

long term financial plan budget. LTFP

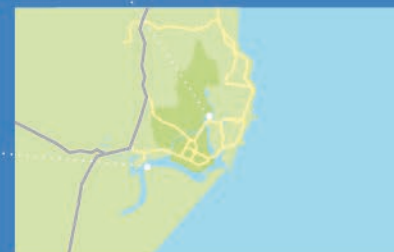
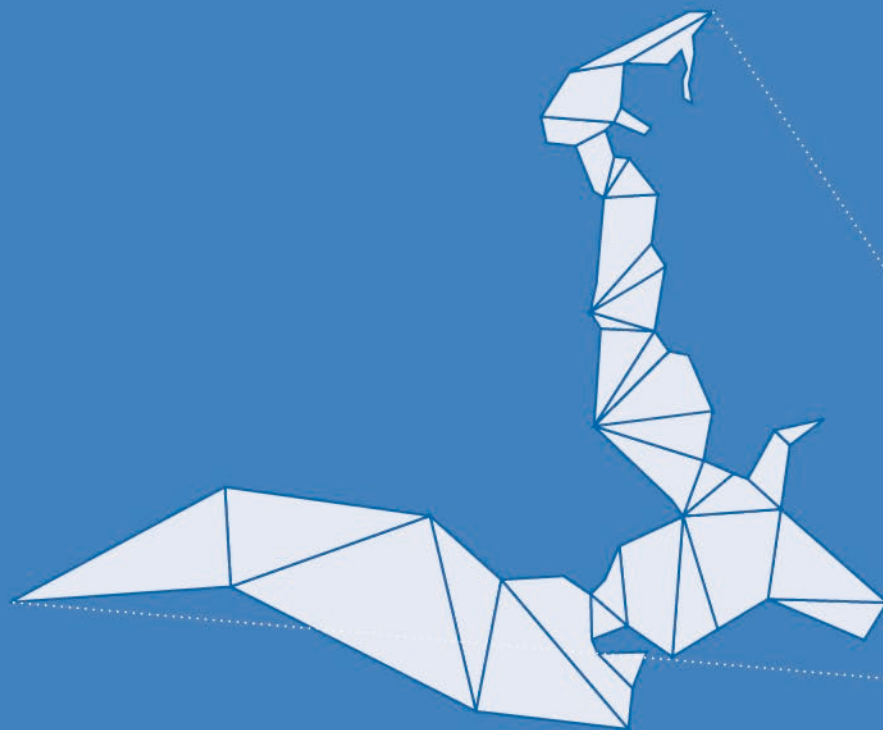
2023/24 – 2032/33

Adopted 22 June 2023

ballina
shire council



our community our future



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

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Part A

Introduction

Overview

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

Section	Description
A. 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.

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 2023/24 represent the budgets for that year whereas the estimates from 2024/25 onwards provide a guide as to where the organisation is heading. Actual figures are included for previous years.

GENERAL FUND - INCOME STATEMENT (2018/19 to 2032/33)

ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING RESULTS												
				Operating Activities												
30,100,000	32,093,000	33,531,000	34,630,000	Rates and Annual Charges	35,658,000	37,351,000	5	38,837,000	40,404,000	41,880,000	43,175,000	44,512,000	45,891,000	47,313,000	48,777,000	50,288,000
21,801,600	22,439,500	25,737,100	30,273,500	User Charges and Fees	32,227,700	34,595,000	7	36,161,000	37,772,000	39,186,000	40,558,000	41,721,000	43,041,000	44,396,000	45,913,000	47,218,000
1,722,200	1,248,000	530,200	360,600	Interest and Investment Revenues	2,099,000	1,710,000	(19)	1,843,000	1,921,000	2,340,000	2,698,000	2,862,000	3,129,000	3,343,000	3,485,000	3,756,000
4,071,200	3,815,200	6,282,500	4,739,000	Other Revenues	4,065,000	4,380,000	8	4,496,000	4,615,000	4,735,000	4,860,000	4,988,000	5,118,000	5,252,000	5,389,000	5,529,000
8,565,200	10,744,000	10,631,200	15,498,600	Grants and Contributions for Operating Purposes	9,800,900	11,967,000	22	8,930,300	9,148,700	9,371,200	9,599,800	9,835,400	10,075,100	10,320,900	10,572,800	10,833,800
20,044,300	10,668,200	14,260,600	13,674,100	Grants and Contributions for Capital Purposes - Cash	24,064,700	25,249,700	5	17,853,000	14,112,000	16,806,000	34,992,000	21,803,500	19,838,000	20,085,000	16,578,000	15,690,000
1,059,200	6,933,600	3,730,800	12,997,700	Contributions for Capital Purposes - Non-cash	8,000,000	8,200,000	3	8,405,000	8,616,000	8,832,000	9,053,000	9,280,000	9,512,000	9,750,000	9,994,000	10,244,000
				Other Income:			0									
680,000	550,000	2,085,000	214,700	Fair Value Increment on Investment Properties	0	0	0	0	0	0	0	0	0	0	0	0
0	249,300	424,400	718,300	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
88,043,700	88,740,800	97,212,800	113,106,500	Total Income from Continuing Operations	115,915,300	123,452,700	7	116,525,300	116,588,700	123,150,200	144,935,800	135,001,900	136,604,100	140,459,900	140,708,800	143,558,800
				Operating Expenses												
18,623,000	19,939,000	20,941,000	22,230,000	Employee Benefits and On-costs	22,675,000	23,242,000	3	23,823,000	24,418,000	25,029,000	25,655,000	26,297,000	26,955,000	27,628,000	28,318,000	29,026,000
25,926,000	19,791,800	33,645,300	42,513,400	Materials and Contracts	42,915,200	44,944,000	5	42,925,300	43,826,700	45,263,200	46,503,800	47,909,400	48,770,100	50,070,900	51,788,800	53,329,800
1,280,000	1,017,400	1,203,900	994,000	Borrowing Costs	1,199,000	1,881,000	57	1,940,000	2,083,000	2,271,000	2,299,000	2,175,000	2,045,000	1,909,000	1,778,000	1,637,000
13,750,100	17,015,600	18,662,100	19,916,800	Depreciation and Amortisation	19,322,000	19,402,000	0	20,029,000	20,673,000	21,335,000	22,022,000	22,730,000	23,460,000	24,211,000	24,986,000	25,784,000
2,110,000	2,121,000	2,311,100	2,261,300	Other Expenses	2,470,400	2,766,000	12	2,835,000	2,905,000	2,977,000	3,050,000	3,124,000	3,201,000	3,281,000	3,362,000	3,445,000
1,203,200	5,777,200	4,792,100	3,834,400	Net Loss from Disposal of Assets	1,800,000	1,800,000	0	1,857,000	1,916,000	1,977,000	2,040,000	2,105,000	2,172,000	2,241,000	2,312,000	2,385,000
62,892,300	65,662,000	81,555,500	91,749,900	Total Expenses from Continuing Operations	90,381,600	94,035,000	4	93,409,300	95,821,700	98,852,200	101,569,800	104,340,400	106,603,100	109,340,900	112,544,800	115,606,800
25,151,400	23,078,800	15,657,300	21,356,600	Net Operating Result for the Year	25,533,700	29,417,700	15	23,116,000	20,767,000	24,298,000	43,366,000	30,661,500	30,001,000	31,119,000	28,164,000	27,952,000
4,047,900	5,477,000	(2,334,100)	(5,315,200)	Net Operating Result Before Capital Income	(6,531,000)	(4,032,000)	(38)	(3,142,000)	(1,961,000)	(1,340,000)	(679,000)	(422,000)	651,000	1,284,000	1,592,000	2,018,000

WATER OPERATIONS - INCOME STATEMENT (2018/19 to 2032/33)

ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
OPERATING RESULTS																
Operating Income																
				Annual Charges	4,404,000	4,662,000	6	4,929,000	5,216,000	5,513,000	5,830,000	6,166,000	6,512,000	6,878,000	7,274,000	7,460,000
3,621,300	3,808,800	4,234,000	4,205,900	User Charges and Fees	8,835,000	9,432,000	7	9,952,000	10,502,000	11,083,000	11,695,000	12,348,000	13,031,000	13,755,000	14,519,000	14,924,000
8,559,400	8,617,600	8,369,600	8,668,900	Interest and Investment Revenues	614,000	597,000	(3)	641,000	546,000	402,000	327,000	342,000	345,000	453,000	577,000	702,000
564,100	421,400	175,500	154,600	Other Revenues	312,000	340,000	9	348,000	356,000	365,000	374,000	383,000	392,000	401,000	411,000	421,000
258,500	225,600	0	0	Grants and Contributions for Operating Purposes	218,000	188,000	(14)	200,000	212,000	224,000	237,000	175,000	179,000	183,000	188,000	193,000
459,400	310,700	160,800	178,100	Grants and Contributions for Capital Purposes - Cash	900,000	1,000,000	11	1,100,000	1,200,000	1,300,000	1,400,000	1,500,000	1,600,000	1,700,000	1,800,000	1,900,000
1,175,800	762,600	700,300	878,800	Contributions for Capital Purposes - Non-cash	1,200,000	1,200,000	0	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
938,200	600,400	1,359,700	951,000	Other Income:												
0	0	0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
15,576,700	14,747,100	14,999,900	15,037,300	Total Income from Continuing Operations	16,483,000	17,419,000	6	18,370,000	19,232,000	20,087,000	21,063,000	22,114,000	23,259,000	24,570,000	25,969,000	26,800,000
Operating Expenses																
2,218,000	2,367,000	2,467,000	2,563,000	Employee Benefits and On-costs	2,614,000	2,679,000	2	2,746,000	2,815,000	2,885,000	2,957,000	3,031,000	3,107,000	3,185,000	3,265,000	3,347,000
1,644,300	2,129,900	1,739,300	1,926,500	Materials and Contracts	2,232,000	3,211,000	44	2,605,000	1,980,000	2,011,000	2,061,000	2,112,000	2,190,000	2,219,000	2,332,000	2,328,000
5,943,700	6,108,700	6,843,500	7,359,900	Purchase of Water from Rous County Council	7,895,000	8,334,500	6	8,918,000	9,542,000	10,210,000	10,925,000	11,690,000	12,508,000	13,384,000	14,321,000	14,464,000
0	0	0	0	Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
1,500,600	1,606,800	1,678,900	1,762,500	Depreciation and Amortisation	1,770,000	1,818,000	3	1,875,000	1,934,000	1,995,000	2,058,000	2,123,000	2,190,000	2,259,000	2,330,000	2,403,000
103,800	117,800	160,600	83,600	Other Expenses	238,000	178,000	(25)	182,000	186,000	190,000	195,000	200,000	205,000	210,000	215,000	220,000
0	0	943,800	850,300	Net Loss from Disposal of Assets	100,000	450,000	350	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
11,410,400	12,330,200	13,833,100	14,545,800	Total Expenses from Continuing Operations	14,849,000	16,670,500	12	16,776,000	16,907,000	17,741,000	18,646,000	19,606,000	20,650,000	21,707,000	22,913,000	23,212,000
4,166,300	2,416,900	1,166,800	491,500	Net Operating Result Including Capital Income	1,634,000	748,500	(54)	1,594,000	2,325,000	2,346,000	2,417,000	2,508,000	2,609,000	2,863,000	3,056,000	3,588,000
2,052,300	1,053,900	(893,200)	(1,338,300)	Net Operating Result Before Capital Income	(466,000)	(1,451,500)	211	(706,000)	(75,000)	(154,000)	(183,000)	(192,000)	(191,000)	(37,000)	56,000	488,000

WASTEWATER OPERATIONS - INCOME STATEMENT (2018/19 to 2032/33)

ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
OPERATING RESULTS																
Operating Income																
17,159,000	17,800,600	18,615,500	19,143,900	Annual Charges	19,435,000	19,990,000	3	20,241,000	20,495,000	20,752,000	21,012,000	21,275,000	21,541,000	21,810,000	22,083,000	22,359,000
1,167,000	1,002,000	1,093,700	1,389,300	User Charges and Fees	1,468,000	1,520,000	4	1,541,000	1,562,000	1,585,000	1,608,000	1,631,000	1,654,000	1,677,000	1,701,000	1,725,000
278,800	201,100	136,600	150,300	Interest and Investment Revenues	689,000	615,000	(11)	395,000	354,000	306,000	327,000	343,000	400,000	569,000	729,000	892,000
896,700	1,181,500	3,286,700	883,200	Other Revenues	989,000	941,000	(5)	967,000	993,000	1,020,000	1,047,000	1,075,000	1,105,000	1,135,000	1,165,000	1,197,000
158,600	249,800	159,900	224,400	Grants and Contributions for Operating Purposes	144,000	265,000	84	274,000	284,000	295,000	307,000	318,000	323,000	188,000	193,000	198,000
2,456,100	1,693,800	1,727,700	2,082,000	Grants and Contributions for Capital Purposes - Cash	2,100,000	1,500,000	(29)	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000
3,092,900	1,201,200	5,668,900	3,032,100	Contributions for Capital Purposes - Non-cash	4,000,000	4,000,000	0	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Other Income:																
0	0	0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
25,209,100	23,330,000	30,689,000	26,905,200	Total Income from Continuing Operations	28,825,000	28,831,000	0	29,518,000	29,788,000	30,058,000	30,401,000	30,742,000	31,123,000	31,479,000	31,971,000	32,471,000
Operating Expenses																
4,192,000	4,368,000	4,325,000	4,241,000	Employee Benefits and On-costs	4,326,000	4,434,000	2	4,545,000	4,659,000	4,775,000	4,894,000	5,016,000	5,141,000	5,270,000	5,402,000	5,537,000
4,853,700	5,609,800	5,531,200	5,710,600	Materials and Contracts	6,274,100	6,967,000	11	7,087,000	7,253,000	7,472,000	7,638,000	7,751,000	7,920,000	8,150,000	8,325,000	8,448,000
3,643,300	3,428,700	3,181,100	2,998,700	Borrowing Costs	2,801,000	2,131,000	(24)	1,914,000	1,698,000	1,488,000	1,262,000	1,049,000	832,000	616,000	402,000	163,000
3,675,600	3,910,000	4,233,100	4,584,300	Depreciation and Amortisation	4,400,000	4,729,000	7	4,878,000	5,032,000	5,191,000	5,355,000	5,524,000	5,698,000	5,877,000	6,062,000	6,253,000
902,000	518,900	243,200	212,300	Other Expenses	384,900	1,448,000	276	1,017,000	345,000	334,000	342,000	351,000	385,000	369,000	437,000	386,000
526,700	812,100	825,600	361,400	Net Loss from Disposal of Assets	500,000	630,000	26	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000
17,793,300	18,647,500	18,339,200	18,108,300	Total Expenses from Continuing Operations	18,686,000	20,339,000	9	20,071,000	19,617,000	19,890,000	20,121,000	20,321,000	20,606,000	20,912,000	21,258,000	21,417,000
7,415,800	4,682,500	12,349,800	8,796,900	Net Operating Result Including Capital Income	10,139,000	8,492,000	(16)	9,447,000	10,171,000	10,168,000	10,280,000	10,421,000	10,517,000	10,567,000	10,713,000	11,054,000
1,866,800	1,787,500	4,953,200	3,682,800	Net Operating Result Before Capital Income	4,039,000	2,992,000	(26)	3,347,000	4,071,000	4,068,000	4,180,000	4,321,000	4,417,000	4,467,000	4,613,000	4,954,000

CONSOLIDATED OPERATIONS - LONG TERM FINANCIAL PLAN (2018/19 to 2032/33)

ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
OPERATING RESULTS																
Operating Activities																
100,063,000	104,958,100	115,453,700	121,437,400	Operating Revenues	120,958,600	128,553,000	6	129,755,300	134,380,700	139,057,200	143,654,800	147,974,400	152,736,100	157,673,900	162,976,800	167,695,800
73,069,700	72,253,600	85,603,200	93,828,900	Less Operating Expenses	96,024,600	102,215,500	6	100,537,300	101,710,700	104,905,200	107,781,800	110,705,400	113,259,100	116,291,900	119,945,800	122,330,800
26,993,300	32,704,500	29,850,500	27,608,500	Operating Result before Non-cash Items	24,934,000	26,337,500	6	29,218,000	32,670,000	34,152,000	35,873,000	37,269,000	39,477,000	41,382,000	43,031,000	45,365,000
18,926,300	22,532,400	24,574,100	26,263,600	Less Depreciation	25,492,000	25,949,000	2	26,782,000	27,639,000	28,521,000	29,435,000	30,377,000	31,348,000	32,347,000	33,378,000	34,440,000
(484,000)	(610,200)	0	0	Less Remediation Provision	0	0	0	0	0	0	0	0	0	0	0	0
270,600	138,900	7,900	0	Less Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
(592,500)	(3,591,300)	(933,900)	(519,900)	Less Land Stock Movement	0	0	0	0	0	0	0	0	0	0	0	0
(144,000)	(123,000)	0	0	Investment Premiums	0	0	0	0	0	0	0	0	0	0	0	0
(680,000)	(550,000)	(2,085,000)	(214,700)	Fair Value Adjustments Rental Properties	0	0	0	0	0	0	0	0	0	0	0	0
1,729,900	6,589,300	6,561,500	5,050,200	Less Loss on Disposal of Infrastructure Assets	2,400,000	2,880,000	20	2,937,000	2,996,000	3,057,000	3,120,000	3,185,000	3,252,000	3,321,000	3,392,000	3,465,000
7,967,000	8,318,400	1,725,900	(2,970,700)	Net Operating Result	(2,958,000)	(2,491,500)	(16)	(501,000)	2,035,000	2,574,000	3,318,000	3,707,000	4,877,000	5,714,000	6,261,000	7,460,000
Add Capital Grants and Contributions																
11,676,800	6,004,900	9,029,400	6,511,900	Capital Grants and Contributions	19,014,700	20,249,700	6	11,853,000	7,012,000	8,706,000	25,892,000	10,703,500	8,738,000	8,985,000	5,478,000	4,590,000
12,001,600	7,119,700	7,659,200	10,123,000	Section 64 and 7.11 Contributions	8,050,000	7,500,000	(7)	9,200,000	10,400,000	11,500,000	12,600,000	14,700,000	14,800,000	14,900,000	15,000,000	15,100,000
Add Non-operating Funds Employed																
0	9,722,000	3,500,000	7,800,000	Loan Funds Used	19,728,000	8,164,000	(59)	12,540,000	5,739,000	2,518,500	0	0	0	0	0	0
570,200	3,091,200	314,500	0	Proceeds from Disposal of Assets	8,203,100	4,800,000	(41)	15,770,000	10,270,000	4,600,000	0	0	0	0	0	0
Subtract Funds Deployed for Non-operating Purposes																
(35,751,300)	(42,167,700)	(31,564,400)	(40,405,800)	Capital Expenditure	(68,211,600)	(76,103,700)	12	(75,133,000)	(58,969,000)	(50,209,500)	(66,137,700)	(44,480,000)	(39,404,000)	(42,573,000)	(37,653,000)	(32,457,000)
(6,623,600)	(6,751,300)	(6,001,800)	(6,354,500)	Repayment of Principal on Loans	(13,428,700)	(12,368,000)	(8)	(16,328,000)	(6,325,000)	(6,609,000)	(6,826,000)	(6,891,000)	(7,045,000)	(7,066,000)	(7,229,000)	(7,439,000)
Net Movement in Other Working Capital Items																
(2,533,200)	(8,841,300)	(6,548,300)	3,196,400	Net Incr / (Decr) in Leave and Working Capital	98,000	196,000	100	195,000	190,000	176,000	161,000	166,000	170,000	176,000	182,000	188,000
Add Back Non-Cash Expense																
18,926,300	22,532,400	24,574,100	26,263,600	Depreciation	25,492,000	25,949,000	2	26,782,000	27,639,000	28,521,000	29,435,000	30,377,000	31,348,000	32,347,000	33,378,000	34,440,000
(484,000)	(610,200)	0	0	Remediation	0	0	0	0	0	0	0	0	0	0	0	0
270,600	138,900	7,900	0	Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
(592,500)	(3,591,300)	(933,900)	(519,900)	Land Stock Movement	0	0	0	0	0	0	0	0	0	0	0	0
2,977,000	(841,500)	5,634,500	0	Land Stock Movement - Cash Adjustment	0	0	0	0	0	0	0	0	0	0	0	0
(144,000)	(123,000)	0	0	Investment Premiums	0	0	0	0	0	0	0	0	0	0	0	0
(680,000)	(550,000)	(2,085,000)	(214,700)	Fair Value Adjustments Rental Properties	0	0	0	0	0	0	0	0	0	0	0	0
1,729,900	6,589,300	6,561,500	5,050,200	Loss on Disposal of Infrastructure Assets	2,400,000	2,880,000	20	2,937,000	2,996,000	3,057,000	3,120,000	3,185,000	3,252,000	3,321,000	3,392,000	3,465,000
9,310,800	40,500	11,873,600	8,479,500	Cash Reserves - Increase / (Decrease)	(1,612,500)	(21,224,500)	1,216	(12,685,000)	987,000	4,834,000	1,562,300	11,467,500	16,736,000	15,804,000	18,809,000	25,347,000
Movement in Reserves - Increase / (Decrease)																
(1,474,400)	629,400	4,031,000	3,389,200	Reserves - Internal - Increase / (Decrease)	(2,466,500)	(13,495,000)		896,000	11,905,000	7,823,000	2,663,300	3,957,000	4,739,000	4,935,000	2,965,000	4,812,500
8,588,200	(157,500)	6,554,200	4,296,300	Reserves - External - Increase / (Decrease)	887,400	(6,737,500)		(12,626,000)	(10,028,000)	(1,956,000)	(345,000)	8,175,500	12,424,000	10,947,000	15,592,000	20,183,000
2,197,000	(431,400)	1,288,400	794,000	Working Capital	(33,400)	(992,000)		(955,000)	(890,000)	(1,033,000)	(756,000)	(665,000)	(427,000)	(78,000)	252,000	351,500
9,310,800	40,500	11,873,600	8,479,500	Total Movement in Reserves	(1,612,500)	(21,224,500)		(12,685,000)	987,000	4,834,000	1,562,300	11,467,500	16,736,000	15,804,000	18,809,000	25,347,000
Reserves - Balances as at 30 June																
32,099,900	32,729,300	36,760,300	40,149,600	Internal Reserves	37,683,100	24,188,100	(36)	25,084,100	36,989,100	44,812,100	47,475,400	51,432,400	56,171,400	61,106,400	64,071,400	68,883,900
53,512,800	53,355,300	59,909,500	64,205,800	External Reserves	65,093,200	58,355,700	(10)	45,729,700	35,701,700	33,745,700	33,400,700	41,576,200	54,000,200	64,947,200	80,539,200	100,722,200
5,139,000	4,707,600	5,996,000	6,790,000	Working Capital	6,756,600	5,764,600	(15)	4,809,600	3,919,600	2,886,600	2,130,600	1,465,600	1,038,600	960,600	1,212,600	1,564,100
90,751,700	90,792,200	102,665,800	111,145,400	Total	109,532,900	88,308,400	(19)	75,623,400	76,610,400	81,444,400	83,006,700	94,474,200	111,210,200	127,014,200	145,823,200	171,170,200

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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 2023/24 represent the budgets for that year whereas the estimates from 2024/25 onwards provide a guide as to where the organisation is heading. Explanations for each item are:

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

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

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

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

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

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

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

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

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

Net movement in other working capital items

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

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

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

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

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

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

GENERAL FUND - LONG TERM FINANCIAL PLAN (2018/19 to 2032/33)

ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
OPERATING RESULTS																
General Fund Activities																
66,940,200	71,139,000	79,221,400	86,434,700	Operating Revenues	83,850,600	90,003,000	7	90,267,300	93,860,700	97,512,200	100,890,800	103,918,400	107,254,100	110,624,900	114,136,800	117,624,800
49,702,700	47,674,100	61,112,300	68,733,300	Less Operating Expenses	69,259,600	72,833,000	5	71,523,300	73,232,700	75,540,200	77,507,800	79,505,400	80,971,100	82,888,900	85,246,800	87,437,800
17,237,500	23,464,900	18,109,100	17,701,400	Operating Result before Non-cash Items	14,591,000	17,170,000	18	18,744,000	20,628,000	21,972,000	23,383,000	24,413,000	26,283,000	27,736,000	28,890,000	30,187,000
13,750,100	17,015,600	18,662,100	19,916,800	Less Depreciation	19,322,000	19,402,000	0	20,029,000	20,673,000	21,335,000	22,022,000	22,730,000	23,460,000	24,211,000	24,986,000	25,784,000
(484,000)	(610,200)	0	0	Less Remediation Provision	0	0	0	0	0	0	0	0	0	0	0	0
136,800	69,600	7,900	0	Less Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
(592,500)	(3,591,300)	(933,900)	(519,900)	Less Land Stock Movement	0	0	0	0	0	0	0	0	0	0	0	0
(144,000)	(123,000)	0	0	Investment Premiums	0	0	0	0	0	0	0	0	0	0	0	0
(680,000)	(550,000)	(2,085,000)	(214,700)	Fair Value Adjustments Rental Properties	0	0	0	0	0	0	0	0	0	0	0	0
1,203,200	5,777,200	4,792,100	3,834,400	Less Loss on Disposal of Infrastructure Assets	1,800,000	1,800,000	0	1,857,000	1,916,000	1,977,000	2,040,000	2,105,000	2,172,000	2,241,000	2,312,000	2,385,000
4,047,900	5,477,000	(2,334,100)	(5,315,200)	Net Operating Result	(6,531,000)	(4,032,000)	(38)	(3,142,000)	(1,961,000)	(1,340,000)	(679,000)	(422,000)	651,000	1,284,000	1,592,000	2,018,000
Add Capital Grants and Contributions																
11,674,600	6,004,900	9,109,300	6,487,600	Capital Grants and Contributions	19,014,700	20,249,700	6	11,853,000	7,012,000	8,706,000	25,892,000	10,703,500	8,738,000	8,985,000	5,478,000	4,590,000
8,369,700	4,663,300	5,151,300	7,186,500	Section 7.11 Contributions Collected	5,050,000	5,000,000	(1)	6,000,000	7,100,000	8,100,000	9,100,000	11,100,000	11,100,000	11,100,000	11,100,000	11,100,000
Add Non-operating Funds Employed																
0	9,722,000	3,500,000	7,800,000	Loan Funds Used	19,728,000	8,164,000	(59)	12,540,000	5,739,000	2,518,500	0	0	0	0	0	0
570,200	3,091,200	314,500	0	Proceeds from Disposal of Assets	8,203,100	4,800,000	(41)	15,770,000	10,270,000	4,600,000	0	0	0	0	0	0
Subtract Funds Deployed for Non-operating Purposes																
(30,818,200)	(37,047,700)	(27,072,400)	(36,735,900)	Capital Expenditure	(56,257,600)	(59,789,700)	6	(59,289,000)	(40,560,000)	(36,886,500)	(54,723,700)	(34,806,000)	(36,282,000)	(38,519,000)	(33,124,000)	(29,544,000)
(3,236,600)	(3,215,500)	(3,285,500)	(3,434,900)	Repayment of Principal on Loans	(10,313,700)	(8,429,000)	(18)	(12,362,000)	(2,327,000)	(2,580,000)	(2,766,000)	(2,799,000)	(2,922,000)	(2,911,000)	(3,043,000)	(3,184,000)
Net Movement in Other Working Capital Items																
(2,120,000)	(7,704,100)	(4,033,100)	3,667,200	Net Incr / (Decr) in Other Working Capital Items	98,000	196,000	100	195,000	190,000	176,000	161,000	166,000	170,000	176,000	182,000	188,000
Add Back Non-Cash Expense																
13,750,100	17,015,600	18,662,100	19,916,800	Depreciation	19,322,000	19,402,000	0	20,029,000	20,673,000	21,335,000	22,022,000	22,730,000	23,460,000	24,211,000	24,986,000	25,784,000
(484,000)	(610,200)	0	0	Remediation	0	0	0	0	0	0	0	0	0	0	0	0
136,800	69,600	7,900	0	Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
(592,500)	(3,591,300)	(933,900)	(519,900)	Land Stock Movement	0	0	0	0	0	0	0	0	0	0	0	0
2,977,000	(841,500)	5,634,500	0	Land Stock Movement - Cash Adjustment	0	0	0	0	0	0	0	0	0	0	0	0
(144,000)	(123,000)	0	0	Investment Premiums	0	0	0	0	0	0	0	0	0	0	0	0
(680,000)	(550,000)	(2,085,000)	(214,700)	Fair Value Adjustments Rental Properties	0	0	0	0	0	0	0	0	0	0	0	0
1,203,200	5,777,200	4,792,100	3,834,400	Loss on Disposal of Infrastructure Assets	1,800,000	1,800,000	0	1,857,000	1,916,000	1,977,000	2,040,000	2,105,000	2,172,000	2,241,000	2,312,000	2,385,000
4,654,200	(1,862,500)	7,427,700	2,671,900	Cash Reserves - Increase / (Decrease)	113,500	(12,639,000)	(11,236)	(6,549,000)	8,052,000	6,606,000	1,046,300	8,777,500	7,087,000	6,567,000	9,483,000	13,337,000
Movement in Reserves - Increase / (Decrease)																
(1,474,400)	629,400	4,031,000	3,389,200	Reserves - Internal - Increase / (Decrease)	(2,466,500)	(13,495,000)	447	896,000	11,905,000	7,823,000	2,663,300	3,957,000	4,739,000	4,935,000	2,965,000	4,812,500
3,931,600	(2,060,500)	2,108,300	(1,511,300)	Reserves - External - Increase / (Decrease)	2,613,400	1,848,000	(29)	(6,490,000)	(2,963,000)	(184,000)	(861,000)	5,485,500	2,775,000	1,710,000	6,266,000	8,173,000
2,197,000	(431,400)	1,288,400	794,000	Working Capital - Increase / (Decrease)	(33,400)	(992,000)	2,870	(955,000)	(890,000)	(1,033,000)	(756,000)	(665,000)	(427,000)	(78,000)	252,000	351,500
4,654,200	(1,862,500)	7,427,700	2,671,900	Total Movement in Reserves	113,500	(12,639,000)	(11,236)	(6,549,000)	8,052,000	6,606,000	1,046,300	8,777,500	7,087,000	6,567,000	9,483,000	13,337,000
Reserves - Balances as at 30 June																
32,099,900	32,729,300	36,760,300	40,149,600	Internal Reserves	37,683,100	24,188,100	(36)	25,084,100	36,989,100	44,812,100	47,475,400	51,432,400	56,171,400	61,106,400	64,071,400	68,883,900
20,036,800	17,976,300	20,084,600	18,573,300	External Reserves	21,186,700	23,034,700	9	16,544,700	13,581,700	13,397,700	12,536,700	18,022,200	20,797,200	22,507,200	28,773,200	36,946,200
5,139,000	4,707,600	5,996,000	6,790,000	Working Capital	6,756,600	5,764,600	(15)	4,809,600	3,919,600	2,886,600	2,130,600	1,465,600	1,038,600	960,600	1,212,600	1,564,100
57,275,700	55,413,200	62,840,900	65,512,900	Total	65,626,400	52,987,400	(19)	46,438,400	54,490,400	61,096,400	62,142,700	70,920,200	78,007,200	84,574,200	94,057,200	107,394,200

Water Operations – Cash Forecast and Long Term Financial Plan

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

Explanations for each item are:

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

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

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

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

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

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

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

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

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

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

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

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

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

WATER OPERATIONS - LONG TERM FINANCIAL PLAN (2018/19 to 2032/33)

ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
OPERATING RESULTS																
13,462,700	13,384,100	12,939,900	13,207,500	Operating Revenues	14,383,000	15,219,000	6	16,070,000	16,832,000	17,587,000	18,463,000	19,414,000	20,459,000	21,670,000	22,969,000	23,700,000
9,909,800	10,723,400	11,210,400	11,933,000	Less Operating Expenses	12,979,000	14,402,500	11	14,451,000	14,523,000	15,296,000	16,138,000	17,033,000	18,010,000	18,998,000	20,133,000	20,359,000
3,552,900	2,660,700	1,729,500	1,274,500	Operating Result before Non-cash Items	1,404,000	816,500	(42)	1,619,000	2,309,000	2,291,000	2,325,000	2,381,000	2,449,000	2,672,000	2,836,000	3,341,000
1,500,600	1,606,800	1,678,900	1,762,500	Depreciation Expense	1,770,000	1,818,000	3	1,875,000	1,934,000	1,995,000	2,058,000	2,123,000	2,190,000	2,259,000	2,330,000	2,403,000
0	0	0	0	Less Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
0	0	943,800	850,300	Less Loss on Disposal of Infrastructure Assets	100,000	450,000	350	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
2,052,300	1,053,900	(893,200)	(1,338,300)	Net Operating Result	(466,000)	(1,451,500)	211	(706,000)	(75,000)	(154,000)	(183,000)	(192,000)	(191,000)	(37,000)	56,000	488,000
Add Capital Grants and Contributions																
2,200	0	(79,900)	24,300	Capital Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
1,175,800	762,600	780,200	854,500	Section 64 Contributions Collected	900,000	1,000,000	11	1,100,000	1,200,000	1,300,000	1,400,000	1,500,000	1,600,000	1,700,000	1,800,000	1,900,000
Subtract Funds Deployed for Non-operating Purposes																
(1,120,100)	(3,029,800)	(2,403,700)	(1,732,600)	Capital Expenditure	(3,154,000)	(3,509,000)	11	(6,342,000)	(8,102,000)	(5,881,000)	(3,471,000)	(3,630,000)	(1,129,000)	(1,226,000)	(1,468,000)	(1,230,000)
0	0	0	0	Repayment of Principal on Loans	0	0	0	0	0	0	0	0	0	0	0	0
Net Movement in Other Working Capital Items																
(378,500)	(763,700)	(2,001,400)	(186,000)	Net Incr / (Decr) in Leave and Working Capital	0	0	0	0	0	0	0	0	0	0	0	0
Add Back Non-Cash Expense																
1,500,600	1,606,800	1,678,900	1,762,500	Depreciation	1,770,000	1,818,000	3	1,875,000	1,934,000	1,995,000	2,058,000	2,123,000	2,190,000	2,259,000	2,330,000	2,403,000
0	0	0	0	Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
0	0	943,800	850,300	Loss on Disposal of Infrastructure Assets	100,000	450,000	350	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
3,232,300	(370,200)	(1,975,300)	234,700	Reserves Movement - Increase / (Decrease)	(850,000)	(1,692,500)	99	(3,623,000)	(4,593,000)	(2,290,000)	254,000	251,000	2,920,000	3,146,000	3,168,000	4,011,000
Movement in Reserves - Increase / (Decrease)																
1,815,900	(303,700)	(2,720,500)	(629,300)	Water Reserves	(1,263,000)	(2,212,500)	75	(703,000)	821,000	79,000	760,000	777,000	1,287,000	1,348,000	1,200,000	1,865,000
1,436,300	(66,500)	745,200	864,000	Developer Contributions - Section 64	413,000	520,000	26	(2,920,000)	(5,414,000)	(2,369,000)	(506,000)	(526,000)	1,633,000	1,798,000	1,968,000	2,146,000
3,252,200	(370,200)	(1,975,300)	234,700	Total Movement in Reserves (incl Sec 64)	(850,000)	(1,692,500)	99	(3,623,000)	(4,593,000)	(2,290,000)	254,000	251,000	2,920,000	3,146,000	3,168,000	4,011,000
Reserves - Balances as at 30 June																
13,135,900	12,832,200	10,111,700	9,482,400	Water Reserves	8,219,400	6,006,900	(27)	5,303,900	6,124,900	6,203,900	6,963,900	7,740,900	9,027,900	10,375,900	11,575,900	13,440,900
10,103,000	10,036,500	10,781,700	11,645,700	Developer Contributions - Section 64	12,058,700	12,578,700	4	9,658,700	4,244,700	1,875,700	1,369,700	843,700	2,476,700	4,274,700	6,242,700	8,388,700
23,238,900	22,868,700	20,893,400	21,128,100	Total Reserves	20,278,100	18,585,600	(8)	14,962,600	10,369,600	8,079,600	8,333,600	8,584,600	11,504,600	14,650,600	17,818,600	21,829,600

Wastewater Operations – Cash Forecast and Long Term Financial Plan

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

Explanations for each item are:

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

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

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

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

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

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

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

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

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

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

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

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

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

WASTEWATER OPERATIONS - LONG TERM FINANCIAL PLAN (2018/19 to 2032/33)

ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
OPERATING RESULTS																
19,660,100	20,435,000	23,292,400	21,795,200	Operating Revenues	22,725,000	23,331,000	3	23,418,000	23,688,000	23,958,000	24,301,000	24,642,000	25,023,000	25,379,000	25,871,000	26,371,000
13,457,200	13,856,100	13,280,500	13,162,600	Less Operating Expenses	13,786,000	14,980,000	9	14,563,000	13,955,000	14,069,000	14,136,000	14,167,000	14,278,000	14,405,000	14,566,000	14,534,000
6,202,900	6,578,900	10,011,900	8,632,600	Operating Result before Non-cash Items	8,939,000	8,351,000	(7)	8,855,000	9,733,000	9,889,000	10,165,000	10,475,000	10,745,000	10,974,000	11,305,000	11,837,000
3,675,600	3,910,000	4,233,100	4,584,300	Depreciation Expense	4,400,000	4,729,000	7	4,878,000	5,032,000	5,191,000	5,355,000	5,524,000	5,698,000	5,877,000	6,062,000	6,253,000
133,800	69,300	0	0	Less Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
526,700	812,100	825,600	365,500	Less Loss on Disposal of Infrastructure Assets	500,000	630,000	26	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000
1,866,800	1,787,500	4,953,200	3,682,800	Net Operating Result	4,039,000	2,992,000	(26)	3,347,000	4,071,000	4,068,000	4,180,000	4,321,000	4,417,000	4,467,000	4,613,000	4,954,000
Add Capital Grants and Contributions																
0	0	0	0	Capital Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
2,456,100	1,693,800	1,727,700	2,082,000	Section 64 Contributions Collected	2,100,000	1,500,000	(29)	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000
Subtract Funds Deployed for Non-operating Purposes																
(3,813,000)	(2,090,200)	(2,088,300)	(1,937,300)	Capital Expenditure	(8,800,000)	(12,805,000)	46	(9,502,000)	(10,307,000)	(7,442,000)	(7,943,000)	(6,044,000)	(1,993,000)	(2,828,000)	(3,061,000)	(1,683,000)
(3,387,000)	(3,535,800)	(2,716,300)	(2,919,600)	Repayment of Principal on Loans	(3,115,000)	(3,939,000)	26	(3,966,000)	(3,998,000)	(4,029,000)	(4,060,000)	(4,092,000)	(4,123,000)	(4,155,000)	(4,186,000)	(4,255,000)
Net Movement in Other Working Capital Items																
(34,700)	(373,500)	(513,800)	(284,800)	Net Incr / (Decr) in Leave and Working Capital	0	0	0	0	0	0	0	0	0	0	0	0
Add Back Non-Cash Expense																
3,675,600	3,910,000	4,233,100	4,584,300	Depreciation	4,400,000	4,729,000	7	4,878,000	5,032,000	5,191,000	5,355,000	5,524,000	5,698,000	5,877,000	6,062,000	6,253,000
133,800	69,300	0	0	Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
526,700	812,100	825,600	365,500	Loss on Disposal of Infrastructure Assets	500,000	630,000	26	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000
1,424,300	2,273,200	6,421,200	5,572,900	Wastewater Reserves - Increase / (Decrease)	(876,000)	(6,893,000)	687	(2,513,000)	(2,472,000)	518,000	262,000	2,439,000	6,729,000	6,091,000	6,158,000	7,999,000
Movement in Reserves - Increase / (Decrease)																
(1,204,200)	862,800	5,689,500	3,572,200	Wastewater Reserves	(2,697,000)	(1,631,000)	(40)	(2,454,500)	(2,519,000)	1,000,000	706,000	155,000	4,465,000	3,688,000	9,656,000	5,624,000
2,628,500	1,410,400	731,700	2,000,700	Developer Contributions - Section 64	1,821,000	(5,262,000)	(389)	(58,500)	47,000	(482,000)	(444,000)	2,284,000	2,264,000	2,403,000	(3,498,000)	2,375,000
1,424,300	2,273,200	6,421,200	5,572,900	Total Movement in Reserves (incl Section 64)	(876,000)	(6,893,000)	687	(2,513,000)	(2,472,000)	518,000	262,000	2,439,000	6,729,000	6,091,000	6,158,000	7,999,000
Reserves - Balances as at 30 June																
2,996,800	3,859,600	9,549,100	13,121,300	Wastewater Reserves	10,424,300	8,793,300	(16)	6,338,800	3,819,800	4,819,800	5,525,800	5,680,800	10,145,800	13,833,800	23,489,800	29,113,800
7,240,300	8,650,700	9,382,400	11,383,100	Developer Contributions - Section 64	13,204,100	7,942,100	(40)	7,883,600	7,930,600	7,448,600	7,004,600	9,288,600	11,552,600	13,955,600	10,457,600	12,832,600
10,237,100	12,510,300	18,931,500	24,504,400	Total	23,628,400	16,735,400	(29)	14,222,400	11,750,400	12,268,400	12,530,400	14,969,400	21,698,400	27,789,400	33,947,400	41,946,400

Part B
Operating Budgets

Introduction

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

Left Hand Page

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

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

Right Hand Page

This page provides numerical information for each program:

Previous Year Actuals These columns represent the actual results for previous years. There can be changes in reporting formats over time, however the information is provided as a guide to what has occurred in the past.

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

Estimated 2022/23 and 2023/24 This is the estimate for the financial years.

Percentage This column provides figures expressed as a percentage, as to what the 2023/24 estimate varies to the 2022/23 estimate.

2024/25 to 2032/33 Forward estimates have been provided as a guide to show the overall financial trend for the ten year forecast.

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

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

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

Capital Movements

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

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

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

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

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

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

Planning and Environmental Health Division - Summary

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

Background

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

Development Services

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

Environmental and Public Health Services

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

Public Order

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

Strategic Planning

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

Northern Rivers Community Gallery

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

Open Spaces

Costs associated with the maintenance of all Council parks, reserves, public amenities, cemeteries, beaches and sporting grounds. This program includes costs to manage and maintain public amenities and a number of open spaces buildings and structures situated on reserves and sporting grounds.

PLANNING AND ENVIRONMENTAL HEALTH DIVISION - SUMMARY

ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
2,285,000	2,597,200	3,615,800	2,743,500	Development Services	2,677,000	2,692,000	1	2,770,000	2,850,000	2,931,000	3,014,000	3,098,000	3,184,000	3,275,000	3,369,000	3,464,000
674,100	866,700	915,800	449,200	Public and Environmental Health	778,000	378,000	(51)	393,000	409,000	425,000	441,000	457,000	473,000	490,000	508,000	526,000
268,700	264,300	243,400	279,000	Public Order (Rangers and Parking)	336,000	317,000	(6)	327,000	337,000	347,000	357,000	368,000	379,000	391,000	403,000	415,000
389,300	141,000	786,100	179,400	Strategic Planning	687,000	305,000	(56)	564,000	449,000	398,000	428,000	473,000	637,000	762,000	829,000	1,067,000
137,800	135,700	81,500	84,000	Northern Rivers Community Gallery	106,000	125,000	18	114,000	120,000	126,000	132,000	139,000	146,000	153,000	160,000	167,000
906,200	1,004,700	1,271,500	1,069,600	Open Spaces	1,399,000	2,483,000	77	1,376,000	1,245,000	1,271,000	1,298,000	1,326,000	1,355,000	1,384,000	1,413,000	1,444,000
4,661,100	5,009,600	6,914,100	4,804,700	Total Operating Revenues	5,983,000	6,300,000	5	5,544,000	5,410,000	5,498,000	5,670,000	5,861,000	6,174,000	6,455,000	6,682,000	7,083,000
				OPERATING EXPENSES												
3,457,700	3,927,400	3,563,800	3,582,300	Development Services	3,618,000	3,773,000	4	3,913,000	4,046,000	4,149,000	4,254,000	4,361,000	4,471,000	4,583,000	4,698,000	4,815,000
1,562,800	1,592,400	2,058,200	2,243,400	Public and Environmental Health	2,660,500	2,275,000	(14)	2,363,000	2,442,000	2,504,000	2,567,000	2,631,000	2,697,000	2,767,000	2,836,000	2,906,000
624,100	659,700	622,400	771,900	Public Order (Rangers and Parking)	765,500	779,000	2	817,000	852,000	881,000	911,000	941,000	973,000	1,005,000	1,038,000	1,071,000
969,000	1,229,200	607,100	727,900	Strategic Planning	1,023,000	649,000	(37)	708,000	764,000	806,000	848,000	891,000	934,000	977,000	1,021,000	1,065,000
466,200	464,800	480,300	407,200	Northern Rivers Community Gallery	585,200	521,000	(11)	525,000	545,000	563,000	581,000	599,000	617,000	636,000	656,000	677,000
5,989,900	6,908,700	7,759,000	7,794,900	Open Spaces	8,522,700	9,515,000	12	8,628,000	8,962,000	9,057,000	9,293,000	9,556,000	9,827,000	10,107,000	10,392,000	10,686,000
13,069,700	14,782,200	15,090,800	15,527,600	Total Operating Expenses	17,174,900	17,512,000	2	16,954,000	17,611,000	17,960,000	18,454,000	18,979,000	19,519,000	20,075,000	20,641,000	21,220,000
				NET OPERATING RESULT												
(1,172,700)	(1,330,200)	52,000	(838,800)	Development Services	(941,000)	(1,081,000)	15	(1,143,000)	(1,196,000)	(1,218,000)	(1,240,000)	(1,263,000)	(1,287,000)	(1,308,000)	(1,329,000)	(1,351,000)
(888,700)	(725,700)	(1,142,400)	(1,794,200)	Public and Environmental Health	(1,882,500)	(1,897,000)	1	(1,970,000)	(2,033,000)	(2,079,000)	(2,126,000)	(2,174,000)	(2,224,000)	(2,277,000)	(2,328,000)	(2,380,000)
(355,400)	(395,400)	(379,000)	(492,900)	Public Order (Rangers and Parking)	(429,500)	(462,000)	8	(490,000)	(515,000)	(534,000)	(554,000)	(573,000)	(594,000)	(614,000)	(635,000)	(656,000)
(579,700)	(1,088,200)	179,000	(548,500)	Strategic Planning	(336,000)	(344,000)	2	(144,000)	(315,000)	(408,000)	(420,000)	(418,000)	(297,000)	(215,000)	(192,000)	2,000
(328,400)	(329,100)	(398,800)	(323,200)	Northern Rivers Community Gallery	(479,200)	(396,000)	(17)	(411,000)	(425,000)	(437,000)	(449,000)	(460,000)	(471,000)	(483,000)	(496,000)	(510,000)
(3,484,300)	(3,525,800)	(6,487,500)	(6,725,300)	Open Spaces	(7,123,700)	(7,032,000)	(1)	(7,252,000)	(7,717,000)	(7,786,000)	(7,995,000)	(8,230,000)	(8,472,000)	(8,723,000)	(8,979,000)	(9,242,000)
(8,408,600)	(9,772,600)	(8,176,700)	(10,722,900)	Total Operating Result - Surplus / (Deficit)	(11,191,900)	(11,212,000)	0	(11,410,000)	(12,201,000)	(12,462,000)	(12,784,000)	(13,118,000)	(13,345,000)	(13,620,000)	(13,959,000)	(14,137,000)
368,100	14,400	337,400	53,000	Add Back Loss on Disposal of Assets	0	0		0	0	0	0	0	0	0	0	0
798,300	1,616,800	1,834,000	1,757,100	Add Back Depreciation	1,842,000	1,852,000	1	1,914,000	1,978,000	2,043,000	2,111,000	2,181,000	2,253,000	2,327,000	2,403,000	2,481,000
(7,242,200)	(8,141,400)	(6,005,300)	(8,912,800)	Cash Operating Result - Surplus / (Deficit)	(9,349,900)	(9,360,000)	0	(9,496,000)	(10,223,000)	(10,419,000)	(10,673,000)	(10,937,000)	(11,092,000)	(11,293,000)	(11,556,000)	(11,656,000)
				Capital Movements												
8,300	7,300	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
13,085,100	9,283,600	10,449,900	10,029,400	Less Transfer to Reserves	9,158,000	6,451,000		6,913,000	7,747,000	8,702,000	9,740,000	11,792,000	11,963,000	12,095,000	12,169,000	12,415,000
3,590,400	6,307,400	4,610,600	6,473,600	Add Transfer from Reserves	3,278,600	5,201,000		901,000	197,000	42,000	23,000	24,000	25,000	26,000	27,000	28,000
9,333,600	5,724,400	6,745,900	7,598,200	Add Capital Income Applied	12,054,800	9,079,000		6,000,000	7,100,000	8,100,000	9,100,000	11,100,000	11,100,000	11,100,000	11,100,000	11,100,000
1,721,800	4,022,400	3,583,500	4,182,600	Less Capital Expenditure	6,656,100	9,493,000		1,918,000	1,182,000	1,208,000	1,234,000	1,261,000	1,288,000	1,316,000	1,344,000	1,373,000
(9,133,400)	(9,422,900)	(8,682,200)	(9,053,000)	Cash Result after Capital Movements	(9,830,600)	(11,024,000)	12	(11,426,000)	(11,855,000)	(12,187,000)	(12,524,000)	(12,866,000)	(13,218,000)	(13,578,000)	(13,942,000)	(14,316,000)

Development Services

Manager: Andrew Smith, Manager - Development Services

Background

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

Budget Comments

OPERATING REVENUES

Regulatory Fees and Fines

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

OPERATING EXPENSES

Employee Costs

Based on staffing structure totaling 30 FTE (equivalent full time positions). Other costs include motor vehicles.

Office Expenses

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

Legal Costs

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

DEVELOPMENT SERVICES

ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
				Fes and Charges												
786,200	780,700	825,900	703,100	Development Application - Fees and Charges	889,000	919,000	3	944,000	969,000	995,000	1,022,000	1,049,000	1,077,000	1,105,000	1,135,000	1,165,000
221,300	242,600	521,100	212,800	Development Application - Compliance Levy	0	0	0	0	0	0	0	0	0	0	0	0
9,800	7,800	10,700	10,200	Change of Use Applications	7,000	7,000	0	8,000	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000
47,600	65,800	53,900	50,000	Subdivision Fees	106,000	150,000	42	155,000	160,000	165,000	170,000	175,000	180,000	185,000	191,000	197,000
102,700	102,500	138,100	142,100	Section 10.7 Certificates	175,000	175,000	0	180,000	185,000	190,000	195,000	200,000	205,000	211,000	217,000	223,000
5,500	3,800	6,500	4,300	Planning Certificates - Urgency Fees	5,000	5,000	0	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000
70,000	64,300	95,600	94,000	Enquiries and Other Income	115,000	105,000	(9)	108,000	111,000	114,000	117,000	120,000	123,000	127,000	131,000	135,000
22,100	22,100	19,300	17,800	Essential Fire Services	20,000	20,000	0	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
52,200	38,500	25,900	24,600	Swimming Pools - Certificates of Compliance	20,000	25,000	25	26,000	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000
416,400	416,600	418,500	188,600	Construction Certificates	310,000	250,000	(19)	257,000	264,000	271,000	278,000	285,000	293,000	301,000	309,000	317,000
392,200	494,000	593,200	507,500	Plumbing and Drainage - Certificates and Inspections	568,000	568,000	0	583,000	599,000	615,000	631,000	648,000	665,000	683,000	701,000	719,000
28,300	41,100	40,300	19,100	Building - Certificates and Inspections	48,000	50,000	4	52,000	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000
21,700	30,800	31,600	29,200	Private Certifiers - Lodgement Fees	29,000	33,000	14	34,000	35,000	36,000	37,000	38,000	39,000	40,000	41,000	43,000
21,500	24,500	55,200	48,100	OSSM - Approvals to Operate (New)	70,000	70,000	0	72,000	74,000	76,000	78,000	80,000	82,000	85,000	88,000	91,000
13,600	(9,800)	23,000	(9,200)	Plan First Levy	20,000	70,000	250	72,000	74,000	76,000	78,000	80,000	82,000	85,000	88,000	91,000
0	97,200	153,500	149,800	Drainage Plans	160,000	150,000	(6)	154,000	158,000	162,000	167,000	172,000	177,000	182,000	187,000	192,000
12,700	18,100	15,000	6,800	Complying Development Certificates	15,000	15,000	0	16,000	17,000	18,000	19,000	20,000	21,000	22,000	23,000	24,000
				Grants and Contributions												
0	0	50,000	0	NSW Planning Portal	0	0	0	0	0	0	0	0	0	0	0	0
				Flood Response Planning												
				Other Revenues												
61,200	156,600	538,500	544,700	Legal Costs Recovered and Fines	120,000	80,000	(33)	82,000	85,000	88,000	91,000	94,000	97,000	100,000	103,000	106,000
2,285,000	2,597,200	3,615,800	2,743,500	Total Operating Revenues	2,677,000	2,692,000	1	2,770,000	2,850,000	2,931,000	3,014,000	3,098,000	3,184,000	3,275,000	3,369,000	3,464,000
				OPERATING EXPENSES												
2,807,900	2,786,200	2,739,000	3,085,700	Employee Costs	3,097,000	3,388,000	9	3,523,000	3,646,000	3,739,000	3,834,000	3,931,000	4,031,000	4,133,000	4,238,000	4,345,000
97,900	59,100	25,900	14,700	Office Expenses and Advertising	29,000	25,000	(14)	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
52,900	45,600	38,900	55,900	Consultants	25,000	40,000	60	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
499,000	1,036,500	735,700	426,000	Legal Expenses	300,000	320,000	7	330,000	340,000	350,000	360,000	370,000	380,000	390,000	400,000	410,000
0	0	24,300	0	NSW Planning Portal	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Flood Response Planning Resources	167,000	0	(100)	0	0	0	0	0	0	0	0	0
3,457,700	3,927,400	3,563,800	3,582,300	Total Operating Expenses	3,618,000	3,773,000	4	3,913,000	4,046,000	4,149,000	4,254,000	4,361,000	4,471,000	4,583,000	4,698,000	4,815,000
(1,172,700)	(1,330,200)	52,000	(838,800)	Operating Result - Surplus / (Deficit)	(941,000)	(1,081,000)	15	(1,143,000)	(1,196,000)	(1,218,000)	(1,240,000)	(1,263,000)	(1,287,000)	(1,308,000)	(1,329,000)	(1,351,000)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(1,172,700)	(1,330,200)	52,000	(838,800)	Cash Result - Surplus / (Deficit)	(941,000)	(1,081,000)	15	(1,143,000)	(1,196,000)	(1,218,000)	(1,240,000)	(1,263,000)	(1,287,000)	(1,308,000)	(1,329,000)	(1,351,000)
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
278,500	10,000	530,000	0	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
70,200	383,300	300,000	50,000	Add Transfer from Reserves	167,000	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
(1,381,000)	(956,900)	(178,000)	(788,800)	Cash Result after Capital Movements	(774,000)	(1,081,000)	40	(1,143,000)	(1,196,000)	(1,218,000)	(1,240,000)	(1,263,000)	(1,287,000)	(1,308,000)	(1,329,000)	(1,351,000)

Public and Environmental Health

Manager: Kerri Watts, Manager Public and Environmental Health

Background

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

Budget Comments

OPERATING REVENUES

Regulatory Fees and Fines

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

Operating Grants

Includes various State Government Grants for programs Lake Ainsworth Coastal Management Plan, Healthy Waterways and Contaminated Land.

OPERATING EXPENSES

Employee Costs

Based on staffing structure of 14 FTE (equivalent full time positions). Other costs included are training and expenses relating to motor vehicles.

Office Expenses

Advertising, legal and other sundry office expenses.

Projects and Kits

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

Water Monitoring

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

Shaws Bay Coastal Management Plan and Lake Ainsworth Coastal Management Plan

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

Healthy Waterways

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

PUBLIC AND ENVIRONMENTAL HEALTH

ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
				Fes and Charges												
160,500	155,500	85,600	117,900	Registrations and Inspections	171,000	167,000	(2)	176,000	185,000	194,000	203,000	212,000	221,000	231,000	241,000	251,000
171,500	172,300	197,300	192,000	OSSM - Fees and Charges	199,000	211,000	6	217,000	224,000	231,000	238,000	245,000	252,000	259,000	267,000	275,000
				Grants and Contributions												
54,900	13,100	227,300	1,400	Grants - Lake Ainsworth CMP	348,000	0	(100)	0	0	0	0	0	0	0	0	0
56,200	214,900	190,000	22,700	Grants - Healthy Waterways Program	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	33,300	Grants - Ballina Shire Coastline CMP	60,000	0	(100)	0	0	0	0	0	0	0	0	0
231,000	310,900	215,600	81,900	Grants - Other	0	0	0	0	0	0	0	0	0	0	0	0
674,100	866,700	915,800	449,200	Total Operating Revenues	778,000	378,000	(51)	393,000	409,000	425,000	441,000	457,000	473,000	490,000	508,000	526,000
				OPERATING EXPENSES												
				Environmental Health												
995,300	989,700	1,483,800	1,439,600	Employee Costs	1,631,000	1,798,000	10	1,870,000	1,936,000	1,985,000	2,035,000	2,086,000	2,139,000	2,193,000	2,248,000	2,305,000
14,300	9,500	6,700	49,700	Office Expenses, Advertising, Consultants	19,500	15,000	(23)	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
4,700	1,200	22,900	500	Projects and Kits	7,000	7,000	0	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
				Management Plans and Projects												
20,200	16,100	12,500	19,800	Water Monitoring	22,000	22,000	0	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
149,100	44,500	76,000	62,800	Lake Ainsworth Coastal Management Plan	383,000	30,000	(92)	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000
44,500	100,900	15,700	91,400	Shaws Bay Coastal Management Plan	46,000	30,000	(35)	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000
0	0	21,300	75,600	North Creek Coastal Management Plan	0	0	0	0	0	0	0	0	0	0	0	0
2,900	0	0	50,000	Ballina Shire Coastline Coastal Mgmt Plan	142,000	30,000	(79)	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000
131,200	83,200	35,500	102,700	Healthy Waterways Program	335,000	342,000	2	352,000	362,000	372,000	382,000	392,000	402,000	415,000	426,000	436,000
82,000	34,100	0	0	Coastal EEC Project	0	0	0	0	0	0	0	0	0	0	0	0
78,000	44,400	0	200	Richmond River Governance Project	0	0	0	0	0	0	0	0	0	0	0	0
31,400	121,300	166,800	87,400	Emigrant Creek Stabilisation Project	0	0	0	0	0	0	0	0	0	0	0	0
8,300	47,500	22,600	18,600	Marom and Chilcotts Creek Project	0	0	0	0	0	0	0	0	0	0	0	0
0	98,300	138,700	143,800	Contaminated Lands Management Project	39,000	0	(100)	0	0	0	0	0	0	0	0	0
0	0	55,100	36,200	MEMS Riparian Rehabilitation Project	35,000	0	(100)	0	0	0	0	0	0	0	0	0
0	0	0	64,100	Flood Impacts	0	0	0	0	0	0	0	0	0	0	0	0
				Noxious Plants / Vermin												
900	1,700	600	1,000	Destruction of Pests	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1,562,800	1,592,400	2,058,200	2,243,400	Total Operating Expenses	2,660,500	2,275,000	(14)	2,363,000	2,442,000	2,504,000	2,567,000	2,631,000	2,697,000	2,767,000	2,836,000	2,906,000
(888,700)	(725,700)	(1,142,400)	(1,794,200)	Operating Result - Surplus / (Deficit)	(1,882,500)	(1,897,000)	1	(1,970,000)	(2,033,000)	(2,079,000)	(2,126,000)	(2,174,000)	(2,224,000)	(2,277,000)	(2,328,000)	(2,380,000)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(888,700)	(725,700)	(1,142,400)	(1,794,200)	Cash Result - Surplus / (Deficit)	(1,882,500)	(1,897,000)	1	(1,970,000)	(2,033,000)	(2,079,000)	(2,126,000)	(2,174,000)	(2,224,000)	(2,277,000)	(2,328,000)	(2,380,000)
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
865,900	1,759,100	1,087,200	357,000	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
615,100	1,571,900	1,196,200	611,000	Add Transfer from Reserves	226,000	557,000	0	0	0	0	0	0	0	0	0	0
11,900	0	409,000	29,000	Add Capital Income Applied	98,000	1,335,000	0	0	0	0	0	0	0	0	0	0
136,900	124,900	1,048,700	163,200	Less Capital Expenditure	107,000	1,892,000	0	0	0	0	0	0	0	0	0	0
(1,264,500)	(1,037,800)	(1,673,100)	(1,674,400)	Cash Result after Capital Movements	(1,665,500)	(1,897,000)	14	(1,970,000)	(2,033,000)	(2,079,000)	(2,126,000)	(2,174,000)	(2,224,000)	(2,277,000)	(2,328,000)	(2,380,000)

Public Order

Manager: Kerri Watts, Manager Public and Environmental Health

Background

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

Budget Comments

OPERATING REVENUES

Regulatory Fees and Fines

Fees and Charges - Includes revenue from activities such as dog registrations and impounding fees. Fines and Other Revenues - Includes revenue from activities such as fines for parking and dog control.

OPERATING EXPENSES

Rangers

Based on staffing structure of 6 FTE (equivalent full time positions).

Impounding Expenses

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

PUBLIC ORDER																
ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
				Fees and Charges												
47,200	52,500	55,300	58,900	Registration Fees and Charges	54,000	52,000	(4)	55,000	58,000	61,000	64,000	67,000	70,000	73,000	76,000	79,000
				Other Revenues												
171,100	163,900	149,800	186,800	Parking Fines	200,000	220,000	10	226,000	232,000	238,000	244,000	251,000	258,000	265,000	272,000	279,000
40,500	39,800	34,400	28,200	Dog Fines	35,000	35,000	0	36,000	37,000	38,000	39,000	40,000	41,000	43,000	45,000	47,000
9,900	8,100	3,900	5,100	Other Fines and Other Revenues	47,000	10,000	(79)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
268,700	264,300	243,400	279,000	Total Operating Revenues	336,000	317,000	(6)	327,000	337,000	347,000	357,000	368,000	379,000	391,000	403,000	415,000
				OPERATING EXPENSES												
				Rangers												
509,400	564,400	515,300	624,700	Employee Costs	614,000	668,000	9	695,000	719,000	737,000	756,000	775,000	796,000	817,000	839,000	861,000
				Pound Management												
2,700	3,200	7,900	2,900	Dog Pound Rates and Charges	4,000	4,000	0	5,000	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000
22,600	26,000	29,300	29,300	Dog Pound Cleaning	26,000	28,000	8	29,000	30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000
4,000	2,800	2,500	2,000	Dog Pound Impounding	6,000	3,000	(50)	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000	12,000
700	1,200	700	1,000	Dog Pound Food	2,000	3,000	50	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000	12,000
4,000	1,600	3,100	1,000	Dog Pound Veterinary	4,000	5,000	25	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000
21,300	20,000	20,200	20,000	Sundry (Poo Bags etc)	21,000	25,000	19	26,000	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000
23,400	6,600	6,500	28,900	Software and Licences	8,000	13,000	63	14,000	15,000	16,000	17,000	18,000	19,000	20,000	21,000	22,000
10,400	6,500	13,700	41,000	Legals	30,000	3,000	(90)	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
7,500	8,100	4,200	4,100	Electricity	8,000	9,000	13	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000
1,300	2,000	1,600	1,900	Insurance	2,000	3,000	50	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000	12,000
700	700	500	500	Bank Fees	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
6,100	6,700	4,500	3,000	Telephone	2,500	2,000	(20)	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000
0	400	3,200	2,500	Companion Animal Education Programs	27,000	2,000	(93)	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
				Debt Servicing												
800	300	0	0	Interest on Loans - Dog Control	0	0	0	0	0	0	0	0	0	0	0	0
				Non-cash Expenses												
9,200	9,200	9,200	9,100	Depreciation - Dog Control	10,000	10,000	0	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000
624,100	659,700	622,400	771,900	Total Operating Expenses	765,500	779,000	2	817,000	852,000	881,000	911,000	941,000	973,000	1,005,000	1,038,000	1,071,000
(355,400)	(395,400)	(379,000)	(492,900)	Operating Result - Surplus / (Deficit)	(429,500)	(462,000)	8	(490,000)	(515,000)	(534,000)	(554,000)	(573,000)	(594,000)	(614,000)	(635,000)	(656,000)
9,200	9,200	9,200	9,100	Add Back Depreciation	10,000	10,000	0	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000
(346,200)	(386,200)	(369,800)	(483,800)	Cash Result - Surplus / (Deficit)	(419,500)	(452,000)	8	(479,000)	(503,000)	(521,000)	(540,000)	(558,000)	(578,000)	(597,000)	(617,000)	(637,000)
				Capital Movements												
8,300	7,300	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
2,000	4,000	2,000	0	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
0	22,000	12,000	2,000	Add Transfer from Reserves	130,000	290,000		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	30,500	12,100	0	Less Capital Expenditure	60,000	290,000		0	0	0	0	0	0	0	0	0
(356,500)	(406,000)	(371,900)	(481,800)	Cash Result after Capital Movements	(349,500)	(452,000)	29	(479,000)	(503,000)	(521,000)	(540,000)	(558,000)	(578,000)	(597,000)	(617,000)	(637,000)

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 staffing structure of 11.5 FTE (equivalent full time positions) and motor vehicles expenses.

Office Expenses

Includes allowances for advertising, printing and stationery.

Economic Development, Aboriginal, Heritage Programs and Koala Management Programs

Allowances for consultancies and projects for these programs.

Strategic Plans and Studies

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

Planning Proposals

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

CAPITAL MOVEMENTS

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

Capital Income

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

STRATEGIC PLANNING																
ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
29,500	43,100	53,600	38,000	Planning Proposals and Other Fees	30,000	30,000	0	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000
67,300	2,200	600,900	54,400	Operating Grants and Contributions	4,000	2,000	(50)	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
292,500	95,700	131,600	87,000	Interest on Section 7.11 Contributions Held	653,000	273,000	(58)	531,000	415,000	363,000	392,000	436,000	599,000	723,000	789,000	1,026,000
389,300	141,000	786,100	179,400	Total Operating Revenues	687,000	305,000	(56)	564,000	449,000	398,000	428,000	473,000	637,000	762,000	829,000	1,067,000
				OPERATING EXPENSES												
790,500	1,035,300	898,600	961,900	Employee Costs	1,026,000	1,411,000	38	1,468,000	1,520,000	1,559,000	1,599,000	1,640,000	1,682,000	1,725,000	1,769,000	1,814,000
33,700	16,700	10,800	10,800	Office Expenses	12,000	13,000	8	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
39,900	14,500	9,500	6,900	Planning Proposals	321,000	30,000	(91)	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000
700	0	0	79,600	Section 7.11 Contribution Plan Reviews	70,000	20,000	(71)	20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000
0	15,600	27,000	30,500	Plans of Management	16,000	5,000	(69)	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
11,000	18,900	17,200	16,500	Economic Development Programs	20,000	5,000	(75)	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
6,600	10,700	1,000	4,900	Cultural and Heritage Programs	15,000	10,000	(33)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
0	0	20,500	61,300	Cultural Ways Projects	63,000	0	(100)	0	0	0	0	0	0	0	0	0
42,200	35,600	18,700	175,200	Biodiversity Strategy and Koala Management	136,000	50,000	(63)	75,000	100,000	125,000	150,000	175,000	200,000	225,000	250,000	275,000
21,900	69,700	100,600	67,300	Other Strategic Plans and Studies	55,000	20,000	(64)	20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000
22,500	12,200	9,100	7,000	Community Services Programs	21,000	20,000	(5)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
				Recouped from Business Activities												
0	0	(505,900)	(694,000)	Direct Costs Redistributed to Businesses	(732,000)	(935,000)	28	(959,000)	(983,000)	(1,008,000)	(1,034,000)	(1,060,000)	(1,087,000)	(1,115,000)	(1,143,000)	(1,172,000)
969,000	1,229,200	607,100	727,900	Total Operating Expenses	1,023,000	649,000	(37)	708,000	764,000	806,000	848,000	891,000	934,000	977,000	1,021,000	1,065,000
(579,700)	(1,088,200)	179,000	(548,500)	Operating Result - Surplus / (Deficit)	(336,000)	(344,000)	2	(144,000)	(315,000)	(408,000)	(420,000)	(418,000)	(297,000)	(215,000)	(192,000)	2,000
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(579,700)	(1,088,200)	179,000	(548,500)	Cash Result - Surplus / (Deficit)	(336,000)	(344,000)	2	(144,000)	(315,000)	(408,000)	(420,000)	(418,000)	(297,000)	(215,000)	(192,000)	2,000
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
9,020,200	4,814,000	5,903,600	7,665,500	Less Transfer to Reserves	5,778,000	5,348,000		6,608,000	7,594,000	8,544,000	9,576,000	11,623,000	11,789,000	11,916,000	11,985,000	12,225,000
323,600	65,400	437,700	624,200	Add Transfer from Reserves	626,000	40,000		20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000
8,384,700	4,663,300	5,294,300	7,186,500	Add Capital Income Applied	5,050,000	5,000,000		6,000,000	7,100,000	8,100,000	9,100,000	11,100,000	11,100,000	11,100,000	11,100,000	11,100,000
0	0	143,000	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
(891,600)	(1,173,500)	(135,600)	(403,300)	Cash Result after Capital Movements	(438,000)	(652,000)	49	(732,000)	(788,000)	(830,000)	(873,000)	(917,000)	(961,000)	(1,005,000)	(1,050,000)	(1,095,000)

Northern Rivers Community Gallery

Manager: Tara McGready, Manager Strategic Planning

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

Income from bookings and exhibitions and workshop fees.

Grants and Contributions

Grants can vary from year to year

Other Revenues

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

OPERATING EXPENSES

Employee Costs

Based on staffing structure of 2.6 FTE (equivalent full time positions).

Administration Expenses

Includes costs for cleaning and air conditioning.

Other Expenses

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

NORTHERN RIVERS COMMUNITY GALLERY

ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
				Fees and Charges												
12,700	4,200	4,100	7,800	Bookings and Exhibitions	15,000	10,000	(33)	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000
5,500	8,600	500	0	Workshops	0	0	0	0	0	0	0	0	0	0	0	0
11,500	8,300	7,000	8,200	Gallery Stock Sales	10,000	10,000	0	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000
13,500	7,600	5,600	7,200	Gallery Commission on Sales	15,000	10,000	(33)	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000
12,900	15,700	15,500	16,600	Ignite Studios Casual Room Bookings	22,000	32,000	45	33,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000	41,000
				Operating Grants and Contributions												
41,400	57,700	18,000	0	Miscellaneous Grants and Contributions	0	17,000	100	0	0	0	0	0	0	0	0	0
				Other Revenues												
900	600	700	1,600	Donations	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
400	200	0	0	Fund Raising Events	0	0	0	0	0	0	0	0	0	0	0	0
33,800	26,800	24,400	35,400	Community Gallery - Café Lease	36,000	37,000	3	38,000	39,000	40,000	41,000	43,000	45,000	47,000	49,000	51,000
5,200	6,000	5,700	7,200	Ballina Gallery Café Outgoings	7,000	8,000	14	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000
137,800	135,700	81,500	84,000	Total Operating Revenues	106,000	125,000	18	114,000	120,000	126,000	132,000	139,000	146,000	153,000	160,000	167,000
				OPERATING EXPENSES												
205,200	235,600	215,400	197,900	Employee Costs	268,000	268,000	0	279,000	289,000	297,000	305,000	313,000	321,000	330,000	339,000	348,000
21,900	21,900	21,900	0	Subscription to Arts Northern Rivers	0	0	0	0	0	0	0	0	0	0	0	0
16,800	18,300	8,400	17,200	NSW State Government - Crown Rental	18,000	18,000	0	19,000	20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000
35,300	32,000	34,400	28,500	Rates and Charges, Electricity, Security	39,000	38,000	(3)	40,000	42,000	44,000	46,000	48,000	50,000	52,000	54,000	56,000
31,400	26,600	30,800	27,500	Cleaning and Air-conditioning	32,000	33,000	3	34,000	35,000	36,000	37,000	38,000	39,000	40,000	41,000	43,000
107,900	82,700	95,200	72,900	Other Operating Expenses	153,200	89,000	(42)	75,000	78,000	81,000	84,000	87,000	90,000	93,000	96,000	99,000
				Non-cash Expenses												
47,700	47,700	74,200	63,200	Depreciation - Community Gallery	75,000	75,000	0	78,000	81,000	84,000	87,000	90,000	93,000	96,000	100,000	104,000
466,200	464,800	480,300	407,200	Total Operating Expenses	585,200	521,000	(11)	525,000	545,000	563,000	581,000	599,000	617,000	636,000	656,000	677,000
(328,400)	(329,100)	(398,800)	(323,200)	Operating Result - Surplus / (Deficit)	(479,200)	(396,000)	(17)	(411,000)	(425,000)	(437,000)	(449,000)	(460,000)	(471,000)	(483,000)	(496,000)	(510,000)
47,700	47,700	74,200	63,200	Add Back Depreciation	75,000	75,000	0	78,000	81,000	84,000	87,000	90,000	93,000	96,000	100,000	104,000
(280,700)	(281,400)	(324,600)	(260,000)	Cash Result - Surplus / (Deficit)	(404,200)	(321,000)	(21)	(333,000)	(344,000)	(353,000)	(362,000)	(370,000)	(378,000)	(387,000)	(396,000)	(406,000)
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
62,200	51,900	49,000	18,100	Less Transfer to Reserves	11,000	12,000		13,000	14,000	15,000	16,000	17,000	18,000	19,000	20,000	21,000
104,400	36,200	41,900	39,000	Add Transfer from Reserves	102,000	0		0	0	0	0	0	0	0	0	0
121,000	0	85,000	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
166,200	11,900	71,900	11,000	Less Capital Expenditure	7,000	0		0	0	0	0	0	0	0	0	0
(283,700)	(309,000)	(318,600)	(250,100)	Cash Result after Capital Movements	(320,200)	(333,000)	4	(346,000)	(358,000)	(368,000)	(378,000)	(387,000)	(396,000)	(406,000)	(416,000)	(427,000)

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, cemeteries and the maintenance of public amenities and buildings and structures situated on public reserves and sporting grounds.

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 based on staffing structure of 9.7 FTE (equivalent full time positions) and motor vehicle expenses.

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.

Other Services includes wages, plant hire and materials for the maintenance and operation of sporting fields and buildings, Public Amenities costs such as insurance, rates, cleaning, maintenance, electricity, consumables and expenses as a result of vandalism.

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.

Civil Services Division – Summary (General Fund)

Manager: John Truman, Director – Civil Services

Budget Comments

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

Infrastructure Planning

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

Stormwater and Environmental Management

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

Roads and Bridges

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

Ancillary Transport Services

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

Transport for NSW

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

Emergency Services

Costs associated with the provision of rural fire services.

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.

Infrastructure Planning

Manager: Paul Busmanis, Manager - Engineering Works

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

Majority of revenue sourced from engineering inspection fees.

OPERATING EXPENSES

Employee Costs – Management and Administration

Includes salaries and oncosts based on staffing structure of 12.6 FTE (equivalent full time positions) and associated oncosts.

Employee Costs – Infrastructure

Includes salaries and oncosts based on staffing structure of 7.6 FTE (equivalent full time positions) and associated oncosts.

Employee Costs – Engineering Works

Includes salaries and oncosts based on staffing structure of 6 FTE (equivalent full time positions) 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 per week) (50% funded by Transport for NSW grant) plus Road Safety Program costs.

Asset Management

Allowance for condition assessments and other asset related matters.

North East Weight of Loads Group (NEWLOG)

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

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.

INFRASTRUCTURE PLANNING																
ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
				Engineering Fees and Charges												
408,100	229,000	196,900	154,600	Development Engineer Inspection Fee	200,000	160,000	(20)	164,000	169,000	174,000	179,000	184,000	189,000	194,000	199,000	204,000
346,700	64,700	74,900	81,000	Section 7.11 Plans Administration	75,000	75,000	0	77,000	79,000	81,000	84,000	87,000	90,000	93,000	96,000	99,000
1,900	0	9,800	3,000	Road Closure Applications	5,000	5,000	0	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000
4,800	900	5,600	1,200	Sundry Income	2,000	2,000	0	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000
				Operating Grants and Contributions												
29,600	23,200	34,500	30,100	Road Safety Officer and Programs	44,700	33,000	(26)	35,000	37,000	39,000	41,000	43,000	45,000	47,000	49,000	51,000
0	0	0	0	Grants and Contributions - Other	6,600	0	(100)	0	0	0	0	0	0	0	0	0
791,100	317,800	321,700	269,900	Total Operating Revenues	333,300	275,000	(17)	285,000	296,000	307,000	319,000	331,000	343,000	355,000	367,000	379,000
				OPERATING EXPENSES												
				Engineering Management												
759,900	724,000	713,400	712,000	Employee Costs - Mgmt and Admin	932,000	1,001,000	7	1,041,000	1,077,000	1,104,000	1,132,000	1,160,000	1,189,000	1,219,000	1,249,000	1,280,000
884,700	937,500	804,800	712,000	Employee Costs - Infrastructure	832,000	881,000	6	916,000	948,000	972,000	996,000	1,021,000	1,047,000	1,073,000	1,100,000	1,128,000
635,600	561,100	600,300	701,000	Employee Costs - Engineering Works	775,000	789,000	2	821,000	850,000	871,000	893,000	915,000	938,000	961,000	985,000	1,010,000
9,600	2,500	1,500	2,300	Conferences	4,000	4,000	0	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
80,400	99,200	63,900	72,000	Vehicles	72,000	78,000	8	80,000	82,000	84,000	86,000	88,000	90,000	92,000	94,000	96,000
76,500	52,000	47,300	46,000	Office Expenses and Advertising	35,800	34,000	(5)	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000
49,600	47,100	50,700	51,800	Road Safety Officer and Programs	66,700	58,000	(13)	60,000	62,000	64,000	66,000	68,000	70,000	72,000	75,000	78,000
0	110,000	0	0	Asset Management	10,000	0	(100)	0	0	0	85,000	0	0	0	90,000	0
97,300	57,000	65,600	63,800	North East Weight of Loads Group	43,000	45,000	5	46,000	47,000	48,000	49,000	50,000	51,000	52,000	53,000	54,000
0	0	0	0	Other Expenses	6,600	0	(100)	0	0	0	0	0	0	0	0	0
				Recouped from Business Activities												
0	0	(1,182,800)	(1,250,000)	Direct Costs Redistributed to Businesses	(1,397,000)	(1,407,000)	1	(1,442,000)	(1,478,000)	(1,515,000)	(1,553,000)	(1,592,000)	(1,632,000)	(1,673,000)	(1,715,000)	(1,758,000)
2,593,600	2,590,400	1,164,700	1,110,900	Total Operating Expenses	1,380,100	1,483,000	7	1,560,000	1,626,000	1,666,000	1,792,000	1,748,000	1,791,000	1,834,000	1,969,000	1,926,000
(1,802,500)	(2,272,600)	(843,000)	(841,000)	Operating Result - Surplus / (Deficit)	(1,046,800)	(1,208,000)	15	(1,275,000)	(1,330,000)	(1,359,000)	(1,473,000)	(1,417,000)	(1,448,000)	(1,479,000)	(1,602,000)	(1,547,000)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(1,802,500)	(2,272,600)	(843,000)	(841,000)	Cash Result - Surplus / (Deficit)	(1,046,800)	(1,208,000)	15	(1,275,000)	(1,330,000)	(1,359,000)	(1,473,000)	(1,417,000)	(1,448,000)	(1,479,000)	(1,602,000)	(1,547,000)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
384,300	30,000	45,000	45,000	Less Transfer to Reserves	40,000	20,000		20,000	30,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
69,600	110,000	49,800	0	Add Transfer from Reserves	10,000	0		0	60,000	0	85,000	0	70,000	0	90,000	0
0	0	0	2,300	Add Capital Income Applied	19,700	0		0	0	0	0	0	0	0	0	0
0	3,400	49,800	2,300	Less Capital Expenditure	19,700	0		0	60,000	0	0	0	70,000	0	0	0
(2,117,200)	(2,196,000)	(888,000)	(886,000)	Cash Result after Capital Movements	(1,076,800)	(1,228,000)	14	(1,295,000)	(1,360,000)	(1,399,000)	(1,428,000)	(1,457,000)	(1,488,000)	(1,519,000)	(1,552,000)	(1,587,000)

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.

Capital Movements

Reserve Movements

Refer to Part E of the document.

Capital Expenditure

Capital works as per Part C of this document.

STORMWATER AND ENVIRONMENTAL PROTECTION

ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
				Annual Charges												
384,200	389,800	400,100	414,000	Stormwater	418,000	425,000	2	429,000	433,000	437,000	441,000	445,000	449,000	453,000	457,000	461,000
				Fees and Charges												
4,500	0	10,600	42,900	Third Party Modelling	0	0	0	0	0	0	0	0	0	0	0	0
				Grants and Contributions												
0	89,400	52,000	92,300	Flood - Management Plans	0	130,000	100	0	0	0	0	0	0	0	0	0
0	0	0	215,300	Flood - Preparing Australian Communities	50,000	496,000	892	0	0	0	0	0	0	0	0	0
10,000	0	0	0	Other Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
109,300	0	0	0	Natural Disaster Funding	0	0	0	0	0	0	0	0	0	0	0	0
508,000	479,200	462,700	764,500	Total Operating Revenues	468,000	1,051,000	125	429,000	433,000	437,000	441,000	445,000	449,000	453,000	457,000	461,000
				OPERATING EXPENSES												
				Engineering Management												
1,500	81,800	68,600	127,000	Employee Costs	134,000	0	(100)	0	0	0	0	0	0	0	0	0
0	0	0	0	Consultants	0	190,000	100	198,000	205,000	211,000	217,000	223,000	229,000	235,000	241,000	248,000
0	5,600	500	6,000	Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
				Stormwater												
415,500	370,600	537,800	406,100	Stormwater Drainage Maintenance	410,000	456,000	11	456,000	468,000	481,000	495,000	509,000	523,000	537,000	551,000	566,000
0	0	600	0	Stormwater Charges - Donations	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
				Environmental Protection												
37,200	38,200	39,200	40,000	Cont to Rous Council - Drainage Unions	40,000	42,000	5	44,000	46,000	48,000	50,000	52,000	54,000	56,000	58,000	60,000
208,200	213,800	219,400	245,700	Cont to Rous Council - Floodplain Mgmt	275,000	303,000	10	311,000	319,000	327,000	336,000	345,000	354,000	363,000	373,000	383,000
34,400	90,000	85,000	154,000	Flood - Management Plans	90,000	225,000	150	32,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000	41,000
0	0	0	0	Flood - Ballina Floodplain Management Plan	130,000	630,000	385	0	0	0	0	0	0	0	0	0
3,900	44,300	15,500	40,700	Flood- Third Party Modelling	0	0	0	0	0	0	0	0	0	0	0	0
300	19,900	0	0	USMP Envirotrust Video	0	0	0	0	0	0	0	0	0	0	0	0
60,200	14,200	5,100	62,700	Foreshore Protection Works	97,000	80,000	(18)	82,000	85,000	88,000	91,000	94,000	97,000	100,000	103,000	106,000
				Non-Cash Expenses												
1,614,400	1,418,300	1,486,900	1,576,000	Depreciation - Drainage	1,650,000	1,655,000	0	1,708,000	1,762,000	1,818,000	1,876,000	1,936,000	1,997,000	2,060,000	2,125,000	2,192,000
0	0	91,100	63,400	Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
2,375,600	2,296,700	2,549,700	2,721,600	Total Operating Expenses	2,827,000	3,582,000	27	2,832,000	2,920,000	3,009,000	3,102,000	3,197,000	3,293,000	3,391,000	3,492,000	3,597,000
(1,867,600)	(1,817,500)	(2,087,000)	(1,957,100)	Operating Result - Surplus / (Deficit)	(2,359,000)	(2,531,000)	7	(2,403,000)	(2,487,000)	(2,572,000)	(2,661,000)	(2,752,000)	(2,844,000)	(2,938,000)	(3,035,000)	(3,136,000)
1,614,400	1,418,300	1,486,900	1,576,000	Add Back Depreciation	1,650,000	1,655,000	0	1,708,000	1,762,000	1,818,000	1,876,000	1,936,000	1,997,000	2,060,000	2,125,000	2,192,000
0	0	91,100	63,400	Add Back Loss on Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
(253,200)	(399,200)	(509,000)	(317,700)	Cash Result - Surplus / (Deficit)	(709,000)	(876,000)	24	(695,000)	(725,000)	(754,000)	(785,000)	(816,000)	(847,000)	(878,000)	(910,000)	(944,000)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
228,100	509,300	944,000	877,900	Less Transfer to Reserves	989,000	540,000		540,000	540,000	540,000	540,000	540,000	540,000	540,000	540,000	540,000
319,900	181,000	489,700	886,000	Add Transfer from Reserves	922,900	2,339,000		540,000	540,000	540,000	540,000	540,000	540,000	540,000	540,000	540,000
0	0	196,000	232,200	Add Capital Income Applied	44,000	0		0	0	0	0	0	0	0	0	0
803,000	436,900	568,900	1,307,300	Less Capital Expenditure	542,900	3,064,000		1,430,000	1,452,000	1,475,000	1,498,000	1,522,000	1,547,000	1,572,000	1,598,000	1,624,000
(964,400)	(1,164,400)	(1,336,200)	(1,384,700)	Cash Result after Capital Movements	(1,274,000)	(2,141,000)	68	(2,125,000)	(2,177,000)	(2,229,000)	(2,283,000)	(2,338,000)	(2,394,000)	(2,450,000)	(2,508,000)	(2,568,000)

Roads and Bridges

Manager: Paul Busmanis, Manager - Engineering Works

Background

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

Budget Comments

OPERATING REVENUES

Operating Grants and Contributions

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

OPERATING EXPENSES

Roads and Bridges Maintenance

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

Street Cleaning

Provision for street and footpath cleaning of town centres.

Debt Servicing

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

Capital Movements

Loan Principal Repayments

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

Reserve Movements

Refer to Part E for further information.

Capital Income

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

Capital Expenditure

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

ROADS AND BRIDGES

ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
				Operating Grants and Contributions												
75,500	77,200	44,900	1,077,800	Natural Disaster Funding	0	0	0	0	0	0	0	0	0	0	0	0
42,500	28,000	29,300	20,100	LIRS Loan Subsidy	8,000	3,000	(63)	0	0	0	0	0	0	0	0	0
0	0	0	0	TfNSW - Regional and Local Roads Repairs	0	1,304,000	100	0	0	0	0	0	0	0	0	0
0	0	77,000	60,000	TfNSW - Block Grant - Supplementary Grant	0	0	0	0	0	0	0	0	0	0	0	0
197,700	634,200	881,000	880,200	Roads to Recovery Program	880,000	880,000	0	902,000	925,000	949,000	973,000	998,000	1,023,000	1,049,000	1,076,000	1,103,000
				Interest												
80,000	24,000	23,200	12,000	Interest on Bypass Internal Reserves	53,000	140,000	164	141,000	138,000	132,000	125,000	115,000	104,000	93,000	79,000	46,000
395,700	763,400	1,055,400	2,050,100	Total Operating Revenues	941,000	2,327,000	147	1,043,000	1,063,000	1,081,000	1,098,000	1,113,000	1,127,000	1,142,000	1,155,000	1,149,000
				OPERATING EXPENSES												
				Roads and Bridges - Maintenance												
1,004,100	911,800	943,700	1,169,800	Urban Roads	690,000	650,000	(6)	650,000	668,000	686,000	704,000	722,000	741,000	760,000	780,000	800,000
1,332,500	1,234,800	1,444,900	1,395,400	Rural Roads	1,404,000	1,432,000	2	1,432,000	1,468,000	1,506,000	1,544,000	1,584,000	1,624,000	1,666,000	1,708,000	1,752,000
500,300	535,500	540,700	457,200	Unsealed Roads	530,000	480,000	(9)	542,000	556,000	571,000	586,000	601,000	617,000	633,000	649,000	666,000
14,700	19,200	7,200	16,500	Bridges	27,000	28,000	4	28,000	29,000	30,000	31,000	32,000	33,000	34,000	35,000	36,000
340,900	400,500	413,400	379,700	Cleaning - Street	412,000	422,000	2	433,000	444,000	456,000	468,000	480,000	492,000	505,000	518,000	531,000
0	0	0	8,500	Cleaning - Paving and Sails	61,000	109,000	79	66,000	88,000	72,000	92,000	78,000	96,000	84,000	102,000	90,000
5,700	71,300	219,500	4,474,300	Natural Disasters and Repair Programs	0	994,000	100	0	0	0	0	0	0	0	0	0
				Debt Servicing												
251,200	191,700	275,000	193,200	Interest on Loans - Urban Roads	202,000	317,000	57	309,000	791,000	762,000	786,000	753,000	719,000	682,000	644,000	604,000
56,600	46,500	54,000	30,300	Interest on Loans - Teven Bridges	25,000	16,000	(36)	7,000	0	0	0	0	0	0	0	0
				Non-Cash Expenses												
6,271,500	7,948,600	8,196,800	8,429,700	Depreciation - Roads and Bridges	8,500,000	8,510,000	0	8,779,000	9,056,000	9,342,000	9,637,000	9,941,000	10,255,000	10,579,000	10,913,000	11,257,000
50,800	28,200	0	0	Unwinding Interest Free Loan	0	0	0	0	0	0	0	0	0	0	0	0
366,500	3,099,200	2,871,600	3,520,500	Loss on Disposal of Infrastructure	1,800,000	1,800,000	0	1,857,000	1,916,000	1,977,000	2,040,000	2,105,000	2,172,000	2,241,000	2,312,000	2,385,000
10,194,800	14,487,300	14,966,800	20,075,100	Total Operating Expenses	13,651,000	14,758,000	8	14,103,000	15,016,000	15,402,000	15,888,000	16,296,000	16,749,000	17,184,000	17,661,000	18,121,000
(9,799,100)	(13,723,900)	(13,911,400)	(18,025,000)	Operating Result - Surplus / (Deficit)	(12,710,000)	(12,431,000)	(2)	(13,060,000)	(13,953,000)	(14,321,000)	(14,790,000)	(15,183,000)	(15,622,000)	(16,042,000)	(16,506,000)	(16,972,000)
6,271,500	7,948,600	8,196,800	8,429,700	Add Back Depreciation	8,500,000	8,510,000	0	8,779,000	9,056,000	9,342,000	9,637,000	9,941,000	10,255,000	10,579,000	10,913,000	11,257,000
50,800	28,200	0	0	Add Back Unwinding Interest Free Loan	0	0	0	0	0	0	0	0	0	0	0	0
366,500	3,099,200	2,871,600	3,520,500	Add Back Loss on Infrastructure	1,800,000	1,800,000	0	1,857,000	1,916,000	1,977,000	2,040,000	2,105,000	2,172,000	2,241,000	2,312,000	2,385,000
(3,110,300)	(2,647,900)	(2,843,000)	(6,074,800)	Cash Result - Surplus / (Deficit)	(2,410,000)	(2,121,000)	(12)	(2,424,000)	(2,981,000)	(3,002,000)	(3,113,000)	(3,137,000)	(3,195,000)	(3,222,000)	(3,281,000)	(3,330,000)
				Capital Movements												
1,084,400	1,170,300	971,500	1,175,600	Less Loan Principal Repayments	1,110,000	1,184,000		1,098,000	719,000	748,000	807,000	840,000	874,000	911,000	949,000	989,000
5,706,700	909,800	2,520,200	6,622,500	Less Transfer to Reserves	2,291,000	202,000		335,000	204,000	198,000	193,000	185,000	176,000	167,000	155,000	124,000
8,614,300	8,356,600	5,224,400	12,145,900	Add Transfer from Reserves	10,665,300	5,117,000		13,222,000	6,938,000	10,209,000	10,883,700	7,578,500	9,424,000	11,730,000	5,490,000	5,624,000
2,315,000	4,234,800	6,438,800	6,675,000	Add Capital Income Applied	9,513,200	9,329,000		13,590,000	989,000	7,401,500	21,659,000	6,859,500	4,482,000	4,617,000	0	0
9,511,300	16,142,000	14,514,200	15,793,300	Less Capital Expenditure	23,262,500	20,599,000		33,084,000	14,402,000	24,297,500	39,328,700	21,445,000	21,106,000	23,768,000	13,124,000	13,458,000
(8,483,400)	(8,278,600)	(9,185,700)	(10,845,300)	Cash Result after Capital Movements	(8,895,000)	(9,660,000)	9	(10,129,000)	(10,379,000)	(10,635,000)	(10,899,000)	(11,169,000)	(11,445,000)	(11,721,000)	(12,019,000)	(12,277,000)

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, Jetties and Boat Ramps Allocation for maintenance of wharves and jetties in the shire and cleaning and maintenance of boat ramps.

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

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

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

Capital Movements

Loan Principal Repayments

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

Reserve Movements

Refer to Part E for further information.

Capital Income

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

Capital Expenditure

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

ANCILLARY TRANSPORT SERVICES																
ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
				Fees and Charges												
454,100	346,400	439,200	250,600	Burns Point Ferry - Toll Fees	325,000	360,000	11	369,000	378,000	387,000	396,000	406,000	416,000	426,000	436,000	447,000
102,300	100,300	122,000	89,100	Burns Point Ferry - Season Tickets	98,000	105,000	7	108,000	111,000	114,000	117,000	120,000	123,000	126,000	129,000	132,000
7,300	8,300	8,600	6,300	Burns Point Ferry - Diesel Rebate	9,000	7,000	(22)	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
				Other Fees and Charges												
66,600	37,300	53,900	40,000	Private Works	45,000	40,000	(11)	41,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000
0	0	36,300	39,900	NEWLOG Equity	0	0	0	0	0	0	0	0	0	0	0	0
33,600	27,300	33,600	33,600	Advertising On Bus Shelters and Misc	33,000	34,000	3	35,000	36,000	37,000	38,000	39,000	40,000	41,000	42,000	43,000
				Operating Grants and Contributions												
98,000	98,000	98,000	98,000	Street Lighting	99,000	100,000	1	103,000	106,000	109,000	112,000	115,000	118,000	121,000	124,000	127,000
23,800	13,300	13,200	7,900	LIRS Loan Subsidy	1,000	0	(100)	0	0	0	0	0	0	0	0	0
9,500	0	0	45,600	Boating Programs	66,400	0	(100)	0	0	0	0	0	0	0	0	0
66,500	165,000	0	22,100	Other Grants and Contributions	11,000	11,000	0	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
861,700	795,900	804,800	633,100	Total Operating Revenues	687,400	657,000	(4)	674,000	691,000	708,000	725,000	743,000	761,000	779,000	797,000	816,000
				OPERATING EXPENSES												
				Burns Point Ferry												
221,100	194,600	241,000	168,700	Operations	286,500	287,000	0	295,000	303,000	311,000	319,000	327,000	335,000	343,000	351,000	359,000
14,400	324,200	19,600	274,400	Annual Slip	232,000	200,000	(14)	205,000	210,000	215,000	220,000	226,000	232,000	238,000	244,000	250,000
359,800	363,900	369,700	365,300	Employee Costs	382,000	392,000	3	408,000	422,000	433,000	444,000	455,000	466,000	478,000	490,000	502,000
0	0	0	94,500	Flood Event	0	0	0	0	0	0	0	0	0	0	0	0
				Maintenance and Repair Programs												
726,000	612,700	638,100	564,100	Street Lighting - Charges	607,000	450,000	(26)	450,000	461,000	473,000	485,000	497,000	509,000	522,000	535,000	548,000
0	704,200	4,500	32,800	Street Lighting - Upgrades	1,010,000	55,000	(95)	56,000	57,000	58,000	59,000	60,000	62,000	64,000	66,000	68,000
428,500	154,300	259,200	146,700	Footpaths	264,000	205,000	(22)	205,000	211,000	217,000	223,000	229,000	235,000	241,000	247,000	253,000
42,400	43,700	11,000	44,000	Car Parking - Sharpes Beach Rent	44,000	46,000	5	47,000	48,000	49,000	50,000	51,000	52,000	53,000	54,000	55,000
9,500	10,000	27,800	11,600	Car Parking - Maintenance and Rates	39,000	26,000	(33)	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000
15,200	4,800	4,400	1,500	Bus Shelters and Public Transport	8,000	5,000	(38)	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
69,500	23,600	46,200	28,400	Private Works	36,000	36,000	0	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000	45,000
86,400	74,000	56,500	64,200	Wharves and Jetties	138,000	84,000	(39)	85,000	86,000	88,000	90,000	92,000	94,000	96,000	98,000	100,000
0	0	0	68,400	Martin Street Boat Harbour Plan	100,000	0	-100	0	0	0	0	0	0	0	0	0
97,700	36,700	5,500	174,600	Canal Dredging	60,000	20,000	(67)	20,000	20,000	245,000	20,000	21,000	22,000	23,000	300,000	23,000
80,300	47,200	6,300	0	Town Centres	10,000	0	(100)	0	0	0	0	0	0	0	0	0
				Debt Servicing												
0	21,000	18,900	16,800	Interest on Loans	15,000	57,000	280	49,000	41,000	33,000	24,000	14,000	7,000	0	0	0
				Non-Cash Expenses												
124,100	170,400	231,400	223,100	Depreciation - Ancillary	275,000	280,000	2	289,000	299,000	309,000	319,000	330,000	341,000	352,000	364,000	376,000
434,100	504,300	584,200	643,600	Depreciation - Footpaths	675,000	680,000	1	702,000	725,000	748,000	772,000	797,000	823,000	849,000	876,000	904,000
27,900	24,600	24,600	24,600	Depreciation - Maritime	26,000	27,000	4	28,000	29,000	30,000	31,000	32,000	34,000	36,000	38,000	40,000
2,736,900	3,314,200	2,548,900	2,947,300	Total Operating Expenses	4,207,500	2,850,000	(32)	2,907,000	2,981,000	3,279,000	3,127,000	3,203,000	3,285,000	3,369,000	3,738,000	3,554,000
(1,875,200)	(2,518,300)	(1,744,100)	(2,314,200)	Operating Result - Surplus / (Deficit)	(3,520,100)	(2,193,000)	(38)	(2,233,000)	(2,290,000)	(2,571,000)	(2,402,000)	(2,460,000)	(2,524,000)	(2,590,000)	(2,941,000)	(2,738,000)
586,100	699,300	840,200	891,300	Add Back Depreciation	976,000	987,000	1	1,019,000	1,053,000	1,087,000	1,122,000	1,159,000	1,198,000	1,237,000	1,278,000	1,320,000
(1,289,100)	(1,819,000)	(903,900)	(1,422,900)	Cash Result - Surplus / (Deficit)	(2,544,100)	(1,206,000)	(53)	(1,214,000)	(1,237,000)	(1,484,000)	(1,280,000)	(1,301,000)	(1,326,000)	(1,353,000)	(1,663,000)	(1,418,000)
				Capital Movements												
444,800	213,800	224,100	73,100	Less Loan Principal Repayments	75,000	188,000		195,000	204,000	212,000	221,000	140,000	140,000	0	0	0
168,700	1,082,800	1,351,400	1,029,600	Less Transfer to Reserves	570,000	55,000		60,000	60,000	65,000	65,000	75,000	80,000	85,000	90,000	95,000
726,900	1,183,600	1,591,200	1,401,000	Add Transfer from Reserves	997,600	457,000		242,000	242,000	467,000	242,000	243,000	244,000	245,000	522,000	245,000
316,400	2,110,800	1,130,600	471,100	Add Capital Income Applied	1,587,000	2,860,700		250,000	0	0	0	0	0	0	0	0
1,143,700	1,996,200	1,794,900	1,215,500	Less Capital Expenditure	1,430,000	3,680,700		896,000	663,000	680,000	697,000	715,000	733,000	751,000	770,000	789,000
(2,003,000)	(1,817,400)	(1,552,500)	(1,869,000)	Cash Result after Capital Movements	(2,034,500)	(1,812,000)	(11)	(1,873,000)	(1,922,000)	(1,974,000)	(2,021,000)	(1,988,000)	(2,035,000)	(1,944,000)	(2,001,000)	(2,057,000)
				Ferry Cash Result (excluding depreciation)												
563,700	455,000	569,800	346,000	Operating Revenues	432,000	472,000	9	484,000	496,000	508,000	520,000	533,000	546,000	559,000	572,000	586,000
595,300	882,700	630,300	902,900	Operating Expenses	900,500	879,000	(2)	908,000	935,000	959,000	983,000	1,008,000	1,033,000	1,059,000	1,085,000	1,111,000
(31,600)	(427,700)	(60,500)	(556,900)	Cash Operating Result	(468,500)	(407,000)	(13)	(424,000)	(439,000)	(451,000)	(463,000)	(475,000)	(487,000)	(500,000)	(513,000)	(525,000)

Transport for NSW

Manager: Paul Busmanis, Manager - Engineering Works

Background

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

Budget Comments

OPERATING REVENUES

Regional Roads Block Grant

The “Regional Roads Block Grant” refers to funds provided for the maintenance of all Transport for NSW regional roads. Council determines how these funds are allocated.

Income items are fully offset by matching expenditure accounts within the Transport for NSW and Roads and Bridges sections.

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

TRANSPORT FOR NSW

ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
				External Contributions												
1,000,800	770,700	964,000	834,000	TfNSW - Block Grant - Regional Roads	834,000	852,000	2	870,000	889,000	908,000	929,000	950,000	971,000	993,000	1,015,000	1,038,000
0	193,300	0	130,000	TfNSW - Block Grant - Traffic	130,000	130,000	0	133,300	136,700	140,200	143,800	147,400	151,100	154,900	158,800	162,800
0	0	0	17,000	TfNSW - Block Grant - Supplementary	77,000	77,000	0	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000
0	0	0	0	Natural Disaster Funding - Regional Roads	0	0	0	0	0	0	0	0	0	0	0	0
1,000,800	964,000	964,000	981,000	Total Operating Revenues	1,041,000	1,059,000	2	1,080,300	1,102,700	1,125,200	1,149,800	1,174,400	1,199,100	1,224,900	1,250,800	1,277,800
				OPERATING EXPENSES												
				Regional Roads												
689,100	701,600	663,900	410,200	Regional Roads Operations	547,000	558,000	2	572,000	587,000	602,000	618,000	634,000	650,000	667,000	684,000	702,000
67,600	81,700	60,900	186,700	Regional Roads Maintenance	137,000	152,000	11	156,000	160,000	164,000	169,000	174,000	179,000	184,000	189,000	194,000
0	0	0	0	Ross Lane Flood Mitigation	70,000	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Traffic Facilities	130,000	130,000	0	133,300	136,700	140,200	143,800	147,400	151,100	154,900	158,800	162,800
756,700	783,300	724,800	596,900	Total Operating Expenses	884,000	840,000	(5)	861,300	883,700	906,200	930,800	955,400	980,100	1,005,900	1,031,800	1,058,800
244,100	180,700	239,200	384,100	Operating Result - Surplus / (Deficit)	157,000	219,000	39	219,000	219,000	219,000	219,000	219,000	219,000	219,000	219,000	219,000
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
244,100	180,700	239,200	384,100	Cash Result - Surplus / (Deficit)	157,000	219,000	39	219,000	219,000	219,000	219,000	219,000	219,000	219,000	219,000	219,000
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
0	72,200	0	0	Less Transfer to Reserves	157,000	219,000	0	219,000	219,000	219,000	219,000	219,000	219,000	219,000	219,000	219,000
0	0	0	0	Add Transfer from Reserves	157,000	219,000	0	219,000	219,000	219,000	219,000	219,000	219,000	219,000	219,000	219,000
0	77,000	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
244,100	185,500	103,300	79,900	Less Capital Expenditure	157,000	219,000	0	219,000	219,000	219,000	219,000	219,000	219,000	219,000	219,000	219,000
0	0	135,900	304,200	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0

Emergency Services

Manager: Lloyd Isaacson, Manager Assets Management and Resource Recovery

Background

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

Budget Comments

OPERATING REVENUES

Operating Grants

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

OPERATING EXPENSES

Contributions to Bushfire Brigades

Consists of:

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

Contribution to Rural Fire Fighting Fund - Annual contribution to the Fund, which co-ordinates all rural fire brigade operations.

Fire Control Expenses

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

Emergency Services

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

EMERGENCY SERVICES																
ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
				Operating Grants and Contributions												
113,200	113,100	113,100	113,200	Rural Fire Service - Reimbursements	114,000	116,000	2	119,000	122,000	125,000	128,000	131,000	134,000	137,000	140,000	144,000
0	0	115,900	140,400	OLG - Emergency Services Levy	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Resilience NSW - Community Recovery Officer	210,000	210,000	0	0	0	0	0	0	0	0	0	0
				Other Revenues												
74,000	29,200	14,200	500	Other Revenues	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
187,200	142,300	243,200	254,100	Total Operating Revenues	325,000	327,000	1	120,000	123,000	126,000	129,000	132,000	135,000	138,000	141,000	145,000
				OPERATING EXPENSES												
55,200	60,500	67,600	62,700	Contribution to State Govt - Fire Brigades	71,600	84,000	17	86,000	88,000	90,000	92,000	94,000	96,000	98,000	100,000	103,000
154,200	156,100	276,800	202,100	Contribution to State Govt - Rural Fire Service	269,800	270,000	0	277,000	284,000	291,000	298,000	305,000	313,000	321,000	329,000	337,000
94,600	50,500	74,800	11,200	Fire Control Expenses (Council Control)	23,400	22,000	(6)	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
77,800	99,100	87,000	78,400	Fire Control Expenses (Reimbursable)	78,000	70,000	(10)	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
				Emergency Services												
11,700	8,400	19,400	18,200	Operating Expenses	13,000	18,000	38	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
57,800	67,500	85,500	65,400	Contribution to State Govt - SES	121,000	212,000	75	217,000	222,000	228,000	234,000	240,000	246,000	252,000	258,000	264,000
				Flood Recovery												
0	0	0	6,500	Community Recovery Officer - Resilience NSW	210,000	210,000	0	0	0	0	0	0	0	0	0	0
				LG Recovery Grant Funded Expenses	100,000	0	(100)	0	0	0	0	0	0	0	0	0
				Non-Cash Expenses												
150,300	152,800	356,700	219,800	Depreciation	360,000	230,000	(36)	238,000	246,000	254,000	263,000	272,000	281,000	290,000	300,000	310,000
601,600	594,900	967,800	664,300	Total Operating Expenses	1,246,800	1,116,000	(10)	928,000	950,000	973,000	997,000	1,021,000	1,046,000	1,071,000	1,097,000	1,124,000
(414,400)	(452,600)	(724,600)	(410,200)	Operating Result - Surplus / (Deficit)	(921,800)	(789,000)	(14)	(808,000)	(827,000)	(847,000)	(868,000)	(889,000)	(911,000)	(933,000)	(956,000)	(979,000)
150,300	152,800	356,700	219,800	Add Back Depreciation	360,000	230,000	(36)	238,000	246,000	254,000	263,000	272,000	281,000	290,000	300,000	310,000
(264,100)	(299,800)	(367,900)	(190,400)	Cash Result - Surplus / (Deficit)	(561,800)	(559,000)	(0)	(570,000)	(581,000)	(593,000)	(605,000)	(617,000)	(630,000)	(643,000)	(656,000)	(669,000)
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
0	0	135,000	1,095,000	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
0	15,800	219,000	935,000	Add Transfer from Reserves	690,000	1,580,000		3,600,000	0	0	0	0	0	0	0	0
0	0	10,300	0	Add Capital Income Applied	330,000	430,000		2,000,000	0	0	0	0	0	0	0	0
0	15,800	102,200	33,100	Less Capital Expenditure	780,000	2,010,000		5,600,000	0	0	0	0	0	0	0	0
(264,100)	(299,800)	(375,800)	(383,500)	Cash Result after Capital Movements	(321,800)	(559,000)	74	(570,000)	(581,000)	(593,000)	(605,000)	(617,000)	(630,000)	(643,000)	(656,000)	(669,000)

Landfill and Resource Management

Manager: Lloyd Isaacson, Manager Assets Management and Resource Recovery

Background

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

Budget Comments

OPERATING REVENUES

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

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

Contributions Typically represents income reimbursed to Council from the State Government waste levy. Sundry Fees Sale of waste bins, Return and Earn Scheme refund and miscellaneous items.

OPERATING EXPENSES

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

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

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

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

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.

Cash Result after Capital Movements

Any cash surplus represents the net dividend to General Fund.

RESOURCE RECOVERY (LANDFILL AND RESOURCE MANAGEMENT - LRM)

ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	2024/25	2024/26	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
OPERATING REVENUES																
Fees and Charges																
584,900	614,300	654,600	673,600	Annual Charges - Commercial Properties	680,000	705,000	4	722,000	740,000	758,000	776,000	796,000	816,000	837,000	858,000	880,000
1,059,100	1,621,800	2,798,100	5,688,800	External Fees - Self Haul - Mixed Waste	6,650,000	6,900,000	4	7,307,000	7,726,000	8,158,000	8,603,000	9,061,000	9,533,000	10,019,000	10,520,000	11,036,000
156,000	138,700	283,400	371,700	External Fees - Self Haul - Recyclables	285,000	294,000	3	301,000	308,000	315,000	323,000	331,000	339,000	347,000	355,000	364,000
0	173,000	197,900	146,700	External Fees - Container Deposit Scheme	190,000	130,000	(32)	133,000	136,000	139,000	142,000	146,000	150,000	154,000	158,000	162,000
0	0	83,600	100,300	Internal Fees - Public Bin Collections	104,000	100,000	(4)	103,000	106,000	109,000	112,000	115,000	118,000	122,000	126,000	130,000
1,028,200	961,300	1,244,800	1,000,800	Internal Fees - DWM Recycling	795,000	895,000	13	917,000	940,000	964,000	988,000	1,013,000	1,038,000	1,064,000	1,091,000	1,118,000
1,723,900	1,736,900	2,520,500	2,127,100	Internal Fees - DWM Mixed	1,700,000	2,400,000	41	2,461,000	2,523,000	2,586,000	2,651,000	2,717,000	2,785,000	2,854,000	2,926,000	2,999,000
503,000	756,400	892,300	1,307,300	Internal Fees - Self Haul Works	1,200,000	1,100,000	(8)	1,133,000	1,167,000	1,202,000	1,238,000	1,275,000	1,313,000	1,352,000	1,393,000	1,435,000
82,000	82,000	82,000	83,000	Operating Grants and Contributions	20,000	0	(100)	0	0	0	0	0	0	0	0	0
55,200	4,100	14,700	15,000	Interest On Investments	86,000	50,000	(42)	17,000	20,000	10,000	0	6,000	18,000	38,000	38,000	28,000
1,000	500	1,700	87,300	Licence Fees and Sundry Income	121,000	126,000	4	129,000	132,000	135,000	138,000	141,000	145,000	149,000	153,000	157,000
5,193,300	6,089,000	8,773,600	11,601,600	Total Operating Revenues	11,831,000	12,700,000	7	13,223,000	13,798,000	14,376,000	14,971,000	15,601,000	16,255,000	16,936,000	17,618,000	18,309,000
OPERATING EXPENSES																
Waste Administration																
595,600	507,600	518,600	579,500	Employee and Office Expenses	744,000	761,000	2	781,000	801,000	819,000	838,000	858,000	878,000	898,000	918,000	940,000
531,000	531,000	656,000	774,000	Internal Overheads	1,006,000	1,330,000	32	1,363,000	1,397,000	1,432,000	1,468,000	1,505,000	1,543,000	1,582,000	1,622,000	1,663,000
0	0	0	0	Interest on Loans	0	0	0	0	105,000	202,000	276,000	257,000	235,000	212,000	188,000	163,000
Other Administration Expenses																
95,000	(8,900)	0	0	State Government Levy	0	0	0	0	0	0	0	0	0	0	0	0
79,200	81,000	101,800	95,000	Utility, Security, Cleaning and Rates	99,000	74,000	(25)	76,000	78,000	80,000	82,000	84,000	86,000	88,000	90,000	92,000
29,000	42,000	12,000	104,000	Contributions	84,000	223,000	165	188,000	192,000	196,000	202,000	206,000	212,000	217,000	221,000	227,000
0	0	0	37,400	Waste Mgmt Centre Masterplan	32,700	0	(100)	0	0	0	0	0	0	0	0	0
0	0	0	1,000	SRRF Project Approvals	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Polystyrene Recycling Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
7,800	12,200	4,000	4,000	Sundry	6,000	8,000	33	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
13,200	19,500	27,600	23,500	Staff Training	22,000	10,000	(55)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
7,600	7,200	12,800	13,100	Licence	10,000	8,000	(20)	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
52,000	74,600	63,700	68,100	Commercial Kerbside Collection	65,000	70,000	8	72,000	74,000	76,000	78,000	80,000	82,000	84,000	86,000	88,000
81,000	82,200	94,000	93,200	Clean Up Illegally Dumped Waste	95,000	110,000	16	113,000	116,000	119,000	122,000	125,000	128,000	131,000	134,000	137,000
50,200	14,800	13,100	10,500	Programs	8,000	6,000	(25)	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
0	0	0	121,200	Flood Event	0	0	0	0	0	0	0	0	0	0	0	0
Waste Disposal																
134,400	101,400	230,000	205,200	Maintenance	191,000	150,000	(21)	154,000	158,000	162,000	166,000	170,000	174,000	178,000	182,000	186,000
554,500	443,600	463,700	547,000	Landfill Operations	592,000	593,000	0	572,000	586,000	600,000	614,000	629,000	644,000	659,000	674,000	689,000
630,000	807,000	780,100	780,100	Transfer - Recyclables	860,000	900,000	5	923,000	946,000	970,000	994,000	1,019,000	1,044,000	1,070,000	1,097,000	1,124,000
1,190,100	2,640,300	3,806,900	6,595,900	Transfer - Inert and Mixed Waste	7,800,000	8,000,000	3	8,100,000	8,303,000	8,511,000	8,724,000	8,942,000	9,166,000	9,395,000	9,630,000	9,871,000
83,900	94,500	112,100	121,300	Transfer Preparation - Inert Waste	150,000	160,000	7	164,000	168,000	172,000	176,000	180,000	185,000	190,000	195,000	200,000
66,100	87,000	76,900	66,400	Transfer Preparation - Recyclables	85,000	80,000	(6)	82,000	84,000	86,000	88,000	90,000	92,000	94,000	96,000	98,000
128,600	144,200	166,600	215,600	Transfer Preparation - Mixed Waste	200,000	200,000	0	205,000	210,000	215,000	220,000	226,000	232,000	238,000	244,000	250,000
196,200	152,400	275,400	297,300	Public Place Bins	250,000	280,000	12	288,000	296,000	304,000	312,000	321,000	330,000	339,000	348,000	357,000
Non-Cash Expenses																
138,800	278,700	313,800	248,500	Depreciation	315,000	320,000	2	331,000	342,000	353,000	365,000	377,000	389,000	402,000	415,000	429,000
55,800	27,200	5,400	0	Unwinding Remediation PV	0	0	0	0	0	0	0	0	0	0	0	0
0	18,800	18,800	711,300	Remediation Depreciation	20,000	20,000	0	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
4,720,000	6,158,300	7,753,300	11,713,100	Total Operating Expenses	12,634,700	13,303,000	5	13,465,000	13,910,000	14,352,000	14,781,000	15,126,000	15,478,000	15,836,000	16,200,000	16,575,000
473,300	(69,300)	1,020,300	(111,500)	Operating Result - Surplus / (Deficit)	(803,700)	(603,000)	(25)	(242,000)	(112,000)	24,000	190,000	475,000	777,000	1,100,000	1,418,000	1,734,000
55,800	27,200	5,400	0	Add Back Unwinding	0	0	0	0	0	0	0	0	0	0	0	0
138,800	297,500	332,600	959,800	Add Back Depreciation	335,000	340,000	1	352,000	364,000	376,000	389,000	402,000	415,000	429,000	443,000	458,000
667,900	255,400	1,358,300	848,300	Cash Result - Surplus / (Deficit)	(468,700)	(263,000)	(44)	110,000	252,000	400,000	579,000	877,000	1,192,000	1,529,000	1,861,000	2,192,000
Capital Movements																
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	133,000	274,000	331,000	350,000	372,000	395,000	419,000	444,000
735,500	135,600	1,358,300	862,800	Less Transfer to Reserves	0	0	110,000	252,000	400,000	579,000	877,000	1,192,000	1,529,000	1,861,000	2,192,000	
168,300	1,000	78,100	454,200	Add Transfer from Reserves	643,700	1,163,000	50,000	683,000	824,000	381,000	400,000	422,000	445,000	469,000	494,000	
0	0	0	0	Add Capital Income Applied	0	0	1,750,000	1,750,000	1,500,000	0	0	0	0	0	0	0
100,700	120,800	78,100	404,200	Less Capital Expenditure	125,000	850,000	1,750,000	2,250,000	2,000,000	0	0	0	0	0	0	0
0	0	0	35,500	Cash Result after Capital Movements	50,000	50,000	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000

Domestic Waste Management

Manager: Lloyd Isaacson, Manager Assets Management and Resource Recovery

Background

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

Budget Comments

OPERATING REVENUES

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

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

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

OPERATING EXPENSES

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

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

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

Overheads Internal charge for Council overheads.

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

Capital Movements

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 (DWM)

ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
6,820,100	7,129,300	7,509,600	7,771,000	DWM Annual Charges	7,946,000	8,280,000	4	8,528,000	8,954,000	9,402,000	9,637,000	9,878,000	10,125,000	10,378,000	10,637,000	10,903,000
25,900	29,500	29,700	33,200	Vacant Property Annual Charges	32,000	36,000	13	37,000	39,000	41,000	42,000	43,000	44,000	45,000	46,000	47,000
0	0	2,300	2,400	DWM Exempt Collections	2,000	3,000	50	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
(253,300)	(248,400)	(250,200)	(244,500)	Pensioner Abandonments	(236,000)	(238,000)	1	(240,000)	(242,000)	(244,000)	(246,000)	(248,000)	(250,000)	(252,000)	(254,000)	(256,000)
801,500	863,700	958,500	992,700	Internal Plant Hire Charges	1,028,000	1,000,000	(3)	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
139,300	136,600	137,600	134,500	Operating Grants and Contributions	139,000	135,000	(3)	136,000	137,000	138,000	139,000	140,000	141,000	142,000	143,000	144,000
25,100	22,100	1,900	0	Sundry Income	0	0	0	0	0	0	0	0	0	0	0	0
70,200	30,000	9,900	6,000	Interest on Investments	50,000	42,000	(16)	31,000	40,000	8,000	29,000	23,000	45,000	41,000	41,000	24,000
0	29,800	85,300	0	Gain / (Loss) on Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
7,628,800	7,992,600	8,484,600	8,695,300		8,961,000	9,258,000	3	9,520,000	9,982,000	10,425,000	10,708,000	10,971,000	11,268,000	11,546,000	11,835,000	12,114,000
				OPERATING EXPENSES												
				Administration												
274,700	494,400	544,600	585,000	Employee Costs and Administration	482,000	504,000	5	523,000	541,000	554,000	567,000	581,000	595,000	609,000	624,000	639,000
6,600	7,800	200	4,800	Internal Audit	6,000	6,000	0	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
24,000	32,000	12,000	0	Contributions	0	0	0	0	0	0	0	0	0	0	0	0
40,000	40,000	40,000	40,000	North East Waste Membership	41,000	42,000	2	43,000	44,000	45,000	46,000	47,000	48,000	49,000	50,000	51,000
706,300	791,000	945,000	1,047,000	Indirect Expenses - Overheads	1,047,000	1,073,000	2	1,100,000	1,128,000	1,156,000	1,185,000	1,215,000	1,245,000	1,276,000	1,308,000	1,341,000
51,200	76,500	82,200	19,300	Promotion and Education	120,000	30,000	(75)	31,000	32,000	33,000	134,000	35,000	36,000	37,000	38,000	39,000
				Collection												
618,200	635,300	697,900	783,000	Collection Kerbside - Mixed Waste	810,000	830,000	2	851,000	872,000	894,000	916,000	939,000	963,000	987,000	1,011,000	1,036,000
1,332,400	1,910,600	1,597,400	1,610,600	Collection Kerbside - Organics	1,800,000	1,840,000	2	1,886,000	1,934,000	1,982,000	2,032,000	2,082,000	2,134,000	2,188,000	2,242,000	2,298,000
1,724,000	1,736,900	2,520,500	2,145,400	Collection Kerbside - Disposal Fees	1,700,000	2,400,000	41	2,461,000	2,523,000	2,586,000	2,651,000	2,717,000	2,785,000	2,854,000	2,926,000	2,999,000
469,200	481,100	518,100	487,100	Collection Kerbside - Recycling	540,000	555,000	3	569,000	583,000	598,000	613,000	628,000	643,000	659,000	676,000	693,000
966,900	961,300	1,246,300	1,005,400	Collection Kerbside - Recycling Disposal	795,000	895,000	13	917,000	940,000	964,000	988,000	1,013,000	1,038,000	1,064,000	1,091,000	1,118,000
137,400	246,700	184,300	233,400	Collection Kerbside - Bin Maintenance	265,000	245,000	(8)	252,000	259,000	266,000	273,000	280,000	287,000	294,000	302,000	310,000
501,100	389,600	371,500	487,600	Collection Trucks - Operating Expenses	620,000	480,000	(23)	492,000	504,000	517,000	530,000	543,000	557,000	571,000	585,000	600,000
				Non-Cash Expenses												
177,200	168,600	266,000	274,900	Depreciation	270,000	295,000	9	305,000	315,000	325,000	336,000	347,000	358,000	370,000	382,000	395,000
7,029,200	7,971,800	9,026,000	8,723,500	Total Operating Expenses	8,496,000	9,195,000	8	9,436,000	9,681,000	9,926,000	10,277,000	10,433,000	10,695,000	10,964,000	11,241,000	11,525,000
599,600	20,800	(541,400)	(28,200)	Operating Result - Surplus / (Deficit)	465,000	63,000	(86)	84,000	301,000	499,000	431,000	538,000	573,000	582,000	594,000	589,000
0	(29,800)	(85,300)	0	Add Back Gain / Loss on Sale	0	0	0	0	0	0	0	0	0	0	0	0
177,200	168,600	266,000	274,900	Add Back Depreciation	270,000	295,000	9	305,000	315,000	325,000	336,000	347,000	358,000	370,000	382,000	395,000
776,800	159,600	(360,700)	246,700	Cash Result - Surplus / (Deficit)	735,000	358,000	(51)	389,000	616,000	824,000	767,000	885,000	931,000	952,000	976,000	984,000
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
776,800	169,700	0	246,700	Less Transfer to Reserves	735,000	358,000	0	389,000	616,000	824,000	767,000	885,000	931,000	952,000	976,000	984,000
0	2,149,100	360,700	34,800	Add Transfer from Reserves	0	950,000	0	1,900,000	0	1,000,000	0	1,100,000	0	1,800,000	0	0
0	0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
0	2,139,000	0	34,800	Less Capital Expenditure	0	950,000	0	1,900,000	0	1,000,000	0	1,100,000	0	1,800,000	0	0
0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0

Civil Services Division – Summary (Water and Wastewater)

Manager: John Truman, Director – Civil Services

Budget Comments

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

The programs include:

Water Operations

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

Wastewater Operations

Revenue and expenses related to the provision of wastewater services.

CIVIL SERVICES DIVISION - SUMMARY (WATER AND WASTEWATER)

ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
13,462,700	13,384,100	12,939,900	13,207,500	Water Operations	14,383,000	15,219,000	6	16,070,000	16,832,000	17,587,000	18,463,000	19,414,000	20,459,000	21,670,000	22,969,000	23,700,000
19,660,100	20,435,000	23,292,400	21,795,200	Wastewater Operations	22,725,000	23,331,000	3	23,418,000	23,688,000	23,958,000	24,301,000	24,642,000	25,023,000	25,379,000	25,871,000	26,371,000
33,122,800	33,819,100	36,232,300	35,002,700	Total Operating Revenues	37,108,000	38,550,000	4	39,488,000	40,520,000	41,545,000	42,764,000	44,056,000	45,482,000	47,049,000	48,840,000	50,071,000
				OPERATING EXPENSES												
11,410,400	12,330,200	13,833,100	14,545,800	Water Operations	14,849,000	16,670,500	12	16,776,000	16,907,000	17,741,000	18,646,000	19,606,000	20,650,000	21,707,000	22,913,000	23,212,000
17,793,300	18,647,500	18,339,200	18,112,400	Wastewater Operations	18,686,000	20,339,000	9	20,071,000	19,617,000	19,890,000	20,121,000	20,321,000	20,606,000	20,912,000	21,258,000	21,417,000
29,203,700	30,977,700	32,172,300	32,658,200	Total Operating Expenses	33,535,000	37,009,500	10	36,847,000	36,524,000	37,631,000	38,767,000	39,927,000	41,256,000	42,619,000	44,171,000	44,629,000
3,919,100	2,841,400	4,060,000	2,344,500	Operating Result - Surplus / (Deficit)	3,573,000	1,540,500	(57)	2,641,000	3,996,000	3,914,000	3,997,000	4,129,000	4,226,000	4,430,000	4,669,000	5,442,000
5,176,200	5,516,800	5,912,000	6,346,800	Add Back Depreciation	6,170,000	6,547,000	6	6,753,000	6,966,000	7,186,000	7,413,000	7,647,000	7,888,000	8,136,000	8,392,000	8,656,000
526,700	812,100	1,769,400	1,211,700	Add Back Loss on Sale of Infrastructure	600,000	1,080,000	80	1,080,000	1,080,000	1,080,000	1,080,000	1,080,000	1,080,000	1,080,000	1,080,000	1,080,000
133,800	69,300	0	0	Add Back Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
9,755,800	9,239,600	11,741,400	9,903,000	Cash Result - Surplus / (Deficit)	10,343,000	9,167,500	(11)	10,474,000	12,042,000	12,180,000	12,490,000	12,856,000	13,194,000	13,646,000	14,141,000	15,178,000
				Capital Movements												
3,387,000	3,535,800	2,716,300	2,919,600	Less Loan Principal Repayments	3,115,000	3,939,000		3,966,000	3,998,000	4,029,000	4,060,000	4,092,000	4,123,000	4,155,000	4,186,000	4,255,000
2,686,700	2,050,600	6,287,800	3,914,900	Less Transfer to Reserves	0	0		0	1,147,000	1,418,000	1,722,000	1,250,000	11,993,000	6,117,000	6,106,000	11,578,700
0	0	540,900	376,300	Add Transfer from Reserves	2,916,000	3,313,500		2,587,500	2,342,000	0	0	0	0	0	0	0
1,251,000	1,466,800	1,213,800	225,100	Add Capital Income Applied	1,810,000	7,772,000		6,748,500	9,170,000	6,590,000	4,706,000	2,160,000	6,044,000	680,000	680,000	680,000
4,933,100	5,120,000	4,492,000	3,669,900	Less Capital Expenditure	11,954,000	16,314,000		15,844,000	18,409,000	13,323,000	11,414,000	9,674,000	3,122,000	4,054,000	4,529,000	24,300
0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0

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. 11.6 FTE (equivalent full time positions) are spread between water and wastewater, with one staff member also shared with waste.

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

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

Capital Movements

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

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

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

WATER OPERATIONS

ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
3,621,300	3,808,800	3,988,500	4,205,900	Annual Charges	4,404,000	4,662,000	6	4,929,000	5,216,000	5,513,000	5,830,000	6,166,000	6,512,000	6,878,000	7,274,000	7,460,000
8,386,900	8,387,300	8,142,200	8,101,800	User Charges	8,590,000	9,152,000	7	9,665,000	10,208,000	10,782,000	11,386,000	12,031,000	12,706,000	13,422,000	14,178,000	14,574,000
459,400	310,700	160,800	178,100	Operating Grants and Contributions	218,000	188,000	(14)	200,000	212,000	224,000	237,000	175,000	179,000	183,000	188,000	193,000
564,100	421,400	175,500	154,600	Interest	614,000	597,000	(3)	641,000	546,000	402,000	327,000	342,000	345,000	453,000	577,000	702,000
172,500	230,300	227,400	235,800	Lease of Reservoir Sites	245,000	280,000	14	287,000	294,000	301,000	309,000	317,000	325,000	333,000	341,000	350,000
195,400	191,200	219,200	277,700	Water Plant Charged to Works	270,000	290,000	7	297,000	304,000	312,000	320,000	328,000	336,000	344,000	353,000	362,000
63,100	34,400	26,300	53,600	Sundry Other Revenues	42,000	50,000	19	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000	59,000
0	0	0	0	Gain on Disposal of Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0
13,462,700	13,384,100	12,939,900	13,207,500	Total Operating Revenues	14,383,000	15,219,000	6	16,070,000	16,832,000	17,587,000	18,463,000	19,414,000	20,459,000	21,670,000	22,969,000	23,700,000
				OPERATING EXPENSES												
				Direct Expenses												
800,300	824,700	842,200	863,000	Management and Administration	862,000	857,000	(1)	887,000	936,000	940,000	965,000	990,000	1,041,000	1,043,000	1,070,000	1,099,000
132,900	219,500	52,900	48,400	Internal Contributions to Works	186,000	1,213,000	552	806,000	108,000	111,000	113,000	116,000	119,000	123,000	126,000	129,000
5,943,700	6,108,700	6,843,500	7,359,900	Purchase of Water from Rous Council	7,895,000	8,334,500	6	8,918,000	9,542,000	10,210,000	10,925,000	11,690,000	12,508,000	13,384,000	14,321,000	14,464,000
0	0	9,200	0	Integrated Water Cycle Management Plan	111,000	0	(100)	0	0	0	0	0	0	0	0	0
40,700	47,000	40,900	33,600	Miscellaneous	35,000	71,000	103	73,000	75,000	77,000	79,000	81,000	83,000	85,000	87,000	89,000
0	0	0	0	Section 64 Plan Reviews	0	40,000	100	0	0	0	0	0	0	0	60,000	0
29,900	37,500	37,200	36,100	Compulsory Dividend	35,000	36,000	3	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000	45,000
52,400	59,300	60,300	38,700	Plant Operations	80,000	95,000	19	97,000	99,000	101,000	104,000	107,000	110,000	113,000	116,000	119,000
1,189,400	1,542,300	1,258,600	1,516,900	Water Mains	1,569,000	1,500,000	(4)	1,542,000	1,584,000	1,626,000	1,668,000	1,710,000	1,754,000	1,798,000	1,842,000	1,888,000
7,100	6,100	7,300	13,800	Water Pumping Stations	20,000	19,000	(5)	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000
89,100	114,300	173,700	71,000	Water Reservoirs	212,000	110,000	(48)	101,000	102,000	103,000	104,000	105,000	106,000	107,000	108,000	109,000
190,400	208,900	206,600	214,600	Water Treatment Plants	228,000	220,000	(4)	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000
				Indirect Expenses - Overheads												
1,433,900	1,555,100	1,678,000	1,737,000	Overheads Distributed	1,746,000	1,907,000	9	1,955,000	2,004,000	2,054,000	2,105,000	2,158,000	2,212,000	2,267,000	2,324,000	2,382,000
				Debt Servicing												
0	0	0	0	Interest On Loans	0	0	0	0	0	0	0	0	0	0	0	0
				Non-cash Expenses												
1,500,600	1,606,800	1,678,900	1,762,500	Depreciation	1,770,000	1,818,000	3	1,875,000	1,934,000	1,995,000	2,058,000	2,123,000	2,190,000	2,259,000	2,330,000	2,403,000
0	0	943,800	850,300	Loss on Disposal of Infrastructure	100,000	450,000	350	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
11,410,400	12,330,200	13,833,100	14,545,800	Total Operating Expenses	14,849,000	16,670,500	12	16,776,000	16,907,000	17,741,000	18,646,000	19,606,000	20,650,000	21,707,000	22,913,000	23,212,000
2,052,300	1,053,900	(893,200)	(1,338,300)	Operating Result - Surplus / (Deficit)	(466,000)	(1,451,500)	211	(706,000)	(75,000)	(154,000)	(183,000)	(192,000)	(191,000)	(37,000)	56,000	488,000
1,500,600	1,606,800	1,678,900	1,762,500	Add Back Depreciation	1,770,000	1,818,000	3	1,875,000	1,934,000	1,995,000	2,058,000	2,123,000	2,190,000	2,259,000	2,330,000	2,403,000
0	0	943,800	850,300	Add Back Gain / Loss on Infrastructure Disposal	100,000	450,000	350	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
3,552,900	2,660,700	1,729,500	1,274,500	Cash Result - Surplus / (Deficit)	1,404,000	816,500	(42)	1,619,000	2,309,000	2,291,000	2,325,000	2,381,000	2,449,000	2,672,000	2,836,000	3,341,000
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
2,452,700	658,700	0	0	Less Transfer to Reserves	0	0	0	0	1,147,000	230,000	830,000	831,000	1,320,000	1,446,000	1,368,000	3,316,700
0	0	540,900	376,300	Add Transfer from Reserves	750,000	1,932,500	0	302,000	0	0	0	0	0	0	0	0
19,900	1,027,800	133,300	81,800	Add Capital Income Applied	1,000,000	760,000	0	4,421,000	6,940,000	3,820,000	1,976,000	2,080,000	0	0	0	0
1,120,100	3,029,800	2,403,700	1,732,600	Less Capital Expenditure	3,154,000	3,509,000	0	6,342,000	8,102,000	5,881,000	3,471,000	3,630,000	1,129,000	1,226,000	1,468,000	24,300
0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0
13,135,900	12,832,200	10,111,700	9,482,400	Water Reserves	8,219,400	6,006,900	0	5,303,900	6,124,900	6,203,900	6,963,900	7,740,900	9,027,900	10,375,900	11,575,900	13,440,900
10,103,000	10,036,500	10,781,700	11,645,700	Developer Contributions - Section 64	12,058,700	12,578,700	0	9,658,700	4,244,700	1,875,700	1,369,700	843,700	2,476,700	4,274,700	6,242,700	8,388,700
23,238,900	22,868,700	20,893,400	21,128,100	Total Water Reserves Held	20,278,100	18,585,600	(8)	14,962,600	10,369,600	8,079,600	8,333,600	8,584,600	11,504,600	14,650,600	17,818,600	21,829,600

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. 11.6 FTE (equivalent full time positions) are spread between water and wastewater, with one staff member also shared with waste.

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

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

Capital Movements

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

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

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

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

WASTEWATER OPERATIONS																
ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
16,908,000	17,800,600	18,615,500	19,143,900	Annual Charges	19,435,000	19,990,000	3	20,241,000	20,495,000	20,752,000	21,012,000	21,275,000	21,541,000	21,810,000	22,083,000	22,359,000
1,682,900	1,389,200	1,471,100	1,389,300	User Charges	1,468,000	1,520,000	4	1,541,000	1,562,000	1,585,000	1,608,000	1,631,000	1,654,000	1,677,000	1,701,000	1,725,000
158,600	249,800	159,900	224,400	Operating Grants and Contributions	144,000	265,000	84	274,000	284,000	295,000	307,000	318,000	323,000	188,000	193,000	198,000
278,800	201,100	136,600	150,300	Interest	689,000	615,000	(11)	395,000	354,000	306,000	327,000	343,000	400,000	569,000	729,000	892,000
264,900	387,200	377,400	335,600	Recycled Wastewater Revenues	405,000	370,000	(9)	380,000	390,000	400,000	410,000	421,000	432,000	443,000	454,000	466,000
55,500	47,400	29,000	79,600	Residential Rents (2 x Dwellings)	58,000	60,000	3	62,000	64,000	66,000	68,000	70,000	72,000	74,000	76,000	78,000
29,700	33,200	31,800	(1,500)	Turf Farm Rental	36,000	36,000	0	37,000	38,000	39,000	40,000	41,000	43,000	45,000	47,000	49,000
246,300	296,200	465,400	460,000	Wastewater Plant Charged to Works	480,000	465,000	(3)	477,000	489,000	502,000	515,000	528,000	542,000	556,000	570,000	585,000
35,400	30,300	2,005,700	9,500	Sundry Other Revenues	10,000	10,000	0	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000
0	0	0	4,100	Gain on Disposal of Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0
19,660,100	20,435,000	23,292,400	21,795,200	Total Operating Revenues	22,725,000	23,331,000	3	23,418,000	23,688,000	23,958,000	24,301,000	24,642,000	25,023,000	25,379,000	25,871,000	26,371,000
				OPERATING EXPENSES												
				Direct Expenses												
1,519,300	1,541,400	1,734,800	1,748,400	Management and Administration	1,653,900	1,763,000	7	1,816,000	1,887,000	1,913,000	1,961,000	2,010,000	2,085,000	2,111,000	2,163,000	2,217,000
433,000	364,600	67,000	78,000	Internal Contributions to Works	202,000	1,242,000	515	846,000	149,000	153,000	156,000	160,000	164,000	168,000	171,000	175,000
0	0	9,100	0	Integrated Water Cycle Management Plan	221,000	0	(100)	0	0	0	0	0	0	0	0	0
187,900	174,300	124,300	115,000	Miscellaneous	175,000	148,000	(15)	152,000	156,000	160,000	164,000	168,000	172,000	176,000	180,000	184,000
0	0	0	0	Section 64 Plan Reviews	0	40,000	100	0	0	0	0	0	0	0	60,000	0
37,200	43,500	45,500	46,500	Compulsory Dividend	44,000	45,000	2	46,000	47,000	48,000	49,000	50,000	51,000	52,000	53,000	54,000
0	0	0	0	Non-compulsory Dividend	0	540,000	100	540,000	540,000	540,000	540,000	540,000	540,000	540,000	540,000	540,000
110,000	144,900	244,700	207,900	Plant Operations	190,000	225,000	18	231,000	237,000	243,000	249,000	255,000	261,000	268,000	275,000	282,000
910,900	1,230,300	895,900	817,500	Wastewater Mains	1,119,000	1,256,000	12	1,284,000	1,312,000	1,340,000	1,368,000	1,396,000	1,424,000	1,452,000	1,482,000	1,515,000
1,430,800	1,338,400	1,444,500	1,249,100	Wastewater Pumping Stations	1,212,000	1,114,000	(8)	1,143,000	1,172,000	1,202,000	1,232,000	1,262,000	1,292,000	1,322,000	1,352,000	1,383,000
19,200	16,700	14,400	8,800	Recycled Water Reservoirs	22,000	11,000	(50)	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
0	0	0	0	Storages	8,000	0	(100)	0	0	0	0	0	0	0	0	0
3,163,800	3,267,500	3,117,200	3,393,400	Wastewater Treatment Plants	3,674,000	3,700,000	1	3,745,000	3,840,000	3,992,000	4,090,000	4,136,000	4,238,000	4,401,000	4,507,000	4,556,000
0	0	0	129,600	Low Pressure Sewer	0	123,000	100	126,000	129,000	132,000	135,000	138,000	141,000	144,000	147,000	150,000
				Indirect Expenses - Overheads												
2,135,600	2,375,100	2,402,000	2,369,700	Overheads Distributed	2,464,100	2,642,000	7	2,709,000	2,777,000	2,847,000	2,919,000	2,992,000	3,067,000	3,144,000	3,223,000	3,304,000
				Debt Servicing												
3,509,500	3,359,400	3,181,100	2,998,700	Interest on Loans	2,801,000	2,131,000	(24)	1,914,000	1,698,000	1,488,000	1,262,000	1,049,000	832,000	616,000	402,000	163,000
				Non-cash Expenses												
3,675,600	3,910,000	4,233,100	4,584,300	Depreciation	4,400,000	4,729,000	7	4,878,000	5,032,000	5,191,000	5,355,000	5,524,000	5,698,000	5,877,000	6,062,000	6,253,000
526,700	812,100	825,600	365,500	Loss on Disposal of Infrastructure	500,000	630,000	26	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000
133,800	69,300	0	0	Unwinding Interest Free Loan	0	0	0	0	0	0	0	0	0	0	0	0
17,793,300	18,647,500	18,339,200	18,112,400	Total Operating Expenses	18,686,000	20,339,000	9	20,071,000	19,617,000	19,890,000	20,121,000	20,321,000	20,606,000	20,912,000	21,258,000	21,417,000
1,866,800	1,787,500	4,953,200	3,682,800	Operating Result - Surplus / (Deficit)	4,039,000	2,992,000	(26)	3,347,000	4,071,000	4,068,000	4,180,000	4,321,000	4,417,000	4,467,000	4,613,000	4,954,000
3,675,600	3,910,000	4,233,100	4,584,300	Add Back Depreciation	4,400,000	4,729,000	7	4,878,000	5,032,000	5,191,000	5,355,000	5,524,000	5,698,000	5,877,000	6,062,000	6,253,000
526,700	812,100	825,600	361,400	Add Back Gain / Loss on Infrastructure Disposal	500,000	630,000	26	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000
133,800	69,300	0	0	Add Back Unwinding Interest Free Loan	0	0	0	0	0	0	0	0	0	0	0	0
6,202,900	6,578,900	10,011,900	8,628,500	Cash Result - Surplus / (Deficit)	8,939,000	8,351,000	(7)	8,855,000	9,733,000	9,889,000	10,165,000	10,475,000	10,745,000	10,974,000	11,305,000	11,837,000
				Capital Movements												
3,387,000	3,535,800	2,716,300	2,919,600	Less Loan Principal Repayments	3,115,000	3,939,000		3,966,000	3,998,000	4,029,000	4,060,000	4,092,000	4,123,000	4,155,000	4,186,000	4,255,000
234,000	1,391,900	6,287,800	3,914,900	Less Transfer to Reserves	0	0		0	0	1,188,000	892,000	419,000	10,673,000	4,671,000	4,738,000	8,262,000
0	0	0	0	Add Transfer from Reserves	2,166,000	1,381,000		2,285,500	2,342,000	0	0	0	0	0	0	0
1,231,100	439,000	1,080,500	143,300	Add Capital Income Applied	810,000	7,012,000		2,327,500	2,230,000	2,770,000	2,730,000	80,000	6,044,000	680,000	680,000	680,000
3,813,000	2,090,200	2,088,300	1,937,300	Less Capital Expenditure	8,800,000	12,805,000		9,502,000	10,307,000	7,442,000	7,943,000	6,044,000	1,993,000	2,828,000	3,061,000	0
0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0
2,996,800	3,859,600	9,549,100	13,121,300	Wastewater Reserves	10,424,300	8,793,300		6,338,800	3,819,800	4,819,800	5,525,800	5,680,800	10,145,800	13,833,800	23,489,800	29,113,800
7,240,300	8,650,700	9,382,400	11,383,100	Developer Contributions - Section 64	13,204,100	7,942,100		7,883,600	7,930,600	7,448,600	7,004,600	9,288,600	11,552,600	13,955,600	10,457,600	12,832,600
10,237,100	12,510,300	18,931,500	24,504,400	Total Wastewater Reserves Held	23,628,400	16,735,400	(29)	14,222,400	11,750,400	12,268,400	12,530,400	14,969,400	21,698,400	27,789,400	33,947,400	41,946,400

Corporate and Community Division - Summary

Manager: Kelly Brown, Director – Corporate and Community

Budget Comments

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

Governance

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

Communications and Customer Service

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.

Quarries and Sandpit

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

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 Cultural Centre, Alstonville Cultural Centre, Ballina Indoors Sports Centre, Richmond Room and Ballina Surf Club.

Library Services

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

Swimming Pools

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

Tourism

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

Facilities Management

Includes costs to manage the Council Administration Centre, Council Depot, the Naval Museum and a number of small halls. In addition this program looks after the building maintenance and painting programs of all community centres, surf clubs, libraries, swimming pools, emergency services and other buildings.

Fleet and Plant

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

Governance

Manager: Kelly Brown, Director – Corporate and Community

Background

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

Budget Comments

OPERATING EXPENSES

General Manager's Office

Based on staffing structure of 3.8 FTE (equivalent full time positions) and motor vehicle expenses. Also includes office expenses and the external audit fee.

Councillors

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

Election Expenses

The cost of Council elections.

Subscriptions and Contributions

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

Corporate Office Expenses

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

Procurement and Contract Management

Based on staffing structure of 4 FTE (equivalent full time positions), including motor vehicle expenses and other procurement expenses including protective clothing for staff, printing and stationery.

Risk Management

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

Capital Movements

Reserve Movements

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

GOVERNANCE																
ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
				Miscellaneous												
0	30,000	0	13,900	Refunds - Insurance	20,000	0	0	0	0	0	0	0	0	0	0	0
0	0	0	519,900	AASB 17 Adjustments	0	0	(100)	0	0	0	0	0	0	0	0	0
0	30,000	0	533,800	Total Operating Revenues	20,000	0	(100)	0	0	0	0	0	0	0	0	0
				OPERATING EXPENSES												
				Governance												
519,700	877,300	925,600	801,300	Employee Costs	869,000	865,000	(0)	899,000	930,000	953,000	977,000	1,001,000	1,026,000	1,052,000	1,078,000	1,105,000
5,100	5,600	29,700	30,000	Motor Vehicles	30,000	18,000	(40)	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
8,500	11,800	5,800	18,800	Sundry Office Expenses	19,000	16,000	(16)	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000
4,500	7,300	2,700	8,700	Legal Expenses	3,000	3,000	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
75,000	101,000	86,400	90,600	Audit - External	90,000	92,000	2	94,000	96,000	98,000	100,000	103,000	106,000	109,000	112,000	115,000
15,300	18,700	28,300	16,500	Audit - Internal	25,000	26,000	0	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000	35,000
2,900	0	3,300	3,500	Audit - Risk and Improvement Committee	8,000	10,000	25	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
				Councillors												
346,400	340,700	377,800	428,800	Councillors Allowances and Exps	453,000	468,000	3	519,000	490,000	501,000	513,000	570,000	537,000	549,000	561,000	623,000
0	0	4,600	278,400	Elections	0	0	0	358,000	0	0	0	389,000	0	0	0	429,000
70,400	75,200	81,600	93,800	Subscriptions and Contributions	95,000	99,000	4	101,000	103,000	105,000	107,000	109,000	111,000	114,000	117,000	120,000
				Risk Management												
585,300	597,000	653,200	733,100	Public Risk and Plant	824,000	845,000	3	866,000	888,000	910,000	933,000	956,000	980,000	1,005,000	1,030,000	1,056,000
5,600	44,600	16,400	16,800	Excess Public Risk	38,000	38,000	0	39,000	40,000	41,000	42,000	43,000	44,000	45,000	46,000	47,000
				Interest on Lease Liability												
0	48,300	95,800	81,300	Interest and Amortisation	0	0	0	0	0	0	0	0	0	0	0	0
				Procurement and Contract Mgmt												
121,200	206,600	150,400	228,200	Store - Employee Costs	156,000	0	(100)	0	0	0	0	0	0	0	0	0
32,000	4,400	5,000	1,100	Store - Other	3,000	0	14	0	0	0	0	0	0	0	0	0
247,000	193,800	258,300	260,000	Procurement and Contracts - Employee Costs	262,000	225,000	(14)	231,000	237,000	243,000	249,000	255,000	261,000	268,000	275,000	282,000
84,800	99,600	100,300	78,500	Procurement - Protective Clothing	98,000	90,000	(94)	92,000	94,000	96,000	98,000	100,000	103,000	106,000	109,000	112,000
9,000	6,100	13,100	10,800	Procurement - Other Expenses	9,000	8,000	(100)	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
				Recouped from Business Activities												
0	0	(1,691,300)	(1,741,700)	Direct Costs Redistributed to Businesses	(1,654,000)	(1,613,000)	(2)	(1,654,000)	(1,696,000)	(1,739,000)	(1,783,000)	(1,828,000)	(1,874,000)	(1,921,000)	(1,970,000)	(2,020,000)
				Non-cash Expenses												
0	496,000	482,000	441,300	Depreciation/Amortisation/ ROU assets	0	0	0	0	0	0	0	0	0	0	0	0
2,132,700	3,134,000	1,629,000	1,879,800	Total Operating Expenses	1,328,000	1,190,000	(10)	1,627,000	1,265,000	1,292,000	1,321,000	1,784,000	1,381,000	1,415,000	1,447,000	1,959,000
(2,132,700)	(3,104,000)	(1,629,000)	(1,346,000)	Operating Result - Surplus / (Deficit)	(1,308,000)	(1,190,000)	(9)	(1,627,000)	(1,265,000)	(1,292,000)	(1,321,000)	(1,784,000)	(1,381,000)	(1,415,000)	(1,447,000)	(1,959,000)
0	0	0	(519,900)	Less AASB 17 Adjustments	0	0	0	0	0	0	0	0	0	0	0	0
0	496,000	482,000	441,300	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(2,132,700)	(2,608,000)	(1,147,000)	(1,424,600)	Cash Result - Surplus / (Deficit)	(1,308,000)	(1,190,000)	(9)	(1,627,000)	(1,265,000)	(1,292,000)	(1,321,000)	(1,784,000)	(1,381,000)	(1,415,000)	(1,447,000)	(1,959,000)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
41,500	45,000	100,000	75,000	Less Transfer to Reserves	75,000	93,000	0	94,000	95,000	96,000	98,000	100,000	102,000	104,000	109,000	113,500
0	0	0	278,500	Add Transfer from Reserves	0	0	0	358,000	0	0	0	389,000	0	0	0	429,000
0	0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
(2,174,200)	(2,653,000)	(1,247,000)	(1,221,100)	Cash Result after Capital Movements	(1,383,000)	(1,283,000)	(7)	(1,363,000)	(1,360,000)	(1,388,000)	(1,419,000)	(1,495,000)	(1,483,000)	(1,519,000)	(1,556,000)	(1,643,500)

Communications and Customer Service

Manager: Caroline Klose, Manager Communications and Customer Service

Background

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

Budget Comments

OPERATING EXPENSES

Employee Costs – Customer Service

Based on staffing structure of 5.6 FTE (equivalent full time positions) for the Customer Services Counter and Switchboard for the Administration Centre.

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 AND CUSTOMER SERVICE															
ACTUAL				DESCRIPTION	ESTIMATED										
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES											
				Fees and Charges											
15,400	15,400	16,600	9,000	Sundry Sales and Services	16,000	9,000	(44)	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
				Grants and Contributions											
0	100,000	20,000	20,000	Grants and Contributions	382,000	0	(100)	0	0	0	0	0	0	0	0
15,400	115,400	36,600	29,000	Total Operating Revenues	398,000	9,000	(98)	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
				OPERATING EXPENSES											
				Communications											
817,200	873,000	883,900	956,200	Employee Costs	1,097,000	1,161,000	6	1,207,000	1,249,000	1,280,000	1,312,000	1,345,000	1,379,000	1,413,000	1,448,000
1,900	2,100	1,100	3,600	Conferences	4,000	4,000	0	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
0	0	100,000	0	Bushfire Resilience and Economic Recovery	0	0	0	0	0	0	0	0	0	0	0
0	0	0	182,200	Flood Event	0	0	0	0	0	0	0	0	0	0	0
				Corporate Office Expenses											
155,500	40,800	37,000	35,300	Printing, Stationery and Postage	33,000	33,000	0	34,000	35,000	36,000	37,000	38,000	39,000	40,000	41,000
68,300	100,300	104,700	102,700	Telephone	37,400	35,000	(6)	36,000	37,000	38,000	39,000	40,000	41,000	42,000	43,000
3,700	3,500	4,000	3,100	Cash Delivery Services	3,000	3,000	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
19,100	16,600	14,600	20,300	Advertising	10,000	10,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
38,700	34,000	53,800	36,600	Community Connect	40,000	38,000	(5)	39,000	40,000	41,000	42,000	43,000	44,000	45,000	46,000
17,300	16,200	20,900	25,400	Software, Licence Fees and Web Site Mgmt	22,000	135,000	514	120,000	80,000	82,000	84,000	86,000	88,000	90,000	92,000
11,300	6,300	6,100	8,000	Sundry Administration Expenses	10,000	10,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
				Donations											
26,600	28,400	28,400	33,700	Donations - Public Halls - Rates	31,000	32,000	3	33,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000
10,000	10,000	10,000	5,000	Donations - Southern Cross Scholarship	0	0	0	0	0	0	0	0	0	0	0
6,000	4,500	0	0	Donations - Lighthouse Chairs	8,000	8,000	0	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
92,400	72,100	59,600	43,300	Donations - General	81,000	82,000	1	84,000	86,000	88,000	90,000	92,000	94,000	96,000	98,000
3,200	2,000	18,000	11,400	Donations - Sporting Groups	4,000	32,000	700	33,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000
0	14,400	2,500	1,700	Community Groups - Council Fees	4,000	4,000	0	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
				Festivals and Events Support											
121,500	110,500	3,900	10,100	Festivals and Events Program	134,000	120,000	(10)	120,000	123,000	126,000	129,000	132,000	135,000	138,000	141,000
4,000	4,000	0	4,000	Fair Go	4,000	4,000	0	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
28,100	27,000	45,400	34,700	Australia Day	45,000	32,000	(29)	33,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000
0	0	0	0	Reconnecting Regional NSW Grant Program	285,000	0	(100)	0	0	0	0	0	0	0	0
				Recouped from Business Activities											
0	0	(899,900)	(989,000)	Direct Costs Redistributed to Businesses	(1,052,000)	(1,143,000)	9	(1,172,000)	(1,201,000)	(1,231,000)	(1,262,000)	(1,294,000)	(1,326,000)	(1,359,000)	(1,393,000)
1,424,800	1,365,700	494,000	528,300	Total Operating Expenses	800,400	600,000	(25)	610,000	594,000	608,000	622,000	636,000	651,000	665,000	679,000
(1,409,400)	(1,250,300)	(457,400)	(499,300)	Operating Result - Surplus / (Deficit)	(402,400)	(591,000)	47	(601,000)	(585,000)	(599,000)	(613,000)	(627,000)	(642,000)	(656,000)	(670,000)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0
(1,409,400)	(1,250,300)	(457,400)	(499,300)	Cash Result - Surplus / (Deficit)	(402,400)	(591,000)	47	(601,000)	(585,000)	(599,000)	(613,000)	(627,000)	(642,000)	(656,000)	(670,000)
				Capital Movements											
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0
20,000	100,000	11,400	111,000	Less Transfer to Reserves	110,000	0	0	0	0	0	0	0	0	0	0
25,000	20,000	100,000	11,400	Add Transfer from Reserves	57,000	88,000	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	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0
(1,404,400)	(1,330,300)	(368,800)	(598,900)	Cash Result after Capital Movements	(455,400)	(503,000)	10	(601,000)	(585,000)	(599,000)	(613,000)	(627,000)	(642,000)	(656,000)	(670,000)

Financial Services

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.

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.

Dividends

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

OPERATING EXPENSES

Employee Costs

Based on staffing structure of 14 FTE (equivalent full time positions) and motor vehicle expenses.

FINANCIAL SERVICES																
ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
OPERATING REVENUES																
Ordinary Rates																
17,037,500	18,388,700	19,135,600	19,740,700	Residential	20,366,000	21,341,000	5	22,248,000	23,082,000	23,832,000	24,607,000	25,407,000	26,233,000	27,086,000	27,966,000	28,875,000
4,575,000	4,786,000	4,985,700	5,114,300	Business	5,293,000	5,549,000	5	5,785,000	6,002,000	6,197,000	6,398,000	6,606,000	6,821,000	7,043,000	7,272,000	7,508,000
1,556,300	1,644,000	1,702,400	1,751,200	Farmland	1,796,000	1,874,000	4	1,954,000	2,027,000	2,093,000	2,161,000	2,231,000	2,304,000	2,379,000	2,456,000	2,536,000
0	(300)	1,200	400	Postponed Rates	0	0	0	0	0	0	0	0	0	0	0	0
(630,800)	(640,100)	(640,400)	(627,000)	Pensioner Abandonments	(640,000)	(625,000)	(2)	(630,000)	(635,000)	(640,000)	(645,000)	(650,000)	(655,000)	(660,000)	(665,000)	(670,000)
49,100	44,900	0	48,100	Interest on Rates	50,000	50,000	0	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000	59,000
General Purpose Grants																
4,594,300	4,699,000	4,657,800	6,393,000	Financial Assistance Grant	5,177,000	5,306,000	2	5,439,000	5,575,000	5,714,000	5,857,000	6,003,000	6,153,000	6,307,000	6,465,000	6,627,000
347,600	350,400	349,200	339,500	Pensioners Assistance Subsidy	344,000	350,000	2	359,000	368,000	377,000	386,000	396,000	406,000	416,000	426,000	437,000
0	1,225,000	0	0	Bushfire Recovery Grant	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	3,375,000	Local Government Recovery Grant	0	0	0	0	0	0	0	0	0	0	0	0
Interest Earned																
960,600	900,300	309,700	170,500	Interest on Investments	870,000	990,000	14	990,000	990,000	990,000	990,000	990,000	990,000	990,000	990,000	990,000
144,000	123,000	0	0	Premium Adjustments	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Charges																
77,900	80,900	112,500	96,500	Section 603 Certificates	102,000	92,000	(10)	94,000	96,000	98,000	100,000	102,000	105,000	108,000	111,000	114,000
38,800	38,800	47,800	42,900	Transaction Charges	43,000	43,000	0	44,000	45,000	46,000	47,000	48,000	49,000	50,000	51,000	52,000
37,800	6,600	300	53,100	Legal Costs Recovered and Late Payments	54,000	55,000	2	56,000	57,000	58,000	59,000	60,000	61,000	63,000	65,000	67,000
Contributions and Dividends																
67,100	81,000	82,700	82,600	Compulsory Dividends	79,000	81,000	3	83,000	85,000	87,000	89,000	91,000	93,000	95,000	97,000	99,000
0	0	0	0	Non-compulsory Dividends	0	540,000	100	540,000	540,000	540,000	540,000	540,000	540,000	540,000	540,000	540,000
28,855,200	31,728,200	30,744,500	36,580,800	Total Operating Revenues	33,534,000	35,646,000	6	37,013,000	38,284,000	39,445,000	40,643,000	41,879,000	43,156,000	44,474,000	45,832,000	47,234,000
OPERATING EXPENSES																
Finance and Rating																
1,054,700	1,228,800	1,265,200	1,312,600	Employee Costs	1,331,000	1,512,000	14	1,573,000	1,629,000	1,671,000	1,714,000	1,758,000	1,803,000	1,849,000	1,896,000	1,944,000
98,000	110,800	118,500	122,200	Bank Charges	126,000	163,000	29	171,000	179,000	187,000	195,000	203,000	211,000	219,000	227,000	235,000
25,400	23,700	24,800	25,900	Rating Postage and Security Mail	28,000	49,000	75	50,000	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000
34,500	2,800	0	19,800	Rating Legal Costs and Debt Recovery	53,000	54,000	2	55,000	56,000	57,000	58,000	59,000	60,000	62,000	64,000	66,000
154,300	103,000	106,300	112,600	Valuation Fees	201,500	118,000	(41)	121,000	125,000	129,000	208,000	137,000	141,000	145,000	149,000	228,000
Indirect Costs																
(5,913,300)	(6,426,700)	(1,177,300)	(838,000)	Overheads Distributed	(886,000)	(1,170,000)	32	(1,200,000)	(1,230,000)	(1,261,000)	(1,293,000)	(1,326,000)	(1,360,000)	(1,394,000)	(1,429,000)	(1,465,000)
(4,546,400)	(4,957,600)	337,500	755,100	Total Operating Expenses	853,500	726,000	(15)	770,000	810,000	835,000	935,000	885,000	910,000	937,000	964,000	1,066,000
33,401,600	36,685,800	30,407,000	35,825,700	Operating Result - Surplus / (Deficit)	32,680,500	34,920,000	7	36,243,000	37,474,000	38,610,000	39,708,000	40,994,000	42,246,000	43,537,000	44,868,000	46,168,000
(144,000)	(123,000)	0	0	Add Back Non Cash Premium	0	0	0	0	0	0	0	0	0	0	0	0
33,257,600	36,562,800	30,407,000	35,825,700	Cash Result - Surplus / (Deficit)	32,680,500	34,920,000	7	36,243,000	37,474,000	38,610,000	39,708,000	40,994,000	42,246,000	43,537,000	44,868,000	46,168,000
Capital Movements																
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
228,000	1,314,600	204,000	3,375,000	Less Transfer to Reserves	190,000	0	0	0	0	0	0	0	0	0	0	0
55,300	0	0	25,000	Add Transfer from Reserves	60,000	0	0	0	0	0	75,000	0	0	0	0	75,000
0	0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
33,084,900	35,248,200	30,203,000	32,475,700	Cash Result after Capital Movements	32,550,500	34,920,000	7	36,243,000	37,474,000	38,610,000	39,783,000	40,994,000	42,246,000	43,537,000	44,868,000	46,243,000

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 - Based on staffing structure of 14.8 FTE (equivalent full time positions).

Records Management - Based on staffing structure of 4 FTE (equivalent full time positions).

Hardware Lease and Support Costs

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

Software and Consumables

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

Capital Movements

Capital Expenditure

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

INFORMATION SERVICES																
ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
				Fees and Charges												
5,400	400	0	200	Sundry Sales and Services	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
0	46,200	76,600	69,400	File Request Fee	82,000	70,000	(15)	72,000	74,000	76,000	78,000	80,000	82,000	84,000	86,000	88,000
152,900	141,000	159,000	161,500	Information Fee Income	145,000	162,000	12	166,000	170,000	174,000	178,000	182,000	187,000	192,000	197,000	202,000
				Operating Grants and Contributions												
15,100	150,000	30,000	91,400	Contributions to Projects	42,000	0	(100)	0	0	0	0	0	0	0	0	0
0	0	0	80,000	Operating Grants	0	0	0	0	0	0	0	0	0	0	0	0
173,400	337,600	265,600	402,500	Total Operating Revenues	270,000	233,000	(14)	239,000	245,000	251,000	257,000	263,000	270,000	277,000	284,000	291,000
				OPERATING EXPENSES												
1,532,300	2,081,300	2,191,500	2,190,300	Employee Costs - IS and Records	2,464,100	2,566,000	4	2,656,000	2,738,000	2,800,000	2,863,000	2,928,000	2,994,000	3,062,000	3,132,000	3,204,000
43,600	88,300	23,700	10,600	Telecommunications Mobile Hardware	40,000	46,000	15	47,000	48,000	49,000	50,000	51,000	52,000	53,000	54,000	55,000
150,100	139,600	288,800	602,400	Hardware Lease	260,000	265,000	2	272,000	279,000	286,000	293,000	300,000	308,000	316,000	324,000	332,000
127,000	243,600	145,400	(222,600)	Hardware Support, Internet and Broadband	145,000	171,000	18	175,000	179,000	184,000	189,000	194,000	199,000	204,000	209,000	214,000
544,400	472,700	482,300	605,400	Software - Support	580,000	640,000	10	656,000	672,000	689,000	706,000	724,000	742,000	761,000	780,000	800,000
23,700	22,700	7,300	10,800	Consumables	15,000	10,000	(33)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
300,400	298,600	368,300	407,900	Software - Civica Licence	330,000	380,000	15	390,000	400,000	410,000	420,000	431,000	442,000	453,000	464,000	476,000
39,200	69,600	56,900	6,100	Computer Software	26,000	10,000	(62)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
0	0	0	0	Profile ID - Economic Data - Council Website	43,000	46,000	7	47,000	48,000	49,000	50,000	51,000	52,000	53,000	54,000	55,000
30,300	99,200	93,700	164,100	Software Projects and Miscellaneous	67,800	158,000	133	58,000	58,000	59,000	60,000	61,000	62,000	63,000	64,000	65,000
0	0	0	0	Aerial Photography	10,000	10,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
0	0	40,400	147,400	Cyber Security and Insurance	180,000	190,000	6	195,000	200,000	205,000	210,000	215,000	220,000	226,000	232,000	238,000
70,100	0	0	0	Other Projects	80,000	0	(100)	0	0	0	0	0	0	0	0	0
				Recouped from Business Activities												
0	0	(883,100)	(833,000)	Direct Costs Redistributed to Businesses	(978,900)	(1,231,000)	26	(1,262,000)	(1,294,000)	(1,327,000)	(1,361,000)	(1,396,000)	(1,431,000)	(1,467,000)	(1,504,000)	(1,542,000)
2,861,100	3,515,600	2,815,200	3,089,400	Total Operating Expenses	3,262,000	3,261,000	(0)	3,264,000	3,358,000	3,434,000	3,510,000	3,589,000	3,670,000	3,754,000	3,839,000	3,927,000
(2,687,700)	(3,178,000)	(2,549,600)	(2,686,900)	Operating Result - Surplus / (Deficit)	(2,992,000)	(3,028,000)	1	(3,025,000)	(3,113,000)	(3,183,000)	(3,253,000)	(3,326,000)	(3,400,000)	(3,477,000)	(3,555,000)	(3,636,000)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(2,687,700)	(3,178,000)	(2,549,600)	(2,686,900)	Cash Result - Surplus / (Deficit)	(2,992,000)	(3,028,000)	1	(3,025,000)	(3,113,000)	(3,183,000)	(3,253,000)	(3,326,000)	(3,400,000)	(3,477,000)	(3,555,000)	(3,636,000)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
20,000	0	39,000	0	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
45,000	43,400	94,000	99,000	Add Transfer from Reserves	80,000	0	(100)	0	0	0	0	0	0	0	0	0
50,000	0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
118,800	43,100	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
(2,731,500)	(3,177,700)	(2,494,600)	(2,587,900)	Cash Result after Capital Movements	(2,912,000)	(3,028,000)	4	(3,025,000)	(3,113,000)	(3,183,000)	(3,253,000)	(3,326,000)	(3,400,000)	(3,477,000)	(3,555,000)	(3,636,000)

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

Based on staffing structure of 8.4 FTE (equivalent full time positions).

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

Capital Movements

Transfer to Reserve

Typically represents funds transferred to the employees leave reserve.

Capital Income

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

PEOPLE AND CULTURE																
ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
				Operating Grants and Contributions												
31,100	64,200	69,000	17,600	Contributions - LSL	50,000	50,000	0	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000	59,000
84,800	25,100	20,900	129,300	Contributions - Training	21,000	50,000	138	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000	59,000
0	46,800	13,600	41,700	Maternity Leave - Centrelink Payments	10,000	10,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
				Other Revenues												
127,000	171,700	102,800	113,600	Refunds - Workers Compensation and other	93,000	95,000	2	97,000	99,000	101,000	103,000	105,000	108,000	111,000	114,000	117,000
242,900	307,800	206,300	302,200	Total Operating Revenues	174,000	205,000	18	209,000	213,000	217,000	221,000	225,000	230,000	235,000	240,000	245,000
				OPERATING EXPENSES												
				Human Resources												
806,500	895,600	835,000	911,700	Employee Costs	919,000	990,000	8	1,029,000	1,064,000	1,090,000	1,117,000	1,145,000	1,173,000	1,202,000	1,232,000	1,262,000
288,500	268,000	281,400	257,700	Staff Training and Development	283,000	277,000	(2)	285,000	293,000	301,000	309,000	317,000	325,000	333,000	341,000	349,000
49,000	61,000	51,900	45,900	Staff Support and Recognition	40,000	45,000	13	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
				Employee Oncosts												
2,470,100	2,620,200	2,776,400	2,728,500	Superannuation	2,927,000	2,972,000	2	3,025,000	3,081,000	3,139,000	3,199,000	3,261,000	3,325,000	3,392,000	3,461,000	3,533,000
72,800	52,600	76,600	66,800	Recruitment	65,000	65,000	0	67,000	69,000	71,000	73,000	75,000	77,000	79,000	81,000	83,000
6,600	0	0	4,800	Jury Duty	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
535,800	623,300	605,500	539,000	Workers Compensation	532,000	525,000	(1)	537,000	550,000	563,000	576,000	589,000	603,000	617,000	631,000	646,000
3,667,500	3,735,600	3,879,100	3,921,600	Employee Entitlements	3,842,000	4,050,000	5	4,153,000	4,257,000	4,364,000	4,472,000	4,583,000	4,697,000	4,814,000	4,934,000	5,056,000
				Oncosts Recouped												
(7,377,800)	(7,839,300)	(8,221,500)	(8,142,700)	Oncosts Recouped - Internal Works	(8,255,000)	(8,300,000)	1	(8,508,000)	(8,721,000)	(8,939,000)	(9,162,000)	(9,371,000)	(9,586,000)	(9,806,000)	(10,032,000)	(10,263,000)
(77,800)	(72,200)	(73,400)	(403,200)	Oncosts Recouped - External Works	(80,000)	(60,000)	(25)	(61,000)	(62,000)	(63,000)	(64,000)	(65,000)	(66,000)	(67,000)	(68,000)	(69,000)
				Recouped from Business Activities												
0	0	(55,400)	(73,000)	Direct Costs Redistributed to Businesses	(41,000)	(164,000)	300	(169,000)	(174,000)	(179,000)	(184,000)	(189,000)	(194,000)	(199,000)	(204,000)	(210,000)
441,200	344,800	155,600	(142,900)	Total Operating Expenses	233,000	401,000	72	404,000	403,000	393,000	382,000	391,000	400,000	411,000	422,000	433,000
(198,300)	(37,000)	50,700	445,100	Operating Result - Surplus / (Deficit)	(59,000)	(196,000)	232	(195,000)	(190,000)	(176,000)	(161,000)	(166,000)	(170,000)	(176,000)	(182,000)	(188,000)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(198,300)	(37,000)	50,700	445,100	Cash Result - Surplus / (Deficit)	(59,000)	(196,000)	232	(195,000)	(190,000)	(176,000)	(161,000)	(166,000)	(170,000)	(176,000)	(182,000)	(188,000)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
247,800	47,400	31,000	0	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
166,800	111,800	47,400	0	Add Transfer from Reserves	31,000	0	(100)	0	0	0	0	0	0	0	0	0
0	0	(4,033,100)	3,667,200	Add Capital Income Applied	98,000	196,000	100	195,000	190,000	176,000	161,000	166,000	170,000	176,000	182,000	188,000
0	0	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
(279,300)	27,400	(3,966,000)	4,112,300	Cash Result after Capital Movements	70,000	0	(100)	0	0	0	0	0	0	0	0	0

Commercial Property

Manager: Paul Tsikleas, Manager Commercial Services

Background

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

Budget Comments

OPERATING REVENUES

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

Flat Rock Tent Park Income from campers at the park.

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

OPERATING EXPENSES

Employee Costs Based on staffing structure of 2.4 FTE (equivalent full time positions) and motor vehicle costs.

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 Any cash surplus represents the net dividend to General Fund.

COMMERCIAL PROPERTY																
ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
				Council Owned Properties												
1,854,900	1,719,700	1,727,900	1,924,600	Properties - Investment Properties	1,940,000	1,981,000	2	2,033,000	2,085,000	2,137,000	2,193,000	2,250,000	2,308,000	2,367,000	2,428,000	2,491,000
254,300	200,100	161,800	251,700	Properties - Others (Towers, Footpath etc)	262,000	272,000	4	279,000	286,000	293,000	300,000	307,000	314,000	321,000	328,000	335,000
				Council Controlled - Crown Reserves												
31,000	39,000	68,200	75,000	Properties - Crown Reserves	77,000	83,000	8	85,000	87,000	89,000	91,000	93,000	95,000	97,000	99,000	101,000
				Caravan Parks and Tent Park												
474,600	347,900	441,300	368,400	Flat Rock Tent Park	513,000	514,000	0	530,000	544,000	559,000	574,000	589,000	605,000	621,000	637,000	654,000
				Interest on Investments												
27,200	19,000	31,600	20,000	Interest - Community Infrastructure Reserve	187,000	85,000	(55)	77,000	8,000	3,000	9,000	18,000	26,000	35,000	45,000	56,000
43,400	7,000	9,500	2,000	Interest - Property Development Reserve	91,000	80,000	(12)	5,000	258,000	781,000	1,099,000	1,219,000	1,291,000	1,366,000	1,445,000	1,527,000
				Other Revenues												
680,000	550,000	2,085,000	214,700	Fair Value Adjustments Rental Props	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	70,300	Gain on Disposal of Real Estate	0	0	0	0	0	0	0	0	0	0	0	0
3,365,400	2,882,700	4,525,300	2,926,700	Total Operating Revenues	3,070,000	3,015,000	(2)	3,009,000	3,268,000	3,862,000	4,266,000	4,476,000	4,639,000	4,807,000	4,982,000	5,164,000
				OPERATING EXPENSES												
				Property Management												
368,500	277,300	290,600	316,100	Employee Costs	332,000	350,000	5	365,000	378,000	389,000	400,000	411,000	422,000	434,000	446,000	458,000
24,200	21,200	17,600	25,000	Property Investigations	15,000	15,000	0	15,000	15,000	15,000	16,000	17,000	18,000	19,000	20,000	21,000
303,100	26,200	0	0	BBRC Scheme	0	0	0	0	0	0	0	0	0	0	0	0
				Land Development												
52,100	13,200	9,800	16,900	Wollongbar Residential Estate	11,000	12,000	9	12,000	0	0	0	0	0	0	0	0
61,200	37,500	96,200	56,300	Southern Cross Industrial Estate	35,000	36,000	3	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000	45,000
11,900	13,100	18,300	12,600	Russellton Industrial Estate	15,000	16,000	7	17,000	18,000	19,000	20,000	21,000	22,000	23,000	24,000	25,000
(592,500)	(3,591,300)	(933,900)	0	Land Stock Movements	0	0	0	0	0	0	0	0	0	0	0	0
(2,120,000)	(9,493,100)	0	0	Land Stock Movements - Non Cash Movements	0	0	0	0	0	0	0	0	0	0	0	0
				Property - Operations and Maintenance												
231,900	292,900	250,800	240,800	Properties - Council Investment	327,000	344,000	5	351,000	358,000	365,000	372,000	379,000	386,000	394,000	402,000	410,000
56,400	68,800	72,000	54,800	Properties - Council Commercial	79,000	80,000	1	82,000	84,000	86,000	88,000	90,000	92,000	94,000	96,000	98,000
23,100	16,200	16,900	15,800	Properties - Council Residential	31,000	31,000	0	31,000	31,000	31,000	31,000	31,000	31,000	31,000	31,000	31,000
78,900	83,600	77,300	52,000	Properties - Crown Reserves	88,000	66,000	(25)	67,000	68,000	69,000	70,000	71,000	72,000	73,000	74,000	75,000
				Caravan Parks and Tent Park												
278,000	277,000	303,000	365,600	Flat Rock Tent Park	381,000	441,000	16	408,000	418,000	428,000	438,000	448,000	458,000	469,000	480,000	491,000
				Overheads and Interest on Loans												
210,000	210,000	163,000	159,000	Overheads Distributed	174,000	194,000	11	200,000	207,000	214,000	222,000	230,000	238,000	247,000	256,000	265,000
0	0	95,200	117,500	Interest on Loans - Property Development	292,000	298,000	2	439,000	0	0	0	0	0	0	0	0
				Non-cash Expenses												
3,700	5,500	32,600	18,000	Depreciation - Flat Rock Tent Park	9,000	10,000	11	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000
53,600	42,800	46,600	44,100	Depreciation - Commercial Buildings	46,000	46,000	0	48,000	50,000	52,000	54,000	56,000	58,000	60,000	62,000	64,000
(955,900)	(11,699,100)	556,000	1,494,500	Total Operating Expenses	1,835,000	1,939,000	6	2,083,000	1,677,000	1,720,000	1,765,000	1,810,000	1,855,000	1,904,000	1,953,000	2,002,000
4,321,300	14,581,800	3,969,300	1,432,200	Operating Result - Surplus / (Deficit)	1,235,000	1,076,000	(13)	926,000	1,591,000	2,142,000	2,501,000	2,666,000	2,784,000	2,903,000	3,029,000	3,162,000
0	0	0	(70,300)	Less Gain on Disposal of Real Estate	0	0	0	0	0	0	0	0	0	0	0	0
57,300	48,300	79,200	62,100	Add Back Depreciation	55,000	56,000	2	59,000	62,000	65,000	68,000	71,000	74,000	77,000	80,000	83,000
(680,000)	(550,000)	(2,085,000)	(214,700)	Add Back Fair Value Adjustments	0	0	0	0	0	0	0	0	0	0	0	0
(592,500)	(3,591,300)	(933,900)	0	Add Back Landstock Movements	0	0	0	0	0	0	0	0	0	0	0	0
3,106,100	10,488,800	1,029,600	1,209,300	Cash Result - Surplus / (Deficit)	1,290,000	1,132,000	(12)	985,000	1,653,000	2,207,000	2,569,000	2,737,000	2,858,000	2,980,000	3,109,000	3,245,000
				Capital Movements												
0	0	138,300	206,000	Less Loan Principal Repayments	7,472,700	5,705,000	(24)	9,874,000	0	0	0	0	0	0	0	0
6,826,700	5,811,100	2,782,900	3,925,900	Less Transfer to Reserves	13,048,100	12,564,000	(4)	17,557,000	12,302,000	7,212,000	3,001,000	3,195,000	3,342,000	3,492,000	3,649,000	3,812,000
7,796,200	2,060,800	1,497,700	5,199,300	Add Transfer from Reserves	8,837,700	13,693,000	55	10,946,000	649,000	675,000	702,000	728,000	754,000	782,000	810,000	837,000
(1,549,800)	(1,012,900)	2,314,500	2,020,900	Add Capital Income Applied	12,203,100	12,324,000	1	15,770,000	10,270,000	4,600,000	0	0	0	0	0	0
2,125,800	5,575,600	1,851,400	4,017,000	Less Capital Expenditure	1,560,000	8,630,000	453	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
400,000	150,000	69,200	280,600	Cash Result after Capital Movements	250,000	250,000	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
				Flat Rock Operating Results												
196,600	70,900	138,300	2,800	Operating Revenues Less Expenses	132,000	73,000	45	122,000	126,000	131,000	136,000	141,000	147,000	152,000	157,000	163,000

Quarries

Manager: Kelly Brown, Director – Corporate and Community

Background

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

Budget Comments

OPERATING REVENUES

Tuckombil and Stockers Quarries

Royalties received on mineral extracted.

Airport Sandpit

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

OPERATING EXPENSES

Tuckombil Quarry

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

Airport Sandpit

Some maintenance and environmental monitoring costs.

Capital Movements

Transfer to and from Reserves

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

Cash Result after Capital Movements

Any cash surplus represents the net dividend to General Fund.

QUARRIES																
ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
				Fees and Charges												
65,400	67,700	69,700	71,000	Tuckombil and Stokers - Lease / Licences	70,000	73,000	4	38,000	27,000	28,000	29,000	30,000	31,000	32,000	34,000	
0	0	0	0	Airport Sandpit	0	0	0	0	0	0	0	0	0	0	0	
				Non-cash Items												
484,000	610,200	0	0	Remediation Provisions	0	0	0	0	0	0	0	0	0	0	0	
549,400	677,900	69,700	71,000	Total Operating Revenues	70,000	73,000	4	38,000	27,000	28,000	29,000	30,000	31,000	32,000	34,000	
				OPERATING EXPENSES												
				Tuckombil Quarry												
2,800	1,500	8,600	400	Buildings Maintenance	3,000	3,000	0	0	0	0	0	0	0	0	0	
21,300	23,700	24,700	35,700	Operating Costs	26,000	27,000	4	26,000	27,000	28,000	29,000	30,000	31,000	32,000	34,000	
23,200	17,400	17,800	68,000	Expansion Feasibility and Licenses	18,000	69,000	283	10,000	0	0	0	0	0	0	0	
				Stokers Quarry												
0	0	0	0	Operating Costs	0	0	0	0	0	0	0	0	0	0	0	
				Other Resources												
3,800	5,800	900	6,500	Airport Sandpit	3,000	3,000	0	0	0	0	0	0	0	0	0	
0	0	0	0	North Creek Dredging	0	0	0	0	0	0	0	0	0	0	0	
				Non-Cash Expenses												
30,200	14,200	2,500	0	Unwinding Interest Free Loan	0	0	0	0	0	0	0	0	0	0	0	
67,500	55,600	63,300	335,500	Depreciation and Amortisation - Quarries	65,000	65,000	0	67,000	69,000	71,000	73,000	75,000	77,000	79,000	83,000	
148,800	118,200	117,800	446,100	Total Operating Expenses	115,000	167,000	45	103,000	96,000	99,000	102,000	105,000	108,000	111,000	117,000	
400,600	559,700	(48,100)	(375,100)	Operating Result - Surplus / (Deficit)	(45,000)	(94,000)	109	(65,000)	(69,000)	(71,000)	(73,000)	(75,000)	(77,000)	(79,000)	(81,000)	(83,000)
67,500	55,600	63,300	335,500	Add Back Depreciation	65,000	65,000	0	67,000	69,000	71,000	73,000	75,000	77,000	79,000	81,000	83,000
(484,000)	(610,200)	0	0	Add Back Remediation	0	0	0	0	0	0	0	0	0	0	0	0
30,200	14,200	2,500	0	Add Back Unwinding	0	0	0	0	0	0	0	0	0	0	0	0
14,300	19,300	17,700	(39,600)	Cash Result - Surplus / (Deficit)	20,000	(29,000)	(245)	2,000	0	0	0	0	0	0	0	0
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
14,300	19,300	17,700	25,000	Less Transfer to Reserves	20,000	0	2,000	0	0	0	0	0	0	0	0	0
0	0	0	66,500	Add Transfer from Reserves	0	29,000	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	1,900	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0

Ballina-Byron Gateway Airport

Manager: Paul Tsikleas, Manager Commercial Services

Background

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

Budget Comments

OPERATING REVENUES

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

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

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

OPERATING EXPENSES

Employee Costs Based on staffing structure of 9 FTE (equivalent full time positions), motor vehicle expenses and conference and travel expenses.

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

Operations Includes lighting, promotion, publications, contract management and overheads.

Interest on Loans Loans applicable to development of the airport.

Capital Movements

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

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

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

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

Capital Expenditure Refer to Part C of this document.

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

BALLINA - BYRON GATEWAY AIRPORT

ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
				Fees and Charges												
3,208,000	2,557,400	3,427,200	3,943,000	Landing Fees	3,562,000	3,840,000	8	3,937,000	4,036,000	4,138,000	4,242,000	4,350,000	4,460,000	4,573,000	4,689,000	4,807,000
1,372,500	1,249,300	1,617,400	1,337,000	Security Recouped	1,428,000	1,450,000	2	1,487,000	1,525,000	1,564,000	1,604,000	1,645,000	1,687,000	1,730,000	1,774,000	1,819,000
931,000	846,800	1,448,400	1,365,300	Rentals	1,353,000	1,650,000	22	1,695,000	1,742,000	1,790,000	1,839,000	1,889,000	1,940,000	1,992,000	2,045,000	2,099,000
738,000	544,500	706,600	612,400	Car Parking	1,500,000	1,800,000	20	2,470,000	3,142,000	3,221,000	3,302,000	3,385,000	3,470,000	3,557,000	3,646,000	3,738,000
76,500	76,400	86,600	101,700	Advertising	90,000	125,000	39	129,000	133,000	137,000	141,000	145,000	149,000	153,000	157,000	161,000
				Grants and Contributions												
49,400	53,500	107,100	92,500	Contributions - Fire Station, NDB etc	95,000	110,000	16	113,000	116,000	119,000	122,000	126,000	130,000	134,000	138,000	142,000
361,700	293,700	520,600	20,300	Airlines Conts to CAGRO	0	0	0	0	0	0	0	0	0	0	0	0
133,800	81,600	80,400	47,800	LIRS Subsidy	6,000	0	(100)	0	0	0	0	0	0	0	0	0
				Other Revenues												
56,100	50,400	45,100	26,500	Parking Fines	0	5,000	100	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000
6,927,000	5,753,600	8,039,400	7,546,500	Total Operating Revenues	8,034,000	8,980,000	12	9,837,000	10,701,000	10,977,000	11,259,000	11,550,000	11,847,000	12,151,000	12,462,000	12,780,000
				OPERATING EXPENSES												
				Airport												
1,124,600	1,236,200	1,137,100	1,236,800	Management Expenses	1,198,000	1,741,000	45	1,801,000	1,756,000	1,798,000	1,841,000	1,885,000	1,930,000	1,976,000	2,023,000	2,071,000
125,100	281,200	278,100	327,200	Maintenance Expenses	420,000	490,000	17	502,000	515,000	527,000	540,000	552,000	565,000	577,000	591,000	605,000
1,126,600	1,060,900	1,406,700	1,377,000	Security for Departure Lounge	1,142,000	1,378,000	21	1,413,000	1,449,000	1,486,000	1,524,000	1,563,000	1,603,000	1,644,000	1,685,000	1,728,000
1,191,400	1,189,300	1,649,800	981,500	Operations	1,453,000	899,000	(38)	920,000	942,000	963,000	986,000	1,008,000	1,031,000	1,052,000	1,076,000	1,101,000
0	0	0	26,700	Flood Event	0	0	0	0	0	0	0	0	0	0	0	0
				Indirect Expenses												
431,400	509,000	626,000	678,000	Overheads Distributed	685,000	977,000	43	1,001,000	1,026,000	1,052,000	1,078,000	1,105,000	1,133,000	1,161,000	1,190,000	1,220,000
				Debt Servicing												
309,800	307,900	273,200	176,400	Interest on Loans	221,000	773,000	250	739,000	713,000	685,000	657,000	627,000	597,000	564,000	532,000	496,000
				Non-cash Expenses												
782,100	786,000	1,010,600	1,086,800	Depreciation - Airport	1,050,000	1,060,000	1	1,094,000	1,129,000	1,165,000	1,202,000	1,240,000	1,280,000	1,321,000	1,363,000	1,406,000
0	2,342,000	0	0	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
5,091,000	7,712,500	6,381,500	5,890,400	Total Operating Expenses	6,169,000	7,318,000	19	7,470,000	7,530,000	7,676,000	7,828,000	7,980,000	8,139,000	8,295,000	8,460,000	8,627,000
1,836,000	(1,958,900)	1,657,900	1,656,100	Operating Result - Surplus / (Deficit)	1,865,000	1,662,000	(11)	2,367,000	3,171,000	3,301,000	3,431,000	3,570,000	3,708,000	3,856,000	4,002,000	4,153,000
782,100	786,000	1,010,600	1,086,800	Add Back Depreciation	1,050,000	1,060,000	1	1,094,000	1,129,000	1,165,000	1,202,000	1,240,000	1,280,000	1,321,000	1,363,000	1,406,000
0	2,342,000	0	0	Add Back Loss Infrastructure Disposal	0	0	0	0	0	0	0	0	0	0	0	0
2,618,100	1,169,100	2,668,500	2,742,900	Cash Result - Surplus / (Deficit)	2,915,000	2,722,000	(7)	3,461,000	4,300,000	4,466,000	4,633,000	4,810,000	4,988,000	5,177,000	5,365,000	5,559,000
				Capital Movements												
1,188,600	1,294,800	1,408,500	1,415,800	Less Loan Principal Repayments	1,068,000	760,000	(29)	579,000	605,000	574,000	603,000	632,000	662,000	695,000	728,000	764,000
0	1,943,900	591,800	1,327,100	Less Transfer to Reserves	1,847,000	1,962,000	6	2,882,000	3,695,000	3,892,000	4,030,000	4,178,000	4,326,000	4,482,000	4,637,000	4,795,000
725,900	0	0	2,904,800	Add Transfer from Reserves	2,213,800	2,600,000	17	2,450,000	3,000,000	1,900,000	3,700,000	3,300,000	3,700,000	3,900,000	5,000,000	4,100,000
3,232,400	3,142,000	405,000	4,256,400	Add Capital Income Applied	15,478,000	1,600,000	(90)	2,500,000	3,100,000	1,900,000	3,800,000	3,400,000	3,800,000	3,900,000	5,000,000	4,100,000
5,287,800	1,072,400	1,073,200	7,161,200	Less Capital Expenditure	17,691,800	4,200,000	(76)	4,950,000	6,100,000	3,800,000	7,500,000	6,700,000	7,500,000	7,800,000	10,000,000	8,200,000
100,000	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0
2,927,900	1,477,000	2,941,700	2,919,300	Earnings before Int, Dep (EBITDA)	3,136,000	3,495,000	11	4,200,000	5,013,000	5,151,000	5,290,000	5,437,000	5,585,000	5,741,000	5,897,000	6,055,000

Community Facilities

Manager: Caroline Klose, Manager Communications and Customer Service

Background

Revenues and expenses related to the operation of Council's community centres and the Ballina Indoors Sports Centre.

Budget Comments

OPERATING REVENUES

Fees and Charges

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

OPERATING EXPENSES

Employee Costs – Community Centres

Based on staffing structure of 6 FTE (equivalent full time positions)

Community Centres

Operating expenses for the facilities identified.

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

Transfer from Reserves

Refer to Part D for further details of reserve movements.

Capital Expenditure

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

COMMUNITY FACILITIES																
ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
				Grants and Contributions												
0	0	0	0	Northern NSW Flood Commemorative Events	91,700	0	(100)	0	0	0	0	0	0	0	0	0
				Fees and Charges												
85,600	130,100	131,200	139,700	Kentwell Centre	155,000	171,000	10	181,000	187,000	193,000	199,000	205,000	211,000	217,000	223,000	229,000
39,000	15,300	29,200	32,500	Alstonville Cultural Centre	35,000	0	(100)	0	0	200,000	205,000	211,000	217,000	223,000	229,000	235,000
160,400	63,600	102,000	126,500	Lennox Head Cultural Centre	261,000	295,000	13	303,000	311,000	319,000	327,000	336,000	345,000	354,000	363,000	373,000
0	0	0	0	Lennox Head Community Hall (EPIQ)	10,000	10,000	0	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000	20,000
0	49,700	145,900	110,500	Ballina Indoor Sports Centre	220,000	268,000	22	282,000	291,000	300,000	309,000	318,000	328,000	338,000	348,000	358,000
23,300	23,200	32,400	39,000	Richmond Room	94,000	25,000	(73)	28,000	29,000	30,000	31,000	32,000	33,000	34,000	35,000	36,000
137,100	109,000	126,800	111,600	Ballina Surf Club	205,000	182,000	(11)	188,000	194,000	201,000	208,000	215,000	222,000	229,000	237,000	245,000
445,400	390,900	567,500	559,800	Total Operating Revenues	1,071,700	951,000	(11)	994,000	1,025,000	1,257,000	1,294,000	1,333,000	1,373,000	1,413,000	1,454,000	1,496,000
				OPERATING EXPENSES												
335,900	514,000	517,800	485,800	Employee Costs	528,000	554,000	5	577,000	598,000	734,000	753,000	773,000	793,000	814,000	835,000	857,000
15,600	13,700	16,300	11,800	Software	14,000	14,000	0	14,000	14,000	14,000	15,000	16,000	17,000	18,000	19,000	20,000
0	0	0	19,300	Northern NSW Flood Commemorative Events	58,700	0	(100)	0	0	0	0	0	0	0	0	0
49,900	46,900	39,600	41,500	Kentwell Centre	47,800	52,000	9	48,000	49,000	50,000	51,000	52,000	53,000	54,000	55,000	56,000
49,600	56,000	39,700	40,000	Alstonville Cultural Centre	45,000	44,000	(2)	45,000	46,000	132,000	135,000	139,000	143,000	147,000	151,000	155,000
167,000	188,600	154,100	163,900	Lennox Head Cultural Centre	168,000	170,000	1	175,000	180,000	185,000	190,000	195,000	200,000	206,000	212,000	218,000
0	0	0	23,700	Lennox Head Community Hall (EPIQ)	10,000	11,000	10	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000	20,000
0	54,100	63,000	64,800	Ballina Indoor Sports Centre	113,000	108,000	(4)	114,000	120,000	126,000	132,000	138,000	144,000	150,000	156,000	162,000
26,900	23,300	20,900	32,600	Richmond Room	31,000	33,000	6	35,000	37,000	39,000	41,000	43,000	45,000	47,000	49,000	51,000
104,200	101,100	98,500	124,400	Ballina Surf Club	121,000	131,000	8	136,000	141,000	146,000	151,000	156,000	161,000	166,000	171,000	176,000
749,100	997,700	949,900	1,007,800	Total Operating Expenses	1,136,500	1,117,000	(2)	1,156,000	1,198,000	1,440,000	1,483,000	1,528,000	1,573,000	1,620,000	1,667,000	1,715,000
(303,700)	(606,800)	(382,400)	(448,000)	Operating Result - Surplus / (Deficit)	(64,800)	(166,000)	156	(162,000)	(173,000)	(183,000)	(189,000)	(195,000)	(200,000)	(207,000)	(213,000)	(219,000)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(303,700)	(606,800)	(382,400)	(448,000)	Cash Result - Surplus / (Deficit)	(64,800)	(166,000)	156	(162,000)	(173,000)	(183,000)	(189,000)	(195,000)	(200,000)	(207,000)	(213,000)	(219,000)
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Less Transfer to Reserves	190,000	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Add Transfer from Reserves	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
(303,700)	(606,800)	(382,400)	(448,000)	Cash Result after Capital Movements	(254,800)	(166,000)	(35)	(162,000)	(173,000)	(183,000)	(189,000)	(195,000)	(200,000)	(207,000)	(213,000)	(219,000)
				Facility Cash Results (excluding Employee Costs)												
35,700	83,200	91,600	98,200	Kentwell Centre	107,200	119,000	11	133,000	138,000	143,000	148,000	153,000	158,000	163,000	168,000	173,000
(10,600)	(40,700)	(10,500)	(7,500)	Alstonville Cultural Centre	(10,000)	(44,000)	340	(45,000)	(46,000)	68,000	70,000	72,000	74,000	76,000	78,000	80,000
(6,600)	(125,000)	(52,100)	(37,400)	Lennox Head Cultural Centre	93,000	125,000	34	128,000	131,000	134,000	137,000	141,000	145,000	148,000	151,000	155,000
0	0	0	(23,700)	Lennox Head Community Hall (EPIQ)	0	(1,000)	100	0	0	0	0	0	0	0	0	0
0	(4,400)	82,900	45,700	Ballina Indoor Sports Centre	107,000	160,000	50	168,000	171,000	174,000	177,000	180,000	184,000	188,000	192,000	196,000
(3,600)	(100)	11,500	6,400	Richmond Room	63,000	(8,000)	(113)	(7,000)	(8,000)	(9,000)	(10,000)	(11,000)	(12,000)	(13,000)	(14,000)	(15,000)
32,900	7,900	28,300	(12,800)	Ballina Surf Club	84,000	51,000	(39)	52,000	53,000	55,000	57,000	59,000	61,000	63,000	66,000	69,000
47,800	(79,100)	151,700	68,900	Total	444,200	402,000	(10)	429,000	439,000	565,000	579,000	594,000	610,000	625,000	641,000	658,000

Library Services

Manager: Caroline Klose, Manager Communications and Customer Service

Background

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

Budget Comments

OPERATING REVENUES

Library Per Capita

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

Special Projects

Subject to applications each year. Offset by expenditure.

OPERATING EXPENDITURE

Contribution to Richmond Tweed Regional Library (RTRL)

The RTRL coordinates 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 operated effectively. This expenditure includes electricity and gas, cleaning and security and other operating expenses.

LIBRARY SERVICES																
ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
				Operating Grants and Contributions												
79,600	108,300	113,800	119,800	Library Per Capita	130,500	134,000	3	138,000	142,000	146,000	150,000	154,000	158,000	162,000	167,000	172,000
28,600	57,700	57,700	57,700	Special Projects	57,700	0	(100)	0	0	0	0	0	0	0	0	0
				Other Revenues												
0	56,400	65,900	77,100	Share of Joint Venture	0	0	0	0	0	0	0	0	0	0	0	0
108,200	222,400	237,400	254,600	Total Operating Revenues	188,200	134,000	(29)	138,000	142,000	146,000	150,000	154,000	158,000	162,000	167,000	172,000
				OPERATING EXPENSES												
1,387,300	1,420,700	1,460,000	1,520,600	Contribution to Richmond Tweed Library	1,581,000	1,732,000	10	1,776,000	1,821,000	1,867,000	1,914,000	1,962,000	2,012,000	2,063,000	2,115,000	2,168,000
19,900	21,300	40,900	24,100	Rates, Insurance and Security	29,000	25,000	(14)	27,000	29,000	31,000	33,000	35,000	37,000	39,000	41,000	43,000
64,400	52,400	55,000	58,400	Electricity, Heating and Cleaning	52,000	52,000	0	53,000	54,000	55,000	56,000	57,000	58,000	59,000	60,000	61,000
18,600	19,100	18,800	15,400	Library Sundries	19,000	21,000	11	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000
8,100	1,000	27,800	14,400	Special Projects (Grant Funded)	57,700	0	(100)	0	0	0	0	0	0	0	0	0
				Indirect Expenses - Overheads												
0	0	0	0	Overheads	0	0	0	0	0	0	0	0	0	0	0	0
				Non-cash Expenses												
162,700	162,900	190,500	167,100	Depreciation	195,000	202,000	4	209,000	216,000	223,000	231,000	239,000	247,000	255,000	264,000	273,000
1,661,000	1,677,400	1,793,000	1,800,000	Total Operating Expenses	1,933,700	2,032,000	5	2,087,000	2,143,000	2,200,000	2,259,000	2,319,000	2,381,000	2,444,000	2,509,000	2,575,000
(1,552,800)	(1,455,000)	(1,555,600)	(1,545,400)	Operating Result - Surplus / (Deficit)	(1,745,500)	(1,898,000)	9	(1,949,000)	(2,001,000)	(2,054,000)	(2,109,000)	(2,165,000)	(2,223,000)	(2,282,000)	(2,342,000)	(2,403,000)
162,700	162,900	190,500	167,100	Add Back Depreciation	195,000	202,000	4	209,000	216,000	223,000	231,000	239,000	247,000	255,000	264,000	273,000
(1,390,100)	(1,292,100)	(1,365,100)	(1,378,300)	Cash Result - Surplus / (Deficit)	(1,550,500)	(1,696,000)	9	(1,740,000)	(1,785,000)	(1,831,000)	(1,878,000)	(1,926,000)	(1,976,000)	(2,027,000)	(2,078,000)	(2,130,000)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
20,400	57,000	29,900	43,100	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Add Transfer from Reserves	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	89,000	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Less Capital Expenditure	89,000	0		0	0	0	0	0	0	0	0	0
(1,410,500)	(1,349,100)	(1,395,000)	(1,421,400)	Cash Result after Capital Movements	(1,550,500)	(1,696,000)	9	(1,740,000)	(1,785,000)	(1,831,000)	(1,878,000)	(1,926,000)	(1,976,000)	(2,027,000)	(2,078,000)	(2,130,000)

Swimming Pools

Manager: Craig Brown, Manager Facilities and Services

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

Generated primarily from entrance fees.

OPERATING EXPENSES

Ballina Swimming Pool

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

Alstonville Swimming Pool

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

Capital Movements

Loan Principal Repayments

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

Transfer from Reserves

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

Capital Income

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

Capital Expenditure

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

SWIMMING POOLS

ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
699,900	612,100	704,500	643,300	Ballina												
				Fees and Charges	675,000	729,000	8	748,000	768,000	788,000	809,000	830,000	852,000	874,000	897,000	920,000
387,200	372,400	365,000	392,400	Alstonville												
				Fees and Charges	396,000	440,000	11	451,000	463,000	475,000	487,000	500,000	513,000	526,000	540,000	554,000
1,087,100	984,500	1,069,500	1,035,700		1,071,000	1,169,000	9	1,199,000	1,231,000	1,263,000	1,296,000	1,330,000	1,365,000	1,400,000	1,437,000	1,474,000
				OPERATING EXPENSES												
300,200	363,500	357,600	377,600	Ballina Swimming Complex												
				Operating Costs	340,000	407,000	20	419,000	431,000	443,000	456,000	469,000	482,000	497,000	512,000	527,000
332,300	357,500	407,100	414,800	Contract Management Charges	410,000	358,000	(13)	368,000	378,000	388,000	398,000	409,000	420,000	431,000	442,000	454,000
259,000	275,200	261,900	266,000	Debt Servicing												
				Interest on Loans - Ballina	306,000	290,000	(5)	274,000	257,000	241,000	223,000	205,000	184,000	133,000	118,000	100,000
297,200	291,600	301,300	291,300	Alstonville Swimming Complex												
				Operating Costs	267,000	302,000	13	312,000	322,000	332,000	342,000	352,000	362,000	373,000	385,000	397,000
284,600	274,600	294,800	267,900	Contract Management Charges	307,000	315,000	3	323,000	332,000	341,000	350,000	359,000	368,000	379,000	390,000	401,000
259,000	223,000	214,200	191,400	Debt Servicing												
				Interest on Loans - Alstonville	137,000	130,000	(5)	123,000	116,000	110,000	101,000	94,000	86,000	109,000	95,000	82,000
166,400	247,500	248,300	266,200	Non-cash Expenses												
				Depreciation	295,000	305,000	3	315,000	325,000	336,000	347,000	358,000	370,000	382,000	395,000	408,000
1,898,700	2,032,900	2,085,200	2,075,200	Total Operating Expenses	2,062,000	2,107,000	2	2,134,000	2,161,000	2,191,000	2,217,000	2,246,000	2,272,000	2,304,000	2,337,000	2,369,000
(811,600)	(1,048,400)	(1,015,700)	(1,039,500)	Operating Result - Surplus / (Deficit)	(991,000)	(938,000)	(5)	(935,000)	(930,000)	(928,000)	(921,000)	(916,000)	(907,000)	(904,000)	(900,000)	(895,000)
166,400	247,500	248,300	266,200	<i>Add Back Depreciation</i>	295,000	305,000	3	315,000	325,000	336,000	347,000	358,000	370,000	382,000	395,000	408,000
(645,200)	(800,900)	(767,400)	(773,300)	Cash Result - Surplus / (Deficit)	(696,000)	(633,000)	(9)	(620,000)	(605,000)	(592,000)	(574,000)	(558,000)	(537,000)	(522,000)	(505,000)	(487,000)
				Capital Movements												
487,800	506,500	526,200	546,300	Less Loan Principal Repayments	569,000	592,000		615,000	639,000	661,000	688,000	713,000	742,000	770,000	799,000	830,000
46,400	0	0	0	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
336,400	234,400	292,000	24,000	Add Transfer from Reserves	41,000	378,000		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
330,500	241,600	313,300	59,400	Less Capital Expenditure	41,000	378,000		0	0	0	0	0	0	0	0	0
(1,173,500)	(1,314,600)	(1,314,900)	(1,355,000)	Cash Result after Capital Movements	(1,265,000)	(1,225,000)	(3)	(1,235,000)	(1,244,000)	(1,253,000)	(1,262,000)	(1,271,000)	(1,279,000)	(1,292,000)	(1,304,000)	(1,317,000)

ACTUAL				NET OPERATING COST	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
67,400	(108,900)	(60,200)	(149,100)	Ballina Swimming Pool	(75,000)	(36,000)	(52)	(39,000)	(41,000)	(43,000)	(45,000)	(48,000)	(50,000)	(54,000)	(57,000)	(61,000)
(194,600)	(193,800)	(231,100)	(166,800)	Alstonville Swimming Pool	(178,000)	(177,000)	(1)	(184,000)	(191,000)	(198,000)	(205,000)	(211,000)	(217,000)	(226,000)	(235,000)	(244,000)
(127,200)	(302,700)	(291,300)	(315,900)	Summary Net Operating Costs	(253,000)	(213,000)	(16)	(223,000)	(232,000)	(241,000)	(250,000)	(259,000)	(267,000)	(280,000)	(292,000)	(305,000)

Tourism

Manager: Caroline Klose, Manager Communications and Customer Service

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 staffing structure of 3.2 FTE (equivalent full time positions)

Visitor Information Centre (VIC) - Office Expenses

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

Merchandise Purchases

Cost of goods sold. Offset by sales revenue.

Commission Expenses

Costs incurred in taking reservations. Offset by reservation revenue.

Marketing and Development

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

TOURISM																
ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
				Fees and Charges												
7,000	8,900	6,900	5,900	Visitor Information Centre - Commissions	8,000	9,000	13	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000
33,900	28,800	31,500	57,800	Visitor Information Centre - Merchandise	36,000	91,000	153	94,000	97,000	100,000	103,000	106,000	109,000	112,000	115,000	118,000
18,100	121,500	7,000	21,700	Marketing and Destination Development	10,000	130,000	1,200	11,000	12,000	13,000	136,000	16,000	17,000	18,000	142,000	21,000
				Operating Grants and Contributions												
0	0	25,000	0	Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
59,000	159,200	70,400	85,400	Total Operating Revenues	54,000	230,000	326	115,000	120,000	125,000	252,000	136,000	141,000	146,000	274,000	157,000
				OPERATING EXPENSES												
				Tourism												
223,600	271,000	277,500	268,100	Employee Costs	337,000	308,000	(9)	320,000	331,000	341,000	352,000	363,000	374,000	385,000	396,000	408,000
67,800	61,300	66,800	38,000	Sales and Reservations	20,000	157,000	685	38,000	39,000	42,000	45,000	48,000	51,000	54,000	57,000	60,000
68,500	64,400	61,100	56,100	Visitor Centre Office Expenses	66,100	71,000	7	73,000	75,000	87,000	99,000	111,000	123,000	135,000	147,000	159,000
1,000	18,900	8,500	700	Promotional and Interpretive Signage	10,000	30,000	200	10,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000
94,300	87,000	9,100	88,100	Marketing and Destination Development	60,000	68,000	13	68,000	70,000	72,000	74,000	76,000	78,000	80,000	82,000	85,000
8,900	17,700	13,400	22,100	Christmas Decorations	18,000	20,000	11	20,000	20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000
0	0	0	2,900	Flood Event	0	0	0	0	0	0	0	0	0	0	0	0
				Non-cash Expenses												
29,100	29,100	29,100	29,400	Deprec - Tourism Building and Assets	31,000	32,000	3	34,000	36,000	38,000	40,000	42,000	44,000	46,000	48,000	50,000
493,200	549,400	465,500	505,400	Total Operating Expenses	542,100	686,000	27	563,000	581,000	612,000	644,000	676,000	708,000	740,000	772,000	806,000
(434,200)	(390,200)	(395,100)	(420,000)	Operating Result - Surplus / (Deficit)	(488,100)	(456,000)	(7)	(448,000)	(461,000)	(487,000)	(392,000)	(540,000)	(567,000)	(594,000)	(498,000)	(649,000)
29,100	29,100	29,100	29,400	Add Back Depreciation	31,000	32,000	3	34,000	36,000	38,000	40,000	42,000	44,000	46,000	48,000	50,000
(405,100)	(361,100)	(366,000)	(390,600)	Cash Result - Surplus / (Deficit)	(457,100)	(424,000)	(7)	(414,000)	(425,000)	(449,000)	(352,000)	(498,000)	(523,000)	(548,000)	(450,000)	(599,000)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
0	20,100	20,000	0	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
35,700	0	0	20,000	Add Transfer from Reserves	0	20,000		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	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
(369,400)	(381,200)	(386,000)	(370,600)	Cash Result after Capital Movements	(457,100)	(404,000)	(12)	(414,000)	(425,000)	(449,000)	(352,000)	(498,000)	(523,000)	(548,000)	(450,000)	(599,000)

Facilities Management

Manager: Craig Brown, Manager Facilities and Services

Background

This program includes costs related to the maintenance of Council Administration Centre, the Works Depot, community centres and halls and other facilities.

Budget Comments

OPERATING EXPENSES

Administration Centre

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

Works Depot

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

Public Halls and Community Facilities Maintenance

Operating costs to maintain Public Halls, Community facilities and Public Buildings, Surf Clubs, Libraries, SES and Marine Rescue Tower, Naval Museum and other facilities.

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.

Capital Movements

Loan Principal Repayments

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

Reserve Movements

Refer to Part E of this document.

Capital Income

Typically relates to internal contributions to finance depot improvement works.

Capital Expenditure

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

FACILITIES MANAGEMENT

ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
14,000	11,700	12,800	27,400	Fees and Charges	13,000	10,000	(23)	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000
15,300	31,100	31,000	24,600	Other Revenues	32,000	37,000	16	41,000	45,000	49,000	53,000	57,000	61,000	65,000	69,000	73,000
29,300	42,800	43,800	52,000	Total Operating Revenues	45,000	47,000	4	52,000	57,000	62,000	67,000	72,000	77,000	82,000	87,000	92,000
				OPERATING EXPENSES												
				Administration												
218,800	178,100	208,900	485,400	Employee Costs	476,000	638,000	34	665,000	690,000	709,000	728,000	747,000	767,000	787,000	808,000	829,000
283,400	292,300	281,700	293,700	Administration Centre	315,400	326,000	3	339,000	353,000	367,000	381,000	395,000	409,000	424,000	439,000	454,000
244,100	291,000	305,400	291,600	Works Depot - Operating Expenses	277,000	307,000	11	319,000	331,000	344,000	357,000	370,000	384,000	398,000	412,000	426,000
53,200	8,800	34,900	98,200	Works Depot Number Two - Operating Expenses	20,000	20,000	0	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
				Public Halls and Community Facilities Maintenance												
47,100	175,800	130,300	92,400	Public Halls Maintenance	148,000	180,000	22	194,000	208,000	222,000	236,000	250,000	264,000	278,000	292,000	306,000
159,600	204,900	244,100	244,200	Community Facilities and Public Buildings	271,000	272,000	0	272,000	288,000	304,000	320,000	336,000	352,000	368,000	384,000	400,000
163,300	65,700	81,100	60,200	Surf Clubs	97,000	99,000	2	99,000	107,000	115,000	123,000	131,000	139,000	147,000	155,000	163,000
15,100	17,600	8,600	24,700	Libraries	20,000	24,000	20	24,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000	32,000
4,000	23,400	26,800	21,000	SES and Marine Rescue	15,000	25,000	67	25,000	28,000	31,000	34,000	37,000	40,000	43,000	46,000	49,000
15,200	31,700	17,300	11,600	Crawford House and Naval Cadets	24,000	22,000	(8)	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
5,100	6,300	10,800	9,000	Naval Museum	9,000	9,000	0	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
0	0	0	98,600	Flood Event	0	0	0	0	0	0	0	0	0	0	0	0
				Debt Servicing												
6,800	5,200	3,600	2,400	Interest on Centre and Museum Loans	1,000	0	(100)	0	60,000	238,000	232,000	225,000	217,000	209,000	201,000	192,000
				Recouped from Business Activities												
0	0	(633,300)	(933,000)	Direct Costs Redistributed to Businesses	(974,000)	(1,171,000)	20	(1,201,000)	(1,232,000)	(1,263,000)	(1,295,000)	(1,328,000)	(1,362,000)	(1,397,000)	(1,432,000)	(1,468,000)
				Non-Cash Expenses												
571,100	575,800	592,700	1,072,200	Depreciation - Administration Building and Depots	725,000	744,000	3	768,000	793,000	818,000	844,000	871,000	899,000	928,000	958,000	989,000
989,400	1,088,100	1,268,000	676,500	Depreciation - Public Halls and Comm Facs	1,573,000	1,624,000	3	1,677,000	1,731,000	1,787,000	1,846,000	1,907,000	1,969,000	2,033,000	2,098,000	2,165,000
384,300	283,800	1,322,100	168,800	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
3,160,500	3,248,500	3,903,000	2,717,500	Total Operating Expenses	2,997,400	3,119,000	4	3,233,000	3,435,000	3,752,000	3,888,000	4,025,000	4,164,000	4,306,000	4,451,000	4,597,000
(3,131,200)	(3,205,700)	(3,859,200)	(2,665,500)	Operating Result - Surplus / (Deficit)	(2,952,400)	(3,072,000)	4	(3,181,000)	(3,378,000)	(3,690,000)	(3,821,000)	(3,953,000)	(4,087,000)	(4,224,000)	(4,364,000)	(4,505,000)
1,560,500	1,663,900	1,860,700	1,748,700	Add Back Depreciation	2,298,000	2,368,000	3	2,445,000	2,524,000	2,605,000	2,690,000	2,778,000	2,868,000	2,961,000	3,056,000	3,154,000
384,300	283,800	1,322,100	168,800	Add Back Loss on Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
(1,186,400)	(1,258,000)	(676,400)	(748,000)	Cash Result - Surplus / (Deficit)	(654,400)	(704,000)	8	(736,000)	(854,000)	(1,085,000)	(1,131,000)	(1,175,000)	(1,219,000)	(1,263,000)	(1,308,000)	(1,351,000)
				Capital Movements												
22,700	22,800	16,900	18,100	Less Loan Principal Repayments	19,000	0	0	27,000	111,000	117,000	124,000	132,000	140,000	148,000	157,000	0
5,154,500	1,946,000	2,211,400	770,800	Less Transfer to Reserves	411,400	0	0	0	0	0	0	0	0	0	0	0
8,719,100	3,364,600	2,097,000	1,243,200	Add Transfer from Reserves	542,000	156,000	1,800,000	3,500,000	0	0	0	0	0	0	0	0
4,796,900	1,501,200	834,000	218,000	Add Capital Income Applied	677,000	2,591,000	4,303,000	6,912,000	423,000	433,000	444,000	456,000	468,000	478,000	490,000	0
8,705,300	2,662,700	1,205,400	1,142,900	Less Capital Expenditure	1,377,600	3,526,000	6,906,000	11,236,000	1,267,000	1,299,000	1,331,000	1,365,000	1,399,000	1,434,000	1,470,000	0
(1,552,900)	(1,023,700)	(1,179,100)	(1,218,600)	Cash Result after Capital Movements	(1,243,400)	(1,483,000)	19	(1,539,000)	(1,705,000)	(2,040,000)	(2,114,000)	(2,186,000)	(2,260,000)	(2,334,000)	(2,412,000)	(2,488,000)

Fleet and Plant

Manager: Craig Brown, Manager Facilities and Services

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

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

OPERATING EXPENSES

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

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

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

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

Capital Movements

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

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

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

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

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

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

FLEET AND PLANT

ACTUAL				DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	%	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				OPERATING REVENUES												
				Fleet Management - Fees and Charges												
3,360,100	4,094,300	4,368,400	4,742,600	Internal Plant Hire Charges	4,550,000	4,664,000	3	4,781,000	4,901,000	5,024,000	5,150,000	5,279,000	5,411,000	5,547,000	5,686,000	5,829,000
286,800	383,200	341,700	378,000	Internal Motor Vehicle Charges	426,000	444,000	4	458,000	472,000	487,000	502,000	517,000	533,000	549,000	565,000	581,000
148,900	156,600	160,400	157,200	Staff Lease Fees	166,000	170,000	2	175,000	180,000	185,000	190,000	195,000	200,000	205,000	211,000	217,000
				Operating Grants and Contributions												
56,700	66,900	63,000	50,700	Diesel Rebate	68,000	65,000	(4)	67,000	69,000	71,000	73,000	75,000	77,000	79,000	81,000	84,000
				Interest On Investments												
0	0	0	0	Interest On Investments	59,000	0	(100)	0	0	0	0	0	0	0	0	0
				Sundry Revenues												
2,300	31,700	48,700	23,900	Scrap Metal Sales	11,000	14,000	27	16,000	18,000	20,000	22,000	24,000	26,000	28,000	30,000	32,000
				Gain on Disposal of Assets												
0	219,500	339,100	648,000	Gain on Disposal	0	0	0	0	0	0	0	0	0	0	0	0
3,854,800	4,952,200	5,321,300	6,000,400	Total Operating Revenues	5,280,000	5,357,000	1	5,497,000	5,640,000	5,787,000	5,937,000	6,090,000	6,247,000	6,408,000	6,573,000	6,743,000
				OPERATING EXPENSES												
				Operating Expenses												
2,448,100	2,557,400	2,472,900	2,575,100	Plant Running Expenses	2,544,300	2,575,000	1	2,636,000	2,703,000	2,769,000	2,837,000	2,908,000	2,980,000	3,054,000	3,130,000	3,207,000
168,400	194,500	160,100	126,100	Workshop Operating Expenses	174,000	176,000	1	181,000	186,000	191,000	196,000	201,000	206,000	211,000	216,000	222,000
365,700	379,500	467,000	492,000	Overheads Charged to Plant	493,700	537,000	9	551,000	565,000	580,000	595,000	610,000	626,000	642,000	659,000	676,000
0	0	0	11,700	Flood Event	0	0	0	0	0	0	0	0	0	0	0	0
				Loss on Disposal of Assets												
84,300	67,600	255,200	28,700	Loss on Disposal	0	0	0	0	0	0	0	0	0	0	0	0
				Non-Cash Expenses												
1,187,900	1,224,400	1,385,200	1,671,100	Depreciation	1,400,000	1,445,000	3	1,491,000	1,538,000	1,587,000	1,637,000	1,689,000	1,743,000	1,798,000	1,855,000	1,914,000
4,254,400	4,423,400	4,740,400	4,904,700	Total Operating Expenses	4,612,000	4,733,000	3	4,859,000	4,992,000	5,127,000	5,265,000	5,408,000	5,555,000	5,705,000	5,860,000	6,019,000
(399,600)	528,800	580,900	1,095,700	Operating Result - Surplus / (Deficit)	668,000	624,000	(7)	638,000	648,000	660,000	672,000	682,000	692,000	703,000	713,000	724,000
0	(219,500)	(339,100)	(648,000)	Less Gain on Disposal	0	0	0	0	0	0	0	0	0	0	0	0
84,300	67,600	255,200	28,700	Add Back Loss on Disposal	0	0	0	0	0	0	0	0	0	0	0	0
1,187,900	1,224,400	1,385,200	1,671,100	Add Back Depreciation	1,400,000	1,445,000	3	1,491,000	1,538,000	1,587,000	1,637,000	1,689,000	1,743,000	1,798,000	1,855,000	1,914,000
872,600	1,601,300	1,882,200	2,147,500	Cash Result - Surplus / (Deficit)	2,068,000	2,069,000	0	2,129,000	2,186,000	2,247,000	2,309,000	2,371,000	2,435,000	2,501,000	2,568,000	2,638,000
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
2,657,000	1,609,800	1,882,200	2,147,500	Less Transfer to Reserves	2,068,000	2,069,000		2,129,000	2,186,000	2,247,000	2,309,000	2,371,000	2,435,000	2,501,000	2,568,000	2,638,000
2,509,800	2,398,800	1,834,200	1,302,400	Add Transfer from Reserves	2,525,000	2,190,000		2,516,000	1,076,000	1,920,000	1,928,000	1,593,000	1,334,000	1,674,000	2,815,000	2,391,000
0	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
725,400	2,390,300	1,834,200	1,302,400	Less Capital Expenditure	2,525,000	2,190,000		2,516,000	1,076,000	1,920,000	1,928,000	1,593,000	1,334,000	1,674,000	2,815,000	2,391,000
0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0

Part C

Capital Expenditure

Introduction

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

This part of the document provides a summary of the capital works Council intends to undertake, acquire, construct or improve. The information provided is as follows:

Expenditure Summary

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

Funding Source

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

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

WATER - CAPITAL EXPENDITURE

Asset Description	Expenditure										Funding Source 2023/24				Funding Source 2024/25				Funding Source 2025/26				Funding Source 2026/27							
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves				
Main Renewals																														
Recurrent		550,000	560,000	570,000	580,000	590,000	600,000	620,000	640,000	660,000				0				550,000				560,000				570,000				
Henderson Lane Main, Lennox Head	250,000										250,000			0				0				0				0				0
Hutley Drive Connection to Pinnacle Row	300,000													300,000				0				0				0				0
North Creek Road - Pressure Zone Extension	60,000													60,000				0				0				0				0
Martin, Burnet, Ross Street, Ballina	500,000													500,000				0				0				0				0
Crane Street (Moon to Kerr)	330,000													330,000				0				0				0				0
Temple Street (Leeson to Mary)	270,000													270,000				0				0				0				0
Alston Avenue	400,000													400,000				0				0				0				0
Norton Street		400,000												0				400,000				0				0				0
														0				0				0				0				0
Water Reservoirs																														
Reservoir - Ross Lane		1,500,000	2,200,000											0	1,500,000			0	2,200,000			0				0				0
Reservoir - Pacific Pines	500,000										500,000			0				0				0				0				0
Reservoir - Pine Avenue	75,000	75,000												75,000				75,000				0				0				0
Reservoirs - Exterior Painting		50,000			50,000			50,000	50,000					0				50,000				0				0				0
Miscellaneous																														
Telemetry	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000				10,000				10,000				10,000				10,000				10,000
Reticulation Valve Replacement	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000				50,000				50,000				50,000				50,000				50,000
Summerhill Estate		100,000												0				100,000				0				0				0
Water Pump and Bore Stations																														
Pumping Stations - Russellton Booster			450,000											0				0	450,000			0				0				0
Trunk Mains																														
Wardell Mains		282,000												0	141,000			141,000				0				0				0
North Ballina Reticulation Mains					720,000									0				0				0				0				0
North Ballina Distribution Mains			2,100,000	2,400,000										0				0	2,100,000			0	2,400,000			0				0
Pine Avenue Distribution Mains						2,600,000								0				0				0				0				0
Ballina Island Distribution Mains				600,000	600,000									0				0				0	480,000			120,000				
Lennox Head Mains				640,000	640,000									0				0				0	512,000			128,000				
CURA B Distribution Main					330,000									0				0				0				0				0
Russellton Reticulation Mains			160,000											0				0				160,000				0				0
West Ballina Bypass Distribution Main		1,000,000	1,000,000	428,000										0	1,000,000			0	1,000,000			0	428,000			0				0
Lennox Palms Distribution and Reticulation			390,000											0				0				390,000				0				0
Tamar Street (Bagot to Canal Road), Ballina	100,000													100,000				0				0				0				0
Bentinck Street (Owen / Kingsford Smith)	10,000	110,000												10,000				110,000				0				0				0
Fox Street (Fox / Martin), Ballina	140,000													140,000				0				0				0				0
Temple Street (Tamar / Tamarind Drive), Ballina				720,000										0				0				0				720,000				0
North Creek Road / Angels Beach Drive	10,000	780,000										10,000		0		780,000		0				0				0				0
Angels Beach Drive to Missingham, Ballina		95,000	800,000											0				95,000		800,000		0				0				0
Basalt Court Gravity Main Augmentation		1,000,000												0	1,000,000			0				0				0				0
Plant and Equipment																														
Vehicle and Plant Replacement	179,000		32,000	103,000	121,000		79,000	96,000	308,000	90,000				179,000				0				32,000				103,000				
Service Connections																														
Water Meter - New	250,000	260,000	270,000	280,000	290,000	300,000	310,000	320,000	330,000	340,000				250,000				260,000				270,000				280,000				
Water Meter - Replacement	75,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000				75,000				80,000				80,000				80,000				
Total Capital Expenditure	3,509,000	6,342,000	8,102,000	5,881,000	3,471,000	3,630,000	1,129,000	1,226,000	1,468,000	1,230,000	0	760,000	0	2,749,000	0	4,421,000	0	1,921,000	0	6,940,000	0	1,162,000	0	3,820,000	0	2,061,000				

WASTEWATER - CAPITAL EXPENDITURE

Asset Description	Expenditure										Funding Source 2023/24				Funding Source 2024/25				Funding Source 2025/26				Funding Source 2026/27					
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves		
Pumping Stations																												
Wet Well Relining	150,000	155,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000				150,000		77,500	77,500		80,000				80,000				80,000	80,000
North Ballina - New Station		500,000	850,000											0	500,000		0		850,000			0					80,000	80,000
Richmond Street Storage				180,000										0			0					0					180,000	180,000
Lindsay Avenue				120,000										0			0					0					120,000	120,000
Pumping Stations - Renewals	500,000	500,000	510,000	520,000	530,000	540,000	550,000	560,000	570,000	580,000				500,000			500,000					510,000				520,000	520,000	
Pumping Stations - Switchboard Renewals	900,000	1,500,000	1,500,000	1,500,000	1,500,000	800,000	500,000	300,000	300,000	300,000				900,000			1,500,000					1,500,000					1,500,000	1,500,000
Treatment Facilities - Minor Works																												
Treatment Plant Ballina	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000				20,000			20,000					20,000					20,000	20,000
Treatment Plant Lennox	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000				20,000			20,000					20,000					20,000	20,000
Treatment Plant Alstonville	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000				10,000			10,000					10,000					10,000	10,000
Treatment Plant Wardell	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000				10,000			10,000					10,000					10,000	10,000
Ballina Treatment Plant Upgrade																												
Ballina - Defect Rectification	6,292,000	850,000												6,292,000		850,000	0					0						0
Ballina - Reverse Osmosis Plant				2,500,000	2,500,000											0	0					0		1,250,000			1,250,000	1,250,000
Ballina - Programed Membrane								1,200,000	1,200,000								0					0					0	0
Ballina - Solar	660,000													660,000			0					0					0	0
Ballina - Roof Replacement		250,000												0			250,000					0					0	0
Lennox Head Treatment Plant Upgrade																												
Lennox - Treatment Master Plan		200,000												0			200,000					0					0	0
Lennox - Membrane Replacement						450,000								0			0					0					0	0
Lennox - Aeration Optimisation		200,000												0			200,000					0					0	0
Lennox - Catch Pond Floor lining	100,000													100,000			0					0					0	0
Lennox - Solar	610,000													610,000			0					0					0	0
Lennox - Chlorination Renewal	200,000													200,000			0					0					0	0
Lennox - Belt Press	200,000													200,000			0					0					0	0
Lennox - Low Lift Pumps		200,000												0			200,000					0					0	0
Lennox - Balance Pond Pumps		150,000												0			150,000					0					0	0
Lennox - Sludge Return	150,000													150,000			0					0					0	0
Lennox - UV rectification		100,000												0			100,000					0					0	0
Alstonville Treatment Plant Upgrade																												
Alstonville - Inlet Works	600,000													600,000			0					0					0	0
Alstonville - Biosolids	200,000	800,000	2,440,000											200,000			800,000					2,440,000					0	0
Alstonville - Aerator Replacement		500,000	500,000											0			500,000					500,000					0	0
Wardell Treatment Plant Upgrade																												
Wardell - Treatment Master Plan		100,000												0			100,000					0					0	0
Wastewater - Capital Expenditure Carried Forward																												

WASTEWATER - CAPITAL EXPENDITURE (cont'd)

Asset Description	Expenditure										Funding Source 2023/24				Funding Source 2024/25				Funding Source 2025/26				Funding Source 2026/27							
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves				
Trunk Mains																														
Rising Main - Swift Street, Ballina		100,000												0				100,000				0				0				0
SP4006 - Gravity Sewer, Alstonville		100,000												0				100,000				0				0				0
GM4104 - Trans Mains, A'ville/W'bar	200,000											200,000		0				0				0				0				0
GMWUEA - Gravity Main, W'bar		200,000												0				200,000				0				0				0
GM2101 - Gravity Main, Ballina			205,000											0				0				205,000				0				0
GM2104 - Gravity Main, Ballina				440,000										0		0		0				0		440,000		0				0
RM-PS6 - Rising Main, CURA B					1,000,000	3,000,000								0				0				0				0				0
Rising Main - Hutley Drive - Decommission														0				0				0				0				0
Rising Main - Skinners Street / Crowley	50,000	500,000												50,000				500,000				0				0				0
Rising Main - Serpentine			150,000											0				0				150,000				0				0
Wastewater Mains - Renewals																														
Main Renewals	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000				100,000				100,000				100,000				100,000				100,000
Rising Main - Seamist Place	520,000	400,000										520,000		0		400,000		0				0				0				0
Relining Works	300,000	300,000	310,000	320,000	330,000	340,000	350,000	360,000	370,000	380,000				300,000				300,000				310,000				320,000				320,000
Plant and Equipment																														
Plant Replacement Program	23,000	67,000	32,000	482,000	303,000	534,000	213,000	28,000	241,000	43,000				23,000				67,000				32,000				482,000				482,000
Other Miscellaneous Works																														
Telemetry	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000				10,000				10,000				10,000				10,000				10,000
Reuse Program																														
Ross Lane - Dual Retic Reservoir		500,000	2,600,000											0		500,000		0		1,300,000		1,300,000				0				0
Recycled Water Meters New	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000				50,000				50,000				50,000				50,000				50,000
Urban Reticulation System	50,000													50,000				0				0				0				0
Distribution Main - Henderson Farm	100,000	100,000												100,000				100,000				0				0				0
Distribution Main - Meadiows Estate			190,000											0				0				190,000				0				0
Distribution Main - Greenfield Grove		160,000	160,000											0				160,000				160,000				0				0
Distribution Main - Lennox Head		350,000												0				350,000				0				0				0
Distribution Main - Fig Tree Hill			480,000											0				0				480,000				0				0
Distribution Main - CURA B				1,000,000	1,400,000									0		0		0				0		1,000,000		0				0
Irrigation - Wollongbar Fields	100,000													100,000				0				0				0				0
Pipeline - West Ballina Supply	20,000													20,000				0				0				0				0
Booster Pump - Kellianne Crescent	100,000													100,000				0				0				0				0
Main Extension - Palm Lake	250,000													250,000				0				0				0				0
Connection - Convoir and Airport	10,000	500,000												10,000				500,000				0				0				0
Main - Ferngrove to Ballina	300,000													300,000				0				0				0				0
Total Capital Expenditure	12,805,000	9,502,000	10,307,000	7,442,000	7,943,000	6,044,000	1,993,000	2,828,000	3,061,000	1,683,000	0	7,012,000	0	5,793,000	0	2,327,500	0	7,174,500	0	2,230,000	0	8,077,000	0	2,770,000	0	4,672,000	0	4,672,000		

Part D

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

Introduction

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

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

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

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

Section 7.11 Contributions

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

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

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

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

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

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

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

DEVELOPER CONTRIBUTIONS - PLAN CLOSING BALANCES

ACTUAL				BUDGET ITEMS	ESTIMATED										
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
1,079,500	1,936,500	3,195,200	2,241,600	Open Space and Community Facilities	2,447,600	1,874,600	1,954,600	42,600	1,044,600	2,096,600	3,206,600	4,374,600	5,604,600	6,898,600	8,260,600
(42,100)	(11,700)	0	0	Wollongbar Urban Expansion Area (WUEA)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1,255,700	1,258,500	1,337,500	1,341,500	Cumalalum Urban Release Area (CURA A)	2,076,500	2,276,500	2,573,500	2,889,500	3,226,500	3,587,500	3,975,500	4,384,500	4,814,500	5,267,500	5,744,500
791,700	797,000	804,500	1,014,000	Car Parking	1,262,000	1,287,000	1,342,000	1,402,000	1,469,000	1,542,000	1,623,000	1,708,000	1,798,000	1,892,000	1,991,000
808,800	854,600	803,900	827,500	Heavy Vehicle	1,043,500	961,500	902,500	943,500	988,500	1,037,500	1,091,500	1,148,500	1,208,500	1,271,500	1,338,500
8,730,700	7,728,900	9,810,400	8,803,700	Road Plan (New)	9,276,100	12,146,100	4,894,100	4,710,100	2,251,100	88,100	3,055,600	4,280,600	3,228,600	8,414,600	13,598,600
1,612,900	1,681,400	771,600	771,600	Road Plan (Old)	771,600	771,600	771,600	771,600	771,600	771,600	771,600	771,600	771,600	771,600	771,600
14,237,200	14,245,200	16,723,100	14,999,900	Total Section 7.11 Funds Held	16,878,300	19,318,300	12,439,300	10,760,300	9,752,300	9,124,300	13,724,800	16,668,800	17,426,800	24,516,800	31,705,800

DEVELOPER CONTRIBUTIONS COLLECTED

ACTUAL				BUDGET ITEMS	ESTIMATED										
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
2,614,900	2,030,300	1,873,200	1,910,000	Open Space and Community Facilities	500,000	900,000	900,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
13,700	84,400	10,200	128,100	Wollongbar Urban Expansion Area (WUEA)	0	0	0	0	0	0	0	0	0	0	0
79,100	1,800	73,100	0	Cumalalum Urban Release Area (CURA A)	700,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
0	0	0	204,500	Car Parking	200,000	0	0	0	0	0	0	0	0	0	0
352,200	362,600	258,200	269,600	Heavy Vehicle	300,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
5,281,900	2,105,100	2,899,300	4,674,300	Road Plan (Current Plan)	3,350,000	3,700,000	4,700,000	5,700,000	6,700,000	7,700,000	9,700,000	9,700,000	9,700,000	9,700,000	9,700,000
27,900	79,100	37,300	0	Road Plan (Old Plan)	0	0	0	0	0	0	0	0	0	0	0
8,369,700	4,663,300	5,151,300	7,186,500	Total Section 7.11 Funds Collected	5,050,000	5,000,000	6,000,000	7,100,000	8,100,000	9,100,000	11,100,000	11,100,000	11,100,000	11,100,000	11,100,000

DEVELOPER CONTRIBUTIONS APPLIED TO PROJECTS IN PLANS

ACTUAL				BUDGET ITEMS	ESTIMATED										
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				Open Spaces and Community Facilities											
				Alstonville Cultural Centre			900,000	3,000,000							
	23,600			Various											
70,900			671,200	Pop Denison Master Plan	76,000	880,000									
				Sharpes Beach Master Plan		300,000									
		40,000		Shaws Bay Coastal Management Plan											
		1,000		Riverview Park, Ballina											
			130,000	Lake Ainsworth Coastal Management Plan		343,000									
46,400				Porter Park											
117,300	23,600	41,000	801,200	Sub Total Open Space and Com Facs	76,000	1,523,000	900,000	3,000,000	0	0	0	0	0	0	0
				Car Parking											
0	0	0	0	Sub Total Car Parking	0	0	0	0	0	0	0	0	0	0	0
110,000	55,000		128,100	Wollongbar Urban Expansion Area											
110,000	55,000	0	128,100	Sub Total WUEA	0	0	0	0	0	0	0	0	0	0	0
				Heavy Vehicles											
130,000	130,000	130,000	130,000	Heavy Vehicles - Teven Bridge Loan	130,000	130,000	130,000	0	0	0	0	0	0	0	0
185,300	192,200	186,000	120,000	Heavy Patching and Reseals	0	170,000	170,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
315,300	322,200	316,000	250,000	Sub Total Heavy Vehicles	130,000	300,000	300,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
				Roads Plan (New)											
				Roundabouts											
1,584,000				Hutley Drive - Land Acquisition											
134,100	2,787,900	42,000		Hutley Drive - Byron Bay Rd (100%)											
		58,100	142,000	Hutley Drive - Middle Connection (100%)	115,000	50,000	0	0	0	0	0	0	0	0	0
				Hutley Drive - Southern Extension (100%)											
82,200	118,400			River St - 4 Lanes - Preliminaries (49.6%)											
	195,700			River St - S1 - Smith Dr / Burns Pt (73.9%)	0	0	0	2,792,000	2,876,000	0	0	0	0	0	0
		533,000	1,537,000	River St - S2 - Burns Pt to Barlows (73.9%)	561,200	0	0	0	0	0	0	0	0	0	0
		50,000	117,000	River St - S3 - Fishery Ck Bridge (49.6%)	175,200	395,000	6,943,000	0	0	0	0	0	0	0	0
		52,700	90,000	River St - S4 - B'wick to Tweed (49.6%)	1,176,000	0	0	0	0	0	0	0	0	0	0
	1,500	77,800	239,000	Tam Dr - Nth Ck Rd/Kerr St-Lanes (98.6%)	147,000	0	0	0	0	2,355,000	2,426,000	0	0	0	0
				Tam Dr - Canal Bridge - 4 Lanes (98.6%)	0	0	0	0	0	1,756,000	1,809,500	0	0	0	0
		135,000		Angels Bch Dve/Sheath St - LIL0 (Land)	0	0	0	0	0	0	0	0	0	0	0
		200,000		North Creek Road and Bridge (100%)	350,000	500,000	300,000	3,000,000	6,382,000	5,809,000	2,500,000	0	0	0	0
				North Creek Road and Bridge (Land)	0	0	0	0	13,000	0	0	0	0	0	0
				Ross Lane Improvements - West (100%)	0	0	0	0	0	0	0	3,362,000	3,463,000	0	0
				Ross Lane Improvements - East (48.5%)	0	0	0	0	0	0	0	3,690,000	3,800,000	0	0
				Ross Lane Improvements - East (Land)	0	0	0	0	0	0	0	67,000	0	0	0
				Tam Dr to Sthn X Dve - Right Ban (100%)	0	0	0	202,000	0	0	0	0	0	0	0
				North Ck Rd/Res Rd/Hutley-Calm (71.6%)	0	0	0	0	0	0	0	1,436,000	1,479,000	0	0
	35,700	71,400	3,093,000	Bang Rd / Angels Bch Dve R'bout (100%)	549,000	0	0	0	0	0	0	0	0	0	0
				Sandy Flat Road (100%)	0	0	0	0	0	0	0	0	0	4,599,000	4,737,000
	22,700		49,000	Nth Ck/Tam Dve/Sth X Dve-Lanes(100%)	0	0	0	0	0	0	0	0	2,123,000	0	0
			129,000	Barlows Road Connection (64.5%)	95,200	65,000	4,967,000	0	0	0	0	0	0	0	0
1,800,300	3,161,900	885,000	5,731,000	Sub Total Roads Plan (New)	3,168,600	1,010,000	12,210,000	5,994,000	9,271,000	9,920,000	6,735,500	8,555,000	10,865,000	4,599,000	4,737,000
				Roads Plan (Old)											
7,600	21,600	963,000	0	Various	0	0	0	0	0	0	0	0	0	0	0
7,600	21,600	963,000	0	Sub Total Roads Plan (Old)	0	0	0	0	0	0	0	0	0	0	0
				Section 7.11 Recouped to Community Infrastructure Reserve											
2,800,000	1,166,700	600,000	2,086,400	Open Spaces and Community Facilities	450,000	0	0	0	0	0	0	0	0	0	0
2,800,000	1,166,700	600,000	2,086,400	Sub Total Recouped	450,000	0	0	0	0	0	0	0	0	0	0
5,150,500	4,751,000	2,805,000	8,996,700	Total Section 7.11 Funds Applied	3,824,600	2,833,000	13,410,000	9,194,000	9,471,000	10,120,000	6,935,500	8,755,000	11,065,000	4,799,000	4,937,000

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Capital Grants and Capital Contributions

The following information provides details on estimated capital grants and contributions. Brief details on the information provided for 2023/24 is as follows.

Airport

Council was successful in obtaining \$5.5m in Federal Government Grant for Runway Strengthening and Improvements.

Depot

The contribution to the Depot upgrade represents contributions from the Water / Wastewater and Waste areas to on-going depot improvements.

Roads and Ancillary Facilities

Various funding for road and transport related projects including State Grant funding for Ross Lane \$3.5m.

The Pearces Creek Bridge Federal and State Grants of \$5.2m have been approved.

Open Spaces and Sports Fields

Council was successful in obtaining \$3,5m for Kingsford Smith Upgrade and \$1.5m for various sports projects.

CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS															
ACTUAL				BUDGET ITEMS	ESTIMATED										
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
		9,100		Open Spaces											
	11,000			Private - Elizabeth Park Contribution											
	6,000			Insurance - Community Gardens											
83,200		37,800	123,900	State - Wardell Shade Structures											
				State - Pop Denison Master Plan	7,000										
				State - Pop Denison Senior Playground	700,000	700,000									
				State - Lennox Village Vision - Lennox Park	490,000	210,000									
				State - Stronger Country Comm Fund Rd 5	100,000										
65,000				State - Sharpes Beach Masterplan RTAF	50,000	1,000,000									
	881,400	219,000	904,000	Rous - Killen Falls Amenities											
		115,000	116,100	Third Party - Council Assets (Non-cash)											
		232,600		Federal - Local Roads and Comm Infra (LCRI)	175,000										
				Federal - Local Roads and Comm Infra (LCRI)	271,900										
				Sports Fields											
71,800	40,800			State - Williams Reserve Lighting											
35,000				State - Saunders Oval Lighting											
27,300	(24,400)			State - Kingsford Smith Retaining Wall											
132,000		268,000		State - Wollongbar Sports Fields											
25,000				State - Fripp Oval											
326,700	663,300			State - Skennars Head Sports Fields											
			62,700	State - Kingsford Smith - Major Upgrade	3,537,200										
				State - Stronger Country Comm Fund Rd 5	50,000	684,000									
				State - Office of Sport - Sport Priority Needs	1,350,000	150,000									
				State - Fitzroy Park Tennis	70,700										
		230,500	80,000	Federal - Local Roads & Comm Infra (LCRI)	105,000										
	85,000			Internal - Wastewater											
50,000				Developer - Noise Attenuation											
	279,400	64,600		Insurance - Shipping Container Amenities											
		268,700	242,200	Third Party - Council Assets (Non-cash)											
				Public and Environmental Health											
11,900		409,000	29,000	State - Shaws Bay CMP											
				State - Lake Ainsworth CMP	98,000	595,000									
				State - Development of Teven Reserve		740,000									
				Strategic Planning											
15,000		143,000		Public Art / Streets as Shared Spaces											
				Gallery											
66,200				State - Ignite Studios											
54,800		85,000		State - Gallery											
				Libraries											
				State - Public Library Infrastructure	89,000										
				Information Systems											
50,000				Contributions to Software											
				Property Management											
			20,900	Private - WUEA - Stage 3											
				Airport											
3,232,400	742,000			State - Terminal / Runway											
			235,400	Federal - Runway Strengthening	3,705,000	1,600,000									
		405,000	2,021,000	Federal - Passenger Screening	273,000										
				State / Federal - Capital Improvements			2,500,000	3,100,000	1,900,000	3,800,000	3,400,000	3,800,000	3,900,000	5,000,000	4,100,000

CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS																
ACTUAL				BUDGET ITEMS		ESTIMATED										
2018/19	2019/20	2020/21	2021/22			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
					Facilities Management											
3,500,000					State - Ballina Indoor Sports Centre	125,000										
140,000	4,200				State - Department of Education											
700,000	1,313,900	519,600			State - Lennox Head Cultural Centre											
					State / Federal - Alstonville Cultural Centre			1,500,000	3,500,000							
				129,700	1,482,100											
				113,500												
120,000	44,200				Third Party - Council Assets (Non-cash)											
					Federal - Local Roads & Comm Infra (LCRI)	85,000										
					Third Party - Council Assets (Non-cash)											
					Depot and Administration Centre											
221,900	147,600	113,900			Internal - Depot											
				35,000	Internal - Depot - Water Contributions	30,000	98,000	101,000	103,000	106,000	108,000	111,000	114,000	117,000	120,000	123,000
				52,000	Internal - Depot - Wastewater Contributions	40,000	130,000	134,000	137,000	141,000	144,000	148,000	152,000	156,000	159,000	163,000
				52,000	Internal - Depot - Waste Contributions	60,000	163,000	168,000	172,000	176,000	181,000	185,000	190,000	195,000	199,000	204,000
					Internal - Depot Master Plan - Water Conts	150,000	1,100,000	700,000								
					Internal - Depot Master Plan - WW Conts	150,000	1,100,000	700,000								
					Internal - Administration Centre											
115,000	35,500				Club - Ballina Surf Club											
				49,500	51,000											
				37,500	28,000											
					Federal - Local Roads and Comm Infra (LCRI)	37,000										
					Asset Management											
				0	2,300											
					State - Country Passenger Transport	19,700										
					Stormwater											
				96,000												
					52,200											
				180,000												
					100,000											
					4,680,800											
					Third Party - Council Assets (Non-cash)											
					Roads and Bridges											
					State - Regional Road Program											
	184,700			369,400	State - Various											
652,100					State - Safer Roads - Cherry St / Fox St											
	10,000	880,200			State - Safer Roads - Ross Lane	813,000	2,227,000									
19,200		75,500	411,800		State - Safer Roads - Tamarind / Tintenbar											
		606,500	(2,600)		State - Safer Roads - Kerr / Bentinck St	848,000	300,000									
		48,900	89,600		State / Federal - Section 7.11 Projects		0	0	0	6,383,000	21,659,000	6,859,500	4,482,000	4,617,000	0	0
	420,300				State - Local Road Haulage Route Funding											
549,900	615,300	189,500	10,900		State - Marine Estate	207,000	109,000									
		266,000	153,700		State - Fixing Local Roads Round 1	265,000										
					State - Fixing Local Roads Round 2	337,000										
					State - Fixing Local Roads Round 3	607,400	0									
					State - Fixing Local Roads Round 4		269,000									
					State - Betterment - Ross Lane		100,000	3,800,000								
				137,000	State - Pearces Creek Bridge	267,000	2,834,000									
				571,800	State - LVV - Ballina Street - Your High Street	424,000										
				10,400	State - Links Avenue, East Ballina	100,000										
				2,505,400	494,600											
					Federal - Airport Boulevard											
					Federal - Lennox Village Vision - Election	650,000	850,000									
957,400					Federal - Department of Infrastructure											
				366,800	628,400											
					Federal - Local Roads and Comm Infra (LCRI)	766,800										
					Federal - Pearces Creek Bridge	0	2,000,000									
136,400	4,500				Private - Contributions											
	5,800,800	2,759,100	5,688,600		Third Party - Council Assets (Non-cash)											

CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS

ACTUAL				BUDGET ITEMS	ESTIMATED										
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
				Ancillary Transport											
	290,400	299,200		State - Coastal Shared Path											
33,100	252,800	464,100	36,900	State - Coastal Walk	46,000										
		115,300		State - Shared Path, Lighthouse Parade											
				99,400 State - Coastal Walk BLER	570,000										
			8,200	State - Lindendale Road Central Median											
				State - Ross Lane Footpath	40,000										
				State - Stronger Country Comms Fund Rd 5		290,000	250,000								
				State - Get Active Fig Tree Hill Path		86,200									
				State - Get Active Cawley Close Main Street		674,500									
253,500	599,600	27,000		Federal - Coastal Shared Path											
	246,000			Federal - Roads to Recovery											
		225,000	200,000	Federal - Local Roads and Comm Infra (LCRI)	36,000	350,000									
				Internal Loan - Wastewater (Street Lighting)	895,000										
				Transport for NSW											
	77,000			State - Supplementary Block Grant											
				Other Water Transport											
29,800				State - Regional Boating Program											
			30,000	State - RBP - Nth Ck Road, Lennox Hd											
				Federal / Insurance - Wardell Wharf		1,460,000									
				Emergency Services											
	207,200	354,300		Rural Fire Service - Equipment (Non-cash)											
		10,300		Rural Fire Service - Lennox Head Shed	330,000	30,000									
				State - SES - Ballina SES Unit Facility		400,000	2,000,000								
11,674,600	12,938,500	12,840,100	19,485,300	Total Capital Grants and Concs	19,014,700	20,249,700	11,853,000	7,012,000	8,706,000	25,892,000	10,703,500	8,738,000	8,985,000	5,478,000	4,590,000

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										
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
					Southern Cross Industrial Estate Sale										
			0		Land Sales	8,203,100	4,800,000	4,800,000							
0	0	0	0	0	Sub Total - Southern Cross	8,203,100	4,800,000	4,800,000	0	0	0	0	0	0	0
					Russellton Industrial Estate Sale										
	327,200				Land Sales			6,000,000	5,300,000	4,600,000					
0	327,200	0	0	0	Sub Total - Russellton	0	0	6,000,000	5,300,000	4,600,000	0	0	0	0	0
					Other										
341,700					Surplus Land - Miscellaneous Sales										
228,500					Wollongbar Urban Expansion Area			4,970,000	4,970,000						
570,200	2,764,000	314,500	0	0	Sub Total - Other Land Sales	0	0	4,970,000	4,970,000	0	0	0	0	0	0
570,200	3,091,200	314,500	0	0	Total Capital Income from Land Sales	8,203,100	4,800,000	15,770,000	10,270,000	4,600,000	0	0	0	0	0

LOAN INCOME

ACTUAL				BUDGET ITEMS	ESTIMATED										
2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	2,400,000		2,000,000	Airport											
				Terminal, Parking, Solar, Boulevard Road											
				Runway - Lengthening / Strengthening	11,500,000										
	3,600,000			Property Development											
				Boeing Avenue	4,000,000	1,524,000									
		1,500,000	2,800,000	Airport Boulevard											
		2,000,000	2,000,000	WUEA Stage 3											
				Russellton Industrial Estate		6,000,000									
				Community Facilities											
				Alstonville Cultural Centre				3,000,000							
				Facilities Management											
				Depot - Administration Building			1,000,000								
	3,000,000			Roads - Town Centre Renewals											
				River Street - Moon to Grant											
				Lennox Head - Village Renewal	3,000,000										
				Street Lighting											
	722,000			Energy Efficiency - Internal Loan											
				Section 7.11 Roads Plan											
				River St - S1 - Smith Dr / Burns Pt (73.9%)	0	0	0	989,000	1,018,500	0	0	0	0	0	0
			1,000,000	River St - S2 - Burns Pt to Barlows (73.9%)	0	0	0	0	0	0	0	0	0	0	0
				River St - S3 - Fishery Ck Bridge (49.6%)	0	605,000	7,057,000	0	0	0	0	0	0	0	0
				River St - S4 - B'wick to Tweed (49.6%)	1,228,000	0	0	0	0	0	0	0	0	0	0
				Barlows Road Connection (64.5%)	0	35,000	2,733,000	0	0	0	0	0	0	0	0
				Resource Recovery											
				Bulk Loadout Area			1,750,000	1,750,000							
				Remediation Landfill					1,500,000						
0	9,722,000	3,500,000	7,800,000	Total Loan Income	19,728,000	8,164,000	12,540,000	5,739,000	2,518,500	0	0	0	0	0	0

Part E
Reserves

Introduction

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

1) *External Legislation*

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

2) *Self-funding Operations*

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

3) *Financial Management*

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

4) *Asset Replacement*

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

5) *Opportunities*

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

Summary

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

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

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

The titles for each reserve are relatively self-explanatory.

RESERVE MOVEMENTS - GENERAL FUND															
Reserve Title	2022/23			2023/24			2024/25			2025/26			2026/27		
	To	From	Net	To	From	Net	To	From	Net	To	From	Net	To	From	Net
Corporate and Community Division															
Governance															
Council Election	75,000	0	75,000	93,000	0	93,000	94,000	358,000	(264,000)	95,000	0	95,000	96,000	0	96,000
Communications and Other Programs															
Donations and Events		35,000	(35,000)			0									
Reconnecting Regional NSW Grant	77,000	64,000	13,000		13,000	(13,000)									
Northern NSW Flood Commemoration Grant	33,000	33,000	0												
Library Services															
Financial Services															
Projects and Revaluations	10,000	60,000	(50,000)		75,000	(75,000)			0			0			0
Local Government Recovery Grant	0	485,000	(485,000)		2,890,000	(2,890,000)									
Bushfire Recovery Grant		58,000	(58,000)		397,000	(397,000)									
Financial Assistance Grant			0			0						0			0
Information Services															
		80,000	(80,000)			0			0			0			0
People and Culture															
		31,000	(31,000)												
Commercial Property															
Community Infrastructure Reserve															
Interest Earned on Reserve	187,000		187,000	85,000		85,000	77,000		77,000	8,000		8,000	3,000		3,000
Financial Services Rates Income	180,000		180,000												
Community Facilities Income	190,000		190,000												
Rental - 89 Tamar Street	739,000	116,000	623,000	761,000	125,000	636,000	780,000	128,000	652,000	800,000	131,000	669,000	820,000	134,000	686,000
Rental - ARC															
Rental - Fawcett Street Café	70,000	28,000	42,000	69,000	28,000	41,000	70,000	28,000	42,000	71,000	28,000	43,000	72,000	28,000	44,000
Sales - Miscellaneous															
Skennars Head Fields															
Lake Ainsworth CMP															
Alstonville Cultural Centre											500,000	(500,000)			
Coastal Walk	100,000		100,000												
Swimming Pools			0												
Lennox Village Renewal		1,121,000	(1,121,000)												
Lennox Village Renewal Ross Park		120,000	(120,000)												
Lennox Head Rural Fire Shed		0	0		983,000	(983,000)									
Lennox Head Cultural Centre															
Ballina SES Building		350,000	(350,000)		0	0		3,600,000	(3,600,000)						
Shaws Bay CMP															
Wollongbar - District Park															
Alstonville Rural Fire Service Access		70,000	(70,000)												
Alstonville Swimming Pool	0		0		205,000	(205,000)									
Ballina Swimming Pool					173,000	(173,000)									
Section 7.11 Recoupments	450,000		450,000	0		0	0		0	0		0	0		0
Loan P & I - Comm Buildings		21,000	(21,000)												
Loan P & I - Ballina Beautification		243,000	(243,000)		243,000	(243,000)		243,000	(243,000)		243,000	(243,000)		243,000	(243,000)
Loan P & I - Lennox Head Beautification		0	0		222,000	(222,000)		222,000	(222,000)		222,000	(222,000)		222,000	(222,000)
Total - Comm Infrastructure	1,916,000	2,069,000	(153,000)	915,000	1,979,000	(1,064,000)	927,000	4,221,000	(3,294,000)	879,000	1,124,000	(245,000)	895,000	627,000	268,000
Property Development Reserve															
Interest Earned on Reserve	91,000		91,000	80,000		80,000	5,000		5,000	258,000		258,000	781,000		781,000
Boeing Avenue - Loan Repayments		3,408,700	(3,408,700)		5,739,000	(5,739,000)		0	0		0	0		0	0
Southern Cross Movements	8,203,100	69,000	8,134,100	4,800,000	74,000	4,726,000	4,800,000	76,000	4,724,000	0	78,000	(78,000)	0	80,000	(80,000)
Russellton Movements	0	46,000	(46,000)	0	51,000	(51,000)		53,000	(53,000)		55,000	(55,000)		57,000	(57,000)
Wollongbar Movements	0	47,000	(47,000)	0	52,000	(52,000)	4,970,000	53,000	4,917,000	4,970,000	43,000	4,927,000	0	45,000	(45,000)
Norfolk Homes Rental	195,000		195,000	180,000		180,000	188,000		188,000	195,000		195,000	201,000		201,000
ARC Rental	281,000	5,000	276,000	290,000	8,000	282,000	297,000	8,000	289,000	304,000	8,000	296,000	312,000	8,000	304,000
North Creek Road - Development															
Shelly Beach Café		55,000	(55,000)												
Airport Boulevard - Loan Repayments		308,000	(308,000)		264,000	(264,000)		3,953,000	(3,953,000)		0	0		0	0
Henderson Farm (Residual) - Concs															
WUEA - Stage 3		4,088,000	(4,088,000)												
WUEA - Stage 3 - Loan Repayments			0												
Boeing Avenue - Lots Two and Three	2,500,000		2,500,000		976,000	(976,000)									
Russellton Industrial Estate - Final Stage			0	6,000,000	6,000,000	0	6,000,000	6,360,000	(360,000)	5,300,000		5,300,000	4,600,000		4,600,000
Southern Cross Estate Rezoning		50,000	(50,000)												
Dividend - General Fund Operations		104,000	(104,000)		113,000	(113,000)		132,000	(132,000)		149,000	(149,000)		164,000	(164,000)
Total - Property Development	11,270,100	8,180,700	3,089,400	11,350,000	13,277,000	(1,927,000)	16,260,000	10,635,000	5,625,000	11,027,000	333,000	10,694,000	5,894,000	354,000	5,540,000
Miscellaneous Commercial Property															
Wigmore Arcade	123,000		123,000	143,000		143,000	163,000		163,000	183,000		183,000	203,000		203,000
Crown Reserves	77,000	77,000	0	83,000	83,000	0	85,000	85,000	0	87,000	87,000	0	89,000	89,000	0
Flat Rock Tent Park															
	132,000	120,000	12,000	73,000	180,000	(107,000)	122,000	70,000	52,000	126,000	70,000	56,000	131,000	70,000	61,000
Airport															
	1,847,000	2,233,800	(386,800)	1,962,000	2,600,000	(638,000)	2,882,000	2,450,000	432,000	3,695,000	3,000,000	695,000	3,892,000	1,900,000	1,992,000
Quarries and Sandpit															
	20,000	175,000	(155,000)	0	29,000	(29,000)	2,000	0	2,000	0	0	0	0	0	0
Facilities Management															
Community Centres															
Alstonville Cultural Centre	307,000	307,300	(300)		76,000	(76,000)		600,000	(600,000)						
Administration Building and Depot		234,500	(234,500)					100,000	(100,000)						
Building Asset Renewal Program	104,400	200	104,200		80,000	(80,000)		200,000	(200,000)						
Swimming Pools															
		41,000	(41,000)												
Fleet and Plant															
	2,068,000	2,525,000	(457,000)	2,069,000	2,190,000	(121,000)	2,129,000	2,516,000	(387,000)	2,186,000	1,076,000	1,110,000	2,247,000	1,920,000	327,000
Total - Corporate and Community	18,059,500	16,809,500	1,250,000	16,688,000	23,869,000	(7,181,000)	22,664,000	21,235,000	1,429,000	18,278,000	5,690,000	12,588,000	13,447,000	4,960,000	8,487,000

RESERVE MOVEMENTS - GENERAL FUND (cont'd)															
Reserve Title	2022/23			2023/24			2024/25			2025/26			2026/27		
	To	From	Net	To	From	Net	To	From	Net	To	From	Net	To	From	Net
Planning and Environmental Health Division															
Development Services															
Dev Services - Resources / Legals		167,000	(167,000)												
Environmental and Public Health															
Healthy Waterways Program		144,500	(144,500)		214,000	(214,000)									
Coastal Management Plans		81,500	(81,500)												
Public Order - Rangers															
		45,000	(45,000)												
Strategic Planning															
Section 7.11 Contributions	5,703,000	3,824,600	1,878,400	5,273,000	2,833,000	2,440,000	6,531,000	13,410,000	(6,879,000)	7,515,000	9,194,000	(1,679,000)	8,463,000	9,471,000	(1,008,000)
Planning Proposals (Restricted)		11,000	(11,000)												
Strategic Planning Projects		237,000	(237,000)		40,000	(40,000)									
Section 7.11 Reviews and Administration	75,000	70,000	5,000	75,000	20,000	55,000	77,000	20,000	57,000	79,000	21,000	58,000	81,000	22,000	59,000
Open Spaces - Parks															
Open Spaces - Renewals	1,697,000	965,100	731,900	600,000	1,697,000	(1,097,000)		600,000	(600,000)						
Open Spaces - EPIQ Comm Infrastructure															
Wollongbar Skate Park															
Open Spaces - Public Amenities															
	166,000	75,000	91,000	160,000	166,000	(6,000)		160,000	(160,000)						
Open Spaces - Vegetation															
	81,000	546,300	(465,300)		146,000	(146,000)		121,000	(121,000)		176,000	(176,000)		20,000	(20,000)
Open Spaces - Sports Fields															
Sports Fields Improvements	1,025,000	130,200	894,800		1,000,000	(1,000,000)									
Wollongbar Sports Fields	200,000		200,000	200,000		200,000	157,000		157,000						
Ballina Hockey Club	12,000	0	12,000	7,000	0	7,000	7,000	0	7,000	7,000	0	7,000	7,000	0	7,000
Open Spaces - Cemeteries															
	188,000	70,000	118,000	124,000	125,000	(1,000)	128,000	0	128,000	132,000	0	132,000	136,000	0	136,000
Community Gallery															
Gallery Projects		7,000	(7,000)												
Public Art Contributions	11,000	0	11,000	12,000	0	12,000	13,000	0	13,000	14,000	0	14,000	15,000	0	15,000
Total - Planning and Env Health	9,158,000	6,374,200	2,783,800	6,451,000	6,241,000	210,000	6,913,000	14,311,000	(7,398,000)	7,747,000	9,391,000	(1,644,000)	8,702,000	9,513,000	(811,000)
Civil Services Division															
Asset Management															
Asset Revaluations	25,000	10,000	15,000	10,000		10,000	10,000		10,000	20,000	0	20,000	20,000		20,000
Surveying Equipment	15,000	0	15,000	10,000	0	10,000	10,000	0	10,000	10,000	60,000	(50,000)	20,000	0	20,000
Stormwater and Env Protection															
Stormwater - Renewal Program	989,000	612,900	376,100		989,000	(989,000)									
Stormwater - Wastewater Dividend	0	0	0	540,000	0	540,000	540,000	540,000	0	540,000	540,000	0	540,000	540,000	0
Floodplain Management Plans		160,000	(160,000)			0			0						
Roads and Bridges															
Road Contingency and Carry Over	2,064,000	5,388,600	(3,324,600)		1,913,000	(1,913,000)	130,000		130,000						
Street Cleaning Program	174,000	170,000	4,000	62,000	109,000	(47,000)	64,000	66,000	(2,000)	66,000	88,000	(22,000)	66,000	72,000	(6,000)
Alstonville Bypass Handover	11,000	0	11,000	30,000	108,000	(78,000)	29,000	111,000	(82,000)	27,000	114,000	(87,000)	24,000	117,000	(93,000)
Ballina Bypass Handover	42,000	0	42,000	110,000	170,000	(60,000)	112,000	175,000	(63,000)	111,000	179,000	(68,000)	108,000	183,000	(75,000)
Tintenbar to Ewingsdale Handover		10,000	(10,000)		114,000	(114,000)		117,000	(117,000)		120,000	(120,000)		123,000	(123,000)
Ancillary Transport Facilities															
Footpaths / Shared Paths / Lighting	215,000	377,000	(162,000)		265,000	(265,000)									
Coastal Shared Path / Walk	100,000	363,000	(263,000)												
Car Park Improvements	100,000	65,000	35,000		50,000	(50,000)									
Ferry Wharves and Jetties															
Boat Ramps and Infrastructure		77,600	(77,600)												
Canal Dredging	55,000	60,000	(5,000)	55,000	20,000	35,000	60,000	20,000	40,000	60,000	20,000	40,000	65,000	245,000	(180,000)
Ferry Slippage															
Transport for NSW															
	157,000	461,100	(304,100)	219,000	219,000	0	219,000	219,000	0	219,000	219,000	0	219,000	219,000	0
Emergency Services															
		170,000	(170,000)												
Resource Recovery (RR - LRM)															
	0	643,700	(643,700)	0	1,163,000	(1,163,000)	110,000	50,000	60,000	252,000	683,000	(431,000)	400,000	824,000	(424,000)
Domestic Waste Management (DWM)															
	735,000	0	735,000	358,000	950,000	(592,000)	389,000	0	389,000	616,000	1,900,000	(1,284,000)	824,000	0	824,000
Total - Civil Services	4,682,000	8,568,900	(3,886,900)	1,394,000	6,070,000	(4,676,000)	1,673,000	1,298,000	375,000	1,921,000	3,923,000	(2,002,000)	2,286,000	2,323,000	(37,000)
Totals	31,899,500	31,752,600	146,900	24,533,000	36,180,000	(11,647,000)	31,250,000	36,844,000	(5,594,000)	27,946,000	19,004,000	8,942,000	24,435,000	16,796,000	7,639,000

RESERVE BALANCES - GENERAL FUND															
Reserve Title	2022/23			2023/24			2024/25			2025/26			2026/27		
	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing
Corporate and Community Division															
Governance															
Council Election	96,500	75,000	171,500	171,500	93,000	264,500	264,500	(264,000)	500	500	95,000	95,500	95,500	96,000	191,500
Insurance	150,700	0	150,700	150,700	0	150,700	150,700	0	150,700	150,700		150,700	150,700		150,700
Communications															
Donations and Events	111,000	(35,000)	76,000	76,000	0	76,000	76,000	0	76,000	76,000	0	76,000	76,000	0	76,000
Reconnecting Regional NSW Grant	0	13,000	13,000	13,000	(13,000)	0	0	0	0	0	0	0	0	0	0
Northern NSW Flood Commemoration Grant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Library Services															
	263,200	0	263,200	263,200	0	263,200	263,200	0	263,200	263,200	0	263,200	263,200	0	263,200
Financial Services															
Financial Assistance Grant	3,873,700	0	3,873,700	3,873,700	0	3,873,700	3,873,700	0	3,873,700	3,873,700	0	3,873,700	3,873,700	0	3,873,700
Local Government Recovery Grant	3,375,000	(485,000)	2,890,000	2,890,000	(2,890,000)	0	0	0	0	0	0	0	0	0	0
Bushfire Recovery Grant	455,000	(58,000)	397,000	397,000	(397,000)	0	0	0	0	0	0	0	0	0	0
Legal / Audit / Revaluations / Other	275,000	(50,000)	225,000	225,000	(75,000)	150,000	150,000	0	150,000	150,000	0	150,000	150,000	0	150,000
Information Services															
	80,000	(80,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
People and Culture															
Leave Entitlements	2,993,700	0	2,993,700	2,993,700	0	2,993,700	2,993,700	0	2,993,700	2,993,700	0	2,993,700	2,993,700	0	2,993,700
Projects	61,000	(31,000)	30,000	30,000		30,000	30,000		30,000	30,000		30,000	30,000		30,000
Commercial Property															
Community Infrastructure	4,861,600	(153,000)	4,708,600	4,708,600	(1,064,000)	3,644,600	3,644,600	(3,294,000)	350,600	350,600	(245,000)	105,600	105,600	268,000	373,600
Property Development	(1,047,900)	3,089,400	2,041,500	2,041,500	(1,927,000)	114,500	114,500	5,625,000	5,739,500	5,739,500	10,694,000	16,433,500	16,433,500	5,540,000	21,973,500
Sub Total - Major Property Res	3,813,700	2,936,400	6,750,100	6,750,100	(2,991,000)	3,759,100	3,759,100	2,331,000	6,090,100	6,090,100	10,449,000	16,539,100	16,539,100	5,808,000	22,347,100
Other Commercial Properties															
Wigmore Arcade	626,100	123,000	749,100	749,100	143,000	892,100	892,100	163,000	1,055,100	1,055,100	183,000	1,238,100	1,238,100	203,000	1,441,100
Crown Properties	77,600	0	77,600	77,600	0	77,600	77,600	0	77,600	77,600	0	77,600	77,600	0	77,600
Flat Rock Tent Park															
	301,800	12,000	313,800	313,800	(107,000)	206,800	206,800	52,000	258,800	258,800	56,000	314,800	314,800	61,000	375,800
Airport															
	1,352,200	(386,800)	965,400	965,400	(638,000)	327,400	327,400	432,000	759,400	759,400	695,000	1,454,400	1,454,400	1,992,000	3,446,400
Quarries															
	688,200	(155,000)	533,200	533,200	(29,000)	504,200	504,200	2,000	506,200	506,200	0	506,200	506,200	0	506,200
Facilities Management															
Alstonville Cultural Centre	676,300	(300)	676,000	676,000	(76,000)	600,000	600,000	(600,000)	0	0	0	0	0	0	0
Administration Centre and Depot Program	373,900	(234,500)	139,400	139,400	0	139,400	139,400	(100,000)	39,400	39,400		39,400	39,400		39,400
Building Asset Renewal Program	296,000	104,200	400,200	400,200	(80,000)	320,200	320,200	(200,000)	120,200	120,200	0	120,200	120,200	0	120,200
Swimming Pools															
	41,000	(41,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
Plant and Fleet															
	1,582,300	(457,000)	1,125,300	1,125,300	(121,000)	1,004,300	1,004,300	(387,000)	617,300	617,300	1,110,000	1,727,300	1,727,300	327,000	2,054,300
Total - Corporate and Community	21,563,900	1,250,000	22,813,900	22,813,900	(7,181,000)	15,632,900	15,632,900	1,429,000	17,061,900	17,061,900	12,588,000	29,649,900	29,649,900	8,487,000	38,136,900
Planning and Environmental Health Division															
Development Services															
Development Services Resources / Legals	347,000	(167,000)	180,000	180,000		180,000	180,000		180,000	180,000		180,000	180,000		180,000
Public and Environmental Health															
Healthy Waterways Program and Projects	1,081,000	(144,500)	936,500	936,500	(214,000)	722,500	722,500	0	722,500	722,500	0	722,500	722,500		722,500
Coastal Management Plans	381,500	(81,500)	300,000	300,000	0	300,000	300,000	0	300,000	300,000		300,000	300,000		300,000
Public Order															
Rangers and Compliance	45,000	(45,000)	0	0		0	0		0	0		0	0		0
Strategic Planning															
Sec. 7.11 Contributions	14,999,900	1,878,400	16,878,300	16,878,300	2,440,000	19,318,300	19,318,300	(6,879,000)	12,439,300	12,439,300	(1,679,000)	10,760,300	10,760,300	(1,008,000)	9,752,300
Strategic Planning Projects	621,700	(237,000)	384,700	384,700	(40,000)	344,700	344,700	0	344,700	344,700	0	344,700	344,700	0	344,700
Planning Proposals	72,000	(11,000)	61,000	61,000		61,000	61,000		61,000	61,000		61,000	61,000		61,000
Sec 7.11 Reviews and Administration	393,700	5,000	398,700	398,700	55,000	453,700	453,700	57,000	510,700	510,700	58,000	568,700	568,700	59,000	627,700
Community Gallery	8,100	(7,000)	1,100	1,100		1,100	1,100		1,100	1,100		1,100	1,100		1,100
Public Art	109,700	11,000	120,700	120,700	12,000	132,700	132,700	13,000	145,700	145,700	14,000	159,700	159,700	15,000	174,700
	0														
(Reserve balances carried forward on following page)															

RESERVE BALANCES - GENERAL FUND (cont'd)

Reserve Title	2022/23			2023/24			2024/25			2025/26			2026/27		
	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing
Open Spaces															
Open Spaces - Renewals	965,100	731,900	1,697,000	1,697,000	(1,097,000)	600,000	600,000	(600,000)	0	0	0	0	0	0	0
Open Spaces - EPIQ Comm Infrastructure	350,000		350,000	350,000		350,000	350,000		350,000	350,000		350,000	350,000		350,000
Vegetation and Bushland	1,247,000	(465,300)	781,700	781,700	(146,000)	635,700	635,700	(121,000)	514,700	514,700	(176,000)	338,700	338,700	(20,000)	318,700
Open Spaces - Buildings															
Amenities Improvement Program	75,000	91,000	166,000	166,000	(6,000)	160,000	160,000	(160,000)	0	0		0	0		0
Open Spaces - Sports Fields															
Sports Fields Improvements	149,200	894,800	1,044,000	1,044,000	(1,000,000)	44,000	44,000		44,000	44,000		44,000	44,000		44,000
Wollongbar Sports Fields	43,000	200,000	243,000	243,000	200,000	443,000	443,000	157,000	600,000	600,000	0	600,000	600,000		600,000
Synthetic Hockey Field	68,100	12,000	80,100	80,100	7,000	87,100	87,100	7,000	94,100	94,100	7,000	101,100	101,100	7,000	108,100
Open Spaces - Cemeteries															
	256,800	118,000	374,800	374,800	(1,000)	373,800	373,800	128,000	501,800	501,800	132,000	633,800	633,800	136,000	769,800
Total - Planning and Env Health	21,213,800	2,783,800	23,997,600	23,997,600	210,000	24,207,600	24,207,600	(7,398,000)	16,809,600	16,809,600	(1,644,000)	15,165,600	15,165,600	(811,000)	14,354,600
Civil Services Division															
Asset Management															
Surveying Equipment	20,000	15,000	35,000	35,000	10,000	45,000	45,000	10,000	55,000	55,000	(50,000)	5,000	5,000	20,000	25,000
Asset Management / Revaluations	50,000	15,000	65,000	65,000	10,000	75,000	75,000	10,000	85,000	85,000	20,000	105,000	105,000	20,000	125,000
Stormwater and Environmental Protection															
Stormwater - Renewal Program	996,200	376,100	1,372,300	1,372,300	(989,000)	383,300	383,300	0	383,300	383,300	0	383,300	383,300	0	383,300
Stormwater - Wastewater Dividend	0	0	0	0	540,000	540,000	540,000	0	540,000	540,000	0	540,000	540,000	0	540,000
Floodplain Management Plans	256,900	(160,000)	96,900	96,900	0	96,900	96,900	0	96,900	96,900	0	96,900	96,900	0	96,900
Roads and Bridges															
Road Contingency and Carry Over	5,474,600	(3,324,600)	2,150,000	2,150,000	(1,913,000)	237,000	237,000	130,000	367,000	367,000	0	367,000	367,000	0	367,000
Street Cleaning	181,000	4,000	185,000	185,000	(47,000)	138,000	138,000	(2,000)	136,000	136,000	(22,000)	114,000	114,000	(6,000)	108,000
Alstonville Bypass Handover	746,700	11,000	757,700	757,700	(78,000)	679,700	679,700	(82,000)	597,700	597,700	(87,000)	510,700	510,700	(93,000)	417,700
Ballina Bypass Handover	1,404,500	42,000	1,446,500	1,446,500	(60,000)	1,386,500	1,386,500	(63,000)	1,323,500	1,323,500	(68,000)	1,255,500	1,255,500	(75,000)	1,180,500
Tintenbar to Ewingsdale Handover	1,382,600	(10,000)	1,372,600	1,372,600	(114,000)	1,258,600	1,258,600	(117,000)	1,141,600	1,141,600	(120,000)	1,021,600	1,021,600	(123,000)	898,600
	9,189,400														
Ancillary Transport Facilities															
Footpaths and Street Lighting	949,500	(425,000)	524,500	524,500	(265,000)	259,500	259,500	0	259,500	259,500	0	259,500	259,500	0	259,500
Car Park Improvements	100,000	35,000	135,000	135,000	(50,000)	85,000	85,000	0	85,000	85,000	0	85,000	85,000	0	85,000
Marine Infrastructure															
Boat Ramps and Ferry	137,600	(77,600)	60,000	60,000		60,000	60,000		60,000	60,000		60,000	60,000		60,000
Canal Dredging	70,000	(5,000)	65,000	65,000	35,000	100,000	100,000	40,000	140,000	140,000	40,000	180,000	180,000	(180,000)	0
Ferry Slippage	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transport for NSW															
	304,100	(304,100)	0	0	0	0	0	0	0	0	0	0	0	0	0
Emergency Services															
	170,000	(170,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
Resource Recovery (Landfill and Resource Management)															
LRM - Operations	2,614,600	(643,700)	1,970,900	1,970,900	(1,163,000)	807,900	807,900	60,000	867,900	867,900	(431,000)	436,900	436,900	(424,000)	12,900
Resource Recovery															
DWM - Operations (Externally Restricted)	1,086,900	735,000	1,821,900	1,821,900	(592,000)	1,229,900	1,229,900	389,000	1,618,900	1,618,900	(1,284,000)	334,900	334,900	824,000	1,158,900
Total - Civil Services	25,134,600	(3,886,900)	12,058,300	12,058,300	(4,676,000)	7,382,300	7,382,300	375,000	7,757,300	7,757,300	(2,002,000)	5,755,300	5,755,300	(37,000)	5,718,300
Total - Increase / (Decrease)	67,912,300	146,900	58,869,800	58,869,800	(11,647,000)	47,222,800	47,222,800	(5,594,000)	41,628,800	41,628,800	8,942,000	50,570,800	50,570,800	7,639,000	58,209,800
Reserve Dissection															
Internally Restricted	51,747,900	(2,466,500)	40,092,000	40,092,000	(13,495,000)	26,597,000	26,597,000	896,000	27,493,000	27,493,000	11,905,000	39,398,000	39,398,000	7,823,000	47,221,000
Externally Restricted	16,164,400	2,613,400	18,777,800	18,777,800	1,848,000	20,625,800	20,625,800	(6,490,000)	14,135,800	14,135,800	(2,963,000)	11,172,800	11,172,800	(184,000)	10,988,800

Part F

General Fund

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

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Part G
Appendices

Appendices

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

Balance Sheets

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

GENERAL FUND BALANCE SHEET (\$'000)

ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
ASSETS																		
Current Assets																		
Cash and Cash Equivalents	1,746	11,989	5,625	12,246	10,034	7,454	13,732	13,732	13,732	13,732	13,732	13,732	13,732	13,732	13,732	13,732	13,732	13,732
Investments	34,946	35,655	40,354	32,926	39,687	50,239	55,456	55,600	43,000	36,500	44,600	51,200	52,200	61,000	68,100	74,700	84,200	97,500
Receivables	6,941	4,892	5,763	7,254	3,502	6,939	6,513	6,650	6,820	7,000	7,180	7,360	7,550	7,740	7,940	8,140	8,350	8,560
Inventories	808	2,420	1,472	2,411	820	2,698	3,578	3,650	3,750	3,850	3,950	4,050	4,160	4,270	4,380	4,490	4,610	4,730
Contract assets	0	0	0	0	1,192	2,462	1,539	1,570	1,610	1,660	1,710	1,760	1,810	1,860	1,910	1,960	2,010	2,070
Other	181	1,630	195	221	502	529	636	650	670	690	710	730	750	770	790	810	840	870
Total Current Assets	44,622	56,586	53,409	55,058	55,737	70,321	81,454	81,852	69,582	63,432	71,882	78,832	80,202	89,372	96,852	103,832	113,742	127,462
Non Current Assets																		
Investments	3,811	5,328	8,444	13,459	10,943	8,345	1,911	1,911	1,911	1,911	1,911	1,911	1,911	1,911	1,911	1,911	1,911	1,911
Receivables	114	71	68	35	(479)	(474)	(378)	(390)	(400)	(410)	(430)	(450)	(470)	(490)	(510)	(530)	(550)	(570)
Inventories	3,015	1,678	2,535	2,623	6,222	5,304	5,286	5,400	5,540	5,680	5,830	5,980	6,130	6,290	6,450	6,620	6,790	6,960
Infrastructure, Property, Plant and Equipment	820,963	854,296	910,535	957,958	980,572	1,004,502	1,110,343	1,147,280	1,187,670	1,226,930	1,246,820	1,262,370	1,295,070	1,307,150	1,319,970	1,334,280	1,342,420	1,346,180
Investment Property	21,977	22,025	22,025	22,705	23,255	25,340	25,580	26,100	26,760	27,430	28,120	28,830	29,560	30,300	31,060	31,840	32,640	33,460
Right of use assets	0	0	0	0	3,089	2,633	2,245	2,290	2,350	2,410	2,480	2,550	2,620	2,690	2,760	2,830	2,910	2,990
Other	0	20	1,159	1,146	1,206	1,145	1,198	1,230	1,270	1,310	1,350	1,390	1,430	1,470	1,510	1,550	1,590	1,630
Total Non-Current Assets	849,880	883,418	944,766	997,926	1,024,808	1,046,795	1,146,185	1,183,821	1,225,101	1,265,261	1,286,081	1,302,581	1,336,251	1,349,321	1,363,151	1,378,501	1,387,711	1,392,561
TOTAL ASSETS	894,502	940,004	998,175	1,052,984	1,080,545	1,117,116	1,227,639	1,265,673	1,294,683	1,328,693	1,357,963	1,381,413	1,416,453	1,438,693	1,460,003	1,482,333	1,501,453	1,520,023
LIABILITIES																		
Current Liabilities																		
Payables	6,978	9,391	8,084	11,141	12,444	14,664	16,191	16,520	16,940	17,370	17,810	18,260	18,720	19,190	19,670	20,170	20,680	21,200
Contract liabilities	0	0	0	0	501	1,368	3,196	3,260	3,350	3,440	3,530	3,620	3,720	3,820	3,920	4,020	4,130	4,240
Lease liabilities	0	0	0	0	464	545	247	260	270	280	290	300	310	320	330	340	350	360
Borrowings	3,696	3,123	3,237	3,100	3,214	3,361	2,976	8,429	12,362	2,327	2,580	2,766	2,799	2,799	2,799	2,799	2,799	2,799
Provisions	6,936	7,448	7,238	7,655	7,591	8,086	8,192	8,400	8,700	9,000	9,300	9,600	9,900	10,200	10,500	10,800	11,100	11,400
Total Current Liabilities	17,610	19,962	18,559	21,896	24,214	28,024	30,802	36,869	41,622	32,417	33,510	34,546	35,449	36,329	37,219	38,129	39,059	39,999
Non Current Liabilities																		
Lease liabilities	0	0	0	0	2,664	2,152	2,066	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900	3,000	3,100	3,200
Borrowings	16,319	19,999	23,985	20,935	26,706	26,845	31,670	36,425	32,414	42,823	46,184	46,149	43,570	40,911	38,129	35,218	32,175	28,992
Provisions	4,466	4,260	4,501	4,079	3,541	8,018	8,642	8,800	9,200	9,600	10,100	10,600	11,200	11,800	12,500	13,200	13,900	14,700
Total Non-Current Liabilities	20,785	24,259	28,486	25,014	32,911	37,015	42,378	47,425	43,914	54,823	58,784	59,349	57,470	55,511	53,529	51,418	49,175	46,892
TOTAL LIABILITIES	38,395	44,221	47,045	46,910	57,125	65,039	73,180	84,294	85,536	87,240	92,294	93,895	92,919	91,840	90,748	89,547	88,234	86,891
Net Assets	856,107	895,783	951,130	1,006,074	1,023,420	1,052,077	1,154,459	1,181,379	1,209,147	1,241,454	1,265,669	1,287,518	1,323,534	1,346,853	1,369,255	1,392,786	1,413,219	1,433,132
EQUITY																		
Retained Earnings	507,454	535,300	569,053	599,194	611,721	640,882	659,093	676,079	691,147	710,454	721,369	729,518	751,534	760,553	768,255	776,686	781,619	785,732
Revaluation Reserves	348,653	360,483	382,077	406,880	411,699	411,195	495,366	505,300	518,000	531,000	544,300	558,000	572,000	586,300	601,000	616,100	631,600	647,400
Council Equity Interest	856,107	895,783	951,130	1,006,074	1,023,420	1,052,077	1,154,459	1,181,379	1,209,147	1,241,454	1,265,669	1,287,518	1,323,534	1,346,853	1,369,255	1,392,786	1,413,219	1,433,132

WATER SUPPLY BALANCE SHEET (\$'000)

ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
ASSETS																		
Current Assets																		
Cash and Investments	9,625	14,303	14,820	15,866	16,794	17,918	18,170	16,910	14,700	14,000	14,080	14,840	15,620	16,910	18,260	19,460	21,330	21,330
Receivables	2,043	2,130	2,170	2,262	2,538	2,531	2,417	2,470	2,540	2,610	2,680	2,750	2,820	2,900	2,980	3,060	3,140	3,220
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	118	111	148	170	72	49	56	60	70	80	90	100	110	120	130	140	150	160
Total Current Assets	11,786	16,544	17,138	18,298	19,404	20,498	20,643	19,440	17,310	16,690	16,850	17,690	18,550	19,930	21,370	22,660	24,620	24,710
Non Current Assets																		
Investments	952	1,589	2,823	5,011	3,712	2,975	2,958	2,958	2,958	2,958	2,958	2,958	2,958	2,958	2,958	2,958	2,958	2,958
Receivables	108	112	90	94	688	619	535	550	570	590	610	630	650	670	690	710	730	750
Inventories	11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant and Equipment	71,157	76,782	80,935	83,717	86,483	88,036	80,971	82,400	84,100	88,600	94,800	98,700	100,100	101,600	100,500	99,500	98,600	96,200
Investment Property				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	8	5	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	72,228	78,483	83,848	88,830	90,888	91,630	84,464	85,908	87,628	92,148	98,368	102,288	103,708	105,228	104,148	103,168	102,288	99,908
TOTAL ASSETS	84,014	95,027	100,986	107,128	110,292	112,128	105,107	105,348	104,938	108,838	115,218	119,978	122,258	125,158	125,518	125,828	126,908	124,618
LIABILITIES																		
Current Liabilities																		
Payables	0	18	21	24	42	48	53	60	70	80	90	100	110	120	130	140	150	160
Contract Liabilities	0	0	0	0	0	0	174	180	190	200	210	220	230	240	250	260	270	280
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	133	120	143	207	216	218	230	240	250	260	270	280	290	300	310	320	330	340
Total Current Liabilities	133	138	164	231	258	266	457	480	510	540	570	600	630	660	690	720	750	780
Non Current Liabilities																		
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	14	13	6	9	10	24	11	20	30	40	50	60	70	80	90	100	110	120
Total Non-Current Liabilities	14	13	6	9	10	24	11	20	30	40	50	60	70	80	90	100	110	120
TOTAL LIABILITIES	147	151	170	240	268	290	468	500	540	580	620	660	700	740	780	820	860	900
Net Assets	83,867	94,876	100,816	106,888	110,024	111,838	104,639	104,848	104,398	108,258	114,598	119,318	121,558	124,418	124,738	125,008	126,048	123,718
EQUITY																		
Retained Earnings	40,469	42,124	46,545	50,712	53,085	54,229	54,722	53,848	52,098	54,558	59,498	62,818	63,558	64,918	63,738	62,408	61,848	57,818
Revaluation Reserves	43,398	52,752	54,271	56,176	56,939	57,609	49,917	51,000	52,300	53,700	55,100	56,500	58,000	59,500	61,000	62,600	64,200	65,900
Council Equity Interest	83,867	94,876	100,816	106,888	110,024	111,838	104,639	104,848	104,398	108,258	114,598	119,318	121,558	124,418	124,738	125,008	126,048	123,718

WASTEWATER BALANCE SHEET (\$'000)																		
ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
ASSETS																		
Current Assets																		
Cash and Investments	13,588	9,938	7,333	7,716	10,157	16,143	21,074	19,940	20,280	19,810	19,290	22,310	25,050	27,340	33,870	40,320	46,790	56,770
Receivables	1,305	1,288	1,286	1,270	1,536	1,494	1,435	1,470	1,510	1,550	1,590	1,630	1,680	1,730	1,780	1,830	1,880	1,930
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	79	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	14,893	11,226	8,619	8,986	11,693	17,637	22,588	21,410	21,790	21,360	20,880	23,940	26,730	29,070	35,650	42,150	48,670	58,700
Non Current Assets																		
Investments	1,344	1,105	1,397	2,437	2,245	2,680	3,431	3,431	3,431	3,431	3,431	3,431	3,431	3,431	3,431	3,431	3,431	3,431
Receivables	139	127	79	76	81	79	75	80	90	100	110	120	130	140	150	160	170	180
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant and Equipment	198,622	209,652	222,700	236,385	237,186	242,455	261,782	261,800	270,200	275,000	280,400	282,800	285,600	286,300	282,800	279,900	277,100	271,000
Investment Property	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	200,105	210,884	224,176	238,898	239,512	245,214	265,288	265,311	273,721	278,531	283,941	286,351	289,161	289,871	286,381	283,491	280,701	274,611
TOTAL ASSETS	214,998	222,110	232,795	247,884	251,205	262,851	287,876	286,721	295,511	299,891	304,821	310,291	315,891	318,941	322,031	325,641	329,371	333,311
LIABILITIES																		
Current Liabilities																		
Payables	125	140	142	140	170	142	159	170	180	190	200	210	220	230	240	250	260	270
Contract Liabilities	0	0	0	0	0	0	332	340	350	360	370	380	390	400	410	430	450	470
Borrowings	2,958	3,096	3,387	3,536	2,716	2,920	3,114	3,115	3,939	3,939	3,966	3,998	4,029	4,060	4,092	4,123	4,155	0
Provisions	482	523	591	627	661	689	711	730	750	770	790	810	840	870	900	930	960	990
Total Current Liabilities	3,565	3,759	4,120	4,303	3,547	3,751	4,316	4,355	5,219	5,259	5,326	5,398	5,479	5,560	5,642	5,733	5,825	1,730
Non Current Liabilities																		
Borrowings	58,925	56,079	52,885	49,483	46,836	43,917	40,802	37,687	33,748	29,809	25,843	21,845	17,816	13,756	9,664	5,541	1,386	0
Provisions	45	46	26	25	29	77	32	100	200	300	400	500	600	700	800	900	1,000	1,100
Total Non-Current Liabilities	58,970	56,125	52,911	49,508	46,865	43,994	40,834	37,787	33,948	30,109	26,243	22,345	18,416	14,456	10,464	6,441	2,386	1,100
TOTAL LIABILITIES	62,535	59,884	57,031	53,811	50,412	47,745	45,150	42,142	39,167	35,368	31,569	27,743	23,895	20,016	16,106	12,174	8,211	2,830
Net Assets	152,463	162,226	175,764	194,073	200,793	215,106	242,726	244,579	256,344	264,523	273,252	282,548	291,996	298,925	305,925	313,467	321,160	330,481
EQUITY																		
Retained Earnings	98,161	98,522	107,831	115,511	120,119	132,476	141,267	141,079	150,244	155,723	161,652	168,148	174,696	178,625	182,525	186,967	191,460	197,481
Revaluation Reserves	54,302	63,704	67,933	78,562	80,674	82,630	101,459	103,500	106,100	108,800	111,600	114,400	117,300	120,300	123,400	126,500	129,700	133,000
Council Equity Interest	152,463	162,226	175,764	194,073	200,793	215,106	242,726	244,579	256,344	264,523	273,252	282,548	291,996	298,925	305,925	313,467	321,160	330,481

CONSOLIDATED BALANCE SHEET (\$'000)

ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
ASSETS																		
Current Assets																		
Cash and Cash Equivalents	0	11,989	5,625	12,246	10,034	7,454	13,732	13,732	13,732	13,732	13,732	13,732	13,732	13,732	13,732	13,732	13,732	13,732
Investments	59,905	59,896	62,507	56,508	66,638	84,300	94,700	92,450	77,980	70,310	77,970	88,350	92,870	105,250	120,230	134,480	152,320	175,600
Receivables	10,289	8,310	9,219	10,786	7,576	10,964	10,365	10,590	10,870	11,160	11,450	11,740	12,050	12,370	12,700	13,030	13,370	13,710
Inventories	808	2,420	1,472	2,411	820	2,698	3,578	3,650	3,750	3,850	3,950	4,050	4,160	4,270	4,380	4,490	4,610	4,730
Contract assets	0	0	0	0	1,192	2,462	1,539	1,570	1,610	1,660	1,710	1,760	1,810	1,860	1,910	1,960	2,010	2,070
Other	299	1,741	343	391	574	578	771	710	740	770	800	830	860	890	920	950	990	1,030
Total Current Assets	71,301	84,356	79,166	82,342	86,834	108,456	124,685	122,702	108,682	101,482	109,612	120,462	125,482	138,372	153,872	168,642	187,032	210,872
Non Current Assets																		
Investments	6,107	8,022	12,664	20,907	16,900	14,000	8,300	8,300	8,300	8,300	8,300	8,300	8,300	8,300	8,300	8,300	8,300	8,300
Receivables	361	310	237	205	290	224	232	240	260	280	290	300	310	320	330	340	350	360
Inventories	3,026	1,678	2,535	2,623	6,222	5,304	5,286	5,400	5,540	5,680	5,830	5,980	6,130	6,290	6,450	6,620	6,790	6,960
Infrastructure, Property, Plant and Equipment	1,090,742	1,140,730	1,214,170	1,278,060	1,304,241	1,334,993	1,453,096	1,491,480	1,541,970	1,590,530	1,622,020	1,643,870	1,680,770	1,695,050	1,703,270	1,713,680	1,718,120	1,713,380
Investment Property	21,977	22,025	22,025	22,705	23,260	25,340	25,580	26,100	26,760	27,430	28,120	28,830	29,560	30,300	31,060	31,840	32,640	33,460
Right of use assets	0	0	0	0	3,089	2,633	2,245	2,290	2,350	2,410	2,480	2,550	2,620	2,690	2,760	2,830	2,910	2,990
Other	0	0	0	0	1,206	1,145	1,198	1,230	1,270	1,310	1,350	1,390	1,430	1,470	1,510	1,550	1,590	1,630
Total Non-Current Assets	1,122,213	1,172,785	1,252,790	1,325,654	1,355,208	1,383,639	1,495,937	1,535,040	1,586,450	1,635,940	1,668,390	1,691,220	1,729,120	1,744,420	1,753,680	1,765,160	1,770,700	1,767,080
TOTAL ASSETS	1,193,514	1,257,141	1,331,956	1,407,996	1,442,042	1,492,095	1,620,622	1,657,742	1,695,132	1,737,422	1,778,002	1,811,682	1,854,602	1,882,792	1,907,552	1,933,802	1,957,732	1,977,952
LIABILITIES																		
Current Liabilities																		
Payables	7,103	9,549	8,247	11,305	12,656	14,854	16,403	16,750	17,190	17,640	18,100	18,570	19,050	19,540	20,040	20,560	21,090	21,630
Contract liabilities	0	0	0	0	501	1,368	3,702	3,780	3,890	4,000	4,110	4,220	4,340	4,460	4,580	4,710	4,850	4,990
Lease liabilities	0	0	0	0	464	545	247	260	270	280	290	300	310	320	330	340	350	360
Borrowings	6,654	6,219	6,624	6,636	5,930	6,281	6,090	11,544	16,301	6,266	6,546	6,764	6,828	6,859	6,891	6,922	6,954	2,072
Provisions	7,551	8,091	7,972	8,489	8,468	8,993	9,133	9,370	9,700	10,030	10,360	10,690	11,030	11,370	11,710	12,050	12,390	12,730
Total Current Liabilities	21,308	23,859	22,843	26,430	28,019	32,041	35,575	41,704	47,351	38,216	39,406	40,544	41,558	42,549	43,551	44,582	45,634	41,782
Non Current Liabilities																		
Lease liabilities	0	0	0	0	2,664	2,152	2,066	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900	3,000	3,100	3,200
Borrowings	75,244	76,078	76,870	70,418	73,542	70,762	72,472	74,112	66,162	72,632	72,027	67,994	61,386	54,667	47,793	40,759	33,561	28,819
Provisions	4,525	4,319	4,533	4,113	3,580	8,119	8,685	8,920	9,430	9,940	10,550	11,160	11,870	12,580	13,390	14,200	15,010	15,920
Total Non-Current Liabilities	79,769	80,397	81,403	74,531	79,786	81,033	83,223	85,232	77,892	84,972	85,077	81,754	75,956	70,047	64,083	57,959	51,671	47,939
TOTAL LIABILITIES	101,077	104,256	104,246	100,961	107,805	113,074	118,798	126,936	125,243	123,188	124,483	122,298	117,514	112,596	107,634	102,541	97,305	89,721
Net Assets	1,092,437	1,152,885	1,227,710	1,307,035	1,334,237	1,379,021	1,501,824	1,530,806	1,569,889	1,614,235	1,653,519	1,689,384	1,737,088	1,770,196	1,799,918	1,831,261	1,860,427	1,888,231
EQUITY																		
Retained Earnings	646,084	675,946	723,429	765,417	784,925	827,587	855,082	871,006	893,489	920,735	942,519	960,484	989,788	1,004,096	1,014,518	1,026,061	1,034,927	1,041,931
Revaluation Reserves	446,353	476,939	504,281	541,618	549,312	551,434	646,742	659,800	676,400	693,500	711,000	728,900	747,300	766,100	785,400	805,200	825,500	846,300
Council Equity Interest	1,092,437	1,152,885	1,227,710	1,307,035	1,334,237	1,379,021	1,501,824	1,530,806	1,569,889	1,614,235	1,653,519	1,689,384	1,737,088	1,770,196	1,799,918	1,831,261	1,860,427	1,888,231