

# *long term financial plan (LTFP) budget*

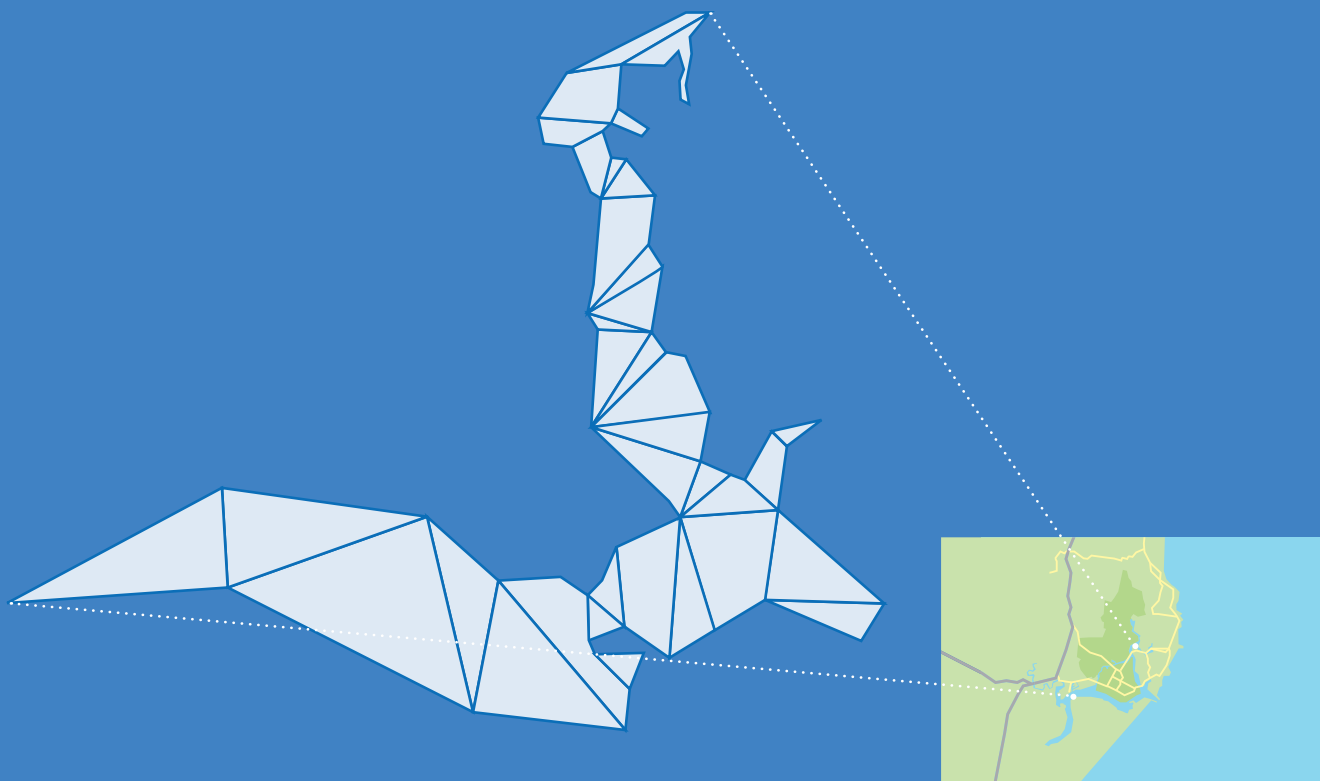
2019/20 - 2028/29

ADOPTED 27 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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## Table of Contents

<b>Part A:</b>	<b>Introduction</b>	<b>1-13</b>
	Overview and Income Statements	1-2
	Consolidated Operations – Income Statement	3
	General Fund – Income Statement	4
	Water Fund – Income Statement	5
	Wastewater Fund – Income Statement	6
	General Fund – Cash Forecast and Long Term Financial Plan	7-8
	Water Operations – Cash Forecast and Long Term Financial Plan	9-10
	Wastewater Operations – Cash Forecast and Long Term Financial Plan	11-12
	Consolidated Operations – Cash Forecast and Long Term Financial Plan	13
<b>Part B:</b>	<b>Operating Budgets</b>	<b>14-82</b>
	Introduction	14
	<b>Planning and Environmental Health Division – Summary</b>	<b>15-16</b>
	Strategic Planning	17-18
	Development Services	19-20
	Building Services	21-22
	Environmental and Public Health	23-24
	Public Order	25-26
	<b>Civil Services Division - Summary (General Fund)</b>	<b>27-28</b>
	Asset Management	29-30
	Depot and Ancillary Building Maintenance	31-32
	Stormwater and Environmental Protection	33-34
	Roads and Bridges	35-36
	Ancillary Transport Services	37-38
	Roads and Maritime Services	39-40
	Open Space and Reserves	41-42
	Fleet and Plant	43-44
	Emergency Services	45-46
	Quarries	47-48
	Landfill and Resource Management	49-50
	Domestic Waste Management	51-52
	<b>Group Summary - Civil Services (Water and Wastewater)</b>	<b>53-54</b>
	Water Operations	55-56
	Wastewater Operations	57-58
	<b>Corporate and Community Division - Summary</b>	<b>59-60</b>
	Governance	61-62
	Communications	63-64
	Financial Services (General Purpose Revenues)	65-66
	Financial Services	67-68
	Information Services	69-70
	People and Culture	71-72
	Property Management	73-74
	Ballina-Byron Gateway Airport	75-76
	Community Facilities	77-78

	Library Services	79-80
	Swimming Pools	81-82
	Tourism	83-84
<b>Part C:</b>	<b>Capital Expenditure</b>	<b>85-91</b>
	Introduction	85
	General Fund	86-88
	Water Fund	89
	Wastewater Fund	90-91
<b>Part D:</b>	<b>Section 7.11 Contributions and Other Capital Income</b>	<b>92-100</b>
	Introduction	92
	Section 7.11 Contributions – Balances, Collected and Applied	93-95
	Capital Grants and Contributions	96-98
	Asset Sales and Loan Income	99-100
<b>Part E:</b>	<b>Reserves</b>	<b>101-106</b>
	Introduction	101
	Reserve Movements - General Fund	102-104
	Reserve Balances – General Fund	105-106
	Water (refer to line titled “Reserve Balances” on pp. 9-10)	
	Wastewater (refer to line titled “Reserve Balances” on pp. 11-12)	
<b>Part F:</b>	<b>Loan Principal and Interest Repayment Schedule</b>	<b>107</b>
	General Fund	107
<b>Part G:</b>	<b>Appendices</b>	<b>108-112</b>
	Introduction	108
	Balance Sheets	109-112

**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 7.11 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	49,890,300	52,057,500	4	53,564,200	55,116,100	56,711,300	58,355,700	60,045,300	61,784,300	63,574,800	65,417,800	68,013,500
19,876,200	User Charges and Fees	21,853,100	21,731,700	(1)	22,449,900	23,083,200	23,734,500	24,404,300	25,094,500	25,804,800	26,536,300	27,194,000	27,867,100
2,163,100	Interest and Investment Revenues	2,430,600	1,992,000	(18)	1,694,800	1,647,500	1,481,300	1,375,400	1,520,900	1,455,000	1,710,500	1,808,500	1,988,900
6,055,400	Other Revenues	6,483,800	5,851,000	(10)	6,120,900	6,267,600	6,526,700	6,589,100	6,767,000	6,929,200	7,117,100	7,406,300	8,197,400
9,404,200	Grants and Contributions for Operating Purposes	9,671,200	8,518,500	(12)	8,446,800	8,542,100	8,501,300	8,635,900	8,800,800	8,971,200	9,145,500	9,323,000	9,411,700
42,642,800	Grants and Contributions for Capital Purposes	22,692,900	20,455,800	(10)	19,120,000	24,418,900	17,099,800	11,084,300	11,265,400	12,617,000	33,798,300	29,770,400	16,251,200
	<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>127,494,100</b>	<b>Total Income from Continuing Operations</b>	<b>113,021,900</b>	<b>110,606,500</b>	<b>(2)</b>	<b>111,396,600</b>	<b>119,075,400</b>	<b>114,054,900</b>	<b>110,444,700</b>	<b>113,493,900</b>	<b>117,561,500</b>	<b>141,882,500</b>	<b>140,920,000</b>	<b>131,729,800</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	4,855,300	4,790,600	(1)	4,669,300	4,502,600	4,740,800	4,397,700	4,073,600	3,765,500	3,479,600	3,168,700	2,935,000
23,536,400	Materials and Contracts	28,688,900	27,481,200	(4)	27,177,200	27,722,300	27,755,500	28,391,500	28,551,400	28,914,500	29,054,300	29,689,100	29,587,300
19,417,200	Depreciation and Amortisation	19,073,900	20,131,000	6	20,604,900	21,019,000	21,440,900	21,871,300	22,309,700	22,757,200	23,213,700	23,679,400	24,153,900
10,381,600	Other Expenses	11,040,900	11,152,800	1	11,563,500	11,670,900	12,052,100	12,523,100	13,149,600	13,253,600	13,562,300	13,814,600	15,858,600
503,600	Net Loss from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>82,403,100</b>	<b>Total Expenses from Continuing Operations</b>	<b>87,374,000</b>	<b>88,007,600</b>	<b>1</b>	<b>89,225,900</b>	<b>90,908,800</b>	<b>92,790,300</b>	<b>94,816,600</b>	<b>96,575,300</b>	<b>98,066,800</b>	<b>99,597,900</b>	<b>101,580,800</b>	<b>104,733,800</b>
<b>45,091,000</b>	<b>Net Operating Result for the Year</b>	<b>25,647,900</b>	<b>22,598,900</b>	<b>(12)</b>	<b>22,170,700</b>	<b>28,166,600</b>	<b>21,264,600</b>	<b>15,628,100</b>	<b>16,918,600</b>	<b>19,494,700</b>	<b>42,284,600</b>	<b>39,339,200</b>	<b>26,996,000</b>
<b>2,448,200</b>	<b>Net Operating Result Before Capital Income</b>	<b>2,955,000</b>	<b>2,143,100</b>	<b>(27)</b>	<b>3,050,700</b>	<b>3,747,700</b>	<b>4,164,800</b>	<b>4,543,800</b>	<b>5,653,200</b>	<b>6,877,700</b>	<b>8,486,300</b>	<b>9,568,800</b>	<b>10,744,800</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	29,409,300	31,111,000	6	32,084,900	33,090,100	34,126,600	35,196,400	36,298,400	37,434,800	38,607,700	39,817,100	41,763,200
10,959,200	User Charges and Fees	12,541,200	12,696,000	1	13,114,700	13,438,400	13,769,100	14,108,100	14,455,400	14,811,600	15,177,000	15,551,400	15,935,100
1,474,100	Interest and Investment Revenues	1,569,000	1,333,000	(15)	1,127,100	1,156,200	1,114,800	1,133,500	1,303,400	1,240,800	1,380,200	1,344,100	1,385,100
4,823,500	Other Revenues	5,146,700	4,625,500	(10)	4,870,300	4,991,500	5,224,600	5,260,400	5,411,200	5,545,700	5,705,300	5,965,800	6,727,600
8,915,100	Grants and Contributions for Operating Purposes	9,072,000	7,894,800	(13)	8,060,300	8,152,600	8,108,800	8,240,400	8,402,300	8,569,600	8,741,000	8,915,500	9,093,900
31,476,000	Grants and Contributions for Capital Purposes	17,350,200	15,738,600	(9)	14,342,800	19,581,700	12,202,600	6,127,100	6,248,200	7,539,800	28,661,100	24,573,200	10,994,000
	<b>Other Income:</b>												
0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>85,355,000</b>	<b>Total Income from Continuing Operations</b>	<b>75,088,400</b>	<b>73,398,900</b>	<b>(2)</b>	<b>73,600,100</b>	<b>80,410,500</b>	<b>74,546,500</b>	<b>70,065,900</b>	<b>72,118,900</b>	<b>75,142,300</b>	<b>98,272,300</b>	<b>96,167,100</b>	<b>85,898,900</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	1,207,600	1,356,700	12	1,469,900	1,506,600	1,939,600	1,791,400	1,668,500	1,560,800	1,474,200	1,362,700	1,298,000
17,821,800	Materials and Contracts	22,375,200	20,609,300	(8)	20,461,700	20,928,800	20,915,800	21,493,800	21,597,300	21,973,800	22,045,500	22,655,800	22,510,500
14,261,200	Depreciation and Amortisation	13,814,900	14,731,000	7	15,096,900	15,400,400	15,710,000	16,025,500	16,347,400	16,675,700	17,010,400	17,351,600	17,699,900
3,621,700	Other Expenses	4,272,200	4,051,100	(5)	4,426,300	4,247,600	4,362,400	4,451,000	4,863,700	4,652,200	4,768,000	4,863,900	6,727,400
491,900	Net Loss from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>53,945,600</b>	<b>Total Expenses from Continuing Operations</b>	<b>58,614,900</b>	<b>58,220,100</b>	<b>(1)</b>	<b>59,469,800</b>	<b>60,658,400</b>	<b>62,079,800</b>	<b>63,507,700</b>	<b>64,835,900</b>	<b>65,854,500</b>	<b>66,942,100</b>	<b>68,550,000</b>	<b>71,245,800</b>
<b>31,409,400</b>	<b>Net Operating Result for the Year</b>	<b>16,473,500</b>	<b>15,178,800</b>	<b>(8)</b>	<b>14,130,300</b>	<b>19,752,100</b>	<b>12,466,700</b>	<b>6,558,200</b>	<b>7,283,000</b>	<b>9,287,800</b>	<b>31,330,200</b>	<b>27,617,100</b>	<b>14,653,100</b>
<b>(66,600)</b>	<b>Net Operating Result Before Capital Income</b>	<b>(876,700)</b>	<b>(559,800)</b>	<b>(36)</b>	<b>(212,500)</b>	<b>170,400</b>	<b>264,100</b>	<b>431,100</b>	<b>1,034,800</b>	<b>1,748,000</b>	<b>2,669,100</b>	<b>3,043,900</b>	<b>3,659,100</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	3,725,500	3	3,823,300	3,924,000	4,026,700	4,133,300	4,241,900	4,353,500	4,467,100	4,584,700	4,704,300
7,538,600	User Charges and Fees	7,800,500	7,536,100	(3)	7,799,600	8,072,100	8,354,600	8,646,100	8,948,600	9,262,100	9,586,600	9,827,100	10,072,700
435,900	Interest and Investment Revenues	558,300	450,900	(19)	401,900	320,800	247,500	167,800	141,300	124,000	165,600	211,800	258,300
785,600	Other Revenues	824,400	850,200	3	867,500	885,100	903,000	921,300	940,000	959,100	978,600	998,400	1,018,600
333,000	Grants and Contributions for Operating Purposes	454,700	388,200	(15)	239,200	240,400	241,600	242,800	244,000	245,200	246,300	247,500	156,000
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>15,714,100</b>	<b>15,418,100</b>	<b>(2)</b>	<b>15,618,700</b>	<b>15,949,600</b>	<b>16,300,600</b>	<b>16,658,500</b>	<b>17,083,000</b>	<b>17,531,100</b>	<b>18,051,400</b>	<b>18,496,700</b>	<b>18,857,100</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	1,738,900	23	1,753,100	1,768,000	1,782,500	1,795,300	1,807,700	1,819,700	1,831,500	1,841,800	1,852,000
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	6,371,600	6,642,200	4	6,708,800	6,985,900	7,243,200	7,571,200	7,820,400	8,126,100	8,309,100	8,455,500	8,625,600
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>11,233,800</b>	<b>11,985,100</b>	<b>7</b>	<b>12,160,900</b>	<b>12,550,500</b>	<b>12,922,600</b>	<b>13,367,300</b>	<b>13,735,400</b>	<b>14,162,300</b>	<b>14,468,900</b>	<b>14,741,100</b>	<b>15,039,600</b>
<b>4,422,600</b>	<b>Net Operating Result for the Year</b>	<b>4,480,300</b>	<b>3,433,000</b>	<b>(23)</b>	<b>3,457,800</b>	<b>3,399,100</b>	<b>3,378,000</b>	<b>3,291,200</b>	<b>3,347,600</b>	<b>3,368,800</b>	<b>3,582,500</b>	<b>3,755,600</b>	<b>3,817,500</b>
<b>1,480,300</b>	<b>Net Operating Result Before Capital Income</b>	<b>2,013,100</b>	<b>965,800</b>	<b>(52)</b>	<b>970,600</b>	<b>891,900</b>	<b>850,800</b>	<b>744,000</b>	<b>780,400</b>	<b>781,600</b>	<b>975,300</b>	<b>1,128,400</b>	<b>1,170,300</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	16,872,000	17,221,000	2	17,656,000	18,102,000	18,558,000	19,026,000	19,505,000	19,996,000	20,500,000	21,016,000	21,546,000
1,378,400	User Charges and Fees	1,511,400	1,499,600	(1)	1,535,600	1,572,700	1,610,800	1,650,100	1,690,500	1,731,100	1,772,700	1,815,500	1,859,300
253,100	Interest and Investment Revenues	303,300	208,100	(31)	165,800	170,500	119,000	74,100	76,200	90,200	164,700	252,600	345,500
446,300	Other Revenues	512,700	375,300	(27)	383,100	391,000	399,100	407,400	415,800	424,400	433,200	442,100	451,200
156,100	Grants and Contributions for Operating Purposes	144,500	235,500	63	147,300	149,100	150,900	152,700	154,500	156,400	158,200	160,000	161,800
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	2,410,000	2,450,000	2,490,000	2,530,000	2,570,000	2,610,000
	<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>22,219,400</b>	<b>21,789,500</b>	<b>(2)</b>	<b>22,177,800</b>	<b>22,715,300</b>	<b>23,207,800</b>	<b>23,720,300</b>	<b>24,292,000</b>	<b>24,888,100</b>	<b>25,558,800</b>	<b>26,256,200</b>	<b>26,973,800</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	5,133,000	5	4,962,400	5,025,500	5,057,200	5,102,400	5,146,400	5,121,000	5,177,300	5,191,500	5,224,800
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	428,400	437,400	446,500	500,900	465,500	475,300	485,200	495,200	505,600
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>17,802,400</b>	<b>2</b>	<b>17,595,200</b>	<b>17,699,900</b>	<b>17,787,900</b>	<b>17,941,600</b>	<b>18,004,000</b>	<b>18,050,000</b>	<b>18,186,900</b>	<b>18,289,700</b>	<b>18,448,400</b>
<b>9,259,000</b>	<b>Net Operating Result for the Year</b>	<b>4,694,100</b>	<b>3,987,100</b>	<b>(15)</b>	<b>4,582,600</b>	<b>5,015,400</b>	<b>5,419,900</b>	<b>5,778,700</b>	<b>6,288,000</b>	<b>6,838,100</b>	<b>7,371,900</b>	<b>7,966,500</b>	<b>8,525,400</b>
<b>1,034,500</b>	<b>Net Operating Result Before Capital Income</b>	<b>1,818,600</b>	<b>1,737,100</b>	<b>(4)</b>	<b>2,292,600</b>	<b>2,685,400</b>	<b>3,049,900</b>	<b>3,368,700</b>	<b>3,838,000</b>	<b>4,348,100</b>	<b>4,841,900</b>	<b>5,396,500</b>	<b>5,915,400</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>												
55,215,000	Operating Revenues	58,957,200	58,909,300	(0)	60,515,300	62,114,800	63,638,900	65,262,800	67,203,700	68,966,500	70,984,200	72,997,900	74,904,900
40,544,400	Less Operating Expenses	45,948,800	44,690,100	(3)	45,610,300	46,522,600	47,642,700	48,783,300	49,797,700	50,518,100	51,279,100	52,576,800	53,520,300
<b>14,670,600</b>	<b>Operating Result before Non-cash Items</b>	<b>13,008,400</b>	<b>14,219,200</b>	<b>9</b>	<b>14,905,000</b>	<b>15,592,200</b>	<b>15,996,200</b>	<b>16,479,500</b>	<b>17,406,000</b>	<b>18,448,400</b>	<b>19,705,100</b>	<b>20,421,100</b>	<b>21,384,600</b>
14,261,200	Less Depreciation	13,814,900	14,731,000	7	15,096,900	15,400,400	15,710,000	16,025,500	16,347,400	16,675,700	17,010,400	17,351,600	17,699,900
(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>(66,600)</b>	<b>Net Operating Result</b>	<b>(876,700)</b>	<b>(559,800)</b>	<b>(36)</b>	<b>(212,500)</b>	<b>170,400</b>	<b>264,100</b>	<b>431,100</b>	<b>1,034,800</b>	<b>1,748,000</b>	<b>2,669,100</b>	<b>3,043,900</b>	<b>3,659,100</b>
	<b>Add Capital Grants and Contributions</b>												
6,091,300	Capital Grants and Contributions	11,191,000	10,467,600	(6)	8,870,800	14,000,200	6,509,100	320,100	326,200	1,500,300	22,501,500	18,290,000	4,584,600
5,279,800	Section 7.11 Contributions Collected	5,100,000	4,071,000	(20)	4,248,000	4,333,000	4,420,000	4,508,000	4,597,000	4,688,000	4,781,000	4,877,000	4,975,000
	<b>Add Non-operating Funds Employed</b>												
7,247,800	Loan Funds Used	3,768,400	16,601,800	341	10,695,400	15,693,900	0	0	0	0	0	0	0
3,860,200	Proceeds from Disposal of Assets	825,000	2,605,000	216	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	(39,210,800)	(55,536,400)	42	(37,493,300)	(50,497,200)	(25,604,600)	(14,007,400)	(15,055,700)	(23,746,800)	(44,300,400)	(43,580,700)	(24,088,100)
(3,220,900)	Repayment of Principal on Loans	(3,236,600)	(3,252,600)	0	(10,612,400)	(9,070,700)	(3,750,400)	(3,044,700)	(2,799,700)	(2,201,800)	(2,228,900)	(2,314,800)	(2,286,800)
	<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	14,731,000	7	15,096,900	15,400,400	15,710,000	16,025,500	16,347,400	16,675,700	17,010,400	17,351,600	17,699,900
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>2,784,800</b>	<b>Cash Reserves - Increase / (Decrease)</b>	<b>(8,354,600)</b>	<b>(10,624,400)</b>	<b>27</b>	<b>453,500</b>	<b>(108,600)</b>	<b>540,300</b>	<b>4,455,500</b>	<b>4,673,800</b>	<b>(1,111,900)</b>	<b>658,300</b>	<b>(2,107,400)</b>	<b>4,769,300</b>
	<b>Movement in Reserves - Increase / (Decrease)</b>												
(126,800)	Reserves - Internal - Increase / (Decrease)	(9,582,900)	(7,149,800)		(1,509,900)	3,632,100	3,580,300	402,800	2,213,000	(1,550,900)	3,778,300	(2,822,100)	3,187,600
2,926,700	Reserves - External - Increase / (Decrease)	1,181,800	(3,288,700)		2,246,700	(3,411,700)	(2,722,900)	4,273,500	2,579,100	415,100	(3,334,000)	262,000	732,200
(15,100)	Working Capital - Increase / (Decrease)	46,500	(185,900)		(283,300)	(329,000)	(317,100)	(220,800)	(118,300)	23,900	214,000	452,700	849,500
<b>2,784,800</b>	<b>Total Movement in Reserves</b>	<b>(8,354,600)</b>	<b>(10,624,400)</b>		<b>453,500</b>	<b>(108,600)</b>	<b>540,300</b>	<b>4,455,500</b>	<b>4,673,800</b>	<b>(1,111,900)</b>	<b>658,300</b>	<b>(2,107,400)</b>	<b>4,769,300</b>
	<b>Reserves - Balances as at 30 June</b>												
33,573,400	Internal Reserves	23,990,500	16,840,700		15,330,800	18,962,900	22,543,200	22,946,000	25,159,000	23,608,100	27,386,400	24,564,300	27,751,900
14,443,500	External Reserves	15,625,300	12,336,600		14,583,300	11,171,600	8,448,700	12,722,200	15,301,300	15,716,400	12,382,400	12,644,400	13,376,600
3,020,000	Working Capital	3,066,500	2,880,600		2,597,300	2,268,300	1,951,200	1,730,400	1,612,100	1,636,000	1,850,000	2,302,700	3,152,200
<b>51,036,900</b>	<b>Total</b>	<b>42,682,300</b>	<b>32,057,900</b>		<b>32,511,400</b>	<b>32,402,800</b>	<b>32,943,100</b>	<b>37,398,600</b>	<b>42,072,400</b>	<b>40,960,500</b>	<b>41,618,800</b>	<b>39,511,400</b>	<b>44,280,700</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	13,246,900	12,950,900	(2)	13,131,500	13,442,400	13,773,400	14,111,300	14,515,800	14,943,900	15,444,200	15,869,500	16,209,900
9,627,200	Less Operating Expenses	9,825,800	10,485,100	7	10,630,900	10,989,900	11,330,700	11,743,500	12,079,100	12,472,800	12,745,600	12,983,300	13,246,600
<b>2,974,100</b>	<b>Operating Result before Non-cash Items</b>	<b>3,421,100</b>	<b>2,465,800</b>	<b>(28)</b>	<b>2,500,600</b>	<b>2,452,500</b>	<b>2,442,700</b>	<b>2,367,800</b>	<b>2,436,700</b>	<b>2,471,100</b>	<b>2,698,600</b>	<b>2,886,200</b>	<b>2,963,300</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>2,013,100</b>	<b>965,800</b>	<b>(52)</b>	<b>970,600</b>	<b>891,900</b>	<b>850,800</b>	<b>744,000</b>	<b>780,400</b>	<b>781,600</b>	<b>975,300</b>	<b>1,128,400</b>	<b>1,170,300</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	(1,933,100)	(5,219,000)	170	(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>2,088,000</b>	<b>(2,153,200)</b>	<b>(203)</b>	<b>(3,626,400)</b>	<b>(3,266,500)</b>	<b>(3,553,100)</b>	<b>(1,108,800)</b>	<b>(683,300)</b>	<b>2,027,300</b>	<b>2,245,600</b>	<b>2,260,900</b>	<b>2,518,300</b>
	<b>Movement in Reserves - Increase / (Decrease)</b>												
586,200	Water Reserves	1,286,600	(2,106,300)		(2,596,500)	(425,200)	46,500	(799,900)	1,006,800	1,306,200	1,488,800	1,467,600	1,687,800
1,166,000	Developer Contributions - Section 64	801,400	(46,900)		(1,029,900)	(2,841,300)	(3,599,600)	(308,900)	(1,690,100)	721,100	756,800	793,300	830,500
<b>1,752,200</b>	<b>Total Movement in Reserves (incl Sec 64)</b>	<b>2,088,000</b>	<b>(2,153,200)</b>		<b>(3,626,400)</b>	<b>(3,266,500)</b>	<b>(3,553,100)</b>	<b>(1,108,800)</b>	<b>(683,300)</b>	<b>2,027,300</b>	<b>2,245,600</b>	<b>2,260,900</b>	<b>2,518,300</b>
	<b>Reserves - Balances as at 30 June</b>												
8,877,400	Water Reserves	10,164,000	8,057,700		5,461,200	5,036,000	5,082,500	4,282,600	5,289,400	6,595,600	8,084,400	9,552,000	11,239,800
8,766,400	Developer Contributions - Section 64	9,567,800	9,520,900		8,491,000	5,649,700	2,050,100	1,741,200	51,100	772,200	1,529,000	2,322,300	3,152,800
<b>17,643,800</b>	<b>Total Reserves</b>	<b>19,731,800</b>	<b>17,578,600</b>		<b>13,952,200</b>	<b>10,685,700</b>	<b>7,132,600</b>	<b>6,023,800</b>	<b>5,340,500</b>	<b>7,367,800</b>	<b>9,613,400</b>	<b>11,874,300</b>	<b>14,392,600</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	19,343,900	19,539,500	1	19,887,800	20,385,300	20,837,800	21,310,300	21,842,000	22,398,100	23,028,800	23,686,200	24,363,800
13,662,600	Less Operating Expenses	13,540,300	13,833,400	2	13,617,200	13,641,900	13,648,900	13,719,600	13,698,000	13,658,000	13,706,900	13,719,700	13,787,400
<b>4,708,400</b>	<b>Operating Result before Non-cash Items</b>	<b>5,803,600</b>	<b>5,706,100</b>	<b>(2)</b>	<b>6,270,600</b>	<b>6,743,400</b>	<b>7,188,900</b>	<b>7,590,700</b>	<b>8,144,000</b>	<b>8,740,100</b>	<b>9,321,900</b>	<b>9,966,500</b>	<b>10,576,400</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>1,818,600</b>	<b>1,737,100</b>	<b>(4)</b>	<b>2,292,600</b>	<b>2,685,400</b>	<b>3,049,900</b>	<b>3,368,700</b>	<b>3,838,000</b>	<b>4,348,100</b>	<b>4,841,900</b>	<b>5,396,500</b>	<b>5,915,400</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	1,660,000	1,700,000	1,740,000	1,780,000	1,820,000	1,860,000
	<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	(4,271,200)	(6,837,500)	60	(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>275,400</b>	<b>(3,167,200)</b>	<b>(1,250)</b>	<b>191,800</b>	<b>(3,678,100)</b>	<b>(678,300)</b>	<b>4,026,900</b>	<b>518,700</b>	<b>5,140,400</b>	<b>6,063,300</b>	<b>6,405,100</b>	<b>6,869,800</b>
	<b>Movement in Reserves - Increase / (Decrease)</b>												
(1,777,400)	Wastewater Reserves	(692,200)	(2,005,000)		111,900	381,800	233,500	2,355,900	(778,500)	3,346,400	4,203,300	4,478,100	4,874,900
(552,300)	Developer Contributions - Section 64	967,600	(1,162,200)		79,900	(4,059,900)	(911,800)	1,671,000	1,297,200	1,794,000	1,860,000	1,927,000	1,994,900
<b>(2,329,700)</b>	<b>Total Movement in Reserves (incl Section 64)</b>	<b>275,400</b>	<b>(3,167,200)</b>		<b>191,800</b>	<b>(3,678,100)</b>	<b>(678,300)</b>	<b>4,026,900</b>	<b>518,700</b>	<b>5,140,400</b>	<b>6,063,300</b>	<b>6,405,100</b>	<b>6,869,800</b>
	<b>Reserves - Balances as at 30 June</b>												
2,886,600	Wastewater Reserves	2,194,400	189,400		301,300	683,100	916,600	3,272,500	2,494,000	5,840,400	10,043,700	14,521,800	19,396,700
5,842,900	Developer Contributions - Section 64	6,810,500	5,648,300		5,728,200	1,668,300	756,500	2,427,500	3,724,700	5,518,700	7,378,700	9,305,700	11,300,600
<b>8,729,500</b>	<b>Total</b>	<b>9,004,900</b>	<b>5,837,700</b>		<b>6,029,500</b>	<b>2,351,400</b>	<b>1,673,100</b>	<b>5,700,000</b>	<b>6,218,700</b>	<b>11,359,100</b>	<b>17,422,400</b>	<b>23,827,500</b>	<b>30,697,300</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>												
86,187,300	Operating Revenues	91,548,000	91,399,700	(0)	93,534,600	95,942,500	98,250,100	100,684,400	103,561,500	106,308,500	109,457,200	112,553,600	115,478,600
63,834,200	Less Operating Expenses	69,314,900	69,008,600	(0)	69,858,400	71,154,400	72,622,300	74,246,400	75,574,800	76,648,900	77,731,600	79,279,800	80,554,300
<b>22,353,100</b>	<b>Operating Result before Non-cash Items</b>	<b>22,233,100</b>	<b>22,391,100</b>	<b>1</b>	<b>23,676,200</b>	<b>24,788,100</b>	<b>25,627,800</b>	<b>26,438,000</b>	<b>27,986,700</b>	<b>29,659,600</b>	<b>31,725,600</b>	<b>33,273,800</b>	<b>34,924,300</b>
19,417,200	Less Depreciation	19,073,900	20,131,000	6	20,604,900	21,019,000	21,440,900	21,871,300	22,309,700	22,757,200	23,213,700	23,679,400	24,153,900
(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>2,448,200</b>	<b>Net Operating Result</b>	<b>2,955,000</b>	<b>2,143,100</b>	<b>(27)</b>	<b>3,050,700</b>	<b>3,747,700</b>	<b>4,164,800</b>	<b>4,543,800</b>	<b>5,653,200</b>	<b>6,877,700</b>	<b>8,486,300</b>	<b>9,568,800</b>	<b>10,744,800</b>
	<b>Add Capital Grants and Contributions</b>												
6,131,300	Capital Grants and Contributions	11,191,000	10,467,600	(6)	8,870,800	14,000,200	6,509,100	320,100	326,200	1,500,300	22,501,500	18,290,000	4,584,600
8,725,500	Section 64 and 7.11 Contributions	7,830,000	6,171,000	(21)	6,408,000	6,553,000	6,700,000	6,848,000	6,997,000	7,148,000	7,301,000	7,457,000	7,615,000
	<b>Add Non-operating Funds Employed</b>												
7,247,800	Loan Funds Used	3,768,400	16,601,800	341	10,695,400	15,693,900	0	0	0	0	0	0	0
3,860,200	Proceeds from Disposal of Assets	825,000	2,605,000	216	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	(45,415,100)	(67,592,900)	49	(49,142,800)	(65,938,100)	(38,633,100)	(20,078,400)	(24,690,400)	(26,539,200)	(46,621,700)	(46,237,700)	(26,601,000)
(6,316,500)	Repayment of Principal on Loans	(6,623,600)	(6,788,400)	2	(13,328,700)	(11,990,300)	(6,864,900)	(6,354,100)	(6,310,300)	(5,912,900)	(6,139,200)	(6,424,500)	(6,565,500)
	<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	20,131,000	6	20,604,900	21,019,000	21,440,900	21,871,300	22,309,700	22,757,200	23,213,700	23,679,400	24,153,900
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>2,207,300</b>	<b>Cash Reserves - Increase / (Decrease)</b>	<b>(5,991,200)</b>	<b>(15,944,800)</b>	<b>166</b>	<b>(2,981,100)</b>	<b>(7,053,200)</b>	<b>(3,691,100)</b>	<b>7,373,600</b>	<b>4,509,200</b>	<b>6,055,800</b>	<b>8,967,200</b>	<b>6,558,600</b>	<b>14,157,400</b>
	<b>Movement in Reserves - Increase / (Decrease)</b>												
(126,800)	Reserves - Internal - Increase / (Decrease)	(9,582,900)	(7,149,800)		(1,509,900)	3,632,100	3,580,300	402,800	2,213,000	(1,550,900)	3,778,300	(2,822,100)	3,187,600
2,349,200	Reserves - External - Increase / (Decrease)	3,545,200	(8,609,100)		(1,187,900)	(10,356,300)	(6,954,300)	7,191,600	2,414,500	7,582,800	4,974,900	8,928,000	10,120,300
(15,100)	Working Capital	46,500	(185,900)		(283,300)	(329,000)	(317,100)	(220,800)	(118,300)	23,900	214,000	452,700	849,500
<b>2,207,300</b>	<b>Total Movement in Reserves</b>	<b>(5,991,200)</b>	<b>(15,944,800)</b>		<b>(2,981,100)</b>	<b>(7,053,200)</b>	<b>(3,691,100)</b>	<b>7,373,600</b>	<b>4,509,200</b>	<b>6,055,800</b>	<b>8,967,200</b>	<b>6,558,600</b>	<b>14,157,400</b>
	<b>Reserves - Balances as at 30 June</b>												
33,573,400	Internal Reserves	23,990,500	16,840,700		15,330,800	18,962,900	22,543,200	22,946,000	25,159,000	23,608,100	27,386,400	24,564,300	27,751,900
40,816,800	External Reserves	44,362,000	35,752,900		34,565,000	24,208,700	17,254,400	24,446,000	26,860,500	34,443,300	39,418,200	48,346,200	58,466,500
3,020,000	Working Capital	3,066,500	2,880,600		2,597,300	2,268,300	1,951,200	1,730,400	1,612,100	1,636,000	1,850,000	2,302,700	3,152,200
<b>77,410,200</b>	<b>Total</b>	<b>71,419,000</b>	<b>55,474,200</b>		<b>52,493,100</b>	<b>45,439,900</b>	<b>41,748,800</b>	<b>49,122,400</b>	<b>53,631,600</b>	<b>59,687,400</b>	<b>68,654,600</b>	<b>75,213,200</b>	<b>89,370,600</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	642,000	630,000	(2)	642,800	656,800	670,900	685,200	699,700	714,600	729,600	744,900	760,500
1,387,400	1,428,900	1,418,400	Building Services	1,642,000	1,570,000	(4)	1,601,600	1,634,600	1,668,200	1,702,400	1,737,200	1,772,700	1,809,000	1,845,900	1,883,700
262,400	272,700	388,200	Environmental and Public Health	914,200	483,000	(47)	490,600	498,600	366,700	374,900	383,300	391,800	400,400	409,200	418,100
233,100	183,300	296,900	Public Order	277,000	265,000	(4)	270,600	276,600	282,700	288,900	295,200	301,600	308,100	314,800	321,600
379,100	325,800	407,800	Strategic Planning	321,000	169,500	(47)	147,000	175,100	120,700	91,300	130,400	160,000	158,600	138,200	133,800
<b>2,904,000</b>	<b>3,062,700</b>	<b>3,195,300</b>	<b>Total Operating Revenues</b>	<b>3,796,200</b>	<b>3,117,500</b>	<b>(18)</b>	<b>3,152,600</b>	<b>3,241,700</b>	<b>3,109,200</b>	<b>3,142,700</b>	<b>3,245,800</b>	<b>3,340,700</b>	<b>3,405,700</b>	<b>3,453,000</b>	<b>3,517,700</b>
			<b>OPERATING EXPENSES</b>												
1,303,300	1,889,600	2,351,000	Development Services	1,888,300	1,738,800	(8)	1,777,900	1,818,200	1,859,300	1,901,400	1,944,500	1,988,500	2,033,500	2,079,600	2,126,500
1,070,600	1,115,100	1,219,400	Building Services	1,267,900	1,289,800	2	1,319,400	1,349,800	1,380,900	1,412,700	1,445,200	1,478,400	1,512,400	1,547,100	1,582,600
956,700	1,110,300	1,187,400	Environmental and Public Health	2,342,100	1,631,200	(30)	1,755,300	1,791,900	1,689,200	1,727,200	1,766,100	1,805,800	1,846,500	1,888,100	1,930,600
556,900	579,300	576,400	Public Order	591,100	580,300	(2)	590,000	604,500	619,300	634,400	649,700	665,300	681,300	697,500	714,000
1,201,800	1,256,100	1,099,200	Strategic Planning	1,414,500	1,239,000	(12)	1,267,200	1,297,100	1,327,500	1,358,500	1,390,000	1,422,100	1,454,800	1,488,200	1,522,300
<b>5,089,300</b>	<b>5,950,400</b>	<b>6,433,400</b>	<b>Total Operating Expenses</b>	<b>7,503,900</b>	<b>6,479,100</b>	<b>(14)</b>	<b>6,709,800</b>	<b>6,861,500</b>	<b>6,876,200</b>	<b>7,034,200</b>	<b>7,195,500</b>	<b>7,360,100</b>	<b>7,528,500</b>	<b>7,700,500</b>	<b>7,876,000</b>
			<b>NET OPERATING RESULT</b>												
(661,300)	(1,037,600)	(1,667,000)	Development Services	(1,246,300)	(1,108,800)	(11)	(1,135,100)	(1,161,400)	(1,188,400)	(1,216,200)	(1,244,800)	(1,273,900)	(1,303,900)	(1,334,700)	(1,366,000)
316,800	313,800	199,000	Building Services	374,100	280,200	(25)	282,200	284,800	287,300	289,700	292,000	294,300	296,600	298,800	301,100
(694,300)	(837,600)	(799,200)	Environmental and Public Health	(1,427,900)	(1,148,200)	(20)	(1,264,700)	(1,293,300)	(1,322,500)	(1,352,300)	(1,382,800)	(1,414,000)	(1,446,100)	(1,478,900)	(1,512,500)
(323,800)	(396,000)	(279,500)	Public Order	(314,100)	(315,300)	0	(319,400)	(327,900)	(336,600)	(345,500)	(354,500)	(363,700)	(373,200)	(382,700)	(392,400)
(822,700)	(930,300)	(691,400)	Strategic Planning	(1,093,500)	(1,069,500)	(2)	(1,120,200)	(1,122,000)	(1,206,800)	(1,267,200)	(1,259,600)	(1,262,100)	(1,296,200)	(1,350,000)	(1,388,500)
<b>(2,185,300)</b>	<b>(2,887,700)</b>	<b>(3,238,100)</b>	<b>Total Operating Result - Surplus / (Deficit)</b>	<b>(3,707,700)</b>	<b>(3,361,600)</b>	<b>(9)</b>	<b>(3,557,200)</b>	<b>(3,619,800)</b>	<b>(3,767,000)</b>	<b>(3,891,500)</b>	<b>(3,949,700)</b>	<b>(4,019,400)</b>	<b>(4,122,800)</b>	<b>(4,247,500)</b>	<b>(4,358,300)</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>(2,180,800)</b>	<b>(2,882,400)</b>	<b>(3,232,600)</b>	<b>Total Cash Operating Result - Surplus / (Deficit)</b>	<b>(3,702,200)</b>	<b>(3,355,600)</b>	<b>(9)</b>	<b>(3,551,000)</b>	<b>(3,613,400)</b>	<b>(3,760,400)</b>	<b>(3,884,700)</b>	<b>(3,942,700)</b>	<b>(4,012,200)</b>	<b>(4,115,400)</b>	<b>(4,239,900)</b>	<b>(4,350,500)</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	5,407,500	4,310,500	(20)	4,376,700	4,489,400	4,521,600	4,579,800	4,707,500	4,827,700	4,918,900	4,994,100	5,087,300
293,100	369,900	1,178,500	Add Transfer from Reserves	698,900	381,000	(45)	11,300	11,600	11,900	12,200	12,500	12,800	13,100	13,400	13,700
2,226,100	2,443,300	5,461,700	Add Capital Income Applied	5,195,000	4,421,000	(15)	4,248,000	4,333,000	4,420,000	4,508,000	4,597,000	4,688,000	4,781,000	4,877,000	4,975,000
5,100	0	857,700	Less Capital Expenditure	305,000	740,000	143	0	0	0	0	0	0	0	0	0
<b>(2,359,800)</b>	<b>(3,392,200)</b>	<b>(3,680,000)</b>	<b>Cash Result after Capital Movements</b>	<b>(3,529,100)</b>	<b>(3,611,400)</b>	<b>2</b>	<b>(3,668,400)</b>	<b>(3,758,200)</b>	<b>(3,850,100)</b>	<b>(3,944,300)</b>	<b>(4,040,700)</b>	<b>(4,139,100)</b>	<b>(4,240,200)</b>	<b>(4,343,600)</b>	<b>(4,449,100)</b>

## STRATEGIC PLANNING

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

### **Background**

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

### **Budget Comments**

#### **Operating Revenues**

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

Income for strategic planning publications and services and planning proposals.

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

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

##### **Interest on Section 7.11 Contributions**

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

#### **Operating Expenses**

##### **Employee Costs**

Based on six full-time and three part time employees (total of 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 7.11 contributions collected plus interest earned on Section 7.11 contributions held, along with transfers from reserves for projects that have not been completed in the previous year and the funding is carried forward to the current year.

##### **Capital Income**

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

**STRATEGIC PLANNING**

ACTUAL			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)	25,500	26,100	26,700	27,300	27,900	28,500	29,100	29,700	30,300
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	32,000	0	(100)	0	0	0	0	0	0	0	0	0
164,500	182,000	221,300	Interest on Section 7.11 Contributions	200,500	144,500	(28)	121,500	149,000	94,000	64,000	102,500	131,500	129,500	108,500	103,500
<b>379,100</b>	<b>325,800</b>	<b>407,800</b>	<b>Total Operating Revenues</b>	<b>321,000</b>	<b>169,500</b>	<b>(47)</b>	<b>147,000</b>	<b>175,100</b>	<b>120,700</b>	<b>91,300</b>	<b>130,400</b>	<b>160,000</b>	<b>158,600</b>	<b>138,200</b>	<b>133,800</b>
			<b>OPERATING EXPENSES</b>												
890,900	940,300	900,000	Employee Costs	921,100	1,004,000	9	1,027,200	1,051,000	1,075,300	1,100,200	1,125,600	1,151,600	1,178,200	1,205,400	1,233,200
36,600	34,300	32,200	Office Expenses	33,400	34,000	2	34,900	35,800	36,700	37,600	38,500	39,400	40,300	41,300	42,300
73,000	63,300	29,000	Planning Proposals	127,400	20,000	(84)	20,400	20,900	21,400	21,900	22,400	22,900	23,400	23,900	24,400
11,100	16,700	1,900	Section 7.11 Contribution Plan Reviews	20,000	20,000	0	20,400	20,900	21,400	21,900	22,400	22,900	23,400	23,900	24,400
1,700	11,800	14,500	Planning Strategy Reviews	10,000	10,000	0	10,200	10,500	10,800	11,100	11,400	11,700	12,000	12,300	12,600
70,500	1,800	10,700	Ballina Major Regional Centre	20,000	20,000	0	20,400	20,900	21,400	21,900	22,400	22,900	23,400	23,900	24,400
19,300	28,700	12,300	Plans of Management	60,000	30,000	(50)	30,600	31,300	32,000	32,700	33,400	34,100	34,800	35,500	36,300
8,300	18,700	11,100	Economic Development Programs	15,000	15,000	0	15,300	15,700	16,100	16,500	16,900	17,300	17,700	18,100	18,500
7,400	8,800	6,200	Aboriginal Cultural Programs	15,000	15,000	0	15,300	15,700	16,100	16,500	16,900	17,300	17,700	18,100	18,500
8,100	40,100	9,700	Heritage Programs	15,000	15,000	0	15,300	15,700	16,100	16,500	16,900	17,300	17,700	18,100	18,500
2,900	0	5,300	Koala Management Plan Actions	15,000	15,000	0	15,300	15,700	16,100	16,500	16,900	17,300	17,700	18,100	18,500
0	25,300	1,000	Public Art Projects	10,000	11,000	10	11,300	11,600	11,900	12,200	12,500	12,800	13,100	13,400	13,700
0	0	34,800	Significant Tree Register	15,200	0	(100)	0	0	0	0	0	0	0	0	0
13,300	15,200	29,600	Other Strategic Plans and Studies	127,400	20,000	(84)	20,400	20,900	21,400	21,900	22,400	22,900	23,400	23,900	24,400
58,700	51,100	900	Environmental Action Plan	10,000	10,000	0	10,200	10,500	10,800	11,100	11,400	11,700	12,000	12,300	12,600
<b>1,201,800</b>	<b>1,256,100</b>	<b>1,099,200</b>	<b>Total Operating Expenses</b>	<b>1,414,500</b>	<b>1,239,000</b>	<b>(12)</b>	<b>1,267,200</b>	<b>1,297,100</b>	<b>1,327,500</b>	<b>1,358,500</b>	<b>1,390,000</b>	<b>1,422,100</b>	<b>1,454,800</b>	<b>1,488,200</b>	<b>1,522,300</b>
<b>(822,700)</b>	<b>(930,300)</b>	<b>(691,400)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,093,500)</b>	<b>(1,069,500)</b>	<b>(2)</b>	<b>(1,120,200)</b>	<b>(1,122,000)</b>	<b>(1,206,800)</b>	<b>(1,267,200)</b>	<b>(1,259,600)</b>	<b>(1,262,100)</b>	<b>(1,296,200)</b>	<b>(1,350,000)</b>	<b>(1,388,500)</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(822,700)</b>	<b>(930,300)</b>	<b>(691,400)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(1,093,500)</b>	<b>(1,069,500)</b>	<b>(2)</b>	<b>(1,120,200)</b>	<b>(1,122,000)</b>	<b>(1,206,800)</b>	<b>(1,267,200)</b>	<b>(1,259,600)</b>	<b>(1,262,100)</b>	<b>(1,296,200)</b>	<b>(1,350,000)</b>	<b>(1,388,500)</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	5,307,500	4,222,500		4,376,700	4,489,400	4,521,600	4,579,800	4,707,500	4,827,700	4,918,900	4,994,100	5,087,300
239,100	185,200	29,600	Add Transfer from Reserves	185,000	11,000		11,300	11,600	11,900	12,200	12,500	12,800	13,100	13,400	13,700
2,226,100	2,348,300	5,279,800	Add Capital Income Applied	5,100,000	4,071,000		4,248,000	4,333,000	4,420,000	4,508,000	4,597,000	4,688,000	4,781,000	4,877,000	4,975,000
0	0	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
<b>(1,015,700)</b>	<b>(1,170,000)</b>	<b>(1,011,400)</b>	<b>Cash Result after Capital Movements</b>	<b>(1,116,000)</b>	<b>(1,210,000)</b>	<b>8</b>	<b>(1,237,600)</b>	<b>(1,266,800)</b>	<b>(1,296,500)</b>	<b>(1,326,800)</b>	<b>(1,357,600)</b>	<b>(1,389,000)</b>	<b>(1,421,000)</b>	<b>(1,453,700)</b>	<b>(1,487,100)</b>

## DEVELOPMENT SERVICES

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

**Background**

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

**Budget Comments**

**Operating Revenues**

**Regulatory Fees and Fines**

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

**Operating Expenses**

**Employee Costs**

Based on staffing structure totalling 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	572,000	560,000	(2)	571,400	583,900	596,500	609,300	622,200	635,500	648,900	662,500	676,400
19,700	90,000	108,100	Other Revenues - Legals and Fines	70,000	70,000	0	71,400	72,900	74,400	75,900	77,500	79,100	80,700	82,400	84,100
<b>642,000</b>	<b>852,000</b>	<b>684,000</b>	<b>Total Operating Revenues</b>	<b>642,000</b>	<b>630,000</b>	<b>(2)</b>	<b>642,800</b>	<b>656,800</b>	<b>670,900</b>	<b>685,200</b>	<b>699,700</b>	<b>714,600</b>	<b>729,600</b>	<b>744,900</b>	<b>760,500</b>
			<b>OPERATING EXPENSES</b>												
1,184,100	1,481,600	1,401,300	Employee Costs	1,515,300	1,449,800	(4)	1,483,000	1,517,100	1,551,900	1,587,600	1,624,100	1,661,400	1,699,500	1,738,600	1,778,500
69,700	81,200	84,700	Office Expenses, Advertising, Consultants	123,000	89,000	(28)	90,900	93,000	95,100	97,200	99,400	101,600	103,900	106,200	108,500
49,500	326,800	865,000	Legal Costs	250,000	200,000	(20)	204,000	208,100	212,300	216,600	221,000	225,500	230,100	234,800	239,500
<b>1,303,300</b>	<b>1,889,600</b>	<b>2,351,000</b>	<b>Total Operating Expenses</b>	<b>1,888,300</b>	<b>1,738,800</b>	<b>(8)</b>	<b>1,777,900</b>	<b>1,818,200</b>	<b>1,859,300</b>	<b>1,901,400</b>	<b>1,944,500</b>	<b>1,988,500</b>	<b>2,033,500</b>	<b>2,079,600</b>	<b>2,126,500</b>
<b>(661,300)</b>	<b>(1,037,600)</b>	<b>(1,667,000)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,246,300)</b>	<b>(1,108,800)</b>	<b>(11)</b>	<b>(1,135,100)</b>	<b>(1,161,400)</b>	<b>(1,188,400)</b>	<b>(1,216,200)</b>	<b>(1,244,800)</b>	<b>(1,273,900)</b>	<b>(1,303,900)</b>	<b>(1,334,700)</b>	<b>(1,366,000)</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>(1,246,300)</b>	<b>(1,108,800)</b>	<b>(11)</b>	<b>(1,135,100)</b>	<b>(1,161,400)</b>	<b>(1,188,400)</b>	<b>(1,216,200)</b>	<b>(1,244,800)</b>	<b>(1,273,900)</b>	<b>(1,303,900)</b>	<b>(1,334,700)</b>	<b>(1,366,000)</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>(1,209,500)</b>	<b>(1,108,800)</b>	<b>(8)</b>	<b>(1,135,100)</b>	<b>(1,161,400)</b>	<b>(1,188,400)</b>	<b>(1,216,200)</b>	<b>(1,244,800)</b>	<b>(1,273,900)</b>	<b>(1,303,900)</b>	<b>(1,334,700)</b>	<b>(1,366,000)</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	1,642,000	1,570,000	(4)	1,601,600	1,634,600	1,668,200	1,702,400	1,737,200	1,772,700	1,809,000	1,845,900	1,883,700
<b>1,387,400</b>	<b>1,428,900</b>	<b>1,418,400</b>	<b>Total Operating Revenues</b>	<b>1,642,000</b>	<b>1,570,000</b>	<b>(4)</b>	<b>1,601,600</b>	<b>1,634,600</b>	<b>1,668,200</b>	<b>1,702,400</b>	<b>1,737,200</b>	<b>1,772,700</b>	<b>1,809,000</b>	<b>1,845,900</b>	<b>1,883,700</b>
			<b>OPERATING EXPENSES</b>												
1,031,800	1,080,800	1,135,000	Employee Costs	1,213,900	1,253,800	3	1,282,600	1,312,100	1,342,300	1,373,200	1,404,800	1,437,100	1,470,200	1,504,000	1,538,600
25,900	22,900	26,000	Office Expenses, Advertising, Consultants	24,000	25,000	4	25,500	26,100	26,700	27,300	27,900	28,500	29,100	29,700	30,300
12,900	11,400	58,400	Legal Costs	30,000	11,000	(63)	11,300	11,600	11,900	12,200	12,500	12,800	13,100	13,400	13,700
<b>1,070,600</b>	<b>1,115,100</b>	<b>1,219,400</b>	<b>Total Operating Expenses</b>	<b>1,267,900</b>	<b>1,289,800</b>	<b>2</b>	<b>1,319,400</b>	<b>1,349,800</b>	<b>1,380,900</b>	<b>1,412,700</b>	<b>1,445,200</b>	<b>1,478,400</b>	<b>1,512,400</b>	<b>1,547,100</b>	<b>1,582,600</b>
<b>316,800</b>	<b>313,800</b>	<b>199,000</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>374,100</b>	<b>280,200</b>	<b>(25)</b>	<b>282,200</b>	<b>284,800</b>	<b>287,300</b>	<b>289,700</b>	<b>292,000</b>	<b>294,300</b>	<b>296,600</b>	<b>298,800</b>	<b>301,100</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>374,100</b>	<b>280,200</b>	<b>(25)</b>	<b>282,200</b>	<b>284,800</b>	<b>287,300</b>	<b>289,700</b>	<b>292,000</b>	<b>294,300</b>	<b>296,600</b>	<b>298,800</b>	<b>301,100</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	100,000	0	(100)	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>315,500</b>	<b>280,200</b>	<b>(11)</b>	<b>282,200</b>	<b>284,800</b>	<b>287,300</b>	<b>289,700</b>	<b>292,000</b>	<b>294,300</b>	<b>296,600</b>	<b>298,800</b>	<b>301,100</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>												
131,200	129,600	148,800	Registrations and Inspections	169,000	168,000	(1)	171,900	176,000	180,200	184,400	188,700	193,100	197,500	202,000	206,500
128,600	141,800	155,900	OSSM Fees and Charges	170,000	174,000	2	177,600	181,400	185,200	189,100	193,100	197,100	201,200	205,400	209,700
0	0	82,800	Operating Grants	573,200	140,000	(76)	140,000	140,000	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>483,000</b>	<b>(124)</b>	<b>490,600</b>	<b>498,600</b>	<b>366,700</b>	<b>374,900</b>	<b>383,300</b>	<b>391,800</b>	<b>400,400</b>	<b>409,200</b>	<b>418,100</b>
			<b>OPERATING EXPENSES</b>												
			<b>Environmental Health</b>												
887,700	1,019,000	873,300	Employee Costs	1,088,600	1,127,200	4	1,153,100	1,179,600	1,206,700	1,234,400	1,262,700	1,291,700	1,321,300	1,351,700	1,382,800
35,300	25,100	62,400	Office Expenses, Advertising, Consultants	25,000	26,000	4	26,700	27,400	28,100	28,800	29,600	30,400	31,200	32,000	32,800
6,900	11,300	13,100	Projects and Kits	16,000	12,000	(25)	12,400	12,800	13,200	13,600	14,000	14,400	14,800	15,200	15,600
			<b>Management Plans and Projects</b>												
14,100	27,700	20,400	Water Monitoring	33,500	27,000	(19)	27,600	28,400	29,200	30,000	30,800	31,600	32,400	33,200	34,000
0	5,400	26,300	Lake Ainsworth Coastal Management Plan	201,600	31,000	(85)	31,700	32,400	33,100	33,800	34,500	35,200	36,000	36,800	37,600
12,100	21,300	98,400	Shaws Bay Coastal Management Plan	37,900	31,000	(18)	31,700	32,400	33,100	33,800	34,500	35,200	36,000	36,800	37,600
0	0	92,900	Healthy Waterways Program	102,200	236,000	131	331,000	337,700	344,500	351,400	358,500	365,700	373,100	380,600	388,300
0	0	0	Other Grant Funded Projects	836,500	140,000	(83)	140,000	140,000	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>2,342,100</b>	<b>1,631,200</b>	<b>(30)</b>	<b>1,755,300</b>	<b>1,791,900</b>	<b>1,689,200</b>	<b>1,727,200</b>	<b>1,766,100</b>	<b>1,805,800</b>	<b>1,846,500</b>	<b>1,888,100</b>	<b>1,930,600</b>
<b>(694,300)</b>	<b>(837,600)</b>	<b>(799,200)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,427,900)</b>	<b>(1,148,200)</b>	<b>(20)</b>	<b>(1,264,700)</b>	<b>(1,293,300)</b>	<b>(1,322,500)</b>	<b>(1,352,300)</b>	<b>(1,382,800)</b>	<b>(1,414,000)</b>	<b>(1,446,100)</b>	<b>(1,478,900)</b>	<b>(1,512,500)</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>(1,427,900)</b>	<b>(1,148,200)</b>	<b>(20)</b>	<b>(1,264,700)</b>	<b>(1,293,300)</b>	<b>(1,322,500)</b>	<b>(1,352,300)</b>	<b>(1,382,800)</b>	<b>(1,414,000)</b>	<b>(1,446,100)</b>	<b>(1,478,900)</b>	<b>(1,512,500)</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	88,000	100	0	0	0	0	0	0	0	0	0
54,000	184,700	869,400	Add Transfer from Reserves	435,700	350,000	(20)	0	0	0	0	0	0	0	0	0
0	95,000	181,900	Add Capital Income Applied	95,000	350,000	268	0	0	0	0	0	0	0	0	0
0	0	857,700	Less Capital Expenditure	305,000	700,000	130	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>(1,236,200)</b>	<b>3</b>	<b>(1,264,700)</b>	<b>(1,293,300)</b>	<b>(1,322,500)</b>	<b>(1,352,300)</b>	<b>(1,382,800)</b>	<b>(1,414,000)</b>	<b>(1,446,100)</b>	<b>(1,478,900)</b>	<b>(1,512,500)</b>

## PUBLIC ORDER

**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	59,000	(13)	60,400	61,900	63,400	65,000	66,600	68,200	69,800	71,500	73,200
129,800	101,200	161,500	Parking Fines	150,000	155,000	3	158,100	161,300	164,600	167,900	171,300	174,800	178,300	181,900	185,600
44,400	35,000	50,800	Dog Fines	46,000	40,000	(13)	40,800	41,700	42,600	43,500	44,400	45,300	46,300	47,300	48,300
12,800	11,700	9,100	Other Fines and Other Revenues	13,000	11,000	(15)	11,300	11,700	12,100	12,500	12,900	13,300	13,700	14,100	14,500
<b>233,100</b>	<b>183,300</b>	<b>296,900</b>	<b>Total Operating Revenues</b>	<b>277,000</b>	<b>265,000</b>	<b>(4)</b>	<b>270,600</b>	<b>276,600</b>	<b>282,700</b>	<b>288,900</b>	<b>295,200</b>	<b>301,600</b>	<b>308,100</b>	<b>314,800</b>	<b>321,600</b>
			<b>OPERATING EXPENSES</b>												
			<b>Rangers</b>												
469,800	485,200	480,300	Salaries and Oncosts	475,000	468,000	(1)	478,900	490,000	501,400	513,100	525,000	537,200	549,700	562,400	575,400
80,400	87,000	89,300	Impounding Expenses	109,800	106,000	(3)	104,900	108,100	111,300	114,500	117,700	120,900	124,200	127,500	130,800
			<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>591,100</b>	<b>580,300</b>	<b>(2)</b>	<b>590,000</b>	<b>604,500</b>	<b>619,300</b>	<b>634,400</b>	<b>649,700</b>	<b>665,300</b>	<b>681,300</b>	<b>697,500</b>	<b>714,000</b>
<b>(323,800)</b>	<b>(396,000)</b>	<b>(279,500)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(314,100)</b>	<b>(315,300)</b>	<b>0</b>	<b>(319,400)</b>	<b>(327,900)</b>	<b>(336,600)</b>	<b>(345,500)</b>	<b>(354,500)</b>	<b>(363,700)</b>	<b>(373,200)</b>	<b>(382,700)</b>	<b>(392,400)</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>(308,600)</b>	<b>(309,300)</b>	<b>0</b>	<b>(313,200)</b>	<b>(321,500)</b>	<b>(330,000)</b>	<b>(338,700)</b>	<b>(347,500)</b>	<b>(356,500)</b>	<b>(365,800)</b>	<b>(375,100)</b>	<b>(384,600)</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	20,000	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
5,100	0	0	Less Capital Expenditure	0	40,000	100	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>(316,900)</b>	<b>(336,600)</b>	<b>6</b>	<b>(313,200)</b>	<b>(321,500)</b>	<b>(330,000)</b>	<b>(338,700)</b>	<b>(347,500)</b>	<b>(356,500)</b>	<b>(365,800)</b>	<b>(375,100)</b>	<b>(384,600)</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	440,500	277,000	(37)	282,600	288,500	294,500	300,600	306,800	313,200	319,700	326,300	333,000			
30,500	40,200	37,500	34,500	36,000	4	36,800	37,600	38,400	39,300	40,200	41,100	42,000	42,900	43,800			
0	0	0	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>475,000</b>	<b>313,000</b>	<b>(34)</b>	<b>319,400</b>	<b>326,100</b>	<b>332,900</b>	<b>339,900</b>	<b>347,000</b>	<b>354,300</b>	<b>361,700</b>	<b>369,200</b>	<b>376,800</b>
			<b>OPERATING EXPENSES</b>														
			<b>Engineering Management</b>														
790,400	832,800	667,200	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	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	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	8,000	8,000	0	8,200	8,400	8,600	8,800	9,000	9,200	9,400	9,600	9,800			
106,700	108,900	80,000	80,400	99,200	23	101,200	103,300	105,400	107,600	109,800	112,000	114,300	116,600	119,000			
48,000	52,600	72,300	84,800	70,000	(17)	71,600	73,400	75,200	77,000	78,800	80,600	82,500	84,400	86,300			
55,600	61,100	65,900	57,000	60,000	5	61,300	62,600	63,900	65,400	66,900	68,400	69,900	71,400	72,900			
2,600	4,000	1,000	70,000	10,000	(86)	10,200	10,500	10,800	81,100	11,000	11,300	11,600	11,900	12,200			
61,800	64,300	29,600	34,000	35,000	3	35,700	36,500	37,300	38,100	38,900	39,700	40,500	41,400	42,300			
<b>2,439,800</b>	<b>2,454,300</b>	<b>2,339,900</b>	<b>Total Operating Expenses</b>			<b>2,688,200</b>	<b>2,606,200</b>	<b>(3)</b>	<b>2,665,700</b>	<b>2,726,900</b>	<b>2,789,400</b>	<b>2,923,500</b>	<b>2,918,500</b>	<b>2,985,200</b>	<b>3,053,400</b>	<b>3,123,200</b>	<b>3,194,500</b>
<b>(2,185,400)</b>	<b>(2,045,700)</b>	<b>(2,023,200)</b>	<b>Operating Result - Surplus / (Deficit)</b>			<b>(2,213,200)</b>	<b>(2,293,200)</b>	<b>4</b>	<b>(2,346,300)</b>	<b>(2,400,800)</b>	<b>(2,456,500)</b>	<b>(2,583,600)</b>	<b>(2,571,500)</b>	<b>(2,630,900)</b>	<b>(2,691,700)</b>	<b>(2,754,000)</b>	<b>(2,817,700)</b>
0	0	0	<b>Add Back Depreciation</b>			0	0	0	0	0	0	0	0	0	0	0	
<b>(2,185,400)</b>	<b>(2,045,700)</b>	<b>(2,023,200)</b>	<b>Cash Result - Surplus / (Deficit)</b>			<b>(2,213,200)</b>	<b>(2,293,200)</b>	<b>4</b>	<b>(2,346,300)</b>	<b>(2,400,800)</b>	<b>(2,456,500)</b>	<b>(2,583,600)</b>	<b>(2,571,500)</b>	<b>(2,630,900)</b>	<b>(2,691,700)</b>	<b>(2,754,000)</b>	<b>(2,817,700)</b>
			<b>Capital Movements</b>														
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
27,000	10,000	10,000	75,000	35,000	(53)	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000			
0	0	0	69,600	0	(100)	60,000	0	0	70,000	0	75,000	0	0	0			
0	1,017,300	0	0	0	0	0	0	0	0	0	0	0	0	0			
121,100	1,021,000	0	20,000	0	(100)	60,000	0	0	0	0	75,000	0	0	0			
<b>(2,333,500)</b>	<b>(2,059,400)</b>	<b>(2,033,200)</b>	<b>Cash Result after Capital Movements</b>			<b>(2,238,600)</b>	<b>(2,328,200)</b>	<b>4</b>	<b>(2,381,300)</b>	<b>(2,435,800)</b>	<b>(2,491,500)</b>	<b>(2,548,600)</b>	<b>(2,606,500)</b>	<b>(2,665,900)</b>	<b>(2,726,700)</b>	<b>(2,789,000)</b>	<b>(2,852,700)</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	
<b>0</b>	<b>0</b>	<b>0</b>	<b>Total Operating Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
			<b>OPERATING EXPENSES</b>												
			<b>Office and Depot Facilities</b>												
315,400	254,100	278,800	Administration Centre	287,000	291,000	1	297,100	303,600	310,300	317,000	323,800	330,800	337,900	345,000	352,400
160,300	177,000	139,600	Works Depot - Employee Costs	120,000	194,000	62	198,500	203,100	207,800	212,600	217,500	222,500	227,600	227,600	227,600
542,000	581,800	625,400	Works Depot - Operating Expenses	608,400	619,000	2	632,700	646,900	661,400	676,000	690,800	706,000	721,700	730,900	740,300
28,800	11,300	(100,500)	Works Depot - Number Two	20,000	10,000	(50)	10,200	10,500	10,800	11,100	11,400	11,700	12,000	12,300	12,600
			<b>Open Spaces Buildings Maintenance</b>												
162,300	204,200	224,600	Open Spaces Buildings	217,100	217,000	(0)	221,500	226,100	230,800	235,600	240,500	245,500	250,600	255,700	261,100
89,200	81,400	74,000	Sports Fields Buildings	81,000	84,000	4	85,900	87,800	89,800	91,800	93,800	95,800	97,800	100,000	102,200
311,300	380,000	399,300	Public Amenities	423,000	435,000	3	443,900	453,100	462,400	472,000	481,800	491,700	501,800	512,000	522,500
101,000	102,600	129,200	Other Amenities	84,000	88,000	5	90,000	92,000	94,100	96,300	98,500	100,700	102,900	105,100	107,400
			<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	355,000	8	362,100	369,400	376,800	384,400	392,100	400,000	408,000	416,200	424,600
606,100	624,200	682,600	Depreciation - Sports Field Buildings	630,000	685,000	9	698,700	712,700	727,000	741,600	756,500	771,700	787,200	803,000	819,100
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>3,592,500</b>	<b>3,808,000</b>	<b>6</b>	<b>3,887,200</b>	<b>3,968,900</b>	<b>4,052,300</b>	<b>4,137,200</b>	<b>4,223,600</b>	<b>4,311,800</b>	<b>4,401,700</b>	<b>4,481,100</b>	<b>4,562,700</b>
<b>(3,389,400)</b>	<b>(4,292,700)</b>	<b>(3,764,900)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(3,592,500)</b>	<b>(3,808,000)</b>	<b>6</b>	<b>(3,887,200)</b>	<b>(3,968,900)</b>	<b>(4,052,300)</b>	<b>(4,137,200)</b>	<b>(4,223,600)</b>	<b>(4,311,800)</b>	<b>(4,401,700)</b>	<b>(4,481,100)</b>	<b>(4,562,700)</b>
1,679,100	1,736,700	1,854,600	Add Back Depreciation	1,752,000	1,870,000	7	1,907,400	1,945,800	1,984,900	2,024,800	2,065,500	2,107,100	2,149,400	2,192,500	2,236,600
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>(1,840,500)</b>	<b>(1,938,000)</b>	<b>5</b>	<b>(1,979,800)</b>	<b>(2,023,100)</b>	<b>(2,067,400)</b>	<b>(2,112,400)</b>	<b>(2,158,100)</b>	<b>(2,204,700)</b>	<b>(2,252,300)</b>	<b>(2,288,600)</b>	<b>(2,326,100)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
1,419,200	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	529,000	20	0	0	0	0	0	0	0	0	0
777,700	564,000	105,500	Add Capital Income Applied	221,900	183,100	(17)	113,900	115,700	117,700	119,700	121,700	123,700	125,700	127,900	130,100
1,337,300	1,410,000	447,700	Less Capital Expenditure	446,100	920,000	106	342,000	367,000	377,000	387,000	397,000	407,000	417,000	427,000	437,000
<b>(2,061,400)</b>	<b>(2,181,600)</b>	<b>(1,885,600)</b>	<b>Cash Result after Capital Movements</b>	<b>(2,013,600)</b>	<b>(2,145,900)</b>	<b>7</b>	<b>(2,207,900)</b>	<b>(2,274,400)</b>	<b>(2,326,700)</b>	<b>(2,379,700)</b>	<b>(2,433,400)</b>	<b>(2,488,000)</b>	<b>(2,543,600)</b>	<b>(2,587,700)</b>	<b>(2,633,000)</b>

## STORMWATER AND ENVIRONMENTAL PROTECTION

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

### **Background**

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

### **Budget Comments**

### **Operating Revenues**

#### **Annual Charges**

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

### **Operating Expenses**

#### **Stormwater**

Allocation for stormwater drainage maintenance.

#### **Contributions**

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

#### **Flood Management Studies and Plans**

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

#### **Coastal Zone Management Plan**

Represents on-going work on this project.

#### **Foreshore Protection Works**

Annual allocation for foreshore protection works and beach cleaning.

#### **Canal Dredging**

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

#### **Boat Ramps**

Cleaning and maintenance of boat ramps.

### **Capital Movements**

#### **Reserve Movements**

Refer to Part E of the document.

#### **Capital Expenditure**

Capital works as per Part C of this document.

STORMWATER AND ENVIRONMENTAL PROTECTION															
ACTUAL			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	396,900	399,900	402,900	406,000	409,100	412,200
			<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>396,900</b>	<b>399,900</b>	<b>402,900</b>	<b>406,000</b>	<b>409,100</b>	<b>412,200</b>
			<b>OPERATING EXPENSES</b>												
			<b>Stormwater</b>												
272,900	217,300	434,600	Stormwater Drainage Maintenance	355,000	440,600	24	449,900	459,500	469,300	479,100	489,200	499,400	509,900	520,600	531,400
			<b>Environmental Protection</b>												
196,600	200,100	203,100	Cont to County Council (CC)	208,000	212,000	2	216,300	220,700	225,200	229,800	234,400	239,100	243,900	248,800	253,800
35,200	35,900	36,300	Cont to CC - Drainage Unions	38,000	39,000	3	39,800	40,600	41,500	42,400	43,300	44,200	45,100	46,100	47,100
78,700	23,400	157,000	Flood Management Studies and Plans	157,800	132,000	(16)	32,800	33,500	34,200	34,900	35,600	36,400	37,200	38,000	38,800
26,600	4,400	0	Coastline Management Plan	60,000	32,000	(47)	32,700	33,400	34,100	34,800	35,500	36,300	37,100	37,900	38,700
55,200	22,000	13,600	Foreshore Protection Works	80,000	82,000	3	83,700	85,400	87,200	89,000	90,800	92,700	94,600	96,500	98,500
44,900	0	8,900	Canal Dredging	70,000	21,000	(70)	100,000	21,600	22,100	22,600	200,000	22,000	22,500	23,000	23,500
45,000	40,700	35,500	Boat Ramp Maintenance and Cleaning	47,000	49,000	4	50,100	51,200	52,300	53,400	54,600	55,800	57,000	58,200	59,400
			<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	1,525,000	5	1,555,500	1,586,700	1,618,500	1,650,900	1,684,000	1,717,700	1,752,100	1,787,200	1,823,000
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>2,534,600</b>	<b>3</b>	<b>2,562,900</b>	<b>2,534,800</b>	<b>2,586,700</b>	<b>2,639,300</b>	<b>2,869,900</b>	<b>2,746,200</b>	<b>2,802,100</b>	<b>2,859,100</b>	<b>2,917,100</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>(2,049,600)</b>	<b>12</b>	<b>(2,175,000)</b>	<b>(2,143,900)</b>	<b>(2,192,800)</b>	<b>(2,242,400)</b>	<b>(2,470,000)</b>	<b>(2,343,300)</b>	<b>(2,396,100)</b>	<b>(2,450,000)</b>	<b>(2,504,900)</b>
1,458,800	1,450,400	1,521,100	Add Back Depreciation	1,452,200	1,527,000	5	1,557,600	1,588,900	1,620,800	1,653,300	1,686,500	1,720,300	1,754,800	1,790,000	1,825,900
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>(522,600)</b>	<b>36</b>	<b>(617,400)</b>	<b>(555,000)</b>	<b>(572,000)</b>	<b>(589,100)</b>	<b>(783,500)</b>	<b>(623,000)</b>	<b>(641,300)</b>	<b>(660,000)</b>	<b>(679,000)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
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>(1,301,600)</b>	<b>39</b>	<b>(1,358,400)</b>	<b>(1,416,000)</b>	<b>(1,454,000)</b>	<b>(1,502,100)</b>	<b>(1,523,500)</b>	<b>(1,570,000)</b>	<b>(1,611,300)</b>	<b>(1,653,000)</b>	<b>(1,696,000)</b>

## ROADS AND BRIDGES

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

### **Background**

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

### **Budget Comments**

#### **Operating Revenues**

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

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

#### **Operating Expenses**

##### **Roads and Bridges Maintenance**

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

##### **Street Cleaning**

Provision for street and footpath cleaning of town centres.

##### **Debt Servicing**

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

#### **Capital Movements**

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

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

##### **Reserve Movements**

Refer to Part E for further information.

##### **Capital Income**

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

##### **Capital Expenditure**

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

## ROADS AND BRIDGES

ACTUAL			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	
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	
214,000	0	99,100	Natural Disaster Funding	124,000	0	(100)	0	0	0	0	0	0	0	0	
0	1,484,400	1,194,000	Roads to Recovery	197,000	634,000	222	880,000	880,000	880,000	880,000	898,000	916,000	935,000	954,000	974,000
			<b>Interest</b>												
73,800	62,000	102,900	Interest on Bypass Internal Reserves	90,000	104,000	16	96,000	88,000	80,000	71,000	61,000	52,000	27,000	20,000	13,000
<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>1,000,200</b>	<b>983,800</b>	<b>967,500</b>	<b>953,600</b>	<b>959,000</b>	<b>968,000</b>	<b>962,000</b>	<b>974,000</b>	<b>987,000</b>
			<b>OPERATING EXPENSES</b>												
			<b>Roads and Bridges - Maintenance</b>												
666,600	714,500	787,900	Urban Roads	862,000	781,000	(9)	796,900	813,200	829,700	846,700	863,900	881,400	899,400	917,600	936,200
1,379,200	1,267,000	1,289,900	Sealed Rural Roads	1,346,000	1,429,000	6	1,457,800	1,487,200	1,517,100	1,547,600	1,578,800	1,610,600	1,643,100	1,676,200	1,709,900
672,300	567,100	643,800	Unsealed Rural Roads	618,000	685,000	11	698,800	712,800	727,100	741,800	756,800	772,100	787,700	803,600	819,800
13,100	32,600	39,800	Bridges	25,000	26,000	4	26,600	27,200	27,800	28,400	29,000	29,600	30,200	30,900	31,600
397,700	361,400	357,700	Street Cleaning	387,000	393,000	2	408,200	416,500	424,900	433,600	442,400	451,400	460,500	469,900	479,400
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	6,050,000	8	6,171,000	6,294,500	6,420,400	6,548,900	6,679,900	6,813,500	6,949,800	7,088,800	7,230,600
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>9,614,600</b>	<b>4</b>	<b>9,744,000</b>	<b>9,894,400</b>	<b>10,375,000</b>	<b>10,519,300</b>	<b>10,669,400</b>	<b>10,834,600</b>	<b>11,028,700</b>	<b>11,226,000</b>	<b>11,426,500</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>(8,844,400)</b>	<b>1</b>	<b>(8,743,800)</b>	<b>(8,910,600)</b>	<b>(9,407,500)</b>	<b>(9,565,700)</b>	<b>(9,710,400)</b>	<b>(9,866,600)</b>	<b>(10,066,700)</b>	<b>(10,252,000)</b>	<b>(10,439,500)</b>
5,853,500	5,568,900	6,025,100	Add Back Depreciation	5,580,000	6,050,000	8	6,171,000	6,294,500	6,420,400	6,548,900	6,679,900	6,813,500	6,949,800	7,088,800	7,230,600
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>(2,572,800)</b>	<b>(2,616,100)</b>	<b>(2,987,100)</b>	<b>(3,016,800)</b>	<b>(3,030,500)</b>	<b>(3,053,100)</b>	<b>(3,116,900)</b>	<b>(3,163,200)</b>	<b>(3,208,900)</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	3,503,000	804,000	(77)	96,000	88,000	80,000	71,000	61,000	52,000	27,000	20,000	13,000
3,171,000	1,118,400	5,469,000	Add Transfer from Reserves	8,857,300	11,096,000	25	3,491,000	9,534,000	7,629,000	742,000	2,619,000	5,477,600	6,165,000	5,110,000	4,869,000
4,718,700	5,335,300	4,246,600	Add Capital Income Applied	1,252,200	6,770,200	441	4,168,200	14,378,000	6,195,000	0	0	1,168,000	22,163,000	17,945,000	4,233,000
8,764,400	8,027,200	10,424,700	Less Capital Expenditure	10,613,900	22,022,200	107	13,245,900	29,719,900	19,250,000	6,533,000	8,802,200	13,781,200	35,717,600	30,708,600	16,961,600
<b>(7,076,400)</b>	<b>(7,371,800)</b>	<b>(7,814,700)</b>	<b>Cash Result after Capital Movements</b>	<b>(8,259,800)</b>	<b>(8,896,700)</b>	<b>8</b>	<b>(9,060,100)</b>	<b>(9,358,300)</b>	<b>(9,725,000)</b>	<b>(10,101,600)</b>	<b>(10,397,600)</b>	<b>(10,700,700)</b>	<b>(11,011,500)</b>	<b>(11,333,800)</b>	<b>(11,598,500)</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)	71,400	73,000	74,600	76,200	77,900	79,600	81,300	83,000	84,800
41,100	48,300	17,500	Sundry Fees and Charges	16,000	23,000	44	23,500	24,000	24,500	25,000	25,500	26,100	26,700	27,300	27,900
350,700	387,000	406,200	Burns Point Ferry - Toll Fees	384,000	429,000	12	437,600	446,400	455,400	464,600	473,900	483,400	493,200	503,200	513,400
99,500	92,200	94,100	Burns Point Ferry - Season Tickets	112,000	106,000	(5)	108,200	110,400	112,700	115,000	117,300	119,700	122,100	124,600	127,100
11,100	10,000	8,500	Burns Point Ferry - Diesel Rebate	11,000	10,000	(9)	10,200	10,500	10,800	11,100	11,400	11,700	12,000	12,300	12,600
			<b>Operating Grants and Contributions</b>												
98,000	98,000	99,900	Street Lighting	98,000	104,000	6	106,100	108,300	110,500	112,800	115,100	117,500	119,900	122,300	124,800
0	0	0	Street Lighting - Conts to Upgrade to LED	722,000	0	(100)	0	0	0	0	0	0	0	0	0
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	17,200	131,300	Miscellaneous Contributions	121,800	0	(100)	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>1,618,800</b>	<b>760,500</b>	<b>(53)</b>	<b>769,800</b>	<b>779,500</b>	<b>789,600</b>	<b>804,700</b>	<b>821,100</b>	<b>838,000</b>	<b>855,200</b>	<b>872,700</b>	<b>890,600</b>
			<b>OPERATING EXPENSES</b>												
			<b>Maintenance Programs</b>												
65,300	111,000	90,600	Road and Traffic Signs	135,200	109,000	(19)	111,300	113,700	116,300	118,900	121,500	124,100	126,800	129,600	132,400
469,400	585,900	625,900	Street Lighting	655,000	566,300	(14)	577,800	589,600	601,600	613,800	626,300	639,000	652,000	665,200	678,700
0	0	0	Street Lighting - Upgrade to LED	722,000	0	(100)	0	0	0	0	0	0	0	0	0
152,400	148,800	197,600	Footpaths Maintenance	392,900	217,000	(45)	201,300	205,700	210,100	214,700	219,300	224,000	228,900	233,900	239,000
58,400	41,100	41,100	Car Parking - Sharpes Beach Rent	42,000	43,000	2	43,900	44,800	45,700	46,700	47,700	48,700	49,700	50,700	51,800
6,600	7,000	7,900	Car Parking - Maintenance and Rates	9,200	25,000	172	30,200	30,900	31,700	32,500	33,300	34,100	34,900	35,700	36,500
2,700	1,100	3,200	Bus Shelters and Public Transport	16,000	5,000	(69)	5,100	5,300	5,500	5,700	5,900	6,100	6,300	6,500	6,700
636,700	244,300	157,600	Private Works	118,000	63,000	(47)	64,300	65,700	67,100	68,500	69,900	71,400	72,900	74,400	75,900
78,400	98,500	44,100	Wharves and Jetties	42,800	43,000	0	43,900	45,000	46,100	47,200	48,300	49,400	50,500	51,700	52,900
0	0	0	Town Centres	53,900	55,000	2	15,000	0	0	0	0	0	0	0	0
			<b>Burns Point Ferry</b>												
318,700	216,400	426,300	Operation	217,800	455,000	109	240,600	475,900	251,300	496,700	262,200	517,800	273,400	539,200	285,100
336,300	343,900	334,500	Salaries and Oncosts	345,000	354,000	3	361,100	368,400	375,800	383,400	391,100	399,000	407,000	415,200	423,600
			<b>Debt Servicing</b>												
134,300	106,900	77,900	Interest on Loans	48,600	47,900	(1)	145,600	254,200	231,800	214,700	200,300	184,900	167,300	150,700	133,000
			<b>Non-Cash Expenses</b>												
165,300	137,700	152,000	Depreciation - Ancillary	145,000	155,000	7	158,100	161,300	164,600	167,900	171,300	174,800	178,300	181,900	185,600
413,400	353,000	402,500	Depreciation - Footpaths	355,000	405,000	14	413,100	421,400	429,900	438,500	447,300	456,300	465,500	474,900	484,400
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>3,333,400</b>	<b>2,577,200</b>	<b>(23)</b>	<b>2,446,000</b>	<b>2,817,300</b>	<b>2,613,700</b>	<b>2,886,200</b>	<b>2,682,200</b>	<b>2,968,200</b>	<b>2,752,900</b>	<b>3,049,800</b>	<b>2,826,700</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>(1,816,700)</b>	<b>6</b>	<b>(1,676,200)</b>	<b>(2,037,800)</b>	<b>(1,824,100)</b>	<b>(2,081,500)</b>	<b>(1,861,100)</b>	<b>(2,130,200)</b>	<b>(1,897,700)</b>	<b>(2,177,100)</b>	<b>(1,936,100)</b>
612,200	524,400	587,400	Add Back Depreciation	535,000	594,000	11	605,900	618,100	630,700	643,400	656,400	669,700	683,200	697,000	711,100
<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>(1,222,700)</b>	<b>4</b>	<b>(1,070,300)</b>	<b>(1,419,700)</b>	<b>(1,193,400)</b>	<b>(1,438,100)</b>	<b>(1,204,700)</b>	<b>(1,460,500)</b>	<b>(1,214,500)</b>	<b>(1,480,100)</b>	<b>(1,225,000)</b>
			<b>Capital Movements</b>												
441,900	469,100	498,000	Less Loan Principal Repayments	444,800	213,800	(52)	359,100	529,600	467,600	400,000	414,400	429,800	447,400	464,000	389,000
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	546,000	(64)	258,000	752,000	522,000	762,000	522,000	772,000	522,000	782,000	522,000
450,200	124,000	817,000	Add Capital Income Applied	769,000	2,756,000	258	0	0	0	0	0	0	0	0	0
2,538,500	2,107,400	1,305,100	Less Capital Expenditure	2,084,100	3,570,000	71	581,000	621,000	660,000	699,000	717,000	735,000	753,000	773,000	793,000
<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>(1,804,500)</b>	<b>1</b>	<b>(1,867,400)</b>	<b>(1,933,300)</b>	<b>(1,919,900)</b>	<b>(1,895,100)</b>	<b>(1,939,100)</b>	<b>(1,978,300)</b>	<b>(2,022,900)</b>	<b>(2,065,100)</b>	<b>(2,025,000)</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)	799,200	815,600	832,400	849,400	866,700	884,500	902,700	921,200	940,000
<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>799,200</b>	<b>815,600</b>	<b>832,400</b>	<b>849,400</b>	<b>866,700</b>	<b>884,500</b>	<b>902,700</b>	<b>921,200</b>	<b>940,000</b>
			<b>OPERATING EXPENSES</b>												
770,000	837,800	699,700	Regional Roads	776,000	783,000	1	799,200	815,600	832,400	849,400	866,700	884,500	902,700	921,200	940,000
<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>799,200</b>	<b>815,600</b>	<b>832,400</b>	<b>849,400</b>	<b>866,700</b>	<b>884,500</b>	<b>902,700</b>	<b>921,200</b>	<b>940,000</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

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

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

OPEN SPACES															
ACTUAL			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	68,000	36	69,400	70,800	72,300	73,800	75,300	76,900	78,500	80,100	81,800
21,200	30,000	33,200	Nursery - Sales	28,000	29,000	4	29,700	30,400	31,100	31,800	32,600	33,400	34,200	35,000	35,800
34,800	46,500	59,000	4WD Permits	55,000	65,000	18	66,300	67,700	69,100	70,500	72,000	73,500	75,000	76,500	78,100
4,200	15,100	18,100	Miscellaneous Fees	16,500	22,000	33	22,600	23,200	23,800	24,400	25,000	25,600	26,300	27,000	27,700
20,400	25,300	52,000	Community Property Fees and Charges	60,300	63,000	4	64,300	66,000	67,800	69,600	71,400	73,200	75,100	77,100	79,100
			<b>Grants and Contributions</b>												
120,900	85,000	112,000	Grants - Regional Works Crew	73,000	67,000	(8)	68,400	70,000	71,600	73,200	74,800	76,400	78,100	79,800	81,500
61,900	0	0	Grants - Sporting Fields	200,000	0	(100)	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	169,400	172,900	176,500	180,100	183,800	187,500	191,300	195,300	199,300
			<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	428,400	437,000	445,800	454,800	463,900	473,200	482,700	492,400	502,300
			<b>Interest on Investments</b>												
51,400	0	0	Interest	0	0	0	0	0	0	0	0	0	0	0	0
<b>949,300</b>	<b>904,000</b>	<b>931,500</b>	<b>Total Operating Revenues</b>	<b>1,069,400</b>	<b>900,000</b>	<b>(16)</b>	<b>918,500</b>	<b>938,000</b>	<b>958,000</b>	<b>978,200</b>	<b>998,800</b>	<b>1,019,700</b>	<b>1,041,200</b>	<b>1,063,200</b>	<b>1,085,600</b>
			<b>OPERATING EXPENSES</b>												
			<b>Open Spaces Management</b>												
188,500	285,300	390,800	Employee Costs	397,100	680,600	71	696,300	712,400	728,900	745,700	762,900	780,500	798,500	798,800	799,100
			<b>Open Spaces and Reserves</b>												
1,565,400	1,569,300	1,576,900	Operating Expenses	1,576,200	1,693,000	7	1,727,200	1,762,100	1,797,700	1,834,000	1,871,000	1,908,800	1,947,400	1,986,800	2,026,900
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)	92,900	94,800	96,800	98,800	100,800	102,900	105,100	107,300	109,600
3,600	20,400	60,700	Street Tree Planting Program	20,000	21,000	5	21,500	22,000	22,500	23,000	23,500	24,000	24,500	25,000	25,500
9,100	39,000	35,800	Fig Tree Management Program	80,000	20,000	(75)	20,400	20,900	21,400	21,900	22,400	22,900	23,400	23,900	24,400
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	262,400	267,900	273,500	279,200	285,000	291,000	297,000	303,200	309,500
31,300	21,800	26,900	Amphitheatre and Skateparks	30,000	32,000	7	38,000	39,300	40,600	41,900	43,200	44,500	45,800	47,100	48,400
20,000	3,000	44,200	Beach Cleaning	14,000	15,000	7	15,300	15,700	16,100	16,500	16,900	17,300	17,700	18,100	18,500
279,400	301,000	321,100	Surf Life Saving Services - Contract	358,300	369,000	3	376,400	384,000	391,700	399,600	407,600	415,800	424,200	432,700	441,400
42,500	6,600	10,200	Other Beach Exps - Insurance / Permits	8,000	10,000	25	10,200	10,500	10,800	11,100	11,400	11,700	12,000	12,300	12,600
			<b>Vegetation Management</b>												
70,400	79,700	79,100	Coastal and Bushland Reserves	71,700	75,000	5	76,900	79,100	81,300	83,500	85,700	87,900	90,100	92,300	94,500
103,400	105,300	106,900	Weed Control - Cont to County Council	109,400	110,000	1	112,200	114,500	116,800	119,200	121,600	124,100	126,600	129,200	131,800
12,600	9,000	10,200	Weed Control	14,000	14,000	0	14,300	14,700	15,100	15,500	15,900	16,300	16,700	17,100	17,500
322,900	160,700	57,800	Projects	249,200	58,000	(77)	69,900	71,800	63,700	65,600	67,500	69,400	71,400	73,400	75,400
			<b>Other Services</b>												
410,400	447,100	471,600	Sports Fields - Operating Expenses	694,500	476,000	(31)	486,300	497,100	508,200	519,400	530,800	542,400	554,200	566,400	578,900
289,200	318,500	311,100	Cemeteries - Operating Expenses	297,000	303,000	2	309,200	315,900	322,700	329,600	336,600	343,700	350,900	358,200	365,500
			<b>Community Property</b>												
5,000	8,400	22,200	Community Property Management	32,500	35,000	8	35,300	35,700	36,100	36,500	36,900	37,300	37,700	38,100	38,500
			<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>3,699,300</b>	<b>5,442,700</b>	<b>3,723,600</b>	<b>Total Operating Expenses</b>	<b>4,336,400</b>	<b>4,280,600</b>	<b>(1)</b>	<b>4,386,200</b>	<b>4,480,400</b>	<b>4,566,400</b>	<b>4,664,000</b>	<b>4,763,200</b>	<b>4,864,500</b>	<b>4,967,700</b>	<b>5,054,900</b>	<b>5,143,500</b>
<b>(2,750,000)</b>	<b>(4,538,700)</b>	<b>(2,792,100)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(3,267,000)</b>	<b>(3,380,600)</b>	<b>3</b>	<b>(3,467,700)</b>	<b>(3,542,400)</b>	<b>(3,608,400)</b>	<b>(3,685,800)</b>	<b>(3,764,400)</b>	<b>(3,844,800)</b>	<b>(3,926,500)</b>	<b>(3,991,700)</b>	<b>(4,057,900)</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>(2,730,400)</b>	<b>(2,844,600)</b>	<b>(2,901,400)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(3,247,000)</b>	<b>(3,359,600)</b>	<b>3</b>	<b>(3,446,200)</b>	<b>(3,520,400)</b>	<b>(3,585,900)</b>	<b>(3,662,800)</b>	<b>(3,740,900)</b>	<b>(3,820,800)</b>	<b>(3,902,000)</b>	<b>(3,966,700)</b>	<b>(4,032,400)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
2,174,000	885,400	2,430,400	Less Transfer to Reserves	1,408,000	117,000	(92)	119,200	121,100	123,100	125,200	127,300	129,500	131,800	134,200	136,800
4,743,300	4,099,700	2,377,200	Add Transfer from Reserves	2,062,700	3,283,200	59	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	818,000	1,089,800	33	0	0	0	0	0	0	0	0	0
3,156,200	3,838,500	1,013,900	Less Capital Expenditure	2,065,600	5,194,000	151	896,000	922,000	946,000	970,000	994,000	1,019,000	1,044,000	1,070,000	1,097,000
<b>(3,317,300)</b>	<b>(3,329,000)</b>	<b>(3,749,500)</b>	<b>Cash Result after Capital Movements</b>	<b>(3,839,900)</b>	<b>(4,297,600)</b>	<b>12</b>	<b>(4,411,400)</b>	<b>(4,513,500)</b>	<b>(4,605,000)</b>	<b>(4,708,000)</b>	<b>(4,812,200)</b>	<b>(4,919,300)</b>	<b>(5,027,800)</b>	<b>(5,120,900)</b>	<b>(5,216,200)</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	169,400	172,800	176,300	179,900	183,500	187,200	191,000	194,900	198,800
			<b>Operating Grants and Contributions</b>												
46,100	60,100	55,800	Diesel Rebate	60,000	62,000	3	63,300	64,600	65,900	67,300	68,700	70,100	71,600	73,100	74,600
			<b>Interest On Investments</b>												
17,000	16,500	27,100	Interest On Investments	0	0	0	0	0	0	0	0	0	0	4,000	1,000
			<b>Sundry Revenues</b>												
56,400	27,100	10,600	Scrap Metal Sales	10,000	10,000	0	10,200	10,500	10,800	11,100	11,400	11,700	12,000	12,300	12,600
			<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>242,900</b>	<b>247,900</b>	<b>253,000</b>	<b>258,300</b>	<b>263,600</b>	<b>269,000</b>	<b>274,600</b>	<b>284,300</b>	<b>287,000</b>
			<b>OPERATING EXPENSES</b>												
			<b>Operating Expenses</b>												
2,141,700	2,255,700	2,420,000	Plant Running Expenses	2,307,300	2,374,000	3	2,421,700	2,470,700	2,520,600	2,571,500	2,623,300	2,676,300	2,730,200	2,785,200	2,841,300
(3,772,000)	(3,743,300)	(3,664,400)	Internal Plant Hire Charges	(3,836,800)	(4,071,200)	6	(4,153,700)	(4,237,800)	(4,323,400)	(4,410,800)	(4,499,900)	(4,590,600)	(4,683,200)	(4,777,800)	(4,874,200)
157,100	152,500	190,300	Workshop Operating Expenses	179,500	188,600	5	192,600	196,900	201,200	205,600	210,000	214,500	249,100	223,800	228,600
342,000	344,000	356,000	Overheads Charged to Plant	365,700	379,500	4	387,100	394,900	402,800	410,900	419,200	427,600	436,200	445,000	453,900
			<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	1,250,000	28	1,275,000	1,300,500	1,326,600	1,353,200	1,380,300	1,408,000	1,436,200	1,465,000	1,494,300
<b>(205,900)</b>	<b>(16,900)</b>	<b>459,000</b>	<b>Total Operating Expenses</b>	<b>(4,300)</b>	<b>120,900</b>	<b>(2,912)</b>	<b>122,700</b>	<b>125,200</b>	<b>127,800</b>	<b>130,400</b>	<b>132,900</b>	<b>135,800</b>	<b>168,500</b>	<b>141,200</b>	<b>143,900</b>
<b>489,900</b>	<b>282,100</b>	<b>(71,700)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>236,300</b>	<b>117,100</b>	<b>(50)</b>	<b>120,200</b>	<b>122,700</b>	<b>125,200</b>	<b>127,900</b>	<b>130,700</b>	<b>133,200</b>	<b>106,100</b>	<b>143,100</b>	<b>143,100</b>
925,300	974,200	1,157,100	Add Back Depreciation	980,000	1,250,000	28	1,275,000	1,300,500	1,326,600	1,353,200	1,380,300	1,408,000	1,436,200	1,465,000	1,494,300
<b>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>1,367,100</b>	<b>12</b>	<b>1,395,200</b>	<b>1,423,200</b>	<b>1,451,800</b>	<b>1,481,100</b>	<b>1,511,000</b>	<b>1,541,200</b>	<b>1,542,300</b>	<b>1,608,100</b>	<b>1,637,400</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
1,423,800	1,256,300	2,240,500	Less Transfer to Reserves	1,216,300	1,367,100	12	1,395,200	1,423,200	1,451,800	1,481,100	1,511,000	1,541,200	1,542,300	1,608,100	1,637,400
1,385,100	1,381,400	1,964,100	Add Transfer from Reserves	2,509,800	1,246,000	(50)	1,480,000	1,534,000	1,499,000	1,501,000	1,480,000	1,457,000	1,104,000	1,787,000	1,932,000
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	1,246,000	(50)	1,480,000	1,534,000	1,499,000	1,501,000	1,480,000	1,457,000	1,104,000	1,787,000	1,932,000
<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>

## EMERGENCY SERVICES

**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.

## EMERGENCY 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>												
172,300	200,100	189,000	Operating Grants	264,200	204,000	(23)	208,100	212,400	216,700	221,100	225,600	230,200	234,900	239,700	244,600
<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>208,100</b>	<b>212,400</b>	<b>216,700</b>	<b>221,100</b>	<b>225,600</b>	<b>230,200</b>	<b>234,900</b>	<b>239,700</b>	<b>244,600</b>
			<b>OPERATING EXPENSES</b>												
52,500	53,500	41,700	Contribution to NSW Fire Brigades	55,200	60,500	10	61,800	63,100	64,400	65,700	67,100	68,500	69,900	71,300	72,800
120,000	154,600	172,600	Contribution to Rural Fire Fighting Fund	154,000	193,900	26	197,800	201,800	205,900	210,100	214,400	218,700	223,100	227,600	232,200
82,200	89,100	115,300	Fire Control Expenses	96,400	97,000	1	99,100	101,800	104,500	107,200	109,900	112,600	115,300	118,000	120,800
75,300	55,500	84,700	Fire Control Expenses (Council Control)	167,200	96,000	(43)	98,000	100,100	102,200	104,300	106,500	108,700	110,900	113,200	115,500
			<b>Emergency Services</b>												
7,800	18,900	11,800	Operating Expenses	13,000	13,000	0	13,500	14,000	14,500	15,000	15,500	16,000	16,600	17,200	17,800
72,800	79,200	70,800	State Levy	58,000	67,600	17	69,000	70,400	71,900	73,400	74,900	76,400	78,000	79,600	81,200
1,900	5,700	700	SES Building Maintenance	4,000	4,000	0	4,100	4,200	4,300	4,400	4,500	4,600	4,700	4,800	4,900
0	1,600	0	Marine Rescue Tower Building Maintenance	8,000	8,000	0	8,200	8,400	8,600	8,800	9,000	9,200	9,400	9,600	9,800
			<b>Non-Cash Expenses</b>												
101,500	103,500	147,700	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>514,000</b>	<b>561,600</b>	<b>645,300</b>	<b>Total Operating Expenses</b>	<b>659,800</b>	<b>690,000</b>	<b>5</b>	<b>704,500</b>	<b>719,900</b>	<b>735,600</b>	<b>751,400</b>	<b>767,600</b>	<b>783,900</b>	<b>800,500</b>	<b>817,400</b>	<b>834,700</b>
<b>(341,700)</b>	<b>(361,500)</b>	<b>(456,300)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(395,600)</b>	<b>(486,000)</b>	<b>23</b>	<b>(496,400)</b>	<b>(507,500)</b>	<b>(518,900)</b>	<b>(530,300)</b>	<b>(542,000)</b>	<b>(553,700)</b>	<b>(565,600)</b>	<b>(577,700)</b>	<b>(590,100)</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>(240,200)</b>	<b>(258,000)</b>	<b>(308,600)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(291,600)</b>	<b>(336,000)</b>	<b>15</b>	<b>(343,400)</b>	<b>(351,400)</b>	<b>(359,600)</b>	<b>(367,800)</b>	<b>(376,200)</b>	<b>(384,500)</b>	<b>(393,000)</b>	<b>(401,600)</b>	<b>(410,400)</b>
			<b>Capital Movements</b>												
0	0	0	Less Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
0	0	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	800,000	0	1,000,000	700,000	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	0	Less Capital Expenditure	0	0	0	800,000	0	1,000,000	700,000	0	0	0	0	0
<b>(221,200)</b>	<b>(258,000)</b>	<b>(308,600)</b>	<b>Cash Result after Capital Movements</b>	<b>(291,600)</b>	<b>(336,000)</b>	<b>15</b>	<b>(343,400)</b>	<b>(351,400)</b>	<b>(359,600)</b>	<b>(367,800)</b>	<b>(376,200)</b>	<b>(384,500)</b>	<b>(393,000)</b>	<b>(401,600)</b>	<b>(410,400)</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	68,500	70,000	71,500	73,000	74,600	76,200	77,800	79,500	81,200
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>68,500</b>	<b>70,000</b>	<b>71,500</b>	<b>73,000</b>	<b>74,600</b>	<b>76,200</b>	<b>77,800</b>	<b>79,500</b>	<b>81,200</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	27,700	28,400	29,100	29,800	30,500	31,200	31,900	32,700	33,500
32,600	19,900	17,400	Expansion Feasibility and Approvals	70,900	10,000	(86)	10,200	10,500	10,800	11,100	11,400	11,700	12,000	12,300	12,600
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	7,000	4,000	(43)	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>134,400</b>	<b>81,000</b>	<b>(40)</b>	<b>83,300</b>	<b>85,900</b>	<b>88,400</b>	<b>91,000</b>	<b>93,700</b>	<b>96,400</b>	<b>99,100</b>	<b>101,000</b>	<b>102,900</b>
<b>188,800</b>	<b>(77,000)</b>	<b>(145,800)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(68,000)</b>	<b>(14,000)</b>	<b>(79)</b>	<b>(14,800)</b>	<b>(15,900)</b>	<b>(16,900)</b>	<b>(18,000)</b>	<b>(19,100)</b>	<b>(20,200)</b>	<b>(21,300)</b>	<b>(21,500)</b>	<b>(21,700)</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>(38,600)</b>	<b>23,000</b>	<b>(160)</b>	<b>23,300</b>	<b>23,500</b>	<b>23,700</b>	<b>23,900</b>	<b>24,200</b>	<b>24,500</b>	<b>24,800</b>	<b>25,100</b>	<b>25,400</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	0	23,000	100	23,300	23,500	23,700	23,900	24,200	24,500	24,800	25,100	25,400
192,700	247,500	101,700	Add Transfer from Reserves	38,600	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	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	102,000
106,100	107,700	81,500	Interest On Investments	135,000	22,000	(84)	22,000	34,000	47,000	61,000	77,000	94,000	23,000	41,000	61,000
124,700	83,300	112,100	Sundry Fees	63,000	86,000	37	87,000	88,000	89,000	90,000	91,000	93,000	95,000	97,000	99,000
<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>2,102,000</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>2,425,000</b>	<b>2,500,000</b>	<b>2,489,000</b>	<b>2,568,000</b>	<b>2,650,000</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	252,000	256,000	260,000
555,000	644,400	531,000	Internal Overheads	531,000	531,000	0	542,000	553,000	564,000	575,000	587,000	599,000	611,000	623,000	635,000
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)	(1,081,000)	(1,000,000)	(7)	(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)	(1,871,000)	(1,900,000)	2	(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	216,000	220,000	224,000	228,000	232,000	236,000	240,000	244,000	248,000
199,700	190,200	202,800	Transfer Station Operations	196,000	202,000	3	207,000	212,000	217,000	222,000	227,000	232,000	237,000	242,000	247,000
			<b>Waste Collection and Recycling</b>												
191,800	196,600	214,000	Collection Kerbside	202,000	267,000	32	218,000	222,000	226,000	230,000	234,000	238,000	242,000	246,000	251,000
91,200	97,700	87,000	Collection Other	96,000	95,000	(1)	97,000	99,000	101,000	103,000	105,000	107,000	109,000	111,000	113,000
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	690,300	665,000	(4)	657,000	669,000	682,000	695,000	708,000	721,000	734,000	747,000	760,000
857,500	868,500	902,000	Transfer - Mixed Waste	800,000	1,070,000	34	1,091,000	1,113,000	1,135,000	1,158,000	1,181,000	1,205,000	1,229,000	1,254,000	1,279,000
316,000	490,900	343,700	Transfer - Inert Waste	465,000	485,000	4	495,000	505,000	515,000	525,000	536,000	547,000	558,000	569,000	580,000
137,200	141,100	262,000	Transfer - Recyclables	645,000	810,000	26	826,000	843,000	860,000	877,000	895,000	913,000	931,000	950,000	969,000
120,000	127,400	124,200	Transfer Preparation - Mixed Waste	145,000	150,000	3	153,000	156,000	159,000	162,000	165,000	168,000	171,000	174,000	177,000
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)	102,000	104,000	106,000	108,000	110,000	112,000	114,000	116,000	118,000
(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	51,400	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>2,162,500</b>	<b>2,188,300</b>	<b>2,214,300</b>	<b>2,238,600</b>	<b>2,264,100</b>	<b>2,288,800</b>	<b>2,310,800</b>	<b>2,333,000</b>	<b>2,353,500</b>
<b>405,700</b>	<b>987,700</b>	<b>628,300</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>3,000</b>	<b>(178,000)</b>	<b>(6,033)</b>	<b>(9,500)</b>	<b>29,700</b>	<b>69,700</b>	<b>114,400</b>	<b>160,900</b>	<b>211,200</b>	<b>178,200</b>	<b>235,000</b>	<b>296,500</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>395,000</b>	<b>(47)</b>	<b>575,000</b>	<b>626,000</b>	<b>678,000</b>	<b>735,000</b>	<b>794,000</b>	<b>857,000</b>	<b>837,000</b>	<b>907,000</b>	<b>982,000</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	872,200	395,000	(55)	575,000	626,000	678,000	735,000	794,000	857,000	837,000	907,000	982,000
1,459,400	65,600	355,600	Add Transfer from Reserves	229,700	375,000	63	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	100,500	375,000	273	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:** Lloyd Isaacson – “Manager Resource Recovery”

### Background

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

### Budget Comments

### Operating Revenues

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

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

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

### Operating Expenses

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

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

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

**Overheads** Internal charge for Council overheads.

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

### Capital Movements

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

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

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

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

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

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

DOMESTIC WASTE 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	79,000	27	35,000	45,000	55,000	66,000	79,000	93,000	93,000	15,000	107,000
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>6,962,000</b>	<b>2</b>	<b>7,092,000</b>	<b>7,280,300</b>	<b>7,473,100</b>	<b>7,671,500</b>	<b>7,876,600</b>	<b>8,087,600</b>	<b>8,289,500</b>	<b>8,418,500</b>	<b>8,722,700</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	476,000	485,000	494,000	503,000	512,000	522,000	532,000	542,000	552,000
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	791,000	12	807,000	823,000	839,000	856,000	873,000	890,000	908,000	926,000	945,000
(618,900)	(640,200)	(700,100)	Waste Trucks - Internal Charges	(644,000)	(660,000)	2	(673,000)	(686,000)	(700,000)	(714,000)	(728,000)	(743,000)	(758,000)	(773,000)	(788,000)
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	643,000	656,000	669,000	682,000	696,000	710,000	724,000	738,000	752,000
1,244,400	1,231,700	1,273,800	Collection Kerbside - Organics	1,190,000	1,300,000	9	1,326,000	1,353,000	1,380,000	1,408,000	1,436,000	1,465,000	1,494,000	1,524,000	1,554,000
1,832,300	1,865,600	1,907,000	Collection Kerbside - Disposal Fees	1,871,000	1,900,000	2	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	403,000	451,000	12	460,000	469,000	478,000	488,000	498,000	508,000	518,000	528,000	539,000
960,800	1,002,700	983,200	Collection Kerbside - Recycling Disposal	1,081,000	1,000,000	(7)	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	460,000	469,000	478,000	488,000	498,000	508,000	518,000	528,000	539,000
			<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>6,311,600</b>	<b>6,831,000</b>	<b>8</b>	<b>7,013,000</b>	<b>7,170,000</b>	<b>7,327,200</b>	<b>7,490,500</b>	<b>7,656,900</b>	<b>7,826,400</b>	<b>7,999,100</b>	<b>8,174,900</b>	<b>8,355,800</b>
<b>162,700</b>	<b>301,300</b>	<b>433,600</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>494,400</b>	<b>131,000</b>	<b>(74)</b>	<b>79,000</b>	<b>110,300</b>	<b>145,900</b>	<b>181,000</b>	<b>219,700</b>	<b>261,200</b>	<b>290,400</b>	<b>243,600</b>	<b>366,900</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>674,400</b>	<b>356,000</b>	<b>(47)</b>	<b>379,000</b>	<b>416,300</b>	<b>458,100</b>	<b>499,500</b>	<b>544,600</b>	<b>592,600</b>	<b>628,500</b>	<b>588,500</b>	<b>718,700</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	674,400	356,000	(47)	379,000	416,300	458,100	499,500	544,600	592,600	628,500	588,500	718,700
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	13,246,900	12,950,900	(2)	13,131,500	13,442,400	13,773,400	14,111,300	14,515,800	14,943,900	15,444,200	15,869,500	16,209,900
16,349,100	17,887,500	18,371,000	Wastewater Operations	19,343,900	19,539,500	1	19,887,800	20,385,300	20,837,800	21,310,300	21,842,000	22,398,100	23,028,800	23,686,200	24,363,800
<b>27,548,200</b>	<b>30,297,300</b>	<b>30,972,300</b>	<b>Total Operating Revenues</b>	<b>32,590,800</b>	<b>32,490,400</b>	<b>(0)</b>	<b>33,019,300</b>	<b>33,827,700</b>	<b>34,611,200</b>	<b>35,421,600</b>	<b>36,357,800</b>	<b>37,342,000</b>	<b>38,473,000</b>	<b>39,555,700</b>	<b>40,573,700</b>
			<b>OPERATING EXPENSES</b>												
10,849,900	11,181,300	11,121,000	Water Operations	11,233,800	11,985,100	7	12,160,900	12,550,500	12,922,600	13,367,300	13,735,400	14,162,300	14,468,900	14,741,100	15,039,600
17,297,900	18,290,700	17,336,500	Wastewater Operations	17,525,300	17,802,400	2	17,595,200	17,699,900	17,787,900	17,941,600	18,004,000	18,050,000	18,186,900	18,289,700	18,448,400
<b>28,147,800</b>	<b>29,472,000</b>	<b>28,457,500</b>	<b>Total Operating Expenses</b>	<b>28,759,100</b>	<b>29,787,500</b>	<b>4</b>	<b>29,756,100</b>	<b>30,250,400</b>	<b>30,710,500</b>	<b>31,308,900</b>	<b>31,739,400</b>	<b>32,212,300</b>	<b>32,655,800</b>	<b>33,030,800</b>	<b>33,488,000</b>
<b>(599,600)</b>	<b>825,300</b>	<b>2,514,800</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>3,831,700</b>	<b>2,702,900</b>	<b>(29)</b>	<b>3,263,200</b>	<b>3,577,300</b>	<b>3,900,700</b>	<b>4,112,700</b>	<b>4,618,400</b>	<b>5,129,700</b>	<b>5,817,200</b>	<b>6,524,900</b>	<b>7,085,700</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>9,224,700</b>	<b>8,171,900</b>	<b>(11)</b>	<b>8,771,200</b>	<b>9,195,900</b>	<b>9,631,600</b>	<b>9,958,500</b>	<b>10,580,700</b>	<b>11,211,200</b>	<b>12,020,500</b>	<b>12,852,700</b>	<b>13,539,700</b>
			<b>Capital Movements</b>												
2,813,300	2,977,900	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
671,500	1,966,900	1,097,600	Less Transfer to Reserves	1,543,000	0		193,800	464,900	427,100	2,366,900	1,044,700	4,707,700	5,788,900	6,086,000	7,973,100
2,011,000	803,000	1,826,500	Add Transfer from Reserves	606,600	3,804,400		2,389,400	240,500	0	755,300	743,300	0	0	0	0
361,000	1,145,800	3,203,400	Add Capital Income Applied	1,303,000	3,616,000		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	6,204,300	12,056,500		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>0</b>	<b>0</b>	<b>0</b>	<b>Cash Result after Capital Movements</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## WATER OPERATIONS

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

### **Background**

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

### **Budget Comments**

### **Operating Revenues**

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

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

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

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

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

### **Operating Expenses**

**Engineering Management** Relates to salaries for engineering and administration staff. A total of 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			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	Annual Charges	3,609,000	3,725,500	3	3,823,300	3,924,000	4,026,700	4,133,300	4,241,900	4,353,500	4,467,100	4,584,700	4,704,300
6,654,300	7,771,200	7,538,600	User Charges	7,800,500	7,536,100	(3)	7,799,600	8,072,100	8,354,600	8,646,100	8,948,600	9,262,100	9,586,600	9,827,100	10,072,700
796,400	762,900	785,600	Fees and Fines	824,400	850,200	3	867,500	885,100	903,000	921,300	940,000	959,100	978,600	998,400	1,018,600
157,400	159,900	333,000	Operating Grants and Contributions	454,700	388,200	(15)	239,200	240,400	241,600	242,800	244,000	245,200	246,300	247,500	156,000
339,000	343,900	435,900	Interest	558,300	450,900	(19)	401,900	320,800	247,500	167,800	141,300	124,000	165,600	211,800	258,300
26,000	0	18,300	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>13,246,900</b>	<b>12,950,900</b>	<b>(2)</b>	<b>13,131,500</b>	<b>13,442,400</b>	<b>13,773,400</b>	<b>14,111,300</b>	<b>14,515,800</b>	<b>14,943,900</b>	<b>15,444,200</b>	<b>15,869,500</b>	<b>16,209,900</b>
			<b>OPERATING EXPENSES</b>												
			<b>Direct Expenses</b>												
355,600	356,700	407,600	Engineering Management	500,900	576,400	15	588,000	600,000	612,300	624,800	637,500	650,400	663,600	677,300	691,200
415,700	450,000	323,900	Administration and Customer Service	346,600	412,200	19	380,600	404,300	398,000	451,800	415,800	425,000	454,200	443,500	453,200
150,000	294,800	49,700	Contributions to Works	132,900	189,500	43	44,900	45,800	46,800	47,800	48,800	49,800	50,800	51,900	53,000
10,700	11,300	12,300	Miscellaneous	12,300	12,700	3	13,000	13,300	13,600	13,900	14,200	14,500	14,800	15,100	15,500
5,703,100	5,886,500	5,977,700	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	7,884,300	8,042,000	8,202,900
10,700	11,600	6,000	Pumping Stations - Operations	10,000	10,900	9	11,800	12,700	13,600	14,500	15,400	16,300	17,200	18,100	19,000
34,400	37,600	37,300	Pumping Stations - Energy Costs	44,200	58,600	33	60,400	62,200	64,000	65,900	67,800	69,700	71,600	73,500	75,500
55,700	66,800	55,400	Reservoirs - Operations and Maintenance	72,000	75,000	4	76,500	78,200	79,900	81,600	83,300	85,100	86,900	88,700	90,500
111,800	134,900	160,300	Water Treatment Plants - Operations	157,500	161,700	3	165,200	168,800	172,500	176,200	179,900	183,700	187,500	191,600	195,700
30,600	42,000	20,200	Water Treatment Plants - Maintenance	31,100	32,000	3	32,800	33,600	34,400	35,200	36,100	37,000	37,900	38,800	39,700
83,200	49,300	55,900	Mains - Operations	55,000	72,000	31	73,500	75,300	77,100	78,900	80,700	82,500	84,300	86,100	87,900
364,500	397,400	409,400	Mains - Maintenance	429,200	480,000	12	489,600	499,500	509,600	519,800	530,300	541,000	552,000	563,100	574,400
345,100	376,400	387,200	Water Connections - Maintenance	320,000	350,000	9	357,000	364,200	371,500	379,000	386,600	394,400	402,300	410,400	418,700
247,000	223,900	250,000	Water Quality Testing, Reading and Other	241,200	269,000	12	274,500	280,400	286,500	292,600	298,900	305,200	311,800	318,200	325,000
67,900	62,500	92,300	Telemetry and Plant Maintenance	95,300	135,400	42	138,200	141,100	144,000	147,000	150,000	153,100	156,300	159,500	162,800
			<b>Indirect Expenses - Overheads</b>												
1,301,000	1,319,000	1,382,000	Overheads Distributed	1,433,900	1,541,000	7	1,571,800	1,603,200	1,635,300	1,668,000	1,701,400	1,735,400	1,770,100	1,805,500	1,841,600
			<b>Debt Servicing</b>												
0	0	0	Interest On Loans	0	0	0	0	0	0	0	0	0	0	0	0
			<b>Non-cash Expenses</b>												
1,498,900	1,460,600	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
64,000	0	11,700	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>11,233,800</b>	<b>11,985,100</b>	<b>7</b>	<b>12,160,900</b>	<b>12,550,500</b>	<b>12,922,600</b>	<b>13,367,300</b>	<b>13,735,400</b>	<b>14,162,300</b>	<b>14,468,900</b>	<b>14,741,100</b>	<b>15,039,600</b>
<b>349,200</b>	<b>1,228,500</b>	<b>1,480,300</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>2,013,100</b>	<b>965,800</b>	<b>(52)</b>	<b>970,600</b>	<b>891,900</b>	<b>850,800</b>	<b>744,000</b>	<b>780,400</b>	<b>781,600</b>	<b>975,300</b>	<b>1,128,400</b>	<b>1,170,300</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>3,421,100</b>	<b>2,465,800</b>	<b>(28)</b>	<b>2,500,600</b>	<b>2,452,500</b>	<b>2,442,700</b>	<b>2,367,800</b>	<b>2,436,700</b>	<b>2,471,100</b>	<b>2,698,600</b>	<b>2,886,200</b>	<b>2,963,300</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
671,500	1,966,900	1,097,600	Less Transfer to Reserves	1,543,000	0	0	0	0	169,400	0	1,044,700	1,307,300	1,505,600	1,500,900	2,963,300
0	0	0	Add Transfer from Reserves	0	1,898,200	2,389,400	240,500	0	755,300	0	0	0	0	0	0
186,400	409,300	124,700	Add Capital Income Applied	55,000	855,000	1,857,000	3,666,000	4,382,500	1,033,500	2,428,000	0	0	0	0	1,225,000
1,427,000	1,131,500	2,001,200	Less Capital Expenditure	1,933,100	5,219,000	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>0</b>	<b>0</b>	<b>0</b>	<b>Cash Result after Capital Movements</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## WASTEWATER OPERATIONS

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

### **Background**

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

### **Budget Comments**

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

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

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

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

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

### **Operating Expenses**

**Engineering Management** Relates to salaries for engineering and administration staff. A total of 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			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	Annual Charges	16,872,000	17,221,000	2	17,656,000	18,102,000	18,558,000	19,026,000	19,505,000	19,996,000	20,500,000	21,016,000	21,546,000
1,141,900	1,368,500	1,378,400	User Charges	1,511,400	1,499,600	(1)	1,535,600	1,572,700	1,610,800	1,650,100	1,690,500	1,731,100	1,772,700	1,815,500	1,859,300
156,600	159,100	156,100	Operating Grants and Contributions	144,500	235,500	63	147,300	149,100	150,900	152,700	154,500	156,400	158,200	160,000	161,800
385,300	385,400	366,700	Fees and Fines	438,500	282,500	(36)	288,300	294,200	300,200	306,400	312,700	319,100	325,600	332,200	339,000
496,500	492,500	253,100	Interest	303,300	208,100	(31)	165,800	170,500	119,000	74,100	76,200	90,200	164,700	252,600	345,500
81,600	84,000	79,600	Other Revenues	74,200	92,800	25	94,800	96,800	98,900	101,000	103,100	105,300	107,600	109,900	112,200
<b>16,349,100</b>	<b>17,887,500</b>	<b>18,371,000</b>	<b>Total Operating Revenues</b>	<b>19,343,900</b>	<b>19,539,500</b>	<b>1</b>	<b>19,887,800</b>	<b>20,385,300</b>	<b>20,837,800</b>	<b>21,310,300</b>	<b>21,842,000</b>	<b>22,398,100</b>	<b>23,028,800</b>	<b>23,686,200</b>	<b>24,363,800</b>
			<b>OPERATING EXPENSES</b>												
			<b>Direct Expenses</b>												
383,500	410,900	390,300	Engineering Management	467,100	517,100	11	527,900	539,400	550,900	562,400	573,900	585,400	598,000	610,600	623,200
865,000	1,188,700	1,021,700	Administration and Customer Service	994,300	1,025,800	3	1,047,000	1,083,600	1,090,700	1,113,300	1,136,300	1,159,900	1,203,900	1,208,100	1,233,000
196,000	611,200	236,100	Contributions to Works and BBRC	433,000	249,600	(42)	45,000	45,900	46,900	47,900	48,900	49,900	50,900	52,000	53,100
23,800	30,300	36,600	Miscellaneous	30,000	70,900	136	31,700	32,500	33,300	34,100	34,900	35,700	36,500	37,300	38,200
1,032,900	950,800	988,700	Energy Costs	1,159,100	1,216,900	5	1,241,500	1,266,800	1,292,400	1,318,600	1,345,300	1,372,700	1,400,600	1,428,900	1,457,900
460,000	274,800	293,300	Mains - Maintenance	280,000	280,000	0	285,600	291,400	297,300	303,300	309,400	315,600	322,000	328,500	335,100
258,000	264,200	288,100	Pumping Stations - Operations	292,000	300,000	3	293,100	299,000	305,000	311,100	317,100	324,700	331,100	338,200	345,100
932,200	1,009,800	855,300	Pumping Stations - Maintenance	885,000	900,000	2	918,000	936,400	955,200	974,400	993,900	1,013,800	1,034,100	1,054,800	1,075,900
137,200	160,500	160,000	Camera and Jetting - Maintenance	209,700	230,000	10	234,600	239,300	244,100	249,000	254,000	259,100	264,300	269,600	275,000
1,364,100	1,169,100	1,312,400	Treatment Plants - Operations	1,312,000	1,379,000	5	1,406,700	1,435,500	1,464,800	1,494,600	1,525,100	1,555,900	1,587,600	1,620,000	1,652,900
98,500	66,900	111,600	Treatment Plants - Biosolids	95,000	100,500	6	102,600	104,700	106,800	109,000	111,200	113,500	115,800	118,200	120,600
1,038,300	1,145,600	996,000	Treatment Plants - Maintenance	1,015,300	1,070,600	5	1,092,300	1,114,600	1,137,300	1,160,300	1,183,800	1,207,900	1,232,500	1,257,500	1,282,900
44,100	67,300	91,200	Maintenance - Other	85,000	110,000	29	112,200	114,500	116,800	119,200	121,600	124,100	126,600	129,200	131,800
294,300	315,900	289,200	Operations - Other	382,500	402,600	5	411,500	420,600	429,800	439,100	448,600	458,200	468,000	477,900	488,000
80,000	79,200	249,800	Recycled Water - Mtce and Operations	251,000	257,500	3	262,900	268,400	274,000	279,600	285,500	291,400	297,400	303,600	310,000
			<b>Indirect Expenses - Overheads</b>												
1,888,000	1,950,000	2,094,000	Overheads Distributed	2,135,600	2,358,000	10	2,405,200	2,453,300	2,502,400	2,552,400	2,603,400	2,655,500	2,708,600	2,762,800	2,818,100
			<b>Debt Servicing</b>												
4,358,200	4,199,300	4,248,300	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	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	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>17,802,400</b>	<b>2</b>	<b>17,595,200</b>	<b>17,699,900</b>	<b>17,787,900</b>	<b>17,941,600</b>	<b>18,004,000</b>	<b>18,050,000</b>	<b>18,186,900</b>	<b>18,289,700</b>	<b>18,448,400</b>
<b>(948,800)</b>	<b>(403,200)</b>	<b>1,034,500</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>1,818,600</b>	<b>1,737,100</b>	<b>(4)</b>	<b>2,292,600</b>	<b>2,685,400</b>	<b>3,049,900</b>	<b>3,368,700</b>	<b>3,838,000</b>	<b>4,348,100</b>	<b>4,841,900</b>	<b>5,396,500</b>	<b>5,915,400</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	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>5,803,600</b>	<b>5,706,100</b>	<b>(2)</b>	<b>6,270,600</b>	<b>6,743,400</b>	<b>7,188,900</b>	<b>7,590,700</b>	<b>8,144,000</b>	<b>8,740,100</b>	<b>9,321,900</b>	<b>9,966,500</b>	<b>10,576,400</b>
			<b>Capital Movements</b>												
2,813,300	2,977,900	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	0		193,800	464,900	257,700	2,366,900	0	3,400,400	4,283,300	4,585,100	5,009,800
2,011,000	803,000	1,826,500	Add Transfer from Reserves	606,600	1,906,200		0	0	0	0	743,300	0	0	0	0
174,600	736,500	3,078,700	Add Capital Income Applied	1,248,000	2,761,000		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	4,271,200	6,837,500		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>0</b>	<b>0</b>	<b>0</b>	<b>Cash Result after Capital Movements</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## CORPORATE AND COMMUNITY DIVISION - SUMMARY

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

#### ***Governance***

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

#### ***Communications***

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

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

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

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

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

#### ***People and Culture***

Costs associated with the human resource management function, payroll.

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

Includes costs associated with Council's commercial property portfolio.

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

Revenue and expenses associated with the operation of the airport.

#### ***Community Facilities***

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



## GOVERNANCE

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

### **Background**

This program relates to expenses associated with the General Manager's office, the elected Council and the Corporate and Community Division.

### **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.

##### **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.

##### **Corporate Office Expenses**

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

##### **Risk Management**

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

### **Capital Movements**

#### **Reserve Movements**

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

## GOVERNANCE

ACTUAL			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>												
50,900	165,100	109,000	Refunds - Insurance	28,000	28,000	0	28,600	29,200	29,800	30,400	31,100	31,800	32,500	33,200	33,900
<b>50,900</b>	<b>165,100</b>	<b>109,000</b>	<b>Total Operating Revenues</b>	<b>28,000</b>	<b>28,000</b>	<b>0</b>	<b>28,600</b>	<b>29,200</b>	<b>29,800</b>	<b>30,400</b>	<b>31,100</b>	<b>31,800</b>	<b>32,500</b>	<b>33,200</b>	<b>33,900</b>
			<b>OPERATING EXPENSES</b>												
			<b>Governance</b>												
0	0	0	Employee Costs - Governance	0	828,600	100	847,700	867,200	887,100	907,500	928,400	949,800	971,600	971,600	971,600
8,300	13,000	5,000	Motor Vehicles	5,100	5,600	10	5,800	6,000	6,200	6,400	6,600	6,800	7,000	7,200	7,400
9,000	9,700	9,900	Sundry Office Expenses	11,500	17,000	48	17,500	18,100	18,700	19,300	19,900	20,500	21,100	21,700	22,300
1,000	5,300	2,400	Legal Expenses	4,500	4,000	(11)	4,100	4,200	4,300	4,400	4,500	4,600	4,700	4,800	4,900
68,700	66,500	71,500	Audit - External	77,000	77,000	0	78,600	80,200	81,900	83,600	85,300	87,100	88,900	90,700	92,600
0	0	0	Audit - Risk and Improvement Committee	4,400	5,000	14	5,100	5,300	5,500	5,700	5,900	6,100	6,300	6,500	6,700
21,000	24,500	16,500	Audit - Internal	26,000	27,000	0	27,600	28,200	28,800	29,400	30,000	30,600	31,300	32,000	32,700
			<b>Councillors</b>												
40,100	41,100	42,000	Councillors Allowances and Exps	350,500	352,000	0	369,500	367,100	375,000	383,000	403,100	399,300	407,700	416,300	425,100
0	246,500	0	Elections	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	85,400	93,800	104,300	106,800	109,200	111,600	114,200	116,800	119,400
			<b>Risk Management</b>												
568,700	591,000	622,100	Public Risk and Plant	598,400	610,000	2	622,200	634,700	647,400	660,400	673,700	687,200	701,000	715,100	729,500
24,800	33,600	42,300	Excess Public Risk	42,500	40,000	(6)	40,800	41,700	42,600	43,500	44,400	45,300	46,300	47,300	48,300
<b>804,200</b>	<b>1,093,900</b>	<b>880,200</b>	<b>Total Operating Expenses</b>	<b>1,193,600</b>	<b>2,045,200</b>	<b>71</b>	<b>2,364,300</b>	<b>2,146,500</b>	<b>2,201,800</b>	<b>2,250,000</b>	<b>2,601,000</b>	<b>2,348,900</b>	<b>2,400,100</b>	<b>2,430,000</b>	<b>2,790,500</b>
<b>(753,300)</b>	<b>(928,800)</b>	<b>(771,200)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,165,600)</b>	<b>(2,017,200)</b>	<b>73</b>	<b>(2,335,700)</b>	<b>(2,117,300)</b>	<b>(2,172,000)</b>	<b>(2,219,600)</b>	<b>(2,569,900)</b>	<b>(2,317,100)</b>	<b>(2,367,600)</b>	<b>(2,396,800)</b>	<b>(2,756,600)</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(753,300)</b>	<b>(928,800)</b>	<b>(771,200)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(1,165,600)</b>	<b>(2,017,200)</b>	<b>73</b>	<b>(2,335,700)</b>	<b>(2,117,300)</b>	<b>(2,172,000)</b>	<b>(2,219,600)</b>	<b>(2,569,900)</b>	<b>(2,317,100)</b>	<b>(2,367,600)</b>	<b>(2,396,800)</b>	<b>(2,756,600)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
0	0	30,000	Less Transfer to Reserves	41,500	45,000		60,000	71,000	71,000	73,000	75,000	75,000	80,000	85,000	90,000
0	0	0	Add Transfer from Reserves	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	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
<b>(753,300)</b>	<b>(928,800)</b>	<b>(801,200)</b>	<b>Cash Result after Capital Movements</b>	<b>(1,207,100)</b>	<b>(2,062,200)</b>	<b>71</b>	<b>(2,135,700)</b>	<b>(2,188,300)</b>	<b>(2,243,000)</b>	<b>(2,292,600)</b>	<b>(2,354,900)</b>	<b>(2,392,100)</b>	<b>(2,447,600)</b>	<b>(2,481,800)</b>	<b>(2,516,600)</b>



## COMMUNICATIONS

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

**Background**

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

**Budget Comments**

**Operating Expenses**

**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)

**Donations**

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

**Corporate Office Expenses**

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

COMMUNICATIONS															
ACTUAL			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	16,000	16,500	17,000	17,500	18,000	18,500	19,000	19,500
<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>16,000</b>	<b>16,500</b>	<b>17,000</b>	<b>17,500</b>	<b>18,000</b>	<b>18,500</b>	<b>19,000</b>	<b>19,500</b>
			<b>OPERATING EXPENSES</b>												
			<b>Communications</b>												
621,800	1,016,000	812,100	Employee Costs - Communications	857,000	423,600	(51)	433,300	443,300	453,500	463,900	474,600	485,500	496,700	496,700	496,700
315,400	0	343,800	Employee Costs - Customer Service	403,000	428,000	6	437,900	448,000	458,400	469,000	479,800	490,900	502,200	513,800	525,700
4,600	4,400	3,700	Sundry Office Expenses	9,000	4,000	(56)	4,100	10,200	4,300	4,400	4,500	11,600	4,700	4,800	4,900
			<b>Corporate Office Expenses</b>												
119,000	122,600	142,700	Printing, Stationery and Postage	114,000	113,000	(1)	115,300	117,700	120,200	122,700	125,200	127,800	130,400	133,100	135,900
9,800	12,000	11,700	Advertising	10,000	10,000	0	10,200	10,500	10,800	11,100	11,400	11,700	12,000	12,300	12,600
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)	76,500	78,300	80,100	81,900	83,700	85,600	87,500	89,400	91,300
21,600	39,300	20,900	Sundry Administration Expenses	25,000	27,000	8	27,700	28,400	29,100	29,800	30,500	31,200	31,900	32,600	33,300
33,200	37,600	31,300	Community Connect	33,000	34,000	3	34,700	35,500	36,400	37,300	38,200	39,100	40,000	40,900	41,800
			<b>Donations</b>												
27,800	29,500	28,000	Donations - Public Halls - Rates	32,000	34,000	6	34,700	35,400	36,200	37,000	37,800	38,600	39,400	40,200	41,100
10,000	10,000	10,000	Donations - Sthn Cross Scholarship	10,000	11,000	10	11,300	11,600	11,900	12,200	12,500	12,800	13,100	13,400	13,700
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	8,400	8,600	8,800
83,700	55,400	75,500	Donations - General	77,000	83,000	8	74,000	75,500	77,100	78,700	80,300	82,000	83,700	85,400	87,200
0	30,100	9,600	Donations - Sporting Groups Capital	20,000	30,000	50	40,000	50,000	51,000	52,100	53,200	54,300	55,400	56,600	57,800
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	4,200	4,300	4,400	4,500	4,600	4,700	4,800	4,900
19,700	22,800	20,300	Australia Day	28,000	22,000	(21)	22,500	23,000	23,500	24,000	24,500	25,000	25,500	26,100	26,700
<b>1,539,700</b>	<b>1,637,600</b>	<b>1,768,500</b>	<b>Total Operating Expenses</b>	<b>1,868,900</b>	<b>1,418,600</b>	<b>(24)</b>	<b>1,456,600</b>	<b>1,502,200</b>	<b>1,527,700</b>	<b>1,559,700</b>	<b>1,592,200</b>	<b>1,632,500</b>	<b>1,659,300</b>	<b>1,682,500</b>	<b>1,706,300</b>
<b>(1,492,900)</b>	<b>(1,616,500)</b>	<b>(1,748,700)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(1,853,900)</b>	<b>(1,403,600)</b>	<b>(24)</b>	<b>(1,441,100)</b>	<b>(1,486,200)</b>	<b>(1,511,200)</b>	<b>(1,542,700)</b>	<b>(1,574,700)</b>	<b>(1,614,500)</b>	<b>(1,640,800)</b>	<b>(1,663,500)</b>	<b>(1,686,800)</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(1,492,900)</b>	<b>(1,616,500)</b>	<b>(1,748,700)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(1,853,900)</b>	<b>(1,403,600)</b>	<b>(24)</b>	<b>(1,441,100)</b>	<b>(1,486,200)</b>	<b>(1,511,200)</b>	<b>(1,542,700)</b>	<b>(1,574,700)</b>	<b>(1,614,500)</b>	<b>(1,640,800)</b>	<b>(1,663,500)</b>	<b>(1,686,800)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
94,000	127,300	38,300	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
18,700	290,600	47,700	Add Transfer from Reserves	25,000	0		0	0	0	0	0	0	0	0	0
0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
0	0	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
<b>(1,568,200)</b>	<b>(1,453,200)</b>	<b>(1,739,300)</b>	<b>Cash Result after Capital Movements</b>	<b>(1,828,900)</b>	<b>(1,403,600)</b>	<b>(23)</b>	<b>(1,441,100)</b>	<b>(1,486,200)</b>	<b>(1,511,200)</b>	<b>(1,542,700)</b>	<b>(1,574,700)</b>	<b>(1,614,500)</b>	<b>(1,640,800)</b>	<b>(1,663,500)</b>	<b>(1,686,800)</b>

## FINANCIAL SERVICES – GENERAL PURPOSE REVENUES

**Manager** Linda Coulter - "Manager – Financial Services"

### **Background**

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

### **Budget Comments**

### **Operating Revenues**

#### **Rates**

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

#### **Abandonments**

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

#### **Extra Charges**

Represents interest charged on overdue rates.

#### **General Purpose Grants**

#### **Financial Assistance Grant (FAG)**

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

#### **Pensioner Subsidy**

Represents the State Government contribution towards the pensioner abandonments.

#### **Interest on Investments**

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

### **Capital Movements**

#### **Cash Surplus**

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

**FINANCIAL SERVICES - GENERAL PURPOSE REVENUES**

ACTUAL			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	16,891,300	18,067,000	7	18,654,200	19,260,500	19,886,500	20,532,800	21,200,100	21,889,100	22,600,500	23,335,000	24,093,400
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	5,562,000	5,742,800	5,929,400	6,122,100	6,321,100	6,526,500
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	1,867,200	1,927,900	1,990,600	2,055,300	2,122,100	2,191,100
			<b>Postponed Rates</b>												
(600)	100	(600)	Postponed Rates	500	0	(100)	0	0	0	0	0	0	0	0	0
			<b>Abandonments</b>												
(639,100)	(647,500)	(628,700)	Pensioner Abandonments	(637,400)	(635,000)	(0)	(639,700)	(644,400)	(649,200)	(654,000)	(658,900)	(663,800)	(668,700)	(673,700)	(678,700)
			<b>Extra Charges</b>												
79,600	64,700	55,000	Interest	50,000	50,000	0	51,000	52,000	53,000	54,100	55,200	56,300	57,400	58,500	59,700
			<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	351,900	358,900	366,100	373,400	380,900	388,500	396,300	404,200	412,300
			<b>Interest</b>												
716,600	680,600	700,200	Interest on Investments	930,500	840,500	(10)	700,000	700,000	700,000	727,000	827,500	700,000	924,500	956,500	886,500
(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>28,259,200</b>	<b>29,769,500</b>	<b>5</b>	<b>30,523,200</b>	<b>31,445,200</b>	<b>32,396,100</b>	<b>33,403,800</b>	<b>34,515,600</b>	<b>35,431,000</b>	<b>36,731,100</b>	<b>37,872,300</b>	<b>38,946,400</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>28,259,200</b>	<b>29,769,500</b>	<b>5</b>	<b>30,523,200</b>	<b>31,445,200</b>	<b>32,396,100</b>	<b>33,403,800</b>	<b>34,515,600</b>	<b>35,431,000</b>	<b>36,731,100</b>	<b>37,872,300</b>	<b>38,946,400</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
0	2,108,000	0	Less Transfer to Reserves	100,000	120,500		0	0	0	7,000	107,500	0	204,500	236,500	166,500
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>28,159,200</b>	<b>29,649,000</b>	<b>5</b>	<b>30,523,200</b>	<b>31,445,200</b>	<b>32,396,100</b>	<b>33,396,800</b>	<b>34,408,100</b>	<b>35,431,000</b>	<b>36,526,600</b>	<b>37,635,800</b>	<b>38,779,900</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	89,800	91,700	93,600	95,600	97,600	99,600	101,700	103,800	105,900
29,100	32,000	33,400	Transaction Charges	31,200	37,000	19	37,900	38,900	39,900	40,900	41,900	42,900	43,900	44,900	46,000
66,000	58,000	73,900	Legal Costs Recovered and Late Payments	56,800	57,000	0	59,000	61,000	63,100	65,300	67,500	69,800	72,200	74,600	77,100
			<b>Contributions and Dividends</b>												
77,100	71,900	69,100	Dividends	73,000	75,000	3	76,600	78,200	79,800	81,400	83,200	85,000	86,800	88,600	90,400
<b>274,000</b>	<b>260,200</b>	<b>262,600</b>	<b>Total Operating Revenues</b>	<b>249,000</b>	<b>257,000</b>	<b>3</b>	<b>263,300</b>	<b>269,800</b>	<b>276,400</b>	<b>283,200</b>	<b>290,200</b>	<b>297,300</b>	<b>304,600</b>	<b>311,900</b>	<b>319,400</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)	96,000	98,200	100,400	102,800	105,200	107,600	110,100	112,600	115,100
0	0	0	Other Expenses	1,500	2,500	67	2,600	2,700	2,800	2,900	3,000	3,100	3,200	3,300	3,400
23,500	28,300	30,200	Rating Postage and Security Mail	28,000	30,000	7	30,600	31,300	32,000	32,700	33,400	34,100	34,800	35,500	36,300
59,900	54,000	73,500	Rating Legal Costs and Debt Recovery	55,000	50,000	(9)	51,000	52,100	53,200	54,300	55,400	56,600	57,800	59,000	60,200
99,300	101,600	104,300	Valuation Fees	159,000	108,000	(32)	110,200	112,500	114,800	177,100	119,500	121,900	124,400	126,900	129,500
			<b>Indirect Costs</b>												
(5,402,000)	(5,584,000)	(5,769,000)	Overheads Distributed	(5,911,000)	(6,377,500)	8	(6,505,600)	(6,635,700)	(6,721,200)	(6,855,600)	(6,993,200)	(7,132,800)	(7,275,800)	(7,421,000)	(7,569,500)
<b>(4,107,900)</b>	<b>(4,281,300)</b>	<b>(4,427,700)</b>	<b>Total Operating Expenses</b>	<b>(4,490,900)</b>	<b>(4,974,400)</b>	<b>11</b>	<b>(5,070,900)</b>	<b>(5,168,300)</b>	<b>(5,220,500)</b>	<b>(5,260,800)</b>	<b>(5,423,600)</b>	<b>(5,527,600)</b>	<b>(5,634,200)</b>	<b>(5,742,300)</b>	<b>(5,852,800)</b>
<b>4,381,900</b>	<b>4,541,500</b>	<b>4,690,300</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>4,739,900</b>	<b>5,231,400</b>	<b>10</b>	<b>5,334,200</b>	<b>5,438,100</b>	<b>5,496,900</b>	<b>5,544,000</b>	<b>5,713,800</b>	<b>5,824,900</b>	<b>5,938,800</b>	<b>6,054,200</b>	<b>6,172,200</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>4,381,900</b>	<b>4,541,500</b>	<b>4,690,300</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>4,739,900</b>	<b>5,231,400</b>	<b>10</b>	<b>5,334,200</b>	<b>5,438,100</b>	<b>5,496,900</b>	<b>5,544,000</b>	<b>5,713,800</b>	<b>5,824,900</b>	<b>5,938,800</b>	<b>6,054,200</b>	<b>6,172,200</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>4,278,400</b>	<b>4,541,500</b>	<b>4,568,700</b>	<b>Cash Result after Capital Movements</b>	<b>4,782,900</b>	<b>5,220,900</b>	<b>9</b>	<b>5,323,200</b>	<b>5,426,600</b>	<b>5,484,900</b>	<b>5,591,500</b>	<b>5,700,800</b>	<b>5,811,400</b>	<b>5,924,800</b>	<b>6,039,700</b>	<b>6,157,200</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>												
1,800	3,500	200	Sundry Sales and Services	3,000	1,000	(67)	1,100	1,200	1,300	1,400	1,500	1,600	1,700	1,800	1,900
1,300	227,600	114,000	Information Fee Income	120,000	120,000	0	122,400	124,900	127,400	130,000	132,600	135,300	138,100	140,900	143,800
			<b>Contributions</b>												
0	0	0	Contributions to Projects	15,000	80,000	433	0	0	0	0	0	0	0	0	0
<b>3,100</b>	<b>231,100</b>	<b>114,200</b>	<b>Total Operating Revenues</b>	<b>138,000</b>	<b>201,000</b>	<b>46</b>	<b>123,500</b>	<b>126,100</b>	<b>128,700</b>	<b>131,400</b>	<b>134,100</b>	<b>136,900</b>	<b>139,800</b>	<b>142,700</b>	<b>145,700</b>
			<b>OPERATING EXPENSES</b>												
1,131,300	1,216,100	1,376,000	Employee Costs - IS and Records	1,662,100	1,781,600	7	1,852,700	1,895,500	1,939,200	1,983,900	2,029,700	2,076,500	2,124,400	2,173,300	2,223,400
400	3,600	42,300	Telecommunications Mobile Hardware	40,000	40,000	0	40,800	41,700	42,600	43,500	44,400	45,300	46,300	47,300	48,300
186,100	179,800	192,600	Hardware Lease	173,000	173,000	0	176,500	180,100	183,800	187,500	191,300	195,200	199,200	203,200	207,300
93,000	131,300	96,300	Hardware Support, Internet and Broadband	110,000	114,000	4	116,300	118,900	121,500	124,100	126,700	129,400	132,200	135,000	137,800
342,400	400,300	412,600	Software - Support	500,000	495,000	(1)	504,900	515,000	525,300	535,900	546,700	557,700	568,900	580,300	592,000
27,400	24,100	35,200	Consumables	25,000	25,000	0	25,500	26,100	26,700	27,300	27,900	28,500	29,100	29,700	30,300
187,900	219,700	206,800	Software - Civica Licence	310,000	328,000	6	334,600	341,300	348,200	355,200	362,400	369,700	377,100	384,700	392,400
27,700	19,000	26,700	Computer Software	40,000	25,000	(38)	25,500	26,100	26,700	27,300	27,900	28,500	29,100	29,700	30,300
31,700	151,500	195,300	Software Projects and Miscellaneous	60,000	127,000	112	25,500	26,100	26,700	27,300	27,900	28,500	29,100	29,700	30,300
21,300	29,600	79,500	Other Projects and Training	48,000	0	(100)	0	0	0	0	0	0	0	0	0
<b>2,049,200</b>	<b>2,375,000</b>	<b>2,663,300</b>	<b>Total Operating Expenses</b>	<b>2,968,100</b>	<b>3,108,600</b>	<b>5</b>	<b>3,102,300</b>	<b>3,170,800</b>	<b>3,240,700</b>	<b>3,312,000</b>	<b>3,384,900</b>	<b>3,459,300</b>	<b>3,535,400</b>	<b>3,612,900</b>	<b>3,692,100</b>
<b>(2,046,100)</b>	<b>(2,143,900)</b>	<b>(2,549,100)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(2,830,100)</b>	<b>(2,907,600)</b>	<b>3</b>	<b>(2,978,800)</b>	<b>(3,044,700)</b>	<b>(3,112,000)</b>	<b>(3,180,600)</b>	<b>(3,250,800)</b>	<b>(3,322,400)</b>	<b>(3,395,600)</b>	<b>(3,470,200)</b>	<b>(3,546,400)</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>(2,830,100)</b>	<b>(2,907,600)</b>	<b>3</b>	<b>(2,978,800)</b>	<b>(3,044,700)</b>	<b>(3,112,000)</b>	<b>(3,180,600)</b>	<b>(3,250,800)</b>	<b>(3,322,400)</b>	<b>(3,395,600)</b>	<b>(3,470,200)</b>	<b>(3,546,400)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
59,100	139,200	59,500	Less Transfer to Reserves	20,000	0	(100)	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>(2,887,100)</b>	<b>(2,905,600)</b>	<b>1</b>	<b>(2,999,800)</b>	<b>(3,066,700)</b>	<b>(3,135,000)</b>	<b>(3,204,600)</b>	<b>(3,275,800)</b>	<b>(3,348,400)</b>	<b>(3,422,600)</b>	<b>(3,498,200)</b>	<b>(3,575,400)</b>



## PEOPLE AND CULTURE

**Manager** Tonia Leckie - "Manager – People and Culture"

### **Background**

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

### **Budget Comments**

#### **Operating Revenues**

##### **Contributions**

Includes insurance adjustments (refunds) and staff training subsidies.

#### **Operating Expenses**

##### **Employee Costs**

Salaries and oncosts for 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.

##### **Oncosts Recouped**

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

### **Capital Movements**

#### **Transfer to Reserve**

Typically represents funds transferred to the employees leave reserve.

#### **Capital Income**

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

## PEOPLE AND CULTURE

ACTUAL			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)	15,300	15,700	16,100	16,500	16,900	17,300	17,700	18,100	18,500
29,300	124,100	40,800	Contributions - Training	90,800	21,000	(77)	21,500	22,000	22,500	23,000	23,500	24,000	24,500	25,000	25,500
11,800	12,100	12,500	Maternity Leave - Centrelink Payments	12,000	10,000	(17)	10,200	10,500	10,800	11,100	11,400	11,700	12,000	12,300	12,600
64,800	129,300	150,400	Refunds - Workers Compensation	124,000	76,000	(39)	77,600	79,200	80,800	82,500	84,200	85,900	87,700	89,500	91,300
<b>140,500</b>	<b>281,400</b>	<b>236,900</b>	<b>Total Operating Revenues</b>	<b>246,800</b>	<b>122,000</b>	<b>(51)</b>	<b>124,600</b>	<b>127,400</b>	<b>130,200</b>	<b>133,100</b>	<b>136,000</b>	<b>138,900</b>	<b>141,900</b>	<b>144,900</b>	<b>147,900</b>
			<b>OPERATING EXPENSES</b>												
			<b>Human Resources</b>												
741,300	792,700	805,100	Employee Costs	895,200	810,500	(9)	829,300	848,500	868,100	888,200	908,700	929,700	951,200	973,100	995,500
446,500	433,000	412,900	Staff Training and Development	356,000	357,000	0	364,300	371,800	379,500	387,300	395,300	403,300	411,700	420,200	428,800
48,600	47,600	53,900	Staff Support and Recognition	80,800	49,000	(39)	50,100	51,300	52,500	53,800	55,100	56,400	57,700	59,000	60,300
			<b>Employee Oncosts</b>												
2,157,400	2,244,700	2,339,400	Superannuation	2,402,000	2,460,000	2	2,516,000	2,576,000	2,640,000	2,708,000	2,781,000	2,858,000	2,939,000	3,025,000	3,116,000
2,400	2,000	3,200	Jury Duty	6,000	2,000	(67)	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	568,400	531,000	(7)	541,800	553,200	564,800	576,600	588,600	600,800	613,300	626,000	638,900
1,411,900	1,039,400	1,640,100	Employee Entitlements - Salaried Staff	1,706,000	1,749,000	3	1,784,200	1,820,100	1,856,700	1,894,000	1,932,100	1,971,000	2,010,600	2,051,100	2,092,400
1,651,100	1,815,600	1,638,700	Employee Entitlements - Wages Staff	1,469,000	1,506,000	3	1,536,300	1,567,200	1,598,800	1,630,900	1,663,800	1,697,200	1,731,300	1,766,200	1,801,700
			<b>Oncosts Recouped</b>												
(6,181,000)	(6,587,900)	(6,745,600)	Oncosts Recouped - Internal Works	(7,059,000)	(7,236,000)	3	(7,380,800)	(7,528,500)	(7,679,200)	(7,832,900)	(7,989,700)	(8,149,600)	(8,312,700)	(8,479,000)	(8,648,600)
(146,500)	(105,800)	(90,900)	Oncosts Recouped - External Works	(70,000)	(72,000)	3	(73,600)	(75,200)	(76,800)	(78,400)	(80,100)	(81,800)	(83,500)	(85,200)	(87,000)
<b>688,700</b>	<b>156,900</b>	<b>430,600</b>	<b>Total Operating Expenses</b>	<b>354,400</b>	<b>156,500</b>	<b>(56)</b>	<b>169,700</b>	<b>186,600</b>	<b>206,700</b>	<b>229,900</b>	<b>257,300</b>	<b>287,600</b>	<b>321,300</b>	<b>359,200</b>	<b>400,900</b>
<b>(548,200)</b>	<b>124,500</b>	<b>(193,700)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(107,600)</b>	<b>(34,500)</b>	<b>(68)</b>	<b>(45,100)</b>	<b>(59,200)</b>	<b>(76,500)</b>	<b>(96,800)</b>	<b>(121,300)</b>	<b>(148,700)</b>	<b>(179,400)</b>	<b>(214,300)</b>	<b>(253,000)</b>
0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>(548,200)</b>	<b>124,500</b>	<b>(193,700)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(107,600)</b>	<b>(34,500)</b>	<b>(68)</b>	<b>(45,100)</b>	<b>(59,200)</b>	<b>(76,500)</b>	<b>(96,800)</b>	<b>(121,300)</b>	<b>(148,700)</b>	<b>(179,400)</b>	<b>(214,300)</b>	<b>(253,000)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
1,787,900	337,000	373,300	Less Transfer to Reserves	50,000	0	(100)	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>(257,400)</b>	<b>(248,600)</b>	<b>605,600</b>	<b>Cash Result after Capital Movements</b>	<b>209,200</b>	<b>165,500</b>	<b>(21)</b>	<b>154,900</b>	<b>140,800</b>	<b>123,500</b>	<b>103,200</b>	<b>78,700</b>	<b>51,300</b>	<b>20,600</b>	<b>(14,300)</b>	<b>(53,000)</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 - Commercial Rentals	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 (Towers, Footpath etc)	197,600	203,000	3	248,300	254,800	261,400	268,200	275,100	282,400	290,000	297,800	305,900
			<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	459,100	468,400	477,900	487,500	497,300	507,300	517,500	527,900	538,500
			<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	35,000	16,000	7,000	2,000	2,000	3,000	3,000	4,000	5,000
86,800	54,600	65,600	Interest on Investments - Property Dev	39,000	19,000	(51)	15,000	17,000	20,000	25,000	31,000	39,000	46,000	54,000	61,000
			<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>2,614,600</b>	<b>2</b>	<b>2,711,200</b>	<b>2,749,000</b>	<b>2,798,800</b>	<b>2,855,700</b>	<b>2,919,900</b>	<b>2,988,400</b>	<b>3,056,300</b>	<b>3,127,400</b>	<b>3,199,100</b>
			<b>OPERATING EXPENSES</b>												
			<b>Property Management</b>												
310,700	304,600	299,800	Employee Costs	329,100	228,600	(31)	233,800	239,100	244,600	250,200	255,900	261,700	267,700	273,800	280,100
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)	33,500	34,000	34,500	35,000	35,500	36,100	36,700	37,300	37,900
9,800	11,300	54,000	Russellton Industrial Estate	13,000	13,000	0	13,300	13,600	13,900	14,200	14,500	14,800	15,100	15,500	15,900
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	280,100	286,600	293,100	299,700	306,400	313,300	320,300	327,500	334,700
118,500	110,500	86,900	Properties - Council Commercial	127,100	119,000	(6)	121,600	124,400	127,200	130,000	132,900	135,800	138,800	141,800	144,800
22,300	34,500	52,900	Properties - Council Residential	46,000	41,000	(11)	42,000	43,100	44,200	45,300	46,400	47,500	48,700	49,900	51,100
65,300	58,100	40,300	Properties - Crown Reserves	72,400	77,000	6	78,800	80,800	82,800	84,800	86,800	88,800	90,900	93,200	95,500
			<b>Caravan Parks and Tent Park</b>												
250,600	259,800	253,900	Flat Rock Tent Park	294,700	302,000	2	308,800	316,000	323,200	330,600	338,100	345,700	353,300	361,100	369,000
			<b>Overheads and Interest on Loans</b>												
230,000	185,000	210,000	Overheads Distributed	210,000	210,000	0	214,200	218,500	176,200	179,700	183,300	186,900	190,700	194,500	198,400
0	0	0	Interest on Loans - Property Development	10,600	212,400	1,904	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>1,992,300</b>	<b>1,685,000</b>	<b>(15)</b>	<b>1,741,600</b>	<b>1,542,300</b>	<b>1,493,200</b>	<b>1,526,200</b>	<b>1,559,800</b>	<b>1,593,900</b>	<b>1,628,900</b>	<b>1,664,700</b>	<b>1,701,100</b>
<b>(390,900)</b>	<b>826,200</b>	<b>302,400</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>570,000</b>	<b>929,600</b>	<b>63</b>	<b>969,600</b>	<b>1,206,700</b>	<b>1,305,600</b>	<b>1,329,500</b>	<b>1,360,100</b>	<b>1,394,500</b>	<b>1,427,400</b>	<b>1,462,700</b>	<b>1,498,000</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>687,000</b>	<b>1,053,600</b>	<b>53</b>	<b>1,096,200</b>	<b>1,336,000</b>	<b>1,437,600</b>	<b>1,464,200</b>	<b>1,497,600</b>	<b>1,534,800</b>	<b>1,570,600</b>	<b>1,608,800</b>	<b>1,647,100</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	0	0	0	7,419,600	5,453,900	0	0	0	0	0	0	0
4,563,100	3,793,600	8,238,200	Less Transfer to Reserves	7,110,400	16,906,000	138	11,818,100	11,762,100	4,927,400	2,207,000	2,263,400	2,323,300	2,382,100	2,443,400	2,504,600
3,453,000	3,278,400	6,634,300	Add Transfer from Reserves	8,677,100	12,709,300	46	10,834,800	6,561,900	994,000	1,465,800	939,800	963,500	987,500	1,011,600	1,035,500
2,286,400	1,310,300	3,860,200	Add Capital Income Applied	2,193,400	14,006,800	539	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	4,047,100	10,463,700	159	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>400,000</b>	<b>0</b>	<b>350,000</b>	<b>300,000</b>	<b>250,000</b>	<b>200,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
			<b>Flat Rock Operating Results</b>												
171,000	153,600	164,000	Operating Revenues Less Expenses	153,700	148,000		150,300	152,400	154,700	156,900	159,200	161,600	164,200	166,800	169,500

## 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	992,000	1,045,000	5	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	670,000	745,000	11	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	50,000	36,000	(28)	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>6,937,000</b>	<b>7,174,000</b>	<b>3</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	1,017,600	17	1,040,900	1,064,700	1,089,000	1,113,800	1,139,200	1,165,200	1,191,800	1,219,000	1,246,800
270,500	268,600	220,700	Buildings Cleaning and Maintenance	228,000	245,000	7	250,900	269,600	276,700	284,000	289,600	295,400	301,400	307,500	313,600
999,200	1,051,800	1,080,800	Security for Departure Lounge	1,197,000	1,511,000	26	1,541,200	1,572,000	1,603,400	1,635,500	1,668,200	1,701,600	1,735,600	1,770,300	1,805,700
887,100	1,250,600	1,226,600	Operations	1,545,400	1,593,700	3	1,625,400	1,657,600	1,690,400	1,724,100	1,758,400	1,793,500	1,829,500	1,865,800	1,903,000
			<b>Indirect Expenses</b>												
325,000	378,000	410,000	Overheads Distributed	431,400	491,000	14	500,800	510,800	521,000	531,400	542,000	552,800	563,900	575,200	586,700
			<b>Debt Servicing</b>												
473,000	422,600	366,200	Interest on Loans	309,700	343,400	11	373,500	597,700	815,800	763,500	730,500	704,500	678,000	653,000	626,000
			<b>Non-cash Expenses</b>												
830,400	806,800	863,600	Depreciation - Airport	1,030,000	900,000	(13)	918,000	936,400	955,100	974,200	993,700	1,013,600	1,033,900	1,054,600	1,075,700
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>5,607,600</b>	<b>6,101,700</b>	<b>9</b>	<b>6,250,700</b>	<b>6,608,800</b>	<b>6,951,400</b>	<b>7,026,500</b>	<b>7,121,600</b>	<b>7,226,600</b>	<b>7,334,100</b>	<b>7,445,400</b>	<b>7,557,500</b>
<b>598,500</b>	<b>822,200</b>	<b>1,776,900</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>1,329,400</b>	<b>1,072,300</b>	<b>(19)</b>	<b>1,105,400</b>	<b>935,000</b>	<b>787,200</b>	<b>938,500</b>	<b>1,083,300</b>	<b>1,225,300</b>	<b>1,372,100</b>	<b>1,522,900</b>	<b>1,680,600</b>
830,400	806,800	863,600	Add Back Depreciation	1,030,000	900,000	(13)	918,000	936,400	955,100	974,200	993,700	1,013,600	1,033,900	1,054,600	1,075,700
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>2,359,400</b>	<b>1,972,300</b>	<b>(16)</b>	<b>2,023,400</b>	<b>1,871,400</b>	<b>1,742,300</b>	<b>1,912,700</b>	<b>2,077,000</b>	<b>2,238,900</b>	<b>2,406,000</b>	<b>2,577,500</b>	<b>2,756,300</b>
			<b>Capital Movements</b>												
970,600	1,073,300	1,129,600	Less Loan Principal Repayments	1,188,600	1,331,900	12	1,486,000	1,676,600	1,463,700	832,400	650,100	676,100	643,000	668,000	695,000
458,300	556,200	1,668,200	Less Transfer to Reserves	1,170,800	640,400	(45)	537,400	194,800	278,600	1,080,300	1,426,900	1,562,800	1,763,000	1,909,500	2,061,300
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>2,669,100</b>	<b>2,315,700</b>	<b>(13)</b>	<b>2,396,900</b>	<b>2,469,100</b>	<b>2,558,100</b>	<b>2,676,200</b>	<b>2,807,500</b>	<b>2,943,400</b>	<b>3,084,000</b>	<b>3,230,500</b>	<b>3,382,300</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.





## 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	82,700	84,400	86,100	87,900	89,700	91,500	93,400	95,300	97,300
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>82,700</b>	<b>84,400</b>	<b>86,100</b>	<b>87,900</b>	<b>89,700</b>	<b>91,500</b>	<b>93,400</b>	<b>95,300</b>	<b>97,300</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	1,449,500	1,478,500	1,508,100	1,538,300	1,569,100	1,600,500	1,632,600	1,665,300	1,698,700
35,400	45,500	36,400	Rates, Insurance and Security	41,500	33,000	(20)	33,800	34,700	35,600	36,500	37,400	38,300	39,200	40,100	41,000
59,800	60,300	50,800	Electricity, Heating and Cleaning	68,000	66,000	(3)	67,500	69,000	70,500	72,000	73,700	75,400	77,100	78,800	80,500
16,800	17,600	18,200	Library Sundries	18,700	19,000	2	19,500	20,000	20,500	21,000	21,500	22,000	22,600	23,200	23,800
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>1,724,000</b>	<b>0</b>	<b>1,759,000</b>	<b>1,794,700</b>	<b>1,831,100</b>	<b>1,868,200</b>	<b>1,906,200</b>	<b>1,944,800</b>	<b>1,984,300</b>	<b>2,024,500</b>	<b>2,065,500</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>(1,643,000)</b>	<b>2</b>	<b>(1,676,300)</b>	<b>(1,710,300)</b>	<b>(1,745,000)</b>	<b>(1,780,300)</b>	<b>(1,816,500)</b>	<b>(1,853,300)</b>	<b>(1,890,900)</b>	<b>(1,929,200)</b>	<b>(1,968,200)</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>(1,458,000)</b>	<b>2</b>	<b>(1,487,600)</b>	<b>(1,517,800)</b>	<b>(1,548,600)</b>	<b>(1,579,900)</b>	<b>(1,612,000)</b>	<b>(1,644,700)</b>	<b>(1,678,100)</b>	<b>(1,712,100)</b>	<b>(1,746,700)</b>
			<b>Capital Movements</b>												
0	0	0	Less Loan Principal Repayments	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
88,100	64,200	4,000	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
39,300	0	0	Less Capital Expenditure	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>(1,458,000)</b>	<b>2</b>	<b>(1,487,600)</b>	<b>(1,517,800)</b>	<b>(1,548,600)</b>	<b>(1,579,900)</b>	<b>(1,612,000)</b>	<b>(1,644,700)</b>	<b>(1,678,100)</b>	<b>(1,712,100)</b>	<b>(1,746,700)</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 Fees</b>	659,900	699,000	6	713,000	727,300	741,900	756,800	772,000	787,500	803,400	819,600	836,100
160,100	179,800	0	<b>Alstonville Fees</b>	337,000	370,000	10	377,400	385,000	392,700	400,600	408,700	416,900	425,300	433,900	442,600
<b>407,300</b>	<b>435,400</b>	<b>43,900</b>		<b>996,900</b>	<b>1,069,000</b>	<b>7</b>	<b>1,090,400</b>	<b>1,112,300</b>	<b>1,134,600</b>	<b>1,157,400</b>	<b>1,180,700</b>	<b>1,204,400</b>	<b>1,228,700</b>	<b>1,253,500</b>	<b>1,278,700</b>
			<b>OPERATING EXPENSES</b>												
159,500	192,900	83,200	<b>Ballina Swimming Complex Operating Costs</b>	304,400	321,000	5	327,700	334,700	342,000	349,300	356,700	364,100	371,900	379,800	387,700
195,900	205,400	164,100	Contract Management Charges	334,000	364,000	9	371,300	378,800	386,400	394,300	402,300	410,500	418,800	427,300	435,900
0	7,200	231,600	<b>Debt Servicing Interest on Loans - Ballina</b>	286,600	276,200	(4)	265,300	254,200	242,300	230,200	217,600	204,500	190,900	176,900	176,900
211,700	170,600	85,200	<b>Alstonville Swimming Complex Operating Costs</b>	333,000	330,000	(1)	336,800	344,100	351,500	358,900	366,400	374,200	382,200	390,200	398,300
210,000	216,500	170,400	Contract Management Charges	318,000	320,000	1	326,400	333,000	339,800	346,700	353,800	361,000	368,300	375,800	383,400
0	0	181,600	<b>Debt Servicing Interest on Loans - Alstonville</b>	231,300	223,000	(4)	214,200	205,300	195,700	186,000	175,900	165,300	154,400	143,100	143,100
102,800	105,600	15,300	<b>Non-cash Expenses Depreciation</b>	150,000	155,000	3	158,100	161,300	164,600	167,900	171,300	174,800	178,300	181,900	185,600
<b>879,900</b>	<b>898,200</b>	<b>931,400</b>	<b>Total Operating Expenses</b>	<b>1,957,300</b>	<b>1,989,200</b>	<b>2</b>	<b>1,999,800</b>	<b>2,011,400</b>	<b>2,022,300</b>	<b>2,033,300</b>	<b>2,044,000</b>	<b>2,054,400</b>	<b>2,064,800</b>	<b>2,075,000</b>	<b>2,110,900</b>
<b>(472,600)</b>	<b>(462,800)</b>	<b>(887,500)</b>	<b>Operating Result - Surplus / (Deficit)</b>	<b>(960,400)</b>	<b>(920,200)</b>	<b>(4)</b>	<b>(909,400)</b>	<b>(899,100)</b>	<b>(887,700)</b>	<b>(875,900)</b>	<b>(863,300)</b>	<b>(850,000)</b>	<b>(836,100)</b>	<b>(821,500)</b>	<b>(832,200)</b>
102,800	105,600	15,300	Add Back Depreciation	150,000	155,000	3	158,100	161,300	164,600	167,900	171,300	174,800	178,300	181,900	185,600
<b>(369,800)</b>	<b>(357,200)</b>	<b>(872,200)</b>	<b>Cash Result - Surplus / (Deficit)</b>	<b>(810,400)</b>	<b>(765,200)</b>	<b>(6)</b>	<b>(751,300)</b>	<b>(737,800)</b>	<b>(723,100)</b>	<b>(708,000)</b>	<b>(692,000)</b>	<b>(675,200)</b>	<b>(657,800)</b>	<b>(639,600)</b>	<b>(646,600)</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	336,400	80,000		400,000	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	352,900	80,000		400,000	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>(1,314,700)</b>	<b>(1,271,700)</b>	<b>(3)</b>	<b>(1,277,500)</b>	<b>(1,284,000)</b>	<b>(1,290,800)</b>	<b>(1,297,500)</b>	<b>(1,304,300)</b>	<b>(1,311,100)</b>	<b>(1,318,300)</b>	<b>(1,325,400)</b>	<b>(1,332,400)</b>
			<b>NET OPERATING COST</b>												
ACTUAL			NET OPERATING COST	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
(108,200)	(142,700)	(203,400)	Ballina Swimming Pool	21,500	14,000	(35)	14,000	13,800	13,500	13,200	13,000	12,900	12,700	12,500	12,500
(261,600)	(207,300)	(255,600)	Alstonville Swimming Pool	(314,000)	(280,000)	(11)	(285,800)	(292,100)	(298,600)	(305,000)	(311,500)	(318,300)	(325,200)	(332,100)	(339,100)
<b>(369,800)</b>	<b>(350,000)</b>	<b>(459,000)</b>	<b>Summary Net Operating Costs</b>	<b>(292,500)</b>	<b>(266,000)</b>	<b>(9)</b>	<b>(271,800)</b>	<b>(278,300)</b>	<b>(285,100)</b>	<b>(291,800)</b>	<b>(298,500)</b>	<b>(305,400)</b>	<b>(312,500)</b>	<b>(319,600)</b>	<b>(326,600)</b>

## TOURISM

**Manager:** *Caroline Close - "Manager – Communications"*

### **Background**

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

### **Budget Comments**

#### **Operating Revenues**

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

Commissions earned at the tourism information centre.

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

Contributions to marketing campaigns.

#### **Operating Expenses**

##### **Employee Costs**

Based on one full-time and four part time employees (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	11,800	12,200	12,600
40,600	34,100	37,900	Visitor Information Centre - Merchandise	40,000	41,000	3	41,900	42,900	43,900	44,900	45,900	46,900	48,000	49,100	50,200
83,500	13,200	14,500	Marketing and Destination Development	104,000	15,000	(86)	15,300	15,700	106,100	16,500	16,900	17,300	17,700	138,100	18,500
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>66,600</b>	<b>68,400</b>	<b>160,200</b>	<b>72,000</b>	<b>73,800</b>	<b>75,600</b>	<b>77,500</b>	<b>199,400</b>	<b>81,300</b>
			<b>OPERATING EXPENSES</b>												
			<b>Tourism</b>												
273,600	248,600	233,100	Employee Costs	271,000	310,000	14	317,200	324,600	332,100	339,800	347,700	355,800	364,000	372,400	381,000
117,800	17,100	27,600	Sales and Reservations	118,000	29,000	(75)	29,700	30,400	121,100	31,800	32,500	33,200	33,900	154,700	35,500
96,700	96,900	87,000	Visitor Centre Office Expenses	90,700	91,000	0	93,400	96,100	98,800	101,500	104,400	107,300	110,300	113,300	116,300
89,000	177,800	252,800	Marketing and Destination Development	126,000	94,000	(25)	96,000	98,100	100,300	102,500	104,700	107,000	109,300	111,600	114,000
			<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>566,900</b>	<b>580,500</b>	<b>684,300</b>	<b>608,300</b>	<b>622,700</b>	<b>637,400</b>	<b>652,300</b>	<b>787,500</b>	<b>683,100</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>(500,300)</b>	<b>(512,100)</b>	<b>(524,100)</b>	<b>(536,300)</b>	<b>(548,900)</b>	<b>(561,800)</b>	<b>(574,800)</b>	<b>(588,100)</b>	<b>(601,800)</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>(469,700)</b>	<b>(480,800)</b>	<b>(492,100)</b>	<b>(503,600)</b>	<b>(515,500)</b>	<b>(527,700)</b>	<b>(540,000)</b>	<b>(552,600)</b>	<b>(565,500)</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>(469,700)</b>	<b>(480,800)</b>	<b>(492,100)</b>	<b>(503,600)</b>	<b>(515,500)</b>	<b>(527,700)</b>	<b>(540,000)</b>	<b>(552,600)</b>	<b>(565,500)</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.







**WATER - CAPITAL EXPENDITURE**

Asset Description	Expenditure											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	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	
<b>Main Renewals</b>																												
Recurrent	161,000	653,000	669,000	686,000	703,000	721,000	739,000	757,000	776,000	795,000	815,000				653,000			669,000				686,000					703,000	
Ballina Island	70,000														0			0				0					0	
Alstonville Valve - Replacements	60,000	60,000													60,000			0				0					0	
Grant Street Pipe Works	60,000														0			0				0					0	
Wardell Rd - Duck Creek Rd Project	60,000														0			0				0					0	
Henderson Ln/North C Rd Connection	35,000														0			0				0					0	
<b>Water Reservoirs</b>																												
Reservoirs - Ross Lane			500,000		3,211,000										0	500,000		0				0	3,211,000				0	
Reservoirs - Pacific Pines		150,000		1,077,000									150,000		0			0		1,077,000		0					0	
Reservoirs - Access Upgrades	5,000	325,000													325,000			0				0					0	
Grays Lane Reservoir - Demolish															0			0				0					0	
New Inlet - Lennox Reservoir															0			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	9,000				9,000			9,000				9,000					9,000	
Ethernet Telemetry Upgrade	373,100	300,000													300,000			0				0					0	
Smart Water Meter Network	10,000	10,000													10,000			0				0					0	
Water Network Master Plan	10,000	140,000													140,000			0				0					0	
Easement Clearing - Part V Approvals		20,000													20,000			0				0					0	
<b>Pressure Mgmt Zones (PMZs)</b>																												
Second Stage Installations															0			0				0					0	
<b>Water Pump and Bore Stations</b>																												
Pump Stns - Basalt Court Booster		330,000											330,000		0			0				0					0	
Pump Stns - East Ballina Booster	15,000	335,000											335,000		0			0				0					0	
Pump Stns - Russellton Booster						446,000									0			0				0					0	
Pump Stns - Wollongbar Booster	40,000														0			0				0					0	
<b>Trunk Mains</b>																												
East Ballina Boosted PZ Augment	50,000	350,000													350,000			0				0					0	
Wardell Mains									282,000						0			0				0					0	
North Ballina Reticulation Mains				712,000											0			0				712,000					0	
North Ballina Distribution Mains			2,078,000		2,343,000										0	1,039,000		1,039,000				0	1,171,500				1,171,500	
Pine Avenue Distribution Mains				2,589,000											0			0		2,589,000		0					0	
Ballina Island Distribution Mains						1,175,000									0			0				0					0	
Lennox Head Mains						1,274,000									0			0				0					0	
CURA B Distribution Main			330,000												0			330,000				0					0	
Russellton Reticulation Mains			160,000												0	80,000		80,000				0					0	
West Ballina Bypass Distn Main							2,428,000								0			0				0					0	
Lennox Palms Distn and Reticulation				388,000											0			0				388,000					0	
Pacific Pine Distribution Main			238,000												0	238,000		0				0					0	
Connections for Green Field Sites	40,000	40,000											40,000		0			0				0					0	
PRV at Water Wheels		150,000													150,000			0				0					0	
<b>Water Treatment Plant</b>																												
Marom Creek WTP - Upgrade	100,000	1,830,000	2,350,000	540,000											1,830,000			2,350,000				540,000					0	
Marom Creek WTP - Secure Yield	15,000														0			0				0					0	
Marom Creek WTP - Renewals	26,000	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000	35,000	36,000				27,000			28,000				29,000				30,000		
<b>Plant and Equipment</b>																												
Vehicle and Plant Replacement			87,000	23,000	45,800	178,600		26,800	27,000	190,300	0				0			87,000				23,000				45,800		
Vacuum Excavation Equipment	353,000														0			0				0					0	
<b>Water Capital - Service Connection</b>																												
Water Meter - New <20mm	300,000	320,000	233,000	239,000	245,000	251,000	257,000	263,000	270,000	277,000	284,000				320,000			233,000				239,000				245,000		
Water Meter - New > 20mm		50,000													50,000			0				0					0	
Water Meter - Replacement	121,000	110,000	65,000	67,000	69,000	71,000	73,000	75,000	77,000	79,000	81,000				110,000			65,000				67,000				69,000		
Water Meter - Conversion of Meters	20,000	10,000													10,000			0				0					0	
<b>Total Capital Expenditure</b>	<b>1,933,100</b>	<b>5,219,000</b>	<b>6,747,000</b>	<b>6,359,000</b>	<b>6,655,800</b>	<b>4,156,600</b>	<b>3,820,000</b>	<b>1,163,800</b>	<b>1,193,000</b>	<b>1,385,300</b>	<b>1,225,000</b>	<b>0</b>	<b>855,000</b>	<b>0</b>	<b>4,364,000</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	Expenditure											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	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	
<b>Pumping Stations</b>																												
Emergency Storage Program																												
SP2001 - Well Protection - Swift St	10,000	540,000											200,000		340,000													
SP3001 - Pump Stn - Byron Street																												
SP3110 - Pump Stn - Montwood Drive			700,000														700,000											
SP3101 - Skennars Head / Tara	50,000	350,000													350,000													
North Ballina - New Pumping Station				1,364,000																1,364,000								
SP5006 - Richmond Street Storage			182,000																182,000									
SP2402 - Lindsay Avenue		106,000													106,000													
SP2401 - Power Drive Pumps			62,300															62,300										
Pumping Stations - Capacity Upgrade	300,000	374,000											268,000		106,000													
Pumping Stations - Renewal Program		338,000	346,000	355,000	364,000	373,000	382,000	392,000	402,000	412,000	412,000				338,000				346,000				355,000				364,000	
Chickiba Pumping Station	58,000																											
Swift Street Pumping Station	182,000																											
Airport Pumping Station	33,000																											
<b>Treatment Facilities - Minor Capital</b>																												
Treatment Plant Ballina	19,500	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000	31,000				23,000				24,000				25,000				26,000	
Treatment Plant Lennox	18,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000	30,000				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	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	11,000	11,000				11,000				11,000				11,000				11,000	
Lennox and Ballina - Security Upgrade	75,000																											
<b>Ballina Treatment Plant Upgrade</b>																												
Ballina - Project Mgmt																												
Ballina - Post Completion Works		400,000											400,000															
Desalination Plant				2,000,000	2,000,000														1,000,000				1,000,000			1,000,000		1,000,000
Ballina - DAF Dismantling																												
Ballina - Septic Receptal		90,000													90,000													
Ballina - Gantry Crane		90,000											90,000															
Ballina - Programed Membrane		500,000	500,000	500,000	500,000								500,000			500,000			250,000				250,000			250,000		250,000
Ballina - Manifold Blower Upgrade																												
Ballina - Contaminated Vac Ex Waste	2,000																											
Ballina - Kubota Membrane Turbine	200,000	583,000											583,000															
<b>Lennox Head Treatment Plant Upgrade</b>																												
Lennox - Treatment Master Plan		30,000													30,000													
Lennox - Membrane Replacement		300,000						300,000							300,000													
<b>Alstonville Treatment Plant Upgrade</b>																												
Alstonville - Master Plan		200,000													200,000													
Alstonville - SCADA Upgrade	395,000																											
Alstonville - Treatment Master Plan	70,000	20,000													20,000													
<b>Wardell Treatment Plant Upgrade</b>																												
Wardell - SCADA Upgrade	11,700																											
Treatment Plant Master Plan				100,000																			100,000					
<b>Trunk Mains</b>																												
Rising Main Rehabilitation - Swift St		60,000													60,000													
SP3001 - Byron Street, Lennox Head		25,000		546,000											25,000				273,000				273,000					
SP4006 - Gravity Sewer, Alstonville			342,000														342,000											
WWTP40 - Gravity Main Alstonville	580,000																											
GM4104 - Gravity Main Wollongbar																												
GM4104 - Transfer Mains, A'ville/W'bar	10,000	10,000											10,000															
GMWUEA - Gravity Mains			200,000																200,000									
GM2101 - Gravity Main, West Ballina							205,000																					
GM2104 - Gravity Main, West Ballina							438,000																					
RM-PS6 - CURA B Rising Main							4,011,000																					
Karaluren Close, Lennox Head PS				100,000																			100,000					
<i>Wastewater - Capital Expenditure Carried Forward</i>																												

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

Asset Description	Expenditure											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	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	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	308,000	421,000	432,000	443,000	454,000	465,000	477,000	489,000	501,000	514,000	514,000				421,000				432,000				443,000				454,000	
Chickiba Rising Main Renewal	525,000	300,000													300,000				0				0				0	
Seamist Rising Main	80,000	650,000											650,000		0				0				0				0	
Main Renewals - Angels Beach Drive	23,000																											
<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	237,500	96,500	88,200	122,900	61,700	11,400	58,700	352,600	128,300	246,700	262,900				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	16,000	16,000				16,000				16,000				16,000				16,000	
Network Servers Pine Avenue															0				0				0				0	
Wastewater Network Master Plan	15,000	135,000													135,000				0				0				0	
Other Miscellaneous Works															0				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	
Lennox Palms Estate - Retic Mains	249,000														0				0				0				0	
Montwood Drive - Distribution Mains															0				0				0				0	
Recycled Water Meters New	80,000	100,000	110,000	120,000	130,000	140,000	150,000								100,000				110,000				120,000				130,000	
Urban Reticulation System	15,000	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						362,000									0				0				0				0	
Fig Tree Hill - Distribution Mains						472,000									0				0				0				0	
CURA B - Distribution Mains				2,336,000											0				0	2,336,000			0				0	
Lennox to Angels Drive - Main	650,000	150,000													150,000				0				0				0	
Recycled Water - Hydrant Standpipes															0				0				0				0	
Recycled Water - Hydrant Installations	10,000	30,000	30,000												30,000				30,000				0				0	
Recycled Water - Communications	10,000	10,000													10,000				0				0				0	
Recycled Water - Connection Audits															0				0				0				0	
Recycled Water - Alstonville	0	10,000													10,000				0				0				0	
Recycled Water - Henderson Drive															0				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>4,271,200</b>	<b>6,837,500</b>	<b>4,902,500</b>	<b>9,081,900</b>	<b>6,372,700</b>	<b>1,914,400</b>	<b>5,814,700</b>	<b>1,628,600</b>	<b>1,128,300</b>	<b>1,271,700</b>	<b>1,287,900</b>	<b>0</b>	<b>2,761,000</b>	<b>0</b>	<b>4,076,500</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	1,963,200	1,781,500	1,861,500	1,946,500	2,036,500	2,132,000	2,233,000	2,339,500	2,451,500	2,570,000	2,695,500
616,200	575,600	851,600	Community Facilities	374,100	279,600	283,600	293,600	310,100	332,600	361,600	396,600	439,600	490,100	548,100
228,600	170,100	153,100	Wollongbar Urban Expansion Area	53,600	49,600	101,100	154,600	209,600	266,600	325,600	386,100	448,600	513,100	579,600
228,100	235,100	769,600	Car Parking	823,600	935,600	1,051,100	1,170,100	1,293,100	1,419,600	1,550,100	1,684,600	1,823,100	1,965,600	2,112,100
710,700	700,400	676,200	Heavy Vehicle	545,200	553,200	561,200	569,200	577,700	586,200	594,700	603,200	611,700	620,700	629,700
2,859,300	3,978,500	5,529,100	Road Plan (All Plans)	6,167,600	4,807,100	6,440,600	2,337,100	(1,136,900)	2,327,100	4,033,600	3,511,100	1,684,100	972,600	580,600
<b>5,191,600</b>	<b>6,384,400</b>	<b>9,063,800</b>	<b>Total Section 7.11 Funds Held</b>	<b>9,927,300</b>	<b>8,406,600</b>	<b>10,299,100</b>	<b>6,471,100</b>	<b>3,290,100</b>	<b>7,064,100</b>	<b>9,098,600</b>	<b>8,921,100</b>	<b>7,458,600</b>	<b>7,132,100</b>	<b>7,145,600</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	1,880,000	200,000	204,000	208,000	212,000	216,000	220,000	224,000	228,000	233,000	238,000
686,600	458,300	1,502,100	Community Facilities	390,000	200,000	300,000	306,000	312,000	318,000	324,000	330,000	337,000	344,000	351,000
300	44,100	87,500	Wollongbar Urban Expansion Area (WUEA)	7,000	50,000	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000	59,000
63,700	10,800	521,200	Car Parking	37,000	100,000	102,000	104,000	106,000	108,000	110,000	112,000	114,000	116,000	118,000
379,300	451,000	359,600	Heavy Vehicle	266,000	321,000	327,000	334,000	341,000	348,000	355,000	362,000	369,000	376,000	384,000
838,600	1,070,200	1,773,600	Road Plans	2,520,000	3,200,000	3,264,000	3,329,000	3,396,000	3,464,000	3,533,000	3,604,000	3,676,000	3,750,000	3,825,000
<b>2,226,100</b>	<b>2,348,300</b>	<b>5,279,800</b>	<b>Total Section 7.11 Funds Collected</b>	<b>5,100,000</b>	<b>4,071,000</b>	<b>4,248,000</b>	<b>4,333,000</b>	<b>4,420,000</b>	<b>4,508,000</b>	<b>4,597,000</b>	<b>4,688,000</b>	<b>4,781,000</b>	<b>4,877,000</b>	<b>4,975,000</b>

DEVELOPER CONTRIBUTIONS APPLIED TO PROJECTS IN 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	2028/29
52,800	70,100 7,400	208,500	<b>Open Spaces Plan</b> Miscellaneous - Old plan Pop Denison Master Plan Shaws Bay Coastal Management Plan Porter Park Multi Purpose Court	72,900	29,000 231,200									
<b>52,800</b>	<b>77,500</b>	<b>369,700</b>	<b>Sub Total Open Spaces</b>	<b>121,000</b>	<b>260,200</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>	
185,700	157,800 55,700		<b>Community Facilities Plan</b> Miscellaneous 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>	
221,400	10,400		<b>Car Parking</b> 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>	
110,000	110,000	110,000	<b>Wollongbar Urban Expansion Area</b> 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>	
195,000	130,000	130,000	<b>Heavy Vehicles</b> 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	276,000	191,000	197,000	204,000	211,000	218,000	362,000	369,000	376,000	384,000	
<b>305,600</b>	<b>484,600</b>	<b>403,800</b>	<b>Sub Total Heavy Vehicles</b>	<b>406,000</b>	<b>321,000</b>	<b>327,000</b>	<b>334,000</b>	<b>341,000</b>	<b>348,000</b>	<b>355,000</b>	<b>362,000</b>	<b>369,000</b>	<b>384,000</b>	
106,200	10,000		<b>Roads Plan</b> River St / Moon St Roundabout Tamar Street / Cherry Street Roundabout Hutley Drive - Land Acquisition	1,584,000										
16,300	47,900	347,400	Hutley Drive - Connect to Byron Bay Rd	266,000	4,300,000	0	0	0	0	0	0	0	0	
			Angels Bch Dve/Bang Rd R'bout - Lanes		50,000	1,500,000	0	0	0	0	0	0	0	
			River St - Fish Ck to Tweed St - 4 Lanes	150,000	100,000	100,000	1,140,000	0	0	0	0	0	0	
			River St - Fish Ck to Bypass - 4 Lanes		0	0	4,128,000	0	0	0	0	0	0	
			Fishery Creek Bridge - 4 Lanes		0	0	2,044,000	0	0	0	0	0	0	
			River Street - 4 Lanes - Land Acquisition		0	0	114,000	0	0	0	0	0	0	
			Tam Dr - Nth Ck Rd to Kerr St - 4 Lanes		200,000	100,000	100,000	4,275,000	0	0	0	0	0	
			Canal Bridge - 4 Lanes		0	0	0	2,629,000	0	0	0	0	0	
			Bang Rd/Hogan St - Left In/Left Out		0	0	0	0	0	898,000	0	0	0	
			Angels Bch Dve/Sheath St - Left In/Left Out		0	0	0	0	0	815,000	0	0	0	
			Angels Bch Dve/Sheath St - LILO (Land)		0	0	0	0	0	147,000	0	0	0	
			North Creek Road and Bridge		0	0	0	0	0	0	0	5,541,000	0	
			North Creek Road and Bridge (Land)		0	0	0	0	0	0	0	13,000	0	
			Ross Lane Improvements - West		0	0	0	0	0	0	0	0	1,376,000	
			Ross Lane Improvements - East		0	0	0	0	0	0	0	0	3,110,000	
			Ross Lane Improvements - East (Land)		0	0	0	0	0	0	65,000	0	0	
			Tam Dr to Sthn Cross Dve - Right Turn Ban		0	0	0	0	0	0	218,000	0	0	
			North Ck Rd/Res Rd/Hutley Dr - Calming		0	0	0	0	0	0	2,767,000	0	0	
			Angels Bch Dve/Bang Rd R'bout Lane Ext		0	0	0	0	0	0	1,135,000	0	0	
			Sandy Flat Road		0	0	0	0	0	0	0	0	2,282,000	
			Nth Ck Rd/Tam Dve to Sthn X Dve - Four Lanes		0	0	0	0	0	0	0	0	1,085,000	
			Bang Rd - Add Lane East from R'bout		0	0	0	0	0	0	0	0	864,000	
<b>132,500</b>	<b>47,900</b>	<b>347,400</b>	<b>Sub Total Roads Plan</b>	<b>2,000,000</b>	<b>4,650,000</b>	<b>1,700,000</b>	<b>7,526,000</b>	<b>6,904,000</b>	<b>0</b>	<b>1,860,000</b>	<b>4,185,000</b>	<b>5,554,000</b>	<b>4,486,000</b>	<b>4,231,000</b>
72,500	84,300	332,600	<b>Section 7.11 Recouped to Community Infrastructure Reserve for Projects Completed in Advance</b> Open Spaces	900,000	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	900,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
<b>473,500</b>	<b>333,600</b>	<b>1,590,800</b>	<b>Sub Total Recouped</b>	<b>1,800,000</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>450,000</b>
155,300	24,600		<b>Section 7.11 Recouped Building Better Regional Cities (BBRC) Program</b> Open Spaces (WUEA) Community Facilities (WUEA) Community Facilities (Ballina Heights) Roads (WUEA)											
127,400	60,000													
<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>4,437,000</b>	<b>5,736,200</b>	<b>2,477,000</b>	<b>8,310,000</b>	<b>7,695,000</b>	<b>798,000</b>	<b>2,665,000</b>	<b>4,997,000</b>	<b>6,373,000</b>	<b>5,312,000</b>	<b>5,065,000</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			350,000								
			Shaws Bay CMP - PRMF	95,000										
			<b>Asset Management</b>											
200,000	1,050,000		Federal - Marine Rescue Tower											
247,700	(32,700)	(2,400)	State - Marine Rescue Tower											
	7,000		Private											
			<b>Depot and Administration Centre</b>											
330,000	106,400	107,900	Internal - Depot	109,900	147,600	113,900	115,700	117,700	119,700	121,700	123,700	125,700	127,900	130,100
			Internal - Depot - Car Park	112,000										
	450,600		Internal - Administration Centre		35,500									
			<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											
	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	0	0	1,168,000	22,163,000	17,945,000	4,233,000



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

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	
1,130,700			22112.3311.0179	<b>Rural Roads</b>												
		57,800	24002.5066.0179	RMS - Various												
		178,200	24002.5581.0179	RMS - Supplementary Block Grant												
	1,634,000		24002.5558.0179	RMS - Repair Program Regional Roads												
	787,100		24002.6517.0160	RMS - Highway Handover												
			21112.8398.0180	RMS - Ross Lane Straightening												
200,000	437,000		24001.3829.0180	State - Local Land Services - Marine Estate		876,200										
			24002.5569.0179	State - Disaster - Local and Rural Roads												
	68,100	1,890,200	24002.2626.160	Federal - Department of Infrastructure	464,000											
				Federal - Ross Lane / Coast Road Roundabout												
				Private - Dust Sealing Contributions	136,000											
				<b>Ancillary</b>												
88,000	300		22155.4028.0160	State - Miscellaneous												
		4,000	24003.2497.0179	State - Shared Path Compton Drive												
362,200	2,600	290,400	24003.2628.0160	State - Coastal Shared Path	330,000	880,000										
			24003.2629.0160	Federal - Coastal Shared Path	380,000	880,000										
			24003.6535.0160	Roads to Recovery		246,000										
			24003.2627.0160	State - Coastal Walk		750,000										
			24002.5066.0179	<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>												
	24,600	234,700	24004.8865.0160	State - RBP - Keith Hall Boat Ramp	15,000											
	10,800	37,600	24004.4435.0160	State - RBP - East Wardell, Pontoon												
	35,000	70,900	24004.4436.0160	State - RBP - Captain Cook Park – Pontoons												
	13,400	51,000	24004.4437.0160	State - RBP - Fishery Creek - Pontoon / Park	4,000											
	16,700	77,900	24004.4438.0160	State - RBP - Faulks Reserve – Pontoon												
		40,000	24004.4040.0160	State - RBP - Emigrant Creek - Access												
	11,100	5,300	24004.4492.0160	State - RBP - Nth Ck Road, Lennox Head	20,000											
	9,500	5,200	24004.4034.0160	State - RBP - Brunswick St, Ballina	20,000											
				<b>Open Spaces</b>												
		60,000	24005.5717.0169	Private - Ballina RSL - Captain Cook Master Plan												
		67,100	24005.6118.0160	Private - Playground Elevation Estate												
	50,000			State - Ocean Pool												
	39,800			State - Sharpes Beach Observation Tower												
			24005.6534.0160	Wardell Wharf Shade Structure		6,000										
			22230.2843.0160	State - Pop Denison Master Plan	83,200	168,800										
				<b>Sports Fields</b>												
	20,000		24015.6115.0169	State - Netball Club Contributions												
		12,700	24015.6113.0160	State - Kingsford Smith Reserve Clubhouse												
			24015.6120.0160	State - Williams Reserve Lighting	119,800											
		79,200	24015.6119.0160	State - Ballina Tennis Club												
			24015.6111.0182	State - Saunders Oval Lighting	35,000											
			24015.6112.0160	State - Kingsford Smith Retaining Wall	30,000											
			24015.8453.0160	State - Wollongbar Sportsfield Improvements	200,000	200,000										
			24015.6122.0160	Developer - Noice Attenuation Quays Reserve	50,000											
	30,000			Private - Wollongbar Rugby Club												
			24015.6125.0160	State - Fripp Oval	25,000											
			24015.6121.0160	State - Skennars Head Sports Fields	275,000	715,000										
<b>7,989,000</b>	<b>7,584,700</b>	<b>6,091,300</b>		<b>Total Capital Grants and Contributions</b>	<b>11,191,000</b>	<b>10,467,600</b>	<b>8,870,800</b>	<b>14,000,200</b>	<b>6,509,100</b>	<b>320,100</b>	<b>326,200</b>	<b>1,500,300</b>	<b>22,501,500</b>	<b>18,290,000</b>	<b>4,584,600</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
910,100			<b>Southern Cross Industrial Estate Sales</b>			5,540,000	5,540,000	2,770,000					
750,100	719,600		Land Sale - Boeing Avenue - Lots One and Two										
			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>
		10,000	<b>Russellton Industrial Estate Sales</b>										
			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>										
			Surplus Land - Miscellaneous Sales	300,000									
175,600	387,500	3,850,200	WUEA - Stages One and Two	300,000									
	203,200		WUEA - Stage Three			4,100,000	4,100,000						
			7 North Creek Road										
			54 North Creek Road		2,605,000								
450,600			Bagotville Quarry										
<b>626,200</b>	<b>590,700</b>	<b>3,850,200</b>	<b>Sub Total - Other Land Sales</b>	<b>600,000</b>	<b>2,605,000</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>825,000</b>	<b>2,605,000</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						
			<b>Roads and Town Centres</b>										
			River Street Beautification - Moon / Grant		2,700,000								
			Lennox Head - Village Renewal			3,100,000	0						
			S 7.11 - Hutley Drive			0	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	0
			S 7.11 - River St Fish Ck / Bypass - 4 Lanes			0	2,878,000	0	0	0	0	0	0
			S 7.11 - Fisheries Creek Bridge - 4 Lanes			0	3,094,000	0	0	0	0	0	0
			S 7.11 - River St - Land			0	40,000	0	0	0	0	0	0
			<b>Swimming Pools</b>										
	3,818,100	3,929,500	Ballina										
	2,893,600	3,318,300	Alstonville										
			<b>Property Development (Bridging Loans)</b>										
			Boeing Avenue - Lots One and Two	1,368,400	5,743,100								
			WUEA - Stage Three		5,658,700	95,400	7,900						
<b>500,000</b>	<b>6,711,700</b>	<b>7,247,800</b>	<b>Total Loan Income</b>	<b>3,768,400</b>	<b>16,601,800</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><i>Corporate and Community Division</i></b>												
<b>Governance</b>												
Council Election	45,000	0	45,000	60,000	260,000	(200,000)	71,000	0	71,000	71,000	0	71,000
<b>Communications</b>												
Community Donations												
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	120,500		120,500	0		0	0		0	0		0
Financial Assistance Grant			0			0			0			0
<b>Human Resources</b>												
Employee Leave Entitlements		139,000	(139,000)									
Projects												
Insurance Reserve												
<b>Information Services</b>												
Records Management												
Equipment Replacement												
Information Fee												
Projects		22,000	(22,000)									
<b>Property Management</b>												
<b><i>Community Infrastructure Reserve</i></b>												
Interest Earned on Reserve	27,000		27,000	35,000		35,000	16,000		16,000	7,000		7,000
Rental - 89 Tamar Street	753,800	74,000	679,800	768,900	75,600	693,300	784,300	77,500	706,800	800,000	79,400	720,600
Rental - ARC												
Rental - Fawcett Street Café	69,400	26,000	43,400	70,800	26,700	44,100	72,200	27,400	44,800	73,600	28,100	45,500
Sales - Miscellaneous												
Skennars Head Fields												
Lake Ainsworth												
ALEC		400,000	(400,000)									
Ballina Indoor Sports Centre												
Swimming Pools		80,000	(80,000)		400,000	(400,000)						
Lennox Head Village Renewal					1,100,000	(1,100,000)		1,300,000	(1,300,000)			
Lennox Head Rural Fire Shed					800,000	(800,000)						
Ballina SES Building										1,000,000	(1,000,000)	
Russellton Sales												
Shaws Bay CMP		350,000	(350,000)									
Kentwell Solar		25,000	(25,000)									
Sports Fields - Hutley Drive		318,000	(318,000)									
Wollongbar - District Park		830,000	(830,000)									
Compton Drive - Fencing		20,000	(20,000)									
Wollongbar Skate Park												
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		0	0		243,000	(243,000)		522,000	(522,000)		522,000	(522,000)
Property Assessments												
<b>Sub Total - Comm Infrastructure</b>	<b>1,300,200</b>	<b>2,151,100</b>	<b>(850,900)</b>	<b>1,324,700</b>	<b>2,665,900</b>	<b>(1,341,200)</b>	<b>1,322,500</b>	<b>1,947,500</b>	<b>(625,000)</b>	<b>1,330,600</b>	<b>1,650,100</b>	<b>(319,500)</b>
<b><i>Property Development Reserve</i></b>												
Interest Earned on Reserve	19,000		19,000	15,000		15,000	17,000		17,000	20,000		20,000
Southern Cross Movements	0	94,000	(94,000)	0	75,300	(75,300)		76,600	(76,600)		78,000	(78,000)
Russellton Movements	0	51,000	(51,000)	0	52,100	(52,100)	0	53,200	(53,200)	0	54,300	(54,300)
Wollongbar Movements	0	55,000	(55,000)	0	56,200	(56,200)	0	57,400	(57,400)	0	0	0
Norfolk Homes Rental	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	4,200	270,700	280,400	4,300	276,100
North Creek Road - Development	2,605,000		2,605,000									
Shelly Beach Café		43,000	(43,000)									
Ballina Surf Club Enclosure			0									
Airport Boulevard		3,500,000	(3,500,000)									
Hutley Drive - North			0									
Skennars Head Fields Easement			0									
Biodiversity Pilot Project			0									
WUEA - Stage 3 - Land Development	868,700		868,700									
Dividend - General Fund Operations		255,400	(255,400)		190,000	(190,000)		181,000	(181,000)		149,000	(149,000)
<b>Sub Total - Property Development</b>	<b>3,913,000</b>	<b>4,002,400</b>	<b>(89,400)</b>	<b>443,700</b>	<b>377,700</b>	<b>66,000</b>	<b>454,300</b>	<b>372,400</b>	<b>81,900</b>	<b>466,000</b>	<b>285,600</b>	<b>180,400</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
<i>Loan Funded Property Developments</i>												
Bridging Finance - Boeing Avenue	5,743,100		5,743,100			0			0			0
Bridging Finance - WUEA	5,658,700		5,658,700	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		5,592,000	(5,592,000)		4,400	(4,400)		4,400	(4,400)			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>11,401,800</b>	<b>11,401,800</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>
<i>Miscellaneous Property Reserves</i>												
Ballina Heights BBRC												
Crown Reserves	53,000	77,000	(24,000)	54,000	78,800	(24,800)	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>	<b>148,000</b>	<b>150,000</b>	<b>(2,000)</b>	<b>150,300</b>	<b>70,000</b>	<b>80,300</b>	<b>152,400</b>	<b>71,000</b>	<b>81,400</b>	<b>154,700</b>	<b>72,000</b>	<b>82,700</b>
<b>Airport</b>	<b>640,400</b>	<b>1,200,000</b>	<b>(559,600)</b>	<b>537,400</b>	<b>1,001,000</b>	<b>(463,600)</b>	<b>194,800</b>	<b>652,000</b>	<b>(457,200)</b>	<b>278,600</b>	<b>153,000</b>	<b>125,600</b>
<b>Community Facilities</b>												
Community Centres												
Public Halls												
Northlakes Hall												
Building Asset Renewal Program		200,000	(200,000)									
Lennox Head Surf Club			0									
Ballina Indoor Sports Centre		1,500,000	(1,500,000)									
Ballina Surf Club			0									
Comm Infrastructure Reserve Dividends		0	0		0	0		0	0		0	0
<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>Library Services</b>												
State Grant Projects												
<b>Swimming Pools</b>												
Redevelopment												
<b>Tourism</b>												
Tourism and Events												
<b>Total - Corporate and Community</b>	<b>17,732,400</b>	<b>20,854,300</b>	<b>(3,121,900)</b>	<b>12,436,500</b>	<b>14,200,100</b>	<b>(1,763,600)</b>	<b>12,049,400</b>	<b>8,597,500</b>	<b>3,451,900</b>	<b>5,299,000</b>	<b>2,230,900</b>	<b>3,068,100</b>
<b>Planning and Environmental Health Division</b>												
<b>Development Services</b>												
Development Services - Resources												
Development Services - Quarry Audits												
<b>Building Services</b>												
Building Services - Resources												
<b>Environmental and Public Health</b>												
Environmental and Public Health												
Healthy Waterways and CMPs	88,000		88,000									
<b>Public Order</b>												
Public Order and Safety												
<b>Strategic Planning</b>												
Section 7.11 Contributions	4,215,500	5,736,200	(1,520,700)	4,369,500	2,477,000	1,892,500	4,482,000	8,310,000	(3,828,000)	4,514,000	7,695,000	(3,181,000)
Strategic Planning Studies												
Plans of Management												
Section 7.11 Reviews												
Environmental Action Plan												
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 Env Health</b>	<b>4,310,500</b>	<b>5,736,200</b>	<b>(1,425,700)</b>	<b>4,376,700</b>	<b>2,477,000</b>	<b>1,899,700</b>	<b>4,489,400</b>	<b>8,310,000</b>	<b>(3,820,600)</b>	<b>4,521,600</b>	<b>7,695,000</b>	<b>(3,173,400)</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>Environmental Protection</b>												
Management Plans												
<b>Roads and Bridges</b>												
Road Works Contingency	700,000	1,313,000	(613,000)									
Roads Pre-Plan Sec 7.11			0									
Alstonville Bypass Handover	27,000	0	27,000	24,000	100,000	(76,000)	22,000	103,000	(81,000)	20,000	106,000	(86,000)
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		1,000,000	(1,000,000)									
<b>Ancillary Transport Facilities</b>												
Footpaths / Shared Paths												
Coastal Shared Path Reserve		250,000	(250,000)									
Coastal Shared Path Reserve - BISC												
Wardell Town Centre												
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		90,000	(90,000)									
Playground Elevation Estate			0									
Ocean Pool			0									
Wollongbar Skate Park		450,000	(450,000)									
<b>Vegetation Management</b>												
Veg Mgmt - Grants												
Shared Path												
<b>Sports Fields</b>												
Sports Fields Improvements												
Skennars Head Sports Fields		1,285,000	(1,285,000)									
Wollongbar Fields (Grant)												
Wollongbar Fields (Council)												
<b>Cemeteries</b>												
Cemeteries - Operations	117,000	50,000	67,000	119,200	50,000	69,200	121,100	50,000	71,100	123,100	50,000	73,100
<b>Fleet Management</b>												
	1,367,100	1,246,000	121,100	1,395,200	1,480,000	(84,800)	1,423,200	1,534,000	(110,800)	1,451,800	1,499,000	(47,200)
<b>Rural Fire Service</b>												
<b>Quarries and Sandpit</b>												
Quarry - Operations	23,000	0	23,000	23,300	0	23,300	23,500	0	23,500	23,700	0	23,700
Quarry - Shaws Bay CMP												
<b>Landfill and Resource Management</b>												
Landfill - Operations	395,000	175,000	220,000	575,000	103,000	472,000	626,000	106,000	520,000	678,000	109,000	569,000
Landfill - Sports Centre	0		0									
Waste Levy		200,000	(200,000)									
<b>Domestic Waste Management</b>												
	356,000	2,100,000	(1,744,000)	379,000	0	379,000	416,300	0	416,300	458,100	0	458,100
<b>Total - Civil Services</b>	<b>3,232,100</b>	<b>9,123,000</b>	<b>(5,890,900)</b>	<b>2,772,700</b>	<b>2,172,000</b>	<b>600,700</b>	<b>2,883,100</b>	<b>2,294,000</b>	<b>589,100</b>	<b>3,004,700</b>	<b>2,042,000</b>	<b>962,700</b>
<b>Total - Increase / (Decrease)</b>	<b>25,275,000</b>	<b>35,713,500</b>	<b>(10,438,500)</b>	<b>19,585,900</b>	<b>18,849,100</b>	<b>736,800</b>	<b>19,421,900</b>	<b>19,201,500</b>	<b>220,400</b>	<b>12,825,300</b>	<b>11,967,900</b>	<b>857,400</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>Governance</b>												
Council Election	155,000	45,000	200,000	200,000	(200,000)	0	0	71,000	71,000	71,000	71,000	142,000
<b>Communications</b>												
Community Donations	13,300		13,300	13,300		13,300	13,300		13,300	13,300		13,300
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	100,000	120,500	220,500	220,500	0	220,500	220,500	0	220,500	220,500	0	220,500
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	(139,000)	2,873,700	2,873,700	0	2,873,700	2,873,700	0	2,873,700	2,873,700	0	2,873,700
Projects	64,000		64,000	64,000		64,000	64,000		64,000	64,000		64,000
Insurance	150,700		150,700	150,700		150,700	150,700		150,700	150,700		150,700
<b>Information Services</b>												
Records Management	8,900	0	8,900	8,900	0	8,900	8,900	0	8,900	8,900	0	8,900
Projects	34,500	(22,000)	12,500	12,500	0	12,500	12,500	0	12,500	12,500	0	12,500
<b>Property Management</b>												
Community Infrastructure	3,278,300	(850,900)	2,427,400	2,427,400	(1,341,200)	1,086,200	1,086,200	(625,000)	461,200	461,200	(319,500)	141,700
Property Development	596,100	(89,400)	506,700	506,700	66,000	572,700	572,700	81,900	654,600	654,600	180,400	835,000
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 - Major Property Res</b>	<b>3,874,400</b>	<b>(940,300)</b>	<b>2,934,100</b>	<b>2,934,100</b>	<b>(1,275,200)</b>	<b>1,658,900</b>	<b>1,658,900</b>	<b>3,616,800</b>	<b>5,275,700</b>	<b>5,275,700</b>	<b>2,628,700</b>	<b>7,904,400</b>
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	(24,800)	92,000	92,000	0	92,000	92,000	0	92,000
<b>Flat Rock Tent Park</b>	<b>369,500</b>	<b>(2,000)</b>	<b>367,500</b>	<b>367,500</b>	<b>80,300</b>	<b>447,800</b>	<b>447,800</b>	<b>81,400</b>	<b>529,200</b>	<b>529,200</b>	<b>82,700</b>	<b>611,900</b>
<b>Airport</b>	<b>1,421,700</b>	<b>(559,600)</b>	<b>862,100</b>	<b>862,100</b>	<b>(463,600)</b>	<b>398,500</b>	<b>398,500</b>	<b>(457,200)</b>	<b>(58,700)</b>	<b>(58,700)</b>	<b>125,600</b>	<b>66,900</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	1,500,000	(1,500,000)	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>Total</b>	<b>13,857,100</b>	<b>(3,166,900)</b>	<b>10,690,200</b>	<b>10,690,200</b>	<b>(1,563,600)</b>	<b>9,126,600</b>	<b>9,126,600</b>	<b>3,380,900</b>	<b>12,507,500</b>	<b>12,507,500</b>	<b>2,997,100</b>	<b>15,504,600</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	67,300	88,000	155,300	155,300		155,300	155,300		155,300	155,300		155,300
<b>Building Services</b>												
Building Services Resources	100,000		100,000	100,000		100,000	100,000		100,000	100,000		100,000
<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 Contributions	9,927,300	(1,520,700)	8,406,600	8,406,600	1,892,500	10,299,100	10,299,100	(3,828,000)	6,471,100	6,471,100	(3,181,000)	3,290,100
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	145,900	0	145,900	145,900	0	145,900	145,900	0	145,900	145,900	0	145,900
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
<b>Total</b>	<b>10,842,400</b>	<b>(1,432,700)</b>	<b>9,409,700</b>	<b>9,409,700</b>	<b>1,892,500</b>	<b>11,302,200</b>	<b>11,302,200</b>	<b>(3,828,000)</b>	<b>7,474,200</b>	<b>7,474,200</b>	<b>(3,181,000)</b>	<b>4,293,200</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 Division</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	951,300	(709,000)	242,300	242,300	(15,000)	227,300	227,300	0	227,300	227,300	0	227,300
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	804,000	27,000	831,000	831,000	(76,000)	755,000	755,000	(81,000)	674,000	674,000	(86,000)	588,000
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	1,000,000	(1,000,000)	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	174,900	(90,000)	84,900	84,900	0	84,900	84,900	0	84,900	84,900	0	84,900
Ocean Pool	0	0	0	0	0	0	0	0	0	0	0	0
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	0	0	0	0	0	0	0	0	0	0	0	0
Skennars Head Sports Fields	1,285,000	(1,285,000)	0	0	0	0	0	0	0	0	0	0
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>Cemeteries</b>												
Cemeteries - Operations	338,900	67,000	405,900	405,900	69,200	475,100	475,100	71,100	546,200	546,200	73,100	619,300
<b>Plant and Fleet - Operations</b>												
	(138,500)	121,100	(17,400)	(17,400)	(84,800)	(102,200)	(102,200)	(110,800)	(213,000)	(213,000)	(47,200)	(260,200)
<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>												
	771,500	23,000	794,500	794,500	23,300	817,800	817,800	23,500	841,300	841,300	23,700	865,000
<b>Landfill Management and Resource Recovery</b>												
LRM Operations	866,900	20,000	886,900	886,900	472,000	1,358,900	1,358,900	520,000	1,878,900	1,878,900	569,000	2,447,900
<b>Waste - Domestic</b>												
DWM Operations (External)	3,148,100	(1,744,000)	1,404,100	1,404,100	379,000	1,783,100	1,783,100	416,300	2,199,400	2,199,400	458,100	2,657,500
<b>Total</b>	<b>14,761,300</b>	<b>(5,883,900)</b>	<b>8,877,400</b>	<b>8,877,400</b>	<b>607,900</b>	<b>9,485,300</b>	<b>9,485,300</b>	<b>596,500</b>	<b>10,081,800</b>	<b>10,081,800</b>	<b>970,300</b>	<b>11,052,100</b>
<b>Total - Increase / (Decrease)</b>	<b>39,615,800</b>	<b>(10,438,500)</b>	<b>29,177,300</b>	<b>29,177,300</b>	<b>736,800</b>	<b>29,914,100</b>	<b>29,914,100</b>	<b>220,400</b>	<b>30,134,500</b>	<b>30,134,500</b>	<b>857,400</b>	<b>30,991,900</b>
<b>Reserve Dissection</b>												
Internally Restricted	26,399,600	(7,149,800)	19,249,800	19,249,800	(1,509,900)	17,739,900	17,739,900	3,632,100	21,372,000	21,372,000	3,580,300	24,952,300
Externally Restricted	13,216,200	(3,288,700)	9,927,500	9,927,500	2,246,700	12,174,200	12,174,200	(3,411,700)	8,762,500	8,762,500	(2,722,900)	6,039,600

## **Part F**

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

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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	19,500	20,000	19,900	20,400	24,900	29,600	28,500	29,200	27,100	31,900
Receivables	6,941	4,892	5,763	5,900	6,050	6,180	6,310	6,440	6,570	6,710	6,850	6,990	7,130	7,280
Inventories	808	2,420	1,472	1,510	1,550	1,590	1,630	1,670	1,710	1,750	1,790	1,830	1,870	1,910
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>32,935</b>	<b>33,615</b>	<b>33,695</b>	<b>34,375</b>	<b>39,055</b>	<b>43,945</b>	<b>43,035</b>	<b>43,925</b>	<b>42,015</b>	<b>47,015</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	2,730	2,790	2,850	2,910	2,970	3,030	3,100	3,170	3,240
Infrastructure, Property, Plant and Equipment	820,963	854,296	910,535	941,820	982,630	1,005,030	1,040,130	1,050,020	1,048,000	1,046,710	1,053,780	1,081,070	1,107,300	1,113,690
Investment Property	21,977	22,025	22,025	22,500	23,070	23,540	24,020	24,510	25,010	25,520	26,040	26,570	27,110	27,660
Other	0	20	1,159	0	0	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Assets</b>	<b>849,880</b>	<b>883,418</b>	<b>944,766</b>	<b>975,434</b>	<b>1,016,894</b>	<b>1,039,834</b>	<b>1,075,484</b>	<b>1,085,934</b>	<b>1,084,484</b>	<b>1,083,774</b>	<b>1,091,434</b>	<b>1,119,334</b>	<b>1,146,184</b>	<b>1,153,204</b>
<b>TOTAL ASSETS</b>	<b>894,502</b>	<b>940,004</b>	<b>998,175</b>	<b>1,018,769</b>	<b>1,049,829</b>	<b>1,073,449</b>	<b>1,109,179</b>	<b>1,120,309</b>	<b>1,123,539</b>	<b>1,127,719</b>	<b>1,134,469</b>	<b>1,163,259</b>	<b>1,188,199</b>	<b>1,200,219</b>
<b>LIABILITIES</b>														
<b>Current Liabilities</b>														
Payables	6,978	9,391	8,084	8,270	8,480	8,650	8,830	9,010	9,200	9,390	9,580	9,780	9,980	10,180
Borrowings	3,696	3,123	3,237	3,253	10,612	9,071	3,750	3,045	2,800	2,202	2,229	2,315	2,287	2,287
Provisions	6,936	7,448	7,238	7,500	7,700	7,900	8,100	8,300	8,500	8,700	8,900	9,100	9,300	9,500
<b>Total Current Liabilities</b>	<b>17,610</b>	<b>19,962</b>	<b>18,559</b>	<b>19,023</b>	<b>26,792</b>	<b>25,621</b>	<b>20,680</b>	<b>20,355</b>	<b>20,500</b>	<b>20,292</b>	<b>20,709</b>	<b>21,195</b>	<b>21,567</b>	<b>21,967</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	24,577	30,638	32,336	44,355	41,387	38,668	36,548	34,404	32,177	29,980	27,693
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>29,277</b>	<b>35,538</b>	<b>37,436</b>	<b>49,655</b>	<b>46,887</b>	<b>44,368</b>	<b>42,448</b>	<b>40,504</b>	<b>38,477</b>	<b>36,480</b>	<b>34,393</b>
<b>TOTAL LIABILITIES</b>	<b>38,395</b>	<b>44,221</b>	<b>47,045</b>	<b>48,300</b>	<b>62,330</b>	<b>63,056</b>	<b>70,335</b>	<b>67,242</b>	<b>64,867</b>	<b>62,740</b>	<b>61,213</b>	<b>59,672</b>	<b>58,047</b>	<b>56,360</b>
<b>Net Assets</b>	<b>856,107</b>	<b>895,783</b>	<b>951,130</b>	<b>970,469</b>	<b>987,499</b>	<b>1,010,393</b>	<b>1,038,844</b>	<b>1,053,067</b>	<b>1,058,672</b>	<b>1,064,979</b>	<b>1,073,256</b>	<b>1,103,588</b>	<b>1,130,152</b>	<b>1,143,859</b>
<b>EQUITY</b>														
Retained Earnings	507,454	535,300	569,053	579,569	586,799	601,593	621,844	627,667	624,672	622,279	621,656	642,888	660,152	664,459
Revaluation Reserves	348,653	360,483	382,077	390,900	400,700	408,800	417,000	425,400	434,000	442,700	451,600	460,700	470,000	479,400
<b>Council Equity Interest</b>	<b>856,107</b>	<b>895,783</b>	<b>951,130</b>	<b>970,469</b>	<b>987,499</b>	<b>1,010,393</b>	<b>1,038,844</b>	<b>1,053,067</b>	<b>1,058,672</b>	<b>1,064,979</b>	<b>1,073,256</b>	<b>1,103,588</b>	<b>1,130,152</b>	<b>1,143,859</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	16,110	14,010	11,420	11,000	11,050	10,260	11,270	12,760	14,230	15,920	15,920
Receivables	2,043	2,130	2,170	2,220	2,280	2,330	2,380	2,430	2,480	2,530	2,590	2,650	2,710	2,770
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>18,490</b>	<b>16,460</b>	<b>13,930</b>	<b>13,570</b>	<b>13,680</b>	<b>12,950</b>	<b>14,020</b>	<b>15,580</b>	<b>17,120</b>	<b>18,880</b>	<b>18,950</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	81,500	85,200	90,400	95,200	100,300	102,800	105,000	103,300	101,600	99,800	98,000
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>84,423</b>	<b>88,133</b>	<b>93,343</b>	<b>98,153</b>	<b>103,263</b>	<b>105,773</b>	<b>107,983</b>	<b>106,293</b>	<b>104,603</b>	<b>102,813</b>	<b>101,023</b>
<b>TOTAL ASSETS</b>	<b>84,014</b>	<b>95,027</b>	<b>100,986</b>	<b>102,913</b>	<b>104,593</b>	<b>107,273</b>	<b>111,723</b>	<b>116,943</b>	<b>118,723</b>	<b>122,003</b>	<b>121,873</b>	<b>121,723</b>	<b>121,693</b>	<b>119,973</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>102,653</b>	<b>104,213</b>	<b>106,773</b>	<b>111,103</b>	<b>116,203</b>	<b>117,863</b>	<b>121,023</b>	<b>120,773</b>	<b>120,503</b>	<b>120,353</b>	<b>118,513</b>
<b>EQUITY</b>														
Retained Earnings	40,469	42,124	46,545	47,053	47,213	48,573	51,703	55,603	55,963	57,823	56,273	54,703	53,153	49,913
Revaluation Reserves	43,398	52,752	54,271	55,600	57,000	58,200	59,400	60,600	61,900	63,200	64,500	65,800	67,200	68,600
<b>Council Equity Interest</b>	<b>83,867</b>	<b>94,876</b>	<b>100,816</b>	<b>102,653</b>	<b>104,213</b>	<b>106,773</b>	<b>111,103</b>	<b>116,203</b>	<b>117,863</b>	<b>121,023</b>	<b>120,773</b>	<b>120,503</b>	<b>120,353</b>	<b>118,513</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	10,030	11,570	13,040	14,890	16,690	20,710	21,690	26,900	33,060	39,600	46,620
Receivables	1,305	1,288	1,286	1,320	1,360	1,390	1,420	1,450	1,480	1,510	1,550	1,590	1,630	1,670
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>11,350</b>	<b>12,930</b>	<b>14,430</b>	<b>16,310</b>	<b>18,140</b>	<b>22,190</b>	<b>23,200</b>	<b>28,450</b>	<b>34,650</b>	<b>41,230</b>	<b>48,290</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	223,100	226,000	226,900	231,900	234,100	231,800	233,300	230,500	227,100	223,800	220,400
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>224,587</b>	<b>227,497</b>	<b>228,407</b>	<b>233,417</b>	<b>235,627</b>	<b>233,337</b>	<b>234,847</b>	<b>232,057</b>	<b>228,667</b>	<b>225,377</b>	<b>221,987</b>
<b>TOTAL ASSETS</b>	<b>214,998</b>	<b>222,110</b>	<b>232,795</b>	<b>235,937</b>	<b>240,427</b>	<b>242,837</b>	<b>249,727</b>	<b>253,767</b>	<b>255,527</b>	<b>258,047</b>	<b>260,507</b>	<b>263,317</b>	<b>266,607</b>	<b>270,277</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>182,192</b>	<b>190,088</b>	<b>195,084</b>	<b>204,764</b>	<b>211,788</b>	<b>216,728</b>	<b>222,628</b>	<b>228,669</b>	<b>235,260</b>	<b>242,529</b>	<b>250,348</b>
<b>EQUITY</b>														
Retained Earnings	98,161	98,522	107,831	112,692	118,788	122,284	130,464	135,988	139,328	143,628	148,069	152,960	158,529	164,648
Revaluation Reserves	54,302	63,704	67,933	69,500	71,300	72,800	74,300	75,800	77,400	79,000	80,600	82,300	84,000	85,700
<b>Council Equity Interest</b>	<b>152,463</b>	<b>162,226</b>	<b>175,764</b>	<b>182,192</b>	<b>190,088</b>	<b>195,084</b>	<b>204,764</b>	<b>211,788</b>	<b>216,728</b>	<b>222,628</b>	<b>228,669</b>	<b>235,260</b>	<b>242,529</b>	<b>250,348</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	56,240	45,080	44,460	45,790	48,140	55,870	62,560	68,160	76,490	82,620	94,440
Receivables	10,289	8,310	9,219	9,440	9,690	9,900	10,110	10,320	10,530	10,750	10,990	11,230	11,470	11,720
Inventories	808	2,420	1,472	1,510	1,550	1,590	1,630	1,670	1,710	1,750	1,790	1,830	1,870	1,910
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>73,175</b>	<b>62,325</b>	<b>61,975</b>	<b>63,575</b>	<b>66,195</b>	<b>74,195</b>	<b>81,165</b>	<b>87,065</b>	<b>95,695</b>	<b>102,125</b>	<b>114,255</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	2,730	2,790	2,850	2,910	2,970	3,030	3,100	3,170	3,240
Infrastructure, Property, Plant and Equipment	1,090,742	1,140,730	1,214,170	1,246,420	1,293,830	1,322,330	1,367,230	1,384,420	1,382,600	1,385,010	1,387,580	1,409,770	1,430,900	1,432,090
Investment Property	21,977	22,025	22,025	22,500	23,070	23,540	24,020	24,510	25,010	25,520	26,040	26,570	27,110	27,660
<b>Total Non-Current Assets</b>	<b>1,122,213</b>	<b>1,172,785</b>	<b>1,252,790</b>	<b>1,284,444</b>	<b>1,332,524</b>	<b>1,361,584</b>	<b>1,407,054</b>	<b>1,424,824</b>	<b>1,423,594</b>	<b>1,426,604</b>	<b>1,429,784</b>	<b>1,452,604</b>	<b>1,474,374</b>	<b>1,476,214</b>
<b>TOTAL ASSETS</b>	<b>1,193,514</b>	<b>1,257,141</b>	<b>1,331,956</b>	<b>1,357,619</b>	<b>1,394,849</b>	<b>1,423,559</b>	<b>1,470,629</b>	<b>1,491,019</b>	<b>1,497,789</b>	<b>1,507,769</b>	<b>1,516,849</b>	<b>1,548,299</b>	<b>1,576,499</b>	<b>1,590,469</b>
<b>LIABILITIES</b>														
<b>Current Liabilities</b>														
Payables	7,103	9,549	8,247	8,520	8,840	9,120	9,410	9,700	10,000	10,300	10,600	10,910	11,220	11,530
Borrowings	6,654	6,219	6,624	6,788	13,329	11,990	6,865	6,354	6,310	5,913	6,139	6,425	6,566	6,566
Provisions	7,551	8,091	7,972	8,260	8,490	8,720	8,950	9,180	9,410	9,640	9,870	10,100	10,330	10,560
<b>Total Current Liabilities</b>	<b>21,308</b>	<b>23,859</b>	<b>22,843</b>	<b>23,568</b>	<b>30,659</b>	<b>29,830</b>	<b>25,225</b>	<b>25,234</b>	<b>25,720</b>	<b>25,853</b>	<b>26,609</b>	<b>27,435</b>	<b>28,116</b>	<b>28,656</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	73,927	77,271	76,049	84,953	78,677	72,446	66,616	60,562	54,224	47,749	41,183
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>78,737</b>	<b>82,391</b>	<b>81,479</b>	<b>90,693</b>	<b>84,727</b>	<b>78,806</b>	<b>73,286</b>	<b>67,542</b>	<b>61,514</b>	<b>55,349</b>	<b>49,093</b>
<b>TOTAL LIABILITIES</b>	<b>101,077</b>	<b>104,256</b>	<b>104,246</b>	<b>102,305</b>	<b>113,049</b>	<b>111,309</b>	<b>115,918</b>	<b>109,961</b>	<b>104,527</b>	<b>99,139</b>	<b>94,151</b>	<b>88,949</b>	<b>83,464</b>	<b>77,749</b>
<b>Net Assets</b>	<b>1,092,437</b>	<b>1,152,885</b>	<b>1,227,710</b>	<b>1,255,314</b>	<b>1,281,800</b>	<b>1,312,250</b>	<b>1,354,711</b>	<b>1,381,058</b>	<b>1,393,262</b>	<b>1,408,630</b>	<b>1,422,698</b>	<b>1,459,350</b>	<b>1,493,035</b>	<b>1,512,720</b>
<b>EQUITY</b>														
Retained Earnings	646,084	675,946	723,429	739,314	752,800	772,450	804,011	819,258	819,962	823,730	825,998	850,550	871,835	879,020
Revaluation Reserves	446,353	476,939	504,281	516,000	529,000	539,800	550,700	561,800	573,300	584,900	596,700	608,800	621,200	633,700
<b>Council Equity Interest</b>	<b>1,092,437</b>	<b>1,152,885</b>	<b>1,227,710</b>	<b>1,255,314</b>	<b>1,281,800</b>	<b>1,312,250</b>	<b>1,354,711</b>	<b>1,381,058</b>	<b>1,393,262</b>	<b>1,408,630</b>	<b>1,422,698</b>	<b>1,459,350</b>	<b>1,493,035</b>	<b>1,512,720</b>