



## Long Term Financial Plan 2017/18 to 2026/27 Draft

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**Part A**

# **Introduction**

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## **OVERVIEW**

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

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

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

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

## GENERAL FUND – CASH FORECAST AND LONG TERM FINANCIAL PLAN

The opposite page provides the cash forecast for General Fund. The estimates for 2017/18 represent the budgets for that year whereas the estimates from 2018/19 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 94 Contributions Collected*: Represents Section 94 developer contributions collected. A full explanation of this item is detailed in Part D of this document

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

- *Loan Funds Used*: Represents loans applied during the year
- *Proceeds from Disposal of Assets*: Represents funds derived from estimated asset sales, which primarily relate to land holdings.

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

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

**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 94 contributions and working capital.



GENERAL FUND - LONG TERM FINANCIAL PLAN (2013/14 to 2026/27)															
ACTUAL			ITEM	ESTIMATED											
2013/14	2014/15	2015/16		2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>OPERATING RESULTS</b>															
<b>General Fund Activities</b>															
46,105,000	49,169,800	50,716,000	Operating Revenues	54,741,000	8	52,019,700	53,971,700	56,501,900	57,586,000	59,077,700	60,601,100	62,294,500	63,868,400	65,530,800	67,253,900
36,361,000	35,858,700	40,283,100	Less Operating Expenses	41,842,200	4	39,420,400	40,421,800	41,727,800	42,509,300	43,603,200	44,375,000	45,570,500	46,934,700	47,800,000	48,607,700
9,744,000	13,311,100	10,432,900	Operating Result before Non-cash Items	12,898,800	24	12,599,300	13,549,900	14,774,100	15,076,700	15,474,500	16,226,100	16,724,000	16,933,700	17,930,800	18,646,200
15,865,700	14,144,300	14,166,800	Less Depreciation	13,056,400	(8)	13,383,900	13,704,300	14,071,100	14,353,700	14,642,100	14,936,400	15,236,400	15,542,500	15,854,800	16,173,200
289,900	725,700	(319,800)	Less Land Stock Movement	0	(100)	0	0	0	0	0	0	0	0	0	0
169,300	231,300	190,800	Less Unwinding Interest Free Loans	205,900	8	119,100	70,200	48,000	20,600	21,400	22,100	22,900	23,800	24,700	25,600
3,967,400	3,347,700	0	Less Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
(10,548,300)	(5,137,900)	(3,604,900)	Net Operating Result	(363,500)	(90)	(903,700)	(224,600)	655,000	702,400	811,000	1,267,600	1,464,700	1,367,400	2,051,300	2,447,400
<b>Add Capital Grants and Contributions</b>															
6,861,000	4,752,500	8,258,000	Capital Grants and Contributions	7,464,700	(10)	9,185,900	717,100	297,300	303,400	309,600	315,900	1,572,300	1,579,000	335,700	342,500
2,269,000	2,924,000	2,226,100	Section 94 Contributions Collected	3,104,000	39	6,049,000	7,201,000	5,381,000	11,515,000	11,802,000	2,096,000	2,149,000	2,202,000	2,256,000	2,312,000
<b>Add Non-operating Funds Employed</b>															
1,200,000	725,000	500,000	Loan Funds Used	6,711,700	1,242	8,327,800	2,500,000	0	8,340,000	0	0	0	0	0	0
1,805,000	2,809,800	2,286,400	Proceeds from Disposal of Assets	1,519,400	(34)	7,880,000	7,655,000	4,655,000	2,940,000	1,400,000	960,000	960,000	960,000	960,000	960,000
<b>Subtract Funds Deployed for Non-operating Purposes</b>															
(27,878,000)	(18,233,400)	(22,896,800)	Capital Expenditure	(41,957,900)	83	(39,420,500)	(20,194,100)	(33,745,300)	(37,111,000)	(26,830,600)	(13,921,300)	(18,036,000)	(22,162,200)	(15,300,300)	(15,660,300)
(3,216,000)	(3,395,400)	(3,788,900)	Repayment of Principal on Loans	(3,696,200)	(2)	(3,312,800)	(3,247,800)	(3,318,900)	(3,043,100)	(3,542,900)	(3,084,900)	(2,350,200)	(2,080,100)	(1,452,600)	(1,449,900)
<b>Net Movement in Other Working Capital Items</b>															
(1,957,800)	(498,500)	2,036,000	Net Incr / (Decr) in Leave and Working Capital	200,000	(90)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
<b>Add Back Non-Cash Expense</b>															
15,865,700	14,144,300	14,166,800	Depreciation	13,056,400	(8)	13,383,900	13,704,300	14,071,100	14,353,700	14,642,100	14,936,400	15,236,400	15,542,500	15,854,800	16,173,200
333,000	(30,000)	(163,000)	Investment Premiums	0	(100)	0	0	0	0	0	0	0	0	0	0
0	(460,100)	0	Fair Value Adjustments Rental Properties	0	0	0	0	0	0	0	0	0	0	0	0
289,900	725,700	(319,800)	Land Stock Movement	0	(100)	0	0	0	0	0	0	0	0	0	0
169,300	231,300	190,800	Unwinding Interest Free Loans	205,900	8	119,100	70,200	48,000	20,600	21,400	22,100	22,900	23,800	24,700	25,600
3,967,400	3,347,700	0	Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
(10,839,800)	1,905,000	(1,109,300)	Cash Reserves - Increase / (Decrease)	(13,755,500)	1,140	1,508,700	8,381,100	(11,756,800)	(1,779,000)	(1,187,400)	2,791,800	1,219,100	(2,367,600)	4,929,600	5,350,500
<b>Movement in Reserves - Increase / (Decrease)</b>															
(11,293,000)	2,180,200	521,200	Reserves - Internal - Increase / (Decrease)	(13,636,800)		(2,485,600)	1,409,700	264,000	737,700	880,200	924,900	(902,200)	(2,769,900)	2,654,900	2,774,200
453,000	(275,200)	(1,630,500)	Reserves - External - Increase / (Decrease)	(186,600)		4,166,800	7,151,900	(11,665,400)	(2,128,000)	(1,774,800)	2,124,300	2,230,800	523,900	2,404,200	2,588,100
200	0	0	Working Capital - Increase / (Decrease)	67,900		(172,500)	(180,500)	(355,400)	(388,700)	(292,800)	(257,400)	(109,500)	(121,600)	(129,500)	(11,800)
(10,839,800)	1,905,000	(1,109,300)	Total Movement in Reserves	(13,755,500)		1,508,700	8,381,100	(11,756,800)	(1,779,000)	(1,187,400)	2,791,800	1,219,100	(2,367,600)	4,929,600	5,350,500
<b>Reserves - Balances as at 30 June</b>															
25,427,000	27,607,200	28,128,400	Internal Reserves	14,491,600		12,006,000	13,415,700	13,679,700	14,417,400	15,297,600	16,222,500	15,320,300	12,550,400	15,205,300	17,979,500
11,070,600	10,795,400	9,164,900	External Reserves	8,978,300		13,145,100	20,297,000	8,631,600	6,503,600	4,728,800	6,853,100	9,083,900	9,607,800	12,012,000	14,600,100
3,034,800	3,034,800	3,034,800	Working Capital	3,102,700		2,930,200	2,749,700	2,394,300	2,005,600	1,712,800	1,455,400	1,345,900	1,224,300	1,094,800	1,083,000
39,532,400	41,437,400	40,328,100	Total	26,572,600		28,081,300	36,462,400	24,705,600	22,926,600	21,739,200	24,531,000	25,750,100	23,382,500	28,312,100	33,662,600

## 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 (2013/14 to 2026/27)															
ACTUAL			ITEM	ESTIMATED											
2013/14	2014/15	2015/16		2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>OPERATING RESULTS</b>															
10,689,100	10,892,500	11,199,100	Operating Revenues	11,913,600	6	11,778,400	12,036,300	12,291,400	12,567,800	12,957,600	13,232,700	13,557,100	13,896,600	14,257,600	14,721,100
9,141,100	9,317,700	9,313,000	Less Operating Expenses	9,841,600	6	9,800,400	10,077,900	10,292,600	10,553,500	10,853,200	11,211,100	11,477,900	11,803,200	12,137,600	12,481,500
<b>1,548,000</b>	<b>1,574,800</b>	<b>1,886,100</b>	<b>Operating Result before Non-cash Items</b>	<b>2,072,000</b>	<b>10</b>	<b>1,978,000</b>	<b>1,958,400</b>	<b>1,998,800</b>	<b>2,014,300</b>	<b>2,104,400</b>	<b>2,021,600</b>	<b>2,079,200</b>	<b>2,093,400</b>	<b>2,120,000</b>	<b>2,239,600</b>
1,859,500	1,478,700	1,498,900	Depreciation Expense	1,428,000	(5)	1,380,000	1,407,600	1,435,800	1,464,600	1,493,900	1,523,800	1,554,300	1,585,400	1,617,200	1,649,600
0	0	0	Less Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
111,000	20,600	38,000	Less Loss on Disposal of Infrastructure Assets	0	(100)	0	0	0	0	0	0	0	0	0	0
<b>(422,500)</b>	<b>75,500</b>	<b>349,200</b>	<b>Net Operating Result</b>	<b>644,000</b>	<b>84</b>	<b>598,000</b>	<b>550,800</b>	<b>563,000</b>	<b>549,700</b>	<b>610,500</b>	<b>497,800</b>	<b>524,900</b>	<b>508,000</b>	<b>502,800</b>	<b>590,000</b>
<b>Add Capital Grants and Contributions</b>															
368,600	336,400	0	Capital Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
430,400	454,900	837,900	Section 64 Contributions Collected	610,000	(27)	575,000	600,000	620,000	640,000	660,000	680,000	700,000	720,000	740,000	760,000
<b>Add Non-operating Funds Employed</b>															
0	0	0	Loan Funds Used	0	0	0	0	0	0	0	0	0	0	0	0
137,600	136,200	23,000	Transfer from Section 64 Recoupments BBRC	100,000	335	0	0	0	0	0	0	0	0	0	0
<b>Subtract Funds Deployed for Non-operating Purposes</b>															
(1,827,100)	(2,821,700)	(1,427,000)	Capital Expenditure	(3,524,000)	147	(3,427,400)	(3,750,000)	(3,400,000)	(1,990,100)	(5,836,000)	(4,662,000)	(4,630,800)	(4,377,000)	(1,791,600)	(1,751,000)
(137,600)	(136,200)	(23,000)	Contributions - Section 64 Recoupments BBRC	(100,000)	335	0	0	0	0	0	0	0	0	0	0
0	0	0	Repayment of Principal on Loans	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net Movement in Other Working Capital Items</b>															
0	264,500	0	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>															
1,859,500	1,478,700	1,498,900	Depreciation	1,428,000	(5)	1,380,000	1,407,600	1,435,800	1,464,600	1,493,900	1,523,800	1,554,300	1,585,400	1,617,200	1,649,600
0	0	0	Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
111,000	20,600	38,000	Loss on Disposal of Infrastructure Assets	0	(100)	0	0	0	0	0	0	0	0	0	0
<b>519,900</b>	<b>(191,100)</b>	<b>1,297,000</b>	<b>Reserves Movement - Increase / (Decrease)</b>	<b>(842,000)</b>	<b>(165)</b>	<b>(874,400)</b>	<b>(1,191,600)</b>	<b>(781,200)</b>	<b>664,200</b>	<b>(3,071,600)</b>	<b>(1,960,400)</b>	<b>(1,851,600)</b>	<b>(1,563,600)</b>	<b>1,068,400</b>	<b>1,248,600</b>
<b>Movement in Reserves - Increase / (Decrease)</b>															
979,100	966,800	461,000	Water Reserves	288,900		(487,300)	678,000	(418,500)	138,200	(2,210,400)	457,900	(1,549,200)	(1,195,200)	319,900	454,900
(459,200)	(1,157,900)	836,000	Developer Contributions - Section 64	(1,130,900)		(387,100)	(1,869,600)	(362,700)	526,000	(861,200)	(2,418,300)	(302,400)	(368,400)	748,500	793,700
<b>519,900</b>	<b>(191,100)</b>	<b>1,297,000</b>	<b>Total Movement in Reserves (incl Sec 64)</b>	<b>(842,000)</b>		<b>(874,400)</b>	<b>(1,191,600)</b>	<b>(781,200)</b>	<b>664,200</b>	<b>(3,071,600)</b>	<b>(1,960,400)</b>	<b>(1,851,600)</b>	<b>(1,563,600)</b>	<b>1,068,400</b>	<b>1,248,600</b>
<b>Reserves - Balances as at 30 June</b>															
2,916,000	3,882,800	4,343,800	Water Reserves	4,632,700		4,145,400	4,823,400	4,404,900	4,543,100	2,332,700	2,790,600	1,241,400	46,200	366,100	821,000
7,747,000	6,589,100	7,425,100	Developer Contributions - Section 64	6,294,200		5,907,100	4,037,500	3,674,800	4,200,800	3,339,600	921,300	618,900	250,500	999,000	1,792,700
<b>10,663,000</b>	<b>10,471,900</b>	<b>11,768,900</b>	<b>Total Reserves</b>	<b>10,926,900</b>		<b>10,052,500</b>	<b>8,860,900</b>	<b>8,079,700</b>	<b>8,743,900</b>	<b>5,672,300</b>	<b>3,711,900</b>	<b>1,860,300</b>	<b>296,700</b>	<b>1,365,100</b>	<b>2,613,700</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 (2013/14 to 2026/27)															
ACTUAL			ITEM	ESTIMATED											
2013/14	2014/15	2015/16		2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>OPERATING RESULTS</b>															
14,462,800	15,355,900	16,363,900	Operating Revenues	17,705,900	8	18,138,500	18,589,200	19,048,100	19,528,100	20,063,400	20,563,200	21,059,200	21,630,900	22,189,200	22,857,100
13,987,000	13,866,900	13,468,900	Less Operating Expenses	14,260,700	6	13,813,800	13,670,700	13,774,800	13,873,200	13,936,500	14,066,300	14,099,100	14,184,200	14,210,900	14,304,500
<b>476,800</b>	<b>1,489,000</b>	<b>2,895,000</b>	<b>Operating Result before Non-cash Items</b>	<b>3,445,200</b>	<b>19</b>	<b>4,324,700</b>	<b>4,918,500</b>	<b>5,273,300</b>	<b>5,654,900</b>	<b>6,126,900</b>	<b>6,496,900</b>	<b>6,960,100</b>	<b>7,446,700</b>	<b>7,978,300</b>	<b>8,552,600</b>
2,643,100	2,314,300	3,531,900	Depreciation Expense	2,678,000	(24)	3,775,000	3,851,000	3,928,000	4,007,000	4,087,000	4,169,000	4,252,000	4,337,000	4,424,000	4,512,000
394,000	349,200	301,100	Less Unwinding Interest Free Loans	249,000	(17)	194,000	134,000	69,000	0	0	0	0	0	0	0
20,300	12,216,800	10,800	Less Loss on Disposal of Infrastructure Assets	0	(100)	0	0	0	0	0	0	0	0	0	0
<b>(2,581,600)</b>	<b>(13,391,300)</b>	<b>(948,800)</b>	<b>Net Operating Result</b>	<b>518,200</b>	<b>(155)</b>	<b>355,700</b>	<b>933,500</b>	<b>1,276,300</b>	<b>1,647,900</b>	<b>2,039,900</b>	<b>2,327,900</b>	<b>2,708,100</b>	<b>3,109,700</b>	<b>3,554,300</b>	<b>4,040,600</b>
<b>Add Capital Grants and Contributions</b>															
0	0	0	Capital Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
1,351,900	1,385,900	1,724,500	Section 64 Contributions Collected	1,300,000	(25)	1,400,000	1,430,000	1,470,000	1,510,000	1,550,000	1,590,000	1,630,000	1,680,000	1,730,000	1,780,000
<b>Add Non-operating Funds Employed</b>															
690,000	0	0	Loan Funds Used	0	0	0	0	0	0	0	0	0	0	0	0
559,600	409,000	0	Transfer from Section 64 Recoupments BBRC	0	0	0	0	0	0	0	0	0	0	0	0
<b>Subtract Funds Deployed for Non-operating Purposes</b>															
(8,112,100)	(4,320,400)	(2,267,300)	Capital Expenditure	(5,792,000)	155	(5,775,000)	(7,060,900)	(5,076,700)	(2,895,400)	(5,105,100)	(4,455,100)	(1,014,500)	(5,316,400)	(1,186,000)	(1,130,700)
(559,600)	(409,000)	0	Contributions - Section 64 Recoupments BBRC	0	0	0	0	0	0	0	0	0	0	0	0
(2,384,800)	(2,187,900)	(2,793,300)	Repayment of Principal on Loans	(2,957,900)	6	(3,095,600)	(3,134,000)	(3,280,300)	(2,453,500)	(2,654,100)	(2,844,100)	(3,037,000)	(3,235,000)	(3,430,000)	(3,627,000)
<b>Net Movement in Other Working Capital Items</b>															
468,500	89,600	(305,500)	Net Incr / (Decr) in Leave and Working Capital	0	(100)	0	0	0	0	0	0	0	0	0	0
<b>Add Back Non-Cash Expense</b>															
2,643,100	2,314,300	3,531,900	Depreciation	2,678,000	(24)	3,775,000	3,851,000	3,928,000	4,007,000	4,087,000	4,169,000	4,252,000	4,337,000	4,424,000	4,512,000
394,000	349,200	301,100	Unwinding Interest Free Loans	249,000	(17)	194,000	134,000	69,000	0	0	0	0	0	0	0
20,300	12,216,800	10,800	Loss on Disposal of Infrastructure Assets	0	(100)	0	0	0	0	0	0	0	0	0	0
<b>(7,510,700)</b>	<b>(3,543,800)</b>	<b>(746,600)</b>	<b>Wastewater Reserves - Increase / (Decrease)</b>	<b>(4,004,700)</b>	<b>436</b>	<b>(3,145,900)</b>	<b>(3,846,400)</b>	<b>(1,613,700)</b>	<b>2,016,000</b>	<b>(82,300)</b>	<b>787,700</b>	<b>4,538,600</b>	<b>575,300</b>	<b>5,092,300</b>	<b>5,574,900</b>
<b>Movement in Reserves - Increase / (Decrease)</b>															
(6,193,600)	(4,663,700)	(2,387,900)	Wastewater Reserves	(2,827,100)		(1,973,500)	(479,600)	(2,624,200)	1,699,800	(345,600)	1,008,500	4,386,300	468,600	5,030,200	5,560,400
682,900	1,119,900	1,641,300	Developer Contributions - Section 64	(1,177,600)		(1,172,400)	(3,366,800)	1,010,500	316,200	263,300	(220,800)	152,300	106,700	62,100	14,500
<b>(7,510,700)</b>	<b>(3,543,800)</b>	<b>(746,600)</b>	<b>Total Movement in Reserves (incl Section 64)</b>	<b>(4,004,700)</b>		<b>(3,145,900)</b>	<b>(3,846,400)</b>	<b>(1,613,700)</b>	<b>2,016,000</b>	<b>(82,300)</b>	<b>787,700</b>	<b>4,538,600</b>	<b>575,300</b>	<b>5,092,300</b>	<b>5,574,900</b>
<b>Reserves - Balances as at 30 June</b>															
15,178,000	10,514,300	8,126,400	Wastewater Reserves	5,299,300		3,325,800	2,846,200	222,000	1,921,800	1,576,200	2,584,700	6,971,000	7,439,600	12,469,800	18,030,200
3,420,600	4,540,500	6,181,800	Developer Contributions - Section 64	5,004,200		3,831,800	465,000	1,475,500	1,791,700	2,055,000	1,834,200	1,986,500	2,093,200	2,155,300	2,169,800
<b>18,598,600</b>	<b>15,054,800</b>	<b>14,308,200</b>	<b>Total</b>	<b>10,303,500</b>		<b>7,157,600</b>	<b>3,311,200</b>	<b>1,697,500</b>	<b>3,713,500</b>	<b>3,631,200</b>	<b>4,418,900</b>	<b>8,957,500</b>	<b>9,532,800</b>	<b>14,625,100</b>	<b>20,200,000</b>

CONSOLIDATED OPERATIONS - LONG TERM FINANCIAL PLAN (2013/14 to 2026/27)															
ACTUAL			ITEM	ESTIMATED											
2013/14	2014/15	2015/16		2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>OPERATING RESULTS</b>															
<b>Operating Activities</b>															
71,256,900	75,418,200	78,279,000	Operating Revenues	84,360,500	8	81,936,600	84,597,200	87,841,400	89,681,900	92,098,700	94,397,000	96,910,800	99,395,900	101,977,600	104,832,100
59,489,100	59,043,300	63,065,000	Less Operating Expenses	65,944,500	5	63,034,800	64,170,400	65,795,200	66,936,000	68,392,900	69,652,400	71,147,500	72,922,100	73,948,500	75,393,700
11,767,800	16,374,900	15,214,000	Operating Result before Non-cash Items	18,416,000	21	18,902,000	20,426,800	22,046,200	22,745,900	23,705,800	24,744,600	25,763,300	26,473,800	28,029,100	29,438,400
20,368,300	17,937,300	19,197,600	Less Depreciation	17,162,400	(11)	18,538,900	18,962,900	19,434,900	19,825,300	20,223,000	20,629,200	21,042,700	21,464,900	21,896,000	22,334,800
289,900	725,700	(319,800)	Less Land Stock Movement	0	(100)	0	0	0	0	0	0	0	0	0	0
563,300	580,500	491,900	Less Unwinding Interest Free Loans	454,900	(8)	313,100	204,200	117,000	20,600	21,400	22,100	22,900	23,800	24,700	25,600
4,098,700	15,585,100	48,800	Less Loss on Disposal of Infrastructure Assets	0	(100)	0	0	0	0	0	0	0	0	0	0
(13,552,400)	(18,453,700)	(4,204,500)	Net Operating Result	798,700	(119)	50,000	1,259,700	2,494,300	2,900,000	3,461,400	4,093,300	4,697,700	4,985,100	6,108,400	7,078,000
<b>Add Capital Grants and Contributions</b>															
7,229,600	5,088,900	8,258,000	Capital Grants and Contributions	7,464,700	(10)	9,185,900	717,100	297,300	303,400	309,600	315,900	1,572,300	1,579,000	335,700	342,500
4,051,300	4,764,800	4,788,500	Section 64 and 94 Contributions	5,014,000	5	8,024,000	9,231,000	7,471,000	13,665,000	14,012,000	4,366,000	4,479,000	4,602,000	4,726,000	4,852,000
<b>Add Non-operating Funds Employed</b>															
1,890,000	725,000	500,000	Loan Funds Used	6,711,700	1,242	8,327,800	2,500,000	0	8,340,000	0	0	0	0	0	0
1,805,000	2,809,800	2,286,400	Proceeds from Disposal of Assets	1,519,400	(34)	7,880,000	7,655,000	4,655,000	2,940,000	1,400,000	960,000	960,000	960,000	960,000	960,000
<b>Subtract Funds Deployed for Non-operating Purposes</b>															
(37,817,200)	(25,375,500)	(26,591,100)	Capital Expenditure	(51,273,900)	93	(48,622,900)	(31,005,000)	(42,222,000)	(41,796,500)	(37,771,700)	(23,038,400)	(23,681,300)	(31,855,600)	(18,277,900)	(18,542,000)
(5,600,800)	(5,583,300)	(6,582,200)	Repayment of Principal on Loans	(6,654,100)	1	(6,408,400)	(6,381,800)	(5,599,200)	(5,496,600)	(6,197,000)	(5,929,000)	(5,387,200)	(5,315,100)	(4,882,600)	(5,076,900)
<b>Net Movement in Other Working Capital Items</b>															
(1,489,300)	(144,400)	1,730,500	Net Incr / (Decr) in Leave and Working Capital	200,000	(88)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
<b>Add Back Non-Cash Expense</b>															
20,368,300	17,937,300	19,197,600	Depreciation	17,162,400	(11)	18,538,900	18,962,900	19,434,900	19,825,300	20,223,000	20,629,200	21,042,700	21,464,900	21,896,000	22,334,800
333,000	(30,000)	(163,000)	Investment Premiums	0	(100)	0	0	0	0	0	0	0	0	0	0
0	(460,100)	0	Fair Value Adjustments Rental Properties	0	0	0	0	0	0	0	0	0	0	0	0
289,900	725,700	(319,800)	Land Stock Movement	0	(100)	0	0	0	0	0	0	0	0	0	0
563,300	580,500	491,900	Unwinding Interest Free Loans	454,900	(8)	313,100	204,200	117,000	20,600	21,400	22,100	22,900	23,800	24,700	25,600
4,098,700	15,585,100	48,800	Loss on Disposal of Infrastructure Assets	0	(100)	0	0	0	0	0	0	0	0	0	0
(17,830,600)	(1,829,900)	(558,900)	Cash Reserves - Increase / (Decrease)	(18,602,200)	3,228	(2,511,600)	3,343,100	(14,151,700)	901,200	(4,341,300)	1,619,100	3,906,100	(3,355,900)	11,090,300	12,174,000
<b>Movement in Reserves - Increase / (Decrease)</b>															
(11,293,000)	2,180,200	521,200	Reserves - Internal - Increase / (Decrease)	(13,636,800)		(2,485,600)	1,409,700	264,000	737,700	880,200	924,900	(902,200)	(2,769,900)	2,654,900	2,774,200
(6,537,800)	(4,010,100)	(1,080,100)	Reserves - External - Increase / (Decrease)	(5,033,300)		146,500	2,113,900	(14,060,300)	552,200	(4,928,700)	951,600	4,917,800	(464,400)	8,584,900	9,411,600
200	0	0	Working Capital	67,900		(172,500)	(180,500)	(355,400)	(388,700)	(292,800)	(257,400)	(109,500)	(121,600)	(129,500)	(11,800)
(17,830,600)	(1,829,900)	(558,900)	Total Movement in Reserves	(18,602,200)		(2,511,600)	3,343,100	(14,151,700)	901,200	(4,341,300)	1,619,100	3,906,100	(3,355,900)	11,090,300	12,174,000
<b>Reserves - Balances as at 30 June</b>															
25,427,000	27,607,200	28,128,400	Internal Reserves	14,491,600		12,006,000	13,415,700	13,679,700	14,417,400	15,297,600	16,222,500	15,320,300	12,550,400	15,205,300	17,979,500
40,332,200	36,322,100	35,242,000	External Reserves	30,208,700		30,355,200	32,489,100	18,408,800	18,961,000	14,032,300	14,983,900	19,901,700	19,437,300	28,002,200	37,413,800
3,034,800	3,034,800	3,034,800	Working Capital	3,102,700		2,930,200	2,749,700	2,394,300	2,005,600	1,712,800	1,455,400	1,345,900	1,224,300	1,094,800	1,083,000
68,794,000	66,964,100	66,405,200	Total	47,803,000		45,291,400	48,634,500	34,482,800	35,384,000	31,042,700	32,661,800	36,567,900	33,212,000	44,302,300	56,476,300

**Part B**

# **Operating Budgets**

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## **INTRODUCTION**

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

### **Left Hand Page**

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

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

### **Right Hand Page**

This page provides numerical information for each program:

**Actual (2012/13 to 2015/16)** These columns represent the actual results for previous years. There can be changes in reporting formats over time, however the information is provided as a **guide** to what has occurred in the past.

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

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

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

**Estimated 2017/18** This is the estimate for the 2017/18 financial year.

**Percentage** This column provides figures expressed as a percentage, as to what the 2017/18 estimate has varied by as compared to the 2016/17 estimate.

**2018/19 to 2026/27** Forward estimates have been provided as a **guide** to show the overall financial trend for a ten year forecast period.

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

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

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

### **Capital Movements**

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

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

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

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

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

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

## STRATEGIC AND COMMUNITY FACILITIES GROUP - SUMMARY

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

### **Background**

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

### **Strategic Planning**

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

### **Community Centres and Halls**

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

### **Cultural and Community Services**

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

### **Library Services**

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

### **Swimming Pools**

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

### **Tourism**

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

**STRATEGIC AND COMMUNITY FACILITIES GROUP - SUMMARY**

ACTUAL				BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16		2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
				<b>OPERATING REVENUES</b>													
341,900	366,700	450,200	358,700	Strategic Planning	225,500	(37)	169,500	(25)	284,500	434,100	159,200	143,800	167,900	193,000	219,100	247,800	276,500
239,000	298,100	389,400	385,800	Community Facilities	403,000	4	408,500	1	482,100	558,400	573,100	588,200	603,600	619,300	635,300	651,900	668,700
101,000	91,800	100,000	134,600	Cultural and Community Services	135,400	1	137,500	2	162,200	172,500	181,900	192,400	202,200	213,100	224,500	236,100	248,100
115,000	110,400	136,300	111,900	Library Services	118,800	6	78,000	(34)	80,000	82,000	84,100	86,300	88,500	90,800	93,100	95,500	97,900
321,000	348,700	354,100	407,300	Swimming Pools	388,000	(5)	388,000	0	468,200	480,000	492,300	504,900	517,700	530,900	544,500	558,500	572,600
146,100	138,600	139,700	141,600	Tourism	112,700	(20)	63,200	(44)	155,200	67,200	69,300	71,400	73,500	165,600	77,800	80,000	82,300
<b>1,264,000</b>	<b>1,354,300</b>	<b>1,569,700</b>	<b>1,539,900</b>	<b>Total Operating Revenues</b>	<b>1,383,200</b>	<b>(10)</b>	<b>1,244,700</b>	<b>(10)</b>	<b>1,632,200</b>	<b>1,794,200</b>	<b>1,559,900</b>	<b>1,587,000</b>	<b>1,653,400</b>	<b>1,812,700</b>	<b>1,794,300</b>	<b>1,869,800</b>	<b>1,946,100</b>
				<b>OPERATING EXPENSES</b>													
1,259,800	1,075,500	1,150,100	1,205,100	Strategic Planning	1,521,100	26	1,266,000	(17)	1,246,200	1,277,900	1,310,300	1,343,800	1,378,000	1,413,000	1,458,700	1,485,700	1,523,600
1,408,400	1,354,300	1,587,400	1,623,100	Community Facilities	1,696,900	5	1,722,000	1	1,981,800	2,288,600	2,342,200	2,397,400	2,453,400	2,511,400	2,571,700	2,633,000	2,695,900
606,000	727,500	810,000	874,600	Cultural and Community Services	912,800	4	945,900	4	978,600	1,004,200	1,030,700	1,057,600	1,085,500	1,113,500	1,142,500	1,171,700	1,202,100
1,514,000	1,637,100	1,549,900	1,571,000	Library Services	1,688,000	7	1,590,800	(6)	1,630,400	1,670,900	1,712,300	1,754,900	1,798,400	1,842,900	1,888,500	1,935,200	1,983,200
881,100	867,100	822,100	792,800	Swimming Pools	887,700	12	1,376,900	55	1,503,200	1,513,400	1,522,300	1,531,700	1,541,000	1,551,700	1,559,500	1,569,800	1,578,600
676,000	731,500	668,300	736,600	Tourism	727,500	(1)	632,200	(13)	741,100	665,700	680,600	695,600	710,900	816,500	742,800	759,400	776,400
<b>6,345,300</b>	<b>6,393,000</b>	<b>6,587,800</b>	<b>6,803,200</b>	<b>Total Operating Expenses</b>	<b>7,434,000</b>	<b>9</b>	<b>7,533,800</b>	<b>1</b>	<b>8,081,300</b>	<b>8,420,700</b>	<b>8,598,400</b>	<b>8,781,000</b>	<b>8,967,200</b>	<b>9,249,000</b>	<b>9,363,700</b>	<b>9,554,800</b>	<b>9,759,800</b>
				<b>NET PROGRAM OPERATING RESULT</b>													
(917,900)	(708,800)	(699,900)	(846,400)	Strategic Planning	(1,295,600)	53	(1,096,500)	(15)	(961,700)	(843,800)	(1,151,100)	(1,200,000)	(1,210,100)	(1,220,000)	(1,239,600)	(1,237,900)	(1,247,100)
(1,169,400)	(1,056,200)	(1,198,000)	(1,237,300)	Community Facilities	(1,293,900)	5	(1,313,500)	2	(1,499,700)	(1,730,200)	(1,769,100)	(1,809,200)	(1,849,800)	(1,892,100)	(1,936,400)	(1,981,100)	(2,027,200)
(505,000)	(635,700)	(710,000)	(740,000)	Cultural and Community Services	(777,400)	5	(808,400)	4	(816,400)	(831,700)	(848,800)	(865,200)	(883,300)	(900,400)	(918,000)	(935,600)	(954,000)
(1,399,000)	(1,526,700)	(1,413,600)	(1,459,100)	Library Services	(1,569,400)	8	(1,512,800)	(4)	(1,550,400)	(1,588,900)	(1,628,200)	(1,668,600)	(1,709,900)	(1,752,100)	(1,795,400)	(1,839,700)	(1,885,300)
(560,100)	(518,400)	(468,000)	(385,500)	Swimming Pools	(499,700)	30	(988,900)	98	(1,035,000)	(1,033,400)	(1,030,000)	(1,026,800)	(1,023,300)	(1,020,800)	(1,015,000)	(1,011,300)	(1,006,000)
(529,900)	(592,900)	(528,600)	(595,000)	Tourism	(614,800)	3	(569,000)	(7)	(585,900)	(598,500)	(611,300)	(624,200)	(637,400)	(650,900)	(665,000)	(679,400)	(694,100)
<b>(5,081,300)</b>	<b>(5,038,700)</b>	<b>(5,018,100)</b>	<b>(5,263,300)</b>	<b>Total Operating Result - Surplus / (Deficit)</b>	<b>(6,050,800)</b>	<b>15</b>	<b>(6,289,100)</b>	<b>4</b>	<b>(6,449,100)</b>	<b>(6,626,500)</b>	<b>(7,038,500)</b>	<b>(7,194,000)</b>	<b>(7,313,800)</b>	<b>(7,436,300)</b>	<b>(7,569,400)</b>	<b>(7,685,000)</b>	<b>(7,813,700)</b>
1,324,000	1,104,400	1,160,000	1,189,100	Add Back Depreciation	1,241,000	4	1,266,000	2	1,331,800	1,438,900	1,468,000	1,497,700	1,528,000	1,558,900	1,590,400	1,622,500	1,655,300
<b>(3,757,300)</b>	<b>(3,934,300)</b>	<b>(3,858,100)</b>	<b>(4,074,200)</b>	<b>Total Cash Operating Result - Surplus / (Deficit)</b>	<b>(4,809,800)</b>	<b>18</b>	<b>(5,023,100)</b>	<b>4</b>	<b>(5,117,300)</b>	<b>(5,187,600)</b>	<b>(5,570,500)</b>	<b>(5,696,300)</b>	<b>(5,785,800)</b>	<b>(5,877,400)</b>	<b>(5,979,000)</b>	<b>(6,062,500)</b>	<b>(6,158,400)</b>
				<b>Capital Movements</b>													
23,000	24,300	17,300	18,500	Less Principal Repayments	19,900		388,800		474,700	490,800	502,900	522,100	542,500	541,000	563,000	583,000	605,000
3,657,000	3,194,600	4,109,500	3,327,000	Less Transfer to Reserves	5,164,200		8,215,400		12,482,100	5,811,300	11,670,000	11,941,200	2,258,900	2,336,600	2,415,400	2,497,700	2,582,000
453,000	901,600	888,600	848,000	Add Transfer from Reserves	2,918,800		5,267,000		10,010,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
2,922,000	2,309,000	3,104,000	2,246,100	Add Capital Income Applied	9,815,700		11,976,800		7,201,000	5,381,000	11,515,000	11,802,000	2,096,000	2,149,000	2,202,000	2,256,000	2,312,000
17,000	314,000	332,400	521,100	Less Capital Expenditure	8,142,000		9,222,800		5,024,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000	32,000
<b>(4,079,300)</b>	<b>(4,256,600)</b>	<b>(4,324,700)</b>	<b>(4,846,700)</b>	<b>Cash Result after Capital Movements</b>	<b>(5,401,400)</b>	<b>11</b>	<b>(5,606,300)</b>	<b>100</b>	<b>(5,887,100)</b>	<b>(6,123,700)</b>	<b>(6,244,400)</b>	<b>(6,374,600)</b>	<b>(6,509,200)</b>	<b>(6,625,000)</b>	<b>(6,775,400)</b>	<b>(6,908,200)</b>	<b>(7,055,400)</b>

## STRATEGIC PLANNING

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

### **Background**

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

### **Budget Comments**

#### **Operating Revenues**

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

Income for strategic planning publications and services and planning proposals.

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

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

##### **Interest on Section 94 Contributions**

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

#### **Operating Expenses**

##### **Employee Costs**

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

##### **Office Expenses**

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

##### **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 94 contributions collected plus interest earned on Section 94 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 94 contributions collected as per Part D of this document.

**STRATEGIC PLANNING**

ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
					<b>OPERATING REVENUES</b>													
52,000	89,700	72,400	114,200	20000	Planning Proposals and Other Fees	35,000	(69)	20,000	(43)	20,500	21,100	21,700	22,300	22,900	23,500	24,100	24,800	25,500
16,900	18,700	21,500	25,400	20002	Grants and Conts - Solar Panel Rebates	10,000	(61)	0	(100)	0	0	0	0	0	0	0	0	0
0	40,000	107,700	37,600	20002	Grants and Conts - Ballina Centre Study	0	(100)	0	0	0	0	0	0	0	0	0	0	0
5,000	22,600	73,500	17,000	20002	Grants and Conts - Other	26,000	53	0	(100)	0	0	0	0	0	0	0	0	0
268,000	195,700	175,100	164,500	20012	Interest on Section 94 Contributions	154,500	(6)	149,500	(3)	264,000	413,000	137,500	121,500	145,000	169,500	195,000	223,000	251,000
<b>341,900</b>	<b>366,700</b>	<b>450,200</b>	<b>358,700</b>		<b>Total Operating Revenues</b>	<b>225,500</b>	<b>100</b>	<b>169,500</b>	<b>(25)</b>	<b>284,500</b>	<b>434,100</b>	<b>159,200</b>	<b>143,800</b>	<b>167,900</b>	<b>193,000</b>	<b>219,100</b>	<b>247,800</b>	<b>276,500</b>
					<b>OPERATING EXPENSES</b>													
810,000	818,700	820,300	890,900	30000	Employee Costs	962,000	8	991,000	3	1,015,900	1,041,500	1,067,700	1,094,500	1,122,000	1,150,200	1,179,100	1,208,800	1,239,200
25,000	28,300	21,700	36,600	30000	Office Expenses	29,000	(21)	29,000	0	29,900	30,800	31,700	32,600	33,500	34,500	35,500	36,500	37,500
15,000	14,700	14,600	8,300	30002	Economic Development Programs	12,000	45	15,000	25	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700	19,200
0	4,200	11,300	7,400	30001	Aboriginal Heritage Programs	12,000	62	15,000	25	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700	19,200
21,700	41,300	5,300	6,100	30001	Heritage Programs	12,000	97	15,000	25	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700	19,200
0	0	19,400	2,900	30001	Koala Management Strategy	30,700	959	26,000	(15)	26,700	27,400	28,100	28,900	29,700	30,500	31,300	32,100	33,000
0	0	0	0	30001	Significant Tree Register	0	0	50,000	100	0	0	0	0	0	0	10,000	0	0
23,000	24,000	16,000	5,000	30001	Community Land Investigations	15,000	200	15,000	0	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700	19,200
33,600	15,600	72,500	11,100	30001	Section 94 Plan Reviews	67,400	507	20,000	(70)	20,500	21,100	21,700	22,300	22,900	23,500	24,100	24,800	25,500
309,500	97,400	125,000	103,100	30003	Other Strategic Plans and Studies	136,000	32	60,000	(56)	60,800	62,200	63,700	65,200	66,700	68,200	69,700	71,400	73,200
15,000	31,300	21,200	73,000	30003	Planning Proposals	176,800	142	20,000	(89)	20,500	21,100	21,700	22,300	22,900	23,500	24,100	24,800	25,500
7,000	0	22,800	60,700	30001	Environmental Action Plan	68,200	12	10,000	(85)	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,500	12,900
<b>1,259,800</b>	<b>1,075,500</b>	<b>1,150,100</b>	<b>1,205,100</b>		<b>Total Operating Expenses</b>	<b>1,521,100</b>	<b>26</b>	<b>1,266,000</b>	<b>(17)</b>	<b>1,246,200</b>	<b>1,277,900</b>	<b>1,310,300</b>	<b>1,343,800</b>	<b>1,378,000</b>	<b>1,413,000</b>	<b>1,458,700</b>	<b>1,485,700</b>	<b>1,523,600</b>
<b>(917,900)</b>	<b>(708,800)</b>	<b>(699,900)</b>	<b>(846,400)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,295,600)</b>	<b>53</b>	<b>(1,096,500)</b>	<b>(15)</b>	<b>(961,700)</b>	<b>(843,800)</b>	<b>(1,151,100)</b>	<b>(1,200,000)</b>	<b>(1,210,100)</b>	<b>(1,220,000)</b>	<b>(1,239,600)</b>	<b>(1,237,900)</b>	<b>(1,247,100)</b>
0	0	0	0		Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>(917,900)</b>	<b>(708,800)</b>	<b>(699,900)</b>	<b>(846,400)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(1,295,600)</b>	<b>53</b>	<b>(1,096,500)</b>	<b>(15)</b>	<b>(961,700)</b>	<b>(843,800)</b>	<b>(1,151,100)</b>	<b>(1,200,000)</b>	<b>(1,210,100)</b>	<b>(1,220,000)</b>	<b>(1,239,600)</b>	<b>(1,237,900)</b>	<b>(1,247,100)</b>
					<b>Capital Movements</b>													
0	0	0	0		Less Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
3,460,000	2,729,700	3,392,100	2,658,200		Less Transfer to Reserves	3,258,500		6,198,500		7,465,000	5,794,000	11,652,500	11,923,500	2,241,000	2,318,500	2,397,000	2,479,000	2,563,000
294,000	220,400	286,700	239,100		Add Transfer from Reserves	338,700		10,000		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
2,922,000	2,268,800	2,924,000	2,226,100		Add Capital Income Applied	3,104,000		6,049,000		7,201,000	5,381,000	11,515,000	11,802,000	2,096,000	2,149,000	2,202,000	2,256,000	2,312,000
0	0	0	0		Less Capital Expenditure	0		0		0	0	0	0	0	0	0	0	0
<b>(1,161,900)</b>	<b>(949,300)</b>	<b>(881,300)</b>	<b>(1,039,400)</b>		<b>Cash Result after Capital Movements</b>	<b>(1,111,400)</b>	<b>7</b>	<b>(1,236,000)</b>	<b>11</b>	<b>(1,215,700)</b>	<b>(1,246,800)</b>	<b>(1,278,600)</b>	<b>(1,311,500)</b>	<b>(1,345,100)</b>	<b>(1,379,500)</b>	<b>(1,424,600)</b>	<b>(1,450,900)</b>	<b>(1,488,100)</b>

## COMMUNITY CENTRES AND HALLS

**Manager:** Vacant - "Manager – Community Facilities and Customer Service"

### **Background**

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

### **Budget Comments**

#### **Operating Revenues**

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

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

#### **Operating Expenses**

##### **Employee Costs**

Based on two full-time and one part-time employee (14 days) plus a significant allowance for relief staff to assist with annual leave, sick leave etc.

##### **Community Centres**

Operating expenses for the facilities identified.

##### **Public Halls**

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

##### **Naval Museum**

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

##### **Debt Servicing**

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

### **Capital Movements**

#### **Loan Principal Repayments**

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

#### **Transfer from Reserves**

Refer to Part D for further details of reserve movements.

#### **Capital Expenditure**

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

#### **Community Facilities – Net Costs Summary**

Provides an overview of the net operating cost for each of the community centres, prior to any capital movements.

**COMMUNITY FACILITIES**

ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
					<b>OPERATING REVENUES</b>													
					<b>Fees and Charges</b>													
0	5,600	41,800	24,500	26087/26090	Alstonville Leisure / Entertainment Centre	26,800	9	27,000	1	27,700	28,400	29,200	30,000	30,800	31,600	32,400	33,300	34,200
0	49,100	107,000	110,500	26081	Ballina Surf Club	110,000	(0)	111,500	1	114,400	117,300	120,400	123,500	126,700	130,000	133,400	136,800	140,300
113,000	120,600	132,500	139,400	26082	Kentwell Centre	123,700	(11)	134,000	8	137,500	141,000	144,600	148,300	152,100	156,000	160,000	164,100	168,300
106,000	102,600	88,300	90,500	26083	Lennox Head Cultural and Comm Centre	120,800	33	116,000	(4)	119,000	122,300	125,600	129,000	132,400	135,900	139,400	143,100	146,800
0	0	0	0		Ballina Indoor Sports Centre	0	0	0	0	63,000	128,300	131,600	135,100	138,700	142,300	146,000	149,800	153,600
20,000	20,200	19,800	20,900	26080	Richmond Room	21,700	4	20,000	(8)	20,500	21,100	21,700	22,300	22,900	23,500	24,100	24,800	25,500
<b>239,000</b>	<b>298,100</b>	<b>389,400</b>	<b>385,800</b>		<b>Total Operating Revenues</b>	<b>403,000</b>	<b>4</b>	<b>408,500</b>	<b>1</b>	<b>482,100</b>	<b>558,400</b>	<b>573,100</b>	<b>588,200</b>	<b>603,600</b>	<b>619,300</b>	<b>635,300</b>	<b>651,900</b>	<b>668,700</b>
					<b>OPERATING EXPENSES</b>													
126,000	123,500	169,500	183,500	35110	Employee Costs	203,000	11	216,000	6	288,400	363,700	372,800	382,200	391,800	401,600	411,700	422,000	432,600
48,000	52,100	51,100	58,600	35110	Kentwell Centre	58,100	(1)	56,500	(3)	58,300	60,200	62,100	64,000	65,900	68,000	70,100	72,200	74,400
137,000	165,200	173,400	174,100	35100	Alstonville Leisure & Entertainment Centre	195,100	12	196,500	1	201,600	206,900	212,300	217,800	223,500	229,400	235,400	241,500	247,800
138,000	172,400	169,000	173,600	30023	Lennox Head Cultural and Comm Centre	189,700	9	189,300	(0)	194,800	200,600	206,500	212,600	218,700	224,800	231,100	237,400	244,100
0	0	0	0		Ballina Indoor Sports Centre	0	0	0	0	113,000	228,300	234,500	240,900	247,300	254,100	261,100	268,200	275,300
24,000	24,200	25,700	25,500	35115	Richmond Room	27,800	9	28,300	2	29,400	30,500	31,600	32,700	33,800	34,900	36,000	37,100	38,300
0	71,500	111,400	96,100	30025	Ballina Surf Club	124,600	30	125,300	1	129,000	132,700	136,500	140,300	144,200	148,400	152,600	156,900	161,200
22,000	33,600	30,600	34,300	35107	Public Halls	43,700	27	39,900	(9)	41,000	42,200	43,400	44,600	45,800	47,000	48,300	49,600	50,900
5,000	5,700	5,000	4,600	35108	Naval Museum	5,100	11	5,100	0	5,300	5,500	5,700	5,900	6,100	6,300	6,500	6,700	6,900
					<b>Debt Servicing</b>													
3,000	2,900	2,500	2,200	35111	Interest on Kentwell Centre	1,800	(18)	1,300	(28)	800	300	0	0	0	0	0	0	0
11,000	10,400	9,600	8,900	35111	Interest on Naval Museum	8,000	(10)	7,000	(13)	6,000	5,000	3,700	2,500	1,100	0	0	0	0
					<b>Non-cash Expenses</b>													
274,700	2,600	49,600	50,900	35107	Depreciation - Halls	50,000	(2)	51,000	2	52,100	53,200	54,300	55,400	56,600	57,800	59,000	60,200	61,500
438,900	490,200	530,000	540,700	35110	Depreciation - Community Centres	530,000	(2)	540,600	2	591,500	683,400	697,100	711,100	725,400	740,000	754,800	769,900	785,300
180,800	200,000	260,000	270,100	30021	Depreciation - Child Care Centres (Leased)	260,000	(4)	265,200	2	270,600	276,100	281,700	287,400	293,200	299,100	305,100	311,300	317,600
<b>1,408,400</b>	<b>1,354,300</b>	<b>1,587,400</b>	<b>1,623,100</b>		<b>Total Operating Expenses</b>	<b>1,696,900</b>	<b>5</b>	<b>1,722,000</b>	<b>1</b>	<b>1,981,800</b>	<b>2,288,600</b>	<b>2,342,200</b>	<b>2,397,400</b>	<b>2,453,400</b>	<b>2,511,400</b>	<b>2,571,700</b>	<b>2,633,000</b>	<b>2,695,900</b>
<b>(1,169,400)</b>	<b>(1,056,200)</b>	<b>(1,198,000)</b>	<b>(1,237,300)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,293,900)</b>	<b>5</b>	<b>(1,313,500)</b>	<b>2</b>	<b>(1,499,700)</b>	<b>(1,730,200)</b>	<b>(1,769,100)</b>	<b>(1,809,200)</b>	<b>(1,849,800)</b>	<b>(1,892,100)</b>	<b>(1,936,400)</b>	<b>(1,981,100)</b>	<b>(2,027,200)</b>
894,400	692,800	839,600	861,700		Add Back Depreciation	840,000	(3)	856,800	2	914,200	1,012,700	1,033,100	1,053,900	1,075,200	1,096,900	1,118,900	1,141,400	1,164,400
<b>(275,000)</b>	<b>(363,400)</b>	<b>(358,400)</b>	<b>(375,600)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(453,900)</b>	<b>21</b>	<b>(456,700)</b>	<b>1</b>	<b>(585,500)</b>	<b>(717,500)</b>	<b>(736,000)</b>	<b>(755,300)</b>	<b>(774,600)</b>	<b>(795,200)</b>	<b>(817,500)</b>	<b>(839,700)</b>	<b>(862,800)</b>
					<b>Capital Movements</b>													
15,000	16,200	17,300	18,500		Less Principal Repayments	19,900		21,300		22,700	22,800	16,900	18,100	19,500	0	0	0	0
86,000	104,100	298,600	39,100		Less Transfer to Reserves	1,000,000		2,000,000		5,000,000	0	0	0	0	0	0	0	0
80,000	379,700	56,100	231,000		Add Transfer from Reserves	1,020,300		5,257,000		10,000,000	0	0	0	0	0	0	0	0
0	9,200	180,000	20,000		Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0
0	237,400	126,100	365,800		Less Capital Expenditure	26,300		3,280,000		5,024,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000	32,000
<b>(296,000)</b>	<b>(332,200)</b>	<b>(564,300)</b>	<b>(548,000)</b>		<b>Cash Result after Capital Movements</b>	<b>(479,800)</b>	<b>(12)</b>	<b>(501,000)</b>	<b>4</b>	<b>(632,200)</b>	<b>(765,300)</b>	<b>(778,900)</b>	<b>(800,400)</b>	<b>(822,100)</b>	<b>(824,200)</b>	<b>(847,500)</b>	<b>(870,700)</b>	<b>(894,800)</b>

ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
					<b>Community Facilities - Summary</b>													
(126,000)	(123,500)	(169,500)	(183,500)	35110	Employee Costs	(203,000)	11	(216,000)	6	(288,400)	(363,700)	(372,800)	(382,200)	(391,800)	(401,600)	(411,700)	(422,000)	(432,600)
62,000	65,600	78,900	78,600	35110	Kentwell Community Services Centre	63,800	(19)	76,200	19	78,400	80,500	82,500	84,300	86,200	88,000	89,900	91,900	93,900
(137,000)	(159,600)	(131,600)	(149,600)	35115	Alstonville Leisure & Entertainment Centre	(168,300)	13	(169,500)	1	(173,900)	(178,500)	(183,100)	(187,800)	(192,700)	(197,800)	(203,000)	(208,200)	(213,600)
(32,000)	(69,800)	(80,700)	(83,100)	30023	Lennox Head Cultural and Comm Centre	(68,900)	(17)	(73,300)	6	(75,800)	(78,300)	(80,900)	(83,600)	(86,300)	(89,000)	(91,700)	(94,300)	(97,300)
0	0	0	0		Ballina Indoor Sports Centre	0	0	0	0	(50,000)	(100,000)	(102,900)	(105,800)	(108,600)	(111,800)	(115,100)	(118,400)	(121,700)
(4,000)	(4,000)	(5,900)	(4,600)	30023	Richmond Room	(6,100)	33	(8,300)	36	(8,900)	(9,400)	(9,900)	(10,400)	(10,900)	(11,400)	(11,900)	(12,300)	(12,800)
0	(22,400)	(4,400)	14,400		Ballina Surf Life Saving Club	(14,600)	(201)	(13,800)	(5)	(14,600)	(15,400)	(16,100)	(16,800)	(17,500)	(18,400)	(19,200)	(20,100)	(20,900)
(38,000)	(49,700)	(45,200)	(47,800)		Public Halls and Museums	(56,800)	19	(52,000)	(8)	(52,300)	(52,700)	(52,800)	(53,000)	(53,000)	(53,300)	(54,800)	(56,300)	(57,800)
<b>(275,000)</b>	<b>(363,400)</b>	<b>(358,400)</b>	<b>(375,600)</b>		<b>Summary Net Operating Costs</b>	<b>(453,900)</b>	<b>21</b>	<b>(456,700)</b>	<b>1</b>	<b>(585,500)</b>	<b>(717,500)</b>	<b>(736,000)</b>	<b>(755,300)</b>	<b>(774,600)</b>	<b>(795,200)</b>	<b>(817,500)</b>	<b>(839,700)</b>	<b>(862,800)</b>

## CULTURAL AND COMMUNITY SERVICES

**Manager:** Vacant - "Manager – Community Facilities and Customer Service"

### **Background**

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

### **Budget Comments**

#### **Operating Revenues**

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

Major recurrent grant is for Youth Week.

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

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

#### **Operating Expenses**

##### **Employee Costs – Community Services**

Based on one full time and one part-time employees (total of eight days)

##### **Employee Costs – Customer Services**

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

##### **Community Services Programs**

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

##### **Other Community Services**

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

##### **Community Gallery**

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

#### **Capital Movements**

##### **Transfer to Reserves**

Represents income from the Hockey Club lease and an allowance for public art.

##### **Capital Expenditure**

Refer to Part C of this document for further information.



CULTURAL AND COMMUNITY SERVICES																		
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
					<b>OPERATING REVENUES</b>													
					<b>Grants and Contributions</b>													
19,000	6,500	0	0	20021	Miscellaneous Grants	0	0	0	0	0	0	0	0	0	0	0	0	0
2,000	1,500	1,500	1,500	20021	Youth Week	1,500	0	1,500	0	1,600	1,700	1,800	1,900	2,000	2,100	2,200	2,300	2,400
					<b>Fees and Charges</b>		0		0									
71,000	76,200	71,800	77,100	26130	Northern Rivers Community Gallery	105,100	36	106,400	1	130,100	139,400	147,800	157,200	165,900	175,600	185,700	196,000	205,600
9,000	7,600	26,700	56,000	20021	Other Fees and Charges	28,800	(49)	29,500	3	30,500	31,400	32,300	33,300	34,300	35,400	36,500	37,800	39,100
<b>101,000</b>	<b>91,800</b>	<b>100,000</b>	<b>134,600</b>		<b>Total Operating Revenues</b>	<b>135,400</b>	<b>100</b>	<b>137,500</b>	<b>2</b>	<b>162,200</b>	<b>172,500</b>	<b>181,900</b>	<b>192,400</b>	<b>202,200</b>	<b>213,100</b>	<b>224,500</b>	<b>236,100</b>	<b>248,100</b>
					<b>OPERATING EXPENSES</b>													
					<b>Employee Costs and Overheads</b>													
94,000	198,000	202,000	213,800	30020	Salaries and oncosts - Comm Services	209,000	(2)	213,000	2	218,400	224,000	229,700	235,600	241,600	247,700	254,000	260,400	267,000
246,000	250,000	286,800	315,400	30004	Salaries and oncosts - Customer Service	327,000	4	342,000	5	350,600	359,400	368,400	377,700	387,200	396,900	406,900	417,100	427,600
					<b>Community Services</b>													
20,000	18,900	8,500	14,300	30021	Community Services Programs	17,500	22	17,500	0	18,100	18,700	19,300	19,900	20,500	21,100	21,700	22,400	23,100
18,000	19,000	14,800	15,300	30020	Insurance for Playgroups etc	17,300	13	17,800	2	18,200	18,800	19,400	20,000	20,600	21,200	21,800	22,400	23,000
11,000	12,000	13,800	14,000	30021	Other Community Services	20,500	46	12,800	(38)	13,200	13,600	14,000	14,500	15,000	15,500	16,000	16,500	17,000
					<b>Community Gallery</b>													
173,200	184,600	239,000	255,800	35160	Northern Rivers Community Gallery	276,500	8	297,100	7	313,200	321,800	331,000	340,000	349,700	359,100	369,000	378,700	389,100
					<b>Non-cash Expenses</b>													
43,800	45,000	45,100	46,000	35160	Depreciation - Gallery	45,000	(2)	45,900	2	46,900	47,900	48,900	49,900	50,900	52,000	53,100	54,200	55,300
<b>606,000</b>	<b>727,500</b>	<b>810,000</b>	<b>874,600</b>		<b>Total Operating Expenses</b>	<b>912,800</b>	<b>4</b>	<b>945,900</b>	<b>4</b>	<b>978,500</b>	<b>1,004,200</b>	<b>1,030,700</b>	<b>1,057,600</b>	<b>1,085,500</b>	<b>1,113,500</b>	<b>1,142,500</b>	<b>1,171,700</b>	<b>1,202,100</b>
(505,000)	(635,700)	(710,000)	(740,000)		<b>Operating Result - Surplus / (Deficit)</b>	(777,400)	<b>5</b>	(808,400)	<b>4</b>	(816,400)	(831,700)	(848,800)	(865,200)	(883,300)	(900,400)	(918,000)	(935,600)	(954,000)
43,800	45,000	45,100	46,000		<b>Add Back Depreciation</b>	45,000	(2)	45,900	2	46,900	47,900	48,900	49,900	50,900	52,000	53,100	54,200	55,300
(461,200)	(590,700)	(664,900)	(694,000)		<b>Cash Result - Surplus / (Deficit)</b>	(732,400)	<b>6</b>	(762,500)	<b>4</b>	(769,500)	(783,800)	(799,900)	(815,300)	(832,400)	(848,400)	(864,900)	(881,400)	(898,700)
					<b>Capital Movements</b>													
0	0	0	0		Less Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
18,000	75,000	71,300	42,200		Less Transfer to Reserves	16,700		16,900		17,100	17,300	17,500	17,700	17,900	18,100	18,400	18,700	19,000
20,000	60,000	65,000	113,400		Add Transfer from Reserves	32,300		0		0	0	0	0	0	0	0	0	0
0	0	0	0		Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0
17,000	44,500	13,300	600		Less Capital Expenditure	25,000		15,000		0	0	0	0	0	0	0	0	0
(476,200)	(650,200)	(684,500)	(623,400)		<b>Cash Result after Capital Movements</b>	(741,800)	<b>19</b>	(794,400)	<b>7</b>	(786,600)	(801,100)	(817,400)	(833,000)	(850,300)	(866,500)	(883,300)	(900,100)	(917,700)

## LIBRARY SERVICES

**Manager**      *Vacant - "Manager – Community Facilities and Customer Service"*

### **Background**

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

### **Budget Comments**

### **Operating Revenues**

#### ***Library Per Capita***

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

#### ***Special Projects***

Subject to applications each year. Offset by expenditure.

### **Operating Expenditure**

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

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

#### **Other Library Expenses**

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

LIBRARY SERVICES																		
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
					<b>OPERATING REVENUES</b>													
79,000	75,800	76,500	77,000	26040	Operating Grants	77,600	1	78,000	1	80,000	82,000	84,100	86,300	88,500	90,800	93,100	95,500	97,900
36,000	34,600	59,800	34,900	26040	Library Per Capita	41,000	17	0	(100)	0	0	0	0	0	0	0	0	0
					Special Projects													
115,000	110,400	136,300	111,900		<b>Total Operating Revenues</b>	<b>118,600</b>	<b>6</b>	<b>78,000</b>	<b>(34)</b>	<b>80,000</b>	<b>82,000</b>	<b>84,100</b>	<b>86,300</b>	<b>88,500</b>	<b>90,800</b>	<b>93,100</b>	<b>95,500</b>	<b>97,900</b>
					<b>OPERATING EXPENSES</b>													
1,209,000	1,253,300	1,274,700	1,298,000	35031	Contribution to Richmond Tweed Library	1,325,000	2	1,337,200	1	1,370,700	1,405,000	1,440,200	1,476,300	1,513,300	1,551,200	1,590,000	1,629,800	1,670,600
19,000	20,000	19,700	18,800	35030	Rates, Insurance and Security	20,300	8	20,800	2	21,500	22,200	22,900	23,600	24,300	25,000	25,700	26,500	27,300
63,000	61,400	52,700	59,800	35031	Electricity, Heating and Cleaning	70,000	17	62,000	(11)	63,700	65,400	67,100	69,000	70,900	72,800	74,700	76,600	78,700
16,000	16,900	17,200	16,800	35031	Library Sundries	18,500	10	18,800	2	19,400	20,000	20,600	21,200	21,800	22,400	23,100	23,800	24,500
34,000	15,600	37,100	25,600	35031	Special Projects (Grant Funded)	105,200	311	0	(100)	0	0	0	0	0	0	0	0	0
					<b>Non-cash Expenses</b>													
173,000	269,900	148,500	152,000	35030	Depreciation	149,000	(2)	152,000	2	155,100	158,300	161,500	164,800	168,100	171,500	175,000	178,500	182,100
1,514,000	1,637,100	1,549,900	1,571,000		<b>Total Operating Expenses</b>	<b>1,688,000</b>	<b>7</b>	<b>1,590,800</b>	<b>(6)</b>	<b>1,630,400</b>	<b>1,670,900</b>	<b>1,712,300</b>	<b>1,754,900</b>	<b>1,798,400</b>	<b>1,842,900</b>	<b>1,888,500</b>	<b>1,935,200</b>	<b>1,983,200</b>
(1,399,000)	(1,526,700)	(1,413,600)	(1,459,100)		<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,569,400)</b>	<b>8</b>	<b>(1,512,800)</b>	<b>(4)</b>	<b>(1,550,400)</b>	<b>(1,588,900)</b>	<b>(1,828,200)</b>	<b>(1,668,600)</b>	<b>(1,709,900)</b>	<b>(1,752,100)</b>	<b>(1,795,400)</b>	<b>(1,839,700)</b>	<b>(1,865,300)</b>
173,000	269,900	148,500	152,000		<b>Add Back Depreciation</b>	<b>149,000</b>	<b>(2)</b>	<b>152,000</b>	<b>2</b>	<b>155,100</b>	<b>158,300</b>	<b>161,500</b>	<b>164,800</b>	<b>168,100</b>	<b>171,500</b>	<b>175,000</b>	<b>178,500</b>	<b>182,100</b>
(1,226,000)	(1,256,800)	(1,265,100)	(1,307,100)		<b>Cash Result - Surplus / (Deficit)</b>	<b>(1,420,400)</b>	<b>9</b>	<b>(1,360,800)</b>	<b>(4)</b>	<b>(1,395,300)</b>	<b>(1,430,600)</b>	<b>(1,466,700)</b>	<b>(1,503,800)</b>	<b>(1,541,800)</b>	<b>(1,580,600)</b>	<b>(1,620,400)</b>	<b>(1,661,200)</b>	<b>(1,703,200)</b>
					<b>Capital Movements</b>													
0	0	0	0		Less Loan Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
61,000	253,800	120,100	64,200		Less Transfer to Reserves	0		0		0	0	0	0	0	0	0	0	0
59,000	209,200	253,800	88,100		Add Transfer from Reserves	64,200		0		0	0	0	0	0	0	0	0	0
0	15,000	0	0		Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0
0	10,400	156,600	39,300		Less Capital Expenditure	0		0		0	0	0	0	0	0	0	0	0
(1,228,000)	(1,295,900)	(1,288,000)	(1,322,500)		<b>Cash Result after Capital Movements</b>	<b>(1,356,200)</b>	<b>3</b>	<b>(1,360,800)</b>	<b>0</b>	<b>(1,395,300)</b>	<b>(1,430,600)</b>	<b>(1,466,700)</b>	<b>(1,503,800)</b>	<b>(1,541,800)</b>	<b>(1,580,600)</b>	<b>(1,620,400)</b>	<b>(1,661,200)</b>	<b>(1,703,200)</b>

## SWIMMING POOLS

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

### **Background**

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

### **Budget Comments**

#### **Operating Revenues**

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

Generated primarily from entrance fees.

#### **Operating Expenses**

##### **Ballina Swimming Pool**

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

##### **Alstonville Swimming Pool**

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

#### **Capital Movements**

##### **Loan Principal Repayments**

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

##### **Transfer from Reserves**

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

##### **Capital Income**

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

##### **Capital Expenditure**

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

SWIMMING POOLS																		
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
					<b>OPERATING REVENUES</b>													
178,000	193,600	198,400	247,200	22270	Ballina Fees	228,000	(8)	228,000	0	268,200	275,000	282,100	289,300	296,700	304,300	312,100	320,100	328,200
143,000	155,100	155,700	160,100	22271	Alstonville Fees	160,000	(0)	160,000	0	200,000	205,000	210,200	215,600	221,000	226,600	232,400	238,400	244,400
<b>321,000</b>	<b>348,700</b>	<b>354,100</b>	<b>407,300</b>			<b>388,000</b>	<b>100</b>	<b>388,000</b>	<b>0</b>	<b>468,200</b>	<b>480,000</b>	<b>492,300</b>	<b>504,900</b>	<b>517,700</b>	<b>530,900</b>	<b>544,500</b>	<b>558,500</b>	<b>572,600</b>
					<b>OPERATING EXPENSES</b>													
150,000	192,000	119,100	128,800	32330	Ballina Swimming Complex Operating Costs	120,600	(6)	189,600	57	204,100	209,600	215,300	221,000	227,000	233,000	239,300	245,700	252,200
200,000	201,200	200,500	195,900	32330	Contract Management Charges	208,000	6	200,000	(4)	224,300	230,000	235,800	241,800	247,900	254,200	260,700	267,300	274,000
1,000	400	0	0	32330	Debt Servicing Interest on Loans - Ballina	0	0	235,000	100	227,000	218,000	209,000	200,000	190,000	181,000	170,000	160,000	149,000
209,000	227,400	197,500	155,300	32331	Alstonville Swimming Complex Operating Costs	160,600	3	189,600	18	204,100	209,600	215,300	221,000	227,000	233,000	239,300	245,700	252,200
196,100	197,900	204,200	210,000	32331	Contract Management Charges	217,500	4	200,000	(8)	224,300	230,000	235,800	241,800	247,900	254,200	260,700	267,300	274,000
0	0	0	0	32330	Debt Servicing Interest on Loans - Alstonville	0	0	178,000	100	231,000	224,000	215,000	206,000	197,000	188,000	177,000	167,000	156,000
125,000	48,200	100,800	102,800	32330	Non-cash Expenses Depreciation	181,000	76	184,700	2	188,400	192,200	196,100	200,100	204,200	208,300	212,500	216,800	221,200
<b>881,100</b>	<b>867,100</b>	<b>822,100</b>	<b>792,800</b>		<b>Total Operating Expenses</b>	<b>887,700</b>	<b>12</b>	<b>1,376,900</b>	<b>55</b>	<b>1,503,200</b>	<b>1,513,400</b>	<b>1,522,300</b>	<b>1,531,700</b>	<b>1,541,000</b>	<b>1,551,700</b>	<b>1,559,500</b>	<b>1,569,800</b>	<b>1,578,600</b>
<b>(560,100)</b>	<b>(518,400)</b>	<b>(468,000)</b>	<b>(385,500)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(499,700)</b>	<b>30</b>	<b>(988,900)</b>	<b>98</b>	<b>(1,035,000)</b>	<b>(1,033,400)</b>	<b>(1,030,000)</b>	<b>(1,026,800)</b>	<b>(1,023,300)</b>	<b>(1,020,800)</b>	<b>(1,015,000)</b>	<b>(1,011,300)</b>	<b>(1,006,000)</b>
125,000	48,200	100,800	102,800		Add Back Depreciation	181,000	76	184,700	2	188,400	192,200	196,100	200,100	204,200	208,300	212,500	216,800	221,200
<b>(435,100)</b>	<b>(470,200)</b>	<b>(367,200)</b>	<b>(282,700)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(318,700)</b>	<b>13</b>	<b>(804,200)</b>	<b>152</b>	<b>(846,600)</b>	<b>(841,200)</b>	<b>(833,900)</b>	<b>(826,700)</b>	<b>(819,100)</b>	<b>(812,500)</b>	<b>(802,500)</b>	<b>(794,500)</b>	<b>(784,800)</b>
					<b>Capital Movements</b>													
8,000	8,100	0	0		Less Loan Principal Repayments	0		367,500		452,000	468,000	486,000	504,000	523,000	541,000	563,000	583,000	605,000
0	0	166,400	439,000		Less Transfer to Reserves	889,000		0		0	0	0	0	0	0	0	0	0
0	0	200,000	115,400		Add Transfer from Reserves	1,379,000		0		0	0	0	0	0	0	0	0	0
0	15,000	0	0		Add Capital Income Applied	6,711,700		5,927,800		0	0	0	0	0	0	0	0	0
0	21,700	36,400	115,400		Less Capital Expenditure	8,090,700		5,927,800		0	0	0	0	0	0	0	0	0
<b>(443,100)</b>	<b>(485,000)</b>	<b>(370,000)</b>	<b>(721,700)</b>		<b>Cash Result after Capital Movements</b>	<b>(1,207,700)</b>	<b>67</b>	<b>(1,171,700)</b>	<b>(3)</b>	<b>(1,298,600)</b>	<b>(1,309,200)</b>	<b>(1,319,900)</b>	<b>(1,330,700)</b>	<b>(1,342,100)</b>	<b>(1,353,500)</b>	<b>(1,365,500)</b>	<b>(1,377,500)</b>	<b>(1,389,800)</b>
ACTUAL				LEDGER	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
(173,000)	(200,000)	(121,200)	(77,500)	35110	Ballina Swimming Complex	(100,600)	30	(396,600)	294	(387,200)	(382,600)	(378,000)	(373,500)	(368,200)	(363,900)	(357,900)	(352,900)	(347,000)
(262,100)	(270,200)	(246,000)	(205,200)	35110	Alstonville Swimming Complex	(218,100)	6	(407,600)	87	(459,400)	(458,600)	(455,900)	(453,200)	(450,900)	(448,600)	(444,600)	(441,600)	(437,800)
<b>(435,100)</b>	<b>(470,200)</b>	<b>(367,200)</b>	<b>(282,700)</b>		<b>Summary Net Operating Costs</b>	<b>(318,700)</b>	<b>13</b>	<b>(804,200)</b>	<b>152</b>	<b>(846,600)</b>	<b>(841,200)</b>	<b>(833,900)</b>	<b>(826,700)</b>	<b>(819,100)</b>	<b>(812,500)</b>	<b>(802,500)</b>	<b>(794,500)</b>	<b>(784,800)</b>

## TOURISM

**Manager:** Vacant - "Manager – Community Facilities and Customer Service"

### **Background**

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

### **Budget Comments**

#### **Operating Revenues**

##### **Commissions and Merchandise Sales**

Commissions earned at the tourism information centre.

##### **Marketing and Destination Development Revenues**

Contributions to marketing campaigns.

#### **Operating Expenses**

##### **Employee Costs**

Based on one full-time and four part time employees (14 days).

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

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

##### **Merchandise Purchases**

Cost of goods sold. Offset by sales revenue.

##### **Commission Expenses**

Costs incurred in taking reservations. Offset by reservation revenue.

##### **Marketing and Development**

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

##### **Event Expenses – Community Event Program**

Council funding for community co-ordinated events sponsored by Council.

##### **Event Expenses – Australia Day**

Costs associated with Australia Day.

##### **Christmas Decorations**

Allowance for the purchase and installation of Christmas decorations.

**TOURISM**

ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
					<b>OPERATING REVENUES</b>													
					<b>Fees and Charges</b>													
5,000	9,400	12,900	14,100	26122	Visitor Information Centre - Commissions	15,500	10	15,000	3	16,600	17,200	17,800	18,400	19,000	19,600	20,200	20,800	21,400
24,100	31,600	31,400	40,600	26122	Visitor Information Centre - Merchandise	33,600	(17)	33,600	0	34,500	35,400	36,400	37,400	38,400	39,400	40,500	41,600	42,700
66,000	69,700	95,300	83,500	26120	Marketing and Destination Development	13,000	(84)	13,000	0	103,400	13,800	14,200	14,600	15,000	105,400	15,800	16,200	16,700
39,000	2,900	100	3,400	26120	Event Revenues	600	(82)	600	0	700	800	900	1,000	1,100	1,200	1,300	1,400	1,500
12,000	25,000	0	0	26120	Grants and Contributions	50,000	100	0	(100)	0	0	0	0	0	0	0	0	0
<b>146,100</b>	<b>138,600</b>	<b>139,700</b>	<b>141,600</b>		<b>Total Operating Revenues</b>	<b>112,700</b>	<b>(20)</b>	<b>63,200</b>	<b>(44)</b>	<b>155,200</b>	<b>67,200</b>	<b>69,300</b>	<b>71,400</b>	<b>73,500</b>	<b>165,600</b>	<b>77,800</b>	<b>80,000</b>	<b>82,300</b>
					<b>OPERATING EXPENSES</b>													
					<b>Tourism, Corporate Communications</b>													
223,000	238,300	251,300	273,600	35150	Employee Costs	214,100	(22)	243,200	14	249,400	255,800	262,400	269,100	276,000	283,000	290,200	297,600	305,200
78,000	75,100	71,000	83,700	35150	Visitor Centre Office Expenses	90,100	8	79,400	(12)	82,200	85,000	87,800	90,600	93,400	96,300	99,400	102,500	105,700
14,000	16,200	16,800	114,900	35152	Merchandise Purchases	24,000	(79)	24,000	0	114,600	25,300	26,000	26,700	27,400	118,100	28,900	29,700	30,500
3,000	2,500	2,900	2,900	35152	Commission Expenses	3,000	3	3,000	0	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900
178,000	215,500	153,400	69,800	35152	Marketing and Destination Development	214,300	207	105,000	(51)	107,700	110,500	113,400	116,300	119,300	122,400	125,600	128,800	132,100
					<b>Festivals and Events</b>													
50,300	79,600	95,900	122,300	35152	Community Event Program	120,000	(2)	115,000	(4)	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
3,300	4,700	7,500	0	35152	Event Expenses - Other Groups	0	0	0	0	0	0	0	0	0	0	0	0	0
2,800	2,000	0	0	35152	Naidoc Walk	0	0	0	0	0	0	0	0	0	0	0	0	0
13,200	14,800	13,500	3,900	35152	Fair Go	4,000	3	4,000	0	4,100	4,300	4,500	4,700	4,900	5,100	5,300	5,500	5,700
16,700	18,700	19,000	19,700	35152	Australia Day	20,000	2	20,000	0	20,500	21,100	21,700	22,300	22,900	23,500	24,100	24,800	25,500
5,600	15,800	11,000	19,200	35152	Christmas Decorations	12,000	(38)	12,000	0	12,300	12,700	13,100	13,500	13,900	14,300	14,700	15,100	15,500
					<b>Non-cash Expenses</b>													
88,100	48,500	26,000	26,600	35150	Deprec - Tourism Building and Assets	26,000	(2)	26,600	2	27,200	27,800	28,400	29,000	29,600	30,200	30,900	31,600	32,300
<b>676,000</b>	<b>731,500</b>	<b>668,300</b>	<b>736,600</b>		<b>Total Operating Expenses</b>	<b>727,500</b>	<b>(1)</b>	<b>632,200</b>	<b>(13)</b>	<b>741,100</b>	<b>665,700</b>	<b>680,600</b>	<b>695,600</b>	<b>710,900</b>	<b>816,500</b>	<b>742,800</b>	<b>759,400</b>	<b>776,400</b>
(529,900)	(592,900)	(528,600)	(595,000)		<b>Operating Result - Surplus / (Deficit)</b>	(614,800)	3	(569,000)	(7)	(585,900)	(598,500)	(611,300)	(624,200)	(637,400)	(650,900)	(665,000)	(679,400)	(694,100)
88,100	48,500	26,000	26,600		<i>Add Back Depreciation</i>	26,000	(2)	26,600	2	27,200	27,800	28,400	29,000	29,600	30,200	30,900	31,600	32,300
(441,800)	(544,400)	(502,600)	(568,400)		<b>Cash Result - Surplus / (Deficit)</b>	(588,800)	4	(542,400)	(8)	(558,700)	(570,700)	(582,900)	(595,200)	(607,800)	(620,700)	(634,100)	(647,800)	(661,800)
					<b>Capital Movements</b>													
0	0	0	0		Less Loan Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
32,000	32,000	61,000	84,300		Less Transfer to Reserves	0		0		0	0	0	0	0	0	0	0	0
0	32,300	27,000	61,000		Add Transfer from Reserves	84,300		0		0	0	0	0	0	0	0	0	0
0	0	0	0		Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0
0	0	0	0		Less Capital Expenditure	0		0		0	0	0	0	0	0	0	0	0
(473,800)	(544,100)	(536,600)	(591,700)		<b>Cash Result after Capital Movements</b>	(504,500)	(15)	(542,400)	8	(558,700)	(570,700)	(582,900)	(595,200)	(607,800)	(620,700)	(634,100)	(647,800)	(661,800)

## DEVELOPMENT AND ENVIRONMENTAL HEALTH GROUP - SUMMARY

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

### **Budget Comments**

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

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

#### **Development Services**

Costs associated with the assessment and management of development applications.

#### **Building Services**

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

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

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

#### **Administration and Public Order**

Enforcement related costs such as dog and animal control and parking regulation.



DEVELOPMENT AND ENVIRONMENTAL HEALTH GROUP - SUMMARY																	
ACTUAL				BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16		2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
				<b>OPERATING REVENUES</b>													
383,000	418,900	342,800	642,000	Development Services	732,000	14	720,000	(2)	736,800	755,600	775,100	795,000	815,700	836,800	858,400	880,500	903,000
572,000	846,400	1,144,000	1,387,400	Building Services	1,377,500	(1)	1,244,000	(10)	1,276,000	1,308,900	1,342,800	1,377,100	1,412,500	1,448,700	1,485,800	1,523,900	1,562,900
188,200	184,800	238,100	262,400	Environmental and Public Health	279,300	6	280,000	0	287,700	295,800	304,000	312,300	320,900	329,700	338,600	347,700	357,000
110,600	163,400	313,900	233,100	Administration and Public Order	208,500	(11)	210,000	1	215,800	221,800	227,900	234,100	240,400	246,900	253,500	260,300	267,400
<b>1,253,800</b>	<b>1,613,500</b>	<b>2,038,800</b>	<b>2,524,900</b>	<b>Total Operating Revenues</b>	<b>2,597,300</b>	<b>3</b>	<b>2,454,000</b>	<b>(6)</b>	<b>2,516,100</b>	<b>2,582,100</b>	<b>2,649,800</b>	<b>2,718,500</b>	<b>2,789,500</b>	<b>2,862,100</b>	<b>2,936,300</b>	<b>3,012,400</b>	<b>3,090,300</b>
				<b>OPERATING EXPENSES</b>													
1,363,000	1,276,300	1,269,600	1,294,700	Development Services	1,524,500	18	1,574,500	3	1,609,000	1,649,600	1,691,100	1,733,700	1,777,400	1,822,100	1,867,800	1,914,900	1,963,100
1,000,000	949,000	926,900	1,070,600	Building Services	1,235,000	15	1,095,500	(11)	1,123,000	1,151,300	1,180,300	1,210,100	1,240,600	1,271,900	1,303,900	1,336,700	1,370,200
815,000	854,400	763,400	960,100	Environmental and Public Health	1,055,700	10	1,395,300	32	1,428,200	1,464,500	1,501,700	1,540,000	1,579,100	1,619,200	1,660,200	1,702,300	1,745,600
398,000	488,900	532,400	233,100	Administration and Public Order	546,100	(2)	569,700	4	578,700	593,900	609,600	625,900	642,500	659,500	677,000	694,900	713,200
<b>3,576,000</b>	<b>3,568,600</b>	<b>3,492,300</b>	<b>3,881,200</b>	<b>Total Operating Expenses</b>	<b>4,361,300</b>	<b>12</b>	<b>4,635,000</b>	<b>6</b>	<b>4,738,900</b>	<b>4,859,300</b>	<b>4,982,700</b>	<b>5,109,700</b>	<b>5,239,600</b>	<b>5,372,700</b>	<b>5,508,900</b>	<b>5,648,800</b>	<b>5,792,100</b>
				<b>NET PROGRAM OPERATING RESULT</b>													
(980,000)	(857,400)	(926,800)	(652,700)	Development Services	(792,500)	21	(854,500)	8	(872,400)	(894,000)	(916,000)	(938,700)	(961,700)	(985,300)	(1,009,400)	(1,034,400)	(1,060,100)
(428,000)	(102,600)	217,100	316,800	Building Services	142,500	(55)	148,500	4	153,000	157,600	162,500	167,000	171,900	176,800	181,900	187,200	192,700
(626,800)	(669,600)	(525,300)	(697,700)	Environmental and Public Health	(776,400)	11	(1,115,300)	44	(1,140,500)	(1,168,700)	(1,197,700)	(1,227,700)	(1,258,200)	(1,289,500)	(1,321,600)	(1,354,600)	(1,388,600)
(287,400)	(325,500)	(218,500)	(322,700)	Administration and Public Order	(337,600)	5	(359,700)	7	(362,900)	(372,100)	(381,700)	(391,800)	(402,100)	(412,600)	(423,500)	(434,600)	(445,800)
<b>(2,322,200)</b>	<b>(1,955,100)</b>	<b>(1,453,500)</b>	<b>(1,356,300)</b>	<b>Total Operating Result - Surplus / (Deficit)</b>	<b>(1,764,000)</b>	<b>30</b>	<b>(2,181,000)</b>	<b>24</b>	<b>(2,222,800)</b>	<b>(2,277,200)</b>	<b>(2,332,900)</b>	<b>(2,391,200)</b>	<b>(2,450,100)</b>	<b>(2,510,600)</b>	<b>(2,572,600)</b>	<b>(2,636,400)</b>	<b>(2,701,800)</b>
5,000	9,800	4,400	4,500	Add Back Depreciation	4,400	(2)	4,500	2	4,600	4,700	4,800	4,900	5,000	5,100	5,300	5,500	5,700
<b>(2,317,200)</b>	<b>(1,945,300)</b>	<b>(1,449,100)</b>	<b>(1,351,800)</b>	<b>Total Cash Operating Result - Surplus / (Deficit)</b>	<b>(1,759,600)</b>	<b>30</b>	<b>(2,176,500)</b>	<b>24</b>	<b>(2,218,200)</b>	<b>(2,272,500)</b>	<b>(2,328,100)</b>	<b>(2,386,300)</b>	<b>(2,445,100)</b>	<b>(2,505,500)</b>	<b>(2,567,300)</b>	<b>(2,630,900)</b>	<b>(2,696,100)</b>
				<b>Capital Movements</b>													
6,000	6,100	6,500	6,900	Less Loan Principal Repayments	7,300		7,800	7	8,300	7,300	0	0	0	0	0	0	0
176,000	412,300	44,000	78,000	Less Transfer to Reserves	100,000		0	(100)	0	0	0	0	0	0	0	0	0
281,000	885,700	39,300	54,000	Add Transfer from Reserves	184,700		208,000	13	0	0	0	0	0	0	0	0	0
0	340,000	0	0	Add Capital Income Applied	95,000		0	(100)	0	0	0	0	0	0	0	0	0
142,000	796,900	22,400	5,100	Less Capital Expenditure	267,000		208,000	(22)	0	0	0	0	0	0	0	0	0
<b>(2,360,200)</b>	<b>(1,934,900)</b>	<b>(1,482,700)</b>	<b>(1,387,800)</b>	<b>Cash Result after Capital Movements</b>	<b>(1,854,200)</b>	<b>34</b>	<b>(2,184,300)</b>	<b>18</b>	<b>(2,226,500)</b>	<b>(2,279,800)</b>	<b>(2,328,100)</b>	<b>(2,386,300)</b>	<b>(2,445,100)</b>	<b>(2,505,500)</b>	<b>(2,567,300)</b>	<b>(2,630,900)</b>	<b>(2,696,100)</b>

## DEVELOPMENT SERVICES

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

**Background**

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

**Budget Comments**

Operating Revenues

**Regulatory Fees and Fines**

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

Operating Expenses

**Employee Costs**

Based on staffing structure totalling 65 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				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
					<b>OPERATING REVENUES</b>													
334,000	384,200	337,700	622,300	21000	Regulatory Fees and Charges	662,000	6	650,000	(2)	664,800	682,000	699,600	717,600	736,300	755,400	774,900	794,900	815,200
30,000	0	0	0	21002	Operating Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0
19,000	34,700	5,100	19,700	21001	Other Revenues - Legals and Fines	70,000	255	70,000	0	71,800	73,600	75,500	77,400	79,400	81,400	83,500	85,600	87,800
<b>383,000</b>	<b>418,900</b>	<b>342,800</b>	<b>642,000</b>		<b>Total Operating Revenues</b>	<b>732,000</b>	<b>100</b>	<b>720,000</b>	<b>(2)</b>	<b>736,600</b>	<b>755,600</b>	<b>775,100</b>	<b>795,000</b>	<b>815,700</b>	<b>836,800</b>	<b>858,400</b>	<b>880,500</b>	<b>903,000</b>
					<b>OPERATING EXPENSES</b>													
1,252,000	1,111,600	1,113,200	1,175,500	31000	Employee Costs	1,304,500	11	1,374,500	5	1,409,000	1,444,400	1,480,600	1,517,700	1,555,800	1,594,800	1,634,700	1,675,700	1,717,700
53,000	64,600	53,400	69,700	31000	Office Exps, Advertising, Consultants	70,000	0	50,000	(29)	46,200	47,500	48,800	50,200	51,600	53,000	54,400	56,000	57,600
58,000	100,100	103,000	49,500	31000	Legal Costs	150,000	203	150,000	0	153,800	157,700	161,700	165,800	170,000	174,300	178,700	183,200	187,800
<b>1,363,000</b>	<b>1,276,300</b>	<b>1,269,600</b>	<b>1,294,700</b>		<b>Total Operating Expenses</b>	<b>1,524,500</b>	<b>18</b>	<b>1,574,500</b>	<b>3</b>	<b>1,609,000</b>	<b>1,649,600</b>	<b>1,691,100</b>	<b>1,733,700</b>	<b>1,777,400</b>	<b>1,822,100</b>	<b>1,867,800</b>	<b>1,914,900</b>	<b>1,963,100</b>
<b>(980,000)</b>	<b>(857,400)</b>	<b>(926,800)</b>	<b>(652,700)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(792,500)</b>	<b>21</b>	<b>(854,500)</b>	<b>8</b>	<b>(872,400)</b>	<b>(894,000)</b>	<b>(916,000)</b>	<b>(938,700)</b>	<b>(961,700)</b>	<b>(985,300)</b>	<b>(1,009,400)</b>	<b>(1,034,400)</b>	<b>(1,060,100)</b>
0	0	0	0		Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>(980,000)</b>	<b>(857,400)</b>	<b>(926,800)</b>	<b>(652,700)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(792,500)</b>	<b>21</b>	<b>(854,500)</b>	<b>8</b>	<b>(872,400)</b>	<b>(894,000)</b>	<b>(916,000)</b>	<b>(938,700)</b>	<b>(961,700)</b>	<b>(985,300)</b>	<b>(1,009,400)</b>	<b>(1,034,400)</b>	<b>(1,060,100)</b>
					<b>Capital Movements</b>													
0	0	0	0		Less Principal Repayments	0		0	0	0	0	0	0	0	0	0	0	0
22,000	0	0	50,000		Less Transfer to Reserves	100,000		0	(100)	0	0	0	0	0	0	0	0	0
0	21,600	0	0		Add Transfer from Reserves	0		0	0	0	0	0	0	0	0	0	0	0
0	0	0	0		Add Capital Income Applied	0		0	0	0	0	0	0	0	0	0	0	0
0	0	0	0		Less Capital Expenditure	0		0	0	0	0	0	0	0	0	0	0	0
<b>(1,002,000)</b>	<b>(835,800)</b>	<b>(926,800)</b>	<b>(702,700)</b>		<b>Cash Result after Capital Movements</b>	<b>(892,500)</b>	<b>27</b>	<b>(854,500)</b>	<b>(4)</b>	<b>(872,400)</b>	<b>(894,000)</b>	<b>(916,000)</b>	<b>(938,700)</b>	<b>(961,700)</b>	<b>(985,300)</b>	<b>(1,009,400)</b>	<b>(1,034,400)</b>	<b>(1,060,100)</b>

## BUILDING SERVICES

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

**Background**

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

**Budget Comments**

**Operating Revenues**

**Regulatory Fees and Fines**

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

**Operating Expenses**

**Employee Costs**

Based on staffing structure of 53 days. Other costs included are training and expenses relating to motor vehicles. The budget also includes a preliminary allowance for a compliance officer to assist with pool inspection programs.

**Office and Other Expenses**

Includes legal, advertising and sundry office expenses.

BUILDING SERVICES																		
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
						<b>OPERATING REVENUES</b>												
572,000	846,400	1,144,000	1,387,400	21020	Fees and Charges	1,377,500	(1)	1,244,000	(10)	1,276,000	1,308,900	1,342,800	1,377,100	1,412,500	1,448,700	1,485,800	1,523,900	1,562,900
572,000	846,400	1,144,000	1,387,400		<b>Total Operating Revenues</b>	1,377,500	(1)	1,244,000	(10)	1,276,000	1,308,900	1,342,800	1,377,100	1,412,500	1,448,700	1,485,800	1,523,900	1,562,900
						<b>OPERATING EXPENSES</b>												
950,000	929,600	906,000	1,031,800	31020	Employee Costs	1,213,000	18	1,068,500	(12)	1,095,300	1,122,800	1,151,000	1,179,900	1,209,500	1,239,900	1,271,000	1,302,900	1,335,500
14,000	13,800	14,600	25,900	31020	Office Exps, Advertising, Consultants	12,000	(54)	12,000	0	12,300	12,700	13,100	13,500	13,900	14,300	14,700	15,100	15,500
36,000	5,600	6,300	12,900	31020	Legal Costs	10,000	(22)	15,000	50	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700	19,200
1,000,000	949,000	926,900	1,070,600		<b>Total Operating Expenses</b>	1,235,000	15	1,095,500	(11)	1,123,000	1,151,300	1,180,300	1,210,100	1,240,600	1,271,900	1,303,900	1,336,700	1,370,200
(428,000)	(102,600)	217,100	316,800		<b>Operating Result - Surplus / (Deficit)</b>	142,500	(55)	148,500	4	153,000	157,600	162,500	167,000	171,900	176,800	181,900	187,200	192,700
(428,000)	(102,600)	217,100	316,800		<b>Cash Result - Surplus / (Deficit)</b>	142,500	(55)	148,500	4	153,000	157,600	162,500	167,000	171,900	176,800	181,900	187,200	192,700
						<b>Capital Movements</b>												
0	0	0	0		Less Principal Repayments	0		0	0	0	0	0	0	0	0	0	0	0
0	0	0	0		Less Transfer to Reserves	0		0	0	0	0	0	0	0	0	0	0	0
0	0	0	0		Add Transfer from Reserves	0		0	0	0	0	0	0	0	0	0	0	0
0	0	0	0		Add Capital Income Applied	0		0	0	0	0	0	0	0	0	0	0	0
0	0	0	0		Less Capital Expenditure	0		0	0	0	0	0	0	0	0	0	0	0
(428,000)	(102,600)	217,100	316,800		<b>Cash Result after Capital Movements</b>	142,500	(55)	148,500	4	153,000	157,600	162,500	167,000	171,900	176,800	181,900	187,200	192,700

## ENVIRONMENTAL AND PUBLIC HEALTH

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

### **Background**

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

### **Budget Comments**

#### **Operating Revenues**

##### **Regulatory Fees and Fines**

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

#### **Environmental Health Expenses**

##### **Employee Costs**

Based on staffing structure of 43 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 Zone Management Plan and Lake Ainsworth Management Plan**

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

##### **Healthy Waterways**

Allowance for this program if approved by IPART.

ENVIRONMENTAL AND PUBLIC HEALTH																			
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED													
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
					<b>OPERATING REVENUES</b>														
					<b>Environmental Health</b>														
79,700	79,400	109,900	128,600	21040	OSSM Fees and Charges	139,000	8	145,000	4	148,900	152,900	156,900	161,000	165,200	169,500	173,900	178,400	183,000	
89,800	91,400	108,400	115,100	21040	Registrations and Inspections	122,000	6	117,000	(4)	120,100	123,400	126,800	130,200	133,800	137,500	141,200	145,000	148,900	
7,700	13,300	18,400	16,100	21040	Other Regulatory Fees and Charges	14,300	(11)	15,000	5	15,600	16,300	17,000	17,700	18,400	19,100	19,800	20,500	21,200	
0	0	0	0	21041	Operating Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	
11,000	700	1,400	2,600	21040	Litter Fines	4,000	54	3,000	(25)	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900	
<b>188,200</b>	<b>184,800</b>	<b>238,100</b>	<b>262,400</b>		<b>Total Operating Revenues</b>	<b>279,300</b>	<b>6</b>	<b>280,000</b>	<b>(20)</b>	<b>287,700</b>	<b>295,800</b>	<b>304,000</b>	<b>312,300</b>	<b>320,900</b>	<b>329,700</b>	<b>338,600</b>	<b>347,700</b>	<b>357,000</b>	
					<b>OPERATING EXPENSES</b>														
					<b>Environmental Health</b>														
787,000	780,600	709,100	887,700	31040	Employee Costs	944,400	6	969,000	3	992,700	1,017,600	1,043,100	1,069,200	1,095,900	1,123,400	1,151,600	1,180,500	1,210,100	
10,000	14,200	19,800	35,300	31040	Office Exps, Advertising, Consultants	14,000	(60)	19,000	36	19,800	20,300	21,000	21,700	22,400	23,100	23,800	24,600	25,400	
7,000	2,900	7,400	6,900	31040	Projects and Kits	12,000	74	14,000	17	12,400	12,800	13,200	13,600	14,000	14,400	14,800	15,300	15,800	
					<b>Management Plans</b>														
11,000	14,600	14,600	17,500	31042	Water Monitoring	22,000	26	25,000	14	25,800	26,600	27,400	28,300	29,200	30,100	31,000	31,900	32,800	
0	10,600	0	0	31045	Lake Ainsworth Management Plan	20,000	100	30,000	50	30,800	31,600	32,400	33,300	34,200	35,100	36,000	36,900	37,900	
0	31,100	12,000	12,100	31045	Shaws Bay Management Plan	42,700	253	30,000	(30)	30,800	31,600	32,400	33,300	34,200	35,100	36,000	36,900	37,900	
0	0	0	0	31045	Healthy Waterways	0	0	307,600	100	315,300	323,100	331,200	339,500	348,000	356,700	365,600	374,700	384,100	
0	400	500	600	31043	Noxious Plants / Vermin Destruction of Pests	600	0	700	17	800	900	1,000	1,100	1,200	1,300	1,400	1,500	1,600	
<b>815,000</b>	<b>854,400</b>	<b>763,400</b>	<b>960,100</b>		<b>Total Operating Expenses</b>	<b>1,055,700</b>	<b>10</b>	<b>1,395,300</b>	<b>32</b>	<b>1,428,200</b>	<b>1,464,500</b>	<b>1,501,700</b>	<b>1,540,000</b>	<b>1,579,100</b>	<b>1,619,200</b>	<b>1,660,200</b>	<b>1,702,300</b>	<b>1,745,600</b>	
(626,800)	(669,600)	(525,300)	(697,700)		<b>Operating Result - Surplus / (Deficit)</b>	<b>(776,400)</b>	<b>11</b>	<b>(1,115,300)</b>	<b>44</b>	<b>(1,140,500)</b>	<b>(1,168,700)</b>	<b>(1,197,700)</b>	<b>(1,227,700)</b>	<b>(1,258,200)</b>	<b>(1,289,500)</b>	<b>(1,321,600)</b>	<b>(1,354,600)</b>	<b>(1,388,600)</b>	
0	0	0	0		<i>Add Back Depreciation</i>	0	0	0	0	0	0	0	0	0	0	0	0	0	
(626,800)	(669,600)	(525,300)	(697,700)		<b>Cash Result - Surplus / (Deficit)</b>	<b>(776,400)</b>	<b>11</b>	<b>(1,115,300)</b>	<b>44</b>	<b>(1,140,500)</b>	<b>(1,168,700)</b>	<b>(1,197,700)</b>	<b>(1,227,700)</b>	<b>(1,258,200)</b>	<b>(1,289,500)</b>	<b>(1,321,600)</b>	<b>(1,354,600)</b>	<b>(1,388,600)</b>	
					<b>Capital Movements</b>														
0	0	0	0		Less Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0	0	0
20,000	27,000	44,000	28,000		Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5,000	20,300	14,000	54,000		Add Transfer from Reserves	184,700		208,000	13	0	0	0	0	0	0	0	0	0	0
0	0	0	0		Add Capital Income Applied	95,000		0	(100)	0	0	0	0	0	0	0	0	0	0
0	0	0	0		Less Capital Expenditure	267,000		208,000	(22)	0	0	0	0	0	0	0	0	0	0
<b>(641,800)</b>	<b>(676,300)</b>	<b>(555,300)</b>	<b>(671,700)</b>		<b>Cash Result after Capital Movements</b>	<b>(763,700)</b>	<b>14</b>	<b>(1,115,300)</b>	<b>46</b>	<b>(1,140,500)</b>	<b>(1,168,700)</b>	<b>(1,197,700)</b>	<b>(1,227,700)</b>	<b>(1,258,200)</b>	<b>(1,289,500)</b>	<b>(1,321,600)</b>	<b>(1,354,600)</b>	<b>(1,388,600)</b>	

## ADMINISTRATION AND PUBLIC ORDER

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

### **Background**

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

### **Budget Comments**

#### **Regulatory Fees and Fines**

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

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

### **Operating Expenses**

#### **Rangers**

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

#### **Impounding Expenses**

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



ADMINISTRATION AND PUBLIC ORDER																		
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
					<b>OPERATING REVENUES</b>													
					<b>Regulatory Fees and Fines</b>													
32,000	47,100	56,400	46,100	21080	Fees and Charges	37,000	(20)	28,000	(24)	29,000	30,000	31,000	32,000	33,000	34,100	35,200	36,300	37,500
56,600	77,000	195,500	129,800	21081	Parking Fines	125,000	(4)	130,000	4	133,300	136,700	140,200	143,800	147,400	151,100	154,900	158,800	162,800
13,000	23,100	51,500	44,400	21081	Dog Fines	35,000	(21)	40,000	14	41,000	42,100	43,200	44,300	45,500	46,700	47,900	49,100	50,400
9,000	16,200	10,500	12,800	21081	Other Fines and Other Revenues	11,500	(10)	12,000	4	12,500	13,000	13,500	14,000	14,500	15,000	15,500	16,100	16,700
110,600	163,400	313,900	233,100		<b>Total Operating Revenues</b>	208,500	(11)	210,000	1	215,800	221,800	227,900	234,100	240,400	246,900	253,500	260,300	267,400
					<b>OPERATING EXPENSES</b>													
					<b>DEH Group Management and Administration</b>													
10,000	8,000	8,300	8,600	31082	Employee Salaries and Oncosts	8,800	2	0	(100)	0	0	0	0	0	0	0	0	0
					<b>Rangers</b>													
332,000	394,400	443,300	469,800	31080	Salaries and Oncosts	451,500	(4)	478,000	6	488,600	501,000	513,700	526,700	540,000	553,600	567,600	581,900	596,800
48,000	73,700	73,900	70,700	31083	Impounding Expenses	79,600	13	85,900	8	84,700	87,900	91,100	94,300	97,500	100,800	104,100	107,500	110,900
					<b>Debt Servicing</b>													
3,000	3,000	2,500	2,200	31083	Interest on Loans - Dog Control	1,800	(18)	1,300	(28)	800	300	0	0	0	0	0	0	0
					<b>Non-cash Expenses</b>													
5,000	9,800	4,400	4,500	31083	Depreciation - Dog Control	4,400	(2)	4,500	2	4,600	4,700	4,800	4,900	5,000	5,100	5,300	5,500	5,700
398,000	488,900	532,400	555,800		<b>Total Operating Expenses</b>	546,100	(2)	569,700	4	578,700	593,900	609,600	625,900	642,500	659,500	677,000	694,900	713,200
(287,400)	(325,500)	(218,500)	(322,700)		<b>Operating Result - Surplus / (Deficit)</b>	(337,600)	5	(359,700)	7	(362,900)	(372,100)	(381,700)	(391,800)	(402,100)	(412,600)	(423,500)	(434,600)	(445,800)
5,000	9,800	4,400	4,500		<b>Add Back Depreciation</b>	4,400	(2)	4,500	2	4,600	4,700	4,800	4,900	5,000	5,100	5,300	5,500	5,700
(282,400)	(315,700)	(214,100)	(318,200)		<b>Cash Result - Surplus / (Deficit)</b>	(333,200)	5	(355,200)	7	(358,300)	(367,400)	(376,900)	(386,900)	(397,100)	(407,500)	(418,200)	(429,100)	(440,100)
					<b>Capital Movements</b>													
6,000	6,100	6,500	6,900		Less Principal Repayments	7,300		7,800	7	8,300	7,300	0	0	0	0	0	0	0
134,000	385,300	0	0		Less Transfer to Reserves	0		0	0	0	0	0	0	0	0	0	0	0
276,000	843,800	25,300	0		Add Transfer from Reserves	0		0	0	0	0	0	0	0	0	0	0	0
0	340,000	0	0		Add Capital Income Applied	0		0	0	0	0	0	0	0	0	0	0	0
142,000	796,900	22,400	5,100		Less Capital Expenditure	0		0	0	0	0	0	0	0	0	0	0	0
(288,400)	(320,200)	(217,700)	(330,200)		<b>Cash Result after Capital Movements</b>	(340,500)	3	(363,000)	7	(366,600)	(374,700)	(378,900)	(386,900)	(397,100)	(407,500)	(418,200)	(429,100)	(440,100)

## CIVIL SERVICES GROUP – SUMMARY (GENERAL FUND)

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

### **Budget Comments**

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

#### **Engineering Management**

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

#### **Procurement and Building Management**

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

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

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

#### **Roads and Bridges**

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

#### **Ancillary Transport Services**

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

#### **Roads and Maritime Services (RMS)**

All revenues and expenses related to works funded through the RMS for RMS controlled roads.

#### **Open Spaces and Reserves**

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

#### **Fleet Management and Workshop**

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

#### **Rural Fire Service**

Costs associated with the provision of rural fire services.

#### **Quarries and Sandpit**

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

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

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

#### **Domestic Waste Management**

Provision of domestic waste collection services to residential properties.

CIVIL SERVICES GROUP - SUMMARY (GENERAL FUND)																	
ACTUAL				BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16		2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
				<b>OPERATING REVENUES</b>													
360,000	308,300	321,800	254,400	Engineering Management	288,500	13	273,800	(5)	281,100	288,700	296,400	304,300	312,400	320,700	329,100	337,800	346,700
5,000	180,100	0	0	Procurement and Building Management	0	0	0	0	0	0	0	0	0	0	0	0	0
329,300	347,400	291,700	374,600	Stormwater and Environmental Protection	579,000	55	492,900	(15)	508,800	480,700	382,700	384,700	386,700	388,700	390,700	392,700	394,700
687,900	499,700	413,800	350,500	Roads and Bridges	2,559,300	630	947,500	(63)	532,000	666,200	670,900	675,500	680,400	689,000	700,200	714,300	728,600
598,700	905,900	896,500	1,375,200	Ancillary Transport Services	960,400	(30)	761,600	(21)	775,100	788,700	802,600	816,800	831,600	851,700	873,300	895,500	918,200
677,000	926,000	866,500	876,000	Roads and Maritime Services	970,000	11	746,000	(23)	764,800	784,500	804,500	825,000	846,100	867,800	890,200	912,700	936,000
906,200	987,000	963,100	1,049,600	Open Spaces and Reserves	766,100	(27)	753,400	(2)	772,900	793,100	813,700	834,800	856,500	878,600	901,300	924,400	948,200
308,500	302,000	326,900	284,000	Fleet Management and Workshop	254,000	(11)	255,900	1	265,400	272,100	290,900	289,900	301,100	302,500	310,100	300,800	315,800
249,000	161,500	181,900	172,300	Rural Fire Service	219,000	27	167,500	(24)	171,800	176,200	180,700	185,400	190,200	195,100	200,100	205,200	210,500
411,000	349,700	475,700	377,200	Quarries and Sandpit	64,800	(83)	47,900	(26)	49,200	50,500	51,900	53,300	54,700	56,100	57,600	59,100	60,600
2,497,000	2,720,200	3,958,300	3,844,500	Landfill and Resource Management	3,567,000	(7)	2,215,000	(38)	2,312,400	2,415,800	2,467,200	2,518,700	2,571,200	2,622,700	2,685,200	2,749,700	2,816,200
6,579,200	6,736,500	5,865,100	6,079,500	Domestic Waste Management	6,294,500	4	6,417,900	2	6,566,400	6,736,000	6,920,700	7,110,800	7,296,200	7,496,100	7,702,600	7,868,800	8,065,900
<b>13,608,800</b>	<b>14,424,300</b>	<b>14,561,300</b>	<b>15,037,800</b>	<b>Total Operating Revenues</b>	<b>16,522,600</b>	<b>10</b>	<b>13,079,400</b>	<b>(21)</b>	<b>12,989,900</b>	<b>13,452,500</b>	<b>13,682,200</b>	<b>13,999,200</b>	<b>14,327,100</b>	<b>14,669,000</b>	<b>15,040,400</b>	<b>15,361,000</b>	<b>15,741,400</b>
				<b>OPERATING EXPENSES</b>													
2,423,000	2,053,400	2,505,100	2,621,900	Engineering Management	2,669,400	2	2,672,900	0	2,739,900	2,808,700	2,879,200	2,951,500	3,025,700	3,101,800	3,179,800	3,259,500	3,341,100
3,004,000	3,634,900	3,726,400	3,713,200	Procurement and Building Management	3,686,700	(1)	3,726,900	1	3,815,300	3,905,600	3,998,000	4,092,500	4,188,800	4,287,400	4,388,400	4,479,100	4,571,900
2,446,000	2,507,800	2,343,200	2,213,900	Stormwater and Environmental Protection	2,373,300	7	2,315,400	(2)	2,370,700	2,563,100	2,332,400	2,383,700	2,436,100	2,489,700	2,744,700	2,600,800	2,658,200
15,778,700	12,418,700	12,830,100	9,730,300	Roads and Bridges	8,210,300	(16)	8,419,600	3	8,472,300	8,592,600	8,710,500	9,190,600	9,323,700	9,463,500	9,609,600	9,771,100	9,960,700
2,264,000	1,960,000	2,286,800	2,871,400	Ancillary Transport Services	2,381,200	(17)	2,265,600	(5)	2,188,600	2,419,900	2,358,600	2,499,800	2,438,300	2,590,500	2,694,300	2,694,300	2,640,400
730,000	749,800	669,200	770,000	Roads and Maritime Services	908,800	18	746,000	(18)	764,800	784,500	804,500	825,000	846,100	867,800	890,200	912,700	936,000
3,137,000	3,306,000	3,441,400	3,699,500	Open Spaces and Reserves	3,918,300	6	3,671,900	(6)	3,733,100	3,831,100	3,931,300	4,033,900	4,139,100	4,246,400	4,356,300	4,458,000	4,562,300
264,200	236,000	40,900	(214,500)	Fleet Management and Workshop	41,300	(119)	(20,300)	(149)	(25,100)	(30,300)	(35,800)	(41,600)	(47,600)	(53,900)	(60,300)	(66,900)	(73,700)
407,000	364,900	277,000	330,000	Rural Fire Service	393,800	19	381,700	(3)	392,100	402,700	413,500	424,400	435,800	447,300	459,100	471,300	483,800
218,000	172,600	227,800	188,400	Quarries and Sandpit	738,900	292	102,300	(86)	76,100	78,600	81,100	83,700	86,200	88,900	91,700	94,600	97,500
2,751,600	2,493,800	2,612,000	3,544,300	Landfill and Resource Management	2,983,800	(16)	2,477,200	(17)	2,486,200	2,540,100	2,594,500	2,649,500	2,704,900	2,762,900	2,823,500	2,883,600	2,945,300
6,163,100	6,082,600	5,865,100	5,916,000	Domestic Waste Management	5,843,000	(1)	6,015,600	3	6,163,300	6,315,000	6,470,800	6,631,700	6,795,700	6,960,700	7,133,800	7,309,000	7,490,300
<b>39,586,600</b>	<b>35,980,500</b>	<b>36,825,000</b>	<b>35,385,200</b>	<b>Total Operating Expenses</b>	<b>34,148,800</b>	<b>(3)</b>	<b>32,774,800</b>	<b>(4)</b>	<b>33,177,300</b>	<b>34,211,600</b>	<b>34,538,600</b>	<b>35,724,700</b>	<b>36,372,800</b>	<b>37,253,000</b>	<b>38,153,400</b>	<b>38,867,100</b>	<b>39,613,800</b>
				<b>NET PROGRAM OPERATING RESULT</b>													
(2,063,000)	(1,745,100)	(2,183,300)	(2,367,500)	Engineering Management	(2,380,900)	1	(2,399,100)	1	(2,458,800)	(2,520,000)	(2,582,800)	(2,647,200)	(2,713,300)	(2,781,100)	(2,850,700)	(2,921,700)	(2,994,400)
(2,999,000)	(3,454,800)	(3,726,400)	(3,713,200)	Procurement and Building Management	(3,686,700)	(1)	(3,726,900)	1	(3,815,300)	(3,905,600)	(3,998,000)	(4,092,500)	(4,188,800)	(4,287,400)	(4,388,400)	(4,479,100)	(4,571,900)
(2,116,700)	(2,160,400)	(2,051,500)	(1,839,300)	Stormwater and Environmental Protection	(1,794,300)	(2)	(1,822,500)	2	(1,861,900)	(2,082,400)	(1,949,700)	(1,999,000)	(2,049,400)	(2,101,000)	(2,354,000)	(2,208,100)	(2,263,500)
(15,090,800)	(11,919,000)	(12,416,300)	(9,379,800)	Roads and Bridges	(5,651,000)	(40)	(7,472,100)	32	(7,940,300)	(7,926,400)	(8,039,600)	(8,515,100)	(8,643,300)	(8,774,500)	(8,909,400)	(9,056,800)	(9,232,100)
(1,665,300)	(1,054,100)	(1,390,300)	(1,496,200)	Ancillary Transport Services	(1,420,800)	(5)	(1,504,000)	6	(1,413,500)	(1,631,200)	(1,556,000)	(1,683,000)	(1,606,700)	(1,738,800)	(1,663,300)	(1,798,800)	(1,722,200)
(53,000)	176,200	197,300	106,000	Roads and Maritime Services	61,200	(42)	0	(100)	0	0	0	0	0	0	0	0	0
(2,230,800)	(2,319,000)	(2,478,300)	(2,649,900)	Open Spaces and Reserves	(3,152,200)	19	(2,918,500)	(7)	(2,960,200)	(3,038,000)	(3,117,600)	(3,199,100)	(3,282,600)	(3,367,800)	(3,455,000)	(3,533,600)	(3,614,100)
44,300	66,000	286,000	498,500	Fleet Management and Workshop	212,700	(57)	276,200	30	290,500	302,400	326,700	331,500	348,700	356,400	370,400	367,700	389,500
(158,000)	(203,400)	(95,100)	(157,700)	Rural Fire Service	(174,800)	11	(214,200)	23	(220,300)	(226,500)	(232,800)	(239,000)	(245,600)	(252,200)	(259,000)	(266,100)	(273,300)
193,000	177,100	247,900	188,800	Quarries and Sandpit	(674,100)	(457)	(54,400)	(92)	(26,900)	(26,100)	(29,200)	(30,400)	(31,500)	(32,800)	(34,100)	(35,500)	(36,900)
(254,600)	226,400	1,346,300	300,200	Landfill and Resource Management	583,200	94	(262,200)	(145)	(173,800)	(124,300)	(127,300)	(130,800)	(133,700)	(140,200)	(138,300)	(133,900)	(129,100)
416,100	653,900	0	162,700	Domestic Waste Management	451,500	178	402,300	(11)	393,100	421,000	449,900	479,100	500,500	535,400	568,800	559,800	575,600
<b>(25,977,800)</b>	<b>(21,556,200)</b>	<b>(22,263,700)</b>	<b>(20,347,400)</b>	<b>Total Operating Result - Surplus / (Deficit)</b>	<b>(17,626,200)</b>	<b>(13)</b>	<b>(19,695,400)</b>	<b>12</b>	<b>(20,187,400)</b>	<b>(20,759,100)</b>	<b>(20,856,400)</b>	<b>(21,725,500)</b>	<b>(22,045,700)</b>	<b>(22,584,000)</b>	<b>(23,113,000)</b>	<b>(23,506,100)</b>	<b>(23,872,400)</b>
13,931,000	13,367,400	12,100,500	12,031,000	Add Back Depreciation	10,787,000	(10)	11,003,200	2	11,224,400	11,449,700	11,679,500	11,913,900	12,153,100	12,397,000	12,645,800	12,899,600	13,158,400
0	0	(223,900)	(53,100)	Add Back Remediation	0	(100)	0	0	0	0	0	0	0	0	0	0	0
202,000	169,300	231,300	190,800	Add Back Unwinding Interest Free Loans	205,900	8	119,100	(42)	70,200	48,000	20,600	21,400	22,100	22,900	23,800	24,700	25,600
4,734,000	1,892,000	3,347,700	0	Add Back Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>(7,110,800)</b>	<b>(6,127,500)</b>	<b>(6,808,100)</b>	<b>(8,178,700)</b>	<b>Total Cash Result - Surplus / (Deficit)</b>	<b>(6,633,300)</b>	<b>(19)</b>	<b>(8,573,100)</b>	<b>29</b>	<b>(8,892,800)</b>	<b>(9,261,400)</b>	<b>(9,156,300)</b>	<b>(9,790,200)</b>	<b>(9,870,500)</b>	<b>(10,164,100)</b>	<b>(10,443,400)</b>	<b>(10,581,800)</b>	<b>(10,688,400)</b>
				<b>Capital Movements</b>													
1,946,000	2,347,100	2,526,100	2,792,900	Less Loan Principal Repayments	2,595,700		1,741,200	(33)	1,529,200	1,521,100	1,171,500	1,646,500	1,572,900	1,490,800	1,401,900	750,000	781,000
17,578,400	10,223,300	15,060,600	12,835,300	Less Transfer to Reserves	3,189,400		2,788,300	(13)	3,176,000	3,326,500	3,399,100	3,483,200	3,573,500	3,675,200	3,786,300	3,821,800	3,923,000
11,111,000	17,009,200	16,815,200	18,672,700	Add Transfer from Reserves	16,554,300		9,542,300	(42)	3,414,400	19,854,000	19,190,000	18,856,000	18,562,000	18,200,000	17,850,000	17,500,000	17,150,000
13,028,000	7,871,000	4,041,900	5,946,600	Add Capital Income Applied	7,369,700		4,685,900	(36)	3,217,100	297,300	8,643,400	309,600	315,900	322,300	329,000	335,700	342,500
18,530,000	20,544,100	12,522,400	18,610,900	Less Capital Expenditure	29,070,300		19,687,700	(32)	12,746,100	27,166,300	35,874,000	26,535,600	13,118,300				

## ENGINEERING (ASSET) MANAGEMENT

**Manager:** John Truman – “Group Manager – Civil Services”

### **Background**

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

### **Budget Comments**

### **Operating Revenues**

#### **Fees and Charges**

Majority of revenue sourced from engineering inspection fees.

### **Operating Expenses**

#### **Employee Costs – Management and Administration**

Includes salaries and oncosts related to seven full-time equivalent employees (35 days) and associated oncosts.

#### **Employee Costs – Infrastructure**

Includes salaries and oncosts related to six full-time and one part-time employees (34 days) and associated oncosts.

#### **Employee Costs – Engineering Works**

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

#### **Road Safety Officer and Programs**

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

ENGINEERING (ASSET) MANAGEMENT																					
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED															
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27			
					<b>OPERATING REVENUES</b>																
					<b>Engineering Services</b>																
277,000	235,800	250,800	205,000	22010	Engineering Inspections and Overheads	234,000	14	215,500	(8)	221,200	227,100	233,100	239,200	245,500	251,900	258,400	265,100	272,000			
83,000	72,500	71,000	49,400	22011	Conts - Road Safety Officer / Programs	54,500	10	58,300	7	59,900	61,600	63,300	65,100	66,900	68,800	70,700	72,700	74,700			
0	0	0	0	22011	Conts - Other	0	0	0	0	0	0	0	0	0	0	0	0	0			
<b>360,000</b>	<b>308,300</b>	<b>321,800</b>	<b>254,400</b>	<b>Total Operating Revenues</b>					<b>288,500</b>	<b>13</b>	<b>273,800</b>	<b>(5)</b>	<b>281,100</b>	<b>288,700</b>	<b>296,400</b>	<b>304,300</b>	<b>312,400</b>	<b>320,700</b>	<b>329,100</b>	<b>337,800</b>	<b>346,700</b>
					<b>OPERATING EXPENSES</b>																
					<b>Engineering Management</b>																
589,000	601,600	769,000	790,400	32020	Employee Costs - Mgmt and Admin	830,000	5	854,000	3	875,400	897,300	919,700	942,700	966,300	990,500	1,015,300	1,040,700	1,066,700			
685,000	661,300	732,000	763,300	32020	Employee Costs - Infrastructure	789,000	3	801,000	2	821,000	841,500	862,500	884,100	906,200	928,900	952,100	975,900	1,000,300			
398,000	440,700	546,000	600,600	32020	Employee Costs - Engineering Works	585,000	(3)	601,000	3	616,000	631,400	647,200	663,400	680,000	697,000	714,400	732,300	750,600			
183,000	0	0	0	32020	Overseers	0	0	0	0	0	0	0	0	0	0	0	0	0			
11,000	8,300	13,000	10,800	32020	Conferences	8,000	(26)	8,000	0	8,200	8,500	8,800	9,100	9,400	9,700	10,000	10,300	10,600			
92,000	103,500	106,700	106,700	32020	Vehicles	108,900	2	80,000	(27)	82,000	84,100	86,300	88,500	90,800	93,100	95,500	97,900	100,400			
44,000	29,300	43,000	48,000	32020	Office Expenses and Advertising	35,500	(26)	46,000	30	47,300	48,700	50,100	51,500	52,900	54,400	56,000	57,600	59,200			
88,000	81,600	74,000	55,600	32020	Road Safety Officer and Programs	57,000	3	64,400	13	66,200	68,000	69,800	71,800	73,800	76,000	78,200	80,400	82,600			
65,000	5,800	10,000	2,600	32020	Asset Management / Modelling	36,600	1,308	0	(100)	0	0	0	0	0	0	0	0	0			
23,000	64,700	27,500	61,800	32020	North East Weight of Loads Group	29,000	(53)	29,500	2	30,300	31,100	31,900	32,700	33,600	34,500	35,400	36,300	37,300			
					<b>Emergency Services</b>																
13,000	5,300	22,000	7,800	32021	Operating Expenses	11,400	46	7,000	(39)	7,400	7,800	8,200	8,600	9,000	9,400	9,800	10,200	10,600			
41,000	50,600	62,000	72,800	32021	State Levy	79,000	9	80,000	1	82,000	84,100	86,300	88,500	90,800	93,100	95,500	97,900	100,400			
					<b>Non-Cash Expenses</b>																
18,000	0	99,900	101,500	32021	Depreciation - Emergency Services	100,000	(1)	102,000	2	104,100	106,200	108,400	110,600	112,900	115,200	117,600	120,000	122,400			
173,000	700	0	0	32021	Depreciation - Engineering	0	0	0	0	0	0	0	0	0	0	0	0	0			
<b>2,423,000</b>	<b>2,053,400</b>	<b>2,505,100</b>	<b>2,621,900</b>	<b>Total Operating Expenses</b>					<b>2,669,400</b>	<b>2</b>	<b>2,672,900</b>	<b>0</b>	<b>2,739,900</b>	<b>2,808,700</b>	<b>2,879,200</b>	<b>2,951,500</b>	<b>3,025,700</b>	<b>3,101,800</b>	<b>3,179,800</b>	<b>3,259,500</b>	<b>3,341,100</b>
<b>(2,063,000)</b>	<b>(1,745,100)</b>	<b>(2,183,300)</b>	<b>(2,367,500)</b>	<b>Operating Result - Surplus / (Deficit)</b>					<b>(2,380,900)</b>	<b>1</b>	<b>(2,399,100)</b>	<b>1</b>	<b>(2,458,800)</b>	<b>(2,520,000)</b>	<b>(2,582,800)</b>	<b>(2,647,200)</b>	<b>(2,713,300)</b>	<b>(2,781,100)</b>	<b>(2,850,700)</b>	<b>(2,921,700)</b>	<b>(2,994,400)</b>
191,000	700	99,900	101,500	<b>Add Back Depreciation</b>					100,000	(1)	102,000	2	104,100	106,200	108,400	110,600	112,900	115,200	117,600	120,000	122,400
<b>(1,872,000)</b>	<b>(1,744,400)</b>	<b>(2,083,400)</b>	<b>(2,266,000)</b>	<b>Cash Result - Surplus / (Deficit)</b>					<b>(2,280,900)</b>	<b>1</b>	<b>(2,297,100)</b>	<b>1</b>	<b>(2,354,700)</b>	<b>(2,413,800)</b>	<b>(2,474,400)</b>	<b>(2,536,600)</b>	<b>(2,600,400)</b>	<b>(2,665,900)</b>	<b>(2,733,100)</b>	<b>(2,801,700)</b>	<b>(2,872,000)</b>
					<b>Capital Movements</b>																
0	0	0	0	<b>Less Loan Principal Repayments</b>					0	0	0	0	0	0	0	0	0	0	0		
0	74,500	27,700	27,000	<b>Less Transfer to Reserves</b>					10,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000		
0	133,000	12,100	0	<b>Add Transfer from Reserves</b>					0	0	0	0	0	60,000	0	0	0	0	0		
0	0	0	0	<b>Add Capital Income Applied</b>					0	0	0	0	0	0	0	0	0	0	0		
0	0	0	121,100	<b>Less Capital Expenditure</b>					0	0	0	0	60,000	0	0	0	0	0	70,000	0	
<b>(1,872,000)</b>	<b>(1,685,900)</b>	<b>(2,099,000)</b>	<b>(2,414,100)</b>	<b>Cash Result after Capital Movements</b>					<b>(2,290,900)</b>	<b>(5)</b>	<b>(2,307,100)</b>	<b>1</b>	<b>(2,364,700)</b>	<b>(2,423,800)</b>	<b>(2,544,400)</b>	<b>(2,486,600)</b>	<b>(2,610,400)</b>	<b>(2,675,900)</b>	<b>(2,743,100)</b>	<b>(2,881,700)</b>	<b>(2,882,000)</b>

## PROCUREMENT AND BUILDING MANAGEMENT

**Manager:** Tony Partridge – “Manager – Support Operations”

### **Background**

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

### **Budget Comments**

### **Operating Revenues**

#### **Contributions**

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

### **Operating Expenses**

#### **Administration Centre**

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

#### **Works Depots**

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

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

#### **Community Buildings**

Represents the maintenance budgets for the buildings identified.

#### **Open Spaces Buildings**

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

### **Capital Movements**

#### **Reserve Movements**

Refer to Part E of 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.

PROCUREMENT AND BUILDING MANAGEMENT																		
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
					<b>OPERATING REVENUES</b>													
	5,000	180,100	178,300	0	<b>Buildings</b>													
					Contributions and Rebates	0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>5,000</b>	<b>180,100</b>	<b>0</b>	<b>0</b>	<b>Total Operating Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
					<b>OPERATING EXPENSES</b>													
					<b>Office and Depot Facilities</b>													
	322,000	319,900	317,300	315,400	32000	Administration Centre	331,500	5	337,000	2	345,900	355,000	364,400	374,000	383,700	393,800	404,100	414,600
	194,000	336,300	376,300	393,400	32001	Works Depot - Employee Costs	425,000	8	433,100	2	443,900	455,000	466,300	477,900	489,800	502,000	514,500	514,500
	361,000	397,300	351,100	308,900	32001	Works Depot - Operating Expenses	352,800	14	348,200	(1)	357,600	367,300	377,400	387,600	398,000	408,600	419,400	430,500
	(26,000)	17,900	16,600	28,800	32001	Works Depot - Number Two	7,000	(76)	7,600	9	7,900	8,200	8,500	8,800	9,100	9,400	9,700	10,000
					<b>Community Buildings Maintenance</b>													
	8,000	10,300	3,300	13,000	32022	Visitor Centre	9,000	(31)	10,000	11	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,500
	100,000	86,700	108,100	98,700	32022	Community Centres and Halls	96,300	(2)	92,000	(4)	94,600	97,200	99,800	102,500	105,200	108,100	111,100	114,200
	13,000	17,200	31,900	79,500	32022	Surf Clubs	49,000	(38)	39,000	(20)	40,100	41,300	42,500	43,800	45,100	46,400	47,700	49,000
	18,000	14,600	20,700	17,300	32022	Museum and Gallery	16,000	(8)	17,000	6	17,500	18,000	18,500	19,000	19,500	20,000	20,600	21,200
	16,000	11,000	14,200	16,600	32022	Libraries	18,000	8	15,000	(17)	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700
	2,000	3,900	8,600	11,600	32022	Other Community Buildings	14,000	21	13,000	(7)	13,500	14,000	14,500	15,000	15,500	16,000	16,500	17,000
	0	0	0	87,100	32022	Swimming Pools	90,000	3	90,000	0	92,400	94,800	97,200	99,800	102,400	105,000	107,800	110,600
					<b>Open Spaces Buildings Maintenance</b>													
	113,000	139,300	126,300	162,300	32261	Open Spaces and Reserves Buildings	161,300	(1)	162,700	1	167,000	171,500	176,100	180,700	185,400	190,300	195,300	200,400
	80,000	86,200	87,300	89,200	32310	Sports Fields Buildings	100,300	12	103,000	3	105,700	108,500	111,400	114,400	117,500	120,600	123,800	127,100
	257,000	304,300	334,600	311,300	32285	Public Amenities	333,500	7	340,000	2	348,900	357,900	367,200	376,700	386,400	396,300	406,600	417,000
	64,000	68,100	82,700	101,000	32286	Other Amenities	78,000	(23)	82,100	5	84,400	86,700	89,100	91,500	93,900	96,400	99,000	101,900
					<b>Non-Cash Expenses</b>													
	455,000	648,800	688,700	711,600	32000	Depreciation - Administration Building	700,000	(2)	714,000	2	728,300	742,900	757,800	773,000	788,500	804,300	820,400	836,900
	49,000	42,600	46,200	48,900	32286	Depreciation - Public Amenities	46,000	(6)	47,000	2	48,000	49,000	50,000	51,000	52,100	53,200	54,300	55,400
	330,000	565,600	291,500	312,500	32261	Depreciation - Open Spaces Buildings	290,000	(7)	295,800	2	301,800	307,900	314,100	320,400	326,900	333,500	340,200	347,100
	648,000	424,700	569,000	606,100	32310	Depreciation - Sports Field Buildings	569,000	(6)	580,400	2	592,100	604,000	616,100	628,500	641,100	654,000	667,100	680,500
	0	140,200	252,000	0	32000	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
	<b>3,004,000</b>	<b>3,634,900</b>	<b>3,726,400</b>	<b>3,713,200</b>	<b>Total Operating Expenses</b>	<b>3,686,700</b>	<b>(1)</b>	<b>3,726,900</b>	<b>1</b>	<b>3,815,300</b>	<b>3,905,600</b>	<b>3,998,000</b>	<b>4,092,500</b>	<b>4,188,800</b>	<b>4,287,400</b>	<b>4,388,400</b>	<b>4,479,100</b>	<b>4,571,900</b>
	<b>(2,999,000)</b>	<b>(3,454,800)</b>	<b>(3,726,400)</b>	<b>(3,713,200)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(3,686,700)</b>	<b>(1)</b>	<b>(3,726,900)</b>	<b>1</b>	<b>(3,815,300)</b>	<b>(3,905,600)</b>	<b>(3,998,000)</b>	<b>(4,092,500)</b>	<b>(4,188,800)</b>	<b>(4,287,400)</b>	<b>(4,388,400)</b>	<b>(4,479,100)</b>	<b>(4,571,900)</b>
	1,482,000	1,681,700	1,595,400	1,679,100	Add Back Depreciation	1,605,000	(4)	1,637,200	2	1,670,200	1,703,800	1,738,000	1,772,900	1,808,600	1,845,000	1,882,000	1,919,900	1,958,600
	0	140,200	252,000	0	Add Back Loss on Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>(1,517,000)</b>	<b>(1,632,900)</b>	<b>(1,879,000)</b>	<b>(2,034,100)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(2,081,700)</b>	<b>2</b>	<b>(2,089,700)</b>	<b>0</b>	<b>(2,145,100)</b>	<b>(2,201,800)</b>	<b>(2,260,000)</b>	<b>(2,319,600)</b>	<b>(2,380,200)</b>	<b>(2,442,400)</b>	<b>(2,506,400)</b>	<b>(2,559,200)</b>	<b>(2,613,300)</b>
					<b>Capital Movements</b>													
	0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0	0
	1,727,000	454,000	1,698,800	1,419,200	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
	200,000	464,700	1,335,900	1,882,500	Add Transfer from Reserves	2,653,700	0	(100)	0	0	0	2,100,000	1,500,000	1,000,000	1,700,000	1,700,000	1,700,000	1,700,000
	204,000	755,100	659,600	777,700	Add Capital Income Applied	1,581,000	0	107,900	(93)	110,100	112,300	114,700	117,100	119,500	121,900	124,500	127,100	129,700
	298,000	1,178,300	761,200	1,599,800	Less Capital Expenditure	4,719,000	0	476,000	(90)	671,000	822,000	1,093,000	3,214,000	2,636,000	2,159,000	2,882,000	2,905,000	2,928,000
	<b>(3,138,000)</b>	<b>(2,045,400)</b>	<b>(2,343,500)</b>	<b>(2,392,900)</b>	<b>Cash Result after Capital Movements</b>	<b>(2,566,000)</b>	<b>7</b>	<b>(2,457,800)</b>	<b>(4)</b>	<b>(2,706,000)</b>	<b>(2,911,500)</b>	<b>(3,238,300)</b>	<b>(3,316,500)</b>	<b>(3,396,700)</b>	<b>(3,479,500)</b>	<b>(3,563,900)</b>	<b>(3,637,100)</b>	<b>(3,711,600)</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				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>OPERATING REVENUES</b>																		
279,500	282,100	284,000	369,500	22100	<b>Stormwater Drainage</b>													
					Annual Charges	375,000	1	376,900	1	378,800	380,700	382,700	384,700	386,700	388,700	390,700	392,700	394,700
8,000	21,500	7,700	0	22101	<b>Environmental Protection</b>													
41,800	43,800	0	5,100	22101	Third Party Flood Modelling	43,000	100	20,000	(53)	0	0	0	0	0	0	0	0	0
					Operating Grants and Contributions	161,000	3,057	96,000	(40)	130,000	100,000	0	0	0	0	0	0	0
<b>329,300</b>	<b>347,400</b>	<b>291,700</b>	<b>374,600</b>		<b>Total Operating Revenues</b>	<b>579,000</b>	<b>55</b>	<b>492,900</b>	<b>(15)</b>	<b>508,800</b>	<b>480,700</b>	<b>382,700</b>	<b>384,700</b>	<b>386,700</b>	<b>388,700</b>	<b>390,700</b>	<b>392,700</b>	<b>394,700</b>
<b>OPERATING EXPENSES</b>																		
343,000	247,600	289,100	272,900	32100	<b>Stormwater</b>													
					Stormwater Drainage Maintenance	244,000	(11)	248,500	2	255,000	261,800	268,700	275,800	283,000	290,400	298,300	306,300	314,500
183,000	187,700	192,000	196,600	32101	<b>Environmental Protection</b>													
33,000	33,700	34,400	35,200	32101	Cont to County Council (CC)	203,000	3	203,100	0	208,200	213,500	218,900	224,400	230,100	235,900	241,800	247,900	254,100
0	0	0	0	32101	Cont to CC - Drainage Unions	36,800	5	36,300	(1)	37,300	38,300	39,300	40,300	41,400	42,500	43,600	44,700	45,900
46,000	164,300	100,500	78,700	32101	Cont to CC - Coastal Zone Mgmt Plan	70,000	100	35,000	(50)	35,900	36,800	37,800	38,800	39,800	40,800	41,900	43,000	44,100
10,000	55,600	6,100	26,600	32101	Flood Management Studies and Plans	197,600	151	131,000	(34)	140,000	140,000	35,000	35,900	36,800	37,800	38,800	39,800	40,800
40,000	35,000	107,600	55,200	32101	Coastal Zone Management Plan	50,500	90	65,000	29	65,000	35,000	35,900	36,800	37,800	38,800	39,800	40,800	41,900
1,000	12,500	147,300	44,900	32101	Foreshore Protection Works	66,000	20	78,000	18	80,000	82,000	84,100	86,300	88,500	90,800	93,100	95,500	97,900
29,000	37,200	45,700	45,000	32101	Canal Dredging	22,000	(51)	0	(100)	0	175,000	0	0	0	0	200,000	0	0
					Boat Ramp Maintenance and Cleaning	38,400	20	44,500	16	45,700	46,900	48,100	49,400	50,700	52,000	53,400	54,800	56,300
17,000	1,600	1,600	2,000	32103	<b>Non-Cash Expenses</b>													
1,646,000	1,654,300	1,417,700	1,456,800	32103	Depreciation - Environmental Protection	2,000	0	2,100	5	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900	3,000
98,000	78,300	1,200	0	32100	Depreciation - Drainage	1,443,000	(1)	1,471,900	2	1,501,400	1,531,500	1,562,200	1,593,500	1,625,400	1,658,000	1,691,200	1,725,100	1,759,700
					Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>2,446,000</b>	<b>2,507,800</b>	<b>2,343,200</b>	<b>2,213,900</b>		<b>Total Operating Expenses</b>	<b>2,373,300</b>	<b>7</b>	<b>2,315,400</b>	<b>(2)</b>	<b>2,370,700</b>	<b>2,563,100</b>	<b>2,332,400</b>	<b>2,383,700</b>	<b>2,436,100</b>	<b>2,489,700</b>	<b>2,744,700</b>	<b>2,600,800</b>	<b>2,658,200</b>
<b>(2,116,700)</b>	<b>(2,160,400)</b>	<b>(2,051,500)</b>	<b>(1,839,300)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,794,300)</b>	<b>(2)</b>	<b>(1,822,500)</b>	<b>2</b>	<b>(1,861,900)</b>	<b>(2,082,400)</b>	<b>(1,949,700)</b>	<b>(1,999,000)</b>	<b>(2,049,400)</b>	<b>(2,101,000)</b>	<b>(2,354,000)</b>	<b>(2,208,100)</b>	<b>(2,263,500)</b>
1,663,000	1,655,900	1,419,300	1,458,800		Add Back Depreciation	1,445,000	(1)	1,474,000	2	1,503,600	1,533,800	1,564,600	1,596,000	1,628,000	1,660,700	1,694,000	1,728,000	1,762,700
98,000	78,300	1,200	0		Add Back Loss on Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>(355,700)</b>	<b>(426,200)</b>	<b>(631,000)</b>	<b>(380,500)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(349,300)</b>	<b>(8)</b>	<b>(348,500)</b>	<b>(0)</b>	<b>(358,300)</b>	<b>(548,600)</b>	<b>(385,100)</b>	<b>(403,000)</b>	<b>(421,400)</b>	<b>(440,300)</b>	<b>(660,000)</b>	<b>(480,100)</b>	<b>(500,800)</b>
<b>Capital Movements</b>																		
0	0	0	0		Less Loan Principal Repayments	0		0	0	0	0	0	0	0	0	0	0	0
886,000	643,900	612,300	507,000		Less Transfer to Reserves	301,600		55,000	(82)	55,000	65,000	35,000	35,000	35,000	45,000	50,000	35,000	35,000
680,000	852,100	872,000	567,000		Add Transfer from Reserves	522,500		0	(100)	0	175,000	0	0	0	0	200,000	0	0
0	0	0	0		Add Capital Income Applied	0		0	0	0	0	0	0	0	0	0	0	0
162,000	441,800	221,100	302,700		Less Capital Expenditure	427,400		456,000	7	474,000	493,000	506,000	519,000	532,000	546,000	560,000	574,000	589,000
<b>(723,700)</b>	<b>(659,800)</b>	<b>(592,400)</b>	<b>(623,200)</b>		<b>Cash Result after Capital Movements</b>	<b>(555,800)</b>	<b>(11)</b>	<b>(859,500)</b>	<b>55</b>	<b>(887,300)</b>	<b>(931,600)</b>	<b>(926,100)</b>	<b>(957,000)</b>	<b>(988,400)</b>	<b>(1,031,300)</b>	<b>(1,070,000)</b>	<b>(1,089,100)</b>	<b>(1,124,800)</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				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED											
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
<b>OPERATING REVENUES</b>																	
<b>Operating Grants and Contributions</b>																	
47,000	1,500	12,000	0	22110	Flood and Storm Damage	0	0	0	0	0	0	0	0	0	0	0	0
19,800	37,100	69,300	62,700	22110	LIRS Loan Subsidy	54,700	(13)	47,500	(13)	40,000	32,200	24,200	15,800	7,500	2,600	0	0
608,300	228,000	0	214,000	22110	Natural Disaster Funding	0	(100)	0	0	0	0	0	0	0	0	0	0
0	0	238,800	0	22110	Roads to Recovery	2,495,000	100	900,000	(64)	492,000	634,000	646,700	659,700	672,900	686,400	700,200	714,300
				22110	Other	9,600		0	(100)	0	0	0	0	0	0	0	0
<b>Interest</b>																	
12,800	233,100	93,700	73,800		Interest on Reserves and Loans	0	(100)	0	0	0	0	0	0	0	0	0	0
<b>687,900</b>	<b>499,700</b>	<b>413,800</b>	<b>350,500</b>		<b>Total Operating Revenues</b>	<b>2,559,300</b>	<b>630</b>	<b>947,500</b>	<b>(63)</b>	<b>532,000</b>	<b>666,200</b>	<b>670,900</b>	<b>675,500</b>	<b>680,400</b>	<b>689,000</b>	<b>700,200</b>	<b>714,300</b>
<b>OPERATING EXPENSES</b>																	
<b>Roads and Bridges - Maintenance</b>																	
776,500	628,700	786,800	666,600	32110	Urban Roads	734,000	10	777,000	6	777,000	796,800	817,000	837,600	858,800	880,600	902,900	925,700
1,263,200	1,293,800	1,261,700	1,379,200	32117	Sealed Rural Roads	1,186,300	(14)	1,246,000	5	1,246,000	1,277,400	1,309,600	1,342,600	1,376,400	1,411,000	1,446,500	1,482,900
602,000	585,900	662,800	672,300	32117	Unsealed Rural Roads	654,000	(3)	686,000	5	686,000	703,200	720,900	739,000	757,600	776,700	796,200	816,200
37,000	14,800	10,400	13,100	32120	Bridges	21,000	60	22,000	5	22,000	22,600	23,200	23,800	24,400	25,100	25,800	26,500
363,000	335,300	380,200	397,700	32110	Street Cleaning	376,000	(5)	407,000	8	417,300	427,800	438,700	449,800	461,200	472,900	484,900	497,100
740,000	133,600	2,000	277,400	32110	Natural Disasters	0	(100)	0	0	0	0	0	0	0	0	0	0
<b>Debt Servicing</b>																	
298,000	427,700	430,300	360,900	32120	Interest on Loans	328,600	(9)	294,300	(10)	259,200	222,600	184,700	477,000	418,000	361,300	306,600	263,000
<b>Non-Cash Expenses</b>																	
6,916,000	7,228,600	6,163,400	5,853,500	32120	Depreciation - Roads and Bridges	4,819,000	(18)	4,915,400	2	5,013,800	5,114,100	5,216,400	5,320,800	5,427,300	5,535,900	5,646,700	5,759,700
147,000	135,500	123,000	109,600	32120	Unwinding Interest Free Loan	91,400	(17)	71,900	(21)	51,000	28,100	0	0	0	0	0	0
4,636,000	1,634,800	3,009,500	0	32120	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
<b>15,778,700</b>	<b>12,418,700</b>	<b>12,830,100</b>	<b>9,730,300</b>		<b>Total Operating Expenses</b>	<b>8,210,300</b>	<b>(16)</b>	<b>8,419,600</b>	<b>3</b>	<b>8,472,300</b>	<b>8,592,600</b>	<b>8,710,500</b>	<b>9,190,600</b>	<b>9,323,700</b>	<b>9,463,500</b>	<b>9,609,600</b>	<b>9,771,100</b>
<b>(15,090,800)</b>	<b>(11,919,000)</b>	<b>(12,416,300)</b>	<b>(9,379,800)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(5,651,000)</b>	<b>(40)</b>	<b>(7,472,100)</b>	<b>32</b>	<b>(7,940,300)</b>	<b>(7,926,400)</b>	<b>(8,039,600)</b>	<b>(8,515,100)</b>	<b>(8,643,300)</b>	<b>(8,774,500)</b>	<b>(8,909,400)</b>	<b>(9,056,800)</b>
6,916,000	7,228,600	6,163,400	5,853,500		Add Back Depreciation	4,819,000	(18)	4,915,400	2	5,013,800	5,114,100	5,216,400	5,320,800	5,427,300	5,535,900	5,646,700	5,759,700
147,000	135,500	123,000	109,600		Add Back Unwinding Interest Free Loan	91,400	(17)	71,900	(21)	51,000	28,100	0	0	0	0	0	0
4,836,000	1,634,800	3,009,500	0		Add Back Loss on Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
<b>(3,391,800)</b>	<b>(2,920,100)</b>	<b>(3,120,400)</b>	<b>(3,416,700)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(740,600)</b>	<b>(78)</b>	<b>(2,484,800)</b>	<b>236</b>	<b>(2,875,500)</b>	<b>(2,784,200)</b>	<b>(2,823,200)</b>	<b>(3,194,300)</b>	<b>(3,216,000)</b>	<b>(3,238,600)</b>	<b>(3,262,700)</b>	<b>(3,297,100)</b>
<b>Capital Movements</b>																	
423,000	702,600	822,000	982,800		Less Loan Principal Repayments	1,015,100		1,049,300	3	1,084,400	1,170,300	804,600	1,262,300	1,255,900	1,247,800	1,148,900	487,000
9,488,000	2,467,900	1,640,400	1,802,200		Less Transfer to Reserves	25,100		0	(100)	0	0	0	0	0	0	0	0
2,779,000	9,546,500	5,526,800	2,916,200		Add Transfer from Reserves	2,679,400		4,624,000	73	432,000	17,609,000	13,962,000	13,498,000	355,000	364,000	373,000	382,000
10,074,000	4,803,700	1,540,000	4,718,700		Add Capital Income Applied	4,888,700		4,028,000	(18)	2,682,000	185,000	8,528,700	192,500	196,400	200,400	204,500	208,600
10,230,000	14,424,200	6,975,000	8,501,900		Less Capital Expenditure	13,235,200		12,893,700	(3)	7,412,100	22,838,300	28,658,000	19,339,600	6,439,300	6,700,000	7,124,200	8,108,300
<b>(10,679,800)</b>	<b>(6,164,600)</b>	<b>(5,491,000)</b>	<b>(7,068,700)</b>		<b>Cash Result after Capital Movements</b>	<b>(7,447,900)</b>	<b>5</b>	<b>(7,775,800)</b>	<b>4</b>	<b>(8,258,000)</b>	<b>(8,998,800)</b>	<b>(9,795,100)</b>	<b>(10,105,700)</b>	<b>(10,359,800)</b>	<b>(10,622,000)</b>	<b>(10,958,300)</b>	<b>(11,301,800)</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				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>OPERATING REVENUES</b>																		
<b>Fees and Charges</b>																		
55,000	248,400	190,100	728,000	22151	Private Works	255,000	(65)	126,500	(50)	129,700	133,000	136,500	140,000	143,600	147,300	151,100	155,000	159,000
6,000	56,500	55,400	41,100	22151	Sundry Fees and Charges	7,200	(82)	6,300	(13)	6,500	6,700	6,900	7,100	7,300	7,500	7,700	7,900	8,100
293,000	357,400	363,500	350,700	22200	Burns Point Ferry - Toll Fees	369,000	5	374,000	1	383,500	393,200	403,100	413,300	423,700	434,400	445,300	456,500	468,000
76,000	82,100	80,500	99,500	22200	Burns Point Ferry - Season Tickets	110,000	11	110,000	0	112,800	115,700	118,600	121,600	124,700	127,900	131,100	134,400	137,800
5,000	8,000	8,000	11,100	22200	Burns Point Ferry - Diesel Rebate	10,000	(10)	11,000	10	11,300	11,600	11,900	12,200	12,600	13,000	13,400	13,800	14,200
<b>Operating Grants &amp; Contributions</b>																		
98,000	98,000	98,000	98,000	22150	Street Lighting	103,000	5	104,600	2	107,300	110,000	112,800	115,700	118,600	121,600	124,700	127,900	131,100
25,700	48,200	44,600	40,000	22150	LIRS Loan Subsidy	34,200	(15)	29,200	(15)	24,000	18,500	12,800	6,900	1,100	0	0	0	0
0	0	27,400	6,800	22150	Boating Programs	42,000	518	0	(100)	0	0	0	0	0	0	0	0	0
40,000	7,300	19,000	0	22150	Miscellaneous Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	10,000	0	22150	PAMP	30,000	100	0	(100)	0	0	0	0	0	0	0	0	0
<b>598,700</b>	<b>905,900</b>	<b>896,500</b>	<b>1,375,200</b>		<b>Total Operating Revenues</b>	<b>960,400</b>	<b>(30)</b>	<b>761,600</b>	<b>(21)</b>	<b>775,100</b>	<b>788,700</b>	<b>802,600</b>	<b>816,800</b>	<b>831,600</b>	<b>851,700</b>	<b>873,300</b>	<b>895,500</b>	<b>918,200</b>
<b>OPERATING EXPENSES</b>																		
<b>Maintenance Programs</b>																		
139,000	113,300	100,200	65,300	32132	Road and Traffic Signs	106,200	63	107,800	2	110,700	113,700	116,700	120,000	123,300	126,700	130,200	133,700	137,300
407,000	450,300	505,800	469,400	32130	Street Lighting	550,000	17	568,000	3	582,400	597,100	612,200	627,700	643,600	659,800	676,400	693,400	710,900
119,000	190,800	150,700	152,400	32135	Footpaths Maintenance	224,700	47	184,300	(18)	189,300	194,400	199,600	205,000	210,500	216,100	221,800	227,700	233,600
14,000	37,400	19,300	58,400	32137	Car Parking - Sharpes Beach Rent	40,200	(31)	41,000	2	42,100	43,200	44,300	45,500	46,700	47,900	49,100	50,400	51,700
8,000	5,900	6,300	6,600	32137	Car Parking - Maintenance and Rates	7,200	9	7,500	4	7,700	7,900	8,100	8,400	8,700	9,000	9,300	9,600	9,900
13,000	19,100	5,500	2,700	32138	Bus Shelters and Public Transport	12,000	344	12,000	0	12,400	12,800	13,200	13,600	14,000	14,400	14,800	15,300	15,800
99,000	222,500	173,200	636,700	32496	Private Works	225,000	(65)	110,000	(51)	112,800	115,700	118,700	121,700	124,800	128,000	131,300	134,700	138,200
17,000	20,900	80,600	78,400	32201	Wharves and Jetties	91,800	17	42,200	(54)	43,400	44,600	45,800	47,100	48,400	49,700	51,000	52,300	53,800
<b>Burns Point Ferry</b>																		
304,000	341,600	358,800	318,700	32200	Operation	235,000	(26)	318,500	36	225,300	332,200	239,200	348,300	253,500	364,900	268,400	382,100	283,900
309,000	305,600	305,500	336,300	32200	Salaries and Oncosts	332,000	(1)	337,000	2	345,500	354,200	363,100	372,200	381,600	391,200	401,000	411,100	421,400
<b>Debt Servicing</b>																		
179,000	183,800	159,600	134,300	32140	Interest on Loans	107,100	(20)	78,300	(27)	48,600	126,200	110,100	92,900	75,700	65,000	55,000	45,000	34,000
<b>Non-Cash Expenses</b>																		
152,000	24,800	102,000	165,300	32132	Depreciation - Ancillary	110,000	(33)	112,200	2	114,500	116,800	119,200	121,600	124,100	126,600	129,200	131,800	134,500
478,000	0	280,600	413,400	32132	Depreciation - Footpaths	300,000	(27)	306,000	2	312,200	318,500	324,900	331,400	338,100	344,900	351,800	358,900	366,100
26,000	44,000	38,700	33,500	32132	Depreciation - Maritime	40,000	19	40,800	2	41,700	42,600	43,500	44,400	45,300	46,300	47,300	48,300	49,300
<b>2,264,000</b>	<b>1,960,000</b>	<b>2,286,800</b>	<b>2,871,400</b>		<b>Total Operating Expenses</b>	<b>2,381,200</b>	<b>(17)</b>	<b>2,265,600</b>	<b>(5)</b>	<b>2,188,600</b>	<b>2,419,900</b>	<b>2,358,600</b>	<b>2,499,800</b>	<b>2,438,300</b>	<b>2,590,500</b>	<b>2,536,600</b>	<b>2,694,300</b>	<b>2,640,400</b>
<b>(1,665,300)</b>	<b>(1,054,100)</b>	<b>(1,390,300)</b>	<b>(1,496,200)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,420,800)</b>	<b>(5)</b>	<b>(1,504,000)</b>	<b>6</b>	<b>(1,413,500)</b>	<b>(1,631,200)</b>	<b>(1,556,000)</b>	<b>(1,683,000)</b>	<b>(1,606,700)</b>	<b>(1,738,800)</b>	<b>(1,663,300)</b>	<b>(1,798,800)</b>	<b>(1,722,200)</b>
656,000	68,800	421,300	612,200		Add Back Depreciation	450,000	(26)	459,000	2	468,400	477,900	487,600	497,400	507,500	517,800	528,300	539,000	549,900
<b>(1,009,300)</b>	<b>(985,300)</b>	<b>(969,000)</b>	<b>(884,000)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(970,800)</b>	<b>10</b>	<b>(1,045,000)</b>	<b>8</b>	<b>(945,100)</b>	<b>(1,153,300)</b>	<b>(1,068,400)</b>	<b>(1,185,600)</b>	<b>(1,099,200)</b>	<b>(1,221,000)</b>	<b>(1,135,000)</b>	<b>(1,259,800)</b>	<b>(1,172,300)</b>
<b>Capital Movements</b>																		
375,000	448,700	416,500	441,900		Less Loan Principal Repayments	469,100		498,000	6	444,800	350,800	366,900	384,200	317,000	243,000	253,000	263,000	274,000
1,085,000	512,300	2,168,800	2,707,300		Less Transfer to Reserves	11,600		0	(100)	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
3,019,000	2,484,000	1,382,400	4,818,700		Add Transfer from Reserves	2,312,400		832,300	(64)	749,400	408,000	308,000	408,000	308,000	408,000	308,000	408,000	308,000
1,537,000	608,100	1,817,800	450,200		Add Capital Income Applied	820,000		550,000	(33)	425,000	0	0	0	0	0	0	0	0
3,948,000	2,270,500	2,463,700	2,538,500		Less Capital Expenditure	3,136,900		1,465,000	(53)	1,360,000	530,000	543,000	556,000	570,000	584,000	598,000	613,000	628,000
<b>(1,861,300)</b>	<b>(1,124,700)</b>	<b>(2,817,800)</b>	<b>(1,302,800)</b>		<b>Cash Result after Capital Movements</b>	<b>(1,456,000)</b>	<b>12</b>	<b>(1,625,700)</b>	<b>12</b>	<b>(1,625,500)</b>	<b>(1,676,100)</b>	<b>(1,720,300)</b>	<b>(1,767,800)</b>	<b>(1,728,200)</b>	<b>(1,690,000)</b>	<b>(1,728,000)</b>	<b>(1,777,800)</b>	<b>(1,816,300)</b>

## ROADS AND MARITIME SERVICES (RMS)

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

### **Background**

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

### **Budget Comments**

### **Operating Revenues**

#### **Preservation Program**

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

#### **Regional Roads Block Grant**

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

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

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

ROADS AND MARITIME SERVICES																		
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
					<b>OPERATING REVENUES</b>													
					<b>Fees and Charges</b>													
47,000	0	0	0	22220	State Roads - Preservation Program	0	0	0	0	0	0	0	0	0	0	0	0	
68,000	0	0	0	22220	State Roads - Works Orders	0	0	0	0	0	0	0	0	0	0	0	0	
					<b>External Contributions</b>													
562,000	926,000	866,500	876,000	22220	Regional Roads Block Grant	970,000	11	746,000	(23)	764,800	784,500	804,500	825,000	846,100	867,800	890,200	912,700	936,000
<b>677,000</b>	<b>926,000</b>	<b>866,500</b>	<b>876,000</b>		<b>Total Operating Revenues</b>	<b>970,000</b>	<b>100</b>	<b>746,000</b>	<b>(23)</b>	<b>764,800</b>	<b>784,500</b>	<b>804,500</b>	<b>825,000</b>	<b>846,100</b>	<b>867,800</b>	<b>890,200</b>	<b>912,700</b>	<b>936,000</b>
					<b>OPERATING EXPENSES</b>													
98,000	0	0	0	32255	State Roads - Preservation	0	0	0	0	0	0	0	0	0	0	0	0	0
21,000	0	0	0	32220	State Roads - Works Order	0	0	0	0	0	0	0	0	0	0	0	0	0
611,000	749,800	669,200	770,000	32250	Regional Roads	908,800	18	746,000	(18)	764,800	784,500	804,500	825,000	846,100	867,800	890,200	912,700	936,000
<b>730,000</b>	<b>749,800</b>	<b>669,200</b>	<b>770,000</b>		<b>Total Operating Expenses</b>	<b>908,800</b>	<b>18</b>	<b>746,000</b>	<b>(18)</b>	<b>764,800</b>	<b>784,500</b>	<b>804,500</b>	<b>825,000</b>	<b>846,100</b>	<b>867,800</b>	<b>890,200</b>	<b>912,700</b>	<b>936,000</b>
<b>(53,000)</b>	<b>176,200</b>	<b>197,300</b>	<b>106,000</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>61,200</b>	<b>(42)</b>	<b>0</b>	<b>(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>
0	0	0	0		Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>(53,000)</b>	<b>176,200</b>	<b>197,300</b>	<b>106,000</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>61,200</b>	<b>(42)</b>	<b>0</b>	<b>(100)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
					<b>Capital Movements</b>													
0	0	0	0		Less Loan Principal Repayments	0		0	0	0	0	0	0	0	0	0	0	0
24,000	73,000	146,900	103,100		Less Transfer to Reserves	0		0	0	0	0	0	0	0	0	0	0	0
77,000	0	125,900	146,900		Add Transfer from Reserves	103,100		0	(100)	0	0	0	0	0	0	0	0	0
0	0	0	0		Add Capital Income Applied	0		0	0	0	0	0	0	0	0	0	0	0
0	103,200	176,300	149,800		Less Capital Expenditure	164,300		0	(100)	0	0	0	0	0	0	0	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>Cash Result after Capital Movements</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## OPEN SPACES AND RESERVES

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

### **Background**

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

### **Budget Comments**

#### **Operating Revenues**

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

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

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

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

#### **Operating Expenses**

**Management** Includes salaries and oncosts for 3.5 full time employees (total of 12.5 days) and one motor vehicle.

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

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

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

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

#### **Capital Movements**

**Transfer to Reserves** 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 94 funds to finance capital works on parks and sporting fields, plus any forecast capital grants.

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



OPEN SPACES AND RESERVES																		
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>OPERATING REVENUES</b>																		
<b>Fees and Charges</b>																		
39,600	42,100	45,000	46,100	22230	Commercial Activity Licences	31,000	(33)	43,000	39	44,100	45,300	46,500	47,700	48,900	50,200	51,500	52,800	54,200
13,700	24,900	25,300	34,800	22230	4WD Permits	32,000	(8)	35,000	9	35,900	36,800	37,800	38,800	39,800	40,800	41,900	43,000	44,100
29,600	23,000	37,300	21,200	22230	Nursery - Sales	30,500	44	26,500	(13)	27,300	28,100	28,900	29,800	30,700	31,600	32,500	33,400	34,400
300	600	300	4,200	22230	Miscellaneous Fees	10,600	152	10,500	(1)	10,900	11,400	11,900	12,400	12,900	13,400	13,900	14,400	14,900
<b>Grants and Contributions</b>																		
130,000	192,100	120,900	120,900	22230	Grants - Regional Works Crew	78,000	(35)	71,000	(9)	72,900	74,900	76,900	78,900	81,100	83,300	85,500	87,700	90,000
6,000	0	7,200	61,900	22256	Grants - Sporting Fields	0	(100)	0	0	0	0	0	0	0	0	0	0	0
175,000	145,500	149,600	152,100	26114	State Govt - Crown Reserve Contribution	154,000	1	156,400	2	160,400	164,500	168,700	173,000	177,400	181,900	186,600	191,400	196,300
<b>Vegetation Management</b>																		
152,000	136,500	95,100	158,700	22241	Operating Grants	30,000	(81)	5,000	(83)	5,200	5,400	5,600	5,800	6,000	6,200	6,400	6,600	6,800
<b>Other Services</b>																		
360,000	339,600	403,200	398,300	22250	Cemeteries - Fees and Charges	400,000	0	406,000	2	416,200	426,700	437,400	448,400	459,700	471,200	483,000	495,100	507,500
<b>Interest on Investments</b>																		
0	82,700	79,200	51,400	22256	Interest	0	(100)	0	0	0	0	0	0	0	0	0	0	0
<b>906,200</b>	<b>987,000</b>	<b>963,100</b>	<b>1,049,600</b>		<b>Total Operating Revenues</b>	<b>766,100</b>	<b>(27)</b>	<b>753,400</b>	<b>(2)</b>	<b>772,900</b>	<b>793,100</b>	<b>813,700</b>	<b>834,800</b>	<b>856,500</b>	<b>878,600</b>	<b>901,300</b>	<b>924,400</b>	<b>948,200</b>
<b>OPERATING EXPENSES</b>																		
<b>Open Spaces and Reserves Management</b>																		
229,000	158,300	179,900	188,500	32260	Employee Costs	288,000	53	384,000	33	393,700	403,600	413,800	424,200	434,900	445,800	457,000	457,300	457,600
<b>Open Spaces and Reserves</b>																		
1,533,000	1,638,400	1,474,700	1,565,400	32262	Operating Expenses	1,743,600	11	1,627,000	(7)	1,636,200	1,677,800	1,720,400	1,764,200	1,809,000	1,854,900	1,901,800	1,949,900	1,999,200
5,000	6,100	5,300	5,400	32262	Donation - Mowing on Private Property	7,500	39	4,000	(47)	4,100	4,300	4,500	4,700	4,900	5,100	5,300	5,500	5,700
63,000	68,100	62,000	98,700	32265	Tree Lopping and Maintenance	79,000	(20)	80,000	1	82,100	84,200	86,400	88,600	90,900	93,200	95,600	98,000	100,500
2,000	20,000	17,900	3,600	32265	Street Tree Planting Program	40,000	1,011	20,000	(50)	20,500	21,100	21,700	22,300	22,900	23,500	24,100	24,800	25,500
0	0	0	9,100	32265	Fig Tree Management Program	15,000	65	15,000	0	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700	19,200
10,000	2,000	87,300	2,200	32265	Town Entry Beautification Program	48,500	2,105	0	(100)	0	0	0	0	0	0	0	0	0
184,000	178,300	207,700	219,700	32266	Nursery Operations	245,900	12	238,200	(3)	244,400	250,800	257,300	264,000	270,900	277,900	285,100	292,500	300,100
25,000	22,400	26,400	31,300	32267	Amphitheatre and Skateparks	37,400	19	40,800	9	42,200	43,600	45,000	46,400	47,900	49,400	50,900	52,500	54,200
2,000	1,500	4,100	1,200	32270	Beach Cleaning	12,500	942	12,700	2	13,100	13,500	13,900	14,300	14,700	15,100	15,500	15,900	16,300
229,000	232,300	261,400	279,400	32270	Surf Life Saving Services - Contract	270,000	(3)	274,000	1	280,900	288,000	295,200	302,600	310,200	318,000	326,000	334,200	342,600
9,000	8,500	7,600	66,500	32270	Other Beach Exps - Insurance / Permits	8,800	(87)	8,900	1	9,200	9,500	9,800	10,100	10,400	10,700	11,000	11,300	11,600
<b>Vegetation Management</b>																		
61,000	65,200	73,100	70,400	32275	Coastal and Bushland Reserves	69,500	(1)	70,400	1	72,700	75,100	77,500	80,000	82,500	85,000	87,500	90,200	92,900
56,000	98,700	101,000	103,400	32277	Weed Control - Cont to County Council	108,000	4	106,900	(1)	109,600	112,400	115,300	118,200	121,200	124,300	127,500	130,700	134,000
10,000	5,500	9,500	12,600	32277	Weed Control	14,000	11	14,200	1	14,600	15,100	15,600	16,100	16,600	17,100	17,600	18,200	18,800
144,000	233,100	173,800	322,900	32279	Projects	234,500	(27)	53,400	(77)	55,400	57,400	59,400	61,400	63,400	65,600	67,800	70,000	72,200
<b>Other Services</b>																		
313,000	302,200	368,400	410,400	32310	Sports Fields - Operating Expenses	387,700	(6)	408,900	5	417,400	428,900	440,800	452,900	465,400	478,000	490,900	504,200	517,800
257,000	219,500	275,000	289,200	32300	Cemeteries - Operating Expenses	286,400	(1)	291,000	2	298,600	306,500	314,500	322,700	331,100	339,600	348,400	357,400	366,800
<b>Non-Cash Expenses</b>																		
5,000	7,200	21,300	19,600	32261	Depreciation - Cemeteries	22,000	12	22,500	2	23,000	23,500	24,000	24,500	25,000	25,500	26,100	26,700	27,300
0	0	0	0		Depreciation - Open Spaces	0	0	0	0	0	0	0	0	0	0	0	0	0
0	38,700	85,000	0		Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>3,137,000</b>	<b>3,306,000</b>	<b>3,441,400</b>	<b>3,699,500</b>		<b>Total Operating Expenses</b>	<b>3,918,300</b>	<b>6</b>	<b>3,671,900</b>	<b>(6)</b>	<b>3,733,100</b>	<b>3,831,100</b>	<b>3,931,300</b>	<b>4,033,900</b>	<b>4,139,100</b>	<b>4,246,400</b>	<b>4,356,300</b>	<b>4,458,000</b>	<b>4,562,300</b>
<b>(2,230,800)</b>	<b>(2,319,000)</b>	<b>(2,478,300)</b>	<b>(2,649,900)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(3,152,200)</b>	<b>19</b>	<b>(2,918,500)</b>	<b>(7)</b>	<b>(2,960,200)</b>	<b>(3,038,000)</b>	<b>(3,117,600)</b>	<b>(3,199,100)</b>	<b>(3,282,600)</b>	<b>(3,367,800)</b>	<b>(3,455,000)</b>	<b>(3,533,600)</b>	<b>(3,614,100)</b>
5,000	7,200	21,300	19,600		Add Back Depreciation	22,000	12	22,500	2	23,000	23,500	24,000	24,500	25,000	25,500	26,100	26,700	27,300
0	38,700	85,000	0		Add Back Loss on Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>(2,225,800)</b>	<b>(2,273,100)</b>	<b>(2,372,000)</b>	<b>(2,630,300)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(3,130,200)</b>	<b>19</b>	<b>(2,896,000)</b>	<b>(7)</b>	<b>(2,937,200)</b>	<b>(3,014,500)</b>	<b>(3,093,600)</b>	<b>(3,174,600)</b>	<b>(3,257,600)</b>	<b>(3,342,300)</b>	<b>(3,428,900)</b>	<b>(3,506,900)</b>	<b>(3,586,800)</b>
<b>Capital Movements</b>																		
0	0	0	0		Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0	0
734,000	2,182,900	5,876,900	2,174,000		Less Transfer to Reserves	113,600	1	115,000	1	117,600	120,200	122,900	125,700	128,600	131,600	134,600	137,700	140,700
1,578,000	818,300	5,807,100	4,743,300		Add Transfer from Reserves	4,588,000	(71)	1,350,000	(71)	850,000	800,000	2,150,000	50,000	50,000	50,000	50,000	50,000	50,000
1,000,000	1,521,000	25,000	0		Add Capital Income Applied	80,000	(100)	0	(100)	0	0	0	0	0	0	0	0	0
2,315,000	609,000	606,600	3,156,200		Less Capital Expenditure	4,697,500	(65)	1,661,000	(65)	1,446,000	1,621,000	3,244,000	1,167,000	1,191,000	1,215,000	1,239,000	1,264,000	1,289,000
<b>(2,696,800)</b>	<b>(2,725,700)</b>	<b>(3,023,400)</b>	<b>(3,217,200)</b>		<b>Cash Result after Capital Movements</b>	<b>(3,273,300)</b>	<b>2</b>	<b>(3,322,000)</b>	<b>1</b>	<b>(3,650,800)</b>	<b>(3,955,700)</b>	<b>(4,310,500)</b>	<b>(4,417,300)</b>	<b>(4,527,200)</b>	<b>(4,638,900)</b>	<b>(4,752,500)</b>	<b>(4,858,600)</b>	<b>(4,966,500)</b>

## FLEET AND PLANT

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

### **Background**

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

### **Budget Comments**

### **Operating Revenues**

#### **Fees and Charges**

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

### **Operating Expenses**

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

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

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

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

### **Capital Movements**

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

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

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

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

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

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

FLEET AND PLANT																			
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED													
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
					<b>OPERATING REVENUES</b>														
141,300	145,700	156,200	164,500	22260	Fleet Management - Fees and Charges	178,000	8	180,700	2	185,300	190,000	194,800	199,700	204,700	209,900	215,200	220,600	226,200	
					Staff Lease Fees														
43,800	48,300	44,000	46,100	22260	Operating Grants and Contributions	55,000	19	55,900	2	57,300	58,800	60,300	61,900	63,500	65,100	66,800	68,500	70,300	
					Diesel Rebate														
20,300	19,600	20,300	17,000	22260	Interest On Investments	3,000	(82)	1,000	(67)	4,000	4,000	15,000	8,000	12,000	6,000	6,000	(11,000)	(4,000)	
					Interest On Investments														
55,100	30,800	26,600	56,400	22260	Sundry Revenues	18,000	(68)	18,300	2	18,800	19,300	19,800	20,300	20,900	21,500	22,100	22,700	23,300	
					Scrap Metal Sales														
48,000	57,600	79,800	0	22260	Gain on Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	
					Gain on Disposal of Equipment														
<b>308,500</b>	<b>302,000</b>	<b>326,900</b>	<b>284,000</b>		<b>Total Operating Revenues</b>	<b>254,000</b>	<b>(11)</b>	<b>255,900</b>	<b>1</b>	<b>255,400</b>	<b>272,100</b>	<b>290,900</b>	<b>289,900</b>	<b>301,100</b>	<b>302,500</b>	<b>310,100</b>	<b>300,800</b>	<b>315,800</b>	
					<b>OPERATING EXPENSES</b>														
2,148,900	2,238,800	2,165,500	2,141,700	32320	Operating Expenses	2,803,500	22	2,481,300	(5)	2,543,800	2,608,000	2,673,600	2,740,800	2,809,700	2,880,300	2,952,700	3,027,000	3,103,200	
(3,420,900)	(3,551,100)	(3,612,200)	(3,780,600)	22260	Plant Running Expenses	(4,000,900)	6	(3,976,000)	(1)	(4,075,800)	(4,178,500)	(4,283,700)	(4,391,500)	(4,502,000)	(4,615,200)	(4,731,100)	(4,850,000)	(4,971,700)	
159,800	158,300	150,600	157,100	32322	Internal Plant Hire Charges	174,700	11	180,000	3	184,800	189,700	194,800	200,000	205,300	210,700	216,200	222,000	227,800	
169,000	221,000	337,000	342,000	32320	Workshop Operating Expenses	344,000	1	356,000	3	364,900	374,100	383,500	393,100	403,000	413,100	423,500	434,100	445,000	
					Overheads Charged to Plant														
1,900	0	0	0	32320	Debt Servicing	0	0	0	0	0	0	0	0	0	0	0	0	0	
					Interest on Loans														
76,600	14,200	19,200	0	22260	Loss on Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	
					Loss on Disposal of Assets														
1,128,900	1,154,800	980,800	925,300	32320	Non-Cash Expenses	920,000	(1)	938,400	2	957,200	976,400	996,000	1,016,000	1,036,400	1,057,200	1,079,400	1,100,000	1,122,000	
					Depreciation														
<b>264,200</b>	<b>236,000</b>	<b>40,900</b>	<b>(214,500)</b>		<b>Total Operating Expenses</b>	<b>-41,300</b>	<b>(119)</b>	<b>(20,300)</b>	<b>(149)</b>	<b>(25,100)</b>	<b>(30,300)</b>	<b>(35,800)</b>	<b>(41,600)</b>	<b>(47,600)</b>	<b>(53,900)</b>	<b>(60,300)</b>	<b>(66,900)</b>	<b>(73,700)</b>	
<b>44,300</b>	<b>66,000</b>	<b>286,000</b>	<b>498,500</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>212,700</b>	<b>(57)</b>	<b>276,200</b>	<b>30</b>	<b>290,500</b>	<b>302,400</b>	<b>326,700</b>	<b>331,500</b>	<b>348,700</b>	<b>356,400</b>	<b>370,400</b>	<b>367,700</b>	<b>389,500</b>	
1,129,000	1,154,800	980,800	925,300		Add Back Depreciation	920,000	(1)	938,400	2	957,200	976,400	996,000	1,016,000	1,036,400	1,057,200	1,079,400	1,100,000	1,122,000	
<b>1,173,300</b>	<b>1,220,800</b>	<b>1,266,800</b>	<b>1,423,800</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>1,132,700</b>	<b>(20)</b>	<b>1,214,600</b>	<b>7</b>	<b>1,247,700</b>	<b>1,278,800</b>	<b>1,322,700</b>	<b>1,347,500</b>	<b>1,385,100</b>	<b>1,413,600</b>	<b>1,448,800</b>	<b>1,467,700</b>	<b>1,511,500</b>	
					<b>Capital Movements</b>														
32,000	0	0	0		Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0	0	
1,201,300	1,169,400	1,265,800	1,423,800		Less Transfer to Reserves	1,132,700	7	1,214,600	7	1,247,700	1,278,800	1,322,700	1,347,500	1,385,100	1,413,600	1,448,800	1,467,700	1,511,500	
1,196,000	1,113,500	1,223,200	1,385,100		Add Transfer from Reserves	2,070,000	(47)	1,094,000	(47)	1,270,000	744,000	1,649,000	1,202,000	1,623,000	1,890,000	1,392,000	1,300,000	1,350,000	
0	0	0	0		Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0	0	
1,136,000	1,164,900	1,223,200	1,385,100		Less Capital Expenditure	2,070,000	(47)	1,094,000	(47)	1,270,000	744,000	1,649,000	1,202,000	1,623,000	1,890,000	1,392,000	1,300,000	1,350,000	
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>Cash Result after Capital Movements</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## RURAL FIRE SERVICE

**Manager:** Tony Partridge – “Manager - Support Operations”

### **Background**

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

### **Budget Comments**

#### **Operating Revenues**

##### **Operating Grants**

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

#### **Operating Expenses**

##### ***Contributions to Bushfire Brigades***

Consists of:

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

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

##### **Fire Control Expenses**

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

RURAL FIRE SERVICE																		
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
249,000	161,500	181,900	172,300	21060	<b>OPERATING REVENUES</b>													
					Operating Grants	219,000	27	167,500	(24)	171,800	176,200	180,700	185,400	190,200	195,100	200,100	205,200	210,500
<b>249,000</b>	<b>161,500</b>	<b>181,900</b>	<b>172,300</b>		<b>Total Operating Revenues</b>	<b>219,000</b>	<b>27</b>	<b>167,500</b>	<b>(24)</b>	<b>171,800</b>	<b>176,200</b>	<b>180,700</b>	<b>185,400</b>	<b>190,200</b>	<b>195,100</b>	<b>200,100</b>	<b>205,200</b>	<b>210,500</b>
					<b>OPERATING EXPENSES</b>													
50,000	50,700	50,600	52,500	31060	Contribution to NSW Fire Brigades	53,500	2	54,400	2	55,800	57,200	58,700	60,200	61,800	63,400	65,000	66,700	68,400
138,000	194,100	111,800	120,000	31060	Contribution to Rural Fire Fighting Fund	154,600	29	157,000	2	161,000	165,100	169,300	173,600	178,000	182,500	187,100	191,800	196,600
95,000	79,300	83,000	80,500	31061	Fire Control Expenses	107,000	33	109,100	2	112,400	115,700	119,000	122,300	125,800	129,300	132,900	136,700	140,600
115,000	40,800	31,600	77,000	31062	Fire Control Expenses (Council Control)	78,700	2	61,200	(22)	62,900	64,700	66,500	68,300	70,200	72,100	74,100	76,100	78,200
9,000	0	0	0	31062	<b>Non-Cash Expenses</b> Depreciation	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>407,000</b>	<b>364,900</b>	<b>277,000</b>	<b>330,000</b>		<b>Total Operating Expenses</b>	<b>393,800</b>	<b>19</b>	<b>381,700</b>	<b>(3)</b>	<b>392,100</b>	<b>402,700</b>	<b>413,500</b>	<b>424,400</b>	<b>435,800</b>	<b>447,300</b>	<b>459,100</b>	<b>471,300</b>	<b>483,800</b>
<b>(158,000)</b>	<b>(203,400)</b>	<b>(95,100)</b>	<b>(157,700)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(174,800)</b>	<b>11</b>	<b>(214,200)</b>	<b>23</b>	<b>(220,300)</b>	<b>(226,500)</b>	<b>(232,800)</b>	<b>(239,000)</b>	<b>(245,600)</b>	<b>(252,200)</b>	<b>(259,000)</b>	<b>(266,100)</b>	<b>(273,300)</b>
9,000	0	0	0		Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>(149,000)</b>	<b>(203,400)</b>	<b>(95,100)</b>	<b>(157,700)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(174,800)</b>	<b>11</b>	<b>(214,200)</b>	<b>23</b>	<b>(220,300)</b>	<b>(226,500)</b>	<b>(232,800)</b>	<b>(239,000)</b>	<b>(245,600)</b>	<b>(252,200)</b>	<b>(259,000)</b>	<b>(266,100)</b>	<b>(273,300)</b>
					<b>Capital Movements</b>													
0	0	0	0		Less Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0	0
26,000	21,600	31,000	0		Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
31,000	25,900	21,600	19,000		Add Transfer from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
0	183,100	(500)	0		Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0	0
11,000	199,700	0	0		Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>(155,000)</b>	<b>(215,700)</b>	<b>(105,000)</b>	<b>(138,700)</b>		<b>Cash Result after Capital Movements</b>	<b>(174,800)</b>	<b>26</b>	<b>(214,200)</b>	<b>23</b>	<b>(220,300)</b>	<b>(226,500)</b>	<b>(232,800)</b>	<b>(239,000)</b>	<b>(245,600)</b>	<b>(252,200)</b>	<b>(259,000)</b>	<b>(266,100)</b>	<b>(273,300)</b>

## QUARRIES

**Manager:** Tony Partridge – “Manager - Support Operations”

### **Background**

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

### **Budget Comments**

#### **Operating Revenues**

##### **Tuckombil and 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				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>OPERATING REVENUES</b>																		
<b>Fees and Charges</b>																		
411,000	349,700	251,800	324,100	22265	Tuckombil and Stokers Quarries	64,800	(80)	47,900	(26)	49,200	50,500	51,900	53,300	54,700	56,100	57,600	59,100	60,600
0	0	0	0	22265	Airport Sandpit	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Non-cash Items</b>																		
0	0	223,900	53,100	22265	Remediation Provisions	0	(100)	0	0	0	0	0	0	0	0	0	0	0
<b>411,000</b>	<b>349,700</b>	<b>475,700</b>	<b>377,200</b>		<b>Total Operating Revenues</b>	<b>64,800</b>	<b>(83)</b>	<b>47,900</b>	<b>(26)</b>	<b>49,200</b>	<b>50,500</b>	<b>51,900</b>	<b>53,300</b>	<b>54,700</b>	<b>56,100</b>	<b>57,600</b>	<b>59,100</b>	<b>60,600</b>
<b>OPERATING EXPENSES</b>																		
<b>Tuckombil Quarry</b>																		
2,000	1,500	4,300	300	32325	Buildings Maintenance	4,200	1300	4,300	2	4,500	4,700	4,900	5,100	5,300	5,500	5,700	5,900	6,100
10,000	1,300	1,700	800	32325	Operating Costs	2,000	150	2,100	5	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900	3,000
28,000	5,400	121,900	32,800	32325	Expansion Feasibility and Approvals	260,000	698	25,000	(90)	25,700	26,400	27,100	27,800	28,500	29,300	30,100	30,900	31,700
10,000	23,000	36,000	51,000	32325	Indirect Expenses - Overheads	34,000	(33)	0	(100)	0	0	0	0	0	0	0	0	0
<b>Stokers Quarry</b>																		
0	0	0	0	32325	Stage 1 Rectification Works	250,000	100	0	(100)	0	0	0	0	0	0	0	0	0
<b>Other Resources</b>																		
21,000	11,600	11,500	5,900	32326	Airport Sandpit	13,000	120	13,400	3	13,900	14,400	14,900	15,400	15,900	16,400	16,900	17,500	18,100
0	0	0	60,300	32326	North Creek Dredging	90,000	49	0	(100)	0	0	0	0	0	0	0	0	0
0	0	0	0	32326	Ballina Bar and Sand Nourishment	30,000	100	0	(100)	0	0	0	0	0	0	0	0	0
<b>Non-Cash Expenses</b>																		
55,000	33,800	43,000	28,000	32325	Unwinding Interest Free Loan	45,700	63	47,200	3	19,200	19,900	20,600	21,400	22,100	22,900	23,800	24,700	25,600
92,000	96,000	9,400	9,500	32325	Depreciation - Quarries	10,000	5	10,300	3	10,600	10,900	11,200	11,500	11,800	12,100	12,400	12,700	13,000
<b>218,000</b>	<b>172,600</b>	<b>227,800</b>	<b>188,400</b>		<b>Total Operating Expenses</b>	<b>738,900</b>	<b>292</b>	<b>102,300</b>	<b>(86)</b>	<b>76,100</b>	<b>78,600</b>	<b>81,100</b>	<b>83,700</b>	<b>86,200</b>	<b>88,900</b>	<b>91,700</b>	<b>94,600</b>	<b>97,500</b>
<b>193,000</b>	<b>177,100</b>	<b>247,900</b>	<b>188,800</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(674,100)</b>	<b>(457)</b>	<b>(54,400)</b>	<b>(92)</b>	<b>(26,900)</b>	<b>(28,100)</b>	<b>(29,200)</b>	<b>(30,400)</b>	<b>(31,500)</b>	<b>(32,800)</b>	<b>(34,100)</b>	<b>(35,500)</b>	<b>(36,900)</b>
0	0	(223,900)	(53,100)		Add Back Remediation	0	(100)	0	0	0	0	0	0	0	0	0	0	0
55,000	33,800	43,000	28,000		Add Back Unwinding	45,700	63	47,200	3	19,200	19,900	20,600	21,400	22,100	22,900	23,800	24,700	25,600
92,000	96,000	9,400	9,500		Add Back Depreciation	10,000	5	10,300	3	10,600	10,900	11,200	11,500	11,800	12,100	12,400	12,700	13,000
<b>340,000</b>	<b>306,900</b>	<b>76,400</b>	<b>173,200</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(618,400)</b>	<b>(457)</b>	<b>3,100</b>	<b>(101)</b>	<b>2,900</b>	<b>2,700</b>	<b>2,600</b>	<b>2,500</b>	<b>2,400</b>	<b>2,200</b>	<b>2,100</b>	<b>1,900</b>	<b>1,700</b>
<b>Capital Movements</b>																		
0	0	0	0		Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0	0
378,000	306,900	76,400	265,900		Less Transfer to Reserves	0	3,100	100	2,900	2,700	2,600	2,500	2,400	2,200	2,100	1,900	1,700	
139,000	210,000	250,000	192,700		Add Transfer from Reserves	901,400	0	(100)	0	0	0	0	0	0	0	0	0	0
0	0	0	0		Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0		Less Capital Expenditure	83,000	0	(100)	0	0	0	0	0	0	0	0	0	0
<b>101,000</b>	<b>210,000</b>	<b>250,000</b>	<b>100,000</b>		<b>Cash Result after Capital Movements</b>	<b>200,000</b>	<b>100</b>	<b>0</b>	<b>(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>

## LANDFILL AND RESOURCE MANAGEMENT

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

### **Background**

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

### **Budget Comments**

#### **Operating Revenues**

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

**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 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				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>OPERATING REVENUES</b>																		
<b>Fees and Charges</b>																		
443,000	464,300	501,900	515,600	22280	Annual Charges - Commercial Properties	540,000	5	551,000	2	564,000	578,000	592,000	606,000	622,000	638,000	654,000	671,000	688,000
0	0	1,199,900	1,267,600		Annual Charges - Residential Properties	1,284,000	1	0	(100)	0	0	0	0	0	0	0	0	0
2,000	4,600	10,000	15,100	22281	Bulk Waste Collection Service	15,000	(1)	15,000	0	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700	19,200
1,250,000	1,281,800	1,262,500	774,300	22283	Fees - Self Haul General	726,000	(6)	741,000	2	760,000	779,000	798,000	818,000	838,000	859,000	880,000	902,000	925,000
329,000	633,600	683,600	714,900	22283	Fees - Self Haul Inert	727,000	2	742,000	2	761,000	780,000	800,000	820,000	841,000	862,000	884,000	906,000	929,000
254,000	150,300	125,400	326,200	22284	Contributions and Grants	125,000	(62)	21,000	(83)	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000
79,000	54,200	85,400	106,100	22281	Interest On Investments	97,000	(9)	92,000	(5)	135,000	183,000	178,000	172,000	164,000	154,000	154,000	154,000	154,000
140,000	131,400	89,600	124,700	22281	Sundry Fees	53,000	(57)	53,000	0	55,000	57,000	59,000	61,000	63,000	65,000	67,000	69,000	71,000
<b>2,497,000</b>	<b>2,720,200</b>	<b>3,958,300</b>	<b>3,844,600</b>		<b>Total Operating Revenues</b>	<b>3,567,000</b>	<b>(7)</b>	<b>2,215,000</b>	<b>(38)</b>	<b>2,312,400</b>	<b>2,415,800</b>	<b>2,467,200</b>	<b>2,518,700</b>	<b>2,571,200</b>	<b>2,622,700</b>	<b>2,685,200</b>	<b>2,749,700</b>	<b>2,816,200</b>
<b>OPERATING EXPENSES</b>																		
<b>Waste Administration</b>																		
340,000	421,500	439,900	475,100	32340	Administration	553,000	(16)	506,000	(8)	483,000	494,000	505,000	516,000	527,000	539,000	551,000	563,000	575,000
505,000	525,000	562,000	555,000	32340	Internal Overheads	844,000	(16)	528,000	(18)	541,000	555,000	569,000	583,000	598,000	613,000	628,000	644,000	650,000
369,000	299,600	208,300	154,000	32340	Interest on Loans	74,200	(16)	10,400	(86)	0	0	0	0	0	0	0	0	0
<b>Waste - Internal Fees and Charges</b>																		
(842,000)	(892,500)	(982,400)	(957,400)	22283	Fees - Council Recyclables (DWM)	(963,000)	3	(1,003,000)	2	(1,028,000)	(1,054,000)	(1,080,000)	(1,107,000)	(1,135,000)	(1,163,000)	(1,192,000)	(1,222,000)	(1,253,000)
(505,000)	(318,900)	(314,900)	(465,700)	22283	Fees - Self Haul Council (Works)	(422,000)	(9)	(430,000)	2	(441,000)	(452,000)	(463,000)	(475,000)	(487,000)	(499,000)	(511,000)	(524,000)	(537,000)
(3,024,000)	(2,919,400)	(1,992,400)	(1,831,900)	22283	Fees - Self Haul Council (DWM)	(1,852,000)	1	(1,889,000)	2	(1,936,000)	(1,984,000)	(2,034,000)	(2,085,000)	(2,137,000)	(2,190,000)	(2,245,000)	(2,301,000)	(2,359,000)
<b>Waste Received</b>																		
194,000	216,100	206,600	172,600	32342	Weightbridge Operation	208,000	21	210,000	1	215,000	220,000	225,000	230,000	236,000	242,000	248,000	254,000	260,000
186,000	186,800	189,800	199,700	32342	Transfer Station Operations	203,000	2	206,000	1	211,000	216,000	221,000	226,000	231,000	236,000	242,000	249,000	256,000
<b>Waste Collection and Recycling</b>																		
148,000	194,500	173,800	191,800	32344	Collection Kerbside	195,000	2	198,000	2	203,000	208,000	214,000	220,000	226,000	232,000	238,000	244,000	250,000
67,900	81,500	81,600	91,200	32344	Collection Other	94,000	3	95,000	1	97,000	99,000	101,000	103,000	105,000	107,000	110,000	113,000	116,000
181,000	82,000	123,500	81,500	32345	Waste Bailing Facility and Recycling	71,000	15	71,000	0	74,000	77,000	80,000	83,000	86,000	89,000	92,000	95,000	98,000
<b>Waste Disposal</b>																		
1,316,000	432,700	320,700	308,000	32348	Solid Waste Landfill Operations	663,800	116	453,000	(32)	464,000	475,000	486,000	497,000	508,000	519,000	531,000	543,000	556,000
411,000	293,500	7,600	1,400	32348	Transfer - Organics	24,000	1,614	24,000	0	25,000	26,000	27,000	28,000	29,000	30,000	31,000	32,000	33,000
0	1,155,800	1,021,300	856,100	32348	Transfer - Mixed Waste	909,000	6	923,000	2	946,000	970,000	994,000	1,019,000	1,044,000	1,070,000	1,097,000	1,124,000	1,152,000
393,000	385,000	301,500	316,000	32348	Transfer - Inert Waste	358,000	13	363,000	1	372,000	381,000	391,000	401,000	411,000	421,000	432,000	443,000	454,000
344,000	295,600	277,800	137,200	32348	Transfer - Recyclables	131,000	(5)	133,000	2	136,000	139,000	142,000	146,000	150,000	154,000	158,000	162,000	166,000
0	219,000	146,500	120,000	32348	Transfer Preparation - Mixed Waste	160,000	33	162,000	1	166,000	170,000	174,000	178,000	182,000	187,000	192,000	197,000	202,000
0	149,000	61,400	63,600	32348	Transfer Preparation - Inert Waste	81,000	27	82,000	1	84,000	86,000	88,000	90,000	92,000	94,000	96,000	98,000	100,000
0	98,100	55,800	54,300	32348	Transfer Preparation - Recyclables	69,000	27	70,000	1	72,000	74,000	76,000	78,000	80,000	82,000	84,000	86,000	88,000
812,000	125,200	174,600	375,200	32348	State Government Levy	206,000	(45)	209,000	0	214,000	219,000	224,000	230,000	236,000	242,000	248,000	254,000	260,000
15,000	17,800	21,700	19,600	32348	Deposit	17,000	(13)	17,000	0	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000
1,000	2,700	1,100	1,700	32348	Special Rubbish Clean-ups	3,000	76	3,000	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
238,000	131,300	173,800	586,200	32348	Reuse Organics, Soil and Concrete	232,000	(60)	235,000	1	241,000	247,000	253,000	259,000	265,000	271,000	277,000	283,000	291,000
64,100	17,300	74,800	19,900	32348	Investigations, Leachate and Remediation	37,000	86	37,000	0	38,000	39,000	40,000	41,000	42,000	43,000	44,000	45,000	46,000
			791,700	32348	Other	0	(100)	0	0	0	0	0	0	0	0	0	0	0
<b>Non-Cash Expenses</b>																		
1,086,400	1,073,800	1,081,300	1,071,900	32340	Depreciation	1,104,000	3	1,126,100	2	1,148,700	1,171,700	1,195,200	1,219,200	1,243,600	1,268,500	1,293,900	1,319,800	1,346,200
191,200	67,300	65,300	53,200	32340	Unwinding Remediation PV	68,800	29	0	(100)	0	0	0	0	0	0	0	0	0
260,000	153,700	131,200	122,400	32340	Remediation Depreciation	135,000	10	137,700	2	140,500	143,400	146,300	149,300	152,300	155,400	158,600	161,800	165,100
<b>2,751,600</b>	<b>2,493,800</b>	<b>2,612,000</b>	<b>3,544,300</b>		<b>Total Operating Expenses</b>	<b>2,983,800</b>	<b>(16)</b>	<b>2,477,200</b>	<b>(17)</b>	<b>2,486,200</b>	<b>2,540,100</b>	<b>2,694,500</b>	<b>2,649,500</b>	<b>2,704,900</b>	<b>2,762,900</b>	<b>2,823,500</b>	<b>2,883,600</b>	<b>2,945,300</b>
(254,600)	226,400	1,346,300	300,200		<b>Operating Result - Surplus / (Deficit)</b>	<b>583,200</b>	<b>94</b>	<b>(262,200)</b>	<b>(145)</b>	<b>(173,800)</b>	<b>(124,300)</b>	<b>(127,300)</b>	<b>(130,800)</b>	<b>(133,700)</b>	<b>(140,200)</b>	<b>(138,300)</b>	<b>(133,900)</b>	<b>(129,100)</b>
1,537,600	1,294,600	1,277,800	1,247,500		<b>Add Back Depreciation</b>	<b>1,307,800</b>	<b>5</b>	<b>1,263,800</b>	<b>(3)</b>	<b>1,289,200</b>	<b>1,315,100</b>	<b>1,341,500</b>	<b>1,368,500</b>	<b>1,395,900</b>	<b>1,423,900</b>	<b>1,452,500</b>	<b>1,481,600</b>	<b>1,511,300</b>
<b>1,283,000</b>	<b>1,521,000</b>	<b>2,624,100</b>	<b>1,547,700</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>1,891,000</b>	<b>22</b>	<b>1,001,600</b>	<b>(47)</b>	<b>1,115,400</b>	<b>1,190,800</b>	<b>1,214,200</b>	<b>1,237,700</b>	<b>1,262,200</b>	<b>1,283,700</b>	<b>1,314,200</b>	<b>1,347,700</b>	<b>1,382,200</b>
<b>Capital Movements</b>																		
982,000	1,053,000	1,135,100	1,205,600		Less Loan Principal Repayments	1,111,500		193,900	(83)	0	0	0	0	0	0	0	0	0
1,496,000	1,626,700	1,489,000	2,065,900		Less Transfer to Reserves	966,300		807,700	(16)	1,115,400	1,190,800	1,214,200	1,237,700	1,262,200	1,283,700	1,314,200	1,347,700	1,382,200
1,412,000	1,361,200	257,300	1,459,400		Add Transfer from Reserves	723,800		109,000	(85)	113,000	118,000	1,121,000	1,124,000	1,127,000	1,130,000	3,733,000	1,136,000	1,139,000
213,000	0	0	0		Add Capital Income Applied	0		0	0	0	0	0	0	0	0	0	0	0
430,000	152,500	95,300	476,500		Less Capital Expenditure	537,000		109,000	(80)	113,000	118,000	121,000	124,000	127,000	130,000	2,733,000	136,000	139,000
<b>0</b>	<b>50,800</b>	<b>162,000</b>	<b>(740,900)</b>		<b>Cash Result after Capital Movements</b>	<b>0</b>	<b>(100)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>

## DOMESTIC WASTE MANAGEMENT

**Manager:** *Cheyne Willebrands – “Manager Open Spaces and 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 MANAGEMENT																		
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>OPERATING REVENUES</b>																		
6,497,100	6,810,300	5,919,100	6,134,600	22290	Domestic Waste Mgmt Annual Charges	6,354,000	4	6,481,100	2	6,643,100	6,809,200	6,979,400	7,153,900	7,332,700	7,516,000	7,703,900	7,896,500	8,093,900
(309,300)	(307,500)	(276,000)	(276,500)	22290	Pensioner Abandonments	(273,000)	(1)	(275,000)	1	(277,000)	(279,000)	(281,000)	(283,000)	(285,000)	(287,000)	(289,000)	(291,000)	(293,000)
18,300	20,300	21,100	21,700	22290	Vacant Property Annual Charges	24,000	11	24,500	2	25,100	25,700	26,300	27,000	27,700	28,400	29,100	29,800	30,500
170,100	169,100	151,800	152,100	22291	State Government - Pensioner Subsidy	146,500	(4)	137,300	(6)	138,200	139,100	140,000	140,900	141,800	142,700	143,600	144,500	145,500
25,200	44,300	49,100	47,600	22292	Interest on Investments	43,000	(10)	50,000	16	27,000	41,000	56,000	72,000	79,000	96,000	115,000	89,000	89,000
177,800	0	0	0	22292	Gain / (Loss) on Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>6,579,200</b>	<b>6,736,500</b>	<b>5,865,100</b>	<b>6,079,500</b>			<b>6,294,500</b>	<b>4</b>	<b>6,417,900</b>	<b>2</b>	<b>6,556,400</b>	<b>6,736,000</b>	<b>6,920,700</b>	<b>7,110,800</b>	<b>7,296,200</b>	<b>7,496,100</b>	<b>7,702,600</b>	<b>7,868,800</b>	<b>8,065,900</b>
<b>OPERATING EXPENSES</b>																		
<b>Administration</b>																		
142,500	188,500	181,500	204,900	32360	Salaries and Oncoats	180,000	(12)	221,000	23	226,000	231,000	236,000	241,000	246,000	251,000	255,000	261,000	267,000
43,300	39,700	45,400	38,100	32360	North East Waste Membership	38,000	(0)	39,000	3	40,000	41,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000
387,000	406,000	619,000	630,000	32360	Indirect Expenses - Overheads	637,000	1	677,000	6	694,000	711,000	729,000	747,000	766,000	785,000	805,000	825,000	846,000
(521,200)	(563,500)	(530,500)	(618,900)	22292	Waste Trucks - Internal Charges	(621,000)	0	(630,000)	1	(646,000)	(662,000)	(679,000)	(696,000)	(713,000)	(731,000)	(749,000)	(768,000)	(787,000)
2,600	5,100	10,300	2,900	32361	Promotion and Education	3,000	3	3,000	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
<b>Debt Servicing</b>																		
36,500	27,800	18,200	8,000	32361	Interest on Loans	0	(100)	0	0	0	0	0	0	0	0	0	0	0
<b>Collection</b>																		
15,200	0	0	0	32364	Rural Stickers	0	0	0	0	0	0	0	0	0	0	0	0	0
496,700	519,700	451,100	514,700	32364	Collection Kerbside - Mixed Waste	534,000	4	542,000	1	555,000	569,000	583,000	598,000	613,000	628,000	644,000	660,000	676,000
771,000	775,700	1,146,300	1,244,400	32364	Collection Kerbside - Organics	1,158,000	(7)	1,175,000	1	1,204,000	1,234,000	1,265,000	1,297,000	1,329,000	1,362,000	1,396,000	1,431,000	1,467,000
3,023,700	2,919,400	1,992,400	1,832,300	32364	Collection Kerbside - Disposal Fees	1,852,000	1	1,889,000	2	1,936,000	1,984,000	2,034,000	2,085,000	2,137,000	2,190,000	2,245,000	2,301,000	2,359,000
350,100	341,000	334,500	497,700	32364	Collection Kerbside - Recycling	465,000	(7)	472,000	2	484,000	496,000	508,000	521,000	534,000	547,000	561,000	575,000	589,000
841,500	892,500	982,400	960,800	32364	Collection Kerbside - Recycling Disposal	983,000	2	1,003,000	2	1,028,000	1,054,000	1,080,000	1,107,000	1,135,000	1,163,000	1,192,000	1,222,000	1,253,000
18,500	37,300	47,600	48,800	32364	Collection Kerbside - Bin Purchases	42,000	(14)	43,000	2	44,000	45,000	46,000	47,000	48,000	49,000	50,000	51,000	52,000
304,800	314,300	389,700	375,900	32364	Waste Trucks - Operating Expenses	395,000	5	401,000	2	411,000	421,000	432,000	443,000	454,000	465,000	477,000	489,000	501,000
<b>Non-Cash Expenses</b>																		
250,900	179,100	177,200	177,200	32360	Depreciation	177,000	(0)	180,600	2	184,300	188,000	191,800	195,700	199,700	203,700	207,800	212,000	216,300
<b>6,163,100</b>	<b>6,082,600</b>	<b>5,865,100</b>	<b>5,916,800</b>		<b>Total Operating Expenses</b>	<b>5,843,000</b>	<b>(1)</b>	<b>6,015,600</b>	<b>3</b>	<b>6,163,300</b>	<b>6,315,000</b>	<b>6,470,800</b>	<b>6,631,700</b>	<b>6,795,700</b>	<b>6,960,700</b>	<b>7,133,800</b>	<b>7,309,000</b>	<b>7,490,300</b>
<b>416,100</b>	<b>653,900</b>	<b>0</b>	<b>162,700</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>451,500</b>	<b>178</b>	<b>402,300</b>	<b>(11)</b>	<b>393,100</b>	<b>421,000</b>	<b>449,900</b>	<b>479,100</b>	<b>500,500</b>	<b>535,400</b>	<b>568,800</b>	<b>559,800</b>	<b>575,600</b>
251,000	179,100	177,200	177,200		Add Back Depreciation	177,000	(0)	180,600	2	184,300	188,000	191,800	195,700	199,700	203,700	207,800	212,000	216,300
<b>667,100</b>	<b>833,000</b>	<b>177,200</b>	<b>339,900</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>628,500</b>	<b>85</b>	<b>582,900</b>	<b>(7)</b>	<b>577,400</b>	<b>609,000</b>	<b>641,700</b>	<b>674,800</b>	<b>700,200</b>	<b>739,100</b>	<b>776,600</b>	<b>771,800</b>	<b>791,900</b>
<b>Capital Movements</b>																		
134,000	142,800	152,500	162,600		Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0	0
533,100	690,200	25,600	339,900		Less Transfer to Reserves	628,500		582,900	(7)	577,400	609,000	641,700	674,800	700,200	739,100	776,600	771,800	791,900
0	0	900	541,900		Add Transfer from Reserves	0		1,533,000	100	0	0	0	414,000	0	0	1,813,000	0	0
0	0	0	0		Add Capital Income Applied	0		0	0	0	0	0	0	0	0	0	0	0
0	0	0	379,300		Less Capital Expenditure	0		1,533,000	100	0	0	0	414,000	0	0	1,813,000	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>Cash Result after Capital Movements</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

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

### **Budget Comments**

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

The programs include:

### **Water Operations**

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

### **Wastewater Operations**

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

<b>CIVIL SERVICES GROUP - SUMMARY (WATER AND WASTEWATER)</b>																	
<b>ACTUAL</b>				<b>BUDGET ITEMS</b>	<b>ESTIMATED</b>												
<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>		<b>2016/17</b>	<b>%</b>	<b>2017/18</b>	<b>%</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
				<b>OPERATING REVENUES</b>													
9,633,500	10,689,100	10,892,500	11,199,100	Water Operations	11,913,600	6	11,778,400	(1)	12,036,300	12,291,400	12,567,800	12,957,600	13,232,700	13,557,100	13,896,600	14,257,600	14,721,100
13,786,600	14,462,800	15,355,900	15,363,900	Wastewater Operations	17,705,900	8	18,138,500	2	18,589,200	19,048,100	19,528,100	20,063,400	20,563,200	21,059,200	21,630,900	22,189,200	22,857,100
<b>23,420,100</b>	<b>25,151,900</b>	<b>26,248,400</b>	<b>27,563,000</b>	<b>Total Operating Revenues</b>	<b>29,619,500</b>	<b>7</b>	<b>29,916,900</b>	<b>1</b>	<b>30,625,500</b>	<b>31,339,500</b>	<b>32,095,900</b>	<b>33,021,000</b>	<b>33,795,900</b>	<b>34,616,300</b>	<b>35,527,500</b>	<b>36,446,800</b>	<b>37,578,200</b>
				<b>OPERATING EXPENSES</b>													
10,923,600	11,111,600	10,817,000	10,849,900	Water Operations	11,269,600	4	11,180,400	(1)	11,485,500	11,728,400	12,018,100	12,347,100	12,734,900	13,032,200	13,388,600	13,754,800	14,131,100
17,499,800	17,044,400	28,747,200	17,312,700	Wastewater Operations	17,187,700	(1)	17,782,800	3	17,655,700	17,771,800	17,880,200	18,023,500	18,235,300	18,351,100	18,521,200	18,634,900	18,816,500
<b>28,423,400</b>	<b>28,156,000</b>	<b>39,564,200</b>	<b>28,162,600</b>	<b>Total Operating Expenses</b>	<b>28,457,300</b>	<b>1</b>	<b>28,963,200</b>	<b>2</b>	<b>29,141,200</b>	<b>29,500,200</b>	<b>29,898,300</b>	<b>30,370,600</b>	<b>30,970,200</b>	<b>31,383,300</b>	<b>31,909,800</b>	<b>32,389,700</b>	<b>32,947,600</b>
(5,003,300)	(3,004,100)	(13,315,800)	(599,600)	<i>Operating Result - Surplus / (Deficit)</i>	1,162,200	(284)	953,700	(18)	1,484,300	1,839,300	2,197,600	2,650,400	2,825,700	3,233,000	3,617,700	4,057,100	4,630,600
4,723,900	4,502,600	3,793,000	5,030,800	<i>Add Back Depreciation</i>	4,106,000	(18)	5,155,000	26	5,258,600	5,363,800	5,471,600	5,580,900	5,692,800	5,806,300	5,922,400	6,041,200	6,161,600
1,757,800	131,300	12,237,400	74,800	<i>Add Back Loss on Sale of Infrastructure</i>	0	(100)	0	0	0	0	0	0	0	0	0	0	0
435,600	394,000	349,200	301,100	<i>Add Back Unwinding Interest Free Loans</i>	249,000	(17)	194,000	(22)	134,000	69,000	0	0	0	0	0	0	0
<b>1,914,000</b>	<b>2,023,800</b>	<b>3,063,800</b>	<b>4,807,100</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>5,517,200</b>	<b>15</b>	<b>6,302,700</b>	<b>14</b>	<b>6,876,900</b>	<b>7,272,100</b>	<b>7,669,200</b>	<b>8,231,300</b>	<b>8,518,500</b>	<b>9,039,300</b>	<b>9,540,100</b>	<b>10,098,300</b>	<b>10,792,200</b>
				<b>Capital Movements</b>													
988,800	2,384,800	2,187,900	2,793,300	Less Loan Principal Repayments	2,957,900		3,095,600		3,134,000	3,280,300	2,453,500	2,654,100	2,844,100	3,037,000	3,235,000	3,430,000	3,627,000
603,300	485,900	782,500	637,500	Less Transfer to Reserves	374,000		0		843,400	646,300	714,200	0	535,600	2,888,600	0	3,636,700	4,229,500
7,175,500	8,689,200	5,039,300	2,011,000	Add Transfer from Reserves	3,060,700		3,737,800		3,547,400	316,200	0	3,754,900	387,300	1,552,100	2,333,000	0	0
18,847,800	2,150,900	2,063,400	361,000	Add Capital Income Applied	4,124,000		2,311,500		4,418,000	4,869,000	238,000	1,663,000	3,646,000	1,033,500	1,109,300	0	0
26,291,200	9,939,200	7,142,100	3,694,300	Less Capital Expenditure	9,316,000		9,202,400		10,810,900	8,476,700	4,685,500	10,941,100	9,117,100	5,645,300	9,693,400	2,977,600	2,881,700
<b>54,000</b>	<b>54,000</b>	<b>54,000</b>	<b>54,000</b>	<b>Cash Result after Capital Movements</b>	<b>54,000</b>	<b>0</b>	<b>54,000</b>	<b>0</b>	<b>54,000</b>	<b>54,000</b>	<b>54,000</b>	<b>54,000</b>	<b>54,000</b>	<b>54,000</b>	<b>54,000</b>	<b>54,000</b>	<b>54,000</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 50 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 Commerce.

WATER OPERATIONS																		
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>OPERATING REVENUES</b>																		
2,603,000	2,860,500	3,092,600	3,226,000	10000	Annual Charges	3,367,800	4	3,439,500	2	3,531,000	3,624,500	3,721,000	3,839,400	3,951,800	4,088,200	4,217,600	4,351,000	4,489,400
5,582,400	6,590,600	6,432,000	6,654,300	10010	User Charges	7,247,100	9	7,000,200	(3)	7,174,500	7,354,100	7,537,700	7,763,300	7,995,900	8,235,500	8,483,100	8,737,800	9,000,500
669,200	672,700	797,900	796,400	10011	Fees and Fines	805,000	1	825,900	3	846,800	868,200	890,200	912,800	935,800	959,500	983,600	1,008,400	1,034,000
155,000	151,900	152,900	157,400	10003	Operating Grants	155,300	(1)	144,000	(7)	144,700	145,500	146,200	147,000	147,800	148,500	149,500	150,300	151,100
623,900	413,500	417,400	339,000	10004	Interest	338,400	(0)	368,800	9	339,300	299,100	272,700	295,100	191,400	125,300	52,800	10,100	46,100
0	0	0	26,000	10012	Gain on Disposal of Plant and Equipment	0	(100)	0	0	0	0	0	0	0	0	0	0	0
<b>9,633,500</b>	<b>10,689,100</b>	<b>10,892,500</b>	<b>11,199,100</b>		<b>Total Operating Revenues</b>	<b>11,913,600</b>	<b>6</b>	<b>11,778,400</b>	<b>(1)</b>	<b>12,036,300</b>	<b>12,291,400</b>	<b>12,567,800</b>	<b>12,957,800</b>	<b>13,232,700</b>	<b>13,657,100</b>	<b>13,896,600</b>	<b>14,257,600</b>	<b>14,721,100</b>
<b>OPERATING EXPENSES</b>																		
<b>Direct Expenses</b>																		
286,800	263,700	337,700	355,600	50000	Engineering Management	469,800	32	416,400	(11)	466,900	437,700	448,700	460,200	521,900	483,900	496,200	508,800	521,700
246,500	310,700	350,100	415,700	50005	Administration and Customer Service	420,400	1	401,600	(4)	402,000	413,000	424,100	435,800	447,300	459,400	471,600	484,000	496,800
438,900	222,200	178,900	150,000	50005	Contribution to Works and BBRC	294,800	97	41,900	(86)	43,000	44,100	45,300	46,500	47,700	48,900	50,200	51,500	52,800
8,000	11,000	17,700	10,700	50008	Miscellaneous	8,400	(21)	12,000	43	12,300	12,700	13,100	13,500	13,900	14,300	14,700	15,100	15,500
5,143,400	5,419,200	5,720,300	5,703,100	50100	Purchase of Water	5,886,700	3	5,977,700	2	6,127,200	6,280,400	6,437,500	6,630,700	6,829,700	7,034,700	7,245,800	7,463,300	7,687,300
48,700	58,100	46,100	10,700	50101	Pumping Stations - Operations	16,600	55	15,000	(10)	16,000	17,000	18,100	19,200	20,300	21,400	22,500	23,600	24,700
50,100	54,500	47,500	34,400	50102	Pumping Stations - Energy Costs	48,000	40	45,500	(5)	47,100	48,800	50,500	52,200	53,900	55,600	57,500	59,500	61,500
68,500	62,800	77,800	55,700	50105/50106	Reservoirs - Operations and Maintenance	47,000	(16)	60,000	28	61,600	63,200	64,800	66,500	68,400	70,200	72,000	73,800	75,800
80,100	153,100	129,500	111,800	50107	Water Treatment Plants - Operations	97,100	(13)	134,000	38	137,600	141,400	145,200	149,100	153,000	157,200	161,400	165,700	170,000
0	900	3,200	30,600	50107	Water Treatment Plants - Maintenance	34,800	14	37,500	8	38,500	39,600	40,700	41,900	43,100	44,300	45,500	46,800	48,100
218,900	192,500	172,900	83,200	50109	Mains - Operations	72,000	(13)	70,000	(3)	71,800	73,800	75,800	77,800	79,900	82,000	84,100	86,400	88,800
415,300	345,700	446,600	364,500	50110	Mains - Maintenance	435,000	19	500,000	15	512,500	525,400	538,700	552,200	566,100	580,400	595,100	610,000	625,300
293,400	401,000	343,800	345,100	50113	Water Connections - Maintenance	340,000	(1)	350,000	3	358,800	367,800	377,000	386,500	396,200	406,200	416,400	426,900	437,600
333,400	376,300	232,600	247,000	50112	Water Quality Testing, Reading and Other	259,800	5	259,800	0	266,600	273,600	280,900	288,200	295,800	303,500	311,400	319,400	327,700
101,800	69,100	55,000	67,900	50113	Telemetry and Plant Maintenance	92,200	36	115,000	25	117,900	121,000	124,200	127,400	130,700	134,100	137,500	141,000	144,600
<b>Indirect Expenses - Overheads</b>																		
1,145,000	1,197,300	1,160,000	1,301,000	50005	Overheads Distributed	1,319,000	1	1,364,000	3	1,398,100	1,433,100	1,468,900	1,505,600	1,543,200	1,581,800	1,621,300	1,661,800	1,703,300
<b>Debt Servicing</b>																		
100	0	0	0	50010	Interest On Loans	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Non-cash Expenses</b>																		
1,882,900	1,859,500	1,478,700	1,498,900	50112	Depreciation	1,428,000	(5)	1,380,000	(3)	1,407,600	1,435,600	1,464,600	1,493,900	1,523,800	1,554,300	1,585,400	1,617,200	1,649,600
161,800	111,000	20,600	64,000	50112	Loss on Disposal of Infrastructure	0	(100)	0	0	0	0	0	0	0	0	0	0	0
<b>10,923,600</b>	<b>11,111,600</b>	<b>10,817,000</b>	<b>10,849,900</b>		<b>Total Operating Expenses</b>	<b>11,269,600</b>	<b>4</b>	<b>11,180,400</b>	<b>(1)</b>	<b>11,485,500</b>	<b>11,728,400</b>	<b>12,018,100</b>	<b>12,347,100</b>	<b>12,734,900</b>	<b>13,032,200</b>	<b>13,388,600</b>	<b>13,754,800</b>	<b>14,131,100</b>
(1,290,100)	(422,500)	75,500	349,200		<b>Operating Result - Surplus / (Deficit)</b>	<b>644,000</b>	<b>84</b>	<b>598,000</b>	<b>(7)</b>	<b>550,800</b>	<b>563,000</b>	<b>549,700</b>	<b>610,500</b>	<b>497,800</b>	<b>524,900</b>	<b>508,000</b>	<b>502,800</b>	<b>590,000</b>
1,882,900	1,859,500	1,478,700	1,498,900		Add Back Depreciation	1,428,000	(5)	1,380,000	(3)	1,407,600	1,435,600	1,464,600	1,493,900	1,523,800	1,554,300	1,585,400	1,617,200	1,649,600
161,800	111,000	20,600	64,000		Add Back Loss on Infrastructure Disposal	0	(100)	0	0	0	0	0	0	0	0	0	0	0
<b>764,600</b>	<b>1,648,000</b>	<b>1,574,800</b>	<b>1,912,100</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>2,072,000</b>	<b>8</b>	<b>1,978,000</b>	<b>(5)</b>	<b>1,958,400</b>	<b>1,998,600</b>	<b>2,014,300</b>	<b>2,104,400</b>	<b>2,021,600</b>	<b>2,079,200</b>	<b>2,093,400</b>	<b>2,120,000</b>	<b>2,239,600</b>
<b>Capital Movements</b>																		
3,800	0	0	0		Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0	0
364,000	485,900	782,500	637,500		Less Transfer to Reserves	374,000	0	843,400	0	228,200	0	536,600	0	294,400	454,600			
536,600	0	0	0		Add Transfer from Reserves	0	308,900	0	316,200	0	2,102,600	0	1,552,100	1,208,300	0	0	0	
47,800	799,000	2,063,400	186,400		Add Capital Income Applied	1,860,000	1,174,500	2,669,000	1,119,000	238,000	1,653,000	3,211,000	1,033,500	1,109,300	0	0	0	
937,200	1,827,100	2,821,700	1,427,000		Less Capital Expenditure	3,524,000	3,427,400	3,750,000	3,400,000	1,990,100	5,836,000	4,662,000	4,630,800	4,377,000	1,791,600	1,751,000		
<b>34,000</b>	<b>34,000</b>	<b>34,000</b>	<b>34,000</b>		<b>Cash Result after Capital Movements</b>	<b>34,000</b>	<b>0</b>	<b>34,000</b>	<b>0</b>	<b>34,000</b>	<b>34,000</b>	<b>34,000</b>	<b>34,000</b>	<b>34,000</b>	<b>34,000</b>	<b>34,000</b>	<b>34,000</b>	<b>34,000</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 50 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 Commerce.



**WASTEWATER OPERATIONS**

ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>OPERATING REVENUES</b>																		
10,570,400	11,668,700	13,005,500	14,087,200	12000	Annual Charges	15,387,200	9	15,856,000	3	16,258,000	16,670,000	17,092,000	17,524,000	17,967,000	18,422,000	18,888,000	19,365,000	19,855,000
941,900	1,098,100	1,038,400	1,141,900	12010	User Charges	1,288,600	13	1,351,800	5	1,424,400	1,498,000	1,572,800	1,612,700	1,652,900	1,694,400	1,737,000	1,780,900	1,826,000
149,600	150,800	151,700	156,600	12002	Operating Grants	152,700	(2)	143,600	(6)	144,500	145,500	146,400	147,300	148,200	149,100	150,000	150,900	151,800
310,100	475,800	391,000	400,100	12012	Fees and Fines	426,900	7	406,600	(5)	417,000	427,600	438,500	449,700	461,100	472,700	484,700	497,000	509,600
1,703,200	968,800	672,700	496,500	12004	Interest	370,600	(25)	308,200	(17)	271,100	230,900	200,300	249,500	251,700	236,600	284,500	306,300	423,200
111,400	100,600	96,600	81,600	12014	Other Revenues	79,900	(2)	72,300	(10)	74,200	76,100	78,100	80,200	82,300	84,400	86,700	89,100	91,500
<b>13,786,600</b>	<b>14,462,800</b>	<b>15,355,900</b>	<b>16,363,900</b>		<b>Total Operating Revenues</b>	<b>17,705,900</b>	<b>8</b>	<b>18,138,500</b>	<b>2</b>	<b>18,589,200</b>	<b>19,048,100</b>	<b>19,528,100</b>	<b>20,063,400</b>	<b>20,563,200</b>	<b>21,059,200</b>	<b>21,630,900</b>	<b>22,189,200</b>	<b>22,857,100</b>
<b>OPERATING EXPENSES</b>																		
<b>Direct Expenses</b>																		
378,000	376,500	439,900	383,500	55000	Engineering Management	519,000	35	386,400	(26)	396,700	407,000	417,300	428,600	439,900	451,100	463,300	475,600	487,800
708,600	816,900	754,600	865,000	55002	Administration and Customer Service	867,500	0	1,001,000	15	984,300	1,009,800	1,036,100	1,063,000	1,090,600	1,118,700	1,147,400	1,176,600	1,206,700
1,571,200	665,600	452,000	196,000	55002	Contributions to Works and BBRC	611,200	212	42,000	(93)	43,100	44,200	45,400	46,600	47,800	49,000	50,300	51,600	52,900
93,000	70,900	27,100	23,800	55004	Miscellaneous	23,000	(3)	69,000	200	29,800	30,700	31,600	32,500	33,400	34,300	35,300	36,300	37,300
1,193,100	1,276,000	1,304,800	1,032,900	55012	Energy Costs	1,150,900	11	1,148,900	(0)	1,178,000	1,207,900	1,238,500	1,269,900	1,302,200	1,335,100	1,368,800	1,403,600	1,439,000
481,000	463,900	541,900	460,000	55010	Mains - Maintenance	300,000	(35)	280,000	(7)	287,000	294,200	301,600	309,200	317,000	325,000	333,200	341,600	350,200
170,200	117,800	136,900	258,000	55011	Pumping Stations - Operations	265,000	3	270,000	2	281,600	287,300	293,100	299,000	305,000	311,100	317,100	324,700	332,700
1,030,600	1,074,700	1,077,800	932,200	55011	Pumping Stations - Maintenance	1,020,000	9	1,020,000	0	1,045,500	1,071,700	1,098,500	1,126,000	1,154,200	1,183,100	1,212,700	1,243,100	1,274,200
0	0	0	137,200	55014	Camera and Jetting - Maintenance	180,000	31	202,500	13	207,600	212,800	218,200	223,700	229,300	235,100	241,000	247,100	253,300
1,190,800	1,497,900	1,633,700	1,364,100	55015	Treatment Plants - Operations	1,226,000	(10)	1,265,100	3	1,297,200	1,330,100	1,364,000	1,398,800	1,434,500	1,470,900	1,508,300	1,546,500	1,585,700
186,600	198,300	138,100	98,500	55015	Treatment Plants - Biosolids	90,000	(9)	90,000	0	92,300	94,700	97,100	99,600	102,100	104,700	107,400	110,100	112,900
359,600	258,900	424,700	1,038,300	55015	Treatment Plants - Maintenance	1,266,000	22	1,195,300	(6)	1,225,400	1,256,300	1,288,000	1,320,500	1,353,700	1,387,700	1,422,600	1,458,500	1,495,200
58,800	46,700	9,000	44,100	55021	Maintenance - Other	22,000	(50)	75,000	241	76,900	78,900	80,900	83,000	85,100	87,300	89,500	91,800	94,100
436,000	627,100	501,800	294,300	55022	Operations - Other	375,000	27	405,200	8	415,800	426,800	437,900	449,500	461,200	473,300	485,600	498,500	511,700
0	0	0	94,800	60010	Recycled Water - Maintenance and Operations	201,500	113	230,500	14	236,300	242,300	248,500	254,800	261,200	267,800	274,600	281,600	288,700
<b>Indirect Expenses - Overheads</b>																		
1,503,000	1,729,000	1,777,000	1,688,000	55002	Overheads Distributed	1,950,000	3	2,077,000	7	2,128,900	2,182,100	2,236,700	2,292,600	2,349,900	2,408,600	2,468,800	2,530,500	2,593,800
<b>Debt Servicing</b>																		
3,266,700	4,766,800	4,647,600	4,358,200	55006	Interest on Loans	4,193,600	(4)	4,055,900	(3)	3,744,300	3,598,000	3,439,800	3,239,200	3,049,200	2,856,300	2,658,300	2,463,300	2,266,300
<b>Non-cash Expenses</b>																		
2,841,000	2,643,100	2,314,300	3,531,900	55022	Depreciation	2,678,000	(24)	3,775,000	41	3,851,000	3,928,000	4,007,000	4,087,000	4,169,000	4,252,000	4,337,000	4,424,000	4,512,000
1,596,000	20,300	12,216,800	10,800	55022	Loss on Disposal of Infrastructure	0	(100)	0	0	0	0	0	0	0	0	0	0	0
435,600	394,000	349,200	301,100	55022	Unwinding Interest Free Loan	249,000	(17)	194,000	(22)	134,000	69,000	0	0	0	0	0	0	0
<b>17,499,800</b>	<b>17,044,400</b>	<b>28,747,200</b>	<b>17,312,700</b>		<b>Total Operating Expenses</b>	<b>17,187,700</b>	<b>(1)</b>	<b>17,782,800</b>	<b>3</b>	<b>17,655,700</b>	<b>17,771,800</b>	<b>17,880,200</b>	<b>18,023,500</b>	<b>18,235,300</b>	<b>18,351,100</b>	<b>18,521,200</b>	<b>18,634,900</b>	<b>18,816,500</b>
(3,713,200)	(2,581,600)	(13,391,300)	(946,800)		<b>Operating Result - Surplus / (Deficit)</b>	<b>518,200</b>	<b>(155)</b>	<b>356,700</b>	<b>(31)</b>	<b>933,500</b>	<b>1,276,300</b>	<b>1,647,900</b>	<b>2,039,900</b>	<b>2,327,900</b>	<b>2,708,100</b>	<b>3,109,700</b>	<b>3,554,300</b>	<b>4,040,600</b>
2,841,000	2,643,100	2,314,300	3,531,900		Add Back Depreciation	2,678,000	(24)	3,775,000	41	3,851,000	3,928,000	4,007,000	4,087,000	4,169,000	4,252,000	4,337,000	4,424,000	4,512,000
1,596,000	20,300	12,216,800	10,800		Add Back Loss on Infrastructure Disposal	0	(100)	0	0	0	0	0	0	0	0	0	0	0
435,600	394,000	349,200	301,100	55022	Add Back Unwinding Interest Free Loan	249,000	(17)	194,000	(22)	134,000	69,000	0	0	0	0	0	0	0
<b>1,159,400</b>	<b>475,800</b>	<b>1,489,000</b>	<b>2,895,000</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>3,445,200</b>	<b>19</b>	<b>4,324,700</b>	<b>26</b>	<b>4,918,500</b>	<b>5,273,300</b>	<b>5,654,900</b>	<b>6,126,900</b>	<b>6,496,900</b>	<b>6,960,100</b>	<b>7,446,700</b>	<b>7,978,300</b>	<b>8,552,600</b>
<b>Capital Movements</b>																		
985,000	2,384,800	2,187,900	2,793,300		Less Loan Principal Repayments	2,957,900		3,095,600		3,134,000	3,280,300	2,453,500	2,654,100	2,844,100	3,037,000	3,235,000	3,430,000	3,627,000
239,300	0	0	0		Less Transfer to Reserves	0	0	0	0	0	846,300	486,000	0	0	2,886,600	0	3,342,300	3,774,900
6,638,900	8,689,200	5,039,300	2,011,000		Add Transfer from Reserves	3,060,700		3,428,900		3,547,400	0	0	1,652,300	387,300	0	1,124,700	0	0
18,800,000	1,351,900	0	174,600		Add Capital Income Applied	2,264,000		1,137,000		1,749,000	3,750,000	0	0	435,000	0	0	0	0
25,354,000	8,112,100	4,320,400	2,267,300		Less Capital Expenditure	5,792,000		5,775,000		7,060,900	5,076,700	2,695,400	5,105,100	4,455,100	1,014,500	5,316,400	1,186,000	1,130,700
<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>		<b>Cash Result after Capital Movements</b>	<b>20,000</b>	<b>0</b>	<b>20,000</b>	<b>0</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>

## GENERAL MANAGER'S GROUP - SUMMARY

**Manager:** Paul Hickey - "General Manager"

### **Budget Comments**

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

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

#### ***Governance and Communications***

Includes costs associated with the elected councillors and the General Manager's office, which includes the corporate communications function.

#### ***Financial Services***

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

#### ***Information Services***

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

#### ***Human Resources and Risk Management***

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

#### ***Property Management***

Includes costs associated with Council's commercial property portfolio.

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

Revenue and expenses associated with the operation of the airport.

**GENERAL MANAGER'S GROUP - SUMMARY**

ACTUAL				BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16		2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
				<b>OPERATING REVENUES</b>													
18,000	19,100	17,400	46,800	Governance and Communications	29,500	(37)	20,000	(32)	20,600	21,400	22,200	23,000	23,800	24,600	25,500	26,400	27,300
156,000	191,700	203,900	274,000	Financial Services	232,700	(15)	235,800	1	242,800	250,000	255,700	261,600	267,500	273,600	279,900	286,300	292,900
21,213,000	20,300,600	22,370,900	23,415,400	Financial Services - General Purpose Revenues	24,850,300	6	25,995,800	5	27,423,600	28,973,200	29,790,400	30,631,200	31,496,400	32,386,800	33,303,000	34,245,900	35,216,100
4,000	13,600	17,600	3,100	Information Services	177,000	5,610	103,000	(42)	105,600	108,300	111,100	113,900	116,800	119,800	122,900	126,000	129,200
233,000	189,900	295,400	191,400	Human Resources and Risk Management	323,000	69	173,000	(46)	177,600	182,300	187,100	192,100	197,200	202,400	207,700	213,200	218,700
4,801,500	3,380,000	3,385,100	2,570,800	Property Management	3,033,000	18	2,527,600	(17)	2,571,100	2,681,700	2,694,600	2,765,000	2,821,700	2,886,600	2,941,000	3,005,600	3,071,100
4,005,300	4,617,800	4,709,700	5,111,900	Ballina Byron Gateway Airport	5,592,400	9	6,186,400	11	6,292,200	6,456,200	6,533,000	6,786,200	6,907,700	7,056,900	7,217,400	7,384,000	7,520,800
<b>30,230,800</b>	<b>28,712,700</b>	<b>31,000,000</b>	<b>31,613,400</b>	<b>Total Operating Revenues</b>	<b>34,237,900</b>	<b>8</b>	<b>35,241,600</b>	<b>3</b>	<b>36,833,500</b>	<b>38,673,100</b>	<b>39,694,100</b>	<b>40,773,000</b>	<b>41,831,100</b>	<b>42,950,700</b>	<b>44,097,400</b>	<b>45,287,600</b>	<b>46,476,100</b>
				<b>OPERATING EXPENSES</b>													
1,526,900	1,485,200	1,420,000	1,531,700	Governance and Communications	1,949,800	27	1,736,400	(11)	1,786,200	1,842,200	2,159,000	1,948,300	1,998,500	2,050,400	2,393,400	2,134,900	2,167,400
(3,187,000)	(3,745,700)	(3,774,600)	(4,086,900)	Financial Services	(4,197,500)	3	(4,328,700)	3	(4,436,000)	(4,546,300)	(4,659,800)	(4,775,300)	(4,846,000)	(4,966,200)	(5,089,800)	(5,216,600)	(5,346,600)
1,577,000	1,836,300	1,913,000	2,049,200	Information Services	2,303,400	12	2,517,300	9	2,580,700	2,645,800	2,712,600	2,781,100	2,851,100	2,922,900	2,996,700	3,072,200	3,149,700
964,000	1,371,400	1,366,300	1,282,200	Human Resources and Risk Management	1,010,500	(21)	1,017,100	1	1,035,600	1,057,400	1,083,600	1,113,700	1,147,900	1,186,300	1,228,800	1,275,500	1,326,000
1,925,600	3,357,700	2,115,000	2,961,700	Property Management	3,216,300	9	1,589,700	(51)	1,631,700	1,674,000	1,717,700	1,762,300	1,707,000	1,751,000	1,796,100	1,842,400	1,889,700
4,056,200	6,404,400	4,362,900	4,513,400	Ballina Byron Gateway Airport	4,877,900	8	5,448,000	12	5,600,600	5,682,200	5,751,000	5,821,200	5,895,400	6,010,700	6,149,800	6,300,400	6,454,800
<b>6,862,700</b>	<b>10,711,300</b>	<b>7,402,600</b>	<b>8,251,300</b>	<b>Total Operating Expenses</b>	<b>9,160,400</b>	<b>11</b>	<b>7,979,800</b>	<b>(13)</b>	<b>8,198,800</b>	<b>8,355,300</b>	<b>8,763,900</b>	<b>8,651,300</b>	<b>8,753,900</b>	<b>8,955,100</b>	<b>9,475,000</b>	<b>9,408,800</b>	<b>9,640,800</b>
				<b>NET PROGRAM OPERATING RESULT</b>													
(1,608,900)	(1,486,100)	(1,402,600)	(1,484,900)	Governance	(1,920,300)	29	(1,716,400)	(11)	(1,765,600)	(1,820,800)	(2,136,800)	(1,925,300)	(1,974,700)	(2,025,800)	(2,367,800)	(2,108,500)	(2,140,100)
24,556,000	24,238,000	26,349,400	27,776,300	Financial Services	29,280,500	5	30,560,300	4	32,102,400	33,769,500	34,705,900	35,668,100	36,609,900	37,626,600	38,672,700	39,748,800	40,855,800
(1,573,000)	(1,824,700)	(1,895,400)	(2,046,100)	Information Services	(2,126,400)	4	(2,414,300)	14	(2,475,100)	(2,537,500)	(2,601,500)	(2,667,200)	(2,734,300)	(2,803,100)	(2,873,800)	(2,946,200)	(3,020,500)
(731,000)	(1,181,500)	(1,070,900)	(1,090,800)	Human Resources and Risk Management	(687,500)	(37)	(844,100)	23	(858,000)	(875,100)	(896,300)	(921,600)	(950,700)	(983,900)	(1,021,100)	(1,062,300)	(1,107,300)
2,675,900	22,300	1,270,100	(390,900)	Property Management	(183,300)	(53)	937,900	(612)	939,400	1,007,700	976,900	1,002,700	1,114,700	1,135,600	1,144,900	1,163,400	1,181,400
(50,900)	(1,786,600)	346,800	598,500	Ballina Byron Gateway Airport	714,500	19	738,400	3	691,600	774,000	882,000	965,000	1,012,300	1,046,200	1,067,600	1,083,600	1,066,000
<b>23,368,100</b>	<b>18,001,400</b>	<b>23,597,400</b>	<b>23,362,100</b>	<b>Total Operating Result - Surplus / (Deficit)</b>	<b>25,077,500</b>	<b>7</b>	<b>27,261,800</b>	<b>9</b>	<b>28,634,700</b>	<b>30,317,800</b>	<b>30,930,200</b>	<b>32,121,700</b>	<b>33,077,200</b>	<b>33,995,600</b>	<b>34,622,400</b>	<b>35,878,800</b>	<b>36,835,300</b>
998,800	1,384,100	879,400	942,200	Add Back Depreciation	1,024,000	9	1,110,200	8	1,143,500	1,177,800	1,201,400	1,225,600	1,250,300	1,275,400	1,301,000	1,327,200	1,353,800
(414,000)	(333,000)	30,000	163,000	Add Back Non Cash Investment Premium	0	(100)	0	0	0	0	0	0	0	0	0	0	0
(165,000)	(289,900)	(725,700)	319,800	Add Back Landstock	0	(100)	0	0	0	0	0	0	0	0	0	0	0
0	0	(460,100)	0	Add Back Fair Value Adjustments Rental Properties	0	0	0	0	0	0	0	0	0	0	0	0	0
0	2,075,400	0	0	Add Back Gain / Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>23,787,900</b>	<b>20,838,000</b>	<b>23,321,000</b>	<b>24,787,100</b>	<b>Total Cash Operating Result - Surplus / (Deficit)</b>	<b>26,101,500</b>	<b>5</b>	<b>28,372,000</b>	<b>9</b>	<b>29,778,200</b>	<b>31,495,600</b>	<b>32,131,600</b>	<b>33,347,300</b>	<b>34,327,500</b>	<b>35,271,000</b>	<b>35,923,400</b>	<b>37,206,000</b>	<b>38,189,100</b>
				<b>Capital Movements</b>													
572,000	838,700	845,500	970,600	Less Loan Principal Repayments	1,073,300		1,175,000		1,235,600	1,299,700	1,368,700	1,374,300	969,500	318,400	115,200	119,500	63,900
12,621,300	5,690,100	7,765,000	5,562,000	Less Transfer to Reserves	4,845,000		10,584,600		10,110,900	7,255,600	6,607,000	5,328,700	4,796,100	5,049,600	6,026,900	6,106,100	6,211,800
9,462,000	11,563,800	7,330,100	3,383,700	Add Transfer from Reserves	7,464,200		4,889,800		3,783,000	7,930,800	3,866,400	2,781,700	2,606,300	4,880,800	4,895,600	2,380,500	2,405,500
14,103,000	(342,600)	3,586,900	7,113,800	Add Capital Income Applied	1,719,400		14,980,000		7,855,000	4,855,000	3,140,000	1,600,000	1,160,000	2,410,000	2,410,000	1,160,000	1,160,000
12,170,000	6,222,600	5,331,900	3,750,700	Less Capital Expenditure	4,478,600		10,302,000		2,424,000	6,554,000	1,211,000	268,000	775,000	4,783,000	3,791,000	299,000	307,000
<b>21,989,600</b>	<b>19,307,800</b>	<b>20,275,600</b>	<b>25,001,300</b>	<b>Cash Result after Capital Movements</b>	<b>24,888,200</b>	<b>(0)</b>	<b>26,180,200</b>	<b>5</b>	<b>27,645,700</b>	<b>29,172,100</b>	<b>29,951,300</b>	<b>30,758,000</b>	<b>31,553,200</b>	<b>32,410,800</b>	<b>33,295,900</b>	<b>34,221,800</b>	<b>35,171,900</b>

## GOVERNANCE AND COMMUNICATIONS

**Manager** Paul Hickey – “General Manager”

### **Background**

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

### **Budget Comments**

### **Operating Expenses**

#### **General Manager’s Office**

Includes employment costs for four full-time staff and two part – time employees (28 days in total), plus one motor vehicle. Also includes office expenses and the external audit fee.

#### **Councillors**

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

#### **Election Expenses**

The cost of Council elections.

#### **Subscriptions and Contributions**

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

#### **Donations**

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

#### **Corporate Office Expenses**

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

### **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 AND COMMUNICATIONS																		
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>OPERATING REVENUES</b>																		
0	0	0	4,300	26000	Contributions													
					Internal Contributions	0	(100)	0	0	0	0	0	0	0	0	0	0	
18,000	19,100	17,400	42,500	26005	Fees and Charges													
					Sundry Sales and Services	29,500	(31)	20,000	(32)	20,600	21,400	22,200	23,000	23,800	24,600	25,500	26,400	27,300
<b>18,000</b>	<b>19,100</b>	<b>17,400</b>	<b>46,800</b>		<b>Total Operating Revenues</b>	<b>29,500</b>	<b>(37)</b>	<b>20,000</b>	<b>(32)</b>	<b>20,600</b>	<b>21,400</b>	<b>22,200</b>	<b>23,000</b>	<b>23,800</b>	<b>24,600</b>	<b>25,500</b>	<b>26,400</b>	<b>27,300</b>
<b>OPERATING EXPENSES</b>																		
<b>General Manager's Office</b>																		
462,000	597,000	620,800	630,100	35000	Employee Costs	721,000	14	775,000	7	794,500	814,400	834,800	855,700	877,100	899,100	921,600	921,800	922,000
4,000	6,300	6,800	4,000	35000	Sundry Expenses	7,000	75	7,000	0	7,300	7,600	7,900	8,200	8,500	8,800	9,100	9,400	9,700
55,000	53,000	59,900	68,700	35000	Audit - External	71,400	4	75,000	5	76,900	78,900	80,900	83,000	85,100	87,300	89,500	91,800	94,100
1,000	6,100	0	1,000	35000	Legal Expenses	4,800	380	2,000	(58)	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900
<b>Councillors</b>																		
316,000	329,400	304,800	308,300	35005	Councillors Allowances and Exps	365,700	19	358,500	(2)	367,800	377,500	387,400	397,600	407,900	418,400	429,400	440,700	452,300
200,000	0	0	0	35005	Election	230,000	100	0	(100)	0	0	260,000	0	0	0	290,000	0	0
57,000	55,500	57,100	62,600	35005	Subscriptions and Contributions	63,900	2	64,700	1	66,700	68,700	70,700	72,700	74,800	76,900	79,100	81,400	83,700
<b>Donations</b>																		
24,000	25,300	26,400	27,800	35001	Donations - Public Halls - Rates	30,000	8	32,000	7	32,800	33,700	34,600	35,500	36,400	37,400	38,400	39,400	40,400
5,000	5,000	10,000	10,000	35001	Donations - Sthn Cross Scholarship	10,000	0	10,000	0	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,500	12,900
35,000	35,900	31,400	17,400	35001	Donations - Public Halls - Capital	37,300	114	32,900	(12)	33,800	34,700	35,600	36,500	37,500	38,500	39,500	40,500	41,600
7,000	6,000	7,500	6,000	35001	Donations - Lighthouse Chairs	5,100	(15)	5,200	2	5,400	5,600	5,800	6,000	6,200	6,400	6,600	6,800	7,000
76,300	63,300	35,000	83,700	35001	Donations - General	60,000	(28)	66,000	10	62,600	64,200	65,900	67,600	69,300	71,100	72,900	74,800	76,700
0	0	0	0	35001	Donations - Sporting Groups	30,100	100	20,000	(34)	30,000	40,000	50,000	51,300	52,600	54,000	55,400	56,800	58,300
0	0	0	0	35001	Donations - Carry Forwards	14,000	100	0	(100)	0	0	0	0	0	0	0	0	0
0	600	5,100	1,200	35001	Community Groups - Council Fees	3,000	150	3,000	0	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900
<b>Corporate Office Expenses</b>																		
83,300	91,800	102,900	119,000	35015	Printing, Stationery and Postage	108,300	(9)	96,000	(11)	98,400	101,000	103,600	106,300	109,000	111,900	114,800	117,700	120,800
17,500	16,700	13,000	9,800	35015	Advertising	10,000	2	10,000	0	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,500	12,900
2,600	1,700	100	6,900	35015	Office Equipment	6,200	(10)	6,300	2	6,500	6,700	6,900	7,100	7,300	7,500	7,700	7,900	8,100
125,000	133,300	84,000	115,400	35015	Telephone	111,000	(4)	112,000	1	115,000	118,000	121,000	124,200	127,400	130,800	134,200	137,600	141,200
21,700	21,700	20,800	26,600	35015	Sundry Administration Expenses	26,000	(2)	25,800	(1)	26,700	27,600	28,500	29,400	30,300	31,300	32,300	33,300	34,300
34,800	36,600	34,400	33,200	35015	Community Connect	35,000	5	35,000	0	36,000	37,000	38,000	39,000	40,100	41,200	42,300	43,400	44,600
<b>1,526,900</b>	<b>1,485,200</b>	<b>1,420,000</b>	<b>1,531,700</b>		<b>Total Operating Expenses</b>	<b>1,949,800</b>	<b>27</b>	<b>1,736,400</b>	<b>(11)</b>	<b>1,786,200</b>	<b>1,842,200</b>	<b>2,159,000</b>	<b>1,948,300</b>	<b>1,998,500</b>	<b>2,050,400</b>	<b>2,393,400</b>	<b>2,134,900</b>	<b>2,167,400</b>
<b>(1,508,900)</b>	<b>(1,466,100)</b>	<b>(1,402,600)</b>	<b>(1,484,900)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,920,300)</b>	<b>29</b>	<b>(1,716,400)</b>	<b>(11)</b>	<b>(1,765,600)</b>	<b>(1,820,800)</b>	<b>(2,136,800)</b>	<b>(1,925,300)</b>	<b>(1,974,700)</b>	<b>(2,025,800)</b>	<b>(2,367,900)</b>	<b>(2,108,500)</b>	<b>(2,140,100)</b>
0	0	0	0		Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>(1,508,900)</b>	<b>(1,466,100)</b>	<b>(1,402,600)</b>	<b>(1,484,900)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(1,920,300)</b>	<b>29</b>	<b>(1,716,400)</b>	<b>(11)</b>	<b>(1,765,600)</b>	<b>(1,820,800)</b>	<b>(2,136,800)</b>	<b>(1,925,300)</b>	<b>(1,974,700)</b>	<b>(2,025,800)</b>	<b>(2,367,900)</b>	<b>(2,108,500)</b>	<b>(2,140,100)</b>
<b>Capital Movements</b>																		
0	0	0	0		Less Loan Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
31,000	7,000	192,200	94,000		Less Transfer to Reserves	90,000		30,000		35,000	40,000	55,000	70,000	70,000	75,000	75,000	80,000	85,000
171,000	5,800	2,000	18,700		Add Transfer from Reserves	274,100		0		0	0	260,000	0	0	290,000	0	0	0
0	0	0	0		Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0
0	19,600	0	0		Less Capital Expenditure	0		0		0	0	0	0	0	0	0	0	0
<b>(1,368,900)</b>	<b>(1,486,900)</b>	<b>(1,592,800)</b>	<b>(1,560,200)</b>		<b>Cash Result after Capital Movements</b>	<b>(1,736,200)</b>	<b>11</b>	<b>(1,746,400)</b>	<b>1</b>	<b>(1,800,600)</b>	<b>(1,860,800)</b>	<b>(1,931,800)</b>	<b>(1,995,300)</b>	<b>(2,044,700)</b>	<b>(2,100,800)</b>	<b>(2,152,900)</b>	<b>(2,188,500)</b>	<b>(2,225,100)</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 94 contributions etc is applied directly to those areas.

### **Capital Movements**

##### **Cash Surplus**

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

FINANCIAL SERVICES - GENERAL PURPOSE REVENUES																			
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED													
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
<b>OPERATING REVENUES</b>																			
<b>Rates</b>																			
12,023,000	12,760,600	13,206,900	13,968,100	26020	Residential	14,896,700	7	15,629,000	5	16,629,300	17,693,600	18,224,400	18,771,100	19,334,200	19,914,200	20,511,600	21,126,900	21,760,700	
3,305,000	3,476,100	3,644,700	3,826,700	26020	Business	4,045,900	6	4,302,000	6	4,577,300	4,870,200	5,016,300	5,166,800	5,321,800	5,481,500	5,645,900	5,815,300	5,989,800	
1,303,000	1,356,800	1,387,800	1,445,600	26020	Farmland	1,509,100	4	1,579,000	5	1,680,100	1,787,600	1,841,200	1,896,400	1,953,300	2,011,900	2,072,300	2,134,500	2,198,500	
0	(600)	2,800	(600)	26020	<b>Postponed Rates</b>	500	(183)	500	0	600	700	800	900	1,000	1,100	1,200	1,300	1,400	
(582,000)	(581,800)	(635,400)	(639,100)	26021	<b>Abandonments</b>	(653,600)	2	(656,900)	1	(680,400)	(663,900)	(667,500)	(671,100)	(674,700)	(678,300)	(681,900)	(685,500)	(689,100)	
131,000	101,300	86,600	79,600	26023	<b>Extra Charges</b>	77,000	(3)	78,200	2	80,200	82,200	84,300	86,400	88,600	90,800	93,100	95,400	97,800	
3,413,000	1,800,200	3,717,800	3,831,300	26025	<b>General Purpose Grants</b>	4,086,900	7	4,168,600	2	4,252,000	4,337,000	4,423,700	4,512,200	4,602,400	4,694,400	4,788,300	4,884,100	4,981,800	
316,000	318,300	339,400	350,200	26025	Financial Assistance Grant	346,800	(1)	354,600	2	324,000	325,600	327,300	328,900	330,500	332,200	333,800	335,500	337,100	
890,000	716,700	651,300	716,600	26026	<b>Interest</b>	541,000	(25)	540,800	(0)	540,500	540,200	539,900	539,600	539,300	539,000	538,700	538,400	538,100	
414,000	333,000	(30,000)	(163,000)	26026	Interest on Investments	0	(100)	0	0	0	0	0	0	0	0	0	0	0	
					Premium Adjustments	0		0	0	0	0	0	0	0	0	0	0	0	
<b>21,213,000</b>	<b>20,300,600</b>	<b>22,370,900</b>	<b>23,415,400</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>24,850,300</b>	<b>6</b>	<b>25,995,800</b>	<b>5</b>	<b>27,423,600</b>	<b>28,973,200</b>	<b>29,790,400</b>	<b>30,631,200</b>	<b>31,496,400</b>	<b>32,386,800</b>	<b>33,303,000</b>	<b>34,245,900</b>	<b>35,216,100</b>	
(414,000)	(333,000)	30,000	163,000		Add Back Non Cash Premium	0	(100)	0	0	0	0	0	0	0	0	0	0	0	
<b>20,799,000</b>	<b>19,967,600</b>	<b>22,400,900</b>	<b>23,578,400</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>24,850,300</b>	<b>5</b>	<b>25,995,800</b>	<b>5</b>	<b>27,423,600</b>	<b>28,973,200</b>	<b>29,790,400</b>	<b>30,631,200</b>	<b>31,496,400</b>	<b>32,386,800</b>	<b>33,303,000</b>	<b>34,245,900</b>	<b>35,216,100</b>	
<b>Capital Movements</b>																			
0	0	0	0		Less Loan Principal Repayments	0		0		0	0	0	0	0	0	0	0	0	
1,789,000	0	0	0		Less Transfer to Reserves	0		0		0	0	0	0	0	0	0	0	0	
1,757,000	1,789,000	0	0		Add Transfer from Reserves	0		0		0	0	0	0	0	0	0	0	0	
0	0	0	0		Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0	
0	0	0	0		Less Capital Expenditure	0		0		0	0	0	0	0	0	0	0	0	
<b>20,767,000</b>	<b>21,756,600</b>	<b>22,400,900</b>	<b>23,578,400</b>		<b>Cash Result after Capital Movements</b>	<b>24,850,300</b>	<b>5</b>	<b>25,995,800</b>	<b>5</b>	<b>27,423,600</b>	<b>28,973,200</b>	<b>29,790,400</b>	<b>30,631,200</b>	<b>31,496,400</b>	<b>32,386,800</b>	<b>33,303,000</b>	<b>34,245,900</b>	<b>35,216,100</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 ten full time and four part time employees (total of 59 days) employed within the finance section.

#### **Bank Charges**

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

#### **Rating Costs**

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

#### **Valuation Fees**

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

#### **Audit Fees**

Fees for internal audit of specific projects.

#### **Overheads Distributed to Business Activities**

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



FINANCIAL SERVICES																		
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
					<b>OPERATING REVENUES</b>													
					<b>Fees and Charges</b>													
58,000	78,500	94,000	101,800	26028	Section 603 Certificates	98,000	(4)	99,600	2	102,200	104,800	107,500	110,300	113,100	116,000	119,000	122,000	125,100
26,000	28,900	27,000	28,900	26028	Credit Card Surcharge	30,700	6	31,400	2	32,400	33,400	34,500	35,600	36,700	37,800	38,900	40,100	41,300
11,000	30,300	28,900	66,200	26028	Legal Costs Recovered	50,000	(24)	50,800	2	54,200	57,800	59,700	61,700	63,700	65,800	68,000	70,200	72,500
					<b>Contributions and Dividends</b>													
61,000	54,000	54,000	77,100	26028	Dividends	54,000	(30)	54,000	0	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000
<b>156,000</b>	<b>191,700</b>	<b>203,900</b>	<b>274,000</b>		<b>Total Operating Revenues</b>	<b>232,700</b>	<b>(15)</b>	<b>235,800</b>	<b>1</b>	<b>242,800</b>	<b>250,000</b>	<b>255,700</b>	<b>261,600</b>	<b>267,500</b>	<b>273,600</b>	<b>279,900</b>	<b>286,300</b>	<b>292,900</b>
					<b>OPERATING EXPENSES</b>													
1,078,000	903,000	1,026,800	1,021,700	35020	Employee Costs	1,085,500	6	1,065,000	(2)	1,091,600	1,118,900	1,146,800	1,175,400	1,204,800	1,234,900	1,265,700	1,297,300	1,329,700
85,000	85,000	83,300	89,700	35020	Bank Charges	94,300	5	96,300	2	99,200	102,100	105,200	108,300	111,400	114,600	117,900	121,300	124,800
25,000	46,800	44,500	83,400	35021	Rating Costs	71,000	(15)	70,100	(1)	72,000	73,900	75,800	77,800	79,900	82,000	84,200	86,400	88,600
89,000	117,300	97,300	99,300	35021	Valuation Fees	110,700	11	112,500	2	115,400	118,400	121,500	124,600	127,800	131,100	134,500	137,900	141,400
23,000	22,200	30,500	21,000	35021	Audit - Internal	25,000	19	25,400	2	26,100	26,800	27,500	28,200	29,000	29,800	30,600	31,400	32,200
					<b>Indirect Costs</b>													
(4,487,000)	(4,920,000)	(5,057,000)	(5,402,000)	35021	Overheads Distributed	(5,584,000)	3	(5,698,000)	2	(5,840,300)	(5,986,400)	(6,136,600)	(6,289,600)	(6,398,900)	(6,558,600)	(6,722,700)	(6,890,900)	(7,063,500)
<b>(3,187,000)</b>	<b>(3,745,700)</b>	<b>(3,774,600)</b>	<b>(4,086,900)</b>		<b>Total Operating Expenses</b>	<b>(4,197,500)</b>	<b>3</b>	<b>(4,328,700)</b>	<b>3</b>	<b>(4,436,000)</b>	<b>(4,546,300)</b>	<b>(4,659,800)</b>	<b>(4,775,300)</b>	<b>(4,846,000)</b>	<b>(4,966,200)</b>	<b>(5,089,800)</b>	<b>(5,216,600)</b>	<b>(5,346,800)</b>
<b>3,343,000</b>	<b>3,937,400</b>	<b>3,978,500</b>	<b>4,360,900</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>4,430,200</b>	<b>2</b>	<b>4,564,500</b>	<b>3</b>	<b>4,678,800</b>	<b>4,796,300</b>	<b>4,915,500</b>	<b>5,036,900</b>	<b>5,113,500</b>	<b>5,239,800</b>	<b>5,369,700</b>	<b>5,502,900</b>	<b>5,639,700</b>
					<i>Add Back Depreciation</i>				0									
<b>3,343,000</b>	<b>3,937,400</b>	<b>3,978,500</b>	<b>4,360,900</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>4,430,200</b>	<b>2</b>	<b>4,564,500</b>	<b>3</b>	<b>4,678,800</b>	<b>4,796,300</b>	<b>4,915,500</b>	<b>5,036,900</b>	<b>5,113,500</b>	<b>5,239,800</b>	<b>5,369,700</b>	<b>5,502,900</b>	<b>5,639,700</b>
					<b>Capital Movements</b>													
0	0	0	0		Less Loan Principal Repayments	0		0		0	0	0	0	0	0	0	0	0
8,000	0	0	103,500		Less Transfer to Reserves	0		0		0	0	0	0	0	0	0	0	0
7,000	0	0	0		Add Transfer from Reserves	0		0		0	0	0	0	0	0	0	0	0
0	0	0	0		Add Capital Income Applied	0		0		0	0	0	0	0	0	0	0	0
0	0	0	0		Less Capital Expenditure	0		0		0	0	0	0	0	0	0	0	0
<b>3,342,000</b>	<b>3,937,400</b>	<b>3,978,500</b>	<b>4,257,400</b>		<b>Cash Result after Capital Movements</b>	<b>4,430,200</b>	<b>4</b>	<b>4,564,500</b>	<b>3</b>	<b>4,678,800</b>	<b>4,796,300</b>	<b>4,915,500</b>	<b>5,036,900</b>	<b>5,113,500</b>	<b>5,239,800</b>	<b>5,369,700</b>	<b>5,502,900</b>	<b>5,639,700</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 ten full time and two part time employees (55 days) and one motor vehicle.

Records Management - Includes four full-time and on part-time employees and associated oncosts (total of 23 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				LEDGER #REF!	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
					<b>OPERATING REVENUES</b>													
4,000	13,600	17,600	3,100	26045	Fees and Charges													
					Sundry Sales and Services	177,000	5,610	103,000	(42) 0	105,600	108,300	111,100	113,900	116,800	119,800	122,900	126,000	129,200
<b>4,000</b>	<b>13,600</b>	<b>17,600</b>	<b>3,100</b>		<b>Total Operating Revenues</b>	<b>177,000</b>	<b>5,610</b>	<b>103,000</b>	<b>(42)</b>	<b>105,600</b>	<b>108,300</b>	<b>111,100</b>	<b>113,900</b>	<b>116,800</b>	<b>119,800</b>	<b>122,900</b>	<b>126,000</b>	<b>129,200</b>
					<b>OPERATING EXPENSES</b>													
					<b>Information Services</b>													
758,000	1,041,000	1,029,300	1,131,300	35040	Employee Costs	1,266,200	12	1,423,400	12	1,459,100	1,495,600	1,533,000	1,571,400	1,610,800	1,651,200	1,692,700	1,735,100	1,778,500
279,000	175,100	174,000	186,100	35040	Hardware Lease	201,800	8	194,000	(4)	198,900	203,900	209,000	214,300	219,700	225,200	230,900	236,700	242,700
52,000	65,000	106,800	93,400	35040	Hardware Support Costs	109,500	17	102,400	(6)	105,100	108,000	110,900	113,900	116,900	120,000	123,100	126,400	129,800
138,000	184,000	174,200	187,900	35040	Software - Civica Licence	231,000	23	235,000	2	240,900	247,000	253,200	259,600	266,100	272,800	279,700	286,700	293,900
350,000	373,200	428,700	450,500	35040	Software and Consumables	460,200	2	512,500	11	525,400	538,700	552,500	566,500	580,800	595,400	610,500	626,000	641,900
0	0	0	0	35040	Software and Consumables	34,700	100	50,000	44	51,300	52,600	54,000	55,400	56,800	58,300	59,800	61,300	62,900
<b>1,577,000</b>	<b>1,838,300</b>	<b>1,913,000</b>	<b>2,049,200</b>		<b>Total Operating Expenses</b>	<b>2,303,400</b>	<b>12</b>	<b>2,517,300</b>	<b>9</b>	<b>2,580,700</b>	<b>2,645,800</b>	<b>2,712,600</b>	<b>2,781,100</b>	<b>2,851,100</b>	<b>2,922,900</b>	<b>2,996,700</b>	<b>3,072,200</b>	<b>3,149,700</b>
<b>(1,573,000)</b>	<b>(1,824,700)</b>	<b>(1,895,400)</b>	<b>(2,046,100)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(2,126,400)</b>	<b>4</b>	<b>(2,414,300)</b>	<b>14</b>	<b>(2,475,100)</b>	<b>(2,537,500)</b>	<b>(2,601,500)</b>	<b>(2,667,200)</b>	<b>(2,734,300)</b>	<b>(2,803,100)</b>	<b>(2,873,800)</b>	<b>(2,946,200)</b>	<b>(3,020,500)</b>
0	0	0	0		Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>(1,573,000)</b>	<b>(1,824,700)</b>	<b>(1,895,400)</b>	<b>(2,046,100)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(2,126,400)</b>	<b>4</b>	<b>(2,414,300)</b>	<b>14</b>	<b>(2,475,100)</b>	<b>(2,537,500)</b>	<b>(2,601,500)</b>	<b>(2,667,200)</b>	<b>(2,734,300)</b>	<b>(2,803,100)</b>	<b>(2,873,800)</b>	<b>(2,946,200)</b>	<b>(3,020,500)</b>
					<b>Capital Movements</b>													
0	0	0	0		Less Loan Principal Repayments	0		0	0	0	0	0	0	0	0	0	0	0
0	0	40,000	59,100		Less Transfer to Reserves	96,700		0	(100)	0	0	0	0	0	0	0	0	0
0	0	0	40,000		Add Transfer from Reserves	54,100		111,700	106	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
20,000	26,600	11,400	54,300		Less Capital Expenditure	103,500		87,000	(16)	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000
<b>(1,593,000)</b>	<b>(1,851,300)</b>	<b>(1,946,800)</b>	<b>(2,119,500)</b>		<b>Cash Result after Capital Movements</b>	<b>(2,272,500)</b>	<b>7</b>	<b>(2,389,600)</b>	<b>5</b>	<b>(2,498,100)</b>	<b>(2,561,500)</b>	<b>(2,626,500)</b>	<b>(2,693,200)</b>	<b>(2,761,300)</b>	<b>(2,831,100)</b>	<b>(2,902,800)</b>	<b>(2,976,200)</b>	<b>(3,051,500)</b>

## HUMAN RESOURCES AND RISK MANAGEMENT

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

### **Background**

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

### **Budget Comments**

#### **Operating Revenues**

##### **Contributions**

Includes insurance adjustments (refunds) and staff training subsidies.

#### **Operating Expenses**

##### **Employee Costs**

Salaries and oncosts for five full time staff and three part time staff (35 days).

##### **Staff Training and Development**

Training, education and recruitment costs for Council employees.

##### **Staff Support Services**

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

##### **Employee Oncosts**

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

##### **Risk Management**

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

##### **Oncosts Recouped**

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

### **Capital Movements**

#### **Transfer to Reserve**

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.

HUMAN RESOURCES AND RISK MANAGEMENT																		
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>OPERATING REVENUES</b>																		
13,000	47,100	32,000	34,600	26050	Contributions - LSL	18,000	(48)	18,300	2	18,800	19,300	19,800	20,300	20,900	21,500	22,100	22,700	23,300
61,000	29,400	26,800	29,300	26050	Contributions - Training	20,000	(32)	20,300	2	20,900	21,500	22,100	22,700	23,300	23,900	24,500	25,200	25,900
16,000	7,500	9,000	11,800	26050	Maternity Leave - Centrelink Payments	15,000	27	15,300	2	15,700	16,100	16,600	17,100	17,600	18,100	18,600	19,100	19,600
67,000	47,600	80,400	50,900	26050	Refunds - Insurance	171,000	236	52,100	(70)	53,500	54,900	56,300	57,800	59,300	60,800	62,400	64,000	65,600
76,000	58,300	147,200	64,800	26050	Refunds - Workers Compensation	99,000	53	67,000	(32)	68,700	70,500	72,300	74,200	76,100	78,100	80,100	82,200	84,300
<b>233,000</b>	<b>189,900</b>	<b>295,400</b>	<b>191,400</b>		<b>Total Operating Revenues</b>	<b>323,000</b>	<b>69</b>	<b>173,000</b>	<b>(46)</b>	<b>177,600</b>	<b>182,300</b>	<b>187,100</b>	<b>192,100</b>	<b>197,200</b>	<b>202,400</b>	<b>207,700</b>	<b>213,200</b>	<b>218,700</b>
<b>OPERATING EXPENSES</b>																		
<b>Human Resources</b>																		
702,000	652,200	687,000	741,300	35050	Employee Costs	795,000	7	770,200	(3)	789,600	809,500	829,800	850,600	872,000	893,900	916,300	939,300	962,800
420,000	422,600	420,000	446,500	35051	Staff Training and Development	448,500	0	455,500	2	467,000	478,900	491,100	503,500	516,300	529,400	542,900	556,700	570,900
25,000	25,100	60,000	48,600	35051	Staff Support and Recognition	60,800	25	81,100	33	83,500	85,900	88,400	90,900	93,400	96,000	98,600	101,300	104,000
<b>Employee Oncosts</b>																		
1,958,000	2,041,500	2,103,900	2,157,400	35051	Superannuation	2,240,000	4	2,294,000	2	2,343,000	2,396,000	2,454,000	2,517,000	2,585,000	2,658,000	2,736,000	2,819,000	2,907,000
3,000	1,900	5,200	2,400	35051	Jury Duty	2,000	(17)	2,100	5	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900	3,000
737,000	560,100	560,300	557,000	35055	Workers Compensation Premiums	602,000	8	618,900	3	634,700	651,000	667,800	685,000	702,600	720,600	739,100	757,900	777,200
1,234,000	1,292,700	1,513,700	1,411,900	35056	Employee Entitlements - Salaried Staff	1,556,000	10	1,579,500	2	1,619,200	1,659,800	1,701,500	1,744,300	1,788,000	1,832,800	1,878,700	1,925,900	1,974,300
1,143,000	1,356,600	1,304,200	1,651,100	35056	Employee Entitlements - Wages Staff	1,255,000	(24)	1,274,100	2	1,306,100	1,339,000	1,372,700	1,407,200	1,442,600	1,478,900	1,516,100	1,554,300	1,593,300
<b>Risk Management</b>																		
2,000	7,500	7,500	0	35057	Fidelity Guarantee	8,000	100	8,200	3	8,500	8,800	9,100	9,400	9,700	10,000	10,300	10,600	10,900
510,000	534,500	557,200	568,700	35057	Public Risk and Plant	592,000	4	580,600	(2)	595,200	610,100	625,400	641,100	657,200	673,700	690,600	707,900	725,600
10,000	39,700	17,700	24,800	35057	Excess Public Risk	40,800	65	41,500	2	42,600	43,700	44,800	46,000	47,200	48,400	49,700	51,000	52,300
<b>Oncosts Recouped</b>																		
(5,732,000)	(5,474,300)	(5,729,400)	(6,181,000)	35058	Oncosts Recouped - Internal Works	(6,460,000)	5	(6,557,000)	2	(6,721,000)	(6,889,100)	(7,061,500)	(7,238,100)	(7,419,200)	(7,604,800)	(7,795,000)	(7,990,000)	(8,189,800)
(48,000)	(86,700)	(141,000)	(146,500)	35058	Oncosts Recouped - External Works	(129,600)	(12)	(131,600)	2	(135,000)	(138,500)	(142,100)	(145,700)	(149,500)	(153,300)	(157,300)	(161,300)	(165,500)
<b>964,000</b>	<b>1,371,400</b>	<b>1,366,300</b>	<b>1,282,200</b>		<b>Total Operating Expenses</b>	<b>1,010,500</b>	<b>(21)</b>	<b>1,017,100</b>	<b>1</b>	<b>1,035,600</b>	<b>1,057,400</b>	<b>1,083,400</b>	<b>1,113,700</b>	<b>1,147,900</b>	<b>1,186,300</b>	<b>1,228,800</b>	<b>1,275,500</b>	<b>1,326,000</b>
<b>(731,000)</b>	<b>(1,181,500)</b>	<b>(1,070,900)</b>	<b>(1,090,800)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(687,500)</b>	<b>(37)</b>	<b>(844,100)</b>	<b>23</b>	<b>(858,000)</b>	<b>(875,100)</b>	<b>(896,300)</b>	<b>(921,600)</b>	<b>(950,700)</b>	<b>(983,900)</b>	<b>(1,021,100)</b>	<b>(1,062,300)</b>	<b>(1,107,300)</b>
0	0	0	0		Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>(731,000)</b>	<b>(1,181,500)</b>	<b>(1,070,900)</b>	<b>(1,090,800)</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(687,500)</b>	<b>(37)</b>	<b>(844,100)</b>	<b>23</b>	<b>(858,000)</b>	<b>(875,100)</b>	<b>(896,300)</b>	<b>(921,600)</b>	<b>(950,700)</b>	<b>(983,900)</b>	<b>(1,021,100)</b>	<b>(1,062,300)</b>	<b>(1,107,300)</b>
<b>Capital Movements</b>																		
0	0	0	0		Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0	0
313,000	297,000	732,000	284,000		Less Transfer to Reserves	60,000	0	(100)	0	0	0	0	0	0	0	0	0	0
8,000	336,000	192,100	0		Add Transfer from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
0	(1,957,800)	(498,500)	2,036,000		Add Capital Income Applied	200,000	0	200,000	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
0	0	0	0		Less Capital Expenditure	36,100	0	(100)	0	0	0	0	0	0	0	0	0	0
<b>(1,036,000)</b>	<b>(3,100,300)</b>	<b>(2,109,300)</b>	<b>661,200</b>		<b>Cash Result after Capital Movements</b>	<b>(583,600)</b>	<b>(188)</b>	<b>(644,100)</b>	<b>10</b>	<b>(658,000)</b>	<b>(675,100)</b>	<b>(696,300)</b>	<b>(721,600)</b>	<b>(750,700)</b>	<b>(783,900)</b>	<b>(821,100)</b>	<b>(862,300)</b>	<b>(907,300)</b>

## PROPERTY MANAGEMENT

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

### **Background**

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

### **Budget Comments**

#### **Operating Revenues**

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

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

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

#### **Operating Expenses**

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

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

**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.

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

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

PROPERTY MANAGEMENT																			
ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED													
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
					<b>OPERATING REVENUES</b>														
					<b>Council Owned Properties</b>														
1,698,000	1,619,900	1,462,100	1,639,800	26065	Properties - Investment / Commercial	1,747,100	7	1,759,500	1	1,804,900	1,841,000	1,877,700	1,915,200	1,953,400	1,992,400	2,032,200	2,072,800	2,114,200	
260,000	354,400	218,600	225,100	26060	Properties - Others	226,400	1	226,600	0	232,400	238,300	244,400	251,000	257,800	264,700	272,000	279,500	287,300	
72,000	87,600	81,400	64,500	26061	<b>Council Controlled - Crown Reserves</b>														
					Properties - Crown Reserves	68,200	6	69,300	2	70,600	71,900	73,300	74,700	76,200	77,700	79,200	80,800	82,400	
355,000	422,600	432,400	421,800	26113	<b>Caravan Parks and Tent Park</b>														
					Flat Rock Tent Park	430,300	2	438,200	2	449,200	450,500	472,200	484,100	496,300	508,800	521,600	534,700	548,200	
1,815,500	697,300	545,200	92,000	26063	<b>Contributions</b>														
					BBRC Program	440,000	378	0	(100)	0	0	0	0	0	0	0	0	0	
121,000	18,000	80,200	41,000	26064	<b>Interest on Investments</b>														
179,000	181,200	105,100	86,800	26065	Interest on Investments - Comm Infra	16,000	(61)	9,000	(44)	3,000	6,000	11,000	8,000	7,000	7,000	8,000	10,000	12,000	
101,000	0	0	0	26064	Interest on Investments - Property Dev	105,000	21	15,000	(86)	11,000	64,000	16,000	32,000	31,000	36,000	28,000	28,000	27,000	
0	0	460,100	0	26060	Other Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0	
0	0	460,100	0	26060	Fair Value Adjustments Rental Props	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>4,601,500</b>	<b>3,380,000</b>	<b>3,385,100</b>	<b>2,570,800</b>		<b>Total Operating Revenues</b>	<b>3,033,000</b>	<b>100</b>	<b>2,527,600</b>	<b>(17)</b>	<b>2,671,100</b>	<b>2,681,700</b>	<b>2,694,600</b>	<b>2,765,000</b>	<b>2,821,700</b>	<b>2,886,600</b>	<b>2,941,000</b>	<b>3,005,800</b>	<b>3,071,100</b>	
					<b>OPERATING EXPENSES</b>														
					<b>Property Management</b>														
405,000	343,600	292,800	310,700	35070	Employee Costs	296,700	(5)	307,000	3	314,700	322,500	330,500	338,700	347,100	355,700	364,600	373,700	383,000	
13,000	21,700	44,000	13,700	35070	Property Investigations	20,400	49	20,800	2	21,300	21,800	22,300	22,900	23,500	24,100	24,700	25,300	25,900	
225,000	1,420,000	1,440,100	1,084,200	35070	BBRC Scheme	1,460,200	35	0	(100)	0	0	0	0	0	0	0	0	0	
14,000	10,300	16,400	28,300	35073	<b>Land Development</b>														
115,000	59,200	97,900	150,700	35073	Wollongbar Residential Estate	45,000	59	45,800	2	47,100	48,400	49,700	51,000	0	0	0	0	0	
12,000	8,500	9,000	9,800	35074	Southern Cross Industrial Estate	279,300	85	72,300	(74)	74,000	75,700	77,400	79,200	81,000	82,900	84,800	86,700	88,700	
(165,000)	(289,900)	(725,700)	319,800	35074	Russellton Industrial Estate	25,600	181	26,100	2	26,800	27,500	28,300	29,100	30,000	30,900	31,800	32,700	33,600	
					Land Stock Movements	0	(100)	0	0	0	0	0	0	0	0	0	0	0	
255,000	214,000	199,400	246,000	35076	<b>Property - Operations and Maintenance</b>														
165,000	157,200	98,800	118,500	35080	Properties - Council Investment	246,800	0	256,900	4	264,200	271,600	279,300	286,900	294,700	302,700	310,900	319,400	328,000	
48,000	59,000	29,200	22,300	35082	Properties - Council Commercial	146,500	24	133,700	(9)	137,400	141,100	144,800	148,600	152,600	156,700	160,900	165,100	169,300	
62,000	67,600	66,900	65,300	35084	Properties - Council Residential	50,900	128	51,900	2	53,400	54,900	56,600	58,300	60,000	61,700	63,400	65,100	67,000	
					Properties - Crown Reserves	89,200	6	70,600	2	72,700	74,800	78,900	79,100	81,300	83,600	85,900	88,300	90,700	
282,000	301,000	259,500	250,600	35145	<b>Caravan Parks and Tent Park</b>														
2,000	0	0	0	35145	Flat Rock Tent Park	281,700	12	287,400	2	295,400	303,500	311,800	320,300	328,000	337,800	346,800	356,200	366,000	
					Interest on Loans - Flat Rock	0	0	0	0	0	0	0	0	0	0	0	0	0	0
325,000	362,000	178,000	230,000	35085	<b>Indirect Expenses - Overheads</b>														
					Overheads Distributed	185,000	(20)	206,000	11	211,200	216,400	221,900	227,500	184,500	189,000	193,800	198,700	203,600	
16,700	439,700	13,600	14,000	35145	<b>Non-cash Expenses</b>														
150,900	183,800	95,100	97,800	35146	Depreciation - Flat Rock Tent Park	14,000	0	14,300	2	14,600	14,900	15,200	15,600	16,000	16,400	16,800	17,200	17,600	
					Depreciation - Commercial Buildings	95,000	(3)	96,900	2	98,900	100,900	103,000	105,100	107,300	109,500	111,700	114,000	116,300	
<b>1,925,600</b>	<b>3,357,700</b>	<b>2,115,000</b>	<b>2,961,700</b>		<b>Total Operating Expenses</b>	<b>3,216,300</b>	<b>9</b>	<b>1,589,700</b>	<b>(51)</b>	<b>1,631,700</b>	<b>1,674,000</b>	<b>1,717,700</b>	<b>1,762,300</b>	<b>1,707,000</b>	<b>1,751,000</b>	<b>1,796,100</b>	<b>1,842,400</b>	<b>1,889,700</b>	
<b>2,675,900</b>	<b>22,300</b>	<b>1,270,100</b>	<b>(390,900)</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>(183,300)</b>	<b>(53)</b>	<b>937,900</b>	<b>(612)</b>	<b>939,400</b>	<b>1,007,700</b>	<b>976,900</b>	<b>1,002,700</b>	<b>1,114,700</b>	<b>1,135,600</b>	<b>1,144,900</b>	<b>1,183,400</b>	<b>1,181,400</b>	
167,600	623,500	108,700	111,800		Add Back Depreciation	109,000	(3)	111,200	2	113,500	116,800	118,200	120,700	123,300	125,900	128,500	131,200	133,900	
0	0	(460,100)	0		Add Back Fair Value Adjustments	0	0	0	0	0	0	0	0	0	0	0	0	0	
(165,000)	(289,900)	(725,700)	319,800		Add Back Landstock Movements	0	(100)	0	0	0	0	0	0	0	0	0	0	0	
<b>2,678,500</b>	<b>355,900</b>	<b>193,000</b>	<b>40,700</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>(74,300)</b>	<b>(283)</b>	<b>1,049,100</b>	<b>(1,512)</b>	<b>1,052,900</b>	<b>1,123,500</b>	<b>1,095,100</b>	<b>1,123,400</b>	<b>1,238,000</b>	<b>1,261,500</b>	<b>1,273,400</b>	<b>1,294,600</b>	<b>1,315,300</b>	
40,000	0	0	0		<b>Capital Movements</b>														
5,834,000	5,175,400	6,528,800	4,563,100		Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0	0	
6,578,000	4,436,400	6,732,200	3,237,000		Less Transfer to Reserves	4,042,100		9,992,200	147	9,589,900	6,679,300	5,955,500	4,563,100	3,556,300	3,067,300	3,827,000	3,866,100	3,604,800	
4,459,000	1,615,200	3,340,400	2,286,400		Add Transfer from Reserves	6,493,000		5,203,100	(20)	3,483,000	7,622,800	3,293,400	2,483,700	1,783,300	2,301,800	2,020,600	2,039,500	2,058,500	
6,363,000	1,179,800	4,191,700	817,000		Add Capital Income Applied	1,519,400		7,880,000	419	7,655,000	4,655,000	2,940,000	1,400,000	960,000	960,000	960,000	960,000	960,000	
					Less Capital Expenditure	3,696,000		3,740,000	1	2,201,000	6,322,000	973,000	24,000	25,000	1,026,000	27,000	28,000	29,000	
<b>1,878,500</b>	<b>52,300</b>	<b>(454,900)</b>	<b>184,000</b>		<b>Cash Result after Capital Movements</b>	<b>200,000</b>	<b>9</b>	<b>400,000</b>	<b>100</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	

## BALLINA-BYRON GATEWAY AIRPORT

**Manager:** Neil Weatherson – “Business Manager - Airport”

### **Background**

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

### **Budget Comments**

#### **Operating Revenues**

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

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

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

#### **Operating Expenses**

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

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

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

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

#### **Capital Movements**

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

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

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

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

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

**Cash Result after Capital Movements** The activities of the airport are treated as a self-funded entity, with any surplus or deficit transferred to / from the airport reserve. The airport is forecast to provide a dividend to the General Fund for 2018/19 onwards.



**BALLINA - BYRON GATEWAY AIRPORT**

ACTUAL				LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED												
2012/13	2013/14	2014/15	2015/16			2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>OPERATING REVENUES</b>																		
<b>Fees and Charges</b>																		
1,996,000	2,113,000	2,177,700	2,231,100	26100	Landing Fees	2,415,000	8	2,574,000	7	2,525,200	2,591,400	2,659,800	2,727,200	2,757,800	2,788,400	2,820,200	2,854,200	2,854,200
848,000	1,078,000	1,067,000	1,265,100	26100	Security Recouped	1,350,000	7	1,464,000	8	1,508,000	1,553,300	1,589,900	1,647,900	1,697,400	1,748,400	1,800,900	1,855,000	1,910,700
491,400	522,200	623,500	645,900	26100	Rentals	726,000	12	820,100	13	893,600	937,800	992,700	1,022,900	1,054,100	1,085,900	1,119,000	1,152,900	1,188,100
363,000	414,900	467,200	568,000	26100	Car Parking	640,000	13	660,000	3	679,800	700,200	721,300	743,000	755,300	788,300	812,000	836,400	861,500
56,000	65,400	66,700	72,400	26100	Advertising	72,000	(1)	73,000	1	106,500	109,700	113,000	116,400	119,900	123,500	127,300	131,200	135,200
89,000	72,000	0	0	26100	Interest	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Grants and Contributions</b>																		
0	63,500	46,200	83,800	26100	Contributions - Fire Station, NDB etc	70,000	(16)	72,000	3	74,200	76,500	78,800	81,200	83,700	86,300	88,900	91,600	94,400
0	0	0	0	26100	Airlines Conts to CAGRO	110,000	100	341,000	210	350,000	361,000	371,000	382,000	394,000	406,000	418,000	430,600	443,600
138,600	259,700	240,100	214,100	26100	LIRS Subsidy	184,400	(14)	157,300	(15)	129,100	99,700	69,100	37,300	6,300	0	0	0	0
<b>Other Revenues</b>																		
23,300	29,100	21,300	31,500	26100	Parking Fines	25,000	(21)	25,000	0	25,800	26,600	27,400	28,300	29,200	30,100	31,100	32,100	33,100
<b>4,005,300</b>	<b>4,617,800</b>	<b>4,709,700</b>	<b>5,111,900</b>		<b>Total Operating Revenues</b>	<b>5,592,400</b>	<b>9</b>	<b>6,186,400</b>	<b>11</b>	<b>6,292,200</b>	<b>6,456,200</b>	<b>6,633,000</b>	<b>6,785,200</b>	<b>6,907,700</b>	<b>7,056,900</b>	<b>7,217,400</b>	<b>7,384,000</b>	<b>7,520,800</b>
<b>OPERATING EXPENSES</b>																		
<b>Airport</b>																		
519,000	500,300	519,600	514,500	35120	Employee Costs	554,000	8	586,400	6	603,700	618,800	634,200	650,100	666,300	683,000	700,100	717,600	735,600
307,000	269,300	247,700	270,500	35120	Buildings Cleaning and Maintenance	231,000	(15)	283,000	23	335,400	344,500	354,100	363,700	373,600	383,800	393,400	403,300	413,400
758,000	901,700	955,600	999,200	35125	Security for Departure Lounge	1,102,000	10	1,244,000	13	1,282,000	1,320,000	1,360,000	1,401,000	1,443,000	1,486,000	1,531,000	1,577,000	1,624,000
937,000	1,049,000	1,065,000	1,100,800	35125	Operations	1,273,100	16	1,539,500	21	1,604,200	1,645,600	1,686,800	1,729,000	1,772,100	1,816,400	1,861,600	1,907,900	1,955,100
<b>Indirect Expenses</b>																		
280,000	294,000	302,000	325,000	35120	Overheads Distributed	378,000	16	393,000	4	402,800	412,900	423,200	433,800	444,600	455,700	467,100	478,800	490,800
<b>Debt Servicing</b>																		
424,000	554,100	502,300	473,000	35150	Interest on Loans	424,800	(10)	403,100	(5)	342,500	278,400	209,500	139,700	66,800	36,300	24,100	19,800	16,000
<b>Non-Cash Expenses</b>																		
831,200	760,600	770,700	830,400	35150	Depreciation - Airport	915,000	10	999,000	9	1,030,000	1,062,000	1,083,200	1,104,900	1,127,000	1,149,500	1,172,500	1,196,000	1,219,900
0	2,075,400	0	0	35120	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>4,056,200</b>	<b>6,404,400</b>	<b>4,382,900</b>	<b>4,513,400</b>		<b>Total Operating Expenses</b>	<b>4,877,900</b>	<b>8</b>	<b>5,448,000</b>	<b>12</b>	<b>5,600,600</b>	<b>5,682,200</b>	<b>5,751,000</b>	<b>5,821,200</b>	<b>5,895,400</b>	<b>6,010,700</b>	<b>6,149,800</b>	<b>6,300,400</b>	<b>6,454,800</b>
(50,900)	(1,786,600)	346,800	598,500		<b>Operating Result - Surplus / (Deficit)</b>	<b>714,500</b>	<b>19</b>	<b>738,400</b>	<b>3</b>	<b>691,600</b>	<b>774,000</b>	<b>882,000</b>	<b>965,000</b>	<b>1,012,300</b>	<b>1,046,200</b>	<b>1,067,600</b>	<b>1,083,600</b>	<b>1,066,000</b>
831,200	760,600	770,700	830,400		Add Back Depreciation	915,000	10	999,000	9	1,030,000	1,062,000	1,083,200	1,104,900	1,127,000	1,149,500	1,172,500	1,196,000	1,219,900
0	2,075,400	0	0		Add Back Loss Infrastructure Disposal	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>780,300</b>	<b>1,049,400</b>	<b>1,117,500</b>	<b>1,428,900</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>1,629,500</b>	<b>14</b>	<b>1,737,400</b>	<b>7</b>	<b>1,721,600</b>	<b>1,836,000</b>	<b>1,965,200</b>	<b>2,069,900</b>	<b>2,139,300</b>	<b>2,195,700</b>	<b>2,240,100</b>	<b>2,279,600</b>	<b>2,285,900</b>
<b>Capital Movements</b>																		
532,000	838,700	845,500	970,600		Less Loan Principal Repayments	1,073,300		1,175,000	9	1,235,600	1,299,700	1,368,700	1,374,300	969,500	318,400	115,200	119,600	63,900
4,646,300	210,700	272,000	459,300		Less Transfer to Reserves	566,200		562,400	1	486,000	536,300	596,500	695,600	1,169,800	1,877,300	2,124,900	2,160,000	2,222,000
541,000	4,996,600	403,800	88,000		Add Transfer from Reserves	643,000		(425,000)	(166)	300,000	306,000	313,000	318,000	823,000	2,579,000	2,585,000	341,000	347,000
9,644,000	0	725,000	2,791,400		Add Capital Income Applied	0		6,900,000	100	0	0	0	0	0	1,250,000	1,250,000	0	0
5,787,000	4,996,600	1,128,800	2,879,400		Less Capital Expenditure	643,000		6,475,000	907	200,000	208,000	213,000	218,000	723,000	3,729,000	3,735,000	241,000	247,000
0	0	0	0		<b>Cash Result after Capital Movements</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>1,204,300</b>	<b>(471,900)</b>	<b>1,619,800</b>	<b>1,901,900</b>		<b>Earnings before Int, Dep (EBITDA)</b>	<b>2,054,300</b>	<b>8</b>	<b>2,140,500</b>	<b>4</b>	<b>2,064,100</b>	<b>2,114,400</b>	<b>2,174,700</b>	<b>2,208,600</b>	<b>2,208,100</b>	<b>2,232,000</b>	<b>2,254,200</b>	<b>2,299,400</b>	<b>2,301,900</b>

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## **Part C**

# **Capital Expenditure**

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## **INTRODUCTION**

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

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

The information provided is as follows:

### **Expenditure Summary**

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

### **Funding Source**

The details of the funding sources for the capital expenditure are provided for each year, excluding 2016/17. The funding sources are dissected into the following columns:

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

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CAPITAL EXPENDITURE - GENERAL FUND																										
Asset Description	Expenditure Year					Funding Sources 2017/18					Funding Sources 2018/19					Funding Sources 2019/20					Funding Sources 2020/21					
	2016/17	2017/18	2018/19	2019/20	2020/21	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	
<b>Strategic and Community Facilities Group</b>																										
<b>Community Facilities</b>																										
Community Centres and Halls	22,000	23,000	24,000	25,000	26,000					23,000				24,000					25,000							26,000
Wardell Hall	1,300								0					0					0							0
Ballina Indoor Sports Centre	3,000	3,257,000	5,000,000						3,257,000				5,000,000													0
<b>Swimming Pools</b>																										
Ballina Redevelopment	4,508,100	3,309,500						3,309,500						0						0						0
Alstonville Redevelopment	3,582,600	2,618,300						2,618,300						0						0						0
<b>Northern Rivers Community Gallery</b>																										
Gallery Expansion	25,000	15,000								15,000																
<b>Group Total</b>	<b>8,142,000</b>	<b>9,222,800</b>	<b>5,024,000</b>	<b>25,000</b>	<b>26,000</b>	<b>0</b>	<b>0</b>	<b>5,927,800</b>	<b>3,257,000</b>	<b>38,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000,000</b>	<b>24,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,000</b>
<b>General Manager's Group</b>																										
<b>Information Services</b>																										
Computer Equipment	21,000	22,000	23,000	24,000	25,000					22,000				23,000					24,000							25,000
Mapping Project	12,500								0					0					0							0
Telephone System	65,000	65,000						65,000						0					0							0
Records Projects	5,000								0					0					0							0
<b>Human Resources and Risk</b>																										
Performance Management Module	26,500																									
Onboarding Module	9,600																									
<b>Property Development</b>																										
Russellton Industrial Estate	100,000	500,000		4,500,000				500,000					0					4,500,000							0	0
Southern Cross Industrial Estate		2,500,000	500,000		950,000			2,500,000					500,000					0						950,000		0
Wollongbar Urban Expansion	2,044,000	720,000	1,680,000	1,800,000				720,000					1,680,000					1,800,000								0
North Creek Road Development	1,020,000							0					0					0								0
13 Cessna Crescent	10,000							0					0					0								0
9 North Creek Road	16,000							0					0					0								0
7 North Creek Road	34,000							0					0					0								0
<b>Property Management</b>																										
Wigmore Arcade - Refurbishment								0					0					0								0
Wigmore Arcade - Roofing	343,000							0					0					0								0
89 Tamar Street - Air-conditioning	29,000							0					0					0								0
Shelly Beach Café	80,000							0					0					0								0
<b>Flat Rock Tent Park</b>																										
Flat Rock Improvements	20,000	20,000	21,000	22,000	23,000				20,000				21,000					22,000							23,000	0
<b>Ballina Gateway Airport</b>																										
Terminal	500,000	6,400,000				4,500,000		2,400,000	(500,000)				0					0							0	0
Miscellaneous Infrastructure	78,000	75,000	200,000	208,000	213,000				75,000				200,000					208,000							213,000	0
Certified Air Ground Radio Service	65,000								0				0					0							0	0
<b>Sub Total - Airport</b>	<b>643,000</b>	<b>6,475,000</b>	<b>200,000</b>	<b>208,000</b>	<b>213,000</b>	<b>4,500,000</b>	<b>0</b>	<b>2,400,000</b>	<b>(425,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>208,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>213,000</b>	<b>0</b>
<b>Group Total</b>	<b>4,478,600</b>	<b>10,302,000</b>	<b>2,424,000</b>	<b>6,554,000</b>	<b>1,211,000</b>	<b>4,500,000</b>	<b>0</b>	<b>2,400,000</b>	<b>3,380,000</b>	<b>22,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,401,000</b>	<b>23,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,530,000</b>	<b>24,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,186,000</b>	<b>25,000</b>
<b>Development and Environmental Health Group</b>																										
<b>Environmental Health</b>																										
Shaws Bay CZMP	267,000	208,000						0	0	208,000			0					0		0						0
<b>Group Total</b>	<b>267,000</b>	<b>208,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>208,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Civil Services</b>																										
<b>Engineering Management</b>																										
Surveying Equipment					60,000					0				0						0						60,000
<b>Depot and Administration Centre</b>																										
Depot 1 - Improvements	148,200	168,000	175,000	182,000	187,000	107,900				60,100	110,100			64,900	112,300				69,700	114,700						72,300
Admin Centre - Improvements	1,568,600									0																

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

Asset Description	Expenditure Year					Funding Sources 2017/18					Funding Sources 2018/19					Funding Sources 2019/20					Funding Sources 2020/21					
	2016/17	2017/18	2018/19	2019/20	2020/21	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	
<b>Civil Services (continued)</b>																										
<b>Procurement and Building Management</b>																										
Ballina Marine Rescue Centre	1,017,000									0					0					0						
Ballina Surf Club - Building B	685,500									0					0					0						
Lennox Surf Club / Lake Ainsworth	950,000									0					0					0						
Buildings Asset Mgmt Program	0	204,000	238,000	248,000	254,000				204,000					238,000					248,000						254,000	
Buildings - Fit for the Future			150,000	280,000	287,000				0					150,000					280,000						287,000	
Buildings AMP- Ferry Shed	34,000								0					0					0						0	
Buildings AMP - Hall Swift St	62,000								0					0					0						0	
Buildings AMP - ALEC	3,700								0					0					0						0	
Buildings AMP - LHCC	79,000								0					0					0						0	
Buildings - VIC Facilities	20,000								0					0					0						0	
Buildings - LRM Dividend	0	0	0	0	250,000				0					0					0				250,000		0	
<b>Public Amenities</b>																										
Public Amenities - Improvements	151,000	104,000	108,000	112,000	115,000				104,000					108,000					112,000						115,000	
<b>Stormwater</b>																										
Urban Lanes	21,000	22,000	23,000	24,000	25,000				22,000					23,000					24,000						25,000	
Stormwater Upgrades	406,400	434,000	451,000	469,000	481,000				434,000					451,000					469,000						481,000	
<b>Roads and Bridges</b>																										
Roads - Reconstruction Program	8,570,800	2,961,100	2,207,000	2,245,000	2,739,700	1,028,000			1,933,100	182,000				2,025,000	185,000				2,060,000	188,700					2,551,000	
Roads - Airport Boulevard		7,000,000				3,000,000		4,000,000	0	0				0	0				0						0	
Roads - Roads to Recovery	2,495,000	900,000	492,000	634,000	646,700	900,000			0	492,000				0	634,000				0	646,700				500,000	0	
Roads - LRM Dividend	0	0	0	0	500,000			0	0	0				0	0				0	0				0	0	
Roads / Stormwater - Fit for Future	0	389,600	711,100	1,174,300	1,203,600				389,600					711,100					1,174,300						1,203,600	
Urban Roads - Bitumen Reseals	312,000	324,000	337,000	350,000	359,000				324,000					337,000					350,000						359,000	
Rural Roads - Bitumen Reseals	302,000	314,000	327,000	340,000	349,000				314,000					327,000					340,000						349,000	
Urban Roads - Heavy Patching	329,000	342,000	356,000	370,000	379,000				342,000					356,000					370,000						379,000	
Rural Roads - Heavy Patching	168,000	175,000	182,000	189,000	194,000				175,000					182,000					189,000						194,000	
Bypass Funds - Alstonville	20,000	0	0	0	0				0					0					0						0	
Bypass Funds - Ballina	60,000	200,000	0	0	0			200,000	0					0					0						0	
River St Upgrade - Moon to Grant			2,500,000						0			2,500,000		0					0						0	
S 94 - Hutley Drive	309,900		0	17,224,000					0		0			0		17,224,000			0						0	
S 94 - River St - Four Lanes					15,614,000				0					0					0		10,438,000	5,176,000				0
S 94 - River St - Four Lanes Bridge					6,195,000				0					0					0		3,072,000	3,123,000				0
S 94 - River St - Four Lanes Land					155,000				0					0					0		114,000	41,000				0
S 94 - Heavy Vehicles	381,900	184,000	192,000	200,000	208,000		184,000		0		192,000			0		200,000			0		208,000				0	
<b>Bridges</b>																										
	286,600	104,000	108,000	112,000	115,000				104,000					108,000					112,000						115,000	
<b>Sub Total - Roads and Bridges</b>	<b>13,235,200</b>	<b>12,893,700</b>	<b>7,412,100</b>	<b>22,838,300</b>	<b>28,658,000</b>	<b>4,928,000</b>	<b>184,000</b>	<b>0</b>	<b>4,200,000</b>	<b>3,581,700</b>	<b>674,000</b>	<b>192,000</b>	<b>2,500,000</b>	<b>0</b>	<b>4,046,100</b>	<b>819,000</b>	<b>17,424,000</b>	<b>0</b>	<b>0</b>	<b>4,595,300</b>	<b>835,400</b>	<b>13,832,000</b>	<b>8,340,000</b>	<b>500,000</b>	<b>5,150,600</b>	
<b>Ancillary Transport Services</b>																										
Footpaths / Shared Paths Program	437,700	366,000	459,000	477,000	489,000				366,000					459,000					477,000						489,000	
Coastal Shared Path - Stage 3	2,800								0					0					0						0	
Coastal Shared Path - Stage 4	833,100	850,000	850,000			425,000			425,000	0	425,000			425,000					0						0	
Street Lighting	53,800	49,000	51,000	53,000	54,000				49,000					51,000					53,000						54,000	
78 Tamar Street Car Park - Toilets	10,400								0					0					0						0	
Missingham Park - Car Park	80,000								0					0					0						0	
Wollongbar Preschool - Car Park	44,000								0					0					0						0	
Wardell - Boardwalk	510,500								0					0					0						0	
Commercial Road A'ville - Car Park	30,000								0					0					0						0	
<b>Water Transport and Wharves</b>																										
Captain Cook Park - Pontoon	281,300								0					0					0						0	
East Wardell - Pontoon	92,400								0					0					0						0	
Emigrant Creek - Access study	40,000								0					0					0						0	
Faulks Reserve - Pontoon	163,600								0					0					0						0	
Fishery Creek - Pontoon	87,400								0					0					0						0	
Keith Hall Lane - Ramp Design	34,400								0					0					0						0	
Keith Hall Lane - Ramp Construct	300,000								0					0					0						0	
North Creek Road, Lennox - Ramp	135,500								0					0					0						0	
Brunswick Street, Ballina - Ramp		200,000				125,000			75,000					0					0						0	
<b>RMS</b>	<b>164,300</b>								0					0					0						0	



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

Asset Description	Expenditure Year					Funding Sources 2017/18					Funding Sources 2018/19					Funding Sources 2019/20					Funding Sources 2020/21				
	2016/17	2017/18	2018/19	2019/20	2020/21	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Grants / Conts	Sec 94	Loans	Reserves	General Revenue
	<i>Civil Services (continued)</i>																								
<b>Open Spaces - Parks / Reserves</b>																									
Crown Reserve Works Program	24,000	25,000	26,000	27,000	28,000				25,000					26,000					27,000						28,000
Open Spaces - Fit for the Future			270,000	480,000	492,000				0					270,000					480,000						492,000
Park Improvements Program	205,700	168,000	175,000	182,000	187,000				168,000					175,000					182,000						187,000
Park Improvements LRM Dividend	0	0	0	0	250,000				0					0					0				250,000		0
Captain Cook Master Plan	150,000			750,000	2,100,000				0					0					750,000				2,100,000		0
Pop Denison Master Plan	350,000								0					0					0						0
Ballina Town Entry Statement			800,000						0				800,000	0					0						0
Wollongbar Skate Park	500,000								0				0						0						0
<b>Open Spaces - Sports Fields</b>																									
Sports Fields Improvements	107,000	148,000	175,000	182,000	187,000				148,000					175,000					182,000						187,000
Ballina Tennis Club		20,000							20,000					0					0						0
Megan Crescent Fields	45,000								0					0					0						0
Wollongbar Fields	3,215,800								0					0					0						0
Skennars Head Fields - Expansion		1,300,000							1,300,000					0					0						0
Kingsford Smith - Netball Lights	100,000								0					0					0						0
<b>Fleet and Plant</b>	2,070,000	1,094,000	1,270,000	744,000	1,649,000				1,094,000				1,270,000	0				744,000	0				1,649,000	0	0
<b>Quarry</b>																									
Mountain Bike Club Access Road	83,000								0					0					0						0
<b>Waste Management</b>																									
Landfill - Improvements	105,000	109,000	113,000	118,000	121,000				109,000				113,000	0				118,000	0				121,000	0	0
Landfill - Stockpile Processing	56,000								0				0					0		0					0
Landfill - Organics Processing Plant	14,000								0				0					0		0					0
Landfill - External Road	47,000								0				0					0		0					0
Landfill - Recycled Loadout	315,000								0				0					0		0					0
Domestic Waste - Trucks		1,533,000							1,533,000				0					0		0				0	0
<b>Group Total</b>	<b>29,070,300</b>	<b>19,687,700</b>	<b>12,746,100</b>	<b>27,166,300</b>	<b>35,874,000</b>	<b>5,585,900</b>	<b>184,000</b>	<b>0</b>	<b>8,661,000</b>	<b>5,256,800</b>	<b>1,209,100</b>	<b>192,000</b>	<b>2,500,000</b>	<b>2,608,000</b>	<b>6,237,000</b>	<b>931,300</b>	<b>17,424,000</b>	<b>0</b>	<b>1,612,000</b>	<b>7,199,000</b>	<b>950,100</b>	<b>13,832,000</b>	<b>8,340,000</b>	<b>4,870,000</b>	<b>7,881,900</b>
<b>Total - All Groups</b>	<b>41,957,900</b>	<b>39,420,500</b>	<b>20,194,100</b>	<b>33,745,300</b>	<b>37,111,000</b>	<b>10,085,900</b>	<b>184,000</b>	<b>8,327,800</b>	<b>15,506,000</b>	<b>5,316,800</b>	<b>1,209,100</b>	<b>192,000</b>	<b>2,500,000</b>	<b>10,009,000</b>	<b>6,284,000</b>	<b>931,300</b>	<b>17,424,000</b>	<b>0</b>	<b>8,142,000</b>	<b>7,248,000</b>	<b>950,100</b>	<b>13,832,000</b>	<b>8,340,000</b>	<b>6,056,000</b>	<b>7,932,900</b>

**WATER - CAPITAL EXPENDITURE**

Expenditure Description	Expenditure Year					Funding Sources 2017/18				Funding Source 2018/19				Funding Source 2019/20				Funding Source 2020/21				
	2016/17	2017/18	2018/19	2019/20	2020/21	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	
<b>Main Renewals</b>																						
Main Renewal - Recurrent	320,000	634,000	706,000	784,000	937,000				634,000				706,000				784,000				937,000	
<b>Water Reservoirs</b>																						
Demolist Grays Lane Reservoir		50,000							50,000		0		0		0		0		0		0	
New Inlet - Lennox Reservoir		25,000							25,000		0		0		0		0		0		0	
<b>Miscellaneous</b>																						
Telemetry	6,000	7,000	9,000	10,000	12,000				7,000				9,000				10,000				12,000	
Ethernet Telemetry Upgrade	100,000	50,000	50,000	50,000					50,000				50,000				50,000				0	
Smart Meter Network		10,000	10,000						10,000				10,000				0				0	
<b>Pressure Mgmt Zones (PMZs)</b>																						
Second Stage Installations	100,000	500,000					500,000		0				0				0				0	
<b>Water Pump and Bore Stations</b>																						
Pump Stns - Wollongbar Booster		662,000					662,000		0		0		0		0		0		0		0	
<b>Trunk Mains</b>																						
North Ballina Distribution Mains				2,078,000			0		0		0		0	1,039,000		1,039,000		0	0		0	
Pine Ave Distribution Mains		25,000	2,589,000				12,500		12,500		2,589,000		0	0		0	0		0		0	
CURA B Distribution Main					330,000		0		0		0		0	0		0	0		0		330,000	
Russellton Reticulation Mains				160,000			0		0		0		0	80,000		80,000		0	0		0	
Pacific Pine Distribution Main					238,000		0		0		0		0	0		0	0		0	238,000	0	
Connections for Green Field Sites			80,000				0		0		80,000		0	0		0	0		0		0	
PRV at Awater Wheels		150,000					0		150,000		0		0	0		0	0		0		0	
<b>Water Treatment Plant</b>																						
Marom Creek WTP - Upgrade		668,000							668,000				0				0				0	
Marom Creek WTP - Renewals	23,000	24,000	26,000	28,000	30,000				24,000				26,000				28,000				30,000	
<b>Plant and Equipment</b>																						
Vehicle and Plant Replacement	140,000	123,400			141,100				123,400				0				0				141,100	
Vaccum Excavation Equipment		200,000							200,000				0				0				0	
<b>Water Capital - Service Connection</b>																						
Water Meter - New <20mm	206,000	212,000	219,000	225,000	232,000				212,000				219,000				225,000				232,000	
Water Meter - Replacement	54,000	57,000	61,000	65,000	70,000				57,000				61,000				65,000				70,000	
Water Meter - Conversion of Meters		30,000							30,000				0				0				0	
<b>Total Capital Expenditure</b>	<b>3,524,000</b>	<b>3,427,400</b>	<b>3,750,000</b>	<b>3,400,000</b>	<b>1,990,100</b>	<b>0</b>	<b>1,174,500</b>	<b>0</b>	<b>2,252,900</b>	<b>0</b>	<b>2,669,000</b>	<b>0</b>	<b>1,081,000</b>	<b>0</b>	<b>1,119,000</b>	<b>0</b>	<b>2,281,000</b>	<b>0</b>	<b>238,000</b>	<b>0</b>	<b>1,752,100</b>	

WASTEWATER - CAPITAL EXPENDITURE																	
Asset Description	Expenditure Year					Funding Sources 2017/18				Funding Source 2018/19				Funding Source 2019/20			
	2016/17	2017/18	2018/19	2019/20	2020/21	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves
<b>Pumping Stations</b>																	
Emergency Storage Program	200,000								0				0				0
SP2001 - Wet Well Protection - Swift Street	50,000		350,000	200,000					0				350,000				200,000
SP3001 - Pump Stn - Byron Street, Lennox	1,531,000	400,000							400,000				0				0
SP3110 - Pump Stn - Montwood Drive				700,000					0				0	700,000			0
SP4004 - Pump Stn - Granada Place									0				0				0
SP3101 - Skennars Head / Tara Downs	204,000		735,000						0				735,000				0
North Ballina - New Pumping Station			106,000	1,364,000					0				106,000	1,364,000			0
SP5006 - Richmond St Storage and Gravity					182,000				0				0				0
SP2402 - Lindsay Avenue					106,000				0				0				0
SP2401 - Power Drive Pumps					62,300				0				0				0
Pumping Stations - Capacity Upgrade Program	350,000	250,000	259,000	268,000					250,000				259,000		268,000		0
Pumping Stations - Renewal Program				338,000	348,000				0				0				338,000
Sullage Dump Point - Bicentennial gardens		20,000							20,000				0				0
Chikiba Pump Station Refurbishment		200,000							200,000				0				0
Swift St Pump Station / Pipework Refurb		500,000							500,000				0				0
Airport Pump Station - Well Refurbishment		195,000							195,000				0				0
Pump Station Control Upgrade		100,000							100,000				0				0
<b>Treatment Facilities - Minor Capital</b>																	
Wastewater Treatment Plant Ballina	21,000	21,000	22,000	23,000	23,000				21,000				22,000				23,000
Wastewater Treatment Plant Lennox	21,000	21,000	22,000	23,000	23,000				21,000				22,000				23,000
Wastewater Treatment Plant Alstonville	25,000	21,000	11,000	11,000	12,000				21,000				11,000				11,000
Wastewater Treatment Plant Wardell	10,000	11,000	11,000	11,000	12,000				11,000				11,000				11,000
Kubota Membrane Turbine Replacement	145,000								0				0				0
Replace Fencing Treatment Plants									0				0				0
Security at Lennox and Ballina (incl gate Lennox)		10,000	65,000						10,000				65,000				0
Portable Belt Presee Upgrade		20,000							20,000				0				0
<b>Ballina Treatment Plant Upgrade</b>																	
Ballina Upgrade - Project Mgmt	51,000								0				0				0
Ballina - Other	31,000								0				0				0
Ballina - Post Completion Works	181,000								0				0				0
Ballina - Solar									0				0				0
Desalination Plant	545,000								0				0				0
Ballina - Control Valve									0				0				0
Ballina - DAF Dismantling	5,000								0				0				0
Ballina - Septic Receiving		50,000							50,000				0				0
Ballina - Gantry crane			500,000						0	500,000			0				0
Ballina - Programeed membrane			500,000	500,000	500,000				0	500,000			0	500,000			0
Ballina - Manifold Blower Upgrade	60,000								0				0				0
Ballina - Contaminated Vac Ex Waste Receiving		50,000							50,000				0				0
<b>Lennox Head Treatment Plant Upgrade</b>																	
Lennox - Post Completion Works	32,000								0				0				0
Lennox - Epoxy Replacement	44,000								0				0				0
Lennox - EAT Decanters	100,000								0				0				0
Treatment Plant Master Plan			200,000						0				200,000				0
Lennox - Membrane Replacement					300,000				0				0				0
<b>Alstonville Treatment Plant Upgrade</b>																	
Alstonville - Biosolids Management			200,000						0				200,000				0
Alstonville - Maturation Pond	115,000								0				0				0
Alstonville - SCADA Upgrade	103,000	219,000							219,000				0				0
Alstonville - Diffused Aeration Upgrade			200,000						0				200,000				0
Treatment Plant Master Plan		200,000							200,000				0				0
<b>Wardell Treatment Plant Upgrade</b>																	
Wardell - SCADA Upgrade	191,000	109,000							109,000				0				0
Treatment Plant Master Plan			100,000						0				100,000				0
<b>Trunk Mains</b>																	
Rising Main Rehabilitation - Swift Street			60,000						0				60,000				0
SP4006 - Gravity Sewer A'ville					342,000				0				0				0
WWTP40 - Gravity Main A'ville	62,000	1,137,000							0	1,137,000			0				0
GM4104 - Gravity Main Wollongbar		1,169,000	678,000						0				678,000				0
GM4104 - Transfer Mains A'ville / W'bar	155,000		1,498,000						0		749,000		749,000				0
GMVUEA - Gravity Mains				200,000					0				0		200,000		0
GM2104 - Gravity Main West Ballina				438,000					0				0		438,000		0
Karaluren Close, Lennox Head PS			100,000						0				100,000				0
<b>Wastewater - Capital Expenditure Carried Forward</b>																	

**WASTEWATER - CAPITAL EXPENDITURE (cont'd)**

Asset Description	Expenditure Year					Funding Sources 2017/18				Funding Source 2018/19				Funding Source 2019/20			
	2016/17	2017/18	2018/19	2019/20	2020/21	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves
<b>Wastewater Mains - Renewals</b>																	
Main Renewals	190,000	200,000	461,000	475,000	489,000				200,000				461,000				475,000
Recycled Water Valve Angels Beach Drive	10,000								0				0				0
Low Pressure Sewer System Coopers Close	10,000								0				0				0
<b>Service Connections</b>																	
New Wastewater Connection (Gravity)	1,000								0				0				0
New Wastewater Connection (E-one)	52,000								0				0				0
<b>Plant and Equipment</b>																	
Plant Replacement		141,000	24,900	68,700	121,100				141,000				24,900				68,700
Plant Replacement - CCTV	377,000								0				0				0
Vacuum Excavation Truck		350,000							350,000				0				0
Forklift for Ballina WWTP		30,000							30,000				0				0
Backhoe			85,000						0				85,000				0
Bypass Pump		75,000							75,000				0				0
<b>Other Miscellaneous Works</b>																	
Telemetry	30,000	16,000	16,000	17,000	17,000				16,000				16,000				17,000
Network Servers Pine Avenue	30,000								0				0				0
Ethernet Telemetry Upgrade		150,000	150,000	150,000					150,000				150,000				150,000
<b>Reuse Program</b>																	
Lennox Palms Estate - Reticulation Mains			197,000						0				197,000				0
Montwood Drive - Distribution Mains	575,000								0				0				0
Henderson Farm - Distribution Mains				280,000					0				0	280,000			0
Meadows Estate - Distribution Main			270,000						0				270,000				0
Greenfield Grove - Distribution Mains					158,000				0				0				0
Lennox to Angels Drive - Main			200,000						0				200,000				0
Recycled Water - Hydrant Standpipes		40,000							40,000				0				0
Recycled Water - Hydrant Installations	30,000	30,000	30,000						30,000				30,000				0
Reservoir Access and Integrity Upgrades	65,000								0				0				0
Kings Court - Reservoir	120,000								0				0				0
Recycled Water - Communications	60,000	20,000							20,000				0				0
Recycled Water - Alstonville	10,000	10,000	10,000	10,000					10,000				10,000				10,000
Recycled Water Bulk User Smart Metering		10,000							10,000				0				0
<b>Total Capital Expenditure</b>	<b>5,792,000</b>	<b>5,775,000</b>	<b>7,060,900</b>	<b>5,076,700</b>	<b>2,695,400</b>	<b>0</b>	<b>1,137,000</b>	<b>0</b>	<b>4,638,000</b>	<b>0</b>	<b>1,749,000</b>	<b>0</b>	<b>5,311,900</b>	<b>0</b>	<b>3,750,000</b>	<b>0</b>	<b>1,326,700</b>

## **Part D**

# **Section 94 Contributions and Other Capital Income**

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## **INTRODUCTION**

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

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

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

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

## SECTION 94 CONTRIBUTIONS

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

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

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

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

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

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

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



SECTION 94 CONTRIBUTIONS - PLAN BALANCES															
ACTUAL			BUDGET ITEMS	ESTIMATED											
2013/14	ACCOUNT	2014/15		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
209,700		552,200	Open Space	548,700	328,700	586,200	860,200	1,152,700	1,463,700	1,793,700	2,143,200	2,513,200	2,904,700	3,318,200	3,754,700
290,700		518,300	Community Facilities	616,200	869,200	1,138,700	1,632,200	2,154,700	2,707,200	3,291,200	3,907,200	4,557,200	5,241,700	5,962,700	6,720,700
194,300		328,200	Wollongbar Urban Expansion Area	228,600	155,600	99,100	42,100	40,100	94,100	150,100	208,600	269,100	332,100	397,600	465,600
332,500		374,600	Car Parking	228,100	314,200	356,200	400,200	446,200	494,200	544,200	596,200	650,700	707,200	766,200	827,200
680,600		614,100	Heavy Vehicle	710,700	594,700	608,200	621,700	635,700	650,200	664,700	679,700	695,200	710,700	726,700	743,200
2,675,100		2,272,700	Road Plan (All Plans)	2,859,300	4,380,400	8,978,900	14,793,900	1,655,900	(2,083,600)	(5,142,600)	(4,797,600)	(4,443,600)	(4,080,600)	(3,708,600)	(3,327,600)
<b>4,382,900</b>		<b>4,660,100</b>	<b>Total Section 94 Funds Held</b>	<b>5,191,600</b>	<b>6,642,800</b>	<b>11,767,300</b>	<b>18,350,300</b>	<b>6,085,300</b>	<b>3,325,800</b>	<b>1,301,300</b>	<b>2,737,300</b>	<b>4,241,800</b>	<b>5,815,800</b>	<b>7,462,800</b>	<b>9,183,800</b>

SECTION 94 CONTRIBUTIONS COLLECTED															
ACTUAL			BUDGET ITEMS	ESTIMATED											
2013/14	ACCOUNT	2014/15		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
517,800	22031.2603.	601,600	Open Space	257,600	316,000	450,000	461,000	473,000	485,000	497,000	509,000	522,000	535,000	548,000	562,000
648,100	22031.2604.	793,600	Community Facilities	686,600	591,000	700,000	718,000	736,000	754,000	773,000	792,000	812,000	832,000	853,000	874,000
265,900	22031.2605.	249,500	Wollongbar Urban Expansion Area (WUEA)	300	31,000	50,000	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000	59,000
0	22031.2609.	43,800	Car Parking	63,700	92,000	35,000	36,000	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000
244,200	22031.2606.	318,500	Heavy Vehicle	379,300	326,000	314,000	322,000	330,000	338,000	346,000	355,000	364,000	373,000	382,000	392,000
523,700	22031.2617.	863,000	Road Plan - New (including Former Plan)	768,300	1,748,000	4,500,000	5,613,000	3,753,000	9,847,000	10,093,000	345,000	354,000	363,000	372,000	381,000
69,100	22031.2607.	54,000	Road Plan - Former Plan	70,300	0	0	0	0	0	0	0	0	0	0	0
<b>2,268,800</b>		<b>2,924,000</b>	<b>Total Section 94 Funds Collected</b>	<b>2,226,100</b>	<b>3,104,000</b>	<b>6,049,000</b>	<b>7,201,000</b>	<b>5,381,000</b>	<b>11,515,000</b>	<b>11,802,000</b>	<b>2,096,000</b>	<b>2,149,000</b>	<b>2,202,000</b>	<b>2,256,000</b>	<b>2,312,000</b>

SECTION 94 CONTRIBUTIONS APPLIED															
ACTUAL		BUDGET ITEMS				ESTIMATED									
2013/14	ACCOUNT	2014/15		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
7,700	4054.5508.0960		Open Spaces Plan	11,300											
33,500	4062.6292.0960		Various Works		350,000										
			Pop Denison Master Plan												
			Saunders Oval Expansion												
			Shaws Bay Coastal Zone Management Plan							0	0	0	0	0	0
			Bolwarra Court Playground	41,500											
41,200		0	Sub Total Open Spaces	52,800	350,000	0	0	0	0	0	0	0	0	0	0
6,500		900	Community Facilities Plan	185,700											
			Miscellaneous - Old Plan		50,000										
			Footpath Carlisle St Wardell												
			Wardell Town Centre												
6,500		900	Sub Total Community Facilities	185,700	50,000	0	0	0	0	0	0	0	0	0	0
12,300	4086.4433.0960		Car Parking												
842,100	4093.4424.0960	14,200	74 and 78 Tamar Street	221,400	10,400										
854,400		14,200	Sub Total Car Parking	221,400	10,400	0	0	0	0	0	0	0	0	0	0
121,500	4043.3353.0960	127,700	Wollongbar Urban Expansion Area	110,000	110,000	110,000	110,000	55,000		0	0	0	0	0	0
121,500		127,700	Wollongbar Link Road	110,000	110,000	110,000	110,000	55,000		0	0	0	0	0	0
192,000	4043.3340.0960	192,000	Heavy Vehicles - Bridges	195,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	0
			Heavy Vehicles - Teven Bridge Loan												
56,700	4043.3344.0960	213,500	Heavy Vehicles - Rural Roads	110,600	324,500	184,000	192,000	200,000	208,000	216,000	225,000	234,000	243,000	382,000	392,000
248,700		405,500	Heavy Patching	110,600	324,500	184,000	192,000	200,000	208,000	216,000	225,000	234,000	243,000	382,000	392,000
			Sub Total Heavy Vehicles	305,600	454,500	314,000	322,000	330,000	338,000	346,000	355,000	364,000	373,000	382,000	392,000
1,139,200	4043.3355.0960	369,100	Roads Plan												
30,700	4043.3346.0960	730,700	Ballina Heights Drive	106,200											
13,000	4043.3341.0960	130,100	River St / Moon St Roundabout	10,000											
			Tamar Street / Cherry Street Roundabout												
			Hutley Drive		288,800		0	17,224,000							
			Hutley Drive - North Creek Road	16,300	33,500										
			River St - Four Lanes						10,438,000						
			River St - Bridge						3,072,000						
			River St - Land						114,000						
			Tamarind Dr - Four Lanes							8,434,000					
			Tamarind Dr - Bridge							4,718,000					
1,182,900		1,229,900	Sub Total Roads Plan	132,500	322,400	0	0	17,224,000	13,624,000	13,162,000	0	0	0	0	0
389,300	4086.8692.960	202,700	Section 94 Recouped to Community Infrastructure Reserve	72,500	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
475,900	4086.8692.960	527,100	Open Spaces	401,000	250,000	450,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
	4086.8692.960		Community Facilities												
	4086.8692.960		Lennox Car Parking												
			Roads (Community Infrastructure)												
845,200		729,800	Sub Total Recouped	473,500	450,000	650,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
101,300		72,600	Open Spaces (WUEA)	155,300											
40,500		0	Community Facilities (WUEA)	24,600											
60,000		60,000	Community Facilities (Ballina Heights)		60,000										
193,100		127,300	Roads (WUEA)	127,400											
394,900		259,900	Sub Total Recouped (Land Schemes)	307,300	60,000	0	0	0	0	0	0	0	0	0	0
0	0	54,000	Roads (Transferred to Internal Reserve)	0	0	0	0	0	0	0	0	0	0	0	0
0	0	54,000	Sub Total Recouped for Roads Pre-Plan	0	0	0	0	0	0	0	0	0	0	0	0
3,695,300		2,821,900	Total Section 94 Funds Applied	1,788,800	1,807,300	1,074,000	882,000	18,059,000	14,412,000	13,948,000	805,000	814,000	823,000	832,000	842,000

## CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS

The table opposite provides details on estimated capital grants and contributions. Brief details on the information provided for 2016/17 is as follows.

### ***Airport***

Represents State Government grants for major projects at the airport, along with a forecast in later years.

### ***Depot***

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

### ***Roads and Ancillary Facilities***

Various funding for road and transport related projects.

### ***Other Water Transport***

Funding approved from the NSW Boating Now Program.

**CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS**

ACTUAL		LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED										
2014/15	2015/16			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	20,000	22274.6524.0160	<b>Community Centres</b>											
			State - Lennox Auditorium Capital Income											
180,000		20021.8519.148	State or Federal - Indoor Sports Centre											
			State - Lennox Community Centre											
			<b>Property</b>											
600,000		26085.8855.0229	Private - Reimbursement											
			<b>Airport</b>											
	2,207,000	24000.4185.0160	State - Terminal (RTIF)	0	4,500,000						1,250,000	1,250,000		
	84,400	24007.4160.0160	State - Airport Taxiway (RTIF)											
			<b>Environmental Health</b>											
		23420.4462.0160	Shaws Bay CZMP - OEH	95,000										
			<b>Depot and Administration Centre</b>											
103,800	330,000	24001.2272.0270	Depot / Administration Centre	106,400	107,900	110,100	112,300	114,700	117,100	119,500	121,900	124,500	127,100	129,700
		24001.2295.0270	Admin Centre - Roofing / Air Conditioning	450,800										
			<b>Procurement and Building Management</b>											
		22030.8862.0160	State - Marine Rescue Tower (PRMF)											
	200,000	24013.8708.0160	Federal - Marine Rescue Tower											
	247,700	24013.8876.0160	RMS - Marine Rescue Tower											
		24013.8910.0160	State - Marine Rescue Tower (P/Ship)	167,000										
		24013.2600.0160	Federal - National Stronger Regions	850,000										
136,400			State - Lake Ainsworth (PRMF)											
		24013.8917.	Contributions Wigmore Hall (Swift St)	7,000										
			<b>Urban Roads</b>											
	200,000	22112.5085.0179	RMS - River Street											
652,000	1,194,600	22112.3829.0180	RTR - Various Urban and Rural Projects											
	202,300	24002.4463.0179	RMS - Regional Road Program	174,500	0	182,000	185,000	188,700	192,500	196,400	200,400	204,500	208,600	212,800
46,500		22112.5192.0179	RMS - Gateway Treatments											
320,000		22112.5206.0180	Private - Ballina Heights Drive											
30,000			Essential Energy - Ballina Heights Drive											
		24002.5557.0179	RMS - Coast Road / Skennars Hd Rd R'about	1,997,100										
	1,004,000	22112.8872.0179	RMS - Angels Drive / Links Ave Roundabout	1,000,000										
			Federal - Airport Boulevard		3,000,000									
	6,100	22112.8914.0180	NCHP - Ross Street Mobilisation											

CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS (cont'd)														
ACTUAL		LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED										
2014/15	2015/16			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
			<b>Rural Roads</b>											
	200,000	22112.3829.0180	RTR - River St Ballina											
	160,000	22112.3829.0180	RTR - Wardell Rd											
	152,000	22112.3829.0180	RTR - Fox St											
	984,600	22112.3311.0179	RMS - Teven Road											
192,800		22112.3313.0179	RMS - Coast Rd Tobin Cl											
	75,000	22112.8863.0179	RMS - Maguires Bridge											
221,700		22112.3329.0179	RMS - Rifle Range Road											
77,000	71,100	22112.5066.179	RMS - 3x3 Rifle Range Rd											
	200,000	21112.8398.0180	State - Disaster - Local and Rural Roads											
	269,000	24002.4477.0179	RMS Angels Beach Drive 16/17											
		24002.5558.0179	RMS - Ross Lane Straightening	787,100										
		24002.5569.0179	Federal - Ross Lane / Coast Road Roundabout	930,000	1,028,000									
			<b>Ancillary</b>											
802,000		22155.4434.0179	RMS - Coastal Shared Path - Stages 1 and 2		425,000	425,000								
	19,900	22155.4464.0179	RMS - Shared Path East - Preconstruction											
270,500	296,000	22155.4073.0179	RMS - Coastal Shared Path - Stage 3											
12,100			RMS - Speed Zones											
281,800		22155.4266.0160	State - Shared Path (PRMF)											
10,000		22155.4038.0179	Private - Newrybar Car Park											
22,700	46,300	22155.4361.0160	State - Shared Path Cultural Signage											
	6,600	22155.4028.0160	RMS - Grant River Streets Refuge											
	49,500	22155.4029.0160	RMS - Ballina St - Coast Rd to Allens Parade											
	5,500	22155.4030.0160	RMS - Fox St from Kerr to Hickey											
	12,600	22155.4031.0160	RMS - Martin St Winton to Crane											
	13,800	22155.4032.0160	RMS - Kerr St from Bentinck to Fox											
212,800		22155.4039.0179	State - Swift St Bus Interchange											
7,900		22155.4052.0182	State - BBP - Wardell Town Centre											
			<b>Other Water Transport</b>											
43,500		22210.4058.0160	State - BBP - Emigrant Creek Pontoon											
		24004.8865.0160	State - RBP - Keith Hall Boat Ramp	225,000										
		24004.4011.0160	State - RBP - Keith Hall Boat Ramp Design	30,000										
154,500		22210.4055.0160	State - BBP - Fishery Creek Car Park											
		24004.4435.0160	State - RBP - East Wardell, Pontoon	50,000										
		24004.4436.0160	State - RBP - Captain Cook Park - Pontoons	250,000										
		24004.4437.0160	State - RBP - Fishery Creek - Pontoon	50,000										
		24004.4438.0160	State - RBP - Faulks Reserve - Pontoon	100,000										
		24004.4040.0160	State - RBP - Emigrant Creek - Access	40,000										
		24004.4492.0160	State - RBP - Nth Ck Road, Lennox - Ramp	75,000										
		22210.4034.0160	State - RBP - Brunswick St, Ballina - Ramp		125,000									
			<b>Open Spaces</b>											
		24005.5717.0169	Ballina RSL - Captain Cook Park Master Plan	60,000										
			<b>Sports Fields</b>											
25,000		24015.6115.0169	Netball Club Contributions	20,000										
			<b>Rural Fire Service</b>											
(500)		21062.1820.0158	State - Newrybar Fire Shed											
<b>4,752,500</b>	<b>8,258,000</b>		<b>Total Capital Grants and Contributions</b>	<b>7,464,700</b>	<b>9,185,900</b>	<b>717,100</b>	<b>297,300</b>	<b>303,400</b>	<b>309,600</b>	<b>315,900</b>	<b>1,572,300</b>	<b>1,579,000</b>	<b>335,700</b>	<b>342,500</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		LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED									
2014/15	2015/16			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
			<b>Southern Cross Industrial Estate Sales</b>										
261,800	910,100	26070.8621.0950	Land Sale - Large Lots			1,350,000	1,350,000						
	750,100	24006.8621.0950	Land Sale - Standard Lots	725,000		1,325,000	1,325,000	600,000	600,000	600,000	600,000	600,000	600,000
<b>261,800</b>	<b>1,660,200</b>		<b>Sub Total - Southern Cross</b>	<b>725,000</b>	<b>0</b>	<b>2,675,000</b>	<b>2,675,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>
			<b>Russellton Industrial Estate Sales</b>										
		24006.8620.0950	Land Sale - Standard Lots	225,000	90,000		0	360,000	360,000	360,000	360,000	360,000	360,000
			Lane Sale - Alstonville Tennis Court Site		1,300,000								
<b>0</b>	<b>0</b>		<b>Sub Total - Russellton</b>	<b>225,000</b>	<b>1,390,000</b>	<b>0</b>	<b>0</b>	<b>360,000</b>	<b>360,000</b>	<b>360,000</b>	<b>360,000</b>	<b>360,000</b>	<b>360,000</b>
			<b>Other</b>										
195,300		26070.8866.0950	Surplus Land - Alstonville Plaza										
2,249,600	175,600	24006.8867.0950	Wollongbar - Land Development	367,000	3,990,000	1,980,000	1,980,000	1,980,000	440,000				
33,700			Ballina High School - Road Reserve										
		24006.8915.0950	9 North Creek Road	182,400									
			54 North Creek Road		2,500,000								
	450,600	26070.8913.0950	Henderson Farm Residual or ARC			3,000,000							
69,400		26085.7780.0950	Bagotville Quarry										
			Tintenbar Quarry										
<b>2,548,000</b>	<b>626,200</b>		<b>Sub Total - Other Land Sales</b>	<b>569,400</b>	<b>6,490,000</b>	<b>4,980,000</b>	<b>1,980,000</b>	<b>1,980,000</b>	<b>440,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2,809,800</b>	<b>2,286,400</b>		<b>Total Capital Income from Land Sales</b>	<b>1,519,400</b>	<b>7,880,000</b>	<b>7,655,000</b>	<b>4,655,000</b>	<b>2,940,000</b>	<b>1,400,000</b>	<b>960,000</b>	<b>960,000</b>	<b>960,000</b>	<b>960,000</b>

LOAN INCOME													
ACTUAL		LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED									
2014/15	2015/16			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
			<b>Airport</b>										
725,000	500,000	24007.4160.0940	Terminal	0	2,400,000								
			<b>Roads</b>										
		22115.3338.0940	Ballina Heights Drive - Section 94 Plan										
		22115.3308.0940	McLeay Culvert - RMS Agreement										
		22115.3338.0940	Cumbalum Interchange - Section 94 Plan										
			River St - Moon to Grant Beautification			2,500,000							
			River St - Four Lanes - Section 94 Plan					5,176,000					
			River St - Bridge - Section 94 Plan					3,123,000					
			River St - Land - Section 94 Plan					41,000					
			<b>Swimming Pools</b>										
		24008.4461.0940	Ballina	3,818,100	3,309,500								
		24009.4493.0940	Alstonville	2,893,600	2,618,300								
<b>725,000</b>	<b>500,000</b>		<b>Total Loan Income</b>	<b>6,711,700</b>	<b>8,327,800</b>	<b>2,500,000</b>	<b>0</b>	<b>8,340,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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**Part E**

**Reserves**

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## **INTRODUCTION**

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

### **1) External Legislation**

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

### **2) Self-funding Operations**

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

### **3) Financial Management**

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

### **4) Asset Replacement**

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

### **5) Opportunities**

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

## **Summary**

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

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

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

The titles for each reserve are relatively self-explanatory.

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RESERVE MOVEMENTS - GENERAL FUND												
Reserve Title	2017/18			2018/19			2019/20			2020/21		
	To	From	Net	To	From	Net	To	From	Net	To	From	Net
<b>Strategic and Community Facilities Group</b>												
<b>Strategic Planning</b>												
Section 94 Contributions	6,198,500	1,074,000	5,124,500	7,465,000	882,000	6,583,000	5,794,000	18,059,000	(12,265,000)	11,652,500	14,412,000	(2,759,500)
<b>Community Facilities</b>												
Ballina Indoor Sports Centre	2,000,000	3,257,000	(1,257,000)	5,000,000	5,000,000	0	0	0	0	0	0	0
<b>Community Gallery</b>												
Public Art Contributions	10,000	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	10,000	0
<b>Total - Strat &amp; Comm Facilities</b>	<b>8,208,500</b>	<b>4,341,000</b>	<b>3,867,500</b>	<b>12,475,000</b>	<b>5,892,000</b>	<b>6,583,000</b>	<b>5,804,000</b>	<b>18,069,000</b>	<b>(12,265,000)</b>	<b>11,662,500</b>	<b>14,422,000</b>	<b>(2,759,500)</b>
<b>General Manager's Group</b>												
<b>Governance</b>												
Councillor Election	30,000	0	30,000	35,000	0	35,000	40,000	0	40,000	55,000	260,000	(205,000)
<b>Information Services</b>												
Records Management		15,000	(15,000)									
Information Fee		96,700	(96,700)			0			0			0
<b>Property Management</b>												
<b>Community Infrastructure Reserve</b>												
Interest Earned on Reserve	9,000		9,000	3,000		3,000	6,000		6,000	11,000		11,000
Rental - 89 Tamar Street	702,500	73,600	628,900	716,600	75,800	640,800	730,900	78,000	652,900	745,500	80,200	665,300
Rental - ARC (50%)	127,200	4,500	122,700	129,700	4,700	125,000	132,300	4,800	127,500	135,000	5,000	130,000
Rental - Fawcett Street Café	67,100	23,400	43,700	68,500	24,100	44,400	69,900	24,800	45,100	71,300	25,600	45,700
Skennars Head Fields		1,150,000	(1,150,000)									
Shaws Bay CZMP		104,000	(104,000)									
Captain Cook Master Plan						0		750,000	(750,000)		2,100,000	(2,100,000)
Ballina Town Entry Treatments			0		800,000	(800,000)						
Section 94 Recoupments	650,000		650,000	450,000		450,000	450,000		450,000	450,000		450,000
Dividend - Property Development	0		0	0		0	0		0	1,000,000		1,000,000
Loan P & I - Comm Buildings		29,600	(29,600)		29,600	(29,600)		28,100	(28,100)		20,600	(20,600)
Loan P & I - Town Centre		407,300	(407,300)		324,400	(324,400)		308,000	(308,000)		308,000	(308,000)
<b>Sub Total - Comm Infra</b>	<b>1,555,800</b>	<b>1,792,400</b>	<b>(236,600)</b>	<b>1,367,800</b>	<b>1,258,600</b>	<b>109,200</b>	<b>1,389,100</b>	<b>1,193,700</b>	<b>195,400</b>	<b>2,412,800</b>	<b>2,539,400</b>	<b>(126,600)</b>
<b>Property Development Reserve</b>												
Interest Earned on Reserve	15,000		15,000	11,000		11,000	64,000		64,000	16,000		16,000
Southern Cross Movements	0	2,612,300	(2,612,300)	2,675,000	615,000	2,060,000	2,675,000	117,700	2,557,300	600,000	1,070,500	(470,500)
Russellton Movements	1,390,000	563,100	826,900	0	64,700	(64,700)	0	4,566,300	(4,566,300)	360,000	68,100	291,900
Wollongbar Movements	3,990,000	808,800	3,181,200	1,980,000	1,771,200	208,800	1,980,000	1,893,600	86,400	1,980,000	96,000	1,884,000
Norfolk Homes Rental (100%)	150,400		150,400	153,400		153,400	156,500		156,500	159,600		159,600
Sale Land for Sports Centre				3,000,000		3,000,000						
ARC Rental (50%)	127,200	4,500	122,700	129,700	4,700	125,000	132,300	4,800	127,500	135,000	5,000	130,000
North Creek Road - Development	2,500,000		2,500,000			0						
Airport Boulevard Road		4,000,000	(4,000,000)			0						
Dividend - Community Infrastructure		0	0			0			0	1,000,000		(1,000,000)
Dividend - General Fund Operations		342,700	(342,700)		349,500	(349,500)		357,900	(357,900)		372,500	(372,500)
<b>Sub Total - Property Develop</b>	<b>8,172,600</b>	<b>8,331,400</b>	<b>(158,800)</b>	<b>7,949,100</b>	<b>5,805,100</b>	<b>2,144,000</b>	<b>5,007,800</b>	<b>6,940,300</b>	<b>(1,932,500)</b>	<b>3,250,600</b>	<b>2,612,100</b>	<b>638,500</b>
(Reserve movements carried forward on following page)												

**RESERVE MOVEMENTS - GENERAL FUND (cont'd)**

Reserve Title	2017/18			2018/19			2019/20			2020/21		
	To	From	Net	To	From	Net	To	From	Net	To	From	Net
<i>Miscellaneous Community Property Reserves</i>												
Crown Reserves	63,000	70,600	(7,600)	64,200	72,700	(8,500)	65,400	74,800	(9,400)	66,700	76,900	(10,200)
<i>Miscellaneous Commercial Property Reserves</i>												
Wigmore Arcade	50,000		50,000	55,000		55,000	60,000		60,000	65,000		65,000
Flat Rock Tent Park	150,800	170,000	(19,200)	153,800	21,000	132,800	157,000	22,000	135,000	160,400	23,000	137,400
<b>Airport</b>	<b>562,400</b>	<b>(425,000)</b>	<b>987,400</b>	<b>486,000</b>	<b>300,000</b>	<b>186,000</b>	<b>536,300</b>	<b>308,000</b>	<b>228,300</b>	<b>596,500</b>	<b>313,000</b>	<b>283,500</b>
<b>Total - GM's Group</b>	<b>10,584,600</b>	<b>10,051,100</b>	<b>533,500</b>	<b>10,110,900</b>	<b>7,457,400</b>	<b>2,653,500</b>	<b>7,255,600</b>	<b>8,538,800</b>	<b>(1,283,200)</b>	<b>6,607,000</b>	<b>5,824,400</b>	<b>782,600</b>
<b>Civil Services Group</b>												
<b>Engineering Management</b>												
Surveying Equipment	10,000		10,000	10,000		10,000	10,000		10,000	10,000		10,000
<b>Stormwater</b>												
Canal Dredging	55,000		55,000	55,000		55,000	65,000	175,000	(110,000)	35,000		35,000
<b>Roads and Bridges</b>												
Ballina Bypass Handover		200,000	(200,000)		0	0		0	0		0	0
<b>Ancillary Transport Facilities</b>												
Coastal Path Reserve		425,000	(425,000)		425,000	(425,000)						
<b>Ferry Wharves and Jetties</b>												
Ferry Slippage				50,000		50,000	50,000	100,000	(50,000)	50,000		50,000
<b>Sports Fields</b>												
Ballina Hockey Club	6,900	0	6,900	7,100	0	7,100	7,300	0	7,300	7,500	0	7,500
<b>Cemeteries</b>												
Cemeteries - Operations	115,000	50,000	65,000	117,600	50,000	67,600	120,200	50,000	70,200	122,900	50,000	72,900
<b>Fleet Management</b>												
	1,214,600	1,094,000	120,600	1,247,700	1,270,000	(22,300)	1,278,800	744,000	534,800	1,322,700	1,649,000	(326,300)
<b>Quarries and Sandpit</b>												
Quarry Operations	3,100	0	3,100	2,900	0	2,900	2,700	0	2,700	2,600	0	2,600
Quarry - Shaws Bay CZMP		104,000	(104,000)									
<b>Landfill Management</b>												
Landfill Operations	786,700	109,000	677,700	1,093,400	113,000	980,400	1,167,800	118,000	1,049,800	1,190,200	1,121,000	69,200
Landfill Operations - Sports Centre	0	2,000,000	(2,000,000)	0	2,000,000	(2,000,000)	0	0	0	0	0	0
Waste Levy	21,000	0	21,000	22,000	0	22,000	23,000	0	23,000	24,000	0	24,000
<b>Domestic Waste Management</b>												
	582,900	1,533,000	(950,100)	577,400	0	577,400	609,000	0	609,000	641,700	0	641,700
<b>Group Total - Civil Services</b>	<b>2,795,200</b>	<b>5,515,000</b>	<b>(2,719,800)</b>	<b>3,183,100</b>	<b>3,858,000</b>	<b>(674,900)</b>	<b>3,333,800</b>	<b>1,187,000</b>	<b>2,146,800</b>	<b>3,406,600</b>	<b>2,820,000</b>	<b>586,600</b>
<b>Total - Increase / (Decrease)</b>	<b>21,588,300</b>	<b>19,907,100</b>	<b>1,681,200</b>	<b>25,769,000</b>	<b>17,207,400</b>	<b>8,561,600</b>	<b>16,393,400</b>	<b>27,794,800</b>	<b>(11,401,400)</b>	<b>21,676,100</b>	<b>23,066,400</b>	<b>(1,390,300)</b>

RESERVE BALANCES - GENERAL FUND												
Reserve Title	2017/18			2018/19			2019/20			2020/21		
	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing
<b>Strategic and Community Facilities Group</b>												
Section 94 Conts (External)	6,642,800	5,124,500	11,767,300	11,767,300	6,583,000	18,350,300	18,350,300	(12,265,000)	6,085,300	6,085,300	(2,759,500)	3,325,800
Strategic Planning Studies	241,000	0	241,000	241,000	0	241,000	241,000	0	241,000	241,000	0	241,000
Section 94 Reviews	32,100	0	32,100	32,100	0	32,100	32,100	0	32,100	32,100	0	32,100
Environmental Action Plan	26,600	0	26,600	26,600	0	26,600	26,600	0	26,600	26,600	0	26,600
Community Centres / Halls	48,500	0	48,500	48,500	0	48,500	48,500	0	48,500	48,500	0	48,500
Ballina Indoor Sports Centre	1,257,000	(1,257,000)	0	0	0	0	0	0	0	0	0	0
Community Gallery	7,700	0	7,700	7,700	0	7,700	7,700	0	7,700	7,700	0	7,700
Public Art	40,000	0	40,000	40,000	0	40,000	40,000	0	40,000	40,000	0	40,000
Swimming Pool - Operations	10,500	0	10,500	10,500	0	10,500	10,500	0	10,500	10,500	0	10,500
Tourism and Events	15,600	0	15,600	15,600	0	15,600	15,600	0	15,600	15,600	0	15,600
<b>Group Total</b>	<b>8,321,800</b>	<b>3,867,500</b>	<b>12,189,300</b>	<b>12,189,300</b>	<b>6,583,000</b>	<b>18,772,300</b>	<b>18,772,300</b>	<b>(12,265,000)</b>	<b>6,507,300</b>	<b>6,507,300</b>	<b>(2,759,500)</b>	<b>3,747,800</b>
<b>General Manager's Group</b>												
<b>Governance</b>												
Councillor Election	100,000	30,000	130,000	130,000	35,000	165,000	165,000	40,000	205,000	205,000	(205,000)	0
<b>Administration and Financial Services</b>												
Legal / Audit / Revaluations	184,500	0	184,500	184,500	0	184,500	184,500	0	184,500	184,500	0	184,500
<b>Human Resources</b>												
Leave Entitlements	2,852,700	0	2,852,700	2,852,700	0	2,852,700	2,852,700	0	2,852,700	2,852,700	0	2,852,700
<b>Information Services</b>												
Information Fee	96,700	(96,700)	0	0	0	0	0	0	0	0	0	0
Records Management	15,000	(15,000)	0	0	0	0	0	0	0	0	0	0
<b>Property Management</b>												
<b>General Property Reserves</b>												
Community Infrastructure	361,000	(236,600)	124,400	124,400	109,200	233,600	233,600	195,400	429,000	429,000	(126,600)	302,400
Property Development	588,500	(158,800)	429,700	429,700	2,144,000	2,573,700	2,573,700	(1,932,500)	641,200	641,200	638,500	1,279,700
<b>Sub Total</b>	<b>949,500</b>	<b>(395,400)</b>	<b>554,100</b>	<b>554,100</b>	<b>2,253,200</b>	<b>2,807,300</b>	<b>2,807,300</b>	<b>(1,737,100)</b>	<b>1,070,200</b>	<b>1,070,200</b>	<b>511,900</b>	<b>1,582,100</b>
<b>Specific Property Reserves</b>												
Wigmore Arcade	198,100	50,000	248,100	248,100	55,000	303,100	303,100	60,000	363,100	363,100	65,000	428,100
Other Properties (Council)	8,100	0	8,100	8,100	0	8,100	8,100	0	8,100	8,100	0	8,100
Crown Properties	110,100	(7,600)	102,500	102,500	(8,500)	94,000	94,000	(9,400)	84,600	84,600	(10,200)	74,400
<b>Camping Ground</b>												
Flat Rock Tent Park	625,600	(19,200)	606,400	606,400	132,800	739,200	739,200	135,000	874,200	874,200	137,400	1,011,600
<b>Airport</b>												
Airport Operations	(440,800)	987,400	546,600	546,600	186,000	732,600	732,600	228,300	960,900	960,900	283,500	1,244,400
<b>Group Total</b>	<b>4,699,500</b>	<b>533,500</b>	<b>5,233,000</b>	<b>5,233,000</b>	<b>2,653,500</b>	<b>7,886,500</b>	<b>7,886,500</b>	<b>(1,283,200)</b>	<b>6,603,300</b>	<b>6,603,300</b>	<b>782,600</b>	<b>7,385,900</b>
<b>Development and Env Health Group</b>												
<b>Development Services</b>												
Development Services Resources	150,000	0	150,000	150,000	0	150,000	150,000	0	150,000	150,000	0	150,000
<b>Environmental / Public Health</b>												
Environmental Health Projects	34,500	0	34,500	34,500	0	34,500	34,500	0	34,500	34,500	0	34,500
Shaws Bay / Lake Ains CZMPs	152,700	0	152,700	152,700	0	152,700	152,700	0	152,700	152,700	0	152,700
<b>Group Total</b>	<b>337,200</b>	<b>0</b>	<b>337,200</b>	<b>337,200</b>	<b>0</b>	<b>337,200</b>	<b>337,200</b>	<b>0</b>	<b>337,200</b>	<b>337,200</b>	<b>0</b>	<b>337,200</b>
(Reserve balances carried forward on following page)												

RESERVE BALANCES - GENERAL FUND (cont'd)												
Reserve Title	2017/18			2018/19			2019/20			2020/21		
	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing
<b>Civil Services Group</b>												
<b>Engineering Management</b>												
Asset Management	23,000	0	23,000	23,000	0	23,000	23,000	0	23,000	23,000		23,000
Surveying Equipment	10,000	10,000	20,000	20,000	10,000	30,000	30,000	10,000	40,000	40,000	10,000	50,000
<b>Admin Centre and Depot</b>												
Depots and Procurement	7,000		7,000	7,000		7,000	7,000		7,000	7,000		7,000
<b>Procurement and Building Mgmt</b>												
Ballina Surf Club	119,800		119,800	119,800		119,800	119,800		119,800	119,800		119,800
Marine Rescue Centre	39,300		39,300	39,300		39,300	39,300		39,300	39,300		39,300
Building Renewals	50,000		50,000	50,000		50,000	50,000		50,000	50,000		50,000
<b>Stormwater and Environmental Protection</b>												
Stormwater	(15,000)	0	(15,000)	(15,000)	0	(15,000)	(15,000)	0	(15,000)	(15,000)	0	(15,000)
Canal Dredging	0	55,000	55,000	55,000	55,000	110,000	110,000	(110,000)	0	0	35,000	35,000
Management Plans	417,600	0	417,600	417,600	0	417,600	417,600	0	417,600	417,600	0	417,600
<b>Roads and Bridges</b>												
Alstonville Bypass Handover	845,400	0	845,400	845,400	0	845,400	845,400	0	845,400	845,400	0	845,400
Ballina Bypass Handover	1,227,700	(200,000)	1,027,700	1,027,700	0	1,027,700	1,027,700	0	1,027,700	1,027,700	0	1,027,700
RMS Contributions	77,300		77,300	77,300		77,300	77,300		77,300	77,300		77,300
Ballina Heights Drive	5,100		5,100	5,100		5,100	5,100		5,100	5,100		5,100
Roads Works Contingency	160,600	0	160,600	160,600	0	160,600	160,600	0	160,600	160,600	0	160,600
Roads Pre-Plan Sec 94	159,800	0	159,800	159,800	0	159,800	159,800	0	159,800	159,800	0	159,800
<b>Ancillary Transport Facilities</b>												
Coastal Recreational Path	880,000	(425,000)	455,000	455,000	(425,000)	30,000	30,000	0	30,000	30,000	0	30,000
Private Works	60,000		60,000	60,000		60,000	60,000		60,000	60,000		60,000
<b>Marine Infrastructure</b>												
Boat Ramps and Infrastructure	14,700		14,700	14,700		14,700	14,700		14,700	14,700		14,700
Ferry Slippage	0	0	0	0	50,000	50,000	50,000	(50,000)	0	0	50,000	50,000
<b>Open Spaces and Reserves</b>												
Open Space Programs	100,000		100,000	100,000		100,000	100,000		100,000	100,000		100,000
<b>Sports Fields</b>												
Wollongbar Fields (Council)	109,900	0	109,900	109,900	0	109,900	109,900	0	109,900	109,900	0	109,900
Synthetic Hockey Field Replacement	13,200	6,900	20,100	20,100	7,100	27,200	27,200	7,300	34,500	34,500	7,500	42,000
<b>Cemeteries</b>												
Operations	311,000	65,000	376,000	376,000	67,600	443,600	443,600	70,200	513,800	513,800	72,900	586,700
<b>Fleet Management</b>												
Plant and Fleet Operations	66,400	120,600	187,000	187,000	(22,300)	164,700	164,700	534,800	699,500	699,500	(326,300)	373,200
<b>Rural Fire Service</b>												
Operations and Capital	45,800		45,800	45,800		45,800	45,800		45,800	45,800		45,800
<b>Quarries and Sandpit</b>												
Quarry Operations	440,700	(100,900)	339,800	339,800	2,900	342,700	342,700	2,700	345,400	345,400	2,600	348,000
<b>Landfill Management and Resource Recovery</b>												
LRM Operations	2,420,700	(1,322,300)	1,098,400	1,098,400	(1,019,600)	78,800	78,800	1,049,800	1,128,600	1,128,600	69,200	1,197,800
Waste Levy (External)	508,500	21,000	529,500	529,500	22,000	551,500	551,500	23,000	574,500	574,500	24,000	598,500
<b>Waste - Domestic</b>												
DWM Operations (External)	2,012,900	(950,100)	1,062,800	1,062,800	577,400	1,640,200	1,640,200	609,000	2,249,200	2,249,200	641,700	2,890,900
<b>Group Total</b>	<b>10,111,400</b>	<b>(2,719,800)</b>	<b>7,391,600</b>	<b>7,391,600</b>	<b>(674,900)</b>	<b>6,716,700</b>	<b>6,716,700</b>	<b>2,146,800</b>	<b>8,863,500</b>	<b>8,863,500</b>	<b>586,600</b>	<b>9,450,100</b>
<b>Total - Increase / (Decrease)</b>	<b>23,469,900</b>	<b>1,681,200</b>	<b>25,151,100</b>	<b>37,340,400</b>	<b>8,561,600</b>	<b>33,712,700</b>	<b>33,712,700</b>	<b>(11,401,400)</b>	<b>22,311,300</b>	<b>22,311,300</b>	<b>(1,390,300)</b>	<b>20,921,000</b>
<b>Reserve Dissection</b>												
Internally Restricted	14,704,100	(2,485,600)	12,218,500	24,407,800	(10,779,600)	13,628,200	13,628,200	264,000	13,892,200	13,892,200	737,700	14,629,900
Externally Restricted	8,765,800	4,166,800	12,932,600	12,932,600	7,151,900	20,084,500	20,084,500	(11,665,400)	8,419,100	8,419,100	(2,128,000)	6,291,100



## **Part F**

# **General Fund Loan Principal and Interest Repayment Schedule**

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

Description	2016/17		2017/18		2018/19		2019/20		2020/21		2021/22		2022/23		2023/24		2024/25		2025/26		2026/27	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
<b>Animal Control</b>																						
Dog Pound	7,334	1,794	7,796	1,333	8,286	842	7,324	320														
<b>Community Services</b>																						
Kentwell Community Centre	7,252	1,774	7,708	1,318	8,193	832	7,242	317														
<b>Community Properties</b>																						
Naval Museum and Florrie	12,601	7,969	13,550	7,019	14,536	6,033	15,582	4,987	16,850	3,720	18,119	2,456	19,495	1,075	0	0						
<b>Swimming Pools</b>																						
Ballina - Stage One	0	0	135,000	134,000	140,000	129,000	145,000	124,000	150,000	119,000	155,000	114,000	161,000	108,000	166,000	103,000	172,000	97,000	178,000	91,000	184,000	85,000
Alstonville - Stage One	0	0	103,000	101,000	106,000	98,000	110,000	94,000	114,000	90,000	118,000	86,000	122,000	82,000	126,000	78,000	131,000	73,000	135,000	69,000	140,000	64,000
Ballina - Stage Two	0	0	72,500	99,000	115,000	129,000	119,000	125,000	124,000	120,000	129,000	115,000	134,000	110,000	139,000	105,000	145,000	99,000	151,000	93,000	157,000	87,000
Alstonville - Stage Two	0	0	57,000	79,000	91,000	102,000	94,000	99,000	98,000	95,000	102,000	91,000	106,000	87,000	110,000	83,000	115,000	78,000	119,000	74,000	124,000	69,000
<b>Waste Non Domestic</b>																						
Landfill Opening	778,847	43,384																				
Waste Baler	158,476	7,990																				
Landfill Closure	174,200	22,800	193,893	10,400																		
Landfill Closure																						
<b>Sub Total</b>	<b>1,111,523</b>	<b>74,174</b>	<b>193,893</b>	<b>10,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Town Centres</b>																						
Ballina 2000/01																						
Ballina 2002/03	75,128	7,626	79,401	3,353																		
Ballina 2003/04	272,186	52,235	290,138	34,384	309,273	15,148																
Ballina 2018/19							208,000	100,000	216,000	92,000	225,000	83,000	234,000	74,000	243,000	65,000	253,000	55,000	263,000	45,000	274,000	34,000
Ballina 2012/13 (LIRS) (Quarry Funded)	121,784	47,240	128,482	40,542	135,548	33,476	142,833	26,192	150,913	18,111	159,159	9,865	82,987	1,686	0	0	0	0	0	0	0	0
<b>Sub Total</b>	<b>469,098</b>	<b>107,101</b>	<b>498,021</b>	<b>78,279</b>	<b>444,821</b>	<b>48,624</b>	<b>350,833</b>	<b>126,192</b>	<b>366,913</b>	<b>110,111</b>	<b>384,159</b>	<b>92,865</b>	<b>316,987</b>	<b>75,686</b>	<b>243,000</b>	<b>65,000</b>	<b>253,000</b>	<b>55,000</b>	<b>263,000</b>	<b>45,000</b>	<b>274,000</b>	<b>34,000</b>
<b>Roads Bridges Footpaths</b>																						
Ramses Street	3,543	867	3,767	644	4,003	407	3,539	155														
Reseal (LIRS) (Quarry Funded)	93,722	36,355	98,876	31,200	104,314	25,762	109,920	20,157	116,139	13,938	122,484	7,592	63,420	1,297								
<i>The following loans reduce the overall roads budget</i>																						
Wollongbar Link Road (Sec 94)			350,000		350,000		400,000															
Ballina Heights Drive (LIRS)	104,400	49,300	110,300	43,400	115,900	37,800	121,800	31,900	128,100	25,600	134,700	19,000	141,600	12,100	149,000	4,700						
McLeay Culvert (RMS)	112,082	69,478	118,270	63,290	125,014	56,547	132,124	49,436	139,300	46,260	147,680	33,880	156,017	25,543	164,828	16,731	174,161	7,398	0	0	0	0
Cumbalum Interchange (Sec 94)	162,764	100,895	171,753	91,906	181,542	82,116	191,870	71,789	202,286	57,373	214,461	49,198	226,565	37,094	239,360	24,300	252,984	10,676	0	0	0	0
Hutley Drive (Sec 94)			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
River St - Four Laning - Section 94											416,000	334,000	433,000	317,000	450,000	300,000	468,000	282,000	487,000	263,000	507,000	243,000
<b>Sub Total</b>	<b>826,511</b>	<b>256,895</b>	<b>852,966</b>	<b>230,440</b>	<b>880,773</b>	<b>202,632</b>	<b>959,253</b>	<b>173,437</b>	<b>585,825</b>	<b>143,171</b>	<b>1,035,325</b>	<b>443,670</b>	<b>1,020,602</b>	<b>393,034</b>	<b>1,003,188</b>	<b>345,731</b>	<b>895,145</b>	<b>300,074</b>	<b>487,000</b>	<b>263,000</b>	<b>507,000</b>	<b>243,000</b>
Teven Bridges	188,576	71,664	196,359	63,880	203,592	56,647	211,003	49,236	218,731	41,508	226,976	33,263	235,281	24,958	244,656	15,583	253,742	6,497				
<b>Airport</b>																						
Airport	62,989	39,834	67,737	35,087	72,664	30,160	78,492	24,331	84,227	18,597	90,574	12,243	97,045	5,779								
Airport	145,275	69,999	152,808	62,466	160,491	54,783	169,300	45,975	177,963	37,311	187,228	28,047	196,975	18,299	207,229	8,046						
Airport	56,600	8,300	58,300	6,600	60,000	4,900	61,700	3,200	63,400	1,400	0	0	0	0								
Airport - Runway (LIRS)	683,933	265,300	721,549	227,684	761,234	188,000	802,141	147,092	847,522	101,711	893,831	55,402	465,310	9,466								
Airport - Car Park and Shade	82,000	24,300	85,300	21,100	88,600	17,800	92,100	14,300	95,700	10,700	99,400	6,900	103,000	3,000	0	0	0	0	0	0	0	0
Airport - Apron	42,500	17,100	44,100	15,600	45,600	14,100	47,200	12,500	49,200	10,800	50,600	9,100	52,400	7,300	54,200	5,500	56,100	3,500	58,100	1,500	60,000	0
Airport Terminal			45,200	34,600	47,000	32,800	48,800	31,000	50,700	29,000	52,700	27,000	54,800	25,000	57,000	22,800	59,100	20,600	61,500	18,300	63,900	16,000
<b>Sub Total</b>	<b>1,073,297</b>	<b>424,833</b>	<b>1,174,994</b>	<b>403,137</b>	<b>1,235,589</b>	<b>342,543</b>	<b>1,299,733</b>	<b>278,398</b>	<b>1,368,712</b>	<b>209,519</b>	<b>1,374,333</b>	<b>138,692</b>	<b>969,530</b>	<b>68,844</b>	<b>318,429</b>	<b>36,346</b>	<b>115,200</b>	<b>24,100</b>	<b>119,600</b>	<b>19,800</b>	<b>63,900</b>	<b>16,000</b>
<b>Total Repayments</b>	<b>3,696,200</b>	<b>946,200</b>	<b>3,312,800</b>	<b>1,208,800</b>	<b>3,247,800</b>	<b>1,116,200</b>	<b>3,319,000</b>	<b>1,074,900</b>	<b>3,043,000</b>	<b>932,000</b>	<b>3,542,900</b>	<b>1,116,900</b>	<b>3,084,900</b>	<b>950,600</b>	<b>2,350,300</b>	<b>831,700</b>	<b>2,080,100</b>	<b>732,700</b>	<b>1,452,600</b>	<b>654,800</b>	<b>1,449,900</b>	<b>598,000</b>
<b>Total External Loans</b>	<b>3,696,200</b>	<b>946,200</b>	<b>3,312,800</b>	<b>1,208,800</b>	<b>3,247,800</b>	<b>1,116,200</b>	<b>3,319,000</b>	<b>1,074,900</b>	<b>3,043,000</b>	<b>932,000</b>	<b>3,542,900</b>	<b>1,116,900</b>	<b>3,084,900</b>	<b>950,600</b>	<b>2,350,300</b>	<b>831,700</b>	<b>2,080,100</b>	<b>732,700</b>	<b>1,452,600</b>	<b>654,800</b>	<b>1,449,900</b>	<b>598,000</b>
<b>External Loans Outstanding</b>																						
Balance as at 1 July	20,255,700		23,271,200		28,286,200		27,538,400		24,219,400		29,516,400		25,973,500		22,888,600		20,538,300		18,458,200		17,005,600	
Repayments	3,696,200		3,312,800		3,247,800		3,319,000		3,043,000		3,542,900		3,084,900		2,350,300		2,080,100		1,452,600		1,449,900	
New Loans	6,711,700		8,327,800		2,500,000		0		8,340,000		0		0		0		0		0		0	
<b>Balance as at 30 June</b>	<b>23,271,200</b>		<b>28,286,200</b>		<b>27,538,400</b>		<b>24,219,400</b>		<b>29,516,400</b>		<b>25,973,500</b>		<b>22,888,600</b>		<b>20,538,300</b>		<b>18,458,200</b>		<b>17,005,600</b>		<b>15,555,700</b>	

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**Part G**

**Appendices**

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## APPENDICES

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

### **Income Statements and Balance Sheets**

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

**GENERAL FUND - INCOME STATEMENT (2013/14 to 2026/27)**

ACTUAL			ITEM	ESTIMATED											
2013/14	2014/15	2015/16		2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>OPERATING RESULTS</b>															
<b>Operating Activities</b>															
24,301,000	24,729,500	26,093,600	Rates and Annual Charges	27,552,600	6	27,454,100	28,988,900	30,616,800	31,513,600	32,436,700	33,388,700	34,367,500	35,374,800	36,411,500	38,176,400
9,268,000	10,042,500	10,728,300	User Charges and Fees	10,707,800	(0)	10,655,400	10,952,500	11,305,700	11,605,200	11,909,000	12,182,600	12,462,400	12,749,400	13,045,400	13,314,700
2,105,000	1,403,300	1,298,100	Interest and Investment Revenues	1,089,500	(16)	988,500	1,117,700	1,386,400	1,091,700	1,092,500	1,118,900	1,151,300	1,190,800	1,179,800	1,217,900
4,593,000	4,012,900	2,360,800	Other Revenues	3,890,400	65	4,931,100	4,580,900	5,266,900	4,770,100	5,583,900	5,051,300	5,977,000	5,348,300	6,209,600	6,377,700
5,780,000	7,846,000	9,075,200	Grants and Contributions for Operating Purposes	10,317,700	14	7,431,600	7,110,700	7,339,100	7,339,400	7,438,600	7,546,600	7,688,300	7,843,100	8,003,500	8,167,200
10,914,000	12,768,000	11,484,100	Grants and Contributions for Capital Purposes	11,588,700	1	16,270,200	8,979,300	6,766,100	12,933,400	13,254,500	3,583,400	4,922,100	5,011,900	3,853,400	3,947,800
<b>Other Income:</b>															
0	0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>56,961,000</b>	<b>60,802,200</b>	<b>61,040,100</b>	<b>Total Income from Continuing Operations</b>	<b>65,146,700</b>	<b>7</b>	<b>67,730,900</b>	<b>61,730,000</b>	<b>62,681,000</b>	<b>69,253,400</b>	<b>71,715,200</b>	<b>62,871,500</b>	<b>66,568,600</b>	<b>67,518,300</b>	<b>68,703,200</b>	<b>71,201,700</b>
<b>Operating Expenses</b>															
14,771,000	15,453,100	16,138,000	Employee Benefits and On-costs	16,640,000	3	17,157,000	17,690,000	18,239,000	18,805,000	19,389,000	19,991,000	20,613,000	21,253,000	21,913,000	22,594,000
1,679,000	1,564,000	1,334,300	Borrowing Costs	1,152,200	(14)	1,327,800	1,186,100	1,122,800	952,600	1,138,500	972,700	854,500	756,500	679,500	623,600
15,292,000	17,645,900	17,441,300	Materials and Contracts	18,424,100	6	15,417,700	15,815,300	16,454,500	16,390,100	16,816,600	16,991,100	17,518,200	17,881,500	18,081,000	18,286,300
15,866,000	14,146,000	14,166,800	Depreciation and Amortisation	13,056,400	(8)	13,383,900	13,704,300	14,071,100	14,353,700	14,642,100	14,936,400	15,236,400	15,542,500	15,854,800	16,173,200
5,064,000	1,344,000	4,080,500	Other Expenses	4,648,800	14	5,078,000	4,579,600	5,372,500	5,116,200	5,663,500	5,129,300	5,959,700	5,705,500	6,270,200	7,129,400
3,924,000	974,000	0	Net Loss from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>56,596,000</b>	<b>51,127,000</b>	<b>53,160,900</b>	<b>Total Expenses from Continuing Operations</b>	<b>53,921,500</b>	<b>1</b>	<b>52,364,400</b>	<b>52,975,300</b>	<b>55,259,900</b>	<b>55,617,600</b>	<b>57,649,700</b>	<b>58,020,500</b>	<b>60,181,800</b>	<b>61,139,000</b>	<b>62,798,500</b>	<b>64,806,500</b>
<b>365,000</b>	<b>9,675,200</b>	<b>7,879,200</b>	<b>Net Operating Result for the Year</b>	<b>11,225,200</b>	<b>42</b>	<b>15,366,500</b>	<b>8,754,700</b>	<b>7,421,100</b>	<b>13,635,800</b>	<b>14,065,500</b>	<b>4,851,000</b>	<b>6,386,800</b>	<b>6,379,300</b>	<b>5,904,700</b>	<b>6,395,200</b>
<b>(10,549,000)</b>	<b>(3,092,800)</b>	<b>(3,604,900)</b>	<b>Net Operating Result Before Capital Income</b>	<b>(363,500)</b>	<b>(90)</b>	<b>(903,700)</b>	<b>(224,600)</b>	<b>655,000</b>	<b>702,400</b>	<b>811,000</b>	<b>1,267,600</b>	<b>1,464,700</b>	<b>1,367,400</b>	<b>2,051,300</b>	<b>2,447,400</b>



**WATER FUND - INCOME STATEMENT (2013/14 to 2026/27)**

ACTUAL			ITEM	ESTIMATED											
2013/14	2014/15	2015/16		2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>OPERATING RESULTS</b>															
<b>Operating Activities</b>															
2,860,500	3,092,600	3,226,000	Rates and Annual Charges	3,367,800	4	3,439,500	3,531,000	3,624,500	3,721,000	3,839,400	3,961,800	4,088,200	4,217,600	4,351,000	4,489,400
6,590,600	6,432,000	6,654,300	User Charges and Fees	7,247,100	9	7,000,200	7,174,500	7,354,100	7,537,700	7,763,300	7,995,900	8,235,500	8,483,100	8,737,800	9,000,500
413,500	417,400	339,000	Interest and Investment Revenues	338,400	(0)	368,800	339,300	299,100	272,700	295,100	191,400	125,300	62,800	10,100	46,100
672,700	797,900	822,400	Other Revenues	805,000	(2)	825,900	846,800	868,200	890,200	912,800	935,800	959,500	983,600	1,008,400	1,034,000
151,800	152,600	157,400	Grants and Contributions for Operating Purposes	155,300	(1)	144,000	144,700	145,500	146,200	147,000	147,800	148,600	149,500	150,300	151,100
851,300	764,300	1,059,900	Grants and Contributions for Capital Purposes	919,400	(13)	775,000	800,000	820,000	840,000	860,000	880,000	900,000	920,000	940,000	960,000
<b>Other Income:</b>															
0	0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
11,540,400	11,656,800	12,259,000	<b>Total Income from Continuing Operations</b>	<b>12,833,000</b>	<b>5</b>	<b>12,553,400</b>	<b>12,836,300</b>	<b>13,111,400</b>	<b>13,407,800</b>	<b>13,817,600</b>	<b>14,112,700</b>	<b>14,457,100</b>	<b>14,816,600</b>	<b>15,197,600</b>	<b>15,681,100</b>
<b>Operating Expenses</b>															
1,429,000	1,763,000	1,876,000	Employee Benefits and On-costs	1,934,000	3	1,994,000	2,056,000	2,120,000	2,186,000	2,254,000	2,324,000	2,396,000	2,470,000	2,547,000	2,626,000
0	0	0	Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
1,802,400	1,354,100	1,264,400	Materials and Contracts	1,387,000	10	1,443,200	1,499,100	1,485,800	1,512,600	1,539,800	1,617,200	1,595,200	1,623,400	1,651,100	1,679,600
1,859,500	1,478,700	1,498,900	Depreciation and Amortisation	1,428,000	(5)	1,380,000	1,407,600	1,435,800	1,464,600	1,493,900	1,523,800	1,554,300	1,585,400	1,617,200	1,649,600
5,909,700	6,200,600	6,172,600	Other Expenses	6,520,600	6	6,363,200	6,522,800	6,686,800	6,854,900	7,059,400	7,269,900	7,486,700	7,709,800	7,939,500	8,175,900
111,000	20,600	38,000	Net Loss from Disposal of Assets	0	(100)	0	0	0	0	0	0	0	0	0	0
11,111,600	10,817,000	10,849,900	<b>Total Expenses from Continuing Operations</b>	<b>11,269,600</b>	<b>4</b>	<b>11,180,400</b>	<b>11,485,500</b>	<b>11,728,400</b>	<b>12,018,100</b>	<b>12,347,100</b>	<b>12,734,900</b>	<b>13,032,200</b>	<b>13,388,600</b>	<b>13,754,800</b>	<b>14,131,100</b>
428,800	839,800	1,409,100	<b>Net Operating Result for the Year</b>	<b>1,563,400</b>	<b>11</b>	<b>1,373,000</b>	<b>1,350,800</b>	<b>1,383,000</b>	<b>1,389,700</b>	<b>1,470,500</b>	<b>1,377,800</b>	<b>1,424,900</b>	<b>1,428,000</b>	<b>1,442,800</b>	<b>1,550,000</b>
(422,500)	75,500	349,200	<b>Net Operating Result Before Capital Income</b>	<b>644,000</b>	<b>84</b>	<b>598,000</b>	<b>550,800</b>	<b>563,000</b>	<b>549,700</b>	<b>610,500</b>	<b>497,800</b>	<b>524,900</b>	<b>508,000</b>	<b>502,800</b>	<b>590,000</b>

**WASTEWATER FUND - INCOME STATEMENT (2013/14 to 2026/27)**

ACTUAL			ITEM	ESTIMATED											
2013/14	2014/15	2015/16		2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>OPERATING RESULTS</b>															
<b>Operating Activities</b>															
11,668,700	13,005,500	14,087,200	Rates and Annual Charges	15,387,200	9	15,856,000	16,258,000	16,670,000	17,092,000	17,524,000	17,967,000	18,422,000	18,888,000	19,365,000	19,855,000
1,098,100	1,038,400	1,141,900	User Charges and Fees	1,288,600	13	1,351,800	1,424,400	1,498,000	1,572,800	1,612,700	1,652,900	1,694,400	1,737,000	1,780,300	1,826,000
968,800	678,700	496,500	Interest and Investment Revenues	370,600	(25)	308,200	271,100	230,900	200,300	249,500	251,700	236,600	284,500	306,300	423,200
550,400	462,400	473,400	Other Revenues	506,800	7	478,900	491,200	503,700	516,600	529,900	543,400	557,100	571,400	586,100	601,100
150,800	151,700	156,600	Grants and Contributions for Operating Purposes	152,700	(2)	143,600	144,500	145,500	146,400	147,300	148,200	149,100	150,000	150,900	151,800
2,014,200	2,131,400	2,470,000	Grants and Contributions for Capital Purposes	2,045,500	(17)	2,145,500	2,175,500	2,215,500	2,255,500	2,295,500	2,335,500	2,375,500	2,425,500	2,475,500	2,525,500
<b>Other Income:</b>															
5,700	0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>16,456,700</b>	<b>17,468,100</b>	<b>18,825,600</b>	<b>Total Income from Continuing Operations</b>	<b>19,751,400</b>	<b>5</b>	<b>20,284,000</b>	<b>20,764,700</b>	<b>21,263,600</b>	<b>21,783,600</b>	<b>22,358,900</b>	<b>22,898,700</b>	<b>23,434,700</b>	<b>24,056,400</b>	<b>24,664,700</b>	<b>25,382,600</b>
<b>Operating Expenses</b>															
3,510,600	3,219,000	3,676,000	Employee Benefits and On-costs	3,790,000	3	3,908,000	4,029,000	4,154,000	4,283,000	4,416,000	4,553,000	4,694,000	4,840,000	4,990,000	5,145,000
5,160,800	4,996,800	4,659,300	Borrowing Costs	4,442,600	(5)	4,249,900	3,878,300	3,667,000	3,439,800	3,239,200	3,049,200	2,856,300	2,658,300	2,463,300	2,266,300
5,288,300	5,670,300	5,096,600	Materials and Contracts	5,929,600	16	5,403,900	5,523,200	5,638,600	5,756,000	5,876,600	5,998,800	6,122,800	6,248,900	6,309,300	6,433,400
2,643,100	2,314,300	3,531,900	Depreciation and Amortisation	2,678,000	(24)	3,775,000	3,851,000	3,928,000	4,007,000	4,087,000	4,169,000	4,252,000	4,337,000	4,424,000	4,512,000
421,300	330,000	338,100	Other Expenses	347,500	3	446,000	374,200	384,200	394,400	404,700	465,300	426,000	437,000	448,300	459,800
0	12,197,600	2,500	Net Loss from Disposal of Assets	0	(100)	0	0	0	0	0	0	0	0	0	0
<b>17,024,100</b>	<b>28,728,000</b>	<b>17,304,400</b>	<b>Total Expenses from Continuing Operations</b>	<b>17,187,700</b>	<b>(1)</b>	<b>17,782,800</b>	<b>17,655,700</b>	<b>17,771,800</b>	<b>17,880,200</b>	<b>18,023,500</b>	<b>18,235,300</b>	<b>18,351,100</b>	<b>18,521,200</b>	<b>18,634,900</b>	<b>18,816,500</b>
(567,400)	(11,259,900)	1,521,200	<b>Net Operating Result for the Year</b>	<b>2,563,700</b>	<b>69</b>	<b>2,501,200</b>	<b>3,109,000</b>	<b>3,491,800</b>	<b>3,903,400</b>	<b>4,335,400</b>	<b>4,663,400</b>	<b>5,083,600</b>	<b>5,535,200</b>	<b>6,029,800</b>	<b>6,566,100</b>
(2,581,600)	(13,391,300)	(948,800)	<b>Net Operating Result Before Capital Income</b>	<b>518,200</b>	<b>(155)</b>	<b>355,700</b>	<b>933,500</b>	<b>1,276,300</b>	<b>1,647,900</b>	<b>2,039,900</b>	<b>2,327,900</b>	<b>2,708,100</b>	<b>3,109,700</b>	<b>3,554,300</b>	<b>4,040,600</b>

**CONSOLIDATED OPERATIONS - INCOME STATEMENT (2013/14 to 2026/27)**

ACTUAL			ITEM	ESTIMATED											
2013/14	2014/15	2015/16		2016/17	%	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>OPERATING RESULTS</b>															
<b>Operating Activities</b>															
38,830,200	40,827,600	43,406,800	Rates and Annual Charges	46,307,600	7	46,749,600	48,777,900	50,911,300	52,326,600	53,800,100	55,317,500	56,877,700	58,480,400	60,127,500	62,520,800
16,956,700	17,512,900	18,524,500	User Charges and Fees	19,243,500	4	19,007,400	19,551,400	20,157,800	20,715,700	21,285,000	21,831,400	22,392,300	22,969,500	23,564,100	24,141,200
3,487,300	2,499,400	2,133,600	Interest and Investment Revenues	1,798,500	(16)	1,665,500	1,728,100	1,916,400	1,564,700	1,637,100	1,562,000	1,513,200	1,538,100	1,496,200	1,687,200
5,816,100	5,273,200	3,656,600	Other Revenues	5,202,200	42	6,235,900	5,918,900	6,638,800	6,176,900	7,026,600	6,530,500	7,493,600	6,903,300	7,804,100	8,012,800
6,082,600	8,150,300	9,389,200	Grants and Contributions for Operating Purposes	10,625,700	13	7,719,200	7,399,900	7,630,100	7,632,000	7,732,900	7,842,600	7,986,000	8,142,600	8,304,700	8,470,100
13,608,500	15,663,700	15,014,000	Grants and Contributions for Capital Purposes	14,553,600	(3)	19,190,700	11,954,800	9,801,600	16,028,900	16,410,000	6,798,900	8,197,600	8,357,400	7,268,900	7,433,300
<b>Other Income:</b>															
5,700	0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>84,787,100</b>	<b>89,927,100</b>	<b>92,124,700</b>	<b>Total Income from Continuing Operations</b>	<b>97,731,100</b>	<b>6</b>	<b>100,568,300</b>	<b>95,331,000</b>	<b>97,056,000</b>	<b>104,444,800</b>	<b>107,891,700</b>	<b>99,882,900</b>	<b>104,460,400</b>	<b>106,391,300</b>	<b>108,565,500</b>	<b>112,265,400</b>
<b>Operating Expenses</b>															
19,710,600	20,435,100	21,690,000	Employee Benefits and On-costs	22,364,000	3	23,059,000	23,775,000	24,513,000	25,274,000	26,059,000	26,868,000	27,703,000	28,563,000	29,450,000	30,365,000
6,839,800	6,560,800	5,993,600	Borrowing Costs	5,594,800	(7)	5,577,700	5,064,400	4,789,800	4,392,400	4,377,700	4,021,900	3,710,800	3,414,800	3,142,800	2,889,900
22,382,700	24,670,300	23,802,300	Materials and Contracts	25,740,700	8	22,264,800	22,837,600	23,578,900	23,658,700	24,233,000	24,607,100	25,236,200	25,753,800	26,041,400	26,399,300
20,368,600	17,939,000	19,197,600	Depreciation and Amortisation	17,162,400	(11)	18,538,900	18,962,900	19,434,900	19,825,300	20,223,000	20,629,200	21,042,700	21,464,900	21,896,000	22,334,800
11,395,000	7,874,600	10,591,200	Other Expenses	11,516,900	9	11,887,200	11,476,600	12,443,500	12,365,500	13,127,600	12,864,500	13,872,400	13,852,300	14,658,000	15,785,100
4,035,000	13,192,200	40,500	Net Loss from Disposal of Assets	0	(100)	0	0	0	0	0	0	0	0	0	0
<b>84,731,700</b>	<b>90,672,000</b>	<b>81,315,200</b>	<b>Total Expenses from Continuing Operations</b>	<b>82,378,800</b>	<b>1</b>	<b>81,327,600</b>	<b>82,116,500</b>	<b>84,760,100</b>	<b>85,515,900</b>	<b>88,020,300</b>	<b>88,990,700</b>	<b>91,565,100</b>	<b>93,048,800</b>	<b>95,188,200</b>	<b>97,754,100</b>
<b>55,400</b>	<b>(744,900)</b>	<b>10,809,500</b>	<b>Net Operating Result for the Year</b>	<b>15,352,300</b>	<b>42</b>	<b>19,240,700</b>	<b>13,214,500</b>	<b>12,295,900</b>	<b>18,928,900</b>	<b>19,871,400</b>	<b>10,892,200</b>	<b>12,895,300</b>	<b>13,342,500</b>	<b>13,377,300</b>	<b>14,511,300</b>
<b>(13,553,190)</b>	<b>(16,408,600)</b>	<b>(4,204,500)</b>	<b>Net Operating Result Before Capital Income</b>	<b>798,700</b>	<b>(119)</b>	<b>50,000</b>	<b>1,259,700</b>	<b>2,494,300</b>	<b>2,900,000</b>	<b>3,461,400</b>	<b>4,093,300</b>	<b>4,697,700</b>	<b>4,985,100</b>	<b>6,108,400</b>	<b>7,078,000</b>

GENERAL FUND BALANCE SHEET (\$'000)															
ITEM	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>ASSETS</b>															
<b>Current Assets</b>															
Cash and Investments	40,238	31,942	38,979	36,692	19,300	24,700	33,100	21,300	19,500	18,300	21,100	22,300	19,900	24,800	30,200
Receivables	5,071	5,269	3,779	6,941	7,080	7,190	7,370	7,560	7,750	7,950	8,150	8,360	8,570	8,790	9,010
Inventories	1,010	996	1,407	808	830	850	880	910	940	970	1,000	1,030	1,060	1,090	1,120
Other	704	57	(355)	181	190	200	210	220	230	240	250	260	270	280	290
<b>Total Current Assets</b>	<b>47,023</b>	<b>38,264</b>	<b>43,810</b>	<b>44,622</b>	<b>27,400</b>	<b>32,940</b>	<b>41,560</b>	<b>29,990</b>	<b>28,420</b>	<b>27,460</b>	<b>30,500</b>	<b>31,950</b>	<b>29,800</b>	<b>34,960</b>	<b>40,620</b>
<b>Non Current Assets</b>															
Investments	9,259	9,277	5,150	3,811	7,400	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Receivables	157	156	112	114	120	130	140	150	160	170	180	190	200	210	220
Inventories	2,816	3,051	2,459	3,015	3,080	3,130	3,210	3,300	3,390	3,480	3,570	3,660	3,760	3,860	3,960
Infrastructure, Property, Plant and Equipment	732,433	749,424	809,504	820,963	849,860	875,900	882,390	902,060	924,820	937,010	935,990	938,790	945,410	944,860	944,350
Investment Property	18,350	18,404	21,282	21,977	22,420	22,760	23,330	23,920	24,520	25,140	25,770	26,420	27,090	27,770	28,470
<b>Total Non-Current Assets</b>	<b>763,015</b>	<b>780,312</b>	<b>838,507</b>	<b>849,880</b>	<b>882,880</b>	<b>905,420</b>	<b>912,570</b>	<b>932,930</b>	<b>956,390</b>	<b>969,300</b>	<b>969,010</b>	<b>972,560</b>	<b>979,960</b>	<b>980,200</b>	<b>980,500</b>
<b>TOTAL ASSETS</b>	<b>810,038</b>	<b>818,576</b>	<b>882,317</b>	<b>894,502</b>	<b>910,280</b>	<b>938,360</b>	<b>954,130</b>	<b>962,920</b>	<b>984,810</b>	<b>996,760</b>	<b>999,510</b>	<b>1,004,510</b>	<b>1,009,760</b>	<b>1,015,160</b>	<b>1,021,120</b>
<b>LIABILITIES</b>															
<b>Current Liabilities</b>															
Payables	4,962	7,507	6,249	6,978	7,120	7,230	7,420	7,610	7,810	8,010	8,220	8,430	8,650	8,870	9,100
Borrowings	5,565	5,556	3,793	3,696	3,313	3,248	3,319	3,043	3,543	3,085	2,350	2,080	1,453	1,450	0
Provisions	7,286	6,585	6,466	6,936	7,100	7,300	7,500	7,700	7,900	8,100	8,400	8,700	9,000	9,300	9,600
<b>Total Current Liabilities</b>	<b>17,813</b>	<b>19,648</b>	<b>16,508</b>	<b>17,610</b>	<b>17,533</b>	<b>17,778</b>	<b>18,239</b>	<b>18,353</b>	<b>19,253</b>	<b>19,195</b>	<b>18,970</b>	<b>19,210</b>	<b>19,103</b>	<b>19,620</b>	<b>18,700</b>
<b>Non Current Liabilities</b>															
Payables	540	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	22,056	20,183	19,400	16,319	19,958	25,038	24,220	21,176	25,974	22,889	20,538	18,458	17,006	15,556	15,556
Provisions	3,938	4,568	4,560	4,466	4,700	5,000	5,300	5,600	5,900	6,200	6,500	6,800	7,200	7,600	8,000
<b>Total Non-Current Liabilities</b>	<b>26,534</b>	<b>24,751</b>	<b>23,960</b>	<b>20,785</b>	<b>24,658</b>	<b>30,038</b>	<b>29,520</b>	<b>26,776</b>	<b>31,874</b>	<b>29,089</b>	<b>27,038</b>	<b>25,258</b>	<b>24,206</b>	<b>23,156</b>	<b>23,556</b>
<b>TOTAL LIABILITIES</b>	<b>44,347</b>	<b>44,399</b>	<b>40,468</b>	<b>38,395</b>	<b>42,191</b>	<b>47,816</b>	<b>47,758</b>	<b>45,129</b>	<b>51,126</b>	<b>48,284</b>	<b>46,009</b>	<b>44,468</b>	<b>43,308</b>	<b>42,776</b>	<b>42,256</b>
<b>Net Assets</b>	<b>765,691</b>	<b>774,177</b>	<b>841,849</b>	<b>856,107</b>	<b>868,089</b>	<b>890,544</b>	<b>906,372</b>	<b>917,791</b>	<b>933,684</b>	<b>948,477</b>	<b>953,501</b>	<b>960,042</b>	<b>966,452</b>	<b>972,384</b>	<b>978,864</b>
<b>EQUITY</b>															
Retained Earnings	487,632	488,865	498,603	507,454	512,389	529,444	536,172	538,291	544,684	549,677	544,701	540,942	536,852	531,984	527,364
Revaluation Reserves	278,059	285,312	343,246	348,653	355,700	361,100	370,200	379,500	389,000	398,800	408,800	419,100	429,600	440,400	451,500
<b>Council Equity Interest</b>	<b>765,691</b>	<b>774,177</b>	<b>841,849</b>	<b>856,107</b>	<b>868,089</b>	<b>890,544</b>	<b>906,372</b>	<b>917,791</b>	<b>933,684</b>	<b>948,477</b>	<b>953,501</b>	<b>960,042</b>	<b>966,452</b>	<b>972,384</b>	<b>978,864</b>

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

ITEM	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>ASSETS</b>															
<b>Current Assets</b>															
Cash and Investments	9,520	9,662	9,094	9,625	9,920	9,440	10,120	9,710	9,850	7,640	8,100	6,560	5,370	5,830	5,830
Receivables	1,866	2,095	2,062	2,043	2,090	2,130	2,190	2,250	2,310	2,370	2,430	2,500	2,570	2,640	2,710
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	121	118	130	140	150	160	170	180	190	200	210	220	230
<b>Total Current Assets</b>	<b>11,386</b>	<b>11,757</b>	<b>11,277</b>	<b>11,786</b>	<b>12,140</b>	<b>11,710</b>	<b>12,460</b>	<b>12,120</b>	<b>12,330</b>	<b>10,190</b>	<b>10,720</b>	<b>9,260</b>	<b>8,150</b>	<b>8,690</b>	<b>8,770</b>
<b>Non Current Assets</b>															
Investments	1,298	1,240	1,241	952	952	952	952	952	952	952	952	952	952	952	952
Receivables	165	164	153	108	120	130	140	150	160	170	180	190	200	210	220
Inventories	0	0	0	11	100	200	300	400	500	600	700	800	900	1,000	1,100
Infrastructure, Property, Plant and Equipment	108,371	111,486	68,999	71,157	73,300	75,300	77,600	79,600	80,100	84,400	87,500	90,600	93,400	91,800	90,200
Investment Property	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Assets</b>	<b>109,834</b>	<b>112,890</b>	<b>70,393</b>	<b>72,228</b>	<b>74,472</b>	<b>76,582</b>	<b>78,992</b>	<b>81,102</b>	<b>81,712</b>	<b>86,122</b>	<b>89,332</b>	<b>92,542</b>	<b>95,452</b>	<b>93,962</b>	<b>92,472</b>
<b>TOTAL ASSETS</b>	<b>121,220</b>	<b>124,647</b>	<b>81,670</b>	<b>84,014</b>	<b>86,612</b>	<b>88,292</b>	<b>91,452</b>	<b>93,222</b>	<b>94,042</b>	<b>96,312</b>	<b>100,052</b>	<b>101,802</b>	<b>103,602</b>	<b>102,652</b>	<b>101,242</b>
<b>LIABILITIES</b>															
<b>Current Liabilities</b>															
Payables	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
Provisions	146	124	143	133	140	150	160	170	180	190	200	210	220	230	240
<b>Total Current Liabilities</b>	<b>146</b>	<b>124</b>	<b>143</b>	<b>133</b>	<b>140</b>	<b>150</b>	<b>160</b>	<b>170</b>	<b>180</b>	<b>190</b>	<b>200</b>	<b>210</b>	<b>220</b>	<b>230</b>	<b>240</b>
<b>Non Current Liabilities</b>															
Payables	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
Provisions	0	0	16	14	20	30	40	50	60	70	80	90	100	110	120
<b>Total Non-Current Liabilities</b>	<b>0</b>	<b>0</b>	<b>16</b>	<b>14</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>146</b>	<b>124</b>	<b>159</b>	<b>147</b>	<b>160</b>	<b>180</b>	<b>200</b>	<b>220</b>	<b>240</b>	<b>260</b>	<b>280</b>	<b>300</b>	<b>320</b>	<b>340</b>	<b>360</b>
<b>Net Assets</b>	<b>121,074</b>	<b>124,523</b>	<b>81,511</b>	<b>83,867</b>	<b>86,452</b>	<b>88,112</b>	<b>91,252</b>	<b>93,002</b>	<b>93,802</b>	<b>96,052</b>	<b>99,772</b>	<b>101,502</b>	<b>103,282</b>	<b>102,312</b>	<b>100,882</b>
<b>EQUITY</b>															
Retained Earnings	37,328	37,912	39,088	40,469	42,152	43,112	45,052	45,602	45,202	46,152	48,572	49,002	49,382	47,012	44,182
Revaluation Reserves	83,746	86,611	42,423	43,398	44,300	45,000	46,200	47,400	48,600	49,900	51,200	52,500	53,900	55,300	56,700
<b>Council Equity Interest</b>	<b>121,074</b>	<b>124,523</b>	<b>81,511</b>	<b>83,867</b>	<b>86,452</b>	<b>88,112</b>	<b>91,252</b>	<b>93,002</b>	<b>93,802</b>	<b>96,052</b>	<b>99,772</b>	<b>101,502</b>	<b>103,282</b>	<b>102,312</b>	<b>100,882</b>

WASTEWATER BALANCE SHEET (\$'000)															
ITEM	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>ASSETS</b>															
<b>Current Assets</b>															
Cash and Investments	29,502	18,057	12,826	13,588	10,770	8,800	8,330	12,270	13,970	13,630	14,640	19,030	19,500	24,540	30,110
Receivables	1,780	1,335	1,243	1,305	1,340	1,370	1,410	1,450	1,490	1,530	1,570	1,610	1,660	1,710	1,760
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	422	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Current Assets</b>	<b>31,282</b>	<b>19,392</b>	<b>14,491</b>	<b>14,893</b>	<b>12,110</b>	<b>10,170</b>	<b>9,740</b>	<b>13,720</b>	<b>15,460</b>	<b>15,160</b>	<b>16,210</b>	<b>20,640</b>	<b>21,160</b>	<b>26,250</b>	<b>31,870</b>
<b>Non Current Assets</b>															
Investments	329	519	1,749	1,344	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400
Receivables	319	190	230	139	150	160	170	180	190	200	210	220	230	240	250
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant and Equipment	253,533	264,586	196,722	198,622	201,700	203,700	206,900	208,000	206,700	207,700	208,000	204,800	205,800	202,600	199,200
Investment Property	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Assets</b>	<b>254,181</b>	<b>265,295</b>	<b>198,701</b>	<b>200,105</b>	<b>203,250</b>	<b>205,260</b>	<b>208,470</b>	<b>209,580</b>	<b>208,290</b>	<b>209,300</b>	<b>209,610</b>	<b>206,420</b>	<b>207,430</b>	<b>204,240</b>	<b>200,850</b>
<b>TOTAL ASSETS</b>	<b>285,463</b>	<b>284,687</b>	<b>213,192</b>	<b>214,998</b>	<b>215,360</b>	<b>215,430</b>	<b>218,210</b>	<b>223,300</b>	<b>223,750</b>	<b>224,460</b>	<b>225,820</b>	<b>227,060</b>	<b>228,590</b>	<b>230,490</b>	<b>232,720</b>
<b>LIABILITIES</b>															
<b>Current Liabilities</b>															
Payables	4,379	83	162	125	130	140	150	160	170	180	190	200	210	220	230
Borrowings	2,385	2,495	2,793	2,958	3,096	3,134	3,280	2,454	2,654	2,844	3,037	3,235	3,430	3,627	3,824
Provisions	461	452	437	482	500	510	530	550	570	590	610	630	650	670	690
<b>Total Current Liabilities</b>	<b>7,225</b>	<b>3,030</b>	<b>3,392</b>	<b>3,565</b>	<b>3,726</b>	<b>3,784</b>	<b>3,960</b>	<b>3,164</b>	<b>3,394</b>	<b>3,614</b>	<b>3,837</b>	<b>4,065</b>	<b>4,290</b>	<b>4,517</b>	<b>4,744</b>
<b>Non Current Liabilities</b>															
Payables	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	65,130	63,719	61,582	58,925	55,829	52,695	49,415	46,962	44,308	41,463	38,426	35,191	31,761	28,134	24,310
Provisions	0	0	43	45	100	200	300	400	500	600	700	800	900	1,000	1,100
<b>Total Non-Current Liabilities</b>	<b>65,130</b>	<b>63,719</b>	<b>61,625</b>	<b>58,970</b>	<b>55,929</b>	<b>52,895</b>	<b>49,715</b>	<b>47,362</b>	<b>44,808</b>	<b>42,063</b>	<b>39,126</b>	<b>35,991</b>	<b>32,661</b>	<b>29,134</b>	<b>25,410</b>
<b>TOTAL LIABILITIES</b>	<b>72,355</b>	<b>66,749</b>	<b>65,017</b>	<b>62,535</b>	<b>59,655</b>	<b>56,679</b>	<b>53,675</b>	<b>50,525</b>	<b>48,202</b>	<b>45,678</b>	<b>42,963</b>	<b>40,056</b>	<b>36,951</b>	<b>33,651</b>	<b>30,154</b>
<b>Net Assets</b>	<b>213,108</b>	<b>217,938</b>	<b>148,175</b>	<b>152,463</b>	<b>155,705</b>	<b>158,751</b>	<b>164,535</b>	<b>172,775</b>	<b>175,548</b>	<b>178,783</b>	<b>182,857</b>	<b>187,004</b>	<b>191,639</b>	<b>196,839</b>	<b>202,566</b>
<b>EQUITY</b>															
Retained Earnings	108,417	107,971	96,711	98,161	100,305	102,451	106,735	113,475	114,748	116,383	118,857	121,404	124,339	127,839	131,766
Revaluation Reserves	104,691	109,967	51,464	54,302	55,400	56,300	57,800	59,300	60,800	62,400	64,000	65,600	67,300	69,000	70,800
<b>Council Equity Interest</b>	<b>213,108</b>	<b>217,938</b>	<b>148,175</b>	<b>152,463</b>	<b>155,705</b>	<b>158,751</b>	<b>164,535</b>	<b>172,775</b>	<b>175,548</b>	<b>178,783</b>	<b>182,857</b>	<b>187,004</b>	<b>191,639</b>	<b>196,839</b>	<b>202,566</b>

CONSOLIDATED BALANCE SHEET (\$'000)															
ITEM	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>ASSETS</b>															
<b>Current Assets</b>															
Cash and Investments	79,260	59,661	60,899	59,905	39,990	42,940	51,550	43,280	43,320	39,570	43,840	47,890	44,770	55,170	66,140
Receivables	8,717	8,699	7,084	10,289	10,510	10,690	10,970	11,260	11,550	11,850	12,150	12,470	12,800	13,140	13,480
Inventories	1,010	996	1,407	808	830	850	880	910	940	970	1,000	1,030	1,060	1,090	1,120
Other	704	57	188	299	320	340	360	380	400	420	440	460	480	500	520
<b>Total Current Assets</b>	<b>89,691</b>	<b>69,413</b>	<b>69,578</b>	<b>71,301</b>	<b>51,650</b>	<b>54,820</b>	<b>63,760</b>	<b>55,830</b>	<b>56,210</b>	<b>52,810</b>	<b>57,430</b>	<b>61,850</b>	<b>59,110</b>	<b>69,900</b>	<b>81,260</b>
<b>Non Current Assets</b>															
Investments	10,886	11,036	8,140	6,107	9,752	5,852	5,852	5,852	5,852	5,852	5,852	5,852	5,852	5,852	5,852
Receivables	641	510	495	361	390	420	450	480	510	540	570	600	630	660	690
Inventories	2,816	3,051	2,459	3,026	3,180	3,330	3,510	3,700	3,890	4,080	4,270	4,460	4,660	4,860	5,060
Infrastructure, Property, Plant and Equipment	1,094,337	1,125,496	1,075,225	1,090,742	1,124,860	1,154,900	1,166,890	1,189,660	1,211,620	1,229,110	1,231,490	1,234,190	1,244,610	1,239,260	1,233,750
Investment Property	18,350	18,404	21,282	21,977	22,420	22,760	23,330	23,920	24,520	25,140	25,770	26,420	27,090	27,770	28,470
<b>Total Non-Current Assets</b>	<b>1,127,030</b>	<b>1,158,497</b>	<b>1,107,601</b>	<b>1,122,213</b>	<b>1,160,602</b>	<b>1,187,262</b>	<b>1,200,032</b>	<b>1,223,612</b>	<b>1,246,392</b>	<b>1,264,722</b>	<b>1,267,952</b>	<b>1,271,522</b>	<b>1,282,842</b>	<b>1,278,402</b>	<b>1,273,822</b>
<b>TOTAL ASSETS</b>	<b>1,216,721</b>	<b>1,227,910</b>	<b>1,177,179</b>	<b>1,193,514</b>	<b>1,212,252</b>	<b>1,242,082</b>	<b>1,263,792</b>	<b>1,279,442</b>	<b>1,302,602</b>	<b>1,317,532</b>	<b>1,325,382</b>	<b>1,333,372</b>	<b>1,341,952</b>	<b>1,348,302</b>	<b>1,355,082</b>
<b>LIABILITIES</b>															
<b>Current Liabilities</b>															
Payables	9,341	7,590	6,411	7,103	7,250	7,370	7,570	7,770	7,980	8,190	8,410	8,630	8,860	9,090	9,330
Borrowings	7,950	8,051	6,586	6,654	6,408	6,382	6,599	5,497	6,197	5,929	5,387	5,315	4,883	5,077	3,824
Provisions	7,893	7,161	7,046	7,551	7,740	7,960	8,190	8,420	8,650	8,880	9,210	9,540	9,870	10,200	10,530
<b>Total Current Liabilities</b>	<b>25,184</b>	<b>22,802</b>	<b>20,043</b>	<b>21,308</b>	<b>21,398</b>	<b>21,712</b>	<b>22,359</b>	<b>21,687</b>	<b>22,827</b>	<b>22,999</b>	<b>23,007</b>	<b>23,485</b>	<b>23,613</b>	<b>24,367</b>	<b>23,684</b>
<b>Non Current Liabilities</b>															
Payables	540	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	87,186	83,902	80,982	75,244	75,788	77,734	73,635	68,138	70,281	64,352	58,965	53,650	48,767	43,690	39,866
Provisions	3,938	4,568	4,619	4,525	4,820	5,230	5,640	6,050	6,460	6,870	7,280	7,690	8,200	8,710	9,220
<b>Total Non-Current Liabilities</b>	<b>91,664</b>	<b>88,470</b>	<b>85,601</b>	<b>79,769</b>	<b>80,608</b>	<b>82,964</b>	<b>79,275</b>	<b>74,188</b>	<b>76,741</b>	<b>71,222</b>	<b>66,245</b>	<b>61,340</b>	<b>56,967</b>	<b>52,400</b>	<b>49,086</b>
<b>TOTAL LIABILITIES</b>	<b>116,848</b>	<b>111,272</b>	<b>105,644</b>	<b>101,077</b>	<b>102,006</b>	<b>104,676</b>	<b>101,634</b>	<b>95,875</b>	<b>99,568</b>	<b>94,221</b>	<b>89,252</b>	<b>84,825</b>	<b>80,580</b>	<b>76,767</b>	<b>72,770</b>
<b>Net Assets</b>	<b>1,099,873</b>	<b>1,116,638</b>	<b>1,071,535</b>	<b>1,092,437</b>	<b>1,110,246</b>	<b>1,137,406</b>	<b>1,162,158</b>	<b>1,183,568</b>	<b>1,203,034</b>	<b>1,223,311</b>	<b>1,236,130</b>	<b>1,248,547</b>	<b>1,261,372</b>	<b>1,271,535</b>	<b>1,282,312</b>
<b>EQUITY</b>															
Retained Earnings	633,377	634,748	634,402	646,084	654,846	675,006	687,958	697,368	704,634	712,211	712,130	711,347	710,572	706,835	703,312
Revaluation Reserves	466,496	481,890	437,133	446,353	455,400	462,400	474,200	486,200	498,400	511,100	524,000	537,200	550,800	564,700	579,000
<b>Council Equity Interest</b>	<b>1,099,873</b>	<b>1,116,638</b>	<b>1,071,535</b>	<b>1,092,437</b>	<b>1,110,246</b>	<b>1,137,406</b>	<b>1,162,158</b>	<b>1,183,568</b>	<b>1,203,034</b>	<b>1,223,311</b>	<b>1,236,130</b>	<b>1,248,547</b>	<b>1,261,372</b>	<b>1,271,535</b>	<b>1,282,312</b>