



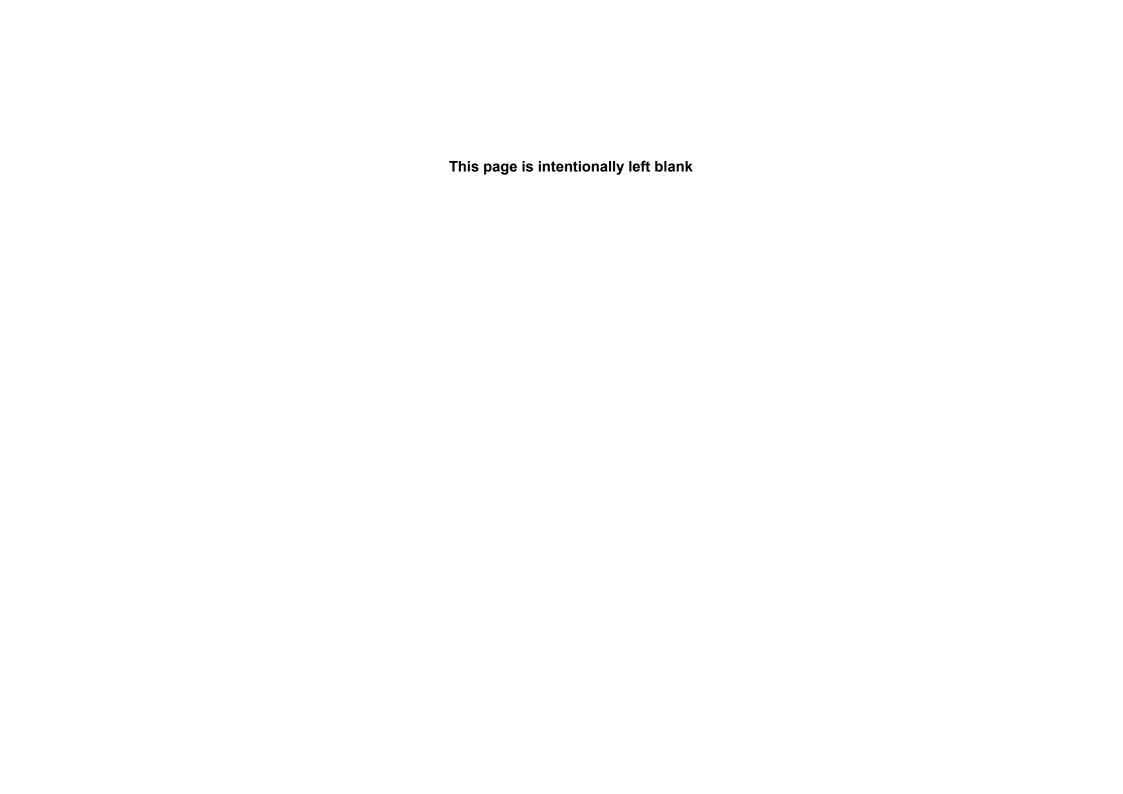






# Budget 2017/18 to 2027/28

**Adopted 25 January 2018** 

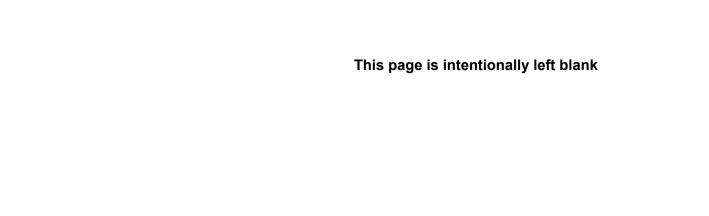


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# Part A Introduction



# **OVERVIEW**

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

Section A. Overview	<b>Description</b> This section provides a summary of the information contained in this document, along with an outline of our scenario modelling. The scenario modelling relates to the General Fund and a proposed special rate variation.
B. Operating Budgets	Details of all operating budgets on a program basis. The programs are classified in the four groups which form Council's organisation structure.
C. Capital Expenditure	Outlines the capital projects included in the budget for the General, Water and Wastewater (Sewer) Funds.
D. Section 94 and Capital Income	Summary of the movement in Section 94 contributions along with other capital income such as Grants, Contributions, Loans and Asset sales.
E. Reserves	Details the transfers to and from reserves for the General Fund, along with the estimated reserve balances.
F: Loan Repayments	Principal and interest repayment summary for the General Fund.
G. Appendices	Additional supporting information.

#### **OVERVIEW**

Ballina Shire Council is a general purpose local government authority, undertaking a wide range of activities including the provision of water and wastewater (sewer) services. All revenues raised from charges levied for the provision of water and wastewater services must be expended on those activities.

To ensure a high level of accountability Council operates its water and wastewater functions as separate business activities. This is often referred to as Fund Accounting (i.e. Water Fund and Wastewater Fund). This process ensures that the income and expenses from these activities is not mixed with Council's general purpose activities. All the remaining Council activities are referred to as the General Fund.

Council prepares an Income Statement for each of the Funds, as well as preparing results on a consolidated basis for all three Funds.

In addition to this it is also important for Council to monitor its financial performance on a cash basis to ensure that there is adequate cash held to finance our current and future works and services.

The following pages provide the Income Statements for each of the Funds and on a consolidated basis.

The information for each Income Statement includes a summary of all income from continuing operations and operating expenses, as well as the Net Operating Result for the Year. A Net Operating Result before Capital Income figure is also provided as this is a more reliable identifier of the operations of Council due to the variability that can occur from year to year in capital income received. The main example of this is grant income which does vary significantly dependent on the grant programs being offered by the State and Federal Government and Council's success in securing those grants.

The estimates for 2017/18 represent the budgets for that year whereas the estimates from 2018/19 onwards provide a guide as to where the organisation is heading. Actual figures are included for previous years.

The following Income Statements include Council's proposed special rate variation as this is the preferred financial model. We refer to this as scenario one and more information on this is available in our Delivery Program / Operational Plan and the Long Term Financial Plan documents prepared by Council.

	ACTI	IAI		ITEM						EC	TIMATED					
2013/14	2014/15	2015/16	2016/17	I I CIVI	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2010/14	2014/10	2010/10	2010/11		2011110		2010/10	2010/20	LUZUIZI	2021/22	LULLILU	2020/24	202-1120	LULUILU	LULUILI	LULITZO
				OPERATING RESULTS												
							100					0.1	17			
	2000	1172 2.3		Operating Activities	1000			3.5						1.500		
38,830,200	40,827,600	43,406,800		Rates and Annual Charges	46,985,600	0	48,959,800	51,076,400	52,480,700	53,943,300	55,447,300	56,993,300	58,581,300	60,214,000	61,892,100	63,618,50
16,972,700	17,541,100	18,582,000		User Charges and Fees	19,056,700	(5)	19,601,400	20,192,300	20,696,400	21,211,600	21,742,400	22,286,900	22,847,100	23,418,700	24,008,400	24,599,20
3,487,300	2,499,400	2,133,600		Interest and Investment Revenues	1,659,900	(28)	1,856,600	1,900,700	1,589,000	1,635,200	1,563,800	1,583,000	1,663,300	1,799,200	2,097,900	2,406,00
5,800,100	5,245,000	3,584,300		Other Revenues	6,395,500	9	5,871,700	6,583,000	6,115,800	6,954,200	6,454,700	7,408,900	6,811,600	7,703,200	7,188,800	8,107,60
6,082,600	8,150,300	9,389,200		Grants and Contributions for Operating Purposes	8,038,500	(33)	7,533,900	7,767,700	7,773,200	7,879,800	7,990,800	8,137,800	8,297,800	8,463,500	8,632,700	8,805,50
13,608,500	15,880,800	15,014,000		Grants and Contributions for Capital Purposes  Other Income:	18,930,300	54	14,943,600	11,790,300	18,067,500	18,499,600	10,941,500	11,193,200	11,458,900	11,729,400	12,005,700	12,287,10
5,700	0	0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	
84,787,100	90,144,200	92,109,900	99,533,500	Total Income from Continuing Operations	101,066,500	2	98,767,000	99,310,400	106,722,600	110,123,700	104,140,500	107,603,100	109,660,000	113,328,000	115,825,600	119,823,90
	The second	55.3		Operating Expenses		100	7000000	20112111	Tacivati	20.500.540	-45-56-03-6	Na Stanca	40000	C. OK. JAN	CONTRACTOR AND ADDRESS OF THE PARTY OF THE P	
19,710,600	20,435,100	21,690,000		Employee Benefits and On-costs	23,001,000	3	23,715,000	24,452,000	25,211,000	25,994,000	26,801,000	27,633,000	28,491,000	29,376,000	30,288,000	31,229,00
6,839,800	6,560,800	5,993,600		Borrowing Costs	5,620,400	2	5,173,300	4,892,600	4,490,500	4,470,600	4,109,800	3,790,200	3,490,900	3,212,000	2,952,200	2,690,30
22,518,700	24,785,700	23,953,600		Materials and Contracts	25,632,600	12	23,544,800	24,281,700	24,399,400	24,963,600	25,315,800	25,937,600	26,402,000	26,753,100	27,146,600	27,574,80
20,368,600	17,939,000	19,197,600		Depreciation and Amortisation	18,538,900	16	19,013,400	19,486,200	19,877,800	20,276,700	20,684,000	21,098,600	21,522,000	21,954,300	22,394,300	22,843,00
11,259,000	7,759,200	10,445,100		Other Expenses Net Loss from Disposal of Assets	11,504,800	(100)	11,070,000	12,004,700	11,905,700	12,659,500	12,370,100	13,364,100	13,343,800	14,122,700	13,787,400	14,899,60
4,035,000	13,192,200	40,500		Total Expenses from Continuing Operations	84,297,700	(100)	82,516,500	85,117,200	85.884.400	88.364.400	90 200 700	04 922 500	03 240 700	05 449 400	00 500 500	00 226 70
84,731,700	90,672,000	81,320,400	84,934,400	Total Expenses from Continuing Operations	84,297,700	1.0	82,516,500	85,117,200	65,864,400	80,364,400	89,280,700	91,823,500	93,249,700	95,418,100	96,568,500	99,236,70
55,400	(527,800)	10,789,500	14,599,100	Net Operating Result for the Year	16,768,800	15	16,250,500	14,193,200	20,838,200	21,759,300	14,859,800	15,779,600	16,410,300	17,909,900	19,257,100	20,587,20
13,553,100)	(16,408,600)	(4,224,500)	2,286,500	Net Operating Result Before Capital Income	(2,161,500)	(195)	1,306,900	2,402,900	2,770,700	3,259,700	3,918,300	4,586,400	4,951,400	6,180,500	7,251,400	8,300,10

				GENER	AL FUND - I	MCOI	WE STATEM	ENT (2013/	14 to 2027/2							
	ACT			TEM							TIMATED					
2013/14	2014/15	2015/16	2016/17		2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
			o	PERATING RESULTS				-			15					
			0	perating Activities			20.00	52.753	A CAL	1.5			27.5		7.11	
24,301,000	24,729,500	26,093,600	28,107,400 R	ates and Annual Charges	27,609,100	(2)	29,094,800	30,710,900	31,594,700	32,503,900	33,440,500	34,403,100	35,393,700	36,413,000	37,461,700	38,541,70
9,284,000	10,070,700	10,785,800		ser Charges and Fees	10,705,500		11,016,700	11,368,400	11,615,200	11,865,000	12,123,000	12,386,500	12,657,500	12,932,500	13,216,500	13,492,30
2,105,000	1,403,300	1,298,100	1,462,800 In	terest and Investment Revenues	982,900	(33)	1,116,800	1,300,400	1,043,100	1,014,800	1,042,600	1,139,900	1,231,300	1,394,700	1,536,700	1,671,20
4,577,000	3,984,700	2,303,300		ther Revenues	5,091,000	9	4,536,500	5,213,900	4,711,800	5,514,500	4,978,500	5,895,300	5,259,600	6,111,800	5,557,000	6,434,30
5,780,000	7,846,000	9,075,200		rants and Contributions for Operating Purposes	7,750,900		7,244,700	7,476,700	7,480,600	7,585,500	7,694,800	7,840,100	7,998,300	8,162,300	8,329,800	8,500,90
10,914,000	12,768,000	11,484,100	1010011000	rants and Contributions for Capital Purposes	16,009,800	44	11,968,100	8,754,800	14,972,000	15,344,100	7,726,000	7,917,700	8,113,400	8,313,900	8,520,200	8,731,60
0	0	0	ON	et Gain from Disposal of Assets	0	0	o	0	o	0	0	0	0	0	0	
56,961,000	60,802,200	61,040,100	68,045,000 To	otal Income from Continuing Operations	68,149,200	0	64,977,600	64,825,100	71,417,400	73,827,800	67,005,400	69,582,600	70,653,800	73,328,200	74,621,900	77,372,00
	4.5			perating Expenses			50.07				200		No.	5.44		
14,771,000	15,453,100	16,138,000		mployee Benefits and On-costs	16,434,000	3	16,945,000	17,472,000	18,015,000	18,575,000	19,152,000	19,746,000	20,359,000	20,992,000	21,644,000	22,316,00
1,679,000	1,564,000	1,334,300		orrowing Costs	1,370,500	28	1,295,000	1,225,600	1,050,700	1,231,400	1,060,600	933,900	832,600	748,700	685,900	622,00
15,428,000	17,761,300	17,592,600		laterials and Contracts	19,391,000	15	17,170,500	17,825,000	17,818,600	18,242,000	18,431,500	18,975,300	19,310,100	19,596,800	19,842,300	20,162,40
15,866,000	14,146,000	14,166,800		epreciation and Amortisation	13,383,900	22	13,754,800	14,122,400	14,406,200	14,695,800	14,991,200	15,292,300	15,599,600	15,913,100	16,232,700	16,558,40
4,928,000	1,228,600	3,934,400		ther Expenses	4,695,600		4,185,800	4,959,000	4,695,000	5,220,200	4,675,800	5,493,500	5,240,300	5,779,500	5,214,700	6,082,00
3,924,000	974,000	0		et Loss from Disposal of Assets	0	(100)	0	0	0	0	0	0	0	0	0	
56,596,000	51,127,000	53,166,100	55,695,000 T	otal Expenses from Continuing Operations	55,275,000	(1)	53,351,100	55,604,000	55,985,500	57,964,400	58,311,100	60,441,000	61,341,600	63,030,100	63,619,600	65,740,80
365,000	9,675,200	7,874,000	12,350,000 N	et Operating Result for the Year	12,874,200	4	11,626,500	9,221,100	15,431,900	15,863,400	8,694,300	9,141,600	9,312,200	10,298,100	11,002,300	11,631,20
10,549,000)	(3,092,800)	(3,610,100)	1,243,000 N	let Operating Result Before Capital Income	(3,135,600)	(352)	(341,600)	466,300	459,900	519,300	968,300	1,223,900	1,198,800	1,984,200	2,482,100	2,899,60

	ACTL	JAL		ITEM						ES	TIMATED					
2013/14	2014/15	2015/16	2016/17		2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
				OPERATING RESULTS									-		-	
				Operating Activities		121			1.34					1.00		
2,860,500	3,092,600	3,226,000	3,371,900	Rates and Annual Charges	3,439,500	2	3,524,000	3,610,500	3,707,000	3,825,400	3,947,800	4,074,200	4,203,600	4,337,000	4,474,400	4,616,80
6,590,600	6,432,000	6,654,300	7,771,200	User Charges and Fees	7,000,200	(10)	7,161,500	7,327,100	7,509,700	7,735,300	7,967,900	8,207,500	8,454,100	8,706,800	8,967,500	9,236,20
413,500	417,400	339,000	343,900	Interest and Investment Revenues	368,800	7	468,300	382,400	356,900	380,600	277,700	212,900	151,800	100,400	138,000	182,00
672,700	797,900	822,400		Other Revenues	825,900	8	845,200	866,600	888,600	911,100	934,100	957,800	981,900	1,006,700	1,032,100	1,058,20
151,800	152,600	157,400		Grants and Contributions for Operating Purposes	144,000	(10)	144,700	145,500	146,200	147,000	147,800	148,600	149,500	150,300	151,100	151,90
851,300	981,400	1,059,900	469,100	Grants and Contributions for Capital Purposes  Other Income:	775,000	65	800,000	820,000	840,000	860,000	880,000	900,000	920,000	940,000	960,000	980,00
0	0	0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	
11,540,400	11,873,900	12,259,000	12,878,900	Total Income from Continuing Operations	12,553,400	(3)	12,943,700	13,152,100	13,448,400	13,859,400	14,155,300	14,501,000	14,860,900	15,241,200	15,723,100	16,225,10
				Operating Expenses	P. calabal	100			100			80000			74-3-1	
1,429,000	1,763,000	1,876,000		Employee Benefits and On-costs	1,980,000	3	2,041,000	2,104,000	2,169,000	2,236,000	2,305,000	2,377,000	2,451,000	2,527,000	2,605,000	2,686,00
0	0	0	7	Borrowing Costs	0	0	0	0	. 0	0	0	0	0	0	0	
1,802,400	1,354,100	1,264,400	.,,	Materials and Contracts	1,502,200	19	1,553,100	1,541,700	1,570,500	1,599,700	1,679,300	1,658,200	1,687,500	1,717,400	1,748,200	1,778,70
1,859,500	1,478,700	1,498,900		Depreciation and Amortisation	1,380,000	(1)	1,407,600	1,435,800	1,464,600	1,493,900	1,523,800	1,554,300	1,585,400	1,617,200	1,649,600	1,682,60
5,909,700	6,200,600	6,172,600		Other Expenses	6,363,200	(3)	6,510,300	6,661,800	6,816,700	.7,035,000	7,229,400	7,445,000	7,666,900	7,895,300	8,113,300	8,296,40
111,000	20,600	38,000	No. 10. 10. 10. 10. 10.	Net Loss from Disposal of Assets	44 005 400	0	44 540 000	44 740 000	40.000.000	40.004.000	0	0	0	0	0	
11,111,600	10,817,000	10,849,900	11,120,300	Total Expenses from Continuing Operations	11,225,400	1	11,512,000	11,743,300	12,020,800	12,364,600	12,737,500	13,034,500	13,390,800	13,756,900	14,116,100	14,443,70
428,800	1,056,900	1,409,100	1,758,600	Net Operating Result for the Year	1,328,000	(24)	1,431,700	1,408,800	1,427,600	1,494,800	1,417,800	1,466,500	1,470,100	1,484,300	1,607,000	1,781,40
(422,500)	75.500	349,200	1.289.500	Net Operating Result Before Capital Income	553,000	(57)	631,700	588,800	587,600	634,800	537,800	566,500	550,100	544,300	647,000	801,40

	ACTU	JAL		ITEM						ES	TIMATED					
2013/14	2014/15	2015/16	2016/17		2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	7			OPERATING RESULTS							1				1 1	
7				Operating Activities		10	70.0			+						
11,668,700	13,005,500	14,087,200		Rates and Annual Charges	15,937,000	4	16,341,000	16,755,000	17,179,000	17,614,000	18,059,000	18,516,000	18,984,000	19,464,000	19,956,000	20,460,00
1,098,100	1,038,400	1,141,900		User Charges and Fees	1,351,000	11 11 6.7	1,423,200	1,496,800	1,571,500	1,611,300	1,651,500	1,692,900	1,735,500	1,779,400	1,824,400	1,870,70
968,800	678,700	496,500		Interest and Investment Revenues	308,200		271,500	217,900	189,000	239,800	243,500	230,200	280,200	304,100	423,200	552,80
550,400	462,400	458,600		Other Revenues	478,600		490,000	502,500	515,400	528,600	542,100	555,800	570,100	584,700	599,700	615,10
150,800	151,700	156,600		Grants and Contributions for Operating Purposes	143,600	1000	144,500	145,500	146,400	147,300	148,200	149,100	150,000	150,900	151,800	152,70
2,014,200	2,131,400	2,470,000		Grants and Contributions for Capital Purposes	2,145,500		2,175,500	2,215,500	2,255,500	2,295,500	2,335,500	2,375,500	2,425,500	2,475,500	2,525,500	2,575,50
244 1 1624	70271133	EK. Seiter 5	,	Other Income:	24 co. 45 co.	15	4,000		1 2 2 2 3	342337335	340001700	-,,	21.021.03	-1.0-1	-1-11-11-1	2122 2123
5,700	0	0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	
16,456,700	17,468,100	18,810,800	18,609,600	Total Income from Continuing Operations	20,363,900	9	20,845,700	21,333,200	21,856,800	22,436,500	22,979,800	23,519,500	24,145,300	24,758,600	25,480,600	26,226,80
1.50				Operating Expenses		2		0.000	1000						P. W	
3,510,600	3,219,000	3,676,000		Employee Benefits and On-costs	4,587,000		4,729,000	4,876,000	5,027,000	5,183,000	5,344,000	5,510,000	5,681,000	5,857,000	6,039,000	6,227,00
5,160,800	4,996,800	4,659,300	- 71 / / - 1 - 2 - 2	Borrowing Costs	4,249,900		3,878,300	3,667,000	3,439,800	3,239,200	3,049,200	2,856,300	2,658,300	2,463,300	2,266,300	2,068,30
5,288,300	5,670,300	5,096,600		Materials and Contracts	4,739,400		4,821,200	4,915,000	5,010,300	5,121,900	5,205,000	5,304,100	5,404,400	5,438,900	5,556,100	5,633,70
2,643,100	2,314,300	3,531,900		Depreciation and Amortisation	3,775,000	1000	3,851,000	3,928,000	4,007,000	4,087,000	4,169,000	4,252,000	4,337,000	4,424,000	4,512,000	4,602,00
421,300	330,000	338,100		Other Expenses	446,000		373,900	383,900	394,000	404,300	464,900	425,600	436,600	447,900	459,400	521,20
0	12,197,600	2,500	5 2 7 7 7 7 7 7 7 7 7	Net Loss from Disposal of Assets	0	(100)	0	0	0	0	0	0	0	0	0	
17,024,100	28,728,000	17,304,400	18,119,100	Total Expenses from Continuing Operations	17,797,300	(2)	17,653,400	17,769,900	17,878,100	18,035,400	18,232,100	18,348,000	18,517,300	18,631,100	18,832,800	19,052,20
(567,400)	(11,259,900)	1,506,400	490,500	Net Operating Result for the Year	2,566,600	423	3,192,300	3,563,300	3,978,700	4,401,100	4,747,700	5,171,500	5,628,000	6,127,500	6,647,800	7,174,60
2.581.600)	(13,391,300)	(963,600)	(246,000)	Net Operating Result Before Capital Income	421,100	(271)	1,016,800	1,347,800	1,723,200	2,105,600	2,412,200	2,796,000	3,202,500	3,652,000	4,122,300	4,599,10

#### PROPOSED SPECIAL RATE VARIATION - SCENARIOS

In 2015 Ballina Shire was declared as a Fit for the Future Council by the NSW State Government. This was based on a Council submission provided to the Office of Local Government (OLG) and the Independent Pricing and Regulatory Tribunal (IPART) which outlined a number of actions Council would undertake to improve our financial sustainability.

Included in our submission was a proposal to permanently increase our total general rate income by way of an application to IPART for a Special Rate Variation (SRV). The purpose of the proposed SRV is to increase our general rate income above the standard rate peg limit, which will then allow us to increase the level of funding we provide for key infrastructure renewal in areas such as roads, stormwater, playgrounds, sporting fields and community buildings, as well as implementing a new healthy waterways program. IPART annually set a rate peg, which limits the amount by which councils can increase their total rate revenue from year to year - for 2017/18 it is 1.5%.

In February 2017, Council made an application to IPART for the following increases above the rate peg:

- 4.9% in 2017/18 (includes actual rate peg limit of 1.5%)
- 5.9% in 2018/19 (includes estimated rate peg limit of 2.5%)
- 5.9% in 2019/20 (includes estimated rate peg limit of 2.5%)

The outcome of that application was determined by IPART in May 2017. IPART approved a temporary increase of 4.9% for 2017/18 only. The application for subsequent years was not endorsed as IPART wanted our Delivery Program and Operational Plan (this document) to more accurately and explicitly outline the SRV proposal.

To ensure consistency with our Long Term Financial Plan and to meet our Fit for the Future benchmarks, Council is now proposing to again apply to IPART, for a SRV, for the financial years 2018/19 and 2019/20. This means that Council will be applying for the following increases to the general rate income.

- 9.1% in 2018/19 (includes actual rate peg of 2.3%)
- 5.9% in 2019/20 (includes estimated rate peg of 2.5%)

The 9.1% in 2018/19 represents the actual 2.3% rate peg, a 3.4% additional increase for 2018/19, along with retaining the additional 3.4% increase already approved by IPART for 2017/18. The 5.9% in 2019/20 represents an estimated 2.5% rate peg and a 3.4% additional increase for 2019/20. In total this will be a cumulative increase of 15.54% for 2018/19 and 2019/20, however 3.4% was actually levied by Council in 2017/18, albeit that is a temporary approval only. These increases will be built into the rate base and be permanently retained, if approved by IPART. The additional income generated from these special rate variations will used to fund increased asset renewal and a healthy waterways program.

The figures included in this document assume that Council will apply for the SRV and it will be approved by IPART. However there is a risk that the application will not be approved and following page highlights the difference in the Net Operating Result for the General Fund if the SRV is not approved. The variation in General Rate income is also outlined on the following page. We refer to this as scenario two.

For further information on the impacts of the proposed SRV refer to Council's Delivery Program / Operational Plan and the Long Term Financial Plan documents.

	ACTUAL		ITEM			A PROPERTY OF THE PERSON NAMED IN					ESTIMATED						
2013/14	2014/15	2015/16		2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
			Operating Revenues				100		7.7.1	- 7		1	4.6.0	100	1 V. V.		777
38,830,500	41,354,600	43,946,800	Rates and Annual Charges	46,877,300	13	47,544,600	1	48,065,200	49,373,000	50,723,500	52,130,400	53,576,500	55,063,400	56,590,100	58,160,200	59,773,200	61,432,100
16,972,500	17,321,100	18,582,000	User Charges and Fees	20,138,200	16	19,056,700	(5)	19,601,400	20,192,300	20,696,400	21,211,600	21,742,400	22,286,900	22,847,100	23,418,700	24,008,400	24,599,200
3,487,400	2,539,400	2,133,600	Investment Revenues	2,299,200	(9)	1,659,900	(28)	1,856,600	1,900,700	1,589,000	1,635,200	1,563,800	1,583,000	1,663,300	1,799,200	2,097,900	2,406,000
6,082,300	7,833,600	9,389,200	Operating Grants	12,037,300	54	8,038,500	(33)	7,533,900	7,767,700	7,773,200	7,879,800	7,990,800	8,137,800	8,297,800	8,463,500	8,632,700	8,805,500
5,800,400	5,810,400	4,204,300	Other Revenues	5,868,900	1	6,395,500	9	6,518,700	6,581,300	6,777,100	6,952,400	7,132,900	7,407,000	7,506,700	7,701,200	7,900,700	8,105,500
71,173,100	74,859,100	78,255,900	Sub Total	87,220,900	17	82,695,200	(5)	83,575,800	85,815,000	87,559,200	89,809,400	92,006,400	94,478,100	96,905,000	99,542,800	102,412,900	105,348,300
			Operating Expenses	100		1.5											
19,711,000	20,435,100	21,690,000	Employee Costs	22,308,000	9	23,001,000	3	23,715,000	24,452,000	25,211,000	25,994,000	26,801,000	27,633,000	28,491,000	29,376,000	30,288,000	31,229,000
22,518,900	21,906,100	23,953,600	Materials and Contracts	22,932,800	5	25,632,600	12	23,229,500	23,958,600	24,068,200	24,624,100	24,967,800	25,580,900	26,036,400	26,378,400	26,762,500	27,190,700
6,839,800	6,561,400	5,993,600	Borrowing Costs	5,523,000	(16)	5,620,400	2	5,173,300	4,892,600	4,490,500	4,470,600	4,109,800	3,790,200	3,490,900	3,212,000	2,952,200	2,690,300
20,368,300	17,937,300	19,197,600	Depreciation	15,978,600	(11)	18,538,900	16	19,013,400	19,486,200	19,877,800	20,276,700	20,684,000	21,098,600	21,522,000	21,954,300	22,394,300	22,843,000
11,258,500	11,427,700	11,605,100	Other Expenses	12,188,500	7	12,063,800	(1)	12,289,000	12,590,700	13,169,700	13,275,500	13,681,100	14,011,100	14,703,800	14,802,700	15,198,400	15,613,600
80,696,500	78,267,600	82,439,900	Sub Total	78,930,900	1	84,856,700	8	83,420,200	85,380,100	86,817,200	88,640,900	90,243,700	92,113,800	94,244,100	95,723,400	97,595,400	99,566,60
(9,523,400)	(3,408,500)	(4.184.000)	Result - Surplus/(Deficit)	8,290,000	(343)	(2,161,500)	(126)	155,600	434,900	742,000	1,168,500	1,762,700	2,364,300	2,660,900	3,819,400	4,817,500	5,781,70

	ACTUAL		ITEM								<b>ESTIMATED</b>						
2013/14	2014/15	2015/16		2016/17	%	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	16.51 III		Operating Revenues	7-3-5				1 - 0 - 30				7.1 2.47	12/30/20	-			
24,301,300	25,256,500	26,633,600	Rates and Annual Charges	28,107,400	11	28,168,100	0	28,200,200	29,007,500	29,837,500	30,691,000	31,569,700	32,473,200	33,402,500	34,359,200	35,342,800	36,355,30
9,283,800	9,850,700	10,785,800	User Charges and Fees	10,998,500	12	10,705,500	(3)	11,016,700	11,368,400	11,615,200	11,865,000	12,123,000	12,386,500	12,657,500	12,932,500	13,216,500	13,492,30
2,105,100	1,449,300	1,298,100	Investment Revenues	1,462,800	1	982,900	(33)	1,116,800	1,300,400	1,043,100	1,014,800	1,042,600	1,139,900	1,231,300	1,394,700	1,536,700	1,671,20
5,779,700	7,529,300	9,075,200	Operating Grants	11,718,300	56	7,750,900	(34)	7,244,700	7,476,700	7,480,600	7,585,500	7,694,800	7,840,100	7,998,300	8,162,300	8,329,800	8,500,90
4,577,300	4,544,100	2,923,300	Other Revenues	4,651,000	2	5,091,000	9	5,183,500	5,212,200	5,373,100	5,512,700	5,656,700	5,893,400	5,954,700	6,109,800	6,268,900	6,432,20
46,047,200	48,629,900	50,716,000	Sub Total	56,938,000	17	52,698,400	(7)	52,761,900	54,365,200	55,349,500	56,669,000	58,086,800	59,733,100	61,244,300	62,958,500	64,694,700	66,451,90
			Operating Expenses														
14,771,400	15,453,100	16,138,000	Employee Costs	15,939,000	3	16,434,000	3	16,945,000	17,472,000	18,015,000	18,575,000	19,152,000	19,746,000	20,359,000	20,992,000	21,644,000	22,316,00
15,428,200	14,881,700	17,592,600	Materials and Contracts	16,790,800	13	19,391,000	15	16,855,200	17,501,900	17,487,400	17,902,500	18,083,500	18,618,600	18,944,500	19,222,100	19,458,200	19,778,30
1,679,000	1,564,600	1,334,300	Borrowing Costs	1,074,400	(31)	1,370,500	28	1,295,000	1,225,600	1,050,700	1,231,400	1,060,600	933,900	832,600	748,700	685,900	622,00
15,865,700	14,144,300	14,166,800	Depreciation	11,005,700	(22)	13,383,900	22	13,754,800	14,122,400	14,406,200	14,695,800	14,991,200	15,292,300	15,599,600	15,913,100	16,232,700	16,558,40
4,927,500	4,897,100	5,094,400	Other Expenses	5,283,600	8	5,254,600	(1)	5,404,800	5,545,000	5,959,000	5,836,200	5,986,800	6,140,500	6,600,300	6,459,500	6,625,700	6,796,00
52,671,800	50,940,800	54,326,100	Sub Total	50,093,500	(2)	55,834,000	11	54,254,800	55,866,900	56,918,300	58,240,900	59,274,100	60,731,300	62,336,000	63,335,400	64,646,500	66,070,70

#### GENERAL FUND - CASH FORECAST AND LONG TERM FINANCIAL PLAN

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

The opposite page provides the cash forecast for General Fund. The estimates for 2017/18 represent the budgets for that year whereas the estimates from 2018/19 onwards provide a guide as to where the organisation is heading. Explanations for each item are:

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

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

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

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

- Capital Grants and Contributions: This item represents the capital grants and capital contributions recognised in Part D of this document
- Section 94 Contributions Collected: Represents 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 form part of the operating result.

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

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

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

#### Net movement in other working capital items

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

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

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

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

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

This includes internal reserves, external reserves, section 94 contributions and working capital.

-				GENERAL F	UND - LON	G TEI	RM FINANCI	AL PLAN (	2013/14 to 2	027/28)						
	ACT			ITEM							STIMATED					
2013/14	2014/15	2015/16	2016/17		2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
		ú.		OPERATING RESULTS										-		
75 752 632	70 402 534	5.2.6.2	The second secon	General Fund Activities			F 4 000 F00	50 050 000	F7 700 400	50 000 700	20 500 400	00.044.000	00 000 100	05 004 000	07.540.700	00.054.40
46,105,000 36,361,000	49,169,800	50,716,000 40,288,300		Operating Revenues Less Operating Expenses	52,698,400 42,331,000		54,228,500 40,745,100	56,656,300 42,019,600	57,709,400 42,822,700	59,099,700 43,863,200	60,590,400 44,608,800	62,311,900 45,772,800	63,900,400 47,078,200	65,694,300 47,772,300	67,512,700 48,772,300	69,354,400 49,870,800
9,744,000	35,858,700 13,311,100	10,427,700	and the second second	Operating Result before Non-cash Items	10,367,400		13,483,400	14,636,700	14,886,700	15,236,500	15,981,600		16,822,200	17,922,000	18,740,400	19,483,600
3,744,000	10,011,100	10,427,700														1000000
15,865,700	14,144,300	14,166,800		Less Depreciation	13,383,900		13,754,800	14,122,400	14,406,200	14,695,800	14,991,200	15,292,300	15,599,600	15,913,100	16,232,700	16,558,400
289,900	725,700	(319,800) 190,800		Less Land Stock Movement Less Unwinding Interest Free Loans	119,100	(100)	70,200	48,000	20,600	21,400	22,100	22,900	23,800	24,700	25,600	25,600
169,300 3,967,400	231,300 3,347,700	190,600		Less Loss on Disposal of Infrastructure Assets		(100)	70,200	40,000	20,000	21,400	22,100	22,500	23,800	24,700	25,000	25,000
(10,548,300)	(5,137,900)	(3,610,100)		Net Operating Result	(3,135,600)		(341,600)	466,300	459,900	519,300	968,300	1,223,900	1,198,800	1,984,200	2,482,100	2,899,600
				Add Capital Grants and Contributions		-									1 100	17.00
6,861,000	4,752,500	8,258,000	7 315 700	Capital Grants and Contributions	10,925,500	49	3,716,900	297,100	303,100	309,300	315,600	322,000	328,700	335,400	342,200	349.300
2,269,000	2,924,000	2,226,100		Section 94 Contributions Collected	4,049,000		7,192,000	7,372,000		13,894,000	6,241,000	6,397,000	6,556,000	6,719,000	6,887,000	7,059,000
				Add Non-operating Funds Employed		-								1000		
1,200,000	725,000	500.000		Loan Funds Used	8,847,800	188	2,500,000	Ó	8,340,000	0	0	0	0	0	0	C
1,805,000	2,809,800	2,286,400		Proceeds from Disposal of Assets	8,105,000		7,655,000	4,655,000	2,940,000	1,400,000	960,000	960,000	960,000	960,000	960,000	960,000
				Subtract Funds Deployed for Non-operating Pu	rnococ											
(27,878,000)	(18,233,400)	(22,896,800)		Capital Expenditure	(42,002,300)	77	(37,436,300)	(33,972,500)	(39,068,500)	(26,866,300)	(13,973,500)	(18,573,400)	(18.933.800)	(16,708,500)	(20,218,100)	(18.519.000)
(3,216,000)	(3,395,400)	(3,788,900)		Repayment of Principal on Loans	(3,285,700)		(3,324,800)	(3,402,100)		(3,636,100)	(3,183,000)	(2,456,800)	(2,190,000)	(1,569,400)	(1,573,400)	(1,637,300)
	1			Net Movement in Other Working Capital Items	42.11.2											
(1,957,800)	(498,500)	2,036,000	5,524,700	Net Incr / (Decr) in Leave and Working Capital	200,000	(96)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
1200000		24.25.24					1							1000		
15,865,700	14,144,300	14,166,800	VI ada to Carlotte a	Add Back Non-Cash Expense Depreciation	13,383,900	22	13,754,800	14,122,400	14,406,200	14.695,800	14,991,200	15,292,300	15,599,600	15,913,100	16,232,700	16,558,400
333,000	(30,000)	(163,000)		Investment Premiums		(100)	0	0	0	0	0	0	0	0	0	0,000,100
0	(460,100)	Ó		Fair Value Adjustments Rental Properties		(100)	0	0	0	0	0	0	0	0	0	0
289,900	725,700	(319,800)		Land Stock Movement	The state of the s	(100)	0	0	0	0	0	0	0	0	0	05.000
169,300 3,967,400	231,300 3,347,700	190,800		Unwinding Interest Free Loans Loss on Disposal of Infrastructure Assets	119,100	(100)	70,200	48,000	20,600	21,400	22,100	22,900	23,800	24,700	25,600	25,600
3,307,400	3,347,700	· ·	5,241,100	Loss on Disposar of Illinastructure Assets		(100)		Ŭ		· ·				•		,
(10,839,800)	1,905,000	(1,114,500)	10,029,900	Cash Reserves - Increase / (Decrease)	(2,793,300)	(128)	(6,013,800)	(10,213,800)	(1,973,700)	537,400	6,541,700	3,387,900	3,743,100	7,858,500	5,338,100	7,895,600
				Movement in Reserves - Increase / (Decrease)		1										
(11,293,000)	2,180,200	521,200		Reserves - Internal - Increase / (Decrease)	(5,021,700)		(11,230,800)	15,100		273,000	684,200	(903,000)	(2,838,100)	1,012,700	240,200	(79,300)
453,000	(275,200)	(1,630,500)		Reserves - External - Increase / (Decrease)	2,168,400		5,569,100	(9,762,200)	(1,938,900)	638,000	6,174,600	4,436,400	6,693,200	7,010,000	5,120,300	7,625,200
200	0	(5,200)		Working Capital - Increase / (Decrease)	60,000		(352,100)	(466,700)	(506,500)	.(373,600)	(317,100)	(145,500)	(112,000)	(164,200)	(22,400)	349,700
(10,839,800)	1,905,000	(1,114,500)	10,029,900	Total Movement in Reserves	(2,793,300)		(6,013,800)	(10,213,800)	(1,973,700)	537,400	6,541,700	3,387,900	3,743,100	7,858,500	5,338,100	7,895,600
	LOS DE LA	ATT- 1-51-11-11		Reserves - Balances as at 30 June	20 10 10		32.23.25	102/22/05	V 120023 34	20.770.700	41.2011.41	120325000	202 202	No realised	42/202701	11212011
25,427,000	27,607,200	28,128,400		Internal Reserves	30,874,800		19,644,000	19,659,100	20,130,800 5,356,600	20,403,800	21,088,000		17,346,900 23,298,800	18,359,600 30,308,800	18,599,800 35,429,100	18,520,500 43,054,300
11,070,600 3,034,800	10,795,400 3,034,800	9,164,900		External Reserves Working Capital	11,488,600 5,199,900	1	17,057,700 4,847,800	7,295,500 4,381,100	3,874,600	5,994,600 3,501,000	12,169,200 3,183,900	16,605,600 3,038,400	2,926,400	2,762,200	2,739,800	3,089,500
39,532,400	41,437,400	40,322,900	50,352,800		47,563,300		41,549,500	31,335,700	29,362,000	29,899,400	36,441,100	39,829,000	43,572,100	51,430,600	56,768,700	64,664,300
	3111111111	.,	20,222,623	Gré 726.	N. C. C.		118.115	200 P. S.		CONTRACT.		A 47 M. 10	1240.411		- X - 0 X - 0 C C C	10000000

#### WATER OPERATIONS - CASH FORECAST AND LONG TERM FINANCIAL PLAN

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

Explanations for each item are:

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

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

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

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

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

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

• Loan Funds Used: Represents loans applied during the year.

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

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

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

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

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

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

	ACTI	IAL		ITEM						FS	TIMATED					
2013/14	2014/15	2015/16	2016/17	112.11	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
				OPERATING RESULTS				4.71								
10,689,100 9,141,100	10,892,500 9,317,700	11,199,100 9,313,000		Operating Revenues Less Operating Expenses	11,778,400 9,845,400		12,143,700 10,104,400	12,332,100 10,307,500	12,608,400 10,556,200	12,999,400 10,870,700	13,275,300 11,213,700	13,601,000 11,480,200	13,940,900 11,805,400	14,301,200 12,139,700	14,763,100 12,466,500	15,245,10 12,761,10
1,548,000	1,574,800	1,886,100	2,689,100	Operating Result before Non-cash Items	1,933,000	(28)	2,039,300	2,024,600	2,052,200	2,128,700	2,061,600	2,120,800	2,135,500	2,161,500	2,296,600	2,484,00
1,859,500 0	1,478,700	1,498,900 0 38.000	. 0	Depreciation Expense Less Unwinding Interest Free Loans Less Loss on Disposal of Infrastructure Assets	1,380,000	(1) 0	1,407,600	1,435,800 0	1,464,600 0	1,493,900	1,523,800	1,554,300	1,585,400	1,617,200 0	1,649,600	1,682,60
111,000 (422,500)	20,600 <b>75,500</b>	349,200		Net Operating Result	553,000		631,700	588,800	587,600	634,800	537,800	566,500	550,100	544,300	647,000	801,40
368,600 430,400	336,400 454,900	0 837,900	0	Add Capital Grants and Contributions Capital Grants and Contributions Section 64 Contributions Collected	0 575,000	0 23	0 600,000	0 620,000	0 640,000	0 660,000	0 680,000	700,000	0 720,000	0 740,000	0 760,000	780,00
0 137,600	0 136,200	0 23,000	0	Add Non-operating Funds Employed Loan Funds Used Transfer from Section 64 Recoupments BBRC	0	0 (100)	0 0	0	0	0	0	0	0	0 0	0	
(1,827,100) (137,600) 0	(2,821,700) (136,200) 0	(1,427,000) (23,000) 0	(1,131,500) (100,000)	Subtract Funds Deployed for Non-operating Pu Capital Expenditure Contributions - Section 64 Recoupments BBRC Repayment of Principal on Loans	(4,000,700)	254 (100) 0	(5,018,000) 0 0	(3,400,000) 0 0	(1,990,100) 0 0	(5,836,000) 0 0	(4,662,000) 0 0	(4,630,800) 0 0	(4,377,000) 0 0	(1,791,600) 0 0	(1,751,000) 0 0	
o	264,500	o		Net Movement in Other Working Capital Items Net Incr / (Decr) in Leave and Working Capital	o	0	0	o	0	0	o	o	0	0	0	
1,859,500 0 111,000	1,478,700 0 20,600	1,498,900 0 38,000	1,399,600 0	Add Back Non-Cash Expense Depreciation Unwinding Interest Free Loans Loss on Disposal of Infrastructure Assets	1,380,000 0 0	(1) 0 0	1,407,600 0 0	1,435,800 0 0	1,464,600 0 0	1,493,900 0 0	1,523,800 0 0	1,554,300 0 0	1,585,400 0 0	1,617,200 0 0	1,649,600 0 0	1,682,60
519,900	(191,100)	1,297,000	2,026,700	Reserves Movement - Increase / (Decrease)	(1,492,700)	(174)	(2,378,700)	(755,400)	702,100	(3,047,300)	(1,920,400)	(1,810,000)	(1,521,500)	1,109,900	1,305,600	3,264,00
979,100 (459,200) <b>519,900</b>	966,800 (1,157,900) <b>(191,100)</b>	461,000 836,000 <b>1,297,000</b>	1,851,400 175,300 <b>2,026,700</b>	Movement in Reserves - Increase / (Decrease) Water Reserves Developer Contributions - Section 64 Total Movement in Reserves (incl Sec 64)	(1,599,100) 106,400 (1,492,700)		(66,100) (2,312,600) (2,378,700)	(438,500) (316,900) (755,400)	128,700 573,400 <b>702,100</b>	(2,235,000) (812,300) (3,047,300)	447,300 (2,367,700) (1,920,400)	(1,559,900) (250,100) (1,810,000)	(1,207,100) (314,400) (1,521,500)	305,600 804,300 <b>1,109,900</b>	454,100 851,500 <b>1,305,600</b>	2,363,80 900,20 <b>3,264,00</b>
2,916,000 7,747,000 <b>10,663,000</b>	3,882,800 6,589,100 <b>10,471,900</b>	4,343,800 7,425,100 11,768,900	6,195,200 7,600,400	Reserves - Balances as at 30 June Water Reserves Developer Contributions - Section 64 Total Reserves	6,001,300 7,706,800 <b>13,708,100</b>		5,935,200 5,394,200 11,329,400	5,496,700 5,077,300 10,574,000	5,625,400 5,650,700 11,276,100	3,390,400 4,838,400 <b>8,228,800</b>	3,837,700 2,470,700 6,308,400	2,277,800 2,220,600 4,498,400	1,070,700 1,906,200 <b>2,976,900</b>	1,376,300 2,710,500 4,086,800	1,830,400 3,562,000 <b>5,392,400</b>	4,194,20 4,462,20 8,656,40

#### WASTEWATER OPERATIONS - CASH FORECAST AND LONG TERM FINANCIAL PLAN

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

Explanations for each item are:

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

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

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

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

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

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

• Loan Funds Used: Represents loans applied during the year.

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

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

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

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

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

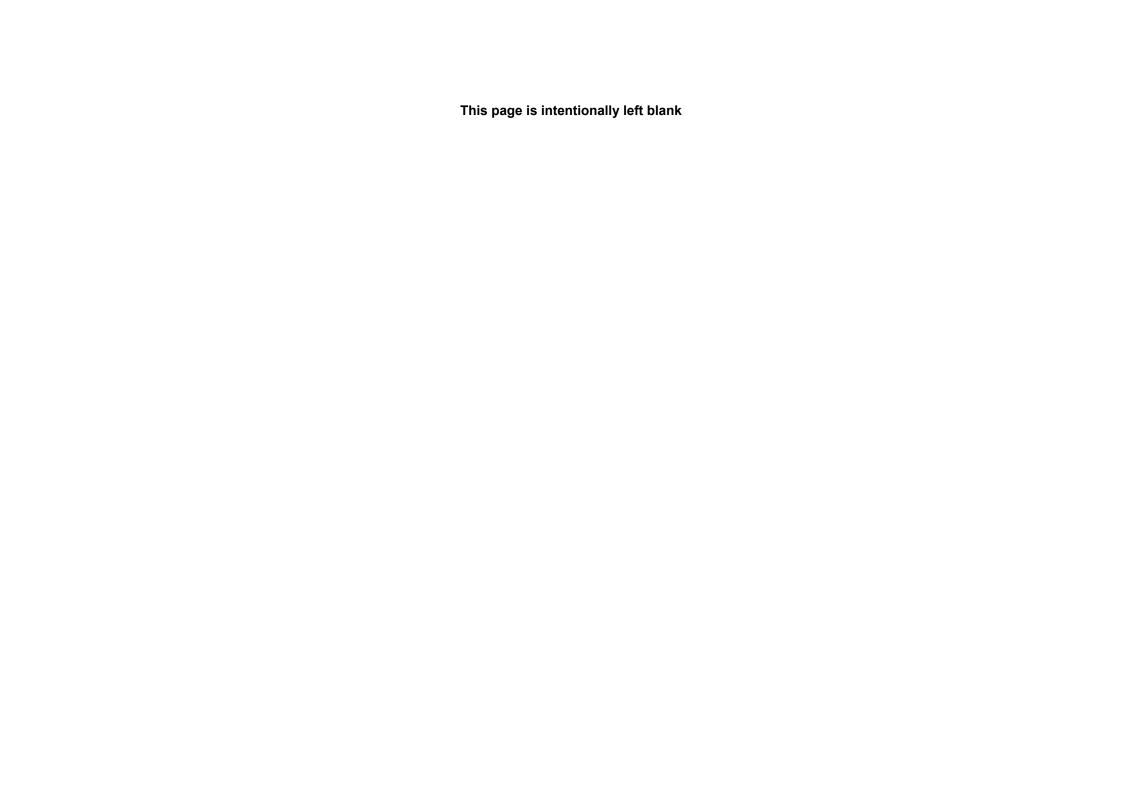
Reserve Balances This section shows the estimated closing balances for the equity items relating to cash. This includes reserves and section 64 contributions.

	ACTU	IAI		ITEM				NANCIAL P			TIMATED					
2013/14	2014/15	2015/16	2016/17	ITEM	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
				OPERATING RESULTS												
14,462,800	15,355,900	16,349,100		Operating Revenues	18,218,400 13,828,300		18,670,200 13,668,400	19,117,700 13,772,900	19,601,300 13,871,100		20,644,300	21,144,000	21,719,800	22,283,100	22,955,100	23,651,30
13,987,000 475,800	13,866,900	13,468,900 2,880,200		Less Operating Expenses Operating Result before Non-cash Items	4,390,100	_	5,001,800	5,344,800	5,730,200	13,948,400 6,192,600	14,063,100 6,581,200	14,096,000 7,048,000	14,180,300 7,539,500	14,207,100 8,076,000	14,320,800 8,634,300	9,201,10
470,000	1,469,000	2,000,200	3,353,000	Operating Result before Non-cash items	4,000,100	,,,	3,001,000	0,044,000	0,750,200	0,192,000	0,361,200	7,040,000	7,559,500	8,076,000	6,634,300	9,201,10
2,643,100	2,314,300	3,531,900	3,573,300	Depreciation Expense	3,775,000	6	3,851,000	3,928,000	4,007,000	4,087,000	4,169,000	4,252,000	4,337,000	4,424,000	4,512,000	4,602,00
394,000	349,200	301,100		Less Unwinding Interest Free Loans	194,000		134,000	69,000	0	0	0	0	0	0	0	
20,300	12,216,800	10,800		Less Loss on Disposal of Infrastructure Assets		(100)	0	0	0	0	0	0	0	0	0	
(2,581,600)	(13,391,300)	(963,600)	(246,000)	Net Operating Result	421,100	(271)	1,016,800	1,347,800	1,723,200	2,105,600	2,412,200	2,796,000	3,202,500	3,652,000	4,122,300	4,599,10
0	0	0		Add Capital Grants and Contributions Capital Grants and Contributions Section 64 Contributions Collected	1,400,000	(100) 90	0 1,430,000	0 1,470,000	0 1,510,000	0	0	0	0	0	0 1,780,000	1,830,00
1,001,000	1,505,500	1,724,500	700,000		, 1,400,000	00	1,400,000	1,470,000	1,010,000	1,000,000	1,000,000	1,000,000	1,000,000	1,750,000	1,700,000	1,000,00
000 000				Add Non-operating Funds Employed												
690,000 559,600	409,000	0		Loan Funds Used Transfer from Section 64 Recoupments BBRC	0	(100)	0	0	0	0	0	0	0	0	0	1 120 70
559,600	409,000	U	2,092,700	Transfer from Section 64 Recoupments BBRC		(100)	U	U	U	U	U	U	0	U	U	1,130,70
Section allows		10000000000		Subtract Funds Deployed for Non-operating Pu		1000				ALC: 11.		Transaction	A SACRAGE	200.000		
(8,112,100)	(4,320,400)	(2,267,300)		Capital Expenditure	(8,745,100)		(7,734,900)	(5,076,700)	(2,695,400)	(5,105,100)	(4,455,100)	(1,014,500)	(5,316,400)	(1,186,000)	(1,130,700)	(1,130,700
(559,600)	(409,000)	(2,793,300)		Contributions - Section 64 Recoupments BBRC Repayment of Principal on Loans	(3,095,600)	(100)	(3,134,000)	(3,280,300)	(2,453,500)	(2,654,100)	(2,844,100)	(3,037,000)	(3,235,000)	(3,430,000)	(2 627 000)	(1,130,700
(2,384,800)	(2,187,900)	(2,793,300)	(2,957,900)	Repayment of Principal on Loans	(3,095,000)	5	(3,134,000)	(3,280,300)	(2,455,500)	(2,034,100)	(2,044,100)	(3,037,000)	(3,235,000)	(3,430,000)	(3,627,000)	(3,025,000
11 February		4776 474		Net Movement in Other Working Capital Items				1.5								
468,500	89,600	(305,500)	(305,500)	Net Incr / (Decr) in Leave and Working Capital	0	(100)	0	.0	0	. 0	0	0	0	0	0	
1.00		200		Add Back Non-Cash Expense	100			1000	10.00			1.5.1	100			
2,643,100	2,314,300	3,531,900		Depreciation	3,775,000		3,851,000	3,928,000	4,007,000	4,087,000	4,169,000	4,252,000	4,337,000	4,424,000	4,512,000	4,602,00
394,000	349,200	301,100		Unwinding Interest Free Loans	194,000		134,000	69,000	0	0	0	0	0	0	0	
20,300	12,216,800	10,800	416,400	Loss on Disposal of Infrastructure Assets	0	(100)	0	0	0	0	0	0	0	0	0	
(7,510,700)	(3,543,800)	(761,400)	(1,067,400)	Wastewater Reserves - Increase / (Decrease)	(6,050,600)	467	(4,437,100)	(1,542,200)	2,091,300	(16,600)	872,000	4,626,500	668,100	5,190,000	5,656,600	6,075,40
				Movement in Reserves - Increase / (Decrease)												
(8,193,600)	(4,663,700)	(2,402,700)	(1,280,700)	Wastewater Reserves	(4,868,200)		(1,850,400)	476,700	1,794,600	(259,900)	1,113,200	4,495,100	582,800	5,149,700	5,664,400	6,132,40
682,900	1,119,900	1,641,300	213,300	Developer Contributions - Section 64	(1,182,400)		(2,586,700)	(2,018,900)	296,700	243,300	(241,200)	131,400	85,300	40,300	(7,800)	(57,000
(7,510,700)	(3,543,800)	(761,400)	(1,067,400)	Total Movement in Reserves (incl Section 64)	(6,050,600)		(4,437,100)	(1,542,200)	2,091,300	(16,600)	872,000	4,626,500	668,100	5,190,000	5,656,600	6,075,40
				Reserves - Balances as at 30 June					1.2		CO. 11					
15,178,000	10,514,300	8,111,600	547.77.77.7	Wastewater Reserves	1,962,700		112,300	589,000	2,383,600	2,123,700	3,236,900	7,732,000	8,314,800	13,464,500	19,128,900	25,261,30
3,420,600	4,540,500	6,181,800		Developer Contributions - Section 64	5,212,700		2,626,000	607,100	903,800	1,147,100	905,900	1,037,300	1,122,600	1,162,900	1,155,100	1,098,10
18;598,600	15,054,800	14,293,400	13,226,000	Total	7,175,400		2,738,300	1,196,100	3,287,400	3,270,800	4,142,800	8,769,300	9,437,400	14,627,400	20,284,000	26,359,40

	407	IIAI		ITEM						EC	TIMATED					
2013/14	2014/15	2015/16	2016/17	ITEM	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
				OPERATING RESULTS												
71,256,900	75,418,200	78,264,200		Operating Activities Operating Revenues	82,695,200	(5)	85,042,400	88,106,100	89,919,100	92,240,100	94,510,000	97,056,900		102,278,600	105,230,900	108,250,80
59,489,100	59,043,300	63,070,200	62,147,900	Less Operating Expenses	66,004,700	6	64,517,900	66,100,000	67,250,000	68,682,300	69,885,600	71,349,000	73,063,900	74,119,100	75,559,600	77,082,10
11,767,800	16,374,900	15,194,000	24,727,000	Operating Result before Non-cash Items	16,690,500	(33)	20,524,500	22,006,100	22,669,100	23,557,800	24,624,400	25,707,900	26,497,200	28,159,500	29,671,300	31,168,70
20,368,300	17,937,300	19,197,600		Less Depreciation	18,538,900		19,013,400	19,486,200	19,877,800	20,276,700	20,684,000	21,098,600	21,522,000	21,954,300	22,394,300	22,843,00
289,900	725,700	(319,800)		Less Land Stock Movement	0	(100)	0	0	0	0	0	0	0	0	0	05.00
563,300	580,500	491,900		Less Unwinding Interest Free Loans	313,100		204,200	117,000	20,600	21,400	22,100	22,900	23,800	24,700	25,600	25,60
4,098,700 13,552,400)	15,585,100 (18,453,700)	48,800 (4,224,500)		Less Loss on Disposal of Infrastructure Assets  Net Operating Result	(2,161,500)		1,306,900	2,402,900	2,770,700	3,259,700	3,918,300	4,586,400	4,951,400	6,180,500	7,251,400	8,300,10
10,002,100	(10,100,100)	( 1,22 3,22 4	-11		100	h				1000	1 17 19 22 1	1.000	103774530			
7 000 000	5 000 000	8,258,000	7 242 700	Add Capital Grants and Contributions Capital Grants and Contributions	10,925,500	49	3,716,900	297,100	303,100	309,300	315,600	322,000	328,700	335,400	342,200	349,30
7,229,600 4,051,300	5,088,900 4,764,800	4,788,500		Section 64 and 94 Contributions	6,024,000		9,222,000	9,462,000	15,706,000	16,104,000	8,511,000	8,727,000	8,956,000	9,189,000	9,427,000	9,669,00
1,001,000	1,101,000	1,1 00,000	-,,		2007.0			211.021.03	100000000000000000000000000000000000000	W. 2013075 50	177-12-1					
1,890,000	725,000	500,000	3 076 900	Add Non-operating Funds Employed Loan Funds Used	8,847,800	188	2,500,000	0	8,340,000	. 0	0	0	0	0	0	
1,805,000	2,809,800	2,286,400		Proceeds from Disposal of Assets	8,105,000		7,655,000	4,655,000	2,940,000	1,400,000	960,000	960,000	960,000	960,000	960,000	960,00
1,000,000	0,433,1323						44000000									
07 047 000	(05 075 500)	(00 504 400)	(07 070 000)	Subtract Funds Deployed for Non-operating Pu	rposes (54,748,100)	100	(50,189,200)	(42,449,200)	(43,754,000)	(37,807,400)	(23,090,600)	(24,218,700)	(28,627,200)	(19 686 100)	(23,099,800)	(19,649,700
(37,817,200) (5,600,800)	(25,375,500) (5,583,300)	(26,591,100) (6,582,200)		Capital Expenditure Repayment of Principal on Loans	(6,381,300)		(6,458,800)	(6,682,400)	(5,584,500)	(6,290,200)	(6,027,100)	(5,493,800)	(5,425,000)	(4,999,400)	(5,200,400)	(5,462,300
(0,000,000)	(0,000,000)	(0,002,200)	(0,00 1,100)				0-0-0				3.0	100000000000000000000000000000000000000	,		1000	
/4 400 DOD	(4.44.400)	4 700 500	E 040 000	Net Movement in Other Working Capital Items Net Incr / (Decr) in Leave and Working Capital	200,000	(06)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200.000	200.00
(1,489,300)	(144,400)	1,730,500	5,219,200	Net Incr / (Decr) in Leave and Working Capital	200,000	(30)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
24.970.02	51m/s1-51.5m4	Canada at a	12,020,020	Add Back Non-Cash Expense	40 500 000		10.010.100	40,400,000	40.077.000	00 070 700	00 004 000	04 000 000	04 500 000	24 054 000	00 004 000	22,843,00
20,368,300	17,937,300	19,197,600		Depreciation Investment Premiums	18,538,900	16 (100)	19,013,400	19,486,200	19,877,800	20,276,700	20,684,000	21,098,600	21,522,000	21,954,300	22,394,300	22,843,00
333,000	(30,000) (460,100)	(163,000)		Fair Value Adjustments Rental Properties	0	(100)	o	0	ő	ő	o	0	ő	0	o	
289,900	725,700	(319,800)		Land Stock Movement	0	(100)	0	0	0	0	0	0	0	0	0	
563,300	580,500	491,900		Unwinding Interest Free Loans	313,100		204,200	117,000	20,600	21,400	22,100	22,900	23,800	24,700	25,600	25,60
4,098,700	15,585,100	48,800	5,657,500	Loss on Disposal of Infrastructure Assets	0	(100)	0	0	0	0	0	0	0	0	0	
(17,830,600)	(1,829,900)	(578,900)	10,989,200	Cash Reserves - Increase / (Decrease)	(10,336,600)	(194)	(12,829,600)	(12,511,400)	819,700	(2,526,500)	5,493,300	6,204,400	2,889,700	14,158,400	12,300,300	17,235,00
				Movement in Reserves - Increase / (Decrease)					1	4 - 4 - 1						
(11,293,000)	2,180,200	521,200	7,764,300	마양하다 가입하다 가게 살아가지 않아요? 그 아이들이 이 그는 그 같은 사람들이 되었다. 그는 그 없는 것이 없다.	(5,021,700)		(11,230,800)	15,100	471,700	273,000	684,200	(903,000)	(2,838,100)	1,012,700	240,200	(79,300
(6,537,800)	(4,010,100)	(1,094,900)	1,114,600	Reserves - External - Increase / (Decrease)	(5,374,900)		(1,246,700)	(12,059,800)	854,500	(2,425,900)	5,126,200	7,252,900	5,839,800	13,309,900	12,082,500	16,964,60
200	0	(5,200)		Working Capital	60,000		(352,100)	(466,700)	(506,500)	(373,600)	(317,100)	(145,500)	(112,000)	(164,200)	(22,400)	349,70
(17,830,600)	(1,829,900)	(578,900)	10,989,200	Total Movement in Reserves	(10,336,600)		(12,829,600)	(12,511,400)	819,700	(2,526,500)	5,493,300	6,204,400	2,889,700	14,158,400	12,300,300	17,235,00
				Reserves - Balances as at 30 June	182, 201-642		SECRETARY							40.000.000	40 500 555	10 500 50
25,427,000	27,607,200	28,128,400		Internal Reserves	30,874,800		19,644,000	19,659,100	20,130,800	20,403,800	21,088,000	20,185,000	17,346,900	18,359,600	18,599,800 61,105,500	18,520,50 78,070,10
40,332,200		35,227,200		External Reserves Working Capital	32,372,100 5,199,900		31,125,400 4,847,800	19,065,600 4,381,100	19,920,100 3,874,600	17,494,200 3,501,000	22,620,400 3,183,900	29,873,300 3,038,400	35,713,100 2,926,400	49,023,000 2,762,200	2,739,800	3,089,50
3,034,800 68,794,000	3,034,800 66,964,100	3,029,600 66,385,200	77,374,400		68,446,800	1	55,617,200	43,105,800	43,925,500	41,399,000	46,892,300	53,096,700	55,986,400	70,144,800	82,445,100	99,680,10
,,,,	30,004,100	50,000,200	, ,					1967500 18575	100000000000000000000000000000000000000	200	1 25000000000000000000000000000000000000	The free Sec.			13.47	

# Part B

# **Operating Budgets**



#### INTRODUCTION

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

#### **Left Hand Page**

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

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

## **Right Hand Page**

This page provides numerical information for each program:

Actual (2012/13 to 2016/17) These columns represent the actual results for previous years. There can be changes in reporting formats over time, however the information is provided as a guide to what has occurred in the past.

Ledger Account and Budget Items These two columns include the ledger account number and a description of the main budget items for the program.

Estimated 2017/18 This is the estimate for the 2017/18 financial year.

Percentage This column provides figures expressed as a percentage, as to what the 2017/18 estimate has varied by as compared to the 2016/17 actual.

2018/19 to 2027/28 Forward estimates have been provided as a guide to show the overall financial trend for a ten year forecast period.

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

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

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

#### **Capital Movements**

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

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

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

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

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

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

#### STRATEGIC AND COMMUNITY FACILITIES GROUP - SUMMARY

<u>Manager:</u> Steve Barnier - "Group Manager – Strategic and Community Facilities"

#### Background

This section of the document provides details of the programs that form part of the Strategic and Community Facilities Group. There are five distinct programs being Strategic Planning, Community Facilities, Library Services, Swimming Pools and Tourism.

# **Strategic Planning**

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

## **Community Facilities**

This program includes revenues and expenses for the operation of the Kentwell Centre, Lennox Head Cultural and Community Centre, Alstonville Leisure and Entertainment Centre, the Richmond Room, the Ballina Surf Club, the Northern Rivers Community Gallery, Naval Museum and a number of small halls.

#### **Library Services**

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

#### **Swimming Pools**

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

#### **Tourism**

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

_		ACTUAL			BUDGET ITEMS						FSTI	MATED					
2012/13	2013/14	2014/15	2015/16	2016/17	BODGETTIEWS	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
					OPERATING REVENUES											,	
341,900	366,700	450,200	358,700		Strategic Planning	206,900	(32)	232,500	380,500	148,700	146,900	171,100		393,500	532,200	676,500	828,30
340,000	389,900	489,400	520,400		Community Facilities	569,600	3	727,400	863,600	886,400	909,800	933,900		984,000	1,010,100		1,063,90
115,000	110,400	136,300	111,900		Library Services	78,000	(34)	79,800	81,800	83,900	86,000	88,200		92,800	95,200	97,600	100,10
321,000	348,700	354,100	407,300		Swimming Pools	388,000	(11)	498,200	510,900	524,000	537,500	551,100		579,600	594,400		624,90
146,100	138,600	139,700	141,600	108,300	Tourism	60,700	(44)	150,300	62,200	64,200	66,200	68,200	160,200	72,300	74,500	76,800	79,20
1,264,000	1,354,300	1,569,700	1,539,900	1,516,500	Total Operating Revenues	1,303,200	(14)	1,688,200	1,899,000	1,707,200	1,746,400	1,812,500	2,036,300	2,122,200	2,306,400	2,497,000	2,696,40
			[ 4]	170	OPERATING EXPENSES				1								1. 6
1,270,300	1,081,200	1,150,100	1,205,100	1,263,000	Strategic Planning	1,412,500	12	1,176,700	1,204,500	1,233,200	1,262,400	1,292,900	1,323,900	1,355,400	1,387,600	1,421,100	1,455,30
1,756,400	1,824,300	2,107,200	2,177,700		Community Facilities	2,323,400	2	2,650,900	3,005,200	3,076,000	3,150,300	3,224,100		3,380,900	3,462,800		3,631,40
1,514,000	1,637,100	1,549,900	1,571,000		Library Services	1,598,200	(2)	1,644,500	1,685,100	1,726,900	1,769,700	1,813,600		1,904,300	1,951,500		2,049,20
881,100	867,100	822,100	792,800		Swimming Pools	1,386,200	79	1,539,200	1,547,800	1,556,300	1,564,700	1,574,600		1,591,900	1,600,400	1,608,400	1,616,70
589,100	611,900	532,400	590,700	610,800	Tourism	509,700	(17)	590,600	513,600	526,900	540,400	554,100	658,200	582,600	597,400	612,600	628,20
6,010,900	6,021,600	6,161,700	6,337,300	6,548,400	Total Operating Expenses	7,230,000	10	7,601,900	7,956,200	8,119,300	8,287,500	8,459,300	8,724,500	8,815,100	8,999,700	9,187,400	9,380,800
					NET PROGRAM OPERATING RESULT												
(928,400)	(714,500)	(699,900)	(846,400)	(960,800)	Strategic Planning	(1,205,600)	25	(944,200)	(824,000)	(1,084,500)	(1,115,500)	(1,121,800)	(1,062,100)	(961,900)	(855,400)	(744,600)	(627,000
					Community Facilities	(1,753,800)	2						(2,343,200)				
					Library Services	(1,520,200)	1						(1,767,900)			(1,902,200)	
(560,100)	(518,400)	(468,000)	(385,500)		Swimming Pools	(998,200)	196	(440,300)	(1,036,900) (451,400)				(1,017,000)			(999,000)	(991,800
(443,000)	(473,300)	(392,700)	(449,100)	(502,500)	lourism	(449,000)	(11)	(440,300)	(451,400)	(462,700)	(474,200)	(485,900)	(498,000)	(510,300)	(522,900)	(535,800)	(549,000
					Total Operating Result - Surplus / (Deficit)	(5,926,800)	18						(6,688,200)				
1,324,000 3,422,900)					Add Back Depreciation Total Cash Operating Result - Surplus / (Deficit)	1,266,000 (4,660,800)	7 21	1,377,900 (4,535,800)					1,609,500 (5,078,700)				
					Capital Movements												
San San	20000	1.75	55.4					A Second	Security	and the second	923, 272		277000	60.30.00			
23,000	24,300	17,300	18,500		Less Principal Repayments	359,900		485,700	503,800	516,500	537,000	557,400		580,000	602,300	625,400	649,30
3,657,000	3,194,600	4,109,500	3,327,000		Less Transfer to Reserves Add Transfer from Reserves	6,246,000 8,317,300		12,404,500	7,731,700 10,000	13,682,900	14,018,100	6,388,300		6,923,700 10,000	7,224,500 10,000	7,535,800 10,300	7,858,60
453,000 2,922,000	901,600	888,600 3,104,000	848,000 2,246,100		Add Capital Income Applied	10,496,800		7,192,000	7,372,000		13,894,000	6,241,000		6,556,000	6,719,000		7,059,00
17,000	314,000	332,400	521,100		Less Capital Expenditure	12,582,700		7,356,000	25,000	26,000	27,000	28,000		30,000	31,000		33,00
2 744 0001	(3 885 200)	(3 898 600)	(4 380 800)	(8 646 200)	Cash Result after Capital Movements	(5,035,300)	100	(5 248 000)	(5,450,100)	(5 555 800)	(5.672.800)	(5.791.800)	(5.894.300)	(6.018.500)	(6 146 800)	(6 277 100)	/6 412 100

#### STRATEGIC PLANNING

<u>Manager:</u> Matthew Wood - "Manager – Strategic Planning"

#### Background

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

## **Budget Comments**

#### **Operating Revenues**

#### Fees and Charges

Income for strategic planning publications and services and planning proposals.

#### **Grants and Contributions**

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

#### **Interest on Section 94 Contributions**

This program oversees Council's section 94 plans and the interest generated on the contributions held is transferred back to the Section 94 Plans.

## **Operating Expenses**

# **Employee Costs**

Based on seven full-time and one part time employees (total of 38 days), plus two motor vehicles.

# Office Expenses

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

# **Economic Development, Aboriginal, Heritage Programs and Koala Management Programs**

Allowances for consultancies and projects for these programs.

# Strategic Plans and Studies

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

# **Planning Proposals**

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

# Capital Movements

**Transfer to and from Reserves** - Represents Section 94 contributions collected plus interest earned on Section 94 contributions held, along with transfers from reserves for projects that have not been completed in the previous year and the funding is carried forward to the current year.

# **Capital Income**

Represents Section 94 contributions collected as per Part D of this document.

						STI	RATEGIC I	PLANN	ING									
		ACTUAL		10000	LEDGER	BUDGET ITEMS	2017/10	6/		0010100	0000/04		WATED	******	******		*******	
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT		2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
			1 1			OPERATING REVENUES			171	4								
52,000	89,700	72,400	114,200	53,700	20000	Planning Proposals and Other Fees	37,500	(30)	20,000	20,500	21,100	21,700	22,300	22,900	23,500	24,100	24,800	25,500
16,900	18,700 40,000	21,500 107,700	25,400 37,600	5,700	20002 20002	Grants and Conts - Solar Panel Rebates Grants and Conts - Ballina Centre Study	0	(100)	0	0	0	0	0	0	0	0	0	0
5,000	22,600	73,500	17,000	60,800	20002	Grants and Conts - Other	27,400	(55)	17,000	17,500	18,100	18,700	19,300	19,900	20,500	21,100	21,700	22,300
268,000	195,700	175,100	164,500	182,000	20012	Interest on Section 94 Contributions	142,000	(22)	195,500	342,500	109,500	106,500	129,500	219,000	349,500	487,000	630,000	780,500
341,900	366,700	450,200	358,700	302,200		Total Operating Revenues	206,900	(32)	232,500	380,500	148,700	146,900	171,100	261,800	393,500	532,200	676,500	828,300
1	- 1		-			OPERATING EXPENSES	65.71							190			(2.11)	
810,000	818,700	820,300	890,900	940,300	30000	Employee Costs	924,000	(2)	945,300	967,200	989,600	1,012,500	1,036,000	1,060,000	1,084,500	1,109,700	1,135,400	1,161,700
25,000	28,300	21,700	36,600	34,300	30000	Office Expenses	29,000	(15)	30,400	31,300	32,200	33,100	34,100	35,100	36,100	37,100	38,100	
33,600	15,600	72,500	11,100 70,500	16,700	30001 30001	Section 94 Plan Reviews Ballina Major Regional Centre	20,000 38,200	20 2,022	20,000	20,500 20,500	21,100 21,100	21,700 21,700	22,300 22,300	22,900 22,900	23,500 23,500	24,100 24,100	24,800 24,800	
5,500	19,400 34,900	107,700 300	19,300	1,800 28,700	30001	Plans of Management	21,300	(26)	20,000	20,300	21,100	21,700	22,300	22,900	23,300	24,100	24,000	25,500
15,000	14,700	14,600	8,300	18,700	30002	Economic Development Programs	15,000	(20)	15,000	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700	19,200
10,500	9,900	11,300	7,400	8,800	30001	Aboriginal Cultural Programs	15,000	70	15,000	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700	19,200
21,700	41,300	5,300	6,100	10,800	30001	Heritage Programs	15,000	39	15,000	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700	19,200
0	0	19,400	2,900	0	30001	Koala Management Actions	26,000	100	26,000	26,700	27,400	28,100	28,900	29,700	30,500	31,300	32,100	
0	0	0	0	25,300	30001	Public Art Projects	24,000	(5)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,300	10,600
0	0	0	0	0	30001	Significant Tree Register	50,000 43,800	100 72	30,000	30,800	31,700	32,600	33,500	34,400	35,300	20 200	37,300	38,400
304,000 38,000	43,100 55,300	17,000 37,200	13,300 78,000	25,500 71,700	30003 30003	Other Strategic Plans and Studies Planning Proposals	171,200	139	35,000	35,900	36,900	37,900	39,000	40,100	41,200	36,200 42,300	43,500	
7,000	0 0	22,800	60,700	80,400	30003	Environmental Action Plan	20,000	(75)	15,000	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700	
1,270,300	1,081,200	1,150,100	1,205,100	1,263,000		Total Operating Expenses	1,412,500	12	1,176,700	1,204,500	1,233,200	1,262,400	1,292,900	1,323,900	1,355,400	1,387,600	1,421,100	1,455,300
(928,400)	(714,500)	(699,900)	(846,400)	(960,800)		Operating Result - Surplus / (Deficit)	(1,205,600)	25	(944,200)	(824,000)	(1,084,500)	(1,115,500)	(1,121,800)	(1,062,100)	(961,900)	(855,400)	(744,600)	(627,000)
0	0	0	0	0		Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(928,400)	(714,500)	(699,900)	(846,400)	(960,800)		Cash Result - Surplus / (Deficit)	(1,205,600)	25	(944,200)	(824,000)	(1,084,500)	(1,115,500)	(1,121,800)	(1,062,100)	(961,900)	(855,400)	(744,600)	(627,000)
						Capital Movements												
0	0	0	0	0		Less Principal Repayments	0		0	0	. 0	0	0	0	0	0	0	C
3,460,000	2,729,700	3,392,100	2,658,200	2,773,200		Less Transfer to Reserves	4,191,000		7,387,500	7,714,500	13,665,500	14,000,500	6,370,500	6,616,000	6,905,500	7,206,000	7,517,000	
294,000	220,400	286,700	239,100	185,200		Add Transfer from Reserves	196,000		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,300	10,600
2,922,000	2,268,800 0	2,924,000 0	2,226,100 0	2,348,300 0		Add Capital Income Applied Less Capital Expenditure	4,049,000 0		7,192,000	7,372,000 0	13,556,000 0	13,894,000 0	6,241,000 0	6,397,000 0	6,556,000 0	6,719,000 0	6,887,000 0	7,059,000
(1,172,400)	(955,000)	(881,300)	(1,039,400)	(1,200,500)		Cash Result after Capital Movements	(1,151,600)	(4)	(1,129,700)	(1,156,500)	(1,184,000)	(1,212,000)	(1,241,300)	(1,271,100)	(1,301,400)	(1,332,400)	(1,364,300)	(1,396,900)

# **COMMUNITY FACILITIES**

<u>Manager:</u> Craig Brown - "Manager – Community Facilities"

# **Background**

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

# **Budget Comments**

# Operating Revenues

# **Fees and Charges**

Revenues for the Alstonville Leisure and Entertainment Centre, Ballina Surf Club, Kentwell Centre, Lennox Head Cultural and Community Centre, Richmond Room, Northern Rivers Community Gallery and other miscellaneous community service programs.

# **Operating Expenses**

#### **Employee Costs**

Based on one full-time and one part-time employee (8 days).

# **Employee Costs – Community Centres**

Based on two full-time and one part-time employee (14 days) plus a significant allowance for relief staff to assist with annual leave, sick leave etc.

#### **Community Centres / Halls / Gallery**

Operating expenses for the facilities identified.

#### **Public Halls**

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

#### **Naval Museum**

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

#### **Community Gallery**

Operating expenses for the Northern Rivers Community Gallery. Includes one full time employee and one part time employee (total of 8 days)

#### **Community Services Programs and Services**

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

#### **Capital Movements**

# **Loan Principal Repayments**

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

#### **Transfer from Reserves**

Refer to Part D for further details of reserve movements.

#### **Capital Expenditure**

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

		ACTUAL			LEDGER	BUDGET ITEMS	the second				-000 10	ESTI	MATED				7-19-17	
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT	0.0000000000000000000000000000000000000	2017/18	%	2018/19	2019/20	2020/21	2021/22		2023/24	2024/25	2025/26	2026/27	2027/28
						OPERATING REVENUES												
						Fees and Charges			1									
113,000	120,600	132,500	139,400	136.800	26082	Kentwell Centre	134.000	(2)	141.000	144,600	148,300	152,100	156,000	160,000	164,100	168,300	172,600	177,00
0	5,600	41,800	24,500		26087/26090	Alstonville Leisure / Entertainment Centre	22,000	(8)	40,000	41,000	42,100	43,200	44,300	45,500	46,700	47,900	49,100	50,40
106,000	102,600	88,300	90,500		26083	Lennox Head Cultural and Comm Centre	129,500	12	125,000	128,300	131,600	135,000	138,600	142,300	146,000		153,800	
0	0	0	0	0		Ballina Indoor Sports Centre	0	0	120,000	240,000	246,000	252,300	258,800	265,300	272,100	279,100	286,300	293,50
20,000	20,200	19,800	20,900	17,700	26080	Richmond Room	18,000	2	18,000	18,500	19,000	19,500	20,000	20,500	21,100	21,700	22,300	22,9
0	49,100	107,000	110,500	111,000	26081	Ballina Surf Club	123,000	11	126,000	129,200	132,600	136,100	139,700	143,400	147,200	151,100	155,000	159,00
71,000	76,200	71,800	77,100		26130	Northern Rivers Community Gallery	104,000	5	113,500	116,800	120,200	123,600	127,100	130,700	134,400	138,100	141,800	145,70
9,000	7,600	26,700	56,000	46,600	20021	Other Fees and Charges	37,600	(19)	42,400	43,600	44,900	46,200	47,500	48,900	50,300	51,900	53,500	55,10
					0.545.0	Grants and Contributions		-				100	1 3 4			1 2 3		
19,000	6,500	0	0	0	20021	Miscellaneous Grants	0	0	0	0	. 0	0	0	0	0	0	0	2.5
2,000	1,500	1,500	1,500		20021	Youth Week	1,500	0	1,500	1,600	1,700	1,800	1,900	2,000	2,100		2,300	2,40
340,000	389,900	489,400	520,400	552,300		Total Operating Revenues	569,600	3	727,400	863,600	886,400	909,800	933,900	958,600	984,000	1,010,100	1,036,700	1,063,90
-						OPERATING EXPENSES								- 2-3			I Yahin	
220,000	321,500	371,500	397,300	379,400	35110	Employee Costs	413,000	9	422,700	432,600	442,700	453,000	463,500	474,300	485,400	496,700	508,300	520,10
48,000	52,100	51,100	58,600	57,600	35110	Kentwell Centre	53,200	(8)	54,400	56,200	58,000	59,800	61,600	63,600	65,600	67,600	69,700	71.80
137,000	165,200	173,400	174,100	183,200	35100	Alstonville Leisure & Entertainment Centre	188,900	3	193,500	198,600	203,800	209,100	214,500	220,200	226,000	231,900	238,000	244,20
138,000	172,400	169,000	173,600		30023	Lennox Head Cultural and Comm Centre	207,300	(7)	215,400	221,700	228,100	234,600	241,200	247,900	254,900	262,000	269,500	277,30
0	0	0	0	0		Ballina Indoor Sports Centre	0	0	215,000	432,300	443,600	455,300	467,100	479,400	492,100	505,000	518,100	531,60
24,000	24,200	25,700	25,500	22,600	35115	Richmond Room	27,300	21	28,300	29,400	30,500	31,600	32,700	33,800	34,900	36,000	37,200	38,40
0	71,500	111,400	96,100	93,300	30025	Ballina Surf Club	117,700	26	120,900	124,500	128,200	131,900	135,600	139,500	143,400	147,400	151,400	155.50
22,000	33,600	30,600	34,300	22,800	35107	Public Halls	34,200	50	29,000	29,800	30,600	31,600	32,700	33,800	34,900	36,000	37,100	38,20
5,000	5,700	5,000	4,600	4,300	35108	Naval Museum	2,900	(33)	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,90
173,200	184,600	239,000	255,800		35160	Northern Rivers Community Gallery Community Services	330,900	10	330,400	339,000	347,400	357,500	366,300	376,700	385,700	396,400	405,900	417,10
26,000	30,400	19,900	25,000	27,600	30021	Community Services Programs	24,200	(12)	27,500	28,400	29,300	30,200	31,100	32,000	32,900	33,800	34,900	36,00
11,000	12,000	13,800	14,000	16,200	30021	Other Community Services	12,800	(21)	12,500	12,900	13,400	13,900	14,400	14,900	15,400	15,900	16,400	16,90
15.00		4 4				Debt Servicing	100			1000		No.	1000	100	100000			100
3,000	2,900	2,500	2,200	1,800	35111	Interest on Kentwell Centre	1,300	(28)	800	300	0	0	0	0	0	0	0	
11,000	10,400	9,600	8,900	7,900	35111	Interest on Naval Museum	7,000	(11)	6,000	5,000	3,700	2,500	1,100	0	0	0	0	- X
						Non-cash Expenses						100			1 2 2	1 2 2		
274,700	2,600	49,600	50,900	52,600	35107	Depreciation - Halls	51,000	(3)	55,000	56,100	57,300	58,500	59,700	60,900	62,200	63,500	64,800	66,10
43,800	45,000	45,100	46,000		35160	Depreciation - Gallery	45,900	(5)	50,000	51,000	52,100	53,200	54,300	55,400	56,600	57,800	59,000	60,20
438,900	490,200	530,000	540,700		35110	Depreciation - Community Centres	540,600	(4)	611,500	703,800	717,900	732,300	747,000	762,000	777,300	792,900	808,800	825,00
180,800	200,000	260,000	270,100		30021	Depreciation - Child Care Centres (Leased)	265,200	(2)	275,000	280,500	286,200	292,000	297,900	303,900	310,000	316,200	322,600	329,10
1,756,400	1,824,300	2,107,200	2,177,700	2,274,100		Total Operating Expenses	2,323,400	2	2,650,900	3,005,200	3,076,000	3,150,300	3,224,100	3,301,800	3,380,900	3,462,800	3,545,500	3,631,40
416,400)		(1,617,800)		(1,721,800)		Operating Result - Surplus / (Deficit)	(1,753,800)	2 .		(2,141,600)		(2,240,500)			(2,396,900)			(2,567,500
938,200	737,800	884,700	907,700	933,700		Add Back Depreciation	902,700	(3)	991,500			1,136,000			1,206,100		1,255,200	1,280,40
(478,200)	(696,600)	(733,100)	(749,600)	(788,100)		Cash Result - Surplus / (Deficit)	(851,100)	8	(932,000)	(1,050,200)	(1,076,100)	(1,104,500)	(1,131,300)	(1,161,000)	(1,190,800)	(1,222,300)	(1,253,600)	(1,287,100
						Capital Movements					1	Ir stal	1					
15,000	16,200	17,300	18,500	19,900		Less Principal Repayments	21,300		22,700	22,800	16,900	18,100	19,500	0	0	0	0	
104,000	179,100	369,900	81,300	1,110,000		Less Transfer to Reserves	2,048,900		5,017,000	17,200	17,400	17,600	17,800	18,000	18,200	18,500	18,800	19,10
100,000	439,700	121,100	344,400	1,051,300		Add Transfer from Reserves	3,103,500		12,332,000	0	0	0	0	0	0	0	0	0.010
0	9,200	180,000	20,000	40,000		Add Capital Income Applied	0		0	0	0	0	0	0	0	. 0	0	
17,000	281,900	139,400	366,400	23,900		Less Capital Expenditure	1,121,100		7,356,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000	32,000	33,00
(514,200)	(724,900)	(958,600)	(851,400)	(850,600)		Cash Result after Capital Movements	(938,900)	10	(995,700)	(1,115,200)	(1,136,400)	(1,167,200)	(1,196,600)	(1,208,000)	(1,239,000)	(1,271,800)	(1,304,400)	(1,339,200
						Major Facility Operating Results										-		
23,000	27,000	25,000	20,000	7,000		Kentwell Centre	8,000		12,000	12.000	12,000	13 000	13.000	12 000	10.000	10.000	44.000	44.00
137,000)	(159,600)	(131,600)	(149,600)	(159,400)		Alstonville Leisure / Entertainment Centre	(166,900)		(153,500)	(157,600)	(161,700)	13,000 (165,900)	(170,200)	13,000	13,000	13,000	14,000	14,00
(74,000)	(111,000)	(137,000)	(144,000)	(178,000)		Lennox Head Cultural and Comm Centre	(150,000)		(165,000)	(170,000)	(174,000)	(179,000)	(170,200)	(174,700) (189,000)	(179,300)	(184,000)	(188,900)	(193,80
(14,000)	(111,000)	(107,000)	(144,000)	(170,000)		Ballina Indoor Sports Centre	(100,000)		(95,000)	(192,300)	(174,000)	(203,000)	(208,300)	(214,100)	(194,000) (220,000)	(200,000) (225,900)	(205,000) (231,800)	(211,00 (238,10
(46,000)	(45,000)	(62,000)	(66,000)	(77,000)		Ballina Surf Club	(82,000)		(85,000)	(87,000)	(89,000)	(92,000)	(94,000)	(97,000)	(99,000)	(102,000)	(104,000)	(107,000
102,200)	(108,400)	(167,200)	(178,700)	(203,000)		Northern Rivers Community Gallery	(226,900)		(216,900)	(222,200)	(227,200)	(233,900)	(239,200)	(246,000)	(251,300)	(258,300)	(264,100)	(271,40
	(.55,755)	(10.1200)	()	(200,000)			(223,000)		(2.0,000)	(222,200)	(227,200)	(200,000)	(200,200)	(240,000)	(201,000)	(200,000)	(204, 100)	(211,4

# LIBRARY SERVICES

<u>Manager</u> Craig Brown - "Manager – Community Facilities"

#### Background

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

## **Budget Comments**

#### **Operating Revenues**

#### Library Per Capita

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

#### Special Projects

Subject to applications each year. Offset by expenditure.

# **Operating Expenditure**

#### Contribution to Richmond Tweed Regional Library (RTRL)

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

# **Other Library Expenses**

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

				Para .			BRARY SI	ERVIC	ES									
2012/13	2013/14	ACTUAL 2014/15	2015/16	2016/17	LEDGER ACCOUNT	BUDGET ITEMS	2017/18	%	2018/19	2019/20	2020/21	ESTI 2021/22	MATED 2022/23	2023/24	2024/25	0005100		
79,000	75,800	76,500	77.000	77,400	26040	OPERATING REVENUES  Operating Grants Library Per Capita	78.000	1	79,800	81,800	83,900	86,000	88,200	90,500	92,800	2025/26 95,200	97.600	100,10
36,000	34,600	59,800	34,900	40,900	26040	Special Projects	0	(100)	0	0	0	0	0	0	0	0	0	100,10
115,000	110,400	136,300	111,900	118,300		Total Operating Revenues  OPERATING EXPENSES	78,000	(34)	79,800	81,800	83,900	86,000	88,200	90,500	92,800	95,200	97,600	100,10
1,209,000 19,000 63,000 16,000 34,000	1,253,300 20,000 61,400 16,900 15,600	1,274,700 19,700 52,700 17,200 37,100	1,298,000 18,800 59,800 16,800 25,600	1,336,900 23,000 60,300 17,600 23,600	35031 35030 35031 35031 35031	Contribution to Richmond Tweed Library Rates, Insurance and Security Electricty, Heating and Cleaning Library Sundries Special Projects (Grant Funded)	1,337,200 17,200 69,000 18,800 4,000	0 (25) 14 7 (83)	1,371,000 21,000 64,000 18,500	1,405,300 21,600 65,700 19,100 0	1,440,500 22,300 67,500 19,700	1,476,600 23,000 69,300 20,300 0	1,513,600 23,700 71,200 20,900 0	73,100	1,590,300 25,100 75,100 22,100	1,630,100 25,900 77,100 22,800 0	1,670,900 26,700 79,100 23,500	81,20
0 173,000	0 269,900	0 148,500	152,000	0	35031 35030	Indirect Expenses - Overheads Overheads  Non-cash Expenses Depreciation	0 152,000	0 (9)	170,000	0 173,400	176,900	180,500	0 184,200	0 187,900	191,700	195,600	199,600	203,60
1,514,000	1,637,100	1,549,900	1,571,000	1,628,100		Total Operating Expenses	1,598,200	(2)	1,644,500	1,685,100	1,726,900	1,769,700	1,813,600	1,858,400	1,904,300	1,951,500	1,999,800	2,049,20
173,000	269,900	(1,413,600) 148,500 (1,265,100)	152,000	166,700		Operating Result - Surplus / (Deficit) Add Back Depreciation Cash Result - Surplus / (Deficit)	(1,520,200) 152,000 (1,368,200)	1 (9)	170,000	(1,603,300) 173,400 (1,429,900)	176,900	180,500	184,200	187,900	191,700	195,600	199,600	203,60
0 61,000 59,000 0	0 253,800 209,200 16,000 10,400	0 120,100 253,800 0 156,600	0 64,200 88,100 0 39,300	0 81,600 64,200 0		Capital Movements  Less Loan Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	0 2,600 4,000 0		0 0 0 0 0 0	0 0 0	0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0	0 0 0	0 0 0 0 0 0	0 0 0 0 0 0	(1)
1,228,000)	(1,295,800)	(1,288,000)	(1,322,500)	(1,360,500)		Cash Result after Capital Movements	(1,366,800)	0	(1,394,700)	(1,429,900)	(1,466,100)	(1,503,200)	(1,541,200)	(1,580,000)	(1,619,800)	(1,660,700)	(1,702,600)	(1,745,500

#### **SWIMMING POOLS**

Manager - Craig Brown - "Manager - Community Facilities"

# **Background**

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

# **Budget Comments**

# **Operating Revenues**

#### Fees and Charges

Generated primarily from entrance fees.

# **Operating Expenses**

#### **Ballina Swimming Pool**

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

# **Alstonville Swimming Pool**

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

# **Capital Movements**

# **Loan Principal Repayments**

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

#### **Transfer from Reserves**

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

# **Capital Income**

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

# **Capital Expenditure**

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

							WIMMING	POOL	S									
2012/13	2013/14	ACTUAL 2014/15	2015/16	2016/17	LEDGER ACCOUNT	BUDGET ITEMS	2017/18	%	2018/19	2019/20	2020/21	ESTI 2021/22	MATED 2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
178,000	193,600	198,400	247,200	255,600	22270	OPERATING REVENUES Ballina Fees	228,000	(11)	292,200		307,400	315,300	323,300	331,600	340,000	348,700	357,500	
143,000	155,100	155,700	160,100	179,800	22271	Alstonville Fees	160,000	(11)	206,000	211,200	216,600	222,200	227,800	233,600	239,600	245,700	251,900	258,3
321,000	348,700	354,100	407,300	435,400			388,000	(11)	498,200	510,900	524,000	537,500	551,100	565,200	579,600	594,400	609,400	624,90
150,000 200,000	192,000 201,200	119,100 200,500	128,800 195,900	154,900 205,400	32330 32330	OPERATING EXPENSES  Ballina Swimming Complex Operating Costs Contract Management Charges	186,500 200,000	20 (3)	216,500 219,000	222,300 224,600	228,300 230,300	234,300 236,100	240,700 242,100	247,100 248,300	253,800 254,600	260,500 261,100	267,300 267,700	
1,000	400	o	o	7,200	32330	Debt Servicing Interest on Loans - Ballina	239,700	3,229	269,200	259,700	248,700	238,400	227,700	215,600	204,100	192,100	178,600	165,70
209,000 196,100	227,400 197,900	197,500 204,200	155,300 210,000	136,400 216,500	32331 32331	Alstonville Swimming Complex Operating Costs Contract Management Charges	184,700 200,000	35 (8)	214,600 219,000	220,300 224,600	226,200 230,300	232,200 236,100	238,600 242,100	245,000 248,300	251,700 254,600	258,400 261,100	265,200 267,700	
0	o	0	o	0	32330	Debt Servicing Interest on Loans - Alstonville	190,600	100	212,500	204,100	196,400	187,500	179,200	169,600	160,600	150,400	140,700	129,7
125,000	48,200	100,800	102,800	52,000	32330	Non-cash Expenses Depreciation	184,700	255	188,400	192,200	196,100	200,100	204,200	208,300	212,500	216,800	221,200	225,70
881,100	867,100	822,100	792,800	772,400		Total Operating Expenses	1,386,200	79	1,539,200	1,547,800	1,556,300	1,564,700	1,574,600	1,582,200	1,591,900	1,600,400	1,608,400	1,616,70
(560,100) 125,000	(518,400) 48,200	(468,000) 100,800	(385,500) 102,800	(337,000) 52,000		Operating Result - Surplus / (Deficit) Add Back Depreciation	(998,200) 184,700	196 255	(1,041,000) 188,400	192,200	(1, <mark>032,300)</mark> 196,100	(1, <mark>027,200)</mark> 200,100	(1, <mark>023,500)</mark> 204,200	(1,017,000) 208,300	212,500	(1, <mark>006,000</mark> ) 216,800	(999,000) 221,200	(991,80 225,70
(435,100)	(470,200)	(367,200)	(282,700)	(285,000)		Cash Result - Surplus / (Deficit)	(813,500)	185	(852,600)	(844,700)	(836,200)	(827,100)	(819,300)	(808,700)	(799,800)	(789,200)	(777,800)	(766,10
8,000 0 0 0	8,100 0 0 15,000 21,700	0 166,400 200,000 0 36,400	0 439,000 115,400 0 115,400	0 5,902,800 1,379,000 3,076,900 3,076,900		Capital Movements  Less Loan Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	338,600 3,000 5,013,800 6,447,800 11,461,600		463,000 0 0 0	481,000 0 0 0	499,600 0 0 0	518,900 0 0 0	537,900 0 0 0 0	559,600 0 0 0	580,000 0 0 0	602,300 0 0 0	625,400 0 0 0	649,30
(443,100)	(485,000)	(370,000)	(721,700)	(4,808,800)		Cash Result after Capital Movements	(1,155,100)	(76)	(1,315,600)	(1,325,700)	(1,335,800)	(1,346,000)	(1,357,200)	(1,368,300)	(1,379,800)	(1,391,500)	(1,403,200)	(1,415,400
		ACTUAL			LEDGER	BUDGETITEMS						ESTI	MATED					
2012/13	2013/14	2014/15	2015/16	2016/17		Operating Cost (Excl Deprec & Interest)	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
(172,000) (262,100)	(199,600) (270,200)	(121,200) (246,000)	(77,500) (205,200)	(104,700) (173,100)	35110 35110	Ballina Swimming Complex Alstonville Swimming Complex	(158,500) (224,700)	51 30	(143,300) (227,600)	(147,200) (233,700)	(151,200) (239,900)	(155,100) (246,100)	(159,500) (252,900)	(163,800) (259,700)	(168,400) (266,700)	(172,900) (273,800)	(177,500) (281,000)	(182,300 (288,400
(434,100)	(469,800)	(367,200)	(282,700)	(277,800)		Summary Net Operating Costs	(383,200)	38	(370,900)	(380,900)	(391,100)	(401,200)	(412,400)	(423,500)	(435,100)	(446,700)	(458,500)	(470,700

#### **TOURISM**

<u>Manager</u>: Craig Brown - "Manager – Community Facilities"

# Background

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

# **Budget Comments**

# **Operating Revenues**

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

Commissions earned at the tourism information centre.

# **Marketing and Destination Development Revenues**

Contributions to marketing campaigns.

## **Operating Expenses**

# **Employee Costs**

Based on one full-time and four part time employees (14 days).

# Visitor Information Centre (VIC) - Office Expenses

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

#### **Merchandise Purchases**

Cost of goods sold. Offset by sales revenue.

# **Commission Expenses**

Costs incurred in taking reservations. Offset by reservation revenue.

# **Marketing and Development**

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

							TOURI	SM										
	No constitution	ACTUAL	564-774-1		LEDGER	BUDGET ITEMS							MATED					
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT		2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
5,000 24,100 66,000 39,000 12,000	9,400 31,600 69,700 2,900 25,000	12,900 31,400 89,800 5,600	14,100 40,600 83,500 3,400	10,700 34,100 13,200 300 50,000	26122 26122 26120 26120 26120	OPERATING REVENUES  Fees and Charges Visitor Information Centre - Commissions Visitor Information Centre - Merchandise Marketing and Destination Development Other Revenues Grants and Contributions	9,800 37,300 13,000 600 0	(8) 9 (2) 100 (100)	8,700 37,500 103,400 700 0	9,100 38,500 13,800 800 0	9,500 39,600 14,200 900 0	9,900 40,700 14,600 1,000	10,300 41,800 15,000 1,100 0	10,700 42,900 105,400 1,200	11,100 44,100 15,800 1,300 0	11,600 45,300 16,200 1,400	12,100 46,500 16,700 1,500 0	12,60 47,80 17,20 1,60
146,100	138,600	139,700	141,600	108,300		Total Operating Revenues	60,700	(44)	150,300	62,200	64,200	66,200	68,200	160,200	72,300	74,500	76,800	79,20
223,000 17,000 78,000 183,000	238,300 18,700 75,100 231,300	251,300 19,700 71,000 164,400	273,600 117,800 83,700 89,000	248,600 17,100 139,900 177,800	35150 35152 35150 35152 35150	OPERATING EXPENSES  Tourism Employee Costs Sales and Reservations Visitor Centre Office Expenses Marketing and Destination Development  Non-cash Expenses Deprec - Tourism Building and Assets	255,200 27,000 78,900 122,000	3 58 (44) (31)	261,300 95,000 80,300 126,000	267,400 5,200 83,100 129,300	273,700 5,400 85,900 132,700	280,200 5,600 88,700 136,100	286,800 5,800 91,500 139,600	293,500 96,000 94,400 143,200	300,400 6,200 97,300 146,900	307,400 6,400 100,400 150,700	314,600 6,600 103,600 154,600	322,00 6,80 106,80 158,70
589,100	611,900	532,400	590,700	610,800		Total Operating Expenses	509,700	(17)	590,600	513,600	526,900	540,400	554,100	658,200	582,600	597,400	612,600	628,20
(443,000) 88,100	(473,300) 48,500	(392,700) 26,000	(449,100) 26,600	(502,500) 27,400		Operating Result - Surplus / (Deficit) Add Back Depreciation	(449,000) 26,600	(11)	(440,300) 28,000	(451,400) 28,600	(462,700) 29,200	(474,200) 29,800	(485,900) 30,400	(498,000) 31,100	(510,300) 31,800	( <b>522,900</b> ) 32,500	(535,800) 33,200	(549,000 33,90
(354,900)	(424,800)	(366,700)	(422,500)	(475,100)		Cash Result - Surplus / (Deficit)	(422,400)	(11)	(412,300)	(422,800)	(433,500)	(444,400)	(455,500)	(466,900)	(478,500)	(490,400)	(502,600)	(515,100
0 32,000 0 0	0 32,000 32,300 0	0 61,000 27,000 0	0 84,300 61,000 0	0 35,000 84,300 0		Capital Movements  Less Loan Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	0 500 0 0		0 0 0 0	0 0 0 0	. 0	0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	
(386,900)	(424,500)	(400,700)	(445,800)	(425,800)		Cash Result after Capital Movements	(422,900)	(1)	(412,300)	(422,800)	(433,500)	(444,400)	(455,500)	(466,900)	(478,500)	(490,400)	(502,600)	(515,100

# **DEVELOPMENT AND ENVIRONMENTAL HEALTH GROUP - SUMMARY**

<u>Manager:</u> Vacant - "Group Manager – Development and Environmental Health"

### **Budget Comments**

The next section of the document provides details of the programs under the control of the Group Manager – Development and Environmental Health. The opposite page provides a summary of each of those programs.

The major programs in the Development and Environmental Health 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.

### **Environmental and Public Health Services**

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

### **Public Order**

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

		ACTUAL			BUDGET ITEMS						FST	IMATED					
2012/13	2013/14	2014/15	2015/16	2016/17	BODGETTENIO	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
					OPERATING REVENUES												
383,000	418.900	342.800	642,000	901 100	Development Services	798,900	(0)	748,900	768,300	788,300	808,700	829,600	851,000	873,000	895,600	918,700	942,40
572,000	846,400	1,144,000	1,387,400		Building Services	1,360,600	(8)	1,311,000	1,344,300		1,414,400	1,450,800	1,487,900	1,525,900	1,564,900	1,605,000	
188,200	184,800	238,100	262,400	272,700	Environmental and Public Health	393,500	44	299,800	307,900		324,900	333,800	342,800	352,000	361,400	371,000	
110,600	163,400	313,900	233,100	183,300	Public Order	230,000	25	233,200	239,600	246,200	252,900	259,700	266,600	273,700	281,000	288,500	296,300
1,253,800	1,613,500	2,038,800	2,524,900	2,736,900	Total Operating Revenues	2,783,000	2	2,592,900	2,660,100	2,729,800	2,800,900	2,873,900	2,948,300	3,024,600	3,102,900	3,183,200	3,265,400
		17.			OPERATING EXPENSES												
1,373,000	1,284,300	1,277,900	1,303,300	1,889,600	Development Services	1,727,500	(9)	1,780,000	1,821,800	1,864,500	1,908,200	1,953,200	1,999,200	2,046,300	2,094,500	2,143,700	2,193,900
1,000,000	949,000	926,900	1,070,600		Building Services	1,173,500	5	1,137,300	1,163,800		1,218,700	1,247,100	1,276,200	1,305,900		1,367,400	
815,000	854,400	763,400	956,700		Environmental and Public Health	1,688,400	52	1,505,000 580,000	1,541,100		1,616,500	1,655,500	1,695,400	1,736,200	1,777,800	1,820,700	
388,000	480,900	524,100	547,200	5/2,300	Public Order	561,700	(2)	580,000	594,100	608,900	624,300	639,900	655,800	672,100	688,900	706,100	723,600
3,576,000	3,568,600	3,492,300	3,877,800	4,687,300	Total Operating Expenses	5,151,100	10	5,002,300	5,120,800	5,242,700	5,367,700	5,495,700	5,626,600	5,760,500	5,897,500	6,037,900	6,171,700
		- 4			NET PROGRAM OPERATING RESULT												
(990,000)	(865,400)	(935,100)	(661,300)		Development Services	(928,600)	(15)			(1,076,200)							
(428,000)	(102,600)	217,100	316,800		Building Services	187,100	(49)	173,700	180,500		195,700	203,700	211,700	220,000		237,600	
(626,800)	(669,600)	(525,300)	(694,300)		Environmental and Public Health	(1,294,900)	55 (15)	(1,205,200)	(1,233,200) (354,500)		(1,291,600)		(1,352,600)	(1,384,200) (398,400)	(1,416,400) (407,900)		
(277,400)	(317,500)	(210,200)	(314,100)	(389,000)	Public Order	(331,700)	(15)	(346,800)	(354,500)	(362,700)	(3/1,400)	(380,200)	(389,200)	(398,400)	(407,900)	(417,600)	(427,300
		(1,453,500) 4,400	(1,352,900) 4,500		Total Operating Result - Surplus / (Deficit) Add Back Depreciation	(2,368,100) 4,500	(15)	(2,409,400) 5.500	(2,460,700) 5,700	(2,512,900) 5,900	(2,566,800) 6,100	(2,621,800) 6.300	(2,678,300) 6.500	(2,735,900) 6,700	(2,794,600) 6,900	(2,854,700) 7.100	
5,000 (2,317,200)	9,800 (1,945,300)				Total Cash Operating Result - Surplus / (Deficit)	(2,363,600)	22			(2,507,000)							
					Capital Movements												
	0.400	0.500				7,000	7	0.000	7.000								
6,000 176,000	6,100 412,300	6,500 44,000	6,900 78,000		Less Loan Principal Repayments Less Transfer to Reserves	7,800 500	(100)	8,300	7,300	0	0	0	0	0	0	0	1
281,000	885,700	39,300	54,000		Add Transfer from Reserves	754,200	308	0	0	o o	0	0	. 0	0	0	ő	i
0	340,000	0	0	95,000	Add Capital Income Applied	181,900	91	0	0	0	0	0	0	0	0	0	1
142,000	796,900	22,400	5,100	0	Less Capital Expenditure	816,000	100	0	0	0	0	0	0	0	0	0	
2 360 2001	(1 934 900)	(1 482 700)	(1 384 400)	/2 215 2001	Cash Result after Capital Movements	(2,251,800)	2	(2 412 200)	(2.462.300)	(2,507,000)	(2 560 700)	(2 615 500)	(2 671 800)	(2 729 200)	(2 787 700)	(2 847 600)	(2.899.000

# **DEVELOPMENT SERVICES**

Manager: Andrew Smith - "Manager - Development Services"

# **Background**

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

# **Budget Comments**

**Operating Revenues** 

# **Regulatory Fees and Fines**

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

# Operating Expenses

# **Employee Costs**

Based on staffing structure totalling 70 days. Other costs include motor vehicles.

# Office Expenses

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

# **Legal Costs**

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

					1 00000	DUDGET ITEMS	_	-										
2012/13	2013/14	2014/15	2015/16	2016/17	LEDGER ACCOUNT	BUDGET ITEMS	2017/18	%	2018/19	2019/20	2020/21	2021/22	MATED 2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
						OPERATING REVENUES												
334,000	384,200	337,700	622,300	711,100	21000	Regulatory Fees and Charges	688,900	(3)	688,900	706,800	725,200	744,000	763,200	782,900	803,100	823,900	845,200	867,0
30,000 19,000	34,700	5,100	19,700	90,000	21002 21001	Operating Grants and Contributions Other Revenues - Legals and Fines	110,000	22	60,000	61,500	63,100	64,700	66,400	68,100	69,900	71,700	73,500	75,4
383,000	418,900	342,800	642,000	801,100		Total Operating Revenues  OPERATING EXPENSES	798,900	(0)	748,900	768,300	788,300	808,700	829,600	851,000	873,000	895,600	918,700	942,4
1,262,000 53,000 58,000	1,119,600 64,600 100,100	1,121,500 53,400 103,000	1,184,100 69,700 49,500	1,481,600 81,200 326,800	31000 31000 31000	Employee Costs Office Exps, Advertising, Consultants Legal Costs	1,504,500 73,000 150,000	2 (10) (54)	1,543,000 77,000 160,000	1,578,700 79,100 164,000	1,615,200 81,200 168,100	1,652,500 83,300 172,400	1,690,800 85,600 176,800	1,729,900 88,000 181,300	90,500	1,810,900 93,000 190,600	1,852,800 95,500 195,400	1,895,6 98,0 200,3
1,373,000	1,284,300	1,277,900	1,303,300	1,889,600		Total Operating Expenses	1,727,500	(9)	1,780,000	1,821,800	1,864,500	1,908,200	1,953,200	1,999,200	2,046,300	2,094,500	2,143,700	2,193,9
(990,000)	(865,400) 0	( <b>935,100</b> )	(661,300) O	(1,088,500) O		Operating Result - Surplus / (Deficit) Add Back Depreciation	(928,600) 0	(15)	(1,031,100) 0	(1,053,500) 0	(1,076,200)	(1,099,500) O	(1,123,600) O	(1,148,200) 0	(1,173,300) 0	(1,198,900) 0	(1,225,000) 0	(1,251,50
(990,000)	(865,400)	(935,100)	(661,300)	(1,088,500)		Cash Result - Surplus / (Deficit)	(928,600)	(15)	(1,031,100)	(1,053,500)	(1,076,200)	(1,099,500)	(1,123,600)	(1,148,200)	(1,173,300)	(1,198,900)	(1,225,000)	(1,251,50
0 22,000 0 0	0 0 21,600 0 0	0 0 0 0	0 50,000 0 0	233,000 0 0		Capital Movements  Less Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	0 0 23,000 0 0	0 (100) 100 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	
1,012,000)	(843,800)	(935,100)	(711,300)	(1,321,500)		Cash Result after Capital Movements	(905,600)	(31)	(1,031,100)	(1,053,500)	(1,076,200)	(1,099,500)	(1,123,600)	(1,148,200)	(1,173,300)	(1,198,900)	(1,225,000)	(1,251,50

### **BUILDING SERVICES**

Manager: Vince Hunt - "Manager - Building Services"

# **Background**

Revenues and expenses associated with the provision of building inspection services.

# **Budget Comments**

# **Operating Revenues**

### **Regulatory Fees and Fines**

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

# **Operating Expenses**

## **Employee Costs**

Based on staffing structure of 53 days. Other costs included are training and expenses relating to motor vehicles. The budget also includes a preliminary allowance for a compliance officer to assist with pool inspection programs.

# Office and Other Expenses

Includes legal, advertising and sundry office expenses.

						BU	ILDING SE	RVIC	ES									
		ACTUAL			LEDGER	BUDGET ITEMS						EST	MATED		- Land			
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT		2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
572,000	846,400	1,144,000	1,387,400	1,479,800	21020	OPERATING REVENUES Fees and Charges	1,360,600	(8)	1,311,000	1,344,300	1,379,000	1,414,400	1,450,800	1,487,900	1,525,900	1,564,900	1,605,000	1,645,9
572,000	846,400	1,144,000	1,387,400	1,479,800		Total Operating Revenues  OPERATING EXPENSES	1,360,600	(8)	1,311,000	1,344,300	1,379,000	1,414,400	1,450,800	1,487,900	1,525,900	1,564,900	1,605,000	1,645,9
950,000 14,000 36,000	929,600 13,800 5,600	906,000 14,600 6,300	1,031,800 25,900 12,900	1,080,800 22,900 11,400	31020 31020 31020	Employee Costs Office Exps, Advertising, Consultants Legal Costs	1,091,500 12,000 70,000	1 (48) 514	1,102,300 15,000 20,000	1,127,900 15,400 20,500	1,154,100 15,800 21,100	1,180,800 16,200 21,700	1,208,100 16,700 22,300	1,236,100 17,200 22,900	1,264,700 17,700 23,500	1,294,000 18,200 24,100	1,323,900 18,700 24,800	1,354,6 19,2 25,5
1,000,000	949,000 (102,600)	926,900 217,100	1,070,600 316,800	1,115,100 364,700		Total Operating Expenses  Operating Result - Surplus / (Deficit)	1,173,500 187,100	5 0 (49)	1,137,300 173,700	1,163,800 180,500	1,191,000 188,000	1,218,700 195,700	1,247,100 203,700	1,276,200 211,700	1,305,900 220,000	1,336,300 228,600	1,367,400 237,600	1,399,3 246,6
(428,000)	(102,600)	217,100	316,800	364,700		Cash Result - Surplus / (Deficit)	187,100	(49)	173,700	180,500	188,000	195,700	203,700	211,700	220,000	228,600	237,600	246,6
0 0 0 0	0 0 0	0 0 0 0	0 0 0 0	0 0 0 0		Capital Movements  Less Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0	0 0 0	0 0 0	0 0 0 0	0 0 0	
(428,000)	(102,600)	217,100	316,800	364,700		Cash Result after Capital Movements	187,100	(49)	173,700	180,500	188,000	195,700	203,700	211,700	220,000	228,600	237,600	246,6

### **ENVIRONMENTAL AND PUBLIC HEALTH**

<u>Manager:</u> Kerri Watts - "Manager - Environmental and Public Health"

# **Background**

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

# **Budget Comments**

## **Operating Revenues**

## **Regulatory Fees and Fines**

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

## **Environmental Health Expenses**

# **Employee Costs**

Based on staffing structure of 46 days. Other costs included are training and expenses relating to motor vehicles.

## Office Expenses

Advertising, legal and other sundry office expenses.

# **Projects and Kits**

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

## **Water Monitoring**

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

# Shaws Bay Coastal Zone Management Plan and Lake Ainsworth Management Plan

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

### **Healthy Waterways**

Allowance for this program if approved by IPART.

		ACTUAL			LEDGER	ENVIRONME BUDGET ITEMS						ECT	IMATED					
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT	BODGETTIEWS	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
79,700 89,800 7,700 0 11,000	79,400 91,400 13,300 0 700	109,900 108,400 18,400 0 1,400	128,600 115,100 16,100 0 2,600	141,800 114,100 15,500 0 1,300	21040 21040 21040 21041 21040 21042	OPERATING REVENUES  Environmental Health OSSM Fees and Charges Registrations and Inspections Other Regulatory Fees and Charges Operating Grants Litter Fines Other Revenue	157,000 120,000 15,000 0 3,000 98,500	11 5 (3) 0 131 100	159,300 122,300 15,200 0 3,000	163,400 125,600 15,800 0 3,100	129,000 16,500 0	171,900 132,500 17,200 0 3,300	176,300 136,200 17,900 0 3,400	180,800 139,900 18,600 0 3,500	185,400 143,700 19,300 0 3,600	190,100 147,600 20,000 0 3,700	194,900 151,600 20,700 0 3,800	199,90 155,60 21,40 3,90
188,200	184,800	238,100	262,400	272,700		Total Operating Revenues  OPERATING EXPENSES	393,500	243	299,800	307,900	316,300	324,900	333,800	342,800	352,000	361,400	371,000	380,80
787,000 10,000 7,000	780,600 14,200 2,900	709,100 19,800 7,400	887,700 35,300 6,900	1,019,000 25,100 11,300	31040 31040 31040	Environmental Health Employee Costs Office Exps, Advertising, Consultants Projects and Kits	1,009,000 79,000 18,000	(1) 215 59	1,059,400 31,000 11,000	1,083,900 31,900 11,400	32,900	1,134,600 33,900 12,400	1,160,800 34,900 12,900	1,187,700 35,900 13,400	1,215,300 36,900 13,900	1,243,500 37,900 14,400	1,272,300 39,100 14,900	1,301,80 40,30 15,40
11,000 0 0 0	14,600 10,600 31,100 0	14,600 0 12,000 0	14,100 0 12,100 0	27,700 5,400 21,300 0	31042 31045 31045 31045 31045	Management Plans Water Monitoring Lake Ainsworth Management Plan Shaws Bay Management Plan Healthy Waterways Reinst Coastal EEC Environl Trust R&R	25,000 44,600 106,000 307,600 98,500	(10) 726 398 100 100	25,900 30,800 30,800 315,300	26,700 31,600 31,600 323,100 0	32,400	28,400 33,300 33,300 339,500 0	29,300 34,200 34,200 348,000	30,200 35,100 35,100 356,700 0	31,100 36,000 36,000 365,600 0	32,000 36,900 36,900 374,700 0	32,900 37,900 37,900 384,100	33,80 38,90 38,90 384,10
0	400	500	600	500	31043	Noxious Plants / Vermin Destruction of Pests	700	40	800	900	1,000	1,100	1,200	1,300	1,400	1,500	1,600	1,700
815,000 (626,800) 0	854,400 (669,600)	763,400 (525,300)	956,700 (694,300)	1,110,300 (837,600)		Total Operating Expenses  Operating Result - Surplus / (Deficit) Add Back Depreciation	1,688,400 (1,294,900)	52 55 0	1,505,000 (1,205,200)	1,541,100 (1,233,200) 0			1,655,500 (1,321,700)		1,736,200 (1,384,200)	1,777,800 (1,416,400)	1,820,700 (1,449,700)	1,854,900
(626,800)	(669,600)	(525,300)	(694,300)	(837,600)		Cash Result - Surplus / (Deficit)	(1,294,900)	55	(1,205,200)	(1,233,200)	(1,262,000)	(1,291,600)	(1,321,700)	(1,352,600)	(1,384,200)	(1,416,400)	(1,449,700)	(1,474,100
0 20,000 5,000 0	0 27,000 20,300 0	0 44,000 14,000 0	0 28,000 54,000 0	0 303,000 184,700 95,000		Capital Movements  Less Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	0 0 724,700 181,900 816,000	0 (100) 292 91 100	0 0 0 0	0 0 0 0	0 0 0	0 0 0	0 0 0 0	0 0 0	0 0 0	0 0 0	0 0 0 0 0	
(641,800)	(676,300)	(555,300)	(668,300)	(860,900)		Cash Result after Capital Movements	(1,204,300)	40	(1,205,200)	(1,233,200)	(1,262,000)	(1,291,600)	(1,321,700)	(1,352,600)	(1,384,200)	(1,416,400)	(1,449,700)	(1,474,100

# **PUBLIC ORDER**

Manager: Kerri Watts - "Manager - Environmental and Public Health"

# Background

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

# **Budget Comments**

# **Regulatory Fees and Fines**

Fees and Charges - Includes revenue from activities such as dog registrations and impounding fees.

Fines and Other Revenues - Includes revenue from activities such as fines for parking and dog control.

# **Operating Expenses**

# Rangers

Council has a total of four full time rangers and one part time parking officer (total of 23 days).

# Impounding Expenses

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

							PUBLIC O	RDEF	1									
		ACTUAL			LEDGER	BUDGET ITEMS							IMATED					
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT		2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
32,000 56,600 13,000 9,000	47,100 77,000 23,100 16,200	56,400 195,500 51,500 10,500	46,100 129,800 44,400 12,800	35,400 101,200 35,000 11,700	21080 21081 21081 21081	OPERATING REVENUES  Regulatory Fees and Fines Fees and Charges Parking Fines Dog Fines Other Fines and Other Revenues	38,000 130,000 50,000 12,000	7 28 43 3	38,200 133,000 50,000 12,000	39,400 136,400 51,300 12,500	40,700 139,900 52,600 13,000	42,000 143,400 54,000 13,500	43,300 147,000 55,400 14,000	44,600 150,700 56,800 14,500	45,900 154,500 58,300 15,000	47,300 158,400 59,800 15,500	48,700 162,400 61,300 16,100	50,20 166,50 62,90 16,70
110,600	163,400	313,900	233,100	183,300		Total Operating Revenues  OPERATING EXPENSES	230,000	25	233,200	239,600	246,200	252,900	259,700	266,600	273,700	281,000	288,500	296,300
332,000 48,000	394,400 73,700	443,300 73,900	469,800 70,700	485,200 80,000	31080 31083	Rangers Salaries and Oncosts Impounding Expenses	461,000 94,900	(5) 19	487,000 86,700	498,400 89,700	510,000 93,000	521,900 96,300	534,000 99,600	546,400 102,900	559,100 106,300	572,100 109,900	585,400 113,600	599,000 117,300
3,000	3,000	2,500	2,200	1,800	31083	Debt Servicing Interest on Loans - Dog Control	1,300	(28)	800	300	О	0	0	0	0	0	0	
5,000	9,800	4,400	4,500	5,300	31083	Non-cash Expenses Depreciation - Dog Control	4,500	(15)	5,500	5,700	5,900	6,100	6,300	6,500	6,700	6,900	7,100	7,30
388,000	480,900	524,100	547,200	572,300		Total Operating Expenses	561,700	(2)	580,000	594,100	608,900	624,300	639,900	655,800	672,100	688,900	706,100	723,60
(277,400) 5,000	(317,500) 9,800	(210,200) 4,400	(314,100) 4,500	(389,000) 5,300		Operating Result - Surplus / (Deficit) Add Back Depreciation	(331,700) 4,500	(15) (15)	(346,800) 5,500	(354,500) 5,700	(362,700) 5,900	(371,400) 6,100	(380,200) 6,300	(389,200) 6,500	(398,400) 6,700	(407,900) 6,900	( <b>417,600</b> ) 7,100	(427,300 7,300
(272,400)	(307,700)	(205,800)	(309,600)	(383,700)		Cash Result - Surplus / (Deficit)	(327,200)	(15)	(341,300)	(348,800)	(356,800)	(365,300)	(373,900)	(382,700)	(391,700)	(401,000)	(410,500)	(420,000
6,000	6,100	6,500	6,900	7,300		Capital Movements  Less Principal Repayments	7,800	7	8,300	7,300	0	0	0	0	0	0		
134,000 276,000 0 142,000	385,300 843,800 340,000 796,900	0 25,300 0 22,400	0 0 0 0 5,100	6,500 0 0		Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	500 6,500 0	(92) 100 0 0	0 0 0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	
(278,400)	(312,200)	(209,400)	(321,600)	(397,500)		Cash Result after Capital Movements	(329,000)	(17)	(349,600)	(356,100)	(356,800)	(365,300)	(373,900)	(382,700)	(391,700)	(401,000)	(410,500)	(420,000

## **CIVIL SERVICES GROUP - SUMMARY (GENERAL FUND)**

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:

## **Engineering Management**

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

### **Procurement and Building Management**

Includes costs to manage and maintain a number of corporate and community buildings including the Council Administration Centre and the Council depot, along with costs associated with Council's procurement functions.

# **Stormwater and Environmental Management**

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

### Roads and Bridges

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

## **Ancillary Transport Services**

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

## Roads and Maritime Services (RMS)

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

### **Open Spaces and Reserves**

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

### Fleet Management and Workshop

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

### **Rural Fire Service**

Costs associated with the provision of rural fire services.

### **Quarries and Sandpit**

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

## **Landfill and Resource Management**

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

### **Domestic Waste Management**

Provision of domestic waste collection services to residential properties.

		ACTUAL			CIVIL SERVICE BUDGET ITEMS			1			ES7	IMATED					
2012/13	2013/14	2014/15	2015/16	2016/17	200000000000000000000000000000000000000	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
		1000		77 - 7	200000000000000000000000000000000000000		- 1		7 - 77								
360,000	308,300	204 000	254 400	400,000	OPERATING REVENUES Engineering Management	205 600	(20)	200 400	970.000	000.500	000.000	000 500	000.000	044000	000 100	000.000	
5,000	180,100	321,800	254,400		Procurement and Building Management	295,600	(28)	269,100	276,200	283,500	290,900	298,500	306,300	314,200	322,400	330,800	339,4
329,300	347,400	291,700	374,600		Stormwater and Environmental Protection	531,000	(4)	511,900	483,900	385,900	387,900	389,900	391,900	393,900	395,900	397,900	399.9
687,900	499,700	413,800	350,500		Roads and Bridges	947,500	(42)	532,000	666,200	670,900		680,400	689,000	700,200	714,300	728,600	743,2
598,700	905,900	896,500	1,375,200		Ancillary Transport Services	808,100	(17)	770,100	783,700	797,500		826,200	846,200	867,700	889,800	912,500	935,6
677,000	926,000	866,500	876,000	1,003,200	Roads and Maritime Services	746,000	(26)	763,900	783,600	803,600		845,200	866,800	888,900	911,400	934,600	958,3
906,200	987,000	963,100	1,049,600		Open Spaces and Reserves	826,100	(6)	795,500	816,200	837,500		881,300	904,100	927,400	951,100	975,500	1,000,5
308,500	302,000	326,900	284,000		Fleet Management and Workshop	247,900	(7)	249,700	259,200	273,800		280,500	282,600	290,000	305,500	309,300	317,2
249,000	161,500	181,900	172,300		Rural Fire Service	206,500	3	211,400	216,800	222,300	228,100	233,900	239,900	246,000	252,200	258,700	265,3
411,000	349,700	475,700	377,200		Quarries and Sandpit	67,900	(2)	69,600	71,500	73,400	75,300	77,300	79,300	81,400	83,500	85,600	87,8
2,497,000 6,579,200	2,720,200 6,736,500	3,958,300 5,865,100	3,844,500 6,079,500		Landfill and Resource Management  Domestic Waste Management	2,111,000 6,506,800	(37)	2,139,000 6,646,000	2,233,000 6,776,500	2,276,000 6,948,500	2,318,000	2,359,000	2,400,000	2,451,000	2,504,000	2,558,000	2,614,0
0,379,200	6,736,500	5,665,100	6,079,500	6,306,100	Domestic Waste Management	6,506,600	3	6,646,000	6,776,500	6,946,500	7,079,100	7,258,400	7,441,500	7,579,600	7,770,700	7,950,800	8,117,1
13,608,800	14,424,300	14,561,300	15,037,800	15,642,100	Total Operating Revenues	13,294,400	(15)	12,958,200	13,366,800	13,572,900	13,826,100	14,130,600	14,447,600	14,740,300	15,100,800	15,442,300	15,778,30
				7,880,200				100 0000			574500	G.M. IT-ALTS		200		11,011,011	1710.515
	12.45				OPERATING EXPENSES	3.00.00		N DO LOND					1 2 2 2 1		In the factor of		1.50
2,431,000	2,053,400	2,505,100	2,621,900		Engineering Management	2,603,800	(2)	2,752,100	2,816,700		2,950,000	3,019,400	3,090,200	3,162,700	3,236,800	3,312,500	3,389,9
3,004,000	3,634,900	3,726,400	3,713,200		Procurement and Building Management	3,662,100	7	3,798,800	3,887,600		4,071,800	4,166,800	4,263,900	4,363,100	4,464,700	4,556,700	4,651,0
2,446,000	2,507,800	2,343,200	2,213,900		Stormwater and Environmental Protection	2,469,900	21	2,374,800	2,531,700	2,342,700	2,394,300	2,446,900	2,500,900	2,732,900	2,610,700	2,668,300	2,727,1
15,778,700 2,264,000	12,418,700	12,830,100 2,286,800	9,730,300 2,871,400		Roads and Bridges Ancillary Transport Services	8,419,600 2,321,000	(29)	8,534,900 2,177,800	8,656,500 2,408,900	8,775,800 2,347,500	9,257,600 2,488,300	9,392,500 2,426,500	9,534,000	9,681,600	9,845,000	10,036,500	10,232,70
730,000	749,800	669,200	770,000		Roads and Maritime Services	586,000	(36)	763,900	783,600	803,600	824,100	845,200	2,578,400 866,800	2,524,000 888,900	2,681,300 911,400	2,626,800 934,600	2,677,8 958,3
3,141,000	3,310,700	3,448,900	3,699,500		Open Spaces and Reserves	3,906,100	(28)	3,774,600	3,880,300	3,980,900	4,084,000	4,189,700	4,297,700	4,408,100	4,521,400	4,627,000	4,735,20
264,200	236,000	40,900	(205,900)		Fleet Management and Workshop	173,700	(1.093)	(57,800)	(64,300)	(70,500)	(77,000)	(83,700)	(90,800)	(98,100)	(105,700)	(83,500)	(91,70
407,000	364,900	277,000	330,000		Rural Fire Service	423,600	20	434,200	445,900	457,800	469,900	482,200	494,800	507,900	521,400	535,200	549,20
218,000	172,600	227,800	188,400	144,500	Quarries and Sandpit	687,800	376	90,200	92,800	95,400	98,200	100,900	103,800	106,800	109,900	113,000	115,20
2,751,600	2,493,800	2,612,000	3,544,300		Landfill and Resource Management	2,413,100	65	2,309,200	2,364,100	2,420,500	2,475,500	2,535,900	2,596,900	2,659,500	2,721,600	2,785,300	2,852,70
6,163,100	6,082,600	5,865,100	5,916,800	6,006,800	Domestic Waste Management	6,094,200	.1	6,232,300	6,380,000	6,529,800	6,685,700	6,844,700	7,005,700	7,170,800	7,340,000	7,514,300	7,691,70
39,598,600	35,985,200	36,832,500	35,393,800	36,666,900	Total Operating Expenses	33,760,900	(8)	33,185,000	34,183,800	34,544,600	35,722,400	36,367,000	37,242,300	38,108,200	38,858,500	39,626,700	40,489,10
	-				NET PROGRAM OPERATING RESULT												
(2,071,000)	(1,745,100)	(2,183,300)	(2,367,500)	(2,247,300)	Engineering Management	(2,308,200)	3	(2,483,000)	(2,540,500)	(2,599,000)	(2,659,100)	(2,720,900)	(2,783,900)	(2,848,500)	(2,914,400)	(2,981,700)	(3,050,500
(2,999,000)	(3,454,800)	(3,726,400)	(3,713,200)		Procurement and Building Management	(3,662,100)	7	(3,798,800)	(3,887,600)	(3,978,600)	(4,071,800)	(4,166,800)	(4,263,900)	(4,363,100)	(4,464,700)	(4,556,700)	(4,651,00
(2,116,700)	(2,160,400)	(2,051,500)	(1,839,300)	(1,479,800)	Stormwater and Environmental Protection	(1,938,900)	31	(1,862,900)	(2,047,800)	(1,956,800)	(2,006,400)	(2,057,000)	(2,109,000)	(2,339,000)	(2,214,800)	(2,270,400)	(2,327,20
15,090,800)	(11,919,000)	(12,416,300)			Roads and Bridges	(7,472,100)	(27)	(8,002,900)	(7,990,300)	(8,104,900)	(8,582,100)	(8,712,100)	(8,845,000)	(8,981,400)	(9,130,700)	(9,307,900)	(9,489,50
(1,665,300)	(1,054,100)	(1,390,300)	(1,496,200)		Ancillary Transport Services	(1,512,900)	7	(1,407,700)	(1,625,200)	(1,550,000)	(1,676,800)	(1,600,300)	(1,732,200)	(1,656,300)	(1,791,500)	(1,714,300)	(1,742,20
(53,000)	176,200	197,300	106,000		Roads and Maritime Services	160,000	82	0	0	0	0	0	0	0	0	0	
(2,234,800)	(2,323,700)	(2,485,800)	(2,649,900) 489,900		Open Spaces and Reserves Fleet Management and Workshop	(3,080,000)	(33)	(2,979,100)	(3,064,100)	(3,143,400)	(3,224,900)	(3,308,400)	(3,393,600)	(3,480,700)	(3,570,300)	(3,651,500)	(3,734,70
44,300 (158,000)	66,000 (203,400)	286,000 (95,100)	(157,700)		Rural Fire Service	74,200 (217,100)	(74) 42	307,500 (222,800)	323,500 (229,100)	344,300 (235,500)	353,600 (241,800)	364,200 (248,300)	373,400	388,100	411,200	392,800	408,90
193,000	177,100	247,900	188,800		Quarries and Sandpit	(619,900)	722	(20,600)	(21,300)	(22,000)	(22,900)	(23,600)	(254,900) (24,500)	(261,900) (25,400)	(269,200) (26,400)	(276,500)	(283,90)
(254,600)	226,400	1,346,300	300,200		Landfill and Resource Management	(302,100)	(116)	(170,200)	(131,100)	(144,500)	(157,500)	(176,900)	(196,900)	(208,500)	(217,600)	(227,300)	(238,700
416,100	653,900	0	162,700		Domestic Waste Management	412,600	37	413,700	396,500	418,700	393,400	413,700	435,800	408,800	430,700	436,500	425,40
25 000 000	104 500 000	(00 074 005)	100 200 200	(04 004 000)	Total Consultan Brook Consultation	100 100 800	101	(00.000.000)	(00 04# ccc)		104 002 22		2001210	1.00			
25,989,800) 13,931,000	(21,560,900) 13,367,400	(22,271,200) 12,100,500	(20,356,000) 12,031,000		Total Operating Result - Surplus / (Deficit) Add Back Depreciation	(20,466,500) 11,003,200	(3) 16	(20,226,800) 11,224,400	(20,817,000) 11,449,700		(21,896,300)	(22,236,400)	(22,794,700)		(23,757,700)	(24,184,400)	(24,710,800
13,831,000	13,367,400	(223,900)	(53,100)		Add Back Depreciation Add Back Remediation	11,003,200	0	11,224,400	11,449,700	11,679,500	11,913,900	12,153,100	12,397,000	12,645,800	12,899,600	13,158,400	13,422,30
202,000	169,300	231,300	190,800	100,000	Add Back Unwinding Interest Free Loans	119,100	(22)	70,200	48,000	20,600	21,400	22,100	22,900	23,800	24,700	25,600	25,60
4,734,000	1,892,000	3,347,700	0	5,241,100	Add Back Loss on Disposal of Infrastructure Assets	0	(100)	0	0	0	0	0	0	0	0	0	
(7,122,800)	(6,132,200)	(6,815,600)	(8,187,300)		Total Cash Result - Surplus / (Deficit)	(9,344,200)	52	(8,932,200)	(9,319,300)	(9,271,600)	(9,961,000)	(10,061,200)	(10,374,800)	(10,698,300)	(10,833,400)	(11,000,400)	(11,262,900
					Capital Movements												
4.045.55		0.50- 11-				920.00	10-1	4140000	Carry 1	1.000	1000	9.000	1.45.00	100000000000000000000000000000000000000	(25.00027)	Vulne Land	
1,946,000	2,347,100	2,526,100	2,792,900		Less Loan Principal Repayments	1,741,200	(33)	1,529,200	1,521,100	1,171,500		1,572,900	1,490,800	1,401,900	750,000	781,000	812,00
17,578,400	10,223,300	15,060,600	12,835,300		Less Transfer to Reserves	9,885,100	(1)	3,238,800	3,333,400	3,375,800	3,400,700	3,467,100	3,544,400	3,582,700	3,661,800	3,698,800	3,753,30
	17,009,200	16,815,200 4,041,900	18,672,700 5,946,600		Add Transfer from Reserves Add Capital Income Applied	17,223,200 6,243,600	(13)	10,199,500 6,216,900	19,907,200 297,100	21,072,500	18,919,900	5,143,200	6,407,500	7,870,600	4,912,400	8,025,100	5,944,10
11,111,000	7 974 0001				AUG CAVITAL INCOME ADDIEG	0.243.000	(10)	0,210,900	297,100	8,643,100	309,300	315,600	322,000	328,700	335,400	342,200	349,30
11,111,000 13,028,000	7,871,000						14	22 617 300	27 323 500								16 500 00
11,111,000	7,871,000 20,544,100	12,522,400	18,610,900		Less Capital Expenditure	20,930,800	14	22,617,300	27,323,500	37,847,500		13,393,500	14,887,400	16,741,800	15,010,500	18,514,100	16,509,00

# **ENGINEERING (ASSET) MANAGEMENT**

<u>Manager:</u> John Truman – "Group Manager – Civil Services"

# **Background**

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

### **Budget Comments**

### **Operating Revenues**

### **Fees and Charges**

Majority of revenue sourced from engineering inspection fees.

## **Operating Expenses**

## **Employee Costs – Management and Administration**

Includes salaries and oncosts related to seven full-time equivalent employees (35 days) and associated oncosts.

# **Employee Costs – Infrastructure**

Includes salaries and oncosts related to six full-time and one part-time employees (34 days) and associated oncosts.

### **Employee Costs – Engineering Works**

Includes salaries and oncosts related to five full-time employees (25 days) and associated oncosts. Other costs include an internal charge to cover the cost of motor vehicles.

### **Road Safety Officer and Programs**

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

### **Asset Management**

Allowance for condition assessments and other asset related matters.

### North East Weight of Loads Group (NEWLOG)

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

## **Emergency Services**

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

### **Capital Movements**

#### Transfer to Reserves

Transfer to fund regular replacement of surveying equipment.

### **Capital Expenditure**

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

					1 85 685		CIVII O INC	OLI	MANAGE	MICIAL								
2012/13	2013/14	ACTUAL 2014/15	2015/16	0040/47	LEDGER	BUDGET ITEMS	0047/40	- 07	0040440				IMATED					
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT		2017/18	70	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
						OPERATING REVENUES	1						1 1					
						Fld Cd	3											
277,000	235,800	250,800	205,000	350,500	22010	Engineering Services Engineering Inspections and Overheads	228,500	(35)	213,700	219,200	224,900	230,700	236,600	242,700	248,900	255,300	004 000	268,70
83,000	72,500	71,000	49,400	- 58,100	22011	Conts - Road Safety Officer / Programs	67,100	15	55,400			60,200	61,900	63,600	65,300	67,100	261,900 68,900	70,70
0	0	0	0	0	22011	Conts - Other	0	0	0	0	0	0	0 1,000	0	0	0	00,000	70,70
360,000	308,300	321,800	254,400	408,600		Total Operating Revenues	295,600	(28)	269,100	276,200	283,500	290,900	298,500	306,300	314,200	322,400	330,800	339,40
						OPERATING EXPENSES					7. 27.2				2000	100	1	1000
														100				
589,000	601,600	769,000	790,400	832,800	32020	Engineering Management Employee Costs - Mgmt and Admin	737,000	(12)	872,900	893,000	913,500	934,500	956,000	079 000	1 000 500	4 000 500	4 047 000	4 074 40
685,000	661,300	732,000	763,300	740,500	32020	Employee Costs - Infrastructure	831,000	12	838,800	858,100	877,800	898,000	918,700	978,000 939,800	1,000,500 961,400	1,023,500 983,500	1,047,000 1,006,100	1,071,10
398,000	440,700	546,000	600,600	584,100	32020	Employee Costs - Engineering Works	611,000	5	613,800	627,900	642,300	657,100	672,200	687,700	703,500	719,700	736,300	753,20
183,000	0	0	. 0	0	32020	Overseers	0	0	0.0,000	0	0 12,000	0	0,2,200	0	00,000	715,700	750,500	755,20
11,000	8,300	13,000	10,800	6,000	32020	Conferences	8,000	33	8,200	8,500	8,800	9,100	9,400	9,700	10,000	10,300	10,600	10,90
92,000	103,500	106,700	106,700	108,900	32020	Vehicles	80,000	(27)	81,900	84,000	86,100	88,300	90,600	92,900	95,300	97,700	100,200	102,80
44,000	29,300	43,000	48,000	52,600	32020	Office Expenses and Advertising	54,700	4	56,500	58,100	59,700	61,400	63,200	65,000	66,900	68,900	70,900	72,90
88,000	81,600	74,000	55,600	61,100	32020	Road Safety Officer and Programs	68,600	12	57,500	59,100	60,700	62,300	64,100	65,900	67,700	69,500	71,300	73,10
65,000	5,800	10,000	2,600	4,000	32020	Asset Management / Modelling	1,000	(75)	5,000	5,200	5,400	5,600	5,800	6,000	6,200	6,400	6,600	6,80
23,000	64,700	27,500	61,800	64,300	32020	North East Weight of Loads Group	29,500	(54)	30,200	31,000	31,800	32,600	33,500	34,400	35,300	36,200	37,200	38,20
			400	1 1000		Emergency Services										7		
21,000	5,300	22,000	7,800	18,900	32021	Operating Expenses	10,000	(47)	10,500	11,000	11,500	12,000	12,500	13,000	13,600	14,200	14,800	15,40
41,000	50,600	62,000	72,800	79,200	32021	State Levy	71,000	(10)	72,700	74,600	76,500	78,500	80,500	82,600	84,700	86,900	89,100	91,40
40.000			101 500	100 700	20004	Non-Cash Expenses		1949	123.122	107000	100 700	410.000	10/0.770	005 hov	200.00	191754	16955	17.1.36
18,000 173,000	700	99,900	101,500 0	103,500	32021 32021	Depreciation - Emergency Services Depreciation - Engineering	102,000	(1)	104,100	106,200 0	108,400 0	110,600	112,900	115,200	117,600 0	120,000	122,400	124,90
2,431,000	2,053,400	2,505,100	2,621,900	2,655,900		Total Operating Expenses	2,603,800	(2)	2,752,100	2,816,700	2,882,500	2,950,000	3,019,400	3,090,200	3,162,700	3,236,800	3,312,500	3,389,90
	The state of	31 7 7 7 7 7 7	200	5.52.50.40.40.40			82 40 10 TO		2002									
(2,071,000)	(1,745,100)	(2,183,300)	(2,367,500)	(2,247,300)		Operating Result - Surplus / (Deficit)	(2,308,200)	3	(2,483,000)	(2,540,500)	(2,599,000)	(2,659,100)	(2,720,900)	(2,783,900)	(2,848,500)	(2,914,400)	(2,981,700)	(3,050,500
191,000 (1,880,000)	700	99,900 (2,083,400)	101,500 (2,266,000)	103,500		Add Back Depreciation  Cash Result - Surplus / (Deficit)	102,000	(1)	104,100 (2,378,900)	106,200 (2,434,300)	108,400 (2,490,600)	110,600 (2,548,500)	112,900 (2,608,000)	115,200 (2,668,700)	(2,730,900)	120,000	122,400 (2,859,300)	124,90
			177-117	12.00			3	100	191010000	1-1.0-10-0-0		15,500	12,000,000,	(=)===)	(2), 00,000,	(2)104)100)	(2,000,000)	(2,020,000
						Capital Movements				+								
0	0	0	0	0		Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	
0	74,500	27,700	27,000	36,600		Less Transfer to Reserves	10,500	(71)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10.00
0	133,000	12,100	0	0		Add Transfer from Reserves	0	0	0	0	0	60,000	0	0	0	0	0	
0	0	0	0	0		Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	
0	0	0	121,100	0		Less Capital Expenditure	0	0	0	0	60,000	0	0	0	0	70,000	0	
1,880,000)	(1,685,900)	(2,099,000)	(2,414,100)	(2,180,400)		Cash Result after Capital Movements	(2,216,700)	2	(2,388,900)	(2,444,300)	(2,560,600)	(2,498,500)	(2 648 000)	(2,678,700)	(2,740,900)	(2,874,400)	(2,869,300)	(2,935,600

### PROCUREMENT AND BUILDING MANAGEMENT

<u>Manager:</u> Tony Partridge – "Manager – Support Operations"

# **Background**

This program includes costs related to the maintenance of community buildings including the main corporate buildings being the Council Administration Centre and the Works Depot, along with specialised procurement and contract management staff, including the Council store.

## **Budget Comments**

## **Operating Revenues**

### **Contributions**

Occasionally Council may receive contributions, either internal or external, to offset the cost of maintaining, repairing or improving buildings.

### **Operating Expenses**

### **Administration Centre**

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

## **Works Depots**

Employee Costs – Includes salaries and oncosts for staff providing procurement, contract management and inventory services. Based on five full-time staff (25 days).

Operating Expenses - Operating costs for the main Works Depot on Southern Kingsford Smith Drive and the more minor depot at Tamarind Drive. Operating costs include insurance, rates, security, cleaning, grounds and yard maintenance, building maintenance, air conditioning and electricity. Protective clothing for staff is also included in this item.

# **Community Buildings**

Represents the maintenance budgets for the buildings identified.

### **Open Spaces Buildings**

Represents the maintenance budgets for the buildings located on Council's open spaces and reserves. This items includes the maintenance and cleaning of public toilets, along with maintenance of community BBQs, picnic tables and cleaning of the Riverwalk Arcade.

## **Capital Movements**

### **Reserve Movements**

Refer to Part E of this document.

## **Capital Income**

Typically relates to internal contributions to finance depot improvement works.

### Capital Expenditure

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

		ACTUAL			LEDGER	BUDGET ITEMS				AGEMEN		EST	IMATED					
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT		2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
5,000	180,100	178,300	0	0		OPERATING REVENUES  Buildings Contributions and Rebates	0	0	0	0	Ō	0	0	0	0	0	0	
5,000	180,100	0	0	0		Total Operating Revenues	0	0	0	0	0	0	0	0	0	0	0	
	1 -1	2				OPERATING EXPENSES Office and Depot Facilities			- 3									
322,000	319,900	317,300	315,400	254,100	32000	Administration Centre	290,700	14	291,700	299,500	307,400	315,500	323,600	332,200	340,900	349,900	359,000	368,40
194,000 361,000	336,300 397,300	376,300 351,100	393,400 308,900	426,900 331,900	32001 32001	Works Depot - Employee Costs Works Depot - Operating Expenses	431,100 335,500	1	441,000 343,700	451,200 353,100	461,600	472,200	483,000	494,100	505,400	517,000	517,000	517,00
(26,000)	17,900	16,600	28,800	11,300	32001	Works Depot - Number Two	8,100	(28)	8,400	8,700	362,600 9,000	372,500 9,300	382,600 9,600	392,800 9,900	403,200 10,200	413,800 10,500	424,700 10,800	436,00 11,10
8,000	10,300	3,300	13,000	12,000	32022	Community Buildings Maintenance Visitor Centre	10,000	(17)	12,000	12,300	12,700	13,100	13,500	13,900	14,300	14,700	15,100	15,50
100,000	86,700 17,200	108,100 31,900	98,700 79,500	80,900 57,300	32022 32022	Community Centres and Halls Surf Clubs	80,000 49,800	(1)	127,600 52,000	130,900 53,500	134,400 55,000	138,000 56,500	141,700 58,100	145,500 59,700	149,400 61,300	153,300 63,000	157,300 64,700	161,50 66,40
18,000	14,600	20,700	17,300	17,000	32022	Museum and Gallery	16,000	(6)	17,000	17,500	18,000	18,500	19,100	19,700	20,300	20,900	21,500	22,10
16,000	11,000	14,200	16,600	22,500	32022	Libraries	20,100	(11)	22,000	22,600	23,200	23,800	24,400	25,100	25,800	26,500	27,200	27,90
2,000	3,900	8,600 0	11,600 87,100	14,300 72,200	32022 32022	Other Community Buildings Swimming Pools	11,000 68,000	(6)	21,200 70,000	21,800 71,800	22,500 73,600	23,200 75,600	23,900 77,600	24,600 79,600	25,400 81,600	26,200 83,800	27,100 86,000	28,000 88,200
113,000	139,300	126,300	162,300	204,200	32261	Open Spaces Buildings Maintenance Open Spaces and Reserves Buildings	186,300	(9)	190,700	195,700	200,900	206,200	211,600	217,200	222,800	228,500	234,500	240,600
80,000 257,000	86,200 304,300	87,300 334,600	89,200 311,300	81,400 380,000	32310 32285	Sports Fields Buildings Public Amenities	71,500 366,100	(12)	73,400 375,000	75,400 384,700	77,500 394,700	79,600 405,000	81,700 415,500	83,800 426,100	86,100 437,200	88,400 448,500	90,800 460,000	93,300 471,900
64,000	68,100	82,700	101,000	102,600	32286/32311	Other Amenities	80,700	(21)	82,900	85,100	87,500	89,900	92,300	94,700	97,200	99,800	102,400	105,200
455,000	648,800	688,700	711,600	126,300	32000	Non-Cash Expenses Depreciation - Administration Building	714,000	465	728,300	742,900	757,800	773,000	788,500	804,300	820,400	836,900	853,700	870,800
49,000	42,600	46,200	48,900	50,800	32286	Depreciation - Public Amenities	47,000	(7)	48,000	49,000	50,000	51,000	52,100	53,200	54,300	55,400	56,600	57,800
330,000 648,000 0	565,600 424,700 140,200	291,500 569,000 252,000	312,500 606,100 0	47,600 357,900 763,600	32261 32310 32000	Depreciation - Open Spaces Buildings Depreciation - Sports Field Buildings Loss on Disposal of Infrastructure	295,800 580,400 0	521 62 (100)	301,800 592,100 0	307,900 604,000 0	314,100 616,100 0	320,400 628,500 0	326,900 641,100 0	333,500 654,000 0	340,200 667,100 0	347,100 680,500 0	354,100 694,200 0	361,200 708,100
3,004,000	3,634,900	3,726,400	3,713,200	3,414,800		Total Operating Expenses	3,662,100	7	3,798,800	3,887,600	3,978,600	4,071,800	4,166,800	4,263,900	4,363,100	4,464,700	4,556,700	4,651,000
( <b>2,999,000</b> ) 1,482,000	(3,454,800) 1,681,700 140,200	(3,726,400) 1,595,400 252,000	(3,713,200) 1,679,100	(3,414,800) 582,600 763,600		Operating Result - Surplus / (Deficit) Add Back Depreciation Add Back Loss on Infrastructure	(3,662,100) 1,637,200	7 181 (100)	(3,798,800) 1,670,200	(3,887,600) 1,703,800	(3,978,600) 1,738,000	(4,071,800) 1,772,900	(4,166,800) 1,808,600	( <b>4,263,900</b> ) 1,845,000	(4,363,100) 1,882,000	(4,464,700) 1,919,900	(4,556,700) 1,958,600	( <b>4,651,000</b> 1,997,900
(1,517,000)	(1,632,900)	(1,879,000)	(2,034,100)	(2,068,600)		Cash Result - Surplus / (Deficit)	(2,024,900)	(2)	(2,128,600)	(2,183,800)	(2,240,600)	(2,298,900)	(2,358,200)	(2,418,900)	(2,481,100)	(2,544,800)	(2,598,100)	(2,653,100
				ÿ.		Capital Movements							1					
0	0	0	o	0		Less Loan Principal Repayments	o	0	0	0	0	0	0	О	0	0	0	(
1,727,000	454,000 464,700	1,698,800 1,335,900	1,419,200 1,627,700	2,123,800 2,580,600		Less Transfer to Reserves Add Transfer from Reserves	284,600 1,418,900	(87) (45)	0	0	0	2,100,000	1,500,000	1,000,000	1,700,000	1,700,000	1,700,000	1 700 000
204,000	755,100	659,600	777,700	1,581,300		Add Capital Income Applied	107,900	(93)	109,900	112,100	114,400	116,800	119,200	121,600	124,200	1,700,000	129,400	1,700,000
298,000	1,178,300	761,200	1,337,300	2,529,500		Less Capital Expenditure	1,644,900	(35)	671,000	822,000	1,093,000	3,214,000	2,636,000	2,159,000	2,882,000	2,905,000	2,928,000	2,951,000
(3,138,000)	(2,045,400)	(2,343,500)	(2,385,200)	(2,560,000)		Cash Result after Capital Movements	(2,427,600)	(5)	(2,689,700)	(2,893,700)	(3,219,200)	(3,296,100)	(3,375,000)	(3,456,300)	(3,538,900)	(3,623,000)	(3,696,700)	(3,771,900

# STORMWATER AND ENVIRONMENTAL PROTECTION

<u>Manager:</u> Paul Busmanis – "Manager - Engineering Works"

## **Background**

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

## **Budget Comments**

### **Operating Revenues**

## **Annual Charges**

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

## **Operating Expenses**

### Stormwater

Allocation for stormwater drainage maintenance.

### **Contributions**

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

# Flood Management Studies and Plans

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

# **Coastal Zone Management Plan**

Represents on-going work on this project.

## **Foreshore Protection Works**

Annual allocation for foreshore protection works and beach cleaning.

# **Canal Dredging**

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

# **Boat Ramps**

Cleaning and maintenance of boat ramps.

# Capital Movements

### **Reserve Movements**

Refer to Part E of the document.

# **Capital Expenditure**

Capital works as per Part C of this document.

						STORMWATER	MIND LIVE	KOM	ILIVIALI	KOILOI	014							
2012/13	2013/14	ACTUAL 2014/15	2015/16	2016/17	LEDGER ACCOUNT	BUDGET ITEMS	2017/18	%	2018/19	2019/20	2020/21	2021/22	IMATED 2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2012/13	2013/14	2014/15	2013/10	2010/17	ACCOUNT		2017/10	70	2010/13	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2020/27	2021126
				-		OPERATING REVENUES				1 1 4								
279,500	282,100	284,000	369,500	375,100	22100	Stormwater Drainage Annual Charges	380,000	1	381,900	383,900	385,900	387,900	389,900	391,900	393,900	395,900	397,900	399,90
8.000	21,500	7,700	0	22,800	22101	Environmental Protection Third Party Flood Modelling	20,000	(12)	0	0	0	0	0		0	0	0	
41,800	43,800	0,700	5,100	156,100	22101	Operating Grants and Contributions	131,000	(16)	130,000	100,000	0	o	ő	0	0	o	0	
329,300	347,400	291,700	374,600	554,000		Total Operating Revenues	531,000	(4)	511,900	483,900	385,900	387,900	389,900	391,900	393,900	395,900	397,900	399,90
	- 1	2				OPERATING EXPENSES	17.7										1	
343,000	247,600	289,100	272,900	217,300	32100	Stormwater Stormwater Drainage Maintenance	248,500	14	254,600	261,400	268,300	275,400	282,600	290,000	297,900	305,800	313,900	322,20
0.10,000	211,000	200,100	2,2,000	211,000	0L 100	Environmental Protection	2.10,000	1	201,000	201,100	200,000	210,100	202,000	200,000	207,000	000,000	010,000	022,20
183,000	187,700	192,000	196,600	200,100	32101	Cont to County Council (CC)	203,000	1	207,700	212,900	218,300	223,800	229,400	235,200	241,100	247,200	253,400	259,80
33,000	33,700	34,400	35,200	35,900	32101 32101	Cont to CC - Drainage Unions Cont to CC - Coastal Zone Mgmt Plan	36,300 35,000	1	37,200 35,900	38,200 36,800	39,200 37,800	40,200 38,800	41,300 39,800	42,400 40,800	43,500 41,900	44,600 43,000	45,800 44,100	47,00 45,30
46,000	164,300	100,500	78,700	23,400	32101	Flood Management Studies and Plans	230,600	885	130,000	130,000	30,800	31,600	32,400	33,300	34,200	35,100	36,000	36,90
10,000	55,600	6,100	26,600	4,400	32101	Coastal Zone Management Plan Foreshore Protection Works	60,000 78,000	1,264 255	60,000 79,800	30,000	30,800 83,900	31,600	32,400	33,300	34,200	35,100	36,000	36,90
40,000 1,000	35,000 12,500	107,600 147,300	55,200 44,900	22,000	32101 32101	Canal Dredging	60,000	100	20,400	81,800 160,000	21,000	86,000 21,600	88,200 22,200	90,500 22,800	92,800 200,000	95,200 22,000	97,600 22,600	100,10 23,20
29,000	37,200	45,700	45,000	40,700	32101	Boat Ramp Maintenance and Cleaning	44,500	9	45,600	46,800	48,000	49,300	50,600	51,900	53,300	54,700	56,200	57,70
17,000	1.600	1,600	2,000	1,600	32103	Non-Cash Expenses Depreciation - Environmental Protection	2,100	31	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900	3,000	3,10
1,646,000	1,654,300 78,300	1,417,700	1,456,800	1,448,800	32103 32100	Depreciation - Drainage Loss on Disposal of Infrastructure Assets	1,471,900	2 (100)	1,501,400	1,531,500	1,562,200	1,593,500	1,625,400	1,658,000		1,725,100	1,759,700	1,794,90
2,446,000	2,507,800	2,343,200	2,213,900	2.033,800	32100	Total Operating Expenses	2,469,900	21	2,374,800	2,531,700	2,342,700	2,394,300	2,446,900	2,500,900	2,732,900	2,610,700	2,668,300	2,727,10
			The state of the											La caro E Al	2,732,900	2,610,700	2,000,300	2,727,10
(2,116,700)	(2,160,400)	(2,051,500)	(1,839,300)	(1,479,800)		Operating Result - Surplus / (Deficit)	(1,938,900)	31	(1,862,900)	(2,047,800)	(1,956,800)	(2,006,400)	(2,057,000)	(2,109,000)	(2,339,000)	(2,214,800)	(2,270,400)	(2,327,200
1,663,000 98,000	1,655,900 78,300	1,419,300	1,458,800	1,450,400		Add Back Depreciation Add Back Loss on Infrastructure	1,474,000	(100)	1,503,600	1,533,800	1,564,600	1,596,000	1,628,000	1,660,700	1,694,000	1,728,000	1,762,700	1,798,00
(355,700)	(426,200)	(631,000)	(380,500)	10,200		Cash Result - Surplus / (Deficit)	(464,900)	(4,658)	(359,300)	(514,000)	(392,200)	(410,400)	(429,000)	(448,300)	(645,000)	(486,800)	(507,700)	(529,200
						Capital Movements												
0	o	0	0	o		Less Loan Principal Repayments	0	0	0	o	0	0	o	0	0	0	0	
886,000	643,900	612,300	507,000	785,100		Less Transfer to Reserves	257,000	(67)	70,000	75,000	35,000	35,000	35,000	45,000	50,000	35,000	35,000	35,00
680,000	852,100	872,000	567,000	522,500		Add Transfer from Reserves Add Capital Income Applied	241,800	(54)	0	160,000	0	0	0	0	200,000	0	0	
162,000	441,800	221,100	302,700	255,300		Less Capital Expenditure	354,200	39	474,000	767,300	809,600	830,000	851,000	873,000	895,000	917,000	941,000	965,00
(723,700)	(659,800)	(592,400)	(623,200)	(507,700)		Cash Result after Capital Movements	(834,300)	64	(903,300)	(1,196,300)	(1,236,800)	(1,275,400)	(1,315,000)	(1,366,300)	(1,390,000)	(1,438,800)	(1,483,700)	/1 529 200

### **ROADS AND BRIDGES**

<u>Manager:</u> Paul Busmanis - "Manager - Engineering Works"

## **Background**

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

# **Budget Comments**

## **Operating Revenues**

### **Operating Grants and Contributions**

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

## **Operating Expenses**

### **Roads and Bridges Maintenance**

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

### Street Cleaning

Provision for street and footpath cleaning of town centres.

# **Debt Servicing**

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

# **Capital Movements**

## **Loan Principal Repayments**

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

### **Reserve Movements**

Refer to Part E for further information.

# **Capital Income**

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

### Capital Expenditure

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

							ROADS A	ND BR	RIDGES									
3		ACTUAL			LEDGER	BUDGET ITEMS							IMATED					
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT		2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
						OPERATING REVENUES Operating Grants and Contributions												
47,000	1,500	12,000	0	34,100	22110	Flood and Storm Damage	0	(100)	0	0	0	0	0	0.000	0	0	0	
19,800 608,300	37,100 228,000	69,300	62,700 214,000	56,400	22110 22110	LIRS Loan Subsidy Natural Disaster Funding	47,500	(16)	40,000	32,200	24,200	15,800	7,500	2,600	0	0	0	153
000,300	220,000	238,800	214,000	1,484,400	22110	Roads to Recovery	900,000	(39)	492,000	634,000	646,700	659,700	672,900	686,400	700,200	714,300	728,600	743,20
				7,10 1,100		Interest							3	1 60 6	Ver.			
12,800	233,100	93,700	73,800	62,000		Interest on Reserves and Loans	0	(100)	0	0	0	0	0	0	0	0	0	3
687,900	499,700	413,800	350,500	1,636,900	4.0	Total Operating Revenues	947,500	(42)	532,000	666,200	670,900	675,500	680,400	689,000	700,200	714,300	728,600	743,20
						OPERATING EXPENSES			1.0		100	(1.8)	1 - 1	/	-			
770 500	000 700	700 000	666,600	714,500	32110	Roads and Bridges - Maintenance Urban Roads	777,000	9	795.100	815,200	835,800	857,000	878,800	901,100	923,800	947.200	971,100	995.60
776,500 1,263,200	628,700 1,293,800	786,800 1,261,700	1,379,200	1,267,000	32110	Sealed Rural Roads	1,246,000	(2)	1,274,900	1,306,900	1,339,800	1,373,400	1,407,900	1,443,300	1,479,500	1,516,800	1,555,000	1,594,10
602,000	585,900	662,800	672,300	567,100	32117	Unsealed Rural Roads	686,000	21	701,800	719,400	737,400	756,000	775,000	794,500	814,400	834,800	855,800	877,30
37,000	14,800	10,400	13,100	32,600	32120	Bridges	22,000	(33)	22,600	23,200	23,800	24,400	25,100	25,800	26,500	27,200	27,900	28,60
363,000	335,300	380,200	397,700	361,400	32110	Street Cleaning	407,000	13	416,500	427,000	437,900	449,000	460,400	472,100	484,100	496,300	508,800	521,70
740,000	133,600	2,000	277,400	186,000	32110	Natural Disasters	0	(100)	0	0	0	0	0	0	0	0	0	
298,000	427,700	430,300	360,900	318,200	32120	Debt Servicing Interest on Loans	294,300	(8)	259,200	222,600	184,700	477,000	418,000	361,300	306,600	263,000	243,000	223,000
250,000	427,700	400,000	000,000	010,200	DETEG	Non-Cash Expenses	201,000	1-1	200,200	222,000	10 1,7 0.0	11/1000	110,000	001,000	000,000	200,000	2 10,000	220,00
6,916,000	7,228,600	6,163,400	5,853,500	5,568,900	32120	Depreciation - Roads and Bridges	4,915,400	(12)	5,013,800	5,114,100	5,216,400	5,320,800	5,427,300	5,535,900	5,646,700	5,759,700	5,874,900	5,992,400
147,000	135,500	123,000	109,600	91,400	32120	Unwinding Interest Free Loan	71,900	(21)	51,000	28,100	0	0	0	0	0	0	0	5,002,10
4,636,000	1,634,800	3,009,500	0	2,762,800	32120	Loss on Disposal of Infrastructure	0	(100)	0	0	0	0	0	0	0	0	0	1.0
15,778,700	12,418,700	12,830,100	9,730,300	11,869,900		Total Operating Expenses	8,419,600	(29)	8,534,900	8,656,500	8,775,800	9,257,600	9,392,500	9,534,000	9,681,600	9,845,000	10,036,500	10,232,70
15,090,800)	(11,919,000)	(12,416,300)	(9,379,800)	(10,233,000)		Operating Result - Surplus / (Deficit)	(7,472,100)	(27)	(8,002,900)	(7,990,300)	(8,104,900)	(8,582,100)	(8,712,100)	(8,845,000)	(8,981,400)	(9,130,700)	(9,307,900)	(9,489,500
6,916,000	7,228,600	6,163,400	5,853,500	5,568,900		Add Back Depreciation	4,915,400	(12)	5,013,800	5,114,100	5,216,400	5,320,800	5,427,300	5,535,900	5,646,700	5,759,700	5,874,900	5,992,40
147,000	135,500	123,000	109,600	91,400 2,762,800		Add Back Unwinding Interest Free Loan Add Back Loss on Infrastructure	71,900	(21)	51,000	28,100	0	0	0	0	0	0	0	
4,636,000 (3,391,800)	1,634,800 (2,920,100)	3,009,500 (3,120,400)	(3,416,700)	(1,809,900)		Cash Result - Surplus / (Deficit)	(2,484,800)	37	(2,938,100)	(2,848,100)	(2,888,500)	(3,261,300)	(3,284,800)	(3,309,100)	(3,334,700)	(3,371,000)	(3,433,000)	(3,497,100
						Capital Movements												
423,000	702,600	822,000	982,800	1,015,100		Less Loan Principal Repayments	1,049,300	3	1,084,400	1,170,300	804,600	1,262,300	1,255,900	1,247,800	1,148,900	487,000	507,000	527,000
9,488,000	2,467,900	1,640,400	1,802,200	2,973,300		Less Transfer to Reserves	6,638,200	123	0	0	0	0	0	0	0	0	0	
2,779,000	9,546,500	5,526,800	3,171,000	1,118,400		Add Transfer from Reserves	8,500,900	660	5,951,000	17,608,000		13,806,000	672,000	690,000	708,000	726,000	745,000	764,000
10,074,000	4,803,700 14,424,200	1,540,000 6,975,000	4,718,700 8,764,400	5,335,300 8,027,200		Add Capital Income Applied Less Capital Expenditure	4,681,300 10,955,800	(12)	5,682,000 15,933,200	185,000 22,565,000	8,528,700 28,655,400	192,500 19,338,400	196,400 6,439,300	200,400 6,701,900	204,500 7,126,200	208,600 8,113,100	212,800 8,903,000	217,100 9,006,900
10,679,800)	(6,164,600)	(5,491,000)	(7,076,400)	(7,371,800)		Cash Result after Capital Movements	(7,945,900)	8	(8,322,700)	(8,790,400)	1 1 1 2 2 3			(10,368,400)		A. W. W.		
, 0,000)	(0,104,000)	(5,401,000)	(1,010,400)	(,,0,,,000)		Sasa result arter Suprial movements	(,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	•	(2)022,00)	(5), 50, 100)	(3,000,000)	(5,000,000)	(,,	(,5,500,400)	(.5,007,000)	, ,	(,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	(,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,

# **ANCILLARY TRANSPORT SERVICES**

<u>Manager:</u> Paul Busmanis - "Manager - Engineering Works"

# **Background**

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

### **Budget Comments**

## **Operating Revenues**

### Fees and Charges

**Private Works** Income for private works undertaken by Council, with Council making a margin on these works as per the estimated operating expenses. **Burns Point Ferry** Income from the operation of the Burns Point Ferry.

## **Operating Grants**

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

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

### **Operating Expenses**

Roads and Traffic Signs Maintenance of street signs and road lines

Street Lighting Electricity charges for street lighting.

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

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

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

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

# **Capital Movements**

# **Loan Principal Repayments**

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

### **Reserve Movements**

Refer to Part E for further information.

# **Capital Income**

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

# **Capital Expenditure**

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

		ACTUAL			LEDGER	BUDGET ITEMS	111111111111111111111111111111111111111		RT SERVI			Eer	IMATED					
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT	BODGETTIEMS	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
55,000 6,000 293,000 76,000 5,000	248,400 56,500 357,400 82,100 8,000	190,100 55,400 363,500 80,500 8,000	728,000 41,100 350,700 99,500 11,100	238,000 48,300 387,000 92,200 10,000	22151 22151 22200 22200 22200	OPERATING REVENUES  Fees and Charges Private Works Sundry Fees and Charges Burns Point Ferry - Toll Fees Burns Point Ferry - Season Tickets Burns Point Ferry - Diesel Rebate	122,000 12,000 374,000 110,000 11,000	(49) (75) (3) 19	124,900 12,300 382,700 112,600 11,300	128,100 12,700 392,400 115,500 11,600	131,400 13,100 402,300 118,400 11,900	134,700 13,500 412,500 121,400 12,200	138,100 13,900 422,900 124,500 12,600	141,600 14,300 433,600 127,700 13,000	145,300 14,700 444,500 130,900 13,400	149,100 15,100 455,700 134,200 13,800	153,000 15,500 467,200 137,600 14,200	156,90 15,90 478,90 141,10
98,000 25,700 0 40,000	98,000 48,200 0 7,300	98,000 44,600 27,400 19,000	98,000 40,000 6,800 0	98,000 35,100 42,000 6,600 10,600	22150 22150 22150 22150 22150	Operating Grants & Contributions Street Lighting LIRS Loan Subsidy Boating Programs Miscellaneous Contributions PAMP	100,000 29,200 0 30,500 19,400	2 (17) (100) 362 83	102,300 24,000 0 0	104,900 18,500 0 0	107,600 12,800 0 0	110,300 6,900 0 0	113,100 1,100 0 0	116,000 0 0 0 0	118,900 0 0 0 0	121,900 0 0 0 0	125,000 0 - 0 0	128,20
598,700	905,900	898,500	1,375,200	967,800		Total Operating Revenues	808,100	(17)	770,100	783,700	797,500	811,500	826,200	846,200	867,700	889,800	912,500	935,60
139,000 407,000 119,000 14,000 8,000 13,000 99,000 17,000	113,300 450,300 190,800 37,400 5,900 19,100 222,500 20,900	100,200 505,800 150,700 19,300 6,300 5,500 173,200 80,600	65,300 469,400 152,400 58,400 6,600 2,700 636,700 78,400	111,000 585,900 148,800 41,100 7,000 1,100 244,300 98,500	32132 32130 32135 32137 32137 32138 32496 32201	Maintenance Programs Road and Traffic Signs Street Lighting Footpaths Maintenance Car Parking - Sharpes Beach Rent Car Parking - Maintenance and Rates Bus Shelters and Public Transport Private Works Wharves and Jetties	131,600 550,000 222,800 41,000 7,500 10,000 105,000 41,200	19 (6) 50 (0) 7 809 (57) (58)	110,300 562,900 188,500 42,000 7,700 10,300 107,500 42,300	113,300 577,200 193,500 43,100 7,900 10,600 110,300 43,500	116,300 591,800 198,700 44,200 8,100 10,900 113,200 44,700	119,600 606,800 203,900 45,400 8,400 11,200 116,100 45,900	122,900 622,100 209,400 46,600 8,700 11,500 119,100 47,200	126,200 637,800 214,900 47,800 9,000 11,800 122,200 48,500	129,600 653,900 220,400 49,000 9,300 12,100 125,300 49,800	133,100 670,400 226,200 50,300 9,600 12,500 128,500 51,100	136,700 687,300 232,000 51,600 9,900 12,900 131,800 52,500	140,30 704,60 238,10 52,90 10,20 13,30 135,20 54,00
304,000 309,000	341,600 305,600	358,800 305,500	318,700 336,300	216,400 343,900	32200 32200	Burns Point Ferry Operation Salaries and Oncosts	337,600 337,000	56 (2)	244,500 344,800	351,900 353,500	259,500 362,400	369,200 371,500	275,000 380,800	387,000 390,400	291,100 400,200	405,300 410,300	307,600 420,600	314,00 431,20
179,000	183,800	159,600	134,300	106,900	32140	Debt Servicing Interest on Loans	78,300	(27)	48,600	126,200	110,100	92,900	75,700	65,000	55,000	45,000	34,000	23,00
152,000 478,000 26,000	24,800 0 44,000	102,000 280,600 38,700	165,300 413,400 33,500	100,100 353,000 26,300	32132 32132 32132	Non-Cash Expenses Depreciation - Ancillary Depreciation - Footpaths Depreciation - Maritime	112,200 306,000 40,800	12 (13) 55	114,500 312,200 41,700	116,800 318,500 42,600	119,200 324,900 43,500	121,600 331,400 44,400	124,100 338,100 45,300	126,600 344,900 46,300	129,200 351,800 47,300	131,800 358,900 48,300	134,500 366,100 49,300	137,20 373,50 50,30
2,264,000	1,960,000	2,286,800	2,871,400	2,384,300		Total Operating Expenses	2,321,000	(3)	2,177,800	2,408,900	2,347,500	2,488,300	2,426,500	2,578,400	2,524,000	2,681,300	2,626,800	2,677,80
(1,665,300) 656,000 (1,009,300)	(1,054,100) 68,800 (985,300)	(1,390,300) 421,300 (969,000)	(1,496,200) 612,200 (884,000)	(1,416,500) 479,400 (937,100)		Operating Result - Surplus / (Deficit) Add Back Depreciation Cash Result - Surplus / (Deficit)	(1,512,900) 459,000 (1,053,900)	7 (4) 12	(1,407,700) 468,400 (939,300)	(1,625,200) 477,900 (1,147,300)	(1,550,000) 487,600 (1,062,400)	(1,676,800) 497,400 (1,179,400)	(1,600,300) 507,500 (1,092,800)	(1,732,200) 517,800 (1,214,400)	(1,656,300) 528,300 (1,128,000)	(1,791,500) 539,000 (1,252,500)	(1,714,300) 549,900 (1,164,400)	(1,742,200 561,00 (1,181,200
375,000 1,085,000 3,019,000 1,537,000 3,948,000	448,700 512,300 2,484,000 608,100 2,270,500	416,500 2,168,800 1,382,400 1,817,800 2,463,700	441,900 2,707,300 4,818,700 450,200 2,538,500	469,100 413,400 2,267,700 124,000 2,107,400		Capital Movements  Less Loan Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	498,000 74,400 1,351,700 1,252,900 2,597,000	6 (82) (40) 910 23	444,800 50,000 749,400 425,000 1,360,000	350,800 50,000 408,000 - 0 530,000	366,900 50,000 308,000 0 543,000	384,200 50,000 408,000 0 556,000	317,000 50,000 308,000 0 570,000	243,000 50,000 408,000 0 584,000	253,000 50,000 308,000 0 598,000	263,000 50,000 408,000 0 613,000	274,000 50,000 308,000 0 628,000	285,00 50,00 408,00
(1,861,300)	(1,124,700)	(2,817,800)	(1,302,800)	(1,535,300)		Cash Result after Capital Movements	(1,618,700)	5	(1,619,700)	(1,670,100)	(1,714,300)	(1,761,600)	(1,721,800)	(1,683,400)	(1,721,000)	(1,770,500)	(1,808,400)	(1.752.20

## **ROADS AND MARITIME SERVICES (RMS)**

Manager: Paul Busmanis - "Manager - Engineering Works"

## **Background**

This program outlines all revenues and expenses related to works funded through the Roads and Maritime Services (RMS).

# **Budget Comments**

### **Operating Revenues**

## **Preservation Program**

Includes maintenance works undertaken under the Single Invitation Maintenance Contract (SIC) arrangements with the RMS. 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. With the recent bypasses of Ballina and Alstonville these programs have largely stopped.

# **Regional Roads Block Grant**

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

Income items are fully offset by matching expenditure accounts.

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

		ACTUAL			LEDGER	BUDGET ITEMS						EST	MATED					
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT		2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
47,000 68,000	0	0	- 0 0	0	22220 22220	OPERATING REVENUES  Fees and Charges State Roads - Preservation Porgram State Roads - Works Orders	0	0	0	0	0	0	0	0	0	0	0	
562,000	926,000	866,500	876,000	1,003,200	22220	External Contributions Regional Roads Block Grant	746,000	(26)	763,900	783,600	803,600	824,100	845,200	866,800	888,900	911,400	934,600	958,30
677,000	926,000	866,500	876,000	1,003,200		Total Operating Revenues  OPERATING EXPENSES	746,000	(26)	763,900	783,600	803,600	824,100	845,200	866,800	888,900	911,400	934,600	958,30
98,000 21,000 611,000	0 0 749,800	0 0 669,200	0 0 770,000	0 0 915,100	32255 32220 32250	State Roads - Preservation State Roads - Works Order Regional Roads	0 0 586,000	0 0 (36)	0 0 763,900	0 0 783,600	0 0 803,600	0 0 824,100	0 0 845,200	0 0 866,800	0 0 888,900	0 0 911,400	0 0 934,600	958,30
730,000	749,800	669,200	770,000	915,100		Total Operating Expenses	586,000	(36)	763,900	783,600	803,600	824,100	845,200	866,800	888,900	911,400	934,600	958,30
(53,000) 0	176,200	197,300 0	106,000	88,100		Operating Result - Surplus / (Deficit) Add Back Depreciation	<b>160,000</b>	82 0	0 0	0	0	0	0	0	0	0	0	
(53,000)	176,200	197,300	106,000	88,100		Cash Result - Surplus / (Deficit)	160,000	82	0	0	0	0	0	0	0	0	0	
0 24,000 77,000 0 0	0 73,000 0 0 103,200	0 146,900 125,900 0 176,300	0 103,100 146,900 0 149,800	0 0 103,100 0 268,500		Capital Movements  Less Loan Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	0 0 0 0 160,000	0 0 (100) 0 (40)	0 0 0 0	0 0 0 0	- 0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0 0	0 0 0 0	0 0 0 0	( ( ( (
0	0	0	0	(77,300)		Cash Result after Capital Movements	0	(100)	0	0	0	0	0	0	0	0	0	

### **OPEN SPACES AND RESERVES**

<u>Manager:</u>

Cheyne Willebrands- "Manager - Open Spaces and Resource Recovery"

## **Background**

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

## **Budget Comments**

### **Operating Revenues**

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

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

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

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

### **Operating Expenses**

Management Includes salaries and oncosts for 3.5 full time employees (total of 17.5 days) and one motor vehicle.

Open Spaces and Reserves Includes the various operating budgets for this program. Items in the program include all staff costs, plant hire, materials, plus contracts such as surf lifesaving. 18/6875

**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, plant hire and materials for the maintenance and operation of sporting fields.

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

# **Capital Movements**

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

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

Capital Income Any capital income typically relates to section 94 funds to finance capital works on parks and sporting fields, plus any forecast capital grants.

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

		ACTUAL			LEDGER	BUDGET ITEMS		ESTIMATED										
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT		2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
						OPERATING REVENUES Fees and Charges												
39,600	42,100	45,000	46,100	42,000	22230	Commercial Activity Licences	43,000	2	44,000	45,100	46,300	47,500	48,700	50,000	51,300	52,600	54,000	55,40
13,700 29,600	24,900 23,000	25,300 37,300	34,800 21,200	46,500 30,000	22230 22230	4WD Permits Nursery - Sales	50,000 28,000	8 (7)	51,200 27,200	52,500 28,000	53,900 28,800	55,300 29,600	56,700 30,500	58,200 31,400	59,700 32,300	61,200 33,200	62,800 34,100	64,40 35,10
300	600	300	4,200	15,100	22230	Miscellaneous Fees	14,500	(4)	15,000	15,600	16,200	16,800	17,400	18,000	18,600	19,200	19,800	20,40
- 70.000	1304	1020 I				Grants and Contributions		minh		2 Let								11. 779
130,000 6,000	192,100	120,900	120,900 61,900	85,000	22230 22256	Grants - Regional Works Crew Grants - Sporting Fields	74,000	(13)	75,900	78,000	80,100	82,200	84,500	86,800	89,100	91,400	93,800	96,30
175,000	145,500	7,200 149,600	152,100	154,200	26114	State Govt - Crown Reserve Contribution	157,900	2	161,600	165,800	170,100	174,400	178,800	183,300	188,000	192,800	197,700	202,70
452,000	100 500	05 100	158,700	53,300	22241	Vegetation Management Operating Grants	52,700	(1)	5,200	5,400	5,600	5,800	6,000	6 200	6 400	6,600	6 900	7,00
152,000	136,500	95,100	158,700	53,300	22241	Other Services	52,700	(1)	5,200	5,400	5,600	5,800	6,000	6,200	6,400	6,600	6,800	7,00
360,000	339,600	403,200	398,300	452,600	22250	Cemeteries - Fees and Charges	406,000	(10)	415,400	425,800	436,500	447,500	458,700	470,200	482,000	494,100	506,500	519,20
0	82,700	79,200	51,400	0	22256	Interest on Investments Interest	0	0	0	0	0	0	0	0	0	0	0	
906,200	987,000	963,100	1,049,600	878,700		Total Operating Revenues	826,100	(6)	795,500	816,200	837,500	859,100	881,300	904,100	927,400	951,100	975,500	1,000,50
229,000	158,300	179,900	188,500	285,300	32260	OPERATING EXPENSES Open Spaces and Reserves Management Employee Costs	nt 386,000	35	395,000	404,200	413,600	423,200	433,000	443,000	453,300	463,800	464,100	464,40
N 111 111	7.845.342	7.55	N 0 EEL 5EL	C 322 321		Open Spaces and Reserves	1 474 544	2	5 20 10 20			0.000 0.000	7777-677		1			
1,537,000 5,000	1,643,100 6,100	1,482,200 5,300	1,565,400 5,400	1,573,800 4,400	32262 32262	Operating Expenses Donation - Mowing on Private Property	1,617,000 4,000	3 (9)	1,654,800 4,100	1,696,800 4,300	1,739,900 4,500	1,784,200 4,700	1,829,500 4,900	1,876,000 5,100	1,923,500 5,300	1,972,200 5,500	2,022,100 5,700	2,073,20 5,90
63,000	68,100	62,000	98,700	110,300	32265	Tree Lopping and Maintenance	80,000	(27)	81,900	84,000	86,200	88,400	90,700	93,000	95,400	97,800	100,300	102,90
2,000	20,000	17,900	3,600	20,400	32265	Street Tree Planting Program	39,600	94	20,500	21,100	21,700	22,300	22,900	23,500	24,100	24,800	25,500	26,20
10,000	0	87,300	9,100	39,000 5,700	32265 32265	Fig Tree Management Program Town Entry Beautification Program	15,000 42,800	(62) 651	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700	19,200	19,70
184,000	2,000 178,300	207,700	2,200 219,700	253,100	32266	Nursery Operations	237,700	(6)	243,400	249,800	256,300	263,000	269,900	276,900	284,000	291,300	298,800	306,40
25,000	22,400	26,400	31,300	21,800	32267	Amphitheatre and Skateparks	39,500	81	41,700	43,100	44,500	45,900	47,400	48,900	50,400	52,000	53,700	55,40
2,000	1,500	4,100	1,200	0	32270	Beach Cleaning	12,700	100	13,000	13,400	13,800	14,200	14,600	15,000	15,400	15,800	16,200	16,70
229,000 9,000	232,300 8,500	261,400 7,600	279,400 66,500	301,000 14,400	32270 32270	Surf Life Saving Services - Contract Other Beach Exps - Insurance / Permits	305,000 10,400	(28)	312,100 10,800	320,000 11,200	328,000 11,600	336,200 12,000	344,700 12,400	353,400 12,800	362,300 13,200	371,400 13,600	380,700 14,000	390,30 14,40
	- 1		_			Vegetation Management					4							
61,000	65,200	73,100	70,400	79,700	32275	Coastal and Bushland Reserves	70,400	(12)	72,600	75,000	77,400	79,900	82,400	84,900	87,400	90,100	92,800	95,50
56,000	98,700	101,000	103,400	105,300	32277	Weed Control - Cont to County Council	106,900	2	109,400	112,200	115,100	118,000	121,000	124,100	127,300	130,500	133,800	137,20
10,000 144,000	5,500 233,100	9,500 173,800	12,600 322,900	9,000	32277 32279	Weed Control Projects	14,200 203,000	58 26	14,600 55,200	15,100 57,100	15,600 59,000	16,100 60,900	16,600 62,800	17,100 64,900	17,600 67,000	18,200 69,100	18,800 71,200	19,40 73,40
1.12(0-5	25,2110,75	019/554	13040.00	- Cant. R.	2000		1000				0.1.00	35,000	000	Valent.	200	,0,0,000,00	0.000	5960
313,000	302,200	368,400	410,400	447,100	32310	Other Services Sports Fields - Operating Expenses	408,900	(9)	409,600	428,400	440,200	452,300	464,800	477,500	490,400	503,700	517,300	531,40
257,000	219,500	275,000	289,200	318,500	32300	Cemeteries - Operating Expenses	290,500	(9)	297,500	305,300	313,300	321,500	329,900	338,400	347,200	356,200	365,500	374,90
-						Non-Cash Expenses			20.20	100.00		S. J. W.		No. on o		Land		
5,000	7,200	21,300	19,600	19,000	32261	Depreciation - Cemeteries Depreciation - Open Spaces	22,500	18	23,000	23,500	24,000	24,500	25,000	25,500	26,100	26,700	27,300	27,90
0	38,700	85,000	o	1,675,100		Loss on Disposal of Infrastructure Assets	0	(100)	0	0	o o	0	0	ő	0	0	o	
3,141,000	3,310,700	3,448,900	3,699,500	5,443,600		Total Operating Expenses	3,906,100	(28)	3,774,600	3,880,300	3,980,900	4,084,000	4,189,700	4,297,700	4,408,100	4,521,400	4,627,000	4,735,20
(2,234,800)	(2,323,700)	(2,485,800)	(2,649,900)	(4,564,900)		Operating Result - Surplus / (Deficit)	(3,080,000)	(33)	(2,979,100)	(3,064,100)	(3,143,400)	(3,224,900)	(3,308,400)	(3,393,600)	(3,480,700)	(3,570,300)	(3,651,500)	(3,734,700
5,000	7,200 38,700	21,300 85,000	19,600	19,000 1,675,100		Add Back Depreciation Add Back Loss on Infrastructure Assets	22,500	18 (100)	23,000	23,500	24,000	24,500	25,000	25,500	26,100	26,700	27,300	27,90
(2,229,800)	(2,277,800)	(2,379,500)	(2,630,300)	(2,870,800)		Cash Result - Surplus / (Deficit)	(3,057,500)	7	(2,956,100)	(3,040,600)	(3,119,400)	(3,200,400)	(3,283,400)	(3,368,100)	(3,454,600)	(3,543,600)	(3,624,200)	(3,706,800
0 734,000 1,578,000 1,000,000	0 2,182,900 818,300 1,521,000	5,876,900 5,807,100 25,000	0 2,174,000 4,743,300 0	0 885,400 4,099,700 139,800		Capital Movements Less Loan Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied	0 178,500 2,968,600 201,500	0 (80) (28) 44	0 117,900 850,000 0	0 120,500 800,000 0	0 123,200 2,150,000 0	0 126,000 50,000 0	0 128,800 50,000 0	0 131,800 50,000 0	0 134,800 50,000 0	0 137,900 50,000 0	0 141,000 50,000 0	144,30 50,00
2,315,000	609,000	606,600	3,156,200	3,838,500		Less Capital Expenditure	3,107,800	(19)	1,530,000	1,708,000	3,333,000	1,258,000	1,284,000	1,310,000	1,336,000	1,364,000	1,392,000	1,420,00
(2,700,800)	(2,730,400)	(3,030,900)	(3,217,200)	(3,355,200)		Cash Result after Capital Movements	(3,173,700)	(5)	(3,754,000)	(4,069,100)	(4,425,600)	(4,534,400)	(4,646,200)	(4,759,900)	(4,875,400)	(4,995,500)	(5,107,200)	(5,221,10

## **FLEET AND PLANT**

Manager: Tony Partridge - "Manager - Support Operations"

## **Background**

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

### **Budget Comments**

## **Operating Revenues**

## **Fees and Charges**

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

## **Operating Expenses**

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

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

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

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

# **Capital Movements**

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

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

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

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

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

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

							FLEET A	NUT	LANI									
2012/13	2013/14	ACTUAL 2014/15	2015/16	2016/17	LEDGER ACCOUNT	BUDGET ITEMS	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
						OPERATING REVENUES Fleet Management - Fees and Charges									20.00		6.50.1	
141,300	145,700	156,200	164,500	.161,500	22260	Staff Lease Fees	180,700	12	184,900	189,600	194,400	199,300	204,300	209,500	214,800	220,200	225,800	231,5
43,800	48,300	44,000	46,100	60,100	22260	Operating Grants and Contributions Diesel Rebate	55,900	(7)	57,200	58,700	60,200	61,800	63,400	65,000	66,700	68,400	70,200	72,0
20,300	19,600	20,300	17,000	16,500	22260	Interest On Investments Interest On Investments	1,000	(94)	(3,000)	0	8,000	4,000	1,000	(4,000)	(4,000)	4,000	0	
55,100	30,800	26,600	56,400	27,100	22260	Sundry Revenues Scrap Metal Sales	10,300	(62)	10,600	10,900	11,200	11,500	11,800	12,100	12,500	12,900	13,300	13,70
48,000	57,600	79,800	0	o	22260	Gain on Disposal of Assets Gain on Disposal of Equipment	0	0	0	. 0	0	0	0	0	o	- 0	0	
308,500	302,000	326,900	284,000	265,200		Total Operating Revenues  OPERATING EXPENSES	247,900	(7)	249,700	259,200	273,800	276,600	280,500	282,600	290,000	305,500	309,300	317,2
2,148,900 (3,420,900) 159,800 169,000	2,238,800 (3,551,100) 158,300 221,000	2,165,500 (3,612,200) 150,600 337,000	2,141,700 (3,772,000) 157,100 342,000	2,255,700 (3,743,300) 151,900 344,000	32320 22260 32322 32320	Operating Expenses Plant Running Expenses Internal Plant Hire Charges Workshop Operating Expenses Overheads Charged to Plant	2,478,300 (3,776,000) 177,000 356,000	10 1 17 3	2,302,900 (3,863,500) 181,400 364,200	2,360,600 (3,960,900) 186,200 373,400	2,420,100 (4,060,600) 191,200 382,800	2,481,100 (4,162,900) 196,400 392,400	2,543,700 (4,267,700) 201,600 402,300	2,607,800 (4,375,100) 206,900 412,400	2,673,400 (4,485,000) 212,300 422,800	2,740,600 (4,597,700) 218,000 433,400	2,809,600 (4,713,100) 253,700 444,300	2,880,2 (4,831,40 259,5 455,5
1,900	. 0	0	0	0	32320	Debt Servicing Interest on Loans	0	0	٥	0	0	0	o	ō	0	0	0.	
76,600	14,200	19,200	0	0	22260	Loss on Disposal of Assets Loss on Disposal of Assets	0	0	0	o	0	0	0	0	0	0	0	
1,128,900	1,154,800	980,800	925,300	974,200	32320	Non-Cash Expenses Depreciation	938,400	(4)	957,200	976,400	996,000	1,016,000	1,036,400	1,057,200	1,078,400	1,100,000	1,122,000	1,144,5
264,200	236,000	40,900	(205,900)	(17,500)		Total Operating Expenses	173,700	(1,093)	(57,800)	(64,300)	(70,500)	(77,000)	(83,700)	(90,800)	(98,100)	(105,700)	(83,500)	(91,70
44,300 1,129,000 1,173,300	66,000 1,154,800 <b>1,220,800</b>	286,000 980,800 1,266,800	489,900 925,300 1,415,200	282,700 974,200 1,256,900		Operating Result - Surplus / (Deficit) Add Back Depreciation Cash Result - Surplus / (Deficit)	74,200 938,400 1,012,600	(74) (4) (19)	307,500 957,200 1,264,700	323,500 976,400 1,299,900	344,300 996,000 1,340,300	353,600 1,016,000 1,369,600	364,200 1,036,400 1,400,600	373,400 1,057,200 1,430,600	388,100 1,078,400 1,466,500	411,200 1,100,000 1,511,200	392,800 1,122,000 1,514,800	408,90 1,144,50 1,553,40
						Capital Movements					163							
32,000 1,201,300 1,196,000	0 1,169,400 1,113,500	0 1,266,800 1,223,200	0 1,423,800 1,385,100	0 1,256,300 1,381,400		Less Loan Principal Repayments Less Transfer to Reserves Add Transfer from Reserves	0 1,012,600 2,064,100	0 (19) 49	0 1,264,700 1,116,100	0 1,299,900 931,200	1,340,300 1,553,500	0 1,369,600 1,495,900	0 1,400,600 1,613,200	0 1,430,600 1,259,500	0 1,466,500 1,304,600	1,511,200 1,028,400	0 1,514,800 1,522,100	
1,136,000	1,164,900	1,223,200	1,385,100	1,381,400		Add Capital Income Applied Less Capital Expenditure	2,064,100	0 49	1,116,100	931,200	1,553,500	1,495,900	1,613,200	1,259,500	1,304,600	1,028,400	1,522,100	1,522,1
0	0	0	(8,600)	600		Cash Result after Capital Movements	0	(100)	0	0	0	0	0	0	0	0	0	

### **RURAL FIRE SERVICE**

<u>Manager:</u> Tony Partridge – "Manager - Support Operations"

# **Background**

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

# **Budget Comments**

### **Operating Revenues**

## **Operating Grants**

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

## **Operating Expenses**

# Contributions to Bushfire Brigades

Consists of:

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

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

# **Fire Control Expenses**

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

					100		RURAL FIF	RE SE	RVICE									
		ACTUAL		- 100 - 100	LEDGER	BUDGET ITEMS							MATED					
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT		2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
						OPERATING REVENUES			100								-	
249,000	161,500	181,900	172,300	200,100	21060	Operating Grants	206,500	3	211,400	216,800	222,300	228,100	233,900	239,900	246,000	252,200	258,700	265,3
249,000	161,500	181,900	172,300	200,100		Total Operating Revenues  OPERATING EXPENSES	206,500	3	211,400	216,800	222,300	228,100	233,900	239,900	246,000	252,200	258,700	265,30
50,000 138,000 95,000 115,000	50,700 194,100 79,300 40,800	50,600 111,800 83,000 31,600	52,500 120,000 80,500 77,000	53,500 154,600 88,100 56,500	31060 31060 31061 31062	Contribution to NSW Fire Brigades Contribution to Rural Fire Fighting Fund Fire Control Expenses Fire Control Expenses (Council Control)	55,400 159,000 109,500 99,700	4 3 24 76	56,700 162,700 112,600 102,200	58,200 166,800 115,900 105,000	59,700 171,000 119,300 107,800	61,200 175,300 122,700 110,700	62,800 179,700 126,100 113,600	64,400 184,200 129,600 116,600	66,100 188,900 133,200 119,700	67,800 193,700 137,000 122,900	69,500 198,600 140,900 126,200	71,3 203,6 144,8 129,5
9,000	0	0	0	0	31062	Non-Cash Expenses Depreciation	0	0	o	0	0	o	o	0	0	0	0	
407,000	364,900	277,000	330,000	352,700		Total Operating Expenses	423,600	20	434,200	445,900	457,800	469,900	482,200	494,800	507,900	521,400	535,200	549,2
(158,000) 9.000	(203,400)	(95,100)	(157,700)	(1 <mark>52,600</mark> )		Operating Result - Surplus / (Deficit) Add Back Depreciation	(217,100)	<b>42</b> 0	(222,800) 0	(229,100) 0	(235,500) 0	(241,800)	(248,300)	(254,900)	(261,900) 0	(269,200)	(276,500)	(283,90
(149,000)	(203,400)	(95,100)	(157,700)	(152,600)		Cash Result - Surplus / (Deficit)	(217,100)	42	(222,800)	(229,100)	(235,500)	(241,800)	(248,300)	(254,900)	(261,900)	(269,200)	(276,500)	(283,90
0 26,000 31,000 0 11,000	0 21,600 25,900 183,100 199,700	0 31,000 21,600 (500)	0 0 19,000 0 0	0 0 0		Capital Movements  Less Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	0 500 0 0	0 100 0 0	0 0 0 0	00000								
(155,000)	(215,700)	(105,000)	(138,700)	(152,600)		Cash Result after Capital Movements	(217,600)	43	(222,800)	(229,100)	(235,500)	(241,800)	(248,300)	(254,900)	(261,900)	(269,200)	(276,500)	(283,90

### **QUARRIES**

Manager: Tony Partridge – "Manager - Support Operations"

## **Background**

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

## **Budget Comments**

### **Operating Revenues**

### **Tuckombil and Stockers Quarries**

Royalties received on mineral extracted.

# **Airport Sandpit**

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

# **Operating Expenses**

# **Tuckombil Quarry**

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

## **Airport Sandpit**

Some maintenance and environmental monitoring costs.

# Capital Movements

### Transfer to and from Reserves

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

## **Cash Result after Capital Movements**

Any cash surplus represents the net dividend to General Fund.

							QUA	RRIES	3							-		
0040/40	004044	ACTUAL	0045440	2010/15	LEDGER	BUDGET ITEMS		1 87					MATED					
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT		2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
411,000 0	349,700 0	251,800 0	324,100 0	69,100 0	22265 22265	OPERATING REVENUES Fees and Charges Tuckombil and Stokers Quarries Airport Sandpit	67,900 0	(2)	69,600 0	71,500 0	73,400 0	75,300 0	77,300 0	79,300 0	81,400 0	83,500 0	85,600 0	87,80
ō	o	223,900	53,100	0	22265	Non-cash Items Remediation Provisions	0	0	0	0	0	0	0	0	0	o	0	
411,000	349,700	475,700	377,200	69,100		Total Operating Revenues	67,900	(2)	69,600	71,500	73,400	75,300	77,300	79,300	81,400	83,500	85,600	87,800
						OPERATING EXPENSES Tuckombil Quarry					0					30,000	50,000	57,550
2,000 10,000 28,000 10,000	1,500 1,300 5,400 23,000	4,300 1,700 121,900 36,000	300 800 32,600 51,000	3,000 28,100 19,900 34,000	32325 32325 32325 32325	Buildings Maintenance Operating Costs Expansion Feasbility and Approvals Indirect Expenses - Overheads	4,300 17,100 266,100 0	43 (39) 1,237 (100)	4,400 17,600 25,100 0	4,600 18,100 25,700 0	4,800 18,600 26,300 0	5,000 19,200 26,900 0	5,200 19,800 27,500 0	5,400 20,400 28,200 0	5,600 21,000 28,900 0	5,800 21,600 29,600 0	6,000 22,200 30,300 0	6,200 22,800 31,000
o	0	0	0	0	32325	Stokers Quarry Stage 1 Rectification Works	250,000	100	(500)	(600)	(700)	(800)	(900)	(1,000)	(1,100)	(1,200)	(1,300)	(1,400)
21,000 0 0	11,600 0 0	11,500 0 0	5,900 60,300 0	5,200 10,600 16,000	32326 32326 32326	Other Resources Airport Sandpit North Creek Dredging Ballina Bar and Sand Nourishment	13,400 79,400 0	158 649 (100)	13,900 (100) 0	14,400 (200) 0	14,900 (300) 0	15,400 (400) 0	15,900 (500) 0	16,400 (600) 0	16,900 (700) 0	17,500 (800) 0	18,100 (900) 0	18,700 (1,000
55,000 92,000	33,800 96,000	43,000 9,400	28,000 9,500	20,100 7,600	32325 32325	Non-Cash Expenses Unwinding Interest Free Loan Depreciation - Quarries	47,200 10,300	135 36	19,200 10,600	19,900 10,900	20,600 11,200	21,400 11,500	22,100 11,800	22,900 12,100	23,800 12,400	24,700 12,700	25,600 13,000	25,600 13,300
218,000	172,600	227,800	188,400	144,500		Total Operating Expenses	687,800	376	90,200	92,800	95,400	98,200	100,900	103,800	106,800	109,900	113,000	115,200
193,000 0 55,000 92,000	177,100 0 33,800 96,000	<b>247,900</b> (223,900) 43,000 9,400	188,800 (53,100) 28,000 9,500	( <b>75,400</b> ) 0 20,100 7,600		Operating Result - Surplus / (Deficit) Add Back Remediation Add Back Unwinding Add Back Depreciation	(619,900) 0 47,200 10,300	722 0 135 36	(20,600) 0 19,200 10,600	(21,300) 0 19,900 10,900	(22,000) 0 20,600 11,200	(22,900) 0 21,400 11,500	(23,600) 0 22,100 11,800	(24,500) 0 22,900 12,100	(25,400) 0 23,800 12,400	(26,400) 0 24,700 12,700	(27,400) 0 25,600 13,000	(27,400) 0 25,600 13,300
340,000	306,900	76,400	173,200	(47,700)		Cash Result - Surplus / (Deficit)	(562,400)	1,079	9,200	9,500	9,800	10,000	10,300	10,500	10,800	11,000	11,200	11,500
0 378,000 139,000 0	0 306,900 210,000 0	0 76,400 250,000 0	0 265,900 192,700 0	0 0 247,700 0 4,200		Capital Movements  Less Loan Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	8,100 570,500 0	0 100 130 0 (100)	0 9,200 0 0	0 9,500 0 0	9,800 0 0	0 10,000 0 0	0 10,300 0 0	0 10,500 0 0	10,800 0 0	0 11,000 0 0	0 11,200 0 0	0 11,500 0 0
101,000	210,000	250,000	100,000	195,800		Cash Result after Capital Movements	0	(100)	0	0	0	0	0	0	0	0	0	0

### LANDFILL AND RESOURCE MANAGEMENT

<u>Manager:</u> Cheyne Willebrands – "Manager Open Spaces and Resource Recovery"

## **Background**

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

## **Budget Comments**

## **Operating Revenues**

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

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

Contributions Typically represents income reimbursed to Council from the State Government waste levy.

Sundry Fees Sale of waste bins and miscellaneous items.

## **Operating Expenses**

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

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

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

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

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

# Capital Movements

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

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

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

		ACTUAL			LEDGER	BUDGET ITEMS					CV .38. 1		IMATED					
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT	1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
443,000	464,300 0	501,900 1,199,900	515,600 1,267,600	539,100 1,276,800	22280	OPERATING REVENUES Fees and Charges Annual Charges - Commercial Properties Annual Charges - Residential Properties	558,000	4 (100)	571,000 0	584,000	597,000 0	610,000	624,000 0	638,000 0	652,000 0	667,000	682,000 0	698,00
2,000 1,250,000	4,600 1,281,800	10,000 1,262,500	15,100 774,300	9,600 572,300	22281 22283	Bulk Waste Collection Service Fees - Self Haul General	611,000	(100)	625,000	639,000	654,000	669,000	684,000	700,000		732,000	749,000	766,00
329,000 254,000	633,600 150,300	683,600 125,400	714,900 326,200	636,800 124,800	22283 22284	Fees - Self Haul Inert Contributions and Grants	692,000 82,000	9 (34)	708,000 22,000	724,000 23,000	741,000 24,000	758,000 25,000	775,000 26,000	793,000 27,000	811,000 28,000	830,000 29,000	849,000 30,000	869,00 31,00
79,000	54,200	85,400	106,100	107,700	22281	Interest On Investments	92,000	(15)	135,000	183,000	178,000	172,000	164,000	154,000	154,000	154,000	154,000	154,00
140,000 2,497,000	131,400	89,600 3,958,300	124,700 3,844,500	83,300 3,350,400	22281	Sundry Fees Total Operating Revenues	76,000 2,111,000	(9)	78,000 2,139,000	80,000 <b>2,233,000</b>	82,000 <b>2,276,000</b>	84,000 2,318,000	86,000 2,359,000	88,000 2,400,000	90,000	92,000	94,000	96,00 2,614,00
2,457,000	2,720,200	3,936,300	3,044,000	5,330,400		OPERATING EXPENSES Waste Administration	2,111,000	(2.7)	2,133,000	2,230,000	2,210,000	2,515,000	2,333,000	2,400,000	2,431,000	2,304,000	2,000,000	2,014,000
340,000	421,500	439,900	475,100	618,900	32340	Administration	513,500	(17)	489,000	500,000	511,000	522,000	534,000	546,000	558,000	570,000	582,000	594,000
505,000 369,000	525,000 299,600	562,000 208,300	555,000 154,000	644,400 56,000	32340 32340	Internal Overheads Interest on Loans	531,000 10,400	(18) (81)	543,000 0	557,000 0	571,000 0	585,000 0	600,000	615,000 0	630,000	646,000 0	662,000 0	679,000
(842,000)	(892,500)	(982,400)	(957,400)	(1,000,200)	22283	Waste - Internal Fees and Charges Fees - Council Recyclables (DWM)	(1,003,000)	0	(1,026,000)	(1,050,000)	(1,074,000)	(1,099,000)	(1,124,000)	(1,150,000)	(1,176,000)	(1,203,000)	(1,231,000)	(1,259,000
(505,000) 3,024,000)	(318,900) (2,919,400)	(314,900) (1,992,400)	(465,700) (1,831,900)	(466,400) (1,865,600)	22283 22283	Fees - Self Haul Council (Works) Fees - Self Haul Council (DWM)	(430,000) (1,929,900)	(8)	(440,000) (1,974,000)	(450,000) (2,019,000)	(460,000) (2,065,000)	(471,000) (2,112,000)	(482,000) (2,161,000)	(493,000) (2,211,000)	(504,000) (2,262,000)	(516,000) (2,314,000)	(528,000) (2,367,000)	(540,000 (2,421,000
194,000	216,100	206,600	172,600	181,200	32342	Waste Received Weighbridge Operation	205,000	13	209,000	214,000	219,000	224,000	230,000	236,000	242,000	248,000	254,000	260,000
186,000	186,800	189,800	199,700	190,200	32342	Transfer Station Operations	191,000	0	196,000	201,000	206,000	211,000	216,000	221,000	227,000	233,000	239,000	245,000
148,000	194,500	173,800	191,800	196,600	32344	Waste Collection and Recycling Collection Kerbside	198,000	1	202,000	207,000	213,000	219,000	225,000	231,000	237,000	243,000	249,000	255,000
67,900 181,000	81,500 82,000	81,600 123,500	91,200 61,500	97,700 71,400	32344 32345	Collection Other Waste Bailing Facility and Recycling	95,000 71,000	(3)	97,000 73,000	99,000 75,000	101,000 77,000	103,000 79,000	105,000 81,000	107,000 83,000	110,000 85,000	113,000 87,000	116,000 89,000	119,000 91,000
1,316,000 411,000	432,700 293,500	320,700 7,600	308,000 1,400	437,200	32348 32348	Waste Disposal Solid Waste Landfill Operations Transfer - Organics	422,200	(3)	370,000	378,000	386,000	394,000	403,000	412,000	421,000	430,000	439,000	449,000
0	1,155,800	1,021,300	856,100	868,500	32348	Transfer - Mixed Waste	873,000	1	893,000	915,000	938,000	961,000	985,000	1,010,000	1,035,000	1,061,000	1,088,000	1,115,000
393,000 344,000	385,000 295,600	301,500 277,800	316,000 137,200	490,900 141,100	32348 32348	Transfer - Inert Waste Transfer - Recyclables	363,000 133,000	(26)	360,000 136,000	369,000 139,000	378,000 142,000	387,000 146,000	397,000 150,000	407,000 154,000	417,000 158,000	427,000 162,000	438,000 166,000	449,000 170,000
0	219,000	146,500	120,000	127,400	32348	Transfer Preparation - Mixed Waste	162,000	27	130,000	133,000	136,000	139,000	142,000	146,000	150,000	154,000	158,000	162,000
0	149,000 98,100	61,400 55,800	63,600 54,300	78,200 72,900	32348 32348	Transfer Preparation - Inert Waste Transfer Preparation - Recyclables	82,000 70,000	5 (4)	84,000 72,000	86,000 74,000	88,000 76,000	90,000 78,000	92,000 80,000	94,000 82,000	96,000 84,000	98,000 86,000	100,000 88,000	103,000
812,000	125,200	174,600	375,200	94,300	32348	State Government Levy	218,000	131	223,000	229,000	235,000	241,000	247,000	253,000	259,000	265,000	272,000	279,000
15,000	17,800 2,700	21,700 1,100	19,600 1,700	19,000	32348 32348	Deposit Special Rubbish Clean-ups	17,000 3,000	(11) 650	17,000 3,000	17,000 3,000	17,000 3,000	17,000 3,000	17,000 3,000	17,000 3,000	17,000 3,000	17,000 3,000	17,000 3,000	17,000
238,000	131,300	173,600	586,200	224,200	32348	Reuse Organics, Soil and Concrete	317,100	41	325,000	333,000	341,000	349,000	358,000	367,000	376,000	385,000	394,000	404,000
64,100	17,300	74,800	19,900 791,700	20,900	32348 32348	Investigations, Leachate and Remediation Other	37,000 0	77 0	38,000	39,000	40,000 0	41,000	42,000 0	43,000 0	44,000 0	45,000 0	46,000 0	47,000
1,086,400	1,073,600	1,081,300	1,071,900	900	32340	Non-Cash Expenses Depreciation	1,126,100		1,148,700	1,171,700	1,195,200	1,219,200	1,243,600	1,268,500	1,293,900	1,319,800	1,346,200	1,373,200
191,200 260,000	67,300 153,700	65,300 131,200	53,200 122,400	40,500 122,400	32340 32340	Unwinding Remediation PV Remediation Depreciation	137,700	(100) 13	140,500	143,400	146,300	149,300	0 152,300	0 155,400	0 158,600	0 161,800	165,100	168,500
2,751,600	2,493,800	2,612,000	3,544,300	1,463,000		Total Operating Expenses	2,413,100	65	2,309,200	2,364,100	2,420,500	2,475,500	2,535,900	2,596,900	2,659,500	2,721,600	2,785,300	2,852,700
(254,600) 1,537,600	<b>226,400</b> 1,294,600	1,346,300 1,277,800	300,200 1,247,500	1,887,400 163,800		Operating Result - Surplus / (Deficit) Add Back Depreciation	(302,100) 1,263,800	(116) 672	(170,200) 1,289,200	(131,100) 1,315,100	(144,500) 1,341,500	(157,500) 1,368,500	(176,900) 1,395,900	(196,900) 1,423,900	(208,500) 1,452,500	(217,600) 1,481,600	(227,300) 1,511,300	(238,700) 1,541,700
1,283,000	1,521,000	2,624,100	1,547,700	2,051,200		Cash Result - Surplus / (Deficit)	961,700	(53)	1,119,000	1,184,000	1,197,000	1,211,000	1,219,000	1,227,000	1,244,000	1,264,000	1,284,000	1,303,000
982,000	1,053,000	1,135,100	1,205,600	1,111,500		Capital Movements Less Loan Principal Repayments	193,900	(83)	0		0	0	0	0	0	0	0	
1,496,000	1,626,700	1,489,000	2,065,900	1,003,000		Less Transfer to Reserves	827,500	(17)	1,119,000	1,184,000	1,197,000	1,211,000	1,219,000	1,227,000	1,244,000	1,264,000	1,284,000	1,303,000
1,412,000	1,361,200	257,300	1,459,400	65,600		Add Transfer from Reserves Add Capital Income Applied	106,700	63 0	0	0	1,000,000	1,000,000	1,000,000	1,000,000	3,600,000	1,000,000	1,500,000	1,500,000
430,000	152,500	95,300	476,500	0		Less Capital Expenditure	47,000	100	0	0	0	o	o	ő	2,600,000	0	0	
0	50,000	162,000	(740,900)	2,300		Cash Result after Capital Movements	0	(100)	0	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,500,000	1,50

### DOMESTIC WASTE MANAGEMENT

<u>Manager:</u> Cheyne Willebrands – "Manager Open Spaces and Resource Recovery"

## **Background**

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

# **Budget Comments**

### **Operating Revenues**

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

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

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

### **Operating Expenses**

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

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

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

Overheads Internal charge for Council overheads.

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

# **Capital Movements**

**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.

		ACTUAL			LEDGER	BUDGET ITEMS	DMESTIC WASTE MANAGEMENT  ESTIMATED												
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT	BUDGET TIEMS	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
6,497,100 (309,300) 18,300 170,100 25,200 177,800	6,810,300 (307,500) 20,300 169,100 44,300	5,919,100 (276,000) 21,100 151,800 49,100	6,134,600 (276,500) 21,700 152,100 47,600	6,360,800 (273,000) 22,300 150,200 47,800	22290 22290 22290 22291 22292 22292	OPERATING REVENUES  Domestic Waste Mgmt Annual Charges Pensioner Abandonments Vacant Property Annual Charges State Governert - Pensioner Subsidy Interest on Investments Gain / (Loss) on Disposal of Assets	6,547,500 (250,000) 21,000 139,300 49,000	3 (8) (6) (7) 3	6,698,100 (251,000) 21,500 116,400 61,000	6,852,200 (253,000) 22,000 117,300 38,000	7,009,800 (255,000) 22,500 118,200 53,000	7,171,000 (257,000) 23,000 119,100 23,000	7,335,900 (259,000) 23,500 120,000 38,000	7,504,600 (261,000) 24,000 120,900 53,000	7,677,200 (263,000) 24,600 121,800 19,000	7,853,800 (265,000) 25,200 122,700 34,000	8,034,400 (267,000) 25,800 123,600 34,000 0	8,219,20 (269,000 26,40 124,50 16,00	
6,579,200	6,736,500	5,865,100	6,079,500	6,308,100			6,506,800	3	6,646,000	6,776,500	6,948,500	7,079,100	7,258,400	7,441,500	7,579,600	7,770,700	7,950,800	8,117,10	
142,500 43,300 387,000 (521,200) 2,600	188,500 39,700 406,000 (563,500) 5,100	181,500 45,400 619,000 (530,500) 10,300	204,900 38,100 630,000 (618,900) 2,900	206,100 38,200 637,000 (640,200) 17,500	6,469,800 32360 32360 32360 32360 22292 32361	OPERATING EXPENSES  Administration Salaries and Oncosts North East Waste Membership Indirect Expenses - Overheads Waste Trucks - Internal Charges Promotion and Education	222,000 39,000 688,000 (630,000) 3,000	8 2 8 (2) (83)	226,000 40,000 704,000 (644,000) 3,000	231,000 41,000 722,000 (660,000) 3,000	236,000 42,000 740,000 (677,000) 3,000	241,000 43,000 759,000 (694,000) 3,000	246,000 44,000 778,000 (711,000) 3,000	251,000 45,000 797,000 (729,000) 3,000	256,000 46,000 817,000 (747,000) 3,000	261,000 47,000 837,000 (766,000) 3,000	267,000 48,000 858,000 (785,000) 3,000	273,000 49,000 879,000 (805,000 3,000	
36,500	27,800	18,200	8,000	0	32361	Debt Servicing Interest on Loans	0	0	0	o	0	o	o	o	0	0	o		
15,200 496,700 771,000 3,023,700 350,100 841,500 18,500 304,800	0 519,700 775,700 2,919,400 341,000 892,500 37,300 314,300	0 451,100 1,146,300 1,992,400 334,500 982,400 47,600 389,700	0 514,700 1,244,400 1,832,300 497,700 960,800 48,800 375,900	0 517,100 1,231,700 1,865,600 518,800 1,002,700 51,400 383,700	32364 32364 32364 32364 32364 32364 32364 32364	Collection Rural Stickers Collection Kerbside - Mixed Waste Collection Kerbside - Organics Collection Kerbside - Disposal Fees Collection Kerbside - Recycling Collection Kerbside - Recycling Disposal Collection Kerbside - Recycling Disposal Collection Kerbside - Bin Purchases Waste Trucks - Operating Expenses	532,000 1,180,000 1,929,900 502,700 1,003,000 43,000 401,000	0 3 (4) 3 (3) 0 (16) 5	544,000 1,207,000 1,974,000 514,000 1,026,000 44,000 410,000	0 557,000 1,237,000 2,019,000 527,000 1,050,000 45,000 420,000	0 570,000 1,268,000 2,065,000 540,000 1,074,000 46,000 431,000	0 585,000 1,300,000 2,112,000 553,000 1,099,000 47,000 442,000	0 600,000 1,332,000 2,161,000 567,000 1,124,000 48,000 453,000	0 615,000 1,365,000 2,211,000 581,000 1,150,000 49,000 464,000	0 630,000 1,399,000 2,262,000 595,000 1,176,000 50,000 476,000	0 646,000 1,434,000 2,314,000 610,000 1,203,000 51,000 488,000	0 662,000 1,470,000 2,367,000 625,000 1,231,000 52,000 500,000	678,000 1,507,000 2,421,000 641,000 1,259,000 53,000 513,000	
250,900	179,100	177,200	177,200	177,200	32360	Non-Cash Expenses Depreciation	180,600	2	184,300	188,000	191,800	195,700	199,700	203,700	207,800	212,000	216,300	220,700	
6,163,100	6,082,600	5,865,100	5,916,800	6,006,800		Total Operating Expenses	6,094,200	1	6,232,300	6,380,000	6,529,800	6,685,700	6,844,700	7,005,700	7,170,800	7,340,000	7,514,300	7,691,700	
416,100 251,000 667,100	653,900 179,100 833,000	0 177,200 177,200	162,700 177,200 339,900	301,300 177,200 478,500		Operating Result - Surplus / (Deficit) Add Back Depreciation Cash Result - Surplus / (Deficit)	412,600 180,600 593,200	37 2 24	413,700 184,300 598,000	396,500 188,000 584,500	418,700 191,800 610,500	393,400 195,700 589,100	413,700 199,700 613,400	435,800 203,700 639,500	408,800 207,800 616,600	430,700 212,000 642,700	436,500 216,300 652,800	425,400 220,700 646,100	
134,000 533,100 0 0	142,800 690,200 0 0	152,500 25,600 900 0	162,600 339,900 541,900 0 379,300	0 478,500 0 0		Capital Movements Less Loan Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	593,200 0 0	0 24 0 0	598,000 1,533,000 0 1,533,000	0 584,500 0 0	0 610,500 1,800,000 0 1,800,000	0. 589,100 0 0	0 613,400 0 0	0 639,500 2,000,000 0 2,000,000	0 616,600 0 0	0 642,700 0 0	0 652,800 2,200,000 0 2,200,000	646,100 0 0	
0	0	0	0	0		Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	-	

#### **CIVIL SERVICES GROUP - SUMMARY (WATER AND WASTEWATER)**

<u>Manager</u>: 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 Wastewater activities of Council. The opposite page provides a summary of each of those programs.

The programs include:

#### Water Operations

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

#### **Wastewater Operations**

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

		ACTUAL			BUDGET ITEMS	The second second		The state of the s	Andrew Co.		EST	IMATED					
2012/13	2013/14	2014/15	2015/16	2016/17		2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
					OPERATING REVENUES	100				l y		100					
9,633,500	10,689,100	10,892,500	11,199,100	12,409,800	Water Operations	11,778,400	(5)									14,763,100	
13,786,600	14,462,800	15,355,900	16,349,100	17,887,500	Wastewater Operations	18,218,400	2	18,670,200	19,117,700	19,601,300	20,141,000	20,644,300	21,144,000	21,719,800	22,283,100	22,955,100	23,651,300
23,420,100	25,151,900	26,248,400	27,548,200	30,297,300	Total Operating Revenues	29,996,800	(1)	30,813,900	31,449,800	32,209,700	33,140,400	33,919,600	34,745,000	35,660,700	36,584,300	37,718,200	38,896,400
					OPERATING EXPENSES				1	1211		11			7		
10 933 600	11,111,600	10 817 000	10 849 900	11 120 300	Water Operations	11,225,400	1	11 512 000	11.743.300	12 020 800	12 364 600	12 737 500	13.034 500	13 390 800	13.756.900	14,116,100	14.443.700
	17,044,400				Wastewater Operations	17,797,300	(2)									18,832,800	
28,423,400	28,156,000	39,564,200	28,162,600	29,253,800	Total Operating Expenses	29,022,700	(1)	29,165,400	29,513,200	29,898,900	30,400,000	30,969,600	31,382,500	31,908,100	32,388,000	32,948,900	33,495,900
(5,003,300)		(13,315,800)			Operating Result - Surplus / (Deficit)	974,100	(7)	1,648,500					3,362,500				
4,723,900	4,502,600	3,793,000	5,030,800		Add Back Depreciation	5,155,000	4	5,258,600	5,363,800	5,471,600	5,580,900	5,692,800	5,806,300	5,922,400	6,041,200	6,161,600	6,284,600
1,757,800	131,300	12,237,400			Add Back Loss on Sale of Infrastructure	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	(100)	0	0	0	0	0	0	0	0	0	0
435,600	394,000	349,200			Add Back Unwinding Interest Free Loans	194,000	_	134,000		7 700 400	0	8,642,800	0 460 000	0.075.000	40 007 500	10,930,900	44 005 400
1,914,000	2,023,800	3,063,800	4,792,300	6,682,100	Cash Result - Surplus / (Deficit)	6,323,100	(5)	7,041,100	7,369,400	7,782,400	·8,321,300	8,642,800	9,168,800	9,675,000	10,237,500	10,930,900	11,005,100
					Capital Movements												
988,800	2,384,800	2,187,900	2,793,300		Less Loan Principal Repayments	3,095,600		3,134,000		2,453,500	2,654,100	2,844,100	3,037,000	3,235,000	3,430,000		
603,300	485,900	782,500			Less Transfer to Reserves	0		156,300		827,400	0	576,600	2,976,500	0	3,775,900	4,368,200	4,881,400
7,175,500	8,689,200	5,039,300			Add Transfer from Reserves	7,744,300		4,887,100		0	3,664,900	303,000	1,510,500	2,198,100	0	0	0
18,847,800	2,150,900	2,063,400			Add Capital Income Applied	1,828,000		4,169,000		238,000	1,663,000	3,646,000	1,033,500	1,109,300 9,693,400	2,977,600	2,881,700	2,924,700
26,291,200	9,939,200	7,142,100	3,694,300	6,561,200	Less Capital Expenditure	12,745,800		12,752,900	8,476,700	4,685,500	10,941,100	9,117,100	5,645,300	9,093,400	2,977,000	2,081,700	2,524,700
54,000	54,000	54,000	54,000	54,000	Cash Result after Capital Movements	54,000	0	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000

#### **WATER OPERATIONS**

<u>Manager:</u> Bridget Walker - "Manager - Water and Wastewater"

#### **Background**

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

#### **Budget Comments**

#### **Operating Revenues**

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

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

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

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

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

#### **Operating Expenses**

Engineering Management Relates to salaries for engineering and administration staff. A total of 50 days are spread between water and wastewater, with one staff member also shared with waste.

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

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

#### Capital Movements

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

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

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

					45.00		TER OPER	ATIO	NS									
2012/13	2013/14	ACTUAL 2014/15	2015/16	2016/17	LEDGER ACCOUNT	BUDGET ITEMS	2017/18	%	2018/19	2019/20	2020/21	EST 2021/22	1MATED 2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT		2017/16	76	2010/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
						OPERATING REVENUES										1.00	100	
2,603,000	2,860,500	3,092,600	3,226,000	3,371,900	10000	Annual Charges	3,439,500	2	3,524,000	3,610,500	3,707,000	3,825,400	3,947,800	4,074,200	4,203,600	4,337,000	4,474,400	4,616,80
5,582,400	6,590,600	6,432,000	6,654,300	7,771,200	10010	User Charges	7,000,200	(10)	7,161,500	7,327,100	7,509,700	7,735,300	7,967,900	8,207,500	8,454,100	8,706,800	8,967,500	
669,200	-672,700	797,900	796,400	762,900	10011	Fees and Fines	825,900	8	845,200	866,600		911,100	934,100	957,800	981,900	1,006,700	1,032,100	
155,000	151,800	152,600	157,400	159,900	10003	Operating Grants	144,000	(10)	144,700	145,500		147,000	147,800	148,600	149,500	150,300	151,100	
623,900 0	413,500	417,400 0	339,000 26,000	343,900 0	10004 10012	Interest Gain on Disposal of Plant and Equipment	368,800 0	7	468,300	382,400 0	356,900 0	380,600	277,700 0	212,900	151,800 0	100,400 0	138,000	182,00
9,633,500	10,689,100	10,892,500	11,199,100	12,409,800		Total Operating Revenues	11,778,400	(5)	12,143,700	12,332,100	12,608,400	12,999,400	13,275,300	13,601,000	13,940,900	14,301,200	14,763,100	15,245,10
		- 1, 31				OPERATING EXPENSES	1 8											
		* A 1 1				Direct Expenses	1								14.7			1.7
286,800	263,700	337,700	355,600	360,000	50000	Engineering Management	442,400	23	492,800	464,200	475,900	488,000	550,400	513,100	526,200	539,600	553,300	567,40
246,500	310,700	350,100	415,700	446,700	50005	Administration and Customer Service	402,600	(10)	401,600	412,600		450,200	446,900	459,000	471,200	483,600	516,400	
438,900	222,200	176,900	150,000	294,800	50005	Contribution to Works and BBRC	41,900	(86)	42,900	44,000		46,300	47,500	48,700	50,000	51,300	52,600	
8,000	11,000	17,700	10,700	11,300	50008 50100	Miscellaneous	12,000	6	12,300	12,700		13,500	13,900	14,300	14,700	15,100	15,500	
5,143,400	5,419,200 12,700	5,720,300 10,600	5,703,100 10,700	5,886,500 11,600	50101	Purchase of Water Pumping Stations - Operations	5,977,700 15,000	2 29	6,115,200 16,000	6,255,900 17,000	6,399,900 18,100	6,591,900 19,200	6,789,800 20,300	6,993,600 21,400	7,203,500 22,500	7,419,700 23,600		
50,100	54,500	47,500	34,400	37,600	50102	Pumping Stations - Energy Costs	45,500	21	47,100	48,800	50,500	52,200	53,900	55,600	57,500	59,500	24,700 61,500	
68,500	62,800	77,800	55,700	66,800	50105/50106	Reservoirs - Operations and Maintenance	60,000	(10)	61,400	63,000	64,600	66,400	68,200	70,000	71,800	73,600	75,600	77,60
80,100	153,100	129,500	111,800	134,900	50107	Water Treatment Plants - Operations	134,000	(1)	137,400	141,200	145,000	148,900	152,800	157,000	161,200	165,500	169,800	174,30
47,900	46,300	38,700	30,600	42,000	50107	Water Treatment Plants - Maintenance	37,500	(11)	38,500	39,600	40,700	41,900	43,100	44,300	45,500	46,800	48,100	
218,900	192,500	172,900	83,200	49,300	50109	Mains - Operations	70,000	42	71,800	73,800	75,800	77,800	79,900	82,000	84,100	86,400	88,800	
415,300	348,700	446,600	364,500	397,400	50110	Mains - Maintenance	500,000	26	511,500	524,400	537,600	551,100	565,000	579,200	593,700	608,600	623,900	
293,400 333,400	401,000 376,300	343,800 232,600	345,100 247,000	376,400 223,900	50113 50112	Water Connections - Maintenance Water Quality Testing, Reading and Other	350,000 259,800	(7) 16	358,100 266,300	367,100 273,300	376,300	385,800	395,500	405,400	415,600	426,000	436,700	
101,800	69,100	55,000	67,900	62,500	50113	Telemetry and Plant Maintenance	115,000	84	117,700	120,800	280,600 124,000	287,900 127,200	295,500 130,500	303,200 133,900	311,100 137,300	319,100 140,800	327,400 144,400	
1,145,000	1,197,300	1,160,000	1,301,000	1,319,000	50005	Indirect Expenses - Overheads Overheads Distributed	1,382,000	5	1,413,800	1,449,100	1,485,300	1,522,400	1,560,500	1,599,500	1,639,500	1,680,500	1,722,500	1,765,60
100	0	0	0	o	50010	Debt Servicing Interest On Loans	0	0	0	0	0	0	o	0	0	0	0	
	100	1,000		100		Non-cash Expenses	Haye, S	50			- 3			1000			8.7	
1,882,900	1,859,500	1,478,700	1,498,900	1,399,600	50112	Depreciation	1,380,000	(1)	1,407,600	1,435,800	1,464,600	1,493,900	1,523,800	1,554,300	1,585,400	1,617,200	1,649,600	1,682,60
161,800	111,000	20,600	64,000	0	50112	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	, 0	0	0	0	
10,923,600	11,111,600	10,817,000	10,849,900	11,120,300		Total Operating Expenses	11,225,400	1	11,512,000	11,743,300	12,020,800	12,364,600	12,737,500	13,034,500	13,390,800	13,756,900	14,116,100	14,443,70
(1,290,100)	(422,500)	75,500	349,200	1,289,500	0.	Operating Result - Surplus / (Deficit)	553,000		631,700	588,800	587,600	634,800	537,800	566,500	550,100	544,300	647,000	
1,882,900	1,859,500	1,478,700	1,498,900	1,399,600		Add Back Depreciation	1,380,000	(1)	1,407,600	1,435,800	1,464,600	1,493,900	1,523,800	1,554,300	1,585,400	1,617,200	1,649,600	1,682,60
161,800 <b>754,600</b>	111,000 1,548,000	20,600 1,574,800	64,000 1,912,100	2,689,100		Add Back Loss on Infrastructure Disposal  Cash Result - Surplus / (Deficit)	1,933,000	(28)	2,039,300	2,024,600	2,052,200	2,128,700	2,061,600	2,120,800	2,135,500	2,161,500	2,296,600	2,484,00
						Capital Movements												
						Suprisi movements				7.07								
3,800	0	0	0	0		Less Loan Principal Repayments	0		0	0	0	0	0	0	0	0	0	
364,000	485,900	782,500	637,500	0		Less Transfer to Reserves	0		156,300	0	266,100	0	576,600	0	0	335,900	511,600	656,000
536,600	700 000	0 000 100	0	936,300		Add Transfer from Reserves	1,420,700	-	0	290,400	0	2,078,300	0	1,510,500	1,166,200	0	. 0	3
47,800 937,200	799,000 1,827,100	2,063,400 2,821,700	186,400 1,427,000	409,300		Add Capital Income Applied	681,000	-	3,169,000	1,119,000	238,000	1,663,000	3,211,000	1,033,500	1,109,300	1 704 600	1 754 000	1 704 00
		4-34				Less Capital Expenditure	4,000,700		5,018,000	3,400,000	1,990,100	5,836,000	4,662,000	4,630,800	4,377,000	1,791,600	1,751,000	100000
34,000	34,000	34,000	34,000	34,000		Cash Result after Capital Movements	34,000	0	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000

#### **WASTEWATER OPERATIONS**

<u>Manager:</u> Bridget Walker - "Manager - Water and Wastewater"

#### **Background**

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

#### **Budget Comments**

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

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

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

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

Interest Includes interest on funds held by the Wastewater Fund.

#### **Operating Expenses**

Engineering Management Relates to salaries for engineering and administration staff. A total of 50 days are spread between water and wastewater, with one staff member also shared with waste.

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

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

#### **Capital Movements**

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

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

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

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

		ACTUAL			LEDGER	BUDGET ITEMS						EST	IMATED					
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT		2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
						OPERATING REVENUES												
. 34.34	500		A	-60			Ann office Course	7		No more about	Control of the			To Crowler	ACCEPTATION AND A		No. of the last	To the second
10,570,400	11,668,700	13,005,500	14,087,200	15,398,000	12000	Annual Charges	15,937,000	4	16,341,000	and the second second in		*** (0.443.) C.M. ( - C. / 2		18,516,000	18,984,000	19,464,000		20,460,00
941,900	1,098,100	1,038,400	1,141,900	1,368,500	12010	User Charges	1,351,000	(1)	1,423,200	1,496,800	1,571,500	1,611,300	1,651,500	1,692,900	1,735,500	1,779,400	1,824,400	
149,600	150,800	151,700	156,600	159,100	12002	Operating Grants	143,600	(10)	144,500	145,500	146,400	147,300		149,100	150,000	150,900	151,800	
310,100	475,800	391,000	385,300	385,400	12012	Fees and Fines	406,600	6	416,200	426,800	437,700	448,800	460,200	471,800	483,800	496,100	508,700	
1,703,200	968,800 100,600	672,700 96,600	496,500 81,600	492,500 84,000	12004 12014	Interest Other Revenues	308,200 72,000	(37) (14)	271,500 73,800	217,900 75,700	189,000 77,700	239,800 79,800	243,500 81,900	230,200 84,000	280,200 86,300	304,100 88,600	423,200 91,000	
13,786,600	14,462,800	15,355,900	16 349 100	17 887 500		Total Operating Revenues	18,218,400	2	18.670.200	19,117,700	19.601.300	20.141.000	20 644 300	21 144 000	21 719 800	22 283 100	22 955 100	23 651 30
10,700,000	14,402,000	10,000,000	10,040,100	11,001,000			34,2,14,0			1317131134	1515531654	2-1,1,1,544	20,071,000	2,1,1,1,1,000	21,110,000	22,200,100	22,000,100	20,001,00
						OPERATING EXPENSES												1 - To
40074	10000	377.5	417.557	176.24		Direct Expenses	0.77	- 20	4,070,0	1.550-20	1000 1100		1000000	200	12420127	1 (S.N. 7)	- AT 2.55	400.00
378,000	376,500	439,900	383,500	410,900	55000	Engineering Management	412,400	0	422,800	434,100	445,400	456,700	469,000	481,200	493,400	506,700	519,900	
708,600	816,900	754,600	865,000	1,188,700	55002	Administration and Customer Service	1,002,500	(16)	984,400	1,009,900	1,10,10,000,000,000,000	1,077,500	Interest Master	1,118,100	1,146,800	1,176,000	1,226,100	
1,571,200	665,600	452,000	196,000	611,200	55002	Contributions to Works and BBRC	42,000	(93)	43,000	44,100	45,300	46,500	47,700	48,900	50,200	51,500	52,800	
93,000	70,900	27,100	23,800	30,300	55004	Miscellaneous	69,000	128	29,800	30,700	31,600	32,500	83,400	34,300	35,300	36,300	37,300	
1,193,100	1,276,000	1,304,800	1,032,900	950,800	55012	Energy Costs	1,118,900	18	1,145,100	1,174,100	1,203,900	1,234,300		1,297,500	1,330,200	1,363,800	1,398,200	
481,000	463,900	541,900	460,000	274,800	55010	Mains - Maintenance	280,000	2 2	286,500 281,600	293,700 287,300	301,100 293,100	308,700 299,000	316,500 305,000	324,500 311,100	332,700	341,100	349,700	
170,200	117,800	136,900	258,000 932,200	264,200 1,009,800	55011 55011	Pumping Stations - Operations . Pumping Stations - Maintenance	1,020,000	1	1,043,500	1,069,600	1,096,400	1,123,900		1,180,800	317,100 1,210,400	254,700 1,240,700	254,700 1,271,800	
1,030,600	1,074,700	1,077,800	137,200	160,500	55014	Camera and Jetting - Maintenance	202,500	26	207,200	212,400	217.800	223,300	228,900	234,700	240,600	246,700	252,900	
1,190,800	1,497,900	1,633,700	1,364,100	1,169,100	55015	Treatment Plants - Operations	1,265,100	8	1,294,900	1.327,800		1,396,100		1,467,900	1,505,300	1,543,500	1,582,700	
186,600	198,300	138,100	98,500	66,900	55015	Treatment Plants - Biosolids	90,000	35	92,100	94,500	96,900	99,400		104,500	107,200	109,900	112,700	
359,600	258,900	424,700	1,038,300	1,145,600	55015	Treatment Plants - Maintenance	1,195,300	4	1,223,100	1,254,000	1,285,600	1,318,100		1,385,300	1,420,100	1,456,000	1,492,500	
58,800	46,700	9,000	44,100	67,300	55021	Maintenance - Other	75,000	11	76,800	78,800	80,800	82,900	85,000	87,200	89,400	91,700	94,000	
436,000	627,100	501,800	294,300	315,900	55022	Operations - Other	405,200	28	415,200	426,200	437,300	448,900	460,600	472,500	484,700	497,500	510,700	
0	0	0	94,800	79,200	60010	Recycled Water - Maintenance and Operations	230,500	191	235,900	241,900	248,100	254,400		267,400	274,200	281,200	288,300	
1,503,000	1,729,000	1,777,000	1,888,000	1,950,000	55002	Indirect Expenses - Overheads Overheads Distributed	2,094,000	7	2,142,200	2,195,800	2,250,700	2,307,000	2,364,700	2,423,800	2,484,400	2,546,500	2,610,200	2,675,500
< 1	- 71	No.		100		Debt Servicing		6							NOT THE		100	
3,266,700	4,766,800	4,647,600	4,358,200	4,199,300	55006	Interest on Loans	4,055,900	(3)	3,744,300	3,598,000	3,439,800	3,239,200	3,049,200	2,856,300	2,658,300	2,463,300	2,266,300	2,068,300
		1000		6.77.77		Non-cash Expenses	22.65		1,500		00.00	4.575	3.00.8		V-523	3.5	3.2.2	15.00
2,841,000	2,643,100	2,314,300	3,531,900	3,573,300	55022	Depreciation	3,775,000	6	3,851,000	3,928,000	4,007,000	4,087,000	4,169,000	4,252,000	4,337,000	4,424,000	4,512,000	4,602,000
1,596,000	20,300	12,216,800	10,800	416,400	FF000	Loss on Disposal of Infrastructure	104 000	(100)	124 000	0 000	. 0	0	0	0	0	0	0	1
435,600	394,000	349,200	301,100	249,300	55022	Unwinding Interest Free Loan	194,000	(22)	134,000	69,000	Ų	0	U	O	U	u	Ü	1
17,499,800	17,044,400	28,747,200	17,312,700	18,133,500	13,894,500	Total Operating Expenses	17,797,300	(2)	17,653,400	17,769,900	17,878,100	18,035,400	18,232,100	18,348,000	18,517,300	18,631,100	18,832,800	19,052,200
3,713,200)	(2.581.600)	(13,391,300)	(963,600)	(246,000)		Operating Result - Surplus / (Deficit)	421,100	(271)	1,016,800	1,347,800	1,723,200	2,105,600	2,412,200	2,796,000	3,202,500	3,652,000	4,122,300	4,599,100
2,841,000	2,643,100	2,314,300	3,531,900	3,573,300		Add Back Depreciation	3,775,000	6	3,851,000			4,087,000			4,337,000		4,512,000	
1,596,000	20,300	12,216,800	10,800	416,400		Add Back Loss on Infrastructure Disposal	0	(100)	0	0	0	0	0	0	0	0	0	(
435,600	394,000	349,200	301,100	249,300	55022	Add Back Unwinding Interest Free Loan	194,000	(22)	134,000	69,000	0	0	0	0	0	0	0	(
1,159,400	475,800	1,489,000	2,880,200	3,993,000		Cash Result - Surplus / (Deficit)	4,390,100	10	5,001,800	5,344,800	5,730,200	6,192,600	6,581,200	7,048,000	7,539,500	8,076,000	8,634,300	9,201,100
			1-			Capital Movements				1,391				N-9		LAAI	11, -3	
985,000	2,384,800	2,187,900	2,793,300	2,957,900		Less Loan Principal Repayments	3,095,600		3,134,000	3,280,300	2,453,500	2,654,100	2,844,100	3,037,000	3,235,000	3,430,000	3,627,000	3,825,000
239,300	0	2,107,000	0.00,000	2,007,000		Less Transfer to Reserves	0,000,000		0,101,000	0	561,300	2,004,100	0	2,976,500	0,200,000	3,440,000	3,856,600	
6,638,900	8,689,200	5,039,300	2,025,800	808,900		Add Transfer from Reserves	6,323,600		4,887,100	2,764,200	0	1,586,600	303,000	0	1,031,900	0	0,000,000	,,(
18,800,000	1,351,900	0	174,600	736,500		Add Capital Income Applied	1,147,000		1,000,000	268,000	. 0	0	435,000	0	0	0	0	
25,354,000	8,112,100	4,320,400	2,267,300	2,560,500		Less Capital Expenditure	8,745,100		7,734,900		2,695,400	5,105,100	The Boundary Street and the Contract of the Co	1,014,500	5,316,400	1,186,000	1,130,700	1,130,700

#### **GENERAL MANAGER'S GROUP - SUMMARY**

<u>Manager:</u> 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:

#### **Communications**

Includes costs associated with the elected councillors and the General Manager's office, which includes the corporate communications function.

#### 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.

#### Human Resources and Risk Management

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

#### Property Management

Includes costs associated with Council's commercial property portfolio.

#### Ballina Byron Gateway Airport

Revenue and expenses associated with the operation of the airport.

						MANAGER'S	GRU	7F - 3UIVII	AIVALZ I								
		ACTUAL			BUDGET ITEMS		6/					MATED					
2012/13	2013/14	2014/15	2015/16	2016/17		2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
					OPERATING REVENUES	24.11	4	75.76.4									
18,000	19,100	17,400	46,800		Communications	22,000 235,800	(9)	19,500 230,500	20,100 237,300	20,800 242,700	21,500 248,200	22,300 253,800	23,100 259,500	23,900 265,300	24,800 271,400	25,700 277,600	26,60 283,90
156,000 21,213,000	191,700 20,300,600	203,900 22,370,900	274,000 23,415,400		Financial Services Financial Services - General Purpose Revenues	26,165,700	(4)	27,555,900	29,109,000		30,773,000			The second second second	34,400,400		
4,000	13,600	17,600	3,100		Information Services	103,000	(55)	93,000	95,400	97,900	100,400	103,000	105,600	108,300	111,100	113,900	
233,000	189,900	295,400	191,400		Human Resources and Risk Management	173,100	(61)	153,000	157,000	161,100	165,300	169,700	174,100	178,800	183,500	188,300	
4,601,500	3,380,000 4,617,800	3,385,100 4,709,700	2,570,800 5,111,900		Property Management Ballina Byron Gateway Airport	2,521,800 6,096,400	(3)	2,611,400 6,325,900	2,673,000 6,438,600	2,684,800 6,562,900	2,755,200 6,662,700	2,812,700 6,770,500		2,932,900 7,049,800	2,996,600 7,196,400	3,061,500 7,349,300	
2 1 1 2 1	2 4 2 2 2 3				Total Operating Revenues	35,317,800	(4)	36,989,200	100	12 27 Car.	1		42,879,700		100000000000000000000000000000000000000	V	C.016
1	1				OPERATING EXPENSES				112 362500								
	Sales and Sales	2.50	15.65				-	2000		2		1200					
1,858,100	1,851,900 (3,745,700)	1,838,600 (3,774,600)	1,997,600 (4,086,900)		Communications Financial Services	2,316,600 (4,396,700)	(3)	2,293,100 (4,500,100)	2,356,300 (4,615,000)	2,690,900 (4,732,000)	2,478,000 (4,852,200)	2,536,400 (4,925,600)		2,959,700 (5,178,100)	2,720,400 (5,309,300)	2,762,500 (5,444,100)	
1,577,000	1,838,300	1,913,000	2,049,200		Information Services	2,603,000	10	2,671,400	2,735,600	2,801,600		2,938,100	3,008,600		3,155,200		
886,000	1,371,400	1,366,300	1,282,200		Human Resources and Risk Management	1,159,100	48	1,015,300	1,034,200	1,057,700	1,085,200	1,117,200	1,153,100		1,236,700	1,284,400	
1,925,600	3,357,700	2,115,000			Property Management	2,519,700	42	1,611,900	1,653,300	1,696,200	1,739,700	1,684,200	1,727,100		1,815,600		1,909,400
4,056,200	6,404,400	4,362,900	4,513,400	4,371,600	Ballina Byron Gateway Airport	5,490,300	26 0	5,689,300	5,764,800	5,828,500	5,882,900	5,949,800	6,059,800	6,191,600	6,335,800	6,482,800	6,634,20
7,115,900	11,078,000	7,821,200	8,717,200	7,432,000	Total Operating Expenses	9,692,000	30	8,780,900	8,929,200	9,342,900	9,202,800	9,300,100	9,494,600	10,017,800	9,954,400	10,178,600	10,413,20
					NET PROGRAM OPERATING RESULT						1911						
1,840,100)	(1,832,800)	(1,821,200)	(1,950,800)	(2,367,100)	Governance	(2,294,600)	(3)	(2,273,600)		(2,670,100)			(2,573,200)				
	24,238,000				Financial Services	30,798,200	(3)	32,286,500		34,904,000			37,844,700				
1,573,000) (653,000)	(1,824,700)	(1,895,400) (1,070,900)			Information Services Human Resources and Risk Management	(2,500,000)	17 194	(2,578,400) (862,300)	(877,200)	(2,703,700) (896,600)	(2,768,800) (919,900)	(2,835,100) (947,500)		(1,014,000)	(1,053,200)		
2,675,900	22,300	1,270,100	(390,900)		Property Management	2,100	(100)	999,500	1,019,700	988,600	1,015,500	1,128,500			1,181,000		
	(1,786,600)	346,800	598,500		Ballina Byron Gateway Airport	606,100	(57)	636,600	673,800	734,400	779,800	820,700	844,200	858,200	860,600	866,500	856,900
23,114,900			22,896,200		Total Operating Result - Surplus / (Deficit)	25,625,800	(12)	28,208,300	29,801,200		31,523,500				35,229,800		
998,800 (414,000)	1,384,100 (333,000)	879,400 30,000	942,200 163,000		Add Back Depreciation Add Back Non Cash Investment Premium	1,110,200	(100)	1,147,000	1,181,400	1,205,100	1,229,400	1,254,100	1,279,300	1,305,000	1,331,300	1,358,000	1,385,20
(165,000)	(289,900)	(725,700)	319,800		Add Back Landstock	0	(100)	0	0	0	0	0	0	0	0	0	
0	0	(460,100)	0		Add Back Fair Value Adjustments Rental Properties	0	(100)	0	0	0	0	0	0	0	0	0	
23,534,700	2,075,400	22 902 400	24.321.200	29.391.900	Add Back Gain / Loss on Disposal of Infrastructure  Total Cash Operating Result - Surplus / (Deficit)	26,736,000	(9)	29,355,300	30,982,600	31,561,700	32,752,900	33,727,400	34,664,400	35,300,500	36,561,100	37,569,600	38,586,30
																	0.00
1					Capital Movements												
572,000	838,700	845,500	970,600		Less Loan Principal Repayments	1,176,800		1,301,600	1,369,900	1,443,000		1,052,700		208,100	217,100		
12,621,300	5,690,100	7,765,000	5,562,000		Less Transfer to Reserves	14,184,500		10,043,500	7,089,800 7,984,800	6,390,100 3,833,500		4,521,800 2,365,200		5,725,000 4,495,700	5,785,000 3,726,200	5,908,500 3,747,200	
9,462,000	11,563,800 (342,600)	7,330,100 3,566,900	3,383,700 7,113,800		Add Transfer from Reserves Add Capital Income Applied	6,874,800 15,205,000		8,807,000 7,855,000	4,855,000	3,140,000	1,600,000	1,160,000		1,160,000	1,160,000	1,160,000	
12,170,000	6,222,600	5,331,900	3,750,700		Less Capital Expenditure	7,672,800		7,463,000	6,624,000	1,195,000	147,000	552,000		2,162,000	1,667,000		
21,736,400	18,941,100	19,857,000	24,535,400	24,696,900	Cash Result after Capital Movements	25,781,700	4	27,209,200	28,738,700	29,507,100	30,331,200	31,126,100	31,988,500	32,861,100	33,778,200	34,729,300	35,704,600

#### **COMMUNICATIONS**

#### <u>Manager</u> Caroline Klose – "Manager - Communications"

#### Background

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

#### **Budget Comments**

#### **Operating Expenses**

#### **General Manager's Office**

Includes employment costs for four full-time staff and two part – time employees (28 days in total), plus one motor vehicle. Also includes office expenses and the external audit fee.

#### **Employee Costs – Customer Services**

Based on one full time and six part time employees for the Customer Services Counter and Switchboard for the Administration Centre (total of 22 days)

#### 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 Arts Northern Rivers.

#### **Donations**

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

#### **Corporate Office Expenses**

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

#### **Capital Movements**

#### **Reserve Movements**

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

							COMMUNIC	CATIO	NS									
204044	004044	ACTUAL	204544	004047	LEDGER	BUDGET ITEMS	2047/10 1	0/	1		T 2222.00		MATED					
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT		2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
0	0	0	4,300	0	26000	OPERATING REVENUES  Contributions Internal Contributions	o	0	0	0	0	0	0	0	) 0	0	) (	
18,000	19,100	17,400	42,500	21,100	26005	Fees and Charges Sundry Sales and Services	22,000	4	19,500	20,100	20,800	21,500	22,300	23,100	23,900	24,800	25,700	26,60
18,000	19,100	17,400	46,800	21,100		Total Operating Revenues	22,000	4	19,500	20,100	20,800	21,500	22,300	23,100	23,900	24,800	25,700	26,60
						OPERATING EXPENSES												
700 000	047.000	007.000	045 500	4 000 000	05000	Governance and Communications	4.440.000		55	2 111 111	- National State	A walker from		band's a	W			
708,000	847,000 10,100	907,600 10,200	945,500 8,600	1,029,000 5,100	35000 35000	Employee Costs Sundry Expenses	1,148,000	12 137	1,176,200	1,203,400		1,259,600	1,288,700			1,379,900		
55,000	53,000	59,900	68,700	66,500	35000	Audit - External	12,100 75,000	137	14,000 77,000	14,500 79,000		15,700 83,100	16,300	16,900		18,100	1,750,770	
1,000	6,100	0	1,000	5,300	35000	Legal Expenses	2,500	(53)	2,500	2,600		2,800	85,200 2,900	87,400 3,000		91,900 3,200		
100		100				Councillors	100						1.412	J. 37				
316,000	329,400	304,800	308,300	351,000	35005	Councillors Allowances and Exps	358,000	2	364,700	374,200	394,000	394,100	404,400	414,800	437,700	436,800	448,300	460,10
200,000	0	0	0	246,500	35005	Election	0	(100)	0	0	260,000	0	0	0	290,000	0		1
57,000	55,500	57,100	62,600	62,700	35005	Subscriptions and Contributions	70,300	12	71,700	73,800	76,000	78,200	80,400	82,700	85,100	87,500	90,000	92,50
	V 4,3	A		0.00		Corporate Office Expenses	1 5 5 5					100	1 4 4 4 1		1.1		1 Jan 1	
83,300	91,800	102,900	119,000	122,600	35015	Printing, Stationery and Postage	96,000	(22)	99,000	101,600		106,900	109,600	112,500	115,400	118,400	121,500	124,60
17,500	16,700	13,000	9,800	12,000	35015	Advertising	10,000	(17)	11,000	11,300		11,900	12,200	12,600	13,000	13,400		
2,600 125,000	1,700 133,300	100 84,000	6,900 115,400	6,100 145,500	35015 35015	Office Equipment Telephone	6,300	3	6,500	6,700	6,900	7,100	7,300	7,500	7,700	7,900		
21,700	21,700	20,800	26,600	44,200	35015	Sundry Administration Expenses	120,500 27,000	(17)	124,700 28,200	127,900		134,600	138,200	141,800	145,600	149,400		
34,800	36,600	34,400	33,200	37,600	35015	Community Connect	27,000	(28)	28,200	29,100 29,400		30,900 31,000	31,900 31,900	32,900 32,800	33,900 33,700	34,900 34,600		
		3000				Donations	22-33		1.50			- 4			-	1000		
24.000	25,300	26,400	27,800	29,500	35001	Donations - Public Halls - Rates	32.000	8	33,000	33,900	34,800	35,700	20,000	07.000	20,000	20.000	40.000	44.70
5,000	5,000	10,000	10,000	10,000	35001	Donations - Sthn Cross Scholarship	10,000	0	10,000	10,300		10,900	36,600 11,200	37,600 11,500	38,600 11,800	39,600 12,100		
35,000	35,900	31,400	17,400	18,600	35001	Donations - Public Halls - Capital	41,000	120	0,000	10,000	10,000	10,300	11,200	11,500	11,000	12,100	12,500	12,90
7,000	6,000	7,500	6,000	6,000	35001	Donations - Lighthouse Chairs	5,200	(13)	5,400	5,600	5,800	6,000	6,200	6.400	6.600	6,800	7,000	7,20
76,000	63,300	35,000	83,700	55,400	35001	Donations - General	78,700	42	62,600	64,200	65,900	67,600	69,300	71,100		74,800		
0	0	0	0	30,100	35001	Donations - Sporting Groups	20,000	(34)	30,000	40,000	50,000	51,300	52,600	54,000		56,800		59,80
0	600	5,100	1,200	0	35001	Community Groups - Council Fees	3,000	100	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	
50,000	70.000	05.000	400 000	77 700	05450	Festivals and Events Support	450,000						54274.00	Not at a high	internation	5 - C - T		
50,300 13,200	79,600 14,600	95,900 13,500	122,300 3,900	77,700 4,000	35152 35152	Festivals and Events Program Fair Go	150,000 4,000	93	120,000 4,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000		120,00
16,700	18,700	19,000	19,700	22,800	35152	Australia Day	20,000	(12)	21,000	4,100 21,600		4,500 22,800	4,700 23,400	4,900 24,000	5,100 24,600	5,300 25,300		5,70 26,70
1,858,100	1,851,900	1,838,600	1,997,600	2,388,200		Total Operating Expenses	2,316,600	(3)	2,293,100	2,356,300	2,690,900	2,478,000	2,536,400	2,596,300	2,959,700	2,720,400	2,762,500	
1,840,100)	(1,832,800)	(1,821,200)	(1,950,800)	(2,367,100)		Operating Result - Surplus / (Deficit) Add Back Depreciation	(2,294,600)	(3)	(2,273,600)	(2,336,200)	(2,670,100)	(2,456,500)	(2,514,100)	(2,573,200)	(2,935,800)	(2,695,600)	(2,736,800)	(2,779,100
1,840,100)	(1,832,800)	(1,821,200)	(1,950,800)	(2,367,100)		Cash Result - Surplus / (Deficit)	(2,294,600)	(3)	(2,273,600)	(2,336,200)	(2,670,100)	(2,456,500)	(2,514,100)	(2,573,200)	(2,935,800)	(2,695,600)	(2,736,800)	(2,779,100
0 31,000 171,000 0	0 7,000 5,800 0 19,600	0 192,200 2,000 0 0	0 94,000 18,700 0	0 127,300 290,600 0		Capital Movements Less Loan Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	0 30,000 47,700 0 0		0 40,000 0 0	0 45,000 0 0	61,500 260,000 0	0 71,000 0 0	0 71,000 0 0	0 73,000 0 0	75,000 290,000 0	0 80,000 0 0	0 85,000 0 0	90,00
1.700.100)	(1.853,600)	(2,011,400)	(2,026,100)	(2,203,800)		Cash Result after Capital Movements	(2,276,900)	3	(2,313,600)	(2,381,200)	(2,471,600)	(2,527,500)	(2,585.100)	(2.646,200)	(2.720.800)	(2.775.600)	(2.821.800)	(2.869 100

#### FINANCIAL SERVICES – GENERAL PURPOSE REVENUES

<u>Manager</u> Linda Coulter - "Manager – Financial Services"

#### **Background**

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

#### **Budget Comments**

#### **Operating Revenues**

#### Rates

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

#### **Abandonments**

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

#### **Extra Charges**

Represents interest charged on overdue rates.

#### **General Purpose Grants**

#### Financial Assistance Grant (FAG)

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

#### **Pensioner Subsidy**

Represents the State Government contribution towards the pensioner abandonments.

#### **Interest on Investments**

This figure represents interest earned on investments that is applied to the Council programs that operate at a deficit. Interest earned on areas such as water, wastewater, waste, section 94 contributions etc is applied directly to those areas.

#### Capital Movements

#### **Cash Surplus**

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

		ACTUAL			LEDGER	BUDGET ITEMS						ESTIN	MATED					
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT	946.3610.00	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
						OPERATING REVENUES												
2,023,000	12,780,600	13,206,900	13,968,100	14,890,400	26020	Rates Residential	15,684,000	5	16,656,400	17,722,400	18,254,100	18,801,700	19 365 800	19,946,800	20,545,200	21 161 600	21 796 400	22,450,30
3,305,000	3,476,100	3,644,700	3,826,700	4,055,800	26020	Business	4,303,000	6	4,569,800	4,862,300	5,008,200	5,158,400	5,313,200	5,472,600	5,636,800	5,805,900	5,980,100	
1,303,000	1,356,800	1,387,800	1,445,600	1,507,000	26020	Farmland	1,580,000	5	1,678,000	1,785,400	1,839,000	1,894,200	1,951,000	2,009,500	2,069,800	2,131,900	2,195,900	
4						Postponed Rates						61			10.35			
0	(600)	2,800	(600)	100	26020	Postponed Rates	500	400	500	600	700	800	900	1,000	1,100	1,200	1,300	1,40
(582,000)	(581,800)	(636,400)	(639,100)	(647,500)	26021	Abandonments Pensioner Abandonments	(656,900)	1	(660,400)	(663,900)	(667,500)	(671,100)	(674,700)	(678,300)	(681,900)	(685,500)	(689,100)	(692,800
(002,000)	(001,000)	(000,400)	(000,100)	(arrival)	2.002.1		(assissa)		(500,100)	(444,444)	(447,444)	(571,100)	(4, 4, 40)	(010,000)	(001,000)	(000,000)	(000,100)	(002,000
131,000	101,300	86,600	79,600	64,700	26023	Extra Charges Interest	75,100	16	76,800	78,700	80,700	82,700	84,800	86,900	89,100	91,300	93,600	95,90
3,413,000 316,000	1,800,200 318,300	3,717,800 339,400	3,831,300 350,200	92,600 6,194,600 355,000	26025 26025 26025	General Purpose Grants Emergency Services Grant Financial Assistance Grant Pensioners Assistance Subsidy	0 4,284,600 354,600	(31) (0)	0 4,370,300 324,000	0 4,457,700 325,600	0 4,546,900 327,300	0 4,637,800 328,900	0 4,730,600 330,500	0 4,825,200 332,200	0 4,921,700 333,800	0 5,020,100 335,500	0 5,120,500 337,100	5,222,90 338,80
890,000 414,000	716,700 333,000	651,300 (30,000)	716,600 ( <mark>163,000</mark> )	680,600 150,000	26026 26026	Interest Interest on Investments Premium Adjustments	540,800 0	(21) (100)	540,500 0	540,200 0	539,900 0	539,600 0	539,300 0	539,000 0	538,700 0	538,400 0	538,100 0	537,80
21,213,000 (414,000)	20,300,600	<b>22,370,900</b> 30,000	23,415,400 163,000	27,343,300 (150,000)		Operating Result - Surplus / (Deficit) Add Back Non Cash Premium	26,165,700	(4)	27,555,900	<b>29,109,000</b> 0	29,929,300 0	30,773,000	31,641,400 0	<b>32,534,900</b> 0	33,454,300	34,400,400	35,373,900	36,375,60
	19,967,600	22,400,900				Cash Result - Surplus / (Deficit)	26,165,700	(4)	27,555,900	29,109,000	29,929,300	30,773,000	31,641,400	32,534,900	33,454,300	34,400,400	35,373,900	36,375,60
						Capital Movements					3							
0 1,789,000 1,757,000 0 0	0 0 1,789,000 0 0	0 0 0 0	0 0 0 0	2,108,000 0 0 0		Less Loan Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	0 0		0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	
0,767,000	21,756,600	22,400,900	23,578,400	25,085,300		Cash Result after Capital Movements	26,165,700	4	27,555,900	29,109,000	29,929,300	30,773,000	31,641,400	32,534,900	33,454,300	34,400,400	35,373,900	36,375,60

#### FINANCIAL SERVICES

<u>Manager</u> Linda Coulter - "Manager – Financial Services"

#### **Background**

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

#### **Budget Comments**

#### **Operating Revenues**

#### **Fees and Charges**

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

#### **Dividends**

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

#### **Operating Expenses**

#### **Employee Costs**

Salaries and oncosts for ten full time and four part time employees (total of 59 days) employed within the finance section.

#### **Bank Charges**

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

#### **Rating Costs**

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

#### Valuation Fees

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

#### **Audit Fees**

Fees for internal audit of specific projects.

#### **Overheads Distributed to Business Activities**

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

						F	INANCIAL S	SERVI	CES									
A. C. T.		ACTUAL			LEDGER	BUDGET ITEMS							MATED					
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT		2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
58,000 26,000 11,000	78,500 28,900 30,300	94,000 27,000 28,900	101,800 28,900 66,200	98,300 31,800 58,200	26028 26028 26028	OPERATING REVENUES  Fees and Charges Section 603 Certificates Credit Card Surcharge Legal Costs Recovered	99,600 31,400 50,800	1 (1) (13)	93,200 32,000 51,300	95,600 33,000 54,700	34,100	100,600 35,200 58,400	103,200 36,300 60,300	37,400	108,500 38,500 64,300	111,300 39,700 66,400	40,900	42,10
61,000	54,000	54,000	77,100	71,900	26028	Contributions and Dividends Dividends	54,000	(25)	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000
156,000	191,700	203,900	274,000	260,200		Total Operating Revenues  OPERATING EXPENSES	235,800	(9)	230,500	237,300	242,700	248,200	253,800	259,500	265,300	271,400	277,600	283,900
1,078,000 85,000 25,000 89,000 23,000	903,000 85,000 46,800 117,300 22,200	1,026,800 83,300 44,500 97,300 30,500	1,021,700 89,700 83,400 99,300 21,000	1,029,300 89,500 82,300 101,600 24,500	35020 35020 35021 35021 35021 35020	Employee Costs Bank Charges Rating Costs Valuation Fees Audit - Internal Emergency Services Levy Indirect Costs	1,063,000 96,300 75,100 112,500 25,400	3 8 (9) 11 4	1,090,000 98,400 72,000 115,200 26,000	1,115,100 101,200 73,900 118,200 26,700 0	104,300 75,800 121,300	1,166,900 107,400 77,800 124,400 28,100	1,193,700 110,500 79,900 127,600 28,900 0	113,600 82,000 130,900	1,249,200 116,800 84,200 134,300 30,500	1,277,900 120,200 86,400 137,700 31,300 0	123,600 88,600 141,200	127,100 91,000 144,800
(4,487,000)	(4,920,000)	(5,057,000)	(5,402,000)	(5,584,000)	35021	Overheads Distributed	(5,769,000)	3	(5,901,700)	(6,050,100)	(6,201,500)	(6,356,800)	(6,466,200)	(6,627,600)	(6,793,100)	(6,962,800)	(7,136,900)	(7,315,600
(3,187,000)	(3,745,700)	(3,774,600)	(4,086,900)	(4,256,800)		Total Operating Expenses	(4,396,700)	3	(4,500,100)	(4,615,000)	(4,732,000)	(4,852,200)	(4,925,600)	(5,050,300)	(5,178,100)	(5,309,300)	(5,444,100)	(5,582,400
3,343,000	3,937,400	3,978,500	4,360,900	4,517,000		Operating Result - Surplus / (Deficit) Add Back Depreciation	4,632,500	3	4,730,600	4,852,300	4,974,700	5,100,400	5,179,400	5,309,800	5,443,400	5,580,700	5,721,700	5,866,300
3,343,000	3,937,400	3,978,500	4,360,900	4,517,000		Cash Result - Surplus / (Deficit)	4,632,500	3	4,730,600	4,852,300	4,974,700	5,100,400	5,179,400	5,309,800	5,443,400	5,580,700	5,721,700	5,866,300
0 8,000 7,000 0	0 0	0 0 0 0 0 0	0 103,500 0 0	0 0 0 0		Capital Movements  Less Loan Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	0 0 0 0		0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	( ( ( (
3,342,000	3,937,400	3,978,500	4,257,400	4,517,000		Cash Result after Capital Movements	4,632,500	3	4,730,600	4,852,300	4,974,700	5,100,400	5,179,400	5,309,800	5,443,400	5,580,700	5,721,700	5,866,300

#### **INFORMATION SERVICES**

#### <u>Manager</u>

Stewart Littleford - "Manager - Information Services""

#### **Background**

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

#### **Budget Comments**

#### **Operating Revenues**

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

#### Operating Expenses

#### **Employee Costs**

Information Services - Salaries and oncosts for ten full time and two part time employees (55 days) and one motor vehicle.

Records Management - Includes four full-time and on part-time employees and associated oncosts (total of 23 days).

#### **Hardware Lease and Support Costs**

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

#### **Software and Consumables**

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

#### **Capital Movements**

#### **Capital Expenditure**

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

						INF	ORMATION	I SERI	/ICES									
OC. 3.L.	3-1	ACTUAL		-2-8	LEDGER	BUDGET ITEMS					A STATE OF THE		MATED					
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT		2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
4,000	13,600	17,600	3,100	231,100	26045	OPERATING REVENUES Fees and Charges Sundry Sales and Services	103,000	(55) 0	93,000	95,400	97,900	100,400	103,000	105,600	108,300	111,100	113,900	116,80
4,000	13,600	17,600	3,100	231,100		Total Operating Revenues	103,000	(55)	93,000	95,400	97,900	100,400	103,000	105,600	108,300	111,100	113,900	116,80
						OPERATING EXPENSES										1		
758,000 279,000 52,000	1,041,000 175,100 65,000	1,029,300 174,000 106,800	1,131,300 186,100 93,400	1,216,100 179,800 134,900	35040 35040 35040	Information Services Employee Costs Hardware Lease Hardware Support Costs	1,486,400 194,000 120,400	22 8 (11)	1,523,400 199,000 131,000	1,558,500 204,000 134,400	209,100 137,900	1,631,300 214,400 141,600	1,668,900 219,800 145,300	225,300 149,000	231,000 152,900	1,787,100 236,800 156,900	1,828,300 242,800 161,100	248,90 165,40
138,000 350,000 0	184,000 373,200 0	174,200 428,700 0	187,900 450,500 0	219,700 603,400 21,100	35040 35040 35040	Software - Civica Licence Software and Consumables Software and Consumables	235,000 512,500 54,700	7 (15) 159	241,000 526,000 51,000	247,100 539,300 52,300	553,100	259,700 567,100 55,100	266,200 581,400 56,500	596,000	279,800 611,100 59,500	286,800 626,600 61,000	294,000 642,500 62,600	658,70
1,577,000	1,838,300	1,913,000	2,049,200	2,375,000		Total Operating Expenses	2,603,000	10	2,671,400	2,735,600	2,801,600	2,869,200	2,938,100	3,008,600	3,081,100	3,155,200	3,231,300	3,309,00
1, <b>573,000)</b> 0	(1,824,700) 0	(1,895,400) O	(2,046,100) O	(2,143,900)		Operating Result - Surplus / (Deficit) Add Back Depreciation	(2,500,000) 0	17 0	(2,578,400) 0	(2,640,200) 0	( <b>2,703,700</b> ) 0	(2,768,800) O	(2,835,100) 0	(2,903,000) 0	( <b>2,972,800</b> ) 0	( <b>3,044,100</b> )	(3,117,400) O	(3,192,20
1,573,000)	(1,824,700)	(1,895,400)	(2,046,100)	(2,143,900)		Cash Result - Surplus / (Deficit)	(2,500,000)	17	(2,578,400)	(2,640,200)	(2,703,700)	(2,768,800)	(2,835,100)	(2,903,000)	(2,972,800)	(3,044,100)	(3,117,400)	(3,192,20
0 0 0 0 20,000	0 0 0 0 26,600	0 40,000 0 0 11,400	0 59,100 40,000 0 54,300	0 139,200 32,000 0 66,700		Capital Movements  Less Loan Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	0 0 154,200 0 124,800	0 (100) 382 0 87	0 0 0 0 23,000	0 0 0 0 24,000	0 0 0 0 25,000	0 0 0 0 26,000	0 0 0 0 27,000	0 0 0 0 28,000	0 0 0 0 29,000	0 0 0 0 30,000	0 0 0 0 31,000	32,00
1,593,000)	(1,851,300)	(1,946,800)	(2,119,500)	(2,317,800)		Cash Result after Capital Movements	(2,470,600)	7	(2,601,400)	(2,664,200)	(2,728,700)	(2,794,800)	(2,862,100)	(2,931,000)	(3,001,800)	(3,074,100)	(3,148,400)	(3,224,20

#### **HUMAN RESOURCES AND RISK MANAGEMENT**

#### <u>Manager</u> Kelly Brown - "Manager –Human Resources and Risk Management"

#### **Background**

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

#### **Budget Comments**

#### **Operating Revenues**

#### Contributions

Includes insurance adjustments (refunds) and staff training subsidies.

#### **Operating Expenses**

#### **Employee Costs**

Salaries and oncosts for five full time staff and three part time staff (35 days).

#### **Staff Training and Development**

Training, education and recruitment costs for Council employees.

#### **Staff Support Services**

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

#### **Employee Oncosts**

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

#### 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

Typically represents funds transferred to the employees leave reserve.

#### **Capital Income**

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

		ACTUAL			LEDGER	BUDGET ITEMS	4					ESTIN	MATED					
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT		2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
						OPERATING REVENUES												
13,000	47,100	32,000	34,600	15,900	26050	Contributions - LSL	18,000	13	18,000	18,500	19,000	19,500	20,000	20,500	21,100	21,700	22,300	22,9
61,000	29,400	26,800	29,300	124,100	26050	Contributions - Training	21,000	(83)	10,000	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,500	12,9
16,000	7,500	9,000	11,800	12,100	26050	Maternity Leave - Centrelink Payments	15,000	24	15,000	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700	19,20
67,000	47,600	80,400	50,900	165,100	26050	Refunds - Insurance	52,100	(68)	50,000	51,300		54,000	55,400	56,800	58,300	59,800	61,300	62,9
76,000	58,300	147,200	64,800	129,300	26050	Refunds - Workers Compensation	67,000	(48)	60,000	61,500	63,100	64,700	66,400	68,100	69,900	71,700	73,500	75,40
233,000	189,900	295,400	191,400	446,500		Total Operating Revenues	173,100	(61)	153,000	157,000	161,100	165,300	169,700	174,100	178,800	183,500	188,300	193,30
- 7			2-1			OPERATING EXPENSES				-		- +	-					
4-1-			- 7.4			Human Resources					10000							
702,000	652,200	687,000	741,300	792,700	35050	Employee Costs	852,300	8	796,400	814,800	833,700	853,000	872,700	892,900	913,500	934,600	956,200	978,30
342,000	422,600	420,000	446,500	433,000	35051	Staff Training and Development	450,500	4	461,700	473,400	485,500	497,800	510,400	523,300	536,500	550,200	564,100	578,40
25,000	25,100	60,000	48,600	47,600	35051	Staff Support and Recognition	78,100	64	70,000	72,000	74,100	76,200	78,400	80,600	82,800	85,100	87,600	90,30
4 050 000	0.044.500	0.400.000	0.457.400	0.044.700	05054	Employee Oncosts	2 244 000	4	2 242 000	2 200 000	2.454.000	0.547.000	0.505.000	2 650 000	0.700.000	0.040.000	2 007 000	0.004.00
1,958,000	2,041,500 1,900	2,103,900 5,200	2,157,400 2,400	2,244,700	35051 35051	Superannuation Jury Duty	2,344,000	5	2,343,000	2,396,000 2,100	2,454,000 2,200	2,517,000 2,300	2,585,000 2,400	2,658,000 2,500	2,736,000 2,600	2,819,000 2,700	2,907,000 2,800	3,001,00
737,000	560,100	560.300	557,000	475,600	35055	Workers Compensation Premiums	575,600	21	589,400	604,400	619,900	635,700	652,100	668,900	686,100	703,600	721,500	739,80
1,234,000	1,292,700	1,513,700	1,411,900	1,039,400	35056	Employee Entitlements - Salaried Staff	1,662,000	60	1,706,000	1,748,800	1,792,600	1,837,600	1,883,800	1,931,100	1,979,500	2,029,200	2,080,100	2,132,30
1,143,000	1,356,600	1,304,200	1,651,100	1,815,600	35056	Employee Entitlements - Wages Staff	1,431,300	(21)	1,469,000	1,505,600	1,543,400	1,582,100	1,621,900	1,662,700	1,704,400	1,747,200	1,791,000	1,835,90
						Risk Management				7.0	47.57	3.57	1		1000		100	
2,000	7,500	7,500	0	0	35057	Fidelity Guarantee	8,200	100	8,400	8,700	9,000	9,300	9,600	9,900	10,200	10,500	10,800	11,10
510,000	534,500	557,200	568,700	591,000	35057	Public Risk and Plant	616,500	4	588,800	603,500	618,500	633,900	649,700	665,900	682,500	699,500	717,000	734,90
10,000	39,700	17,700	24,800	33,600	35057	Excess Public Risk	41,500	24	42,500	43,600	44,700	45,900	47,100	48,300	49,600	50,900	52,200	53,60
5,732,000)	(E 474 200)	(5,729,400)	(6,181,000)	(6,587,900)	35058	Oncosts Recouped Oncosts Recouped - Internal Works	(6,772,000)	3	(6,927,800)	(7 101 100)	(7,278,800)	(7,460,900)	(7 647 500)	(7,838,800)	(8,034,800)	(9 225 700)	(8,441,700)	(8,652,80)
(48,000)	(88,700)	(141,000)	(146,500)	(105,800)	35058	Oncosts Recouped - External Works	(131,000)	24	(134,100)	(137,600)	(141,100)	(144,700)	(148,400)	(152,200)	(156,100)	(160,100)	(164,200)	(168,400
886,000	1,371,400	1,366,300	1,282,200	781,500		Total Operating Expenses	1,159,100	48	1,015,300	1,034,200	1,057,700	1,085,200	1,117,200	1,153,100	1,192,800	1,236,700	1,284,400	1,337,30
(653,000)	(1,181,500)	(1,070,900)	(1,090,800)	(335,000)		Operating Result - Surplus / (Deficit)	(986,000)	194	(862,300)	(877,200)	(896,600)	(919,900)	(947,500)	(979,000)	(1,014,000)	(1,053,200)	(1,096,100)	(1,144,000
(653,000)	(1.181.500)	(1,070,900)	(1.090.800)	(335,000)		Add Back Depreciation  Cash Result - Surplus / (Deficit)	(986,000)	194	(862,300)	(877,200)	(896,600)	(919,900)	(947,500)	(979,000)	(1,014,000)	(1.053,200)	(1.096.100)	(1.144.000
(caspee)	(1,1.0.1,0.0)	(Harieless)	(	[112]				0			Constitution	Ass. Special	15.576.55	1			(11111111111111111111111111111111111111	
				1		Capital Movements												
0	0	0	0	0		Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	
313,000	297,000	732,000	284,000	337,000		Less Transfer to Reserves	0	(100)	0	0	0	0	0	0	0	0	0	
8,000	336,000	192,100	0	0		Add Transfer from Reserves	117,000	100	0	0	0	0	0	0	0	0	0	0
0	(1,957,800)	(498,500)	2,036,000	36,100		Add Capital Income Applied Less Capital Expenditure	200,000	100 (100)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,00
3	U		661,200	(708,100)		Cash Result after Capital Movements	(669,000)	(6)	(662,300)	(677,200)	(696,600)	(719,900)	(747,500)	(779,000)	(814,000)	(853,200)	(896,100)	(944,000

#### PROPERTY MANAGEMENT

<u>Manager:</u> Paul Tsikleas – "Manager Commercial Services"

#### **Background**

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

#### **Budget Comments**

#### **Operating Revenues**

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

Flat Rock Tent Park Income from campers at the park.

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

#### **Operating Expenses**

Employee Costs Salaries and oncosts for two full time staff employed (10 days) plus one motor vehicle.

Land Development Rates and charges applicable for these land holdings.

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

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

#### **Capital Movements**

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

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

#### **Cash Result after Capital Movements**

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

		ACTUAL			LEDGER	BUDGET ITEMS						ESTI	MATED					
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT	A 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
						OPERATING REVENUES Council Owned Properties												
,698,000	1,618,900	1,462,100	1,639,800	1,749,300	26065	Properties - Investment / Commercial	1,769,500	1	1,803,000	1,839,100	1,875,800	1,913,300	1,951,400	1,990,300	2,030,100	2,070,600	2,111,900	2.154.10
260,000	354,400	218,600	225,100	211,600	26060	Properties - Others	226,800	7	232,000	237,900	244,000	250,500	257,200	264,100	271,400	278,900	286,500	294,40
1000	200		1	1-48-18-19		Council Controlled - Crown Reserves	0.53,1-0-5			GP1,645	211,400	200,000	207,200	204,100	271,400	270,500	200,000	204,40
72,000	87,600	81,400	64,500	65,800	26061	Properties - Crown Reserves Caravan Parks and Tent Park	57,300	(13)	70,000	71,300	72,700	74,200	75,700	77,200	78,700	80,300	81,900	83,50
355,000	422,600	432,400	421,600	413,400	26113	Flat Rock Tent Park	438,200	6	448,400	459,700	471,300	483,200	495,400	507,900	520,700	533,800	547,200	561,00
,815,500	697,300	545,200	92,000	440,000	26063	Contributions BBRC Program	0	(100)	0	0	o	0	o	0	0	0	0	227(2)
	1000	7.00	1 mg	1000		Interest on Investments				100	1	1		- P -				110
121,000	18,000	80,200	41,000	25,500	26064	Interest on Investments - Comm Infra	16,000	(37)	0	2,000	6,000	3,000	3,000	3,000	3,000	5,000	6,000	6,00
179,000	181,200	105,100	86,800	54,600	26065	Interest on Investments - Property Dev	14,000	(74)	58,000	63,000	15,000	31,000	30,000	36,000	29,000	28,000	28,000	28,00
101,000	0	0	0	0	26064	Interest on Investments - Grant BBRC	0	0	0	0	0	0	0	0	0	0	0	100
0	0	460,100	0	(360,400)	26060	Other Revenues Fair Value Adjustments Rental Props	0	(100)	0	0	0	o	o	0	o	0	o	
,601,500	3,380,000	3,385,100	2,570,800	2,599,800		Total Operating Revenues	2,521,800	(3)	2,611,400	2 672 000	2,684,800	0.755.000	0.040.700	0.070.500	0.000.000	0.000.000	0.004.500	0.407.00
,001,000	3,000,000	3,303,100	2,570,000	2,000,000			2,021,000	(3)	2,611,400	2,673,000	2,004,000	2,755,200	2,812,700	2,878,500	2,932,900	2,996,600	3,061,500	3,127,00
				4		OPERATING EXPENSES Property Management												
405,000	343,600	292,800	310,700	304,600	35070	Employee Costs	321,000	5	328,400	335,900	343,600	351,500	359,600	367,800	376,200	384,800	393,600	402,60
13,000	21,700	44,000	13,700	0	35070	Property Investigations	41,200	100	21,200	21,700	22,200	22,700	23,200	23,700	24,200	24,800	25,400	26,00
225,000	1,420,000	1,440,100	1,084,200	738,900	35070	BBRC Scheme Land Development	725,000	(2)	(1,400)	(1,400)	(1,400)	(1,400)	(1,400)	(1,400)	(1,400)	(1,400)	(1,400)	(1,400
14,000	10,300	16,400	28,300	17,000	35073	Wollongbar Residential Estate	66,500	291	44,900	46,100	47,300	48,500	0	0	0	0	0	
115,000	59,200	97,900	150,700	78,200	35073	Southern Cross Industrial Estate	232,500	197	63,600	65,000	66,500	68,000	69,500	71,100	72,700	74,300	76,000	77,70
12,000	8,500	9,000	9,800	11,300	35074	Russellton Industrial Estate	34,600	206	24,700	25,400	26,200	27,000	27,800	28,600	29,400	30,200	31,000	31,90
(165,000)	(289,900)	(725,700)	319,800	(403,100)	35074	Land Stock Movements	0	(100)	0	0	0	0	0	0	0	0	0	
255 000	244.000	100 100	246 000	202 700	25070	Property - Operations and Maintenance	240 400	(0)	055 700	000.000			1226.235	015 112	325622	72.00 52.0	Control	
255,000 165,000	214,000 157,200	199,400 98,800	246,000 118,500	263,700 110,500	35076 35080	Properties - Council Investment Properties - Council Commercial	249,100	(6)	255,700	262,900	270,400	277,800	285,300	293,000	300,900	309,200	317,700	326,50
48.000	59,000	29,200	22,300	34,500	35082	Properties - Council Residential	124,200 47,900	39	127,400 49,300	130,900 50,700	134,400	138,000	141,700	145,500	149,400	153,300	157,200	161,60
62,000	67,600	66,900	65,300	58,100	35084	Properties - Crown Reserves Caravan Parks and Tent Park	70,600	22	72,400	74,500	52,300 76,600	53,900 78,800	55,500 81,000	57,100 83,300	58,700 85,600	60,300 88,000	62,100 90,400	63,90 92,90
282,000	301,000	259,500	250,600	259,800	35145	Flat Rock Tent Park	285,900	10	293,900	302,100	310,500	319,100	327,900	336,800	345 000	255 200	265 100	275 40
2,000	0	0	0	0	35145	Interest on Loans - Flat Rock Indirect Expenses - Overheads	0	0	0	0	0	0	0	0	345,900 0	355,300 0	365,100 0	375,10
325,000	362,000	178,000	230,000	185,000	35085	Overheads Distributed	210,000	14	214,800	220,100	225,700	231,300	187,000	191,800	196,600	201,500	206,500	211,70
40.700	400 700	40.000	44.000	40.000	20110	Non-cash Expenses			1244		Control	121.52	# 12° 1025	45000	- Santan	100	1000	
16,700	439,700	13,600	14,000	13,600	35145	Depreciation - Flat Rock Tent Park	14,300	5	15,000	15,300	15,700	16,100	16,500	16,900	17,300	17,700	18,100	18,500
150,900	183,800	95,100	97,800	100,400	35145	Depreciation - Commercial Buildings	96,900	(3)	102,000	104,100	106,200	108,400	110,600	112,900	115,200	117,600	120,000	122,400
,925,600	3,357,700	2,115,000	2,961,700	1,772,500		Total Operating Expenses	2,519,700	42	1,611,900	1,653,300	1,696,200	1,739,700	1,684,200	1,727,100	1,770,700	1,815,600	1,861,700	1,909,400
2,675,900	22,300	1,270,100	(390,900)	827,300		Operating Result - Surplus / (Deficit)	2,100	(100)	999,500	1,019,700	988,600	1,015,500	1,128,500	1,151,400	1,162,200	1,181,000	1,199,800	1,217,60
167,600	623,500	108,700	111,800	114,000		Add Back Depreciation	111,200	(2)	117,000	119,400	121,900	124,500	127,100	129,800	132,500	135,300	138,100	140,900
0	0	(460,100)	0	360,400		Add Back Fair Value Adjustments	0	(100)	0	0	0	0	0	0	0	0	0	1.0,00
(165,000)	(289,900)	(725,700)	319,800	(403,100)		Add Back Landstock Movements	0	(100)	0	0	0	0	0	0	0	0	0	(
2,678,500	355,900	193,000	40,700	898,600		Cash Result - Surplus / (Deficit)	113,300	(87)	1,116,500	1,139,100	1,110,500	1,140,000	1,255,600	1,281,200	1,294,700	1,316,300	1,337,900	1,358,500
						Capital Movements								7713				
40,000	0	0	0	0		Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	4
5,834,000	5,175,400	6,528,800	4,563,100	3,793,600		Less Transfer to Reserves	10,226,200	170	9,638,500	6,678,900	5,954,000	4,561,700	3,555,800	3,097,700	3,827,400	3,865,500	3,904,100	3,942,40
5,978,000	4,436,400	6,732,200	3,237,000	3,278,400		Add Transfer from Reserves	6,462,900	97	5,507,000	7,684,800	3,273,500	2,442,700	1,762,200	2,779,500	1,996,700	2,014,200	2,032,200	2,050,90
,459,000	1,615,200	3,340,400	2,286,400	1,310,300		Add Capital Income Applied	8,105,000	519	7,655,000	4,655,000	2,940,000	1,400,000	960,000	960,000	960,000	960,000	960,000	960,000
,363,000	1,179,800	4,191,700	817,000	1,369,400		Less Capital Expenditure	4,055,000	196	4,240,000	6,400,000	970,000	21,000	22,000	1,523,000	24,000	25,000	26,000	27,000
										0.00	the second second							

#### **BALLINA-BYRON GATEWAY AIRPORT**

<u>Manager:</u> Paul Tsikleas – "Manager Commercial Services"

#### **Background**

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

#### **Budget Comments**

#### **Operating Revenues**

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

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

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

#### Operating Expenses

Employee Costs Includes costs for four full time employees (20 days) two vehicles and conference and travel expenses.

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

Operations Includes lighting, promotion, publications, contract management and overheads. This item includes provision for two airport grounds persons plus relief staff (10 days plus relief).

Interest on Loans Loans applicable to development of the airport.

#### **Capital Movements**

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

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

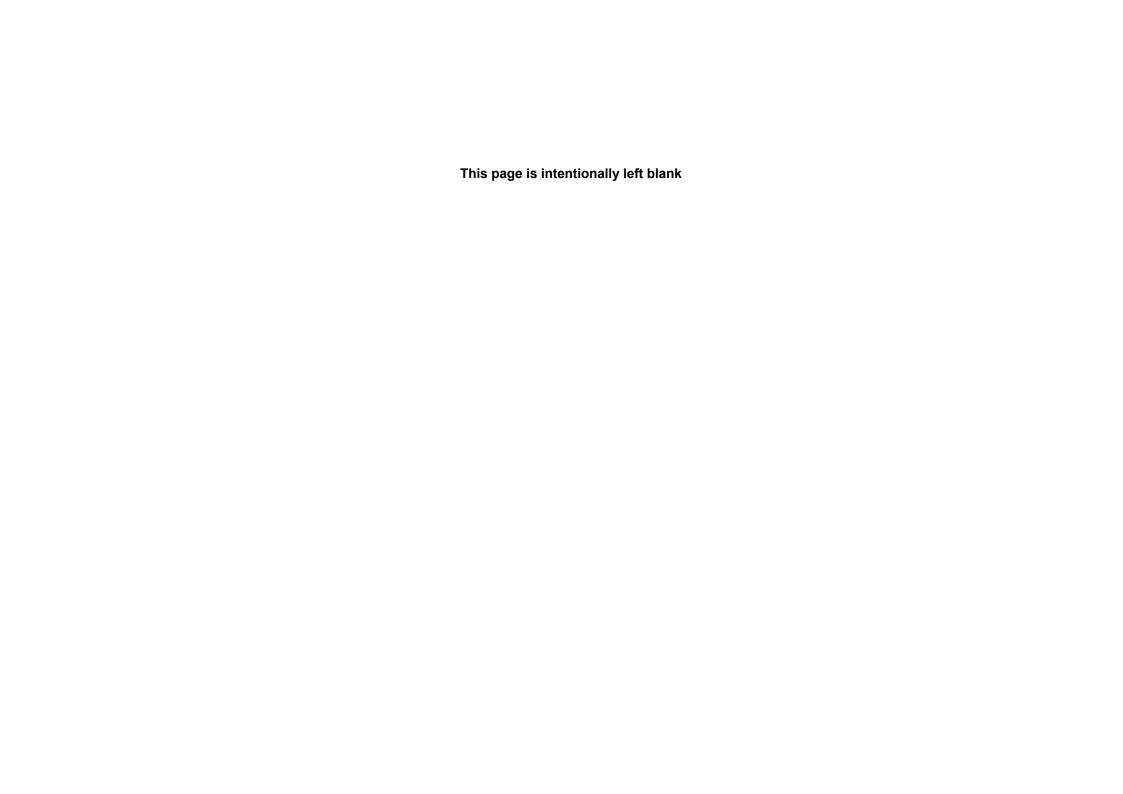
**Transfer from Reserves** Transfer to cover any capital expenditure planned for the year.

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

Capital Expenditure Refer to Part C of this document.

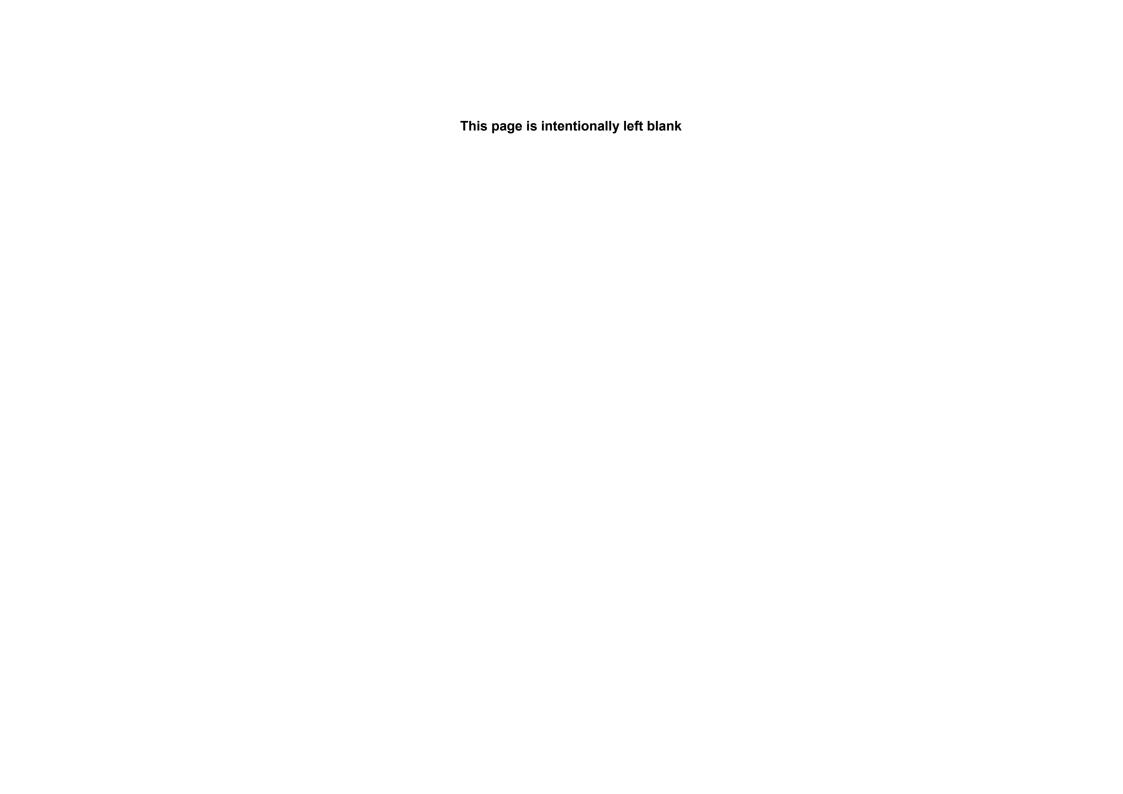
**Cash Result after Capital Movements** The activities of the airport are treated as a self-funded entity, with any surplus or deficit transferred to / from the airport reserve. The airport is forecast to provide a dividend to the General Fund for 2018/19 onwards.

		ACTUAL			LEDGER	BUDGET ITEMS						ESTIN	MATED	1 True 4 T 1				
2012/13	2013/14	2014/15	2015/16	2016/17	ACCOUNT	200011112	2017/18	%	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
1,996,000 848,000 491,400 363,000 56,000 89,000	2,113,000 1,078,000 522,200 414,900 65,400 72,000	2,177,700 1,067,000 623,500 467,200 66,700 0	2,231,100 1,265,100 645,900 568,000 72,400 0	2,469,800 1,375,400 840,100 641,200 73,300 0	26100 26100 26100 26100 26100 26100	OPERATING REVENUES Fees and Charges Landing Fees Security Recouped Rentals Car Parking Advertising Interest	2,574,000 1,424,000 770,100 660,000 73,000	4 4 (8) 3 (0) 0	2,600,100 1,466,800 893,600 679,800 106,500	2,616,200 1,510,900 937,800 700,200 109,700 0	2,633,300 1,556,300 992,700 721,300 113,000 0	2,648,600 1,603,000 1,022,900 743,000 116,400 0	2,666,900 1,651,100 1,054,100 765,300 119,900 0	2,683,200 1,700,700 1,085,900 788,300 123,500 0	2,701,700 1,751,800 1,119,000 812,000 127,300 0	2,717,200 1,804,400 1,152,900 836,400 131,200	2,734,800 1,858,600 1,188,100 861,500 135,200	1,914,40 1,224,10 887,40
0 0 138,600	63,500 0 259,700	46,200 0 240,100	83,800 0 214,100	57,900 99,300 188,800	26100 26100 26100	Grants and Contributions Contributions - Fire Station, NDB etc Airlines Conts to CAGRO LIRS Subsidy	72,000 341,000 157,300	24 243 (17)	74,200 350,000 129,100	76,500 361,000 99,700	78,800 371,000 69,100	81,200 382,000 37,300	83,700 394,000 6,300	86,300 406,000 0	88,900 418,000 0	91,600 430,600 0	94,400 443,600 0	97,30 457,00
23,300	29,100	21,300	31,500	34,300	26100	Other Revenues Parking Fines	25,000	(27)	25,800	26,600	27,400	28,300	29,200	30,100	31,100	32,100	33,100	34,10
4,005,300	4,617,800	4,709,700	5,111,900	5,780,100		Total Operating Revenues  OPERATING EXPENSES	6,096,400	5	6,325,900	6,438,600	6,562,900	6,662,700	6,770,500	6,904,000	7,049,800	7,196,400	7,349,300	7,491,10
519,000 307,000 758,000 937,000	500,300 269,300 901,700 1,049,000	519,600 247,700 955,600 1,065,000	514,500 270,500 999,200 1,100,800	523,400 268,600 1,051,800 1,506,700	35120 35120 35125 35125	Airport Employee Costs Buildings Cleaning and Maintenance Security for Departure Lounge Operations	483,000 283,000 1,244,000 1,642,800	(8) 5 18 9	603,500 305,600 1,247,000 1,656,100	617,500 313,200 1,284,000 1,698,800	631,800 322,100 1,323,000 1,741,300	646,500 320,300 1,363,000 1,784,900	661,500 329,200 1,403,000 1,829,400	676,800 338,300 1,446,000 1,875,200	692,500 346,800 1,489,000 1,921,900	708,500 355,500 1,534,000 1,969,700	725,000 364,400 1,580,000 2,018,400	373,40 1,627,00
280,000	294,000	302,000	325,000	378,000	35120	Indirect Expenses Overheads Distributed	410,000	8	419,400	429,900	440,600	451,600	462,900	474,500	486,400	498,600	511,100	523,90
424,000	554,100	502,300	473,000	422,600	35150	Debt Servicing Interest on Loans	428,500	1	427,700	359,400	286,500	211,700	136,800	99,500	82,500	73,500	64,000	55,00
831,200 0	760,600 2,075,400	770,700 0	830,400 0	220,500 0	35150 35120	Non-Cash Expenses Depreciation - Airport Loss on Disposal of Infrastructure	999,000	353 0	1,030,000 0	1,062,000	- 1,083,200 0	1,104,900 0	1,127,000 0	1,149,500 0	1,172,500 0	1,196,000 0	1,219,900 0	1,244,30
4,056,200	6,404,400	4,362,900	4,513,400	4,371,600		Total Operating Expenses	5,490,300	26	5,689,300	5,764,800	5,828,500	5,882,900	5,949,800	6,059,800	6,191,600	6,335,800	6,482,800	6,634,20
(50,900) 831,200	(1,786,600) 760,600 2,075,400	346,800 770,700	<b>598,500</b> 830,400	1,408,500 220,500		Operating Result - Surplus / (Deficit) Add Back Depreciation Add Back Loss Infrastructure Disposal	<b>606,100</b> 999,000	(57) 353	636,600 1,030,000	673,800 1,062,000	<b>734,400</b> 1,083,200	779,800 1,104,900	<b>820,700</b> 1,127,000	844,200 1,149,500	858,200 1,172,500	860,600 1,196,000	866,500 1,219,900	<b>856,90</b> 1,244,30
780,300	1,049,400	1,117,500	1,428,900	1,629,000		Cash Result - Surplus / (Deficit)	1,605,100	(1)	1,666,600	1,735,800	1,817,600	1,884,700	1,947,700	1,993,700	2,030,700	2,056,600	2,086,400	2,101,20
532,000 4,646,300 541,000 9,644,000 5,787,000	838,700 210,700 4,996,600 0 4,996,600	845,500 272,000 403,800 725,000 1,128,800	970,600 458,300 88,000 2,791,400 2,879,400	1,073,300 556,200 699,500 400 699,400		Capital Movements  Less Loan Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	1,176,800 3,928,300 93,000 6,900,000 3,493,000	10 606 (87) 1,724,900 399	1,301,600 365,000 3,300,000 0 3,200,000	1,369,900 365,900 300,000 0 200,000	1,443,000 . 374,600 300,000 0 200,000	1,452,600 432,100 200,000 0 100,000	1,052,700 895,000 603,000 0 503,000	406,400 1,587,300 2,206,000 0 2,106,000	208,100 1,822,600 2,209,000 0 2,109,000	217,100 1,839,500 1,712,000 0 1,612,000	167,000 1,919,400 1,715,000 0 1,615,000	1,918,00
0	0	0	0	0		Cash Result after Capital Movements	0	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,00
1,204,300	(471,900)	1,619,800	1,901,900	2,051,600		Earnings before Int, Dep (EBITDA)	2,033,600	(1)	2,094,300	2,095,200	2,104,100	2,096,400	2,084,500	2,093,200	2,113,200	2,130,100	2,150,400	2,156,20



## Part C

# **Capital Expenditure**



#### INTRODUCTION

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

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

The information provided is as follows:

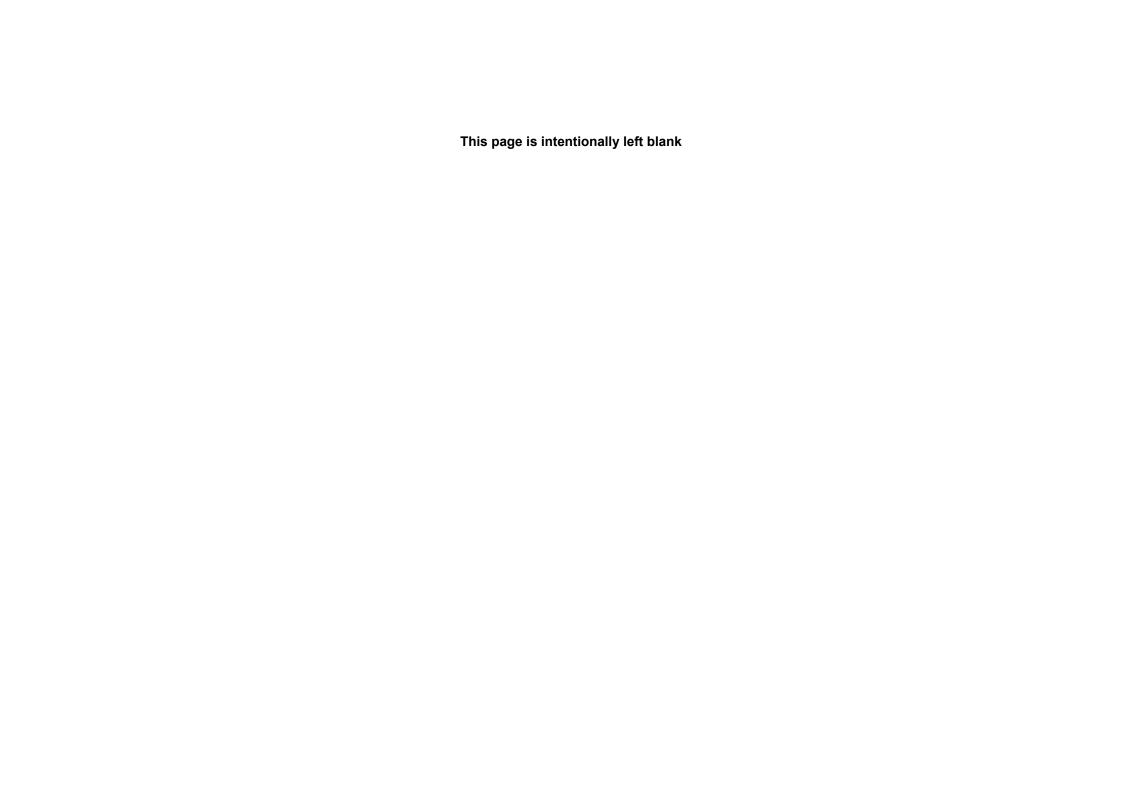
#### **Expenditure Summary**

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

#### **Funding Source**

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

- Grants / Contributions Represents any external grants or contributions to assist in funding the works.
- Section 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.



										EXPEND			-				-									
			Expendit	ure Year				ding Sou	ırces	2017			ding Sou	ırces	2018			ding Source	es	2019/			inding Soul	rces	202	20/21
Asset Description	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Grants / Conts	Sec 94	Loans Re		General Revenue	Conts	Sec 94	Loans	Reserves	Genera Revenu
Strategic and Community Facilities Group																										
Community Facilities																				1						
Commmunity Centres and Halls	23,000	24,000	25,000	26,000	27,000	28,000					23,000					24,000					25,000	- 1				26,00
Community Hall Upgrades	20,900							ŀ		20,900	0					0					0					1
Wardell Hall	100										0					0					0					
Alstonville Community Pre-school Ballina Indoor Sports Centre	1 000 000	7,332,000								1,000,000	0				7,332,000	0					0					1
Ballilla Illudoli Sports Certife	1,000,000	7,332,000								1,000,000	U				7,332,000						· ·					
Swimming Pools	7.50																			- 1						
Ballina Redevelopment	6,319,600									2,790,100	0	7		1		0					0					(
Alstonville Redevelopment	5,142,000								2,918,300	2,223,700	0					0					0					
Northern Rivers Community Gallery	1.7																									
Gallery Expansion	36,300									21,300	15,000									1						
Gallery Lighting	40,900					4-4				40,900																
Group Total	12,582,700	7,356,000	25,000	26,000	27,000	28,000	0	0	6,447,800	6,096,900	38,000	0	0		7,332,000	24,000	0	0	0	0	25,000	0	0	0	0	26,000
General Manager's Group																									7	
Information Services	25.50	No. 35.5	28.65	9.34	10.00	504,7604			1		200.00				1	38.5					25 000					27 110
Computer Equipment	22,000	23,000	24,000	25,000	26,000	27,000				400.000	22,000					23,000					24,000	T 11				25,000
Telephone System	102,800	101		1 2 2 3			χ.			102,800	0	H 8				0				- 1	O			ŀ		
Property Development	1.5		L Rosel							1 -5/33																
Russellton Industrial Estate	539,300	Section 1	4,500,000	1000						539,300	0				0	0			4,5	500,000	0	<b>1</b>			0	(
Southern Cross Industrial Estate	500,000	2,500,000		950,000						500,000	0				2,500,000					0	0				950,000	(
Wollongbar Urban Expansion Area	1,913,000	1,680,000	1,800,000	. (************************************						1,913,000	0				1,680,000	0			1,8	800,000	0				0	(
North Creek Road Development	935,700									935,700	0				0	0					0	1				
Property Management										1 1																
Shelly Beach Café	47,000									47,000	0				0	0					0					
Flat Rock Tent Park	0.0																r I			. 10				7		
Flat Rock Improvements	120,000	60,000	100,000	20,000	21,000	22,000				120,000	0				60,000	0	) I			100,000	0			1	20,000	1
	120,000	00,000	100,000	20,000	21,000	22,000				120,000				1	00,000					.00,000	ŭ				20,000	
Ballina Gateway Airport						400.000																				
PAPI / PAALC Terminal	3,400,000	3,000,000		1.00		400,000	1,000,000		2,400,000	0	0				3,000,000					0	0	1			0	
Miscellaneous Infrastructure	93,000	200,000	200,000	200,000	100,000	103,000	1,000,000		2,400,000	93,000	0				200,000	0			1 2	200,000	ő				200,000	(
Sub Total - Airport	3,493,000	3,200,000	200,000	200,000	100,000	503,000	1,000,000	0	2,400,000	93,000	0	0	0	0	3,200,000	0	0	0	0 2	200,000	0	0	0	0	200,000	(
Group Total	7,672,800	7,463,000	6,624,000	1,195,000	147,000	552,000	1,000,000	0	2,400,000	4,250,800	22,000	0	0		7,440,000	23,000	0	0	0 6,6	600,000	24,000	0	0	0	1,170,000	25,000
Development and Environmental Health Gr	roun																									
Environmental Health										10000																
Shaws Bay Coastal Management Plan	816,000						181,900	109,200		524,900	0	0	0			0	0	0			0	0				C
Group Total	816,000	0	0	0	0	0	181,900	109,200	0	524,900	0	0	0		0	0	0	0	0	0	0	0	0	0	0	(
Civil Services			(4)					- 11																	1	
Engineering Management			1 1																		- 1					1
Surveying Equipment				60,000							0					0					0					60,000
Depot and Administration Centre		1 204		1																						
Depot 1 - Improvements	28,200	175,000	182,000	187,000	192,000	197,000				28,200	0	109,900				65.100	112,100				69.900	114,400				72,600
Admin Centre - Improvements	196,600			,	,	,				196,600	0	100					22.000				200					

			-	- V						ENDITU				•												
			Expendit	ure Year			Fund Grants /	ding Sou	ces	201		Fun Grants /	ding Sou	rces	2018			ding Sour	es	2019			unding Sour	ces	202	20/21
Asset Description	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Conts	Sec 94	Loans	Reserves	Revenue	The second second second	Sec 94	Loans	Reserves	General Revenue	Conts	Sec 94	Loans F	Reserves	General Revenue	Conts	Sec 94	Loans	Reserves	Genera Revenu
Civil Services (continued) Procurement and Building Management Ballina Surf Club - Storage Shed Ballina Surf Club - Refurbishment Lennox Surf Club Infrastructure - Prop Dev Dividend	683,500 100,000 50,000				1,100,000	500,000				683,500 100,000 50,000	0 0 0 0				0	0 0 0 0				0	0 0				0	
Infrastructure - Comm Infra Dividend Buildings Asset Mgmt Program Buildings - Fit for the Future Buildings AMP - Hall Swift Street	204,000 60,600	238,000 150,000	248,000 280,000		1,000,000 260,000 294,000	1,000,000 267,000 301,000				60,600	204,000 0 0				0	238,000 150,000 0				0	248,000 280,000 0				0	254,00 287,00
Buildings AMP - LHCC Buildings - LRM Dividend	67,000		0	250,000	250,000	250,000				67,000	0					0				0	0				250,000	
Public Amenities Public Amenities - Improvements	255,000	108,000	112,000	115,000	118,000	121,000				151,000	104,000				-4	108,000					112,000					115,00
Stormwater Urban Lanes Stormwater - Fit for the Future Stormwater Upgrades	354,200	23,000 0 451,000	24,000 274,300 469,000	25,000 303,600 481,000	26,000 311,000 493,000	27,000 319,000 505,000				241,800	0 0 112,400					23,000 0 451,000					24,000 274,300 469,000					25,00 303,60 481,00
Roads and Bridges Roads - Reconstruction Program Roads - Airport Boulevard Roads - Roads to Recovery Roads - LRM Dividend	7,134,400 100,000 900,000 0	2,209,100 6,900,000 492,000 0	2,247,000 634,000 0		1,958,700 659,700 500,000	2,311,400 672,900 500,000	4,681,300 0 900,000	2007		1,167,145 100,000 0	1,278,100 0 0	182,000 3,000,000 492,000			3,900,000	2,027,100 0 0 0	185,000 0 634,000				2,062,000 0 0	188,700 646,700			500,000	2,553,00
Roads - Fit for Future Urban Roads - Bitumen Reseals Rural Roads - Bitumen Reseals Urban Roads - Heavy Patching	389,600 324,000 314,000 380,800	711,100 337,000 327,000 356,000	900,000 350,000 340,000 370,000	900,000 359,000 349,000 379,000	923,000 368,000 358,000 388,000	946,000 377,000 367,000 398,000				38,800	389,600 324,000 314,000 342,000					711,100 337,000 327,000 356,000					900,000 350,000 340,000 370,000				330,000	900,00 359,00 349,00 379,00
Rural Roads - Heavy Patching Bypass Funds - Alstonville Bypass Funds - Ballina Bypass Funds - T2E River St - Moon to Grant	218,900 0 227,400 355,000	182,000 0 0 2,500,000	189,000 0 0	194,000 100,000 100,000 100,000	199,000 103,000 103,000 103,000	204,000 106,000 106,000 106,000				43,900 0 227,400 355,000	175,000 0 0 0			2,500,000	0 0 0	182,000 0 0 0				0 0 0	189,000 0 0 0				100,000 100,000 100,000	194,00
Lake Ainsworth Upgrades S 94 - Hutley Drive S 94 - River St - Four Lanes S 94 - River St - Four Lanes Bridge S 94 - River St - Four Lanes Land S 94 - Tamarind Dr - Four Lanes	53,600 50,600	1,620,000	17,224,000	15,614,000 6,195,000 155,000	8,556,000			29,600		53,600 21,000	0 0 0 0		0		1,620,000	0 0 0 0		17,224,000			0 0 0		10,438,000 3,072,000 114,000	3,123,000		
S 94 - Tamarind Dr - Pour Laires S 94 - Tamarind Dr - Bridge S 94 - Heavy Vehicles	494,000	191,000	199,000	207,000	4,786,000 215,000	224,000		494,000			0		191,000			0		199,000			0		207,000			
Bridges	173,500	108,000	112,000	115,000	118,000	121,000	-			69,500	104,000					108,000					112,000					115,00
Sub Total - Roads and Bridges	11,115,800	15,933,200	22,565,000	28,655,400	19,338,400	6,439,300	5,581,300	531,455	0	2,076,345	2,926,700	3,674,000	191,000	2,500,000	5,520,000	4,048,200	819,000	17,423,000	0	0	4,323,000	835,400	13,831,000	8,340,000	800,000	4,849,00
Ancillary Transport Services Footpaths / Shared Paths Program Coastal Shared Path - Stage 4 Street Lighting Wardell - Boardwalk	440,000 850,000 49,000 31,000	459,000 850,000 51,000	477,000 53,000		501,000 55,000	514,000 56,000	4,000 425,000			70,000 425,000 31,000		425,000	-1		425,000	459,000 0 51,000 0					477,000 0 53,000 0					489,00 54,00
Water Transport and Wharves Captain Cook Park – Pontoon East Wardell - Pontoon Emigrant Creek - Access study Faulks Reserve – Pontoon	101,000 90,000 40,000 154,000						21,900 40,000 129,000			101,000 79,700 25,000	(11,600) 0					0 0					0 0					
Fishery Creek - Pontoon Keith Hall Lane - Ramp Design Keith Hall Lane - Ramp Construct North Creek Road, Lennox - Ramp Brunswick Street, Ballina - Ramp	96,000 8,800 507,200 90,000 140,000						96,000 8,800 313,200 90,000 125,000			134,000	0					0 0					0 0 0 0					

					_			NOT A TOTAL			RE - GE						-					-				
			Expendit	ure Year				ding Sou	rces	201			ding Sou	rces	2018			ding Source	es	201	9/20		ınding Sour	ces	202	20/21
Asset Description	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Grants / Conts	Sec 94	Loans	Reserves	General Revenue	Grants / Conts	Sec 94	Loans	Reserves	Manager Programmer and the control of the control o	Grants / Conts	Sec 94	Loans	Reserves	Genera Revenu
Civil Services (continued)			IT I IN																							
Open Spaces - Parks / Reserves	3565	3.00	Les Tibre	455,1856	28.30	35.55					100				1	W. Sanda			1		10000					
Crown Reserve Works Program	25,000	26,000	27,000	28,000	29,000	30,000					25,000					26,000					27,000					28,00
Park Improvements	282,500	259,000	269,000	276,000	283,000	290,000	4		1	114,500	168,000					259,000					269,000					276,00
Open Spaces - Fit for the Future		270,000	480,000	492,000	504,000	517,000					0					270,000			1		480,000				1	492,00
Park Improvements - LRM Dividend	0	0	0	250,000	250,000	250,000	0.00			0	0				0	0				0	0				250,000	1
Captain Cook Master Plan	148,900		750,000	2,100,000			60,000			88,900	Ō				0	0				750,000	0	L 19			2,100,000	
Sharpes Beach Observation Tower	39,800			(1.50		(f) 400 f				39,800	0				100	0					0				0.00	
Ocean Pool - Shelley Beach	50,000		X				L .	P-0.5%		50,000	0					0					0				1	
Pop Denison Master Plan	342,600						(* l)	342,600			0			1		0					0					
Ballina Town Entry Statements		800,000	1		1						0				800,000	0					0	V (				
Wollongbar Skate Park	500,000					1				500,000	0					0					0					
Open Spaces - Sports Fields				LANS.																						
Sports Fields Improvements	107,000	175,000	182,000	187,000	192,000	197,000	1- /			107,000	0					175,000					182,000				1	187,00
Ballina Tennis Club	20,000		7.00								20,000					0					0					252.053
Wollongbar Sports Fields	202,000						V			202,000	0		1			0					0					
Skennars Head Fields - Expansion	1,300,000		)			Y	0			1,300,000	0					0					0	1	11		1	
Kingsford Smith - Netball Lights	100000000000000000000000000000000000000						ķ .			31131133	0					0					0					
Cemeteries							1																			
East Ballina Master Plan	90,000									90,000	0															
Fleet and Plant	2,064,100	1,116,100	931,200	1,553,500	1,495,900	1,613,200	()			2,064,100	О				1,116,100	0				931,200	0				1,553,500	
Waste Management																						1				
Landfill - External Road	47,000			for my						47,000	0				0	0			1		0					
Domestic Waste - Trucks		1,533,000		1,800,000						0	0				1,533,000	0				0	0				1,800,000	
Group Total	20,930,800	22,617,300	27,323,500	37,847,500	26,692,300	13,393,500	6,894,200	874,055	0	9,124,045	4,038,500	4,208,900	191,000	2,500,000	9,394,100	6,323,300	931,100	17,423,000	0	1,681,200	7,288,200	949,800	13,831,000	8,340,000	6,753,500	7,973,20
Total - All Groups	42,002,300	37 436 300	33 972 500	39 068 500	26 866 300	12 972 500	8 076 100	092 255	9 947 900	10 000 645	4 000 500	4 200 000	101 000	2 500 000	24 466 400	6 270 200	024 400	47 402 000	0	0.004.000	7 007 000	040 000	13,831,000	0.040.000	7 000 500	0.004.00

									WATE	R - CAF	PITAL EX	XPEND	ITURE									
Expenditure Description					Exp	enditure Ye	ear					Fur	iding Sou	rces 2017/18	Fur	nding Sou	ırce 2018/19	Fui	nding Sou	rce 2019/20	Funding Sou	rce 2020/21
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Grants	Sect 64	Loans Reserves	Grants	Sect 64	Loans Reserves	Grants	Sect 64	Loans Reserves	Grants Sect 64	Loans Reserve
<b>Main Renewals</b> Main Renewal - Recurrent Main Renewal - Shelly Beach Road Underbore - Ross Lane	301,600	706,000	784,000	937,000	958,000	1,053,000	1,154,000	1,260,000	1,292,000	1,324,000	1,357,000			301,600 0 0			706,000 0 0			784,000 0 0		937,00
Water Reservoirs Reservoirs - Ross Lane (New) Reservoirs - Pacific Pines Reservoirs - Access Upgrades Demolish Grays Lane Reservoir New Inlet - Lennox Reservoir	200,000 50,000 25,000	500,000			1,077,000	3,211,000							0	0 0 200,000 50,000 25,000		500,000 0 0	0 0 0 0		0 0 0 0	0 0 0 0	0 0 0 0	
<b>Miscellaneous</b> Telemetry Ethernet Telemetry Upgrade Smart Water Meter Network	7,000 133,100 10,000	9,000 50,000 10,000	10,000 50,000	12,000	13,000	15,000	16,000	18,000	18,000	18,000	18,000			7,000 133,100 10,000			9,000 50,000 10,000			10,000 50,000 0		12,00
Pressure Mgmt Zones (PMZs) Basalt Court Reservoir DMA Second Stage Installations	0 50,000												0 50,000	0		0	0		0	0	0 0	
Water Pump and Bore Stations Pump Stns - Ballina Hts Booster Pump Stns - Basalt Court Booster Pump Stns - East Ballina Booster Pump Stns - Russellton Booster Pump Stns - Wollongbar Booster	181,500 87,500 362,000						446,000						0 181,500 87,500 0 362,000	0 0 0 0		0 0 0 0	0 0 0 0		0 0 0 0	0 0 0 0	0 0 0 0 0 0 0 0	
Trunk Mains East Ballina Boosted PZ Aug Wardell Mains North Ballina Reticulation Mains North Ballina Distribution Mains Pine Ave Distribution Mains Ballina Island Distribution Mains	1,723,200	2,589,000	2,078,000		712,000 2,343,000		1,175,000	282,000					0 0 0 0 0	1,723,200 0 0 0 0 0 0	2	0 0 0 0 2,589,000	0 0 0 0	1	0 0 0 0 1,039,000 0	0 0 0 1,039,000 0	0 0 0 0 0 0 0 0 0 0	
Lennox Head Mains CURA B Distribution Main Russellton Reticulation Mains West Ballina Bypass Distn Main Lennox Palms Dist and Reticulation Pacific Pine Distribution Main Connections for Green Field Sites PRV at Water Wheels	20,000	80,000 130,000	160,000	330,000 238,000	388,000		1,274,000	2,428,000					0 0 0 0 0	0 0 0 0 0 0 0 20,000		0 0 0 0 0 0 80,000	0 0 0 0 0 0 0 0 130,000		0 0 80,000 0 0	0 0 80,000 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 238,000	330,00
Water Treatment Plant Marom Creek WTP - Upgrade Marom Creek WTP - Secure Yield Marom Creek WTP - Renewals	30,000 120,400 24,000	638,000 26,000	100	30,000	32,000	34,000	37,000	39,000	40,000	41,000	42,000			30,000 120,400 24,000			638,000 0 26,000			0 0 28,000		30,000
Plant and Equipment Vehicle and Plant Replacement Vacuum Excavation Equipment	176,400 200,000			141,100		24,000	191,800		82,600					176,400 200,000			0			0		141,100
Water Capital - Service Connection Water Meter - New <20mm Water Meter - New > 20mm Water Meter - Replacement Water Meter - Conversion of Meters	212,000 57,000 30,000	219,000 61,000	0	0	0	0	0	0	268,000 0 91,000	0	0			212,000 0 57,000			219,000 0 61,000			225,000 0 65,000		232,000 70,000
Total Capital Expenditure		5,018,000	3,400,000	1,990,100	5,836,000	4,662,000	4,630,800	4,377,000	1,791,600	1,751,000	1,794,000	0	681,000	30,000 0 3,319,700	0 3	3,169,000	0 1,849,000	0 1	1,119,000	0 2,281,000	0 238,000	0 1,752,100

Agget Deportation			WASTEWATER - CAPITAL EXPENDITURE  Funding Sources 2017/18 Funding Source 2018/19													Funding 9	ource 2019/20	Funding Source 2020/21
Asset Description	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Grants   Sect 64   Loar			Loans Reserves		Loans Reserves	
Pumping Stations																		
Emergency Storage Program	66,700												66,700					
SP2001 - Wet Well Protection - Swift Street	50,000	350,000	200,000										50,000		350,000		200,000	
SP3001 - Pump Stn - Byron Street, Lennox	1,795,300												1,795,300		0		C	
SP3110 - Pump Stn - Montwood Drive			700,000										0	1	0		700,000	
SP3101 - Skennars Head / Tara Downs	87,900	839,000											87,900		839,000		0	
North Ballina - New Pumping Station SP5006 - Richmond St Storage and Gravity		106,000	1,364,000	182,000									0		106,000		1,364,000	
SP2402 - Lindsay Avenue				106,000									0	4		V 11		182
SP2401 - Power Drive Pumps				62,300									0					62
Pumping Stations - Capacity Upgrade Program	295,100	259,000	268,000			1		-	1		1		295,100		259,000	268,00	0	
Pumping Stations - Renewal Program			338,000	348,000	358,000	369,000	380,000	391,000	400,000	410,000	410,000		0		0		338,000	348,
Sullage Dump Point - Bicentennial gardens	20,000						1 - 7		7 22 3				20,000		0		0	
Chickiba Pump Station Refurbishment	200,000												200,000		0		0	
Swift St Pump Station / Pipework Refurb  Airport Pump Station - Well Refurbishment	687,000 195,000												687,000		0	h III	0	
Pump Station Control Upgrade	100,000												195,000 100,000	- 1	0		0	
Freatment Facilities - Minor Capital																		
Nastewater Treatment Plant Ballina	21,000	22,000	23,000	23,000	24,000	25,000		26,000	27,000	28,000	28,000		21,000		22,000		23,000	
Wastewater Treatment Plant Lennox	21,000	22,000	23,000	23,000	24,000	25,000		26,000	27,000	28,000	28,000		21,000		22,000		23,000	
Nastewater Treatment Plant Alstonville Nastewater Treatment Plant Wardell	21,000	11,000 11,000	11,000 11,000	12,000 12,000	12,000 12,000	12,000 12,000		13,000	14,000 14,000	15,000 15,000	15,000 15,000		21,000		11,000		11,000	
Kubota Membrane Turbine Replacement	11,000 200,000	11,000	11,000	12,000	12,000	12,000	13,000	13,000	14,000	15,000	15,000		11,000 200,000		11,000		11,000	12,0
Security at Lennox and Ballina	200,000	75,000				- 4							200,000		75,000			
Portable Belt Presee Upgrade	20,000	7.515-55											20,000		0			
Ballina Treatment Plant Upgrade																		
Ballina Upgrade - Project Mgmt	27,200												27,200		0		0	)
Desalination Plant	50,000					1							50,000		0		0	
Ballina - DAF Dismantling	4,500		1	0.1									4,500		0	r	0	
Ballina - Gantry crane		500,000	500.000	E00 000	500,000								0	500,000		1 1	0	
Ballina - Programed membrane Ballina - Manifold Blower Upgrade	34,200	500,000	500,000	500,000	500,000								34,200	500,000	0		500,000	500,0
Lennox Head Treatment Plant Upgrade		-																
ennox - EAT Decanters	0	100,000						1					0		100,000	Y_	0	
Freatment Plant Master Plan  Lennox - Membrane Replacement		200,000		300,000			1	1					0		200,000	- 1	0	300,0
Alstonville Treatment Plant Upgrade								3		1								
Alstonville - Biosolids Management		200,000						1					0		200,000			
Alstonville - SCADA Upgrade	798,100	200,000											798,100		200,000			
Alstonville - Diffused Aeration Upgrade		200,000											0		200,000	7.1		
Treatment Plant Master Plan	50,000			1									50,000		0		0	
Wardell Treatment Plant Upgrade	72.45									1				1				
Nardell - SCADA Upgrade Freatment Plant Master Plan	149,400	100,000											149,400		100,000		0	
Frunk Mains															1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2			
Rising Main Rehabilitation - Swift Street		60,000		49		10 X	1						o	3 8	60,000		0	
SP3001 - Byron Street, Lennox Head				200.000	546,000								0	0 0	0		0	
SP4006 - Gravity Sewer A'ville NWTP40 - Gravity Main A'ville	4 427 000			342,000								4 407 000	0	1 1	0		0	342,0
GM4104 - Gravity Main Wollongbar	1,137,000 709,000	1,138,000										1,137,000	709,000	- 6	1,138,000			
GM4104 - Transfer Mains A'ville / W'bar		1,498,000										10,000	0		1,498,000			
GMWUEA - Gravity Mains	1000		200,000	1									0		0		200,000	
Hutley Drive - Parallel Mains													0		0		0	
SP3111 - The Grove Rising Main	1							005 005					0		0		0	
GM2101 - Gravity Main West Ballina GM2104 - Gravity Main West Ballina	1		438,000					205,000				0	0		0		400,000	
SP2401 - Power Drive Rising Main Ext			430,000					l land				0	0		0		438,000	
RM-PS6 - CURA B Transfer Rising Main								4,011,000				Ĭ	ő		0			0
Ocean Breeze Repair and Lining													0		0		0	0
RW Distribution Storage and Completion													0		0		0	
Contingency - Wollongbar													0		0	T .	0	
Gravity Truck - Wollongbar Dual Reticulation Ballina Heights Drive											(111)		0			0 1 1		
Karaluren Close, Lennox Head PS		100,000		10									0		100,000			
			4				- 1	- 4		Albania spara a salah		diture Carried Forward		1	1 100,000		, ,	

Asset Description											Funding	Sources	2017/18		Funding Sou	rce 2018/19		Funding Sc	urce 2019/20		Funding Source	e 2020/21	
Access Decomposition	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27		Grants		Loans	Reserves Gra	CONTRACTOR OF THE PARTY OF THE	Loans	Reserves Gr		Loans	Reserves Grants		Loans Reserve
Wastewater Mains - Renewals Main Renewals Recycled Water Valve Angels Beach Drive Low Pressure Sewer System Coopers Close	200,000	461,000	475,000	489,000	504,000	519,000	535,000	551,000	565,000	580,000	580,000				200,000 0 0			461,000 0 0			475,000 0 0		489,0
Service Connections  New Wastewater Connection (Gravity)  New Wastewater Connection (E-one)	43,000														0 43,000			0			0		
Plant and Equipment Plant Replacement Plant Replacement - CCTV Vacuum Excavation Truck Forklift for Ballina WWTP	357,000 350,000 30,000	24,900	68,700	121,100	109,100	29,100	4,500	60,400	118,000	32,700	32,700				357,000 0 350,000 30,000			24,900 0 0 0			68,700 0 0 0		121,1
Backhoe Bypass Pump	75,000	85,000													75,000			85,000 0			0		
Other Miscellaneous Works Telemetry Sewer Telemetry Program Network Servers Pine Avenue Ethernet Telemetry Upgrade Other Miscellaneous Works	16,000 30,000 150,000	16,000 150,000	17,000 150,000	17,000	18,000	18,000	19,000	20,000	21,000	22,000	22,000				16,000 30,000 150,000 0			16,000 0 150,000 0			17,000 0 150,000 0		17,0
Reuse Program  Recycled Water - Design and Management Ross Lane - Dual Reticulation Reservoir Ballina Heights - Boosted Pumping Station Lennox Palms Estate - Reticulation Mains Montwood Drive - Distribution Mains Recycled water meters new Urban reticulation system WO632 Henderson Farm - Distribution Mains Meadows Estate - Distribution Mains Greenfield Grove - Distribution Mains Lennox Head - Distribution Mains Fig Tree Hill - Distribution Mains CURA B - Distribution Mains Lennox to Angels Drive - Main Recycled Water - Hydrant Standpipes Recycled Water - Hydrant Installations Reservoir Access and Integrity Upgrades Kings Court - Reservoir	490,000 100,000 25,000 40,000 38,700		280,000	158,000	500,000 162,000 2,336,000										0 0 0 490,000 100,000 25,000 0 0 0 0 0 0 40,000 38,700			0 0 0 197,000 0 270,000 0 0 200,000 0 30,000			280,000 0 0 0 0 0 0 0 0 0		158,0
Recycled Water - Communications Recycled Water - Connection Audits Recycled Water - Alstonville Recycled Water Bulk User Smart Metering	10,000 20,000 10,000	10,000	10,000												10,000 0 20,000 10,000			0 0 10,000 0			0 0 10,000 0		
Total Capital Expenditure	8,745,100	7,734,900	5,076,700	2,695,400	5,105,100	4,455,100	1,014,500	5,316,400	1,186,000	1,130,700	1,130,700	0	1,147,000	0	7,598,100	0 1,000,00	0 (	6,734,900	0 268,000	0	4,808,700	0 0	0 2,695,

### Part D

# Section 94 Contributions and Other Capital Income



#### **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, land sales and loan funds.

The next two pages of Part D detail the Section 94 contributions collected and interest raised on the contributions held, along with the Section 94 contributions to be applied during the year to specific works and services.

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

#### **SECTION 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 Development and Environmental Health Group oversees the collection of all the Section 94 levies. Council's Strategic and Community Facilities Group oversees the development of the Section 94 Plans.

The first table provides an estimate of the balance of funds held for each Section 94 Plan and the second table the estimated contributions collected each year, along with the interest raised. The income figures are sourced from a combination of previous year's results and current collection rates.

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

Any net surplus or deficit between funds collected is either transferred to the Section 94 reserves (surplus) or transferred from the Section 94 Reserves (deficit).

			SEC	TION 94	CONTR	RIBUTION	S - PLAI	N BALAN	ICES						
ACTU	AL	BUDGET ITEMS	ACTU	AL						<b>ESTIMATE</b>	D				Trans.
	2014/15		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
209,700		Open Space	548,700	724,700	535,900	857,900	1,199,400	1,560,400	1,941,400	2,342,900	2,766,400	3,212,400	3,681,900	4,175,900	4,694,90
290,700	200 - 100 -	Community Facilities	616,200	575,600	845,600	1,280,600	1,743,600	2,234,600	2,756,100	3,308,100	3,892,600	4,510,100	5,162,600	5,850,600	6,576,10
194,300		Wollongbar Urban Expansion Area	228,600	170,100	115,600	59,100	57,600	112,100	168,600	227,600	288,600	352,100	418,100	486,600	557,60
332,500		Car Parking	228,100	235,100	274,200	316,200	360,200	406,200	454,200	504,200	556,700	611,200	668,200	727,200	788,70
680,600	make the second of the second	Heavy Vehicle	710,700	700,400	399,100	408,100	417,100	426,600	436,100	446,100	456,100	466,600	477,100	487,600	498,60
		Road Plan (All Plans)	2,859,300	3,978,500	6,531,800	12,286,800	1,087,300	(620,200)	(1,583,200)	2,910,800	7,582,300	12,473,800	17,593,300	22,949,300	28,549,80
4,382,900	4,660,100	Total Section 94 Funds Held	5,191,600	6,384,400	8,702,200	15,208,700	4,865,200	4,119,700	4,173,200	9,739,700	15,542,700	21,626,200	28,001,200	34,677,200	41,665,70

			5	ECHON	94 CON	ITRIBUT	IONS CC	JLLEU IE							
ACTU	IAL I	BUDGET ITEMS	ACTU	AL						ESTIMATE	)				
2013/14	2014/15		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
517.800	601 600	Open Space	257,600	313,900	450,000	460,000	472,000	484,000	496,000	508,000	521,000	534,000	547,000	561,000	575,00
648,100		Community Facilities	686,600	458,300	700,000	716,000	734,000	752,000	771,000	790,000	810,000	830,000	851,000	872,000	894,00
265,900	10 40 14 13 14 15 15 15 15 15 15 15 15 15 15 15 15 15	Wollongbar Urban Expansion Area (WUEA)	300	44,100	50,000	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000	59,000	60,00
0	The second secon	Car Parking	63,700	10,800	35,000	36,000	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000	45,00
244,200		Heavy Vehicle	. 379,300	451,000	314,000	321,000	329,000	337,000	345,000	354,000	363,000	372,000	381,000	391,000	401,00
523,700		Road Plan - New (including Former Plan)	768,300	964,600	2,500,000	5,608,000	5,748,000	11,892,000	12,189,000	4,494,000	4,606,000	4,721,000	4,839,000	4,960,000	5,084,00
69,100	The second secon	Road Plan - Former Plan	70,300	105,600	0	. 0	0	0	0	0	0	0	0	0	
2.268.800	2.924.000	Total Section 94 Funds Collected	2,226,100	2,348,300	4,049,000	7,192,000	7,372,000	13,556,000	13,894,000	6,241,000	6,397,000	6,556,000	6,719,000	6,887,000	7,059,00

ACTL	IAI	BUDGET ITEMS	ACTUA	AL I						ESTIMATED	)				
2013/14		333321712113	2015/16		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
7,700 33,500		Open Spaces Plan Various Works Pop Denison Master Plan Saunders Oval Expansion Shaws Bay Coastal Zone Management Plan Bolwarra Court Playground	11,300 41,500	70,100 7,400	342,600 109,200			0	0	0	o	0	Q	0	
<b>41,200</b> 6,500		Sub Total Open Spaces  Community Facilities Plan  Miscellaneous - Old Plan	<b>52,800</b> 185,700	77,500 157,800	451,800	0	0	0	0	0	0	0	0	0	
(20,000	- 277	Footpath Carlisle St Wardell		55,700											
6,500 12,300		Sub Total Community Facilities  Car Parking 74 and 78 Tamar Street	185,700	213,500	0	0	0	0	0	0	0	0	0	0	
842,100	14,200	74 and 78 Tamar Street - Car Parks	221,400	10,400						1					
854,400		Sub Total Car Parking  Wollongbar Urban Expansion Area	221,400	10,400	0	0	0	0	0	0	0	ó	0	0	
121,500	127,700	Wollongbar Link Road	110,000	110,000	110,000	110,000	55,000		0	0	0	0	0	0	
121,500	127,700	Sub Total WUEA Heavy Vehicles - Bridges	110,000	110,000	110,000	110,000	55,000	0	0	0	0	0	0	0	
192,000	1.14.7.4	Heavy Vehicles - Teven Bridge Loan	195,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	0	,	
50 700		Heavy Vehicles - Rural Roads	440 000	354,600	496,800	191,000	199,000	207,000	215,000	224,000	233,000	242,000	381,000	391,000	401,00
56,700 248,700		Heavy Patching and reseals Sub Total Heavy Vehicles	110,600 305,600	484,600		321,000		337,000	345,000	354,000	363,000	372,000	381,000	391,000	401,00
1,139,200 30,700 13,000	369,100 730,700 130,100	Roads Plan Ballina Heights Drive River St / Moon St Roundabout Tamar Street / Cherry Street Roundabout Hutley Drive Hutley Drive - North Creek Road Reseals North Creek Road River St - Four Lanes River St - Bridge River St - Land Tamarind Dr - Four Lanes Tamarind Dr - Bridge	106,200 10,000 16,300	42,100 5,800	1,900 27,700 5,000	0		10,438,000 3,072,000 114,000	8,434,000 4,718,000						
1,182,900	1,229,900	Sub Total Roads Plan	132,500	47,900	34,600	0	17,224,000	13,624,000	13,152,000	0	0	0	0	0	
369,300 475,900 <b>845,200</b>	202,700 527,100	Section 94 Recouped to Community Infrastr Open Spaces Community Facilities Sub Total Recouped	72,500 401,000 473,500	84,300 249,300 333,600	200,000 450,000 <b>650,000</b>	150,000 300,000 <b>450,000</b>	300,000	150,000 300,000 <b>450,000</b>	150,00 300,00 <b>450,00</b>						
101,300 40,500 60,000 193,100	72,600 0 60,000	Open Spaces (WUEA) Community Facilities (WUEA) Community Facilities (Ballina Heights) Roads (WUEA)	155,300 24,600 127,400	60,000	-232.007										
394,900	259,900	Sub Total Recouped (Land Schemes)	307,300	60,000	0	0	0	0	0	0	0	0	0	0	
0		Roads (Transferred to Internal Reserve) Sub Total Recouped for Roads Pre-Plan	0	0	0	0	0	0	0	0	0	0	0	0	
			- 7	7.1	45										

#### **CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS**

The table opposite provides details on estimated capital grants and contributions. Brief details on the information provided for 2017/18 is as follows.

#### **Airport**

Represents State Government grants for major projects at the airport, along with a forecast in later years.

#### Depot

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

#### Roads and Ancillary Facilities

Various funding for road and transport related projects.

#### Other Water Transport

Funding approved from the NSW Boating Now Program.

	ACTUAL		LEDGER	BUDGET ITEMS	T 7 T 1					MATED					
014/15	2015/16	2016/17	ACCOUNT	2012/19/20 01/20/2	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/2
180,000	20,000			Community Centres State - Lennox Auditorium Capital Income State or Federal - Indoor Sports Centre State - Lennox Community Centre											
		40,000	24017.892.	Gallery State - Arts NSW - Lighting											
500,000			26085.8855.0229	Property Private - Reimbursement											
Ü	2,207,000 84,400		24000.4185.0160	Airport State - Terminal (RTIF) State - Terminal (RTIF) State - Airport Taxiway (RTIF)	3,500,000 1,000,000				vi.						
		95,000	23420.4462.0160	Environmental Health Shaws Bay CMP - OEH	181,900										
103,800	330,000			Depot and Administration Centre Internal - Depot / Administration Centre Internal - Admin Centre - Roofing / Air Cond	107,900	109,900	112,100	114,400	116,800	119,200	121,600	124,200	126,800	129,400	132,20
350,000	200,000 247,700	(32,700)	24013.8708.0160 24013.8876.0160 24013.8910.0160	Procurement and Building Management State - Marine Rescue Tower (PRMF) Federal - Marine Rescue Tower State - Marine Rescue Tower State - Marine Rescue Tower (P/Ship)											
136,400		637,500 7,000		Federal - Marine Rescue Tower State - Lake Ainsworth (PRMF) Private - Wigmore Hall (Swift St)						3				X	
652,000	200,000 1,194,600 202,300	174,700	22112.3829.0180 24002.4463.0179	Urban Roads RMS - River Street RTR - Various Urban and Rural Projects RMS - Regional Road Program	0	182,000	185,000	188,700	192,500	196,400	200,400	204,500	208,600	212,800	217,10
46,500 320,000 30,000			22112.5192.0179 22112.5206.0180	RMS - Gateway Treatments Private - Ballina Heights Drive Essential Energy - Ballina Heights Drive RMS - Coast Road / Skennars Hd Rd R'about	493,800										
	1,004,000 6,100		24002.8872.0179 24002.2297.0160 22112.8914.0180	RMS - Angels Drive / Links Ave Roundabout Federal - Airport Boulevard NCHP - Ross Street Mobilisation RMS - Byron Bay Road Roundabout	7.75	3,000,000									

	ACTUAL	0045779	LEDGER	BUDGET ITEMS	004=115	883502	0045155		EST	MATED					
2014/15	2015/16	2016/17	ACCOUNT	D. I D. I	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/
	200,000		22112 3820 0180	Rural Roads RTR - River St Ballina									-	-	
	160,000			RTR - Wardell Rd				1							
	152,000		22112.3829.0180												
	984,600			RMS - Teven Road											
192,800	904,600			RMS - Coast Rd Tobin Cl				8							
192,800	75 000			RMS - Maguires Bridge			1	1							
224 700	75,000														
221,700	74 400			RMS - Rifle Range Road				1 1							
77,000	71,100			RMS - 3x3 Rifle Range Rd RMS - supplementary block grant	77.000		1.		6						
	1.00			RMS - repair program regional rds (rms)	77,000										
	200,000	407.000		State - Disaster - Local and Rural Roads	178,200	Y 1									
	269,000			RMS - Angels Beach Drive			1								
				RMS - Ross Lane Straightening	4 000 000										
		1,634,000	24002.5569.0179	Federal - Ross Lane / Coast Road Roundabout RMS - Highway Handover	1,889,900										
		1,634,000		Rivis - Highway Handover											
				Ancillary				7							
802,000			24003 4029 0160	RMS - Coastal Shared Path - Stages 1 and 2	425,000	425,000						[			
002,000	19,900	2 600		RMS - Shared Path East - Preconstruction	120,000	120,000						P 0			
	15,500	300		RMS - Angels Drive / Links Ave Roundabout											
270,500	296,000	500		RMS - Coastal Shared Path - Stage 3						0.0					
12,100	250,000	1.0	22 100,4070.0170	RMS - Speed Zones											
281,800			22155 4266 0160	State - Shared Path (PRMF)	0 1										
201,000		11 11		Shared Path Compton Dr + Richmond River	4,000	/					1				
10,000				Private - Newrybar Car Park	4,000						1.4 a 11				
22,700	46,300	No.		State - Shared Path Cultural Signage											
22,700	6,600			RMS - Grant River Streets Refuge											
	49,500			RMS - Ballina St - Coast Rd to Allens Parade											
	5,500			RMS - Fox St from Kerr to Hickey											
	12,600			RMS - Martin St Winton to Crane		11 11									1
								11							1
040 000	13,800			RMS - Kerr St from Bentinck to Fox  State - Swift St Bus Interchange	K I										
212,800				2 State - BBP - Wardell Town Centre											
7,900			22100.4002.0102	State - BBF - Warden Town Centre											
1			ET 75 - TO	Other Water Transport		1									
43,500			22210.4058.0160	State - BBP - Emigrant Creek Pontoon									1 1		
100				State - RBP - Keith Hall Boat Ramp	225,000			(i) (ii)							
		24,600	24004.4011.0160	State - RBP - Keith Hall Boat Ramp Design	5,400	7 1									
154,500		1000		State - BBP - Fishery Creek Car Park	100										
				State - RBP - East Wardell, Pontoon	39,200										
		35,000	24004.4436.0160	State - RBP - Captain Cook Park - Pontoons	215,000										
				State - RBP - Fishery Creek - Pontoon	36,600										
				State - RBP - Faulks Reserve - Pontoon	83,300								1		
				State - RBP - Emigrant Creek - Access	40,000										
				State - RBP - Nth Ck Road, Lennox - Ramp	63,900					V					
		9,500	24004.4034.0160	State - RBP - Brunswick St, Ballina - Ramp	115,500	24				11 Y					
				Company Company						10.					
			24005 5747 0460	Open Spaces Ballina RSL - Captain Cook Park Master Plan	60,000										
				Private - Playground Elevation Estate	61,000										
		50,000	24003.0110.0160	State - Ocean Pool	61,000										
		39,800		State - Ocean Pool State - Sharpes Beach Observation Tower											
		39,600		Wastewater - Bulwinkel Park	80,500										
				vvastewater - bulwilker Park	60,500					10					
				Sports Fields						1.1					
25,000		20,000	24015.6115.0169	State - Netball Club Contributions											
100000		30,000	44.44	Wbar & Aville Rugby Club Contributions											
16001			01000 1222 5724	Rural Fire Service				9 . 14	8: 1						
(500)			21062.1820.0158	State - Newrybar Fire Shed		L		1271	100				4.7		

#### **ASSET SALES AND LOAN INCOME**

#### **Asset Sales**

Council is involved in residential and industrial land development. The major industrial land holdings are at the Southern Cross Industrial Estate Ballina and the Russellton Industrial Estate, Wollongbar. Other major land holdings are at Wollongbar and Lennox Head (residual from sale of Henderson Farm).

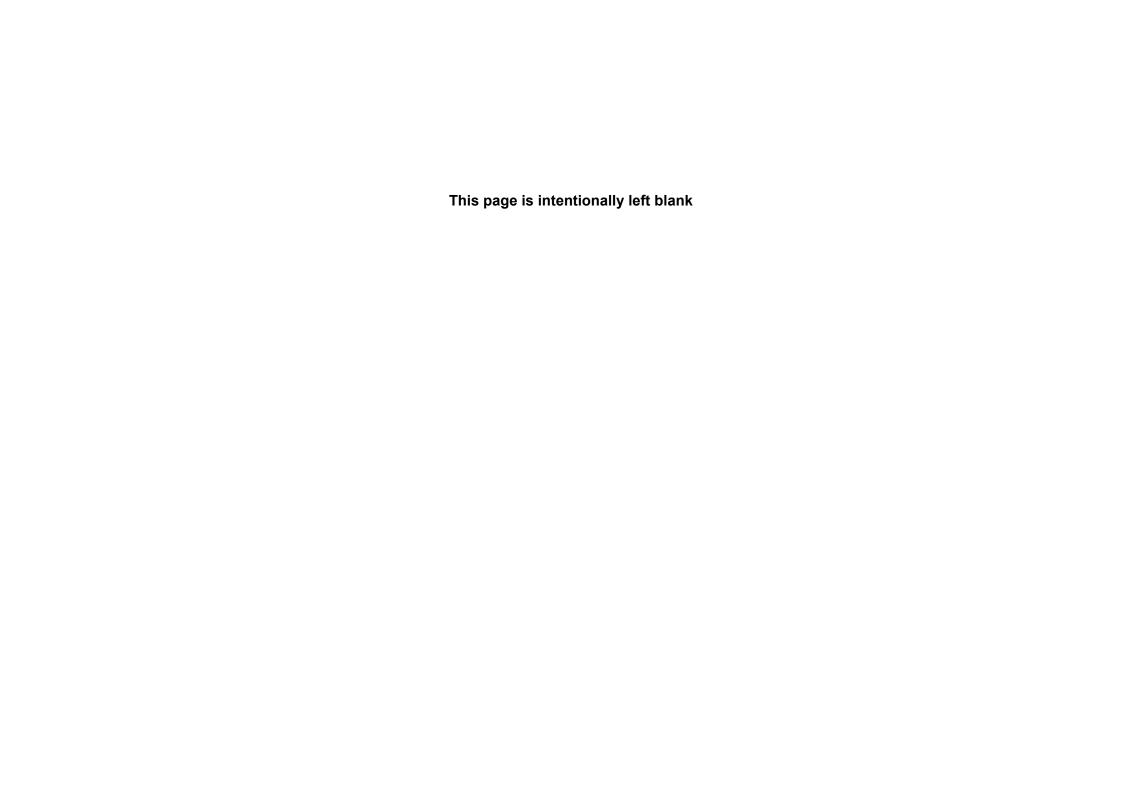
The figures provided are indicative only and any land sales will be subject to separate reports to Council.

#### **Loan Funds**

Loans are occasionally utilised for capital expenditure. For further detail on any capital projects funded from loans refer to Part C of this document.

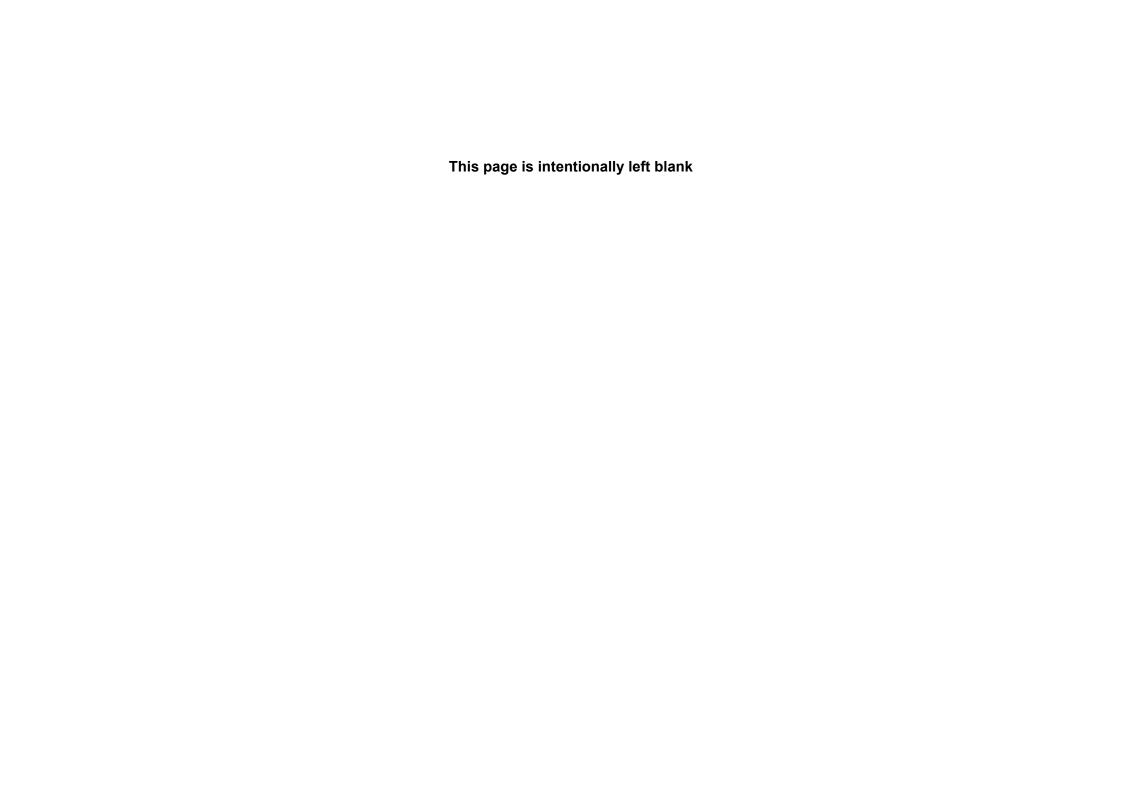
					ASSET SAI	ES									
	ACTUAL		LEDGER	BUDGET ITEMS	elat Phys				ESTI	MATED					
2014/15	2015/16	2016/17	ACCOUNT		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/2
261,800	910,100 750,100	719,600	26070.8621.0950	Southern Cross Industrial Estate Sales Land Sale - Large Lots Land Sale - Standard Lots			1,350,000 1,325,000		600,000	600,000	600,000				
	1,660,200	719,600	24006.8620.0950	Sub Total - Southern Cross  Russellton Industrial Estate Sales  Land Sale - Standard Lots  Lane Sale - Alstonville Tennis Court Site	315,000 1,300,000	2,675,000	<b>2,675,000</b>	<b>600,000</b> 360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000
195,300 2,249,600 33,700	175,600 450,600	387,500 203,200	26070.8866.0950 24006.8867.0950 24006.8915.0950	Tintenbar Quarry	2,500,000	1,980,000 3,000,000			440,000	360,000		360,000	360,000		
2,548,000	626,200	590,700		Sub Total - Other Land Sales	6,490,000	4,980,000	1,980,000	1,980,000	440,000	0	0	0	0	0	
2,809,800	2,286,400	1,310,300		Total Capital Income from Land Sales	8,105,000	7,655,000	4,655,000	2,940,000	1,400,000	960,000	960,000	960,000	960,000	960,000	960,00

					LOAN INCO	OME									
	ACTUAL		LEDGER	BUDGET ITEMS						MATED					
2014/15	TOTAL STATE OF THE	1 5 2 45 17 72	. 2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/2		
725,000	5,000 500,000 0 24000,4160.0940 Airport Terminal  Roads River St - Moon to River St - Four La River St - Bridge -	Terminal	2,400,000	2,500,000		5,176,000 3,123,000 41,000	1-1								
725,000	500,000	2,893,600	24008.4461.0940 24009.4493.0940	Swimming Pools Ballina	3,529,500 2,918,300 <b>8,847,800</b>		0	8,340,000	0	0	0	0	0	0	



### Part E

## Reserves



#### INTRODUCTION

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

#### 1) External Legislation

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

#### 2) Self-funding Operations

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

#### 3) Financial Management

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

#### 4) Asset Replacement

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

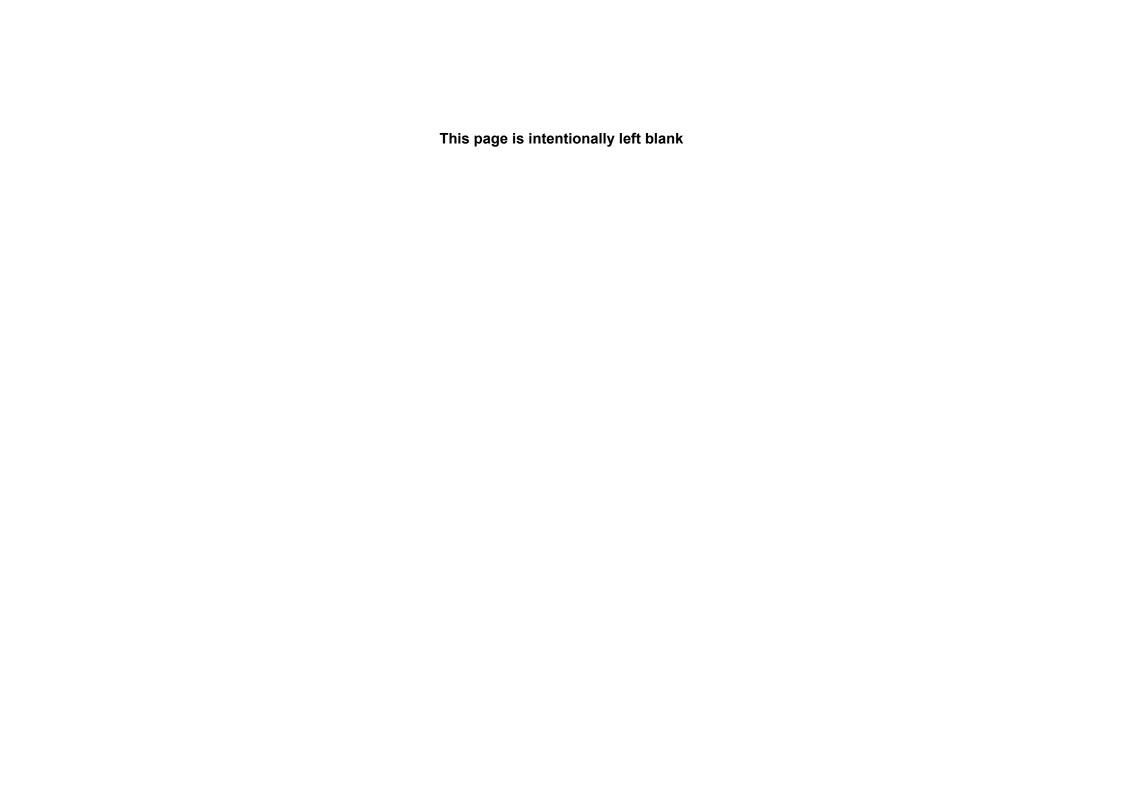
#### **Summary**

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.

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

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

The titles for each reserve are relatively self-explanatory.



Reserve Title		2047/40	KESEKV	LIVIOVE		GENERA	L LOND	0040100			0000101	
Reserve Title	То	2017/18 From	Net	То	2018/19 From	Net	То	2019/20 From	Net	То	2020/21 From	Net
		TIOIII	Net	-10	Tioni	NOU	10	FIOIII	IVEL	10	FIOIII	Net
Strategic and Community Facilities G	roup											
Strategic Planning	Land Comme	. Suitani area	300000	Jacobau	100		Name and	4207.0509	and the same			
Section 94 Contributions	4,191,000		2,317,800		881,000	6,506,500	7,714,500	18,058,000	(10,343,500)	13,665,500	14,411,000	(745,500
Strategic Planning Studies	11 11 11 11	136,900	(136,900)									
Plans of Management NR Carpool		21,300 3,800	(21,300) (3,800)			X						
NIX Carpool		3,000	(3,800)									
Community Facilities			1 4				_ ~		4			
Ballina Indoor Sports Centre	2,000,000	1,000,000	1,000,000		7,332,000	(2,332,000)	0	0	0	0	0	(
Northlakes Hall		7,900	(7,900)									
Halls Upgrade Various		24,600	(24,600)									
Alstonville Pre-School												
Community Gallery	-											
Gallery Projects		71,000	(71,000)						1			
Public Art Contributions	10,000	24,000	(14,000)		10,000	0	10,000	10,000	0	10,000	10,000	
								1247.87	177	225.45	100,000	
Library Services		05/4/3	20.224			y y			1			
State Grant Projects	1	4,000	(4,000)									
Swimming Pools									1 8			
Redevelopment		5,013,800	(5,013,800)					1		1		
, sacrospinon		0,010,000	(0,010,000)									
Total - Strat & Comm Facilities	6,201,000	8,180,500	(1,979,500)	12,397,500	8,223,000	4,174,500	7,724,500	18,068,000	(10,343,500)	13,675,500	14,421,000	(745,500
General Manager's Group						- 1						
Governance												
Donations	100	12,700	(12,700)		0.9	11						
Councillor Election	30,000	0	30,000	40,000	0	40,000	45,000	0	45,000	61,500	260,000	(198,500)
Community Events		35,000	(35,000)								77.7	
									V 10		4	
Human Resources Projects		117,000	(117,000)									
Insurance Reserve	100,000	117,000	100,000									
moditation (Cool Vo	100,000		100,000									
Information Services				3								
Equipment Replacement		37,800	(37,800)									
Records Management		15,000	(15,000)						1.3		ķ	
Information Fee		101,400	(101,400)	1 A 3		Ō			0			C
Property Management				1 7 7 4				1				H 11 2
Community Infrastructure Reserve			44.7							0-0		10000
Interest Earned on Reserve	16,000		16,000		- 4- 41	0	2,000		2,000	6,000	V 2.1	6,000
Rental - 89 Tamar Street	702,500	74,100	628,400	716,000	71,800	644,200	730,300	73,800		744,900	75,900	669,000
Rental - ARC (50%)	127,200	2,400	124,800	129,500	2,500	127,000	132,100	2,600			The second secon	132,100
Rental - Fawcett Street Café Skennars Head Fields	67,100	28,400 1,150,000	38,700 (1,150,000)	68,000	28,700	39,300	69,400	29,600	39,800	70,800	30,500	40,300
Shaws Bay CZMP		104,000	(104,000)	1000						1		
Wollongbar Skate Park	26	500,000	(500,000)	100	1		4			5		
Captain Cook Master Plan		88,900	(88,900)			0		750,000	(750,000)	4.3	2,100,000	(2,100,000)
Ballina Town Entry Treatments	475368	1	0	10 200	800,000	(800,000)	1 NO. 10 NO. 10			1.5		
Section 94 Recoupments	650,000		650,000	450,000		450,000	450,000		450,000			450,000
Dividend - Property Development Loan P & I - Comm Buildings	0	29,600	(29,600)	0	20,600	(29,600)	0	20.400	(00,400)			1,000,000
Loan P & I - Connin Buildings		407,300	(407,300)		29,600 324,400	(324,400)		28,100 308,000	(28,100) (308,000)		20,600 308,000	(20,600)
Property Assessments	Park (L)	20,400	(20,400)		024,400	(024,400)		300,000	(300,000)		300,000	(300,000)
Russellton Sales	225,000		225,000									
Sub Total - Comm Infra	1,787,800	2,405,100	(617,300)	1,363,500	1,257,000	106,500	1,383,800	1,192,100	191,700	2,406,500	2,537,700	(131,200)
Property Development Reserve			141			1.50	2.24				100	
Interest Earned on Reserve	14,000		14,000	58,000		58,000	63,000		63,000	15,000		15,000
Southern Cross Movements	0	773,400	(773,400)	2,675,000	2,605,400	69,600	2,675,000		2,567,200	600,000	1,060,400	(460,400)
Russellton Movements	1,390,000	611,400	778,600		63,100	(63,100)	0	4,564,800	(4,564,800)	360,000	66,600	293,400
Wollongbar Movements Norfolk Homes Rental (100%)	3,990,000 150,400	2,023,800	1,966,200	1,980,000	1,770,200	209,800	1,980,000		87,500 156 100		94,900	1,885,100
Sale Land for Sports Centre	150,400	15-42-1	150,400	153,000 3,000,000	3,000,000	153,000	156,100		156,100	159,200		159,200
ARC Rental (50%)	127,200	2,400	124,800	129,500	2,500	127,000	132,100	2,600	129,500	134,800	2,700	132,100
Ballina Surf Club	, , , , , ,	100,000	(100,000)	,555	_,555	0		2,500	0	.51,500	2,700	0
North Creek Road - Development	2,500,000	935,700	1,564,300			0			1			
Auction Expenses		ياد يا شور	100									
Shelly Beach Café		47,000	(47,000)	1		0						
Airport Roulevard Dood		4,000,000	(4,000,000)			0				1	1 000 000	(1,000,000)
Airport Boulevard Road Dividend - Community Infrastructure												
Dividend - Community Infrastructure		348,700	(348,700)		350,800	(350.800)		358.500	(358.500)		1,000,000 372,600	
	8,171,600	348,700	(348,700) (670,800)	7,995,500	350,800 <b>7,792,000</b>	(350,800) 203,500	5,006,200	358,500 <b>6,926,200</b>	(358,500) (1,920,000)	3,249,000	372,600 <b>2,597,200</b>	(372,600)

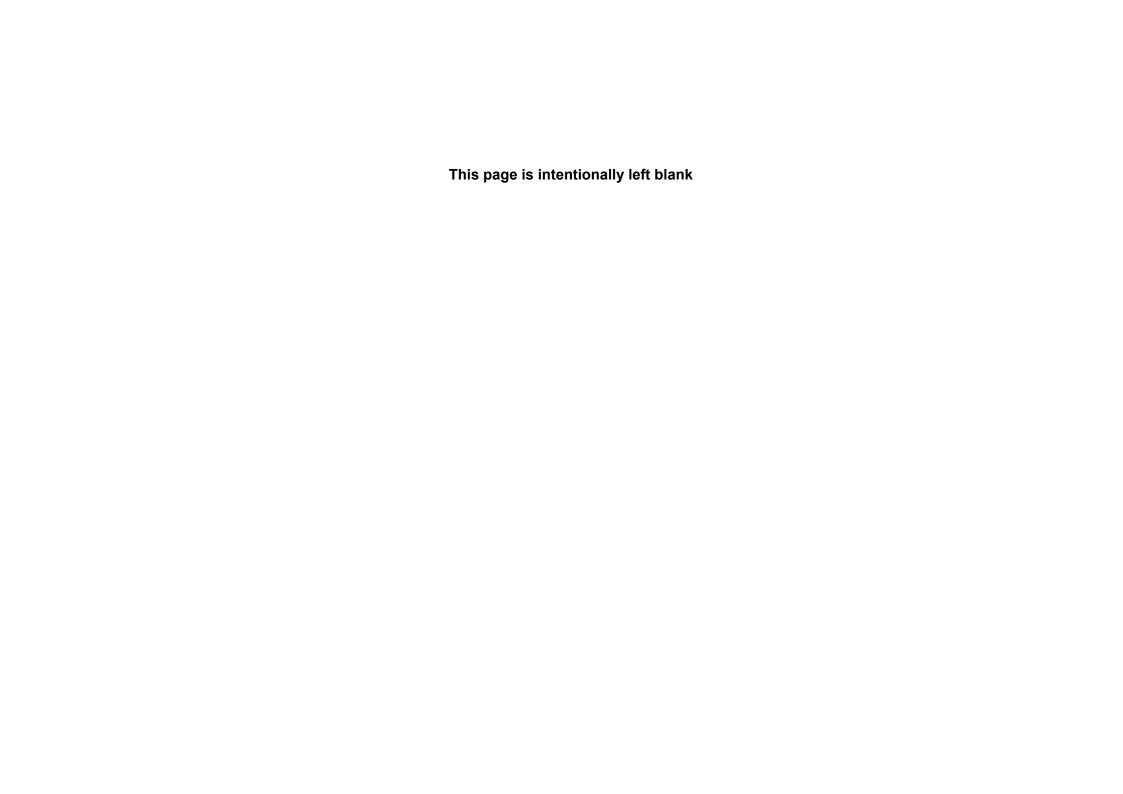
Reserve Title		2017/18	JEITTE III	T T T	2018/19	NERAL FL	112 (00.	2019/20			2020/21	
ACCUPATION	То	From	Net	То	From	Net	То	From	Net	То	2020/21 From	Net
Miscellaneous Community Property Res	200/05									-		
Ballina Heights BBRC	l	725,000	(725,000)					1				
Crown Reserves	53,000	70,600	(17,600)		72,400	(2,400)	71,300	74,500	(3,200)	72,700	76,600	(3,900
		100					- 24.6		P. Maria		2/272	13323
Miscellaneous Commercial Property Res Wigmore Arcade	50,000		50,000	55,000		55,000	60,000		60,000	65,000		65,000
Flat Rock Tent Park	151,800	270,000	(118,200)	154,500		94,500		100,000	57,600		20,000	
									2.,144.5	.00,000	20,000	1,10,000
Airport	3,923,600	93,000	3,830,600	365,000	3,300,000	(2,935,000)	365,900	300,000	65,900	374,600	300,000	74,600
Total - GM's Group	14,267,800	12,725,000	1,542,800	10,043,500	12,481,400	(2,437,900)	7,089,800	8,592,800	(1,503,000)	6,390,100	5,791,500	598,600
Development and Env Health Group												
		E.346. J.										
Development Services Resources Baseline Survey		25,000 23,000	(25,000) (23,000)									
Mgmt Plans (Shaws Bay / Lake A)		382,500	(382,500)									
Public Order		6,500	(6,500)		1							
Total - Dev & Env Health Group	0	437,000	(437,000)	0	0	0	0	0	0	0	0	
	,	407,000	(401,000)				- 0	0			0	
Civil Services Group					N. See		1000					1
Engineering Management	10,000		10,000	10,000		10,000	10,000		10,000	10,000		10,000
Administration Centre and Depot		1			î .			1				
Administration Building	050 000	196,600	(196,600)									
Depot and Procurement Building Asset Renewal	250,000	110,200 127,600	139,800 (127,600)									
Amenities Improvements		151,000	(151,000)									
Lennox Head Surf Club		50,000	(50,000)									
Ballina Surf Club		683,500	(683,500)									
Stormwater						(, l)						
Drainage Works	242,000	241,800	200								\ \	
Canal Dredging	15,000	211,000	15,000	70,000		70,000	75,000	160,000	(85,000)	35,000		35,000
Management Plans (Part External)	1000	25,000	(25,000)					23,7,0,70	100,000	3.515-6-5		
Roads and Bridges												
Road Works Contingency	1,118,200	1,625,600	(507,400)			V.						
Alstonville Bypass Handover	1,110,200	0	0		0	0		0	0		100,000	(100,000)
Ballina Bypass Handover		257,400	(257,400)		0	0		0	0		100,000	(100,000)
Ballina Bypass Handover (T2E)		355,000	(355,000)		- Carlo Carl	0			0		100,000	
Lake Ainsworth Airport Boulevard	1,620,000 3,900,000	1,503,600	116,400 3,900,000		1,620,000 3,900,000	(1,620,000) (3,900,000)						
7 III POIT BOUISVAIA	0,000,000	· ·	0,000,000		0,000,000	(0,000,000)			1		7,1	
Ancillary Transport Facilities	22,500	Marinaria	440 1000									
Footpaths / Shared Paths Coastal Path Reserve	70,900	160,300 425,000	(89,400) (425,000)		405.000	(405,000)						
Wardell Town Centre		7,300	(7,300)	100	425,000	(425,000)			1			
Boat Ramps and Infrastructure		339,700	(339,700)					4				
Ferry Slippage				50,000		50,000	50,000	100,000	(50,000)	50,000		50,000
Open Space and Reserves												
Open Space Programs		186,200	(186,200)									
Lennox Village Renewal	4.000	10,000	(10,000)									
Playground Elevation Estate	61,000	404 000	61,000									
Vegetation Management Wollongbar Fields (Council)		101,900 309,000	(101,900) (309,000)									
Ballina Hockey Club	6,900	0	6,900	7,000	0	7,000	7,200	0	7,200	7,400	0	7,400
Cemeteries - Operations	115,000	140,000	(25,000)	117,900		67,900	120,500	50,000	70,500	123,200	50,000	
Fleet Management	1,012,600	2,039,100	(1,026,500)	1,264,700	1,116,100	148,600	1,299,900	931,200	368,700	1,340,300	1,553,500	(213,200)
Quarries and Sandpit	1000			13.74	7 - 0	123				1		
Quarry - Operations	8,100	570,500	(562,400)	9,200	0	9,200	9,500	0	9,500	9,800	0	9,800
Quarry - Shaws Bay CMP		104,000	(104,000)			V 17						
Landfill Management	Mar. 1.					J	1 - 1			-91	- 1	
Landfill Operations	742,500	47,500	695,000	1,097,000	0	1,097,000	1,161,000	0	1,161,000	1,173,000	1,000,000	173,000
Landfill Operations - Sports Centre	0	2,000,000	(2,000,000)	0	2,000,000	(2,000,000)	0		0	-314.4	142 4 2 1 2 2 2	
Waste Levy Domestic Waste Management	82,000 593,200	59,200 0	22,800 593,200	22,000 598,000		22,000 (935,000)	23,000	0	23,000	24,000	1 800 000	24,000
							584,500		584,500	610,500	1,800,000	(1,189,500)
Group Total - Civil Services	9,847,400	11,827,000	(1,979,600)	3,245,800	10,644,100	(7,398,300)	3,340,600	1,241,200	2,099,400	3,383,200	4,703,500	(1,320,300)
Total - Increase / (Decrease)	30,316,200	A STATE OF THE PARTY OF THE PAR	(2,853,300)	E1 - 20 - 20 - 20 - 20 - 20 - 20 - 20 - 2	-	(5,661,700)						(1,467,200)

Reserve Title		2017/18			2018/19			2019/20			2020/21	
	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing
Strategic and Community Facilities	Group				1 A 1							
Section 94 Conts (External)	6,384,400	2,317,800	8,702,200	8,702,200	6 506 500	15 208 700	15 208 700	(10,343,500)	4,865,200	4,865,200	(745,500)	4,119,70
Strategic Planning Studies	471,300	(158,200)			0,000,000	313,100	313,100		313,100	313,100		313,10
Section 94 Reviews	82,800	0	82,800		o	82,800	82,800		82,800	82,800		82,80
Environmental Action Plan	26,600	0	26,600		0	26,600	26,600		. 26,600	26,600		26,60
Community Programs	3,800	(3,800)		0	0	0	0	o o	0	0	o o	20,00
Community Centres / Halls	82,300	(32,500)	49,800	49,800	0	49,800	49,800	0	49,800	49,800	Ö	49,80
Ballina Indoor Sports Centre	1,332,000	1,000,000			(2,332,000)	0	0	0	0	0	0	
Alstonville Preshool					200		100					
Community Gallery	78,700	(71,000)	7,700			7,700	7,700		7,700	7,700		7,70
Public Art	49,700	(14,000)	35,700		0	35,700	35,700	0	35,700	35,700	0	35,70
Library Services	81,600	(4,000)			0	77,600	77,600		77,600	77,600		77,60
Swimming Pool - Operations	10,500	0	10,500		0	10,500	10,500		10,500	10,500		10,50
Swimming Pool - Capital	5,170,100	(5,013,800)	156,300	La Agrande de La Chel	0	156,300	156,300		156,300	156,300		156,30
Tourism and Events	15,600	0	15,600	15,600	0	15,600	15,600	0	15,600	15,600	0	15,60
Group Total	13,789,400	(1,979,500)	11,809,900	11,809,900	4,174,500	15,984,400	15,984,400	(10,343,500)	5,640,900	5,640,900	(745,500)	4,895,40
Consul Managed Consu												
<u>General Manager's Group</u> Governance	01		b 1		4.1		11 4					
Community Donations	12,700	(12,700)	0	0		0	0		0	0		
Councillor Election	83,500	30,000		113,500	40,000	153,500	153,500	45,000	198,500	198,500	(198,500)	
Community Events	35,000	(35,000)	0	0	0	0	0	0	0	0	Ó	
Administration and Financial Servi												
Legal / Audit / Revaluations	184,500	0	184,500	194 500		104 500	104 500		104 500	404 500		104.50
Financial Assistance Grant	2,108,000	0	2,108,000		0	184,500	184,500		184,500	184,500		184,50
Fillancial Assistance Grant	2,100,000	U	2,100,000	2,108,000		2,108,000	2,108,000		2,108,000	2,108,000		2,108,00
Human Resources					1 1	3						
Leave Entitlements	3,012,700	0	3,012,700	3,012,700	0	3,012,700	3,012,700	0	3,012,700	3,012,700	0	3,012,70
Projects	117,000	(117,000)	0,012,700	0,012,700		0,012,700	0,012,700		0,012,700	0,012,700	, o	0,012,70
Insurance	0	100,000	100,000	100,000		100,000	100,000		100,000	100,000		100,00
		3.55	1001000	3837563		,	,00,000	1 1	,00,000	100,000		100,00
Information Services	Ta. 9										1	
Information Fee and Equipment	152,400	(139,200)	13,200	13,200	0	13,200	13,200	0	13,200	13,200	o	13,20
Records Management	15,000	(15,000)	0	0	0	0	0	0	0	0	0	
Business Records Scanning	8,900	0	8,900	8,900	0	8,900	8,900	0	8,900	8,900	0	8,90
B												
Property Management General Property Reserves	4 1	\ \										
Community Infrastructure	571,100	(617,300)	(46,200)	(46,200)	106,500	60 200	60 200	104 700	050,000	252.000	(404 000)	400.00
Property Development	2,982,700	(670,800)	2,311,900		203,500	60,300 2,515,400			252,000	252,000 595,400		120,80
Sub Total	3,553,800		2,265,700			2,575,700			595,400 <b>847,400</b>	847,400		1,247,20
oub rotar	5,555,666	(1,200,100)	2,200,700	2,203,700	310,000	2,373,700	2,373,700	(1,720,300)	647,400	047,400	520,600	1,300,000
Specific Property Reserves												
Wigmore Arcade	176,100	50,000	226,100	226,100	55,000	281,100	281,100	60,000	341,100	341,100	65,000	406,100
Other Properties (Council)	8,100		8,100		7.00	8,100			8,100	8,100		8,10
Ballina Heights BBRC	725,000	(725,000)	0	0		0	0		0	0		11117
Wollongbar BBRC	0		0	0		0	0		0	0	150.45	
Crown Properties	135,400	(17,600)	117,800	117,800	(2,400)	115,400	115,400	(3,200)	112,200	112,200	(3,900)	108,30
Camping Ground												
Flat Rock Tent Park	650,600	(118,200)	532,400	532,400	94,500	626,900	626,900	57,600	684,500	684,500	140,800	825,300
					77			1.00			7,222	
Airport Airport Operations	(497,300)	3,830,600	3,333,300	3,333,300	(2,935,000)	398,300	398,300	65,900	464,200	464,200	74,600	538,800
									70171	404,200	74,000	550,600
Group Total	10,481,400	1,542,800	12,024,200	12,024,200	(2,437,900)	9,586,300	9,586,300	(1,503,000)	8,083,300	8,083,300	598,600	8,681,900
Development and Env Health Grou	0								7 7 1			
Development Services Resources	283,000	/49 000	235,000	235,000		225 000	005 000		005.000	005 000		005.00
Environmental Health Projects	34,500		34,500	34,500		235,000 34,500			235,000 34,500	235,000 34,500		235,00
Shaws Bay / Lake Ains CZMPs	525,700		143,200			143,200	143,200		143,200	143,200		34,50 143,20
Environmental Health Resources	020,700	(002,000)	140,200	140,200	200	140,200	145,200		143,200	143,200		143,20
Animal Shelter	6,500	(6,500)	0	0		0	0		0	0		
										· ·		
Group Total	849,700	(437,000)	412,700	412,700	0	412,700	412,700	0	412,700	412,700	0	412,700
Group Total	849,700				0	412,700	412,700	0	412,700	412,700	0	

Reserve Title		2017/18			2018/19			2019/20			2020/21	
	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing
<u>Civil Services Group</u> Engineering Management												
Asset Management	49,600	0	49,600			49,600	49,600	0	49,600	49,600		49,60
Surveying Equipment	10,000	10,000	20,000	20,000	10,000	30,000	30,000	10,000	40,000	40,000	10,000	50,00
Admin Contro and Danet	100											
Admin Centre and Depot Depots and Procurement	313,800	(56,800)	257,000	257,000		257 000	257 000		057.000	257 000		057.00
Depois and Frocurement	313,600	(30,600)	257,000	257,000	l i	257,000	257,000		257,000	257,000		257,000
Procurement and Building Mgmt											_ 0	
Lake Ainsworth Precinct	1,553,600	66,400	1,620,000	1,620,000	(1,620,000)	0	0		0	0		
Ballina Surf Club	803,300	(683,500)			(200-30-37)	119,800	119,800		119,800	119,800		119,80
Marine Rescue Centre	39,300		39,300			39,300	39,300		39,300			39,30
Building Renewals	328,600	(278,600)	50,000	50,000		50,000	50,000	3	50,000	50,000		50,000
ا Stormwater and Environmental Pro	tection		1000									
Stormwater and Environmental Pro	226,800	200	227,000	227,000	0	227,000	227,000	Ó	227,000	227,000	0	227,000
Canal Dredging	0	15,000			70,000		85,000	(85,000)	0	0 0	35,000	
Management Plans	469,300	(25,000)	444,300		0	444,300	444,300	0	444,300	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		444,30
Roads and Bridges	000.000		000.000	000 000		000 000	000 000		000 000	000 000	Men ear	
Alstonville Bypass Handover Ballina Bypass Handover	889,900	(257 400)				(T. T. T	889,900	0	889,900			789,900
Ballina Bypass Handover Ballina Bypass Handover (T2E)	1,414,700 1,657,400	(257,400) (355,000)					1,157,300 1,302,400	0	1,157,300 1,302,400			1,057,300
RMS Contributions	77,300	(555,000)	77,300		U	77,300	77,300	U	77,300			1,202,400 77,300
Ballina Heights Drive	5,100		5,100			5,100	5,100		5,100			5,100
Roads Construction	1,826,800	(507,400)			0	THE R. P. LEWIS CO., LANSING,		0	1,319,400			1,319,400
Roads Pre-Plan Sec 94	286,400	Ó	286,400			286,400	286,400	0	286,400			286,400
Airport Boulevard	0	3,900,000	3,900,000	3,900,000	(3,900,000)		0	0	0	0	0	(
				7 4								
Ancillary Transport Facilities Footpaths	192,900	(90,400)	103,500	102 500	0	400 500	400 500		400 500	400 500		400 50
Coastal Recreational Path	850,000	(89,400) (425,000)			(425,000)		103,500	0	103,500	103,500	0	103,500
Private Works	60,000	(425,000)	60,000		(425,000)	60,000	60,000	U	60,000	60,000	U	60,000
Town Centres	7,300	(7,300)	00,000	00,000		0,000	00,000		00,000	00,000		00,000
	100		1					6.0	1			
Marine Infrastructure	502.000	1000 300	3.50			Ca. 2000	3.3.5			1000		1.00
Boat Ramps and Infrastructure	342,800	(339,700)	3,100	3,100		3,100	3,100		3,100			3,100
Ferry Slippage	0	0	0	0	50,000	50,000	50,000	(50,000)	0	0	50,000	50,000
Open Spaces and Reserves												
Open Space Programs	239,000	(135,200)	103,800	103,800		103,800	103,800		103,800	103,800		103,800
Vegetation Management	131,900	(101,900)				30,000	30,000	0	30,000	30,000	0	30,000
	0.0		4-74-7							1000	1 1	
Sports Fields							(1)			100		
Wollongbar Fields (Grant)	310,600	(200,000)	. 0			. 0	4 000		. 0	0		. (
Wollongbar Fields (Council) Wollongbar Fields (Contingency)	159,300	(309,000)	1,600 159,300		0	1,600 159,300	1,600 159,300	0	1,600 159,300	1,600 159,300	0	1,600
Netball Courts	139,300	U	155,500	138,300	U	139,300	139,300	U	159,500	159,300	U	159,300
Synthetic Hockey Field	13,200	6,900	20,100	20,100	7,000	27,100	27,100	7,200	34,300	34,300	7,400	41,700
	4-5.71					1		- 12				
Cemeteries	331,500	(25,000)	306,500	306,500	67,900	374,400	374,400	70,500	444,900	444,900	73,200	518,100
Fleet Management	878,600	(1,026,500)	(147,900)	(147,900)	148,600	700	700	368,700	369,400	369,400	(213,200)	156,200
Rural Fire Service	45,800		45,800	45,800		45,800	45,800		45,800	45,800		45,800
Quarries and Sandpit	1,015,600	(666,400)	349,200	349,200	9,200	358,400	358,400	9,500	367,900	367,900	9,800	377,700
				1.00		1 1 1 Wat 1				1 1 1 1	1000	
Landfill Management and Resource		di castali.	7 202 323	0.000	522 242	-500003	1000	1022204	0.000	101.c.1.3	144.00	
LRM Operations	3,000,400	(1,305,000)	1,695,400		(903,000)	792,400	792,400	1,161,000	1,953,400		173,000	2,126,400
Waste Levy (External)	702,500	22,800	725,300	725,300	22,000	747,300	747,300	23,000	770,300	770,300	24,000	794,300
Waste - Domestic	1,862,900	593,200	2,456,100	2,456,100	(935,000)	1,521,100	1,521,100	584,500	2,105,600	2,105,600	(1,189,500)	916,100
Group Total	20,096,200	(1,979,600)	18,116,600	18,116,600	(7,398,300)	10,718,300	10,718,300	2,099,400	12,817,700	12,817,700	(1,320,300)	11,497,400
Total - Increase / (Decrease)	45,216,700	(2,853,300)	42,363,400	54,173,300	(5,661,700)	36,701,700	36,701,700	(9,747,100)	26,954,600	26,954,600	(1,467,200)	25,487,400
Reserve Dissection				7	1			7 7				
Internally Restricted	36,109,000	(5.021.700)	31,087,300	42 897 200	(23,040,700)	19 856 500	19 856 500	15 100	19 871 600	19,871,600	471 700	20,343,300
Externally Restricted	9,107,700		11,276,100				16,845,200	(9,762,200)	7,083,000		(1,938,900)	5,144,100
	-111.00	_,,	, = . 0, 100	, 0,100	5,000,100	. 0,0 10,200	. 5,5 10,200	(0,100,000)	,,000,000	1,000,000	(1,000,000)	0,177,100

### Part F

# General Fund Loan Principal and Interest Repayment Schedule

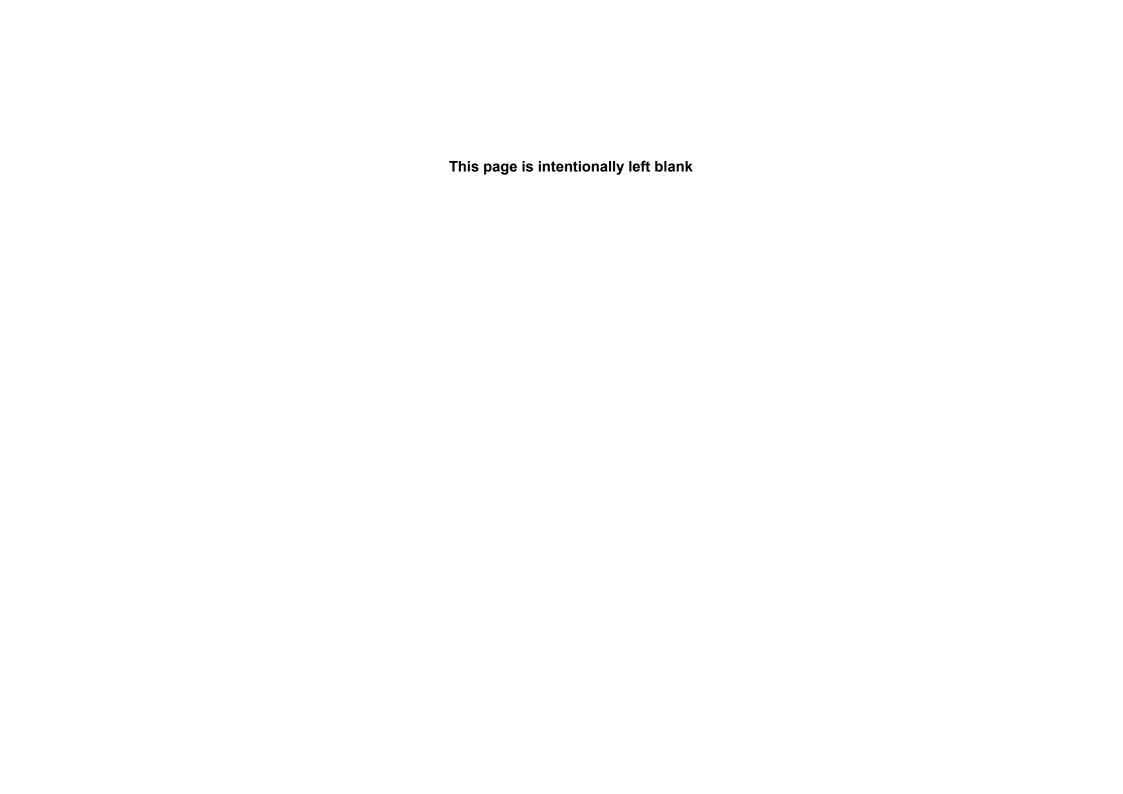


	201	7/18	2018	8/19	201	9/20	UND - LO	0/21	2021	1/22	2022	/23	2023/	24	2024/	25	2025	/26	2026/	27	2027/	/28
Description	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST			PRINCIPAL	INTEREST					7.2007		PRINCIPAL	
Animal Control			4.22		- 54																	
Dog Pound	7,796	1,333	8,286	842	7,324	320																1
Community Services				. 7	1.75																	
Kentwell Community Centre	7,708	1,318	8,193	832	7,242	317		1000														
Community Properties											1 = 1		14.	- 1								1
Naval Museum and Florrie	13,550	7,019	14,536	6,033	15,582	4,987	16,850	3,720	18,119	2,456	19,495	1,075	0	0								l
Swimming Pools					-																	
Ballina - Stage One	133,535	135,314	138,352	130,498		125,507	148,512	120,337	153,869		159,419	109,430	165,169	103,680	171,127	97,723	177,299	91,550	183,694	85,155	190,320	78,529
Ballina - Stage Two	54,673	97,350	112,664	129,723		125,148	121,999	120,388	126,953		132,107	110,280	137,471	104,916	143,053	99,334	148,862		154,906	87,481	161,196	
Ballina - Stage Three	3,800	7,000	7,000	9,000		9,000	8,000	8,000	8,000	8,000	8,000	8,000	9,000	7,000	9,000	7,000	9,000		10,000	6,000	10,000	6,000
Alstonville - Stage One	101,201	102,550 77,018	104,852 89,134	98,899 102,630		95,117 99,011	112,552 96,519	91,199 95,245	116,612 100,438	87,139 91,326	120,818	82,933	125,176	78,575	129,691	74,060	134,368		139,215	64,536	144,237	59,51
Alstonville - Stage Two Alstonville - Stage Three	43,254 2,100	11,000	11,000	11,000		10,000	12,000	10,000	13,000	9,000	104,516 13,000	87,247 9,000	108,760 14,000	83,004 8,000	113,176 14,000	78,588 8,000	117,772 15,000		122,554 15,000	69,210 7,000	127,530 16,000	64,234 6,000
			2/45		1000	0.72,19.3	10,446.5	3,1,3,5,5		1000	1			150000		7,12.7	12,000	11,100		31243	10,000	5,55
Waste Non Domestic Landfill Closure	193,893	10,400	_ = 0.7					7 0 14						- V	1					16.4		
Sub Total	193,893	10,400	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Town Centres																						
Ballina 2002/03	79,401	3,353	4								Y			1		1						1
Ballina 2003/04	290,138	34,384	309,273	15,148							1			100	1,24				A 75			
Ballina 2018/19					208,000	100,000	216,000	92,000	225,000		234,000	74,000	243,000	65,000	253,000	55,000	263,000	45,000	274,000	34,000	285,000	23,000
Ballina 2012/13 (LIRS) (Quarry Funded)		40,542	135,548	33,476		26,192	150,913	18,111	159,159	9,865	82,987	1,686	0	0	0	0	0	0	0	0	0	
Sub Total	498,021	78,279	444,821	48,624	350,833	126,192	366,913	110,111	384,159	92,865	316,987	75,686	243,000	65,000	253,000	55,000	263,000	45,000	274,000	34,000	285,000	23,000
Roads Bridges Footpaths	1,24	6.7		Towns of the second	7.635		1 8										100				- 1	
Ramses Street	3,767	644	4,003	407		155	440 400	40.000	400.404	~	00.400	4.00-										
Reseal (LIRS) (Quarry Funded)	98,876	31,200	104,314	25,762	109,920	20,157	116,139	13,938	122,484	7,592	63,420	1,297					)					1
The following loans reduce the overall re Wollongbar Link Road (Sec 94)	350,000		350,000		400,000								10									i .
Balllina Heights Drive (LIRS)	110,300	43,400	115,900	37,800		31,900	128,100	25,600	134,700	19,000	141,600	12,100	149,000	4,700		1					1.0	
McLeay Culvert (RMS)	118,270	63,290	125,014	56,547		49,436	139,300	46,260	147,680	33,880		25,543	164,828	16,731	174,161	7,398	0	0	0	0	0	1 9
Cumbalum Interchange (Sec 94)	171,753	91,906	181,542	82,116		71,789	202,286	57,373	214,461	49,198	226,565	37,094	239,360	24,300	252,984	10,676	0	0	0	0	0	f = f
Hutley Drive (Sec 94)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
River St - Four Laning - Section 94	050 000	000 440	000 770	000 000	000.000	470 407	0	0	416,000	440.000	433,000	317,000		27222	468,000	282,000	487,000		507,000	243,000	527,000	223,000
Sub Total	852,966	230,440	880,773	202,632	959,253	173,437	585,825	143,171	1,035,325	443,670	1,020,602	393,034	1,003,188	345,/31	895,145	300,074	487,000	263,000	507,000	243,000	527,000	223,000
Teven Bridges	196,359	63,880	203,592	56,647	211,003	49,236	218,731	41,508	226,976	33,263	235,281	24,958	244,656	15,583	253,742	6,497						
Airport		- 7/10			100																	
Airport	67,737	35,087	72,664	30,160		24,331	84,227	18,597	90,574		97,045	5,779			2							
Airport	152,808	62,466	160,491	54,783		45,975	177,963	37,311	187,228	28,047	196,975	18,299	207,229	8,046	(r ) i		3 - 3					A .
Airport	58,300	6,600	60,000	4,900		3,200	63,400	1,400	0	0	405.040	0.400	17 M A A							1		
Airport - Runway (LIRS) Airport - Car Park and Shade	721,549 85,300	227,684 21,100	761,234 88,600	188,000 17,800		147,092 14,300	847,522 95,700	101,711 10,700	893,831 99,400	55,402 6,900	465,310 103,000	9,466 3,000	ا	0	0		0	0			0	
Airport - Car Park and Snade	44,100	15,600	45,600	14,100		12,500	49,200	10,700	50,600		52,400	7,300	54,200	5,500	56,100	3,500	58,100	1,500	0	0	0	
Airport Terminal	47,000	60,000		118,000		112,000	125,000	106,000	131,000		138,000	93,000	145,000	86,000	152,000	79,000		72,000	167,000	64,000	176,000	55,000
	1,176,794			427,743		359,398		286,519					406,429		208,100	82,500		73,500	167,000	64,000	176,000	55,000
	0.000.000	4.051.155	0.001.000	4.000.455	0.400.455	4 488 865	0.400.000	4 000 000	0.000.155	4 000 000	0.400.000	1 000										
Total Repayments	3,285,700	1,251,400	3,324,800	1,225,100	3,402,100	1,177,700	3,130,900	1,030,200	3,636,100	1,209,800	3,183,000	1,038,500	2,456,800	911,000	2,190,000	808,800	1,569,400	724,000	1,573,400	660,400	1,637,300	596,500
Total External Loans	3,285,700	1,251,400	3,324,800	1,225,100	3,402,100	1,177,700	3,130,900	1,030,200	3,636,100	1,209,800	3,183,000	1,038,500	2,456,800	911,000	2,190,000	808,800	1.569.400	724,000	1.573,400	660,400	1.637.300	596.50
Fare III Tale America																						
External Loans Outstanding Balance as at 1 July	23,271,200		28,833,300		28,008,500		24,606,400		29,815,500	14 7 7 7	26,179,400		22,996,400		20 520 000		10 240 000		16 700 000		15 000 000	
Repayments	3,285,700	1 4	3,324,800		3,402,100		3,130,900	V	3,636,100	1000	3,183,000		2,456,800		20,539,600 2,190,000	1	18,349,600 1,569,400		16,780,200 1,573,400		15,206,800 1,637,300	
New Loans	8,847,800		2,500,000		0,402,100		8,340,000	100	0,000,100	-14E-1	0,100,000		2,430,600	- 67	2,190,000		0		1,373,400		0.037,300	
					24 000 400				00 470 400		00 000 105		00 500 555		40.040.555		40 900		48.000.000			
Balance as at 30 June	28,833,300		28,008,500		24,606,400		29,815,500		26,179,400		22,996,400		20,539,600		18,349,600		16,780,200		15,206,800		13,569,500	



# Part G

## **Appendices**



#### **APPENDICES**

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

#### **Balance Sheets**

The next four pages provide the forecast Balance Sheets for the General, Water and Wastewater (Sewer) Funds. The Balance Sheets include Council's proposed special rate variation as this is the preferred long term financial plan for Council.

ITEM	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
TEM	2017710	2010/10	2010/20	EULUIZI	ZUZ I/ZZ	LULLILU	2020/24	2024/20	2020/20	EUZUIZI	ZUZITZU
ASSETS						7.771				0.00	
Current Assets		1.0			1.						
Cash and Investments	46,700	40,700	30,500	28,500	29,000	35,500	38,900	42,600	50,500	55,800	63,700
Receivables	4,970	5,090	5,220	5,360	5,500	5,640	5,790	5,940	6,090	6,250	6,410
Inventories	2,460	2,520	2,590	2,660	2,730	2,800	2,870		3,030	3,110	3,190
Other	1,660	1,700	1,750	1,800	1,850	1,900	1,950	2,000	2,050	2,110	2,170
Total Current Assets	55,790	50,010	40,060	38,320	39,080	45,840	49,510		61,670	67,270	75,470
Non Current Assets	-4			[0.1]	199	15.01					
Investments	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Receivables	80	90	100	110	120	130	140	150	160	170	180
Inventories	1,710	1,750	1,800	1,850	1,900	1,950	2,000	2,050	2,110	2,170	2,230
Infrastructure, Property, Plant and Equ	882,910	906,590	926,440	951,100	963,270	962,250	965,530	968,860	969,660	973,650	975,610
Investment Property	22,360	22,880	23,460	24,050	24,660	25,280	25,920	26,570	27,240	27,930	28,630
Other			14.14					100		No. of the last	
Total Non-Current Assets	910,560	934,810	955,300	980,610	993,450	993,110	997,090	1,001,130	1,002,670	1,007,420	1,010,150
TOTAL ASSETS	966,350	984,820	995,360	1,018,930	1,032,530	1,038,950	1,046,600	1,054,620	1,064,340	1,074,690	1,085,620
LIABILITIES											
Current Liabilities	1.7	And the second		1	100	100	100		6	200	1000
Payables	9,540	9,760	10,010	10,270	10,530	10,800	11,070	11,350	11,640	11,940	12,240
Borrowings	3,325	3,402	3,131	3,636	3,183	2,457	2,190	1,569	1,573	1,637	(
Provisions	7,600	7,800	8,000	8,200	8,500	8,800	9,100	9,400	9,700	10,000	10,300
Total Current Liabilities	20,465	20,962	21,141	22,106	22,213	22,057	22,360	22,319	22,913	23,577	22,540
Non Current Liabilities											
Payables	0	0	0	0	0	0	0	0	0	0	(
Borrowings	25,509	24,606	21,475	26,179	22,996	20,540	18,350	the second secon	15,207	13,570	(
Provisions	4,500	4,800	5,100	5,400	5,700	6,000	6,300	6,600	6,900	7,300	7,700
Total Non-Current Liabilities	30,009	29,406	26,575	31,579	28,696	26,540	24,650	23,380	22,107	20,870	7,700
TOTAL LIABILITIES	50,473	50,369	47,716	53,686	50,909	48,596	47,010	45,700	45,020	44,447	30,240
Net Assets	915,877	934,452	947,644	965,245	981,621	990,354	999,590	1,008,920	1,019,320	1,030,243	1,055,380
EQUITY	3.70	010040		100 V C A	W. J.		70. 1 014		100	11.000	1512.4
Retained Earnings	549,977	560,052	563,844	571,845	578,321	576,954	575,790		574,020	573,743	587,380
Revaluation Reserves	365,900	374,400	383,800		403,300	413,400	423,800	434,400	445,300	456,500	468,000
Council Equity Interest	915,877	934,452	947,644	965,245	981,621	990,354	999,590	1,008,920	1,019,320	1,030,243	1,055,380

WATER SUPPLY BALANCE SHEET (\$'000)											
ITEM	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
ASSETS	1						105 37				
Current Assets			1		1 1 2 1 1	- 1		1			1.0 1
Cash and Investments	12,710	12,650	12,220	12,350	10,120	10,570	9,020	7,820	8,280	10,650	10,650
Receivables	2,170	2,220	2,280	2,340	2,400	2,460	2,530	2,600	2,670	2,740	2,810
Inventories	0	0	0	0	0	0	0	0	2,070	2,740	2,010
Other	120	130	140	150	160	170	180	190	200	210	220
Total Current Assets	15,000	15,000	14,640	14,840	12,680	13,200	11,730	10,610	11,150	13,600	13,680
Non Current Assets			1		1	27	72				
Investments	1,589	1,589	1,589	1,589	1,589	1,589	1,589	1,589	1,589	1,589	1,589
Receivables	120	130	140	150	160	170	180	190	200	210	220
Inventories	0	0	0	0	0	0	0	0	0	0	220
Infrastructure, Property, Plant and Equ	79,400	83,000	85,000	85,500	89,800	92,900	96,000	98,800	97,200	95,600	93,900
Investment Property	0	0	0	0	0	0	0	0	0,,200	00,000	30,300
Total Non-Current Assets	81,109	84,719	86,729	87,239	91,549	94,659	97,769	100,579	98,989	97,399	95,709
TOTAL ASSETS	96,109	99,719	101,369	102,079	104,229	107,859	109,499	111,189	110,139	110,999	109,389
LIABILITIES											
Current Liabilities											
Payables	100	200	300	400	500	600	700	800	900	1,000	1,100
Borrowings	0	0	0	0	0	0	0	0	0	0,000	1,100
Provisions	130	140	150	160	170	180	190	200	210	220	230
Total Current Liabilities	230	340	450	560	670	780	890	1,000	1,110	1,220	1,330
Non Current Liabilities	- V							100	1		
Payables	0	0	0	0	0	0	0	0	0	0	.0
Borrowings	0	0	0	0	0	0	0	0	0	0	0
Provisions	20	30	40	50	60	70	80	90	100	110	120
Total Non-Current Liabilities	20	30	40	50	60	70	80	90	100	110	120
TOTAL LIABILITIES	250	370	490	610	730	850	970	1,090	1,210	1,330	1,450
Net Assets	95,859	99,349	100,879	101,469	103,499	107,009	108,529	110,099	108,929	109,669	107,939
EQUITY		1.64			7.7						
Retained Earnings	42,259	44,449	44,579	43,669	44,199	46,209	46,129	46,099	43,329	42,369	38,939
Revaluation Reserves	53,600	54,900	56,300	57,800	59,300	60,800	62,400	64,000	65,600	67,300	69,000
Council Equity Interest	95,859	99,349	100,879	101,469	103,499	107,009	108,529	110,099	108,929	109,669	107,939

ITEM	2017/18	2018/19	2019/20	2020/21	NCE SHE 2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
15.3.4					2021122	LULLILO	2020124	2024/20	2020120	2020121	2021120
ASSETS											
Current Assets	U	100					-	1		Y	
Cash and Investments	5,070	3,220	3,700	5,500	5,250	6,370	10,870	11,460	16,610	22,280	29,550
Receivables	1,310	1,350	1,390	1,430	1,470	1,510	1,550	1,590	1,630	1,680	1,730
Inventories	0	0	0	0	0	0	0	0	0,000	1,000	1,730
Other	0	0	O	0	0	0	0	0	0	0	
Total Current Assets	6,380	4,570	5,090	6,930	6,720	7,880	12,420	13,050	18,240	23,960	31,280
Non Current Assets			1 11	1.71	7		734		-	1 2 1	
Investments	1,105	1,105	1,105	1,105	1,105	1,105	1,105	1,105	1,105	1,105	1,105
Receivables	130	140	150	160	170	180	190	200	210	220	230
Inventories	0	0	0	0	0	0	0	0	0	0	230
Infrastructure, Property, Plant and Equ	214,600	218,500	219,600	218,300	219,300	219,600	216,400	217,400	214,200	210,800	207 200
Investment Property	0	0	0	0	0	0	210,400	217,400	214,200	210,800	207,300
Total Non-Current Assets	215,835	219,745	220,855	219,565	220,575	220,885	217,695	218,705	215,515	212,125	208,635
TOTAL ASSETS	222,215	224,315	225,945	226,495	227,295	228,765	230,115	231,755	233,755	236,085	239,915
LIABILITIES							= -4				
Current Liabilities											
Payables	150	160	170	180	190	200	210	220	230	240	250
Borrowings	3,134	3,280	2,454	2,654	2,844	3,037	3,235	3,430	3,627	3,825	250
Provisions	540	560	580	600	620	640	660	680	700	720	740
Total Current Liabilities	3,824	4,000	3,204	3,434	3,654	3,877	4,105	4,330	4,557	4,785	990
Non Current Liabilities	1000					4.5					
Payables	0	O	0	0	0	0	0	0	O	0	Ó
Borrowings	52,945	49,665	47,211	44,557	41,713	38,676	35,441	32,011	28,384	24,559	24,559
Provisions	100	200	300	400	500	600	700	800	900	1,000	1,100
Total Non-Current Liabilities	53,045	49,865	47,511	44,957	42,213	39,276	36,141	32,811	29,284	25,559	25,659
TOTAL LIABILITIES	56,869	53,865	50,715	48,391	45,867	43,153	40,246	37,141	33,841	30,344	26,649
Net Assets	165,346	170,450	175,230	178,104	181,428	185,612	189,869	194,614	199,914	205,741	213,266
EQUITY	100	100					14.77			7	
Retained Earnings	100,646	104,250	107,330	108,504	110,028	112,412	114,769	117,614	120,914	124,741	130,166
Revaluation Reserves	64,700	66,200	67,900	69,600	71,400	73,200	75,100	77,000	79,000	81,000	83,100
Council Equity Interest	165,346	170,450	175,230	178,104	181,428	185,612	189,869	194,614	199,914	205,741	213,266

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CONSOLIDATED BALANCE SHEET (\$'000)											
ITEM	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
ASSETS											
Current Assets						87					
Cash and Investments	64,480	56,570	46,420	46,350	44,370	52,440	58,790	61,880	75,390	88,730	103,900
Receivables	8,450	8,660	8,890	9,130	9,370	9,610	9,870	100, 7 4 0 16 00		10,670	10,950
Inventories	2,460	2,520	2,590	2,660	2,730			10 miles		3,110	3,190
Other	1,780	1,830	1,890	1,950	2,010	2,070	2,130	6.74.2.2.2		2,320	2,390
Total Current Assets	77,170	69,580	59,790	60,090	58,480	66,920	73,660	77,150		104,830	120,430
Non Current Assets		1.5	1731		118.0	1771				17.7	1100
Investments	6,194	6,194	6,194	6,194	6,194	6,194	6,194	6,194	6,194	6,194	6,194
Receivables	330	360	390	420	450	480	510	540	570	600	630
Inventories	1,710	1,750	1,800	1,850				2,050		2,170	2,230
Infrastructure, Property, Plant and Equ		1,208,090		1,254,900						1,280,050	
Investment Property	22,360	22,880	23,460	24,050	24,660	25,280	25,920	26,570		27,930	28,630
Total Non-Current Assets	1,207,504		1,262,884	1,287,414		1,308,654			1,317,174		1 314 494
TOTAL ASSETS		1,308,854				1,375,574			1,408,234		
LIABILITIES											
Current Liabilities					-	-	1 2 2				
Payables	9,790	10,120	10,480	10,850	11,220	11,600	11,980	12,370	12,770	13,180	13,590
Borrowings	6,459	6,682	5,585	6,290	6,027	5,494	5,425	4,999	5,200	5,462	,0,000
Provisions	8,270	8,500	8,730	8,960	9,290	9,620	9,950	10,280	10,610	10,940	11,270
Total Current Liabilities	24,519	25,302	24,795	26,100	26,537	26,714	27,355	27,649	28,580	29,582	24,860
Non Current Liabilities			100		_		VGW E				
Payables	0	0	0	0	0	0	0	0	0	0	0
Borrowings	78,454	74,271	68,687	70,737	64,709	59,216	53,791	48,791	43,591	38,129	24,559
Provisions	4,620	5,030	5,440	5,850	6,260	6,670	7,080	7,490	7,900	8,410	8,920
Total Non-Current Liabilities	83,074	79,301	74,127	76,587	70,969	65,886	60,871	56,281	51,491	46,539	33,479
TOTAL LIABILITIES	107,592	104,604	98,921	102,687	97,507	92,599	88,226	83,931	80,071	76,121	58,339
Net Assets	1,177,082	1,204,251	1,223,753	1,244,817	1,266,548				1,328,163		
EQUITY	3.714				4-6	1.49	-				
Retained Earnings	692,882	708,751	715,753	724,017	732,548	735,575	736,688	738,233	738,263	740,853	756,485
Revaluation Reserves	484,200	495,500	508,000	520,800	534,000	547,400	561,300	575,400	589,900	604,800	620,100
Council Equity Interest	1,177,082		1,223,753				1,297,988	1,313,633			