



**Ballina Shire Council
Budget
2011/2012**

Adopted 23 June 2011

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Part A

Introduction

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OVERVIEW

The budget document is divided into seven distinct sections; i.e.

<i>Title</i>	<i>Description</i>
A. Introduction	Provides an overview of the information contained in the budget
B. Operating Budgets	Provides details of all operating budgets on a program basis
C. Capital Expenditure	Details the capital projects included in the budget
D. Section 94	Provides a summary of the movement in Section 94 contributions
E. Reserves	Provides a summary of the transfers to and from reserves, along with the General Fund reserve balances
F. Financial Indicators	Provides an overview of the key financial indicators
G. General Fund Loans	Outlines the General Fund loan principal and interest repayments

Each of these parts assists in providing an overview of the Ballina Shire Council budget.

The budget is prepared on a funds basis to ensure that the impact of restricting cash and the subsequent use of these monies is acknowledged. The available cash summaries provided below reflect the impact of the various programs outlined in Part B, along with the capital movements detailed in Parts C to E.

Capital Available

The following pages are important in that they summarise the estimated capital available for the three funds operated by Council (General, Water and Sewer). The estimated capital represents cash plus items such as investments, debtors and inventories, less any liabilities, that are readily convertible to cash.

A summary of the estimated results for the 2011/12 year is as follows:

Fund / Item	Estimated Opening Balance (\$'000)	Movement Increase / (Decrease) (\$'000)	Estimated Closing Balance (\$'000)
General – Unrestricted Working Capital (1)	152,200	(115,000)	37,200
General – Internally Restricted Reserves (2)	16,110,100	(9,152,600)	6,957,500
Water – Internally Restricted Reserves (3)	2,883,200	(1,224,500)	1,658,700
Sewer – Internally Restricted Reserves (3)	7,055,100	(266,800)	6,788,300

- (1) Unrestricted working capital is the unrestricted net current assets held by the General Fund (i.e. current assets less current liabilities). These funds can be allocated to any projects and services as determined by Council.

The opening balance is the estimated position to 30 June 2011. Unrestricted working capital is subject to end year accrual adjustments for items such as stock takes and employee entitlements. End of year accrual adjustments may cause variations between this estimate and actual outcomes.

- (2) This represents funds set aside by Council for specific purposes. Any large reduction in internally restricted reserves is typically associated with major capital projects as per Part C of this document.
- (3) Water and sewer reserves must be expended on water and sewer activities. These figures represent that portion of the water and sewer reserves that can be expended on water and sewer activities in a manner as determined by Council. These figures exclude items such as Section 64 developer contributions and grant funds that must be expended in accordance with the manner in which the funds were collected.

The figures provided represent an estimated balance as at 1 July, the net movement for the budget year, and an estimated balance as at 30 June.

GENERAL FUND – CASH FORECAST

The opposite page provides the cash forecast for General Fund. The estimates from 2012/13 onwards are preliminary and 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, excluding depreciation, for General Fund as per Part B of this document.

Operating Result before Capital This records the operating result for the fund, excluding 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 provide the overall cash result.

- **Capital Grants and Contributions:** This item represents the total of all capital grants and capital contributions recognised in Part C of this document
- **Internal Loan Repayments:** This item represents loan principal repayments for internal loans (i.e. loans financed between Council's internal reserves)
- **Section 94 Contributions Collected:** Represents total Section 94 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 normally form part of the operating result.

- **Loan Funds:** Represents loans applied during the year
- **Proceeds from Disposal Of Assets:** Represents funds derived from estimated land sales

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 General Fund.

Leave Liabilities

- **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.

Equity 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 government legislation.
- **Working Capital:** This represents the net movement in unrestricted working capital available (i.e. cash).

Equity Balances This section shows the estimated closing balances for the equity items relating to cash. This includes internal reserves, external reserves, section 94 contributions and working capital.

General Fund - Cash Forecast (2010/11 to 2020/21)

ESTIMATE ITEMS	ESTIMATED											
	2010/11	2011/12	%	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
OPERATING RESULTS												
General Fund Activities												
48,591,100 Operating Revenues	50,546,500	4	51,900,500	54,178,900	56,399,000	58,338,100	60,331,400	62,368,300	64,567,300	66,855,300	69,220,300	
43,539,900 Less Operating Expenses	41,797,300	(4)	43,547,800	45,133,200	46,680,900	48,158,500	49,665,000	50,721,700	52,114,900	53,651,200	55,175,200	
5,051,200 Operating Result before Capital	8,749,200	73	8,352,700	9,045,700	9,718,100	10,179,600	10,666,400	11,646,600	12,452,400	13,204,100	14,045,100	
Add Capital Grants and Contributions												
2,228,100 Capital Grants and Contributions	3,624,300	63	1,302,700	337,000	311,300	93,200	95,100	67,100	69,200	71,300	73,500	
523,100 Internal Loan Repayments	405,200	(23)	53,800	0	0	0	0	0	0	0	0	
2,284,200 Section 94 Contributions Collected	5,018,000	120	5,168,600	5,323,800	5,483,600	5,648,200	5,817,800	5,992,500	6,172,300	6,357,500	6,548,200	
Add Non-operating Funds Employed												
4,265,000 Loan Funds Used	3,300,000	(22)	5,791,000	0	0	0	0	0	0	0	0	
6,742,000 Proceeds from Disposal of Assets	580,000	(91)	4,807,800	7,515,000	5,530,500	1,092,800	1,125,600	1,159,400	1,194,200	1,230,000	1,267,000	
Subtract Funds Deployed for Non-operating Purposes												
(41,879,800) Capital Expenditure	(25,173,700)	(40)	(30,720,800)	(10,929,400)	(9,485,500)	(8,739,700)	(8,743,900)	(9,141,500)	(6,391,800)	(7,171,400)	(6,795,200)	
(2,239,500) Repayment of Principal on Loans	(2,293,100)	2	(2,494,400)	(2,810,000)	(2,919,000)	(3,151,700)	(2,987,700)	(2,075,500)	(1,975,900)	(1,800,400)	(1,485,700)	
Leave Liabilities												
721,000 Net Increase / (Decrease) in Employees Leave	742,500	3	764,800	787,800	811,500	835,900	861,000	886,900	913,600	941,100	969,400	
(22,314,700) General Fund - Cash Reserves - Increases	(5,047,600)	(77)	(6,373,800)	9,269,900	9,450,500	5,958,300	6,834,300	8,535,500	12,434,000	12,832,200	14,622,300	
Movement in Reserves - Increase / (Decrease)												
(16,986,000) Reserves - Internal - Increase / (Decrease)	(9,152,600)		1,620,900	5,583,800	5,411,900	3,383,400	3,660,200	2,754,200	5,698,000	6,274,700	6,348,600	
(5,142,900) Reserves - External - Increase / (Decrease)	4,220,000		(8,592,400)	3,608,400	3,818,600	2,245,500	2,739,500	5,225,800	6,032,800	5,725,500	7,031,400	
(185,800) Working Capital - Increase / (Decrease)	(115,000)		(2,300)	77,700	220,000	329,400	434,600	555,500	703,200	832,000	1,242,300	
(22,314,700) Total Movement in Reserves	(5,047,600)		(6,373,800)	9,269,900	9,450,500	5,958,300	6,834,300	8,535,500	12,434,000	12,832,200	14,622,300	
Reserves - Balances as at 30 June												
16,110,100 Internal Reserves	6,957,500		8,578,400	14,162,200	19,574,100	22,957,500	26,617,700	29,371,900	36,069,900	41,344,600	47,693,200	
3,285,200 External Reserves	7,505,200		(1,087,200)	2,521,200	6,339,800	8,585,300	11,324,800	16,550,600	22,583,400	28,308,900	35,340,300	
152,200 Working Capital	37,200		34,900	112,600	332,600	662,000	1,096,600	1,652,100	2,355,300	3,187,300	4,429,600	
19,547,500 Total	14,499,900		7,526,100	16,796,000	26,246,500	32,204,800	39,039,100	47,574,600	60,008,600	72,840,800	87,463,100	

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

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 Result before Capital Amounts This records the operating result for the fund, excluding 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 provide the overall cash result.

- *Capital Grants and Contributions:* This item represents the total of all capital grants and capital contribution recognised in Part C of this document.
- *Section 64 Contributions Collected:* Total of all 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:* 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. 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 the estimated movement in cash for the financial year.

Equity 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 government 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.

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

Water Operations - Cash Forecast (2010/11 to 2020/21)														
ESTIMATE	ITEMS	ESTIMATED												
		2010/11	2011/12	%	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
	OPERATING RESULTS													
7,412,800	Operating Revenues	7,783,400	5	8,749,900	9,172,700	9,624,600	10,102,300	10,414,300	10,741,400	11,073,100	11,415,600	11,775,800		
7,776,400	Less Operating Expenses	8,520,400	10	8,771,600	9,024,400	9,297,700	9,579,200	9,869,700	10,168,400	10,476,700	10,794,000	11,120,500		
(363,600)	Operating Result Excl Dep & Sec 64 Interest	(737,000)	103	(21,700)	148,300	326,900	523,100	544,600	573,000	596,400	621,600	655,300		
360,000	Add Developer Contributions - Operating Revenues													
(3,600)	Section 64 Interest Earned on Contributions Held	362,000	1	83,200	37,000	47,200	65,500	66,600	85,500	2,700	23,700	45,300		
	Operating Result before Depreciation	(375,000)	10,317	61,500	185,300	374,100	588,600	611,200	658,500	599,100	645,300	700,600		
	Add Capital Grants and Contributions													
0	Capital Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0		
400,000	Section 64 Contributions Collected	640,000	60	700,000	700,000	700,000	700,000	700,000	840,000	840,000	840,000	840,000		
	Add Non-operating Funds Employed													
0	Loan Funds Used	0	0	0	0	0	0	0	0	0	0	0		
	Subtract Funds Deployed for Non-operating Purposes													
(914,000)	Capital Expenditure	(4,940,000)	440	(3,281,500)	(948,100)	(645,200)	(1,322,900)	(631,000)	(4,989,700)	(668,900)	(678,800)	(699,300)		
(3,400)	Repayment of Principal on Loans	(3,500)	3	(3,800)	0	0	0	0	0	0	0	0		
(34,000)	Dividends Paid	(34,000)	0	(34,000)	(35,100)	(36,200)	(37,300)	(38,500)	(39,700)	(40,900)	(42,200)	(43,500)		
(655,000)	Reserves Movement - Increase / (Decrease)	(4,712,500)	749	(2,557,800)	(97,900)	392,700	(71,600)	641,700	(3,530,900)	739,300	764,300	797,800		
	Movement in Reserves - Increase / (Decrease)													
(953,400)	Water Reserves	(1,224,500)		(709,800)	(505,300)	(337,700)	(117,100)	(114,900)	(216,400)	(103,400)	(99,400)	(87,500)		
398,400	Developer Contributions - Section 64	(3,488,000)		(1,948,000)	407,400	730,400	45,500	756,600	(3,314,500)	842,700	863,700	886,300		
(555,000)	Total Movement in Reserves (incl Section 64)	(4,712,500)		(2,557,800)	(97,900)	392,700	(71,600)	641,700	(3,530,900)	739,300	764,300	797,800		
	Reserves - Balances as at 30 June													
2,863,200	Water Reserves	1,666,700		948,900	443,600	105,900	(11,200)	(126,100)	(342,500)	(445,900)	(545,300)	(632,800)		
6,817,600	Developer Contributions - Section 64	3,329,600		1,481,600	1,889,000	2,619,400	2,664,900	3,421,500	107,000	949,700	1,813,400	2,688,700		
9,700,800	Total Reserves (including Section 64)	4,988,300		2,430,500	2,332,600	2,725,300	2,653,700	3,295,400	(235,500)	503,800	1,268,100	2,065,900		

The opposite page provides the cash forecast for the Sewer Fund.

Explanations for each item are:

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

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

Operating Result before Capital Amounts This records the operating result for the fund, excluding 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 provide the overall cash result.

- *Capital Grants and Contributions:* This item represents the total of all capital grants and capital contribution recognised in Part C of this document.
- *Section 64 Contributions Collected:* Total of all 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:* 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 Sewer 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.

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

- *Restricted Reserves:* This represents the net movement in reserves held by the Sewer Fund. All reserves held by the Sewer Fund are externally restricted by government legislation in that they must be expended on Sewer 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.

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

Sewer Operations - Cash Forecast (2010/11 to 2020/21)														
ESTIMATE	ITEMS	ESTIMATED												
		2010/11	2011/12	%	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
	OPERATING RESULTS													
10,227,100	Operating Revenues	11,729,500	15	12,670,100	14,143,900	16,086,100	18,078,000	18,892,000	19,568,100	20,267,900	21,016,400	21,797,400		
8,192,300	Less Operating Expenses	9,078,300	11	12,741,200	13,533,100	13,675,200	13,818,200	13,957,900	14,095,800	14,231,400	14,361,800	14,487,000		
2,034,800	Operating Result before Capital Amounts	2,651,200	30	(71,100)	610,800	2,410,900	4,259,800	4,934,100	5,472,300	6,036,500	6,654,800	7,310,400		
300,000	Add Developer Contributions - Operating Revenues													
	Section 64 Interest Earned on Contributions Held	58,000	(81)	17,800	0	17,700	24,700	18,700	18,100	26,200	34,800	40,900		
2,334,800	Operating Result before Depreciation	2,709,200	16	(53,300)	610,800	2,428,600	4,284,500	4,952,800	5,490,400	6,062,700	6,689,400	7,351,300		
	Add Capital Grants and Contributions													
0	Capital Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0		
736,000	Section 64 Contributions Collected	681,000	(7)	701,500	722,600	744,300	766,700	789,800	813,500	838,000	863,200	889,100		
4,000,000	Add Non-operating Funds Employed													
	Loan Funds Used	50,000,000	1,150	8,600,000	0	0	0	0	0	0	0	0		
(15,077,800)	Subtract Funds Deployed for Non-operating Purposes	(53,016,000)	252	(9,893,000)	(657,000)	(1,983,000)	(2,961,000)	(2,940,000)	(969,000)	(1,098,000)	(3,628,000)	(5,137,000)		
(1,185,000)	Capital Expenditure	(1,072,000)	(10)	(2,172,000)	(2,454,000)	(2,573,000)	(2,699,000)	(2,837,000)	(2,985,000)	(3,144,000)	(3,317,000)	(2,519,000)		
(20,000)	Repayment of Principal on Loans	(20,000)	0	(20,000)	(20,600)	(21,300)	(22,000)	(22,700)	(23,400)	(24,200)	(25,000)	(25,800)		
	Dividends													
(9,212,000)	Sewer Reserves - Increase / (Decrease)	(717,800)	(92)	(2,836,800)	(1,998,200)	(1,404,400)	(630,800)	(57,100)	2,326,500	2,634,500	582,600	558,600		
(5,222,300)	Movement in Reserves - Increase / (Decrease)	(266,800)		(2,829,100)	(2,280,800)	(1,163,400)	(605,200)	(383,600)	1,991,900	2,382,300	211,800	171,600		
(3,989,700)	Sewer Reserves	(451,000)		(7,700)	282,800	(241,000)	(25,600)	326,500	334,600	252,200	370,800	387,000		
(9,212,000)	Developer Contributions - Section 64	(717,800)		(2,836,800)	(1,998,200)	(1,404,400)	(630,800)	(57,100)	2,326,500	2,634,500	582,600	558,600		
	Total Movement in Reserves (incl Section 64)													
7,055,100	Reserves - Balances as at 30 June	6,788,300		3,959,200	1,678,400	515,000	(90,200)	(473,800)	1,518,100	3,900,400	4,112,200	4,283,800		
1,154,800	Sewer Reserves	713,800		706,100	988,700	747,700	722,100	1,048,600	1,383,200	1,635,400	2,006,200	2,393,200		
8,219,900	Developer Contributions - Section 64	7,502,100		4,665,300	2,667,100	1,262,700	631,900	574,800	2,901,300	5,535,800	6,118,400	6,677,000		
	Total													

Budget Assumptions

A number of financial assumptions must be made to prepare the budget. The key assumptions applied for the period 2011/12 to 2014/15 are as follows:

Factor	2011/12	2012/13	2013/14	2014/15
CPI (%)	3	3	3	3
Increase in Labour Costs (%)	3	3	3	3
Interest Rates – Investment (%)	5	5	5	5
Interest Rates – Loan Borrowing (%)	8	8	8	8
Increase in Rate Income from Rate Pegging Increase (%)	6.1	5.7	6	3
Increase in Rate Income from Growth in Assessments (%)	1	1	1	1
Increase in Revenue from Financial Assistance Grant (%)	3	3	3	3
Increase in Water Annual and Usage Charges	9.9	8	5	5
Increase in Sewer Annual and Usage Charges	15	12	12	12
Increase in Domestic Waste Annual Charges	15.6	5	5	5

Part B

Operating Budgets

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INTRODUCTION

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

Left Hand Page

This page provides narrative information relating to each program. Explanations for the items outlined are as follows:

Manager Is the person responsible for ensuring that the estimates are met.

Budget Comments Provides comments in respect to the estimates as per the right hand page.

Right Hand Page

This page provides numerical information for each program:

Actual (2008/09, 2009/10) These two 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.

Estimate 2010/11 This column relates to the December budget review estimates for the 2010/11 financial year.

Reference and Budget Items These two columns represent the ledger account and a description of the main budget items for the program.

Estimated 2011/12 This is the estimate for the 2011/12 financial year.

Percentage This figure, expressed as a percentage, provides a guide as to what the 2011/12 estimate has varied by, with respect to the latest 2010/11 estimate.

Estimated 2012/13, 2013/14 and 2014/15 Forward estimates have been provided as a **guide** to show the overall financial trend.

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 expenses for the program. Full details of capital movements are contained in Part C.

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 generating programs.

If the program is showing a surplus these funds are then being used to assist in providing other Council services.

GROUP SUMMARY – STRATEGIC AND COMMUNITY SERVICES

Manager: Steve Barnier - “Group Manager – Strategic and Community Services”

Background

This section of the document provides details of the programs that form part of the Strategic & Community Services Group. There are two distinct programs being Strategic Planning and Community Services.

Strategic Planning

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

Community Services

This program includes all revenues and expenses relates to the operation of the Ballina Community Services Centre, Lennox Head Cultural and Community Centre, Wardell Community Centre, Alstonville Leisure and Entertainment Centre, the Richmond Room and the Northern Rivers Community Gallery. Other miscellaneous community services program costs are also included in this program.

STRATEGIC AND COMMUNITY SERVICES GROUP - SUMMARY									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				OPERATING REVENUES					
				Strategic Planning					
152,915	133,021	81,400	20000	Fees and Charges	1,000	(99)	1,100	1,200	1,300
30,203	27,160	8,000	20001	Grants and Contributions	38,000	375	39,200	40,500	41,800
				Community Services					
861	78,866	96,000	26082	Ballina Community Services Centre	98,500	3	101,500	104,700	108,000
0	0	4,000	26083	Lennox Head Cultural and Leisure Centre	35,000	775	0	0	0
1,445	190	0	20021	Wardell Community Services Centre	0	0	0	0	0
15,848	16,003	15,000	26080	Richmond Room	15,500	3	16,000	16,500	17,000
9,687	8,937	110,000	20021	Operating Grants and Contributions	10,000	(91)	10,400	10,800	11,200
10,696	58,502	58,000	26130	Community Gallery	52,100	(10)	54,100	56,100	58,100
				Interest					
382,976	308,495	373,600		Section 94 Contributions	354,000	(5)	183,000	119,500	135,000
604,631	631,174	746,000		Total Operating Revenues	604,100	(19)	405,300	349,300	372,400
				OPERATING EXPENSES					
				Strategic Planning					
674,972	720,296	776,500	30000	Employee Costs	797,500	3	821,600	846,400	871,900
26,260	35,850	26,000	30000	Office Expenses	24,000	(8)	24,900	25,800	26,700
273,145	232,499	537,200	30002	Strategic Planning Studies	193,500	(64)	122,300	126,300	130,400
11,203	22,644	0		Environmental Action Plan	0	0	192,900	198,700	204,700
				Community Services					
106,565	84,081	107,000	30020	Employee Costs	110,000	3	113,300	116,700	120,300
42,479	92,843	106,000	35110	Ballina Community Services Centre	90,000	(15)	93,300	96,600	100,000
126,192	139,502	147,000	35100	Alstonville Leisure and Entertainment Centre	150,000	2	154,700	159,500	164,500
0	0	69,100	30023	Lennox Head Cultural and Leisure Centre	200,000	189	169,800	175,100	180,600
71,801	66,200	70,000	30022	Wardell Community Services Centre	55,000	(21)	56,700	58,500	60,400
24,620	24,329	35,000	35115	Richmond Room	34,500	(1)	35,800	37,200	38,600
41,039	42,253	48,100	30021	Other Community Services	50,000	4	51,900	53,900	55,900
66,570	135,961	137,200	35160	Community Gallery	149,500	9	154,500	160,700	166,000
				Debt Servicing					
4,506	4,296	4,000	35111	Interest on Loans - Community Centres	3,500	(13)	3,300	3,000	2,600
				Non-cash Expenses					
177,631	100,938	227,000	30021	Depreciation - Community Services	300,000	32	300,000	300,000	303,000
29,024	29,311	49,400	35162	Depreciation - Gallery	49,000	(1)	49,400	49,400	50,900
1,676,007	1,731,003	2,339,500		Total Operating Expenses	2,206,500	(6)	2,344,400	2,407,800	2,476,500
(1,071,376)	(1,099,829)	(1,593,500)		Operating Result - Surplus / (Deficit)	(1,602,400)	1	(1,939,100)	(2,058,500)	(2,104,100)
206,655	130,249	276,400		Add Back Depreciation	349,000		349,400	349,400	353,900
(864,721)	(969,580)	(1,317,100)		Cash Result - Surplus / (Deficit)	(1,253,400)	(5)	(1,589,700)	(1,709,100)	(1,750,200)
				Capital Movements					
4,450	4,730	5,000		Less Principal Repayments	5,500		5,700	6,000	6,400
290,700	2,199,200	2,758,800		Less Transfer to Reserves	5,372,000		5,359,800	5,451,400	5,626,600
282,300	290,100	347,300		Add Transfer from Reserves	75,000		0	0	0
0	1,536,505	2,284,200		Add Capital Income	5,018,000		5,168,600	5,323,800	5,483,600
0	0	0		Less Capital Expenditure	0		0	0	0
(877,571)	(1,346,905)	(1,449,400)		Cash Result after Capital Movements	(1,537,900)	6	(1,786,600)	(1,842,700)	(1,899,600)

STRATEGIC PLANNING

Manager: Steve Barnier - "Group Manager – Strategic & Community Services"

Background

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

Budget Comments

STRATEGIC PLANNING

Operating Revenues

Fees and Charges

Income for strategic planning publications and services and rezoning fees.

Grants and Contributions

Relate primarily to heritage items and planning studies.

Interest on Section 94 Contributions

This program oversees Council's section 94 plans.

Operating Expenses

Employee Costs

Based on five full-time staff and four part time staff (total 36 days) plus two motor vehicles.

Office Expenses

Includes allowances for advertising, printing and stationery and legal expenses.

Strategic Planning Studies

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

STRATEGIC PLANNING									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				<i>OPERATING REVENUES</i>					
152,915	133,021	81,400	20000	Fees and Charges	1,000	(99)	1,100	1,200	1,300
30,203	27,160	8,000	20002	Grants and Contributions	38,000	375	39,200	40,500	41,800
382,976	308,495	373,600	20012	Interest on Section 94 Contributions	354,000	(5)	183,000	119,500	135,000
566,094	468,676	463,000		Total Operating Revenues	393,000	(15)	223,300	161,200	178,100
				<i>OPERATING EXPENSES</i>					
674,972	720,296	776,500	30000	Employee Costs	797,500	3	821,600	846,400	871,900
26,260	35,850	26,000	30000	Office and Other Expenses	24,000	(8)	24,900	25,800	26,700
4,944	18,290	58,800	30001	Heritage Programs	16,500	(72)	17,000	17,600	18,200
53,983	55,481	45,000	30002	Economic Development Programs	24,000	(47)	24,800	25,600	26,400
214,218	158,728	433,400	30003	Strategic Plans and Studies	153,000	(65)	80,500	83,100	85,800
11,203	22,644	0	30001	Environmental Action Plan	0	0	192,900	198,700	204,700
985,580	1,011,289	1,339,700		Total Operating Expenses	1,015,000	(24)	1,161,700	1,197,200	1,233,700
(419,486)	(542,613)	(876,700)		Operating Result - Surplus / (Deficit)	(622,000)	(29)	(938,400)	(1,036,000)	(1,055,600)
0	0	0		Add Back Depreciation	0		0	0	0
(419,486)	(542,613)	(876,700)		Cash Result - Surplus / (Deficit)	(622,000)	(29)	(938,400)	(1,036,000)	(1,055,600)
				<i>Capital Movements</i>					
0	0	0		Less Principal Repayments	0		0	0	0
290,700	2,174,200	2,657,800		Less Transfer to Reserves	5,372,000		5,351,600	5,443,300	5,618,600
282,300	265,100	322,300		Add Transfer from Reserves	75,000		0	0	0
0	1,536,505	2,284,200		Add Capital Income	5,018,000		5,168,600	5,323,800	5,483,600
0	0	0		Less Capital Expenditure	0		0	0	0
(427,886)	(915,208)	(928,000)		Cash Result after Capital Movements	(901,000)	(3)	(1,121,400)	(1,155,500)	(1,190,600)

COMMUNITY SERVICES

Manager: Steve Barnier - "Group Manager – Strategic & Community Services"

Background

Revenues and expenses related to the operation of Council's community centres, community gallery and other miscellaneous community service programs.

Budget Comments

Operating Revenues

Community Services Centres

Revenues for the Ballina, Lennox Head and Wardell Centres, Richmond Room and the Northern Rivers Community Gallery.

Grants and Contributions

Major recurrent grant is the Area Assistance Scheme for community based projects.

Operating Expenses

Employee Costs

Based on two part-time staff (total 7 days)

Community Services Centres

Operating expenses for these facilities - includes one full time staff member and two part time/casuals.

Community Services

Includes community service programs, life education van, pre-school insurance and rental payable to the Land and Property Management Authority for a pre-school leased by Council on a crown reserve.

Community Gallery

Operating expense for the Northern Rivers Community Gallery including one full time staff member.

COMMUNITY SERVICES									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				OPERATING REVENUES					
				Fees and Charges					
861	78,866	96,000		Ballina Community Services Centre	98,500	3	101,500	104,700	108,000
0	0	4,000		Lennox Head Cultural and Community Centre	35,000	775	0	0	0
1,445	190	0		Wardell Community Centre	0	0	0	0	0
15,848	16,003	15,000		Richmond Room	15,500	3	16,000	16,500	17,000
10,696	58,502	58,000		Northern Rivers Community Gallery	52,100	(10)	54,100	56,100	58,100
				Grants and Contributions					
7,400	7,400	8,000		Area Assistance Grant	8,000	0	8,300	8,600	8,900
2,287	1,537	2,000		Youth Week	2,000	0	2,100	2,200	2,300
0	0	100,000		Miscellaneous Grants and Contributions	0	(100)	0	0	0
38,537	162,498	283,000		Total Operating Revenues	211,100	(25)	182,000	188,100	194,300
				OPERATING EXPENSES					
106,565	84,081	107,000		Employee Costs	110,000	3	113,300	116,700	120,300
42,479	92,843	106,000		Ballina Community Services Centre	90,000	(15)	93,300	96,600	100,000
0	0	69,100		Lennox Head Cultural and Community Centre	200,000	189	169,800	175,100	180,600
71,801	66,200	70,000		Wardell Community Centre	55,000	(21)	56,700	58,500	60,400
24,620	24,329	35,000		Richmond Room	34,500	(1)	35,800	37,200	38,600
126,192	139,502	147,000		Alstonville Leisure and Entertainment Centre	150,000	2	154,700	159,500	164,500
66,570	135,961	137,200		Northern Rivers Community Gallery	149,500	9	154,500	160,700	166,000
41,039	42,253	48,100		Other Community Programs	50,000	4	51,900	53,900	55,900
				Debt Servicing					
4,506	4,296	4,000		Interest on Community Centres	3,500	(13)	3,300	3,000	2,600
				Non-Cash Expenses					
73,340	0	200,000		Depreciation - Community Centres	200,000	0	200,000	200,000	200,000
104,291	100,938	27,000		Depreciation - Child Care Centres (Leased)	100,000	270	100,000	100,000	103,000
29,024	29,311	49,400		Depreciation - Community Gallery	49,000	(1)	49,400	49,400	50,900
690,427	719,714	999,800		Total Operating Expenses	1,191,500	19	1,182,700	1,210,600	1,242,800
(651,890)	(557,216)	(716,800)		Operating Result - Surplus / (Deficit)	(980,400)	37	(1,000,700)	(1,022,500)	(1,048,500)
206,655	130,249	276,400		Add Back Depreciation	349,000		349,400	349,400	363,900
(445,235)	(426,967)	(440,400)		Cash Result - Surplus / (Deficit)	(631,400)	43	(651,300)	(673,100)	(694,600)
				Capital Movements					
4,450	4,730	5,000		Less Principal Repayments	5,500		5,700	6,000	6,400
0	25,000	101,000		Less Transfer to Reserves	0		8,200	8,100	8,000
0	25,000	25,000		Add Transfer from Reserves	0		0	0	0
0	0	0		Add Capital Income	0		0	0	0
0	0	0		Less Capital Expenditure	0		0	0	0
(449,685)	(431,697)	(521,400)		Cash Result after Capital Movements	(636,900)	22	(665,200)	(687,200)	(709,000)

GROUP SUMMARY – REGULATORY SERVICES

Manager: Rod Willis - "Group Manager – Regulatory Services"

Budget Comments

The next section of the document provides details of the programs under the control of the Group Manager – Regulatory Services. The opposite page provides a summary of each of those programs.

The major programs in the Regulatory Services Group are;

Development Services

Costs associated with the assessment and management of development applications.

Building Services

Costs associated with the provision of building certification services and the assessment of the building application section of development applications.

Public and Environmental Health Services

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

Administration and Public Order

Includes salaries and oncosts for the Group Manager, Secretarial Staff and Rangers. Also includes other enforcements costs as dog and animal control and parking regulation.

REGULATORY SERVICES GROUP - SUMMARY									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	BUDGET ITEMS	ESTIMATED					
				2011/12	%	2012/13	2013/14	2014/15	
			OPERATING REVENUES						
439,264	324,873	295,000	Development Services	305,000	3	314,400	324,300	334,400	
645,684	795,178	835,000	Building Services	845,000	1	871,500	898,700	926,500	
188,323	167,172	274,000	Public and Environmental Health Services	176,000	(36)	181,900	187,900	194,100	
66,148	84,323	85,500	Administration and Public Order	87,300	2	90,500	93,800	97,100	
1,339,419	1,371,546	1,489,500	Total Operating Revenues	1,413,300	(5)	1,458,300	1,504,700	1,552,100	
			OPERATING EXPENSES						
1,404,699	1,289,026	1,666,100	Development Services	1,393,500	(16)	1,441,500	1,485,000	1,529,900	
705,236	745,129	757,000	Building Services	768,000	1	791,300	815,200	839,800	
927,355	826,520	748,800	Public and Environmental Health Services	664,000	(11)	684,500	705,700	727,400	
827,955	854,710	952,200	Administration and Public Order	1,027,500	8	1,058,900	1,091,300	1,124,600	
3,865,245	3,715,385	4,124,100	Total Operating Expenses	3,853,000	(7)	3,976,200	4,097,200	4,221,700	
(2,525,826)	(2,343,839)	(2,634,600)	Operating Result - Surplus / (Deficit)	(2,439,700)	(7)	(2,517,900)	(2,592,500)	(2,669,600)	
9,186	3,453	3,400	Add Back Depreciation	3,500		3,400	3,600	3,800	
(2,516,640)	(2,340,386)	(2,631,200)	Cash Result - Surplus / (Deficit)	(2,436,200)	(7)	(2,514,500)	(2,588,900)	(2,665,800)	
			Capital Movements						
4,500	4,784	5,100	Less Loan Principal Repayments	5,500		5,700	6,100	6,500	
259,300	54,300	0	Less Transfer to Reserves	0		0	0	0	
572,100	259,300	90,800	Add Transfer from Reserves	0		0	0	0	
0	0	0	Add Capital Income	0		0	0	0	
0	0	36,000	Less Capital Expenditure	0		0	0	0	
(2,208,340)	(2,140,170)	(2,581,500)	Cash Result after Capital Movements	(2,441,700)	(5)	(2,520,200)	(2,595,000)	(2,672,300)	

Manager: Andrew Smith - "Manager - Development Services"

Background

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

Budget Comments

Operating Revenues

Regulatory Fees and Fines

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

Operating Expenses

Employee Costs

Based on staffing structure of eight full-time employees and four part time employees (total 53 days). Other costs include five 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 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				<i>OPERATING REVENUES</i>					
275,367	319,714	270,000	21000	Regulatory Fees and Fines	300,000	11	309,200	318,900	328,800
163,897	5,159	25,000	21001	Other Revenues	5,000	(80)	5,200	5,400	5,600
439,264	324,873	295,000		Total Operating Revenues	305,000	3	314,400	324,300	334,400
				<i>OPERATING EXPENSES</i>					
916,026	953,266	975,000	31000	Employee Costs	1,064,500	9	1,096,500	1,129,400	1,163,400
50,813	57,158	61,000	31000	Office and Other Expenses	54,000	(11)	61,700	63,800	65,900
437,839	278,602	630,000	31000	Legal Costs	275,000	(56)	283,300	291,800	300,600
				Non-cash Expenses					
21	0	100	31000	Depreciation	0	(100)	0	0	0
1,404,699	1,289,026	1,666,100		Total Operating Expenses	1,393,500	(16)	1,441,500	1,485,000	1,529,900
(965,435)	(964,153)	(1,371,100)		Operating Result - Surplus / (Deficit)	(1,088,500)	(21)	(1,127,100)	(1,160,700)	(1,195,500)
21	0	100		Add Back Depreciation	0		0	0	0
(965,414)	(964,153)	(1,371,000)		Cash Result - Surplus / (Deficit)	(1,088,500)	(21)	(1,127,100)	(1,160,700)	(1,195,500)
				<i>Capital Movements</i>					
0	0	0		Less Principal Repayments	0		0	0	0
0	0	0		Less Transfer to Reserves	0		0	0	0
0	0	30,000		Add Transfer from Reserves	0		0	0	0
0	0	0		Add Capital Income	0		0	0	0
0	0	0		Less Capital Expenditure	0		0	0	0
(965,414)	(964,153)	(1,341,000)		Cash Result after Capital Movements	(1,088,500)	(19)	(1,127,100)	(1,160,700)	(1,195,500)

BUILDING SERVICES

Manager: Vince Hunt - "Manager - Building Services"

Background

Revenues and expenses associated with items such as building inspections.

Budget Comments

Operating Revenues

Regulatory Fees and Fines

Includes various fees and charges related to construction certificates, inspection fees, development applications, compliance and occupation certificates.

Operating Expenses

Employee Costs

Based on staffing structure of seven full-time employees (total 35 days). Other costs included are training and expenses relating to six motor vehicles.

Office and Other Expenses

Includes legal, advertising and sundry office expenses.

BUILDING SERVICES									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				<i>OPERATING REVENUES</i>					
610,151	757,697	796,000	21020	Regulatory Fees and Fines	805,000	1	830,100	855,900	882,300
35,533	37,481	39,000	21021	Other Revenues	40,000	3	41,400	42,800	44,200
645,684	795,178	835,000		Total Operating Revenues	845,000	1	871,500	898,700	926,500
				<i>OPERATING EXPENSES</i>					
692,844	719,706	738,000	31020	Employee Costs	749,000	1	771,600	794,800	818,700
12,392	11,319	14,000	31020	Office and Other Expenses	14,000	0	14,500	15,000	15,500
0	14,104	5,000	31020	Legal Costs	5,000	0	5,200	5,400	5,600
705,236	745,129	757,000		Total Operating Expenses	768,000	1	791,300	815,200	839,800
(59,552)	50,049	78,000		Operating Result - Surplus / (Deficit)	77,000	(1)	80,200	83,500	86,700
(59,552)	50,049	78,000		Cash Result - Surplus / (Deficit)	77,000	(1)	80,200	83,500	86,700
				<i>Capital Movements</i>					
0	0	0		Less Principal Repayments	0		0	0	0
0	0	0		Less Transfer to Reserves	0		0	0	0
0	0	0		Add Transfer from Reserves	0		0	0	0
0	0	0		Add Capital Income	0		0	0	0
0	0	0		Less Capital Expenditure	0		0	0	0
(59,552)	50,049	78,000		Cash Result after Capital Movements	77,000	(1)	80,200	83,500	86,700

Manager: Graham Plumb - "Manager - Environmental and Public Health"

Background

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

Budget Comments

Operating Revenues

Regulatory Fees and Fines

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

Environmental Health Expenses

Employee Costs

Based on staffing structure of four full time staff and two part time staff (total 28 days). Other costs included are training and expenses relating to four motor vehicles.

Office Expenses

Major costs include water testing and legal expenses.

Other Expenses

Includes technical equipment maintenance and destruction of pests.

Water Monitoring

Allowance for regular testing of water throughout the shire including public swimming pools and Lake Ainsworth.

ENVIRONMENTAL HEALTH									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				<i>OPERATING REVENUES</i>					
				Environmental Health					
151,819	153,196	206,600	21040	Regulatory Fees and Fines	169,000	(18)	174,600	180,300	186,200
4,831	5,481	5,000	21040	Other Revenues	4,500	(10)	4,700	4,900	5,100
				Operating Grants & Contributions					
0	6,431	0	21041	Lennox Water Efficiency	0	0	0	0	0
30,000	0	60,000	21041	OSSM Inspection Grant	0		0	0	0
				Markets					
1,673	2,064	2,400	21042	Rents and fees	2,500	4	2,600	2,700	2,800
188,323	167,172	274,000		Total Operating Revenues	176,000	(36)	181,900	187,900	194,100
				<i>OPERATING EXPENSES</i>					
				Environmental Health					
517,229	534,763	600,000	31040	Employee Costs	619,000	3	637,700	657,000	676,800
31,316	23,369	32,000	31040	Office Expenses	17,500	(45)	18,200	18,900	19,600
40,748	20,969	97,800	31040	Other Expenses	7,000	(93)	7,300	7,600	7,900
				Recreational Water Quality Monitoring					
19,226	18,327	18,500	31042	Water Monitoring	20,000	8	20,700	21,500	22,300
				Noxious Plants / Vermin					
67	464	500	31043	Destruction of Pests	500	0	600	700	800
				SEAA Project					
318,769	228,628	0	31044	SEAA Urban Sustainability	0	0	0	0	0
				Non-cash Expenses					
0	0	0	31040	Depreciation - Health	0	0	0	0	0
927,355	826,520	748,800		Total Operating Expenses	664,000	(11)	684,500	705,700	727,400
(739,032)	(659,348)	(474,800)		Operating Result - Surplus / (Deficit)	(488,000)	3	(502,600)	(517,800)	(533,300)
0	0	0		Add Back Depreciation	0		0	0	0
(739,032)	(659,348)	(474,800)		Cash Result - Surplus / (Deficit)	(488,000)	3	(502,600)	(517,800)	(533,300)
				<i>Capital Movements</i>					
0	0	0		Less Principal Repayments	0		0	0	0
259,300	29,300	0		Less Transfer to Reserves	0		0	0	0
572,100	259,300	24,800		Add Transfer from Reserves	0		0	0	0
0	0	0		Add Capital Income	0		0	0	0
0	0	0		Less Capital Expenditure	0		0	0	0
(426,232)	(429,348)	(450,000)		Cash Result after Capital Movements	(488,000)	8	(502,600)	(517,800)	(533,300)

Manager: Rod Willis - "Group Manager - Regulatory Services"

Background

This program includes the administrative staff for the Regulatory Services Group and income and expenses in respect to enforcement activities undertaken by Council's rangers.

Budget Comments

Regulatory Fees and Fines

Includes revenue from activities such as dog fees and fines and car parking fines.

Operating Expenses

Employee Costs

Based on staffing of four full time employees and six part time employees (total 39 days) plus one vehicle.

Rangers

Council has a total of three rangers. This budget represents the ranger salaries allocated to general ranger duties whereas they also allocate their time to activities such as dog control and parking.

Impounding Expenses

Includes pound expenses such as cleaning, electricity, food etc. One ranger's salaries and oncosts are also allocated directly to this item.

ADMINISTRATION AND PUBLIC ORDER									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				OPERATING REVENUES					
				Regulatory Fees and Fines					
41,120	56,521	57,500	21080	Parking and Other Fines	58,500	2	60,400	62,400	64,400
25,028	27,802	28,000	21081	Dog Registrations and Fines	28,800	3	30,100	31,400	32,700
66,148	84,323	85,500		Total Operating Revenues	87,300	2	90,500	93,800	97,100
				OPERATING EXPENSES					
				Regulatory Administration					
514,099	523,162	602,500	31082	Salaries and Oncosts	617,500		636,100	655,200	675,000
				Rangers					
255,539	271,370	286,500	31080	Salaries and Oncosts	344,000	20	354,500	365,400	376,500
				Impounding Expenses					
49,264	48,891	51,900	31083	Impounding Expenses - Dogs	55,000	6	57,300	59,700	62,100
982	3,570	4,000	31083	Impounding Expenses - Other Animals	4,000	0	4,200	4,400	4,600
				Debt Servicing					
4,557	4,264	4,000	31083	Interest on Loans - Dog Control	3,500	(13)	3,400	3,000	2,600
				Non-cash Expenses					
3,514	3,453	3,300	31083	Depreciation - Dog Control	3,500	6	3,400	3,600	3,800
827,955	854,710	952,200		Total Operating Expenses	1,027,500	8	1,058,900	1,091,300	1,124,600
(761,807)	(770,387)	(866,700)		Operating Result - Surplus / (Deficit)	(940,200)	8	(968,400)	(997,500)	(1,027,500)
3,514	3,453	3,300		Add Back Depreciation	3,500		3,400	3,600	3,800
(758,293)	(766,934)	(863,400)		Cash Result - Surplus / (Deficit)	(936,700)	8	(965,000)	(993,900)	(1,023,700)
				Capital Movements					
4,500	4,784	5,100		Less Principal Repayments	5,500		5,700	6,100	6,500
0	25,000	0		Less Transfer to Reserves	0		0	0	0
0	0	36,000		Add Transfer from Reserves	0		0	0	0
0	0	0		Add Capital Income	0		0	0	0
0	0	36,000		Less Capital Expenditure	0		0	0	0
(762,793)	(796,718)	(868,500)		Cash Result after Capital Movements	(942,200)	8	(970,700)	(1,000,000)	(1,030,200)

Manager: John Truman - "Group Manager – Civil Services"

Budget Comments

The next section of the document provides details of the programs under the control of the Group Manager – 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. Also includes costs associated with the main administration buildings, being the Administration Centre and the Council depot.

Stormwater and Environmental Management

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

Roads and Bridges

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

Ancillary Transport Services

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

Roads and Traffic Authority (RTA) Works

All revenues and expenses related to works funded through the RTA for RTA controlled roads.

Open Space and Reserves

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

Fleet Management and Workshop

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

Rural Fire Services

Costs associated with the provision of rural fire services.

Quarries and Sandpit

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

Swimming Pools

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

Landfill Management & Resource Recovery

Provision of non-domestic waste management services. This includes the operation of the Ballina landfill site and the provision of waste collection services to commercial properties.

Waste – Domestic

Provision of domestic waste collection services to residential properties.

CIVIL SERVICES GROUP - SUMMARY								
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	BUDGET ITEMS	ESTIMATED				
				2011/12	%	2012/13	2013/14	2014/15
			OPERATING REVENUES					
241,960	296,477	261,000	Asset Management	208,000	(20)	214,500	221,300	228,300
429,989	369,123	542,000	Stormwater and Environmental Protection	273,000	(50)	281,200	289,700	298,400
316,444	1,234,269	767,100	Roads and Bridges	100,000	(87)	0	0	0
1,817,829	4,497,610	1,255,500	Ancillary Transport Services	1,331,500	6	1,371,800	1,413,300	1,456,100
2,639,582	1,507,522	1,312,100	Roads and Traffic Authority	1,351,500	3	1,392,700	1,434,800	1,478,400
562,734	774,876	797,800	Open Space and Reserves	722,000	(10)	708,700	695,800	717,100
3,012,296	3,023,640	3,183,500	Fleet Management and Workshop	3,291,500	3	3,490,500	3,595,500	3,703,500
146,547	137,014	212,000	Rural Fire Service	182,000	(14)	187,500	193,300	199,200
462,984	302,013	556,000	Quarries and Sandpit	315,000	(43)	324,600	334,400	344,500
283,936	281,082	259,000	Swimming Pools	283,000	9	291,800	300,800	310,100
4,727,599	5,902,024	7,014,500	Landfill Management and Resource Recovery	6,502,000	(7)	6,757,200	7,011,100	7,395,000
4,736,663	5,175,124	5,663,100	Waste - Domestic	6,566,000	16	6,838,900	7,167,400	7,512,000
19,178,563	23,500,774	21,823,600	Total Operating Revenues	21,125,500	(3)	21,859,500	22,657,400	23,642,600
			OPERATING EXPENSES					
2,744,346	2,694,634	2,869,500	Asset Management	2,838,000	(1)	2,924,900	3,015,000	3,107,500
1,256,196	1,197,922	1,779,100	Stormwater and Environmental Protection	1,233,000	(31)	1,270,300	1,309,200	1,349,200
6,484,469	7,077,845	6,765,100	Roads and Bridges	8,537,000	26	8,117,900	8,733,700	8,933,900
2,817,789	5,125,361	2,594,800	Ancillary Transport Services	2,511,500	(3)	2,714,500	2,756,300	2,798,600
2,162,620	1,252,022	1,312,100	Roads and Traffic Authority	1,351,500	3	1,392,700	1,434,800	1,478,400
4,065,925	4,089,312	4,568,600	Open Space and Reserves	4,331,500	(5)	4,465,900	4,604,300	4,747,000
2,815,052	2,829,503	3,277,500	Fleet Management and Workshop	3,294,500	1	3,455,400	3,551,000	3,651,200
238,394	221,694	462,400	Rural Fire Service	374,500	(19)	321,800	332,200	342,800
224,065	344,036	148,000	Quarries and Sandpit	240,500	63	239,900	247,600	255,500
697,226	742,020	743,500	Swimming Pools	754,500	1	777,500	801,300	825,900
5,388,200	5,837,070	5,731,100	Landfill Management and Resource Recovery	6,603,600	15	6,975,500	7,375,000	7,802,400
4,266,937	5,084,818	5,850,000	Waste - Domestic	6,639,500	13	6,708,400	6,900,500	7,173,100
33,161,219	36,496,237	36,101,700	Total Operating Expenses	38,709,600	7	39,364,700	41,060,900	42,465,500
(13,982,656)	(12,995,463)	(14,278,100)	Operating Result - Surplus / (Deficit)	(17,584,100)	23	(17,505,200)	(18,403,500)	(18,822,900)
7,703,901	7,594,847	7,431,800	Add Back Depreciation	10,796,000	45	10,457,900	10,756,000	11,063,200
(6,278,755)	(5,400,616)	(6,846,300)	Cash Result - Surplus / (Deficit)	(6,788,100)	(1)	(7,047,300)	(7,647,500)	(7,759,700)
			Capital Movements					
1,568,789	1,580,525	1,738,700	Less Loan Principal Repayments	1,916,100		2,105,900	2,428,900	2,522,400
8,076,100	12,300,100	2,696,500	Less Transfer to Reserves	1,784,300		1,908,900	1,952,200	1,984,700
4,690,000	8,402,900	18,510,200	Add Transfer from Reserves	6,630,500		15,100,900	3,922,200	3,755,300
4,501,415	5,284,500	5,953,100	Add Capital Income	4,324,300		6,293,700	337,000	311,300
5,994,062	5,950,267	27,847,300	Less Capital Expenditure	13,558,200		24,179,100	6,986,500	6,941,300
(12,726,291)	(11,544,108)	(14,665,500)	Cash Result after Capital Movements	(13,091,900)	(11)	(13,846,600)	(14,755,900)	(15,141,500)

Manager: Dave Kelly – “Manager - Infrastructure Planning”

Background

This program includes costs related to the provision of asset management services, engineering supervision, emergency services and operation of the main administration centres being the Council depot and Ballina administration centre.

Budget Comments

Operating Revenues

Fees and Charges

Majority of revenue sourced from engineering inspection fees.

Grants and Contributions

Major grant item is funding to assist with the employment of a Road Safety Officer.

Operating Expenses

Employee Costs

Includes salaries and oncosts related to sixteen full-time equivalent employees and associated oncosts. Other costs include an internal charge to cover the cost of ten motor vehicles. Salaries dissected between:

Infrastructure Planning - 6 full time and 1 part-time (total 34 days)

Engineering Management - 5 full time (total 25 days)

Engineering Works - 4 full time (20 days)

Total - 79 days

Overseers - That proportion of the salaries of Council's overseers that is allocated to general duties

Office Expenses

Includes office expenses such as advertising, survey, design and plan printing.

Road Safety

Includes salaries and oncosts for a part-time Road Safety Officer (3 days) (50% funded by RTA grant) plus Road Safety Program costs.

Contribution to NEWLOG

Contribution to the North East Weight Of Loads Group. This represents a program of truck inspections to ensure weight limits are being met. The program is administered by Ballina Shire Council and includes the majority of councils in north eastern NSW.

Emergency Services

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

Facilities

Administration Centre Building

Operating costs for the Council Administration Centre. Items included are building maintenance and repairs, ground maintenance, cleaning and security.

Depot

Operating costs for the Council depot. Items included are building maintenance and repairs, ground maintenance, telephones, cleaning and security and two store staff.

Non-cash Expenses

Depreciation

Depreciation of computer hardware and other equipment used for engineering management.

ASSET MANAGEMENT									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				OPERATING REVENUES					
				Engineering Services					
157,173	200,153	150,000	22010	Fees and Charges	147,000	(2)	151,600	156,400	161,300
35,299	96,324	111,000	22011	Conts - Road Safety Officer and Programs	61,000	(45)	62,900	64,900	67,000
49,488	0	0	22011	Conts - Other	0	0	0	0	0
241,960	296,477	261,000		Total Operating Revenues	208,000	(20)	214,500	221,300	228,300
				OPERATING EXPENSES					
				Engineering Management					
1,738,632	1,765,432	1,845,000	32020	Employee Costs	1,884,000	2	1,940,600	1,999,000	2,059,100
114,846	109,900	149,500	32020	Overseers - Administration	153,000	2	157,600	162,300	167,200
240,094	147,439	84,000	32020	Office Expenses and Advertising	37,000	(56)	38,200	39,500	40,800
11,147	51,586	84,500	32020	Road Safety	84,500	0	87,100	89,900	92,800
6,000	17,127	75,000	32020	Other Expenses	0	(100)	0	0	0
19,895	21,021	21,500	32020	Contribution to NEWLOG	22,000	2	22,700	23,400	24,200
				Emergency Services					
33,526	27,786	32,500	32021	Operating Expenses	34,000	5	35,200	36,600	38,000
				Facilities					
156,256	147,662	192,000	32000	Administration Centre	171,000	(11)	176,300	181,900	187,600
306,516	284,439	341,500	32001	Depot	333,500	(2)	344,500	355,900	367,400
				Non-Cash Expenses					
9,334	8,944	4,000	32021	Depreciation - Emergency Services	4,000	0	4,200	4,400	4,600
108,100	113,298	40,000	32021	Depreciation - Engineering	115,000	188	118,500	122,100	125,800
2,744,346	2,694,634	2,869,500		Total Operating Expenses	2,838,000	(1)	2,924,900	3,015,000	3,107,500
(2,502,386)	(2,398,157)	(2,608,500)		Operating Result - Surplus / (Deficit)	(2,630,000)	1	(2,710,400)	(2,793,700)	(2,879,200)
117,434	122,242	44,000		Add Back Depreciation	119,000		122,700	126,500	130,400
(2,384,952)	(2,275,915)	(2,564,500)		Cash Result - Surplus / (Deficit)	(2,511,000)	(2)	(2,587,700)	(2,667,200)	(2,748,800)
				Capital Movements					
0	0	0		Less Loan Principal Repayments	0		0	0	0
86,800	50,500	0		Less Transfer to Reserves	0		0	0	0
234,500	153,000	110,500		Add Transfer from Reserves	50,000		0	0	0
261,105	0	30,000		Add Capital Income	81,000		57,700	59,500	61,300
216,715	17,869	60,000		Less Capital Expenditure	225,000		154,500	159,100	163,900
(2,192,862)	(2,191,284)	(2,484,000)		Cash Result after Capital Movements	(2,605,000)	5	(2,684,500)	(2,766,800)	(2,851,400)

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.

Contribution

Annual contribution to Richmond River County Council, which is the flood control authority for this region.

Flood Management Studies and Plans

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

Coastal Hazard Study and Management Plan

Represents on-going work on this project.

Foreshore and Coastal Lakes Protection

Annual allocation for foreshore protection works.

Canal Dredging

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

Boat Ramps

Cleaning and maintenance of boat ramps.

Lake Ainsworth / Shaws Bay Management Plans

Funding for implementation of any works identified in these two management plans.

Capital Movements

Capital Expenditure

Capital works planned for the year as per Part C of this document.

STORMWATER AND ENVIRONMENTAL PROTECTION									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				OPERATING REVENUES					
271,112	272,959	272,000	22100	Stormwater Drainage					
				Annual Charges	273,000	0	281,200	289,700	298,400
158,877	96,164	270,000	22101	Environmental Protection					
				Operating Grants	0	(100)	0	0	0
429,989	369,123	542,000		Total Operating Revenues	273,000	(50)	281,200	289,700	298,400
				OPERATING EXPENSES					
				Stormwater					
133,015	131,484	179,000	32100	Stormwater Drainage Maintenance	164,000	(8)	169,000	174,200	179,600
				Environmental Protection					
202,680	209,725	230,000	32101	Contribution to Regional Authorities	207,000	(10)	213,300	219,800	226,500
93,534	95,064	982,600	32101	Flood Management Studies and Plans	30,000	(92)	30,900	31,900	32,900
35,446	309	179,500	32101	Coastal Hazard Study and Mgmt Plan	30,000	(83)	30,900	31,900	32,900
35,017	31,889	47,500	32101	Foreshore and Coastal Lakes Protection	56,000	18	57,700	59,600	61,500
0	0	15,000	32101	Polution Control & Canal Dredging	16,000	7	16,500	17,000	17,600
11,006	11,061	24,500	32101	Boat Ramps	15,000	(39)	15,500	16,100	16,700
33,546	2,315	40,000	32101	Lake Ainsworth/Shaws Bay Management Plans	0	(100)	0	0	0
				Non-Cash Expenses					
15,252	15,252	9,000	32103	Depreciation - Environmental Protection	15,000	67	15,500	16,000	16,500
696,700	700,823	672,000	32103	Depreciation - Drainage	700,000	4	721,000	742,700	765,000
1,256,196	1,197,922	1,779,100		Total Operating Expenses	1,233,000	(31)	1,270,300	1,309,200	1,349,200
(826,207)	(828,799)	(1,237,100)		Operating Result - Surplus / (Deficit)	(960,000)	(22)	(989,100)	(1,019,500)	(1,050,800)
711,952	716,075	681,000		Add Back Depreciation	715,000		736,500	758,700	781,500
(114,255)	(112,724)	(556,100)		Cash Result - Surplus / (Deficit)	(245,000)	(56)	(252,600)	(260,800)	(269,300)
				Capital Movements					
0	0	0		Less Loan Principal Repayments	0		0	0	0
500,700	921,200	0		Less Transfer to Reserves	0		0	0	0
469,700	581,500	867,400		Add Transfer from Reserves	0		0	0	0
0	66,000	0		Add Capital Income	0		0	0	0
481,250	206,569	932,500		Less Capital Expenditure	394,000		405,900	418,100	430,600
(626,505)	(592,993)	(621,200)		Cash Result after Capital Movements	(639,000)	3	(658,500)	(678,900)	(699,900)

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 Expenses

Roads and Bridges Maintenance

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

Street Cleaning

Provision for street cleaning of town centres.

Debt Servicing

Represents interest paid on loans taken out for road and bridge construction related works. The repayments relate to a loan taken out for the reconstruction of the Teven Bridges.

Capital Movements

Loan Principal Repayments

Represents principal repaid on loans taken out for road and bridge construction related works (i.e. Teven Bridges)

Transfer to Reserves

This item represents income generated on the interest free loan for the link road at Wollongbar. Any interest generated will offset the cost of the road to Council.

Capital Income

Represents RTA and Roads to Recovery grants for road construction works.

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 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				OPERATING REVENUES					
				Operating Grants					
316,444	1,234,269	767,100	22110	Flood Damage	0	(100)	0	0	0
				Interest					
0	0	0		Interest on WUEA Loan Invested	100,000	100	0	0	0
316,444	1,234,269	767,100		Total Operating Revenues	100,000	(87)	0	0	0
				OPERATING EXPENSES					
				Roads and Bridges - Maintenance					
817,487	1,135,714	733,500	32110	Urban Roads	726,000	(1)	748,100	770,900	794,300
1,057,691	1,518,652	1,181,500	32117	Sealed Rural Roads	1,054,000	(11)	1,085,700	1,118,400	1,152,100
628,212	352,228	555,000	32117	Unsealed Rural Roads	576,000	4	593,400	611,300	629,800
39,066	13,065	37,000	32120	Bridges	38,000	3	39,200	40,400	41,700
125,362	129,584	152,000	32110	Street Cleaning	191,500	26	197,400	203,400	209,600
586,767	801,674	508,700		Storm Damage	0	(100)	0	0	0
				Debt Servicing					
5,171	4,348	3,400	32120	Interest on Loans	273,500	7,944	262,100	657,400	631,000
				Non-Cash Expenses					
0	0	0	32120	Unwinding Interest Free Loan	140,000	0	147,000	135,500	123,000
3,050,918	2,947,520	3,424,000	32120	Depreciation - Roads	5,335,000	56	4,840,000	4,985,200	5,134,800
173,795	175,060	170,000	32120	Depreciation - Bridges	203,000	19	205,000	211,200	217,600
6,484,469	7,077,845	6,765,100		Total Operating Expenses	8,537,000	26	8,117,900	8,733,700	8,933,900
(6,168,025)	(5,843,576)	(5,998,000)		Operating Result - Surplus / (Deficit)	(8,437,000)	41	(8,117,900)	(8,733,700)	(8,933,900)
				<i>Add Back Depreciation</i>	5,678,000		5,192,000	5,331,900	5,475,400
(2,943,312)	(2,720,996)	(2,404,000)		Cash Result - Surplus / (Deficit)	(2,759,000)	15	(2,925,900)	(3,401,800)	(3,458,500)
				Capital Movements					
13,261	14,122	65,000		Less Loan Principal Repayments	192,000		439,500	679,500	706,400
1,493,200	5,186,800	150,000		Less Transfer to Reserves	100,000		0	0	0
593,400	3,118,400	10,037,300		Add Transfer from Reserves	1,055,100		12,225,200	1,576,500	1,592,200
2,248,763	4,752,200	4,433,800		Add Capital Income	465,000		5,791,000	0	0
2,649,691	4,306,993	16,237,100		Less Capital Expenditure	3,350,000		20,254,400	3,714,400	3,833,700
(4,257,301)	(4,358,111)	(4,385,000)		Cash Result after Capital Movements	(4,880,900)	11	(5,603,600)	(6,219,200)	(6,406,400)

ANCILLARY TRANSPORT SERVICES

Manager: Paul Busmanis - "Manager - Engineering Works"

Background

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

Budget Comments

Operating Revenues

Operating Grants

Street Lighting

State Government subsidy towards street lighting costs for highways.

Fees and Charges

Private Works

Income for private works undertaken by Council.

Burns Point Ferry

Income from the operation of the Burns Point Ferry.

Operating Expenses

Roads and Traffic Signs

Maintenance of street signs and road lines

Street Lighting

Electricity charges payable for all street lighting in the local government area.

Footpaths, Parking Areas and Bus Shelters

Provision for maintenance of these assets. The majority of the car parking expense relates to a lease payment to the owner of the Sharpes Beach Car Park.

Private Works

Operating expenses relating to private works. Offset by private works income.

Wharves and Jetties

Allocation for maintenance of wharves and jetties in the shire.

Burns Point Ferry

Operating expenses. Partly offset by operating revenues above.

Debt Servicing

Interest payable on loans for town centre redevelopment works.

Capital Movements

Loan Principal Repayments

Principal payable on town centre re-development loans.

Transfer from Reserves

Funds transferred from property reserves to finance loan repayments for town centres.

Capital Income

Refer to Part C for details on capital income for this program.

Capital Expenditure

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

ANCILLARY TRANSPORT SERVICES									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				OPERATING REVENUES					
				Operating Grants					
89,000	91,000	92,500	22150	Street Lighting	95,000	3	97,900	100,900	104,000
				Contributions					
18,515	49,445	0	221150	Miscellaneous Contributions	0	0	0	0	0
				Fees and Charges					
10,247	8,672	7,000	22151	Sundry Fees & Charges	6,000	(14)	6,200	6,400	6,600
1,169,456	3,970,949	775,000	22151	Private Works	827,000	7	851,900	877,500	903,900
330,611	377,544	381,000	22200	Burns Point Ferry	403,500	6	415,800	428,500	441,600
1,617,829	4,497,610	1,255,500		Total Operating Revenues	1,331,500	6	1,371,800	1,413,300	1,456,100
				OPERATING EXPENSES					
				Maintenance Programs					
97,884	101,516	196,600	32132	Road and Traffic Signs	106,500	(46)	109,800	113,400	117,100
514,373	357,949	501,500	32130	Street Lighting	339,500	(32)	349,700	360,200	371,100
133,504	259,708	165,500	32135	Footpaths Maintenance	167,500	1	172,900	178,200	183,800
23,006	23,433	25,000	32137	Parking Areas	26,000	4	26,900	27,800	28,700
16,167	26,768	8,000	32138	Bus Shelters and Services	8,000	0	8,300	8,600	8,900
1,069,198	3,321,358	750,000	32496	Private Works	750,000	0	772,500	795,700	819,600
13,091	20,959	18,000	32201	Wharves and Jetties	19,500	8	20,200	21,000	21,800
				Burns Point Ferry					
260,847	304,313	275,500	32200	Operation	280,000	2	288,900	298,100	307,600
252,600	277,859	272,500	32200	Salaries and Oncosts	280,000	3	288,400	297,100	306,100
				Debt Servicing					
224,182	205,244	185,700	32140	Interest on Loans	165,000	(11)	302,500	271,200	237,200
				Non-Cash Expenses					
28,075	33,472	22,000	32132	Depreciation - Ancillary	83,000	277	85,000	87,600	90,300
159,679	167,795	150,000	32132	Depreciation - Footpaths	233,000	55	235,000	242,100	249,400
25,183	24,987	24,500	32132	Depreciation - Ferry	53,500	118	54,500	55,300	57,000
2,817,789	5,125,361	2,594,800		Total Operating Expenses	2,511,500	(3)	2,714,500	2,756,300	2,798,600
(1,199,960)	(627,751)	(1,339,300)		Operating Result - Surplus / (Deficit)	(1,180,000)	(12)	(1,342,700)	(1,343,000)	(1,342,500)
212,937	226,254	196,500		Add Back Depreciation	369,500		374,500	385,000	396,700
(987,023)	(401,497)	(1,142,800)		Cash Result - Surplus / (Deficit)	(810,500)	(29)	(968,200)	(958,000)	(945,800)
				Capital Movements					
292,396	311,441	331,000		Less Loan Principal Repayments	352,000		463,300	494,400	468,000
2,192,300	3,244,200	162,000		Less Transfer to Reserves	162,000		0	0	0
1,488,300	3,576,100	3,382,000		Add Transfer from Reserves	4,354,400		1,505,200	705,200	705,200
232,347	418,100	467,000		Add Capital Income	2,478,300		445,000	277,500	250,000
564,853	1,004,483	5,682,900		Less Capital Expenditure	6,825,200		1,638,000	683,500	668,800
(2,315,925)	(967,421)	(3,469,700)		Cash Result after Capital Movements	(1,317,000)	(62)	(1,119,300)	(1,153,200)	(1,127,400)

Manager: Paul Busmanis - "Manager - Engineering Works"

Background

This program outlines all revenues and expenses related to works funded through the Roads and Traffic Authority.

Budget Comments

Operating Revenues

Fees and Charges

Preservation Program

Includes maintenance works undertaken under the Single Invitation Maintenance Contract (SIC) arrangements with the RTA. This includes all maintenance works on State Highway 10 – Pacific Highway and State Highway 16 – Bruxner Highway. Roads are to be maintained to an agreed standard.

Works Orders (Restoration Program)

Includes rehabilitation projects on State and Regional roads. Works on State roads are undertaken on a contract arrangement with the Roads & Traffic Authority (RTA). Works on Regional roads are often funded 50:50 between Council and RTA.

Council competes with other Northern Region councils to secure this RTA funding component. Prior to the start of the year it is typical that advice regarding grants has not been received and budgets may change once final allocations are known.

External Contributions

Regional Roads Block Grant

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

The above income items are fully offset by matching expenditure accounts.

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

ROADS AND TRAFFIC AUTHORITY									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				<i>OPERATING REVENUES</i>					
				Fees and Charges					
194,727	161,483	175,100	22220	State Roads - Preservation Program	180,500	3	186,000	191,600	197,400
1,775,855	675,039	515,000	22220	State Roads - Works Orders	530,500	3	546,500	562,900	579,800
				External Contributions					
669,000	671,000	622,000	22220	Regional Roads Block Grant	640,500	3	660,200	680,300	701,200
2,639,582	1,507,522	1,312,100		Total Operating Revenues	1,351,500	3	1,392,700	1,434,800	1,478,400
				<i>OPERATING EXPENSES</i>					
143,870	113,630	175,100	32255	State Roads - Preservation	180,500	3	186,000	191,600	197,400
229,083	87,664	0	32220	State Roads - Construction	0	0	0	0	0
1,147,285	326,412	515,000	32220	State Roads - Works Order	530,500	3	546,500	562,900	579,800
642,382	724,316	622,000	32250	Regional Roads	640,500	3	660,200	680,300	701,200
2,162,620	1,252,022	1,312,100		Total Operating Expenses	1,351,500	3	1,392,700	1,434,800	1,478,400
476,962	255,500	0		Operating Result - Surplus / (Deficit)	0	0	0	0	0
0	0	0		Add Back Depreciation	0		0	0	0
476,962	255,500	0		Cash Result - Surplus / (Deficit)	0	0	0	0	0
				<i>Capital Movements</i>					
0	0	0		Less Loan Principal Repayments	0		0	0	0
360,700	327,200	0		Less Transfer to Reserves	0		0	0	0
16,700	71,700	0		Add Transfer from Reserves	0		0	0	0
0	0	0		Add Capital Income	0		0	0	0
132,962	0	0		Less Capital Expenditure	0		0	0	0
0	0	0		Cash Result after Capital Movements	0	0	0	0	0

OPEN SPACES AND RESERVES

Manager: Jillian Pratten - "Manager - Open Spaces and Reserves"

Background

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

Budget Comments

Operating Revenues

Operating Grants

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

Contributions

As a condition of resigning as Trust Manager Council requires an on-going contribution from the Land and Property Management Authority (LPMA) for maintenance of the crown reserves on which the crown caravan parks reside, plus a reducing contribution to Council overheads. Funding is also provided for capital works.

Fees and Charges

Includes income from occasional hire of certain open space areas and sales from the Council nursery, the majority of which are internal sales to Council.

Cemetery Charges

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

Operating Expenses

Management

Includes salaries and oncosts for two full time staff (10 days) and one motor vehicle

Open Spaces and Reserves

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

Vegetation Management

Includes wages, oncosts, plant hire and materials related to the provision of vegetation management services largely provided on crown reserves.

The majority of the weed control item represents Council's contribution to the Far North Coast (Noxious Plants) County Council

Sporting Grounds

Includes wages, oncosts, plant hire and materials related to the maintenance and operation of sporting fields.

Other

Includes wages, oncosts, plant hire and materials related to the maintenance of public toilets and cemeteries.

Capital Movements

Transfer to Reserves

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.

Capital Income

Any capital income typically relates to section 94 funds to finance capital works on parks and sporting fields.

Capital Expenditure

Refer to Part C of this document for further information.

OPEN SPACES AND RESERVES									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				OPERATING REVENUES					
				Operating Grants - Open Spaces					
137,415	114,590	117,000	22230	Operating Grants - Regional Works Crews	144,500	24	149,000	153,500	158,200
9,780	25,542	0	22230	Operating Grants - Flood Damage	0	0	0	0	0
0	112,008	235,500	26114	Crown Land Cyan Park Contributions	206,000	(13)	176,800	147,700	152,200
				Fees and Charges - Open Spaces					
23,666	36,821	43,500	22230	Sundry Sales	39,500	(9)	40,900	42,300	43,700
17,056	31,498	22,000	22230	Nursery	22,000	0	22,700	23,400	24,200
				Vegetation Management					
237,647	138,536	84,800	22241	Operating Grants	0	(100)	0	0	0
				Cemeteries					
120,114	312,911	295,000	22250	Fees and Charges	310,000	5	319,300	328,900	338,800
				Sporting Fields					
17,066	2,970	0	22256	Operating Grants	0	0	0	0	0
562,734	774,876	797,800		Total Operating Revenues	722,000	(10)	708,700	695,800	717,100
				OPERATING EXPENSES					
				OSR Management					
199,268	210,414	225,000	32260	Employee Costs	232,500	3	239,500	246,700	254,200
				Open Spaces and Reserves					
102,919	106,620	131,000	32261	Buildings	140,000	7	144,400	148,900	153,700
1,301,130	1,386,778	1,515,000	32262	Operating Expenses	1,436,000	(5)	1,479,300	1,523,900	1,569,900
37,393	19,111	13,000	32262	Picnic Areas	33,000	154	34,000	35,100	36,200
81,826	90,422	86,500	32265	Tree Lopping	90,000	4	93,000	96,000	99,100
138,857	145,172	162,100	32266	Nursery	154,500	(5)	159,500	164,700	169,900
27,938	31,411	27,400	32267	Amphitheatre and Skatepark	29,000	6	30,000	31,000	32,100
21,404	44,895	21,100	32268	Special Events	19,000	(10)	19,800	20,600	21,400
12,941	29,871	13,300	32270	Beach Cleaning	12,500	(6)	13,000	13,500	14,000
152,262	179,761	185,000	32270	Surf Life Saving	191,000	3	197,900	204,700	211,700
33,233	39,531	22,500	32270	Beach Buildings	17,500	(22)	18,200	19,000	19,800
				Vegetation Management					
42,271	27,698	56,000	32275	Coastal Reserves	56,500	1	58,200	60,000	61,800
17,899	7,117	10,000	32276	Bushland Reserves	10,500	5	10,900	11,300	11,700
66,799	41,893	61,900	32277	Weed Control	63,500	3	65,500	67,500	69,700
314,924	206,360	375,000	32279	Environmental Extension Activities	55,500	(85)	57,300	59,200	61,100
				Sporting Grounds					
57,830	69,024	74,000	32310	Buildings Maintenance	64,000	(14)	66,200	68,400	70,600
288,732	281,795	309,000	32310	Operating Expenses	281,500	(9)	290,000	298,800	307,800
				Other					
315,990	313,238	321,500	32286	Public Toilets and Other Amenities	288,500	(10)	297,600	307,100	317,000
169,641	188,813	278,000	32300	Cemeteries	198,000	(29)	204,300	210,800	217,500
				Non-Cash Expenses					
259,604	261,945	550,000	32261	Deprec - Open Spaces and Reserves	550,000	0	566,500	583,500	601,100
392,481	377,615	103,000	32261	Deprec - Sporting Grounds	380,000	269	391,400	403,200	415,300
1,314	1,288	1,300	32261	Deprec - Cemeteries	1,500	15	1,500	1,600	1,700
29,267	28,540	27,000	32261	Deprec - Public Toilets	27,000	0	27,900	28,800	29,700
4,065,925	4,089,312	4,568,600		Total Operating Expenses	4,331,500	(5)	4,465,900	4,604,300	4,747,000
					3,373,000				
(3,503,191)	(3,314,436)	(3,770,800)		Operating Result - Surplus / (Deficit)	(3,609,500)	(4)	(3,757,200)	(3,908,500)	(4,029,900)
682,666	669,388	681,300		Add Back Depreciation	958,500		987,300	1,017,100	1,047,800
(2,820,525)	(2,645,048)	(3,089,500)		Cash Result - Surplus / (Deficit)	(2,651,000)	(14)	(2,769,900)	(2,891,400)	(2,982,100)
				Capital Movements					
0	0	0		Less Loan Principal Repayments	0		0	0	0
236,200	810,300	17,000		Less Transfer to Reserves	112,000		115,000	118,100	121,300
426,000	695,500	1,401,100		Add Transfer from Reserves	50,000		50,000	50,000	50,000
354,200	48,200	785,300		Add Capital Income	0		0	0	0
676,007	271,415	2,308,200		Less Capital Expenditure	457,000		512,100	527,500	543,300
(2,952,532)	(2,983,063)	(3,228,300)		Cash Result after Capital Movements	(3,170,000)	(2)	(3,347,000)	(3,487,000)	(3,596,700)

Manager: *Andrew Jeavons - "Manager - Support Operations"*

Background

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

Budget Comments

Operating Revenues

Fees and Charges

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.

Contributions

Staff - Contributions to Vehicles

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.

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

Internal loan repayments that resulted from the plant operations borrowing to finance 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 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				OPERATING REVENUES					
				Fleet Management - Fees and Charges					
2,818,846	2,963,376	3,075,500	22260	Hire Charges	3,180,500	3	3,376,100	3,477,600	3,582,000
				Contributions					
134,030	132,470	108,000	22260	Staff - Contributions to Vehicles	111,000	3	114,400	117,900	121,500
				Gain on Disposal of Assets					
59,420	(72,206)	0	22260	Gain / (Loss) on Disposal of Assets	0	0	0	0	0
3,012,296	3,023,640	3,183,500		Total Operating Revenues	3,291,500	3	3,490,500	3,595,500	3,703,500
				OPERATING EXPENSES					
				Operating Expenses					
1,856,703	1,806,712	2,031,700	32320	Plant Running Expenses	2,037,000	0	2,058,400	2,120,500	2,184,600
174,551	180,540	177,400	32322	Workshop Operating Expenses	182,000	3	187,800	193,800	199,900
128,004	138,996	148,000	32320	Overheads Charged to Plant	152,000	3	156,600	161,300	166,200
				Debt Servicing					
8,532	7,018	5,400	32320	Interest on Loans	3,500	(35)	105,000	99,300	95,100
				Non-Cash Expenses					
647,262	696,237	915,000	32320	Depreciation	920,000	1	947,600	976,100	1,005,400
2,815,052	2,829,503	3,277,500		Total Operating Expenses	3,294,500	1	3,455,400	3,551,000	3,651,200
197,244	194,137	(94,000)		Operating Result - Surplus / (Deficit)	(3,000)	(97)	35,100	44,500	52,300
647,262	696,237	915,000		Add Back Depreciation	920,000		947,600	976,100	1,005,400
844,506	890,374	821,000		Cash Result - Surplus / (Deficit)	917,000	12	982,700	1,020,600	1,057,700
				Capital Movements					
25,222	26,736	28,300		Less Loan Principal Repayments	30,000		79,100	51,100	55,300
844,500	890,400	792,700		Less Transfer to Reserves	887,000		903,600	969,500	1,002,400
1,297,800	169,700	1,268,600		Add Transfer from Reserves	937,000		894,200	1,154,900	962,700
0	0	0		Add Capital Income	1,300,000		0	0	0
1,272,584	142,938	1,268,600		Less Capital Expenditure	2,237,000		894,200	1,154,900	962,700
0	0	0		Cash Result after Capital Movements	0	0	0	0	0

Manager: Andrew Jeavons – “Manager - Support Operations”

Background

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

Budget Comments

Operating Revenues

Operating Grants

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

Operating Expenses

Contributions to Bushfire Brigades

Consists of:

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

Contribution to Rural Fire Fighting Fund - Annual contribution to the Fund, which co-ordinates all rural fire brigade operations. This item represents 13.3% of the estimated operating costs, capital costs and a bushfire services administration charge for the Ballina Rural Fire District.

Fire Control Expenses

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

RURAL FIRE SERVICE									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
146,547	137,014	212,000	21060	OPERATING REVENUES					
				Operating Grants	182,000	(14)	187,600	193,300	199,200
146,547	137,014	212,000		Total Operating Revenues	182,000	(14)	187,600	193,300	199,200
				OPERATING EXPENSES					
126,880	116,861	224,000	31060	Contributions to Fire Brigades	215,000	(4)	156,700	161,500	166,400
83,173	84,923	110,400	31061	Fire Control Expenses	108,000	(2)	111,700	115,400	119,200
22,690	14,400	108,000	31062	Fire Control Expenses (Council Controlled)	46,500	(57)	48,200	49,900	51,600
				Non-cash Expenses					
5,651	5,510	20,000	31062	Depreciation	5,000	(75)	5,200	5,400	5,600
238,394	221,694	462,400		Total Operating Expenses	374,500	(19)	321,800	332,200	342,800
(91,847)	(84,680)	(250,400)		Operating Result - Surplus / (Deficit)	(192,500)	(23)	(134,200)	(138,900)	(143,600)
5,651	5,510	20,000		Add Back Depreciation	5,000		5,200	5,400	5,600
(86,196)	(79,170)	(230,400)		Cash Result - Surplus / (Deficit)	(187,500)	(19)	(129,000)	(133,500)	(138,000)
				Capital Movements					
0	0	0		Less Principal Repayments	0		0	0	0
0	0	0		Less Transfer to Reserves	0		0	0	0
0	0	12,000		Add Transfer from Reserves	0		0	0	0
0	0	237,000		Add Capital Income	0		0	0	0
0	0	249,000		Less Capital Expenditure	0		0	0	0
(86,196)	(79,170)	(230,400)		Cash Result after Capital Movements	(187,500)	(19)	(129,000)	(133,500)	(138,000)

QUARRIES AND SANDPIT

Manager: Andrew Jeavons – “Manager - Support Operations”

Background

This program includes all revenues and expenses relevant to the quarries owned by Council. Tuckombil and Stokers quarries are now leased to Lismore City Council and Council receives royalties for the metal and shale extracted. The sandpit located at the Ballina airport is currently not operational.

Budget Comments

Operating Revenues

Tuckombil and Shale 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 costs and costs associated with environmental monitoring.

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.

Cash Result after Capital Movements

Any cash surplus represents the net dividend to General Fund.

QUARRIES AND SAND PIT									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				OPERATING REVENUES					
				Fees and Charges					
462,984	302,013	556,000	22265	Tuckombil	315,000	(43)	324,600	334,400	344,500
0	0	0	22265	Shale Quarries	0	0	0	0	0
0	0	0	22265	Airport Sandpit	0	0	0	0	0
462,984	302,013	556,000		Total Operating Revenues	315,000	(43)	324,600	334,400	344,500
				OPERATING EXPENSES					
				Tuckombil Quarry					
12,376	17,657	4,000	32325	Buildings Maintenance	4,000	0	4,200	4,400	4,600
9,049	100,435	32,500	32325	Operating Costs	33,500	3	34,600	35,700	36,800
5,004	11,004	9,000	32325	Indirect Expenses - Overheads	15,000	67	15,500	16,000	16,500
				Other Resources					
0	0	0	32326	Shale Quarries	0	0	0	0	0
14,500	37,000	37,500	32326	Airport Sandpit	14,000	(63)	6,300	6,600	6,900
				Non-Cash Expenses					
183,136	177,940	65,000	32325	Depreciation & Remediation - Quarries	174,000	168	179,300	184,900	190,700
224,065	344,036	148,000		Total Operating Expenses	240,500	63	239,900	247,600	255,500
238,919	(42,023)	408,000		Operating Result - Surplus / (Deficit)	74,500	(82)	84,700	86,800	89,000
183,136	177,940	65,000		<i>Add Back Depreciation</i>	174,000		179,300	184,900	190,700
422,055	135,917	473,000		Cash Result - Surplus / (Deficit)	248,500	(47)	264,000	271,700	279,700
				Capital Movements					
0	0	0		Less Loan Principal Repayments	0		0	0	0
436,500	131,000	510,500		Less Transfer to Reserves	262,500		270,300	278,300	286,600
74,500	37,000	287,500		Add Transfer from Reserves	164,000		106,300	106,600	106,900
0	0	0		Add Capital Income	0		0	0	0
0	0	0		Less Capital Expenditure	50,000		0	0	0
60,055	41,917	250,000		Cash Result after Capital Movements	100,000	(60)	100,000	100,000	100,000

SWIMMING POOLS

Manager: Andrew Jeavons – “Manager - Support Operations”

Background

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

Budget Comments

Operating Revenues

Fees and Charges

Generated largely from entrance fees.

Operating Expenses

Ballina Swimming Pool

Includes various costs required to operate and maintain the Ballina Pool. The pool management is leased out to a contractor.

Alstonville Swimming Pool

Includes various costs required to operate and maintain the Alstonville Pool. The pool management is leased out to a contractor.

Capital Movements

Loan Principal Repayments

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

SWIMMING POOLS									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				<i>OPERATING REVENUES</i>					
148,735	149,850	133,000	22270	Ballina Fees	145,000	9	149,500	154,200	159,000
135,201	131,232	126,000	22271	Alstonville Fees	138,000	10	142,300	146,600	151,100
283,936	281,082	259,000			283,000	9	291,800	300,800	310,100
				<i>OPERATING EXPENSES</i>					
127,704	134,670	161,200	32330	Ballina Swimming Complex Maintenance and Operating Costs	134,000	(17)	138,400	142,900	147,500
163,999	180,570	177,000	32330	Contractual Charges	185,500	5	191,200	197,000	203,000
2,606	2,219	1,800	32330	Debt Servicing Interest on Loans - Ballina	1,500	(17)	900	400	0
123,689	153,162	175,800	32331	Alstonville Swimming Complex Maintenance and Operating Costs	157,000	(11)	162,100	167,500	172,900
176,716	179,281	186,000	32331	Contractual Charges	190,500	2	196,300	202,200	208,400
5,525	3,936	1,700	32331	Debt Servicing Interest on Loans - Alstonville	0	(100)	0	0	0
96,987	88,182	40,000	32330	Non-Cash Expenses Depreciation	86,000	115	88,600	91,300	94,100
697,226	742,020	743,500		Total Operating Expenses	754,500	1	777,500	801,300	825,900
(413,290)	(460,938)	(484,500)		Operating Result - Surplus / (Deficit)	(471,500)	(3)	(485,700)	(500,500)	(515,800)
96,987	88,182	40,000		<i>Add Back Depreciation</i>	86,000		88,600	91,300	94,100
(316,303)	(372,756)	(444,500)		Cash Result - Surplus / (Deficit)	(385,500)	(13)	(397,100)	(409,200)	(421,700)
				<i>Capital Movements</i>					
38,722	41,227	42,400		Less Loan Principal Repayments	7,000		7,600	8,100	0
0	0	0		Less Transfer to Reserves	0		0	0	0
0	0	0		Add Transfer from Reserves	0		0	0	0
0	0	0		Add Capital Income	0		0	0	0
0	0	10,000		Less Capital Expenditure	0		0	0	0
(355,025)	(413,983)	(496,900)		Cash Result after Capital Movements	(392,500)	(21)	(404,700)	(417,300)	(421,700)

Manager: Rod Dawson - "Manager - Water, Sewer & Waste"

Background

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

Budget Comments

Operating Revenues

Annual Charges

Annual charges for commercial waste collection services and business recycling.

Bulk Waste Collection

Charges for bulk waste services. Council has resolved to cancel this service.

Contributions

Income reimbursed to Council from the State Government levy.

Waste Recycling Fees

Represents income from recyclables (majority from Council collection)

Waste Disposal Fees

Gate charges for users of the Council landfill.

Sundry Fees

Sale of waste bins and miscellaneous items.

Operating Expenses

Waste Administration

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

Waste Received

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

Waste Collection

Staff wages and plant hire related to collection of waste from commercial and non-rateable properties.

Waste Recycling

Staff wages and plant hire related to the operation of received and exportation of recyclable materials. Majority of the expenditure relates to the transport of recyclables.

Waste Disposal

Landfill operating expenses - Various operating expenses including wages, plant hire and materials. Also includes the State Government levy on waste collected.

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.

LANDFILL MANAGEMENT AND RESOURCE RECOVERY									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				OPERATING REVENUES					
				Fees and Charges					
310,342	350,595	390,600	22280	Annual Charges	401,000	3	420,100	440,100	461,100
447,955	475,460	384,900	22281	Bulk Waste Collection	0	(100)	0	0	0
0	97,289	333,500	22284	Contributions	114,000	(66)	156,600	201,600	249,200
654,371	808,904	980,200	22282	Waste Recycling - Fees	1,065,000	9	1,097,000	1,129,900	1,182,900
3,248,435	4,095,658	4,673,100	22283	Waste Disposal - Fees	4,795,000	3	4,938,900	5,087,100	5,341,500
66,496	74,118	252,200	22281	Sundry Fees	127,000	(50)	144,600	152,400	160,300
4,727,599	5,902,024	7,014,500			6,502,000	(7)	6,757,200	7,011,100	7,395,000
				OPERATING EXPENSES					
				Waste Administration					
208,112	220,054	242,800	32340	Administration	220,500	(9)	211,900	219,000	226,300
357,000	357,000	424,000	32340	Internal Overheads	433,000	2	445,900	459,300	473,100
				Debt Servicing					
30,772	23,840	16,400	32340	Interest on Loans - Waste Administration	8,500	(48)	0	0	0
				Waste Receptival					
173,304	183,777	172,300	32342	Weighbridge	177,500	3	183,000	188,700	194,500
139,610	136,653	153,400	32342	Transfer Stations	153,000	(0)	157,800	162,700	167,800
				Waste Collection					
108,955	97,091	119,500	32344	Collection Kerbside	127,000	6	131,000	135,100	139,300
180,469	228,463	241,800	32344	Collection Other	59,500	(75)	61,500	63,600	65,700
60,431	87,319	52,400	32344	Collection Recycling	66,000	26	68,100	70,300	72,500
				Waste Recycling					
405,234	528,544	475,700	32345	Material Recovery Facility	468,500	(2)	483,000	497,900	513,300
				Debt Servicing					
37,610	29,139	20,100	32340	Interest on Loans - Recycling	10,500	(48)	0	0	0
				Waste Disposal					
351,165	258,059	291,400	32348	Solid Waste Landfill	327,500	12	337,800	348,500	359,400
599,872	728,878	787,200	32348	Waste Bale, Placement, Cover, Transport	660,000	(16)	679,800	700,200	721,300
0	314,879	598,800	32348	DECC Levy	760,000	27	1,043,700	1,343,800	1,660,900
				Waste Transport	400,000		412,000	424,400	437,200
7,487	35	3,200	32348	Dry Inert Landfill	5,000	56	5,200	5,400	5,600
12,501	11,771	14,700	32348	Deposit	16,500	12	17,300	18,100	18,900
2,021	35,605	18,600	32348	Special Rubbish Clean-ups	13,000	(30)	13,500	14,000	14,500
160,858	171,915	233,300	32348	Green Waste	240,500	3	247,800	255,300	263,100
118,672	38,307	25,400	32348	Landfill Closures, Leachate and Remediation	26,500	4	27,400	28,300	29,200
216,960	272,520	397,200	32348	Waste Transport - Construction and Demolition	500,000	26	515,000	530,500	546,500
				Debt Servicing					
641,196	587,976	507,900	32340	Interest on Loans - Landfill	419,600	(17)	377,400	306,700	241,900
				Non-Cash Expenses					
1,575,969	1,525,245	935,000	32340	Depreciation	1,511,000	62	1,556,400	1,603,200	1,651,400
5,388,200	5,837,070	5,731,100		Total Operating Expenses	6,603,600	15	6,975,500	7,375,000	7,802,400
				Operating Result - Surplus / (Deficit)	5,092,600				
(660,601)	64,954	1,283,400			(101,600)	(108)	(218,300)	(363,900)	(407,400)
1,575,969	1,525,245	935,000		Add Back Depreciation	1,511,000		1,556,400	1,603,200	1,651,400
915,368	1,590,199	2,218,400		Cash Result - Surplus / (Deficit)	1,409,400	(36)	1,338,100	1,239,300	1,244,000
				Capital Movements					
1,004,468	1,076,499	1,154,100		Less Loan Principal Repayments	1,209,600		982,300	1,053,000	1,140,200
1,405,000	513,700	1,064,300		Less Transfer to Reserves	199,800		355,600	186,300	103,800
89,100	0	199,000		Add Transfer from Reserves	20,000		20,000	20,000	20,000
1,405,000	0	0		Add Capital Income	0		0	0	0
0	0	199,000		Less Capital Expenditure	20,000		20,000	20,000	20,000
0	0	0		Cash Result after Capital Movements	0	0	0	0	0

Manager: Rod Dawson - "Manager - Water, Sewer & Waste"

Background

This program includes the kerb side collection services for domestic 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, which from July 2011 includes weekly green waste and fortnightly recycling and general waste.

Pensioner Abandonment's

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 Land

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.

NEWF

Council's contribution to the North East Waste Forum.

Overheads

Internal charge for Council overheads.

Collection

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

Capital Movements

Loan Principal Repayments

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

Transfer to Reserves

Represents the operating surplus less principal repayments.

Transfer from Reserves

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

Capital Expenditure

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

Cash Result - Surplus / (Deficit)

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

DOMESTIC WASTE MANAGEMENT									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				OPERATING REVENUES					
4,124,731	4,580,021	5,072,500	22290	Domestic Waste Management Charges	5,870,000	16	6,163,500	6,471,700	6,795,300
(250,333)	(270,139)	(283,500)	22290	Pensioner Abandonments	(325,000)	15	(334,800)	(344,900)	(355,400)
13,001	13,969	15,700	22290	Vacant Property Charges	16,000	2	16,500	17,000	17,600
683,031	664,151	651,900	22292	Plant Charges	775,000	19	798,300	822,300	847,000
137,684	148,576	156,500	22291	Pensioner Subsidy	180,000	15	185,400	191,000	196,800
28,549	38,546	50,000	22292	Interest on Investments	50,000	0	10,000	10,300	10,700
4,736,663	5,175,124	5,663,100			6,566,000	16	6,838,900	7,167,400	7,512,000
				OPERATING EXPENSES					
				Administration					
75,465	78,119	130,200	32360	Administration	151,000	16	91,900	94,700	97,600
38,264	37,766	74,300	32360	NEWF	40,000	(46)	41,200	42,500	43,800
14,118	0	0	32360	Cont to Landfill Closure	0	0	0	0	0
339,996	348,996	385,000	32360	Indirect Expenses - Overheads	370,000	(4)	381,100	392,500	404,300
2,229	79,661	66,000	32361	Promotion	11,000	(83)	11,400	11,800	12,200
				Debt Servicing					
71,126	60,110	52,800	32361	Interest on Loans	45,000	(15)	36,500	27,800	18,200
				Collection					
2,227,152	2,875,660	3,261,800	32364	Collection Kerbside	4,028,500	24	4,092,300	4,215,300	4,398,300
858,567	991,870	1,157,000	32364	Collection Recycling	1,298,000	12	1,337,100	1,377,400	1,438,000
394,826	367,442	462,900	32364	Vehicle Costs	436,000	(6)	449,100	462,600	476,500
				Non-Cash Expenses					
245,194	245,194	260,000	32360	Depreciation	260,000	0	267,800	275,900	284,200
4,266,937	5,084,818	5,850,000		Total Operating Expenses	6,639,500	13	6,708,400	6,900,500	7,173,100
469,726	90,306	(186,900)		Operating Result - Surplus / (Deficit)	(73,500)	(61)	130,500	266,900	338,900
245,194	245,194	260,000		Add Back Depreciation	260,000		267,800	275,900	284,200
714,920	335,500	73,100		Cash Result - Surplus / (Deficit)	186,500	155	398,300	542,800	623,100
				Capital Movements					
194,720	110,500	117,900		Less Loan Principal Repayments	125,500		134,100	142,800	152,500
520,200	225,000	0		Less Transfer to Reserves	61,000		264,200	400,000	470,600
0	0	944,800		Add Transfer from Reserves	0		300,000	309,000	318,300
0	0	0		Add Capital Income	0		0	0	0
0	0	900,000		Less Capital Expenditure	0		300,000	309,000	318,300
0	0	0		Cash Result after Capital Movements	0	0	0	0	0

GROUP SUMMARY – CIVIL SERVICES (Water and Sewer Activities)

Manager: John Truman - "Group Manager – Civil Services"

Budget Comments

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

The programs include:

Water Supplies

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

Sewerage Services

Revenue and expenses related to the provision of sewerage services to the shire.

CIVIL SERVICES GROUP SUMMARY (WATER AND SEWER)								
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	BUDGET ITEMS	ESTIMATE				
				2011/12	%	2012/13	2013/14	2014/15
			<i>OPERATING REVENUES</i>					
6,384,636	7,403,705	7,772,800	Water Supply Services	8,145,400	5	8,833,100	9,209,700	9,671,800
8,580,439	12,626,955	10,527,100	Sewerage Services	11,787,500	12	12,687,900	14,143,900	16,103,800
14,965,075	20,030,660	18,299,900	Total Operating Revenues	19,932,900	9	21,521,000	23,353,600	25,775,600
			<i>OPERATING EXPENSES</i>					
8,126,897	8,744,312	9,826,100	Water Supply Services	10,620,400	8	10,934,600	11,252,300	11,592,500
10,952,868	11,060,253	12,168,100	Sewerage Services	13,412,300	10	17,152,500	18,022,200	18,242,400
19,079,765	19,804,565	21,994,200	Total Operating Expenses	24,032,700	9	28,087,100	29,274,500	29,834,900
(4,114,690)	226,095	(3,694,300)	Operating Result - Surplus / (Deficit)	(4,099,800)	11	(6,566,100)	(5,920,900)	(4,059,300)
5,941,429	5,494,268	6,025,500	Add Back Depreciation	6,434,000	7	6,574,300	6,717,000	6,862,000
1,826,739	5,720,363	2,331,200	Cash Result - Surplus / (Deficit)	2,334,200	0	8,200	796,100	2,802,700
			<i>Capital Movements</i>					
2,987	3,166	1,188,400	Less Loan Principal Repayments	1,075,500		2,175,800	2,454,000	2,573,000
1,002,049	14,637,842	660,000	Less Transfer to Reserves	420,000		101,000	37,000	64,900
661,648	0	6,175,700	Add Transfer from Reserves	1,491,300		3,538,900	2,786,100	1,501,100
3,348,293	15,987,526	9,387,300	Add Capital Income	55,680,000		11,958,200	769,600	1,019,800
4,781,644	7,012,881	15,991,800	Less Capital Expenditure	57,956,000		13,174,500	1,805,100	2,628,200
50,000	54,000	54,000	Cash Result after Capital Movements	54,000	0	54,000	55,700	57,500

WATER OPERATIONS

Manager: Rod Dawson - "Manager - Water, Sewer & Waste"

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 55% subsidy from the State Government.

Other Revenues

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

Interest

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

Operating Expenses

Engineering Management

Relates to salaries for engineering and administration staff. A total of seven full time and two part-time staff (41 days) are spread between water and sewer.

Administration and Customer Service

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

Engineering and Technical

Includes items such as telephone expenses.

Purchase of Water

Purchase of water from Rous Water County Council.

Groundwater Bores, Reservoirs, Water Treatment Plants, Water Supply Mains, Water Supply Operations and Telemetry Operations

Includes wages, plant hire and materials related to the operation of these items of 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 Commerce.

WATER OPERATIONS									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				OPERATING REVENUES					
1,585,188	1,806,150	2,148,400	10000	Annual Charges	2,336,000	9	2,503,000	2,656,100	2,818,600
3,678,619	4,614,753	4,501,400	10010	User Charges	4,711,900	5	5,648,800	5,919,600	6,204,400
147,353	145,677	197,000	10003	Operating Grants	167,000	(15)	172,100	177,300	182,700
88,818	212,063	278,600	10011	Regulatory Fees and Fines	217,000	(22)	223,600	230,400	237,400
214,686	93,446	154,000	10012	Other Revenues	142,500	(7)	146,900	151,600	156,400
669,972	531,616	493,400	10004	Interest	571,000	16	138,700	74,700	72,300
6,384,636	7,403,705	7,772,800		Total Operating Revenues	8,145,400	5	8,833,100	9,209,700	9,671,800
				OPERATING EXPENSES					
				Direct Expenses					
168,090	200,702	214,700	50000	Engineering Management	227,500	6	234,600	242,000	249,500
442,135	352,470	535,100	50005	Administration and Customer Service	495,000	(7)	510,500	526,700	543,200
92,091	72,201	218,600	50000	Engineering and Technical	94,000	(57)	96,900	100,000	103,100
3,285,100	3,679,947	4,260,500	50100	Purchase of Water	5,037,000	18	5,188,200	5,343,900	5,504,300
26,153	31,446	36,200	50102	Energy Costs	39,900	10	39,300	40,900	42,600
95,548	67,514	66,300	50101	Groundwater Bores	85,000	28	87,800	90,600	93,500
82,099	64,191	62,400	50105	Reservoirs	65,000	4	67,000	69,100	71,200
42,913	69,192	72,000	50107	Water Treatment Plants	73,000	1	75,300	77,700	80,100
597,708	312,671	388,300	50110	Water Supply Mains	392,000	1	403,800	416,000	428,600
453,008	833,859	887,400	50109	Water Supply Operations	902,500	2	925,500	940,600	969,300
8,647	18,574	12,800	50112	Telemetry Operations	25,000	95	25,800	26,600	27,400
8,605	7,330	8,800	50008	Miscellaneous	8,000	(9)	8,300	8,600	8,900
4,580	1,570	5,700	50008	Conservation Promotion	4,000	(30)	4,200	4,400	4,600
				Indirect Expenses - Overheads					
815,004	900,000	1,007,000	50005	Overheads Distributed	1,072,000	6 (100)	1,104,200	1,137,300	1,171,400
				Debt Servicing					
820	767	600	50010	Interest On Loans	500	(17)	200	0	0
				Non-cash Expenses					
2,004,396	2,131,878	2,049,700	50112	Depreciation	2,100,000	2	2,163,000	2,227,900	2,294,800
8,126,897	8,744,312	9,826,100		Total Operating Expenses	10,620,400	8	10,934,600	11,252,300	11,592,500
(1,742,261)	(1,340,607)	(2,053,300)		Operating Result - Surplus / (Deficit)	(2,475,000)	21	(2,101,500)	(2,042,600)	(1,920,700)
2,004,396	2,131,878	2,049,700		Add Back Depreciation	2,100,000		2,163,000	2,227,900	2,294,800
262,135	791,271	(3,600)		Cash Result - Surplus / (Deficit)	(375,000)	10,317	61,500	185,300	374,100
				Capital Movements					
2,987	3,166	3,400		Less Loan Principal Repayments	3,500		3,800	0	0
356,373	615,255	360,000		Less Transfer to Reserves	362,000		83,200	37,000	47,200
359,455	0	953,400		Add Transfer from Reserves	1,224,500		709,800	505,300	337,700
112,800	253,000	361,600		Add Capital Income	4,490,000		2,631,200	329,600	16,800
344,030	391,850	914,000		Less Capital Expenditure	4,940,000		3,281,500	948,100	645,200
31,000	34,000	34,000		Cash Result after Capital Movements	34,000	0	34,000	35,100	36,200

SEWER OPERATIONS

Manager: Rod Dawson - "Manager - Water, Sewer & Waste"

Background

This program details the revenue raised to finance the sewerage programs, management expenses and expenses associated with the delivery of sewerage 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 55% 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 Sewer Fund.

Operating Expenses

Engineering Management

Relates to salaries for engineering and administration staff. A total of seven full time and two part-time staff (41 days) are spread between water and sewer.

Administration and Customer Service

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

Engineering and Technical

Includes items such as telephone expenses and effluent water testing.

Pumping Stations, Reuse Water Facilities, Mains and Telemetry Operations

Includes wages, plant hire and materials related to the operation of these items for the sewer program.

Capital Movements

Transfer to or from Reserves

As the working capital for the Sewer 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 Sewer 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 sewer fund must be treated as a separate fund. Therefore any surplus or deficit on this program is transferred to or from the "Sewer 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 Commerce.

SEWER OPERATIONS									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				OPERATING REVENUES					
6,451,084	7,135,228	8,348,600	12000	Annual Charges	9,652,000	16	10,984,700	12,508,100	14,218,800
691,616	808,758	800,900	12010	User Charges	870,500	9	962,900	1,066,100	1,181,300
147,397	148,632	167,600	12002	Operating Grants	162,500	(3)	167,400	172,500	177,700
52,863	80,095	74,200	12012	Regulatory Fees and Fines	82,000	11	84,500	87,100	89,800
217,987	285,384	321,600	12014	Other Revenues	276,500	(14)	284,900	293,600	302,500
1,019,492	4,168,858	814,200	12004	Interest	744,000	(9)	203,500	16,500	133,700
8,580,439	12,626,955	10,527,100		Total Operating Revenues	11,787,500	12	12,687,900	14,143,900	16,103,800
				OPERATING EXPENSES					
				Direct Expenses					
435,869	572,281	581,000	55000	Engineering Management	559,500	(4)	576,400	593,800	611,700
482,993	462,861	529,900	55002	Administration and Customer Service Costs	557,500	5	574,200	591,900	610,300
342,796	339,887	333,600	55002	Engineering and Technical Costs	330,000	(1)	310,600	320,000	329,700
550,864	643,313	788,500	55012	Energy Costs	801,300	2	817,500	834,200	859,600
1,283,047	1,916,270	1,563,000	55011	Pumping Stations	1,610,000	3	1,644,100	1,677,600	1,728,400
1,761,094	1,365,678	1,937,000	55015	Reuse Water Facilities	1,977,000	2	2,016,600	2,057,300	2,119,300
808,466	821,505	620,000	55010	Mains	660,000	6	673,200	686,700	707,400
10,537	32,551	41,000	55022	Telemetry Operations	62,000	51	63,300	64,600	66,600
12,079	12,951	11,600	55004	Donations	11,000	(5)	11,400	11,800	12,200
0	0	1,000	55004	Legal Costs	1,000	0	1,100	1,200	1,300
2,000	24,396	105,100	55004	Conservation Promotion	100,000	(5)	125,800	126,600	130,400
148,909	134,632	219,800	55004	Preparation of Plans and Investigations	65,000	(70)	46,400	47,900	49,500
138,185	189,538	214,200	55022	Other Costs	222,000	4	226,500	231,200	238,100
				Indirect Expenses - Overheads					
1,017,996	1,161,000	1,238,000	55002	Overheads Distributed	1,302,000	5	1,341,100	1,381,300	1,422,700
				Debt Servicing					
21,000	21,000	8,600	55006	Interest on Loans	820,000	9,435	4,313,000	4,907,000	4,788,000
				Non-cash Expenses					
0	0	0	55022	Unwinding Interest Free Loan	474,000	100	435,500	394,000	349,200
3,937,033	3,362,390	3,975,800	55022	Depreciation	3,860,000	(3)	3,975,800	4,095,100	4,218,000
10,952,868	11,060,253	12,168,100		Total Operating Expenses	13,412,300	10	17,152,500	18,022,200	18,242,400
(2,372,429)	1,566,702	(1,641,000)		Operating Result - Surplus / (Deficit)	(1,624,800)	(1)	(4,464,600)	(3,878,300)	(2,138,600)
3,937,033	3,362,390	3,975,800		Add Back Depreciation	4,334,000		4,411,300	4,489,100	4,567,200
1,564,604	4,929,092	2,334,800		Cash Result - Surplus / (Deficit)	2,709,200	16	(53,300)	610,800	2,428,600
				Capital Movements					
0	0	1,185,000		Less Loan Principal Repayments	1,072,000		2,172,000	2,454,000	2,573,000
645,676	14,022,587	300,000		Less Transfer to Reserves	58,000		17,800	0	17,700
302,193	0	5,222,300		Add Transfer from Reserves	266,800		2,829,100	2,280,800	1,163,400
3,235,493	15,734,526	9,025,700		Add Capital Income	51,190,000		9,327,000	440,000	1,003,000
4,437,614	6,621,031	15,077,800		Less Capital Expenditure	53,016,000		9,893,000	857,000	1,983,000
19,000	20,000	20,000		Cash Result after Capital Movements	20,000	0	20,000	20,600	21,300

Manager: Paul Hickey - "General Manager"

Budget Comments

The next section of the document provides details of the programs under the control of the General Manager. The opposite page provides a summary of each of those programs.

The General Manager's Group consists of the following programs:

Governance and Corporate Management

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

Administrative Services

Includes costs associated with the administration of Council. This includes records management, switchboard and general administration.

Financial Services

This program outlines the financial services such as creditors, debtors, statutory/management reporting, purchasing, rates and customer service.

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.

Regional Library

Includes costs associated with the operation of the Council libraries which are managed by the Richmond Tweed Regional Library.

Human Resources and Risk Management

Costs associated with the human resource management function, payroll and risk management such as insurance premiums.

Tourism

Includes costs associated with the management of a range of activities involving community development, visitor services and tourism.

Property Management

Includes costs associated with Council's property portfolio, economic development and contract management.

Flat Rock Camping Ground

Includes revenues and expenses for Flat Rock Camping Ground.

Ballina Byron Gateway Airport

Revenue and expenses associated with the operation of the airport.

GENERAL MANAGER'S GROUP - SUMMARY								
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	BUDGET ITEMS	ESTIMATED				
				2011/12	%	2012/13	2013/14	2014/15
			OPERATING REVENUES					
24,520	0	0	Governance	0	0	0	0	0
17,132	39,322	27,000	Administrative Services	27,000	0	28,200	29,500	30,800
361,191	131,011	230,600	Financial Services	290,600	26	140,400	147,800	153,400
17,752,222	17,296,003	17,577,900	Financial Services - General Purpose Revenues	19,373,000	10	20,783,700	22,057,800	22,893,700
6,730	5,517	3,000	Information Services	3,500	17	3,700	3,900	4,100
110,251	112,258	113,200	Regional Library	92,000	(19)	94,800	97,800	100,900
62,415	125,378	184,000	Human Resources and Risk Management	76,000	(59)	78,300	80,900	83,500
120,471	89,386	91,700	Tourism	32,500	(65)	33,800	35,100	36,400
5,687,181	5,491,506	3,408,000	Property Management	3,477,500	2	2,861,600	2,936,400	3,121,800
2,899,302	2,376,779	2,896,600	Ballina Byron Gateway Airport	4,031,500	39	4,152,900	4,278,300	4,407,300
27,041,415	25,667,160	24,532,000	Total Operating Revenues	27,403,600	12	28,177,400	29,667,500	30,831,900
			OPERATING EXPENSES					
973,024	965,901	933,900	Governance	947,000	1	1,210,500	1,021,800	1,054,300
1,028,973	1,227,317	1,080,000	Administrative Services	1,314,000	22	1,341,700	1,370,400	1,412,400
(2,176,054)	(2,408,222)	(2,388,500)	Financial Services - General Purpose Revenues	(2,825,000)	18	(2,909,400)	(2,996,200)	(3,085,500)
1,096,348	1,078,625	1,174,500	Information Services	1,495,500	27	1,312,100	1,351,900	1,392,900
1,213,112	1,248,470	1,339,100	Regional Library	1,326,000	(1)	1,365,000	1,405,200	1,472,700
547,079	770,290	2,187,200	Human Resources and Risk Management	1,537,500	(30)	1,583,000	1,631,900	1,682,100
716,148	792,521	653,100	Tourism	665,600	2	685,300	706,900	729,200
3,838,067	3,971,532	1,749,600	Property Management	1,909,900	9	2,119,300	2,183,600	2,250,700
2,644,906	2,656,645	2,821,400	Ballina Byron Gateway Airport	3,132,200	11	3,460,700	3,527,100	3,601,700
9,881,603	10,303,079	9,550,300	Total Operating Expenses	9,502,700	(0)	10,168,200	10,202,600	10,510,500
17,159,812	15,364,081	14,981,700	Operating Result - Surplus / (Deficit)	17,900,900	19	18,009,200	19,464,900	20,321,400
1,362,134	1,626,331	864,100	Add Back Depreciation	1,326,000		1,495,000	1,526,300	1,572,400
18,521,946	16,990,412	15,845,800	Cash Result - Surplus / (Deficit)	19,226,900	21	19,504,200	20,991,200	21,893,800
			Capital Movements					
279,479	462,717	490,700	Less Loan Principal Repayments	366,000		377,100	369,000	383,700
7,569,396	3,448,800	12,780,800	Less Transfer to Reserves	14,747,600		15,299,800	12,031,800	9,459,500
7,167,724	9,476,900	21,416,700	Add Transfer from Reserves	20,131,000		14,439,100	6,321,000	4,085,000
5,858,769	1,440,200	8,516,100	Add Capital Income	4,327,700		6,426,400	8,302,800	6,342,000
6,870,503	9,071,625	13,996,500	Less Capital Expenditure	11,615,500		6,541,700	3,942,900	2,544,200
16,829,061	14,924,370	18,510,600	Cash Result after Capital Movements	16,956,500	(8)	18,151,100	19,271,300	19,933,400

Manager Paul Hickey – “General Manager”

Background

This program relates to expenses associated with the General Manager’s office, the elected Council and donations to community groups.

Budget Comments

Operating Expenses

General Manager’s Office

Includes employee costs for General Manager, personal assistant (10 days in total) and one motor vehicle. Also office expenses and the external audit fee.

Councillors

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

Election Expenses

The cost of Council elections.

Subscriptions and Contributions

Includes subscriptions to Local Government and Shires Association, NOROC, Country Mayors, Sea change Taskforce and Regional Arts Council.

Donations

Donations to Community Groups 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 capital works to be allocated at Council’s discretion.

Capital Movements

Transfer to Reserves

Nominal transfer to assist with future election costs.

GOVERNANCE									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				OPERATING REVENUES					
				Contributions					
24,520	0	0	26000	Internal Contributions	0		0	0	0
24,520	0	0		Total Operating Revenues	0	0	0	0	0
				OPERATING EXPENSES					
				General Manager's Office					
310,636	338,415	322,000	35000	Employee Costs	339,500	5	349,700	360,300	371,300
29,946	16,896	35,000	35000	Sundry Expenses	17,500	(50)	18,200	19,000	19,800
43,910	55,086	47,000	35000	External Audit	50,000	6	51,500	53,100	54,700
22,907	2,966	10,000	35000	Legal Expenses	5,000	(50)	5,200	5,400	5,600
				Councillors					
283,317	284,485	313,500	35005	Councillors Allowances and Expenses	324,500	4	348,500	369,500	371,000
101,357	75,400	0	35005	Election	0	0	220,000	0	0
64,895	67,690	70,500	35005	Subscriptions and Contributions	73,500	4	76,100	78,700	81,500
				Donations					
17,753	16,494	19,000	35001	Public Buildings - Rates	20,000	5	20,600	21,300	22,000
23,140	3,956	27,400	35001	Public Buildings - Improvements	35,000	28	36,100	37,200	38,400
75,163	104,513	87,500	35001	Community Groups - Miscellaneous	80,000	(9)	82,500	85,100	87,700
0	0	2,000	35001	Community Groups - Council Planning Fees	2,000	0	2,100	2,200	2,300
				Indirect Costs					
0	0	0	35009	Overheads Distributed to Governance	0	0	0	0	0
973,024	965,901	933,900		Total Operating Expenses	947,000	1	1,210,500	1,021,800	1,054,300
(948,504)	(965,901)	(933,900)		Operating Result - Surplus / (Deficit)	(947,000)	1	(1,210,500)	(1,021,800)	(1,054,300)
0	0	0		Add Back Depreciation	0		0	0	0
(948,504)	(965,901)	(933,900)		Cash Result - Surplus / (Deficit)	(947,000)	1	(1,210,500)	(1,021,800)	(1,054,300)
				Capital Movements					
0	0	0		Less Loan Principal Repayments	0		0	0	0
116,000	70,000	20,000		Less Transfer to Reserves	20,000		40,000	45,000	50,000
44,200	121,000	20,000		Add Transfer from Reserves	0		130,000	0	0
8,500	0	0		Add Capital Income	0		0	0	0
28,760	0	0		Less Capital Expenditure	0		0	0	0
(1,040,564)	(914,901)	(933,900)		Cash Result after Capital Movements	(967,000)	4	(1,120,500)	(1,066,800)	(1,104,300)

ADMINISTRATIVE SERVICES

Program Manager *Peter Morgan - "Manager –Finance and Governance"*

Background

This program relates to expenses associated with printing, word-processing, switchboard, administrative services, access to information and records management.

Budget Comments

Operating Revenues

Sundry sales Income from items such as photocopying and staff contributions to telephone expenses.

Operating Expenses

Administration

Employee Costs - Administration

Includes one fulltime and three part time staff and associated oncosts (14 days).

Employee Costs - Records

Includes three fulltime and one part time staff and associated oncosts (18 days).

Various Office Expenses

Provision for items such as furniture maintenance, electricity, insurance, rates, advertising, printing, postage, telephones etc.

ADMINISTRATIVE SERVICES									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				OPERATING REVENUES					
				Fees and Charges					
17,132	39,322	27,000	26005	Sundry Sales and Services	27,000	0	28,200	29,500	30,800
17,132	39,322	27,000		Total Operating Revenues	27,000	0	28,200	29,500	30,800
				OPERATING EXPENSES					
				Administration					
166,226	303,111	228,000	35015	Employee Costs - Administration	197,500	(13)	203,600	209,800	216,200
215,234	130,302	198,000	35015	Employee Costs - Records	241,500	22	248,700	256,200	263,900
107,536	119,728	147,000	35015	Furniture, Electricity, Insurance and Rates	134,500	(9)	138,600	142,900	147,400
31,141	34,988	64,500	35015	Advertising	64,000	(1)	66,000	68,100	70,300
100,646	90,499	87,500	35015	Printing, Stationery and Postage	96,500	10	99,400	102,500	105,700
79,332	115,008	124,500	35015	Telephone	141,000	13	145,400	149,900	154,600
25,726	24,628	30,500	35015	Sundry Expenses	29,000	(5)	30,000	31,000	32,000
303,132	409,053	200,000	32000	Depreciation					
				Depreciation - Administration	410,000	105	410,000	410,000	422,300
1,028,973	1,227,317	1,080,000		Total Operating Expenses	1,314,000	22	1,341,700	1,370,400	1,412,400
(1,011,841)	(1,187,995)	(1,053,000)		Operating Result - Surplus / (Deficit)	(1,287,000)	22	(1,313,500)	(1,340,900)	(1,381,600)
303,132	409,053	200,000		Add Back Depreciation	410,000		410,000	410,000	422,300
(708,709)	(778,942)	(853,000)		Cash Result - Surplus / (Deficit)	(877,000)	3	(903,500)	(930,900)	(959,300)
				Capital Movements					
0	0	0		Less Loan Principal Repayments	0		0	0	0
0	0	0		Less Transfer to Reserves	0		0	0	0
0	0	0		Add Transfer from Reserves	0		0	0	0
4,000	0	0		Add Capital Income	0		0	0	0
8,330	0	0		Less Capital Expenditure	0		0	0	0
(713,039)	(778,942)	(853,000)		Cash Result after Capital Movements	(877,000)	3	(903,500)	(930,900)	(959,300)

Manager Peter Morgan - "Manager –Finance and Governance"

Background

This program represents revenues obtained from the rates, interest on investments and financial assistance grants. Essentially, the surplus generated from this program is used to fund all General Fund programs with deficits (i.e. Roads, Open Space, Planning Services, Community Services, etc).

Budget Comments

Operating Revenues

Rates

The rates estimates include provisions for a rate pegging increase plus a growth component. Council has a special variation approval from the Minister for Local Government for the following three years' increases - 2011/12 - 6.1%, 2012/13 - 5.7%, 2013/14 - 6.0%

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 55% 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 may be used on any general fund program undertaken.

Pensioner Rates Subsidy

Represents the State Government contribution towards the pensioner abandonment's.

Interest on Investments

This figure represents interest earned on investments that is applied to general revenues.

Capital Movements

Cash Surplus

The surplus on this program offsets other loss making programs.

FINANCIAL SERVICES - GENERAL PURPOSE REVENUES									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				OPERATING REVENUES					
				Rates					
9,986,835	10,078,760	10,514,000	26020	Residential	11,145,000	6.0	11,891,700	12,724,100	13,233,100
2,110,401	2,453,419	2,888,000	26020	Business	3,094,500	7.2	3,301,800	3,532,900	3,674,200
1,073,582	1,097,469	1,149,000	26020	Farmland	1,225,000	6.6	1,307,100	1,398,600	1,454,500
				Postponed Rates					
127	445	900	26020	Postponed Rates	1,000	11	1,100	1,200	1,200
				Abandonments					
(618,970)	(635,026)	(612,500)	26021	Pensioner Abandonments	(636,000)	4	(678,700)	(726,200)	(755,200)
				Extra Charges					
39,065	59,328	85,000	26023	Interest	58,500	(31)	62,400	66,800	69,500
				General Purpose Grants					
3,911,857	3,106,567	2,481,000	26025	Financial Assistance Grant	3,378,000	36	3,483,000	3,587,600	3,695,400
334,206	328,842	333,000	26025	Pensioners Assistance Subsidy	353,000	6	376,700	403,100	419,200
				Interest					
915,119	806,199	739,500	26026	Interest on Investments	754,000	2	1,038,600	1,069,700	1,101,800
17,752,222	17,296,003	17,577,900		Operating Result - Surplus / (Deficit)	19,373,000	10	20,783,700	22,057,800	22,893,700
				<i>Add Back Depreciation</i>					
17,752,222	17,296,003	17,577,900		Cash Result - Surplus / (Deficit)	19,373,000	10	20,783,700	22,057,800	22,893,700
				Capital Movements					
0	0	0		Less Loan Principal Repayments	0		0	0	0
0	914,000	0		Less Transfer to Reserves	0		0	0	0
0	789,000	815,000		Add Transfer from Reserves	0		0	0	0
0	0	0		Add Capital Income	0		0	0	0
0	0	0		Less Capital Expenditure	0		0	0	0
17,752,222	17,171,003	18,392,900		Cash Result after Capital Movements	19,373,000	5	20,783,700	22,057,800	22,893,700

Manager Peter Morgan - "Manager –Finance and Governance"

Background

This program represents revenues and expenses associated with the finance section of 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 Sewer Operations. This item is subject to Council meeting State Government guidelines.

Operating Expenses

Employee Costs

Salaries and oncosts for 9 full time staff and 10 part time staff (73 days) employed within the finance section and one motor vehicle.

Bank Charges

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

Rating

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

Fee for external or internal auditors for specific projects.

Overheads Distributed to Business Activities

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

FINANCIAL SERVICES									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				OPERATING REVENUES					
				Fees and Charges					
53,350	59,268	49,200	26028	Section 603 Certificates	62,100	26	64,100	66,200	68,400
3,883	9,760	20,000	26028	Credit Card Surcharge	5,000	(75)	5,200	5,400	5,600
13,958	7,983	10,400	26028	Legal Costs Recovered	12,500	20	13,400	14,400	15,100
		97,000	26028	Contributions and Dividends					
		54,000	26028	Contributions	157,000		0	0	0
290,000	54,000	54,000	26028	Dividends	54,000	0	57,700	61,800	64,300
361,191	131,011	230,600		Total Operating Revenues	290,600	26	140,400	147,800	153,400
				OPERATING EXPENSES					
975,020	1,051,756	1,194,500	35020	Employee Costs	1,100,500	(6)	1,133,500	1,167,500	1,202,500
66,745	69,789	85,000	35020	Bank Charges	80,000	(6)	82,700	85,500	88,400
22,629	23,227	30,000	35021	Rating	31,000	3	32,000	33,100	34,200
64,294	72,938	87,000	35021	Valuation Fees	91,500	5	94,300	97,200	100,200
2,254	11,063	22,000	35021	Audit Consultancies (Internal / External)	16,000	(27)	16,500	17,000	17,600
			35021	Indirect Costs					
(3,306,996)	(3,636,995)	(3,807,000)	35021	Overheads Distributed to Business Activities	(4,144,000)	9	(4,268,400)	(4,396,500)	(4,528,400)
(2,176,054)	(2,408,222)	(2,388,500)		Total Operating Expenses	(2,825,000)	18	(2,909,400)	(2,996,200)	(3,085,500)
2,537,245	2,539,233	2,619,100		Operating Result - Surplus / (Deficit)	3,115,600	19	3,049,800	3,144,000	3,238,900
				<i>Add Back Depreciation</i>					
2,537,245	2,539,233	2,619,100		Cash Result - Surplus / (Deficit)	3,115,600	19	3,049,800	3,144,000	3,238,900
				Capital Movements					
0	0	0		Less Loan Principal Repayments	0		0	0	0
1,065,000	0	0		Less Transfer to Reserves	0		0	0	0
0	0	40,000		Add Transfer from Reserves	20,000		0	0	0
0	0	0		Add Capital Income	0		0	0	0
0	0	0		Less Capital Expenditure	0		0	0	0
1,472,245	2,539,233	2,659,100		Cash Result after Capital Movements	3,135,600	18	3,049,800	3,144,000	3,238,900

Manager Peter Morgan - "Manager –Finance and Governance"

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

Contribution to the Richmond Tweed Regional Library (RTRL). The RTRL co-ordinates and controls library services in the region.

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

REGIONAL LIBRARY									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				OPERATING REVENUES					
				Operating Grants					
75,724	77,103	78,500	26040	Library Per Capita	82,000	4	84,500	87,100	89,800
34,527	35,155	34,700	26040	Special Projects	10,000	(71)	10,300	10,700	11,100
110,251	112,258	113,200		Total Operating Revenues	92,000	(19)	94,800	97,800	100,900
				OPERATING EXPENSES					
976,650	1,027,000	1,121,000	35030	Contribution to Richmond Tweed Library	1,166,000	4	1,201,000	1,237,100	1,299,000
34,322	33,875	34,700	35030	Buildings and Furniture Maintenance and Repair	34,000	(2)	35,300	36,600	37,900
39,580	54,228	48,500	35031	Lighting Power and Heating and Cleaning	51,000	5	52,700	54,400	56,200
7,828	14,371	16,500	35031	Library Sundries	19,000	15	19,700	20,400	21,100
36,192	10,843	66,400	35031	Special Projects	10,000	(85)	10,300	10,700	11,100
				Debt Servicing					
1,071	488	0	35031	Interest on Loans	0	0	0	0	0
				Non-cash Expenses					
117,469	107,665	52,000	35030	Depreciation	46,000	(12)	46,000	46,000	47,400
1,213,112	1,248,470	1,339,100		Total Operating Expenses	1,326,000	(1)	1,365,000	1,405,200	1,472,700
(1,102,861)	(1,136,212)	(1,225,900)		Operating Result - Surplus / (Deficit)	(1,234,000)	1	(1,270,200)	(1,307,400)	(1,371,800)
117,469	107,665	52,000		Add Back Depreciation	46,000		46,000	46,000	47,400
(985,392)	(1,028,547)	(1,173,900)		Cash Result - Surplus / (Deficit)	(1,188,000)	1	(1,224,200)	(1,261,400)	(1,324,400)
				Capital Movements					
12,301	12,950	0		Less Loan Principal Repayments	0		0	0	0
7,500	55,700	0		Less Transfer to Reserves	0		0	0	0
9,100	31,500	74,700		Add Transfer from Reserves	0		0	0	0
0	0	0		Add Capital Income	0		0	0	0
0	0	43,000		Less Capital Expenditure	0		0	0	0
(996,093)	(1,065,697)	(1,142,200)		Cash Result after Capital Movements	(1,188,000)	4	(1,224,200)	(1,261,400)	(1,324,400)

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 and geographical information services.

Budget Comments

Operating Revenues

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

Operating Expenses

Employee Costs

Salaries and oncosts for five full time staff and one part time staff (28 days) employed within the information services section and one motor vehicle.

Hardware 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 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				<i>OPERATING REVENUES</i>					
				Fees and Charges					
6,730	5,517	3,000	26045	Sundry Sales and Services	3,500	17	3,700	3,900	4,100
6,730	5,517	3,000		Total Operating Revenues	3,500	17	3,700	3,900	4,100
				<i>OPERATING EXPENSES</i>					
				Information Services					
440,223	512,678	496,000	35040	Employee Costs	507,500	2	522,800	538,500	554,800
261,853	279,133	275,500	35040	Hardware	332,500	21	342,700	353,200	363,900
394,272	286,814	403,000	35040	Software and Consumables	655,500	63	446,600	460,200	474,200
0	0	0	35040	Depreciation					
				Depreciation	0	0	0	0	0
1,096,348	1,078,625	1,174,500		Total Operating Expenses	1,495,500	27	1,312,100	1,351,900	1,392,900
(1,089,618)	(1,073,108)	(1,171,500)		Operating Result - Surplus / (Deficit)	(1,492,000)	27	(1,308,400)	(1,348,000)	(1,388,800)
0	0	0		Add Back Depreciation	0		0	0	0
(1,089,618)	(1,073,108)	(1,171,500)		Cash Result - Surplus / (Deficit)	(1,492,000)	27	(1,308,400)	(1,348,000)	(1,388,800)
				<i>Capital Movements</i>					
0	0	0		Less Loan Principal Repayments	0		0	0	0
0	0	28,000		Less Transfer to Reserves	0		0	0	0
0	239,000	0		Add Transfer from Reserves	28,000		0	0	0
158,000	160,000	0		Add Capital Income	0		0	0	0
422,274	449,510	26,000		Less Capital Expenditure	30,500		31,400	32,300	33,300
(1,353,892)	(1,123,618)	(1,225,500)		Cash Result after Capital Movements	(1,494,500)	22	(1,339,800)	(1,380,300)	(1,422,100)

Manager

Kelly Brown - "Manager –Human Resources and Risk Management"

Background

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

Budget Comments

Operating Revenues

Contributions

Includes insurance adjustments (refunds) and staff training subsidies.

Operating Expenses

Employee Costs

Salaries and oncosts for the six full time staff and one part time staff (34 days) employed within the human resources and risk management section plus one motor vehicle.

Training and Development

Training costs for Council employees.

Staff Support Services

Includes funding for counselling and long service recognition.

Employee Oncosts

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

Risk Management

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

Oncosts Recouped

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

Capital Movements

Transfer to Reserve

Funds transferred to employees leave reserve.

Capital Income

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

HUMAN RESOURCES AND RISK MANAGEMENT									
ACTUAL	ACTUAL	ESTIMATE	LEDGER	BUDGET ITEMS	ESTIMATED				
2008/09	2009/10	2010/11	ACCOUNT		2011/12	%	2012/13	2013/14	2014/15
				OPERATING REVENUES					
21,800	0	3,000	26050	Contributions - LSL	0	(100)	0	0	0
6,540	7,200	16,000	26050	Contributions - Training	10,000	(38)	10,300	10,700	11,100
34,075	118,178	73,000	26050	Refunds - Insurance	36,000	(51)	37,100	38,300	39,500
0	0	55,000	26050	Refunds Workers Compensation	30,000	(45)	30,900	31,900	32,900
		37,000	26050	Contribution - Internal	0	(100)	0	0	0
62,415	125,378	184,000		Total Operating Revenues	76,000	(59)	78,300	80,900	83,500
				OPERATING EXPENSES					
				Human Resources					
416,538	480,864	522,000	35050	Employee Costs	651,000	25	670,700	690,900	711,800
337,347	397,892	474,500	35051	Staff Training and Development	343,000	(28)	353,400	364,200	375,300
8,278	7,805	33,000	35051	Staff Support and Recognition	31,000	(6)	32,100	33,300	34,500
				Employee Oncosts					
1,441,371	2,051,825	2,102,000	35051	Superannuation	1,966,000	(6)	2,025,100	2,086,000	2,148,800
3,547	911	2,100	35051	Jury Duty	2,000	(5)	2,100	2,200	2,300
435,382	487,372	723,100	35055	Occupational Health and Safety - Workers Comp	706,000	(2)	725,300	747,400	770,000
1,065,298	1,092,919	1,755,500	35056	Employee Entitlements - Salaried Staff	1,499,000	(15)	1,544,300	1,590,900	1,638,800
1,123,041	1,216,579	1,361,000	35056	Employee Entitlements - Wages Staff	1,314,500	(3)	1,354,200	1,395,100	1,437,100
				Risk Management					
1,404	1,779	1,500	35057	Fidelity Guarantee	2,000	33	2,100	2,200	2,300
512,718	488,568	530,000	35057	Public Risk and Plant	530,000	0	545,900	562,300	579,200
0	90,162	0	35057	Insurance Damage Repairs	0	0	0	0	0
15,805	48,720	38,000	35057	Excess Public Risk	38,000	0	39,200	40,400	41,700
				Oncosts Recouped					
(4,497,418)	(4,972,469)	(5,247,000)	35058	Oncosts Recouped - Internal Works	(5,440,000)	4	(5,603,200)	(5,771,400)	(5,944,700)
(316,232)	(622,637)	(108,500)	35058	Oncosts Recouped - External Works	(105,000)	(3)	(108,200)	(111,600)	(115,000)
547,079	770,290	2,187,200		Total Operating Expenses	1,537,500	(30)	1,583,000	1,631,900	1,682,100
(484,664)	(644,912)	(2,003,200)		Operating Result - Surplus / (Deficit)	(1,461,500)	(27)	(1,504,700)	(1,551,000)	(1,598,600)
				<i>Add Back Depreciation</i>					
(484,664)	(644,912)	(2,003,200)		Cash Result - Surplus / (Deficit)	(1,461,500)	(27)	(1,504,700)	(1,551,000)	(1,598,600)
				Capital Movements					
0	0	0		Less Loan Principal Repayments	0		0	0	0
227,800	259,500	53,000		Less Transfer to Reserves	50,000		53,000	157,600	162,300
64,000	0	637,500		Add Transfer from Reserves	0		0	0	0
0	0	721,000		Add Capital Income	742,500		764,800	787,800	811,500
0	0	0		Less Capital Expenditure	0		0	0	0
(648,464)	(904,412)	(697,700)		Cash Result after Capital Movements	(769,000)	10	(792,900)	(920,800)	(949,400)

Manager: *Caroline Klose - "Tourism Co-ordinator"*

Background

This program includes all revenues and expenses incurred in the management of tourism, event coordination and the Community Gallery.

Budget Comments

Operating Revenues

Reservations and Sales

Commissions earned at the tourism information centre.

Destination Development

Contributions to marketing campaigns.

Events

Revenues raised at Council managed events.

Operating Expenses

Employee Costs

Based on three full-time staff, three part time staff (24 days) and one motor vehicle. One of the full time staff members is dedicated to event co-ordination.

VIC Operations

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

Sales

Cost of goods sold. Offset by sales revenue.

Reservations

Costs incurred in taking reservations. Offset by reservation revenue.

Destination Development

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

Event Expenses

Costs associated with Australia Day and other Council co-ordinated events.

TOURISM									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				OPERATING REVENUES					
				Fees and Charges					
8,501	6,897	6,700	26122	VIC Reservations	7,000	4	7,400	7,800	8,200
19,757	17,175	17,000	26122	VIC Sales	17,500	3	18,100	18,700	19,300
57,306	18,567	68,000	26120	Destination Development	8,000	(88)	8,300	8,600	8,900
34,907	46,747	0	26120	Events	0	0	0	0	0
120,471	89,386	91,700		Total Operating Revenues	32,500	(65)	33,800	35,100	36,400
				OPERATING EXPENSES					
				Tourism					
336,280	370,764	321,500	35150	Employee Costs	324,000	1	333,800	343,900	354,300
71,513	88,259	92,600	35150	VIC Operations	91,600	(1)	95,100	98,600	102,200
19,987	19,450	11,000	35152	Sales	12,000	9	12,600	13,200	13,800
3,128	1,600	2,500	35152	Reservations	2,500	0	2,600	2,700	2,800
85,575	77,455	129,000	35152	Destination Development	119,000	(8)	122,600	126,300	130,100
145,764	184,293	79,500	35152	Events	66,500	(16)	68,600	70,700	72,900
				Debt Servicing					
300	100	0	35150	Interest on Loans - Tourism	0	0	0	0	0
				Non-cash Expenses					
53,601	50,600	17,000	35150	Depreciation - Tourism	50,000	194	50,000	51,500	53,100
716,148	792,521	653,100		Total Operating Expenses	665,600	2	685,300	706,900	729,200
(595,677)	(703,135)	(561,400)		Operating Result - Surplus / (Deficit)	(633,100)	13	(651,500)	(671,800)	(692,800)
53,601	50,600	17,000		Add Back Depreciation	50,000		50,000	51,500	53,100
(542,076)	(652,535)	(544,400)		Cash Result - Surplus / (Deficit)	(583,100)	7	(601,500)	(620,300)	(639,700)
				Capital Movements					
2,800	3,000	0		Less Loan Principal Repayments	0		0	0	0
9,000	0	0		Less Transfer to Reserves	0		0	0	0
8,600	20,000	0		Add Transfer from Reserves	0		0	0	0
0	0	0		Add Capital Income	0		0	0	0
0	0	0		Less Capital Expenditure	0		0	0	0
(545,276)	(635,535)	(544,400)		Cash Result after Capital Movements	(583,100)	7	(601,500)	(620,300)	(639,700)

Manager: Paul Tsikleas – “Manager Commercial Services”

Background

This program includes revenues and expenses from Council's property portfolio. The properties are owned for both commercial and community purposes.

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 item includes residential properties and radio tower sites. 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 commercial development reserves.

Operating Expenses

Property Management

Salaries and oncosts for three full time staff employed (15 days) within the property section plus three motor vehicles. Allowance is also provided for 30% of one employee in this budget with the balance of that salary being charged directly to jobs. Budget also includes provision for investigation into property purchases and legal expenses.

Land Development

Rates and charges applicable for these land holdings.

Properties

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.

Community Buildings

Provision for maintenance and other operating costs.

Debt Servicing

Interest on loans on various community buildings.

Capital Movements

Loan Repayments on loan taken out for construction of the Ballina Community Centre.

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

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

Cash Result after Capital Movements

This program makes a significant financial contribution to the operations of the Council General Fund.

PROPERTY MANAGEMENT									
ACTUAL 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				OPERATING REVENUES					
				Council Owned - Commercial and Investment					
1,452,438	1,482,269	1,738,000	26065	Properties - Investment	1,882,500	8	1,939,200	1,997,700	2,057,900
333,700	415,314	669,500	26060	Properties - Other Council	407,000	(39)	419,500	432,600	445,900
				Council Controlled - Crown Reserves					
82,468	98,029	76,000	26061	Properties - Crown	76,500	1	71,800	74,100	76,500
				Operating Grants and Contributions					
100,557	59,997	56,200	26063	Internal Loan Repayments	35,000	(38)	3,000	0	0
				Tent Park					
246,534	337,396	290,300	26113	Flat Rock Tent Park	358,500	23	408,800	421,100	433,800
2,219,386	2,208,274	0	26110	Crown Reserve Caravan Parks	0	0	0	0	0
100,150	55,053	0	26110	Interest on Crown Reserve Caravan Parks	0	0	0	0	0
				Community Properties					
87,040	0	0	26080	Florence Price Place	0	0	0	0	0
				Interest on Investments					
355,434	333,189	178,000	26064	Interest on Investments - Community Infra	72,000	(60)	7,300	5,900	20,700
			26065	Interest on Investments - Industrial land	6,000		2,000	3,000	5,000
709,474	501,985	400,000	26064	Interest on Investments - Commercial Opp	640,000	60	10,000	2,000	82,000
5,687,181	5,491,506	3,408,000		Total Operating Revenues	3,477,500	2	2,861,600	2,936,400	3,121,800
				OPERATING EXPENSES					
				Property Management					
358,741	367,213	401,000	35070	Employee Costs	423,500	6	436,200	449,300	462,700
66,307	15,407	56,000	35070	Property Investigations	30,000	(46)	31,000	32,000	33,000
360,795	143,377	21,000	35070	Legal Expenses	5,000	(76)	5,200	5,400	5,600
				Land Development					
0	0	10,000	35073	Wollongbar Residential Estate	10,000	0	10,300	10,700	11,100
10,839	24,294	31,500	35073	Southern Cross Industrial Estate	32,000	2	33,000	34,100	35,200
2,896	3,153	9,500	35074	Russellton Industrial Estate	9,500	0	9,800	10,100	10,500
				Properties					
138,056	134,946	162,000	35076	Properties - Council Investment	174,000	7	179,900	185,900	192,000
109,076	104,514	89,600	35080	Properties - Council Other Commercial	95,000	6	98,100	101,300	104,500
25,628	56,917	52,000	35082	Properties - Council Residential	50,500	(3)	52,200	53,900	55,600
26,825	55,432	59,100	35084	Properties - Crown	73,500	24	76,000	78,700	81,400
				Tent Park					
219,235	276,456	301,500	35145	Flat Rock Tent Park	314,500	4	324,700	335,400	346,400
1,733,883	1,967,818	0	35130	Crown Reserve Caravan Parks	0	0	0	0	0
0	0	14,300	35145	Interest on Loans - Flat Rock	12,500	(13)	1,100	0	0
				Community Buildings					
19,575	22,180	29,500	35107	Community Halls	25,500	(14)	26,400	27,300	28,200
5,520	10,880	4,500	35108	Naval Museum	9,500	111	9,900	10,300	10,700
67,170	0	15,000		Florence Price Place	0	(100)	0	0	0
				Debt Servicing					
400	200	0	35115	Interest on Loans - Richmond Room	0	0	0	0	0
13,432	12,785	12,100	35108	Interest on Loans - Naval Museum	10,900	(10)	11,200	10,400	9,600
				Indirect Expenses - Overheads					
240,984	272,004	256,000	35085	Overheads Distributed	369,000	44	380,300	391,700	403,500
				Depreciation					
84,007	80,156	40,000	35080	Sundry Property	80,000	100	160,000	164,800	169,800
10,273	76,248	60,000	35105	Other Community Amenities	60,000	0	100,000	103,000	106,100
172,780	169,515	120,000	35107	Halls	120,000	0	170,000	175,100	180,400
171,645	178,037	5,000	35145	Tent Park / Caravan Parks	5,000	0	4,000	4,200	4,400
3,838,067	3,971,532	1,749,600		Total Operating Expenses	1,909,900	9	2,119,300	2,183,600	2,250,700
1,849,114	1,519,974	1,658,400		Operating Result - Surplus / (Deficit)	1,567,600	(5)	742,300	752,800	871,100
438,705	503,956	225,000		Add Back Depreciation	265,000		434,000	447,100	460,700
2,287,819	2,023,930	1,883,400		Cash Result - Surplus / (Deficit)	1,832,600	(3)	1,176,300	1,199,900	1,331,800
				Capital Movements					
12,839	13,691	45,400		Less Loan Principal Repayments	46,700		31,400	10,200	10,900
5,440,473	2,149,600	12,679,800		Less Transfer to Reserves	13,542,600		14,305,300	10,865,100	8,225,500
5,685,320	8,022,400	19,829,500		Add Transfer from Reserves	18,948,000		14,309,100	5,921,000	4,085,000
2,888,269	1,280,200	7,305,100		Add Capital Income	3,585,200		5,661,600	7,515,000	5,530,500
2,506,174	8,526,000	13,437,500		Less Capital Expenditure	10,450,000		6,510,300	3,510,600	2,510,900
2,901,922	637,239	2,855,300		Cash Result after Capital Movements	326,500	(89)	300,000	250,000	200,000

Manager: Neil Weatherson – “Business Manager - Airport”

Background

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

Budget Comments

Operating Revenues

Landing Fees

Collected from Regional Express Airlines, Jetstar and Virgin.

Rentals

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

Other Fees

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

Operating Expenses

Employee Costs

Includes costs for three permanent staff members (15 days) two vehicles and conference and travel expenses.

Buildings Maintenance and Repair

Maintenance of buildings plus cleaning costs.

Security in Departure Lounge

Contract for security services

Operations

Includes lighting, promotion, publications, contract management and overheads. This item includes provision for two airport grounds persons plus relief staff.

Overheads Distributed

Represents overheads redistributed from other Council programs to the airport.

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 to fund capital expense, if required.

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 2008/09	ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED				
					2011/12	%	2012/13	2013/14	2014/15
				OPERATING REVENUES					
				Fees and Charges					
1,349,428	1,262,669	1,429,000	26100	Landing Fees	2,497,000	75	2,572,000	2,649,300	2,728,900
249,582	260,217	343,600	26100	Rentals and Advertising	386,000	12	397,800	410,100	422,600
1,104,141	640,033	854,000	26100	Security	913,500	7	941,000	969,400	998,600
196,151	213,860	270,000	26100	Car Parking	235,000	(13)	242,100	249,500	257,200
2,899,302	2,376,779	2,896,600		Total Operating Revenues	4,031,500	39	4,152,900	4,278,300	4,407,300
				OPERATING EXPENSES					
				Airport					
190,181	302,876	403,000	35120	Employee Costs	363,000	(10)	374,100	385,400	397,000
238,144	264,583	278,200	35120	Buildings Maintenance and Repair	260,500	(6)	268,400	276,700	285,200
938,520	486,120	650,000	35125	Security in Departure Lounge	690,000	6	710,700	732,100	754,100
543,308	600,537	689,000	35125	Operations	761,000	10	784,800	809,800	835,500
				Indirect Expenses					
176,004	204,000	213,000	35120	Overheads Distributed	268,000	26	276,100	284,400	292,900
				Debt Servicing					
109,522	243,472	218,100	35150	Interest on Loans	234,700	8	491,600	467,000	448,100
				Non-Cash Expenses					
449,227	555,057	370,100	35150	Depreciation - Airport	555,000	50	555,000	571,700	588,900
2,644,906	2,656,645	2,821,400		Total Operating Expenses	3,132,200	11	3,460,700	3,527,100	3,601,700
254,396	(279,866)	75,200		Operating Result - Surplus / (Deficit)	899,300	1,096	692,200	751,200	805,600
449,227	555,057	370,100		<i>Add Back Depreciation</i>	555,000		555,000	571,700	588,900
703,623	275,191	445,300		Cash Result - Surplus / (Deficit)	1,454,300	227	1,247,200	1,322,900	1,394,500
				Capital Movements					
251,539	433,076	445,300		Less Loan Principal Repayments	319,300		345,700	358,800	372,800
703,623	0	0		Less Transfer to Reserves	1,135,000		901,500	964,100	1,021,700
1,356,504	254,000	0		Add Transfer from Reserves	1,135,000		0	400,000	0
2,800,000	0	490,000		Add Capital Income	0		0	0	0
3,904,965	96,115	490,000		Less Capital Expenditure	1,135,000		0	400,000	0
0	0	0		Cash Result after Capital Movements	0	0	0	0	0

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Part C

Capital Expenditure

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INTRODUCTION

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

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

The information provided is as follows:

Expenditure Summary

These columns provide the estimated expenditure for the period from 2011/12 to 2014/15.

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 94 – Represents any Section 94 developer contributions applied to the project. For further details on Section 94 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.

The explanatory comments provided on the capital works generally relate to the 2011/12 financial year.

CAPITAL WORKS - GENERAL FUND

GENERAL MANAGER'S GROUP

Information Services – Manager – Stewart Littleford

<i>Item</i>	<i>2011/12</i>	<i>2012/13</i>	<i>2013/14</i>	<i>2014/15</i>
Computer Equipment	30,500	31,400	32,300	33,300

Provision for on-going replacement of miscellaneous computer equipment.

Property Manager – Paul Tsikleas

<i>Item</i>	<i>2011/12</i>	<i>2012/13</i>	<i>2013/14</i>	<i>2014/15</i>
Russellton Industrial Estate	200,000	300,000	0	0
Southern Cross Industrial Estate	0	0	0	0
Lennox Head Land Development	4,000,000	1,500,000	1,500,000	1,500,000
Wollongbar Land Development	0	2,000,000	2,000,000	1,000,000
Wollongbar Land - Sporting Field Development	500,000	1,000,000	0	0

These figures represent nominal allowances for various land development activities. Prior to works being undertaken projects will be presented to Council.

Ballina Surf Club	5,700,000	0	0	0
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Total project cost is \$5.8 million with \$100,000 being expended in 2010/11. Council's contribution is \$3.2m, Federal Government \$2.3m and Ballina Surf Club \$300,000.

Coastguard Tower	0	1,700,000	0	0
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Provision for Council contribution to tower funded from property reserves.

Players Theatre Re-roof	40,000	0	0	0
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Tent Park - Manager – Paul Tsikleas

<i>Item</i>	<i>2011/12</i>	<i>2012/13</i>	<i>2013/14</i>	<i>2014/15</i>
Minor works	10,000	10,300	10,600	10,900

Provision for on-going minor works which is funded from the operating surplus for the tent park.

Ballina - Byron Gateway Airport - Manager – Neil Weatherson

<i>Item</i>	<i>2011/12</i>	<i>2012/13</i>	<i>2013/14</i>	<i>2014/15</i>
Ballina Airport Improvements	1,135,000	0	400,000	0

Provision for on-going improvements based on the business plan for airport.

(Budget comments for "Capital Works - General Fund" are continued on the following page)

CAPITAL WORKS - GENERAL FUND

Asset Description	Expenditure Summary				Funding Sources 2011/12					Funding Sources 2012/13					Funding Sources 2013/14					Funding Sources 2014/15					
	2011/12	2012/13	2013/14	2014/15	Grants / Conts	Section 94	Loans	Reserves	General Revenue	Grants / Conts	Section 94	Loans	Reserves	General Revenue	Grants / Conts	Section 94	Loans	Reserves	General Revenue	Grants / Conts	Section 94	Loans	Reserves	General Revenue	
General Manager's Group																									
Information Services																									
Computer Equipment	30,500	31,400	32,300	33,300					30,500					31,400					32,300						33,300
Property Management (Commercial)																									
Russellton Estate	200,000	300,000						200,000	0				300,000	0					0						0
Southern Cross Est Drainage								0	0				0	0					0						0
Southern Cross Est Stage 12								0	0				0	0					0						0
Southern Cross Est Stage 14								0	0				0	0					0						0
Southern Cross Est Stage 15								0	0				0	0					0						0
Wigmore Arcade Improvements								0	0				0	0					0						0
Lennox Head Land Development	4,000,000	1,500,000	1,500,000	1,500,000				4,000,000	0				1,500,000	0				1,500,000	0					1,500,000	0
Wollongbar Land Development		2,000,000	2,000,000	1,000,000				0	0				2,000,000	0				2,000,000	0					1,000,000	0
Skennars Head Land- Fields								0	0				0	0				0	0						0
Wollongbar Land - Fields								0	0				0	0				0	0						0
Wollongbar Land - Fields Devel	500,000	1,000,000						500,000	0				1,000,000	0				0	0						0
Property Management (Community)																									
Lennox Head Comm Centre								0	800,000				(800,000)	0				0	0						0
Ballina Community Centre								0	0				0	0				0	0						0
Alstonville Leisure Centre								0	0				0	0				0	0						0
Ballina Surf Club	5,700,000				2,600,000			3,100,000	0				0	0				0	0						0
Regional Sports Centre								0	0				0	0				0	0						0
Coastguard Tower		1,700,000						0	0				1,700,000	0				0	0						0
Richmond Room								0	0				0	0				0	0						0
71 Tamar Street								0	0				0	0				0	0						0
Player's Theatre - Roof	40,000							40,000	0				0	0				0	0						0
Library																									
Ballina Library								0	0				0	0				0	0						0
Camping Ground																									
Flat Rock	10,000	10,300	10,600	10,900				10,000	0				10,300	0				10,600	0					10,900	0
Ballina Airport																									
Terminal Renovation	270,000							270,000	0				0	0				0	0						0
Runway Upgrade	130,000		400,000					130,000	0				0	0				400,000	0						0
Apron Upgrade	250,000							250,000	0				0	0				0	0						0
Land Acquisition	50,000							50,000	0				0	0				0	0						0
Fence - Chainwire	60,000							60,000	0				0	0				0	0						0
Lease Area - Stage One	250,000							250,000	0				0	0				0	0						0
Runway Lights	30,000							30,000	0				0	0				0	0						0
Long Term Car Park	35,000							35,000	0				0	0				0	0						0
Pedestrian crossing	10,000							10,000	0				0	0				0	0						0
Freight Shed	50,000							50,000	0				0	0				0	0						0
Auto Security Access Gate								0	0				0	0				0	0						0
Total - GM's Group	11,615,500	6,541,700	3,942,900	2,544,200	2,600,000	0	0	8,945,000	70,500	800,000	0	0	6,510,300	(768,600)	0	0	0	3,910,600	32,300	0	0	0	0	2,510,900	33,300
Regulatory Services Group																									
Development Services																									
Miscellaneous								0	0				0	0				0	0						0
Regulatory Support																									
Miscellaneous								0	0				0	0				0	0						0
Total - Regulatory	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

CAPITAL WORKS - GENERAL FUND (cont'd)

Budget comments (continued from previous page)

CIVIL SERVICES GROUP

Stormwater - Manager - Paul Busmanis

Item	2011/12	2012/13	2013/14	2014/15
Stormwater	394,000	386,300	418,100	430,600
Urban Lane Improvements	19,000		25,100	25,600
Coogee St Pump Station	150,000			
Tweed St / Tamar St	100,000			
Rous Mill Road	50,000			
Gibbon Street		136,000		
Canal Road		100,000		
Williams Reserve		50,000	93,000	
Foster Street			150,000	
Moon Street			150,000	
Grant St				145,000
West Ballina				260,000
Flat Rock Investigation	75,000			
Stormwater Asset Data		100,300		

Roads and Bridges - Manager - Paul Busmanis

Item	2011/12	2012/13	2013/14	2014/15
Roads (Urban and Rural)	3,350,000	20,254,400	3,714,400	3,833,700
Fawcett Lane			60,000	
Wilson Street			100,000	
Grant Street	250,000			
River Street		100,000		
Henry Philp Avenue				105,000
Fenwick Drive	190,000			
Canal Road		80,000	290,000	
Cherry Street			290,000	
Norton Street				90,000
Moon Street				80,000
Heavy Patching	268,000	276,000	262,200	269,300
Boatharbour Road	62,000			
Chickiba Drive		178,100		
Banksia Lane				90,000
Byron Street	225,000			
The Serpentine			100,000	
Crane Street				170,000
Brunswick Street		50,000		
Burnet Street			152,000	
Fox Street		284,000		
Grant Street		140,000	106,000	
Cedar Street			100,000	
Fernleigh Road			100,000	60,000
Nashua Road			85,000	
Rifle Range Rd (seg 220 & 223)	214,000			
The Coast Road, Lennox Head	563,000			
Marom Creek Road				107,000
Midgen Flat Road	250,000	250,000		
Bagotville Road			200,000	330,000
Pimlico Road	150,000	150,000		
Teven Road				200,000
Uralba Road	150,000	150,000		
Tuckombil Road		143,300	228,200	
Maguires Creek Bridge				622,000
McLeay Culvert		1,600,000		
Section 94 funded projects (works will only proceed if adequate section 94 contributions collected)				
River Street Roundabouts - Section 94	1,028,000			
Hutley Drive - Section 94		13,970,000		
Cumbalum Interchange - Section 94		2,883,000		
Links Avenue Intersection - Section 94			1,033,000	
Tamar / Cherry Street Roundabout - Section 94			608,000	
Skennars Hd / Coast Roads Roundabout - Section 94				1,663,000

(Budget comments for "Capital Works - General Fund" are continued on the following page)

CAPITAL WORKS - GENERAL FUND

Asset Description	Expenditure Summary				Funding Sources 2011/12					Funding Sources 2012/13					Funding Sources 2013/14					Funding Sources 2014/15					
	2011/12	2012/13	2013/14	2014/15	Grants / Conts	Section 94	Loans	Reserves	General Revenue	Grants / Conts	Section 94	Loans	Reserves	General Revenue	Grants / Conts	Section 94	Loans	Reserves	General Revenue	Grants / Conts	Section 94	Loans	Reserves	General Revenue	
Civil Services																									
Asset Management																									
Depot	150,000	154,500	159,100	163,900	56,000				94,000	57,700				96,800	59,500				99,600	61,300					102,600
Administration Centre	75,000				25,000			50,000	0					0					0						0
SES Building									0					0					0						0
Stormwater																									
Urban Lanes	19,000	19,600	20,200	20,800					19,000					19,600					20,200						20,800
Stormwater Upgrades	375,000	386,300	397,900	409,800					375,000					386,300					397,900						409,800
Roads and Bridges																									
Roads - Council Reconstruction	2,322,000	1,801,400	2,073,400	2,170,700	465,000				1,857,000					1,801,400					2,073,400						2,170,700
Roads - Park Lane									0					0					0						0
Roads - McLeay Culvert		1,600,000							0		1,600,000			0					0						0
Section 94 Plan									0					0					0						0
Sec 94 - River St Roundabout	1,028,000					720,000			308,000					0					0						0
Sec 94 - Hutley Drive		13,970,000							0		9,779,000	4,191,000		0					0						0
Sec 94 - Cumbalum Inter		2,883,000							0		2,018,200			864,800					0						0
Sec 94 - Links Ave R/bout			1,033,000						0					0					0						0
Sec 94 - Tamar / Cherry R/bout			608,000						0					0		723,100			309,900						0
Sec 94 - Rocky Point R/bout				1,663,000					0					0		425,400			182,600						0
Sec 94 - Wollongbar Link Road									0					0					0		1,164,200				498,800
Bridges									0					0					0						0

CAPITAL WORKS - GENERAL FUND (cont'd)

Budget comments (continued from previous page)

CIVIL SERVICES (cont'd)

Ancillary Transport Services and Town Beautification - Manager – Paul Busmanis

<i>Item</i>	<i>2011/12</i>	<i>2012/13</i>	<i>2013/14</i>	<i>2014/15</i>
Footpaths and Shared Paths	1,008,900	1,596,000	639,500	623,800
Moon St-Bangalow Rd to Fox st	20,000			
Headlands Drive - opposite school	10,000			
Skennars Head Rd - adjacent to Leisure Park	10,000			
Rifle Range Rd/Simpson Av	60,000			
Hill St Easton Park complete Hill St to refuge	4,000			
The Avenue	10,000			
Beachfront Pd - west side	30,000			
Wardell Rd - Robertson St to Newbon St	8,500	5,000		
Wardell Rd - opposite Plaza		10,000		
Bruxner Highway - Sneaths Rd to RR Road		60,000		
Byron St - service station to Coast Rd		75,000		
Links Av - at Chickiba Dr		10,000		
Green St - highway to Robertson St		20,000		
Fawcett Lane		5,000		
Grant St - connect existing Fox St		17,400	100,000	
Fox St - connect Cherry St to Kerr St			30,000	
Simpson Av - Smith Lane to shops			14,500	55,000
Owen St - King Smith Dv to Bentinck St and North Ck				100,000
Commercial Rd - Bugden Ln to South St				15,000
The Avenue				13,800
North Ck Rd/Skennars Hd Rd - Tara Downs to Henderson Dr		450,000	400,000	
Skennars Hd Rd - Henderson Dr to Headlands Dr		90,000	95,000	
Headlands Dr - Skennars Hd Rd to Sharpes Bch (800m exist)				440,000
Coast Rd - Nth Angels Beach to Sharpes Beach	640,000			
Angels Beach - overpass to North Angels Beach		40,000		
Angels Beach - Angels Beach south to overpass		250,000		
Coastal Walk	216,400	563,100		
Street Lighting	41,000	42,000	44,000	45,000
Sunnybank Dve West Ballina	4,000			
Riverside Dve West Ballina	14,000			
Melaleuca Pl East Ballina	7,000			
Casey Pl West Ballina	7,000			
Carrington Street, Ballina	4,000		5,000	
Main Street, Alstonville	5,000			
Bruxner Highway, Wollongbar		10,000		
Pearces Creek Road		32,000		
Fawcett Street, Ballina			20,000	
Norton Street, Ballina			7,000	
Meerscham Vale Hall			5,000	
Fox Street, Ballina			7,000	
Unallocated				45,000
Town Beautification	5,360,000			
Ballina River Street and Capt Cook	5,360,000			
Beautification works funded from property reserves and loans.				

Open Spaces - Manager - Jillian Pratten

<i>Item</i>	<i>2011/12</i>	<i>2012/13</i>	<i>2013/14</i>	<i>2014/15</i>
Crown Reserve LPMA Works	20,500	21,200	21,900	22,600
Community Infrastructure - Pat Morton Toilets	158,000			
Playgrounds	139,000	143,200	147,500	151,900
Chickiba Sports Fields Play Equipment	81,000			
Commemoration Park Shade Structure	20,000			
Kellie Ann Cr Play Equipment	20,000			
Campbell Park Softfall	18,000			
Tanamera Drive Park, Alstonville		80,000		
Victor Place, Lennox Head		63,200		
McDougal Reserve, East Ballina			60,000	
Jan Moon Park East Ballina			60,000	
Softfall upgrades Meagan Cres Park, Lilly Pilly Place			27,500	
Unallocated				151,900
Sporting Fields	139,500	143,700	148,000	152,400
Kingsford Smith Lighting upgrade	80,000			
Skennars Head Lights	59,500			
Unallocated		143,700	148,000	152,400

(Budget comments for "Capital Works - General Fund" are continued on the following page)

CAPITAL WORKS - GENERAL FUND

Asset Description	Expenditure Summary				Funding Sources 2011/12					Funding Sources 2012/13					Funding Sources 2013/14					Funding Sources 2014/15						
	2011/12	2012/13	2013/14	2014/15	Grants / Conts	Section 94	Loans	Reserves	General Revenue	Grants / Conts	Section 94	Loans	Reserves	General Revenue	Grants / Conts	Section 94	Loans	Reserves	General Revenue	Grants / Conts	Section 94	Loans	Reserves	General Revenue		
	Civil Services (cont'd)																									
Ancillary Transport Services																										
Footpaths / Cycleways	152,500	202,900	144,500	183,800	30,000				122,500	30,000				172,900	30,000				114,500	30,000						153,800
Park Lane Cycleway									0					0					0							0
Coastal Path	640,000	830,000	495,000	440,000	320,000			83,500	236,500	415,000			236,900	178,100	247,500				247,500	220,000						220,000
Coastal Walk	216,400	563,100						216,400	0				563,100	0					0							0
Lake Ainsworth Public Car Park									0					0					0							0
Street Lighting Replacement	167,000							167,000	0					0					0							0
Street Lighting	41,000	42,000	44,000	45,000					41,000					42,000					44,000							45,000
Bus Shelters																										
Bus Services																										
Town Beautification																										
Alstonville									0					0					0							0
Wardell									0					0					0							0
Ballina	5,300,000					0	2,000,000	3,300,000	0					0					0							0
Water Transport and Wharves																										
Yacht Club Boatramp	34,600				17,300			17,300	0					0					0							0
Emigrant Creek Ramp	222,000				111,000			111,000	0					0					0							0
Fishery Creek Parking									0					0					0							0
Wardell Boat Ramp									0					0					0							0
Fawcett Park Pontoon									0					0					0							0
South Ballina Boat Ramp									0					0					0							0
Ferry Ramp	51,700							51,700	0					0					0							0
Open Space - Parks and Reserves																										
Crane Street War Memorial									0					0					0							0
Pat Morton Stairs									0					0					0							0
Crown Reserve LPMA Works	20,500	21,200	21,900	22,600					20,500					21,200					21,900							22,600
Comm Infrastructure	158,000	204,000	210,100	216,400					158,000					204,000					210,100							216,400
Playground Improvements	139,000	143,200	147,500	151,900					139,000					143,200					147,500							151,900
Open Space - Sporting Fields																										
Hill Park Sight Screen									0					0					0							0
Fripp Oval Nets									0					0					0							0
Various Improvements		143,700	148,000	152,400					0				143,700					148,000								152,400
Williams Reserve									0					0					0							0
Saunders Oval Extension									0					0					0							0
Kingsford Smith Hockey									0					0					0							0
Kingsford Smith Generator									0					0					0							0
Kingsford Smith Fencing									0					0					0							0
Kingsford Smith Lights	80,000								80,000					0					0							0
Little Athletics Shelter									0					0					0							0
Quays Reserve Lights									0					0					0							0
Fripp Oval Lights									0					0					0							0
Skennars Head Cricket Nets									0					0					0							0
Skennars Head Lights	59,500								59,500					0					0							0
Williams Reserve Nets									0					0					0							0
Open Space - Cemeteries																										
Ballina									0					0					0							0
Alstonville									0					0					0							0

CAPITAL WORKS - GENERAL FUND (continued)

Budget Comments (continued from previous page)

CIVIL SERVICES (cont'd)

Fleet and Plant - Manager - Andrew Jeavons

<i>Item</i>	<i>2011/12</i>	<i>2012/13</i>	<i>2013/14</i>	<i>2014/15</i>
Light Fleet	307,000	316,400	325,900	335,700
Heavy Fleet	1,930,000	577,800	829,000	627,000

Purchases financed from internal hire charges as per the financial plan for the plant fund and loan funds for the expansion of the fleet.

Quarries & Sandpit - Manager - Andrew Jeavons

<i>Item</i>	<i>2011/12</i>	<i>2012/13</i>	<i>2013/14</i>	<i>2014/15</i>
Tuckombil Quarry	50,000	0	0	0

Waste Management - Manager - Rod Dawson

<i>Item</i>	<i>2011/12</i>	<i>2012/13</i>	<i>2013/14</i>	<i>2014/15</i>
Landfill Management & Resource Recovery				
Landfill Management	20,000	20,000	20,000	20,000
Waste-Domestic				
Vehicle Replacements	0	300,000	309,000	318,300

Provision for on-going improvements and purchase of new vehicles.

CAPITAL WORKS - GENERAL FUND

Asset Description	Expenditure Summary				Funding Sources 2011/12					Funding Sources 2012/13					Funding Sources 2013/14					Funding Sources 2014/15					
	2011/12	2012/13	2013/14	2014/15	Grants / Conts	Section 94	Loans	Reserves	General Revenue	Grants / Conts	Section 94	Loans	Reserves	General Revenue	Grants / Conts	Section 94	Loans	Reserves	General Revenue	Grants / Conts	Section 94	Loans	Reserves	General Revenue	
<i>Civil Services (cont'd)</i>																									
Fleet and Plant																									
Light Vehicle	307,000	316,400	325,900	335,700				307,000	0				316,400	0				325,900	0				335,700	0	
Plant Software								0	0				0	0				0	0				0	0	
Heavy Vehicle	1,930,000	577,800	829,000	627,000			1,300,000	630,000	0				577,800	0				829,000	0				627,000	0	
Sub Total - Plant	2,237,000	894,200	1,154,900	962,700	0	0	1,300,000	937,000	0	0	0	0	894,200	0	0	0	0	1,154,900	0	0	0	0	962,700	0	0
Swimming Pools																									
Ballina									0					0					0					0	
Alstonville									0					0					0					0	
Quarries and Sandpits																									
Tuckombil	50,000							50,000	0					0					0					0	
Rural Fire Service																									
Lennox Head RFS Shed									0					0					0					0	
Newrybar RFS Shed									0					0					0					0	
Waste Management																									
Landfill Mgmt & Resource Rec	20,000	20,000	20,000	20,000				20,000	0				20,000	0				20,000	0				20,000	0	
Domestic Waste Management	0	300,000	309,000	318,300				0	0				300,000	0				309,000	0				318,300	0	
Total - Civil Services	13,558,200	24,179,100	6,986,500	6,941,300	1,024,300	720,000	3,300,000	5,003,900	3,510,000	502,700	11,797,200	5,791,000	2,014,200	4,074,000	337,000	1,148,500	0	1,483,900	4,017,100	311,300	1,164,200	0	1,301,000	4,164,800	
Total - All Groups	25,173,700	30,720,800	10,929,400	9,485,500	3,624,300	720,000	3,300,000	13,948,900	3,580,500	1,302,700	11,797,200	5,791,000	8,524,500	3,305,400	337,000	1,148,500	0	5,394,500	4,049,400	311,300	1,164,200	0	3,811,900	4,198,100	

Water Supplies - Manager – Rod Dawson

REFER TO THE FOLLOWING PAGE FOR THE CAPITAL WORKS FOR THIS FUND

Water Operations - Capital Expenditure

Expenditure Description	Expenditure Summary				Funding Sources 2011/12				Funding Sources 2012/13				Funding Sources 2013/14				Funding Sources 2014/15			
	2011/12	2012/13	2013/14	2014/15	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves
Water Storage																				
Reservoirs - Ballina Heights	3,500,000					3,500,000		0		0		0		0		0		0		0
Reservoirs - Pacific Pines						0		0		0		0		0		0		0		0
Reservoirs - Ross Lane						0		0		0		0		0		0		0		0
Water Pump & Bore Stations																				
Pumping Stations - Ballina Heights Booster		70,000				0		0	70,000		0		0		0		0		0	0
Pumping Stations - North Creek Road Booster						0		0	0		0		0		0		0		0	0
Pumping Stations - North Lennox Booster						0		0	0		0		0		0		0		0	0
Pumping Stations - Basalt Court Booster		180,000				0		0	180,000		0		0		0		0		0	0
Pumping Stations - Pacific Pines Booster		110,000				0		0	110,000		0		0		0		0		0	0
Water Trunk Mains - Extension																				
Ballina - WD05 Angels Beach - Stage 1		80,000				0		0	80,000		0		0		0		0		0	0
Ballina - WD19 Angels Beach - Stage 2			140,000			0		0	0		0		140,000		0		0		0	0
Ballina - WD01 Ballina Hts Trunk Main		220,000				0		0	220,000		0		0		0		0		0	0
Ballina - WD02 Ballina Hts Distribution Main		80,000				0		0	80,000		0		0		0		0		0	0
Ballina - WMD1 Reservoir Supply	990,000					990,000		0	0		0		0		0		0		0	0
Ballina - WD13 Pressure Zone Distribution Area 1						0		0	0		0		0		0		0		0	0
Ballina - WD30 Pressure Zone Distribution Area 2						0		0	0		0		0		0		0		0	0
Ballina - WD37 Trunk Main Area 1						0		0	0		0		0		0		0		0	0
Lennox Head - WD08 Pacific Pines - Stage 1 (DN300)		300,000				0		0	300,000		0		0		0		0		0	0
Lennox Head - WD07 Pacific Pines - Stage 1 (DN375)		100,000				0		0	100,000		0		0		0		0		0	0
Lennox Head - WD06 Pacific Pines - Reservoir Supply		70,000				0		0	70,000		0		0		0		0		0	0
Lennox Head - WD09 Pacific Pines - PZ Distn Stage 1						0		0	0		0		0		0		0		0	0
Lennox Head - WD28 Pacific Pines - PZ Distn Stage 2		150,000				0		0	150,000		0		0		0		0		0	0
Ballina - WMD6 Pressure Zone Distribution - Area 1						0		0	0		0		0		0		0		0	0
Wollongbar - WD17 Pressure Zone - Area 1						0		0	0		0		0		0		0		0	0
Wollongbar - WD18 Pressure Zone - Area 2						0		0	0		0		0		0		0		0	0
Wollongbar - WD45 Pressure Zone - Area 1						0		0	0		0		0		0		0		0	0
Water Trunk Mains - Augmentation																				
Ballina - WD23 Main Parallel to Missingham Bridge		130,000				0		0	130,000		0		0		0		0		0	0
Ballina - WD23 Boring Parallel to Missingham Bridge		380,000				0		0	380,000		0		0		0		0		0	0
Ballina - WD22 PZ Distribution for Coastal Growth		150,000				0		0	150,000		0		0		0		0		0	0
Ballina - WD33 PZ Distribution for Coastal Growth		160,000				0		0	160,000		0		0		0		0		0	0
Lennox Head - WD43 Basalt Court - Distn Main		40,000				0		0	40,000		0		0		0		0		0	0
Water Mains - WD31 HLZ Distribution			70,000			0		0	0		0		19,600		50,400		0		0	0
Water Mains - WD41 HLZ Distribution				60,000		0		0	0		0		0		0		16,800		43,200	0
Lennox Head - WD26 Distribution Main Upgrade		240,000				0		0	240,000		0		0		0		0		0	0
Lennox Head - WD27 Distribution Main Upgrade						0		0	0		0		0		0		0		0	0
Ballina - WD36 Distribution Main Upgrade		140,000				0		0	140,000		0		0		0		0		0	0
Ballina - WD36 Distribution Main Fishery Creek		130,000				0		0	31,200		98,800		0		0		0		0	0
Ballina - WMD7 New Highway Main						0		0	0		0		0		0		0		0	0
Wollongbar - WD40 Distribution Main Upgrade			170,000			0		0	0		0		170,000		0		0		0	0
Ballina - Reticulation Duplication - East Ballina						0		0	0		0		0		0		0		0	0
Miscellaneous																				
Vehicle and Plant Replacement	50,000	51,500	53,100	54,700		0		50,000	0			51,500	0			53,100	0			54,700
Water Mains Renewal Program	400,000	500,000	515,000	530,500		0		400,000	0			500,000	0			515,000	0			530,500
Telemetry Installation						0		0	0			0			0		0			0
Generator						0		0	0			0			0		0			0
Total Capital Expenditure	4,940,000	3,281,500	948,100	645,200	0	4,490,000	0	450,000	0	2,631,200	0	650,300	0	329,600	0	618,500	0	16,800	0	628,400

Sewer Services - Manager – Rod Dawson

REFER TO FOLLOWING PAGES FOR THE CAPITAL WORKS FOR THIS FUND

Sewer Operations - Capital Expenditure

Asset Description	Expenditure Summary				Funding Sources 2011/12				Funding Sources 2012/13				Funding Sources 2013/14				Funding Sources 2014/15			
	2011/12	2012/13	2013/14	2014/15	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves
Wastewater Management Strategy																				
Land Acquisition Feasibility & Investigations	50,000						50,000	0				0							0	0
Technical Design								0				0							0	0
Wastewater Strategy - Technical Consultancies																				
Recycled Water Distrn Sys - Detailed Design	500,000						500,000	0				0							0	0
Recycled Water Environmental Assessments	50,000						50,000	0				0							0	0
Technical Consultancies - Project Mgmt	25,000						25,000	0				0							0	0
Ballina Wastewater Treatment Plant																				
Ballina Upgrade - Project Management	600,000	600,000					600,000	0		600,000	0								0	0
Ballina - Upgrade Contract																				
Ballina - Concept Design Finalisation							0	0				0							0	0
Ballina - Detailed Design	2,000,000						2,000,000	0				0							0	0
Ballina - Other	3,529,000						3,529,000	0				0							0	0
Ballina - Civil Const	9,982,000						9,982,000	0				0							0	0
Ballina - Mech Const	8,969,000						8,969,000	0				0							0	0
Ballina - Elect Const	3,843,000						3,843,000	0				0							0	0
Ballina - Telemetry	12,000						12,000	0				0							0	0
Ballina - Commissioning		1,460,000					0	0		1,460,000	0								0	0
Ballina - Demolition of Existing Facility		385,000					0	0		385,000	0								0	0
Ballina - Construction of Sludge Storage	2,100,000						2,100,000	0		0	0								0	0
Ballina - Post Completion Works		230,000					0	0		230,000	0								0	0
Lennox Head Wastewater Treatment Plant																				
Lennox Head - Project Management	20,000						20,000	0				0							0	0
Lennox Head - Optimisation Upgrade Contract	800,000						800,000	0				0							0	0
Lennox Head - Upgrade Contract																				
Concept Design Finalisation							0	0				0							0	0
Detailed Design	675,000						675,000	0				0							0	0
Capacity Upgrade - Other	293,000						293,000	0				0							0	0
Capacity Upgrade - Civil Const	2,490,000						2,490,000	0				0							0	0
Capacity Upgrade - Mech Const	2,460,000						2,460,000	0				0							0	0
Capacity Upgrade - Elect Const	1,115,000						1,115,000	0				0							0	0
Capacity Upgrade - Telemetry	3,000						3,000	0				0							0	0
Capacity Upgrade - Commissioning		395,000					0	0		395,000	0								0	0
Post Completion Works		97,000					0	0		50,000	47,000								0	0
Catchment Diversion Works																				
Ballina - Diversion Ancillary Works	120,000	380,000					120,000	0		380,000	0								0	0
Ballina - Catchment Diversion Works	1,500,000	1,000,000					1,500,000	0		1,000,000	0								0	0
Urban Dual Reticulation (UDR) Program																				
UDR - Project Management	300,000	300,000					300,000	0	300,000			0								0
Land Acquisition - Ballina Heights							0	0		0		0								0
Construct Dual Retic Res - Ballina Heights	1,000,000	2,000,000					1,000,000	0		2,000,000	0									0
Land Acquisition - Ross Lane				1,100,000			0	0		0		0					550,000			550,000
Construct Dual Retic Res - Ross Lane							0	0		0		0								0
Construct Dual Retic Res - Kings Court	600,000	500,000					600,000	0		500,000	0									0
Distribution Systems Ballina / Lennox	1,300,000	1,400,000					1,300,000	0		1,400,000	0									0
Recycled Water Implementation - Open Space																				
Open Space Irrigation - Design Systems	20,000	21,000	22,000	23,000			20,000	0	21,000			0	22,000				23,000			0
Open Space Irrigation - Installations	200,000	206,000	212,000	218,000			200,000	0	206,000			0	212,000				218,000			0
Recycled Water Implement - Veg Regeneration																				
Vegetation Regeneration - Feasibility								0	0		0		0				0			0
Vegetation Regeneration - Land Acquisition								0	0		0		0				0			0
Vegetation Regeneration - Irrigation Systems								0	0		0		0				0			0
Vegetation Regeneration - Trunk Mains								0	0		0		0				0			0
Sewer Capital Expenditure Carried Forward																				

Sewer Operations - Capital Expenditure (Carried Forward)

Asset Description	Expenditure Summary				Funding Sources 2011/12				Funding Sources 2012/13				Funding Sources 2013/14				Funding Sources 2014/15			
	2011/12	2012/13	2013/14	2014/15	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves
Cumalum (Ballina Heights/Ross Lane)																				
Cumalum Pump Station - Upgrade Pumps								0		0		0		0		0		0		0
Existing Cumalum Pump Station - New gravity								0		0		0		0		0		0		0
Pacific Pines/Skennars Ridge																				
SP3001 - Upgrade Pumps - Byron Street	450,000						450,000	0		0		0		0		0		0		0
SP3001 - Parallel Rising Main - Byron Street	270,000						270,000	0		0		0		0		0		0		0
SP3002 - Emerg Storage - Rutherford St	85,000						85,000	0		0		0		0		0		0		0
SP3101 - Emerg Storage - Skennars Hd Rd	105,000						105,000	0		0		0		0		0		0		0
SP3101 - Upgrade Pumps - Skeannars Hd Rd	115,000						115,000	0		0		0		0		0		0		0
SP3106 to SP3107 - Gravity Main - Seamist							0	0		0		0		0		0		0		0
SP3107 - Upgrade Pumps - Seamist							0	0		0		0		0		0		0		0
SP3107 - Emergency Storage - Seamist							0	0		0		0		0		0		0		0
SP3110 - Parallel Gravity Main - Hutley Dr	300,000						300,000	0		0		0		0		0		0		0
Rising Main - Skennars Ridge Sthn							0	0		0		0		0		0		0		0
Gravity Main - Pacific Pines	160,000						160,000	0		0		0		0		0		0		0
Skennars Head																				
Stewart Land - New Pump Station								0		0		0		0		0		0		0
Stewart Land - New Gravity Main								0		0		0		0		0		0		0
Stewart Land - New Rising Main								0		0		0		0		0		0		0
Angels Beach / East Ballina																				
SP2301 - Upgrade Pumps - Angels Bch Dr	120,000						120,000	0		0		0		0		0		0		0
SP2306 - Emergency Storage - Serpentine	50,000						50,000	0		0		0		0		0		0		0
SP2309 - Emergency Storage - Anderson St	75,000						75,000	0		0		0		0		0		0		0
SP2309 - Upgrade Pumps - Anderson St	75,000						75,000	0		0		0		0		0		0		0
Ballina Island/West Ballina																				
SP2001 - Polyurea Lining Pump - Swift St	30,000						30,000	0		0		0		0		0		0		0
SP2001 - Upgrade Pump Motors - Swift St		175,000					0	0		0	175,000	0		0		0		0		0
SP2001 - Rising Main - Rehab - Swift St	350,000						350,000	0		0		0		0		0		0		0
SP2013 - Upgrade Pumps - Skinner St	75,000						75,000	0		0		0		0		0		0		0
North Ballina																				
Nth Ballina Develop - New Pump Station								0		0		0		0		0		0		0
Diversion of SP2101 to Ballina	260,000						260,000	0		0		0		0		0		0		0
Diversion of Nth Ball PS to Ballina	175,000						175,000	0		0		0		0		0		0		0
New Rising Main Nth Ballina to Ballina	690,000						690,000	0		0		0		0		0		0		0
Diversion of Ballina Heights to Ballina	525,000						525,000	0		0		0		0		0		0		0
SP2202 - Upgrade Pumps - Racecourse Rd							0	0		0		0		0		0		0		0
SP2205 - Upgrade Pumps - Piper Drive							0	0		0		0		0		0		0		0
SP2206 - Upgrade Pumps - Dehavilland Cr							0	0		0		0		0		0		0		0
SP2207 - Upgrade Pumps - Sthn Cross Dr							0	0		0		0		0		0		0		0
SP2210 - Upgrade Pumps - Whiting Way							0	0		0		0		0		0		0		0
River Oakes - Pump Station							0	0		0		0		0		0		0		0
River Oakes - Gravity Main							0	0		0		0		0		0		0		0
River Oakes - Rising Main							0	0		0		0		0		0		0		0
Alstonville/Wollongbar																				
SP4002 - Upgrade Pump Station - Coral St							0	0		0		0		0		0		0		0
SP4004 Emergency Storage - Granada Place	85,000						85,000	0		0		0		0		0		0		0
SP4106 Upgrade Pumps - Kays Lane	30,000						30,000	0		0		0		0		0		0		0
SP4106 Upgrade Rising Main - Kays Lane	25,000						25,000	0		0		0		0		0		0		0
Sewer Capital Expenditure Carried Forward																				

Sewer Operations - Capital Expenditure (Carried Forward)

Asset Description	Expenditure Summary				Funding Sources 2011/12				Funding Sources 2012/13				Funding Sources 2013/14				Funding Sources 2014/15			
	2011/12	2012/13	2013/14	2014/15	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves
Wollongbar Expansion Area - Stage 1																				
Gravity Trunk Main A	35,000							35,000	0			0					0			0
Gravity Trunk Main A1	55,000							0	0			0					0			0
Gravity Trunk Main A2								0	0			0					0			0
Gravity Trunk Main B	30,000							0	0			0					0			0
Gravity Trunk Main B1	190,000							190,000	0			0					0			0
Gravity Trunk Main B2	20,000							0	0			0					0			0
Gravity Trunk Main B3	40,000							40,000	0			0					0			0
Gravity Trunk Main B4	15,000							15,000	0			0					0			0
Gravity Trunk Main B5	20,000							20,000	0			0					0			0
Gravity Trunk Main B7	45,000							45,000	0			0					0			0
Gravity Trunk Main B11	75,000							75,000	0			0					0			0
Gravity Trunk Main B12	45,000							45,000	0			0					0			0
Gravity Trunk Main B13	25,000							25,000	0			0					0			0
Gravity Trunk Main Ramses Street	100,000							100,000	0			0					0			0
NHS1 Pump Station	660,000					660,000		0	0			0					0			0
NHS2 Pump Station	480,000					480,000		0	0			0					0			0
Preliminaries	15,000							15,000	0			0					0			0
Underbores								0	0			0					0			0
Contingency	280,000							280,000	0			0					0			0
Pumping Stations																				
SP2312 - Pump Capacity Upgrade	45,000					0		45,000	0			0					0			0
SP2313 - Storage Capacity Upgrade	35,000					0		35,000	0			0					0			0
SP4003 - Storage Capacity Upgrade	35,000					0		35,000	0			0					0			0
SP2002 - Pump Capacity Upgrade						0		0	0			0					0			0
SP2012 - Pump Capacity Upgrade						0		0	0			0					0			0
SP2009 - Pump Capacity Upgrade						0		0	0			0					0			0
SP4001 - Storage & Pump Upgrade	80,000					0		80,000	0			0					0			0
SP2311 - Storage Capacity Upgrade	35,000					0		35,000	0			0					0			0
SP2108 - Storage Capacity Upgrade		40,000				0		0	0			40,000					0			0
SP2105 - Pump Upgrade		50,000				0		0	0			50,000					0			0
SP3102 - Upgrade Pumps		25,000				0		0	0	25,000		0					0			0
SP3103 - Storage Capacity Upgrade		25,000				0		0	0			25,000					0			0
Sewer Mains - Renewals																				
Sewer Mains - Miscellaneous Renewals	200,000	300,000	309,000	318,000		0		200,000	0			300,000		0			309,000		0	318,000
Inflow & Infiltration Program - Renewals	1,700,000	200,000	206,000	212,000			1,289,000	411,000	200,000			0		206,000			0		212,000	0
Inflow & Infiltration Program - Project Mgmt	50,000					50,000		0	0			0		0			0		0	0
Plant and Equipment																				
Telemetry Installation	50,000	52,000	54,000	56,000		0		50,000	0			52,000		0			54,000		0	56,000
Plant Replacement Sewer	50,000	52,000	54,000	56,000		0		50,000	0			52,000		0			54,000		0	56,000
Other Miscellaneous Works																				
Backlog	0	0	0	0		0		0	0			0		0			0		0	0
Total Capital Expenditure	53,016,000	9,893,000	857,000	1,983,000	0	1,190,000	50,000,000	1,826,000	0	727,000	8,600,000	566,000	0	440,000	0	417,000	0	1,003,000	0	980,000

Part D

**Section 94
Contributions and
Other Capital
Income**

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INTRODUCTION

This section of the document provides more detailed information on the Section 94 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 94 Contributions Capital Income can also include capital grants and contributions from other levels of government and from private entities or individuals. Capital income also includes land sales and loan funds.

The next two pages of this section outlines the Section 94 contributions collected and interest raised, along with the contributions applied during the year to specific Council projects.

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

SECTION 94 CONTRIBUTIONS

In accordance with Section 94 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 94 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 94 Plans in place for the following activities;

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

Council's Regulatory Services Group oversees the collection of all the Section 94 levies. Council's Strategic and Community Services Group oversees the development of the Section 94 Plans.

The first table opposite lists the estimated contributions collected each year, along with the interest raised. The income figures provided are derived from a combination of previous year's results and current collection rates.

The second table outlines the contributions that are being applied to specific projects. Any net surplus or deficit between funds collected is either transferred to the Section 94 reserves (surplus) or transferred from the Section 94 Reserves (deficit).

The third table provides an estimate of the balance of funds held for each Section 94 Plan.

SECTION 94 FUNDS COLLECTED							
ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED			
				2011/12	2012/13	2013/14	2014/15
228,000	112,400	22031.2603.	Open Space	200,000	206,000	212,200	218,600
506,000	183,000	22031.2604.	Community Facilities	200,000	206,000	212,200	218,600
0	250,000	22031.2605.	Wollongbar Urban Expansion Area (WUEA)	257,500	265,200	273,200	281,400
0	144,200	22031.2609.	Car Parking	148,500	153,000	157,600	162,300
249,705	456,000	22031.2606.	Heavy Vehicle	212,000	218,400	225,000	231,800
800	488,600	22031.2617.	Road Plan - New	4,000,000	4,120,000	4,243,600	4,370,900
536,000	250,000	22031.2607.	Road Plan - Future	0	0	0	0
16,000	400,000	22031.2607.	Road Plan - Existing	0	0	0	0
1,536,505	2,284,200		Total Section 94 Funds Collected	5,018,000	5,168,600	5,323,800	5,483,600

SECTION 94 FUNDS APPLIED							
ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED			
				2011/12	2012/13	2013/14	2014/15
0	14,800	4054.5508.0960	Open Spaces Plan Fitzroy Park				
0	47,000	4054.5509.0960	Catherine Crescent Park				
0	55,000	4054.5500.0960	Lennox Foreshore Master Plan				
0	14,000	4054.5501.0960	Elizabeth Brown Park				
0	72,000	4054.5503.0960	Westland Restoration				
0	32,000	4062.6291.0960	Williams Reserve Lights				
0	194,000	4062.6292.0960	Saunders Oval				
0	428,800		Sub Total Open Spaces	0	0	0	0
88,000	783,000	4093.8727.0960	Community Facilities Plan Lennox Head Community Centre				
37,000		4054.5505.0960	Ballina Lighthouse Surf Club				
125,000	783,000		Sub Total Community Facilities	0	0	0	0
			Car Parking				
			Sub Total Car Parking				
0	50,000	4043.3353.0960	WUEA Plan Wollongbar Link Road	50,000	300,000	300,000	300,000
0	50,000		Sub Total WUEA	50,000	300,000	300,000	300,000
0	1,253,000	4043.3340.0960	Bridges Heavy Vehicles - Teven Bridge				
0	121,000	4043.3340.0960	Heavy Vehicles - Teven Bridge Loan (50%)	121,000	128,000	128,000	128,000
108,600	64,000	4043.3347.0960	Heavy Vehicles Heavy Patching - Ross Lane				
68,000	48,000	4043.3344.0960	Heavy Patching - River Drive				
0	41,000	4043.3345.0960	Heavy Patching - Gap Road				
176,600	1,527,000		Sub Total Heavy Vehicles	121,000	128,000	128,000	128,000
0	0	4043.3346.0960	Roads Plan River Street Roundabouts	720,000			
0	0		Links Avenue / Angels Bch Dr Roundabout			723,100	
0	0		Tamar / Cherry Sts Roundabout			425,400	
0	0		Skennars Head Rd / Coast Rd Roundabout				1,164,200
354,600	119,000	4043.3341.0960	Hutley Drive		9,779,000		
0	0		Cumalun Interchange		2,018,200		
66,000	3,015,000	4043.3355.0960	Cumalun Way				
420,600	3,134,000		Sub Total Roads Plan	720,000	11,797,200	1,148,500	1,164,200
0	10,000	4039.2616.0960	Administration Heavy Vehicle Plan Review				
0	0	4086.8692.960	Section 94 Recouped Open Spaces	50,000	51,500	53,000	54,600
0	940,000	4086.8692.960	Community Facilities	100,000	103,000	106,100	109,300
0	0	4086.8692.960	Roads	175,000	1,524,300	185,700	191,300
420,600	940,000		Sub Total Recouped	325,000	1,678,800	344,800	355,200
722,200	6,872,800		Total Section 94 Funds Applied	1,216,000	13,904,000	1,921,300	1,947,400

SECTION 94 BALANCES							
ACTUAL 2009/10	ESTIMATE 2010/11	BUDGET ITEMS	ESTIMATED				
			2011/12	2012/13	2013/14	2014/15	
444,200	143,300	Open Space	301,300	463,300	634,000	814,000	
1,311,300	(157,500)	Community Facilities	(12,500)	90,500	199,100	313,400	
0	200,000	Wollongbar Urban Expansion Area	419,500	395,200	378,400	369,300	
1,986,300	2,232,900	Car Parking	2,500,400	2,715,900	2,941,500	3,177,300	
1,854,700	840,700	Heavy Vehicle	991,700	1,107,100	1,231,600	1,366,400	
1,755,600	(122,300)	Road Plan (All Plans)	3,092,700	(6,031,300)	(3,121,900)	(106,500)	
3,500	3,500	Administration	3,500	3,500	3,500	3,500	
7,355,600	3,140,600	Total Section 94 Funds Held	7,296,600	(1,255,800)	2,266,200	5,937,400	

CAPITAL GRANTS AND CONTRIBUTIONS

The table opposite provides details on estimated capital grants and contributions. Brief details on the information provided are as follows.

Property

Ballina Surf Club - The total estimated cost of the Ballina Surf Club is \$5.8 million with the Federal Government providing a grant of \$2.3m, the Ballina Surf Club providing a contribution of \$300,000 and Council the balance.

Administration Centre and Depot

The contribution to the Administration Centre represents contributions from the water / sewer and waste areas to a new front counter.

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

Urban Roads, Rural Roads and Footpaths and Cyclewayst

The majority of these contributions are from the NSW State Government through the RTA. Often these figures may be added to during the year as additional grants and contributions become available.

Water Transport

Council has been having continuing success in obtaining grant funding from NSW Maritime for on-going wharf and jetty improvements.

Further details on grants and contributions are outlined on the following page.

CAPITAL GRANTS / CONTRIBUTIONS							
ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED			
				2011/12	2012/13	2013/14	2014/15
160,000		26047.7910.0270	Administration Internal Contributions - Authority Software				
1,000,000		26085.8708.0160	Property Grant - Lennox Head Comm Centre (Federal)				
18,000			Grant - Lennox Head Comm Centre (State)				
			Insurance Claim - Lennox Head Comm Centre		800,000		
		26085.8707.0160	Ballina Surf Club (Federal)	2,300,000			
		26085.8706.0182	Ballina Surf Club (Club Contribution)	300,000			
	40,000	26085.8704.0160	ALEC Solar Panels (Federal - RLCIP)				
			Administration Centre and Depot				
		21998.2284.0270	Internal Concs - Administrative Centre	25,000			
		22000.2272.0270	Internal Concs - Depot Upgrade	56,000	57,700	59,500	61,300
			Asset Management				
	30,000	22030.2600.0160	SES Building (State)				
			Stormwater & Environmental Protection				
66,000		22033.3107.0182	Ferngrove Estate (Private)				
			Urban Roads				
68,000		22112.3327.0179	RTA - Headland Drive / Coast Road				
411,000		22112.3313.0179	RTA - Pine Avenue				
14,600		22112.3325.0180	Private - Pine Avenue				
	111,000	22112.3304.0179	RTA - Cumbalum Bridge Approaches				
116,500	70,300	22112.3315.0180	RTR - Sth Cross Drive / Nth Creek Rd R'about				
104,900		22112.3316.0179	RTA - Sth Cross Drive / Nth Creek Rd R'about				
9,900		22112.3323.0180	Private - Borton St				
	15,000	22112.5070.0180	NRCMA - Coles Rd and East Street				
12,000		22112.3328.0180	Private - Unnamed Lane Alstonville				
		22112.5066.0179	RTA - 3 x 3 Rifle Range Road	77,000			
	60,200	22112.5059.0179	RTA - Cherry / Skinner Streets				
			Rural Roads				
446,800		22112.3320.0179	RTA - Ross Lane / Coast Road				
93,400		22112.3317.0179	RTA - Teven Road				
77,000		22112.3314.0179	RTA - Tuckombil Rd				
	111,000	22112.3329.0179	RTA - Rifle Range Road	106,500			
(13,300)		22112.3310.0179	RTA - Duffcys Lane				
		22112.5071.0179	RTR - Coast Road Seg 242	281,500			
201,200		22112.3331.0180	RTR - Pearces Creek / Rifle Range Roads				
191,200		22112.3332.0179	RTR - Pearces Creek / Rifle Range Roads				
95,000	176,000	22112.3318.0179	RTA - Wardell Rd Yellow Creek				
124,000		22112.3311.0179	RTA - Teven Bridges				
	52,300	22112.5057.0179	RTA - Friday Hut / Tintenbar Rds				
	73,000	22112.5058.0179	RTA - Wardell Road				
			Footpaths and Cycleways				
23,200	30,000	22155.4352.0179	RTA - Footpaths (PAMP)	30,000	30,000	30,000	30,000
309,000		22155.4356.0180	Federal - RLCIP - Coastal Shared Path				
	150,000	22155.4357.0180	State - Coastal Shared Path	320,000	415,000	247,500	220,000
4,800		22155.4359.0179	State - Pedestrian Facility Cherry / River Sts				
1,800		22155.4360.0179	State - Pedestrian Facility Ballina Fair				
	220,000	22155.4353.0180	State - Lake Ainsworth Car Park				
			Town Centres				
37,500		22155.4041.0182	State - Wardell Jetty				
			Other Water Transport				
10,000		22210.4042.0182	State - Fishery Creek Boat Ramp				
31,800		22210.4055.0182	State - Fishery Creek Car Park				
		22210.4057.0160	State - Grant Yacht Club Ramp	17,300			
		22210.4040.0160	State - Grant Emigrant Creek Ramp	111,000			
	55,000	22210.5481.0160	State - Fawcett Park Pontoon				
			<i>(Capital Grants & Contributions continued on the following page)</i>				

CAPITAL GRANTS AND CONTRIBUTIONS (continued)

Internal Loan Repayments

This item represents contributions made back to internal reserves where projects have been funded from those reserves. For example activities such as waste, plant etc may have borrowed funds internally rather than externally and those borrowings are then repaid.

For further information refer to the loan repayment section of this budget.

Land 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 possibly (subject to purchase) at Lennox Head.

The figures provided are indicative only and typically land sales are subject to further detailed reports to Council.

Loan Funds

Loans are occasionally utilised for capital expenditure. For further details on the capital projects that relate to these loans refer to Part C of this document.

CAPITAL GRANTS / CONTRIBUTIONS (continued)							
ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED			
				2011/12	2012/13	2013/14	2014/15
32,400	20,000	22235.5478.0160	Open Spaces and Reserves				
	100,000	22235.5480.0160	State - Pat Morton Stairs				
	50,000	22235.5479.0160	Federal - RLCIP - Pat Morton Stairs				
			Federal - RLCIP - Crane Street War Memorial				
15,800	6,300	22258.6258.0182	Sporting Fields				
	40,000	22258.6257.0182	State - Kingsford Smith Fence				
	100,000	22258.6255.0182	State - Saunders Oval Lights				
	250,000	22258.6255.0183	State - Kingsford Smith Hockey Field				
	15,000	22258.6259.0182	Private - Kingsford Smith Hockey Field				
	20,000	22258.6253.0182	State - Little Athletics				
	165,000	22258.6261.0182	State - Quays Reserve Lights				
	19,000	22258.6252.0182	Federal - RLCIP - Fripp Oval Lights				
			State - Skennars Head Cricket Nets				
	237,000	21062.1820.0158	Rural Fire Service				
			State - Newrybar Shed				
262,200	523,100	26074.8625.0270	Internal Loan Repayments				
			Internal Loan Repayments	405,200	53,800	0	0
3,924,700	2,739,200		Total Capital Grants and Contributions	4,029,500	1,356,500	337,000	311,300

LAND SALES							
ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED			
				2011/12	2012/13	2013/14	2014/15
	6,000,000	26070.8622.0950	Southern Cross Industrial Estate Sales				
			Land - Harvey Norman				
			Land - Adjoining BP Service Station		1,164,800		
	730,000	26070.8621.0950	Land - Residual Land ARC Site		2,163,000		
			Industrial Land - Standard Lots	580,000	580,000	1,000,000	1,000,000
0	6,730,000		Sub Total - Southern Cross	580,000	3,907,800	1,000,000	1,000,000
0		26070.8620.0950	Russellton Industrial Estate Sales				
			Industrial Land - Standard Lots	0	500,000	515,000	530,500
0	0		Sub Total - Russellton	0	500,000	515,000	530,500
	12,000	22155.4217.0950	Other				
			RTA Compulsory Acquisition		400,000		
			Residual Land - Skennars Head			2,000,000	
			Russellton - Tennis Courts			2,000,000	2,000,000
			Land Development - Wollongbar			2,000,000	2,000,000
			Land Development - Lennox Head			2,000,000	2,000,000
0	12,000		Sub Total - Other Land Sales	0	400,000	6,000,000	4,000,000
0	6,742,000		Total Capital Income from Land Sales	580,000	4,807,800	7,515,000	5,530,500

LOAN INCOME							
ACTUAL 2009/10	ESTIMATE 2010/11	LEDGER ACCOUNT	BUDGET ITEMS	ESTIMATED			
				2011/12	2012/13	2013/14	2014/15
	490,000	26102.4160.0940	Airport				
			Infrastructure				
2,800,000	1,200,000	22115.3336.0940	Roads				
		22115.3338.0940	Wollongbar - Link Road				
			Cumalum Way				
			Hutley Drive		4,191,000		
			McLeay Culvert		1,600,000		
	2,565,000	22113.3330.0940	Bridges and Ancillary Transport				
		22156.6426.0940	Teven Bridges				
			Town Beautification - Ballina	2,000,000			
		22261.6425.0940	Plant				
			Heavy Plant - Expansion	1,300,000			
2,800,000	4,255,000		Total Loan Income	3,300,000	5,791,000	0	0

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Part E

Reserves

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INTRODUCTION

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

1) External Legislation

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

2) Self-funding Operations

Certain programs may generate a surplus on their operations. To provide an incentive for these programs, any surplus can then be transferred to a reserve for their own use. This allows funds to be accumulated for future asset purchases or improvements related to 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. The prime example of this practice 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 sewerage 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 for the period 2011/12 to 2014/15.

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 Sewer activities are restricted in their use. Further information on the Water and Sewer reserve movements and balances is provided in pages 4 to 7 of this document.

The comments provided typically relate to the 2011/12 financial year.

RESERVE MOVEMENTS - GENERAL FUND

STRATEGIC SERVICES

Strategic Planning

Section 94 Contributions Transfers to and from the various plans as detailed in Part D.

Strategic Studies Any movement in this reserve relates to projects carried forward from previous years or specific project funded from the reserve.

Ballina Community Services Centre Represents net surplus or deficit for the operation of this centre.

GENERAL MANAGER'S GROUP

Governance

Councillor Election Where possible funds are placed into a reserve to minimise the impact of quadrennial elections.

Human Resources

Employee Leave Entitlements Transfer to employee leave entitlements reserve to partly offset increase in total liabilities.

Property Management

Community Infrastructure Transfers to the reserve represents interest and rental incomes and transfers from the reserve are used to offset loan repayments and capital projects.

Commercial Opportunities Transfers to the reserve represent estimated interest earnings, sales and repayments of internal loans from the plant operations and Flat Rock Tent Park and transfers from typically represent commercial projects.

Industrial Land Reserve Items included in this reserve are:

- Wollongbar Urban Expansion land - holding and development costs
- Southern Cross Industrial Estate - Estimated revenue from land sales and holding/development costs
- Russellton Industrial Estate - Estimated revenue from land sales and holding/development costs
- Rental - Norfolk Homes and ARC - Rental income from a Southern Cross land leases
- Loan Repayments - Waste - Internal loan repayments
- Property Net Result - The net result for the property program is transferred to or from this reserve
- General Fund Dividend - Dividend to General Fund from Council's Commercial Services unit
- Net contributions to other programs - The property program also funds other major works for Council.

RESERVE MOVEMENTS - GENERAL FUND												
Reserve Title	2011/12			2012/13			2013/14			2014/15		
	To	From	Net	To	From	Net	To	From	Net	To	From	Net
Strategic and Community Services Group												
<i>Strategic Planning</i>												
Section 94 Contributions	5,372,000	1,216,000	4,156,000	5,351,600	13,904,000	(8,552,400)	5,443,300	1,921,300	3,522,000	5,618,600	1,947,400	3,671,200
ARC Linkage (Quarry)		15,000	(15,000)			0			0			0
Capt Cook Pk Plan (Com Infra)		60,000	(60,000)			0			0			0
Strategic Studies			0			0			0			0
<i>Community Services</i>												
Ballina Comm Services Centre		0	0	8,200	0	8,200	8,100	0	8,100	8,000	0	8,000
Community Services			0			0			0			0
Total - Strat & Comm Serv	5,372,000	1,291,000	4,081,000	5,359,800	13,904,000	(8,544,200)	5,451,400	1,921,300	3,530,100	5,626,600	1,947,400	3,679,200
General Manager's Group												
<i>Governance</i>												
Donations			0			0			0			0
Councillor Election	20,000		20,000	40,000	130,000	(90,000)	45,000		45,000	50,000	0	50,000
<i>Financial Services</i>												
Financial Assistance Grant			0			0			0			0
Corporate Services		20,000	(20,000)			0			0			0
<i>Library Services</i>												
Projects			0			0			0			0
Solar			0			0			0			0
Revolving Energy			0			0			0			0
<i>Information Services</i>												
		28,000	(28,000)			0			0			0
<i>Human Resources</i>												
Employee Leave Entitlements	50,000		50,000	53,000		53,000	157,600		157,600	162,300		162,300
Projects			0			0			0			0
Superannuation Contribution			0			0			0			0
<i>Tourism and Events</i>												
			0			0			0			0
<i>Property Management</i>												
<i>Community Infrastructure Reserve</i>												
Interest Earned on Reserve	72,000		72,000	7,300		7,300	5,900		5,900	20,700		20,700
Rental - 89 Tamar Street	707,000	31,500	675,500	728,300	32,700	695,600	750,200	33,900	716,300	772,800	35,100	737,700
Rental - ARC (50%)	157,000	1,500	155,500	161,800	1,600	160,200	166,700	1,600	165,100	171,700	1,700	170,000
Rental - Fawcett Park Café	88,500	5,000	83,500	91,200	5,200	86,000	94,000	5,400	88,600	96,900	5,600	91,300
Southern Cross Ind Est Sales	580,000		580,000	2,243,900		2,243,900	0		0			0
Lennox Head Comm Centre			0	800,000		800,000			0			0
Lennox Head Surf Club			0			0			0			0
71 Tamar Street - Solar			0			0			0			0
Ballina Community Services C			0			0			0			0
Other Infrastructure - Property		3,100,000	(3,100,000)	1,700,000		(1,700,000)			0			0
Section 94 Recoupments	325,000		325,000	1,678,800		1,678,800	344,800		344,800	355,200		355,200
Loan P & I - Comm Buildings		29,600	(29,600)		29,600	(29,600)		29,600	(29,600)		29,600	(29,600)
Internal Loan - Comm Opps	2,500,000		2,500,000	2,500,000		(2,500,000)			0			0
<i>Non-Property Related Funding</i>												
Loan P & I - Town Centres		407,500	(407,500)		705,200	(705,200)		705,200	(705,200)		705,200	(705,200)
Internal Loan - Street Lighting	162,000		162,000			0			0			0
Capital - Coastal Walk / Path		299,900	(299,900)	800,000		(800,000)			0			0
Capital - Town Centres		3,300,000	(3,300,000)			0			0			0
Sub Total - Comm Infra	4,591,500	7,175,000	(2,583,500)	5,711,300	5,774,300	(63,000)	1,361,600	775,700	585,900	1,417,300	777,200	640,100
<i>Commercial Opportunities Reserve</i>												
Interest Earned on Reserve	640,000		640,000	10,000		10,000	2,000		2,000	82,000		82,000
Land Acquisitions		4,500,000	(4,500,000)		0	0			0			0
Land Development Activities			0	400,000	1,500,000	(1,100,000)	6,000,000	1,500,000	4,500,000	4,000,000	1,500,000	2,500,000
Lennox Hd Land Development		2,500,000	(2,500,000)	2,500,000	2,000,000	(2,000,000)		2,000,000	(2,000,000)		1,000,000	(1,000,000)
Loan to Comm Infrastructure			0	2,000,000		2,000,000			0			0
Loan to Industrial Land Res	2,000,000	2,000,000	0	2,000,000	800,000	1,200,000	800,000	200,000	600,000	200,000		200,000
Loan Repayments - Flat Rock	49,500		49,500	23,100		23,100	0		0			0
Loan Repayments - Airport	68,700		68,700			0			0			0
Loan Repayments - Plant	33,500		33,500	33,800		33,800	0		0			0
Sub Total - Comm Opps	2,791,700	9,000,000	(6,208,300)	4,966,900	4,300,000	666,900	6,802,000	3,700,000	3,102,000	4,282,000	2,500,000	1,782,000
<i>Industrial Land Reserve</i>												
Interest Earned on Reserve	6,000		6,000	2,000		2,000	3,000		3,000	5,000		5,000
Internal Repayment - Waste	288,500		288,500	0		0	0		0	0		0
Wollongbar Urban Exp Area		10,000	(10,000)		10,300	(10,300)		10,700	(10,700)		11,100	(11,100)
Southern Cross Estate	0	183,000	(183,000)	1,863,900	188,600	1,475,300	1,000,000	194,400	805,600	1,000,000	200,300	799,700
Russellton Estate	0	293,500	(293,500)	500,000	396,400	103,600	515,000	99,300	415,700	530,500	102,400	428,100
Rental - Norfolk Homes	133,000		133,000	137,000		137,000	141,200		141,200	145,500		145,500
Rental - ARC (50%)	157,000	1,500	155,500	161,800	1,600	160,200	166,700	1,600	165,100	171,700	1,700	170,000
Loan to Commercial Opps Res	2,000,000	2,000,000	0	800,000	2,000,000	(1,200,000)	200,000	800,000	(600,000)	200,000		(200,000)
Property Program Net Result	3,596,900		3,596,900	0	1,056,000	(1,056,000)	480,800	0	480,800	469,600	0	469,600
Dividend to General Fund		164,500	(164,500)		300,000	(300,000)		250,000	(250,000)		200,000	(200,000)
Net Conts to Other Programs	0	3,682,400	(3,682,400)	173,600	0	173,600	0	360,400	(360,400)	0	350,000	(350,000)
Sub Total - Industrial Dev	6,181,400	6,334,900	(153,500)	3,438,300	3,952,900	(514,600)	2,506,700	1,716,400	790,300	2,322,300	1,065,500	1,256,800

RESERVE MOVEMENTS - GENERAL FUND (Cont'd)

Budget Comments (continued from previous page)

GENERAL MANAGER'S GROUP (cont'd)

Wigmore Arcade Transfers to and from the reserve to finance or fund improvements.

Flat Rock Operations The transfers to reserve represent the surplus generated on the operation of the park less loan principal repayments, as per Part B of this document. Any transfers from this reserve are used to finance capital works as per Part C of this document.

Ballina - Byron Gateway Airport

Airport Operations The transfers to reserve represent the surplus generated on the operation of the airport less loan principal repayments, as per Part B of this document. Any transfers from this reserve are used to finance capital works as per Part C of this document.

CIVIL SERVICES GROUP

Roads and Bridges

Wollongbar Urban Expansion Interest earned on the unspent portion of the loan is held in reserve.

Teven Bridges Loan Contribution Funding held in reserve to help finance Teven Bridge construction and loan repayments.

Open Space and Reserves

Cemeteries The transfer to this reserve is based on the surplus generated on the operation of the Council cemeteries as per Part B of this document. The transfer to reserve has been reduced by a dividend to general revenues. Any transfer from the reserve is then used to finance capital works as per Part C of this document.

Fleet Management and Workshop

Plant Operations Council operates its plant fleet as a stand alone operation. The transfer to this reserve is based on the cash operating result for the "Fleet and Plant" programme as per Part B of this document. Any transfer from the reserve is then used to finance plant purchases, which are outlined in Part C of this document.

Quarries and Sandpit

Quarry Operations Any transfer to this reserve represents a contribution from the operating surplus of this program towards future rehabilitation and replacement costs. The contribution from this reserve is to offset capital expenditure or provide a dividend to general revenue. Refer to Part C of this document for further details.

Airport Sandpit Any transfer to this reserve represents a contribution from the operating surplus of this program towards future rehabilitation and replacement costs. The contribution from this reserve is to offset overhead expenses in years when the quarry does not operate.

Waste Management

Landfill Management & Resource Recovery

Operations Any transfer to this reserve represents the operating surplus of this program as per Part B of this document. The transfer from this reserve is to offset capital expenditure or to offset operating losses. Refer to Part C of this document for further details on capital expenditure.

Waste – Domestic

Operations The Local Government Act (1993) states that any income derived from domestic waste management must be expended on domestic waste management activities. Any transfer to this reserve represents the operating surplus of this program as per Part B of this document. The transfer from this reserve is to offset capital expenditure. Refer to Part C of this document for further details.

RESERVE MOVEMENTS - GENERAL FUND (cont'd)												
Reserve Title	2011/12			2012/13			2013/14			2014/15		
	To	From	Net	To	From	Net	To	From	Net	To	From	Net
<i>Miscellaneous Community Property Reserves</i>												
ALEC			0			0			0			0
Crown Reserves	76,500	73,500	3,000	71,800	76,000	(4,200)	74,100	78,700	(4,600)	76,500	81,400	(4,900)
<i>Miscellaneous Commercial Property Reserves</i>												
Wigmore Arcade	32,000		32,000	34,000		34,000	35,000		35,000	40,000		40,000
Flat Rock Tent Park	31,500	47,000	(15,500)	83,000	32,300	50,700	85,700	10,600	75,100	87,400	10,900	76,500
Airport	1,135,000	1,135,000	0	901,500	0	901,500	964,100	400,000	564,100	1,021,700		1,021,700
Total - GM's Group	14,909,600	23,813,400	(8,903,800)	15,299,800	14,265,500	1,034,300	12,031,800	6,681,400	5,350,400	9,459,500	4,435,000	5,024,500
<i>Regulatory Services Group</i>												
Development Services			0			0			0			0
Public Health												
Env Health Projects			0			0			0			0
OSSM Inspection Grant			0			0			0			0
DECC Water Efficiency Grant			0			0			0			0
Rangers												
Cat Shelter			0			0			0			0
Lake Ainsworth Bubble Blower			0			0			0			0
Total - Regulatory Services	0	0	0	0	0	0	0	0	0	0	0	0
<i>Civil Services Group</i>												
Asset Management												
Revolving Energy Fund			0			0			0			0
Climate Adaption Grant			0			0			0			0
Stormwater Plan			0			0			0			0
Cumbalum Delivery Plan			0			0			0			0
SES Building (SIC)			0			0			0			0
Administration Building		50,000	(50,000)			0			0			0
Stormwater Drainage			0			0			0			0
Environmental Protection												
Management Plans			0			0			0			0
Roads and Bridges												
Roads			0			0			0			0
Roads Park Lane			0			0			0			0
Wollongbar Urban Expansion	100,000		100,000			0			0			0
Wollongbar Link Road (SIC)			0			0			0			0
Teven Bridges Loan		164,100	(164,100)			0			0			0
Ancillary Transport Facilities												
Footpaths			0			0			0			0
Park Lane Cycleway			0			0			0			0
Town Signage			0			0			0			0
Street Lighting		167,000	(167,000)			0			0			0
<i>Community Infrastructure Reserve Transfer</i>			0			0			0			0
Alstonville Town Centre			0			0			0			0
Wardell Town Centre			0			0			0			0
Ferry Wharves & Jetties												
Ferry Ramp (SIC/Quarry)		51,700	(51,700)			0			0			0
Boat Ramps (Quarry)		128,300	(128,300)			0			0			0
Marine Infrastructure			0			0			0			0
Canal Maintenance			0			0			0			0
RTA Works												
RTA Works			0			0			0			0
SIC Reserve			0			0			0			0
Open Space and Reserves												
Playground Equipment			0			0			0			0
Vegetation Management			0			0			0			0
Vegetation Management (SIC)			0			0			0			0
Sporting Fields			0			0			0			0
Hockey Field			0			0			0			0
Cemeteries	112,000	50,000	62,000	115,000	50,000	65,000	118,100	50,000	68,100	121,300	50,000	71,300
Fleet Management	887,000	937,000	(50,000)	903,600	894,200	9,400	969,500	1,154,900	(185,400)	1,002,400	962,700	39,700
Rural Fire Service			0			0			0			0
Quarries and Sandpit												
Quarry Operations	262,500	150,000	112,500	270,300	100,000	170,300	278,300	100,000	178,300	286,600	100,000	186,600
Airport Sandpit	0	14,000	(14,000)	0	6,300	(6,300)	0	6,600	(6,600)	0	6,900	(6,900)
Swimming Pools			0			0			0			0
Landfill Management	199,800	20,000	179,800	355,800	20,000	335,800	186,300	20,000	166,300	103,800	20,000	83,800
Domestic Waste Management	61,000	0	61,000	264,200	300,000	(35,800)	400,000	309,000	91,000	470,600	318,300	152,300
Group Total - Civil Services	1,622,300	1,732,100	(109,800)	1,908,900	1,370,500	538,400	1,952,200	1,640,500	311,700	1,984,700	1,457,900	526,800
Total - Increase / (Decrease)	21,903,900	26,836,500	(4,932,600)	22,568,500	29,540,000	(6,971,500)	19,435,400	10,243,200	9,192,200	17,070,800	7,840,300	9,230,500

RESERVE BALANCES - GENERAL FUND

STRATEGIC AND COMMUNITY SERVICES GROUP

Strategic Planning

Section 94 Contribution Section 94 Reserve balances as detailed in Part D.

Strategic Studies This reserve typically finances works carried out across more than one financial year.

Ballina Community Services Centre Represents movements in the operating result for the centre.

GENERAL MANAGER'S GROUP

Governance

Councillor Election Reserve to help offset the cost of quadrennial elections.

Financial Services

Asset Management and Audit Assists with on-going asset revaluations and internal audit projects.

Human Resources

Employees Leave Entitlements Reserve to finance accrued employee leave entitlements. Reserve normally ranges from between 20% to 30% of the total leave liability.

Property Management

Community Infrastructure - Reserve created from sale of Angels Beach land. Revenue generated from investment is used to finance loan repayments on items such as Ballina Town Centre works. Funds also used to construct major community infrastructure projects.

Commercial Opportunities - Reserve created from sale of Henderson land. Funds applied to various commercial projects.

Industrial Land Development Reserve used to finance industrial land development works.

Wigmore Arcade Reserve to finance future improvements to the Arcade.

Other Properties Reserve to finance works to miscellaneous Council properties.

Other Properties Crown Reserve to finance works on the crown reserve from which the income has been generated.

Camping Ground

Flat Rock Surplus funds from operation of Flat Rock camping ground.

Airport

Operations Operating Reserve accumulated from the operating surplus of this program to finance future capital expenditure. The reserve has a temporary negative balance which has been off set against the Development Opportunities reserve as an interest free loan.

REGULATORY SERVICES GROUP

Environmental Health

Environmental Health Projects To assist with projects as required.

RESERVE BALANCES - GENERAL FUND												
Reserve Title	2011/12			2012/13			2013/14			2014/15		
	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing
Strategic and Community Services Group												
Section 94 Contributions	3,140,600	4,156,000	7,296,600	7,296,600	(8,552,400)	(1,255,800)	(1,255,800)	3,522,000	2,266,200	2,266,200	3,671,200	5,937,400
Strategic Studies	64,600	0	64,600	64,600	0	64,600	64,600	0	64,600	64,600	0	64,600
Ballina Comm Services Centre	1,000	0	1,000	1,000	8,200	9,200	9,200	8,100	17,300	17,300	8,000	25,300
Community Services	100,000	0	100,000	100,000	0	100,000	100,000	0	100,000	100,000	0	100,000
Total - Strategic Services	3,306,200	4,156,000	7,462,200	7,462,200	(8,544,200)	(1,082,000)	(1,082,000)	3,530,100	2,448,100	2,448,100	3,679,200	6,127,300
General Manager's Group												
Governance												
Community Donations	0	0	0	0	0	0	0	0	0	0	0	0
Councillor Election	90,000	20,000	110,000	110,000	(90,000)	20,000	20,000	45,000	65,000	65,000	50,000	115,000
Financial Services												
Financial Assistance Grant	0	0	0	0	0	0	0	0	0	0	0	0
Legal and Audits	65,000	(20,000)	45,000	45,000	0	45,000	45,000	0	45,000	45,000	0	45,000
Information Services												
TRIM Installation	28,000	(28,000)	0	0	0	0	0	0	0	0	0	0
Human Resources												
Employee Leave Entitlements	1,624,000	50,000	1,674,000	1,674,000	53,000	1,727,000	1,727,000	157,600	1,884,600	1,884,600	162,300	2,046,900
Projects	0	0	0	0	0	0	0	0	0	0	0	0
Library Services												
Special Project Grants	0	0	0	0	0	0	0	0	0	0	0	0
Tourism												
Projects	9,000	0	9,000	9,000	0	9,000	9,000	0	9,000	9,000	0	9,000
Property Management												
<i>Entrepreneurial Property Activities</i>												
Community Infrastructure	2,986,400	(2,643,500)	342,900	342,900	(63,000)	279,900	279,900	585,900	865,800	865,800	640,100	1,505,900
Commercial Opportunities	6,653,400	(6,208,300)	445,100	445,100	666,900	1,112,000	1,112,000	3,102,000	4,214,000	4,214,000	1,782,000	5,996,000
Industrial Land Development	124,100	(153,500)	(29,400)	(29,400)	(514,600)	(544,000)	(544,000)	790,300	246,300	246,300	1,256,800	1,503,100
Sub Total	9,763,900	(9,005,300)	758,600	758,600	89,300	847,900	847,900	4,478,200	5,326,100	5,326,100	3,678,900	9,005,000
<i>Other Property Reserves</i>												
Wigmore Arcade	95,700	32,000	127,700	127,700	34,000	161,700	161,700	35,000	196,700	196,700	40,000	236,700
Other Properties (Council)	56,100	0	56,100	56,100	0	56,100	56,100	0	56,100	56,100	0	56,100
Civic Buildings	50,000	(50,000)	0	0	0	0	0	0	0	0	0	0
ALEC	28,000	0	28,000	28,000	0	28,000	28,000	0	28,000	28,000	0	28,000
Other Properties (Crown)	107,600	3,000	110,600	110,600	(4,200)	106,400	106,400	(4,600)	101,800	101,800	(4,900)	96,900
Camping Ground												
Flat Rock Tent Park	(59,600)	(15,500)	(75,100)	(75,100)	50,700	(24,400)	(24,400)	75,100	50,700	50,700	76,500	127,200
Airport												
Operations	(444,000)	0	(444,000)	(444,000)	901,500	457,500	457,500	564,100	1,021,600	1,021,600	1,021,700	2,043,300
Total - GM's Group	11,413,700	(9,013,800)	2,399,900	2,399,900	1,034,300	3,434,200	3,434,200	5,350,400	8,784,600	8,784,600	5,024,500	13,809,100
Regulatory Services Group												
Public Health												
Environmental Health Projects	10,500	0	10,500	10,500	0	10,500	10,500	0	10,500	10,500	0	10,500
Total - Regulatory Services	10,500	0	10,500	10,500	0	10,500	10,500	0	10,500	10,500	0	10,500
(Reserve balances carried forward on following page)												

RESERVE BALANCES - GENERAL FUND (Cont'd)

Budget Comments (continued from previous page)

CIVIL SERVICES GROUP

Asset Management

Asset Management Funds set aside to assist with on-going development of the Council's Asset Management Plans.

Stormwater and Environmental Protection

Stormwater Funds set aside to assist with capital works and preparation of plans of management. Typically relates to capital works carried forward.

Management Plans Funds for works on the Lake Ainsworth and Shaws Bay Management Plans.

Roads and Bridges

Civil Works and Contingency Reserve generated at end of each financial year for any works that are incomplete and need to be carried to next financial year.

WUAE Loan Funds Reserve for interest earned and unspent loan funding for WUEA Roadworks.

Teven Bridge Loan Repayment Reserve created to help reduce magnitude of loans to be borrowed for the Teven Bridges Upgrade. The funding has been used to assist in reducing the impact of the increased superannuation expense.

Ancillary Transport Facilities

Various Reserves generated at end of each financial year for any works that are incomplete and need to be carried to next financial year.

Ferry, Wharves and Jetties

Ferry Slippage Ferry funds set aside to finance future ferry slippage works.

Marine Infrastructure reserve Developer contribution to be used to improve marine infrastructure on the Richmond River.

RTA Works

SIC Reserve Funds generated from surpluses generated on RTA contracts.

Open Space and Reserves

Cemeteries Surplus generated on the operation of the Council cemeteries to finance future works.

Fleet Management and Workshop

Operating Reserve Surplus generated on operations to finance plant purchases.

Fire Fighting fund Contingency to meet fire-fighting expenses.

Quarries and Sandpit

Quarry Operating Reserve Represents a contribution from the operating surplus of this program towards future rehabilitation and replacement costs.

Sandpit Reserve Represents a contribution from the operating surplus (or deficit) of this program towards future rehabilitation and replacement costs.

Landfill Management and Resource Recovery

Operations Any transfer to this reserve represents the operating surplus of this program as per Part B of this document. The transfer from this reserve is to offset capital expenditure. Refer to Part C of this document for further details. Negative balance to be off set against Development opportunities reserve as interest free loan.

Waste – Domestic

Operations The Local Government Act (1993) states that any income derived from domestic waste management must be expended on domestic waste management activities. Any transfer to this reserve represents the operating surplus of this program as per Part B of this document. The reserve is then used to offset future capital expenditure.

RESERVE BALANCES - GENERAL FUND (cont'd)												
Reserve Title	2011/12			2012/13			2013/14			2014/15		
	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing
Civil Services Group												
Asset Management												
Asset Management	46,500	0	46,500	46,500	0	46,500	46,500	0	46,500	46,500	0	46,500
Revolving Energy Fund	0	0	0	0	0	0	0	0	0	0	0	0
Climate Adaption Grant	0	0	0	0	0	0	0	0	0	0	0	0
Stormwater Plan	0	0	0	0	0	0	0	0	0	0	0	0
Stormwater and Environmental Protection												
Stormwater	84,200	0	84,200	84,200	0	84,200	84,200	0	84,200	84,200	0	84,200
Management Plans	200,800	0	200,800	200,800	0	200,800	200,800	0	200,800	200,800	0	200,800
Roads and Bridges												
Civil Works and Contingency	420,900	0	420,900	420,900	0	420,900	420,900	0	420,900	420,900	0	420,900
WUEA Loan Funds	150,000	100,000	250,000	250,000	0	250,000	250,000	0	250,000	250,000	0	250,000
Teven Bridge Loan Repayment	164,100	(164,100)	0	0	0	0	0	0	0	0	0	0
Ancillary Transport Facilities												
Footpaths	18,800	0	18,800	18,800	0	18,800	18,800	0	18,800	18,800	0	18,800
Street Lighting	167,000	(167,000)	0	0	0	0	0	0	0	0	0	0
Bus Shelters	39,300	0	39,300	39,300	0	39,300	39,300	0	39,300	39,300	0	39,300
Ferry Wharves & Jetties												
Ferry Slippage	25,000	0	25,000	25,000	0	25,000	25,000	0	25,000	25,000	0	25,000
Marine Infrastructure	7,000	0	7,000	7,000	0	7,000	7,000	0	7,000	7,000	0	7,000
RTA Works												
RTA Works	52,900	0	52,900	52,900	0	52,900	52,900	0	52,900	52,900	0	52,900
SIC Reserve	9,000	0	9,000	9,000	0	9,000	9,000	0	9,000	9,000	0	9,000
Open Space and Reserves												
Playground Equipment	0	0	0	0	0	0	0	0	0	0	0	0
Vegetation Management	0	0	0	0	0	0	0	0	0	0	0	0
Sporting Fields	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000
Cemeteries	52,900	62,000	114,900	114,900	65,000	179,900	179,900	68,100	248,000	248,000	71,300	319,300
Fleet Management and Workshop												
Operating Reserve	258,200	(50,000)	208,200	208,200	9,400	217,600	217,600	(185,400)	32,200	32,200	39,700	71,900
Rural Fire Service												
Fire Fighting Fund	17,000	0	17,000	17,000	0	17,000	17,000	0	17,000	17,000	0	17,000
Quarries and Sandpit												
Quarry Operating Reserve	1,543,900	(82,500)	1,461,400	1,461,400	170,300	1,631,700	1,631,700	178,300	1,810,000	1,810,000	186,600	1,996,600
Sandpit	20,600	(14,000)	6,600	6,600	(6,300)	300	300	(6,600)	(6,300)	(6,300)	(6,900)	(13,200)
Landfill Management and Resource Recovery												
Operations	1,333,800	179,800	1,513,600	1,513,600	335,800	1,849,400	1,849,400	166,300	2,015,700	2,015,700	83,800	2,099,500
Waste - Domestic												
Operations	37,000	61,000	98,000	98,000	(35,800)	62,200	62,200	91,000	153,200	153,200	152,300	305,500
Group Total - Civil Services	4,664,900	(74,800)	4,590,100	4,590,100	538,400	5,128,500	5,128,500	311,700	5,440,200	5,440,200	526,800	5,967,000
Total - Increase / (Decrease)	19,395,300	(4,932,600)	14,462,700	14,462,700	(6,971,500)	7,491,200	7,491,200	9,192,200	16,683,400	16,683,400	9,230,500	25,913,900
Reserve Dissection												
Internally Restricted	16,110,100	(9,152,600)	6,957,500	6,957,500	1,620,900	8,578,400	8,578,400	5,583,800	14,162,200	14,162,200	5,411,900	19,574,100
Externally Restricted	3,285,200	4,220,000	7,505,200	7,505,200	(8,592,400)	(1,087,200)	(1,087,200)	3,608,400	2,521,200	2,521,200	3,818,600	6,339,800

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Part F

Financial Indicators

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INTRODUCTION

This section of the document provides a summary of main financial indicators that Council uses to monitor our on-going financial performance.

The indicators are sourced from a Council Policy titled "Financial Planning", the purpose of which is to establish a set of financial indicators that will guide Council's financial performance in the short to medium term plus establish a framework for the long term financial sustainability of Council.

A local council is sustainable if its infrastructure capital and financial capital is able to be maintained over the long term. Financial sustainability for local governments is being able to manage likely developments and unexpected financial shocks in future periods without having at some time to introduce economically significant or socially destabilising income or expenditure adjustments. (Source: IPWEA Australian Infrastructure Financial Management Guidelines 2009).

The financial indicators adopted measure our financial position and financial performance.

The framework for these indicators is tabled below.

FINANCIAL INDICATOR GOAL			INDICATOR TYPE	
Goal	Achievability	Time Horizon	Financial Position Indicator	Financial Performance Indicator
1. Operational Liquidity	Short Term	Day to Day	Yes	No
2. Fiscal Responsibility	Medium Term	Council's Elected Term	Yes	Yes
3. Financial Sustainability	Long Term	Inter Generational	Yes	Yes

The next few pages provided details on the indicators adopted.

FINANCIAL INDICATORS

OPERATIONAL LIQUIDITY - SHORT TERM FOCUS

Council's benchmark goals for these performance indicators are as follows:

a) Unrestricted Current Ratio

Council aims to maintain a Consolidated Unrestricted Current Ratio above 2:1.

b) Rates and Annual Charges Outstanding Ratio

Council aims to maintain a Rates and Annual Charges Outstanding Ratio of less than 6% for Consolidated, General, Water and Sewer Funds'.

c) Available Working Capital / Funds

Council aims to maintain the General Fund Available Working Capital / Funds above \$3 million and Water and Sewer above \$1 million each.

Financial Indicators												
Indicators	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
1. Operational Liquidity - Short Term Focus												
a) Unrestricted Current Ratio - General Fund												
Total Current Assets	32,545,000	13,730,300	11,865,700	5,061,900	14,516,800	24,156,300	30,312,600	37,348,900	46,092,400	58,740,400	71,793,600	86,642,900
Less Restricted Current Assets	3,346,000	1,329,000	1,179,000	619,000	1,413,000	2,223,000	2,743,000	3,336,000	4,072,000	5,133,000	6,229,000	7,466,000
Unrestricted Current Assets	29,199,000	12,401,300	10,676,700	4,442,900	13,103,800	21,935,300	27,569,600	34,012,900	42,020,400	53,607,400	65,564,600	79,176,900
Total Current Liabilities	20,389,000	12,888,000	13,910,600	14,772,000	15,395,000	16,165,800	16,563,700	16,238,500	16,752,900	17,218,400	17,574,600	18,275,600
Less Unrestricted Current Liabilities	7,785,000	8,133,000	8,497,000	8,878,000	9,276,000	9,693,000	10,129,000	10,585,000	11,063,000	11,563,000	12,066,000	12,086,000
Unrestricted Current Liabilities	12,604,000	4,755,000	5,413,600	5,894,000	6,119,000	6,472,800	6,434,700	5,653,500	5,689,900	5,655,400	5,488,600	6,189,600
Unrestricted Current Ratio - General	2.32	2.61	1.97	0.75	2.14	3.39	4.28	6.02	7.39	9.48	11.95	12.79
b) Rates and Annual Charges Outstanding												
Sundry Debtor - Rates and Annual Charges	3,443,000	1,000,000	1,030,000	1,061,000	1,093,000	1,126,000	1,160,000	1,195,000	1,231,000	1,268,000	1,307,000	1,347,000
Sundry Debtor - Interest and Extra Charges	110,000	114,000	118,000	122,000	126,000	130,000	134,000	139,000	144,000	149,000	154,000	159,000
Provision for Doubtful Rates and Annual Charges	0	0	0	0	0	0	0	0	0	0	0	0
Numerator	3,553,000	1,114,000	1,148,000	1,183,000	1,219,000	1,256,000	1,294,000	1,334,000	1,375,000	1,417,000	1,461,000	1,506,000
Owing from Previous Year	2,543,000	3,553,000	1,114,000	1,148,000	1,183,000	1,219,000	1,256,000	1,294,000	1,334,000	1,375,000	1,417,000	1,461,000
Rates and Annual Charges	26,558,000	29,853,700	33,325,500	35,857,200	38,968,400	41,862,200	44,857,100	46,712,600	48,453,200	50,239,700	52,080,200	53,979,600
Interest and Extra Charges	78,000	81,000	84,000	87,000	90,000	93,000	96,000	99,000	102,000	106,000	110,000	114,000
Miscellaneous Charges - Overdue Rates/Charges	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000
Denominator	29,186,000	33,495,700	34,532,500	37,102,200	40,252,400	43,186,200	46,222,100	48,119,600	49,904,200	51,736,700	53,624,200	55,572,600
Rates Outstanding Percentage	12.17%	3.33%	3.32%	3.19%	3.03%	2.91%	2.80%	2.77%	2.76%	2.74%	2.72%	2.71%
c) Available Working Capital												
General Fund	338,000	152,200	37,200	34,900	112,600	332,600	662,000	1,096,600	1,652,100	2,355,300	3,187,300	4,429,600
Water Operations	3,836,600	2,883,200	1,658,700	948,900	443,600	105,900	(11,200)	(126,100)	(342,500)	(445,900)	(645,300)	(632,800)
Sewer Operations	12,277,400	7,055,100	6,788,300	3,959,200	1,678,400	515,000	(90,200)	(473,800)	1,518,100	3,900,400	4,112,200	4,283,800

FINANCIAL INDICATORS (continued)

FISCAL RESPONSIBILITY - MEDIUM TERM FOCUS

a) Operating Balance Ratio

Councils aim to maintain the Operating Balance Ratio at better than minus 10% for Consolidated, General, Water and Sewer Funds.

b) Debt Service Ratio

Council aims to maintain a Debt Service Ratio at less than 12% for Consolidated, General, Water and Sewer Funds and new loans have identified repayment funding sources.

c) Rates and Annual Charges Coverage Ratio

Council aims to maintain a Rates and Annual Charges Coverage Ratio of greater than 40% for Consolidated, General, Water and Sewer Funds.

d) Outstanding Employee Leave Entitlements Ratio

Council aims to maintain a Consolidated Outstanding Employee Leave Entitlements Ratio of less than 47%.

FINANCIAL SUSTAINABILITY - LONG TERM FOCUS

a) Asset Consumption Ratio

Council aims to maintain an Asset Consumption Ratio of greater than 40% for Consolidated, General, Water and Sewer Funds.

b) Net Financial Liabilities Ratio

Council aims to maintain a Net Financial Liabilities Ratio of less than 60% for Consolidated, General, Water and Sewer Funds.

Financial Indicators (continued)

Indicators	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
2. Fiscal Responsibility - Medium Term Focus												
a) Operating Balance Ratio - Consolidated												
Net Operating Balance (excluding capital items)	(6,645,000)	(5,314,000)	(7,825,100)	(10,519,100)	(9,510,500)	(7,394,500)	(5,324,200)	(4,677,300)	(3,656,100)	(2,893,900)	(2,038,300)	(3,000,700)
Operating Revenue (excluding capital items)	63,641,000	66,727,000	70,479,400	73,421,500	77,532,500	82,174,600	86,608,600	89,723,000	92,781,400	96,937,200	99,345,600	102,879,700
Operating Balance Ratio - Consolidated	-10.4%	-8.0%	-11.1%	-14.3%	-12.3%	-8.9%	-6.1%	-5.2%	-3.9%	-3.0%	-2.1%	-2.9%
b) Debt Service Ratio - General Fund												
Debt Redemption from General Revenue	1,791,000	1,727,000	2,293,100	2,494,400	2,810,000	2,919,000	3,151,700	2,987,700	2,075,500	1,975,900	1,800,400	1,485,700
Transfers to Sinking Funds	0	0	0	0	0	0	0	0	0	0	0	0
Interest Applicable for Year	1,119,000	1,121,000	1,192,200	1,595,000	1,846,200	1,686,300	1,500,600	1,333,100	1,157,400	1,030,700	916,200	791,700
Bank Overdraft Interest	0	0	0	0	0	0	0	0	0	0	0	0
Numerator	2,910,000	2,848,000	3,485,300	4,089,400	4,656,200	4,605,300	4,652,300	4,320,800	3,232,900	3,006,600	2,716,600	2,277,400
Total Operating Revenue	51,402,000	48,591,100	50,546,500	51,900,500	54,178,900	56,399,000	58,338,100	60,331,400	62,368,300	64,567,300	66,856,300	69,220,300
Special Purpose Grants/Conts - Operating	3,111,000	5,088,000	5,625,000	5,815,500	6,012,100	6,239,600	6,475,100	6,675,200	6,881,400	7,094,500	7,313,900	7,540,200
Grants and Contributions - Capital	7,847,000	5,035,400	9,047,500	6,525,100	5,660,600	5,794,900	5,741,400	5,912,900	6,059,600	6,241,500	6,428,800	6,621,700
Denominator	40,444,000	38,467,700	35,874,000	39,559,900	42,506,000	44,364,500	46,121,600	47,743,300	49,427,300	51,231,300	53,112,600	55,058,400
Debt Service Ratio	7.20%	7.40%	9.70%	10.30%	11.00%	10.40%	10.10%	9.10%	6.50%	5.90%	5.10%	4.10%
c) Rates and Annual Charges Coverage Ratio												
Rates & Annual Charges	26,568,000	29,853,700	33,325,500	36,857,200	38,968,400	41,862,200	44,857,100	46,712,600	48,453,200	50,239,700	52,080,200	53,979,600
Total Revenue from Continuing operations	74,016,000	78,943,000	84,786,900	83,203,800	83,925,900	88,924,400	93,796,800	96,042,600	103,474,400	102,761,800	106,243,100	109,968,200
Rates and Annual Charges Coverage Ratio	35.9%	37.8%	39.3%	43.1%	46.4%	47.1%	47.8%	48.6%	46.8%	48.9%	49.0%	49.1%
d) Outstanding Employee Entitlements												
Outstanding Employee Entitlements	53.3%	53.0%	52.0%	51.0%	50.0%	49.0%	48.0%	45.0%	42.0%	40.0%	40.0%	40.0%
e) Cost Efficiency												
Operating Costs	62,908,000	72,041,000	78,304,500	83,940,600	87,043,000	89,509,100	91,932,800	94,400,300	96,437,500	98,831,100	101,383,900	103,938,300
Operating Costs less Depreciation	48,479,000	57,440,000	60,010,000	65,643,100	68,220,200	70,126,000	71,966,500	73,833,400	75,251,600	77,007,800	78,904,100	80,782,700
Shire Population	43,200	43,700	44,200	44,700	45,200	45,700	46,200	46,700	47,200	47,700	48,200	48,700
Shire Growth Rate	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Cost Efficiency Per Resident (\$)	\$1,455	\$1,649	\$1,772	\$1,878	\$1,926	\$1,959	\$1,990	\$2,021	\$2,043	\$2,072	\$2,103	\$2,134
Cost Efficiency Per Resident (excl deprec) (\$)	\$1,122	\$1,314	\$1,368	\$1,469	\$1,509	\$1,534	\$1,558	\$1,591	\$1,594	\$1,614	\$1,637	\$1,659
3. Financial Sustainability - Long Term Focus												
a) Asset Consumption Ratio												
Written Down Value of Depreciable Assets	628,779,000	664,400,600	734,057,400	762,611,300	759,688,600	757,070,800	757,952,000	758,579,300	759,336,200	757,061,500	755,270,100	753,777,400
Replacement Cost of Depreciable Assets	990,289,000	1,097,000,000	1,195,730,000	1,243,559,200	1,288,430,364	1,299,796,992	1,319,674,972	1,346,068,471	1,372,989,840	1,400,449,637	1,428,468,630	1,457,027,803
Asset Consumption Ratio	63.5%	60.6%	61.4%	61.3%	59.9%	58.5%	57.4%	56.4%	55.3%	54.1%	52.9%	51.7%
b) Net Financial Liabilities Ratio												
Total Liabilities Less Current Assets	(13,456,000)	7,647,700	60,634,300	76,019,100	62,149,200	47,910,700	36,843,400	24,964,100	12,188,600	(4,502,400)	(21,543,600)	(59,215,900)
Operating Revenues (excluding capital items)	63,641,000	66,727,000	70,479,400	73,421,500	77,532,500	82,174,600	86,608,600	89,723,000	92,781,400	96,937,200	99,345,600	102,879,700
Net Financial Liabilities Ratio	-21.1%	11.5%	86.0%	103.5%	80.2%	58.3%	42.5%	27.8%	13.1%	-4.7%	-21.7%	-38.1%

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Part G

General Fund Loan Principal & Interest Repayment

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General Fund - Loan Principal and Interest Repayment Schedule																									
Description	Principal Job No.	Final Payment	2010/2011		2011/2012		2012/2013		2013/2014		2014/2015		2015/2016		2016/2017		2017/2018		2018/2019		2019/2020		2020/2021		
			PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	
Animal Control																									
Dog Pound	5000.2100.0945	31-Mar-20	5,085	4,043	5,455	3,733	5,745	3,383	6,107	3,021	6,491	2,637	6,894	2,234	7,334	1,794	7,795	1,333	8,286	842	7,324	320			
Community Services																									
Ballina Community Services Centre	5015.8720.0945	31-Mar-20	5,028	3,998	5,535	3,491	5,680	3,345	6,038	2,987	6,418	2,607	6,817	2,209	7,252	1,774	7,708	1,318	8,193	832	7,242	317			
Community Properties																									
Naval Museum and Florrie	5022.8722.0945	30-Jun-21	10,382	12,094	9,656	10,914	9,360	11,209	10,160	10,410	10,924	9,646	11,695	8,873	12,601	7,969	13,551	7,019	14,536	6,033	15,582	4,988	16,850	3,720	
Waste Non Domestic																									
Future Landfill	5010.0945.0945	30-Jun-17	556,486	312,778	574,277	247,953	591,592	230,640	635,708	186,523	680,926	141,306	728,839	93,391	778,846	43,384									
Waste Baler	5010.0945.0945	05-Jan-17	106,874	59,592	114,132	52,333	121,518	44,947	130,261	36,205	139,037	27,428	148,411	18,055	158,475	7,990									
Landfill Closure	5010.0945.0945	30-Jun-18	118,700	81,724	123,536	73,493	132,468	64,561	141,424	55,605	164,800	54,700	177,900	41,600	192,000	27,500	119,200	12,200							
Landfill Closure	5010.0945.0945	29-Jun-16	120,169	53,786	128,157	45,798	136,740	37,215	145,591	28,364	155,442	18,514	165,758	8,197											
Domestic Waste																									
Part Landfill Closure	5012.0945.0945	29-Jun-16	117,884	52,763	125,519	45,027	134,140	36,507	142,823	27,824	152,485	18,161	162,606	8,040											
Town Centres																									
Ballina Town Centre 99/00		28-Jun-12	43,754	5,150	46,627	2,277	0	0																	
Ballina Town Centre 00/01		28-Jun-14	47,711	12,896	50,860	9,747	54,216	6,390	57,528	2,813	0	0													
Ballina Town Centre 02/03		28-Jun-23	54,015	28,739	57,037	26,017	60,244	22,509	63,665	19,088	67,188	15,566	71,125	11,629	75,128	7,626	79,401	3,353	0	0					
Ballina Town Centre 03/04		28-Jun-19	185,551	138,871	197,479	126,943	210,841	113,580	224,163	100,258	239,782	84,639	255,345	69,076	272,186	52,235	290,138	34,284	309,273	15,148	0	0			
Ballina Town Centre 11/12							138,000	160,000	149,000	149,000	161,000	137,000	174,000	124,000	188,000	110,000	203,000	95,000	219,000	79,000	237,000	61,000	256,000	42,000	
Sub Total	5003.0945.0945		331,031	185,656	352,003	164,984	463,301	302,479	494,356	271,159	467,970	237,205	500,470	204,705	535,314	169,861	572,539	132,637	528,273	94,148	237,000	61,000	256,000	42,000	
Roads Bridges Footpaths																									
Civil Works - Roads		28-Jun-12	12,579	1,480	13,405	655	0	0																	
Link Road - Interest Free		31-Dec-19	50,000		50,000		300,000		300,000		300,000		350,000		350,000		350,000		350,000		400,000				
Cumalum Way					51,000	90,000	54,700	86,500	58,600	82,600	62,700	78,500	67,100	74,100	71,800	69,400	76,800	64,400	82,200	59,000	87,900	53,300	94,000	46,000	
Hutley Drive									166,800	293,300	178,500	281,800	190,900	269,200	204,300	255,800	218,600	241,500	233,900	226,200	250,300	209,800	270,000	189,000	
McLeay Culvert									63,700	112,000	68,100	107,600	72,900	102,800	78,000	97,700	83,500	92,200	89,300	86,400	95,500	80,200	106,000	69,500	
Ramses Street		31-Mar-20	2,457	1,953	2,607	1,804	2,776	1,635	2,949	1,460	3,136	1,274	3,331	1,079	3,543	867	3,766	644	4,003	407	3,539	155	0	0	
Sub Total	5001.0945.0945		65,036	3,433	117,012	92,459	357,476	88,135	592,049	489,360	612,436	468,974	684,231	447,179	707,643	423,767	732,666	398,744	759,403	372,007	837,239	343,455	470,000	304,500	
Teven Bridges	5001.0945.0945		0	0	75,000	181,000	82,000	174,000	87,500	168,000	94,000	162,000	101,000	155,000	109,000	147,000	119,000	137,000	129,000	127,000	140,000	116,000	152,000	104,000	
Airport																									
Airport		28-Jun-11	18,823	888	0	0																			
Airport			51,909	60,473	48,289	54,554	46,791	56,032	50,790	52,033	54,607	48,216	58,464	44,359	62,989	39,834	67,736	35,087	72,664	30,159	78,492	24,331	84,226	18,596	
Airport			166,670	156,777	166,670	145,782	166,670	134,364	166,670	122,931	166,670	118,000	166,670	105,000	166,670	93,000	166,670	82,000	166,670	70,000	166,670	58,000	166,670	40,000	
Airport		21-Jun-21			35,692	34,333	38,315	31,709	40,864	29,161	44,006	26,018	57,100	22,967	61,800	43,100	66,900	38,100	72,300	32,600	78,200	26,700	85,000	20,000	
Airport							93,900	269,500	100,500	262,900	107,500	255,900	115,100	248,300	123,100	240,300	131,700	231,700	140,900	222,500	150,800	212,600	162,800	200,600	
	5030.0945.0945		237,402	218,138	250,631	234,669	345,676	491,605	358,824	467,025	372,783	448,134	397,334	420,626	414,569	416,234	433,006	386,887	452,534	355,259	474,162	321,631	498,696	279,196	
Swimming Pools																									
Ballina	5007.0945.0945	28-Jun-14	6,680	1,805	7,020	1,465	7,590	895	8,054	394															
Alstonville	5007.0945.0945	28-Jun-11	35,662	1,683	0	0																			
Plant Fund																									
Plant and Equipment							47,300	103,100	51,100	99,300	55,300	95,100	59,800	90,600	64,700	85,700	70,000	80,400	75,700	74,700	81,900	68,500	92,100	58,300	
Internal Loans																									
Plant																									
Plant Acquisitions	5005.0945.0690		28,340	5,414	30,041	3,493	31,843	1,911																	
Waste																									
Waste Management	5010.0945.0690		113,355	16,425	121,439	8,491																			
Waste																									
Waste Management	5010.0945.0690		138,544	20,075	148,044	10,476																			
Other																									
Flat Rock	5034.0945.0690	30-Jun-17	35,000	14,300	37,000	12,500	22,000	1,100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Airport	5030.0946.0690		207,900		68,700																				
Total Repayments			2,239,600	1,047,707	2,293,200	1,192,300	2,494,400	1,595,000	2,810,000	1,846,200	2,919,000	1,686,400	3,151,800	1,500,700	2,987,700	1,333,000	2,075,500	1,157,500	1,975,900	1,030,800	1,800,400	916,200	1,485,600	791,700	
Total Internal Loans			523,139	56,214	405,224	34,960																			