

long term financial plan budget. LTFP

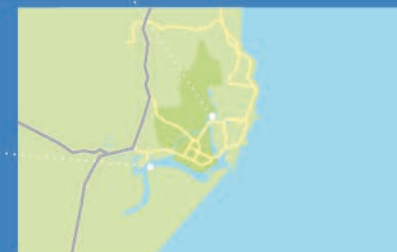
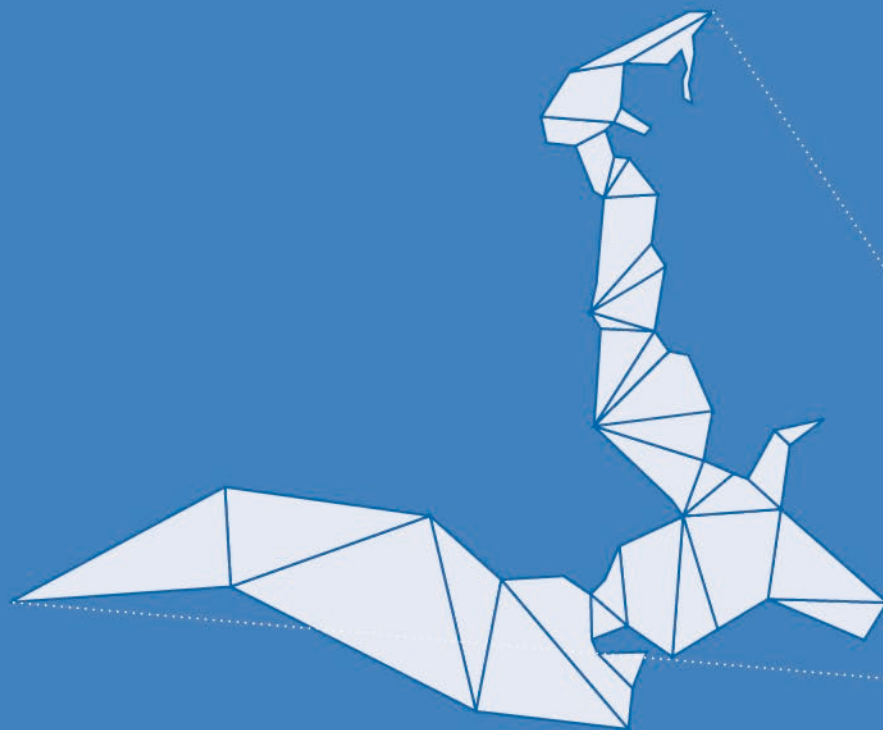
2022/23 – 2031/32

ADOPTED 23 JUNE 2022

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	7
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	13
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
Landfill and Resource Management	45
Domestic Waste Management.....	47
Civil Services Division – Summary (Water and Wastewater).....	49
Water Operations	51
Wastewater Operations	53
Corporate and Community Division - Summary	55
Governance	57
Communications and Customer Service	59
Financial Services – General Purpose Revenues	61
Financial Services	63
Information Services	65
People and Culture	67
Commercial Property	69
Quarries	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	88
Capital Expenditure	88
Introduction	89
Part D	96
Section 7.11 Contributions and Other Capital Income	96
Introduction	97
Section 7.11 Contributions	97
Capital Grants and Capital Contributions	101
Asset Sales and Loan Income	105
Part E	108
Reserves	108
Introduction	109
Part F	115
General Fund	115
Loan Principal and Interest Repayment Schedule	115
Part G	119
Appendices	119
Appendices	120
Balance Sheets	120

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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 2022/23 represent the budgets for that year whereas the estimates from 2023/24 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 2031/32)

ACTUAL			DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
			OPERATING RESULTS												
			Operating Activities												
30,003,500	31,989,000	33,418,400	Rates and Annual Charges	34,490,000	35,261,000	2	36,105,000	36,972,000	37,861,000	38,847,000	39,859,000	40,898,000	41,963,000	43,057,000	44,179,000
16,258,800	16,424,400	20,136,700	User Charges and Fees	21,793,500	22,683,000	4	23,291,000	23,870,000	24,389,000	24,921,000	25,460,000	26,008,000	26,568,000	27,138,000	27,716,000
1,769,300	1,324,000	605,200	Interest and Investment Revenues	397,500	547,000	38	911,000	850,000	1,058,000	1,293,000	1,500,000	1,576,000	1,629,000	1,626,000	1,922,000
250,600	2,316,100	15,331,100	Other Revenues	11,664,300	12,024,000	3	12,382,000	12,520,000	12,772,000	13,038,000	13,429,000	13,582,000	13,866,000	14,154,000	14,571,000
9,539,800	9,603,500	9,281,800	Grants and Contributions for Operating Purposes	12,951,200	11,385,200	(12)	8,652,600	8,430,300	8,593,100	8,758,900	8,926,800	9,100,700	9,277,700	9,456,700	9,639,800
31,480,000	21,742,000	17,991,400	Grants and Contributions for Capital Purposes	20,714,700	31,564,000	52	18,022,200	14,569,000	15,268,000	24,525,000	29,722,000	27,490,300	23,292,000	19,679,000	19,870,000
			Other Income:												
680,000	550,000	2,085,000	Fair Value Increment on Investment Properties	0	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
89,982,000	83,949,000	98,849,600	Total Income from Continuing Operations	102,011,200	113,464,200	11	99,363,800	97,211,300	99,941,100	111,382,900	118,896,800	118,655,000	116,595,700	115,110,700	117,897,800
			Operating Expenses												
18,623,000	19,939,000	20,941,000	Employee Benefits and On-costs	21,778,000	22,214,000	2	22,658,000	23,111,000	23,574,000	24,045,000	24,526,000	25,017,000	25,518,000	26,029,000	26,550,000
16,064,900	17,502,300	32,245,900	Materials and Contracts	37,532,200	34,130,400	(9)	33,977,600	33,995,300	34,803,100	35,579,900	36,394,800	36,923,700	37,730,700	38,516,700	39,914,800
1,286,000	1,145,400	1,207,500	Borrowing Costs	1,025,900	1,200,000	17	2,019,000	2,094,000	1,841,000	1,758,000	1,730,000	1,637,000	1,541,000	1,444,000	1,342,000
13,750,100	17,015,600	18,728,000	Depreciation and Amortisation	16,765,000	18,202,000	9	18,323,000	18,616,000	18,914,000	19,215,000	19,522,000	19,832,000	20,148,000	20,469,000	20,796,000
5,264,800	4,706,000	5,351,800	Other Expenses	6,034,700	5,845,000	(3)	5,992,000	6,455,000	6,259,000	6,395,000	6,533,000	7,025,000	6,817,000	6,964,000	7,113,000
1,203,200	5,557,700	4,453,000	Net Loss from Disposal of Assets	1,800,000	1,800,000	0	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
56,192,000	65,866,000	82,927,200	Total Expenses from Continuing Operations	84,935,800	83,391,400	(2)	84,769,600	86,071,300	87,191,100	88,792,900	90,505,800	92,234,700	93,554,700	95,222,700	97,515,800
33,790,000	18,083,000	15,922,400	Net Operating Result for the Year	17,075,400	30,072,800	76	14,594,200	11,140,000	12,750,000	22,590,000	28,391,000	26,420,300	23,041,000	19,888,000	20,382,000
2,310,000	(3,659,000)	(2,069,000)	Net Operating Result Before Capital Income	(3,639,300)	(1,491,200)	(59)	(3,428,000)	(3,429,000)	(2,518,000)	(1,935,000)	(1,331,000)	(1,070,000)	(251,000)	209,000	512,000
16,060,100	13,356,600	16,659,000	Net Operating Result Before Depreciation	13,125,700	16,710,800	27	14,895,000	15,187,000	16,396,000	17,280,000	18,191,000	18,762,000	19,897,000	20,678,000	21,308,000

WATER OPERATIONS - INCOME STATEMENT (2018/19 to 2031/32)

ACTUAL			DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
			OPERATING RESULTS												
			Operating Income												
3,621,300	3,808,800	4,234,000	Annual Charges	4,188,000	4,354,000	4	4,521,000	4,698,000	4,875,000	5,002,000	5,129,000	5,255,000	5,361,000	5,467,000	5,583,000
8,559,400	8,617,600	8,369,600	User Charges and Fees	8,484,000	8,835,000	4	9,198,000	9,554,000	9,921,000	10,198,000	10,475,000	10,762,000	11,010,000	11,258,000	11,517,000
564,100	421,400	175,500	Interest and Investment Revenues	106,300	240,000	126	586,000	415,000	382,000	259,000	171,000	170,000	130,000	170,000	213,000
258,500	225,600	0	Other Revenues	252,000	312,000	24	318,000	325,000	332,000	339,000	346,000	353,000	360,000	367,000	374,000
459,400	310,700	160,800	Grants and Contributions for Operating Purposes	245,900	233,000	(5)	235,000	236,000	238,000	240,000	242,000	154,000	155,000	157,000	159,000
1,175,800	762,600	700,300	Grants and Contributions for Capital Purposes - Cash	870,000	900,000	3	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000
938,200	600,400	1,359,700	Contributions for Capital Purposes - Non-cash	1,000,000	1,200,000	20	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
			Other Income:												
0	0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
15,576,700	14,747,100	14,999,900	Total Income from Continuing Operations	15,146,200	16,074,000	6	16,958,000	17,328,000	17,848,000	18,138,000	18,463,000	18,794,000	19,116,000	19,519,000	19,946,000
			Operating Expenses												
2,218,000	2,367,000	2,467,000	Employee Benefits and On-costs	2,566,000	2,617,000	2	2,669,000	2,722,000	2,776,000	2,832,000	2,889,000	2,947,000	3,006,000	3,066,000	3,127,000
0	0	0	Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
7,027,400	7,749,900	8,634,300	Materials and Contracts	8,798,000	9,144,000	4	10,425,000	9,022,000	10,531,000	10,848,000	11,116,000	11,450,000	11,723,000	12,005,000	12,377,000
1,500,600	1,606,800	1,678,900	Depreciation and Amortisation	1,700,000	1,650,000	(3)	1,650,000	1,675,000	1,700,000	1,726,000	1,752,000	1,778,000	1,805,000	1,832,000	1,859,000
664,000	606,500	109,100	Other Expenses	731,000	837,000	15	837,000	1,642,000	606,000	619,000	651,000	644,000	657,000	669,000	682,000
0	0	943,800	Net Loss from Disposal of Assets	120,000	100,000	(17)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
11,410,000	12,330,200	13,833,100	Total Expenses from Continuing Operations	13,915,000	14,348,000	3	15,681,000	15,161,000	15,713,000	16,125,000	16,508,000	16,919,000	17,291,000	17,672,000	18,145,000
4,166,700	2,416,900	1,166,800	Net Operating Result Including Capital Income	1,231,200	1,726,000	40	1,277,000	2,167,000	2,135,000	2,013,000	1,955,000	1,875,000	1,825,000	1,847,000	1,801,000
2,052,700	1,053,900	(893,200)	Net Operating Result Before Capital Income	(638,800)	(374,000)	(41)	(823,000)	67,000	35,000	(87,000)	(145,000)	(225,000)	(275,000)	(253,000)	(299,000)

WASTEWATER OPERATIONS - INCOME STATEMENT (2018/19 to 2031/32)

ACTUAL			DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
			OPERATING RESULTS												
			Operating Income												
17,159,000	17,800,600	18,615,500	Annual Charges	19,102,000	19,105,000	0	19,103,000	19,101,000	19,098,000	19,095,000	19,091,000	19,087,000	19,083,000	19,079,000	19,075,000
1,431,900	1,389,200	1,471,100	User Charges and Fees	1,761,000	1,783,000	1	1,797,000	1,811,000	1,825,000	1,839,000	1,853,000	1,867,000	1,882,000	1,897,000	1,912,000
278,800	201,100	136,600	Interest and Investment Revenues	72,000	191,000	165	450,000	416,000	455,000	518,000	575,000	615,000	655,000	790,000	892,000
631,800	794,300	2,909,300	Other Revenues	471,000	584,000	24	598,000	612,000	626,000	641,000	656,000	671,000	686,000	702,000	718,000
158,600	249,800	159,900	Grants and Contributions for Operating Purposes	155,000	144,000	(7)	145,000	145,000	147,000	149,000	151,000	153,000	155,000	156,000	158,000
2,456,100	1,693,800	1,727,700	Grants and Contributions for Capital Purposes - Cash	1,810,000	2,100,000	16	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000
3,092,900	1,201,200	5,668,900	Contributions for Capital Purposes - Non-cash	750,000	4,000,000	433	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
			Other Income:												
0	0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
25,209,100	23,330,000	30,689,000	Total Income from Continuing Operations	24,121,000	27,907,000	16	28,193,000	28,185,000	28,251,000	28,342,000	28,426,000	28,493,000	28,561,000	28,724,000	28,855,000
			Operating Expenses												
4,192,000	4,368,000	4,325,000	Employee Benefits and On-costs	4,498,000	4,588,000	2	4,680,000	4,774,000	4,869,000	4,966,000	5,065,000	5,166,000	5,269,000	5,374,000	5,481,000
4,299,000	4,823,200	6,061,200	Materials and Contracts	4,618,000	4,729,000	2	5,695,000	4,690,000	4,781,000	4,927,000	5,021,000	5,062,000	5,157,000	5,316,000	5,645,000
3,643,300	3,428,700	3,181,100	Borrowing Costs	2,996,000	2,801,000	(7)	2,606,000	2,405,000	2,205,000	2,004,000	1,804,000	1,604,000	1,403,000	1,203,000	1,002,000
3,675,600	3,910,000	4,233,100	Depreciation and Amortisation	4,200,000	4,240,000	1	4,260,000	4,324,000	4,389,000	4,455,000	4,522,000	4,590,000	4,659,000	4,729,000	4,800,000
1,456,700	1,305,500	244,700	Other Expenses	1,452,000	1,437,000	(1)	1,464,000	1,491,000	1,518,000	1,548,000	1,578,000	1,609,000	1,640,000	1,672,000	1,704,000
526,700	812,100	825,600	Net Loss from Disposal of Assets	500,000	500,000	0	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
17,793,300	18,647,500	18,870,700	Total Expenses from Continuing Operations	18,264,000	18,295,000	0	19,205,000	18,184,000	18,262,000	18,400,000	18,490,000	18,531,000	18,628,000	18,794,000	19,132,000
7,415,800	4,682,500	11,818,300	Net Operating Result Including Capital Income	5,857,000	9,612,000	64	8,988,000	10,001,000	9,989,000	9,942,000	9,936,000	9,962,000	9,933,000	9,930,000	9,723,000
1,866,800	1,787,500	4,421,700	Net Operating Result Before Capital Income	3,297,000	3,512,000	7	2,888,000	3,901,000	3,889,000	3,842,000	3,836,000	3,862,000	3,833,000	3,830,000	3,623,000

CONSOLIDATED OPERATIONS - INCOME STATEMENT (2018/19 to 2031/32)

ACTUAL			DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
			OPERATING RESULTS												
			Operating Income												
50,783,800	53,598,400	56,267,900	Rates and Annual Charges	57,780,000	58,720,000	2	59,729,000	60,771,000	61,834,000	62,944,000	64,079,000	65,240,000	66,407,000	67,603,000	68,837,000
26,250,100	26,431,200	29,977,400	User Charges and Fees	32,038,500	33,301,000	4	34,286,000	35,235,000	36,135,000	36,958,000	37,788,000	38,637,000	39,460,000	40,293,000	41,145,000
2,612,200	1,946,500	917,300	Interest and Investment Revenues	575,800	978,000	70	1,947,000	1,681,000	1,895,000	2,070,000	2,246,000	2,361,000	2,414,000	2,586,000	3,027,000
1,140,900	3,336,000	18,240,400	Other Revenues	12,387,300	12,920,000	4	13,298,000	13,457,000	13,730,000	14,018,000	14,431,000	14,606,000	14,912,000	15,223,000	15,663,000
10,157,800	10,164,000	9,602,500	Grants and Contributions for Operating Purposes	13,352,100	11,762,200	(12)	9,032,600	8,811,300	8,978,100	9,147,900	9,319,800	9,407,700	9,587,700	9,769,700	9,956,800
39,143,000	26,000,000	27,448,000	Grants and Contributions for Capital Purposes	25,144,700	39,764,000	58	26,222,200	22,769,000	23,468,000	32,725,000	37,922,000	35,690,300	31,492,000	27,879,000	28,070,000
			Other Income:												
680,000	550,000	2,085,000	Fair Value Increment on Investment Properties	0	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
130,767,800	122,026,100	144,538,500	Total Income from Continuing Operations	141,278,400	157,445,200	11	144,514,800	142,724,300	146,040,100	157,862,900	165,785,800	165,942,000	164,272,700	163,353,700	166,698,800
			Operating Expenses												
25,033,000	26,674,000	27,733,000	Employee Benefits and On-costs	28,842,000	29,419,000	2	30,007,000	30,607,000	31,219,000	31,843,000	32,480,000	33,130,000	33,793,000	34,469,000	35,158,000
4,929,300	4,574,100	4,388,600	Borrowing Costs	4,021,900	4,001,000	(1)	4,625,000	4,499,000	4,046,000	3,762,000	3,534,000	3,241,000	2,944,000	2,647,000	2,344,000
27,391,300	30,075,400	46,941,400	Materials and Contracts	50,948,200	48,003,400	(6)	50,097,600	47,707,300	50,115,100	51,354,900	52,531,800	53,435,700	54,610,700	55,837,700	57,936,800
18,926,300	22,532,400	24,640,000	Depreciation and Amortisation	22,665,000	24,092,000	6	24,233,000	24,615,000	25,003,000	25,396,000	25,796,000	26,200,000	26,612,000	27,030,000	27,455,000
7,385,500	6,618,000	5,705,600	Other Expenses	8,217,700	8,119,000	(1)	8,293,000	9,588,000	8,383,000	8,562,000	8,762,000	9,278,000	9,114,000	9,305,000	9,499,000
1,729,900	6,369,800	6,222,400	Net Loss from Disposal of Assets	2,420,000	2,400,000	(1)	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000
85,395,300	96,843,700	115,631,000	Total Expenses from Continuing Operations	117,114,800	116,034,400	(1)	119,655,600	119,416,300	121,166,100	123,317,900	125,503,800	127,684,700	129,473,700	131,688,700	134,792,800
45,372,500	25,182,400	28,907,500	Net Operating Result for the Year	24,163,600	41,410,800	71	24,859,200	23,308,000	24,874,000	34,545,000	40,282,000	38,257,300	34,799,000	31,665,000	31,906,000
6,229,500	(817,600)	1,459,500	Net Operating Result Before Capital Income	(981,100)	1,646,800	(268)	(1,363,000)	539,000	1,406,000	1,820,000	2,360,000	2,567,000	3,307,000	3,786,000	3,836,000

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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 2022/23 represent the budgets for that year whereas the estimates from 2023/24 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 2031/32)

ACTUAL			DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
OPERATING RESULTS															
General Fund Activities															
66,936,500	71,109,000	79,139,800	Operating Revenues	81,296,500	81,900,200	1	81,341,600	82,642,300	84,673,100	86,857,900	89,174,800	91,164,700	93,303,700	95,431,700	98,027,800
49,699,000	47,644,100	61,096,600	Less Operating Expenses	66,370,800	63,389,400	(4)	64,646,600	65,655,300	66,477,100	67,777,900	69,183,800	70,602,700	71,606,700	72,953,700	74,919,800
17,237,500	23,464,900	18,043,200	Operating Result before Non-cash Items	14,925,700	18,510,800	24	16,695,000	16,987,000	18,196,000	19,080,000	19,991,000	20,562,000	21,697,000	22,478,000	23,108,000
13,750,100	17,015,600	18,728,000	Less Depreciation	16,765,000	18,202,000	9	18,323,000	18,616,000	18,914,000	19,215,000	19,522,000	19,832,000	20,148,000	20,469,000	20,796,000
(484,000)	(610,200)	0	Less Remediation Provision	0	0	0	0	0	0	0	0	0	0	0	0
136,800	69,600	7,900	Less Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
(592,500)	(3,591,300)	(933,900)	Less Land Stock Movement	0	0	0	0	0	0	0	0	0	0	0	0
(144,000)	(123,000)	0	Investment Premiums	0	0	0	0	0	0	0	0	0	0	0	0
(680,000)	(550,000)	(2,085,000)	Fair Value Adjustments Rental Properties	0	0	0	0	0	0	0	0	0	0	0	0
1,203,200	5,557,700	4,453,000	Less Loss on Disposal of Infrastructure Assets	1,800,000	1,800,000	0	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
4,047,900	5,696,500	(2,126,800)	Net Operating Result	(3,639,300)	(1,491,200)	(59)	(3,428,000)	(3,429,000)	(2,518,000)	(1,935,000)	(1,331,000)	(1,070,000)	(251,000)	209,000	512,000
Add Capital Grants and Contributions															
11,674,600	6,004,900	9,109,300	Capital Grants and Contributions	7,370,900	19,514,000	165	5,212,200	1,095,000	1,127,000	9,714,000	14,237,000	9,828,300	3,949,000	152,000	155,000
8,369,700	4,663,300	5,151,300	Section 7.11 Contributions Collected	6,130,000	4,050,000	(34)	4,650,000	5,150,000	5,650,000	6,150,000	6,650,000	8,650,000	10,150,000	10,150,000	10,150,000
Add Non-operating Funds Employed															
0	9,722,000	3,500,000	Loan Funds Used	7,800,000	19,185,000	146	12,237,000	0	0	1,000,000	0	0	0	0	0
570,200	3,091,200	314,500	Proceeds from Disposal of Assets	0	4,685,000	100	10,488,000	5,803,000	2,902,000	0	0	0	0	0	0
Subtract Funds Deployed for Non-operating Purposes															
(30,818,200)	(37,047,700)	(27,072,400)	Capital Expenditure	(39,788,000)	(65,368,000)	64	(51,841,200)	(17,697,000)	(20,350,000)	(26,490,000)	(36,349,700)	(32,711,500)	(27,451,500)	(18,022,000)	(19,713,000)
(3,236,600)	(3,215,500)	(3,285,500)	Repayment of Principal on Loans	(3,440,800)	(7,140,000)	108	(10,051,700)	(6,578,000)	(2,059,000)	(2,082,000)	(2,197,000)	(2,200,000)	(2,296,000)	(2,393,000)	(2,495,000)
(2,120,000)	(7,704,100)	(3,951,800)	Net Movement in Other Working Capital Items	188,000	98,000	(48)	77,000	58,000	40,000	22,000	3,000	4,000	7,000	9,000	11,000
Add Back Non-Cash Expense															
13,750,100	17,015,600	18,728,000	Depreciation	16,765,000	18,202,000	9	18,323,000	18,616,000	18,914,000	19,215,000	19,522,000	19,832,000	20,148,000	20,469,000	20,796,000
(484,000)	(610,200)	0	Remediation	0	0	0	0	0	0	0	0	0	0	0	0
136,800	69,600	7,900	Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
(592,500)	(3,591,300)	(933,900)	Land Stock Movement	0	0	0	0	0	0	0	0	0	0	0	0
2,977,000	(841,500)	5,634,500	Land Stock Movement - Cash Adjustment	0	0	0	0	0	0	0	0	0	0	0	0
(144,000)	(123,000)	0	Investment Premiums	0	0	0	0	0	0	0	0	0	0	0	0
(680,000)	(550,000)	(2,085,000)	Fair Value Adjustments Rental Properties	0	0	0	0	0	0	0	0	0	0	0	0
1,203,200	5,557,700	4,453,000	Loss on Disposal of Infrastructure Assets	1,800,000	1,800,000	0	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)	7,443,100	Cash Reserves - Increase / (Decrease)	(6,814,200)	(6,465,200)	(5)	(12,533,700)	4,818,000	5,506,000	7,394,000	2,334,300	4,132,800	6,055,500	12,374,000	11,216,000
Movement in Reserves - Increase / (Decrease)															
(1,474,400)	629,400	4,031,000	Reserves - Internal - Increase / (Decrease)	(6,006,100)	(8,117,500)	35	(2,797,700)	3,694,000	5,863,000	5,178,000	4,481,300	5,174,000	5,419,500	5,474,000	6,774,000
3,931,600	(2,060,500)	2,108,300	Reserves - External - Increase / (Decrease)	(108,000)	2,220,500	(2,156)	(8,884,000)	2,254,000	569,000	2,941,000	(1,656,000)	(789,700)	626,000	6,643,000	4,014,000
2,197,000	(431,400)	1,303,800	Working Capital - Increase / (Decrease)	(700,100)	(568,200)	(19)	(852,000)	(1,130,000)	(926,000)	(725,000)	(491,000)	(251,500)	10,000	257,000	428,000
4,654,200	(1,862,500)	7,443,100	Total Movement in Reserves	(6,814,200)	(6,465,200)	(5)	(12,533,700)	4,818,000	5,506,000	7,394,000	2,334,300	4,132,800	6,055,500	12,374,000	11,216,000
Reserves - Balances as at 30 June															
32,099,000	32,728,400	36,759,400	Internal Reserves	30,753,300	22,635,800	(26)	19,838,100	23,532,100	29,395,100	34,573,100	39,054,400	44,228,400	49,647,900	55,121,900	61,895,900
18,375,300	16,314,800	18,423,100	External Reserves	18,315,100	20,535,600	12	11,651,600	13,905,600	14,474,600	17,415,600	15,759,600	14,969,900	15,595,900	22,238,900	26,252,900
5,139,000	4,707,600	6,011,400	Working Capital	5,311,300	4,743,100	(11)	3,891,100	2,761,100	1,835,100	1,110,100	619,100	367,600	377,600	634,600	1,062,600
55,613,300	53,750,800	61,193,900	Total	54,379,700	47,914,500	(12)	35,380,800	40,198,800	45,704,800	53,098,800	55,433,100	59,565,900	65,621,400	77,995,400	89,211,400

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 2031/32)

ACTUAL			DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
OPERATING RESULTS															
13,462,700	13,384,100	12,939,900	Operating Revenues	13,276,200	13,974,000	5	14,858,000	15,228,000	15,748,000	16,038,000	16,363,000	16,694,000	17,016,000	17,419,000	17,846,000
9,909,400	10,723,400	11,210,400	Less Operating Expenses	12,095,000	12,598,000	4	13,931,000	13,386,000	13,913,000	14,299,000	14,656,000	15,041,000	15,386,000	15,740,000	16,186,000
3,553,300	2,660,700	1,729,500	Operating Result before Non-cash Items	1,181,200	1,376,000	16	927,000	1,842,000	1,835,000	1,739,000	1,707,000	1,653,000	1,630,000	1,679,000	1,660,000
1,500,600	1,606,800	1,678,900	Depreciation Expense	1,700,000	1,650,000	(3)	1,650,000	1,675,000	1,700,000	1,726,000	1,752,000	1,778,000	1,805,000	1,832,000	1,859,000
0	0	0	Less Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
0	0	943,800	Less Loss on Disposal of Infrastructure Assets	120,000	100,000	(17)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
2,052,700	1,053,900	(893,200)	Net Operating Result	(638,800)	(374,000)	(41)	(823,000)	67,000	35,000	(87,000)	(145,000)	(225,000)	(275,000)	(253,000)	(299,000)
Add Capital Grants and Contributions															
2,200	0	(79,900)	Capital Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
1,175,800	762,600	780,200	Section 64 Contributions Collected	870,000	900,000	3	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000
Subtract Funds Deployed for Non-operating Purposes															
(1,120,100)	(3,029,800)	(2,403,700)	Capital Expenditure	(2,206,800)	(3,191,000)	45	(8,245,000)	(4,591,000)	(7,525,000)	(5,076,000)	(3,556,000)	(3,653,000)	(1,073,000)	(1,353,000)	(1,355,000)
0	0	0	Repayment of Principal on Loans	0	0	0	0	0	0	0	0	0	0	0	0
Net Movement in Other Working Capital Items															
(378,500)	(763,700)	(382,700)	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	1,678,900	Depreciation	1,700,000	1,650,000	(3)	1,650,000	1,675,000	1,700,000	1,726,000	1,752,000	1,778,000	1,805,000	1,832,000	1,859,000
0	0	0	Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
0	0	943,800	Loss on Disposal of Infrastructure Assets	120,000	100,000	(17)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
3,232,700	(370,200)	(356,600)	Reserves Movement - Increase / (Decrease)	(155,600)	(915,000)	488	(6,418,000)	(1,849,000)	(4,790,000)	(2,437,000)	(949,000)	(1,100,000)	1,457,000	1,226,000	1,205,000
Movement in Reserves - Increase / (Decrease)															
1,816,300	(303,700)	(1,101,800)	Water Reserves	(1,017,600)	(1,647,000)	62	(6,402,000)	(505,000)	(786,000)	165,000	(769,000)	(90,000)	427,000	156,000	92,000
1,436,300	(66,500)	745,200	Developer Contributions - Section 64	862,000	732,000	(15)	(16,000)	(1,344,000)	(4,004,000)	(2,602,000)	(180,000)	(1,010,000)	1,030,000	1,070,000	1,113,000
3,252,600	(370,200)	(356,600)	Total Movement in Reserves (incl Sec 64)	(155,600)	(915,000)	488	(6,418,000)	(1,849,000)	(4,790,000)	(2,437,000)	(949,000)	(1,100,000)	1,457,000	1,226,000	1,205,000
Reserves - Balances as at 30 June															
10,693,700	10,390,000	9,288,200	Water Reserves	8,270,600	6,623,600	(20)	221,600	(283,400)	(1,069,400)	(904,400)	(1,673,400)	(1,763,400)	(1,336,400)	(1,180,400)	(1,088,400)
10,182,800	10,116,300	10,861,500	Developer Contributions - Section 64	11,723,500	12,455,500	6	12,439,500	11,095,500	7,091,500	4,489,500	4,309,500	3,299,500	4,329,500	5,399,500	6,512,500
20,876,500	20,506,300	20,149,700	Total Reserves	19,994,100	19,079,100	(5)	12,661,100	10,812,100	6,022,100	3,585,100	2,636,100	1,536,100	2,993,100	4,219,100	5,424,100

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 2031/32)

ACTUAL			DESCRIPTION	ESTIMATED											
2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
OPERATING RESULTS															
19,660,100	20,435,000	23,292,400	Operating Revenues	21,561,000	21,807,000	1	22,093,000	22,085,000	22,151,000	22,242,000	22,326,000	22,393,000	22,461,000	22,624,000	22,755,000
13,457,200	13,856,100	13,280,500	Less Operating Expenses	13,564,000	13,555,000	(0)	14,445,000	13,360,000	13,373,000	13,445,000	13,468,000	13,441,000	13,469,000	13,565,000	13,832,000
6,202,900	6,578,900	10,011,900	Operating Result before Non-cash Items	7,997,000	8,252,000	3	7,648,000	8,725,000	8,778,000	8,797,000	8,858,000	8,952,000	8,992,000	9,059,000	8,923,000
3,675,600	3,910,000	4,233,100	Depreciation Expense	4,200,000	4,240,000	1	4,260,000	4,324,000	4,389,000	4,455,000	4,522,000	4,590,000	4,659,000	4,729,000	4,800,000
133,800	69,300	0	Less Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
526,700	812,100	825,600	Less Loss on Disposal of Infrastructure Assets	500,000	500,000	0	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
1,866,800	1,787,500	4,953,200	Net Operating Result	3,297,000	3,512,000	7	2,888,000	3,901,000	3,889,000	3,842,000	3,836,000	3,862,000	3,833,000	3,830,000	3,623,000
Add Capital Grants and Contributions															
0	0	0	Capital Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
2,456,100	1,693,800	1,727,700	Section 64 Contributions Collected	1,810,000	2,100,000	16	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000
Subtract Funds Deployed for Non-operating Purposes															
(3,813,000)	(2,090,200)	(2,088,300)	Capital Expenditure	(3,159,000)	(10,282,000)	225	(9,355,000)	(6,684,000)	(5,561,000)	(5,809,000)	(6,396,000)	(5,213,000)	(1,455,000)	(2,559,000)	(2,578,000)
(3,387,000)	(3,535,800)	(2,716,300)	Repayment of Principal on Loans	(2,919,600)	(3,115,000)	7	(3,309,000)	(3,511,000)	(3,711,000)	(3,911,000)	(4,112,000)	(4,312,000)	(4,513,000)	(4,713,000)	(4,913,000)
Net Movement in Other Working Capital Items															
(34,700)	(373,500)	2,469,700	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															
3,675,600	3,910,000	4,233,100	Depreciation	4,200,000	4,240,000	1	4,260,000	4,324,000	4,389,000	4,455,000	4,522,000	4,590,000	4,659,000	4,729,000	4,800,000
133,800	69,300	0	Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
526,700	812,100	825,600	Loss on Disposal of Infrastructure Assets	500,000	500,000	0	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
1,424,300	2,273,200	9,404,700	Wastewater Reserves - Increase / (Decrease)	3,728,400	(3,045,000)	(182)	(2,916,000)	630,000	1,606,000	1,177,000	450,000	1,527,000	5,124,000	3,887,000	3,532,000
Movement in Reserves - Increase / (Decrease)															
(1,204,200)	862,800	8,673,000	Wastewater Reserves	2,562,900	(324,000)	(113)	(2,258,000)	(545,500)	1,566,000	1,645,500	819,000	(771,000)	2,848,500	1,469,000	6,180,500
2,628,500	1,410,400	731,700	Developer Contributions - Section 64	1,165,500	(2,721,000)	(333)	(658,000)	1,175,500	40,000	(468,500)	(369,000)	2,298,000	2,275,500	2,418,000	(2,648,500)
1,424,300	2,273,200	9,404,700	Total Movement in Reserves (incl Section 64)	3,728,400	(3,045,000)	(182)	(2,916,000)	630,000	1,606,000	1,177,000	450,000	1,527,000	5,124,000	3,887,000	3,532,000
Reserves - Balances as at 30 June															
2,888,400	3,751,200	12,424,200	Wastewater Reserves	14,987,100	14,663,100	(2)	12,405,100	11,859,600	13,425,600	15,071,100	15,890,100	15,119,100	17,967,600	19,436,600	25,617,100
7,240,300	8,650,700	9,382,400	Developer Contributions - Section 64	10,547,900	7,826,900	(26)	7,168,900	8,344,400	8,384,400	7,915,900	7,546,900	9,844,900	12,120,400	14,538,400	11,889,900
10,128,700	12,401,900	21,806,600	Total	25,535,000	22,490,000	(12)	19,574,000	20,204,000	21,810,000	22,987,000	23,437,000	24,964,000	30,088,000	33,975,000	37,507,000

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 2021/22 and 2022/23 This is the estimate for the financial years.

Percentage This column provides figures expressed as a percentage, as to what the 2022/23 estimate varies to the 2021/22 estimate.

2023/24 to 2031/32 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	2031/32
				OPERATING REVENUES												
2,098,200	2,285,000	2,597,200	3,615,800	Development Services	2,821,500	2,677,000	(5)	2,743,000	2,811,000	2,879,000	2,949,000	3,019,000	3,090,000	3,163,000	3,238,000	3,313,000
392,400	674,100	866,700	915,800	Public and Environmental Health	419,800	670,000	60	390,000	410,000	430,000	450,000	470,000	490,000	512,000	534,000	556,000
296,900	268,700	264,300	243,400	Public Order (Rangers and Parking)	289,000	296,000	2	298,000	306,000	314,000	322,000	331,000	340,000	349,000	358,000	367,000
340,000	389,300	141,000	786,100	Strategic Planning	151,700	136,000	(10)	337,000	173,000	220,000	275,000	348,000	332,000	297,000	329,000	486,000
157,400	137,800	135,700	81,500	Northern Rivers Community Gallery	100,300	106,000	6	112,000	118,000	124,000	130,000	136,000	142,000	148,000	154,000	160,000
922,700	906,200	1,004,700	1,271,500	Open Spaces	1,177,800	969,000	(18)	985,000	1,001,000	1,017,000	1,033,000	1,050,000	1,067,000	1,084,000	1,101,000	1,118,000
0	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	6,914,100	Total Operating Revenues	4,960,100	4,854,000	(2)	4,865,000	4,819,000	4,984,000	5,159,000	5,354,000	5,461,000	5,553,000	5,714,000	6,000,000
				OPERATING EXPENSES												
3,570,400	3,457,700	3,927,400	3,563,800	Development Services	3,420,000	3,464,000	1	3,534,000	3,606,000	3,679,000	3,754,000	3,831,000	3,909,000	3,988,000	4,069,000	4,152,000
1,187,400	1,559,900	1,592,400	2,058,200	Public and Environmental Health	2,208,000	2,304,000	4	2,054,000	2,096,000	2,139,000	2,183,000	2,228,000	2,274,000	2,321,000	2,368,000	2,416,000
570,500	624,100	659,700	622,600	Public Order (Rangers and Parking)	694,000	742,000	7	739,000	762,000	785,000	809,000	834,000	859,000	884,000	909,000	935,000
1,120,200	969,000	1,229,200	607,100	Strategic Planning	996,900	930,000	(7)	473,000	481,000	489,000	497,000	505,000	513,000	521,000	530,000	538,000
361,900	466,200	464,800	480,300	Northern Rivers Community Gallery	488,000	492,000	1	505,000	520,000	535,000	550,000	565,000	580,000	596,000	612,000	628,000
3,715,500	4,371,200	4,486,000	5,017,800	Open Spaces	5,380,600	5,223,000	(3)	5,339,000	5,455,000	5,643,000	5,601,000	5,720,000	5,841,000	5,965,000	6,091,000	6,218,000
1,918,700	1,618,700	2,422,700	2,741,200	Open Spaces Buildings and Structures	2,283,000	2,691,000	18	2,817,000	2,875,000	2,936,000	2,997,000	3,059,000	3,121,000	3,185,000	3,250,000	3,315,000
12,444,600	13,066,800	14,782,200	15,091,000	Total Operating Expenses	15,470,500	15,846,000	2	15,461,000	15,795,000	16,206,000	16,391,000	16,742,000	17,097,000	17,460,000	17,829,000	18,202,000
				NET OPERATING RESULT												
(1,472,200)	(1,172,700)	(1,330,200)	52,000	Development Services	(598,500)	(787,000)	31	(791,000)	(795,000)	(800,000)	(805,000)	(812,000)	(819,000)	(825,000)	(831,000)	(839,000)
(795,000)	(885,800)	(725,700)	(1,142,400)	Public and Environmental Health	(1,788,200)	(1,634,000)	(9)	(1,664,000)	(1,686,000)	(1,709,000)	(1,733,000)	(1,758,000)	(1,784,000)	(1,809,000)	(1,834,000)	(1,860,000)
(273,600)	(355,400)	(395,400)	(379,200)	Public Order (Rangers and Parking)	(405,000)	(446,000)	10	(441,000)	(456,000)	(471,000)	(487,000)	(503,000)	(519,000)	(535,000)	(551,000)	(568,000)
(780,200)	(579,700)	(1,088,200)	179,000	Strategic Planning	(845,200)	(794,000)	(6)	(136,000)	(308,000)	(269,000)	(222,000)	(157,000)	(181,000)	(224,000)	(201,000)	(52,000)
(204,500)	(328,400)	(329,100)	(398,800)	Northern Rivers Community Gallery	(387,700)	(386,000)	(0)	(393,000)	(402,000)	(411,000)	(420,000)	(429,000)	(438,000)	(448,000)	(458,000)	(468,000)
(2,792,100)	(3,484,300)	(3,525,800)	(3,746,300)	Open Spaces	(4,202,800)	(4,254,000)	1	(4,354,000)	(4,454,000)	(4,626,000)	(4,568,000)	(4,670,000)	(4,774,000)	(4,881,000)	(4,990,000)	(5,100,000)
(1,918,700)	(1,618,700)	(2,422,700)	(2,741,200)	Open Spaces Buildings and Structures	(2,283,000)	(2,691,000)	18	(2,817,000)	(2,875,000)	(2,936,000)	(2,997,000)	(3,059,000)	(3,121,000)	(3,185,000)	(3,250,000)	(3,315,000)
(8,237,000)	(8,405,700)	(9,772,600)	(8,176,900)	Total Operating Result - Surplus / (Deficit)	(10,510,400)	(10,992,000)	5	(10,596,000)	(10,976,000)	(11,222,000)	(11,232,000)	(11,388,000)	(11,636,000)	(11,907,000)	(12,115,000)	(12,202,000)
(129,300)	368,100	14,400	337,400	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	1,834,000	Add Back Depreciation	1,420,000	1,842,000	30	1,852,000	1,882,000	1,913,000	1,944,000	1,976,000	2,008,000	2,040,000	2,073,000	2,106,000
(7,205,300)	(7,239,300)	(8,141,400)	(6,005,500)	Total Cash Operating Result - Surplus / (Deficit)	(9,090,400)	(9,150,000)	1	(8,744,000)	(9,094,000)	(9,309,000)	(9,288,000)	(9,412,000)	(9,628,000)	(9,867,000)	(10,042,000)	(10,096,000)
				Capital Movements												
7,800	8,300	7,300	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
8,726,500	13,085,100	9,283,600	10,449,900	Less Transfer to Reserves	8,377,600	5,146,000		5,098,000	5,436,000	5,986,000	6,543,000	7,119,000	9,106,000	10,574,000	10,609,000	10,769,000
3,790,000	3,590,400	6,307,400	4,610,600	Add Transfer from Reserves	5,221,300	2,444,000		1,701,000	180,000	249,000	90,000	90,000	90,000	90,000	90,000	90,000
5,680,900	9,333,600	5,724,400	6,745,900	Add Capital Income Applied	7,139,000	8,548,000		5,045,000	5,150,000	5,650,000	6,150,000	6,650,000	8,650,000	10,150,000	10,150,000	10,150,000
2,225,500	1,721,800	4,022,400	3,583,500	Less Capital Expenditure	4,507,400	5,961,000		2,858,000	1,128,000	1,148,000	1,168,000	1,188,000	1,208,000	1,229,000	1,251,000	1,273,000
(8,694,200)	(9,130,500)	(9,422,900)	(8,682,400)	Cash Result after Capital Movements	(9,615,100)	(9,265,000)	(4)	(9,954,000)	(10,328,000)	(10,544,000)	(10,759,000)	(10,979,000)	(11,202,000)	(11,430,000)	(11,662,000)	(11,898,000)

Development Services

Manager: Andrew Smith, Manager - Development Services

Background

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

Budget Comments

OPERATING REVENUES

Regulatory Fees and Fines

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

OPERATING EXPENSES

Employee Costs

Based on staffing structure totaling 29 FTE (equivalent full time positions). Other costs include motor vehicles.

Office Expenses

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

Legal Costs

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

DEVELOPMENT SERVICES																
ACTUAL				DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
OPERATING REVENUES																
Fes and Charges																
595,400	786,200	780,700	825,900	Development Application - Fees and Charges	774,000	889,000	15	909,000	929,000	949,000	970,000	991,000	1,012,000	1,034,000	1,057,000	1,080,000
232,100	221,300	242,600	521,100	Development Application - Compliance Levy	262,500	0	(100)	0	0	0	0	0	0	0	0	0
5,500	9,800	7,800	10,700	Change of Use Applications	7,000	7,000	0	8,000	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000
45,600	47,600	65,800	53,900	Subdivision Fees	76,000	106,000	39	109,000	113,000	117,000	121,000	125,000	129,000	133,000	137,000	141,000
104,700	102,700	102,500	138,100	Section 10.7 Certificates	125,000	175,000	40	179,000	183,000	187,000	191,000	195,000	199,000	203,000	208,000	213,000
12,100	5,500	3,800	6,500	Planning Certificates - Urgency Fees	5,000	5,000	0	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000
67,100	70,000	64,300	95,600	Enquiries and Other Income	104,000	115,000	11	118,000	121,000	124,000	127,000	130,000	133,000	136,000	139,000	142,000
23,700	22,100	22,100	19,300	Essential Fire Services	20,000	20,000	0	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
57,000	52,200	38,500	25,900	Swimming Pools - Certificates of Compliance	38,000	20,000	(47)	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
511,400	416,400	416,600	418,500	Construction Certificates	260,000	310,000	19	317,000	324,000	331,000	338,000	345,000	352,000	360,000	368,000	376,000
260,000	392,200	494,000	593,200	Plumbing and Drainage - Certificates and Inspections	463,000	568,000	23	580,000	593,000	606,000	619,000	632,000	646,000	660,000	674,000	688,000
24,800	28,300	41,100	40,300	Building - Certificates and Inspections	48,000	48,000	0	49,000	50,000	51,000	53,000	55,000	57,000	59,000	61,000	63,000
14,100	21,700	30,800	31,600	Private Certifiers - Lodgement Fees	29,000	29,000	0	30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000
17,900	21,500	24,500	55,200	OSSM - Approvals to Operate (New)	70,000	70,000	0	72,000	74,000	76,000	78,000	80,000	82,000	84,000	86,000	88,000
1,900	13,600	(9,800)	23,000	Plan First Levy	20,000	20,000	0	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
0	0	97,200	153,500	Drainage Plans	145,000	160,000	10	164,000	168,000	172,000	176,000	180,000	184,000	188,000	192,000	196,000
16,800	12,700	18,100	15,000	Complying Development Certificates	15,000	15,000	0	16,000	17,000	18,000	19,000	20,000	21,000	22,000	23,000	24,000
Grants and Contributions																
0	0	0	50,000	NSW Planning Portal	0	0	0	0	0	0	0	0	0	0	0	0
Other Revenues																
108,100	61,200	156,600	538,500	Legal Costs Recovered and Fines	360,000	120,000	(67)	123,000	126,000	129,000	132,000	135,000	138,000	141,000	144,000	147,000
2,098,200	2,285,000	2,597,200	3,615,800	Total Operating Revenues	2,821,500	2,677,000	(5)	2,743,000	2,811,000	2,879,000	2,949,000	3,019,000	3,090,000	3,163,000	3,238,000	3,313,000
OPERATING EXPENSES																
2,536,300	2,807,900	2,786,200	2,739,000	Employee Costs	2,905,000	3,109,000	7	3,173,000	3,238,000	3,304,000	3,372,000	3,442,000	3,513,000	3,585,000	3,659,000	3,734,000
84,600	97,900	59,100	25,900	Office Expenses and Advertising	40,000	30,000	(25)	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
26,100	52,900	45,600	38,900	Consultants	55,000	25,000	(55)	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
923,400	499,000	1,036,500	735,700	Legal Expenses	420,000	300,000	(29)	306,000	313,000	320,000	327,000	334,000	341,000	348,000	355,000	363,000
0	0	0	24,300	NSW Planning Portal	0	0	0	0	0	0	0	0	0	0	0	0
3,570,400	3,457,700	3,927,400	3,563,800	Total Operating Expenses	3,420,000	3,464,000	1	3,534,000	3,606,000	3,679,000	3,754,000	3,831,000	3,909,000	3,988,000	4,069,000	4,152,000
(1,472,200)	(1,172,700)	(1,330,200)	52,000	Operating Result - Surplus / (Deficit)	(598,500)	(787,000)	31	(791,000)	(795,000)	(800,000)	(805,000)	(812,000)	(819,000)	(825,000)	(831,000)	(839,000)
0	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)	52,000	Cash Result - Surplus / (Deficit)	(598,500)	(787,000)	31	(791,000)	(795,000)	(800,000)	(805,000)	(812,000)	(819,000)	(825,000)	(831,000)	(839,000)
Capital Movements																
0	0	0	0	Less Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
223,000	278,500	10,000	530,000	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
273,000	70,200	383,300	300,000	Add Transfer from Reserves	50,000	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
(1,422,200)	(1,381,000)	(956,900)	(178,000)	Cash Result after Capital Movements	(548,500)	(787,000)	43	(791,000)	(795,000)	(800,000)	(805,000)	(812,000)	(819,000)	(825,000)	(831,000)	(839,000)

Public and Environmental Health

Manager: Kerri Watts, Manager Public and Environmental Health

Background

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

Budget Comments

OPERATING REVENUES

Regulatory Fees and Fines

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

Operating Grants

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

OPERATING EXPENSES

Employee Costs

Based on staffing structure of 13 FTE (equivalent full time positions). Other costs included are training and expenses relating to motor vehicles.

Office Expenses

Advertising, legal and other sundry office expenses.

Projects and Kits

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

Water Monitoring

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

Shaws Bay Coastal Management Plan and Lake Ainsworth Coastal Management Plan

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

Healthy Waterways

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

PUBLIC AND ENVIRONMENTAL HEALTH

ACTUAL				DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
				Environmental Health												
153,000	160,500	155,500	85,600	Registrations and Inspections	143,800	170,000	18	183,000	196,000	209,000	222,000	235,000	248,000	262,000	276,000	290,000
155,900	171,500	172,300	197,300	OSSM - Fees and Charges	195,000	199,000	2	205,000	211,000	217,000	223,000	229,000	235,000	242,000	249,000	256,000
0	54,900	13,100	227,300	Grants - Lake Ainsworth Coastal Management Plan	49,000	300,000	512	0	0	0	0	0	0	0	0	0
0	56,200	214,900	190,000	Grants - Healthy Waterways Program	0	0	0	0	0	0	0	0	0	0	0	0
0	140,000	140,000	140,000	Grants - Contaminated Land	0	0	0	0	0	0	0	0	0	0	0	0
82,800	91,000	170,900	75,600	Grants - Other	31,000	0	(100)	0	0	0	0	0	0	0	0	0
700	0	0	0	Litter Fines	1,000	1,000	0	2,000	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000
392,400	674,100	866,700	915,800	Total Operating Revenues	419,800	670,000	60	390,000	410,000	430,000	450,000	470,000	490,000	512,000	534,000	556,000
				OPERATING EXPENSES												
				Environmental Health												
873,300	995,300	989,700	1,483,800	Employee Costs	1,628,000	1,569,000	(4)	1,602,000	1,635,000	1,669,000	1,703,000	1,738,000	1,774,000	1,811,000	1,848,000	1,886,000
62,400	14,300	9,500	6,700	Office Expenses, Advertising, Consultants	50,000	20,000	(60)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
13,100	4,700	1,200	22,900	Projects and Kits	7,000	7,000	0	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
				Management Plans and Projects												
20,400	20,200	16,100	12,500	Water Monitoring	22,000	22,000	0	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
26,300	149,100	44,500	76,000	Lake Ainsworth Coastal Management Plan	121,000	325,000	169	30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000
98,400	44,500	100,900	15,700	Shaws Bay Coastal Management Plan	30,000	25,000	(17)	30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000
0	0	0	21,300	North Creek Coastal Management Program	0	0	0	0	0	0	0	0	0	0	0	0
92,900	131,200	83,200	35,500	Healthy Waterways Program	132,000	335,000	154	342,000	349,000	356,000	364,000	372,000	380,000	388,000	396,000	404,000
0	82,000	34,100	0	Coastal EEC Project	0	0	0	0	0	0	0	0	0	0	0	0
0	78,000	44,400	0	Richmond River Governance Project	0	0	0	0	0	0	0	0	0	0	0	0
0	31,400	121,300	166,800	Emigrant Creek Stabilisation Project	0	0	0	0	0	0	0	0	0	0	0	0
0	8,300	47,500	22,600	Marom and Chilcotts Creek Project	14,000	0	(100)	0	0	0	0	0	0	0	0	0
0	0	98,300	138,700	Contaminated Lands Management	183,000	0	(100)	0	0	0	0	0	0	0	0	0
0	0	0	55,100	MEMS Riparian Rehabilitation Project	20,000	0	(100)	0	0	0	0	0	0	0	0	0
				Noxious Plants / Vermin												
600	900	1,700	600	Destruction of Pests	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1,187,400	1,559,900	1,592,400	2,058,200	Total Operating Expenses	2,208,000	2,304,000	4	2,054,000	2,096,000	2,139,000	2,183,000	2,228,000	2,274,000	2,321,000	2,368,000	2,416,000
(795,000)	(885,800)	(725,700)	(1,142,400)	Operating Result - Surplus / (Deficit)	(1,788,200)	(1,634,000)	(9)	(1,664,000)	(1,686,000)	(1,709,000)	(1,733,000)	(1,758,000)	(1,784,000)	(1,809,000)	(1,834,000)	(1,860,000)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(795,000)	(885,800)	(725,700)	(1,142,400)	Cash Result - Surplus / (Deficit)	(1,788,200)	(1,634,000)	(9)	(1,664,000)	(1,686,000)	(1,709,000)	(1,733,000)	(1,758,000)	(1,784,000)	(1,809,000)	(1,834,000)	(1,860,000)
				Capital Movements												
0	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	1,087,200	Less Transfer to Reserves	202,000	0	0	0	0	0	0	0	0	0	0	0
869,400	615,100	1,571,900	1,196,200	Add Transfer from Reserves	365,000	352,000	0	465,000	0	0	0	0	0	0	0	0
181,900	11,900	0	409,000	Add Capital Income Applied	63,000	298,000	0	395,000	0	0	0	0	0	0	0	0
857,700	136,900	124,900	1,048,700	Less Capital Expenditure	171,000	300,000	0	738,000	0	0	0	0	0	0	0	0
(961,100)	(1,261,600)	(1,037,800)	(1,673,100)	Cash Result after Capital Movements	(1,733,200)	(1,284,000)	(26)	(1,542,000)	(1,686,000)	(1,709,000)	(1,733,000)	(1,758,000)	(1,784,000)	(1,809,000)	(1,834,000)	(1,860,000)

Public Order

Manager: Kerri Watts, Manager Public and Environmental Health

Background

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

Budget Comments

OPERATING REVENUES

Regulatory Fees and Fines

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

OPERATING EXPENSES

Rangers

Based on staffing structure of 5 FTE (equivalent full time positions).

Impounding Expenses

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

PUBLIC ORDER																
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	2031/32
				OPERATING REVENUES												
				Regulatory Fees and Fines												
75,500	47,200	52,500	55,300	Registration Fees and Charges	53,000	54,000	2	56,000	58,000	60,000	62,000	65,000	68,000	71,000	74,000	77,000
161,500	171,100	163,900	149,800	Parking Fines	195,000	200,000	3	204,000	209,000	214,000	219,000	224,000	229,000	234,000	239,000	244,000
50,800	40,500	39,800	34,400	Dog Fines	34,000	35,000	3	36,000	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000
9,100	9,900	8,100	3,900	Other Fines and Other Revenues	7,000	7,000	0	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
296,900	268,700	264,300	243,400	Total Operating Revenues	289,000	296,000	2	298,000	306,000	314,000	322,000	331,000	340,000	349,000	358,000	367,000
				OPERATING EXPENSES												
				Rangers												
480,300	509,400	564,400	515,300	Employee Costs	578,000	614,000	6	627,000	640,000	653,000	667,000	682,000	697,000	712,000	727,000	743,000
				Pound Management												
2,700	2,700	3,200	7,900	Dog Pound Rates and Charges	4,000	4,000	0	5,000	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000
20,900	22,600	26,000	29,300	Dog Pound Cleaning	28,000	26,000	(7)	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000	35,000
8,900	4,000	2,800	2,500	Dog Pound Impounding	3,000	6,000	100	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000	15,000
1,400	700	1,200	700	Dog Pound Food	1,000	2,000	100	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000
4,400	4,000	1,600	3,100	Dog Pund Veterinary	3,000	4,000	33	5,000	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000
27,400	43,400	26,600	26,700	Sundry (Poo Bags etc)	28,000	28,000	0	29,000	30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000
3,700	10,400	6,500	13,700	Legals	17,000	3,000	(82)	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
5,400	7,500	8,100	4,200	Electricity	9,000	8,000	(11)	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000
1,000	1,300	2,000	1,600	Insurance	2,000	2,000	0	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000
500	700	700	500	Bank Fees	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
6,000	6,100	6,700	4,500	Telephone	6,000	6,000	0	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000	15,000
1,100	1,300	0	200	Straying Livestock	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
0	0	400	3,200	Companion Animal Education Programs	4,000	27,000	575	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
				Debt Servicing												
1,300	800	300	0	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	9,200	Depreciation - Dog Control	9,000	10,000	11	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000
570,500	624,100	659,700	622,600	Total Operating Expenses	694,000	742,000	7	739,000	762,000	785,000	809,000	834,000	859,000	884,000	909,000	935,000
(273,600)	(355,400)	(395,400)	(379,200)	Operating Result - Surplus / (Deficit)	(405,000)	(446,000)	10	(441,000)	(456,000)	(471,000)	(487,000)	(503,000)	(519,000)	(535,000)	(551,000)	(568,000)
5,500	9,200	9,200	9,200	Add Back Depreciation	9,000	10,000	11	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000
(268,100)	(346,200)	(386,200)	(370,000)	Cash Result - Surplus / (Deficit)	(396,000)	(436,000)	10	(431,000)	(445,000)	(459,000)	(474,000)	(489,000)	(504,000)	(519,000)	(534,000)	(550,000)
				Capital Movements												
7,800	8,300	7,300	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
10,000	2,000	4,000	2,000	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
6,500	0	22,000	12,000	Add Transfer from Reserves	2,000	255,000		165,000	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	30,500	12,100	Less Capital Expenditure	0	185,000		165,000	0	0	0	0	0	0	0	0
(279,400)	(356,500)	(406,000)	(372,100)	Cash Result after Capital Movements	(394,000)	(366,000)	(7)	(431,000)	(445,000)	(459,000)	(474,000)	(489,000)	(504,000)	(519,000)	(534,000)	(550,000)

Strategic Planning

Manager: Tara McGready, Manager Strategic Planning

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

Income for strategic planning publications and services and planning proposals.

Grants and Contributions

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

Interest on Section 7.11 Contributions

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

OPERATING EXPENSES

Employee Costs

Based on staffing structure of 8 FTE (equivalent full time positions) and motor vehicles expenses.

Office Expenses

Includes allowances for advertising, printing and stationery.

Economic Development, Aboriginal, Heritage Programs and Koala Management Programs

Allowances for consultancies and projects for these programs.

Strategic Plans and Studies

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

Planning Proposals

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

CAPITAL MOVEMENTS

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

Capital Income

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

STRATEGIC PLANNING																
ACTUAL				DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
67,200	29,500	43,100	53,600	Planning Proposals and Other Fees	37,700	30,000	(20)	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000
51,500	67,300	2,200	600,900	Grants and Contributions	38,000	2,000	(95)	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
221,300	292,500	95,700	131,600	Interest on Section 7.11 Contributions Held	76,000	104,000	37	304,000	139,000	185,000	239,000	311,000	294,000	258,000	289,000	445,000
340,000	389,300	141,000	786,100	Total Operating Revenues	151,700	136,000	(10)	337,000	173,000	220,000	275,000	348,000	332,000	297,000	329,000	486,000
				OPERATING EXPENSES												
900,000	790,500	1,035,300	898,600	Employee Costs	981,000	1,026,000	5	1,048,000	1,070,000	1,093,000	1,116,000	1,139,000	1,163,000	1,187,000	1,212,000	1,237,000
32,200	33,700	16,700	10,800	Office Expenses	18,000	12,000	(33)	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
29,900	39,900	14,500	9,500	Planning Proposals	36,400	180,000	395	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000
1,900	700	0	0	Section 7.11 Contribution Plan Reviews	81,500	20,000	(75)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
15,400	0	10,100	35,900	Planning Policy and Strategy Reviews	0	0	0	0	0	0	0	0	0	0	0	0
10,700	8,300	11,400	4,100	Ballina Major Regional Centre Actions	10,000	10,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
12,300	0	15,600	27,000	Plans of Management	37,000	10,000	(73)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
11,100	11,000	18,900	17,200	Economic Development Programs	15,000	10,000	(33)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
15,900	6,600	10,700	1,000	Cultural and Heritage Programs	36,000	15,000	(58)	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
5,300	400	1,500	0	Koala Management Plan Actions	15,000	10,000	(33)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
34,800	600	0	0	Significant Tree Register	0	0	0	0	0	0	0	0	0	0	0	0
30,500	54,800	82,300	99,800	Other Strategic Plans and Studies	437,000	350,000	(20)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
21,100	22,500	12,200	9,100	Community Services Programs	24,000	19,000	(21)	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
				Recouped from Business Activities												
0	0	0	(505,900)	Direct Costs Redistributed to Businesses	(694,000)	(732,000)	5	(747,000)	(762,000)	(778,000)	(794,000)	(810,000)	(827,000)	(844,000)	(861,000)	(879,000)
1,120,200	969,000	1,229,200	607,100	Total Operating Expenses	996,900	930,000	(7)	473,000	481,000	489,000	497,000	505,000	513,000	521,000	530,000	538,000
(780,200)	(579,700)	(1,088,200)	179,000	Operating Result - Surplus / (Deficit)	(845,200)	(794,000)	(6)	(136,000)	(308,000)	(269,000)	(222,000)	(157,000)	(181,000)	(224,000)	(201,000)	(52,000)
0	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)	179,000	Cash Result - Surplus / (Deficit)	(845,200)	(794,000)	(6)	(136,000)	(308,000)	(269,000)	(222,000)	(157,000)	(181,000)	(224,000)	(201,000)	(52,000)
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
5,602,700	9,020,200	4,814,000	5,903,600	Less Transfer to Reserves	6,386,000	4,229,000	5,031,000	5,368,000	5,916,000	6,472,000	7,046,000	9,031,000	10,497,000	10,530,000	10,688,000	
29,600	323,600	65,400	437,700	Add Transfer from Reserves	624,200	545,000	65,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
5,280,000	8,384,700	4,663,300	5,294,300	Add Capital Income Applied	6,130,000	4,050,000	4,650,000	5,150,000	5,650,000	6,150,000	6,650,000	8,650,000	10,150,000	10,150,000	10,150,000	
0	0	0	143,000	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
(1,073,300)	(891,600)	(1,173,500)	(135,600)	Cash Result after Capital Movements	(477,000)	(428,000)	(10)	(452,000)	(506,000)	(515,000)	(524,000)	(533,000)	(542,000)	(551,000)	(561,000)	(570,000)

Northern Rivers Community Gallery

Manager: Tara McGready, Manager Strategic Planning

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

Income from bookings and exhibitions and workshop fees.

Grants and Contributions

Grants can vary from year to year

Other Revenues

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

OPERATING EXPENSES

Employee Costs

Based on staffing structure of 2.5 FTE (equivalent full time positions).

Administration Expenses

Includes costs for cleaning and air conditioning.

Other Expenses

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

NORTHERN RIVERS COMMUNITY GALLERY

ACTUAL				DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
				Fees and Charges												
15,800	12,700	4,200	4,100	Bookings and Exhibitions	15,000	15,000	0	16,000	17,000	18,000	19,000	20,000	21,000	22,000	23,000	24,000
5,800	5,500	8,600	500	Workshops	0	0	0	0	0	0	0	0	0	0	0	0
9,600	11,500	8,300	7,000	Gallery Stock Sales	10,000	10,000	0	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000
22,100	13,500	7,600	5,600	Gallery Commission on Sales	15,000	15,000	0	16,000	17,000	18,000	19,000	20,000	21,000	22,000	23,000	24,000
5,200	12,900	15,700	15,500	Ignite Studios Casual Room Bookings	22,000	22,000	0	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000
				Operating Grants and Contributions												
59,500	41,400	52,700	18,000	Other Grants	0	0	0	0	0	0	0	0	0	0	0	0
0	0	5,000	0	Regional NSW CASP Grant	0	0	0	0	0	0	0	0	0	0	0	0
				Other Revenues												
1,000	900	600	700	Donations	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
800	400	200	0	Fund Raising Events	0	0	0	0	0	0	0	0	0	0	0	0
32,200	33,800	26,800	24,400	Community Gallery - Café Lease	30,300	36,000	19	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000	45,000
5,400	5,200	6,000	5,700	Ballina Gallery Café Outgoings	7,000	7,000	0	8,000	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000
157,400	137,800	135,700	81,500	Total Operating Revenues	100,300	106,000	6	112,000	118,000	124,000	130,000	136,000	142,000	148,000	154,000	160,000
				OPERATING EXPENSES												
174,700	205,200	235,600	215,400	Employee Costs	264,000	268,000	2	274,000	280,000	286,000	292,000	298,000	304,000	311,000	318,000	325,000
21,600	21,900	21,900	21,900	Subscription to Arts Northern Rivers	0	0	0	0	0	0	0	0	0	0	0	0
16,400	16,800	18,300	8,400	NSW State Government - Crown Rental	18,000	18,000	0	19,000	20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000
29,600	35,300	32,000	34,400	Rates and Charges, Electricity, Security	39,000	39,000	0	41,000	43,000	45,000	47,000	49,000	51,000	53,000	55,000	57,000
11,200	31,400	26,600	30,800	Cleaning and Air-conditioning	32,000	32,000	0	33,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000	41,000
64,500	107,900	82,700	95,200	Other Operating Expenses	83,000	60,000	(28)	63,000	66,000	69,000	72,000	75,000	78,000	81,000	84,000	87,000
				Non-cash Expenses												
43,900	47,700	47,700	74,200	Depreciation - Community Gallery	52,000	75,000	44	75,000	77,000	79,000	81,000	83,000	85,000	87,000	89,000	91,000
361,900	466,200	464,800	480,300	Total Operating Expenses	488,000	492,000	1	505,000	520,000	535,000	550,000	565,000	580,000	596,000	612,000	628,000
(204,500)	(328,400)	(329,100)	(398,800)	Operating Result - Surplus / (Deficit)	(387,700)	(386,000)	(0)	(393,000)	(402,000)	(411,000)	(420,000)	(429,000)	(438,000)	(448,000)	(458,000)	(468,000)
43,900	47,700	47,700	74,200	Add Back Depreciation	52,000	75,000	44	75,000	77,000	79,000	81,000	83,000	85,000	87,000	89,000	91,000
(160,600)	(280,700)	(281,400)	(324,600)	Cash Result - Surplus / (Deficit)	(335,700)	(311,000)	(7)	(318,000)	(325,000)	(332,000)	(339,000)	(346,000)	(353,000)	(361,000)	(369,000)	(377,000)
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
65,800	62,200	51,900	49,000	Less Transfer to Reserves	26,600	11,000	11,000	11,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
36,100	104,400	36,200	41,900	Add Transfer from Reserves	39,000	0	0	0	0	0	0	0	0	0	0	0
0	121,000	0	85,000	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
85,200	166,200	11,900	71,900	Less Capital Expenditure	2,400	0	0	0	0	0	0	0	0	0	0	0
(275,500)	(283,700)	(309,000)	(318,600)	Cash Result after Capital Movements	(325,700)	(322,000)	(1)	(329,000)	(336,000)	(344,000)	(351,000)	(358,000)	(365,000)	(373,000)	(381,000)	(389,000)

Open Spaces

Manager: Cheyne Willebrands, Manager - Open Spaces

Background

This program details costs related to the management of all Council parks, reserves, sporting grounds, beaches 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 based on staffing structure of 9 FTE (equivalent full time positions) and motor vehicle expenses.

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

Vegetation Management Includes wages, oncosts, plant hire and materials related to the provision of vegetation management services largely provided on crown reserves. The majority of the weed control item represents Council's contribution to the Rous County Council.

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 – 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	2031/32
				OPERATING REVENUES												
				Buildings												
0	0	0	0	0	Contributions and Rebates	0	0	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	226,900	227,000	Open Spaces Buildings	229,000	1	236,000	244,000	252,000	260,000	268,000	276,000	284,000	292,000	300,000
74,000	97,200	119,300	137,500	112,000	Sports Fields Buildings	114,000	2	117,000	121,000	125,000	129,000	133,000	137,000	143,000	149,000	155,000
399,300	468,300	426,000	472,400	429,000	Public Amenities	435,000	1	446,000	458,000	471,000	484,000	497,000	510,000	523,000	536,000	549,000
34,700	55,300	59,900	84,200	90,000	Picnic Tables Construction and Maintenance	90,000	0	182,000	186,000	191,000	196,000	201,000	206,000	211,000	216,000	221,000
35,800	45,200	57,300	83,400	80,000	Electric BBQ's Cleaning and Maintenance	80,000	0	82,000	84,000	86,000	88,000	90,000	92,000	94,000	96,000	98,000
11,500	7,900	2,400	2,200	3,000	River Street and Riverwalk Cleaning and Maintenance	3,000	0	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000	12,000
47,200	0	0	0	0	Storm Damage	0	0	0	0	0	0	0	0	0	0	0
				Non-Cash Expenses												
57,200	6,400	21,500	115,000	22,000	Depreciation - Public Amenities	115,000	423	115,000	117,000	119,000	121,000	123,000	125,000	127,000	129,000	131,000
351,800	229,700	854,900	916,000	820,000	Depreciation - Open Spaces Buildings	920,000	12	925,000	939,000	954,000	969,000	984,000	999,000	1,014,000	1,030,000	1,046,000
682,600	489,400	667,500	703,600	500,000	Depreciation - Sports Field Buildings	705,000	41	710,000	721,000	732,000	743,000	755,000	767,000	779,000	791,000	803,000
0	0	0	0	0	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0
1,918,700	1,618,700	2,422,700	2,741,200	2,283,000	Total Operating Expenses	2,691,000	18	2,817,000	2,875,000	2,936,000	2,997,000	3,059,000	3,121,000	3,185,000	3,250,000	3,315,000
(1,918,700)	(1,618,700)	(2,422,700)	(2,741,200)	(2,283,000)	Operating Result - Surplus / (Deficit)	(2,691,000)	18	(2,817,000)	(2,875,000)	(2,936,000)	(2,997,000)	(3,059,000)	(3,121,000)	(3,185,000)	(3,250,000)	(3,315,000)
1,091,600	725,500	1,543,900	1,734,600	1,342,000	Add Back Depreciation	1,740,000	30	1,750,000	1,777,000	1,805,000	1,833,000	1,862,000	1,891,000	1,920,000	1,950,000	1,980,000
0	0	0	0	0	Add Back Loss on Infrastructure	0	0	0	0	0	0	0	0	0	0	0
(827,100)	(893,200)	(878,800)	(1,006,600)	(941,000)	Cash Result - Surplus / (Deficit)	(951,000)	1	(1,067,000)	(1,098,000)	(1,131,000)	(1,164,000)	(1,197,000)	(1,230,000)	(1,265,000)	(1,300,000)	(1,335,000)
				Capital Movements												
0	0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0
8,000	0	139,000	121,000	140,000	Less Transfer to Reserves	146,000	0	0	0	0	0	0	0	0	0	0
198,200	8,000	0	139,000	115,000	Add Transfer from Reserves	146,000	0	146,000	0	0	0	0	0	0	0	0
0	65,000	0	115,000	115,000	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0
268,700	220,400	2,100	164,500	250,000	Less Capital Expenditure	60,000	0	306,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000
(905,600)	(1,040,600)	(1,019,900)	(1,038,100)	(1,101,000)	Cash Result after Capital Movements	(1,011,000)	(8)	(1,227,000)	(1,258,000)	(1,291,000)	(1,324,000)	(1,357,000)	(1,390,000)	(1,425,000)	(1,460,000)	(1,495,000)

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.

Landfill and Resource Management

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

Domestic Waste Management

Provision of domestic waste collection services to residential properties.

Asset Management

Manager: Paul Busmanis, Manager - Engineering Works

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

Majority of revenue sourced from engineering inspection fees.

OPERATING EXPENSES

Employee Costs – Management and Administration

Includes salaries and oncosts based on staffing structure of 12 FTE (equivalent full time positions) and associated oncosts.

Employee Costs – Infrastructure

Includes salaries and oncosts based on staffing structure of 8 FTE (equivalent full time positions) and associated oncosts.

Employee Costs – Engineering Works

Includes salaries and oncosts based on staffing structure of 6 FTE (equivalent full time positions) and associated oncosts. Other costs include an internal charge to cover the cost of motor vehicles.

Road Safety Officer and Programs

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

Asset Management

Allowance for condition assessments and other asset related matters.

North East Weight of Loads Group (NEWLOG)

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

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	2031/32
				OPERATING REVENUES												
				Engineering Fees and Charges												
227,600	408,100	229,000	196,900	Development Engineer Inspection Fee	195,000	200,000	3	204,000	209,000	214,000	219,000	224,000	229,000	234,000	239,000	244,000
50,600	346,700	64,700	74,900	Section 7.11 Plans Administration	80,000	75,000	(6)	77,000	79,000	81,000	83,000	85,000	87,000	89,000	91,000	93,000
600	1,900	0	9,800	Road Closure Applications	5,000	5,000	0	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000
400	4,800	900	5,600	Engineering Inspections and Other Income	1,000	2,000	100	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000
				Operating Grants and Contributions												
37,500	29,600	23,200	34,500	Road Safety Officer and Safety Programs	31,500	33,000	5	35,000	37,000	39,000	41,000	43,000	45,000	47,000	49,000	51,000
0	0	0	0	Grants and Contributions - Other	6,600	0	(100)	0	0	0	0	0	0	0	0	0
316,700	791,100	317,800	321,700	Total Operating Revenues	319,100	315,000	(1)	325,000	336,000	347,000	358,000	369,000	380,000	391,000	402,000	413,000
				OPERATING EXPENSES												
				Engineering Management												
667,200	759,900	724,000	713,400	Employee Costs - Mgmt and Admin	788,000	932,000	18	951,000	970,000	989,000	1,009,000	1,029,000	1,050,000	1,071,000	1,092,000	1,114,000
824,400	884,700	937,500	804,800	Employee Costs - Infrastructure	794,000	832,000	5	849,000	866,000	883,000	901,000	919,000	937,000	956,000	975,000	995,000
594,300	635,600	561,100	600,300	Employee Costs - Engineering Works	740,000	775,000	5	791,000	807,000	823,000	839,000	856,000	873,000	890,000	908,000	926,000
5,200	9,600	2,500	1,500	Conferences	5,000	4,000	(20)	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
80,000	80,400	99,200	63,900	Vehicles	72,000	66,000	(8)	67,000	68,000	69,000	70,000	71,000	72,000	73,000	74,000	75,000
72,300	76,500	52,000	47,300	Office Expenses and Advertising	53,100	55,000	4	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
65,900	49,600	47,100	50,700	Road Safety Officer and Programs	54,000	55,000	2	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	74,000
1,000	0	110,000	0	Asset Management / Modelling	10,000	0	(100)	80,000	10,000	10,000	10,000	85,000	10,000	10,000	10,000	90,000
29,600	97,300	57,000	65,600	North East Weight of Loads Group	40,400	43,000	6	45,000	46,000	47,000	48,000	49,000	50,000	51,000	52,000	53,000
0	0	0	0	Other Expenses	6,600	0	(100)	0	0	0	0	0	0	0	0	0
				Recouped from Business Activities												
0	0	0	(1,182,800)	Direct Costs Redistributed to Businesses	(1,250,000)	(1,397,000)	12	(1,425,000)	(1,454,000)	(1,483,000)	(1,513,000)	(1,543,000)	(1,574,000)	(1,605,000)	(1,637,000)	(1,670,000)
2,339,900	2,593,600	2,590,400	1,164,700	Total Operating Expenses	1,313,100	1,365,000	4	1,475,000	1,432,000	1,459,000	1,487,000	1,591,000	1,545,000	1,575,000	1,605,000	1,716,000
(2,023,200)	(1,802,500)	(2,272,600)	(843,000)	Operating Result - Surplus / (Deficit)	(994,000)	(1,050,000)	6	(1,150,000)	(1,096,000)	(1,112,000)	(1,129,000)	(1,222,000)	(1,165,000)	(1,184,000)	(1,203,000)	(1,303,000)
0	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)	(843,000)	Cash Result - Surplus / (Deficit)	(994,000)	(1,050,000)	6	(1,150,000)	(1,096,000)	(1,112,000)	(1,129,000)	(1,222,000)	(1,165,000)	(1,184,000)	(1,203,000)	(1,303,000)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
10,000	384,300	30,000	45,000	Less Transfer to Reserves	35,000	40,000	0	40,000	40,000	40,000	45,000	45,000	45,000	45,000	45,000	45,000
0	69,600	110,000	49,800	Add Transfer from Reserves	0	0	0	70,000	0	60,000	0	100,000	0	70,000	0	0
0	0	0	0	Add Capital Income Applied	22,000	0	0	0	0	0	0	0	0	0	0	0
0	0	3,400	49,800	Less Capital Expenditure	22,000	0	0	0	0	60,000	0	0	0	70,000	0	0
(2,033,200)	(2,117,200)	(2,196,000)	(888,000)	Cash Result after Capital Movements	(1,029,000)	(1,090,000)	6	(1,120,000)	(1,136,000)	(1,152,000)	(1,174,000)	(1,167,000)	(1,210,000)	(1,229,000)	(1,248,000)	(1,348,000)

Stormwater and Environmental Protection

Manager: Paul Busmanis, Manager - Engineering Works

Background

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

Budget Comments

OPERATING REVENUES

Annual Charges

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

OPERATING EXPENSES

Stormwater

Allocation for stormwater drainage maintenance.

Contributions

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

Flood Management Studies and Plans

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

Coastal Zone Management Plan

Represents on-going work on this project.

Foreshore Protection Works

Annual allocation for foreshore protection works and beach cleaning.

Capital Movements

Reserve Movements

Refer to Part E of the document.

Capital Expenditure

Capital works as per Part C of this document.

STORMWATER AND ENVIRONMENTAL PROTECTION

ACTUAL				DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
				Annual Charges												
380,200	384,200	389,800	400,100	Stormwater	413,000	418,000	1	422,000	426,000	430,000	434,000	438,000	442,000	446,000	450,000	454,000
				Fees and Charges												
6,900	4,500	0	10,600	Third Party Modelling	0	0	0	0	0	0	0	0	0	0	0	0
				Grants and Contributions												
0	0	89,400	52,000	Flood Management Plans	88,000	0	(100)	0	0	0	0	0	0	0	0	0
0	0	0	0	Flood - Ballina Island / West Ballina Actions	0	380,000	100	380,000	0	0	0	0	0	0	0	0
0	0	0	0	Coastline Management Plan	120,000	0	(100)	0	0	0	0	0	0	0	0	0
25,000	10,000	0	0	Other Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
0	109,300	0	0	Natural Disaster Funding	0	0	0	0	0	0	0	0	0	0	0	0
412,100	508,000	479,200	462,700	Total Operating Revenues	621,000	798,000	29	802,000	426,000	430,000	434,000	438,000	442,000	446,000	450,000	454,000
				OPERATING EXPENSES												
				Engineering Management												
0	1,500	81,800	68,600	Employee Costs	127,000	134,000	6	137,000	140,000	143,000	146,000	149,000	152,000	156,000	160,000	164,000
0	0	5,600	500	Vehicles	6,000	0	(100)	0	0	0	0	0	0	0	0	0
				Stormwater												
434,600	415,500	370,600	537,800	Stormwater Drainage Maintenance	350,000	385,000	10	395,000	405,000	415,000	425,000	435,000	445,000	455,000	466,000	477,000
0	0	0	600	Stormwater Charges - Donations	0	1,000	100	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
				Environmental Protection												
36,300	37,200	38,200	39,200	Cont to Rous Council - Drainage Unions	40,000	40,000	0	41,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000
203,100	208,200	213,800	219,400	Cont to Rous Council - Floodplain Mgmt	245,700	248,000	1	253,000	259,000	265,000	271,000	277,000	283,000	289,000	295,000	301,000
56,200	34,400	90,000	85,000	Flood - Management Plans	148,000	90,000	(39)	32,000	32,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000
0	0	0	0	Flood - Ballina Island / West Ballina Actions	0	380,000	100	380,000	0	0	0	0	0	0	0	0
0	3,900	44,300	15,500	Flood- Third Party Modelling	10,000	0	(100)	0	0	0	0	0	0	0	0	0
100,800	300	19,900	0	USMP Envirotrust Video	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Stormwater - Tanamera Drive Vegetation	5,000	5,000	0	5,000	5,000	0	0	0	0	0	0	0
0	2,900	0	0	Coastline Management Plan	180,000	70,000	(61)	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000
13,600	60,200	14,200	5,100	Foreshore Protection Works	80,000	80,000	0	82,000	84,000	86,000	88,000	90,000	92,000	94,000	96,000	98,000
				Non-Cash Expenses												
1,521,100	1,614,400	1,418,300	1,486,900	Depreciation - Drainage	1,450,000	1,500,000	3	1,505,000	1,528,000	1,551,000	1,575,000	1,599,000	1,623,000	1,648,000	1,673,000	1,699,000
0	0	0	91,100	Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
2,365,700	2,378,500	2,296,700	2,549,700	Total Operating Expenses	2,641,700	2,933,000	11	2,863,000	2,529,000	2,572,000	2,620,000	2,668,000	2,716,000	2,766,000	2,817,000	2,869,000
(1,953,600)	(1,870,500)	(1,817,500)	(2,087,000)	Operating Result - Surplus / (Deficit)	(2,020,700)	(2,135,000)	6	(2,061,000)	(2,103,000)	(2,142,000)	(2,186,000)	(2,230,000)	(2,274,000)	(2,320,000)	(2,367,000)	(2,415,000)
1,521,100	1,614,400	1,418,300	1,486,900	Add Back Depreciation	1,450,000	1,500,000	3	1,505,000	1,528,000	1,551,000	1,575,000	1,599,000	1,623,000	1,648,000	1,673,000	1,699,000
0	0	0	91,100	Add Back Loss on Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
(432,500)	(256,100)	(399,200)	(509,000)	Cash Result - Surplus / (Deficit)	(570,700)	(635,000)	11	(556,000)	(575,000)	(591,000)	(611,000)	(631,000)	(651,000)	(672,000)	(694,000)	(716,000)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
407,300	228,100	509,300	944,000	Less Transfer to Reserves	302,000	0	0	0	0	0	0	0	0	0	0	0
149,700	319,900	181,000	489,700	Add Transfer from Reserves	886,000	840,000	0	1,032,000	0	0	0	0	0	0	0	0
0	0	0	196,000	Add Capital Income Applied	402,000	200,000	0	0	0	0	0	0	0	0	0	0
227,500	803,000	436,900	568,900	Less Capital Expenditure	1,669,000	1,722,000	0	1,859,000	876,000	894,000	912,000	930,000	949,000	968,000	987,000	1,007,000
(917,600)	(967,300)	(1,164,400)	(1,336,200)	Cash Result after Capital Movements	(1,253,700)	(1,317,000)	5	(1,383,000)	(1,451,000)	(1,485,000)	(1,523,000)	(1,561,000)	(1,600,000)	(1,640,000)	(1,681,000)	(1,723,000)

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	2031/32
				OPERATING REVENUES												
				Operating Grants and Contributions												
99,100	75,500	77,200	45,700	Natural Disaster Funding	3,500,000	0	(100)	0	0	0	0	0	0	0	0	
48,800	42,500	28,000	29,300	LIRS Loan Subsidy	15,800	8,000	(49)	3,000	0	0	0	0	0	0	0	
0	0	0	77,000	Transport for NSW - Block Grant - Supplementar	60,000	0	(100)	0	0	0	0	0	0	0	0	
1,194,000	197,700	634,200	880,200	Roads to Recovery	880,000	880,000	0	880,000	898,000	916,000	935,000	954,000	974,000	994,000	1,014,000	1,035,000
				Interest												
102,900	80,000	24,000	23,200	Interest on Bypass Internal Reserves	12,000	53,000	342	127,000	123,000	119,000	113,000	104,000	92,000	81,000	76,000	76,000
1,444,800	395,700	763,400	1,055,400	Total Operating Revenues	4,467,800	941,000	(79)	1,010,000	1,021,000	1,035,000	1,048,000	1,058,000	1,066,000	1,075,000	1,090,000	1,111,000
				OPERATING EXPENSES												
				Roads and Bridges - Maintenance												
787,900	916,800	890,900	880,900	Urban Roads	524,000	528,000	1	540,000	552,000	564,000	576,000	589,000	602,000	615,000	628,000	641,000
1,289,900	1,308,900	1,210,000	1,444,900	Rural Roads	1,400,000	1,404,000	0	1,434,000	1,464,000	1,494,000	1,524,000	1,556,000	1,588,000	1,620,000	1,654,000	1,688,000
643,800	500,300	535,500	540,700	Unsealed Roads	418,000	530,000	27	541,000	553,000	565,000	577,000	589,000	602,000	615,000	628,000	641,000
39,800	14,700	19,200	7,200	Bridges	27,000	27,000	0	28,000	29,000	30,000	31,000	32,000	33,000	34,000	35,000	36,000
357,700	340,900	400,500	413,400	Cleaning - Street	410,000	412,000	0	421,000	430,000	439,000	448,000	458,000	468,000	479,000	490,000	501,000
0	0	0	0	Cleaning - Paving and Sails	55,000	38,000	(31)	85,000	66,000	88,000	69,000	90,000	72,000	92,000	75,000	94,000
47,200	5,700	71,300	219,500	Natural Disasters	3,500,000	0	(100)	0	0	0	0	0	0	0	0	0
				Debt Servicing												
284,200	259,200	212,300	311,000	Interest on Loans	215,000	225,000	5	211,000	627,000	579,000	556,000	532,000	506,000	480,000	453,000	424,000
				Non-Cash Expenses												
6,025,100	6,271,500	7,948,600	8,196,800	Depreciation - Roads and Bridges	8,100,000	8,200,000	1	8,210,000	8,334,000	8,460,000	8,587,000	8,716,000	8,847,000	8,980,000	9,115,000	9,252,000
71,900	50,800	28,200	0	Unwinding Interest Free Loan	0	0	0	0	0	0	0	0	0	0	0	0
623,300	366,500	3,099,200	2,871,600	Loss on Disposal of Infrastructure	1,800,000	1,800,000	0	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	14,886,000	Total Operating Expenses	16,449,000	13,164,000	(20)	13,270,000	13,855,000	14,019,000	14,168,000	14,362,000	14,518,000	14,715,000	14,878,000	15,077,000
(8,726,000)	(9,639,600)	(13,652,300)	(13,830,600)	Operating Result - Surplus / (Deficit)	(11,981,200)	(12,223,000)	2	(12,260,000)	(12,834,000)	(12,984,000)	(13,120,000)	(13,304,000)	(13,452,000)	(13,640,000)	(13,788,000)	(13,966,000)
6,025,100	6,271,500	7,948,600	8,196,800	Add Back Depreciation	8,100,000	8,200,000	1	8,210,000	8,334,000	8,460,000	8,587,000	8,716,000	8,847,000	8,980,000	9,115,000	9,252,000
71,900	50,800	28,200	0	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	2,871,600	Add Back Loss on Infrastructure	1,800,000	1,800,000	0	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)	(2,762,200)	Cash Result - Surplus / (Deficit)	(2,081,200)	(2,223,000)	7	(2,250,000)	(2,700,000)	(2,724,000)	(2,733,000)	(2,788,000)	(2,805,000)	(2,860,000)	(2,873,000)	(2,914,000)
				Capital Movements												
1,049,300	1,084,400	1,170,300	971,500	Less Loan Principal Repayments	1,017,300	1,027,000		1,056,000	1,272,000	615,000	638,000	662,000	688,000	714,000	741,000	770,000
4,050,600	5,706,700	909,800	2,520,200	Less Transfer to Reserves	5,042,000	203,000		292,000	291,000	290,000	284,000	278,000	269,000	261,000	259,000	262,000
5,469,000	8,614,300	8,356,600	5,224,400	Add Transfer from Reserves	11,510,900	8,707,000		14,540,000	3,950,000	4,264,000	4,314,000	8,539,700	10,531,700	9,398,500	4,502,000	5,525,000
4,246,600	2,315,000	4,234,800	6,438,800	Add Capital Income Applied	7,322,900	11,204,000		12,571,200	960,000	989,000	9,574,000	14,094,000	9,682,300	3,801,000	0	0
10,488,300	9,511,300	16,142,000	14,514,200	Less Capital Expenditure	18,898,500	25,402,000		32,554,200	10,143,000	11,312,000	20,112,000	28,985,700	26,736,500	19,856,500	11,333,000	12,495,000
(7,878,300)	(8,323,900)	(8,207,000)	(9,104,900)	Cash Result after Capital Movements	(8,205,200)	(8,944,000)	9	(9,041,000)	(9,496,000)	(9,688,000)	(9,879,000)	(10,080,000)	(10,284,500)	(10,492,000)	(10,704,000)	(10,916,000)

Ancillary Transport Services

Manager: Paul Busmanis, Manager - Engineering Works

Background

This program outlines all revenues and expenses related to the provision of ancillary services such as street lighting, signage, footpaths, parking, private works and town centre beautification.

Budget Comments

OPERATING REVENUES

Fees and Charges

Private Works Income for private works undertaken by Council, with Council making a margin on these works as per the estimated operating expenses.

Burns Point Ferry Income from the operation of the Burns Point Ferry.

Operating Grants

Street Lighting State Government subsidy towards street lighting costs for main roads.

LIRS Subsidy Represents the rebate Council receives from the State for a local infrastructure renewal scheme (LIRS) loan taken out to assist with road related works.

OPERATING EXPENSES

Roads and Traffic Signs Maintenance of street signs and road lines

Street Lighting Electricity charges for street lighting.

Footpaths, Parking Areas and Bus Shelters Provision for maintenance. The majority of the car parking expense relates to a lease payment to the owner of the Sharpes Beach Car Park.

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

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

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

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

Capital Movements

Loan Principal Repayments

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

Reserve Movements

Refer to Part E for further information.

Capital Income

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

Capital Expenditure

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

ANCILLARY TRANSPORT SERVICES																
ACTUAL				DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
				Fees and Charges												
406,200	454,100	346,400	439,200	Burns Point Ferry - Toll Fees	235,000	235,000	0	290,000	346,000	353,000	360,000	367,000	374,000	381,000	388,000	396,000
94,100	102,300	100,300	100,300	Burns Point Ferry - Season Tickets	85,000	85,000	0	87,000	89,000	91,000	93,000	95,000	97,000	99,000	101,000	103,000
8,500	7,300	8,300	8,600	Burns Point Ferry - Diesel Rebate	9,000	9,000	0	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
				Other Fees and Charges												
182,100	66,600	37,300	53,900	Private Works	45,000	45,000	0	46,000	47,000	48,000	49,000	50,000	51,000	52,000	53,000	54,000
0	0	0	0	NCBA Rebate Street Lighting	11,000	11,000	0	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
17,500	33,600	27,300	33,600	Advertising On Bus Shelters and Misc	33,000	33,000	0	34,000	35,000	36,000	37,000	38,000	39,000	40,000	41,000	42,000
				Operating Grants and Contributions												
99,900	98,000	98,000	98,000	Street Lighting	98,000	99,000	1	101,000	103,000	105,000	107,000	109,000	111,000	113,000	115,000	117,000
30,100	23,800	13,300	13,200	LIRS Loan Subsidy	6,900	1,000	(86)	0	0	0	0	0	0	0	0	0
(2,000)	9,500	0	0	Boating Programs	67,000	45,000	(33)	0	0	0	0	0	0	0	0	0
131,300	66,500	165,000	36,300	Other Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
967,700	861,700	795,900	804,800	Total Operating Revenues	589,900	563,000	(5)	578,000	640,000	653,000	666,000	679,000	692,000	705,000	718,000	732,000
				OPERATING EXPENSES												
				Burns Point Ferry												
196,300	221,100	194,600	241,000	Operations	187,000	187,000	0	189,000	191,000	193,000	196,000	199,000	202,000	205,000	208,000	211,000
230,000	14,400	324,200	19,600	Annual Slip	268,000	170,000	(37)	173,000	176,000	180,000	184,000	188,000	192,000	196,000	200,000	204,000
334,500	359,800	363,900	369,700	Employee Costs	378,000	382,000	1	390,000	398,000	406,000	414,000	422,000	430,000	439,000	448,000	457,000
				Maintenance and Repair Programs												
90,600	110,900	45,700	62,800	Road and Traffic Signs	92,000	112,000	22	114,000	116,000	118,000	120,000	122,000	124,000	126,000	128,000	131,000
627,000	726,000	612,700	638,100	Street Lighting - Charges and Maintenance	604,000	607,000	0	607,000	619,000	631,000	643,000	656,000	669,000	682,000	695,000	709,000
0	0	704,200	4,500	Street Lighting - Upgrades	77,000	55,000	(29)	55,000	56,000	57,000	58,000	59,000	60,000	61,000	62,000	63,000
196,500	428,500	154,300	259,200	Footpaths	202,000	204,000	1	228,000	212,000	216,000	220,000	224,000	254,000	234,000	239,000	244,000
41,100	42,400	43,700	11,000	Car Parking - Sharpes Beach Rent	44,000	44,000	0	45,000	46,000	47,000	48,000	49,000	50,000	51,000	52,000	53,000
7,900	9,500	10,000	27,800	Car Parking - Maintenance and Rates	25,000	26,000	4	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000
3,200	15,200	4,800	4,400	Bus Shelters and Public Transport	5,000	5,000	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
157,600	69,500	23,600	46,200	Private Works	36,000	36,000	0	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000	45,000
79,600	86,400	74,000	56,500	Wharves and Jetties	109,000	94,000	(14)	96,000	98,000	100,000	102,000	104,000	106,000	108,000	110,000	112,000
0	0	0	0	Martin Street Boat Harbour Plan	100,000	68,000	(32)	0	0	0	0	0	0	0	0	0
8,900	97,700	36,700	5,500	Canal Dredging	215,000	20,000	(91)	20,000	20,000	20,000	245,000	20,000	20,000	20,000	20,000	300,000
0	80,300	47,200	6,300	Town Centres	10,000	0	(100)	0	0	0	0	0	0	0	0	0
				Debt Servicing												
77,900	48,600	46,900	36,900	Interest on Loans	27,200	17,000	(38)	133,000	125,000	116,000	107,000	98,000	88,000	80,000	73,000	65,000
				Non-Cash Expenses												
152,000	124,100	170,400	231,400	Depreciation - Ancillary	215,000	235,000	9	240,000	244,000	248,000	252,000	256,000	260,000	264,000	268,000	273,000
402,500	434,100	504,300	584,200	Depreciation - Footpaths	520,000	585,000	13	590,000	599,000	608,000	618,000	628,000	638,000	648,000	658,000	668,000
32,900	27,900	24,600	24,600	Depreciation - Maritime	25,000	26,000	4	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000	35,000
2,638,500	2,896,400	3,385,800	2,629,700	Total Operating Expenses	3,139,200	2,873,000	(8)	2,975,000	2,997,000	3,039,000	3,308,000	3,128,000	3,198,000	3,221,000	3,270,000	3,601,000
(1,670,800)	(2,034,700)	(2,589,900)	(1,824,900)	Operating Result - Surplus / (Deficit)	(2,549,300)	(2,310,000)	(9)	(2,397,000)	(2,357,000)	(2,386,000)	(2,642,000)	(2,449,000)	(2,506,000)	(2,516,000)	(2,552,000)	(2,869,000)
587,400	586,100	699,300	840,200	Add Back Depreciation	760,000	846,000	11	857,000	871,000	885,000	900,000	915,000	930,000	945,000	960,000	976,000
(1,083,400)	(1,448,600)	(1,890,600)	(984,700)	Cash Result - Surplus / (Deficit)	(1,789,300)	(1,464,000)	(18)	(1,540,000)	(1,486,000)	(1,501,000)	(1,742,000)	(1,534,000)	(1,576,000)	(1,571,000)	(1,592,000)	(1,893,000)
				Capital Movements												
498,000	444,800	213,800	224,100	Less Loan Principal Repayments	231,800	158,000		227,000	235,000	244,000	253,000	262,000	182,000	190,000	197,000	205,000
509,000	168,700	1,082,800	1,351,400	Less Transfer to Reserves	274,000	55,000		60,000	65,000	65,000	70,000	70,000	70,000	75,000	80,000	85,000
850,200	726,900	1,183,600	1,591,200	Add Transfer from Reserves	1,222,000	503,000		290,000	290,000	290,000	515,000	290,000	290,000	290,000	290,000	570,000
817,000	316,400	2,110,800	1,130,600	Add Capital Income Applied	375,000	716,000		350,000	0	0	0	0	0	0	0	0
1,305,100	1,143,700	1,996,200	1,794,900	Less Capital Expenditure	1,511,800	1,700,000		945,000	630,000	643,000	656,000	669,000	682,000	695,000	709,000	723,000
(1,728,300)	(2,162,500)	(1,889,000)	(1,633,300)	Cash Result after Capital Movements	(2,209,900)	(2,158,000)	(2)	(2,132,000)	(2,126,000)	(2,163,000)	(2,206,000)	(2,245,000)	(2,220,000)	(2,241,000)	(2,288,000)	(2,336,000)
				Ferry Cash Result (excluding depreciation)												
508,800	563,700	455,000	569,800	Operating Revenues	329,000	329,000	0	386,000	444,000	453,000	462,000	471,000	480,000	489,000	498,000	508,000
760,800	595,300	882,700	630,300	Operating Expenses	833,000	739,000	(11)	752,000	765,000	779,000	794,000	809,000	824,000	840,000	856,000	872,000
(252,000)	(31,600)	(427,700)	(60,500)	Cash Operating Result	(504,000)	(410,000)	(19)	(366,000)	(321,000)	(326,000)	(332,000)	(338,000)	(344,000)	(351,000)	(358,000)	(364,000)

Transport for NSW

Manager: Paul Busmanis, Manager - Engineering Works

Background

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

Budget Comments

OPERATING REVENUES

Regional Roads Block Grant

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

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

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

TRANSPORT FOR NSW

ACTUAL				DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
				External Contributions												
922,000	1,000,800	770,700	964,000	TfNSW - Block Grant - Regional Roads	833,000	834,000	0	840,000	855,000	870,000	885,000	900,000	917,000	934,000	951,000	968,000
0	0	193,300	0	TfNSW - Block Grant - Traffic	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	0	TfNSW - Block Grant - Supplementary	17,000	77,000	353	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000
5,200	0	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	964,000	Total Operating Revenues	980,000	1,041,000	6	1,049,600	1,067,300	1,085,100	1,102,900	1,120,800	1,140,700	1,160,700	1,180,700	1,200,800
				OPERATING EXPENSES												
				Regional Roads												
566,600	689,100	701,600	663,900	Regional Roads Operations	587,000	547,000	(7)	558,000	570,000	582,000	594,000	606,000	619,000	632,000	645,000	658,000
133,100	67,600	81,700	60,900	Regional Roads Maintenance	162,000	137,000	(15)	140,000	143,000	146,000	149,000	152,000	156,000	160,000	164,000	168,000
0	0	0	0	Ross Lane Flood Mitigation	0	70,000		0	0	0	0	0	0	0	0	0
				Traffic Facilities	0	130,000	100	132,600	135,300	138,100	140,900	143,800	146,700	149,700	152,700	155,800
699,700	756,700	783,300	724,800	Total Operating Expenses	749,000	884,000	18	830,600	848,300	866,100	883,900	901,800	921,700	941,700	961,700	981,800
246,800	244,100	180,700	239,200	Operating Result - Surplus / (Deficit)	231,000	157,000	(32)	219,000	219,000	219,000	219,000	219,000	219,000	219,000	219,000	219,000
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
246,800	244,100	180,700	239,200	Cash Result - Surplus / (Deficit)	231,000	157,000	(32)	219,000	219,000	219,000	219,000	219,000	219,000	219,000	219,000	219,000
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
15,000	0	72,200	0	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Add Transfer from Reserves	0	0		0	0	0	0	0	0	0	0	0
0	0	77,000	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
163,500	244,100	185,500	103,300	Less Capital Expenditure	231,000	157,000		219,000	219,000	219,000	219,000	219,000	219,000	219,000	219,000	219,000
68,300	0	0	135,900	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0

Emergency Services

Manager: John Truman, Director – Civil Services

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	2031/32
				OPERATING REVENUES												
115,000	113,200	113,100	113,100	Grants - Rural Fire Service Reimbursements	113,300	114,000	1	116,000	118,000	120,000	122,000	124,000	126,000	129,000	132,000	135,000
74,000	74,000	29,200	13,600	Grants - Rural Fire Service Projects	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	115,900	OLG - Emergency Services Levy	0	132,200	100	0	0	0	0	0	0	0	0	0
0	0	0	600	Other Reimbursements	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
189,000	187,200	142,300	243,200	Total Operating Revenues	114,300	247,200	116	117,000	119,000	121,000	123,000	125,000	127,000	130,000	133,000	136,000
				OPERATING EXPENSES												
41,700	55,200	60,500	67,600	Contribution to NSW Fire Brigades	62,700	71,600	14	73,000	74,000	75,000	77,000	79,000	81,000	83,000	85,000	87,000
172,600	154,200	156,100	276,800	Contribution to Rural Fire Fighting Fund	202,100	269,800	33	275,000	281,000	287,000	293,000	299,000	305,000	311,000	317,000	323,000
114,000	77,800	99,100	87,000	Fire Control Expenses	83,000	78,000	(6)	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000
86,000	94,600	50,500	74,800	Fire Control Expenses (Council Control)	23,500	24,000	2	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
				Emergency Services												
11,800	11,700	8,400	19,400	Operating Expenses	9,000	13,000	44	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
0	0	0	0	LG Recovery Grant Funded Expenses	0	100,000	100	0	0	0	0	0	0	0	0	0
70,800	57,800	67,500	85,500	State Government Levy	65,400	121,000	85	123,000	125,000	128,000	131,000	134,000	137,000	140,000	143,000	146,000
				Non-Cash Expenses												
147,700	150,300	152,800	356,700	Depreciation	160,000	360,000	125	365,000	371,000	377,000	383,000	389,000	395,000	401,000	408,000	415,000
644,600	601,600	594,900	967,800	Total Operating Expenses	605,700	1,037,400	71	951,000	966,000	982,000	999,000	1,016,000	1,033,000	1,050,000	1,068,000	1,086,000
(455,600)	(414,400)	(452,600)	(724,600)	Operating Result - Surplus / (Deficit)	(491,400)	(790,200)	61	(834,000)	(847,000)	(861,000)	(876,000)	(891,000)	(906,000)	(920,000)	(935,000)	(950,000)
147,700	150,300	152,800	356,700	Add Back Depreciation	160,000	360,000	125	365,000	371,000	377,000	383,000	389,000	395,000	401,000	408,000	415,000
(307,900)	(264,100)	(299,800)	(367,900)	Cash Result - Surplus / (Deficit)	(331,400)	(430,200)	30	(469,000)	(476,000)	(484,000)	(493,000)	(502,000)	(511,000)	(519,000)	(527,000)	(535,000)
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
0	0	0	135,000	Less Transfer to Reserves	570,000	0		0	0	0	0	0	0	0	0	0
0	0	15,800	219,000	Add Transfer from Reserves	608,000	1,320,000		2,350,000	0	0	0	0	0	0	0	0
(2,400)	0	0	10,300	Add Capital Income Applied	0	360,000		0	0	0	0	0	0	0	0	0
0	0	15,800	102,200	Less Capital Expenditure	30,000	1,580,000		2,350,000	0	0	0	0	0	0	0	0
(310,300)	(264,100)	(299,800)	(375,800)	Cash Result after Capital Movements	(323,400)	(330,200)	2	(469,000)	(476,000)	(484,000)	(493,000)	(502,000)	(511,000)	(519,000)	(527,000)	(535,000)

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.

Cash Result after Capital Movements

Any cash surplus represents the net dividend to General Fund.

RESOURCE RECOVERY (LANDFILL AND RESOURCE MANAGEMENT - LRM)

ACTUAL				DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
OPERATING REVENUES																
Fees and Charges																
564,700	584,900	614,300	654,600	Annual Charges - Commercial Properties	672,000	680,000	1	693,000	707,000	721,000	735,000	749,000	764,000	780,000	796,000	812,000
636,100	471,700	839,500	1,845,600	External Fees - Self Haul - Mixed Waste	4,200,000	4,479,000	7	4,589,000	4,681,000	4,775,000	4,871,000	4,968,000	5,067,000	5,168,000	5,271,000	5,376,000
627,300	587,400	782,300	952,500	External Fees - Self Haul - Inert Waste	1,100,000	1,200,000	9	1,244,000	1,269,000	1,294,000	1,320,000	1,346,000	1,373,000	1,400,000	1,428,000	1,457,000
107,800	156,000	138,700	283,400	External Fees - Self Haul - Recyclables	304,000	285,000	(6)	291,000	297,000	303,000	309,000	315,000	321,000	327,000	333,000	340,000
0	0	173,000	197,900	External Fees - Container Deposit Scheme	190,000	190,000	0	194,000	198,000	202,000	206,000	210,000	214,000	218,000	222,000	226,000
0	0	0	83,600	Internal Fees - Street Bin Collections	87,000	104,000	20	106,000	108,000	110,000	112,000	114,000	116,000	118,000	120,000	122,000
983,200	1,028,200	961,300	1,244,800	Internal Fees - DWM Recycling	965,000	875,000	(9)	893,000	911,000	929,000	948,000	967,000	986,000	1,006,000	1,026,000	1,047,000
1,907,000	1,723,900	1,736,900	2,520,500	Internal Fees - DWM Mixed	2,150,000	1,880,000	(13)	1,918,000	1,956,000	1,995,000	2,034,000	2,075,000	2,117,000	2,159,000	2,202,000	2,246,000
431,000	503,000	756,400	892,300	Internal Fees - Self Haul Works	1,000,000	1,200,000	20	1,224,000	1,248,000	1,273,000	1,298,000	1,324,000	1,350,000	1,377,000	1,405,000	1,433,000
82,000	82,000	82,000	82,000	Contributions and Grants	83,000	20,000	(76)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
81,500	55,200	4,100	14,700	Interest On Investments	15,000	20,000	33	37,000	30,000	24,000	6,000	11,000	21,000	32,000	43,000	43,000
4,300	1,000	500	1,700	Licence Fees and Sundry Income	85,000	121,000	42	123,000	125,000	127,000	130,000	133,000	136,000	139,000	142,000	145,000
5,424,900	5,193,300	6,089,000	8,773,600	Total Operating Revenues	10,851,000	11,054,000	2	11,332,000	11,550,000	11,773,000	11,989,000	12,232,000	12,485,000	12,744,000	13,008,000	13,267,000
OPERATING EXPENSES																
Waste Administration																
475,700	413,100	296,200	279,800	Employee Costs and Administration	358,000	416,000	16	422,000	429,000	436,000	443,000	449,000	455,000	462,000	469,000	477,000
531,000	531,000	531,000	656,000	Internal Overheads	774,000	1,001,000	29	1,021,000	1,041,000	1,062,000	1,083,000	1,105,000	1,127,000	1,150,000	1,173,000	1,196,000
6,200	0	0	0	Interest on Loans	0	0	0	0	0	0	0	60,000	58,000	57,000	55,000	53,000
Waste Received																
189,300	206,800	209,600	208,100	Weighbridge Operations	219,000	297,000	36	303,000	309,000	315,000	321,000	327,000	333,000	339,000	345,000	351,000
202,800	247,100	218,700	260,400	Transfer Station Operations	315,000	325,000	3	329,000	335,000	341,000	347,000	354,000	361,000	369,000	377,000	385,000
Waste Collection and Recycling																
214,000	229,700	227,000	339,100	Collection Kerbside	370,000	365,000	(1)	371,000	378,000	385,000	392,000	399,000	407,000	415,000	423,000	431,000
87,000	85,300	88,200	101,700	Collection Other	91,000	102,000	12	102,000	104,000	106,000	108,000	110,000	112,000	114,000	116,000	118,000
67,100	50,000	47,600	98,600	Waste Bailing Facility and Recycling	98,000	102,000	4	84,000	86,000	88,000	90,000	92,000	94,000	96,000	98,000	100,000
Waste Disposal																
521,000	553,200	437,200	511,300	Landfill Operations	553,000	562,000	2	566,000	577,000	588,000	599,000	610,000	621,000	632,000	643,000	655,000
902,000	697,300	1,722,000	2,652,800	Transfer - Mixed Waste	4,700,000	4,840,000	3	4,937,000	5,036,000	5,137,000	5,240,000	5,345,000	5,452,000	5,561,000	5,672,000	5,785,000
343,700	492,800	918,300	1,154,100	Transfer - Inert Waste	1,400,000	1,400,000	0	1,420,000	1,448,000	1,477,000	1,507,000	1,537,000	1,568,000	1,599,000	1,631,000	1,664,000
262,000	630,000	807,000	780,100	Transfer - Recyclables	846,000	860,000	2	877,000	895,000	913,000	931,000	950,000	969,000	988,000	1,008,000	1,028,000
124,200	128,600	144,200	166,600	Transfer Preparation - Mixed Waste	196,000	160,000	(18)	163,000	166,000	169,000	172,000	175,000	179,000	183,000	187,000	191,000
72,400	83,900	94,500	112,100	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	76,900	Transfer Preparation - Recyclables	90,000	85,000	(6)	87,000	89,000	91,000	93,000	95,000	97,000	99,000	101,000	103,000
107,800	95,000	(8,900)	0	State Government Levy	0	0	0	0	0	0	0	0	0	0	0	0
27,800	15,500	14,000	17,700	Investigations, Leachate, Remediation	150,000	0	(100)	0	0	0	0	0	0	0	0	0
0	0	0	0	Waste Centre Masterplan and Projects	100,000	20,000	(80)	0	0	0	0	0	0	0	0	0
Non-Cash Expenses																
419,400	138,800	278,700	313,800	Depreciation	130,000	315,000	142	320,000	325,000	330,000	335,000	341,000	347,000	353,000	359,000	365,000
51,400	55,800	27,200	5,400	Unwinding Remediation PV	0	0	0	0	0	0	0	0	0	0	0	0
134,300	0	18,800	18,800	Remediation Depreciation	20,000	20,000	0	20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000
4,796,600	4,720,000	6,158,300	7,753,300	Total Operating Expenses	10,520,000	10,980,000	4	11,134,000	11,353,000	11,576,000	11,802,000	12,093,000	12,327,000	12,567,000	12,810,000	13,059,000
628,300	473,300	(69,300)	1,020,300	Operating Result - Surplus / (Deficit)	331,000	74,000	(78)	198,000	197,000	197,000	187,000	139,000	158,000	177,000	198,000	208,000
51,400	55,800	27,200	5,400	Add Back Unwinding	0	0	0	0	0	0	0	0	0	0	0	0
553,700	138,800	297,500	332,600	Add Back Depreciation	150,000	335,000	123	340,000	346,000	352,000	358,000	365,000	372,000	379,000	386,000	393,000
1,233,400	667,900	255,400	1,358,300	Cash Result - Surplus / (Deficit)	481,000	409,000	(15)	538,000	543,000	549,000	545,000	504,000	530,000	556,000	584,000	601,000
Capital Movements																
182,200	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	27,000	29,000	30,000	32,000	34,000
1,097,100	735,500	135,600	1,358,300	Less Transfer to Reserves	481,000	409,000	538,000	543,000	549,000	545,000	545,000	477,000	501,000	526,000	552,000	567,000
355,600	168,300	1,000	78,100	Add Transfer from Reserves	525,000	720,000	981,000	902,000	1,353,000	354,000	105,000	106,000	107,000	108,000	109,000	
0	0	0	0	Add Capital Income Applied	0	0	0	0	0	1,000,000	0	0	0	0	0	
253,900	100,700	120,800	78,100	Less Capital Expenditure	475,000	670,000	931,000	852,000	1,303,000	1,304,000	55,000	56,000	57,000	58,000	59,000	
55,800	0	0	0	Cash Result after Capital Movements	50,000	50,000	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000

Domestic Waste Management

Manager: Lloyd Isaacson, Manager Resource Recovery

Background

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

Budget Comments

OPERATING REVENUES

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

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

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

OPERATING EXPENSES

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

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

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

Overheads Internal charge for Council overheads.

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

Capital Movements

Transfer to Reserves Represents the operating surplus less principal repayments.

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

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

Cash Result - Surplus / (Deficit)

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

DOMESTIC WASTE MANAGEMENT (DWM)

ACTUAL				DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
6,571,100	6,820,100	7,129,300	7,509,600	DWM Annual Charges	7,761,000	7,856,000	1	7,942,000	8,029,000	8,117,000	8,279,000	8,445,000	8,614,000	8,786,000	8,962,000	9,141,000
18,900	25,900	29,500	29,700	Vacant Property Annual Charges	32,000	32,000	0	32,000	32,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000
0	0	0	2,300	DWM Exempt Collections	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)	(250,200)	Pensioner Abandonments	(244,000)	(246,000)	1	(248,000)	(250,000)	(252,000)	(254,000)	(256,000)	(258,000)	(260,000)	(262,000)	(264,000)
700,100	801,500	863,700	958,500	Internal Plant Hire Charges	959,000	978,000	2	998,000	1,018,000	1,038,000	1,059,000	1,080,000	1,102,000	1,124,000	1,146,000	1,169,000
141,800	139,300	136,600	137,600	Grants and Subsidies	138,000	139,000	1	140,000	141,000	142,000	143,000	144,000	145,000	146,000	147,000	148,000
0	25,100	22,100	1,900	Sundry Income	0	0	0	0	0	0	0	0	0	0	0	0
57,800	70,200	30,000	9,900	Interest on Investments	7,000	30,000	329	47,000	40,000	54,000	20,000	33,000	21,000	34,000	21,000	21,000
0	0	29,800	85,300	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	8,484,600		8,655,000	8,791,000	2	8,913,000	9,012,000	9,133,000	9,282,000	9,482,000	9,661,000	9,868,000	10,053,000	10,255,000
				OPERATING EXPENSES												
				Administration												
178,300	237,000	494,400	544,600	Employee Costs and Administration	545,000	482,000	(12)	491,000	500,000	510,000	520,000	530,000	540,000	550,000	561,000	572,000
0	6,600	7,800	100	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	12,000	Contributions	0	0	0	0	0	0	0	0	0	0	0	0
39,000	40,000	40,000	39,900	North East Waste Membership	41,000	41,000	0	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000	50,000
688,000	706,300	791,000	945,000	Indirect Expenses - Overheads	1,047,000	1,047,000	0	1,068,000	1,089,000	1,111,000	1,133,000	1,156,000	1,179,000	1,203,000	1,227,000	1,252,000
4,700	51,200	76,500	82,200	Promotion and Education	40,000	40,000	0	41,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000
				Collection												
619,000	618,200	635,300	697,900	Collection Kerbside - Mixed Waste	730,000	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	1,597,400	Collection Kerbside - Organics	1,600,000	1,800,000	13	1,836,000	1,873,000	1,910,000	1,948,000	1,987,000	2,027,000	2,068,000	2,109,000	2,151,000
1,907,000	1,724,000	1,736,900	2,520,500	Collection Kerbside - Disposal Fees	2,150,000	1,880,000	(13)	1,918,000	1,956,000	1,995,000	2,034,000	2,075,000	2,117,000	2,159,000	2,202,000	2,246,000
405,300	469,200	481,100	518,100	Collection Kerbside - Recycling	540,000	540,000	0	551,000	562,000	573,000	584,000	595,000	607,000	619,000	631,000	643,000
983,200	966,900	961,300	1,246,300	Collection Kerbside - Recycling Disposal	965,000	875,000	(9)	893,000	911,000	929,000	948,000	967,000	986,000	1,006,000	1,026,000	1,047,000
53,200	137,400	246,700	184,300	Collection Kerbside - Bin Maintenance	215,000	265,000	23	271,000	277,000	283,000	289,000	295,000	301,000	307,000	313,000	319,000
457,600	501,100	389,600	371,500	Collection Trucks - Operating Expenses	402,000	420,000	4	428,000	437,000	446,000	455,000	464,000	473,000	482,000	492,000	502,000
				Non-Cash Expenses												
177,200	177,200	168,600	266,000	Depreciation	250,000	270,000	8	270,000	275,000	280,000	285,000	290,000	295,000	300,000	305,000	310,000
6,798,300	7,029,200	7,971,800	9,025,800	Total Operating Expenses	8,531,000	8,376,000	(2)	8,540,000	8,711,000	8,885,000	9,061,000	9,241,000	9,425,000	9,612,000	9,802,000	9,997,000
433,600	599,600	20,800	(541,200)	Operating Result - Surplus / (Deficit)	124,000	415,000	235	373,000	301,000	248,000	221,000	241,000	236,000	256,000	251,000	258,000
0	0	(29,800)	(85,300)	Add Back Gain / Loss on Sale	0	0	0	0	0	0	0	0	0	0	0	0
177,200	177,200	168,600	266,000	Add Back Depreciation	250,000	270,000	8	270,000	275,000	280,000	285,000	290,000	295,000	300,000	305,000	310,000
610,800	776,800	159,600	(360,500)	Cash Result - Surplus / (Deficit)	374,000	685,000	83	643,000	576,000	528,000	506,000	531,000	531,000	556,000	556,000	568,000
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
610,800	776,800	169,700	0	Less Transfer to Reserves	374,000	685,000	0	643,000	576,000	528,000	506,000	531,000	531,000	556,000	556,000	568,000
0	0	2,149,100	360,500	Add Transfer from Reserves	34,300	0	0	950,000	0	1,900,000	0	1,000,000	0	1,100,000	0	1,800,000
0	0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
0	0	2,139,000	0	Less Capital Expenditure	34,300	0	0	950,000	0	1,900,000	0	1,000,000	0	1,100,000	0	1,800,000
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	2031/32
				OPERATING REVENUES												
12,601,300	13,462,700	13,384,100	12,939,900	Water Operations	13,276,200	13,974,000	5	14,858,000	15,228,000	15,748,000	16,038,000	16,363,000	16,694,000	17,016,000	17,419,000	17,846,000
18,411,000	19,660,100	20,435,000	23,292,400	Wastewater Operations	21,561,000	21,807,000	1	22,093,000	22,085,000	22,151,000	22,242,000	22,326,000	22,393,000	22,461,000	22,624,000	22,755,000
31,012,300	33,122,800	33,819,100	36,232,300	Total Operating Revenues	34,837,200	35,781,000	3	36,951,000	37,313,000	37,899,000	38,280,000	38,689,000	39,087,000	39,477,000	40,043,000	40,601,000
				OPERATING EXPENSES												
11,121,000	11,410,000	12,330,200	13,833,100	Water Operations	13,915,000	14,348,000	3	15,681,000	15,161,000	15,713,000	16,125,000	16,508,000	16,919,000	17,291,000	17,672,000	18,145,000
17,336,600	17,793,300	18,647,500	18,339,200	Wastewater Operations	18,264,000	18,295,000	0	19,205,000	18,184,000	18,262,000	18,400,000	18,490,000	18,531,000	18,628,000	18,794,000	19,132,000
28,457,600	29,203,300	30,977,700	32,172,300	Total Operating Expenses	32,179,000	32,643,000	1	34,886,000	33,345,000	33,975,000	34,525,000	34,998,000	35,450,000	35,919,000	36,466,000	37,277,000
2,554,700	3,919,500	2,841,400	4,060,000	Operating Result - Surplus / (Deficit)	2,658,200	3,138,000	18	2,065,000	3,968,000	3,924,000	3,755,000	3,691,000	3,637,000	3,558,000	3,577,000	3,324,000
5,156,000	5,176,200	5,516,800	5,912,000	Add Back Depreciation	5,900,000	5,890,000	(0)	5,910,000	5,999,000	6,089,000	6,181,000	6,274,000	6,368,000	6,464,000	6,561,000	6,659,000
11,700	526,700	812,100	1,769,400	Add Back Loss on Sale of Infrastructure	620,000	600,000	(3)	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
193,700	133,800	69,300	0	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	11,741,400	Cash Result - Surplus / (Deficit)	9,178,200	9,628,000	5	8,575,000	10,567,000	10,613,000	10,536,000	10,565,000	10,605,000	10,622,000	10,738,000	10,583,000
				Capital Movements												
3,095,600	3,387,000	3,535,800	2,716,300	Less Loan Principal Repayments	2,919,600	3,115,000		3,309,000	3,511,000	3,711,000	3,911,000	4,112,000	4,312,000	4,513,000	4,713,000	4,913,000
1,097,600	2,687,100	2,050,600	6,287,800	Less Transfer to Reserves	2,606,900	0	0	0	0	1,754,000	2,262,500	1,017,000	80,000	8,794,000	2,798,500	2,424,000
1,582,900	0	0	540,900	Add Transfer from Reserves	965,600	1,760,000		8,129,000	501,500	412,000	0	601,000	490,500	0	0	0
3,203,400	1,251,000	1,466,800	1,213,800	Add Capital Income Applied	748,500	5,200,000		4,205,000	3,717,500	7,526,000	6,522,500	3,915,000	2,162,500	5,213,000	685,500	687,000
8,509,200	4,933,100	5,120,000	4,492,000	Less Capital Expenditure	5,365,800	13,473,000		17,600,000	11,275,000	13,086,000	10,885,000	9,952,000	8,866,000	2,528,000	3,912,000	3,933,000
0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0

Water Operations

Manager: Bridget Walker, Manager - Water and Wastewater

Background

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

Budget Comments

OPERATING REVENUES

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

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

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

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

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

OPERATING EXPENSES

Engineering Management Relates to salaries for engineering and administration staff. 10 FTE (equivalent full time positions) are spread between water and wastewater, with one staff member also shared with waste.

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

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

Capital Movements

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

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

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

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

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

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

Capital Movements

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

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

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

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

Corporate and Community Division - Summary

Manager: Kelly Brown, Director – Corporate and Community

Budget Comments

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

Governance

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

Communications and Customer Service

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

Financial Services

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

Information Services

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

People and Culture

Costs associated with the human resource management function, payroll.

Property Management

Includes costs associated with Council's commercial property portfolio.

Quarries and Sandpit

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

Ballina Byron Gateway Airport

Revenue and expenses associated with the operation of the airport.

Community Facilities

This program includes revenues and expenses for the operation of the Kentwell Centre, Lennox Cultural Centre, Alstonville Cultural Centre, Ballina Indoors Sports Centre, Richmond Room and Ballina Surf Club.

Library Services

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

Swimming Pools

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

Tourism

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

Facilities Management

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

Fleet and Plant

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

Governance

Manager: Kelly Brown, Director – Corporate and Community

Background

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

Budget Comments

OPERATING EXPENSES

General Manager's Office

Based on staffing structure of 4 FTE (equivalent full time positions) and motor vehicle expenses. Also includes office expenses and the external audit fee.

Councillors

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

Election Expenses

The cost of Council elections.

Subscriptions and Contributions

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

Corporate Office Expenses

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

Procurement and Contract Management

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

Risk Management

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

Capital Movements

Reserve Movements

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

GOVERNANCE																
ACTUAL				DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
109,000	0	30,000	0	Refunds - Insurance	20,000	20,000	0	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
109,000	0	30,000	0	Total Operating Revenues	20,000	20,000	0	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
				OPERATING EXPENSES												
				Governance												
0	519,700	877,300	925,600	Employee Costs	811,000	869,000	7	886,000	904,000	922,000	940,000	959,000	978,000	997,000	1,017,000	1,037,000
5,000	5,100	5,600	29,700	Motor Vehicles	30,000	30,000	0	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000
9,900	8,500	11,800	5,800	Sundry Office Expenses	12,000	19,000	58	12,000	12,000	20,000	12,000	12,000	12,000	22,000	12,000	12,000
2,400	4,500	7,300	2,700	Legal Expenses	8,000	3,000	(63)	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
71,500	75,000	101,000	86,400	Audit - External	89,000	90,000	1	92,000	94,000	96,000	98,000	100,000	102,000	104,000	106,000	108,000
16,500	15,300	18,700	28,300	Audit - Internal	25,000	25,000	0	26,000	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000
0	2,900	0	3,300	Audit - Risk and Improvement Committee	5,000	8,000	60	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
				Councillors												
343,000	346,400	340,700	377,800	Councillors Allowances and Exps	438,000	453,000	3	461,000	490,000	479,000	488,000	497,000	528,000	516,000	526,000	536,000
0	0	0	4,600	Elections	300,000	0	(100)	0	310,000	0	0	0	330,000	0	0	0
68,500	70,400	75,200	81,600	Subscriptions and Contributions	94,000	95,000	1	97,000	99,000	101,000	103,000	105,000	107,000	109,000	111,000	113,000
				Risk Management												
622,100	585,300	597,000	653,200	Public Risk and Plant	733,000	734,000	0	749,000	764,000	779,000	795,000	811,000	827,000	844,000	861,000	878,000
42,300	5,600	44,600	16,400	Excess Public Risk	37,000	38,000	3	39,000	40,000	41,000	42,000	43,000	44,000	45,000	46,000	47,000
				Interest on Lease Liability												
0	0	48,300	95,800	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	150,400	Store - Employee Costs	162,000	156,000	0	159,000	162,000	165,000	168,000	171,000	174,000	177,000	181,000	185,000
26,900	32,000	4,400	5,000	Store - Other	2,000	3,000	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
246,400	247,000	193,800	258,300	Procurement and Contracts - Employee Costs	257,000	262,000	2	267,000	272,000	277,000	283,000	289,000	295,000	301,000	307,000	313,000
82,500	84,800	99,600	100,300	Procurement - Protective Clothing	100,000	98,000	(2)	100,000	102,000	104,000	106,000	108,000	110,000	112,000	114,000	116,000
(2,800)	9,000	6,100	13,100	Procurement - Other Expenses	9,000	9,000	2	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
				Recouped from Business Activities												
0	0	0	(1,691,300)	Direct Costs Redistributed to Businesses	(1,742,000)	(1,654,000)	(5)	(1,688,000)	(1,722,000)	(1,757,000)	(1,793,000)	(1,829,000)	(1,866,000)	(1,904,000)	(1,943,000)	(1,982,000)
				Non-cash Expenses												
0	0	496,000	482,000	Depreciation/Amortisation/ ROU assets	0	0	0	0	0	0	0	0	0	0	0	0
1,673,800	2,132,700	3,134,000	1,629,000	Total Operating Expenses	1,370,000	1,238,000	(10)	1,254,000	1,609,000	1,311,000	1,328,000	1,354,000	1,731,000	1,415,000	1,432,000	1,459,000
(1,564,800)	(2,132,700)	(3,104,000)	(1,629,000)	Operating Result - Surplus / (Deficit)	(1,350,000)	(1,218,000)	(10)	(1,234,000)	(1,589,000)	(1,291,000)	(1,308,000)	(1,334,000)	(1,711,000)	(1,395,000)	(1,412,000)	(1,439,000)
0	0	496,000	482,000	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(1,564,800)	(2,132,700)	(2,608,000)	(1,147,000)	Cash Result - Surplus / (Deficit)	(1,350,000)	(1,218,000)	(10)	(1,234,000)	(1,589,000)	(1,291,000)	(1,308,000)	(1,334,000)	(1,711,000)	(1,395,000)	(1,412,000)	(1,439,000)
				Capital Movements												
0	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	100,000	Less Transfer to Reserves	75,000	75,000	0	80,000	80,000	81,000	82,000	83,000	84,000	89,000	94,000	99,000
0	0	0	0	Add Transfer from Reserves	300,000	0	0	0	310,000	0	0	0	330,000	0	0	0
0	0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
(1,594,800)	(2,174,200)	(2,653,000)	(1,247,000)	Cash Result after Capital Movements	(1,125,000)	(1,293,000)	15	(1,314,000)	(1,359,000)	(1,372,000)	(1,390,000)	(1,417,000)	(1,465,000)	(1,484,000)	(1,506,000)	(1,538,000)

Communications and Customer Service

Manager: Caroline Klose, Manager Communications and Customer Service

Background

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

Budget Comments

OPERATING EXPENSES

Employee Costs – Customer Service

Based on staffing structure of 6 FTE (equivalent full time positions) for the Customer Services Counter and Switchboard for the Administration Centre.

Donations

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

Corporate Office Expenses

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

COMMUNICATIONS AND CUSTOMER SERVICE															
ACTUAL				DESCRIPTION	ESTIMATED										
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											
19,800	15,400	15,400	16,600	Sundry Sales and Services	15,200	16,000	5	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000
				Grants and Contributions											
0	0	100,000	20,000	Grants and Contributions	20,000	0	(100)	0	0	0	0	0	0	0	0
19,800	15,400	115,400	36,600	Total Operating Revenues	35,200	16,000	(55)	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000
				OPERATING EXPENSES											
				Communications											
812,100	391,200	440,000	459,900	Employee Costs - Communications	596,000	616,000	3	628,000	641,000	654,000	667,000	680,000	694,000	708,000	722,000
343,800	426,000	433,000	424,000	Employee Costs - Customer Service	421,000	481,000	14	491,000	501,000	511,000	521,000	531,000	542,000	553,000	564,000
0	0	0	100,000	Bushfire Resilience and Economic Recovery	0	0	0	0	0	0	0	0	0	0	0
3,700	3,700	3,500	4,000	Sundry Office Expenses	3,000	3,000	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
				Corporate Office Expenses											
142,700	155,500	40,800	37,000	Printing, Stationery and Postage	35,000	33,000	(6)	34,000	35,000	36,000	37,000	38,000	39,000	40,000	41,000
11,700	13,100	7,400	12,200	Advertising	12,000	6,000	(50)	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
100,800	68,300	100,300	104,700	Telephone	103,000	98,000	(5)	100,000	102,000	104,000	106,000	108,000	110,000	112,000	114,000
20,900	30,500	24,600	28,100	Sundry Administration Expenses	34,000	36,000	6	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000
31,300	44,700	43,200	56,200	Community Connect	41,000	44,000	7	45,000	46,000	47,000	48,000	49,000	50,000	51,000	52,000
				Donations											
28,000	26,600	28,400	28,400	Donations - Public Halls - Rates	31,000	31,000	0	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000
10,000	10,000	10,000	10,000	Donations - Southern Cross Scholarship	7,500	0	(100)	0	0	0	0	0	0	0	0
21,700	0	0	0	Donations - Public Halls	0	0	0	0	0	0	0	0	0	0	0
6,000	6,000	4,500	0	Donations - Lighthouse Chairs	6,000	8,000	33	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
75,500	92,400	72,100	59,600	Donations - General	80,400	80,000	(0)	80,000	82,000	84,000	86,000	88,000	90,000	92,000	94,000
9,600	3,200	2,000	18,000	Donations - Sporting Groups	10,000	32,000	220	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000
0	0	14,400	2,500	Community Groups - Council Fees	4,000	4,000	0	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
				Festivals and Events Support											
126,400	121,500	110,500	3,900	Festivals and Events Program	2,000	134,000	6,600	110,000	120,000	122,000	124,000	126,000	129,000	132,000	135,000
4,000	4,000	4,000	0	Fair Go	4,000	4,000	0	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
20,300	28,100	27,000	45,400	Australia Day	23,000	23,000	0	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000
				Recouped from Business Activities											
0	0	0	(899,900)	Direct Costs Redistributed to Businesses	(989,000)	(1,052,000)	6	(1,073,000)	(1,094,000)	(1,116,000)	(1,138,000)	(1,161,000)	(1,184,000)	(1,208,000)	(1,232,000)
1,768,500	1,424,800	1,365,700	494,000	Total Operating Expenses	423,900	581,000	37	562,000	582,000	593,000	604,000	614,000	627,000	639,000	651,000
(1,748,700)	(1,409,400)	(1,250,300)	(457,400)	Operating Result - Surplus / (Deficit)	(388,700)	(565,000)	45	(546,000)	(566,000)	(577,000)	(588,000)	(598,000)	(611,000)	(623,000)	(635,000)
0	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)	(457,400)	Cash Result - Surplus / (Deficit)	(388,700)	(565,000)	45	(546,000)	(566,000)	(577,000)	(588,000)	(598,000)	(611,000)	(623,000)	(635,000)
				Capital Movements											
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0
38,300	20,000	100,000	11,400	Less Transfer to Reserves	118,000	0	0	0	0	0	0	0	0	0	0
47,700	25,000	20,000	100,000	Add Transfer from Reserves	11,400	54,000	0	20,000	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0
(1,739,300)	(1,404,400)	(1,330,300)	(368,800)	Cash Result after Capital Movements	(495,300)	(511,000)	3	(526,000)	(566,000)	(577,000)	(588,000)	(598,000)	(611,000)	(623,000)	(635,000)

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	2031/32
OPERATING REVENUES																
Ordinary Rates																
15,777,100	17,037,500	18,388,700	19,135,600	Residential	19,740,000	20,221,000	2	20,777,000	21,348,000	21,935,000	22,538,000	23,158,000	23,795,000	24,449,000	25,121,000	25,812,000
4,303,300	4,575,000	4,786,000	4,985,700	Business	5,117,000	5,258,000	3	5,403,000	5,552,000	5,705,000	5,862,000	6,023,000	6,189,000	6,359,000	6,534,000	6,714,000
1,537,400	1,556,300	1,644,000	1,702,400	Farmland	1,748,000	1,796,000	3	1,845,000	1,896,000	1,948,000	2,002,000	2,057,000	2,114,000	2,172,000	2,232,000	2,293,000
Postponed Rates																
(600)	0	(300)	1,200	Postponed Rates	0	0	0	0	0	0	0	0	0	0	0	0
Abandonments																
(628,700)	(630,800)	(640,100)	(640,400)	Pensioner Abandonments	(635,000)	(640,000)	1	(645,000)	(650,000)	(655,000)	(660,000)	(665,000)	(670,000)	(675,000)	(680,000)	(685,000)
Extra Charges																
55,000	49,100	44,900	0	Interest	47,000	50,000	6	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000	59,000
General Purpose Grants																
4,392,000	4,594,300	4,699,000	4,657,800	Financial Assistance Grant	4,840,000	4,937,000	2	5,036,000	5,137,000	5,240,000	5,345,000	5,452,000	5,561,000	5,672,000	5,785,000	5,901,000
		1,225,000	0	Local Government Recovery Grant	1,000,000	2,375,000	138	0	0	0	0	0	0	0	0	0
		350,400	0	Bushfire Recovery Grant	0	0		0	0	0	0	0	0	0	0	0
347,800	347,600	349,200	349,200	Pensioners Assistance Subsidy	337,000	344,000	2	351,000	358,000	365,000	372,000	379,000	387,000	395,000	403,000	411,000
Interest																
700,200	960,600	900,300	309,700	Interest on Investments	145,000	190,000	31	210,000	230,000	250,000	270,000	290,000	310,000	330,000	350,000	370,000
101,000	144,000	123,000	0	Premium Adjustments	0	0	0	0	0	0	0	0	0	0	0	0
26,584,500	28,633,600	31,520,900	30,501,200	Operating Result - Surplus / (Deficit)	32,339,000	34,531,000	7	33,028,000	33,923,000	34,841,000	35,783,000	36,749,000	37,742,000	38,759,000	39,803,000	40,875,000
(101,000)	(144,000)	(123,000)	0	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	30,501,200	Cash Result - Surplus / (Deficit)	32,339,000	34,531,000	7	33,028,000	33,923,000	34,841,000	35,783,000	36,749,000	37,742,000	38,759,000	39,803,000	40,875,000
Capital Movements																
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
0	118,000	1,304,100	0	Less Transfer to Reserves	1,000,000	2,375,000		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	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
26,483,500	28,371,600	30,093,800	30,501,200	Cash Result after Capital Movements	31,339,000	32,156,000	3	33,028,000	33,923,000	34,841,000	35,783,000	36,749,000	37,742,000	38,759,000	39,803,000	40,875,000

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

Based on staffing structure of 13 FTE (equivalent full time positions) 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	2031/32
				OPERATING REVENUES												
				Fees and Charges												
86,200	77,900	80,900	112,500	Section 603 Certificates	102,000	102,000	0	104,000	106,000	108,000	110,000	112,000	114,000	116,000	118,000	120,000
33,400	38,800	38,800	47,800	Transaction Charges	43,000	43,000	0	44,000	45,000	46,000	47,000	48,000	49,000	50,000	51,000	52,000
73,900	37,800	6,600	300	Legal Costs Recovered and Late Payments	54,000	54,000	0	55,000	56,000	57,000	58,000	59,000	60,000	61,000	62,000	63,000
				Contributions and Dividends												
69,100	67,100	81,000	82,700	Dividends	78,500	79,000	1	81,000	83,000	85,000	87,000	89,000	91,000	93,000	95,000	97,000
262,600	221,600	207,300	243,300	Total Operating Revenues	277,500	278,000	0	284,000	290,000	296,000	302,000	308,000	314,000	320,000	326,000	332,000
				OPERATING EXPENSES												
				Finance and Rating												
1,040,100	1,054,700	1,228,800	1,265,200	Employee Costs	1,330,000	1,331,000	0	1,359,000	1,388,000	1,417,000	1,447,000	1,477,000	1,508,000	1,539,000	1,571,000	1,604,000
93,200	98,000	110,800	118,500	Bank Charges	118,000	126,000	7	133,000	140,000	147,000	154,000	161,000	168,000	175,000	183,000	191,000
30,200	25,400	23,700	24,800	Rating Postage and Security Mail	28,000	28,000	0	29,000	30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000
73,500	34,500	2,800	0	Rating Legal Costs and Debt Recovery	53,000	53,000	0	55,000	57,000	59,000	61,000	63,000	65,000	67,000	69,000	71,000
104,300	154,300	103,000	106,300	Valuation Fees	107,000	109,000	2	172,000	115,000	118,000	121,000	194,000	127,000	130,000	133,000	206,000
				Indirect Costs												
(5,769,000)	(5,913,300)	(6,426,700)	(1,177,300)	Overheads Distributed	(838,000)	(886,000)	6	(904,000)	(923,000)	(942,000)	(961,000)	(981,000)	(1,001,000)	(1,022,000)	(1,043,000)	(1,064,000)
(4,427,700)	(4,546,400)	(4,957,600)	337,500	Total Operating Expenses	798,000	761,000	(5)	844,000	807,000	830,000	854,000	947,000	901,000	924,000	949,000	1,045,000
4,690,300	4,768,000	5,164,900	(94,200)	Operating Result - Surplus / (Deficit)	(520,500)	(483,000)	(7)	(560,000)	(517,000)	(534,000)	(552,000)	(639,000)	(587,000)	(604,000)	(623,000)	(713,000)
0	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	(94,200)	Cash Result - Surplus / (Deficit)	(520,500)	(483,000)	(7)	(560,000)	(517,000)	(534,000)	(552,000)	(639,000)	(587,000)	(604,000)	(623,000)	(713,000)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
121,600	110,000	10,500	204,000	Less Transfer to Reserves	0	10,000		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
0	55,300	0	0	Add Transfer from Reserves	25,000	0		60,000	0	0	0	70,000	0	0	0	70,000
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
4,568,700	4,713,300	5,154,400	(298,200)	Cash Result after Capital Movements	(495,500)	(493,000)	(1)	(510,000)	(527,000)	(544,000)	(562,000)	(579,000)	(597,000)	(614,000)	(633,000)	(653,000)

Information Services

Manager: Stewart Littleford, Manager – Information Services

Background

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

Budget Comments

OPERATING REVENUES

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

OPERATING EXPENSES

Employee Costs

Information Services - Based on staffing structure of 14 FTE (equivalent full time positions).

Records Management - Based on staffing structure of 5 FTE (equivalent full time positions).

Hardware Lease and Support Costs

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

Software and Consumables

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

Capital Movements

Capital Expenditure

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

INFORMATION SERVICES															
ACTUAL				DESCRIPTION	ESTIMATED										
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	0	Sundry Sales and Services	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
114,000	152,900	187,200	235,600	Information Fee Income	225,000	227,000	1	232,000	237,000	242,000	247,000	252,000	257,000	262,000	272,000
				Contributions											
23,400	15,100	150,000	30,000	Contributions to Projects	91,000	42,000	(54)	43,000	44,000	45,000	46,000	47,000	48,000	49,000	51,000
137,600	173,400	337,600	265,600	Total Operating Revenues	317,000	270,000	(15)	276,000	282,000	288,000	294,000	300,000	306,000	312,000	324,000
				OPERATING EXPENSES											
1,376,000	1,532,300	2,081,300	2,191,500	Employee Costs - IS and Records	2,254,000	2,314,000	3	2,355,000	2,397,000	2,439,000	2,483,000	2,528,000	2,573,000	2,619,000	2,666,000
42,300	43,600	88,300	23,700	Telecommunications Mobile Hardware	10,000	40,000	300	41,000	42,000	43,000	44,000	45,000	46,000	47,000	49,000
192,600	150,100	139,600	288,800	Hardware Lease	210,000	260,000	24	265,000	270,000	275,000	281,000	287,000	293,000	299,000	311,000
96,300	127,000	243,600	145,400	Hardware Support, Internet and Broadband	145,000	145,000	0	148,000	151,000	154,000	157,000	160,000	163,000	166,000	172,000
412,600	544,400	472,700	482,300	Software - Support	500,000	580,000	16	592,000	604,000	616,000	628,000	641,000	654,000	667,000	694,000
35,200	23,700	22,700	7,300	Consumables	15,000	15,000	0	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
206,800	300,400	298,600	368,300	Software - Civica Licence	380,000	330,000	(13)	337,000	344,000	351,000	358,000	365,000	372,000	379,000	395,000
26,700	39,200	69,600	56,900	Computer Software	26,000	26,000	0	27,000	28,000	29,000	30,000	31,000	32,000	33,000	35,000
0	0	0	0	Profile ID - Economic Data - Council Website	0	43,000	100	44,000	45,000	46,000	47,000	48,000	49,000	50,000	52,000
195,300	30,300	99,200	93,700	Software Projects and Miscellaneous	199,000	70,000	(65)	71,000	72,000	73,000	74,000	75,000	76,000	77,000	79,000
0	0	0	0	Aerial Photography	0	10,000	100	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
0	0	0	40,400	Cyber Security and Insurance	164,000	180,000	10	184,000	188,000	192,000	196,000	200,000	204,000	208,000	216,000
79,500	70,100	0	0	Other Projects	0	0	0	0	0	0	0	0	0	0	0
				Recouped from Business Activities											
0	0	0	(883,100)	Direct Costs Redistributed to Businesses	(833,000)	(939,000)	13	(958,000)	(978,000)	(998,000)	(1,018,000)	(1,039,000)	(1,060,000)	(1,082,000)	(1,127,000)
2,663,300	2,861,100	3,515,600	2,815,200	Total Operating Expenses	3,070,000	3,074,000	0	3,131,000	3,188,000	3,245,000	3,305,000	3,366,000	3,427,000	3,488,000	3,615,000
(2,525,700)	(2,687,700)	(3,178,000)	(2,549,600)	Operating Result - Surplus / (Deficit)	(2,753,000)	(2,804,000)	2	(2,855,000)	(2,906,000)	(2,957,000)	(3,011,000)	(3,066,000)	(3,121,000)	(3,176,000)	(3,291,000)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0
(2,525,700)	(2,687,700)	(3,178,000)	(2,549,600)	Cash Result - Surplus / (Deficit)	(2,753,000)	(2,804,000)	2	(2,855,000)	(2,906,000)	(2,957,000)	(3,011,000)	(3,066,000)	(3,121,000)	(3,176,000)	(3,291,000)
				Capital Movements											
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0
59,500	20,000	0	39,000	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0
167,400	45,000	43,400	94,000	Add Transfer from Reserves	99,000	0	(100)	0	0	0	0	0	0	0	0
0	50,000	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0
173,300	118,800	43,100	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0
(2,591,100)	(2,731,500)	(3,177,700)	(2,494,600)	Cash Result after Capital Movements	(2,654,000)	(2,804,000)	6	(2,855,000)	(2,906,000)	(2,957,000)	(3,011,000)	(3,066,000)	(3,121,000)	(3,176,000)	(3,291,000)

People and Culture

Manager: Tonia Leckie, Manager People and Culture

Background

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

Budget Comments

OPERATING REVENUES

Contributions

Includes insurance adjustments (refunds) and staff training subsidies.

OPERATING EXPENSES

Employee Costs

Based on staffing structure of 9 FTE (equivalent full time positions).

Staff Training and Development

Training, education and recruitment costs for Council employees.

Staff Support Services

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

Employee Oncosts

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

Oncosts Recouped

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

Capital Movements

Transfer to Reserve

Typically represents funds transferred to the employees leave reserve.

Capital Income

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

PEOPLE AND CULTURE																
ACTUAL				DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
33,200	31,100	64,200	69,000	Contributions - LSL	30,000	50,000	67	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000	59,000
40,800	84,800	25,100	20,900	Contributions - Training	21,000	21,000	0	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
12,500	0	46,800	13,600	Maternity Leave - Centrelink Payments	10,000	10,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
259,400	123,300	141,700	87,100	Refunds - Workers Compensation	88,000	88,000	0	90,000	92,000	94,000	96,000	98,000	100,000	102,000	104,000	106,000
345,900	239,200	277,800	190,600	Total Operating Revenues	149,000	169,000	13	172,000	175,000	178,000	181,000	184,000	187,000	190,000	193,000	196,000
				OPERATING EXPENSES												
				Human Resources												
805,100	806,500	895,600	835,000	Employee Costs	903,000	888,000	(2)	905,000	923,000	941,000	960,000	979,000	998,000	1,018,000	1,038,000	1,058,000
418,100	356,400	316,200	353,100	Staff Training and Development	334,000	344,000	3	350,000	356,000	363,000	370,000	377,000	384,000	391,000	398,000	405,000
48,700	53,900	65,400	56,800	Staff Support and Recognition	44,000	44,000	0	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000
				Employee Oncosts												
2,339,400	2,470,100	2,620,200	2,776,400	Superannuation	2,760,000	2,827,000	2	2,863,000	2,901,000	2,941,000	2,982,000	3,025,000	3,069,000	3,114,000	3,161,000	3,209,000
3,200	6,600	0	0	Jury Duty	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
373,800	532,100	593,300	589,800	Workers Compensation	597,000	597,000	0	609,000	621,000	633,000	645,000	657,000	670,000	683,000	696,000	709,000
1,640,100	2,356,400	2,302,700	2,390,000	Employee Entitlements - Salaried Staff	2,220,000	2,231,000	0	2,275,000	2,320,000	2,366,000	2,413,000	2,461,000	2,509,000	2,559,000	2,610,000	2,662,000
1,638,700	1,311,100	1,432,900	1,489,100	Employee Entitlements - Wages Staff	1,600,000	1,611,000	1	1,643,000	1,676,000	1,709,000	1,743,000	1,777,000	1,813,000	1,850,000	1,887,000	1,925,000
				Oncosts Recouped												
(6,745,600)	(7,377,800)	(7,839,300)	(8,221,500)	Oncosts Recouped - Internal Works	(8,098,000)	(8,155,000)	1	(8,318,000)	(8,484,000)	(8,653,000)	(8,826,000)	(9,003,000)	(9,163,000)	(9,326,000)	(9,493,000)	(9,663,000)
(90,900)	(77,800)	(72,200)	(73,400)	Oncosts Recouped - External Works	(80,000)	(80,000)	0	(81,000)	(82,000)	(83,000)	(84,000)	(85,000)	(87,000)	(89,000)	(91,000)	(93,000)
				Recouped from Business Activities												
0	0	0	(55,400)	Direct Costs Redistributed to Businesses	(73,000)	(41,000)	(44)	(42,000)	(43,000)	(44,000)	(45,000)	(46,000)	(47,000)	(48,000)	(49,000)	(50,000)
430,600	437,500	314,800	139,900	Total Operating Expenses	208,000	267,000	28	249,000	233,000	218,000	203,000	187,000	191,000	197,000	202,000	207,000
(84,700)	(198,300)	(37,000)	50,700	Operating Result - Surplus / (Deficit)	(59,000)	(98,000)	66	(77,000)	(58,000)	(40,000)	(22,000)	(3,000)	(4,000)	(7,000)	(9,000)	(11,000)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(84,700)	(198,300)	(37,000)	50,700	Cash Result - Surplus / (Deficit)	(59,000)	(98,000)	66	(77,000)	(58,000)	(40,000)	(22,000)	(3,000)	(4,000)	(7,000)	(9,000)	(11,000)
				Capital Movements												
0	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	31,000	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
166,800	166,800	111,800	47,400	Add Transfer from Reserves	31,000	0	(100)	0	0	0	0	0	0	0	0	0
0	0	0	(3,951,800)	Add Capital Income Applied	188,000	98,000	(48)	77,000	58,000	40,000	22,000	3,000	4,000	7,000	9,000	11,000
0	0	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
(291,200)	(279,300)	27,400	(3,884,700)	Cash Result after Capital Movements	160,000	0	(100)	0	0	0	0	0	0	0	0	0

Commercial Property

Manager: Paul Tsikleas, Manager Commercial Services

Background

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

Budget Comments

OPERATING REVENUES

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

Flat Rock Tent Park Income from campers at the park.

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

OPERATING EXPENSES

Employee Costs Based on staffing structure of 3 FTE (equivalent full time positions) and motor vehicle costs.

Land Development Rates and charges applicable for these land holdings.

Property – Operations and Maintenance Represents expenses for managing the various categories of property within the property portfolio.

Flat Rock Tent Park Expenses to manage and run the tent park.

Capital Movements

Transfer to and from Reserves Refer to Part E of this document for further information.

Capital Income and Purchases Refer to Part C of this document for further information

Cash Result after Capital Movements Any cash surplus represents the net dividend to General Fund.

COMMERCIAL PROPERTY																
ACTUAL				DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
OPERATING REVENUES																
Council Owned Properties																
1,801,200	1,854,900	1,719,700	1,727,900	Properties - Investment Properties	1,969,300	1,940,000	(1)	1,950,000	1,990,000	2,030,000	2,072,000	2,114,000	2,157,000	2,201,000	2,246,000	2,292,000
218,400	254,300	200,100	161,800	Properties - Others (Towers, Footpath etc)	252,000	262,000	4	266,000	270,000	274,000	278,000	282,000	286,000	290,000	294,000	298,000
Council Controlled - Crown Reserves																
42,400	31,000	39,000	68,200	Properties - Crown Reserves	75,000	77,000	3	78,000	79,000	80,000	81,000	82,000	83,000	84,000	85,000	86,000
Caravan Parks and Tent Park																
417,900	474,600	347,900	441,300	Flat Rock Tent Park	363,000	463,000	28	473,000	484,000	495,000	506,000	517,000	528,000	540,000	552,000	564,000
Grants and Contributions																
10,000	0	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	31,600	Interest - Community Infrastructure Reserve	18,000	21,000	17	37,000	3,000	18,000	35,000	55,000	77,000	98,000	120,000	120,000
65,600	43,400	7,000	9,500	Interest - Property Development Reserve	4,000	1,000	(75)	17,000	136,000	236,000	405,000	454,000	507,000	540,000	573,000	573,000
Other Revenues																
0	680,000	550,000	2,085,000	Fair Value Adjustments Rental Props	0	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	4,525,300	Total Operating Revenues	2,681,300	2,764,000	3	2,821,000	2,962,000	3,133,000	3,377,000	3,504,000	3,638,000	3,753,000	3,870,000	3,933,000
OPERATING EXPENSES																
Property Management																
299,800	312,000	250,400	250,600	Employee Costs	276,000	292,000	6	298,000	305,000	312,000	320,000	328,000	336,000	344,000	352,000	360,000
19,400	24,200	21,200	17,600	Property Investigations	15,000	15,000	0	15,000	15,000	15,000	15,000	16,000	17,000	18,000	19,000	20,000
414,200	303,100	26,200	0	BBRC Scheme	0	0	0	0	0	0	0	0	0	0	0	0
Land Development																
8,700	52,100	13,200	9,800	Wollongbar Residential Estate	10,000	11,000	10	12,000	0	0	0	0	0	0	0	0
136,400	61,200	37,500	96,200	Southern Cross Industrial Estate	165,000	35,000	(79)	36,000	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000
54,000	11,900	13,100	18,300	Russellton Industrial Estate	15,000	15,000	0	16,000	17,000	18,000	19,000	20,000	21,000	22,000	23,000	24,000
2,681,600	(592,500)	(3,591,300)	(933,900)	Land Stock Movements	0	0	0	0	0	0	0	0	0	0	0	0
4,440,000	(2,120,000)	(9,493,100)	0	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	250,800	Properties - Council Investment	306,300	327,000	7	312,000	317,000	322,000	327,000	332,000	337,000	342,000	347,000	352,000
86,900	112,900	95,700	112,000	Properties - Council Commercial	118,000	119,000	1	122,000	125,000	128,000	131,000	134,000	137,000	140,000	143,000	146,000
52,900	23,100	16,200	16,900	Properties - Council Residential	36,000	31,000	(14)	31,000	31,000	31,000	31,000	31,000	31,000	31,000	31,000	31,000
40,300	78,900	83,600	77,300	Properties - Crown Reserves	118,000	88,000	(25)	88,000	88,000	88,000	88,000	88,000	88,000	88,000	88,000	88,000
Caravan Parks and Tent Park																
253,900	278,000	277,000	303,000	Flat Rock Tent Park	361,500	381,000	5	388,000	395,000	401,000	408,000	415,000	422,000	430,000	438,000	446,000
Overheads and Interest on Loans																
210,000	210,000	210,000	163,000	Overheads Distributed	159,000	174,000	9	179,000	184,000	189,000	194,000	199,000	204,000	209,000	214,000	219,000
0	0	0	95,200	Interest on Loans - Property Development	137,000	292,000	113	421,000	145,000	0	0	0	0	0	0	0
Non-cash Expenses																
15,200	3,700	5,500	32,600	Depreciation - Flat Rock Tent Park	8,000	9,000	13	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000
105,400	53,600	42,800	46,600	Depreciation - Commercial Buildings	45,000	46,000	2	46,000	47,000	48,000	49,000	50,000	51,000	52,000	53,000	54,000
9,067,300	(955,900)	(11,699,100)	556,000	Total Operating Expenses	1,769,800	1,835,000	4	1,974,000	1,717,000	1,602,000	1,634,000	1,667,000	1,700,000	1,734,000	1,768,000	1,802,000
(6,494,600)	4,321,300	14,581,800	3,969,300	Operating Result - Surplus / (Deficit)	911,500	929,000	2	847,000	1,245,000	1,531,000	1,743,000	1,837,000	1,938,000	2,019,000	2,102,000	2,131,000
0	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	79,200	Add Back Depreciation	53,000	55,000	4	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000
0	(680,000)	(550,000)	(2,085,000)	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)	(933,900)	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	1,029,600	Cash Result - Surplus / (Deficit)	964,500	984,000	2	903,000	1,303,000	1,591,000	1,805,000	1,901,000	2,004,000	2,087,000	2,172,000	2,203,000
Capital Movements																
0	0	0	138,300	Less Loan Principal Repayments	209,000	4,299,000	1,957	7,461,700	3,922,000	0	0	0	0	0	0	0
8,238,200	6,826,700	5,811,100	2,782,900	Less Transfer to Reserves	2,000,100	6,701,000	235	12,557,000	8,009,000	5,276,000	2,613,000	2,735,000	2,863,000	2,971,000	3,081,000	3,137,000
6,492,300	7,796,200	2,060,800	1,497,700	Add Transfer from Reserves	2,255,600	5,601,000	148	8,897,700	5,095,000	1,053,000	1,078,000	1,104,000	1,129,000	1,154,000	1,179,000	1,204,000
6,747,100	(1,549,800)	(1,012,900)	2,314,500	Add Capital Income Applied	2,000,000	8,815,000	341	10,488,000	5,803,000	2,902,000	0	0	0	0	0	0
1,034,800	2,125,800	5,575,600	1,851,400	Less Capital Expenditure	2,811,000	4,150,000	48	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
274,000	400,000	150,000	69,200	Cash Result after Capital Movements	200,000	250,000	25	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Flat Rock Operating Results																
164,000	196,600	70,900	138,300	Operating Revenues Less Expenses	1,500	82,000	(5,367)	85,000	89,000	94,000	98,000	102,000	106,000	110,000	114,000	118,000

Quarries

Manager: Kelly Brown, Director – Corporate and Community

Background

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

Budget Comments

OPERATING REVENUES

Tuckombil and Stockers Quarries

Royalties received on mineral extracted.

Airport Sandpit

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

OPERATING EXPENSES

Tuckombil Quarry

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

Airport Sandpit

Some maintenance and environmental monitoring costs.

Capital Movements

Transfer to and from Reserves

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

Cash Result after Capital Movements

Any cash surplus represents the net dividend to General Fund.

QUARRIES																
ACTUAL				DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
				Fees and Charges												
63,900	65,400	67,700	69,700	Tuckombil and Stokers - Lease / Licences	69,000	70,000	1	73,000	75,000	68,000	69,000	70,000	71,000	72,000	73,000	74,000
0	0	0	0	Airport Sandpit	0	0	0	0	0	0	0	0	0	0	0	0
0	484,000	610,200	0	Non-cash Items												
				Remediation Provisions	0	0	0	0	0	0	0	0	0	0	0	0
63,900	549,400	677,900	69,700	Total Operating Revenues	69,000	70,000	1	73,000	75,000	68,000	69,000	70,000	71,000	72,000	73,000	74,000
				OPERATING EXPENSES												
				Tuckombil Quarry												
2,300	2,800	1,500	8,600	Buildings Maintenance	3,000	3,000	0	3,000	2,000	0	0	0	0	0	0	0
23,200	21,400	23,700	24,700	Operating Costs	24,000	26,000	8	26,000	26,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
17,400	23,100	17,400	17,800	Expansion Feasibility and Licences	68,000	18,000	(74)	19,000	10,000	0	0	0	0	0	0	0
0	0	0	0	Stokers Quarry												
				Operating Costs	0	0	0	0	0	0	0	0	0	0	0	0
				Other Resources												
13,700	3,800	5,800	900	Airport Sandpit	3,000	3,000	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
109,000	0	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	2,500	Unwinding Interest Free Loan	0	0	0	0	0	0	0	0	0	0	0	0
16,700	67,500	55,600	63,300	Depreciation and Amortisation - Quarries	57,000	65,000	14	65,000	66,000	67,000	68,000	69,000	70,000	71,000	72,000	73,000
209,700	148,800	118,200	117,800	Total Operating Expenses	155,000	115,000	(26)	116,000	107,000	94,000	95,000	96,000	97,000	98,000	99,000	100,000
(145,800)	400,600	559,700	(48,100)	Operating Result - Surplus / (Deficit)	(86,000)	(45,000)	(48)	(43,000)	(32,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)
16,700	67,500	55,600	63,300	Add Back Depreciation	57,000	65,000	14	65,000	66,000	67,000	68,000	69,000	70,000	71,000	72,000	73,000
0	(484,000)	(610,200)	0	Add Back Remediation	0	0	0	0	0	0	0	0	0	0	0	0
27,400	30,200	14,200	2,500	Add Back Unwinding	0	0	0	0	0	0	0	0	0	0	0	0
(101,700)	14,300	19,300	17,700	Cash Result - Surplus / (Deficit)	(29,000)	20,000	(169)	22,000	34,000	41,000	42,000	43,000	44,000	45,000	46,000	47,000
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
0	14,300	19,300	17,700	Less Transfer to Reserves	0	20,000		22,000	34,000	41,000	42,000	43,000	44,000	45,000	46,000	47,000
101,700	0	0	0	Add Transfer from Reserves	29,000	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	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

Ballina-Byron Gateway Airport

Manager: Paul Tsikleas, Manager Commercial Services

Background

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

Budget Comments

OPERATING REVENUES

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

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

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

OPERATING EXPENSES

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

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

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

Interest on Loans Loans applicable to development of the airport.

Capital Movements

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

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

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

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

Capital Expenditure Refer to Part C of this document.

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

BALLINA - BYRON GATEWAY AIRPORT

ACTUAL				DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
				Fees and Charges												
3,042,400	3,208,000	2,557,400	3,427,200	Landing Fees	3,547,000	3,562,000	0	3,634,000	3,709,000	3,785,000	3,863,000	3,942,000	4,023,000	4,105,000	4,189,000	4,274,000
1,381,500	1,372,500	1,249,300	1,617,400	Security Recouped	1,400,000	1,428,000	2	1,457,000	1,487,000	1,517,000	1,548,000	1,579,000	1,611,000	1,644,000	1,677,000	1,711,000
919,400	931,000	846,800	1,448,400	Rentals	1,156,000	1,285,000	11	1,315,000	1,345,000	1,375,000	1,406,000	1,437,000	1,469,000	1,501,000	1,534,000	1,567,000
704,400	738,000	544,500	706,600	Car Parking	500,000	1,500,000	200	1,530,000	1,561,000	1,593,000	1,625,000	1,658,000	1,692,000	1,726,000	1,761,000	1,797,000
86,400	76,500	76,400	86,600	Advertising	80,000	90,000	13	92,000	94,000	96,000	98,000	100,000	102,000	105,000	108,000	111,000
0	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	107,100	Contributions - Fire Station, NDB etc	50,000	95,000	90	97,000	99,000	101,000	104,000	107,000	110,000	113,000	116,000	119,000
355,100	361,700	293,700	520,600	Airlines Conts to CAGRO	20,000	0	(100)	0	0	0	0	0	0	0	0	0
162,000	133,800	81,600	80,400	LIRS Subsidy	37,300	6,000	(84)	0	0	0	0	0	0	0	0	0
				Other Revenues												
37,800	56,100	50,400	45,100	Parking Fines	40,000	0	(100)	0	0	0	0	0	0	0	0	0
6,749,000	6,927,000	5,753,600	8,039,400	Total Operating Revenues	6,830,300	7,966,000	17	8,125,000	8,295,000	8,467,000	8,644,000	8,823,000	9,007,000	9,194,000	9,385,000	9,579,000
				OPERATING EXPENSES												
				Airport												
804,200	977,300	937,000	1,059,800	Employee Costs	972,300	1,089,000	12	1,110,000	1,132,000	1,154,000	1,177,000	1,200,000	1,223,000	1,247,000	1,271,000	1,296,000
220,700	176,600	296,300	306,700	Buildings Cleaning and Maintenance	235,600	276,000	17	282,000	288,000	294,000	300,000	306,000	313,000	320,000	327,000	334,000
1,080,800	1,126,600	1,060,900	1,406,700	Security for Departure Lounge	1,030,000	1,142,000	11	1,166,000	1,190,000	1,214,000	1,238,000	1,263,000	1,289,000	1,315,000	1,342,000	1,369,000
1,226,600	1,287,200	1,473,400	1,698,500	Operations	1,292,400	1,056,000	(18)	1,101,000	1,121,000	1,141,000	1,161,000	1,181,000	1,203,000	1,225,000	1,247,000	1,269,000
				Indirect Expenses												
410,000	431,400	509,000	626,000	Overheads Distributed	678,000	678,000	0	692,000	706,000	720,000	734,000	749,000	764,000	779,000	795,000	811,000
				Debt Servicing												
366,200	309,800	307,900	273,200	Interest on Loans	178,700	221,000	24	834,000	800,000	773,000	744,000	716,000	686,000	654,000	621,000	587,000
				Non-cash Expenses												
863,600	782,100	786,000	1,010,600	Depreciation - Airport	900,000	1,050,000	17	1,060,000	1,076,000	1,093,000	1,110,000	1,127,000	1,144,000	1,162,000	1,180,000	1,198,000
0	0	2,342,000	0	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	6,381,500	Total Operating Expenses	5,287,000	5,512,000	4	6,245,000	6,313,000	6,389,000	6,464,000	6,542,000	6,622,000	6,702,000	6,783,000	6,864,000
1,776,900	1,836,000	(1,958,900)	1,657,900	Operating Result - Surplus / (Deficit)	1,543,300	2,454,000	59	1,880,000	1,982,000	2,078,000	2,180,000	2,281,000	2,385,000	2,492,000	2,602,000	2,715,000
863,600	782,100	786,000	1,010,600	Add Back Depreciation	900,000	1,050,000	17	1,060,000	1,076,000	1,093,000	1,110,000	1,127,000	1,144,000	1,162,000	1,180,000	1,198,000
0	0	2,342,000	0	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	2,668,500	Cash Result - Surplus / (Deficit)	2,443,300	3,504,000	43	2,940,000	3,058,000	3,171,000	3,290,000	3,408,000	3,529,000	3,654,000	3,782,000	3,913,000
				Capital Movements												
1,129,600	1,188,600	1,294,800	1,408,500	Less Loan Principal Repayments	1,415,600	1,068,000	(25)	715,000	534,000	561,000	530,000	558,000	588,000	620,000	653,000	687,000
1,668,200	0	1,943,900	591,800	Less Transfer to Reserves	1,027,700	2,436,000	137	2,225,000	2,524,000	2,610,000	2,760,000	2,850,000	2,941,000	3,034,000	3,129,000	3,226,000
16,500	725,900	0	0	Add Transfer from Reserves	2,757,000	3,727,000	35	2,850,000	1,650,000	900,000	50,000	50,000	50,000	50,000	50,000	50,000
449,100	3,232,400	3,142,000	405,000	Add Capital Income Applied	3,700,000	16,961,000	358	2,000,000	0	0	0	0	0	0	0	0
308,300	5,287,800	1,072,400	1,073,200	Less Capital Expenditure	6,457,000	20,688,000	220	4,850,000	1,650,000	900,000	50,000	50,000	50,000	50,000	50,000	50,000
0	100,000	0	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	2,941,700	Earnings before Int, Dep (EBITDA)	2,622,000	3,725,000	42	3,774,000	3,858,000	3,944,000	4,034,000	4,124,000	4,215,000	4,308,000	4,403,000	4,500,000

Community Facilities

Manager: Caroline Klose, Manager Communications and Customer Service

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

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

OPERATING EXPENSES

Employee Costs – Community Centres

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

Community Centres

Operating expenses for the facilities identified.

Community Services Programs and Services

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

Capital Movements

Transfer from Reserves

Refer to Part D for further details of reserve movements.

Capital Expenditure

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

COMMUNITY FACILITIES

ACTUAL				DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
				Fees and Charges												
148,100	85,600	130,100	131,200	Kentwell Centre	147,600	155,000	5	164,000	173,000	177,000	181,000	186,000	191,000	196,000	201,000	206,000
58,500	39,000	15,300	29,200	Alstonville Cultural Centre	34,000	35,000	3	36,000	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000
158,900	160,400	63,600	102,000	Lennox Head Cultural Centre	110,000	201,000	83	212,000	223,000	230,000	237,000	244,000	251,000	258,000	265,000	272,000
0	0	0	0	Lennox Head Community Hall (EPIQ)	0	10,000	100	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000
0	0	49,700	145,900	Ballina Indoor Sports Centre	120,000	160,000	33	170,000	180,000	185,000	190,000	195,000	200,000	205,000	210,000	215,000
19,200	23,300	23,200	32,400	Richmond Room	22,000	24,000	9	27,000	30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000
132,400	137,100	109,000	126,800	Ballina Surf Club	135,400	145,000	7	155,000	160,000	165,000	170,000	175,000	180,000	185,000	190,000	195,000
517,100	445,400	390,900	567,500	Total Operating Revenues	569,000	730,000	28	775,000	815,000	839,000	863,000	888,000	913,000	938,000	963,000	988,000
				OPERATING EXPENSES												
227,600	335,900	514,000	517,800	Employee Costs	578,000	540,000	(7)	552,000	564,000	576,000	588,000	601,000	614,000	627,000	640,000	654,000
22,200	15,600	13,700	16,300	Software	14,000	14,000	0	14,000	14,000	14,000	14,000	15,000	16,000	17,000	18,000	19,000
48,900	49,900	46,900	39,600	Kentwell Centre	48,300	50,000	4	51,000	52,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000
149,400	49,600	56,000	39,700	Alstonville Cultural Centre	28,000	45,000	61	47,000	50,000	52,000	55,000	58,000	61,000	64,000	67,000	70,000
169,600	167,000	188,600	154,100	Lennox Head Cultural Centre	177,200	168,000	(5)	172,000	176,000	180,000	184,000	188,000	192,000	196,000	200,000	204,000
0	0	0	0	Lennox Head Community Hall (EPIQ)	10,500	10,000	(5)	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000
0	0	54,100	63,000	Ballina Indoor Sports Centre	112,200	113,000	1	117,000	121,000	125,000	130,000	135,000	140,000	145,000	150,000	155,000
26,500	26,900	23,300	20,900	Richmond Room	30,400	31,000	2	33,000	35,000	37,000	39,000	41,000	43,000	45,000	47,000	49,000
88,800	104,200	101,100	98,500	Ballina Surf Club	128,200	121,000	(6)	126,000	131,000	136,000	141,000	146,000	151,000	156,000	161,000	166,000
733,000	749,100	997,700	949,900	Total Operating Expenses	1,126,800	1,092,000	(3)	1,123,000	1,155,000	1,186,000	1,218,000	1,252,000	1,286,000	1,320,000	1,354,000	1,389,000
(215,900)	(303,700)	(606,800)	(382,400)	Operating Result - Surplus / (Deficit)	(557,800)	(362,000)	(35)	(348,000)	(340,000)	(347,000)	(355,000)	(364,000)	(373,000)	(382,000)	(391,000)	(401,000)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(215,900)	(303,700)	(606,800)	(382,400)	Cash Result - Surplus / (Deficit)	(557,800)	(362,000)	(35)	(348,000)	(340,000)	(347,000)	(355,000)	(364,000)	(373,000)	(382,000)	(391,000)	(401,000)
				Capital Movements												
0	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	1,201,000	Less Transfer to Reserves	124,000	7,000		0	0	0	0	0	0	0	0	0
3,052,300	8,213,600	2,664,200	1,182,000	Add Transfer from Reserves	146,000	0		0	0	0	0	0	0	0	0	0
0	4,460,000	1,318,100	519,600	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
376,400	7,825,100	2,570,100	783,100	Less Capital Expenditure	446,000	213,000		0	0	0	0	0	0	0	0	0
80,500	49,400	(403,600)	(664,900)	Cash Result after Capital Movements	(981,800)	(582,000)	(41)	(348,000)	(340,000)	(347,000)	(355,000)	(364,000)	(373,000)	(382,000)	(391,000)	(401,000)
				Facility Cash Results (excluding Employee Costs)												
99,200	35,700	83,200	91,600	Kentwell Centre	99,300	105,000	6	113,000	121,000	124,000	128,000	133,000	138,000	143,000	148,000	153,000
(90,900)	(10,600)	(40,700)	(10,500)	Alstonville Cultural Centre	6,000	(10,000)	(267)	(11,000)	(13,000)	(14,000)	(16,000)	(18,000)	(20,000)	(22,000)	(24,000)	(26,000)
(10,700)	(6,600)	(125,000)	(52,100)	Lennox Head Cultural Centre	(67,200)	33,000	(149)	40,000	47,000	50,000	53,000	56,000	59,000	62,000	65,000	68,000
0	0	0	0	Lennox Head Community Hall (EPIQ)	(10,500)	0	(100)	0	0	0	0	0	0	0	0	0
0	0	(4,400)	82,900	Ballina Indoor Sports Centre	7,800	47,000	503	53,000	59,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
43,600	32,900	7,900	28,300	Richmond Room	7,200	24,000	233	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000
(7,300)	(3,600)	(100)	11,500	Ballina Surf Club	(8,400)	(7,000)	(17)	(6,000)	(5,000)	(6,000)	(7,000)	(8,000)	(9,000)	(10,000)	(11,000)	(12,000)
33,900	47,800	(79,100)	151,700	Total	34,200	192,000	461	218,000	238,000	243,000	247,000	252,000	257,000	262,000	267,000	272,000

Library Services

Manager: Caroline Klose, Manager Communications and Customer Service

Background

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

Budget Comments

OPERATING REVENUES

Library Per Capita

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

Special Projects

Subject to applications each year. Offset by expenditure.

OPERATING EXPENDITURE

Contribution to Richmond Tweed Regional Library (RTRL)

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

Other Library Expenses

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

LIBRARY SERVICES																
ACTUAL				DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
				Operating Grants and Contributions												
83,100	79,600	108,300	113,800	Library Per Capita	119,800	122,000	2	125,000	128,000	131,000	134,000	137,000	140,000	143,000	146,000	149,000
41,100	28,600	57,700	57,700	Special Projects	57,600	0	(100)	0	0	0	0	0	0	0	0	0
1,159,400	0	56,400	0	Share of Joint Venture	0	0	0	0	0	0	0	0	0	0	0	0
1,283,600	108,200	222,400	171,500	Total Operating Revenues	177,400	122,000	(31)	125,000	128,000	131,000	134,000	137,000	140,000	143,000	146,000	149,000
				OPERATING EXPENSES												
1,354,800	1,387,300	1,420,700	1,460,000	Contribution to Richmond Tweed Library	1,550,000	1,581,000	2	1,613,000	1,646,000	1,679,000	1,713,000	1,748,000	1,783,000	1,819,000	1,856,000	1,894,000
19,800	19,900	21,300	40,900	Rates, Insurance and Security	29,000	29,000	0	31,000	33,000	35,000	37,000	39,000	41,000	43,000	45,000	47,000
50,800	64,400	52,400	55,000	Electricity, Heating and Cleaning	52,000	52,000	0	53,000	54,000	55,000	56,000	57,000	58,000	59,000	60,000	61,000
18,200	18,600	19,100	18,800	Library Sundries	19,000	19,000	0	20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000
9,900	8,100	1,000	27,800	Special Projects (Grant Funded)	30,000	0	(100)	0	0	0	0	0	0	0	0	0
				Indirect Expenses - Overheads												
0	0	0	0	Overheads	0	0	0	0	0	0	0	0	0	0	0	0
				Non-cash Expenses												
181,500	162,700	162,900	190,500	Depreciation	165,000	195,000	18	199,000	203,000	208,000	213,000	218,000	223,000	228,000	233,000	238,000
0	0	0	65,900	Share of RTRL Joint Venture (Loss) Non-cash	0	0	0	0	0	0	0	0	0	0	0	0
1,635,000	1,661,000	1,677,400	1,858,900	Total Operating Expenses	1,845,000	1,876,000	2	1,916,000	1,957,000	1,999,000	2,042,000	2,086,000	2,130,000	2,175,000	2,221,000	2,268,000
(351,400)	(1,552,800)	(1,455,000)	(1,687,400)	Operating Result - Surplus / (Deficit)	(1,667,600)	(1,754,000)	5	(1,791,000)	(1,829,000)	(1,868,000)	(1,908,000)	(1,949,000)	(1,990,000)	(2,032,000)	(2,075,000)	(2,119,000)
181,500	162,700	162,900	256,400	Add Back Depreciation	165,000	195,000	18	199,000	203,000	208,000	213,000	218,000	223,000	228,000	233,000	238,000
(169,900)	(1,390,100)	(1,292,100)	(1,431,000)	Cash Result - Surplus / (Deficit)	(1,502,600)	(1,559,000)	4	(1,592,000)	(1,626,000)	(1,660,000)	(1,695,000)	(1,731,000)	(1,767,000)	(1,804,000)	(1,842,000)	(1,881,000)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
35,200	20,400	57,000	29,900	Less Transfer to Reserves	27,600	0		0	0	0	0	0	0	0	0	0
4,000	0	0	0	Add Transfer from Reserves	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
(201,100)	(1,410,500)	(1,349,100)	(1,460,900)	Cash Result after Capital Movements	(1,530,200)	(1,559,000)	2	(1,592,000)	(1,626,000)	(1,660,000)	(1,695,000)	(1,731,000)	(1,767,000)	(1,804,000)	(1,842,000)	(1,881,000)

Swimming Pools

Manager: Craig Brown, Manager Facilities and Services

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

Generated primarily from entrance fees.

OPERATING EXPENSES

Ballina Swimming Pool

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

Alstonville Swimming Pool

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

Capital Movements

Loan Principal Repayments

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

Transfer from Reserves

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

Capital Income

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

Capital Expenditure

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

SWIMMING POOLS																
ACTUAL				DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
43,900	699,900	612,100	704,500	Ballina Fees	630,000	675,000	7	690,000	705,000	720,000	736,000	752,000	768,000	785,000	802,000	819,000
0	387,200	372,400	365,000	Alstonville Fees	365,000	396,000	8	404,000	413,000	422,000	431,000	440,000	449,000	458,000	468,000	478,000
43,900	1,087,100	984,500	1,069,500		995,000	1,071,000	8	1,094,000	1,118,000	1,142,000	1,167,000	1,192,000	1,217,000	1,243,000	1,270,000	1,297,000
				OPERATING EXPENSES												
84,300	300,200	363,500	357,600	Ballina Swimming Complex Operating Costs	334,000	340,000	2	348,000	357,000	366,000	375,000	384,000	393,000	403,000	413,000	423,000
164,100	332,300	357,500	407,100	Contract Management Charges	415,000	410,000	(1)	419,000	428,000	437,000	446,000	455,000	465,000	476,000	487,000	498,000
231,600	259,000	275,200	261,900	Debt Servicing Interest on Loans - Ballina	320,000	306,000	(4)	290,000	274,000	257,000	241,000	223,000	205,000	184,000	133,000	118,000
85,200	297,200	291,600	301,300	Alstonville Swimming Complex Operating Costs	263,000	267,000	2	274,000	282,000	290,000	298,000	306,000	314,000	322,000	331,000	340,000
170,400	284,600	274,600	294,800	Contract Management Charges	301,000	307,000	2	314,000	321,000	328,000	335,000	342,000	350,000	358,000	366,000	374,000
181,600	259,000	223,000	214,200	Debt Servicing Interest on Loans - Alstonville	143,000	137,000	(4)	130,000	123,000	116,000	110,000	101,000	94,000	86,000	109,000	95,000
15,300	166,400	247,500	248,300	Non-cash Expenses Depreciation	250,000	255,000	2	261,000	267,000	273,000	279,000	285,000	291,000	297,000	303,000	310,000
932,500	1,898,700	2,032,900	2,085,200	Total Operating Expenses	2,026,000	2,022,000	(0)	2,036,000	2,052,000	2,067,000	2,084,000	2,096,000	2,112,000	2,126,000	2,142,000	2,158,000
(888,600)	(811,600)	(1,048,400)	(1,015,700)	Operating Result - Surplus / (Deficit)	(1,031,000)	(951,000)	(8)	(942,000)	(934,000)	(925,000)	(917,000)	(904,000)	(895,000)	(883,000)	(872,000)	(861,000)
15,300	166,400	247,500	248,300	Add Back Depreciation	250,000	255,000	2	261,000	267,000	273,000	279,000	285,000	291,000	297,000	303,000	310,000
(873,300)	(645,200)	(800,900)	(767,400)	Cash Result - Surplus / (Deficit)	(781,000)	(696,000)	(11)	(681,000)	(667,000)	(652,000)	(638,000)	(619,000)	(604,000)	(586,000)	(569,000)	(551,000)
				Capital Movements												
332,700	487,800	506,500	526,200	Less Loan Principal Repayments	549,000	569,000		592,000	615,000	639,000	661,000	688,000	713,000	742,000	770,000	799,000
0	46,400	0	0	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
5,061,200	336,400	234,400	292,000	Add Transfer from Reserves	24,000	0		0	0	0	0	0	0	0	0	0
7,296,600	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
12,374,300	330,500	241,600	313,300	Less Capital Expenditure	100,000	0		0	0	0	0	0	0	0	0	0
(1,222,500)	(1,173,500)	(1,314,600)	(1,314,900)	Cash Result after Capital Movements	(1,406,000)	(1,265,000)	(10)	(1,273,000)	(1,282,000)	(1,291,000)	(1,299,000)	(1,307,000)	(1,317,000)	(1,328,000)	(1,339,000)	(1,350,000)
				NET OPERATING COST												
(204,500)	67,400	(108,900)	(60,200)	Ballina Swimming Pool	(119,000)	(75,000)	(37)	(77,000)	(80,000)	(83,000)	(85,000)	(87,000)	(90,000)	(94,000)	(98,000)	(102,000)
(255,600)	(194,600)	(193,800)	(231,100)	Alstonville Swimming Pool	(199,000)	(178,000)	(11)	(184,000)	(190,000)	(196,000)	(202,000)	(208,000)	(215,000)	(222,000)	(229,000)	(236,000)
(460,100)	(127,200)	(302,700)	(291,300)	Summary Net Operating Costs	(318,000)	(253,000)	(20)	(261,000)	(270,000)	(279,000)	(287,000)	(295,000)	(305,000)	(316,000)	(327,000)	(338,000)

Tourism

Manager: Caroline Klose, Manager Communications and Customer Service

Background

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

Budget Comments

OPERATING REVENUES

Commissions and Merchandise Sales

Commissions earned at the tourism information centre.

Marketing and Destination Development Revenues

Contributions to marketing campaigns.

OPERATING EXPENSES

Employee Costs

Based on staffing structure of 4 FTE (equivalent full time positions)

Visitor Information Centre (VIC) - Office Expenses

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

Merchandise Purchases

Cost of goods sold. Offset by sales revenue.

Commission Expenses

Costs incurred in taking reservations. Offset by reservation revenue.

Marketing and Development

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

TOURISM																
ACTUAL				DESCRIPTION	ESTIMATED											
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
				Fees and Charges												
17,700	7,000	8,900	6,900	Visitor Information Centre - Commissions	7,200	8,000	11	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000
38,300	33,900	28,800	31,500	Visitor Information Centre - Merchandise	45,200	36,000	(20)	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000	45,000
14,500	18,100	121,500	7,000	Marketing and Destination Development	10,000	10,000	0	131,000	12,000	13,000	14,000	137,000	17,000	18,000	19,000	143,000
150,000	0	0	25,000	Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
220,500	59,000	159,200	70,400	Total Operating Revenues	62,400	54,000	(13)	177,000	60,000	63,000	66,000	191,000	73,000	76,000	79,000	205,000
				OPERATING EXPENSES												
				Tourism												
233,100	223,600	271,000	277,500	Employee Costs	310,000	326,000	5	333,000	340,000	347,000	354,000	361,000	369,000	377,000	385,000	393,000
27,600	67,800	61,300	66,800	Sales and Reservations	20,000	20,000	0	141,000	22,000	23,000	24,000	147,000	27,000	28,000	29,000	153,000
73,700	68,500	64,400	61,100	Visitor Centre Office Expenses	68,500	67,000	(2)	73,000	75,000	77,000	79,000	81,000	83,000	85,000	87,000	89,000
3,600	1,000	18,900	8,500	Promotional and Interpretive Signage	11,000	10,000	(9)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
157,600	0	0	0	Business Recovery Grant Program	0	0	0	0	0	0	0	0	0	0	0	0
82,700	94,300	87,000	9,100	Marketing and Destination Development	94,000	60,000	(36)	70,000	72,000	74,000	76,000	78,000	80,000	82,000	84,000	86,000
8,900	8,900	17,700	13,400	Christmas Decorations	18,000	18,000	0	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
				Non-cash Expenses												
29,700	29,100	29,100	29,100	Deprec - Tourism Building and Assets	30,000	31,000	3	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000
616,900	493,200	549,400	465,500	Total Operating Expenses	551,500	532,000	(4)	677,000	570,000	583,000	596,000	731,000	624,000	638,000	652,000	789,000
(396,400)	(434,200)	(390,200)	(395,100)	Operating Result - Surplus / (Deficit)	(489,100)	(478,000)	(2)	(500,000)	(510,000)	(520,000)	(530,000)	(540,000)	(551,000)	(562,000)	(573,000)	(584,000)
29,700	29,100	29,100	29,100	Add Back Depreciation	30,000	31,000	3	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000
(366,700)	(405,100)	(361,100)	(366,000)	Cash Result - Surplus / (Deficit)	(459,100)	(447,000)	(3)	(468,000)	(477,000)	(486,000)	(495,000)	(504,000)	(514,000)	(524,000)	(534,000)	(544,000)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
0	0	20,100	20,000	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
0	35,700	0	0	Add Transfer from Reserves	20,000	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
(366,700)	(369,400)	(381,200)	(386,000)	Cash Result after Capital Movements	(439,100)	(447,000)	2	(468,000)	(477,000)	(486,000)	(495,000)	(504,000)	(514,000)	(524,000)	(534,000)	(544,000)

Facilities Management

Manager: Craig Brown, Manager Facilities and Services

Background

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

Budget Comments

OPERATING EXPENSES

Administration Centre

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

Works Depot

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

Public Halls and Community Facilities Maintenance

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

Public Halls

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

Naval Museum

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

Capital Movements

Loan Principal Repayments

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

Reserve Movements

Refer to Part E of this document.

Capital Income

Typically relates to internal contributions to finance depot improvement works.

Capital Expenditure

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

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	2031/32
				OPERATING REVENUES												
11,000	14,000	11,700	12,800	Fees and Charges	12,000	13,000	8	14,000	15,000	16,000	17,000	18,000	19,000	20,000	21,000	22,000
16,400	15,300	31,100	31,000	Other Revenues	32,000	32,000	0	36,000	40,000	44,000	48,000	52,000	56,000	60,000	64,000	68,000
27,400	29,300	42,800	43,800	Total Operating Revenues	44,000	45,000	2	50,000	55,000	60,000	65,000	70,000	75,000	80,000	85,000	90,000
				OPERATING EXPENSES												
				Administration												
231,300	218,800	178,100	208,900	Employee Costs	426,000	476,000	12	487,000	498,000	509,000	520,000	532,000	544,000	556,000	568,000	581,000
278,800	283,400	292,300	281,700	Administration Centre	317,500	318,000	0	330,000	343,000	356,000	369,000	382,000	395,000	408,000	421,000	435,000
272,400	244,100	291,000	305,400	Works Depot - Operating Expenses	299,000	277,000	(7)	288,000	299,000	310,000	321,000	332,000	343,000	354,000	365,000	376,000
(100,500)	53,200	8,800	34,900	Works Depot Number Two - Operating Expenses	20,000	20,000	0	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
				Public Halls and Community Facilities Maintenance												
46,900	47,100	175,800	112,300	Public Halls Maintenance	148,000	148,000	0	161,000	174,000	187,000	200,000	213,000	226,000	239,000	252,000	265,000
139,500	160,600	215,900	265,000	Community Facilities and Public Buildings	236,000	236,000	0	231,000	247,000	263,000	279,000	295,000	311,000	327,000	343,000	359,000
30,500	163,300	65,700	81,100	Surf Clubs	76,800	77,000	0	77,000	84,000	91,000	98,000	105,000	112,000	119,000	126,000	133,000
16,600	15,100	17,600	8,600	Libraries	20,000	20,000	0	20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000
700	3,000	12,400	5,900	SES and Marine Rescue	20,000	10,000	(50)	10,000	12,000	14,000	16,000	18,000	20,000	22,000	24,000	26,000
8,100	15,200	31,700	35,300	Crawford House and Naval Cadets	24,000	24,000	0	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
9,200	5,100	6,300	10,800	Naval Museum	8,000	9,000	13	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
				Debt Servicing												
8,300	6,800	5,200	3,600	Interest on Centre and Museum Loans	2,500	1,000	(60)	0	0	0	0	0	0	0	0	0
				Recouped from Business Activities												
0	0	0	(633,300)	Direct Costs Redistributed to Businesses	(933,000)	(974,000)	4	(994,000)	(1,014,000)	(1,035,000)	(1,056,000)	(1,078,000)	(1,100,000)	(1,122,000)	(1,145,000)	(1,168,000)
				Non-Cash Expenses												
763,000	571,100	575,800	592,700	Depreciation - Administration Building and Depots	595,000	600,000	1	612,000	625,000	638,000	651,000	665,000	679,000	693,000	707,000	722,000
940,500	989,400	1,088,100	1,268,000	Depreciation - Public Halls and Comm Facs	1,175,000	1,198,000	2	1,218,000	1,238,000	1,258,000	1,278,000	1,298,000	1,319,000	1,342,000	1,365,000	1,388,000
139,900	384,300	283,800	1,322,100	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
2,785,200	3,160,500	3,248,500	3,903,000	Total Operating Expenses	2,434,800	2,440,000	0	2,494,000	2,582,000	2,669,000	2,756,000	2,844,000	2,933,000	3,024,000	3,114,000	3,207,000
(2,757,800)	(3,131,200)	(3,205,700)	(3,859,200)	Operating Result - Surplus / (Deficit)	(2,390,800)	(2,395,000)	0	(2,444,000)	(2,527,000)	(2,609,000)	(2,691,000)	(2,774,000)	(2,858,000)	(2,944,000)	(3,029,000)	(3,117,000)
1,703,500	1,560,500	1,663,900	1,860,700	Add Back Depreciation	1,770,000	1,798,000	2	1,830,000	1,863,000	1,896,000	1,929,000	1,963,000	1,998,000	2,035,000	2,072,000	2,110,000
139,900	384,300	283,800	1,322,100	Add Back Loss on Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
(914,400)	(1,186,400)	(1,258,000)	(676,400)	Cash Result - Surplus / (Deficit)	(620,800)	(597,000)	(4)	(614,000)	(664,000)	(713,000)	(762,000)	(811,000)	(860,000)	(909,000)	(957,000)	(1,007,000)
				Capital Movements												
21,300	22,700	22,800	16,900	Less Loan Principal Repayments	18,100	19,000		0	0	0	0	0	0	0	0	0
365,300	659,100	737,000	1,010,400	Less Transfer to Reserves	130,000	0		0	0	0	0	0	0	0	0	0
345,300	505,500	700,400	915,000	Add Transfer from Reserves	1,049,000	0		0	0	0	0	0	0	0	0	0
107,900	336,900	183,100	314,400	Add Capital Income Applied	340,000	630,000		2,133,000	135,000	138,000	140,000	143,000	146,000	148,000	152,000	155,000
796,300	880,200	92,600	422,300	Less Capital Expenditure	1,306,000	980,000		2,714,000	728,000	742,000	757,000	772,000	787,000	802,000	818,000	835,000
(1,644,100)	(1,906,000)	(1,226,900)	(896,600)	Cash Result after Capital Movements	(685,900)	(966,000)	41	(1,195,000)	(1,257,000)	(1,317,000)	(1,379,000)	(1,440,000)	(1,501,000)	(1,563,000)	(1,623,000)	(1,687,000)

Fleet and Plant

Manager: Craig Brown, Manager Facilities and Services

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

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

OPERATING EXPENSES

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

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

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

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

Capital Movements

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

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

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

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

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

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

FLEET AND PLANT

ACTUAL				DESCRIPTION	ESTIMATED														
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32			
				OPERATING REVENUES															
				Fleet Management - Fees and Charges															
3,352,200	3,360,100	4,094,300	4,368,400	4,550,000	4,550,000	0	4,641,000	4,734,000	4,829,000	4,926,000	5,025,000	5,126,000	5,229,000	5,334,000	5,441,000				
312,200	286,800	383,200	341,700	378,000	384,000	2	394,000	405,000	416,000	429,000	442,000	455,000	468,000	481,000	494,000				
151,800	148,900	156,600	160,400	165,000	166,000	1	170,000	174,000	178,000	182,000	186,000	190,000	194,000	198,000	202,000				
				Operating Grants and Contributions															
55,800	56,700	66,900	63,000	68,000	68,000	0	70,000	72,000	74,000	76,000	78,000	80,000	82,000	84,000	86,000				
				Interest On Investments															
27,100	0	0	0	0	11,000	100	26,000	38,000	56,000	83,000	113,000	117,000	117,000	12,000	129,000				
				Sundry Revenues															
10,600	2,300	31,700	48,700	11,200	11,000	(2)	13,000	15,000	17,000	19,000	21,000	23,000	25,000	27,000	29,000				
				Gain on Disposal of Assets															
142,000	0	219,500	339,100	0	0	0	0	0	0	0	0	0	0	0	0				
4,051,700	3,854,800	4,952,200	5,321,300	5,172,200	5,190,000	0	5,314,000	5,438,000	5,570,000	5,715,000	5,865,000	5,991,000	6,115,000	6,136,000	6,381,000				
				OPERATING EXPENSES															
				Operating Expenses															
2,420,000	2,448,100	2,557,400	2,472,900	2,564,000	2,546,000	(1)	2,572,000	2,599,000	2,650,000	2,702,000	2,755,000	2,809,000	2,864,000	2,921,000	2,979,000				
190,300	168,400	194,500	160,100	144,800	150,000	4	154,000	158,000	162,000	166,000	170,000	174,000	178,000	182,000	186,000				
356,000	365,700	379,500	467,000	492,000	492,000	0	502,000	513,000	524,000	535,000	546,000	557,000	569,000	581,000	593,000				
				Loss on Disposal of Assets															
1,800	84,300	67,600	255,200	0	0	0	0	0	0	0	0	0	0	0	0				
				Non-Cash Expenses															
1,157,100	1,187,900	1,224,400	1,385,200	1,250,000	1,400,000	12	1,421,000	1,443,000	1,465,000	1,487,000	1,510,000	1,533,000	1,556,000	1,580,000	1,604,000				
4,125,200	4,254,400	4,423,400	4,740,400	4,450,800	4,588,000	3	4,649,000	4,713,000	4,801,000	4,890,000	4,981,000	5,073,000	5,167,000	5,264,000	5,362,000				
(73,500)	(399,600)	528,800	580,900	721,400	602,000	(17)	665,000	725,000	769,000	825,000	884,000	918,000	948,000	872,000	1,019,000				
(142,000)	0	(219,500)	(339,100)	0	0	0	0	0	0	0	0	0	0	0	0				
1,800	84,300	67,600	255,200	0	0	0	0	0	0	0	0	0	0	0	0				
1,157,100	1,187,900	1,224,400	1,385,200	1,250,000	1,400,000	12	1,421,000	1,443,000	1,465,000	1,487,000	1,510,000	1,533,000	1,556,000	1,580,000	1,604,000				
943,400	872,600	1,601,300	1,882,200	1,971,400	2,002,000	2	2,086,000	2,168,000	2,234,000	2,312,000	2,394,000	2,451,000	2,504,000	2,452,000	2,623,000				
				Capital Movements															
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
2,240,500	2,657,000	1,609,800	1,882,200	1,971,400	2,002,000	2,086,000	2,168,000	2,234,000	2,312,000	2,394,000	2,451,000	2,504,000	2,452,000	2,623,000	2,623,000				
2,106,100	2,509,800	2,398,800	1,834,200	1,289,000	2,145,000	1,591,000	1,451,000	1,209,000	1,292,000	2,461,000	2,004,000	2,385,000	2,577,000	1,232,000	1,232,000				
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
809,000	725,400	2,390,300	1,834,200	1,289,000	2,145,000	1,591,000	1,451,000	1,209,000	1,292,000	2,461,000	2,004,000	2,385,000	2,577,000	1,232,000	1,232,000				
0	0	0	0	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.

CAPITAL EXPENDITURE - GENERAL FUND

Asset Description	2022/23										2023/24					2024/25					2025/26									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	Grants / Conts	Sec 7.11	Loans	Reserves	Revenue	Grants / Conts	Sec 7.11	Loans	Reserves	Revenue	Grants / Conts	Sec 7.11	Loans	Reserves	Revenue	Grants / Conts	Sec 7.11	Loans	Reserves	Revenue
Corporate and Community Division																														
Commercial Property Development																														
Boeing Avenue - Lots Two and Three	4,130,000												4,130,000	0	0			0	0					0	0				0	0
Commercial Property Management																														
Shelly Beach Café													0	0				0	0					0	0				0	0
89 Tamar Street - Air Conditioning													0	0				0	0					0	0				0	0
Flat Rock Tent Park																														
Flat Rock Improvements	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000			20,000	0				20,000	0				20,000	0				20,000	0	
Ballina Gateway Airport																														
Runway - Strengthening and Improvements	13,367,000										5,540,000		7,827,000	0	0			0	0				0	0				0	0	
Apron Overlay and Concrete Pads	6,477,000												3,000,000	3,477,000	0			0	0				0	0				0	0	
Terminal - Baggage Area Expansion	200,000	4,800,000											0	200,000	0		2,000,000	2,800,000	0				0	0				0	0	
Terminal - Screening and X-Rays			650,000										0	0				0	0				650,000	0				0	0	
Terminal - Arrivals Hall Expansion			850,000	850,000									0	0				0	0		0	850,000	0				850,000	0		0
Terminal - Passenger Screening	594,000										594,000		0	0				0	0				0	0				0	0	
Crown Land and Revetment Wall			100,000										0	0				0	0				100,000	0				0	0	
Miscellaneous Infrastructure	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000			50,000	0				50,000	0				50,000	0				50,000	0	
Sub Total - Airport	20,688,000	4,850,000	1,650,000	900,000	50,000	50,000	50,000	50,000	50,000	50,000	6,134,000	0	10,827,000	3,727,000	0	0	0	2,000,000	2,850,000	0	0	0	1,650,000	0	0	0	0	900,000	0	
Community Facilities																														
Alstonville Cultural Centre	213,000													(7,000)	220,000								0						0	
Facilities Management																														
Buildings - Asset Renewal Program	280,000	510,000	520,000	530,000	541,000	552,000	563,000	574,000	585,000	597,000				280,000					510,000				520,000					530,000		
Swimming Pools																														
Ballina - Refurbishments													0										0						0	
Alstonville - Refurbishments													0										0						0	
Depot and Administration Centre																														
Depot - Improvements	200,000	204,000	208,000	212,000	216,000	220,000	224,000	228,000	233,000	238,000	130,000		70,000	133,000					71,000	135,000			73,000	138,000				74,000		
Depot Master Plan Works (W& WW Storage)	500,000	2,000,000									500,000		0	2,000,000					0											
Fleet and Plant																														
Replacement Program	2,145,000	1,591,000	1,451,000	1,209,000	1,292,000	2,461,000	2,004,000	2,385,000	2,577,000	1,232,000			2,145,000	0				1,591,000	0			1,451,000	0				1,209,000	0		
Community Facilities Sub Total	3,338,000	4,305,000	2,179,000	1,951,000	2,049,000	3,233,000	2,791,000	3,187,000	3,395,000	2,067,000	630,000	0	0	2,138,000	570,000	2,133,000	0	0	1,591,000	581,000	135,000	0	0	1,451,000	593,000	138,000	0	0	1,209,000	604,000
Total - Corporate and Community	28,176,000	9,175,000	3,849,000	2,871,000	2,119,000	3,303,000	2,861,000	3,257,000	3,465,000	2,137,000	6,764,000	0	14,957,000	5,885,000	570,000	2,133,000	0	2,000,000	4,461,000	581,000	135,000	0	0	3,121,000	593,000	138,000	0	0	2,129,000	604,000
Planning and Environmental Health Division																														
Environmental Health																														
Lake Ainsworth Coastal Management Plan	300,000	738,000									298,000	0	2,000	0	395,000	343,000							0						0	
Public Order																														
Rangers and Animal Shelter	175,000												175,000	0																
Off leash exercise area Gap Road	10,000	165,000											10,000	0				165,000	0											
Open Spaces - Parks																														
Crown Reserve Works	30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000				30,000					31,000				32,000					33,000		
Parks - Improvements	1,522,000	1,414,000	728,000	743,000	758,000	773,000	788,000	804,000	820,000	836,000	700,000		122,000	700,000				700,000	714,000				728,000				743,000			
Open Spaces - Sports Fields																														
Sports Fields - Improvements	364,000	204,000	208,000	212,000	216,000	220,000	224,000	228,000	233,000	238,000			164,000	200,000					204,000				208,000				212,000			
Kingsford Smith - Major Upgrade	3,500,000										3,500,000			0					0											
Open Spaces - Buildings																														
Public Amenities - Improvements	60,000	306,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000			0	60,000				146,000	160,000				160,000				160,000			
Total - Planning and Env Health	5,961,000	2,858,000	1,128,000	1,148,000	1,168,000	1,188,000	1,208,000	1,229,000	1,251,000	1,273,000	4,498,000	0	0	473,000	990,000	395,000	343,000	0	1,011,000	1,109,000	0	0	0	0	1,128,000	0	0	0	1,148,000	

WATER - CAPITAL EXPENDITURE

Asset Description	Expenditure										Funding Source 2022/23				Funding Source 2023/24				Funding Source 2024/25				Funding Source 2025/26							
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves				
Main Renewals																														
Recurrent			562,000	573,000	584,000	596,000	608,000	620,000	632,000	645,000				0				0				562,000				573,000				
Rutherford Street Road Crossing, Lennox Head	25,000													25,000				0				0				0				
Henderson Lane Main, Lennox Head	125,000	150,000												125,000				150,000				0				0				
Hutley Drive Main Extension, Lennox Head	95,000													95,000				0				0				0				
North Creek Road - Pressure Zone Extension	25,000	200,000												25,000				200,000				0				0				
Hill Street, East Ballina	80,000													80,000				0				0				0				
Daintree Drive and Fern Street, Lennox Head	5,000	25,000												5,000				25,000				0				0				
Alston Avenue, Main , Alstonville	15,000	200,000												15,000				200,000				0				0				
Connect Dress Circle Dr and Pinnacle Row	5,000	25,000												5,000				25,000				0				0				
Temple Street (Leeson to Mary), Ballina	15,000	150,000												15,000				150,000				0				0				
Perry Street, Alstonville	88,000													88,000				0				0				0				
Tweed, Richmond, G'halgh St, Ballina	70,000													70,000				0				0				0				
Martin, Burnet, Ross Street Ballina	240,000													240,000				0				0				0				
														0				0				0				0				
Water Reservoirs																														
Reservoir - Ross Lane			1,500,000	2,200,000										0				0		1,500,000		0		2,200,000		0				
Reservoir - Pacific Pines	300,000	840,000										300,000		0		840,000		0				0				0				
Reservoir - Basalt Court Access and Ladder	150,000													150,000				0				0				0				
Reservoir - Lennox Reservoir	150,000													150,000				0				0				0				
Reservoir - East Ballina Reservoir	50,000													50,000				0				0				0				
Reservoir - Pine Avenue	75,000	75,000												75,000				75,000				0				0				
Reservoirs - Exterior Painting			50,000				50,000			50,000				0				0				50,000				0				
Reservoirs - Level Control Study	150,000													150,000				0				0				0				
Miscellaneous																														
Telemetry	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000				10,000				10,000				10,000				10,000				
Water Network Master Plan	50,000													50,000				0				0				0				
EPIQ														0				0				0				0				
Reticulation Valve Replacement	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000				50,000				50,000				50,000				50,000				
Water Loss Reduction	50,000													50,000				0				0				0				
Summerhill Estate		100,000												0				100,000				0				0				
Water Pump and Bore Stations																														
Pumping Stations - Russellton Booster		450,000												0		450,000		0				0				0				
<i>Water - Capital Expenditure Carried Forward</i>																														

WATER - CAPITAL EXPENDITURE (cont'd)

Asset Description	Expenditure										Funding Source 2022/23				Funding Source 2023/24				Funding Source 2024/25				Funding Source 2025/26							
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves				
Trunk Mains																														
Wardell Mains			282,000											0				0		141,000		141,000								0
North Ballina Reticulation Mains						712,000								0				0				0								0
North Ballina Distribution Mains				2,078,000	2,343,000									0				0				0		2,078,000						0
Pine Avenue Distribution Mains							2,600,000							0				0				0								0
Ballina Island Distribution Mains					590,000	590,000								0				0				0								0
Lennox Head Mains					640,000	640,000								0				0				0								0
CURA B Distribution Main						330,000								0				0				0								0
Russellton Reticulation Mains		160,000												0				160,000				0								0
West Ballina Bypass Distribution Main			1,000,000	1,000,000	428,000									0				0		1,000,000		0		1,000,000						0
Lennox Palms Distribution and Reticulation				390,000										0				0				0				390,000				0
Tamar Street (Bagot to Canal Road), Ballina	285,000													285,000				0				0								0
Bentinck Street (Owen / Kingsford Smith)	110,000	110,000												110,000				110,000				0								0
Fox Street (Fox / Martin), Ballina	130,000	135,000												130,000				135,000				0								0
Temple Street (Tamar / Tamarind Drive), Ballina		720,000												0				720,000				0								0
North Creek Road / Angels Beach Drive			780,000											0				0				780,000								0
Angels Beach Drive to Missingham, Ballina	95,000			800,000										95,000				0				0				800,000				0
Water Treatment Plant																														
Marom Creek WTP - Upgrade	150,000	4,320,000												150,000				4,320,000				0								0
Marom Creek WTP - Renewals	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000				31,000				32,000				33,000								34,000
Plant and Equipment																														
Vehicle and Plant Replacement	72,000	175,000		60,000	60,000	200,000			210,000	190,000				72,000				175,000				0								60,000
Service Connections																														
Water Meter - New	245,000	250,000	255,000	260,000	265,000	270,000	275,000	281,000	287,000	293,000				245,000				250,000				255,000								260,000
Water Meter - Replacement	250,000	68,000	69,000	70,000	71,000	72,000	73,000	74,000	75,000	77,000				250,000				68,000				69,000								70,000
Total Capital Expenditure	3,191,000	8,245,000	4,591,000	7,525,000	5,076,000	3,556,000	3,653,000	1,073,000	1,353,000	1,355,000	0	300,000	0	2,891,000	0	1,290,000	0	6,955,000	0	2,641,000	0	1,950,000	0	5,278,000	0	2,247,000				

WASTEWATER - CAPITAL EXPENDITURE

Asset Description	Expenditure										Funding Source 2022/23				Funding Source 2023/24				Funding Source 2024/25				Funding Source 2025/26				
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	
Pumping Stations																											
Wet Well Relining	150,000	150,000	153,000	156,000	159,000	162,000	165,000	168,000	171,000	174,000				150,000				150,000		76,500		76,500		78,000		78,000	
North Ballina - New Station			500,000	864,000										0				0		500,000		0		864,000		0	
Richmond Street Storage					182,000									0				0				0				0	
Lindsay Avenue					106,000									0				0				0				0	
Pumping Stations - Renewals	470,000	479,000	489,000	499,000	509,000	519,000	529,000	540,000	551,000	562,000				470,000				479,000				489,000				499,000	
Tamar Street Valve Pit Renewal	25,000													25,000				0				0				0	
Treatment Facilities - Minor																											
Treatment Plant Ballina	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000				24,000				24,000				24,000				24,000	
Treatment Plant Lennox	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000				23,000				23,000				23,000				23,000	
Treatment Plant Alstonville	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000				11,000				11,000				11,000				11,000	
Treatment Plant Wardell	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000				11,000				11,000				11,000				11,000	
Ballina Treatment Plant Upgrade																											
Ballina - Defect Rectification	4,800,000	2,385,000												4,800,000				2,385,000				0				0	
Ballina - Reverse Osmosis Plant					2,500,000	2,500,000														0		0				0	
Ballina - Gantry Crane	45,000	620,000												45,000				620,000				0				0	
Ballina - Programed Membrane									1,200,000	1,200,000				0				0				0				0	
Ballina - Septage Recieval	200,000													200,000				0				0				0	
Ballina - Solar	350,000	350,000												350,000				350,000				0				0	
Ballina - DAF Shed Re-Fit	250,000													250,000				0				0				0	
Ballina - Roof Replacement		250,000												0				250,000				0				0	
Lennox Head Treatment Plant Upgrade																											
Lennox - Treatment Master Plan			200,000											0				0				200,000				0	
Lennox - Membrane Replacement							450,000							0				0				0				0	
Lennox - Aeration Optimisation	60,000													60,000				0				0				0	
Lennox - Catch Pond Floor lining	50,000	100,000												50,000				100,000				0				0	
Lennox - Solar	350,000	350,000												350,000				350,000				0				0	
Lennox - Belt Press		200,000												0				200,000				0				0	
Lennox - Low Lift Pumps		200,000												0				200,000				0				0	
Alstonville Treatment Plant Upgrade																											
Alstonville - Inlet Works	1,420,000													1,420,000				0				0				0	
Alstonville - Biosolids		1,000,000	2,440,000											0				1,000,000				2,440,000				0	
Alstonville - Solar	115,000													115,000				0				0				0	
Alstonville - Aerator Replacement		500,000	500,000											0				500,000				500,000				0	
Wardell Treatment Plant Upgrade																											
Wardell - Treatment Master Plan			100,000											0				0				100,000				0	
Wastewater - Capital Expenditure Carried Forward																											

WASTEWATER - CAPITAL EXPENDITURE (cont'd)

Asset Description	Expenditure										Funding Source 2022/23				Funding Source 2023/24				Funding Source 2024/25				Funding Source 2025/26			
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	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										0				0					60,000				0
SP4006 - Gravity Sewer, Alstonville			80,000										0				0					80,000				0
GM4104 - Trans Mains, A'ville/W'bar		10,000											0	10,000			0					0				0
GMWUEA - Gravity Main, W'bar			200,000										0				0					200,000				0
GM2101 - Gravity Main, Ballina				205,000									0				0					0				205,000
GM2104 - Gravity Main, Ballina					438,000								0				0		0			0				0
RM-PS6 - Rising Main, CURA B						1,000,000	3,011,000						0				0					0				0
Hutley Drive SRM Decommission	15,000												15,000				0					0				0
Skidders Street Rising Mai		25,000	150,000										0				25,000					150,000				0
Crowley Village Rising Main	150,000	150,000											150,000				150,000					0				0
Serpentine Rising Main		25,000	150,000										0				25,000					150,000				0
													0				0					0				0
Wastewater Mains - Renewals																										
Main Renewals	87,000	89,000	91,000	93,000	95,000	97,000	99,000	101,000	103,000	105,000			87,000				89,000				91,000				93,000	
Seamist Place Rising Main	100,000	520,000									100,000		0	520,000			0					0				0
Relining Works	332,000	339,000	346,000	353,000	360,000	367,000	374,000	381,000	389,000	397,000			332,000				339,000				346,000				353,000	
Plant and Equipment																										
Plant Replacement Program	90,000	65,000	50,000	60,000	375,000	330,000	500,000	180,000	60,000	55,000			90,000				65,000				50,000				60,000	
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				16,000				16,000	
Wastewater Network Master Plan	55,000												55,000				0				0				0	
Reuse Program																										
Ross Lane - Dual Retic Reservoir			500,000	2,612,000									0				0	500,000			0	1,306,000			1,306,000	
Recycled Water Meters New	50,000	60,000	70,000										50,000				60,000				70,000				0	
Urban Reticulation System		80,000											0				80,000				0				0	
Henderson Farm - Dist'n Main		200,000											0				200,000				0				0	
Meadows Estate - Dist'n Main		190,000											0				190,000				0				0	
Greenfield Grove - Dist'n Main			158,000	162,000									0				0				158,000				162,000	
Lennox Head - Dist'n Main			362,000										0				0				362,000				0	
Fig Tree Hill - Dist'n Main				472,000									0				0				0				472,000	
CURA B - Dist'n Main					1,000,000	1,336,000							0				0		0		0				0	
Irrigation - Wollongbar Fields	100,000												100,000				0				0				0	
Pipeline - West Ballina Supply	933,000	933,000											933,000				933,000				0				0	
Total Capital Expenditure	10,282,000	9,355,000	6,684,000	5,561,000	5,809,000	6,396,000	5,213,000	1,455,000	2,559,000	2,578,000	0	4,900,000	0	5,382,000	0	2,915,000	0	6,440,000	0	1,076,500	0	5,607,500	0	2,248,000	0	3,313,000

Part D

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

Introduction

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

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

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

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

Section 7.11 Contributions

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

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

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

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

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

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

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

DEVELOPER CONTRIBUTIONS - PLAN CLOSING BALANCES

ACTUAL				BUDGET ITEMS	ESTIMATED										
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
1,935,800	1,719,200	2,576,200	3,834,900	Open Space and Community Facilities	4,181,200	4,263,200	4,056,200	4,192,200	4,337,200	4,490,200	4,653,200	4,825,200	5,002,200	5,184,200	5,370,200
153,100	61,200	91,600	103,300	Wollongbar Urban Expansion Area (WUEA)	153,800	154,800	157,800	161,800	165,800	169,800	173,800	178,800	183,800	188,800	193,800
769,600	791,400	796,700	804,200	Car Parking	1,008,200	1,216,200	1,441,200	1,672,200	1,910,200	2,156,200	2,410,200	2,674,200	2,944,200	3,222,200	3,507,200
676,200	734,600	780,400	729,700	Heavy Vehicle	783,700	789,700	805,700	822,700	841,700	861,700	883,700	906,700	930,700	955,700	980,700
3,995,800	7,577,400	6,575,600	8,657,100	Road Plan (New)	7,500,600	8,689,100	25,100	1,265,100	2,750,100	4,712,100	3,032,100	1,197,400	1,841,400	7,388,400	12,083,400
1,533,500	1,612,800	1,681,300	771,500	Road Plan (Old)	771,500	771,500	771,500	771,500	771,500	771,500	771,500	771,500	771,500	771,500	771,500
0	79,100	81,900	160,900	Cumabalum Urban Release Area (CURA A)	214,900	264,900	314,900	364,900	414,900	464,900	514,900	564,900	614,900	664,900	714,900
9,064,000	12,575,700	12,583,700	15,061,600	Total Section 7.11 Funds Held	14,613,900	16,149,400	7,572,400	9,250,400	11,191,400	13,626,400	12,439,400	11,118,700	12,288,700	18,375,700	23,621,700

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	2031/32
2,537,900	2,614,900	2,030,300	1,873,200	Open Space and Community Facilities	1,450,000	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	10,200	Wollongbar Urban Expansion Area (WUEA)	50,000	0	0	0	0	0	0	0	0	0	0
521,200	0	0	0	Car Parking	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
359,600	352,200	362,600	258,200	Heavy Vehicle	300,000	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	2,899,300	Road Plan (Current Plan)	4,080,000	3,000,000	3,600,000	4,100,000	4,600,000	5,100,000	5,600,000	7,600,000	9,100,000	9,100,000	9,100,000
239,100	27,900	79,100	37,300	Road Plan (Old Plan)	0	0	0	0	0	0	0	0	0	0	0
0	79,100	1,800	73,100	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	5,151,300	Total Section 7.11 Funds Collected	6,130,000	4,050,000	4,650,000	5,150,000	5,650,000	6,150,000	6,650,000	8,650,000	10,150,000	10,150,000	10,150,000

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	2031/32
		23,600		Open Spaces and Community Facilities											
				Miscellaneous - Old plan											
208,500	70,900		0	Pop Denison Master Plan	671,200										
149,300			40,000	Shaws Bay CMP											
			1,000	Riverview Park, Ballina	0										
				Lake Ainsworth CMP	0	0	343,000								
11,900	46,400			Porter Park Multi Purpose Court											
				Miscellaneous											
369,700	117,300	23,600	41,000	Sub Total Open Space and Com Facs	671,200	0	343,000	0	0	0	0	0	0	0	0
				Car Parking											
0	0	0	0	Sub Total Car Parking	0	0	0	0	0	0	0	0	0	0	0
110,000	110,000	55,000		Wollongbar Urban Expansion Area											
110,000	110,000	55,000	0	Sub Total WUEA	0	0	0	0	0	0	0	0	0	0	0
				Heavy Vehicles											
130,000	130,000	130,000	130,000	Heavy Vehicles - Teven Bridge Loan	130,000	130,000	130,000	130,000	0	0	0	0	0	0	0
273,800	185,300	192,200	186,000	Heavy Patching and Reseals	120,000	170,000	170,000	170,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
403,800	315,300	322,200	316,000	Sub Total Heavy Vehicles	250,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
				Roads Plan (New)											
				Roundabouts											
				Hutley Drive - Land Acquisition											
282,100	134,100	2,787,900	42,000	Hutley Drive - Byron Bay Rd (100%)											
			58,100	Hutley Drive - Middle Connection (100%)	142,000	50,000	0	0	0	0	0	0	0	0	0
			118,400	Hutley Drive - Southern Extension (100%)											
			82,200	River St - 4 Lanes - Preliminaries (49.6%)											
				River St - S1 - Smith Dr / Burns Pt (73.9%)	0	0	0	2,711,000	2,792,000	0	0	0	0	0	0
				River St - S2 - Burns Pt to Barlows (73.9%)	1,537,000	0	0	0	0	0	0	0	0	0	0
				River St - S3 - Fishery Ck Bridge (49.6%)	117,000	250,000	7,297,000	0	0	0	0	0	0	0	0
				River St - S4 - B'wick to Tweed (49.6%)	90,000	1,172,000	0	0	0	0	0	0	0	0	0
			1,500	Tam Dr - Nth Ck Rd/Kerr St-Lanes (98.6%)	39,000	0	0	0	0	0	2,355,000	2,425,200	0	0	0
				Tam Dr - Canal Bridge - 4 Lanes (98.6%)	0	0	0	0	0	0	1,756,000	1,809,500	0	0	0
				Angels Bch Dve/Sheath St - LIL0 (Land)	0	0	0	0	0	0	0	0	0	0	0
				North Creek Road and Bridge (100%)	200,000	300,000	300,000	150,000	150,000	3,191,000	3,287,000	0	0	0	0
				North Creek Road and Bridge (Land)	0	0	0	0	0	13,000	0	0	0	0	0
				Ross Lane Improvements - West (100%)	0	0	0	0	0	0	0	1,632,000	3,362,000	0	0
				Ross Lane Improvements - East (48.5%)	0	0	0	0	0	0	0	3,582,000	3,690,000	0	0
				Ross Lane Improvements - East (Land)	0	0	0	0	0	0	66,000	0	0	0	0
				Tam Dr to Sthn XDve - Right Ban (100%)	0	0	0	0	202,000	0	0	0	0	0	0
				North Ck Rd/Res Rd/Hutley-Calm (71.6%)	0	0	0	0	0	0	0	0	1,436,000	1,479,000	0
			35,700	Bang Rd / Angels Bch Dve R'bout (100%)	3,093,000	0	0	0	0	0	0	0	0	0	0
				Sandy Flat Road (100%)	0	0	0	0	0	0	0	0	0	0	4,599,000
			22,700	Nth Ck/Tam Dve/Sth XDve-Lanes(100%)	0	0	0	0	0	0	0	0	0	2,123,000	0
				Barlows Road Connection (64.5%)	64,500	96,500	4,841,000	0	0	0	0	0	0	0	0
282,100	1,800,300	3,161,900	885,000	Sub Total Roads Plan (New)	5,282,500	1,868,500	12,438,000	2,861,000	3,144,000	3,204,000	7,398,000	9,514,700	8,488,000	3,602,000	4,599,000
				Roads Plan (Old)											
65,300	7,600	21,600	963,000	Various	0	0	0	0	0	0	0	0	0	0	0
65,300	7,600	21,600	963,000	Sub Total Roads Plan (Old)	0	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	600,000	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	600,000	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	2,805,000	Total Section 7.11 Funds Applied	6,653,700	2,618,500	13,531,000	3,611,000	3,894,000	3,954,000	8,148,000	10,264,700	9,238,000	4,352,000	5,349,000

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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 2022/23 is as follows.

Airport

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

Depot

The contribution to the Depot upgrade represents contributions from the Water / Wastewater and Waste areas to on-going depot improvements. 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 including State Grant funding for Ross Lane \$3.4m.

The Pearces Creek Bridge Federal and State Grants of \$3.9m have been approved.

Open Spaces and Sports Fields

Council was successful in obtaining \$3.5m for Kingsford Smith Upgrade and \$700k for the Lennox Park.

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	2030/31	2031/32
				Open Spaces											
60,000				Private - Ballina RSL - Captain Cook											
			9,100	Private - Elizabeth Park Contribution											
67,100				Private - Playground Elevation Estate											
		11,000		Insurance - Community Gardens											
		6,000		State - Wardell Shade Structures											
	83,200		37,800	State - Pop Denison Master Plan	131,000										
				State - Lennox Village Vision - Lennox Park		700,000									
		881,400	219,000	Third Party Works - Council Assets (Non-cash)											
			232,600	Federal - Local Roads and Comm Infra (LCRI)	369,000										
				Open Spaces and Reserves Buildings											
			115,000	Federal - Local Roads and Comm Infra (LCRI)	115,000										
	65,000			Rous - Killen Falls Amenities											
				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		268,000	State - Wollongbar Sportsfield											
	25,000			State - Fripp Oval											
	326,700	663,300		State - Skennars Head Sports Fields											
			0	State - Kingsford Smith - Major Upgrades	100,000	3,500,000									
		85,000		Internal - Wastewater											
	50,000			Developer - Noice Attenuation											
		279,400	64,600	Insurance - Shipping Container Amenities											
			230,500	Federal - Local Roads and Comm Infra (LCRI)	231,000										
			268,700	Third Party Works Council Assets (Non-cash)											
				Public and Environmental Health											
181,900	11,900		409,000	State - Shaws Bay Coastal Management Plan	63,000										
				State - Lake Ainsworth Coastal Management Plan	0	298,000	395,000								
				Strategic Planning											
	15,000		143,000	Public Art / Streets as Shared Spaces											
				Gallery											
	66,200			State - Ignite Studios											
	54,800		85,000	State - Gallery											
				Community Facilities											
	3,500,000			State - Ballina Indoor Sports Centre											
	140,000	4,200		State - Department of Education											
	700,000	1,313,900	519,600	State - Lennox Head Cultural Centre											
			129,700	Third Party Works - Council Assets (Non-cash)											
				Facilities Management											
			113,500	Federal - Local Roads and Comm Infra (LCRI)	113,000										
	120,000	44,200		Third Party Works - Council Assets (Non-cash)											

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	2031/32
				Depot and Administration Centre											
107,900	221,900	147,600	113,900	Internal - Depot											
				Internal - Depot - Water Contribution	35,000	30,000	31,000	31,000	32,000	32,000	33,000	34,000	34,000	35,000	36,000
				Internal - Depot - Wastewater Contribution	52,000	40,000	41,000	42,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000
				Internal - Depot - Waste Contribution	52,000	60,000	61,000	62,000	64,000	65,000	66,000	67,000	68,000	70,000	71,000
				Internal - Depot Master Plan - Water Conts		250,000	1,000,000								
				Internal - Depot Master Plan - Wastewater Conts		250,000	1,000,000								
		35,500		Internal - Administration Centre											
	115,000			Club - Ballina Surf Club											
			49,500	State - Ballina Community Men's Shed	51,000										
			37,500	Federal - Local Roads and Comm Infra (LCRI)	37,000										
				Swimming Pools											
48,800				State - Alstonville											
				Information Systems											
	50,000			Internal Contributions											
				Airport											
449,100	3,232,400	742,000		State - Terminal / Runway											
				Federal - Runway Strengthening and Improvements	0	5,540,000									
			405,000	Federal - Passenger Screening	1,700,000	594,000									
				Asset Management											
			0	Country Passenger Transport Infrastructure (CPTIGS)	22,000										
				Stormwater											
			96,000	State - Resilience to Climate Change	24,000										
				State - Tanamera Drain	52,000										
			100,000	Federal - Local Roads and Comm Infra (LRCI)	326,000	200,000									
				Roads and Bridges											
		184,700		State - Regional Road Program	321,000										
2,356,400	652,100			State - Various											
		10,000	880,200	State - Safer Roads - Cherry St/Fox St											
			75,500	State - Safer Roads - Ross Lane	625,000	1,100,000	1,727,000								
			606,500	State - Safer Roads - Tamarind Dve / Tintenbar											
			48,900	State - Safer Roads - Kerr / Bentinck St	158,000	600,000									
				State / Federal - Section 7.11 Projects			0	960,000	989,000	9,574,000	14,094,000	9,682,300	3,801,000	0	0
			420,300	State - Local Road Haulage Route Funding											
	19,200			State - Ross Lane Straightening											
	549,900	615,300	189,500	State - Marine Estate											
			266,000	State - Fixing Local Roads Round 1	419,000										
				State - Fixing Local Roads Round 2	169,000	168,000									
				State - Fixing Local Roads Round 3			607,200								
				State - Pearces Creek Bridge	300,000	1,948,000									
				State - Lennox Head Vision - Ballina Street	995,900										
			2,505,400	Federal - Airport Boulevard	495,000										
	957,400			Federal - Department of Infrastructure											
1,890,200				Federal - Ross Lane / Coast Road Roundabout											
			366,800	Federal - Local Roads and Comm Infra (LCRI)	40,000	1,160,000									
				Federal - Pearces Creek Bridge		2,000,000									
	136,400	4,500		Private - Contributions											
		5,800,800	2,759,100	Transport for NSW - Assets (Non-cash)											

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	2031/32
				Ancillary Transport											
4,000				State - Miscellaneous											
290,400		290,400	299,200	State - Coastal Shared Path											
	33,100	252,800	464,100	State - Coastal Walk	37,000	46,000									
			115,300	State - Shared Path, Lighthouse Parade	96,000										
				State - Coastal Walk BLER	100,000	570,000									
	253,500	599,600	27,000	Federal - Coastal Shared Path											
		246,000		Federal - Roads to Recovery											
			225,000	Federal - Local Roads and Comm Infra (LCRI)	88,000	50,000	350,000								
				State - Lindendale Rd Central Median	14,000										
				Transport for NSW											
		77,000		State - Supplementary Block Grant											
				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	40,000	50,000									
5,200	5,500			State - RBP - Brunswick St, Ballina											
				Emergency Services											
		207,200	354,300	Rural Fire Service - Equipment (Non-cash)											
(2,400)				State - Marine Rescue Tower											
			10,300	Rural Fire Service - Lennox Head Shed	0	360,000									
6,067,900	11,674,600	12,938,500	12,840,100	Total Capital Grants and Conts	7,370,900	19,514,000	5,212,200	1,095,000	1,127,000	9,714,000	14,237,000	9,828,300	3,949,000	152,000	155,000

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.

LOAN INCOME														
ACTUAL				BUDGET ITEMS										
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		2,400,000		Airport	2,000,000	0								
				Terminal, Parking, Solar, Boulevard Road										
				Apron Overlay and Concrete Pads		3,000,000								
				Terminal - Baggage Area Expansion		0	2,000,000							
				Runway - Lengthening / Strengthening		7,827,000								
		3,000,000		Roads - Town Centre Renewals										
				River Street - Moon to Grant										
				Lennox Head - Village Renewal		3,000,000								
		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	0	4,130,000								
			1,500,000	Airport Boulevard	2,800,000									
			2,000,000	WUEA Stage 3	2,000,000									
				Section 7.11 Roads Plan										
				0 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%)	1,000,000	0	0	0	0	0	0	0	0	0
				0 River St - S3 - Fishery Ck Bridge (49.6%)	0	0	7,619,000	0	0	0	0	0	0	0
				0 River St - S4 - B'wick to Tweed (49.6%)	0	1,228,000	0	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 Barlows Road Connection (64.5%)	0	0	2,618,000	0	0	0	0	0	0	0
				Resource Recovery										
				Remediation					1,000,000					
7,247,800	0	9,722,000	3,500,000	Total Loan Income	7,800,000	19,185,000	12,237,000	0	0	1,000,000	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	2021/22			2022/23			2023/24			2024/25			2025/26		
	To	From	Net	To	From	Net	To	From	Net	To	From	Net	To	From	Net
Corporate and Community Division															
Governance															
Council Election	75,000	300,000	(225,000)	75,000	0	75,000	80,000	0	80,000	80,000	310,000	(230,000)	81,000	0	81,000
Communications															
Donations and Events	118,000	11,400	106,600		34,000	(34,000)		20,000	(20,000)						
Tourism															
		20,000	(20,000)												
Financial Services															
Projects and Revaluations		124,000	(124,000)	10,000	50,000	(40,000)	10,000	60,000	(50,000)	10,000	0	10,000	10,000	0	10,000
Local Government Recovery Grant	1,000,000		1,000,000	2,375,000	1,410,000	965,000		1,965,000	(1,965,000)						
Bushfire Recovery Grant	300,000	500,000	(200,000)		300,000	(300,000)									
People and Culture															
		31,000	(31,000)												
Commercial Property															
Community Infrastructure Reserve															
Interest Earned on Reserve	18,000		18,000	21,000		21,000	37,000		37,000	3,000		3,000	18,000		18,000
Rental - 89 Tamar Street	800,000	100,300	699,700	739,000	116,000	623,000	754,000	97,000	657,000	769,000	98,000	671,000	784,000	99,000	685,000
Rental - Fawcett Street Café	61,600	26,500	35,100	70,000	28,000	42,000	71,000	28,000	43,000	72,000	28,000	44,000	73,000	28,000	45,000
Lake Ainsworth CMP		25,000	(25,000)					62,000	(62,000)						
Lennox Village Renewal	1,000,000	2,898,100	(1,898,100)		1,000,000	(1,000,000)									
Lennox Village Renewal Ross Park		92,500	(92,500)												
Lennox Head Rural Fire Shed	73,000	73,000	0		573,000	(573,000)									
Ballina SES Building					150,000	(150,000)		2,350,000	(2,350,000)						
Wollongbar - District Park		265,000	(265,000)												
Alstonville Rural Fire Service Access	70,000	70,000	0		70,000	(70,000)									
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)		21,000	(21,000)		0	0		0	0		0	0
Loan P & I - River Street - Moon to Grant		243,000	(243,000)		243,000	(243,000)		243,000	(243,000)		243,000	(243,000)		243,000	(243,000)
Loan P & I - Town Centre		0	0		0	0		270,000	(270,000)		270,000	(270,000)		270,000	(270,000)
Total - Comm Infrastructure	2,472,600	3,814,000	(1,341,400)	1,280,000	2,201,000	(921,000)	1,312,000	3,050,000	(1,738,000)	1,294,000	639,000	655,000	1,325,000	640,000	685,000
Property Development Reserve															
Interest Earned on Reserve	4,000		4,000	1,000		1,000	17,000		17,000	136,000		136,000	236,000		236,000
Boeing Avenue - Loan Repayments		235,000	(235,000)		235,000	(235,000)		7,574,700	(7,574,700)		0	0		0	0
Southern Cross Movements		196,200	(196,200)	0	69,000	(69,000)	5,803,000	71,000	5,732,000	5,803,000	73,000	5,730,000	2,902,000	75,000	2,827,000
Russellton Movements	0	43,300	(43,300)	0	46,000	(46,000)	0	48,000	(48,000)	0	50,000	(50,000)	0	52,000	(52,000)
Wollongbar Movements	0	43,200	(43,200)	4,685,000	47,000	4,638,000	4,685,000	49,000	4,636,000	0	38,000	(38,000)	0	39,000	(39,000)
Norfolk Homes Rental	195,000		195,000	195,000		195,000	170,000		170,000	175,000		175,000	180,000		180,000
ARC Rental	288,000	5,000	283,000	281,000	5,000	276,000	287,000	5,000	282,000	293,000	5,000	288,000	299,000	5,000	294,000
Shelly Beach Café		55,000	(55,000)		55,000	(55,000)									
Airport Boulevard - Loan Repayments		85,000	(85,000)		308,000	(308,000)		308,000	(308,000)		4,067,000	(4,067,000)		0	0
Henderson Farm (Residual) - Conts		275,000	(275,000)												
WUEA - Stage 3		356,000	(356,000)		4,048,000	(4,048,000)									
Boeing Avenue - Lots Two and Three		131,000	(131,000)												
Southern Cross Estate Rezoning			0		50,000	(50,000)									
Dividend - General Fund Operations		88,500	(88,500)		81,000	(81,000)		119,000	(119,000)		137,000	(137,000)		155,000	(155,000)
Total - Property Development	487,000	1,513,200	(1,026,200)	5,162,000	4,944,000	218,000	10,962,000	8,174,700	2,787,300	6,407,000	4,370,000	2,037,000	3,617,000	326,000	3,291,000
Miscellaneous Commercial Property															
Wigmore Arcade	107,000		107,000	100,000		100,000	120,000		120,000	140,000		140,000	160,000		160,000
Crown Reserves	75,000	75,000	0	77,000	77,000	0	78,000	78,000	0	79,000	79,000	0	80,000	80,000	0
Flat Rock Tent Park															
	1,500	70,000	(68,500)	82,000	120,000	(38,000)	85,000	70,000	15,000	89,000	70,000	19,000	94,000	70,000	24,000
Airport															
	1,027,700	2,757,000	(1,729,300)	2,436,000	3,747,000	(1,311,000)	2,225,000	2,850,000	(625,000)	2,524,000	1,650,000	874,000	2,610,000	900,000	1,710,000
Quarries and Sandpit															
	0	54,000	(54,000)	20,000	150,000	(130,000)	22,000	0	22,000	34,000	0	34,000	41,000	0	41,000
Community Facilities															
Community Centres		8,000	(8,000)												
Alstonville Cultural Centre	124,000	170,000	(46,000)	7,000	0	7,000									
Library Services															
	27,600		27,600												
Facilities Management															
Administration Building and Depot	130,000	930,000	(800,000)												
Building Asset Renewal Program		111,000	(111,000)												
Fleet and Plant															
	1,971,400	1,289,000	682,400	2,002,000	2,145,000	(143,000)	2,086,000	1,591,000	495,000	2,168,000	1,451,000	717,000	2,234,000	1,209,000	1,025,000
Total - Corporate and Community	7,916,800	11,777,600	(3,860,800)	13,626,000	15,178,000	(1,552,000)	16,980,000	17,858,700	(878,700)	12,825,000	8,569,000	4,256,000	10,252,000	3,225,000	7,027,000
(Reserve movements carried forward on following page)															

RESERVE MOVEMENTS - GENERAL FUND (cont'd)															
Reserve Title	2021/22			2022/23			2023/24			2024/25			2025/26		
	To	From	Net	To	From	Net	To	From	Net	To	From	Net	To	From	Net
Planning and Environmental Health Division															
Development Services															
Dev Services - Resources / Legals		50,000	(50,000)												
Environmental and Public Health															
Healthy Waterways Program	200,000	216,000	(16,000)		1,500	(1,500)		60,000	(60,000)						
Coastal Management Plans	2,000	124,000	(122,000)		350,500	(350,500)									
Public Order - Rangers		2,000	(2,000)		45,000	(45,000)									
Strategic Planning															
Section 7.11 Contributions	6,206,000	6,653,700	(447,700)	4,154,000	2,618,500	1,535,500	4,954,000	13,531,000	(8,577,000)	5,289,000	3,611,000	1,678,000	5,835,000	3,894,000	1,941,000
Planning Proposals (Restricted)	50,000	48,700	1,300												
Strategic Planning Projects	50,000	274,000	(224,000)		175,000	(175,000)		45,000	(45,000)						
Section 7.11 Reviews and Administration	80,000	101,500	(21,500)	75,000	20,000	55,000	77,000	20,000	57,000	79,000	20,000	59,000	81,000	20,000	61,000
Environmental Action Plan															
Open Spaces - Parks															
Open Space Programs	822,000	238,500	583,500	700,000	822,000	(122,000)		700,000	(700,000)						
Pop Denison		118,800	(118,800)			0			0						
Ross Park		643,000	(643,000)			0			0						
Wollongbar Skate Park		957,000	(957,000)												
Open Spaces - Vegetation	597,000	583,900	13,100		140,000	(140,000)		90,000	(90,000)		90,000	(90,000)		159,000	(159,000)
Open Spaces - Sports Fields															
Sports Fields Improvements	164,000	325,000	(161,000)		164,000	(164,000)									
Wollongbar Sports Fields	33,000		33,000												
Ballina Hockey Club	7,000	0	7,000	12,000	0	12,000	7,000	0	7,000	7,000	0	7,000	7,000	0	7,000
Open Spaces - Cemeteries	0	64,000	(64,000)	48,000	70,000	(22,000)	49,000	70,000	(21,000)	50,000	70,000	(20,000)	51,000	70,000	(19,000)
Open Spaces - Public Amenities	140,000	115,000	25,000	146,000	146,000	0		146,000	(146,000)						
Community Gallery															
Gallery Projects	16,600	39,000	(22,400)												
Public Art Contributions	10,000	0	10,000	11,000	0	11,000	11,000	0	11,000	11,000	0	11,000	12,000	0	12,000
Total - Planning and Env Health	8,377,600	10,554,100	(2,176,500)	5,146,000	4,552,500	593,500	5,098,000	14,662,000	(9,564,000)	5,436,000	3,791,000	1,645,000	5,986,000	4,143,000	1,843,000
Civil Services Division															
Asset Management															
Asset Revaluations	20,000		20,000	25,000		25,000	25,000	70,000	(45,000)	25,000		25,000	25,000	0	25,000
Surveying Equipment	15,000	0	15,000	15,000	0	15,000	15,000	0	15,000	15,000	0	15,000	15,000	60,000	(45,000)
Stormwater and Env Protection															
Stormwater	302,000	766,000	(464,000)		180,000	(180,000)									
Management Plans		120,000	(120,000)		160,000	(160,000)		32,000	(32,000)			0			
Roads and Bridges															
Road Contingency and Carry Over	3,890,000	2,654,800	1,235,200		3,989,900	(3,989,900)		203,000	(203,000)						
Roads Pre-Plan Sec 7.11		128,500	(128,500)		205,600	(205,600)			0						
Alstonville Bypass Handover	4,000	2,000	2,000	11,000	104,000	(93,000)	25,000	106,000	(81,000)	23,000	108,000	(85,000)	21,000	110,000	(89,000)
Ballina Bypass Handover	8,000	30,000	(22,000)	42,000	163,000	(121,000)	102,000	166,000	(64,000)	100,000	169,000	(69,000)	98,000	172,000	(74,000)
Tintenbar to Ewingsdale Handover		18,000	(18,000)		110,000	(110,000)		112,000	(112,000)		114,000	(114,000)		116,000	(116,000)
Street Cleaning Program	140,000	140,000	0	150,000	123,000	27,000	165,000	172,000	(7,000)	168,000	155,000	13,000	171,000	179,000	(8,000)
Ancillary Transport Facilities															
Footpaths / Shared Paths / Lighting	86,000	662,000	(576,000)		86,000	(86,000)									
Coastal Shared Path / Walk		93,000	(93,000)		204,000	(204,000)									
Car Park Improvements	65,000	15,000	50,000		65,000	(65,000)									
Ferry Wharves and Jetties															
Boat Ramps and Infrastructure	73,000	133,200	(60,200)		73,000	(73,000)									
Canal Dredging	50,000	215,000	(165,000)	55,000	20,000	35,000	60,000	20,000	40,000	65,000	20,000	45,000	65,000	20,000	45,000
Ferry Slippage		10,000	(10,000)			0									
Emergency Services	127,000	165,000	(38,000)		127,000	(127,000)									
Resource Recovery (RR - LRM)	481,000	525,000	(44,000)	409,000	720,000	(311,000)	538,000	981,000	(443,000)	543,000	902,000	(359,000)	549,000	1,353,000	(804,000)
Domestic Waste Management (DWM)	374,000	34,300	339,700	685,000	0	685,000	643,000	950,000	(307,000)	576,000	0	576,000	528,000	1,900,000	(1,372,000)
Total - Civil Services	5,635,000	5,711,800	(76,800)	1,392,000	6,330,500	(4,938,500)	1,573,000	2,812,000	(1,239,000)	1,515,000	1,468,000	47,000	1,472,000	3,910,000	(2,438,000)
Totals	21,929,400	28,043,500	(6,114,100)	20,164,000	26,061,000	(5,897,000)	23,651,000	35,332,700	(11,681,700)	19,776,000	13,828,000	5,948,000	17,710,000	11,278,000	6,432,000

RESERVE BALANCES - GENERAL FUND

Reserve Title	2021/22		2022/23		2023/24		2024/25		2025/26						
Corporate and Community Division															
Governance															
Council Election	300,000	(225,000)	75,000	75,000	75,000	150,000	150,000	80,000	230,000	230,000	(230,000)	0	0	81,000	81,000
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 and Events	11,400	106,600	118,000	118,000	(34,000)	84,000	84,000	(20,000)	64,000	64,000	0	64,000	64,000	0	64,000
Tourism															
	20,000	(20,000)	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
Local Government Recovery Grant		1,000,000	1,000,000	1,000,000	965,000	1,965,000	1,965,000	(1,965,000)	0	0	0	0	0	0	0
Bushfire Recovery	500,000	(200,000)	300,000	300,000	(300,000)	0	0	0	0	0	0	0	0	0	0
Legal / Audit / Revaluations / Other	398,900	(124,000)	274,900	274,900	(40,000)	234,900	234,900	(50,000)	184,900	184,900	10,000	194,900	194,900	10,000	204,900
Interest to be Distributed	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
People and Culture															
Leave Entitlements	2,993,700	0	2,993,700	2,993,700	0	2,993,700	2,993,700	0	2,993,700	2,993,700	0	2,993,700	2,993,700	0	2,993,700
Projects	61,000	(31,000)	30,000	30,000	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	4,136,200	(1,341,400)	2,794,800	2,794,800	(921,000)	1,873,800	1,873,800	(1,738,000)	135,800	135,800	655,000	790,800	790,800	685,000	1,475,800
Property Development	1,221,700	(1,026,200)	195,500	195,500	218,000	413,500	413,500	2,787,300	3,200,800	3,200,800	2,037,000	5,237,800	5,237,800	3,291,000	8,528,800
Sub Total - Major Property Res	5,357,900	(2,367,600)	2,990,300	2,990,300	(703,000)	2,287,300	2,287,300	1,049,300	3,336,600	3,336,600	2,692,000	6,028,600	6,028,600	3,976,000	10,004,600
Wigmore Arcade	496,100	107,000	603,100	603,100	100,000	703,100	703,100	120,000	823,100	823,100	140,000	963,100	963,100	160,000	1,123,100
Crown Properties	77,800	0	77,800	77,800	0	77,800	77,800	0	77,800	77,800	0	77,800	77,800	0	77,800
Flat Rock Tent Park	356,500	(68,500)	288,000	288,000	(38,000)	250,000	250,000	15,000	265,000	265,000	19,000	284,000	284,000	24,000	308,000
Airport	2,928,900	(1,729,300)	1,199,600	1,199,600	(1,311,000)	(111,400)	(111,400)	(625,000)	(736,400)	(736,400)	874,000	137,600	137,600	1,710,000	1,847,600
Quarries	729,400	(54,000)	675,400	675,400	(130,000)	545,400	545,400	22,000	567,400	567,400	34,000	601,400	601,400	41,000	642,400
Community Facilities															
Alstonville Cultural Centre	439,000	(46,000)	393,000	393,000	7,000	400,000	400,000	0	400,000	400,000	0	400,000	400,000	0	400,000
Facilities Management															
Administration Centre and Depot Program	964,400	(800,000)	164,400	164,400	0	164,400	164,400	0	164,400	164,400	0	164,400	164,400	0	164,400
Facilities Refurbishments	415,200	(119,000)	296,200	296,200	0	296,200	296,200	0	296,200	296,200	0	296,200	296,200	0	296,200
Library Services	220,100	27,600	247,700	247,700	0	247,700	247,700	0	247,700	247,700	0	247,700	247,700	0	247,700
Plant and Fleet															
	736,300	682,400	1,418,700	1,418,700	(143,000)	1,275,700	1,275,700	495,000	1,770,700	1,770,700	717,000	2,487,700	2,487,700	1,025,000	3,512,700
Total - Corporate and Community	19,575,100	(3,860,800)	15,714,300	15,714,300	(1,552,000)	14,162,300	14,162,300	(878,700)	13,283,600	13,283,600	4,256,000	17,539,600	17,539,600	7,027,000	24,566,600
Planning and Environmental Health Division															
Development Services															
Development Services Resources / Legals	230,000	(50,000)	180,000	180,000	0	180,000	180,000	0	180,000	180,000	0	180,000	180,000	0	180,000
Public and Environmental Health															
Healthy Waterways Program and Projects	1,089,000	(16,000)	1,073,000	1,073,000	(1,500)	1,071,500	1,071,500	(60,000)	1,011,500	1,011,500	0	1,011,500	1,011,500	0	1,011,500
Coastal Management Plans	472,500	(122,000)	350,500	350,500	(350,500)	0	0	0	0	0	0	0	0	0	0
Public Order															
Rangers and Compliance	47,000	(2,000)	45,000	45,000	(45,000)	0	0	0	0	0	0	0	0	0	0
Strategic Planning															
Sec. 7.11 Contributions	15,061,600	(447,700)	14,613,900	14,613,900	1,535,500	16,149,400	16,149,400	(8,577,000)	7,572,400	7,572,400	1,678,000	9,250,400	9,250,400	1,941,000	11,191,400
Strategic Planning Projects	649,100	(224,000)	425,100	425,100	(175,000)	250,100	250,100	(45,000)	205,100	205,100	0	205,100	205,100	0	205,100
Planning Proposals (Externally Restricted)	48,700	1,300	50,000	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000
Sec 7.11 Reviews and Admin	415,200	(21,500)	393,700	393,700	55,000	448,700	448,700	57,000	505,700	505,700	59,000	564,700	564,700	61,000	625,700
Environmental Action Plan	6,600	0	6,600	6,600	0	6,600	6,600	0	6,600	6,600	0	6,600	6,600	0	6,600
Community Gallery	39,000	(22,400)	16,600	16,600	0	16,600	16,600	0	16,600	16,600	0	16,600	16,600	0	16,600
Public Art	99,700	10,000	109,700	109,700	11,000	120,700	120,700	11,000	131,700	131,700	11,000	142,700	142,700	12,000	154,700
(Reserve balances carried forward on following page)															

RESERVE BALANCES - GENERAL FUND (cont'd)

Reserve Title	2021/22			2022/23			2023/24			2024/25			2025/26		
	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing
Open Spaces - Parks															
Open Spaces	580,400	583,500	1,172,000	1,172,000	(122,000)	1,050,000	1,050,000	(700,000)	350,000	350,000		350,000	350,000		350,000
Pop Denison	118,800	(118,800)	0	0	0	0	0	0	0	0	0	0	0	0	0
Ross Park	643,000	(643,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
Wollongbar Skate Park	957,000	(957,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
Vegetation Management	1,037,300	13,100	1,042,300	1,042,300	(140,000)	902,300	902,300	(90,000)	812,300	812,300	(90,000)	722,300	722,300	(159,000)	563,300
Open Spaces - Sports Fields															
Sports Fields Improvements	344,000	(161,000)	183,000	183,000	(164,000)	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
Wollongbar Sports Fields	0	33,000	33,000	33,000		33,000	33,000		33,000	33,000		33,000	33,000		33,000
Synthetic Hockey Field	61,100	7,000	68,100	68,100	12,000	80,100	80,100	7,000	87,100	87,100	7,000	94,100	94,100	7,000	101,100
Open Spaces - Cemeteries	274,000	(64,000)	210,000	210,000	(22,000)	188,000	188,000	(21,000)	167,000	167,000	(20,000)	147,000	147,000	(19,000)	128,000
Open Spaces - Buildings															
Amenities Improvement Program	121,000	25,000	146,000	146,000	0	146,000	146,000	(146,000)	0	0		0	0		0
Total - Planning and Env Health	22,295,000	(2,176,500)	20,118,500	20,118,500	593,500	20,712,000	20,712,000	(9,564,000)	11,148,000	11,148,000	1,645,000	12,793,000	12,793,000	1,843,000	14,636,000
Civil Services Division															
Asset Management															
Asset Management / Revaluations	20,000	20,000	40,000	40,000	25,000	65,000	65,000	(45,000)	20,000	20,000	25,000	45,000	45,000	25,000	70,000
Surveying Equipment	5,200	15,000	20,200	20,200	15,000	35,200	35,200	15,000	50,200	50,200	15,000	65,200	65,200	(45,000)	20,200
Stormwater and Environmental Protection															
Stormwater	1,027,300	(464,000)	563,300	563,300	(180,000)	383,300	383,300	0	383,300	383,300	0	383,300	383,300	0	383,300
Management Plans	333,900	(120,000)	213,900	213,900	(160,000)	53,900	53,900	(32,000)	21,900	21,900	0	21,900	21,900	0	21,900
Roads and Bridges															
Road Contingency and Carry Over	3,237,400	1,235,200	4,472,600	4,472,600	(3,989,900)	482,700	482,700	(203,000)	279,700	279,700	0	279,700	279,700	0	279,700
Roads Pre-Plan Sec 7.11	381,100	(128,500)	252,600	252,600	(205,600)	47,000	47,000	0	47,000	47,000	0	47,000	47,000	0	47,000
Alstonville Bypass Handover	716,700	2,000	718,700	718,700	(93,000)	625,700	625,700	(81,000)	544,700	544,700	(85,000)	459,700	459,700	(89,000)	370,700
Ballina Bypass Handover	1,426,500	(22,000)	1,404,500	1,404,500	(121,000)	1,283,500	1,283,500	(64,000)	1,219,500	1,219,500	(69,000)	1,150,500	1,150,500	(74,000)	1,076,500
Tintenbar to Ewingsdale Handover	1,383,600	(18,000)	1,365,600	1,365,600	(110,000)	1,255,600	1,255,600	(112,000)	1,143,600	1,143,600	(114,000)	1,029,600	1,029,600	(116,000)	913,600
Street Cleaning Program	0	0	0	0	27,000	27,000	27,000	(7,000)	20,000	20,000	13,000	33,000	33,000	(8,000)	25,000
Ancillary Transport Facilities															
Footpaths and Street Lighting	874,500	(576,000)	298,500	298,500	(86,000)	212,500	212,500	0	212,500	212,500	0	212,500	212,500	0	212,500
Coastal Recreational Path and Walk	297,000	(93,000)	204,000	204,000	(204,000)	0	0	0	0	0	0	0	0	0	0
Car Park Improvements	25,000	50,000	75,000	75,000	(65,000)	10,000	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000
Marine Infrastructure															
Boat Ramps and Ferry	133,200	(60,200)	73,000	73,000	(73,000)	0	0	0	0	0	0	0	0	0	0
Canal Dredging	195,000	(165,000)	30,000	30,000	35,000	65,000	65,000	40,000	105,000	105,000	45,000	150,000	150,000	45,000	195,000
Ferry Slippage	10,000	(10,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
Emergency Services	165,000	(38,000)	127,000	127,000	(127,000)	0	0	0	0	0	0	0	0	0	0
Resource Recovery (Landfill and Resource Management)															
LRM - Operations	2,206,400	(44,000)	2,162,400	2,162,400	(311,000)	1,851,400	1,851,400	(443,000)	1,408,400	1,408,400	(359,000)	1,049,400	1,049,400	(804,000)	245,400
Resource Recovery															
DWM - Operations (Externally Restricted)	874,600	339,700	1,214,300	1,214,300	685,000	1,899,300	1,899,300	(307,000)	1,592,300	1,592,300	576,000	2,168,300	2,168,300	(1,372,000)	796,300
Total - Civil Services	13,312,400	(76,800)	13,235,600	13,235,600	(4,938,500)	8,297,100	8,297,100	(1,239,000)	7,058,100	7,058,100	47,000	7,105,100	7,105,100	(2,438,000)	4,667,100
Total - Increase / (Decrease)	55,182,500	(6,114,100)	49,068,400	49,068,400	(5,897,000)	43,171,400	43,171,400	(11,681,700)	31,489,700	31,489,700	5,948,000	37,437,700	37,437,700	6,432,000	43,869,700
Reserve Dissection															
Internally Restricted	39,168,500	(6,006,100)	33,162,400	33,162,400	(8,117,500)	25,044,900	25,044,900	(2,797,700)	22,247,200	22,247,200	3,694,000	25,941,200	25,941,200	5,863,000	31,804,200
Externally Restricted	16,014,000	(108,000)	15,906,000	15,906,000	2,220,500	18,126,500	18,126,500	(8,884,000)	9,242,500	9,242,500	2,254,000	11,496,500	11,496,500	569,000	12,065,500

Part F

General Fund

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

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Part G
Appendices

Appendices

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

Balance Sheets

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

GENERAL FUND BALANCE SHEET (\$'000)

ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
ASSETS																	
Current Assets																	
Cash and Cash Equivalents	1,746	11,989	5,625	12,246	10,034	7,454	7,454	7,454	7,454	7,454	7,454	7,454	7,454	7,454	7,454	7,454	7,454
Investments	34,946	35,655	40,354	32,926	39,687	50,239	43,400	36,900	24,400	29,200	34,700	42,100	44,400	48,500	54,600	67,000	78,200
Receivables	6,941	4,892	5,763	7,254	3,502	6,939	3,660	3,740	3,820	3,900	3,980	4,060	4,150	4,240	4,330	4,420	4,510
Inventories	808	2,420	1,472	2,411	820	2,698	2,760	2,820	2,880	2,940	3,000	3,060	3,130	3,200	3,270	3,340	3,410
Contract assets	0	0	0	0	1,192	2,462	2,520	2,580	2,640	2,700	2,760	2,820	2,880	2,940	3,000	3,060	3,130
Other	181	1,630	195	221	502	529	540	560	580	600	620	640	660	680	700	720	740
Total Current Assets	44,622	56,586	53,409	55,058	55,737	70,321	60,334	54,054	41,774	46,794	52,514	60,134	62,674	67,014	73,354	85,994	97,444
Non Current Assets																	
Investments	3,811	5,328	8,444	13,459	10,943	8,345	8,345	8,345	8,345	8,345	8,345	8,345	8,345	8,345	8,345	8,345	8,345
Receivables	114	71	68	35	(479)	(474)	(500)	(510)	(530)	(550)	(570)	(590)	(610)	(630)	(650)	(670)	(690)
Inventories	3,015	1,678	2,535	2,623	6,222	5,304	6,480	6,610	6,750	6,890	7,030	7,180	7,330	7,480	7,630	7,790	7,950
Infrastructure, Property, Plant and Equipment	820,963	854,296	910,535	957,958	980,572	1,004,502	1,027,530	1,074,700	1,108,220	1,107,300	1,108,740	1,116,020	1,132,850	1,145,730	1,153,030	1,150,580	1,139,270
Investment Property	21,977	22,025	22,025	22,705	23,255	25,340	24,210	24,700	25,200	25,710	26,230	26,760	27,300	27,850	28,410	28,980	29,560
Right of use assets	0	0	0	0	3,089	2,633	2,690	2,750	2,810	2,870	2,930	2,990	3,050	3,120	3,190	3,260	3,330
Other	0	20	1,159	1,146	1,206	1,145	1,270	1,300	1,330	1,360	1,390	1,420	1,450	1,480	1,510	1,550	1,590
Total Non-Current Assets	849,880	883,418	944,766	997,926	1,024,808	1,046,795	1,070,025	1,117,895	1,152,125	1,151,925	1,154,095	1,162,125	1,179,715	1,193,375	1,201,465	1,199,835	1,189,355
TOTAL ASSETS	894,502	940,004	998,175	1,052,984	1,080,545	1,117,116	1,130,359	1,171,949	1,193,899	1,198,719	1,206,609	1,222,259	1,242,389	1,260,389	1,274,819	1,285,829	1,286,799
LIABILITIES																	
Current Liabilities																	
Payables	6,978	9,391	8,084	11,141	11,206	14,664	11,670	11,910	12,150	12,400	12,650	12,910	13,170	13,440	13,710	13,990	14,270
Income received in advance	0	0	0	0	1,238	0	0	0	0	0	0	0	0	0	0	0	0
Contract liabilities	0	0	0	0	501	1,368	540	560	580	600	620	640	660	680	700	720	740
Lease liabilities	0	0	0	0	464	545	490	500	510	530	550	570	590	610	630	650	670
Borrowings	3,696	3,123	3,237	3,100	3,214	3,361	7,140	10,052	6,578	2,059	2,082	2,197	2,200	2,200	2,200	2,200	2,200
Provisions	6,936	7,448	7,238	7,655	7,591	8,086	8,000	8,200	8,400	8,600	8,800	9,000	9,200	9,400	9,600	9,800	10,000
Total Current Liabilities	17,610	19,962	18,559	21,896	24,214	28,024	27,840	31,222	28,218	24,189	24,702	25,317	25,820	26,330	26,840	27,360	27,880
Non Current Liabilities																	
Payables	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Lease liabilities	0	0	0	0	2,664	2,152	2,900	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900
Borrowings	16,319	19,999	23,985	20,935	26,706	26,845	28,219	37,427	43,162	41,182	39,182	38,069	35,956	33,756	31,460	29,067	26,572
Provisions	4,466	4,260	4,501	4,079	3,541	8,018	8,100	8,300	8,700	9,100	9,600	10,100	10,700	11,300	11,900	12,600	13,300
Total Non-Current Liabilities	20,785	24,259	28,486	25,014	32,911	37,015	39,219	48,727	54,962	53,482	52,082	51,569	50,156	48,656	47,060	45,467	43,772
TOTAL LIABILITIES	38,395	44,221	47,045	46,910	57,125	65,039	67,059	79,948	83,180	77,671	76,784	76,886	75,976	74,986	73,900	72,827	71,652
Net Assets	856,107	895,783	951,130	1,006,074	1,023,420	1,052,077	1,063,301	1,092,001	1,110,719	1,121,048	1,129,825	1,145,373	1,166,413	1,185,403	1,200,919	1,213,002	1,215,147
EQUITY																	
Retained Earnings	507,454	535,300	569,053	599,194	611,721	640,882	643,801	664,101	674,219	675,748	675,525	681,973	693,713	703,203	709,019	711,202	703,247
Revaluation Reserves	348,653	360,483	382,077	406,880	411,699	411,195	419,500	427,900	436,500	445,300	454,300	463,400	472,700	482,200	491,900	501,800	511,900
Council Equity Interest	856,107	895,783	951,130	1,006,074	1,023,420	1,052,077	1,063,301	1,092,001	1,110,719	1,121,048	1,129,825	1,145,373	1,166,413	1,185,403	1,200,919	1,213,002	1,215,147

WATER SUPPLY BALANCE SHEET (\$'000)

ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
ASSETS																	
Current Assets																	
Cash and Investments	9,625	14,303	14,820	15,866	16,794	17,918	16,910	15,270	8,870	8,370	8,540	7,780	7,690	8,120	8,280	8,380	8,380
Receivables	2,043	2,130	2,170	2,262	2,538	2,531	2,650	2,710	2,770	2,830	2,890	2,950	3,010	3,080	3,150	3,220	3,290
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	118	111	148	170	72	49	90	100	110	120	130	140	150	160	170	180	190
Total Current Assets	11,786	16,544	17,138	18,298	19,404	20,498	19,650	18,080	11,750	11,320	11,560	10,870	10,850	11,360	11,600	11,780	11,860
Non Current Assets																	
Investments	952	1,589	2,823	5,011	3,712	2,975	2,975	2,975	2,975	2,975	2,975	2,975	2,975	2,975	2,975	2,975	2,975
Receivables	108	112	90	94	688	619	730	750	770	790	810	830	850	870	890	910	930
Inventories	11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant and Equipment	71,157	76,782	80,935	83,717	86,483	88,036	88,500	90,000	96,600	99,500	105,300	108,700	110,500	112,400	111,700	111,200	109,300
Investment Property				0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	8	5	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	72,228	78,483	83,848	88,830	90,888	91,630	92,205	93,725	100,345	103,265	109,085	112,505	114,325	116,245	115,565	115,085	113,205
TOTAL ASSETS	84,014	95,027	100,986	107,128	110,292	112,128	111,855	111,805	112,095	114,585	120,645	123,375	125,175	127,605	127,165	126,865	125,065
LIABILITIES																	
Current Liabilities																	
Payables	0	18	21	24	42	48	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	0
Provisions	133	120	143	207	216	218	230	240	250	260	270	280	290	300	310	320	330
Total Current Liabilities	133	138	164	231	258	266	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	0
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	14	13	6	9	10	24	30	40	50	60	70	80	90	100	110	120	130
Total Non-Current Liabilities	14	13	6	9	10	24	30	40	50	60	70	80	90	100	110	120	130
TOTAL LIABILITIES	147	151	170	240	268	290	360	480	600	720	840	960	1,080	1,200	1,320	1,440	1,560
Net Assets	83,867	94,876	100,816	106,888	110,024	111,838	111,495	111,325	111,495	113,865	119,805	122,415	124,095	126,405	125,845	125,425	123,505
EQUITY																	
Retained Earnings	40,469	42,124	46,545	50,712	53,085	54,229	52,695	51,325	50,295	51,365	56,005	57,315	57,595	58,505	56,545	54,725	51,305
Revaluation Reserves	43,398	52,752	54,271	56,176	56,939	57,609	58,800	60,000	61,200	62,500	63,800	65,100	66,500	67,900	69,300	70,700	72,200
Council Equity Interest	83,867	94,876	100,816	106,888	110,024	111,838	111,495	111,325	111,495	113,865	119,805	122,415	124,095	126,405	125,845	125,425	123,505

WASTEWATER BALANCE SHEET (\$'000)

ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
ASSETS																	
Current Assets																	
Cash and Investments	13,588	9,938	7,333	7,716	10,157	16,143	20,170	21,410	20,810	22,030	25,460	29,070	31,950	33,420	38,530	43,050	47,250
Receivables	1,305	1,288	1,286	1,270	1,536	1,494	1,610	1,650	1,690	1,730	1,770	1,810	1,850	1,890	1,930	1,970	2,010
Inventories	0	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	0
Total Current Assets	14,893	11,226	8,619	8,986	11,693	17,637	21,780	23,060	22,500	23,760	27,230	30,880	33,800	35,310	40,460	45,020	49,260
Non Current Assets																	
Investments	1,344	1,105	1,397	2,437	2,245	2,680	2,680	2,680	2,680	2,680	2,680	2,680	2,680	2,680	2,680	2,680	2,680
Receivables	139	127	79	76	81	79	100	110	120	130	140	150	160	170	180	190	200
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant and Equipment	198,622	209,652	222,700	236,385	237,186	242,455	241,400	241,400	246,500	248,900	250,100	251,500	253,400	254,100	251,000	248,900	244,200
Investment Property	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	200,105	210,884	224,176	238,898	239,512	245,214	244,180	244,190	249,300	251,710	252,920	254,330	256,240	256,950	253,860	251,770	247,080
TOTAL ASSETS	214,998	222,110	232,795	247,884	251,205	262,851	265,960	267,250	271,800	275,470	280,150	285,210	290,040	292,260	294,320	296,790	296,340
LIABILITIES																	
Current Liabilities																	
Payables	125	140	142	140	170	142	150	160	170	180	190	200	210	220	230	240	250
Borrowings	2,958	3,096	3,387	3,536	2,716	2,920	2,920	3,115	(0)	3,309	3,511	3,711	3,911	4,112	4,312	4,513	4,713
Provisions	482	523	591	627	661	689	710	730	750	770	790	810	830	850	870	890	910
Total Current Liabilities	3,565	3,759	4,120	4,303	3,547	3,751	3,780	4,005	920	4,259	4,491	4,721	4,951	5,182	5,412	5,643	5,873
Non Current Liabilities																	
Payables	0	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	43,917	40,997	37,882	37,882	34,573	31,062	27,351	23,440	19,328	15,016	10,503	5,790
Provisions	45	46	26	25	29	77	100	200	300	400	500	600	700	800	900	1,000	1,100
Total Non-Current Liabilities	58,970	56,125	52,911	49,508	46,865	43,994	41,097	38,082	38,182	34,973	31,562	27,951	24,140	20,128	15,916	11,503	6,890
TOTAL LIABILITIES	62,535	59,884	57,031	53,811	50,412	47,745	44,877	42,087	39,102	39,232	36,053	32,672	29,091	25,310	21,328	17,146	12,763
Net Assets	152,463	162,226	175,764	194,073	200,793	215,106	221,083	225,163	232,698	236,238	244,097	252,538	260,949	266,950	272,992	279,644	283,577
EQUITY																	
Retained Earnings	98,161	98,522	107,831	115,511	120,119	132,476	136,783	139,163	144,898	146,638	152,697	159,238	165,749	169,750	173,792	178,444	180,277
Revaluation Reserves	54,302	63,704	67,933	78,562	80,674	82,630	84,300	86,000	87,800	89,600	91,400	93,300	95,200	97,200	99,200	101,200	103,300
Council Equity Interest	152,463	162,226	175,764	194,073	200,793	215,106	221,083	225,163	232,698	236,238	244,097	252,538	260,949	266,950	272,992	279,644	283,577

CONSOLIDATED BALANCE SHEET (\$'000)

ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
ASSETS																	
Current Assets																	
Cash and Cash Equivalents	0	11,989	5,625	12,246	10,034	7,454	7,454	7,454	7,454	7,454	7,454	7,454	7,454	7,454	7,454	7,454	7,454
Investments	59,905	59,896	62,507	56,508	66,638	84,300	80,480	73,580	54,080	59,600	68,700	78,950	84,040	90,040	101,410	118,430	133,830
Receivables	10,289	8,310	9,219	10,786	7,576	10,964	7,920	8,100	8,280	8,460	8,640	8,820	9,010	9,210	9,410	9,610	9,810
Inventories	808	2,420	1,472	2,411	820	2,698	2,760	2,820	2,880	2,940	3,000	3,060	3,130	3,200	3,270	3,340	3,410
Contract assets	0	0	0	0	1,192	2,462	2,520	2,580	2,640	2,700	2,760	2,820	2,880	2,940	3,000	3,060	3,130
Other	299	1,741	343	391	574	578	630	660	690	720	750	780	810	840	870	900	930
Total Current Assets	71,301	84,356	79,166	82,342	86,834	108,456	101,764	95,194	76,024	81,874	91,304	101,884	107,324	113,684	125,414	142,794	158,564
Non Current Assets																	
Investments	6,107	8,022	12,664	20,907	16,900	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Receivables	361	310	237	205	290	224	330	350	360	370	380	390	400	410	420	430	440
Inventories	3,026	1,678	2,535	2,623	6,222	5,304	6,480	6,610	6,750	6,890	7,030	7,180	7,330	7,480	7,630	7,790	7,950
Infrastructure, Property, Plant and Equipment	1,090,742	1,140,730	1,214,170	1,278,060	1,304,241	1,334,993	1,357,430	1,406,100	1,451,320	1,455,700	1,464,140	1,476,220	1,496,750	1,512,230	1,515,730	1,510,680	1,492,770
Investment Property	21,977	22,025	22,025	22,705	23,260	25,340	24,210	24,700	25,200	25,710	26,230	26,760	27,300	27,850	28,410	28,980	29,560
Right of use assets	0	0	0	0	3,089	2,633	2,690	2,750	2,810	2,870	2,930	2,990	3,050	3,120	3,190	3,260	3,330
Other	0	0	0	0	1,206	1,145	1,270	1,300	1,330	1,360	1,390	1,420	1,450	1,480	1,510	1,550	1,590
Total Non-Current Assets	1,122,213	1,172,785	1,252,790	1,325,654	1,355,208	1,383,639	1,406,410	1,455,810	1,501,770	1,506,900	1,516,100	1,528,960	1,550,280	1,566,570	1,570,890	1,566,690	1,549,640
TOTAL ASSETS	1,193,514	1,257,141	1,331,956	1,407,996	1,442,042	1,492,095	1,508,174	1,551,004	1,577,794	1,588,774	1,607,404	1,630,844	1,657,604	1,680,254	1,696,304	1,709,484	1,708,204
LIABILITIES																	
Current Liabilities																	
Payables	7,103	9,549	8,247	11,305	11,418	14,854	11,920	12,270	12,620	12,980	13,340	13,710	14,080	14,460	14,840	15,230	15,620
Income received in advance					1,238	0	0	0	0	0	0	0	0	0	0	0	0
Contract liabilities					501	1,368	540	560	580	600	620	640	660	680	700	720	740
Lease liabilities					464	545	490	500	510	530	550	570	590	610	630	650	670
Borrowings	6,654	6,219	6,624	6,636	5,930	6,281	10,060	13,167	6,578	5,368	5,593	5,908	6,111	6,312	6,512	6,713	6,913
Provisions	7,551	8,091	7,972	8,489	8,468	8,993	8,940	9,170	9,400	9,630	9,860	10,090	10,320	10,550	10,780	11,010	11,240
Total Current Liabilities	21,308	23,859	22,843	26,430	28,019	32,041	31,950	35,667	29,688	29,108	29,963	30,918	31,761	32,612	33,462	34,323	35,183
Non Current Liabilities																	
Payables	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Lease liabilities	0	0	0	0	2,664	2,152	2,900	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900
Borrowings	75,244	76,078	76,870	70,418	73,542	70,762	69,216	75,309	81,045	75,756	70,245	65,421	59,397	53,085	46,477	39,571	32,363
Provisions	4,525	4,319	4,533	4,113	3,580	8,119	8,230	8,540	9,050	9,560	10,170	10,780	11,490	12,200	12,910	13,720	14,530
Total Non-Current Liabilities	79,769	80,397	81,403	74,531	79,786	81,033	80,346	86,849	93,195	88,516	83,715	79,601	74,387	68,885	63,087	57,091	50,793
TOTAL LIABILITIES	101,077	104,256	104,246	100,961	107,805	113,074	112,296	122,516	122,883	117,624	113,678	110,519	106,148	101,497	96,549	91,414	85,976
Net Assets	1,092,437	1,152,885	1,227,710	1,307,035	1,334,237	1,379,021	1,395,879	1,428,488	1,454,911	1,471,150	1,493,726	1,520,325	1,551,456	1,578,757	1,599,755	1,618,070	1,622,228
EQUITY																	
Retained Earnings	646,084	675,946	723,429	765,417	784,925	827,587	833,279	854,588	869,411	873,750	884,226	898,525	917,056	931,457	939,355	944,370	934,828
Revaluation Reserves	446,353	476,939	504,281	541,618	549,312	551,434	562,600	573,900	585,500	597,400	609,500	621,800	634,400	647,300	660,400	673,700	687,400
Council Equity Interest	1,092,437	1,152,885	1,227,710	1,307,035	1,334,237	1,379,021	1,395,879	1,428,488	1,454,911	1,471,150	1,493,726	1,520,325	1,551,456	1,578,757	1,599,755	1,618,070	1,622,228