

long term financial plan (LTFP) budget

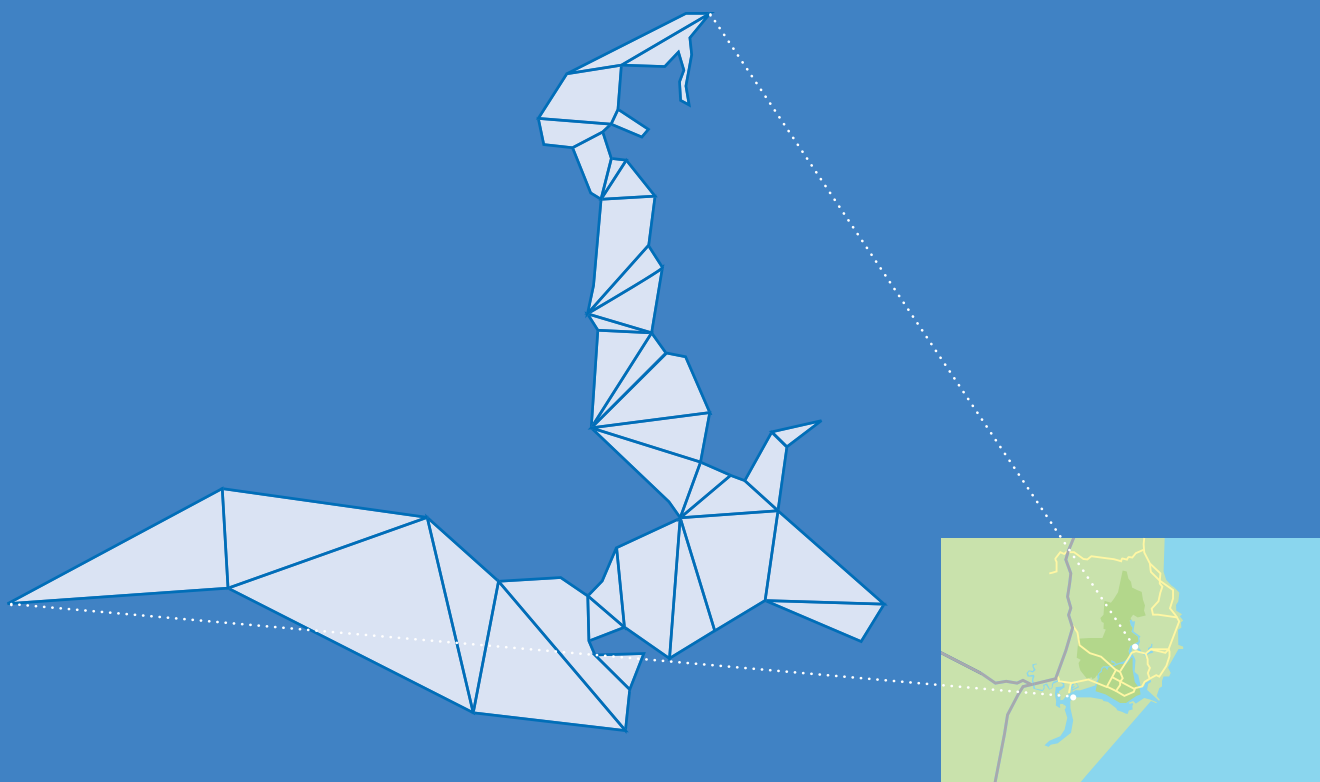
2020 - 2029/2030

ADOPTED 25 JUNE 2020



ballina
shire council

our community our future



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

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Part A

Introduction

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OVERVIEW

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

Section	Description
A. Overview	This section provides a summary of the information contained in this document.
B. Operating Budgets	Details of all operating budgets on a program basis. The programs are classified in the three divisions which form Council's organisation structure.
C. Capital Expenditure	Outlines the capital projects included in the budget for the General, Water and Wastewater (Sewer) Funds.
D. Section 7.11 and Capital Income	Summary of the movement in Section 7.11 contributions along with other capital income such as Grants, Contributions, Loans and Asset sales.
E. Reserves	Details the transfers to and from reserves for the General Fund, along with the estimated reserve balances.
F. Loan Repayments	Principal and interest repayment summary for the General Fund.
G. Appendices	Additional supporting information.

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 2020/21 represent the budgets for that year whereas the estimates from 2021/22 onwards provide a guide as to where the organisation is heading. Actual figures are included for previous years.

GENERAL FUND - INCOME STATEMENT (2017/18 to 2029/30)

ACTUAL 2017/18	ACTUAL 2018/19	ITEM	ESTIMATED											
			2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
		OPERATING RESULTS												
		Operating Activities												
28,266,100	30,099,800	Rates and Annual Charges	32,088,800	33,284,800	4	34,393,300	35,537,500	36,721,300	37,943,800	39,121,100	40,477,600	41,880,700	43,332,300	44,834,000
14,675,200	16,265,100	User Charges and Fees	15,841,600	13,655,400	(14)	16,957,400	18,600,600	19,062,600	19,501,500	19,998,100	20,500,200	21,014,900	21,543,800	22,086,300
1,474,100	1,769,300	Interest and Investment Revenues	1,333,000	1,274,600	(4)	1,155,500	1,176,100	1,319,900	1,371,300	1,415,800	1,665,900	1,886,000	1,805,300	1,499,200
9,387,900	10,610,700	Other Revenues	9,125,600	8,357,100	(8)	9,839,900	10,851,100	11,009,100	11,262,200	11,520,200	11,853,000	12,315,400	12,548,300	13,055,800
9,004,500	7,995,600	Grants and Contributions for Operating Purposes	10,406,000	8,488,900	(18)	8,761,700	8,703,400	8,829,700	8,927,700	9,098,600	9,293,700	9,493,000	9,696,300	9,764,600
31,476,200	21,301,200	Grants and Contributions for Capital Purposes	11,342,300	17,665,900	56	19,468,900	13,134,700	11,439,300	16,682,400	9,411,300	10,780,600	24,154,400	21,912,600	14,725,200
		Other Income:												
0	680,000	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
94,284,000	88,721,700	Total Income from Continuing Operations	80,137,300	82,726,700	3	90,576,700	88,003,400	88,381,900	95,688,900	90,565,100	94,571,000	110,744,400	110,838,600	105,965,100
		Operating Expenses												
16,576,000	18,623,000	Employee Benefits and On-costs	19,202,000	19,799,000	3	20,415,000	21,049,000	21,703,000	22,377,000	23,072,000	23,789,000	24,528,000	25,290,000	26,075,000
1,315,000	1,197,200	Borrowing Costs	1,150,300	1,298,500	13	1,782,900	2,065,400	1,893,200	1,901,300	1,788,500	1,799,200	1,703,700	1,507,700	1,411,700
25,368,500	25,402,400	Materials and Contracts	31,764,300	27,679,500	(13)	28,604,600	29,716,100	30,313,200	30,796,700	31,596,600	32,139,700	33,160,200	33,882,100	34,727,700
14,261,200	14,062,900	Depreciation and Amortisation	14,731,000	15,362,200	4	15,716,500	16,199,200	16,700,900	17,070,000	17,443,400	17,808,100	18,182,300	18,593,200	19,017,400
4,813,800	5,260,300	Other Expenses	5,215,900	5,242,500	1	5,725,500	5,594,100	5,750,900	6,234,700	6,056,600	6,217,400	6,381,900	6,905,000	6,719,900
491,900	0	Net Loss from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
62,826,400	64,545,800	Total Expenses from Continuing Operations	72,063,500	69,381,700	(4)	72,244,500	74,623,800	76,361,200	78,379,700	79,957,100	81,753,400	83,956,100	86,178,000	87,951,700
31,457,600	24,175,900	Net Operating Result for the Year	8,073,800	13,345,000	65	18,332,200	13,379,600	12,020,700	17,309,200	10,608,000	12,817,600	26,788,300	24,660,600	18,013,400
(18,600)	2,874,700	Net Operating Result Before Capital Income	(3,268,500)	(4,320,900)	32	(1,136,700)	244,900	581,400	626,800	1,196,700	2,037,000	2,633,900	2,748,000	3,288,200

WATER OPERATIONS - INCOME STATEMENT (2017/18 to 2029/30)														
ACTUAL 2017/18	ACTUAL 2018/19	ITEM	ESTIMATED											
			2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
		OPERATING RESULTS												
		Operating Activities												
3,489,900	3,621,300	Annual Charges	3,780,500	3,898,500	3	4,063,200	4,233,900	4,410,500	4,593,100	4,761,700	4,886,300	5,013,900	5,144,500	5,279,100
7,868,300	8,817,900	User Charges and Fees	8,990,900	9,050,000	1	9,358,300	9,676,400	10,005,100	10,345,400	10,697,300	10,964,900	11,240,200	11,521,100	11,809,700
435,900	564,100	Interest and Investment Revenues	450,900	469,500	4	475,800	271,800	187,000	152,100	125,300	155,100	186,000	214,600	249,800
455,900	0	Other Revenues	0	0	0	0	0	0	0	0	0	0	0	0
333,000	459,400	Grants and Contributions for Operating Purposes	403,200	239,700	(41)	240,800	242,000	243,200	244,300	245,500	246,700	247,900	156,400	157,500
2,942,300	2,114,000	Grants and Contributions for Capital Purposes	1,538,200	1,558,200	1	1,578,200	1,598,200	1,618,200	1,638,200	1,658,200	1,678,200	1,698,200	1,718,200	1,738,200
		Other Income:												
18,300	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
15,543,600	15,576,700	Total Income from Continuing Operations	15,163,700	15,215,900	0	15,716,300	16,022,300	16,464,000	16,973,100	17,488,000	17,931,200	18,386,200	18,754,800	19,234,300
		Operating Expenses												
2,051,000	2,218,000	Employee Benefits and On-costs	2,287,000	2,358,000	3	2,431,000	2,506,000	2,584,000	2,664,000	2,747,000	2,832,000	2,920,000	3,011,000	3,105,000
0	0	Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
7,253,100	7,078,000	Materials and Contracts	7,724,300	8,275,800	7	8,771,900	9,235,200	9,725,300	10,161,400	10,617,500	10,868,900	11,125,600	11,388,000	11,656,200
1,482,100	1,500,600	Depreciation and Amortisation	1,500,000	1,570,000	5	1,601,400	1,633,500	1,666,200	1,699,600	1,733,600	1,768,300	1,803,700	1,839,800	1,876,600
323,100	613,400	Other Expenses	832,500	634,600	(24)	644,700	646,400	708,600	681,500	699,700	738,300	737,000	756,500	776,200
11,700	0	Net Loss from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
11,121,000	11,410,000	Total Expenses from Continuing Operations	12,343,800	12,838,400	4	13,449,000	14,021,100	14,684,100	15,206,500	15,797,800	16,207,500	16,586,300	16,995,300	17,414,000
4,422,600	4,166,700	Net Operating Result for the Year	2,819,900	2,377,500	(16)	2,267,300	2,001,200	1,779,900	1,766,600	1,690,200	1,723,700	1,799,900	1,759,500	1,820,300
1,480,300	2,052,700	Net Operating Result Before Capital Income	1,281,700	819,300	(36)	689,100	403,000	161,700	128,400	32,000	45,500	101,700	41,300	82,100

WASTEWATER OPERATIONS - INCOME STATEMENT (2017/18 to 2029/30)

ACTUAL 2017/18	ACTUAL 2018/19	ITEM	ESTIMATED											
			2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
		OPERATING RESULTS												
		Operating Activities												
16,137,100	16,908,000	Annual Charges	17,771,000	18,115,000	2	18,571,000	19,039,000	19,519,000	20,011,000	20,515,000	21,032,000	21,562,000	22,106,000	22,663,000
1,546,700	1,947,800	User Charges and Fees	1,798,400	1,791,000	(0)	1,836,700	1,882,700	1,930,100	1,979,000	2,029,100	2,080,600	2,132,600	2,185,900	2,240,700
253,100	278,800	Interest and Investment Revenues	208,100	164,000	(21)	141,800	69,100	87,500	142,400	165,800	261,100	359,500	468,000	582,700
278,000	341,800	Other Revenues	366,500	372,000	2	381,400	391,200	401,200	411,400	421,800	432,500	443,500	454,800	466,300
156,100	158,600	Grants and Contributions for Operating Purposes	235,500	160,000	(32)	149,100	150,900	152,700	154,500	156,400	158,200	160,000	161,800	163,600
8,224,500	5,549,000	Grants and Contributions for Capital Purposes	2,250,000	2,280,000	1	2,320,000	2,360,000	2,410,000	2,460,000	2,510,000	2,560,000	2,610,000	2,660,000	2,710,000
		Other Income:												
0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
26,595,500	25,184,000	Total Income from Continuing Operations	22,629,500	22,882,000	1	23,400,000	23,892,900	24,500,500	25,158,300	25,798,100	26,524,400	27,267,600	28,036,500	28,826,300
		Operating Expenses												
4,392,000	4,192,000	Employee Benefits and On-costs	4,322,000	4,456,000	3	4,594,000	4,737,000	4,884,000	5,036,000	5,192,000	5,353,000	5,519,000	5,690,000	5,867,000
4,248,300	3,643,300	Borrowing Costs	3,433,900	3,199,400	(7)	2,996,000	2,801,200	2,606,300	2,405,100	2,204,700	2,004,300	1,803,900	1,603,500	1,403,100
3,833,900	4,581,600	Materials and Contracts	4,703,900	4,406,600	(6)	4,377,100	4,444,900	4,574,000	4,614,100	4,632,100	4,733,900	4,796,400	4,880,000	4,964,800
3,673,900	3,675,600	Depreciation and Amortisation	3,900,000	3,750,000	(4)	3,825,000	3,902,000	3,980,000	4,060,000	4,141,000	4,224,000	4,308,000	4,394,000	4,482,000
1,188,400	1,174,100	Other Expenses	1,240,100	1,321,500	7	1,349,000	1,383,100	1,418,300	1,454,200	1,491,300	1,529,100	1,567,700	1,607,500	1,648,300
0	526,700	Net Loss from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
17,336,500	17,793,300	Total Expenses from Continuing Operations	17,599,900	17,133,500	(3)	17,141,100	17,268,200	17,462,600	17,569,400	17,661,100	17,844,300	17,995,000	18,175,000	18,365,200
9,259,000	7,390,700	Net Operating Result for the Year	5,029,600	5,748,500	14	6,258,900	6,624,700	7,037,900	7,588,900	8,137,000	8,680,100	9,272,600	9,861,500	10,461,100
1,034,500	1,841,700	Net Operating Result Before Capital Income	2,779,600	3,468,500	25	3,938,900	4,264,700	4,627,900	5,128,900	5,627,000	6,120,100	6,662,600	7,201,500	7,751,100

CONSOLIDATED OPERATIONS - INCOME STATEMENT (2017/18 to 2029/30)

ACTUAL 2017/18	ACTUAL 2018/19	ITEM	ESTIMATED											
			2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
		OPERATING RESULTS												
		Operating Activities												
47,893,100	50,629,100	Rates and Annual Charges	53,640,300	55,298,300	3	57,027,500	58,810,400	60,650,800	62,547,900	64,397,800	66,395,900	68,456,600	70,582,800	72,776,100
24,090,200	27,030,800	User Charges and Fees	26,630,900	24,496,400	(8)	28,152,400	30,159,700	30,997,800	31,825,900	32,724,500	33,545,700	34,387,700	35,250,800	36,136,700
2,163,100	2,612,200	Interest and Investment Revenues	1,992,000	1,908,100	(4)	1,773,100	1,517,000	1,594,400	1,665,800	1,706,900	2,082,100	2,431,500	2,487,900	2,331,700
10,121,800	10,952,500	Other Revenues	9,492,100	8,729,100	(8)	10,221,300	11,242,300	11,410,300	11,673,600	11,942,000	12,285,500	12,758,900	13,003,100	13,522,100
9,493,600	8,613,600	Grants and Contributions for Operating Purposes	11,044,700	8,888,600	(20)	9,151,600	9,096,300	9,225,600	9,326,500	9,500,500	9,698,600	9,900,900	10,014,500	10,085,700
42,643,000	28,964,200	Grants and Contributions for Capital Purposes	15,130,500	21,504,100	42	23,367,100	17,092,900	15,467,500	20,780,600	13,579,500	15,018,800	28,462,600	26,290,800	19,173,400
		Other Income:												
18,300	680,000	Net Gain from Disposal of Assets	0	0		0	0	0	0	0	0	0	0	0
136,423,100	129,482,400	Total Income from Continuing Operations	117,930,500	120,824,600	2	129,693,000	127,918,600	129,346,400	137,820,300	133,851,200	139,026,600	156,398,200	157,629,900	154,025,700
		Operating Expenses												
23,019,000	25,033,000	Employee Benefits and On-costs	25,811,000	26,613,000	3	27,440,000	28,292,000	29,171,000	30,077,000	31,011,000	31,974,000	32,967,000	33,991,000	35,047,000
5,563,300	4,840,500	Borrowing Costs	4,584,200	4,497,900	(2)	4,778,900	4,866,600	4,499,500	4,306,400	3,993,200	3,803,500	3,507,600	3,111,200	2,814,800
36,455,500	37,062,000	Materials and Contracts	44,192,500	40,361,900	(9)	41,753,600	43,396,200	44,612,500	45,572,200	46,846,200	47,742,500	49,082,200	50,150,100	51,348,700
19,417,200	19,239,100	Depreciation and Amortisation	20,131,000	20,682,200	3	21,142,900	21,734,700	22,347,100	22,829,600	23,318,000	23,800,400	24,294,000	24,827,000	25,376,000
6,325,300	7,047,800	Other Expenses	7,288,500	7,198,600	(1)	7,719,200	7,623,600	7,877,800	8,370,400	8,247,600	8,484,800	8,686,600	9,269,000	9,144,400
503,600	526,700	Net Loss from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
91,283,900	93,749,100	Total Expenses from Continuing Operations	102,007,200	99,353,600	(3)	102,834,600	105,913,100	108,507,900	111,155,600	113,416,000	115,805,200	118,537,400	121,348,300	123,730,900
45,139,200	35,733,300	Net Operating Result for the Year	15,923,300	21,471,000	35	26,858,400	22,005,500	20,838,500	26,664,700	20,435,200	23,221,400	37,860,800	36,281,600	30,294,800
2,496,200	6,769,100	Net Operating Result Before Capital Income	792,800	(33,100)	(104)	3,491,300	4,912,600	5,371,000	5,884,100	6,855,700	8,202,600	9,398,200	9,990,800	11,121,400

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GENERAL FUND – CASH FORECAST AND LONG TERM FINANCIAL PLAN

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

The opposite page provides the cash forecast for General Fund. The estimates for 2020/21 represent the budgets for that year whereas the estimates from 2021/22 onwards provide a guide as to where the organisation is heading. Explanations for each item are:

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

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

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

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

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

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

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

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

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

Net movement in other working capital items

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

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

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

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

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

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

GENERAL FUND - LONG TERM FINANCIAL PLAN (2017/18 to 2029/30)														
ACTUAL 2017/18	ACTUAL 2018/19	ITEM	ESTIMATED											
			2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
		OPERATING RESULTS												
		General Fund Activities												
62,949,800	66,936,500	Operating Revenues	68,795,000	65,060,800	(5)	71,107,800	74,868,700	76,942,600	79,006,500	81,153,800	83,790,400	86,590,000	88,926,000	91,239,900
48,231,200	49,764,600	Less Operating Expenses	57,284,500	53,943,500	(6)	56,449,400	58,344,100	59,577,800	61,225,100	62,426,900	63,856,300	65,683,500	67,493,200	68,841,300
14,718,600	17,171,900	Operating Result before Non-cash Items	11,510,500	11,117,300	(3)	14,658,400	16,524,600	17,364,800	17,781,400	18,726,900	19,934,100	20,906,500	21,432,800	22,398,600
14,261,200	14,062,900	Less Depreciation	14,731,000	15,362,200	4	15,716,500	16,199,200	16,700,900	17,070,000	17,443,400	17,808,100	18,182,300	18,593,200	19,017,400
0	(484,000)	Less Remediation Provision	0	0	0	0	0	0	0	0	0	0	0	0
(308,600)	592,500	Less Land Stock Movement	0	0	0	0	0	0	0	0	0	0	0	0
150,700	125,800	Less Unwinding Interest Free Loans	48,000	76,000	58	78,600	80,500	82,500	84,600	86,800	89,000	90,300	91,600	93,000
633,900	0	Less Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
(18,600)	2,874,700	Net Operating Result	(3,268,500)	(4,320,900)	32	(1,136,700)	244,900	581,400	626,800	1,196,700	2,037,000	2,633,900	2,748,000	3,288,200
		Add Capital Grants and Contributions												
6,091,300	11,872,300	Capital Grants and Contributions	6,071,300	9,541,900	57	11,114,300	4,548,700	2,621,100	7,631,200	126,300	1,260,900	14,399,200	11,921,000	4,496,300
5,280,000	8,369,700	Section 7.11 Contributions Collected	4,071,000	6,900,000	69	7,100,000	7,300,000	7,500,000	7,700,000	7,900,000	8,100,000	8,300,000	8,500,000	8,700,000
		Add Non-operating Funds Employed												
7,247,800	0	Loan Funds Used	9,000,000	10,900,000	21	22,962,000	6,253,000	4,364,000	0	2,500,000	0	0	0	0
3,860,200	570,200	Proceeds from Disposal of Assets	3,419,100	0	(100)	3,648,000	3,646,000	0	0	0	0	0	0	0
		Subtract Funds Deployed for Non-operating Purposes												
(32,149,800)	(30,818,200)	Capital Expenditure	(41,629,600)	(46,486,000)	12	(53,001,000)	(27,789,000)	(26,889,200)	(29,225,100)	(20,732,200)	(18,241,400)	(45,645,600)	(41,240,600)	(28,213,200)
(3,220,900)	(3,236,600)	Repayment of Principal on Loans	(3,228,700)	(3,291,800)	2	(7,693,800)	(4,827,400)	(3,438,700)	(3,332,700)	(2,741,800)	(2,857,900)	(2,954,800)	(2,884,000)	(2,981,000)
		Net Movement in Other Working Capital Items												
1,020,900	(138,300)	Net Incr / (Decr) in Leave and Working Capital	200,000	4,600	(98)	24,800	38,100	55,300	76,500	101,900	131,400	166,000	203,600	247,300
		Add Back Non-Cash Expense												
14,261,200	14,062,900	Depreciation	14,731,000	15,362,200	4	15,716,500	16,199,200	16,700,900	17,070,000	17,443,400	17,808,100	18,182,300	18,593,200	19,017,400
0	(484,000)	Remediation	0	0	0	0	0	0	0	0	0	0	0	0
0	0	Investment Premiums	0	0	0	0	0	0	0	0	0	0	0	0
0	680,000	Fair Value Adjustments Rental Properties	0	0	0	0	0	0	0	0	0	0	0	0
(308,600)	592,500	Land Stock Movement	0	0	0	0	0	0	0	0	0	0	0	0
150,700	125,800	Unwinding Interest Free Loans	48,000	76,000	58	78,600	80,500	82,500	84,600	86,800	89,000	90,300	91,600	93,000
633,900	0	Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
2,848,100	4,471,000	Cash Reserves - Increase / (Decrease)	(10,586,400)	(11,314,000)	7	(1,187,300)	5,694,000	1,577,300	631,300	5,881,100	8,327,100	(4,828,700)	(2,067,200)	4,648,000
		Movement in Reserves - Increase / (Decrease)												
(126,800)	(1,474,400)	Reserves - Internal - Increase / (Decrease)	(5,922,600)	(11,799,200)		(1,076,000)	3,293,200	103,500	807,100	2,911,500	3,485,400	1,056,400	397,800	(274,100)
2,926,900	3,931,600	Reserves - External - Increase / (Decrease)	(3,683,000)	1,265,200		544,500	2,986,300	1,959,900	254,200	3,254,400	4,992,000	(5,857,000)	(2,678,400)	4,534,300
48,000	2,013,800	Working Capital - Increase / (Decrease)	(980,800)	(780,000)		(655,800)	(585,500)	(486,100)	(430,000)	(284,800)	(150,300)	(28,100)	213,400	387,800
2,848,100	4,471,000	Total Movement in Reserves	(10,586,400)	(11,314,000)		(1,187,300)	5,694,000	1,577,300	631,300	5,881,100	8,327,100	(4,828,700)	(2,067,200)	4,648,000
		Reserves - Balances as at 30 June												
33,573,400	32,099,000	Internal Reserves	26,176,400	14,377,200	(45)	13,301,200	16,594,400	16,697,900	17,505,000	20,416,500	23,901,900	24,958,300	25,356,100	25,082,000
14,443,700	18,375,300	External Reserves	14,692,300	15,957,500	9	16,502,000	19,488,300	21,448,200	21,702,400	24,956,800	29,948,800	24,091,800	21,413,400	25,947,700
3,020,200	5,034,000	Working Capital	4,053,200	3,273,200	(19)	2,617,400	2,031,900	1,545,800	1,115,800	831,000	680,700	652,600	866,000	1,253,800
51,037,300	55,508,300	Total	44,921,900	33,607,900	(25)	32,420,600	38,114,600	39,691,900	40,323,200	46,204,300	54,531,400	49,702,700	47,635,500	52,283,500

WATER OPERATIONS – CASH FORECAST AND LONG TERM FINANCIAL PLAN

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

Explanations for each item are:

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

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

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

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

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

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

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

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

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

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

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

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

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

WATER OPERATIONS - LONG TERM FINANCIAL PLAN (2017/18 to 2029/30)														
ACTUAL 2017/18	ACTUAL 2018/19	ITEM	ESTIMATED											
			2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
		OPERATING RESULTS												
12,601,300	13,462,700	Operating Revenues	13,625,500	13,657,700	0	14,138,100	14,424,100	14,845,800	15,334,900	15,829,800	16,253,000	16,688,000	17,036,600	17,496,100
9,627,200	9,909,400	Less Operating Expenses	10,843,800	11,268,400	4	11,847,600	12,387,600	13,017,900	13,506,900	14,064,200	14,439,200	14,782,600	15,155,500	15,537,400
2,974,100	3,553,300	Operating Result before Non-cash Items	2,781,700	2,389,300	(14)	2,290,500	2,036,500	1,827,900	1,828,000	1,765,600	1,813,800	1,905,400	1,881,100	1,958,700
1,482,100	1,500,600	Depreciation Expense	1,500,000	1,570,000	5	1,601,400	1,633,500	1,666,200	1,699,600	1,733,600	1,768,300	1,803,700	1,839,800	1,876,600
0	0	Less Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
11,700	0	Less Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
1,480,300	2,052,700	Net Operating Result	1,281,700	819,300	(36)	689,100	403,000	161,700	128,400	32,000	45,500	101,700	41,300	82,100
		Add Capital Grants and Contributions												
0	2,200	Capital Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
1,075,100	1,175,800	Section 64 Contributions Collected	600,000	620,000	3	640,000	660,000	680,000	700,000	720,000	740,000	760,000	780,000	800,000
		Add Non-operating Funds Employed												
0	0	Transfer from Section 64 Recoupments	0	0	0	0	0	0	0	0	0	0	0	0
		Subtract Funds Deployed for Non-operating Purposes												
(2,001,200)	(1,120,100)	Capital Expenditure	(3,579,500)	(2,611,000)	(27)	(12,205,000)	(6,483,000)	(4,001,000)	(3,654,000)	(992,000)	(1,017,000)	(1,227,000)	(1,042,000)	(1,068,000)
0	0	Contributions - Section 64 Recoupments BBRC	0	0	0	0	0	0	0	0	0	0	0	0
0	0	Repayment of Principal on Loans	0	0	0	0	0	0	0	0	0	0	0	0
		Net Movement in Other Working Capital Items												
(295,800)	(378,500)	Net Incr / (Decr) in Leave and Working Capital	0	0	0	0	0	0	0	0	0	0	0	0
		Add Back Non-Cash Expense												
1,482,100	1,500,600	Depreciation	1,500,000	1,570,000	5	1,601,400	1,633,500	1,666,200	1,699,600	1,733,600	1,768,300	1,803,700	1,839,800	1,876,600
0	0	Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
11,700	0	Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
1,752,200	3,232,700	Reserves Movement - Increase / (Decrease)	(197,800)	398,300	(301)	(9,274,500)	(3,786,500)	(1,493,100)	(1,126,000)	1,493,600	1,536,800	1,438,400	1,619,100	1,690,700
		Movement in Reserves - Increase / (Decrease)												
586,200	1,816,300	Water Reserves	114,100	(436,700)		(4,461,400)	(203,200)	(1,185,800)	558,500	766,700	774,100	639,100	782,400	815,800
1,166,000	1,416,400	Developer Contributions - Section 64	(311,900)	835,000		(4,813,100)	(3,583,300)	(307,300)	(1,684,500)	726,900	762,700	799,300	836,700	874,900
1,752,200	3,232,700	Total Movement in Reserves (incl Sec 64)	(197,800)	398,300		(9,274,500)	(3,786,500)	(1,493,100)	(1,126,000)	1,493,600	1,536,800	1,438,400	1,619,100	1,690,700
		Reserves - Balances as at 30 June												
8,877,400	10,693,700	Water Reserves	10,807,800	10,371,100	(4)	5,909,700	5,706,500	4,520,700	5,079,200	5,845,900	6,620,000	7,259,100	8,041,500	8,857,300
8,766,400	10,182,800	Developer Contributions - Section 64	9,870,900	10,705,900	8	5,892,800	2,309,500	2,002,200	317,700	1,044,600	1,807,300	2,606,600	3,443,300	4,318,200
17,643,800	20,876,500	Total Reserves	20,678,700	21,077,000	2	11,802,500	8,016,000	6,522,900	5,396,900	6,890,500	8,427,300	9,865,700	11,484,800	13,175,500

WASTEWATER OPERATIONS – CASH FORECAST AND LONG TERM FINANCIAL PLAN

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

Explanations for each item are:

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

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

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

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

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

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

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

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

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

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

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

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

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

WASTEWATER OPERATIONS - LONG TERM FINANCIAL PLAN (2017/18 to 2029/30)

ACTUAL 2017/18	ACTUAL 2018/19	ITEM	ESTIMATED											
			2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
		OPERATING RESULTS												
18,371,000	19,635,000	Operating Revenues	20,379,500	20,602,000	1	21,080,000	21,532,900	22,090,500	22,698,300	23,288,100	23,964,400	24,657,600	25,376,500	26,116,300
13,662,600	13,457,200	Less Operating Expenses	13,630,900	13,383,500	(2)	13,316,100	13,366,200	13,482,600	13,509,400	13,520,100	13,620,300	13,687,000	13,781,000	13,883,200
4,708,400	6,177,800	Operating Result before Non-cash Items	6,748,600	7,218,500	7	7,763,900	8,166,700	8,607,900	9,188,900	9,768,000	10,344,100	10,970,600	11,595,500	12,233,100
3,673,900	3,675,600	Depreciation Expense	3,900,000	3,750,000	(4)	3,825,000	3,902,000	3,980,000	4,060,000	4,141,000	4,224,000	4,308,000	4,394,000	4,482,000
0	133,800	Less Unwinding Interest Free Loans	69,000	0	(100)	0	0	0	0	0	0	0	0	0
0	526,700	Less Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
1,034,500	1,841,700	Net Operating Result	2,779,600	3,468,500	25	3,938,900	4,264,700	4,627,900	5,128,900	5,627,000	6,120,100	6,662,600	7,201,500	7,751,100
		Add Capital Grants and Contributions												
40,000	0	Capital Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
2,370,600	2,456,100	Section 64 Contributions Collected	1,500,000	1,530,000	2	1,570,000	1,610,000	1,660,000	1,710,000	1,760,000	1,810,000	1,860,000	1,910,000	1,960,000
		Add Non-operating Funds Employed												
0	0	Loan Funds Used	0	0	0	0	0	0	0	0	0	0	0	0
		Subtract Funds Deployed for Non-operating Purposes												
(6,518,000)	(3,813,000)	Capital Expenditure	(3,560,100)	(7,533,900)	112	(11,775,000)	(6,337,000)	(1,881,000)	(5,778,000)	(1,240,000)	(1,458,000)	(1,237,000)	(1,286,000)	(1,241,000)
(3,095,600)	(3,387,000)	Repayment of Principal on Loans	(3,535,800)	(2,716,300)	(23)	(2,919,600)	(3,114,500)	(3,309,400)	(3,510,600)	(3,711,000)	(3,911,400)	(4,111,800)	(4,312,200)	(4,512,600)
		Net Movement in Other Working Capital Items												
164,900	(34,700)	Net Incr / (Decr) in Leave and Working Capital	0	0	0	0	0	0	0	0	0	0	0	0
		Add Back Non-Cash Expense												
3,673,900	3,675,600	Depreciation	3,900,000	3,750,000	(4)	3,825,000	3,902,000	3,980,000	4,060,000	4,141,000	4,224,000	4,308,000	4,394,000	4,482,000
0	133,800	Unwinding Interest Free Loans	69,000	0	(100)	0	0	0	0	0	0	0	0	0
0	526,700	Loss on Disposal of Infrastructure Assets and cont	0	0	0	0	0	0	0	0	0	0	0	0
(2,329,700)	1,399,200	Wastewater Reserves - Increase / (Decrease)	1,152,700	(1,501,700)	(230)	(5,360,700)	325,200	5,077,500	1,610,300	6,577,000	6,784,700	7,481,800	7,907,300	8,439,500
		Movement in Reserves - Increase / (Decrease)												
(1,777,400)	1,800	Wastewater Reserves	486,900	1,987,300		(597,200)	1,271,200	3,417,500	333,000	4,793,100	4,925,000	5,545,100	5,892,500	6,345,500
(552,300)	1,397,400	Developer Contributions - Section 64	665,800	(3,489,000)		(4,763,500)	(946,000)	1,660,000	1,277,300	1,783,900	1,859,700	1,936,700	2,014,800	2,094,000
(2,329,700)	1,399,200	Total Movement in Reserves (incl Section 64)	1,152,700	(1,501,700)		(5,360,700)	325,200	5,077,500	1,610,300	6,577,000	6,784,700	7,481,800	7,907,300	8,439,500
		Reserves - Balances as at 30 June												
2,886,600	2,888,400	Wastewater Reserves	3,375,300	5,362,600	59	4,765,400	6,036,600	9,454,100	9,787,100	14,580,200	19,505,200	25,050,300	30,942,800	37,288,300
5,842,900	7,240,300	Developer Contributions - Section 64	7,906,100	4,417,100	(44)	(346,400)	(1,292,400)	367,600	1,644,900	3,428,800	5,288,500	7,225,200	9,240,000	11,334,000
8,729,500	10,128,700	Total	11,281,400	9,779,700	(13)	4,419,000	4,744,200	9,821,700	11,432,000	18,009,000	24,793,700	32,275,500	40,182,800	48,622,300

CONSOLIDATED OPERATIONS - LONG TERM FINANCIAL PLAN (2017/18 to 2029/30)														
ACTUAL 2017/18	ACTUAL 2018/19	ITEM	ESTIMATED											
			2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
		OPERATING RESULTS												
		Operating Activities												
93,922,100	100,034,200	Operating Revenues	102,800,000	99,320,500	(3)	106,325,900	110,825,700	113,878,900	117,039,700	120,271,700	124,007,800	127,935,600	131,339,100	134,852,300
71,521,000	73,131,200	Less Operating Expenses	81,759,200	78,595,400	(4)	81,613,100	84,097,900	86,078,300	88,241,400	90,011,200	91,915,800	94,153,100	96,429,700	98,261,900
22,401,100	26,903,000	Operating Result before Non-cash Items	21,040,800	20,725,100	(2)	24,712,800	26,727,800	27,800,600	28,798,300	30,260,500	32,092,000	33,782,500	34,909,400	36,590,400
19,417,200	19,239,100	Less Depreciation	20,131,000	20,682,200	3	21,142,900	21,734,700	22,347,100	22,829,600	23,318,000	23,800,400	24,294,000	24,827,000	25,376,000
0	(484,000)	Less Remediation Provision	0	0	0	0	0	0	0	0	0	0	0	0
(308,600)	592,500	Less Land Stock Movement	0	0	0	0	0	0	0	0	0	0	0	0
150,700	259,600	Less Unwinding Interest Free Loans	117,000	76,000	(35)	78,600	80,500	82,500	84,600	86,800	89,000	90,300	91,600	93,000
645,600	526,700	Less Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
2,496,200	6,769,100	Net Operating Result	792,800	(33,100)	(104)	3,491,300	4,912,600	5,371,000	5,884,100	6,855,700	8,202,600	9,398,200	9,990,800	11,121,400
		Add Capital Grants and Contributions												
6,131,300	11,874,500	Capital Grants and Contributions	6,071,300	9,541,900	57	11,114,300	4,548,700	2,621,100	7,631,200	126,300	1,260,900	14,399,200	11,921,000	4,496,300
8,725,700	12,001,600	Section 64 and 7.11 Contributions	6,171,000	9,050,000	47	9,310,000	9,570,000	9,840,000	10,110,000	10,380,000	10,650,000	10,920,000	11,190,000	11,460,000
		Add Non-operating Funds Employed												
7,247,800	0	Loan Funds Used	9,000,000	10,900,000	21	22,962,000	6,253,000	4,364,000	0	2,500,000	0	0	0	0
3,860,200	570,200	Proceeds from Disposal of Assets	3,419,100	0	(100)	3,648,000	3,646,000	0	0	0	0	0	0	0
		Subtract Funds Deployed for Non-operating Purposes												
(40,669,000)	(35,751,300)	Capital Expenditure	(48,769,200)	(56,630,900)	16	(76,981,000)	(40,609,000)	(32,771,200)	(38,657,100)	(22,964,200)	(20,716,400)	(48,109,600)	(43,568,600)	(30,522,200)
(6,316,500)	(6,623,600)	Repayment of Principal on Loans	(6,764,500)	(6,008,100)	(11)	(10,613,400)	(7,941,900)	(6,748,100)	(6,843,300)	(6,452,800)	(6,769,300)	(7,066,600)	(7,196,200)	(7,493,600)
		Net Movement in Other Working Capital Items												
890,000	(551,500)	Net Incr / (Decr) in Leave and Working Capital	200,000	4,600	(98)	24,800	38,100	55,300	76,500	101,900	131,400	166,000	203,600	247,300
		Add Back Non-Cash Expense												
19,417,200	19,239,100	Depreciation	20,131,000	20,682,200	3	21,142,900	21,734,700	22,347,100	22,829,600	23,318,000	23,800,400	24,294,000	24,827,000	25,376,000
0	(484,000)	Remediation	0	0	0	0	0	0	0	0	0	0	0	0
0	0	Investment Premiums	0	0	0	0	0	0	0	0	0	0	0	0
0	680,000	Fair Value Adjustments Rental Properties	0	0	0	0	0	0	0	0	0	0	0	0
(308,600)	592,500	Land Stock Movement	0	0	0	0	0	0	0	0	0	0	0	0
150,700	259,600	Unwinding Interest Free Loans	117,000	76,000	(35)	78,600	80,500	82,500	84,600	86,800	89,000	90,300	91,600	93,000
645,600	526,700	Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
2,270,600	9,102,900	Cash Reserves - Increase / (Decrease)	(9,631,500)	(12,417,400)	29	(15,822,500)	2,232,700	5,161,700	1,115,600	13,951,700	16,648,600	4,091,500	7,459,200	14,778,200
		Movement in Reserves - Increase / (Decrease)												
(126,800)	(1,474,400)	Reserves - Internal - Increase / (Decrease)	(5,922,600)	(11,799,200)		(1,076,000)	3,293,200	103,500	807,100	2,911,500	3,485,400	1,056,400	397,800	(274,100)
2,349,400	8,563,500	Reserves - External - Increase / (Decrease)	(2,728,100)	161,800		(14,090,700)	(475,000)	5,544,300	738,500	11,325,000	13,313,500	3,063,200	6,848,000	14,664,500
48,000	2,013,800	Working Capital	(980,800)	(780,000)		(655,800)	(585,500)	(486,100)	(430,000)	(284,800)	(150,300)	(28,100)	213,400	387,800
2,270,600	9,102,900	Total Movement in Reserves	(9,631,500)	(12,417,400)		(15,822,500)	2,232,700	5,161,700	1,115,600	13,951,700	16,648,600	4,091,500	7,459,200	14,778,200
		Reserves - Balances as at 30 June												
33,573,400	32,099,000	Internal Reserves	26,176,400	14,377,200	(45)	13,301,200	16,594,400	16,697,900	17,505,000	20,416,500	23,901,900	24,958,300	25,356,100	25,082,000
40,817,000	49,380,500	External Reserves	46,652,400	46,814,200	0	32,723,500	32,248,500	37,792,800	38,531,300	49,856,300	63,169,800	66,233,000	73,081,000	87,745,500
3,020,200	5,034,000	Working Capital	4,053,200	3,273,200	(19)	2,617,400	2,031,900	1,545,800	1,115,800	831,000	680,700	652,600	866,000	1,253,800
77,410,600	86,513,500	Total	76,882,000	64,464,600	(16)	48,642,100	50,874,800	56,036,500	57,152,100	71,103,800	87,752,400	91,843,900	99,303,100	114,081,300

Part B

Operating Budgets

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INTRODUCTION

This section of the document provides an analysis of the activities that Council undertakes on a regular basis. Each program is presented with two distinct sets of information, based on the left and right hand pages of the document. Explanations for each page are 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 (2015/16 to 2018/19) These columns represent the actual results for previous years. There can be changes in reporting formats over time, however the information is provided as a **guide** to what has occurred in the past.

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

Estimated 2019/20 and 2020/21 This is the estimate for the financial years.

Percentage This column provides figures expressed as a percentage, as to what the 2020/21 estimate varies to the 2019/20 estimate.

2021/22 to 2029/30 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.

PLANNING AND ENVIRONMENTAL HEALTH DIVISION - SUMMARY

Manager: *Matthew Wood - "Director – Planning and Environmental Health Division"*

Background

This section of the document provides details of the programs that form part of the Planning and Environmental Health Division. There are five distinct programs being Strategic Planning, Development Services, Building Services, Environmental and Public Health Services and Public Order.

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.

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.

PLANNING AND ENVIRONMENTAL HEALTH DIVISION - SUMMARY

ACTUAL				BUDGET ITEMS	ESTIMATE											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
642,000	852,000	684,000	572,000	Development Services	690,000	552,000	(20)	678,000	695,500	713,600	732,200	751,200	770,600	790,500	810,800	831,700
1,387,400	1,428,900	1,418,400	1,727,900	Building Services	1,787,000	1,611,000	(10)	1,837,000	1,883,300	1,931,100	1,980,100	2,030,300	2,081,500	2,134,000	2,187,800	2,243,100
262,400	272,700	388,200	659,200	Public and Environmental Health	659,100	539,000	(18)	700,000	535,400	485,000	408,800	398,900	409,200	420,700	431,500	443,500
233,100	183,300	296,900	268,700	Public Order	241,000	213,000	(12)	300,000	307,900	316,100	324,500	333,000	341,800	350,700	359,900	369,300
382,900	287,900	341,300	389,300	Strategic Planning	181,500	165,000	(9)	195,000	200,900	240,800	265,200	262,700	341,700	406,700	314,200	266,200
2,907,800	3,024,800	3,128,800	3,617,100	Total Operating Revenues	3,558,600	3,080,000	(13)	3,710,000	3,623,000	3,686,600	3,710,800	3,776,100	3,944,800	4,102,600	4,104,200	4,153,800
				OPERATING EXPENSES												
1,303,300	1,889,600	2,351,000	2,140,100	Development Services	2,487,800	1,958,100	(21)	2,131,100	2,177,100	2,232,000	2,288,200	2,345,800	2,404,700	2,465,100	2,527,000	2,590,600
1,070,600	1,115,100	1,219,400	1,317,600	Building Services	1,356,800	1,536,800	13	1,598,800	1,638,900	1,680,200	1,722,500	1,765,800	1,810,200	1,855,600	1,902,200	1,950,100
956,700	1,110,300	1,187,400	1,559,900	Public and Environmental Health	2,400,200	1,909,100	(20)	2,073,300	1,941,400	1,895,700	1,809,100	1,823,800	1,870,300	1,917,800	1,966,500	2,016,600
556,900	579,300	576,400	625,100	Public Order	591,900	610,000	3	672,200	689,800	708,200	727,000	746,100	765,600	785,800	806,400	827,400
1,228,400	1,288,400	1,129,100	977,500	Strategic Planning	1,735,300	651,500	(62)	1,245,400	1,277,400	1,310,400	1,344,000	1,379,000	1,414,700	1,451,100	1,488,300	1,526,800
5,115,900	5,982,700	6,463,300	6,620,200	Total Operating Expenses	8,572,000	6,665,500	(22)	7,720,800	7,724,600	7,826,500	7,890,800	8,060,500	8,265,500	8,475,400	8,690,400	8,911,500
				NET OPERATING RESULT												
(661,300)	(1,037,600)	(1,667,000)	(1,568,100)	Development Services	(1,797,800)	(1,406,100)	(22)	(1,453,100)	(1,481,600)	(1,518,400)	(1,556,000)	(1,594,600)	(1,634,100)	(1,674,600)	(1,716,200)	(1,758,900)
316,800	313,800	199,000	410,300	Building Services	430,200	74,200	(83)	238,200	244,400	250,900	257,600	264,500	271,300	278,400	285,600	293,000
(694,300)	(837,600)	(799,200)	(900,700)	Public and Environmental Health	(1,741,100)	(1,370,100)	(21)	(1,373,300)	(1,406,000)	(1,410,700)	(1,400,300)	(1,424,900)	(1,461,100)	(1,497,100)	(1,535,000)	(1,573,100)
(323,800)	(396,000)	(279,500)	(356,400)	Public Order	(350,900)	(397,000)	13	(372,200)	(381,900)	(392,100)	(402,500)	(413,100)	(423,800)	(435,100)	(446,500)	(458,100)
(845,500)	(1,000,500)	(787,800)	(588,200)	Strategic Planning	(1,553,800)	(486,500)	(69)	(1,050,400)	(1,076,500)	(1,069,600)	(1,078,800)	(1,116,300)	(1,073,000)	(1,044,400)	(1,174,100)	(1,260,600)
(2,208,100)	(2,957,900)	(3,334,500)	(3,003,100)	Total Operating Result - Surplus / (Deficit)	(5,013,400)	(3,585,500)	(28)	(4,010,800)	(4,101,600)	(4,139,900)	(4,180,000)	(4,284,400)	(4,320,700)	(4,372,800)	(4,586,200)	(4,757,700)
4,500	5,300	5,500	9,200	Add Back Depreciation	6,000	9,000	50	9,200	9,400	9,600	9,800	10,000	10,200	10,500	10,800	11,100
(2,203,600)	(2,952,600)	(3,329,000)	(2,993,900)	Total Cash Operating Result - Surplus / (Deficit)	(5,007,400)	(3,576,500)	(29)	(4,001,600)	(4,092,200)	(4,130,300)	(4,170,200)	(4,274,400)	(4,310,500)	(4,362,300)	(4,575,400)	(4,746,600)
				Capital Movements												
6,900	7,300	7,800	8,300	Less Loan Principal Repayments	7,300	0		0	0	0	0	0	0	0	0	0
2,686,200	3,315,700	6,195,400	10,166,600	Less Transfer to Reserves	4,653,500	7,083,000		7,313,000	7,520,000	7,761,000	7,986,500	8,185,000	8,465,000	8,731,000	8,839,500	8,992,500
293,100	369,900	1,178,500	1,008,900	Add Transfer from Reserves	1,985,100	611,000		262,000	348,300	107,600	47,900	50,200	52,600	55,000	57,400	59,800
1,968,700	2,443,300	5,461,900	8,396,600	Add Capital Income Applied	4,071,000	7,284,500		7,364,000	7,730,000	7,500,000	7,700,000	7,900,000	8,100,000	8,300,000	8,500,000	8,700,000
5,100	0	857,700	136,900	Less Capital Expenditure	187,600	914,500		394,000	643,000	0	0	0	0	0	0	0
(2,640,000)	(3,462,400)	(3,749,500)	(3,900,200)	Cash Result after Capital Movements	(3,799,700)	(3,678,500)	(3)	(4,082,600)	(4,176,900)	(4,283,700)	(4,408,800)	(4,509,200)	(4,622,900)	(4,738,300)	(4,857,500)	(4,979,300)

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 75 days. Other costs include motor vehicles.

Office Expenses

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

Legal Costs

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

DEVELOPMENT SERVICES

ACTUAL				BUDGET ITEMS	ESTIMATE											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
622,300	762,000	575,900	510,800	Regulatory Fees and Charges	550,000	492,000	(11)	608,000	623,700	640,000	656,700	673,800	691,200	709,100	727,300	746,100
19,700	90,000	108,100	61,200	Other Revenues - Legals and Fines	140,000	60,000	(57)	70,000	71,800	73,600	75,500	77,400	79,400	81,400	83,500	85,600
642,000	852,000	684,000	572,000	Total Operating Revenues	690,000	552,000	(20)	678,000	695,500	713,600	732,200	751,200	770,600	790,500	810,800	831,700
				OPERATING EXPENSES												
1,184,100	1,481,600	1,401,300	1,535,600	Employee Costs	1,449,800	1,604,100	11	1,757,100	1,801,200	1,846,400	1,892,700	1,940,200	1,988,800	2,038,700	2,089,800	2,142,100
69,700	81,200	84,700	132,000	Office Expenses, Advertising, Consultants	68,000	54,000	(21)	74,000	75,900	78,100	80,300	82,500	84,700	86,900	89,200	91,800
49,500	326,800	865,000	472,500	Legal Costs	970,000	300,000	(69)	300,000	300,000	307,500	315,200	323,100	331,200	339,500	348,000	356,700
1,303,300	1,889,600	2,351,000	2,140,100	Total Operating Expenses	2,487,800	1,958,100	(21)	2,131,100	2,177,100	2,232,000	2,288,200	2,345,800	2,404,700	2,465,100	2,527,000	2,590,600
(661,300)	(1,037,600)	(1,667,000)	(1,568,100)	Operating Result - Surplus / (Deficit)	(1,797,800)	(1,406,100)	(22)	(1,453,100)	(1,481,600)	(1,518,400)	(1,556,000)	(1,594,600)	(1,634,100)	(1,674,600)	(1,716,200)	(1,758,900)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(661,300)	(1,037,600)	(1,667,000)	(1,568,100)	Cash Result - Surplus / (Deficit)	(1,797,800)	(1,406,100)	(22)	(1,453,100)	(1,481,600)	(1,518,400)	(1,556,000)	(1,594,600)	(1,634,100)	(1,674,600)	(1,716,200)	(1,758,900)
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
0	233,000	223,000	278,500	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
0	0	273,000	70,200	Add Transfer from Reserves	353,300	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
(661,300)	(1,270,600)	(1,617,000)	(1,776,400)	Cash Result after Capital Movements	(1,444,500)	(1,406,100)	(3)	(1,453,100)	(1,481,600)	(1,518,400)	(1,556,000)	(1,594,600)	(1,634,100)	(1,674,600)	(1,716,200)	(1,758,900)

BUILDING SERVICES

Manager: David Tyler - "Senior Building Surveyors"

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

Office and Other Expenses

Includes legal, advertising and sundry office expenses.

BUILDING SERVICES

ACTUAL				BUDGET ITEMS	ESTIMATE											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
1,387,400	1,428,900	1,418,400	1,727,900	Fees and Charges	1,787,000	1,611,000	(10)	1,837,000	1,883,300	1,931,100	1,980,100	2,030,300	2,081,500	2,134,000	2,187,800	2,243,100
1,387,400	1,428,900	1,418,400	1,727,900	Total Operating Revenues	1,787,000	1,611,000	(10)	1,837,000	1,883,300	1,931,100	1,980,100	2,030,300	2,081,500	2,134,000	2,187,800	2,243,100
				OPERATING EXPENSES												
1,031,800	1,080,800	1,135,000	1,272,300	Employee Costs	1,283,800	1,506,800	17	1,558,800	1,597,900	1,638,000	1,679,100	1,721,200	1,764,400	1,808,600	1,854,000	1,900,500
25,900	22,900	26,000	18,800	Office Expenses, Advertising, Consultants	18,000	15,000	(17)	20,000	20,500	21,100	21,700	22,300	22,900	23,500	24,100	24,800
12,900	11,400	58,400	26,500	Legal Costs	55,000	15,000	(73)	20,000	20,500	21,100	21,700	22,300	22,900	23,500	24,100	24,800
1,070,600	1,115,100	1,219,400	1,317,600	Total Operating Expenses	1,356,800	1,536,800	13	1,598,800	1,638,900	1,680,200	1,722,500	1,765,800	1,810,200	1,855,600	1,902,200	1,950,100
316,800	313,800	199,000	410,300	Operating Result - Surplus / (Deficit)	430,200	74,200	(83)	238,200	244,400	250,900	257,600	264,500	271,300	278,400	285,600	293,000
0	0	0	0	<i>Add Back Depreciation</i>	0	0	0	0	0	0	0	0	0	0	0	0
316,800	313,800	199,000	410,300	Cash Result - Surplus / (Deficit)	430,200	74,200	(83)	238,200	244,400	250,900	257,600	264,500	271,300	278,400	285,600	293,000
				Capital Movements			0									
0	0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Add Transfer from Reserves	30,000	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
316,800	313,800	199,000	410,300	Cash Result after Capital Movements	460,200	74,200	(84)	238,200	244,400	250,900	257,600	264,500	271,300	278,400	285,600	293,000

ENVIRONMENTAL AND PUBLIC HEALTH

Manager: 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 51 days. Other costs included are training and expenses relating to motor vehicles.

Office Expenses

Advertising, legal and other sundry office expenses.

Projects and Kits

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

Water Monitoring

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

Shaws Bay Coastal Management Plan and Lake Ainsworth Coastal Management Plan

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

Healthy Waterways

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

PUBLIC AND ENVIRONMENTAL HEALTH

ACTUAL				BUDGET ITEMS	ESTIMATE											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
				Environmental Health												
131,200	129,600	148,800	145,600	Registrations and Inspections	158,000	88,000	(44)	160,000	164,600	169,300	174,100	179,100	184,100	189,200	194,400	199,700
128,600	141,800	155,900	171,500	OSSM Fees and Charges	174,000	178,000	2	182,000	186,700	191,500	196,400	201,400	206,600	211,900	217,400	223,000
0	0	82,800	342,100	Operating Grants	326,100	272,000	(17)	357,000	183,000	123,000	37,000	17,000	17,000	18,000	18,000	19,000
2,600	1,300	700	0	Litter Fines	1,000	1,000	0	1,000	1,100	1,200	1,300	1,400	1,500	1,600	1,700	1,800
262,400	272,700	388,200	659,200	Total Operating Revenues	659,100	539,000	(18)	700,000	535,400	485,000	408,800	398,900	409,200	420,700	431,500	443,500
				OPERATING EXPENSES												
				Environmental Health												
887,700	1,019,000	873,300	995,300	Employee Costs	1,127,200	1,135,100	1	1,163,000	1,192,200	1,222,200	1,252,900	1,284,400	1,316,700	1,349,800	1,383,800	1,418,600
35,300	25,100	62,400	14,300	Office Expenses, Advertising, Consultants	20,000	21,000	5	21,000	21,700	22,400	23,100	23,800	24,500	25,200	25,900	26,800
6,900	11,300	13,100	4,700	Projects and Kits	62,000	9,000	(85)	9,000	9,400	9,800	10,200	10,600	11,000	11,400	11,800	12,200
				Management Plans and Projects												
14,100	27,700	20,400	20,200	Water Monitoring	27,000	27,000	0	27,000	27,800	28,600	29,400	30,300	31,200	32,100	33,000	34,000
0	5,400	26,300	149,100	Lake Ainsworth Coastal Management Plan	83,500	224,000	168	341,000	328,000	221,000	91,900	62,900	64,600	66,300	68,000	69,800
12,100	21,300	98,400	44,500	Shaws Bay Coastal Management Plan	51,500	22,000	(57)	33,000	14,400	35,000	35,900	36,800	37,800	38,800	39,800	40,800
0	0	92,900	131,200	Healthy Waterways Program	236,000	330,000	40	338,300	346,800	355,500	364,400	373,600	383,000	392,600	402,500	412,600
0	0	0	199,700	Other Grant Funded Projects	792,000	140,000	(82)	140,000	0	0	0	0	0	0	0	0
				Noxious Plants / Vermin												
600	500	600	900	Destruction of Pests	1,000	1,000	0	1,000	1,100	1,200	1,300	1,400	1,500	1,600	1,700	1,800
956,700	1,110,300	1,187,400	1,559,900	Total Operating Expenses	2,400,200	1,909,100	(20)	2,073,300	1,941,400	1,895,700	1,809,100	1,823,800	1,870,300	1,917,800	1,966,500	2,016,600
(694,300)	(837,600)	(799,200)	(900,700)	Operating Result - Surplus / (Deficit)	(1,741,100)	(1,370,100)	(21)	(1,373,300)	(1,406,000)	(1,410,700)	(1,400,300)	(1,424,900)	(1,461,100)	(1,497,100)	(1,535,000)	(1,573,100)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(694,300)	(837,600)	(799,200)	(900,700)	Cash Result - Surplus / (Deficit)	(1,741,100)	(1,370,100)	(21)	(1,373,300)	(1,406,000)	(1,410,700)	(1,400,300)	(1,424,900)	(1,461,100)	(1,497,100)	(1,535,000)	(1,573,100)
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
28,000	303,000	359,700	865,900	Less Transfer to Reserves	438,000	0		0	0	0	0	0	0	0	0	0
54,000	184,700	869,400	615,100	Add Transfer from Reserves	1,086,500	560,000		221,000	305,000	62,000	0	0	0	0	0	0
0	95,000	181,900	11,900	Add Capital Income Applied	0	384,500		264,000	430,000	0	0	0	0	0	0	0
0	0	857,700	136,900	Less Capital Expenditure	147,600	894,500		394,000	643,000	0	0	0	0	0	0	0
(668,300)	(860,900)	(965,300)	(1,276,500)	Cash Result after Capital Movements	(1,240,200)	(1,320,100)	6	(1,282,300)	(1,314,000)	(1,348,700)	(1,400,300)	(1,424,900)	(1,461,100)	(1,497,100)	(1,535,000)	(1,573,100)

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

Operating Revenues

Regulatory Fees and Fines

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

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

Operating Expenses

Rangers

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

Impounding Expenses

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

PUBLIC ORDER															
ACTUAL				BUDGET ITEMS	ESTIMATE										
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
				OPERATING REVENUES											
				Regulatory Fees and Fines											
46,100	35,400	75,500	47,200	Fees and Charges	49,000	40,000	(18)	49,000	50,500	52,000	53,600	55,200	56,800	58,400	61,800
129,800	101,200	161,500	171,100	Parking Fines	146,000	132,000	(10)	200,000	205,000	210,200	215,500	220,900	226,500	232,200	244,100
44,400	35,000	50,800	40,500	Dog Fines	35,000	32,000	(9)	40,000	41,000	42,100	43,200	44,300	45,500	46,700	49,100
12,800	11,700	9,100	9,900	Other Fines and Other Revenues	11,000	9,000	(18)	11,000	11,400	11,800	12,200	12,600	13,000	13,400	14,300
233,100	183,300	296,900	268,700	Total Operating Revenues	241,000	213,000	(12)	300,000	307,900	316,100	324,500	333,000	341,800	350,700	369,300
				OPERATING EXPENSES											
				Rangers											
469,800	485,200	480,300	509,400	Salaries and Oncosts	480,000	508,000	6	570,000	584,400	599,300	614,600	630,200	646,200	662,600	696,600
80,400	87,000	89,300	105,700	Impounding Expenses	105,600	93,000	(12)	93,000	96,000	99,300	102,600	105,900	109,200	112,700	119,700
				Debt Servicing											
2,200	1,800	1,300	800	Interest on Loans - Dog Control	300	0	(100)	0	0	0	0	0	0	0	0
				Non-cash Expenses											
4,500	5,300	5,500	9,200	Depreciation - Dog Control	6,000	9,000	50	9,200	9,400	9,600	9,800	10,000	10,200	10,500	11,100
556,900	579,300	576,400	625,100	Total Operating Expenses	591,900	610,000	3	672,200	689,800	708,200	727,000	746,100	765,600	785,800	827,400
(323,800)	(396,000)	(279,500)	(356,400)	Operating Result - Surplus / (Deficit)	(350,900)	(397,000)	13	(372,200)	(381,900)	(392,100)	(402,500)	(413,100)	(423,800)	(435,100)	(446,500)
4,500	5,300	5,500	9,200	Add Back Depreciation	6,000	9,000	50	9,200	9,400	9,600	9,800	10,000	10,200	10,500	11,100
(319,300)	(390,700)	(274,000)	(347,200)	Cash Result - Surplus / (Deficit)	(344,900)	(388,000)	12	(363,000)	(372,500)	(382,500)	(392,700)	(403,100)	(413,600)	(424,600)	(447,000)
				Capital Movements											
6,900	7,300	7,800	8,300	Less Principal Repayments	7,300	0		0	0	0	0	0	0	0	0
0	6,500	10,000	2,000	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0
0	0	6,500	0	Add Transfer from Reserves	22,000	10,000		0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0
5,100	0	0	0	Less Capital Expenditure	40,000	20,000		0	0	0	0	0	0	0	0
(331,300)	(404,500)	(285,300)	(357,500)	Cash Result after Capital Movements	(370,200)	(398,000)	8	(363,000)	(372,500)	(382,500)	(392,700)	(403,100)	(413,600)	(424,600)	(447,000)

STRATEGIC PLANNING

Manager: Tara McGready - "Manager – Strategic Planning"

Background

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

Budget Comments

Operating Revenues

Fees and Charges

Income for strategic planning publications and services and planning proposals.

Grants and Contributions

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

Interest on Section 7.11 Contributions

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

Operating Expenses

Employee Costs

Based on six full-time and three part time employees (total of 39 days), plus one motor vehicle.

Office Expenses

Includes allowances for advertising, printing and stationery.

Economic Development, Aboriginal, Heritage Programs and Koala Management Programs

Allowances for consultancies and projects for these programs.

Strategic Plans and Studies

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

Planning Proposals

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

Capital Movements

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

Capital Income

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

STRATEGIC PLANNING

ACTUAL				BUDGET ITEMS	ESTIMATE											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
114,200	53,700	68,500	29,500	Planning Proposals and Other Fees	35,000	30,000	(14)	30,000	30,800	31,600	32,400	33,300	34,200	35,100	36,000	36,900
104,200	52,200	51,500	67,300	Grants and Contributions	2,000	2,000	0	2,000	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800
164,500	182,000	221,300	292,500	Interest on Section 7.11 Contributions	144,500	133,000	(8)	163,000	168,000	207,000	230,500	227,000	305,000	369,000	275,500	226,500
382,900	287,900	341,300	389,300	Total Operating Revenues	181,500	165,000	(9)	195,000	200,900	240,800	265,200	262,700	341,700	406,700	314,200	266,200
				OPERATING EXPENSES												
890,900	940,300	900,000	790,500	Employee Costs	1,004,000	950,400	(5)	983,400	1,008,100	1,033,400	1,059,300	1,086,000	1,113,300	1,141,300	1,170,000	1,199,400
36,600	34,300	32,200	33,700	Office Expenses	16,000	18,000	13	18,000	18,600	19,200	19,800	20,400	21,000	21,600	22,300	23,000
73,000	63,300	29,000	39,900	Planning Proposals	103,100	30,000	(71)	30,000	30,800	31,600	32,400	33,300	34,200	35,100	36,000	36,900
11,100	16,700	1,900	700	Section 7.11 Contribution Plan Reviews	20,000	20,000	0	20,000	20,500	21,100	21,700	22,300	22,900	23,500	24,100	24,800
1,700	11,800	14,500	0	Planning Strategy Reviews	10,000	10,000	0	10,000	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,500
70,500	1,800	10,700	8,300	Ballina Major Regional Centre	31,700	10,000	(68)	20,000	20,500	21,100	21,700	22,300	22,900	23,500	24,100	24,800
19,300	28,700	12,300	0	Plans of Management	90,000	30,000	(67)	30,000	30,800	31,600	32,400	33,300	34,200	35,100	36,000	36,900
8,300	18,700	11,100	11,000	Economic Development Programs	19,000	10,000	(47)	15,000	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700
7,400	8,800	6,200	6,600	Aboriginal Cultural Programs	15,000	15,000	0	15,000	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700
8,100	40,100	9,700	0	Heritage Programs	15,000	5,000	(67)	15,000	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700
2,900	0	5,300	400	Koala Management Plan Actions	29,700	0	(100)	15,000	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700
0	25,300	1,000	0	Public Art Projects	11,000	11,000	0	11,000	11,300	11,600	11,900	12,200	12,600	13,000	13,400	13,800
0	0	34,800	600	Significant Tree Register	0	0	0	0	0	0	0	0	0	0	0	0
13,300	15,200	29,600	54,800	Other Strategic Plans and Studies	328,800	15,000	(95)	20,000	20,500	21,100	21,700	22,300	22,900	23,500	24,100	24,800
26,600	32,300	29,900	31,000	Community Services Programs	32,000	33,000	3	33,000	34,100	35,300	36,500	37,700	38,900	40,100	41,300	42,600
58,700	51,100	900	0	Environmental Action Plan	10,000	0	(100)	10,000	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,500
				Recouped from Business Activities												
0	0	0	0	Direct Costs Redistributed to Businesses	0	(505,900)	100	0	0	0	0	0	0	0	0	0
1,228,400	1,288,400	1,129,100	977,500	Total Operating Expenses	1,735,300	651,500	(62)	1,245,400	1,277,400	1,310,400	1,344,000	1,379,000	1,414,700	1,451,100	1,488,300	1,526,800
(845,500)	(1,000,500)	(787,800)	(588,200)	Operating Result - Surplus / (Deficit)	(1,553,800)	(486,500)	(69)	(1,050,400)	(1,076,500)	(1,069,600)	(1,078,800)	(1,116,300)	(1,073,000)	(1,044,400)	(1,174,100)	(1,260,600)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(845,500)	(1,000,500)	(787,800)	(588,200)	Cash Result - Surplus / (Deficit)	(1,553,800)	(486,500)	(69)	(1,050,400)	(1,076,500)	(1,069,600)	(1,078,800)	(1,116,300)	(1,073,000)	(1,044,400)	(1,174,100)	(1,260,600)
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
2,658,200	2,773,200	5,602,700	9,020,200	Less Transfer to Reserves	4,215,500	7,083,000		7,313,000	7,520,000	7,761,000	7,986,500	8,185,000	8,465,000	8,731,000	8,839,500	8,992,500
239,100	185,200	29,600	323,600	Add Transfer from Reserves	493,300	41,000		41,000	43,300	45,600	47,900	50,200	52,600	55,000	57,400	59,800
1,968,700	2,348,300	5,280,000	8,384,700	Add Capital Income Applied	4,071,000	6,900,000		7,100,000	7,300,000	7,500,000	7,700,000	7,900,000	8,100,000	8,300,000	8,500,000	8,700,000
0	0	0	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
(1,295,900)	(1,240,200)	(1,080,900)	(900,100)	Cash Result after Capital Movements	(1,205,000)	(628,500)	(48)	(1,222,400)	(1,253,200)	(1,285,000)	(1,317,400)	(1,351,100)	(1,385,400)	(1,420,400)	(1,456,200)	(1,493,300)

CIVIL SERVICES DIVISION – SUMMARY (GENERAL FUND)

Manager: John Truman - "Director – Civil Services Division"

Budget Comments

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

Asset Management

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

Depot and Ancillary Building Management

Includes costs to manage and maintain a number of corporate and community buildings including the Council Administration Centre and the Council depot.

Stormwater and Environmental Management

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

Roads and Bridges

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

Ancillary Transport Services

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

Transport for NSW

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

Emergency Services

Costs associated with the provision of rural fire services.

Quarries and Sandpit

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

Landfill and Resource Management

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

Domestic Waste Management

Provision of domestic waste collection services to residential properties.

ASSET MANAGEMENT

Manager: Paul Busmanis – “Manager Engineering Works – 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 nine full-time and one part-time employee (48 days) and associated oncosts.

Employee Costs – Infrastructure

Includes salaries and oncosts related to eight full-time and one part-time employee (43 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 (2.5 days) (50% funded by Transport for NSW grant) plus Road Safety Program costs.

Asset Management

Allowance for condition assessments and other asset related matters.

North East Weight of Loads Group (NEWLOG)

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

Emergency Services

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

Capital Movements

Transfer to Reserves

Transfer to fund regular replacement of surveying equipment.

Capital Expenditure

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

ASSET MANAGEMENT

ACTUAL				BUDGET ITEMS	ESTIMATE											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
				Engineering Services												
223,900	368,400	279,200	761,500	Engineering Inspections and Overheads	277,000	233,000	(16)	362,000	374,000	386,000	399,000	412,000	425,000	438,000	451,000	465,000
30,500	40,200	37,500	29,600	Conts - Road Safety Officer / Programs	37,500	37,000	(1)	38,000	40,000	42,000	44,000	46,000	48,000	50,000	52,000	54,000
0	0	0	0	Conts - Other	0	0	0	0	0	0	0	0	0	0	0	0
254,400	408,600	316,700	791,100	Total Operating Revenues	314,500	270,000	(14)	400,000	414,000	428,000	443,000	458,000	473,000	488,000	503,000	519,000
				OPERATING EXPENSES												
				Engineering Management												
790,400	832,800	667,200	759,900	Employee Costs - Mgmt and Admin	782,000	850,000	9	871,000	893,000	915,000	938,000	961,000	985,000	1,010,000	1,035,000	1,061,000
763,300	740,500	824,400	884,700	Employee Costs - Infrastructure	896,000	940,000	5	964,000	988,000	1,013,000	1,038,000	1,064,000	1,091,000	1,118,000	1,146,000	1,175,000
600,600	584,100	594,300	635,600	Employee Costs - Engineering Works	646,000	661,000	2	678,000	695,000	712,000	730,000	748,000	767,000	786,000	806,000	826,000
10,800	6,000	5,200	9,600	Conferences	8,000	8,000	0	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
106,700	108,900	80,000	80,400	Vehicles	99,200	63,900	(36)	63,900	65,000	67,000	69,000	71,000	73,000	75,000	77,000	79,000
48,000	52,600	72,300	76,500	Office Expenses and Advertising	48,100	40,000	(17)	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
55,600	61,100	65,900	49,600	Road Safety Officer and Programs	61,500	61,000	(1)	63,000	65,000	67,000	69,000	71,000	73,000	75,000	77,000	79,000
2,600	4,000	1,000	0	Asset Management / Modelling	116,000	10,000	(91)	10,000	10,000	90,000	10,000	10,000	10,000	100,000	10,000	10,000
61,800	64,300	29,600	97,300	North East Weight of Loads Group	35,000	36,000	3	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000	45,000
				Recouped from Business Activities												
0	0	0	0	Direct Costs Redistributed to Businesses	0	(1,182,800)	100	(1,330,600)	(1,364,000)	(1,398,000)	(1,433,000)	(1,469,000)	(1,506,000)	(1,544,000)	(1,583,000)	(1,623,000)
2,439,800	2,454,300	2,339,900	2,593,600	Total Operating Expenses	2,691,800	1,487,100	(45)	1,404,300	1,438,000	1,553,000	1,509,000	1,545,000	1,583,000	1,711,000	1,660,000	1,700,000
(2,185,400)	(2,045,700)	(2,023,200)	(1,802,500)	Operating Result - Surplus / (Deficit)	(2,377,300)	(1,217,100)	(49)	(1,004,300)	(1,024,000)	(1,125,000)	(1,066,000)	(1,087,000)	(1,110,000)	(1,223,000)	(1,157,000)	(1,181,000)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(2,185,400)	(2,045,700)	(2,023,200)	(1,802,500)	Cash Result - Surplus / (Deficit)	(2,377,300)	(1,217,100)	(49)	(1,004,300)	(1,024,000)	(1,125,000)	(1,066,000)	(1,087,000)	(1,110,000)	(1,223,000)	(1,157,000)	(1,181,000)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
27,000	10,000	10,000	384,300	Less Transfer to Reserves	15,000	35,000		35,000	35,000	35,000	35,000	35,000	40,000	40,000	40,000	40,000
0	0	0	69,600	Add Transfer from Reserves	90,000	0		55,000	0	70,000	0	60,000	0	100,000	0	70,000
0	1,017,300	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
121,100	1,021,000	0	0	Less Capital Expenditure	20,000	0		55,000	0	0	0	60,000	0	0	0	70,000
(2,333,500)	(2,059,400)	(2,033,200)	(2,117,200)	Cash Result after Capital Movements	(2,322,300)	(1,252,100)	(46)	(1,039,300)	(1,059,000)	(1,090,000)	(1,101,000)	(1,122,000)	(1,150,000)	(1,163,000)	(1,197,000)	(1,221,000)

DEPOT AND ANCILLARY BUILDING MANAGEMENT

Manager: 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.

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 Depot

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

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.

DEPOT AND ANCILLARY BUILDING MANAGEMENT

ACTUAL				BUDGET ITEMS	ESTIMATE											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
				Buildings												
0	0	0	0	Contributions and Rebates	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Total Operating Revenues	0	0	0	0	0	0	0	0	0	0	0	0
				OPERATING EXPENSES												
				Office and Depot Facilities												
315,400	254,100	278,800	283,400	Administration Centre	298,000	290,000	(3)	302,000	316,000	330,000	344,000	359,000	374,000	389,000	404,000	420,000
224,400	236,400	272,400	244,100	Works Depot - Operating Expenses	257,000	226,000	(12)	229,000	240,000	252,000	264,000	276,000	289,000	302,000	316,000	330,000
28,800	11,300	(100,500)	53,200	Works Depot - Number Two	10,000	10,000	0	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000
				Open Spaces Buildings Maintenance												
162,300	204,200	224,600	219,300	Open Spaces Buildings	217,000	213,000	(2)	216,000	221,500	227,400	233,400	239,500	245,800	252,200	258,700	265,400
89,200	81,400	74,000	97,200	Sports Fields Buildings	86,500	89,000	3	91,000	93,400	96,000	98,600	101,400	104,200	107,000	109,800	112,800
311,300	380,000	399,300	468,300	Public Amenities	435,000	441,000	1	451,000	462,400	474,300	486,500	498,900	511,700	524,800	538,300	552,000
101,000	102,600	129,200	108,400	Other Amenities	88,000	88,000	0	88,000	90,400	92,900	95,400	98,100	100,800	103,500	106,300	109,200
				Recouped from Business Activities												
0	0	0	0	Direct Costs Redistributed to Businesses	0	(633,300)	100	(661,100)	(678,000)	(695,000)	(713,000)	(731,000)	(750,000)	(769,000)	(789,000)	(809,000)
				Non-Cash Expenses												
711,600	734,200	763,000	571,100	Depreciation - Administration Building	770,000	575,000	(25)	600,000	615,000	631,000	647,000	664,000	681,000	699,000	717,000	735,000
48,900	50,800	57,200	6,400	Depreciation - Public Amenities	60,000	60,000	0	62,000	64,000	66,000	68,000	70,000	72,000	74,000	76,000	78,000
312,500	327,500	351,800	229,700	Depreciation - Open Spaces Buildings	355,000	232,000	(35)	237,000	242,000	247,000	252,000	258,000	264,000	270,000	276,000	282,000
606,100	624,200	682,600	489,400	Depreciation - Sports Field Buildings	685,000	492,000	(28)	502,000	513,000	524,000	535,000	546,000	557,000	569,000	581,000	593,000
0	763,600	139,900	0	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
2,911,500	3,770,300	3,272,300	2,770,500	Total Operating Expenses	3,261,500	2,082,700	(36)	2,126,900	2,190,700	2,257,600	2,323,900	2,393,900	2,464,500	2,537,500	2,611,100	2,686,400
(2,911,500)	(3,770,300)	(3,272,300)	(2,770,500)	Operating Result - Surplus / (Deficit)	(3,261,500)	(2,082,700)	(36)	(2,126,900)	(2,190,700)	(2,257,600)	(2,323,900)	(2,393,900)	(2,464,500)	(2,537,500)	(2,611,100)	(2,686,400)
1,679,100	1,736,700	1,854,600	1,296,600	Add Back Depreciation	1,870,000	1,359,000	(27)	1,401,000	1,434,000	1,468,000	1,502,000	1,538,000	1,574,000	1,612,000	1,650,000	1,688,000
0	763,600	139,900	0	Add Back Loss on Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
(1,232,400)	(1,270,000)	(1,277,800)	(1,473,900)	Cash Result - Surplus / (Deficit)	(1,391,500)	(723,700)	(48)	(725,900)	(756,700)	(789,600)	(821,900)	(855,900)	(890,500)	(925,500)	(961,100)	(998,400)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
1,419,200	2,123,800	278,000	451,000	Less Transfer to Reserves	622,000	0		0	0	0	0	0	0	0	0	0
1,627,700	2,580,600	505,000	285,000	Add Transfer from Reserves	490,000	742,000		0	0	0	0	0	0	0	0	0
777,700	564,000	105,500	286,900	Add Capital Income Applied	183,100	113,900		116,300	118,700	121,100	123,700	126,300	128,900	131,700	134,500	137,300
1,337,300	1,410,000	447,700	399,400	Less Capital Expenditure	259,000	1,084,000		367,000	377,000	387,000	397,000	407,000	417,000	427,000	437,000	448,000
(1,583,500)	(1,659,200)	(1,393,000)	(1,752,400)	Cash Result after Capital Movements	(1,599,400)	(951,800)	(40)	(976,600)	(1,015,000)	(1,055,500)	(1,095,200)	(1,136,600)	(1,178,600)	(1,220,800)	(1,263,600)	(1,309,100)

STORMWATER AND ENVIRONMENTAL PROTECTION

Manager: Paul Busmanis – “Manager - Engineering Works”

Background

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

Budget Comments

Operating Revenues

Annual Charges

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

Operating Expenses

Stormwater

Allocation for stormwater drainage maintenance.

Contributions

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

Flood Management Studies and Plans

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

Coastal Zone Management Plan

Represents on-going work on this project.

Foreshore Protection Works

Annual allocation for foreshore protection works and beach cleaning.

Canal Dredging

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

Boat Ramps

Cleaning and maintenance of boat ramps.

Capital Movements

Reserve Movements

Refer to Part E of the document.

Capital Expenditure

Capital works as per Part C of this document.

STORMWATER AND ENVIRONMENTAL PROTECTION

ACTUAL				BUDGET ITEMS	ESTIMATE											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
369,500	375,100	380,200	384,200	Stormwater Drainage												
				Annual Charges	389,700	395,700	2	399,000	402,000	406,000	410,000	414,000	418,000	422,000	426,000	430,000
0	22,800	6,900	4,500	Environmental Protection												
5,100	156,100	25,000	119,300	Third Party Flood Modelling	0	0	0	0	0	0	0	0	0	0	0	0
				Operating Grants and Contributions	100,000	0	(100)	0	0	0	0	0	0	0	0	0
374,600	554,000	412,100	508,000	Total Operating Revenues	489,700	395,700	(19)	399,000	402,000	406,000	410,000	414,000	418,000	422,000	426,000	430,000
				OPERATING EXPENSES												
272,900	217,300	434,600	417,000	Stormwater												
				Stormwater Drainage Maintenance	440,600	403,700	(8)	409,700	428,000	447,000	466,000	485,000	505,000	525,000	545,000	565,000
196,600	200,100	203,100	208,200	Environmental Protection												
35,200	35,900	36,300	37,200	Cont to County Council (CC)	212,000	218,000	3	220,000	226,000	232,000	238,000	244,000	251,000	258,000	265,000	272,000
78,700	23,400	157,000	38,600	Cont to CC - Drainage Unions	39,000	39,000	0	40,000	41,000	43,000	45,000	47,000	49,000	51,000	53,000	55,000
26,600	4,400	0	2,900	Flood Management Studies and Plans	155,600	33,000	(79)	33,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000	41,000
55,200	22,000	13,600	60,200	Coastline Management Plan	32,000	32,000	0	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000
44,900	0	8,900	97,700	Foreshore Protection Works	15,000	80,000	433	80,000	82,000	85,000	88,000	91,000	94,000	97,000	100,000	103,000
45,000	40,700	35,500	44,800	Canal Dredging	38,000	200,000	426	20,000	20,000	20,000	100,000	200,000	20,000	20,000	20,000	100,000
				Boat Ramp Maintenance and Cleaning	49,000	50,000	2	50,000	53,000	56,000	59,000	62,000	65,000	68,000	71,000	74,000
2,000	1,600	1,500	0	Non-Cash Expenses												
1,456,800	1,448,800	1,519,600	1,614,400	Depreciation - Environmental Protection	2,000	2,000	0	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800
0	39,600	0	0	Depreciation - Drainage	1,525,000	1,640,000	8	1,670,000	1,703,400	1,737,500	1,772,300	1,807,800	1,844,000	1,880,900	1,918,600	1,957,000
				Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
2,213,900	2,033,800	2,410,100	2,521,000	Total Operating Expenses	2,508,200	2,697,700	8	2,557,700	2,623,500	2,692,700	2,842,600	3,013,200	2,906,500	2,980,500	3,055,300	3,210,800
(1,839,300)	(1,479,800)	(1,998,000)	(2,013,000)	Operating Result - Surplus / (Deficit)	(2,018,500)	(2,302,000)	14	(2,158,700)	(2,221,500)	(2,286,700)	(2,432,600)	(2,599,200)	(2,488,500)	(2,558,500)	(2,629,300)	(2,780,800)
1,458,800	1,450,400	1,521,100	1,614,400	Add Back Depreciation	1,527,000	1,642,000	8	1,673,000	1,706,500	1,740,700	1,775,600	1,811,200	1,847,500	1,884,500	1,922,300	1,960,800
0	39,600	0	0	Add Back Loss on Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
(380,500)	10,200	(476,900)	(398,600)	Cash Result - Surplus / (Deficit)	(491,500)	(660,000)	34	(485,700)	(515,000)	(546,000)	(657,000)	(788,000)	(641,000)	(674,000)	(707,000)	(820,000)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
507,000	785,100	407,300	228,100	Less Transfer to Reserves	85,000	126,400		50,000	60,000	65,000	70,000	70,000	70,000	70,000	70,000	70,000
567,000	522,500	149,700	319,900	Add Transfer from Reserves	(31,000)	412,000		90,000	20,000	20,000	100,000	200,000	20,000	20,000	20,000	100,000
0	0	0	0	Add Capital Income Applied	0	100,000		0	0	0	0	0	0	0	0	0
302,700	255,300	227,500	803,000	Less Capital Expenditure	639,400	1,048,000		896,000	847,000	868,000	890,000	912,000	935,000	958,000	982,000	1,007,000
(623,200)	(507,700)	(962,000)	(1,109,800)	Cash Result after Capital Movements	(1,246,900)	(1,322,400)	6	(1,341,700)	(1,402,000)	(1,459,000)	(1,517,000)	(1,570,000)	(1,626,000)	(1,682,000)	(1,739,000)	(1,797,000)

ROADS AND BRIDGES

Manager: Paul Busmanis - "Manager - Engineering Works"

Background

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

Budget Comments

Operating Revenues

Operating Grants and Contributions

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

Operating Expenses

Roads and Bridges Maintenance

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

Street Cleaning

Provision for street and footpath cleaning of town centres.

Debt Servicing

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

Capital Movements

Loan Principal Repayments

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

Reserve Movements

Refer to Part E for further information.

Capital Income

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

Capital Expenditure

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

ROADS AND BRIDGES

ACTUAL				BUDGET ITEMS	ESTIMATE											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
				Operating Grants and Contributions												
0	34,100	0	0	Flood and Storm Damage	0	0	0	0	0	0	0	0	0	0	0	
62,700	56,400	48,800	42,500	LIRS Loan Subsidy	32,200	24,200	(25)	15,800	7,500	2,600	0	0	0	0	0	
214,000	0	99,100	75,500	Natural Disaster Funding	48,500	0	(100)	0	0	0	0	0	0	0	0	
0	1,484,400	1,194,000	197,700	Roads to Recovery	634,000	880,000	39	950,000	951,000	986,200	1,006,000	1,027,000	1,048,000	1,069,000	1,091,000	1,113,000
				Interest												
73,800	62,000	102,900	80,000	Interest on Bypass Internal Reserves	104,000	103,000	(1)	95,000	88,000	79,000	70,000	60,000	50,000	39,000	27,000	27,000
350,500	1,636,900	1,444,800	395,700	Total Operating Revenues	818,700	1,007,200	23	1,060,800	1,046,500	1,067,800	1,076,000	1,087,000	1,098,000	1,108,000	1,118,000	1,140,000
				OPERATING EXPENSES												
				Roads and Bridges - Maintenance												
666,600	714,500	787,900	916,800	Urban Roads	776,000	791,000	2	810,000	833,000	857,000	881,000	906,000	931,000	956,000	982,000	1,009,000
1,379,200	1,267,000	1,289,900	1,308,900	Sealed Rural Roads	1,429,000	1,454,000	2	1,488,000	1,527,000	1,567,000	1,607,000	1,649,000	1,691,000	1,735,000	1,781,000	1,828,000
672,300	567,100	643,800	500,300	Unsealed Rural Roads	588,700	668,000	13	683,000	701,000	719,000	738,000	757,000	777,000	797,000	818,000	839,000
13,100	32,600	39,800	14,700	Bridges	26,000	27,000	4	28,000	29,000	30,000	31,000	32,000	33,000	34,000	35,000	36,000
397,700	361,400	357,700	340,900	Street Cleaning	393,000	385,000	(2)	390,000	401,000	413,000	426,000	439,000	452,000	465,000	478,000	492,000
277,400	186,000	47,200	5,700	Natural Disasters	135,100	0	(100)	0	0	0	0	0	0	0	0	0
				Debt Servicing												
360,900	318,200	284,200	259,200	Interest on Loans	222,600	185,000	(17)	143,000	354,000	305,000	313,000	277,000	265,000	253,000	239,000	226,000
				Non-Cash Expenses												
5,853,500	5,568,900	6,025,100	6,721,500	Depreciation - Roads and Bridges	6,050,000	7,549,200	25	7,701,000	7,856,000	8,014,000	8,175,000	8,339,000	8,506,000	8,677,000	8,851,000	9,029,000
109,600	91,400	71,900	50,800	Unwinding Interest Free Loan	28,000	0	(100)	0	0	0	0	0	0	0	0	0
0	2,762,800	623,300	0	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
9,730,300	11,869,900	10,170,800	10,118,800	Total Operating Expenses	9,648,400	11,059,200	15	11,243,000	11,701,000	11,905,000	12,171,000	12,399,000	12,655,000	12,917,000	13,184,000	13,459,000
(9,379,800)	(10,233,000)	(8,726,000)	(9,723,100)	Operating Result - Surplus / (Deficit)	(8,829,700)	(10,052,000)	14	(10,182,200)	(10,654,500)	(10,837,200)	(11,095,000)	(11,312,000)	(11,557,000)	(11,809,000)	(12,066,000)	(12,319,000)
5,853,500	5,568,900	6,025,100	6,721,500	Add Back Depreciation	6,050,000	7,549,200	25	7,701,000	7,856,000	8,014,000	8,175,000	8,339,000	8,506,000	8,677,000	8,851,000	9,029,000
109,600	91,400	71,900	50,800	Add Back Unwinding Interest Free Loan	28,000	0	(100)	0	0	0	0	0	0	0	0	0
0	2,762,800	623,300	0	Add Back Loss on Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
(3,416,700)	(1,809,900)	(2,005,700)	(2,950,800)	Cash Result - Surplus / (Deficit)	(2,751,700)	(2,502,800)	(9)	(2,481,200)	(2,798,500)	(2,823,200)	(2,920,000)	(2,973,000)	(3,051,000)	(3,132,000)	(3,215,000)	(3,290,000)
				Capital Movements												
982,800	1,015,100	1,049,300	1,084,400	Less Loan Principal Repayments	1,170,300	804,600		846,300	1,134,900	1,119,800	1,081,900	413,000	425,000	437,000	451,000	464,000
1,802,200	2,973,300	4,050,600	5,706,700	Less Transfer to Reserves	2,758,400	103,000		95,000	88,000	79,000	70,000	60,000	50,000	39,000	27,000	27,000
3,171,000	1,118,400	5,469,000	8,614,300	Add Transfer from Reserves	13,120,200	8,509,400		7,825,000	4,427,000	5,983,000	8,047,500	2,679,000	3,916,000	15,065,500	12,075,200	5,041,000
4,718,700	5,335,300	4,246,600	2,512,700	Add Capital Income Applied	3,940,700	8,706,700		9,696,000	5,253,000	1,864,000	7,507,500	0	1,132,000	14,267,500	11,786,500	4,359,000
8,764,400	8,027,200	10,424,700	9,511,300	Less Capital Expenditure	19,272,200	22,233,100		23,344,000	15,269,000	13,807,200	21,756,000	9,804,000	12,398,000	36,914,000	31,680,700	17,464,000
(7,076,400)	(7,371,800)	(7,814,700)	(8,126,200)	Cash Result after Capital Movements	(8,891,700)	(8,427,400)	(5)	(9,245,500)	(9,610,400)	(9,982,200)	(10,272,900)	(10,571,000)	(10,876,000)	(11,189,000)	(11,512,000)	(11,845,000)

ANCILLARY TRANSPORT SERVICES

Manager: Paul Busmanis - "Manager - Engineering Works"

Background

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

Budget Comments

Operating Revenues

Fees and Charges

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

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

Operating Grants

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

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

Operating Expenses

Roads and Traffic Signs Maintenance of street signs and road lines

Street Lighting Electricity charges for street lighting.

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

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

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

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

Capital Movements

Loan Principal Repayments

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

Reserve Movements

Refer to Part E for further information.

Capital Income

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

Capital Expenditure

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

ANCILLARY TRANSPORT SERVICES																
ACTUAL				BUDGET ITEMS	ESTIMATE											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
				Fees and Charges												
728,000	238,000	182,100	66,600	Private Works	70,000	70,000	0	70,000	71,800	73,700	75,600	77,600	79,600	81,700	83,800	86,000
41,100	48,300	17,500	33,600	Sundry Fees and Charges	45,100	20,000	(56)	25,000	25,700	26,400	27,100	27,800	28,500	29,300	30,100	30,900
350,700	387,000	406,200	454,100	Burns Point Ferry - Toll Fees	429,000	364,000	(15)	470,000	481,800	493,900	506,300	519,000	532,000	545,400	559,100	573,200
99,500	92,200	94,100	102,300	Burns Point Ferry - Season Tickets	106,000	95,000	(10)	100,000	102,500	105,100	107,800	110,500	113,300	116,200	119,200	122,200
11,100	10,000	8,500	7,300	Burns Point Ferry - Diesel Rebate	10,000	8,000	(20)	10,000	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,500
				Operating Grants and Contributions												
98,000	98,000	99,900	98,000	Street Lighting	104,000	106,000	2	109,000	111,800	114,600	117,500	120,500	123,600	126,700	129,900	133,200
0	0	0	0	Street Lighting - Upgrade to LED	722,000	0	(100)	0	0	0	0	0	0	0	0	0
40,000	35,100	30,100	23,800	LIRS Loan Subsidy	18,500	12,800	(31)	6,900	1,100	0	0	0	0	0	0	0
6,800	42,000	(2,000)	9,500	Boating Programs	0	0	0	0	0	0	0	0	0	0	0	0
0	17,200	231,300	66,500	Miscellaneous Contributions	9,200	0	(100)	0	0	0	0	0	0	0	0	0
1,375,200	967,800	1,067,700	861,700	Total Operating Revenues	1,513,800	675,800	(55)	790,900	805,000	824,300	845,200	866,600	888,500	911,100	934,200	958,000
				OPERATING EXPENSES												
				Maintenance Programs												
65,300	111,000	90,600	110,900	Road and Traffic Signs	140,300	111,000	(21)	113,000	116,000	119,100	122,300	125,500	128,900	132,300	135,800	139,300
469,400	585,900	625,900	721,400	Street Lighting	566,300	556,000	(2)	564,000	578,200	592,800	607,700	623,000	638,700	654,800	671,200	688,100
0	0	0	0	Street Lighting - Upgrade to LED	722,000	54,000	(93)	55,000	56,400	57,900	59,400	60,900	62,500	64,100	65,800	67,500
152,400	148,800	197,600	433,100	Footpaths Maintenance	209,000	202,000	(3)	208,000	238,500	219,300	225,200	231,300	237,400	273,800	250,200	256,900
58,400	41,100	41,100	42,400	Car Parking - Sharpes Beach Rent	43,000	44,000	2	45,000	46,200	47,400	48,600	49,900	51,200	52,500	53,900	55,300
6,600	7,000	7,900	9,500	Car Parking - Maintenance and Rates	25,000	26,000	4	27,000	27,700	28,500	29,300	30,100	31,000	31,900	32,800	33,700
2,700	1,100	3,200	15,200	Bus Shelters and Public Transport	5,000	5,000	0	5,000	5,200	5,400	5,600	5,800	6,000	6,200	6,400	6,600
636,700	244,300	157,600	69,500	Private Works	63,000	64,000	2	64,000	65,600	67,400	69,200	71,100	73,000	74,900	76,900	78,900
78,400	98,500	44,100	41,600	Wharves and Jetties	13,000	46,000	254	46,000	47,200	48,500	49,900	51,300	52,700	54,100	55,700	57,300
0	0	0	80,300	Town Centres	60,000	15,000	(75)	0	0	0	0	0	0	0	0	0
				Burns Point Ferry												
186,000	206,200	196,300	221,100	Operation	216,000	200,000	(7)	203,000	208,400	214,000	219,700	225,500	231,400	237,500	243,700	250,200
132,700	10,200	230,000	14,400	Annual Slip	321,000	20,000	(94)	160,000	164,000	168,100	172,400	176,800	181,300	185,900	190,600	195,400
336,300	343,900	334,500	359,800	Salaries and Oncosts	354,000	366,000	3	380,000	389,500	399,300	409,300	419,600	430,100	440,900	452,000	463,300
				Debt Servicing												
134,300	106,900	77,900	48,600	Interest on Loans	47,900	157,600	229	141,200	256,800	238,700	224,300	206,900	189,300	171,700	153,000	137,000
				Non-Cash Expenses												
165,300	137,700	152,000	145,000	Depreciation - Ancillary	155,000	163,000	5	166,300	169,700	173,100	176,600	180,200	183,900	187,600	191,400	195,300
413,400	353,000	402,500	355,000	Depreciation - Footpaths	405,000	383,000	(5)	390,700	398,600	406,600	414,800	423,100	431,600	440,300	449,200	458,200
33,500	33,700	32,900	35,000	Depreciation - Maritime	34,000	36,000	6	36,800	37,600	38,400	39,200	40,000	40,800	41,700	42,600	43,500
2,871,400	2,429,300	2,594,100	2,702,800	Total Operating Expenses	3,379,500	2,448,600	(28)	2,605,000	2,805,600	2,824,500	2,873,500	2,921,000	2,969,800	3,050,200	3,071,200	3,126,500
(1,496,200)	(1,461,500)	(1,526,400)	(1,841,100)	Operating Result - Surplus / (Deficit)	(1,865,700)	(1,772,800)	(5)	(1,814,100)	(2,000,600)	(2,000,200)	(2,028,300)	(2,054,400)	(2,081,300)	(2,139,100)	(2,137,000)	(2,168,500)
612,200	524,400	587,400	535,000	Add Back Depreciation	594,000	582,000	(2)	593,800	605,900	618,100	630,600	643,300	656,300	669,600	683,200	697,000
(884,000)	(937,100)	(939,000)	(1,306,100)	Cash Result - Surplus / (Deficit)	(1,271,700)	(1,190,800)	(6)	(1,220,300)	(1,394,700)	(1,382,100)	(1,397,700)	(1,411,100)	(1,425,000)	(1,469,500)	(1,453,800)	(1,471,500)
				Capital Movements												
441,900	469,100	498,000	444,800	Less Loan Principal Repayments	213,800	374,100		390,600	487,600	421,000	435,400	452,800	470,400	488,000	414,000	430,000
2,707,300	413,400	509,000	168,700	Less Transfer to Reserves	251,100	0		0	0	0	0	0	0	0	0	0
4,818,700	2,267,700	850,200	726,900	Add Transfer from Reserves	1,077,900	728,800		295,000	567,000	592,000	567,000	567,000	567,000	567,000	567,000	567,000
450,200	124,000	817,000	316,400	Add Capital Income Applied	1,462,200	943,000		0	0	0	0	0	0	0	0	0
2,538,500	2,107,400	1,305,100	1,143,700	Less Capital Expenditure	2,665,000	1,963,800		566,000	579,000	642,000	656,000	673,000	690,000	708,000	726,000	744,000
(1,302,800)	(1,535,300)	(1,583,900)	(2,020,000)	Cash Result after Capital Movements	(1,861,500)	(1,856,900)	(0)	(1,881,900)	(1,894,300)	(1,853,100)	(1,922,100)	(1,969,900)	(2,018,400)	(2,098,500)	(2,026,800)	(2,078,500)

TRANSPORT FOR NSW

Manager: Paul Busmanis - "Manager - Engineering Works"

Background

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

Budget Comments

Operating Revenues

Regional Roads Block Grant

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

Income items are fully offset by matching expenditure accounts.

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

TRANSPORT FOR NSW

ACTUAL				BUDGET ITEMS	ESTIMATE											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
				External Contributions												
876,000	1,003,200	946,500	1,000,800	Regional Roads Block Grant	783,000	1,040,000	33	1,064,400	1,091,500	1,119,300	1,147,900	1,177,000	1,207,100	1,237,800	1,269,100	1,301,400
876,000	1,003,200	946,500	1,000,800	Total Operating Revenues	783,000	1,040,000	33	1,064,400	1,091,500	1,119,300	1,147,900	1,177,000	1,207,100	1,237,800	1,269,100	1,301,400
				OPERATING EXPENSES												
770,000	837,800	699,700	756,700	Regional Roads	783,000	963,000	23	987,400	1,012,500	1,038,300	1,064,800	1,091,800	1,119,700	1,148,200	1,177,200	1,207,200
770,000	837,800	699,700	756,700	Total Operating Expenses	783,000	963,000	23	987,400	1,012,500	1,038,300	1,064,800	1,091,800	1,119,700	1,148,200	1,177,200	1,207,200
106,000	165,400	246,800	244,100	Operating Result - Surplus / (Deficit)	0	77,000	100	77,000	79,000	81,000	83,100	85,200	87,400	89,600	91,900	94,200
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
106,000	165,400	246,800	244,100	Cash Result - Surplus / (Deficit)	0	77,000	100	77,000	79,000	81,000	83,100	85,200	87,400	89,600	91,900	94,200
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
103,100	0	15,000	0	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
146,900	103,100	0	0	Add Transfer from Reserves	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	185,000	0		0	0	0	0	0	0	0	0	0
149,800	268,500	231,800	244,100	Less Capital Expenditure	185,000	77,000		77,000	79,000	81,000	83,100	85,200	87,400	89,600	91,900	94,200
0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0

OPEN SPACES

Manager: Cheyne Willebrands- "Manager - Open Spaces"

Background

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

Budget Comments

Operating Revenues

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

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

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

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

Operating Expenses

Management Includes salaries and oncosts for six full time employees (total of 30 days) and one motor vehicle.

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

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

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

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

Capital Movements

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

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

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

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

OPEN SPACES																
ACTUAL				BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
				Fees and Charges												
46,100	42,000	52,200	57,300	Commercial Activity Licences	68,000	55,000	(19)	70,000	71,800	73,600	75,500	77,400	79,400	81,400	83,500	85,600
21,200	30,000	33,200	33,600	Nursery - Sales	29,000	37,000	28	37,000	38,000	39,000	40,100	41,200	42,300	43,400	44,600	45,800
34,800	46,500	59,000	66,400	4WD Permits	65,000	55,000	(15)	70,000	71,800	73,600	75,500	77,400	79,400	81,400	83,500	85,600
4,200	15,100	18,100	21,200	Miscellaneous Fees	22,000	19,000	(14)	24,000	24,700	25,500	26,300	27,100	27,900	28,700	29,500	30,400
20,400	25,300	52,000	0	Community Property Fees and Charges	63,000	46,000	(27)	66,000	67,900	70,000	72,100	74,200	76,300	78,400	80,800	83,300
				Grants and Contributions												
120,900	85,000	112,000	72,900	Grants - Regional Works Crew	67,000	62,000	(7)	65,000	66,700	68,500	70,300	72,100	74,000	76,000	78,000	80,000
61,900	0	0	99,500	Grants - Sporting Fields	100,500	0	(100)	0	0	0	0	0	0	0	0	0
152,100	154,200	158,000	161,600	State Govt - Crown Reserve Contribution	164,000	168,000	2	172,300	176,700	181,300	186,000	190,700	195,500	200,400	205,500	210,800
				Vegetation Management												
158,700	53,300	51,300	0	Operating Grants	0	0	0	0	0	0	0	0	0	0	0	0
				Other Services												
398,300	452,600	395,700	393,700	Cemeteries - Fees and Charges	420,000	428,000	2	438,700	449,700	461,000	472,600	484,500	496,700	509,200	522,000	535,100
				Interest on Investments												
51,400	0	0	0	Interest	0	0	0	0	0	0	0	0	0	0	0	0
1,070,000	904,000	931,500	906,200	Total Operating Revenues	998,500	870,000	(13)	943,000	967,300	992,500	1,018,400	1,044,600	1,071,500	1,098,900	1,127,400	1,156,600
				OPERATING EXPENSES												
				Open Spaces Management												
188,500	285,300	390,800	413,700	Employee Costs	680,600	703,700	3	721,100	739,200	757,900	777,000	796,600	816,700	837,300	858,400	880,000
				Open Spaces and Reserves												
1,565,400	1,569,300	1,576,900	1,543,900	Operating Expenses	1,646,000	1,711,000	4	1,746,000	1,789,900	1,835,100	1,881,500	1,929,100	1,977,800	2,027,700	2,078,900	2,131,200
5,400	4,400	600	0	Donation - Mowing on Private Property	0	0	0	0	0	0	0	0	0	0	0	0
98,700	110,300	62,100	91,200	Tree Lopping and Maintenance	91,000	93,000	2	93,000	95,400	97,900	100,500	103,100	105,800	108,500	111,300	114,200
3,600	20,400	60,700	16,400	Street Tree Planting Program	21,000	21,000	0	21,000	21,600	22,200	22,800	23,400	24,000	24,600	25,300	26,000
11,300	44,700	44,800	117,500	Fig Tree Management Program	20,000	20,000	0	20,000	20,500	21,100	21,700	22,300	22,900	23,500	24,100	24,800
219,700	253,100	235,700	244,800	Nursery Operations	257,000	275,000	7	278,000	285,100	292,500	300,100	307,900	315,900	324,100	332,400	340,900
31,300	21,800	26,900	17,200	Amphitheatre and Skateparks	32,000	32,000	0	38,000	39,300	40,600	41,900	43,200	44,500	45,800	47,100	48,600
20,000	3,000	44,200	16,500	Beach Cleaning	15,000	15,000	0	15,000	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700
279,400	301,000	321,100	362,100	Surf Life Saving Services - Contract	369,000	376,000	2	385,000	394,700	404,600	414,800	425,200	435,900	446,800	458,000	469,500
42,500	6,600	10,200	13,000	Other Beach Exps - Insurance / Permits	10,000	15,000	50	15,000	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700
				Vegetation Management												
70,400	79,700	79,100	75,900	Coastal and Bushland Reserves	75,000	75,000	0	75,000	77,300	79,800	82,300	84,800	87,300	89,800	92,500	95,400
103,400	105,300	106,900	109,600	Weed Control - Cont to County Council	113,000	115,000	2	116,000	118,900	121,900	125,000	128,200	131,500	134,800	138,200	141,700
12,600	9,000	10,200	6,200	Weed Control	10,000	10,000	0	10,000	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,500
322,900	160,700	57,800	69,800	Projects	818,300	68,000	(92)	68,000	60,000	62,200	64,400	66,600	68,800	71,000	73,300	75,600
				Other Services												
410,400	447,100	471,600	599,400	Sports Fields - Operating Expenses	585,700	490,000	(16)	496,000	509,200	522,900	537,100	551,500	566,200	581,100	596,900	613,200
289,200	318,500	311,100	271,800	Cemeteries - Operating Expenses	303,000	301,000	(1)	308,800	316,800	324,900	333,400	342,100	351,100	360,300	369,600	379,100
				Community Property												
5,000	8,400	22,200	33,400	Community Property Management	40,000	30,000	(25)	30,000	30,900	31,800	32,700	33,600	34,500	35,400	36,300	37,500
				Non-Cash Expenses												
19,600	19,000	20,000	20,000	Depreciation - Cemeteries	21,000	21,000	0	21,500	22,000	22,500	23,000	23,500	24,000	24,500	25,000	25,500
0	0	0	0	Depreciation - Open Spaces	0	0	0	0	0	0	0	0	0	0	0	0
0	1,675,100	(129,300)	0	Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
3,699,300	5,442,700	3,723,600	4,022,400	Total Operating Expenses	5,107,600	4,371,700	(14)	4,457,400	4,561,900	4,680,100	4,801,500	4,925,700	5,052,800	5,182,400	5,315,800	5,453,100
(2,629,300)	(4,538,700)	(2,792,100)	(3,116,200)	Operating Result - Surplus / (Deficit)	(4,109,100)	(3,501,700)	(15)	(3,514,400)	(3,594,600)	(3,687,600)	(3,783,100)	(3,881,100)	(3,981,300)	(4,083,500)	(4,188,400)	(4,296,500)
19,600	19,000	20,000	20,000	Add Back Depreciation	21,000	21,000	0	21,500	22,000	22,500	23,000	23,500	24,000	24,500	25,000	25,500
0	1,675,100	(129,300)	0	Add Back Loss on Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
(2,609,700)	(2,844,600)	(2,901,400)	(3,096,200)	Cash Result - Surplus / (Deficit)	(4,088,100)	(3,480,700)	(15)	(3,492,900)	(3,572,600)	(3,665,100)	(3,760,100)	(3,857,600)	(3,957,300)	(4,059,000)	(4,163,400)	(4,271,000)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
2,174,000	885,400	2,457,300	2,856,300	Less Transfer to Reserves	1,894,000	134,000		136,900	140,100	143,500	146,800	150,200	153,600	157,100	160,900	164,800
4,743,300	4,099,700	2,377,200	2,469,100	Add Transfer from Reserves	5,016,200	2,402,200		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
0	139,800	219,000	751,000	Add Capital Income Applied	1,348,300	818,800		0	0	0	0	0	0	0	0	0
3,156,200	3,838,500	1,013,900	1,198,300	Less Capital Expenditure	4,708,000	4,079,500		930,000	954,000	978,000	1,002,000	1,027,000	1,053,000	1,080,000	1,107,000	1,135,000
(3,196,600)	(3,329,000)	(3,776,400)	(3,930,700)	Cash Result after Capital Movements	(4,325,600)	(4,473,200)	3	(4,509,800)	(4,616,700)	(4,736,600)	(4,858,900)	(4,984,800)	(5,113,900)	(5,246,100)	(5,381,300)	(5,520,800)

FLEET AND PLANT

Manager: Kelly Brown - "Director – Corporate and Community Division"

Background

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

Budget Comments

Operating Revenues

Fees and Charges

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

Operating Expenses

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

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

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

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

Capital Movements

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

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

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

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

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

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

FLEET AND PLANT																
ACTUAL				BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
				Fleet Management - Fees and Charges												
3,347,200	3,352,400	3,352,200	3,360,100	Internal Plant Hire Charges	3,900,000	4,450,000	14	4,561,300	4,675,400	4,792,300	4,912,200	5,035,100	5,161,000	5,290,100	5,422,400	5,558,000
424,800	390,900	312,200	286,800	Internal Motor Vehicle Charges	383,200	345,400	(10)	345,500	366,400	389,400	376,700	412,100	424,200	436,500	449,200	461,900
164,500	161,500	151,800	148,900	Staff Lease Fees	166,000	165,000	(1)	169,200	173,500	177,900	182,400	187,000	191,700	196,500	201,500	206,600
				Operating Grants and Contributions												
46,100	60,100	55,800	56,700	Diesel Rebate	62,000	65,000	5	66,700	68,400	70,200	72,000	73,800	75,700	77,600	79,600	81,600
				Interest On Investments												
17,000	16,500	27,100	0	Interest On Investments	0	0	0	0	2,000	7,000	5,000	8,000	10,000	14,000	22,000	22,000
				Sundry Revenues												
56,400	27,100	10,600	2,300	Scrap Metal Sales	10,000	4,000	(60)	4,100	4,300	4,500	4,700	4,900	5,100	5,300	5,500	5,700
				Gain on Disposal of Assets												
0	0	142,000	0	Gain on Disposal of Equipment	0	0	0	0	0	0	0	0	0	0	0	0
4,056,000	4,008,500	4,051,700	3,854,800	Total Operating Revenues	4,521,200	5,029,400	11	5,146,800	5,290,000	5,441,300	5,553,000	5,720,900	5,867,700	6,020,000	6,180,200	6,335,800
				OPERATING EXPENSES												
				Operating Expenses												
2,141,700	2,255,700	2,420,000	2,448,100	Plant Running Expenses	2,374,000	2,427,000	2	2,457,000	2,518,800	2,582,300	2,647,400	2,714,400	2,782,800	2,852,800	2,924,600	2,998,200
157,100	152,500	190,300	168,400	Workshop Operating Expenses	188,600	177,700	(6)	179,800	184,600	189,400	194,300	229,500	204,800	210,200	215,600	221,100
342,000	344,000	356,000	365,700	Overheads Charged to Plant	379,500	467,000	23	459,000	470,500	482,300	494,400	506,800	519,500	532,500	545,900	559,600
				Debt Servicing												
0	0	0	0	Interest on Loans	0	0	0	15,000	13,000	11,000	9,000	7,000	5,000	2,000	0	0
				Loss on Disposal of Assets												
0	0	0	0	Loss on Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
				Non-Cash Expenses												
925,300	974,200	1,157,100	980,000	Depreciation	1,250,000	1,020,000	(18) 0	1,040,400	1,061,300	1,082,600	1,104,300	1,126,400	1,149,000	1,172,000	1,195,500	1,219,500
3,566,100	3,726,400	4,123,400	3,962,200	Total Operating Expenses	4,192,100	4,091,700	(2)	4,151,200	4,248,200	4,347,600	4,449,400	4,584,100	4,661,100	4,769,500	4,881,600	4,998,400
489,900	282,100	(71,700)	(107,400)	Operating Result - Surplus / (Deficit)	329,100	937,700	185	995,600	1,041,800	1,093,700	1,103,600	1,136,800	1,206,600	1,250,500	1,298,600	1,337,400
925,300	974,200	1,157,100	980,000	Add Back Depreciation	1,250,000	1,020,000	(18)	1,040,400	1,061,300	1,082,600	1,104,300	1,126,400	1,149,000	1,172,000	1,195,500	1,219,500
1,415,200	1,256,300	1,085,400	872,600	Cash Result - Surplus / (Deficit)	1,579,100	1,957,700	24	2,036,000	2,103,100	2,176,300	2,207,900	2,263,200	2,355,600	2,422,500	2,494,100	2,556,900
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		65,000	67,000	69,000	71,000	73,000	75,000	80,000	0	0
1,423,800	1,256,300	2,240,500	2,657,000	Less Transfer to Reserves	1,579,100	1,957,700		1,971,000	2,036,100	2,107,300	2,136,900	2,190,200	2,280,600	2,342,500	2,494,100	2,556,900
1,385,100	1,381,400	1,964,100	2,509,800	Add Transfer from Reserves	2,826,300	2,227,100		1,801,000	1,677,000	2,225,000	1,925,000	2,033,000	2,014,000	1,806,000	2,536,000	2,554,000
0	0	0	0	Add Capital Income Applied	0	500,000		0	0	0	0	0	0	0	0	0
1,376,500	1,381,400	809,000	725,400	Less Capital Expenditure	2,826,300	2,727,100		1,801,000	1,677,000	2,225,000	1,925,000	2,033,000	2,014,000	1,806,000	2,536,000	2,554,000
0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0

EMERGENCY SERVICES

Manager: 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.

Fire Control Expenses

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

EMERGENCY SERVICES

ACTUAL				BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
172,300	200,100	189,000	187,200	Operating Grants	175,500	179,000	2	183,500	188,200	193,000	197,900	202,900	208,100	213,400	218,900	224,500
172,300	200,100	189,000	187,200	Total Operating Revenues	175,500	179,000	2	183,500	188,200	193,000	197,900	202,900	208,100	213,400	218,900	224,500
				OPERATING EXPENSES												
52,500	53,500	41,700	55,200	Contribution to NSW Fire Brigades	60,500	60,000	(1)	69,000	70,800	72,600	74,500	76,400	78,400	80,400	82,500	84,600
120,000	154,600	172,600	154,200	Contribution to Rural Fire Fighting Fund	156,100	193,000	24	283,500	290,600	297,900	305,400	313,100	321,000	329,100	337,400	345,900
80,500	88,100	114,000	77,800	Fire Control Expenses	95,000	93,000	(2)	93,000	95,600	98,500	101,400	104,600	107,800	111,000	114,200	117,600
77,000	56,500	86,000	94,600	Fire Control Expenses (Council Control)	84,400	86,000	2	87,000	89,900	92,400	95,000	97,600	100,300	103,000	105,800	108,600
				Emergency Services												
7,800	18,900	11,800	11,700	Operating Expenses	9,000	9,000	0	9,000	9,500	10,000	10,500	11,000	11,500	12,000	12,500	13,000
72,800	79,200	70,800	57,800	State Levy	67,600	69,000	2	87,500	89,700	92,000	94,300	96,700	99,200	101,700	104,300	107,000
1,900	5,700	700	3,000	SES Building Maintenance	8,000	4,000	(50)	8,000	8,200	8,500	8,800	9,100	9,400	9,700	10,000	10,300
0	1,600	0	0	Marine Rescue Tower Building Mtce	8,000	4,000	(50)	8,000	8,200	8,500	8,800	9,100	9,400	9,700	10,000	10,300
				Non-Cash Expenses												
101,500	103,500	147,700	104,000	Depreciation	150,000	110,000	(27)	112,200	114,500	116,800	119,200	121,600	124,100	126,600	129,200	131,800
514,000	561,600	645,300	558,300	Total Operating Expenses	638,600	628,000	(2)	757,200	777,000	797,200	817,900	839,200	861,100	883,200	905,900	929,100
(341,700)	(361,500)	(456,300)	(371,100)	Operating Result - Surplus / (Deficit)	(463,100)	(449,000)	(3)	(573,700)	(588,800)	(604,200)	(620,000)	(636,300)	(653,000)	(669,800)	(687,000)	(704,600)
101,500	103,500	147,700	104,000	Add Back Depreciation	150,000	110,000	(27)	112,200	114,500	116,800	119,200	121,600	124,100	126,600	129,200	131,800
(240,200)	(258,000)	(308,600)	(267,100)	Cash Result - Surplus / (Deficit)	(313,100)	(339,000)	8	(461,500)	(474,300)	(487,400)	(500,800)	(514,700)	(528,900)	(543,200)	(557,800)	(572,800)
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
19,000	0	0	0	Add Transfer from Reserves	25,000	900,000	0	800,000	700,000	700,000	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	0	0	Less Capital Expenditure	25,000	900,000	0	800,000	700,000	700,000	0	0	0	0	0	0
(221,200)	(258,000)	(308,600)	(267,100)	Cash Result after Capital Movements	(313,100)	(339,000)	8	(461,500)	(474,300)	(487,400)	(500,800)	(514,700)	(528,900)	(543,200)	(557,800)	(572,800)

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.

QUARRIES																
ACTUAL				BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
				Fees and Charges												
324,100	69,100	63,900	65,400	Tuckombil and Stokers Quarries	67,000	68,000	1	69,800	71,600	73,500	75,400	77,400	79,400	81,500	83,600	85,700
0	0	0	0	Airport Sandpit	0	0	0	0	0	0	0	0	0	0	0	0
				Non-cash Items												
53,100	0	0	484,000	Remediation Provisions	0	0	0	0	0	0	0	0	0	0	0	0
377,200	69,100	63,900	549,400	Total Operating Revenues	67,000	68,000	1	69,800	71,600	73,500	75,400	77,400	79,400	81,500	83,600	85,700
				OPERATING EXPENSES												
				Tuckombil Quarry												
300	3,000	2,300	2,800	Buildings Maintenance	3,000	3,000	0	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800
800	28,100	23,200	21,400	Operating Costs	27,000	25,000	(7)	25,000	25,800	26,600	27,400	28,200	29,100	30,000	30,900	31,800
32,600	19,900	17,400	23,100	Expansion Feasibility and Approvals	10,000	10,000	0	10,000	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,500
51,000	34,000	0	0	Indirect Expenses - Overheads	0	0	0	0	0	0	0	0	0	0	0	0
				Stokers Quarry												
0	0	0	0	Stage 1 Rectification Works	0	0	0	0	0	0	0	0	0	0	0	0
				Other Resources												
5,900	20,800	13,700	3,800	Airport Sandpit	4,000	4,000	0	4,000	4,200	4,400	4,600	4,800	5,000	5,200	5,400	5,600
60,300	10,600	109,000	0	North Creek Dredging	0	0	0	0	0	0	0	0	0	0	0	0
				Non-Cash Expenses												
28,000	20,100	27,400	19,200	Unwinding Interest Free Loan	20,000	20,000	0	21,400	22,100	22,900	23,800	24,700	25,600	25,600	25,600	25,600
9,500	9,600	16,700	10,200	Depreciation - Quarries	17,000	11,000	(35)	11,300	11,700	12,100	12,500	12,900	13,300	13,700	14,100	14,500
188,400	146,100	209,700	80,500	Total Operating Expenses	81,000	73,000	(10)	74,700	77,200	79,800	82,500	85,200	88,000	89,900	91,800	93,800
188,800	(77,000)	(145,800)	468,900	Operating Result - Surplus / (Deficit)	(14,000)	(5,000)	(64)	(4,900)	(5,600)	(6,300)	(7,100)	(7,800)	(8,600)	(8,400)	(8,200)	(8,100)
(53,100)	0	0	(484,000)	Add Back Remediation	0	0	0	0	0	0	0	0	0	0	0	0
28,000	20,100	27,400	19,200	Add Back Unwinding	20,000	20,000	0	21,400	22,100	22,900	23,800	24,700	25,600	25,600	25,600	25,600
9,500	9,600	16,700	10,200	Add Back Depreciation	17,000	11,000	(35)	11,300	11,700	12,100	12,500	12,900	13,300	13,700	14,100	14,500
173,200	(47,300)	(101,700)	14,300	Cash Result - Surplus / (Deficit)	23,000	26,000	13	27,800	28,200	28,700	29,200	29,800	30,300	30,900	31,500	32,000
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
265,900	0	0	14,300	Less Transfer to Reserves	23,000	26,000		27,800	28,200	28,700	29,200	29,800	30,300	30,900	31,500	32,000
192,700	247,500	101,700	0	Add Transfer from Reserves	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
0	4,200	0	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
100,000	196,000	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0

LANDFILL AND RESOURCE MANAGEMENT

Manager: Lloyd Isaacson – “Manager Resource Recovery”

Background

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

Budget Comments

Operating Revenues

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

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

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

Sundry Fees Sale of waste bins, Return and Earn Scheme refund and miscellaneous items.

Operating Expenses

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

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

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

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

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

Capital Movements

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

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

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

LANDFILL AND RESOURCE MANAGEMENT																
ACTUAL				BUDGET ITEMS												
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
				Fees and Charges												
515,600	539,100	564,700	584,900	Annual Charges - Commercial Properties	615,000	632,000	3	648,000	664,000	681,000	698,000	715,000	744,000	774,000	805,000	837,000
1,267,600	1,276,800	0	0	Annual Charges - Residential Properties	0	0	0	0	0	0	0	0	0	0	0	0
789,400	581,900	636,100	471,700	External Fees - Self Haul - Mixed Waste	815,000	625,000	(23)	641,000	657,000	673,000	690,000	707,000	735,000	764,000	795,000	827,000
714,900	636,800	627,300	587,400	External Fees - Self Haul - Inert	700,000	540,000	(23)	554,000	568,000	582,000	597,000	612,000	636,000	661,000	687,000	714,000
957,400	1,000,200	983,200	1,028,200	Internal Fees - Council - DWM Recycle	1,000,000	1,240,000	24	1,271,000	1,303,000	1,336,000	1,369,000	1,403,000	1,459,000	1,517,000	1,578,000	1,641,000
1,831,900	1,865,600	1,907,000	1,723,900	Internal Fees - Council - DWM Mixed	1,670,000	2,180,000	31	2,235,000	2,291,000	2,348,000	2,407,000	2,467,000	2,566,000	2,669,000	2,776,000	2,887,000
465,700	466,400	431,000	503,000	Internal Fees - Council - Self Haul Works	610,000	524,000	(14)	537,000	550,000	564,000	578,000	592,000	616,000	641,000	667,000	694,000
326,200	124,800	82,000	82,000	Contributions and Grants	82,000	83,000	1	85,000	87,000	89,000	91,000	93,000	95,000	97,000	99,000	101,000
106,100	107,700	81,500	55,200	Interest On Investments	22,000	10,000	(55)	1,000	24,000	49,000	75,000	103,000	132,000	160,000	192,000	192,000
124,700	83,300	112,100	157,000	Sundry Fees	192,500	196,000	2	201,000	206,000	211,000	216,000	221,000	226,000	231,000	236,000	241,000
7,099,500	6,682,600	5,424,900	5,193,300	Total Operating Revenues	5,706,500	6,030,000	6	6,173,000	6,350,000	6,533,000	6,721,000	6,913,000	7,209,000	7,514,000	7,835,000	8,134,000
				OPERATING EXPENSES												
				Waste Administration												
430,500	589,700	475,700	413,100	Administration	285,500	251,600	(12)	261,000	266,000	271,000	276,000	281,000	286,000	292,000	298,000	304,000
555,000	644,400	531,000	531,000	Internal Overheads	531,000	656,000	24	619,000	634,000	650,000	666,000	683,000	700,000	718,000	736,000	754,000
154,000	56,000	6,200	0	Interest on Loans	0	0	0	0	0	0	0	0	100,000	97,000	93,000	90,000
				Waste Received												
172,600	181,200	189,300	206,800	Weighbridge Operation	212,000	210,000	(1)	219,000	225,000	231,000	237,000	243,000	249,000	255,000	261,000	267,000
199,700	190,200	202,800	247,100	Transfer Station Operations	227,000	200,000	(12)	204,000	209,000	214,000	220,000	226,000	232,000	238,000	244,000	250,000
				Waste Collection and Recycling												
191,800	196,600	214,000	229,700	Collection Kerbside	225,000	225,000	0	226,000	232,000	238,000	244,000	250,000	256,000	262,000	269,000	276,000
91,200	97,700	87,000	85,300	Collection Other	95,000	85,000	(11)	90,000	92,000	94,000	96,000	98,000	100,000	102,000	104,000	106,000
61,500	71,400	67,100	50,000	Waste Bailing Facility and Recycling	51,000	48,000	(6)	50,000	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000
				Waste Disposal												
960,100	712,300	521,000	553,200	Landfill Operations	587,500	511,500	(13)	516,000	528,000	540,000	553,000	566,000	579,000	592,000	605,000	618,000
857,500	868,500	902,000	697,300	Transfer - Mixed Waste	1,630,000	1,600,000	(2)	1,640,000	1,681,000	1,723,000	1,766,000	1,810,000	1,855,000	1,901,000	1,949,000	1,998,000
316,000	490,900	343,700	492,800	Transfer - Inert Waste	805,000	891,000	11	891,000	913,000	936,000	959,000	983,000	1,008,000	1,033,000	1,059,000	1,085,000
137,200	141,100	262,000	630,000	Transfer - Recyclables	810,000	826,000	2	84,700	87,000	89,000	91,000	93,000	95,000	97,000	99,000	101,000
120,000	127,400	124,200	128,600	Transfer Preparation - Mixed Waste	150,000	153,000	2	157,000	161,000	165,000	169,000	173,000	177,000	181,000	186,000	191,000
63,600	78,200	72,400	83,900	Transfer Preparation - Inert Waste	95,000	84,000	(12)	86,000	88,000	90,000	92,000	94,000	96,000	98,000	100,000	103,000
54,300	72,900	57,500	66,100	Transfer Preparation - Recyclables	95,000	84,000	(12)	86,000	88,000	90,000	92,000	94,000	96,000	98,000	100,000	103,000
375,200	94,300	107,800	95,000	State Government Levy	100,000	25,000	(75)	26,000	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000
(85,600)	20,900	27,800	15,500	Investigations, Leachate, Remediation	30,000	70,000	133	20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000
791,700	0	0	0	Other	0	0	0	0	0	0	0	0	0	0	0	0
				Non-Cash Expenses												
1,071,900	898,300	419,400	120,000	Depreciation	430,000	125,000	(71)	127,500	130,100	132,800	135,500	138,300	141,100	144,000	146,900	149,900
53,200	40,500	51,400	55,800	Unwinding Remediation PV	0	56,000	100	57,200	58,400	59,600	60,800	62,100	63,400	64,700	66,000	67,400
122,400	122,400	134,300	18,800	Remediation Depreciation	143,000	20,000	(86)	20,400	20,900	21,400	21,900	22,400	22,900	23,400	23,900	24,400
6,693,800	5,694,900	4,796,600	4,720,000	Total Operating Expenses	6,502,000	6,121,100	(6)	5,380,800	5,512,400	5,646,800	5,784,200	5,924,800	6,167,400	6,310,100	6,456,800	6,607,700
405,700	987,700	628,300	473,300	Operating Result - Surplus / (Deficit)	(795,500)	(91,100)	(89)	792,200	837,600	886,200	936,800	988,200	1,041,600	1,203,900	1,378,200	1,526,300
1,882,900	1,061,200	605,100	194,600	Add Back Depreciation	573,000	201,000	(65)	205,100	209,400	213,800	218,200	222,800	227,400	232,100	236,800	241,700
2,288,600	2,048,900	1,233,400	667,900	Cash Result - Surplus / (Deficit)	(222,500)	109,900	(149)	997,300	1,047,000	1,100,000	1,155,000	1,211,000	1,269,000	1,436,000	1,615,000	1,768,000
				Capital Movements												
1,205,600	1,111,500	182,200	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	84,000	87,000	91,000	94,000
2,065,900	1,003,000	1,097,100	735,500	Less Transfer to Reserves	574,000	109,900	997,300	1,047,000	1,100,000	1,155,000	1,211,000	1,269,000	1,327,000	1,385,000	1,443,000	1,501,000
1,459,400	65,600	355,600	168,300	Add Transfer from Reserves	921,500	505,000	50,000	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000	
0	0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	2,500,000	0	0	0	
476,500	0	309,700	100,700	Less Capital Expenditure	125,000	505,000	50,000	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000	
0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0

DOMESTIC WASTE MANAGEMENT

Manager: Lloyd Isaacson – “Manager Resource Recovery”

Background

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

Budget Comments

Operating Revenues

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

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

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

Operating Expenses

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

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

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

Overheads Internal charge for Council overheads.

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

Capital Movements

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

Transfer to Reserves Represents the operating surplus less principal repayments.

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

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

Cash Result - Surplus / (Deficit)

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

DOMESTIC WASTE MANAGEMENT

ACTUAL				BUDGET ITEMS	ESTIMATED											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
6,134,600	6,360,800	6,571,100	6,820,100	Domestic Waste Mgmt Annual Charges	7,125,600	7,399,100	4	7,658,100	7,926,100	8,203,500	8,490,600	8,702,900	9,051,000	9,413,000	9,789,500	10,181,100
21,700	22,300	18,900	25,900	Vacant Property Annual Charges	29,500	31,000	5	32,100	33,200	34,400	35,600	36,500	38,000	39,500	41,100	42,700
(276,500)	(273,000)	(257,800)	(253,300)	Pensioner Abandonments	(256,000)	(252,000)	(2)	(254,000)	(256,000)	(258,000)	(260,000)	(262,000)	(264,000)	(266,000)	(268,000)	(270,000)
618,900	640,200	700,100	801,500	Internal Plant Hire Charges	900,000	940,000	4	964,000	988,000	1,013,000	1,038,000	1,064,000	1,091,000	1,118,000	1,146,000	1,175,000
152,100	150,200	141,800	164,400	Grants and Subsidies/Other income	163,100	142,000	(13)	143,000	144,000	145,000	146,000	147,000	148,000	149,000	150,000	151,000
47,600	47,800	57,800	70,200	Interest on Investments	79,000	38,000	(52)	38,000	41,000	47,000	55,000	65,000	65,000	0	11,000	11,000
0	0	0	0	Gain / (Loss) on Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
6,698,400	6,948,300	7,231,900	7,628,800		8,041,200	8,298,100	3	8,581,200	8,876,300	9,184,900	9,505,200	9,753,400	10,129,000	10,453,500	10,869,600	11,290,800
				OPERATING EXPENSES												
				Administration												
204,900	206,100	190,300	288,100	Salaries and Oncosts and Assoc Exps	499,000	480,700	(4)	489,700	501,000	513,000	525,000	537,000	549,000	562,000	575,000	588,000
38,100	38,200	39,000	40,000	North East Waste Membership	41,000	42,000	2	43,000	44,000	45,000	46,000	47,000	48,000	49,000	50,000	51,000
630,000	637,000	688,000	706,300	Indirect Expenses - Overheads	791,000	945,000	19	1,014,000	1,039,000	1,065,000	1,092,000	1,119,000	1,147,000	1,176,000	1,205,000	1,235,000
2,900	17,500	4,700	68,400	Promotion and Education	198,000	115,000	(42)	117,000	120,000	123,000	126,000	129,000	132,000	135,000	138,000	141,000
				Debt Servicing												
8,000	0	0	0	Interest on Loans	0	0	0	0	0	0	0	0	0	0	0	0
				Collection												
514,700	517,100	619,000	618,200	Collection Kerbside - Mixed Waste	630,000	643,000	2	656,000	672,000	689,000	706,000	723,000	741,000	760,000	779,000	798,000
1,244,400	1,231,700	1,273,800	1,332,400	Collection Kerbside - Organics	1,660,000	1,500,000	(10)	1,536,000	1,574,000	1,613,000	1,653,000	1,694,000	1,736,000	1,779,000	1,823,000	1,869,000
1,832,300	1,865,600	1,907,000	1,724,000	Collection Kerbside - Disposal Fees	1,670,000	2,180,000	31	2,235,000	2,291,000	2,348,000	2,407,000	2,467,000	2,566,000	2,669,000	2,776,000	2,887,000
497,700	518,800	405,300	469,200	Collection Kerbside - Recycling	451,000	480,000	6	490,000	502,000	515,000	528,000	541,000	555,000	569,000	583,000	598,000
960,800	1,002,700	983,200	966,900	Collection Kerbside - Recycling Disposal	1,000,000	1,240,000	24	1,271,000	1,303,000	1,336,000	1,369,000	1,403,000	1,459,000	1,517,000	1,578,000	1,641,000
48,800	51,400	53,200	137,400	Collection Kerbside - Bin Maintenance	252,000	227,000	(10)	137,000	140,000	143,000	146,000	149,000	152,000	155,000	158,000	161,000
375,900	383,700	457,600	501,100	Waste Trucks - Operating Expenses	451,000	450,000	(0)	455,000	466,000	478,000	490,000	502,000	515,000	528,000	541,000	555,000
				Non-Cash Expenses												
177,200	177,200	177,200	177,200	Depreciation	225,000	345,000	53	351,900	359,000	366,200	373,600	381,100	388,800	396,600	404,600	412,700
6,535,700	6,647,000	6,798,300	7,029,200	Total Operating Expenses	7,868,000	8,647,700	10	8,795,600	9,011,000	9,234,200	9,461,600	9,692,100	9,988,800	10,295,600	10,610,600	10,936,700
162,700	301,300	433,600	599,600	Operating Result - Surplus / (Deficit)	173,200	(349,600)	(302)	(214,400)	(134,700)	(49,300)	43,600	61,300	140,200	157,900	259,000	354,100
177,200	177,200	177,200	177,200	Add Back Depreciation	225,000	345,000	53	351,900	359,000	366,200	373,600	381,100	388,800	396,600	404,600	412,700
339,900	478,500	610,800	776,800	Cash Result - Surplus / (Deficit)	398,200	(4,600)	(101)	137,500	224,300	316,900	417,200	442,400	529,000	554,500	663,600	766,800
				Capital Movements												
162,600	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
339,900	478,500	610,800	776,800	Less Transfer to Reserves	398,200	0	137,500	224,300	316,900	417,200	442,400	529,000	554,500	663,600	766,800	0
541,900	0	0	0	Add Transfer from Reserves	2,138,500	4,600	0	0	0	0	2,600,000	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
379,300	0	0	0	Less Capital Expenditure	2,138,500	0	0	0	0	0	2,600,000	0	0	0	0	0
0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0

CIVIL SERVICES DIVISION - SUMMARY (WATER AND WASTEWATER)

Manager: John Truman - "Director – Civil Services Division"

Budget Comments

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

The programs include:

Water Operations

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

Wastewater Operations

Revenue and expenses related to the provision of wastewater services.

CIVIL SERVICES GROUP - SUMMARY (WATER AND WASTEWATER)

ACTUAL				BUDGET ITEMS	ESTIMATE											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
11,199,100	12,409,800	12,601,300	13,462,700	Water Operations	13,625,500	13,657,700	0	14,138,100	14,424,100	14,845,800	15,334,900	15,829,800	16,253,000	16,688,000	17,036,600	17,496,100
16,349,100	17,887,500	18,371,000	19,635,000	Wastewater Operations	20,379,500	20,602,000	1	21,080,000	21,532,900	22,090,500	22,698,300	23,288,100	23,964,400	24,657,600	25,376,500	26,116,300
27,548,200	30,297,300	30,972,300	33,097,700	Total Operating Revenues	34,005,000	34,259,700	1	35,218,100	35,957,000	36,936,300	38,033,200	39,117,900	40,217,400	41,345,600	42,413,100	43,612,400
				OPERATING EXPENSES												
10,849,900	11,181,300	11,121,000	11,410,000	Water Operations	12,343,800	12,838,400	4	13,449,000	14,021,100	14,684,100	15,206,500	15,797,800	16,207,500	16,586,300	16,995,300	17,414,000
17,297,900	18,292,900	17,336,500	17,793,300	Wastewater Operations	17,599,900	17,133,500	(3)	17,141,100	17,268,200	17,462,600	17,569,400	17,661,100	17,844,300	17,995,000	18,175,000	18,365,200
							0									
28,147,800	29,474,200	28,457,500	29,203,300	Total Operating Expenses	29,943,700	29,971,900	0	30,590,100	31,289,300	32,146,700	32,775,900	33,458,900	34,051,800	34,581,300	35,170,300	35,779,200
(599,600)	823,100	2,514,800	3,894,400	Operating Result - Surplus / (Deficit)	4,061,300	4,287,800	6	4,628,000	4,667,700	4,789,600	5,257,300	5,659,000	6,165,600	6,764,300	7,242,800	7,833,200
5,030,800	5,191,100	5,156,000	5,176,200	Add Back Depreciation	5,400,000	5,320,000	(1)	5,426,400	5,535,500	5,646,200	5,759,600	5,874,600	5,992,300	6,111,700	6,233,800	6,358,600
74,800	416,400	11,700	526,700	Add Back Loss on Sale of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
301,100	249,300	0	133,800	Add Back Unwinding Interest Free Loans	69,000	0	(100)	0	0	0	0	0	0	0	0	0
4,807,100	6,679,900	7,682,500	9,731,100	Cash Result - Surplus / (Deficit)	9,530,300	9,607,800	1	10,054,400	10,203,200	10,435,800	11,016,900	11,533,600	12,157,900	12,876,000	13,476,600	14,191,800
				Capital Movements												
2,813,300	2,977,900	3,095,600	3,387,000	Less Loan Principal Repayments	3,535,800	2,716,300		2,919,600	3,114,500	3,309,400	3,510,600	3,711,000	3,911,400	4,111,800	4,312,200	4,512,600
671,500	1,966,900	1,097,600	2,662,000	Less Transfer to Reserves	907,900	2,102,300		0	1,271,200	3,417,500	940,300	5,590,600	5,771,500	6,300,200	7,878,400	8,438,200
2,011,000	803,000	1,826,500	0	Add Transfer from Reserves	0	221,700		4,761,700	75,000	1,135,600	0	0	0	0	0	0
361,000	1,145,800	3,203,400	1,251,000	Add Capital Income Applied	2,053,000	5,134,000		12,083,500	6,927,500	1,037,500	2,866,000	0	0	0	1,042,000	1,068,000
3,694,300	3,686,100	8,519,200	4,933,100	Less Capital Expenditure	7,139,600	10,144,900		23,980,000	12,820,000	5,882,000	9,432,000	2,232,000	2,475,000	2,464,000	2,328,000	2,309,000
0	(2,200)	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0

WATER OPERATIONS

Manager: Bridget Walker - "Manager - Water and Wastewater"

Background

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

Budget Comments

Operating Revenues

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

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

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

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

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

Operating Expenses

Engineering Management Relates to salaries for engineering and administration staff. A total of 55 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.

WATER OPERATIONS																
ACTUAL				BUDGET ITEMS	ESTIMATE											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
3,226,000	3,371,900	3,489,900	3,621,300	Annual Charges	3,780,500	3,898,500	3	4,063,200	4,233,900	4,410,500	4,593,100	4,761,700	4,886,300	5,013,900	5,144,500	5,279,100
7,008,600	8,087,700	7,868,300	8,386,900	User Charges	8,558,700	8,643,000	1	8,941,100	9,248,600	9,566,500	9,895,700	10,236,200	10,492,100	10,755,400	11,024,000	11,300,000
157,400	159,900	333,000	459,400	Operating Grants and Contributions	403,200	239,700	(41)	240,800	242,000	243,200	244,300	245,500	246,700	247,900	156,400	157,500
339,000	343,900	435,900	564,100	Interest	450,900	469,500	4	475,800	271,800	187,000	152,100	125,300	155,100	186,000	214,600	249,800
442,100	446,400	455,900	431,000	Other Revenues	432,200	407,000	(6)	417,200	427,800	438,600	449,700	461,100	472,800	484,800	497,100	509,700
26,000	0	18,300	0	Gain on Disposal of Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0
11,199,100	12,409,800	12,601,300	13,462,700	Total Operating Revenues	13,625,500	13,657,700	0	14,138,100	14,424,100	14,845,800	15,334,900	15,829,800	16,253,000	16,688,000	17,036,600	17,496,100
				OPERATING EXPENSES												
				Direct Expenses												
355,600	356,700	407,600	447,700	Engineering Management	576,400	515,600	(11)	527,600	540,900	554,700	568,900	583,300	598,000	613,100	628,600	644,600
415,700	450,000	323,900	365,400	Administration and Customer Service	412,200	384,100	(7)	388,000	383,000	438,600	404,400	415,400	446,700	438,100	450,000	462,000
150,000	294,800	49,700	132,900	Internal Contributions to Works	219,500	44,900	(80)	46,100	47,300	48,500	49,800	51,100	52,400	53,800	55,200	56,600
10,700	11,300	12,300	10,700	Miscellaneous	12,700	12,000	(6)	12,000	12,300	12,700	13,100	13,500	13,900	14,300	14,700	15,100
5,703,100	5,886,500	5,977,700	5,943,700	Purchase of Water from Rous Council	6,108,700	6,843,500	12	7,322,000	7,761,400	8,227,100	8,638,500	9,070,500	9,297,300	9,529,800	9,768,100	10,012,400
10,700	11,600	6,000	7,500	Pumping Stations - Operations	10,900	14,500	33	14,500	15,400	16,300	17,200	18,100	19,000	19,900	20,900	21,900
34,400	37,600	37,300	42,100	Pumping Stations - Energy Costs	58,600	67,800	16	69,400	71,600	74,100	76,600	79,100	81,600	84,200	86,800	89,400
55,700	66,800	55,400	73,900	Reservoirs - Operations and Maintenance	75,000	77,000	3	78,000	80,000	82,100	84,200	86,400	88,700	91,000	93,400	95,800
111,800	134,900	160,300	141,900	Water Treatment Plants - Operations	161,700	167,000	3	170,000	174,500	179,100	183,800	188,600	193,600	198,600	203,800	209,100
30,600	42,000	20,200	23,200	Water Treatment Plants - Maintenance	32,000	34,000	6	34,000	34,900	36,000	37,100	38,200	39,300	40,400	41,500	42,700
83,200	49,300	55,900	41,600	Mains - Operations	72,000	73,000	1	75,000	77,000	79,200	81,400	83,700	86,000	88,300	90,700	93,100
364,500	397,400	409,400	611,100	Mains - Maintenance	830,000	630,000	(24)	646,000	662,200	678,900	696,000	713,500	731,400	749,800	768,600	787,900
345,100	376,400	387,200	380,000	Water Connections - Maintenance	350,000	380,000	9	388,000	397,700	407,700	417,900	428,400	439,200	450,200	461,500	473,100
247,000	223,900	250,000	197,000	Water Quality Testing, Reading and Other	269,000	287,000	7	293,000	300,700	308,400	316,500	324,700	333,100	341,500	350,300	359,200
67,900	62,500	92,300	56,800	Telemetry and Plant Maintenance	100,000	72,000	(28)	73,000	74,900	76,900	79,000	81,100	83,200	85,400	87,600	89,900
				Indirect Expenses - Overheads												
1,301,000	1,319,000	1,382,000	1,433,900	Overheads Distributed	1,555,100	1,666,000	7	1,711,000	1,753,800	1,797,600	1,842,500	1,888,600	1,935,800	1,984,200	2,033,800	2,084,600
				Debt Servicing												
0	0	0	0	Interest On Loans	0	0	0	0	0	0	0	0	0	0	0	0
				Non-cash Expenses												
1,498,900	1,460,600	1,482,100	1,500,600	Depreciation	1,500,000	1,570,000	5	1,601,400	1,633,500	1,666,200	1,699,600	1,733,600	1,768,300	1,803,700	1,839,800	1,876,600
64,000	0	11,700	0	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
10,849,900	11,181,300	11,121,000	11,410,000	Total Operating Expenses	12,343,800	12,838,400	4	13,449,000	14,021,100	14,684,100	15,206,500	15,797,800	16,207,500	16,586,300	16,995,300	17,414,000
349,200	1,228,500	1,480,300	2,052,700	Operating Result - Surplus / (Deficit)	1,281,700	819,300	(36)	689,100	403,000	161,700	128,400	32,000	45,500	101,700	41,300	82,100
1,498,900	1,460,600	1,482,100	1,500,600	Add Back Depreciation	1,500,000	1,570,000	5	1,601,400	1,633,500	1,666,200	1,699,600	1,733,600	1,768,300	1,803,700	1,839,800	1,876,600
64,000	0	11,700	0	Add Back Loss on Infrastructure Disposal	0	0	0	0	0	0	0	0	0	0	0	0
1,912,100	2,689,100	2,974,100	3,553,300	Cash Result - Surplus / (Deficit)	2,781,700	2,389,300	(14)	2,290,500	2,036,500	1,827,900	1,828,000	1,765,600	1,813,800	1,905,400	1,881,100	1,958,700
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
671,500	1,966,900	1,097,600	2,453,100	Less Transfer to Reserves	322,200	0	0	0	0	602,000	773,600	796,800	678,400	1,881,100	1,958,700	
0	0	0	0	Add Transfer from Reserves	0	221,700	4,228,500	75,000	1,135,600	0	0	0	0	0	0	0
186,400	409,300	124,700	19,900	Add Capital Income Applied	1,120,000	0	5,686,000	4,371,500	1,037,500	2,428,000	0	0	0	1,042,000	1,068,000	
1,427,000	1,131,500	2,001,200	1,120,100	Less Capital Expenditure	3,579,500	2,611,000	12,205,000	6,483,000	4,001,000	3,654,000	992,000	1,017,000	1,227,000	1,042,000	1,068,000	
0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0

WASTEWATER OPERATIONS

Manager: Bridget Walker - "Manager - Water and Wastewater"

Background

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

Budget Comments

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

User Charges Major income item relates to trade waste charges.

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

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

Interest Includes interest on funds held by the Wastewater Fund.

Operating Expenses

Engineering Management Relates to salaries for engineering and administration staff. A total of 55 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.

WASTEWATER OPERATIONS																
ACTUAL				BUDGET ITEMS	ESTIMATE											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
14,087,200	15,398,000	16,137,100	16,908,000	Annual Charges	17,771,000	18,115,000	2	18,571,000	19,039,000	19,519,000	20,011,000	20,515,000	21,032,000	21,562,000	22,106,000	22,663,000
1,279,000	1,539,300	1,546,700	1,947,800	User Charges	1,798,400	1,791,000	(0)	1,836,700	1,882,700	1,930,100	1,979,000	2,029,100	2,080,600	2,132,600	2,185,900	2,240,700
156,600	159,100	156,100	158,600	Operating Grants and Contributions	235,500	160,000	(32)	149,100	150,900	152,700	154,500	156,400	158,200	160,000	161,800	163,600
496,500	492,500	253,100	278,800	Interest	208,100	164,000	(21)	141,800	69,100	87,500	142,400	165,800	261,100	359,500	468,000	582,700
329,800	298,600	278,000	341,800	Other Revenues	366,500	372,000	2	381,400	391,200	401,200	411,400	421,800	432,500	443,500	454,800	466,300
16,349,100	17,887,500	18,371,000	19,635,000	Total Operating Revenues	20,379,500	20,602,000	1	21,080,000	21,532,900	22,090,500	22,698,300	23,288,100	23,964,400	24,657,600	25,376,500	26,116,300
				OPERATING EXPENSES												
				Direct Expenses												
383,500	410,900	390,300	450,200	Engineering Management	517,100	509,600	(1)	521,600	535,100	548,600	563,100	577,500	592,900	608,300	623,700	640,100
862,000	879,700	1,024,500	1,065,400	Administration and Customer Service	1,029,400	1,081,500	5	1,118,300	1,131,400	1,160,800	1,190,700	1,221,400	1,272,600	1,284,500	1,317,500	1,351,500
196,000	611,200	236,100	433,000	Internal Contributions to Works	279,600	45,000	(84)	46,200	47,400	48,600	49,900	51,200	52,500	53,900	55,300	56,700
26,800	343,400	36,600	40,900	Miscellaneous	75,000	44,000	(41)	44,000	45,200	91,500	47,800	49,100	50,400	51,700	53,200	54,700
1,032,900	950,800	988,700	993,400	Energy Costs	1,066,900	1,131,000	6	1,157,000	1,186,200	1,216,200	1,246,900	1,278,600	1,310,900	1,344,000	1,378,000	1,412,800
460,000	274,800	293,300	296,800	Mains - Maintenance	530,000	545,000	3	556,000	569,900	584,200	598,900	613,900	629,300	645,100	661,300	677,900
258,000	264,200	288,100	282,100	Pumping Stations - Operations	300,000	294,000	(2)	298,000	305,000	311,100	317,100	254,700	254,700	254,700	254,700	254,700
932,200	1,009,800	855,300	820,000	Pumping Stations - Maintenance	700,000	716,000	2	732,000	750,300	769,100	788,400	808,200	828,500	849,300	870,600	892,400
137,200	160,500	160,000	228,400	Camera and Jetting - Maintenance	230,000	235,000	2	240,000	246,000	252,200	258,600	265,100	271,800	278,600	285,600	292,800
1,364,100	1,171,300	1,312,400	1,288,700	Treatment Plants - Operations	1,300,000	1,378,000	6	1,406,000	1,441,600	1,478,100	1,515,600	1,554,000	1,593,400	1,633,700	1,675,200	1,717,600
98,500	66,900	111,600	103,200	Treatment Plants - Biosolids	100,500	84,000	(16)	86,000	88,200	90,500	92,800	95,200	97,600	100,100	102,700	105,300
1,038,300	1,145,600	996,000	1,107,200	Treatment Plants - Maintenance	1,000,000	1,014,000	1	1,036,000	1,062,200	1,089,100	1,116,800	1,145,100	1,174,200	1,203,900	1,234,200	1,265,400
44,100	67,300	91,200	91,400	Maintenance - Other	110,000	70,000	(36)	71,000	72,800	74,700	76,600	78,600	80,600	82,700	84,800	87,000
294,300	311,800	286,400	351,800	Operations - Other	394,900	395,000	0	402,000	412,400	423,200	434,000	445,200	456,900	468,900	481,200	493,900
80,000	79,200	249,800	259,600	Recycled Water - Mtce and Operations	257,500	252,000	(2)	256,000	262,500	269,400	276,400	283,600	290,800	298,300	306,000	314,000
				Indirect Expenses - Overheads												
1,888,000	1,950,000	2,094,000	2,135,600	Overheads Distributed	2,375,100	2,390,000	1	2,350,000	2,408,800	2,469,000	2,530,700	2,594,000	2,658,900	2,725,400	2,793,500	2,863,300
				Debt Servicing												
4,358,200	4,199,300	4,248,300	3,509,500	Interest on Loans	3,364,900	3,199,400	(5)	2,996,000	2,801,200	2,606,300	2,405,100	2,204,700	2,004,300	1,803,900	1,603,500	1,403,100
				Non-cash Expenses												
3,531,900	3,730,500	3,673,900	3,675,600	Depreciation	3,900,000	3,750,000	(4)	3,825,000	3,902,000	3,980,000	4,060,000	4,141,000	4,224,000	4,308,000	4,394,000	4,482,000
10,800	416,400	0	526,700	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
301,100	249,300	0	133,800	Unwinding Interest Free Loan	69,000	0	(100)	0	0	0	0	0	0	0	0	0
17,297,900	18,292,900	17,336,500	17,793,300	Total Operating Expenses	17,599,900	17,133,500	(3)	17,141,100	17,268,200	17,462,600	17,569,400	17,661,100	17,844,300	17,995,000	18,175,000	18,365,200
(948,800)	(405,400)	1,034,500	1,841,700	Operating Result - Surplus / (Deficit)	2,779,600	3,468,500	25	3,938,900	4,264,700	4,627,900	5,128,900	5,627,000	6,120,100	6,662,600	7,201,500	7,751,100
3,531,900	3,730,500	3,673,900	3,675,600	Add Back Depreciation	3,900,000	3,750,000	(4)	3,825,000	3,902,000	3,980,000	4,060,000	4,141,000	4,224,000	4,308,000	4,394,000	4,482,000
10,800	416,400	0	526,700	Add Back Loss on Infrastructure Disposal	0	0	0	0	0	0	0	0	0	0	0	0
301,100	249,300	0	133,800	Add Back Unwinding Interest Free Loan	69,000	0	(100)	0	0	0	0	0	0	0	0	0
2,895,000	3,990,800	4,708,400	6,177,800	Cash Result - Surplus / (Deficit)	6,748,600	7,218,500	7	7,763,900	8,166,700	8,607,900	9,188,900	9,768,000	10,344,100	10,970,600	11,595,500	12,233,100
				Capital Movements												
2,813,300	2,977,900	3,095,600	3,387,000	Less Loan Principal Repayments	3,535,800	2,716,300		2,919,600	3,114,500	3,309,400	3,510,600	3,711,000	3,911,400	4,111,800	4,312,200	4,512,600
0	0	0	208,900	Less Transfer to Reserves	585,700	2,102,300		0	1,271,200	3,417,500	338,300	4,817,000	4,974,700	5,621,800	5,997,300	6,479,500
2,011,000	803,000	1,826,500	0	Add Transfer from Reserves	0	0		533,200	0	0	0	0	0	0	0	0
174,600	736,500	3,078,700	1,231,100	Add Capital Income Applied	933,000	5,134,000		6,397,500	2,556,000	0	438,000	0	0	0	0	0
2,267,300	2,554,600	6,518,000	3,813,000	Less Capital Expenditure	3,560,100	7,533,900		11,775,000	6,337,000	1,881,000	5,778,000	1,240,000	1,458,000	1,237,000	1,286,000	1,241,000
0	(2,200)	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0

CORPORATE AND COMMUNITY DIVISION - SUMMARY

Manager: Kelly Brown - "Director – Corporate and Community Division"

Budget Comments

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

The Corporate and Community Division consists of the following programs:

Governance

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

Communications

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

Financial Services

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

Information Services

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

People and Culture

Costs associated with the human resource management function, payroll.

Property Management

Includes costs associated with Council's commercial property portfolio.

Ballina Byron Gateway Airport

Revenue and expenses associated with the operation of the airport.

Community Facilities

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

GOVERNANCE

Manager: Kelly Brown - "Director – Corporate and Community Division"

Background

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

Budget Comments

Operating Expenses

General Manager's Office

Includes employment costs for four full-time staff and one part-time employee (23 days in total), plus one motor vehicle. Also includes office expenses and the external audit fee.

Councillors

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

Election Expenses

The cost of Council elections.

Subscriptions and Contributions

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

Corporate Office Expenses

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

Procurement and Contract Management

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

Risk Management

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

Capital Movements

Reserve Movements

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

GOVERNANCE

ACTUAL				BUDGET ITEMS	ESTIMATE											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
50,900	165,100	109,000	0	Refunds - Insurance	28,000	30,000	7	30,000	30,800	31,600	32,400	33,300	34,200	35,100	36,000	36,900
50,900	165,100	109,000	0	Total Operating Revenues	28,000	30,000	7	30,000	30,800	31,600	32,400	33,300	34,200	35,100	36,000	36,900
				OPERATING EXPENSES												
				Governance												
1,100	0	0	519,700	Employee Costs - Governance	834,600	883,000	6	904,000	926,700	950,000	973,800	998,200	1,023,200	1,048,900	1,075,200	1,102,100
8,300	13,000	5,000	5,100	Motor Vehicles	5,600	29,700	430	29,700	30,500	31,300	32,100	33,000	33,900	34,800	35,700	36,600
7,900	9,700	9,900	8,500	Sundry Office Expenses	11,000	12,000	9	12,000	19,400	12,800	13,200	21,600	14,000	14,400	14,800	25,200
1,000	5,300	2,400	4,500	Legal Expenses	4,000	5,000	25	5,000	5,200	5,400	5,600	5,800	6,000	6,200	6,400	6,600
68,700	66,500	71,500	75,000	Audit - External	91,000	87,000	(4)	89,000	91,300	93,600	96,000	98,400	100,900	103,500	106,100	108,800
21,000	24,500	16,500	15,300	Audit - Internal	27,000	25,000	0	25,000	25,700	26,400	27,100	27,800	28,500	29,300	30,100	30,900
0	0	0	2,900	Audit - Risk and Improvement Committee	5,000	5,000	0	5,000	5,200	5,400	5,600	5,800	6,000	6,200	6,400	6,600
				Councillors												
40,100	41,100	42,000	346,400	Councillors Allowances and Exps	352,000	404,000	15	427,000	413,300	424,200	457,600	446,100	457,600	469,500	507,000	491,600
0	246,500	0	0	Elections	0	0	0	300,000	0	0	310,000	0	0	0	330,000	0
62,600	62,700	68,500	70,400	Subscriptions and Contributions	79,000	85,000	8	85,000	94,700	105,400	108,300	111,300	114,300	117,400	120,600	123,800
				Risk Management												
568,700	591,000	622,100	585,300	Public Risk and Plant	600,000	600,000	0	610,000	625,300	641,000	657,100	673,600	690,500	707,800	725,500	743,700
24,800	33,600	42,300	5,600	Excess Public Risk	40,000	40,000	0	40,000	41,000	42,100	43,200	44,300	45,500	46,700	47,900	49,100
				Procurement and Contract Mgmt												
160,300	177,000	139,600	121,200	Store - Salaries and Oncosts	194,000	158,000	0	161,000	166,000	171,000	176,000	181,000	186,000	191,000	196,000	201,000
15,800	20,400	26,900	32,000	Store - Other	10,000	10,000	0	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000
225,100	237,400	246,400	247,000	Procurement and Contracts - Salaries	248,000	252,000	2	257,000	264,000	271,000	278,000	285,000	293,000	301,000	309,000	317,000
76,700	87,600	79,700	93,800	Procurement - Other Expenses	86,000	88,000	3	91,000	96,000	101,000	106,000	111,000	116,000	121,000	126,000	131,000
				Recouped from Business Activities												
0	0	0	0	Direct Costs Redistributed to Businesses	0	(1,691,300)	100	(1,919,500)	(1,967,500)	(2,016,700)	(2,067,200)	(2,118,900)	(2,171,900)	(2,226,200)	(2,281,900)	(2,339,000)
1,282,100	1,616,300	1,372,800	2,132,700	Total Operating Expenses	2,587,200	992,400	(62)	1,131,200	847,800	875,900	1,235,400	938,000	958,500	987,500	1,371,800	1,053,000
(1,231,200)	(1,451,200)	(1,263,800)	(2,132,700)	Operating Result - Surplus / (Deficit)	(2,559,200)	(962,400)	(62)	(1,101,200)	(817,000)	(844,300)	(1,203,000)	(904,700)	(924,300)	(952,400)	(1,335,800)	(1,016,100)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(1,231,200)	(1,451,200)	(1,263,800)	(2,132,700)	Cash Result - Surplus / (Deficit)	(2,559,200)	(962,400)	(62)	(1,101,200)	(817,000)	(844,300)	(1,203,000)	(904,700)	(924,300)	(952,400)	(1,335,800)	(1,016,100)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
0	0	30,000	41,500	Less Transfer to Reserves	45,000	100,000		77,000	77,000	77,000	79,000	81,000	82,000	83,000	84,000	89,000
0	0	0	0	Add Transfer from Reserves	0	0		300,000	0	0	310,000	0	0	0	330,000	0
0	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
(1,231,200)	(1,451,200)	(1,293,800)	(2,174,200)	Cash Result after Capital Movements	(2,604,200)	(1,062,400)	(59)	(878,200)	(894,000)	(921,300)	(972,000)	(985,700)	(1,006,300)	(1,035,400)	(1,089,800)	(1,105,100)

COMMUNICATIONS

Manager *Caroline Klose – “Manager - Communications”*

Background

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

Budget Comments

Operating Expenses

Employee Costs – Customer Service

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

Donations

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

Corporate Office Expenses

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

COMMUNICATIONS																	
ACTUAL				BUDGET ITEMS	ESTIMATE												
					2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
				OPERATING REVENUES													
				Fees and Charges													
46,800	21,100	19,800	15,400	Sundry Sales and Services	12,500	15,000	20	15,600	16,300	17,000	17,700	18,400	19,100	19,800	20,500	21,200	
				Grants and Contributions	100,000	0	(100)	0	0	0	0	0	0	0	0	0	0
46,800	21,100	19,800	15,400	Total Operating Revenues	112,500	15,000	(87)	15,600	16,300	17,000	17,700	18,400	19,100	19,800	20,500	21,200	
				OPERATING EXPENSES													
				Communications													
621,800	1,016,000	812,100	391,200	Employee Costs - Communications	423,600	479,000	13	490,000	502,300	514,900	527,800	541,000	554,600	568,500	582,800	597,400	
315,400	0	343,800	426,000	Employee Costs - Customer Service	428,000	424,000	(1)	433,000	443,900	455,000	466,400	478,100	490,100	502,400	515,000	527,900	
				Bushfire Comm Resilience and Economic R	100,000	0	(100)	0	0	0	0	0	0	0	0	0	0
4,600	4,400	3,700	3,700	Sundry Office Expenses	4,000	3,000	(25)	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	
				Corporate Office Expenses													
125,900	128,700	142,700	155,500	Printing, Stationery and Postage	43,000	40,000	(7)	40,000	41,000	42,200	43,400	44,600	45,800	47,100	48,400	49,700	
9,800	12,000	11,700	13,100	Advertising	10,000	10,000	0	10,000	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,500	
115,400	145,500	100,800	68,300	Telephone	75,000	75,000	0	75,000	76,900	79,000	81,100	83,200	85,400	87,700	90,000	92,300	
21,600	39,300	20,900	30,500	Sundry Administration Expenses	31,000	34,000	10	34,000	34,900	36,000	37,100	38,200	39,400	40,600	41,800	43,000	
33,200	37,600	31,300	44,700	Community Connect	34,000	40,000	18	41,000	42,100	43,300	44,500	45,700	46,900	48,200	49,500	50,800	
				Donations													
27,800	29,500	28,000	26,600	Donations - Public Halls - Rates	34,000	30,000	(12)	31,000	31,800	32,600	33,500	34,400	35,300	36,200	37,200	38,200	
10,000	10,000	10,000	10,000	Donations - Stihn Cross Scholarship	11,000	10,000	(9)	7,500	0	0	0	0	0	0	0	0	
17,400	18,600	21,700	0	Donations - Public Halls - Capital	0	0	0	0	0	0	0	0	0	0	0	0	
6,000	6,000	6,000	6,000	Donations - Lighthouse Chairs	7,000	6,000	(14)	6,000	6,200	6,400	6,600	6,800	7,000	7,200	7,400	7,600	
83,700	55,400	75,500	92,400	Donations - General	83,000	75,000	(10)	79,000	87,000	89,200	91,500	93,800	96,200	98,700	101,200	103,800	
0	30,100	9,600	3,200	Donations - Sporting Groups Capital	30,000	30,000	0	31,000	31,800	32,600	33,500	34,400	35,300	36,200	37,200	38,200	
1,200	0	0	0	Community Groups - Council Fees	3,000	4,000	33	4,000	4,100	4,300	4,500	4,700	4,900	5,100	5,300	5,500	
				Festivals and Events Support													
122,300	77,700	126,400	121,500	Festivals and Events Program	130,000	55,000	(58)	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	
3,900	4,000	4,000	4,000	Fair Go	4,000	4,000	0	4,000	4,100	4,300	4,500	4,700	4,900	5,100	5,300	5,500	
19,700	22,800	20,300	28,100	Australia Day	22,000	23,000	5	23,000	23,600	24,200	24,900	25,600	26,300	27,000	27,700	28,400	
				Recouped from Business Activities													
0	0	0	0	Direct Costs Redistributed to Businesses	0	(899,900)	100	(951,400)	(975,200)	(999,600)	(1,024,600)	(1,050,300)	(1,076,600)	(1,103,600)	(1,131,200)	(1,159,500)	
1,539,700	1,637,600	1,768,500	1,424,800	Total Operating Expenses	1,472,600	442,100	(70)	480,100	487,900	498,200	508,900	519,500	530,500	541,800	553,400	565,100	
(1,492,900)	(1,616,500)	(1,748,700)	(1,409,400)	Operating Result - Surplus / (Deficit)	(1,360,100)	(427,100)	(69)	(464,500)	(471,600)	(481,200)	(491,200)	(501,100)	(511,400)	(522,000)	(532,900)	(543,900)	
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0	
(1,492,900)	(1,616,500)	(1,748,700)	(1,409,400)	Cash Result - Surplus / (Deficit)	(1,360,100)	(427,100)	(69)	(464,500)	(471,600)	(481,200)	(491,200)	(501,100)	(511,400)	(522,000)	(532,900)	(543,900)	
				Capital Movements													
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0	
94,000	127,300	38,300	20,000	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	
18,700	290,600	47,700	25,000	Add Transfer from Reserves	20,000	0	0	0	0	0	0	0	0	0	0	0	
0	0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0	
0	0	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0	
(1,568,200)	(1,453,200)	(1,739,300)	(1,404,400)	Cash Result after Capital Movements	(1,340,100)	(427,100)	(68)	(464,500)	(471,600)	(481,200)	(491,200)	(501,100)	(511,400)	(522,000)	(532,900)	(543,900)	

FINANCIAL SERVICES – GENERAL PURPOSE REVENUES

Manager Linda Coulter - "Manager – Financial Services"

Background

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

Budget Comments

Operating Revenues

Rates

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

Abandonments

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

Extra Charges

Represents interest charged on overdue rates.

General Purpose Grants

Financial Assistance Grant (FAG)

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

Bushfire Recovery Grant

In 2020 Council received Bushfire Recovery Grant from the Federal Government. Council has developed a program of works and will be able to spend the funds on essential projects and services.

Pensioner Subsidy

Represents the State Government contribution towards the pensioner abandonments.

Interest on Investments

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

Capital Movements

Cash Surplus

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

FINANCIAL SERVICES - GENERAL PURPOSE REVENUES

ACTUAL				BUDGET ITEMS	ESTIMATE														
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30			
				OPERATING REVENUES															
				Rates															
13,968,100	14,890,400	15,777,100	17,037,500	Residential	18,232,800	19,000,000	4	19,617,500	20,255,100	20,913,400	21,593,100	22,294,900	23,019,500	23,767,600	24,540,000	25,337,600			
3,826,700	4,055,800	4,303,300	4,575,000	Business	4,930,900	5,022,000	2	5,185,200	5,353,700	5,527,700	5,707,400	5,892,900	6,084,400	6,282,100	6,486,300	6,697,100			
1,445,600	1,507,000	1,537,400	1,556,300	Farmland	1,655,300	1,699,000	3	1,754,200	1,811,200	1,870,100	1,930,900	1,993,700	2,058,500	2,125,400	2,194,500	2,265,800			
				Postponed Rates															
(600)	100	(600)	0	Postponed Rates	0	0	0	0	0	0	0	0	0	0	0	0			
				Abandonments															
(639,100)	(647,500)	(628,700)	(630,800)	Pensioner Abandonments	(635,000)	(643,000)	1	(647,800)	(652,800)	(657,800)	(662,800)	(667,800)	(672,800)	(677,900)	(683,100)	(688,300)			
				Extra Charges															
79,600	64,700	55,000	49,100	Interest	50,000	0	(100)	65,000	66,600	68,300	70,000	71,800	73,600	75,400	77,300	79,200			
				General Purpose Grants															
				0	0		0	0	0	0	0	0	0	0	0	0			
3,831,300	6,194,600	4,392,000	4,594,300	Emergency Services Grant	4,652,900	4,748,000	2	4,840,000	4,936,800	5,035,500	5,136,200	5,238,900	5,343,700	5,450,600	5,559,600	5,670,800			
				0	0		0	0	0	0	0	0	0	0	0	0			
350,200	355,000	343,800	347,600	Financial Assistance Grant	1,225,000	0		0	0	0	0	0	0	0	0	0			
				0	0		0	0	0	0	0	0	0	0	0	0			
716,600	680,600	700,200	960,600	Bushfire Recovery Grant	345,000	353,000	2	361,000	370,000	379,300	388,800	398,500	408,500	418,700	429,200	439,900			
(163,000)	150,000	101,000	144,000	Pensioners Assistance Subsidy	840,500	869,000	3	700,000	700,000	700,000	700,000	700,000	834,000	1,017,000	972,500	700,000			
				0	0		0	0	0	0	0	0	0	0	0	0			
23,415,400	27,343,300	26,584,500	28,633,600	Operating Result - Surplus / (Deficit)	31,297,400	31,048,000	(1)	31,875,100	32,840,600	33,836,500	34,863,600	35,922,900	37,149,400	38,458,900	39,576,300	40,502,100			
163,000	(150,000)	(101,000)	(144,000)	Add Back Non Cash Premium	0	0	0	0	0	0	0	0	0	0	0	0			
23,578,400	27,193,300	26,483,500	28,489,600	Cash Result - Surplus / (Deficit)	31,297,400	31,048,000	(1)	31,875,100	32,840,600	33,836,500	34,863,600	35,922,900	37,149,400	38,458,900	39,576,300	40,502,100			
				Capital Movements															
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0			
0	2,108,000	0	118,000	Less Transfer to Reserves	1,345,500	169,000		0	0	0	0	0	134,000	317,000	272,500	0			
0	0	0	0	Add Transfer from Reserves	0	0		0	0	0	0	0	0	0	0	0			
0	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0			
0	0	0	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0			
23,578,400	25,085,300	26,483,500	28,371,600	Cash Result after Capital Movements	29,951,900	30,879,000	3	31,875,100	32,840,600	33,836,500	34,863,600	35,922,900	37,015,400	38,141,900	39,303,800	40,502,100			

FINANCIAL SERVICES

Manager *Linda Coulter - "Manager – Financial Services"*

Background

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

Budget Comments

Operating Revenues

Fees and Charges

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

Dividends

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

Operating Expenses

Employee Costs

Salaries and oncosts for eleven full time and four part time employees (total of 65 days) employed within the finance section plus one motor vehicle.

Bank Charges

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

Rating Costs

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

Valuation Fees

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

Audit Fees

Fees for internal audit of specific projects.

Overheads Distributed to Business Activities

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

FINANCIAL SERVICES

ACTUAL				BUDGET ITEMS	ESTIMATE											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
				Fees and Charges												
101,800	98,300	86,200	77,900	Section 603 Certificates	88,000	74,000	(16)	92,000	94,400	96,900	99,400	102,000	104,600	107,300	110,100	112,900
29,100	32,000	33,400	38,800	Transaction Charges	37,000	42,000	14	43,000	44,200	45,500	46,800	48,100	49,400	50,800	52,200	53,600
66,000	58,000	73,900	37,800	Legal Costs Recovered and Late Payments	12,000	1,000	(92)	11,000	11,500	12,000	12,500	13,000	13,500	14,000	14,600	15,200
				Contributions and Dividends												
77,100	71,900	69,100	67,100	Dividends	75,000	76,600	2	78,500	80,500	82,600	84,800	87,000	89,300	91,600	94,000	96,500
274,000	260,200	262,600	221,600	Total Operating Revenues	212,000	193,600	(9)	224,500	230,600	237,000	243,500	250,100	256,800	263,700	270,900	278,200
				OPERATING EXPENSES												
1,021,700	1,029,300	1,040,100	1,054,700	Employee Costs	1,168,600	1,290,700	10	1,321,700	1,354,800	1,388,800	1,423,600	1,459,300	1,495,900	1,533,400	1,571,800	1,611,200
89,700	89,500	93,200	98,000	Bank Charges	103,000	109,500	6	109,500	112,500	115,800	119,100	122,400	125,800	129,300	132,900	136,500
23,500	28,300	30,200	25,400	Rating Postage and Security Mail	30,000	28,000	(7)	28,000	28,700	29,500	30,300	31,100	31,900	32,700	33,600	34,500
59,900	54,000	73,500	34,500	Rating Legal Costs and Debt Recovery	10,000	2,000	(80)	2,000	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800
99,300	101,600	104,300	154,300	Valuation Fees	103,000	105,000	2	107,000	109,700	172,500	115,400	118,300	121,300	124,400	197,600	130,800
				Indirect Costs												
(5,402,000)	(5,584,000)	(5,769,000)	(5,913,300)	Overheads Distributed	(6,426,700)	(1,153,300)	(82)	(1,172,600)	(1,200,600)	(1,230,800)	(1,260,800)	(1,292,000)	(1,323,300)	(1,356,600)	(1,389,000)	(1,422,400)
(4,107,900)	(4,281,300)	(4,427,700)	(4,546,400)	Total Operating Expenses	(5,012,100)	381,900	(108)	395,600	407,200	478,000	429,900	441,500	454,100	465,800	549,600	493,400
4,381,900	4,541,500	4,690,300	4,768,000	Operating Result - Surplus / (Deficit)	5,224,100	(188,300)	(104)	(171,100)	(176,600)	(241,000)	(186,400)	(191,400)	(197,300)	(202,100)	(278,700)	(215,200)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
4,381,900	4,541,500	4,690,300	4,768,000	Cash Result - Surplus / (Deficit)	5,224,100	(188,300)	(104)	(171,100)	(176,600)	(241,000)	(186,400)	(191,400)	(197,300)	(202,100)	(278,700)	(215,200)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
103,500	0	121,600	110,000	Less Transfer to Reserves	10,500	10,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
0	0	0	55,300	Add Transfer from Reserves	0	0	0	0	0	60,000	0	0	0	0	70,000	0
0	0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
4,278,400	4,541,500	4,568,700	4,713,300	Cash Result after Capital Movements	5,213,600	(198,300)	(104)	(181,100)	(186,600)	(191,000)	(196,400)	(201,400)	(207,300)	(212,100)	(218,700)	(225,200)

INFORMATION SERVICES

Manager *Stewart Littleford – “Manager – Information Services”*

Background

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

Budget Comments

Operating Revenues

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

Operating Expenses

Employee Costs

Information Services - Salaries and oncosts for twelve full time and three part time employees (70 days) and one motor vehicle.

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

Hardware Lease and Support Costs

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

Software and Consumables

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

Capital Movements

Capital Expenditure

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

INFORMATION SERVICES

ACTUAL				BUDGET ITEMS	ESTIMATE											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
				Fees and Charges												
1,800	3,500	200	5,400	Sundry Sales and Services	1,000	1,000	0	1,100	1,200	1,300	1,400	1,500	1,600	1,700	1,800	1,900
1,300	227,600	114,000	152,900	Information Fee Income	155,000	140,000	(10)	143,600	147,300	151,100	155,000	158,900	162,900	167,000	171,300	175,700
				Contributions												
0	0	0	15,100	Contributions to Projects	150,000	0	(100)	0	0	0	0	0	0	0	0	0
3,100	231,100	114,200	173,400	Total Operating Revenues	306,000	141,000	(54)	144,700	148,500	152,400	156,400	160,400	164,500	168,700	173,100	177,600
				OPERATING EXPENSES												
1,131,300	1,216,100	1,376,000	1,532,300	Employee Costs - IS and Records	2,054,600	2,112,700	3	2,160,700	2,214,900	2,270,500	2,327,500	2,385,900	2,445,800	2,507,200	2,570,000	2,634,400
400	3,600	42,300	43,600	Telecommunications Mobile Hardware	80,000	41,000	(49)	41,000	42,100	43,200	44,300	45,500	46,700	47,900	49,100	50,400
186,100	179,800	192,600	150,100	Hardware Lease	173,000	200,000	16	205,000	210,200	215,500	220,900	226,500	232,200	238,100	244,100	250,300
93,000	131,300	96,300	127,000	Hardware Support, Internet and Broadband	120,000	121,000	1	123,000	126,200	129,500	132,800	136,300	139,900	143,600	147,300	151,200
342,400	400,300	412,600	544,400	Software - Support	540,000	560,000	4	570,000	584,300	599,000	614,000	629,400	645,200	661,400	678,000	695,000
27,400	24,100	35,200	23,700	Consumables	25,000	25,000	0	25,000	25,700	26,400	27,100	27,800	28,500	29,300	30,100	30,900
187,900	219,700	206,800	300,400	Software - Civica Licence	328,000	350,000	7	355,000	363,900	373,000	382,400	392,000	401,800	411,900	422,200	432,800
27,700	19,000	26,700	39,200	Computer Software	25,000	26,000	4	26,000	26,700	27,400	28,100	28,900	29,700	30,500	31,300	32,100
31,700	151,500	195,300	30,300	Software Projects and Miscellaneous	131,000	20,000	(85)	25,000	25,700	26,400	27,100	27,800	28,500	29,300	30,100	30,900
21,300	29,600	79,500	70,100	Other Projects and Training	0	0	0	0	0	0	0	0	0	0	0	0
				Recouped from Business Activities												
0	0	0	0	Direct Costs Redistributed to Businesses	0	(883,100)	100	(872,300)	(894,200)	(916,600)	(939,600)	(963,100)	(987,200)	(1,011,900)	(1,037,200)	(1,063,200)
2,049,200	2,375,000	2,663,300	2,861,100	Total Operating Expenses	3,476,600	2,572,600	(26)	2,658,400	2,725,500	2,794,300	2,864,600	2,937,000	3,011,100	3,087,300	3,165,000	3,244,800
(2,046,100)	(2,143,900)	(2,549,100)	(2,687,700)	Operating Result - Surplus / (Deficit)	(3,170,600)	(2,431,600)	(23)	(2,513,700)	(2,577,000)	(2,641,900)	(2,708,200)	(2,776,600)	(2,846,600)	(2,918,600)	(2,991,900)	(3,067,200)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(2,046,100)	(2,143,900)	(2,549,100)	(2,687,700)	Cash Result - Surplus / (Deficit)	(3,170,600)	(2,431,600)	(23)	(2,513,700)	(2,577,000)	(2,641,900)	(2,708,200)	(2,776,600)	(2,846,600)	(2,918,600)	(2,991,900)	(3,067,200)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
59,100	139,200	59,500	20,000	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
40,000	32,000	167,400	45,000	Add Transfer from Reserves	42,000	0	(100)	0	0	0	0	0	0	0	0	0
0	0	23,400	50,000	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
54,300	66,700	173,300	118,800	Less Capital Expenditure	36,000	0	(100)	0	0	0	0	0	0	0	0	0
(2,119,500)	(2,317,800)	(2,591,100)	(2,731,500)	Cash Result after Capital Movements	(3,164,600)	(2,431,600)	(23)	(2,513,700)	(2,577,000)	(2,641,900)	(2,708,200)	(2,776,600)	(2,846,600)	(2,918,600)	(2,991,900)	(3,067,200)

PEOPLE AND CULTURE

Manager Tonia Leckie - "Manager – People and Culture"

Background

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

Budget Comments

Operating Revenues

Contributions

Includes insurance adjustments (refunds) and staff training subsidies.

Operating Expenses

Employee Costs

Salaries and oncosts for six full time staff and two part time staff (36 days).

Staff Training and Development

Training, education and recruitment costs for Council employees.

Staff Support Services

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

Employee Oncosts

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

Oncosts Recouped

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

Capital Movements

Transfer to Reserve

Typically represents funds transferred to the employees leave reserve.

Capital Income

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

PEOPLE AND CULTURE

ACTUAL				BUDGET ITEMS	ESTIMATE											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
34,600	15,900	33,200	31,100	Contributions - LSL	64,000	15,000	(77)	15,000	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700
29,300	124,100	40,800	84,800	Contributions - Training	21,000	21,000	0	21,000	21,600	22,200	22,800	23,400	24,000	24,600	25,300	26,000
11,800	12,100	12,500	0	Maternity Leave - Centrelink Payments	49,000	10,000	(80)	10,000	10,300	10,600	10,900	11,200	11,500	11,800	12,100	12,500
64,800	129,300	150,400	123,300	Refunds - Workers Compensation	79,000	81,000	3	80,000	82,000	84,100	86,300	88,500	90,800	93,100	95,500	97,900
140,500	281,400	236,900	239,200	Total Operating Revenues	213,000	127,000	(40)	126,000	129,300	132,700	136,200	139,800	143,500	147,200	151,100	155,100
				OPERATING EXPENSES												
				Human Resources												
741,300	792,700	805,100	806,500	Employee Costs	888,300	820,000	(8)	840,000	861,100	882,900	905,200	928,000	951,400	975,400	999,900	1,025,000
446,500	433,000	412,900	329,600	Staff Training and Development	337,000	356,000	6	357,000	366,200	375,600	385,200	395,100	405,100	415,500	426,100	437,000
48,600	47,600	53,900	80,700	Staff Support and Recognition	62,000	52,000	(16)	87,000	89,300	91,800	94,300	97,000	99,700	102,400	105,200	108,100
				Employee Oncosts												
2,157,400	2,244,700	2,339,400	2,470,100	Superannuation	2,660,000	2,721,000	2	2,797,000	2,879,000	2,966,000	3,059,000	3,158,000	3,263,000	3,375,000	3,492,000	3,617,000
2,400	2,000	3,200	6,600	Jury Duty	2,000	2,000	0	2,000	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800
557,000	475,600	373,800	532,100	Workers Compensation	535,000	532,000	(1)	534,000	547,700	561,800	576,200	590,900	605,900	621,300	637,000	653,400
1,411,900	1,039,400	1,640,100	2,356,400	Employee Entitlements - Salaried Staff	2,062,000	1,803,000	(13)	1,847,000	1,893,300	1,940,800	1,989,500	2,039,500	2,090,800	2,143,300	2,197,100	2,252,200
1,651,100	1,815,600	1,638,700	1,311,100	Employee Entitlements - Wages Staff	1,506,000	1,539,000	2	1,578,000	1,617,500	1,658,100	1,699,700	1,742,300	1,786,000	1,830,800	1,876,800	1,923,900
				Oncosts Recouped												
(6,181,000)	(6,587,900)	(6,745,600)	(7,377,800)	Oncosts Recouped - Internal Works	(7,686,000)	(7,585,000)	(1)	(7,774,700)	(7,969,200)	(8,168,500)	(8,372,800)	(8,582,300)	(8,797,000)	(9,017,100)	(9,242,600)	(9,473,800)
(146,500)	(105,800)	(90,900)	(77,800)	Oncosts Recouped - External Works	(72,000)	(53,000)	(26)	(56,000)	(57,500)	(59,000)	(60,600)	(62,200)	(63,800)	(65,500)	(67,200)	(69,000)
				Recouped from Business Activities												
0	0	0	0	Direct Costs Redistributed to Businesses	0	(55,400)	100	(60,500)	(62,100)	(63,700)	(65,300)	(67,000)	(68,700)	(70,500)	(72,300)	(74,200)
688,700	156,900	430,600	437,500	Total Operating Expenses	294,300	131,600	(55)	150,800	167,400	188,000	212,700	241,700	274,900	313,200	354,700	402,400
(548,200)	124,500	(193,700)	(198,300)	Operating Result - Surplus / (Deficit)	(81,300)	(4,600)	(94)	(24,800)	(38,100)	(55,300)	(76,500)	(101,900)	(131,400)	(166,000)	(203,600)	(247,300)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(548,200)	124,500	(193,700)	(198,300)	Cash Result - Surplus / (Deficit)	(81,300)	(4,600)	(94)	(24,800)	(38,100)	(55,300)	(76,500)	(101,900)	(131,400)	(166,000)	(203,600)	(247,300)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
0	0	373,300	247,800	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
0	0	166,800	166,800	Add Transfer from Reserves	77,800	0	(100)	0	0	0	0	0	0	0	0	0
0	0	1,020,900	0	Add Capital Income Applied	200,000	4,600	(98)	24,800	38,100	55,300	76,500	101,900	131,400	166,000	203,600	247,300
0	36,100	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
(548,200)	88,400	620,700	(279,300)	Cash Result after Capital Movements	196,500	0	(100)	0	0	0	0	0	0	0	0	0

PROPERTY MANAGEMENT

Manager: Paul Tsikleas – “Manager Commercial Services”

Background

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

Budget Comments

Operating Revenues

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

Flat Rock Tent Park Income from campers at the park.

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

Operating Expenses

Employee Costs Salaries and oncosts for two full time staff and one part-time employee (12 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.

PROPERTY MANAGEMENT																
ACTUAL				BUDGET ITEMS	ESTIMATE											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
				Council Owned Properties												
1,639,800	1,749,300	1,801,200	1,854,900	Properties - Commercial Rentals	1,755,000	1,515,000	(14)	1,829,900	1,932,500	1,971,100	2,010,400	2,050,500	2,091,500	2,133,300	2,175,900	2,219,300
225,100	225,700	218,400	254,300	Properties - Others (Towers, Footpath etc)	178,000	158,000	(11)	235,400	241,900	248,600	255,400	262,800	270,400	278,200	286,200	294,500
				Council Controlled - Crown Reserves												
64,500	65,800	42,400	31,000	Properties - Crown Reserves	40,000	29,000	(28)	39,000	39,800	40,600	41,400	42,200	43,000	43,900	44,800	45,700
				Caravan Parks and Tent Park												
421,600	413,400	417,900	474,600	Flat Rock Tent Park	339,500	317,000	(7)	493,000	505,400	518,100	531,200	544,600	558,300	572,300	586,700	601,400
				Grants and Contributions												
92,000	440,000	0	0	BBRC Program	0	0	0	0	0	0	0	0	0	0	0	0
0	0	10,000	0	State Government Grant Business Case	0	0	0	0	0	0	0	0	0	0	0	0
				Interest on Investments												
41,000	25,500	17,200	27,200	Interest on Investments - Comm Infra	27,000	45,000	67	20,000	16,000	12,000	5,000	9,000	14,000	18,000	23,000	28,000
86,800	54,600	65,600	43,400	Interest on Investments - Property Dev	19,000	25,000	32	18,000	11,000	86,000	92,000	98,000	103,000	109,000	114,000	120,000
				Other Revenues												
0	(360,400)	0	680,000	Fair Value Adjustments Rental Props	0	0	0	0	0	0	0	0	0	0	0	0
2,570,800	2,613,900	2,572,700	3,365,400	Total Operating Revenues	2,358,500	2,089,000	(11)	2,635,300	2,746,600	2,876,400	2,935,400	3,007,100	3,080,200	3,154,700	3,230,600	3,308,900
				OPERATING EXPENSES												
				Property Management												
310,700	304,600	299,800	312,000	Employee Costs	228,600	268,700	18	273,700	280,600	287,700	295,000	302,500	310,100	317,900	325,900	334,100
41,200	0	19,400	24,200	Property Investigations	20,000	5,000	(75)	20,000	20,500	21,100	21,700	22,300	22,900	23,500	24,100	24,800
1,056,700	738,900	414,200	303,100	BBRC Scheme	25,000	0	(100)	0	0	0	0	0	0	0	0	0
				Land Development												
28,300	17,000	8,700	9,300	Wollongbar Residential Estate	11,000	0	(100)	0	0	0	0	0	0	0	0	0
150,700	78,200	136,400	58,600	Southern Cross Industrial Estate	100,200	33,000	(67)	35,000	35,700	36,400	37,100	37,800	38,500	39,300	40,100	40,900
9,800	11,300	54,000	11,900	Russellton Industrial Estate	13,000	14,000	8	15,000	15,400	15,800	16,200	16,700	17,200	17,700	18,200	18,700
319,800	(403,100)	308,600	(592,500)	Land Stock Movements	0	0	0	0	0	0	0	0	0	0	0	0
				Property - Operations and Maintenance												
246,000	263,700	248,600	231,900	Properties - Council Investment	282,000	250,000	(11)	291,000	298,900	307,000	315,200	323,900	332,800	341,800	351,200	360,700
118,500	110,500	86,900	112,900	Properties - Council Commercial	125,000	97,500	(22)	124,000	127,200	130,800	134,400	138,000	141,900	145,800	149,700	153,700
22,300	34,500	52,900	23,100	Properties - Council Residential	41,000	38,000	(7)	41,000	42,200	43,500	44,800	46,100	47,400	48,800	50,200	51,700
65,300	58,100	40,300	82,500	Properties - Crown Reserves	77,000	76,000	(1)	78,000	80,300	82,700	85,300	87,900	90,500	93,100	95,700	98,300
				Caravan Parks and Tent Park												
250,600	259,800	253,900	278,000	Flat Rock Tent Park	312,000	299,000	(4)	324,000	332,700	342,300	352,000	361,900	371,900	382,000	392,400	403,100
				Overheads and Interest on Loans												
230,000	185,000	210,000	210,000	Overheads Distributed	210,000	163,000	(22)	153,000	156,900	160,800	164,800	168,900	173,100	177,500	182,000	186,600
0	0	0	0	Interest on Loans - Property Development	0	108,000	100	220,000	286,000	179,000	171,000	163,000	154,000	145,000	136,000	127,000
				Non-cash Expenses												
14,000	14,500	15,200	15,000	Depreciation - Flat Rock Tent Park	16,000	16,000	0	16,400	16,800	17,200	17,600	18,000	18,400	18,800	19,200	19,600
97,800	100,600	105,400	102,000	Depreciation - Commercial Buildings	108,000	108,000	0	110,200	112,500	114,800	117,100	119,500	121,900	124,400	126,900	129,500
2,961,700	1,773,600	2,254,300	1,182,000	Total Operating Expenses	1,568,800	1,476,200	(6)	1,701,300	1,805,700	1,739,100	1,772,200	1,806,500	1,840,600	1,875,600	1,911,600	1,948,700
(390,900)	840,300	318,400	2,183,400	Operating Result - Surplus / (Deficit)	789,700	612,800	(22)	934,000	940,900	1,137,300	1,163,200	1,200,600	1,239,600	1,279,100	1,319,000	1,360,200
111,800	115,100	120,600	117,000	Add Back Depreciation	124,000	124,000	0	126,600	129,300	132,000	134,700	137,500	140,300	143,200	146,100	149,100
0	360,400	0	(680,000)	Add Back Fair Value Adjustments	0	0	0	0	0	0	0	0	0	0	0	0
319,800	(403,100)	308,600	(592,500)	Add Back Landstock Movements	0	0	0	0	0	0	0	0	0	0	0	0
40,700	912,700	747,600	1,027,900	Cash Result - Surplus / (Deficit)	913,700	736,800	(19)	1,060,600	1,070,200	1,269,300	1,297,900	1,338,100	1,379,900	1,422,300	1,465,100	1,509,300
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	134,000	100	3,898,000	1,009,000	265,000	273,000	281,000	290,000	299,000	308,000	317,000
4,563,100	3,793,600	8,238,200	6,826,700	Less Transfer to Reserves	5,277,600	1,873,000	(65)	2,094,900	5,027,800	2,254,500	2,304,000	2,364,900	2,428,300	2,490,100	2,554,200	2,619,500
3,453,000	3,278,400	6,634,300	7,796,200	Add Transfer from Reserves	1,473,400	1,380,200	(6)	1,405,300	1,442,600	1,373,200	1,403,100	1,432,800	1,464,400	1,493,800	1,525,100	1,556,200
2,286,400	1,310,300	3,860,200	431,900	Add Capital Income Applied	7,019,100	4,400,000	(37)	3,648,000	3,646,000	0	0	0	0	0	0	0
817,000	1,293,700	2,587,900	2,125,800	Less Capital Expenditure	4,078,600	4,460,000	9	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
400,000	414,100	416,000	303,500	Cash Result after Capital Movements	50,000	50,000	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
				Flat Rock Operating Results												
171,000	153,600	164,000	196,600	Operating Revenues Less Expenses	27,500	18,000		169,000	172,700	175,800	179,200	182,700	186,400	190,300	194,300	198,300

BALLINA-BYRON GATEWAY AIRPORT

Manager: Paul Tsikleas – “Manager Commercial Services”

Background

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

Budget Comments

Operating Revenues

Landing Fees Collected from Regional Express Airlines, Jetstar, Qantas 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 eight full time employees (40 days) one vehicle and conference and travel expenses.

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

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

Interest on Loans Loans applicable to development of the airport.

Capital Movements

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

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

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

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

Capital Expenditure Refer to Part C of this document.

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

BALLINA - BYRON GATEWAY AIRPORT																
ACTUAL				BUDGET ITEMS	ESTIMATE											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
				Fees and Charges												
2,231,100	2,469,800	3,042,400	3,208,000	Landing Fees	2,454,000	1,233,000	(50)	2,433,000	3,221,400	3,285,900	3,351,700	3,418,800	3,487,300	3,557,200	3,628,500	3,701,200
1,265,100	1,375,400	1,381,500	1,372,500	Security Recouped	1,100,000	515,000	(53)	1,030,000	1,519,600	1,550,000	1,581,000	1,612,700	1,645,000	1,677,900	1,711,500	1,745,800
645,900	840,100	919,400	931,000	Rentals	888,000	485,000	(45)	834,400	1,123,700	1,146,400	1,169,600	1,193,400	1,217,700	1,242,400	1,267,600	1,293,300
568,000	641,200	704,400	738,000	Car Parking	530,000	250,000	(53)	554,000	802,400	818,500	834,900	851,600	868,700	886,100	903,900	922,000
72,400	73,300	86,400	76,500	Advertising	65,000	30,000	(54)	57,000	90,000	91,800	93,700	95,600	97,600	99,600	101,600	103,700
0	0	0	0	Interest	0	0	0	0	0	0	0	0	0	0	0	0
				Grants and Contributions												
83,800	57,900	60,000	49,400	Contributions - Fire Station, NDB etc	71,000	73,000	3	74,700	76,200	77,800	79,400	81,000	82,700	84,400	86,100	87,900
0	99,300	355,100	361,700	Airlines Conts to CAGRO	240,000	120,000	(50)	200,000	280,000	285,600	291,400	297,300	303,300	309,400	315,600	322,000
214,100	188,800	162,000	133,800	LIRS Subsidy	100,000	69,000	(31)	37,300	6,300	0	0	0	0	0	0	0
				Other Revenues												
31,500	34,300	37,800	56,100	Parking Fines	42,000	20,000	(52)	30,000	40,000	40,800	41,700	42,600	43,500	44,400	45,300	46,300
5,111,900	5,780,100	6,749,000	6,927,000	Total Operating Revenues	5,490,000	2,795,000	(49)	5,250,400	7,159,600	7,296,800	7,443,400	7,593,000	7,745,800	7,901,400	8,060,100	8,222,200
				OPERATING EXPENSES												
				Airport												
728,200	779,500	804,200	977,300	Employee Costs	999,600	937,700	(6)	964,200	988,300	1,012,900	1,038,200	1,064,100	1,090,700	1,118,000	1,146,100	1,174,800
270,500	268,600	220,700	176,600	Buildings Cleaning and Maintenance	196,000	166,000	(15)	200,000	226,600	232,300	238,100	244,000	250,100	256,400	262,900	269,500
999,200	1,051,800	1,080,800	1,126,600	Security for Departure Lounge	1,050,000	515,000	(51)	1,030,000	1,519,600	1,550,000	1,581,000	1,612,700	1,645,000	1,677,900	1,711,500	1,745,800
887,100	1,250,600	1,226,600	1,287,200	Operations	1,172,700	1,115,500	(5)	1,195,500	1,333,500	1,365,600	1,398,600	1,432,200	1,466,700	1,501,700	1,537,500	1,574,200
				Indirect Expenses												
325,000	378,000	410,000	431,400	Overheads Distributed	509,000	626,000	23	568,000	582,200	596,800	611,700	627,000	642,700	658,800	675,300	692,200
				Debt Servicing												
473,000	422,600	366,200	309,800	Interest on Loans	294,000	280,500	(5)	716,700	630,800	656,500	701,500	674,500	649,000	622,000	595,000	570,000
				Non-cash Expenses												
830,400	806,800	863,600	1,030,000	Depreciation - Airport	900,000	1,050,000	17	1,101,000	1,282,000	1,477,000	1,534,000	1,588,000	1,628,000	1,669,000	1,741,000	1,820,000
0	0	0	0	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
4,513,400	4,957,900	4,972,100	5,338,900	Total Operating Expenses	5,121,300	4,690,700	(8)	5,775,400	6,563,000	6,891,100	7,103,100	7,242,500	7,372,200	7,503,800	7,669,300	7,846,500
598,500	822,200	1,776,900	1,588,100	Operating Result - Surplus / (Deficit)	368,700	(1,895,700)	(614)	(525,000)	596,600	405,700	340,300	350,500	373,600	397,600	390,800	375,700
830,400	806,800	863,600	1,030,000	Add Back Depreciation	900,000	1,050,000	17	1,101,000	1,282,000	1,477,000	1,534,000	1,588,000	1,628,000	1,669,000	1,741,000	1,820,000
0	0	0	0	Add Back Loss Infrastructure Disposal	0	0	0	0	0	0	0	0	0	0	0	0
1,428,900	1,629,000	2,640,500	2,618,100	Cash Result - Surplus / (Deficit)	1,268,700	(845,700)	(167)	576,000	1,878,600	1,882,700	1,874,300	1,938,500	2,001,600	2,066,600	2,131,800	2,195,700
				Capital Movements												
970,600	1,073,300	1,129,600	1,188,600	Less Loan Principal Repayments	1,308,000	1,436,000	10	1,929,600	1,541,700	974,400	859,100	886,100	853,000	878,000	906,000	932,000
458,300	556,200	1,668,200	0	Less Transfer to Reserves	1,674,200	0	(100)	0	336,900	908,300	1,015,200	1,052,400	1,148,600	1,188,600	1,225,800	1,263,700
88,000	699,500	16,500	725,900	Add Transfer from Reserves	0	2,281,700	100	1,353,600	900,000	1,600,000	1,900,000	0	0	3,000,000	3,000,000	4,000,000
2,791,400	400	449,100	3,232,400	Add Capital Income Applied	3,218,500	4,405,000	37	24,000,000	5,000,000	5,000,000	0	0	0	0	0	0
2,879,400	699,400	308,300	5,287,800	Less Capital Expenditure	1,505,000	4,405,000	193	24,000,000	5,900,000	6,600,000	1,900,000	0	0	3,000,000	3,000,000	4,000,000
0	0	0	100,000	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0
1,901,900	2,051,600	3,006,700	2,927,900	Earnings before Int, Dep (EBITDA)	1,562,700	(565,200)	(136)	1,292,700	2,509,400	2,539,200	2,575,800	2,613,000	2,650,600	2,688,600	2,726,800	2,765,700

COMMUNITY FACILITIES

Manager: 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, Ballina Indoors Sports Centre, 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 employee (5 days).

Employee Costs – Community Centres

Based on five full-time and four part-time employees (36 days).

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 two full time employees (total of 10 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.

COMMUNITY FACILITIES																
ACTUAL				BUDGET ITEMS	ESTIMATE											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
				Fees and Charges												
139,400	136,800	148,100	85,600	Kentwell Centre	128,900	130,000	1	168,000	172,200	176,600	181,100	185,700	190,400	195,300	200,300	205,400
24,500	23,800	58,500	39,000	Alstonville Leisure / Entertainment Centre	17,900	10,000	(44)	45,000	55,000	56,400	57,900	59,400	60,900	62,500	64,100	65,800
90,500	116,100	158,900	160,400	Lennox Head Cultural and Comm Centre	61,400	97,000	58	198,000	203,100	208,300	213,700	219,200	224,800	230,600	236,500	242,500
0	0	0	0	Ballina Indoor Sports Centre	48,100	91,000	89	192,000	196,900	202,000	207,200	212,600	218,000	223,600	229,300	235,100
20,900	17,700	19,200	23,300	Richmond Room	20,300	15,000	(26)	25,000	25,700	26,400	27,100	27,800	28,500	29,300	30,100	30,900
110,500	111,000	132,400	137,100	Ballina Surf Club	108,500	75,000	(31)	152,000	155,800	159,900	164,000	168,300	172,600	177,100	181,700	186,400
0	8,500	11,000	14,000	Other Halls	13,600	8,000	(41)	12,000	12,300	12,700	13,100	13,500	13,900	14,300	14,700	15,100
12,900	14,500	16,400	15,300	Other Fees and Charges	11,000	16,000	45	17,000	17,500	18,000	18,500	19,000	19,500	20,000	20,600	21,200
77,100	98,800	157,400	137,800	Northern Rivers Community Gallery	133,600	56,000	(58)	108,000	111,000	114,300	117,600	121,100	124,600	128,200	131,800	135,400
475,800	527,200	701,900	612,500	Total Operating Revenues	543,300	498,000	(8)	917,000	949,500	974,600	1,000,200	1,026,600	1,053,200	1,080,900	1,109,100	1,137,800
				OPERATING EXPENSES												
409,200	400,100	481,100	570,300	Employee Costs	684,000	844,000	23	862,000	883,600	905,900	928,800	952,200	976,100	1,000,700	1,026,000	1,051,900
75,100	79,200	64,700	85,100	Kentwell Centre	78,500	78,000	(1)	84,000	86,500	89,100	91,700	94,300	97,000	99,800	102,700	105,700
195,200	195,500	167,400	79,100	Alstonville Leisure & Entertainment Centre	80,100	73,000	(9)	80,000	80,300	84,100	84,500	88,300	88,700	92,500	93,000	97,200
210,700	230,900	230,100	225,300	Lennox Head Cultural and Comm Centre	193,200	169,000	(13)	231,000	237,500	244,300	251,200	258,300	265,600	272,900	280,300	288,000
0	0	0	0	Ballina Indoor Sports Centre	76,500	108,100	41	166,000	170,500	175,300	180,200	185,300	190,400	195,600	200,800	206,400
31,800	25,100	34,200	32,600	Richmond Room	33,100	48,000	45	53,000	54,800	56,600	58,400	60,200	62,000	63,800	65,700	67,800
171,800	144,100	113,100	160,600	Ballina Surf Club	172,500	159,000	(8)	175,000	179,900	185,000	190,200	195,500	201,000	206,500	212,000	217,800
9,000	11,300	6,200	106,900	Other Surf Clubs	7,000	7,000	0	7,000	7,300	7,600	7,900	8,200	8,500	8,800	9,100	9,400
270,300	316,800	329,500	427,300	Northern Rivers Community Gallery	462,600	388,000	(16)	409,000	419,300	431,800	443,400	456,300	468,300	481,800	495,500	508,400
50,800	43,500	44,900	48,900	Public Halls and Other Centres	189,400	129,000	(32)	151,000	155,100	159,700	164,300	169,000	173,700	178,600	183,600	188,600
7,400	6,300	9,200	5,100	Naval Museum	6,000	6,000	0	6,000	6,200	6,500	6,800	7,100	7,400	7,700	8,000	8,300
11,100	9,700	8,300	6,800	Debt Servicing	5,300	3,700	(30)	2,500	1,100	0	0	0	0	0	0	0
				Interest on Centre and Museum Loans												
321,000	330,000	345,600	331,000	Non-cash Expenses	350,000	338,000	(3)	346,000	354,000	361,100	368,400	375,900	383,500	391,300	399,200	407,300
46,000	48,200	43,900	50,000	Depreciation - Halls and Child Care Centres	46,000	52,000	13	53,100	54,200	55,300	56,500	57,700	58,900	60,100	61,400	62,700
540,700	568,200	594,900	575,000	Depreciation - Gallery	658,000	635,000	(3)	648,000	661,000	674,300	687,800	701,600	715,700	730,100	744,800	759,700
				Depreciation - Community Centres												
2,350,100	2,408,900	2,473,100	2,704,000	Total Operating Expenses	3,042,200	3,037,800	(0)	3,273,600	3,351,300	3,436,600	3,520,100	3,609,900	3,696,800	3,790,200	3,882,100	3,979,200
(1,874,300)	(1,881,700)	(1,771,200)	(2,091,500)	Operating Result - Surplus / (Deficit)	(2,498,900)	(2,539,800)	2	(2,356,600)	(2,401,800)	(2,462,600)	(2,519,900)	(2,583,300)	(2,643,600)	(2,709,300)	(2,773,000)	(2,841,400)
907,700	946,400	984,400	956,000	Add Back Depreciation	1,054,000	1,025,000	(3)	1,047,100	1,069,200	1,090,700	1,112,700	1,135,200	1,158,100	1,181,500	1,205,400	1,229,700
(966,600)	(935,300)	(786,800)	(1,135,500)	Cash Result - Surplus / (Deficit)	(1,444,900)	(1,514,800)	5	(1,309,500)	(1,332,600)	(1,371,300)	(1,407,200)	(1,448,100)	(1,485,500)	(1,527,800)	(1,567,600)	(1,611,700)
				Capital Movements												
18,500	19,900	21,300	22,700	Less Principal Repayments	22,800	16,900		18,100	19,500	0	0	0	0	0	0	0
81,300	1,110,000	2,540,600	4,765,700	Less Transfer to Reserves	660,000	10,000		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
344,400	1,051,300	3,126,900	8,546,500	Add Transfer from Reserves	2,108,100	1,167,000		0	78,000	0	0	0	0	0	0	0
0	40,000	0	4,696,000	Add Capital Income Applied	1,133,500	70,000		0	0	0	0	0	0	0	0	0
366,400	122,200	1,078,900	8,692,500	Less Capital Expenditure	2,825,400	1,689,000		500,000	591,000	526,000	539,000	552,000	566,000	580,000	595,000	610,000
(1,088,400)	(1,096,100)	(1,300,700)	(1,373,900)	Cash Result after Capital Movements	(1,711,500)	(1,993,700)	16	(1,837,600)	(1,875,100)	(1,907,300)	(1,956,200)	(2,010,100)	(2,061,500)	(2,117,800)	(2,172,600)	(2,231,700)
				Facility Cash Operating Results												
26,200	10,700	33,400	(34,700)	Kentwell Centre	(1,000)	(14,000)		16,000	16,000	16,000	16,000	17,000	17,000	17,000	17,000	17,000
(208,800)	(218,600)	(158,900)	(128,000)	Alstonville Leisure / Entertainment Centre	(140,000)	(164,000)		(138,000)	(131,000)	(136,000)	(137,000)	(142,000)	(144,000)	(149,000)	(151,000)	(157,000)
(196,500)	(208,600)	(171,100)	(152,800)	Lennox Head Cultural and Comm Centre	(303,000)	(293,000)		(259,000)	(266,000)	(274,000)	(281,000)	(289,000)	(297,000)	(305,000)	(313,000)	(321,000)
0	0	0	(87,900)	Ballina Indoor Sports Centre	(199,000)	(238,000)		(200,000)	(205,000)	(211,000)	(217,000)	(222,000)	(228,000)	(234,000)	(240,000)	(247,000)
(99,400)	(80,000)	(30,700)	(58,700)	Ballina Surf Club	(142,000)	(185,000)		(126,000)	(129,000)	(133,000)	(137,000)	(141,000)	(145,000)	(149,000)	(153,000)	(157,000)
(9,000)	(11,300)	(6,200)	(106,900)	Other Surf Clubs	(7,000)	(7,000)		(7,000)	(7,300)	(7,600)	(7,900)	(8,200)	(8,500)	(8,800)	(9,100)	(9,400)
(10,900)	(7,400)	(15,000)	(26,900)	Richmond Room	(28,000)	(53,000)		(49,000)	(50,000)	(52,000)	(53,000)	(55,000)	(57,000)	(58,000)	(60,000)	(62,000)
(193,200)	(218,000)	(172,100)	(289,500)	Northern Rivers Community Gallery	(329,000)	(332,000)		(301,000)	(308,300)	(317,500)	(325,800)	(335,200)	(343,700)	(353,600)	(363,700)	(373,000)
(275,000)	(202,100)	(266,200)	(250,100)	Other Community Facility Services	(295,900)	(228,800)		(245,500)	(252,000)	(256,200)	(264,500)	(272,700)	(279,300)	(287,400)	(294,800)	(302,300)
(966,600)	(935,300)	(786,800)	(1,135,500)	Total	(1,444,900)	(1,514,800)		(1,309,500)	(1,332,600)	(1,371,300)	(1,407,200)	(1,448,100)	(1,485,500)	(1,527,800)	(1,567,600)	(1,611,700)

LIBRARY SERVICES

Manager *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.

LIBRARY SERVICES

ACTUAL				BUDGET ITEMS	ESTIMATE											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
				Operating Grants												
77,000	77,400	83,100	79,600	Library Per Capita	108,300	110,000	2	112,800	115,700	118,600	121,600	124,700	127,900	131,100	134,400	137,800
34,900	40,900	41,100	28,600	Special Projects	57,700	0	(100)	0	0	0	0	0	0	0	0	0
111,900	118,300	124,200	108,200	Total Operating Revenues	166,000	110,000	(34)	112,800	115,700	118,600	121,600	124,700	127,900	131,100	134,400	137,800
				OPERATING EXPENSES												
1,298,000	1,336,900	1,354,800	1,387,300	Contribution to Richmond Tweed Library	1,421,000	1,460,000	3	1,500,000	1,537,500	1,576,000	1,615,400	1,655,800	1,697,200	1,739,700	1,783,200	1,827,800
35,400	45,500	36,400	35,000	Rates, Insurance and Security	42,000	37,000	(12)	42,000	42,600	43,900	45,300	46,700	48,100	49,500	50,900	52,400
59,800	60,300	50,800	64,400	Electricity, Heating and Cleaning	54,000	47,000	(13)	54,000	55,500	57,000	58,600	60,200	61,800	63,500	65,300	67,100
16,800	17,600	18,200	18,600	Library Sundries	19,000	0	0	19,000	19,600	20,200	20,800	21,400	22,000	22,700	23,400	24,100
25,600	23,600	9,900	8,100	Special Projects (Grant Funded)	57,700	0	(100)	0	0	0	0	0	0	0	0	0
				Indirect Expenses - Overheads												
0	0	0	0	Overheads	0	0	0	0	0	0	0	0	0	0	0	0
				Non-cash Expenses												
152,000	173,600	181,500	175,000	Depreciation	185,000	185,000	0	188,700	192,500	196,400	200,400	204,500	208,600	212,800	217,100	221,500
1,587,600	1,657,500	1,651,600	1,688,400	Total Operating Expenses	1,778,700	1,748,000	(2)	1,803,700	1,847,700	1,893,500	1,940,500	1,988,600	2,037,700	2,088,200	2,139,900	2,192,900
(1,475,700)	(1,539,200)	(1,527,400)	(1,580,200)	Operating Result - Surplus / (Deficit)	(1,612,700)	(1,638,000)	2	(1,690,900)	(1,732,000)	(1,774,900)	(1,818,900)	(1,863,900)	(1,909,800)	(1,957,100)	(2,005,500)	(2,055,100)
152,000	173,600	181,500	175,000	Add Back Depreciation	185,000	185,000	0	188,700	192,500	196,400	200,400	204,500	208,600	212,800	217,100	221,500
(1,323,700)	(1,365,600)	(1,345,900)	(1,405,200)	Cash Result - Surplus / (Deficit)	(1,427,700)	(1,453,000)	2	(1,502,200)	(1,539,500)	(1,578,500)	(1,618,500)	(1,659,400)	(1,701,200)	(1,744,300)	(1,788,400)	(1,833,600)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
64,200	81,600	35,200	20,400	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
88,100	64,200	4,000	0	Add Transfer from Reserves	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
39,300	0	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
(1,339,100)	(1,383,000)	(1,377,100)	(1,425,600)	Cash Result after Capital Movements	(1,427,700)	(1,453,000)	2	(1,502,200)	(1,539,500)	(1,578,500)	(1,618,500)	(1,659,400)	(1,701,200)	(1,744,300)	(1,788,400)	(1,833,600)

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.

SWIMMING POOLS																
ACTUAL				BUDGET ITEMS	ESTIMATE											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
247,200	255,600	45,000	699,900	Ballina Fees	584,200	667,000	14	747,000	765,800	785,100	804,800	825,000	845,700	866,900	888,700	911,000
160,100	179,800	0	387,200	Alstonville Fees	355,400	353,000	(1)	420,000	430,500	441,300	452,400	463,800	475,400	487,300	499,500	512,000
407,300	435,400	45,000	1,087,100		939,600	1,020,000	9	1,167,000	1,196,300	1,226,400	1,257,200	1,288,800	1,321,100	1,354,200	1,388,200	1,423,000
				OPERATING EXPENSES												
159,500	192,900	84,300	300,200	Ballina Swimming Complex Operating Costs	314,100	315,000	0	320,000	328,400	337,100	345,800	354,700	363,900	373,400	383,000	393,000
195,900	205,400	164,100	332,300	Contract Management Charges	350,300	407,000	16	417,000	427,500	438,200	449,300	460,700	472,300	484,200	496,400	508,900
0	7,200	231,600	259,000	Debt Servicing Interest on Loans - Ballina	276,200	265,300	(4)	254,200	242,300	230,200	217,600	204,500	190,900	176,900	160,700	143,700
211,700	170,600	85,200	297,200	Alstonville Swimming Complex Operating Costs	303,000	323,000	7	328,000	336,600	345,500	354,500	363,700	373,200	383,000	393,000	403,200
210,000	216,500	170,400	284,600	Contract Management Charges	289,300	321,000	11	329,000	337,300	345,800	354,500	363,500	372,700	382,200	391,900	401,800
0	0	181,600	259,000	Debt Servicing Interest on Loans - Alstonville	223,000	214,200	(4)	205,300	195,700	186,000	175,900	165,300	154,400	143,100	131,000	118,000
102,800	105,600	15,300	150,000	Non-cash Expenses Depreciation	155,000	155,000	0	158,900	162,900	167,000	171,200	175,500	179,900	184,400	189,100	193,900
879,900	898,200	932,500	1,882,300	Total Operating Expenses	1,910,900	2,000,500	5	2,012,400	2,030,700	2,049,800	2,068,800	2,087,900	2,107,300	2,127,200	2,145,100	2,162,500
(472,600)	(462,800)	(887,500)	(795,200)	Operating Result - Surplus / (Deficit)	(971,300)	(980,500)	1	(845,400)	(834,400)	(823,400)	(811,600)	(799,100)	(786,200)	(773,000)	(756,900)	(739,500)
102,800	105,600	15,300	150,000	Add Back Depreciation	155,000	155,000	0	158,900	162,900	167,000	171,200	175,500	179,900	184,400	189,100	193,900
(369,800)	(357,200)	(872,200)	(645,200)	Cash Result - Surplus / (Deficit)	(816,300)	(825,500)	1	(686,500)	(671,500)	(656,400)	(640,400)	(623,600)	(606,300)	(588,600)	(567,800)	(545,600)
				Capital Movements												
0	0	332,700	487,800	Less Loan Principal Repayments	506,500	526,200		546,200	567,700	589,500	612,300	635,900	660,500	685,800	714,000	744,000
439,000	5,902,800	0	46,400	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
115,400	1,379,000	5,061,200	336,400	Add Transfer from Reserves	126,400	400,000		0	0	0	0	0	0	0	0	0
0	3,076,900	7,296,600	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
115,400	3,076,900	12,374,300	330,500	Less Capital Expenditure	133,600	400,000		0	0	0	0	0	0	0	0	0
(808,800)	(4,881,000)	(1,221,400)	(1,173,500)	Cash Result after Capital Movements	(1,330,000)	(1,351,700)	2	(1,232,700)	(1,239,200)	(1,245,900)	(1,252,700)	(1,259,500)	(1,266,800)	(1,274,400)	(1,281,800)	(1,289,600)
				NET OPERATING COST												
(108,200)	(142,700)	(203,400)	67,400	Ballina Swimming Pool	(80,200)	(55,000)	(31)	10,000	9,900	9,800	9,700	9,600	9,500	9,300	9,300	9,100
(261,600)	(207,300)	(255,600)	(194,600)	Alstonville Swimming Pool	(236,900)	(291,000)	23	(237,000)	(243,400)	(250,000)	(256,600)	(263,400)	(270,500)	(277,900)	(285,400)	(293,000)
(369,800)	(350,000)	(459,000)	(127,200)	Summary Net Operating Costs	(317,100)	(346,000)	9	(227,000)	(233,500)	(240,200)	(246,900)	(253,800)	(261,000)	(268,600)	(276,100)	(283,900)

TOURISM

Manager: *Caroline Close - "Manager – Communications"*

Background

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

Budget Comments

Operating Revenues

Commissions and Merchandise Sales

Commissions earned at the tourism information centre.

Marketing and Destination Development Revenues

Contributions to marketing campaigns.

Operating Expenses

Employee Costs

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

Visitor Information Centre (VIC) - Office Expenses

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

Merchandise Purchases

Cost of goods sold. Offset by sales revenue.

Commission Expenses

Costs incurred in taking reservations. Offset by reservation revenue.

Marketing and Development

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

TOURISM																
ACTUAL				BUDGET ITEMS	ESTIMATE											
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				OPERATING REVENUES												
				Fees and Charges												
10,600	7,100	17,700	7,000	Visitor Information Centre - Commissions	8,200	4,500	(45)	13,000	13,500	14,000	14,500	15,000	15,500	16,000	16,600	17,200
44,400	38,000	38,300	33,900	Visitor Information Centre - Merchandise	27,300	20,500	(25)	41,000	42,100	43,300	44,500	45,700	47,000	48,300	49,600	50,900
83,500	13,200	14,500	18,100	Marketing and Destination Development	105,000	26,000	(75)	33,000	123,900	35,100	36,100	37,100	38,100	159,200	40,300	41,400
3,100	0	0	0	Other Revenues	0	0	0	0	0	0	0	0	0	0	0	0
0	50,000	150,000	0	Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
141,600	108,300	220,500	59,000	Total Operating Revenues	140,500	51,000	(64)	87,000	179,500	92,400	95,100	97,800	100,600	223,500	106,500	109,500
				OPERATING EXPENSES												
				Tourism												
273,600	248,600	233,100	223,600	Employee Costs	294,000	342,000	16	353,000	361,900	371,200	380,700	390,400	400,400	410,600	421,000	431,700
117,800	17,100	27,600	67,800	Sales and Reservations	64,400	36,000	(44)	31,000	121,900	33,100	34,100	35,100	36,100	157,100	38,100	39,100
96,700	96,900	87,000	76,700	Visitor Centre Office Expenses	80,000	76,900	(4)	80,000	82,500	85,500	88,500	91,500	94,500	97,600	100,800	104,000
89,000	177,800	252,800	104,200	Marketing and Destination Development	120,900	86,000	(29)	105,000	107,700	110,600	113,500	116,500	119,500	122,700	125,900	129,200
				Non-cash Expenses												
26,600	27,400	29,700	28,000	Deprec - Tourism Building and Assets	30,000	30,000	0	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000
603,700	567,800	630,200	500,300	Total Operating Expenses	589,300	570,900	(3)	600,000	706,000	633,400	650,800	668,500	686,500	825,000	723,800	743,000
(462,100)	(459,500)	(409,700)	(441,300)	Operating Result - Surplus / (Deficit)	(448,800)	(519,900)	16	(513,000)	(526,500)	(541,000)	(555,700)	(570,700)	(585,900)	(601,500)	(617,300)	(633,500)
26,600	27,400	29,700	28,000	Add Back Depreciation	30,000	30,000	0	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000
(435,500)	(432,100)	(380,000)	(413,300)	Cash Result - Surplus / (Deficit)	(418,800)	(489,900)	17	(482,000)	(494,500)	(508,000)	(521,700)	(535,700)	(549,900)	(564,500)	(579,300)	(594,500)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
84,300	35,000	0	0	Less Transfer to Reserves	35,700	0	0	0	0	0	0	0	0	0	0	0
61,000	84,300	0	35,700	Add Transfer from Reserves	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
(458,800)	(382,800)	(380,000)	(377,600)	Cash Result after Capital Movements	(454,500)	(489,900)	8	(482,000)	(494,500)	(508,000)	(521,700)	(535,700)	(549,900)	(564,500)	(579,300)	(594,500)

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Part C

Capital Expenditure

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INTRODUCTION

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

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

The information provided is as follows:

Expenditure Summary

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

Funding Source

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

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

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Asset Description	CAPITAL EXPENDITURE - GENERAL FUND (cont'd)																														
	Expenditure										Funding Sources 2020/21					Funding Sources 2021/22					Funding Sources 2022/23					Funding Sources 2023/24					
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Grants /	Sec 7.11	Loans	Reserves	General	Grants /	Sec 7.11	Loans	Reserves	General	Grants /	Sec 7.11	Loans	Reserves	General	Grants /	Sec 7.11	Loans	Reserves	General
	Confs	Revenue	Confs	Revenue	Confs	Revenue	Confs	Revenue	Confs	Revenue	Confs	Revenue	Confs	Revenue	Confs	Revenue	Confs	Revenue	Confs	Revenue	Confs	Revenue	Confs	Revenue	Confs	Revenue	Confs	Revenue	Confs	Revenue	
Civil Services Division (continued)																															
RMS	185,000	77,000	77,000	79,000	81,000	83,100	85,200	87,400	89,600	91,900	94,200	77,000			0	77,000					0	79,000					0	81,000			0
Open Spaces - Parks																															
Crown Reserve Works	74,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000																				
Playgrounds - Improvement Program	433,600	1,446,500	701,000	719,000	737,000	755,000	774,000	793,000	813,000	833,000	854,000	250,000	94,000		475,000	627,500															
Playgrounds - Section 7.11 Plan																															
Management Plan - Killen Falls	5,000	53,000																													
Master Plan - Captain Cook																															
Master Plan - Pop Denison		600,000												168,800	431,200																
Sharpes Beach - Observation Tower																															
Ocean Pool - Design and Approvals	39,100																														
Wardell Wharf Shade Structure	35,000																														
Ballina Community Gardens	30,000																														
Wollongbar District Park / Skate Park	100,000	1,352,000														1,352,000	0														
Open Spaces - Sports Fields																															
Sports Fields - Improvements	1,160,800	400,000	200,000	205,000	210,000	215,000	220,000	226,000	232,000	238,000	244,000	200,000			200,000																
Sports Fields - Wollongbar	306,800	200,000										200,000			0																
Sports Fields - Skennars Head	2,037,400																														
Kingsford Smith - Retaining Wall																															
Kingsford Smith - Amenities																															
Ballina Heights - Drainage																															
Fripp Oval - Fencing																															
Cemeteries																															
Master Plan - East Ballina																															
Fleet and Plant																															
Replacement Program	2,826,300	2,727,100	1,801,000	1,677,000	2,225,000	1,925,000	2,033,000	2,014,000	1,806,000	2,536,000	2,554,000			500,000	2,227,100									1,801,000						2,225,000	
Emergency Services																															
Lennox Head - Rural Fire Shed		900,000																													
Ballina - SES Building	25,000			800,000	700,000																										
Resource Recovery																															
Landfill - Improvements		50,000	50,000	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000																				
Landfill - Roof Replacement	0	380,000																													
Landfill - Remediation Provision																															
Landfill - Solar Lighting			75,000				2,500,000																								
Landfill - Recycled Dome Load Out		25,000																													
Landfill - Public Place Bin Network		100,000																													
Domestic Waste - Trucks		2,138,500						2,600,000																							
Total	32,863,400	34,617,500	28,086,000	20,633,000	19,740,200	26,762,100	20,155,200	17,649,400	42,038,600	37,617,600	23,574,200	8,639,400	5,136,200	3,500,000	10,625,300	6,716,600	2,877,300	6,146,000	7,962,000	3,480,000	7,620,700	2,648,700	3,913,000	3,753,000	2,912,000	7,406,300	1,188,300	5,484,000	1,864,000	3,371,000	7,832,900
Total - All Divisions	41,629,600	46,486,000	53,001,000	27,789,000	26,889,200	29,225,100	20,732,200	18,241,400	45,645,600	41,240,600	28,213,200	10,498,900	5,136,200	10,900,000	12,692,300	7,258,600	12,141,300	6,276,000	22,962,000	3,501,000	8,120,700	5,578,700	4,126,000	6,253,000	3,912,000	7,919,300	3,688,300	5,484,000	4,364,000	4,994,000	8,358,900

WATER - CAPITAL EXPENDITURE

Asset Description	Expenditure											Funding Source 2020/21				Funding Source 2021/22				Funding Source 2022/23				Funding Source 2023/24				
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	
Main Renewals																												
Recurrent	50,000	470,000	529,000	542,000	556,000	570,000	584,000	599,000	614,000	629,000	645,000				470,000				529,000				542,000				556,000	
Temple Street Pipeline	150,000																											
Ballina Island															0				0				0				0	
Alstonville Valve - Replacements	91,000														0				0				0				0	
Grant Street	1,300														0				0				0				0	
Wardell Rd - Duck Creek Rd Project	31,100														0				0				0				0	
Burnett Street	120,000														0				0				0				0	
Lake Ainsworth	30,000														0				0				0				0	
Henderson Ln/North C Rd Connection															0				0				0				0	
Water Reservoirs																												
Reservoirs - Ross Lane			500,000	3,200,000											0	500,000			0	3,200,000			0				0	
Reservoirs - Pacific Pines			1,227,000												0	1,227,000			0				0				0	
Reservoirs - Access Upgrades	328,200														0				0				0				0	
Reservoir - Gray's Lane Demolish	70,000														0				0				0				0	
Reservoir - Lennox Reservoir															0				0				0				0	
Miscellaneous																												
Telemetry	9,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000				10,000				10,000				10,000				10,000	
Ethernet Telemetry Upgrade	396,600														0				0				0				0	
Smart Water Meter Network	10,000														0				0				0				0	
Water Network Master Plan	140,000														0				0				0				0	
Easement Clearing - Part V Approvals	20,000														0				0				0				0	
Pressure Mgmt Zones (PMZs)																												
Second Stage Installations															0				0				0				0	
Water Pump and Bore Stations																												
Pump Stns - Basalt Court Booster	415,000														0				0				0				0	
Pump Stns - East Ballina Booster	665,000														0				0				0				0	
Pump Stns - Russellton Booster					450,000										0				0				0	450,000			0	
Pump Stns - Wollongbar Booster															0				0				0				0	
Trunk Mains																												
East Ballina Boosted PZ Augment	375,300														0				0				0				0	
Wardell Mains					282,000										0				0				0				0	
North Ballina Reticulation Mains			712,000												0				712,000				0				0	
North Ballina Distribution Mains	0	2,078,000	2,343,000												0				1,039,000	1,171,500			1,171,500				0	
Pine Avenue Distribution Mains	0	2,600,000													0				2,600,000				0				0	
Ballina Island Distribution Mains					1,175,000										0				0				0				587,500	
Lennox Head Mains					1,275,000										0				0				0				1,275,000	
CURA B Distribution Main	0	330,000													0				330,000				0				0	
Russellton Reticulation Mains	0	160,000													0				80,000				0				0	
West Ballina Bypass Distn Main					2,428,000										0				0				0				0	
Lennox Palms Distn and Reticulation			390,000												0				390,000				0				0	
Pacific Pine Distribution Main		0	240,000												0				240,000				0				0	
Connections for Green Field Sites	40,000														0				0				0				0	
PRV at Water Wheels	10,000	0	140,000												0				140,000				0				0	
Water Treatment Plant																												
Marom Creek WTP - Upgrade	110,000	1,680,000	2,930,000												1,680,000				2,930,000				0				0	
Marom Creek WTP - Renewals	27,000	28,000	30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000				28,000				30,000				31,000				32,000	
Plant and Equipment																												
Vehicle and Plant Replacement		123,000	22,000	42,000	180,000		25,000	25,000	210,000						123,000				22,000				42,000				180,000	
Water Capital - Service Connection																												
Water Meter - New <20mm	320,000	235,000	240,000	246,000	252,000	258,000	264,000	271,000	278,000	285,000	292,000				235,000				240,000				246,000				252,000	
Water Meter - New > 20mm	50,000														0				0				0				0	
Water Meter - Replacement	110,000	65,000	67,000	69,000	71,000	73,000	75,000	77,000	79,000	81,000	83,000				65,000				67,000				69,000				71,000	
Water Meter - Conversion of Meters	10,000														0				0				0				0	
Total Capital Expenditure	3,579,500	2,611,000	12,205,000	6,483,000	4,001,000	3,654,000	992,000	1,017,000	1,227,000	1,042,000	1,068,000	0	0	0	2,611,000	0	5,686,000	0	6,519,000	0	4,371,500	0	2,111,500	0	1,037,500	0	2,963,500	

WASTEWATER - CAPITAL EXPENDITURE

Asset Description	Expenditure										Funding Source 2020/21				Funding Source 2021/22				Funding Source 2022/23				Funding Source 2023/24					
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	
Pumping Stations																												
Emergency Storage Program																												
SP3001 - Pump Stn - Byron Street																												
SP3110 - Pump Stn - Montwood Drive		200,000											200,000															
SP3101 - Skennars Hd / Tara Downs	640,000																											
SP2001 - Wet Well Relining	39,200	200,000	310,000										200,000			310,000												
North Ballina - New Pumping Station			1,364,000													1,364,000												
SP5006 - Richmond Street Storage		182,000												182,000														
SP2402 - Lindsay Avenue	0	106,000												106,000														
SP2401 - Power Drive Pumps		0												0														
Pumping Stations - Capacity Upgrade	50,000	162,000											134,000															
Pumping Stations - Renewal Program	238,000	138,400	355,000	364,000	373,000	382,000	392,000	402,000	412,000	422,000	433,000								355,000								373,000	
Chickiba Pumping Station																												
Swift Street Pumping Station																												
Airport Pumping Station																												
Treatment Facilities - Minor Capital																												
Treatment Plant Ballina	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000	32,000	33,000			24,000					25,000								26,000	27,000
Treatment Plant Lennox	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000	32,000			23,000					24,000								25,000	26,000
Treatment Plant Alstonville	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000			11,000					11,000								11,000	11,000
Treatment Plant Wardell	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000			11,000					11,000								11,000	11,000
Lennox and Ballina - Security	0	75,000												75,000					0									0
Ballina Treatment Plant Upgrade																												
Ballina - Defect Rectification	0	3,710,000											3,710,000						0									0
Ballina - Desalination Plant			2,000,000	2,000,000												1,000,000			1,000,000			1,000,000					1,000,000	0
Ballina - DAF Dismantling																			0									0
Ballina - Septic Receiving	0																		0									0
Ballina - Gantry Crane	0	90,000											90,000						0									0
Ballina - Programed Membrane	0	0	500,000	500,000												250,000			250,000			250,000					250,000	0
Ballina - Manifold Blower Upgrade																			0									0
Ballina - Contaminated Vac Ex Waste Receiving																			0									0
Ballina - Recycled Water Membranes	736,000																		0									0
Ballina - Stage 2 Upgrade			50,000																50,000									0
Lennox Head Treatment Plant Upgrade																												
Lennox - Treatment Master Plan	0	30,000																	30,000									0
Lennox - Membrane Replacement		300,000					300,000												300,000									0
Lennox WWTP - High Lift Switchboard	25,000	180,000	45,000																180,000									0
Alstonville Treatment Plant Upgrade																												
Alstonville - Master Plan																			0									0
Alstonville - SCADA Upgrade																			0									0
Alstonville - Treatment Master Plan	67,900																		0									0
Alstonville - Inlet Works		10,000	1,190,000																10,000									0
Alstonville - Biosolids		50,000																	50,000									0
Alstonville - Solar Farm		50,000	50,000																50,000									0
Wardell Treatment Plant Upgrade																												
Wardell - SCADA Upgrade																			0									0
Wardell - Treatment Master Plan			100,000																0									0
Trunk Mains																												
Rising Main Rehabilitation - Swift St		0	60,000																0									0
SP3001 - Byron Street, Lennox Head		0	571,000																0									0
SP4006 - Gravity Sewer, Alstonville		0	342,000																0									0
WWTP40 - Gravity Main Alstonville																			0									0
GM4104 - Gravity Main Wollongbar																			0									0
GM4104 - Transfer Mains, A'ville/W'bar		0	10,000																0									0
GMWUEA - Gravity Mains		0	200,000																0									0
GM2101 - Gravity Main, West Ballina						205,000													0									0
GM2104 - Gravity Main, West Ballina						438,000													0									0
RM-PS6 - CURA B Rising Main						4,011,000													0									0
Karalaura Close, Lennox Head PS			100,000																0									0
Wastewater - Capital Expenditure Carried Forward																												

WASTEWATER - CAPITAL EXPENDITURE (cont'd)

Asset Description	Expenditure											Funding Source 2020/21				Funding Source 2021/22				Funding Source 2022/23				Funding Source 2023/24								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves	Grants	Sect 64	Loans	Reserves					
Wastewater Mains - Renewals																																
Main Renewals	40,000	200,000	410,000	420,000	431,000	442,000	453,000	464,000	476,000	488,000	500,000				200,000			410,000									420,000					431,000
Chickiba Drive Rising Main	505,000														0			0									0				0	
Seamist Place Rising Main	350,000	800,000											800,000					0									0				0	
Kara Lauren Court Pump Station	50,000																															
Angels Beach Drive																																
Service Connections																																
Wastewater Connections - Gravity	0														0			0									0				0	
Wastewater Connections - E-one	0														0			0									0				0	
Plant and Equipment																																
Plant Replacement Program	58,000	190,500	126,000	60,000	12,000	57,000		495,000	250,000	275,000	205,000				190,500			126,000									60,000				12,000	
Backhoe (Fleet Expansion)	185,000														0			0									0				0	
Other Miscellaneous Works																																
Telemetry	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000				16,000			16,000									16,000				16,000	
Wastewater Network Master Plan	135,000														0			0									0				0	
Reuse Program																																
Ross Lane - Dual Retic Reservoir			500,000	2,612,000											0	500,000		0	1,306,000								1,306,000				0	
Lennox Palms Estate - Retic Mains															0			0									0				0	
Montwood Drive - Distribution Mains															0			0									0				0	
Recycled Water Meters New	100,000	80,000	120,000	130,000	140,000	150,000									80,000			120,000								130,000					140,000	
Urban Reticulation System	25,000														0			0									0				0	
Henderson Farm - Distribution Main			0	280,000											0			280,000									0				0	
Meadows Estate - Distribution Main			0	270,000											0			270,000									0				0	
Greenfield Grove - Distribution Main				158,000	162,000										0			158,000									162,000				0	
Lennox Head - Distribution Main						362,000									0			0									0				362,000	
Fig Tree Hill - Distribution Main						472,000									0			0									0				472,000	
CURA B - Distribution Main			2,336,000												0	2,336,000		0									0				0	
Lennox to Angels Drive - Main	63,000														0			0									0				0	
Recycled Water - Hydrant Standpipes															0			0									0				0	
Recycled Water - Hydrant Installations	30,000	30,000													30,000			0									0				0	
Recycled Water - Communications	10,000														0			0									0				0	
Recycled Water - Connection Audits															0			0									0				0	
Recycled Water - Alstonville	10,000														0			0									0				0	
Recycled Water - Henderson Drive															0			0									0				0	
Recycled Water - Smart Metering	10,000														0			0									0				0	
Recycled Water - Skennars Fields	85,000														0			0									0				0	
Recycled Water - West Ballina Watermain		500,000													500,000			0									0				0	
Irrigation - Wollongbar Sports Fields		50,000	166,000												50,000			166,000									0				0	
Pipeline - West Ballina Bulk Supply	25,000														0			0									0				0	
Lennox WWTP - Refurb Belt Press	0	75,000	75,000												75,000			75,000									0				0	
Wardell WWTP - S60 Approval	0	40,000													40,000			0									0				0	
Total Capital Expenditure	3,560,100	7,533,900	11,775,000	6,337,000	1,881,000	5,778,000	1,240,000	1,458,000	1,237,000	1,286,000	1,241,000	0	5,134,000	0	2,399,900	0	6,397,500	0	5,377,500	0	2,556,000	0	3,781,000	0	0	0	0	0	1,881,000			

Part D

Section 7.11 Contributions and Other Capital Income

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INTRODUCTION

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

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

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

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

SECTION 7.11 CONTRIBUTIONS

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

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

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

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

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

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

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

DEVELOPER CONTRIBUTIONS - PLAN CLOSING BALANCES															
ACTUAL				BUDGET ITEMS	ESTIMATE										
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
1,164,900	1,300,300	1,935,800	1,719,200	Open Space and Community Facilities	1,924,200	1,627,000	1,720,500	1,732,500	1,957,500	2,186,000	2,417,500	2,652,500	2,891,000	3,133,000	3,378,500
228,600	170,100	153,100	61,200	Wollongbar Urban Expansion Area (WUEA)	57,200	108,200	159,700	212,200	265,200	319,200	373,700	429,200	485,200	542,200	600,200
228,100	235,100	769,600	791,400	Car Parking	903,400	1,916,400	2,944,400	3,986,900	5,044,900	6,117,900	7,206,400	8,310,900	9,431,400	10,568,400	11,721,400
710,700	700,400	676,200	734,600	Heavy Vehicle	742,600	753,600	764,600	775,600	786,600	798,100	809,600	821,100	833,100	845,100	857,600
1,854,300	2,658,000	3,995,800	7,577,400	Road Plan (New)	5,375,700	6,827,700	6,000,700	7,594,700	7,840,700	6,260,700	10,236,700	13,243,200	5,354,700	514,700	2,763,200
1,005,000	1,320,500	1,533,500	1,612,800	Road Plan (Old)	1,612,800	649,800	649,800	649,800	649,800	649,800	649,800	649,800	649,800	649,800	649,800
0	0	0	79,100	Cumabalum Urban Release Area (CURA A)	79,100	129,100	179,100	229,100	279,100	329,100	379,100	429,100	479,100	529,100	579,100
5,191,600	6,384,400	9,064,000	12,575,700	Total Section 7.11 Funds Held	10,695,000	12,011,800	12,418,800	15,180,800	16,823,800	16,660,800	22,072,800	26,535,800	20,124,300	16,782,300	20,549,800

DEVELOPER CONTRIBUTIONS COLLECTED															
ACTUAL				BUDGET ITEMS	ESTIMATE										
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
944,200	772,200	2,537,900	2,614,900	Open Space and Community Facilities	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
300	44,100	87,500	13,700	Wollongbar Urban Expansion Area (WUEA)	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
63,700	10,800	521,200	0	Car Parking	100,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
379,300	451,000	359,600	352,200	Heavy Vehicle	321,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
581,200	788,900	1,534,700	5,281,900	Road Plan (Current Plan)	2,950,000	4,800,000	5,000,000	5,200,000	5,400,000	5,600,000	5,800,000	6,000,000	6,200,000	6,400,000	6,600,000
187,100	281,300	239,100	27,900	Road Plan (Old Plan)	0	0	0	0	0	0	0	0	0	0	0
0	0	0	79,100	Cumabalum Urban Release Area (CURA A)	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
1,968,700	2,348,300	5,280,000	8,369,700	Total Section 7.11 Funds Collected	4,071,000	6,900,000	7,100,000	7,300,000	7,500,000	7,700,000	7,900,000	8,100,000	8,300,000	8,500,000	8,700,000

DEVELOPER CONTRIBUTIONS APPLIED TO PROJECTS IN PLANS															
ACTUAL				BUDGET ITEMS	ESTIMATE										
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
52,800	70,100			Open Spaces and Community Facilities											
	7,400	208,500	70,900	Miscellaneous - Old plan	29,000										
		149,300		Pop Denison Master Plan		431,200									
				Shaws Bay CMP											
				Riverview Park, Ballina		94,000									
				Lake Ainsworth CMP			130,000	213,000							
		11,900	46,400	Porter Park Multi Purpose Court											
185,700	213,500			Miscellaneous											
238,500	291,000	369,700	117,300	Sub Total Open Space and Com Facs	29,000	525,200	130,000	213,000	0	0	0	0	0	0	0
221,400	10,400			Car Parking											
221,400	10,400	0	0	Sub Total Car Parking	0	0	0	0	0	0	0	0	0	0	0
110,000	110,000	110,000	110,000	Wollongbar Urban Expansion Area	55,000					0					
110,000	110,000	110,000	110,000	Sub Total WUEA	55,000	0	0	0	0	0	0	0	0	0	0
195,000	130,000	130,000	130,000	Heavy Vehicles											
				Heavy Vehicles - Teven Bridge Loan	130,000	130,000	130,000	130,000	130,000	130,000	0	0	0	0	0
110,600	354,600	273,800	185,300	Heavy Patching and Reseals	191,000	220,000	220,000	220,000	220,000	220,000	350,000	350,000	350,000	350,000	
305,600	484,600	403,800	315,300	Sub Total Heavy Vehicles	321,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
116,200				Roads Plan (New)											
				Roundabouts											
				Hutley Drive - Land Acquisition											
				Hutley Drive - Connect to Byron Bay Rd	4,430,200	0									
				Hutley Drive - Southern Extension	32,500	200,000	0	0	0	0	0	0	0	0	0
				Hutley Drive - Elevation	118,500										
				Bang Rd / Angels Bch Dve R'bout Lanes	50,000	150,000	1,350,000	0	0	0	0	0	0	0	0
				River Street - 4 Lanes - Preliminaries	150,000	0	0	0	0	0	0	0	0	0	0
				River St - Stge 1 - Smith Dr / Burns Pt	0	0	0	0	5,264,000	0	0	0	0	0	0
				River St - Stge 2 - Burns Pt to Barlows	210,000	2,718,000	0	0	0	0	0	0	0	0	0
				River St - Stge 3 - Fishery Ck Bridge	120,000	100,000	3,485,000	3,693,000	0	0	0	0	0	0	0
				River St - Stge 4 - B'wick to Tweed	30,000	110,000	892,000	0	0	0	0	0	0	0	0
				Tam Dr - Nth Ck Rd/Kerr St - 4 Lanes	50,000	150,000	199,000	0	0	4,677,500	0	0	0	0	0
				Tam Dr - Canal Bridge - 4 Lanes	0	0	0	0	0	2,616,000	0	0	0	0	0
				Bang Rd / Hogan St - Left In/Left Out	0	0	0	0	0	0	925,000	0	0	0	0
				Angels Bch Dve/Sheath St - L.ILO	0	0	0	0	0	0	839,000	0	0	0	0
				Angels Bch Dve/Sheath St - L.ILO (Land)	0	0	0	0	0	0	151,000	0	0	0	0
				North Creek Road and Bridge	0	0	0	0	0	0	0	0	14,267,500	0	0
				North Creek Road and Bridge (Land)	0	0	0	0	0	0	0	0	13,000	0	0
				Ross Lane Improvements - West	0	0	0	0	0	0	0	0	0	0	3,542,500
				Ross Lane Improvements - East	0	0	0	0	0	0	0	0	0	0	7,775,000
				Ross Lane Improvements - East (Land)	0	0	0	0	0	0	0	67,000	0	0	0
				Tam Dr to Sthn X Dve - Right Turn Ban	0	0	0	0	0	0	0	225,000	0	0	0
				North Ck Rd/Res Rd/Hutley Dr - Calm	0	0	0	0	0	0	0	2,850,000	0	0	0
				Sandy Flat Road	0	0	0	0	0	0	0	0	0	0	2,351,000
				Nth Ck Rd/Tam Dve/Sthn X Dve-4 Lanes	50,000	0	0	0	0	0	0	0	0	0	1,118,000
				Bangalow Rd - Lane East R'bout	0	0	0	0	0	0	0	0	0	0	890,000
132,500	47,900	282,100	1,800,300	Sub Total Roads Plan (New)	5,241,200	3,428,000	5,926,000	3,693,000	5,264,000	7,293,500	1,915,000	3,142,000	14,280,500	11,317,500	4,359,000
				Roads Plan (Old)											
				Various	0	963,000	0	0	0	0	0	0	0	0	0
0	0	65,300	7,600	Sub Total Roads Plan (Old)	0	963,000	0	0	0	0	0	0	0	0	0
473,500	333,600	1,590,800	2,800,000	Section 7.11 Recouped to Community Infrastructure Reserve											
				Open Spaces and Community Facilities	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
473,500	333,600	1,590,800	2,800,000	Sub Total Recouped	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
179,900	60,000			Section 7.11 Recouped Building Better Regional Cities (BBRC) Program											
				Open Spaces and Community Facilities											
				Roads											
307,300	60,000	0	0	Sub Total Recouped (Land Schemes)	0	0	0	0	0	0	0	0	0	0	0
1,788,800	1,337,500	2,821,700	5,150,500	Total Section 7.11 Funds Applied	6,096,200	5,716,200	6,856,000	4,706,000	6,064,000	8,093,500	2,715,000	3,942,000	15,080,500	12,117,500	5,159,000

CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS

The following information provides details on estimated capital grants and contributions. Brief details on the information provided for 2020/21 is as follows.

Community Centres

Council has approval for a \$1,833,500 grant for the Lennox Community Centre through the State Government Stronger Country Communities Program.

Airport

Council was successful in obtaining \$10m in Federal Government Grant for Runway Widening. Council has included further indicative grant funding of \$5m for 2022/23 and 2023/24 for Runway End Safety Area. Council will lobby State and Federal Governments for assistance with this project.

Depot

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

Roads and Ancillary Facilities

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

The Coastal Walk and Coastal Shared Path grants have been approved.

For Section 7.11 major projects in 2024/25 indicative grant funding of \$7.5m has been included to assist with the four laning of River Street and Tamarind Drive. Council will lobby State and Federal Governments for assistance with these projects.

CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS

ACTUAL				BUDGET ITEMS	ESTIMATE										
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			3,500,000	Community Centres											
			140,000	State - Ballina Indoor Sports Centre											
			115,000	Department of Education											
			120,000	Club - Ballina Surf Club											
			700,000	Third Party - Contributions											
20,000				State - Lennox Community Centre	1,133,500										
				Gallery											
			66,200	State - Ignite Studios											
	40,000		54,800	State - Lighting											
			48,800	Swimming Pools											
				State - Alstonville											
			23,400	Information Systems											
			50,000	Internal Contributions											
				Airport											
2,207,000	400	449,100	3,232,400	State - Terminal	818,500										
				State / Federal - Runway Widening		1,000,000	9,000,000	0							
				State Runaway End Safety Area (RESA)				2,500,000	2,500,000						
84,400				State - Airport Taxiway and Runway											
				Federal - Passenger Screening		405,000									
				Strategic Planning											
			15,000	Public Art											
				Environmental Health											
	95,000	181,900		Shaws Bay CMP - DPIE	0	384,500									
			11,900	Shaws Bay CMP - PRMF											
				Lake Ainsworth CMP			264,000	430,000							
				Ancillary Building											
200,000	1,050,000			Federal - Marine Rescue Tower											
				Rous - Killen Falls Amenities											
247,700	(32,700)	(2,400)		State - Marine Rescue Tower											
	7,000			Private											
				Depot and Administration Centre											
330,000	106,400	107,900	109,900	Internal - Depot	147,600	113,900	116,300	118,700	121,100	123,700	126,300	128,900	131,700	134,500	137,300
			112,000	Internal - Depot - Car Park											
	450,600			Internal - Administration Centre	35,500										
				Stormwater											
				State - Resilience to Climate Change		100,000									

CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS (cont'd)

ACTUAL				BUDGET ITEMS	ESTIMATE										
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
				Roads and Bridges											
200,000				State - River Street											
202,300	174,700			State - Regional Road Program	184,000										
1,706,600		53,600		RTR - Various											
	1,503,300	494,800		State - Coast Rd / Skennars Hd R'about											
1,004,000	1,000,000			State - Angels Drive / Links Ave R'bout											
				Federal - Airport Boulevard	0	3,000,000									
6,100				NCHP - Ross Street Mobilisation											
		1,522,000	652,100	State - Byron Bay Road Roundabout											
		50,000		State - Ellis Rd - Safety Initiative											
				State - Safer Roads - Kerr / Cherry St	10,000	880,200									
				State - Safer Roads - Ross Lane		1,000,000	1,027,000	1,500,000							
				State - Safer Roads - Tamarind Dve / Tintenbar		606,500									
				State - Safer Roads - Kerr / Bentinck St		100,000	707,000								
				State / Federal - Section 7.11 Projects					0	7,507,500	0	1,132,000	14,267,500	11,786,500	4,359,000
				W2B Local Road Haulage Route Funding	420,400										
1,330,700	437,000			State - Various											
		57,800		State - Supplementary Block Grant											
		178,200		State - Repair Program Regional Roads											
	1,634,000			State - Highway Handover											
	787,100			State - Ross Lane Straightening											
		19,200		State - Marine Estate	326,300										
		549,900		Federal - Department of Infrastructure											
		957,400		Federal - Ross Lane / Coast Rd R'bout											
	68,100	1,890,200		Private - Dust Sealing Contributions											
			136,400	Federal - Local Roads and Community Infrastructure		880,000									
				Ancillary											
88,000	300			State - Miscellaneous											
		4,000		State - Shared Path Compton Drive											
362,200	2,600	290,400		State - Coastal Shared Path	589,600										
			33,100	State - Coastal Walk		800,000									
				State - Shared Path, Lighthouse Parade		103,000									
			253,500	Federal - Coastal Shared Path	626,600										
				Federal - Roads to Recovery	246,000										
				RMS (RMS Roads)											
				State - Supplementary Block Grant	185,000										
				Other Water Transport											
	24,600	234,700	12,600	State - RBP - Keith Hall Boat Ramp											
	10,800	37,600		State - RBP - East Wardell, Pontoon											
	35,000	70,900		State - RBP - Cap Cook Park - Pontoons											
	13,400	51,000	4,900	State - RBP - Fishery Creek - Pontoon											
	16,700	77,900		State - RBP - Faulks Reserve - Pontoon											
		40,000	1,700	State - RBP - Emigrant Creek - Access											
	11,100	5,300	5,100	State - RBP - Nth Ck Road, Lennox Hd											
	9,500	5,200	5,500	State - RBP - Brunswick St, Ballina											

CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS (cont'd)

ACTUAL				BUDGET ITEMS	ESTIMATE										
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
		60,000		Open Spaces											
		67,100		Private - Ballina RSL - Captain Cook											
				Private - Playground Elevation Estate											
				Insurance - Community Gardens	30,000										
	50,000			State - Ocean Pool											
	39,800			State - Sharpes Beach Tower											
				State - Wardell Shade Structures	6,000										
			83,200	State - Pop Denison Master Plan	0	168,800									
				Sports Fields											
	20,000			State - Netball Club Contributions											
		12,700		State - Kingsford Smith Reserve											
			71,800	State - Williams Reserve Lighting	48,000										
		79,200		State - Ballina Tennis Club											
				State - Saunders Oval Lighting											
				State - Kingsford Smith Retaining Wall											
				State - Wollongbar Sportsfield	268,000										
				Developer - Noice Attenuation											
				State - Fripp Oval											
			326,700	State - Skennars Head Sports Fields	663,300										
	30,000			Community - Wollongbar Rugby Club											
				Insurance - Shipping Container Amenities	333,000										
7,989,000	7,584,700	6,091,300	11,674,600	Total Capital Grants and Conts	6,071,300	9,541,900	11,114,300	4,548,700	2,621,100	7,631,200	126,300	1,260,900	14,399,200	11,921,000	4,496,300

ASSET SALES AND LOAN INCOME

Asset Sales

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

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

Loan Funds

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

ASSET SALES														
ACTUAL				BUDGET ITEMS	ESTIMATE									
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
1,660,200	719,600			Southern Cross Industrial Estate Sale										
				Land Sale - Standard Lots										
1,660,200	719,600	0	0	Sub Total - Southern Cross	0	0	0	0	0	0	0	0	0	0
				Russellton Industrial Estate Sale										
		10,000		Land Sales	327,100									
0	0	10,000	0	Sub Total - Russellton	327,100	0	0	0	0	0	0	0	0	0
				Other										
450,600			341,700	Surplus Land - Miscellaneous Sales										
175,600	387,500	3,850,200	228,500	WUEA			3,648,000	3,646,000						
	203,200			7 North Creek Road										
				54 North Creek Road	2,847,000									
				3 Brunswick Street Ballina Land Sale	245,000									
626,200	590,700	3,850,200	570,200	Sub Total - Other Land Sales	3,092,000	0	3,648,000	3,646,000	0	0	0	0	0	0
2,286,400	1,310,300	3,860,200	570,200	Total Capital Income from Land Sales	3,419,100	0	3,648,000	3,646,000	0	0	0	0	0	0

LOAN INCOME														
ACTUAL				BUDGET ITEMS	ESTIMATE									
2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
500,000				Airport	2,400,000	2,000,000	15,000,000							
				Airport Car Park, Solar, Boulevard Connect		1,000,000								
				Airport Runway Widening and Strengthening				2,500,000	2,500,000					
				Airport Runway End Safety Area (RESA)										
				Roads - Town Centre Renewals	3,000,000		3,300,000							
				River Street - Moon to Grant										
				Lennox Head - Village Renewal		0								
	3,818,100	3,929,500		Swimming Pools										
	2,893,600	3,318,300		Ballina										
				Alstonville										
				Fleet and Plant Management										
				Plant Rollers		500,000								
				Landfill and Resource Management										
				Remediation						2,500,000				
				Property Development	3,600,000									
				Boeing Avenue										
				Airport Boulevard		3,000,000								
				WUEA Stage 3		4,400,000								
				Section 7.11 Roads Plan	0	0	0	0	1,864,000	0	0	0	0	0
				River St - Stge 1 - Smith Dr / Burns Pt										
				River St - Stge 2 - Burns Pt to Barlows										
				River St - Stge 3 - Fishery Ck Bridge			3,644,000	3,753,000						
				River St - Stge 4 - B'wick to Tweed			1,018,000							
500,000	6,711,700	7,247,800	0	Total Loan Income	9,000,000	10,900,000	22,962,000	6,253,000	4,364,000	0	2,500,000	0	0	0

Part E

Reserves

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INTRODUCTION

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

1) External Legislation

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

2) Self-funding Operations

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

3) Financial Management

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

4) Asset Replacement

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

5) Opportunities

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

Summary

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

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

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

The titles for each reserve are relatively self-explanatory.

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RESERVE MOVEMENTS - GENERAL FUND

Reserve Title	2019/20		2020/21		2021/22		2022/23		2023/24							
	To	From	To	From	To	From	To	From	To	From	Net					
Corporate and Community Division																
Governance																
Council Election	45,000	0	45,000	100,000	0	100,000	77,000	300,000	(223,000)	77,000	0	77,000				
Communications																
Community Events	20,000		(20,000)													
Financial Services																
Projects / Legals / Revaluations	10,500	0	10,500	10,000	0	10,000	10,000	0	10,000	0	10,000	10,000				
Interest to be Distributed	120,500		120,500	169,000		169,000	0			0		(50,000)				
Businfr Recovery Grant	1,225,000	725,000	500,000	500,000	(500,000)							0				
People and Culture																
Employee Leave Entitlements	139,000		(139,000)													
Projects	77,800		(77,800)													
Insurance Reserve																
Information Services																
Records Management	7,500		(7,500)													
Projects	34,500		(34,500)													
Property Management																
Community Infrastructure Reserve																
Interest Earned on Reserve	27,000		27,000	45,000		45,000	20,000		20,000	16,000		12,000				
Rental - 89 Tamar Street	753,000	82,000	671,000	754,000	79,000	675,000	789,000	81,000	20,000	83,200	16,000	400,000				
Rental - Fawcett Street Café	50,000	26,000	24,000	34,000	17,000	17,000	65,000	26,000	688,000	26,800	701,200	357,000				
Lake Ainsworth Precinct and CMP		40,000	(40,000)		50,000	(50,000)		25,000	39,000	28,600	39,500	40,000				
ALEC		400,000	(400,000)						(25,000)			(62,000)				
Swimming Pools		99,000	(99,000)		400,000	(400,000)		1,200,000	(1,200,000)							
Lennox Head Village Renewal					1,500,000	(1,500,000)										
Lennox Head Rural Fire Shed					400,000	(400,000)										
Deport Storage Shed Lions Club			(20,000)							800,000	(800,000)	700,000				
Ballina SES Building																
Russellton Sales																
Shaws Bay CMP		350,000	(350,000)		80,000	(80,000)										
Kenwell Solar		25,000	(25,000)		167,000	(167,000)				78,000	(78,000)	0				
Hall Renewals Program																
Sports Fields - Hutley Drive		318,000	(318,000)													
Wollongbar - District Park		830,000	(830,000)													
Compton Drive - Ferning		20,000	(20,000)													
Skennars Head Sportsfield Expansion		150,000	(150,000)													
Ballina Heights Sportsfield		150,000	(150,000)													
Wollongbar State Park																
Section 7.11 Recoupments	450,000	28,100	450,000	450,000	20,600	450,000	450,000	20,600	450,000	20,600	450,000	450,000				
Loan P & I - Comm Buildings			(28,100)		270,000	(270,000)		270,000	(270,000)	567,000	(567,000)	0				
Loan P & I - Town Centre																
3 Bunswick Street, Ballina Land Sale		30,000	215,000			0										
Property Assessments																
Total - Comm Infrastructure	1,525,000	2,565,100	(1,043,100)	1,283,000	2,983,600	(1,700,600)	1,304,000	1,622,600	(318,600)	1,316,700	1,575,600	(258,900)	929,600	1,399,600	(470,000)	
Property Development Reserve																
Interest Earned on Reserve	19,000	141,200	(141,200)	25,000	65,000	25,000	18,000	65,000	18,000	68,500	11,000	86,000	68,000	96,000		
Southern Cross Movements	0	51,000	(41,000)	0	43,000	(43,000)	0	42,000	(42,000)	43,100	(43,100)	0	44,200	(68,000)		
Wollongbar Movements	327,100		276,100	0	34,000	(34,000)	0	58,000	(58,000)	2,894,000	2,762,200	0	33,600	(44,200)		
Norck Homes Rental	138,000		(65,000)	138,000	138,000	(138,000)	160,000	160,000	(65,000)	163,200	163,200	166,500	286,000	(33,600)		
ARC Rental	264,000	4,000	260,000	270,000	5,000	285,000	274,900	5,000	289,900	5,200	275,200	286,000	5,400	166,500		
Rental - 89 Tamar Street		17,000	2,830,000		40,000	(40,000)						400,000		286,000		
North Creek Road - Development	2,847,000		(63,000)											43,000		
Shelly Beach Café		83,000	(83,000)													
Ballina Surf Club Enclosure		3,500,000	(3,500,000)													
Airport Boulevard		125,500	(125,500)		480,600	(480,600)		547,700	(547,700)	503,600	(503,600)	938,500	544,800	(544,800)		
Dividend - General Fund Operations				433,000	667,600	(234,600)	452,900	717,700	(264,800)	750,200	2,598,400	938,500	739,600	199,500		
Total - Property Development	3,595,100	3,976,700	(381,600)	433,000	667,600	(234,600)	452,900	717,700	(264,800)	3,348,600	750,200	2,598,400	938,500	739,600	(544,800)	
				(Reserve movements carried forward on following page)												

Reserve Title	2019/20			2020/21			2021/22			2022/23			2023/24			
	To	From	Net	To	From	Net	To	From	Net	To	From	Net	To	From	Net	
Miscellaneous Property Reserves																
Ballina Heights BBRC																
Crown Reserves	40,000	25,000	(25,000)	29,000	76,000	(47,000)	39,000	39,000	0	39,800	39,800	0	40,600	40,600	0	
Wigmore Arcade	90,000	77,000	(37,000)	110,000	110,000	110,000	130,000	130,000	130,000	150,000	150,000	150,000	170,000	170,000	170,000	
Flat Rock Tent Park																
Attrport	27,500	278,600	(251,100)	18,000	70,000	(52,000)	169,000	71,000	96,000	172,700	72,000	100,700	175,800	73,000	102,800	
Community Facilities																
Community Centres/ Sports centre	1,574,200	30,600	1,943,600	0	2,281,700	(2,281,700)	0	1,353,600	(1,353,600)	336,900	900,000	(563,100)	908,300	1,600,000	(691,700)	
Building Asset Renewal Program																
ALEC	650,000	(1,794,800)	(1,47,900)	650,000	650,000	(650,000)										
Community Gallery																
Gallery Projects																
Public Art Contributions	10,000	36,200	(36,200)	10,000	11,000	(1,000)	10,000	11,000	(1,000)	10,000	11,300	(1,300)	10,000	11,600	(1,600)	
Swimming Pools																
Redevelopment																
Tourism																
Tourism and Events	35,700	0	35,700													
Total - Corporate and Community	9,048,500	9,681,300	(632,800)	2,162,000	7,589,900	(5,427,900)	2,191,900	4,114,900	(1,923,000)	5,461,700	3,348,900	2,112,800	3,259,800	3,923,600	(664,000)	
Planning and Environmental Health Division																
Development Services																
Development Services - Resources																
Environmental and Public Health																
Environmental and Public Health																
Healthy Waterways Program	88,000	465,900	(465,900)	88,000	80,000	(80,000)										
Coastal Management Plans	350,000	220,600	129,400	350,000	350,000	(350,000)										
Public Order																
Public Order and Safety																
Strategic Planning																
Section 7.11 Contributions	4,215,500	6,096,200	(1,880,700)	7,033,000	5,716,200	1,316,800	7,263,000	6,856,000	407,000	7,468,000	4,706,000	2,762,000	7,707,000	6,064,000	1,643,000	
Strategic Planning Studies		307,300	(307,300)	50,000	15,000	(15,000)	50,000	30,000	20,000	52,000	32,000	20,000	54,000	34,000	20,000	
Section 7.11 Reviews and Admin					30,000	20,000										
Total - Planning and Env Health	4,653,500	7,475,300	(2,821,800)	7,083,000	6,201,200	881,800	7,313,000	6,886,000	427,000	7,520,000	4,738,000	2,782,000	7,761,000	6,098,000	1,663,000	
				(Reserve movements carried forward on following page)												

Reserve Title	2019/20			2020/21			2021/22			2022/23			2023/24		
	To	From	Net	To	From	Net	To	From	Net	To	From	Net	To	From	Net
Civil Services Division															
Asset Management															
Asset Revaluations	0	70,000	(70,000)	20,000	0	20,000	20,000	55,000	20,000	20,000	0	20,000	20,000	70,000	(50,000)
Surveying Equipment	15,000	20,000	(5,000)	15,000	0	15,000	15,000	(40,000)	15,000	15,000	0	15,000	15,000	0	15,000
Administration Centre and Depot															
Administration Building and Depot	622,000	331,000	291,000	742,000	(742,000)	0	50,000	70,000	60,000	20,000	40,000	65,000	20,000	45,000	0
Stormwater															
Drainage Works	50,000	(62,000)	102,000	70,000	212,000	(142,000)	50,000	20,000	80,000	20,000	40,000	65,000	20,000	45,000	0
Canal Dredging	35,000	21,000	14,000	56,400	200,000	(143,600)	0	30,000	0	0	0	0	0	0	0
Roads and Bridges															
Road Works - Lake Alnsworth CMP	2,554,400	3,113,100	(458,700)	2,029,400	(2,029,400)	0	0	66,000	0	92,000	(92,000)	0	0	0	0
Roads Pre-Plan Sec 7.11	27,000	0	27,000	24,000	100,000	(76,000)	22,000	103,000	20,000	106,000	(86,000)	17,000	109,000	(92,000)	0
Alstonville Bypass Handover	77,000	154,000	(77,000)	79,000	158,000	(79,000)	73,000	162,000	68,000	166,000	(98,000)	62,000	170,000	(108,000)	0
Ballina Bypass Handover	24,000	24,000	(24,000)	106,000	106,000	(106,000)	0	109,000	(109,000)	112,000	(112,000)	0	115,000	(115,000)	0
Thirubarra to Ewingsdale Handover	790,300	790,300	(790,300)	0	0	0	0	0	0	0	0	0	0	0	0
Ancillary Transport Facilities															
Footpaths / Shared Paths / Lighting	151,100	246,900	(95,800)	17,100	17,100	(17,100)	285,700	0	0	0	0	0	0	0	0
Coastal Shared Path / Walk	0	500,000	(500,000)	0	0	(285,700)	0	0	0	0	0	0	0	0	0
Shared Path Vegetation Reserve	0	25,000	(25,000)	15,000	15,000	(15,000)	0	0	0	0	0	0	0	0	0
Alstonville Town Centre	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Ferry Wharves and Jeties															
Boat Ramps and Infrastructure	100,000	10,000	(10,000)	0	0	0	0	0	0	0	0	0	0	0	0
Ferry Slippage	200,000	200,000	(100,000)	0	0	0	0	0	0	0	0	0	0	0	0
Open Spaces															
Open Space Programs	345,000	418,600	(73,600)	460,000	(460,000)	0	0	0	0	0	0	0	0	0	0
Ocean Pool	39,100	39,100	(39,100)	0	0	0	0	0	0	0	0	0	0	0	0
Woolongbar Skate Park	1,352,000	450,000	902,000	1,352,000	(1,352,000)	0	0	0	0	0	0	0	0	0	0
Vegetation Management															
Veg Mgmt - Grants and Projects	208,900	208,900	(208,900)	0	0	0	0	0	0	0	0	0	0	0	0
Sports Fields															
Sports Fields Improvements	737,100	737,100	(737,100)	0	0	0	0	0	0	0	0	0	0	0	0
Skennars Head Sports Fields	73,000	1,009,100	(1,009,100)	7,000	7,000	0	7,000	7,000	7,200	7,200	7,200	7,400	7,400	7,400	0
Kingsford Smith Park (Insurance Process)	7,000	7,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Ballina Hockey Club	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cemeteries															
Cemeteries - Operators	117,000	129,000	(12,000)	127,000	50,000	77,000	129,900	50,000	79,900	132,900	50,000	82,900	136,100	50,000	86,100
Fleet Management															
Fleet Management	1,579,100	2,768,500	(1,189,400)	1,957,700	2,127,100	(189,400)	1,971,000	1,801,000	2,036,100	1,677,000	359,100	2,107,300	2,225,000	2,225,000	(117,700)
Quarries and Sandpit															
Quarry - Operations	23,000	50,000	(27,000)	26,000	116,000	(90,000)	27,800	0	28,200	0	28,200	28,700	0	28,700	0
Quarry - Shaws Bay CMP	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Resource Recovery															
Landfill - Operations	574,000	748,700	(174,700)	109,900	505,000	(395,100)	997,300	50,000	1,047,000	51,000	996,000	1,100,000	52,000	1,048,000	0
Landfill - Sports Centre	0	200,000	(200,000)	0	0	0	0	0	0	0	0	0	0	0	0
Waste Levy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Domestic Waste Management															
Domestic Waste Management	398,200	2,138,500	(1,740,300)	0	4,600	(4,600)	137,500	0	224,300	0	224,300	316,900	0	316,900	0
Total - Civil Services	8,199,800	14,350,800	(6,151,000)	2,482,000	8,479,900	(5,997,900)	3,450,500	2,486,000	994,500	3,556,700	2,274,000	1,384,700	3,875,400	2,811,000	1,064,400
Totals	21,901,800	31,507,400	(9,605,600)	11,737,000	22,271,000	(10,534,000)	12,955,400	13,486,900	(531,500)	16,540,400	10,360,900	6,279,500	14,896,200	12,832,500	2,063,400

Reserve Title	2019/20		2020/21		2021/22		2022/23		2023/24							
	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing				
RESERVE BALANCES - GENERAL FUND																
Corporate and Community Division																
Governance																
Council Election	155,000	45,000	200,000	200,000	100,000	300,000	300,000	231,900	(23,000)	77,000	77,000	154,000	154,000	154,000	77,000	231,000
Communications																
Community Events	20,000	(20,000)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financial Services																
Legal / Audit / Revaluations	211,400	10,500	221,900	221,900	10,000	231,900	231,900	10,000	241,900	241,900	241,900	251,900	251,900	251,900	201,900	201,900
Interest to be Distributed	0	120,500	120,500	120,500	168,000	289,500	289,500	0	289,500	289,500	289,500	289,500	289,500	289,500	0	289,500
Business Recovery	0	500,000	500,000	500,000	(500,000)	0	0	0	0	0	0	0	0	0	0	0
Financial Assistance Grant	2,338,700	0	2,338,700	2,338,700	0	2,338,700	2,338,700	0	2,338,700	2,338,700	2,338,700	2,338,700	2,338,700	2,338,700	2,338,700	2,338,700
People and Culture																
Leave Entitlements	3,132,700	(139,000)	2,993,700	2,993,700	0	2,993,700	2,993,700	0	2,993,700	2,993,700	2,993,700	2,993,700	2,993,700	2,993,700	2,993,700	2,993,700
Projects	141,800	(77,800)	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000
Insurance	150,700	0	150,700	150,700	0	150,700	150,700	0	150,700	150,700	150,700	150,700	150,700	150,700	150,700	150,700
Information Services																
Records Management	8,900	(7,500)	1,400	1,400	0	1,400	1,400	0	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400
Projects	34,500	(34,500)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Property Management																
Community Infrastructure	4,136,900	(1,043,100)	3,093,800	3,093,800	(1,700,600)	1,393,200	1,393,200	(1,393,200)	1,074,600	1,074,600	(258,900)	815,700	815,700	815,700	(470,000)	345,700
Property Development	1,254,000	(381,600)	872,400	872,400	(234,600)	637,800	637,800	(264,800)	373,000	373,000	2,588,400	2,971,400	2,971,400	199,500	3,170,900	
Sub-Total - Major Property Res	5,390,900	(1,424,700)	3,966,200	3,966,200	(1,935,200)	2,031,000	2,031,000	(683,400)	1,447,600	1,447,600	2,339,500	3,787,100	3,787,100	(270,500)	3,516,600	
Wignone Arcade																
Other Properties (Council)	286,100	90,000	386,100	386,100	110,000	496,100	496,100	130,000	626,100	626,100	150,000	776,100	776,100	776,100	170,000	946,100
Ballina Heights BBRC	25,000	(25,000)	0	0	(47,000)	31,000	31,000	0	0	0	0	31,000	31,000	0	0	0
Crown Properties	115,000	(37,000)	78,000	78,000	(47,000)	31,000	31,000	0	31,000	31,000	0	31,000	31,000	0	0	31,000
Fat Rock Tent Park																
Airport	491,000	(251,100)	239,900	239,900	(62,000)	187,900	187,900	98,000	285,900	285,900	100,700	386,600	386,600	102,800	489,400	
Community Facilities	423,800	1,643,600	2,067,400	2,067,400	(2,281,700)	(214,300)	(214,300)	(1,353,600)	(1,567,900)	(1,567,900)	(563,100)	(2,131,000)	(2,131,000)	(991,700)	(2,822,700)	
Community Centres/ Sports Centre/ Halls	1,800,200	(1,794,800)	5,400	5,400	(350,000)	(344,600)	(344,600)	0	(344,600)	(344,600)	0	(344,600)	(344,600)	0	(344,600)	
Building Renovation	280,400	147,900	438,300	438,300	(438,300)	438,300	438,300	438,300	438,300	438,300	438,300	438,300	438,300	438,300	438,300	
Surf Clubs	31,200	31,200	31,200	31,200	0	77,700	77,700	(1,000)	76,700	76,700	(1,300)	75,400	75,400	75,400	73,800	
Community Gallery	36,200	(36,200)	0	0	(1,000)	77,700	77,700	0	76,700	76,700	0	75,400	75,400	75,400	(1,600)	
Public Art	79,700	0	78,700	78,700	0	133,200	133,200	0	133,200	133,200	0	133,200	133,200	0	133,200	
Library Services	133,200	0	133,200	133,200	0	19,000	19,000	0	19,000	19,000	0	19,000	19,000	0	19,000	
Swimming Pool	46,400	(27,400)	19,000	19,000	(650,000)	0	0	0	0	0	0	0	0	0	0	
ALEC	650,000	35,700	685,700	685,700	0	15,600	15,600	0	15,600	15,600	0	15,600	15,600	0	15,600	
Tourism and Events	(20,100)		15,600	15,600	0	15,600	15,600	0	15,600	15,600	0	15,600	15,600	0	15,600	
Total	15,332,700	(632,800)	14,699,900	14,699,900	(5,427,900)	9,272,000	9,272,000	(1,923,000)	7,349,000	7,349,000	2,112,800	9,461,800	9,461,800	(864,000)	8,597,800	
Planning and Environmental/Health Division																
Development Services																
Development Services Resources	383,300	(383,300)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Quarry Compliance	33,000	0	33,000	33,000	0	33,000	33,000	0	33,000	33,000	0	33,000	33,000	0	33,000	
Environmental / Public Health																
Environmental Health Projects	465,900	(465,900)	0	0	(60,000)	0	0	0	0	0	0	0	0	0	0	0
Healthy Walkways Program	0	88,000	88,000	88,000	(80,000)	8,000	8,000	0	8,000	8,000	0	8,000	8,000	0	8,000	
Coastal Management Plans	357,400	129,400	486,800	486,800	(350,000)	136,800	136,800	0	136,800	136,800	0	136,800	136,800	0	136,800	
Public Order																
Rangers and Animal Shelter	12,000	(2,000)	10,000	10,000	(10,000)	0	0	0	0	0	0	0	0	0	0	
Strategic Planning																
Sec. 7.11 Contributions	12,575,700	(1,880,700)	10,695,000	10,695,000	1,316,800	12,011,800	12,011,800	407,000	12,418,800	12,418,800	2,762,000	15,180,800	15,180,800	1,643,000	16,823,800	
Strategic Planning Projects	613,200	(307,300)	305,900	305,900	(15,000)	290,900	290,900	0	290,900	290,900	0	290,900	290,900	0	290,900	
Sec 7.11 Reviews and Admin	365,200	0	365,200	365,200	20,000	385,200	385,200	20,000	405,200	405,200	20,000	425,200	425,200	20,000	445,200	
Northern Piers Car Pooling	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Environmental Action Plan	26,600	0	26,600	26,600	0	26,600	26,600	0	26,600	26,600	0	26,600	26,600	0	26,600	
Total	14,832,300	(2,831,800)	12,010,500	12,010,500	881,800	12,892,300	12,892,300	427,000	13,319,300	13,319,300	2,782,800	16,101,300	16,101,300	1,663,000	17,764,300	
(Reserve balances carried forward on following page)																

RESERVE BALANCES - GENERAL FUND (cont'd)

Reserve Title	2019/20		2020/21		2021/22		2022/23		2023/24		
	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Opening	Closing	
Civil Services Division											
Asset Management	90,000	(70,000)	20,000	20,000	20,000	60,000	60,000	20,000	80,000	30,000	
Asset Management - Revelations	30,000	(5,000)	25,000	15,000	40,000	0	0	15,000	15,000	30,000	
Surveying Equipment											
Administration Centre / Depots	451,000	291,000	742,000	742,000	0	0	0	0	0	0	
Improvement Program											
Public Amenities	0	0	0	0	0	0	0	0	0	0	
Amenities Improvement Program											
Stormwater and Environmental Protection	283,000	102,000	385,000	365,000	223,000	153,000	153,000	0	153,000	153,000	
Stormwater	129,600	14,000	143,600	143,600	0	30,000	30,000	40,000	70,000	115,000	
Canal Designing	329,600	0	329,600	329,600	329,600	329,600	329,600	0	329,600	329,600	
Management Plans											
Roads and Bridges	3,217,400	(458,700)	2,758,700	2,758,700	714,300	648,300	648,300	(92,000)	556,300	556,300	
Road Works	359,400	0	359,400	359,400	359,400	359,400	359,400	0	359,400	359,400	
Roads Pre-Plan Sec 7.11	815,700	27,000	842,700	842,700	766,700	685,700	685,700	(86,000)	599,700	507,700	
Astonville Bypass Handover	1,409,500	(77,000)	1,332,500	1,332,500	1,253,500	1,164,500	1,164,500	(89,000)	1,065,500	958,500	
Ballina Bypass Handover	1,407,000	(24,000)	1,383,000	1,383,000	1,277,000	1,168,000	1,168,000	(112,000)	1,056,000	941,000	
Trillickbar to Emingsdale Handover	790,300	(790,300)	0	0	0	0	0	0	0	0	
Lake Ainsworth Precinct	77,300	0	77,300	77,300	77,300	77,300	77,300	0	77,300	77,300	
RMS Contributions											
Ancillary Transport Facilities	286,400	(95,800)	200,600	200,600	183,500	183,500	183,500	0	183,500	183,500	
Footpaths / Lighting	785,700	(600,000)	285,700	285,700	0	0	0	0	0	0	
Coastal Recreational Path / Walk	0	0	0	0	0	0	0	0	0	0	
Private Works											
Marine Infrastructure	145,200	(10,000)	135,200	135,200	135,200	135,200	135,200	0	135,200	135,200	
Boat Ramps and Infrastructure	100,000	(100,000)	0	0	0	0	0	0	0	0	
Ferry Slipways											
Open Spaces and Reserves	502,600	(73,600)	429,000	429,000	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	
Open Spaces	45,000	(39,100)	5,900	5,900	5,900	5,900	5,900	0	5,900	5,900	
Ocean Pool	450,100	902,000	1,352,100	1,352,100	100	100	100	0	100	100	
McIlroybar Skate Park	286,900	(233,900)	35,000	35,000	35,000	35,000	35,000	0	35,000	35,000	
Vegetation Management											
Sports Fields	737,100	(737,100)	0	0	0	0	0	0	0	0	
Sports Fields Improvements	1,009,100	(1,009,100)	0	0	0	0	0	0	0	0	
Skenans Head Sports Fields	0	73,000	73,000	73,000	73,000	73,000	73,000	0	73,000	73,000	
Kingsford Smith Park (Insurance)	47,100	7,000	54,100	54,100	61,100	68,100	68,100	7,200	75,300	82,700	
Synthetic Hockey Field											
Comeries	337,800	(12,000)	325,800	325,800	402,800	482,700	482,700	82,900	565,600	651,700	
Comeries - Operations											
Plant and Fleet - Operations	1,302,200	(1,189,400)	112,800	112,800	(56,600)	113,400	113,400	359,100	472,500	354,900	
Rural Fire Service - Operations	45,800	45,800	45,800	45,800	45,800	45,800	45,800	45,800	45,800	45,800	
Quarry - Operations	824,400	(27,000)	797,400	797,400	707,400	735,200	735,200	28,200	763,400	28,700	
Resource Recovery	791,600	(374,700)	416,900	416,900	21,800	969,100	969,100	996,000	1,965,100	1,048,000	
LHM - Operations											
Resource Recovery	3,250,500	(1,740,300)	1,510,200	1,510,200	1,505,600	1,643,100	1,643,100	224,300	1,867,400	316,900	
DWM - Operations (Externally Restricted)											
Total	20,309,300	(6,151,600)	14,158,300	14,158,300	8,770,400	9,134,900	9,134,900	1,384,700	10,519,600	1,064,400	11,584,000
Total - Increase / (Decrease)	50,474,300	(9,605,600)	40,868,700	40,868,700	30,334,700	29,803,200	29,803,200	6,279,500	36,082,700	2,063,400	38,146,100
Reserve Discretion	33,940,700	(5,365,200)	28,585,500	28,585,500	16,786,300	15,710,300	15,710,300	3,293,200	19,003,500	103,500	19,107,000
Internally Restricted	16,533,600	(3,683,000)	12,850,200	12,850,200	13,548,400	14,092,900	14,092,900	2,986,300	17,079,200	1,959,900	19,039,100
Externally Restricted											

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Part F

General Fund Loan Principal and Interest Repayment Schedule

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Part G

Appendices

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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.

GENERAL FUND BALANCE SHEET (\$'000)															
ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
ASSETS															
Current Assets															
Cash and Cash Equivalents	1,746	11,989	5,625	12,246	7,902	7,902	7,902	7,902	7,902	7,902	7,902	7,902	7,902	7,902	7,902
Investments	34,946	35,655	40,354	32,926	32,400	21,100	19,900	25,600	27,200	27,800	33,700	42,000	37,200	35,100	39,700
Receivables	6,941	4,892	5,763	7,254	6,213	6,340	6,500	6,670	6,840	7,020	7,200	7,380	7,570	7,760	7,960
Inventories	808	2,420	1,472	2,411	1,778	1,820	1,870	1,920	1,970	2,020	2,080	2,140	2,200	2,260	2,320
Other	181	1,630	195	221	557	570	590	610	630	650	670	690	710	730	750
Total Current Assets	44,622	56,586	53,409	55,058	48,849	37,732	36,762	42,702	44,542	45,392	51,552	60,112	55,582	53,752	58,632
Non Current Assets															
Investments	3,811	5,328	8,444	13,459	7,761	7,761	7,761	7,761	7,761	7,761	7,761	7,761	7,761	7,761	7,761
Receivables	114	71	68	35	72	80	90	100	110	120	130	140	150	160	170
Inventories	3,015	1,678	2,535	2,623	2,463	2,520	2,590	2,660	2,730	2,800	2,870	2,950	3,030	3,110	3,190
Infrastructure, Property, Plant and Equipment	820,963	854,296	910,535	957,958	984,860	1,015,980	1,053,260	1,064,850	1,075,040	1,087,200	1,090,490	1,090,920	1,118,380	1,141,030	1,150,230
Investment Property	21,977	22,025	22,025	22,705	23,280	23,750	24,350	24,960	25,590	26,230	26,890	27,570	28,260	28,970	29,700
Other	0	20	1,159	1,146	581	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	849,880	883,418	944,766	997,926	1,018,435	1,050,091	1,088,051	1,100,331	1,111,231	1,124,111	1,128,141	1,129,341	1,157,581	1,181,031	1,191,051
TOTAL ASSETS	894,502	940,004	998,175	1,052,984	1,067,284	1,087,822	1,124,812	1,143,032	1,155,772	1,169,502	1,179,692	1,189,452	1,213,162	1,234,782	1,249,682
LIABILITIES															
Current Liabilities															
Payables	6,978	9,391	8,084	11,141	8,899	9,080	9,310	9,550	9,790	10,040	10,300	10,560	10,830	11,110	11,390
Borrowings	3,696	3,123	3,237	3,100	3,292	7,694	4,827	3,439	3,333	2,742	2,858	2,955	2,884	2,884	2,884
Provisions	6,936	7,448	7,238	7,655	7,319	7,500	7,700	7,900	8,100	8,400	8,700	9,000	9,300	9,600	9,900
Total Current Liabilities	17,610	19,962	18,559	21,896	19,510	24,274	21,837	20,889	21,223	21,182	21,858	22,515	23,014	23,594	24,174
Non Current Liabilities															
Payables	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	16,319	19,999	23,985	20,935	26,612	29,891	48,101	50,993	52,105	49,445	46,672	43,805	41,011	38,127	35,146
Provisions	4,466	4,260	4,501	4,079	4,327	4,500	4,700	4,900	5,100	5,300	5,500	5,700	5,900	6,100	6,300
Total Non-Current Liabilities	20,785	24,259	28,486	25,014	30,938	34,391	52,801	55,893	57,205	54,745	52,172	49,505	46,911	44,227	41,446
TOTAL LIABILITIES	38,395	44,221	47,045	46,910	50,448	58,665	74,639	76,782	78,427	75,927	74,030	72,019	69,925	67,821	65,620
Net Assets	856,107	895,783	951,130	1,006,074	1,016,836	1,029,157	1,050,173	1,066,250	1,077,345	1,093,575	1,105,662	1,117,433	1,143,237	1,166,961	1,184,062
EQUITY															
Retained Earnings	507,454	535,300	569,053	599,194	599,736	603,657	613,973	619,050	618,945	623,675	623,962	623,633	637,037	648,061	652,162
Revaluation Reserves	348,653	360,483	382,077	406,880	417,100	425,500	436,200	447,200	458,400	469,900	481,700	493,800	506,200	518,900	531,900
Council Equity Interest	856,107	895,783	951,130	1,006,074	1,016,836	1,029,157	1,050,173	1,066,250	1,077,345	1,093,575	1,105,662	1,117,433	1,143,237	1,166,961	1,184,062

WATER SUPPLY BALANCE SHEET (\$'000)

ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
ASSETS															
Current Assets															
Cash and Investments	9,625	14,303	14,820	15,866	15,990	15,560	11,100	10,900	9,720	10,280	11,060	11,700	12,490	13,310	13,310
Receivables	2,043	2,130	2,170	2,262	2,151	2,200	2,260	2,320	2,380	2,440	2,510	2,580	2,650	2,720	2,790
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	118	111	148	170	137	140	150	160	170	180	190	200	210	220	230
Total Current Assets	11,786	16,544	17,138	18,298	18,278	17,900	13,510	13,380	12,270	12,900	13,760	14,480	15,350	16,250	16,330
Non Current Assets															
Investments	952	1,589	2,823	5,011	2,594	2,594	2,594	2,594	2,594	2,594	2,594	2,594	2,594	2,594	2,594
Receivables	108	112	90	94	101	110	120	130	140	150	160	170	180	190	200
Inventories	11	0	0	0	3	100	200	300	400	500	600	700	800	900	1,000
Infrastructure, Property, Plant and Equipment	71,157	76,782	80,935	83,717	85,797	86,800	97,400	102,200	104,500	106,500	104,800	103,000	101,200	99,400	97,500
Investment Property				0											
Other	0	0	0	8	100	200	300	400	500	600	700	800	900	1,000	1,100
Total Non-Current Assets	72,228	78,483	83,848	88,830	88,594	89,804	100,614	105,624	108,134	110,344	108,854	107,264	105,674	104,084	102,394
TOTAL ASSETS	84,014	95,027	100,986	107,128	106,872	107,704	114,124	119,004	120,404	123,244	122,614	121,744	121,024	120,334	118,724
LIABILITIES															
Current Liabilities															
Payables	0	18	21	24	16	100	200	300	400	500	600	700	800	900	1,000
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	133	120	143	207	151	160	170	180	190	200	210	220	230	240	250
Total Current Liabilities	133	138	164	231	167	260	370	480	590	700	810	920	1,030	1,140	1,250
Non Current Liabilities															
Payables	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	14	13	6	9	10	20	30	40	50	60	70	80	90	100	110
Total Non-Current Liabilities	14	13	6	9	10	20	30	40	50	60	70	80	90	100	110
TOTAL LIABILITIES	147	151	170	240	177	280	400	520	640	760	880	1,000	1,120	1,240	1,360
Net Assets	83,867	94,876	100,816	106,888	106,696	107,424	113,724	118,484	119,764	122,484	121,734	120,744	119,904	119,094	117,364
EQUITY															
Retained Earnings	40,469	42,124	46,545	50,712	49,096	48,624	53,424	56,584	56,264	57,384	54,934	52,244	49,604	46,994	43,364
Revaluation Reserves	43,398	52,752	54,271	56,176	57,600	58,800	60,300	61,900	63,500	65,100	66,800	68,500	70,300	72,100	74,000
Council Equity Interest	83,867	94,876	100,816	106,888	106,696	107,424	113,724	118,484	119,764	122,484	121,734	120,744	119,904	119,094	117,364

WASTEWATER BALANCE SHEET (\$'000)															
ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
ASSETS															
Current Assets															
Cash and Investments	13,588	9,938	7,333	7,716	11,740	15,090	15,960	18,790	23,870	25,960	32,610	39,500	47,110	55,160	65,050
Receivables	1,305	1,288	1,286	1,270	1,287	1,320	1,360	1,400	1,440	1,480	1,520	1,560	1,600	1,640	1,690
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	14,893	11,226	8,619	8,986	13,027	16,410	17,320	20,190	25,310	27,440	34,130	41,060	48,710	56,800	66,740
Non Current Assets															
Investments	1,344	1,105	1,397	2,437	1,571	1,571	1,571	1,571	1,571	1,571	1,571	1,571	1,571	1,571	1,571
Receivables	139	127	79	76	105	110	120	130	140	150	160	170	180	190	200
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant and Equipment	198,622	209,652	222,700	236,385	236,000	239,800	247,700	250,100	248,000	249,700	246,800	244,000	240,900	237,800	234,600
Investment Property	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	200,105	210,884	224,176	238,898	237,676	241,481	249,391	251,801	249,711	251,421	248,531	245,741	242,651	239,561	236,371
TOTAL ASSETS	214,998	222,110	232,795	247,884	250,703	257,891	266,711	271,991	275,021	278,861	282,661	286,801	291,361	296,361	303,111
LIABILITIES															
Current Liabilities															
Payables	125	140	142	140	137	140	150	160	170	180	190	200	210	220	230
Borrowings	2,958	3,096	3,387	3,536	2,716	2,920	3,115	3,309	3,511	3,711	3,911	4,112	4,312	4,312	4,312
Provisions	482	523	591	627	556	570	590	610	630	650	670	690	710	730	750
Total Current Liabilities	3,565	3,759	4,120	4,303	3,409	3,630	3,855	4,079	4,311	4,541	4,771	5,002	5,232	5,262	5,292
Non Current Liabilities															
Payables	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	58,925	56,079	52,885	49,483	46,767	43,847	40,733	37,423	33,913	30,202	26,290	22,178	17,866	13,554	9,242
Provisions	45	46	26	25	36	100	200	300	400	500	600	700	800	900	1,000
Total Non-Current Liabilities	58,970	56,125	52,911	49,508	46,802	43,947	40,933	37,723	34,313	30,702	26,890	22,878	18,666	14,454	10,242
TOTAL LIABILITIES	62,535	59,884	57,031	53,811	50,211	47,577	44,787	41,803	38,623	35,243	31,662	27,880	23,898	19,716	15,534
Net Assets	152,463	162,226	175,764	194,073	200,492	210,314	221,924	230,188	236,398	243,618	250,999	258,921	267,462	276,645	287,577
EQUITY															
Retained Earnings	98,161	98,522	107,831	115,511	119,892	128,014	137,524	143,588	147,598	152,518	157,599	163,121	169,262	175,945	184,277
Revaluation Reserves	54,302	63,704	67,933	78,562	80,600	82,300	84,400	86,600	88,800	91,100	93,400	95,800	98,200	100,700	103,300
Council Equity Interest	152,463	162,226	175,764	194,073	200,492	210,314	221,924	230,188	236,398	243,618	250,999	258,921	267,462	276,645	287,577

CONSOLIDATED BALANCE SHEET (\$'000)

ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
ASSETS															
Current Assets															
Cash and Cash Equivalents	0	11,989	5,625	12,246	7,902	7,902	7,902	7,902	7,902	7,902	7,902	7,902	7,902	7,902	7,902
Investments	59,905	59,896	62,507	56,508	60,130	51,750	46,960	55,290	60,790	64,040	77,370	93,200	96,800	103,570	118,060
Receivables	10,289	8,310	9,219	10,786	9,651	9,860	10,120	10,390	10,660	10,940	11,230	11,520	11,820	12,120	12,440
Inventories	808	2,420	1,472	2,411	1,778	1,820	1,870	1,920	1,970	2,020	2,080	2,140	2,200	2,260	2,320
Other	299	1,741	343	391	694	710	740	770	800	830	860	890	920	950	980
Total Current Assets	71,301	84,356	79,166	82,342	80,154	72,042	67,592	76,272	82,122	85,732	99,442	115,652	119,642	126,802	141,702
Non Current Assets															
Investments	6,107	8,022	12,664	20,907	11,925	11,925	11,925	11,925	11,925	11,925	11,925	11,925	11,925	11,925	11,925
Receivables	361	310	237	205	278	300	330	360	390	420	450	480	510	540	570
Inventories	3,026	1,678	2,535	2,623	2,466	2,620	2,790	2,960	3,130	3,300	3,470	3,650	3,830	4,010	4,190
Infrastructure, Property, Plant and Equipment	1,090,742	1,140,730	1,214,170	1,278,060	1,306,657	1,342,580	1,398,360	1,417,150	1,427,540	1,443,400	1,442,090	1,437,920	1,460,480	1,478,230	1,482,330
Investment Property	21,977	22,025	22,025	22,705	23,380	23,950	24,650	25,360	26,090	26,830	27,590	28,370	29,160	29,970	30,800
Total Non-Current Assets	1,122,213	1,172,785	1,252,790	1,325,654	1,344,705	1,381,375	1,438,055	1,457,755	1,469,075	1,485,875	1,485,525	1,482,345	1,505,905	1,524,675	1,529,815
TOTAL ASSETS	1,193,514	1,257,141	1,331,956	1,407,996	1,424,859	1,453,417	1,505,647	1,534,027	1,551,197	1,571,607	1,584,967	1,597,997	1,625,547	1,651,477	1,671,517
LIABILITIES															
Current Liabilities															
Payables	7,103	9,549	8,247	11,305	9,051	9,320	9,660	10,010	10,360	10,720	11,090	11,460	11,840	12,230	12,620
Borrowings	6,654	6,219	6,624	6,636	6,008	10,613	7,942	6,748	6,843	6,453	6,769	7,067	7,196	7,196	7,196
Provisions	7,551	8,091	7,972	8,489	8,026	8,230	8,460	8,690	8,920	9,250	9,580	9,910	10,240	10,570	10,900
Total Current Liabilities	21,308	23,859	22,843	26,430	23,085	28,163	26,062	25,448	26,123	26,423	27,439	28,437	29,276	29,996	30,716
Non Current Liabilities															
Payables	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	75,244	76,078	76,870	70,418	73,379	73,739	88,834	88,417	86,017	79,647	72,962	65,983	58,877	51,681	44,387
Provisions	4,525	4,319	4,533	4,113	4,372	4,620	4,930	5,240	5,550	5,860	6,170	6,480	6,790	7,100	7,410
Total Non-Current Liabilities	79,769	80,397	81,403	74,531	77,751	78,359	93,764	93,657	91,567	85,507	79,132	72,463	65,667	58,781	51,797
TOTAL LIABILITIES	101,077	104,256	104,246	100,961	100,835	106,522	119,826	119,105	117,690	111,930	106,572	100,900	94,943	88,777	82,514
Net Assets	1,092,437	1,152,885	1,227,710	1,307,035	1,324,024	1,346,895	1,385,821	1,414,922	1,433,506	1,459,677	1,478,395	1,497,097	1,530,604	1,562,700	1,589,003
EQUITY															
Retained Earnings	646,084	675,946	723,429	765,417	768,724	780,295	804,921	819,222	822,806	833,577	836,495	838,997	855,904	871,000	879,803
Revaluation Reserves	446,353	476,939	504,281	541,618	555,300	566,600	580,900	595,700	610,700	626,100	641,900	658,100	674,700	691,700	709,200
Council Equity Interest	1,092,437	1,152,885	1,227,710	1,307,035	1,324,024	1,346,895	1,385,821	1,414,922	1,433,506	1,459,677	1,478,395	1,497,097	1,530,604	1,562,700	1,589,003