

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

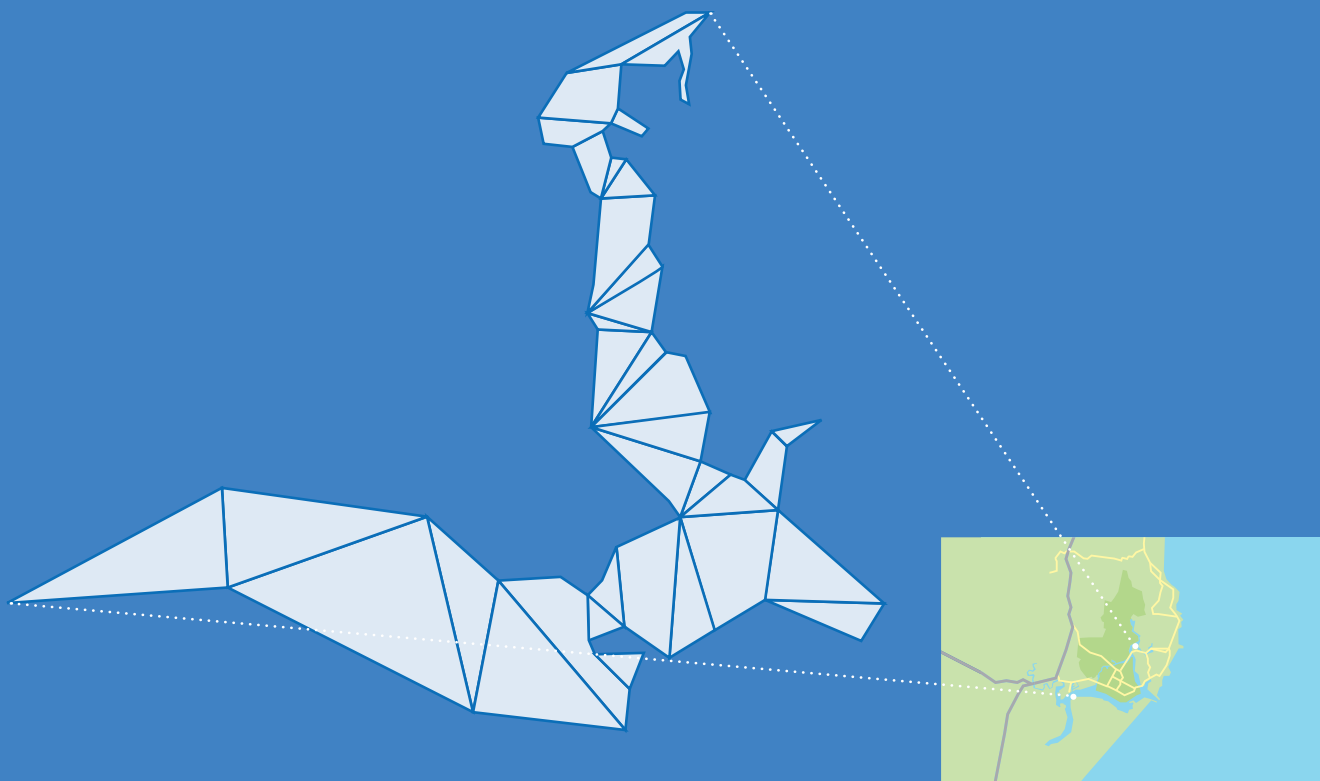
2019/20 - 2028/29

ON EXHIBITION UNTIL FRIDAY 7 JUNE 2019



**ballina**  
shire council

# our community our future



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

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**Part A**

# **Introduction**

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## **OVERVIEW**

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

<b>Section</b>	<b>Description</b>
A. Overview	This section provides a 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 three divisions 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	Summary of the movement in Section 7.11 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.



## OVERVIEW

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

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

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

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

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

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

The estimates for 2019/20 represent the budgets for that year whereas the estimates from 2020/21 onwards provide a guide as to where the organisation is heading. Actual figures are included for previous years.

CONSOLIDATED OPERATIONS - INCOME STATEMENT (2017/18 to 2028/29)													
ACTUAL 2017/18	ITEM	ESTIMATED											
		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	<b>OPERATING RESULTS</b>												
	<b>Operating Activities</b>												
47,334,100	Rates and Annual Charges	49,760,300	52,044,500	5	53,548,100	55,096,900	56,689,000	58,264,000	59,881,100	61,542,200	63,250,900	65,006,500	67,541,700
19,876,200	User Charges and Fees	20,650,100	21,632,700	5	22,382,800	23,049,100	23,736,800	24,444,800	25,173,400	25,924,200	26,697,900	27,399,600	28,118,600
2,163,100	Interest and Investment Revenues	1,971,600	1,808,400	(8)	1,494,900	1,500,300	1,422,300	1,354,600	1,499,100	1,714,700	1,887,800	2,176,900	2,508,100
6,633,500	Other Revenues	5,484,800	6,551,000	19	6,097,900	6,933,800	6,520,900	7,291,500	6,780,900	7,668,600	7,150,300	8,185,100	8,271,300
9,409,100	Grants and Contributions for Operating Purposes	9,457,200	8,191,500	(13)	8,118,300	8,237,600	8,362,000	8,521,300	8,693,500	8,872,500	9,055,000	9,241,900	9,340,400
42,642,800	Grants and Contributions for Capital Purposes	23,561,700	17,222,500	(27)	19,214,400	24,543,300	17,254,200	11,280,900	11,508,600	11,739,100	11,973,400	12,212,800	12,455,100
	<b>Other Income:</b>												
18,300	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>128,077,100</b>	<b>Total Income from Continuing Operations</b>	<b>110,885,700</b>	<b>107,450,600</b>	<b>(3)</b>	<b>110,856,400</b>	<b>119,361,000</b>	<b>113,985,200</b>	<b>111,157,100</b>	<b>113,536,600</b>	<b>117,461,300</b>	<b>120,015,300</b>	<b>124,222,800</b>	<b>128,235,200</b>
	<b>Operating Expenses</b>												
23,001,000	Employee Benefits and On-costs	23,715,000	24,452,000	3	25,211,000	25,994,000	26,801,000	27,633,000	28,491,000	29,376,000	30,288,000	31,229,000	32,199,000
5,563,300	Borrowing Costs	4,878,500	3,820,400	(22)	4,624,100	4,322,200	4,168,000	4,412,000	4,068,600	3,751,300	3,450,200	3,171,200	2,923,300
23,837,400	Materials and Contracts	27,853,600	27,947,600	0	26,706,600	27,448,600	28,146,200	28,267,900	28,521,600	28,966,600	29,324,300	30,149,300	30,294,200
19,417,200	Depreciation and Amortisation	19,073,900	20,246,000	6	20,723,000	21,140,200	21,565,400	21,999,100	22,440,800	22,891,700	23,351,800	23,821,100	24,299,400
11,016,600	Other Expenses	10,968,400	11,833,600	8	11,642,800	12,460,500	12,190,300	13,390,500	13,350,500	14,205,200	13,871,100	14,935,100	16,375,400
503,600	Net Loss from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>83,339,100</b>	<b>Total Expenses from Continuing Operations</b>	<b>86,489,400</b>	<b>88,299,600</b>	<b>2</b>	<b>88,907,500</b>	<b>91,365,500</b>	<b>92,870,900</b>	<b>95,702,500</b>	<b>96,872,500</b>	<b>99,190,800</b>	<b>100,285,400</b>	<b>103,305,700</b>	<b>106,091,300</b>
<b>44,738,000</b>	<b>Net Operating Result for the Year</b>	<b>24,396,300</b>	<b>19,151,000</b>	<b>(22)</b>	<b>21,948,900</b>	<b>27,995,500</b>	<b>21,114,300</b>	<b>15,454,600</b>	<b>16,664,100</b>	<b>18,270,500</b>	<b>19,729,900</b>	<b>20,917,100</b>	<b>22,143,900</b>
<b>2,095,200</b>	<b>Net Operating Result Before Capital Income</b>	<b>834,600</b>	<b>1,928,500</b>	<b>131</b>	<b>2,734,500</b>	<b>3,452,200</b>	<b>3,860,100</b>	<b>4,173,700</b>	<b>5,155,500</b>	<b>6,531,400</b>	<b>7,756,500</b>	<b>8,704,300</b>	<b>9,688,800</b>

**GENERAL FUND - INCOME STATEMENT (2017/18 to 2028/29)**

ACTUAL 2017/18	ITEM	ESTIMATED											
		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	<b>OPERATING RESULTS</b>												
	<b>Operating Activities</b>												
27,707,100	Rates and Annual Charges	29,389,300	31,111,000	6	32,081,800	33,083,900	34,117,300	35,115,900	36,143,600	37,200,300	38,288,600	39,408,800	41,292,600
10,959,200	User Charges and Fees	11,858,200	12,604,000	6	13,052,700	13,408,400	13,773,200	14,148,200	14,532,700	14,928,100	15,334,200	15,751,200	16,179,200
1,474,100	Interest and Investment Revenues	1,310,000	1,245,000	(5)	969,300	1,050,600	1,097,900	1,156,200	1,327,600	1,550,000	1,611,500	1,773,000	1,973,500
5,401,600	Other Revenues	4,147,700	5,325,500	28	4,841,200	5,645,100	5,199,500	5,936,600	5,391,800	6,244,000	5,689,400	6,687,100	6,735,300
8,920,000	Grants and Contributions for Operating Purposes	8,858,000	7,717,800	(13)	7,731,800	7,848,100	7,969,500	8,127,100	8,297,600	8,474,800	8,655,600	8,840,700	9,030,200
31,476,000	Grants and Contributions for Capital Purposes	18,219,000	12,505,300	(31)	14,437,200	19,706,100	12,357,000	6,313,700	6,471,400	6,631,900	6,796,200	6,965,600	7,137,900
	<b>Other Income:</b>												
0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>85,938,000</b>	<b>Total Income from Continuing Operations</b>	<b>73,782,200</b>	<b>70,508,600</b>	<b>(4)</b>	<b>73,114,000</b>	<b>80,742,200</b>	<b>74,514,400</b>	<b>70,797,700</b>	<b>72,164,700</b>	<b>75,029,100</b>	<b>76,375,500</b>	<b>79,426,400</b>	<b>82,348,700</b>
	<b>Operating Expenses</b>												
16,434,000	Employee Benefits and On-costs	16,945,000	17,472,000	3	18,015,000	18,575,000	19,152,000	19,746,000	20,359,000	20,992,000	21,644,000	22,316,000	23,010,000
1,315,000	Borrowing Costs	1,230,800	386,500	(69)	1,424,700	1,326,200	1,366,800	1,805,700	1,663,500	1,546,600	1,444,800	1,365,200	1,286,300
18,122,800	Materials and Contracts	21,539,900	21,304,200	(1)	19,968,000	20,564,600	21,144,900	21,134,000	21,252,900	21,629,900	21,835,200	22,546,600	22,555,300
14,261,200	Depreciation and Amortisation	13,814,900	14,846,000	7	15,215,000	15,521,600	15,834,500	16,153,300	16,478,500	16,810,200	17,148,500	17,493,300	17,845,400
4,256,700	Other Expenses	4,190,700	4,758,200	14	4,492,400	5,019,600	4,478,500	5,291,800	5,033,300	5,567,700	4,996,800	5,858,200	7,070,400
491,900	Net Loss from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>54,881,600</b>	<b>Total Expenses from Continuing Operations</b>	<b>57,721,300</b>	<b>58,766,900</b>	<b>2</b>	<b>59,115,100</b>	<b>61,007,000</b>	<b>61,976,700</b>	<b>64,130,800</b>	<b>64,787,200</b>	<b>66,546,400</b>	<b>67,069,300</b>	<b>69,579,300</b>	<b>71,767,400</b>
<b>31,056,400</b>	<b>Net Operating Result for the Year</b>	<b>16,060,900</b>	<b>11,741,700</b>	<b>(27)</b>	<b>13,998,900</b>	<b>19,735,200</b>	<b>12,537,700</b>	<b>6,666,900</b>	<b>7,377,500</b>	<b>8,482,700</b>	<b>9,306,200</b>	<b>9,847,100</b>	<b>10,581,300</b>
<b>(419,600)</b>	<b>Net Operating Result Before Capital Income</b>	<b>(2,158,100)</b>	<b>(763,600)</b>	<b>(65)</b>	<b>(438,300)</b>	<b>29,100</b>	<b>180,700</b>	<b>353,200</b>	<b>906,100</b>	<b>1,850,800</b>	<b>2,510,000</b>	<b>2,881,500</b>	<b>3,443,400</b>

WATER OPERATIONS - INCOME STATEMENT (2017/18 to 2028/29)													
ACTUAL 2017/18	ITEM	ESTIMATED											
		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	<b>OPERATING RESULTS</b>												
	<b>Operating Activities</b>												
3,489,900	Annual Charges	3,609,000	3,712,500	3	3,810,300	3,911,000	4,013,700	4,120,100	4,228,500	4,339,900	4,454,300	4,571,700	4,691,100
7,538,600	User Charges and Fees	7,350,500	7,549,100	3	7,813,700	8,086,300	8,369,900	8,662,500	8,965,100	9,278,800	9,603,500	9,844,200	10,089,900
435,900	Interest and Investment Revenues	468,300	382,600	(18)	365,300	285,300	212,700	133,600	107,300	89,800	130,800	175,300	218,600
785,600	Other Revenues	824,400	850,200	3	871,800	893,900	916,500	939,700	963,400	987,800	1,012,800	1,038,300	1,064,500
333,000	Grants and Contributions for Operating Purposes	454,700	238,200	(48)	239,200	240,400	241,600	242,400	243,200	244,100	244,900	245,700	153,800
2,942,300	Grants and Contributions for Capital Purposes	2,467,200	2,467,200	0	2,487,200	2,507,200	2,527,200	2,547,200	2,567,200	2,587,200	2,607,200	2,627,200	2,647,200
	<b>Other Income:</b>												
18,300	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>15,543,600</b>	<b>Total Income from Continuing Operations</b>	<b>15,174,100</b>	<b>15,199,800</b>	<b>0</b>	<b>15,587,500</b>	<b>15,924,100</b>	<b>16,281,600</b>	<b>16,645,500</b>	<b>17,074,700</b>	<b>17,527,600</b>	<b>18,053,500</b>	<b>18,502,400</b>	<b>18,865,100</b>
	<b>Operating Expenses</b>												
1,980,000	Employee Benefits and On-costs	2,041,000	2,104,000	3	2,169,000	2,236,000	2,305,000	2,377,000	2,451,000	2,527,000	2,605,000	2,686,000	2,769,000
0	Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
1,346,400	Materials and Contracts	1,413,200	1,729,900	22	1,763,400	1,797,400	1,832,200	1,866,400	1,901,200	1,936,300	1,972,500	2,008,500	2,045,600
1,482,100	Depreciation and Amortisation	1,408,000	1,500,000	7	1,530,000	1,560,600	1,591,900	1,623,800	1,656,300	1,689,500	1,723,300	1,757,800	1,793,000
6,300,800	Other Expenses	6,380,600	6,615,900	4	6,719,900	6,999,100	7,258,600	7,588,800	7,840,200	8,148,300	8,372,600	8,562,200	8,777,000
11,700	Net Loss from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>11,121,000</b>	<b>Total Expenses from Continuing Operations</b>	<b>11,242,800</b>	<b>11,949,800</b>	<b>6</b>	<b>12,182,300</b>	<b>12,593,100</b>	<b>12,987,700</b>	<b>13,456,000</b>	<b>13,848,700</b>	<b>14,301,100</b>	<b>14,673,400</b>	<b>15,014,500</b>	<b>15,384,600</b>
<b>4,422,600</b>	<b>Net Operating Result for the Year</b>	<b>3,931,300</b>	<b>3,250,000</b>	<b>(17)</b>	<b>3,405,200</b>	<b>3,331,000</b>	<b>3,293,900</b>	<b>3,189,500</b>	<b>3,226,000</b>	<b>3,226,500</b>	<b>3,380,100</b>	<b>3,487,900</b>	<b>3,480,500</b>
<b>1,480,300</b>	<b>Net Operating Result Before Capital Income</b>	<b>1,464,100</b>	<b>782,800</b>	<b>(47)</b>	<b>918,000</b>	<b>823,800</b>	<b>766,700</b>	<b>642,300</b>	<b>658,800</b>	<b>639,300</b>	<b>772,900</b>	<b>860,700</b>	<b>833,300</b>

WASTEWATER OPERATIONS - INCOME STATEMENT (2017/18 to 2028/29)													
ACTUAL 2017/18	ITEM	ESTIMATED											
		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	<b>OPERATING RESULTS</b>												
	<b>Operating Activities</b>												
16,137,100	Annual Charges	16,762,000	17,221,000	3	17,656,000	18,102,000	18,558,000	19,028,000	19,509,000	20,002,000	20,508,000	21,026,000	21,558,000
1,378,400	User Charges and Fees	1,441,400	1,479,600	3	1,516,400	1,554,400	1,593,700	1,634,100	1,675,600	1,717,300	1,760,200	1,804,200	1,849,500
253,100	Interest and Investment Revenues	193,300	180,800	(6)	160,300	164,400	111,700	64,800	64,200	74,900	145,500	228,600	316,000
446,300	Other Revenues	512,700	375,300	(27)	384,900	394,800	404,900	415,200	425,700	436,800	448,100	459,700	471,500
156,100	Grants and Contributions for Operating Purposes	144,500	235,500	63	147,300	149,100	150,900	151,800	152,700	153,600	154,500	155,500	156,400
8,224,500	Grants and Contributions for Capital Purposes	2,875,500	2,250,000	(22)	2,290,000	2,330,000	2,370,000	2,420,000	2,470,000	2,520,000	2,570,000	2,620,000	2,670,000
	<b>Other Income:</b>												
0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>26,595,500</b>	<b>Total Income from Continuing Operations</b>	<b>21,929,400</b>	<b>21,742,200</b>	<b>(1)</b>	<b>22,154,900</b>	<b>22,694,700</b>	<b>23,189,200</b>	<b>23,713,900</b>	<b>24,297,200</b>	<b>24,904,600</b>	<b>25,586,300</b>	<b>26,294,000</b>	<b>27,021,400</b>
	<b>Operating Expenses</b>												
4,587,000	Employee Benefits and On-costs	4,729,000	4,876,000	3	5,027,000	5,183,000	5,344,000	5,510,000	5,681,000	5,857,000	6,039,000	6,227,000	6,420,000
4,248,300	Borrowing Costs	3,647,700	3,433,900	(6)	3,199,400	2,996,000	2,801,200	2,606,300	2,405,100	2,204,700	2,005,400	1,806,000	1,637,000
4,368,200	Materials and Contracts	4,900,500	4,913,500	0	4,975,200	5,086,600	5,169,100	5,267,500	5,367,500	5,400,400	5,516,600	5,594,200	5,693,300
3,673,900	Depreciation and Amortisation	3,851,000	3,900,000	1	3,978,000	4,058,000	4,139,000	4,222,000	4,306,000	4,392,000	4,480,000	4,570,000	4,661,000
459,100	Other Expenses	397,100	459,500	16	430,500	441,800	453,200	509,900	477,000	489,200	501,700	514,700	528,000
0	Net Loss from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>17,336,500</b>	<b>Total Expenses from Continuing Operations</b>	<b>17,525,300</b>	<b>17,582,900</b>	<b>0</b>	<b>17,610,100</b>	<b>17,765,400</b>	<b>17,906,500</b>	<b>18,115,700</b>	<b>18,236,600</b>	<b>18,343,300</b>	<b>18,542,700</b>	<b>18,711,900</b>	<b>18,939,300</b>
<b>9,259,000</b>	<b>Net Operating Result for the Year</b>	<b>4,404,100</b>	<b>4,159,300</b>	<b>(6)</b>	<b>4,544,800</b>	<b>4,929,300</b>	<b>5,282,700</b>	<b>5,598,200</b>	<b>6,060,600</b>	<b>6,561,300</b>	<b>7,043,600</b>	<b>7,582,100</b>	<b>8,082,100</b>
<b>1,034,500</b>	<b>Net Operating Result Before Capital Income</b>	<b>1,528,600</b>	<b>1,909,300</b>	<b>25</b>	<b>2,254,800</b>	<b>2,599,300</b>	<b>2,912,700</b>	<b>3,178,200</b>	<b>3,590,600</b>	<b>4,041,300</b>	<b>4,473,600</b>	<b>4,962,100</b>	<b>5,412,100</b>

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

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

The opposite page provides the cash forecast for General Fund. The estimates for 2019/20 represent the budgets for that year whereas the estimates from 2020/21 onwards provide a guide as to where the organisation is heading. Explanations for each item are:

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

**Operating Expenses** Represents total operating expenses for General Fund, as per Part B of this document.

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

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

- *Capital Grants and Contributions*: This item represents the capital grants and capital contributions recognised in Part D of this document.
- *Section 7.11 Contributions Collected*: Represents Section 7.11 developer contributions collected. A full explanation of this item is detailed in Part D of this document.

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

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

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

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

**Net movement in other working capital items**

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

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

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

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

**Reserve Balances** This section shows the estimated closing balances for the equity items relating to cash.

This includes internal reserves, external reserves, section 7.11 contributions and working capital.

GENERAL FUND - LONG TERM FINANCIAL PLAN (2017/18 to 2028/29)													
ACTUAL 2017/18	ITEM	ESTIMATED											
		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	<b>OPERATING RESULTS</b>												
	<b>General Fund Activities</b>												
55,163,000	Operating Revenues	56,782,200	58,589,300	3	59,940,800	61,652,100	63,468,400	65,131,000	67,053,300	69,077,200	70,990,300	73,174,800	75,210,800
40,845,400	Less Operating Expenses	45,055,200	44,458,900	(1)	45,143,500	46,080,000	47,431,100	48,601,600	49,644,900	50,391,500	51,306,200	52,774,400	53,896,400
<b>14,317,600</b>	<b>Operating Result before Non-cash Items</b>	<b>11,727,000</b>	<b>14,130,400</b>	<b>20</b>	<b>14,797,300</b>	<b>15,572,100</b>	<b>16,037,300</b>	<b>16,529,400</b>	<b>17,408,400</b>	<b>18,685,700</b>	<b>19,684,100</b>	<b>20,400,400</b>	<b>21,314,400</b>
14,261,200	Less Depreciation	13,814,900	14,846,000	7	15,215,000	15,521,600	15,834,500	16,153,300	16,478,500	16,810,200	17,148,500	17,493,300	17,845,400
(308,600)	Less Land Stock Movement	0	0	0	0	0	0	0	0	0	0	0	0
150,700	Less Unwinding Interest Free Loans	70,200	48,000	(32)	20,600	21,400	22,100	22,900	23,800	24,700	25,600	25,600	25,600
633,900	Less Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>(419,600)</b>	<b>Net Operating Result</b>	<b>(2,158,100)</b>	<b>(763,600)</b>	<b>(65)</b>	<b>(438,300)</b>	<b>29,100</b>	<b>180,700</b>	<b>353,200</b>	<b>906,100</b>	<b>1,850,800</b>	<b>2,510,000</b>	<b>2,881,500</b>	<b>3,443,400</b>
	<b>Add Capital Grants and Contributions</b>												
6,091,300	Capital Grants and Contributions	12,214,800	7,074,600	(42)	8,871,300	14,001,300	6,510,600	322,000	328,700	335,400	342,200	349,300	356,500
5,279,800	Section 7.11 Contributions Collected	4,945,000	4,345,000	(12)	4,453,000	4,564,000	4,677,000	4,793,000	4,914,000	5,037,000	5,163,000	5,293,000	5,425,000
	<b>Add Non-operating Funds Employed</b>												
7,247,800	Loan Funds Used	6,260,100	14,833,100	137	10,695,400	15,693,900	0	0	0	0	0	0	0
3,860,200	Proceeds from Disposal of Assets	3,430,000	0	(100)	9,640,000	9,640,000	2,770,000	0	0	0	0	0	0
	<b>Subtract Funds Deployed for Non-operating Purposes</b>												
(32,149,800)	Capital Expenditure	(45,818,800)	(45,630,300)	(0)	(36,518,600)	(50,294,200)	(25,784,000)	(14,205,300)	(13,825,100)	(17,885,400)	(16,365,300)	(20,383,000)	(14,806,100)
(3,220,900)	Repayment of Principal on Loans	(3,236,600)	(3,337,600)	3	(10,481,400)	(8,936,700)	(3,609,400)	(2,897,700)	(2,646,700)	(2,043,800)	(2,063,900)	(2,142,800)	(2,107,800)
	<b>Net Movement in Other Working Capital Items</b>												
1,005,800	Net Incr / (Decr) in Leave and Working Capital	200,000	200,000	0	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>												
14,261,200	Depreciation	13,814,900	14,846,000	7	15,215,000	15,521,600	15,834,500	16,153,300	16,478,500	16,810,200	17,148,500	17,493,300	17,845,400
0	Investment Premiums	0	0	0	0	0	0	0	0	0	0	0	0
0	Fair Value Adjustments Rental Properties	0	0	0	0	0	0	0	0	0	0	0	0
(308,600)	Land Stock Movement	0	0	0	0	0	0	0	0	0	0	0	0
150,700	Unwinding Interest Free Loans	70,200	48,000	(32)	20,600	21,400	22,100	22,900	23,800	24,700	25,600	25,600	25,600
633,900	Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>2,431,800</b>	<b>Cash Reserves - Increase / (Decrease)</b>	<b>(10,278,500)</b>	<b>(8,384,800)</b>	<b>(18)</b>	<b>1,657,000</b>	<b>440,400</b>	<b>801,500</b>	<b>4,741,400</b>	<b>6,379,300</b>	<b>4,328,900</b>	<b>6,960,100</b>	<b>3,716,900</b>	<b>10,382,000</b>
	<b>Movement in Reserves - Increase / (Decrease)</b>												
(126,800)	Reserves - Internal - Increase / (Decrease)	(11,941,800)	(5,835,600)		(1,182,200)	3,866,000	3,585,700	501,100	1,940,900	(368,700)	4,510,600	(1,484,800)	4,637,300
2,926,700	Reserves - External - Increase / (Decrease)	1,781,600	(2,406,000)		3,191,200	(3,090,700)	(2,494,400)	4,497,000	4,691,600	4,892,100	2,586,000	5,225,500	5,504,200
(368,100)	Working Capital - Increase / (Decrease)	(118,300)	(143,200)		(352,000)	(334,900)	(289,800)	(256,700)	(253,200)	(194,500)	(136,500)	(23,800)	240,500
<b>2,431,800</b>	<b>Total Movement in Reserves</b>	<b>(10,278,500)</b>	<b>(8,384,800)</b>		<b>1,657,000</b>	<b>440,400</b>	<b>801,500</b>	<b>4,741,400</b>	<b>6,379,300</b>	<b>4,328,900</b>	<b>6,960,100</b>	<b>3,716,900</b>	<b>10,382,000</b>
	<b>Reserves - Balances as at 30 June</b>												
33,573,400	Internal Reserves	21,631,600	15,796,000		14,613,800	18,479,800	22,065,500	22,566,600	24,507,500	24,138,800	28,649,400	27,164,600	31,801,900
14,443,500	External Reserves	16,225,100	13,819,100		17,010,300	13,919,600	11,425,200	15,922,200	20,613,800	25,505,900	28,091,900	33,317,400	38,821,600
2,667,000	Working Capital	2,548,700	2,405,500		2,053,500	1,718,600	1,428,800	1,172,100	918,900	587,900	564,100	564,100	804,600
<b>50,683,900</b>	<b>Total</b>	<b>40,405,400</b>	<b>32,020,600</b>		<b>33,677,600</b>	<b>34,118,000</b>	<b>34,919,500</b>	<b>39,660,900</b>	<b>46,040,200</b>	<b>50,369,100</b>	<b>57,329,200</b>	<b>61,046,100</b>	<b>71,428,100</b>



## WATER OPERATIONS – CASH FORECAST AND LONG TERM FINANCIAL PLAN

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

Explanations for each item are:

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

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

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

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

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

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

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

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

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

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

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

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

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

WATER OPERATIONS - LONG TERM FINANCIAL PLAN (2017/18 to 2028/29)													
ACTUAL 2017/18	ITEM	ESTIMATED											
		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	<b>OPERATING RESULTS</b>												
12,601,300	Operating Revenues	12,706,900	12,732,600	0	13,100,300	13,416,900	13,754,400	14,098,300	14,507,500	14,940,400	15,446,300	15,875,200	16,217,900
9,627,200	Less Operating Expenses	9,834,800	10,449,800	6	10,652,300	11,032,500	11,395,800	11,832,200	12,192,400	12,611,600	12,950,100	13,256,700	13,591,600
<b>2,974,100</b>	<b>Operating Result before Non-cash Items</b>	<b>2,872,100</b>	<b>2,282,800</b>	<b>(21)</b>	<b>2,448,000</b>	<b>2,384,400</b>	<b>2,358,600</b>	<b>2,266,100</b>	<b>2,315,100</b>	<b>2,328,800</b>	<b>2,496,200</b>	<b>2,618,500</b>	<b>2,626,300</b>
1,482,100	Depreciation Expense	1,408,000	1,500,000	7	1,530,000	1,560,600	1,591,900	1,623,800	1,656,300	1,689,500	1,723,300	1,757,800	1,793,000
0	Less Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
11,700	Less Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>1,480,300</b>	<b>Net Operating Result</b>	<b>1,464,100</b>	<b>782,800</b>	<b>(47)</b>	<b>918,000</b>	<b>823,800</b>	<b>766,700</b>	<b>642,300</b>	<b>658,800</b>	<b>639,300</b>	<b>772,900</b>	<b>860,700</b>	<b>833,300</b>
	<b>Add Capital Grants and Contributions</b>												
0	Capital Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
1,075,100	Section 64 Contributions Collected	600,000	600,000	0	620,000	640,000	660,000	680,000	700,000	720,000	740,000	760,000	780,000
	<b>Add Non-operating Funds Employed</b>												
0	Transfer from Section 64 Recoupments	0	0	0	0	0	0	0	0	0	0	0	0
	<b>Subtract Funds Deployed for Non-operating Purposes</b>												
(2,001,200)	Capital Expenditure	(3,528,100)	(3,674,000)	4	(6,747,000)	(6,359,000)	(6,655,800)	(4,156,600)	(3,820,000)	(1,163,800)	(1,193,000)	(1,385,300)	(1,225,000)
0	Contributions - Section 64 Recoupments BBRC	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>												
(295,800)	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>												
1,482,100	Depreciation	1,408,000	1,500,000	7	1,530,000	1,560,600	1,591,900	1,623,800	1,656,300	1,689,500	1,723,300	1,757,800	1,793,000
0	Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
11,700	Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>1,752,200</b>	<b>Reserves Movement - Increase / (Decrease)</b>	<b>(56,000)</b>	<b>(791,200)</b>	<b>1,313</b>	<b>(3,679,000)</b>	<b>(3,334,600)</b>	<b>(3,637,200)</b>	<b>(1,210,500)</b>	<b>(804,900)</b>	<b>1,885,000</b>	<b>2,043,200</b>	<b>1,993,200</b>	<b>2,181,300</b>
	<b>Movement in Reserves - Increase / (Decrease)</b>												
586,200	Water Reserves	(152,400)	(1,434,000)		(2,648,700)	(492,900)	(37,200)	(901,200)	885,600	1,164,300	1,286,800	1,200,300	1,351,200
1,166,000	Developer Contributions - Section 64	96,400	642,800		(1,030,300)	(2,841,700)	(3,600,000)	(309,300)	(1,690,500)	720,700	756,400	792,900	830,100
<b>1,752,200</b>	<b>Total Movement in Reserves (incl Sec 64)</b>	<b>(56,000)</b>	<b>(791,200)</b>		<b>(3,679,000)</b>	<b>(3,334,600)</b>	<b>(3,637,200)</b>	<b>(1,210,500)</b>	<b>(804,900)</b>	<b>1,885,000</b>	<b>2,043,200</b>	<b>1,993,200</b>	<b>2,181,300</b>
	<b>Reserves - Balances as at 30 June</b>												
8,877,400	Water Reserves	8,725,000	7,291,000		4,642,300	4,149,400	4,112,200	3,211,000	4,096,600	5,260,900	6,547,700	7,748,000	9,099,200
8,766,400	Developer Contributions - Section 64	8,862,800	9,505,600		8,475,300	5,633,600	2,033,600	1,724,300	33,800	754,500	1,510,900	2,303,800	3,133,900
<b>17,643,800</b>	<b>Total Reserves</b>	<b>17,587,800</b>	<b>16,796,600</b>		<b>13,117,600</b>	<b>9,783,000</b>	<b>6,145,800</b>	<b>4,935,300</b>	<b>4,130,400</b>	<b>6,015,400</b>	<b>8,058,600</b>	<b>10,051,800</b>	<b>12,233,100</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 (2017/18 to 2028/29)**

ACTUAL 2017/18	ITEM	ESTIMATED											
		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	<b>OPERATING RESULTS</b>												
18,371,000	Operating Revenues	19,053,900	19,492,200	2	19,864,900	20,364,700	20,819,200	21,293,900	21,827,200	22,384,600	23,016,300	23,674,000	24,351,400
13,662,600	Less Operating Expenses	13,540,300	13,613,900	1	13,632,100	13,707,400	13,767,500	13,893,700	13,930,600	13,951,300	14,062,700	14,141,900	14,278,300
<b>4,708,400</b>	<b>Operating Result before Non-cash Items</b>	<b>5,513,600</b>	<b>5,878,300</b>	<b>7</b>	<b>6,232,800</b>	<b>6,657,300</b>	<b>7,051,700</b>	<b>7,400,200</b>	<b>7,896,600</b>	<b>8,433,300</b>	<b>8,953,600</b>	<b>9,532,100</b>	<b>10,073,100</b>
3,673,900	Depreciation Expense	3,851,000	3,900,000	1	3,978,000	4,058,000	4,139,000	4,222,000	4,306,000	4,392,000	4,480,000	4,570,000	4,661,000
0	Less Unwinding Interest Free Loans	134,000	69,000	(49)	0	0	0	0	0	0	0	0	0
0	Less Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>1,034,500</b>	<b>Net Operating Result</b>	<b>1,528,600</b>	<b>1,909,300</b>	<b>25</b>	<b>2,254,800</b>	<b>2,599,300</b>	<b>2,912,700</b>	<b>3,178,200</b>	<b>3,590,600</b>	<b>4,041,300</b>	<b>4,473,600</b>	<b>4,962,100</b>	<b>5,412,100</b>
	<b>Add Capital Grants and Contributions</b>												
40,000	Capital Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
2,370,600	Section 64 Contributions Collected	2,130,000	1,500,000	(30)	1,540,000	1,580,000	1,620,000	1,670,000	1,720,000	1,770,000	1,820,000	1,870,000	1,920,000
	<b>Add Non-operating Funds Employed</b>												
0	Loan Funds Used	0	0	0	0	0	0	0	0	0	0	0	0
	<b>Subtract Funds Deployed for Non-operating Purposes</b>												
(6,518,000)	Capital Expenditure	(5,858,200)	(5,512,500)	(6)	(4,902,500)	(9,081,900)	(6,372,700)	(1,914,400)	(5,814,700)	(1,628,600)	(1,128,300)	(1,271,700)	(1,287,900)
(3,095,600)	Repayment of Principal on Loans	(3,387,000)	(3,535,800)	4	(2,716,300)	(2,919,600)	(3,114,500)	(3,309,400)	(3,510,600)	(3,711,100)	(3,910,300)	(4,109,700)	(4,278,700)
	<b>Net Movement in Other Working Capital Items</b>												
164,900	Net Incr / (Decr) in Leave and Working Capital	0	0	0	0	0	0	0	0	0	0	0	0
	<b>Add Back Non-Cash Expense</b>												
3,673,900	Depreciation	3,851,000	3,900,000	1	3,978,000	4,058,000	4,139,000	4,222,000	4,306,000	4,392,000	4,480,000	4,570,000	4,661,000
0	Unwinding Interest Free Loans	134,000	69,000	(49)	0	0	0	0	0	0	0	0	0
0	Loss on Disposal of Infrastructure Assets and cont	0	0	0	0	0	0	0	0	0	0	0	0
<b>(2,329,700)</b>	<b>Wastewater Reserves - Increase / (Decrease)</b>	<b>(1,601,600)</b>	<b>(1,670,000)</b>	<b>4</b>	<b>154,000</b>	<b>(3,764,200)</b>	<b>(815,500)</b>	<b>3,846,400</b>	<b>291,300</b>	<b>4,863,600</b>	<b>5,735,000</b>	<b>6,020,700</b>	<b>6,426,500</b>
	<b>Movement in Reserves - Increase / (Decrease)</b>												
(1,777,400)	Wastewater Reserves	(2,478,200)	(96,400)		81,400	303,100	103,800	2,173,000	(1,018,300)	3,047,000	3,842,000	4,050,300	4,377,500
(552,300)	Developer Contributions - Section 64	876,600	(1,573,600)		72,600	(4,067,300)	(919,300)	1,673,400	1,309,600	1,816,600	1,893,000	1,970,400	2,049,000
<b>(2,329,700)</b>	<b>Total Movement in Reserves (incl Section 64)</b>	<b>(1,601,600)</b>	<b>(1,670,000)</b>		<b>154,000</b>	<b>(3,764,200)</b>	<b>(815,500)</b>	<b>3,846,400</b>	<b>291,300</b>	<b>4,863,600</b>	<b>5,735,000</b>	<b>6,020,700</b>	<b>6,426,500</b>
	<b>Reserves - Balances as at 30 June</b>												
2,886,600	Wastewater Reserves	408,400	312,000		393,400	696,500	800,300	2,973,300	1,955,000	5,002,000	8,844,000	12,894,300	17,271,800
5,842,900	Developer Contributions - Section 64	6,719,500	5,145,900		5,218,500	1,151,200	231,900	1,905,300	3,214,900	5,031,500	6,924,500	8,894,900	10,943,900
<b>8,729,500</b>	<b>Total</b>	<b>7,127,900</b>	<b>5,457,900</b>		<b>5,611,900</b>	<b>1,847,700</b>	<b>1,032,200</b>	<b>4,878,600</b>	<b>5,169,900</b>	<b>10,033,500</b>	<b>15,768,500</b>	<b>21,789,200</b>	<b>28,215,700</b>

CONSOLIDATED OPERATIONS - LONG TERM FINANCIAL PLAN (2017/18 to 2028/29)													
ACTUAL 2017/18	ITEM	ESTIMATED											
		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	<b>OPERATING RESULTS</b>												
	<b>Operating Activities</b>												
86,135,300	Operating Revenues	88,543,000	90,814,100	3	92,906,000	95,433,700	98,042,000	100,523,200	103,388,000	106,402,200	109,452,900	112,724,000	115,780,100
64,135,200	Less Operating Expenses	68,430,300	68,522,600	0	69,427,900	70,819,900	72,594,400	74,327,500	75,767,900	76,954,400	78,319,000	80,173,000	81,766,300
<b>22,000,100</b>	<b>Operating Result before Non-cash Items</b>	<b>20,112,700</b>	<b>22,291,500</b>	<b>11</b>	<b>23,478,100</b>	<b>24,613,800</b>	<b>25,447,600</b>	<b>26,195,700</b>	<b>27,620,100</b>	<b>29,447,800</b>	<b>31,133,900</b>	<b>32,551,000</b>	<b>34,013,800</b>
19,417,200	Less Depreciation	19,073,900	20,246,000	6	20,723,000	21,140,200	21,565,400	21,999,100	22,440,800	22,891,700	23,351,800	23,821,100	24,299,400
(308,600)	Less Land Stock Movement	0	0	0	0	0	0	0	0	0	0	0	0
150,700	Less Unwinding Interest Free Loans	204,200	117,000	(43)	20,600	21,400	22,100	22,900	23,800	24,700	25,600	25,600	25,600
645,600	Less Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>2,095,200</b>	<b>Net Operating Result</b>	<b>834,600</b>	<b>1,928,500</b>	<b>131</b>	<b>2,734,500</b>	<b>3,452,200</b>	<b>3,860,100</b>	<b>4,173,700</b>	<b>5,155,500</b>	<b>6,531,400</b>	<b>7,756,500</b>	<b>8,704,300</b>	<b>9,688,800</b>
	<b>Add Capital Grants and Contributions</b>												
6,131,300	Capital Grants and Contributions	12,214,800	7,074,600	(42)	8,871,300	14,001,300	6,510,600	322,000	328,700	335,400	342,200	349,300	356,500
8,725,500	Section 64 and 7.11 Contributions	7,675,000	6,445,000	(16)	6,613,000	6,784,000	6,957,000	7,143,000	7,334,000	7,527,000	7,723,000	7,923,000	8,125,000
	<b>Add Non-operating Funds Employed</b>												
7,247,800	Loan Funds Used	6,260,100	14,833,100	137	10,695,400	15,693,900	0	0	0	0	0	0	0
3,860,200	Proceeds from Disposal of Assets	3,430,000	0	(100)	9,640,000	9,640,000	2,770,000	0	0	0	0	0	0
	<b>Subtract Funds Deployed for Non-operating Purposes</b>												
(40,669,000)	Capital Expenditure	(55,205,100)	(54,816,800)	(1)	(48,168,100)	(65,735,100)	(38,812,500)	(20,276,300)	(23,459,800)	(20,677,800)	(18,686,600)	(23,040,000)	(17,319,000)
(6,316,500)	Repayment of Principal on Loans	(6,623,600)	(6,873,400)	4	(13,197,700)	(11,856,300)	(6,723,900)	(6,207,100)	(6,157,300)	(5,754,900)	(5,974,200)	(6,252,500)	(6,386,500)
	<b>Net Movement in Other Working Capital Items</b>												
874,900	Net Incr / (Decr) in Leave and Working Capital	200,000	200,000	0	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>												
19,417,200	Depreciation	19,073,900	20,246,000	6	20,723,000	21,140,200	21,565,400	21,999,100	22,440,800	22,891,700	23,351,800	23,821,100	24,299,400
0	Investment Premiums	0	0	0	0	0	0	0	0	0	0	0	0
0	Fair Value Adjustments Rental Properties	0	0	0	0	0	0	0	0	0	0	0	0
(308,600)	Land Stock Movement	0	0	0	0	0	0	0	0	0	0	0	0
150,700	Unwinding Interest Free Loans	204,200	117,000	(43)	20,600	21,400	22,100	22,900	23,800	24,700	25,600	25,600	25,600
645,600	Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>1,854,300</b>	<b>Cash Reserves - Increase / (Decrease)</b>	<b>(11,936,100)</b>	<b>(10,846,000)</b>	<b>(9)</b>	<b>(1,868,000)</b>	<b>(6,658,400)</b>	<b>(3,651,200)</b>	<b>7,377,300</b>	<b>5,865,700</b>	<b>11,077,500</b>	<b>14,738,300</b>	<b>11,730,800</b>	<b>18,989,800</b>
	<b>Movement in Reserves - Increase / (Decrease)</b>												
(126,800)	Reserves - Internal - Increase / (Decrease)	(11,941,800)	(5,835,600)		(1,182,200)	3,866,000	3,585,700	501,100	1,940,900	(368,700)	4,510,600	(1,484,800)	4,637,300
2,349,200	Reserves - External - Increase / (Decrease)	124,000	(4,867,200)		(333,800)	(10,189,500)	(6,947,100)	7,132,900	4,178,000	11,640,700	10,364,200	13,239,400	14,112,000
(368,100)	Working Capital	(118,300)	(143,200)		(352,000)	(334,900)	(289,800)	(256,700)	(253,200)	(194,500)	(136,500)	(23,800)	240,500
<b>1,854,300</b>	<b>Total Movement in Reserves</b>	<b>(11,936,100)</b>	<b>(10,846,000)</b>		<b>(1,868,000)</b>	<b>(6,658,400)</b>	<b>(3,651,200)</b>	<b>7,377,300</b>	<b>5,865,700</b>	<b>11,077,500</b>	<b>14,738,300</b>	<b>11,730,800</b>	<b>18,989,800</b>
	<b>Reserves - Balances as at 30 June</b>												
33,573,400	Internal Reserves	21,631,600	15,796,000		14,613,800	18,479,800	22,065,500	22,566,600	24,507,500	24,138,800	28,649,400	27,164,600	31,801,900
40,816,800	External Reserves	40,940,800	36,073,600		35,739,800	25,550,300	18,603,200	25,736,100	29,914,100	41,554,800	51,919,000	65,158,400	79,270,400
2,667,000	Working Capital	2,548,700	2,405,500		2,053,500	1,718,600	1,428,800	1,172,100	918,900	724,400	587,900	564,100	804,600
<b>77,057,200</b>	<b>Total</b>	<b>65,121,100</b>	<b>54,275,100</b>		<b>52,407,100</b>	<b>45,748,700</b>	<b>42,097,500</b>	<b>49,474,800</b>	<b>55,340,500</b>	<b>66,418,000</b>	<b>81,156,300</b>	<b>92,887,100</b>	<b>111,876,900</b>

**Part B**

# **Operating Budgets**

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## **INTRODUCTION**

This section of the document provides an analysis of the activities that Council undertakes on a regular basis. 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 (2015/16 to 2017/18)** These columns represent the actual results for previous years. There can be changes in reporting formats over time, however the information is provided as a **guide** to what has occurred in the past.

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

**Estimated 2018/19 and 2019/20** This is the estimate for the financial years.

**Percentage** This column provides figures expressed as a percentage, as to what the 2019/20 estimate varies to the 2018/19 estimate.

**2020/21 to 2028/29** 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.



## PLANNING AND ENVIRONMENTAL HEALTH DIVISION - SUMMARY

**Manager:** Matthew Wood - "Director – Planning and Environmental Health Division"

### **Background**

This section of the document provides details of the programs that form part of the Planning and Environmental Health Division. There are five distinct programs being Strategic Planning, Development Services, Building Services, Environmental and Public Health Services and Public Order.

### **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.

### **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.

### **Public Order**

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

**PLANNING AND ENVIRONMENTAL HEALTH DIVISION - SUMMARY**

ACTUAL			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
642,000	852,000	684,000	Development Services	672,000	630,000	(6)	646,300	663,100	680,300	698,000	716,100	734,700	753,800	773,400	793,500
1,387,400	1,428,900	1,418,400	Building Services	1,442,000	1,565,000	9	1,604,900	1,645,900	1,687,900	1,731,000	1,774,900	1,820,100	1,866,300	1,913,700	1,962,200
262,400	272,700	388,200	Environmental and Public Health	914,200	343,000	(62)	352,300	361,900	371,700	381,800	392,100	402,600	413,400	424,500	435,800
233,100	183,300	296,900	Public Order	277,000	263,000	(5)	270,000	277,200	284,600	292,100	299,800	307,700	315,700	324,000	332,600
379,100	325,800	407,800	Strategic Planning	381,300	281,000	(26)	275,600	320,600	273,600	235,100	298,100	364,200	432,000	502,600	577,300
<b>2,904,000</b>	<b>3,062,700</b>	<b>3,195,300</b>	<b>Total Operating Revenues</b>	<b>3,686,500</b>	<b>3,082,000</b>	<b>(16)</b>	<b>3,149,100</b>	<b>3,268,700</b>	<b>3,298,100</b>	<b>3,338,000</b>	<b>3,481,000</b>	<b>3,629,300</b>	<b>3,781,200</b>	<b>3,938,200</b>	<b>4,101,400</b>
			<b>OPERATING EXPENSES</b>												
1,303,300	1,889,600	2,351,000	Development Services	1,833,300	1,948,800	6	1,994,500	2,041,500	2,089,600	2,138,700	2,189,000	2,240,300	2,293,000	2,347,000	2,402,200
1,070,600	1,115,100	1,219,400	Building Services	1,252,900	1,282,800	2	1,312,700	1,343,300	1,374,600	1,406,500	1,439,100	1,472,600	1,506,800	1,541,900	1,577,700
956,700	1,110,300	1,187,400	Environmental and Public Health	2,430,100	1,583,800	(35)	1,621,700	1,660,800	1,700,900	1,741,900	1,783,700	1,826,500	1,870,500	1,915,600	1,961,600
556,900	579,300	576,400	Public Order	585,100	576,300	(2)	590,500	605,600	621,100	636,900	652,900	669,300	686,100	703,200	720,600
1,206,800	1,264,500	1,121,400	Strategic Planning	1,423,000	1,068,600	(25)	1,093,900	1,120,000	1,146,500	1,174,100	1,202,300	1,231,000	1,260,100	1,290,300	1,321,100
<b>5,094,300</b>	<b>5,958,800</b>	<b>6,455,600</b>	<b>Total Operating Expenses</b>	<b>7,524,400</b>	<b>6,460,300</b>	<b>(14)</b>	<b>6,613,300</b>	<b>6,771,200</b>	<b>6,932,700</b>	<b>7,098,100</b>	<b>7,267,000</b>	<b>7,439,700</b>	<b>7,616,500</b>	<b>7,798,000</b>	<b>7,983,200</b>
			<b>NET OPERATING RESULT</b>												
(661,300)	(1,037,600)	(1,667,000)	Development Services	(1,161,300)	(1,318,800)	14	(1,348,200)	(1,378,400)	(1,409,300)	(1,440,700)	(1,472,900)	(1,505,600)	(1,539,200)	(1,573,600)	(1,608,700)
316,800	313,800	199,000	Building Services	189,100	282,200	49	292,200	302,600	313,300	324,500	335,800	347,500	359,500	371,800	384,500
(694,300)	(837,600)	(799,200)	Environmental and Public Health	(1,515,900)	(1,240,800)	(18)	(1,269,400)	(1,298,900)	(1,329,200)	(1,360,100)	(1,391,600)	(1,423,900)	(1,457,100)	(1,491,100)	(1,525,800)
(323,800)	(396,000)	(279,500)	Public Order	(308,100)	(313,300)	2	(320,500)	(328,400)	(336,500)	(344,800)	(353,100)	(361,600)	(370,400)	(379,200)	(388,000)
(827,700)	(938,700)	(713,600)	Strategic Planning	(1,041,700)	(787,600)	(24)	(818,300)	(799,400)	(872,900)	(939,000)	(904,200)	(866,800)	(828,100)	(787,700)	(743,800)
<b>(2,190,300)</b>	<b>(2,896,100)</b>	<b>(3,260,300)</b>	<b>Total Operating Result - Surplus / (Deficit)</b>	<b>(3,837,900)</b>	<b>(3,378,300)</b>	<b>(12)</b>	<b>(3,464,200)</b>	<b>(3,502,500)</b>	<b>(3,634,600)</b>	<b>(3,760,100)</b>	<b>(3,786,000)</b>	<b>(3,810,400)</b>	<b>(3,835,300)</b>	<b>(3,859,800)</b>	<b>(3,881,800)</b>
4,500	5,300	5,500	Add Back Depreciation	5,500	6,000	9	6,200	6,400	6,600	6,800	7,000	7,200	7,400	7,600	7,800
<b>(2,185,800)</b>	<b>(2,890,800)</b>	<b>(3,254,800)</b>	<b>Total Cash Operating Result - Surplus / (Deficit)</b>	<b>(3,832,400)</b>	<b>(3,372,300)</b>	<b>(12)</b>	<b>(3,458,000)</b>	<b>(3,496,100)</b>	<b>(3,628,000)</b>	<b>(3,753,300)</b>	<b>(3,779,000)</b>	<b>(3,803,200)</b>	<b>(3,827,900)</b>	<b>(3,852,200)</b>	<b>(3,874,000)</b>
			<b>Capital Movements</b>												
6,900	7,300	7,800	Less Loan Principal Repayments	8,300	7,300	(12)	0	0	0	0	0	0	0	0	0
2,686,200	3,315,700	6,222,100	Less Transfer to Reserves	5,152,500	4,511,000	(12)	4,610,700	4,763,400	4,826,100	4,900,300	5,081,000	5,266,700	5,457,000	5,653,800	5,856,600
312,100	369,900	1,178,500	Add Transfer from Reserves	610,900	11,000	(98)	11,300	11,600	11,900	12,200	12,600	13,000	13,400	13,800	14,200
2,226,100	2,443,300	5,461,700	Add Capital Income Applied	5,040,000	4,345,000	(14)	4,453,000	4,564,000	4,677,000	4,793,000	4,914,000	5,037,000	5,163,000	5,293,000	5,425,000
5,100	0	857,700	Less Capital Expenditure	129,000	0	(100)	0	0	0	0	0	0	0	0	0
<b>(2,345,800)</b>	<b>(3,400,600)</b>	<b>(3,702,200)</b>	<b>Cash Result after Capital Movements</b>	<b>(3,471,300)</b>	<b>(3,534,600)</b>	<b>2</b>	<b>(3,604,400)</b>	<b>(3,683,900)</b>	<b>(3,765,200)</b>	<b>(3,848,400)</b>	<b>(3,933,400)</b>	<b>(4,019,900)</b>	<b>(4,108,500)</b>	<b>(4,199,200)</b>	<b>(4,291,400)</b>

## STRATEGIC PLANNING

**Manager:** Tara McGready - "Manager – Strategic Planning"

### **Background**

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

### **Budget Comments**

#### **Operating Revenues**

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

Income for strategic planning publications and services and planning proposals.

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

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

##### **Interest on Section 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 six full-time and three part time employees (total of 38 days), plus one motor vehicle.

##### **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			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
114,200	53,700	68,500	Planning Proposals and Other Fees	26,500	25,000	(6)	25,700	26,400	27,100	27,800	28,500	29,300	30,100	30,900	31,700
80,000	50,700	50,000	Grants and Contributions	62,000	0	(100)	0	0	0	0	0	0	0	0	0
20,400	39,400	68,000	Community Property	92,300	97,000	5	99,400	102,200	105,000	107,800	110,600	113,400	116,400	119,700	123,100
164,500	182,000	221,300	Interest on Section 7.11 Contributions	200,500	159,000	(21)	150,500	192,000	141,500	99,500	159,000	221,500	285,500	352,000	422,500
<b>379,100</b>	<b>325,800</b>	<b>407,800</b>	<b>Total Operating Revenues</b>	<b>381,300</b>	<b>281,000</b>	<b>(26)</b>	<b>275,600</b>	<b>320,600</b>	<b>273,600</b>	<b>235,100</b>	<b>298,100</b>	<b>364,200</b>	<b>432,000</b>	<b>502,600</b>	<b>577,300</b>
			<b>OPERATING EXPENSES</b>												
890,900	940,300	900,000	Employee Costs	921,100	798,600	(13)	817,200	836,200	855,600	875,500	895,800	916,600	937,800	959,500	981,700
36,600	34,300	32,200	Office Expenses	33,400	34,000	2	35,000	36,000	37,000	38,000	39,100	40,200	41,300	42,400	43,500
11,100	16,700	1,900	Section 7.11 Plan Reviews	20,000	20,000	0	20,500	21,100	21,700	22,300	22,900	23,500	24,100	24,800	25,500
70,500	1,800	10,700	Ballina Major Regional Centre	20,000	20,000	0	20,500	21,100	21,700	22,300	22,900	23,500	24,100	24,800	25,500
19,300	28,700	12,300	Plans of Management	60,000	30,000	(50)	30,800	31,600	32,400	33,300	34,200	35,100	36,000	36,900	37,900
8,300	18,700	11,100	Economic Development Programs	15,000	15,000	0	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700	19,200
7,400	8,800	6,200	Aboriginal Cultural Programs	15,000	15,000	0	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700	19,200
8,100	40,100	9,700	Heritage Programs	15,000	15,000	0	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700	19,200
2,900	0	5,300	Koala Management Actions	15,000	15,000	0	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700	19,200
0	25,300	1,000	Public Art Projects	10,000	11,000	10	11,300	11,600	11,900	12,200	12,600	13,000	13,400	13,800	14,200
0	0	34,800	Significant Tree Register	15,200	0	(100)	0	0	0	0	0	0	0	0	0
15,000	27,000	44,100	Other Strategic Plans and Studies	137,400	30,000	(78)	30,800	31,700	32,600	33,500	34,400	35,300	36,200	37,300	38,400
73,000	63,300	29,000	Planning Proposals	108,400	20,000	(82)	20,500	21,100	21,700	22,300	22,900	23,500	24,100	24,800	25,500
5,000	8,400	22,200	Community Property Management	27,500	35,000	27	35,400	35,800	36,200	36,700	37,200	37,700	38,200	38,700	39,200
58,700	51,100	900	Environmental Action Plan	10,000	10,000	0	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,500	12,900
<b>1,206,800</b>	<b>1,264,500</b>	<b>1,121,400</b>	<b>Total Operating Expenses</b>	<b>1,423,000</b>	<b>1,068,600</b>	<b>(25)</b>	<b>1,093,900</b>	<b>1,120,000</b>	<b>1,146,500</b>	<b>1,174,100</b>	<b>1,202,300</b>	<b>1,231,000</b>	<b>1,260,100</b>	<b>1,290,300</b>	<b>1,321,100</b>
<b>(827,700)</b>	<b>(938,700)</b>	<b>(713,600)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,041,700)</b>	<b>(787,600)</b>	<b>(24)</b>	<b>(818,300)</b>	<b>(799,400)</b>	<b>(872,900)</b>	<b>(939,000)</b>	<b>(904,200)</b>	<b>(866,800)</b>	<b>(828,100)</b>	<b>(787,700)</b>	<b>(743,800)</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(827,700)</b>	<b>(938,700)</b>	<b>(713,600)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(1,041,700)</b>	<b>(787,600)</b>	<b>(24)</b>	<b>(818,300)</b>	<b>(799,400)</b>	<b>(872,900)</b>	<b>(939,000)</b>	<b>(904,200)</b>	<b>(866,800)</b>	<b>(828,100)</b>	<b>(787,700)</b>	<b>(743,800)</b>
			<b>Capital Movements</b>												
0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
2,658,200	2,773,200	5,629,400	Less Transfer to Reserves	5,152,500	4,511,000		4,610,700	4,763,400	4,826,100	4,900,300	5,081,000	5,266,700	5,457,000	5,653,800	5,856,600
239,100	185,200	29,600	Add Transfer from Reserves	185,000	11,000		11,300	11,600	11,900	12,200	12,600	13,000	13,400	13,800	14,200
2,226,100	2,348,300	5,279,800	Add Capital Income Applied	4,945,000	4,345,000		4,453,000	4,564,000	4,677,000	4,793,000	4,914,000	5,037,000	5,163,000	5,293,000	5,425,000
0	0	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
<b>(1,020,700)</b>	<b>(1,178,400)</b>	<b>(1,033,600)</b>	<b>Cash Result after Capital Movements</b>	<b>(1,064,200)</b>	<b>(942,600)</b>	<b>(11)</b>	<b>(964,700)</b>	<b>(987,200)</b>	<b>(1,010,100)</b>	<b>(1,034,100)</b>	<b>(1,058,600)</b>	<b>(1,083,500)</b>	<b>(1,108,700)</b>	<b>(1,134,700)</b>	<b>(1,161,200)</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 60 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			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
622,300	762,000	575,900	Regulatory Fees and Charges	602,000	560,000	(7)	574,500	589,500	604,800	620,600	636,700	653,300	670,300	687,800	705,700
19,700	90,000	108,100	Other Revenues - Legals and Fines	70,000	70,000	0	71,800	73,600	75,500	77,400	79,400	81,400	83,500	85,600	87,800
<b>642,000</b>	<b>852,000</b>	<b>684,000</b>	<b>Total Operating Revenues</b>	<b>672,000</b>	<b>630,000</b>	<b>(6)</b>	<b>646,300</b>	<b>663,100</b>	<b>680,300</b>	<b>698,000</b>	<b>716,100</b>	<b>734,700</b>	<b>753,800</b>	<b>773,400</b>	<b>793,500</b>
			<b>OPERATING EXPENSES</b>												
1,184,100	1,481,600	1,401,300	Employee Costs	1,515,300	1,659,800	10	1,698,200	1,737,500	1,777,700	1,818,800	1,860,900	1,903,900	1,947,900	1,992,900	2,038,900
69,700	81,200	84,700	Office Exps, Advertising, Consultants	118,000	89,000	(25)	91,300	93,800	96,400	99,000	101,600	104,200	107,000	110,000	113,000
49,500	326,800	865,000	Legal Costs	200,000	200,000	0	205,000	210,200	215,500	220,900	226,500	232,200	238,100	244,100	250,300
<b>1,303,300</b>	<b>1,889,600</b>	<b>2,351,000</b>	<b>Total Operating Expenses</b>	<b>1,833,300</b>	<b>1,948,800</b>	<b>6</b>	<b>1,994,500</b>	<b>2,041,500</b>	<b>2,089,600</b>	<b>2,138,700</b>	<b>2,189,000</b>	<b>2,240,300</b>	<b>2,293,000</b>	<b>2,347,000</b>	<b>2,402,200</b>
<b>(661,300)</b>	<b>(1,037,600)</b>	<b>(1,667,000)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,161,300)</b>	<b>(1,318,800)</b>	<b>14</b>	<b>(1,348,200)</b>	<b>(1,378,400)</b>	<b>(1,409,300)</b>	<b>(1,440,700)</b>	<b>(1,472,900)</b>	<b>(1,505,600)</b>	<b>(1,539,200)</b>	<b>(1,573,600)</b>	<b>(1,608,700)</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(661,300)</b>	<b>(1,037,600)</b>	<b>(1,667,000)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(1,161,300)</b>	<b>(1,318,800)</b>	<b>14</b>	<b>(1,348,200)</b>	<b>(1,378,400)</b>	<b>(1,409,300)</b>	<b>(1,440,700)</b>	<b>(1,472,900)</b>	<b>(1,505,600)</b>	<b>(1,539,200)</b>	<b>(1,573,600)</b>	<b>(1,608,700)</b>
			<b>Capital Movements</b>												
0	0	0	Less Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
0	233,000	223,000	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
0	0	273,000	Add Transfer from Reserves	36,800	0	(100)	0	0	0	0	0	0	0	0	0
0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
<b>(661,300)</b>	<b>(1,270,600)</b>	<b>(1,617,000)</b>	<b>Cash Result after Capital Movements</b>	<b>(1,124,500)</b>	<b>(1,318,800)</b>	<b>17</b>	<b>(1,348,200)</b>	<b>(1,378,400)</b>	<b>(1,409,300)</b>	<b>(1,440,700)</b>	<b>(1,472,900)</b>	<b>(1,505,600)</b>	<b>(1,539,200)</b>	<b>(1,573,600)</b>	<b>(1,608,700)</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 55 days. Other costs included are training and expenses relating to motor vehicles.

**Office and Other Expenses**

Includes legal, advertising and sundry office expenses.

## BUILDING SERVICES

ACTUAL			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
1,387,400	1,428,900	1,418,400	Fees and Charges	1,442,000	1,565,000	9	1,604,900	1,645,900	1,687,900	1,731,000	1,774,900	1,820,100	1,866,300	1,913,700	1,962,200
<b>1,387,400</b>	<b>1,428,900</b>	<b>1,418,400</b>	<b>Total Operating Revenues</b>	<b>1,442,000</b>	<b>1,565,000</b>	<b>9</b>	<b>1,604,900</b>	<b>1,645,900</b>	<b>1,687,900</b>	<b>1,731,000</b>	<b>1,774,900</b>	<b>1,820,100</b>	<b>1,866,300</b>	<b>1,913,700</b>	<b>1,962,200</b>
			<b>OPERATING EXPENSES</b>												
1,031,800	1,080,800	1,135,000	Employee Costs	1,213,900	1,247,800	3	1,276,700	1,306,300	1,336,600	1,367,500	1,399,100	1,431,500	1,464,600	1,498,500	1,533,100
25,900	22,900	26,000	Office Exps, Advertising, Consultants	29,000	25,000	(14)	25,700	26,400	27,100	27,800	28,500	29,300	30,100	30,900	31,700
12,900	11,400	58,400	Legal Costs	10,000	10,000	0	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,500	12,900
<b>1,070,600</b>	<b>1,115,100</b>	<b>1,219,400</b>	<b>Total Operating Expenses</b>	<b>1,252,900</b>	<b>1,282,800</b>	<b>2</b>	<b>1,312,700</b>	<b>1,343,300</b>	<b>1,374,600</b>	<b>1,406,500</b>	<b>1,439,100</b>	<b>1,472,600</b>	<b>1,506,800</b>	<b>1,541,900</b>	<b>1,577,700</b>
<b>316,800</b>	<b>313,800</b>	<b>199,000</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>189,100</b>	<b>282,200</b>	<b>49</b>	<b>292,200</b>	<b>302,600</b>	<b>313,300</b>	<b>324,500</b>	<b>335,800</b>	<b>347,500</b>	<b>359,500</b>	<b>371,800</b>	<b>384,500</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>316,800</b>	<b>313,800</b>	<b>199,000</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>189,100</b>	<b>282,200</b>	<b>49</b>	<b>292,200</b>	<b>302,600</b>	<b>313,300</b>	<b>324,500</b>	<b>335,800</b>	<b>347,500</b>	<b>359,500</b>	<b>371,800</b>	<b>384,500</b>
			<b>Capital Movements</b>												
0	0	0	Less Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	Add Transfer from Reserves	41,400	0	(100)	0	0	0	0	0	0	0	0	0
0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
<b>316,800</b>	<b>313,800</b>	<b>199,000</b>	<b>Cash Result after Capital Movements</b>	<b>230,500</b>	<b>282,200</b>	<b>22</b>	<b>292,200</b>	<b>302,600</b>	<b>313,300</b>	<b>324,500</b>	<b>335,800</b>	<b>347,500</b>	<b>359,500</b>	<b>371,800</b>	<b>384,500</b>



## ENVIRONMENTAL AND PUBLIC HEALTH

**Manager:** Kerri 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 47 days. Other costs included are training and expenses relating to motor vehicles.

##### **Office Expenses**

Advertising, legal and other sundry office expenses.

##### **Projects and Kits**

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

##### **Water Monitoring**

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

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

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

##### **Healthy Waterways**

Allowance for this program if approved by IPART.

**ENVIRONMENTAL AND PUBLIC HEALTH**

ACTUAL			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
			<b>Environmental Health</b>												
128,600	141,800	155,900	OSSM Fees and Charges	170,000	174,000	2	178,500	183,100	187,800	192,600	197,500	202,500	207,700	213,100	218,600
131,200	129,600	148,800	Registrations and Inspections	169,000	168,000	(1)	172,700	177,600	182,600	187,800	193,100	198,500	204,000	209,600	215,300
0	0	82,800	Operating Grants	573,200	0	(100)	0	0	0	0	0	0	0	0	0
2,600	1,300	700	Litter Fines	2,000	1,000	(50)	1,100	1,200	1,300	1,400	1,500	1,600	1,700	1,800	1,900
<b>262,400</b>	<b>272,700</b>	<b>388,200</b>	<b>Total Operating Revenues</b>	<b>914,200</b>	<b>343,000</b>	<b>(148)</b>	<b>352,300</b>	<b>361,900</b>	<b>371,700</b>	<b>381,800</b>	<b>392,100</b>	<b>402,600</b>	<b>413,400</b>	<b>424,500</b>	<b>435,800</b>
			<b>OPERATING EXPENSES</b>												
			<b>Environmental Health</b>												
887,700	1,019,000	873,300	Employee Costs	1,088,600	1,132,800	4	1,158,900	1,185,800	1,213,300	1,241,400	1,270,100	1,299,600	1,329,700	1,360,500	1,392,000
35,300	25,100	62,400	Office Exps, Advertising, Consultants	25,000	25,000	0	25,800	26,600	27,400	28,200	29,000	29,800	30,700	31,700	32,700
6,900	11,300	13,100	Projects and Kits	16,000	12,000	(25)	12,400	12,900	13,400	13,900	14,400	14,900	15,400	15,900	16,400
			<b>Management Plans and Projects</b>												
14,100	27,700	20,400	Water Monitoring	33,500	27,000	(19)	27,800	28,600	29,400	30,300	31,200	32,100	33,000	34,000	35,000
0	5,400	26,300	Lake Ainsworth Coastal Management Plan	201,600	31,000	(85)	31,800	32,600	33,500	34,400	35,300	36,200	37,200	38,200	39,200
12,100	21,300	98,400	Shaws Bay Coastal Management Plan	37,900	31,000	(18)	31,800	32,600	33,500	34,400	35,300	36,200	37,200	38,200	39,200
0	0	92,900	Healthy Waterways Program	190,200	324,000	70	332,100	340,500	349,100	357,900	366,900	376,100	385,600	395,300	405,200
0	0	0	Other Grant Funded Projects	836,500	0	(100)	0	0	0	0	0	0	0	0	0
			<b>Noxious Plants / Vermin</b>												
600	500	600	Destruction of Pests	800	1,000	25	1,100	1,200	1,300	1,400	1,500	1,600	1,700	1,800	1,900
<b>956,700</b>	<b>1,110,300</b>	<b>1,187,400</b>	<b>Total Operating Expenses</b>	<b>2,430,100</b>	<b>1,583,800</b>	<b>(35)</b>	<b>1,621,700</b>	<b>1,660,800</b>	<b>1,700,900</b>	<b>1,741,900</b>	<b>1,783,700</b>	<b>1,826,500</b>	<b>1,870,500</b>	<b>1,915,600</b>	<b>1,961,600</b>
<b>(694,300)</b>	<b>(837,600)</b>	<b>(799,200)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,515,900)</b>	<b>(1,240,800)</b>	<b>(18)</b>	<b>(1,269,400)</b>	<b>(1,298,900)</b>	<b>(1,329,200)</b>	<b>(1,360,100)</b>	<b>(1,391,600)</b>	<b>(1,423,900)</b>	<b>(1,457,100)</b>	<b>(1,491,100)</b>	<b>(1,525,800)</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(694,300)</b>	<b>(837,600)</b>	<b>(799,200)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(1,515,900)</b>	<b>(1,240,800)</b>	<b>(18)</b>	<b>(1,269,400)</b>	<b>(1,298,900)</b>	<b>(1,329,200)</b>	<b>(1,360,100)</b>	<b>(1,391,600)</b>	<b>(1,423,900)</b>	<b>(1,457,100)</b>	<b>(1,491,100)</b>	<b>(1,525,800)</b>
			<b>Capital Movements</b>												
0	0	0	Less Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
28,000	303,000	359,700	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
54,000	184,700	869,400	Add Transfer from Reserves	347,700	0	(100)	0	0	0	0	0	0	0	0	0
0	95,000	181,900	Add Capital Income Applied	95,000	0	(100)	0	0	0	0	0	0	0	0	0
0	0	857,700	Less Capital Expenditure	129,000	0	(100)	0	0	0	0	0	0	0	0	0
<b>(668,300)</b>	<b>(860,900)</b>	<b>(965,300)</b>	<b>Cash Result after Capital Movements</b>	<b>(1,202,200)</b>	<b>(1,240,800)</b>	<b>3</b>	<b>(1,269,400)</b>	<b>(1,298,900)</b>	<b>(1,329,200)</b>	<b>(1,360,100)</b>	<b>(1,391,600)</b>	<b>(1,423,900)</b>	<b>(1,457,100)</b>	<b>(1,491,100)</b>	<b>(1,525,800)</b>

**Manager:** Kerri 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**

**Operating Revenues**

**Regulatory Fees and Fines**

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

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

**Operating Expenses**

**Rangers**

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

**Impounding Expenses**

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

**PUBLIC ORDER**

ACTUAL			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
			<b>Regulatory Fees and Fines</b>												
46,100	35,400	75,500	Fees and Charges	68,000	57,000	(16)	58,700	60,400	62,200	64,000	65,800	67,700	69,600	71,500	73,500
129,800	101,200	161,500	Parking Fines	150,000	155,000	3	158,900	162,900	167,000	171,200	175,500	179,900	184,400	189,100	193,900
44,400	35,000	50,800	Dog Fines	46,000	40,000	(13)	41,000	42,100	43,200	44,300	45,500	46,700	47,900	49,100	50,400
12,800	11,700	9,100	Other Fines and Other Revenues	13,000	11,000	(15)	11,400	11,800	12,200	12,600	13,000	13,400	13,800	14,300	14,800
<b>233,100</b>	<b>183,300</b>	<b>296,900</b>	<b>Total Operating Revenues</b>	<b>277,000</b>	<b>263,000</b>	<b>(5)</b>	<b>270,000</b>	<b>277,200</b>	<b>284,600</b>	<b>292,100</b>	<b>299,800</b>	<b>307,700</b>	<b>315,700</b>	<b>324,000</b>	<b>332,600</b>
			<b>OPERATING EXPENSES</b>												
			<b>Rangers</b>												
469,800	485,200	480,300	Salaries and Oncosts	475,000	468,000	(1)	478,900	490,100	501,600	513,400	525,400	537,700	550,300	563,100	576,200
80,400	87,000	89,300	Impounding Expenses	103,800	102,000	(2)	105,400	109,100	112,900	116,700	120,500	124,400	128,400	132,500	136,600
			<b>Debt Servicing</b>												
2,200	1,800	1,300	Interest on Loans - Dog Control	800	300	(63)	0	0	0	0	0	0	0	0	0
			<b>Non-cash Expenses</b>												
4,500	5,300	5,500	Depreciation - Dog Control	5,500	6,000	9	6,200	6,400	6,600	6,800	7,000	7,200	7,400	7,600	7,800
<b>556,900</b>	<b>579,300</b>	<b>576,400</b>	<b>Total Operating Expenses</b>	<b>585,100</b>	<b>576,300</b>	<b>(2)</b>	<b>590,500</b>	<b>605,600</b>	<b>621,100</b>	<b>636,900</b>	<b>652,900</b>	<b>669,300</b>	<b>686,100</b>	<b>703,200</b>	<b>720,600</b>
<b>(323,800)</b>	<b>(396,000)</b>	<b>(279,500)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(308,100)</b>	<b>(313,300)</b>	<b>2</b>	<b>(320,500)</b>	<b>(328,400)</b>	<b>(336,500)</b>	<b>(344,800)</b>	<b>(353,100)</b>	<b>(361,600)</b>	<b>(370,400)</b>	<b>(379,200)</b>	<b>(388,000)</b>
4,500	5,300	5,500	Add Back Depreciation	5,500	6,000	9	6,200	6,400	6,600	6,800	7,000	7,200	7,400	7,600	7,800
<b>(319,300)</b>	<b>(390,700)</b>	<b>(274,000)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(302,600)</b>	<b>(307,300)</b>	<b>2</b>	<b>(314,300)</b>	<b>(322,000)</b>	<b>(329,900)</b>	<b>(338,000)</b>	<b>(346,100)</b>	<b>(354,400)</b>	<b>(363,000)</b>	<b>(371,600)</b>	<b>(380,200)</b>
			<b>Capital Movements</b>												
6,900	7,300	7,800	Less Principal Repayments	8,300	7,300	(12)	0	0	0	0	0	0	0	0	0
0	6,500	10,000	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
0	0	6,500	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
5,100	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
<b>(331,300)</b>	<b>(404,500)</b>	<b>(285,300)</b>	<b>Cash Result after Capital Movements</b>	<b>(310,900)</b>	<b>(314,600)</b>	<b>1</b>	<b>(314,300)</b>	<b>(322,000)</b>	<b>(329,900)</b>	<b>(338,000)</b>	<b>(346,100)</b>	<b>(354,400)</b>	<b>(363,000)</b>	<b>(371,600)</b>	<b>(380,200)</b>

## CIVIL SERVICES DIVISION – SUMMARY (GENERAL FUND)

**Manager:** John Truman - "Director – Civil Services Division"

### **Budget Comments**

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

#### **Asset Management**

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

#### **Depot and Ancillary 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.



## ASSET MANAGEMENT

**Manager:** Paul Busmanis – “Manager Engineering Works – 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 (32 days) and associated oncosts.

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

Includes salaries and oncosts related to six full-time and three part-time employees (40 days) and associated oncosts.

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

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

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

Includes salaries and oncosts for a part-time Road Safety Officer (2.5 days) (50% funded by 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.

**ASSET MANAGEMENT**

ACTUAL			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
			<b>Engineering Services</b>												
223,900	368,400	279,200	Engineering Inspections and Overheads	280,500	257,000	(8)	263,600	270,400	277,400	284,500	291,800	299,300	307,000	314,800	322,900
30,500	40,200	37,500	Conts - Road Safety Officer / Programs	34,500	36,000	4	36,900	38,000	39,100	40,200	41,300	42,400	43,600	44,800	46,000
0	0	0	Conts - Other	0	0	0	0	0	0	0	0	0	0	0	0
<b>254,400</b>	<b>408,600</b>	<b>316,700</b>	<b>Total Operating Revenues</b>	<b>315,000</b>	<b>293,000</b>	<b>(7)</b>	<b>300,500</b>	<b>308,400</b>	<b>316,500</b>	<b>324,700</b>	<b>333,100</b>	<b>341,700</b>	<b>350,600</b>	<b>359,600</b>	<b>368,900</b>
			<b>OPERATING EXPENSES</b>												
			<b>Engineering Management</b>												
790,400	832,800	667,200	Employee Costs - Mgmt and Admin	872,000	782,000	(10)	800,000	818,400	837,200	856,500	876,200	896,400	917,000	938,100	959,700
763,300	740,500	824,400	Employee Costs - Infrastructure	841,000	896,000	7	916,600	937,700	959,300	981,400	1,004,000	1,027,100	1,050,700	1,074,900	1,099,600
600,600	584,100	594,300	Employee Costs - Engineering Works	641,000	646,000	1	660,900	676,100	691,700	707,600	723,900	740,500	757,500	774,900	792,700
10,800	6,000	5,200	Conferences	8,000	8,000	0	8,200	8,500	8,800	9,100	9,400	9,700	10,000	10,300	10,600
106,700	108,900	80,000	Vehicles	80,400	99,200	23	101,700	104,300	107,000	109,700	112,500	115,400	118,300	121,300	124,400
48,000	52,600	72,300	Office Expenses and Advertising	74,800	70,000	(6)	72,000	74,000	76,000	78,200	80,400	82,600	84,900	87,200	89,500
55,600	61,100	65,900	Road Safety Officer and Programs	57,000	60,000	5	61,500	63,300	65,100	66,900	68,700	70,500	72,500	74,500	76,500
2,600	4,000	1,000	Asset Management / Modelling	70,000	10,000	(86)	10,300	10,600	10,900	81,200	11,500	11,800	12,100	12,500	12,900
61,800	64,300	29,600	North East Weight of Loads Group	34,000	35,000	3	35,900	36,800	37,800	38,800	39,800	40,800	41,900	43,000	44,100
			<b>Emergency Services</b>												
7,800	18,900	11,800	Operating Expenses	13,000	13,000	0	13,600	14,200	14,800	15,400	16,000	16,600	17,200	17,800	18,400
72,800	79,200	70,800	State Levy	58,000	60,000	3	61,500	63,100	64,700	66,400	68,100	69,900	71,700	73,500	75,400
1,900	5,700	700	Ses Building Maintenance	4,000	4,000	0	4,100	4,300	4,500	4,700	4,900	5,100	5,300	5,500	5,700
0	1,600	0	Marine Rescue Tower Building Maintenance	8,000	8,000	0	8,200	8,500	8,800	9,100	9,400	9,700	10,000	10,300	10,600
			<b>Non-Cash Expenses</b>												
101,500	103,500	147,700	Depreciation - Emergency Services	104,000	150,000	44	153,000	156,100	159,300	162,500	165,800	169,200	172,600	176,100	179,700
<b>2,623,800</b>	<b>2,663,200</b>	<b>2,570,900</b>	<b>Total Operating Expenses</b>	<b>2,865,200</b>	<b>2,841,200</b>	<b>(1)</b>	<b>2,907,500</b>	<b>2,975,900</b>	<b>3,045,900</b>	<b>3,187,500</b>	<b>3,190,600</b>	<b>3,265,300</b>	<b>3,341,700</b>	<b>3,419,900</b>	<b>3,499,800</b>
<b>(2,369,400)</b>	<b>(2,254,600)</b>	<b>(2,254,200)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(2,550,200)</b>	<b>(2,548,200)</b>	<b>(0)</b>	<b>(2,607,000)</b>	<b>(2,667,500)</b>	<b>(2,729,400)</b>	<b>(2,862,800)</b>	<b>(2,857,500)</b>	<b>(2,923,600)</b>	<b>(2,991,100)</b>	<b>(3,060,300)</b>	<b>(3,130,900)</b>
101,500	103,500	147,700	Add Back Depreciation	104,000	150,000	44	153,000	156,100	159,300	162,500	165,800	169,200	172,600	176,100	179,700
<b>(2,267,900)</b>	<b>(2,151,100)</b>	<b>(2,106,500)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(2,446,200)</b>	<b>(2,398,200)</b>	<b>(2)</b>	<b>(2,454,000)</b>	<b>(2,511,400)</b>	<b>(2,570,100)</b>	<b>(2,700,300)</b>	<b>(2,691,700)</b>	<b>(2,754,400)</b>	<b>(2,818,500)</b>	<b>(2,884,200)</b>	<b>(2,951,200)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
27,000	10,000	10,000	Less Transfer to Reserves	30,000	35,000	17	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
0	0	0	Add Transfer from Reserves	69,600	0	(100)	60,000	0	0	70,000	0	75,000	0	0	0
0	1,017,300	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
121,100	1,021,000	0	Less Capital Expenditure	20,000	0	(100)	60,000	0	0	0	0	75,000	0	0	0
<b>(2,416,000)</b>	<b>(2,164,800)</b>	<b>(2,116,500)</b>	<b>Cash Result after Capital Movements</b>	<b>(2,426,600)</b>	<b>(2,433,200)</b>	<b>0</b>	<b>(2,489,000)</b>	<b>(2,546,400)</b>	<b>(2,605,100)</b>	<b>(2,665,300)</b>	<b>(2,726,700)</b>	<b>(2,789,400)</b>	<b>(2,853,500)</b>	<b>(2,919,200)</b>	<b>(2,986,200)</b>



## DEPOT AND ANCILLARY 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 four full-time staff and one part time staff member (22.5 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.

**DEPOT AND ANCILLARY BUILDING MANAGEMENT**

ACTUAL			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
			<b>Buildings</b>												
0	0	0	Contributions and Rebates	0	0	0	0	0	0	0	0	0	0	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>Total Operating Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
			<b>OPERATING EXPENSES</b>												
			<b>Office and Depot Facilities</b>												
315,400	254,100	278,800	Administration Centre	287,000	291,000	1	298,600	306,600	314,700	323,100	331,500	340,300	349,200	358,400	367,800
160,300	177,000	139,600	Works Depot - Employee Costs	120,000	197,000	64	201,500	206,100	210,800	215,600	220,600	225,700	230,900	230,900	230,900
542,000	581,800	625,400	Works Depot - Operating Expenses	608,400	619,000	2	634,400	650,300	666,600	683,300	700,500	718,200	736,200	747,700	759,600
28,800	11,300	(100,500)	Works Depot - Number Two	20,000	10,000	(50)	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,500	12,900
			<b>Open Spaces Buildings Maintenance</b>												
162,300	204,200	224,600	Open Spaces and Reserves Buildings	217,100	217,000	(0)	222,500	228,400	234,400	240,600	247,000	253,400	259,900	266,700	273,600
89,200	81,400	74,000	Sports Fields Buildings	81,000	84,000	4	86,200	88,400	90,800	93,200	95,600	98,200	100,900	103,700	106,500
311,300	380,000	399,300	Public Amenities	413,000	435,000	5	446,100	457,500	469,100	481,200	493,500	506,100	519,100	532,400	546,100
101,000	102,600	129,200	Other Amenities	84,000	88,000	5	90,400	92,900	95,400	98,100	100,800	103,500	106,300	109,200	112,100
			<b>Non-Cash Expenses</b>												
711,600	734,200	763,000	Depreciation - Administration Building	740,000	770,000	4	785,400	801,200	817,300	833,700	850,400	867,500	884,900	902,600	920,700
48,900	50,800	57,200	Depreciation - Public Amenities	52,000	60,000	15	61,200	62,500	63,800	65,100	66,500	67,900	69,300	70,700	72,200
312,500	327,500	351,800	Depreciation - Open Spaces Buildings	330,000	360,000	9	367,200	374,600	382,100	389,800	397,600	405,600	413,800	422,100	430,600
606,100	624,200	682,600	Depreciation - Sports Field Buildings	630,000	690,000	10	703,800	717,900	732,300	747,000	762,000	777,300	792,900	808,800	825,000
0	763,600	139,900	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
<b>3,389,400</b>	<b>4,292,700</b>	<b>3,764,900</b>	<b>Total Operating Expenses</b>	<b>3,582,500</b>	<b>3,821,000</b>	<b>7</b>	<b>3,907,600</b>	<b>3,997,000</b>	<b>4,088,200</b>	<b>4,181,900</b>	<b>4,277,500</b>	<b>4,375,500</b>	<b>4,475,500</b>	<b>4,565,700</b>	<b>4,658,000</b>
<b>(3,389,400)</b>	<b>(4,292,700)</b>	<b>(3,764,900)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(3,582,500)</b>	<b>(3,821,000)</b>	<b>7</b>	<b>(3,907,600)</b>	<b>(3,997,000)</b>	<b>(4,088,200)</b>	<b>(4,181,900)</b>	<b>(4,277,500)</b>	<b>(4,375,500)</b>	<b>(4,475,500)</b>	<b>(4,565,700)</b>	<b>(4,658,000)</b>
1,679,100	1,736,700	1,854,600	Add Back Depreciation	1,752,000	1,880,000	7	1,917,600	1,956,200	1,995,500	2,035,600	2,076,500	2,118,300	2,160,900	2,204,200	2,248,500
0	763,600	139,900	Add Back Loss on Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
<b>(1,710,300)</b>	<b>(1,792,400)</b>	<b>(1,770,400)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(1,830,500)</b>	<b>(1,941,000)</b>	<b>6</b>	<b>(1,990,000)</b>	<b>(2,040,800)</b>	<b>(2,092,700)</b>	<b>(2,146,300)</b>	<b>(2,201,000)</b>	<b>(2,257,200)</b>	<b>(2,314,600)</b>	<b>(2,361,500)</b>	<b>(2,409,500)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
1,419,200	2,123,800	278,000	Less Transfer to Reserves	390,000	0	(100)	0	0	0	0	0	0	0	0	0
1,627,700	2,580,600	505,000	Add Transfer from Reserves	441,100	390,000	(12)	0	0	0	0	0	0	0	0	0
777,700	564,000	105,500	Add Capital Income Applied	221,900	112,100	(49)	114,400	116,800	119,200	121,600	124,200	126,800	129,400	132,200	135,000
1,337,300	1,410,000	447,700	Less Capital Expenditure	446,100	682,000	53	297,000	305,000	313,000	321,000	329,000	337,000	345,000	353,000	361,000
<b>(2,061,400)</b>	<b>(2,181,600)</b>	<b>(1,885,600)</b>	<b>Cash Result after Capital Movements</b>	<b>(2,003,600)</b>	<b>(2,120,900)</b>	<b>6</b>	<b>(2,172,600)</b>	<b>(2,229,000)</b>	<b>(2,286,500)</b>	<b>(2,345,700)</b>	<b>(2,405,800)</b>	<b>(2,467,400)</b>	<b>(2,530,200)</b>	<b>(2,582,300)</b>	<b>(2,635,500)</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			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
			<b>Stormwater Drainage</b>												
369,500	375,100	380,200	Annual Charges	382,000	385,000	1	387,900	390,900	393,900	395,900	397,900	399,900	401,900	404,000	406,100
			<b>Environmental Protection</b>												
0	22,800	6,900	Third Party Flood Modelling	0	0	0	0	0	0	0	0	0	0	0	0
5,100	156,100	25,000	Operating Grants and Contributions	249,300	100,000	(60)	0	0	0	0	0	0	0	0	0
<b>374,600</b>	<b>554,000</b>	<b>412,100</b>	<b>Total Operating Revenues</b>	<b>631,300</b>	<b>485,000</b>	<b>(23)</b>	<b>387,900</b>	<b>390,900</b>	<b>393,900</b>	<b>395,900</b>	<b>397,900</b>	<b>399,900</b>	<b>401,900</b>	<b>404,000</b>	<b>406,100</b>
			<b>OPERATING EXPENSES</b>												
			<b>Stormwater</b>												
272,900	217,300	434,600	Stormwater Drainage Maintenance	355,000	435,000	23	446,200	457,800	469,700	481,800	494,100	506,800	520,100	533,700	547,600
			<b>Environmental Protection</b>												
196,600	200,100	203,100	Cont to County Council (CC)	208,000	212,000	2	217,300	222,800	228,400	234,200	240,100	246,200	252,400	258,800	265,300
35,200	35,900	36,300	Cont to CC - Drainage Unions	38,000	39,000	3	40,000	41,000	42,100	43,200	44,300	45,500	46,700	47,900	49,100
78,700	23,400	157,000	Flood Management Studies and Plans	157,800	132,000	(16)	32,800	33,700	34,600	35,500	36,400	37,400	38,400	39,400	40,400
26,600	4,400	0	Coastline Management Plan	60,000	32,000	(47)	32,800	33,700	34,600	35,500	36,400	37,400	38,400	39,400	40,400
55,200	22,000	13,600	Foreshore Protection Works	80,000	82,000	3	84,100	86,300	88,500	90,800	93,100	95,500	97,900	100,400	103,000
44,900	0	8,900	Canal Dredging	70,000	21,000	(70)	100,000	21,600	22,200	22,800	200,000	22,000	22,600	23,200	23,800
45,000	40,700	35,500	Boat Ramp Maintenance and Cleaning	47,000	49,000	4	50,300	51,600	53,000	54,400	55,800	57,200	58,800	60,400	62,000
			<b>Non-Cash Expenses</b>												
2,000	1,600	1,500	Depreciation - Environmental Protection	2,200	2,000	(9)	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900
1,456,800	1,448,800	1,519,600	Depreciation - Drainage	1,450,000	1,540,000	6	1,570,800	1,602,300	1,634,400	1,667,100	1,700,500	1,734,600	1,769,300	1,804,700	1,840,800
0	39,600	0	Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>2,213,900</b>	<b>2,033,800</b>	<b>2,410,100</b>	<b>Total Operating Expenses</b>	<b>2,468,000</b>	<b>2,544,000</b>	<b>3</b>	<b>2,576,400</b>	<b>2,553,000</b>	<b>2,609,800</b>	<b>2,667,700</b>	<b>2,903,200</b>	<b>2,785,200</b>	<b>2,847,300</b>	<b>2,910,700</b>	<b>2,975,300</b>
<b>(1,839,300)</b>	<b>(1,479,800)</b>	<b>(1,998,000)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,836,700)</b>	<b>(2,059,000)</b>	<b>12</b>	<b>(2,188,500)</b>	<b>(2,162,100)</b>	<b>(2,215,900)</b>	<b>(2,271,800)</b>	<b>(2,505,300)</b>	<b>(2,385,300)</b>	<b>(2,445,400)</b>	<b>(2,506,700)</b>	<b>(2,569,200)</b>
1,458,800	1,450,400	1,521,100	Add Back Depreciation	1,452,200	1,542,000	6	1,572,900	1,604,500	1,636,700	1,669,500	1,703,000	1,737,200	1,772,000	1,807,500	1,843,700
0	39,600	0	Add Back Loss on Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
<b>(380,500)</b>	<b>10,200</b>	<b>(476,900)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(384,500)</b>	<b>(517,000)</b>	<b>34</b>	<b>(615,600)</b>	<b>(557,600)</b>	<b>(579,200)</b>	<b>(602,300)</b>	<b>(802,300)</b>	<b>(648,100)</b>	<b>(673,400)</b>	<b>(699,200)</b>	<b>(725,500)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
507,000	785,100	407,300	Less Transfer to Reserves	106,000	35,000	(67)	35,000	35,000	35,000	45,000	50,000	35,000	35,000	35,000	35,000
567,000	522,500	149,700	Add Transfer from Reserves	319,900	21,000	(93)	100,000	0	0	0	200,000	0	0	0	0
0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
302,700	255,300	227,500	Less Capital Expenditure	765,400	765,000	(0)	806,000	826,000	847,000	868,000	890,000	912,000	935,000	958,000	982,000
<b>(623,200)</b>	<b>(507,700)</b>	<b>(962,000)</b>	<b>Cash Result after Capital Movements</b>	<b>(936,000)</b>	<b>(1,296,000)</b>	<b>38</b>	<b>(1,356,600)</b>	<b>(1,418,600)</b>	<b>(1,461,200)</b>	<b>(1,515,300)</b>	<b>(1,542,300)</b>	<b>(1,595,100)</b>	<b>(1,643,400)</b>	<b>(1,692,200)</b>	<b>(1,742,500)</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			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
			<b>Operating Grants and Contributions</b>												
0	34,100	0	Flood and Storm Damage	19,000	0	(100)	0	0	0	0	0	0	0	0	0
62,700	56,400	48,800	LIRS Loan Subsidy	40,000	32,200	(20)	24,200	15,800	7,500	2,600	0	0	0	0	0
214,000	0	99,100	Natural Disaster Funding	124,000	0	(100)	0	0	0	0	0	0	0	0	0
0	1,484,400	1,194,000	Roads to Recovery	197,000	634,000	222	647,000	660,000	674,000	688,000	702,000	717,000	732,000	747,000	762,000
			<b>Interest</b>												
73,800	62,000	102,900	Interest on Reserves and Loans	90,000	104,000	16	100,000	92,000	84,000	75,000	66,000	56,000	31,000	25,000	18,000
<b>350,500</b>	<b>1,636,900</b>	<b>1,444,800</b>	<b>Total Operating Revenues</b>	<b>470,000</b>	<b>770,200</b>	<b>64</b>	<b>771,200</b>	<b>767,800</b>	<b>765,500</b>	<b>765,600</b>	<b>768,000</b>	<b>773,000</b>	<b>763,000</b>	<b>772,000</b>	<b>780,000</b>
			<b>OPERATING EXPENSES</b>												
			<b>Roads and Bridges - Maintenance</b>												
666,600	714,500	787,900	Urban Roads	762,000	781,000	2	800,700	821,000	841,800	863,100	885,000	907,300	930,400	954,000	978,000
1,379,200	1,267,000	1,289,900	Sealed Rural Roads	1,396,000	1,429,000	2	1,465,000	1,501,900	1,539,600	1,578,200	1,617,900	1,658,500	1,700,100	1,742,800	1,786,600
672,300	567,100	643,800	Unsealed Rural Roads	668,000	685,000	3	702,200	719,800	737,800	756,400	775,400	794,900	814,900	835,300	856,200
13,100	32,600	39,800	Bridges	25,000	26,000	4	26,700	27,400	28,100	28,900	29,700	30,500	31,300	32,100	33,000
397,700	361,400	357,700	Street Cleaning	387,000	393,000	2	409,700	420,100	430,800	441,800	453,100	464,600	476,300	488,400	500,700
277,400	186,000	47,200	Natural Disasters	140,800	0	(100)	0	0	0	0	0	0	0	0	0
			<b>Debt Servicing</b>												
360,900	318,200	284,200	Interest on Loans	259,200	222,600	(14)	184,700	143,000	428,000	372,300	318,600	276,000	258,000	239,000	219,000
			<b>Non-Cash Expenses</b>												
5,853,500	5,568,900	6,025,100	Depreciation - Roads and Bridges	5,580,000	6,100,000	9	6,222,000	6,346,500	6,473,500	6,603,000	6,735,100	6,869,900	7,007,300	7,147,500	7,290,500
109,600	91,400	71,900	Unwinding Interest Free Loan	51,000	28,000	(45)	0	0	0	0	0	0	0	0	0
0	2,762,800	623,300	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
<b>9,730,300</b>	<b>11,869,900</b>	<b>10,170,800</b>	<b>Total Operating Expenses</b>	<b>9,269,000</b>	<b>9,664,600</b>	<b>4</b>	<b>9,811,000</b>	<b>9,979,700</b>	<b>10,479,600</b>	<b>10,643,700</b>	<b>10,814,800</b>	<b>11,001,700</b>	<b>11,218,300</b>	<b>11,439,100</b>	<b>11,664,000</b>
<b>(9,379,800)</b>	<b>(10,233,000)</b>	<b>(8,726,000)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(8,799,000)</b>	<b>(8,894,400)</b>	<b>1</b>	<b>(9,039,800)</b>	<b>(9,211,900)</b>	<b>(9,714,100)</b>	<b>(9,878,100)</b>	<b>(10,046,800)</b>	<b>(10,228,700)</b>	<b>(10,455,300)</b>	<b>(10,667,100)</b>	<b>(10,884,000)</b>
5,853,500	5,568,900	6,025,100	Add Back Depreciation	5,580,000	6,100,000	9	6,222,000	6,346,500	6,473,500	6,603,000	6,735,100	6,869,900	7,007,300	7,147,500	7,290,500
109,600	91,400	71,900	Add Back Unwinding Interest Free Loan	51,000	28,000	(45)	0	0	0	0	0	0	0	0	0
0	2,762,800	623,300	Add Back Loss on Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
<b>(3,416,700)</b>	<b>(1,809,900)</b>	<b>(2,005,700)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(3,168,000)</b>	<b>(2,766,400)</b>	<b>(13)</b>	<b>(2,817,800)</b>	<b>(2,865,400)</b>	<b>(3,240,600)</b>	<b>(3,275,100)</b>	<b>(3,311,700)</b>	<b>(3,358,800)</b>	<b>(3,448,000)</b>	<b>(3,519,600)</b>	<b>(3,593,500)</b>
			<b>Capital Movements</b>												
982,800	1,015,100	1,049,300	Less Loan Principal Repayments	1,084,400	1,170,300	8	804,600	846,300	1,231,900	1,222,800	1,122,900	460,000	478,000	497,000	517,000
1,802,200	2,973,300	4,050,600	Less Transfer to Reserves	4,003,000	104,000	(97)	100,000	92,000	84,000	75,000	66,000	56,000	31,000	25,000	18,000
3,171,000	1,118,400	5,469,000	Add Transfer from Reserves	10,353,300	8,746,000	(16)	2,748,000	9,437,000	7,633,000	748,000	767,000	1,302,600	623,000	639,000	655,000
4,718,700	5,335,300	4,246,600	Add Capital Income Applied	2,952,200	4,194,000	42	4,168,200	14,378,000	6,195,000	0	0	0	0	0	0
8,764,400	8,027,200	10,424,700	Less Capital Expenditure	13,398,900	17,795,000	33	12,269,900	29,402,900	19,049,000	6,347,000	6,754,200	8,239,200	7,809,600	8,085,600	8,302,600
<b>(7,076,400)</b>	<b>(7,371,800)</b>	<b>(7,814,700)</b>	<b>Cash Result after Capital Movements</b>	<b>(8,348,800)</b>	<b>(8,895,700)</b>	<b>7</b>	<b>(9,076,100)</b>	<b>(9,391,600)</b>	<b>(9,777,500)</b>	<b>(10,171,900)</b>	<b>(10,487,800)</b>	<b>(10,811,400)</b>	<b>(11,143,600)</b>	<b>(11,488,200)</b>	<b>(11,776,100)</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			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
			<b>Fees and Charges</b>												
728,000	238,000	182,100	Private Works	130,000	70,000	(46)	71,800	73,700	75,600	77,600	79,600	81,700	83,800	86,000	88,300
41,100	48,300	17,500	Sundry Fees and Charges	16,000	23,000	44	23,600	24,200	24,900	25,600	26,300	27,000	27,700	28,400	29,200
350,700	387,000	406,200	Burns Point Ferry - Toll Fees	384,000	429,000	12	439,800	450,900	462,300	474,000	485,900	498,100	510,600	523,400	536,500
99,500	92,200	94,100	Burns Point Ferry - Season Tickets	112,000	105,000	(6)	107,700	110,400	113,200	116,100	119,100	122,100	125,200	128,400	131,700
11,100	10,000	8,500	Burns Point Ferry - Diesel Rebate	11,000	10,000	(9)	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,500	12,900
			<b>Operating Grants &amp; Contributions</b>												
98,000	98,000	99,900	Street Lighting	102,000	104,000	2	106,600	109,300	112,100	115,000	117,900	120,900	124,000	127,100	130,300
40,000	35,100	30,100	LIRS Loan Subsidy	24,000	18,500	(23)	12,800	6,900	1,100	0	0	0	0	0	0
6,800	42,000	(2,000)	Boating Programs	0	0	0	0	0	0	0	0	0	0	0	0
0	6,600	120,200	Miscellaneous Contributions	121,800	0	(100)	0	0	0	0	0	0	0	0	0
0	10,600	11,100	PAMP	0	0	0	0	0	0	0	0	0	0	0	0
<b>1,375,200</b>	<b>967,800</b>	<b>967,700</b>	<b>Total Operating Revenues</b>	<b>900,800</b>	<b>759,500</b>	<b>(16)</b>	<b>772,600</b>	<b>786,000</b>	<b>800,100</b>	<b>819,500</b>	<b>840,300</b>	<b>861,600</b>	<b>883,400</b>	<b>905,800</b>	<b>928,900</b>
			<b>OPERATING EXPENSES</b>												
			<b>Maintenance Programs</b>												
65,300	111,000	90,600	Road and Traffic Signs	135,200	109,000	(19)	111,900	114,900	118,000	121,100	124,300	127,600	131,000	134,400	137,900
469,400	585,900	625,900	Street Lighting	659,000	566,300	(14)	580,600	595,300	610,300	625,700	641,400	657,500	674,000	691,000	708,400
152,400	148,800	197,600	Footpaths Maintenance	392,900	197,000	(50)	202,200	207,600	213,100	218,800	224,600	230,500	236,700	243,000	249,300
58,400	41,100	41,100	Car Parking - Sharpes Beach Rent	42,000	43,000	2	44,100	45,300	46,500	47,700	48,900	50,200	51,500	52,800	54,200
6,600	7,000	7,900	Car Parking - Maintenance and Rates	9,200	25,000	172	30,300	31,100	32,000	32,900	33,800	34,700	35,600	36,600	37,700
2,700	1,100	3,200	Bus Shelters and Public Transport	16,000	5,000	(69)	5,200	5,400	5,600	5,800	6,000	6,200	6,400	6,600	6,800
636,700	244,300	157,600	Private Works	118,000	63,000	(47)	64,600	66,400	68,200	70,000	71,900	73,800	75,800	77,800	79,800
78,400	98,500	44,100	Wharves and Jetties	42,800	43,000	0	44,200	45,400	46,700	48,000	49,300	50,600	52,000	53,400	54,800
0	0	0	Town Centres	53,900	55,000	2	15,000	0	59,700	61,200	62,800	64,400	66,100	67,800	69,500
			<b>Burns Point Ferry</b>												
318,700	216,400	426,300	Operation	217,800	455,000	109	240,900	477,400	254,000	500,900	267,900	525,000	282,300	549,700	297,300
336,300	343,900	334,500	Salaries and Oncosts	345,000	354,000	3	362,900	372,000	381,300	390,900	400,700	410,800	421,100	431,700	442,500
			<b>Debt Servicing</b>												
134,300	106,900	77,900	Interest on Loans	48,600	115,900	138	102,600	212,200	191,800	177,700	165,300	150,900	136,300	122,700	107,000
			<b>Non-Cash Expenses</b>												
165,300	137,700	152,000	Depreciation - Ancillary	145,000	160,000	10	163,200	166,500	169,900	173,300	176,800	180,400	184,100	187,800	191,600
413,400	353,000	402,500	Depreciation - Footpaths	355,000	410,000	15	418,200	426,600	435,200	444,000	452,900	462,000	471,300	480,800	490,500
33,500	33,700	32,900	Depreciation - Maritime	35,000	34,000	(3)	34,700	35,400	36,200	37,000	37,800	38,600	39,400	40,200	41,100
<b>2,871,400</b>	<b>2,429,300</b>	<b>2,594,100</b>	<b>Total Operating Expenses</b>	<b>2,615,400</b>	<b>2,635,200</b>	<b>1</b>	<b>2,420,600</b>	<b>2,801,500</b>	<b>2,668,500</b>	<b>2,955,000</b>	<b>2,764,400</b>	<b>3,063,200</b>	<b>2,863,600</b>	<b>3,176,300</b>	<b>2,968,400</b>
<b>(1,496,200)</b>	<b>(1,461,500)</b>	<b>(1,626,400)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,714,600)</b>	<b>(1,875,700)</b>	<b>9</b>	<b>(1,648,000)</b>	<b>(2,015,500)</b>	<b>(1,868,400)</b>	<b>(2,135,500)</b>	<b>(1,924,100)</b>	<b>(2,201,600)</b>	<b>(1,980,200)</b>	<b>(2,270,500)</b>	<b>(2,039,500)</b>
612,200	524,400	587,400	Add Back Depreciation	535,000	604,000	13	616,100	628,500	641,300	654,300	667,500	681,000	694,800	708,800	723,200
<b>(884,000)</b>	<b>(937,100)</b>	<b>(1,039,000)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(1,179,600)</b>	<b>(1,271,700)</b>	<b>8</b>	<b>(1,031,900)</b>	<b>(1,387,000)</b>	<b>(1,227,100)</b>	<b>(1,481,200)</b>	<b>(1,256,600)</b>	<b>(1,520,600)</b>	<b>(1,285,400)</b>	<b>(1,561,700)</b>	<b>(1,316,300)</b>
			<b>Capital Movements</b>												
441,900	469,100	498,000	Less Loan Principal Repayments	444,800	298,800	(33)	312,100	481,600	417,600	347,000	359,400	373,800	388,400	402,000	325,000
2,707,300	413,400	509,000	Less Transfer to Reserves	366,000	100,000	(73)	115,000	115,000	120,000	120,000	125,000	125,000	130,000	130,000	140,000
4,818,700	2,267,700	850,200	Add Transfer from Reserves	1,516,600	699,000	(54)	168,000	662,000	432,000	672,000	432,000	682,000	432,000	692,000	432,000
450,200	124,000	817,000	Add Capital Income Applied	1,491,000	1,750,000	17	0	0	0	0	0	0	0	0	0
2,538,500	2,107,400	1,305,100	Less Capital Expenditure	2,806,100	2,584,000	(8)	556,000	571,000	585,000	599,000	614,000	629,000	644,000	661,000	678,000
<b>(1,302,800)</b>	<b>(1,535,300)</b>	<b>(1,683,900)</b>	<b>Cash Result after Capital Movements</b>	<b>(1,788,900)</b>	<b>(1,805,500)</b>	<b>1</b>	<b>(1,847,000)</b>	<b>(1,892,600)</b>	<b>(1,917,700)</b>	<b>(1,875,200)</b>	<b>(1,923,000)</b>	<b>(1,966,400)</b>	<b>(2,015,800)</b>	<b>(2,062,700)</b>	<b>(2,027,300)</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**

**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			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
876,000	1,003,200	946,500	External Contributions Regional Roads Block Grant	943,000	783,000	(17)	802,900	823,400	844,300	866,000	888,100	910,700	933,800	957,800	982,300
<b>876,000</b>	<b>1,003,200</b>	<b>946,500</b>	<b>Total Operating Revenues</b>	<b>943,000</b>	<b>783,000</b>	<b>(17)</b>	<b>802,900</b>	<b>823,400</b>	<b>844,300</b>	<b>866,000</b>	<b>888,100</b>	<b>910,700</b>	<b>933,800</b>	<b>957,800</b>	<b>982,300</b>
			<b>OPERATING EXPENSES</b>												
770,000	837,800	699,700	Regional Roads	776,000	783,000	1	802,900	823,400	844,300	866,000	888,100	910,700	933,800	957,800	982,300
<b>770,000</b>	<b>837,800</b>	<b>699,700</b>	<b>Total Operating Expenses</b>	<b>776,000</b>	<b>783,000</b>	<b>1</b>	<b>802,900</b>	<b>823,400</b>	<b>844,300</b>	<b>866,000</b>	<b>888,100</b>	<b>910,700</b>	<b>933,800</b>	<b>957,800</b>	<b>982,300</b>
<b>106,000</b>	<b>165,400</b>	<b>246,800</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>167,000</b>	<b>0</b>	<b>(100)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>106,000</b>	<b>165,400</b>	<b>246,800</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>167,000</b>	<b>0</b>	<b>(100)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
103,100	0	15,000	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
146,900	103,100	0	Add Transfer from Reserves	15,000	0	(100)	0	0	0	0	0	0	0	0	0
0	0	0	Add Capital Income Applied	58,000	185,000	219	188,700	192,500	196,400	200,400	204,500	208,600	212,800	217,100	221,500
149,800	268,500	231,800	Less Capital Expenditure	240,000	185,000	(23)	188,700	192,500	196,400	200,400	204,500	208,600	212,800	217,100	221,500
<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>

## OPEN SPACES AND RESERVES

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

### **Background**

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

### **Budget Comments**

#### **Operating Revenues**

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

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

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

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

#### **Operating Expenses**

**Management** Includes salaries and oncosts for three full time employees and one part-time employee (total of 17.5 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 Rous County Council.

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

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

#### **Capital Movements**

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

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

**Capital Income** Any capital income typically relates to section 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			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
			<b>Fees and Charges</b>												
46,100	42,000	52,200	Commercial Activity Licences	50,000	52,000	4	53,300	54,700	56,100	57,600	59,100	60,600	62,200	63,800	65,400
21,200	30,000	33,200	Nursery - Sales	28,000	26,000	(7)	26,800	27,600	28,400	29,200	30,000	30,900	31,800	32,700	33,600
34,800	46,500	59,000	4WD Permits	55,000	60,000	9	61,500	63,100	64,700	66,400	68,100	69,900	71,700	73,500	75,400
4,200	15,100	18,100	Miscellaneous Fees	16,500	19,000	15	19,600	20,200	20,800	21,500	22,200	22,900	23,600	24,300	25,000
			<b>Grants and Contributions</b>												
120,900	85,000	112,000	Grants - Regional Works Crew	73,000	67,000	(8)	68,800	70,700	72,600	74,500	76,500	78,600	80,700	82,800	85,000
61,900	0	0	Grants - Sporting Fields	0	0	0	0	0	0	0	0	0	0	0	0
152,100	154,200	158,000	State Govt - Crown Reserve Contribution	161,600	166,000	3	170,200	174,500	178,900	183,500	188,200	193,000	197,900	202,900	208,100
			<b>Vegetation Management</b>												
38,000	53,300	51,300	Operating Grants	5,000	0	(100)	0	0	0	0	0	0	0	0	0
			<b>Other Services</b>												
398,300	452,600	395,700	Cemeteries - Fees and Charges	420,000	420,000	0	430,500	441,300	452,400	463,800	475,400	487,300	499,500	512,000	524,800
			<b>Interest on Investments</b>												
51,400	0	0	Interest	0	0	0	0	0	0	0	0	0	0	0	0
<b>928,900</b>	<b>878,700</b>	<b>879,500</b>	<b>Total Operating Revenues</b>	<b>809,100</b>	<b>810,000</b>	<b>0</b>	<b>830,700</b>	<b>852,100</b>	<b>873,900</b>	<b>896,500</b>	<b>919,500</b>	<b>943,200</b>	<b>967,400</b>	<b>992,000</b>	<b>1,017,300</b>
			<b>OPERATING EXPENSES</b>												
			<b>Open Spaces and Reserves Management</b>												
188,500	285,300	390,800	Employee Costs	397,100	593,600	49	607,300	621,400	635,900	650,700	665,800	681,200	697,000	697,400	697,800
			<b>Open Spaces and Reserves</b>												
1,565,400	1,569,300	1,576,900	Operating Expenses	1,656,300	1,693,000	2	1,735,600	1,779,500	1,824,500	1,870,600	1,917,800	1,966,200	2,015,800	2,066,600	2,118,700
5,400	4,400	600	Donation - Mowing on Private Property	4,000	0	(100)	0	0	0	0	0	0	0	0	0
98,700	110,300	62,100	Tree Lopping and Maintenance	108,000	91,000	(16)	93,400	95,900	98,400	101,000	103,600	106,300	109,000	111,800	114,700
3,600	20,400	60,700	Street Tree Planting Program	20,000	21,000	5	21,600	22,200	22,800	23,400	24,000	24,600	25,300	26,000	26,700
9,100	39,000	35,800	Fig Tree Management Program	80,000	20,000	(75)	20,500	21,100	21,700	22,300	22,900	23,500	24,100	24,800	25,500
2,200	5,700	9,000	Town Entry Beautification Program	0	0	0	0	0	0	0	0	0	0	0	0
219,700	253,100	235,700	Nursery Operations	252,500	257,200	2	263,600	270,500	277,500	284,700	292,000	299,600	307,400	315,300	323,400
31,300	21,800	26,900	Amphitheatre and Skateparks	30,000	32,000	7	38,300	39,600	40,900	42,200	43,500	44,800	46,100	47,600	49,100
20,000	3,000	44,200	Beach Cleaning	14,000	15,000	7	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700	19,200
279,400	301,000	321,100	Surf Life Saving Services - Contract	358,300	340,000	(5)	348,500	357,300	366,300	375,500	384,900	394,600	404,500	414,700	425,100
42,500	6,600	10,200	Other Beach Exps - Insurance / Permits	8,000	10,000	25	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,500	12,900
			<b>Vegetation Management</b>												
70,400	79,700	79,100	Coastal and Bushland Reserves	71,700	75,000	5	77,300	79,800	82,300	84,800	87,300	89,800	92,500	95,400	98,300
103,400	105,300	106,900	Weed Control - Cont to County Council	109,400	110,000	1	112,800	115,700	118,600	121,600	124,700	127,900	131,100	134,400	137,800
12,600	9,000	10,200	Weed Control	14,000	14,000	0	14,400	14,900	15,400	15,900	16,400	16,900	17,400	18,000	18,600
322,900	160,700	57,800	Projects	160,200	58,000	(64)	70,000	72,200	64,400	66,600	68,800	71,000	73,300	75,600	77,900
			<b>Other Services</b>												
410,400	447,100	471,600	Sports Fields - Operating Expenses	494,500	476,000	(4)	488,600	501,900	515,500	529,600	544,000	558,500	573,400	588,900	604,800
289,200	318,500	311,100	Cemeteries - Operating Expenses	297,000	303,000	2	310,800	319,000	327,300	335,800	344,500	353,500	362,700	372,100	381,700
			<b>Non-Cash Expenses</b>												
19,600	19,000	20,000	Depreciation - Cemeteries	20,000	21,000	5	21,500	22,000	22,500	23,000	23,500	24,000	24,500	25,000	25,500
0	0	0	Depreciation - Open Spaces	0	0	0	0	0	0	0	0	0	0	0	0
0	1,675,100	(129,300)	Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>3,694,300</b>	<b>5,434,300</b>	<b>3,701,400</b>	<b>Total Operating Expenses</b>	<b>4,095,000</b>	<b>4,129,600</b>	<b>1</b>	<b>4,249,900</b>	<b>4,359,400</b>	<b>4,461,100</b>	<b>4,575,600</b>	<b>4,692,400</b>	<b>4,811,900</b>	<b>4,934,400</b>	<b>5,044,800</b>	<b>5,157,700</b>
<b>(2,765,400)</b>	<b>(4,555,600)</b>	<b>(2,821,900)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(3,285,900)</b>	<b>(3,319,600)</b>	<b>1</b>	<b>(3,419,200)</b>	<b>(3,507,300)</b>	<b>(3,587,200)</b>	<b>(3,679,100)</b>	<b>(3,772,900)</b>	<b>(3,868,700)</b>	<b>(3,967,000)</b>	<b>(4,052,800)</b>	<b>(4,140,400)</b>
19,600	19,000	20,000	Add Back Depreciation	20,000	21,000	5	21,500	22,000	22,500	23,000	23,500	24,000	24,500	25,000	25,500
0	1,675,100	(129,300)	Add Back Loss on Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>(2,745,800)</b>	<b>(2,861,500)</b>	<b>(2,931,200)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(3,265,900)</b>	<b>(3,298,600)</b>	<b>1</b>	<b>(3,397,700)</b>	<b>(3,485,300)</b>	<b>(3,564,700)</b>	<b>(3,656,100)</b>	<b>(3,749,400)</b>	<b>(3,844,700)</b>	<b>(3,942,500)</b>	<b>(4,027,800)</b>	<b>(4,114,900)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
2,174,000	885,400	2,430,400	Less Transfer to Reserves	123,000	117,000	(5)	119,700	122,300	125,100	128,000	130,900	133,800	136,800	139,900	143,100
4,743,300	4,099,700	2,377,200	Add Transfer from Reserves	2,131,000	500,000	(77)	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
0	139,800	219,000	Add Capital Income Applied	1,841,800	0	(100)	0	0	0	0	0	0	0	0	0
3,156,200	3,838,500	1,013,900	Less Capital Expenditure	4,362,600	1,321,000	(70)	896,000	922,000	946,000	970,000	994,000	1,019,000	1,044,000	1,070,000	1,097,000
<b>(3,332,700)</b>	<b>(3,345,900)</b>	<b>(3,779,300)</b>	<b>Cash Result after Capital Movements</b>	<b>(3,778,700)</b>	<b>(4,236,600)</b>	<b>12</b>	<b>(4,363,400)</b>	<b>(4,479,600)</b>	<b>(4,585,800)</b>	<b>(4,704,100)</b>	<b>(4,824,300)</b>	<b>(4,947,500)</b>	<b>(5,073,300)</b>	<b>(5,187,700)</b>	<b>(5,305,000)</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			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
			<b>Fleet Management - Fees and Charges</b>												
164,500	161,500	151,800	Staff Lease Fees	162,000	166,000	2	170,200	174,500	178,900	183,400	188,000	192,700	197,600	202,600	207,700
			<b>Operating Grants and Contributions</b>												
46,100	60,100	55,800	Diesel Rebate	60,000	62,000	3	63,600	65,200	66,900	68,600	70,400	72,200	74,100	76,000	77,900
			<b>Interest On Investments</b>												
17,000	16,500	27,100	Interest On Investments	0	0	0	0	0	0	0	0	0	0	8,000	23,000
			<b>Sundry Revenues</b>												
56,400	27,100	10,600	Scrap Metal Sales	10,000	10,000	0	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,500	12,900
			<b>Gain on Disposal of Assets</b>												
0	0	142,000	Gain on Disposal of Equipment	0	0	0	0	0	0	0	0	0	0	0	0
<b>284,000</b>	<b>265,200</b>	<b>387,300</b>	<b>Total Operating Revenues</b>	<b>232,000</b>	<b>238,000</b>	<b>3</b>	<b>244,100</b>	<b>250,300</b>	<b>256,700</b>	<b>263,200</b>	<b>269,900</b>	<b>276,700</b>	<b>283,800</b>	<b>299,100</b>	<b>321,500</b>
			<b>OPERATING EXPENSES</b>												
			<b>Operating Expenses</b>												
2,141,700	2,255,700	2,420,000	Plant Running Expenses	2,307,300	2,354,800	2	2,414,000	2,474,800	2,537,100	2,600,800	2,666,200	2,733,100	2,801,800	2,872,100	2,944,200
(3,772,000)	(3,743,300)	(3,664,400)	Internal Plant Hire Charges	(3,836,800)	(4,084,500)	6	(4,280,100)	(4,485,700)	(4,701,200)	(4,927,200)	(5,164,200)	(5,412,900)	(5,548,600)	(5,687,700)	(5,830,100)
157,100	152,500	190,300	Workshop Operating Expenses	179,500	183,600	2	188,500	193,400	198,500	203,800	209,200	214,700	250,300	226,000	231,900
342,000	344,000	356,000	Overheads Charged to Plant	365,700	379,500	4	389,000	398,800	408,800	419,100	429,600	440,400	451,500	462,800	474,400
			<b>Debt Servicing</b>												
0	0	0	Interest on Loans	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Loss on Disposal of Assets</b>												
0	0	0	Loss on Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Non-Cash Expenses</b>												
925,300	974,200	1,157,100	Depreciation	980,000	1,200,000	22	1,224,000	1,248,500	1,273,500	1,299,000	1,325,000	1,351,500	1,378,600	1,406,200	1,434,400
<b>(205,900)</b>	<b>(16,900)</b>	<b>459,000</b>	<b>Total Operating Expenses</b>	<b>(4,300)</b>	<b>33,400</b>	<b>(877)</b>	<b>(64,600)</b>	<b>(170,200)</b>	<b>(283,300)</b>	<b>(404,500)</b>	<b>(534,200)</b>	<b>(673,200)</b>	<b>(666,400)</b>	<b>(720,600)</b>	<b>(745,200)</b>
<b>489,900</b>	<b>282,100</b>	<b>(71,700)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>236,300</b>	<b>204,600</b>	<b>(13)</b>	<b>308,700</b>	<b>420,500</b>	<b>540,000</b>	<b>667,700</b>	<b>804,100</b>	<b>949,900</b>	<b>950,200</b>	<b>1,019,700</b>	<b>1,066,700</b>
925,300	974,200	1,157,100	Add Back Depreciation	980,000	1,200,000	22	1,224,000	1,248,500	1,273,500	1,299,000	1,325,000	1,351,500	1,378,600	1,406,200	1,434,400
<b>1,415,200</b>	<b>1,256,300</b>	<b>1,085,400</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>1,216,300</b>	<b>1,404,600</b>	<b>15</b>	<b>1,532,700</b>	<b>1,669,000</b>	<b>1,813,500</b>	<b>1,966,700</b>	<b>2,129,100</b>	<b>2,301,400</b>	<b>2,328,800</b>	<b>2,425,900</b>	<b>2,501,100</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
1,423,800	1,256,300	2,240,500	Less Transfer to Reserves	1,216,300	1,404,600	15	1,532,700	1,669,000	1,813,500	1,966,700	2,129,100	2,301,400	2,328,800	2,425,900	2,501,100
1,385,100	1,381,400	1,964,100	Add Transfer from Reserves	2,509,800	2,004,100	(20)	1,551,300	1,760,000	2,018,400	2,050,900	2,468,400	1,313,600	1,257,900	1,398,300	1,500,000
0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
1,376,500	1,381,400	809,000	Less Capital Expenditure	2,509,800	2,004,100	(20)	1,551,300	1,760,000	2,018,400	2,050,900	2,468,400	1,313,600	1,257,900	1,398,300	1,500,000
<b>0</b>	<b>0</b>	<b>0</b>	<b>Cash Result after Capital Movements</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 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			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
172,300	200,100	189,000	Operating Grants	264,200	204,000	(23)	209,100	214,400	219,900	225,500	231,300	237,100	243,100	249,300	255,600
<b>172,300</b>	<b>200,100</b>	<b>189,000</b>	<b>Total Operating Revenues</b>	<b>264,200</b>	<b>204,000</b>	<b>(23)</b>	<b>209,100</b>	<b>214,400</b>	<b>219,900</b>	<b>225,500</b>	<b>231,300</b>	<b>237,100</b>	<b>243,100</b>	<b>249,300</b>	<b>255,600</b>
			<b>OPERATING EXPENSES</b>												
52,500	53,500	41,700	Contribution to NSW Fire Brigades	56,000	56,000	0	57,400	58,900	60,400	62,000	63,600	65,200	66,900	68,600	70,400
120,000	154,600	172,600	Contribution to Rural Fire Fighting Fund	154,000	155,000	1	158,900	162,900	167,000	171,200	175,500	179,900	184,400	189,100	193,900
80,500	88,100	114,000	Fire Control Expenses	95,000	95,000	0	97,700	100,700	103,700	106,900	110,100	113,300	116,500	120,000	123,500
77,000	56,500	86,000	Fire Control Expenses (Council Control)	167,800	98,000	(42)	100,500	103,300	106,200	109,100	112,100	115,100	118,200	121,400	124,600
			<b>Non-Cash Expenses</b>												
0	0	0	Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>330,000</b>	<b>352,700</b>	<b>414,300</b>	<b>Total Operating Expenses</b>	<b>472,800</b>	<b>404,000</b>	<b>(15)</b>	<b>414,500</b>	<b>425,800</b>	<b>437,300</b>	<b>449,200</b>	<b>461,300</b>	<b>473,500</b>	<b>486,000</b>	<b>499,100</b>	<b>512,400</b>
<b>(157,700)</b>	<b>(152,600)</b>	<b>(225,300)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(208,600)</b>	<b>(200,000)</b>	<b>(4)</b>	<b>(205,400)</b>	<b>(211,400)</b>	<b>(217,400)</b>	<b>(223,700)</b>	<b>(230,000)</b>	<b>(236,400)</b>	<b>(242,900)</b>	<b>(249,800)</b>	<b>(256,800)</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(157,700)</b>	<b>(152,600)</b>	<b>(225,300)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(208,600)</b>	<b>(200,000)</b>	<b>(4)</b>	<b>(205,400)</b>	<b>(211,400)</b>	<b>(217,400)</b>	<b>(223,700)</b>	<b>(230,000)</b>	<b>(236,400)</b>	<b>(242,900)</b>	<b>(249,800)</b>	<b>(256,800)</b>
			<b>Capital Movements</b>												
0	0	0	Less Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
19,000	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	0
<b>(138,700)</b>	<b>(152,600)</b>	<b>(225,300)</b>	<b>Cash Result after Capital Movements</b>	<b>(208,600)</b>	<b>(200,000)</b>	<b>(4)</b>	<b>(205,400)</b>	<b>(211,400)</b>	<b>(217,400)</b>	<b>(223,700)</b>	<b>(230,000)</b>	<b>(236,400)</b>	<b>(242,900)</b>	<b>(249,800)</b>	<b>(256,800)</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			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
			<b>Fees and Charges</b>												
324,100	69,100	63,900	Tuckombil and Stokers Quarries	66,400	67,000	1	68,800	70,600	72,500	74,400	76,300	78,300	80,300	82,400	84,500
0	0	0	Airport Sandpit	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Non-cash Items</b>												
53,100	0	0	Remediation Provisions	0	0	0	0	0	0	0	0	0	0	0	0
<b>377,200</b>	<b>69,100</b>	<b>63,900</b>	<b>Total Operating Revenues</b>	<b>66,400</b>	<b>67,000</b>	<b>1</b>	<b>68,800</b>	<b>70,600</b>	<b>72,500</b>	<b>74,400</b>	<b>76,300</b>	<b>78,300</b>	<b>80,300</b>	<b>82,400</b>	<b>84,500</b>
			<b>OPERATING EXPENSES</b>												
			<b>Tuckombil Quarry</b>												
300	3,000	2,300	Buildings Maintenance	2,400	3,000	25	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900
800	28,100	23,200	Operating Costs	24,700	27,000	9	27,800	28,700	29,600	30,500	31,500	32,500	33,500	34,500	35,500
32,600	19,900	17,400	Expansion Feasibility and Approvals	20,900	10,000	(52)	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,500	12,900
51,000	34,000	0	Indirect Expenses - Overheads	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Stokers Quarry</b>												
0	0	0	Stage 1 Rectification Works	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Other Resources</b>												
5,900	20,800	13,700	Airport Sandpit	3,000	4,000	33	4,200	4,400	4,600	4,800	5,000	5,200	5,400	5,600	5,800
60,300	10,600	109,000	North Creek Dredging	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Non-Cash Expenses</b>												
28,000	20,100	27,400	Unwinding Interest Free Loan	19,200	20,000	4	20,600	21,400	22,100	22,900	23,800	24,700	25,600	25,600	25,600
9,500	9,600	16,700	Depreciation - Quarries	10,200	17,000	67	17,500	18,000	18,500	19,000	19,500	20,000	20,500	21,000	21,500
<b>188,400</b>	<b>146,100</b>	<b>209,700</b>	<b>Total Operating Expenses</b>	<b>80,400</b>	<b>81,000</b>	<b>1</b>	<b>83,500</b>	<b>86,300</b>	<b>89,000</b>	<b>91,800</b>	<b>94,800</b>	<b>97,800</b>	<b>100,800</b>	<b>103,000</b>	<b>105,200</b>
<b>188,800</b>	<b>(77,000)</b>	<b>(145,800)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(14,000)</b>	<b>(14,000)</b>	<b>0</b>	<b>(14,700)</b>	<b>(15,700)</b>	<b>(16,500)</b>	<b>(17,400)</b>	<b>(18,500)</b>	<b>(19,500)</b>	<b>(20,500)</b>	<b>(20,600)</b>	<b>(20,700)</b>
(53,100)	0	0	Add Back Remediation	0	0	0	0	0	0	0	0	0	0	0	0
28,000	20,100	27,400	Add Back Unwinding	19,200	20,000	4	20,600	21,400	22,100	22,900	23,800	24,700	25,600	25,600	25,600
9,500	9,600	16,700	Add Back Depreciation	10,200	17,000	67	17,500	18,000	18,500	19,000	19,500	20,000	20,500	21,000	21,500
<b>173,200</b>	<b>(47,300)</b>	<b>(101,700)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>15,400</b>	<b>23,000</b>	<b>49</b>	<b>23,400</b>	<b>23,700</b>	<b>24,100</b>	<b>24,500</b>	<b>24,800</b>	<b>25,200</b>	<b>25,600</b>	<b>26,000</b>	<b>26,400</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
265,900	0	0	Less Transfer to Reserves	15,400	23,000	49	23,400	23,700	24,100	24,500	24,800	25,200	25,600	26,000	26,400
192,700	247,500	101,700	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	4,200	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
<b>100,000</b>	<b>196,000</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>

## LANDFILL AND RESOURCE MANAGEMENT

**Manager:** Vacant – “Manager Resource Recovery”

### **Background**

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

### **Budget Comments**

#### **Operating Revenues**

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

**Fees – Self Haul** Represents gate charges for users of the Council landfill, including Council internal use.

**Contributions** Typically represents income reimbursed to Council from the State Government waste levy.

**Sundry Fees** Sale of waste bins 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			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
			<b>Fees and Charges</b>												
515,600	539,100	564,700	Annual Charges - Commercial Properties	578,000	600,000	4	615,000	631,000	647,000	664,000	681,000	698,000	716,000	734,000	752,000
1,267,600	1,276,800	0	Annual Charges - Residential Properties	0	0	0	0	0	0	0	0	0	0	0	0
789,400	581,900	636,100	Fees - Self Haul Mixed Waste	672,000	610,000	(9)	625,000	641,000	657,000	673,000	690,000	707,000	725,000	743,000	762,000
714,900	636,800	627,300	Fees - Self Haul Inert	700,000	700,000	0	718,000	736,000	754,000	773,000	792,000	812,000	832,000	853,000	874,000
326,200	124,800	82,000	Contributions and Grants	82,000	84,000	2	86,000	88,000	90,000	92,000	94,000	96,000	98,000	100,000	103,000
106,100	107,700	81,500	Interest On Investments	135,000	14,000	(90)	21,000	32,000	44,000	57,000	70,000	84,000	10,000	23,000	38,000
124,700	83,300	112,100	Sundry Fees	63,000	86,000	37	88,000	90,000	92,000	94,000	96,000	98,000	100,000	102,000	104,000
<b>3,844,500</b>	<b>3,350,400</b>	<b>2,103,700</b>	<b>Total Operating Revenues</b>	<b>2,230,000</b>	<b>2,094,000</b>	<b>(6)</b>	<b>2,153,000</b>	<b>2,218,000</b>	<b>2,284,000</b>	<b>2,353,000</b>	<b>2,423,000</b>	<b>2,495,000</b>	<b>2,481,000</b>	<b>2,555,000</b>	<b>2,633,000</b>
			<b>OPERATING EXPENSES</b>												
			<b>Waste Administration</b>												
430,500	589,700	475,700	Administration	428,700	244,000	(43)	228,000	232,000	236,000	240,000	244,000	248,000	253,000	258,000	263,000
555,000	644,400	531,000	Internal Overheads	531,000	531,000	0	544,000	558,000	572,000	586,000	601,000	616,000	631,000	647,000	663,000
154,000	56,000	6,200	Interest on Loans	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Waste - Internal Fees and Charges</b>												
(957,400)	(1,000,200)	(983,200)	Fees - Council Recyclables (DWM)	(1,231,000)	(1,000,000)	(19)	(1,025,000)	(1,051,000)	(1,077,000)	(1,104,000)	(1,132,000)	(1,160,000)	(1,189,000)	(1,219,000)	(1,249,000)
(465,700)	(466,400)	(431,000)	Fees - Self Haul Council (Works)	(452,000)	(510,000)	13	(523,000)	(536,000)	(549,000)	(563,000)	(577,000)	(591,000)	(606,000)	(621,000)	(637,000)
(1,831,900)	(1,865,600)	(1,907,000)	Fees - Self Haul Council (DWM)	(2,171,000)	(1,900,000)	(12)	(1,948,000)	(1,997,000)	(2,047,000)	(2,098,000)	(2,150,000)	(2,204,000)	(2,259,000)	(2,315,000)	(2,373,000)
			<b>Waste Received</b>												
172,600	181,200	189,300	Weighbridge Operation	206,000	212,000	3	217,000	222,000	228,000	234,000	240,000	246,000	252,000	258,000	264,000
199,700	190,200	202,800	Transfer Station Operations	196,000	202,000	3	207,000	212,000	217,000	222,000	228,000	234,000	240,000	246,000	252,000
			<b>Waste Collection and Recycling</b>												
191,800	196,600	214,000	Collection Kerbside	202,000	267,000	32	219,000	225,000	231,000	237,000	243,000	249,000	255,000	261,000	267,000
91,200	97,700	87,000	Collection Other	96,000	95,000	(1)	97,000	99,000	101,000	103,000	105,000	108,000	111,000	114,000	117,000
61,500	71,400	67,100	Waste Bailing Facility and Recycling	70,000	42,000	(40)	43,000	44,000	45,000	46,000	47,000	48,000	49,000	50,000	51,000
			<b>Waste Disposal</b>												
960,100	712,300	521,000	Landfill Operations	740,300	665,000	(10)	659,000	673,000	688,000	703,000	718,000	733,000	748,000	764,000	780,000
857,500	868,500	902,000	Transfer - Mixed Waste	1,050,000	1,070,000	2	1,097,000	1,124,000	1,152,000	1,181,000	1,211,000	1,241,000	1,272,000	1,304,000	1,337,000
316,000	490,900	343,700	Transfer - Inert Waste	465,000	485,000	4	497,000	509,000	522,000	535,000	548,000	562,000	576,000	590,000	605,000
137,200	141,100	262,000	Transfer - Recyclables	795,000	810,000	2	830,000	851,000	872,000	894,000	916,000	939,000	962,000	986,000	1,011,000
120,000	127,400	124,200	Transfer Preparation - Mixed Waste	145,000	150,000	3	154,000	158,000	162,000	166,000	170,000	174,000	178,000	182,000	187,000
63,600	78,200	72,400	Transfer Preparation - Inert Waste	80,000	82,000	3	84,000	86,000	88,000	90,000	92,000	94,000	96,000	98,000	100,000
54,300	72,900	57,500	Transfer Preparation - Recyclables	80,000	82,000	3	84,000	86,000	88,000	90,000	92,000	94,000	96,000	98,000	100,000
375,200	94,300	107,800	State Government Levy	223,000	100,000	(55)	103,000	106,000	109,000	112,000	115,000	118,000	121,000	124,000	127,000
(85,600)	20,900	27,800	Investigations, Leachate and Remediation	33,000	80,000	142	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000
791,700	0	0	Other	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Non-Cash Expenses</b>												
1,071,900	898,300	419,400	Depreciation	600,000	430,000	(28)	438,600	447,400	456,400	465,600	475,000	484,500	494,200	504,100	514,200
53,200	40,500	605,100	Unwinding Remediation PV	0	0	0	0	0	0	0	0	0	0	0	0
122,400	122,400	134,300	Remediation Depreciation	140,000	143,000	2	145,900	148,900	151,900	155,000	158,100	161,300	164,600	167,900	171,300
<b>3,438,800</b>	<b>2,362,700</b>	<b>1,475,400</b>	<b>Total Operating Expenses</b>	<b>2,227,000</b>	<b>2,280,000</b>	<b>2</b>	<b>2,182,500</b>	<b>2,229,300</b>	<b>2,279,300</b>	<b>2,328,600</b>	<b>2,379,100</b>	<b>2,430,800</b>	<b>2,481,800</b>	<b>2,535,000</b>	<b>2,589,500</b>
<b>405,700</b>	<b>987,700</b>	<b>628,300</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>3,000</b>	<b>(186,000)</b>	<b>(6,300)</b>	<b>(29,500)</b>	<b>(11,300)</b>	<b>4,700</b>	<b>24,400</b>	<b>43,900</b>	<b>64,200</b>	<b>(800)</b>	<b>20,000</b>	<b>43,500</b>
1,882,900	1,061,200	605,100	Add Back Depreciation	740,000	573,000	(23)	584,500	596,300	608,300	620,600	633,100	645,800	658,800	672,000	685,500
<b>2,288,600</b>	<b>2,048,900</b>	<b>1,233,400</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>743,000</b>	<b>387,000</b>	<b>(48)</b>	<b>555,000</b>	<b>585,000</b>	<b>613,000</b>	<b>645,000</b>	<b>677,000</b>	<b>710,000</b>	<b>658,000</b>	<b>692,000</b>	<b>729,000</b>
			<b>Capital Movements</b>												
1,205,600	1,111,500	182,200	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
2,065,900	1,003,000	1,097,100	Less Transfer to Reserves	776,000	387,000	(50)	555,000	585,000	613,000	645,000	677,000	710,000	658,000	692,000	729,000
1,459,400	65,600	355,600	Add Transfer from Reserves	450,000	100,000	(78)	103,000	106,000	109,000	112,000	115,000	3,676,000	121,000	124,000	127,000
0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
476,500	0	309,700	Less Capital Expenditure	417,000	100,000	(76)	103,000	106,000	109,000	112,000	115,000	3,676,000	121,000	124,000	127,000
<b>0</b>	<b>0</b>	<b>0</b>	<b>Cash Result after Capital Movements</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## DOMESTIC WASTE MANAGEMENT

**Manager:** Vacant – “Manager Resource Recovery”

### Background

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

### Budget Comments

### Operating Revenues

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

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

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

### Operating Expenses

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

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

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

**Overheads** Internal charge for Council overheads.

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

### Capital Movements

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

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

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

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

### **Cash Result - Surplus / (Deficit)**

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

DOMESTIC WASTE MANAGEMENT															
ACTUAL			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>OPERATING REVENUES</b>															
6,134,600	6,360,800	6,571,100	Domestic Waste Mgmt Annual Charges	6,795,000	6,978,500	3	7,153,000	7,331,800	7,515,100	7,703,000	7,895,600	8,093,000	8,295,300	8,502,700	8,715,300
(276,500)	(273,000)	(257,800)	Pensioner Abandonments	(254,000)	(256,000)	1	(258,000)	(260,000)	(262,000)	(264,000)	(266,000)	(268,000)	(270,000)	(272,000)	(274,000)
21,700	22,300	18,900	Vacant Property Annual Charges	19,000	19,500	3	20,000	20,500	21,000	21,500	22,000	22,600	23,200	23,800	24,400
152,100	150,200	141,800	Grants and Subsidies	184,000	141,000	(23)	142,000	143,000	144,000	145,000	146,000	147,000	148,000	149,000	150,000
47,600	47,800	57,800	Interest on Investments	62,000	67,000	8	23,000	32,000	41,000	51,000	61,000	72,000	83,000	94,000	105,000
0	0	0	Gain / (Loss) on Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>6,079,500</b>	<b>6,308,100</b>	<b>6,531,800</b>		<b>6,806,000</b>	<b>6,950,000</b>	<b>2</b>	<b>7,080,000</b>	<b>7,267,300</b>	<b>7,459,100</b>	<b>7,656,500</b>	<b>7,858,600</b>	<b>8,066,600</b>	<b>8,268,500</b>	<b>8,414,500</b>	<b>8,698,700</b>
<b>OPERATING EXPENSES</b>															
<b>Administration</b>															
204,900	206,100	190,300	Salaries and Oncosts and Assoc Exps	315,000	487,000	55	478,000	489,000	500,000	512,000	524,000	536,000	548,000	561,000	574,000
38,100	38,200	39,000	North East Waste Membership	40,000	41,000	3	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000	50,000
630,000	637,000	688,000	Indirect Expenses - Overheads	704,000	795,000	13	815,000	835,000	856,000	877,000	899,000	921,000	944,000	968,000	992,000
(618,900)	(640,200)	(700,100)	Waste Trucks - Internal Charges	(644,000)	(660,000)	2	(677,000)	(694,000)	(711,000)	(729,000)	(747,000)	(766,000)	(785,000)	(805,000)	(825,000)
2,900	17,500	4,700	Promotion and Education	3,000	95,000	3,067	76,000	78,000	80,000	82,000	84,000	86,000	88,000	90,000	92,000
<b>Debt Servicing</b>															
8,000	0	0	Interest on Loans	0	0	0	0	0	0	0	0	0	0	0	0
<b>Collection</b>															
514,700	517,100	619,000	Collection Kerbside - Mixed Waste	615,000	630,000	2	646,000	662,000	679,000	696,000	713,000	731,000	750,000	769,000	788,000
1,244,400	1,231,700	1,273,800	Collection Kerbside - Organics	1,190,000	1,300,000	9	1,333,000	1,366,000	1,400,000	1,435,000	1,471,000	1,508,000	1,546,000	1,585,000	1,625,000
1,832,300	1,865,600	1,907,000	Collection Kerbside - Disposal Fees	2,171,000	1,900,000	(12)	1,948,000	1,997,000	2,047,000	2,098,000	2,150,000	2,204,000	2,259,000	2,315,000	2,373,000
497,700	518,800	405,300	Collection Kerbside - Recycling	402,000	451,000	12	462,000	474,000	486,000	498,000	510,000	523,000	536,000	549,000	563,000
960,800	1,002,700	983,200	Collection Kerbside - Recycling Disposal	1,231,000	1,000,000	(19)	1,025,000	1,051,000	1,077,000	1,104,000	1,132,000	1,160,000	1,189,000	1,219,000	1,249,000
48,800	51,400	53,200	Collection Kerbside - Bin Maintenance	113,000	120,000	6	123,000	126,000	129,000	132,000	135,000	138,000	141,000	144,000	147,000
375,900	383,700	457,600	Waste Trucks - Operating Expenses	440,600	451,000	2	462,000	474,000	486,000	498,000	510,000	523,000	536,000	549,000	563,000
<b>Non-Cash Expenses</b>															
177,200	177,200	177,200	Depreciation	180,000	225,000	25	300,000	306,000	312,200	318,500	324,900	331,400	338,100	344,900	351,800
<b>5,916,800</b>	<b>6,006,800</b>	<b>6,098,200</b>	<b>Total Operating Expenses</b>	<b>6,760,600</b>	<b>6,835,000</b>	<b>1</b>	<b>7,033,000</b>	<b>7,207,000</b>	<b>7,385,200</b>	<b>7,566,500</b>	<b>7,751,900</b>	<b>7,942,400</b>	<b>8,138,100</b>	<b>8,337,900</b>	<b>8,542,800</b>
<b>162,700</b>	<b>301,300</b>	<b>433,600</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>45,400</b>	<b>115,000</b>	<b>153</b>	<b>47,000</b>	<b>60,300</b>	<b>73,900</b>	<b>90,000</b>	<b>106,700</b>	<b>124,200</b>	<b>130,400</b>	<b>76,600</b>	<b>155,900</b>
177,200	177,200	177,200	Add Back Depreciation	180,000	225,000	25	300,000	306,000	312,200	318,500	324,900	331,400	338,100	344,900	351,800
<b>339,900</b>	<b>478,500</b>	<b>610,800</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>225,400</b>	<b>340,000</b>	<b>51</b>	<b>347,000</b>	<b>366,300</b>	<b>386,100</b>	<b>408,500</b>	<b>431,600</b>	<b>455,600</b>	<b>468,500</b>	<b>421,500</b>	<b>507,700</b>
<b>Capital Movements</b>															
162,600	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
339,900	478,500	610,800	Less Transfer to Reserves	225,400	340,000	51	347,000	366,300	386,100	408,500	431,600	455,600	468,500	421,500	507,700
541,900	0	0	Add Transfer from Reserves	0	2,100,000	100	0	0	0	0	0	0	2,500,000	0	0
0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
379,300	0	0	Less Capital Expenditure	0	2,100,000	100	0	0	0	0	0	0	2,500,000	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>Cash Result after Capital Movements</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

**Manager:** John Truman - "Director – Civil Services Division"

### **Budget Comments**

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

The programs include:

### **Water Operations**

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

### **Wastewater Operations**

Revenue and expenses related to the provision of wastewater services.

CIVIL SERVICES GROUP - SUMMARY (WATER AND WASTEWATER)															
ACTUAL			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
11,199,100	12,409,800	12,601,300	Water Operations	12,706,900	12,732,600	0	13,100,300	13,416,900	13,754,400	14,098,300	14,507,500	14,940,400	15,446,300	15,875,200	16,217,900
16,349,100	17,887,500	18,371,000	Wastewater Operations	19,053,900	19,492,200	2	19,864,900	20,364,700	20,819,200	21,293,900	21,827,200	22,384,600	23,016,300	23,674,000	24,351,400
<b>27,548,200</b>	<b>30,297,300</b>	<b>30,972,300</b>	<b>Total Operating Revenues</b>	<b>31,760,800</b>	<b>32,224,800</b>	<b>1</b>	<b>32,965,200</b>	<b>33,781,600</b>	<b>34,573,600</b>	<b>35,392,200</b>	<b>36,334,700</b>	<b>37,325,000</b>	<b>38,462,600</b>	<b>39,549,200</b>	<b>40,569,300</b>
			<b>OPERATING EXPENSES</b>												
10,849,900	11,181,300	11,121,000	Water Operations	11,242,800	11,949,800	6	12,182,300	12,593,100	12,987,700	13,456,000	13,848,700	14,301,100	14,673,400	15,014,500	15,384,600
17,297,900	18,290,700	17,336,500	Wastewater Operations	17,525,300	17,582,900	0	17,610,100	17,765,400	17,906,500	18,115,700	18,236,600	18,343,300	18,542,700	18,711,900	18,939,300
<b>28,147,800</b>	<b>29,472,000</b>	<b>28,457,500</b>	<b>Total Operating Expenses</b>	<b>28,768,100</b>	<b>29,532,700</b>	<b>3</b>	<b>29,792,400</b>	<b>30,358,500</b>	<b>30,894,200</b>	<b>31,571,700</b>	<b>32,085,300</b>	<b>32,644,400</b>	<b>33,216,100</b>	<b>33,726,400</b>	<b>34,323,900</b>
<b>(599,600)</b>	<b>825,300</b>	<b>2,514,800</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>2,992,700</b>	<b>2,692,100</b>	<b>(10)</b>	<b>3,172,800</b>	<b>3,423,100</b>	<b>3,679,400</b>	<b>3,820,500</b>	<b>4,249,400</b>	<b>4,680,600</b>	<b>5,246,500</b>	<b>5,822,800</b>	<b>6,245,400</b>
5,030,800	5,191,100	5,156,000	Add Back Depreciation	5,259,000	5,400,000	3	5,508,000	5,618,600	5,730,900	5,845,800	5,962,300	6,081,500	6,203,300	6,327,800	6,454,000
74,800	416,400	11,700	Add Back Loss on Sale of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
301,100	249,300	0	Add Back Unwinding Interest Free Loans	134,000	69,000	(49)	0	0	0	0	0	0	0	0	0
<b>4,807,100</b>	<b>6,682,100</b>	<b>7,682,500</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>8,385,700</b>	<b>8,161,100</b>	<b>(3)</b>	<b>8,680,800</b>	<b>9,041,700</b>	<b>9,410,300</b>	<b>9,666,300</b>	<b>10,211,700</b>	<b>10,762,100</b>	<b>11,449,800</b>	<b>12,150,600</b>	<b>12,699,400</b>
			<b>Capital Movements</b>												
2,793,300	2,957,900	3,095,600	Less Loan Principal Repayments	3,387,000	3,535,800		2,716,300	2,919,600	3,114,500	3,309,400	3,510,600	3,711,100	3,910,300	4,109,700	4,278,700
637,500	1,932,900	1,063,600	Less Transfer to Reserves	70,000	(19,000)		136,000	358,800	151,800	2,156,400	889,100	4,204,600	5,164,200	5,329,900	7,078,800
2,011,000	803,000	1,846,500	Add Transfer from Reserves	2,412,600	1,275,200		2,476,000	342,600	0	891,000	1,010,700	0	0	0	0
361,000	1,145,800	3,203,400	Add Capital Income Applied	2,099,000	3,321,000		3,399,000	9,389,000	6,938,500	1,033,500	2,866,000	0	0	0	1,225,000
3,694,300	3,686,100	8,519,200	Less Capital Expenditure	9,386,300	9,186,500		11,649,500	15,440,900	13,028,500	6,071,000	9,634,700	2,792,400	2,321,300	2,657,000	2,512,900
<b>54,000</b>	<b>54,000</b>	<b>54,000</b>	<b>Cash Result after Capital Movements</b>	<b>54,000</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 57 days are spread between water and wastewater, with one staff member also shared with waste.

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

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

### **Capital Movements**

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

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

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

WATER OPERATIONS																
ACTUAL			LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18			2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
				<b>OPERATING REVENUES</b>												
3,226,000	3,371,900	3,489,900	10000	Annual Charges	3,609,000	3,712,500	3	3,810,300	3,911,000	4,013,700	4,120,100	4,228,500	4,339,900	4,454,300	4,571,700	4,691,100
6,654,300	7,771,200	7,538,600	10010	User Charges	7,350,500	7,549,100	3	7,813,700	8,086,300	8,369,900	8,662,500	8,965,100	9,278,800	9,603,500	9,844,200	10,089,900
796,400	762,900	785,600	10011	Fees and Fines	824,400	850,200	3	871,800	893,900	916,500	939,700	963,400	987,800	1,012,800	1,038,300	1,064,500
157,400	159,900	333,000	10003	Operating Grants and Contributions	454,700	238,200	(48)	239,200	240,400	241,600	242,400	243,200	244,100	244,900	245,700	153,800
339,000	343,900	435,900	10004	Interest	468,300	382,600	(18)	365,300	285,300	212,700	133,600	107,300	89,800	130,800	175,300	218,600
26,000	0	18,300	10012	Gain on Disposal of Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0
<b>11,199,100</b>	<b>12,409,800</b>	<b>12,601,300</b>		<b>Total Operating Revenues</b>	<b>12,706,900</b>	<b>12,732,600</b>	<b>0</b>	<b>13,100,300</b>	<b>13,416,900</b>	<b>13,754,400</b>	<b>14,098,300</b>	<b>14,507,500</b>	<b>14,940,400</b>	<b>15,446,300</b>	<b>15,875,200</b>	<b>16,217,900</b>
				<b>OPERATING EXPENSES</b>												
				<b>Direct Expenses</b>												
355,600	356,700	407,600	50000/50005	Engineering Management	500,900	576,400	15	591,000	605,900	621,300	637,000	653,100	669,600	686,600	704,000	721,800
415,700	450,000	323,900	50005	Administration and Customer Service	355,600	421,400	19	391,800	417,500	413,400	469,600	435,900	447,500	479,500	471,900	484,500
150,000	294,800	49,700	50005	Contributions to Works	132,900	154,000	16	45,100	46,300	47,500	48,700	50,000	51,300	52,600	54,000	55,400
10,700	11,300	12,300	50008	Miscellaneous	12,300	12,700	3	13,100	13,500	13,900	14,300	14,700	15,100	15,500	15,900	16,300
5,703,100	5,886,500	5,977,700	50100	Purchase of Water	5,943,700	6,108,700	3	6,353,100	6,607,300	6,871,600	7,146,500	7,432,400	7,729,700	7,923,000	8,121,100	8,324,200
10,700	11,600	6,000	50101	Pumping Stations - Operations	10,000	10,900	9	11,800	12,700	13,600	14,500	15,400	16,300	17,200	18,200	19,200
34,400	37,600	37,300	50102	Pumping Stations - Energy Costs	44,200	58,600	33	60,700	62,900	65,100	67,300	69,500	71,800	74,100	76,400	78,800
55,700	66,800	55,400	50105/50106	Reservoirs - Operations and Maintenance	72,000	75,000	4	76,900	79,000	81,100	83,200	85,400	87,600	89,900	92,300	94,700
111,800	134,900	160,300	50107	Water Treatment Plants - Operations	157,500	161,700	3	166,000	170,300	174,800	179,500	184,200	189,000	194,000	199,000	204,200
30,600	42,000	20,200	50107	Water Treatment Plants - Maintenance	31,100	32,000	3	32,900	33,800	34,800	35,800	36,800	37,800	38,800	39,900	41,000
83,200	49,300	55,900	50109	Mains - Operations	55,000	72,000	31	73,900	76,000	78,100	80,300	82,500	84,800	87,100	89,500	91,900
364,500	397,400	409,400	50110	Mains - Maintenance	429,200	480,000	12	492,000	504,400	517,200	530,200	543,600	557,300	571,400	585,700	600,400
345,100	376,400	387,200	50111	Water Connections - Maintenance	320,000	350,000	9	358,800	367,800	377,000	386,500	396,200	406,200	416,400	426,900	437,600
247,000	223,900	250,000	50112	Water Quality Testing, Reading and Other	241,200	269,000	12	276,000	283,100	290,500	297,900	305,700	313,300	321,300	329,600	338,300
67,900	62,500	92,300	50113	Telemetry and Plant Maintenance	95,300	135,400	42	138,900	142,400	146,100	149,900	153,700	157,700	161,700	165,800	170,100
				<b>Indirect Expenses - Overheads</b>												
1,301,000	1,319,000	1,382,000	50005	Overheads Distributed	1,433,900	1,532,000	7	1,570,300	1,609,600	1,649,800	1,691,000	1,733,300	1,776,600	1,821,000	1,866,500	1,913,200
				<b>Debt Servicing</b>												
0	0	0	50010	Interest On Loans	0	0	0	0	0	0	0	0	0	0	0	0
				<b>Non-cash Expenses</b>												
1,498,900	1,460,600	1,482,100	50112	Depreciation	1,408,000	1,500,000	7	1,530,000	1,560,600	1,591,900	1,623,800	1,656,300	1,689,500	1,723,300	1,757,800	1,793,000
64,000	0	11,700	50112	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
<b>10,849,900</b>	<b>11,181,300</b>	<b>11,121,000</b>		<b>Total Operating Expenses</b>	<b>11,242,800</b>	<b>11,949,800</b>	<b>6</b>	<b>12,182,300</b>	<b>12,593,100</b>	<b>12,987,700</b>	<b>13,456,000</b>	<b>13,848,700</b>	<b>14,301,100</b>	<b>14,673,400</b>	<b>15,014,500</b>	<b>15,384,600</b>
349,200	1,228,500	1,480,300		<b>Operating Result - Surplus / (Deficit)</b>	<b>1,464,100</b>	<b>782,800</b>	<b>(47)</b>	<b>918,000</b>	<b>823,800</b>	<b>766,700</b>	<b>642,300</b>	<b>658,800</b>	<b>639,300</b>	<b>772,900</b>	<b>860,700</b>	<b>833,300</b>
1,498,900	1,460,600	1,482,100		Add Back Depreciation	1,408,000	1,500,000	7	1,530,000	1,560,600	1,591,900	1,623,800	1,656,300	1,689,500	1,723,300	1,757,800	1,793,000
64,000	0	11,700		Add Back Loss on Infrastructure Disposal	0	0	0	0	0	0	0	0	0	0	0	0
<b>1,912,100</b>	<b>2,689,100</b>	<b>2,974,100</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>2,872,100</b>	<b>2,282,800</b>	<b>(21)</b>	<b>2,448,000</b>	<b>2,384,400</b>	<b>2,358,600</b>	<b>2,266,100</b>	<b>2,315,100</b>	<b>2,328,800</b>	<b>2,496,200</b>	<b>2,618,500</b>	<b>2,626,300</b>
				<b>Capital Movements</b>												
0	0	0		Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
637,500	1,932,900	1,063,600		Less Transfer to Reserves	70,000	0		0	0	51,300	0	889,100	1,131,000	1,269,200	1,199,200	2,592,300
0	0	0		Add Transfer from Reserves	0	1,275,200		2,476,000	342,600	0	891,000	0	0	0	0	0
186,400	409,300	124,700		Add Capital Income Applied	760,000	150,000		1,857,000	3,666,000	4,382,500	1,033,500	2,428,000	0	0	0	1,225,000
1,427,000	1,131,500	2,001,200		Less Capital Expenditure	3,528,100	3,674,000		6,747,000	6,359,000	6,655,800	4,156,600	3,820,000	1,163,800	1,193,000	1,385,300	1,225,000
<b>34,000</b>	<b>34,000</b>	<b>34,000</b>		<b>Cash Result after Capital Movements</b>	<b>34,000</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 57 days are spread between water and wastewater, with one staff member also shared with waste.

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

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

### **Capital Movements**

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

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

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

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

WASTEWATER OPERATIONS																
ACTUAL			LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18			2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>OPERATING REVENUES</b>																
14,087,200	15,398,000	16,137,100	12000	Annual Charges	16,762,000	17,221,000	3	17,656,000	18,102,000	18,558,000	19,028,000	19,509,000	20,002,000	20,508,000	21,026,000	21,558,000
1,141,900	1,368,500	1,378,400	12010	User Charges	1,441,400	1,479,600	3	1,516,400	1,554,400	1,593,700	1,634,100	1,675,600	1,717,300	1,760,200	1,804,200	1,849,500
156,600	159,100	156,100	12002	Operating Grants and Contributions	144,500	235,500	63	147,300	149,100	150,900	151,800	152,700	153,600	154,500	155,500	156,400
385,300	385,400	366,700	12012	Fees and Fines	438,500	282,500	(36)	289,700	297,100	304,600	312,300	320,200	328,400	336,800	345,400	354,200
496,500	492,500	253,100	12004	Interest	193,300	180,800	(6)	160,300	164,400	111,700	64,800	64,200	74,900	145,500	228,600	316,000
81,600	84,000	79,600	12014	Other Revenues	74,200	92,800	25	95,200	97,700	100,300	102,900	105,500	108,400	111,300	114,300	117,300
<b>16,349,100</b>	<b>17,887,500</b>	<b>18,371,000</b>		<b>Total Operating Revenues</b>	<b>19,053,900</b>	<b>19,492,200</b>	<b>2</b>	<b>19,864,900</b>	<b>20,364,700</b>	<b>20,819,200</b>	<b>21,293,900</b>	<b>21,827,200</b>	<b>22,384,600</b>	<b>23,016,300</b>	<b>23,674,000</b>	<b>24,351,400</b>
<b>OPERATING EXPENSES</b>																
<b>Direct Expenses</b>																
383,500	410,900	390,300	55000	Engineering Management	467,100	517,100	11	530,300	544,500	558,700	572,900	588,100	603,300	618,400	634,500	650,500
865,000	1,188,700	1,021,700	55002	Administration and Customer Service	994,300	1,025,800	3	1,052,300	1,094,600	1,107,400	1,135,900	1,165,000	1,194,700	1,245,200	1,256,700	1,289,100
196,000	611,200	236,100	55002	Contributions to Works and BBRC	433,000	64,100	(85)	45,300	46,500	47,700	48,900	50,200	51,500	52,800	54,200	55,600
23,800	30,300	36,600	55004	Miscellaneous	30,000	70,900	136	31,800	32,700	33,600	35,500	36,500	37,500	38,500	39,500	
1,032,900	950,800	988,700	55012	Energy Costs	1,159,100	1,216,900	5	1,247,700	1,279,300	1,311,800	1,345,000	1,379,000	1,413,800	1,449,400	1,486,000	1,523,500
460,000	274,800	293,300	55010	Mains - Maintenance	280,000	280,000	0	287,000	294,200	301,600	309,200	317,000	325,000	333,200	341,600	350,200
258,000	264,200	288,100	55011	Pumping Stations - Operations	292,000	300,000	3	293,100	299,000	305,000	311,100	317,100	325,700	334,700	344,000	353,500
932,200	1,009,800	855,300	55013	Pumping Stations - Maintenance	885,000	900,000	2	922,500	945,600	969,300	993,600	1,018,500	1,044,000	1,070,100	1,096,900	1,124,400
137,200	160,500	160,000	55014	Camera and Jetting - Maintenance	209,700	230,000	10	235,800	241,700	247,800	254,000	260,400	267,000	273,700	280,600	287,700
1,364,100	1,169,100	1,312,400	55015	Treatment Plants - Operations	1,312,000	1,379,000	5	1,413,800	1,449,700	1,486,500	1,524,100	1,562,700	1,602,300	1,643,000	1,684,500	1,727,000
98,500	66,900	111,600	55015	Treatment Plants - Biosolids	95,000	100,500	6	103,100	105,700	108,400	111,200	114,000	116,900	119,900	122,900	126,000
1,038,300	1,145,600	996,000	55020/50023	Treatment Plants - Maintenance	1,015,300	1,070,600	5	1,097,700	1,125,500	1,154,000	1,183,300	1,213,200	1,243,900	1,275,400	1,307,600	1,340,500
44,100	67,300	91,200	55021	Maintenance - Other	85,000	110,000	29	112,800	115,700	118,600	121,600	124,700	127,900	131,100	134,400	137,800
294,300	315,900	289,200	55022	Operations - Other	382,500	402,600	5	413,200	424,000	435,200	446,600	458,200	470,000	482,700	495,500	508,600
80,000	79,200	249,800	60010	Recycled Water - Mtce and Operations	251,000	257,500	3	264,200	271,000	278,000	285,200	292,500	300,000	307,700	315,700	323,800
<b>Indirect Expenses - Overheads</b>																
1,888,000	1,950,000	2,094,000	55002	Overheads Distributed	2,135,600	2,324,000	9	2,382,100	2,441,700	2,502,700	2,565,300	2,629,400	2,695,100	2,762,500	2,831,600	2,902,400
<b>Debt Servicing</b>																
4,358,200	4,199,300	4,248,300	55006	Interest on Loans	3,513,700	3,364,900	(4)	3,199,400	2,996,000	2,801,200	2,606,300	2,405,100	2,204,700	2,005,400	1,806,000	1,637,000
<b>Non-cash Expenses</b>																
3,531,900	3,730,500	3,673,900	55022	Depreciation	3,851,000	3,900,000	1	3,978,000	4,058,000	4,139,000	4,222,000	4,306,000	4,392,000	4,480,000	4,570,000	4,661,000
10,800	416,400	0		Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
301,100	249,300	0	55022	Unwinding Interest Free Loan	134,000	69,000	(49)	0	0	0	0	0	0	0	0	0
<b>17,297,900</b>	<b>18,290,700</b>	<b>17,336,500</b>		<b>Total Operating Expenses</b>	<b>17,525,300</b>	<b>17,582,900</b>	<b>0</b>	<b>17,610,100</b>	<b>17,765,400</b>	<b>17,906,500</b>	<b>18,115,700</b>	<b>18,236,600</b>	<b>18,343,300</b>	<b>18,542,700</b>	<b>18,711,900</b>	<b>18,939,300</b>
<b>(948,800)</b>	<b>(403,200)</b>	<b>1,034,500</b>		<b>Operating Result - Surplus / (Deficit)</b>	<b>1,528,600</b>	<b>1,909,300</b>	<b>25</b>	<b>2,254,800</b>	<b>2,599,300</b>	<b>2,912,700</b>	<b>3,178,200</b>	<b>3,590,600</b>	<b>4,041,300</b>	<b>4,473,600</b>	<b>4,962,100</b>	<b>5,412,100</b>
3,531,900	3,730,500	3,673,900		Add Back Depreciation	3,851,000	3,900,000	1	3,978,000	4,058,000	4,139,000	4,222,000	4,306,000	4,392,000	4,480,000	4,570,000	4,661,000
10,800	416,400	0		Add Back Loss on Infrastructure Disposal	0	0	0	0	0	0	0	0	0	0	0	0
301,100	249,300	0	55022	Add Back Unwinding Interest Free Loan	134,000	69,000	(49)	0	0	0	0	0	0	0	0	0
<b>2,895,000</b>	<b>3,993,000</b>	<b>4,708,400</b>		<b>Cash Result - Surplus / (Deficit)</b>	<b>5,513,600</b>	<b>5,878,300</b>	<b>7</b>	<b>6,232,800</b>	<b>6,657,300</b>	<b>7,051,700</b>	<b>7,400,200</b>	<b>7,896,600</b>	<b>8,433,300</b>	<b>8,953,600</b>	<b>9,532,100</b>	<b>10,073,100</b>
<b>Capital Movements</b>																
2,793,300	2,957,900	3,095,600		Less Loan Principal Repayments	3,387,000	3,535,800		2,716,300	2,919,600	3,114,500	3,309,400	3,510,600	3,711,100	3,910,300	4,109,700	4,278,700
0	0	0		Less Transfer to Reserves	0	(19,000)		136,000	358,800	100,500	2,156,400	0	3,073,600	3,895,000	4,130,700	4,486,500
2,011,000	803,000	1,846,500		Add Transfer from Reserves	2,412,600	0		0	0	0	0	1,010,700	0	0	0	0
174,600	736,500	3,078,700		Add Capital Income Applied	1,339,000	3,171,000		1,542,000	5,723,000	2,556,000	0	438,000	0	0	0	0
2,267,300	2,554,600	6,518,000		Less Capital Expenditure	5,858,200	5,512,500		4,902,500	9,081,900	6,372,700	1,914,400	5,814,700	1,628,600	1,128,300	1,271,700	1,287,900
<b>20,000</b>	<b>20,000</b>	<b>20,000</b>		<b>Cash Result after Capital Movements</b>	<b>20,000</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>

## CORPORATE AND COMMUNITY DIVISION - SUMMARY

**Manager:** Kelly Brown - "Director – Corporate and Community Division"

### **Budget Comments**

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

The Corporate and Community Division consists of the following programs:

### ***Communications***

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

### ***Financial Services***

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

### ***Information Services***

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

### ***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.

### ***Community Facilities***

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

### ***Library Services***

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

### ***Swimming Pools***

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

### ***Tourism***

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

**CORPORATE AND COMMUNITY DIVISION - SUMMARY**

ACTUAL			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<i>OPERATING REVENUES</i>												
46,800	21,100	19,800	Communications	15,000	15,000	0	15,500	16,100	16,700	17,300	17,900	18,500	19,200	19,900	20,600
274,000	260,200	262,600	Financial Services	230,000	236,000	3	241,400	246,800	252,400	258,000	263,800	269,700	275,700	281,800	288,100
23,415,400	27,343,300	26,584,500	Financial Services - General Purpose Revenues	27,999,200	29,708,000	6	30,381,600	31,350,100	32,395,600	33,397,300	34,433,100	35,541,300	36,629,500	37,790,300	38,876,300
3,100	231,100	114,200	Information Services	118,000	201,000	70	124,100	127,300	130,600	134,000	137,500	141,000	144,600	148,300	152,100
191,400	446,500	345,900	Human Resources and Risk Management	174,800	150,000	(14)	153,900	158,000	162,100	166,400	170,700	175,100	179,800	184,600	189,500
2,570,800	2,599,800	2,556,700	Property Management	2,562,300	2,580,600	1	2,670,600	2,707,200	2,753,900	2,809,800	2,872,100	2,936,900	3,003,200	3,070,700	3,138,800
5,111,900	5,780,100	6,749,000	Ballina Byron Gateway Airport	6,732,000	7,174,000	7	7,356,100	7,543,800	7,738,600	7,965,000	8,204,900	8,451,900	8,706,200	8,968,300	9,238,100
500,000	528,700	703,400	Community Facilities	678,200	813,000	20	1,021,800	1,048,400	1,076,000	1,104,200	1,133,000	1,162,600	1,192,800	1,223,800	1,255,300
111,900	118,300	124,200	Library Services	108,200	81,000	(25)	83,100	85,200	87,400	89,600	91,900	94,200	96,600	99,100	101,600
407,300	435,400	43,900	Swimming Pools	656,900	1,030,000	57	1,055,900	1,082,400	1,109,700	1,137,600	1,166,200	1,195,500	1,225,500	1,256,300	1,287,800
141,600	108,300	220,500	Tourism	153,300	65,000	(58)	66,900	68,900	160,900	73,000	75,200	77,400	79,700	202,000	84,400
<b>32,774,200</b>	<b>37,872,800</b>	<b>37,724,700</b>	<b>Total Operating Revenues</b>	<b>39,427,900</b>	<b>42,053,600</b>	<b>7</b>	<b>43,170,900</b>	<b>44,434,200</b>	<b>45,883,900</b>	<b>47,152,200</b>	<b>48,566,300</b>	<b>50,064,100</b>	<b>51,552,300</b>	<b>53,245,100</b>	<b>54,632,600</b>
			<i>OPERATING EXPENSES</i>												
1,997,600	2,392,300	2,268,800	Communications	2,391,600	2,698,900	13	3,044,500	2,861,300	2,930,800	3,000,000	3,372,900	3,150,300	3,217,400	3,262,400	3,638,500
(4,086,900)	(4,256,800)	(4,411,200)	Financial Services	(4,466,400)	(4,925,900)	10	(5,050,900)	(5,179,100)	(5,263,300)	(5,336,000)	(5,533,500)	(5,673,400)	(5,816,900)	(5,965,100)	(6,116,400)
2,049,200	2,375,000	2,663,300	Information Services	2,945,100	3,107,600	6	3,078,000	3,152,000	3,227,800	3,305,400	3,385,000	3,466,500	3,549,800	3,635,000	3,722,600
1,282,200	781,500	1,095,000	Human Resources and Risk Management	918,300	920,500	0	946,800	978,000	1,013,000	1,051,800	1,095,400	1,141,700	1,192,900	1,249,800	1,310,600
2,961,700	1,773,600	2,254,300	Property Management	1,993,300	1,792,000	(10)	1,856,400	1,665,100	1,623,800	1,665,300	1,708,000	1,751,600	1,795,800	1,841,300	1,888,100
4,513,400	4,957,900	4,972,100	Ballina Byron Gateway Airport	5,712,600	6,036,700	6	6,104,100	6,482,900	6,848,900	6,946,800	7,067,300	7,198,700	7,332,900	7,472,500	7,615,000
2,376,700	2,441,200	2,503,000	Community Facilities	2,731,000	2,938,600	8	3,114,700	3,197,700	3,274,500	3,351,800	3,433,200	3,514,700	3,599,400	3,685,000	3,773,900
1,587,600	1,657,500	1,651,600	Library Services	1,719,000	1,726,000	0	1,768,600	1,812,600	1,857,600	1,903,700	1,950,900	1,999,200	2,048,800	2,099,600	2,151,500
879,900	898,200	931,400	Swimming Pools	1,630,100	1,992,200	22	2,010,700	2,030,200	2,049,000	2,068,500	2,088,100	2,107,700	2,127,600	2,148,100	2,194,900
603,700	567,800	630,200	Tourism	633,700	554,000	(13)	568,100	583,000	688,000	613,400	629,000	644,900	661,200	798,000	695,300
<b>14,165,100</b>	<b>13,588,200</b>	<b>14,558,500</b>	<b>Total Operating Expenses</b>	<b>16,208,300</b>	<b>16,840,600</b>	<b>4</b>	<b>17,441,000</b>	<b>17,583,700</b>	<b>18,250,100</b>	<b>18,570,700</b>	<b>19,196,300</b>	<b>19,301,900</b>	<b>19,708,900</b>	<b>20,226,600</b>	<b>20,874,000</b>
			<i>NET OPERATING RESULT</i>												
(1,950,800)	(2,371,200)	(2,249,000)	Communications	(2,376,600)	(2,683,900)	13	(3,029,000)	(2,845,200)	(2,914,100)	(2,982,700)	(3,355,000)	(3,131,800)	(3,198,200)	(3,242,500)	(3,617,900)
27,776,300	31,860,300	31,258,300	Financial Services	32,695,600	34,869,900	7	35,673,900	36,776,000	37,911,300	38,991,300	40,230,400	41,484,400	42,721,600	44,037,200	45,280,800
(2,046,100)	(2,143,900)	(2,549,100)	Information Services	(2,827,100)	(2,906,600)	3	(2,953,900)	(3,024,700)	(3,097,200)	(3,171,400)	(3,247,500)	(3,325,500)	(3,405,200)	(3,486,700)	(3,570,500)
(1,090,800)	(335,000)	(749,100)	Human Resources and Risk Management	(743,500)	(770,500)	4	(792,900)	(820,000)	(850,900)	(885,400)	(924,700)	(966,600)	(1,013,100)	(1,065,200)	(1,121,100)
(390,900)	826,200	302,400	Property Management	569,000	788,600	39	814,200	1,042,100	1,130,100	1,144,500	1,164,100	1,185,300	1,207,400	1,229,400	1,250,700
598,500	822,200	1,776,900	Ballina Byron Gateway Airport	1,019,400	1,137,300	12	1,252,000	1,060,900	889,700	1,018,200	1,137,600	1,253,200	1,373,300	1,495,800	1,623,100
(1,876,700)	(1,912,500)	(1,799,600)	Community Facilities	(2,052,800)	(2,125,600)	4	(2,092,900)	(2,149,300)	(2,198,500)	(2,247,600)	(2,300,200)	(2,352,100)	(2,406,600)	(2,461,200)	(2,518,600)
(1,475,700)	(1,539,200)	(1,527,400)	Library Services	(1,610,800)	(1,645,000)	2	(1,685,500)	(1,727,400)	(1,770,200)	(1,814,100)	(1,859,000)	(1,905,000)	(1,952,200)	(2,000,500)	(2,049,900)
(472,600)	(462,800)	(887,500)	Swimming Pools	(973,200)	(962,200)	(1)	(954,800)	(947,800)	(939,300)	(930,900)	(921,900)	(912,200)	(902,100)	(891,800)	(907,100)
(462,100)	(459,500)	(409,700)	Tourism	(480,400)	(489,000)	2	(501,200)	(514,100)	(527,100)	(540,400)	(553,800)	(567,500)	(581,500)	(596,000)	(610,900)
<b>18,609,100</b>	<b>24,284,600</b>	<b>23,166,200</b>	<b>Total Operating Result - Surplus / (Deficit)</b>	<b>23,219,600</b>	<b>25,213,000</b>	<b>9</b>	<b>25,729,900</b>	<b>26,850,500</b>	<b>27,633,800</b>	<b>28,581,500</b>	<b>29,370,000</b>	<b>30,762,200</b>	<b>31,843,400</b>	<b>33,018,500</b>	<b>33,758,600</b>
2,131,300	2,174,900	2,195,100	Add Back Depreciation	2,456,000	2,528,000	3	2,579,700	2,632,600	2,686,600	2,741,500	2,797,600	2,854,700	2,913,000	2,972,500	3,033,300
163,000	(150,000)	(101,000)	Add Back Non Cash Investment Premium	0	0	0	0	0	0	0	0	0	0	0	0
319,800	(403,100)	308,600	Add Back Landstock	0	0	0	0	0	0	0	0	0	0	0	0
0	360,400	0	Add Back Fair Value Adjustments Rental Properties	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	Add Back Gain / Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
<b>21,223,200</b>	<b>26,266,800</b>	<b>25,568,900</b>	<b>Total Cash Operating Result - Surplus / (Deficit)</b>	<b>25,675,600</b>	<b>27,741,000</b>	<b>8</b>	<b>28,309,600</b>	<b>29,483,100</b>	<b>30,320,400</b>	<b>31,323,000</b>	<b>32,167,600</b>	<b>33,616,900</b>	<b>34,756,400</b>	<b>35,991,000</b>	<b>36,791,900</b>
			<i>Capital Movements</i>												
989,100	1,093,200	1,483,600	Less Loan Principal Repayments	1,699,100	1,861,200		9,364,700	7,608,800	1,959,900	1,327,900	1,164,400	1,210,000	1,197,500	1,243,800	1,265,800
7,734,700	14,190,700	13,104,900	Less Transfer to Reserves	15,421,700	14,255,500		12,723,200	12,317,400	5,544,600	3,666,300	4,141,100	4,448,800	4,778,000	5,096,900	5,315,000
4,208,600	6,879,300	15,224,800	Add Transfer from Reserves	19,568,300	14,982,600		13,396,100	7,322,200	2,260,900	3,301,100	2,214,000	1,956,900	1,989,800	8,023,200	2,387,200
7,156,500	4,427,600	12,635,100	Add Capital Income Applied	24,935,400	15,866,600		24,935,400	24,847,900	2,970,000	200,000	200,000	200,000	200,000	200,000	200,000
4,271,800	5,295,000	16,522,700	Less Capital Expenditure	20,723,900	18,094,200		19,790,700	16,208,800	1,720,200	2,737,000	1,456,000	1,476,000	1,496,000	7,516,000	1,537,000
<b>19,592,700</b>	<b>16,994,800</b>	<b>22,317,600</b>	<b>Cash Result after Capital Movements</b>	<b>22,844,200</b>	<b>24,379,300</b>	<b>7</b>	<b>24,762,500</b>	<b>25,518,200</b>	<b>26,326,600</b>	<b>27,092,900</b>	<b>27,820,100</b>	<b>28,639,000</b>	<b>29,474,700</b>	<b>30,357,500</b>	<b>31,261,300</b>

## COMMUNICATIONS

**Manager**      *Caroline Klose – “Manager - Communications”*

### **Background**

This program relates to expenses associated with the General Manager’s office, the elected Council, donations to community groups, Council’s communications team and frontline customer service staff.

### **Budget Comments**

#### **Operating Expenses**

##### **General Manager’s Office**

Includes employment costs for six full-time staff (30 days in total), plus one motor vehicle. Also includes office expenses and the external audit fee.

##### **Employee Costs – Customer Service**

Based on two full time and six part time employees for the Customer Services Counter and Switchboard for the Administration Centre (total of 27 days)

##### **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, Joint Organisation, 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.

COMMUNICATIONS															
ACTUAL			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
			<b>Fees and Charges</b>												
46,800	21,100	19,800	Sundry Sales and Services	15,000	15,000	0	15,500	16,100	16,700	17,300	17,900	18,500	19,200	19,900	20,600
<b>46,800</b>	<b>21,100</b>	<b>19,800</b>	<b>Total Operating Revenues</b>	<b>15,000</b>	<b>15,000</b>	<b>0</b>	<b>15,500</b>	<b>16,100</b>	<b>16,700</b>	<b>17,300</b>	<b>17,900</b>	<b>18,500</b>	<b>19,200</b>	<b>19,900</b>	<b>20,600</b>
			<b>OPERATING EXPENSES</b>												
			<b>Governance and Communications</b>												
945,500	1,029,000	1,160,900	Employee Costs	1,265,100	1,588,900	26	1,625,500	1,663,000	1,701,400	1,740,700	1,780,900	1,822,000	1,864,000	1,876,000	1,888,300
8,600	9,200	8,200	Sundry Expenses	17,000	16,000	(6)	16,400	23,100	17,800	18,500	19,200	26,900	20,600	21,300	22,000
68,700	66,500	71,500	Audit - External	77,000	77,000	0	79,000	81,000	83,100	85,200	87,400	89,600	91,900	94,200	96,600
1,000	5,300	2,400	Legal Expenses	4,500	4,000	(11)	4,100	4,300	4,500	4,700	4,900	5,100	5,300	5,500	5,700
			<b>Councillors</b>												
308,300	351,000	343,000	Councillors Allowances and Exps	356,400	366,000	3	385,500	385,700	396,000	406,600	429,400	428,400	439,700	451,300	463,200
0	246,500	0	Election	0	0	0	260,000	0	0	0	290,000	0	0	0	330,000
62,600	62,700	68,500	Subscriptions and Contributions	73,700	79,000	7	85,700	94,400	105,100	107,900	110,800	113,800	116,900	120,000	123,300
			<b>Corporate Office Expenses</b>												
119,000	122,600	142,700	Printing, Stationery and Postage	114,000	113,000	(1)	115,900	118,800	121,900	125,100	128,300	131,600	135,000	138,500	142,000
9,800	12,000	11,700	Advertising	10,000	10,000	0	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,500	12,900
6,900	6,100	0	Office Equipment	6,500	0	(100)	0	0	0	0	0	0	0	0	0
115,400	145,500	100,800	Telephone	87,000	75,000	(14)	77,000	79,100	81,300	83,500	85,700	88,000	90,300	92,700	95,200
26,600	44,200	26,300	Sundry Administration Expenses	30,000	32,000	7	32,900	33,900	34,900	36,000	37,100	38,200	39,400	40,600	41,800
33,200	37,600	31,300	Community Connect	33,000	34,000	3	35,000	36,000	37,000	38,000	39,100	40,200	41,300	42,400	43,500
			<b>Donations</b>												
27,800	29,500	28,000	Donations - Public Halls - Rates	32,000	34,000	6	34,900	35,800	36,700	37,700	38,700	39,700	40,700	41,800	42,900
10,000	10,000	10,000	Donations - Sthn Cross Scholarship	10,000	11,000	10	11,300	11,600	11,900	12,200	12,600	13,000	13,400	13,800	14,200
17,400	18,600	21,700	Donations - Public Halls - Capital	0	0	0	0	0	0	0	0	0	0	0	0
6,000	6,000	6,000	Donations - Lighthouse Chairs	6,000	7,000	17	7,200	7,400	7,600	7,800	8,000	8,200	8,500	8,800	9,100
83,700	55,400	75,500	Donations - General	77,000	83,000	8	74,000	75,900	77,800	79,800	81,800	83,900	86,000	88,200	90,500
0	30,100	9,600	Donations - Sporting Groups	20,000	30,000	50	40,000	50,000	51,300	52,600	54,000	55,400	56,800	58,300	59,800
1,200	0	0	Community Groups - Council Fees	2,400	3,000	25	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900
			<b>Festivals and Events Support</b>												
122,300	77,700	126,400	Festivals and Events Program	145,000	110,000	(24)	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
3,900	4,000	4,000	Fair Go	4,000	4,000	0	4,100	4,300	4,500	4,700	4,900	5,100	5,300	5,500	5,700
19,700	22,800	20,300	Australia Day	21,000	22,000	5	22,600	23,200	23,800	24,400	25,100	25,800	26,500	27,200	27,900
<b>1,997,600</b>	<b>2,392,300</b>	<b>2,268,800</b>	<b>Total Operating Expenses</b>	<b>2,391,600</b>	<b>2,698,900</b>	<b>13</b>	<b>3,044,500</b>	<b>2,861,300</b>	<b>2,930,800</b>	<b>3,000,000</b>	<b>3,372,900</b>	<b>3,150,300</b>	<b>3,217,400</b>	<b>3,262,400</b>	<b>3,638,500</b>
<b>(1,950,800)</b>	<b>(2,371,200)</b>	<b>(2,249,000)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(2,376,600)</b>	<b>(2,683,900)</b>	<b>13</b>	<b>(3,029,000)</b>	<b>(2,845,200)</b>	<b>(2,914,100)</b>	<b>(2,982,700)</b>	<b>(3,355,000)</b>	<b>(3,131,800)</b>	<b>(3,198,200)</b>	<b>(3,242,500)</b>	<b>(3,617,900)</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(1,950,800)</b>	<b>(2,371,200)</b>	<b>(2,249,000)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(2,376,600)</b>	<b>(2,683,900)</b>	<b>13</b>	<b>(3,029,000)</b>	<b>(2,845,200)</b>	<b>(2,914,100)</b>	<b>(2,982,700)</b>	<b>(3,355,000)</b>	<b>(3,131,800)</b>	<b>(3,198,200)</b>	<b>(3,242,500)</b>	<b>(3,617,900)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
94,000	127,300	68,300	Less Transfer to Reserves	41,500	45,000	0	60,000	71,000	71,000	73,000	75,000	75,000	80,000	85,000	90,000
18,700	290,600	47,700	Add Transfer from Reserves	25,000	0	0	260,000	0	0	0	290,000	0	0	0	330,000
0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
<b>(2,026,100)</b>	<b>(2,207,900)</b>	<b>(2,269,600)</b>	<b>Cash Result after Capital Movements</b>	<b>(2,393,100)</b>	<b>(2,728,900)</b>	<b>14</b>	<b>(2,829,000)</b>	<b>(2,916,200)</b>	<b>(2,985,100)</b>	<b>(3,055,700)</b>	<b>(3,140,000)</b>	<b>(3,206,800)</b>	<b>(3,278,200)</b>	<b>(3,327,500)</b>	<b>(3,377,900)</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			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
			<b>Rates</b>												
13,968,100	14,890,400	15,777,100	Residential	16,871,300	18,067,000	7	18,654,200	19,260,500	19,886,500	20,483,100	21,097,600	21,730,500	22,382,400	23,053,900	23,745,500
3,826,700	4,055,800	4,303,300	Business	4,596,400	4,894,000	6	5,053,100	5,217,300	5,386,900	5,548,500	5,715,000	5,886,500	6,063,100	6,245,000	6,432,400
1,445,600	1,507,000	1,537,400	Farmland	1,609,500	1,643,000	2	1,696,400	1,751,500	1,808,400	1,862,700	1,918,600	1,976,200	2,035,500	2,096,600	2,159,500
(600)	100	(600)	<b>Postponed Rates</b>												
			Postponed Rates	500	0	(100)	0	0	0	0	0	0	0	0	0
(639,100)	(647,500)	(628,700)	<b>Abandonments</b>												
			Pensioner Abandonments	(637,400)	(635,000)	(0)	(639,800)	(644,600)	(649,500)	(652,800)	(656,100)	(659,400)	(662,800)	(666,200)	(669,600)
			<b>Extra Charges</b>												
79,600	64,700	55,000	Interest	50,000	50,000	0	51,300	52,600	53,900	55,200	56,600	58,000	59,500	61,000	62,500
			<b>General Purpose Grants</b>												
	92,600	4,000	Emergency Services Grant	0	0		0	0	0	0	0	0	0	0	0
3,831,300	6,194,600	4,392,000	Financial Assistance Grant	4,475,400	4,565,000	2	4,656,300	4,749,400	4,844,400	4,941,300	5,040,100	5,140,900	5,243,700	5,348,600	5,455,600
350,200	355,000	343,800	Pensioners Assistance Subsidy	343,000	345,000	1	353,600	362,400	371,500	380,800	390,300	400,100	410,100	420,400	430,900
			<b>Interest</b>												
716,600	680,600	700,200	Interest on Investments	690,500	779,000	13	556,500	601,000	693,500	778,500	871,000	1,008,500	1,097,500	1,231,000	1,259,500
(163,000)	150,000	101,000	Premium Adjustments	0	0	0	0	0	0	0	0	0	0	0	0
<b>23,415,400</b>	<b>27,343,300</b>	<b>26,584,500</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>27,999,200</b>	<b>29,708,000</b>	<b>6</b>	<b>30,381,600</b>	<b>31,350,100</b>	<b>32,395,600</b>	<b>33,397,300</b>	<b>34,433,100</b>	<b>35,541,300</b>	<b>36,629,000</b>	<b>37,790,300</b>	<b>38,876,300</b>
163,000	(150,000)	(101,000)	Add Back Non Cash Premium	0	0	0	0	0	0	0	0	0	0	0	0
<b>23,578,400</b>	<b>27,193,300</b>	<b>26,483,500</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>27,999,200</b>	<b>29,708,000</b>	<b>6</b>	<b>30,381,600</b>	<b>31,350,100</b>	<b>32,395,600</b>	<b>33,397,300</b>	<b>34,433,100</b>	<b>35,541,300</b>	<b>36,629,000</b>	<b>37,790,300</b>	<b>38,876,300</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
0	2,108,000	0	Less Transfer to Reserves	0	59,000		0	0	0	58,500	151,000	288,500	377,500	511,000	539,500
0	0	0	Add Transfer from Reserves	0	0		0	0	0	0	0	0	0	0	0
0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
0	0	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
<b>23,578,400</b>	<b>25,085,300</b>	<b>26,483,500</b>	<b>Cash Result after Capital Movements</b>	<b>27,999,200</b>	<b>29,649,000</b>	<b>6</b>	<b>30,381,600</b>	<b>31,350,100</b>	<b>32,395,600</b>	<b>33,338,800</b>	<b>34,282,100</b>	<b>35,252,800</b>	<b>36,251,500</b>	<b>37,279,300</b>	<b>38,336,800</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 plus one motor vehicle.

##### **Bank Charges**

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

##### **Rating Costs**

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

##### **Valuation Fees**

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

##### **Audit Fees**

Fees for internal audit of specific projects.

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

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

## FINANCIAL SERVICES

ACTUAL			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
			<b>Fees and Charges</b>												
101,800	98,300	86,200	Section 603 Certificates	88,000	88,000	0	90,300	92,600	95,000	97,400	99,900	102,500	105,100	107,800	110,500
29,100	32,000	33,400	Transaction Charges	31,200	37,000	19	38,100	39,200	40,300	41,500	42,700	43,900	45,100	46,300	47,600
66,000	58,000	73,900	Legal Costs Recovered	56,800	57,000	0	59,000	61,000	63,100	65,100	67,200	69,300	71,500	73,700	76,000
			<b>Contributions and Dividends</b>												
77,100	71,900	69,100	Dividends	54,000	54,000	0	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000
<b>274,000</b>	<b>260,200</b>	<b>262,600</b>	<b>Total Operating Revenues</b>	<b>230,000</b>	<b>236,000</b>	<b>3</b>	<b>241,400</b>	<b>246,800</b>	<b>252,400</b>	<b>258,000</b>	<b>263,800</b>	<b>269,700</b>	<b>275,700</b>	<b>281,800</b>	<b>288,100</b>
			<b>OPERATING EXPENSES</b>												
1,021,700	1,029,300	1,040,100	Employee Costs	1,079,100	1,118,600	4	1,144,300	1,170,600	1,197,500	1,225,000	1,253,100	1,281,900	1,311,300	1,341,400	1,372,200
89,700	89,500	93,200	Bank Charges	97,500	94,000	(4)	96,600	99,400	102,200	105,100	108,000	111,000	114,200	117,400	120,600
83,400	82,300	103,700	Rating Costs	83,000	80,000	(4)	82,100	84,200	86,400	88,700	91,000	93,400	95,800	98,200	100,800
99,300	101,600	104,300	Valuation Fees	159,000	108,000	(32)	110,700	113,500	116,400	179,400	122,400	125,500	128,700	132,000	135,300
21,000	24,500	16,500	Audit - Internal	26,000	28,000	8	28,700	29,500	30,300	31,100	31,900	32,700	33,600	34,500	35,400
			<b>Indirect Costs</b>												
(5,402,000)	(5,584,000)	(5,769,000)	Overheads Distributed	(5,911,000)	(6,354,500)	8	(6,513,300)	(6,676,300)	(6,796,100)	(6,965,300)	(7,139,900)	(7,317,900)	(7,500,500)	(7,688,600)	(7,880,700)
<b>(4,086,900)</b>	<b>(4,256,800)</b>	<b>(4,411,200)</b>	<b>Total Operating Expenses</b>	<b>(4,466,400)</b>	<b>(4,925,900)</b>	<b>10</b>	<b>(5,050,900)</b>	<b>(5,179,100)</b>	<b>(5,263,300)</b>	<b>(5,336,000)</b>	<b>(5,533,500)</b>	<b>(5,673,400)</b>	<b>(5,816,900)</b>	<b>(5,965,100)</b>	<b>(6,116,400)</b>
<b>4,360,900</b>	<b>4,517,000</b>	<b>4,673,800</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>4,696,400</b>	<b>5,161,900</b>	<b>10</b>	<b>5,292,300</b>	<b>5,425,900</b>	<b>5,515,700</b>	<b>5,594,000</b>	<b>5,797,300</b>	<b>5,943,100</b>	<b>6,092,600</b>	<b>6,246,900</b>	<b>6,404,500</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>4,360,900</b>	<b>4,517,000</b>	<b>4,673,800</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>4,696,400</b>	<b>5,161,900</b>	<b>10</b>	<b>5,292,300</b>	<b>5,425,900</b>	<b>5,515,700</b>	<b>5,594,000</b>	<b>5,797,300</b>	<b>5,943,100</b>	<b>6,092,600</b>	<b>6,246,900</b>	<b>6,404,500</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
103,500	0	121,600	Less Transfer to Reserves	10,000	10,500		11,000	11,500	12,000	12,500	13,000	13,500	14,000	14,500	15,000
0	0	0	Add Transfer from Reserves	53,000	0		0	0	0	60,000	0	0	0	0	0
0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
0	0	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
<b>4,257,400</b>	<b>4,517,000</b>	<b>4,552,200</b>	<b>Cash Result after Capital Movements</b>	<b>4,739,400</b>	<b>5,151,400</b>	<b>9</b>	<b>5,281,300</b>	<b>5,414,400</b>	<b>5,503,700</b>	<b>5,641,500</b>	<b>5,784,300</b>	<b>5,929,600</b>	<b>6,078,600</b>	<b>6,232,400</b>	<b>6,389,500</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 nine full time and three part time employees (59 days) and one motor vehicle.

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

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

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

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

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

### **Capital Movements**

#### **Capital Expenditure**

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

## INFORMATION SERVICES

ACTUAL			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
			<b>Fees and Charges</b>												
3,100	231,100	114,200	Sundry Sales and Services	118,000	201,000	70	124,100	127,300	130,600	134,000	137,500	141,000	144,600	148,300	152,100
<b>3,100</b>	<b>231,100</b>	<b>114,200</b>	<b>Total Operating Revenues</b>	<b>118,000</b>	<b>201,000</b>	<b>70</b>	<b>124,100</b>	<b>127,300</b>	<b>130,600</b>	<b>134,000</b>	<b>137,500</b>	<b>141,000</b>	<b>144,600</b>	<b>148,300</b>	<b>152,100</b>
			<b>OPERATING EXPENSES</b>												
			<b>Information Services</b>												
1,131,300	1,216,100	1,376,000	Employee Costs	1,662,100	1,700,600	2	1,739,900	1,780,000	1,821,000	1,862,900	1,905,900	1,949,800	1,994,800	2,040,700	2,087,700
186,100	179,800	192,600	Hardware Lease	169,000	173,000	2	177,400	181,900	186,500	191,200	196,000	200,900	206,000	211,200	216,500
93,400	134,900	138,600	Hardware Support Costs	141,000	154,000	9	158,000	162,100	166,400	170,700	175,100	179,700	184,300	189,100	194,100
187,900	219,700	206,800	Software - Civica Licence	310,000	330,000	6	338,300	346,800	355,500	364,400	373,600	383,000	392,600	402,500	412,600
429,200	594,900	669,800	Software and Consumables	615,000	700,000	14	613,100	628,600	644,400	660,800	677,600	694,800	712,300	730,200	748,800
21,300	29,600	79,500	Projects and Training	48,000	50,000	4	51,300	52,600	54,000	55,400	56,800	58,300	59,800	61,300	62,900
<b>2,049,200</b>	<b>2,375,000</b>	<b>2,663,300</b>	<b>Total Operating Expenses</b>	<b>2,945,100</b>	<b>3,107,600</b>	<b>6</b>	<b>3,078,000</b>	<b>3,152,000</b>	<b>3,227,800</b>	<b>3,305,400</b>	<b>3,385,000</b>	<b>3,466,500</b>	<b>3,549,800</b>	<b>3,635,000</b>	<b>3,722,600</b>
<b>(2,046,100)</b>	<b>(2,143,900)</b>	<b>(2,549,100)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(2,827,100)</b>	<b>(2,906,600)</b>	<b>3</b>	<b>(2,953,900)</b>	<b>(3,024,700)</b>	<b>(3,097,200)</b>	<b>(3,171,400)</b>	<b>(3,247,500)</b>	<b>(3,325,500)</b>	<b>(3,405,200)</b>	<b>(3,486,700)</b>	<b>(3,570,500)</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(2,046,100)</b>	<b>(2,143,900)</b>	<b>(2,549,100)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(2,827,100)</b>	<b>(2,906,600)</b>	<b>3</b>	<b>(2,953,900)</b>	<b>(3,024,700)</b>	<b>(3,097,200)</b>	<b>(3,171,400)</b>	<b>(3,247,500)</b>	<b>(3,325,500)</b>	<b>(3,405,200)</b>	<b>(3,486,700)</b>	<b>(3,570,500)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
59,100	139,200	59,500	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
40,000	32,000	167,400	Add Transfer from Reserves	44,500	22,000	(51)	0	0	0	0	0	0	0	0	0
0	0	23,400	Add Capital Income Applied	50,000	0	(100)	0	0	0	0	0	0	0	0	0
54,300	66,700	173,300	Less Capital Expenditure	131,500	20,000	(85)	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
<b>(2,119,500)</b>	<b>(2,317,800)</b>	<b>(2,591,100)</b>	<b>Cash Result after Capital Movements</b>	<b>(2,864,100)</b>	<b>(2,904,600)</b>	<b>1</b>	<b>(2,974,900)</b>	<b>(3,046,700)</b>	<b>(3,120,200)</b>	<b>(3,195,400)</b>	<b>(3,272,500)</b>	<b>(3,351,500)</b>	<b>(3,432,200)</b>	<b>(3,514,700)</b>	<b>(3,599,500)</b>

## HUMAN RESOURCES AND RISK MANAGEMENT

**Manager**      *Position Vacant - "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			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
34,600	15,900	33,200	Contributions - LSL	20,000	15,000	(25)	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700	19,200
29,300	124,100	40,800	Contributions - Training	40,800	21,000	(49)	21,600	22,200	22,800	23,400	24,000	24,600	25,300	26,000	26,700
11,800	12,100	12,500	Maternity Leave - Centrelink Payments	12,000	10,000	(17)	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,500	12,900
50,900	165,100	109,000	Refunds - Insurance	28,000	28,000	0	28,700	29,500	30,300	31,100	31,900	32,700	33,600	34,500	35,400
64,800	129,300	150,400	Refunds - Workers Compensation	74,000	76,000	3	77,900	79,900	81,900	84,000	86,100	88,300	90,600	92,900	95,300
<b>191,400</b>	<b>446,500</b>	<b>345,900</b>	<b>Total Operating Revenues</b>	<b>174,800</b>	<b>150,000</b>	<b>(14)</b>	<b>153,900</b>	<b>158,000</b>	<b>162,100</b>	<b>166,400</b>	<b>170,700</b>	<b>175,100</b>	<b>179,800</b>	<b>184,600</b>	<b>189,500</b>
			<b>OPERATING EXPENSES</b>												
			<b>Human Resources</b>												
741,300	792,700	805,100	Employee Costs	845,200	917,000	8	938,200	960,000	982,300	1,005,100	1,028,400	1,052,200	1,076,600	1,101,500	1,127,000
446,500	433,000	412,900	Staff Training and Development	356,000	357,000	0	366,100	375,600	385,300	395,100	405,200	415,500	426,200	437,000	448,200
48,600	47,600	53,900	Staff Support and Recognition	77,800	49,000	(37)	50,300	51,800	53,300	54,900	56,500	58,100	59,700	61,400	63,100
			<b>Employee Oncosts</b>												
2,157,400	2,244,700	2,339,400	Superannuation	2,402,000	2,463,000	3	2,529,000	2,600,000	2,676,000	2,757,000	2,844,000	2,935,000	3,032,000	3,136,000	3,245,000
2,400	2,000	3,200	Jury Duty	2,000	2,000	0	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900
557,000	475,600	373,800	Workers Compensation Premiums	548,400	535,500	(2)	549,100	563,300	577,800	592,600	607,700	623,100	638,900	655,300	672,100
1,411,900	1,039,400	1,640,100	Employee Entitlements - Salaried Staff	1,706,000	1,749,000	3	1,792,800	1,837,900	1,884,000	1,931,300	1,979,700	2,029,400	2,080,400	2,132,600	2,186,100
1,651,100	1,815,600	1,638,700	Employee Entitlements - Wages Staff	1,469,000	1,506,000	3	1,543,700	1,582,400	1,622,200	1,663,000	1,704,800	1,747,600	1,791,400	1,836,300	1,882,300
			<b>Risk Management</b>												
568,700	591,000	622,100	Public Risk and Plant	598,400	610,000	2	625,300	641,000	657,100	673,600	690,500	707,800	725,500	743,700	762,300
24,800	33,600	42,300	Excess Public Risk	42,500	40,000	(6)	41,000	42,100	43,200	44,300	45,500	46,700	47,900	49,100	50,400
			<b>Oncosts Recouped</b>												
(6,181,000)	(6,587,900)	(6,745,600)	Oncosts Recouped - Internal Works	(7,059,000)	(7,236,000)	3	(7,416,900)	(7,602,400)	(7,792,600)	(7,987,600)	(8,187,400)	(8,392,200)	(8,602,100)	(8,817,300)	(9,037,900)
(146,500)	(105,800)	(90,900)	Oncosts Recouped - External Works	(70,000)	(72,000)	3	(73,900)	(75,900)	(77,900)	(79,900)	(82,000)	(84,100)	(86,300)	(88,600)	(90,900)
<b>1,282,200</b>	<b>781,500</b>	<b>1,095,000</b>	<b>Total Operating Expenses</b>	<b>918,300</b>	<b>920,500</b>	<b>0</b>	<b>946,800</b>	<b>978,000</b>	<b>1,013,000</b>	<b>1,051,800</b>	<b>1,095,400</b>	<b>1,141,700</b>	<b>1,192,900</b>	<b>1,249,800</b>	<b>1,310,600</b>
<b>(1,090,800)</b>	<b>(335,000)</b>	<b>(749,100)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(743,500)</b>	<b>(770,500)</b>	<b>4</b>	<b>(792,900)</b>	<b>(820,000)</b>	<b>(850,900)</b>	<b>(885,400)</b>	<b>(924,700)</b>	<b>(966,600)</b>	<b>(1,013,100)</b>	<b>(1,065,200)</b>	<b>(1,121,100)</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(1,090,800)</b>	<b>(335,000)</b>	<b>(749,100)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(743,500)</b>	<b>(770,500)</b>	<b>4</b>	<b>(792,900)</b>	<b>(820,000)</b>	<b>(850,900)</b>	<b>(885,400)</b>	<b>(924,700)</b>	<b>(966,600)</b>	<b>(1,013,100)</b>	<b>(1,065,200)</b>	<b>(1,121,100)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
1,787,900	337,000	373,300	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
0	0	166,800	Add Transfer from Reserves	166,800	0	(100)	0	0	0	0	0	0	0	0	0
2,078,700	0	1,005,800	Add Capital Income Applied	200,000	200,000	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
0	36,100	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
<b>(800,000)</b>	<b>(708,100)</b>	<b>50,200</b>	<b>Cash Result after Capital Movements</b>	<b>(376,700)</b>	<b>(570,500)</b>	<b>51</b>	<b>(592,900)</b>	<b>(620,000)</b>	<b>(650,900)</b>	<b>(685,400)</b>	<b>(724,700)</b>	<b>(766,600)</b>	<b>(813,100)</b>	<b>(865,200)</b>	<b>(921,100)</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			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
			<b>Council Owned Properties</b>												
1,639,800	1,749,300	1,801,200	Properties - Investment / Commercial	1,826,000	1,862,600	2	1,899,800	1,937,800	1,976,400	2,015,800	2,056,100	2,097,100	2,139,000	2,181,700	2,225,500
225,100	211,600	202,400	Properties - Others	197,600	169,000	(14)	213,500	219,400	225,400	231,600	237,900	244,700	251,700	258,800	266,100
			<b>Council Controlled - Crown Reserves</b>												
64,500	65,800	42,400	Properties - Crown Reserves	41,300	53,000	28	54,000	55,000	56,100	57,200	58,400	59,600	60,800	62,000	63,200
			<b>Caravan Parks and Tent Park</b>												
421,600	413,400	417,900	Flat Rock Tent Park	448,400	450,000	0	461,300	473,000	485,000	497,200	509,700	522,500	535,700	549,200	563,000
			<b>Grants and Contributions</b>												
92,000	440,000	0	BBRC Program	0	0	0	0	0	0	0	0	0	0	0	0
0	0	10,000	State Government Grant Business Case	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Interest on Investments</b>												
41,000	25,500	17,200	Interest on Investments - Comm Infra	10,000	27,000	170	30,000	12,000	4,000	1,000	2,000	4,000	6,000	8,000	10,000
86,800	54,600	65,600	Interest on Investments - Property Dev	39,000	19,000	(51)	12,000	10,000	7,000	7,000	8,000	9,000	10,000	11,000	11,000
			<b>Other Revenues</b>												
0	(360,400)	0	Fair Value Adjustments Rental Props	0	0	0	0	0	0	0	0	0	0	0	0
<b>2,570,800</b>	<b>2,599,800</b>	<b>2,556,700</b>	<b>Total Operating Revenues</b>	<b>2,562,300</b>	<b>2,580,600</b>	<b>1</b>	<b>2,670,600</b>	<b>2,707,200</b>	<b>2,753,900</b>	<b>2,809,800</b>	<b>2,872,100</b>	<b>2,936,900</b>	<b>3,003,200</b>	<b>3,070,700</b>	<b>3,138,800</b>
			<b>OPERATING EXPENSES</b>												
			<b>Property Management</b>												
310,700	304,600	299,800	Employee Costs	329,100	337,600	3	345,300	353,200	361,300	369,600	378,100	386,800	395,700	404,800	414,100
41,200	0	19,400	Property Investigations	20,000	20,000	0	20,500	21,000	21,500	22,000	22,500	23,000	23,500	24,000	24,600
1,056,700	738,900	414,200	BBRC Scheme	325,000	0	(100)	0	0	0	0	0	0	0	0	0
			<b>Land Development</b>												
28,300	17,000	8,700	Wollongbar Residential Estate	63,000	11,000	(83)	11,300	11,600	0	0	0	0	0	0	0
150,700	78,200	136,400	Southern Cross Industrial Estate	108,600	53,000	(51)	33,600	34,200	34,900	35,600	36,300	37,000	37,700	38,400	39,200
9,800	11,300	54,000	Russellton Industrial Estate	13,000	13,000	0	13,400	13,800	14,200	14,600	15,000	15,400	15,800	16,200	16,700
319,800	(403,100)	308,600	Land Stock Movements	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Property - Operations and Maintenance</b>												
246,000	263,700	248,600	Properties - Council Investment	255,800	274,000	7	281,500	289,300	297,200	305,400	313,700	322,300	331,000	340,000	349,300
118,500	110,500	86,900	Properties - Council Commercial	127,100	119,000	(6)	122,200	125,600	129,000	132,500	136,200	139,900	143,700	147,700	151,700
22,300	34,500	52,900	Properties - Council Residential	46,000	41,000	(11)	42,200	43,500	44,800	46,100	47,400	48,800	50,200	51,700	53,200
65,300	58,100	40,300	Properties - Crown Reserves	72,400	77,000	6	79,300	81,700	84,100	86,500	89,100	91,700	94,300	96,900	99,500
			<b>Caravan Parks and Tent Park</b>												
250,600	259,800	253,900	Flat Rock Tent Park	294,700	300,000	2	308,100	316,900	325,900	335,000	344,300	353,700	363,200	373,100	383,100
0	0	0	Interest on Loans - Flat Rock	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Overheads and Interest on Loans</b>												
230,000	185,000	210,000	Overheads Distributed	210,000	210,000	0	215,300	220,700	178,900	183,300	187,900	192,700	197,500	202,400	207,600
0	0	0	Interest on Loans - Property Development	11,600	212,400	1,731	257,100	24,300	0	0	0	0	0	0	0
			<b>Non-cash Expenses</b>												
14,000	14,500	15,200	Depreciation - Flat Rock Tent Park	15,000	16,000	7	16,400	16,800	17,200	17,600	18,000	18,400	18,800	19,200	19,600
97,800	100,600	105,400	Depreciation - Commercial Buildings	102,000	108,000	6	110,200	112,500	114,800	117,100	119,500	121,900	124,400	126,900	129,500
<b>2,961,700</b>	<b>1,773,600</b>	<b>2,254,300</b>	<b>Total Operating Expenses</b>	<b>1,993,300</b>	<b>1,792,000</b>	<b>(10)</b>	<b>1,856,400</b>	<b>1,665,100</b>	<b>1,623,800</b>	<b>1,665,300</b>	<b>1,708,000</b>	<b>1,751,600</b>	<b>1,795,800</b>	<b>1,841,300</b>	<b>1,888,100</b>
<b>(390,900)</b>	<b>826,200</b>	<b>302,400</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>569,000</b>	<b>788,600</b>	<b>39</b>	<b>814,200</b>	<b>1,042,100</b>	<b>1,130,100</b>	<b>1,144,500</b>	<b>1,164,100</b>	<b>1,185,300</b>	<b>1,207,400</b>	<b>1,229,400</b>	<b>1,250,700</b>
111,800	115,100	120,600	Add Back Depreciation	117,000	124,000	6	126,600	129,300	132,000	134,700	137,500	140,300	143,200	146,100	149,100
0	360,400	0	Add Back Fair Value Adjustments	0	0	0	0	0	0	0	0	0	0	0	0
319,800	(403,100)	308,600	Add Back Landstock Movements	0	0	0	0	0	0	0	0	0	0	0	0
<b>40,700</b>	<b>898,600</b>	<b>731,600</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>686,000</b>	<b>912,600</b>	<b>33</b>	<b>940,800</b>	<b>1,171,400</b>	<b>1,262,100</b>	<b>1,279,200</b>	<b>1,301,600</b>	<b>1,325,600</b>	<b>1,350,600</b>	<b>1,375,500</b>	<b>1,399,800</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0	0	7,419,600	5,454,900	0	0	0	0	0	0	0
4,563,100	3,793,600	8,238,200	Less Transfer to Reserves	8,435,100	13,365,600	58	11,813,000	11,754,800	4,915,800	2,193,300	2,246,600	2,301,500	2,357,400	2,413,700	2,470,000
3,453,000	3,278,400	6,634,300	Add Transfer from Reserves	6,528,100	12,690,600	94	10,935,100	6,670,200	1,107,900	1,587,100	1,069,000	1,100,900	1,132,800	1,165,200	1,198,200
2,286,400	1,310,300	3,860,200	Add Capital Income Applied	4,868,100	11,333,100	133	9,735,400	9,647,900	2,770,000	0	0	0	0	0	0
817,000	1,293,700	2,587,900	Less Capital Expenditure	3,247,100	11,220,700	246	2,078,700	29,800	24,200	523,000	24,000	25,000	26,000	27,000	28,000
<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>Cash Result after Capital Movements</b>	<b>400,000</b>	<b>350,000</b>	<b>(13)</b>	<b>300,000</b>	<b>250,000</b>	<b>200,000</b>	<b>150,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>

## BALLINA-BYRON GATEWAY AIRPORT

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

### **Background**

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

### **Budget Comments**

#### **Operating Revenues**

**Landing Fees** Collected from Regional Express Airlines, Jetstar 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 eight full time employees (40 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			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
			<b>Fees and Charges</b>												
2,231,100	2,469,800	3,042,400	Landing Fees	3,125,000	3,218,000	3	3,314,800	3,414,400	3,516,900	3,622,500	3,731,300	3,843,400	3,958,900	4,077,800	4,200,300
1,265,100	1,375,400	1,381,500	Security Recouped	1,466,900	1,511,000	3	1,556,400	1,603,100	1,651,200	1,700,800	1,751,900	1,804,500	1,858,700	1,914,500	1,972,000
645,900	840,100	919,400	Rentals	922,000	1,045,000	13	1,076,600	1,109,300	1,142,800	1,177,400	1,213,200	1,250,000	1,287,800	1,326,900	1,367,000
568,000	641,200	704,400	Car Parking	550,000	745,000	35	767,400	790,500	814,300	838,800	864,000	890,000	916,700	944,300	972,700
72,400	73,300	86,400	Advertising	85,000	88,000	4	90,700	93,500	96,400	99,300	102,300	105,400	108,600	111,900	115,300
0	0	0	Interest	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Grants and Contributions</b>												
83,800	57,900	60,000	Contributions - Fire Station, NDB etc	69,000	71,000	3	73,200	75,400	77,700	80,100	82,600	85,100	87,700	90,400	93,200
0	99,300	355,100	Airlines Conts to CAGRO	350,000	360,000	3	370,800	382,000	393,500	405,400	417,600	430,200	443,200	456,500	470,200
214,100	188,800	162,000	LIRS Subsidy	129,100	100,000	(23)	69,100	37,300	6,300	0	0	0	0	0	0
			<b>Other Revenues</b>												
31,500	34,300	37,800	Parking Fines	35,000	36,000	3	37,100	38,300	39,500	40,700	42,000	43,300	44,600	46,000	47,400
<b>5,111,900</b>	<b>5,780,100</b>	<b>6,749,000</b>	<b>Total Operating Revenues</b>	<b>6,732,000</b>	<b>7,174,000</b>	<b>7</b>	<b>7,356,100</b>	<b>7,543,800</b>	<b>7,738,600</b>	<b>7,965,000</b>	<b>8,204,900</b>	<b>8,451,900</b>	<b>8,706,200</b>	<b>8,968,300</b>	<b>9,238,100</b>
			<b>OPERATING EXPENSES</b>												
			<b>Airport</b>												
728,200	779,500	804,200	Employee Costs	866,100	908,600	5	929,700	951,300	973,400	995,900	1,018,900	1,042,500	1,066,600	1,091,200	1,116,400
270,500	268,600	220,700	Buildings Cleaning and Maintenance	213,000	245,000	15	252,200	270,600	278,300	286,100	293,300	300,700	308,200	315,900	323,800
999,200	1,051,800	1,080,800	Security for Departure Lounge	1,297,000	1,511,000	16	1,548,800	1,587,500	1,627,200	1,667,900	1,709,600	1,752,300	1,796,100	1,841,000	1,887,000
887,100	1,250,600	1,226,600	Operations	1,565,400	1,593,700	2	1,633,800	1,674,900	1,716,800	1,759,800	1,803,500	1,848,600	1,894,500	1,941,700	1,990,100
			<b>Indirect Expenses</b>												
325,000	378,000	410,000	Overheads Distributed	431,400	475,000	10	486,900	499,100	511,600	524,400	537,500	550,900	564,700	578,800	593,300
			<b>Debt Servicing</b>												
473,000	422,600	366,200	Interest on Loans	309,700	343,400	11	273,500	500,700	722,800	673,500	644,500	622,500	600,000	579,000	557,000
			<b>Non-Cash Expenses</b>												
830,400	806,800	863,600	Depreciation - Airport	1,030,000	960,000	(7)	979,200	998,800	1,018,800	1,039,200	1,060,000	1,081,200	1,102,800	1,124,900	1,147,400
0	0	0	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
<b>4,513,400</b>	<b>4,957,900</b>	<b>4,972,100</b>	<b>Total Operating Expenses</b>	<b>5,712,600</b>	<b>6,036,700</b>	<b>6</b>	<b>6,104,100</b>	<b>6,482,900</b>	<b>6,848,900</b>	<b>6,946,800</b>	<b>7,067,300</b>	<b>7,198,700</b>	<b>7,332,900</b>	<b>7,472,500</b>	<b>7,615,000</b>
<b>598,500</b>	<b>822,200</b>	<b>1,776,900</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>1,019,400</b>	<b>1,137,300</b>	<b>12</b>	<b>1,252,000</b>	<b>1,060,900</b>	<b>889,700</b>	<b>1,018,200</b>	<b>1,137,600</b>	<b>1,253,200</b>	<b>1,373,300</b>	<b>1,495,800</b>	<b>1,623,100</b>
830,400	806,800	863,600	Add Back Depreciation	1,030,000	960,000	(7)	979,200	998,800	1,018,800	1,039,200	1,060,000	1,081,200	1,102,800	1,124,900	1,147,400
0	0	0	Add Back Loss Infrastructure Disposal	0	0	0	0	0	0	0	0	0	0	0	0
<b>1,428,900</b>	<b>1,629,000</b>	<b>2,640,500</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>2,049,400</b>	<b>2,097,300</b>	<b>2</b>	<b>2,231,200</b>	<b>2,059,700</b>	<b>1,908,500</b>	<b>2,057,400</b>	<b>2,197,600</b>	<b>2,334,400</b>	<b>2,476,100</b>	<b>2,620,700</b>	<b>2,770,500</b>
			<b>Capital Movements</b>												
970,600	1,073,300	1,129,600	Less Loan Principal Repayments	1,188,600	1,331,900	12	1,402,000	1,589,600	1,372,700	738,400	552,100	574,100	537,000	558,000	580,000
458,300	556,200	1,668,200	Less Transfer to Reserves	860,800	765,400	(11)	829,200	470,100	535,800	1,319,000	1,645,500	1,760,300	1,939,100	2,062,700	2,190,500
88,000	699,500	16,500	Add Transfer from Reserves	898,800	1,200,000	34	1,001,000	652,000	153,000	954,000	155,000	156,000	157,000	6,158,000	159,000
2,791,400	400	449,100	Add Capital Income Applied	6,450,900	2,500,000	(61)	15,000,000	15,000,000	0	0	0	0	0	0	0
2,879,400	699,400	308,300	Less Capital Expenditure	7,249,700	3,600,000	(50)	15,901,000	15,552,000	53,000	854,000	55,000	56,000	57,000	6,058,000	59,000
<b>0</b>	<b>0</b>	<b>0</b>	<b>Cash Result after Capital Movements</b>	<b>100,000</b>	<b>100,000</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>1,901,900</b>	<b>2,051,600</b>	<b>3,006,700</b>	<b>Earnings before Int, Dep (EBITDA)</b>	<b>2,359,100</b>	<b>2,440,700</b>	<b>3</b>	<b>2,504,700</b>	<b>2,560,400</b>	<b>2,631,300</b>	<b>2,730,900</b>	<b>2,842,100</b>	<b>2,956,900</b>	<b>3,076,100</b>	<b>3,199,700</b>	<b>3,327,500</b>

## COMMUNITY FACILITIES

**Manager:** Craig Brown - "Manager – Community Facilities"

### **Background**

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

### **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, Richmond Room, Northern Rivers Community Gallery and other miscellaneous community service programs.

#### **Operating Expenses**

##### **Employee Costs**

Based on one full-time and one part-time employee (8 days).

##### **Employee Costs – Community Centres**

Based on six full-time and one part-time employee (33 days) plus a significant allowance for relief staff to assist with annual leave, sick leave etc.

##### **Community Centres / Halls / Gallery**

Operating expenses for the facilities identified.

##### **Public Halls**

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

##### **Naval Museum**

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

##### **Community Gallery**

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

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

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

### **Capital Movements**

#### **Loan Principal Repayments**

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

#### **Transfer from Reserves**

Refer to Part D for further details of reserve movements.

#### **Capital Expenditure**

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

<b>COMMUNITY FACILITIES</b>															
<b>ACTUAL</b>			<b>BUDGET ITEMS</b>	<b>ESTIMATED</b>											
<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>		<b>2018/19</b>	<b>2019/20</b>	<b>%</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>2027/28</b>	<b>2028/29</b>
			<b>OPERATING REVENUES</b>												
			<b>Fees and Charges</b>												
139,400	136,800	148,100	Kentwell Centre	104,000	155,000	49	159,000	163,000	167,200	171,500	175,900	180,400	185,100	189,800	194,600
24,500	23,800	58,500	Alstonville Leisure / Entertainment Centre	55,000	40,000	(27)	75,000	76,900	78,900	80,900	83,000	85,100	87,300	89,500	91,800
90,500	116,100		Lennox Head Cultural and Comm Centre	159,000	120,000	(25)	174,000	178,400	183,100	187,900	192,800	197,800	202,900	208,100	213,400
0	0	0	Ballina Indoor Sports Centre	0	173,000	100	280,000	287,000	294,300	301,800	309,500	317,400	325,400	333,700	342,200
20,900	17,700	19,200	Richmond Room	26,000	25,000	(4)	25,700	26,400	27,100	27,800	28,500	29,300	30,100	30,900	31,700
110,500	111,000	132,400	Ballina Surf Club	148,000	150,000	1	153,800	157,800	161,900	166,100	170,400	174,800	179,300	184,000	188,700
0	8,500	11,000	Other Halls	15,000	15,000	0	15,400	15,900	16,400	16,900	17,400	17,900	18,400	18,900	19,400
12,900	14,500	16,400	Other Fees and Charges	12,000	12,000	0	12,300	12,700	13,100	13,500	13,900	14,300	14,700	15,100	15,500
77,100	98,800	157,400	Northern Rivers Community Gallery	156,200	121,000	(23)	124,500	128,100	131,700	135,400	139,100	143,000	146,900	151,000	155,100
			<b>Grants and Contributions</b>												
24,200	1,500	1,500	Youth Week and Miscellaneous Grants	3,000	2,000	(33)	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900
<b>500,000</b>	<b>528,700</b>	<b>703,400</b>	<b>Total Operating Revenues</b>	<b>678,200</b>	<b>813,000</b>	<b>20</b>	<b>1,021,800</b>	<b>1,048,400</b>	<b>1,076,000</b>	<b>1,104,200</b>	<b>1,133,000</b>	<b>1,162,600</b>	<b>1,192,800</b>	<b>1,223,800</b>	<b>1,255,300</b>
			<b>OPERATING EXPENSES</b>												
409,200	400,100	481,100	Employee Costs	591,100	677,600	15	745,500	762,900	780,700	798,900	817,500	836,500	856,000	875,900	896,300
75,100	79,200	64,700	Kentwell Centre	76,100	77,400	2	79,700	82,100	84,500	87,000	89,600	92,300	95,000	97,700	100,400
195,200	195,500	167,400	Alstonville Leisure & Entertainment Centre	78,900	78,300	(1)	80,600	82,200	84,600	86,300	88,900	90,700	93,400	95,300	98,100
210,700	230,900	230,100	Lennox Head Cultural and Comm Centre	219,000	206,000	(6)	215,800	222,000	228,300	234,800	241,300	247,900	254,600	261,800	269,200
0	0	0	Ballina Indoor Sports Centre	20,000	108,000	440	161,600	175,200	180,100	185,200	190,400	195,700	201,100	206,600	212,300
31,800	25,100	34,200	Richmond Room	36,900	39,000	6	40,300	41,700	43,100	44,500	45,900	47,300	48,800	50,500	52,200
171,800	144,100	113,100	Ballina Surf Club	136,200	145,000	6	149,100	153,500	157,900	162,300	166,900	171,500	176,200	181,000	185,900
9,000	11,300	6,200	Other Surf Clubs	6,600	7,000	6	7,300	7,600	7,900	8,200	8,500	8,800	9,100	9,400	9,700
270,300	316,800	329,500	Northern Rivers Community Gallery	470,700	382,000	(19)	392,400	402,700	413,800	424,600	436,000	447,000	458,800	470,500	483,000
40,100	33,500	38,100	Public Halls	86,700	90,000	4	92,500	95,200	98,000	100,800	103,700	106,700	109,800	112,900	116,100
7,400	6,300	9,200	Naval Museum	5,000	6,000	20	6,200	6,500	6,800	7,100	7,400	7,700	8,000	8,300	8,600
37,300	42,300	36,700	Community Services Programs	41,000	43,000	5	44,300	45,800	47,300	48,800	50,400	52,000	53,600	55,300	57,000
			<b>Debt Servicing</b>												
11,100	9,700	8,300	Interest on Centre and Museum Loans	6,800	5,300	(22)	3,700	2,500	1,100	0	0	0	0	0	0
			<b>Non-cash Expenses</b>												
321,000	330,000	345,600	Depreciation - Halls and Child Care Centres	331,000	350,000	6	357,100	364,300	371,700	379,200	386,900	394,700	402,700	410,800	419,100
46,000	48,200	43,900	Depreciation - Gallery	50,000	46,000	(8)	47,000	48,000	49,000	50,000	51,000	52,100	53,200	54,300	55,400
540,700	568,200	594,900	Depreciation - Community Centres	575,000	678,000	18	691,600	705,500	719,700	734,100	748,800	763,800	779,100	794,700	810,600
<b>2,376,700</b>	<b>2,441,200</b>	<b>2,503,000</b>	<b>Total Operating Expenses</b>	<b>2,731,000</b>	<b>2,938,600</b>	<b>8</b>	<b>3,114,700</b>	<b>3,197,700</b>	<b>3,274,500</b>	<b>3,351,800</b>	<b>3,433,200</b>	<b>3,514,700</b>	<b>3,599,400</b>	<b>3,685,000</b>	<b>3,773,900</b>
<b>(1,876,700)</b>	<b>(1,912,500)</b>	<b>(1,799,600)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(2,052,800)</b>	<b>(2,125,600)</b>	<b>4</b>	<b>(2,092,900)</b>	<b>(2,149,300)</b>	<b>(2,198,500)</b>	<b>(2,247,600)</b>	<b>(2,300,200)</b>	<b>(2,352,100)</b>	<b>(2,406,600)</b>	<b>(2,461,200)</b>	<b>(2,518,600)</b>
907,700	946,400	984,400	Add Back Depreciation	956,000	1,074,000	12	1,095,700	1,117,800	1,140,400	1,163,300	1,186,700	1,210,600	1,235,000	1,259,800	1,285,100
<b>(969,000)</b>	<b>(966,100)</b>	<b>(815,200)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(1,096,800)</b>	<b>(1,051,600)</b>	<b>(4)</b>	<b>(997,200)</b>	<b>(1,031,500)</b>	<b>(1,058,100)</b>	<b>(1,084,300)</b>	<b>(1,113,500)</b>	<b>(1,141,500)</b>	<b>(1,171,600)</b>	<b>(1,201,400)</b>	<b>(1,233,500)</b>
			<b>Capital Movements</b>												
18,500	19,900	21,300	Less Principal Repayments	22,700	22,800		16,900	18,100	19,500	0	0	0	0	0	0
81,300	1,110,000	2,540,600	Less Transfer to Reserves	6,074,300	10,000		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
344,400	1,051,300	3,126,900	Add Transfer from Reserves	11,535,700	1,070,000		1,200,000	0	1,000,000	700,000	700,000	700,000	700,000	700,000	700,000
0	40,000		Add Capital Income Applied	3,876,000	1,833,500		0	0	0	0	0	0	0	0	0
366,400	122,200	1,078,900	Less Capital Expenditure	9,779,200	3,253,500		1,790,000	605,000	1,620,000	1,336,000	1,352,000	1,369,000	1,386,000	1,403,000	1,421,000
<b>(1,090,800)</b>	<b>(1,126,900)</b>	<b>(1,329,100)</b>	<b>Cash Result after Capital Movements</b>	<b>(1,561,300)</b>	<b>(1,434,400)</b>	<b>(8)</b>	<b>(1,614,100)</b>	<b>(1,664,600)</b>	<b>(1,707,600)</b>	<b>(1,730,300)</b>	<b>(1,775,500)</b>	<b>(1,820,500)</b>	<b>(1,867,600)</b>	<b>(1,914,400)</b>	<b>(1,964,500)</b>
			<b>Facility Cash Operating Results</b>												
26,200	10,700	33,400	Kentwell Centre	(10,000)	27,000		22,000	23,000	23,000	23,000	24,000	24,000	25,000	25,000	26,000
(208,800)	(218,600)	(158,900)	Alstonville Leisure / Entertainment Centre	(118,700)	(140,000)		(120,000)	(122,000)	(125,000)	(128,000)	(131,000)	(134,000)	(137,000)	(140,000)	(143,000)
(196,500)	(208,600)	(171,100)	Lennox Head Cultural and Comm Centre	(154,800)	(187,000)		(156,000)	(160,000)	(165,000)	(169,000)	(174,000)	(178,000)	(183,000)	(188,000)	(193,000)
0	0	0	Ballina Indoor Sports Centre	(114,800)	(97,000)		(64,000)	(75,000)	(77,000)	(79,000)	(81,000)	(83,000)	(85,000)	(87,000)	(90,000)
(99,400)	(80,000)	(30,700)	Ballina Surf Club	(26,100)	(122,000)		(138,000)	(142,000)	(145,000)	(149,000)	(153,000)	(157,000)	(161,000)	(165,000)	(169,000)
(9,000)	(11,300)	(6,200)	Other Surf Clubs	(6,600)	(7,000)		(7,300)	(7,600)	(7,900)	(8,200)	(8,500)	(8,800)	(9,100)	(9,400)	(9,700)
(10,900)	(7,400)	(15,000)	Richmond Room	(29,900)	(34,000)		(37,000)	(39,000)	(40,000)	(41,000)	(42,000)	(44,000)	(45,000)	(46,000)	(48,000)
(193,200)	(218,000)	(172,100)	Northern Rivers Community Gallery	(314,500)	(261,000)		(267,900)	(274,600)	(282,100)	(289,200)	(296,900)	(304,000)	(311,900)	(319,500)	(327,900)
(277,400)	(232,900)	(294,600)	Other Community Facility Services	(321,400)	(230,600)		(229,000)	(234,300)	(239,100)	(243,900)	(251,100)	(256,700)	(264,600)	(271,500)	(278,900)
<b>(969,000)</b>	<b>(966,100)</b>	<b>(815,200)</b>	<b>Total</b>	<b>(1,096,800)</b>	<b>(1,051,600)</b>		<b>(997,200)</b>	<b>(1,031,500)</b>	<b>(1,058,100)</b>	<b>(1,084,300)</b>	<b>(1,113,500)</b>	<b>(1,141,500)</b>	<b>(1,171,600)</b>	<b>(1,201,400)</b>	<b>(1,233,500)</b>

## LIBRARY SERVICES

**Manager**      *Craig Brown - "Manager – Community Facilities"*

### **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			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
			<b>Operating Grants</b>												
77,000	77,400	83,100	Library Per Capita	79,700	81,000	2	83,100	85,200	87,400	89,600	91,900	94,200	96,600	99,100	101,600
34,900	40,900	41,100	Special Projects	28,500	0	(100)	0	0	0	0	0	0	0	0	0
<b>111,900</b>	<b>118,300</b>	<b>124,200</b>	<b>Total Operating Revenues</b>	<b>108,200</b>	<b>81,000</b>	<b>(25)</b>	<b>83,100</b>	<b>85,200</b>	<b>87,400</b>	<b>89,600</b>	<b>91,900</b>	<b>94,200</b>	<b>96,600</b>	<b>99,100</b>	<b>101,600</b>
			<b>OPERATING EXPENSES</b>												
1,298,000	1,336,900	1,354,800	Contribution to Richmond Tweed Library	1,387,300	1,421,000	2	1,456,600	1,493,100	1,530,500	1,568,800	1,608,100	1,648,400	1,689,700	1,732,000	1,775,300
35,400	45,500	36,400	Rates, Insurance and Security	41,500	33,000	(20)	33,900	35,100	36,300	37,500	38,700	39,900	41,100	42,400	43,700
59,800	60,300	50,800	Electricity, Heating and Cleaning	68,000	0	0	69,800	71,700	73,600	75,600	77,600	79,600	81,800	84,000	86,200
16,800	17,600	18,200	Library Sundries	18,700	19,000	2	19,600	20,200	20,800	21,400	22,000	22,700	23,400	24,100	24,800
25,600	23,600	9,900	Special Projects (Grant Funded)	28,500	0	(100)	0	0	0	0	0	0	0	0	0
			<b>Indirect Expenses - Overheads</b>												
0	0	0	Overheads	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Non-cash Expenses</b>												
152,000	173,600	181,500	Depreciation	175,000	185,000	6	188,700	192,500	196,400	200,400	204,500	208,600	212,800	217,100	221,500
<b>1,587,600</b>	<b>1,657,500</b>	<b>1,651,600</b>	<b>Total Operating Expenses</b>	<b>1,719,000</b>	<b>1,726,000</b>	<b>0</b>	<b>1,768,600</b>	<b>1,812,600</b>	<b>1,857,600</b>	<b>1,903,700</b>	<b>1,950,900</b>	<b>1,999,200</b>	<b>2,048,800</b>	<b>2,099,600</b>	<b>2,151,500</b>
<b>(1,475,700)</b>	<b>(1,539,200)</b>	<b>(1,527,400)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,610,800)</b>	<b>(1,645,000)</b>	<b>2</b>	<b>(1,685,500)</b>	<b>(1,727,400)</b>	<b>(1,770,200)</b>	<b>(1,814,100)</b>	<b>(1,859,000)</b>	<b>(1,905,000)</b>	<b>(1,952,200)</b>	<b>(2,000,500)</b>	<b>(2,049,900)</b>
152,000	173,600	181,500	Add Back Depreciation	175,000	185,000	6	188,700	192,500	196,400	200,400	204,500	208,600	212,800	217,100	221,500
<b>(1,323,700)</b>	<b>(1,365,600)</b>	<b>(1,345,900)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(1,435,800)</b>	<b>(1,460,000)</b>	<b>2</b>	<b>(1,496,800)</b>	<b>(1,534,900)</b>	<b>(1,573,800)</b>	<b>(1,613,700)</b>	<b>(1,654,500)</b>	<b>(1,696,400)</b>	<b>(1,739,400)</b>	<b>(1,783,400)</b>	<b>(1,828,400)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
64,200	81,600	35,200	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
88,100	64,200	4,000	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
39,300	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
<b>(1,339,100)</b>	<b>(1,383,000)</b>	<b>(1,377,100)</b>	<b>Cash Result after Capital Movements</b>	<b>(1,435,800)</b>	<b>(1,460,000)</b>	<b>2</b>	<b>(1,496,800)</b>	<b>(1,534,900)</b>	<b>(1,573,800)</b>	<b>(1,613,700)</b>	<b>(1,654,500)</b>	<b>(1,696,400)</b>	<b>(1,739,400)</b>	<b>(1,783,400)</b>	<b>(1,828,400)</b>



## SWIMMING POOLS

**Manager:** Craig Brown - "Manager – Community Facilities"

### **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			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
247,200	255,600	43,900	<b>Ballina</b>												
			Fees	384,900	683,000	77	700,200	717,800	735,900	754,400	773,400	792,800	812,700	833,100	854,000
160,100	179,800	0	<b>Alstonville</b>												
			Fees	272,000	347,000	28	355,700	364,600	373,800	383,200	392,800	402,700	412,800	423,200	433,800
<b>407,300</b>	<b>435,400</b>	<b>43,900</b>		<b>656,900</b>	<b>1,030,000</b>	<b>57</b>	<b>1,055,900</b>	<b>1,082,400</b>	<b>1,109,700</b>	<b>1,137,600</b>	<b>1,166,200</b>	<b>1,195,500</b>	<b>1,225,500</b>	<b>1,256,300</b>	<b>1,287,800</b>
			<b>OPERATING EXPENSES</b>												
			<b>Ballina Swimming Complex</b>												
159,500	192,900	83,200	Operating Costs	201,100	318,000	58	326,300	335,000	343,800	352,700	362,000	371,400	381,100	391,100	401,300
195,900	205,400	164,100	Contract Management Charges	280,000	365,000	30	374,200	383,600	393,300	403,300	413,400	423,800	434,500	445,500	456,700
			<b>Debt Servicing</b>												
0	7,200	231,600	Interest on Loans - Ballina	286,600	276,200	(4)	265,300	254,200	242,300	230,200	217,600	204,500	190,900	176,900	176,900
			<b>Alstonville Swimming Complex</b>												
211,700	170,600	85,200	Operating Costs	201,100	333,000	66	341,700	350,700	359,900	369,300	378,900	388,800	398,900	409,300	420,000
210,000	216,500	170,400	Contract Management Charges	280,000	322,000	15	330,100	338,500	347,000	355,800	364,800	374,000	383,400	393,100	403,000
			<b>Debt Servicing</b>												
0	0	181,600	Interest on Loans - Alstonville	231,300	223,000	(4)	214,200	205,300	195,700	186,000	175,900	165,300	154,400	143,100	143,100
			<b>Non-cash Expenses</b>												
102,800	105,600	15,300	Depreciation	150,000	155,000	3	158,900	162,900	167,000	171,200	175,500	179,900	184,400	189,100	193,900
<b>879,900</b>	<b>898,200</b>	<b>931,400</b>	<b>Total Operating Expenses</b>	<b>1,630,100</b>	<b>1,992,200</b>	<b>22</b>	<b>2,010,700</b>	<b>2,030,200</b>	<b>2,049,000</b>	<b>2,068,500</b>	<b>2,088,100</b>	<b>2,107,700</b>	<b>2,127,600</b>	<b>2,148,100</b>	<b>2,194,900</b>
<b>(472,600)</b>	<b>(462,800)</b>	<b>(887,500)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(973,200)</b>	<b>(962,200)</b>	<b>(1)</b>	<b>(954,800)</b>	<b>(947,800)</b>	<b>(939,300)</b>	<b>(930,900)</b>	<b>(921,900)</b>	<b>(912,200)</b>	<b>(902,100)</b>	<b>(891,800)</b>	<b>(907,100)</b>
102,800	105,600	15,300	Add Back Depreciation	150,000	155,000	3	158,900	162,900	167,000	171,200	175,500	179,900	184,400	189,100	193,900
<b>(369,800)</b>	<b>(357,200)</b>	<b>(872,200)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(823,200)</b>	<b>(807,200)</b>	<b>(2)</b>	<b>(795,900)</b>	<b>(784,900)</b>	<b>(772,300)</b>	<b>(759,700)</b>	<b>(746,400)</b>	<b>(732,300)</b>	<b>(717,700)</b>	<b>(702,700)</b>	<b>(713,200)</b>
			<b>Capital Movements</b>												
0	0	332,700	Less Loan Principal Repayments	487,800	506,500		526,200	546,200	567,700	589,500	612,300	635,900	660,500	685,800	685,800
439,000	5,902,800	0	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
115,400	1,379,000	5,061,200	Add Transfer from Reserves	316,400	0		0	0	0	0	0	0	0	0	0
0	3,076,900	7,296,600	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
115,400	3,076,900	12,374,300	Less Capital Expenditure	316,400	0		0	0	0	0	0	0	0	0	0
<b>(808,800)</b>	<b>(4,881,000)</b>	<b>(1,221,400)</b>	<b>Cash Result after Capital Movements</b>	<b>(1,311,000)</b>	<b>(1,313,700)</b>	<b>0</b>	<b>(1,322,100)</b>	<b>(1,331,100)</b>	<b>(1,340,000)</b>	<b>(1,349,200)</b>	<b>(1,358,700)</b>	<b>(1,368,200)</b>	<b>(1,378,200)</b>	<b>(1,388,500)</b>	<b>(1,399,000)</b>
			<b>NET OPERATING COST</b>												
<b>(108,200)</b>	<b>(142,700)</b>	<b>(203,400)</b>	Ballina Swimming Pool	<b>(96,200)</b>	<b>0</b>	<b>(100)</b>	<b>(300)</b>	<b>(800)</b>	<b>(1,200)</b>	<b>(1,600)</b>	<b>(2,000)</b>	<b>(2,400)</b>	<b>(2,900)</b>	<b>(3,500)</b>	<b>(4,000)</b>
<b>(261,600)</b>	<b>(207,300)</b>	<b>(255,600)</b>	Alstonville Swimming Pool	<b>(209,100)</b>	<b>(308,000)</b>	<b>47</b>	<b>(316,100)</b>	<b>(324,600)</b>	<b>(333,100)</b>	<b>(341,900)</b>	<b>(350,900)</b>	<b>(360,100)</b>	<b>(369,500)</b>	<b>(379,200)</b>	<b>(389,200)</b>
<b>(369,800)</b>	<b>(350,000)</b>	<b>(459,000)</b>	<b>Summary Net Operating Costs</b>	<b>(305,300)</b>	<b>(308,000)</b>	<b>1</b>	<b>(316,400)</b>	<b>(325,400)</b>	<b>(334,300)</b>	<b>(343,500)</b>	<b>(352,900)</b>	<b>(362,500)</b>	<b>(372,400)</b>	<b>(382,700)</b>	<b>(393,200)</b>

## TOURISM

**Manager:** Craig Brown - "Manager – Community Facilities"

### **Background**

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

### **Budget Comments**

#### **Operating Revenues**

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

Commissions earned at the tourism information centre.

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

Contributions to marketing campaigns.

#### **Operating Expenses**

##### **Employee Costs**

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

## TOURISM

ACTUAL			BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18		2018/19	2019/20	%	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>OPERATING REVENUES</b>												
			<b>Fees and Charges</b>												
14,100	10,700	17,700	Visitor Information Centre - Commissions	8,700	9,000	3	9,400	9,800	10,200	10,600	11,000	11,400	11,900	12,400	12,900
40,600	34,100	37,900	Visitor Information Centre - Merchandise	40,000	41,000	3	42,100	43,300	44,500	45,700	47,000	48,300	49,600	50,900	52,300
83,500	13,200	14,500	Marketing and Destination Development	104,000	15,000	(86)	15,400	15,800	106,200	16,700	17,200	17,700	18,200	138,700	19,200
3,400	300	400	Other Revenues	600	0	(100)	0	0	0	0	0	0	0	0	0
0	50,000	150,000	Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
<b>141,600</b>	<b>108,300</b>	<b>220,500</b>	<b>Total Operating Revenues</b>	<b>153,300</b>	<b>65,000</b>	<b>(58)</b>	<b>66,900</b>	<b>68,900</b>	<b>160,900</b>	<b>73,000</b>	<b>75,200</b>	<b>77,400</b>	<b>79,700</b>	<b>202,000</b>	<b>84,400</b>
			<b>OPERATING EXPENSES</b>												
			<b>Tourism</b>												
273,600	248,600	233,100	Employee Costs	271,000	276,000	2	282,400	289,100	295,900	302,900	310,000	317,300	324,700	332,300	340,100
117,800	17,100	27,600	Sales and Reservations	118,000	29,000	(75)	29,800	30,600	121,400	32,300	33,200	34,100	35,000	155,900	36,900
96,700	96,900	87,000	Visitor Centre Office Expenses	90,700	91,000	0	94,000	97,200	100,400	103,600	106,800	110,100	113,600	117,200	120,800
89,000	177,800	252,800	Marketing and Destination Development	126,000	128,000	2	131,300	134,800	138,300	141,900	145,600	149,300	153,100	157,100	161,200
			<b>Non-cash Expenses</b>												
26,600	27,400	29,700	Deprec - Tourism Building and Assets	28,000	30,000	7	30,600	31,300	32,000	32,700	33,400	34,100	34,800	35,500	36,300
<b>603,700</b>	<b>567,800</b>	<b>630,200</b>	<b>Total Operating Expenses</b>	<b>633,700</b>	<b>554,000</b>	<b>(13)</b>	<b>568,100</b>	<b>583,000</b>	<b>688,000</b>	<b>613,400</b>	<b>629,000</b>	<b>644,900</b>	<b>661,200</b>	<b>798,000</b>	<b>695,300</b>
<b>(462,100)</b>	<b>(459,500)</b>	<b>(409,700)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(480,400)</b>	<b>(489,000)</b>	<b>2</b>	<b>(501,200)</b>	<b>(514,100)</b>	<b>(527,100)</b>	<b>(540,400)</b>	<b>(553,800)</b>	<b>(567,500)</b>	<b>(581,500)</b>	<b>(596,000)</b>	<b>(610,900)</b>
26,600	27,400	29,700	Add Back Depreciation	28,000	30,000	7	30,600	31,300	32,000	32,700	33,400	34,100	34,800	35,500	36,300
<b>(435,500)</b>	<b>(432,100)</b>	<b>(380,000)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(452,400)</b>	<b>(459,000)</b>	<b>1</b>	<b>(470,600)</b>	<b>(482,800)</b>	<b>(495,100)</b>	<b>(507,700)</b>	<b>(520,400)</b>	<b>(533,400)</b>	<b>(546,700)</b>	<b>(560,500)</b>	<b>(574,600)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
84,300	35,000	0	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
61,000	84,300	0	Add Transfer from Reserves	0	0		0	0	0	0	0	0	0	0	0
0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
0	0	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
<b>(458,800)</b>	<b>(382,800)</b>	<b>(380,000)</b>	<b>Cash Result after Capital Movements</b>	<b>(452,400)</b>	<b>(459,000)</b>	<b>1</b>	<b>(470,600)</b>	<b>(482,800)</b>	<b>(495,100)</b>	<b>(507,700)</b>	<b>(520,400)</b>	<b>(533,400)</b>	<b>(546,700)</b>	<b>(560,500)</b>	<b>(574,600)</b>

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## **Part C**

# **Capital Expenditure**

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## **INTRODUCTION**

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

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

The information provided is as follows:

### **Expenditure Summary**

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

### **Funding Source**

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

- Grants / Contributions – Represents any external grants or contributions to assist in funding the works.
- Section 7.11 – Represents any Section 7.11 developer contributions applied to the project. For further details on Section 7.11 contributions refer to Part D of this document.
- Loans – Represents loan funds applied to the project.
- Reserves – Represents Council reserves applied to the project. For further information on reserves refer to Part E of this document.
- General Revenue – This is the unrestricted Council revenue applied to the project. This revenue can be allocated to any project at Council's discretion. It is this revenue figure that impacts directly on the cash result.



CAPITAL EXPENDITURE - GENERAL FUND																										
Asset Description	Expenditure					Funding Sources 2019/20					Funding Sources 2020/21					Funding Sources 2021/22					Funding Sources 2022/23					
	2018/19	2019/20	2020/21	2021/22	2022/23	Grants / Conts	Sec 7.11	Loans	Reserves	General Revenue	Grants / Conts	Sec 7.11	Loans	Reserves	General Revenue	Grants / Conts	Sec 7.11	Loans	Reserves	General Revenue	Grants / Conts	Sec 7.11	Loans	Reserves	General Revenue	
<b>Corporate and Community Division</b>																										
<b>Information Services</b>																										
Computer Equipment	131,500	20,000	21,000	22,000	23,000					20,000					21,000					22,000					23,000	
<b>Property Development</b>																										
Southern Cross Industrial Estate	84,000								0	0				0	0				0	0					0	0
North Creek Road Development	1,441,600								0	0				0	0				0	0					0	0
WUEA - Stages One and Two	115,000								0	0				0	0				0	0					0	0
WUEA - Stage Three	68,700	5,523,300	4,400	4,400				5,523,300	0	0		4,400		0	0			4,400		0	0				0	0
Boeing Avenue - Lots Two and Three	1,357,800	5,597,400	2,054,300	4,400	2,200			5,597,400	0	0			2,054,300	0	0				4,400	0	0				2,200	0
<b>Property Management</b>																										
Wigmore Arcade - Refurbishment									0	0				0	0				0	0					0	0
<b>Flat Rock Tent Park</b>																										
Flat Rock Improvements	180,000	100,000	20,000	21,000	22,000				100,000	0				20,000	0				21,000	0					22,000	0
<b>Ballina Gateway Airport</b>																										
Apron Overlay and Concrete Pads		400,000	400,000						400,000	0				400,000	0				0	0					0	0
Baggage Area		1,000,000		500,000				1,000,000	0	0				0	0				500,000	0	0				0	0
Car Park, Solar, Boulevard Connection		1,500,000						1,500,000	0	0				0	0				0	0					0	0
Crown Land and Revetment Wall		50,000	50,000						50,000	0				50,000	0				0	0					0	0
Certified Air Ground Radio Operations		300,000							300,000	0				0	0				0	0					0	0
Drainage		300,000						0	300,000	0				0	0				0	0					0	0
Runway Widening			15,000,000	15,000,000					0	0	7,500,000	7,500,000		0	0	7,500,000	7,500,000		0	0					0	0
Runway Lighting, Testing			400,000						0	0				400,000	0				0	0					0	0
PALC and ALER	370,000								0	0				0	0				0	0					0	0
Terminal	6,564,700								0	0				0	0				0	0					0	0
Miscellaneous Infrastructure	315,000	50,000	51,000	52,000	53,000				50,000	0				51,000	0				52,000	0					53,000	0
<b>Sub Total - Airport</b>	<b>7,249,700</b>	<b>3,600,000</b>	<b>15,901,000</b>	<b>15,552,000</b>	<b>53,000</b>	<b>0</b>	<b>0</b>	<b>2,500,000</b>	<b>1,100,000</b>	<b>0</b>	<b>7,500,000</b>	<b>0</b>	<b>7,500,000</b>	<b>901,000</b>	<b>0</b>	<b>7,500,000</b>	<b>0</b>	<b>7,500,000</b>	<b>552,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>53,000</b>	<b>0</b>
<b>Community Facilities</b>																										
Community Centres and Halls			26,000	27,000	28,000					0				26,000					27,000						28,000	
Ballina Indoor Sports Centre (BISC)	8,670,000								0	0				0	0				0	0					0	0
Buildings - LHCCC - Major Refurbishment		1,981,500				1,833,500			148,000	0				0	0				0	0					0	0
Buildings - Asset Renewals	294,300	402,000	564,000	578,000	592,000				402,000	0				564,000	0				578,000	0					592,000	0
Ballina Surf Club - Storage Shed	620,000								0	0				0	0				0	0					0	0
Lennox Surf Club - Design and Approval	33,000								0	0				0	0				0	0					0	0
Infrastructure - Comm Infra Dividends		870,000	1,200,000	0	1,000,000				870,000	0				1,200,000	0				0	0					1,000,000	0
<b>Swimming Pools</b>																										
Ballina - Redevelopment	212,400								0	0				0	0				0	0					0	0
Alstonville - Redevelopment	104,000								0	0				0	0				0	0					0	0
<b>Northern Rivers Community Gallery</b>																										
Gallery - Ignite Studios (Fire Station)	66,200								0	0				0	0				0	0					0	0
Gallery - Lighting	95,700								0	0				0	0				0	0					0	0
<b>Group Total</b>	<b>20,723,900</b>	<b>18,094,200</b>	<b>19,790,700</b>	<b>16,208,800</b>	<b>1,720,200</b>	<b>1,833,500</b>	<b>0</b>	<b>13,620,700</b>	<b>1,200,000</b>	<b>1,440,000</b>	<b>7,500,000</b>	<b>0</b>	<b>7,504,400</b>	<b>2,975,300</b>	<b>1,811,000</b>	<b>7,500,000</b>	<b>0</b>	<b>7,504,400</b>	<b>577,400</b>	<b>627,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,077,200</b>	<b>643,000</b>
<b>Development and Environmental Health Group</b>																										
<b>Environmental Health</b>																										
Shaws Bay Coastal Management Plan	129,000							0	0	0	0			0	0				0	0					0	0
<b>Group Total</b>	<b>129,000</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>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

Asset Description	2019/20					2020/21					2021/22					2022/23										
	2018/19	2019/20	2020/21	2021/22	2022/23	Grants / Conts	Sec 7.11	Loans	Reserves	General Revenue	Grants / Conts	Sec 7.11	Loans	Reserves	General Revenue	Grants / Conts	Sec 7.11	Loans	Reserves	General Revenue	Grants / Conts	Sec 7.11	Loans	Reserves	General Revenue	
<b>Civil Services</b>																										
<b>Engineering Management and Emergency Services</b>																										
Surveying Equipment			60,000											60,000	0					0						0
Road Reserve - Encroachment	20,000													0	0					0						0
<b>Depot and Administration Centre</b>																										
Depot - Improvements	62,000	570,000	182,000	187,000	192,000	112,100			390,000	67,900	114,400				67,600	116,800				70,200	119,200					72,800
Depot - Car Park	187,000																									
<b>Ancillary Building Management</b>																										
Public Amenities - Improvements	116,000	112,000	115,000	118,000	121,000					112,000				115,000						118,000						121,000
Buildings	81,100									0				0						0						0
<b>Stormwater</b>																										
Stormwater - Upgrades	765,400	765,000	806,000	826,000	847,000					765,000				806,000						826,000						847,000
<b>Roads and Bridges</b>																										
Roads - Reconstruction Program	5,485,100	3,519,000	3,911,900	3,206,900	2,591,000	194,000			963,000	2,362,000	1,068,200				2,843,700	192,000				3,014,900	195,000					2,396,000
Roads - Roads to Recovery Grant	492,000	634,000	647,000	660,000	674,000	634,000				0	647,000				0	660,000				0	674,000					0
Roads - LRM Dividend						0			0	0				0	0					0					0	0
Urban Roads - Bitumen Reseals	311,300	546,000	560,000	574,000	588,000					546,000				560,000						574,000						588,000
Urban Roads - Heavy Patching	464,200	466,000	478,000	490,000	502,000					466,000				478,000						490,000						502,000
Rural Roads - Bitumen Reseals	346,900	536,000	549,000	563,000	577,000					536,000				549,000						563,000						577,000
Rural Roads - Heavy Patching	220,300	286,000	293,000	300,000	308,000					286,000				293,000						300,000						308,000
Bypass Funds - Alstonville			100,000	103,000	106,000				0	0				100,000						103,000						106,000
Bypass Funds - Ballina	150,000	154,000	158,000	162,000	166,000				154,000	0				158,000						162,000						166,000
Bypass Funds - Tintenbar to Ewingsdale	100,000	103,000	106,000	109,000	112,000				103,000	0				106,000						109,000						112,000
Airport Boulevard	1,446,900	5,500,000				3,000,000			2,500,000	0				0						0						0
Lake Ainsworth Precinct	1,973,200								0	0				0						0						0
River Street Beautification	1,700,000	1,000,000						1,000,000	0	0				0						0						0
Lennox Head Village Renewal			4,200,000	1,300,000					0	0		3,100,000	1,100,000	0					1,300,000	0						0
S 7.11 - Hutley Drive	261,000	4,300,000					4,300,000		0	0				0						0						0
S 7.11 - Angels Bch Dve/Bangalow Rd R'bout			955,000				0		0	0		955,000		0						0						0
S 7.11 - River St Fish Ck/Tweed St - 4 Lanes	150,000			4,314,000					0	0				0	1,000,000	1,140,000	2,174,000		0							0
S 7.11 - River St Fish Ck/Bypass - 4 Lanes				11,006,000					0	0				0	4,000,000	4,128,000	2,878,000		0							0
S 7.11 - Fisheries Creek Bridge - 4 Lanes				6,138,000					0	0				0	1,000,000	2,044,000	3,094,000		0							0
S 7.11 - River St - Land				154,000					0	0				0		114,000	40,000		0							0
S 7.11 - Tamarind Dr Nth Ck/Kerr St - 4 Lanes					8,395,000				0	0				0		0	0		0	4,000,000	4,275,000					120,000
S 7.11 - Canal Bridge - 4 Lanes					4,696,000				0	0				0		0	0		0	2,000,000	2,629,000					67,000
S 7.11 - Heavy Vehicles	191,000	191,000	199,000	207,000	215,000		191,000		0	0		199,000		0		207,000			0		215,000					0
<b>Bridges</b>	107,000	560,000	113,000	116,000	119,000				450,000	110,000					113,000					116,000						119,000
<b>Sub Total - Roads and Bridges</b>	<b>13,398,900</b>	<b>17,795,000</b>	<b>12,269,900</b>	<b>29,402,900</b>	<b>19,049,000</b>	<b>3,828,000</b>	<b>4,491,000</b>	<b>1,000,000</b>	<b>4,170,000</b>	<b>4,306,000</b>	<b>1,715,200</b>	<b>1,154,000</b>	<b>3,100,000</b>	<b>1,464,000</b>	<b>4,836,700</b>	<b>6,852,000</b>	<b>7,633,000</b>	<b>8,186,000</b>	<b>1,674,000</b>	<b>5,057,900</b>	<b>6,869,000</b>	<b>7,119,000</b>	<b>0</b>	<b>384,000</b>	<b>4,677,000</b>	
<b>Ancillary Transport Services</b>																										
Footpaths and Shared Paths	501,400	490,000	502,000	516,000	529,000					490,000				502,000						516,000						529,000
Coastal Walk	502,000	1,000,000				750,000			250,000	0				0						0						0
Coastal Shared Path	720,400	1,000,000				1,000,000			0	0				0						0						0
Street Lighting	93,300	53,000	54,000	55,000	56,000					53,000				54,000						55,000						56,000
Street Lighting - Internal Loan	722,000								0	0				0						0						0
Car Park - Commercial Road, Alstonville	200,000								0	0				0						0						0
<b>Water Transport and Wharves</b>																										
Ferry Shed Septic and Gear Box		41,000							41,000	0				0						0						0
Fishery Creek - Pontoon	8,000								0	0				0						0						0
Keith Hall Lane - Ramp Construct	19,000								0	0				0						0						0
North Creek Road, Lennox - Parking	20,000								0	0				0						0						0
Brunswick Street, Ballina - Design	20,000								0	0				0						0						0
<b>RMS</b>	240,000	185,000	188,700	192,500	196,400	185,000				0	188,700			0	192,500				0	196,400						0

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

Asset Description	2019/20					2020/21					2021/22					2022/23										
	2018/19	2019/20	2020/21	2021/22	2022/23	Grants / Conts	Sec 7.11	Loans	Reserves	General Revenue	Grants / Conts	Sec 7.11	Loans	Reserves	General Revenue	Grants / Conts	Sec 7.11	Loans	Reserves	General Revenue	Grants / Conts	Sec 7.11	Loans	Reserves	General Revenue	
<b>Civil Services (continued)</b>																										
<b>Open Spaces - Parks and Reserves</b>																										
Crown Reserve Works	26,000	27,000	28,000	29,000	30,000					27,000					28,000					29,000					30,000	
Playgrounds - Improvement Program	578,400	642,000	627,500	701,000	719,000					642,000					627,500					701,000					719,000	
Playgrounds - Section 7.11 Plan	48,100									0					0					0					0	
Management Plan - Killen Falls	0	20,000	53,500							20,000					53,500					0					0	
Master Plan - Pop Denison	556,100									0					0					0					0	
Ocean Pool - Design and Approvals	45,000									0					0					0					0	
Skate Park - Wollongbar	15,000	450,000							450,000	0					0					0					0	
<b>Open Spaces - Sports Fields</b>																										
Sports Fields - Improvements	281,000	182,000	187,000	192,000	197,000					182,000					187,000					192,000					197,000	
Sports Fields - Wollongbar Construction	400,000									0					0					0					0	
Sports Fields - Skennars Head Expansion	2,275,000									0					0					0					0	
Ballina Tennis Club - Clubhouse	58,000									0					0					0					0	
Quays Reserve Noise Attenuation	50,000									0					0					0					0	
Kingsford Smith Retaining Wall	30,000									0					0					0					0	
<b>Cemeteries</b>																										
Master Plan - East Ballina																										
<b>Fleet and Plant</b>	2,509,800	2,004,100	1,551,300	1,760,000	2,018,400				2,004,100	0				1,551,300	0				1,760,000	0				2,018,400	0	
<b>Waste Management</b>																										
Landfill - Improvements	100,000	100,000	103,000	106,000	109,000				100,000	0				103,000	0				106,000	0				109,000	0	0
Landfill - Remediation Provision									0	0				0	0				0	0				0	0	
Landfill - Levy Works	200,000								0	0				0	0				0	0				0	0	
Landfill - Security Cameras	12,500								0	0				0	0				0	0				0	0	
Landfill - Signage	13,400								0	0				0	0				0	0				0	0	
Landfill - Loading Upgrade	91,100								0	0				0	0				0	0				0	0	
Domestic Waste - Trucks		2,100,000							2,100,000	0				0	0				0	0				0	0	
<b>Group Total</b>	<b>24,965,900</b>	<b>27,536,100</b>	<b>16,727,900</b>	<b>34,085,400</b>	<b>24,063,800</b>	<b>5,875,100</b>	<b>4,491,000</b>	<b>1,000,000</b>	<b>9,505,100</b>	<b>6,664,900</b>	<b>2,018,300</b>	<b>1,154,000</b>	<b>3,100,000</b>	<b>3,178,300</b>	<b>7,277,300</b>	<b>7,161,300</b>	<b>7,633,000</b>	<b>8,186,000</b>	<b>3,540,000</b>	<b>7,565,100</b>	<b>7,184,600</b>	<b>7,119,000</b>	<b>0</b>	<b>2,511,400</b>	<b>7,248,800</b>	
<b>Total - All Groups</b>	<b>45,818,800</b>	<b>45,630,300</b>	<b>36,518,600</b>	<b>50,294,200</b>	<b>25,784,000</b>	<b>7,708,600</b>	<b>4,491,000</b>	<b>14,620,700</b>	<b>10,705,100</b>	<b>8,104,900</b>	<b>9,518,300</b>	<b>1,154,000</b>	<b>10,604,400</b>	<b>6,153,600</b>	<b>9,088,300</b>	<b>14,661,300</b>	<b>7,633,000</b>	<b>15,690,400</b>	<b>4,117,400</b>	<b>8,192,100</b>	<b>7,184,600</b>	<b>7,119,000</b>	<b>0</b>	<b>3,588,600</b>	<b>7,891,800</b>	

**WATER - CAPITAL EXPENDITURE**

Asset Description						Funding Source 2018/19				Funding Source 2019/20				Funding Source 2020/21				Funding Source 2021/22				Funding Source 2022/23			
	2018/19	2019/20	2020/21	2021/22	2022/23	Grants	Sect 64	Loans	Reserves	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	516,000	653,000	669,000	686,000	703,000				516,000				653,000				669,000				686,000				703,000
Alstonville Valve Replacements	60,000	60,000							60,000				60,000				0				0				0
<b>Water Reservoirs</b>																									
Reservoirs - Ross Lane	0		500,000		3,211,000				0				0	500,000			0				0	3,211,000			0
Reservoirs - Pacific Pines		150,000		1,077,000					0	150,000			0				0	1,077,000			0				0
Reservoirs - Access Upgrades	5,000	325,000							5,000				325,000				0				0				0
<b>Miscellaneous</b>																									
Telemetry	9,000	9,000	9,000	9,000	9,000				9,000				9,000				9,000				9,000				9,000
Ethernet Telemetry Upgrade	473,100	50,000							473,100				50,000				0				0				0
Smart Water Meter Network	10,000	10,000							10,000				10,000				0				0				0
Easement Clearing - Part V Approvals		20,000							0				20,000				0				0				0
<b>Water Pump and Bore Stations</b>																									
Pump Stns - Russellton Booster									0				0				0				0				0
<b>Trunk Mains</b>																									
Wardell Mains									0				0				0				0				0
North Ballina Reticulation Mains				712,000					0				0				0				712,000				0
North Ballina Distribution Mains			2,078,000		2,343,000				0				0	1,039,000			1,039,000				0	1,171,500			1,171,500
Pine Avenue Distribution Mains				2,589,000					0				0				0	2,589,000			0				0
Ballina Island Distribution Mains									0				0				0				0				0
Lennox Head Mains									0				0				0				0				0
CURA B Distribution Main			330,000						0				0				330,000				0				0
Russellton Reticulation Mains			160,000						0				0	80,000			80,000				0				0
West Ballina Bypass Distn Main									0				0				0				0				0
Lennox Palms Dist and Reticulation				388,000					0				0				0				388,000				0
Pacific Pine Distribution Main			238,000						0				0	238,000			0				0				0
PRV at Water Wheels	0	150,000							0				150,000				0				0				0
<b>Water Treatment Plant</b>																									
Marom Creek WTP - Upgrade	200,000	1,730,000	2,350,000	540,000					200,000				1,730,000				2,350,000				540,000				0
Marom Creek WTP - Renewals	26,000	27,000	28,000	29,000	30,000				26,000				27,000				28,000				29,000				30,000
<b>Plant and Equipment</b>																									
Vehicle and Plant Replacement			87,000	23,000	45,800				0				0				87,000				23,000				45,800
<b>Water Capital - Service Connection</b>																									
Water Meter - New <20mm	300,000	320,000	233,000	239,000	245,000				300,000				320,000				233,000				239,000				245,000
Water Meter - New > 20mm		50,000							0				50,000				0				0				0
Water Meter - Replacement	121,000	110,000	65,000	67,000	69,000				121,000				110,000				65,000				67,000				69,000
Water Meter - Conversion of Meters	20,000	10,000							20,000				10,000				0				0				0
<b>Total Capital Expenditure</b>	<b>3,528,100</b>	<b>3,674,000</b>	<b>6,747,000</b>	<b>6,359,000</b>	<b>6,655,800</b>	<b>0</b>	<b>760,000</b>	<b>0</b>	<b>2,768,100</b>	<b>0</b>	<b>150,000</b>	<b>0</b>	<b>3,524,000</b>	<b>0</b>	<b>1,857,000</b>	<b>0</b>	<b>4,890,000</b>	<b>0</b>	<b>3,666,000</b>	<b>0</b>	<b>2,693,000</b>	<b>0</b>	<b>4,382,500</b>	<b>0</b>	<b>2,273,300</b>

## WASTEWATER - CAPITAL EXPENDITURE

Asset Description	Funding Source 2019/20					Funding Source 2020/21				Funding Source 2021/22				Funding Source 2022/23								
	2018/19	2019/20	2020/21	2021/22	2022/23	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	
<b>Pumping Stations</b>																						
SP2001 - Well Protection - Swift St	350,000	200,000					200,000		0				0				0					0
SP3110 - Pump Stn - Montwood Drive			700,000						0	700,000			0				0					0
North Ballina - New Pumping Station	0			1,364,000					0				0	1,364,000			0					0
SP5006 - Richmond St Storage			182,000						0				182,000				0					0
SP2402 - Lindsay Avenue		106,000							106,000				0				0					0
SP2401 - Power Drive Pumps			62,300						0				62,300				0					0
Pumping Stations - Capacity Upgrades	300,000	374,000					268,000		106,000				0				0					0
Pumping Stations - Renewal Program		338,000	346,000	355,000	364,000				338,000				346,000				355,000					364,000
<b>Treatment Facilities - Minor Capital</b>																						
Treatment Plant Ballina	19,500	23,000	24,000	25,000	26,000				23,000				24,000				25,000					26,000
Treatment Plant Lennox	18,000	22,000	23,000	24,000	25,000				22,000				23,000				24,000					25,000
Treatment Plant Alstonville	15,000	11,000	11,000	11,000	11,000				11,000				11,000				11,000					11,000
Treatment Plant Wardell	13,500	11,000	11,000	11,000	11,000				11,000				11,000				11,000					11,000
<b>Ballina Treatment Plant Upgrade</b>																						
Ballina - Post Completion Works		400,000					400,000		0				0				0					0
Desalination Plant				2,000,000	2,000,000				0				0	1,000,000			1,000,000		1,000,000			1,000,000
Ballina - Gantry Crane		500,000					500,000		0				0				0					0
Ballina - Programed Membrane		500,000	500,000	500,000	500,000		500,000		0	500,000			0	250,000			250,000		250,000			250,000
Ballina - Kubota Membrane Turbine	200,000	583,000					583,000		0				0				0					0
<b>Lennox Head Treatment Plant Upgrade</b>																						
Lennox - Treatment Master Plan	0	30,000							30,000				0				0					0
Lennox - Membrane Replacement	300,000								0				0				0					0
<b>Wardell Treatment Plant Upgrade</b>																						
Treatment Plant Master Plan				100,000					0				0				100,000					0
<b>Trunk Mains</b>																						
Rising Main Rehabilitation - Swift St	0	60,000							60,000				0				0					0
SP3001 - Byron Street, Lennox Head		25,000		546,000					25,000				0	273,000			273,000					0
SP4006 - Gravity Sewer, A'ville			342,000						0	342,000			0				0					0
GM4104 - Transfer Mains, A'ville/W'bar	10,000	10,000	0				10,000		0		0		0				0					0
GMWUEA - Gravity Mains			200,000						0				200,000				0					0
GM2101 - Gravity Main, West Ballina									0				0				0					0
GM2104 - Gravity Main, West Ballina									0				0				0					0
RM-PS6 - CURA B Rising Main									0				0				0					0
Karaluren Close, Lennox Head PS				100,000					0				0				100,000					0
<b>Wastewater - Capital Expenditure Carried Forward</b>																						

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

Asset Description						Funding Source 2019/20				Funding Source 2020/21				Funding Source 2021/22				Funding Source 2022/23				
	2018/19	2019/20	2020/21	2021/22	2022/23	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	
<b>Wastewater Mains - Renewals</b>																						
Main Renewals	358,000	421,000	432,000	443,000	454,000				421,000				432,000				443,000				454,000	
Seamist Rising Main	80,000	650,000					650,000		0				0				0				0	
<b>Service Connections</b>																						
New Wastewater Connection (Gravity)		10,000					10,000		0				0				0				0	
New Wastewater Connection (E-one)		50,000					50,000		0				0				0				0	
<b>Plant and Equipment</b>																						
Plant Replacement Program	302,500	96,500	88,200	122,900	61,700				96,500				88,200				122,900				61,700	
Backhoe (Fleet Expansion)		185,000							185,000				0				0				0	
<b>Other Miscellaneous Works</b>																						
Telemetry	16,000	16,000	16,000	16,000	16,000				16,000				16,000				16,000				16,000	
Ethernet Telemetry Upgrade	0	150,000							150,000				0				0				0	
<b>Reuse Program</b>																						
Ross Lane - Dual Retic Reservoir				500,000	2,612,000				0				0	500,000			0	1,306,000			1,306,000	
Recycled Water Meters New	80,000	100,000	110,000	120,000	130,000				100,000				110,000				120,000				130,000	
Urban Reticulation System	25,000	25,000							25,000				0				0				0	
Henderson Farm - Distribution Mains			280,000						0				280,000				0				0	
Meadows Estate - Distribution Main			270,000						0				270,000				0				0	
Greenfield Grove - Distribution Mains				158,000	162,000				0				0				158,000				162,000	
Lennox Head - Distribution Mains									0				0				0				0	
Fig Tree Hill - Distribution Mains									0				0				0				0	
CURA B - Distribution Mains				2,336,000					0				0	2,336,000			0				0	
Recycled Water - Hydrant Installations	30,000	30,000	30,000						30,000				30,000				0				0	
Recycled Water - Communications	10,000	10,000							10,000				0				0				0	
Recycled Water - Alstonville	10,000	10,000							10,000				0				0				0	
Recycled Water - Smart Metering	10,000	10,000							10,000				0				0				0	
Wollongbar Sportsfields Irrigation Pipe		216,000							216,000				0				0				0	
West Ballina Bulk Supply Pipeline		25,000							25,000				0				0				0	
Lennox WWTP - High Lift Switchboard		25,000	225,000						25,000				225,000				0				0	
Lennox WWTP - Refurb Belt Press		150,000							150,000				0				0				0	
Alstonville WWTP - Inlet Work			900,000	300,000					0				900,000				300,000				0	
Alstonville WWTP - Biosolids			50,000						0				50,000				0				0	
Alstonville WWTP - Solar Farm			100,000						0				100,000				0				0	
Ballina WWTP - Stage 2 Upgrade				50,000					0				0				50,000				0	
Wardell WWTP - S60 Approval		140,000							140,000				0				0				0	
<b>Total Capital Expenditure</b>	<b>5,858,200</b>	<b>5,512,500</b>	<b>4,902,500</b>	<b>9,081,900</b>	<b>6,372,700</b>	<b>0</b>	<b>3,171,000</b>	<b>0</b>	<b>2,341,500</b>	<b>0</b>	<b>1,542,000</b>	<b>0</b>	<b>3,360,500</b>	<b>0</b>	<b>5,723,000</b>	<b>0</b>	<b>3,358,900</b>	<b>0</b>	<b>2,556,000</b>	<b>0</b>	<b>3,816,700</b>	

## **Part D**

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

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## **INTRODUCTION**

This section of the document provides more detailed information on the Section 7.11 Plans Council has in place, along with estimated capital income for the year. This information is for the General Fund only.

In addition to Section 7.11 Contributions, capital income can also include capital grants and contributions from other levels of government and from private entities or individuals, land sales and loan funds.

The next two pages of Part D detail the Section 7.11 contributions collected and interest raised on the contributions held, along with the Section 7.11 contributions to be applied during the year to specific works and services.

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

## SECTION 7.11 CONTRIBUTIONS

In accordance with Section 7.11 of the Environmental Planning and Assessment Act, Council is able to levy developers for charges that can be applied to the development of additional infrastructure. The levies collected in accordance with adopted Section 7.11 Plans that outline the methodology the levies are based on and the works to which the contributions collected can be applied.

Ballina Shire Council has Section 7.11 Plans in place for the following activities;

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

Council's Planning and Environmental Health Division oversees the collection of all the Section 7.11 levies and the development of the Section 7.11 Plans.

The first table provides an estimate of the balance of funds held for each Section 7.11 Plan and the second table the estimated contributions collected each year, along with the interest raised. The income figures are sourced from a combination of previous year's results and current collection rates.

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

Any net surplus or deficit between funds collected is either transferred to the Section 7.11 reserves (surplus) or transferred from the Section 7.11 Reserves (deficit).

<b>DEVELOPER CONTRIBUTIONS - PLAN CLOSING BALANCES</b>														
<b>ACTUAL</b>			<b>BUDGET ITEMS</b>	<b>ESTIMATED</b>										
<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</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>2027/28</b>	<b>2028/29</b>
548,700	724,700	1,084,200	Open Space	802,000	863,500	931,000	1,004,500	1,084,000	1,169,500	1,262,500	1,363,000	1,471,000	1,586,500	1,709,500
616,200	575,600	851,600	Community Facilities	784,100	695,600	610,600	529,600	452,100	378,600	310,100	246,600	188,100	134,600	86,600
228,600	170,100	153,100	Wollongbar Urban Expansion Area	133,600	167,600	259,100	354,100	452,100	553,600	658,600	767,100	879,100	995,600	1,117,100
228,100	235,100	769,600	Car Parking	1,323,600	1,879,600	2,457,100	3,056,600	3,679,100	4,324,600	4,994,100	5,688,600	6,409,100	7,156,100	7,930,100
710,700	700,400	676,200	Heavy Vehicle	685,200	695,200	705,200	715,200	725,700	736,200	746,700	757,700	768,700	779,700	791,200
2,859,300	3,978,500	5,529,100	Road Plan (All Plans)	7,247,600	6,052,600	8,260,600	4,106,600	493,100	3,812,100	7,262,600	10,848,100	14,572,600	18,440,100	22,454,600
<b>5,191,600</b>	<b>6,384,400</b>	<b>9,063,800</b>	<b>Total Section 7.11 Funds Held</b>	<b>10,976,100</b>	<b>10,354,100</b>	<b>13,223,600</b>	<b>9,766,600</b>	<b>6,886,100</b>	<b>10,974,600</b>	<b>15,234,600</b>	<b>19,671,100</b>	<b>24,288,600</b>	<b>29,092,600</b>	<b>34,089,100</b>

<b>DEVELOPER CONTRIBUTIONS COLLECTED</b>														
<b>ACTUAL</b>			<b>BUDGET ITEMS</b>	<b>ESTIMATED</b>										
<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</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>2027/28</b>	<b>2028/29</b>
257,600	313,900	1,035,800	Open Space	200,000	200,000	205,000	210,000	215,000	220,000	226,000	232,000	238,000	244,000	250,000
686,600	458,300	1,502,100	Community Facilities	200,000	200,000	205,000	210,000	215,000	220,000	226,000	232,000	238,000	244,000	250,000
300	44,100	87,500	Wollongbar Urban Expansion Area (WUEA)	87,000	87,000	89,000	91,000	93,000	95,000	97,000	99,000	101,000	104,000	107,000
63,700	10,800	521,200	Car Parking	537,000	537,000	550,000	564,000	578,000	592,000	607,000	622,000	638,000	654,000	670,000
379,300	451,000	359,600	Heavy Vehicle	321,000	321,000	329,000	337,000	345,000	354,000	363,000	372,000	381,000	391,000	401,000
838,600	1,070,200	1,773,600	Road Plans	3,600,000	3,000,000	3,075,000	3,152,000	3,231,000	3,312,000	3,395,000	3,480,000	3,567,000	3,656,000	3,747,000
<b>2,226,100</b>	<b>2,348,300</b>	<b>5,279,800</b>	<b>Total Section 7.11 Funds Collected</b>	<b>4,945,000</b>	<b>4,345,000</b>	<b>4,453,000</b>	<b>4,564,000</b>	<b>4,677,000</b>	<b>4,793,000</b>	<b>4,914,000</b>	<b>5,037,000</b>	<b>5,163,000</b>	<b>5,293,000</b>	<b>5,425,000</b>

DEVELOPER CONTRIBUTIONS - EXPENDITURE AS PER PLANS													
ACTUAL			BUDGET ITEMS	ESTIMATED									
2015/16	2016/17	2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
11,300	70,100		<b>Open Spaces Plan</b>										
	7,400		Miscellaneous										
		208,500	Pop Denison Master Plan	304,100									
		149,300	Shaws Bay Coastal Management Plan										
		11,900	Porter Park Multi Purpose Court	48,100									
41,500			Bolwarra Court Playground										
<b>52,800</b>	<b>77,500</b>	<b>369,700</b>	<b>Sub Total Open Spaces</b>	<b>352,200</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>Community Facilities Plan</b>										
185,700	157,800		Miscellaneous										
	55,700		Wardell Footpath										
<b>185,700</b>	<b>213,500</b>	<b>0</b>	<b>Sub Total Community Facilities</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>Car Parking</b>										
221,400	10,400		74 and 78 Tamar Street - Car Parks										
<b>221,400</b>	<b>10,400</b>	<b>0</b>	<b>Sub Total Car Parking</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
			<b>Wollongbar Urban Expansion Area</b>										
110,000	110,000	110,000	Wollongbar Link Road	110,000	55,000				0				
<b>110,000</b>	<b>110,000</b>	<b>110,000</b>	<b>Sub Total WUEA</b>	<b>110,000</b>	<b>55,000</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>Heavy Vehicles</b>										
195,000	130,000	130,000	Heavy Vehicles - Teven Bridge Loan	130,000	130,000	130,000	130,000	130,000	130,000	130,000	0	0	0
110,600	354,600	273,800	Heavy Patching and Reseals	191,000	191,000	199,000	207,000	215,000	224,000	233,000	372,000	381,000	391,000
<b>305,600</b>	<b>484,600</b>	<b>403,800</b>	<b>Sub Total Heavy Vehicles</b>	<b>321,000</b>	<b>321,000</b>	<b>329,000</b>	<b>337,000</b>	<b>345,000</b>	<b>354,000</b>	<b>363,000</b>	<b>372,000</b>	<b>381,000</b>	<b>391,000</b>
			<b>Roads Plan</b>										
106,200			Ballina Heights Drive										
10,000			River St / Moon St Roundabout										
			Tamar Street / Cherry Street Roundabout										
16,300	47,900	347,400	Hutley Drive Land Acquisition	1,584,000									
			Hutley Drive - Northern Extension	266,000	4,300,000	0	0	0	0	0	0	0	0
			Angels Bch Dve / Bangalow Rd R'about		0	955,000	0	0	0	0	0	0	0
			River St Fish Ck/Tweed St - 4 Lanes	150,000	0	0	1,140,000	0	0	0	0	0	0
			River St Fish Ck/Bypass - 4 Lanes	0	0	0	4,128,000	0	0	0	0	0	0
			Fisheries Creek Bridge - 4 Lanes	0	0	0	2,044,000	0	0	0	0	0	0
			River St - Land	0	0	0	114,000	0	0	0	0	0	0
			Tamarind Dr Nth Ck/Kerr St - 4 Lanes	0	0	0	0	4,275,000	0	0	0	0	0
			Canal Bridge - 4 Lanes	0	0	0	0	2,629,000	0	0	0	0	0
<b>132,500</b>	<b>47,900</b>	<b>347,400</b>	<b>Sub Total Roads Plan</b>	<b>2,000,000</b>	<b>4,300,000</b>	<b>955,000</b>	<b>7,426,000</b>	<b>6,904,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
			<b>Section 7.11 Recouped to Community Infrastructure Reserve</b>										
72,500	84,300	332,600	Open Spaces	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
401,000	249,300	1,258,200	Community Facilities	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
			Roads										
<b>473,500</b>	<b>333,600</b>	<b>1,590,800</b>	<b>Sub Total Recouped</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>
			<b>Section 7.11 Recouped Building Better Regions</b>										
155,300			Open Spaces (WUEA)										
24,600			Community Facilities (WUEA)										
	60,000		Community Facilities (Ballina Heights)										
127,400			Roads (WUEA)										
<b>307,300</b>	<b>60,000</b>	<b>0</b>	<b>Sub Total Recouped (Land Schemes)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>1,788,800</b>	<b>1,337,500</b>	<b>2,821,700</b>	<b>Total Section 7.11 Funds Applied</b>	<b>3,233,200</b>	<b>5,126,000</b>	<b>1,734,000</b>	<b>8,213,000</b>	<b>7,699,000</b>	<b>804,000</b>	<b>813,000</b>	<b>822,000</b>	<b>831,000</b>	<b>841,000</b>

## CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS

The table opposite provides details on estimated capital grants and contributions. Brief details on the information provided for 2019/20 is as follows.

### ***Community Centres***

Council has approval for a \$1,833,500 grant for the Lennox Community Centre through the State Government Stronger Country Communities Program.

### ***Airport***

Council has included indicative grant funding of \$7.5m for 2020/21 and 2021/22 to match Council's commitment to the widening of the airport runway. Council will lobby State and Federal Governments for assistance with this project.

### ***Depot***

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

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

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

The Coastal Walk and Coastal Shared Path grants have been approved.

For Section 7.11 major projects in 2021/22 and 2022/23, indicative grant funding of \$6m has been included to assist with the four laning of River Street and Tamarind Drive. Council will lobby State and Federal Governments for assistance with these projects.

## CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS

ACTUAL			BUDGET ITEMS	ESTIMATED										
2015/16	2016/17	2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>Community Centres</b>											
			State - Ballina Indoor Sports Centre	3,500,000										
			Department of Education	140,000										
			Ballina Surf Club	115,000										
20,000			State - Lennox Community Centre		1,833,500									
			<b>Gallery</b>											
			State - Ignite Studios	66,200										
	40,000		State - Lighting	54,800										
			<b>Swimming Pools</b>											
		48,800	State - Alstonville											
			<b>Information Systems</b>											
		23,400	Internal Contributions	50,000										
			<b>Airport</b>											
2,207,000	400	449,100	State - Terminal (RTIF)	4,050,900										
			State / Federal - Runway Widening			7,500,000	7,500,000							
84,400			State - Airport Taxiway and Runway											
			<b>Environmental Health</b>											
	95,000	181,900	Shaws Bay CMP - OEH											
			Shaws Bay CMP - PRMF	95,000										
			<b>Asset Management</b>											
		(2,400)	State - Marine Rescue Tower (PRMF)											
200,000	412,500		Federal - Marine Rescue Tower											
247,700	(32,700)		State - Marine Rescue Tower											
	637,500		Federal - Marine Rescue Tower											
	7,000		Private											
			<b>Depot and Administration Centre</b>											
330,000	106,400	107,900	Internal - Depot	109,900	112,100	114,400	116,800	119,200	121,600	124,200	126,800	129,400	132,200	135,000
			Internal - Depot - Car Park	112,000										
	450,600		Internal - Administration Centre											
			<b>Urban Roads</b>											
200,000			RMS - River Street											
202,300	174,700		RMS - Regional Road Program (RMS Roads)		184,000	188,000	192,000	195,000						
1,706,600		53,600	RTR - Various Urban and Rural Projects											
			Private - Ballina Heights Drive											
	1,503,300	494,800	RMS - Coast Road / Skennars Hd Rd R'about											
1,004,000	1,000,000		RMS - Angels Drive / Links Ave Roundabout											
			Federal - Airport Boulevard		3,000,000									
6,100			NCHP - Ross Street Mobilisation											
		1,522,000	RMS - Byron Bay Road Roundabout	652,200										
		50,000	RMS - Ellis Rd - Safety Initiative											
			State - Safer Roads Program		10,000	880,200								
			State / Federal - Section 7.11 Projects				6,000,000	6,000,000						

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

ACTUAL			BUDGET ITEMS	ESTIMATED										
2015/16	2016/17	2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			<b>Rural Roads</b>											
984,600			RMS - Teven Road											
75,000			RMS - Maguires Bridge											
71,100			RMS - 3x3 Rifle Range Rd											
		57,800	RMS - Supplementary Block Grant											
		178,200	RMS - Repair Program Regional Roads											
	1,634,000		RMS - Highway Handover											
	787,100		RMS - Ross Lane Straightening											
200,000	437,000		State - Disaster - Local and Rural Roads											
			Federal - Department of Infrastructure	464,000										
	68,100	1,890,200	Federal - Ross Lane / Coast Road Roundabout											
			Private - Dust Sealing Contributions	136,000										
			<b>Ancillary</b>											
362,200	2,600		State - Coastal Shared Path											
88,000	300		RMS - Miscellaneous											
		4,000	State - Shared Path Compton Drive											
		290,400	State - Coastal Shared Path	330,000	500,000									
			Federal - Coastal Shared Path	380,000	500,000									
			State - Coastal Walk		750,000									
			<b>RMS (RMS Roads)</b>											
			RMS - Supplementary Block Grant	58,000	185,000	188,700	192,500	196,400	200,400	204,500	208,600	212,800	217,100	221,500
			<b>Other Water Transport</b>											
		229,300	State - RBP - Keith Hall Boat Ramp	15,000										
24,600	5,400		State - RBP - Keith Hall Boat Ramp Design											
10,800	37,600		State - RBP - East Wardell, Pontoon											
35,000	70,900		State - RBP - Captain Cook Park – Pontoons											
13,400	51,000		State - RBP - Fishery Creek - Pontoon / Park	4,000										
16,700	77,900		State - RBP - Faulks Reserve – Pontoon											
	40,000		State - RBP - Emigrant Creek - Access											
	11,100	5,300	State - RBP - Nth Ck Road, Lennox Head	20,000										
	9,500	5,200	State - RBP - Brunswick St, Ballina	20,000										
			<b>Open Spaces</b>											
		60,000	Ballina RSL - Captain Cook Park Master Plan											
		67,100	Private - Playground Elevation Estate											
	50,000		State - Ocean Pool											
	39,800		State - Sharpes Beach Observation Tower											
			State - Pop Denison Master Plan	252,000										
			<b>Sports Fields</b>											
	20,000		State - Netball Club Contributions											
		12,700	State - Kingsford Smith Reserve Clubhouse											
			State - Williams Reserve Lighting	119,800										
		79,200	State - Ballina Tennis Club											
			State - Kingsford Smith Retaining Wall	30,000										
			State - Wollongbar Sportsfield Improvements	400,000										
			Developer - Noice Attenuation Quays Reserve	50,000										
	30,000		Club - Wollongbar Rugby Club											
			State - Skennars Head Sports Fields	990,000										
<b>7,989,000</b>	<b>7,584,700</b>	<b>6,091,300</b>	<b>Total Capital Grants and Contributions</b>	<b>12,214,800</b>	<b>7,074,600</b>	<b>8,871,300</b>	<b>14,001,300</b>	<b>6,510,600</b>	<b>322,000</b>	<b>328,700</b>	<b>335,400</b>	<b>342,200</b>	<b>349,300</b>	<b>356,500</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			BUDGET ITEMS	ESTIMATED									
2015/16	2016/17	2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
			<b>Southern Cross Industrial Estate Sales</b>										
910,100			Land Sale - Boeing Avenue - Lots One and Two		0	5,540,000	5,540,000	2,770,000					
750,100	719,600		Land Sale - Large Lots										
			Land Sale - Standard Lots										
<b>1,660,200</b>	<b>719,600</b>	<b>0</b>	<b>Sub Total - Southern Cross</b>	<b>0</b>	<b>0</b>	<b>5,540,000</b>	<b>5,540,000</b>	<b>2,770,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
			<b>Russellton Industrial Estate Sales</b>										
		10,000	Land Sale - Standard Lots	225,000									
<b>0</b>	<b>0</b>	<b>10,000</b>	<b>Sub Total - Russellton</b>	<b>225,000</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>Other</b>										
175,600	387,500	3,850,200	Surplus Land - Miscellaneous Sales	300,000									
			WUEA - Stages One and Two	300,000									
	203,200		WUEA - Stage Three			4,100,000	4,100,000						
			7 North Creek Road										
450,600			54 North Creek Road	2,605,000									
			Bagotville Quarry										
<b>626,200</b>	<b>590,700</b>	<b>3,850,200</b>	<b>Sub Total - Other Land Sales</b>	<b>3,205,000</b>	<b>0</b>	<b>4,100,000</b>	<b>4,100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2,286,400</b>	<b>1,310,300</b>	<b>3,860,200</b>	<b>Total Capital Income from Land Sales</b>	<b>3,430,000</b>	<b>0</b>	<b>9,640,000</b>	<b>9,640,000</b>	<b>2,770,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

LOAN INCOME													
ACTUAL			BUDGET ITEMS	ESTIMATED									
2015/16	2016/17	2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
500,000			<b>Airport</b>	2,400,000	2,500,000	7,500,000	7,500,000					0	
			<b>Roads and Town Centres</b>										
			River Street Beautification - Moon / Grant	1,700,000	1,000,000								
			Lennox Head - Village Renewal			3,100,000	0						
			S 7.11 - Hutley Drive				0	0	0	0	0	0	0
			S 7.11 - River St Fish Ck / Tweed St - 4 Lanes				0	2,174,000	0	0	0	0	0
			S 7.11 - River St Fish Ck / Bypass - 4 Lanes				0	2,878,000	0	0	0	0	0
			S 7.11 - Fisheries Creek Bridge - 4 Lanes				0	3,094,000	0	0	0	0	0
			S 7.11 - River St - Land				0	40,000	0	0	0	0	0
			<b>Swimming Pools</b>										
	3,818,100	3,929,500	Ballina										
	2,893,600	3,318,300	Alstonville										
			<b>Street Lighting (Internal Loan)</b>										
			Replacement Lights	722,000									
			<b>Property Development (Bridging Loans)</b>										
			Boeing Avenue - Lots One and Two	1,368,400	5,743,100								
			WUEA - Stage Three	69,700	5,590,000	95,400	7,900						
<b>500,000</b>	<b>6,711,700</b>	<b>7,247,800</b>	<b>Total Loan Income</b>	<b>6,260,100</b>	<b>14,833,100</b>	<b>10,695,400</b>	<b>15,693,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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**Part E**

**Reserves**

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## **INTRODUCTION**

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

### **1) *External Legislation***

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

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

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

### **3) *Financial Management***

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

### **4) *Asset Replacement***

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

### **5) *Opportunities***

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

## **Summary**

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

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

All funds held by the Water and Wastewater activities are restricted in their use. Further information on the Water and Wastewater reserve movements and balances is provided in pages 9 to 12 of this document.

The titles for each reserve are relatively self-explanatory.

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**RESERVE MOVEMENTS - GENERAL FUND**

Reserve Title	2019/20			2020/21			2021/22			2022/23		
	To	From	Net	To	From	Net	To	From	Net	To	From	Net
<b>Corporate and Community Division</b>												
<b>Communications</b>												
Donations												
Councillor Election	45,000	0	45,000	60,000	260,000	(200,000)	71,000	0	71,000	71,000	0	71,000
Community Events												
<b>Financial Services</b>												
Projects / Legals / Revaluations	10,500	0	10,500	11,000	0	11,000	11,500	0	11,500	12,000	0	12,000
Interest to be Distributed	59,000		59,000	0		0	0		0	0		0
Financial Assistance Grant			0			0			0			0
<b>Human Resources</b>												
Employee Leave Entitlements												
Projects												
Insurance Reserve												
<b>Information Services</b>												
Records Management												
Equipment Replacement												
Information Fee												
Projects		22,000	(22,000)									
<b>Property Management</b>												
<i>Community Infrastructure Reserve</i>												
Interest Earned on Reserve	27,000		27,000	30,000		30,000	12,000		12,000	4,000		4,000
Rental - 89 Tamar Street	753,800	74,000	679,800	768,900	76,100	692,800	784,300	78,200	706,100	800,000	80,300	719,700
Rental - ARC												
Rental - Fawcett Street Café	69,400	26,000	43,400	70,800	26,800	44,000	72,200	27,600	44,600	73,600	28,400	45,200
Sales - Miscellaneous												
Skennars Head Fields												
Lake Ainsworth												
Ballina Indoor Sports Centre												
Russellton Sales												
Lennox Head Village Renewal					1,100,000	(1,100,000)		1,300,000	(1,300,000)			
Ballina Swimming Pool												
Section 7.11 Recoupments	450,000		450,000	450,000		450,000	450,000		450,000	450,000		450,000
Loan P & I - Comm Buildings		28,100	(28,100)		20,600	(20,600)		20,600	(20,600)		20,600	(20,600)
Loan P & I - Town Centre		153,000	(153,000)		153,000	(153,000)		432,000	(432,000)		432,000	(432,000)
Property Assessments												
<b>Sub Total - Comm Infrastructure</b>	<b>1,300,200</b>	<b>281,100</b>	<b>1,019,100</b>	<b>1,319,700</b>	<b>1,376,500</b>	<b>(56,800)</b>	<b>1,318,500</b>	<b>1,858,400</b>	<b>(539,900)</b>	<b>1,327,600</b>	<b>561,300</b>	<b>766,300</b>
<i>Property Development Reserve</i>												
Interest Earned on Reserve	19,000		19,000	12,000		12,000	10,000		10,000	7,000		7,000
Southern Cross Movements	0	94,000	(94,000)	0	75,600	(75,600)		77,300	(77,300)		79,100	(79,100)
Russellton Movements	0	51,000	(51,000)	0	52,400	(52,400)	0	53,800	(53,800)	0	55,200	(55,200)
Wollongbar Movements	0	55,000	(55,000)	0	56,400	(56,400)	0	57,800	(57,800)	0	0	0
Norfolk Homes Rental (100%)	156,100		156,100	159,200		159,200	162,400		162,400	165,600		165,600
ARC Rental	264,200	4,000	260,200	269,500	4,100	265,400	274,900	4,300	270,600	280,400	4,500	275,900
North Creek Road - Development												
Airport Boulevard												
Hutley Drive - North												
Biodiversity Pilot Project												
Dividend - General Fund Operations		398,400	(398,400)		338,400	(338,400)		336,600	(336,600)		309,500	(309,500)
<b>Sub Total - Property Development</b>	<b>439,300</b>	<b>602,400</b>	<b>(163,100)</b>	<b>440,700</b>	<b>526,900</b>	<b>(86,200)</b>	<b>447,300</b>	<b>529,800</b>	<b>(82,500)</b>	<b>453,000</b>	<b>448,300</b>	<b>4,700</b>
<i>Loan Funded Property Developments</i>												
Bridging Finance - Boeing Avenue	5,743,100		5,743,100			0			0			0
Bridging Finance - WUEA	5,590,000		5,590,000	95,400		95,400	7,900		7,900			0
Sales - Boeing Avenue			0	5,540,000		5,540,000	5,540,000		5,540,000	2,770,000		2,770,000
Sales - WUEA			0	4,100,000		4,100,000	4,100,000		4,100,000			0
Boeing Avenue - Land Development		5,597,400	(5,597,400)		2,054,300	(2,054,300)		4,400	(4,400)		2,200	(2,200)
Boeing Avenue - Interest Paid		145,700	(145,700)		166,100	(166,100)		20,800	(20,800)		0	0
WUEA - Stage 3 - Land Development		5,523,300	(5,523,300)		4,400	(4,400)		4,400	(4,400)		0	0
WUEA - Stage 3 - Interest Paid		66,700	(66,700)		91,000	(91,000)		3,500	(3,500)		0	0
Boeing Avenue - Principal Repaid			0		5,540,000	(5,540,000)		1,571,500	(1,571,500)			0
WUEA - Stage 3 - Principal Repaid			0		1,879,600	(1,879,600)		3,883,400	(3,883,400)			0
<b>Sub Total - Loan Funded Property</b>	<b>11,333,100</b>	<b>11,333,100</b>	<b>0</b>	<b>9,735,400</b>	<b>9,735,400</b>	<b>0</b>	<b>9,647,900</b>	<b>5,488,000</b>	<b>4,159,900</b>	<b>2,770,000</b>	<b>2,200</b>	<b>2,767,800</b>
<b>(Reserve movements carried forward on following page)</b>												

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

Reserve Title	2019/20			2020/21			2021/22			2022/23		
	To	From	Net	To	From	Net	To	From	Net	To	From	Net
<i>Miscellaneous Property Reserves</i>												
Ballina Heights BBRC												
Crown Reserves	53,000	77,000	(24,000)	54,000	79,300	(25,300)	55,000	55,000	0	56,100	56,100	0
Wigmore Arcade	90,000		90,000	110,000		110,000	130,000		130,000	150,000		150,000
<b>Flat Rock Tent Park</b>	150,000	100,000	50,000	153,200	20,000	133,200	156,100	21,000	135,100	159,100	22,000	137,100
<b>Airport</b>	765,400	1,200,000	(434,600)	829,200	1,001,000	(171,800)	470,100	652,000	(181,900)	535,800	153,000	382,800
<b>Community Facilities</b>												
Community Centres												
Building Asset Renewal Program		200,000	(200,000)									
Lennox Head Surf Club			0									
Ballina Indoor Sports Centre			0									
Ballina Surf Club			0									
Comm Infrastructure Reserve Dividend		870,000	(870,000)		1,200,000	(1,200,000)		0	0		1,000,000	(1,000,000)
<b>Community Gallery</b>												
Gallery Projects												
Public Art Contributions	10,000	11,000	(1,000)	10,000	11,300	(1,300)	10,000	11,600	(1,600)	10,000	11,900	(1,900)
<b>Swimming Pools</b>												
Redevelopment												
<b>Total - C&amp;C Division</b>	<b>14,255,500</b>	<b>14,696,600</b>	<b>(441,100)</b>	<b>12,723,200</b>	<b>14,210,400</b>	<b>(1,487,200)</b>	<b>12,317,400</b>	<b>8,615,800</b>	<b>3,701,600</b>	<b>5,544,600</b>	<b>2,254,800</b>	<b>3,289,800</b>
<b>Planning and Environmental Health Division</b>												
<b>Development Services</b>												
Development Services - Resources												
<b>Environmental and Public Health</b>												
Healthy Waterways and CMPs												
<b>Strategic Planning</b>												
Section 7.11 Contributions	4,504,000	5,126,000	(622,000)	4,603,500	1,734,000	2,869,500	4,756,000	8,213,000	(3,457,000)	4,818,500	7,699,000	(2,880,500)
Strategic Planning Studies												
Plans of Management												
Northern Rivers Car Pooling												
Ballina Hockey Club	7,000	0	7,000	7,200	0	7,200	7,400	0	7,400	7,600	0	7,600
<b>Total - Planning and Environmental</b>	<b>4,511,000</b>	<b>5,126,000</b>	<b>(615,000)</b>	<b>4,610,700</b>	<b>1,734,000</b>	<b>2,876,700</b>	<b>4,763,400</b>	<b>8,213,000</b>	<b>(3,449,600)</b>	<b>4,826,100</b>	<b>7,699,000</b>	<b>(2,872,900)</b>
(Reserve movements carried forward on following page)												



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

Reserve Title	2019/20			2020/21			2021/22			2022/23		
	To	From	Net	To	From	Net	To	From	Net	To	From	Net
<b>Civil Services Division</b>												
<b>Engineering and Building Management</b>												
Asset Revaluations	20,000		20,000	20,000		20,000	20,000		20,000	20,000		20,000
Surveying Equipment	15,000		15,000	15,000	60,000	(45,000)	15,000		15,000	15,000		15,000
<b>Administration Centre and Depot</b>												
Administration Building												
Depot		390,000	(390,000)									
<b>Ancillary Building Management</b>												
Public Amenities												
<b>Stormwater</b>												
Drainage Works												
Canal Dredging	35,000	21,000	14,000	35,000	100,000	(65,000)	35,000		35,000	35,000		35,000
<b>Roads and Bridges</b>												
Road Works Contingency		3,813,000	(3,813,000)									
Alstonville Bypass Handover	27,000	0	27,000	28,000	100,000	(72,000)	26,000	103,000	(77,000)	24,000	106,000	(82,000)
Ballina Bypass Handover	77,000	154,000	(77,000)	72,000	158,000	(86,000)	66,000	162,000	(96,000)	60,000	166,000	(106,000)
Tintenbar to Ewingsdale Handover		103,000	(103,000)		106,000	(106,000)		109,000	(109,000)		112,000	(112,000)
Lake Ainsworth Precinct												
RMS												
<b>Ancillary Transport Facilities</b>												
Footpaths / Shared Paths												
Coastal Shared Path Reserve		250,000	(250,000)									
Coastal Shared Path Reserve - BISC												
Alstonville Town Centre		55,000	(55,000)		15,000	(15,000)						
<b>Ferry Wharves and Jetties</b>												
Boat Ramps and Infrastructure												
Ferry Septic (Roads Contingency)		41,000	(41,000)									
Ferry Slippage	100,000	200,000	(100,000)	115,000		115,000	115,000	230,000	(115,000)	120,000		120,000
<b>Open Space and Reserves</b>												
Open Space Programs												
Wollongbar Skate Park		450,000	(450,000)									
<b>Vegetation Management</b>												
Veg Mgmt - Grants												
<b>Sports Fields</b>												
Sports Fields Improvements												
Skennars Head Sports Fields												
<b>Cemeteries</b>												
Cemeteries - Operations	117,000	50,000	67,000	119,700	50,000	69,700	122,300	50,000	72,300	125,100	50,000	75,100
<b>Fleet Management</b>												
	1,404,600	2,004,100	(599,500)	1,532,700	1,551,300	(18,600)	1,669,000	1,760,000	(91,000)	1,813,500	2,018,400	(204,900)
<b>Rural Fire Service</b>												
<b>Quarries and Sandpit</b>												
Quarry - Operations	23,000	0	23,000	23,400	0	23,400	23,700	0	23,700	24,100	0	24,100
<b>Landfill and Resource Management</b>												
Landfill - Operations	387,000	100,000	287,000	555,000	103,000	452,000	585,000	106,000	479,000	613,000	109,000	504,000
Landfill - Sports Centre	0		0									
Waste Levy												
<b>Domestic Waste Management</b>												
	340,000	2,100,000	(1,760,000)	347,000	0	347,000	366,300	0	366,300	386,100	0	386,100
<b>Group Total - Civil Services</b>	<b>2,545,600</b>	<b>9,731,100</b>	<b>(7,185,500)</b>	<b>2,862,800</b>	<b>2,243,300</b>	<b>619,500</b>	<b>3,043,300</b>	<b>2,520,000</b>	<b>523,300</b>	<b>3,235,800</b>	<b>2,561,400</b>	<b>674,400</b>
<b>Total - Increase / (Decrease)</b>	<b>21,312,100</b>	<b>29,553,700</b>	<b>(8,241,600)</b>	<b>20,196,700</b>	<b>18,187,700</b>	<b>2,009,000</b>	<b>20,124,100</b>	<b>19,348,800</b>	<b>775,300</b>	<b>13,606,500</b>	<b>12,515,200</b>	<b>1,091,300</b>

**RESERVE BALANCES - GENERAL FUND**

Reserve Title	2019/20			2020/21			2021/22			2022/23		
	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing
<b>Corporate and Community Division</b>												
<b>Communications</b>												
Community Donations	13,300		13,300	13,300		13,300	13,300		13,300	13,300		13,300
Councillor Election	155,000	45,000	200,000	200,000	(200,000)	0	0	71,000	71,000	71,000	71,000	142,000
Community Events	0	0	0	0	0	0	0	0	0	0	0	0
<b>Financial Services</b>												
Legal / Audit / Revaluations	92,900	10,500	103,400	103,400	11,000	114,400	114,400	11,500	125,900	125,900	12,000	137,900
Interest to be Distributed	0	59,000	59,000	59,000	0	59,000	59,000	0	59,000	59,000	0	59,000
Financial Assistance Grant	2,220,700	0	2,220,700	2,220,700	0	2,220,700	2,220,700	0	2,220,700	2,220,700	0	2,220,700
<b>Human Resources</b>												
Leave Entitlements	3,012,700	0	3,012,700	3,012,700	0	3,012,700	3,012,700	0	3,012,700	3,012,700	0	3,012,700
Projects	64,000		64,000	64,000		64,000	64,000		64,000	64,000		64,000
Insurance	100,700		100,700	100,700		100,700	100,700		100,700	100,700		100,700
<b>Information Services</b>												
Records Management	1,400	0	1,400	1,400	0	1,400	1,400	0	1,400	1,400	0	1,400
Projects	22,000	(22,000)	0	0	0	0	0	0	0	0	0	0
<b>Property Management</b>												
<i>Major Property Reserves</i>												
Community Infrastructure	1,948,300	149,100	2,097,400	2,097,400	(1,256,800)	840,600	840,600	(539,900)	300,700	300,700	(233,700)	67,000
Property Development	569,800	(163,100)	406,700	406,700	(86,200)	320,500	320,500	(82,500)	238,000	238,000	4,700	242,700
Loan Funded Property Development	0	0	0	0	0	0	0	4,159,900	4,159,900	4,159,900	2,767,800	6,927,700
<b>Sub Total</b>	<b>2,518,100</b>	<b>(14,000)</b>	<b>2,504,100</b>	<b>2,504,100</b>	<b>(1,343,000)</b>	<b>1,161,100</b>	<b>1,161,100</b>	<b>3,537,500</b>	<b>4,698,600</b>	<b>4,698,600</b>	<b>2,538,800</b>	<b>7,237,400</b>
<i>Other Property Reserves</i>												
Wigmore Arcade	296,100	90,000	386,100	386,100	110,000	496,100	496,100	130,000	626,100	626,100	150,000	776,100
Other Properties (Council)	8,100		8,100	8,100		8,100	8,100		8,100	8,100		8,100
Ballina Heights BBRC	0		0	0		0	0		0	0		0
Crown Properties	140,800	(24,000)	116,800	116,800	(25,300)	91,500	91,500	0	91,500	91,500	0	91,500
<b>Flat Rock Tent Park</b>	<b>369,500</b>	<b>50,000</b>	<b>419,500</b>	<b>419,500</b>	<b>133,200</b>	<b>552,700</b>	<b>552,700</b>	<b>135,100</b>	<b>687,800</b>	<b>687,800</b>	<b>137,100</b>	<b>824,900</b>
<b>Airport Operations</b>	<b>1,111,700</b>	<b>(434,600)</b>	<b>677,100</b>	<b>677,100</b>	<b>(171,800)</b>	<b>505,300</b>	<b>505,300</b>	<b>(181,900)</b>	<b>323,400</b>	<b>323,400</b>	<b>382,800</b>	<b>706,200</b>
<b>Community Facilities</b>												
Community Centres / Halls	83,400	0	83,400	83,400	0	83,400	83,400	0	83,400	83,400	0	83,400
Building Renewals	282,300	(200,000)	82,300	82,300		82,300	82,300		82,300	82,300		82,300
Ballina Indoor Sports Centre	0		0	0		0	0		0	0		0
Ballina Surf Club	0		0	0		0	0		0	0		0
Community Gallery	0		0	0		0	0		0	0		0
Public Art	54,700	(1,000)	53,700	53,700	(1,300)	52,400	52,400	(1,600)	50,800	50,800	(1,900)	48,900
Library Services	112,800	0	112,800	112,800	0	112,800	112,800	0	112,800	112,800	0	112,800
Swimming Pool	0	0	0	0	0	0	0	0	0	0	0	0
Tourism and Events	15,600	0	15,600	15,600	0	15,600	15,600	0	15,600	15,600	0	15,600
<b>Division Total</b>	<b>10,675,800</b>	<b>(441,100)</b>	<b>10,234,700</b>	<b>10,234,700</b>	<b>(1,487,200)</b>	<b>8,747,500</b>	<b>8,747,500</b>	<b>3,701,600</b>	<b>12,449,100</b>	<b>12,449,100</b>	<b>3,289,800</b>	<b>15,738,900</b>
<b>Planning and Environmental Health Division</b>												
<b>Development Services</b>												
Development Services Resources	137,800		137,800	137,800		137,800	137,800		137,800	137,800		137,800
<b>Environmental / Public Health</b>												
Environmental Health Projects	69,500		69,500	69,500		69,500	69,500		69,500	69,500		69,500
Healthy Waterways and CMPs	155,300		155,300	155,300		155,300	155,300		155,300	155,300		155,300
<b>Public Order</b>												
Animal Shelter	10,000		10,000	10,000		10,000	10,000		10,000	10,000		10,000
<b>Strategic Planning</b>												
Section 7.11 Conts (External)	10,976,100	(622,000)	10,354,100	10,354,100	2,869,500	13,223,600	13,223,600	(3,457,000)	9,766,600	9,766,600	(2,880,500)	6,886,100
Strategic Planning Projects	358,000	0	358,000	358,000	0	358,000	358,000	0	358,000	358,000	0	358,000
Section 7.11 Reviews	100,900	0	100,900	100,900	0	100,900	100,900	0	100,900	100,900	0	100,900
Northern Rivers Car Pooling	0		0	0		0	0		0	0		0
Environmental Action Plan	26,600	0	26,600	26,600	0	26,600	26,600	0	26,600	26,600	0	26,600
Synthetic Hockey Field	47,100	7,000	54,100	54,100	7,200	61,300	61,300	7,400	68,700	68,700	7,600	76,300
<b>Division Total</b>	<b>11,881,300</b>	<b>(615,000)</b>	<b>11,266,300</b>	<b>11,266,300</b>	<b>2,876,700</b>	<b>14,143,000</b>	<b>14,143,000</b>	<b>(3,449,600)</b>	<b>10,693,400</b>	<b>10,693,400</b>	<b>(2,872,900)</b>	<b>7,820,500</b>
(Reserve balances carried forward on following page)												

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

Reserve Title	2019/20			2020/21			2021/22			2022/23		
	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing
<b>Civil Services Group</b>												
<b>Engineering Management</b>												
Asset Management / Revaluations	0	20,000	20,000	20,000	20,000	40,000	40,000	20,000	60,000	60,000	20,000	80,000
Surveying Equipment	30,000	15,000	45,000	45,000	(45,000)	0	0	15,000	15,000	15,000	15,000	30,000
<b>Depots</b>												
Depot Improvement Program	390,000	(390,000)	0	0	0	0	0	0	0	0	0	0
<b>Public Amenities</b>												
Amenities Improvement Program	0	0	0	0	0	0	0	0	0	0	0	0
<b>Stormwater and Environmental Protection</b>												
Stormwater	140,900	0	140,900	140,900	0	140,900	140,900	0	140,900	140,900	0	140,900
Canal Dredging	129,600	14,000	143,600	143,600	(65,000)	78,600	78,600	35,000	113,600	113,600	35,000	148,600
Management Plans	329,600	0	329,600	329,600	0	329,600	329,600	0	329,600	329,600	0	329,600
<b>Roads and Bridges</b>												
Roads Construction	4,240,300	(3,909,000)	331,300	331,300	(15,000)	316,300	316,300	0	316,300	316,300	0	316,300
Roads Pre-Plan Sec 7.11	351,800	0	351,800	351,800	0	351,800	351,800	0	351,800	351,800	0	351,800
Alstonville Bypass Handover	934,000	27,000	961,000	961,000	(72,000)	889,000	889,000	(77,000)	812,000	812,000	(82,000)	730,000
Ballina Bypass Handover	1,302,600	(77,000)	1,225,600	1,225,600	(86,000)	1,139,600	1,139,600	(96,000)	1,043,600	1,043,600	(106,000)	937,600
Tintenbar to Ewingsdale Handover	1,350,700	(103,000)	1,247,700	1,247,700	(106,000)	1,141,700	1,141,700	(109,000)	1,032,700	1,032,700	(112,000)	920,700
Lake Ainsworth Precinct	0	0	0	0	0	0	0	0	0	0	0	0
RMS Contributions	77,300	0	77,300	77,300	0	77,300	77,300	0	77,300	77,300	0	77,300
<b>Ancillary Transport Facilities</b>												
Footpaths	297,600	0	297,600	297,600	0	297,600	297,600	0	297,600	297,600	0	297,600
Coastal Recreational Path	266,000	(250,000)	16,000	16,000	0	16,000	16,000	0	16,000	16,000	0	16,000
Private Works	60,000	0	60,000	60,000	0	60,000	60,000	0	60,000	60,000	0	60,000
<b>Marine Infrastructure</b>												
Boat Ramps and Infrastructure	110,200	0	110,200	110,200	0	110,200	110,200	0	110,200	110,200	0	110,200
Ferry Slippage	100,000	(100,000)	0	0	115,000	115,000	115,000	(115,000)	0	0	120,000	120,000
<b>Open Spaces and Reserves</b>												
Open Spaces Programs	39,900	0	39,900	39,900	0	39,900	39,900	0	39,900	39,900	0	39,900
Ocean Pool	45,000	0	45,000	45,000	0	45,000	45,000	0	45,000	45,000	0	45,000
Wollongbar Skate Park	450,000	(450,000)	0	0	0	0	0	0	0	0	0	0
Vegetation Management	80,000	0	80,000	80,000	0	80,000	80,000	0	80,000	80,000	0	80,000
<b>Sports Fields</b>												
Sports Fields Improvements	252,900	0	252,900	252,900	0	252,900	252,900	0	252,900	252,900	0	252,900
Skennars Head Sports Fields	0	0	0	0	0	0	0	0	0	0	0	0
<b>Cemeteries</b>												
Cemeteries - Operations	338,900	67,000	405,900	405,900	69,700	475,600	475,600	72,300	547,900	547,900	75,100	623,000
<b>Plant and Fleet - Operations</b>												
	(138,500)	(599,500)	(738,000)	(738,000)	(18,600)	(756,600)	(756,600)	(91,000)	(847,600)	(847,600)	(204,900)	(1,052,500)
<b>Rural Fire Service - Operations</b>												
	45,800	0	45,800	45,800	0	45,800	45,800	0	45,800	45,800	0	45,800
<b>Quarry - Operations</b>												
	825,500	23,000	848,500	848,500	23,400	871,900	871,900	23,700	895,600	895,600	24,100	919,700
<b>Landfill Management and Resource Recovery</b>												
LRM Operations	550,400	287,000	837,400	837,400	452,000	1,289,400	1,289,400	479,000	1,768,400	1,768,400	504,000	2,272,400
<b>Waste - Domestic</b>												
DWM Operations (External)	2,699,100	(1,760,000)	939,100	939,100	347,000	1,286,100	1,286,100	366,300	1,652,400	1,652,400	386,100	2,038,500
<b>Division Total</b>	<b>15,299,600</b>	<b>(7,185,500)</b>	<b>8,114,100</b>	<b>8,114,100</b>	<b>619,500</b>	<b>8,733,600</b>	<b>8,733,600</b>	<b>523,300</b>	<b>9,256,900</b>	<b>9,256,900</b>	<b>674,400</b>	<b>9,931,300</b>
<b>Total - Increase / (Decrease)</b>	<b>37,856,700</b>	<b>(8,241,600)</b>	<b>29,615,100</b>	<b>29,615,100</b>	<b>2,009,000</b>	<b>31,624,100</b>	<b>31,624,100</b>	<b>775,300</b>	<b>32,399,400</b>	<b>32,399,400</b>	<b>1,091,300</b>	<b>33,490,700</b>
<b>Reserve Dissection</b>												
Internally Restricted	24,040,700	(5,835,600)	18,205,100	18,205,100	(1,182,200)	17,022,900	17,022,900	3,866,000	20,888,900	20,888,900	3,585,700	24,474,600
Externally Restricted	13,816,000	(2,406,000)	11,410,000	11,410,000	3,191,200	14,601,200	14,601,200	(3,090,700)	11,510,500	11,510,500	(2,494,400)	9,016,100

## **Part F**

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

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GENERAL FUND - LOAN PRINCIPAL AND INTEREST REPAYMENT SCHEDULE																				
Description	2019/20		2020/21		2021/22		2022/23		2023/24		2024/25		2025/26		2026/27		2027/28		2028/29	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
<b>Community Facilities</b>																				
Kentwell Community Centre	7,242	317																		
Naval Museum and Florrie	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	143,342	125,507	148,512	120,337	153,869	114,980	159,419	109,430	165,169	103,680	171,127	97,723	177,299	91,550	183,694	85,155	190,320	78,529	190,320	78,529
Ballina - Stage Two	117,239	125,148	121,999	120,388	126,953	115,434	132,107	110,280	137,471	104,916	143,053	99,334	148,862	93,525	154,906	87,481	161,196	81,191	161,196	81,191
Ballina - Stage Three	20,922	25,583	21,899	24,606	22,715	23,790	23,898	22,608	24,872	21,633	25,948	20,557	27,073	19,432	28,247	18,258	29,375	17,130	29,375	17,130
Alstonville - Stage One	108,634	95,117	112,552	91,199	116,612	87,139	120,818	82,933	125,176	78,575	129,691	74,060	134,368	69,383	139,215	64,536	144,237	59,515	144,237	59,515
Alstonville - Stage Two	92,753	99,011	96,519	95,245	100,438	91,326	104,516	87,247	108,760	83,004	113,176	78,588	117,772	73,992	122,554	69,210	127,530	64,234	127,530	64,234
Alstonville - Stage Three	23,622	28,884	24,725	27,781	25,646	26,860	26,981	25,525	28,082	24,424	29,296	23,210	30,567	21,939	31,892	20,614	33,165	19,341	33,165	19,341
<b>Animal Control</b>																				
Dog Pound	7,324	320																		
<b>Town Centres</b>																				
Ballina 2000/01																				
Ballina 2002/03																				
Ballina 2003/04																				
Ballina 2018/19	85,000	68,000	88,000	65,000	92,000	61,000	96,000	57,000	99,000	54,000	103,000	50,000	108,000	45,000	112,000	41,000	116,000	37,000	121,000	32,000
Lennox Head - Village Renewal					155,000	124,000	161,000	118,000	168,000	111,000	174,000	105,000	181,000	98,000	189,000	90,000	196,000	83,000	204,000	75,000
Ballina 2012/13	142,833	26,192	150,913	18,111	159,159	9,865	82,987	1,686	0	0	0	0	0	0	0	0	0	0	0	0
<b>Sub Total</b>	<b>227,833</b>	<b>94,192</b>	<b>238,913</b>	<b>83,111</b>	<b>406,159</b>	<b>194,865</b>	<b>339,987</b>	<b>176,686</b>	<b>267,000</b>	<b>165,000</b>	<b>277,000</b>	<b>155,000</b>	<b>289,000</b>	<b>143,000</b>	<b>301,000</b>	<b>131,000</b>	<b>312,000</b>	<b>120,000</b>	<b>325,000</b>	<b>107,000</b>
<b>Roads Bridges Footpaths</b>																				
Ramses Street	3,539	155																		
Reseal	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 7.11)	400,000																			
Ballina Heights Drive (LIRS)	121,800	31,900	128,100	25,600	134,700	19,000	141,600	12,100	149,000	4,700										
McLeay Culvert (RMS)	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	0	0	0	0
Cumalun Interchange (Sec 7.11)	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	0	0	0	0
Hutley Drive (Sec 7.11)	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 7.11							409,000	327,000	425,000	311,000	442,000	294,000	460,000	276,000	478,000	258,000	497,000	239,000	517,000	219,000
<b>Sub Total</b>	<b>959,253</b>	<b>173,437</b>	<b>585,825</b>	<b>143,171</b>	<b>619,325</b>	<b>109,670</b>	<b>996,602</b>	<b>403,034</b>	<b>978,188</b>	<b>356,731</b>	<b>869,145</b>	<b>312,074</b>	<b>460,000</b>	<b>276,000</b>	<b>478,000</b>	<b>258,000</b>	<b>497,000</b>	<b>239,000</b>	<b>517,000</b>	<b>219,000</b>
Teven Bridges	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>Waste Non Domestic</b>																				
Landfill Opening																				
Waste Baler																				
Landfill Closure																				
Landfill Closure																				
<b>Sub Total</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>0</b>	<b>0</b>
<b>Ballina - Byron Gateway Airport</b>																				
Airport	78,492	24,331	84,227	18,597	90,574	12,243	97,045	5,779												
Airport	169,300	45,975	177,963	37,311	187,228	28,047	196,975	18,299	207,229	8,046										
Airport	61,700	3,200	63,400	1,400	0	0														
Airport - Runway	802,141	147,092	847,522	101,711	893,831	55,402	465,310	9,466												
Airport - Car Park and Shade	92,100	14,300	95,700	10,700	99,400	6,900	103,000	3,000	0	0										
Airport - Apron	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	0	0	0	0	0	0
Airport Terminal	81,000	96,000	84,000	93,000	88,000	89,000	91,000	86,000	95,000	82,000	99,000	78,000	103,000	74,000	107,000	70,000	111,000	66,000	115,000	62,000
Airport - Runway Widening					180,000	300,000	187,000	293,000	195,000	285,000	202,000	278,000	211,000	269,000	219,000	261,000	228,000	252,000	237,000	243,000
Airport - Runway Widening							180,000	300,000	187,000	293,000	195,000	285,000	202,000	278,000	211,000	261,000	228,000	252,000	237,000	243,000
<b>Sub Total</b>	<b>1,331,933</b>	<b>343,398</b>	<b>1,402,012</b>	<b>273,519</b>	<b>1,589,633</b>	<b>500,692</b>	<b>1,372,730</b>	<b>722,844</b>	<b>738,429</b>	<b>673,546</b>	<b>552,100</b>	<b>644,500</b>	<b>574,100</b>	<b>622,500</b>	<b>537,000</b>	<b>600,000</b>	<b>558,000</b>	<b>579,000</b>	<b>580,000</b>	<b>557,000</b>
<b>Property Development</b>																				
Boeing Avenue - Lots One and Two	0	145,700	5,540,000	166,100	1,571,500	20,800	0	0												
WUEA - Stage Three	0	66,700	1,879,600	91,000	3,883,400	3,500	0	0												
<b>Sub Total</b>	<b>0</b>	<b>212,400</b>	<b>7,419,600</b>	<b>257,100</b>	<b>5,454,900</b>	<b>24,300</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>Total External Repayments</b>	<b>3,266,700</b>	<b>1,377,500</b>	<b>10,408,100</b>	<b>1,281,700</b>	<b>8,861,300</b>	<b>1,324,800</b>	<b>3,531,800</b>	<b>1,766,600</b>	<b>2,817,800</b>	<b>1,627,100</b>	<b>2,564,300</b>	<b>1,511,500</b>	<b>1,959,000</b>	<b>1,411,300</b>	<b>1,976,500</b>	<b>1,334,300</b>	<b>2,052,800</b>	<b>1,257,900</b>	<b>2,107,800</b>	<b>1,202,900</b>
<b>Total External Loans</b>	<b>3,266,700</b>	<b>1,377,500</b>	<b>10,408,100</b>	<b>1,281,700</b>	<b>8,861,300</b>	<b>1,324,800</b>	<b>3,531,800</b>	<b>1,766,600</b>	<b>2,817,800</b>	<b>1,627,100</b>	<b>2,564,300</b>	<b>1,511,500</b>	<b>1,959,000</b>	<b>1,411,300</b>	<b>1,976,500</b>	<b>1,334,300</b>	<b>2,052,800</b>	<b>1,257,900</b>	<b>2,107,800</b>	<b>1,202,900</b>
<b>External Loans Outstanding</b>																				
Balance as at 1 July	30,321,600		41,888,000		42,175,300		49,007,900		45,476,100		42,658,300		40,094,000		38,135,000		36,158,500		34,105,700	
Repayments	3,266,700		10,408,100		8,861,300		3,531,800		2,817,800		2,564,300		1,959,000		1,976,500		2,052,800		2,107,800	
New Loans	14,833,100		10,695,400		15,693,900		0		0		0		0		0		0		0	
<b>Balance as at 30 June</b>	<b>41,888,000</b>		<b>42,175,300</b>		<b>49,007,900</b>		<b>45,476,100</b>		<b>42,658,300</b>		<b>40,094,000</b>		<b>38,135,000</b>		<b>36,158,500</b>		<b>34,105,700</b>		<b>31,997,900</b>	
<b>Internal Loan</b>																				
Street Lighting from Water (9 Years)	71,000	21,700	73,200	19,500	75,400	17,300	77,600	15,100	80,000	12,700	82,400	10,300	84,800	7,900	87,400	5,300	90,000	2,700		
<b>Balance as at 30 June</b>	<b>651,000</b>		<b>577,800</b>		<b>502,400</b>		<b>424,800</b>		<b>344,800</b>		<b>262,400</b>		<b>177,600</b>		<b>90,200</b>		<b>200</b>			
<b>Total Repayments</b>	<b>3,337,700</b>	<b>1,399,200</b>	<b>10,481,300</b>	<b>1,301,200</b>	<b>8,936,700</b>	<b>1,342,100</b>	<b>3,609,400</b>	<b>1,781,700</b>	<b>2,897,800</b>	<b>1,639,800</b>	<b>2,646,700</b>	<b>1,521,800</b>	<b>2,043,800</b>	<b>1,419,200</b>	<b>2,063,900</b>	<b>1,339,600</b>	<b>2,142,800</b>	<b>1,260,600</b>	<b>2,107,800</b>	<b>1,202,900</b>

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**Part G**

# **Appendices**



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## APPENDICES

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

### **Balance Sheets**

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

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

ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>ASSETS</b>														
<b>Current Assets</b>														
Cash and Cash Equivalents	1,746	11,989	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625
Investments	34,946	35,655	40,354	30,100	21,700	23,400	23,800	24,600	29,300	35,700	40,000	47,000	50,700	61,100
Receivables	6,941	4,892	5,763	5,900	6,050	6,210	6,370	6,530	6,700	6,870	7,050	7,230	7,420	7,610
Inventories	808	2,420	1,472	1,510	1,550	1,590	1,630	1,680	1,730	1,780	1,830	1,880	1,930	1,980
Other	181	1,630	195	200	210	220	230	240	250	260	270	280	290	300
<b>Total Current Assets</b>	<b>44,622</b>	<b>56,586</b>	<b>53,409</b>	<b>43,335</b>	<b>35,135</b>	<b>37,045</b>	<b>37,655</b>	<b>38,675</b>	<b>43,605</b>	<b>50,235</b>	<b>54,775</b>	<b>62,015</b>	<b>65,965</b>	<b>76,615</b>
<b>Non Current Assets</b>														
Investments	3,811	5,328	8,444	8,444	8,444	8,444	8,444	8,444	8,444	8,444	8,444	8,444	8,444	8,444
Receivables	114	71	68	70	80	90	100	110	120	130	140	150	160	170
Inventories	3,015	1,678	2,535	2,600	2,670	2,740	2,810	2,890	2,970	3,050	3,130	3,210	3,300	3,390
Infrastructure, Property, Plant and Equipment	820,963	854,296	910,535	942,540	973,320	994,620	1,029,390	1,039,340	1,037,390	1,034,740	1,035,820	1,035,040	1,037,930	1,034,890
Investment Property	21,977	22,025	22,025	22,540	23,110	23,690	24,290	24,900	25,530	26,170	26,830	27,510	28,200	28,910
Other		20	1,159											
<b>Total Non-Current Assets</b>	<b>849,880</b>	<b>883,418</b>	<b>944,766</b>	<b>976,194</b>	<b>1,007,624</b>	<b>1,029,584</b>	<b>1,065,034</b>	<b>1,075,684</b>	<b>1,074,454</b>	<b>1,072,534</b>	<b>1,074,364</b>	<b>1,074,354</b>	<b>1,078,034</b>	<b>1,075,804</b>
<b>TOTAL ASSETS</b>	<b>894,502</b>	<b>940,004</b>	<b>998,175</b>	<b>1,019,529</b>	<b>1,042,759</b>	<b>1,066,629</b>	<b>1,102,689</b>	<b>1,114,359</b>	<b>1,118,059</b>	<b>1,122,769</b>	<b>1,129,139</b>	<b>1,136,369</b>	<b>1,143,999</b>	<b>1,152,419</b>
<b>LIABILITIES</b>														
<b>Current Liabilities</b>														
Payables	6,978	9,391	8,084	8,270	8,480	8,700	8,920	9,150	9,380	9,620	9,870	10,120	10,380	10,640
Borrowings	3,696	3,123	3,237	3,338	10,481	8,937	3,609	2,898	2,647	2,044	2,064	2,143	2,108	2,108
Provisions	6,936	7,448	7,238	7,500	7,700	7,900	8,100	8,400	8,700	9,000	9,300	9,600	9,900	10,200
<b>Total Current Liabilities</b>	<b>17,610</b>	<b>19,962</b>	<b>18,559</b>	<b>19,108</b>	<b>26,661</b>	<b>25,537</b>	<b>20,629</b>	<b>20,448</b>	<b>20,727</b>	<b>20,664</b>	<b>21,234</b>	<b>21,863</b>	<b>22,388</b>	<b>22,948</b>
<b>Non Current Liabilities</b>														
Payables	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	16,319	19,999	23,985	26,984	31,407	33,239	45,399	42,578	40,012	38,050	36,071	34,016	31,998	29,890
Provisions	4,466	4,260	4,501	4,700	4,900	5,100	5,300	5,500	5,700	5,900	6,100	6,300	6,500	6,700
<b>Total Non-Current Liabilities</b>	<b>20,785</b>	<b>24,259</b>	<b>28,486</b>	<b>31,684</b>	<b>36,307</b>	<b>38,339</b>	<b>50,699</b>	<b>48,078</b>	<b>45,712</b>	<b>43,950</b>	<b>42,171</b>	<b>40,316</b>	<b>38,498</b>	<b>36,590</b>
<b>TOTAL LIABILITIES</b>	<b>38,395</b>	<b>44,221</b>	<b>47,045</b>	<b>50,792</b>	<b>62,968</b>	<b>63,875</b>	<b>71,328</b>	<b>68,526</b>	<b>66,438</b>	<b>64,614</b>	<b>63,405</b>	<b>62,179</b>	<b>60,886</b>	<b>59,538</b>
<b>Net Assets</b>	<b>856,107</b>	<b>895,783</b>	<b>951,130</b>	<b>968,737</b>	<b>979,791</b>	<b>1,002,754</b>	<b>1,031,361</b>	<b>1,045,833</b>	<b>1,051,621</b>	<b>1,058,155</b>	<b>1,065,734</b>	<b>1,074,191</b>	<b>1,083,113</b>	<b>1,092,881</b>
<b>EQUITY</b>														
Retained Earnings	507,454	535,300	569,053	577,837	579,091	591,954	610,261	614,133	609,121	604,555	600,734	597,491	594,413	591,881
Revaluation Reserves	348,653	360,483	382,077	390,900	400,700	410,800	421,100	431,700	442,500	453,600	465,000	476,700	488,700	501,000
<b>Council Equity Interest</b>	<b>856,107</b>	<b>895,783</b>	<b>951,130</b>	<b>968,737</b>	<b>979,791</b>	<b>1,002,754</b>	<b>1,031,361</b>	<b>1,045,833</b>	<b>1,051,621</b>	<b>1,058,155</b>	<b>1,065,734</b>	<b>1,074,191</b>	<b>1,083,113</b>	<b>1,092,881</b>

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

ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>ASSETS</b>														
<b>Current Assets</b>														
Cash and Investments	9,625	14,303	14,820	14,670	13,240	10,600	10,110	10,080	9,180	10,070	11,360	12,570	13,930	13,930
Receivables	2,043	2,130	2,170	2,220	2,280	2,340	2,400	2,460	2,530	2,600	2,670	2,740	2,810	2,890
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	118	111	148	160	170	180	190	200	210	220	230	240	250	260
<b>Total Current Assets</b>	<b>11,786</b>	<b>16,544</b>	<b>17,138</b>	<b>17,050</b>	<b>15,690</b>	<b>13,120</b>	<b>12,700</b>	<b>12,740</b>	<b>11,920</b>	<b>12,890</b>	<b>14,260</b>	<b>15,550</b>	<b>16,990</b>	<b>17,080</b>
<b>Non Current Assets</b>														
Investments	952	1,589	2,823	2,823	2,823	2,823	2,823	2,823	2,823	2,823	2,823	2,823	2,823	2,823
Receivables	108	112	90	100	110	120	130	140	150	160	170	180	190	200
Inventories	11	0	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant and Equipment	71,157	76,782	80,935	83,100	85,300	90,500	95,300	100,400	102,900	105,100	103,400	101,700	99,900	98,100
Investment Property	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Assets</b>	<b>72,228</b>	<b>78,483</b>	<b>83,848</b>	<b>86,023</b>	<b>88,233</b>	<b>93,443</b>	<b>98,253</b>	<b>103,363</b>	<b>105,873</b>	<b>108,083</b>	<b>106,393</b>	<b>104,703</b>	<b>102,913</b>	<b>101,123</b>
<b>TOTAL ASSETS</b>	<b>84,014</b>	<b>95,027</b>	<b>100,986</b>	<b>103,073</b>	<b>103,923</b>	<b>106,563</b>	<b>110,953</b>	<b>116,103</b>	<b>117,793</b>	<b>120,973</b>	<b>120,653</b>	<b>120,253</b>	<b>119,903</b>	<b>118,203</b>
<b>LIABILITIES</b>														
<b>Current Liabilities</b>														
Payables	0	18	21	100	200	300	400	500	600	700	800	900	1,000	1,100
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	133	120	143	150	160	170	180	190	200	210	220	230	240	250
<b>Total Current Liabilities</b>	<b>133</b>	<b>138</b>	<b>164</b>	<b>250</b>	<b>360</b>	<b>470</b>	<b>580</b>	<b>690</b>	<b>800</b>	<b>910</b>	<b>1,020</b>	<b>1,130</b>	<b>1,240</b>	<b>1,350</b>
<b>Non Current Liabilities</b>														
Payables	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
Provisions	14	13	6	10	20	30	40	50	60	70	80	90	100	110
<b>Total Non-Current Liabilities</b>	<b>14</b>	<b>13</b>	<b>6</b>	<b>10</b>	<b>20</b>	<b>30</b>	<b>40</b>	<b>50</b>	<b>60</b>	<b>70</b>	<b>80</b>	<b>90</b>	<b>100</b>	<b>110</b>
<b>TOTAL LIABILITIES</b>	<b>147</b>	<b>151</b>	<b>170</b>	<b>260</b>	<b>380</b>	<b>500</b>	<b>620</b>	<b>740</b>	<b>860</b>	<b>980</b>	<b>1,100</b>	<b>1,220</b>	<b>1,340</b>	<b>1,460</b>
<b>Net Assets</b>	<b>83,867</b>	<b>94,876</b>	<b>100,816</b>	<b>102,813</b>	<b>103,543</b>	<b>106,063</b>	<b>110,333</b>	<b>115,363</b>	<b>116,933</b>	<b>119,993</b>	<b>119,553</b>	<b>119,033</b>	<b>118,563</b>	<b>116,743</b>
<b>EQUITY</b>														
Retained Earnings	40,469	42,124	46,545	47,213	46,543	47,563	50,333	53,863	53,833	55,293	53,153	50,933	48,663	45,043
Revaluation Reserves	43,398	52,752	54,271	55,600	57,000	58,500	60,000	61,500	63,100	64,700	66,400	68,100	69,900	71,700
<b>Council Equity Interest</b>	<b>83,867</b>	<b>94,876</b>	<b>100,816</b>	<b>102,813</b>	<b>103,543</b>	<b>106,063</b>	<b>110,333</b>	<b>115,363</b>	<b>116,933</b>	<b>119,993</b>	<b>119,553</b>	<b>119,033</b>	<b>118,563</b>	<b>116,743</b>

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

ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>ASSETS</b>														
<b>Current Assets</b>														
Cash and Investments	13,588	9,938	7,333	8,250	11,690	13,130	14,900	16,570	20,400	21,140	26,050	31,850	37,960	44,480
Receivables	1,305	1,288	1,286	1,320	1,360	1,400	1,440	1,480	1,520	1,560	1,600	1,640	1,690	1,740
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Current Assets</b>	<b>14,893</b>	<b>11,226</b>	<b>8,619</b>	<b>9,570</b>	<b>13,050</b>	<b>14,530</b>	<b>16,340</b>	<b>18,050</b>	<b>21,920</b>	<b>22,700</b>	<b>27,650</b>	<b>33,490</b>	<b>39,650</b>	<b>46,220</b>
<b>Non Current Assets</b>														
Investments	1,344	1,105	1,397	1,397	1,397	1,397	1,397	1,397	1,397	1,397	1,397	1,397	1,397	1,397
Receivables	139	127	79	90	100	110	120	130	140	150	160	170	180	190
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant and Equipment	198,622	209,652	222,700	224,700	226,300	227,200	232,200	234,400	232,100	233,600	230,800	227,400	224,100	220,700
Investment Property	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Assets</b>	<b>200,105</b>	<b>210,884</b>	<b>224,176</b>	<b>226,187</b>	<b>227,797</b>	<b>228,707</b>	<b>233,717</b>	<b>235,927</b>	<b>233,637</b>	<b>235,147</b>	<b>232,357</b>	<b>228,967</b>	<b>225,677</b>	<b>222,287</b>
<b>TOTAL ASSETS</b>	<b>214,998</b>	<b>222,110</b>	<b>232,795</b>	<b>235,757</b>	<b>240,847</b>	<b>243,237</b>	<b>250,057</b>	<b>253,977</b>	<b>255,557</b>	<b>257,847</b>	<b>260,007</b>	<b>262,457</b>	<b>265,327</b>	<b>268,507</b>
<b>LIABILITIES</b>														
<b>Current Liabilities</b>														
Payables	125	140	142	150	160	170	180	190	200	210	220	230	240	250
Borrowings	2,958	3,096	3,387	3,536	2,716	2,920	3,115	3,309	3,511	3,711	3,910	4,110	4,279	4,279
Provisions	482	523	591	610	630	650	670	690	710	730	750	770	790	810
<b>Total Current Liabilities</b>	<b>3,565</b>	<b>3,759</b>	<b>4,120</b>	<b>4,296</b>	<b>3,506</b>	<b>3,740</b>	<b>3,965</b>	<b>4,189</b>	<b>4,421</b>	<b>4,651</b>	<b>4,880</b>	<b>5,110</b>	<b>5,309</b>	<b>5,339</b>
<b>Non Current Liabilities</b>														
Payables	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	58,925	56,079	52,885	49,349	46,633	43,713	40,599	37,289	33,779	30,068	26,157	22,048	17,769	13,490
Provisions	45	46	26	100	200	300	400	500	600	700	800	900	1,000	1,100
<b>Total Non-Current Liabilities</b>	<b>58,970</b>	<b>56,125</b>	<b>52,911</b>	<b>49,449</b>	<b>46,833</b>	<b>44,013</b>	<b>40,999</b>	<b>37,789</b>	<b>34,379</b>	<b>30,768</b>	<b>26,957</b>	<b>22,948</b>	<b>18,769</b>	<b>14,590</b>
<b>TOTAL LIABILITIES</b>	<b>62,535</b>	<b>59,884</b>	<b>57,031</b>	<b>53,745</b>	<b>50,339</b>	<b>47,753</b>	<b>44,963</b>	<b>41,979</b>	<b>38,799</b>	<b>35,419</b>	<b>31,838</b>	<b>28,057</b>	<b>24,078</b>	<b>19,929</b>
<b>Net Assets</b>	<b>152,463</b>	<b>162,226</b>	<b>175,764</b>	<b>182,012</b>	<b>190,508</b>	<b>195,484</b>	<b>205,094</b>	<b>211,998</b>	<b>216,758</b>	<b>222,428</b>	<b>228,169</b>	<b>234,400</b>	<b>241,249</b>	<b>248,578</b>
<b>EQUITY</b>														
Retained Earnings	98,161	98,522	107,831	112,512	119,208	122,384	130,094	135,098	137,858	141,528	145,169	149,300	153,949	159,078
Revaluation Reserves	54,302	63,704	67,933	69,500	71,300	73,100	75,000	76,900	78,900	80,900	83,000	85,100	87,300	89,500
<b>Council Equity Interest</b>	<b>152,463</b>	<b>162,226</b>	<b>175,764</b>	<b>182,012</b>	<b>190,508</b>	<b>195,484</b>	<b>205,094</b>	<b>211,998</b>	<b>216,758</b>	<b>222,428</b>	<b>228,169</b>	<b>234,400</b>	<b>241,249</b>	<b>248,578</b>

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

ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>ASSETS</b>														
<b>Current Assets</b>														
Cash and Cash Equivalents	0	11,989	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625
Investments	59,905	59,896	62,507	53,020	46,630	47,130	48,810	51,250	58,880	66,910	77,410	91,420	102,590	119,510
Receivables	10,289	8,310	9,219	9,440	9,690	9,950	10,210	10,470	10,750	11,030	11,320	11,610	11,920	12,240
Inventories	808	2,420	1,472	1,510	1,550	1,590	1,630	1,680	1,730	1,780	1,830	1,880	1,930	1,980
Other	299	1,741	343	360	380	400	420	440	460	480	500	520	540	560
<b>Total Current Assets</b>	<b>71,301</b>	<b>84,356</b>	<b>79,166</b>	<b>69,955</b>	<b>63,875</b>	<b>64,695</b>	<b>66,695</b>	<b>69,465</b>	<b>77,445</b>	<b>85,825</b>	<b>96,685</b>	<b>111,055</b>	<b>122,605</b>	<b>139,915</b>
<b>Non Current Assets</b>														
Investments	6,107	8,022	12,664	12,664	12,664	12,664	12,664	12,664	12,664	12,664	12,664	12,664	12,664	12,664
Receivables	361	310	237	260	290	320	350	380	410	440	470	500	530	560
Inventories	3,026	1,678	2,535	2,600	2,670	2,740	2,810	2,890	2,970	3,050	3,130	3,210	3,300	3,390
Infrastructure, Property, Plant and Equipment	1,090,742	1,140,730	1,214,170	1,250,340	1,284,920	1,312,320	1,356,890	1,374,140	1,372,390	1,373,440	1,370,020	1,364,140	1,361,930	1,353,690
Investment Property	21,977	22,025	22,025	22,540	23,110	23,690	24,290	24,900	25,530	26,170	26,830	27,510	28,200	28,910
<b>Total Non-Current Assets</b>	<b>1,122,213</b>	<b>1,172,785</b>	<b>1,252,790</b>	<b>1,288,404</b>	<b>1,323,654</b>	<b>1,351,734</b>	<b>1,397,004</b>	<b>1,414,974</b>	<b>1,413,964</b>	<b>1,415,764</b>	<b>1,413,114</b>	<b>1,408,024</b>	<b>1,406,624</b>	<b>1,399,214</b>
<b>TOTAL ASSETS</b>	<b>1,193,514</b>	<b>1,257,141</b>	<b>1,331,956</b>	<b>1,358,359</b>	<b>1,387,529</b>	<b>1,416,429</b>	<b>1,463,699</b>	<b>1,484,439</b>	<b>1,491,409</b>	<b>1,501,589</b>	<b>1,509,799</b>	<b>1,519,079</b>	<b>1,529,229</b>	<b>1,539,129</b>
<b>LIABILITIES</b>														
<b>Current Liabilities</b>														
Payables	7,103	9,549	8,247	8,520	8,840	9,170	9,500	9,840	10,180	10,530	10,890	11,250	11,620	11,990
Borrowings	6,654	6,219	6,624	6,873	13,198	11,856	6,724	6,207	6,157	5,755	5,974	6,253	6,387	6,387
Provisions	7,551	8,091	7,972	8,260	8,490	8,720	8,950	9,280	9,610	9,940	10,270	10,600	10,930	11,260
<b>Total Current Liabilities</b>	<b>21,308</b>	<b>23,859</b>	<b>22,843</b>	<b>23,653</b>	<b>30,528</b>	<b>29,746</b>	<b>25,174</b>	<b>25,327</b>	<b>25,947</b>	<b>26,225</b>	<b>27,134</b>	<b>28,103</b>	<b>28,937</b>	<b>29,637</b>
<b>Non Current Liabilities</b>														
Payables	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	75,244	76,078	76,870	76,333	78,040	76,952	85,997	79,868	73,790	68,118	62,229	56,063	49,767	43,380
Provisions	4,525	4,319	4,533	4,810	5,120	5,430	5,740	6,050	6,360	6,670	6,980	7,290	7,600	7,910
<b>Total Non-Current Liabilities</b>	<b>79,769</b>	<b>80,397</b>	<b>81,403</b>	<b>81,143</b>	<b>83,160</b>	<b>82,382</b>	<b>91,737</b>	<b>85,918</b>	<b>80,150</b>	<b>74,788</b>	<b>69,209</b>	<b>63,353</b>	<b>57,367</b>	<b>51,290</b>
<b>TOTAL LIABILITIES</b>	<b>101,077</b>	<b>104,256</b>	<b>104,246</b>	<b>104,797</b>	<b>113,687</b>	<b>112,128</b>	<b>116,911</b>	<b>111,245</b>	<b>106,098</b>	<b>101,013</b>	<b>96,343</b>	<b>91,456</b>	<b>86,303</b>	<b>80,927</b>
<b>Net Assets</b>	<b>1,092,437</b>	<b>1,152,885</b>	<b>1,227,710</b>	<b>1,253,562</b>	<b>1,273,842</b>	<b>1,304,301</b>	<b>1,346,788</b>	<b>1,373,194</b>	<b>1,385,311</b>	<b>1,400,576</b>	<b>1,413,456</b>	<b>1,427,623</b>	<b>1,442,926</b>	<b>1,458,202</b>
<b>EQUITY</b>														
Retained Earnings	646,084	675,946	723,429	737,562	744,842	761,901	790,688	803,094	800,811	801,376	799,056	797,723	797,026	796,002
Revaluation Reserves	446,353	476,939	504,281	516,000	529,000	542,400	556,100	570,100	584,500	599,200	614,400	629,900	645,900	662,200
<b>Council Equity Interest</b>	<b>1,092,437</b>	<b>1,152,885</b>	<b>1,227,710</b>	<b>1,253,562</b>	<b>1,273,842</b>	<b>1,304,301</b>	<b>1,346,788</b>	<b>1,373,194</b>	<b>1,385,311</b>	<b>1,400,576</b>	<b>1,413,456</b>	<b>1,427,623</b>	<b>1,442,926</b>	<b>1,458,202</b>