1	71,000	72,500	74,000	75,500	77,100	78,700	80,300	82,000	83,700
76,500	110,000	144,900	Plant - Maintenance	111,000	160,000	44	160,000	163,200	166,500	169,900	173,300	176,800	180,400	184,100	187,800
249,800	259,600	216,200	Recycled Water - Mtce and Operations	252,000	256,000	2	256,000	261,300	266,800	272,300	278,000	283,800	289,700	295,800	302,000
			<b>Indirect Expenses - Overheads</b>												
2,094,000	2,135,600	2,375,100	Overheads Distributed	2,402,000	2,435,200	1	2,484,000	2,533,700	2,584,400	2,636,100	2,688,900	2,742,700	2,797,600	2,853,600	2,910,700
			<b>Debt Servicing</b>												
4,054,700	3,509,500	3,359,400	Interest on Loans	3,199,400	2,996,000	(6)	2,801,200	2,606,300	2,405,100	2,204,700	2,004,300	1,803,900	1,603,500	1,403,100	1,202,700
			<b>Non-cash Expenses</b>												
3,673,900	3,675,600	3,910,000	Depreciation	3,830,000	4,200,000	10	4,284,000	4,370,000	4,457,000	4,546,000	4,637,000	4,730,000	4,825,000	4,922,000	5,020,000
0	526,700	812,100	Loss on Disposal of Infrastructure	670,000	500,000	(25)	510,000	530,000	550,000	570,000	590,000	610,000	630,000	650,000	670,000
193,700	133,800	69,300	Unwinding Interest Free Loan	0	0	0	0	0	0	0	0	0	0	0	0
<b>17,336,600</b>	<b>17,793,300</b>	<b>18,647,500</b>	<b>Total Operating Expenses</b>	<b>18,104,500</b>	<b>18,498,500</b>	<b>2</b>	<b>18,221,300</b>	<b>18,349,700</b>	<b>18,430,300</b>	<b>18,493,300</b>	<b>18,701,200</b>	<b>18,766,300</b>	<b>18,912,400</b>	<b>19,065,200</b>	<b>19,398,100</b>
<b>1,074,400</b>	<b>1,866,800</b>	<b>1,787,500</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>2,986,500</b>	<b>2,787,800</b>	<b>(7)</b>	<b>3,294,900</b>	<b>3,392,000</b>	<b>3,536,400</b>	<b>3,671,100</b>	<b>3,943,100</b>	<b>4,401,600</b>	<b>4,810,500</b>	<b>5,234,000</b>	<b>5,514,600</b>
3,673,900	3,675,600	3,910,000	Add Back Depreciation	3,830,000	4,200,000	10	4,284,000	4,370,000	4,457,000	4,546,000	4,637,000	4,730,000	4,825,000	4,922,000	5,020,000
0	526,700	812,100	Add Back Loss on Infrastructure Disposal	670,000	500,000	(25)	510,000	530,000	550,000	570,000	590,000	610,000	630,000	650,000	670,000
193,700	133,800	69,300	Add Back Unwinding Interest Free Loan	0	0	0	0	0	0	0	0	0	0	0	0
<b>4,942,000</b>	<b>6,202,900</b>	<b>6,578,900</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>7,486,500</b>	<b>7,487,800</b>	<b>0</b>	<b>8,088,900</b>	<b>8,292,000</b>	<b>8,543,400</b>	<b>8,787,100</b>	<b>9,170,100</b>	<b>9,741,600</b>	<b>10,265,500</b>	<b>10,806,000</b>	<b>11,204,600</b>
			<b>Capital Movements</b>												
3,095,600	3,387,000	3,535,800	Less Loan Principal Repayments	2,716,300	2,919,600		3,114,500	3,309,400	3,510,600	3,711,000	3,911,400	4,111,800	4,312,200	4,512,600	4,713,000
0	234,000	1,391,900	Less Transfer to Reserves	2,119,000	57,200		74,400	0	0	2,614,600	3,751,700	4,349,300	4,179,300	6,793,400	4,599,600
1,582,900	0	0	Add Transfer from Reserves	0	0		0	1,500,900	2,341,200	0	0	0	0	0	0
3,078,700	1,231,100	439,000	Add Capital Income Applied	2,561,000	550,000		4,685,000	2,690,500	4,602,000	1,385,500	81,000	82,500	84,000	1,858,000	687,000
6,508,000	3,813,000	2,090,200	Less Capital Expenditure	5,212,200	5,061,000		9,585,000	9,174,000	11,976,000	3,847,000	1,588,000	1,363,000	1,858,000	1,358,000	2,579,000
<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>

## Corporate and Community Division - Summary

**Manager:** Kelly Brown, Director – Corporate and Community

### Budget Comments

The next section of the document provides details of the programs under the control of the Division Director – Corporate and Community. The opposite page provides a summary of each of those programs. The Corporate and Community Division consists of the following programs:

#### **Governance**

Includes costs associated with the elected councillors and the General Manager's office along with costs associated with Council's procurement functions.

#### **Communications**

Includes costs associated with the corporate communications function which includes statutory management reporting and customer service.

#### **Financial Services**

This program outlines the financial services such as creditors, debtors, purchasing and rates.

#### **Information Services**

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

#### **People and Culture**

Costs associated with the human resource management function, payroll.

#### **Property Management**

Includes costs associated with Council's commercial property portfolio.

#### **Ballina Byron Gateway Airport**

Revenue and expenses associated with the operation of the airport.

#### **Community Facilities**

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

#### **Library Services**

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

#### **Swimming Pools**

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

#### **Tourism**

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

#### **Facilities Management**

Includes costs to manage the Council Administration Centre and the Council depot.

#### **Fleet and Plant**

Revenues and expenses related to the management of Council's fleet.





## Governance

**Manager:** Kelly Brown, Director – Corporate and Community

### Background

This program relates to expenses associated with the General Manager's office, the elected Council and the Corporate and Community Division along with specialised procurement and contract management staff, including the Council store.

### Budget Comments

#### OPERATING EXPENSES

##### General Manager's Office

Includes employment costs for three full-time staff and one part-time employee (18 days in total), plus one vehicle. Also includes office expenses and the external audit fee.

##### Councillors

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

##### Election Expenses

The cost of Council elections.

##### Subscriptions and Contributions

Includes subscriptions to Local Government and Shires Association, Northern Rivers Joint Organisation, Country Mayors and Sea Change Taskforce.

##### Corporate Office Expenses

Includes corporate expenses for items such as printing and stationery, advertising etc.

##### Procurement and Contract Management

Includes employment costs for four full-time staff (20 days in total), motor vehicle expenses and other procurement expenses including protective clothing for staff, printing and stationery.

##### Risk Management

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

### Capital Movements

#### Reserve Movements

The annual transfer to reserve relates typically to the creation of a reserve to fund future election costs. The transfer from reserve is the funding of the election.

GOVERNANCE															
ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
109,000	0	30,000	Refunds - Insurance	0	20,000	100	20,400	20,900	21,400	21,900	22,400	22,900	23,400	23,900	24,400
<b>109,000</b>	<b>0</b>	<b>30,000</b>	<b>Total Operating Revenues</b>	<b>0</b>	<b>20,000</b>	<b>100</b>	<b>20,400</b>	<b>20,900</b>	<b>21,400</b>	<b>21,900</b>	<b>22,400</b>	<b>22,900</b>	<b>23,400</b>	<b>23,900</b>	<b>24,400</b>
			<b>OPERATING EXPENSES</b>												
			<b>Governance</b>												
0	519,700	877,300	Employee Costs	883,000	811,000	(8)	827,200	843,800	860,700	878,000	895,600	913,600	931,900	950,600	969,700
5,000	5,100	5,600	Motor Vehicles	29,700	30,000	1	30,600	31,300	32,000	32,700	33,400	34,100	34,800	35,500	36,300
9,900	8,500	11,800	Sundry Office Expenses	12,000	12,000	0	19,000	12,400	12,800	21,200	13,600	14,000	14,400	24,800	15,200
2,400	4,500	7,300	Legal Expenses	5,000	3,000	(40)	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800
71,500	75,000	101,000	Audit - External	87,000	89,000	2	91,000	92,900	94,800	96,700	98,700	100,700	102,800	104,900	107,000
16,500	15,300	18,700	Audit - Internal	25,000	25,000	0	25,000	25,500	26,100	26,700	27,300	27,900	28,500	29,100	29,700
0	2,900	0	Audit - Risk and Improvement Committee	5,000	5,000	0	5,000	5,100	5,300	5,500	5,700	5,900	6,100	6,300	6,500
			<b>Councillors</b>												
42,000	346,400	340,700	Councillors Allowances and Exps	406,600	438,000	8	422,500	431,200	462,900	449,500	459,000	468,600	504,300	486,500	495,900
0	0	0	Elections	0	300,000	100	0	0	310,000	0	0	0	330,000	0	0
68,500	70,400	75,200	Subscriptions and Contributions	85,000	88,000	4	93,000	103,500	105,900	108,300	110,800	113,400	116,000	118,600	121,200
			<b>Risk Management</b>												
622,100	585,300	597,000	Public Risk and Plant	653,200	719,000	10	734,000	748,700	763,700	779,000	794,600	810,500	826,800	843,400	860,300
42,300	5,600	44,600	Excess Public Risk	40,000	40,000	0	41,000	41,900	42,800	43,700	44,600	45,500	46,500	47,500	48,500
			<b>Interest on Lease Liability</b>												
0	0	48,300	Interest and Amortisation	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Procurement and Contract Mgmt</b>												
139,600	121,200	206,600	Store - Employee Costs	158,000	162,000	100	166,000	170,000	174,000	178,000	182,000	186,000	190,000	194,000	198,000
26,900	32,000	4,400	Store - Other	10,000	2,000	40	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000
246,400	247,000	193,800	Procurement and Contracts - Employee Costs	252,000	257,000	2	263,000	269,000	275,000	281,000	287,000	293,000	299,000	305,000	312,000
82,500	84,800	99,600	Procurement - Protective Clothing	82,000	100,000	162	100,000	102,000	105,000	108,000	111,000	114,000	117,000	120,000	123,000
(2,800)	9,000	6,100	Procurement - Other Expenses	6,000	9,000	142	9,000	11,000	13,000	15,000	17,000	19,000	21,000	23,000	25,000
			<b>Recouped from Business Activities</b>												
0	0	0	Direct Costs Redistributed to Businesses	(1,691,300)	(1,749,000)	3	(1,784,000)	(1,819,700)	(1,856,100)	(1,893,300)	(1,931,200)	(1,969,900)	(2,009,300)	(2,049,500)	(2,090,500)
			<b>Non-cash Expenses</b>												
0	0	496,000	Depreciation - Operational Land	0	0	0	0	0	0	0	0	0	0	0	0
<b>1,372,800</b>	<b>2,132,700</b>	<b>3,134,000</b>	<b>Total Operating Expenses</b>	<b>1,048,200</b>	<b>1,341,000</b>	<b>28</b>	<b>1,048,300</b>	<b>1,075,700</b>	<b>1,436,100</b>	<b>1,139,300</b>	<b>1,159,500</b>	<b>1,187,800</b>	<b>1,572,400</b>	<b>1,253,400</b>	<b>1,272,600</b>
<b>(1,263,800)</b>	<b>(2,132,700)</b>	<b>(3,104,000)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,048,200)</b>	<b>(1,321,000)</b>	<b>26</b>	<b>(1,027,900)</b>	<b>(1,054,800)</b>	<b>(1,414,700)</b>	<b>(1,117,400)</b>	<b>(1,137,100)</b>	<b>(1,164,900)</b>	<b>(1,549,000)</b>	<b>(1,229,500)</b>	<b>(1,248,200)</b>
0	0	496,000	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(1,263,800)</b>	<b>(2,132,700)</b>	<b>(2,608,000)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(1,048,200)</b>	<b>(1,321,000)</b>	<b>26</b>	<b>(1,027,900)</b>	<b>(1,054,800)</b>	<b>(1,414,700)</b>	<b>(1,117,400)</b>	<b>(1,137,100)</b>	<b>(1,164,900)</b>	<b>(1,549,000)</b>	<b>(1,229,500)</b>	<b>(1,248,200)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
30,000	41,500	45,000	Less Transfer to Reserves	100,000	75,000		77,000	79,000	79,000	81,000	82,000	83,000	84,000	89,000	94,000
0	0	0	Add Transfer from Reserves	0	300,000		0	0	310,000	0	0	0	330,000	0	0
0	0	0	Add Capital Income Applied	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>(1,293,800)</b>	<b>(2,174,200)</b>	<b>(2,653,000)</b>	<b>Cash Result after Capital Movements</b>	<b>(1,148,200)</b>	<b>(1,096,000)</b>	<b>(5)</b>	<b>(1,104,900)</b>	<b>(1,133,800)</b>	<b>(1,183,700)</b>	<b>(1,198,400)</b>	<b>(1,219,100)</b>	<b>(1,247,900)</b>	<b>(1,303,000)</b>	<b>(1,318,500)</b>	<b>(1,342,200)</b>

## Communications

**Manager:** Caroline Klose, Manager Communications

### Background

This program relates to expenses associated with donations to community groups, Council's communications team and frontline customer service staff.

### Budget Comments

#### OPERATING EXPENSES

##### Employee Costs – Customer Service

Based on three full time and four part time employees for the Customer Services Counter and Switchboard for the Administration Centre (total of 26 days)

##### Donations

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

##### Corporate Office Expenses

Includes corporate expenses for items such as printing and stationery, advertising etc.

COMMUNICATIONS															
ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
			<b>Fees and Charges</b>												
19,800	15,400	15,400	Sundry Sales and Services	15,000	15,200	1	15,800	16,400	17,000	17,600	18,200	18,800	19,400	20,000	20,600
			<b>Grants and Contributions</b>												
0	0	100,000	Grants and Contributions	20,000	0	(100)	0	0	0	0	0	0	0	0	0
<b>19,800</b>	<b>15,400</b>	<b>115,400</b>	<b>Total Operating Revenues</b>	<b>35,000</b>	<b>15,200</b>	<b>(57)</b>	<b>15,800</b>	<b>16,400</b>	<b>17,000</b>	<b>17,600</b>	<b>18,200</b>	<b>18,800</b>	<b>19,400</b>	<b>20,000</b>	<b>20,600</b>
			<b>OPERATING EXPENSES</b>												
			<b>Communications</b>												
812,100	391,200	440,000	Employee Costs - Communications	479,000	596,000	24	608,000	620,200	632,700	645,400	658,400	671,600	685,100	698,900	712,900
343,800	426,000	433,000	Employee Costs - Customer Service	424,000	421,000	(1)	429,500	438,100	446,900	455,900	465,100	474,500	484,000	493,700	503,600
0	0	0	Bushfire Comm Resilience and Economic Recovery	100,000	0	(100)	0	0	0	0	0	0	0	0	0
3,700	3,700	3,500	Sundry Office Expenses	3,000	3,000	0	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800
			<b>Corporate Office Expenses</b>												
142,700	155,500	40,800	Printing, Stationery and Postage	34,000	35,000	3	35,000	35,800	36,600	37,400	38,200	39,100	40,000	40,900	41,800
11,700	13,100	7,400	Advertising	20,000	12,000	(40)	12,000	12,300	12,600	12,900	13,200	13,500	13,800	14,100	14,400
100,800	68,300	100,300	Telephone	75,000	103,000	37	103,000	105,100	107,400	109,700	112,000	114,300	116,800	119,300	121,800
20,900	30,500	24,600	Sundry Administration Expenses	34,000	34,000	0	34,000	34,800	35,600	36,400	37,200	38,000	38,800	39,600	40,500
31,300	44,700	43,200	Community Connect	40,000	41,000	3	41,000	41,900	42,900	43,900	44,900	45,900	46,900	48,000	49,100
			<b>Donations</b>												
28,000	26,600	28,400	Donations - Public Halls - Rates	30,000	31,000	3	32,000	32,700	33,400	34,100	34,800	35,500	36,300	37,100	37,900
10,000	10,000	10,000	Donations - Sthn Cross Scholarship	10,000	7,500	(25)	0	0	0	0	0	0	0	0	0
21,700	0	0	Donations - Public Halls - Capital	0	0	0	0	0	0	0	0	0	0	0	0
6,000	6,000	4,500	Donations - Lighthouse Chairs	6,000	6,000	0	6,000	6,200	6,400	6,600	6,800	7,000	7,200	7,400	7,600
75,500	92,400	72,100	Donations - General	75,000	79,000	5	80,000	81,600	83,300	85,000	86,700	88,500	90,300	92,200	94,100
9,600	3,200	2,000	Donations - Sporting Groups Capital	30,000	31,000	3	31,000	31,700	32,400	33,100	33,800	34,500	35,200	36,000	36,800
0	0	14,400	Community Groups - Council Fees	4,000	4,000	0	4,000	4,100	4,200	4,300	4,400	4,500	4,600	4,700	4,800
			<b>Festivals and Events Support</b>												
126,400	121,500	110,500	Festivals and Events Program	55,000	120,000	118	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
4,000	4,000	4,000	Fair Go	4,000	4,000	0	4,000	4,100	4,200	4,300	4,400	4,500	4,600	4,700	4,800
20,300	28,100	27,000	Australia Day	43,000	23,000	(47)	23,000	23,500	24,000	24,500	25,000	25,500	26,100	26,700	27,300
			<b>Recouped from Business Activities</b>												
0	0	0	Direct Costs Redistributed to Businesses	(899,900)	(1,005,000)	12	(1,025,100)	(1,045,700)	(1,066,700)	(1,088,100)	(1,109,900)	(1,132,100)	(1,154,800)	(1,177,900)	(1,201,500)
<b>1,768,500</b>	<b>1,424,800</b>	<b>1,365,700</b>	<b>Total Operating Expenses</b>	<b>566,100</b>	<b>545,500</b>	<b>(4)</b>	<b>540,400</b>	<b>549,500</b>	<b>559,100</b>	<b>568,700</b>	<b>578,400</b>	<b>588,300</b>	<b>598,500</b>	<b>609,100</b>	<b>619,700</b>
<b>(1,748,700)</b>	<b>(1,409,400)</b>	<b>(1,250,300)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(531,100)</b>	<b>(530,300)</b>	<b>(0)</b>	<b>(524,600)</b>	<b>(533,100)</b>	<b>(542,100)</b>	<b>(551,100)</b>	<b>(560,200)</b>	<b>(569,500)</b>	<b>(579,100)</b>	<b>(589,100)</b>	<b>(599,100)</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(1,748,700)</b>	<b>(1,409,400)</b>	<b>(1,250,300)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(531,100)</b>	<b>(530,300)</b>	<b>(0)</b>	<b>(524,600)</b>	<b>(533,100)</b>	<b>(542,100)</b>	<b>(551,100)</b>	<b>(560,200)</b>	<b>(569,500)</b>	<b>(579,100)</b>	<b>(589,100)</b>	<b>(599,100)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
38,300	20,000	100,000	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
47,700	25,000	20,000	Add Transfer from Reserves	100,000	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
0	0	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
<b>(1,739,300)</b>	<b>(1,404,400)</b>	<b>(1,330,300)</b>	<b>Cash Result after Capital Movements</b>	<b>(431,100)</b>	<b>(530,300)</b>	<b>23</b>	<b>(524,600)</b>	<b>(533,100)</b>	<b>(542,100)</b>	<b>(551,100)</b>	<b>(560,200)</b>	<b>(569,500)</b>	<b>(579,100)</b>	<b>(589,100)</b>	<b>(599,100)</b>

## Financial Services – General Purpose Revenues

**Manager:** Linda Coulter, Manager Financial Services

### Background

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

### Budget Comments

#### OPERATING REVENUES

##### Rates

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

##### Abandonments

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

##### Extra Charges

Represents interest charged on overdue rates.

##### General Purpose Grants

##### Financial Assistance Grant (FAG)

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

##### Pensioner Subsidy

Represents the State Government contribution towards the pensioner abandonments.

##### Interest on Investments

This figure represents interest earned on investments that is applied to the Council programs that operate at a deficit. Interest earned on areas such as water, wastewater, waste, section 7.11 contributions etc is applied directly to those areas.

### Capital Movements

##### Cash Surplus

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

**FINANCIAL SERVICES - GENERAL PURPOSE REVENUES**

ACTUAL			DESCRIPTION	ESTIMATED												
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
			<b>OPERATING REVENUES</b>													
			<b>Rates</b>													
15,777,100	17,037,500	18,388,700	Residential	19,021,700	19,659,000	3	20,200,000	20,756,000	21,327,000	21,913,000	22,516,000	23,135,000	23,771,000	24,425,000	25,097,000	
4,303,300	4,575,000	4,786,000	Business	5,022,000	5,111,000	2	5,252,000	5,396,000	5,544,000	5,696,000	5,853,000	6,014,000	6,179,000	6,349,000	6,524,000	
1,537,400	1,556,300	1,644,000	Farmland	1,699,000	1,747,000	3	1,795,000	1,844,000	1,895,000	1,947,000	2,001,000	2,056,000	2,113,000	2,171,000	2,231,000	
			<b>Postponed Rates</b>													
(600)	0	(300)	Postponed Rates	0	0	0	0	0	0	0	0	0	0	0	0	
			<b>Abandonments</b>													
(628,700)	(630,800)	(640,100)	Pensioner Abandonments	(643,000)	(647,000)	1	(651,900)	(656,800)	(661,700)	(666,600)	(671,500)	(676,500)	(681,600)	(686,700)	(691,800)	
			<b>Extra Charges</b>													
55,000	49,100	44,900	Interest	0	50,000	100	51,000	52,000	53,000	54,100	55,200	56,300	57,400	58,500	59,700	
			<b>General Purpose Grants</b>													
4,000	0	0	Emergency Services Grant	0	0		0	0	0	0	0	0	0	0	0	
4,392,000	4,594,300	4,699,000	Financial Assistance Grant	4,748,000	4,840,000	2	4,936,800	5,035,500	5,136,200	5,238,900	5,343,700	5,450,600	5,559,600	5,670,800	5,784,200	
		1,225,000	Bushfire Recovery Grant	0	0		0	0	0	0	0	0	0	0	0	
343,800	347,600	350,400	Pensioners Assistance Subsidy	353,000	361,000	2	368,200	375,600	383,100	390,800	398,600	406,600	414,700	423,000	431,500	
			<b>Interest</b>													
700,200	960,600	900,300	Interest on Investments	310,000	310,000	0	310,000	340,000	340,000	340,000	340,000	340,000	340,000	467,500	340,000	695,500
101,000	144,000	123,000	Premium Adjustments	0	0	0	0	0	0	0	0	0	0	0	0	
<b>26,584,500</b>	<b>28,633,600</b>	<b>31,520,900</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>30,510,700</b>	<b>31,431,000</b>	<b>3</b>	<b>32,261,100</b>	<b>33,142,300</b>	<b>34,016,600</b>	<b>34,913,200</b>	<b>35,836,000</b>	<b>36,782,000</b>	<b>37,880,600</b>	<b>38,750,600</b>	<b>40,131,100</b>	
(101,000)	(144,000)	(123,000)	Add Back Non Cash Premium	0	0	0	0	0	0	0	0	0	0	0	0	
<b>26,483,500</b>	<b>28,489,600</b>	<b>31,397,900</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>30,510,700</b>	<b>31,431,000</b>	<b>3</b>	<b>32,261,100</b>	<b>33,142,300</b>	<b>34,016,600</b>	<b>34,913,200</b>	<b>35,836,000</b>	<b>36,782,000</b>	<b>37,880,600</b>	<b>38,750,600</b>	<b>40,131,100</b>	
			<b>Capital Movements</b>													
0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0	
0	118,000	1,304,100	Less Transfer to Reserves	169,000	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	Add Capital Income Applied	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>26,483,500</b>	<b>28,371,600</b>	<b>30,093,800</b>	<b>Cash Result after Capital Movements</b>	<b>30,341,700</b>	<b>31,431,000</b>	<b>4</b>	<b>32,261,100</b>	<b>33,142,300</b>	<b>34,016,600</b>	<b>34,913,200</b>	<b>35,836,000</b>	<b>36,782,000</b>	<b>37,880,600</b>	<b>38,750,600</b>	<b>40,131,100</b>	

## Financial Services

**Manager:** Linda Coulter, Manager Financial Services

### Background

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

### Budget Comments

#### OPERATING REVENUES

##### Fees and Charges

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

##### Dividends

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

#### OPERATING EXPENSES

##### Employee Costs

Salaries and oncosts for twelve full time and four part time employees (total of 70 days) employed within the finance section plus one motor vehicle.

##### Bank Charges

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

##### Rating Costs

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

##### Valuation Fees

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

##### Audit Fees

Fees for internal audit of specific projects.

##### Overheads Distributed to Business Activities

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



FINANCIAL SERVICES															
ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
			<b>Fees and Charges</b>												
86,200	77,900	80,900	Section 603 Certificates	92,000	98,000	7	100,100	102,200	104,300	106,500	108,700	111,000	113,300	115,700	118,100
33,400	38,800	38,800	Transaction Charges	42,000	43,000	2	44,100	45,200	46,300	47,400	48,500	49,600	50,800	52,000	53,200
73,900	37,800	6,600	Legal Costs Recovered and Late Payments	1,000	21,000	2,000	21,700	22,400	23,100	23,800	24,600	25,400	26,200	27,000	27,800
			<b>Contributions and Dividends</b>												
69,100	67,100	81,000	Dividends	76,600	78,500	2	80,100	81,800	83,600	85,400	87,200	89,000	90,800	92,700	94,700
<b>262,600</b>	<b>221,600</b>	<b>207,300</b>	<b>Total Operating Revenues</b>	<b>211,600</b>	<b>240,500</b>	<b>14</b>	<b>246,000</b>	<b>251,600</b>	<b>257,300</b>	<b>263,100</b>	<b>269,000</b>	<b>275,000</b>	<b>281,100</b>	<b>287,400</b>	<b>293,800</b>
			<b>OPERATING EXPENSES</b>												
			<b>Finance and Rating</b>												
1,040,100	1,054,700	1,228,800	Employee Costs	1,290,700	1,305,000	1	1,331,200	1,357,900	1,385,200	1,413,000	1,441,400	1,470,300	1,499,800	1,529,900	1,560,600
93,200	98,000	110,800	Bank Charges	109,500	114,000	4	116,000	118,600	121,400	124,200	127,000	129,900	132,800	135,800	138,800
30,200	25,400	23,700	Rating Postage and Security Mail	28,000	28,000	0	28,000	28,600	29,200	29,800	30,400	31,100	31,800	32,500	33,200
73,500	34,500	2,800	Rating Legal Costs and Debt Recovery	2,000	10,000	400	10,000	10,200	10,500	10,800	11,100	11,400	11,700	12,000	12,300
104,300	154,300	103,000	Valuation Fees	106,000	107,000	1	109,000	171,200	113,500	115,800	118,200	120,600	193,100	125,600	128,200
			<b>Indirect Costs</b>												
(5,769,000)	(5,913,300)	(6,426,700)	Overheads Distributed	(1,177,300)	(976,000)	(17)	(995,600)	(1,015,600)	(1,036,000)	(1,056,800)	(1,078,000)	(1,099,600)	(1,121,600)	(1,144,100)	(1,167,000)
<b>(4,427,700)</b>	<b>(4,546,400)</b>	<b>(4,957,600)</b>	<b>Total Operating Expenses</b>	<b>358,900</b>	<b>588,000</b>	<b>64</b>	<b>598,600</b>	<b>670,900</b>	<b>623,800</b>	<b>636,800</b>	<b>650,100</b>	<b>663,700</b>	<b>747,600</b>	<b>691,700</b>	<b>706,100</b>
<b>4,690,300</b>	<b>4,768,000</b>	<b>5,164,900</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(147,300)</b>	<b>(347,500)</b>	<b>136</b>	<b>(352,600)</b>	<b>(419,300)</b>	<b>(366,500)</b>	<b>(373,700)</b>	<b>(381,100)</b>	<b>(388,700)</b>	<b>(466,500)</b>	<b>(404,300)</b>	<b>(412,300)</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>4,690,300</b>	<b>4,768,000</b>	<b>5,164,900</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(147,300)</b>	<b>(347,500)</b>	<b>136</b>	<b>(352,600)</b>	<b>(419,300)</b>	<b>(366,500)</b>	<b>(373,700)</b>	<b>(381,100)</b>	<b>(388,700)</b>	<b>(466,500)</b>	<b>(404,300)</b>	<b>(412,300)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
121,600	110,000	10,500	Less Transfer to Reserves	10,000	0		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
0	55,300	0	Add Transfer from Reserves	0	0		0	60,000	0	0	0	0	70,000	0	0
0	0	0	Add Capital Income Applied	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>4,568,700</b>	<b>4,713,300</b>	<b>5,154,400</b>	<b>Cash Result after Capital Movements</b>	<b>(157,300)</b>	<b>(347,500)</b>	<b>121</b>	<b>(362,600)</b>	<b>(369,300)</b>	<b>(376,500)</b>	<b>(383,700)</b>	<b>(391,100)</b>	<b>(398,700)</b>	<b>(406,500)</b>	<b>(414,300)</b>	<b>(422,300)</b>

## Information Services

**Manager:** Stewart Littleford, Manager – Information Services

### Background

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

### Budget Comments

#### **OPERATING REVENUES**

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

#### **OPERATING EXPENSES**

##### **Employee Costs**

Information Services - Salaries and oncosts for thirteen full time and three part time employees (75 days).

Records Management - Includes five full-time and associated oncosts (total of 25 days).

##### **Hardware Lease and Support Costs**

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

##### **Software and Consumables**

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

### Capital Movements

#### **Capital Expenditure**

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

INFORMATION SERVICES															
ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
			<b>Fees and Charges</b>												
200	5,400	400	Sundry Sales and Services	1,000	1,000	0	1,100	1,200	1,300	1,400	1,500	1,600	1,700	1,800	1,900
114,000	152,900	187,200	Information Fee Income	200,000	230,000	15	234,600	239,400	244,300	249,200	254,300	259,500	264,800	270,200	275,700
			<b>Contributions</b>												
23,400	15,100	150,000	Contributions to Projects	30,000	91,000	203	42,000	42,000	42,800	43,800	44,700	45,500	46,600	47,600	48,500
<b>137,600</b>	<b>173,400</b>	<b>337,600</b>	<b>Total Operating Revenues</b>	<b>231,000</b>	<b>322,000</b>	<b>39</b>	<b>277,700</b>	<b>282,600</b>	<b>288,400</b>	<b>294,400</b>	<b>300,500</b>	<b>306,600</b>	<b>313,100</b>	<b>319,600</b>	<b>326,100</b>
			<b>OPERATING EXPENSES</b>												
1,376,000	1,532,300	2,081,300	Employee Costs - IS and Records	2,172,700	2,254,000	4	2,289,500	2,335,500	2,382,400	2,430,400	2,479,300	2,529,100	2,579,900	2,631,700	2,684,500
42,300	43,600	88,300	Telecommunications Mobile Hardware	41,000	10,000	(76)	10,000	20,000	42,000	42,900	43,800	44,700	45,600	46,600	47,600
192,600	150,100	139,600	Hardware Lease	200,000	210,000	5	212,000	216,300	220,700	225,200	229,800	234,400	239,100	243,900	248,800
96,300	127,000	243,600	Hardware Support, Internet and Broadband	121,000	145,000	20	145,000	147,900	151,100	154,300	157,500	160,800	164,200	167,700	171,200
412,600	544,400	472,700	Software - Support	560,000	500,000	(11)	500,000	510,000	520,200	530,700	541,400	552,300	563,400	574,700	586,200
35,200	23,700	22,700	Consumables	25,000	15,000	(40)	15,000	15,300	15,700	16,100	16,500	16,900	17,300	17,700	18,100
206,800	300,400	298,600	Software - Civica Licence	350,000	380,000	9	380,000	387,600	395,400	403,400	411,500	419,800	428,200	436,800	445,600
26,700	39,200	69,600	Computer Software	60,000	26,000	(57)	26,000	26,600	27,200	27,800	28,400	29,000	29,600	30,200	30,900
195,300	30,300	99,200	Software Projects and Miscellaneous	110,000	160,000	45	90,000	90,600	92,500	94,500	96,500	98,500	100,600	102,700	104,800
0	0	0	Cyber Security and Insurance	0	130,000	100	130,000	132,600	135,300	138,100	140,900	143,800	146,700	149,700	152,700
79,500	70,100	0	Other Projects	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Recouped from Business Activities</b>												
0	0	0	Direct Costs Redistributed to Businesses	(883,100)	(895,000)	1	(912,900)	(931,200)	(949,900)	(968,900)	(988,300)	(1,008,100)	(1,028,300)	(1,048,900)	(1,069,900)
<b>2,663,300</b>	<b>2,861,100</b>	<b>3,515,600</b>	<b>Total Operating Expenses</b>	<b>2,756,600</b>	<b>2,935,000</b>	<b>6</b>	<b>2,884,600</b>	<b>2,951,200</b>	<b>3,032,600</b>	<b>3,094,500</b>	<b>3,157,300</b>	<b>3,221,200</b>	<b>3,286,300</b>	<b>3,352,800</b>	<b>3,420,500</b>
<b>(2,525,700)</b>	<b>(2,687,700)</b>	<b>(3,178,000)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(2,525,600)</b>	<b>(2,613,000)</b>	<b>3</b>	<b>(2,606,900)</b>	<b>(2,668,600)</b>	<b>(2,744,200)</b>	<b>(2,800,100)</b>	<b>(2,856,800)</b>	<b>(2,914,600)</b>	<b>(2,973,200)</b>	<b>(3,033,200)</b>	<b>(3,094,400)</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(2,525,700)</b>	<b>(2,687,700)</b>	<b>(3,178,000)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(2,525,600)</b>	<b>(2,613,000)</b>	<b>3</b>	<b>(2,606,900)</b>	<b>(2,668,600)</b>	<b>(2,744,200)</b>	<b>(2,800,100)</b>	<b>(2,856,800)</b>	<b>(2,914,600)</b>	<b>(2,973,200)</b>	<b>(3,033,200)</b>	<b>(3,094,400)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
59,500	20,000	0	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
167,400	45,000	43,400	Add Transfer from Reserves	94,000	60,000	(36)	0	0	0	0	0	0	0	0	0
0	50,000	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
173,300	118,800	43,100	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
<b>(2,591,100)</b>	<b>(2,731,500)</b>	<b>(3,177,700)</b>	<b>Cash Result after Capital Movements</b>	<b>(2,431,600)</b>	<b>(2,553,000)</b>	<b>5</b>	<b>(2,606,900)</b>	<b>(2,668,600)</b>	<b>(2,744,200)</b>	<b>(2,800,100)</b>	<b>(2,856,800)</b>	<b>(2,914,600)</b>	<b>(2,973,200)</b>	<b>(3,033,200)</b>	<b>(3,094,400)</b>

# People and Culture

**Manager:** Tonia Leckie, Manager People and Culture

## Background

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

## Budget Comments

### OPERATING REVENUES

#### Contributions

Includes insurance adjustments (refunds) and staff training subsidies.

### OPERATING EXPENSES

#### Employee Costs

Salaries and oncosts for six full time staff and three part time staff (38 days).

#### Staff Training and Development

Training, education and recruitment costs for Council employees.

#### Staff Support Services

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

#### Employee Oncosts

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

#### Oncosts Recouped

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

## Capital Movements

### Transfer to Reserve

Typically represents funds transferred to the employees leave reserve.

### Capital Income

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

PEOPLE AND CULTURE															
ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
33,200	31,100	64,200	Contributions - LSL	41,700	30,000	(28)	30,000	30,600	31,300	32,000	32,700	33,400	34,100	34,800	35,500
40,800	84,800	25,100	Contributions - Training	21,000	21,000	0	21,000	21,500	22,000	22,500	23,000	23,500	24,000	24,500	25,000
12,500	0	46,800	Maternity Leave - Centrelink Payments	10,000	10,000	0	10,000	10,200	10,500	10,800	11,100	11,400	11,700	12,000	12,300
259,400	123,300	141,700	Refunds - Workers Compensation	88,000	90,000	2	90,000	91,800	93,700	95,600	97,600	99,600	101,600	103,700	105,800
<b>345,900</b>	<b>239,200</b>	<b>277,800</b>	<b>Total Operating Revenues</b>	<b>160,700</b>	<b>151,000</b>	<b>(6)</b>	<b>151,000</b>	<b>154,100</b>	<b>157,500</b>	<b>160,900</b>	<b>164,400</b>	<b>167,900</b>	<b>171,400</b>	<b>175,000</b>	<b>178,600</b>
			<b>OPERATING EXPENSES</b>												
			<b>Human Resources</b>												
805,100	806,500	895,600	Employee Costs	867,400	872,000	1	889,500	907,500	925,900	944,600	963,700	983,200	1,003,000	1,023,200	1,043,800
412,900	329,600	316,200	Staff Training and Development	356,000	334,000	(6)	334,000	340,800	347,900	355,100	362,400	369,900	377,500	385,300	393,200
53,900	80,700	65,400	Staff Support and Recognition	52,000	44,000	(15)	44,000	44,900	46,100	47,300	48,500	49,700	50,900	52,100	53,300
			<b>Employee Oncosts</b>												
2,339,400	2,470,100	2,620,200	Superannuation	2,851,000	2,922,000	2	2,998,000	3,079,000	3,164,000	3,254,000	3,349,000	3,450,000	3,556,000	3,668,000	3,786,000
3,200	6,600	0	Jury Duty	2,000	1,000	(50)	1,000	1,100	1,200	1,300	1,400	1,500	1,600	1,700	1,800
373,800	532,100	593,300	Workers Compensation	610,000	597,000	(2)	608,000	620,400	633,500	646,800	660,300	674,000	688,000	702,200	716,600
1,640,100	2,356,400	2,302,700	Employee Entitlements - Salaried Staff	1,903,000	2,220,000	17	2,264,400	2,310,000	2,356,500	2,403,900	2,452,200	2,501,500	2,551,800	2,603,000	2,655,200
1,638,700	1,311,100	1,432,900	Employee Entitlements - Wages Staff	1,539,000	1,600,000	4	1,632,000	1,664,900	1,698,400	1,732,600	1,767,400	1,803,000	1,839,200	1,876,200	1,913,900
			<b>Oncosts Recouped</b>												
(6,745,600)	(7,377,800)	(7,839,300)	Oncosts Recouped - Internal Works	(7,815,000)	(8,098,000)	4	(8,260,000)	(8,425,300)	(8,593,900)	(8,765,800)	(8,941,200)	(9,120,100)	(9,302,600)	(9,488,700)	(9,678,600)
(90,900)	(77,800)	(72,200)	Oncosts Recouped - External Works	(53,000)	(80,000)	51	(81,600)	(83,400)	(85,200)	(87,000)	(88,900)	(90,800)	(92,700)	(94,700)	(96,700)
			<b>Recouped from Business Activities</b>												
0	0	0	Direct Costs Redistributed to Businesses	(55,400)	(116,000)	109	(118,400)	(120,800)	(123,300)	(125,800)	(128,400)	(131,000)	(133,700)	(136,400)	(139,200)
<b>430,600</b>	<b>437,500</b>	<b>314,800</b>	<b>Total Operating Expenses</b>	<b>257,000</b>	<b>296,000</b>	<b>15</b>	<b>310,900</b>	<b>339,100</b>	<b>371,100</b>	<b>407,000</b>	<b>446,400</b>	<b>490,900</b>	<b>539,000</b>	<b>591,900</b>	<b>649,300</b>
<b>(84,700)</b>	<b>(198,300)</b>	<b>(37,000)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(96,300)</b>	<b>(145,000)</b>	<b>51</b>	<b>(159,900)</b>	<b>(185,000)</b>	<b>(213,600)</b>	<b>(246,100)</b>	<b>(282,000)</b>	<b>(323,000)</b>	<b>(367,600)</b>	<b>(416,900)</b>	<b>(470,700)</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(84,700)</b>	<b>(198,300)</b>	<b>(37,000)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(96,300)</b>	<b>(145,000)</b>	<b>51</b>	<b>(159,900)</b>	<b>(185,000)</b>	<b>(213,600)</b>	<b>(246,100)</b>	<b>(282,000)</b>	<b>(323,000)</b>	<b>(367,600)</b>	<b>(416,900)</b>	<b>(470,700)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
373,300	247,800	47,400	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
166,800	166,800	111,800	Add Transfer from Reserves	47,400	0	(100)	0	0	0	0	0	0	0	0	0
2,886,900	(2,120,000)	(7,704,100)	Add Capital Income Applied	4,600	145,000	3,052	159,900	185,000	213,600	246,100	282,000	323,000	367,600	416,900	470,700
0	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
<b>2,595,700</b>	<b>(2,399,300)</b>	<b>(7,676,700)</b>	<b>Cash Result after Capital Movements</b>	<b>(44,300)</b>	<b>0</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>

# Commercial Property

**Manager:** Paul Tsikleas, Manager Commercial Services

## Background

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

## Budget Comments

### OPERATING REVENUES

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

**Flat Rock Tent Park** Income from campers at the park.

**Interest on Investments** Interest earnings on the community infrastructure and property development reserves.

### OPERATING EXPENSES

**Employee Costs** Salaries and oncosts for two full time staff and one part-time employee (13 days) plus one motor vehicle.

**Land Development** Rates and charges applicable for these land holdings.

**Property – Operations and Maintenance** Represents expenses for managing the various categories of property within the property portfolio.

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

## Capital Movements

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

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

COMMERCIAL PROPERTY															
ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
			<b>Council Owned Properties</b>												
1,801,200	1,854,900	1,719,700	Properties - Investment Properties	1,727,000	1,923,800	11	1,940,000	1,958,400	1,997,500	2,037,400	2,078,100	2,119,600	2,162,000	2,205,300	2,249,300
218,400	254,300	200,100	Properties - Others (Towers, Footpath etc)	165,200	237,000	43	240,000	246,900	254,100	261,500	269,300	277,400	285,700	294,300	303,200
			<b>Council Controlled - Crown Reserves</b>												
42,400	31,000	39,000	Properties - Crown Reserves	67,300	74,000	10	76,000	77,200	78,400	79,600	80,900	82,200	83,500	85,200	86,600
			<b>Caravan Parks and Tent Park</b>												
417,900	474,600	347,900	Flat Rock Tent Park	317,000	463,000	46	472,300	481,800	491,500	501,400	511,500	521,800	532,300	543,100	554,100
			<b>Grants and Contributions</b>												
0	0	0	BBRC Program	0	0	0	0	0	0	0	0	0	0	0	0
10,000	0	0	State Government Grant Business Case	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Interest on Investments</b>												
17,200	27,200	19,000	Interest on Investments - Comm Infra	32,000	17,000	(47)	14,000	7,000	8,000	15,000	23,000	34,000	46,000	61,000	66,000
65,600	43,400	7,000	Interest on Investments - Property Dev	8,000	4,000	(50)	1,000	35,000	39,000	40,000	41,000	40,000	37,000	33,000	36,000
			<b>Other Revenues</b>												
0	680,000	550,000	Fair Value Adjustments Rental Props	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	Gain on Disposal of Real Estate	0	0	0	0	0	0	0	0	0	0	0	0
<b>2,572,700</b>	<b>3,365,400</b>	<b>2,882,700</b>	<b>Total Operating Revenues</b>	<b>2,316,500</b>	<b>2,718,800</b>	<b>17</b>	<b>2,743,300</b>	<b>2,806,300</b>	<b>2,868,500</b>	<b>2,934,900</b>	<b>3,003,800</b>	<b>3,075,000</b>	<b>3,146,500</b>	<b>3,221,900</b>	<b>3,295,200</b>
			<b>OPERATING EXPENSES</b>												
			<b>Property Management</b>												
299,800	312,000	250,400	Employee Costs	268,700	276,000	3	281,600	287,400	293,300	299,300	305,400	311,600	317,900	324,400	331,000
19,400	24,200	21,200	Property Investigations	15,000	15,000	0	15,000	15,300	15,700	16,100	16,500	16,900	17,300	17,700	18,100
414,200	303,100	26,200	BBRC Scheme	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Land Development</b>												
8,700	52,100	13,200	Wollongbar Residential Estate	9,500	10,000	5	11,000	0	0	0	0	0	0	0	0
136,400	61,200	37,500	Southern Cross Industrial Estate	119,000	135,000	13	35,000	35,500	36,100	36,700	37,300	37,900	38,500	39,100	39,700
54,000	11,900	13,100	Russellton Industrial Estate	14,000	15,000	7	15,000	15,300	15,700	16,100	16,500	16,900	17,300	17,700	18,100
2,681,600	(592,500)	(3,591,300)	Land Stock Movements	0	0	0	0	0	0	0	0	0	0	0	0
1,553,100	0	(1,789,000)	Land Stock Movements - Cash Movements	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Property - Operations and Maintenance</b>												
248,600	231,900	292,900	Properties - Council Investment	269,600	288,800	7	292,500	298,800	305,900	313,100	320,400	327,700	335,000	342,400	350,000
86,900	112,900	95,700	Properties - Council Commercial	106,500	120,000	13	121,000	123,600	126,400	129,200	132,100	135,000	137,900	140,800	143,800
52,900	23,100	16,200	Properties - Council Residential	38,000	36,000	(5)	36,000	36,900	37,900	38,900	39,900	40,900	41,900	43,000	44,100
40,300	78,900	83,600	Properties - Crown Reserves	83,000	118,000	42	88,000	89,900	92,000	94,100	96,200	98,300	100,600	103,100	105,600
			<b>Caravan Parks and Tent Park</b>												
253,900	278,000	277,000	Flat Rock Tent Park	324,000	362,500	12	370,200	378,800	387,500	396,400	405,400	414,500	423,700	433,000	442,500
			<b>Overheads and Interest on Loans</b>												
210,000	210,000	210,000	Overheads Distributed	163,000	166,000	2	169,400	173,100	176,800	180,500	184,400	188,300	192,200	196,200	200,300
0	0	0	Interest on Loans - Property Development	108,000	190,000	76	309,000	202,000	192,000	184,000	174,000	165,000	155,000	144,000	134,000
			<b>Non-cash Expenses</b>												
15,200	3,700	5,500	Depreciation - Flat Rock Tent Park	16,000	8,000	(50)	8,200	8,400	8,600	8,800	9,000	9,200	9,400	9,600	9,800
105,400	53,600	42,800	Depreciation - Commercial Buildings	43,000	45,000	5	45,900	46,900	47,900	48,900	49,900	50,900	52,000	53,100	54,200
<b>6,180,400</b>	<b>1,164,100</b>	<b>(3,995,000)</b>	<b>Total Operating Expenses</b>	<b>1,577,300</b>	<b>1,785,300</b>	<b>13</b>	<b>1,797,800</b>	<b>1,711,900</b>	<b>1,735,800</b>	<b>1,762,100</b>	<b>1,787,000</b>	<b>1,813,100</b>	<b>1,838,700</b>	<b>1,864,100</b>	<b>1,891,200</b>
<b>(3,607,700)</b>	<b>2,201,300</b>	<b>6,877,700</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>739,200</b>	<b>933,500</b>	<b>26</b>	<b>945,500</b>	<b>1,094,400</b>	<b>1,132,700</b>	<b>1,172,800</b>	<b>1,216,800</b>	<b>1,261,900</b>	<b>1,307,800</b>	<b>1,357,800</b>	<b>1,404,000</b>
0	0	0	Less Gain on Disposal of Real Estate	0	0	0	0	0	0	0	0	0	0	0	0
120,600	57,300	48,300	Add Back Depreciation	59,000	53,000	(10)	54,100	55,300	56,500	57,700	58,900	60,100	61,400	62,700	64,000
0	(680,000)	(550,000)	Add Back Fair Value Adjustments	0	0	0	0	0	0	0	0	0	0	0	0
2,681,600	(592,500)	(3,591,300)	Add Back Landstock Movements	0	0	0	0	0	0	0	0	0	0	0	0
<b>(805,500)</b>	<b>986,100</b>	<b>2,784,700</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>798,200</b>	<b>986,500</b>	<b>24</b>	<b>999,600</b>	<b>1,149,700</b>	<b>1,189,200</b>	<b>1,230,500</b>	<b>1,275,700</b>	<b>1,322,000</b>	<b>1,369,200</b>	<b>1,420,500</b>	<b>1,468,000</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	134,000	3,860,000	2,781	1,035,000	291,000	301,000	309,000	319,000	328,000	338,000	349,000	359,000
8,238,200	6,826,700	5,811,100	Less Transfer to Reserves	2,160,700	2,053,300	(5)	4,969,100	2,129,400	2,182,900	2,238,700	2,296,800	2,357,300	2,416,100	2,478,800	2,539,300
6,492,300	7,796,200	2,060,800	Add Transfer from Reserves	1,781,100	1,548,800	(13)	1,528,500	1,440,700	1,464,700	1,487,200	1,510,100	1,533,300	1,554,900	1,577,300	1,600,300
3,860,200	570,200	6,691,200	Add Capital Income Applied	4,717,400	3,648,000	(23)	3,646,000	0	0	0	0	0	0	0	0
1,034,800	2,125,800	5,575,600	Less Capital Expenditure	4,952,000	120,000	(98)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
<b>274,000</b>	<b>400,000</b>	<b>150,000</b>	<b>Cash Result after Capital Movements</b>	<b>50,000</b>	<b>150,000</b>	<b>200</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
			<b>Flat Rock Operating Results</b>												
164,000	196,600	70,900	Operating Revenues Less Expenses	(7,000)	100,500	1,536	102,100	103,000	104,000	105,000	106,100	107,300	108,600	110,100	111,600

## Ballina-Byron Gateway Airport

**Manager:** Paul Tsikleas, Manager Commercial Services

### Background

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

### Budget Comments

#### OPERATING REVENUES

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

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

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

#### OPERATING EXPENSES

**Employee Costs** Includes costs for eight full time employees (40 days), one vehicle and conference and travel

expenses. **Buildings Maintenance and Repair** Maintenance of airport buildings and associated infrastructure plus cleaning costs. **Operations** Includes lighting, promotion, publications, contract management and overheads.

**Interest on Loans** Loans applicable to development of the airport.

### Capital Movements

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

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

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

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

**Capital Expenditure** Refer to Part C of this document.

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



**BALLINA - BYRON GATEWAY AIRPORT**

ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
			<b>Fees and Charges</b>												
3,042,400	3,208,000	2,557,400	Landing Fees	2,475,000	3,308,000	34	3,310,200	3,376,500	3,444,100	3,513,100	3,583,500	3,655,300	3,728,500	3,803,200	3,879,400
1,381,500	1,372,500	1,249,300	Security Recouped	1,030,000	1,350,000	31	1,377,000	1,404,600	1,432,700	1,461,400	1,490,700	1,520,600	1,551,100	1,582,200	1,613,900
919,400	931,000	846,800	Rentals	746,000	1,088,000	46	1,109,900	1,132,500	1,155,500	1,178,800	1,202,600	1,226,900	1,251,700	1,277,100	1,303,000
704,400	738,000	544,500	Car Parking	550,000	600,000	9	750,000	800,000	816,000	832,400	849,100	866,100	883,500	901,200	919,300
86,400	76,500	76,400	Advertising	57,000	80,000	40	81,600	83,300	85,000	86,700	88,500	90,300	92,200	94,100	96,000
0	0	0	Interest	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Grants and Contributions</b>												
60,000	49,400	53,500	Contributions - Fire Station, NDB etc	35,000	50,000	43	51,000	52,100	53,200	54,300	55,400	56,600	57,800	59,000	60,200
355,100	361,700	293,700	Airlines Conts to CAGRO	271,000	370,000	37	377,400	385,000	392,700	400,600	408,700	416,900	425,300	433,900	442,600
162,000	133,800	81,600	LIRS Subsidy	69,000	37,300	(46)	6,300	0	0	0	0	0	0	0	0
			<b>Other Revenues</b>												
37,800	56,100	50,400	Parking Fines	40,000	40,000	0	0	0	0	0	0	0	0	0	0
<b>6,749,000</b>	<b>6,927,000</b>	<b>5,753,600</b>	<b>Total Operating Revenues</b>	<b>5,273,000</b>	<b>6,923,300</b>	<b>31</b>	<b>7,063,400</b>	<b>7,234,000</b>	<b>7,379,200</b>	<b>7,527,300</b>	<b>7,678,500</b>	<b>7,832,700</b>	<b>7,990,100</b>	<b>8,150,700</b>	<b>8,314,400</b>
			<b>OPERATING EXPENSES</b>												
			<b>Airport</b>												
804,200	977,300	937,000	Employee Costs	937,700	972,300	4	991,600	1,011,400	1,031,600	1,052,300	1,073,400	1,094,900	1,116,800	1,139,100	1,161,900
220,700	176,600	296,300	Buildings Cleaning and Maintenance	205,000	255,600	25	260,800	266,200	271,700	277,300	282,900	288,700	294,600	300,600	306,800
1,080,800	1,126,600	1,060,900	Security for Departure Lounge	1,030,000	1,350,000	31	1,377,000	1,404,600	1,432,700	1,461,400	1,490,700	1,520,600	1,551,100	1,582,200	1,613,900
1,226,600	1,287,200	1,473,400	Operations	1,393,000	1,564,100	12	1,545,500	1,578,400	1,612,000	1,646,000	1,680,600	1,716,000	1,752,100	1,788,600	1,825,800
			<b>Indirect Expenses</b>												
410,000	431,400	509,000	Overheads Distributed	626,000	635,000	1	647,700	660,700	673,900	687,400	701,100	715,100	729,400	744,000	758,900
			<b>Debt Servicing</b>												
366,200	309,800	307,900	Interest on Loans	250,500	193,700	(23)	426,800	671,500	670,500	676,500	645,000	613,000	581,000	549,000	513,000
			<b>Non-cash Expenses</b>												
863,600	782,100	786,000	Depreciation - Airport	980,000	900,000	(8)	920,000	938,400	957,200	976,400	996,000	1,016,000	1,036,400	1,057,200	1,078,400
0	0	2,342,000	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
<b>4,972,100</b>	<b>5,091,000</b>	<b>7,712,500</b>	<b>Total Operating Expenses</b>	<b>5,422,200</b>	<b>5,870,700</b>	<b>8</b>	<b>6,169,400</b>	<b>6,531,200</b>	<b>6,649,600</b>	<b>6,777,300</b>	<b>6,869,700</b>	<b>6,964,300</b>	<b>7,061,400</b>	<b>7,160,700</b>	<b>7,258,700</b>
<b>1,776,900</b>	<b>1,836,000</b>	<b>(1,958,900)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(149,200)</b>	<b>1,052,600</b>	<b>(805)</b>	<b>894,000</b>	<b>702,800</b>	<b>729,600</b>	<b>750,000</b>	<b>808,800</b>	<b>868,400</b>	<b>928,700</b>	<b>990,000</b>	<b>1,055,700</b>
863,600	782,100	786,000	Add Back Depreciation	980,000	900,000	(8)	920,000	938,400	957,200	976,400	996,000	1,016,000	1,036,400	1,057,200	1,078,400
0	0	2,342,000	Add Back Loss Infrastructure Disposal	0	0	0	0	0	0	0	0	0	0	0	0
<b>2,640,500</b>	<b>2,618,100</b>	<b>1,169,100</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>830,800</b>	<b>1,952,600</b>	<b>135</b>	<b>1,814,000</b>	<b>1,641,200</b>	<b>1,686,800</b>	<b>1,726,400</b>	<b>1,804,800</b>	<b>1,884,400</b>	<b>1,965,100</b>	<b>2,047,200</b>	<b>2,134,100</b>
			<b>Capital Movements</b>												
1,129,600	1,188,600	1,294,800	Less Loan Principal Repayments	1,409,000	1,434,600	2	1,425,700	1,163,400	1,032,100	1,109,100	1,081,000	1,113,000	1,145,000	1,177,000	1,213,000
1,668,200	0	1,943,900	Less Transfer to Reserves	0	518,000	100	388,300	477,800	654,700	617,300	723,800	771,400	820,100	870,200	921,100
16,500	725,900	0	Add Transfer from Reserves	1,643,200	1,703,000	4	50,000	375,000	150,000	350,000	50,000	50,000	50,000	50,000	50,000
449,100	3,232,400	3,142,000	Add Capital Income Applied	905,000	18,800,000	1,977	15,000,000	2,825,000	2,500,000	0	0	0	0	0	0
308,300	5,287,800	1,072,400	Less Capital Expenditure	1,970,000	20,503,000	941	15,050,000	3,200,000	2,650,000	350,000	50,000	50,000	50,000	50,000	50,000
<b>0</b>	<b>100,000</b>	<b>0</b>	<b>Cash Result after Capital Movements</b>	<b>0</b>	<b>0</b>	<b>(8)</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>3,006,700</b>	<b>2,927,900</b>	<b>1,477,000</b>	<b>Earnings before Int, Dep (EBITDA)</b>	<b>1,081,300</b>	<b>2,146,300</b>	<b>98</b>	<b>2,240,800</b>	<b>2,312,700</b>	<b>2,357,300</b>	<b>2,402,900</b>	<b>2,449,800</b>	<b>2,497,400</b>	<b>2,546,100</b>	<b>2,596,200</b>	<b>2,647,100</b>

## Community Facilities

**Manager:** Craig Brown, Manager Facilities and Services

### Background

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

### Budget Comments

#### OPERATING REVENUES

##### Fees and Charges

Revenues for the Alstonville Cultural Centre, Ballina Surf Club, Ballina Indoors Sports Centre, Kentwell Centre, Lennox Cultural Centre, Richmond Room and other miscellaneous community service programs.

#### OPERATING EXPENSES

##### Employee Costs – Community Centres

Based on four full-time and four part-time employees (31 days).

##### Community Centres / Halls

Operating expenses for the facilities identified.

##### Public Halls

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

##### Naval Museum

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

##### Community Services Programs and Services

Allowance for social service programs including Youth Week, NAIDOC Week and Seniors Programs. Also includes items such as the life education van and rent payable to the State Government for a pre-school leased by Council on Crown land.

### Capital Movements

#### Loan Principal Repayments

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

#### Transfer from Reserves

Refer to Part D for further details of reserve movements.

#### Capital Expenditure

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

**COMMUNITY FACILITIES**

ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
			<b>Fees and Charges</b>												
148,100	85,600	130,100	Kentwell Centre	130,000	156,000	20	159,000	162,300	165,600	169,000	172,400	176,000	179,600	183,300	187,100
58,500	39,000	15,300	Alstonville Cultural Centre	22,500	34,500	53	52,000	53,100	54,200	55,300	56,500	57,700	58,900	60,100	61,400
158,900	160,400	63,600	Lennox Head Cultural Centre	77,000	188,000	144	193,000	197,000	201,100	205,200	209,500	213,800	218,200	222,700	227,300
0	0	49,700	Ballina Indoor Sports Centre	101,000	132,000	31	135,000	137,900	140,800	143,800	146,800	149,800	153,000	156,200	159,500
19,200	23,300	23,200	Richmond Room	13,000	25,000	92	25,000	25,500	26,100	26,700	27,300	27,900	28,500	29,100	29,700
132,400	137,100	109,000	Ballina Surf Club	81,000	143,000	77	145,000	148,000	151,100	154,200	157,400	160,700	164,000	167,300	170,800
<b>517,100</b>	<b>445,400</b>	<b>390,900</b>	<b>Total Operating Revenues</b>	<b>424,500</b>	<b>678,500</b>	<b>60</b>	<b>709,000</b>	<b>723,800</b>	<b>738,900</b>	<b>754,200</b>	<b>769,900</b>	<b>785,900</b>	<b>802,200</b>	<b>818,700</b>	<b>835,800</b>
			<b>OPERATING EXPENSES</b>												
227,600	335,900	514,000	Employee Costs	650,000	578,000	(11)	589,600	601,500	613,600	626,000	638,600	651,500	664,600	678,000	691,600
22,200	15,600	13,700	Software	14,000	14,000	0	14,000	14,300	14,600	14,900	15,200	15,600	16,000	16,400	16,800
55,300	51,500	50,300	Kentwell Centre	54,900	56,300	3	57,900	59,500	61,100	62,700	64,400	66,100	67,800	69,500	71,200
149,400	49,600	56,000	Alstonville Cultural Centre	52,700	28,000	(47)	45,000	60,000	61,500	63,100	64,700	66,300	68,000	69,700	71,500
185,100	179,800	204,900	Lennox Head Cultural Centre	170,000	191,000	12	195,000	199,900	204,800	209,700	214,800	219,900	225,000	230,300	235,600
0	0	54,600	Ballina Indoor Sports Centre	93,100	118,000	27	120,100	123,000	126,000	129,000	132,000	135,100	138,200	141,300	144,400
26,500	26,900	23,300	Richmond Room	30,400	30,400	0	31,400	32,400	33,400	34,400	35,400	36,400	37,400	38,500	39,600
91,700	106,100	103,800	Ballina Surf Club	114,000	126,800	11	129,500	132,500	135,700	138,900	142,100	145,300	148,700	152,100	155,500
<b>757,800</b>	<b>765,400</b>	<b>1,020,600</b>	<b>Total Operating Expenses</b>	<b>1,179,100</b>	<b>1,142,500</b>	<b>(3)</b>	<b>1,182,500</b>	<b>1,223,100</b>	<b>1,250,700</b>	<b>1,278,700</b>	<b>1,307,200</b>	<b>1,336,200</b>	<b>1,365,700</b>	<b>1,395,800</b>	<b>1,426,200</b>
<b>(240,700)</b>	<b>(320,000)</b>	<b>(629,700)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(754,600)</b>	<b>(464,000)</b>	<b>(39)</b>	<b>(473,500)</b>	<b>(499,300)</b>	<b>(511,800)</b>	<b>(524,500)</b>	<b>(537,300)</b>	<b>(550,300)</b>	<b>(563,500)</b>	<b>(577,100)</b>	<b>(590,400)</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(240,700)</b>	<b>(320,000)</b>	<b>(629,700)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(754,600)</b>	<b>(464,000)</b>	<b>(39)</b>	<b>(473,500)</b>	<b>(499,300)</b>	<b>(511,800)</b>	<b>(524,500)</b>	<b>(537,300)</b>	<b>(550,300)</b>	<b>(563,500)</b>	<b>(577,100)</b>	<b>(590,400)</b>
			<b>Capital Movements</b>												
21,300	22,700	22,800	Less Principal Repayments	16,900	18,100		19,500	0	0	0	0	0	0	0	0
2,379,500	4,495,400	1,209,000	Less Transfer to Reserves	1,004,000	0		0	0	0	0	0	0	0	0	0
3,052,300	8,213,600	2,664,200	Add Transfer from Reserves	1,182,000	24,000		0	0	0	0	0	0	0	0	0
0	4,460,000	1,318,100	Add Capital Income Applied	747,000	0		0	0	0	0	0	0	0	0	0
376,400	7,825,100	2,570,100	Less Capital Expenditure	947,000	524,000		0	0	0	0	0	0	0	0	0
<b>34,400</b>	<b>10,400</b>	<b>(449,300)</b>	<b>Cash Result after Capital Movements</b>	<b>(793,500)</b>	<b>(982,100)</b>	<b>24</b>	<b>(493,000)</b>	<b>(499,300)</b>	<b>(511,800)</b>	<b>(524,500)</b>	<b>(537,300)</b>	<b>(550,300)</b>	<b>(563,500)</b>	<b>(577,100)</b>	<b>(590,400)</b>
			<b>Facility Cash Results (excluding Employee Costs)</b>												
92,800	34,100	79,800	Kentwell Centre	75,100	99,700	33	101,100	102,800	104,500	106,300	108,000	109,900	111,800	113,800	115,900
(90,900)	(10,600)	(40,700)	Alstonville Cultural Centre	(30,200)	6,500	(122)	7,000	(6,900)	(7,300)	(7,800)	(8,200)	(8,600)	(9,100)	(9,600)	(10,100)
(26,200)	(19,400)	(141,300)	Lennox Head Cultural Centre	(93,000)	(3,000)	(97)	(2,000)	(2,900)	(3,700)	(4,500)	(5,300)	(6,100)	(6,800)	(7,600)	(8,300)
0	0	(4,900)	Ballina Indoor Sports Centre	7,900	14,000	77	14,900	14,900	14,800	14,800	14,700	14,700	14,800	14,900	15,100
(7,300)	(3,600)	(100)	Ballina Surf Club	(17,400)	(5,400)	(69)	(6,400)	(6,900)	(7,300)	(7,700)	(8,100)	(8,500)	(8,900)	(9,400)	(9,900)
40,700	31,000	5,200	Richmond Room	(33,000)	16,200	(149)	15,500	15,500	15,400	15,300	15,300	15,400	15,300	15,200	15,300
<b>9,100</b>	<b>31,500</b>	<b>(102,000)</b>	<b>Total</b>	<b>(90,600)</b>	<b>128,000</b>	<b>(241)</b>	<b>130,100</b>	<b>116,500</b>	<b>116,400</b>	<b>116,400</b>	<b>116,500</b>	<b>116,800</b>	<b>117,100</b>	<b>117,300</b>	<b>118,000</b>

## Library Services

**Manager:** Craig Brown, Manager Facilities and Services

### Background

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

### Budget Comments

#### OPERATING REVENUES

##### *Library Per Capita*

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

##### *Special Projects*

Subject to applications each year. Offset by expenditure.

#### OPERATING EXPENDITURE

##### **Contribution to Richmond Tweed Regional Library (RTRL)**

The RTRL co-ordinates and controls library services in the region. The RTRL is administered by Lismore City Council.

##### **Other Library Expenses**

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

LIBRARY SERVICES															
ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
			<b>Operating Grants and Contributions</b>												
83,100	79,600	108,300	Library Per Capita	114,000	116,000	2	118,400	120,800	123,300	125,800	128,400	131,000	133,700	136,400	139,200
41,100	28,600	57,700	Special Projects	0	0	0	0	0	0	0	0	0	0	0	0
1,159,400	0	56,400	Share of Joint Venture	0	0	0	0	0	0	0	0	0	0	0	0
<b>1,283,600</b>	<b>108,200</b>	<b>222,400</b>	<b>Total Operating Revenues</b>	<b>114,000</b>	<b>116,000</b>	<b>2</b>	<b>118,400</b>	<b>120,800</b>	<b>123,300</b>	<b>125,800</b>	<b>128,400</b>	<b>131,000</b>	<b>133,700</b>	<b>136,400</b>	<b>139,200</b>
			<b>OPERATING EXPENSES</b>												
1,354,800	1,387,300	1,420,700	Contribution to Richmond Tweed Library	1,460,000	1,550,000	6	1,581,000	1,612,700	1,645,000	1,677,900	1,711,500	1,745,800	1,780,800	1,816,500	1,852,900
19,800	19,900	21,300	Rates, Insurance and Security	22,000	29,000	32	29,100	29,800	30,600	31,400	32,200	33,100	34,000	34,900	35,800
50,800	64,400	52,400	Electricity, Heating and Cleaning	47,000	52,000	11	53,100	54,400	55,700	57,000	58,300	59,600	60,900	62,300	63,700
18,200	18,600	19,100	Library Sundries	19,000	19,000	0	19,000	19,500	20,000	20,500	21,000	21,500	22,000	22,600	23,200
9,900	8,100	1,000	Special Projects (Grant Funded)	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Indirect Expenses - Overheads</b>												
0	0	0	Overheads	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Non-cash Expenses</b>												
181,500	162,700	162,900	Depreciation	185,000	165,000	(11)	168,300	171,700	175,200	178,800	182,400	186,100	189,900	193,700	197,600
<b>1,635,000</b>	<b>1,661,000</b>	<b>1,677,400</b>	<b>Total Operating Expenses</b>	<b>1,733,000</b>	<b>1,815,000</b>	<b>5</b>	<b>1,850,500</b>	<b>1,888,100</b>	<b>1,926,500</b>	<b>1,965,600</b>	<b>2,005,400</b>	<b>2,046,100</b>	<b>2,087,600</b>	<b>2,130,000</b>	<b>2,173,200</b>
<b>(351,400)</b>	<b>(1,552,800)</b>	<b>(1,455,000)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,619,000)</b>	<b>(1,699,000)</b>	<b>5</b>	<b>(1,732,100)</b>	<b>(1,767,300)</b>	<b>(1,803,200)</b>	<b>(1,839,800)</b>	<b>(1,877,000)</b>	<b>(1,915,100)</b>	<b>(1,953,900)</b>	<b>(1,993,600)</b>	<b>(2,034,000)</b>
181,500	162,700	162,900	Add Back Depreciation	185,000	165,000	(11)	168,300	171,700	175,200	178,800	182,400	186,100	189,900	193,700	197,600
<b>(169,900)</b>	<b>(1,390,100)</b>	<b>(1,292,100)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(1,434,000)</b>	<b>(1,534,000)</b>	<b>7</b>	<b>(1,563,800)</b>	<b>(1,595,600)</b>	<b>(1,628,000)</b>	<b>(1,661,000)</b>	<b>(1,694,600)</b>	<b>(1,729,000)</b>	<b>(1,764,000)</b>	<b>(1,799,900)</b>	<b>(1,836,400)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
35,200	20,400	57,000	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
4,000	0	0	Add Transfer from Reserves	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	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
<b>(201,100)</b>	<b>(1,410,500)</b>	<b>(1,349,100)</b>	<b>Cash Result after Capital Movements</b>	<b>(1,434,000)</b>	<b>(1,534,000)</b>	<b>7</b>	<b>(1,563,800)</b>	<b>(1,595,600)</b>	<b>(1,628,000)</b>	<b>(1,661,000)</b>	<b>(1,694,600)</b>	<b>(1,729,000)</b>	<b>(1,764,000)</b>	<b>(1,799,900)</b>	<b>(1,836,400)</b>

# Swimming Pools

**Manager:** Craig Brown, Manager Facilities and Services

## Background

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

## Budget Comments

### OPERATING REVENUES

#### Fees and Charges

Generated primarily from entrance fees.

### OPERATING EXPENSES

#### Ballina Swimming Pool

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

#### Alstonville Swimming Pool

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

## Capital Movements

### Loan Principal Repayments

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

### Transfer from Reserves

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

### Capital Income

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

### Capital Expenditure

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

**SWIMMING POOLS**

ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
43,900	699,900	612,100	<b>Ballina</b> Fees	667,000	701,000	5	715,100	729,500	744,200	759,100	774,300	789,800	805,700	822,000	838,600
0	387,200	372,400	<b>Alstonville</b> Fees	353,000	388,000	10	395,800	403,800	411,900	420,200	428,700	437,300	446,100	455,100	464,300
<b>43,900</b>	<b>1,087,100</b>	<b>984,500</b>		<b>1,020,000</b>	<b>1,089,000</b>	<b>7</b>	<b>1,110,900</b>	<b>1,133,300</b>	<b>1,156,100</b>	<b>1,179,300</b>	<b>1,203,000</b>	<b>1,227,100</b>	<b>1,251,800</b>	<b>1,277,100</b>	<b>1,302,900</b>
			<b>OPERATING EXPENSES</b>												
60,900	255,300	338,000	<b>Ballina Swimming Complex</b> Operating Costs	275,000	292,000	6	296,100	302,300	308,700	315,300	322,000	328,800	335,700	342,800	350,000
164,100	332,300	357,500	Contract Management Charges	407,000	410,000	1	418,200	426,700	435,300	444,100	453,100	462,200	471,600	481,100	490,900
231,600	259,000	275,200	<b>Debt Servicing</b> Interest on Loans - Ballina	265,300	320,000	21	306,000	290,000	274,000	257,000	241,000	223,000	205,000	184,000	133,000
39,200	257,000	267,200	<b>Alstonville Swimming Complex</b> Operating Costs	283,000	279,000	(1)	283,100	289,000	295,200	301,400	307,900	314,500	321,200	328,000	334,900
170,400	284,600	274,600	Contract Management Charges	321,000	321,000	0	327,500	334,200	341,000	347,900	354,900	362,000	369,400	376,900	384,500
181,600	259,000	223,000	<b>Debt Servicing</b> Interest on Loans - Alstonville	214,200	143,000	(33)	137,000	130,000	123,000	116,000	110,000	101,000	94,000	86,000	109,000
15,300	166,400	247,500	<b>Non-cash Expenses</b> Depreciation	155,000	250,000	61	255,000	260,100	265,400	270,800	276,300	281,900	287,600	293,400	299,300
<b>863,100</b>	<b>1,813,600</b>	<b>1,983,000</b>	<b>Total Operating Expenses</b>	<b>1,920,500</b>	<b>2,015,000</b>	<b>5</b>	<b>2,022,900</b>	<b>2,032,300</b>	<b>2,042,600</b>	<b>2,052,500</b>	<b>2,065,200</b>	<b>2,073,400</b>	<b>2,084,500</b>	<b>2,092,200</b>	<b>2,101,600</b>
<b>(819,200)</b>	<b>(726,500)</b>	<b>(998,500)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(900,500)</b>	<b>(926,000)</b>	<b>3</b>	<b>(912,000)</b>	<b>(899,000)</b>	<b>(886,500)</b>	<b>(873,200)</b>	<b>(862,200)</b>	<b>(846,300)</b>	<b>(832,700)</b>	<b>(815,100)</b>	<b>(798,700)</b>
15,300	166,400	247,500	Add Back Depreciation	155,000	250,000	61	255,000	260,100	265,400	270,800	276,300	281,900	287,600	293,400	299,300
<b>(803,900)</b>	<b>(560,100)</b>	<b>(751,000)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(745,500)</b>	<b>(676,000)</b>	<b>(9)</b>	<b>(657,000)</b>	<b>(638,900)</b>	<b>(621,100)</b>	<b>(602,400)</b>	<b>(585,900)</b>	<b>(564,400)</b>	<b>(545,100)</b>	<b>(521,700)</b>	<b>(499,400)</b>
			<b>Capital Movements</b>												
332,700	487,800	506,500	Less Loan Principal Repayments	526,200	549,000		569,000	592,000	615,000	639,000	661,000	688,000	713,000	742,000	770,000
0	46,400	0	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
5,061,200	336,400	234,400	Add Transfer from Reserves	292,000	0		0	0	0	0	0	0	0	0	0
7,296,600	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
12,374,300	330,500	241,600	Less Capital Expenditure	302,000	0		0	0	0	0	0	0	0	0	0
<b>(1,153,100)</b>	<b>(1,088,400)</b>	<b>(1,264,700)</b>	<b>Cash Result after Capital Movements</b>	<b>(1,281,700)</b>	<b>(1,225,000)</b>	<b>(4)</b>	<b>(1,226,000)</b>	<b>(1,230,900)</b>	<b>(1,236,100)</b>	<b>(1,241,400)</b>	<b>(1,246,900)</b>	<b>(1,252,400)</b>	<b>(1,258,100)</b>	<b>(1,263,700)</b>	<b>(1,269,400)</b>

NET OPERATING COST			ESTIMATED												
2017/18	2018/19	2019/20	2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
(181,100)	112,300	(83,400)	Ballina Swimming Pool	(15,000)	(1,000)	(93)	800	500	200	(300)	(800)	(1,200)	(1,600)	(1,900)	(2,300)
(209,600)	(154,400)	(169,400)	Alstonville Swimming Pool	(251,000)	(212,000)	(16)	(214,800)	(219,400)	(224,300)	(229,100)	(234,100)	(239,200)	(244,500)	(249,800)	(255,100)
<b>(390,700)</b>	<b>(42,100)</b>	<b>(252,800)</b>	<b>Summary Net Operating Costs</b>	<b>(266,000)</b>	<b>(213,000)</b>	<b>(20)</b>	<b>(214,000)</b>	<b>(218,900)</b>	<b>(224,100)</b>	<b>(229,400)</b>	<b>(234,900)</b>	<b>(240,400)</b>	<b>(246,100)</b>	<b>(251,700)</b>	<b>(257,400)</b>

# Tourism

**Manager:** Caroline Klose, Manager Communications

## Background

This program includes all revenues and expenses incurred in the management of tourism.

## Budget Comments

### OPERATING REVENUES

#### Commissions and Merchandise Sales

Commissions earned at the tourism information centre.

#### Marketing and Destination Development Revenues

Contributions to marketing campaigns.

### OPERATING EXPENSES

#### Employee Costs

Based on one full-time and four part time employees (16 days).

#### Visitor Information Centre (VIC) - Office Expenses

Operating costs for the tourism information centre. This includes items such as cleaning expenses, telephone, printing and stationery, postage etc.

#### Merchandise Purchases

Cost of goods sold. Offset by sales revenue.

#### Commission Expenses

Costs incurred in taking reservations. Offset by reservation revenue.

#### Marketing and Development

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



TOURISM														
ACTUAL			DESCRIPTION	ESTIMATED										
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			<b>OPERATING REVENUES</b>											
			<b>Fees and Charges</b>											
17,700	7,000	8,900	Visitor Information Centre - Commissions	4,500	9,200	104	9,600	10,000	10,400	10,800	11,200	11,600	12,000	12,800
38,300	33,900	28,800	Visitor Information Centre - Merchandise	25,500	25,200	(1)	25,800	26,500	27,200	27,900	28,600	29,300	30,000	31,400
14,500	18,100	121,500	Marketing and Destination Development	7,000	28,000	300	118,400	28,800	29,400	30,100	30,800	151,500	31,700	32,500
150,000	0	0	Grants and Contributions	25,000	0	(100)	0	0	0	0	0	0	0	0
<b>220,500</b>	<b>59,000</b>	<b>159,200</b>	<b>Total Operating Revenues</b>	<b>62,000</b>	<b>62,400</b>	<b>1</b>	<b>153,800</b>	<b>65,300</b>	<b>67,000</b>	<b>68,800</b>	<b>70,600</b>	<b>192,400</b>	<b>73,700</b>	<b>75,600</b>
			<b>OPERATING EXPENSES</b>											
			<b>Tourism</b>											
233,100	223,600	271,000	Employee Costs	342,000	310,000	(9)	316,200	322,700	329,300	336,000	342,900	349,900	357,000	364,300
27,600	67,800	61,300	Sales and Reservations	69,900	26,000	(63)	116,000	26,400	27,000	27,700	28,400	149,100	29,200	29,900
87,000	76,700	73,100	Visitor Centre Office Expenses	76,900	78,500	2	79,000	81,000	83,400	85,800	88,300	90,800	93,300	95,800
252,800	104,200	123,600	Marketing and Destination Development	77,100	105,000	36	106,000	108,300	110,600	112,900	115,300	117,700	120,100	122,700
			<b>Non-cash Expenses</b>											
29,700	29,100	29,100	Deprec - Tourism Building and Assets	30,000	30,000	0	31,000	32,000	33,000	34,000	35,000	36,000	37,000	39,000
<b>630,200</b>	<b>501,400</b>	<b>558,100</b>	<b>Total Operating Expenses</b>	<b>595,900</b>	<b>549,500</b>	<b>(8)</b>	<b>648,200</b>	<b>570,400</b>	<b>583,300</b>	<b>596,400</b>	<b>609,900</b>	<b>743,500</b>	<b>636,600</b>	<b>650,700</b>
<b>(409,700)</b>	<b>(442,400)</b>	<b>(398,900)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(533,900)</b>	<b>(487,100)</b>	<b>(9)</b>	<b>(494,400)</b>	<b>(505,100)</b>	<b>(516,300)</b>	<b>(527,600)</b>	<b>(539,300)</b>	<b>(551,100)</b>	<b>(562,900)</b>	<b>(575,100)</b>
29,700	29,100	29,100	Add Back Depreciation	30,000	30,000	0	31,000	32,000	33,000	34,000	35,000	36,000	37,000	39,000
<b>(380,000)</b>	<b>(413,300)</b>	<b>(369,800)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(503,900)</b>	<b>(457,100)</b>	<b>(9)</b>	<b>(463,400)</b>	<b>(473,100)</b>	<b>(483,300)</b>	<b>(493,600)</b>	<b>(504,300)</b>	<b>(515,100)</b>	<b>(525,900)</b>	<b>(537,100)</b>
			<b>Capital Movements</b>											
0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0
0	0	20,100	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0
0	35,700	0	Add Transfer from Reserves	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	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0
<b>(380,000)</b>	<b>(377,600)</b>	<b>(389,900)</b>	<b>Cash Result after Capital Movements</b>	<b>(503,900)</b>	<b>(457,100)</b>	<b>(9)</b>	<b>(463,400)</b>	<b>(473,100)</b>	<b>(483,300)</b>	<b>(493,600)</b>	<b>(504,300)</b>	<b>(515,100)</b>	<b>(525,900)</b>	<b>(537,100)</b>

## Facilities Management

**Manager:** Craig Brown, Manager Facilities and Services

### Background

This program includes costs related to the maintenance of Council Administration Centre and the Works Depot.

### Budget Comments

#### OPERATING EXPENSES

##### Administration Centre

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

##### Works Depot

Operating costs for the main Works Depot on Southern Kingsford Smith Drive and the more minor depot at Tamarind Drive. Operating costs include insurance, rates, security, cleaning, grounds and yard maintenance, building maintenance, air conditioning and electricity.

### Capital Movements

#### Reserve Movements

Refer to Part E of this document.

#### Capital Income

Typically relates to internal contributions to finance depot improvement works.

#### Capital Expenditure

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

**FACILITIES MANAGEMENT**

ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
11,000	14,000	11,700	Fees and Charges	8,000	12,000	50	12,000	12,300	12,600	12,900	13,200	13,500	13,800	14,100	14,400
16,400	15,300	31,100	Other Revenues	32,000	32,000	0	32,000	32,800	33,700	34,600	35,500	36,400	37,300	38,200	39,200
<b>27,400</b>	<b>29,300</b>	<b>42,800</b>	<b>Total Operating Revenues</b>	<b>40,000</b>	<b>44,000</b>	<b>10</b>	<b>44,000</b>	<b>45,100</b>	<b>46,300</b>	<b>47,500</b>	<b>48,700</b>	<b>49,900</b>	<b>51,100</b>	<b>52,300</b>	<b>53,600</b>
			<b>OPERATING EXPENSES</b>												
			<b>Administration</b>												
231,300	218,800	178,100	Employee Costs	180,000	432,000	140	440,700	449,600	458,700	468,000	477,400	487,000	496,800	506,800	517,000
278,800	283,400	292,300	Administration Centre	291,000	314,000	8	322,000	335,000	348,000	361,000	374,000	387,000	400,000	413,000	427,000
272,400	244,100	291,000	Works Depot - Operating Expenses	237,000	288,000	22	298,000	309,000	320,000	331,000	342,000	353,000	364,000	375,000	386,000
(100,500)	53,200	8,800	Works Depot Number Two - Operating Expenses	10,000	20,000	100	2,000	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000
			<b>Public Halls and Community Facilities Maintenance</b>												
53,700	57,400	189,400	Public Halls Maintenance	130,000	164,000	26	167,300	171,300	175,300	179,300	183,300	187,400	191,800	196,200	200,800
97,500	127,700	173,400	Community Facilities and Public Buildings	145,000	186,000	28	187,700	191,400	195,900	200,500	205,100	209,700	214,400	219,100	223,900
27,600	161,400	63,000	Surf Clubs	55,000	71,000	29	74,600	76,400	78,400	80,400	82,400	84,400	86,400	88,400	90,600
69,400	85,100	49,900	Swimming Pools	80,000	80,000	0	80,000	81,600	83,400	85,200	87,000	88,800	90,600	92,600	94,600
16,600	15,100	17,600	Libraries	15,000	20,000	33	20,000	20,400	20,900	21,400	21,900	22,400	22,900	23,400	23,900
700	3,000	12,400	SES and Marine Rescue	8,000	10,000	25	10,000	10,200	10,600	11,000	11,400	11,800	12,200	12,600	13,000
8,100	15,200	31,700	Crawford House and Naval Cadets	36,000	25,000	(31)	25,000	25,500	26,200	26,900	27,600	28,300	29,000	29,700	30,400
9,200	5,100	6,300	Naval Museum	6,500	8,000	23	8,100	8,400	8,700	9,000	9,300	9,600	9,900	10,200	10,500
			<b>Debt Servicing</b>												
8,300	6,800	5,200	Interest on Centre and Museum Loans	3,700	2,500	(32)	1,100	0	0	0	0	0	0	0	0
			<b>Recouped from Business Activities</b>												
0	0	0	Direct Costs Redistributed to Businesses	(633,300)	(933,000)	47	(951,700)	(970,800)	(990,300)	(1,010,200)	(1,030,500)	(1,051,200)	(1,072,300)	(1,093,800)	(1,115,700)
			<b>Non-Cash Expenses</b>												
763,000	571,100	575,800	Depreciation - Administration Building and Depots	575,000	595,000	3	607,000	620,000	633,000	646,000	659,000	673,000	687,000	701,000	716,000
940,500	989,400	982,000	Depreciation - Public Halls and Comm Facs	1,153,000	1,175,000	2	1,200,000	1,224,200	1,248,800	1,274,000	1,299,700	1,325,900	1,352,600	1,379,900	1,407,700
139,900	384,300	283,800	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
<b>2,816,500</b>	<b>3,221,100</b>	<b>3,160,700</b>	<b>Total Operating Expenses</b>	<b>2,291,900</b>	<b>2,457,500</b>	<b>7</b>	<b>2,491,800</b>	<b>2,555,200</b>	<b>2,621,600</b>	<b>2,688,500</b>	<b>2,755,600</b>	<b>2,824,100</b>	<b>2,893,300</b>	<b>2,963,100</b>	<b>3,035,700</b>
<b>(2,789,100)</b>	<b>(3,191,800)</b>	<b>(3,117,900)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(2,251,900)</b>	<b>(2,413,500)</b>	<b>7</b>	<b>(2,447,800)</b>	<b>(2,510,100)</b>	<b>(2,575,300)</b>	<b>(2,641,000)</b>	<b>(2,706,900)</b>	<b>(2,774,200)</b>	<b>(2,842,200)</b>	<b>(2,910,800)</b>	<b>(2,982,100)</b>
1,703,500	1,560,500	1,557,800	Add Back Depreciation	1,728,000	1,770,000	2	1,807,000	1,844,200	1,881,800	1,920,000	1,958,700	1,998,900	2,039,600	2,080,900	2,123,700
139,900	384,300	283,800	Add Back Loss on Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
<b>(945,700)</b>	<b>(1,247,000)</b>	<b>(1,276,300)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(523,900)</b>	<b>(643,500)</b>	<b>23</b>	<b>(640,800)</b>	<b>(665,900)</b>	<b>(693,500)</b>	<b>(721,000)</b>	<b>(748,200)</b>	<b>(775,300)</b>	<b>(802,600)</b>	<b>(829,900)</b>	<b>(858,400)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
365,300	659,100	737,000	Less Transfer to Reserves	269,000	0		0	0	0	0	0	0	0	0	0
345,300	505,500	700,400	Add Transfer from Reserves	929,300	269,000		0	0	0	0	0	0	0	0	0
107,900	336,900	183,100	Add Capital Income Applied	289,400	139,000		130,000	133,000	135,000	138,000	140,000	143,000	146,000	148,000	152,000
796,300	880,200	92,600	Less Capital Expenditure	1,432,800	469,000		700,000	714,000	728,000	742,000	757,000	772,000	787,000	802,000	818,000
<b>(1,654,100)</b>	<b>(1,943,900)</b>	<b>(1,222,400)</b>	<b>Cash Result after Capital Movements</b>	<b>(1,007,000)</b>	<b>(704,500)</b>	<b>(30)</b>	<b>(1,210,800)</b>	<b>(1,246,900)</b>	<b>(1,286,500)</b>	<b>(1,325,000)</b>	<b>(1,365,200)</b>	<b>(1,404,300)</b>	<b>(1,443,600)</b>	<b>(1,483,900)</b>	<b>(1,524,400)</b>

## Fleet and Plant

**Manager:** Craig Brown, Manager Facilities and Services

### Background

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

### Budget Comments

#### OPERATING REVENUES

##### Fees and Charges

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

#### OPERATING EXPENSES

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

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

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

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

### Capital Movements

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

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

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

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

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

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

**FLEET AND PLANT**

ACTUAL			DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20		2020/21	2021/22	%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>OPERATING REVENUES</b>												
			<b>Fleet Management - Fees and Charges</b>												
3,352,200	3,360,100	4,094,300	Internal Plant Hire Charges	4,450,000	4,550,000	2	4,641,000	4,733,900	4,828,600	4,925,200	5,023,800	5,124,300	5,226,800	5,331,400	5,438,100
312,200	286,800	383,200	Internal Motor Vehicle Charges	345,400	378,000	9	385,700	393,800	402,000	411,300	420,500	429,800	439,500	449,300	459,300
151,800	148,900	156,600	Staff Lease Fees	165,000	165,000	0	168,300	171,700	175,200	178,800	182,400	186,100	189,900	193,700	197,600
			<b>Operating Grants and Contributions</b>												
55,800	56,700	66,900	Diesel Rebate	65,000	68,000	5	69,400	70,800	72,300	73,800	75,300	76,900	78,500	80,100	81,800
			<b>Interest On Investments</b>												
27,100	0	0	Interest On Investments	0	0	0	0	1,000	1,000	5,000	16,000	21,000	19,000	21,000	2,000
			<b>Sundry Revenues</b>												
10,600	2,300	31,700	Scrap Metal Sales	4,000	5,000	25	5,100	5,300	5,500	5,700	5,900	6,100	6,300	6,500	6,700
			<b>Gain on Disposal of Assets</b>												
142,000	0	219,500	Gain on Disposal	0	0	0	0	0	0	0	0	0	0	0	0
<b>4,051,700</b>	<b>3,854,800</b>	<b>4,952,200</b>	<b>Total Operating Revenues</b>	<b>5,029,400</b>	<b>5,166,000</b>	<b>3</b>	<b>5,269,500</b>	<b>5,376,500</b>	<b>5,484,600</b>	<b>5,599,800</b>	<b>5,723,900</b>	<b>5,844,200</b>	<b>5,960,000</b>	<b>6,082,000</b>	<b>6,185,500</b>
			<b>OPERATING EXPENSES</b>												
			<b>Operating Expenses</b>												
2,420,000	2,448,100	2,557,400	Plant Running Expenses	2,427,000	2,561,000	6	2,543,700	2,594,900	2,647,300	2,700,800	2,755,300	2,810,800	2,867,500	2,925,300	2,984,200
190,300	168,400	194,500	Workshop Operating Expenses	177,700	144,800	(19)	146,600	149,700	153,000	156,300	159,700	163,100	166,500	170,000	173,600
356,000	365,700	379,500	Overheads Charged to Plant	467,000	474,000	1	483,500	493,200	503,100	513,200	523,500	534,000	544,700	555,600	566,800
			<b>Loss on Disposal of Assets</b>												
1,800	84,300	67,600	Loss on Disposal	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Non-Cash Expenses</b>												
1,157,100	1,187,900	1,224,400	Depreciation	1,320,000	1,250,000	(5)	1,275,000	1,300,500	1,326,600	1,353,200	1,380,300	1,408,000	1,436,200	1,465,000	1,494,300
<b>4,125,200</b>	<b>4,254,400</b>	<b>4,423,400</b>	<b>Total Operating Expenses</b>	<b>4,391,700</b>	<b>4,429,800</b>	<b>1</b>	<b>4,448,800</b>	<b>4,538,300</b>	<b>4,630,000</b>	<b>4,723,500</b>	<b>4,818,800</b>	<b>4,915,900</b>	<b>5,014,900</b>	<b>5,115,900</b>	<b>5,218,900</b>
<b>(73,500)</b>	<b>(399,600)</b>	<b>528,800</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>637,700</b>	<b>736,200</b>	<b>15</b>	<b>820,700</b>	<b>838,200</b>	<b>854,600</b>	<b>876,300</b>	<b>905,100</b>	<b>928,300</b>	<b>945,100</b>	<b>966,100</b>	<b>966,600</b>
<b>(142,000)</b>	0	<b>(219,500)</b>	Less Gain on Disposal	0	0	0	0	0	0	0	0	0	0	0	0
1,800	84,300	67,600	Add Back Loss on Disposal	0	0	0	0	0	0	0	0	0	0	0	0
1,157,100	1,187,900	1,224,400	Add Back Depreciation	1,320,000	1,250,000	(5)	1,275,000	1,300,500	1,326,600	1,353,200	1,380,300	1,408,000	1,436,200	1,465,000	1,494,300
<b>943,400</b>	<b>872,600</b>	<b>1,601,300</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>1,957,700</b>	<b>1,986,200</b>	<b>1</b>	<b>2,095,700</b>	<b>2,138,700</b>	<b>2,181,200</b>	<b>2,229,500</b>	<b>2,285,400</b>	<b>2,336,300</b>	<b>2,381,300</b>	<b>2,431,100</b>	<b>2,460,900</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
2,240,500	2,657,000	1,609,800	Less Transfer to Reserves	1,957,700	1,986,200		2,095,700	2,138,700	2,181,200	2,229,500	2,285,400	2,336,300	2,381,300	2,431,100	2,460,900
2,106,100	2,509,800	2,398,800	Add Transfer from Reserves	2,729,100	1,927,000		1,880,000	2,177,000	1,740,000	1,167,000	2,053,000	2,645,000	2,229,000	2,807,000	2,392,000
0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
809,000	725,400	2,390,300	Less Capital Expenditure	2,729,100	1,927,000		1,880,000	2,177,000	1,740,000	1,167,000	2,053,000	2,645,000	2,229,000	2,807,000	2,392,000
<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>

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Part C

***Capital Expenditure***

## 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 7.11 – Represents any Section 7.11 developer contributions applied to the project. For further details on Section 7.11 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.











Part D

***Section 7.11 Contributions  
and  
Other Capital Income***

## Introduction

This section of the document provides more detailed information on the Section 7.11 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 7.11 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 7.11 contributions collected and interest raised on the contributions held, along with the Section 7.11 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 7.11 Contributions

In accordance with Section 7.11 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 7.11 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 7.11 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 Planning and Environmental Health Division oversees the collection of all the Section 7.11 levies and the development of the Section 7.11 Plans.

The first table provides an estimate of the balance of funds held for each Section 7.11 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 7.11 reserves (surplus) or transferred from the Section 7.11 Reserves (deficit).

**DEVELOPER CONTRIBUTIONS - PLAN CLOSING BALANCES**

ACTUAL			BUDGET ITEMS	ESTIMATED										
2017/18	2018/19	2019/20		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
1,935,800	1,719,200	2,576,200	Open Space and Community Facilities	2,663,200	2,665,500	3,016,000	3,585,000	4,162,000	4,748,500	5,346,000	5,956,000	6,580,500	7,221,000	7,879,500
153,100	61,200	91,600	Wollongbar Urban Expansion Area (WUEA)	142,600	193,100	244,100	295,600	347,600	400,600	454,600	509,600	566,100	624,100	683,600
769,600	791,400	796,700	Car Parking	806,700	810,700	814,700	819,700	825,700	832,700	841,200	850,700	861,200	873,200	886,200
676,200	734,600	780,400	Heavy Vehicle	791,400	795,400	799,400	804,400	810,400	817,400	825,400	834,900	845,400	856,900	869,900
3,995,800	7,577,400	6,575,600	Road Plan (New)	8,890,600	8,167,100	5,460,100	3,135,100	4,327,600	5,735,600	5,274,100	3,735,700	1,887,800	353,800	1,039,300
1,533,500	1,612,800	1,681,300	Road Plan (Old)	718,300	718,300	718,300	718,300	718,300	718,300	718,300	718,300	718,300	718,300	718,300
0	79,100	81,900	Cumabalum Urban Release Area (CURA A)	131,900	181,900	231,900	281,900	331,900	381,900	431,900	481,900	531,900	581,900	631,900
<b>9,064,000</b>	<b>12,575,700</b>	<b>12,583,700</b>	<b>Total Section 7.11 Funds Held</b>	<b>14,144,700</b>	<b>13,532,000</b>	<b>11,284,500</b>	<b>9,640,000</b>	<b>11,523,500</b>	<b>13,635,000</b>	<b>13,891,500</b>	<b>13,087,100</b>	<b>11,991,200</b>	<b>11,229,200</b>	<b>12,708,700</b>

**DEVELOPER CONTRIBUTIONS COLLECTED**

ACTUAL			BUDGET ITEMS	ESTIMATED										
2017/18	2018/19	2019/20		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
2,537,900	2,614,900	2,030,300	Open Space and Community Facilities	650,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
87,500	13,700	84,400	Wollongbar Urban Expansion Area (WUEA)	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
521,200	0	0	Car Parking	0	0	0	0	0	0	0	0	0	0	0
359,600	352,200	362,600	Heavy Vehicle	350,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
1,534,700	5,281,900	2,105,100	Road Plan (Current Plan)	4,800,000	2,430,000	2,930,000	3,430,000	3,930,000	4,430,000	4,930,000	6,430,000	8,430,000	9,430,000	9,430,000
239,100	27,900	79,100	Road Plan (Old Plan)	0	0	0	0	0	0	0	0	0	0	0
0	79,100	1,800	Cumabalum Urban Release Area (CURA A)	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
<b>5,280,000</b>	<b>8,369,700</b>	<b>4,663,300</b>	<b>Total Section 7.11 Funds Collected</b>	<b>5,900,000</b>	<b>3,830,000</b>	<b>4,330,000</b>	<b>4,830,000</b>	<b>5,330,000</b>	<b>5,830,000</b>	<b>6,330,000</b>	<b>7,830,000</b>	<b>9,830,000</b>	<b>10,830,000</b>	<b>10,830,000</b>

DEVELOPER CONTRIBUTIONS APPLIED TO PROJECTS IN PLANS														
ACTUAL			BUDGET ITEMS	ESTIMATED										
2017/18	2018/19	2019/20		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>Open Spaces and Community Facilities</b>											
208,500	70,900	23,600	Miscellaneous - Old plan											
149,300			Pop Denison Master Plan	0	431,200									
			Shaws Bay CMP	40,000										
			Riverview Park, Ballina	94,000										
			Lake Ainsworth CMP		130,000	213,000								
11,900	46,400		Porter Park Multi Purpose Court											
			Miscellaneous											
<b>369,700</b>	<b>117,300</b>	<b>23,600</b>	<b>Sub Total Open Space and Com Facs</b>	<b>134,000</b>	<b>561,200</b>	<b>213,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
			<b>Car Parking</b>											
<b>0</b>	<b>0</b>	<b>0</b>	<b>Sub Total Car Parking</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>	
110,000	110,000	55,000	<b>Wollongbar Urban Expansion Area</b>					0						
<b>110,000</b>	<b>110,000</b>	<b>55,000</b>	<b>Sub Total WUEA</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>Heavy Vehicles</b>											
130,000	130,000	130,000	Heavy Vehicles - Teven Bridge Loan	130,000	130,000	130,000	130,000	130,000	0	0	0	0	0	
273,800	185,300	192,200	Heavy Patching and Reseals	220,000	170,000	170,000	170,000	170,000	300,000	300,000	300,000	300,000	300,000	
<b>403,800</b>	<b>315,300</b>	<b>322,200</b>	<b>Sub Total Heavy Vehicles</b>	<b>350,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	
			<b>Roads Plan (New)</b>											
			Roundabouts											
	1,584,000		Hutley Drive - Land Acquisition											
282,100	134,100	2,787,900	Hutley Drive - Byron Bay Rd (100%)	50,000										
			Hutley Drive - Middle Connection (100%)	150,000	50,000	0	0	0	0	0	0	0	0	
		118,400	Hutley Drive - Southern Extension (100%)											
	82,200	195,700	River St - 4 Lanes - Preliminaries (49.6%)											
			River St - S1 - Smith Dr / Burns Pt (73.9%)	0	0	0	0	2,711,000	2,792,000	0	0	0	0	
			River St - S2 - Burns Pt to Barlows (73.9%)	1,844,000	226,000	0	0	0	0	0	0	0	0	
			River St - S3 - Fishery Ck Bridge (49.6%)	118,000	99,000	3,693,000	3,804,000	0	0	0	0	0	0	
			River St - S4 - B'wick to Tweed (49.6%)	70,000	947,000	0	0	0	0	0	0	0	0	
		1,500	Tam Dr - Nth Ck Rd/Kerr St-Lanes (98.6%)	120,000	197,000	0	0	0	0	0	2,555,500	2,632,500	0	
			Tam Dr - Canal Bridge - 4 Lanes (98.6%)	0	0	0	0	0	0	0	1,905,500	1,962,700	0	
			Bangalow Rd / Hogan St - LILO (100%)	0	0	0	0	0	0	953,000	0	0	0	
			Angels Bch Dve/Sheath St - LILO (100%)	0	0	0	0	0	0	864,000	0	0	0	
			Angels Bch Dve/Sheath St - LILO (Land)	0	0	0	0	0	0	156,000	0	0	0	
			North Creek Road and Bridge (100%)	0	200,000	50,000	50,000	50,000	50,000	3,463,000	3,566,900	0	0	
			North Creek Road and Bridge (Land)	0	0	0	0	0	0	13,000	0	0	0	
			Ross Lane Improvements - West (100%)	0	0	0	0	0	0	0	0	1,771,200	3,649,000	
			Ross Lane Improvements - East (48.5%)	0	0	0	0	0	0	0	0	3,887,000	4,004,000	
			Ross Lane Improvements - East (Land)	0	0	0	0	0	0	0	0	71,000	0	
			Tam Dr to Sthn X Dve - Right Ban (100%)	0	0	0	0	0	218,000	0	0	0	0	
			North Ck Rd/Res Rd/Hutley-Calm (71.6%)	0	0	0	0	0	0	0	0	0	1,557,000	
		35,700	Bang Rd / Angels Bch Dve R'bout (100%)	164,000	1,350,000	0	0	0	0	0	0	0	1,604,000	
			Sandy Flat Road (100%)	0	0	0	0	0	0	0	0	0	4,843,000	
		22,700	Nth Ck/Tam Dve/Sth X Dve-Lanes(100%)	49,000	0	0	0	0	0	0	0	0	2,303,000	
			Bangalow Rd - Lane East R'bout (100%)	0	0	0	0	0	0	0	0	0	1,780,000	
			Barlows Road Connection (64.5%)	0	129,000	1,935,000	1,935,000	0	0	0	0	0	0	
<b>282,100</b>	<b>1,800,300</b>	<b>3,161,900</b>	<b>Sub Total Roads Plan (New)</b>	<b>2,565,000</b>	<b>3,198,000</b>	<b>5,678,000</b>	<b>5,789,000</b>	<b>2,761,000</b>	<b>3,060,000</b>	<b>5,449,000</b>	<b>8,027,900</b>	<b>10,324,400</b>	<b>10,990,000</b>	<b>8,750,000</b>
			<b>Roads Plan (Old)</b>		0									
65,300	7,600	21,600	Various	963,000	0	0	0	0	0	0	0	0	0	
<b>65,300</b>	<b>7,600</b>	<b>21,600</b>	<b>Sub Total Roads Plan (Old)</b>	<b>963,000</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>Section 7.11 Recouped to Community Infrastructure Reserve</b>											
1,590,800	2,800,000	1,166,700	Open Spaces and Community Facilities	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	
<b>1,590,800</b>	<b>2,800,000</b>	<b>1,166,700</b>	<b>Sub Total Recouped</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>	<b>450,000</b>	<b>450,000</b>	
<b>2,821,700</b>	<b>5,150,500</b>	<b>4,751,000</b>	<b>Total Section 7.11 Funds Applied</b>	<b>4,462,000</b>	<b>4,509,200</b>	<b>6,641,000</b>	<b>6,539,000</b>	<b>3,511,000</b>	<b>3,810,000</b>	<b>6,199,000</b>	<b>8,777,900</b>	<b>11,074,400</b>	<b>11,740,000</b>	<b>9,500,000</b>



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## Capital Grants and Capital Contributions

The following information provides details on estimated capital grants and contributions. Brief details on the information provided for 2021/22 is as follows.

### Airport

Council was successful in obtaining \$2,3m for Terminal modification for the Passenger Screening and \$10m in Federal Government Grant for Runway Strengthening and Lengthening.

### Depot

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

### Roads and Ancillary Facilities

Various funding for road and transport related projects. Airport Boulevard is a Federal Government grant that has already been approved.

The Pearces Creek Bridge Federal and State Grants of \$4,2m have been approved.

For Section 7.11 major projects for the period 2024/25 - 2029/30 indicative grant funding has been included to assist with the four laning of River Street, Tamarind Drive and North Creek Road and Bridge. Council will lobby State and Federal Governments for assistance with these projects.

### Sports Fields

Council was successful in obtaining \$3,5m for Kingsford Smith Upgrade.

**CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS**

ACTUAL			BUDGET ITEMS	ESTIMATED										
2017/18	2018/19	2019/20		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>Community Facilities</b>											
	3,500,000		State - Ballina Indoor Sports Centre											
	140,000	4,200	State - Department of Education											
	700,000	1,313,900	State - Lennox Head Cultural Centre	520,000										
			Federal - Local Roads and Comm Infra (LCRI)	227,000										
	120,000	44,200	Third Party Works - Council Assets (Non-cash)											
			<b>Gallery</b>											
	66,200		State - Ignite Studios											
	54,800		State - Gallery	85,000										
			<b>Swimming Pools</b>											
48,800			State - Alstonville											
			<b>Information Systems</b>											
	50,000		Internal Contributions											
			<b>Airport</b>											
449,100	3,232,400	742,000	State - Terminal / Runway											
			State / Federal - Runway Widening		5,000,000	5,000,000								
			Terminal - Baggage Area Expansion		1,000,000									
			Checked Baggage Screening				325,000							
			Terminal - Arrivals Hall Expansion				1,250,000	1,250,000						
			Federal - Passenger Screening	405,000	2,300,000									
			<b>Strategic Planning</b>											
	15,000		Public Art / Streets as Shared Spaces	143,000										
			<b>Public and Environmental Health</b>											
181,900	11,900		State - Shaws Bay Coastal Management Plan	471,500										
			State - Lake Ainsworth Coastal Management Plan		263,000	430,000								
			<b>Ancillary Building</b>											
	65,000		Rous - Killen Falls Amenities											
(2,400)			State - Marine Rescue Tower											
			<b>Depot and Administration Centre</b>											
107,900	109,900	147,600	Internal - Depot	113,900										
			Internal - Depot - Water Contribution		35,000	30,000	31,000	31,000	32,000	32,000	33,000	34,000	34,000	35,000
			Internal - Depot - Wastewater Contribution		52,000	40,000	41,000	42,000	42,000	43,000	44,000	45,000	46,000	47,000
			Internal - Depot - Waste Contribution		52,000	60,000	61,000	62,000	64,000	65,000	66,000	67,000	68,000	70,000
	112,000		Internal - Depot - Car Park											
		35,500	Internal - Administration Centre											
	115,000		Club - Ballina Surf Club											
			State - Ballina Community Men's Shed	100,500										
			Federal - Local Roads and Comm Infra (LCRI)	75,000										

**CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS (cont'd)**

ACTUAL			BUDGET ITEMS	ESTIMATED										
2017/18	2018/19	2019/20		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>Asset Management</b>											
			Country Passenger Transport Infrastructure (CPTIGS)	22,000										
			<b>Stormwater</b>											
			State - Resilience to Climate Change	100,000										
			Federal - Local Roads and Comm Infra (LCRI)	200,000										
			<b>Roads and Bridges</b>											
		184,700	State - Regional Road Program											
53,600			State - Various											
494,800			State - Coast Rd / Skennars Hd R'about											
1,522,000	652,100		State - Byron Bay Road Roundabout											
50,000			State - Ellis Rd - Safety Initiative											
		10,000	State - Safer Roads - Cherry St/Fox St	880,200										
			State - Safer Roads - Ross Lane	250,000	950,000	2,327,000								
			State - Safer Roads - Tamarind Dve / Tintenbar	606,500										
			State - Safer Roads - Kerr / Bentinck St	100,000	707,000									
			State / Federal - Section 7.11 Projects			0	0	960,000	989,000	10,389,000	15,292,600	10,506,100	4,125,000	0
		420,300	State - Local Road Haulage Route Funding											
			State - Various											
57,800			State - Supplementary Block Grant											
178,200			State - Repair Program Regional Roads											
	19,200		State - Ross Lane Straightening											
	549,900	615,300	State - Marine Estate	189,500										
			Federal - Airport Boulevard	2,000,000	1,000,000									
	957,400		Federal - Department of Infrastructure											
1,890,200			Federal - Ross Lane / Coast Rd R'bout											
	136,400	4,500	Private - Contributions											
			State - Fixing Local Roads	535,400	250,000									
		5,800,800	Transport for NSW - Assets (Non-cash)											
			Federal - Local Roads and Comm Infra (LCRI)	532,000										
			Federal - Pearce Creek Bridge			2,000,000								
			State - Pearce Creek Bridge		300,000	1,948,400								
			<b>Ancillary</b>											
4,000			State - Miscellaneous											
290,400		290,400	State - Coastal Shared Path	46,000										
	33,100	252,800	State - Coastal Walk	800,000										
			State - Shared Path, Lighthouse Parade	103,000										
	253,500	599,600	Federal - Coastal Shared Path	27,000										
		246,000	Federal - Roads to Recovery											
			Federal - Local Roads and Comm Infra (LCRI)	450,000										
			<b>RMS (RMS Roads)</b>											
		77,000	State - Supplementary Block Grant											

**CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS (cont'd)**

ACTUAL			BUDGET ITEMS	ESTIMATED										
2017/18	2018/19	2019/20		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>Other Water Transport</b>											
234,700	12,600		State - Regional Boating Program											
37,600			State - RBP - East Wardell, Pontoon											
70,900			State - RBP - Cap Cook Park – Pontoons											
51,000	4,900		State - RBP - Fishery Creek - Pontoon											
77,900			State - RBP - Faulks Reserve – Pontoon											
40,000	1,700		State - RBP - Emigrant Creek - Access											
5,300	5,100		State - RBP - Nth Ck Road, Lennox Hd	15,000	75,000									
5,200	5,500		State - RBP - Brunswick St, Ballina											
			<b>Open Spaces</b>											
60,000			Private - Ballina RSL - Captain Cook											
67,100			Private - Playground Elevation Estate											
		11,000	Insurance - Community Gardens											
		6,000	State - Wardell Shade Structures											
	83,200		State - Pop Denison Master Plan	168,800										
		881,400	Third Party Works - Council Assets (Non-cash)											
			Federal - Local Roads and Comm Infra (LCRI)	465,000										
			<b>Open Spaces &amp; Reserves Buildings</b>											
			Federal - Local Roads and Comm Infra (LCRI)	230,000										
			<b>Sports Fields</b>											
91,900			State - Various											
	71,800	40,800	State - Williams Reserve Lighting											
	35,000		State - Saunders Oval Lighting											
	27,300	(24,400)	State - Kingsford Smith Retaining Wall											
	132,000		State - Wollongbar Sportsfield	268,000										
	25,000		State - Fripp Oval											
	326,700	663,300	State - Skennars Head Sports Fields											
		85,000	Internal - Wastewater											
	50,000		Developer - Noice Attenuation											
		279,400	Insurance - Shipping Container Amenities	54,000										
			Federal - Local Roads and Comm Infra (LCRI)	461,000										
			State - Kingsford Smith - Major Upgrades		1,000,000	2,500,000								
			<b>Emergency Services</b>											
		207,200	Rural Fire Service - Equipment (Non-cash)											
<b>6,067,900</b>	<b>11,674,600</b>	<b>12,938,500</b>	<b>Total Capital Grants and Conts</b>	<b>10,644,300</b>	<b>12,984,000</b>	<b>14,335,400</b>	<b>1,708,000</b>	<b>2,345,000</b>	<b>1,127,000</b>	<b>10,529,000</b>	<b>15,435,600</b>	<b>10,652,100</b>	<b>4,273,000</b>	<b>152,000</b>

## **Asset Sales and Loan Income**

### **Asset Sales**

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

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

### **Loan Funds**

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

## ASSET SALES

ACTUAL			BUDGET ITEMS	ESTIMATED										
2017/18	2018/19	2019/20		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			<b>Southern Cross Industrial Estate Sale</b>											
			Land Sales	0										
0	0	0	<b>Sub Total - Southern Cross</b>	0	0	0	0	0	0	0	0	0	0	0
			<b>Russellton Industrial Estate Sale</b>											
10,000		327,200	Land Sales											
10,000	0	327,200	<b>Sub Total - Russellton</b>	0	0	0	0	0	0	0	0	0	0	0
			<b>Other</b>											
	341,700		Surplus Land - Miscellaneous Sales											
3,850,200	228,500		Wollongbar Urban Expansion Area		3,648,000	3,646,000								
		2,521,800	54 North Creek Road, Ballina	317,400										
		242,200	3 Brunswick Street, Ballina											
3,850,200	570,200	2,764,000	<b>Sub Total - Other Land Sales</b>	317,400	3,648,000	3,646,000	0	0	0	0	0	0	0	0
3,860,200	570,200	3,091,200	<b>Total Capital Income from Land Sales</b>	317,400	3,648,000	3,646,000	0	0	0	0	0	0	0	0

LOAN INCOME													
ACTUAL			BUDGET ITEMS	ESTIMATED									
2017/18	2018/19	2019/20		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
		2,400,000	<b>Airport</b>										
			Terminal, Parking, Solar, Boulevard Road	500,000	4,500,000								
			Runway - Lengthening / Strengthening	0	5,000,000	10,000,000							
			Terminal - Baggage Area Expansion		1,000,000								
			Terminal - Arrivals Hall Expansion				1,250,000	1,250,000					
		3,000,000	<b>Roads - Town Centre Renewals</b>										
			River Street - Moon to Grant										
			Lennox Head - Village Renewal		3,300,000								
		722,000	<b>Street Lighting</b>										
			Energy Efficiency - Internal Loan										
			<b>Swimming Pools</b>										
			Ballina										
3,929,500			Alstonville										
3,318,300			<b>Property Development</b>										
		3,600,000	Boeing Avenue										
			Airport Boulevard	2,000,000	1,740,000								
			WUEA Stage 3	4,400,000									
			<b>Section 7.11 Roads Plan</b>										
			River St - S1 - Smith Dr / Burns Pt (73.9%)	0	0	0	0	0	0	0	0	0	0
			River St - S2 - Burns Pt to Barlows (73.9%)	0	1,074,000	0	0	0	0	0	0	0	0
			River St - S3 - Fishery Ck Bridge (49.6%)	0	0	3,753,000	3,865,500	0	0	0	0	0	0
			River St - S4 - B'wick to Tweed (49.6%)	0	926,000	0	0	0	0	0	0	0	0
			Tam Dr - Nth Ck Rd/Kerr St-Lanes (98.6%)	0	0	0	0	0	0	0	0	0	0
			Tam Dr - Canal Bridge - 4 Lanes (98.6%)	0	0	0	0	0	0	0	0	0	0
			Bangalow Rd / Hogan St - LILO (100%)	0	0	0	0	0	0	0	0	0	0
			Angels Bch Dve/Sheath St - LILO (100%)	0	0	0	0	0	0	0	0	0	0
			Angels Bch Dve/Sheath St - LILO (Land)	0	0	0	0	0	0	0	0	0	0
			North Creek Road and Bridge (100%)	0	0	0	0	0	0	0	0	0	0
			North Creek Road and Bridge (Land)	0	0	0	0	0	0	0	0	0	0
			Ross Lane Improvements - West (100%)	0	0	0	0	0	0	0	0	0	0
			Ross Lane Improvements - East (48.5%)	0	0	0	0	0	0	0	0	0	0
			Ross Lane Improvements - East (Land)	0	0	0	0	0	0	0	0	0	0
			Tam Dr to Sthn X Dve - Right Ban (100%)	0	0	0	0	0	0	0	0	0	0
			North Ck Rd/Res Rd/Hutley-Calm (71.6%)	0	0	0	0	0	0	0	0	0	0
			Bang Rd / Angels Bch Dve R'bout (100%)	0	0	0	0	0	0	0	0	0	0
			Sandy Flat Road (100%)	0	0	0	0	0	0	0	0	0	0
			Nth Ck/Tam Dve/Sth X Dve-Lanes(100%)	0	0	0	0	0	0	0	0	0	0
			Bangalow Rd - Lane East R'bout (100%)	0	0	0	0	0	0	0	0	0	0
			Barlows Road Connection (64.5%)	0	0	1,000,000	1,000,000	0	0	0	0	0	0
7,247,800	0	9,722,000	<b>Total Loan Income</b>	<b>6,900,000</b>	<b>17,540,000</b>	<b>14,753,000</b>	<b>6,115,500</b>	<b>1,250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



Part E  
***Reserves***

## 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 wastewater 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 9 to 12 of this document.

The titles for each reserve are relatively self-explanatory.

RESERVE MOVEMENTS - GENERAL FUND															
Reserve Title	2020/21			2021/22			2022/23			2023/24			2024/25		
	To	From	Net	To	From	Net	To	From	Net	To	From	Net	To	From	Net
<b>Corporate and Community Division</b>															
<b>Governance</b>															
Council Election	100,000	0	100,000	75,000	300,000	(225,000)	77,000	0	77,000	79,000	0	79,000	79,000	310,000	(231,000)
<b>Communications</b>															
		100,000	(100,000)												
<b>Financial Services</b>															
Projects / Revaluations	10,000	66,000	(56,000)		60,000	(60,000)	10,000	0	10,000	10,000	60,000	(50,000)	10,000	0	10,000
Interest to be Distributed	169,000		169,000	0		0	0		0	0		0	0		0
Bushfire Recovery Grant	300,000	1,225,000	(925,000)		300,000	(300,000)									
Financial Assistance Grant			0			0			0			0			0
<b>People and Culture</b>															
		47,400	(47,400)												
<b>Commercial Property</b>															
<b>Community Infrastructure Reserve</b>															
Interest Earned on Reserve	32,000		32,000	17,000		17,000	14,000		14,000	7,000		7,000	8,000		8,000
Rental - 89 Tamar Street	754,000	106,700	647,300	739,100	82,800	656,300	754,000	83,000	671,000	769,000	85,000	684,000	785,000	87,000	698,000
Rental - Fawcett Street Café	45,000	27,400	17,600	70,600	26,500	44,100	71,000	27,500	43,500	72,400	28,200	44,200	73,800	29,000	44,800
Lake Ainsworth Precinct and CMP		50,000	(50,000)		25,000	(25,000)					62,000	(62,000)			
Alstonville Cultural Centre															
Swimming Pools		292,000	(292,000)												
Lennox Village Renewal		500,000	(500,000)		700,000	(700,000)		1,500,000	(1,500,000)						
Lennox Village Renewal Ross Park		92,500	(92,500)												
Lennox Head Rural Fire Shed					400,000	(400,000)									
Lennox Head Cultural Centre	520,000		520,000												
Ballina SES Building								800,000	(800,000)		700,000	(700,000)			
Shaws Bay CMP		80,000	(80,000)												
Hall Renewals Program		167,000	(167,000)		0	0		0	0		0	0		0	0
Wollongbar - District Park					265,000	(265,000)									
Section 7.11 Recoupments	450,000		450,000	450,000		450,000	450,000		450,000	450,000		450,000	450,000		450,000
Loan P & I - Comm Buildings		20,600	(20,600)		20,600	(20,600)		20,600	(20,600)		0	0		0	0
Loan P & I - Town Centre		270,000	(270,000)		270,000	(270,000)		567,000	(567,000)		567,000	(567,000)		567,000	(567,000)
<b>Total - Comm Infrastructure</b>	<b>1,801,000</b>	<b>1,606,200</b>	<b>194,800</b>	<b>1,276,700</b>	<b>1,789,900</b>	<b>(513,200)</b>	<b>1,289,000</b>	<b>2,998,100</b>	<b>(1,709,100)</b>	<b>1,298,400</b>	<b>1,442,200</b>	<b>(143,800)</b>	<b>1,316,800</b>	<b>683,000</b>	<b>633,800</b>
<b>Property Development Reserve</b>															
Interest Earned on Reserve	8,000		8,000	4,000		4,000	1,000		1,000	35,000		35,000	39,000		39,000
Boeing Avenue - Loan Repayments		242,000	(242,000)		242,000	(242,000)		242,000	(242,000)		242,000	(242,000)		242,000	(242,000)
Southern Cross Movements	0	335,000	(335,000)		167,600	(167,600)		68,300	(68,300)	0	69,500	(69,500)	0	70,800	(70,800)
Russellton Movements	0	43,000	(43,000)	0	44,500	(44,500)	0	45,100	(45,100)	0	46,100	(46,100)	0	47,200	(47,200)
Wollongbar Movements	0	43,500	(43,500)	0	44,600	(44,600)	2,894,000	46,300	2,847,700	0	36,100	(36,100)	0	36,900	(36,900)
Norfolk Homes Rental	113,000		113,000	197,800		197,800	182,000		182,000	165,300		165,300	168,600		168,600
ARC Rental	264,000	5,000	259,000	270,300	5,000	265,300	275,000	5,000	270,000	280,500	5,100	275,400	286,100	5,300	280,800
North Creek Road - Development	317,400	12,000	305,400												
Shelly Beach Café		76,000	(76,000)												
Airport Boulevard - Loan Repayments			0		134,000	(134,000)		251,000	(251,000)		251,000	(251,000)		251,000	(251,000)
Henderson Farm (Residual) - Confs		200,000	(200,000)		0	0									
WUEA - Stage 3 - Loan Interest			0		26,000	(26,000)		99,000	(99,000)						
Dividend - General Fund Operations		18,900	(18,900)		61,200	(61,200)		44,700	(44,700)		80,500	(80,500)		97,100	(97,100)
<b>Total - Property Development</b>	<b>702,400</b>	<b>975,400</b>	<b>(273,000)</b>	<b>472,100</b>	<b>724,900</b>	<b>(252,800)</b>	<b>3,352,000</b>	<b>801,400</b>	<b>2,550,600</b>	<b>480,800</b>	<b>730,300</b>	<b>(249,500)</b>	<b>493,700</b>	<b>750,300</b>	<b>(256,600)</b>
<b>Miscellaneous Commercial Property</b>															
Wigmore Arcade	110,000		110,000	130,000		130,000	150,000		150,000	170,000		170,000	190,000		190,000
Crown Reserves	67,300	83,000	(15,700)	74,000	74,000	0	76,000	76,000	0	77,200	77,200	0	78,400	78,400	0
<b>Flat Rock Tent Park</b>															
	0	112,000	(112,000)	100,500	170,000	(69,500)	102,100	70,000	32,100	103,000	70,000	33,000	104,000	70,000	34,000
<b>Airport</b>															
	0	1,643,200	(1,643,200)	518,000	1,703,000	(1,185,000)	388,300	50,000	338,300	477,800	375,000	102,800	654,700	150,000	504,700
<b>Community Facilities</b>															
Community Centres	200,000	350,000	(150,000)												
Alstonville Cultural Centre	284,000	665,000	(381,000)		24,000	(24,000)									
<b>Library Services</b>															
<b>Facilities Management</b>															
Administration Building and Depot	269,000	798,000	(529,000)		269,000	(269,000)									
Building Asset Renewal Program		131,300	(131,300)												
<b>Fleet and Plant</b>															
	1,957,700	2,629,100	(671,400)	1,986,200	1,927,000	59,200	2,095,700	1,880,000	215,700	2,138,700	2,177,000	(38,300)	2,181,200	1,740,000	441,200
<b>Total - Corporate and Community</b>	<b>5,970,400</b>	<b>10,431,600</b>	<b>(4,461,200)</b>	<b>4,632,500</b>	<b>7,341,800</b>	<b>(2,709,300)</b>	<b>7,540,100</b>	<b>5,875,500</b>	<b>1,664,600</b>	<b>4,834,900</b>	<b>4,931,700</b>	<b>(96,800)</b>	<b>5,107,800</b>	<b>3,781,700</b>	<b>1,326,100</b>

(Reserve movements carried forward on following page)

RESERVE MOVEMENTS - GENERAL FUND (cont'd)															
Reserve Title	2020/21			2021/22			2022/23			2023/24			2024/25		
	To	From	Net	To	From	Net	To	From	Net	To	From	Net	To	From	Net
<b>Planning and Environmental Health Division</b>															
<b>Development Services</b>															
Dev Services - Resources / Legals	490,000	300,000	190,000												
<b>Environmental and Public Health</b>															
Environmental and Public Health		411,700	(411,700)												
Healthy Waterways Program		135,000	(135,000)												
Coastal Management Plans		371,500	(371,500)												
<b>Public Order - Rangers</b>		14,000	(14,000)												
<b>Strategic Planning</b>															
Section 7.11 Contributions	6,023,000	4,462,000	1,561,000	3,896,500	4,509,200	(612,700)	4,393,500	6,641,000	(2,247,500)	4,894,500	6,539,000	(1,644,500)	5,394,500	3,511,000	1,883,500
Strategic Planning Studies		261,700	(261,700)												
Section 7.11 Reviews and Admin	50,000	30,000	20,000	50,000	30,000	20,000	51,000	31,000	20,000	53,000	33,000	20,000	55,000	35,000	20,000
Environmental Action Plan		20,000	(20,000)												
<b>Open Spaces - Parks</b>															
Open Space Programs		535,000	(535,000)												
Pop Denison	318,800		318,800	318,800		(318,800)									
Ross Park	400,000		400,000	400,000		(400,000)									
Wollongbar Skate Park	200,000	1,413,000	(1,213,000)	200,100		(200,100)									
<b>Open Spaces - Vegetation</b>	15,000	157,600	(142,600)	202,300	69,800	132,500		66,300	(66,300)		66,300	(66,300)		65,800	(65,800)
<b>Open Spaces - Sports Fields</b>															
Sports Fields Improvements		538,000	(538,000)												
Ballina Hockey Club	7,000	0	7,000	7,000	0	7,000	7,200	0	7,200	7,400	0	7,400	7,600	0	7,600
<b>Open Spaces - Cemeteries</b>	127,000	50,000	77,000	126,000	70,000	56,000	130,600	70,000	60,600	133,200	70,000	63,200	135,400	70,000	65,400
<b>Open Spaces - Public Amenities</b>	6,000	139,000	(133,000)												
<b>Community Gallery</b>															
Gallery Projects		41,900	(41,900)												
Public Art Contributions	10,000	11,000	(1,000)	10,000	0	10,000	11,000	0	11,000	11,000	0	11,000	11,000	0	11,000
<b>Total - Planning and Env Health</b>	<b>7,646,800</b>	<b>8,891,400</b>	<b>(1,244,600)</b>	<b>4,291,800</b>	<b>5,597,900</b>	<b>(1,306,100)</b>	<b>4,593,300</b>	<b>6,808,300</b>	<b>(2,215,000)</b>	<b>5,099,100</b>	<b>6,708,300</b>	<b>(1,609,200)</b>	<b>5,603,500</b>	<b>3,681,800</b>	<b>1,921,700</b>
<b>Civil Services Division</b>															
<b>Asset Management</b>															
Asset Revaluations	20,000		20,000	20,000		20,000	25,000		25,000	25,000	70,000	(45,000)	25,000		25,000
Surveying Equipment	15,000	50,000	(35,000)	15,000	0	15,000	15,000	0	15,000	15,000	0	15,000	15,000	0	15,000
<b>Stormwater and Env Protection</b>															
Stormwater	70,000	489,700	(419,700)		5,000	(5,000)									
Canal Dredging	56,400	200,000	(143,600)	50,000	20,000	30,000	55,000	20,000	35,000	60,000	20,000	40,000	65,000	20,000	45,000
Management Plans					120,000	(120,000)		62,000	(62,000)		31,000	(31,000)		32,000	(32,000)
<b>Roads and Bridges</b>															
Road Works	553,000	2,990,400	(2,437,400)		553,000	(553,000)						0			
Roads Pre-Plan Sec 7.11			0		212,000	(212,000)		65,000	(65,000)		65,000	(65,000)			
Alstonville Bypass Handover	9,000	100,000	(91,000)	7,000	102,000	(95,000)	6,000	104,000	(98,000)	7,000	106,000	(99,000)	7,000	108,000	(101,000)
Ballina Bypass Handover	17,000	158,000	(141,000)	26,000	160,000	(134,000)	23,000	163,000	(140,000)	26,000	166,000	(140,000)	27,000	169,000	(142,000)
Tintenbar to Ewingsdale Handover		106,000	(106,000)		108,000	(108,000)		110,000	(110,000)		112,000	(112,000)		114,000	(114,000)
Street Cleaning Program				140,000	140,000	0	150,000	123,000	27,000	165,000	172,000	(7,000)	168,000	156,000	12,000
<b>Ancillary Transport Facilities</b>															
Footpaths / Shared Paths / Lighting	125,000	321,100	(196,100)												
Coastal Shared Path / Walk		576,700	(576,700)												
Car Park Improvements	30,000		30,000												
<b>Ferry Wharves and Jetties</b>															
Boat Ramps and Infrastructure	75,000	120,000	(45,000)		75,000	(75,000)									
<b>Rural Fire Service</b>															
<b>Quarries and Sandpit</b>	23,000	116,000	(93,000)	21,000	0	21,000	21,600	0	21,600	22,000	0	22,000	0	26,400	(26,400)
<b>Resource Recovery</b>	1,035,900	530,000	505,900	100,000	50,000	50,000	228,700	50,000	178,700	291,100	51,000	240,100	303,700	52,000	251,700
<b>Domestic Waste Management</b>	0	447,500	(447,500)	365,300	0	365,300	400,400	0	400,400	449,500	0	449,500	517,200	0	517,200
<b>Total - Civil Services</b>	<b>2,029,300</b>	<b>6,205,400</b>	<b>(4,176,100)</b>	<b>744,300</b>	<b>1,545,000</b>	<b>(800,700)</b>	<b>924,700</b>	<b>697,000</b>	<b>227,700</b>	<b>1,060,600</b>	<b>793,000</b>	<b>267,600</b>	<b>1,127,900</b>	<b>677,400</b>	<b>450,500</b>
<b>Totals</b>	<b>15,646,500</b>	<b>25,528,400</b>	<b>(9,881,900)</b>	<b>9,668,600</b>	<b>14,484,700</b>	<b>(4,816,100)</b>	<b>13,058,100</b>	<b>13,380,800</b>	<b>(322,700)</b>	<b>10,994,600</b>	<b>12,433,000</b>	<b>(1,438,400)</b>	<b>11,839,200</b>	<b>8,140,900</b>	<b>3,698,300</b>

RESERVE BALANCES - GENERAL FUND															
Reserve Title	2020/21			2021/22			2022/23			2023/24			2024/25		
	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing
<b>Corporate and Community Division</b>															
<b>Governance</b>															
Council Election	200,000	100,000	300,000	300,000	(225,000)	75,000	75,000	77,000	152,000	152,000	79,000	231,000	231,000	(231,000)	0
<b>Communications</b>															
Donations / Events / Bushfire Resilience	100,000	(100,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Financial Services</b>															
Financial Assistance Grant	2,417,800	0	2,417,800	2,417,800	0	2,417,800	2,417,800	0	2,417,800	2,417,800	0	2,417,800	2,417,800	0	2,417,800
Bushfire Recovery	1,225,000	(925,000)	300,000	300,000	(300,000)	0	0	0	0	0	0	0	0	0	0
Legal / Audit / Revaluations / Other	221,900	(56,000)	165,900	165,900	(60,000)	105,900	105,900	10,000	115,900	115,900	(50,000)	65,900	65,900	10,000	75,900
Interest to be Distributed	0	169,000	169,000	169,000	0	169,000	169,000	0	169,000	169,000	0	169,000	169,000	0	169,000
<b>People and Culture</b>															
Leave Entitlements	2,993,700	0	2,993,700	2,993,700	0	2,993,700	2,993,700	0	2,993,700	2,993,700	0	2,993,700	2,993,700	0	2,993,700
Projects	77,400	(47,400)	30,000	30,000	0	30,000	30,000	0	30,000	30,000	0	30,000	30,000	0	30,000
Insurance	150,700	0	150,700	150,700	0	150,700	150,700	0	150,700	150,700	0	150,700	150,700	0	150,700
<b>Information Services</b>															
Projects	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Commercial Property</b>															
Community Infrastructure	3,201,900	194,800	3,396,700	3,396,700	(513,200)	2,883,500	2,883,500	(1,709,100)	1,174,400	1,174,400	(143,800)	1,030,600	1,030,600	633,800	1,664,400
Property Development	794,600	(273,000)	521,600	521,600	(252,800)	268,800	268,800	2,550,600	2,819,400	2,819,400	(249,500)	2,569,900	2,569,900	(256,600)	2,313,300
<b>Sub Total - Major Property Res</b>	<b>3,996,500</b>	<b>(78,200)</b>	<b>3,918,300</b>	<b>3,918,300</b>	<b>(766,000)</b>	<b>3,152,300</b>	<b>3,152,300</b>	<b>841,500</b>	<b>3,993,800</b>	<b>3,993,800</b>	<b>(393,300)</b>	<b>3,600,500</b>	<b>3,600,500</b>	<b>377,200</b>	<b>3,977,700</b>
Wigmore Arcade	386,100	110,000	496,100	496,100	130,000	626,100	626,100	150,000	776,100	776,100	170,000	946,100	946,100	190,000	1,136,100
Crown Properties	86,900	(15,700)	71,200	71,200	0	71,200	71,200	0	71,200	71,200	0	71,200	71,200	0	71,200
<b>Flat Rock Tent Park</b>	<b>293,000</b>	<b>(112,000)</b>	<b>181,000</b>	<b>181,000</b>	<b>(69,500)</b>	<b>111,500</b>	<b>111,500</b>	<b>32,100</b>	<b>143,600</b>	<b>143,600</b>	<b>33,000</b>	<b>176,600</b>	<b>176,600</b>	<b>34,000</b>	<b>210,600</b>
<b>Airport</b>	<b>2,337,100</b>	<b>(1,643,200)</b>	<b>693,900</b>	<b>693,900</b>	<b>(1,185,000)</b>	<b>(491,100)</b>	<b>(491,100)</b>	<b>338,300</b>	<b>(152,800)</b>	<b>(152,800)</b>	<b>102,800</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>504,700</b>	<b>454,700</b>
<b>Community Facilities</b>															
Alstonville Cultural Centre	674,000	(381,000)	293,000	293,000	(24,000)	269,000	269,000	0	269,000	269,000	0	269,000	269,000	0	269,000
<b>Facilities Management</b>															
Improvement Program	798,000	(529,000)	269,000	269,000	(269,000)	0	0	0	0	0	0	0	0	0	0
Facilities Refurbishments	636,200	(281,300)	354,900	354,900	0	354,900	354,900	0	354,900	354,900	0	354,900	354,900	0	354,900
Library Services	190,200	0	190,200	190,200	0	190,200	190,200	0	190,200	190,200	0	190,200	190,200	0	190,200
<b>Plant and Fleet</b>	<b>552,300</b>	<b>(671,400)</b>	<b>(119,100)</b>	<b>(119,100)</b>	<b>59,200</b>	<b>(59,900)</b>	<b>(59,900)</b>	<b>215,700</b>	<b>155,800</b>	<b>155,800</b>	<b>(38,300)</b>	<b>117,500</b>	<b>117,500</b>	<b>441,200</b>	<b>558,700</b>
<b>Total - Corporate and Community</b>	<b>17,336,800</b>	<b>(4,461,200)</b>	<b>12,875,600</b>	<b>12,875,600</b>	<b>(2,709,300)</b>	<b>10,166,300</b>	<b>10,166,300</b>	<b>1,664,600</b>	<b>11,830,900</b>	<b>11,830,900</b>	<b>(96,800)</b>	<b>11,734,100</b>	<b>11,734,100</b>	<b>1,326,100</b>	<b>13,060,200</b>
<b>Planning and Environmental Health Division</b>															
<b>Development Services</b>															
Development Services Resources / Legals	0	190,000	190,000	190,000	0	190,000	190,000	0	190,000	190,000	0	190,000	190,000	0	190,000
<b>Public and Environmental Health</b>															
Environmental Health Projects	411,700	(411,700)	0	0	0	0	0	0	0	0	0	0	0	0	0
Healthy Waterways Program and Projects	518,000	(135,000)	383,000	383,000	0	383,000	383,000	0	383,000	383,000	0	383,000	383,000	0	383,000
Coastal Management Plans	486,800	(371,500)	115,300	115,300	0	115,300	115,300	0	115,300	115,300	0	115,300	115,300	0	115,300
Quarry Compliance	43,000	0	43,000	43,000	0	43,000	43,000	0	43,000	43,000	0	43,000	43,000	0	43,000
<b>Public Order</b>															
Rangers and Animal Shelter	14,000	(14,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Strategic Planning</b>															
Sec. 7.11 Contributions	12,583,700	1,561,000	14,144,700	14,144,700	(612,700)	13,532,000	13,532,000	(2,247,500)	11,284,500	11,284,500	(1,644,500)	9,640,000	9,640,000	1,883,500	11,523,500
Strategic Planning Projects	602,800	(261,700)	341,100	341,100	0	341,100	341,100	0	341,100	341,100	0	341,100	341,100	0	341,100
Sec 7.11 Reviews and Admin	365,200	20,000	385,200	385,200	20,000	405,200	405,200	20,000	425,200	425,200	20,000	445,200	445,200	20,000	465,200
Environmental Action Plan	26,600	(20,000)	6,600	6,600	0	6,600	6,600	0	6,600	6,600	0	6,600	6,600	0	6,600
Community Gallery	41,900	(41,900)	0	0	0	0	0	0	0	0	0	0	0	0	0
Public Art	89,700	(1,000)	88,700	88,700	10,000	98,700	98,700	11,000	109,700	109,700	11,000	120,700	120,700	11,000	131,700

(Reserve balances carried forward on following page)

RESERVE BALANCES - GENERAL FUND (cont'd)															
Reserve Title	2020/21			2021/22			2022/23			2023/24			2024/25		
	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing
<b>Open Spaces - Parks</b>															
Open Spaces	602,100	(535,000)	67,100	67,100		67,100	67,100		67,100	67,100		67,100	67,100		67,100
Ocean Pool	7,000		7,000	7,000		7,000	7,000		7,000	7,000		7,000	7,000		7,000
Pop Denison	0	318,800	318,800	318,800	(318,800)	0	0	0	0	0	0	0	0	0	0
Ross Park	0	400,000	400,000	400,000	(400,000)	0	0	0	0	0	0	0	0	0	0
Wollongbar Skate Park	1,413,100	(1,213,000)	200,100	200,100	(200,100)	0	0	0	0	0	0	0	0	0	0
Vegetation Management	360,200	(142,600)	217,600	217,600	132,500	350,100	350,100	(66,300)	283,800	283,800	(66,300)	217,500	217,500	(65,800)	151,700
<b>Open Spaces - Sports Fields</b>															
Sports Fields Improvements	592,000	(538,000)	54,000	54,000		54,000	54,000		54,000	54,000		54,000	54,000		54,000
Kingsford Smith Park (Insurance)	19,000		19,000	19,000		19,000	19,000		19,000	19,000		19,000	19,000		19,000
Skennars Head Sports Fields	0		0	0		0	0		0	0		0	0		0
Synthetic Hockey Field	54,100	7,000	61,100	61,100	7,000	68,100	68,100	7,200	75,300	75,300	7,400	82,700	82,700	7,600	90,300
	0														
<b>Open Spaces - Cemeteries</b>	237,800	77,000	314,800	314,800	56,000	370,800	370,800	60,600	431,400	431,400	63,200	494,600	494,600	65,400	560,000
<b>Open Spaces - Buildings</b>															
Amenities Improvement Program	139,000	(133,000)	6,000	6,000		6,000	6,000		6,000	6,000		6,000	6,000		6,000
<b>Total - Planning and Env Health</b>	<b>18,607,700</b>	<b>(1,244,600)</b>	<b>17,363,100</b>	<b>17,363,100</b>	<b>(1,306,100)</b>	<b>16,057,000</b>	<b>16,057,000</b>	<b>(2,215,000)</b>	<b>13,842,000</b>	<b>13,842,000</b>	<b>(1,609,200)</b>	<b>12,232,800</b>	<b>12,232,800</b>	<b>1,921,700</b>	<b>14,154,500</b>
<b>Civil Services Division</b>															
<b>Asset Management</b>															
Asset Management / Revaluations	0	20,000	20,000	20,000	20,000	40,000	40,000	25,000	65,000	65,000	(45,000)	20,000	20,000	25,000	45,000
Surveying Equipment	40,000	(35,000)	5,000	5,000	15,000	20,000	20,000	15,000	35,000	35,000	15,000	50,000	50,000	15,000	65,000
<b>Stormwater and Environmental Protection</b>															
Stormwater	489,300	(419,700)	69,600	69,600	(5,000)	64,600	64,600	0	64,600	64,600	0	64,600	64,600	0	64,600
Canal Dredging	143,600	(143,600)	0	0	30,000	30,000	30,000	35,000	65,000	65,000	40,000	105,000	105,000	45,000	150,000
Management Plans	417,600	0	417,600	417,600	(120,000)	297,600	297,600	(62,000)	235,600	235,600	(31,000)	204,600	204,600	(32,000)	172,600
<b>Roads and Bridges</b>															
Road Works	3,748,800	(2,437,400)	1,311,400	1,311,400	(553,000)	758,400	758,400	0	758,400	758,400	0	758,400	758,400	0	758,400
Roads Pre-Plan Sec 7.11	381,100	0	381,100	381,100	(212,000)	169,100	169,100	(65,000)	104,100	104,100	(65,000)	39,100	39,100	0	39,100
Alstonville Bypass Handover	820,700	(91,000)	729,700	729,700	(95,000)	634,700	634,700	(98,000)	536,700	536,700	(99,000)	437,700	437,700	(101,000)	336,700
Ballina Bypass Handover	1,428,500	(141,000)	1,287,500	1,287,500	(134,000)	1,153,500	1,153,500	(140,000)	1,013,500	1,013,500	(140,000)	873,500	873,500	(142,000)	731,500
Tintenbar to Ewingsdale Handover	1,383,600	(106,000)	1,277,600	1,277,600	(108,000)	1,169,600	1,169,600	(110,000)	1,059,600	1,059,600	(112,000)	947,600	947,600	(114,000)	833,600
Street Cleaning Program	0	0	0	0	0	0	0	27,000	27,000	27,000	(7,000)	20,000	20,000	12,000	32,000
<b>Ancillary Transport Facilities</b>															
Footpaths / Lighting	504,600	(196,100)	308,500	308,500	0	308,500	308,500	0	308,500	308,500	0	308,500	308,500	0	308,500
Coastal Recreational Path / Walk	576,700	(576,700)	0	0	0	0	0	0	0	0	0	0	0	0	0
Car Park Improvements		30,000	30,000	30,000	0	30,000	30,000	0	30,000	30,000	0	30,000	30,000	0	30,000
<b>Marine Infrastructure</b>															
Boat Ramps and Ferry	135,200	(45,000)	90,200	90,200	(75,000)	15,200	15,200		15,200	15,200		15,200	15,200		15,200
Ferry Slippage	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000
<b>Rural Fire Service</b>	30,000		30,000	30,000		30,000	30,000		30,000	30,000		30,000	30,000		30,000
<b>Quarries</b>	827,700	(93,000)	734,700	734,700	21,000	755,700	755,700	21,600	777,300	777,300	22,000	799,300	799,300	(26,400)	772,900
<b>Resource Recovery</b>															
LRM - Operations	926,200	505,900	1,432,100	1,432,100	50,000	1,482,100	1,482,100	178,700	1,660,800	1,660,800	240,100	1,900,900	1,900,900	251,700	2,152,600
<b>Resource Recovery</b>															
DWM - Operations (Externally Restricted)	1,235,100	(447,500)	787,600	787,600	365,300	1,152,900	1,152,900	400,400	1,553,300	1,553,300	449,500	2,002,800	2,002,800	517,200	2,520,000
<b>Total - Civil Services</b>	<b>13,098,700</b>	<b>(4,176,100)</b>	<b>8,922,600</b>	<b>8,922,600</b>	<b>(800,700)</b>	<b>8,121,900</b>	<b>8,121,900</b>	<b>227,700</b>	<b>8,349,600</b>	<b>8,349,600</b>	<b>267,600</b>	<b>8,617,200</b>	<b>8,617,200</b>	<b>450,500</b>	<b>9,067,700</b>
<b>Total - Increase / (Decrease)</b>	<b>49,043,200</b>	<b>(9,881,900)</b>	<b>39,161,300</b>	<b>39,161,300</b>	<b>(4,816,100)</b>	<b>34,345,200</b>	<b>34,345,200</b>	<b>(322,700)</b>	<b>34,022,500</b>	<b>34,022,500</b>	<b>(1,438,400)</b>	<b>32,584,100</b>	<b>32,584,100</b>	<b>3,698,300</b>	<b>36,282,400</b>
<b>Reserve Dissection</b>															
Internally Restricted	35,137,500	(10,979,700)	24,157,800	24,157,800	(4,568,700)	19,589,100	19,589,100	1,524,400	21,113,500	21,113,500	(243,400)	20,870,100	20,870,100	1,297,600	22,167,700
Externally Restricted	13,905,700	1,097,800	15,003,500	15,003,500	(247,400)	14,756,100	14,756,100	(1,847,100)	12,909,000	12,909,000	(1,195,000)	11,714,000	11,714,000	2,400,700	14,114,700

**Part F**

***General Fund***

***Loan Principal and Interest  
Repayment Schedule***

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**GENERAL FUND - LOAN PRINCIPAL AND INTEREST REPAYMENT SCHEDULE**

Details	2020/21		2021/22		2022/23		2023/24		2024/25		2025/26		2026/27		2027/28		2028/29		2029/30		2030/31	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
<b>Facilities</b>																						
Naval Museum and Florrie	16,850	3,720	18,119	2,456	19,495	1,075	0															
<b>Swimming Pools</b>																						
Ballina - Stage One	148,512	120,337	154,000	116,000	159,000	111,000	165,000	105,000	171,000	99,000	177,000	93,000	183,000	87,000	190,000	80,000	196,000	74,000	204,000	66,000	211,000	59,000
Ballina - Stage Two	121,999	120,388	117,000	88,000	121,000	84,000	125,000	80,000	130,000	75,000	135,000	70,000	139,000	66,000	144,000	61,000	149,000	56,000	155,000	50,000	183,000	61,000
Ballina - Stage Three	21,899	24,606	128,000	116,000	133,000	111,000	139,000	105,000	144,000	100,000	150,000	94,000	156,000	88,000	162,000	82,000	169,000	75,000	176,000	68,000	34,000	13,000
Alstonville - Stage One	112,552	91,199	101,000	92,000	105,000	88,000	110,000	83,000	114,000	79,000	119,000	74,000	123,000	70,000	128,000	65,000	133,000	60,000	139,000	54,000	160,000	45,000
Alstonville - Stage Two	96,519	95,245	23,000	24,000	24,000	23,000	25,000	22,000	26,000	21,000	27,000	20,000	28,000	19,000	30,000	17,000	31,000	16,000	32,000	15,000	144,000	49,000
Alstonville - Stage Three	24,725	27,781	26,000	27,000	27,000	26,000	28,000	25,000	30,000	23,000	31,000	22,000	32,000	21,000	34,000	19,000	35,000	18,000	36,000	17,000	38,000	15,000
<b>Town Centres</b>																						
Ballina	150,913	18,111	159,159	9,865	82,987	1,686	0															
Ballina	150,000	120,000	156,000	114,000	162,000	108,000	169,000	101,000	175,000	95,000	182,000	88,000	190,000	80,000	197,000	73,000	205,000	65,000	213,000	57,000	222,000	48,000
Lennox Head			0	0	165,000	132,000	172,000	125,000	178,000	119,000	186,000	111,000	193,000	104,000	201,000	96,000	209,000	88,000	217,000	80,000	226,000	71,000
<b>Sub Total</b>	<b>300,913</b>	<b>138,111</b>	<b>315,159</b>	<b>123,865</b>	<b>409,987</b>	<b>241,686</b>	<b>341,000</b>	<b>226,000</b>	<b>353,000</b>	<b>214,000</b>	<b>368,000</b>	<b>199,000</b>	<b>383,000</b>	<b>184,000</b>	<b>398,000</b>	<b>169,000</b>	<b>414,000</b>	<b>153,000</b>	<b>430,000</b>	<b>137,000</b>	<b>448,000</b>	<b>119,000</b>
<b>Roads</b>																						
Reseals	116,139	13,938	122,484	7,592	63,420	1,297	0															
Wollongbar Link Road (Sec 7.11)																						
McLeay Culvert (RMS)	139,300	46,260	147,680	33,880	156,017	25,543	164,828	16,731	174,161	7,398	0											
Cumbalum Interchange (Sec 7.11)	202,286	57,373	214,461	49,198	226,565	37,094	239,360	24,300	252,984	10,676	0											
Ballina Heights Drive (LIRS)	128,100	25,600	134,700	19,000	141,600	12,100	149,000	4,700														
Roads Plan (Sec 7.11)	0	0	0	0	76,000	56,000	259,000	187,000	451,000	316,000	464,000	303,000	477,000	290,000	490,000	277,000	504,000	263,000	518,000	249,000	533,000	234,000
<b>Sub Total</b>	<b>585,825</b>	<b>143,171</b>	<b>619,325</b>	<b>109,670</b>	<b>663,602</b>	<b>132,034</b>	<b>812,188</b>	<b>232,731</b>	<b>878,145</b>	<b>334,074</b>	<b>464,000</b>	<b>303,000</b>	<b>477,000</b>	<b>290,000</b>	<b>490,000</b>	<b>277,000</b>	<b>504,000</b>	<b>263,000</b>	<b>518,000</b>	<b>249,000</b>	<b>533,000</b>	<b>234,000</b>
<b>Bridges</b>																						
Teven Bridges	218,731	41,508	226,976	33,263	235,281	24,958	244,656	15,583	253,742	6,497												
<b>Ballina - Byron Gateway Airport</b>																						
Airport - Apron and Runway	84,227	18,597	90,574	12,243	97,045	5,779	0															
Airport - Apron and Runway	177,963	37,311	187,228	28,047	196,975	18,299	207,229	8,046	0													
Airport - Apron and Runway	63,400	1,400	0	0																		
Airport - Runway	847,522	101,711	893,831	55,402	465,310	9,466	0															
Airport - Car Park and Shade	95,700	10,700	99,400	6,900	103,000	3,000	0															
Airport - Terminal	91,000	70,000	94,000	67,000	97,000	64,000	100,000	61,000	103,000	58,000	106,000	55,000	109,000	52,000	112,000	49,000	116,000	45,000	119,000	42,000	123,000	38,000
Airport - Car Parking, Solar, Boulevard			19,000	15,000	20,000	14,000	20,000	14,000	21,000	13,000	22,000	12,000	22,000	12,000	23,000	11,000	24,000	10,000	24,000	10,000	25,000	9,000
Airport - Apron	49,200	10,800	50,600	9,100	52,400	7,300	54,200	5,500	56,100	3,500	58,100	1,500	0									
Airport - Runway / Car Parking / Solar / Airport Boulevard					394,000	305,000	406,000	293,000	418,000	281,000	430,000	269,000	442,000	257,000	455,000	244,000	468,000	231,000	482,000	217,000	496,000	203,000
Airport - Runway							376,000	290,000	387,000	279,000	398,000	268,000	410,000	256,000	422,000	244,000	434,000	232,000	446,000	220,000	459,000	207,000
Airport - Terminal - Arrivals Hall									47,000	36,000	48,000	35,000	50,000	33,000	51,000	32,000	52,000	31,000	54,000	29,000	56,000	27,000
Airport - Terminal - Arrivals Hall											47,000	36,000	48,000	35,000	50,000	33,000	51,000	32,000	52,000	31,000	54,000	29,000
<b>Sub Total</b>	<b>1,409,012</b>	<b>250,519</b>	<b>1,434,633</b>	<b>193,692</b>	<b>1,425,730</b>	<b>426,844</b>	<b>1,163,429</b>	<b>671,546</b>	<b>1,032,100</b>	<b>670,500</b>	<b>1,109,100</b>	<b>676,500</b>	<b>1,081,000</b>	<b>645,000</b>	<b>1,113,000</b>	<b>613,000</b>	<b>1,145,000</b>	<b>581,000</b>	<b>1,177,000</b>	<b>549,000</b>	<b>1,213,000</b>	<b>513,000</b>
<b>Property Development</b>																						
Boeing Avenue	134,000	108,000	138,000	104,000	142,000	100,000	146,000	96,000	151,000	91,000	155,000	87,000	160,000	82,000	165,000	77,000	170,000	72,000	175,000	67,000	180,000	62,000
Airport Boulevard			74,000	60,000	76,000	58,000	78,000	56,000	81,000	53,000	83,000	51,000	86,000	48,000	88,000	46,000	91,000	43,000	94,000	40,000	97,000	37,000
Airport Boulevard			0	0	65,000	52,000	67,000	50,000	69,000	48,000	71,000	46,000	73,000	44,000	75,000	42,000	77,000	40,000	80,000	37,000	82,000	35,000
WUEA - Stage Three			3,648,000	26,000	752,000	99,000																
<b>Sub Total</b>	<b>134,000</b>	<b>108,000</b>	<b>3,860,000</b>	<b>190,000</b>	<b>1,035,000</b>	<b>309,000</b>	<b>291,000</b>	<b>202,000</b>	<b>301,000</b>	<b>192,000</b>	<b>309,000</b>	<b>184,000</b>	<b>319,000</b>	<b>174,000</b>	<b>328,000</b>	<b>165,000</b>	<b>338,000</b>	<b>155,000</b>	<b>349,000</b>	<b>144,000</b>	<b>359,000</b>	<b>134,000</b>
<b>Total External Repayments</b>	<b>3,191,500</b>	<b>1,164,600</b>	<b>7,023,200</b>	<b>1,115,900</b>	<b>4,358,100</b>	<b>1,578,600</b>	<b>3,444,300</b>	<b>1,767,900</b>	<b>3,433,000</b>	<b>1,814,100</b>	<b>2,889,100</b>	<b>1,735,500</b>	<b>2,921,000</b>	<b>1,644,000</b>	<b>3,017,000</b>	<b>1,548,000</b>	<b>3,114,000</b>	<b>1,451,000</b>	<b>3,216,000</b>	<b>1,349,000</b>	<b>3,323,000</b>	<b>1,242,000</b>
<b>Total External Loans</b>	<b>3,191,500</b>	<b>1,164,600</b>	<b>7,023,200</b>	<b>1,115,900</b>	<b>4,358,100</b>	<b>1,578,600</b>	<b>3,444,300</b>	<b>1,767,900</b>	<b>3,433,000</b>	<b>1,814,100</b>	<b>2,889,100</b>	<b>1,735,500</b>	<b>2,921,000</b>	<b>1,644,000</b>	<b>3,017,000</b>	<b>1,548,000</b>	<b>3,114,000</b>	<b>1,451,000</b>	<b>3,216,000</b>	<b>1,349,000</b>	<b>3,323,000</b>	<b>1,242,000</b>
<b>External Loans Outstanding</b>																						
Balance as at 1 July	30,639,000		34,347,500		44,864,300		55,259,200		57,930,400		55,747,400		52,858,300		49,937,300		46,920,300		43,806,300		40,590,300	
Repayments	3,191,500		7,023,200		4,358,100		3,444,300		3,433,000		2,889,100		2,921,000		3,017,000		3,114,000		3,216,000		3,323,000	
New Loans	6,900,000		17,540,000		14,753,000		6,115,500		1,250,000		0		0		0		0		0		0	
<b>Balance as at 30 June</b>	<b>34,347,500</b>		<b>44,864,300</b>		<b>55,259,200</b>		<b>57,930,400</b>		<b>55,747,400</b>		<b>52,858,300</b>		<b>49,937,300</b>		<b>46,920,300</b>		<b>43,806,300</b>		<b>40,590,300</b>		<b>37,267,300</b>	
<b>Internal Loan</b>																						
Street Lighting from Water (9 Years)	73,200	19,500	75,400	17,300	77,600	15,100	80,000	12,700	82,400	10,300	84,800	7,900	87,400	5,300	90,000	2,700						
<b>Balance as at 30 June</b>	<b>577,800</b>		<b>502,400</b>		<b>424,800</b>		<b>344,800</b>		<b>262,400</b>		<b>177,600</b>		<b>90,200</b>		<b>200</b>							
<b>Total Repayments</b>	<b>3,264,700</b>	<b>1,184,100</b>	<b>7,098,600</b>	<b>1,133,200</b>	<b>4,435,700</b>	<b>1,593,700</b>	<b>3,524,300</b>	<b>1,780,600</b>	<b>3,515,400</b>	<b>1,824,400</b>	<b>2,973,900</b>	<b>1,743,400</b>	<b>3,008,400</b>	<b>1,649,300</b>	<b>3,107,000</b>	<b>1,550,700&lt;/</b>						

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Part G  
*Appendices*

## **Appendices**

The following pages provide supporting information applied in the preparation of this document.

### **Balance Sheets**

The next four pages provide the forecast Balance Sheets for the General, Water and Wastewater (Sewer) Funds and on a consolidated basis.

**GENERAL FUND BALANCE SHEET (\$'000)**

ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
<b>ASSETS</b>																
<b>Current Assets</b>																
Cash and Cash Equivalents	1,746	11,989	5,625	12,246	10,034	10,034	10,034	10,034	10,034	10,034	10,034	10,034	10,034	10,034	10,034	10,034
Investments	34,946	35,655	40,354	32,926	39,687	37,000	31,700	30,600	28,400	31,400	30,200	32,500	33,400	34,800	36,800	42,000
Receivables	6,941	4,892	5,763	7,254	3,502	3,580	3,660	3,740	3,820	3,900	3,980	4,060	4,150	4,240	4,330	4,420
Inventories	808	2,420	1,472	2,411	820	840	860	880	900	920	940	960	980	1,000	1,020	1,050
Contract assets	0	0	0	0	1,192	1,220	1,250	1,280	1,310	1,340	1,370	1,400	1,430	1,460	1,490	1,520
Other	181	1,630	195	221	502	520	540	560	580	600	620	640	660	680	700	720
<b>Total Current Assets</b>	<b>44,622</b>	<b>56,586</b>	<b>53,409</b>	<b>55,058</b>	<b>55,737</b>	<b>53,194</b>	<b>48,044</b>	<b>47,094</b>	<b>45,044</b>	<b>48,194</b>	<b>47,144</b>	<b>49,594</b>	<b>50,654</b>	<b>52,214</b>	<b>54,374</b>	<b>59,744</b>
<b>Non Current Assets</b>																
Investments	3,811	5,328	8,444	13,459	10,943	2,943	2,943	2,943	2,943	2,943	2,943	2,943	2,943	2,943	2,943	2,943
Receivables	114	71	68	35	(479)	(490)	(500)	(510)	(530)	(550)	(570)	(590)	(610)	(630)	(650)	(670)
Inventories	3,015	1,678	2,535	2,623	6,222	6,350	6,480	6,610	6,750	6,890	7,030	7,180	7,330	7,480	7,630	7,790
Infrastructure, Property, Plant and Equipment	820,963	854,296	910,535	957,958	980,572	1,006,920	1,041,050	1,073,080	1,082,460	1,082,870	1,086,460	1,097,130	1,115,720	1,131,140	1,141,200	1,144,250
Investment Property	21,977	22,025	22,025	22,705	23,255	23,730	24,210	24,700	25,200	25,710	26,230	26,760	27,300	27,850	28,410	28,980
Right of use assets	0	0	0	0	3,089	3,160	3,230	3,300	3,370	3,440	3,510	3,590	3,670	3,750	3,830	3,910
Other	0	20	1,159	1,146	1,206	1,240	1,270	1,300	1,330	1,360	1,390	1,420	1,450	1,480	1,510	1,550
<b>Total Non-Current Assets</b>	<b>849,880</b>	<b>883,418</b>	<b>944,766</b>	<b>997,926</b>	<b>1,024,808</b>	<b>1,043,853</b>	<b>1,078,683</b>	<b>1,111,423</b>	<b>1,121,523</b>	<b>1,122,663</b>	<b>1,126,993</b>	<b>1,138,433</b>	<b>1,157,803</b>	<b>1,174,013</b>	<b>1,184,873</b>	<b>1,188,753</b>
<b>TOTAL ASSETS</b>	<b>894,502</b>	<b>940,004</b>	<b>998,175</b>	<b>1,052,984</b>	<b>1,080,545</b>	<b>1,097,047</b>	<b>1,126,727</b>	<b>1,158,517</b>	<b>1,166,567</b>	<b>1,170,857</b>	<b>1,174,137</b>	<b>1,188,027</b>	<b>1,208,457</b>	<b>1,226,227</b>	<b>1,239,247</b>	<b>1,248,497</b>
<b>LIABILITIES</b>																
<b>Current Liabilities</b>																
Payables	6,978	9,391	8,084	11,141	11,206	11,440	11,670	11,910	12,150	12,400	12,650	12,910	13,170	13,440	13,710	13,990
Income received in advance	0	0	0	0	1,238	1,270	1,300	1,330	1,360	1,390	1,420	1,450	1,480	1,510	1,550	1,590
Contract liabilities	0	0	0	0	501	520	540	560	580	600	620	640	660	680	700	720
Lease liabilities	0	0	0	0	464	480	490	500	510	530	550	570	590	610	630	650
Borrowings	3,696	3,123	3,237	3,100	3,214	7,099	4,436	3,524	3,515	2,974	3,008	3,107	3,114	3,114	3,114	3,114
Provisions	6,936	7,448	7,238	7,655	7,591	7,800	8,000	8,200	8,400	8,600	8,800	9,000	9,200	9,400	9,600	9,800
<b>Total Current Liabilities</b>	<b>17,610</b>	<b>19,962</b>	<b>18,559</b>	<b>21,896</b>	<b>24,214</b>	<b>28,609</b>	<b>26,436</b>	<b>26,024</b>	<b>26,515</b>	<b>26,494</b>	<b>27,048</b>	<b>27,677</b>	<b>28,214</b>	<b>28,754</b>	<b>29,304</b>	<b>29,864</b>
<b>Non Current Liabilities</b>																
Payables	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Lease liabilities	0	0	0	0	2,664	2,800	2,900	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800
Borrowings	16,319	19,999	23,985	20,935	26,706	27,249	40,429	51,735	54,415	52,774	49,850	46,830	43,806	40,692	37,476	34,153
Provisions	4,466	4,260	4,501	4,079	3,541	3,700	3,800	3,900	4,000	4,100	4,200	4,300	4,400	4,600	4,800	5,000
<b>Total Non-Current Liabilities</b>	<b>20,785</b>	<b>24,259</b>	<b>28,486</b>	<b>25,014</b>	<b>32,911</b>	<b>33,749</b>	<b>47,129</b>	<b>58,635</b>	<b>61,515</b>	<b>60,074</b>	<b>57,350</b>	<b>54,530</b>	<b>51,706</b>	<b>48,892</b>	<b>45,976</b>	<b>42,953</b>
<b>TOTAL LIABILITIES</b>	<b>38,395</b>	<b>44,221</b>	<b>47,045</b>	<b>46,910</b>	<b>57,125</b>	<b>62,358</b>	<b>73,564</b>	<b>84,659</b>	<b>88,030</b>	<b>86,567</b>	<b>84,398</b>	<b>82,207</b>	<b>79,920</b>	<b>77,646</b>	<b>75,280</b>	<b>72,817</b>
<b>Net Assets</b>	<b>856,107</b>	<b>895,783</b>	<b>951,130</b>	<b>1,006,074</b>	<b>1,023,420</b>	<b>1,034,690</b>	<b>1,053,163</b>	<b>1,073,858</b>	<b>1,078,537</b>	<b>1,084,290</b>	<b>1,089,739</b>	<b>1,105,820</b>	<b>1,128,537</b>	<b>1,148,581</b>	<b>1,163,967</b>	<b>1,175,680</b>
<b>EQUITY</b>																
Retained Earnings	507,454	535,300	569,053	599,194	611,721	614,690	624,763	636,858	632,737	629,490	625,839	632,620	645,837	656,181	661,667	663,280
Revaluation Reserves	348,653	360,483	382,077	406,880	411,699	420,000	428,400	437,000	445,800	454,800	463,900	473,200	482,700	492,400	502,300	512,400
<b>Council Equity Interest</b>	<b>856,107</b>	<b>895,783</b>	<b>951,130</b>	<b>1,006,074</b>	<b>1,023,420</b>	<b>1,034,690</b>	<b>1,053,163</b>	<b>1,073,858</b>	<b>1,078,537</b>	<b>1,084,290</b>	<b>1,089,739</b>	<b>1,105,820</b>	<b>1,128,537</b>	<b>1,148,581</b>	<b>1,163,967</b>	<b>1,175,680</b>

**WATER SUPPLY BALANCE SHEET (\$'000)**

ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
<b>ASSETS</b>																
<b>Current Assets</b>																
Cash and Investments	9,625	14,303	14,820	15,866	16,794	16,040	14,840	9,300	9,080	8,350	9,310	10,160	11,290	12,550	13,900	13,900
Receivables	2,043	2,130	2,170	2,262	2,538	2,590	2,650	2,710	2,770	2,830	2,890	2,950	3,010	3,080	3,150	3,220
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	118	111	148	170	72	80	90	100	110	120	130	140	150	160	170	180
<b>Total Current Assets</b>	<b>11,786</b>	<b>16,544</b>	<b>17,138</b>	<b>18,298</b>	<b>19,404</b>	<b>18,710</b>	<b>17,580</b>	<b>12,110</b>	<b>11,960</b>	<b>11,300</b>	<b>12,330</b>	<b>13,250</b>	<b>14,450</b>	<b>15,790</b>	<b>17,220</b>	<b>17,300</b>
<b>Non Current Assets</b>																
Investments	952	1,589	2,823	5,011	3,712	3,712	3,712	3,712	3,712	3,712	3,712	3,712	3,712	3,712	3,712	3,712
Receivables	108	112	90	94	688	710	730	750	770	790	810	830	850	870	890	910
Inventories	11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant and Equipment	71,157	76,782	80,935	83,717	86,483	87,900	89,500	96,900	102,200	110,000	112,000	111,200	110,600	109,700	108,800	107,900
Investment Property				0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	8	5	(700)	(800)	(800)	(900)	(1,000)	(1,100)	(1,200)	(1,300)	(1,400)	(1,500)	(1,600)
<b>Total Non-Current Assets</b>	<b>72,228</b>	<b>78,483</b>	<b>83,848</b>	<b>88,830</b>	<b>90,888</b>	<b>91,622</b>	<b>93,142</b>	<b>100,562</b>	<b>105,782</b>	<b>113,502</b>	<b>115,422</b>	<b>114,542</b>	<b>113,862</b>	<b>112,882</b>	<b>111,902</b>	<b>110,922</b>
<b>TOTAL ASSETS</b>	<b>84,014</b>	<b>95,027</b>	<b>100,986</b>	<b>107,128</b>	<b>110,292</b>	<b>110,332</b>	<b>110,722</b>	<b>112,672</b>	<b>117,742</b>	<b>124,802</b>	<b>127,752</b>	<b>127,792</b>	<b>128,312</b>	<b>128,672</b>	<b>129,122</b>	<b>128,222</b>
<b>LIABILITIES</b>																
<b>Current Liabilities</b>																
Payables	0	18	21	24	42	100	200	300	400	500	600	700	800	900	1,000	1,100
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	133	120	143	207	216	230	240	250	260	270	280	290	300	310	320	330
<b>Total Current Liabilities</b>	<b>133</b>	<b>138</b>	<b>164</b>	<b>231</b>	<b>258</b>	<b>330</b>	<b>440</b>	<b>550</b>	<b>660</b>	<b>770</b>	<b>880</b>	<b>990</b>	<b>1,100</b>	<b>1,210</b>	<b>1,320</b>	<b>1,430</b>
<b>Non Current Liabilities</b>																
Payables	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	14	13	6	9	10	20	30	40	50	60	70	80	90	100	110	120
<b>Total Non-Current Liabilities</b>	<b>14</b>	<b>13</b>	<b>6</b>	<b>9</b>	<b>10</b>	<b>20</b>	<b>30</b>	<b>40</b>	<b>50</b>	<b>60</b>	<b>70</b>	<b>80</b>	<b>90</b>	<b>100</b>	<b>110</b>	<b>120</b>
<b>TOTAL LIABILITIES</b>	<b>147</b>	<b>151</b>	<b>170</b>	<b>240</b>	<b>268</b>	<b>350</b>	<b>470</b>	<b>590</b>	<b>710</b>	<b>830</b>	<b>950</b>	<b>1,070</b>	<b>1,190</b>	<b>1,310</b>	<b>1,430</b>	<b>1,550</b>
<b>Net Assets</b>	<b>83,867</b>	<b>94,876</b>	<b>100,816</b>	<b>106,888</b>	<b>110,024</b>	<b>109,982</b>	<b>110,252</b>	<b>112,082</b>	<b>117,032</b>	<b>123,972</b>	<b>126,802</b>	<b>126,722</b>	<b>127,122</b>	<b>127,362</b>	<b>127,692</b>	<b>126,672</b>
<b>EQUITY</b>																
Retained Earnings	40,469	42,124	46,545	50,712	53,085	51,882	50,952	51,582	55,232	60,872	62,402	61,022	60,022	58,862	57,792	55,372
Revaluation Reserves	43,398	52,752	54,271	56,176	56,939	58,100	59,300	60,500	61,800	63,100	64,400	65,700	67,100	68,500	69,900	71,300
<b>Council Equity Interest</b>	<b>83,867</b>	<b>94,876</b>	<b>100,816</b>	<b>106,888</b>	<b>110,024</b>	<b>109,982</b>	<b>110,252</b>	<b>112,082</b>	<b>117,032</b>	<b>123,972</b>	<b>126,802</b>	<b>126,722</b>	<b>127,122</b>	<b>127,362</b>	<b>127,692</b>	<b>126,672</b>

**WASTEWATER BALANCE SHEET (\$'000)**

ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
<b>ASSETS</b>																
<b>Current Assets</b>																
Cash and Investments	13,588	9,938	7,333	7,716	10,157	13,520	15,000	16,590	16,710	16,090	20,540	26,220	32,580	38,840	46,010	52,820
Receivables	1,305	1,288	1,286	1,270	1,536	1,570	1,610	1,650	1,690	1,730	1,770	1,810	1,850	1,890	1,930	1,970
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Current Assets</b>	<b>14,893</b>	<b>11,226</b>	<b>8,619</b>	<b>8,986</b>	<b>11,693</b>	<b>15,090</b>	<b>16,610</b>	<b>18,240</b>	<b>18,400</b>	<b>17,820</b>	<b>22,310</b>	<b>28,030</b>	<b>34,430</b>	<b>40,730</b>	<b>47,940</b>	<b>54,790</b>
<b>Non Current Assets</b>																
Investments	1,344	1,105	1,397	2,437	2,245	2,245	2,245	2,245	2,245	2,245	2,245	2,245	2,245	2,245	2,245	2,245
Receivables	139	127	79	76	81	90	100	110	120	130	140	150	160	170	180	190
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant and Equipment	198,622	209,652	222,700	236,385	237,186	238,600	239,500	249,100	254,000	261,600	261,000	258,000	254,700	251,800	248,300	246,000
Investment Property	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Assets</b>	<b>200,105</b>	<b>210,884</b>	<b>224,176</b>	<b>238,898</b>	<b>239,512</b>	<b>240,935</b>	<b>241,845</b>	<b>251,455</b>	<b>256,365</b>	<b>263,975</b>	<b>263,385</b>	<b>260,395</b>	<b>257,105</b>	<b>254,215</b>	<b>250,725</b>	<b>248,435</b>
<b>TOTAL ASSETS</b>	<b>214,998</b>	<b>222,110</b>	<b>232,795</b>	<b>247,884</b>	<b>251,205</b>	<b>256,025</b>	<b>258,455</b>	<b>269,695</b>	<b>274,765</b>	<b>281,795</b>	<b>285,695</b>	<b>288,425</b>	<b>291,535</b>	<b>294,945</b>	<b>298,665</b>	<b>303,225</b>
<b>LIABILITIES</b>																
<b>Current Liabilities</b>																
Payables	125	140	142	140	170	180	190	200	210	220	230	240	250	260	270	280
Borrowings	2,958	3,096	3,387	3,536	2,716	2,920	3,115	3,309	3,511	3,711	3,911	4,112	4,312	4,312	4,312	4,312
Provisions	482	523	591	627	661	680	700	720	740	760	780	800	820	840	860	880
<b>Total Current Liabilities</b>	<b>3,565</b>	<b>3,759</b>	<b>4,120</b>	<b>4,303</b>	<b>3,547</b>	<b>3,780</b>	<b>4,005</b>	<b>4,229</b>	<b>4,461</b>	<b>4,691</b>	<b>4,921</b>	<b>5,152</b>	<b>5,382</b>	<b>5,412</b>	<b>5,442</b>	<b>5,472</b>
<b>Non Current Liabilities</b>																
Payables	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	58,925	56,079	52,885	49,483	46,836	43,916	40,802	37,493	33,982	30,271	26,360	22,248	17,936	13,623	9,311	4,999
Provisions	45	46	26	25	29	100	200	300	400	500	600	700	800	900	1,000	1,100
<b>Total Non-Current Liabilities</b>	<b>58,970</b>	<b>56,125</b>	<b>52,911</b>	<b>49,508</b>	<b>46,865</b>	<b>44,016</b>	<b>41,002</b>	<b>37,793</b>	<b>34,382</b>	<b>30,771</b>	<b>26,960</b>	<b>22,948</b>	<b>18,736</b>	<b>14,523</b>	<b>10,311</b>	<b>6,099</b>
<b>TOTAL LIABILITIES</b>	<b>62,535</b>	<b>59,884</b>	<b>57,031</b>	<b>53,811</b>	<b>50,412</b>	<b>47,796</b>	<b>45,006</b>	<b>42,022</b>	<b>38,843</b>	<b>35,462</b>	<b>31,881</b>	<b>28,100</b>	<b>24,118</b>	<b>19,936</b>	<b>15,753</b>	<b>11,571</b>
<b>Net Assets</b>	<b>152,463</b>	<b>162,226</b>	<b>175,764</b>	<b>194,073</b>	<b>200,793</b>	<b>208,229</b>	<b>213,449</b>	<b>227,673</b>	<b>235,923</b>	<b>246,333</b>	<b>253,814</b>	<b>260,326</b>	<b>267,417</b>	<b>275,010</b>	<b>282,912</b>	<b>291,654</b>
<b>EQUITY</b>																
Retained Earnings	98,161	98,522	107,831	115,511	120,119	125,929	129,449	141,973	148,423	157,033	162,714	167,326	172,517	178,210	184,112	190,854
Revaluation Reserves	54,302	63,704	67,933	78,562	80,674	82,300	84,000	85,700	87,500	89,300	91,100	93,000	94,900	96,800	98,800	100,800
<b>Council Equity Interest</b>	<b>152,463</b>	<b>162,226</b>	<b>175,764</b>	<b>194,073</b>	<b>200,793</b>	<b>208,229</b>	<b>213,449</b>	<b>227,673</b>	<b>235,923</b>	<b>246,333</b>	<b>253,814</b>	<b>260,326</b>	<b>267,417</b>	<b>275,010</b>	<b>282,912</b>	<b>291,654</b>

**CONSOLIDATED BALANCE SHEET (\$'000)**

ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
<b>ASSETS</b>																
<b>Current Assets</b>																
Cash and Cash Equivalents	0	11,989	5,625	12,246	10,034	10,034	10,034	10,034	10,034	10,034	10,034	10,034	10,034	10,034	10,034	10,034
Investments	59,905	59,896	62,507	56,508	66,638	66,560	61,540	56,490	54,190	55,840	60,050	68,880	77,270	86,190	96,710	108,720
Receivables	10,289	8,310	9,219	10,786	7,576	7,740	7,920	8,100	8,280	8,460	8,640	8,820	9,010	9,210	9,410	9,610
Inventories	808	2,420	1,472	2,411	820	840	860	880	900	920	940	960	980	1,000	1,020	1,050
Contract assets	0	0	0	0	1,192	1,220	1,250	1,280	1,310	1,340	1,370	1,400	1,430	1,460	1,490	1,520
Other	299	1,741	343	391	574	600	630	660	690	720	750	780	810	840	870	900
<b>Total Current Assets</b>	<b>71,301</b>	<b>84,356</b>	<b>79,166</b>	<b>82,342</b>	<b>86,834</b>	<b>86,994</b>	<b>82,234</b>	<b>77,444</b>	<b>75,404</b>	<b>77,314</b>	<b>81,784</b>	<b>90,874</b>	<b>99,534</b>	<b>108,734</b>	<b>119,534</b>	<b>131,834</b>
<b>Non Current Assets</b>																
Investments	6,107	8,022	12,664	20,907	16,900	8,900	8,900	8,900	8,900	8,900	8,900	8,900	8,900	8,900	8,900	8,900
Receivables	361	310	237	205	290	310	330	350	360	370	380	390	400	410	420	430
Inventories	3,026	1,678	2,535	2,623	6,222	6,350	6,480	6,610	6,750	6,890	7,030	7,180	7,330	7,480	7,630	7,790
Infrastructure, Property, Plant and Equipment	1,090,742	1,140,730	1,214,170	1,278,060	1,304,241	1,333,420	1,370,050	1,419,080	1,438,660	1,454,470	1,459,460	1,466,330	1,481,020	1,492,640	1,498,300	1,498,150
Investment Property	21,977	22,025	22,025	22,705	23,260	23,030	23,410	23,900	24,300	24,710	25,130	25,560	26,000	26,450	26,910	27,380
Right of use assets	0	0	0	0	3,089	3,160	3,230	3,300	3,370	3,440	3,510	3,590	3,670	3,750	3,830	3,910
Other	0	0	0	0	1,206	1,240	1,270	1,300	1,330	1,360	1,390	1,420	1,450	1,480	1,510	1,550
<b>Total Non-Current Assets</b>	<b>1,122,213</b>	<b>1,172,785</b>	<b>1,252,790</b>	<b>1,325,654</b>	<b>1,355,208</b>	<b>1,376,410</b>	<b>1,413,670</b>	<b>1,463,440</b>	<b>1,483,670</b>	<b>1,500,140</b>	<b>1,505,800</b>	<b>1,513,370</b>	<b>1,528,770</b>	<b>1,541,110</b>	<b>1,547,500</b>	<b>1,548,110</b>
<b>TOTAL ASSETS</b>	<b>1,193,514</b>	<b>1,257,141</b>	<b>1,331,956</b>	<b>1,407,996</b>	<b>1,442,042</b>	<b>1,463,404</b>	<b>1,495,904</b>	<b>1,540,884</b>	<b>1,559,074</b>	<b>1,577,454</b>	<b>1,587,584</b>	<b>1,604,244</b>	<b>1,628,304</b>	<b>1,649,844</b>	<b>1,667,034</b>	<b>1,679,944</b>
<b>LIABILITIES</b>																
<b>Current Liabilities</b>																
Payables	7,103	9,549	8,247	11,305	11,418	11,720	12,060	12,410	12,760	13,120	13,480	13,850	14,220	14,600	14,980	15,370
Income received in advance					1,238	1,270	1,300	1,330	1,360	1,390	1,420	1,450	1,480	1,510	1,550	1,590
Contract liabilities					501	520	540	560	580	600	620	640	660	680	700	720
Lease liabilities					464	480	490	500	510	530	550	570	590	610	630	650
Borrowings	6,654	6,219	6,624	6,636	5,930	10,018	7,550	6,834	7,026	6,685	6,920	7,219	7,426	7,426	7,426	7,426
Provisions	7,551	8,091	7,972	8,489	8,468	8,710	8,940	9,170	9,400	9,630	9,860	10,090	10,320	10,550	10,780	11,010
<b>Total Current Liabilities</b>	<b>21,308</b>	<b>23,859</b>	<b>22,843</b>	<b>26,430</b>	<b>28,019</b>	<b>32,718</b>	<b>30,880</b>	<b>30,804</b>	<b>31,636</b>	<b>31,955</b>	<b>32,850</b>	<b>33,819</b>	<b>34,696</b>	<b>35,376</b>	<b>36,066</b>	<b>36,766</b>
<b>Non Current Liabilities</b>																
Payables	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Lease liabilities	0	0	0	0	2,664	2,800	2,900	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800
Borrowings	75,244	76,078	76,870	70,418	73,542	71,165	81,231	89,228	88,397	83,044	76,209	69,078	61,742	54,316	46,787	39,152
Provisions	4,525	4,319	4,533	4,113	3,580	3,820	4,030	4,240	4,450	4,660	4,870	5,080	5,290	5,600	5,910	6,220
<b>Total Non-Current Liabilities</b>	<b>79,769</b>	<b>80,397</b>	<b>81,403</b>	<b>74,531</b>	<b>79,786</b>	<b>77,785</b>	<b>88,161</b>	<b>96,468</b>	<b>95,947</b>	<b>90,904</b>	<b>84,379</b>	<b>77,558</b>	<b>70,532</b>	<b>63,516</b>	<b>56,397</b>	<b>49,172</b>
<b>TOTAL LIABILITIES</b>	<b>101,077</b>	<b>104,256</b>	<b>104,246</b>	<b>100,961</b>	<b>107,805</b>	<b>110,504</b>	<b>119,041</b>	<b>127,271</b>	<b>127,583</b>	<b>122,859</b>	<b>117,229</b>	<b>111,377</b>	<b>105,228</b>	<b>98,892</b>	<b>92,464</b>	<b>85,938</b>
<b>Net Assets</b>	<b>1,092,437</b>	<b>1,152,885</b>	<b>1,227,710</b>	<b>1,307,035</b>	<b>1,334,237</b>	<b>1,352,901</b>	<b>1,376,863</b>	<b>1,413,613</b>	<b>1,431,491</b>	<b>1,454,595</b>	<b>1,470,355</b>	<b>1,492,867</b>	<b>1,523,076</b>	<b>1,550,952</b>	<b>1,574,570</b>	<b>1,594,006</b>
<b>EQUITY</b>																
Retained Earnings	646,084	675,946	723,429	765,417	784,925	792,501	805,163	830,413	836,391	847,395	850,955	860,967	878,376	893,252	903,570	909,506
Revaluation Reserves	446,353	476,939	504,281	541,618	549,312	560,400	571,700	583,200	595,100	607,200	619,400	631,900	644,700	657,700	671,000	684,500
<b>Council Equity Interest</b>	<b>1,092,437</b>	<b>1,152,885</b>	<b>1,227,710</b>	<b>1,307,035</b>	<b>1,334,237</b>	<b>1,352,901</b>	<b>1,376,863</b>	<b>1,413,613</b>	<b>1,431,491</b>	<b>1,454,595</b>	<b>1,470,355</b>	<b>1,492,867</b>	<b>1,523,076</b>	<b>1,550,952</b>	<b>1,574,570</b>	<b>1,594,006</b>