

long term financial plan (LTFP) budget

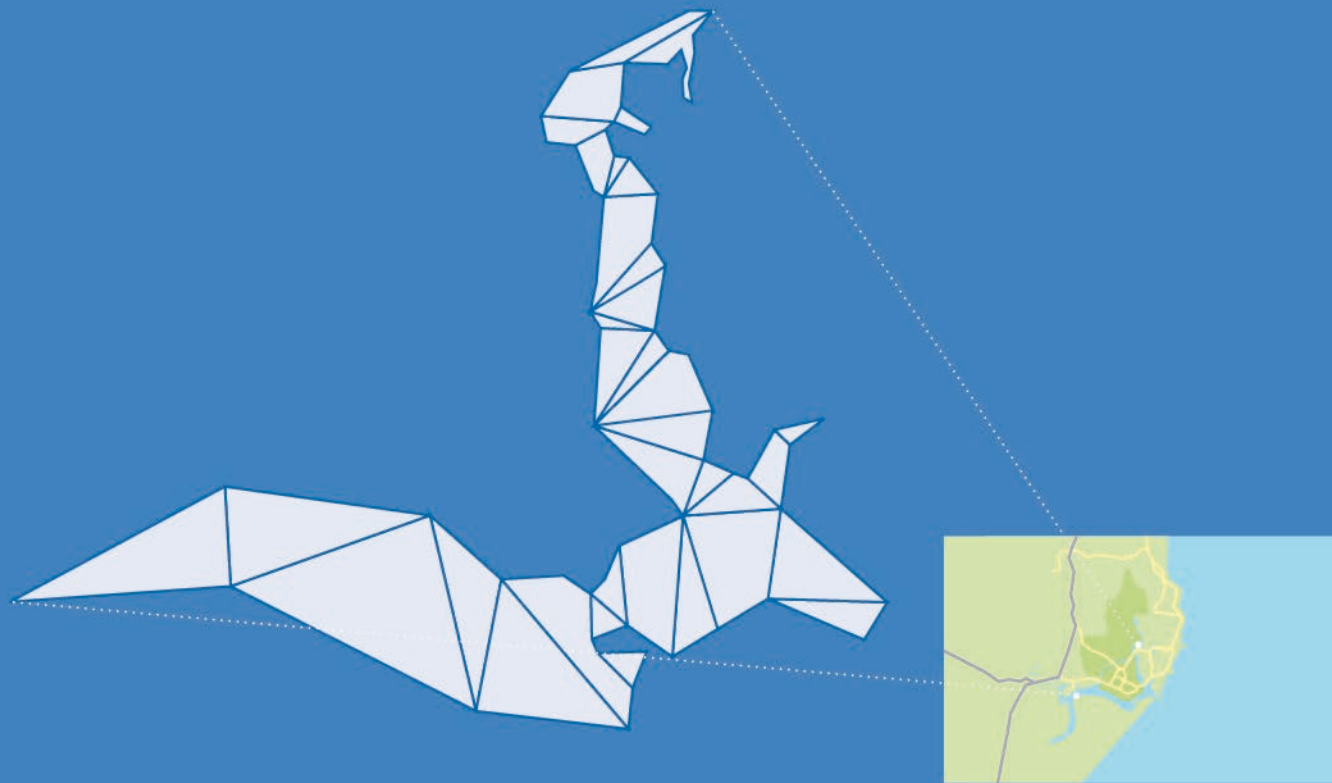
2021/22 - 2030/31

ADOPTED 24 JUNE 2021



ballina
shire council

our community our future



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

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Table of Contents

Part A

| | |
|--|----------|
| Introduction | 7 |
| Overview | 1 |
| General Fund – Cash Forecast and Long Term Financial Plan | 7 |
| Water Operations – Cash Forecast and Long Term Financial Plan | 9 |
| Wastewater Operations – Cash Forecast and Long Term Financial Plan | 11 |

Part B

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

| | |
|--|------------|
| Swimming Pools | 79 |
| Tourism | 81 |
| Facilities Management | 83 |
| Fleet and Plant | 85 |
| Part C | |
| Capital Expenditure | 88 |
| Introduction | 89 |
| Part D | |
| Section 7.11 Contributions and Other Capital Income | 96 |
| Introduction | 97 |
| Section 7.11 Contributions | 97 |
| Capital Grants and Capital Contributions | 100 |
| Asset Sales and Loan Income | 105 |
| Part E | |
| Reserves | 108 |
| Introduction | 109 |
| Part F | |
| General Fund | 114 |
| Loan Principal and Interest Repayment Schedule | 114 |
| Part G | |
| Appendices | 118 |
| Appendices | 119 |
| Balance Sheets | 119 |

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

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

| ACTUAL | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
|-------------------|-------------------|---|--------------------|--------------------|-------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | OPERATING RESULTS | | | | | | | | | | | | |
| | | Operating Activities | | | | | | | | | | | | |
| 30,099,800 | 32,092,800 | Rates and Annual Charges | 33,508,200 | 34,367,000 | 3 | 35,292,700 | 36,240,500 | 37,229,300 | 38,241,100 | 39,277,900 | 40,338,600 | 41,424,200 | 42,553,800 | 43,710,500 |
| 16,258,800 | 16,424,400 | User Charges and Fees | 18,643,700 | 20,347,000 | 9 | 20,305,900 | 20,718,300 | 21,142,300 | 21,575,200 | 22,015,800 | 22,465,400 | 22,923,500 | 23,392,000 | 23,868,900 |
| 1,769,300 | 1,324,000 | Interest and Investment Revenues | 590,600 | 627,500 | 6 | 595,100 | 755,800 | 788,600 | 879,000 | 866,900 | 982,800 | 1,064,200 | 1,165,200 | 1,236,400 |
| 9,836,900 | 11,475,200 | Other Revenues | 12,056,300 | 11,516,100 | (4) | 11,424,700 | 11,527,100 | 11,754,400 | 11,994,500 | 12,237,200 | 12,605,000 | 12,736,400 | 12,996,300 | 13,260,800 |
| 8,775,700 | 9,603,500 | Grants and Contributions for Operating Purposes | 9,228,200 | 8,467,800 | (8) | 8,392,700 | 8,529,700 | 8,606,500 | 8,700,700 | 8,869,800 | 9,050,600 | 9,226,600 | 9,451,300 | 9,636,100 |
| 21,103,500 | 17,601,800 | Grants and Contributions for Capital Purposes | 20,086,600 | 23,189,700 | 15 | 29,823,500 | 13,543,300 | 14,830,500 | 14,265,700 | 24,323,900 | 30,889,800 | 28,268,800 | 24,055,500 | 20,103,600 |
| | | Other Income: | | | | | | | | | | | | |
| 680,000 | 550,000 | Fair Value Increment on Investment Properties | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | Net Gain from Disposal of Assets | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 88,524,000 | 89,071,700 | Total Income from Continuing Operations | 94,113,600 | 98,515,100 | 5 | 105,834,600 | 91,314,700 | 94,351,600 | 95,656,200 | 107,591,500 | 116,332,200 | 115,643,700 | 113,614,100 | 111,816,300 |
| | | Operating Expenses | | | | | | | | | | | | |
| 18,623,000 | 19,939,000 | Employee Benefits and On-costs | 20,736,000 | 21,565,000 | 4 | 21,996,000 | 22,437,000 | 22,886,000 | 23,344,000 | 23,812,000 | 24,288,000 | 24,774,000 | 25,269,000 | 25,774,000 |
| 1,286,000 | 1,145,400 | Borrowing Costs | 1,208,000 | 1,025,900 | (15) | 1,033,900 | 1,335,700 | 1,152,700 | 1,025,700 | 963,800 | 898,300 | 832,000 | 766,000 | 699,000 |
| 23,106,000 | 16,706,300 | Materials and Contracts | 32,868,900 | 31,356,900 | (5) | 30,556,200 | 31,462,100 | 31,852,800 | 32,779,900 | 33,093,200 | 34,100,800 | 34,669,100 | 35,448,800 | 36,475,400 |
| 13,750,100 | 16,909,500 | Depreciation and Amortisation | 16,507,200 | 16,765,000 | 2 | 16,987,000 | 17,330,300 | 17,681,800 | 18,039,200 | 18,403,200 | 18,776,100 | 19,156,000 | 19,541,900 | 19,936,700 |
| 5,260,300 | 5,286,400 | Other Expenses | 5,411,200 | 6,020,400 | 11 | 5,808,300 | 5,941,300 | 6,402,400 | 6,199,900 | 6,332,300 | 6,466,700 | 6,959,500 | 6,741,100 | 6,881,600 |
| 1,203,200 | 5,557,700 | Net Loss from Disposal of Assets | 2,670,000 | 1,800,000 | (33) | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 |
| 63,228,600 | 65,544,300 | Total Expenses from Continuing Operations | 79,401,300 | 78,533,200 | (1) | 78,181,400 | 80,306,400 | 81,775,700 | 83,188,700 | 84,404,500 | 86,329,900 | 88,190,600 | 89,566,800 | 91,566,700 |
| 25,295,400 | 23,527,400 | Net Operating Result for the Year | 14,712,300 | 19,981,900 | 36 | 27,653,200 | 11,008,300 | 12,575,900 | 12,467,500 | 23,187,000 | 30,002,300 | 27,453,100 | 24,047,300 | 20,249,600 |
| 4,191,900 | 5,925,600 | Net Operating Result Before Capital Income | (5,374,300) | (3,207,800) | (40) | (2,170,300) | (2,535,000) | (2,254,600) | (1,798,200) | (1,136,900) | (887,500) | (815,700) | (8,200) | 146,000 |

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

| ACTUAL | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
|-------------------|-------------------|---|-------------------|-------------------|--------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | OPERATING RESULTS | | | | | | | | | | | | |
| | | Operating Activities | | | | | | | | | | | | |
| 3,621,300 | 3,808,800 | Annual Charges | 3,959,700 | 4,126,000 | 4 | 4,298,700 | 4,477,300 | 4,661,900 | 4,833,500 | 4,959,100 | 5,088,700 | 5,221,300 | 5,357,900 | 5,496,400 |
| 8,559,400 | 8,617,600 | User Charges and Fees | 8,578,000 | 9,164,000 | 7 | 9,472,500 | 9,792,400 | 10,123,600 | 10,466,100 | 10,723,900 | 10,988,100 | 11,258,600 | 11,535,500 | 11,819,700 |
| 564,100 | 421,400 | Interest and Investment Revenues | 235,500 | 176,300 | (25) | 167,100 | 140,900 | 118,300 | 46,700 | 34,800 | 68,700 | 107,500 | 162,800 | 230,000 |
| 258,500 | 225,600 | Other Revenues | 247,000 | 252,000 | 2 | 257,100 | 262,300 | 267,600 | 273,000 | 278,500 | 284,200 | 290,000 | 295,900 | 301,900 |
| 459,400 | 310,700 | Grants and Contributions for Operating Purposes | 239,700 | 237,900 | (1) | 239,300 | 240,400 | 241,600 | 242,800 | 244,000 | 245,200 | 156,500 | 157,600 | 158,900 |
| 2,114,000 | 1,363,000 | Grants and Contributions for Capital Purposes | 1,558,200 | 1,870,000 | 20 | 1,870,000 | 1,870,000 | 1,870,000 | 1,870,000 | 1,870,000 | 1,870,000 | 1,870,000 | 1,870,000 | 1,870,000 |
| | | Other Income: | | | | | | | | | | | | |
| 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 | Total Income from Continuing Operations | 14,818,100 | 15,826,200 | 7 | 16,304,700 | 16,783,300 | 17,283,000 | 17,732,100 | 18,110,300 | 18,544,900 | 18,903,900 | 19,379,700 | 19,876,900 |
| | | Operating Expenses | | | | | | | | | | | | |
| 2,218,000 | 2,367,000 | Employee Benefits and On-costs | 2,462,000 | 2,560,000 | 4 | 2,611,000 | 2,663,000 | 2,716,000 | 2,770,000 | 2,825,000 | 2,882,000 | 2,940,000 | 2,999,000 | 3,059,000 |
| 0 | 0 | Borrowing Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7,168,000 | 7,749,900 | Materials and Contracts | 8,103,800 | 8,624,000 | 6 | 9,614,179 | 9,563,700 | 10,000,800 | 10,510,800 | 10,652,200 | 10,873,900 | 11,113,700 | 11,337,400 | 11,567,300 |
| 1,500,600 | 1,606,800 | Depreciation and Amortisation | 1,570,000 | 1,700,000 | 8 | 1,734,000 | 1,768,700 | 1,804,100 | 1,840,200 | 1,877,100 | 1,914,700 | 1,953,000 | 1,992,100 | 2,032,000 |
| 523,400 | 606,500 | Other Expenses | 634,600 | 655,000 | 3 | 121 | 563,700 | 580,900 | 593,000 | 651,500 | 639,100 | 633,100 | 647,200 | 660,600 |
| 0 | 0 | Net Loss from Disposal of Assets | 700,000 | 120,000 | (83) | 123,000 | 126,000 | 129,000 | 132,000 | 135,000 | 138,000 | 141,000 | 144,000 | 147,000 |
| 11,410,000 | 12,330,200 | Total Expenses from Continuing Operations | 13,470,400 | 13,659,000 | 1 | 14,082,300 | 14,685,100 | 15,230,800 | 15,846,000 | 16,140,800 | 16,447,700 | 16,780,800 | 17,119,700 | 17,465,900 |
| 4,166,700 | 2,416,900 | Net Operating Result for the Year | 1,347,700 | 2,167,200 | 61 | 2,222,400 | 2,098,200 | 2,052,200 | 1,886,100 | 1,969,500 | 2,097,200 | 2,123,100 | 2,260,000 | 2,411,000 |
| 2,052,700 | 1,053,900 | Net Operating Result Before Capital Income | (210,500) | 297,200 | (241) | 352,400 | 228,200 | 182,200 | 16,100 | 99,500 | 227,200 | 253,100 | 390,000 | 541,000 |

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

| ACTUAL | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
|-------------------|-------------------|---|-------------------|-------------------|----------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | OPERATING RESULTS | | | | | | | | | | | | |
| | | Operating Activities | | | | | | | | | | | | |
| 16,908,000 | 17,800,600 | Annual Charges | 18,570,000 | 18,755,000 | 1 | 18,942,000 | 19,130,000 | 19,320,000 | 19,512,000 | 19,904,000 | 20,304,000 | 20,713,000 | 21,130,000 | 21,555,000 |
| 1,947,800 | 1,776,400 | User Charges and Fees | 1,841,000 | 1,861,000 | 1 | 1,882,000 | 1,907,500 | 1,933,500 | 1,959,800 | 1,999,300 | 2,040,000 | 2,081,000 | 2,123,200 | 2,165,700 |
| 278,800 | 201,100 | Interest and Investment Revenues | 148,000 | 72,000 | (51) | 87,000 | 79,700 | 80,100 | 51,500 | 92,400 | 169,300 | 268,500 | 381,400 | 522,700 |
| 366,900 | 407,100 | Other Revenues | 422,000 | 471,000 | 12 | 482,000 | 491,800 | 501,900 | 512,200 | 522,700 | 533,300 | 544,100 | 555,300 | 566,600 |
| 158,600 | 249,800 | Grants and Contributions for Operating Purposes | 160,000 | 149,000 | (7) | 151,000 | 153,000 | 155,000 | 156,000 | 158,000 | 160,000 | 162,000 | 164,000 | 165,000 |
| 5,549,000 | 2,895,000 | Grants and Contributions for Capital Purposes | 2,280,000 | 2,560,000 | 12 | 2,560,000 | 2,560,000 | 2,560,000 | 2,560,000 | 2,560,000 | 2,560,000 | 2,560,000 | 2,560,000 | 2,560,000 |
| | | Other Income: | | | | | | | | | | | | |
| 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 | Total Income from Continuing Operations | 23,421,000 | 23,868,000 | 2 | 24,104,000 | 24,322,000 | 24,550,500 | 24,751,500 | 25,236,400 | 25,766,600 | 26,328,600 | 26,913,900 | 27,535,000 |
| | | Operating Expenses | | | | | | | | | | | | |
| 4,192,000 | 4,368,000 | Employee Benefits and On-costs | 4,543,000 | 4,725,000 | 4 | 4,820,000 | 4,916,000 | 5,014,000 | 5,114,000 | 5,216,000 | 5,320,000 | 5,426,000 | 5,535,000 | 5,646,000 |
| 3,643,300 | 3,428,700 | Borrowing Costs | 3,199,400 | 2,996,000 | (6) | 2,801,200 | 2,606,300 | 2,405,100 | 2,204,700 | 2,004,300 | 1,803,900 | 1,603,500 | 1,403,100 | 1,202,700 |
| 4,581,600 | 4,823,200 | Materials and Contracts | 4,286,600 | 4,220,000 | (2) | 4,021,600 | 4,104,600 | 4,144,900 | 4,182,100 | 4,339,100 | 4,348,500 | 4,434,400 | 4,521,300 | 4,784,300 |
| 3,675,600 | 3,910,000 | Depreciation and Amortisation | 3,830,000 | 4,200,000 | 10 | 4,284,000 | 4,370,000 | 4,457,000 | 4,546,000 | 4,637,000 | 4,730,000 | 4,825,000 | 4,922,000 | 5,020,000 |
| 1,174,100 | 1,305,500 | Other Expenses | 1,450,500 | 1,492,000 | 3 | 1,492,000 | 1,522,100 | 1,553,200 | 1,584,800 | 1,617,100 | 1,650,100 | 1,683,600 | 1,717,900 | 1,752,900 |
| 526,700 | 812,100 | Net Loss from Disposal of Assets | 670,000 | 500,000 | (25) | 510,000 | 530,000 | 550,000 | 570,000 | 590,000 | 610,000 | 630,000 | 650,000 | 670,000 |
| 17,793,300 | 18,647,500 | Total Expenses from Continuing Operations | 17,979,500 | 18,133,000 | 1 | 17,928,800 | 18,049,000 | 18,124,200 | 18,201,600 | 18,403,500 | 18,462,500 | 18,602,500 | 18,749,300 | 19,075,900 |
| 7,415,800 | 4,682,500 | Net Operating Result for the Year | 5,441,500 | 5,735,000 | 5 | 6,175,200 | 6,273,000 | 6,426,300 | 6,549,900 | 6,832,900 | 7,304,100 | 7,726,100 | 8,164,600 | 8,459,100 |
| 1,866,800 | 1,787,500 | Net Operating Result Before Capital Income | 3,161,500 | 3,175,000 | 0 | 3,615,200 | 3,713,000 | 3,866,300 | 3,989,900 | 4,272,900 | 4,744,100 | 5,166,100 | 5,604,600 | 5,899,100 |

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

| ACTUAL | | 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 | |
| | | OPERATING RESULTS | | | | | | | | | | | | |
| | | Operating Activities | | | | | | | | | | | | |
| 50,629,100 | 53,702,200 | Rates and Annual Charges | 56,037,900 | 57,248,000 | 2 | 58,533,400 | 59,847,800 | 61,211,200 | 62,586,600 | 64,141,000 | 65,731,300 | 67,358,500 | 69,041,700 | 70,761,900 |
| 26,766,000 | 26,818,400 | User Charges and Fees | 29,062,700 | 31,372,000 | 8 | 31,660,400 | 32,418,200 | 33,199,400 | 34,001,100 | 34,739,000 | 35,493,500 | 36,263,100 | 37,050,700 | 37,854,300 |
| 2,612,200 | 1,946,500 | Interest and Investment Revenues | 974,100 | 875,800 | (10) | 849,200 | 976,400 | 987,000 | 977,200 | 994,100 | 1,220,800 | 1,440,200 | 1,709,400 | 1,989,100 |
| 10,462,300 | 12,107,900 | Other Revenues | 12,725,300 | 12,239,100 | (4) | 12,163,800 | 12,281,200 | 12,523,900 | 12,779,700 | 13,038,400 | 13,422,500 | 13,570,500 | 13,847,500 | 14,129,300 |
| 9,393,700 | 10,164,000 | Grants and Contributions for Operating Purposes | 9,627,900 | 8,854,700 | (8) | 8,783,000 | 8,923,100 | 9,003,100 | 9,099,500 | 9,271,800 | 9,455,800 | 9,545,100 | 9,772,900 | 9,960,000 |
| 28,766,500 | 21,859,800 | Grants and Contributions for Capital Purposes | 23,924,800 | 27,619,700 | 15 | 34,253,500 | 17,973,300 | 19,260,500 | 18,695,700 | 28,753,900 | 35,319,800 | 32,698,800 | 28,485,500 | 24,533,600 |
| | | Other Income: | | | | | | | | | | | | |
| 680,000 | 550,000 | Fair Value Increment on Investment Properties | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | Net Gain from Disposal of Assets | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 129,309,800 | 127,148,800 | Total Income from Continuing Operations | 132,352,700 | 138,209,300 | 4 | 146,243,300 | 132,420,000 | 136,185,100 | 138,139,800 | 150,938,200 | 160,643,700 | 160,876,200 | 159,907,700 | 159,228,200 |
| | | Operating Expenses | | | | | | | | | | | | |
| 25,033,000 | 26,674,000 | Employee Benefits and On-costs | 27,741,000 | 28,850,000 | 4 | 29,427,000 | 30,016,000 | 30,616,000 | 31,228,000 | 31,853,000 | 32,490,000 | 33,140,000 | 33,803,000 | 34,479,000 |
| 4,929,300 | 4,574,100 | Borrowing Costs | 4,407,400 | 4,021,900 | (9) | 3,835,100 | 3,942,000 | 3,557,800 | 3,230,400 | 2,968,100 | 2,702,200 | 2,435,500 | 2,169,100 | 1,901,700 |
| 34,855,600 | 29,279,400 | Materials and Contracts | 45,259,300 | 44,200,900 | (2) | 44,191,979 | 45,130,400 | 45,998,500 | 47,472,800 | 48,084,500 | 49,323,200 | 50,217,200 | 51,307,500 | 52,827,000 |
| 18,926,300 | 22,426,300 | Depreciation and Amortisation | 21,907,200 | 22,665,000 | 3 | 23,005,000 | 23,469,000 | 23,942,900 | 24,425,400 | 24,917,300 | 25,420,800 | 25,934,000 | 26,456,000 | 26,988,700 |
| 6,957,800 | 7,198,400 | Other Expenses | 7,496,300 | 8,167,400 | 9 | 7,300,421 | 8,027,100 | 8,536,500 | 8,377,700 | 8,600,900 | 8,755,900 | 9,276,200 | 9,106,200 | 9,295,100 |
| 1,729,900 | 6,369,800 | Net Loss from Disposal of Assets | 4,040,000 | 2,420,000 | (40) | 2,433,000 | 2,456,000 | 2,479,000 | 2,502,000 | 2,525,000 | 2,548,000 | 2,571,000 | 2,594,000 | 2,617,000 |
| 92,431,900 | 96,522,000 | Total Expenses from Continuing Operations | 110,851,200 | 110,325,200 | (0) | 110,192,500 | 113,040,500 | 115,130,700 | 117,236,300 | 118,948,800 | 121,240,100 | 123,573,900 | 125,435,800 | 128,108,500 |
| 36,877,900 | 30,626,800 | Net Operating Result for the Year | 21,501,500 | 27,884,100 | 30 | 36,050,800 | 19,379,500 | 21,054,400 | 20,903,500 | 31,989,400 | 39,403,600 | 37,302,300 | 34,471,900 | 31,119,700 |
| 8,111,400 | 8,767,000 | Net Operating Result Before Capital Income | (2,423,300) | 264,400 | (111) | 1,797,300 | 1,406,200 | 1,793,900 | 2,207,800 | 3,235,500 | 4,083,800 | 4,603,500 | 5,986,400 | 6,586,100 |

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General Fund – Cash Forecast and Long Term Financial Plan

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

The opposite page provides the cash forecast for General Fund. The estimates for 2021/22 represent the budgets for that year whereas the estimates from 2022/23 onwards provide a guide as to where the organisation is heading. Explanations for each item are:

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

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

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

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

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

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

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

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

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

Net movement in other working capital items

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

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

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

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

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

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

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

| ACTUAL | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
|---|--------------------|--|--------------------|--------------------|-------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| OPERATING RESULTS | | | | | | | | | | | | | | |
| General Fund Activities | | | | | | | | | | | | | | |
| 66,936,500 | 71,109,000 | Operating Revenues | 74,027,000 | 75,325,400 | 2 | 76,011,100 | 77,771,400 | 79,521,100 | 81,390,500 | 83,267,600 | 85,442,400 | 87,374,900 | 89,558,600 | 91,712,700 |
| 47,546,000 | 39,665,500 | Less Operating Expenses | 60,204,100 | 59,968,200 | (0) | 59,394,400 | 61,176,100 | 62,293,900 | 63,349,500 | 64,201,300 | 65,753,800 | 67,234,600 | 68,224,900 | 69,830,000 |
| 19,390,500 | 31,443,500 | Operating Result before Non-cash Items | 13,822,900 | 15,357,200 | 11 | 16,616,700 | 16,595,300 | 17,227,200 | 18,041,000 | 19,066,300 | 19,688,600 | 20,140,300 | 21,333,700 | 21,882,700 |
| 13,750,100 | 16,909,500 | Less Depreciation | 16,507,200 | 16,765,000 | 2 | 16,987,000 | 17,330,300 | 17,681,800 | 18,039,200 | 18,403,200 | 18,776,100 | 19,156,000 | 19,541,900 | 19,936,700 |
| (484,000) | (610,200) | Less Remediation Provision | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 592,500 | 3,591,300 | Less Land Stock Movement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 136,800 | 69,600 | Less Unwinding Interest Free Loans | 20,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1,203,200 | 5,557,700 | Less Loss on Disposal of Infrastructure Assets | 2,670,000 | 1,800,000 | (33) | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 |
| 4,191,900 | 5,925,600 | Net Operating Result | (5,374,300) | (3,207,800) | (40) | (2,170,300) | (2,535,000) | (2,254,600) | (1,798,200) | (1,136,900) | (887,500) | (815,700) | (8,200) | 146,000 |
| Add Capital Grants and Contributions | | | | | | | | | | | | | | |
| 11,674,600 | 6,004,900 | Capital Grants and Contributions | 8,614,300 | 12,645,900 | 47 | 18,635,400 | 1,708,000 | 2,345,000 | 1,127,000 | 10,529,000 | 15,435,600 | 10,652,100 | 4,273,000 | 152,000 |
| 8,369,700 | 4,663,300 | Section 7.11 Contributions Collected | 4,400,000 | 3,330,000 | (24) | 3,830,000 | 4,330,000 | 4,830,000 | 5,330,000 | 5,830,000 | 7,330,000 | 9,330,000 | 11,330,000 | 11,330,000 |
| Add Non-operating Funds Employed | | | | | | | | | | | | | | |
| 0 | 9,722,000 | Loan Funds Used | 3,500,000 | 9,234,000 | 164 | 30,589,000 | 4,865,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 570,200 | 3,091,200 | Proceeds from Disposal of Assets | 317,400 | 0 | (100) | 15,172,200 | 5,803,200 | 2,901,300 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtract Funds Deployed for Non-operating Purposes | | | | | | | | | | | | | | |
| (30,818,200) | (37,047,700) | Capital Expenditure | (34,352,400) | (45,386,500) | 32 | (70,741,900) | (27,898,500) | (18,329,000) | (21,869,000) | (27,335,000) | (37,611,200) | (34,821,500) | (29,852,000) | (23,240,000) |
| (3,236,600) | (3,215,500) | Repayment of Principal on Loans | (3,264,800) | (3,440,800) | 5 | (7,625,800) | (10,861,200) | (6,670,300) | (2,716,800) | (2,719,100) | (2,784,600) | (2,761,000) | (2,827,000) | (2,894,000) |
| Net Movement in Other Working Capital Items | | | | | | | | | | | | | | |
| (2,120,000) | (7,704,100) | Net Incr / (Decr) in Other Working Capital Items | 4,600 | 188,000 | 3,987 | 183,800 | 209,400 | 238,500 | 271,500 | 308,000 | 349,500 | 394,600 | 444,400 | 498,700 |
| Add Back Non-Cash Expense | | | | | | | | | | | | | | |
| 13,750,100 | 16,909,500 | Depreciation | 16,507,200 | 16,765,000 | 2 | 16,987,000 | 17,330,300 | 17,681,800 | 18,039,200 | 18,403,200 | 18,776,100 | 19,156,000 | 19,541,900 | 19,936,700 |
| (484,000) | (610,200) | Remediation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 144,000 | 123,000 | Investment Premiums | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 680,000 | 550,000 | Fair Value Adjustments Rental Properties | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 592,500 | 3,591,300 | Land Stock Movement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | (9,493,100) | Land Stock Movement - Cash Adjustment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 136,800 | 69,600 | Unwinding Interest Free Loans | 20,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1,203,200 | 5,557,700 | Loss on Disposal of Infrastructure Assets | 2,670,000 | 1,800,000 | (33) | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 |
| 4,654,200 | (1,862,500) | Cash Reserves - Increase / (Decrease) | (6,958,000) | (8,072,200) | | 6,659,400 | (5,248,300) | 2,542,700 | 183,700 | 5,679,200 | 2,407,900 | 2,934,500 | 4,702,100 | 7,729,400 |
| Movement in Reserves - Increase / (Decrease) | | | | | | | | | | | | | | |
| (1,474,400) | 629,400 | Reserves - Internal - Increase / (Decrease) | (6,831,800) | (7,196,400) | | 12,137,500 | (2,633,500) | 1,452,800 | 1,203,700 | 3,778,200 | 3,267,100 | 3,719,600 | 3,810,400 | 4,269,000 |
| 3,931,600 | (2,060,500) | Reserves - External - Increase / (Decrease) | 641,800 | (870,200) | | (4,698,300) | (1,774,000) | 1,809,900 | (507,100) | 2,200,900 | (758,400) | (996,300) | 406,200 | 2,729,000 |
| 2,197,000 | (431,400) | Working Capital - Increase / (Decrease) | (768,000) | (5,600) | | (779,800) | (840,800) | (720,000) | (299,900) | (100,800) | (100,800) | 211,200 | 485,500 | 731,400 |
| 4,654,200 | (1,862,500) | Total Movement in Reserves | (6,958,000) | (8,072,200) | | 6,659,400 | (5,248,300) | 2,542,700 | 183,700 | 5,679,200 | 2,407,900 | 2,934,500 | 4,702,100 | 7,729,400 |
| Reserves - Balances as at 30 June | | | | | | | | | | | | | | |
| 32,099,000 | 32,728,400 | Internal Reserves | 25,896,600 | 18,700,200 | (28) | 30,837,700 | 28,204,200 | 29,657,000 | 30,860,700 | 34,638,900 | 37,906,000 | 41,625,600 | 45,436,000 | 49,705,000 |
| 18,375,300 | 16,314,800 | External Reserves | 16,956,600 | 16,086,400 | (5) | 11,388,100 | 9,614,100 | 11,424,000 | 10,916,900 | 13,117,800 | 12,359,400 | 11,363,100 | 11,769,300 | 14,498,300 |
| 5,139,000 | 4,707,600 | Working Capital | 3,939,600 | 3,934,000 | (0) | 3,154,200 | 2,313,400 | 1,593,400 | 1,080,500 | 780,600 | 679,800 | 891,000 | 1,376,500 | 2,107,900 |
| 55,613,300 | 53,750,800 | Total | 46,792,800 | 38,720,600 | (17) | 45,380,000 | 40,131,700 | 42,674,400 | 42,858,100 | 48,537,300 | 50,945,200 | 53,879,700 | 58,581,800 | 66,311,200 |

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 2030/31)

| ACTUAL | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
|-------------------|-------------------|---|-------------------|-------------------|--------------|--------------------|--------------------|--------------------|------------------|------------------|------------------|------------------|-------------------|-------------------|
| 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | OPERATING RESULTS | | | | | | | | | | | | |
| 13,462,700 | 13,384,100 | Operating Revenues | 13,259,900 | 13,956,200 | 5 | 14,434,700 | 14,913,300 | 15,413,000 | 15,862,100 | 16,240,300 | 16,674,900 | 17,033,900 | 17,509,700 | 18,006,900 |
| 9,909,400 | 10,723,400 | Less Operating Expenses | 11,200,400 | 11,839,000 | 6 | 12,225,300 | 12,790,400 | 13,297,700 | 13,873,800 | 14,128,700 | 14,395,000 | 14,686,800 | 14,983,600 | 15,286,900 |
| 3,553,300 | 2,660,700 | Operating Result before Non-cash Items | 2,059,500 | 2,117,200 | 3 | 2,209,400 | 2,122,900 | 2,115,300 | 1,988,300 | 2,111,600 | 2,279,900 | 2,347,100 | 2,526,100 | 2,720,000 |
| 1,500,600 | 1,606,800 | Depreciation Expense | 1,570,000 | 1,700,000 | 8 | 1,734,000 | 1,768,700 | 1,804,100 | 1,840,200 | 1,877,100 | 1,914,700 | 1,953,000 | 1,992,100 | 2,032,000 |
| 0 | 0 | Less Unwinding Interest Free Loans | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | Less Loss on Disposal of Infrastructure Assets | 700,000 | 120,000 | (83) | 123,000 | 126,000 | 129,000 | 132,000 | 135,000 | 138,000 | 141,000 | 144,000 | 147,000 |
| 2,052,700 | 1,053,900 | Net Operating Result | (210,500) | 297,200 | (241) | 352,400 | 228,200 | 182,200 | 16,100 | 99,500 | 227,200 | 253,100 | 390,000 | 541,000 |
| | | Add Capital Grants and Contributions | | | | | | | | | | | | |
| 2,200 | 0 | Capital Grants and Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1,175,800 | 762,600 | Section 64 Contributions Collected | 620,000 | 870,000 | 40 | 870,000 | 870,000 | 870,000 | 870,000 | 870,000 | 870,000 | 870,000 | 870,000 | 870,000 |
| | | Subtract Funds Deployed for Non-operating Purposes | | | | | | | | | | | | |
| (1,120,100) | (3,029,800) | Capital Expenditure | (2,643,000) | (3,282,000) | 24 | (9,665,000) | (7,081,000) | (9,628,000) | (3,856,000) | (1,040,000) | (1,294,000) | (1,053,000) | (1,073,000) | (1,143,000) |
| 0 | 0 | Repayment of Principal on Loans | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | Net Movement in Other Working Capital Items | | | | | | | | | | | | |
| (378,500) | (763,700) | 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 | Depreciation | 1,570,000 | 1,700,000 | 8 | 1,734,000 | 1,768,700 | 1,804,100 | 1,840,200 | 1,877,100 | 1,914,700 | 1,953,000 | 1,992,100 | 2,032,000 |
| 0 | 0 | Unwinding Interest Free Loans | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | Loss on Disposal of Infrastructure Assets | 700,000 | 120,000 | (83) | 123,000 | 126,000 | 129,000 | 132,000 | 135,000 | 138,000 | 141,000 | 144,000 | 147,000 |
| 3,232,700 | (370,200) | Reserves Movement - Increase / (Decrease) | 36,500 | (294,800) | (908) | (6,585,600) | (4,088,100) | (6,642,700) | (997,700) | 1,941,600 | 1,855,900 | 2,164,100 | 2,323,100 | 2,447,000 |
| | | Movement in Reserves - Increase / (Decrease) | | | | | | | | | | | | |
| 1,816,300 | (303,700) | Water Reserves | (496,500) | (1,046,800) | | (5,994,100) | (117,400) | (627,600) | (395,500) | 1,068,300 | 967,400 | 1,256,900 | 1,393,500 | 1,491,000 |
| 1,436,300 | (66,500) | Developer Contributions - Section 64 | 533,000 | 752,000 | | (591,500) | (3,970,700) | (6,015,100) | (602,200) | 873,300 | 888,500 | 907,200 | 929,600 | 956,000 |
| 3,252,600 | (370,200) | Total Movement in Reserves (incl Sec 64) | 36,500 | (294,800) | | (6,585,600) | (4,088,100) | (6,642,700) | (997,700) | 1,941,600 | 1,855,900 | 2,164,100 | 2,323,100 | 2,447,000 |
| | | Reserves - Balances as at 30 June | | | | | | | | | | | | |
| 10,693,700 | 10,390,000 | Water Reserves | 9,893,500 | 8,846,700 | (11) | 2,852,600 | 2,735,200 | 2,107,600 | 1,712,100 | 2,780,400 | 3,747,800 | 5,004,700 | 6,398,200 | 7,889,200 |
| 10,182,800 | 10,116,300 | Developer Contributions - Section 64 | 10,649,300 | 11,401,300 | 7 | 10,809,800 | 6,839,100 | 824,000 | 221,800 | 1,095,100 | 1,983,600 | 2,890,800 | 3,820,400 | 4,776,400 |
| 20,876,500 | 20,506,300 | Total Reserves | 20,542,800 | 20,248,000 | (1) | 13,662,400 | 9,574,300 | 2,931,600 | 1,933,900 | 3,875,500 | 5,731,400 | 7,895,500 | 10,218,600 | 12,665,600 |

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 2030/31)

| ACTUAL | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
|-------------------|-------------------|--|-------------------|-------------------|-------------|--------------------|--------------------|--------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | OPERATING RESULTS | | | | | | | | | | | | |
| 19,660,100 | 20,435,000 | Operating Revenues | 21,141,000 | 21,308,000 | 1 | 21,544,000 | 21,762,000 | 21,990,500 | 22,191,500 | 22,676,400 | 23,206,600 | 23,768,600 | 24,353,900 | 24,975,000 |
| 13,457,200 | 13,856,100 | Less Operating Expenses | 13,479,500 | 13,433,000 | (0) | 13,134,800 | 13,149,000 | 13,117,200 | 13,085,600 | 13,176,500 | 13,122,500 | 13,147,500 | 13,177,300 | 13,385,900 |
| 6,202,900 | 6,578,900 | Operating Result before Non-cash Items | 7,661,500 | 7,875,000 | 3 | 8,409,200 | 8,613,000 | 8,873,300 | 9,105,900 | 9,499,900 | 10,084,100 | 10,621,100 | 11,176,600 | 11,589,100 |
| 3,675,600 | 3,910,000 | Depreciation Expense | 3,830,000 | 4,200,000 | 10 | 4,284,000 | 4,370,000 | 4,457,000 | 4,546,000 | 4,637,000 | 4,730,000 | 4,825,000 | 4,922,000 | 5,020,000 |
| 133,800 | 69,300 | Less Unwinding Interest Free Loans | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 526,700 | 812,100 | Less Loss on Disposal of Infrastructure Assets | 670,000 | 500,000 | (25) | 510,000 | 530,000 | 550,000 | 570,000 | 590,000 | 610,000 | 630,000 | 650,000 | 670,000 |
| 1,866,800 | 1,787,500 | Net Operating Result | 3,161,500 | 3,175,000 | 0 | 3,615,200 | 3,713,000 | 3,866,300 | 3,989,900 | 4,272,900 | 4,744,100 | 5,166,100 | 5,604,600 | 5,899,100 |
| | | Add Capital Grants and Contributions | | | | | | | | | | | | |
| 0 | 0 | Capital Grants and Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2,456,100 | 1,693,800 | Section 64 Contributions Collected | 1,530,000 | 1,810,000 | 18 | 1,810,000 | 1,810,000 | 1,810,000 | 1,810,000 | 1,810,000 | 1,810,000 | 1,810,000 | 1,810,000 | 1,810,000 |
| | | Subtract Funds Deployed for Non-operating Purposes | | | | | | | | | | | | |
| (3,813,000) | (2,090,200) | Capital Expenditure | (3,602,200) | (4,646,000) | 29 | (11,750,000) | (9,174,000) | (11,976,000) | (3,847,000) | (1,588,000) | (1,363,000) | (1,858,000) | (1,358,000) | (2,579,000) |
| (3,387,000) | (3,535,800) | Repayment of Principal on Loans | (2,716,300) | (2,919,600) | 7 | (3,114,500) | (3,309,400) | (3,510,600) | (3,711,000) | (3,911,400) | (4,111,800) | (4,312,200) | (4,512,600) | (4,713,000) |
| | | Net Movement in Other Working Capital Items | | | | | | | | | | | | |
| (34,700) | (373,500) | 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 | Depreciation | 3,830,000 | 4,200,000 | 10 | 4,284,000 | 4,370,000 | 4,457,000 | 4,546,000 | 4,637,000 | 4,730,000 | 4,825,000 | 4,922,000 | 5,020,000 |
| 133,800 | 69,300 | Unwinding Interest Free Loans | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 526,700 | 812,100 | Loss on Disposal of Infrastructure Assets and contra wages | 670,000 | 500,000 | (25) | 510,000 | 530,000 | 550,000 | 570,000 | 590,000 | 610,000 | 630,000 | 650,000 | 670,000 |
| 1,424,300 | 2,273,200 | Wastewater Reserves - Increase / (Decrease) | 2,873,000 | 2,119,400 | (26) | (4,645,300) | (2,060,400) | (4,803,300) | 3,357,900 | 5,810,500 | 6,419,300 | 6,260,900 | 7,116,000 | 6,107,100 |
| | | Movement in Reserves - Increase / (Decrease) | | | | | | | | | | | | |
| (1,204,200) | 862,800 | Wastewater Reserves | 2,725,000 | 915,400 | | (400,300) | (1,215,900) | (2,048,100) | 2,914,500 | 4,055,500 | 4,642,800 | 4,374,200 | 5,279,700 | 4,149,300 |
| 2,628,500 | 1,410,400 | Developer Contributions - Section 64 | 148,000 | 1,204,000 | | (4,245,000) | (844,500) | (2,755,200) | 443,400 | 1,755,000 | 1,776,500 | 1,886,700 | 1,836,300 | 1,957,800 |
| 1,424,300 | 2,273,200 | Total Movement in Reserves (incl Section 64) | 2,873,000 | 2,119,400 | | (4,645,300) | (2,060,400) | (4,803,300) | 3,357,900 | 5,810,500 | 6,419,300 | 6,260,900 | 7,116,000 | 6,107,100 |
| | | Reserves - Balances as at 30 June | | | | | | | | | | | | |
| 2,888,400 | 3,751,200 | Wastewater Reserves | 6,476,200 | 7,391,600 | 14 | 6,991,300 | 5,775,400 | 3,727,300 | 6,641,800 | 10,697,300 | 15,340,100 | 19,714,300 | 24,994,000 | 29,143,300 |
| 7,240,300 | 8,650,700 | Developer Contributions - Section 64 | 8,798,700 | 10,002,700 | 14 | 5,757,700 | 4,913,200 | 2,158,000 | 2,601,400 | 4,356,400 | 6,132,900 | 8,019,600 | 9,855,900 | 11,813,700 |
| 10,128,700 | 12,401,900 | Total | 15,274,900 | 17,394,300 | 14 | 12,749,000 | 10,688,600 | 5,885,300 | 9,243,200 | 15,053,700 | 21,473,000 | 27,733,900 | 34,849,900 | 40,957,000 |

Part B

Operating Budgets

Introduction

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

Left Hand Page

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

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

Right Hand Page

This page provides numerical information for each program:

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

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

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

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

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

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

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

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

Capital Movements

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

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

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

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

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

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

Planning and Environmental Health Division - Summary

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

Background

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

Development Services

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

Environmental and Public Health Services

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

Public Order

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

Strategic Planning

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

Northern Rivers Community Gallery

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

Open Spaces

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

Open Spaces Buildings and Structures

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

PLANNING AND ENVIRONMENTAL HEALTH DIVISION - SUMMARY

| ACTUAL | | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
|--------------------|--------------------|--------------------|--|--------------------|--------------------|-------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| 2,098,200 | 2,285,000 | 2,597,200 | Development Services | 3,583,000 | 2,921,500 | (18) | 2,710,000 | 2,765,000 | 2,821,600 | 2,879,200 | 2,938,100 | 2,998,000 | 3,058,800 | 3,121,400 | 3,184,900 |
| 392,400 | 674,100 | 866,700 | Public and Environmental Health | 902,300 | 717,000 | (21) | 551,000 | 499,100 | 421,800 | 423,600 | 429,500 | 444,500 | 450,700 | 503,100 | 512,500 |
| 296,900 | 268,700 | 264,300 | Public Order | 223,000 | 277,000 | 24 | 284,000 | 290,000 | 296,300 | 302,700 | 309,300 | 316,000 | 322,800 | 329,700 | 336,700 |
| 340,000 | 389,300 | 141,000 | Strategic Planning | 489,000 | 96,000 | (80) | 90,000 | 72,700 | 64,500 | 81,800 | 105,600 | 133,400 | 127,700 | 114,000 | 116,300 |
| 157,400 | 137,800 | 135,700 | Northern Rivers Community Gallery | 81,000 | 106,000 | 31 | 106,000 | 108,400 | 111,100 | 113,800 | 116,500 | 119,200 | 121,900 | 124,700 | 127,600 |
| 922,700 | 906,200 | 1,004,700 | Open Spaces | 1,219,200 | 1,276,800 | 5 | 1,084,500 | 1,105,900 | 1,128,200 | 1,150,800 | 1,173,800 | 1,197,300 | 1,221,300 | 1,245,900 | 1,270,800 |
| 0 | 0 | 0 | Open Spaces Buildings and Structures | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4,207,600 | 4,661,100 | 5,009,600 | Total Operating Revenues | 6,497,500 | 5,394,300 | (17) | 4,825,500 | 4,841,100 | 4,843,500 | 4,951,900 | 5,072,800 | 5,208,400 | 5,303,200 | 5,438,800 | 5,548,800 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| 3,570,400 | 3,457,700 | 3,927,400 | Development Services | 3,574,900 | 3,238,000 | (9) | 3,295,400 | 3,361,600 | 3,429,500 | 3,498,700 | 3,569,100 | 3,640,900 | 3,714,100 | 3,788,900 | 3,865,200 |
| 1,187,400 | 1,559,900 | 1,592,400 | Public and Environmental Health | 2,611,800 | 2,405,000 | (8) | 2,286,600 | 2,418,100 | 2,316,400 | 2,356,400 | 2,402,200 | 2,457,700 | 2,505,000 | 2,599,000 | 2,649,900 |
| 570,500 | 624,100 | 659,700 | Public Order | 627,000 | 678,000 | 8 | 692,900 | 707,700 | 722,700 | 738,000 | 753,500 | 769,300 | 785,600 | 802,100 | 819,000 |
| 1,120,200 | 969,000 | 1,229,000 | Strategic Planning | 1,379,200 | 459,000 | (67) | 464,700 | 474,200 | 485,100 | 496,100 | 507,200 | 518,400 | 529,800 | 541,300 | 552,900 |
| 361,900 | 466,200 | 464,800 | Northern Rivers Community Gallery | 482,900 | 468,000 | (3) | 474,400 | 484,400 | 495,500 | 506,000 | 517,500 | 528,300 | 539,200 | 551,600 | 563,000 |
| 3,715,500 | 4,371,200 | 4,486,000 | Open Spaces | 4,563,100 | 5,624,100 | 23 | 5,275,600 | 5,381,500 | 5,493,500 | 5,675,900 | 5,641,200 | 5,758,600 | 5,878,100 | 5,999,800 | 6,123,200 |
| 1,918,700 | 1,618,700 | 2,422,700 | Open Spaces Buildings and Structures | 1,891,000 | 2,277,000 | 20 | 2,320,000 | 2,368,500 | 2,418,900 | 2,469,800 | 2,521,000 | 2,574,500 | 2,628,500 | 2,683,100 | 2,738,900 |
| 12,444,600 | 13,066,800 | 14,782,200 | Total Operating Expenses | 15,129,900 | 15,149,100 | 0 | 14,809,600 | 15,196,000 | 15,361,600 | 15,740,900 | 15,911,700 | 16,247,700 | 16,580,300 | 16,965,800 | 17,312,100 |
| | | | NET OPERATING RESULT | | | | | | | | | | | | |
| (1,472,200) | (1,172,700) | (1,330,200) | Development Services | 8,100 | (316,500) | (4,007) | (585,400) | (596,600) | (607,900) | (619,500) | (631,000) | (642,900) | (655,300) | (667,500) | (680,300) |
| (795,000) | (885,800) | (725,700) | Public and Environmental Health | (1,709,500) | (1,688,000) | (1) | (1,735,600) | (1,919,000) | (1,894,600) | (1,932,800) | (1,972,700) | (2,013,200) | (2,054,300) | (2,095,900) | (2,137,400) |
| (273,600) | (355,400) | (395,400) | Public Order | (404,000) | (401,000) | (1) | (408,900) | (417,700) | (426,400) | (435,300) | (444,200) | (453,300) | (462,800) | (472,400) | (482,300) |
| (780,200) | (579,700) | (1,088,200) | Strategic Planning | (890,200) | (363,000) | (59) | (374,700) | (401,500) | (420,600) | (414,300) | (401,600) | (385,000) | (402,100) | (427,300) | (436,600) |
| (204,500) | (328,400) | (329,100) | Northern Rivers Community Gallery | (401,900) | (362,000) | (10) | (368,400) | (376,000) | (384,400) | (392,200) | (401,000) | (409,100) | (417,300) | (426,900) | (435,400) |
| (2,792,100) | (3,484,300) | (3,525,800) | Open Spaces | (3,343,900) | (4,347,300) | 30 | (4,191,100) | (4,275,600) | (4,365,300) | (4,525,100) | (4,467,400) | (4,561,300) | (4,656,800) | (4,753,900) | (4,852,400) |
| (1,918,700) | (1,618,700) | (2,422,700) | Open Spaces Buildings and Structures | (1,891,000) | (2,277,000) | 20 | (2,320,000) | (2,368,500) | (2,418,900) | (2,469,800) | (2,521,000) | (2,574,500) | (2,628,500) | (2,683,100) | (2,738,900) |
| (8,237,000) | (8,405,700) | (9,772,600) | Total Operating Result - Surplus / (Deficit) | (8,632,400) | (9,754,800) | 13 | (9,984,100) | (10,354,900) | (10,518,100) | (10,789,000) | (10,838,900) | (11,039,300) | (11,277,100) | (11,527,000) | (11,763,300) |
| (129,300) | 368,100 | 14,400 | Add Back Loss on Disposal of Assets | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1,161,000 | 798,300 | 1,616,800 | Add Back Depreciation | 1,116,000 | 1,420,000 | 27 | 1,449,700 | 1,480,400 | 1,512,100 | 1,543,900 | 1,575,700 | 1,609,500 | 1,643,400 | 1,677,400 | 1,712,500 |
| (7,205,300) | (7,239,300) | (8,141,400) | Total Cash Operating Result - Surplus / (Deficit) | (7,516,400) | (8,334,800) | 11 | (8,534,400) | (8,874,500) | (9,006,000) | (9,245,100) | (9,263,200) | (9,429,800) | (9,633,700) | (9,849,600) | (10,050,800) |
| | | | Capital Movements | | | | | | | | | | | | |
| 7,800 | 8,300 | 7,300 | Less Loan Principal Repayments | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 8,726,500 | 13,085,100 | 9,283,600 | Less Transfer to Reserves | 7,407,800 | 4,032,300 | | 4,102,000 | 4,588,800 | 5,084,200 | 5,606,200 | 6,133,800 | 7,665,500 | 9,663,800 | 11,654,200 | 11,660,800 |
| 3,790,000 | 3,590,400 | 6,307,400 | Add Transfer from Reserves | 5,451,900 | 2,465,900 | | 628,900 | 246,900 | 187,300 | 258,100 | 110,000 | 112,000 | 114,000 | 116,000 | 118,000 |
| 5,678,500 | 9,333,600 | 5,724,400 | Add Capital Income Applied | 6,206,300 | 4,454,000 | | 7,560,000 | 4,330,000 | 4,830,000 | 5,330,000 | 5,830,000 | 7,330,000 | 9,330,000 | 11,330,000 | 11,330,000 |
| 2,225,500 | 1,721,800 | 4,022,400 | Less Capital Expenditure | 5,454,000 | 3,791,000 | | 5,267,000 | 1,108,000 | 1,127,000 | 1,147,000 | 1,167,000 | 1,187,000 | 1,207,000 | 1,228,000 | 1,250,000 |
| (8,696,600) | (9,130,500) | (9,422,900) | Cash Result after Capital Movements | (8,720,000) | (9,238,200) | 6 | (9,714,500) | (9,994,400) | (10,199,900) | (10,410,200) | (10,624,000) | (10,840,300) | (11,060,500) | (11,285,800) | (11,513,600) |

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 126 days. Other costs include motor vehicles.

Office Expenses

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

Legal Costs

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

DEVELOPMENT SERVICES

| ACTUAL | | | DESCRIPTION | ESTIMATE | | | | | | | | | | | |
|--------------------|--------------------|--------------------|--|------------------|------------------|----------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| | | | Fes and Charges | | | | | | | | | | | | |
| 595,400 | 786,200 | 780,700 | Development Application - Fees and Charges | 783,000 | 854,000 | 9 | 869,000 | 886,400 | 904,300 | 922,500 | 941,100 | 960,000 | 979,300 | 999,000 | 1,019,100 |
| 232,100 | 221,300 | 242,600 | Development Application - Compliance Levy | 510,000 | 262,500 | (49) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 5,500 | 9,800 | 7,800 | Change of Use Applications | 7,000 | 7,000 | 0 | 7,000 | 7,200 | 7,400 | 7,600 | 7,800 | 8,000 | 8,200 | 8,400 | 8,600 |
| 45,600 | 47,600 | 65,800 | Subdivision Fees | 66,000 | 76,000 | 15 | 78,000 | 79,700 | 81,400 | 83,100 | 84,800 | 86,600 | 88,400 | 90,300 | 92,200 |
| 104,700 | 102,700 | 102,500 | Section 10.7 Certificates | 140,000 | 175,000 | 25 | 178,000 | 181,600 | 185,300 | 189,100 | 192,900 | 196,800 | 200,800 | 204,900 | 209,000 |
| 12,100 | 5,500 | 3,800 | Planning Certificates - Urgency Fees | 6,000 | 5,000 | (17) | 5,000 | 5,100 | 5,300 | 5,500 | 5,700 | 5,900 | 6,100 | 6,300 | 6,500 |
| 67,100 | 70,000 | 64,300 | Enquiries and Other Income | 101,000 | 104,000 | 3 | 106,000 | 108,300 | 110,600 | 113,000 | 115,400 | 117,800 | 120,200 | 122,800 | 125,400 |
| 23,700 | 22,100 | 22,100 | Essential Fire Services | 20,000 | 20,000 | 0 | 20,000 | 20,400 | 20,900 | 21,400 | 21,900 | 22,400 | 22,900 | 23,400 | 23,900 |
| 57,000 | 52,200 | 38,500 | Swimming Pools - Certificates of Compliance | 34,000 | 38,000 | 12 | 38,000 | 38,800 | 39,600 | 40,400 | 41,300 | 42,200 | 43,100 | 44,000 | 44,900 |
| 323,500 | 239,900 | 416,600 | Construction Certificates | 423,000 | 430,000 | 2 | 440,000 | 448,800 | 457,800 | 467,000 | 476,400 | 486,000 | 495,800 | 505,800 | 516,000 |
| 260,000 | 392,200 | 494,000 | Plumbing and Drainage - Certificates / Inspections | 590,000 | 563,000 | (5) | 574,000 | 585,600 | 597,400 | 609,400 | 621,700 | 634,200 | 646,900 | 660,000 | 673,300 |
| 212,700 | 204,800 | 41,100 | Building - Certificates / Inspections | 44,000 | 48,000 | 9 | 49,000 | 50,000 | 51,000 | 52,100 | 53,200 | 54,300 | 55,400 | 56,600 | 57,800 |
| 14,100 | 21,700 | 30,800 | Private Certifiers - Lodgement Fees | 28,000 | 29,000 | 4 | 30,000 | 30,600 | 31,300 | 32,000 | 32,700 | 33,400 | 34,100 | 34,800 | 35,500 |
| 17,900 | 21,500 | 24,500 | OSSM - Approvals to Operate (New) | 65,000 | 70,000 | 8 | 71,000 | 72,500 | 74,000 | 75,500 | 77,100 | 78,700 | 80,300 | 82,000 | 83,700 |
| 1,900 | 13,600 | (9,800) | Plan First Levy | 9,000 | 20,000 | 122 | 20,000 | 20,400 | 20,900 | 21,400 | 21,900 | 22,400 | 22,900 | 23,400 | 23,900 |
| 0 | 0 | 0 | Drainage Plans | 145,000 | 145,000 | 0 | 148,000 | 151,000 | 154,100 | 157,200 | 160,400 | 163,700 | 167,000 | 170,400 | 173,900 |
| 16,800 | 12,700 | 18,100 | Complying Development Certificates | 12,000 | 15,000 | 25 | 15,000 | 15,300 | 15,700 | 16,100 | 16,500 | 16,900 | 17,300 | 17,700 | 18,100 |
| | | | Grants and Contributions | | | | | | | | | | | | |
| 0 | 0 | 0 | NSw Planning Portal | 50,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Other Revenues | | | | | | | | | | | | |
| 108,100 | 61,200 | 156,600 | Legal Costs Recovered and Fines | 550,000 | 60,000 | (89) | 62,000 | 63,300 | 64,600 | 65,900 | 67,300 | 68,700 | 70,100 | 71,600 | 73,100 |
| 2,098,200 | 2,285,000 | 2,597,200 | Total Operating Revenues | 3,583,000 | 2,921,500 | (18) | 2,710,000 | 2,765,000 | 2,821,600 | 2,879,200 | 2,938,100 | 2,998,000 | 3,058,800 | 3,121,400 | 3,184,900 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| 2,536,300 | 2,807,900 | 2,786,200 | Employee Costs | 2,760,900 | 2,873,000 | 4 | 2,930,400 | 2,989,200 | 3,049,300 | 3,110,600 | 3,173,000 | 3,236,700 | 3,301,600 | 3,367,900 | 3,435,700 |
| 84,600 | 97,900 | 59,100 | Office Expenses and Advertising | 39,000 | 40,000 | 3 | 40,000 | 40,900 | 41,900 | 42,900 | 43,900 | 44,900 | 45,900 | 47,000 | 48,000 |
| 26,100 | 52,900 | 45,600 | Consultants | 10,000 | 25,000 | 150 | 25,000 | 25,500 | 26,100 | 26,700 | 27,300 | 27,900 | 28,500 | 29,100 | 29,700 |
| 923,400 | 499,000 | 1,036,500 | Legal Expenses | 715,000 | 300,000 | (58) | 300,000 | 306,000 | 312,200 | 318,500 | 324,900 | 331,400 | 338,100 | 344,900 | 351,800 |
| 0 | 0 | 0 | NSw Planning Portal | 50,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3,570,400 | 3,457,700 | 3,927,400 | Total Operating Expenses | 3,574,900 | 3,238,000 | (9) | 3,295,400 | 3,361,600 | 3,429,500 | 3,498,700 | 3,569,100 | 3,640,900 | 3,714,100 | 3,788,900 | 3,865,200 |
| (1,472,200) | (1,172,700) | (1,330,200) | Operating Result - Surplus / (Deficit) | 8,100 | (316,500) | (4,007) | (585,400) | (596,600) | (607,900) | (619,500) | (631,000) | (642,900) | (655,300) | (667,500) | (680,300) |
| 0 | 0 | 0 | Add Back Depreciation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (1,472,200) | (1,172,700) | (1,330,200) | Cash Result - Surplus / (Deficit) | 8,100 | (316,500) | (4,007) | (585,400) | (596,600) | (607,900) | (619,500) | (631,000) | (642,900) | (655,300) | (667,500) | (680,300) |
| | | | Capital Movements | | | | | | | | | | | | |
| 0 | 0 | 0 | Less Principal Repayments | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 223,000 | 278,500 | 10,000 | Less Transfer to Reserves | 530,000 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 273,000 | 70,200 | 383,300 | Add Transfer from Reserves | 300,000 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | Add Capital Income Applied | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | Less Capital Expenditure | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (1,422,200) | (1,381,000) | (956,900) | Cash Result after Capital Movements | (221,900) | (316,500) | 43 | (585,400) | (596,600) | (607,900) | (619,500) | (631,000) | (642,900) | (655,300) | (667,500) | (680,300) |

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 69 days. Other costs included are training and expenses relating to motor vehicles.

Office Expenses

Advertising, legal and other sundry office expenses.

Projects and Kits

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

Water Monitoring

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

Shaws Bay Coastal Management Plan and Lake Ainsworth Coastal Management Plan

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

Healthy Waterways

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

PUBLIC AND ENVIRONMENTAL HEALTH

| ACTUAL | | | DESCRIPTION | ESTIMATE | | | | | | | | | | | |
|------------------|--------------------|--------------------|---|--------------------|--------------------|-------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| | | | Environmental Health | | | | | | | | | | | | |
| 153,000 | 160,500 | 155,500 | Registrations and Inspections | 98,000 | 168,000 | 71 | 173,000 | 177,000 | 181,400 | 185,800 | 190,300 | 194,800 | 199,400 | 204,100 | 208,800 |
| 155,900 | 171,500 | 172,300 | OSSM - Fees and Charges | 188,000 | 191,000 | 2 | 194,000 | 198,000 | 202,200 | 206,500 | 210,800 | 215,200 | 219,700 | 224,300 | 228,900 |
| 0 | 54,900 | 13,100 | Grants - Lake Ainsworth Coastal Management Plan | 359,300 | 217,000 | (40) | 183,000 | 123,000 | 37,000 | 30,000 | 27,000 | 33,000 | 30,000 | 73,000 | 73,000 |
| 0 | 56,200 | 214,900 | Grants - Healthy Waterways Program | 190,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 140,000 | 140,000 | Grants - Contaminated Land | 0 | 140,000 | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 82,800 | 91,000 | 170,900 | Grants - Other | 66,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 700 | 0 | 0 | Litter Fines | 1,000 | 1,000 | 0 | 1,000 | 1,100 | 1,200 | 1,300 | 1,400 | 1,500 | 1,600 | 1,700 | 1,800 |
| 392,400 | 674,100 | 866,700 | Total Operating Revenues | 902,300 | 717,000 | (21) | 551,000 | 499,100 | 421,800 | 423,600 | 429,500 | 444,500 | 450,700 | 503,100 | 512,500 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| | | | Environmental Health | | | | | | | | | | | | |
| 873,300 | 995,300 | 989,700 | Employee Costs | 1,580,100 | 1,580,000 | (0) | 1,611,600 | 1,643,900 | 1,676,900 | 1,710,500 | 1,744,800 | 1,779,800 | 1,815,500 | 1,851,900 | 1,889,100 |
| 62,400 | 14,300 | 9,500 | Office Expenses, Advertising, Consultants | 21,000 | 20,000 | (5) | 20,000 | 20,400 | 21,000 | 21,600 | 22,200 | 22,800 | 23,400 | 24,000 | 24,600 |
| 13,100 | 4,700 | 1,200 | Projects and Kits | 25,000 | 7,000 | (72) | 7,000 | 7,200 | 7,500 | 7,800 | 8,100 | 8,400 | 8,700 | 9,000 | 9,300 |
| | | | Management Plans and Projects | | | | | | | | | | | | |
| 20,400 | 20,200 | 16,100 | Water Monitoring | 27,000 | 22,000 | (19) | 22,000 | 22,500 | 23,200 | 23,900 | 24,600 | 25,300 | 26,000 | 26,700 | 27,400 |
| 26,300 | 149,100 | 44,500 | Lake Ainsworth Coastal Management Plan | 224,000 | 273,000 | 22 | 190,000 | 220,000 | 73,000 | 67,000 | 65,000 | 72,000 | 70,000 | 114,000 | 114,000 |
| 98,400 | 44,500 | 100,900 | Shaws Bay Coastal Management Plan | 22,000 | 30,000 | 36 | 30,000 | 31,000 | 32,000 | 33,000 | 34,000 | 35,000 | 36,000 | 37,000 | 38,000 |
| 92,900 | 131,200 | 83,200 | Healthy Waterways Program | 60,000 | 332,000 | 453 | 335,000 | 342,000 | 349,000 | 356,000 | 364,000 | 372,000 | 380,000 | 388,000 | 396,000 |
| 0 | 82,000 | 34,100 | Coastal EEC Project | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 78,000 | 44,400 | Richmond River Governance Project | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 31,400 | 121,300 | Emigrant Creek Stabilisation Project | 367,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 8,300 | 47,500 | Marom and Chilcotts Creek Project | 37,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 98,300 | Contaminated Lands Management | 181,700 | 140,000 | (23) | 70,000 | 130,000 | 132,600 | 135,300 | 138,100 | 140,900 | 143,800 | 146,700 | 149,700 |
| 0 | 0 | 0 | MEMS Riparian Rehabilitation Project | 66,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Noxious Plants / Vermin | | | | | | | | | | | | |
| 600 | 900 | 1,700 | Destruction of Pests | 1,000 | 1,000 | 0 | 1,000 | 1,100 | 1,200 | 1,300 | 1,400 | 1,500 | 1,600 | 1,700 | 1,800 |
| 1,187,400 | 1,559,900 | 1,592,400 | Total Operating Expenses | 2,611,800 | 2,405,000 | (8) | 2,286,600 | 2,418,100 | 2,316,400 | 2,356,400 | 2,402,200 | 2,457,700 | 2,505,000 | 2,599,000 | 2,649,900 |
| (795,000) | (885,800) | (725,700) | Operating Result - Surplus / (Deficit) | (1,709,500) | (1,688,000) | (1) | (1,735,600) | (1,919,000) | (1,894,600) | (1,932,800) | (1,972,700) | (2,013,200) | (2,054,300) | (2,095,900) | (2,137,400) |
| 0 | 0 | 0 | Add Back Depreciation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (795,000) | (885,800) | (725,700) | Cash Result - Surplus / (Deficit) | (1,709,500) | (1,688,000) | (1) | (1,735,600) | (1,919,000) | (1,894,600) | (1,932,800) | (1,972,700) | (2,013,200) | (2,054,300) | (2,095,900) | (2,137,400) |
| | | | Capital Movements | | | | | | | | | | | | |
| 0 | 0 | 0 | Less Principal Repayments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 359,700 | 865,900 | 1,759,100 | Less Transfer to Reserves | 497,300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 869,400 | 615,100 | 1,571,900 | Add Transfer from Reserves | 1,172,200 | 155,000 | 0 | 213,000 | 62,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 181,900 | 11,900 | 0 | Add Capital Income Applied | 471,500 | 263,000 | 0 | 430,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 857,700 | 136,900 | 124,900 | Less Capital Expenditure | 1,220,000 | 395,000 | 0 | 645,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (961,100) | (1,261,600) | (1,037,800) | Cash Result after Capital Movements | (1,783,100) | (1,665,000) | (7) | (1,737,600) | (1,857,000) | (1,894,600) | (1,932,800) | (1,972,700) | (2,013,200) | (2,054,300) | (2,095,900) | (2,137,400) |

Public Order

Manager: Kerri Watts, Manager Public and Environmental Health

Background

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

Budget Comments

OPERATING REVENUES

Regulatory Fees and Fines

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

OPERATING EXPENSES

Rangers

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

Impounding Expenses

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

| PUBLIC ORDER | | | | | | | | | | | | | | | |
|------------------|------------------|------------------|---|------------------|------------------|------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| ACTUAL | | | DESCRIPTION | ESTIMATE | | | | | | | | | | | |
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| | | | Regulatory Fees and Fines | | | | | | | | | | | | |
| 75,500 | 47,200 | 52,500 | Fees and Charges | 50,000 | 53,000 | 6 | 54,000 | 55,300 | 56,700 | 58,100 | 59,500 | 61,000 | 62,500 | 64,000 | 65,500 |
| 161,500 | 171,100 | 163,900 | Parking Fines | 132,000 | 175,000 | 33 | 180,000 | 183,600 | 187,300 | 191,100 | 195,000 | 198,900 | 202,900 | 207,000 | 211,200 |
| 50,800 | 40,500 | 39,800 | Dog Fines | 32,000 | 42,000 | 31 | 43,000 | 43,900 | 44,800 | 45,700 | 46,700 | 47,700 | 48,700 | 49,700 | 50,700 |
| 9,100 | 9,900 | 8,100 | Other Fines and Other Revenues | 9,000 | 7,000 | (22) | 7,000 | 7,200 | 7,500 | 7,800 | 8,100 | 8,400 | 8,700 | 9,000 | 9,300 |
| 296,900 | 268,700 | 264,300 | Total Operating Revenues | 223,000 | 277,000 | 24 | 284,000 | 290,000 | 296,300 | 302,700 | 309,300 | 316,000 | 322,800 | 329,700 | 336,700 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| | | | Rangers | | | | | | | | | | | | |
| 480,300 | 509,400 | 564,400 | Employee Costs | 526,000 | 578,000 | 10 | 590,600 | 602,600 | 614,800 | 627,300 | 640,000 | 652,900 | 666,200 | 679,700 | 693,500 |
| | | | Pound Management | | | | | | | | | | | | |
| 2,700 | 2,700 | 3,200 | Dog Pound Rates and Charges | 4,000 | 4,000 | 0 | 4,100 | 4,200 | 4,300 | 4,400 | 4,500 | 4,600 | 4,700 | 4,800 | 4,900 |
| 20,900 | 22,600 | 26,000 | Dog Pound Cleaning | 25,000 | 28,000 | 12 | 26,000 | 26,600 | 27,200 | 27,800 | 28,400 | 29,000 | 29,600 | 30,200 | 30,900 |
| 8,900 | 4,000 | 2,800 | Dog Pound Impounding | 6,000 | 3,000 | (50) | 6,000 | 6,200 | 6,400 | 6,600 | 6,800 | 7,000 | 7,200 | 7,400 | 7,600 |
| 1,400 | 700 | 1,200 | Dog Pound Food | 2,000 | 1,000 | (50) | 2,000 | 2,100 | 2,200 | 2,300 | 2,400 | 2,500 | 2,600 | 2,700 | 2,800 |
| 4,400 | 4,000 | 1,600 | Dog Pound Veterinary | 4,000 | 3,000 | (25) | 4,000 | 4,100 | 4,200 | 4,300 | 4,400 | 4,500 | 4,600 | 4,700 | 4,800 |
| 27,400 | 43,400 | 26,600 | Sundry (Poo Bags etc) | 25,000 | 28,000 | 12 | 28,000 | 28,600 | 29,200 | 29,800 | 30,400 | 31,100 | 31,800 | 32,500 | 33,200 |
| 3,700 | 10,400 | 6,500 | Legals | 3,000 | 3,000 | 0 | 3,000 | 3,100 | 3,200 | 3,300 | 3,400 | 3,500 | 3,600 | 3,700 | 3,800 |
| 5,400 | 7,500 | 8,100 | Electricity | 8,000 | 9,000 | 13 | 8,000 | 8,200 | 8,400 | 8,600 | 8,800 | 9,000 | 9,200 | 9,400 | 9,600 |
| 1,000 | 1,300 | 2,000 | Insurance | 2,000 | 2,000 | 0 | 2,000 | 2,100 | 2,200 | 2,300 | 2,400 | 2,500 | 2,600 | 2,700 | 2,800 |
| 500 | 700 | 700 | Bank Fees | 1,000 | 1,000 | 0 | 1,000 | 1,100 | 1,200 | 1,300 | 1,400 | 1,500 | 1,600 | 1,700 | 1,800 |
| 6,000 | 6,100 | 6,700 | Telephone | 6,000 | 6,000 | 0 | 6,000 | 6,200 | 6,400 | 6,600 | 6,800 | 7,000 | 7,200 | 7,400 | 7,600 |
| 1,100 | 1,300 | 0 | Straying Livestock | 1,000 | 1,000 | 0 | 1,000 | 1,100 | 1,200 | 1,300 | 1,400 | 1,500 | 1,600 | 1,700 | 1,800 |
| 0 | 0 | 400 | Companion Animal Education Programs | 5,000 | 2,000 | (60) | 2,000 | 2,100 | 2,200 | 2,300 | 2,400 | 2,500 | 2,600 | 2,700 | 2,800 |
| | | | Debt Servicing | | | | | | | | | | | | |
| 1,300 | 800 | 300 | Interest on Loans - Dog Control | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Non-cash Expenses | | | | | | | | | | | | |
| 5,500 | 9,200 | 9,200 | Depreciation - Dog Control | 9,000 | 9,000 | 0 | 9,200 | 9,400 | 9,600 | 9,800 | 10,000 | 10,200 | 10,500 | 10,800 | 11,100 |
| 570,500 | 624,100 | 659,700 | Total Operating Expenses | 627,000 | 678,000 | 8 | 692,900 | 707,700 | 722,700 | 738,000 | 753,500 | 769,300 | 785,600 | 802,100 | 819,000 |
| (273,600) | (355,400) | (395,400) | Operating Result - Surplus / (Deficit) | (404,000) | (401,000) | (1) | (408,900) | (417,700) | (426,400) | (435,300) | (444,200) | (453,300) | (462,800) | (472,400) | (482,300) |
| 5,500 | 9,200 | 9,200 | Add Back Depreciation | 9,000 | 9,000 | 0 | 9,200 | 9,400 | 9,600 | 9,800 | 10,000 | 10,200 | 10,500 | 10,800 | 11,100 |
| (268,100) | (346,200) | (386,200) | Cash Result - Surplus / (Deficit) | (395,000) | (392,000) | (1) | (399,700) | (408,300) | (416,800) | (425,500) | (434,200) | (443,100) | (452,300) | (461,600) | (471,200) |
| | | | Capital Movements | | | | | | | | | | | | |
| 7,800 | 8,300 | 7,300 | Less Principal Repayments | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 10,000 | 2,000 | 4,000 | Less Transfer to Reserves | 2,000 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 6,500 | 0 | 22,000 | Add Transfer from Reserves | 14,000 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | Add Capital Income Applied | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 30,500 | Less Capital Expenditure | 12,000 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (279,400) | (356,500) | (406,000) | Cash Result after Capital Movements | (395,000) | (392,000) | (1) | (399,700) | (408,300) | (416,800) | (425,500) | (434,200) | (443,100) | (452,300) | (461,600) | (471,200) |

Strategic Planning

Manager: Tara McGready, Manager Strategic Planning

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

Income for strategic planning publications and services and planning proposals.

Grants and Contributions

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

Interest on Section 7.11 Contributions

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

OPERATING EXPENSES

Employee Costs

Based on six full-time and three part time employees (total of 41 days) 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 | ESTIMATE | | | | | | | | | | | |
|--------------------|------------------|--------------------|---|------------------|------------------|-------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| 67,200 | 29,500 | 43,100 | Planning Proposals and Other Fees | 90,000 | 30,000 | (67) | 30,000 | 30,600 | 31,300 | 32,000 | 32,700 | 33,400 | 34,100 | 34,800 | 35,500 |
| 51,500 | 67,300 | 2,200 | Grants and Contributions | 276,000 | 2,000 | (99) | 2,000 | 2,100 | 2,200 | 2,300 | 2,400 | 2,500 | 2,600 | 2,700 | 2,800 |
| 221,300 | 292,500 | 95,700 | Interest on Section 7.11 Contributions | 123,000 | 64,000 | (48) | 58,000 | 40,000 | 31,000 | 47,500 | 70,500 | 97,500 | 91,000 | 76,500 | 78,000 |
| 340,000 | 389,300 | 141,000 | Total Operating Revenues | 489,000 | 96,000 | (80) | 90,000 | 72,700 | 64,500 | 81,800 | 105,600 | 133,400 | 127,700 | 114,000 | 116,300 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| 900,000 | 790,500 | 1,035,300 | Employee Costs | 950,400 | 981,000 | 3 | 1,000,600 | 1,020,700 | 1,041,300 | 1,062,300 | 1,083,700 | 1,105,500 | 1,127,800 | 1,150,500 | 1,173,600 |
| 32,200 | 33,700 | 16,700 | Office Expenses | 18,000 | 18,000 | 0 | 18,000 | 18,500 | 19,100 | 19,700 | 20,300 | 20,900 | 21,500 | 22,100 | 22,700 |
| 29,000 | 39,900 | 14,500 | Planning Proposals | 117,600 | 30,000 | (74) | 30,000 | 30,600 | 31,300 | 32,000 | 32,700 | 33,400 | 34,100 | 34,800 | 35,500 |
| 1,900 | 700 | 0 | Section 7.11 Contribution Plan Reviews | 20,000 | 10,000 | (50) | 10,000 | 10,200 | 10,500 | 10,800 | 11,100 | 11,400 | 11,700 | 12,000 | 12,300 |
| 14,500 | 0 | 5,100 | Planning Policy / Strategy Reviews | 10,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 10,700 | 8,300 | 11,400 | Ballina Major Regional Centre Actions | 10,000 | 10,000 | 0 | 10,000 | 10,200 | 10,500 | 10,800 | 11,100 | 11,400 | 11,700 | 12,000 | 12,300 |
| 12,300 | 0 | 15,600 | Plans of Management | 104,000 | 10,000 | (90) | 10,000 | 10,200 | 10,500 | 10,800 | 11,100 | 11,400 | 11,700 | 12,000 | 12,300 |
| 11,100 | 11,000 | 18,900 | Economic Development Programs | 12,000 | 15,000 | 25 | 15,000 | 15,300 | 15,700 | 16,100 | 16,500 | 16,900 | 17,300 | 17,700 | 18,100 |
| 15,900 | 6,600 | 10,700 | Cultural and Heritage Programs | 39,300 | 20,000 | (49) | 20,000 | 20,400 | 20,900 | 21,400 | 21,900 | 22,400 | 22,900 | 23,400 | 23,900 |
| 5,300 | 400 | 1,500 | Koala Management Plan Actions | 28,000 | 15,000 | (46) | 15,000 | 15,300 | 15,700 | 16,100 | 16,500 | 16,900 | 17,300 | 17,700 | 18,100 |
| 900 | 0 | 0 | Public Art Projects | 11,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 34,800 | 600 | 0 | Significant Tree Register | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 29,600 | 54,800 | 82,300 | Other Strategic Plans and Studies | 515,800 | 20,000 | (96) | 20,000 | 20,400 | 20,900 | 21,400 | 21,900 | 22,400 | 22,900 | 23,400 | 23,900 |
| 21,100 | 22,500 | 12,200 | Community Services Programs | 24,000 | 24,000 | 0 | 24,000 | 24,500 | 25,300 | 26,100 | 26,900 | 27,700 | 28,500 | 29,300 | 30,100 |
| 900 | 0 | 5,000 | Environmental Action Plan and Policy | 25,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Recouped from Business Activities | | | | | | | | | | | | |
| 0 | 0 | 0 | Direct Costs Redistributed to Businesses | (505,900) | (694,000) | 37 | (707,900) | (722,100) | (736,600) | (751,400) | (766,500) | (781,900) | (797,600) | (813,600) | (829,900) |
| 1,120,200 | 969,000 | 1,229,200 | Total Operating Expenses | 1,379,200 | 459,000 | (67) | 464,700 | 474,200 | 485,100 | 496,100 | 507,200 | 518,400 | 529,800 | 541,300 | 552,900 |
| (780,200) | (579,700) | (1,088,200) | Operating Result - Surplus / (Deficit) | (890,200) | (363,000) | (59) | (374,700) | (401,500) | (420,600) | (414,300) | (401,600) | (385,000) | (402,100) | (427,300) | (436,600) |
| 0 | 0 | 0 | Add Back Depreciation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (780,200) | (579,700) | (1,088,200) | Cash Result - Surplus / (Deficit) | (890,200) | (363,000) | (59) | (374,700) | (401,500) | (420,600) | (414,300) | (401,600) | (385,000) | (402,100) | (427,300) | (436,600) |
| | | | Capital Movements | | | | | | | | | | | | |
| 0 | 0 | 0 | Less Principal Repayments | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 5,602,700 | 9,020,200 | 4,814,000 | Less Transfer to Reserves | 4,573,000 | 3,454,000 | | 3,950,000 | 4,434,000 | 4,927,000 | 5,445,500 | 5,970,500 | 7,499,500 | 9,495,000 | 11,482,500 | 11,486,000 |
| 29,600 | 323,600 | 65,400 | Add Transfer from Reserves | 448,700 | 30,000 | | 32,000 | 34,000 | 36,000 | 38,000 | 40,000 | 42,000 | 44,000 | 46,000 | 48,000 |
| 5,280,000 | 8,384,700 | 4,663,300 | Add Capital Income Applied | 4,543,000 | 3,330,000 | | 3,830,000 | 4,330,000 | 4,830,000 | 5,330,000 | 5,830,000 | 7,330,000 | 9,330,000 | 11,330,000 | 11,330,000 |
| 0 | 0 | 0 | Less Capital Expenditure | 143,000 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (1,073,300) | (891,600) | (1,173,500) | Cash Result after Capital Movements | (614,500) | (457,000) | (26) | (462,700) | (471,500) | (481,600) | (491,800) | (502,100) | (512,500) | (523,100) | (533,800) | (544,600) |

Northern Rivers Community Gallery

Manager: Tara McGready, Manager Strategic Planning

Background

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

Budget Comments

OPERATING REVENUES

Revenues

Fees and Charges

Income from bookings and exhibitions and workshop fees.

Grants and Contributions

Grants can vary from year to year

Other Revenues

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

OPERATING EXPENSES

Employee Costs

Includes one full time and three part-time employees (total of 13 days).

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 | ESTIMATE | | | | | | | | | | | |
|------------------|------------------|------------------|---|------------------|------------------|-------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| | | | Fees and Charges | | | | | | | | | | | | |
| 5,400 | 5,200 | 6,000 | Ballina Gallery Café Outgoings | 5,000 | 7,000 | 40 | 7,000 | 7,200 | 7,400 | 7,600 | 7,800 | 8,000 | 8,200 | 8,400 | 8,600 |
| 15,800 | 12,700 | 4,200 | Bookings and Exhibitions | 8,000 | 15,000 | 88 | 15,000 | 15,300 | 15,700 | 16,100 | 16,500 | 16,900 | 17,300 | 17,700 | 18,100 |
| 5,800 | 5,500 | 8,600 | Workshops | 3,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 9,600 | 11,500 | 8,300 | Gallery Stock Sales | 6,000 | 10,000 | 67 | 10,000 | 10,200 | 10,500 | 10,800 | 11,100 | 11,400 | 11,700 | 12,000 | 12,300 |
| 22,100 | 13,500 | 7,600 | Gallery Commission on Sales | 8,000 | 15,000 | 88 | 15,000 | 15,300 | 15,700 | 16,100 | 16,500 | 16,900 | 17,300 | 17,700 | 18,100 |
| 5,200 | 12,900 | 15,700 | Ignite Studios Casual Room Bookings | 11,000 | 22,000 | 100 | 22,000 | 22,500 | 23,000 | 23,500 | 24,000 | 24,500 | 25,000 | 25,500 | 26,100 |
| | | | Operating Grants and Contributions | | | | | | | | | | | | |
| 59,500 | 41,400 | 52,700 | Other Grants | 10,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | RAF Relief Grant | 3,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 5,000 | Regional NSW CASP Grant | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Other Revenues | | | | | | | | | | | | |
| 1,000 | 900 | 600 | Donations | 1,000 | 1,000 | 0 | 1,000 | 1,100 | 1,200 | 1,300 | 1,400 | 1,500 | 1,600 | 1,700 | 1,800 |
| 32,200 | 33,800 | 26,800 | Community Gallery - Café Lease | 25,000 | 36,000 | 44 | 36,000 | 36,800 | 37,600 | 38,400 | 39,200 | 40,000 | 40,800 | 41,700 | 42,600 |
| 800 | 400 | 200 | Fund Raising Events | 1,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 157,400 | 137,800 | 135,700 | Total Operating Revenues | 81,000 | 106,000 | 31 | 106,000 | 108,400 | 111,100 | 113,800 | 116,500 | 119,200 | 121,900 | 124,700 | 127,600 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| 174,700 | 205,200 | 235,600 | Employee Costs | 210,000 | 264,000 | 26 | 269,300 | 274,700 | 280,200 | 285,900 | 291,700 | 297,600 | 303,600 | 309,700 | 315,900 |
| 11,200 | 31,400 | 26,600 | Cleaning and Air-conditioning | 30,000 | 32,000 | 7 | 32,000 | 32,700 | 33,400 | 34,100 | 34,800 | 35,500 | 36,300 | 37,100 | 37,900 |
| 21,600 | 21,900 | 21,900 | Subscription to Arts Northern Rivers | 23,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 16,400 | 16,800 | 18,300 | NSW State Government - Crown Rental | 18,000 | 18,000 | 0 | 18,000 | 18,000 | 19,000 | 19,000 | 20,000 | 20,000 | 20,000 | 21,000 | 21,000 |
| 29,600 | 35,300 | 32,000 | Rates and Charges, Electricity, Security | 38,000 | 39,000 | 3 | 39,000 | 39,900 | 40,900 | 41,900 | 42,900 | 43,900 | 44,900 | 46,000 | 47,100 |
| 64,500 | 107,900 | 82,700 | Other Operating Expenses | 111,900 | 63,000 | (44) | 63,000 | 64,900 | 66,700 | 68,600 | 70,400 | 72,400 | 74,300 | 76,400 | 78,400 |
| | | | Non-cash Expenses | | | | | | | | | | | | |
| 43,900 | 47,700 | 47,700 | Depreciation - Community Gallery | 52,000 | 52,000 | 0 | 53,100 | 54,200 | 55,300 | 56,500 | 57,700 | 58,900 | 60,100 | 61,400 | 62,700 |
| 361,900 | 466,200 | 464,800 | Total Operating Expenses | 482,900 | 468,000 | (3) | 474,400 | 484,400 | 495,500 | 506,000 | 517,500 | 528,300 | 539,200 | 551,600 | 563,000 |
| (204,500) | (328,400) | (329,100) | Operating Result - Surplus / (Deficit) | (401,900) | (362,000) | (10) | (368,400) | (376,000) | (384,400) | (392,200) | (401,000) | (409,100) | (417,300) | (426,900) | (435,400) |
| 43,900 | 47,700 | 47,700 | Add Back Depreciation | 52,000 | 52,000 | 0 | 53,100 | 54,200 | 55,300 | 56,500 | 57,700 | 58,900 | 60,100 | 61,400 | 62,700 |
| (160,600) | (280,700) | (281,400) | Cash Result - Surplus / (Deficit) | (349,900) | (310,000) | (11) | (315,300) | (321,800) | (329,100) | (335,700) | (343,300) | (350,200) | (357,200) | (365,500) | (372,700) |
| | | | Capital Movements | | | | | | | | | | | | |
| 0 | 0 | 0 | Less Principal Repayments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 65,800 | 62,200 | 51,900 | Less Transfer to Reserves | 10,000 | 10,000 | 0 | 11,000 | 11,000 | 11,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 |
| 36,100 | 104,400 | 36,200 | Add Transfer from Reserves | 41,900 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 121,000 | 0 | Add Capital Income Applied | 85,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 85,200 | 166,200 | 11,900 | Less Capital Expenditure | 91,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (275,500) | (283,700) | (309,000) | Cash Result after Capital Movements | (324,000) | (320,000) | (1) | (326,300) | (332,800) | (340,100) | (347,700) | (355,300) | (362,200) | (369,200) | (377,500) | (384,700) |

Open Spaces

Manager: Cheyenne Willebrands, Manager - Open Spaces

Background

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

Budget Comments

OPERATING REVENUES

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

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

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

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

OPERATING EXPENSES

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

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

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

Capital Movements

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

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

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

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

OPEN SPACES

| ACTUAL | | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
|---------------------------------|--------------------|--------------------|--|--------------------|--------------------|-----------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2029/30 |
| OPERATING REVENUES | | | | | | | | | | | | | | | |
| Fees and Charges | | | | | | | | | | | | | | | |
| 13,900 | 0 | 6,600 | Statutory Minimum Rent (Crown Land) | 6,000 | 12,000 | 100 | 7,000 | 7,200 | 7,400 | 7,600 | 7,800 | 8,000 | 8,200 | 8,400 | 8,600 |
| 0 | 0 | 7,000 | Ballina Hockey Club Rent | 7,000 | 7,000 | 0 | 7,000 | 7,200 | 7,400 | 7,600 | 7,800 | 8,000 | 8,200 | 8,400 | 8,600 |
| 16,100 | 600 | 16,200 | Public Land Licences and Sundries | 18,800 | 22,000 | 17 | 21,000 | 21,500 | 22,200 | 22,900 | 23,600 | 24,300 | 25,000 | 25,700 | 26,400 |
| 13,800 | 0 | 12,700 | Discovery Park Licence | 14,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 52,200 | 57,300 | 37,100 | Commercial Coastal Reserve Surf Licences | 55,000 | 70,000 | 27 | 60,000 | 61,200 | 62,500 | 63,800 | 65,100 | 66,500 | 67,900 | 69,300 | 70,700 |
| 33,200 | 33,600 | 49,000 | Nursery Sales | 37,000 | 36,000 | (3) | 37,000 | 37,900 | 38,800 | 39,700 | 40,600 | 41,500 | 42,400 | 43,400 | 44,400 |
| 59,000 | 66,400 | 71,000 | 4WD Permits | 115,000 | 120,000 | 4 | 120,000 | 122,400 | 124,900 | 127,400 | 130,000 | 132,600 | 135,300 | 138,100 | 140,900 |
| 17,500 | 20,600 | 27,600 | Event and Film Permits | 50,500 | 40,500 | (20) | 46,000 | 47,000 | 48,100 | 49,200 | 50,300 | 51,400 | 52,500 | 53,700 | 54,900 |
| Grants and Contributions | | | | | | | | | | | | | | | |
| 87,000 | 72,900 | 40,100 | NDIS Income | 82,200 | 130,000 | 58 | 134,000 | 136,700 | 139,500 | 142,300 | 145,200 | 148,200 | 151,200 | 154,300 | 157,400 |
| 25,000 | 99,500 | 0 | Other Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 158,000 | 161,600 | 163,700 | Crown Reserve Contribution | 167,000 | 169,000 | 1 | 172,500 | 176,000 | 179,600 | 183,300 | 187,000 | 190,800 | 194,800 | 198,800 | 202,900 |
| 51,300 | 0 | 195,200 | Vegetation Management | 268,700 | 242,300 | (10) | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| Other Services | | | | | | | | | | | | | | | |
| 395,700 | 393,700 | 378,500 | Cemeteries - Fees and Charges | 398,000 | 428,000 | 8 | 440,000 | 448,800 | 457,800 | 467,000 | 476,400 | 486,000 | 495,800 | 505,800 | 516,000 |
| 922,700 | 906,200 | 1,004,700 | Total Operating Revenues | 1,219,200 | 1,276,800 | 5 | 1,084,500 | 1,105,900 | 1,128,200 | 1,150,800 | 1,173,800 | 1,197,300 | 1,221,300 | 1,245,900 | 1,270,800 |
| OPERATING EXPENSES | | | | | | | | | | | | | | | |
| Open Spaces Management | | | | | | | | | | | | | | | |
| 390,800 | 413,700 | 687,200 | Employee Costs | 703,700 | 985,000 | 40 | 1,004,500 | 1,024,700 | 1,045,300 | 1,066,300 | 1,087,800 | 1,109,700 | 1,132,000 | 1,154,800 | 1,178,000 |
| Open Spaces and Reserves | | | | | | | | | | | | | | | |
| 1,591,600 | 1,562,100 | 1,646,700 | Operating Expenses | 1,696,000 | 2,001,000 | 18 | 2,040,700 | 2,081,900 | 2,124,000 | 2,167,100 | 2,210,900 | 2,255,700 | 2,301,300 | 2,347,900 | 2,395,300 |
| 62,100 | 91,200 | 106,700 | Tree Management | 88,000 | 93,000 | 6 | 95,000 | 97,000 | 99,000 | 101,000 | 103,100 | 105,200 | 107,400 | 109,700 | 112,000 |
| 60,700 | 16,400 | 26,000 | Street Tree Planting Program | 21,000 | 20,000 | (5) | 20,000 | 20,400 | 20,900 | 21,400 | 21,900 | 22,400 | 22,900 | 23,400 | 23,900 |
| 44,800 | 117,500 | 61,900 | Fig Tree Management Program | 20,000 | 20,000 | 0 | 20,000 | 20,400 | 20,900 | 21,400 | 21,900 | 22,400 | 22,900 | 23,400 | 23,900 |
| 235,700 | 244,800 | 281,500 | Nursery Operations | 275,000 | 308,000 | 12 | 314,100 | 320,600 | 327,200 | 334,000 | 340,900 | 348,000 | 355,200 | 362,600 | 370,000 |
| 26,900 | 17,200 | 18,100 | Amphitheatre and Skateparks | 32,000 | 28,000 | (13) | 33,000 | 33,700 | 34,800 | 35,900 | 37,000 | 38,100 | 39,200 | 40,300 | 41,400 |
| 44,200 | 16,500 | 19,700 | Beach Cleaning | 15,000 | 15,000 | 0 | 15,000 | 15,300 | 15,700 | 16,100 | 16,500 | 16,900 | 17,300 | 17,700 | 18,100 |
| 321,100 | 362,100 | 372,100 | Surf Life Saving Services - Contract | 376,000 | 382,000 | 2 | 390,000 | 397,800 | 405,800 | 414,000 | 422,300 | 430,800 | 439,500 | 448,300 | 457,300 |
| 10,200 | 13,000 | 24,800 | Other Beach Exps - Insurance / Permits | 20,800 | 21,000 | 1 | 21,000 | 21,500 | 22,100 | 22,700 | 23,300 | 23,900 | 24,500 | 25,100 | 25,700 |
| Vegetation Management | | | | | | | | | | | | | | | |
| 79,100 | 75,900 | 73,700 | Coastal and Bushland Reserves | 75,000 | 75,000 | 0 | 75,000 | 76,900 | 79,100 | 81,300 | 83,500 | 85,700 | 87,900 | 90,100 | 92,300 |
| 106,900 | 109,600 | 112,600 | Weed Control - Cont to County Council | 115,000 | 118,000 | 3 | 120,000 | 122,400 | 124,900 | 127,400 | 130,000 | 132,600 | 135,300 | 138,100 | 140,900 |
| 10,200 | 6,200 | 10,000 | Weed Control | 10,000 | 10,000 | 0 | 10,000 | 10,200 | 10,500 | 10,800 | 11,100 | 11,400 | 11,700 | 12,000 | 12,300 |
| 44,800 | 48,900 | 47,200 | Environmental Activities | 46,000 | 32,000 | (30) | 32,000 | 33,100 | 34,400 | 35,700 | 37,000 | 38,300 | 39,600 | 40,900 | 42,200 |
| 10,800 | 11,200 | 2,900 | Rural Fire Service Trails and Asset Protection | 12,000 | 70,000 | 483 | 71,000 | 72,500 | 74,000 | 75,500 | 77,100 | 78,700 | 80,300 | 82,000 | 83,700 |
| 0 | 0 | 0 | Boulder to Angels Coastal Path / Walk Precinct | 0 | 30,000 | 100 | 30,000 | 30,600 | 31,300 | 32,000 | 32,700 | 33,400 | 34,100 | 34,800 | 35,500 |
| 0 | 6,800 | 54,800 | Compensatory Works | 48,800 | 103,200 | 111 | 91,900 | 92,300 | 92,300 | 171,500 | 21,900 | 22,400 | 22,900 | 23,400 | 23,900 |
| 2,200 | 2,900 | 50,200 | Grant Based Projects | 156,800 | 459,900 | 193 | 29,000 | 29,000 | 29,900 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| Other Services | | | | | | | | | | | | | | | |
| 471,600 | 599,400 | 541,000 | Sports Fields - Operating Expenses | 530,000 | 534,000 | 1 | 540,000 | 551,200 | 564,200 | 577,300 | 590,400 | 603,600 | 617,100 | 630,600 | 644,300 |
| 311,100 | 271,800 | 318,500 | Cemeteries - Operating Expenses | 301,000 | 302,000 | 0 | 306,000 | 312,200 | 319,000 | 325,900 | 332,900 | 340,000 | 347,200 | 354,500 | 361,800 |
| Non-Cash Expenses | | | | | | | | | | | | | | | |
| 20,000 | 15,900 | 16,000 | Depreciation - Cemeteries | 21,000 | 17,000 | (19) | 17,400 | 17,800 | 18,200 | 18,600 | 19,000 | 19,400 | 19,800 | 20,200 | 20,700 |
| (129,300) | 368,100 | 14,400 | Loss on Disposal of Infrastructure Assets | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3,715,500 | 4,371,200 | 4,486,000 | Total Operating Expenses | 4,563,100 | 5,624,100 | 23 | 5,275,600 | 5,381,500 | 5,493,500 | 5,675,900 | 5,641,200 | 5,758,600 | 5,878,100 | 5,999,800 | 6,123,200 |
| (2,792,800) | (3,465,000) | (3,481,300) | Operating Result - Surplus / (Deficit) | (3,343,900) | (4,347,300) | 30 | (4,191,100) | (4,275,600) | (4,365,300) | (4,525,100) | (4,467,400) | (4,561,300) | (4,656,800) | (4,753,900) | (4,852,400) |
| 20,000 | 15,900 | 16,000 | Add Back Depreciation | 21,000 | 17,000 | (19) | 17,400 | 17,800 | 18,200 | 18,600 | 19,000 | 19,400 | 19,800 | 20,200 | 20,700 |
| (129,300) | 368,100 | 14,400 | Add Back Loss on Infrastructure Assets | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (2,902,100) | (3,081,000) | (3,450,900) | Cash Result - Surplus / (Deficit) | (3,322,900) | (4,330,300) | 30 | (4,173,700) | (4,257,800) | (4,347,100) | (4,506,500) | (4,448,400) | (4,541,900) | (4,637,000) | (4,733,700) | (4,831,700) |
| Capital Movements | | | | | | | | | | | | | | | |
| 0 | 0 | 0 | Less Loan Principal Repayments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2,457,300 | 2,856,300 | 2,505,600 | Less Transfer to Reserves | 1,789,500 | 428,300 | 0 | 141,000 | 143,800 | 146,200 | 148,700 | 151,300 | 154,000 | 156,800 | 159,700 | 162,800 |
| 2,377,200 | 2,469,100 | 4,228,600 | Add Transfer from Reserves | 3,336,100 | 2,280,900 | 0 | 243,900 | 150,900 | 151,300 | 220,100 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 |
| 219,000 | 751,000 | 1,061,100 | Add Capital Income Applied | 1,026,800 | 711,000 | 0 | 3,300,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1,013,900 | 1,198,300 | 3,853,000 | Less Capital Expenditure | 3,739,000 | 3,226,000 | 0 | 4,322,000 | 948,000 | 967,000 | 987,000 | 1,007,000 | 1,027,000 | 1,047,000 | 1,068,000 | 1,090,000 |
| (3,777,100) | (3,915,500) | (4,519,800) | Cash Result after Capital Movements | (4,488,500) | (4,992,700) | 11 | (5,092,800) | (5,198,700) | (5,309,000) | (5,422,100) | (5,536,700) | (5,652,900) | (5,770,800) | (5,891,400) | (6,014,500) |

Open Spaces – Buildings and Structures

Manager: Cheyne Willebrands, Manager Open Spaces

Background

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

Budget Comments

OPERATING EXPENSES

Open Spaces Buildings

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

Public Amenities

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

Open Spaces Amenities

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

Sports Fields Buildings

Costs include insurance, rates, maintenance and electricity.

OPEN SPACES BUILDINGS AND STRUCTURES

| ACTUAL | | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
|--------------------|--------------------|--------------------|---|--------------------|--------------------|-----------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| | | | Buildings | | | | | | | | | | | | |
| 0 | 0 | 0 | Contributions and Rebates | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 0 | 0 | 0 | Total Operating Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| | | | Open Spaces Buildings Maintenance | | | | | | | | | | | | |
| 224,600 | 219,300 | 213,900 | Open Spaces Buildings | 189,000 | 227,000 | 20 | 230,000 | 234,700 | 239,600 | 244,600 | 249,600 | 254,800 | 260,200 | 265,700 | 271,200 |
| 74,000 | 97,200 | 119,300 | Sports Fields Buildings | 97,000 | 106,000 | 9 | 108,000 | 110,200 | 112,700 | 115,200 | 117,700 | 120,200 | 122,700 | 125,400 | 128,100 |
| 399,300 | 468,300 | 426,000 | Public Amenities | 446,000 | 429,000 | (4) | 435,000 | 443,900 | 453,100 | 462,500 | 472,200 | 482,000 | 491,900 | 502,100 | 512,500 |
| 34,700 | 55,300 | 59,900 | Picnic Tables Construction and Maintenance | 63,000 | 90,000 | 43 | 92,000 | 93,900 | 95,900 | 98,000 | 100,100 | 102,200 | 104,400 | 106,600 | 108,800 |
| 35,800 | 45,200 | 57,300 | Electric BBQ's M & R | 59,000 | 80,000 | 36 | 82,000 | 83,700 | 85,400 | 87,200 | 89,000 | 90,800 | 92,700 | 94,600 | 96,500 |
| 11,500 | 7,900 | 2,400 | River Street / Riverwalk Cleaning and Maintenance | 3,000 | 3,000 | 0 | 3,000 | 3,100 | 3,200 | 3,300 | 3,400 | 3,500 | 3,600 | 3,700 | 3,800 |
| 47,200 | 0 | 0 | Storm Damage | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Non-Cash Expenses | | | | | | | | | | | | |
| 0 | 0 | 0 | Depreciation - Administration Building | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 57,200 | 6,400 | 21,500 | Depreciation - Public Amenities | 60,000 | 22,000 | (63) | 23,000 | 24,000 | 25,000 | 26,000 | 27,000 | 28,000 | 29,000 | 30,000 | 31,000 |
| 351,800 | 229,700 | 854,900 | Depreciation - Open Spaces Buildings | 542,000 | 820,000 | 51 | 837,000 | 854,000 | 872,000 | 890,000 | 908,000 | 927,000 | 946,000 | 965,000 | 985,000 |
| 682,600 | 489,400 | 667,500 | Depreciation - Sports Field Buildings | 432,000 | 500,000 | 16 | 510,000 | 521,000 | 532,000 | 543,000 | 554,000 | 566,000 | 578,000 | 590,000 | 602,000 |
| 0 | 0 | 0 | Loss on Disposal of Infrastructure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1,918,700 | 1,618,700 | 2,422,700 | Total Operating Expenses | 1,891,000 | 2,277,000 | 20 | 2,320,000 | 2,368,500 | 2,418,900 | 2,469,800 | 2,521,000 | 2,574,500 | 2,628,500 | 2,683,100 | 2,738,900 |
| (1,918,700) | (1,618,700) | (2,422,700) | Operating Result - Surplus / (Deficit) | (1,891,000) | (2,277,000) | 20 | (2,320,000) | (2,368,500) | (2,418,900) | (2,469,800) | (2,521,000) | (2,574,500) | (2,628,500) | (2,683,100) | (2,738,900) |
| 1,091,600 | 725,500 | 1,543,900 | Add Back Depreciation | 1,034,000 | 1,342,000 | 30 | 1,370,000 | 1,399,000 | 1,429,000 | 1,459,000 | 1,489,000 | 1,521,000 | 1,553,000 | 1,585,000 | 1,618,000 |
| 0 | 0 | 0 | Add Back Loss on Infrastructure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (827,100) | (893,200) | (878,800) | Cash Result - Surplus / (Deficit) | (857,000) | (935,000) | 9 | (950,000) | (969,500) | (989,900) | (1,010,800) | (1,032,000) | (1,053,500) | (1,075,500) | (1,098,100) | (1,120,900) |
| | | | Capital Movements | | | | | | | | | | | | |
| 0 | 0 | 0 | Less Loan Principal Repayments | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 8,000 | 0 | 139,000 | Less Transfer to Reserves | 6,000 | 140,000 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 198,200 | 8,000 | 0 | Add Transfer from Reserves | 139,000 | 0 | | 140,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (2,400) | 65,000 | 0 | Add Capital Income Applied | 80,000 | 150,000 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 268,700 | 220,400 | 2,100 | Less Capital Expenditure | 249,000 | 170,000 | | 300,000 | 160,000 | 160,000 | 160,000 | 160,000 | 160,000 | 160,000 | 160,000 | 160,000 |
| (908,000) | (1,040,600) | (1,019,900) | Cash Result after Capital Movements | (893,000) | (1,095,000) | 23 | (1,110,000) | (1,129,500) | (1,149,900) | (1,170,800) | (1,192,000) | (1,213,500) | (1,235,500) | (1,258,100) | (1,280,900) |

Civil Services Division – Summary (General Fund)

Manager: John Truman, Director – Civil Services

Budget Comments

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

Asset Management

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

Stormwater and Environmental Management

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

Roads and Bridges

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

Ancillary Transport Services

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

Transport for NSW

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

Emergency Services

Costs associated with the provision of rural fire services.

Quarries and Sandpit

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

Landfill and Resource Management

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

Domestic Waste Management

Provision of domestic waste collection services to residential properties.

CIVIL SERVICES DIVISION - SUMMARY (GENERAL FUND)

| ACTUAL | | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
|-----------------------------|---------------------|---------------------|---|---------------------|---------------------|-------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| OPERATING REVENUES | | | | | | | | | | | | | | | |
| 316,700 | 791,100 | 317,800 | Asset Management | 277,900 | 332,500 | 20 | 344,000 | 355,000 | 366,000 | 377,000 | 389,000 | 401,000 | 413,000 | 425,000 | 437,000 |
| 412,100 | 508,000 | 479,200 | Stormwater and Environmental | 466,900 | 596,000 | 28 | 407,000 | 478,000 | 482,000 | 419,000 | 423,000 | 427,000 | 431,000 | 435,000 | 439,000 |
| 1,444,800 | 395,700 | 763,400 | Roads and Bridges | 1,045,200 | 930,800 | (11) | 918,500 | 917,600 | 934,000 | 953,000 | 969,000 | 985,000 | 998,000 | 1,013,000 | 1,030,000 |
| 967,700 | 861,700 | 795,900 | Ancillary Transport Services | 839,000 | 761,900 | (9) | 763,800 | 776,100 | 792,000 | 808,300 | 824,900 | 841,800 | 859,000 | 876,700 | 894,700 |
| 946,500 | 1,000,800 | 964,000 | Transport for NSW | 963,000 | 1,040,000 | 8 | 981,300 | 999,000 | 1,017,000 | 1,035,500 | 1,054,300 | 1,073,300 | 1,092,700 | 1,112,300 | 1,132,200 |
| 189,000 | 187,200 | 142,300 | Emergency Services | 232,100 | 118,300 | (49) | 120,800 | 123,300 | 125,900 | 128,500 | 131,200 | 133,900 | 136,700 | 139,500 | 142,400 |
| 63,900 | 549,400 | 677,900 | Quarries and Sandpit | 68,000 | 69,000 | 1 | 70,500 | 72,000 | 67,000 | 68,400 | 69,800 | 71,200 | 72,700 | 74,200 | 75,700 |
| 5,424,900 | 5,193,300 | 6,089,000 | Resource Recovery - Landfill Mgmt | 8,552,000 | 7,969,000 | (7) | 8,137,000 | 8,306,000 | 8,480,000 | 8,659,000 | 8,776,000 | 8,959,000 | 9,147,000 | 9,340,000 | 9,536,000 |
| 7,231,900 | 7,628,800 | 7,992,600 | Resource Recovery - Domestic Waste | 8,381,600 | 8,557,000 | 2 | 8,757,600 | 8,974,300 | 9,211,000 | 9,451,700 | 9,631,400 | 9,880,100 | 10,130,800 | 10,403,500 | 10,679,300 |
| 16,997,500 | 17,116,000 | 18,222,100 | Total Operating Revenues | 20,825,700 | 20,374,500 | (2) | 20,500,500 | 21,001,300 | 21,474,900 | 21,900,400 | 22,268,600 | 22,772,300 | 23,280,900 | 23,819,200 | 24,366,300 |
| OPERATING EXPENSES | | | | | | | | | | | | | | | |
| 2,339,900 | 2,593,600 | 2,590,400 | Asset Management | 1,527,300 | 1,304,100 | (15) | 1,332,000 | 1,439,500 | 1,388,500 | 1,417,000 | 1,444,900 | 1,563,300 | 1,503,100 | 1,532,400 | 1,562,100 |
| 2,410,100 | 2,521,000 | 2,376,300 | Stormwater and Environmental | 2,741,700 | 2,856,700 | 4 | 2,453,000 | 2,612,100 | 2,672,800 | 2,860,100 | 2,694,000 | 2,758,500 | 2,823,700 | 2,889,500 | 3,218,000 |
| 10,170,800 | 10,035,300 | 14,415,700 | Roads and Bridges | 14,055,700 | 12,877,000 | (8) | 13,050,000 | 13,407,300 | 13,640,600 | 13,869,500 | 14,085,000 | 14,348,000 | 14,572,000 | 14,841,500 | 15,077,000 |
| 2,594,100 | 2,753,900 | 3,306,200 | Ancillary Transport Services | 2,816,900 | 2,737,200 | (3) | 2,829,400 | 2,951,200 | 2,994,900 | 3,039,400 | 3,083,100 | 3,153,500 | 3,173,300 | 3,222,900 | 3,273,500 |
| 699,700 | 756,700 | 783,300 | Transport for NSW | 811,000 | 749,000 | (8) | 764,300 | 780,000 | 796,000 | 812,500 | 829,300 | 846,300 | 863,700 | 881,300 | 899,200 |
| 644,600 | 601,600 | 594,900 | Emergency Services | 723,300 | 605,700 | (16) | 653,600 | 667,300 | 682,000 | 696,700 | 711,700 | 726,900 | 742,500 | 758,400 | 774,500 |
| 209,700 | 148,800 | 118,200 | Quarries and Sandpit | 86,000 | 145,000 | 69 | 107,100 | 109,500 | 87,200 | 89,200 | 91,200 | 93,300 | 95,400 | 97,500 | 99,700 |
| 4,796,600 | 4,720,000 | 6,158,300 | Resource Recovery - Landfill Mgmt | 7,724,100 | 7,943,000 | 3 | 7,924,500 | 8,029,300 | 8,188,100 | 8,349,300 | 8,512,900 | 8,681,900 | 8,855,300 | 9,030,200 | 9,210,300 |
| 6,798,300 | 7,029,200 | 7,971,800 | Resource Recovery - Domestic Waste | 9,050,100 | 8,471,000 | (6) | 8,663,900 | 8,839,400 | 9,016,500 | 9,197,100 | 9,381,300 | 9,570,000 | 9,761,300 | 9,957,200 | 10,157,600 |
| 30,663,800 | 31,160,100 | 38,315,100 | Total Operating Expenses | 39,536,100 | 37,688,700 | (5) | 37,777,800 | 38,835,600 | 39,466,600 | 40,330,800 | 40,833,400 | 41,741,700 | 42,390,300 | 43,210,900 | 44,271,900 |
| NET OPERATING RESULT | | | | | | | | | | | | | | | |
| (2,023,200) | (1,802,500) | (2,272,600) | Asset Management | (1,249,400) | (971,600) | (22) | (988,000) | (1,084,500) | (1,022,500) | (1,040,000) | (1,055,900) | (1,162,300) | (1,090,100) | (1,107,400) | (1,125,100) |
| (1,998,000) | (2,013,000) | (1,897,100) | Stormwater and Environmental | (2,274,800) | (2,260,700) | (1) | (2,046,000) | (2,134,100) | (2,190,800) | (2,441,100) | (2,271,000) | (2,331,500) | (2,392,700) | (2,454,500) | (2,779,000) |
| (8,726,000) | (9,639,600) | (13,652,300) | Roads and Bridges | (13,010,500) | (11,946,200) | (8) | (12,131,500) | (12,489,700) | (12,706,600) | (12,916,500) | (13,116,000) | (13,363,000) | (13,574,000) | (13,828,500) | (14,047,000) |
| (1,626,400) | (1,892,200) | (2,510,300) | Ancillary Transport Services | (1,977,900) | (1,975,300) | (0) | (2,065,600) | (2,175,100) | (2,202,900) | (2,231,100) | (2,258,200) | (2,311,700) | (2,314,300) | (2,346,200) | (2,378,800) |
| 246,800 | 244,100 | 180,700 | Transport for NSW | 152,000 | 291,000 | 91 | 217,000 | 219,000 | 221,000 | 223,000 | 225,000 | 227,000 | 229,000 | 231,000 | 233,000 |
| (455,600) | (414,400) | (452,600) | Emergency Services | (491,200) | (487,400) | (1) | (532,800) | (544,000) | (556,100) | (568,200) | (580,500) | (593,000) | (605,800) | (618,900) | (632,100) |
| (145,800) | 400,600 | 559,700 | Quarries and Sandpit | (18,000) | (76,000) | 322 | (36,600) | (37,500) | (20,200) | (20,800) | (21,400) | (22,100) | (22,700) | (23,300) | (24,000) |
| 628,300 | 473,300 | (69,300) | Resource Recovery - Landfill Mgmt | 827,900 | 26,000 | (97) | 212,500 | 276,700 | 291,900 | 309,700 | 263,100 | 277,100 | 291,700 | 309,800 | 325,700 |
| 433,600 | 599,600 | 20,800 | Resource Recovery - Domestic Waste | (668,500) | 86,000 | (113) | 93,700 | 134,900 | 194,500 | 254,600 | 250,100 | 310,100 | 369,500 | 446,300 | 521,700 |
| (13,666,300) | (14,044,100) | (20,093,000) | Total Operating Result - Surplus / (Deficit) | (18,710,400) | (17,314,200) | (7) | (17,277,300) | (17,834,300) | (17,991,700) | (18,430,400) | (18,564,800) | (18,969,400) | (19,109,400) | (19,391,700) | (19,905,600) |
| 9,028,900 | 9,005,800 | 10,740,700 | Add Back Depreciation | 10,934,200 | 10,927,000 | (0) | 11,046,900 | 11,268,100 | 11,494,800 | 11,725,600 | 11,961,500 | 12,201,700 | 12,447,100 | 12,696,700 | 12,951,500 |
| 0 | (484,000) | (610,200) | Add Back Remediation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 150,700 | 136,800 | 69,600 | Add Back Unwinding Interest Free Loans | 20,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 623,300 | 366,500 | 3,069,400 | Add Back Loss on Disposal of Assets | 2,670,000 | 1,800,000 | (33) | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 |
| (3,863,400) | (5,019,000) | (6,823,500) | Total Cash Result - Surplus / (Deficit) | (5,086,200) | (4,587,200) | (10) | (4,430,400) | (4,766,200) | (4,696,900) | (4,904,800) | (4,803,300) | (4,967,700) | (4,862,300) | (4,895,000) | (5,154,100) |
| Capital Movements | | | | | | | | | | | | | | | |
| 1,729,500 | 1,529,200 | 1,384,100 | Less Loan Principal Repayments | 1,178,700 | 1,249,100 | | 1,212,600 | 1,520,800 | 1,638,200 | 976,700 | 998,100 | 1,019,600 | 952,000 | 972,000 | 992,000 |
| 6,699,800 | 8,014,400 | 2,928,700 | Less Transfer to Reserves | 2,946,300 | 808,000 | | 1,008,800 | 1,146,700 | 1,257,600 | 1,353,900 | 1,319,300 | 1,408,000 | 1,492,900 | 1,600,900 | 1,707,300 |
| 6,926,200 | 9,899,000 | 11,997,100 | Add Transfer from Reserves | 9,436,400 | 10,000,100 | | 9,793,900 | 9,172,000 | 4,302,000 | 9,989,500 | 5,008,000 | 9,691,600 | 11,765,400 | 12,395,000 | 10,336,000 |
| 5,063,600 | 2,631,400 | 6,422,600 | Add Capital Income Applied | 7,298,600 | 9,684,900 | | 15,034,400 | 4,865,500 | 960,000 | 989,000 | 10,389,000 | 15,292,600 | 10,506,100 | 4,125,000 | 0 |
| 12,438,300 | 11,802,800 | 21,039,600 | Less Capital Expenditure | 20,716,500 | 25,804,500 | | 31,801,900 | 20,679,500 | 12,064,000 | 18,443,000 | 23,288,000 | 32,937,200 | 30,528,500 | 24,945,000 | 18,710,000 |
| (12,741,200) | (13,835,000) | (13,756,200) | Cash Result after Capital Movements | (13,192,700) | (12,763,800) | (3) | (13,625,400) | (14,075,700) | (14,394,700) | (14,699,900) | (15,011,700) | (15,348,300) | (15,564,200) | (15,892,900) | (16,227,400) |

Asset Management

Manager: Paul Busmanis, Manager - Engineering Works

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

Majority of revenue sourced from engineering inspection fees.

OPERATING EXPENSES

Employee Costs – Management and Administration

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

Employee Costs – Infrastructure

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

Employee Costs – Engineering Works

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

Road Safety Officer and Programs

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

Asset Management

Allowance for condition assessments and other asset related matters.

North East Weight of Loads Group (NEWLOG)

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

Emergency Services

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

Capital Movements

Transfer to Reserves

Transfer to fund regular replacement of surveying equipment.

Capital Expenditure

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

| ASSET MANAGEMENT | | | | | | | | | | | | | | | |
|--------------------|--------------------|--------------------|---|--------------------|--------------------|-------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| ACTUAL | | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| | | | Engineering Fees and Charges | | | | | | | | | | | | |
| 400 | 1,900 | 900 | Engineering Inspections | 4,000 | 1,000 | (75) | 2,000 | 3,000 | 4,000 | 5,000 | 6,000 | 7,000 | 8,000 | 9,000 | 10,000 |
| 600 | 1,900 | 0 | Road Closure Applications | 9,800 | 5,000 | (49) | 6,000 | 7,000 | 8,000 | 9,000 | 10,000 | 11,000 | 12,000 | 13,000 | 14,000 |
| 227,600 | 408,100 | 229,000 | Development Engineer Inspection Fee | 167,000 | 235,000 | 41 | 240,000 | 245,000 | 250,000 | 255,000 | 261,000 | 267,000 | 273,000 | 279,000 | 285,000 |
| 50,600 | 346,700 | 64,700 | Section 7.11 Plans Administration | 60,000 | 60,000 | 0 | 62,000 | 64,000 | 66,000 | 68,000 | 70,000 | 72,000 | 74,000 | 76,000 | 78,000 |
| 0 | 2,900 | 0 | Plan Printing and Sundry Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Operating Grants and Contributions | | | | | | | | | | | | |
| 37,500 | 29,600 | 23,200 | Grants - Road Safety Officer / Programs | 30,500 | 31,500 | 3 | 34,000 | 36,000 | 38,000 | 40,000 | 42,000 | 44,000 | 46,000 | 48,000 | 50,000 |
| 0 | 0 | 0 | Grants and Contributions - Other | 6,600 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 316,700 | 791,100 | 317,800 | Total Operating Revenues | 277,900 | 332,500 | 20 | 344,000 | 355,000 | 366,000 | 377,000 | 389,000 | 401,000 | 413,000 | 425,000 | 437,000 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| | | | Engineering Management | | | | | | | | | | | | |
| 667,200 | 759,900 | 724,000 | Employee Costs - Mgmt and Admin | 850,000 | 788,000 | (7) | 804,000 | 820,000 | 836,000 | 853,000 | 870,000 | 887,000 | 905,000 | 923,000 | 941,000 |
| 824,400 | 884,700 | 937,500 | Employee Costs - Infrastructure | 940,000 | 794,000 | (16) | 810,000 | 826,000 | 843,000 | 860,000 | 877,000 | 895,000 | 913,000 | 931,000 | 950,000 |
| 594,300 | 635,600 | 561,100 | Employee Costs - Engineering Works | 693,500 | 740,000 | 7 | 755,000 | 770,000 | 785,000 | 801,000 | 817,000 | 833,000 | 850,000 | 867,000 | 884,000 |
| 5,200 | 9,600 | 2,500 | Conferences | 5,000 | 5,000 | 0 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| 80,000 | 80,400 | 99,200 | Vehicles | 63,900 | 72,000 | 13 | 73,000 | 74,000 | 75,000 | 77,000 | 79,000 | 81,000 | 83,000 | 85,000 | 87,000 |
| 72,300 | 76,500 | 52,000 | Office Expenses and Advertising | 53,100 | 53,100 | 0 | 53,000 | 53,000 | 53,000 | 53,000 | 53,000 | 53,000 | 53,000 | 53,000 | 53,000 |
| 65,900 | 49,600 | 47,100 | Road Safety Officer and Programs | 52,000 | 54,000 | 4 | 56,000 | 58,000 | 60,000 | 62,000 | 64,000 | 66,000 | 68,000 | 70,000 | 72,000 |
| 1,000 | 0 | 110,000 | Asset Management / Modelling | 10,000 | 10,000 | 0 | 10,000 | 90,000 | 10,000 | 10,000 | 10,000 | 100,000 | 10,000 | 10,000 | 10,000 |
| 29,600 | 97,300 | 57,000 | North East Weight of Loads Group | 36,000 | 38,000 | 6 | 41,000 | 44,000 | 48,000 | 49,000 | 50,000 | 51,000 | 52,000 | 53,000 | 54,000 |
| 0 | 0 | 0 | Other Expenses | 6,600 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Recouped from Business Activities | | | | | | | | | | | | |
| 0 | 0 | 0 | Direct Costs Redistributed to Businesses | (1,182,800) | (1,250,000) | 6 | (1,275,000) | (1,300,500) | (1,326,500) | (1,353,000) | (1,380,100) | (1,407,700) | (1,435,900) | (1,464,600) | (1,493,900) |
| 2,339,900 | 2,593,600 | 2,590,400 | Total Operating Expenses | 1,527,300 | 1,304,100 | (15) | 1,332,000 | 1,439,500 | 1,388,500 | 1,417,000 | 1,444,900 | 1,563,300 | 1,503,100 | 1,532,400 | 1,562,100 |
| (2,023,200) | (1,802,500) | (2,272,600) | Operating Result - Surplus / (Deficit) | (1,249,400) | (971,600) | (22) | (988,000) | (1,084,500) | (1,022,500) | (1,040,000) | (1,055,900) | (1,162,300) | (1,090,100) | (1,107,400) | (1,125,100) |
| 0 | 0 | 0 | Add Back Depreciation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (2,023,200) | (1,802,500) | (2,272,600) | Cash Result - Surplus / (Deficit) | (1,249,400) | (971,600) | (22) | (988,000) | (1,084,500) | (1,022,500) | (1,040,000) | (1,055,900) | (1,162,300) | (1,090,100) | (1,107,400) | (1,125,100) |
| | | | Capital Movements | | | | | | | | | | | | |
| 0 | 0 | 0 | Less Loan Principal Repayments | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 10,000 | 384,300 | 30,000 | Less Transfer to Reserves | 45,000 | 35,000 | | 40,000 | 40,000 | 40,000 | 40,000 | 45,000 | 45,000 | 45,000 | 45,000 | 45,000 |
| 0 | 69,600 | 110,000 | Add Transfer from Reserves | 50,000 | 0 | | 0 | 70,000 | 0 | 60,000 | 0 | 100,000 | 0 | 70,000 | 0 |
| 0 | 0 | 0 | Add Capital Income Applied | 22,000 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 3,400 | Less Capital Expenditure | 72,000 | 0 | | 0 | 0 | 0 | 60,000 | 0 | 0 | 0 | 70,000 | 0 |
| (2,033,200) | (2,117,200) | (2,196,000) | Cash Result after Capital Movements | (1,294,400) | (1,006,600) | (22) | (1,028,000) | (1,054,500) | (1,062,500) | (1,080,000) | (1,100,900) | (1,107,300) | (1,135,100) | (1,152,400) | (1,170,100) |

Stormwater and Environmental Protection

Manager: Paul Busmanis, Manager - Engineering Works

Background

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

Budget Comments

OPERATING REVENUES

Annual Charges

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

OPERATING EXPENSES

Stormwater

Allocation for stormwater drainage maintenance.

Contributions

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

Flood Management Studies and Plans

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

Coastal Zone Management Plan

Represents on-going work on this project.

Foreshore Protection Works

Annual allocation for foreshore protection works and beach cleaning.

Canal Dredging

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

Boat Ramps

Cleaning and maintenance of boat ramps.

Capital Movements

Reserve Movements

Refer to Part E of the document.

Capital Expenditure

Capital works as per Part C of this document.

STORMWATER AND ENVIRONMENTAL PROTECTION

| ACTUAL | | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
|--------------------|--------------------|--------------------|---|--------------------|--------------------|------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| | | | Annual Charges | | | | | | | | | | | | |
| 380,200 | 384,200 | 389,800 | Stormwater | 399,900 | 403,000 | 1 | 407,000 | 411,000 | 415,000 | 419,000 | 423,000 | 427,000 | 431,000 | 435,000 | 439,000 |
| | | | Fees and Charges | | | | | | | | | | | | |
| 6,900 | 4,500 | 0 | Third Party Modelling | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Grants and Contributions | | | | | | | | | | | | |
| 0 | 0 | 89,400 | Flood Management Plans | 67,000 | 73,000 | 9 | 0 | 67,000 | 67,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | Coastline Management Plan | 0 | 120,000 | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 25,000 | 10,000 | 0 | Other Grants and Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 109,300 | 0 | Natural Disaster Funding | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 412,100 | 508,000 | 479,200 | Total Operating Revenues | 466,900 | 596,000 | 28 | 407,000 | 478,000 | 482,000 | 419,000 | 423,000 | 427,000 | 431,000 | 435,000 | 439,000 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| | | | Engineering Management | | | | | | | | | | | | |
| 0 | 1,500 | 81,800 | Employee Costs | 104,000 | 127,000 | 22 | 130,000 | 133,000 | 136,000 | 139,000 | 142,000 | 145,000 | 148,000 | 151,000 | 155,000 |
| 0 | 0 | 5,600 | Vehicles | 5,700 | 6,000 | 5 | 7,000 | 8,000 | 9,000 | 10,000 | 11,000 | 12,000 | 13,000 | 14,000 | 15,000 |
| | | | Stormwater | | | | | | | | | | | | |
| 434,600 | 415,500 | 370,600 | Stormwater Drainage Maintenance | 441,000 | 350,000 | (21) | 350,000 | 363,000 | 377,000 | 392,000 | 408,000 | 424,000 | 440,000 | 456,000 | 472,000 |
| | | | Environmental Protection | | | | | | | | | | | | |
| 203,100 | 208,200 | 213,800 | Cont to Rous County Council - Floodplain Management | 218,000 | 245,700 | 13 | 251,000 | 257,000 | 263,000 | 269,000 | 275,000 | 281,000 | 287,000 | 293,000 | 299,000 |
| 36,300 | 37,200 | 38,200 | Cont to Rous County Council - Drainage Unions | 39,000 | 40,000 | 3 | 41,000 | 42,000 | 43,000 | 44,000 | 45,000 | 46,000 | 47,000 | 48,000 | 49,000 |
| 157,000 | 38,600 | 154,200 | Flood Management Studies and Plans | 114,000 | 133,000 | 17 | 31,000 | 132,000 | 133,000 | 34,000 | 35,000 | 36,000 | 37,000 | 38,000 | 39,000 |
| 0 | 2,900 | 0 | Coastline Management Plan | 32,000 | 180,000 | 463 | 31,000 | 32,000 | 33,000 | 34,000 | 35,000 | 36,000 | 37,000 | 38,000 | 39,000 |
| 13,600 | 60,200 | 14,200 | Foreshore Protection Works | 60,000 | 80,000 | 33 | 80,000 | 82,000 | 84,000 | 86,000 | 88,000 | 90,000 | 92,000 | 94,000 | 96,000 |
| 8,900 | 97,700 | 36,700 | Canal Dredging | 30,000 | 190,000 | 533 | 20,000 | 20,000 | 20,000 | 250,000 | 20,000 | 20,000 | 20,000 | 20,000 | 280,000 |
| 35,500 | 44,800 | 42,900 | Boat Ramp Maintenance and Cleaning | 50,000 | 50,000 | 0 | 52,000 | 54,000 | 56,000 | 58,000 | 60,000 | 62,000 | 64,000 | 66,000 | 69,000 |
| 0 | 0 | 0 | Sundry Expenses | 6,000 | 5,000 | (17) | 5,000 | 5,000 | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Non-Cash Expenses | | | | | | | | | | | | |
| 1,500 | 0 | 0 | Depreciation - Environmental Protection | 2,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1,519,600 | 1,614,400 | 1,418,300 | Depreciation - Drainage | 1,640,000 | 1,450,000 | (12) | 1,455,000 | 1,484,100 | 1,513,800 | 1,544,100 | 1,575,000 | 1,606,500 | 1,638,700 | 1,671,500 | 1,705,000 |
| 0 | 0 | 0 | Loss on Disposal of Infrastructure Assets | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2,410,100 | 2,521,000 | 2,376,300 | Total Operating Expenses | 2,741,700 | 2,856,700 | 4 | 2,453,000 | 2,612,100 | 2,672,800 | 2,860,100 | 2,694,000 | 2,758,500 | 2,823,700 | 2,889,500 | 3,218,000 |
| (1,998,000) | (2,013,000) | (1,897,100) | Operating Result - Surplus / (Deficit) | (2,274,800) | (2,260,700) | (1) | (2,046,000) | (2,134,100) | (2,190,800) | (2,441,100) | (2,271,000) | (2,331,500) | (2,392,700) | (2,454,500) | (2,779,000) |
| 1,521,100 | 1,614,400 | 1,418,300 | Add Back Depreciation | 1,642,000 | 1,450,000 | (12) | 1,455,000 | 1,484,100 | 1,513,800 | 1,544,100 | 1,575,000 | 1,606,500 | 1,638,700 | 1,671,500 | 1,705,000 |
| 0 | 0 | 0 | Add Back Loss on Infrastructure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (476,900) | (398,600) | (478,800) | Cash Result - Surplus / (Deficit) | (632,800) | (810,700) | 28 | (591,000) | (650,000) | (677,000) | (897,000) | (696,000) | (725,000) | (754,000) | (783,000) | (1,074,000) |
| | | | Capital Movements | | | | | | | | | | | | |
| 0 | 0 | 0 | Less Loan Principal Repayments | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 407,300 | 228,100 | 509,300 | Less Transfer to Reserves | 201,400 | 50,000 | | 55,000 | 60,000 | 65,000 | 70,000 | 75,000 | 80,000 | 85,000 | 90,000 | 95,000 |
| 149,700 | 319,900 | 181,000 | Add Transfer from Reserves | 519,700 | 315,000 | | 82,000 | 51,000 | 52,000 | 250,000 | 20,000 | 20,000 | 20,000 | 20,000 | 280,000 |
| 0 | 0 | 0 | Add Capital Income Applied | 300,000 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 227,500 | 803,000 | 436,900 | Less Capital Expenditure | 1,425,700 | 825,000 | | 842,000 | 859,000 | 876,000 | 894,000 | 912,000 | 930,000 | 949,000 | 968,000 | 987,000 |
| (962,000) | (1,109,800) | (1,244,000) | Cash Result after Capital Movements | (1,440,200) | (1,370,700) | (5) | (1,406,000) | (1,518,000) | (1,566,000) | (1,611,000) | (1,663,000) | (1,715,000) | (1,768,000) | (1,821,000) | (1,876,000) |

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 | | | | | | | | | | | |
| 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 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| | | | Operating Grants and Contributions | | | | | | | | | | | | |
| 99,100 | 75,500 | 77,200 | Natural Disaster Funding | 38,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 48,800 | 42,500 | 28,000 | LIRS Loan Subsidy | 24,200 | 15,800 | (35) | 7,500 | 2,600 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 0 | 0 | 0 | Transport for NSW - Block Grant - Supplementary | 77,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 1,194,000 | 197,700 | 634,200 | Roads to Recovery | 880,000 | 880,000 | 0 | 880,000 | 880,000 | 898,000 | 916,000 | 935,000 | 954,000 | 974,000 | 994,000 | 1,014,000 |
| | | | Interest | | | | | | | | | | | | |
| 102,900 | 80,000 | 24,000 | Interest on Bypass Internal Reserves | 26,000 | 35,000 | 35 | 31,000 | 35,000 | 36,000 | 37,000 | 34,000 | 31,000 | 24,000 | 19,000 | 16,000 |
| 1,444,800 | 395,700 | 763,400 | Total Operating Revenues | 1,045,200 | 930,800 | (11) | 918,500 | 917,600 | 934,000 | 953,000 | 969,000 | 985,000 | 998,000 | 1,013,000 | 1,030,000 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| | | | Roads and Bridges - Maintenance | | | | | | | | | | | | |
| 787,900 | 916,800 | 890,900 | Urban Roads | 751,000 | 524,000 | (30) | 525,000 | 538,000 | 552,000 | 566,000 | 580,000 | 594,000 | 608,000 | 622,000 | 636,000 |
| 1,289,900 | 1,308,900 | 1,210,000 | Sealed Rural Roads | 1,464,000 | 1,400,000 | (4) | 1,400,000 | 1,428,000 | 1,460,000 | 1,492,000 | 1,524,000 | 1,557,000 | 1,591,000 | 1,625,000 | 1,659,000 |
| 643,800 | 500,300 | 535,500 | Unsealed Rural Roads | 573,500 | 418,000 | (27) | 530,000 | 600,000 | 610,000 | 622,000 | 630,000 | 644,000 | 650,000 | 662,000 | 672,000 |
| 39,800 | 14,700 | 19,200 | Bridges | 27,000 | 27,000 | 0 | 27,000 | 28,000 | 29,000 | 30,000 | 31,000 | 32,000 | 33,000 | 34,000 | 35,000 |
| 357,700 | 340,900 | 400,500 | Street Cleaning | 385,000 | 410,000 | 6 | 413,000 | 422,000 | 431,000 | 440,000 | 449,000 | 459,000 | 469,000 | 480,000 | 491,000 |
| 0 | 0 | 0 | Paving and Sill Cleaning | 0 | 55,000 | 100 | 38,000 | 85,000 | 67,000 | 87,500 | 70,000 | 90,000 | 73,000 | 92,500 | 76,000 |
| 47,200 | 5,700 | 71,300 | Natural Disasters | 11,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Debt Servicing | | | | | | | | | | | | |
| 284,200 | 259,200 | 212,300 | Interest on Loans | 185,000 | 143,000 | (23) | 117,000 | 142,300 | 159,600 | 129,000 | 123,000 | 116,000 | 110,000 | 103,000 | 96,000 |
| | | | Non-Cash Expenses | | | | | | | | | | | | |
| 6,025,100 | 6,271,500 | 7,948,600 | Depreciation - Roads and Bridges | 7,989,200 | 8,100,000 | 1 | 8,200,000 | 8,364,000 | 8,532,000 | 8,703,000 | 8,878,000 | 9,056,000 | 9,238,000 | 9,423,000 | 9,612,000 |
| 71,900 | 50,800 | 28,200 | Unwinding Interest Free Loan | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 623,300 | 366,500 | 3,099,200 | Loss on Disposal of Infrastructure | 2,670,000 | 1,800,000 | (33) | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 |
| 10,170,800 | 10,035,300 | 14,415,700 | Total Operating Expenses | 14,055,700 | 12,877,000 | (8) | 13,050,000 | 13,407,300 | 13,640,600 | 13,869,500 | 14,085,000 | 14,348,000 | 14,572,000 | 14,841,500 | 15,077,000 |
| (8,726,000) | (9,639,600) | (13,652,300) | Operating Result - Surplus / (Deficit) | (13,010,500) | (11,946,200) | (8) | (12,131,500) | (12,489,700) | (12,706,600) | (12,916,500) | (13,116,000) | (13,363,000) | (13,574,000) | (13,828,500) | (14,047,000) |
| 6,025,100 | 6,271,500 | 7,948,600 | Add Back Depreciation | 7,989,200 | 8,100,000 | 1 | 8,200,000 | 8,364,000 | 8,532,000 | 8,703,000 | 8,878,000 | 9,056,000 | 9,238,000 | 9,423,000 | 9,612,000 |
| 71,900 | 50,800 | 28,200 | Add Back Unwinding Interest Free Loan | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 623,300 | 366,500 | 3,099,200 | Add Back Loss on Infrastructure | 2,670,000 | 1,800,000 | (33) | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 |
| (2,005,700) | (2,950,800) | (2,576,300) | Cash Result - Surplus / (Deficit) | (2,351,300) | (2,046,200) | (13) | (2,131,500) | (2,325,700) | (2,374,600) | (2,413,500) | (2,438,000) | (2,507,000) | (2,536,000) | (2,605,500) | (2,635,000) |
| | | | Capital Movements | | | | | | | | | | | | |
| 1,049,300 | 1,084,400 | 1,170,300 | Less Loan Principal Repayments | 804,600 | 846,300 | | 879,900 | 1,098,800 | 1,202,900 | 528,000 | 534,000 | 541,000 | 547,000 | 554,000 | 561,000 |
| 4,050,600 | 5,706,700 | 909,800 | Less Transfer to Reserves | 1,098,000 | 175,000 | | 181,000 | 200,000 | 204,000 | 208,000 | 205,000 | 205,000 | 201,000 | 199,000 | 199,000 |
| 5,469,000 | 8,614,300 | 8,356,600 | Add Transfer from Reserves | 6,414,400 | 7,937,100 | | 8,532,900 | 6,685,000 | 3,608,000 | 3,936,500 | 4,344,000 | 8,926,600 | 11,099,400 | 11,658,000 | 9,408,000 |
| 4,246,600 | 2,315,000 | 4,234,800 | Add Capital Income Applied | 5,717,600 | 8,949,900 | | 15,034,400 | 4,865,500 | 960,000 | 989,000 | 10,389,000 | 15,292,600 | 10,506,100 | 4,125,000 | 0 |
| 10,488,300 | 9,511,300 | 16,142,000 | Less Capital Expenditure | 16,163,000 | 21,992,500 | | 29,332,900 | 17,255,500 | 10,285,000 | 11,470,000 | 21,441,000 | 31,056,200 | 28,612,500 | 22,924,000 | 16,723,000 |
| (7,878,300) | (8,323,900) | (8,207,000) | Cash Result after Capital Movements | (8,284,900) | (8,173,000) | (1) | (8,958,000) | (9,329,500) | (9,498,500) | (9,694,000) | (9,885,000) | (10,090,000) | (10,291,000) | (10,499,500) | (10,710,000) |

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

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

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

Capital Movements

Loan Principal Repayments

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

Reserve Movements

Refer to Part E for further information.

Capital Income

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

Capital Expenditure

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

ANCILLARY TRANSPORT SERVICES

| ACTUAL | | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
|--------------------|--------------------|--------------------|---|--------------------|--------------------|------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| | | | Fees and Charges | | | | | | | | | | | | |
| 182,100 | 66,600 | 37,300 | Private Works | 70,000 | 45,000 | (36) | 45,000 | 45,900 | 47,000 | 48,100 | 49,200 | 50,300 | 51,400 | 52,600 | 53,800 |
| 17,500 | 33,600 | 27,300 | Sundry Fees and Charges | 31,200 | 33,000 | 6 | 33,700 | 34,400 | 35,100 | 35,900 | 36,700 | 37,500 | 38,300 | 39,100 | 39,900 |
| 406,200 | 454,100 | 346,400 | Burns Point Ferry - Toll Fees | 434,000 | 460,000 | 6 | 470,000 | 479,400 | 489,100 | 499,000 | 509,100 | 519,400 | 529,900 | 540,600 | 551,500 |
| 94,100 | 102,300 | 100,300 | Burns Point Ferry - Season Tickets | 95,000 | 110,000 | 16 | 107,000 | 109,200 | 111,400 | 113,700 | 116,000 | 118,400 | 120,800 | 123,300 | 125,800 |
| 8,500 | 7,300 | 8,300 | Burns Point Ferry - Diesel Rebate | 8,000 | 9,000 | 13 | 9,000 | 9,200 | 9,400 | 9,600 | 9,800 | 10,000 | 10,200 | 10,500 | 10,800 |
| | | | Operating Grants and Contributions | | | | | | | | | | | | |
| 99,900 | 98,000 | 98,000 | Street Lighting | 98,000 | 98,000 | 0 | 98,000 | 98,000 | 100,000 | 102,000 | 104,100 | 106,200 | 108,400 | 110,600 | 112,900 |
| 0 | 0 | 0 | Street Lighting - Upgrade to LED | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 30,100 | 23,800 | 13,300 | LIRS Loan Subsidy | 12,800 | 6,900 | (46) | 1,100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (2,000) | 9,500 | 0 | Boating Programs | 90,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 131,300 | 66,500 | 165,000 | Miscellaneous Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 967,700 | 861,700 | 795,900 | Total Operating Revenues | 839,000 | 761,900 | (9) | 763,800 | 776,100 | 792,000 | 808,300 | 824,900 | 841,800 | 859,000 | 876,700 | 894,700 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| | | | Maintenance and Repair Programs | | | | | | | | | | | | |
| 90,600 | 110,900 | 45,700 | Road and Traffic Signs | 111,000 | 112,000 | 1 | 113,000 | 115,400 | 118,000 | 120,600 | 123,300 | 126,000 | 128,700 | 131,500 | 134,400 |
| 625,900 | 721,400 | 612,700 | Street Lighting | 574,000 | 603,000 | 5 | 616,000 | 628,400 | 641,200 | 654,200 | 667,500 | 681,000 | 694,800 | 708,900 | 723,200 |
| 0 | 0 | 704,200 | Street Lighting - Upgrades | 48,500 | 33,000 | (32) | 91,000 | 56,100 | 57,300 | 58,500 | 59,700 | 60,900 | 62,200 | 63,500 | 64,800 |
| 197,600 | 433,100 | 154,300 | Footpaths | 212,000 | 203,000 | (4) | 225,000 | 209,400 | 214,000 | 218,600 | 223,300 | 253,100 | 232,900 | 238,000 | 243,100 |
| 41,100 | 42,400 | 43,700 | Car Parking - Sharpes Beach Rent | 44,000 | 44,000 | 0 | 44,000 | 44,900 | 45,800 | 46,800 | 47,800 | 48,800 | 49,800 | 50,800 | 51,900 |
| 7,900 | 9,500 | 10,000 | Car Parking - Maintenance and Rates | 41,000 | 25,000 | (39) | 27,000 | 27,600 | 28,300 | 29,000 | 29,700 | 30,400 | 31,100 | 31,800 | 32,500 |
| 3,200 | 15,200 | 4,800 | Bus Shelters and Public Transport | 5,000 | 5,000 | 0 | 5,000 | 5,100 | 5,300 | 5,500 | 5,700 | 5,900 | 6,100 | 6,300 | 6,500 |
| 157,600 | 69,500 | 23,600 | Private Works | 64,000 | 36,000 | (44) | 36,000 | 36,800 | 37,600 | 38,400 | 39,200 | 40,000 | 40,900 | 41,800 | 42,700 |
| 44,100 | 41,600 | 31,100 | Wharves and Jetties | 157,000 | 42,000 | (73) | 42,000 | 42,900 | 43,900 | 44,900 | 45,900 | 46,900 | 47,900 | 48,900 | 49,900 |
| 0 | 80,300 | 47,200 | Town Centres | 28,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Burns Point Ferry | | | | | | | | | | | | |
| 196,300 | 221,100 | 194,600 | Operation | 216,800 | 237,000 | 9 | 237,000 | 241,900 | 247,100 | 252,400 | 257,900 | 263,400 | 269,000 | 274,700 | 280,500 |
| 230,000 | 14,400 | 324,200 | Annual Slip | 20,000 | 160,000 | 700 | 160,000 | 163,200 | 166,500 | 169,900 | 173,300 | 176,800 | 180,400 | 184,100 | 187,800 |
| 334,500 | 359,800 | 363,900 | Employee Costs | 366,000 | 378,000 | 3 | 383,000 | 390,700 | 398,600 | 406,600 | 414,800 | 423,100 | 431,600 | 440,300 | 449,200 |
| | | | Debt Servicing | | | | | | | | | | | | |
| 77,900 | 48,600 | 46,900 | Interest on Loans | 157,600 | 99,200 | (37) | 84,900 | 207,900 | 194,600 | 181,200 | 165,800 | 151,300 | 135,000 | 122,000 | 109,000 |
| | | | Non-Cash Expenses | | | | | | | | | | | | |
| 152,000 | 124,100 | 170,400 | Depreciation - Ancillary | 203,000 | 215,000 | 6 | 215,000 | 219,300 | 223,700 | 228,200 | 232,800 | 237,500 | 242,300 | 247,200 | 252,200 |
| 402,500 | 434,100 | 504,300 | Depreciation - Footpaths | 533,000 | 520,000 | (2) | 525,000 | 535,500 | 546,300 | 557,300 | 568,500 | 579,900 | 591,500 | 603,400 | 615,500 |
| 32,900 | 27,900 | 24,600 | Depreciation - Maritime | 36,000 | 25,000 | (31) | 25,500 | 26,100 | 26,700 | 27,300 | 27,900 | 28,500 | 29,100 | 29,700 | 30,300 |
| 2,594,100 | 2,753,900 | 3,306,200 | Total Operating Expenses | 2,816,900 | 2,737,200 | (3) | 2,829,400 | 2,951,200 | 2,994,900 | 3,039,400 | 3,083,100 | 3,153,500 | 3,173,300 | 3,222,900 | 3,273,500 |
| (1,626,400) | (1,892,200) | (2,510,300) | Operating Result - Surplus / (Deficit) | (1,977,900) | (1,975,300) | (0) | (2,065,600) | (2,175,100) | (2,202,900) | (2,231,100) | (2,258,200) | (2,311,700) | (2,314,300) | (2,346,200) | (2,378,800) |
| 587,400 | 586,100 | 699,300 | Add Back Depreciation | 772,000 | 760,000 | (2) | 765,500 | 780,900 | 796,700 | 812,800 | 829,200 | 845,900 | 862,900 | 880,300 | 898,000 |
| (1,039,000) | (1,306,100) | (1,811,000) | Cash Result - Surplus / (Deficit) | (1,205,900) | (1,215,300) | 1 | (1,300,100) | (1,394,200) | (1,406,200) | (1,418,300) | (1,429,000) | (1,465,800) | (1,451,400) | (1,465,900) | (1,480,800) |
| | | | Capital Movements | | | | | | | | | | | | |
| 498,000 | 444,800 | 213,800 | Less Loan Principal Repayments | 374,100 | 402,800 | | 332,700 | 422,000 | 435,300 | 448,700 | 464,100 | 478,600 | 405,000 | 418,000 | 431,000 |
| 509,000 | 168,700 | 1,082,800 | Less Transfer to Reserves | 316,000 | 36,000 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 850,200 | 726,900 | 1,183,600 | Add Transfer from Reserves | 1,443,800 | 479,000 | | 279,000 | 565,000 | 540,000 | 540,000 | 540,000 | 540,000 | 540,000 | 540,000 | 540,000 |
| 817,000 | 316,400 | 2,110,800 | Add Capital Income Applied | 1,259,000 | 365,000 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1,305,100 | 1,143,700 | 1,996,200 | Less Capital Expenditure | 2,610,800 | 1,126,000 | | 560,000 | 595,000 | 630,000 | 643,000 | 656,000 | 669,000 | 682,000 | 695,000 | 709,000 |
| (1,683,900) | (2,020,000) | (1,809,400) | Cash Result after Capital Movements | (1,804,000) | (1,936,100) | 7 | (1,913,800) | (1,846,200) | (1,931,500) | (1,970,000) | (2,009,100) | (2,073,400) | (1,998,400) | (2,038,900) | (2,080,800) |

Transport for NSW

Manager: Paul Busmanis, Manager - Engineering Works

Background

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

Budget Comments

OPERATING REVENUES

Regional Roads Block Grant

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

Income items are fully offset by matching expenditure accounts 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 | | | | | | | | | | | |
| 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 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| | | | External Contributions | | | | | | | | | | | | |
| 922,000 | 1,000,800 | 770,700 | TfNSW - Block Grant - Regional Roads Component | 833,000 | 833,000 | 0 | 771,700 | 786,700 | 801,900 | 817,600 | 833,500 | 849,600 | 866,000 | 882,600 | 899,400 |
| 0 | 0 | 193,300 | TfNSW - Block Grant - Traffic Component | 130,000 | 130,000 | 0 | 132,600 | 135,300 | 138,100 | 140,900 | 143,800 | 146,700 | 149,700 | 152,700 | 155,800 |
| 19,300 | 0 | 0 | TfNSW - Block Grant - Supplementary | 0 | 77,000 | 100 | 77,000 | 77,000 | 77,000 | 77,000 | 77,000 | 77,000 | 77,000 | 77,000 | 77,000 |
| 5,200 | 0 | 0 | Natural Disaster Funding - Regional Roads | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 946,500 | 1,000,800 | 964,000 | Total Operating Revenues | 963,000 | 1,040,000 | 8 | 981,300 | 999,000 | 1,017,000 | 1,035,500 | 1,054,300 | 1,073,300 | 1,092,700 | 1,112,300 | 1,132,200 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| | | | Regional Roads | | | | | | | | | | | | |
| 122,600 | 119,500 | 153,100 | Regional Road 545 Operations | 150,000 | 125,000 | (17) | 127,500 | 130,100 | 132,800 | 135,500 | 138,300 | 141,100 | 144,000 | 146,900 | 149,900 |
| 37,900 | 18,400 | 27,100 | Regional Road 545 Maintenance | 72,000 | 72,000 | 0 | 73,500 | 75,000 | 76,500 | 78,100 | 79,700 | 81,300 | 83,000 | 84,700 | 86,400 |
| 117,800 | 115,400 | 110,600 | Regional Road 7734 Operations | 131,000 | 106,000 | (19) | 108,200 | 110,400 | 112,700 | 115,000 | 117,300 | 119,700 | 122,100 | 124,600 | 127,100 |
| 15,300 | 29,000 | 27,400 | Regional Road 7734 Maintenance | 33,000 | 33,000 | 0 | 33,700 | 34,400 | 35,100 | 35,900 | 36,700 | 37,500 | 38,300 | 39,100 | 39,900 |
| 40,300 | 79,800 | 61,400 | Regional Road 7735 Operations | 103,000 | 103,000 | 0 | 105,100 | 107,300 | 109,500 | 111,700 | 114,000 | 116,300 | 118,700 | 121,100 | 123,600 |
| 3,600 | 11,600 | 15,600 | Regional Road 7735 Maintenance | 20,000 | 33,000 | 65 | 33,700 | 34,400 | 35,100 | 35,900 | 36,700 | 37,500 | 38,300 | 39,100 | 39,900 |
| 150,800 | 225,500 | 183,200 | Regional Road 695 Operations | 148,000 | 123,000 | (17) | 125,500 | 128,100 | 130,700 | 133,400 | 136,100 | 138,900 | 141,700 | 144,600 | 147,500 |
| 65,200 | 8,600 | 11,600 | Regional Road 695 Maintenance | 24,000 | 24,000 | 0 | 24,500 | 25,000 | 25,500 | 26,100 | 26,700 | 27,300 | 27,900 | 28,500 | 29,100 |
| 11,100 | 0 | 0 | Regional Roads Bridge Maintenance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 135,100 | 148,900 | 193,300 | Traffic Facilities | 130,000 | 130,000 | 0 | 132,600 | 135,300 | 138,100 | 140,900 | 143,800 | 146,700 | 149,700 | 152,700 | 155,800 |
| 699,700 | 756,700 | 783,300 | Total Operating Expenses | 811,000 | 749,000 | (8) | 764,300 | 780,000 | 796,000 | 812,500 | 829,300 | 846,300 | 863,700 | 881,300 | 899,200 |
| 246,800 | 244,100 | 180,700 | Operating Result - Surplus / (Deficit) | 152,000 | 291,000 | 91 | 217,000 | 219,000 | 221,000 | 223,000 | 225,000 | 227,000 | 229,000 | 231,000 | 233,000 |
| 0 | 0 | 0 | Add Back Depreciation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 246,800 | 244,100 | 180,700 | Cash Result - Surplus / (Deficit) | 152,000 | 291,000 | 91 | 217,000 | 219,000 | 221,000 | 223,000 | 225,000 | 227,000 | 229,000 | 231,000 | 233,000 |
| | | | Capital Movements | | | | | | | | | | | | |
| 0 | 0 | 0 | Less Loan Principal Repayments | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 15,000 | 0 | 72,200 | Less Transfer to Reserves | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | Add Transfer from Reserves | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 77,000 | Add Capital Income Applied | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 163,500 | 244,100 | 185,500 | Less Capital Expenditure | 140,000 | 291,000 | | 217,000 | 219,000 | 221,000 | 223,000 | 225,000 | 227,000 | 229,000 | 231,000 | 233,000 |
| 68,300 | 0 | 0 | Cash Result after Capital Movements | 12,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Emergency Services

Manager: Tony Partridge, Coordinator Asset Management

Background

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

Budget Comments

OPERATING REVENUES

Operating Grants

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

OPERATING EXPENSES

Contributions to Bushfire Brigades

Consists of:

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

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

Fire Control Expenses

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

| EMERGENCY SERVICES | | | | | | | | | | | | | | | |
|--------------------|------------------|------------------|--|------------------|------------------|-------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| ACTUAL | | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| 115,000 | 113,200 | 113,100 | Operating Grants - Rural Fire Service Reimbursements | 115,000 | 117,300 | 2 | 119,700 | 122,100 | 124,600 | 127,100 | 129,700 | 132,300 | 135,000 | 137,700 | 140,500 |
| 74,000 | 74,000 | 29,200 | Operating Grants - Rural Fire Service Projects | 8,300 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | Office of Local Govt - Emergency Services Levy | 107,800 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Other reimbursements | 1,000 | 1,000 | | 1,100 | 1,200 | 1,300 | 1,400 | 1,500 | 1,600 | 1,700 | 1,800 | 1,900 |
| 189,000 | 187,200 | 142,300 | Total Operating Revenues | 232,100 | 118,300 | (49) | 120,800 | 123,300 | 125,900 | 128,500 | 131,200 | 133,900 | 136,700 | 139,500 | 142,400 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| 41,700 | 55,200 | 60,500 | Contribution to NSW Fire Brigades | 67,600 | 62,700 | (7) | 64,000 | 65,300 | 66,700 | 68,100 | 69,500 | 70,900 | 72,400 | 73,900 | 75,400 |
| 172,600 | 154,200 | 156,100 | Contribution to Rural Fire Fighting Fund | 276,800 | 202,100 | (27) | 206,000 | 210,200 | 214,500 | 218,800 | 223,200 | 227,700 | 232,300 | 237,000 | 241,800 |
| 114,000 | 77,800 | 99,100 | Fire Control Expenses | 88,000 | 83,000 | (6) | 78,000 | 79,600 | 81,800 | 84,000 | 86,200 | 88,400 | 90,600 | 92,800 | 95,000 |
| 86,000 | 94,600 | 50,500 | Fire Control Expenses (Council Control) | 86,500 | 23,500 | (73) | 23,500 | 24,100 | 24,700 | 25,300 | 25,900 | 26,500 | 27,100 | 27,800 | 28,500 |
| | | | Emergency Services | | | | | | | | | | | | |
| 11,800 | 11,700 | 8,400 | Operating Expenses | 9,000 | 9,000 | 0 | 52,200 | 53,500 | 54,900 | 56,300 | 57,700 | 59,100 | 60,600 | 62,100 | 63,600 |
| 70,800 | 57,800 | 67,500 | State Levy | 85,400 | 65,400 | (23) | 66,700 | 68,100 | 69,500 | 70,900 | 72,400 | 73,900 | 75,400 | 77,000 | 78,600 |
| | | | Non-Cash Expenses | | | | | | | | | | | | |
| 147,700 | 150,300 | 152,800 | Depreciation | 110,000 | 160,000 | 45 | 163,200 | 166,500 | 169,900 | 173,300 | 176,800 | 180,400 | 184,100 | 187,800 | 191,600 |
| 644,600 | 601,600 | 594,900 | Total Operating Expenses | 723,300 | 605,700 | (16) | 653,600 | 667,300 | 682,000 | 696,700 | 711,700 | 726,900 | 742,500 | 758,400 | 774,500 |
| (455,600) | (414,400) | (452,600) | Operating Result - Surplus / (Deficit) | (491,200) | (487,400) | (1) | (532,800) | (544,000) | (556,100) | (568,200) | (580,500) | (593,000) | (605,800) | (618,900) | (632,100) |
| 147,700 | 150,300 | 152,800 | Add Back Depreciation | 110,000 | 160,000 | 45 | 163,200 | 166,500 | 169,900 | 173,300 | 176,800 | 180,400 | 184,100 | 187,800 | 191,600 |
| (307,900) | (264,100) | (299,800) | Cash Result - Surplus / (Deficit) | (381,200) | (327,400) | (14) | (369,600) | (377,500) | (386,200) | (394,900) | (403,700) | (412,600) | (421,700) | (431,100) | (440,500) |
| | | | Capital Movements | | | | | | | | | | | | |
| 0 | 0 | 0 | Less Principal Repayments | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | Less Transfer to Reserves | 300,000 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 15,800 | Add Transfer from Reserves | 525,000 | 700,000 | | 800,000 | 1,700,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | Add Capital Income Applied | 0 | 370,000 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 15,800 | Less Capital Expenditure | 225,000 | 1,070,000 | | 800,000 | 1,700,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (307,900) | (264,100) | (299,800) | Cash Result after Capital Movements | (381,200) | (327,400) | (14) | (369,600) | (377,500) | (386,200) | (394,900) | (403,700) | (412,600) | (421,700) | (431,100) | (440,500) |

Quarries

Manager: Tony Partridge, Coordinator Asset Management

Background

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

Budget Comments

OPERATING REVENUES

Tuckombil and Stockers Quarries

Royalties received on mineral extracted.

Airport Sandpit

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

OPERATING EXPENSES

Tuckombil Quarry

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

Airport Sandpit

Some maintenance and environmental monitoring costs.

Capital Movements

Transfer to and from Reserves

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

Cash Result after Capital Movements

Any cash surplus represents the net dividend to General Fund.

| QUARRIES | | | | | | | | | | | | | | | |
|------------------|----------------|----------------|---|-----------------|-----------------|--------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| ACTUAL | | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| | | | Fees and Charges | | | | | | | | | | | | |
| 63,900 | 65,400 | 67,700 | Tuckombil and Stokers Quarries - Lease / Licences | 68,000 | 69,000 | 1 | 70,500 | 72,000 | 67,000 | 68,400 | 69,800 | 71,200 | 72,700 | 74,200 | 75,700 |
| 0 | 0 | 0 | Airport Sandpit | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Non-cash Items | | | | | | | | | | | | |
| 0 | 484,000 | 610,200 | Remediation Provisions | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 63,900 | 549,400 | 677,900 | Total Operating Revenues | 68,000 | 69,000 | 1 | 70,500 | 72,000 | 67,000 | 68,400 | 69,800 | 71,200 | 72,700 | 74,200 | 75,700 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| | | | Tuckombil Quarry | | | | | | | | | | | | |
| 2,300 | 2,800 | 1,500 | Buildings Maintenance | 6,000 | 3,000 | (50) | 3,000 | 3,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 23,200 | 21,400 | 23,700 | Operating Costs | 25,000 | 24,000 | (4) | 24,500 | 25,000 | 23,000 | 23,500 | 24,000 | 24,500 | 25,000 | 25,500 | 26,100 |
| 17,400 | 23,100 | 17,400 | Expansion Feasibility and Approvals | 20,000 | 58,000 | 190 | 18,400 | 18,800 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | Indirect Expenses - Overheads | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Stokers Quarry | | | | | | | | | | | | |
| 0 | 0 | 0 | Stage 1 Rectification Works | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Other Resources | | | | | | | | | | | | |
| 13,700 | 3,800 | 5,800 | Airport Sandpit | 4,000 | 3,000 | (25) | 3,000 | 3,200 | 3,400 | 3,600 | 3,800 | 4,000 | 4,200 | 4,400 | 4,600 |
| 109,000 | 0 | 0 | North Creek Dredging | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Non-Cash Expenses | | | | | | | | | | | | |
| 27,400 | 30,200 | 14,200 | Unwinding Interest Free Loan | 20,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 16,700 | 67,500 | 55,600 | Depreciation - Quarries | 11,000 | 57,000 | 418 | 58,200 | 59,500 | 60,800 | 62,100 | 63,400 | 64,800 | 66,200 | 67,600 | 69,000 |
| 209,700 | 148,800 | 118,200 | Total Operating Expenses | 86,000 | 145,000 | 69 | 107,100 | 109,500 | 87,200 | 89,200 | 91,200 | 93,300 | 95,400 | 97,500 | 99,700 |
| (145,800) | 400,600 | 559,700 | Operating Result - Surplus / (Deficit) | (18,000) | (76,000) | 322 | (36,600) | (37,500) | (20,200) | (20,800) | (21,400) | (22,100) | (22,700) | (23,300) | (24,000) |
| 0 | (484,000) | (610,200) | Add Back Remediation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 27,400 | 30,200 | 14,200 | Add Back Unwinding | 20,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 16,700 | 67,500 | 55,600 | Add Back Depreciation | 11,000 | 57,000 | 418 | 58,200 | 59,500 | 60,800 | 62,100 | 63,400 | 64,800 | 66,200 | 67,600 | 69,000 |
| (101,700) | 14,300 | 19,300 | Cash Result - Surplus / (Deficit) | 13,000 | (19,000) | (246) | 21,600 | 22,000 | 40,600 | 41,300 | 42,000 | 42,700 | 43,500 | 44,300 | 45,000 |
| | | | Capital Movements | | | | | | | | | | | | |
| 0 | 0 | 0 | Less Loan Principal Repayments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 14,300 | 19,300 | Less Transfer to Reserves | 13,000 | 0 | 0 | 21,600 | 22,000 | 40,600 | 41,300 | 42,000 | 42,700 | 43,500 | 44,300 | 45,000 |
| 101,700 | 0 | 0 | Add Transfer from Reserves | 0 | 19,000 | 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 | 0 |
| 0 | 0 | 0 | Cash Result after Capital Movements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Landfill and Resource Management

Manager: Lloyd Isaacson, Manager Resource Recovery

Background

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

Budget Comments

OPERATING REVENUES

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

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

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

OPERATING EXPENSES

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

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

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

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

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

Capital Movements

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

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

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

LANDFILL AND RESOURCE MANAGEMENT

| ACTUAL | | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
|------------------|------------------|------------------|---|------------------|------------------|-------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| | | | Fees and Charges | | | | | | | | | | | | |
| 564,700 | 584,900 | 614,300 | Annual Charges - Commercial Props | 653,000 | 667,000 | 2 | 680,000 | 693,000 | 707,000 | 721,000 | 735,000 | 749,000 | 764,000 | 780,000 | 796,000 |
| 0 | 0 | 0 | Annual Charges - Residential Props | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 636,100 | 471,700 | 839,500 | External Fees - Self Haul - Mixed | 1,800,000 | 1,820,000 | 1 | 1,856,000 | 1,893,000 | 1,931,000 | 1,970,000 | 2,009,000 | 2,049,000 | 2,090,000 | 2,132,000 | 2,175,000 |
| 627,300 | 587,400 | 782,300 | External Fees - Self Haul - Inert | 900,000 | 940,000 | 4 | 959,000 | 978,000 | 998,000 | 1,018,000 | 1,038,000 | 1,059,000 | 1,080,000 | 1,102,000 | 1,124,000 |
| 0 | 0 | 173,000 | External Fees - CDS Refund | 190,000 | 190,000 | 0 | 194,000 | 198,000 | 202,000 | 206,000 | 210,000 | 214,000 | 218,000 | 222,000 | 226,000 |
| 107,800 | 156,000 | 138,700 | External Fees - Recyclables | 190,000 | 170,000 | (11) | 185,000 | 189,000 | 193,000 | 197,000 | 201,000 | 205,000 | 209,000 | 213,000 | 217,000 |
| 0 | 0 | 0 | Internal Fees - Bins Waste / Recycling | 85,000 | 87,000 | 2 | 90,000 | 92,000 | 94,000 | 96,000 | 98,000 | 100,000 | 102,000 | 104,000 | 106,000 |
| 983,200 | 1,028,200 | 961,300 | Internal Fees - DWM Recycling | 1,240,000 | 965,000 | (22) | 1,000,000 | 1,020,000 | 1,040,000 | 1,061,000 | 1,082,000 | 1,104,000 | 1,126,000 | 1,149,000 | 1,172,000 |
| 1,907,000 | 1,723,900 | 1,736,900 | Internal Fees - DWM Mixed | 2,500,000 | 2,150,000 | (14) | 2,200,000 | 2,244,000 | 2,289,000 | 2,335,000 | 2,382,000 | 2,430,000 | 2,479,000 | 2,529,000 | 2,580,000 |
| 431,000 | 503,000 | 756,400 | Internal Fees - Self Haul Works | 900,000 | 850,000 | (6) | 850,000 | 867,000 | 884,000 | 902,000 | 920,000 | 938,000 | 957,000 | 976,000 | 996,000 |
| 82,000 | 82,000 | 82,000 | Contributions and Grants | 83,000 | 83,000 | 0 | 85,000 | 87,000 | 89,000 | 91,000 | 93,000 | 95,000 | 97,000 | 99,000 | 101,000 |
| 81,500 | 55,200 | 4,100 | Interest On Investments | 10,000 | 45,000 | 350 | 36,000 | 43,000 | 51,000 | 60,000 | 6,000 | 14,000 | 23,000 | 32,000 | 41,000 |
| 4,300 | 1,000 | 500 | Sundry Fees | 1,000 | 2,000 | 100 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| 5,424,900 | 5,193,300 | 6,089,000 | Total Operating Revenues | 8,552,000 | 7,969,000 | (7) | 8,137,000 | 8,306,000 | 8,480,000 | 8,659,000 | 8,776,000 | 8,959,000 | 9,147,000 | 9,340,000 | 9,536,000 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| | | | Waste Administration | | | | | | | | | | | | |
| 475,700 | 413,100 | 296,200 | Administration | 271,600 | 358,000 | 32 | 342,000 | 347,000 | 352,500 | 359,000 | 365,500 | 372,000 | 378,600 | 385,200 | 392,700 |
| 531,000 | 531,000 | 531,000 | Internal Overheads | 656,000 | 774,000 | 18 | 789,500 | 805,300 | 821,400 | 837,800 | 854,600 | 871,700 | 889,100 | 906,900 | 925,000 |
| 6,200 | 0 | 0 | Interest on Loans | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Waste Received | | | | | | | | | | | | |
| 189,300 | 206,800 | 209,600 | Weighbridge Operation | 210,000 | 219,000 | 4 | 222,000 | 226,000 | 230,000 | 234,000 | 238,000 | 242,000 | 246,000 | 250,000 | 255,000 |
| 202,800 | 247,100 | 218,700 | Transfer Station Operations | 272,000 | 297,000 | 9 | 299,000 | 306,000 | 313,000 | 320,000 | 327,000 | 334,000 | 341,000 | 348,000 | 355,000 |
| | | | Waste Collection and Recycling | | | | | | | | | | | | |
| 214,000 | 229,700 | 227,000 | Collection Kerbside | 370,000 | 370,000 | 0 | 377,000 | 384,000 | 391,000 | 398,000 | 405,000 | 414,000 | 423,000 | 432,000 | 441,000 |
| 87,000 | 85,300 | 88,200 | Collection Other | 85,000 | 91,000 | 7 | 91,000 | 93,000 | 95,000 | 97,000 | 99,000 | 101,000 | 103,000 | 105,000 | 107,000 |
| 67,100 | 50,000 | 47,600 | Waste Bailing Facility and Recycling | 110,000 | 98,000 | (11) | 67,000 | 69,000 | 71,000 | 73,000 | 75,000 | 77,000 | 79,000 | 81,000 | 83,000 |
| | | | Waste Disposal | | | | | | | | | | | | |
| 521,000 | 553,200 | 437,200 | Landfill Operations | 604,500 | 484,000 | (20) | 493,000 | 502,000 | 511,000 | 520,000 | 529,000 | 538,000 | 548,000 | 558,000 | 568,000 |
| 902,000 | 697,300 | 1,722,000 | Transfer - Mixed Waste | 2,700,000 | 2,750,000 | 2 | 2,800,000 | 2,856,000 | 2,913,000 | 2,971,000 | 3,030,000 | 3,091,000 | 3,153,000 | 3,216,000 | 3,280,000 |
| 343,700 | 492,800 | 918,300 | Transfer - Inert Waste | 1,000,000 | 1,000,000 | 0 | 1,020,000 | 1,040,000 | 1,061,000 | 1,082,000 | 1,104,000 | 1,126,000 | 1,149,000 | 1,172,000 | 1,195,000 |
| 262,000 | 630,000 | 807,000 | Transfer - Recyclables | 826,000 | 846,000 | 2 | 860,000 | 877,000 | 895,000 | 913,000 | 931,000 | 950,000 | 969,000 | 988,000 | 1,008,000 |
| 124,200 | 128,600 | 144,200 | Transfer Preparation - Mixed Waste | 185,000 | 156,000 | (16) | 160,000 | 163,000 | 166,000 | 169,000 | 172,000 | 175,000 | 179,000 | 183,000 | 187,000 |
| 72,400 | 83,900 | 94,500 | Transfer Preparation - Inert Waste | 110,000 | 110,000 | 0 | 112,000 | 114,000 | 116,000 | 118,000 | 120,000 | 122,000 | 124,000 | 126,000 | 129,000 |
| 57,500 | 66,100 | 87,000 | Transfer Preparation - Recyclables | 84,000 | 90,000 | 7 | 92,000 | 94,000 | 96,000 | 98,000 | 100,000 | 102,000 | 104,000 | 106,000 | 108,000 |
| 107,800 | 95,000 | (8,900) | State Government Levy | 25,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 27,800 | 15,500 | 14,000 | Investigations, Leachate, Remediation | 70,000 | 100,000 | 43 | 50,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | Other | 0 | 50,000 | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Non-Cash Expenses | | | | | | | | | | | | |
| 419,400 | 138,800 | 278,700 | Depreciation | 125,000 | 130,000 | 4 | 130,000 | 132,600 | 135,300 | 138,100 | 140,900 | 143,800 | 146,700 | 149,700 | 152,700 |
| 51,400 | 55,800 | 27,200 | Unwinding Remediation PV | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 134,300 | 0 | 18,800 | Remediation Depreciation | 20,000 | 20,000 | 0 | 20,000 | 20,400 | 20,900 | 21,400 | 21,900 | 22,400 | 22,900 | 23,400 | 23,900 |
| 4,796,600 | 4,720,000 | 6,158,300 | Total Operating Expenses | 7,724,100 | 7,943,000 | 3 | 7,924,500 | 8,029,300 | 8,188,100 | 8,349,300 | 8,512,900 | 8,681,900 | 8,855,300 | 9,030,200 | 9,210,300 |
| 628,300 | 473,300 | (69,300) | Operating Result - Surplus / (Deficit) | 827,900 | 26,000 | (97) | 212,500 | 276,700 | 291,900 | 309,700 | 263,100 | 277,100 | 291,700 | 309,800 | 325,700 |
| 51,400 | 55,800 | 27,200 | Add Back Unwinding | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 553,700 | 138,800 | 297,500 | Add Back Depreciation | 145,000 | 150,000 | 3 | 150,000 | 153,000 | 156,200 | 159,500 | 162,800 | 166,200 | 169,600 | 173,100 | 176,600 |
| 1,233,400 | 667,900 | 255,400 | Cash Result - Surplus / (Deficit) | 972,900 | 176,000 | (82) | 362,500 | 429,700 | 448,100 | 469,200 | 425,900 | 443,300 | 461,300 | 482,900 | 502,300 |
| | | | Capital Movements | | | | | | | | | | | | |
| 182,200 | 0 | 0 | Less Loan Principal Repayments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1,097,100 | 735,500 | 135,600 | Less Transfer to Reserves | 972,900 | 176,000 | 362,500 | 429,700 | 448,100 | 469,200 | 425,900 | 443,300 | 461,300 | 482,900 | 502,300 | |
| 355,600 | 168,300 | 1,000 | Add Transfer from Reserves | 80,000 | 550,000 | 100,000 | 101,000 | 102,000 | 2,603,000 | 104,000 | 105,000 | 106,000 | 107,000 | 108,000 | |
| 0 | 0 | 0 | Add Capital Income Applied | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 253,900 | 100,700 | 120,800 | Less Capital Expenditure | 80,000 | 500,000 | 50,000 | 51,000 | 52,000 | 2,553,000 | 54,000 | 55,000 | 56,000 | 57,000 | 58,000 | |
| 55,800 | 0 | 0 | Cash Result after Capital Movements | 0 | 50,000 | 100 | 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 Resource Recovery

Background

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

Budget Comments

OPERATING REVENUES

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

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

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

OPERATING EXPENSES

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

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

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

Overheads Internal charge for Council overheads.

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

Capital Movements

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

Transfer to Reserves Represents the operating surplus less principal repayments.

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

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

Cash Result - Surplus / (Deficit)

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

DOMESTIC WASTE MANAGEMENT

| ACTUAL | | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
|------------------|------------------|------------------|---|------------------|------------------|--------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|-------------------|-------------------|
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| 6,571,100 | 6,820,100 | 7,129,300 | Domestic Waste Mgmt Annual Charges | 7,503,600 | 7,643,000 | 2 | 7,828,000 | 8,016,000 | 8,223,000 | 8,433,000 | 8,644,000 | 8,858,000 | 9,073,000 | 9,307,000 | 9,543,000 |
| 18,900 | 25,900 | 29,500 | Vacant Property Annual Charges | 31,000 | 32,000 | 3 | 32,600 | 33,300 | 34,000 | 34,700 | 35,400 | 36,100 | 36,800 | 37,500 | 38,300 |
| | | | Domestic Waste Exempt Collection | 2,000 | 2,000 | 0 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| (257,800) | (253,300) | (248,400) | Pensioner Abandonments | (247,000) | (249,000) | 1 | (251,000) | (253,000) | (255,000) | (257,000) | (259,000) | (261,000) | (263,000) | (265,000) | (267,000) |
| 700,100 | 801,500 | 863,700 | Internal Plant Hire Charges | 940,000 | 959,000 | 2 | 978,000 | 998,000 | 1,018,000 | 1,038,000 | 1,059,000 | 1,080,000 | 1,102,000 | 1,124,000 | 1,146,000 |
| 141,800 | 164,400 | 158,700 | Grants and Subsidies/Other income | 137,000 | 138,000 | 1 | 139,000 | 140,000 | 141,000 | 142,000 | 143,000 | 144,000 | 145,000 | 146,000 | 147,000 |
| 57,800 | 70,200 | 30,000 | Interest on Investments | 15,000 | 32,000 | 113 | 29,000 | 38,000 | 48,000 | 59,000 | 7,000 | 21,000 | 35,000 | 52,000 | 70,000 |
| 0 | 0 | 29,800 | Gain / (Loss) on Disposal of Assets | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7,231,900 | 7,628,800 | 7,992,600 | | 8,381,600 | 8,557,000 | 2 | 8,757,600 | 8,974,300 | 9,211,000 | 9,451,700 | 9,631,400 | 9,880,100 | 10,130,800 | 10,403,500 | 10,679,300 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| | | | Administration | | | | | | | | | | | | |
| 178,300 | 237,000 | 494,400 | Employee Costs | 567,700 | 545,000 | (4) | 555,000 | 566,000 | 577,000 | 588,000 | 599,000 | 611,000 | 623,000 | 635,000 | 647,000 |
| 0 | 6,600 | 7,800 | 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 |
| 12,000 | 61,700 | 32,000 | Contributions | 12,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 39,000 | 40,000 | 40,000 | North East Waste Membership | 40,000 | 41,000 | 3 | 42,000 | 43,000 | 44,000 | 45,000 | 46,000 | 47,000 | 48,000 | 49,000 | 50,000 |
| 688,000 | 706,300 | 791,000 | Indirect Expenses - Overheads | 945,000 | 1,047,000 | 11 | 1,067,900 | 1,089,300 | 1,111,100 | 1,133,300 | 1,156,000 | 1,179,100 | 1,202,700 | 1,226,800 | 1,251,300 |
| 4,700 | 51,200 | 76,500 | Promotion and Education | 101,900 | 40,000 | (61) | 41,000 | 42,000 | 43,000 | 44,000 | 45,000 | 46,000 | 47,000 | 48,000 | 49,000 |
| | | | Debt Servicing | | | | | | | | | | | | |
| 0 | 0 | 0 | Interest on Loans | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Collection | | | | | | | | | | | | |
| 619,000 | 618,200 | 635,300 | Collection Kerbside - Mixed Waste | 688,000 | 710,000 | 3 | 725,000 | 740,000 | 755,000 | 770,000 | 785,000 | 801,000 | 817,000 | 833,000 | 850,000 |
| 1,273,800 | 1,332,400 | 1,910,600 | Collection Kerbside - Organics | 1,600,000 | 1,600,000 | 0 | 1,632,000 | 1,665,000 | 1,698,000 | 1,732,000 | 1,767,000 | 1,802,000 | 1,838,000 | 1,875,000 | 1,913,000 |
| 1,907,000 | 1,724,000 | 1,736,900 | Collection Kerbside - Disposal Fees | 2,500,000 | 2,150,000 | (14) | 2,200,000 | 2,244,000 | 2,289,000 | 2,335,000 | 2,382,000 | 2,430,000 | 2,479,000 | 2,529,000 | 2,580,000 |
| 405,300 | 469,200 | 481,100 | Collection Kerbside - Recycling | 540,000 | 540,000 | 0 | 551,000 | 562,000 | 573,000 | 584,000 | 596,000 | 608,000 | 620,000 | 632,000 | 645,000 |
| 983,200 | 966,900 | 961,300 | Collection Kerbside - Recycling Disposal | 1,240,000 | 965,000 | (22) | 1,000,000 | 1,020,000 | 1,040,000 | 1,061,000 | 1,082,000 | 1,104,000 | 1,126,000 | 1,149,000 | 1,172,000 |
| 53,200 | 137,400 | 246,700 | Collection Kerbside - Bin Maintenance | 176,000 | 205,000 | 16 | 210,000 | 215,000 | 220,000 | 225,000 | 230,000 | 235,000 | 240,000 | 245,000 | 250,000 |
| 457,600 | 501,100 | 389,600 | Waste Trucks - Operating Expenses | 368,500 | 372,000 | 1 | 379,000 | 387,000 | 395,000 | 403,000 | 411,000 | 419,000 | 427,000 | 436,000 | 445,000 |
| | | | Non-Cash Expenses | | | | | | | | | | | | |
| 177,200 | 177,200 | 168,600 | Depreciation | 265,000 | 250,000 | (6) | 255,000 | 260,100 | 265,400 | 270,800 | 276,300 | 281,900 | 287,600 | 293,400 | 299,300 |
| 6,798,300 | 7,029,200 | 7,971,800 | Total Operating Expenses | 9,050,100 | 8,471,000 | (6) | 8,663,900 | 8,839,400 | 9,016,500 | 9,197,100 | 9,381,300 | 9,570,000 | 9,761,300 | 9,957,200 | 10,157,600 |
| 433,600 | 599,600 | 20,800 | Operating Result - Surplus / (Deficit) | (668,500) | 86,000 | (113) | 93,700 | 134,900 | 194,500 | 254,600 | 250,100 | 310,100 | 369,500 | 446,300 | 521,700 |
| 0 | 0 | (29,800) | Add Back Gain / Loss on Sale | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 177,200 | 177,200 | 168,600 | Add Back Depreciation | 265,000 | 250,000 | (6) | 255,000 | 260,100 | 265,400 | 270,800 | 276,300 | 281,900 | 287,600 | 293,400 | 299,300 |
| 610,800 | 776,800 | 159,600 | Cash Result - Surplus / (Deficit) | (403,500) | 336,000 | (183) | 348,700 | 395,000 | 459,900 | 525,400 | 526,400 | 592,000 | 657,100 | 739,700 | 821,000 |
| | | | Capital Movements | | | | | | | | | | | | |
| 0 | 0 | 0 | Less Loan Principal Repayments | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 610,800 | 776,800 | 169,700 | Less Transfer to Reserves | 0 | 336,000 | | 348,700 | 395,000 | 459,900 | 525,400 | 526,400 | 592,000 | 657,100 | 739,700 | 821,000 |
| 0 | 0 | 2,149,100 | Add Transfer from Reserves | 403,500 | 0 | | 0 | 0 | 0 | 2,600,000 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | Add Capital Income Applied | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 2,139,000 | Less Capital Expenditure | 0 | 0 | | 0 | 0 | 0 | 2,600,000 | 0 | 0 | 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 | | | | | | | | | | | |
|-------------------|-------------------|-------------------|---|-------------------|-------------------|-----------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 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 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| 12,601,300 | 13,462,700 | 13,384,100 | Water Operations | 13,259,900 | 13,956,200 | 5 | 14,434,700 | 14,913,300 | 15,413,000 | 15,862,100 | 16,240,300 | 16,674,900 | 17,033,900 | 17,509,700 | 18,006,900 |
| 18,411,000 | 19,660,100 | 20,435,000 | Wastewater Operations | 21,141,000 | 21,308,000 | 1 | 21,544,000 | 21,762,000 | 21,990,500 | 22,191,500 | 22,676,400 | 23,206,600 | 23,768,600 | 24,353,900 | 24,975,000 |
| 31,012,300 | 33,122,800 | 33,819,100 | Total Operating Revenues | 34,400,900 | 35,264,200 | 3 | 35,978,700 | 36,675,300 | 37,403,500 | 38,053,600 | 38,916,700 | 39,881,500 | 40,802,500 | 41,863,600 | 42,981,900 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| 11,121,000 | 11,410,000 | 12,330,200 | Water Operations | 13,470,400 | 13,659,000 | 1 | 14,082,300 | 14,685,100 | 15,230,800 | 15,846,000 | 16,140,800 | 16,447,700 | 16,780,800 | 17,119,700 | 17,465,900 |
| 17,336,600 | 17,793,300 | 18,647,500 | Wastewater Operations | 17,979,500 | 18,133,000 | 1 | 17,928,800 | 18,049,000 | 18,124,200 | 18,201,600 | 18,403,500 | 18,462,500 | 18,602,500 | 18,749,300 | 19,075,900 |
| | | | | 0 | 0 | 0 | | | | | | | | | |
| 28,457,600 | 29,203,300 | 30,977,700 | Total Operating Expenses | 31,449,900 | 31,792,000 | 1 | 32,011,100 | 32,734,100 | 33,355,000 | 34,047,600 | 34,544,300 | 34,910,200 | 35,383,300 | 35,869,000 | 36,541,800 |
| 2,554,700 | 3,919,500 | 2,841,400 | Operating Result - Surplus / (Deficit) | 2,951,000 | 3,472,200 | 18 | 3,967,600 | 3,941,200 | 4,048,500 | 4,006,000 | 4,372,400 | 4,971,300 | 5,419,200 | 5,994,600 | 6,440,100 |
| 5,156,000 | 5,176,200 | 5,516,800 | Add Back Depreciation | 5,400,000 | 5,900,000 | 9 | 6,018,000 | 6,138,700 | 6,261,100 | 6,386,200 | 6,514,100 | 6,644,700 | 6,778,000 | 6,914,100 | 7,052,000 |
| 11,700 | 526,700 | 812,100 | Add Back Loss on Sale of Infrastructure | 1,370,000 | 620,000 | (55) | 633,000 | 656,000 | 679,000 | 702,000 | 725,000 | 748,000 | 771,000 | 794,000 | 817,000 |
| 193,700 | 133,800 | 69,300 | Add Back Unwinding Interest Free Loans | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7,916,100 | 9,756,200 | 9,239,600 | Cash Result - Surplus / (Deficit) | 9,721,000 | 9,992,200 | 3 | 10,618,600 | 10,735,900 | 10,988,600 | 11,094,200 | 11,611,500 | 12,364,000 | 12,968,200 | 13,702,700 | 14,309,100 |
| | | | Capital Movements | | | | | | | | | | | | |
| 3,095,600 | 3,387,000 | 3,535,800 | Less Loan Principal Repayments | 2,716,300 | 2,919,600 | | 3,114,500 | 3,309,400 | 3,510,600 | 3,711,000 | 3,911,400 | 4,111,800 | 4,312,200 | 4,512,600 | 4,713,000 |
| 1,097,600 | 2,687,100 | 2,050,600 | Less Transfer to Reserves | 2,840,000 | 959,400 | | 0 | 0 | 0 | 2,933,400 | 5,153,100 | 5,677,700 | 5,829,000 | 8,617,100 | 6,561,100 |
| 1,582,900 | 0 | 0 | Add Transfer from Reserves | 368,500 | 964,800 | | 6,258,900 | 1,196,000 | 2,562,000 | 384,700 | 0 | 0 | 0 | 0 | 0 |
| 3,203,400 | 1,251,000 | 1,466,800 | Add Capital Income Applied | 1,712,000 | 850,000 | | 7,652,000 | 7,632,500 | 11,564,000 | 2,868,500 | 81,000 | 82,500 | 84,000 | 1,858,000 | 687,000 |
| 8,509,200 | 4,933,100 | 5,120,000 | Less Capital Expenditure | 6,245,200 | 7,928,000 | | 21,415,000 | 16,255,000 | 21,604,000 | 7,703,000 | 2,628,000 | 2,657,000 | 2,911,000 | 2,431,000 | 3,722,000 |
| 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. A total of 62 days are spread between water and wastewater, with one staff member also shared with waste.

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

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

Capital Movements

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

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

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

Wastewater Operations

Manager: Bridget Walker, Manager - Water and Wastewater

Background

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

Budget Comments

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

User Charges Major income item relates to trade waste charges.

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

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

Interest Includes interest on funds held by the Wastewater Fund.

OPERATING EXPENSES

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

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

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

Capital Movements

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

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

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

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

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.

Ballina Byron Gateway Airport

Revenue and expenses associated with the operation of the airport.

Community Facilities

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

Includes employment costs for three full-time staff and one part-time employee (18 days in total) 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

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

Risk Management

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

Capital Movements

Reserve Movements

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

| GOVERNANCE | | | | | | | | | | | | | | | |
|--------------------|--------------------|--------------------|---|--------------------|--------------------|------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| ACTUAL | | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| 109,000 | 0 | 30,000 | Refunds - Insurance | 0 | 20,000 | 100 | 20,000 | 20,400 | 20,900 | 21,400 | 21,900 | 22,400 | 22,900 | 23,400 | 23,900 |
| 109,000 | 0 | 30,000 | Total Operating Revenues | 0 | 20,000 | 100 | 20,000 | 20,400 | 20,900 | 21,400 | 21,900 | 22,400 | 22,900 | 23,400 | 23,900 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| | | | Governance | | | | | | | | | | | | |
| 0 | 519,700 | 877,300 | Employee Costs | 879,000 | 811,000 | (8) | 827,200 | 843,800 | 860,700 | 878,000 | 895,600 | 913,600 | 931,900 | 950,600 | 969,700 |
| 5,000 | 5,100 | 5,600 | Motor Vehicles | 29,700 | 30,000 | 1 | 30,600 | 31,300 | 32,000 | 32,700 | 33,400 | 34,100 | 34,800 | 35,500 | 36,300 |
| 9,900 | 8,500 | 11,800 | Sundry Office Expenses | 12,000 | 12,000 | 0 | 19,000 | 12,400 | 12,800 | 21,200 | 13,600 | 14,000 | 14,400 | 24,800 | 15,200 |
| 2,400 | 4,500 | 7,300 | Legal Expenses | 3,000 | 3,000 | 0 | 3,000 | 3,100 | 3,200 | 3,300 | 3,400 | 3,500 | 3,600 | 3,700 | 3,800 |
| 71,500 | 75,000 | 101,000 | Audit - External | 87,000 | 89,000 | 2 | 91,000 | 92,900 | 94,800 | 96,700 | 98,700 | 100,700 | 102,800 | 104,900 | 107,000 |
| 16,500 | 15,300 | 18,700 | Audit - Internal | 25,000 | 25,000 | 0 | 25,000 | 25,500 | 26,100 | 26,700 | 27,300 | 27,900 | 28,500 | 29,100 | 29,700 |
| 0 | 2,900 | 0 | Audit - Risk and Improvement Committee | 5,000 | 5,000 | 0 | 5,000 | 5,100 | 5,300 | 5,500 | 5,700 | 5,900 | 6,100 | 6,300 | 6,500 |
| | | | Councillors | | | | | | | | | | | | |
| 343,000 | 346,400 | 340,700 | Councillors Allowances and Exps | 391,600 | 438,000 | 12 | 422,500 | 431,200 | 462,900 | 449,500 | 459,000 | 468,600 | 504,300 | 486,500 | 495,900 |
| 0 | 0 | 0 | Elections | 0 | 300,000 | 100 | 0 | 0 | 310,000 | 0 | 0 | 0 | 330,000 | 0 | 0 |
| 68,500 | 70,400 | 75,200 | Subscriptions and Contributions | 85,000 | 88,000 | 4 | 93,000 | 103,500 | 105,900 | 108,300 | 110,800 | 113,400 | 116,000 | 118,600 | 121,200 |
| | | | Risk Management | | | | | | | | | | | | |
| 622,100 | 585,300 | 597,000 | Public Risk and Plant | 653,200 | 719,000 | 10 | 734,000 | 748,700 | 763,700 | 779,000 | 794,600 | 810,500 | 826,800 | 843,400 | 860,300 |
| 42,300 | 5,600 | 44,600 | Excess Public Risk | 40,000 | 40,000 | 0 | 41,000 | 41,900 | 42,800 | 43,700 | 44,600 | 45,500 | 46,500 | 47,500 | 48,500 |
| | | | Interest on Lease Liability | | | | | | | | | | | | |
| 0 | 0 | 48,300 | Interest and Amortisation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Procurement and Contract Mgmt | | | | | | | | | | | | |
| 139,600 | 121,200 | 206,600 | Store - Employee Costs | 158,000 | 162,000 | 100 | 166,000 | 170,000 | 174,000 | 178,000 | 182,000 | 186,000 | 190,000 | 194,000 | 198,000 |
| 26,900 | 32,000 | 4,400 | Store - Other | 10,000 | 2,000 | 0 | 3,000 | 4,000 | 5,000 | 6,000 | 7,000 | 8,000 | 9,000 | 10,000 | 11,000 |
| 246,400 | 247,000 | 193,800 | Procurement and Contracts - Employee Costs | 252,000 | 257,000 | 2 | 263,000 | 269,000 | 275,000 | 281,000 | 287,000 | 293,000 | 299,000 | 305,000 | 312,000 |
| 82,500 | 84,800 | 99,600 | Procurement - Protective Clothing | 92,000 | 100,000 | 109 | 100,000 | 102,000 | 105,000 | 108,000 | 111,000 | 114,000 | 117,000 | 120,000 | 123,000 |
| (2,800) | 9,000 | 6,100 | Procurement - Other Expenses | 8,000 | 9,000 | 102 | 9,000 | 11,000 | 13,000 | 15,000 | 17,000 | 19,000 | 21,000 | 23,000 | 25,000 |
| | | | Recouped from Business Activities | | | | | | | | | | | | |
| 0 | 0 | 0 | Direct Costs Redistributed to Businesses | (1,691,300) | (1,742,000) | 3 | (1,776,900) | (1,812,500) | (1,848,800) | (1,885,800) | (1,923,600) | (1,962,100) | (2,001,400) | (2,041,500) | (2,082,400) |
| | | | Non-cash Expenses | | | | | | | | | | | | |
| 0 | 0 | 496,000 | Depreciation - Operational Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1,673,800 | 2,132,700 | 3,134,000 | Total Operating Expenses | 1,039,200 | 1,348,000 | 30 | 1,055,400 | 1,082,900 | 1,443,400 | 1,146,800 | 1,167,100 | 1,195,600 | 1,580,300 | 1,261,400 | 1,280,700 |
| (1,564,800) | (2,132,700) | (3,104,000) | Operating Result - Surplus / (Deficit) | (1,039,200) | (1,328,000) | 28 | (1,035,400) | (1,062,500) | (1,422,500) | (1,125,400) | (1,145,200) | (1,173,200) | (1,557,400) | (1,238,000) | (1,256,800) |
| 0 | 0 | 496,000 | Add Back Depreciation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (1,564,800) | (2,132,700) | (2,608,000) | Cash Result - Surplus / (Deficit) | (1,039,200) | (1,328,000) | 28 | (1,035,400) | (1,062,500) | (1,422,500) | (1,125,400) | (1,145,200) | (1,173,200) | (1,557,400) | (1,238,000) | (1,256,800) |
| | | | Capital Movements | | | | | | | | | | | | |
| 0 | 0 | 0 | Less Loan Principal Repayments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 30,000 | 41,500 | 45,000 | Less Transfer to Reserves | 100,000 | 75,000 | 0 | 77,000 | 79,000 | 79,000 | 81,000 | 82,000 | 83,000 | 84,000 | 89,000 | 94,000 |
| 0 | 0 | 0 | Add Transfer from Reserves | 0 | 300,000 | 0 | 0 | 0 | 310,000 | 0 | 0 | 0 | 330,000 | 0 | 0 |
| 0 | 0 | 0 | Add Capital Income Applied | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | Less Capital Expenditure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (1,594,800) | (2,174,200) | (2,653,000) | Cash Result after Capital Movements | (1,139,200) | (1,103,000) | (3) | (1,112,400) | (1,141,500) | (1,191,500) | (1,206,400) | (1,227,200) | (1,256,200) | (1,311,400) | (1,327,000) | (1,350,800) |

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

Donations

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

Corporate Office Expenses

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

| COMMUNICATIONS AND CUSTOMER SERVICE | | | | | | | | | | | | | | |
|-------------------------------------|--------------------|--------------------|--|------------------|------------------|-------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| ACTUAL | | | DESCRIPTION | ESTIMATED | | | | | | | | | | |
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
| | | | OPERATING REVENUES | | | | | | | | | | | |
| | | | Fees and Charges | | | | | | | | | | | |
| 19,800 | 15,400 | 15,400 | Sundry Sales and Services | 15,000 | 15,200 | 1 | 15,800 | 16,400 | 17,000 | 17,600 | 18,200 | 18,800 | 19,400 | 20,600 |
| | | | Grants and Contributions | | | | | | | | | | | |
| 0 | 0 | 100,000 | Grants and Contributions | 20,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 19,800 | 15,400 | 115,400 | Total Operating Revenues | 35,000 | 15,200 | (57) | 15,800 | 16,400 | 17,000 | 17,600 | 18,200 | 18,800 | 19,400 | 20,600 |
| | | | OPERATING EXPENSES | | | | | | | | | | | |
| | | | Communications | | | | | | | | | | | |
| 812,100 | 391,200 | 440,000 | Employee Costs - Communications | 479,000 | 596,000 | 24 | 608,000 | 620,200 | 632,700 | 645,400 | 658,400 | 671,600 | 685,100 | 698,900 |
| 343,800 | 426,000 | 433,000 | Employee Costs - Customer Service | 424,000 | 421,000 | (1) | 429,500 | 438,100 | 446,900 | 455,900 | 465,100 | 474,500 | 484,000 | 493,700 |
| 0 | 0 | 0 | Bushfire Comm Resilience and Economic Recovery | 100,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3,700 | 3,700 | 3,500 | Sundry Office Expenses | 3,000 | 3,000 | 0 | 3,000 | 3,100 | 3,200 | 3,300 | 3,400 | 3,500 | 3,600 | 3,700 |
| | | | Corporate Office Expenses | | | | | | | | | | | |
| 142,700 | 155,500 | 40,800 | Printing, Stationery and Postage | 34,000 | 35,000 | 3 | 35,000 | 35,800 | 36,600 | 37,400 | 38,200 | 39,100 | 40,000 | 40,900 |
| 11,700 | 13,100 | 7,400 | Advertising | 20,000 | 12,000 | (40) | 12,000 | 12,300 | 12,600 | 12,900 | 13,200 | 13,500 | 13,800 | 14,100 |
| 100,800 | 68,300 | 100,300 | Telephone | 75,000 | 103,000 | 37 | 103,000 | 105,100 | 107,400 | 109,700 | 112,000 | 114,300 | 116,800 | 119,300 |
| 20,900 | 30,500 | 24,600 | Sundry Administration Expenses | 34,000 | 34,000 | 0 | 34,000 | 34,800 | 35,600 | 36,400 | 37,200 | 38,000 | 38,800 | 39,600 |
| 31,300 | 44,700 | 43,200 | Community Connect | 40,000 | 41,000 | 3 | 41,000 | 41,900 | 42,900 | 43,900 | 44,900 | 45,900 | 46,900 | 48,000 |
| | | | Donations | | | | | | | | | | | |
| 28,000 | 26,600 | 28,400 | Donations - Public Halls - Rates | 30,000 | 31,000 | 3 | 32,000 | 32,700 | 33,400 | 34,100 | 34,800 | 35,500 | 36,300 | 37,100 |
| 10,000 | 10,000 | 10,000 | Donations - Sthn Cross Scholarship | 10,000 | 7,500 | (25) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 21,700 | 0 | 0 | Donations - Public Halls - Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 6,000 | 6,000 | 4,500 | Donations - Lighthouse Chairs | 6,000 | 6,000 | 0 | 6,000 | 6,200 | 6,400 | 6,600 | 6,800 | 7,000 | 7,200 | 7,400 |
| 75,500 | 92,400 | 72,100 | Donations - General | 75,000 | 79,000 | 5 | 80,000 | 81,600 | 83,300 | 85,000 | 86,700 | 88,500 | 90,300 | 92,200 |
| 9,600 | 3,200 | 2,000 | Donations - Sporting Groups Capital | 30,000 | 31,000 | 3 | 31,000 | 31,700 | 32,400 | 33,100 | 33,800 | 34,500 | 35,200 | 36,000 |
| 0 | 0 | 14,400 | Community Groups - Council Fees | 4,000 | 4,000 | 0 | 4,000 | 4,100 | 4,200 | 4,300 | 4,400 | 4,500 | 4,600 | 4,700 |
| | | | Festivals and Events Support | | | | | | | | | | | |
| 126,400 | 121,500 | 110,500 | Festivals and Events Program | 55,000 | 120,000 | 118 | 120,000 | 120,000 | 120,000 | 120,000 | 120,000 | 120,000 | 120,000 | 120,000 |
| 4,000 | 4,000 | 4,000 | Fair Go | 4,000 | 4,000 | 0 | 4,000 | 4,100 | 4,200 | 4,300 | 4,400 | 4,500 | 4,600 | 4,700 |
| 20,300 | 28,100 | 27,000 | Australia Day | 43,000 | 23,000 | (47) | 23,000 | 23,500 | 24,000 | 24,500 | 25,000 | 25,500 | 26,100 | 26,700 |
| | | | Recouped from Business Activities | | | | | | | | | | | |
| 0 | 0 | 0 | Direct Costs Redistributed to Businesses | (899,900) | (989,000) | 10 | (1,008,800) | (1,029,000) | (1,049,600) | (1,070,600) | (1,092,100) | (1,114,000) | (1,136,300) | (1,159,100) |
| 1,768,500 | 1,424,800 | 1,365,700 | Total Operating Expenses | 566,100 | 561,500 | (1) | 556,700 | 566,200 | 576,200 | 586,200 | 596,200 | 606,400 | 617,000 | 627,900 |
| (1,748,700) | (1,409,400) | (1,250,300) | Operating Result - Surplus / (Deficit) | (531,100) | (546,300) | 3 | (540,900) | (549,800) | (559,200) | (568,600) | (578,000) | (587,600) | (597,600) | (607,900) |
| 0 | 0 | 0 | Add Back Depreciation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (1,748,700) | (1,409,400) | (1,250,300) | Cash Result - Surplus / (Deficit) | (531,100) | (546,300) | 3 | (540,900) | (549,800) | (559,200) | (568,600) | (578,000) | (587,600) | (597,600) | (607,900) |
| | | | Capital Movements | | | | | | | | | | | |
| 0 | 0 | 0 | Less Loan Principal Repayments | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 38,300 | 20,000 | 100,000 | Less Transfer to Reserves | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 47,700 | 25,000 | 20,000 | Add Transfer from Reserves | 100,000 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | Add Capital Income Applied | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | Less Capital Expenditure | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (1,739,300) | (1,404,400) | (1,330,300) | Cash Result after Capital Movements | (431,100) | (546,300) | 27 | (540,900) | (549,800) | (559,200) | (568,600) | (578,000) | (587,600) | (597,600) | (607,900) |

Financial Services – General Purpose Revenues

Manager: Linda Coulter, Manager Financial Services

Background

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

Budget Comments

OPERATING REVENUES

Rates

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

Abandonments

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

Extra Charges

Represents interest charged on overdue rates.

General Purpose Grants

Financial Assistance Grant (FAG)

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

Pensioner Subsidy

Represents the State Government contribution towards the pensioner abandonments.

Interest on Investments

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

Capital Movements

Cash Surplus

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

FINANCIAL SERVICES - GENERAL PURPOSE REVENUES

| ACTUAL | | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
|-------------------|-------------------|-------------------|---|-------------------|-------------------|----------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| | | | Rates | | | | | | | | | | | | |
| 15,777,100 | 17,037,500 | 18,388,700 | Residential | 19,088,700 | 19,659,000 | 3 | 20,200,000 | 20,756,000 | 21,327,000 | 21,913,000 | 22,516,000 | 23,135,000 | 23,771,000 | 24,425,000 | 25,097,000 |
| 4,303,300 | 4,575,000 | 4,786,000 | Business | 5,022,000 | 5,111,000 | 2 | 5,252,000 | 5,396,000 | 5,544,000 | 5,696,000 | 5,853,000 | 6,014,000 | 6,179,000 | 6,349,000 | 6,524,000 |
| 1,537,400 | 1,556,300 | 1,644,000 | Farmland | 1,699,000 | 1,747,000 | 3 | 1,795,000 | 1,844,000 | 1,895,000 | 1,947,000 | 2,001,000 | 2,056,000 | 2,113,000 | 2,171,000 | 2,231,000 |
| | | | Postponed Rates | | | | | | | | | | | | |
| (600) | 0 | (300) | Postponed Rates | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Abandonments | | | | | | | | | | | | |
| (628,700) | (630,800) | (640,100) | Pensioner Abandonments | (643,000) | (647,000) | 1 | (651,900) | (656,800) | (661,700) | (666,600) | (671,500) | (676,500) | (681,600) | (686,700) | (691,800) |
| | | | Extra Charges | | | | | | | | | | | | |
| 55,000 | 49,100 | 44,900 | Interest | 0 | 50,000 | 100 | 51,000 | 52,000 | 53,000 | 54,100 | 55,200 | 56,300 | 57,400 | 58,500 | 59,700 |
| | | | General Purpose Grants | | | | | | | | | | | | |
| 4,000 | 0 | 0 | Emergency Services Grant | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4,392,000 | 4,594,300 | 4,699,000 | Financial Assistance Grant | 4,748,000 | 4,840,000 | 2 | 4,936,800 | 5,035,500 | 5,136,200 | 5,238,900 | 5,343,700 | 5,450,600 | 5,559,600 | 5,670,800 | 5,784,200 |
| | | 1,225,000 | Bushfire Recovery Grant | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 343,800 | 347,600 | 350,400 | Pensioners Assistance Subsidy | 353,000 | 361,000 | 2 | 368,000 | 375,400 | 382,900 | 390,600 | 398,400 | 406,400 | 414,500 | 422,800 | 431,300 |
| | | | Interest | | | | | | | | | | | | |
| 700,200 | 960,600 | 900,300 | Interest on Investments | 310,000 | 310,000 | 0 | 310,000 | 330,000 | 350,000 | 370,000 | 390,000 | 410,000 | 430,000 | 468,500 | 470,000 |
| 101,000 | 144,000 | 123,000 | Premium Adjustments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 26,584,500 | 28,633,600 | 31,520,900 | Operating Result - Surplus / (Deficit) | 30,577,700 | 31,431,000 | 3 | 32,260,900 | 33,132,100 | 34,026,400 | 34,943,000 | 35,885,800 | 36,851,800 | 37,842,900 | 38,878,900 | 39,905,400 |
| (101,000) | (144,000) | (123,000) | Add Back Non Cash Premium | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 26,483,500 | 28,489,600 | 31,397,900 | Cash Result - Surplus / (Deficit) | 30,577,700 | 31,431,000 | 3 | 32,260,900 | 33,132,100 | 34,026,400 | 34,943,000 | 35,885,800 | 36,851,800 | 37,842,900 | 38,878,900 | 39,905,400 |
| | | | Capital Movements | | | | | | | | | | | | |
| 0 | 0 | 0 | Less Loan Principal Repayments | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 118,000 | 1,304,100 | Less Transfer to Reserves | 169,000 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | Add Transfer from Reserves | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | Add Capital Income Applied | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | Less Capital Expenditure | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 26,483,500 | 28,371,600 | 30,093,800 | Cash Result after Capital Movements | 30,408,700 | 31,431,000 | 3 | 32,260,900 | 33,132,100 | 34,026,400 | 34,943,000 | 35,885,800 | 36,851,800 | 37,842,900 | 38,878,900 | 39,905,400 |

Financial Services

Manager: Linda Coulter, Manager Financial Services

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

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

Dividends

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

OPERATING EXPENSES

Employee Costs

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

Bank Charges

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

Rating Costs

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

Valuation Fees

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

Audit Fees

Fees for internal audit of specific projects.

Overheads Distributed to Business Activities

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

| FINANCIAL SERVICES | | | | | | | | | | | | | | | |
|--------------------|--------------------|--------------------|---|------------------|------------------|------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| ACTUAL | | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| | | | Fees and Charges | | | | | | | | | | | | |
| 86,200 | 77,900 | 80,900 | Section 603 Certificates | 107,000 | 102,000 | (5) | 102,000 | 104,100 | 106,300 | 108,500 | 110,800 | 113,100 | 115,500 | 117,900 | 120,400 |
| 33,400 | 38,800 | 38,800 | Transaction Charges | 42,000 | 43,000 | 2 | 43,000 | 44,100 | 45,200 | 46,300 | 47,400 | 48,500 | 49,600 | 50,800 | 52,000 |
| 73,900 | 37,800 | 6,600 | Legal Costs Recovered and Late Payments | 1,000 | 21,000 | 2,000 | 21,000 | 21,700 | 22,400 | 23,100 | 23,800 | 24,600 | 25,400 | 26,200 | 27,000 |
| | | | Contributions and Dividends | | | | | | | | | | | | |
| 69,100 | 67,100 | 81,000 | Dividends | 76,600 | 78,500 | 2 | 80,100 | 81,800 | 83,600 | 85,400 | 87,200 | 89,000 | 90,800 | 92,700 | 94,700 |
| 262,600 | 221,600 | 207,300 | Total Operating Revenues | 226,600 | 244,500 | 8 | 246,100 | 251,700 | 257,500 | 263,300 | 269,200 | 275,200 | 281,300 | 287,600 | 294,100 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| | | | Finance and Rating | | | | | | | | | | | | |
| 1,040,100 | 1,054,700 | 1,228,800 | Employee Costs | 1,290,700 | 1,305,000 | 1 | 1,331,200 | 1,357,900 | 1,385,200 | 1,413,000 | 1,441,400 | 1,470,300 | 1,499,800 | 1,529,900 | 1,560,600 |
| 93,200 | 98,000 | 110,800 | Bank Charges | 116,700 | 118,000 | 1 | 120,000 | 122,700 | 125,600 | 128,500 | 131,400 | 134,300 | 137,300 | 140,400 | 143,500 |
| 30,200 | 25,400 | 23,700 | Rating Postage and Security Mail | 28,000 | 28,000 | 0 | 28,000 | 28,600 | 29,200 | 29,800 | 30,400 | 31,100 | 31,800 | 32,500 | 33,200 |
| 73,500 | 34,500 | 2,800 | Rating Legal Costs and Debt Recovery | 2,000 | 10,000 | 400 | 10,000 | 10,200 | 10,500 | 10,800 | 11,100 | 11,400 | 11,700 | 12,000 | 12,300 |
| 104,300 | 154,300 | 103,000 | Valuation Fees | 106,000 | 107,000 | 1 | 109,000 | 171,200 | 113,500 | 115,800 | 118,200 | 120,600 | 193,100 | 125,600 | 128,200 |
| | | | Indirect Costs | | | | | | | | | | | | |
| (5,769,000) | (5,913,300) | (6,426,700) | Overheads Distributed | (1,177,300) | (838,000) | (29) | (854,800) | (871,900) | (889,400) | (907,200) | (925,400) | (944,000) | (962,900) | (982,200) | (1,001,900) |
| (4,427,700) | (4,546,400) | (4,957,600) | Total Operating Expenses | 366,100 | 730,000 | 99 | 743,400 | 818,700 | 774,600 | 790,700 | 807,100 | 823,700 | 910,800 | 858,200 | 875,900 |
| 4,690,300 | 4,768,000 | 5,164,900 | Operating Result - Surplus / (Deficit) | (139,500) | (485,500) | 248 | (497,300) | (567,000) | (517,100) | (527,400) | (537,900) | (548,500) | (629,500) | (570,600) | (581,800) |
| 0 | 0 | 0 | Add Back Depreciation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4,690,300 | 4,768,000 | 5,164,900 | Cash Result - Surplus / (Deficit) | (139,500) | (485,500) | 248 | (497,300) | (567,000) | (517,100) | (527,400) | (537,900) | (548,500) | (629,500) | (570,600) | (581,800) |
| | | | Capital Movements | | | | | | | | | | | | |
| 0 | 0 | 0 | Less Loan Principal Repayments | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 121,600 | 110,000 | 10,500 | Less Transfer to Reserves | 10,000 | 0 | | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| 0 | 55,300 | 0 | Add Transfer from Reserves | 0 | 0 | | 0 | 60,000 | 0 | 0 | 0 | 0 | 70,000 | 0 | 0 |
| 0 | 0 | 0 | Add Capital Income Applied | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | Less Capital Expenditure | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4,568,700 | 4,713,300 | 5,154,400 | Cash Result after Capital Movements | (149,500) | (485,500) | 225 | (507,300) | (517,000) | (527,100) | (537,400) | (547,900) | (558,500) | (569,500) | (580,600) | (591,800) |

Information Services

Manager: Stewart Littleford, Manager – Information Services

Background

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

Budget Comments

OPERATING REVENUES

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

OPERATING EXPENSES

Employee Costs

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

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

Hardware Lease and Support Costs

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

Software and Consumables

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

Capital Movements

Capital Expenditure

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

| INFORMATION SERVICES | | | | | | | | | | | | | | | |
|----------------------|--------------------|--------------------|---|--------------------|--------------------|----------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| ACTUAL | | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| | | | Fees and Charges | | | | | | | | | | | | |
| 200 | 5,400 | 400 | Sundry Sales and Services | 1,000 | 1,000 | 0 | 1,000 | 1,100 | 1,200 | 1,300 | 1,400 | 1,500 | 1,600 | 1,700 | 1,800 |
| 114,000 | 152,900 | 187,200 | Information Fee Income | 215,000 | 155,000 | (28) | 82,000 | 83,700 | 85,400 | 87,200 | 89,000 | 90,800 | 92,700 | 94,600 | 96,500 |
| | | | Contributions | | | | | | | | | | | | |
| 23,400 | 15,100 | 150,000 | Contributions to Projects | 30,000 | 91,000 | 203 | 42,000 | 42,000 | 42,800 | 43,800 | 44,700 | 45,500 | 46,600 | 47,600 | 48,500 |
| 137,600 | 173,400 | 337,600 | Total Operating Revenues | 246,000 | 247,000 | 0 | 125,000 | 126,800 | 129,400 | 132,300 | 135,100 | 137,800 | 140,900 | 143,900 | 146,800 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| 1,376,000 | 1,532,300 | 2,081,300 | Employee Costs - IS and Records | 2,172,700 | 2,254,000 | 4 | 2,289,500 | 2,335,500 | 2,382,400 | 2,430,400 | 2,479,300 | 2,529,100 | 2,579,900 | 2,631,700 | 2,684,500 |
| 42,300 | 43,600 | 88,300 | Telecommunications Mobile Hardware | 26,000 | 10,000 | (62) | 10,000 | 20,000 | 42,000 | 42,900 | 43,800 | 44,700 | 45,600 | 46,600 | 47,600 |
| 192,600 | 150,100 | 139,600 | Hardware Lease | 260,000 | 210,000 | (19) | 212,000 | 216,300 | 220,700 | 225,200 | 229,800 | 234,400 | 239,100 | 243,900 | 248,800 |
| 96,300 | 127,000 | 243,600 | Hardware Support, Internet and Broadband | 135,000 | 145,000 | 7 | 145,000 | 147,900 | 151,100 | 154,300 | 157,500 | 160,800 | 164,200 | 167,700 | 171,200 |
| 412,600 | 544,400 | 472,700 | Software - Support | 520,000 | 500,000 | (4) | 500,000 | 510,000 | 520,200 | 530,700 | 541,400 | 552,300 | 563,400 | 574,700 | 586,200 |
| 35,200 | 23,700 | 22,700 | Consumables | 15,000 | 15,000 | 0 | 15,000 | 15,300 | 15,700 | 16,100 | 16,500 | 16,900 | 17,300 | 17,700 | 18,100 |
| 206,800 | 300,400 | 298,600 | Software - Civica Licence | 382,000 | 380,000 | (1) | 380,000 | 387,600 | 395,400 | 403,400 | 411,500 | 419,800 | 428,200 | 436,800 | 445,600 |
| 26,700 | 39,200 | 69,600 | Computer Software | 60,000 | 26,000 | (57) | 26,000 | 26,600 | 27,200 | 27,800 | 28,400 | 29,000 | 29,600 | 30,200 | 30,900 |
| 195,300 | 30,300 | 99,200 | Software Projects and Miscellaneous | 110,000 | 160,000 | 45 | 90,000 | 90,600 | 92,500 | 94,500 | 96,500 | 98,500 | 100,600 | 102,700 | 104,800 |
| 0 | 0 | 0 | Cyber Security and Insurance | 53,000 | 130,000 | 145 | 130,000 | 132,600 | 135,300 | 138,100 | 140,900 | 143,800 | 146,700 | 149,700 | 152,700 |
| 79,500 | 70,100 | 0 | Other Projects | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Recouped from Business Activities | | | | | | | | | | | | |
| 0 | 0 | 0 | Direct Costs Redistributed to Businesses | (883,100) | (833,000) | (6) | (849,700) | (866,700) | (884,100) | (901,800) | (919,900) | (938,300) | (957,100) | (976,300) | (995,900) |
| 2,663,300 | 2,861,100 | 3,515,600 | Total Operating Expenses | 2,850,600 | 2,997,000 | 5 | 2,947,800 | 3,015,700 | 3,098,400 | 3,161,600 | 3,225,700 | 3,291,000 | 3,357,500 | 3,425,400 | 3,494,500 |
| (2,525,700) | (2,687,700) | (3,178,000) | Operating Result - Surplus / (Deficit) | (2,604,600) | (2,750,000) | 6 | (2,822,800) | (2,888,900) | (2,969,000) | (3,029,300) | (3,090,600) | (3,153,200) | (3,216,600) | (3,281,500) | (3,347,700) |
| 0 | 0 | 0 | Add Back Depreciation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (2,525,700) | (2,687,700) | (3,178,000) | Cash Result - Surplus / (Deficit) | (2,604,600) | (2,750,000) | 6 | (2,822,800) | (2,888,900) | (2,969,000) | (3,029,300) | (3,090,600) | (3,153,200) | (3,216,600) | (3,281,500) | (3,347,700) |
| | | | Capital Movements | | | | | | | | | | | | |
| 0 | 0 | 0 | Less Loan Principal Repayments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 59,500 | 20,000 | 0 | Less Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 167,400 | 45,000 | 43,400 | Add Transfer from Reserves | 94,000 | 60,000 | (36) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 50,000 | 0 | Add Capital Income Applied | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 173,300 | 118,800 | 43,100 | Less Capital Expenditure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (2,591,100) | (2,731,500) | (3,177,700) | Cash Result after Capital Movements | (2,510,600) | (2,690,000) | 7 | (2,822,800) | (2,888,900) | (2,969,000) | (3,029,300) | (3,090,600) | (3,153,200) | (3,216,600) | (3,281,500) | (3,347,700) |

People and Culture

Manager: Tonia Leckie, Manager People and Culture

Background

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

Budget Comments

OPERATING REVENUES

Contributions

Includes insurance adjustments (refunds) and staff training subsidies.

OPERATING EXPENSES

Employee Costs

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

Staff Training and Development

Training, education and recruitment costs for Council employees.

Staff Support Services

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

Employee Oncosts

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

Oncosts Recouped

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

Capital Movements

Transfer to Reserve

Typically represents funds transferred to the employees leave reserve.

Capital Income

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

| PEOPLE AND CULTURE | | | | | | | | | | | | | | | |
|--------------------|------------------|-----------------|---|-----------------|------------------|--------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| ACTUAL | | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| 33,200 | 31,100 | 64,200 | Contributions - LSL | 57,700 | 30,000 | (48) | 50,000 | 51,000 | 52,100 | 53,200 | 54,300 | 55,400 | 56,600 | 57,800 | 59,000 |
| 40,800 | 84,800 | 25,100 | Contributions - Training | 21,000 | 21,000 | 0 | 21,000 | 21,500 | 22,000 | 22,500 | 23,000 | 23,500 | 24,000 | 24,500 | 25,000 |
| 12,500 | 0 | 46,800 | Maternity Leave - Centrelink Payments | 14,000 | 10,000 | (29) | 10,000 | 10,200 | 10,500 | 10,800 | 11,100 | 11,400 | 11,700 | 12,000 | 12,300 |
| 259,400 | 123,300 | 141,700 | Refunds - Workers Compensation | 88,000 | 90,000 | 2 | 90,000 | 91,800 | 93,700 | 95,600 | 97,600 | 99,600 | 101,600 | 103,700 | 105,800 |
| 345,900 | 239,200 | 277,800 | Total Operating Revenues | 180,700 | 151,000 | (16) | 171,000 | 174,500 | 178,300 | 182,100 | 186,000 | 189,900 | 193,900 | 198,000 | 202,100 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| | | | Human Resources | | | | | | | | | | | | |
| 805,100 | 806,500 | 895,600 | Employee Costs | 867,400 | 872,000 | 1 | 889,500 | 907,500 | 925,900 | 944,600 | 963,700 | 983,200 | 1,003,000 | 1,023,200 | 1,043,800 |
| 412,900 | 329,600 | 316,200 | Staff Training and Development | 356,000 | 334,000 | (6) | 334,000 | 340,800 | 347,900 | 355,100 | 362,400 | 369,900 | 377,500 | 385,300 | 393,200 |
| 53,900 | 80,700 | 65,400 | Staff Support and Recognition | 52,000 | 44,000 | (15) | 44,000 | 44,900 | 46,100 | 47,300 | 48,500 | 49,700 | 50,900 | 52,100 | 53,300 |
| | | | Employee Oncosts | | | | | | | | | | | | |
| 2,339,400 | 2,470,100 | 2,620,200 | Superannuation | 2,851,000 | 2,922,000 | 2 | 2,998,000 | 3,079,000 | 3,164,000 | 3,254,000 | 3,349,000 | 3,450,000 | 3,556,000 | 3,668,000 | 3,786,000 |
| 3,200 | 6,600 | 0 | Jury Duty | 2,000 | 1,000 | (50) | 1,000 | 1,100 | 1,200 | 1,300 | 1,400 | 1,500 | 1,600 | 1,700 | 1,800 |
| 373,800 | 532,100 | 593,300 | Workers Compensation | 610,000 | 597,000 | (2) | 608,000 | 620,400 | 633,500 | 646,800 | 660,300 | 674,000 | 688,000 | 702,200 | 716,600 |
| 1,640,100 | 2,356,400 | 2,302,700 | Employee Entitlements - Salaried Staff | 1,923,000 | 2,220,000 | 15 | 2,264,400 | 2,310,000 | 2,356,500 | 2,403,900 | 2,452,200 | 2,501,500 | 2,551,800 | 2,603,000 | 2,655,200 |
| 1,638,700 | 1,311,100 | 1,432,900 | Employee Entitlements - Wages Staff | 1,539,000 | 1,600,000 | 4 | 1,632,000 | 1,664,900 | 1,698,400 | 1,732,600 | 1,767,400 | 1,803,000 | 1,839,200 | 1,876,200 | 1,913,900 |
| | | | Oncosts Recouped | | | | | | | | | | | | |
| (6,745,600) | (7,377,800) | (7,839,300) | Oncosts Recouped - Internal Works | (7,815,000) | (8,098,000) | 4 | (8,260,000) | (8,425,300) | (8,593,900) | (8,765,800) | (8,941,200) | (9,120,100) | (9,302,600) | (9,488,700) | (9,678,600) |
| (90,900) | (77,800) | (72,200) | Oncosts Recouped - External Works | (53,000) | (80,000) | 51 | (81,600) | (83,400) | (85,200) | (87,000) | (88,900) | (90,800) | (92,700) | (94,700) | (96,700) |
| | | | Recouped from Business Activities | | | | | | | | | | | | |
| 0 | 0 | 0 | Direct Costs Redistributed to Businesses | (55,400) | (73,000) | 32 | (74,500) | (76,000) | (77,600) | (79,200) | (80,800) | (82,500) | (84,200) | (85,900) | (87,700) |
| 430,600 | 437,500 | 314,800 | Total Operating Expenses | 277,000 | 339,000 | 22 | 354,800 | 383,900 | 416,800 | 453,600 | 494,000 | 539,400 | 588,500 | 642,400 | 700,800 |
| (84,700) | (198,300) | (37,000) | Operating Result - Surplus / (Deficit) | (96,300) | (188,000) | 95 | (183,800) | (209,400) | (238,500) | (271,500) | (308,000) | (349,500) | (394,600) | (444,400) | (498,700) |
| 0 | 0 | 0 | Add Back Depreciation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (84,700) | (198,300) | (37,000) | Cash Result - Surplus / (Deficit) | (96,300) | (188,000) | 95 | (183,800) | (209,400) | (238,500) | (271,500) | (308,000) | (349,500) | (394,600) | (444,400) | (498,700) |
| | | | Capital Movements | | | | | | | | | | | | |
| 0 | 0 | 0 | Less Loan Principal Repayments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 373,300 | 247,800 | 47,400 | Less Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 166,800 | 166,800 | 111,800 | Add Transfer from Reserves | 47,400 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | Add Capital Income Applied | 4,600 | 188,000 | 3,987 | 183,800 | 209,400 | 238,500 | 271,500 | 308,000 | 349,500 | 394,600 | 444,400 | 498,700 |
| 0 | 0 | 0 | Less Capital Expenditure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (291,200) | (279,300) | 27,400 | Cash Result after Capital Movements | (44,300) | 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 Salaries and oncosts for two full time staff and one part-time employee (13 days) 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

| COMMERCIAL PROPERTY | | | | | | | | | | | | | | | |
|---------------------|------------------|---------------------|---|------------------|------------------|------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| ACTUAL | | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| | | | Council Owned Properties | | | | | | | | | | | | |
| 1,801,200 | 1,854,900 | 1,719,700 | Properties - Investment Properties | 1,727,000 | 2,004,000 | 16 | 2,011,000 | 2,017,300 | 2,057,600 | 2,098,700 | 2,140,600 | 2,183,300 | 2,227,000 | 2,271,400 | 2,316,800 |
| 218,400 | 254,300 | 200,100 | Properties - Others (Towers, Footpath etc) | 165,200 | 252,000 | 53 | 256,000 | 263,300 | 270,900 | 278,700 | 286,800 | 295,200 | 303,900 | 312,900 | 322,200 |
| | | | Council Controlled - Crown Reserves | | | | | | | | | | | | |
| 42,400 | 31,000 | 39,000 | Properties - Crown Reserves | 67,300 | 75,000 | 11 | 76,000 | 77,200 | 78,400 | 79,600 | 80,900 | 82,200 | 83,500 | 85,200 | 86,600 |
| | | | Caravan Parks and Tent Park | | | | | | | | | | | | |
| 417,900 | 474,600 | 347,900 | Flat Rock Tent Park | 360,000 | 463,000 | 29 | 473,000 | 482,500 | 492,200 | 502,100 | 512,200 | 522,500 | 533,000 | 543,700 | 554,700 |
| | | | Grants and Contributions | | | | | | | | | | | | |
| 0 | 0 | 0 | BBRC Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 10,000 | 0 | 0 | State Government Grant Business Case | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Interest on Investments | | | | | | | | | | | | |
| 17,200 | 27,200 | 19,000 | Interest on Investments - Comm Infra | 32,000 | 17,000 | (47) | 6,000 | 10,000 | 5,000 | 11,000 | 20,000 | 31,000 | 45,000 | 60,000 | 78,000 |
| 65,600 | 43,400 | 7,000 | Interest on Investments - Property Dev | 8,000 | 4,000 | (50) | 1,000 | 134,000 | 138,000 | 158,000 | 187,000 | 218,000 | 252,000 | 288,000 | 328,000 |
| | | | Other Revenues | | | | | | | | | | | | |
| 0 | 680,000 | 550,000 | Fair Value Adjustments Rental Props | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | Gain on Disposal of Real Estate | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2,572,700 | 3,365,400 | 2,882,700 | Total Operating Revenues | 2,359,500 | 2,815,000 | 19 | 2,823,000 | 2,984,300 | 3,042,100 | 3,128,100 | 3,227,500 | 3,332,200 | 3,444,400 | 3,561,200 | 3,686,300 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| | | | Property Management | | | | | | | | | | | | |
| 299,800 | 312,000 | 250,400 | Employee Costs | 268,700 | 276,000 | 3 | 281,600 | 287,400 | 293,300 | 299,300 | 305,400 | 311,600 | 317,900 | 324,400 | 331,000 |
| 19,400 | 24,200 | 21,200 | Property Investigations | 15,000 | 15,000 | 0 | 15,000 | 15,300 | 15,700 | 16,100 | 16,500 | 16,900 | 17,300 | 17,700 | 18,100 |
| 414,200 | 303,100 | 26,200 | BBRC Scheme | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Land Development | | | | | | | | | | | | |
| 8,700 | 52,100 | 13,200 | Wollongbar Residential Estate | 9,500 | 10,000 | 5 | 11,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 136,400 | 61,200 | 37,500 | Southern Cross Industrial Estate | 119,000 | 135,000 | 13 | 35,000 | 35,500 | 36,100 | 36,700 | 37,300 | 37,900 | 38,500 | 39,100 | 39,700 |
| 54,000 | 11,900 | 13,100 | Russellton Industrial Estate | 14,000 | 15,000 | 7 | 15,000 | 15,300 | 15,700 | 16,100 | 16,500 | 16,900 | 17,300 | 17,700 | 18,100 |
| 2,681,600 | (592,500) | (3,591,300) | Land Stock Movements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4,440,000 | (2,120,000) | (9,493,100) | Land Stock Movements - Non Cash Movements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Property - Operations and Maintenance | | | | | | | | | | | | |
| 248,600 | 231,900 | 292,900 | Properties - Council Investment | 269,600 | 288,800 | 7 | 292,500 | 298,800 | 305,900 | 313,100 | 320,400 | 327,700 | 335,000 | 342,400 | 350,000 |
| 86,900 | 112,900 | 95,700 | Properties - Council Commercial | 106,500 | 120,000 | 13 | 121,000 | 123,600 | 126,400 | 129,200 | 132,100 | 135,000 | 137,900 | 140,800 | 143,800 |
| 52,900 | 23,100 | 16,200 | Properties - Council Residential | 38,000 | 36,000 | (5) | 36,000 | 36,900 | 37,900 | 38,900 | 39,900 | 40,900 | 41,900 | 43,000 | 44,100 |
| 40,300 | 78,900 | 83,600 | Properties - Crown Reserves | 83,000 | 118,000 | 42 | 88,000 | 89,900 | 92,000 | 94,100 | 96,200 | 98,300 | 100,600 | 103,100 | 105,600 |
| | | | Caravan Parks and Tent Park | | | | | | | | | | | | |
| 253,900 | 278,000 | 277,000 | Flat Rock Tent Park | 324,000 | 361,500 | 12 | 369,200 | 377,800 | 386,500 | 395,300 | 404,300 | 413,400 | 422,600 | 431,900 | 441,300 |
| | | | Overheads and Interest on Loans | | | | | | | | | | | | |
| 210,000 | 210,000 | 210,000 | Overheads Distributed | 163,000 | 159,000 | (2) | 162,400 | 165,800 | 169,200 | 172,900 | 176,600 | 180,300 | 184,100 | 188,000 | 191,900 |
| 0 | 0 | 0 | Interest on Loans - Property Development | 108,000 | 137,000 | 27 | 244,000 | 177,000 | 40,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Non-cash Expenses | | | | | | | | | | | | |
| 15,200 | 3,700 | 5,500 | Depreciation - Flat Rock Tent Park | 16,000 | 8,000 | (50) | 8,200 | 8,400 | 8,600 | 8,800 | 9,000 | 9,200 | 9,400 | 9,600 | 9,800 |
| 105,400 | 53,600 | 42,800 | Depreciation - Commercial Buildings | 43,000 | 45,000 | 5 | 45,900 | 46,900 | 47,900 | 48,900 | 49,900 | 50,900 | 52,000 | 53,100 | 54,200 |
| 9,067,300 | (955,900) | (11,699,100) | Total Operating Expenses | 1,577,300 | 1,724,300 | 9 | 1,724,800 | 1,678,600 | 1,575,200 | 1,569,400 | 1,604,100 | 1,639,000 | 1,674,500 | 1,710,800 | 1,747,600 |
| (6,494,600) | 4,321,300 | 14,581,800 | Operating Result - Surplus / (Deficit) | 782,200 | 1,090,700 | 39 | 1,098,200 | 1,305,700 | 1,466,900 | 1,558,700 | 1,623,400 | 1,693,200 | 1,769,900 | 1,850,400 | 1,938,700 |
| 0 | 0 | 0 | Less Gain on Disposal of Real Estate | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 120,600 | 57,300 | 48,300 | Add Back Depreciation | 59,000 | 53,000 | (10) | 54,100 | 55,300 | 56,500 | 57,700 | 58,900 | 60,100 | 61,400 | 62,700 | 64,000 |
| 0 | (680,000) | (550,000) | Add Back Fair Value Adjustments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2,681,600 | (592,500) | (3,591,300) | Add Back Landstock Movements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (3,692,400) | 3,106,100 | 10,488,800 | Cash Result - Surplus / (Deficit) | 841,200 | 1,143,700 | 36 | 1,152,300 | 1,361,000 | 1,523,400 | 1,616,400 | 1,682,300 | 1,753,300 | 1,831,300 | 1,913,100 | 2,002,700 |
| | | | Capital Movements | | | | | | | | | | | | |
| 0 | 0 | 0 | Less Loan Principal Repayments | 134,000 | 209,000 | 56 | 4,714,000 | 7,478,000 | 3,335,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 8,238,200 | 6,826,700 | 5,811,100 | Less Transfer to Reserves | 2,196,700 | 2,131,500 | (3) | 17,313,000 | 8,096,300 | 5,242,200 | 2,417,100 | 2,505,500 | 2,598,200 | 2,698,300 | 2,802,100 | 2,913,000 |
| 6,492,300 | 7,796,200 | 2,060,800 | Add Transfer from Reserves | 1,549,100 | 1,791,800 | 16 | 5,922,500 | 8,630,100 | 4,372,500 | 1,020,700 | 1,043,200 | 1,064,900 | 1,087,000 | 1,109,000 | 1,130,300 |
| 6,747,100 | (1,549,800) | (1,012,900) | Add Capital Income Applied | 2,317,400 | 3,400,000 | 47 | 18,302,200 | 5,803,200 | 2,901,300 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1,034,800 | 2,125,800 | 5,575,600 | Less Capital Expenditure | 2,327,000 | 3,795,000 | 63 | 3,150,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| 274,000 | 400,000 | 150,000 | Cash Result after Capital Movements | 50,000 | 200,000 | 300 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| | | | Flat Rock Operating Results | | | | | | | | | | | | |
| 164,000 | 196,600 | 70,900 | Operating Revenues Less Expenses | 36,000 | 101,500 | (182) | 103,800 | 104,700 | 105,700 | 106,800 | 107,900 | 109,100 | 110,400 | 111,800 | 113,400 |

Ballina-Byron Gateway Airport

Manager: Paul Tsikleas, Manager Commercial Services

Background

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

Budget Comments

OPERATING REVENUES

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

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

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

OPERATING EXPENSES

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

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

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

Interest on Loans Loans applicable to development of the airport.

Capital Movements

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

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

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

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

Capital Expenditure Refer to Part C of this document.

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

| BALLINA - BYRON GATEWAY AIRPORT | | | | | | | | | | | | | | | |
|---------------------------------|------------------|--------------------|---|------------------|------------------|------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| ACTUAL | | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| | | | Fees and Charges | | | | | | | | | | | | |
| 3,042,400 | 3,208,000 | 2,557,400 | Landing Fees | 2,510,700 | 3,547,000 | 41 | 3,602,000 | 3,674,100 | 3,747,700 | 3,822,800 | 3,899,400 | 3,977,500 | 4,057,100 | 4,138,400 | 4,221,300 |
| 1,381,500 | 1,372,500 | 1,249,300 | Security Recouped | 1,400,000 | 1,400,000 | 0 | 1,428,000 | 1,456,600 | 1,485,800 | 1,515,600 | 1,546,000 | 1,577,000 | 1,608,600 | 1,640,800 | 1,673,700 |
| 919,400 | 931,000 | 846,800 | Rentals | 1,112,000 | 1,201,000 | 8 | 1,246,000 | 1,271,200 | 1,297,100 | 1,323,400 | 1,350,200 | 1,377,300 | 1,405,200 | 1,433,600 | 1,462,600 |
| 704,400 | 738,000 | 544,500 | Car Parking | 550,000 | 700,000 | 27 | 800,000 | 810,000 | 826,200 | 842,800 | 859,700 | 876,900 | 894,500 | 912,400 | 930,700 |
| 86,400 | 76,500 | 76,400 | Advertising | 75,000 | 80,000 | 7 | 82,000 | 83,700 | 85,400 | 87,200 | 89,000 | 90,800 | 92,700 | 94,600 | 96,500 |
| 0 | 0 | 0 | Interest | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Grants and Contributions | | | | | | | | | | | | |
| 60,000 | 49,400 | 53,500 | Contributions - Fire Station, NDB etc | 72,000 | 50,000 | (31) | 55,000 | 56,100 | 57,300 | 58,500 | 59,700 | 60,900 | 62,200 | 63,500 | 64,800 |
| 355,100 | 361,700 | 293,700 | Airlines Conts to CAGRO | 450,000 | 370,000 | (18) | 380,000 | 387,600 | 395,400 | 403,400 | 411,500 | 419,800 | 428,200 | 436,800 | 445,600 |
| 162,000 | 133,800 | 81,600 | LIRS Subsidy | 69,000 | 37,300 | (46) | 6,300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Other Revenues | | | | | | | | | | | | |
| 37,800 | 56,100 | 50,400 | Parking Fines | 40,000 | 40,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 6,749,000 | 6,927,000 | 5,753,600 | Total Operating Revenues | 6,278,700 | 7,425,300 | 18 | 7,599,300 | 7,739,300 | 7,894,900 | 8,053,700 | 8,215,500 | 8,380,200 | 8,548,500 | 8,720,100 | 8,895,200 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| | | | Airport | | | | | | | | | | | | |
| 804,200 | 977,300 | 937,000 | Employee Costs | 937,700 | 972,300 | 4 | 991,100 | 1,010,800 | 1,030,900 | 1,051,400 | 1,072,500 | 1,094,000 | 1,115,900 | 1,138,200 | 1,161,000 |
| 220,700 | 176,600 | 296,300 | Buildings Cleaning and Maintenance | 290,000 | 275,600 | (5) | 281,000 | 286,700 | 292,600 | 298,600 | 304,700 | 310,900 | 317,300 | 323,800 | 330,500 |
| 1,080,800 | 1,126,600 | 1,060,900 | Security for Departure Lounge | 1,030,000 | 1,030,000 | 0 | 1,142,000 | 1,165,000 | 1,189,000 | 1,212,000 | 1,237,000 | 1,262,000 | 1,287,000 | 1,313,000 | 1,339,000 |
| 1,226,600 | 1,287,200 | 1,473,400 | Operations | 1,649,500 | 1,564,100 | (5) | 1,425,000 | 1,454,100 | 1,485,200 | 1,516,800 | 1,548,800 | 1,581,500 | 1,614,600 | 1,648,400 | 1,682,700 |
| | | | Indirect Expenses | | | | | | | | | | | | |
| 410,000 | 431,400 | 509,000 | Overheads Distributed | 626,000 | 678,000 | 8 | 691,600 | 705,400 | 719,500 | 733,900 | 748,600 | 763,600 | 778,900 | 794,500 | 810,400 |
| | | | Debt Servicing | | | | | | | | | | | | |
| 366,200 | 309,800 | 307,900 | Interest on Loans | 250,500 | 178,700 | (29) | 142,800 | 388,500 | 361,500 | 342,500 | 324,000 | 307,000 | 288,000 | 271,000 | 252,000 |
| | | | Non-cash Expenses | | | | | | | | | | | | |
| 863,600 | 782,100 | 786,000 | Depreciation - Airport | 980,000 | 900,000 | (8) | 900,000 | 918,000 | 936,400 | 955,200 | 974,400 | 993,900 | 1,013,800 | 1,034,100 | 1,054,800 |
| 0 | 0 | 2,342,000 | Loss on Disposal of Infrastructure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4,972,100 | 5,091,000 | 7,712,500 | Total Operating Expenses | 5,763,700 | 5,598,700 | (3) | 5,573,500 | 5,928,500 | 6,015,100 | 6,110,400 | 6,210,000 | 6,312,900 | 6,415,500 | 6,523,000 | 6,630,400 |
| 1,776,900 | 1,836,000 | (1,958,900) | Operating Result - Surplus / (Deficit) | 515,000 | 1,826,600 | 255 | 2,025,800 | 1,810,800 | 1,879,800 | 1,943,300 | 2,005,500 | 2,067,300 | 2,133,000 | 2,197,100 | 2,264,800 |
| 863,600 | 782,100 | 786,000 | Add Back Depreciation | 980,000 | 900,000 | (8) | 900,000 | 918,000 | 936,400 | 955,200 | 974,400 | 993,900 | 1,013,800 | 1,034,100 | 1,054,800 |
| 0 | 0 | 2,342,000 | Add Back Loss Infrastructure Disposal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2,640,500 | 2,618,100 | 1,169,100 | Cash Result - Surplus / (Deficit) | 1,495,000 | 2,726,600 | 82 | 2,925,800 | 2,728,800 | 2,816,200 | 2,898,500 | 2,979,900 | 3,061,200 | 3,146,800 | 3,231,200 | 3,319,600 |
| | | | Capital Movements | | | | | | | | | | | | |
| 1,129,600 | 1,188,600 | 1,294,800 | Less Loan Principal Repayments | 1,409,000 | 1,415,600 | 0 | 1,110,700 | 1,270,400 | 1,082,100 | 1,101,100 | 1,060,000 | 1,077,000 | 1,096,000 | 1,113,000 | 1,132,000 |
| 1,668,200 | 0 | 1,943,900 | Less Transfer to Reserves | 0 | 1,311,000 | 100 | 1,815,100 | 1,458,400 | 1,734,100 | 1,797,400 | 1,919,900 | 1,984,200 | 2,050,800 | 2,118,200 | 2,187,600 |
| 16,500 | 725,900 | 0 | Add Transfer from Reserves | 814,000 | 1,468,000 | 80 | 150,000 | 1,625,000 | 1,400,000 | 350,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| 449,100 | 3,232,400 | 3,142,000 | Add Capital Income Applied | 205,000 | 7,300,000 | 3,461 | 27,200,000 | 1,575,000 | 1,250,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 308,300 | 5,287,800 | 1,072,400 | Less Capital Expenditure | 1,105,000 | 8,768,000 | 693 | 27,350,000 | 3,200,000 | 2,650,000 | 350,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| 0 | 100,000 | 0 | Cash Result after Capital Movements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3,006,700 | 2,927,900 | 1,477,000 | Earnings before Int, Dep (EBITDA) | 1,745,500 | 2,905,300 | 66 | 3,068,600 | 3,117,300 | 3,177,700 | 3,241,000 | 3,303,900 | 3,368,200 | 3,434,800 | 3,502,200 | 3,571,600 |

Community Facilities

Manager: Caroline Klose, Manager Communications and Customer Service

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

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

OPERATING EXPENSES

Employee Costs – Community Centres

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

Community Centres

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 | | | | | | | | | | | |
|------------------|------------------|------------------|---|------------------|------------------|--------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 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 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| | | | Fees and Charges | | | | | | | | | | | | |
| 148,100 | 85,600 | 130,100 | Kentwell Centre | 126,000 | 154,000 | 22 | 155,000 | 158,200 | 161,500 | 164,800 | 168,100 | 171,600 | 175,100 | 178,700 | 182,400 |
| 58,500 | 39,000 | 15,300 | Alstonville Cultural Centre | 25,500 | 34,000 | 33 | 35,000 | 35,700 | 36,500 | 37,300 | 38,100 | 38,900 | 39,700 | 40,500 | 41,400 |
| 158,900 | 160,400 | 63,600 | Lennox Head Cultural Centre | 92,000 | 198,000 | 115 | 201,000 | 205,200 | 209,400 | 213,700 | 218,100 | 222,600 | 227,200 | 231,800 | 236,600 |
| 0 | 0 | 49,700 | Ballina Indoor Sports Centre | 106,000 | 157,000 | 48 | 160,000 | 163,400 | 166,800 | 170,300 | 173,800 | 177,400 | 181,100 | 184,900 | 188,700 |
| 19,200 | 23,300 | 23,200 | Richmond Room | 13,000 | 22,000 | 69 | 24,000 | 24,500 | 25,000 | 25,500 | 26,100 | 26,700 | 27,300 | 27,900 | 28,500 |
| 132,400 | 137,100 | 109,000 | Ballina Surf Club | 96,000 | 143,000 | 49 | 145,000 | 148,000 | 151,100 | 154,200 | 157,400 | 160,700 | 164,000 | 167,300 | 170,800 |
| 517,100 | 445,400 | 390,900 | Total Operating Revenues | 458,500 | 708,000 | 54 | 720,000 | 735,000 | 750,300 | 765,800 | 781,600 | 797,900 | 814,400 | 831,100 | 848,400 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| 227,600 | 335,900 | 514,000 | Employee Costs | 650,000 | 578,000 | (11) | 589,600 | 601,500 | 613,600 | 626,000 | 638,600 | 651,500 | 664,600 | 678,000 | 691,600 |
| 22,200 | 15,600 | 13,700 | Software | 14,000 | 14,000 | 0 | 14,000 | 14,300 | 14,600 | 14,900 | 15,200 | 15,600 | 16,000 | 16,400 | 16,800 |
| 55,300 | 51,500 | 50,300 | Kentwell Centre | 48,900 | 54,300 | 11 | 55,900 | 57,400 | 58,900 | 60,400 | 62,000 | 63,600 | 65,200 | 66,800 | 68,400 |
| 149,400 | 49,600 | 56,000 | Alstonville Cultural Centre | 45,900 | 28,000 | (39) | 45,000 | 60,000 | 61,500 | 63,100 | 64,700 | 66,300 | 68,000 | 69,700 | 71,500 |
| 185,100 | 179,800 | 204,900 | Lennox Head Cultural Centre | 172,800 | 192,200 | 11 | 186,000 | 190,700 | 195,400 | 200,100 | 205,000 | 209,900 | 214,800 | 219,900 | 225,000 |
| 0 | 0 | 54,600 | Ballina Indoor Sports Centre | 92,100 | 117,200 | 27 | 121,300 | 124,300 | 127,400 | 130,500 | 133,600 | 136,800 | 140,000 | 143,200 | 146,400 |
| 26,500 | 26,900 | 23,300 | Richmond Room | 27,400 | 30,400 | 11 | 31,400 | 32,400 | 33,400 | 34,400 | 35,400 | 36,400 | 37,400 | 38,500 | 39,600 |
| 91,700 | 106,100 | 103,800 | Ballina Surf Club | 115,200 | 127,000 | 10 | 130,800 | 133,900 | 137,200 | 140,500 | 143,800 | 147,100 | 150,600 | 154,100 | 157,600 |
| 757,800 | 765,400 | 1,020,600 | Total Operating Expenses | 1,166,300 | 1,141,100 | (2) | 1,174,000 | 1,214,500 | 1,242,000 | 1,269,900 | 1,298,300 | 1,327,200 | 1,356,600 | 1,386,600 | 1,416,900 |
| (240,700) | (320,000) | (629,700) | Operating Result - Surplus / (Deficit) | (707,800) | (433,100) | (39) | (454,000) | (479,500) | (491,700) | (504,100) | (516,700) | (529,300) | (542,200) | (555,500) | (568,500) |
| 0 | 0 | 0 | Add Back Depreciation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (240,700) | (320,000) | (629,700) | Cash Result - Surplus / (Deficit) | (707,800) | (433,100) | (39) | (454,000) | (479,500) | (491,700) | (504,100) | (516,700) | (529,300) | (542,200) | (555,500) | (568,500) |
| | | | Capital Movements | | | | | | | | | | | | |
| 0 | 0 | 0 | Less Principal Repayments | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2,379,500 | 4,495,400 | 1,209,000 | Less Transfer to Reserves | 1,055,000 | 324,000 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3,052,300 | 8,213,600 | 2,664,200 | Add Transfer from Reserves | 1,182,000 | 0 | | 593,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 4,460,000 | 1,318,100 | Add Capital Income Applied | 520,000 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 376,400 | 7,825,100 | 2,570,100 | Less Capital Expenditure | 896,000 | 100,000 | | 813,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 55,700 | 33,100 | (426,500) | Cash Result after Capital Movements | (956,800) | (857,100) | (10) | (674,000) | (479,500) | (491,700) | (504,100) | (516,700) | (529,300) | (542,200) | (555,500) | (568,500) |
| | | | Facility Cash Results (excluding Employee Costs) | | | | | | | | | | | | |
| 92,800 | 34,100 | 79,800 | Kentwell Centre | 77,100 | 99,700 | 29 | 99,100 | 100,800 | 102,600 | 104,400 | 106,100 | 108,000 | 109,900 | 111,900 | 114,000 |
| (90,900) | (10,600) | (40,700) | Alstonville Cultural Centre | (20,400) | 6,000 | (129) | (10,000) | (24,300) | (25,000) | (25,800) | (26,600) | (27,400) | (28,300) | (29,200) | (30,100) |
| (26,200) | (19,400) | (141,300) | Lennox Head Cultural Centre | (80,800) | 5,800 | (107) | 15,000 | 14,500 | 14,000 | 13,600 | 13,100 | 12,700 | 12,400 | 11,900 | 11,600 |
| 0 | 0 | (4,900) | Ballina Indoor Sports Centre | 13,900 | 39,800 | 186 | 38,700 | 39,100 | 39,400 | 39,800 | 40,200 | 40,600 | 41,100 | 41,700 | 42,300 |
| (7,300) | (3,600) | (100) | Ballina Surf Club | (14,400) | (8,400) | (42) | (7,400) | (7,900) | (8,400) | (8,900) | (9,300) | (9,700) | (10,100) | (10,600) | (11,100) |
| 40,700 | 31,000 | 5,200 | Richmond Room | (19,200) | 16,000 | (183) | 14,200 | 14,100 | 13,900 | 13,700 | 13,600 | 13,600 | 13,400 | 13,200 | 13,200 |
| 9,100 | 31,500 | (102,000) | Total | (43,800) | 158,900 | (463) | 149,600 | 136,300 | 136,500 | 136,800 | 137,100 | 137,800 | 138,400 | 138,900 | 139,900 |

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 | | | | | | | | | | |
|------------------|--------------------|--------------------|---|--------------------|-------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 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 |
| | | | OPERATING REVENUES | | | | | | | | | | | |
| | | | Operating Grants and Contributions | | | | | | | | | | | |
| 83,100 | 79,600 | 108,300 | 114,000 | 116,000 | 2 | 118,400 | 120,800 | 123,300 | 125,800 | 128,400 | 131,000 | 133,700 | 136,400 | 139,200 |
| 41,100 | 28,600 | 57,700 | 58,700 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1,159,400 | 0 | 56,400 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1,283,600 | 108,200 | 222,400 | 172,700 | 116,000 | (33) | 118,400 | 120,800 | 123,300 | 125,800 | 128,400 | 131,000 | 133,700 | 136,400 | 139,200 |
| | | | OPERATING EXPENSES | | | | | | | | | | | |
| 1,354,800 | 1,387,300 | 1,420,700 | 1,460,000 | 1,550,000 | 6 | 1,581,000 | 1,612,700 | 1,645,000 | 1,677,900 | 1,711,500 | 1,745,800 | 1,780,800 | 1,816,500 | 1,852,900 |
| 19,800 | 19,900 | 21,300 | 26,000 | 29,000 | 12 | 29,100 | 29,800 | 30,600 | 31,400 | 32,200 | 33,100 | 34,000 | 34,900 | 35,800 |
| 50,800 | 64,400 | 52,400 | 54,000 | 52,000 | (4) | 53,100 | 54,400 | 55,700 | 57,000 | 58,300 | 59,600 | 60,900 | 62,300 | 63,700 |
| 18,200 | 18,600 | 19,100 | 19,000 | 19,000 | 0 | 19,000 | 19,500 | 20,000 | 20,500 | 21,000 | 21,500 | 22,000 | 22,600 | 23,200 |
| 9,900 | 8,100 | 1,000 | 30,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Indirect Expenses - Overheads | | | | | | | | | | | |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Non-cash Expenses | | | | | | | | | | | |
| 181,500 | 162,700 | 162,900 | 185,000 | 165,000 | (11) | 168,300 | 171,700 | 175,200 | 178,800 | 182,400 | 186,100 | 189,900 | 193,700 | 197,600 |
| 1,635,000 | 1,661,000 | 1,677,400 | 1,774,000 | 1,815,000 | 2 | 1,850,500 | 1,888,100 | 1,926,500 | 1,965,600 | 2,005,400 | 2,046,100 | 2,087,600 | 2,130,000 | 2,173,200 |
| (351,400) | (1,552,800) | (1,455,000) | (1,601,300) | (1,699,000) | 6 | (1,732,100) | (1,767,300) | (1,803,200) | (1,839,800) | (1,877,000) | (1,915,100) | (1,953,900) | (1,993,600) | (2,034,000) |
| 181,500 | 162,700 | 162,900 | 185,000 | 165,000 | (11) | 168,300 | 171,700 | 175,200 | 178,800 | 182,400 | 186,100 | 189,900 | 193,700 | 197,600 |
| (169,900) | (1,390,100) | (1,292,100) | (1,416,300) | (1,534,000) | 8 | (1,563,800) | (1,595,600) | (1,628,000) | (1,661,000) | (1,694,600) | (1,729,000) | (1,764,000) | (1,799,900) | (1,836,400) |
| | | | Capital Movements | | | | | | | | | | | |
| 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 35,200 | 20,400 | 57,000 | 28,700 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4,000 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (201,100) | (1,410,500) | (1,349,100) | (1,445,000) | (1,534,000) | 6 | (1,563,800) | (1,595,600) | (1,628,000) | (1,661,000) | (1,694,600) | (1,729,000) | (1,764,000) | (1,799,900) | (1,836,400) |

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 | | | | | | | | | | | |
| 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 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| 43,900 | 699,900 | 612,100 | Ballina Fees | 667,000 | 710,000 | 6 | 715,000 | 729,400 | 744,100 | 759,000 | 774,200 | 789,700 | 805,500 | 821,800 | 838,400 |
| 0 | 387,200 | 372,400 | Alstonville Fees | 353,000 | 395,000 | 12 | 396,000 | 404,000 | 412,100 | 420,400 | 428,900 | 437,500 | 446,300 | 455,300 | 464,500 |
| 43,900 | 1,087,100 | 984,500 | | 1,020,000 | 1,105,000 | 8 | 1,111,000 | 1,133,400 | 1,156,200 | 1,179,400 | 1,203,100 | 1,227,200 | 1,251,800 | 1,277,100 | 1,302,900 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| 60,900 | 255,300 | 338,000 | Ballina Swimming Complex Operating Costs | 275,000 | 299,000 | 9 | 307,000 | 313,500 | 320,200 | 326,900 | 333,900 | 341,000 | 348,100 | 355,400 | 362,900 |
| 164,100 | 332,300 | 357,500 | Contract Management Charges | 407,000 | 415,000 | 2 | 422,000 | 430,600 | 439,300 | 448,100 | 457,200 | 466,400 | 475,900 | 485,500 | 495,300 |
| 231,600 | 259,000 | 275,200 | Debt Servicing Interest on Loans - Ballina | 265,300 | 320,000 | 21 | 306,000 | 290,000 | 274,000 | 257,000 | 241,000 | 223,000 | 205,000 | 184,000 | 133,000 |
| 39,200 | 257,000 | 267,200 | Alstonville Swimming Complex Operating Costs | 283,000 | 253,000 | (11) | 261,000 | 266,500 | 272,300 | 278,200 | 284,200 | 290,300 | 296,500 | 302,800 | 309,200 |
| 170,400 | 284,600 | 274,600 | Contract Management Charges | 321,000 | 316,000 | (2) | 323,000 | 329,600 | 336,300 | 343,100 | 350,000 | 357,100 | 364,400 | 371,800 | 379,300 |
| 181,600 | 259,000 | 223,000 | Debt Servicing Interest on Loans - Alstonville | 214,200 | 143,000 | (33) | 137,000 | 130,000 | 123,000 | 116,000 | 110,000 | 101,000 | 94,000 | 86,000 | 109,000 |
| 15,300 | 166,400 | 247,500 | Non-cash Expenses Depreciation | 155,000 | 250,000 | 61 | 255,000 | 260,100 | 265,400 | 270,800 | 276,300 | 281,900 | 287,600 | 293,400 | 299,300 |
| 863,100 | 1,813,600 | 1,983,000 | Total Operating Expenses | 1,920,500 | 1,996,000 | 4 | 2,011,000 | 2,020,300 | 2,030,500 | 2,040,100 | 2,052,600 | 2,060,700 | 2,071,500 | 2,078,900 | 2,088,000 |
| (819,200) | (726,500) | (998,500) | Operating Result - Surplus / (Deficit) | (900,500) | (891,000) | (1) | (900,000) | (886,900) | (874,300) | (860,700) | (849,500) | (833,500) | (819,700) | (801,800) | (785,100) |
| 15,300 | 166,400 | 247,500 | Add Back Depreciation | 155,000 | 250,000 | 61 | 255,000 | 260,100 | 265,400 | 270,800 | 276,300 | 281,900 | 287,600 | 293,400 | 299,300 |
| (803,900) | (560,100) | (751,000) | Cash Result - Surplus / (Deficit) | (745,500) | (641,000) | (14) | (645,000) | (626,800) | (608,900) | (589,900) | (573,200) | (551,600) | (532,100) | (508,400) | (485,800) |
| | | | Capital Movements | | | | | | | | | | | | |
| 332,700 | 487,800 | 506,500 | Less Loan Principal Repayments | 526,200 | 549,000 | | 569,000 | 592,000 | 615,000 | 639,000 | 661,000 | 688,000 | 713,000 | 742,000 | 770,000 |
| 0 | 46,400 | 0 | Less Transfer to Reserves | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 5,061,200 | 336,400 | 234,400 | Add Transfer from Reserves | 292,000 | 24,000 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7,296,600 | 0 | 0 | Add Capital Income Applied | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 12,374,300 | 330,500 | 241,600 | Less Capital Expenditure | 302,000 | 100,000 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (1,153,100) | (1,088,400) | (1,264,700) | Cash Result after Capital Movements | (1,281,700) | (1,266,000) | (1) | (1,214,000) | (1,218,800) | (1,223,900) | (1,228,900) | (1,234,200) | (1,239,600) | (1,245,100) | (1,250,400) | (1,255,800) |
| NET OPERATING COST | | | | | | | | | | | | | | | |
| | | | | ESTIMATED | | | | | | | | | | | |
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| (181,100) | 112,300 | (83,400) | Ballina Swimming Pool | (15,000) | (4,000) | (73) | (14,000) | (14,700) | (15,400) | (16,000) | (16,900) | (17,700) | (18,500) | (19,100) | (19,800) |
| (209,600) | (154,400) | (169,400) | Alstonville Swimming Pool | (251,000) | (174,000) | (31) | (188,000) | (192,100) | (196,500) | (200,900) | (205,300) | (209,900) | (214,600) | (219,300) | (224,000) |
| (390,700) | (42,100) | (252,800) | Summary Net Operating Costs | (266,000) | (178,000) | (33) | (202,000) | (206,800) | (211,900) | (216,900) | (222,200) | (227,600) | (233,100) | (238,400) | (243,800) |

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

Visitor Information Centre (VIC) - Office Expenses

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

Merchandise Purchases

Cost of goods sold. Offset by sales revenue.

Commission Expenses

Costs incurred in taking reservations. Offset by reservation revenue.

Marketing and Development

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

| TOURISM | | | | | | | | | | | | | | | |
|------------------|------------------|------------------|---|------------------|------------------|-------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| ACTUAL | | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| | | | Fees and Charges | | | | | | | | | | | | |
| 17,700 | 7,000 | 8,900 | Visitor Information Centre - Commissions | 4,500 | 9,200 | 104 | 9,600 | 10,000 | 10,400 | 10,800 | 11,200 | 11,600 | 12,000 | 12,400 | 12,800 |
| 38,300 | 33,900 | 28,800 | Visitor Information Centre - Merchandise | 25,500 | 25,200 | (1) | 25,800 | 26,500 | 27,200 | 27,900 | 28,600 | 29,300 | 30,000 | 30,700 | 31,400 |
| 14,500 | 18,100 | 121,500 | Marketing and Destination Development | 7,000 | 28,000 | 300 | 118,400 | 28,800 | 29,400 | 30,100 | 30,800 | 151,500 | 31,700 | 32,500 | 33,300 |
| 150,000 | 0 | 0 | Grants and Contributions | 25,000 | 0 | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 220,500 | 59,000 | 159,200 | Total Operating Revenues | 62,000 | 62,400 | 1 | 153,800 | 65,300 | 67,000 | 68,800 | 70,600 | 192,400 | 73,700 | 75,600 | 77,500 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| | | | Tourism | | | | | | | | | | | | |
| 233,100 | 223,600 | 271,000 | Employee Costs | 342,000 | 310,000 | (9) | 316,200 | 322,700 | 329,300 | 336,000 | 342,900 | 349,900 | 357,000 | 364,300 | 371,700 |
| 27,600 | 67,800 | 61,300 | Sales and Reservations | 69,900 | 26,000 | (63) | 116,000 | 26,400 | 27,000 | 27,700 | 28,400 | 149,100 | 29,200 | 29,900 | 30,700 |
| 87,000 | 76,700 | 73,100 | Visitor Centre Office Expenses | 78,900 | 80,500 | 2 | 80,000 | 82,000 | 84,400 | 86,800 | 89,300 | 91,800 | 94,300 | 96,800 | 99,300 |
| 3,600 | 1,000 | 18,900 | Promotional and Interpretive Signage | 10,000 | 11,000 | 10 | 11,000 | 11,300 | 11,600 | 11,900 | 12,200 | 12,500 | 12,800 | 13,100 | 13,400 |
| 157,600 | 0 | 0 | Business Recovery Grant Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 82,700 | 94,300 | 87,000 | Marketing and Destination Development | 51,100 | 74,000 | 45 | 75,000 | 76,500 | 78,100 | 79,700 | 81,300 | 83,000 | 84,700 | 86,400 | 88,200 |
| 8,900 | 8,900 | 17,700 | Christmas Decorations | 16,000 | 18,000 | 13 | 18,000 | 18,400 | 18,800 | 19,200 | 19,600 | 20,000 | 20,400 | 20,900 | 21,400 |
| | | | Non-cash Expenses | | | | | | | | | | | | |
| 29,700 | 29,100 | 29,100 | Deprec - Tourism Building and Assets | 30,000 | 30,000 | 0 | 31,000 | 32,000 | 33,000 | 34,000 | 35,000 | 36,000 | 37,000 | 38,000 | 39,000 |
| 630,200 | 501,400 | 558,100 | Total Operating Expenses | 597,900 | 549,500 | (8) | 647,200 | 569,300 | 582,200 | 595,300 | 608,700 | 742,300 | 635,400 | 649,400 | 663,700 |
| (409,700) | (442,400) | (398,900) | Operating Result - Surplus / (Deficit) | (535,900) | (487,100) | (9) | (493,400) | (504,000) | (515,200) | (526,500) | (538,100) | (549,900) | (561,700) | (573,800) | (586,200) |
| 29,700 | 29,100 | 29,100 | Add Back Depreciation | 30,000 | 30,000 | 0 | 31,000 | 32,000 | 33,000 | 34,000 | 35,000 | 36,000 | 37,000 | 38,000 | 39,000 |
| (380,000) | (413,300) | (369,800) | Cash Result - Surplus / (Deficit) | (505,900) | (457,100) | (10) | (462,400) | (472,000) | (482,200) | (492,500) | (503,100) | (513,900) | (524,700) | (535,800) | (547,200) |
| | | | Capital Movements | | | | | | | | | | | | |
| 0 | 0 | 0 | Less Loan Principal Repayments | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 20,100 | Less Transfer to Reserves | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 35,700 | 0 | Add Transfer from Reserves | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | Add Capital Income Applied | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | Less Capital Expenditure | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (380,000) | (377,600) | (389,900) | Cash Result after Capital Movements | (505,900) | (457,100) | (10) | (462,400) | (472,000) | (482,200) | (492,500) | (503,100) | (513,900) | (524,700) | (535,800) | (547,200) |

Facilities Management

Manager: Craig Brown, Manager Facilities and Services

Background

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

Budget Comments

OPERATING EXPENSES

Administration Centre

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

Works Depot

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

Public Halls and Community Facilities Maintenance

Operating costs to maintain Public Halls, Community facilities and Public Buildings, Surf Clubs, Ballina and Alstonville swimming pools, 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.

| FACILITY MANAGEMENT | | | | | | | | | | | | | | | |
|---------------------|--------------------|--------------------|--|--------------------|--------------------|-------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| ACTUAL | | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | OPERATING REVENUES | | | | | | | | | | | | |
| 11,000 | 14,000 | 11,700 | Fees and Charges | 8,000 | 12,000 | 50 | 12,000 | 12,300 | 12,600 | 12,900 | 13,200 | 13,500 | 13,800 | 14,100 | 14,400 |
| 16,400 | 15,300 | 31,100 | Other Revenues | 32,000 | 32,000 | 0 | 32,000 | 32,800 | 33,700 | 34,600 | 35,500 | 36,400 | 37,300 | 38,200 | 39,200 |
| 27,400 | 29,300 | 42,800 | Total Operating Revenues | 40,000 | 44,000 | 10 | 44,000 | 45,100 | 46,300 | 47,500 | 48,700 | 49,900 | 51,100 | 52,300 | 53,600 |
| | | | OPERATING EXPENSES | | | | | | | | | | | | |
| | | | Administration | | | | | | | | | | | | |
| 231,300 | 218,800 | 178,100 | Employee Costs | 180,000 | 426,000 | 137 | 434,600 | 443,400 | 452,400 | 461,600 | 470,900 | 480,400 | 490,100 | 500,000 | 510,100 |
| 278,800 | 283,400 | 292,300 | Administration Centre | 291,000 | 314,000 | 8 | 322,000 | 335,000 | 348,000 | 361,000 | 374,000 | 387,000 | 400,000 | 413,000 | 427,000 |
| 272,400 | 244,100 | 291,000 | Works Depot - Operating Expenses | 264,000 | 288,000 | 9 | 298,000 | 309,000 | 320,000 | 331,000 | 342,000 | 353,000 | 364,000 | 375,000 | 386,000 |
| (100,500) | 53,200 | 8,800 | Works Depot Number Two - Operating Expenses | 10,000 | 20,000 | 100 | 2,000 | 3,000 | 4,000 | 5,000 | 6,000 | 7,000 | 8,000 | 9,000 | 10,000 |
| | | | Public Halls and Community Facilities Maintenance | | | | | | | | | | | | |
| 53,700 | 57,400 | 189,400 | Public Halls Maintenance | 131,000 | 164,000 | 25 | 167,300 | 171,300 | 175,300 | 179,300 | 183,300 | 187,400 | 191,800 | 196,200 | 200,800 |
| 97,500 | 127,700 | 173,400 | Community Facilities and Public Buildings | 162,000 | 180,000 | 11 | 186,700 | 190,400 | 194,900 | 199,500 | 204,100 | 208,700 | 213,400 | 218,100 | 222,900 |
| 27,600 | 161,400 | 63,000 | Surf Clubs | 58,000 | 71,000 | 22 | 74,600 | 76,400 | 78,400 | 80,400 | 82,400 | 84,400 | 86,400 | 88,400 | 90,600 |
| 69,400 | 85,100 | 49,900 | Swimming Pools | 80,000 | 80,000 | 0 | 80,000 | 81,600 | 83,400 | 85,200 | 87,000 | 88,800 | 90,600 | 92,600 | 94,600 |
| 16,600 | 15,100 | 17,600 | Libraries | 15,000 | 20,000 | 33 | 20,000 | 20,400 | 20,900 | 21,400 | 21,900 | 22,400 | 22,900 | 23,400 | 23,900 |
| 700 | 3,000 | 12,400 | SES and Marine Rescue | 8,000 | 10,000 | 25 | 10,000 | 10,200 | 10,600 | 11,000 | 11,400 | 11,800 | 12,200 | 12,600 | 13,000 |
| 8,100 | 15,200 | 31,700 | Crawford House and Naval Cadets | 36,000 | 24,000 | (33) | 25,000 | 25,500 | 26,200 | 26,900 | 27,600 | 28,300 | 29,000 | 29,700 | 30,400 |
| 9,200 | 5,100 | 6,300 | Naval Museum | 11,500 | 8,000 | (30) | 8,100 | 8,400 | 8,700 | 9,000 | 9,300 | 9,600 | 9,900 | 10,200 | 10,500 |
| | | | Debt Servicing | | | | | | | | | | | | |
| 8,300 | 6,800 | 5,200 | Interest on Centre and Museum Loans | 3,700 | 2,500 | (32) | 1,100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Recouped from Business Activities | | | | | | | | | | | | |
| 0 | 0 | 0 | Direct Costs Redistributed to Businesses | (633,300) | (933,000) | 47 | (951,700) | (970,800) | (990,300) | (1,010,200) | (1,030,500) | (1,051,200) | (1,072,300) | (1,093,800) | (1,115,700) |
| | | | Non-Cash Expenses | | | | | | | | | | | | |
| 763,000 | 571,100 | 575,800 | Depreciation - Administration Building and Depots | 575,000 | 595,000 | 3 | 607,000 | 620,000 | 633,000 | 646,000 | 659,000 | 673,000 | 687,000 | 701,000 | 716,000 |
| 940,500 | 989,400 | 982,000 | Depreciation - Public Halls and Comm Facs | 1,153,000 | 1,175,000 | 2 | 1,200,000 | 1,224,200 | 1,248,800 | 1,274,000 | 1,299,700 | 1,325,900 | 1,352,600 | 1,379,900 | 1,407,700 |
| 139,900 | 384,300 | 283,800 | Loss on Disposal of Infrastructure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2,816,500 | 3,221,100 | 3,160,700 | Total Operating Expenses | 2,344,900 | 2,444,500 | 4 | 2,484,700 | 2,548,000 | 2,614,300 | 2,681,100 | 2,748,100 | 2,816,500 | 2,885,600 | 2,955,300 | 3,027,800 |
| (2,789,100) | (3,191,800) | (3,117,900) | Operating Result - Surplus / (Deficit) | (2,304,900) | (2,400,500) | 4 | (2,440,700) | (2,502,900) | (2,568,000) | (2,633,600) | (2,699,400) | (2,766,600) | (2,834,500) | (2,903,000) | (2,974,200) |
| 1,703,500 | 1,560,500 | 1,557,800 | Add Back Depreciation | 1,728,000 | 1,770,000 | 2 | 1,807,000 | 1,844,200 | 1,881,800 | 1,920,000 | 1,958,700 | 1,998,900 | 2,039,600 | 2,080,900 | 2,123,700 |
| 139,900 | 384,300 | 283,800 | Add Back Loss on Infrastructure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (945,700) | (1,247,000) | (1,276,300) | Cash Result - Surplus / (Deficit) | (576,900) | (630,500) | 9 | (633,700) | (658,700) | (686,200) | (713,600) | (740,700) | (767,700) | (794,900) | (822,100) | (850,500) |
| | | | Capital Movements | | | | | | | | | | | | |
| 21,300 | 22,700 | 22,800 | Less Loan Principal Repayments | 16,900 | 18,100 | | 19,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 365,300 | 659,100 | 737,000 | Less Transfer to Reserves | 683,000 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 345,300 | 505,500 | 700,400 | Add Transfer from Reserves | 929,300 | 683,000 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 107,900 | 336,900 | 183,100 | Add Capital Income Applied | 284,400 | 371,000 | | 130,000 | 133,000 | 135,000 | 138,000 | 140,000 | 143,000 | 146,000 | 148,000 | 152,000 |
| 796,300 | 880,200 | 92,600 | Less Capital Expenditure | 786,800 | 1,101,000 | | 480,000 | 714,000 | 728,000 | 742,000 | 757,000 | 772,000 | 787,000 | 802,000 | 818,000 |
| (1,675,400) | (1,966,600) | (1,245,200) | Cash Result after Capital Movements | (849,900) | (695,600) | (18) | (1,003,200) | (1,239,700) | (1,279,200) | (1,317,600) | (1,357,700) | (1,396,700) | (1,435,900) | (1,476,100) | (1,516,500) |

Fleet and Plant

Manager: Craig Brown, Manager Facilities and Services

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

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

OPERATING EXPENSES

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

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

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

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

Capital Movements

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

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

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

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

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

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

| FLEET AND PLANT | | | | | | | | | | | | | | | |
|--|------------------|------------------|---|------------------|------------------|------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| ACTUAL | | | DESCRIPTION | ESTIMATED | | | | | | | | | | | |
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | % | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| OPERATING REVENUES | | | | | | | | | | | | | | | |
| Fleet Management - Fees and Charges | | | | | | | | | | | | | | | |
| 3,352,200 | 3,360,100 | 4,094,300 | Internal Plant Hire Charges | 4,450,000 | 4,550,000 | 2 | 4,641,000 | 4,733,900 | 4,828,600 | 4,925,200 | 5,023,800 | 5,124,300 | 5,226,800 | 5,331,400 | 5,438,100 |
| 312,200 | 286,800 | 383,200 | Internal Motor Vehicle Charges | 345,400 | 378,000 | 9 | 386,600 | 395,600 | 404,700 | 414,900 | 425,000 | 435,200 | 445,800 | 456,500 | 467,400 |
| 151,800 | 148,900 | 156,600 | Staff Lease Fees | 165,000 | 165,000 | 0 | 168,300 | 171,700 | 175,200 | 178,800 | 182,400 | 186,100 | 189,900 | 193,700 | 197,600 |
| Operating Grants and Contributions | | | | | | | | | | | | | | | |
| 55,800 | 56,700 | 66,900 | Diesel Rebate | 65,000 | 68,000 | 5 | 69,400 | 70,800 | 72,300 | 73,800 | 75,300 | 76,900 | 78,500 | 80,100 | 81,800 |
| Interest On Investments | | | | | | | | | | | | | | | |
| 27,100 | 0 | 0 | Interest On Investments | 0 | 0 | 0 | 0 | 0 | 0 | 4,000 | 15,000 | 19,000 | 17,000 | 19,000 | 2,000 |
| Sundry Revenues | | | | | | | | | | | | | | | |
| 10,600 | 2,300 | 31,700 | Scrap Metal Sales | 21,000 | 11,200 | (47) | 11,500 | 11,900 | 12,300 | 12,700 | 13,100 | 13,500 | 13,900 | 14,300 | 14,700 |
| Gain on Disposal of Assets | | | | | | | | | | | | | | | |
| 142,000 | 0 | 219,500 | Gain on Disposal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4,051,700 | 3,854,800 | 4,952,200 | Total Operating Revenues | 5,046,400 | 5,172,200 | 2 | 5,276,800 | 5,383,900 | 5,493,100 | 5,609,400 | 5,734,600 | 5,855,000 | 5,971,900 | 6,095,000 | 6,201,600 |
| OPERATING EXPENSES | | | | | | | | | | | | | | | |
| Operating Expenses | | | | | | | | | | | | | | | |
| 2,420,000 | 2,448,100 | 2,557,400 | Plant Running Expenses | 2,527,000 | 2,564,000 | 1 | 2,546,700 | 2,597,900 | 2,650,400 | 2,704,000 | 2,758,600 | 2,814,200 | 2,871,000 | 2,928,900 | 2,987,900 |
| 190,300 | 168,400 | 194,500 | Workshop Operating Expenses | 177,700 | 144,800 | (19) | 146,600 | 149,700 | 153,000 | 156,300 | 159,700 | 163,100 | 166,500 | 170,000 | 173,600 |
| 356,000 | 365,700 | 379,500 | Overheads Charged to Plant | 467,000 | 492,000 | 5 | 501,900 | 512,000 | 522,300 | 532,800 | 543,500 | 554,400 | 565,500 | 576,900 | 588,500 |
| Loss on Disposal of Assets | | | | | | | | | | | | | | | |
| 1,800 | 84,300 | 67,600 | Loss on Disposal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Non-Cash Expenses | | | | | | | | | | | | | | | |
| 1,157,100 | 1,187,900 | 1,224,400 | Depreciation | 1,320,000 | 1,250,000 | (5) | 1,275,000 | 1,300,500 | 1,326,600 | 1,353,200 | 1,380,300 | 1,408,000 | 1,436,200 | 1,465,000 | 1,494,300 |
| 4,125,200 | 4,254,400 | 4,423,400 | Total Operating Expenses | 4,491,700 | 4,450,800 | (1) | 4,470,200 | 4,560,100 | 4,652,300 | 4,746,300 | 4,842,100 | 4,939,700 | 5,039,200 | 5,140,800 | 5,244,300 |
| (73,500) | (399,600) | 528,800 | Operating Result - Surplus / (Deficit) | 554,700 | 721,400 | 30 | 806,600 | 823,800 | 840,800 | 863,100 | 892,500 | 915,300 | 932,700 | 954,200 | 957,300 |
| (142,000) | 0 | (219,500) | Less Gain on Disposal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1,800 | 84,300 | 67,600 | Add Back Loss on Disposal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1,157,100 | 1,187,900 | 1,224,400 | Add Back Depreciation | 1,320,000 | 1,250,000 | (5) | 1,275,000 | 1,300,500 | 1,326,600 | 1,353,200 | 1,380,300 | 1,408,000 | 1,436,200 | 1,465,000 | 1,494,300 |
| 943,400 | 872,600 | 1,601,300 | Cash Result - Surplus / (Deficit) | 1,874,700 | 1,971,400 | 5 | 2,081,600 | 2,124,300 | 2,167,400 | 2,216,300 | 2,272,800 | 2,323,300 | 2,368,900 | 2,419,200 | 2,451,600 |
| Capital Movements | | | | | | | | | | | | | | | |
| 0 | 0 | 0 | Less Loan Principal Repayments | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2,240,500 | 2,657,000 | 1,609,800 | Less Transfer to Reserves | 1,874,700 | 1,971,400 | | 2,081,600 | 2,124,300 | 2,167,400 | 2,216,300 | 2,272,800 | 2,323,300 | 2,368,900 | 2,419,200 | 2,451,600 |
| 2,106,100 | 2,509,800 | 2,398,800 | Add Transfer from Reserves | 2,765,100 | 1,927,000 | | 1,880,000 | 2,177,000 | 1,740,000 | 1,167,000 | 2,053,000 | 2,645,000 | 2,229,000 | 2,807,000 | 2,392,000 |
| 0 | 0 | 0 | Add Capital Income Applied | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 809,000 | 725,400 | 2,390,300 | Less Capital Expenditure | 2,765,100 | 1,927,000 | | 1,880,000 | 2,177,000 | 1,740,000 | 1,167,000 | 2,053,000 | 2,645,000 | 2,229,000 | 2,807,000 | 2,392,000 |
| 0 | 0 | 0 | Cash Result after Capital Movements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

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Part C

Capital Expenditure

Introduction

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

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

Expenditure Summary

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

Funding Source

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

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

WATER - CAPITAL EXPENDITURE

| Asset Description | Expenditure | | | | | | | | | | | Funding Source 2020/21 | | | | Funding Source 2021/22 | | | | Funding Source 2022/23 | | | | Funding Source 2023/24 | | | | Funding Source 2024/25 | | | |
|--|-------------|---------|-----------|---------|-----------|---------|---------|---------|---------|---------|---------|------------------------|---------|-------|----------|------------------------|--------|-------|----------|------------------------|--------|-------|----------|------------------------|--------|-------|----------|------------------------|--------|-------|----------|
| | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | Grants | Sec 64 | Loans | Reserves | Grants | Sec 64 | Loans | Reserves | Grants | Sec 64 | Loans | Reserves | Grants | Sec 64 | Loans | Reserves | Grants | Sec 64 | Loans | Reserves |
| Main Renewals | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Recurrent | 26,000 | | 540,000 | 551,000 | 562,000 | 573,000 | 584,000 | 596,000 | 608,000 | 620,000 | 632,000 | | | | | | | | | | | | | | | | | | | | |
| Alstonville | 526,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Grant Street, Ballina | 50,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Biala Pl, Ballina | 41,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Budgen Ave, Alstonville | 92,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| High Street / Park Street, Alstonville | 258,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cawarra Street, Ballina | 47,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Kays Lane Investigations | 5,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Crane Street, Ballina | 125,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SuVa Street, Ballina | 120,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Gibbon Street, Lennox | | 15,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Perry Street, Alstonville | | 90,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Marsh Avenue / Bentinck St, Ballina | | 45,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jarret Street, Ballina | | 45,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Camburt Street, Ballina | | 10,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Main Place, Ballina | | 15,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tweed, Richmond, G'halgh St, Ballina | | 75,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Moon Street, Ballina | | 25,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Acacia Place, Wollongbar | | 10,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sunway Place, Ballina | | 25,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Marine Street, Ballina | | 35,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Martin, Bumet, Ross Street Ballina | | 260,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jarrett Street, Ballina | | 50,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Water Reservoirs | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Reservoirs - Ross Lane | | | | 500,000 | 3,200,000 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Reservoirs - Pacific Pines | | 200,000 | 1,027,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Reservoir - Basalt Court Access | 322,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Reservoir - Lennox Reservoir | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Reservoir - East Ballina Reservoir | | 50,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Reservoir - Lennox Reservoir | | 50,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Reservoir - Pine Avenue | | 200,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Reservoirs - Exterior Painting | | | | | 50,000 | | | 50,000 | | | 50,000 | | | | | | | | | | | | | | | | | | | | |
| Reservoir - Ladder (Basalt, Lennox) | | | 150,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Miscellaneous | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Telemetry | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | | | | | | | | | | | | | | | | | | | | |
| Ethernet Telemetry Upgrade | 7,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Water Network Master Plan | 111,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| EPIQ DSP | 163,000 | | | | | | | | | | | | 163,000 | | | | | | | | | | | | | | | | | | |
| Reticulation Valve Replacement | | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | | | | | | | | | | | | | | | | | | | | |
| Water Loss Reduction | | 100,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Water Pump and Bore Stations | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Pump Stns - Basalt Court Booster | 46,000 | | | | | | | | | | | | 46,000 | | | | | | | | | | | | | | | | | | |
| Pump Stns - East Ballina Booster | 6,000 | | | | | | | | | | | | 6,000 | | | | | | | | | | | | | | | | | | |
| Pump Stns - Russellton Booster | | | | 450,000 | | | | | | | | | | | | | | | | | | | | | | | 450,000 | | | | |
| <i>Water - Capital Expenditure Carried Forward</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

WATER - CAPITAL EXPENDITURE (cont'd)

| Asset Description | Expenditure | | | | | | | | | | | Funding Source 2020/21 | | | | Funding Source 2021/22 | | | | Funding Source 2022/23 | | | | Funding Source 2023/24 | | | | Funding Source 2024/25 | | | | | | | | | | | | |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------------|----------------|----------|------------------|------------------------|----------------|----------|------------------|------------------------|------------------|----------|------------------|------------------------|------------------|----------|------------------|------------------------|------------------|----------|------------------|--|--|--|--|--|--|--|--|--|
| | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | Grants | Sec 64 | Loans | Reserves | Grants | Sec 64 | Loans | Reserves | Grants | Sec 64 | Loans | Reserves | Grants | Sec 64 | Loans | Reserves | Grants | Sec 64 | Loans | Reserves | | | | | | | | | |
| Trunk Mains | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| East Ballina Boosted PZ Augment | 32,000 | | | | | | | | | | | | | 32,000 | | | | 0 | | | | | | | | | | | | | | | | | | | | | | |
| Wardell Mains | | | | | 282,000 | | | | | | | | | 0 | | | | 0 | | | | | | | | | | | | | | | | | | | | | | |
| North Ballina Reticulation Mains | | | | 712,000 | | | | | | | | | | 0 | | | | 0 | | | | | | | | | | | | | | | | | | | | | | |
| North Ballina Distribution Mains | | | 400,000 | 1,678,000 | 2,343,000 | | | | | | | | | 0 | | | | 0 | | | | | | | | | | | | | | | | | | | | | | |
| Pine Avenue Distribution Mains | | | | 2,600,000 | | | | | | | | | | 0 | | | | 0 | | | | | | | | | | | | | | | | | | | | | | |
| Ballina Island Distribution Mains | | | | | 590,000 | 590,000 | | | | | | | | 0 | | | | 0 | | | | | | | | | | | | | | | | | | | | | | |
| Lennox Head Mains | | | | | 640,000 | 640,000 | | | | | | | | 0 | | | | 0 | | | | | | | | | | | | | | | | | | | | | | |
| CURA B Distribution Main | | | | | 330,000 | | | | | | | | | 0 | | | | 0 | | | | | | | | | | | | | | | | | | | | | | |
| Russellton Reticulation Mains | | | 160,000 | | | | | | | | | | | 0 | | | | 0 | | | | | | | | | | | | | | | | | | | | | | |
| West Ballina Bypass Distn Main | | | | | 1,214,000 | 1,214,000 | | | | | | | | 0 | | | | 0 | | | | | | | | | | | | | | | | | | | | | | |
| Lennox Palms Distn and Reticulation | | | | | | 390,000 | | | | | | | | 0 | | | | 0 | | | | | | | | | | | | | | | | | | | | | | |
| Pacific Pine Distribution Main | | | 240,000 | | | | | | | | | | | 0 | | | | 0 | | | | | | | | | | | | | | | | | | | | | | |
| Tamar St (Bagot to Canal Rd) | | 290,000 | | | | | | | | | | | | 0 | | | | 290,000 | | | | | | | | | | | | | | | | | | | | | | |
| Bagot St (River Crossing to Tamar) | | 150,000 | | | | | | | | | | | | 0 | | | | 150,000 | | | | | | | | | | | | | | | | | | | | | | |
| Bentinck St (Owen / Kingsford Smith) | | 0 | 220,000 | | | | | | | | | | | 0 | | | | 0 | | | | | | | | | | | | | | | | | | | | | | |
| Fox St (Fox & Martin) | | 270,000 | | | | | | | | | | | | 0 | | | | 270,000 | | | | | | | | | | | | | | | | | | | | | | |
| Temple St (Tamar / Tamarind Drive) | | 0 | 720,000 | | | | | | | | | | | 0 | | | | 0 | | | | | | | | | | | | | | | | | | | | | | |
| North Creek Rd / Angels Beach Drive | | 0 | 780,000 | | | | | | | | | | | 0 | | | | 0 | | | | | | | | | | | | | | | | | | | | | | |
| Angels Beach Drive to Missingham | | 100,000 | 800,000 | | | | | | | | | | | 0 | | | | 100,000 | | | | | | | | | | | | | | | | | | | | | | |
| North Creek Flowmeter Installation | | 20,000 | | | | | | | | | | | | 0 | | | | 20,000 | | | | | | | | | | | | | | | | | | | | | | |
| Water Treatment Plant | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Marom Creek WTP - Upgrade | 20,000 | 500,000 | 4,000,000 | | | | | | | | | | | 20,000 | | | | 500,000 | | | | | | | | | | | | | | | | | | | | | | |
| Marom Creek WTP - Renewals | 28,000 | 30,000 | 31,000 | 32,000 | 33,000 | 34,000 | 35,000 | 36,000 | 37,000 | 38,000 | 39,000 | | | 28,000 | | | | 30,000 | | | | | | | | | | | | | | | | | | | | | | |
| Plant and Equipment | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Vehicle and Plant Replacement | 123,000 | 22,000 | 42,000 | 180,000 | | 25,000 | 25,000 | 210,000 | | | | | | 123,000 | | | | 22,000 | | | | | | | | | | | | | | | | | | | | | | |
| Service Connections | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Water Meter - New | 235,000 | 240,000 | 245,000 | 250,000 | 255,000 | 260,000 | 265,000 | 270,000 | 275,000 | 281,000 | 287,000 | | | 235,000 | | | | 240,000 | | | | | | | | | | | | | | | | | | | | | | |
| Water Meter - Replacement | 250,000 | 300,000 | 250,000 | 68,000 | 69,000 | 70,000 | 71,000 | 72,000 | 73,000 | 74,000 | 75,000 | | | 250,000 | | | | 300,000 | | | | | | | | | | | | | | | | | | | | | | |
| Total Capital Expenditure | 2,643,000 | 3,282,000 | 9,665,000 | 7,081,000 | 9,628,000 | 3,856,000 | 1,040,000 | 1,294,000 | 1,053,000 | 1,073,000 | 1,143,000 | 0 | 215,000 | 0 | 2,428,000 | 0 | 200,000 | 0 | 3,082,000 | 0 | 1,547,000 | 0 | 8,118,000 | 0 | 4,942,000 | 0 | 2,139,000 | 0 | 6,962,000 | 0 | 2,666,000 | | | | | | | | | |

WASTEWATER - CAPITAL EXPENDITURE (cont'd)

| Asset Description | Expenditure | | | | | | | | | | | Funding Source 2020/21 | | | | Funding Source 2021/22 | | | | Funding Source 2022/23 | | | | Funding Source 2023/24 | | | | Funding Source 2024/25 | | | |
|-------------------------------------|------------------|------------------|-------------------|------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------------|------------------|----------|------------------|------------------------|----------------|----------|------------------|------------------------|------------------|----------|------------------|------------------------|------------------|----------|------------------|------------------------|------------------|-----------|------------------|
| | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | Grants | Sec 64 | Loans | Reserves | 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 | | | 60,000 | | | | | | | | | | | | | | | | | | | | 60,000 | | | | | | | | |
| SP4006 - Gravity Sewer, Alstonville | | | | | 80,000 | | | | | | | | 0 | | | | | | | | | | 0 | | | | | | | 80,000 | |
| GM4104 - Trans Mains, A'ville/W'bar | | | 10,000 | | | | | | | | | | 0 | | | | | | | | 10,000 | | | | | | | | | | |
| GMWUEA - Gravity Main, W'bar | | | 200,000 | | | | | | | | | | | | | | | | | | | | 200,000 | | | | | | | | |
| GM2101 - Gravity Main, Ballina | | | | | 205,000 | | | | | | | | | | | | | | | | | | | | | | | | | 205,000 | |
| GM2104 - Gravity Main, Ballina | | | | | 438,000 | | | | | | | | | | | | | | | | | | | | | | | 438,000 | | | |
| RM-PS6 - Rising Main, CURA B | | | | | 4,011,000 | | | | | | | | | | | | | | | | | | | | | | | | | 4,011,000 | |
| Wastewater Mains - Renewals | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Main Renewals | | 85,000 | 87,000 | 89,000 | 91,000 | 93,000 | 95,000 | 97,000 | 99,000 | 101,000 | 103,000 | | | | | | | 85,000 | | | | | | | | | | | | 89,000 | 91,000 |
| Seamist Place Rising Main | 26,000 | 100,000 | 620,000 | | | | | | | | | 26,000 | | | 100,000 | | | | 620,000 | | | | | | | | | | | | |
| Relining Works | 375,000 | 325,000 | 332,000 | 339,000 | 346,000 | 353,000 | 360,000 | 367,000 | 374,000 | 381,000 | 389,000 | | | | | | | | | | | | | | | | | | | 346,000 | |
| Plant and Equipment | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Plant Replacement Program | 421,800 | 376,000 | 60,000 | 12,000 | 57,000 | | 495,000 | 250,000 | 275,000 | 205,000 | 205,000 | | | | | | | | | | | | | | | | | | | 57,000 | |
| Other Miscellaneous Works | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Telemetry | 16,000 | 16,000 | 16,000 | 16,000 | 16,000 | 16,000 | 16,000 | 16,000 | 16,000 | 16,000 | 16,000 | | | | | | | | | | | | | | | | | | | 16,000 | |
| Wastewater Network Master Plan | 106,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| EPIQ DSP | 926,000 | | | | | | | | | | | 926,000 | | | | | | | | | | | | | | | | | | | |
| Reuse Program | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ross Lane - Dual Retic Reservoir | | | | | 500,000 | 2,612,000 | | | | | | | | | 0 | | 0 | | | | | | | | | | | 500,000 | | | |
| Recycled Water Meters New | 40,000 | 40,000 | 130,000 | 140,000 | 150,000 | | | | | | | | | 40,000 | | | | 40,000 | | | | | | | | | 140,000 | | | 150,000 | |
| Urban Reticulation System | | 40,000 | 80,000 | | | | | | | | | | | | | | | 40,000 | | | | | | | | | | | | | |
| Henderson Farm - Dist'n Main | | 80,000 | 200,000 | | | | | | | | | | | | | | | 80,000 | | | | | | | | | | | | | |
| Meadows Estate - Dist'n Main | | 80,000 | 190,000 | | | | | | | | | | | | | | | 80,000 | | | | | | | | | | | | | |
| Greenfield Grove - Dist'n Main | | | | | 158,000 | 162,000 | | | | | | | | | | | | | | | | | | | | | | | | 158,000 | |
| Lennox Head - Dist'n Main | | | | 362,000 | | | | | | | | | | | | | | | | | | | | | | | | | | 362,000 | |
| Fig Tree Hill - Dist'n Main | | | | 472,000 | | | | | | | | | | | | | | | | | | | | | | | | | | 472,000 | |
| CURA B - Dist'n Main | | | | | 2,336,000 | | | | | | | | | | | | | | | | | | | | | | | | | 2,336,000 | |
| Recycled Water - Hydrants | 30,000 | | | | | | | | | | | | | 30,000 | | | | | | | | | | | | | | | | | |
| Irrigation - Wollongbar Fields | 50,000 | 166,000 | | | | | | | | | | | | 50,000 | | | | 166,000 | | | | | | | | | | | | | |
| Pipeline - West Ballina Supply | 25,000 | 200,000 | 1,775,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Lennox WWTP - Refurb Belt | 75,000 | 75,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Wardell WWTP - Sec 60 Approval | 40,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Capital Expenditure | 3,602,200 | 4,646,000 | 11,750,000 | 9,174,000 | 11,976,000 | 3,847,000 | 1,588,000 | 1,363,000 | 1,858,000 | 1,358,000 | 2,579,000 | 0 | 1,497,000 | 0 | 2,105,200 | 0 | 650,000 | 0 | 3,996,000 | 0 | 6,105,000 | 0 | 5,645,000 | 0 | 2,690,500 | 0 | 6,483,500 | 0 | 4,602,000 | 0 | 7,374,000 |

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

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

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

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

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

DEVELOPER CONTRIBUTIONS - PLAN CLOSING BALANCES

| ACTUAL | | | BUDGET ITEMS | ESTIMATED | | | | | | | | | | |
|------------------|-------------------|-------------------|--|-------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| 1,935,800 | 1,719,200 | 2,576,200 | Open Space and Community Facilities | 2,663,200 | 2,165,500 | 2,013,500 | 2,076,000 | 2,141,500 | 2,210,000 | 2,282,000 | 2,357,500 | 2,437,000 | 2,520,500 | 2,608,500 |
| 153,100 | 61,200 | 91,600 | Wollongbar Urban Expansion Area (WUEA) | 142,600 | 193,100 | 244,100 | 295,600 | 347,600 | 400,600 | 454,600 | 509,600 | 566,100 | 624,100 | 683,600 |
| 769,600 | 791,400 | 796,700 | Car Parking | 806,700 | 810,700 | 814,700 | 819,700 | 825,700 | 832,700 | 841,200 | 850,700 | 861,200 | 873,200 | 886,200 |
| 676,200 | 734,600 | 780,400 | Heavy Vehicle | 791,400 | 795,400 | 799,400 | 804,400 | 810,400 | 817,400 | 825,400 | 834,900 | 845,400 | 856,900 | 869,900 |
| 3,995,800 | 7,577,400 | 6,575,600 | Road Plan (New) | 8,390,600 | 7,573,600 | 2,569,600 | 226,600 | 1,397,100 | 2,779,100 | 4,261,100 | 2,711,200 | 850,800 | 302,300 | 1,986,800 |
| 1,533,500 | 1,612,800 | 1,681,300 | Road Plan (Old) | 718,300 | 718,300 | 718,300 | 718,300 | 718,300 | 718,300 | 718,300 | 718,300 | 718,300 | 718,300 | 718,300 |
| 0 | 79,100 | 81,900 | Cumalum Urban Release Area (CURA A) | 131,900 | 181,900 | 231,900 | 281,900 | 331,900 | 381,900 | 431,900 | 481,900 | 531,900 | 581,900 | 631,900 |
| 9,064,000 | 12,575,700 | 12,583,700 | Total Section 7.11 Funds Held | 13,644,700 | 12,438,500 | 7,391,500 | 5,222,500 | 6,572,500 | 8,140,000 | 9,814,500 | 8,464,100 | 6,810,700 | 6,477,200 | 8,385,200 |

DEVELOPER CONTRIBUTIONS COLLECTED

| ACTUAL | | | BUDGET ITEMS | ESTIMATED | | | | | | | | | | |
|------------------|------------------|------------------|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|-------------------|
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| 2,537,900 | 2,614,900 | 2,030,300 | Open Space and Community Facilities | 650,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| 87,500 | 13,700 | 84,400 | Wollongbar Urban Expansion Area (WUEA) | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| 521,200 | 0 | 0 | Car Parking | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 359,600 | 352,200 | 362,600 | Heavy Vehicle | 350,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 |
| 1,534,700 | 5,281,900 | 2,105,100 | Road Plan (Current Plan) | 3,300,000 | 2,430,000 | 2,930,000 | 3,430,000 | 3,930,000 | 4,430,000 | 4,930,000 | 6,430,000 | 8,430,000 | 10,430,000 | 10,430,000 |
| 239,100 | 27,900 | 79,100 | Road Plan (Old Plan) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 79,100 | 1,800 | Cumabalum Urban Release Area (CURA A) | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| 5,280,000 | 8,369,700 | 4,663,300 | Total Section 7.11 Funds Collected | 4,400,000 | 3,330,000 | 3,830,000 | 4,330,000 | 4,830,000 | 5,330,000 | 5,830,000 | 7,330,000 | 9,330,000 | 11,330,000 | 11,330,000 |

| DEVELOPER CONTRIBUTIONS APPLIED TO PROJECTS IN PLANS | | | | | | | | | | | | | | |
|--|------------------|------------------|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|-------------------|------------------|
| ACTUAL | | | BUDGET ITEMS | ESTIMATED | | | | | | | | | | |
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | 23,600 | Open Spaces and Community Facilities | | | | | | | | | | | |
| 208,500 | 70,900 | | Miscellaneous - Old plan | | | | | | | | | | | |
| 149,300 | | | Pop Denison Master Plan | 0 | 431,200 | | | | | | | | | |
| | | | Shaws Bay CMP | 40,000 | | | | | | | | | | |
| | | | Riverview Park, Ballina | 94,000 | | | | | | | | | | |
| 11,900 | 46,400 | | Lake Ainsworth CMP | | 130,000 | 213,000 | | | | | | | | |
| | | | Porter Park Multi Purpose Court | | | | | | | | | | | |
| | | | Miscellaneous | | | | | | | | | | | |
| 369,700 | 117,300 | 23,600 | Sub Total Open Space and Com Facs | 134,000 | 561,200 | 213,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Car Parking | | | | | | | | | | | |
| 0 | 0 | 0 | Sub Total Car Parking | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 110,000 | 110,000 | 55,000 | Wollongbar Urban Expansion Area | | | | | 0 | | | | | | |
| 110,000 | 110,000 | 55,000 | Sub Total WUEA | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Heavy Vehicles | | | | | | | | | | | |
| 130,000 | 130,000 | 130,000 | Heavy Vehicles - Teven Bridge Loan | 130,000 | 130,000 | 130,000 | 130,000 | 130,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 273,800 | 185,300 | 192,200 | Heavy Patching and Reseals | 220,000 | 170,000 | 170,000 | 170,000 | 170,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 |
| 403,800 | 315,300 | 322,200 | Sub Total Heavy Vehicles | 350,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 |
| | | | Roads Plan (New) | | | | | | | | | | | |
| | | | Roundabouts | | | | | | | | | | | |
| | 1,584,000 | | Hutley Drive - Land Acquisition | | | | | | | | | | | |
| 282,100 | 134,100 | 2,787,900 | Hutley Drive - Byron Bay Rd (100%) | 50,000 | | | | | | | | | | |
| | | | Hutley Drive - Middle Connection (100%) | 150,000 | 50,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | 118,400 | Hutley Drive - Southern Extension (100%) | | | | | | | | | | | |
| | 82,200 | 195,700 | River St - 4 Lanes - Preliminaries (49.6%) | | | | | | | | | | | |
| | | | River St - S1 - Smith Dr / Burns Pt (73.9%) | 0 | 0 | 0 | 0 | 2,711,000 | 2,792,000 | 0 | 0 | 0 | 0 | 0 |
| | | | River St - S2 - Burns Pt to Barlows (73.9%) | 844,000 | 1,226,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | River St - S3 - Fishery Ck Bridge (49.6%) | 118,000 | 99,000 | 3,693,000 | 3,804,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | River St - S4 - B'wick to Tweed (49.6%) | 70,000 | 253,000 | 694,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | 1,500 | Tam Dr - Nth Ck Rd/Kerr St-Lanes (98.6%) | 120,000 | 197,000 | 0 | 0 | 0 | 0 | 0 | 2,555,500 | 2,632,500 | 0 | 0 |
| | | | Tam Dr - Canal Bridge - 4 Lanes (98.6%) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,905,500 | 1,962,700 | 0 | 0 |
| | | | Angels Bch Dve/Sheath St - LILLO (Land) | 0 | 135,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | North Creek Road and Bridge (100%) | 0 | 200,000 | 50,000 | 50,000 | 50,000 | 50,000 | 3,463,000 | 3,566,900 | 0 | 0 | 0 |
| | | | North Creek Road and Bridge (Land) | 0 | 0 | 0 | 0 | 0 | 0 | 13,000 | 0 | 0 | 0 | 0 |
| | | | Ross Lane Improvements - West (100%) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,771,200 | 3,649,000 | 0 |
| | | | Ross Lane Improvements - East (48.5%) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,887,000 | 4,004,000 | 0 |
| | | | Ross Lane Improvements - East (Land) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 71,000 | 0 | 0 |
| | | | Tam Dr to Sthn X Dve - Right Ban (100%) | 0 | 0 | 0 | 0 | 0 | 218,000 | 0 | 0 | 0 | 0 | 0 |
| | | | North Ck Rd/Res Rd/Hutley-Calm (71.6%) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,557,000 | 1,604,000 |
| | | 35,700 | Bang Rd / Angels Bch Dve R'bout (100%) | 164,000 | 1,000,000 | 1,600,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Sandy Flat Road (100%) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,843,000 |
| | | 22,700 | Nth Ck/Tam Dve/Sth X Dve-Lanes(100%) | 49,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,303,000 |
| | | | Bangalow Rd - Lane East R'bout (100%) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,780,000 | 0 |
| | | | Barlows Road Connection (64.5%) | 0 | 129,000 | 1,935,000 | 1,935,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 282,100 | 1,800,300 | 3,161,900 | Sub Total Roads Plan (New) | 1,565,000 | 3,289,000 | 7,972,000 | 5,789,000 | 2,761,000 | 3,060,000 | 3,476,000 | 8,027,900 | 10,324,400 | 10,990,000 | 8,750,000 |
| | | | Roads Plan (Old) | | | | | | | | | | | |
| 65,300 | 7,600 | 21,600 | Various | 963,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 65,300 | 7,600 | 21,600 | Sub Total Roads Plan (Old) | 963,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Section 7.11 Recouped to Community Infrastructure Reserve | | | | | | | | | | | |
| 1,590,800 | 2,800,000 | 1,166,700 | Open Spaces and Community Facilities | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 |
| 1,590,800 | 2,800,000 | 1,166,700 | Sub Total Recouped | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 |
| 2,821,700 | 5,150,500 | 4,751,000 | Total Section 7.11 Funds Applied | 3,462,000 | 4,600,200 | 8,935,000 | 6,539,000 | 3,511,000 | 3,810,000 | 4,226,000 | 8,777,900 | 11,074,400 | 11,740,000 | 9,500,000 |

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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 2021/22 is as follows.

Airport

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

Depot

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

Roads and Ancillary Facilities

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

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

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

Sports Fields

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

| CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS | | | | | | | | | | | | | |
|--|-----------|-----------|--|-----------|-----------|-----------|-----------|-----------|---------|---------|---------|---------|---------|
| ACTUAL | | | BUDGET ITEMS | ESTIMATED | | | | | | | | | |
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
| | | | Community Facilities | | | | | | | | | | |
| | 3,500,000 | | State - Ballina Indoor Sports Centre | | | | | | | | | | |
| | 140,000 | 4,200 | State - Department of Education | | | | | | | | | | |
| | 700,000 | 1,313,900 | State - Lennox Head Cultural Centre | 520,000 | | | | | | | | | |
| | | | Facilities Management | | | | | | | | | | |
| | | | Federal - Local Roads and Comm Infra (LCRI) | 70,000 | 157,000 | | | | | | | | |
| | 120,000 | 44,200 | Third Party Works - Council Assets (Non-cash) | | | | | | | | | | |
| | | | Gallery | | | | | | | | | | |
| | 66,200 | | State - Ignite Studios | | | | | | | | | | |
| | 54,800 | | State - Gallery | 85,000 | | | | | | | | | |
| | | | Swimming Pools | | | | | | | | | | |
| 48,800 | | | State - Alstonville | | | | | | | | | | |
| | | | Information Systems | | | | | | | | | | |
| | 50,000 | | Internal Contributions | | | | | | | | | | |
| | | | Airport | | | | | | | | | | |
| 449,100 | 3,232,400 | 742,000 | State - Terminal / Runway | | | | | | | | | | |
| | | | State / Federal - Runway Widening | | 2,000,000 | 8,000,000 | | | | | | | |
| | | | Terminal - Baggage Area Expansion | | 500,000 | 500,000 | | | | | | | |
| | | | Checked Baggage Screening | | | | 325,000 | | | | | | |
| | | | Terminal - Arrivals Hall Expansion | | | | 1,250,000 | 1,250,000 | | | | | |
| | | | Federal - Passenger Screening | 205,000 | 2,500,000 | | | | | | | | |
| | | | Strategic Planning | | | | | | | | | | |
| | 15,000 | | Public Art / Streets as Shared Spaces | 143,000 | | | | | | | | | |
| | | | Public and Environmental Health | | | | | | | | | | |
| 181,900 | 11,900 | | State - Shaws Bay Coastal Management Plan | 471,500 | | | | | | | | | |
| | | | State - Lake Ainsworth Coastal Management Plan | | 263,000 | 430,000 | | | | | | | |
| | | | Ancillary Building | | | | | | | | | | |
| | 65,000 | | Rous - Killen Falls Amenities | | | | | | | | | | |
| (2,400) | | | State - Marine Rescue Tower | | | | | | | | | | |
| | | | Depot and Administration Centre | | | | | | | | | | |
| 107,900 | 109,900 | 147,600 | Internal - Depot | 113,900 | | | | | | | | | |
| | | | Internal - Depot - Water Contribution | | 35,000 | 30,000 | 31,000 | 31,000 | 32,000 | 32,000 | 33,000 | 34,000 | 35,000 |
| | | | Internal - Depot - Wastewater Contribution | | 52,000 | 40,000 | 41,000 | 42,000 | 42,000 | 43,000 | 44,000 | 45,000 | 47,000 |
| | | | Internal - Depot - Waste Contribution | | 52,000 | 60,000 | 61,000 | 62,000 | 64,000 | 65,000 | 66,000 | 67,000 | 70,000 |
| | 112,000 | | Internal - Depot - Car Park | | | | | | | | | | |
| | | 35,500 | Internal - Administration Centre | | | | | | | | | | |
| | 115,000 | | Club - Ballina Surf Club | | | | | | | | | | |
| | | | State - Ballina Community Men's Shed | 100,500 | | | | | | | | | |
| | | | Federal - Local Roads and Comm Infra (LCRI) | 0 | 75,000 | | | | | | | | |

CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS (cont'd)

| ACTUAL | | | BUDGET ITEMS | ESTIMATED | | | | | | | | | | |
|-----------|---------|-----------|---|-----------|-----------|-----------|---------|---------|---------|------------|------------|------------|-----------|---------|
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | Asset Management | | | | | | | | | | | |
| | | | Country Passenger Transport Infrastructure (CPTIGS) | 22,000 | | | | | | | | | | |
| | | | Stormwater | | | | | | | | | | | |
| | | | State - Resilience to Climate Change | 100,000 | | | | | | | | | | |
| | | | Federal - Local Roads and Comm Infra (LCRI) | 200,000 | | | | | | | | | | |
| | | | Roads and Bridges | | | | | | | | | | | |
| | | 184,700 | State - Regional Road Program | | | | | | | | | | | |
| 53,600 | | | State - Various | | | | | | | | | | | |
| 494,800 | | | State - Coast Rd / Skennars Hd R'about | | | | | | | | | | | |
| 1,522,000 | 652,100 | | State - Byron Bay Road Roundabout | | | | | | | | | | | |
| 50,000 | | | State - Ellis Rd - Safety Initiative | | | | | | | | | | | |
| | | 10,000 | State - Safer Roads - Cherry St/Fox St | 880,200 | | | | | | | | | | |
| | | | State - Safer Roads - Ross Lane | 150,000 | 1,050,000 | 2,327,000 | | | | | | | | |
| | | | State - Safer Roads - Tamarind Dve / Tintenbar | 606,500 | | | | | | | | | | |
| | | | State - Safer Roads - Kerr / Bentinck St | 50,000 | 757,000 | | | | | | | | | |
| | | | State / Federal - Section 7.11 Projects | | | 0 | 0 | 960,000 | 989,000 | 10,389,000 | 15,292,600 | 10,506,100 | 4,125,000 | 0 |
| | | 420,300 | State - Local Road Haulage Route Funding | | | | | | | | | | | |
| | | | State - Various | | | | | | | | | | | |
| 57,800 | | | State - Supplementary Block Grant | | | | | | | | | | | |
| 178,200 | | | State - Repair Program Regional Roads | | | | | | | | | | | |
| | 19,200 | | State - Ross Lane Straightening | | | | | | | | | | | |
| | 549,900 | 615,300 | State - Marine Estate | 189,500 | | | | | | | | | | |
| | | | Federal - Airport Boulevard | 1,500,000 | 1,500,000 | | | | | | | | | |
| | 957,400 | | Federal - Department of Infrastructure | | | | | | | | | | | |
| 1,890,200 | | | Federal - Ross Lane / Coast Rd R'bout | | | | | | | | | | | |
| | 136,400 | 4,500 | Private - Contributions | | | | | | | | | | | |
| | | | State - Fixing Local Roads Round 1 | 535,400 | 250,000 | | | | | | | | | |
| | | | State - Fixing Local Roads Round 2 | | 337,000 | | | | | | | | | |
| | | 5,800,800 | Transport for NSW - Assets (Non-cash) | | | | | | | | | | | |
| | | | Federal - Local Roads and Comm Infra (LCRI) | 306,000 | 226,000 | | | | | | | | | |
| | | | Federal - Pearce Creek Bridge | | | 2,000,000 | | | | | | | | |
| | | | State - Pearce Creek Bridge | | 300,000 | 1,948,400 | | | | | | | | |
| | | | State - Lennox Head Vision - Ballina Street | | 995,900 | | | | | | | | | |
| | | | Ancillary | | | | | | | | | | | |
| 4,000 | | | State - Miscellaneous | | | | | | | | | | | |
| 290,400 | | 290,400 | State - Coastal Shared Path | 299,000 | | | | | | | | | | |
| | 33,100 | 252,800 | State - Coastal Walk | 547,000 | | | | | | | | | | |
| | | | State - Shared Path, Lighthouse Parade | 211,000 | | | | | | | | | | |
| | 253,500 | 599,600 | Federal - Coastal Shared Path | 27,000 | | | | | | | | | | |
| | | 246,000 | Federal - Roads to Recovery | | | | | | | | | | | |
| | | | Federal - Local Roads and Comm Infra (LCRI) | 160,000 | 290,000 | | | | | | | | | |
| | | | RMS (RMS Roads) | | | | | | | | | | | |
| | | 77,000 | State - Supplementary Block Grant | | | | | | | | | | | |

CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS (cont'd)

| ACTUAL | | | BUDGET ITEMS | ESTIMATED | | | | | | | | | | |
|------------------|-------------------|-------------------|---|------------------|-------------------|-------------------|------------------|------------------|------------------|-------------------|-------------------|-------------------|------------------|----------------|
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | | Other Water Transport | | | | | | | | | | | |
| 234,700 | 12,600 | | State - Regional Boating Program | | | | | | | | | | | |
| 37,600 | | | State - RBP - East Wardell, Pontoon | | | | | | | | | | | |
| 70,900 | | | State - RBP - Cap Cook Park – Pontoons | | | | | | | | | | | |
| 51,000 | 4,900 | | State - RBP - Fishery Creek - Pontoon | | | | | | | | | | | |
| 77,900 | | | State - RBP - Faulks Reserve – Pontoon | | | | | | | | | | | |
| 40,000 | 1,700 | | State - RBP - Emigrant Creek - Access | | | | | | | | | | | |
| 5,300 | 5,100 | | State - RBP - Nth Ck Road, Lennox Hd | 15,000 | 75,000 | | | | | | | | | |
| 5,200 | 5,500 | | State - RBP - Brunswick St, Ballina | | | | | | | | | | | |
| | | | Open Spaces | | | | | | | | | | | |
| 60,000 | | | Private - Ballina RSL - Captain Cook | | | | | | | | | | | |
| | | | Elizabeth Park Contribution | 10,000 | | | | | | | | | | |
| 67,100 | | | Private - Playground Elevation Estate | | | | | | | | | | | |
| | | 11,000 | Insurance - Community Gardens | | | | | | | | | | | |
| | | 6,000 | State - Wardell Shade Structures | | | | | | | | | | | |
| | 83,200 | | State - Pop Denison Master Plan | 168,800 | | | | | | | | | | |
| | | 881,400 | Third Party Works - Council Assets (Non-cash) | | | | | | | | | | | |
| | | | Federal - Local Roads and Comm Infra (LCRI) | 215,000 | 250,000 | | | | | | | | | |
| | | | Open Spaces & Reserves Buildings | | | | | | | | | | | |
| | | | Federal - Local Roads and Comm Infra (LCRI) | 80,000 | 150,000 | | | | | | | | | |
| | | | Sports Fields | | | | | | | | | | | |
| 91,900 | | | State - Various | | | | | | | | | | | |
| | 71,800 | 40,800 | State - Williams Reserve Lighting | | | | | | | | | | | |
| | 35,000 | | State - Saunders Oval Lighting | | | | | | | | | | | |
| | 27,300 | (24,400) | State - Kingsford Smith Retaining Wall | | | | | | | | | | | |
| | 132,000 | | State - Wollongbar Sportsfield | 268,000 | | | | | | | | | | |
| | 25,000 | | State - Fripp Oval | | | | | | | | | | | |
| | 326,700 | 663,300 | State - Skennars Head Sports Fields | | | | | | | | | | | |
| | | 85,000 | Internal - Wastewater | | | | | | | | | | | |
| | 50,000 | | Developer - Noice Attenuation | | | | | | | | | | | |
| | | 279,400 | Insurance - Shipping Container Amenities | 65,000 | | | | | | | | | | |
| | | | Federal - Local Roads and Comm Infra (LCRI) | 200,000 | 261,000 | | | | | | | | | |
| | | | State - Kingsford Smith - Major Upgrades | 100,000 | 200,000 | 3,300,000 | | | | | | | | |
| | | | Emergency Services | | | | | | | | | | | |
| | | 207,200 | Rural Fire Service - Equipment (Non-cash) | | | | | | | | | | | |
| | | | Rural Fire Service - Lennox Head Shed | | 370,000 | | | | | | | | | |
| 6,067,900 | 11,674,600 | 12,938,500 | Total Capital Grants and Conts | 8,614,300 | 12,645,900 | 18,635,400 | 1,708,000 | 2,345,000 | 1,127,000 | 10,529,000 | 15,435,600 | 10,652,100 | 4,273,000 | 152,000 |

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 | | | | | | | | | | |
|------------------|----------------|------------------|--|----------------|----------|-------------------|------------------|------------------|----------|----------|----------|----------|----------|----------|
| 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 |
| | | | Southern Cross Industrial Estate Sale | | | | | | | | | | | |
| | | | Land Sales | 0 | | 5,803,200 | 5,803,200 | 2,901,300 | | | | | | |
| 0 | 0 | 0 | Sub Total - Southern Cross | 0 | 0 | 5,803,200 | 5,803,200 | 2,901,300 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Russellton Industrial Estate Sale | | | | | | | | | | | |
| | | | Land Sales | | | | | | | | | | | |
| 10,000 | | 327,200 | Sub Total - Russellton | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Other | | | | | | | | | | | |
| | 341,700 | | Surplus Land - Miscellaneous Sales | | | | | | | | | | | |
| 3,850,200 | 228,500 | | Wollongbar Urban Expansion Area | | | 9,369,000 | | | | | | | | |
| | | 2,521,800 | 54 North Creek Road, Ballina | 317,400 | | | | | | | | | | |
| | | 242,200 | 3 Brunswick Street, Ballina | | | | | | | | | | | |
| 3,850,200 | 570,200 | 2,764,000 | Sub Total - Other Land Sales | 317,400 | 0 | 9,369,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3,860,200 | 570,200 | 3,091,200 | Total Capital Income from Land Sales | 317,400 | 0 | 15,172,200 | 5,803,200 | 2,901,300 | 0 | 0 | 0 | 0 | 0 | 0 |

LOAN INCOME

| ACTUAL | | | BUDGET ITEMS | ESTIMATED | | | | | | | | | | |
|------------------|----------|------------------|---|------------------|------------------|-------------------|------------------|----------|----------|----------|----------|----------|----------|----------|
| 2017/18 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | | 2,400,000 | Airport | | | | | | | | | | | |
| | | | Terminal, Parking, Solar, Boulevard Road | 0 | 2,300,000 | 2,700,000 | | | | | | | | |
| | | | Runway - Lengthening / Strengthening | 0 | | 15,000,000 | | | | | | | | |
| | | | Terminal - Baggage Area Expansion | | | 1,000,000 | | | | | | | | |
| | | | Terminal - Arrivals Hall Expansion | | | | | | | | | | | |
| | | 3,000,000 | Roads - Town Centre Renewals | | | | | | | | | | | |
| | | | River Street - Moon to Grant | | | | | | | | | | | |
| | | | Lennox Head - Village Renewal | | | 3,300,000 | | | | | | | | |
| | | 722,000 | Street Lighting | | | | | | | | | | | |
| | | | Energy Efficiency - Internal Loan | | | | | | | | | | | |
| | | | Swimming Pools | | | | | | | | | | | |
| 3,929,500 | | | Ballina | | | | | | | | | | | |
| 3,318,300 | | | Alstonville | | | | | | | | | | | |
| | | 3,600,000 | Property Development | | | | | | | | | | | |
| | | | Boeing Avenue | | 1,000,000 | 3,130,000 | | | | | | | | |
| | | | Airport Boulevard | 1,500,000 | 2,240,000 | | | | | | | | | |
| | | | WUEA Stage 3 | 2,000,000 | 2,400,000 | | | | | | | | | |
| | | | Section 7.11 Roads Plan | | | | | | | | | | | |
| | | | River St - S1 - Smith Dr / Burns Pt (73.9%) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | River St - S2 - Burns Pt to Barlows (73.9%) | 0 | 1,074,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | River St - S3 - Fishery Ck Bridge (49.6%) | 0 | 0 | 3,753,000 | 3,865,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | River St - S4 - B'wick to Tweed (49.6%) | 0 | 220,000 | 706,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Tam Dr - Nth Ck Rd/Kerr St-Lanes (98.6%) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Tam Dr - Canal Bridge - 4 Lanes (98.6%) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Angels Bch Dve/Sheath St - LILO (Land) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | North Creek Road and Bridge (100%) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | North Creek Road and Bridge (Land) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Ross Lane Improvements - West (100%) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Ross Lane Improvements - East (48.5%) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Ross Lane Improvements - East (Land) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Tam Dr to Sthn X Dve - Right Ban (100%) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | North Ck Rd/Res Rd/Hutley-Calm (71.6%) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Bang Rd / Angels Bch Dve R'bout (100%) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Sandy Flat Road (100%) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Nth Ck/Tam Dve/Sth X Dve-Lanes(100%) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Bangalow Rd - Lane East R'bout (100%) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | Barlows Road Connection (64.5%) | 0 | 0 | 1,000,000 | 1,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7,247,800 | 0 | 9,722,000 | Total Loan Income | 3,500,000 | 9,234,000 | 30,589,000 | 4,865,500 | 0 | 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 | 2020/21 | | | 2021/22 | | | 2022/23 | | | 2023/24 | | | 2024/25 | | |
| | To | From | Net | To | From | Net | To | From | Net | To | From | Net | To | From | Net |
| Corporate and Community Division | | | | | | | | | | | | | | | |
| Governance | | | | | | | | | | | | | | | |
| Council Election | 100,000 | 0 | 100,000 | 75,000 | 300,000 | (225,000) | 77,000 | 0 | 77,000 | 79,000 | 0 | 79,000 | 79,000 | 310,000 | (231,000) |
| Insurance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Communications | | | | | | | | | | | | | | | |
| | | 100,000 | (100,000) | | | | | | | | | | | | |
| Financial Services | | | | | | | | | | | | | | | |
| Projects and Revaluations | 10,000 | 66,000 | (56,000) | 60,000 | 60,000 | (60,000) | 10,000 | 0 | 10,000 | 10,000 | 60,000 | (50,000) | 10,000 | 0 | 10,000 |
| Interest to be Distributed | 169,000 | | 169,000 | 0 | | 0 | 0 | | 0 | 0 | | 0 | 0 | | 0 |
| Bushfire Recovery Grant | 300,000 | 1,225,000 | (925,000) | 300,000 | 300,000 | (300,000) | | | | | | | | | |
| Financial Assistance Grant | | | 0 | | | 0 | | | 0 | | | 0 | | | 0 |
| People and Culture | | | | | | | | | | | | | | | |
| | | 47,400 | (47,400) | | | | | | | | | | | | |
| Commercial Property | | | | | | | | | | | | | | | |
| Community Infrastructure Reserve | | | | | | | | | | | | | | | |
| Interest Earned on Reserve | 32,000 | | 32,000 | 17,000 | | 17,000 | 6,000 | | 6,000 | 10,000 | | 10,000 | 5,000 | | 5,000 |
| Rental - 89 Tamar Street | 754,000 | 106,700 | 647,300 | 800,000 | 82,800 | 717,200 | 800,000 | 83,000 | 717,000 | 816,000 | 85,000 | 731,000 | 832,000 | 87,000 | 745,000 |
| Rental - Fawcett Street Café | 45,000 | 27,400 | 17,600 | 71,000 | 26,500 | 44,500 | 71,000 | 27,500 | 43,500 | 72,400 | 28,200 | 44,200 | 73,800 | 29,000 | 44,800 |
| Lake Ainsworth CMP | | 50,000 | (50,000) | | 25,000 | (25,000) | | | | | 62,000 | (62,000) | | | |
| Alstonville Cultural Centre | | | | | | | | | | | | | | | |
| Swimming Pools | | 292,000 | (292,000) | | | | | | | | | | | | |
| Lennox Village Renewal | | 500,000 | (500,000) | | 2,504,100 | (2,504,100) | | (304,100) | 304,100 | | | | | | |
| Lennox Village Renewal Ross Park | | 92,500 | (92,500) | | | | | | | | | | | | |
| Lennox Head Rural Fire Shed | | | | | 400,000 | (400,000) | | | | | | | | | |
| Lennox Head Cultural Centre | 571,000 | | 571,000 | | | | | | | | | | | | |
| Ballina SES Building | | | | | | | | 800,000 | (800,000) | | 1,700,000 | (1,700,000) | | | |
| Shaws Bay CMP | | 80,000 | (80,000) | | | | | | | | | | | | |
| Hall Renewals Program | | 167,000 | (167,000) | | 0 | 0 | | 0 | 0 | | 0 | 0 | | 0 | 0 |
| Wollongbar - District Park | | | | | 265,000 | (265,000) | | | | | | | | | |
| Section 7.11 Recoupments | 450,000 | | 450,000 | 450,000 | | 450,000 | 450,000 | | 450,000 | 450,000 | | 450,000 | 450,000 | | 450,000 |
| Loan P & I - Comm Buildings | | 20,600 | (20,600) | | 20,600 | (20,600) | | 20,600 | (20,600) | | 0 | 0 | | 0 | 0 |
| Loan P & I - Town Centre | | 270,000 | (270,000) | | 243,000 | (243,000) | | 243,000 | (243,000) | | 540,000 | (540,000) | | 540,000 | (540,000) |
| Total - Comm Infrastructure | 1,852,000 | 1,606,200 | 245,800 | 1,338,000 | 3,567,000 | (2,229,000) | 1,327,000 | 870,000 | 457,000 | 1,348,400 | 2,415,200 | (1,066,800) | 1,360,800 | 656,000 | 704,800 |
| Property Development Reserve | | | | | | | | | | | | | | | |
| Interest Earned on Reserve | 8,000 | | 8,000 | 4,000 | | 4,000 | 1,000 | | 1,000 | 134,000 | | 134,000 | 138,000 | | 138,000 |
| Boeing Avenue - Loan Repayments | | 242,000 | (242,000) | | 235,000 | (235,000) | | 247,000 | (247,000) | | 7,443,000 | (7,443,000) | | 0 | 0 |
| Southern Cross Movements | 0 | 335,000 | (335,000) | | 166,200 | (166,200) | 5,803,200 | 66,900 | 5,736,300 | 5,803,200 | 68,100 | 5,735,100 | 2,901,300 | 69,400 | 2,831,900 |
| Russellton Movements | 0 | 43,000 | (43,000) | 0 | 43,300 | (43,300) | 0 | 43,900 | (43,900) | 0 | 44,800 | (44,800) | 0 | 45,800 | (45,800) |
| Wollongbar Movements | 0 | 43,500 | (43,500) | 0 | 43,200 | (43,200) | 9,369,000 | 44,900 | 9,324,100 | 0 | 34,600 | (34,600) | 0 | 35,300 | (35,300) |
| Norfolk Homes Rental | 113,000 | | 113,000 | 195,000 | | 195,000 | 195,000 | | 195,000 | 165,000 | | 165,000 | 168,300 | | 168,300 |
| ARC Rental | 264,000 | 5,000 | 259,000 | 288,000 | 5,000 | 283,000 | 288,000 | 5,000 | 283,000 | 293,800 | 5,100 | 288,700 | 299,700 | 5,300 | 294,400 |
| North Creek Road - Development | 317,400 | 17,000 | 300,400 | | | | | | | | | | | | |
| Shelly Beach Café | | 76,000 | (76,000) | | | | | | | | | | | | |
| Airport Boulevard - Loan Repayments | | | 0 | | 85,000 | (85,000) | | 212,000 | (212,000) | | 212,000 | (212,000) | | 3,375,000 | (3,375,000) |
| Henderson Farm (Residual) - Conts | | 0 | 0 | | 275,000 | (275,000) | | | | | | | | | |
| WUEA - Stage 3 | | | 0 | | 26,000 | (26,000) | | 4,499,000 | (4,499,000) | | | | | | |
| Dividend - General Fund Operations | | 18,900 | (18,900) | | 88,200 | (88,200) | | 76,700 | (76,700) | | 112,100 | (112,100) | | 127,300 | (127,300) |
| Total - Property Development | 702,400 | 780,400 | (78,000) | 487,000 | 966,900 | (479,900) | 15,656,200 | 5,195,400 | 10,460,800 | 6,396,000 | 7,919,700 | (1,523,700) | 3,507,300 | 3,658,100 | (150,800) |
| Miscellaneous Commercial Property | | | | | | | | | | | | | | | |
| Wigmore Arcade | 110,000 | | 110,000 | 130,000 | | 130,000 | 150,000 | | 150,000 | 170,000 | | 170,000 | 190,000 | | 190,000 |
| Crown Reserves | 67,300 | 83,000 | (15,700) | 75,000 | 75,000 | 0 | 76,000 | 76,000 | 0 | 77,200 | 77,200 | 0 | 78,400 | 78,400 | 0 |
| Flat Rock Tent Park | | | | | | | | | | | | | | | |
| | 36,000 | 75,000 | (39,000) | 101,500 | 170,000 | (68,500) | 103,800 | 70,000 | 33,800 | 104,700 | 70,000 | 34,700 | 105,700 | 70,000 | 35,700 |
| Airport | | | | | | | | | | | | | | | |
| | 0 | 814,000 | (814,000) | 1,311,000 | 1,468,000 | (157,000) | 1,815,100 | 150,000 | 1,665,100 | 1,458,400 | 1,625,000 | (166,600) | 1,734,100 | 1,400,000 | 334,100 |
| Community Facilities | | | | | | | | | | | | | | | |
| Community Centres | 200,000 | 350,000 | (150,000) | | | | | | | | | | | | |
| Alstonville Cultural Centre | 284,000 | 665,000 | (381,000) | 324,000 | 24,000 | 300,000 | | 593,000 | (593,000) | | | | | | |
| Library Services | | | | | | | | | | | | | | | |
| | 28,700 | | 28,700 | | | | | | | | | | | | |
| Facilities Management | | | | | | | | | | | | | | | |
| Administration Building and Depot | 669,000 | 798,000 | (129,000) | | 669,000 | (669,000) | | | | | | | | | |
| Building Asset Renewal Program | 14,000 | 131,300 | (117,300) | | 14,000 | (14,000) | | | | | | | | | |
| Fleet and Plant | | | | | | | | | | | | | | | |
| | 1,874,700 | 2,629,100 | (754,400) | 1,971,400 | 1,927,000 | 44,400 | 2,081,600 | 1,880,000 | 201,600 | 2,124,300 | 2,177,000 | (52,700) | 2,167,400 | 1,740,000 | 427,400 |
| Total - Corporate and Community | 6,417,100 | 9,370,400 | (2,953,300) | 5,812,900 | 9,540,900 | (3,728,000) | 21,296,700 | 8,834,400 | 12,462,300 | 11,768,000 | 14,344,100 | (2,576,100) | 9,232,700 | 7,912,500 | 1,320,200 |

(Reserve movements carried forward on following page)

RESERVE MOVEMENTS - GENERAL FUND (cont'd)

| Reserve Title | 2020/21 | | | 2021/22 | | | 2022/23 | | | 2023/24 | | | 2024/25 | | |
|--|-------------------|-------------------|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|------------------|
| | To | From | Net | To | From | Net | To | From | Net | To | From | Net | To | From | Net |
| <i>Planning and Environmental Health Division</i> | | | | | | | | | | | | | | | |
| Development Services | | | | | | | | | | | | | | | |
| Dev Services - Resources / Legals | 530,000 | 300,000 | 230,000 | | | | | | | | | | | | |
| Environmental and Public Health | | | | | | | | | | | | | | | |
| Environmental and Public Health | | 411,700 | (411,700) | | | | | | | | | | | | |
| Healthy Waterways Program | 270,000 | 135,000 | 135,000 | | | | | | | | | | | | |
| Coastal Management Plans | 227,300 | 371,500 | (144,200) | | | | | | | | | | | | |
| Public Order - Rangers | 2,000 | 14,000 | (12,000) | | | | | | | | | | | | |
| Strategic Planning | | | | | | | | | | | | | | | |
| Section 7.11 Contributions | 4,523,000 | 3,462,000 | 1,061,000 | 3,394,000 | 4,600,200 | (1,206,200) | 3,888,000 | 8,935,000 | (5,047,000) | 4,370,000 | 6,539,000 | (2,169,000) | 4,861,000 | 3,511,000 | 1,350,000 |
| Strategic Planning Studies | | 261,700 | (261,700) | | | | | | | | | | | | |
| Section 7.11 Reviews and Admin | 60,000 | 30,000 | 30,000 | 60,000 | 30,000 | 30,000 | 62,000 | 32,000 | 30,000 | 64,000 | 34,000 | 30,000 | 66,000 | 36,000 | 30,000 |
| Environmental Action Plan | | 20,000 | (20,000) | | | | | | | | | | | | |
| Open Spaces - Parks | | | | | | | | | | | | | | | |
| Open Space Programs | | 535,000 | (535,000) | 93,000 | | 93,000 | | 93,000 | (93,000) | | | | | | |
| Pop Denison | 318,800 | | 318,800 | | 318,800 | (318,800) | | | 0 | | | | | | |
| Ross Park | 400,000 | | 400,000 | | 400,000 | (400,000) | | | 0 | | | | | | |
| Wollongbar Skate Park | 200,000 | 1,413,000 | (1,213,000) | 200,000 | | (200,000) | | | | | | | | | |
| Open Spaces - Vegetation | 755,700 | 157,600 | 598,100 | 202,300 | 530,900 | (328,600) | | 80,900 | (80,900) | | 80,900 | (80,900) | | 81,300 | (81,300) |
| Open Spaces - Sports Fields | | | | | | | | | | | | | | | |
| Sports Fields Improvements | 11,000 | 538,000 | (527,000) | | 65,000 | (65,000) | | | | | | | | | |
| Ballina Hockey Club | 7,000 | 0 | 7,000 | 7,000 | 0 | 7,000 | 7,000 | 0 | 7,000 | 7,200 | 0 | 7,200 | 7,400 | 0 | 7,400 |
| Open Spaces - Cemeteries | | | | | | | | | | | | | | | |
| | 97,000 | 50,000 | 47,000 | 126,000 | 70,000 | 56,000 | 134,000 | 70,000 | 64,000 | 136,600 | 70,000 | 66,600 | 138,800 | 70,000 | 68,800 |
| Open Spaces - Public Amenities | | | | | | | | | | | | | | | |
| | 6,000 | 139,000 | (133,000) | 140,000 | | 140,000 | | 140,000 | (140,000) | | | | | | |
| Community Gallery | | | | | | | | | | | | | | | |
| Gallery Projects | | 41,900 | (41,900) | | | | | | | | | | | | |
| Public Art Contributions | 10,000 | 11,000 | (1,000) | 10,000 | 0 | 10,000 | 11,000 | 0 | 11,000 | 11,000 | 0 | 11,000 | 11,000 | 0 | 11,000 |
| Total - Planning and Env Health | 7,417,800 | 7,891,400 | (473,600) | 4,032,300 | 6,214,900 | (2,182,600) | 4,102,000 | 9,350,900 | (5,248,900) | 4,588,800 | 6,723,900 | (2,135,100) | 5,084,200 | 3,698,300 | 1,385,900 |
| <i>Civil Services Division</i> | | | | | | | | | | | | | | | |
| Asset Management | | | | | | | | | | | | | | | |
| Asset Revaluations | 20,000 | | 20,000 | 20,000 | | 20,000 | 25,000 | | 25,000 | 25,000 | 70,000 | (45,000) | 25,000 | | 25,000 |
| Surveying Equipment | 15,000 | 50,000 | (35,000) | 15,000 | 0 | 15,000 | 15,000 | 0 | 15,000 | 15,000 | 0 | 15,000 | 15,000 | 0 | 15,000 |
| Stormwater and Env Protection | | | | | | | | | | | | | | | |
| Stormwater | 70,000 | 489,700 | (419,700) | | 5,000 | (5,000) | | | | | | | | | |
| Canal Dredging | 56,400 | 30,000 | 26,400 | 50,000 | 190,000 | (140,000) | 55,000 | 20,000 | 35,000 | 60,000 | 20,000 | 40,000 | 65,000 | 20,000 | 45,000 |
| Management Plans | 75,000 | | 75,000 | | 120,000 | (120,000) | | 62,000 | (62,000) | | 31,000 | (31,000) | | 32,000 | (32,000) |
| Roads and Bridges | | | | | | | | | | | | | | | |
| Road Works | 1,072,000 | 3,026,400 | (1,954,400) | | 1,147,000 | (1,147,000) | | | | | | | | | 0 |
| Roads Pre-Plan Sec 7.11 | | | 0 | | 212,000 | (212,000) | | 65,000 | (65,000) | | 65,000 | (65,000) | | | |
| Alstonville Bypass Handover | 9,000 | 112,000 | (103,000) | 7,000 | 102,000 | (95,000) | 6,000 | 104,000 | (98,000) | 7,000 | 106,000 | (99,000) | 6,000 | 108,000 | (102,000) |
| Ballina Bypass Handover | 17,000 | 18,000 | (1,000) | 28,000 | 160,000 | (132,000) | 25,000 | 163,000 | (138,000) | 28,000 | 166,000 | (138,000) | 30,000 | 169,000 | (139,000) |
| Tintenbar to Ewingsdale Handover | | 56,000 | (56,000) | | 108,000 | (108,000) | | 110,000 | (110,000) | | 112,000 | (112,000) | | 114,000 | (114,000) |
| Street Cleaning Program | | | | 140,000 | 140,000 | 0 | 150,000 | 123,000 | 27,000 | 165,000 | 172,000 | (7,000) | 168,000 | 156,000 | 12,000 |
| Ancillary Transport Facilities | | | | | | | | | | | | | | | |
| Footpaths / Shared Paths / Lighting | 211,000 | 321,100 | (110,100) | 36,000 | 136,000 | (100,000) | | 36,000 | (36,000) | | | | | | |
| Coastal Shared Path / Walk | | 576,700 | (576,700) | | | 0 | | | 0 | | | | | | |
| Car Park Improvements | 30,000 | | 30,000 | | | 0 | | | 0 | | | | | | |
| Ferry Wharves and Jetties | | | | | | | | | | | | | | | |
| Boat Ramps and Infrastructure | 75,000 | 120,000 | (45,000) | | 75,000 | (75,000) | | | | | | | | | |
| Rural Fire Service | | | | | | | | | | | | | | | |
| Quarries and Sandpit | 13,000 | 116,000 | (103,000) | 0 | 19,000 | (19,000) | 21,600 | 0 | 21,600 | 22,000 | 0 | 22,000 | 40,600 | 0 | 40,600 |
| Resource Recovery | | | | | | | | | | | | | | | |
| | 972,900 | 80,000 | 892,900 | 176,000 | 550,000 | (374,000) | 362,500 | 100,000 | 262,500 | 429,700 | 101,000 | 328,700 | 448,100 | 102,000 | 346,100 |
| Domestic Waste Management | | | | | | | | | | | | | | | |
| | 0 | 403,500 | (403,500) | 336,000 | 0 | 336,000 | 348,700 | 0 | 348,700 | 395,000 | 0 | 395,000 | 459,900 | 0 | 459,900 |
| Total - Civil Services | 2,636,300 | 5,399,400 | (2,763,100) | 808,000 | 2,964,000 | (2,156,000) | 1,008,800 | 783,000 | 225,800 | 1,146,700 | 843,000 | 303,700 | 1,257,600 | 701,000 | 556,600 |
| Totals | 16,471,200 | 22,661,200 | (6,190,000) | 10,653,200 | 18,719,800 | (8,066,600) | 26,407,500 | 18,968,300 | 7,439,200 | 17,503,500 | 21,911,000 | (4,407,500) | 15,574,500 | 12,311,800 | 3,262,700 |

| RESERVE BALANCES - GENERAL FUND | | | | | | | | | | | | | | | |
|---|-------------------|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|-------------------|-------------------|------------------|-------------------|
| Reserve Title | 2020/21 | | | 2021/22 | | | 2022/23 | | | 2023/24 | | | 2024/25 | | |
| | Opening | Movement | Closing | Opening | Movement | Closing | Opening | Movement | Closing | Opening | Movement | Closing | Opening | Movement | Closing |
| Corporate and Community Division | | | | | | | | | | | | | | | |
| Governance | | | | | | | | | | | | | | | |
| Council Election | 200,000 | 100,000 | 300,000 | 300,000 | (225,000) | 75,000 | 75,000 | 77,000 | 152,000 | 152,000 | 79,000 | 231,000 | 231,000 | (231,000) | 0 |
| Insurance | 150,700 | 0 | 150,700 | 150,700 | 0 | 150,700 | 150,700 | 0 | 150,700 | 150,700 | 0 | 150,700 | 150,700 | 0 | 150,700 |
| Communications | | | | | | | | | | | | | | | |
| Donations / Events / Bushfire Resilience | 100,000 | (100,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Financial Services | | | | | | | | | | | | | | | |
| Financial Assistance Grant | 2,417,800 | 0 | 2,417,800 | 2,417,800 | 0 | 2,417,800 | 2,417,800 | 0 | 2,417,800 | 2,417,800 | 0 | 2,417,800 | 2,417,800 | 0 | 2,417,800 |
| Bushfire Recovery | 1,225,000 | (925,000) | 300,000 | 300,000 | (300,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Legal / Audit / Revaluations / Other | 221,900 | (56,000) | 165,900 | 165,900 | (60,000) | 105,900 | 105,900 | 10,000 | 115,900 | 115,900 | (50,000) | 65,900 | 65,900 | 10,000 | 75,900 |
| Interest to be Distributed | 0 | 169,000 | 169,000 | 169,000 | 0 | 169,000 | 169,000 | 0 | 169,000 | 169,000 | 0 | 169,000 | 169,000 | 0 | 169,000 |
| 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 | 77,400 | (47,400) | 30,000 | 30,000 | 0 | 30,000 | 30,000 | 0 | 30,000 | 30,000 | 0 | 30,000 | 30,000 | 0 | 30,000 |
| Information Services | | | | | | | | | | | | | | | |
| Projects | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Commercial Property | | | | | | | | | | | | | | | |
| Community Infrastructure | 3,201,900 | 245,800 | 3,447,700 | 3,447,700 | (2,229,000) | 1,218,700 | 1,218,700 | 457,000 | 1,675,700 | 1,675,700 | (1,066,800) | 608,900 | 608,900 | 704,800 | 1,313,700 |
| Property Development | 794,600 | (78,000) | 716,600 | 716,600 | (479,900) | 236,700 | 236,700 | 10,460,800 | 10,697,500 | 10,697,500 | (1,523,700) | 9,173,800 | 9,173,800 | (150,800) | 9,023,000 |
| Sub Total - Major Property Res | 3,996,500 | 167,800 | 4,164,300 | 4,164,300 | (2,708,900) | 1,455,400 | 1,455,400 | 10,917,800 | 12,373,200 | 12,373,200 | (2,590,500) | 9,782,700 | 9,782,700 | 554,000 | 10,336,700 |
| Wigmore Arcade | 386,100 | 110,000 | 496,100 | 496,100 | 130,000 | 626,100 | 626,100 | 150,000 | 776,100 | 776,100 | 170,000 | 946,100 | 946,100 | 190,000 | 1,136,100 |
| Crown Properties | 86,900 | (15,700) | 71,200 | 71,200 | 0 | 71,200 | 71,200 | 0 | 71,200 | 71,200 | 0 | 71,200 | 71,200 | 0 | 71,200 |
| Flat Rock Tent Park | 293,000 | (39,000) | 254,000 | 254,000 | (68,500) | 185,500 | 185,500 | 33,800 | 219,300 | 219,300 | 34,700 | 254,000 | 254,000 | 35,700 | 289,700 |
| Airport | 2,337,100 | (814,000) | 1,523,100 | 1,523,100 | (157,000) | 1,366,100 | 1,366,100 | 1,665,100 | 3,031,200 | 3,031,200 | (166,600) | 2,864,600 | 2,864,600 | 334,100 | 3,198,700 |
| Community Facilities | | | | | | | | | | | | | | | |
| Alstonville Cultural Centre | 674,000 | (381,000) | 293,000 | 293,000 | 300,000 | 593,000 | 593,000 | (593,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facilities Management | | | | | | | | | | | | | | | |
| Improvement Program | 798,000 | (129,000) | 669,000 | 669,000 | (669,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facilities Refurbishments | 636,200 | (267,300) | 368,900 | 368,900 | (14,000) | 354,900 | 354,900 | 0 | 354,900 | 354,900 | 0 | 354,900 | 354,900 | 0 | 354,900 |
| Library Services | 190,200 | 28,700 | 218,900 | 218,900 | 0 | 218,900 | 218,900 | 0 | 218,900 | 218,900 | 0 | 218,900 | 218,900 | 0 | 218,900 |
| Plant and Fleet | | | | | | | | | | | | | | | |
| | 552,300 | (754,400) | (202,100) | (202,100) | 44,400 | (157,700) | (157,700) | 201,600 | 43,900 | 43,900 | (52,700) | (8,800) | (8,800) | 427,400 | 418,600 |
| Total - Corporate and Community | 17,336,800 | (2,953,300) | 14,383,500 | 14,383,500 | (3,728,000) | 10,655,500 | 10,655,500 | 12,462,300 | 23,117,800 | 23,117,800 | (2,576,100) | 20,541,700 | 20,541,700 | 1,320,200 | 21,861,900 |
| Planning and Environmental Health Division | | | | | | | | | | | | | | | |
| Development Services | | | | | | | | | | | | | | | |
| Development Services Resources / Legals | 0 | 230,000 | 230,000 | 230,000 | 0 | 230,000 | 230,000 | 0 | 230,000 | 230,000 | 0 | 230,000 | 230,000 | 0 | 230,000 |
| Public and Environmental Health | | | | | | | | | | | | | | | |
| Environmental Health Projects | 411,700 | (411,700) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Healthy Waterways Program and Projects | 518,000 | 135,000 | 653,000 | 653,000 | 0 | 653,000 | 653,000 | 0 | 653,000 | 653,000 | 0 | 653,000 | 653,000 | 0 | 653,000 |
| Coastal Management Plans | 486,800 | (144,200) | 342,600 | 342,600 | 0 | 342,600 | 342,600 | 0 | 342,600 | 342,600 | 0 | 342,600 | 342,600 | 0 | 342,600 |
| Quarry Compliance | 43,000 | 0 | 43,000 | 43,000 | 0 | 43,000 | 43,000 | 0 | 43,000 | 43,000 | 0 | 43,000 | 43,000 | 0 | 43,000 |
| Public Order | | | | | | | | | | | | | | | |
| Rangers and Animal Shelter | 14,000 | (12,000) | 2,000 | 2,000 | 0 | 2,000 | 2,000 | 0 | 2,000 | 2,000 | 0 | 2,000 | 2,000 | 0 | 2,000 |
| Strategic Planning | | | | | | | | | | | | | | | |
| Sec. 7.11 Contributions | 12,583,700 | 1,061,000 | 13,644,700 | 13,644,700 | (1,206,200) | 12,438,500 | 12,438,500 | (5,047,000) | 7,391,500 | 7,391,500 | (2,169,000) | 5,222,500 | 5,222,500 | 1,350,000 | 6,572,500 |
| Strategic Planning Projects | 602,800 | (261,700) | 341,100 | 341,100 | 0 | 341,100 | 341,100 | 0 | 341,100 | 341,100 | 0 | 341,100 | 341,100 | 0 | 341,100 |
| Sec 7.11 Reviews and Admin | 365,200 | 30,000 | 395,200 | 395,200 | 30,000 | 425,200 | 425,200 | 30,000 | 455,200 | 455,200 | 30,000 | 485,200 | 485,200 | 30,000 | 515,200 |
| Environmental Action Plan | 26,600 | (20,000) | 6,600 | 6,600 | 0 | 6,600 | 6,600 | 0 | 6,600 | 6,600 | 0 | 6,600 | 6,600 | 0 | 6,600 |
| Community Gallery | 41,900 | (41,900) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Public Art | 89,700 | (1,000) | 88,700 | 88,700 | 10,000 | 98,700 | 98,700 | 11,000 | 109,700 | 109,700 | 11,000 | 120,700 | 120,700 | 11,000 | 131,700 |

(Reserve balances carried forward on following page)

| RESERVE BALANCES - GENERAL FUND (cont'd) | | | | | | | | | | | | | | | |
|--|-------------------|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|------------------|-------------------|
| Reserve Title | 2020/21 | | | 2021/22 | | | 2022/23 | | | 2023/24 | | | 2024/25 | | |
| | Opening | Movement | Closing | Opening | Movement | Closing | Opening | Movement | Closing | Opening | Movement | Closing | Opening | Movement | Closing |
| Open Spaces - Parks | | | | | | | | | | | | | | | |
| Open Spaces | 602,200 | (535,000) | 67,200 | 67,200 | 93,000 | 160,200 | 160,200 | (93,000) | 67,200 | 67,200 | | 67,200 | 67,200 | | 67,200 |
| Ocean Pool | 7,000 | | 7,000 | 7,000 | | 7,000 | 7,000 | | 7,000 | 7,000 | | 7,000 | 7,000 | | 7,000 |
| Pop Denison | 0 | 318,800 | 318,800 | 318,800 | (318,800) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Ross Park | 0 | 400,000 | 400,000 | 400,000 | (400,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Wollongbar Skate Park | 1,413,000 | (1,213,000) | 200,000 | 200,000 | (200,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vegetation Management | 360,200 | 598,100 | 958,300 | 958,300 | (328,600) | 629,700 | 629,700 | (80,900) | 548,800 | 548,800 | (80,900) | 467,900 | 467,900 | (81,300) | 386,600 |
| Open Spaces - Sports Fields | | | | | | | | | | | | | | | |
| Sports Fields Improvements | 592,000 | (527,000) | 65,000 | 65,000 | (65,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Kingsford Smith Park (Insurance) | 19,000 | | 19,000 | 19,000 | | 19,000 | 19,000 | | 19,000 | 19,000 | | 19,000 | 19,000 | | 19,000 |
| Skennars Head Sports Fields | 0 | | 0 | 0 | | 0 | 0 | | 0 | 0 | | 0 | 0 | | 0 |
| Synthetic Hockey Field | 54,100 | 7,000 | 61,100 | 61,100 | 7,000 | 68,100 | 68,100 | 7,000 | 75,100 | 75,100 | 7,200 | 82,300 | 82,300 | 7,400 | 89,700 |
| Open Spaces - Cemeteries | 237,800 | 47,000 | 284,800 | 284,800 | 56,000 | 340,800 | 340,800 | 64,000 | 404,800 | 404,800 | 66,600 | 471,400 | 471,400 | 68,800 | 540,200 |
| Open Spaces - Buildings | | | | | | | | | | | | | | | |
| Amenities Improvement Program | 139,000 | (133,000) | 6,000 | 6,000 | 140,000 | 146,000 | 146,000 | (140,000) | 6,000 | 6,000 | | 6,000 | 6,000 | | 6,000 |
| Total - Planning and Env Health | 18,607,700 | (473,600) | 18,134,100 | 18,134,100 | (2,182,600) | 15,951,500 | 15,951,500 | (5,248,900) | 10,702,600 | 10,702,600 | (2,135,100) | 8,567,500 | 8,567,500 | 1,385,900 | 9,953,400 |
| Civil Services Division | | | | | | | | | | | | | | | |
| Asset Management | | | | | | | | | | | | | | | |
| Asset Management / Revaluations | 0 | 20,000 | 20,000 | 20,000 | 20,000 | 40,000 | 40,000 | 25,000 | 65,000 | 65,000 | (45,000) | 20,000 | 20,000 | 25,000 | 45,000 |
| Surveying Equipment | 40,000 | (35,000) | 5,000 | 5,000 | 15,000 | 20,000 | 20,000 | 15,000 | 35,000 | 35,000 | 15,000 | 50,000 | 50,000 | 15,000 | 65,000 |
| Stormwater and Environmental Protection | | | | | | | | | | | | | | | |
| Stormwater | 489,300 | (419,700) | 69,600 | 69,600 | (5,000) | 64,600 | 64,600 | 0 | 64,600 | 64,600 | 0 | 64,600 | 64,600 | 0 | 64,600 |
| Canal Dredging | 143,600 | 26,400 | 170,000 | 170,000 | (140,000) | 30,000 | 30,000 | 35,000 | 65,000 | 65,000 | 40,000 | 105,000 | 105,000 | 45,000 | 150,000 |
| Management Plans | 417,600 | 75,000 | 492,600 | 492,600 | (120,000) | 372,600 | 372,600 | (62,000) | 310,600 | 310,600 | (31,000) | 279,600 | 279,600 | (32,000) | 247,600 |
| Roads and Bridges | | | | | | | | | | | | | | | |
| Road Works | 3,748,800 | (1,954,400) | 1,794,400 | 1,794,400 | (1,147,000) | 647,400 | 647,400 | 0 | 647,400 | 647,400 | 0 | 647,400 | 647,400 | 0 | 647,400 |
| Roads Pre-Plan Sec 7.11 | 381,100 | 0 | 381,100 | 381,100 | (212,000) | 169,100 | 169,100 | (65,000) | 104,100 | 104,100 | (65,000) | 39,100 | 39,100 | 0 | 39,100 |
| Alstonville Bypass Handover | 820,700 | (103,000) | 717,700 | 717,700 | (95,000) | 622,700 | 622,700 | (98,000) | 524,700 | 524,700 | (99,000) | 425,700 | 425,700 | (102,000) | 323,700 |
| Ballina Bypass Handover | 1,428,500 | (1,000) | 1,427,500 | 1,427,500 | (132,000) | 1,295,500 | 1,295,500 | (138,000) | 1,157,500 | 1,157,500 | (138,000) | 1,019,500 | 1,019,500 | (139,000) | 880,500 |
| Tintenbar to Ewingsdale Handover | 1,383,600 | (56,000) | 1,327,600 | 1,327,600 | (108,000) | 1,219,600 | 1,219,600 | (110,000) | 1,109,600 | 1,109,600 | (112,000) | 997,600 | 997,600 | (114,000) | 883,600 |
| Street Cleaning Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 27,000 | 27,000 | 27,000 | (7,000) | 20,000 | 20,000 | 12,000 | 32,000 |
| Ancillary Transport Facilities | | | | | | | | | | | | | | | |
| Footpaths / Lighting | 504,600 | (110,100) | 394,500 | 394,500 | (100,000) | 294,500 | 294,500 | (36,000) | 258,500 | 258,500 | 0 | 258,500 | 258,500 | 0 | 258,500 |
| Coastal Recreational Path / Walk | 576,700 | (576,700) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Car Park Improvements | | 30,000 | 30,000 | 30,000 | 0 | 30,000 | 30,000 | 0 | 30,000 | 30,000 | 0 | 30,000 | 30,000 | 0 | 30,000 |
| Marine Infrastructure | | | | | | | | | | | | | | | |
| Boat Ramps and Ferry | 135,200 | (45,000) | 90,200 | 90,200 | (75,000) | 15,200 | 15,200 | | 15,200 | 15,200 | | 15,200 | 15,200 | | 15,200 |
| Ferry Slippage | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 |
| Rural Fire Service | 30,000 | | 30,000 | 30,000 | | 30,000 | 30,000 | | 30,000 | 30,000 | | 30,000 | 30,000 | | 30,000 |
| Quarries | 827,700 | (103,000) | 724,700 | 724,700 | (19,000) | 705,700 | 705,700 | 21,600 | 727,300 | 727,300 | 22,000 | 749,300 | 749,300 | 40,600 | 789,900 |
| Resource Recovery | | | | | | | | | | | | | | | |
| LRM - Operations | 926,200 | 892,900 | 1,819,100 | 1,819,100 | (374,000) | 1,445,100 | 1,445,100 | 262,500 | 1,707,600 | 1,707,600 | 328,700 | 2,036,300 | 2,036,300 | 346,100 | 2,382,400 |
| Resource Recovery | | | | | | | | | | | | | | | |
| DWM - Operations (Externally Restricted) | 1,235,100 | (403,500) | 831,600 | 831,600 | 336,000 | 1,167,600 | 1,167,600 | 348,700 | 1,516,300 | 1,516,300 | 395,000 | 1,911,300 | 1,911,300 | 459,900 | 2,371,200 |
| Total - Civil Services | 13,098,700 | (2,763,100) | 10,335,600 | 10,335,600 | (2,156,000) | 8,179,600 | 8,179,600 | 225,800 | 8,405,400 | 8,405,400 | 303,700 | 8,709,100 | 8,709,100 | 556,600 | 9,265,700 |
| Total - Increase / (Decrease) | 49,043,200 | (6,190,000) | 42,853,200 | 42,853,200 | (8,066,600) | 34,786,600 | 34,786,600 | 7,439,200 | 42,225,800 | 42,225,800 | (4,407,500) | 37,818,300 | 37,818,300 | 3,262,700 | 41,081,000 |
| Reserve Dissection | | | | | | | | | | | | | | | |
| Internally Restricted | 35,137,500 | (6,831,800) | 28,305,700 | 28,305,700 | (7,196,400) | 21,109,300 | 21,109,300 | 12,137,500 | 33,246,800 | 33,246,800 | (2,633,500) | 30,613,300 | 30,613,300 | 1,452,800 | 32,066,100 |
| Externally Restricted | 13,905,700 | 641,800 | 14,547,500 | 14,547,500 | (870,200) | 13,677,300 | 13,677,300 | (4,698,300) | 8,979,000 | 8,979,000 | (1,774,000) | 7,205,000 | 7,205,000 | 1,809,900 | 9,014,900 |

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 |
|---|----------------|----------------|----------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| ASSETS | | | | | | | | | | | | | | | | |
| Current Assets | | | | | | | | | | | | | | | | |
| Cash and Cash Equivalents | 1,746 | 11,989 | 5,625 | 12,246 | 10,034 | 10,034 | 10,034 | 10,034 | 10,034 | 10,034 | 10,034 | 10,034 | 10,034 | 10,034 | 10,034 | 10,034 |
| Investments | 34,946 | 35,655 | 40,354 | 32,926 | 39,687 | 40,700 | 32,600 | 39,300 | 34,100 | 36,600 | 36,800 | 42,500 | 44,900 | 47,800 | 52,500 | 60,200 |
| Receivables | 6,941 | 4,892 | 5,763 | 7,254 | 3,502 | 3,580 | 3,660 | 3,740 | 3,820 | 3,900 | 3,980 | 4,060 | 4,150 | 4,240 | 4,330 | 4,420 |
| Inventories | 808 | 2,420 | 1,472 | 2,411 | 820 | 840 | 860 | 880 | 900 | 920 | 940 | 960 | 980 | 1,000 | 1,020 | 1,050 |
| Contract assets | 0 | 0 | 0 | 0 | 1,192 | 1,220 | 1,250 | 1,280 | 1,310 | 1,340 | 1,370 | 1,400 | 1,430 | 1,460 | 1,490 | 1,520 |
| Other | 181 | 1,630 | 195 | 221 | 502 | 520 | 540 | 560 | 580 | 600 | 620 | 640 | 660 | 680 | 700 | 720 |
| Total Current Assets | 44,622 | 56,586 | 53,409 | 55,058 | 55,737 | 56,894 | 48,944 | 55,794 | 50,744 | 53,394 | 53,744 | 59,594 | 62,154 | 65,214 | 70,074 | 77,944 |
| Non Current Assets | | | | | | | | | | | | | | | | |
| Investments | 3,811 | 5,328 | 8,444 | 13,459 | 10,943 | 2,943 | 2,943 | 2,943 | 2,943 | 2,943 | 2,943 | 2,943 | 2,943 | 2,943 | 2,943 | 2,943 |
| Receivables | 114 | 71 | 68 | 35 | (479) | (490) | (500) | (510) | (530) | (550) | (570) | (590) | (610) | (630) | (650) | (670) |
| Inventories | 3,015 | 1,678 | 2,535 | 2,623 | 6,222 | 6,350 | 6,480 | 6,610 | 6,750 | 6,890 | 7,030 | 7,180 | 7,330 | 7,480 | 7,630 | 7,790 |
| Infrastructure, Property, Plant and Equipment | 820,963 | 854,296 | 910,535 | 957,958 | 980,572 | 998,420 | 1,027,040 | 1,080,790 | 1,091,360 | 1,092,010 | 1,095,840 | 1,104,770 | 1,123,610 | 1,139,280 | 1,149,590 | 1,152,890 |
| Investment Property | 21,977 | 22,025 | 22,025 | 22,705 | 23,255 | 23,730 | 24,210 | 24,700 | 25,200 | 25,710 | 26,230 | 26,760 | 27,300 | 27,850 | 28,410 | 28,980 |
| Right of use assets | 0 | 0 | 0 | 0 | 3,089 | 3,160 | 3,230 | 3,300 | 3,370 | 3,440 | 3,510 | 3,590 | 3,670 | 3,750 | 3,830 | 3,910 |
| Other | 0 | 20 | 1,159 | 1,146 | 1,206 | 1,240 | 1,270 | 1,300 | 1,330 | 1,360 | 1,390 | 1,420 | 1,450 | 1,480 | 1,510 | 1,550 |
| Total Non-Current Assets | 849,880 | 883,418 | 944,766 | 997,926 | 1,024,808 | 1,035,353 | 1,064,673 | 1,119,133 | 1,130,423 | 1,131,803 | 1,136,373 | 1,146,073 | 1,165,693 | 1,182,153 | 1,193,263 | 1,197,393 |
| TOTAL ASSETS | 894,502 | 940,004 | 998,175 | 1,052,984 | 1,080,545 | 1,092,247 | 1,113,617 | 1,174,927 | 1,181,167 | 1,185,197 | 1,190,117 | 1,205,667 | 1,227,847 | 1,247,367 | 1,263,337 | 1,275,337 |
| LIABILITIES | | | | | | | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | | | | | | | |
| Payables | 6,978 | 9,391 | 8,084 | 11,141 | 11,206 | 11,440 | 11,670 | 11,910 | 12,150 | 12,400 | 12,650 | 12,910 | 13,170 | 13,440 | 13,710 | 13,990 |
| Income received in advance | 0 | 0 | 0 | 0 | 1,238 | 1,270 | 1,300 | 1,330 | 1,360 | 1,390 | 1,420 | 1,450 | 1,480 | 1,510 | 1,550 | 1,590 |
| Contract liabilities | 0 | 0 | 0 | 0 | 501 | 520 | 540 | 560 | 580 | 600 | 620 | 640 | 660 | 680 | 700 | 720 |
| Lease liabilities | 0 | 0 | 0 | 0 | 464 | 480 | 490 | 500 | 510 | 530 | 550 | 570 | 590 | 610 | 630 | 650 |
| Borrowings | 3,696 | 3,123 | 3,237 | 3,100 | 3,214 | 3,441 | 7,626 | 10,861 | 6,670 | 2,717 | 2,719 | 2,785 | 2,761 | 2,761 | 2,761 | 2,761 |
| Provisions | 6,936 | 7,448 | 7,238 | 7,655 | 7,591 | 7,800 | 8,000 | 8,200 | 8,400 | 8,600 | 8,800 | 9,000 | 9,200 | 9,400 | 9,600 | 9,800 |
| Total Current Liabilities | 17,610 | 19,962 | 18,559 | 21,896 | 24,214 | 24,951 | 29,626 | 33,361 | 29,670 | 26,237 | 26,759 | 27,355 | 27,861 | 28,401 | 28,951 | 29,511 |
| Non Current Liabilities | | | | | | | | | | | | | | | | |
| Payables | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lease liabilities | 0 | 0 | 0 | 0 | 2,664 | 2,800 | 2,900 | 3,000 | 3,100 | 3,200 | 3,300 | 3,400 | 3,500 | 3,600 | 3,700 | 3,800 |
| Borrowings | 16,319 | 19,999 | 23,985 | 20,935 | 26,706 | 27,507 | 29,188 | 48,990 | 47,262 | 44,625 | 41,987 | 39,287 | 36,612 | 33,851 | 31,024 | 28,130 |
| Provisions | 4,466 | 4,260 | 4,501 | 4,079 | 3,541 | 3,700 | 3,800 | 3,900 | 4,000 | 4,100 | 4,200 | 4,300 | 4,400 | 4,600 | 4,800 | 5,000 |
| Total Non-Current Liabilities | 20,785 | 24,259 | 28,486 | 25,014 | 32,911 | 34,007 | 35,888 | 55,890 | 54,362 | 51,925 | 49,487 | 46,987 | 44,512 | 42,051 | 39,524 | 36,930 |
| TOTAL LIABILITIES | 38,395 | 44,221 | 47,045 | 46,910 | 57,125 | 58,958 | 65,513 | 89,251 | 84,032 | 78,161 | 76,246 | 74,341 | 72,373 | 70,452 | 68,475 | 66,441 |
| Net Assets | 856,107 | 895,783 | 951,130 | 1,006,074 | 1,023,420 | 1,033,290 | 1,048,104 | 1,085,676 | 1,097,135 | 1,107,036 | 1,113,871 | 1,131,326 | 1,155,474 | 1,176,915 | 1,194,862 | 1,208,896 |
| EQUITY | | | | | | | | | | | | | | | | |
| Retained Earnings | 507,454 | 535,300 | 569,053 | 599,194 | 611,721 | 613,290 | 619,704 | 648,676 | 651,335 | 652,236 | 649,971 | 658,126 | 672,774 | 684,515 | 692,562 | 696,496 |
| Revaluation Reserves | 348,653 | 360,483 | 382,077 | 406,880 | 411,699 | 420,000 | 428,400 | 437,000 | 445,800 | 454,800 | 463,900 | 473,200 | 482,700 | 492,400 | 502,300 | 512,400 |
| Council Equity Interest | 856,107 | 895,783 | 951,130 | 1,006,074 | 1,023,420 | 1,033,290 | 1,048,104 | 1,085,676 | 1,097,135 | 1,107,036 | 1,113,871 | 1,131,326 | 1,155,474 | 1,176,915 | 1,194,862 | 1,208,896 |

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 |
|---|---------------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| ASSETS | | | | | | | | | | | | | | | | |
| Current Assets | | | | | | | | | | | | | | | | |
| Cash and Investments | 9,625 | 14,303 | 14,820 | 15,866 | 16,794 | 16,300 | 15,260 | 9,270 | 9,160 | 8,540 | 9,610 | 10,580 | 11,840 | 13,240 | 14,740 | 14,740 |
| Receivables | 2,043 | 2,130 | 2,170 | 2,262 | 2,538 | 2,590 | 2,650 | 2,710 | 2,770 | 2,830 | 2,890 | 2,950 | 3,010 | 3,080 | 3,150 | 3,220 |
| Inventories | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 118 | 111 | 148 | 170 | 72 | 80 | 90 | 100 | 110 | 120 | 130 | 140 | 150 | 160 | 170 | 180 |
| Total Current Assets | 11,786 | 16,544 | 17,138 | 18,298 | 19,404 | 18,970 | 18,000 | 12,080 | 12,040 | 11,490 | 12,630 | 13,670 | 15,000 | 16,480 | 18,060 | 18,140 |
| Non Current Assets | | | | | | | | | | | | | | | | |
| Investments | 952 | 1,589 | 2,823 | 5,011 | 3,712 | 3,712 | 3,712 | 3,712 | 3,712 | 3,712 | 3,712 | 3,712 | 3,712 | 3,712 | 3,712 | 3,712 |
| Receivables | 108 | 112 | 90 | 94 | 688 | 710 | 730 | 750 | 770 | 790 | 810 | 830 | 850 | 870 | 890 | 910 |
| Inventories | 11 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Infrastructure, Property, Plant and Equipment | 71,157 | 76,782 | 80,935 | 83,717 | 86,483 | 87,600 | 89,200 | 97,100 | 102,400 | 110,200 | 112,200 | 111,400 | 110,800 | 109,900 | 109,000 | 108,100 |
| Investment Property | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 8 | 5 | (700) | (800) | (800) | (900) | (1,000) | (1,100) | (1,200) | (1,300) | (1,400) | (1,500) | (1,600) |
| Total Non-Current Assets | 72,228 | 78,483 | 83,848 | 88,830 | 90,888 | 91,322 | 92,842 | 100,762 | 105,982 | 113,702 | 115,622 | 114,742 | 114,062 | 113,082 | 112,102 | 111,122 |
| TOTAL ASSETS | 84,014 | 95,027 | 100,986 | 107,128 | 110,292 | 110,292 | 110,842 | 112,842 | 118,022 | 125,192 | 128,252 | 128,412 | 129,062 | 129,562 | 130,162 | 129,262 |
| LIABILITIES | | | | | | | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | | | | | | | |
| Payables | 0 | 18 | 21 | 24 | 42 | 100 | 200 | 300 | 400 | 500 | 600 | 700 | 800 | 900 | 1,000 | 1,100 |
| Borrowings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provisions | 133 | 120 | 143 | 207 | 216 | 230 | 240 | 250 | 260 | 270 | 280 | 290 | 300 | 310 | 320 | 330 |
| Total Current Liabilities | 133 | 138 | 164 | 231 | 258 | 330 | 440 | 550 | 660 | 770 | 880 | 990 | 1,100 | 1,210 | 1,320 | 1,430 |
| Non Current Liabilities | | | | | | | | | | | | | | | | |
| Payables | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Borrowings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provisions | 14 | 13 | 6 | 9 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 | 110 | 120 |
| Total Non-Current Liabilities | 14 | 13 | 6 | 9 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 | 110 | 120 |
| TOTAL LIABILITIES | 147 | 151 | 170 | 240 | 268 | 350 | 470 | 590 | 710 | 830 | 950 | 1,070 | 1,190 | 1,310 | 1,430 | 1,550 |
| Net Assets | 83,867 | 94,876 | 100,816 | 106,888 | 110,024 | 109,942 | 110,372 | 112,252 | 117,312 | 124,362 | 127,302 | 127,342 | 127,872 | 128,252 | 128,732 | 127,712 |
| EQUITY | | | | | | | | | | | | | | | | |
| Retained Earnings | 40,469 | 42,124 | 46,545 | 50,712 | 53,085 | 51,842 | 51,072 | 51,752 | 55,512 | 61,262 | 62,902 | 61,642 | 60,772 | 59,752 | 58,832 | 56,412 |
| Revaluation Reserves | 43,398 | 52,752 | 54,271 | 56,176 | 56,939 | 58,100 | 59,300 | 60,500 | 61,800 | 63,100 | 64,400 | 65,700 | 67,100 | 68,500 | 69,900 | 71,300 |
| Council Equity Interest | 83,867 | 94,876 | 100,816 | 106,888 | 110,024 | 109,942 | 110,372 | 112,252 | 117,312 | 124,362 | 127,302 | 127,342 | 127,872 | 128,252 | 128,732 | 127,712 |

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 |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| ASSETS | | | | | | | | | | | | | | | | |
| Current Assets | | | | | | | | | | | | | | | | |
| Cash and Investments | 13,588 | 9,938 | 7,333 | 7,716 | 10,157 | 14,240 | 16,620 | 17,780 | 18,220 | 17,930 | 22,710 | 28,730 | 35,430 | 42,050 | 49,590 | 56,790 |
| Receivables | 1,305 | 1,288 | 1,286 | 1,270 | 1,536 | 1,570 | 1,610 | 1,650 | 1,690 | 1,730 | 1,770 | 1,810 | 1,850 | 1,890 | 1,930 | 1,970 |
| Inventories | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Current Assets | 14,893 | 11,226 | 8,619 | 8,986 | 11,693 | 15,810 | 18,230 | 19,430 | 19,910 | 19,660 | 24,480 | 30,540 | 37,280 | 43,940 | 51,520 | 58,760 |
| Non Current Assets | | | | | | | | | | | | | | | | |
| Investments | 1,344 | 1,105 | 1,397 | 2,437 | 2,245 | 2,245 | 2,245 | 2,245 | 2,245 | 2,245 | 2,245 | 2,245 | 2,245 | 2,245 | 2,245 | 2,245 |
| Receivables | 139 | 127 | 79 | 76 | 81 | 90 | 100 | 110 | 120 | 130 | 140 | 150 | 160 | 170 | 180 | 190 |
| Inventories | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Infrastructure, Property, Plant and Equipment | 198,622 | 209,652 | 222,700 | 236,385 | 237,186 | 237,000 | 237,400 | 249,100 | 254,000 | 261,600 | 261,000 | 258,000 | 254,700 | 251,800 | 248,300 | 246,000 |
| Investment Property | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Non-Current Assets | 200,105 | 210,884 | 224,176 | 238,898 | 239,512 | 239,335 | 239,745 | 251,455 | 256,365 | 263,975 | 263,385 | 260,395 | 257,105 | 254,215 | 250,725 | 248,435 |
| TOTAL ASSETS | 214,998 | 222,110 | 232,795 | 247,884 | 251,205 | 255,145 | 257,975 | 270,885 | 276,275 | 283,635 | 287,865 | 290,935 | 294,385 | 298,155 | 302,245 | 307,195 |
| LIABILITIES | | | | | | | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | | | | | | | |
| Payables | 125 | 140 | 142 | 140 | 170 | 180 | 190 | 200 | 210 | 220 | 230 | 240 | 250 | 260 | 270 | 280 |
| Borrowings | 2,958 | 3,096 | 3,387 | 3,536 | 2,716 | 2,920 | 3,115 | 3,309 | 3,511 | 3,711 | 3,911 | 4,112 | 4,312 | 4,312 | 4,312 | 4,312 |
| Provisions | 482 | 523 | 591 | 627 | 661 | 680 | 700 | 720 | 740 | 760 | 780 | 800 | 820 | 840 | 860 | 880 |
| Total Current Liabilities | 3,565 | 3,759 | 4,120 | 4,303 | 3,547 | 3,780 | 4,005 | 4,229 | 4,461 | 4,691 | 4,921 | 5,152 | 5,382 | 5,412 | 5,442 | 5,472 |
| Non Current Liabilities | | | | | | | | | | | | | | | | |
| Payables | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Borrowings | 58,925 | 56,079 | 52,885 | 49,483 | 46,836 | 43,916 | 40,802 | 37,493 | 33,982 | 30,271 | 26,360 | 22,248 | 17,936 | 13,623 | 9,311 | 4,999 |
| Provisions | 45 | 46 | 26 | 25 | 29 | 100 | 200 | 300 | 400 | 500 | 600 | 700 | 800 | 900 | 1,000 | 1,100 |
| Total Non-Current Liabilities | 58,970 | 56,125 | 52,911 | 49,508 | 46,865 | 44,016 | 41,002 | 37,793 | 34,382 | 30,771 | 26,960 | 22,948 | 18,736 | 14,523 | 10,311 | 6,099 |
| TOTAL LIABILITIES | 62,535 | 59,884 | 57,031 | 53,811 | 50,412 | 47,796 | 45,006 | 42,022 | 38,843 | 35,462 | 31,881 | 28,100 | 24,118 | 19,936 | 15,753 | 11,571 |
| Net Assets | 152,463 | 162,226 | 175,764 | 194,073 | 200,793 | 207,349 | 212,969 | 228,863 | 237,433 | 248,173 | 255,984 | 262,836 | 270,267 | 278,220 | 286,492 | 295,624 |
| EQUITY | | | | | | | | | | | | | | | | |
| Retained Earnings | 98,161 | 98,522 | 107,831 | 115,511 | 120,119 | 125,049 | 128,969 | 143,163 | 149,933 | 158,873 | 164,884 | 169,836 | 175,367 | 181,420 | 187,692 | 194,824 |
| Revaluation Reserves | 54,302 | 63,704 | 67,933 | 78,562 | 80,674 | 82,300 | 84,000 | 85,700 | 87,500 | 89,300 | 91,100 | 93,000 | 94,900 | 96,800 | 98,800 | 100,800 |
| Council Equity Interest | 152,463 | 162,226 | 175,764 | 194,073 | 200,793 | 207,349 | 212,969 | 228,863 | 237,433 | 248,173 | 255,984 | 262,836 | 270,267 | 278,220 | 286,492 | 295,624 |

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 |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| ASSETS | | | | | | | | | | | | | | | | |
| Current Assets | | | | | | | | | | | | | | | | |
| Cash and Cash Equivalents | 0 | 11,989 | 5,625 | 12,246 | 10,034 | 10,034 | 10,034 | 10,034 | 10,034 | 10,034 | 10,034 | 10,034 | 10,034 | 10,034 | 10,034 | 10,034 |
| Investments | 59,905 | 59,896 | 62,507 | 56,508 | 66,638 | 71,240 | 64,480 | 66,350 | 61,480 | 63,070 | 69,120 | 81,810 | 92,170 | 103,090 | 116,830 | 131,730 |
| Receivables | 10,289 | 8,310 | 9,219 | 10,786 | 7,576 | 7,740 | 7,920 | 8,100 | 8,280 | 8,460 | 8,640 | 8,820 | 9,010 | 9,210 | 9,410 | 9,610 |
| Inventories | 808 | 2,420 | 1,472 | 2,411 | 820 | 840 | 860 | 880 | 900 | 920 | 940 | 960 | 980 | 1,000 | 1,020 | 1,050 |
| Contract assets | 0 | 0 | 0 | 0 | 1,192 | 1,220 | 1,250 | 1,280 | 1,310 | 1,340 | 1,370 | 1,400 | 1,430 | 1,460 | 1,490 | 1,520 |
| Other | 299 | 1,741 | 343 | 391 | 574 | 600 | 630 | 660 | 690 | 720 | 750 | 780 | 810 | 840 | 870 | 900 |
| Total Current Assets | 71,301 | 84,356 | 79,166 | 82,342 | 86,834 | 91,674 | 85,174 | 87,304 | 82,694 | 84,544 | 90,854 | 103,804 | 114,434 | 125,634 | 139,654 | 154,844 |
| Non Current Assets | | | | | | | | | | | | | | | | |
| Investments | 6,107 | 8,022 | 12,664 | 20,907 | 16,900 | 8,900 | 8,900 | 8,900 | 8,900 | 8,900 | 8,900 | 8,900 | 8,900 | 8,900 | 8,900 | 8,900 |
| Receivables | 361 | 310 | 237 | 205 | 290 | 310 | 330 | 350 | 360 | 370 | 380 | 390 | 400 | 410 | 420 | 430 |
| Inventories | 3,026 | 1,678 | 2,535 | 2,623 | 6,222 | 6,350 | 6,480 | 6,610 | 6,750 | 6,890 | 7,030 | 7,180 | 7,330 | 7,480 | 7,630 | 7,790 |
| Infrastructure, Property, Plant and Equipment | 1,090,742 | 1,140,730 | 1,214,170 | 1,278,060 | 1,304,241 | 1,323,020 | 1,353,640 | 1,426,990 | 1,447,760 | 1,463,810 | 1,469,040 | 1,474,170 | 1,489,110 | 1,500,980 | 1,506,890 | 1,506,990 |
| Investment Property | 21,977 | 22,025 | 22,025 | 22,705 | 23,260 | 23,030 | 23,410 | 23,900 | 24,300 | 24,710 | 25,130 | 25,560 | 26,000 | 26,450 | 26,910 | 27,380 |
| Right of use assets | 0 | 0 | 0 | 0 | 3,089 | 3,160 | 3,230 | 3,300 | 3,370 | 3,440 | 3,510 | 3,590 | 3,670 | 3,750 | 3,830 | 3,910 |
| Other | 0 | 0 | 0 | 0 | 1,206 | 1,240 | 1,270 | 1,300 | 1,330 | 1,360 | 1,390 | 1,420 | 1,450 | 1,480 | 1,510 | 1,550 |
| Total Non-Current Assets | 1,122,213 | 1,172,785 | 1,252,790 | 1,325,654 | 1,355,208 | 1,366,010 | 1,397,260 | 1,471,350 | 1,492,770 | 1,509,480 | 1,515,380 | 1,521,210 | 1,536,860 | 1,549,450 | 1,556,090 | 1,556,950 |
| TOTAL ASSETS | 1,193,514 | 1,257,141 | 1,331,956 | 1,407,996 | 1,442,042 | 1,457,684 | 1,482,434 | 1,558,654 | 1,575,464 | 1,594,024 | 1,606,234 | 1,625,014 | 1,651,294 | 1,675,084 | 1,695,744 | 1,711,794 |
| LIABILITIES | | | | | | | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | | | | | | | |
| Payables | 7,103 | 9,549 | 8,247 | 11,305 | 11,418 | 11,720 | 12,060 | 12,410 | 12,760 | 13,120 | 13,480 | 13,850 | 14,220 | 14,600 | 14,980 | 15,370 |
| Income received in advance | | | | | 1,238 | 1,270 | 1,300 | 1,330 | 1,360 | 1,390 | 1,420 | 1,450 | 1,480 | 1,510 | 1,550 | 1,590 |
| Contract liabilities | | | | | 501 | 520 | 540 | 560 | 580 | 600 | 620 | 640 | 660 | 680 | 700 | 720 |
| Lease liabilities | | | | | 464 | 480 | 490 | 500 | 510 | 530 | 550 | 570 | 590 | 610 | 630 | 650 |
| Borrowings | 6,654 | 6,219 | 6,624 | 6,636 | 5,930 | 6,360 | 10,740 | 14,171 | 10,181 | 6,428 | 6,631 | 6,896 | 7,073 | 7,073 | 7,073 | 7,073 |
| Provisions | 7,551 | 8,091 | 7,972 | 8,489 | 8,468 | 8,710 | 8,940 | 9,170 | 9,400 | 9,630 | 9,860 | 10,090 | 10,320 | 10,550 | 10,780 | 11,010 |
| Total Current Liabilities | 21,308 | 23,859 | 22,843 | 26,430 | 28,019 | 29,060 | 34,070 | 38,141 | 34,791 | 31,698 | 32,561 | 33,496 | 34,343 | 35,023 | 35,713 | 36,413 |
| Non Current Liabilities | | | | | | | | | | | | | | | | |
| Payables | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lease liabilities | 0 | 0 | 0 | 0 | 2,664 | 2,800 | 2,900 | 3,000 | 3,100 | 3,200 | 3,300 | 3,400 | 3,500 | 3,600 | 3,700 | 3,800 |
| Borrowings | 75,244 | 76,078 | 76,870 | 70,418 | 73,542 | 71,423 | 69,989 | 86,483 | 81,244 | 74,896 | 68,347 | 61,534 | 54,548 | 47,475 | 40,335 | 33,129 |
| Provisions | 4,525 | 4,319 | 4,533 | 4,113 | 3,580 | 3,820 | 4,030 | 4,240 | 4,450 | 4,660 | 4,870 | 5,080 | 5,290 | 5,600 | 5,910 | 6,220 |
| Total Non-Current Liabilities | 79,769 | 80,397 | 81,403 | 74,531 | 79,786 | 78,043 | 76,919 | 93,723 | 88,794 | 82,756 | 76,517 | 70,014 | 63,338 | 56,675 | 49,945 | 43,149 |
| TOTAL LIABILITIES | 101,077 | 104,256 | 104,246 | 100,961 | 107,805 | 107,104 | 110,990 | 131,863 | 123,585 | 114,453 | 109,077 | 103,511 | 97,681 | 91,698 | 85,659 | 79,562 |
| Net Assets | 1,092,437 | 1,152,885 | 1,227,710 | 1,307,035 | 1,334,237 | 1,350,581 | 1,371,444 | 1,426,791 | 1,451,879 | 1,479,571 | 1,497,157 | 1,521,503 | 1,553,613 | 1,583,386 | 1,610,085 | 1,632,232 |
| EQUITY | | | | | | | | | | | | | | | | |
| Retained Earnings | 646,084 | 675,946 | 723,429 | 765,417 | 784,925 | 790,181 | 799,744 | 843,591 | 856,779 | 872,371 | 877,757 | 889,603 | 908,913 | 925,686 | 939,085 | 947,732 |
| Revaluation Reserves | 446,353 | 476,939 | 504,281 | 541,618 | 549,312 | 560,400 | 571,700 | 583,200 | 595,100 | 607,200 | 619,400 | 631,900 | 644,700 | 657,700 | 671,000 | 684,500 |
| Council Equity Interest | 1,092,437 | 1,152,885 | 1,227,710 | 1,307,035 | 1,334,237 | 1,350,581 | 1,371,444 | 1,426,791 | 1,451,879 | 1,479,571 | 1,497,157 | 1,521,503 | 1,553,613 | 1,583,386 | 1,610,085 | 1,632,232 |