

long term financial plan budget. LTFP

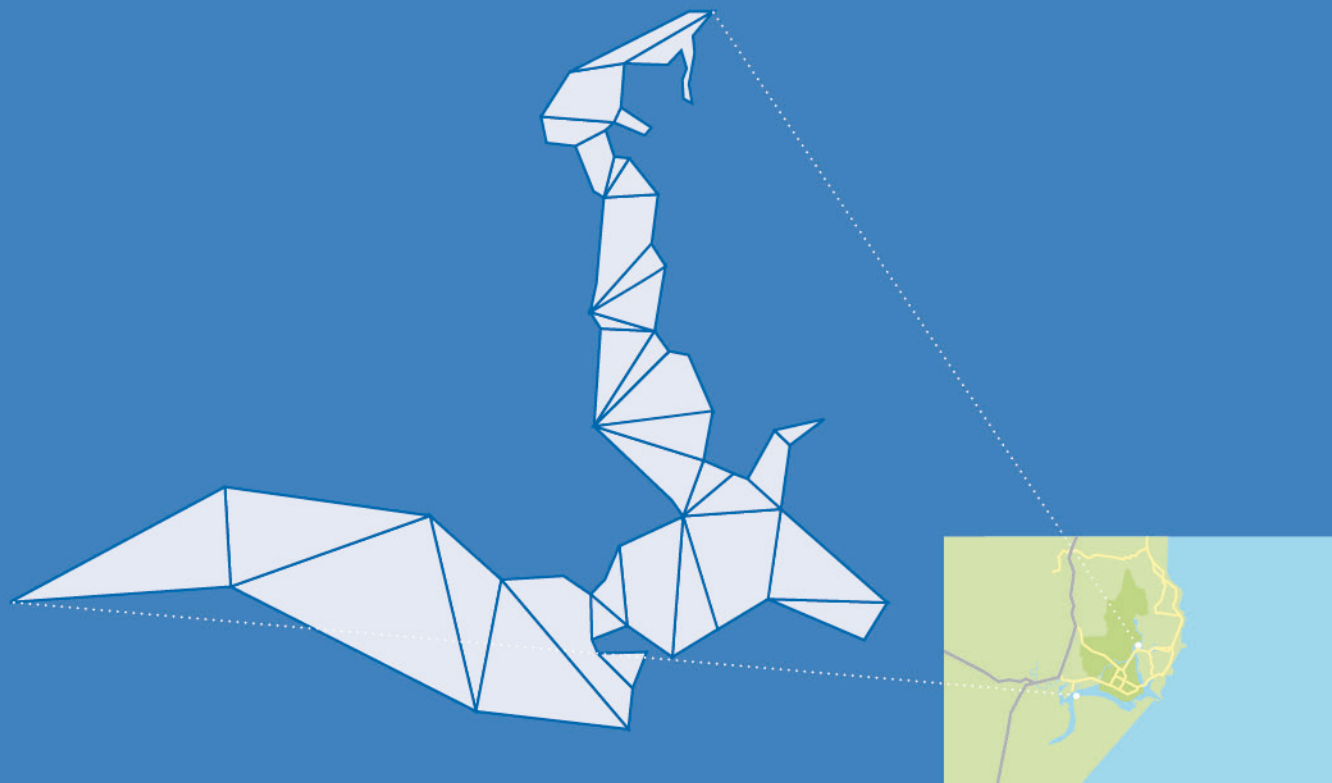
2024/25 – 2033/34

ADOPTED 27 June 2024

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

Overview

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

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

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

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

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

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

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

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

The estimates for 2024/25 represent the budgets for that year whereas the estimates from 2025/26 onwards provide a guide as to where the organisation is heading. Actual figures are included for previous years.

GENERAL FUND - INCOME STATEMENT (2019/20 to 2033/34)

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING RESULTS												
				Operating Activities												
32,093,000	33,531,000	34,630,000	35,759,000	Rates and Annual Charges	37,541,000	39,313,000	5	40,882,000	42,515,000	44,215,000	45,982,000	47,870,000	49,836,000	51,882,000	54,012,000	56,230,000
22,439,500	25,737,100	30,273,500	32,731,300	User Charges and Fees	32,816,000	33,155,000	1	34,753,000	37,166,000	38,473,000	39,828,000	41,235,000	42,702,000	44,219,000	45,792,000	47,420,000
1,371,000	530,200	360,600	2,191,600	Interest and Investment Revenues	3,096,000	2,981,000	(4)	2,740,000	2,162,000	2,698,000	3,122,000	3,251,000	3,309,000	3,283,000	3,338,000	3,454,000
3,815,200	6,282,500	4,739,000	5,649,600	Other Revenues	4,389,000	5,825,000	33	5,967,000	6,116,000	6,269,000	6,380,000	6,489,000	6,651,000	6,816,000	6,986,000	7,162,000
10,744,000	10,631,200	15,498,600	14,248,700	Grants and Contributions for Operating Purposes	12,665,200	10,904,000	(14)	10,611,200	10,871,500	11,189,900	11,517,400	11,217,100	11,545,900	11,884,900	12,235,000	12,594,300
3,734,600	10,529,800	676,400	12,761,500	Grants and Contributions for Capital Purposes - Cash	30,577,100	32,288,000	6	28,202,000	12,187,000	8,041,000	22,707,000	33,450,800	15,699,000	17,877,500	15,343,500	13,628,500
6,933,600	3,730,800	12,997,700	7,690,000	Contributions for Capital Purposes - Non-cash	8,200,000	8,487,000	4	8,742,000	9,005,000	9,276,000	9,555,000	9,842,000	10,138,000	10,443,000	10,757,000	11,080,000
				Other Income:												
550,000	2,085,000	214,700	1,010,000	Fair Value Increment on Investment Properties	0	960,000	100	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000
249,300	424,400	718,300	425,100	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
81,930,200	93,482,000	100,108,800	112,466,800	Total Income from Continuing Operations	129,284,300	133,913,000	4	132,857,200	120,982,500	121,121,900	140,051,400	154,314,900	140,840,900	147,365,400	149,423,500	152,528,800
				Operating Expenses												
19,939,000	20,941,000	22,230,000	25,730,000	Employee Benefits and On-costs	26,373,000	27,295,000	3	28,113,000	28,956,000	29,825,000	30,720,000	31,642,000	32,591,000	33,568,000	34,574,000	35,611,000
29,231,500	33,653,200	42,513,500	46,060,100	Materials and Contracts	40,478,200	40,367,000	(0)	40,261,200	42,016,500	43,709,900	45,443,400	46,301,100	48,011,900	49,409,900	51,703,000	52,590,300
1,070,800	1,196,000	994,000	1,220,800	Borrowing Costs	1,984,000	1,949,000	(2)	1,837,000	1,648,000	1,661,000	1,645,000	1,537,000	1,428,000	1,323,000	1,209,000	1,090,000
17,015,600	18,662,100	19,916,800	21,383,300	Depreciation and Amortisation	20,990,000	21,202,000	1	21,879,000	22,509,000	22,438,000	23,155,000	23,896,000	24,660,000	25,446,000	26,255,000	27,093,000
2,121,000	2,311,100	2,261,300	2,522,700	Other Expenses	2,758,000	2,968,000	8	3,056,000	3,147,000	3,240,000	3,336,000	3,436,000	3,538,000	3,644,000	3,753,000	3,864,000
5,777,200	4,792,100	3,834,400	1,984,600	Net Loss from Disposal of Assets	1,800,000	2,030,000	13	2,095,000	2,162,000	2,231,000	2,302,000	2,376,000	2,452,000	2,530,000	2,610,000	2,692,000
75,155,100	81,555,500	91,750,000	98,901,500	Total Expenses from Continuing Operations	94,383,200	95,811,000	2	97,241,200	100,438,500	103,104,900	106,601,400	109,188,100	112,680,900	115,920,900	120,104,000	122,940,300
6,775,100	11,926,500	8,358,800	13,565,300	Net Operating Result for the Year	34,901,100	38,102,000	9	35,616,000	20,544,000	18,017,000	33,450,000	45,126,800	28,160,000	31,444,500	29,319,500	29,588,500
(3,893,100)	(2,334,100)	(5,315,300)	(6,886,200)	Net Operating Result Before Capital Income	(3,876,000)	(2,673,000)	(31)	(1,328,000)	(648,000)	700,000	1,188,000	1,834,000	2,323,000	3,124,000	3,219,000	4,880,000

WATER OPERATIONS - INCOME STATEMENT (2019/20 to 2033/34)

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING RESULTS												
				Operating Income												
3,808,800	4,234,000	4,205,900	4,427,100	Annual Charges	4,862,000	5,180,000	7	5,507,000	5,854,000	6,221,000	6,608,000	7,014,000	7,450,000	7,906,000	8,142,000	8,398,000
8,617,600	8,369,600	8,668,900	9,233,900	User Charges and Fees	9,432,000	10,180,000	8	10,794,000	11,450,000	12,146,000	12,882,000	13,660,000	14,489,000	15,368,000	15,868,000	16,389,000
421,400	175,500	154,600	854,000	Interest and Investment Revenues	1,040,000	940,000	(10)	789,000	748,000	594,000	463,000	464,000	604,000	754,000	922,000	1,117,000
225,600	0	0	341,800	Other Revenues	340,000	370,000	9	382,000	394,000	406,000	419,000	432,000	445,000	458,000	472,000	486,000
310,700	160,800	178,100	156,000	Grants and Contributions for Operating Purposes	155,000	156,000	1	161,000	166,000	171,000	176,000	181,000	186,000	192,000	198,000	204,000
762,600	700,300	878,800	730,000	Grants and Contributions for Capital Purposes - Cash	1,000,000	1,100,000	10	1,200,000	1,300,000	1,400,000	1,500,000	1,600,000	1,700,000	1,800,000	1,900,000	2,000,000
600,400	1,359,700	951,000	540,800	Contributions for Capital Purposes - Non-cash	1,200,000	1,200,000	0	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
				Other Income:												
0	0	0	17,000	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
14,747,100	14,999,900	15,037,300	16,300,600	Total Income from Continuing Operations	18,029,000	19,126,000	6	20,033,000	21,112,000	22,138,000	23,248,000	24,551,000	26,074,000	27,678,000	28,702,000	29,794,000
				Operating Expenses												
2,367,000	2,467,000	2,563,000	2,440,000	Employee Benefits and On-costs	2,501,000	2,589,000	4	2,667,000	2,747,000	2,829,000	2,914,000	3,001,000	3,091,000	3,184,000	3,280,000	3,378,000
2,129,900	1,739,300	1,926,500	1,943,700	Materials and Contracts	2,555,000	2,445,000	(4)	2,506,000	2,559,000	2,632,000	2,710,000	2,814,000	2,921,000	3,005,000	3,044,000	3,136,000
6,108,700	6,843,500	7,359,900	7,893,900	Purchase of Water from Rous County Council	8,334,500	8,799,000	6	9,415,000	10,074,000	10,779,000	11,534,000	12,341,000	13,205,000	14,129,000	14,270,000	14,555,000
0	0	0	0	Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
1,606,800	1,678,900	1,762,500	1,783,900	Depreciation and Amortisation	1,818,000	1,880,000	3	1,939,000	2,000,000	2,063,000	2,128,000	2,195,000	2,264,000	2,335,000	2,409,000	2,485,000
117,800	160,600	83,600	156,300	Other Expenses	178,000	243,000	37	251,000	259,000	267,000	275,000	283,000	291,000	299,000	308,000	317,000
0	943,800	850,300	37,800	Net Loss from Disposal of Assets	450,000	450,000	0	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
12,330,200	13,833,100	14,545,800	14,255,600	Total Expenses from Continuing Operations	15,836,500	16,406,000	4	17,228,000	18,089,000	19,020,000	20,011,000	21,084,000	22,222,000	23,402,000	23,761,000	24,321,000
2,416,900	1,166,800	491,500	2,045,000	Net Operating Result Including Capital Income	2,192,500	2,720,000	24	2,805,000	3,023,000	3,118,000	3,237,000	3,467,000	3,852,000	4,276,000	4,941,000	5,473,000
1,053,900	(893,200)	(1,338,300)	774,200	Net Operating Result Before Capital Income	(7,500)	420,000	5,700	405,000	523,000	518,000	537,000	667,000	952,000	1,276,000	1,841,000	2,273,000

WASTEWATER OPERATIONS - INCOME STATEMENT (2019/20 to 2033/34)

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
OPERATING RESULTS																
Operating Income																
17,800,600	18,615,500	19,143,900	19,392,700	Annual Charges	20,340,000	20,496,000	1	20,701,000	20,908,000	21,117,000	21,328,000	21,541,000	21,757,000	21,974,000	22,193,000	22,414,000
1,001,700	1,093,700	1,389,300	1,612,500	User Charges and Fees	1,570,000	1,631,000	4	1,651,000	1,671,000	1,691,000	1,711,000	1,733,000	1,757,000	1,781,000	1,805,000	1,829,000
201,100	136,600	150,300	889,800	Interest and Investment Revenues	1,154,000	886,000	(23)	688,000	569,000	501,000	353,000	359,000	453,000	559,000	672,000	823,000
1,181,800	3,286,700	883,200	901,500	Other Revenues	941,000	1,063,000	13	1,098,000	1,133,000	1,170,000	1,207,000	1,247,000	1,287,000	1,328,000	1,371,000	1,414,000
249,800	159,900	224,400	154,900	Grants and Contributions for Operating Purposes	249,000	254,000	2	264,000	275,000	286,000	298,000	309,000	189,000	195,000	201,000	208,000
1,693,800	1,727,700	2,082,000	1,492,000	Grants and Contributions for Capital Purposes - Cash	1,500,000	2,100,000	40	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000
1,201,200	5,668,900	3,032,100	1,605,400	Contributions for Capital Purposes - Non-cash	4,000,000	4,000,000	0	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Other Income:																
0	0	4,100	13,900	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
23,330,000	30,689,000	26,909,300	26,062,700	Total Income from Continuing Operations	29,754,000	30,430,000	2	30,502,000	30,656,000	30,865,000	30,997,000	31,289,000	31,543,000	31,937,000	32,342,000	32,788,000
Operating Expenses																
4,368,000	4,325,000	4,241,000	4,204,000	Employee Benefits and On-costs	4,309,000	4,460,000	4	4,594,000	4,732,000	4,874,000	5,020,000	5,171,000	5,326,000	5,486,000	5,651,000	5,821,000
5,609,800	5,531,200	5,710,600	6,378,600	Materials and Contracts	7,704,000	7,969,000	3	8,189,000	8,465,000	8,690,000	8,868,000	9,102,000	9,405,000	9,656,000	9,854,000	10,120,000
3,428,700	3,181,100	2,998,700	2,801,000	Borrowing Costs	2,131,000	1,914,000	(10)	1,698,000	1,488,000	1,262,000	1,049,000	832,000	616,000	402,000	163,000	0
3,910,000	4,233,100	4,584,300	4,357,700	Depreciation and Amortisation	4,560,000	4,600,000	1	4,745,000	4,894,000	5,048,000	5,207,000	5,371,000	5,540,000	5,715,000	5,895,000	6,081,000
518,900	243,200	212,300	310,300	Other Expenses	472,000	336,000	(29)	321,000	312,000	323,000	334,000	371,000	361,000	436,000	392,000	408,000
812,100	825,600	365,500	31,000	Net Loss from Disposal of Assets	630,000	630,000	0	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000
18,647,500	18,339,200	18,112,400	18,082,600	Total Expenses from Continuing Operations	19,806,000	19,909,000	1	20,177,000	20,521,000	20,827,000	21,108,000	21,477,000	21,878,000	22,325,000	22,585,000	23,060,000
4,682,500	12,349,800	8,796,900	7,980,100	Net Operating Result Including Capital Income	9,948,000	10,521,000	6	10,325,000	10,135,000	10,038,000	9,889,000	9,812,000	9,665,000	9,612,000	9,757,000	9,728,000
1,787,500	4,953,200	3,682,800	4,882,700	Net Operating Result Before Capital Income	4,448,000	4,421,000	(1)	4,225,000	4,035,000	3,938,000	3,789,000	3,712,000	3,565,000	3,512,000	3,657,000	3,628,000

CONSOLIDATED OPERATIONS - LONG TERM FINANCIAL PLAN (2019/20 to 2033/34)

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
OPERATING RESULTS																
Operating Activities																
105,081,100	115,453,700	121,437,400	130,010,400	Operating Revenues	130,590,200	134,294,000	3	137,948,200	142,958,500	148,107,900	153,234,400	157,962,100	163,620,900	169,559,900	175,167,000	181,102,300
81,152,400	85,611,100	93,829,000	101,764,300	Less Operating Expenses	99,777,700	102,294,000	3	103,868,200	107,363,500	111,051,900	114,808,400	117,791,100	121,744,900	125,501,900	129,161,000	131,850,300
23,928,700	29,842,600	27,608,400	28,246,100	Operating Result before Non-cash Items	30,812,500	32,000,000	4	34,080,000	35,595,000	37,056,000	38,426,000	40,171,000	41,876,000	44,058,000	46,006,000	49,252,000
22,532,400	24,574,100	26,263,600	27,524,900	Less Depreciation	27,368,000	27,682,000	1	28,563,000	29,403,000	29,549,000	30,490,000	31,462,000	32,464,000	33,496,000	34,559,000	35,659,000
(3,591,300)	(933,900)	(519,900)	907,100	Less Land Stock Movement	0	0	0	0	0	0	0	0	0	0	0	0
(550,000)	(2,085,000)	(214,700)	(1,010,000)	Fair Value Adjustments Rental Properties	0	(960,000)	100	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)
6,589,300	6,561,500	5,050,200	2,053,400	Less Loss on Disposal of Infrastructure Assets	2,880,000	3,110,000	8	3,175,000	3,242,000	3,311,000	3,382,000	3,456,000	3,532,000	3,610,000	3,690,000	3,772,000
(1,051,700)	1,725,900	(2,970,800)	(1,229,300)	Net Operating Result Before Capital Income	564,500	2,168,000	284	3,302,000	3,910,000	5,156,000	5,514,000	6,213,000	6,840,000	7,912,000	8,717,000	10,781,000
Add Capital Grants and Contributions																
6,004,900	9,029,400	6,511,900	14,904,000	Capital Grants and Contributions	25,614,100	27,088,000	6	22,802,000	6,687,000	2,441,000	16,907,000	27,550,800	9,699,000	11,777,500	9,143,500	7,328,500
7,119,700	7,659,200	10,123,000	7,785,000	Section 64 and 7.11 Contributions	7,500,000	8,400,000	12	8,700,000	8,900,000	9,100,000	9,400,000	9,600,000	9,800,000	10,000,000	10,200,000	10,400,000
Add Non-operating Funds Employed																
9,722,000	3,500,000	7,800,000	20,669,100	Loan Funds Used	4,524,000	5,000,000	11	4,500,000	2,000,000	1,700,000	0	0	0	0	0	0
3,091,200	314,500	0	8,259,200	Proceeds from Disposal of Assets	0	12,700,000	100	12,700,000	7,500,000	4,500,000	0	0	0	0	0	0
Subtract Funds Deployed for Non-operating Purposes																
(42,167,700)	(31,564,400)	(40,405,800)	(52,193,900)	Capital Expenditure	(77,179,300)	(78,279,000)	1	(95,746,200)	(51,057,000)	(44,292,000)	(53,246,000)	(60,705,000)	(47,685,000)	(47,473,500)	(41,212,500)	(38,424,000)
(6,751,300)	(6,001,800)	(6,354,500)	(13,339,400)	Repayment of Principal on Loans	(10,714,000)	(12,044,000)	12	(12,865,000)	(6,112,000)	(6,391,000)	(6,483,000)	(6,621,000)	(6,629,000)	(6,766,000)	(6,949,000)	(2,813,000)
Net Movement in Other Working Capital Items																
(17,000)	(906,300)	(603,200)	5,542,200	Net Increase / (Decrease) in Leave and Working Capital	226,000	424,000	88	430,000	430,000	428,000	447,000	466,000	487,000	507,000	530,000	555,000
Add Back Non-Cash Expense																
22,532,400	24,574,100	26,263,600	27,524,900	Depreciation	27,368,000	27,682,000	1	28,563,000	29,403,000	29,549,000	30,490,000	31,462,000	32,464,000	33,496,000	34,559,000	35,659,000
(3,591,300)	(933,900)	(519,900)	907,100	Land Stock Movement	0	0	0	0	0	0	0	0	0	0	0	0
(550,000)	(2,085,000)	(214,700)	(1,010,000)	Fair Value Adjustments Rental Properties	0	(960,000)	100	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)
6,589,300	6,561,500	5,050,200	2,053,400	Loss on Disposal of Infrastructure Assets	2,880,000	3,110,000	8	3,175,000	3,242,000	3,311,000	3,382,000	3,456,000	3,532,000	3,610,000	3,690,000	3,772,000
930,500	11,873,200	4,679,800	19,872,300	Consolidated Cash Reserves - Increase / (Decrease)	(19,216,700)	(4,711,000)	(75)	(25,399,200)	3,943,000	4,542,000	5,451,000	10,461,800	7,548,000	12,103,000	17,718,000	26,298,500
Movement in Reserves - Increase / (Decrease)																
629,400	4,031,000	3,389,200	13,234,900	Reserves - Internal - Increase / (Decrease)	(22,168,200)	(2,804,000)		(6,660,200)	6,096,000	5,551,000	2,766,000	3,136,000	3,182,000	3,667,000	3,460,000	4,410,000
(226,800)	6,554,200	4,365,600	7,803,400	Reserves - External - Increase / (Decrease)	3,395,500	(1,070,000)		(18,745,000)	(2,084,000)	(1,229,000)	2,091,000	6,393,800	3,642,000	7,583,000	13,259,000	20,731,500
527,900	1,288,000	(3,075,000)	(1,166,000)	Working Capital	(444,000)	(837,000)		6,000	(69,000)	220,000	594,000	932,000	724,000	853,000	999,000	1,157,000
930,500	11,873,200	4,679,800	19,872,300	Total Movement in Reserves	(19,216,700)	(4,711,000)		(25,399,200)	3,943,000	4,542,000	5,451,000	10,461,800	7,548,000	12,103,000	17,718,000	26,298,500
Reserves - Balances as at 30 June																
32,729,300	36,760,300	40,149,600	53,384,500	Internal Reserves	31,216,300	28,412,300	(9)	21,752,100	27,848,100	33,399,100	36,165,100	39,301,100	42,483,100	46,150,100	49,610,100	54,020,100
53,286,000	59,840,200	64,205,800	72,009,200	External Reserves	75,404,700	74,334,700	(1)	55,589,700	53,505,700	52,276,700	54,367,700	60,761,500	64,403,500	71,986,500	85,245,500	105,977,000
4,708,000	5,996,000	2,921,000	1,755,000	Working Capital	1,311,000	474,000	(64)	480,000	411,000	631,000	1,225,000	2,157,000	2,881,000	3,734,000	4,733,000	5,890,000
90,723,300	102,596,500	107,276,400	127,148,700	Total	107,932,000	103,221,000	(4)	77,821,800	81,764,800	86,306,800	91,757,800	102,219,600	109,767,600	121,870,600	139,588,600	165,887,100

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General Fund – Cash Forecast and Long Term Financial Plan

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

The following page provides the cash forecast for General Fund. The estimates for 2024/25 represent the budgets for that year whereas the estimates from 2025/26 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 (2019/20 to 2033/34)

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
OPERATING RESULTS																
General Fund Activities																
71,262,000	79,221,400	86,434,700	92,015,300	Operating Revenues	90,507,200	93,138,000	3	95,913,200	99,790,500	103,804,900	107,789,400	111,022,100	115,003,900	119,044,900	123,323,000	127,820,300
56,503,600	61,120,200	68,733,400	75,636,500	Less Operating Expenses	71,593,200	73,539,000	3	74,227,200	76,727,500	79,395,900	82,104,400	83,876,100	86,528,900	88,904,900	92,199,000	94,115,300
14,758,400	18,101,200	17,701,300	16,378,800	Operating Result before Non-cash Items	18,914,000	19,599,000	4	21,686,000	23,063,000	24,409,000	25,685,000	27,146,000	28,475,000	30,140,000	31,124,000	33,705,000
17,015,600	18,662,100	19,916,800	21,383,300	Less Depreciation	20,990,000	21,202,000	1	21,879,000	22,509,000	22,438,000	23,155,000	23,896,000	24,660,000	25,446,000	26,255,000	27,093,000
(3,591,300)	(933,900)	(519,900)	907,100	Less Land Stock Movement and ASSB 16 Adjustments	0	0	0	0	0	0	0	0	0	0	0	0
(550,000)	(2,085,000)	(214,700)	(1,010,000)	Add Fair Value Adjustments Rental Properties	0	(960,000)	100	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)
5,777,200	4,792,100	3,834,400	1,984,600	Less Loss on Disposal of Infrastructure Assets	1,800,000	2,030,000	13	2,095,000	2,162,000	2,231,000	2,302,000	2,376,000	2,452,000	2,530,000	2,610,000	2,692,000
(3,893,100)	(2,334,100)	(5,315,300)	(6,886,200)	Net Operating Result Before Capital Income	(3,876,000)	(2,673,000)	(31)	(1,328,000)	(648,000)	700,000	1,188,000	1,834,000	2,323,000	3,124,000	3,219,000	4,880,000
Add Capital Grants and Contributions																
6,004,900	9,109,300	6,487,600	14,888,500	Capital Grants and Contributions	25,577,100	27,088,000	6	22,802,000	6,687,000	2,441,000	16,907,000	27,550,800	9,699,000	11,777,500	9,143,500	7,328,500
4,663,300	5,151,300	7,186,500	5,563,000	Section 7.11 Contributions Collected	5,000,000	5,200,000	4	5,400,000	5,500,000	5,600,000	5,800,000	5,900,000	6,000,000	6,100,000	6,200,000	6,300,000
Add Non-operating Funds Employed																
9,722,000	3,500,000	7,800,000	20,669,100	Loan Funds Used	4,524,000	5,000,000	11	4,500,000	2,000,000	1,700,000	0	0	0	0	0	0
3,091,200	314,500	0	8,259,200	Proceeds from Disposal of Assets	0	12,700,000	100	12,700,000	7,500,000	4,500,000	0	0	0	0	0	0
Subtract Funds Deployed for Non-operating Purposes																
(37,047,700)	(27,072,400)	(36,735,900)	(42,070,700)	Capital Expenditure	(66,135,300)	(62,661,000)	(5)	(78,446,200)	(32,485,000)	(25,522,000)	(41,396,000)	(55,935,000)	(42,934,000)	(42,801,500)	(37,839,500)	(34,950,000)
(3,215,500)	(3,285,500)	(3,434,900)	(10,224,400)	Repayment of Principal on Loans	(6,775,000)	(8,078,000)	19	(8,867,000)	(2,083,000)	(2,331,000)	(2,391,000)	(2,498,000)	(2,474,000)	(2,580,000)	(2,694,000)	(2,813,000)
Net Movement in Other Working Capital Items																
1,120,200	1,608,900	(201,700)	2,579,400	Net Increase / (Decrease) in Leave and Working Capital	226,000	424,000	88	430,000	430,000	428,000	447,000	466,000	487,000	507,000	530,000	555,000
Add Back Non-Cash Expenses																
17,015,600	18,662,100	19,916,800	21,383,300	Depreciation	20,990,000	21,202,000	1	21,879,000	22,509,000	22,438,000	23,155,000	23,896,000	24,660,000	25,446,000	26,255,000	27,093,000
(3,591,300)	(933,900)	(519,900)	907,100	Land Stock Movement	0	0	0	0	0	0	0	0	0	0	0	0
(550,000)	(2,085,000)	(214,700)	(1,010,000)	Fair Value Adjustments Rental Properties	0	(960,000)	100	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)
5,777,200	4,792,100	3,834,400	1,984,600	Loss on Disposal of Infrastructure Assets	1,800,000	2,030,000	13	2,095,000	2,162,000	2,231,000	2,302,000	2,376,000	2,452,000	2,530,000	2,610,000	2,692,000
(903,200)	7,427,300	(1,197,100)	16,042,900	General Fund Cash Reserves - Increase / (Decrease)	(18,669,200)	(728,000)	(96)	(19,795,200)	10,612,000	11,225,000	5,052,000	2,629,800	(747,000)	3,143,000	6,464,000	10,125,500
Movement in Reserves - Increase / (Decrease)																
629,400	4,031,000	3,389,200	13,234,900	Reserves - Internal - Increase / (Decrease)	(22,168,200)	(2,804,000)	(87)	(6,660,200)	6,096,000	5,551,000	2,766,000	3,136,000	3,182,000	3,667,000	3,460,000	4,410,000
(2,060,500)	2,108,300	(1,511,300)	3,974,000	Reserves - External - Increase / (Decrease)	3,943,000	2,913,000	(26)	(13,141,000)	4,585,000	5,454,000	1,692,000	(1,438,200)	(4,653,000)	(1,377,000)	2,005,000	4,558,500
527,900	1,288,000	(3,075,000)	(1,166,000)	Working Capital - Increase / (Decrease)	(444,000)	(837,000)	89	6,000	(69,000)	220,000	594,000	932,000	724,000	853,000	999,000	1,157,000
(903,200)	7,427,300	(1,197,100)	16,042,900	Total Movement in Reserves	(18,669,200)	(728,000)	(96)	(19,795,200)	10,612,000	11,225,000	5,052,000	2,629,800	(747,000)	3,143,000	6,464,000	10,125,500
Reserves - Balances as at 30 June																
32,729,300	36,760,300	40,149,600	53,384,500	Internal Reserves	31,216,300	28,412,300	(9)	21,752,100	27,848,100	33,399,100	36,165,100	39,301,100	42,483,100	46,150,100	49,610,100	54,020,100
17,976,300	20,084,600	18,573,300	22,547,300	External Reserves	26,490,300	29,403,300	11	16,262,300	20,847,300	26,301,300	27,993,300	26,555,100	21,902,100	20,525,100	22,530,100	27,088,600
4,708,000	5,996,000	2,921,000	1,755,000	Working Capital	1,311,000	474,000	(64)	480,000	411,000	631,000	1,225,000	2,157,000	2,881,000	3,734,000	4,733,000	5,890,000
55,413,600	62,840,900	61,643,900	77,686,800	Total	59,017,600	58,289,600	(1)	38,494,400	49,106,400	60,331,400	65,383,400	68,013,200	67,266,200	70,409,200	76,873,200	86,998,700

Water Operations – Cash Forecast and Long Term Financial Plan

The following 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 (2019/20 to 2033/34)

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
OPERATING RESULTS																
13,384,100	12,939,900	13,207,500	15,029,800	Operating Revenues	15,829,000	16,826,000	6	17,633,000	18,612,000	19,538,000	20,548,000	21,751,000	23,174,000	24,678,000	25,602,000	26,594,000
10,723,400	11,210,400	11,933,000	12,433,900	Less Operating Expenses	13,568,500	14,076,000	4	14,839,000	15,639,000	16,507,000	17,433,000	18,439,000	19,508,000	20,617,000	20,902,000	21,386,000
2,660,700	1,729,500	1,274,500	2,595,900	Operating Result before Non-cash Items	2,260,500	2,750,000	22	2,794,000	2,973,000	3,031,000	3,115,000	3,312,000	3,666,000	4,061,000	4,700,000	5,208,000
1,606,800	1,678,900	1,762,500	1,783,900	Less Depreciation Expense	1,818,000	1,880,000	3	1,939,000	2,000,000	2,063,000	2,128,000	2,195,000	2,264,000	2,335,000	2,409,000	2,485,000
0	943,800	850,300	37,800	Less Loss on Disposal of Infrastructure Assets	450,000	450,000	0	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
1,053,900	(893,200)	(1,338,300)	774,200	Net Operating Result Before Capital Income	(7,500)	420,000	(5,700)	405,000	523,000	518,000	537,000	667,000	952,000	1,276,000	1,841,000	2,273,000
Add Capital Grants and Contributions																
0	(79,900)	24,300	15,500	Capital Grants and Contributions	37,000	0	(100)	0	0	0	0	0	0	0	0	0
762,600	780,200	854,500	730,000	Section 64 Contributions Collected	1,000,000	1,100,000	10	1,200,000	1,300,000	1,400,000	1,500,000	1,600,000	1,700,000	1,800,000	1,900,000	2,000,000
Subtract Funds Deployed for Non-operating Purposes																
(3,029,800)	(2,403,700)	(1,732,600)	(3,574,100)	Capital Expenditure	(4,057,000)	(4,970,500)	23	(5,070,000)	(8,412,000)	(5,490,000)	(4,580,000)	(1,220,000)	(1,331,000)	(1,392,000)	(1,403,000)	(1,464,000)
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																
(763,700)	(2,001,400)	(186,000)	(380,200)	Net Increase / (Decrease) in Leave and Working Capital	0	0	0	0	0	0	0	0	0	0	0	0
Add Back Non-Cash Expenses																
1,606,800	1,678,900	1,762,500	1,783,900	Depreciation	1,818,000	1,880,000	3	1,939,000	2,000,000	2,063,000	2,128,000	2,195,000	2,264,000	2,335,000	2,409,000	2,485,000
0	943,800	850,300	37,800	Loss on Disposal of Infrastructure Assets	450,000	450,000	0	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
(370,200)	(1,975,300)	234,700	(612,900)	Water Cash Reserves - Increase / (Decrease)	(759,500)	(1,120,500)	48	(1,076,000)	(4,139,000)	(1,059,000)	35,000	3,692,000	4,035,000	4,469,000	5,197,000	5,744,000
Movement in Reserves - Increase / (Decrease)																
(303,700)	(2,720,500)	(629,300)	(496,900)	Water Reserves	(1,177,500)	(1,720,500)	46	103,000	(682,000)	1,220,000	1,204,000	1,925,000	2,101,000	2,363,000	2,912,000	3,273,000
(66,500)	745,200	864,000	(116,000)	Developer Contributions - Section 64	418,000	600,000	44	(1,179,000)	(3,457,000)	(2,279,000)	(1,169,000)	1,767,000	1,934,000	2,106,000	2,285,000	2,471,000
(370,200)	(1,975,300)	234,700	(612,900)	Total Movement in Reserves (incl Sec 64)	(759,500)	(1,120,500)	48	(1,076,000)	(4,139,000)	(1,059,000)	35,000	3,692,000	4,035,000	4,469,000	5,197,000	5,744,000
Reserves - Balances as at 30 June																
12,832,200	10,111,700	9,482,400	8,985,500	Water Reserves	7,808,000	6,087,500	(22)	6,190,500	5,508,500	6,728,500	7,932,500	9,857,500	11,958,500	14,321,500	17,233,500	20,506,500
10,036,500	10,781,700	11,645,700	11,529,700	Developer Contributions - Section 64	11,947,700	12,547,700	5	11,368,700	7,911,700	5,632,700	4,463,700	6,230,700	8,164,700	10,270,700	12,555,700	15,026,700
22,868,700	20,893,400	21,128,100	20,515,200	Total Reserves	19,755,700	18,635,200	(6)	17,559,200	13,420,200	12,361,200	12,396,200	16,088,200	20,123,200	24,592,200	29,789,200	35,533,200

Wastewater Operations – Cash Forecast and Long Term Financial Plan

The following 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 (2019/20 to 2033/34)

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
OPERATING RESULTS																
20,435,000	23,292,400	21,795,200	22,965,300	Operating Revenues	24,254,000	24,330,000	0	24,402,000	24,556,000	24,765,000	24,897,000	25,189,000	25,443,000	25,837,000	26,242,000	26,688,000
13,925,400	13,280,500	13,162,600	13,693,900	Less Operating Expenses	14,616,000	14,679,000	0	14,802,000	14,997,000	15,149,000	15,271,000	15,476,000	15,708,000	15,980,000	16,060,000	16,349,000
6,509,600	10,011,900	8,632,600	9,271,400	Operating Result before Non-cash Items	9,638,000	9,651,000	0	9,600,000	9,559,000	9,616,000	9,626,000	9,713,000	9,735,000	9,857,000	10,182,000	10,339,000
3,910,000	4,233,100	4,584,300	4,357,700	Less Depreciation Expense	4,560,000	4,600,000	1	4,745,000	4,894,000	5,048,000	5,207,000	5,371,000	5,540,000	5,715,000	5,895,000	6,081,000
812,100	825,600	365,500	31,000	Less Loss on Disposal of Infrastructure Assets	630,000	630,000	0	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000
1,787,500	4,953,200	3,682,800	4,882,700	Net Operating Result Before Capital Income	4,448,000	4,421,000	(1)	4,225,000	4,035,000	3,938,000	3,789,000	3,712,000	3,565,000	3,512,000	3,657,000	3,628,000
Add Capital Grants and Contributions																
0	0	0	0	Capital Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
1,693,800	1,727,700	2,082,000	1,492,000	Section 64 Contributions Collected	1,500,000	2,100,000	40	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000
Subtract Funds Deployed for Non-operating Purposes																
(2,090,200)	(2,088,300)	(1,937,300)	(6,549,100)	Capital Expenditure	(6,987,000)	(10,647,500)	52	(12,230,000)	(10,160,000)	(13,280,000)	(7,270,000)	(3,550,000)	(3,420,000)	(3,280,000)	(1,970,000)	(2,010,000)
(3,535,800)	(2,716,300)	(2,919,600)	(3,115,000)	Repayment of Principal on Loans	(3,939,000)	(3,966,000)	1	(3,998,000)	(4,029,000)	(4,060,000)	(4,092,000)	(4,123,000)	(4,155,000)	(4,186,000)	(4,255,000)	0
Net Movement in Other Working Capital Items																
(373,500)	(513,800)	(215,500)	3,343,000	Net Increase / (Decrease) in Leave and Working Capital	0	0	0	0	0	0	0	0	0	0	0	0
Add Back Non-Cash Expenses																
3,910,000	4,233,100	4,584,300	4,357,700	Depreciation	4,560,000	4,600,000	1	4,745,000	4,894,000	5,048,000	5,207,000	5,371,000	5,540,000	5,715,000	5,895,000	6,081,000
812,100	825,600	365,500	31,000	Loss on Disposal of Infrastructure Assets	630,000	630,000	0	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000
2,203,900	6,421,200	5,642,200	4,442,300	Wastewater Cash Reserves - Increase / (Decrease)	212,000	(2,862,500)	(1,450)	(4,528,000)	(2,530,000)	(5,624,000)	364,000	4,140,000	4,260,000	4,491,000	6,057,000	10,429,000
Movement in Reserves - Increase / (Decrease)																
793,500	5,689,500	3,641,500	2,575,300	Wastewater Reserves	1,071,000	(2,287,500)	(314)	(6,303,000)	(2,575,000)	(3,685,000)	(2,028,000)	1,803,000	1,749,000	9,073,000	3,598,000	8,029,000
1,410,400	731,700	2,000,700	1,867,000	Developer Contributions - Section 64	(859,000)	(575,000)	(33)	1,775,000	45,000	(1,939,000)	2,392,000	2,337,000	2,511,000	(4,582,000)	2,459,000	2,400,000
2,203,900	6,421,200	5,642,200	4,442,300	Total Movement in Reserves (incl Section 64)	212,000	(2,862,500)	(1,450)	(4,528,000)	(2,530,000)	(5,624,000)	364,000	4,140,000	4,260,000	4,491,000	6,057,000	10,429,000
Reserves - Balances as at 30 June																
3,790,300	9,479,800	13,121,300	15,696,600	Wastewater Reserves	16,767,600	14,480,100	(14)	8,177,100	5,602,100	1,917,100	(110,900)	1,692,100	3,441,100	12,514,100	16,112,100	24,141,100
8,650,700	9,382,400	11,383,100	13,250,100	Developer Contributions - Section 64	12,391,100	11,816,100	(5)	13,591,100	13,636,100	11,697,100	14,089,100	16,426,100	18,937,100	14,355,100	16,814,100	19,214,100
12,441,000	18,862,200	24,504,400	28,946,700	Total	29,158,700	26,296,200	(10)	21,768,200	19,238,200	13,614,200	13,978,200	18,118,200	22,378,200	26,869,200	32,926,200	43,355,200

Part B

Operating Budgets

Introduction

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

SUMMARY 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.

FINANCIAL PAGE provides numerical information for each program:

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

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

Estimated 2023/24 and 2024/25 This is the estimate for the financial years.

Percentage This column provides figures expressed as a percentage, as to what the 2024/25 estimate varies to the 2023/24 estimate.

2025/26 to 2033/34 Forward estimates have been provided as a guide to show the overall financial trend for the ten year forecast.

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

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

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

CAPITAL MOVEMENTS

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

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

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

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

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

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

Planning and Environmental Health Division - Summary

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 six distinct programs being Development Services, Environmental and Public Health Services, Public Order, Strategic Planning, Northern Rivers Community Gallery and Open Spaces.

Development Services

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

Environmental and Public Health Services

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

Public Order

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

Strategic Planning

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

Northern Rivers Community Gallery

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

Open Spaces

Costs associated with the maintenance of all Council parks, reserves, public amenities, cemeteries, beaches and sporting grounds. This program includes costs to manage and maintain public amenities and a number of open spaces buildings and structures situated on reserves and sporting grounds.

PLANNING AND ENVIRONMENTAL HEALTH DIVISION - SUMMARY

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
2,597,200	3,615,800	2,743,500	2,531,100	Development Services	2,262,000	2,370,000	5	2,802,000	2,995,000	3,094,000	3,196,000	3,304,000	3,415,000	3,526,000	3,640,000	3,758,000
866,700	915,800	449,200	694,000	Public and Environmental Health	478,200	528,000	10	477,000	444,000	463,000	482,000	501,000	521,000	541,000	562,000	583,000
264,300	243,400	279,000	439,400	Public Order (Rangers and Parking)	352,000	367,000	4	380,000	393,000	406,000	420,000	434,000	448,000	463,000	478,000	493,000
141,000	786,100	179,400	580,000	Strategic Planning	1,163,000	1,198,000	3	815,000	441,000	603,000	788,000	882,000	896,000	831,000	850,000	959,000
135,700	81,500	84,000	98,700	Northern Rivers Community Gallery	125,000	109,000	(13)	117,000	125,000	133,000	141,000	149,000	157,000	165,000	173,000	181,000
1,004,700	1,271,500	1,069,600	1,596,600	Open Spaces	1,489,000	1,408,000	(5)	1,283,000	1,315,000	1,348,000	1,381,000	1,416,000	1,453,000	1,491,000	1,529,000	1,568,000
5,009,600	6,914,100	4,804,700	5,939,800	Total Operating Revenues	5,869,200	5,980,000	2	5,874,000	5,713,000	6,047,000	6,408,000	6,686,000	6,890,000	7,017,000	7,232,000	7,542,000
				OPERATING EXPENSES												
3,927,400	3,563,800	3,582,300	3,692,800	Development Services	3,978,000	3,552,000	(11)	3,673,000	3,783,000	3,895,000	4,010,000	4,128,000	4,250,000	4,375,000	4,503,000	4,635,000
1,592,400	2,058,200	2,243,400	2,186,200	Public and Environmental Health	2,478,200	2,463,000	(1)	2,473,000	2,494,000	2,568,000	2,643,000	2,723,000	2,808,000	2,893,000	2,979,000	3,057,000
659,700	622,400	771,900	799,300	Public Order (Rangers and Parking)	801,000	795,000	(1)	831,000	865,000	899,000	934,000	971,000	1,008,000	1,046,000	1,085,000	1,124,000
1,229,200	607,100	727,900	705,300	Strategic Planning	855,000	774,000	(9)	609,000	648,000	687,000	727,000	768,000	809,000	850,000	892,000	935,000
464,800	480,300	407,200	414,300	Northern Rivers Community Gallery	558,000	503,000	(10)	523,000	542,000	562,000	582,000	602,000	623,000	645,000	667,000	690,000
6,908,700	7,759,000	7,794,900	9,927,900	Open Spaces	8,974,000	9,626,000	7	10,026,000	10,184,000	10,491,000	10,824,000	11,168,000	11,524,000	11,890,000	12,264,000	12,649,000
14,782,200	15,090,800	15,527,600	17,725,800	Total Operating Expenses	17,644,200	17,713,000	0	18,135,000	18,516,000	19,102,000	19,720,000	20,360,000	21,022,000	21,699,000	22,390,000	23,090,000
				NET OPERATING RESULT												
(1,330,200)	52,000	(838,800)	(1,161,700)	Development Services	(1,716,000)	(1,182,000)	(31)	(871,000)	(788,000)	(801,000)	(814,000)	(824,000)	(835,000)	(849,000)	(863,000)	(877,000)
(725,700)	(1,142,400)	(1,794,200)	(1,492,200)	Public and Environmental Health	(2,000,000)	(1,935,000)	(3)	(1,996,000)	(2,050,000)	(2,105,000)	(2,161,000)	(2,222,000)	(2,287,000)	(2,352,000)	(2,417,000)	(2,474,000)
(395,400)	(379,000)	(492,900)	(359,900)	Public Order (Rangers and Parking)	(449,000)	(428,000)	(5)	(451,000)	(472,000)	(493,000)	(514,000)	(537,000)	(560,000)	(583,000)	(607,000)	(631,000)
(1,088,200)	179,000	(548,500)	(125,300)	Strategic Planning	308,000	424,000	38	206,000	(207,000)	(84,000)	61,000	114,000	87,000	(19,000)	(42,000)	24,000
(329,100)	(398,800)	(323,200)	(315,600)	Northern Rivers Community Gallery	(433,000)	(394,000)	(9)	(406,000)	(417,000)	(429,000)	(441,000)	(453,000)	(466,000)	(480,000)	(494,000)	(509,000)
(3,525,800)	(6,487,500)	(6,725,300)	(8,331,300)	Open Spaces	(7,485,000)	(8,218,000)	10	(8,743,000)	(8,869,000)	(9,143,000)	(9,443,000)	(9,752,000)	(10,071,000)	(10,399,000)	(10,735,000)	(11,081,000)
(9,772,600)	(8,176,700)	(10,722,900)	(11,786,000)	Total Operating Result - Surplus / (Deficit)	(11,775,000)	(11,733,000)	(0)	(12,261,000)	(12,803,000)	(13,055,000)	(13,312,000)	(13,674,000)	(14,132,000)	(14,682,000)	(15,158,000)	(15,548,000)
14,400	337,400	53,000	262,400	Add Back Loss on Disposal of Assets	0	180,000		186,000	192,000	198,000	204,000	211,000	218,000	225,000	232,000	239,000
1,616,800	1,834,000	1,757,100	2,332,700	Add Back Depreciation and Impairment	2,140,000	2,338,000	9	2,415,000	2,494,000	2,575,000	2,659,000	2,745,000	2,834,000	2,926,000	3,020,000	3,117,000
(8,141,400)	(6,005,300)	(8,912,800)	(9,190,900)	Cash Operating Result - Surplus / (Deficit)	(9,635,000)	(9,215,000)	(4)	(9,660,000)	(10,117,000)	(10,282,000)	(10,449,000)	(10,718,000)	(11,080,000)	(11,531,000)	(11,906,000)	(12,192,000)
				Capital Movements												
7,300	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
9,283,600	10,449,900	10,029,400	8,737,500	Less Transfer to Reserves	7,767,000	6,527,000		6,404,000	6,137,000	6,407,000	6,800,000	7,002,000	7,123,000	7,166,000	7,292,000	7,508,000
6,307,400	4,610,600	6,475,500	2,685,900	Add Transfer from Reserves	4,204,500	1,400,000		202,000	42,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
5,724,400	6,745,900	7,598,200	9,223,500	Add Capital Income Applied	11,640,700	10,480,000		5,400,000	5,500,000	5,600,000	5,800,000	5,900,000	6,000,000	6,100,000	6,200,000	6,300,000
4,022,400	3,583,500	4,182,600	4,460,800	Less Capital Expenditure	9,633,200	7,378,000		1,023,000	1,059,000	1,096,000	1,134,000	1,179,000	1,243,000	1,312,000	1,385,000	1,462,000
(9,422,900)	(8,682,200)	(9,051,100)	(10,479,800)	Cash Result after Capital Movements	(11,190,000)	(11,240,000)	0	(11,485,000)	(11,771,000)	(12,162,000)	(12,559,000)	(12,974,000)	(13,420,000)	(13,882,000)	(14,355,000)	(14,833,000)

Development Services

Manager - Development Services

Background

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

Budget Comments

OPERATING REVENUES

Regulatory Fees and Fines

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

OPERATING EXPENSES

Employee Costs

Based on staffing structure totaling 32 FTE (equivalent full time positions). Other costs include motor vehicles.

Office Expenses

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

Legal Costs

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

DEVELOPMENT SERVICES																
ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
OPERATING REVENUES																
Fes and Charges																
780,700	825,900	703,100	1,096,900	Development Application - Fees and Charges	679,000	785,000	16	960,000	990,000	1,021,000	1,053,000	1,087,000	1,122,000	1,157,000	1,193,000	1,230,000
242,600	521,100	212,800	(21,900)	Development Application - Compliance Levy	0	0	0	0	0	0	0	0	0	0	0	0
7,800	10,700	10,200	2,900	Change of Use Applications	7,000	4,000	(43)	5,000	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000
65,800	53,900	50,000	147,900	Subdivision Fees	110,000	130,000	18	135,000	140,000	145,000	150,000	156,000	162,000	168,000	174,000	180,000
102,500	138,100	142,100	156,700	Section 10.7 Certificates	175,000	160,000	(9)	165,000	170,000	176,000	182,000	188,000	194,000	200,000	206,000	213,000
3,800	6,500	4,300	100	Planning Certificates - Urgency Fees	5,000	0	(100)	0	0	0	0	0	0	0	0	0
64,300	95,600	94,000	84,800	Enquiries and Other Income	105,000	105,000	0	109,000	113,000	117,000	121,000	125,000	129,000	133,000	137,000	142,000
22,100	19,300	17,800	22,200	Essential Fire Services	20,000	22,000	10	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000
38,500	25,900	24,600	34,400	Swimming Pools - Certificates of Compliance	25,000	30,000	20	31,000	32,000	33,000	34,000	36,000	38,000	40,000	42,000	44,000
416,600	418,500	188,600	138,600	Construction Certificates	180,000	180,000	0	386,000	498,000	513,000	529,000	545,000	562,000	579,000	597,000	615,000
494,000	593,200	507,500	521,600	Plumbing and Drainage - Certificates and Inspections	548,000	600,000	9	619,000	638,000	658,000	679,000	700,000	722,000	744,000	767,000	791,000
41,100	40,300	19,100	49,300	Building - Certificates and Inspections	50,000	60,000	20	62,000	64,000	66,000	68,000	71,000	74,000	77,000	80,000	83,000
30,800	31,600	29,200	35,000	Private Certifiers - Lodgement Fees	33,000	40,000	21	42,000	44,000	46,000	48,000	50,000	52,000	54,000	56,000	58,000
24,500	55,200	48,100	62,000	OSSM - Approvals to Operate (New)	70,000	70,000	0	73,000	76,000	79,000	82,000	85,000	88,000	91,000	94,000	97,000
(9,800)	23,000	(9,200)	2,300	Plan First Levy	10,000	10,000	0	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000
97,200	153,500	149,800	126,100	Drainage Plans	150,000	150,000	0	155,000	160,000	165,000	170,000	176,000	182,000	188,000	194,000	200,000
18,100	15,000	6,800	7,600	Complying Development Certificates	15,000	4,000	(73)	5,000	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000
Grants and Contributions																
0	50,000	0	25,000	Various	0	0	0	0	0	0	0	0	0	0	0	0
Other Revenues																
156,600	538,500	544,700	39,600	Legal Costs Recovered and Fines	80,000	20,000	(75)	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
2,597,200	3,615,800	2,743,500	2,531,100	Total Operating Revenues	2,262,000	2,370,000	5	2,802,000	2,995,000	3,094,000	3,196,000	3,304,000	3,415,000	3,526,000	3,640,000	3,758,000
OPERATING EXPENSES																
2,786,200	2,739,000	3,085,700	2,968,300	Employee Costs	3,298,000	3,147,000	(5)	3,258,000	3,358,000	3,460,000	3,565,000	3,673,000	3,785,000	3,900,000	4,018,000	4,140,000
59,100	25,900	14,700	12,400	Office Expenses and Advertising	25,000	25,000	0	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
45,600	38,900	55,900	229,600	Consultants	130,000	30,000	(77)	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
1,036,500	735,700	426,000	284,500	Legal Expenses	500,000	350,000	(30)	360,000	370,000	380,000	390,000	400,000	410,000	420,000	430,000	440,000
0	24,300	0	0	NSW Planning Portal	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	198,000	Flood Response Planning Resources	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Strong Start Cadetship Program	25,000	0	0	0	0	0	0	0	0	0	0	0
3,927,400	3,563,800	3,582,300	3,692,800	Total Operating Expenses	3,978,000	3,552,000	(11)	3,673,000	3,783,000	3,895,000	4,010,000	4,128,000	4,250,000	4,375,000	4,503,000	4,635,000
(1,330,200)	52,000	(838,800)	(1,161,700)	Operating Result - Surplus / (Deficit)	(1,716,000)	(1,182,000)	(31)	(871,000)	(788,000)	(801,000)	(814,000)	(824,000)	(835,000)	(849,000)	(863,000)	(877,000)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(1,330,200)	52,000	(838,800)	(1,161,700)	Cash Result - Surplus / (Deficit)	(1,716,000)	(1,182,000)	(31)	(871,000)	(788,000)	(801,000)	(814,000)	(824,000)	(835,000)	(849,000)	(863,000)	(877,000)
Capital Movements																
0	0	0	0	Less Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
10,000	530,000	0	25,000	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
383,300	300,000	50,000	167,000	Add Transfer from Reserves	205,000	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
(956,900)	(178,000)	(788,800)	(1,019,700)	Cash Result after Capital Movements	(1,511,000)	(1,182,000)	(22)	(871,000)	(788,000)	(801,000)	(814,000)	(824,000)	(835,000)	(849,000)	(863,000)	(877,000)

Public and Environmental Health

Manager Public and Environmental Health

Background

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

Budget Comments

OPERATING REVENUES

Regulatory Fees and Fines

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

Operating Grants

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

OPERATING EXPENSES

Employee Costs

Based on staffing structure of 17 FTE (equivalent full time positions). Other costs included are training and expenses relating to motor vehicles.

Office Expenses

Advertising, legal and other sundry office expenses.

Projects and Kits

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

Water Monitoring

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

Shaws Bay Coastal Management Plan and Lake Ainsworth Coastal Management Plan

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

Healthy Waterways

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

PUBLIC AND ENVIRONMENTAL HEALTH

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
				Fees and Charges												
155,500	85,600	117,900	198,700	Registrations and Inspections	167,000	176,000	5	186,000	196,000	206,000	216,000	226,000	237,000	248,000	259,000	270,000
172,300	197,300	192,000	189,700	OSSM - Fees and Charges	211,000	232,000	10	240,000	248,000	257,000	266,000	275,000	284,000	293,000	303,000	313,000
				Grants and Contributions												
13,100	227,300	1,400	39,500	Grants - Lake Ainsworth CMP	0	0	0	0	0	0	0	0	0	0	0	0
214,900	190,000	22,700	0	Grants - Healthy Waterways Program	70,200	120,000	71	51,000	0	0	0	0	0	0	0	0
0	0	33,300	49,800	Grants - Ballina Shire Coastline CMP	30,000	0	(100)	0	0	0	0	0	0	0	0	0
310,900	215,600	81,900	216,300	Grants - Other	0	0	0	0	0	0	0	0	0	0	0	0
866,700	915,800	449,200	694,000	Total Operating Revenues	478,200	528,000	10	477,000	444,000	463,000	482,000	501,000	521,000	541,000	562,000	583,000
				OPERATING EXPENSES												
				Environmental Health												
989,700	1,483,800	1,439,600	1,560,700	Employee Costs	1,798,000	1,856,000	3	1,922,000	1,981,000	2,042,000	2,104,000	2,168,000	2,234,000	2,302,000	2,372,000	2,444,000
9,500	6,700	49,700	21,100	Office Expenses, Advertising, Consultants	15,000	15,000	0	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
1,200	22,900	500	4,100	Projects and Kits	27,000	7,000	(74)	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
				Management Plans and Projects												
16,100	12,500	19,800	31,700	Water Monitoring	22,000	22,000	0	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
44,500	76,000	62,800	90,900	Lake Ainsworth Coastal Management Plan	30,000	30,000	0	31,000	32,000	33,000	34,000	36,000	38,000	40,000	42,000	44,000
100,900	15,700	91,400	21,800	Shaws Bay Coastal Management Plan	30,000	30,000	0	31,000	32,000	33,000	34,000	36,000	38,000	40,000	42,000	44,000
0	21,300	75,600	3,500	North Creek Coastal Management Plan	0	0	0	0	0	0	0	0	0	0	0	0
0	0	50,000	0	Rutherford St Parking Design Works	15,000	0	(100)	0	0	0	0	0	0	0	0	0
83,200	35,500	102,700	307,000	Ballina Shire Coastline Coastal Mgmt Plan	93,000	30,000	(68)	31,000	32,000	33,000	34,000	36,000	38,000	40,000	42,000	44,000
34,100	0	0	0	Healthy Waterways Program	271,800	232,000	(15)	311,000	372,000	382,000	392,000	402,000	415,000	426,000	436,000	436,000
44,400	0	200	0	Coastal EEC Project	0	0	0	0	0	0	0	0	0	0	0	0
121,300	166,800	87,400	24,700	Richmond River Governance Project	0	0	0	0	0	0	0	0	0	0	0	0
47,500	22,600	18,600	3,900	Emigrant Creek Stabilisation Project	0	0	0	0	0	0	0	0	0	0	0	0
98,300	138,700	143,800	14,300	Marom and Chilcotts Creek Project	0	0	0	0	0	0	0	0	0	0	0	0
0	55,100	36,200	100,800	Contaminated Lands Management Project	25,000	0	(100)	0	0	0	0	0	0	0	0	0
0	0	64,100	0	Maguires Creek Rehabilitation Project	140,400	240,000	71	102,000	0	0	0	0	0	0	0	0
0	0	64,100	0	MEMS Riparian Rehabilitation Project	0	0	0	0	0	0	0	0	0	0	0	0
0	0	64,100	0	Flood Impacts	0	0	0	0	0	0	0	0	0	0	0	0
				Noxious Plants / Vermin												
1,700	600	1,000	1,700	Destruction of Pests	11,000	1,000	(91)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1,592,400	2,058,200	2,243,400	2,186,200	Total Operating Expenses	2,478,200	2,463,000	(1)	2,473,000	2,494,000	2,568,000	2,643,000	2,723,000	2,808,000	2,893,000	2,979,000	3,057,000
(725,700)	(1,142,400)	(1,794,200)	(1,492,200)	Operating Result - Surplus / (Deficit)	(2,000,000)	(1,935,000)	(3)	(1,996,000)	(2,050,000)	(2,105,000)	(2,161,000)	(2,222,000)	(2,287,000)	(2,352,000)	(2,417,000)	(2,474,000)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(725,700)	(1,142,400)	(1,794,200)	(1,492,200)	Cash Result - Surplus / (Deficit)	(2,000,000)	(1,935,000)	(3)	(1,996,000)	(2,050,000)	(2,105,000)	(2,161,000)	(2,222,000)	(2,287,000)	(2,352,000)	(2,417,000)	(2,474,000)
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
1,759,100	1,087,200	357,000	197,000	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
1,571,900	1,196,200	611,000	34,200	Add Transfer from Reserves	660,000	0	0	0	0	0	0	0	0	0	0	0
0	409,000	29,000	39,300	Add Capital Income Applied	409,000	1,000,000	0	0	0	0	0	0	0	0	0	0
124,900	1,048,700	163,200	60,600	Less Capital Expenditure	966,000	1,000,000	0	0	0	0	0	0	0	0	0	0
(1,037,800)	(1,673,100)	(1,674,400)	(1,676,300)	Cash Result after Capital Movements	(1,897,000)	(1,935,000)	2	(1,996,000)	(2,050,000)	(2,105,000)	(2,161,000)	(2,222,000)	(2,287,000)	(2,352,000)	(2,417,000)	(2,474,000)

Public Order

Manager Public and Environmental Health

Background

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

Budget Comments

OPERATING REVENUES

Regulatory Fees and Fines

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

OPERATING EXPENSES

Rangers

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

Impounding Expenses

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

PUBLIC ORDER																
ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
				Fees and Charges												
52,500	55,300	58,900	59,400	Registration Fees and Charges	52,000	54,000	4	57,000	60,000	63,000	66,000	69,000	72,000	75,000	78,000	81,000
				Other Revenues												
163,900	149,800	186,800	249,400	Parking Fines	240,000	250,000	4	258,000	266,000	274,000	283,000	292,000	301,000	311,000	321,000	331,000
39,800	34,400	28,200	78,100	Dog Fines	35,000	50,000	43	52,000	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000
8,100	3,900	5,100	52,500	Other Fines and Other Revenues	25,000	13,000	(48)	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
264,300	243,400	279,000	439,400	Total Operating Revenues	352,000	367,000	4	380,000	393,000	406,000	420,000	434,000	448,000	463,000	478,000	493,000
				OPERATING EXPENSES												
				Rangers												
564,400	515,300	624,700	646,100	Employee Costs	668,000	662,000	(1)	686,000	708,000	730,000	753,000	777,000	801,000	826,000	852,000	878,000
				Pound Management												
3,200	7,900	2,900	3,000	Dog Pound Rates and Charges	4,000	4,000	0	5,000	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000
26,000	29,300	29,300	30,500	Dog Pound Cleaning	28,000	30,000	7	31,000	32,000	33,000	34,000	36,000	38,000	40,000	42,000	44,000
2,800	2,500	2,000	6,400	Dog Pound Impounding	3,000	8,000	167	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000
1,200	700	1,000	0	Dog Pound Food	3,000	1,000	(67)	2,000	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000
1,600	3,100	1,000	0	Dog Pund Veterinary	5,000	5,000	0	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000
20,000	20,200	20,000	35,500	Sundry (Poo Bags etc)	25,000	34,000	36	36,000	38,000	40,000	42,000	44,000	46,000	48,000	50,000	52,000
6,600	6,500	28,900	17,000	Software and Licences	13,000	20,000	54	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
6,500	13,700	41,000	39,500	Legals	3,000	3,000	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
8,100	4,200	4,100	6,200	Electricity	9,000	7,000	(22)	8,000	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000
2,000	1,600	1,900	2,300	Insurance	3,000	3,000	0	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000	12,000
700	500	500	500	Bank Fees	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
6,700	4,500	3,000	300	Telephone	2,000	1,000	(50)	2,000	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000
400	3,200	2,500	5,800	Companion Animal Education Programs	24,000	6,000	(75)	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
				Debt Servicing												
300	0	0	0	Interest on Loans - Dog Control	0	0	0	0	0	0	0	0	0	0	0	0
				Non-cash Expenses												
9,200	9,200	9,100	6,200	Depreciation - Dog Control	10,000	10,000	0	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000
659,700	622,400	771,900	799,300	Total Operating Expenses	801,000	795,000	(1)	831,000	865,000	899,000	934,000	971,000	1,008,000	1,046,000	1,085,000	1,124,000
(395,400)	(379,000)	(492,900)	(359,900)	Operating Result - Surplus / (Deficit)	(449,000)	(428,000)	(5)	(451,000)	(472,000)	(493,000)	(514,000)	(537,000)	(560,000)	(583,000)	(607,000)	(631,000)
9,200	9,200	9,100	6,200	Add Back Depreciation	10,000	10,000	0	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000
(386,200)	(369,800)	(483,800)	(353,700)	Cash Result - Surplus / (Deficit)	(439,000)	(418,000)	(5)	(440,000)	(460,000)	(480,000)	(500,000)	(522,000)	(544,000)	(566,000)	(589,000)	(612,000)
				Capital Movements												
7,300	0	0	0	Less Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
4,000	2,000	0	0	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
22,000	12,000	2,000	0	Add Transfer from Reserves	367,000	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
30,500	12,100	0	15,300	Less Capital Expenditure	345,000	0	0	0	0	0	0	0	0	0	0	0
(406,000)	(371,900)	(481,800)	(369,000)	Cash Result after Capital Movements	(417,000)	(418,000)	0	(440,000)	(460,000)	(480,000)	(500,000)	(522,000)	(544,000)	(566,000)	(589,000)	(612,000)

Strategic Planning

Manager Strategic Planning

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

Income for strategic planning publications and services and planning proposals.

Grants and Contributions

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

Interest on Section 7.11 Contributions

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

OPERATING EXPENSES

Employee Costs

Based on staffing structure of 11 FTE (equivalent full time positions) and motor vehicles expenses.

Office Expenses

Includes allowances for advertising, printing and stationery.

Economic Development, Aboriginal, Heritage Programs and Koala Management Programs

Allowances for consultancies and projects for these programs.

Strategic Plans and Studies

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

Planning Proposals

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

CAPITAL MOVEMENTS

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

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

STRATEGIC PLANNING

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
43,100	53,600	38,000	47,400	Planning Proposals and Other Fees	30,000	30,000	0	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000
2,200	600,900	54,400	19,600	Operating Grants and Contributions	203,000	214,000	5	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
95,700	131,600	87,000	513,000	Interest on Section 7.11 Contributions Held	930,000	954,000	3	780,000	405,000	566,000	750,000	843,000	856,000	790,000	808,000	916,000
141,000	786,100	179,400	580,000	Total Operating Revenues	1,163,000	1,198,000	3	815,000	441,000	603,000	788,000	882,000	896,000	831,000	850,000	959,000
				OPERATING EXPENSES												
1,035,300	898,600	961,900	1,035,800	Employee Costs	1,111,000	1,185,000	7	1,227,000	1,264,000	1,302,000	1,342,000	1,383,000	1,425,000	1,468,000	1,513,000	1,560,000
16,700	10,800	10,800	7,600	Office Expenses	13,000	9,000	(31)	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
14,500	9,500	6,900	112,300	Planning Proposals	205,000	30,000	(85)	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000
0	0	79,600	32,800	Section 7.11 Contribution Plan Reviews	50,000	20,000	(60)	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
15,600	27,000	30,500	13,900	Plans of Management	5,000	5,000	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
18,900	17,200	16,500	12,300	Economic Development Programs	15,000	15,000	0	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
10,700	1,000	4,900	7,600	Cultural and Heritage Programs	10,000	10,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
0	20,500	61,300	49,000	Cultural Ways Projects	0	0	0	0	0	0	0	0	0	0	0	0
35,600	18,700	175,200	107,300	Biodiversity Strategy and Koala Management	219,000	75,000	(66)	100,000	125,000	150,000	175,000	200,000	225,000	250,000	275,000	300,000
69,700	100,600	67,300	45,000	Other Strategic Plans and Studies	142,000	230,000	62	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
12,200	9,100	7,000	13,700	Community Services Programs	20,000	20,000	0	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
0	(505,900)	(694,000)	(732,000)	Recouped from Business Activities Direct Costs Redistributed to Businesses	(935,000)	(825,000)	(12)	(850,000)	(876,000)	(903,000)	(931,000)	(959,000)	(988,000)	(1,018,000)	(1,049,000)	(1,081,000)
1,229,200	607,100	727,900	705,300	Total Operating Expenses	855,000	774,000	(9)	609,000	648,000	687,000	727,000	768,000	809,000	850,000	892,000	935,000
(1,088,200)	179,000	(548,500)	(125,300)	Operating Result - Surplus / (Deficit)	308,000	424,000	38	206,000	(207,000)	(84,000)	61,000	114,000	87,000	(19,000)	(42,000)	24,000
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(1,088,200)	179,000	(548,500)	(125,300)	Cash Result - Surplus / (Deficit)	308,000	424,000	38	206,000	(207,000)	(84,000)	61,000	114,000	87,000	(19,000)	(42,000)	24,000
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
4,814,000	5,903,600	7,665,500	6,304,000	Less Transfer to Reserves	6,005,000	6,204,000		6,232,000	5,959,000	6,222,000	6,608,000	6,803,000	6,918,000	6,954,000	7,074,000	7,284,000
65,400	437,700	626,100	456,000	Add Transfer from Reserves	345,000	20,000		21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
4,663,300	5,294,300	7,186,500	5,563,000	Add Capital Income Applied	5,066,000	5,200,000		5,400,000	5,500,000	5,600,000	5,800,000	5,900,000	6,000,000	6,100,000	6,200,000	6,300,000
0	143,000	0	0	Less Capital Expenditure	66,000	0		0	0	0	0	0	0	0	0	0
(1,173,500)	(135,600)	(401,400)	(410,300)	Cash Result after Capital Movements	(352,000)	(560,000)	59	(605,000)	(644,000)	(683,000)	(723,000)	(764,000)	(805,000)	(846,000)	(888,000)	(931,000)

Northern Rivers Community Gallery

Manager Strategic Planning

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

Income from bookings and exhibitions and workshop fees.

Grants and Contributions

Grants can vary from year to year.

Other Revenues

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

OPERATING EXPENSES

Employee Costs

Based on staffing structure of 3 FTE (equivalent full time positions).

Administration Expenses

Includes costs for cleaning and air conditioning.

Other Expenses

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

NORTHERN RIVERS COMMUNITY GALLERY

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
				Fees and Charges												
12,800	4,600	7,800	6,400	Bookings and Exhibitions	10,000	8,000	(20)	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000
8,300	7,000	8,200	12,500	Gallery Stock Sales	10,000	8,000	(20)	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000
7,600	5,600	7,200	10,000	Gallery Commission on Sales	10,000	8,000	(20)	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000
15,700	15,500	16,600	26,500	Ignite Studios	32,000	36,000	13	38,000	40,000	42,000	44,000	46,000	48,000	50,000	52,000	54,000
				Operating Grants and Contributions												
57,700	18,000	0	0	Miscellaneous Grants and Contributions	17,000	0	(100)	0	0	0	0	0	0	0	0	0
				Other Revenues												
600	700	1,600	800	Donations	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
200	0	0	0	Fund Raising Events	0	0	0	0	0	0	0	0	0	0	0	0
26,800	24,400	35,400	35,800	Community Gallery - Café Lease	37,000	40,000	8	42,000	44,000	46,000	48,000	50,000	52,000	54,000	56,000	58,000
6,000	5,700	7,200	6,700	Ballina Gallery Café Outgoings	8,000	8,000	0	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000
135,700	81,500	84,000	98,700	Total Operating Revenues	125,000	109,000	(13)	117,000	125,000	133,000	141,000	149,000	157,000	165,000	173,000	181,000
				OPERATING EXPENSES												
235,600	215,400	197,900	190,100	Employee Costs	268,000	314,000	17	325,000	335,000	346,000	357,000	368,000	380,000	392,000	404,000	417,000
21,900	21,900	0	0	Subscription to Arts Northern Rivers	0	0	0	0	0	0	0	0	0	0	0	0
18,300	8,400	17,200	19,400	NSW State Government - Crown Rental	18,000	19,000	6	20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000
32,000	34,400	28,500	33,600	Rates and Charges, Electricity, Security	38,000	41,000	8	43,000	45,000	47,000	49,000	51,000	53,000	55,000	57,000	59,000
26,600	30,800	27,500	35,200	Cleaning and Air-conditioning	33,000	5,000	(85)	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000
82,700	95,200	72,900	91,100	Other Operating Expenses	155,000	78,000	(50)	81,000	84,000	87,000	90,000	93,000	96,000	100,000	104,000	108,000
				Non-cash Expenses												
47,700	74,200	63,200	44,900	Depreciation - Community Gallery	46,000	46,000	0	48,000	50,000	52,000	54,000	56,000	58,000	60,000	62,000	64,000
464,800	480,300	407,200	414,300	Total Operating Expenses	558,000	503,000	(10)	523,000	542,000	562,000	582,000	602,000	623,000	645,000	667,000	690,000
(329,100)	(398,800)	(323,200)	(315,600)	Operating Result - Surplus / (Deficit)	(433,000)	(394,000)	(9)	(406,000)	(417,000)	(429,000)	(441,000)	(453,000)	(466,000)	(480,000)	(494,000)	(509,000)
47,700	74,200	63,200	44,900	Add Back Depreciation	46,000	46,000	0	48,000	50,000	52,000	54,000	56,000	58,000	60,000	62,000	64,000
(281,400)	(324,600)	(260,000)	(270,700)	Cash Result - Surplus / (Deficit)	(387,000)	(348,000)	(10)	(358,000)	(367,000)	(377,000)	(387,000)	(397,000)	(408,000)	(420,000)	(432,000)	(445,000)
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
51,900	49,000	18,100	11,000	Less Transfer to Reserves	12,000	13,000		14,000	15,000	16,000	17,000	18,000	19,000	20,000	21,000	21,000
36,200	41,900	39,000	8,100	Add Transfer from Reserves	66,000	0		0	0	0	0	0	0	0	0	0
0	85,000	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
11,900	71,900	11,000	6,200	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
(309,000)	(318,600)	(250,100)	(279,800)	Cash Result after Capital Movements	(333,000)	(361,000)	8	(372,000)	(382,000)	(393,000)	(404,000)	(415,000)	(427,000)	(440,000)	(453,000)	(466,000)

Open Spaces

Manager - Open Spaces

Background

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

Budget Comments

OPERATING REVENUES

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

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

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

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

OPERATING EXPENSES

Management includes salaries and oncosts based on staffing structure of 11 FTE (equivalent full time positions) and motor vehicle expenses.

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

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

Other Services includes wages, plant hire and materials for the maintenance and operation of sporting fields and buildings, Public Amenities costs such as insurance, rates, cleaning, maintenance, electricity, consumables and expenses as a result of vandalism.

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

CAPITAL MOVEMENTS

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

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

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

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

OPEN SPACES

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2031/32	2031/32
				OPERATING REVENUES												
				Fees and Charges												
6,600	8,000	18,100	14,000	Statutory Minimum Rent (Crown Land)	32,000	30,000	(6)	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000
7,000	7,200	7,000	8,100	Ballina Hockey Club Rent	7,000	8,000	14	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
0	0	43,000	224,100	Sports Fields Rent	200,000	157,000	(22)	0	0	0	0	0	0	0	0	0
6,400	11,900	9,100	3,500	Public Land Licences and Sundries	2,000	11,000	450	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
59,600	58,700	62,900	73,500	Commercial Coastal Reserve Surf Licences	72,000	76,000	6	78,000	80,000	82,000	84,000	87,000	90,000	93,000	96,000	99,000
49,000	33,400	24,900	23,200	Nursery Sales	38,000	31,000	(18)	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000
71,000	126,600	114,600	182,200	4WD Permits	170,000	180,000	6	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000
27,600	50,400	12,800	17,500	Event and Film Permits	16,000	15,000	(6)	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
				Grants and Contributions												
40,100	102,300	136,200	180,900	NDIS Income	167,000	160,000	(4)	165,000	170,000	175,000	180,000	185,000	191,000	197,000	203,000	209,000
0	0	61,200	80,800	Other Grants	59,000	0	(100)	0	0	0	0	0	0	0	0	0
163,700	167,100	168,700	176,300	Crown Lands - Crown Reserve Contributions	176,000	190,000	8	196,000	202,000	208,000	214,000	220,000	227,000	234,000	241,000	248,000
195,200	289,400	61,000	34,300	Vegetation Management Programs	0	0	0	0	0	0	0	0	0	0	0	0
				Cemeteries												
378,500	416,500	350,100	578,200	Fees and Charges	550,000	550,000	0	567,000	584,000	602,000	620,000	639,000	658,000	678,000	698,000	719,000
1,004,700	1,271,500	1,069,600	1,596,600	Total Operating Revenues	1,489,000	1,408,000	(5)	1,283,000	1,315,000	1,348,000	1,381,000	1,416,000	1,453,000	1,491,000	1,529,000	1,568,000
				OPERATING EXPENSES												
				Open Spaces												
687,200	740,800	847,000	1,007,200	Management Employee Costs	1,177,000	989,000	(16)	1,023,000	1,054,000	1,086,000	1,118,000	1,151,000	1,185,000	1,220,000	1,256,000	1,294,000
1,646,700	1,748,600	2,038,100	2,359,100	Operating Expenses	2,202,000	2,474,000	12	2,547,000	2,622,000	2,700,000	2,780,000	2,862,000	2,947,000	3,035,000	3,125,000	3,218,000
0	0	113,800	0	Flood Event	0	0	0	0	0	0	0	0	0	0	0	0
194,600	161,800	160,300	119,600	Tree Management and Planting	147,000	157,000	7	166,000	171,000	176,000	181,000	186,000	191,000	196,000	201,000	207,000
281,500	285,600	289,700	316,200	Nursery Operations	327,000	347,000	6	358,000	369,000	380,000	391,000	402,000	414,000	426,000	438,000	451,000
18,100	38,800	15,300	14,800	Amphitheatre and Skateparks	33,000	23,000	(30)	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000
416,600	418,400	410,400	475,400	Surf Lifesaving Contract and Beach Cleaning	480,000	509,000	6	524,000	540,000	556,000	573,000	590,000	608,000	626,000	645,000	664,000
				Vegetation Management												
73,700	75,200	38,800	116,600	Coastal and Bushland Reserves	80,000	124,000	55	128,000	132,000	136,000	140,000	144,000	148,000	152,000	156,000	160,000
112,600	115,500	117,800	119,300	Weed Control - Cont to Rous County Council	124,000	129,000	4	133,000	137,000	141,000	145,000	149,000	153,000	158,000	163,000	168,000
10,000	20,600	14,300	2,800	Crown Land Weeds Control	20,000	20,000	0	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
47,200	49,200	33,800	46,000	Environmental Activities	36,000	33,000	(8)	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000
2,900	9,100	54,800	26,500	Rural Fire Service Trails and Asset Protection	72,000	45,000	(38)	46,000	47,000	48,000	49,000	50,000	52,000	54,000	56,000	58,000
0	0	0	27,100	Coastal Path and Walk Precinct	30,000	30,000	0	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000
0	0	28,700	17,500	Miscellaneous Projects	0	0	0	0	0	0	0	0	0	0	0	0
54,800	57,000	79,300	103,700	Compensatory Works	121,000	120,000	(1)	202,000	42,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
50,200	84,200	43,600	596,900	Grant Based Projects	0	0	0	0	0	0	0	0	0	0	0	0
				Other Services												
213,900	226,900	205,400	271,900	Open Spaces Buildings	233,000	267,000	15	278,000	289,000	300,000	311,000	322,000	333,000	345,000	358,000	371,000
541,000	529,300	554,100	597,800	Sports Fields - Operating Expenses	587,000	610,000	4	639,000	668,000	697,000	726,000	758,000	790,000	823,000	856,000	890,000
106,700	89,300	91,700	124,900	Sports Fields - Insurance, Rates etc	112,000	112,000	0	117,000	122,000	127,000	132,000	137,000	142,000	147,000	152,000	157,000
12,600	48,200	15,000	21,800	Sports Fields - Buildings	20,000	25,000	25	26,000	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000
318,500	330,300	296,700	360,800	Cemeteries - Operating Expenses	426,000	405,000	(5)	417,000	429,000	441,000	453,000	466,000	480,000	494,000	509,000	524,000
545,600	642,200	608,500	658,000	Public Amenities, BBQs, Picnic Tables	663,000	745,000	12	772,000	801,000	832,000	863,000	895,000	928,000	961,000	994,000	1,027,000
				Non-Cash Expenses												
1,559,900	1,750,600	1,684,800	2,281,600	Depreciation	2,084,000	2,282,000	10	2,356,000	2,432,000	2,510,000	2,591,000	2,674,000	2,760,000	2,849,000	2,940,000	3,034,000
14,400	337,400	53,000	262,400	Loss on Disposal of Infrastructure Assets	0	180,000	100	186,000	192,000	198,000	204,000	211,000	218,000	225,000	232,000	239,000
6,908,700	7,759,000	7,794,900	9,927,900	Total Operating Expenses	8,974,000	9,626,000	7	10,026,000	10,184,000	10,491,000	10,824,000	11,168,000	11,524,000	11,890,000	12,264,000	12,649,000
(5,904,000)	(6,487,500)	(6,725,300)	(8,331,300)	Operating Result - Surplus / (Deficit)	(7,485,000)	(8,218,000)	10	(8,743,000)	(8,869,000)	(9,143,000)	(9,443,000)	(9,752,000)	(10,071,000)	(10,399,000)	(10,735,000)	(11,081,000)
1,559,900	1,750,600	1,684,800	2,281,600	Add Back Depreciation	2,084,000	2,282,000	10	2,356,000	2,432,000	2,510,000	2,591,000	2,674,000	2,760,000	2,849,000	2,940,000	3,034,000
14,400	337,400	53,000	262,400	Add Back Loss on Infrastructure Assets	0	180,000	100	186,000	192,000	198,000	204,000	211,000	218,000	225,000	232,000	239,000
(4,329,700)	(4,399,500)	(4,987,500)	(5,787,300)	Cash Result - Surplus / (Deficit)	(5,401,000)	(5,756,000)	7	(6,201,000)	(6,245,000)	(6,435,000)	(6,648,000)	(6,867,000)	(7,093,000)	(7,325,000)	(7,563,000)	(7,808,000)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
2,644,600	2,878,100	1,988,800	2,200,500	Less Transfer to Reserves	1,750,000	310,000	158,000	163,000	169,000	175,000	181,000	186,000	192,000	197,000	203,000	
4,228,600	2,622,800	5,147,400	2,020,600	Add Transfer from Reserves	2,561,500	1,380,000	181,000	20,000	0	0	0	0	0	0	0	0
1,061,100	957,600	382,700	3,621,200	Add Capital Income Applied	6,165,700	4,280,000	0	0	0	0	0	0	0	0	0	0
3,855,100	2,307,800	4,008,400	4,378,700	Less Capital Expenditure	8,256,200	6,378,000	1,023,000	1,059,000	1,096,000	1,134,000	1,179,000	1,243,000	1,312,000	1,385,000	1,462,000	
(5,539,700)	(6,005,000)	(5,454,600)	(6,724,700)	Cash Result after Capital Movements	(6,680,000)	(6,784,000)	2	(7,201,000)	(7,447,000)	(7,700,000)	(7,957,000)	(8,227,000)	(8,522,000)	(8,829,000)	(9,145,000)	(9,473,000)

Civil Services Division – Summary (General Fund)

Director – Civil Services

Budget Comments

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

Infrastructure Planning

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

Stormwater and Environmental Management

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

Roads and Bridges

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

Ancillary Transport Services

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

Transport for NSW

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

Emergency Services

Costs associated with the provision of rural fire services.

Landfill and Resource Management

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

Domestic Waste Management

Provision of domestic waste collection services to residential properties.

CIVIL SERVICES DIVISION - SUMMARY (GENERAL FUND)

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
317,800	321,700	269,900	212,900	Infrastructure Planning	175,000	157,000	(10)	266,000	278,000	290,000	302,000	314,000	326,000	340,000	354,000	368,000
479,200	462,700	764,500	651,300	Stormwater and Environmental	765,000	581,000	(24)	439,000	443,000	447,000	451,000	455,000	459,000	463,000	467,000	471,000
763,400	1,055,400	2,050,100	2,673,400	Roads and Bridges	2,904,000	1,796,000	(38)	1,662,000	1,697,000	1,732,000	1,770,000	1,173,000	1,194,000	1,216,000	1,238,000	1,261,000
795,900	804,800	633,100	775,500	Ancillary Transport Services	846,000	676,000	(20)	695,000	714,000	734,000	755,000	776,000	798,000	821,000	844,000	868,000
964,000	964,000	981,000	1,062,000	Transport for NSW	1,083,000	1,092,000	1	1,116,200	1,144,500	1,172,900	1,202,400	1,232,100	1,262,900	1,293,900	1,326,000	1,359,300
142,300	243,200	254,100	257,700	Emergency Services	417,000	118,000	(72)	122,000	126,000	130,000	134,000	138,000	142,000	146,000	150,000	154,000
6,089,000	8,773,600	11,601,600	11,459,200	Landfill and Resource Management	11,714,000	12,591,000	7	13,234,000	13,907,000	14,505,000	15,125,000	15,781,000	16,475,000	17,192,000	17,934,000	18,737,000
7,992,600	8,484,600	8,695,300	8,992,300	Domestic Waste Management	8,793,000	8,570,000	(3)	8,820,000	9,080,000	9,347,000	9,621,000	9,954,000	10,299,000	10,658,000	11,031,000	11,416,000
17,544,200	21,110,000	25,249,600	26,084,300	Total Operating Revenues	26,697,000	25,581,000	(4)	26,354,200	27,389,500	28,357,900	29,360,400	29,823,100	30,955,900	32,129,900	33,344,000	34,634,300
				OPERATING EXPENSES												
2,590,400	1,164,700	1,110,900	901,600	Infrastructure Planning	1,483,000	2,078,000	40	2,152,000	2,215,000	2,366,000	2,349,000	2,420,000	2,492,000	2,657,000	2,644,000	2,723,000
2,296,700	2,549,700	2,721,600	3,016,400	Stormwater and Environmental	3,287,000	3,518,000	7	3,087,000	3,188,000	3,291,000	3,395,000	3,505,000	3,617,000	3,732,000	3,852,000	3,975,000
14,487,300	14,966,800	20,075,100	17,294,500	Roads and Bridges	14,418,000	14,523,000	1	14,763,000	15,206,000	15,667,000	16,140,000	16,627,000	17,133,000	17,653,000	18,187,000	18,738,000
3,314,200	2,548,900	2,947,300	3,739,900	Ancillary Transport Services	3,180,000	3,200,000	1	3,145,000	3,442,000	3,323,000	3,563,000	3,512,000	3,831,000	3,720,000	3,992,000	3,947,000
783,300	724,800	596,900	868,100	Transport for NSW	864,000	796,000	(8)	820,200	848,500	876,900	906,400	936,100	966,900	997,900	1,030,000	1,063,300
594,900	967,800	664,300	858,400	Emergency Services	1,123,000	810,000	(28)	833,000	856,000	880,000	905,000	931,000	957,000	984,000	1,011,000	1,039,000
6,158,300	7,753,300	11,713,100	12,894,000	Landfill and Resource Management	13,082,000	13,262,000	1	13,744,000	14,563,000	14,654,000	15,159,000	15,588,000	16,035,000	16,495,000	16,969,000	17,455,000
7,971,800	9,026,000	8,723,500	9,009,500	Domestic Waste Management	8,664,000	8,766,000	1	9,031,000	9,300,000	9,659,000	9,866,000	10,160,000	10,465,000	10,777,000	11,201,000	11,434,000
38,196,900	39,702,000	48,552,700	48,582,400	Total Operating Expenses	46,101,000	46,953,000	2	47,575,200	49,618,500	50,716,900	52,283,400	53,679,100	55,496,900	57,015,900	58,886,000	60,374,300
				NET OPERATING RESULT												
(2,272,600)	(843,000)	(841,000)	(688,700)	Infrastructure Planning	(1,308,000)	(1,921,000)	47	(1,886,000)	(1,937,000)	(2,076,000)	(2,047,000)	(2,106,000)	(2,166,000)	(2,317,000)	(2,290,000)	(2,355,000)
(1,817,500)	(2,087,000)	(1,957,100)	(2,365,100)	Stormwater and Environmental	(2,522,000)	(2,937,000)	16	(2,648,000)	(2,745,000)	(2,844,000)	(2,944,000)	(3,050,000)	(3,158,000)	(3,269,000)	(3,385,000)	(3,504,000)
(13,723,900)	(13,911,400)	(18,025,000)	(14,621,100)	Roads and Bridges	(11,514,000)	(12,727,000)	11	(13,101,000)	(13,509,000)	(13,935,000)	(14,370,000)	(15,454,000)	(15,939,000)	(16,437,000)	(16,949,000)	(17,477,000)
(2,518,300)	(1,744,100)	(2,314,200)	(2,964,400)	Ancillary Transport Services	(2,334,000)	(2,524,000)	8	(2,450,000)	(2,728,000)	(2,589,000)	(2,808,000)	(2,736,000)	(3,033,000)	(2,899,000)	(3,148,000)	(3,079,000)
180,700	239,200	384,100	193,900	Transport for NSW	219,000	296,000	35	296,000	296,000	296,000	296,000	296,000	296,000	296,000	296,000	296,000
(452,600)	(724,600)	(410,200)	(600,700)	Emergency Services	(706,000)	(692,000)	(2)	(711,000)	(730,000)	(750,000)	(771,000)	(793,000)	(815,000)	(838,000)	(861,000)	(885,000)
(69,300)	1,020,300	(111,500)	(1,434,800)	Landfill and Resource Management	(1,368,000)	(671,000)	(51)	(510,000)	(656,000)	(149,000)	(34,000)	193,000	440,000	697,000	965,000	1,282,000
20,800	(541,400)	(28,200)	(17,200)	Domestic Waste Management	129,000	(196,000)	(252)	(211,000)	(220,000)	(312,000)	(245,000)	(206,000)	(166,000)	(119,000)	(170,000)	(18,000)
(20,652,700)	(18,592,000)	(23,303,100)	(22,498,100)	Total Operating Result - Surplus / (Deficit)	(19,404,000)	(21,372,000)	10	(21,221,000)	(22,229,000)	(22,359,000)	(22,923,000)	(23,856,000)	(24,541,000)	(24,886,000)	(25,542,000)	(25,740,000)
10,685,100	11,479,200	12,351,500	13,331,500	Add Back Depreciation and Impairment	13,089,000	13,118,000	0	13,534,000	13,964,000	13,618,000	14,051,000	14,499,000	14,961,000	15,435,000	15,925,000	16,431,000
3,069,400	2,877,400	3,583,900	1,362,600	Add Back Loss on Disposal of Assets	1,800,000	1,850,000	3	1,909,000	1,970,000	2,033,000	2,098,000	2,165,000	2,234,000	2,305,000	2,378,000	2,453,000
(6,898,200)	(4,235,400)	(7,367,700)	(7,804,000)	Total Cash Result - Surplus / (Deficit)	(4,515,000)	(6,404,000)	42	(5,778,000)	(6,295,000)	(6,708,000)	(6,774,000)	(7,192,000)	(7,346,000)	(7,146,000)	(7,239,000)	(6,856,000)
				Capital Movements												
1,384,100	1,195,600	1,248,700	1,185,000	Less Loan Principal Repayments	1,364,000	1,265,000		605,000	746,000	933,000	930,000	968,000	875,000	909,000	946,000	985,000
2,882,200	6,348,500	10,779,500	7,799,200	Less Transfer to Reserves	5,704,000	1,843,000		1,801,000	3,703,000	3,153,000	1,580,000	1,819,000	2,078,000	2,347,000	2,627,000	2,957,000
11,997,100	8,012,900	15,821,400	11,793,900	Add Transfer from Reserves	12,608,500	10,607,000		22,550,000	7,456,000	4,742,000	7,022,000	10,287,200	13,787,000	10,438,000	7,268,000	4,787,500
6,422,600	7,775,700	7,380,600	12,207,800	Add Capital Income Applied	16,113,600	21,122,000		22,390,000	6,760,000	1,700,000	13,200,000	23,325,800	5,198,000	7,148,500	4,384,500	2,439,500
21,039,600	17,211,400	18,870,400	24,443,400	Less Capital Expenditure	32,615,100	39,150,000		54,001,000	21,461,000	14,216,000	30,005,000	43,356,000	29,586,000	28,968,500	23,505,500	20,099,000
(13,784,400)	(13,202,300)	(15,064,300)	(17,229,900)	Cash Result after Capital Movements	(15,476,000)	(16,933,000)	9	(17,245,000)	(17,989,000)	(18,568,000)	(19,067,000)	(19,722,000)	(20,900,000)	(21,784,000)	(22,665,000)	(23,670,000)

Infrastructure Planning

Manager - Engineering Works

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

Majority of revenue sourced from engineering inspection fees.

OPERATING EXPENSES

Employee Costs – Management and Administration

Includes salaries and oncosts based on staffing structure of 13 FTE (equivalent full time positions) and associated oncosts.

Employee Costs – Infrastructure

Includes salaries and oncosts based on staffing structure of 9 FTE (equivalent full time positions) and associated oncosts.

Employee Costs – Engineering Works

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

Road Safety Officer and Programs

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

Asset Management

Allowance for condition assessments and other asset related matters.

North East Weight of Loads Group (NEWLOG)

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

CAPITAL MOVEMENTS

Transfer to Reserves to fund regular replacement of surveying equipment.

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

INFRASTRUCTURE PLANNING																
ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
				Engineering Fees and Charges												
229,000	196,900	154,600	112,700	Development Engineer Inspection Fee	60,000	70,000	17	173,000	179,000	185,000	191,000	197,000	203,000	210,000	217,000	224,000
64,700	74,900	81,000	54,300	Section 7.11 Plans Administration	75,000	50,000	(33)	52,000	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000
0	9,800	3,000	500	Road Closure Applications	5,000	2,000	(60)	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000
900	5,600	1,200	200	Sundry Income	2,000	2,000	0	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000
				Operating Grants and Contributions												
23,200	34,500	30,100	45,200	Road Safety Officer and Programs	33,000	33,000	0	35,000	37,000	39,000	41,000	43,000	45,000	48,000	51,000	54,000
0	0	0	0	Grants and Contributions - Other	0	0	0	0	0	0	0	0	0	0	0	0
317,800	321,700	269,900	212,900	Total Operating Revenues	175,000	157,000	(10)	266,000	278,000	290,000	302,000	314,000	326,000	340,000	354,000	368,000
				OPERATING EXPENSES												
				Engineering Management												
724,000	713,400	712,000	756,000	Employee Costs - Mgmt and Admin	1,001,000	1,127,000	13	1,166,000	1,201,000	1,237,000	1,274,000	1,312,000	1,351,000	1,392,000	1,434,000	1,477,000
937,500	804,800	712,000	675,000	Employee Costs - Infrastructure	881,000	1,005,000	14	1,040,000	1,071,000	1,103,000	1,136,000	1,170,000	1,205,000	1,241,000	1,278,000	1,316,000
561,100	600,300	701,000	628,000	Employee Costs - Engineering Works	789,000	752,000	(5)	778,000	801,000	825,000	850,000	876,000	902,000	929,000	957,000	986,000
2,500	1,500	2,300	800	Conferences	4,000	4,000	0	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
99,200	63,900	72,000	70,800	Vehicles	78,000	81,000	4	83,000	85,000	88,000	91,000	94,000	97,000	100,000	103,000	106,000
52,000	47,300	46,000	20,000	Office Expenses and Advertising	34,000	36,000	6	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000
47,100	50,700	51,800	62,700	Road Safety Officer and Programs	58,000	60,000	3	63,000	66,000	69,000	72,000	75,000	78,000	81,000	84,000	87,000
110,000	0	0	0	Asset Management	0	0	0	0	0	85,000	0	0	0	90,000	0	0
57,000	65,600	63,800	77,000	North East Weight of Loads Group	45,000	47,000	4	47,000	48,000	49,000	50,000	52,000	54,000	56,000	58,000	60,000
0	0	0	8,300	Other Expenses	0	0	0	0	0	0	0	0	0	0	0	0
0	(1,182,800)	(1,250,000)	(1,397,000)	Recouped from Business Activities	(1,407,000)	(1,034,000)	(27)	(1,065,000)	(1,097,000)	(1,130,000)	(1,164,000)	(1,199,000)	(1,235,000)	(1,272,000)	(1,310,000)	(1,349,000)
0				Direct Costs Redistributed to Businesses												
2,590,400	1,164,700	1,110,900	901,600	Total Operating Expenses	1,483,000	2,078,000	40	2,152,000	2,215,000	2,366,000	2,349,000	2,420,000	2,492,000	2,657,000	2,644,000	2,723,000
(2,272,600)	(843,000)	(841,000)	(688,700)	Operating Result - Surplus / (Deficit)	(1,308,000)	(1,921,000)	47	(1,886,000)	(1,937,000)	(2,076,000)	(2,047,000)	(2,106,000)	(2,166,000)	(2,317,000)	(2,290,000)	(2,355,000)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(2,272,600)	(843,000)	(841,000)	(688,700)	Cash Result - Surplus / (Deficit)	(1,308,000)	(1,921,000)	47	(1,886,000)	(1,937,000)	(2,076,000)	(2,047,000)	(2,106,000)	(2,166,000)	(2,317,000)	(2,290,000)	(2,355,000)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
30,000	45,000	45,000	50,000	Less Transfer to Reserves	20,000	20,000	0	30,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
110,000	49,800	0	10,000	Add Transfer from Reserves	0	0	0	60,000	0	85,000	0	70,000	0	90,000	0	0
0	0	2,300	0	Add Capital Income Applied	178,000	0	0	0	0	0	0	0	0	0	0	0
3,400	49,800	2,300	0	Less Capital Expenditure	178,000	0	0	60,000	0	0	0	70,000	0	0	0	0
(2,196,000)	(888,000)	(886,000)	(728,700)	Cash Result after Capital Movements	(1,328,000)	(1,941,000)	46	(1,916,000)	(1,977,000)	(2,031,000)	(2,087,000)	(2,146,000)	(2,206,000)	(2,267,000)	(2,330,000)	(2,395,000)

Stormwater and Environmental Protection

Manager - Engineering Works

Background

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

Budget Comments

OPERATING REVENUES

Annual Charges

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

OPERATING EXPENSES

Stormwater

Allocation for stormwater drainage maintenance.

Contributions

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

Flood Management Studies and Plans

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

Coastal Zone Management Plan

Represents on-going work on this project.

Foreshore Protection Works

Annual allocation for foreshore protection works and beach cleaning.

CAPITAL MOVEMENTS

Reserve Movements

Refer to Part E of the document.

Capital Expenditure

Capital works as per Part C of this document.

STORMWATER AND ENVIRONMENTAL PROTECTION

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
				Annual Charges												
389,800	400,100	414,000	418,000	Stormwater	425,000	435,000	2	439,000	443,000	447,000	451,000	455,000	459,000	463,000	467,000	471,000
				Fees and Charges												
0	10,600	42,900	43,300	Third Party Modelling	0	0	0	0	0	0	0	0	0	0	0	0
				Grants and Contributions												
89,400	52,000	92,300	0	Flood - Management Plans	60,000	70,000	17	0	0	0	0	0	0	0	0	0
0	0	215,300	190,000	Flood - Preparing Australian Communities	280,000	76,000	(73)	0	0	0	0	0	0	0	0	0
0	0	0	0	Other Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Natural Disaster Funding	0	0	0	0	0	0	0	0	0	0	0	0
479,200	462,700	764,500	651,300	Total Operating Revenues	765,000	581,000	(24)	439,000	443,000	447,000	451,000	455,000	459,000	463,000	467,000	471,000
				OPERATING EXPENSES												
				Engineering Management												
81,800	68,600	127,000	0	Employee Costs	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	175,500	Consultants	190,000	180,000	(5)	187,000	193,000	199,000	205,000	212,000	219,000	226,000	233,000	240,000
5,600	500	6,000	0	Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
				Stormwater												
370,600	537,800	405,400	693,700	Stormwater Drainage Maintenance	456,000	625,000	37	645,000	666,000	687,000	708,000	731,000	754,000	778,000	803,000	829,000
0	600	700	700	Stormwater Charges - Donations	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
				Environmental Protection												
38,200	39,200	40,000	40,000	Cont to Rous Council - Drainage Unions	42,000	44,000	5	46,000	48,000	50,000	52,000	54,000	56,000	58,000	60,000	62,000
213,800	219,400	245,700	275,500	Cont to Rous Council - Floodplain Mgmt	303,000	327,000	8	337,000	348,000	359,000	370,000	382,000	394,000	406,000	419,000	432,000
90,000	85,000	154,000	31,300	Flood - Management Plans	90,000	167,000	86	34,000	36,000	38,000	40,000	42,000	44,000	46,000	48,000	50,000
0	0	0	86,900	Flood - Ballina Floodplain Management Plan	314,000	394,000	25	0	0	0	0	0	0	0	0	0
44,300	15,500	40,700	11,800	Flood- Third Party Modelling	0	0	0	0	0	0	0	0	0	0	0	0
19,900	0	0	0	USMP Envirotrust Video	0	0	0	0	0	0	0	0	0	0	0	0
14,200	5,100	62,700	9,400	Foreshore Protection Works	80,000	80,000	0	83,000	86,000	89,000	92,000	95,000	98,000	101,000	105,000	109,000
				Non-Cash Expenses												
1,418,300	1,486,900	1,576,000	1,691,600	Depreciation - Drainage	1,811,000	1,700,000	(6)	1,754,000	1,810,000	1,868,000	1,927,000	1,988,000	2,051,000	2,116,000	2,183,000	2,252,000
0	91,100	63,400	0	Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
2,296,700	2,549,700	2,721,600	3,016,400	Total Operating Expenses	3,287,000	3,518,000	7	3,087,000	3,188,000	3,291,000	3,395,000	3,505,000	3,617,000	3,732,000	3,852,000	3,975,000
(1,817,500)	(2,087,000)	(1,957,100)	(2,365,100)	Operating Result - Surplus / (Deficit)	(2,522,000)	(2,937,000)	16	(2,648,000)	(2,745,000)	(2,844,000)	(2,944,000)	(3,050,000)	(3,158,000)	(3,269,000)	(3,385,000)	(3,504,000)
1,418,300	1,486,900	1,576,000	1,691,600	Add Back Depreciation	1,811,000	1,700,000	(6)	1,754,000	1,810,000	1,868,000	1,927,000	1,988,000	2,051,000	2,116,000	2,183,000	2,252,000
0	91,100	63,400	0	Add Back Loss on Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
(399,200)	(509,000)	(317,700)	(673,500)	Cash Result - Surplus / (Deficit)	(711,000)	(1,237,000)	74	(894,000)	(935,000)	(976,000)	(1,017,000)	(1,062,000)	(1,107,000)	(1,153,000)	(1,202,000)	(1,252,000)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
509,300	944,000	877,900	1,584,500	Less Transfer to Reserves	1,401,000	645,000	0	489,000	493,000	497,000	501,000	505,000	509,000	513,000	517,000	521,000
181,000	489,700	886,000	772,900	Add Transfer from Reserves	2,045,500	2,146,000	0	1,574,000	493,000	497,000	501,000	505,000	509,000	513,000	517,000	521,000
0	196,000	232,200	42,700	Add Capital Income Applied	1,500	0	0	0	0	0	0	0	0	0	0	0
436,900	568,900	1,307,300	254,200	Less Capital Expenditure	2,076,000	2,553,000	0	2,386,000	1,428,000	1,465,000	1,503,000	1,547,000	1,608,000	1,672,000	1,740,000	1,811,000
(1,164,400)	(1,336,200)	(1,384,700)	(1,696,600)	Cash Result after Capital Movements	(2,141,000)	(2,289,000)	7	(2,195,000)	(2,363,000)	(2,441,000)	(2,520,000)	(2,609,000)	(2,715,000)	(2,825,000)	(2,942,000)	(3,063,000)

Roads and Bridges

Manager - Engineering Works

Background

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

Budget Comments

OPERATING REVENUES

Operating Grants and Contributions

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

OPERATING EXPENSES

Roads and Bridges Maintenance

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

Street Cleaning

Provision for street and footpath cleaning of town centres.

Debt Servicing

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

CAPITAL MOVEMENTS

Loan Principal Repayments

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

Reserve Movements

Refer to Part E for further information.

Capital Income

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

Capital Expenditure

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

ROADS AND BRIDGES																
ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
OPERATING REVENUES																
Operating Grants and Contributions																
634,200	881,000	880,200	880,300	Roads to Recovery Program	880,000	1,461,000	66	1,505,000	1,551,000	1,598,000	1,646,000	1,059,000	1,091,000	1,124,000	1,158,000	1,193,000
0	77,000	60,000	0	TNSW - Block Grant - Supplementary Grant	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	1,304,100	TNSW - Regional and Local Roads Repairs	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	215,600	TNSW - Fixing Local Roads - Pot Holes	0	0	0	0	0	0	0	0	0	0	0	0
77,200	44,900	1,077,800	193,000	State and Federal - Natural Disaster Funding	1,881,000	167,000	(91)	0	0	0	0	0	0	0	0	0
28,000	29,300	20,100	10,400	LIRS Loan Subsidy	3,000	0	(100)	0	0	0	0	0	0	0	0	0
Interest																
24,000	23,200	12,000	70,000	Interest on Bypass Internal Reserves	140,000	168,000	20	157,000	146,000	134,000	124,000	114,000	103,000	92,000	80,000	68,000
763,400	1,055,400	2,050,100	2,673,400	Total Operating Revenues	2,904,000	1,796,000	(38)	1,662,000	1,697,000	1,732,000	1,770,000	1,173,000	1,194,000	1,216,000	1,238,000	1,261,000
OPERATING EXPENSES																
Roads and Bridges - Maintenance																
911,800	943,700	550,500	884,200	Urban Roads	650,000	855,000	32	882,000	909,000	938,000	967,000	996,000	1,028,000	1,060,000	1,093,000	1,127,000
0	0	619,300	1,426,100	Urban Roads - Capital Expenditure Reclassified	0	0	0	0	0	0	0	0	0	0	0	0
1,234,800	1,444,900	1,395,400	1,370,200	Rural Roads	1,432,000	1,210,000	(16)	1,248,000	1,286,000	1,326,000	1,366,000	1,408,000	1,452,000	1,496,000	1,542,000	1,590,000
535,500	540,700	457,200	548,100	Unsealed Roads	480,000	542,000	13	559,000	576,000	595,000	614,000	634,000	654,000	675,000	696,000	718,000
19,200	7,200	16,500	16,500	Bridges	28,000	28,000	0	29,000	30,000	31,000	32,000	33,000	34,000	36,000	38,000	40,000
0	0	0	459,900	Bridges - Pearce's Creek Bridge	0	0	0	0	0	0	0	0	0	0	0	0
400,500	413,400	379,700	397,800	Cleaning - Streets	422,000	430,000	2	443,000	457,000	471,000	486,000	501,000	517,000	533,000	549,000	566,000
0	0	8,500	59,000	Cleaning - Paving and Sails	109,000	152,000	39	158,000	164,000	170,000	176,000	182,000	189,000	196,000	203,000	210,000
71,300	219,500	4,474,300	2,118,000	Natural Disasters and Repair Programs	299,000	167,000	(44)	0	0	0	0	0	0	0	0	0
Debt Servicing																
191,700	275,000	193,200	199,500	Interest on Loans - Urban Roads	322,000	282,000	(12)	251,000	237,000	224,000	210,000	195,000	180,000	165,000	148,000	130,000
46,500	54,000	30,300	25,000	Interest on Loans - Teven Bridges	16,000	7,000	(56)	0	0	0	0	0	0	0	0	0
Non-Cash Expenses																
7,948,600	8,196,800	8,429,700	8,427,600	Depreciation - Roads and Bridges	8,860,000	9,000,000	2	9,284,000	9,577,000	9,879,000	10,191,000	10,513,000	10,845,000	11,187,000	11,540,000	11,904,000
28,200	0	0	0	Unwinding Interest Free Loan	0	0	0	0	0	0	0	0	0	0	0	0
3,099,200	2,871,600	3,520,500	1,362,600	Loss on Disposal of Infrastructure	1,800,000	1,850,000	3	1,909,000	1,970,000	2,033,000	2,098,000	2,165,000	2,234,000	2,305,000	2,378,000	2,453,000
14,487,300	14,966,800	20,075,100	17,294,500	Total Operating Expenses	14,418,000	14,523,000	1	14,763,000	15,206,000	15,667,000	16,140,000	16,627,000	17,133,000	17,653,000	18,187,000	18,738,000
(13,723,900)	(13,911,400)	(18,025,000)	(14,621,100)	Operating Result - Surplus / (Deficit)	(11,514,000)	(12,727,000)	11	(13,101,000)	(13,509,000)	(13,935,000)	(14,370,000)	(15,454,000)	(15,939,000)	(16,437,000)	(16,949,000)	(17,477,000)
7,948,600	8,196,800	8,429,700	8,427,600	Add Back Depreciation	8,860,000	9,000,000	2	9,284,000	9,577,000	9,879,000	10,191,000	10,513,000	10,845,000	11,187,000	11,540,000	11,904,000
3,099,200	2,871,600	3,520,500	1,362,600	Add Back Loss on Infrastructure	1,800,000	1,850,000	3	1,909,000	1,970,000	2,033,000	2,098,000	2,165,000	2,234,000	2,305,000	2,378,000	2,453,000
(2,676,100)	(2,843,000)	(6,074,800)	(4,830,900)	Cash Result - Surplus / (Deficit)	(854,000)	(1,877,000)	120	(1,908,000)	(1,962,000)	(2,023,000)	(2,081,000)	(2,776,000)	(2,860,000)	(2,945,000)	(3,031,000)	(3,120,000)
Capital Movements																
1,170,300	971,500	1,175,600	1,110,000	Less Loan Principal Repayments	1,192,000	1,087,000		419,000	433,000	446,000	460,000	475,000	490,000	505,000	522,000	540,000
909,800	2,384,300	6,318,300	3,801,900	Less Transfer to Reserves	3,680,000	298,000		157,000	146,000	134,000	124,000	114,000	103,000	92,000	80,000	68,000
8,356,600	5,224,400	12,145,900	9,122,500	Add Transfer from Reserves	6,534,000	4,945,000		16,114,000	3,163,000	973,000	5,186,000	8,548,200	11,916,000	8,721,000	5,406,000	3,212,500
4,234,800	6,438,800	6,675,000	10,480,300	Add Capital Income Applied	12,619,400	19,613,000		18,890,000	4,760,000	0	13,200,000	23,325,800	5,198,000	7,148,500	4,384,500	2,439,500
16,142,000	14,514,200	15,793,300	22,404,300	Less Capital Expenditure	23,100,400	31,530,000		43,095,000	16,389,000	9,743,000	27,469,000	40,676,000	26,872,000	26,145,500	20,567,500	17,040,000
(8,306,800)	(9,049,800)	(10,541,100)	(12,544,300)	Cash Result after Capital Movements	(9,673,000)	(10,234,000)	6	(10,575,000)	(11,007,000)	(11,373,000)	(11,748,000)	(12,167,000)	(13,211,000)	(13,818,000)	(14,410,000)	(15,116,000)

Ancillary Transport Services

Manager - Engineering Works

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

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

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

Operating Grants

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

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

OPERATING EXPENSES

Roads and Traffic Signs Maintenance of street signs and road lines

Street Lighting Electricity charges for street lighting.

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

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

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

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

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

CAPITAL MOVEMENTS

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

Reserve Movements Refer to Part E for further information.

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

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

ANCILLARY TRANSPORT SERVICES

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
				Fees and Charges												
346,400	439,200	250,600	366,400	Burns Point Ferry - Toll Fees	360,000	373,000	4	384,000	395,000	407,000	419,000	431,000	444,000	457,000	470,000	484,000
100,300	122,000	89,100	102,500	Burns Point Ferry - Season Tickets	105,000	110,000	5	113,000	116,000	119,000	123,000	127,000	131,000	135,000	139,000	143,000
8,300	8,600	6,300	8,500	Burns Point Ferry - Diesel Rebate	7,000	7,000	0	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
				Other Fees and Charges												
37,300	53,900	40,000	47,200	Private Works	40,000	40,000	0	41,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000
0	36,300	39,900	56,600	NEWLOG Equity	0	0	0	0	0	0	0	0	0	0	0	0
27,300	33,600	33,600	33,600	Advertising On Bus Shelters and Misc	34,000	35,000	3	36,000	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000
				Operating Grants and Contributions												
98,000	98,000	98,000	99,100	Street Lighting	100,000	100,000	0	103,000	106,000	109,000	112,000	115,000	118,000	122,000	126,000	130,000
13,300	13,200	7,900	2,200	LIRS Loan Subsidy	0	0	0	0	0	0	0	0	0	0	0	0
0	0	45,600	57,800	Boating Programs	9,000	0	(100)	0	0	0	0	0	0	0	0	0
165,000	0	22,100	1,600	Other Grants and Contributions	191,000	11,000	(94)	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
795,900	804,800	633,100	775,500	Total Operating Revenues	846,000	676,000	(20)	695,000	714,000	734,000	755,000	776,000	798,000	821,000	844,000	868,000
				OPERATING EXPENSES												
				Burns Point Ferry												
194,600	241,000	168,700	267,700	Operations	387,000	396,000	2	408,000	421,000	434,000	447,000	460,000	473,000	487,000	501,000	515,000
324,200	19,600	274,400	231,600	Annual Slip	200,000	205,000	3	211,000	217,000	224,000	231,000	238,000	245,000	252,000	260,000	268,000
363,900	369,700	365,300	376,000	Employee Costs	392,000	408,000	4	422,000	435,000	448,000	461,000	475,000	489,000	504,000	519,000	535,000
0	0	94,500	39,800	Flood Event	0	0	0	0	0	0	0	0	0	0	0	0
				Maintenance and Repair Programs												
612,700	638,100	564,100	464,500	Street Lighting - Charges	450,000	470,000	4	484,000	499,000	514,000	529,000	545,000	561,000	578,000	595,000	613,000
704,200	4,500	32,800	844,200	Street Lighting - Upgrades	201,000	55,000	(73)	57,000	59,000	61,000	63,000	65,000	67,000	69,000	71,000	73,000
154,300	259,200	146,700	235,300	Footpaths	205,000	205,000	0	211,000	217,000	223,000	230,000	237,000	244,000	251,000	258,000	265,000
43,700	11,000	44,000	46,900	Car Parking - Sharpes Beach Rent	46,000	48,000	4	49,000	50,000	52,000	54,000	56,000	58,000	60,000	62,000	64,000
10,000	27,800	11,600	15,300	Car Parking - Maintenance and Rates	26,000	26,000	0	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000
4,800	4,400	1,500	200	Bus Shelters and Public Transport	5,000	5,000	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
23,600	46,200	28,400	38,600	Private Works	36,000	36,000	0	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000	45,000
74,000	56,500	64,200	68,800	Wharves and Jetties	104,000	84,000	(19)	85,000	87,000	89,000	91,000	93,000	95,000	97,000	99,000	101,000
0	0	68,400	86,700	Martin Street Boat Harbour Plan	14,000	0	(100)	0	0	0	0	0	0	0	0	0
36,700	5,500	174,600	42,100	Canal Dredging	20,000	148,000	640	10,000	220,000	10,000	160,000	10,000	230,000	10,000	170,000	10,000
47,200	6,300	0	0	Town Centres	0	0	0	0	0	0	0	0	0	0	0	0
				Debt Servicing												
21,000	18,900	16,800	14,600	Interest on Loans	51,000	46,000	(10)	38,000	30,000	23,000	13,000	7,000	0	0	0	0
				Non-Cash Expenses												
170,400	231,400	223,100	257,200	Depreciation - Ancillary	280,000	280,000	0	289,000	299,000	309,000	319,000	330,000	341,000	352,000	364,000	376,000
504,300	584,200	643,600	684,000	Depreciation - Footpaths	736,000	760,000	3	784,000	809,000	835,000	862,000	890,000	919,000	948,000	978,000	1,009,000
24,600	24,600	24,600	26,400	Depreciation - Maritime	27,000	28,000	4	29,000	30,000	31,000	32,000	34,000	36,000	38,000	40,000	42,000
3,314,200	2,548,900	2,947,300	3,739,900	Total Operating Expenses	3,180,000	3,200,000	1	3,145,000	3,442,000	3,323,000	3,563,000	3,512,000	3,831,000	3,720,000	3,992,000	3,947,000
(2,518,300)	(1,744,100)	(2,314,200)	(2,964,400)	Operating Result - Surplus / (Deficit)	(2,334,000)	(2,524,000)	8	(2,450,000)	(2,728,000)	(2,589,000)	(2,808,000)	(2,736,000)	(3,033,000)	(2,899,000)	(3,148,000)	(3,079,000)
699,300	840,200	891,300	967,600	Add Back Depreciation	1,043,000	1,068,000	2	1,102,000	1,138,000	1,175,000	1,213,000	1,254,000	1,296,000	1,338,000	1,382,000	1,427,000
(1,819,000)	(903,900)	(1,422,900)	(1,996,800)	Cash Result - Surplus / (Deficit)	(1,291,000)	(1,456,000)	13	(1,348,000)	(1,590,000)	(1,414,000)	(1,595,000)	(1,482,000)	(1,737,000)	(1,561,000)	(1,766,000)	(1,652,000)
				Capital Movements												
213,800	224,100	73,100	75,000	Less Loan Principal Repayments	172,000	178,000		186,000	194,000	203,000	121,000	126,000	0	0	0	0
1,082,800	1,351,400	1,029,600	456,000	Less Transfer to Reserves	225,000	55,000		100,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000
1,183,600	1,591,200	1,401,000	374,800	Add Transfer from Reserves	1,173,000	1,483,000		245,000	615,000	245,000	395,000	245,000	465,000	245,000	405,000	245,000
2,110,800	1,130,600	471,100	1,661,000	Add Capital Income Applied	2,804,700	1,259,000		0	0	0	0	0	0	0	0	0
1,996,200	1,794,900	1,215,500	1,308,300	Less Capital Expenditure	4,114,700	3,030,000		664,000	848,000	712,000	737,000	767,000	810,000	855,000	902,000	952,000
(1,817,400)	(1,552,500)	(1,869,000)	(1,800,300)	Cash Result after Capital Movements	(1,825,000)	(1,977,000)	8	(2,053,000)	(2,122,000)	(2,189,000)	(2,163,000)	(2,235,000)	(2,187,000)	(2,276,000)	(2,368,000)	(2,464,000)
				Ferry Cash Result (excluding depreciation)												
455,000	569,800	346,000	477,400	Operating Revenues	472,000	490,000	4	504,000	518,000	533,000	549,000	565,000	582,000	599,000	616,000	634,000
882,700	630,300	902,900	915,100	Operating Expenses	979,000	1,009,000	3	1,041,000	1,073,000	1,106,000	1,139,000	1,173,000	1,207,000	1,243,000	1,280,000	1,318,000
(427,700)	(60,500)	(556,900)	(437,700)	Cash Operating Result	(507,000)	(519,000)	2	(537,000)	(555,000)	(573,000)	(590,000)	(608,000)	(625,000)	(644,000)	(664,000)	(684,000)

Transport for NSW

Manager - Engineering Works

Background

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

Budget Comments

OPERATING REVENUES

Regional Roads Block Grant

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

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

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

TRANSPORT FOR NSW

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
				External Contributions												
770,700	964,000	834,000	852,000	TNSW - Block Grant - Regional Roads	870,000	878,000	1	898,000	922,000	946,000	971,000	996,000	1,022,000	1,048,000	1,075,000	1,103,000
193,300	0	130,000	133,000	TNSW - Block Grant - Traffic	136,000	137,000	1	141,200	145,500	149,900	154,400	159,100	163,900	168,900	174,000	179,300
0	0	17,000	77,000	TNSW - Block Grant - Supplementary	77,000	77,000	0	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000
0	0	0	0	Natural Disaster Funding - Regional Roads	0	0	0	0	0	0	0	0	0	0	0	0
964,000	964,000	981,000	1,062,000	Total Operating Revenues	1,083,000	1,092,000	1	1,116,200	1,144,500	1,172,900	1,202,400	1,232,100	1,262,900	1,293,900	1,326,000	1,359,300
				OPERATING EXPENSES												
				Regional Roads												
701,600	663,900	410,200	519,000	Regional Roads Operations	576,000	461,000	(20)	475,000	490,000	505,000	521,000	537,000	554,000	571,000	589,000	607,000
81,700	60,900	186,700	305,800	Regional Roads Maintenance	152,000	132,000	(13)	136,000	141,000	146,000	151,000	156,000	161,000	166,000	171,000	177,000
				Regional Urban Roads Operations	0	33,000		34,000	36,000	38,000	40,000	42,000	44,000	46,000	48,000	50,000
				Regional Urban Roads Maintenance	0	33,000		34,000	36,000	38,000	40,000	42,000	44,000	46,000	48,000	50,000
		0	8,200	Ross Lane Flood Mitigation	0	0		0	0	0	0	0	0	0	0	0
0	0	0	35,100	Traffic Facilities	136,000	137,000	1	141,200	145,500	149,900	154,400	159,100	163,900	168,900	174,000	179,300
783,300	724,800	596,900	868,100	Total Operating Expenses	864,000	796,000	(8)	820,200	848,500	876,900	906,400	936,100	966,900	997,900	1,030,000	1,063,300
180,700	239,200	384,100	193,900	Operating Result - Surplus / (Deficit)	219,000	296,000	35	296,000	296,000	296,000	296,000	296,000	296,000	296,000	296,000	296,000
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
180,700	239,200	384,100	193,900	Cash Result - Surplus / (Deficit)	219,000	296,000	35	296,000	296,000	296,000	296,000	296,000	296,000	296,000	296,000	296,000
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
72,200	135,900	304,200	450,000	Less Transfer to Reserves	219,000	296,000		296,000	296,000	296,000	296,000	296,000	296,000	296,000	296,000	296,000
0	0	0	498,000	Add Transfer from Reserves	142,000	296,000		296,000	296,000	296,000	296,000	296,000	296,000	296,000	296,000	296,000
77,000	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
185,500	103,300	79,900	241,900	Less Capital Expenditure	142,000	296,000		296,000	296,000	296,000	296,000	296,000	296,000	296,000	296,000	296,000
0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0

Emergency Services

Manager Assets Management and Resource Recovery

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 and Contributions

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

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

EMERGENCY SERVICES																
ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
				Operating Grants and Contributions												
113,100	113,100	113,200	115,400	Rural Fire Service - Reimbursements	116,000	117,000	1	121,000	125,000	129,000	133,000	137,000	141,000	145,000	149,000	153,000
0	115,900	140,400	0	OLG - Emergency Services Levy	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	120,200	Resilience NSW - Community Recovery Officer	300,000	0	(100)	0	0	0	0	0	0	0	0	0
				Other Revenues												
29,200	14,200	500	22,100	Other Revenues	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
142,300	243,200	254,100	257,700	Total Operating Revenues	417,000	118,000	(72)	122,000	126,000	130,000	134,000	138,000	142,000	146,000	150,000	154,000
				OPERATING EXPENSES												
60,500	67,600	62,700	143,100	Contribution to State Govt - Fire Brigades	84,000	85,000	1	88,000	91,000	94,000	97,000	100,000	103,000	106,000	109,000	112,000
156,100	276,800	202,100	198,200	Contribution to State Govt - Rural Fire Service	270,000	266,000	(1)	274,000	282,000	290,000	299,000	308,000	317,000	327,000	337,000	347,000
50,500	74,800	11,200	21,900	Fire Control Expenses (Council Control)	22,000	23,000	5	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000
99,100	87,000	78,400	82,500	Fire Control Expenses (Reimbursable)	70,000	101,000	44	103,000	105,000	107,000	109,000	111,000	113,000	115,000	117,000	119,000
				Emergency Services												
8,400	19,400	18,200	25,600	Operating Expenses	18,000	18,000	0	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
67,500	85,500	65,400	121,200	Contribution to State Govt - SES	212,000	167,000	(21)	172,000	177,000	182,000	187,000	193,000	199,000	205,000	211,000	217,000
				Flood Recovery												
0	0	6,500	120,200	Community Recovery Officer - Resilience NSW	295,000	0	(100)	0	0	0	0	0	0	0	0	0
			5,000	LG Recovery Grant Funded Expenses	0	0	0	0	0	0	0	0	0	0	0	0
				Non-Cash Expenses												
152,800	356,700	219,800	140,700	Depreciation	152,000	150,000	(1)	155,000	160,000	166,000	172,000	178,000	184,000	190,000	196,000	203,000
594,900	967,800	664,300	858,400	Total Operating Expenses	1,123,000	810,000	(28)	833,000	856,000	880,000	905,000	931,000	957,000	984,000	1,011,000	1,039,000
(452,600)	(724,600)	(410,200)	(600,700)	Operating Result - Surplus / (Deficit)	(706,000)	(692,000)	(2)	(711,000)	(730,000)	(750,000)	(771,000)	(793,000)	(815,000)	(838,000)	(861,000)	(885,000)
152,800	356,700	219,800	140,700	Add Back Depreciation	152,000	150,000	(1)	155,000	160,000	166,000	172,000	178,000	184,000	190,000	196,000	203,000
(299,800)	(367,900)	(190,400)	(460,000)	Cash Result - Surplus / (Deficit)	(554,000)	(542,000)	(2)	(556,000)	(570,000)	(584,000)	(599,000)	(615,000)	(631,000)	(648,000)	(665,000)	(682,000)
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
0	135,000	1,095,000	460,800	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
15,800	219,000	935,000	658,000	Add Transfer from Reserves	1,565,000	0		4,000,000	0	0	0	0	0	0	0	0
0	10,300	0	0	Add Capital Income Applied	510,000	250,000		2,000,000	0	0	0	0	0	0	0	0
15,800	102,200	33,100	197,200	Less Capital Expenditure	2,080,000	250,000		6,000,000	0	0	0	0	0	0	0	0
(299,800)	(375,800)	(383,500)	(460,000)	Cash Result after Capital Movements	(559,000)	(542,000)	(3)	(556,000)	(570,000)	(584,000)	(599,000)	(615,000)	(631,000)	(648,000)	(665,000)	(682,000)

Landfill and Resource Management

Manager Assets Management and Resource Recovery

Background

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

Budget Comments

OPERATING REVENUES

Annual Charges 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 recycling.

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

CAPITAL MOVEMENTS

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

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

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

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

RESOURCE RECOVERY (LANDFILL AND RESOURCE MANAGEMENT - LRM)

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
				Fees and Charges												
614,300	654,600	673,600	691,300	Annual Charges - Business	705,000	720,000	2	741,000	763,000	786,000	810,000	834,000	859,000	884,000	910,000	937,000
1,621,800	2,798,100	5,688,800	6,271,400	External Fees - Self Haul - Mixed Waste	6,650,000	7,150,000	8	7,629,000	8,087,000	8,491,000	8,916,000	9,362,000	9,830,000	10,322,000	10,838,000	11,380,000
138,700	283,400	371,700	269,100	External Fees - Self Haul - Recyclables	414,000	417,000	1	439,000	452,000	465,000	478,000	492,000	506,000	521,000	536,000	552,000
173,000	197,900	146,700	89,100	External Fees - Container Deposit Scheme	85,000	0	(100)	0	0	0	0	0	0	0	0	0
0	83,600	100,300	48,800	Internal Fees - Public Bin Collections	35,000	40,000	14	42,000	45,000	47,000	49,000	51,000	54,000	57,000	60,000	63,000
961,300	1,244,800	1,000,800	753,800	Internal Fees - DWM Recycling	275,000	0	(100)	0	0	0	0	0	0	0	0	0
1,736,900	2,520,500	2,127,100	1,708,500	Internal Fees - DWM Mixed	2,500,000	3,200,000	28	3,296,000	3,395,000	3,497,000	3,602,000	3,710,000	3,822,000	3,937,000	4,055,000	4,176,000
756,400	892,300	1,307,300	1,144,900	Internal Fees - Self Haul Works	850,000	900,000	6	954,000	1,011,000	1,062,000	1,115,000	1,171,000	1,230,000	1,292,000	1,357,000	1,425,000
82,000	82,000	83,000	0	Operating Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
4,100	14,700	15,000	76,000	Interest On Investments	74,000	35,000	(53)	0	17,000	16,000	10,000	12,000	21,000	21,000	15,000	36,000
500	1,700	87,300	114,100	Licence Fees and Sundry Income	126,000	129,000	2	133,000	137,000	141,000	145,000	149,000	153,000	158,000	163,000	168,000
0	0	0	292,200	Remediation Provision Adjustment	0	0	0	0	0	0	0	0	0	0	0	0
6,089,000	8,773,600	11,601,600	11,459,200	Total Operating Revenues	11,714,000	12,591,000	7	13,234,000	13,907,000	14,505,000	15,125,000	15,781,000	16,475,000	17,192,000	17,934,000	18,737,000
				OPERATING EXPENSES												
				Waste Administration												
507,600	518,600	579,500	639,800	Employee and Office Expenses	721,000	931,000	29	960,000	988,000	1,016,000	1,045,000	1,075,000	1,106,000	1,138,000	1,171,000	1,204,000
531,000	656,000	774,000	1,000,800	Internal Overheads	1,330,000	1,263,000	(5)	1,301,000	1,340,000	1,380,000	1,421,000	1,464,000	1,508,000	1,553,000	1,600,000	1,648,000
0	0	0	0	Interest on Loans	0	0	0	0	75,000	169,000	240,000	222,000	204,000	185,000	165,000	144,000
				Other Administration Expenses												
72,100	101,800	95,000	101,800	Utility, Security, Cleaning and Rates	74,000	99,000	34	102,000	105,000	108,000	111,000	114,000	117,000	120,000	123,000	126,000
42,000	12,000	104,000	84,000	Contributions	223,000	243,000	9	192,000	199,000	206,000	213,000	221,000	233,000	246,000	259,000	272,000
0	0	38,400	6,400	Waste Mgmt Centre Masterplan	25,000	15,000	(40)	0	0	0	0	0	0	0	0	0
12,200	4,000	4,000	5,100	Wardell Landfill Management Plan	100,000	0	0	0	0	0	0	0	0	0	0	0
19,500	27,600	23,500	5,300	Sundry	8,000	9,000	13	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
7,200	12,800	13,100	9,000	Staff Training	10,000	5,000	(50)	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
74,600	63,700	68,100	68,400	Licence	8,000	10,000	25	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
82,200	94,000	93,200	103,000	Commercial Kerbside Collection	90,000	105,000	17	108,000	111,000	114,000	117,000	121,000	125,000	129,000	133,000	137,000
14,800	13,100	10,500	7,200	Clean Up Illegally Dumped Waste Programs	110,000	114,000	4	117,000	121,000	125,000	129,000	133,000	137,000	141,000	145,000	149,000
0	0	121,200	0	Flood Event	6,000	7,000	17	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
101,400	230,000	205,200	156,700	Maintenance	210,000	113,000	(46)	117,000	121,000	125,000	129,000	133,000	137,000	141,000	145,000	149,000
443,600	463,700	547,000	560,100	Landfill Operations	653,000	631,000	(3)	641,000	660,000	679,000	698,000	717,000	736,000	756,000	778,000	801,000
807,000	780,100	780,100	810,600	Transfer - Recyclables	308,000	52,000	(83)	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000
2,640,300	3,806,900	6,595,900	7,326,600	Transfer - Inert and Mixed Waste	7,300,000	7,800,000	7	8,196,000	8,770,000	9,384,000	9,666,000	9,956,000	10,255,000	10,563,000	10,880,000	11,206,000
94,500	112,100	121,300	138,100	Transfer Preparation - Inert Waste	160,000	160,000	0	165,000	170,000	175,000	180,000	185,000	191,000	197,000	203,000	209,000
87,000	76,900	66,400	63,400	Transfer Preparation - Recyclables	25,000	5,000	(80)	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
144,200	166,600	215,600	180,500	Transfer Preparation - Mixed Waste	200,000	210,000	5	216,000	222,000	229,000	236,000	243,000	250,000	258,000	266,000	274,000
152,400	275,400	297,300	246,200	Public Place Bins	328,000	290,000	(12)	300,000	310,000	320,000	330,000	340,000	351,000	362,000	373,000	385,000
				Non-Cash Expenses												
278,700	313,800	248,500	247,500	Depreciation	320,000	300,000	(6)	310,000	320,000	331,000	342,000	353,000	365,000	377,000	389,000	402,000
27,200	5,400	0	214,200	Unwinding Remediation PV	0	0	0	0	0	0	0	0	0	0	0	0
18,800	18,800	711,300	919,300	Remediation Depreciation	873,000	900,000	3	929,000	959,000	999,000	206,000	213,000	220,000	227,000	235,000	243,000
6,158,300	7,753,300	11,713,100	12,894,000	Total Operating Expenses	13,082,000	13,262,000	1	13,744,000	14,563,000	14,654,000	15,159,000	15,588,000	16,035,000	16,495,000	16,969,000	17,455,000
(69,300)	1,020,300	(111,500)	(1,434,800)	Operating Result - Surplus / (Deficit)	(1,368,000)	(671,000)	(51)	(510,000)	(656,000)	(149,000)	(34,000)	193,000	440,000	697,000	965,000	1,282,000
297,500	332,600	959,800	1,166,800	Add Back Depreciation	1,193,000	1,200,000	1	1,239,000	1,279,000	530,000	548,000	566,000	585,000	604,000	624,000	645,000
228,200	1,352,900	848,300	(268,000)	Cash Result - Surplus / (Deficit)	(175,000)	529,000	(402)	729,000	623,000	381,000	514,000	759,000	1,025,000	1,301,000	1,589,000	1,927,000
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	119,000	284,000	349,000	367,000	385,000	404,000	424,000	445,000
108,400	1,352,900	862,800	76,000	Less Transfer to Reserves	0	529,000	729,000	2,623,000	2,081,000	514,000	759,000	1,025,000	1,301,000	1,589,000	1,927,000	
1,000	78,100	418,700	357,700	Add Transfer from Reserves	1,149,000	1,541,000	50,000	2,669,000	2,334,000	399,000	417,000	435,000	454,000	474,000	495,000	
0	0	0	0	Add Capital Income Applied	0	0	1,500,000	2,000,000	1,700,000	0	0	0	0	0	0	0
120,800	78,100	404,200	37,500	Less Capital Expenditure	924,000	1,491,000	1,500,000	2,500,000	2,000,000	0	0	0	0	0	0	0
0	0	0	0	Cash Result after Capital Movements	50,000	50,000	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000

Domestic Waste Management

Manager Assets Management and Resource Recovery

Background

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

Budget Comments

OPERATING REVENUES

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

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

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

OPERATING EXPENSES

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

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

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

Overheads Internal charge for Council overheads.

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

CAPITAL MOVEMENTS

Transfer to Reserves Represents the operating surplus less principal repayments.

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

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

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

DOMESTIC WASTE MANAGEMENT (DWM)

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
OPERATING REVENUES																
7,129,300	7,509,600	7,771,000	7,961,700	DWM Annual Charges	8,370,000	8,580,000	3	8,837,000	9,102,000	9,375,000	9,656,000	9,994,000	10,344,000	10,706,000	11,081,000	11,469,000
29,500	29,700	33,200	35,600	Vacant Property Annual Charges	36,000	39,000	8	40,000	41,000	42,000	43,000	45,000	47,000	49,000	51,000	53,000
0	2,300	2,400	2,400	DWM Exempt Collections	3,000	3,000	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
(248,400)	(250,200)	(244,500)	(239,600)	Pensioner Abandonments	(238,000)	(240,000)	1	(242,000)	(244,000)	(246,000)	(248,000)	(250,000)	(252,000)	(254,000)	(256,000)	(258,000)
863,700	958,500	992,700	1,045,200	Internal Plant Hire Charges	340,000	0	(100)	0	0	0	0	0	0	0	0	0
136,600	137,600	134,500	131,800	Operating Grants and Contributions	135,000	132,000	(2)	133,000	134,000	135,000	136,000	137,000	138,000	139,000	140,000	141,000
22,100	1,900	0	6,200	Sundry Income	65,000	0	(100)	0	0	0	0	0	0	0	0	0
30,000	9,900	6,000	49,000	Interest on Investments	82,000	56,000	(32)	49,000	44,000	38,000	31,000	25,000	19,000	15,000	12,000	8,000
29,800	85,300	0	0	Gain / (Loss) on Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
7,992,600	8,484,600	8,695,300	8,992,300		8,793,000	8,570,000	(3)	8,820,000	9,080,000	9,347,000	9,621,000	9,954,000	10,299,000	10,658,000	11,031,000	11,416,000
OPERATING EXPENSES																
Administration																
494,400	544,600	585,000	499,500	Employee Costs and Administration	678,000	414,000	(39)	428,000	440,000	453,000	466,000	479,000	493,000	507,000	522,000	537,000
7,800	200	4,800	7,700	Internal Audit	6,000	6,000	0	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
32,000	12,000	0	0	Contributions	0	0	0	0	0	0	0	0	0	0	0	0
40,000	40,000	40,000	40,200	North East Waste Membership	42,000	43,000	2	44,000	45,000	46,000	47,000	48,000	49,000	50,000	52,000	54,000
791,000	945,000	1,047,000	1,047,600	Indirect Expenses - Overheads	1,073,000	1,073,000	0	1,105,000	1,138,000	1,172,000	1,207,000	1,243,000	1,280,000	1,318,000	1,358,000	1,399,000
76,500	82,200	19,300	142,200	Promotion and Education	30,000	80,000	167	82,000	84,000	167,000	90,000	93,000	96,000	99,000	202,000	105,000
Collection																
635,300	697,900	783,000	783,200	Collection Kerbside - Mixed Waste	660,000	660,000	0	680,000	700,000	721,000	743,000	765,000	788,000	812,000	836,000	861,000
1,910,600	1,597,400	1,610,600	1,714,700	Collection Kerbside - Organics	1,920,000	1,920,000	0	1,978,000	2,037,000	2,098,000	2,161,000	2,226,000	2,293,000	2,361,000	2,432,000	2,505,000
1,736,900	2,520,500	2,145,400	1,707,700	Collection Kerbside - Disposal Fees	2,500,000	3,200,000	28	3,296,000	3,395,000	3,497,000	3,602,000	3,710,000	3,822,000	3,937,000	4,055,000	4,176,000
481,100	518,100	487,100	568,100	Collection Kerbside - Recycling	665,000	600,000	(10)	618,000	637,000	656,000	676,000	696,000	717,000	739,000	761,000	784,000
961,300	1,246,300	1,005,400	754,600	Collection Kerbside - Recycling Disposal	655,000	620,000	(5)	639,000	658,000	678,000	698,000	719,000	741,000	763,000	786,000	810,000
246,700	184,300	233,400	199,600	Collection Kerbside - Bin Maintenance	190,000	150,000	(21)	155,000	160,000	165,000	170,000	175,000	180,000	185,000	191,000	197,000
389,600	371,500	487,600	607,200	Collection Trucks - Operating Expenses	215,000	0	(100)	0	0	0	0	0	0	0	0	0
Non-Cash Expenses																
168,600	266,000	274,900	274,900	Depreciation	30,000	0	(100)	0	0	0	0	0	0	0	0	0
			662,300	Impairment - Domestic Waste												
7,971,800	9,026,000	8,723,500	9,009,500	Total Operating Expenses	8,664,000	8,766,000	1	9,031,000	9,300,000	9,659,000	9,866,000	10,160,000	10,465,000	10,777,000	11,201,000	11,434,000
20,800	(541,400)	(28,200)	(17,200)	Operating Result - Surplus / (Deficit)	129,000	(196,000)	(252)	(211,000)	(220,000)	(312,000)	(245,000)	(206,000)	(166,000)	(119,000)	(170,000)	(18,000)
(29,800)	(85,300)	0	0	Add Back Gain / Loss on Sale	0	0	0	0	0	0	0	0	0	0	0	0
168,600	266,000	274,900	937,200	Add Back Depreciation	30,000	0	(100)	0	0	0	0	0	0	0	0	0
159,600	(360,700)	246,700	920,000	Cash Result - Surplus / (Deficit)	159,000	(196,000)	(223)	(211,000)	(220,000)	(312,000)	(245,000)	(206,000)	(166,000)	(119,000)	(170,000)	(18,000)
Capital Movements																
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
169,700	0	246,700	920,000	Less Transfer to Reserves	159,000	0		0	0	0	0	0	0	0	0	0
2,149,100	360,700	34,800	0	Add Transfer from Reserves	0	196,000		211,000	220,000	312,000	245,000	206,000	166,000	119,000	170,000	18,000
0	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
2,139,000	0	34,800	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0

Civil Services Division – Summary (Water and Wastewater)

Director – Civil Services

Budget Comments

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

The programs include:

Water Operations

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

Wastewater Operations

Revenue and expenses related to the provision of wastewater services.

CIVIL SERVICES DIVISION - SUMMARY (WATER AND WASTEWATER)

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
13,384,100	12,939,900	13,207,500	15,029,800	Water Operations	15,829,000	16,826,000	6	17,633,000	18,612,000	19,538,000	20,548,000	21,751,000	23,174,000	24,678,000	25,602,000	26,594,000
20,435,000	23,292,400	21,795,200	22,965,300	Wastewater Operations	24,254,000	24,330,000	0	24,402,000	24,556,000	24,765,000	24,897,000	25,189,000	25,443,000	25,837,000	26,242,000	26,688,000
33,819,100	36,232,300	35,002,700	37,995,100	Total Operating Revenues	40,083,000	41,156,000	3	42,035,000	43,168,000	44,303,000	45,445,000	46,940,000	48,617,000	50,515,000	51,844,000	53,282,000
				OPERATING EXPENSES												
12,330,200	13,833,100	14,545,800	14,255,600	Water Operations	15,836,500	16,406,000	4	17,228,000	18,089,000	19,020,000	20,011,000	21,084,000	22,222,000	23,402,000	23,761,000	24,321,000
18,647,500	18,339,200	18,112,400	18,082,600	Wastewater Operations	19,806,000	19,909,000	1	20,177,000	20,521,000	20,827,000	21,108,000	21,477,000	21,878,000	22,325,000	22,585,000	23,060,000
30,977,700	32,172,300	32,658,200	32,338,200	Total Operating Expenses	35,642,500	36,315,000	2	37,405,000	38,610,000	39,847,000	41,119,000	42,561,000	44,100,000	45,727,000	46,346,000	47,381,000
2,841,400	4,060,000	2,344,500	5,656,900	Operating Result - Surplus / (Deficit)	4,440,500	4,841,000	9	4,630,000	4,558,000	4,456,000	4,326,000	4,379,000	4,517,000	4,788,000	5,498,000	5,901,000
5,516,800	5,912,000	6,346,800	6,141,600	Add Back Depreciation and Impairment	6,378,000	6,480,000	2	6,684,000	6,894,000	7,111,000	7,335,000	7,566,000	7,804,000	8,050,000	8,304,000	8,566,000
812,100	1,769,400	1,211,700	37,900	Add Back Loss on Sale of Infrastructure	1,080,000	1,080,000	0	1,080,000	1,080,000	1,080,000	1,080,000	1,080,000	1,080,000	1,080,000	1,080,000	1,080,000
9,170,300	11,741,400	9,903,000	11,836,400	Cash Result - Surplus / (Deficit)	11,898,500	12,401,000	4	12,394,000	12,532,000	12,647,000	12,741,000	13,025,000	13,401,000	13,918,000	14,882,000	15,547,000
				Capital Movements												
3,535,800	2,716,300	2,919,600	3,115,000	Less Loan Principal Repayments	3,939,000	3,966,000		3,998,000	4,029,000	4,060,000	4,092,000	4,123,000	4,155,000	4,186,000	4,255,000	0
1,981,300	6,287,800	3,771,600	220,800	Less Transfer to Reserves	1,524,000	0		574,000	0	1,517,000	1,415,000	11,402,000	5,220,000	5,790,000	7,984,000	12,073,000
0	540,900	376,300	388,600	Add Transfer from Reserves	599,500	3,158,000		6,008,000	2,491,000	3,344,000	1,621,000	0	0	0	0	0
1,466,800	1,213,800	81,800	1,234,000	Add Capital Income Applied	4,009,000	4,025,000		3,470,000	7,578,000	8,356,000	2,995,000	7,270,000	725,000	730,000	730,000	0
5,120,000	4,492,000	3,669,900	10,123,200	Less Capital Expenditure	11,044,000	15,618,000		17,300,000	18,572,000	18,770,000	11,850,000	4,770,000	4,751,000	4,672,000	3,373,000	3,474,000
0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0

Water Operations

Manager - 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 abandonments. 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 generated on surplus water funds and unexpended grants and contributions.

OPERATING EXPENSES

Engineering Management Relates to salaries for engineering and administration staff. 14 FTE (equivalent full time positions) are spread between water and wastewater, with one staff member also shared with waste.

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

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

CAPITAL MOVEMENTS

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

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

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

WATER OPERATIONS

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
3,808,800	3,988,500	4,205,900	4,427,100	Annual Charges	4,862,000	5,180,000	7	5,507,000	5,854,000	6,221,000	6,608,000	7,014,000	7,450,000	7,906,000	8,142,000	8,398,000
8,387,300	8,142,200	8,101,800	8,990,700	User Charges	9,152,000	9,900,000	8	10,506,000	11,153,000	11,840,000	12,567,000	13,336,000	14,155,000	15,024,000	15,514,000	16,024,000
310,700	160,800	178,100	156,000	Operating Grants and Contributions	155,000	156,000	1	161,000	166,000	171,000	176,000	181,000	186,000	192,000	198,000	204,000
421,400	175,500	154,600	854,000	Interest	1,040,000	940,000	(10)	789,000	748,000	594,000	463,000	464,000	604,000	754,000	922,000	1,117,000
230,300	227,400	235,800	243,200	Lease of Reservoir Sites	280,000	280,000	0	288,000	297,000	306,000	315,000	324,000	334,000	344,000	354,000	365,000
191,200	219,200	277,700	290,200	Water Plant Charged to Works	290,000	320,000	10	330,000	340,000	350,000	361,000	372,000	383,000	394,000	406,000	418,000
34,400	26,300	53,600	51,600	Sundry Other Revenues	50,000	50,000	0	52,000	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000
0	0	0	17,000	Gain on Disposal of Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0
13,384,100	12,939,900	13,207,500	15,029,800	Total Operating Revenues	15,829,000	16,826,000	6	17,633,000	18,612,000	19,538,000	20,548,000	21,751,000	23,174,000	24,678,000	25,602,000	26,594,000
				OPERATING EXPENSES												
				Direct Expenses												
824,700	842,200	863,000	770,100	Management and Administration	873,000	1,029,000	18	1,086,000	1,100,000	1,135,000	1,171,000	1,233,000	1,246,000	1,285,000	1,325,000	1,366,000
219,500	52,900	48,400	186,000	Internal Contributions to Works	198,000	139,000	(30)	108,000	112,000	115,000	120,000	125,000	131,000	138,000	146,000	154,000
6,108,700	6,843,500	7,359,900	7,893,900	Purchase of Water from Rous Council	8,334,500	8,799,000	6	9,415,000	10,074,000	10,779,000	11,534,000	12,341,000	13,205,000	14,129,000	14,270,000	14,555,000
47,000	50,100	33,600	72,300	Miscellaneous	71,000	81,000	14	84,000	87,000	90,000	93,000	96,000	99,000	102,000	105,000	108,000
0	0	0	0	Section 64 Plan Reviews	40,000	0	(100)	0	0	0	0	0	50,000	50,000	0	0
37,500	37,200	36,100	50,000	Compulsory Dividend	36,000	37,000	3	38,000	39,000	40,000	41,000	42,000	43,000	44,000	45,000	46,000
59,300	60,300	38,700	73,000	Plant Operations	95,000	150,000	58	155,000	160,000	165,000	170,000	175,000	180,000	185,000	191,000	197,000
1,542,300	1,258,600	1,516,900	1,335,200	Water Mains	1,665,000	1,510,000	(9)	1,555,000	1,601,000	1,647,000	1,695,000	1,743,000	1,793,000	1,844,000	1,899,000	1,955,000
6,100	7,300	13,800	7,100	Water Pumping Stations	19,000	24,000	26	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
114,300	173,700	71,000	93,700	Water Reservoirs	109,000	144,000	32	146,000	148,000	150,000	152,000	154,000	156,000	158,000	160,000	162,000
208,900	206,600	214,600	214,800	Water Treatment Plants	221,000	12,000	(95)	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
				Indirect Expenses - Overheads												
1,555,100	1,678,000	1,737,000	1,737,800	Overheads Distributed	1,907,000	2,151,000	13	2,216,000	2,282,000	2,350,000	2,421,000	2,494,000	2,569,000	2,646,000	2,725,000	2,807,000
				Debt Servicing												
0	0	0	0	Interest On Loans	0	0	0	0	0	0	0	0	0	0	0	0
				Non-cash Expenses												
1,606,800	1,678,900	1,762,500	1,783,900	Depreciation	1,818,000	1,880,000	3	1,939,000	2,000,000	2,063,000	2,128,000	2,195,000	2,264,000	2,335,000	2,409,000	2,485,000
0	943,800	850,300	37,800	Loss on Disposal of Infrastructure	450,000	450,000	0	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
12,330,200	13,833,100	14,545,800	14,255,600	Total Operating Expenses	15,836,500	16,406,000	4	17,228,000	18,089,000	19,020,000	20,011,000	21,084,000	22,222,000	23,402,000	23,761,000	24,321,000
1,053,900	(893,200)	(1,338,300)	774,200	Operating Result - Surplus / (Deficit)	(7,500)	420,000	5,700	405,000	523,000	518,000	537,000	667,000	952,000	1,276,000	1,841,000	2,273,000
1,606,800	1,678,900	1,762,500	1,783,900	Add Back Depreciation	1,818,000	1,880,000	3	1,939,000	2,000,000	2,063,000	2,128,000	2,195,000	2,264,000	2,335,000	2,409,000	2,485,000
0	943,800	850,300	20,800	Add Back Gain / Loss on Infrastructure Disposal	450,000	450,000	0	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
2,660,700	1,729,500	1,274,500	2,578,900	Cash Result - Surplus / (Deficit)	2,260,500	2,750,000	22	2,794,000	2,973,000	3,031,000	3,115,000	3,312,000	3,666,000	4,061,000	4,700,000	5,208,000
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
658,700	0	0	220,800	Less Transfer to Reserves	0	0		574,000	0	1,517,000	1,415,000	2,092,000	2,335,000	2,669,000	3,297,000	3,744,000
0	540,900	376,300	0	Add Transfer from Reserves	599,500	1,220,500		0	256,000	0	0	0	0	0	0	0
1,027,800	133,300	81,800	1,216,000	Add Capital Income Applied	1,197,000	1,000,000		2,850,000	5,183,000	3,976,000	2,880,000	0	0	0	0	0
3,029,800	2,403,700	1,732,600	3,574,100	Less Capital Expenditure	4,057,000	4,970,500		5,070,000	8,412,000	5,490,000	4,580,000	1,220,000	1,331,000	1,392,000	1,403,000	1,464,000
0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0
12,832,200	10,111,700	9,482,400	8,985,500	Water Reserves	7,808,000	6,087,500		6,190,500	5,508,500	6,728,500	7,932,500	9,857,500	11,958,500	14,321,500	17,233,500	20,506,500
10,036,500	10,781,700	11,645,700	11,529,700	Developer Contributions - Section 64	11,947,700	12,547,700		11,368,700	7,911,700	5,632,700	4,463,700	6,230,700	8,164,700	10,270,700	12,555,700	15,026,700
22,868,700	20,893,400	21,128,100	20,515,200	Total Water Reserves Held	19,755,700	18,635,200	(6)	17,559,200	13,420,200	12,361,200	12,396,200	16,088,200	20,123,200	24,592,200	29,789,200	35,533,200

Wastewater Operations

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 item represents the annual charge raised by Council less estimated pensioner abandonments. 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. 14 FTE (equivalent full time positions) are spread between water and wastewater, with one staff member also shared with waste.

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

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

CAPITAL MOVEMENTS

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

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

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

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

WASTEWATER OPERATIONS																
ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
OPERATING REVENUES																
17,800,600	18,615,500	19,143,900	19,392,700	Annual Charges	20,340,000	20,496,000	1	20,701,000	20,908,000	21,117,000	21,328,000	21,541,000	21,757,000	21,974,000	22,193,000	22,414,000
1,388,900	1,471,100	1,389,300	1,612,500	User Charges	1,570,000	1,631,000	4	1,651,000	1,671,000	1,691,000	1,711,000	1,733,000	1,757,000	1,781,000	1,805,000	1,829,000
249,800	159,900	224,400	154,900	Operating Grants and Contributions	249,000	254,000	2	264,000	275,000	286,000	298,000	309,000	189,000	195,000	201,000	208,000
201,100	136,600	150,300	889,800	Interest	1,154,000	886,000	(23)	688,000	569,000	501,000	353,000	359,000	453,000	559,000	672,000	823,000
387,200	377,400	335,600	296,300	Recycled Wastewater Revenues	370,000	422,000	14	435,000	448,000	462,000	476,000	491,000	506,000	521,000	537,000	553,000
47,400	29,000	79,600	51,500	Residential Rents (2 x Dwellings)	60,000	60,000	0	62,000	64,000	66,000	68,000	71,000	74,000	77,000	80,000	83,000
33,200	31,800	(1,500)	33,400	Turf Farm Rental	36,000	36,000	0	38,000	40,000	42,000	44,000	46,000	48,000	50,000	52,000	54,000
296,200	465,400	460,000	515,100	Wastewater Plant Charged to Works	465,000	540,000	16	557,000	574,000	592,000	610,000	629,000	648,000	668,000	689,000	710,000
30,600	2,005,700	9,500	5,200	Sundry Other Revenues	10,000	5,000	(50)	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000
0	0	4,100	13,900	Gain on Disposal of Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0
20,435,000	23,292,400	21,795,200	22,965,300	Total Operating Revenues	24,254,000	24,330,000	0	24,402,000	24,556,000	24,765,000	24,897,000	25,189,000	25,443,000	25,837,000	26,242,000	26,688,000
OPERATING EXPENSES																
Direct Expenses																
1,541,400	1,734,800	1,748,400	1,567,700	Management and Administration	1,929,000	2,020,000	5	2,105,000	2,148,000	2,213,000	2,279,000	2,371,000	2,415,000	2,487,000	2,561,000	2,637,000
364,600	67,000	78,000	202,000	Internal Contributions to Works	230,000	178,000	(23)	137,000	142,000	147,000	152,000	158,000	167,000	176,000	186,000	196,000
174,300	133,400	115,000	128,600	Miscellaneous	148,000	155,000	5	159,000	163,000	168,000	173,000	178,000	183,000	188,000	193,000	198,000
0	0	0	0	Section 64 Plan Reviews	40,000	0	(100)	0	0	0	0	0	0	60,000	0	0
43,500	45,500	46,500	48,100	Compulsory Dividend	45,000	47,000	4	48,000	49,000	50,000	52,000	54,000	56,000	58,000	60,000	62,000
0	0	0	0	Non-compulsory Dividend	540,000	485,000	(10)	489,000	493,000	497,000	501,000	505,000	509,000	513,000	517,000	521,000
144,900	244,700	207,900	197,200	Plant Operations	195,000	230,000	18	237,000	244,000	251,000	259,000	267,000	275,000	283,000	291,000	300,000
1,230,300	895,900	817,500	1,042,500	Wastewater Mains	1,406,000	1,100,000	(22)	1,125,000	1,151,000	1,177,000	1,203,000	1,229,000	1,257,000	1,286,000	1,316,000	1,346,000
1,338,400	1,444,500	1,249,100	1,288,700	Wastewater Pumping Stations	1,114,000	1,154,000	4	1,186,000	1,218,000	1,250,000	1,283,000	1,317,000	1,351,000	1,386,000	1,422,000	1,458,000
16,700	14,400	8,800	21,200	Recycled Water Reservoirs	11,000	11,000	0	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
0	0	0	0	Storages	0	0	0	0	0	0	0	0	0	0	0	0
3,267,500	3,117,200	3,393,400	3,849,400	Wastewater Treatment Plants	4,062,000	4,050,000	(0)	4,172,000	4,352,000	4,479,000	4,556,000	4,689,000	4,888,000	5,031,000	5,119,000	5,273,000
0	0	129,600	98,300	Low Pressure Sewer	123,000	127,000	3	130,000	133,000	136,000	139,000	142,000	145,000	148,000	151,000	154,000
Indirect Expenses - Overheads																
2,375,100	2,402,000	2,369,700	2,449,200	Overheads Distributed	2,642,000	3,208,000	21	3,305,000	3,405,000	3,508,000	3,614,000	3,723,000	3,835,000	3,951,000	4,070,000	4,193,000
Debt Servicing																
3,359,400	3,181,100	2,998,700	2,801,000	Interest on Loans	2,131,000	1,914,000	(10)	1,698,000	1,488,000	1,262,000	1,049,000	832,000	616,000	402,000	163,000	0
Non-cash Expenses																
3,910,000	4,233,100	4,584,300	4,357,700	Depreciation	4,560,000	4,600,000	1	4,745,000	4,894,000	5,048,000	5,207,000	5,371,000	5,540,000	5,715,000	5,895,000	6,081,000
812,100	825,600	365,500	31,000	Loss on Disposal of Infrastructure	630,000	630,000	0	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000
69,300	0	0	0	Unwinding Interest Free Loan	0	0	0	0	0	0	0	0	0	0	0	0
18,647,500	18,339,200	18,112,400	18,082,600	Total Operating Expenses	19,806,000	19,909,000	1	20,177,000	20,521,000	20,827,000	21,108,000	21,477,000	21,878,000	22,325,000	22,585,000	23,060,000
1,787,500	4,953,200	3,682,800	4,882,700	Operating Result - Surplus / (Deficit)	4,448,000	4,421,000	(1)	4,225,000	4,035,000	3,938,000	3,789,000	3,712,000	3,565,000	3,512,000	3,657,000	3,628,000
3,910,000	4,233,100	4,584,300	4,357,700	Add Back Depreciation	4,560,000	4,600,000	1	4,745,000	4,894,000	5,048,000	5,207,000	5,371,000	5,540,000	5,715,000	5,895,000	6,081,000
812,100	825,600	361,400	17,100	Add Back Gain / Loss on Infrastructure Disposal	630,000	630,000	0	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000
6,509,600	10,011,900	8,628,500	9,257,500	Cash Result - Surplus / (Deficit)	9,638,000	9,651,000	0	9,600,000	9,559,000	9,616,000	9,626,000	9,713,000	9,735,000	9,857,000	10,182,000	10,339,000
Capital Movements																
3,535,800	2,716,300	2,919,600	3,115,000	Less Loan Principal Repayments	3,939,000	3,966,000		3,998,000	4,029,000	4,060,000	4,092,000	4,123,000	4,155,000	4,186,000	4,255,000	0
1,322,600	6,287,800	3,771,600	0	Less Transfer to Reserves	1,524,000	0		0	0	0	0	9,310,000	2,885,000	3,121,000	4,687,000	8,329,000
0	0	0	388,600	Add Transfer from Reserves	0	1,937,500		6,008,000	2,235,000	3,344,000	1,621,000	0	0	0	0	0
439,000	1,080,500	0	18,000	Add Capital Income Applied	2,812,000	3,025,000		620,000	2,395,000	4,380,000	115,000	7,270,000	725,000	730,000	730,000	0
2,090,200	2,088,300	1,937,300	6,549,100	Less Capital Expenditure	6,987,000	10,647,500		12,230,000	10,160,000	13,280,000	7,270,000	3,550,000	3,420,000	3,280,000	1,970,000	2,010,000
0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0
3,790,300	9,479,800	13,121,300	15,696,600	Wastewater Reserves	16,767,600	14,480,100		8,177,100	5,602,100	1,917,100	(110,900)	1,692,100	3,441,100	12,514,100	16,112,100	24,141,100
8,650,700	9,382,400	11,383,100	13,250,100	Developer Contributions - Section 64	12,391,100	11,816,100		13,591,100	13,636,100	11,697,100	14,089,100	16,426,100	18,937,100	14,355,100	16,814,100	19,214,100
12,441,000	18,862,200	24,504,400	28,946,700	Total Wastewater Reserves Held	29,158,700	26,296,200	(10)	21,768,200	19,238,200	13,614,200	13,978,200	18,118,200	22,378,200	26,869,200	32,926,200	43,355,200

Corporate and Community Division - Summary

Director – Corporate and Community

Budget Comments

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

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

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

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

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

People and Culture Costs associated with the human resource management function, payroll.

Commercial Property 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 Cultural Centre, Lennox Head Community Hall, Alstonville Cultural Centre, Ballina Indoors Sports Centre, Richmond Room and Ballina Surf Club.

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

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

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

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

Fleet and Plant Revenues and expenses related to the management of Council’s fleet.

CORPORATE AND COMMUNITY DIVISION - SUMMARY

ACTUAL				DESCRIPTION	ESTIMATED										
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
OPERATING REVENUES															
30,000	0	533,800	317,100	Governance	19,000	0	(100)	0	0	0	0	0	0	0	0
115,400	36,600	29,000	465,000	Communications and Customer Service	92,000	9,000	(90)	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
31,851,200	30,744,500	36,580,800	35,666,300	Financial Services	36,861,000	38,535,000	5	40,033,000	41,593,000	43,217,000	44,906,000	46,664,000	48,494,000	50,398,000	52,381,000
337,600	265,600	402,500	253,000	Information Services	233,000	211,000	(9)	217,000	223,000	229,000	236,000	243,000	250,000	257,000	265,000
307,800	206,300	302,200	321,700	People and Culture	205,000	270,000	32	278,000	286,000	294,000	302,000	310,000	318,000	328,000	338,000
3,560,600	4,595,000	2,997,700	4,415,400	Commercial Property	3,338,000	4,239,000	27	4,313,000	4,200,000	4,694,000	5,014,000	5,121,000	5,292,000	5,468,000	5,652,000
5,753,600	8,039,400	7,546,500	9,525,200	Ballina Byron Gateway Airport	8,880,000	10,270,000	16	10,534,000	11,605,000	11,903,000	12,209,000	12,523,000	12,845,000	13,174,000	13,511,000
402,600	580,300	570,600	1,193,800	Community Facilities	796,000	830,000	4	870,000	1,103,000	1,142,000	1,183,000	1,224,000	1,267,000	1,310,000	1,356,000
222,400	237,400	254,600	338,400	Library Services	193,000	134,000	(31)	139,000	144,000	149,000	154,000	159,000	164,000	169,000	175,000
984,500	1,069,500	1,035,700	1,209,400	Swimming Pools	1,299,000	1,325,000	2	1,366,000	1,409,000	1,452,000	1,497,000	1,543,000	1,591,000	1,640,000	1,691,000
159,200	70,400	85,400	146,900	Tourism	214,000	168,000	(21)	164,000	172,000	180,000	188,000	196,000	204,000	212,000	220,000
31,100	31,000	41,200	538,600	Facilities Management	387,000	35,000	(91)	39,000	43,000	47,000	51,000	55,000	59,000	63,000	67,000
4,952,200	5,321,300	6,000,400	5,588,000	Fleet and Plant	5,424,000	5,551,000	2	5,723,000	5,901,000	6,084,000	6,272,000	6,466,000	6,665,000	6,870,000	7,081,000
48,708,200	51,197,300	56,380,400	59,991,200	Total Operating Revenues	57,941,000	61,577,000	6	63,685,000	66,688,000	69,400,000	72,021,000	74,513,000	77,158,000	79,898,000	82,747,000
OPERATING EXPENSES															
3,134,000	1,629,000	1,879,800	1,602,600	Governance	1,252,000	1,505,000	20	1,145,000	1,176,000	1,208,000	1,674,000	1,276,000	1,310,000	1,344,000	1,857,000
1,365,700	494,000	528,300	548,700	Communications and Customer Service	707,000	590,000	(17)	590,000	601,000	612,000	624,000	641,000	659,000	677,000	694,000
(4,957,600)	337,500	755,100	906,700	Financial Services	726,000	721,000	(1)	753,000	778,000	882,000	836,000	866,000	895,000	926,000	1,033,000
3,515,600	2,815,200	3,089,400	3,184,900	Information Services	3,429,000	3,444,000	0	3,557,000	3,662,000	3,768,000	3,882,000	3,997,000	4,114,000	4,236,000	4,362,000
344,800	155,600	(142,900)	588,500	People and Culture	431,000	694,000	61	708,000	716,000	722,000	749,000	776,000	805,000	835,000	868,000
(2,087,800)	673,800	1,940,700	3,450,200	Commercial Property	2,431,000	2,415,000	(1)	2,358,000	1,930,000	1,989,000	2,050,000	2,114,000	2,188,000	2,264,000	2,343,000
7,712,500	6,381,500	5,890,400	7,433,900	Ballina Byron Gateway Airport	7,644,000	7,805,000	2	7,932,000	8,108,000	8,291,000	8,476,000	8,670,000	8,864,000	9,065,000	9,273,000
997,700	949,900	1,007,800	1,163,900	Community Facilities	1,162,000	1,267,000	9	1,332,000	1,574,000	1,628,000	1,684,000	1,742,000	1,801,000	1,861,000	1,922,000
1,677,400	1,793,000	1,800,000	1,972,800	Library Services	2,132,000	2,324,000	9	2,395,000	2,469,000	2,545,000	2,623,000	2,703,000	2,787,000	2,873,000	2,961,000
2,032,900	2,085,200	2,075,200	2,371,300	Swimming Pools	2,373,000	2,363,000	(0)	2,406,000	2,451,000	2,496,000	2,543,000	2,588,000	2,636,000	2,686,000	2,736,000
549,400	465,500	505,400	465,300	Tourism	610,000	585,000	(4)	593,000	627,000	662,000	697,000	732,000	768,000	804,000	840,000
3,248,500	3,903,000	2,717,500	3,435,000	Facilities Management	2,608,000	2,479,000	(5)	2,656,000	2,948,000	3,058,000	3,168,000	3,281,000	3,396,000	3,512,000	3,629,000
4,423,400	4,740,400	4,904,700	5,032,700	Fleet and Plant	5,133,000	4,953,000	(4)	5,106,000	5,264,000	5,425,000	5,592,000	5,763,000	5,939,000	6,123,000	6,310,000
21,956,500	26,423,600	26,951,400	32,156,500	Total Operating Expenses	30,638,000	31,145,000	2	31,531,000	32,304,000	33,286,000	34,598,000	35,149,000	36,162,000	37,206,000	38,828,000
NET OPERATING RESULT															
(3,104,000)	(1,629,000)	(1,346,000)	(1,285,500)	Governance	(1,233,000)	(1,505,000)	22	(1,145,000)	(1,176,000)	(1,208,000)	(1,674,000)	(1,276,000)	(1,310,000)	(1,344,000)	(1,857,000)
(1,250,300)	(457,400)	(499,300)	(83,700)	Communications and Customer Service	(615,000)	(581,000)	(6)	(581,000)	(592,000)	(603,000)	(615,000)	(632,000)	(650,000)	(668,000)	(685,000)
36,808,800	30,407,000	35,825,700	34,759,600	Financial Services	36,135,000	37,814,000	5	39,280,000	40,815,000	42,335,000	44,070,000	45,798,000	47,599,000	49,472,000	51,348,000
(3,178,000)	(2,549,600)	(2,686,900)	(2,919,500)	Information Services	(3,196,000)	(3,233,000)	1	(3,340,000)	(3,439,000)	(3,539,000)	(3,646,000)	(3,754,000)	(3,864,000)	(3,979,000)	(4,097,000)
(37,000)	50,700	445,100	(266,800)	People and Culture	(226,000)	(424,000)	88	(430,000)	(430,000)	(428,000)	(447,000)	(466,000)	(487,000)	(507,000)	(530,000)
5,648,400	3,921,200	1,057,000	965,200	Commercial Property	907,000	1,824,000	101	1,955,000	2,270,000	2,705,000	2,964,000	3,007,000	3,104,000	3,204,000	3,309,000
(1,958,900)	1,657,900	1,656,100	2,091,300	Ballina Byron Gateway Airport	1,236,000	2,465,000	99	2,602,000	3,497,000	3,612,000	3,733,000	3,853,000	3,981,000	4,109,000	4,238,000
(595,100)	(369,600)	(437,200)	29,900	Community Facilities	(366,000)	(437,000)	19	(462,000)	(471,000)	(486,000)	(501,000)	(518,000)	(534,000)	(551,000)	(566,000)
(1,455,000)	(1,555,600)	(1,545,400)	(1,634,400)	Library Services	(1,939,000)	(2,190,000)	13	(2,256,000)	(2,325,000)	(2,396,000)	(2,469,000)	(2,544,000)	(2,623,000)	(2,704,000)	(2,786,000)
(1,048,400)	(1,015,700)	(1,039,500)	(1,161,900)	Swimming Pools	(1,074,000)	(1,038,000)	(3)	(1,040,000)	(1,042,000)	(1,044,000)	(1,046,000)	(1,045,000)	(1,045,000)	(1,046,000)	(1,045,000)
(390,200)	(395,100)	(420,000)	(318,400)	Tourism	(396,000)	(417,000)	5	(429,000)	(455,000)	(482,000)	(509,000)	(536,000)	(564,000)	(592,000)	(619,000)
(3,217,400)	(3,872,000)	(2,676,300)	(2,896,400)	Facilities Management	(2,221,000)	(2,444,000)	10	(2,617,000)	(2,905,000)	(3,011,000)	(3,117,000)	(3,226,000)	(3,337,000)	(3,449,000)	(3,562,000)
528,800	580,900	1,095,700	555,300	Fleet and Plant	291,000	598,000	105	617,000	637,000	659,000	680,000	703,000	726,000	747,000	771,000
26,751,700	24,773,700	29,429,000	27,834,700	Total Operating Result - Surplus / (Deficit)	27,303,000	30,432,000	11	32,154,000	34,384,000	36,114,000	37,423,000	39,364,000	40,996,000	42,692,000	43,919,000
4,713,700	5,348,900	5,808,200	5,719,100	Add Back Depreciation and Impairment	5,761,000	5,746,000	(0)	5,930,000	6,051,000	6,245,000	6,445,000	6,652,000	6,865,000	7,085,000	7,310,000
(3,591,300)	(933,900)	(519,900)	907,100	Add Back Land stock and AASB 16 Adjustment	0	0	0	0	0	0	0	0	0	0	
(550,000)	(2,085,000)	(214,700)	(1,010,000)	Add Back Fair Value Adjustments Rental Props	0	(960,000)	100	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	
(219,500)	(339,100)	(718,300)	(436,800)	Less Gain on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	
2,693,400	1,577,300	197,500	359,600	Add Back Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	
29,798,000	28,341,900	33,981,800	33,373,700	Total Cash Operating Result - Surplus / (Deficit)	33,064,000	35,218,000	7	37,124,000	39,475,000	41,399,000	42,908,000	45,056,000	46,901,000	48,817,000	50,269,000
1,824,100	2,089,900	2,186,200	9,039,400	Less Loan Principal Repayments	5,411,000	6,813,000		8,262,000	1,337,000	1,399,000	1,461,000	1,530,000	1,599,000	1,671,000	1,748,000
12,941,400	7,926,700	10,473,300	37,540,300	Less Transfer to Reserves	9,469,000	24,098,000		28,378,000	16,080,000	13,751,000	9,755,000	10,043,000	10,396,000	10,756,000	11,125,000
8,233,800	5,962,300	9,856,600	22,388,300	Add Transfer from Reserves	24,352,200	20,352,000		33,632,200	7,741,000	7,541,000	6,631,000	6,854,000	7,255,000	7,514,000	8,283,000
12,454,600	3,553,500	6,495,300	27,948,500	Add Capital Income Applied	7,572,800	18,810,000		18,042,000	9,857,000	7,369,000	4,154,000	4,691,000	4,988,000	5,136,000	5,444,000
11,785,700	6,088,800	13,682,900	13,166,500	Less Capital Expenditure	23,887,000	16,133,000		23,422,200	9,965,000	10,210,000	10,257,000	11,400,000	12,105,000	12,521,000	12,949,000
23,935,200	21,752,300	23,991,300													

Governance

Director – Corporate and Community

Background

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

Budget Comments

OPERATING EXPENSES

General Manager's Office

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

Councillors

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

Election Expenses

The cost of Council elections.

Subscriptions and Contributions

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

Corporate Office Expenses

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

Procurement and Contract Management

Based on staffing structure of 2 FTE (equivalent full time positions), including motor vehicle expenses and other procurement expenses including protective clothing for staff, printing and stationery.

Risk Management

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

CAPITAL MOVEMENTS

Reserve Movements

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

GOVERNANCE

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
				Miscellaneous												
30,000	0	13,900	100	Refunds - Insurance	19,000	0	0	0	0	0	0	0	0	0	0	0
0	0	519,900	317,000	AASB 17 Adjustments	0	0	(100)	0	0	0	0	0	0	0	0	0
30,000	0	533,800	317,100	Total Operating Revenues	19,000	0	(100)	0	0	0	0	0	0	0	0	0
				OPERATING EXPENSES												
				Governance												
877,300	925,600	801,300	866,100	Employee Costs	865,000	1,265,000	46	1,309,000	1,348,000	1,388,000	1,430,000	1,473,000	1,517,000	1,562,000	1,609,000	1,657,000
5,600	29,700	30,000	30,000	Motor Vehicles	18,000	20,000	11	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
11,800	5,800	18,800	11,900	Sundry Office Expenses	16,000	16,000	0	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000
7,300	2,700	8,700	6,400	Legal Expenses	3,000	3,000	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
101,000	86,400	90,600	94,300	Audit - External	92,000	97,000	5	100,000	103,000	106,000	109,000	112,000	115,000	118,000	122,000	126,000
18,700	28,300	16,500	26,600	Audit - Internal	26,000	26,000	0	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000	35,000
0	3,300	3,500	8,000	Audit - Risk and Improvement Committee	10,000	12,000	20	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
				Councillors												
340,700	377,800	428,800	439,300	Councillors Allowances and Exps	490,000	504,000	3	478,000	491,000	505,000	562,000	533,000	547,000	562,000	624,000	616,000
0	4,600	278,400	0	Elections	0	358,000	100	0	0	0	389,000	0	0	0	429,000	0
75,200	81,600	93,800	102,600	Subscriptions and Contributions	99,000	100,000	1	103,000	106,000	109,000	112,000	115,000	118,000	121,000	124,000	127,000
				Risk Management												
597,000	653,200	733,100	825,700	Public Risk and Plant	885,000	915,000	3	942,000	970,000	999,000	1,029,000	1,060,000	1,092,000	1,125,000	1,159,000	1,194,000
44,600	16,400	16,800	6,300	Excess Public Risk	38,000	38,000	0	39,000	40,000	41,000	42,000	43,000	44,000	45,000	46,000	47,000
				Interest on Lease Liability												
48,300	95,800	81,300	84,400	Interest and Amortisation	0	0	0	0	0	0	0	0	0	0	0	0
				Procurement and Contract Mgmt												
206,600	150,400	228,200	175,000	Store - Employee Costs	0	0	0	0	0	0	0	0	0	0	0	0
4,400	5,000	1,100	0	Store - Other	0	0	0	0	0	0	0	0	0	0	0	0
193,800	258,300	260,000	262,000	Procurement and Contracts - Employee Costs	225,000	232,000	3	239,000	246,000	253,000	261,000	269,000	277,000	285,000	294,000	303,000
99,600	100,300	78,500	44,600	Procurement - Protective Clothing	90,000	92,000	2	95,000	98,000	101,000	104,000	107,000	110,000	113,000	116,000	119,000
6,100	13,100	10,800	26,500	Procurement - Other Expenses	8,000	8,000	3	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
				Recouped from Business Activities												
0	(1,691,300)	(1,741,700)	(1,656,000)	Direct Costs Redistributed to Businesses	(1,613,000)	(2,181,000)	35	(2,247,000)	(2,315,000)	(2,385,000)	(2,457,000)	(2,531,000)	(2,607,000)	(2,686,000)	(2,767,000)	(2,851,000)
				Non-cash Expenses												
496,000	482,000	441,300	246,900	Depreciation/Amortisation/ ROU assets	0	0	0	0	0	0	0	0	0	0	0	0
3,134,000	1,629,000	1,879,800	1,602,600	Total Operating Expenses	1,252,000	1,505,000	20	1,145,000	1,176,000	1,208,000	1,674,000	1,276,000	1,310,000	1,344,000	1,857,000	1,441,000
(3,104,000)	(1,629,000)	(1,346,000)	(1,285,500)	Operating Result - Surplus / (Deficit)	(1,233,000)	(1,505,000)	22	(1,145,000)	(1,176,000)	(1,208,000)	(1,674,000)	(1,276,000)	(1,310,000)	(1,344,000)	(1,857,000)	(1,441,000)
0	0	(519,900)	(317,000)	Less AASB 17 Adjustments	0	0	0	0	0	0	0	0	0	0	0	0
496,000	482,000	441,300	246,900	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(2,608,000)	(1,147,000)	(1,424,600)	(1,355,600)	Cash Result - Surplus / (Deficit)	(1,233,000)	(1,505,000)	22	(1,145,000)	(1,176,000)	(1,208,000)	(1,674,000)	(1,276,000)	(1,310,000)	(1,344,000)	(1,857,000)	(1,441,000)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
45,000	100,000	75,000	75,000	Less Transfer to Reserves	112,000	94,000	95,000	96,000	98,000	100,000	102,000	104,000	109,000	114,000	119,000	
0	0	278,500	0	Add Transfer from Reserves	0	358,000	0	0	0	389,000	0	0	0	429,000	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	
(2,653,000)	(1,247,000)	(1,221,100)	(1,430,600)	Cash Result after Capital Movements	(1,345,000)	(1,241,000)	(8)	(1,240,000)	(1,272,000)	(1,306,000)	(1,385,000)	(1,378,000)	(1,414,000)	(1,453,000)	(1,542,000)	(1,560,000)

Communications and Customer Service

Manager Communications and Customer Service

Background

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

Budget Comments

OPERATING EXPENSES

Employee Costs – Customer Service

Based on staffing structure of 5 FTE (equivalent full time positions) for the Customer Services Counter and Switchboard for the Administration Centre.

Donations

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

Corporate Office Expenses

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

COMMUNICATIONS AND CUSTOMER SERVICE

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
				Fees and Charges												
15,400	16,600	9,000	9,400	Sundry Sales and Services	9,000	9,000	0	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
				Grants and Contributions												
100,000	20,000	20,000	443,900	Grants and Contributions	83,000	0	(100)	0	0	0	0	0	0	0	0	0
				Other												
0	0	0	11,700	Profit on Sale	0	0	0	0	0	0	0	0	0	0	0	0
115,400	36,600	29,000	465,000	Total Operating Revenues	92,000	9,000	(90)	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
				OPERATING EXPENSES												
				Communications												
873,000	883,900	956,200	951,700	Employee Costs	1,161,000	1,162,000	0	1,203,000	1,239,000	1,276,000	1,314,000	1,353,000	1,394,000	1,436,000	1,479,000	1,523,000
2,100	1,100	3,600	800	Conferences	4,000	4,000	0	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
0	100,000	182,200	98,400	Bushfire and Flood Events - Grant Funded	0	0	0	0	0	0	0	0	0	0	0	0
				Corporate Office Expenses												
40,800	37,000	35,300	35,800	Printing, Stationery and Postage	33,000	34,000	3	35,000	36,000	37,000	38,000	39,000	40,000	41,000	42,000	43,000
100,300	104,700	102,700	29,300	Telephone	35,000	36,000	3	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000	45,000
3,500	4,000	3,100	2,500	Cash Delivery Services	3,000	3,000	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
16,600	14,600	20,300	7,900	Advertising	10,000	10,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
34,000	53,800	36,600	38,000	Community Connect	38,000	38,000	0	39,000	40,000	41,000	42,000	43,000	44,000	45,000	46,000	47,000
16,200	20,900	25,400	26,600	Software, Licence Fees and Web Site Mgmt.	135,000	120,000	(11)	80,000	82,000	84,000	87,000	90,000	93,000	96,000	99,000	102,000
6,300	6,100	8,000	3,900	Sundry Administration Expenses	10,000	10,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
				Donations												
28,400	28,400	33,700	30,300	Donations - Public Halls - Rates	32,000	40,000	25	41,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000
10,000	10,000	5,000	0	Donations - Southern Cross Scholarship	0	0	0	0	0	0	0	0	0	0	0	0
4,500	0	0	3,600	Donations - Lighthouse Chairs	8,000	8,000	0	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
72,100	59,600	43,300	77,200	Donations - General	86,000	84,000	(2)	87,000	90,000	93,000	96,000	99,000	102,000	105,000	108,000	111,000
2,000	18,000	11,400	4,000	Donations - Sporting Groups	20,000	33,000	65	34,000	35,000	36,000	37,000	38,000	39,000	40,000	41,000	42,000
14,400	2,500	1,700	0	Community Groups - Council Fees	4,000	4,000	0	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
				Festivals and Events Support												
110,500	3,900	10,100	42,400	Festivals and Events Program	120,000	125,000	4	150,000	150,000	150,000	150,000	155,000	160,000	165,000	170,000	175,000
4,000	0	4,000	0	Fair Go	4,000	4,000	0	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
27,000	45,400	34,700	44,900	Australia Day	42,000	33,000	(21)	34,000	35,000	36,000	37,000	38,000	39,000	40,000	41,000	42,000
0	0	0	203,800	Reconnecting Regional NSW Grant Program	105,000	0	(100)	0	0	0	0	0	0	0	0	0
				Recouped from Business Activities												
0	(899,900)	(989,000)	(1,052,400)	Direct Costs Redistributed to Businesses	(1,143,000)	(1,158,000)	1	(1,193,000)	(1,229,000)	(1,266,000)	(1,304,000)	(1,343,000)	(1,383,000)	(1,424,000)	(1,467,000)	(1,511,000)
1,365,700	494,000	528,300	548,700	Total Operating Expenses	707,000	590,000	(17)	590,000	601,000	612,000	624,000	641,000	659,000	677,000	694,000	711,000
(1,250,300)	(457,400)	(499,300)	(83,700)	Operating Result - Surplus / (Deficit)	(615,000)	(581,000)	(6)	(581,000)	(592,000)	(603,000)	(615,000)	(632,000)	(650,000)	(668,000)	(685,000)	(702,000)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	(11,700)	Add Back Gain or Loss on Sale	0	0	0	0	0	0	0	0	0	0	0	0
(1,250,300)	(457,400)	(499,300)	(95,400)	Cash Result - Surplus / (Deficit)	(615,000)	(581,000)	(6)	(581,000)	(592,000)	(603,000)	(615,000)	(632,000)	(650,000)	(668,000)	(685,000)	(702,000)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
100,000	11,400	111,000	110,000	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
20,000	100,000	11,400	1,000	Add Transfer from Reserves	124,000	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
(1,330,300)	(368,800)	(598,900)	(204,400)	Cash Result after Capital Movements	(491,000)	(581,000)	18	(581,000)	(592,000)	(603,000)	(615,000)	(632,000)	(650,000)	(668,000)	(685,000)	(702,000)

Financial Services

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.

Financial Assistance Grant (FAG)

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

Pensioner Subsidy

Represents the State Government contribution towards the pensioner abandonments.

Interest on Investments

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

Dividends

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

OPERATING EXPENSES

Employee Costs

Based on staffing structure of 16 FTE (equivalent full time positions) and motor vehicle expenses.

FINANCIAL SERVICES

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
				Ordinary Rates												
18,388,700	19,135,600	19,740,700	20,435,300	Residential	21,566,000	22,790,000	6	23,759,000	24,769,000	25,822,000	26,919,000	28,063,000	29,256,000	30,499,000	31,795,000	33,146,000
4,786,000	4,985,700	5,114,300	5,302,800	Business	5,551,000	5,710,000	3	5,953,000	6,206,000	6,470,000	6,745,000	7,032,000	7,331,000	7,643,000	7,968,000	8,307,000
1,644,000	1,702,400	1,751,200	1,791,100	Farmland	1,777,000	1,940,000	9	2,022,000	2,108,000	2,198,000	2,291,000	2,388,000	2,489,000	2,595,000	2,705,000	2,820,000
(300)	1,200	400	400	Postponed Rates	0	0	0	0	0	0	0	0	0	0	0	0
(640,100)	(640,400)	(627,000)	(611,600)	Pensioner Abandonments	(625,000)	(630,000)	1	(635,000)	(640,000)	(645,000)	(650,000)	(655,000)	(660,000)	(665,000)	(670,000)	(675,000)
44,900	0	48,100	59,300	Interest on Rates	80,000	82,000	3	84,000	87,000	90,000	93,000	96,000	99,000	102,000	105,000	108,000
				General Purpose Grants												
4,699,000	4,657,800	6,393,000	7,098,000	Financial Assistance Grant	5,971,000	6,150,000	3	6,335,000	6,525,000	6,721,000	6,923,000	7,131,000	7,345,000	7,565,000	7,792,000	8,026,000
350,400	349,200	339,500	335,100	Pensioners Assistance Subsidy	340,000	340,000	0	350,000	361,000	372,000	383,000	394,000	406,000	418,000	431,000	444,000
1,225,000	0	0	0	Bushfire Recovery Grant	0	0	0	0	0	0	0	0	0	0	0	0
0	0	3,375,000	0	Local Government Recovery Grant	0	0	0	0	0	0	0	0	0	0	0	0
				Interest Earned												
1,023,300	309,700	170,500	996,300	Interest on Investments	1,390,000	1,390,000	0	1,390,000	1,390,000	1,390,000	1,390,000	1,390,000	1,390,000	1,390,000	1,390,000	1,390,000
123,000	0	0	0	Premium Adjustments	0	0	0	0	0	0	0	0	0	0	0	0
				Fees and Charges												
80,900	112,500	96,500	73,800	Section 603 Certificates	92,000	93,000	1	96,000	99,000	102,000	105,000	108,000	111,000	114,000	117,000	120,000
39,300	47,900	43,000	41,900	Transaction Charges	44,000	45,000	2	46,000	47,000	48,000	49,000	50,000	51,000	52,000	54,000	56,000
6,100	200	53,000	45,800	Legal Costs Recovered and Late Payments	54,000	56,000	4	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	74,000
				Contributions and Dividends												
81,000	82,700	82,600	98,100	Compulsory Dividends	81,000	84,000	4	86,000	88,000	90,000	93,000	96,000	99,000	102,000	105,000	108,000
0	0	0	0	Non-compulsory Dividends	540,000	485,000	(10)	489,000	493,000	497,000	501,000	505,000	509,000	513,000	517,000	521,000
31,851,200	30,744,500	36,580,800	35,666,300	Total Operating Revenues	36,861,000	38,535,000	5	40,033,000	41,593,000	43,217,000	44,906,000	46,664,000	48,494,000	50,398,000	52,381,000	54,445,000
				OPERATING EXPENSES												
				Finance and Rating												
1,228,800	1,265,200	1,312,600	1,365,200	Employee Costs	1,512,000	1,552,000	3	1,607,000	1,656,000	1,707,000	1,759,000	1,813,000	1,868,000	1,925,000	1,984,000	2,044,000
110,800	118,500	122,200	122,400	Bank Charges	163,000	173,000	6	181,000	189,000	199,000	209,000	219,000	229,000	240,000	251,000	262,000
23,700	24,800	25,900	30,800	Rating Postage and Security Mail	49,000	50,000	2	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000	59,000
2,800	0	19,800	59,000	Rating Legal Costs and Debt Recovery	54,000	56,000	4	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	74,000
103,000	106,300	112,600	215,300	Valuation Fees	118,000	127,000	8	131,000	135,000	215,000	145,000	150,000	155,000	160,000	240,000	245,000
				Indirect Costs												
(6,426,700)	(1,177,300)	(838,000)	(886,000)	Overheads Distributed	(1,170,000)	(1,237,000)	6	(1,275,000)	(1,314,000)	(1,354,000)	(1,395,000)	(1,437,000)	(1,481,000)	(1,526,000)	(1,572,000)	(1,620,000)
(4,957,600)	337,500	755,100	906,700	Total Operating Expenses	726,000	721,000	(1)	753,000	778,000	882,000	836,000	866,000	895,000	926,000	1,033,000	1,064,000
36,808,800	30,407,000	35,825,700	34,759,600	Operating Result - Surplus / (Deficit)	36,135,000	37,814,000	5	39,280,000	40,815,000	42,335,000	44,070,000	45,798,000	47,599,000	49,472,000	51,348,000	53,381,000
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
36,808,800	30,407,000	35,825,700	34,759,600	Cash Result - Surplus / (Deficit)	36,135,000	37,814,000	5	39,280,000	40,815,000	42,335,000	44,070,000	45,798,000	47,599,000	49,472,000	51,348,000	53,381,000
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
1,314,600	204,000	3,375,000	2,009,000	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
0	0	25,000	521,000	Add Transfer from Reserves	0	0	0	0	0	75,000	0	0	0	0	75,000	75,000
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
35,494,200	30,203,000	32,475,700	33,271,600	Cash Result after Capital Movements	36,135,000	37,814,000	5	39,280,000	40,815,000	42,410,000	44,070,000	45,798,000	47,599,000	49,472,000	51,423,000	53,456,000

Information Services

Manager – Information Services

Background

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

Budget Comments

OPERATING REVENUES

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

OPERATING EXPENSES

Employee Costs

Information Services - Based on staffing structure of 19 FTE (equivalent full time positions).

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

Hardware Lease and Support Costs

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

Software and Consumables

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

CAPITAL MOVEMENTS

Capital Expenditure

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

INFORMATION SERVICES																
ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
				Fees and Charges												
400	0	200	600	Sundry Sales and Services	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
46,200	76,600	69,400	65,300	File Request Fee	70,000	70,000	0	72,000	74,000	76,000	78,000	80,000	82,000	84,000	87,000	90,000
141,000	159,000	161,500	157,500	Information Fee Income	162,000	140,000	(14)	144,000	148,000	152,000	157,000	162,000	167,000	172,000	177,000	182,000
				Operating Grants and Contributions												
150,000	30,000	91,400	42,000	Contributions to Projects	0	0	0	0	0	0	0	0	0	0	0	0
0	0	80,000	0	Operating Grants	0	0	0	0	0	0	0	0	0	0	0	0
337,600	265,600	402,500	265,400	Total Operating Revenues	233,000	211,000	(9)	217,000	223,000	229,000	236,000	243,000	250,000	257,000	265,000	273,000
				OPERATING EXPENSES												
1,826,600	1,929,600	1,914,600	1,998,200	Employee Costs - IS and Records	2,162,000	2,533,000	17	2,621,000	2,699,000	2,779,000	2,862,000	2,947,000	3,035,000	3,126,000	3,219,000	3,315,000
88,300	23,700	10,600	47,500	Telecommunications Mobile Hardware	46,000	40,000	(13)	41,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000
139,600	288,800	602,400	278,100	Hardware Lease	265,000	290,000	9	299,000	308,000	317,000	327,000	337,000	347,000	357,000	368,000	379,000
243,600	145,400	(222,600)	169,800	Hardware Support and Internet	171,000	178,000	4	183,000	188,000	193,000	199,000	205,000	211,000	218,000	225,000	232,000
472,700	482,300	605,400	524,400	Software - Support	640,000	670,000	5	690,000	711,000	732,000	754,000	777,000	800,000	824,000	849,000	874,000
254,700	261,900	275,700	300,500	Printing and Stationery	250,000	90,000	(64)	93,000	96,000	99,000	102,000	105,000	108,000	111,000	114,000	117,000
22,700	7,300	10,800	5,100	Consumables	10,000	8,000	(20)	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
0	0	0	198,500	Mobile Services	154,000	158,000	3	163,000	168,000	173,000	178,000	183,000	188,000	194,000	200,000	206,000
298,600	368,300	407,900	286,200	Software - Civica Licence	380,000	420,000	11	433,000	446,000	459,000	473,000	487,000	502,000	517,000	533,000	549,000
69,600	56,900	6,100	2,500	Computer Software	10,000	10,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
0	0	0	35,700	Profile ID - Economic Data - Council Website	46,000	48,000	4	49,000	50,000	52,000	54,000	56,000	58,000	60,000	62,000	64,000
0	0	0	0	Developer Contributions Software Licence Fees	104,000	80,000	(23)	83,000	86,000	89,000	93,000	96,000	99,000	102,000	105,000	108,000
99,200	93,700	164,100	71,500	Software Projects and Miscellaneous	158,000	58,000	(63)	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	74,000
0	0	0	0	Aerial Photography	10,000	12,000	20	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
0	40,400	147,400	189,900	Cyber Security and Insurance	190,000	200,000	5	206,000	212,000	218,000	225,000	232,000	239,000	246,000	253,000	261,000
0	0	0	16,600	Other Projects	64,000	0	(100)	0	0	0	0	0	0	0	0	0
0	(883,100)	(833,000)	(939,600)	Recouped from Business Activities												
				Direct Costs Redistributed to Businesses	(1,231,000)	(1,351,000)	10	(1,392,000)	(1,434,000)	(1,478,000)	(1,523,000)	(1,569,000)	(1,617,000)	(1,666,000)	(1,716,000)	(1,768,000)
3,515,600	2,815,200	3,089,400	3,184,900	Total Operating Expenses	3,429,000	3,444,000	0	3,557,000	3,662,000	3,768,000	3,882,000	3,997,000	4,114,000	4,236,000	4,362,000	4,490,000
(3,178,000)	(2,549,600)	(2,686,900)	(2,919,500)	Operating Result - Surplus / (Deficit)	(3,196,000)	(3,233,000)	1	(3,340,000)	(3,439,000)	(3,539,000)	(3,646,000)	(3,754,000)	(3,864,000)	(3,979,000)	(4,097,000)	(4,217,000)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(3,178,000)	(2,549,600)	(2,686,900)	(2,919,500)	Cash Result - Surplus / (Deficit)	(3,196,000)	(3,233,000)	1	(3,340,000)	(3,439,000)	(3,539,000)	(3,646,000)	(3,754,000)	(3,864,000)	(3,979,000)	(4,097,000)	(4,217,000)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
0	39,000	0	64,000	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
43,400	94,000	99,000	80,000	Add Transfer from Reserves	168,000	0	(100)	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
43,100	0	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
(3,177,700)	(2,494,600)	(2,587,900)	(2,903,500)	Cash Result after Capital Movements	(3,028,000)	(3,233,000)	7	(3,340,000)	(3,439,000)	(3,539,000)	(3,646,000)	(3,754,000)	(3,864,000)	(3,979,000)	(4,097,000)	(4,217,000)

People and Culture

Manager People and Culture

Background

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

Budget Comments

OPERATING REVENUES

Contributions

Includes insurance adjustments (refunds) and staff training subsidies.

OPERATING EXPENSES

Employee Costs

Based on staffing structure of 12 FTE (equivalent full time positions).

Staff Training and Development

Training, education and recruitment costs for Council employees.

Staff Support Services

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

Employee Oncosts

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

Oncosts Recouped

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

CAPITAL MOVEMENTS

Transfer to Reserve

Typically represents funds transferred to the employees leave reserve.

Capital Income

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

PEOPLE AND CULTURE																
ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
				Operating Grants and Contributions												
64,200	69,000	17,600	52,500	Contributions - LSL	50,000	50,000	0	52,000	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000
25,100	20,900	129,300	134,900	Contributions - Training	50,000	100,000	100	103,000	106,000	109,000	112,000	115,000	118,000	122,000	126,000	130,000
46,800	13,600	41,700	29,300	Maternity Leave - Centrelink Payments	10,000	15,000	50	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
				Other Revenues												
171,700	102,800	113,600	105,000	Refunds - Workers Compensation and other	95,000	105,000	11	108,000	111,000	114,000	117,000	120,000	123,000	127,000	131,000	135,000
307,800	206,300	302,200	321,700	Total Operating Revenues	205,000	270,000	32	278,000	286,000	294,000	302,000	310,000	318,000	328,000	338,000	348,000
				OPERATING EXPENSES												
				Human Resources												
895,600	835,000	911,700	906,800	Employee Costs	990,000	1,310,000	32	1,355,000	1,395,000	1,436,000	1,479,000	1,523,000	1,568,000	1,615,000	1,663,000	1,712,000
268,000	281,400	257,700	292,900	Staff Training and Development	277,000	293,000	6	302,000	311,000	320,000	329,000	338,000	347,000	356,000	367,000	378,000
61,000	51,900	45,900	48,100	Staff Support and Recognition	45,000	49,000	9	50,000	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000
				Employee Oncosts												
2,620,200	2,776,400	2,728,500	3,036,000	Superannuation	3,232,000	3,378,000	5	3,467,000	3,559,000	3,654,000	3,753,000	3,855,000	3,960,000	4,069,000	4,182,000	4,299,000
52,600	76,600	66,800	70,300	Recruitment	65,000	70,000	8	72,000	74,000	76,000	78,000	80,000	82,000	84,000	87,000	90,000
0	0	4,800	800	Jury Duty	1,000	2,000	100	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
623,300	605,500	539,000	575,300	Workers Compensation	485,000	624,000	29	642,000	661,000	680,000	700,000	720,000	741,000	762,000	784,000	807,000
3,735,600	3,879,100	3,921,600	4,592,000	Employee Entitlements	4,470,000	4,627,000	4	4,767,000	4,910,000	5,057,000	5,208,000	5,364,000	5,525,000	5,691,000	5,861,000	6,036,000
				Oncosts Recouped												
(7,839,300)	(8,221,500)	(8,142,700)	(8,815,100)	Oncosts Recouped - Internal Works	(8,910,000)	(9,300,000)	4	(9,579,000)	(9,866,000)	(10,162,000)	(10,447,000)	(10,741,000)	(11,043,000)	(11,354,000)	(11,675,000)	(12,005,000)
(72,200)	(73,400)	(403,200)	(78,900)	Oncosts Recouped - External Works	(60,000)	(82,000)	37	(84,000)	(86,000)	(89,000)	(92,000)	(95,000)	(98,000)	(101,000)	(104,000)	(107,000)
				Recouped from Business Activities												
0	(55,400)	(73,000)	(39,700)	Direct Costs Redistributed to Businesses	(164,000)	(277,000)	69	(286,000)	(295,000)	(304,000)	(314,000)	(324,000)	(334,000)	(345,000)	(356,000)	(367,000)
344,800	155,600	(142,900)	588,500	Total Operating Expenses	431,000	694,000	61	708,000	716,000	722,000	749,000	776,000	805,000	835,000	868,000	903,000
(37,000)	50,700	445,100	(266,800)	Operating Result - Surplus / (Deficit)	(226,000)	(424,000)	88	(430,000)	(430,000)	(428,000)	(447,000)	(466,000)	(487,000)	(507,000)	(530,000)	(555,000)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(37,000)	50,700	445,100	(266,800)	Cash Result - Surplus / (Deficit)	(226,000)	(424,000)	88	(430,000)	(430,000)	(428,000)	(447,000)	(466,000)	(487,000)	(507,000)	(530,000)	(555,000)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
47,400	31,000	0	31,000	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
111,800	47,400	0	31,000	Add Transfer from Reserves	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	226,000	424,000	88	430,000	430,000	428,000	447,000	466,000	487,000	507,000	530,000	555,000
0	0	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
27,400	67,100	445,100	(266,800)	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0

Commercial Property

Manager Commercial Services

Background

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

Budget Comments

OPERATING REVENUES

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

Flat Rock Tent Park Income from campers at the park.

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

OPERATING EXPENSES

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

Land Development Rates and charges applicable for these land holdings.

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

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

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

CAPITAL MOVEMENTS

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

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

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

COMMERCIAL PROPERTY

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
				Council Owned Properties												
1,719,700	1,727,900	1,924,600	2,023,800	Properties - Investment Properties	2,051,000	2,068,000	1	2,129,000	2,195,000	2,263,000	2,287,000	2,308,000	2,380,000	2,453,000	2,529,000	2,607,000
200,100	161,800	251,700	269,800	Properties - Others (Towers, Footpath etc)	272,000	261,000	(4)	270,000	279,000	289,000	299,000	309,000	319,000	329,000	339,000	351,000
				Other Operations												
39,000	68,200	75,000	76,200	Properties - Crown Reserves	83,000	84,000	1	87,000	90,000	93,000	96,000	99,000	102,000	105,000	108,000	111,000
347,900	441,300	368,400	554,600	Flat Rock Tent Park	514,000	530,000	3	550,000	570,000	591,000	613,000	638,000	673,000	710,000	749,000	790,000
67,700	69,700	71,000	74,600	Tuckombil and Stokers - Lease / Licences	73,000	40,000	(45)	37,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000
0	0	0	0	Airport Sandpit	0	0	0	0	0	0	0	0	0	0	0	0
				Interest on Investments												
19,000	31,600	20,000	257,000	Interest - Community Infrastructure Reserve	215,000	196,000	(9)	97,000	10,000	16,000	22,000	29,000	37,000	46,000	55,000	55,000
7,000	9,500	2,000	121,000	Interest - Property Development Reserve	130,000	100,000	(23)	183,000	63,000	448,000	702,000	742,000	784,000	827,000	873,000	873,000
				Other Revenues												
550,000	2,085,000	214,700	1,010,000	Fair Value Adjustments Rental Props	0	960,000	100	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000
0	0	70,300	0	Gain on Disposal of Real Estate	0	0	0	0	0	0	0	0	0	0	0	0
610,200	0	0	28,400	Quarries Remediation Provisions	0	0	0	0	0	0	0	0	0	0	0	0
3,560,600	4,595,000	2,997,700	4,415,400	Total Operating Revenues	3,338,000	4,239,000	27	4,313,000	4,200,000	4,694,000	5,014,000	5,121,000	5,292,000	5,468,000	5,652,000	5,787,000
				OPERATING EXPENSES												
				Property Management												
303,500	290,600	316,100	318,400	Employee Costs	350,000	345,000	(1)	357,000	368,000	379,000	391,000	403,000	415,000	428,000	441,000	454,000
21,200	17,600	25,000	5,700	Property Investigations	15,000	10,000	(33)	15,000	15,000	16,000	17,000	18,000	19,000	20,000	21,000	22,000
				Land Development												
13,200	9,800	16,900	15,100	Wollongbar Residential Estate	62,000	62,000	0	30,000	0	0	0	0	0	0	0	0
37,500	96,200	56,300	173,500	Southern Cross Industrial Estate	76,000	79,000	4	82,000	85,000	88,000	91,000	94,000	97,000	100,000	103,000	106,000
13,100	18,300	12,600	13,900	Russellton Industrial Estate	16,000	16,000	0	17,000	0	0	0	0	0	0	0	0
(3,591,300)	(933,900)	0	1,224,100	Land Stock Movements	0	0	0	0	0	0	0	0	0	0	0	0
				Property - Operations and Maintenance												
292,900	250,800	240,800	334,500	Properties - Council Investment	344,000	353,000	3	362,000	371,000	381,000	391,000	401,000	411,000	421,000	431,000	442,000
68,800	72,000	54,800	44,800	Properties - Council Commercial	80,000	59,000	(26)	60,000	61,000	62,000	63,000	64,000	66,000	68,000	70,000	72,000
16,200	16,900	15,800	26,900	Properties - Council Residential	31,000	20,000	(35)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
83,600	77,300	52,000	56,000	Properties - Crown Reserves	66,000	54,000	(18)	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000
				Caravan Parks and Tent Park												
277,000	303,000	365,600	404,600	Flat Rock Tent Park	441,000	416,000	(6)	425,000	437,000	450,000	463,000	479,000	503,000	528,000	555,000	583,000
				Quarries and Sandpit												
42,600	51,100	104,100	62,600	Tuckombil Quarry	99,000	43,000	(57)	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000
0	0	0	0	Stokers Quarry	0	0	0	0	0	0	0	0	0	0	0	0
5,800	900	6,500	0	Airport Sandpit	3,000	0	(100)	0	0	0	0	0	0	0	0	0
				Overheads and Interest on Loans												
210,000	163,000	159,100	174,000	Overheads Distributed	194,000	205,000	6	214,000	223,000	232,000	241,000	250,000	260,000	270,000	280,000	290,000
0	95,200	117,500	248,600	Interest on Loans - Property Development	368,000	444,000	21	369,000	0	0	0	0	0	0	0	0
				Non-cash Expenses												
14,200	2,500	0	47,100	Unwinding Interest Free Loan	0	0	0	0	0	0	0	0	0	0	0	0
5,500	32,600	18,000	21,500	Depreciation - Flat Rock Tent Park	23,000	24,000	4	25,000	26,000	27,000	28,000	29,000	30,000	31,000	32,000	34,000
55,600	63,300	335,500	206,500	Depreciation and Amortisation - Quarries	217,000	210,000	(3)	216,000	152,000	156,000	161,000	166,000	171,000	176,000	181,000	186,000
42,800	46,600	44,100	72,400	Depreciation - Commercial Buildings	46,000	75,000	63	78,000	81,000	84,000	87,000	90,000	93,000	96,000	100,000	104,000
(2,087,800)	673,800	1,940,700	3,450,200	Total Operating Expenses	2,431,000	2,415,000	(1)	2,358,000	1,930,000	1,989,000	2,050,000	2,114,000	2,188,000	2,264,000	2,343,000	2,425,000
5,648,400	3,921,200	1,057,000	965,200	Operating Result - Surplus / (Deficit)	907,000	1,824,000	101	1,955,000	2,270,000	2,705,000	2,964,000	3,007,000	3,104,000	3,204,000	3,309,000	3,362,000
0	0	(70,300)	0	Less Gain on Disposal of Real Estate	0	0	0	0	0	0	0	0	0	0	0	0
103,900	142,500	397,600	300,400	Add Back Depreciation	286,000	309,000	8	319,000	259,000	267,000	276,000	285,000	294,000	303,000	313,000	324,000
(550,000)	(2,085,000)	(214,700)	(1,010,000)	Add Back Fair Value Adjustments	0	(960,000)	100	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)
(3,591,300)	(933,900)	0	1,224,100	Add Back Land stock Movements	0	0	0	0	0	0	0	0	0	0	0	0
1,611,000	1,044,800	1,169,600	1,479,700	Cash Result - Surplus / (Deficit)	1,193,000	1,173,000	(2)	1,314,000	1,569,000	2,012,000	2,280,000	2,332,000	2,438,000	2,547,000	2,662,000	2,726,000
				Capital Movements												
0	138,300	206,000	7,384,700	Less Loan Principal Repayments	4,070,000	5,629,000	38	7,000,000	0	0	0	0	0	0	0	0
5,857,600	2,806,000	3,950,900	13,872,400	Less Transfer to Reserves	5,014,000	18,763,000	274	22,826,000	9,490,000	6,958,000	2,752,000	2,828,000	2,959,000	3,094,000	3,234,000	3,322,000
2,060,800	1,497,700	5,299,400	9,319,200	Add Transfer from Reserves	9,961,000	11,219,000	13	16,382,200	741,000	766,000	792,000	816,000	841,000	867,000	892,000	916,000
7,811,400	2,314,500	2,020,900	12,259,200	Add Capital Income Applied	4,524,000	16,700,000	269	12,700,000	7,500,000	4,500,000	0	0	0	0	0	0
5,375,600	1,662,700	4,017,000	1,368,000	Less Capital Expenditure	6,344,000	4,400,000	(31)	270,200	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
250,000	250,000	316,000	433,000	Cash Result after Capital Movements	250,000	300,000	20	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000

Ballina-Byron Gateway Airport

Manager Commercial Services

Background

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

Budget Comments

OPERATING REVENUES

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

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

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

OPERATING EXPENSES

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

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

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

Interest on Loans Loans applicable to development of the airport.

CAPITAL MOVEMENTS

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

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

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

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

Capital Expenditure Refer to Part C of this document.

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

BALLINA - BYRON GATEWAY AIRPORT

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
				Fees and Charges												
2,557,400	3,427,200	3,943,000	4,082,900	Landing Fees	3,840,000	4,522,000	18	4,636,000	4,753,000	4,873,000	4,996,000	5,123,000	5,253,000	5,386,000	5,522,000	5,661,000
1,249,300	1,617,400	1,337,000	1,478,200	Security Recouped	1,450,000	1,500,000	3	1,538,000	1,577,000	1,617,000	1,658,000	1,700,000	1,743,000	1,787,000	1,832,000	1,878,000
846,800	1,448,400	1,365,300	1,657,900	Rentals	1,550,000	2,071,000	34	2,127,000	2,185,000	2,244,000	2,304,000	2,365,000	2,428,000	2,492,000	2,558,000	2,626,000
544,500	706,600	612,400	1,559,500	Car Parking	1,800,000	1,900,000	6	1,948,000	2,797,000	2,867,000	2,939,000	3,013,000	3,089,000	3,167,000	3,247,000	3,329,000
76,400	86,600	101,700	120,500	Advertising	125,000	155,000	24	159,000	163,000	168,000	173,000	178,000	183,000	188,000	193,000	198,000
				Grants and Contributions												
53,500	107,100	92,500	105,300	Contributions - Fire Station, NDB etc	110,000	112,000	2	115,000	118,000	121,000	125,000	129,000	133,000	137,000	141,000	145,000
293,700	520,600	20,300	0	Airlines Conts to CAGRO	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	489,900	Regional Airports Screening Grant	0	0	0	0	0	0	0	0	0	0	0	0
81,600	80,400	47,800	13,400	LIRS Subsidy	0	0	0	0	0	0	0	0	0	0	0	0
				Other Revenues												
50,400	45,100	26,500	17,600	Parking Fines	5,000	10,000	100	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000
5,753,600	8,039,400	7,546,500	9,525,200	Total Operating Revenues	8,880,000	10,270,000	16	10,534,000	11,605,000	11,903,000	12,209,000	12,523,000	12,845,000	13,174,000	13,511,000	13,856,000
				OPERATING EXPENSES												
				Airport												
1,236,200	1,137,100	1,236,800	1,342,200	Management Expenses	1,661,000	1,617,000	(3)	1,616,000	1,663,000	1,711,000	1,760,000	1,812,000	1,865,000	1,919,000	1,976,000	2,034,000
281,200	278,100	327,200	530,300	Maintenance Expenses	490,000	525,000	7	540,000	554,000	569,000	585,000	602,000	618,000	635,000	652,000	670,000
1,060,900	1,406,700	1,377,000	1,782,800	Security for Departure Lounge	1,378,000	1,425,000	3	1,461,000	1,498,000	1,536,000	1,575,000	1,615,000	1,656,000	1,698,000	1,740,000	1,784,000
1,189,300	1,649,800	981,500	1,627,600	Operations	1,074,000	1,070,000	(0)	1,100,000	1,130,000	1,161,000	1,192,000	1,225,000	1,256,000	1,289,000	1,326,000	1,363,000
0	0	26,700	0	Flood Event	0	0	0	0	0	0	0	0	0	0	0	0
				Indirect Expenses												
509,000	626,000	678,000	678,500	Overheads Distributed	977,000	1,098,000	12	1,131,000	1,165,000	1,200,000	1,236,000	1,273,000	1,311,000	1,350,000	1,391,000	1,433,000
				Debt Servicing												
307,900	273,200	176,400	294,000	Interest on Loans	807,000	773,000	(4)	746,000	717,000	689,000	658,000	626,000	593,000	559,000	522,000	483,000
				Non-cash Expenses												
786,000	1,010,600	1,086,800	1,178,500	Depreciation - Airport	1,257,000	1,297,000	3	1,338,000	1,381,000	1,425,000	1,470,000	1,517,000	1,565,000	1,615,000	1,666,000	1,719,000
2,342,000	0	0	0	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
7,712,500	6,381,500	5,890,400	7,433,900	Total Operating Expenses	7,644,000	7,805,000	2	7,932,000	8,108,000	8,291,000	8,476,000	8,670,000	8,864,000	9,065,000	9,273,000	9,486,000
(1,958,900)	1,657,900	1,656,100	2,091,300	Operating Result - Surplus / (Deficit)	1,236,000	2,465,000	99	2,602,000	3,497,000	3,612,000	3,733,000	3,853,000	3,981,000	4,109,000	4,238,000	4,370,000
786,000	1,010,600	1,086,800	1,178,500	Add Back Depreciation	1,257,000	1,297,000	3	1,338,000	1,381,000	1,425,000	1,470,000	1,517,000	1,565,000	1,615,000	1,666,000	1,719,000
2,342,000	0	0	0	Add Back Loss Infrastructure Disposal	0	0	0	0	0	0	0	0	0	0	0	0
1,169,100	2,668,500	2,742,900	3,269,800	Cash Result - Surplus / (Deficit)	2,493,000	3,762,000	51	3,940,000	4,878,000	5,037,000	5,203,000	5,370,000	5,546,000	5,724,000	5,904,000	6,089,000
				Capital Movements												
1,294,800	1,408,500	1,415,800	1,067,000	Less Loan Principal Repayments	749,000	569,000	(24)	596,000	565,000	594,000	624,000	656,000	689,000	724,000	761,000	800,000
1,943,900	591,800	0	18,746,000	Less Transfer to Reserves	1,744,000	3,193,000	83	3,344,000	4,313,000	4,443,000	4,579,000	4,714,000	4,857,000	5,000,000	5,143,000	5,289,000
0	0	1,577,700	10,061,500	Add Transfer from Reserves	10,378,200	3,635,000	(65)	3,750,000	4,800,000	4,500,000	3,250,000	3,750,000	4,000,000	4,100,000	4,200,000	4,300,000
3,142,000	405,000	4,256,400	15,054,100	Add Capital Income Applied	2,029,800	0	(100)	1,500,000	1,500,000	2,000,000	3,250,000	3,750,000	4,000,000	4,100,000	4,200,000	4,300,000
1,072,400	1,073,200	7,161,200	8,572,400	Less Capital Expenditure	12,408,000	3,635,000	(71)	5,250,000	6,300,000	6,500,000	6,500,000	7,500,000	8,000,000	8,200,000	8,400,000	8,600,000
0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0
1,477,000	2,941,700	2,919,300	3,563,800	Earnings before Int, Dep (EBITDA)	3,300,000	4,535,000	37	4,686,000	5,595,000	5,726,000	5,861,000	5,996,000	6,139,000	6,283,000	6,426,000	6,572,000

Community Facilities

Manager Communications and Customer Service

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

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

OPERATING EXPENSES

Employee Costs

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

Community Centres

Operating expenses for the facilities identified.

Community Services Programs and Services

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

CAPITAL MOVEMENTS

Transfer from Reserves

Refer to Part D for further details of reserve movements.

Capital Expenditure

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

COMMUNITY FACILITIES

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
				Grants and Contributions												
0	0	0	91,900	Northern NSW Flood Commemorative Events	0	0	0	0	0	0	0	0	0	0	0	
				Fees and Charges												
130,100	131,200	139,700	184,500	Kentwell Centre	171,000	186,000	9	193,000	200,000	207,000	214,000	221,000	228,000	235,000	243,000	252,000
15,300	29,200	32,500	21,800	Alstonville Cultural Centre	0	0	0	0	200,000	206,000	213,000	220,000	227,000	234,000	242,000	250,000
63,600	102,000	126,500	255,800	Lennox Head Cultural Centre	200,000	202,000	1	209,000	216,000	223,000	230,000	237,000	245,000	253,000	261,000	269,000
0	0	0	0	Lennox Head Community Hall (EPIQ)	10,000	10,000	0	18,000	19,000	20,000	21,000	22,000	23,000	24,000	25,000	26,000
49,700	145,900	110,500	258,300	Ballina Indoor Sports Centre	228,000	232,000	2	241,000	250,000	259,000	268,000	277,000	287,000	297,000	307,000	318,000
23,200	32,400	39,000	120,900	Richmond Room	35,000	40,000	14	42,000	44,000	46,000	48,000	50,000	52,000	54,000	56,000	58,000
109,000	126,800	111,600	238,700	Ballina Surf Club	142,000	148,000	4	154,000	160,000	166,000	173,000	180,000	187,000	194,000	202,000	210,000
11,700	12,800	10,800	9,800	Halls	10,000	12,000	20	13,000	14,000	15,000	16,000	17,000	18,000	19,000	20,000	21,000
0	0	0	12,100	Other Income	0	0	0	0	0	0	0	0	0	0	0	0
402,600	580,300	570,600	1,193,800	Total Operating Revenues	796,000	830,000	4	870,000	1,103,000	1,142,000	1,183,000	1,224,000	1,267,000	1,310,000	1,356,000	1,404,000
				OPERATING EXPENSES												
514,000	517,800	485,800	485,600	Employee Costs	554,000	734,000	32	761,000	905,000	933,000	962,000	992,000	1,023,000	1,055,000	1,088,000	1,122,000
13,700	16,300	11,800	14,000	Software	14,000	14,000	0	14,000	14,000	15,000	16,000	17,000	18,000	19,000	20,000	21,000
0	0	19,300	65,400	Northern NSW Flood Commemorative Events	0	0	0	0	0	0	0	0	0	0	0	0
46,900	39,600	41,500	60,300	Kentwell Centre	52,000	33,000	(37)	50,000	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000
56,000	39,700	40,000	53,500	Alstonville Cultural Centre	44,000	47,000	7	49,000	127,000	131,000	136,000	141,000	146,000	151,000	156,000	161,000
188,600	154,100	163,900	178,800	Lennox Head Cultural Centre	195,000	148,000	(24)	153,000	158,000	164,000	170,000	177,000	184,000	191,000	198,000	205,000
0	0	23,700	15,400	Lennox Head Community Hall (EPIQ)	11,000	17,000	55	18,000	19,000	20,000	21,000	22,000	23,000	24,000	25,000	26,000
54,100	63,000	64,800	121,200	Ballina Indoor Sports Centre	108,000	88,000	(19)	93,000	98,000	103,000	108,000	113,000	118,000	123,000	128,000	133,000
23,300	20,900	32,600	51,000	Richmond Room	33,000	27,000	(18)	29,000	31,000	33,000	35,000	37,000	39,000	41,000	43,000	45,000
101,100	98,500	124,400	118,700	Ballina Surf Club	151,000	159,000	5	165,000	171,000	177,000	183,000	189,000	195,000	201,000	207,000	213,000
997,700	949,900	1,007,800	1,163,900	Total Operating Expenses	1,162,000	1,267,000	9	1,332,000	1,574,000	1,628,000	1,684,000	1,742,000	1,801,000	1,861,000	1,922,000	1,984,000
(595,100)	(369,600)	(437,200)	29,900	Operating Result - Surplus / (Deficit)	(366,000)	(437,000)	19	(462,000)	(471,000)	(486,000)	(501,000)	(518,000)	(534,000)	(551,000)	(566,000)	(580,000)
0	0	0	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(595,100)	(369,600)	(437,200)	29,900	Cash Result - Surplus / (Deficit)	(366,000)	(437,000)	19	(462,000)	(471,000)	(486,000)	(501,000)	(518,000)	(534,000)	(551,000)	(566,000)	(580,000)
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	190,000	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Add Transfer from Reserves	0	0	0	0	0	0	0	0	0	0	0	0
0	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
(595,100)	(369,600)	(437,200)	(160,100)	Cash Result after Capital Movements	(366,000)	(437,000)	19	(462,000)	(471,000)	(486,000)	(501,000)	(518,000)	(534,000)	(551,000)	(566,000)	(580,000)
				Facility Cash Results (excluding Employee Costs)												
83,200	91,600	98,200	124,200	Kentwell Centre	119,000	153,000	29	143,000	149,000	155,000	161,000	167,000	173,000	179,000	186,000	194,000
(40,700)	(10,500)	(7,500)	(31,700)	Alstonville Cultural Centre	(44,000)	(47,000)	7	(49,000)	73,000	75,000	77,000	79,000	81,000	83,000	86,000	89,000
(125,000)	(52,100)	(37,400)	77,000	Lennox Head Cultural Centre	5,000	54,000	980	56,000	58,000	59,000	60,000	60,000	61,000	62,000	63,000	64,000
0	0	(23,700)	(15,400)	Lennox Head Community Hall (EPIQ)	(1,000)	(7,000)	600	0	0	0	0	0	0	0	0	0
(4,400)	82,900	45,700	137,100	Ballina Indoor Sports Centre	120,000	144,000	20	148,000	152,000	156,000	160,000	164,000	169,000	174,000	179,000	185,000
(100)	11,500	6,400	69,900	Richmond Room	2,000	13,000	550	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
7,900	28,300	(12,800)	120,000	Ballina Surf Club	(9,000)	(11,000)	22	(11,000)	(11,000)	(11,000)	(10,000)	(9,000)	(8,000)	(7,000)	(5,000)	(3,000)
(79,100)	151,700	68,900	481,100	Total	192,000	299,000	56	300,000	434,000	447,000	461,000	474,000	489,000	504,000	522,000	542,000

Library Services

Manager Communications and Customer Service

Background

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

Budget Comments

OPERATING REVENUES

Library Per Capita

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

Special Projects

Subject to applications each year. Offset by expenditure.

OPERATING EXPENDITURE

Contribution to Richmond Tweed Regional Library (RTRL)

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

Other Library Expenses

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

LIBRARY SERVICES																
ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
				Operating Grants and Contributions												
108,300	113,800	119,800	130,500	Library Per Capita	134,000	134,000	0	139,000	144,000	149,000	154,000	159,000	164,000	169,000	175,000	181,000
57,700	57,700	57,700	57,700	Special Projects	59,000	0	(100)	0	0	0	0	0	0	0	0	0
				Other Revenues												
56,400	65,900	77,100	150,200	Share of Joint Venture	0	0	0	0	0	0	0	0	0	0	0	0
222,400	237,400	254,600	338,400	Total Operating Revenues	193,000	134,000	(31)	139,000	144,000	149,000	154,000	159,000	164,000	169,000	175,000	181,000
				OPERATING EXPENSES												
1,420,700	1,460,000	1,520,600	1,606,000	Contribution to Richmond Tweed Library	1,732,000	1,962,000	13	2,021,000	2,082,000	2,145,000	2,210,000	2,277,000	2,346,000	2,417,000	2,490,000	2,565,000
21,300	40,900	24,100	23,700	Rates, Insurance and Security	25,000	27,000	8	29,000	31,000	33,000	35,000	37,000	39,000	41,000	43,000	45,000
52,400	55,000	58,400	57,600	Electricity, Heating and Cleaning	52,000	62,000	19	63,000	64,000	65,000	66,000	67,000	69,000	71,000	73,000	75,000
19,100	18,800	15,400	18,600	Library Sundries	21,000	23,000	10	24,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000	32,000
1,000	27,800	14,400	30,000	Special Projects (Grant Funded)	59,000	0	(100)	0	0	0	0	0	0	0	0	0
				Indirect Expenses - Overheads												
0	0	0	0	Overheads	0	0	0	0	0	0	0	0	0	0	0	0
				Non-cash Expenses												
162,900	190,500	167,100	236,900	Depreciation	243,000	250,000	3	258,000	267,000	276,000	285,000	294,000	304,000	314,000	324,000	335,000
1,677,400	1,793,000	1,800,000	1,972,800	Total Operating Expenses	2,132,000	2,324,000	9	2,395,000	2,469,000	2,545,000	2,623,000	2,703,000	2,787,000	2,873,000	2,961,000	3,052,000
(1,455,000)	(1,555,600)	(1,545,400)	(1,634,400)	Operating Result - Surplus / (Deficit)	(1,939,000)	(2,190,000)	13	(2,256,000)	(2,325,000)	(2,396,000)	(2,469,000)	(2,544,000)	(2,623,000)	(2,704,000)	(2,786,000)	(2,871,000)
162,900	190,500	167,100	236,900	Add Back Depreciation	243,000	250,000	3	258,000	267,000	276,000	285,000	294,000	304,000	314,000	324,000	335,000
(1,292,100)	(1,365,100)	(1,378,300)	(1,397,500)	Cash Result - Surplus / (Deficit)	(1,696,000)	(1,940,000)	14	(1,998,000)	(2,058,000)	(2,120,000)	(2,184,000)	(2,250,000)	(2,319,000)	(2,390,000)	(2,462,000)	(2,536,000)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
57,000	29,900	43,100	27,700	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Add Transfer from Reserves	0	0		0	0	0	0	0	0	0	0	0
0	0	0	76,500	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
0	0	0	76,500	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
(1,349,100)	(1,395,000)	(1,421,400)	(1,425,200)	Cash Result after Capital Movements	(1,696,000)	(1,940,000)	14	(1,998,000)	(2,058,000)	(2,120,000)	(2,184,000)	(2,250,000)	(2,319,000)	(2,390,000)	(2,462,000)	(2,536,000)

Swimming Pools

Manager Facilities and Services

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

Generated primarily from entrance fees.

OPERATING EXPENSES

Ballina Swimming Pool

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

Alstonville Swimming Pool

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

CAPITAL MOVEMENTS

Loan Principal Repayments

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

Transfer from Reserves

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

Capital Income

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

Capital Expenditure

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

SWIMMING POOLS

ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
612,100	704,500	643,300	725,600	Ballina Fees and Charges	809,000	825,000	2	851,000	878,000	905,000	933,000	962,000	992,000	1,023,000	1,055,000	1,087,000
372,400	365,000	392,400	483,800	Alstonville Fees and Charges	490,000	500,000	2	515,000	531,000	547,000	564,000	581,000	599,000	617,000	636,000	656,000
984,500	1,069,500	1,035,700	1,209,400		1,299,000	1,325,000	2	1,366,000	1,409,000	1,452,000	1,497,000	1,543,000	1,591,000	1,640,000	1,691,000	1,743,000
				OPERATING EXPENSES												
363,500	357,600	377,600	457,800	Ballina Swimming Complex Operating Costs	432,000	446,000	3	462,000	478,000	495,000	512,000	530,000	548,000	567,000	586,000	606,000
357,500	407,100	414,800	331,400	Contract Management Charges	373,000	379,000	2	391,000	403,000	417,000	431,000	445,000	460,000	475,000	490,000	506,000
275,200	261,900	266,000	303,000	Debt Servicing Interest on Loans - Ballina	290,000	274,000	(6)	257,000	241,000	223,000	205,000	184,000	133,000	118,000	100,000	83,000
291,600	301,300	291,300	362,000	Alstonville Swimming Complex Operating Costs	382,000	385,000	1	399,000	413,000	427,000	441,000	455,000	469,000	484,000	501,000	519,000
274,600	294,800	267,900	364,700	Contract Management Charges	325,000	336,000	3	347,000	358,000	370,000	382,000	394,000	407,000	420,000	433,000	447,000
223,000	214,200	191,400	135,000	Debt Servicing Interest on Loans - Alstonville	130,000	123,000	(5)	116,000	110,000	101,000	94,000	86,000	109,000	95,000	82,000	67,000
247,500	248,300	266,200	417,400	Non-cash Expenses Depreciation	441,000	420,000	(5)	434,000	448,000	463,000	478,000	494,000	510,000	527,000	544,000	562,000
2,032,900	2,085,200	2,075,200	2,371,300	Total Operating Expenses	2,373,000	2,363,000	(0)	2,406,000	2,451,000	2,496,000	2,543,000	2,588,000	2,636,000	2,686,000	2,736,000	2,790,000
(1,048,400)	(1,015,700)	(1,039,500)	(1,161,900)	Operating Result - Surplus / (Deficit)	(1,074,000)	(1,038,000)	(3)	(1,040,000)	(1,042,000)	(1,044,000)	(1,046,000)	(1,045,000)	(1,045,000)	(1,046,000)	(1,045,000)	(1,047,000)
247,500	248,300	266,200	417,400	Add Back Depreciation	441,000	420,000	(5)	434,000	448,000	463,000	478,000	494,000	510,000	527,000	544,000	562,000
(800,900)	(767,400)	(773,300)	(744,500)	Cash Result - Surplus / (Deficit)	(633,000)	(618,000)	(2)	(606,000)	(594,000)	(581,000)	(568,000)	(551,000)	(535,000)	(519,000)	(501,000)	(485,000)
				Capital Movements												
506,500	526,200	546,300	567,700	Less Loan Principal Repayments	592,000	615,000		639,000	661,000	688,000	713,000	742,000	770,000	799,000	830,000	862,000
0	0	0	0	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
234,400	292,000	0	31,000	Add Transfer from Reserves	238,000	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
241,600	313,300	59,400	181,000	Less Capital Expenditure	238,000	51,000		0	0	0	0	0	0	0	0	0
(1,314,600)	(1,314,900)	(1,379,000)	(1,462,200)	Cash Result after Capital Movements	(1,225,000)	(1,284,000)	5	(1,245,000)	(1,255,000)	(1,269,000)	(1,281,000)	(1,293,000)	(1,305,000)	(1,318,000)	(1,331,000)	(1,347,000)

ESTIMATED				NET OPERATING COST	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
(108,900)	(60,200)	(149,100)	(63,600)	Ballina Swimming Pool	4,000	0	(100)	(2,000)	(3,000)	(7,000)	(10,000)	(13,000)	(16,000)	(19,000)	(21,000)	(25,000)
(193,800)	(231,100)	(166,800)	(242,900)	Alstonville Swimming Pool	(217,000)	(221,000)	2	(231,000)	(240,000)	(250,000)	(259,000)	(268,000)	(277,000)	(287,000)	(298,000)	(310,000)
(302,700)	(291,300)	(315,900)	(306,500)	Summary Net Operating Costs	(213,000)	(221,000)	4	(233,000)	(243,000)	(257,000)	(269,000)	(281,000)	(293,000)	(306,000)	(319,000)	(335,000)

Tourism

Manager Communications and Customer Service

Background

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

Budget Comments

OPERATING REVENUES

Commissions and Merchandise Sales

Commissions earned at the tourism information centre.

Marketing and Destination Development Revenues

Contributions to marketing campaigns.

OPERATING EXPENSES

Employee Costs

Based on staffing structure of 3 FTE (equivalent full time positions)

Visitor Information Centre (VIC) - Office Expenses

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

Merchandise Purchases

Cost of goods sold. Offset by sales revenue.

Commission Expenses

Costs incurred in taking reservations. Offset by reservation revenue.

Marketing and Development

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

TOURISM																
ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
				Fees and Charges												
8,900	6,900	5,900	5,900	Visitor Information Centre - Commissions	9,000	5,000	(44)	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000
28,800	31,500	57,800	111,600	Visitor Information Centre - Merchandise	131,000	135,000	3	140,000	145,000	150,000	155,000	160,000	165,000	170,000	176,000	182,000
121,500	7,000	21,700	29,400	Marketing and Destination Development	74,000	28,000	(62)	18,000	20,000	22,000	24,000	26,000	28,000	30,000	32,000	34,000
				Operating Grants and Contributions												
0	25,000	0	0	Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
159,200	70,400	85,400	146,900	Total Operating Revenues	214,000	168,000	(21)	164,000	172,000	180,000	188,000	196,000	204,000	212,000	221,000	230,000
				OPERATING EXPENSES												
				Tourism												
271,000	277,500	268,100	251,000	Employee Costs	308,000	330,000	7	341,000	353,000	366,000	379,000	392,000	406,000	420,000	434,000	449,000
61,300	66,800	38,000	69,600	Sales and Reservations	101,000	57,000	(44)	48,000	52,000	56,000	60,000	64,000	68,000	72,000	76,000	80,000
64,400	61,100	56,100	62,300	Visitor Centre Office Expenses	71,000	78,000	10	80,000	92,000	104,000	116,000	128,000	140,000	152,000	164,000	176,000
18,900	8,500	700	1,000	Promotional and Interpretive Signage	0	10,000	100	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000
87,000	9,100	88,100	47,400	Marketing and Destination Development	78,000	68,000	(13)	71,000	74,000	77,000	80,000	83,000	86,000	89,000	92,000	95,000
17,700	13,400	22,100	17,200	Christmas Decorations	20,000	22,000	10	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000
0	0	2,900	0	Flood Event	0	0	0	0	0	0	0	0	0	0	0	0
				Non-cash Expenses												
29,100	29,100	29,400	16,800	Deprec - Tourism Building and Assets	32,000	20,000	(38)	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
549,400	465,500	505,400	465,300	Total Operating Expenses	610,000	585,000	(4)	593,000	627,000	662,000	697,000	732,000	768,000	804,000	840,000	877,000
(390,200)	(395,100)	(420,000)	(318,400)	Operating Result - Surplus / (Deficit)	(396,000)	(417,000)	5	(429,000)	(455,000)	(482,000)	(509,000)	(536,000)	(564,000)	(592,000)	(619,000)	(647,000)
29,100	29,100	29,400	16,800	Add Back Depreciation	32,000	20,000	(38)	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
(361,100)	(366,000)	(390,600)	(301,600)	Cash Result - Surplus / (Deficit)	(364,000)	(397,000)	9	(408,000)	(433,000)	(459,000)	(485,000)	(511,000)	(538,000)	(565,000)	(591,000)	(618,000)
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
20,100	20,000	0	0	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
0	0	20,000	0	Add Transfer from Reserves	20,000	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	108,000	72,000		0	0	0	0	0	0	0	0	0
0	0	0	0	Less Capital Expenditure	108,000	72,000		0	0	0	0	0	0	0	0	0
(381,200)	(386,000)	(370,600)	(301,600)	Cash Result after Capital Movements	(344,000)	(397,000)	15	(408,000)	(433,000)	(459,000)	(485,000)	(511,000)	(538,000)	(565,000)	(591,000)	(618,000)

Facilities Management

Manager Facilities and Services

Background

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

Budget Comments

OPERATING EXPENSES

Administration Centre

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

Works Depot

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

Public Halls and Community Facilities Maintenance

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

Public Halls

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

Naval Museum

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

CAPITAL MOVEMENTS

Loan Principal Repayments

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

Reserve Movements

Refer to Part E of this document.

Capital Income

Typically relates to internal contributions to finance depot improvement works.

Capital Expenditure

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

FACILITIES MANAGEMENT																
ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
0	0	16,600	0	Fees and Charges	0	0	0	0	0	0	0	0	0	0	0	
31,100	31,000	24,600	538,600	Other Revenues	387,000	35,000	(91)	39,000	43,000	47,000	51,000	55,000	59,000	63,000	71,000	
31,100	31,000	41,200	538,600	Total Operating Revenues	387,000	35,000	(91)	39,000	43,000	47,000	51,000	55,000	59,000	63,000	71,000	
				OPERATING EXPENSES												
				Administration												
178,100	208,900	485,400	465,100	Employee Costs	638,000	906,000	42	939,000	968,000	998,000	1,029,000	1,061,000	1,094,000	1,128,000	1,163,000	1,199,000
292,300	281,700	293,700	350,900	Administration Centre	326,000	282,000	(13)	295,000	308,000	321,000	334,000	347,000	360,000	373,000	387,000	401,000
291,000	305,400	291,600	320,400	Works Depot - Operating Expenses	307,000	288,000	(6)	302,000	316,000	330,000	344,000	358,000	373,000	388,000	403,000	419,000
8,800	34,900	98,200	66,900	Works Depot Number Two - Operating Expenses	20,000	20,000	0	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
				Public Halls and Community Facilities Maintenance												
175,800	130,300	92,400	417,500	Public Halls Maintenance	180,000	193,000	7	208,000	223,000	238,000	253,000	268,000	283,000	298,000	313,000	328,000
204,900	244,100	244,200	230,100	Community Facilities and Public Buildings	272,000	282,000	4	298,000	315,000	332,000	349,000	367,000	385,000	403,000	421,000	439,000
65,700	81,100	60,200	95,600	Surf Clubs	99,000	101,000	2	109,000	117,000	125,000	133,000	141,000	149,000	157,000	165,000	174,000
17,600	8,600	24,700	42,800	Libraries	24,000	24,000	0	25,000	26,000	27,000	28,000	29,000	30,000	31,000	32,000	33,000
23,400	26,800	21,000	40,200	SES and Marine Rescue	25,000	35,000	40	38,000	41,000	44,000	47,000	50,000	53,000	56,000	59,000	62,000
31,700	17,300	11,600	10,900	Crawford House and Naval Cadets	22,000	22,000	0	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
6,300	10,800	9,000	9,200	Naval Museum	9,000	10,000	11	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
0	0	98,600	321,900	Flood Event	0	0	0	0	0	0	0	0	0	0	0	0
				Debt Servicing												
5,200	3,600	2,400	1,100	Interest on Centre and Museum Loans	0	0	0	60,000	238,000	232,000	225,000	217,000	209,000	201,000	192,000	183,000
				Recouped from Business Activities												
0	(633,300)	(933,000)	(974,400)	Direct Costs Redistributed to Businesses	(1,171,000)	(1,684,000)	44	(1,735,000)	(1,788,000)	(1,842,000)	(1,898,000)	(1,955,000)	(2,014,000)	(2,075,000)	(2,138,000)	(2,203,000)
				Non-Cash Expenses												
575,800	592,700	1,072,200	1,317,200	Depreciation - Administration Building and Depots	1,116,000	1,350,000	21	1,393,000	1,437,000	1,483,000	1,530,000	1,579,000	1,629,000	1,681,000	1,734,000	1,789,000
1,088,100	1,268,000	676,500	640,100	Depreciation - Public Halls and Comm Facs	741,000	650,000	(12)	671,000	693,000	715,000	738,000	762,000	787,000	812,000	838,000	865,000
283,800	1,322,100	168,800	79,500	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
3,248,500	3,903,000	2,717,500	3,435,000	Total Operating Expenses	2,608,000	2,479,000	(5)	2,656,000	2,948,000	3,058,000	3,168,000	3,281,000	3,396,000	3,512,000	3,629,000	3,750,000
(3,217,400)	(3,872,000)	(2,676,300)	(2,896,400)	Operating Result - Surplus / (Deficit)	(2,221,000)	(2,444,000)	10	(2,617,000)	(2,905,000)	(3,011,000)	(3,117,000)	(3,226,000)	(3,337,000)	(3,449,000)	(3,562,000)	(3,679,000)
1,663,900	1,860,700	1,748,700	1,957,300	Add Back Depreciation	1,857,000	2,000,000	8	2,064,000	2,130,000	2,198,000	2,268,000	2,341,000	2,416,000	2,493,000	2,572,000	2,654,000
283,800	1,322,100	168,800	79,500	Add Back Loss on Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
(1,269,700)	(689,200)	(758,800)	(859,600)	Cash Result - Surplus / (Deficit)	(364,000)	(444,000)	22	(553,000)	(775,000)	(813,000)	(849,000)	(885,000)	(921,000)	(956,000)	(990,000)	(1,025,000)
				Capital Movements												
22,800	16,900	18,100	20,000	Less Loan Principal Repayments	0	0		27,000	111,000	117,000	124,000	132,000	140,000	148,000	157,000	166,000
1,946,000	2,211,400	770,800	638,200	Less Transfer to Reserves	663,000	0		0	0	0	0	0	0	0	0	0
3,364,600	2,097,000	1,243,200	241,800	Add Transfer from Reserves	463,000	2,640,000		11,500,000	0	0	0	0	0	0	0	0
1,501,200	834,000	218,000	558,700	Add Capital Income Applied	685,000	1,614,000		3,412,000	427,000	441,000	457,000	475,000	501,000	529,000	559,000	589,000
2,662,700	1,205,400	1,142,900	868,600	Less Capital Expenditure	1,789,000	5,475,000		15,902,000	1,445,000	1,490,000	1,537,000	1,592,000	1,671,000	1,754,000	1,842,000	1,934,000
(1,035,400)	(1,191,900)	(1,229,400)	(1,585,900)	Cash Result after Capital Movements	(1,668,000)	(1,665,000)	(0)	(1,570,000)	(1,904,000)	(1,979,000)	(2,053,000)	(2,134,000)	(2,231,000)	(2,329,000)	(2,430,000)	(2,536,000)

Fleet and Plant

Manager Facilities and Services

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

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

OPERATING EXPENSES

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

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

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

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

CAPITAL MOVEMENTS

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

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

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

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

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

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

FLEET AND PLANT																
ACTUAL				DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	%	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				OPERATING REVENUES												
				Fleet Management - Fees and Charges												
4,094,300	4,368,400	4,742,600	4,456,700	Internal Plant Hire Charges	4,664,000	4,830,000	4	4,975,000	5,125,000	5,279,000	5,438,000	5,602,000	5,771,000	5,945,000	6,124,000	6,308,000
383,200	341,700	378,000	419,000	Internal Motor Vehicle Charges	456,000	475,000	4	492,000	510,000	529,000	548,000	567,000	586,000	605,000	625,000	645,000
156,600	160,400	157,200	168,100	Staff Lease Fees	170,000	170,000	0	176,000	182,000	188,000	194,000	200,000	206,000	213,000	220,000	227,000
				Operating Grants and Contributions												
66,900	63,000	50,700	53,300	Diesel Rebate	65,000	60,000	(8)	62,000	64,000	66,000	68,000	71,000	74,000	77,000	80,000	83,000
				Interest On Investments												
0	0	0	50,000	Interest On Investments	55,000	0	(100)	0	0	0	0	0	0	0	0	0
				Sundry Revenues												
31,700	48,700	23,900	15,800	Scrap Metal Sales	14,000	16,000	14	18,000	20,000	22,000	24,000	26,000	28,000	30,000	32,000	34,000
				Gain on Disposal of Assets												
219,500	339,100	648,000	425,100	Gain on Disposal	0	0	0	0	0	0	0	0	0	0	0	0
4,952,200	5,321,300	6,000,400	5,588,000	Total Operating Revenues	5,424,000	5,551,000	2	5,723,000	5,901,000	6,084,000	6,272,000	6,466,000	6,665,000	6,870,000	7,081,000	7,297,000
				OPERATING EXPENSES												
				Operating Expenses												
2,557,400	2,472,900	2,575,100	2,728,400	Plant Running Expenses	2,775,000	2,751,000	(1)	2,835,000	2,921,000	3,009,000	3,100,000	3,193,000	3,288,000	3,388,000	3,490,000	3,595,000
194,500	160,100	126,100	167,300	Workshop Operating Expenses	176,000	190,000	8	196,000	202,000	208,000	214,000	220,000	227,000	234,000	241,000	248,000
379,500	467,000	492,000	492,000	Overheads Charged to Plant	537,000	562,000	5	579,000	597,000	615,000	634,000	654,000	674,000	695,000	716,000	738,000
0	0	11,700	0	Flood Event	0	0	0	0	0	0	0	0	0	0	0	0
				Loss on Disposal of Assets												
67,600	255,200	28,700	280,100	Loss on Disposal	0	0	0	0	0	0	0	0	0	0	0	0
				Non-Cash Expenses												
1,224,400	1,385,200	1,671,100	1,364,900	Depreciation	1,645,000	1,450,000	(12)	1,496,000	1,544,000	1,593,000	1,644,000	1,696,000	1,750,000	1,806,000	1,863,000	1,922,000
4,423,400	4,740,400	4,904,700	5,032,700	Total Operating Expenses	5,133,000	4,953,000	(4)	5,106,000	5,264,000	5,425,000	5,592,000	5,763,000	5,939,000	6,123,000	6,310,000	6,503,000
528,800	580,900	1,095,700	555,300	Operating Result - Surplus / (Deficit)	291,000	598,000	105	617,000	637,000	659,000	680,000	703,000	726,000	747,000	771,000	794,000
(219,500)	(339,100)	(648,000)	(425,100)	Less Gain on Disposal	0	0	0	0	0	0	0	0	0	0	0	0
67,600	255,200	28,700	280,100	Add Back Loss on Disposal	0	0	0	0	0	0	0	0	0	0	0	0
1,224,400	1,385,200	1,671,100	1,364,900	Add Back Depreciation	1,645,000	1,450,000	(12)	1,496,000	1,544,000	1,593,000	1,644,000	1,696,000	1,750,000	1,806,000	1,863,000	1,922,000
1,601,300	1,882,200	2,147,500	1,775,200	Cash Result - Surplus / (Deficit)	1,936,000	2,048,000	6	2,113,000	2,181,000	2,252,000	2,324,000	2,399,000	2,476,000	2,553,000	2,634,000	2,716,000
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
1,609,800	1,882,200	2,147,500	1,777,000	Less Transfer to Reserves	1,936,000	2,048,000		2,113,000	2,181,000	2,252,000	2,324,000	2,399,000	2,476,000	2,553,000	2,634,000	2,716,000
2,398,800	1,834,200	1,302,400	2,101,800	Add Transfer from Reserves	3,000,000	2,500,000		2,000,000	2,200,000	2,200,000	2,200,000	2,288,000	2,414,000	2,547,000	2,687,000	2,835,000
0	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
2,390,300	1,834,200	1,302,400	2,100,000	Less Capital Expenditure	3,000,000	2,500,000		2,000,000	2,200,000	2,200,000	2,200,000	2,288,000	2,414,000	2,547,000	2,687,000	2,835,000
0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0

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Part C

Capital Expenditure

Introduction

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

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

Expenditure Summary

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

Funding Source

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

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

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CAPITAL EXPENDITURE - GENERAL FUND

Asset Description	ESTIMATED										2024/25					2025/26					2026/27					2027/28				
	Funding Sources										Funding Sources					Funding Sources					Funding Sources									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	Grants / Conts	Sec 7.11	Loans	Reserves	Revenue	Grants / Conts	Sec 7.11	Loans	Reserves	Revenue	Grants / Conts	Sec 7.11	Loans	Reserves	Revenue	Grants / Conts	Sec 7.11	Loans	Reserves	Revenue
Corporate and Community Division																														
Commercial Property																														
Russellton Industrial Estate - Final Stage	4,000,000																													
ARC Lease - Crane	125,000												125,000	0																
Quarries																														
Stokers Quarry - Remediation	255,000	250,200											255,000	0				250,200	0											
Flat Rock Tent Park																														
Flat Rock - Improvements	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000				20,000	0				20,000	0				20,000	0				20,000	0	
Ballina Gateway Airport																														
Car Park - Expansion	2,435,000	2,100,000											2,435,000	0				2,100,000	0											
Car Park - Walkway and Shade			1,700,000										0	0	0			0	0			1,700,000	0							
Car Park - Equipment Upgrade				1,000,000									0	0				0	0			0	0					1,000,000	0	
Bays - Upgrade 1, 3, 4 and 5					6,500,000	7,500,000							0	0				0	0			0	0					0	0	
Taxiways - Upgrade Alpha and Bravo				1,500,000									0	0				0	0			0	0					1,500,000	0	
Terminal - Air-Conditioning and CBS	1,200,000												1,200,000	0				0	0			0	0					0	0	
Terminal - Expansion (50% Grant)			3,000,000	4,000,000									0	0	0			0	0	1,500,000		1,500,000	0	2,000,000				2,000,000	0	
Terminal - Check-in Equipment		3,000,000											0	0	1,500,000			1,500,000	0			0	0					0	0	
Terminal - Screening - 2nd Lane			1,100,000										0	0				0	0			1,100,000	0					0	0	
Crown Land and Revetment Wall		150,000											0	0				150,000	0			0	0					0	0	
Hangar Site - Preparation (Lot 1)			500,000										0	0				0	0			500,000	0					0	0	
General Aviation - Hangars and Taxiways							8,000,000	8,200,000	8,400,000	8,600,000			0	0	0			0	0			0	0					0	0	
Sub Total - Airport	3,635,000	5,250,000	6,300,000	6,500,000	6,500,000	7,500,000	8,000,000	8,200,000	8,400,000	8,600,000	0	0	0	3,635,000	0	1,500,000	0	0	3,750,000	0	1,500,000	0	4,800,000	0	2,000,000	0	0	4,500,000	0	
Tourism																														
Riverfront Walk and Cultural Ways	72,000												72,000	0																
Facilities Management																														
Alstonville Cultural Centre	1,500,000	14,500,000													700,000			800,000	0			3,700,000	3,000,000	7,800,000	0					
Buildings - Asset Renewal Program	685,000	555,000	574,000	594,000	615,000	640,000	675,000	712,000	751,000	792,000	79,000		70,000	536,000				70,000	536,000					555,000				594,000		
Public Amenities - Improvements	320,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000			160,000	160,000				160,000	160,000						160,000				160,000	
Depot and Administration Centre																														
Depot - Improvements	1,195,000	687,000	711,000	736,000	762,000	792,000	836,000	882,000	931,000	982,000	535,000		365,000	295,000	412,000									275,000	427,000			284,000	441,000	
Depot - Administration Building	1,775,000												0	1,000,000	775,000															
Swimming Pools																														
Alstonville	51,000												51,000	0																
Fleet and Plant																														
Replacement Program	2,500,000	2,000,000	2,200,000	2,200,000	2,200,000	2,288,000	2,414,000	2,547,000	2,687,000	2,835,000			2,500,000	0					2,000,000	0				2,200,000	0			2,200,000	0	
Community Facilities Sub Total	8,098,000	17,902,000	3,645,000	3,690,000	3,737,000	3,880,000	4,085,000	4,301,000	4,529,000	4,769,000	614,000	700,000	1,000,000	4,721,000	991,000	412,000	3,700,000	3,000,000	9,800,000	990,000	427,000	0	0	2,200,000	1,018,000	441,000	0	0	2,200,000	1,049,000
Total - Corporate and Community	16,133,000	23,422,200	9,965,000	10,210,000	10,257,000	11,400,000	12,105,000	12,521,000	12,949,000	13,389,000	686,000	700,000	5,000,000	8,756,000	991,000	1,912,000	3,700,000	3,000,000	13,820,200	990,000	1,927,000	0	0	7,020,000	1,018,000	2,441,000	0	0	6,720,000	1,049,000
Planning and Environmental Health Division																														
Environmental Health																														
Lake Ainsworth Coastal Mgmt Plan	500,000												500,000	0																
Teven Reserve	500,000												500,000	0																
Open Spaces - Parks																														
Crown Reserve Works	52,000	54,000	56,000	58,000	60,000	62,000	65,000	69,000	73,000	77,000				52,000										54,000				56,000		
Parks - Improvements	1,330,000	748,000	774,000	801,000	829,000	862,000	909,000	959,000	1,012,000	1,068,000			1,000,000	330,000										748,000				774,000		
Community Assets Grant Program	2,000,000												2,000,000	0															0	
Sharps Beach - Master Plan	1,300,000												1,000,000	300,000															0	
Open Spaces - Sports Fields																														
Sports Fields - Improvements	996,000	221,000	229,000	237,000	245,000	255,000	269,000	284,000	300,000	317,000			580,000	216,000													229,000		237,000	
Kingsford Smith - Pump Track	700,000												700,000	0															0	
Total - Planning and Env Health	7,378,000	1,023,000	1,059,000	1,096,000	1,134,000	1,179,000	1,243,000	1,312,000	1,385,000	1,462,000	5,280,000	300,000	0	1,200,000	598,000	0	0	0	0	1,023,000	0	0	0	0	1,059,000	0	0	0	0	1,096,000

CAPITAL EXPENDITURE - GENERAL FUND (cont'd)

Asset Description	ESTIMATED										Funding Sources					2024/25					Funding Sources					2025/26					Funding Sources					2026/27					Funding Sources					2027/28				
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	Grants /	Sec 7.11	Loans	Reserves	Revenue	Grants /	Sec 7.11	Loans	Reserves	Revenue	Grants /	Sec 7.11	Loans	Reserves	Revenue	Grants /	Sec 7.11	Loans	Reserves	Revenue	Grants /	Sec 7.11	Loans	Reserves	Revenue	Grants /	Sec 7.11	Loans	Reserves	Revenue										
											Con					Con					Con					Con					Con					Con														
Civil Services Division																																																		
Asset Management																																																		
Surveying Equipment		60,000												0	0								60,000	0			0	0							0	0														
Stormwater																																																		
Stormwater - Upgrades	2,553,000	812,000	935,000	968,000	1,002,000	1,042,000	1,099,000	1,159,000	1,223,000	1,290,000				1,723,000	830,000								(100,000)	912,000				935,000						968,000																
Stormwater - Wastewater Dividends		1,574,000	493,000	497,000	501,000	505,000	509,000	513,000	517,000	521,000					0									1,574,000				493,000							497,000															
Roads and Bridges																																																		
Roads - Reconstruction Program	3,928,000	4,539,000	4,705,000	4,875,000	5,051,000	5,251,000	5,951,000	6,351,000	6,651,000	7,051,000	290,000				3,638,000									4,539,000				4,705,000							4,875,000															
Roads - Roads to Recovery Program	1,461,000	1,505,000	1,551,000	1,598,000	1,646,000	1,059,000	1,091,000	1,124,000	1,158,000	1,193,000	1,461,000				0	1,505,000								0	1,551,000			0	1,598,000						0															
Urban Roads - Bitumen Reseals	549,000	568,000	588,000	609,000	630,000	655,000	691,000	729,000	769,000	811,000					549,000										568,000			588,000							609,000															
Urban Roads - Heavy Patching	666,000	689,000	713,000	738,000	764,000	795,000	839,000	885,000	934,000	985,000					666,000										689,000			713,000							738,000															
Rural Roads - Bitumen Reseals	537,000	556,000	575,000	595,000	616,000	641,000	676,000	713,000	752,000	793,000					537,000										556,000			575,000							595,000															
Rural Roads - Heavy Patching	415,000	430,000	445,000	461,000	477,000	496,000	523,000	552,000	582,000	614,000					415,000										430,000			445,000							461,000															
Bypass Funds - Alstonville	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000					100,000										100,000			100,000							100,000															
Bypass Funds - Ballina	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000					180,000										180,000			180,000							180,000															
Bypass Funds - Tintenbar to Ewingsdale	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000					100,000										100,000			100,000							100,000															
Wardell Town Centre Master Plan	900,000														900,000																					900,000														
Safer Roads - Byron St Roundabout	1,453,000														1,453,000																					1,453,000														
Ross Lane - Betterment	3,800,000														3,800,000																					3,800,000														
Regional Emergency Road Repair Fund	1,827,000														0																					1,827,000														
Evacuation Route Raising	70,000	1,850,000	6,200,000												70,000										1,850,000			6,200,000								70,000														
Section 7.11 Roads Plan																																																		
Hutley Drive - Middle Connection (100%)	50,000	50,000															50,000																			50,000														
River St - S1 - Smith Dr / Burns Pt (73.9%)					4,100,000	4,300,000																																												
River St - S2 - Burns Pt to Barlows (73.9%)																																																		
River St - S3 - Fishery Ck Bridge (49.6%)	6,000,000	14,200,000	350,000												6,000,000		9,520,000	4,680,000						0	350,000																									
Tam Dr - Nth Ck Rd/Kerr St-Lanes (98.6%)		8,680,000													0		8,680,000																																	
Tam Dr - Canal Bridge - 4 Lanes (98.6%)	8,000,000	7,520,000	350,000												8,000,000		7,520,000							0	350,000																									
North Creek Road and Bridge (100%)	300,000	200,000	200,000	200,000	13,500,000	26,801,000	5,000,000								300,000			200,000							200,000				200,000																					
North Creek Road and Bridge (Land)					13,000																																													
Ross Lane Improvements - West (100%)								3,463,000	3,567,000																																									
Ross Lane Improvements - East (48.5%)								530,000	4,032,500	4,032,500																																								
Ross Lane Improvements - East (Land)								143,000																																										
Tam Dr to Sthn X Dve - Right Ban (100%)										248,000																																								
North Ck Rd/Res Rd/Hutley-Calm (71.6%)								2,066,000	2,128,000																																									
Sandy Flat Road (100%)										4,737,000	4,879,000																																							
Nth Ck/Tam Dve/Sth X Dve-Lanes(100%)	800,000	1,600,000													800,000			1,600,000																																
Barlows Road Connection (64.5%)	100,000							5,213,000	5,369,000						65,000																																			
Section 7.11 Heavy Haulage Plan																																																		
S7.11 - Reseals and Heavy Patching	170,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000					170,000			200,000																																
Bridges																																																		
	124,000	128,000	132,000	137,000	142,000	148,000	156,000	165,000	174,000	184,000					124,000																																			
Sub Total - Roads and Bridges	31,530,000	43,095,000	16,389,000	9,743,000	27,469,000	40,676,000	26,872,000	26,145,500	20,567,500	17,040,000	21,074,000	1,385,000	0	3,107,000	5,964,000	20,395,000	15,410,000	0	380,000	6,910,000	6,311,000	1,100,000	0	1,820,000	7,158,000	1,598,000	400,000	0	330,000	7,415,000	0	330,000	7,415,000																	
Ancillary Transport Services																																																		
Footpaths and Shared Paths	1,145,000	560,000	580,000	600,000	621,000	646,000	682,000	720,000	760,000	802,000	429,000				170,000	546,000																				600,000														
Bus Shelter - Tamar Street	1,210,000										810,000				400,000																																			
Bus Shelter - Airport	20,000										20,000																																							
Ancillary Works - Parklet	25,000																																																	
Car Parks - Improvement Program	100,000	104,000	108,000	112,000	116,000	121,000	128,000	135,000	142,000	150,000					100,000																					112,000														
Car Parks - Pop Denison	530,000																																																	
Water Transport and Wharves																																																		
Ferry Shed Replacement			160,000																																															
Transport for NSW																																																		
	296,000	296,000	296,000	296,000	296,000	296,000	296,000	296,000	296,000	296,000					296,000																																			
Emergency Services																																																		
Ballina - SES Building	250,000	6,000,000													250,000																																			
Resource Recovery																																																		
Bulk Loadout Area	50,000	1,500,000	2,000,000																																															
Leachate System Electrical and SCADA	130,000														130,000																																			
Remediation Provision			500,000	2,000,000																																														
Front of House	1,311,000														1,311,000																																			
Total - Civil Services	39,150,000	54,001,000	21,461,000	14,216,000	30,005,000	43,35																																												

WATER - CAPITAL EXPENDITURE

Asset Description	Expenditure										Funding Source 2024/25				Funding Source 2025/26				Funding Source 2026/27				Funding Source 2027/28							
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves				
Main Renewals																														
Recurent	200,000	200,000	600,000	620,000	640,000	670,000	710,000	750,000	790,000	830,000				200,000				200,000				600,000					620,000			
Crane Street (Moon to Kerr Streets), Ballina	323,000													323,000				0				0					0			
Norton Street, Ballina	400,000													400,000				0				0					0			
Rayner Lane / Rutherford St, Lennox Head	250,000													250,000				0				0					0			
The Avenue, Alstonville	60,000													60,000				0				0					0			
Martin Street, Ballina	500,000													500,000				0				0					0			
Stonehenge Place, Lennox Head	10,000	200,000												10,000				200,000				0					0			
Ballina Road, Geoff Watt Oval Connection	200,000													200,000				0				0					0			
Sunrise Crescent, Lennox Head	15,000	200,000												15,000				200,000				0					0			
Water Reservoirs																														
Reservoir - Ross Lane		1,500,000	2,200,000											0	1,500,000			0	2,200,000			0					0			
Reservoir - Pine Avenue	75,000													75,000				0				0					0			
Reservoirs - Exterior Painting	50,000			50,000			50,000	50,000						50,000				0				0					50,000			
Miscellaneous																														
Telemetry	10,000	10,000	10,000	10,000	10,000	10,000	11,000	12,000	13,000	14,000				10,000				10,000				10,000					10,000			
Reticulation Valve Replacement	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000				50,000				50,000				50,000					50,000			
Water Loss Reduction	50,000													50,000				0				0					0			
Summerhill Estate	25,000													25,000				0				0					0			
Depot - Administration Building	1,312,500	1,000,000												1,312,500				1,000,000												
Water Pump and Bore Stations																														
Russellton Booster			450,000											0				0	450,000			0					0			
Ballina Heights Booster Pump Upgrade		200,000												0	200,000			0				0					0			
Trunk Mains																														
Wardell Mains			282,000											0				0	141,000			141,000					0			
North Ballina Reticulation Mains				720,000										0				0				0		720,000			0			
North Ballina Distribution Mains		1,100,000	1,400,000	2,000,000										0	1,100,000			0	1,400,000			0		2,000,000			0			
Pine Avenue Distribution Mains					2,600,000									0				0				0					0			
Ballina Island Distribution Mains			600,000	600,000										0				0	480,000			120,000		480,000			120,000			
Lennox Head Mains			640,000	640,000										0				0	512,000			128,000		512,000			128,000			
CURA B Distribution Main				330,000										0				0				0		264,000			66,000			
West Ballina Bypass Distribution Main	500,000											500,000		0				0				0					0			
Bentinck Street (Owen / Kingsford Smith)		110,000												0				110,000				0					0			
Temple Street (Tamar / Tamarind), Ballina			720,000											0				0				720,000					0			
North Creek Road / Angels Beach Drive	500,000											500,000		0				0				0					0			
Angels Beach Drive to Missingham, Ballina					800,000									0				0				0					0			
Basalt Court Gravity Main Augmentation		50,000	1,000,000											0		50,000		0				1,000,000					0			
Plant and Equipment																														
Vehicle and Plant Replacement	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000				100,000				100,000				100,000					100,000			
Service Connections																														
Water Meter - New	260,000	270,000	280,000	290,000	300,000	310,000	330,000	350,000	370,000	390,000				260,000				270,000				280,000					290,000			
Water Meter - Replacement	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000				80,000				80,000				80,000					80,000			
Total Capital Expenditure	4,970,500	5,070,000	8,412,000	5,490,000	4,580,000	1,220,000	1,331,000	1,392,000	1,403,000	1,464,000	0	1,000,000	0	3,970,500	0	2,850,000	0	2,220,000	0	5,183,000	0	3,229,000	0	3,976,000	0	1,514,000				

WASTEWATER - CAPITAL EXPENDITURE

Asset Description	Expenditure										Funding Source 2024/25				Funding Source 2025/26				Funding Source 2026/27				Funding Source 2027/28			
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves
Pumping Stations																										
Wet Well Relining	150,000	200,000	210,000	220,000	230,000	240,000	250,000	260,000	270,000	280,000		75,000		75,000		100,000		100,000		105,000		105,000		110,000		110,000
Storage - Richmond Street			180,000											0			0				180,000					0
Storage - Lindsay Avenue			120,000											0			0				120,000					0
Pumping Stations - Renewals	200,000	200,000	320,000	530,000	540,000	550,000	560,000	570,000	580,000	590,000				200,000				200,000			320,000					530,000
Pumping Stations - Switchboard Renewals	500,000	500,000	500,000	1,500,000	1,800,000	1,500,000	300,000	300,000	300,000	300,000				500,000				500,000			500,000					1,500,000
Pumping Station - SPS 2101 Rebuild	50,000	250,000												50,000				250,000			0					0
Pumping Station - Odour Control		100,000												0				100,000			0					0
Pumping Station - SP2402 Pump Upgrade			500,000											0		0		0			500,000					0
Treatment Facilities - Minor Works																										
Treatment Plant Ballina	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000				20,000				20,000			20,000					20,000
Treatment Plant Lennox	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000				20,000				20,000			20,000					20,000
Treatment Plant Alstonville	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
Treatment Plant Wardell	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
Ballina Treatment Plant Upgrade																										
Ballina - Defect Rectification	3,400,000	3,000,000												2,550,000				850,000			3,000,000					0
Ballina - Reverse Osmosis Plant			1,400,000	3,600,000														0		1,050,000	350,000		2,700,000			900,000
Ballina - Programmed Membrane							1,200,000	1,200,000						0				0			0					0
Ballina - Solar	560,000													560,000				0			0					0
Ballina - Roof Replacement		250,000												0				250,000			0					0
Ballina - Hypo Dosing	100,000													100,000				0			0					0
Ballina - Sludge Digester Bypass	100,000													100,000				0			0					0
Ballina - Sludge Digester Aeration Upgrade	100,000	200,000												100,000		200,000		0			0					0
Lennox Head Treatment Plant Upgrade																										
Lennox - Treatment Master Plan	50,000	150,000												50,000				150,000			0					0
Lennox - Membrane Replacement					450,000									0				0			0					0
Lennox - Aeration Optimisation		200,000												0				200,000			0					0
Lennox - Solar	10,000	600,000												10,000				600,000			0					0
Lennox - Chlorination Renewal	290,000													290,000				0			0					0
Lennox - Belt Press	50,000	200,000												50,000				200,000			0					0
Lennox - Low Lift Pumps		200,000												0				200,000			0					0
Lennox - Balance Pond Pumps		150,000												0				150,000			0					0
Lennox - Sludge Return	100,000													100,000				0			0					0
Lennox - WAS Pump Upgrade	150,000													150,000				0			0					0
Lennox - Hydrochloric Acid Dosing Upgrade	50,000													50,000				0			0					0
Alstonville Treatment Plant Upgrade																										
Alstonville - Biosolids	200,000	1,700,000	1,540,000											200,000				1,700,000			1,540,000					0
Alstonville - WAS Pump Upgrade	150,000													150,000				0			0					0
Alstonville - Staff Facilities		100,000	300,000											0				100,000			300,000					0
Alstonville - Dosing Upgrade	50,000	200,000	600,000											50,000		200,000		0			600,000					0
Wardell Treatment Plant Upgrade																										
Wardell - Treatment Master Plan		100,000												0				100,000			0					0
Wardell - UV Replacement	30,000	300,000												30,000				300,000			0					0
Wardell - Section 60 Works			100,000											0				0			100,000					0
Wastewater - Capital Expenditure Carried Forward																										

WASTEWATER - CAPITAL EXPENDITURE (cont'd)

Asset Description	Expenditure										Funding Source 2024/25				Funding Source 2025/26				Funding Source 2026/27				Funding Source 2027/28				
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	
Trunk Mains																											
Rising Main - Swift Street, Ballina		100,000															100,000										0
SP4006 - Gravity Sewer, Alstonville				100,000													0										100,000
GM4104 - Trans Mains, A'ville/W'bar	350,000												350,000				0										0
GM2101 - Gravity Main, Ballina							300,000						0				0										0
GM2104 - Gravity Main, Ballina				440,000									0				0										440,000
RM-PS6 - Rising Main, CURA B				1,000,000	3,000,000								0				0										1,000,000
Rising Main - Skinners Street / Crowley		50,000	450,000										0				50,000				450,000						0
Rising Main - SP2017 Temple Street	250,000	100,000											250,000				100,000										0
Rising Main - SP2203 Racecourse Rd	125,000												125,000				0										0
Rising Main - SP2014 Webster Lane		90,000											0				90,000										0
Rising Main - SP2312 Junction Shelly Beach	5,000												5,000				0										0
Gravity Main - SP2013 Skinner St Duplic							30,000						0				0										0
Gravity Main - SP2311 Bayview Dr		30,000											0				30,000										0
Rising Main - SP2105 Oakland Avenue								150,000					0				0										0
Gravity Main - SP2402 Liffey Avenue			40,000										0				0				40,000						0
Gravity Main - SP2402 Lindsay Avenue			20,000										0				0				20,000						0
Gravity Main - SP3001 Byron Street		50,000											0				50,000				0						0
Mains - Renewals																											
Main Renewals	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000				100,000				100,000									100,000
Relining Works	300,000	310,000	320,000	330,000	340,000	350,000	370,000	390,000	410,000	430,000				300,000				310,000									330,000
Rising Main - Serpentine	5,000	20,000	400,000											5,000				20,000									0
Plant and Equipment																											
Plant Replacement Program	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000				200,000				200,000									200,000
Other Miscellaneous Works																											
SCADA and Telemetry Improvements	210,000	300,000	500,000	500,000	500,000	500,000							210,000				300,000				500,000						500,000
Cronulla Street (midden site) Rehabilitation	40,000												40,000				0										0
Depot - Administration Building	1,312,500	1,000,000											1,312,500				1,000,000										0
Reuse Program																											
Ross Lane - Dual Reticulation Reservoir			500,000	2,600,000									0			0	0				500,000						2,600,000
Recycled Water Meters New	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000				50,000				50,000									50,000
Distribution Main - Henderson Farm	50,000	100,000										50,000		0			100,000				0						0
Distribution Main - Meadows Estate		190,000											0				190,000				0						0
Distribution Main - Greenfield Grove		60,000	260,000										0				60,000				260,000						0
Distribution Main - Lennox Head		350,000											0				350,000				0						0
Distribution Main - Fig Tree Hill			0	480,000									0				0				0						480,000
Distribution Main - CURA B			1,000,000	1,400,000									0			0	0		1,000,000		0		1,400,000				0
Main Extension - Palm Lake		50,000	250,000										0				50,000				250,000						0
Connection - Convar and Airport	500,000												500,000				0				0						0
Main - Ferngrove to Ballina	150,000												150,000				0				0						0
Links Ave to Prospect Bridge RW Main	600,000												600,000				0				0						0
Links Ave to Chickiba RW Main		300,000											0				300,000				0						0
Recycled Water - Bulk Filling Point	50,000												50,000				0				0						0
RWP61 Lennox Head		50,000											0		50,000		0				0						0
RWP63 Lennox Head		70,000											0		70,000		0				0						0
RWP67 Lennox Head			200,000										0				0		200,000		0						0
RWP69 Lennox Head			40,000										0				0		40,000		0						0
RWP79 Lennox Head				120,000									0				0				0			120,000			0
RWP81 Lennox Head				50,000									0				0				0			50,000			0
Total Capital Expenditure	10,647,500	12,230,000	10,160,000	13,280,000	7,270,000	3,550,000	3,420,000	3,280,000	1,970,000	2,010,000	0	3,025,000	0	7,622,500	0	620,000	0	11,610,000	0	2,395,000	0	7,765,000	0	4,380,000	0	8,900,000	

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Part D

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

Introduction

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

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

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

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

Section 7.11 Contributions

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

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

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

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

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

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

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

DEVELOPER CONTRIBUTIONS - PLAN CLOSING BALANCES

ACTUAL				BUDGET ITEMS	ESTIMATED										
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
1,936,500	3,195,200	2,241,600	2,919,600	Open Space and Community Facilities	3,305,600	2,840,600	282,600	1,296,600	2,361,600	3,479,600	4,653,600	5,886,600	7,180,600	8,539,600	9,966,600
(11,700)	0	0	0	Wollongbar Urban Expansion Area (WUEA)	0	0	0	0	0	0	0	0	0	0	0
1,258,500	1,337,500	1,341,500	1,628,500	Cumabulum Urban Release Area (CURA A)	1,828,500	2,119,500	2,425,500	2,746,500	3,083,500	3,437,500	3,809,500	4,199,500	4,609,500	5,039,500	5,491,500
797,000	804,500	1,014,000	1,074,000	Car Parking	1,147,000	1,304,000	1,469,000	1,642,000	1,824,000	2,015,000	2,216,000	2,427,000	2,648,000	2,880,000	3,124,000
854,600	803,900	827,500	965,500	Heavy Vehicle	918,500	864,500	907,500	952,500	1,000,500	1,050,500	1,103,500	1,158,500	1,216,500	1,277,500	1,341,500
7,728,900	9,810,400	8,752,300	10,617,300	Road Plan (New)	13,789,300	16,969,300	6,083,300	9,335,300	13,469,300	13,693,300	10,661,100	4,285,100	1,044,100	1,137,100	3,526,600
1,681,400	771,600	823,000	849,000	Road Plan (Old)	849,000	849,000	849,000	849,000	849,000	849,000	849,000	849,000	849,000	849,000	849,000
14,245,200	16,723,100	14,999,900	18,053,900	Total Section 7.11 Funds Held	21,837,900	24,946,900	12,016,900	16,821,900	22,587,900	24,524,900	23,292,700	18,805,700	17,547,700	19,722,700	24,299,200

DEVELOPER CONTRIBUTIONS COLLECTED

ACTUAL				BUDGET ITEMS	ESTIMATED										
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
2,030,300	1,873,200	1,910,000	1,194,000	Open Space and Community Facilities	900,000	900,000	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
84,400	10,200	128,100	8,000	Wollongbar Urban Expansion Area (WUEA)	0	0	0	0	0	0	0	0	0	0	0
1,800	73,100	0	226,000	Cumabulum Urban Release Area (CURA A)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
0	0	204,500	27,000	Car Parking	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
362,600	258,200	269,600	277,000	Heavy Vehicle	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
2,105,100	2,899,300	4,622,900	3,805,000	Road Plan (Current Plan)	3,700,000	3,800,000	3,900,000	4,000,000	4,100,000	4,300,000	4,400,000	4,500,000	4,600,000	4,700,000	4,800,000
79,100	37,300	51,400	26,000	Road Plan (Old Plan)	0	0	0	0	0	0	0	0	0	0	0
4,663,300	5,151,300	7,186,500	5,563,000	Total Section 7.11 Funds Collected	5,000,000	5,200,000	5,400,000	5,500,000	5,600,000	5,800,000	5,900,000	6,000,000	6,100,000	6,200,000	6,300,000

DEVELOPER CONTRIBUTIONS APPLIED TO PROJECTS IN PLANS

ACTUAL				BUDGET ITEMS	ESTIMATED										
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				Open Spaces and Community Facilities											
				Alstonville Cultural Centre		700,000	3,700,000								
23,600		671,200	92,000	Various											
				Pop Denison Master Plan	350,000	530,000									
	40,000			Sharpes Beach Master Plan	0	300,000									
	1,000			Shaws Bay Coastal Management Plan											
				Riverview Park, Ballina											
		130,000		Lake Ainsworth Coastal Management Plan	343,000										
23,600	41,000	801,200	92,000	Sub Total Open Space and Com Facs	693,000	1,530,000	3,700,000	0	0	0	0	0	0	0	0
				Car Parking											
0	0	0	0	Sub Total Car Parking	0	0	0	0	0	0	0	0	0	0	0
55,000		128,100	8,000	Wollongbar Urban Expansion Area											
55,000	0	128,100	8,000	Sub Total WUEA	0	0	0	0	0	0	0	0	0	0	0
				Heavy Vehicles											
130,000	130,000	130,000	130,000	Heavy Vehicles - Teven Bridge Loan	130,000	130,000	0	0	0	0	0	0	0	0	0
192,200	186,000	120,000	38,000	Heavy Patching and Reseals	170,000	170,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
322,200	316,000	250,000	168,000	Sub Total Heavy Vehicles	300,000	300,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
				Roads Plan (New)											
2,787,900	42,000			Hutley Drive - Roundabout (100%)											
	58,100	142,000	12,000	Hutley Drive - Middle Connection (100%)	50,000	50,000	50,000	0	0	0	0	0	0	0	0
118,400				Hutley Drive - Southern Extension (100%)											
195,700				River St - 4 Lanes - Preliminaries (49.6%)											
				River St - S1 - Smith Dr / Burns Pt (73.9%)	0	0	0	0	1,025,000	1,075,000	0	0	0	0	0
	533,000	1,537,000	494,000	River St - S2 - Burns Pt to Barlows (73.9%)	99,000	0	0	0	0	0	0	0	0	0	0
	50,000	117,000	85,000	River St - S3 - Fishery Ck Bridge (49.6%)	0	0	4,680,000	350,000	0	0	0	0	0	0	0
	52,700	90,000	812,000	River St - S4 - B'wick to Tweed (49.6%)	439,000	0	0	0	0	0	0	0	0	0	0
	1,500	77,800	239,000	Tam Dr - Nth Ck Rd/Kerr St-Lanes (98.6%)	0	0	8,680,000	0	0	0	0	0	0	0	0
				Tam Dr - Canal Bridge - 4 Lanes (98.6%)	0	0	0	350,000	0	0	0	0	0	0	0
		135,000		Angels Bch Dve/Sheath St - LILLO (Land)	0	0	0	0	0	0	0	0	0	0	0
		200,000	87,000	North Creek Road and Bridge (100%)	500,000	300,000	200,000	200,000	200,000	3,375,000	6,700,200	5,000,000	0	0	0
				North Creek Road and Bridge (Land)	0	0	0	0	0	13,000	0	0	0	0	0
				Ross Lane Improvements - West (100%)	0	0	0	0	0	0	0	1,731,500	1,783,500	0	0
				Ross Lane Improvements - East (48.5%)	0	0	0	0	0	0	0	257,000	1,957,000	2,016,500	0
				Ross Lane Improvements - East (Land)	0	0	0	0	0	0	0	69,000	0	0	0
				Tam Dr to Sthn X Dve - Right Ban (100%)	0	0	0	0	0	0	0	0	0	248,000	0
				North Ck Rd/Res Rd/Hutley-Calm (71.6%)	0	0	0	0	0	0	0	1,479,000	1,523,000	0	0
35,700	71,400	3,093,000	540,000	Bang Rd / Angels Bch Dve R'bout (100%)	0	0	0	0	0	0	0	0	0	0	0
				Sandy Flat Road (100%)	0	0	0	0	0	0	0	0	0	2,368,500	2,439,500
22,700		49,000		Nth Ck/Tam Dve/Sth X Dve-Lanes(100%)	0	800,000	1,600,000	0	0	0	0	0	0	0	0
		129,000	89,000	Barlows Road Connection (64.5%)	65,000	65,000	0	0	0	0	0	2,606,500	2,684,500	0	0
3,161,900	885,000	5,731,000	2,254,000	Sub Total Roads Plan (New)	1,153,000	1,215,000	15,210,000	900,000	200,000	4,413,000	7,775,200	11,143,000	7,948,000	4,633,000	2,439,500
				Roads Plan (Old)											
21,600	963,000	0	0	Various	0	0	0	0	0	0	0	0	0	0	0
21,600	963,000	0	0	Sub Total Roads Plan (Old)	0	0	0	0	0	0	0	0	0	0	0
				Section 7.11 Recouped to Community Infrastructure Reserve											
1,166,700	600,000	2,086,400	500,000	Open Spaces and Community Facilities	0	0	0	0	0	0	0	0	0	0	0
1,166,700	600,000	2,086,400	500,000	Sub Total Recouped	0	0	0	0	0	0	0	0	0	0	0
4,751,000	2,805,000	8,996,700	3,022,000	Total Section 7.11 Funds Applied	2,146,000	3,045,000	19,110,000	1,100,000	400,000	4,613,000	7,975,200	11,343,000	8,148,000	4,833,000	2,639,500

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Capital Grants and Capital Contributions

The following information provides details on estimated capital grants and contributions. Brief details on the information provided for 2024/25 is as follows.

Depot

The contribution to the Depot upgrade represents contributions from the Water / Wastewater and Waste areas to on-going depot improvements.

Roads and Ancillary Facilities

Various funding for road and transport related projects including Federal Recovery Grant \$39.4m, State Grant funding for Ross Lane \$3.9m and \$1.5m for Byron Bay Road and Byron Street Roundabout.

Open Spaces and Sports Fields

Council was successful in obtaining \$2m Community Assets Program Grant for various open spaces projects and \$1m for Sharpes Beach Masterplan.

The current LTFP includes unconfirmed grant funding for Airport capital works, Alstonville Cultural Centre and the SES Building.

CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS

ACTUAL				BUDGET ITEMS	ESTIMATED										
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				Open Spaces											
	9,100			Private - Elizabeth Park Contribution											
11,000				Insurance - Community Gardens											
6,000				State - Wardell Shade Structures											
	37,800	123,900	7,000	State - Pop Denison Master Plan											
			119,300	State - Pop Denison Senior Playground	1,281,000										
			1,500	State - Lennox Village Vision - Lennox Park	699,000										
				State - Stronger Country Comm Fund Rd 5	100,000										
				State - Sharpes Beach Masterplan RTAF	50,000	1,000,000									
				Federal - Lennox Village Vision Lennox Park	603,000										
115,000	116,100	118,100		Federal - Local Roads & Comm Infra (LRCI)											
232,600		175,000		Federal - Local Roads & Comm Infra (LRCI)	610,000										
				Kingsford Smith Crown Reserve Restoration	940,000										
				Regatta Park Crown Reserve Restoration	150,000										
				Community Assets Program		2,000,000									
				Open Spaces - Non-cash											
881,400	219,000	904,000	1,580,700	Third Party - Council Assets (Non-cash)											
				Sports Fields											
40,800				State - Williams Reserve Lighting											
(24,400)				State - Kingsford Smith Retaining Wall											
	268,000			State - Wollongbar Sports Fields											
663,300				State - Skennars Head Sports Fields											
		62,700	2,674,700	State - Kingsford Smith - Major Upgrade	862,600										
				State - Stronger Country Comm Fund Rd 5	34,000	700,000									
			375,100	State - Office of Sport - Sport Priority Needs	544,900	580,000									
				State - Fitzroy Park Tennis	71,000										
	230,500	80,000	150,500	Federal - Local Roads & Comm Infra (LRCI)	220,200										
85,000				Internal - Wastewater											
279,400	64,600			Insurance - Shipping Container Amenities											
				Sports Fields - Non-cash											
	268,700	242,200		Third Party - Council Assets (Non-cash)											
				Public and Environmental Health											
	409,000	29,000	15,100	State - Shaws Bay CMP											
				State - Lake Ainsworth CMP	193,000	500,000									
			24,200	State - Development of Teven Reserve	216,000	500,000									
				Strategic Planning											
	143,000			Public Art / Streets as Shared Spaces											
				Koala Vehicle Strike Mitigation	66,000										
				Gallery											
	85,000			State - Gallery											
				Libraries											
			76,500	State - Public Library Infrastructure											
				Tourism											
				Historic Ballina Riverfront Walk & Aboriginal Cu	108,000	72,000									

CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS

ACTUAL				BUDGET ITEMS	ESTIMATED										
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
		20,900		Property Management Private - WUEA - Stage 3											
742,000		235,400	3,275,200	Airport State - Terminal / Runway											
	405,000	2,021,000	278,900	Federal - Runway Strengthening	2,029,800										
				Federal - Passenger Screening											
				State / Federal - Capital Improvements			1,500,000	1,500,000	2,000,000	3,250,000	3,750,000	4,000,000	4,100,000	4,200,000	4,300,000
			60,800	Facilities Management State - Ballina Indoor Sports Centre	94,000										
4,200				State - Department of Education											
1,313,900	519,600			State - Lennox Head Cultural Centre											
				State - Ballina Library / Richmond Room			79,000								
	129,700	1,482,100		Third Party - Council Assets (Non-cash)											
	113,500		67,900	Federal - Local Roads & Comm Infra (LCRI)											
44,200				Third Party - Council Assets (Non-cash)											
				Depot and Administration Centre Internal - Depot											
147,600	113,900			Internal - Depot - Water Contributions	98,000	134,000	103,000	107,000	110,000	114,000	119,000	125,000	132,000	140,000	147,000
		35,000	30,000	Internal - Depot - Wastewater Contributions	130,000	178,000	137,000	142,000	147,000	152,000	158,000	167,000	176,000	186,000	196,000
		52,000	40,000	Internal - Depot - Waste Contributions	163,000	223,000	172,000	178,000	184,000	191,000	198,000	209,000	221,000	233,000	246,000
		52,000	60,000	Internal - Depot Master Plan - Water Conts	100,000	0									
		150,000	150,000	Internal - Depot Master Plan - WW Conts	100,000	0									
35,500				Internal - Administration Centre											
	49,500	51,000		State - Ballina Community Men's Shed											
	37,500	28,000		Federal - Local Roads and Comm Infra (LCRI)											

CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS

ACTUAL				BUDGET ITEMS	ESTIMATED										
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				Asset Management											
		2,300		State - Country Passenger Transport	18,000										
				State - Country Passenger Transport 21/23	160,000										
				Stormwater											
	96,000		22,700	State - Resilience to Climate Change	1,500										
		52,200		State - Tanamera Drain											
	100,000	180,000	20,000	Federal - Local Roads and Comm Infra (LRCI)											
				Stormwater - 'Non-cash											
		4,680,800	2,387,700	Third Party - Council Assets (Non-cash)											
				Roads and Bridges											
184,700		369,400	184,700	State - Regional Road Repair Program	184,700										
				State - Regional Emergency Road Repair Fund	1,827,000										
				State - Various											
10,000	880,200			State - Safer Roads - Cherry St / Fox St											
	75,500	411,800	735,900	State - Safer Roads - Ross Lane	3,505,000										
	606,500	(2,600)		State - Safer Roads - Tamarind / Tintenbar											
	48,900	89,600	807,500	State - Safer Roads - Kerr / Bentinck St	156,000										
				State - Safer Roads - Byron Bay / Byron Street	80,000	1,453,000									
				State / Federal - Section 7.11 Projects				0	0	13,200,000	23,325,800	5,198,000	7,148,500	4,384,500	2,439,500
420,300				State - Local Road Haulage Route Funding											
615,300	189,500	10,900	140,100	State - Marine Estate	169,000										
	266,000	153,700	380,600	State - Fixing Local Roads Round 1											
			336,700	State - Fixing Local Roads Round 2											
			590,100	State - Fixing Local Roads Round 3											
				State - Fixing Local Roads Round 4	269,000										
				State - Betterment - Ross Lane	100,000	3,800,000									
		137,000		State - Pearces Creek Bridge	2,401,000										
				State - Regional Emergency Road Repair											
		571,800	424,100	State - LVV - Ballina Street - Your High Street											
		10,400	84,700	State - Links Avenue, East Ballina											
				Federal - Recovery Grant - Fishery Creek	480,000	6,000,000	9,520,000								
				Federal - Recovery Grant - Canal Bridge	480,000	8,000,000	7,520,000								
				Federal - Recovery Grant - North Creek Road											
				Federal - Recovery Grant - Evacuation Route	720,000	70,000	1,850,000	4,760,000							
	2,505,400	494,600		Federal - Airport Boulevard											
			1,210,200	Federal - Lennox Village Vision - Election											
	366,800	628,400	363,600	Federal - Local Roads and Comm Infra (LRCI)	247,700	290,000									
			700,000	Federal - Pearces Creek Bridge	2,000,000										
4,500			120,000	Private - Contributions											
				Roads - Non-cash											
5,800,800	2,759,100	5,688,600	3,721,600	Third Party - Council Assets (Non-cash)											

CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS

ACTUAL				BUDGET ITEMS	ESTIMATED										
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				Ancillary Transport											
290,400	299,200			State - Coastal Shared Path											
252,800	464,100	36,900	30,300	State - Coastal Walk											
	115,300	96,600		State - Shared Path, Lighthouse Parade											
		99,400	548,600	State - Coastal Walk BLER	64,000										
		8,200		State - Lindendale Road Central Median											
			23,300	State - Get Active Ross Lane Footpath	17,000										
				State - Stronger Country Comms Fund Rd 5	111,000	429,000									
				State - Get Active Fig Tree Hill Path	86,200										
				State - Get Active Cawley Close Main Street	674,500										
			50,800	State - Ballina Coast High Safety Fencing											
			38,400	State - Ballina St Josephs / Alstonville Public											
			63,500	State - Ballina Linemarking Various Locations											
				State - Country Passenger Infrastructure		230,000									
599,600	27,000			Federal - Coastal Shared Path											
246,000				Federal - Roads to Recovery											
	225,000	200,000	73,100	Federal - Local Roads and Comm Infra (LRCl)	0	600,000									
				Transport for NSW											
77,000				State - Supplementary Block Grant											
				Other Water Transport											
				State - Regional Boating Program											
		30,000		State - RBP - Nth Ck Road, Lennox Hd											
				Federal / Insurance - Wardell Wharf	1,527,000										
				BIERP Lance Ferris Wharf Pontoon Replacement	231,000										
			66,000	BIERP Pontoon Replacement	94,000										
				Emergency Services											
207,200	354,300			Rural Fire Service - Equipment (Non-cash)											
	10,300			Rural Fire Service - Lennox Head Shed	360,000										
				State - SES - Ballina SES Unit Facility	150,000	250,000	2,000,000								
				Landfill and Resource Recovery											
			23,800	Third Party - Council Assets (Non-cash)											
12,938,500	12,840,100	19,485,300	22,578,500	Total Capital Grants and Conts	25,577,100	27,088,000	22,802,000	6,687,000	2,441,000	16,907,000	27,550,800	9,699,000	11,777,500	9,143,500	7,328,500

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Asset Sales and Loan Income

Asset Sales

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

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

Loan Funds

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

ASSET SALES

ACTUAL				BUDGET ITEMS	ESTIMATED										
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				Southern Cross Industrial Estate											
	0		8,259,200	Land Sales	0	4,200,000	4,200,000								
0	0	0	8,259,200	Sub Total - Southern Cross	0	4,200,000	4,200,000	0	0	0	0	0	0	0	0
				Russellton Industrial Estate											
327,200				Land Sales		4,500,000	4,500,000	4,500,000	4,500,000						
327,200	0	0	0	Sub Total - Russellton	0	4,500,000	4,500,000	4,500,000	4,500,000	0	0	0	0	0	0
				Other											
				Surplus Land - Miscellaneous Sales											
				Wollongbar Urban Expansion Area		4,000,000	4,000,000	3,000,000							
2,764,000	314,500	0	0	Sub Total - Other Land Sales	0	4,000,000	4,000,000	3,000,000	0	0	0	0	0	0	0
3,091,200	314,500	0	8,259,200	Total Capital Income from Land Sales	0	12,700,000	12,700,000	7,500,000	4,500,000	0	0	0	0	0	0

LOAN INCOME															
ACTUAL				BUDGET ITEMS	ESTIMATED										
2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
2,400,000		2,000,000		Airport											
			11,500,000	Terminal, Parking, Solar, Boulevard Road Runway - Lengthening / Strengthening											
3,600,000			4,000,000	Property Development	1,524,000										
	1,500,000	2,800,000		Boeing Avenue											
	2,000,000	2,000,000		Airport Boulevard											
				WUEA Stage 3											
				Russellton Industrial Estate	3,000,000	4,000,000									
				Community Facilities											
				Alstonville Cultural Centre			3,000,000								
				Facilities Management											
				Depot - Administration Building		1,000,000									
3,000,000				Roads - Town Centre Renewals											
				River Street - Moon to Grant											
			3,174,100	Lennox Head - Village Renewal											
722,000				Street Lighting											
				Energy Efficiency - Internal Loan Water											
			767,000	Energy Efficiency - Internal Loan Wastewater											
				Section 7.11 Roads Plan											
		1,000,000		River St - S2 - Burns Pt to Barlows (73.9%)											
			1,228,000	River St - S4 - B'wick to Tweed (49.6%)											
				Resource Recovery											
				Bulk Loadout Area			1,500,000	2,000,000							
				Remediation Landfill					1,700,000						
9,722,000	3,500,000	7,800,000	20,669,100	Total Loan Income	4,524,000	5,000,000	4,500,000	2,000,000	1,700,000	0	0	0	0	0	0

Part E
Reserves

Introduction

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

1) *External Legislation*

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

2) *Self-funding Operations*

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

3) *Financial Management*

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

4) *Asset Replacement*

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

5) *Opportunities*

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

Summary

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

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

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

The titles for each reserve are relatively self-explanatory.

RESERVE MOVEMENTS - GENERAL FUND															
Reserve Title	2023/24			2024/25			2025/26			2026/27			2027/28		
	To	From	Net	To	From	Net	To	From	Net	To	From	Net	To	From	Net
Corporate and Community Division															
Governance															
Council Election	93,000	0	93,000	94,000	358,000	(264,000)	95,000	0	95,000	96,000	0	96,000	98,000	0	98,000
Insurance	19,000		19,000	0		0	0		0	0		0	0		0
Communications and Other Programs															
Donations and Events		4,000	(4,000)												
Reconnecting Regional NSW Grant		106,000	(106,000)												
Library Services															
Financial Services															
Projects and Revaluations		75,000	(75,000)										0	75,000	(75,000)
Local Government Recovery Grant		1,262,000	(1,262,000)		1,652,000	(1,652,000)									
Bushfire Recovery Grant		397,000	(397,000)												
Financial Assistance Grant															
Information Services															
People and Culture		64,000	(64,000)												
Commercial Property															
Community Infrastructure Reserve															
Interest Earned on Reserve	215,000		215,000	196,000		196,000	97,000		97,000	10,000		10,000	16,000		16,000
Transfer to / from Property Dev Reserve							8,000,000		8,000,000						
Rental - 89 Tamar Street	761,000	125,000	636,000	739,000	128,000	611,000	761,000	132,000	629,000	784,000	136,000	648,000	808,000	140,000	668,000
Rental - Fawcett Street Café	69,000	28,000	41,000	76,000	30,000	46,000	78,000	30,000	48,000	80,000	30,000	50,000	82,000	30,000	52,000
Wardell Village Centre Revitalisation					208,000	(208,000)									
Alstonville Cultural Centre								7,800,000	(7,800,000)						
Lennox Head Rural Fire Shed		973,000	(973,000)												
Ballina SES Building								4,000,000	(4,000,000)						
Alstonville Swimming Pool		205,000	(205,000)		51,000	(51,000)									
Ballina Swimming Pool		23,000	(23,000)												
Gallery Deck Replacement					70,000	(70,000)									
Kingsford Smith Major Upgrades		85,000	(85,000)												
Bus Shelter Tamar Street		290,000	(290,000)												
Loan P & I - Ballina Town Centre		243,000	(243,000)		243,000	(243,000)		243,000	(243,000)		243,000	(243,000)		243,000	(243,000)
Loan P & I - Lennox Head Town Centre		235,000	(235,000)		235,000	(235,000)		235,000	(235,000)		235,000	(235,000)		235,000	(235,000)
Total - Comm Infrastructure	1,045,000	2,207,000	(1,162,000)	1,011,000	965,000	46,000	8,936,000	12,440,000	(3,504,000)	874,000	644,000	230,000	906,000	648,000	258,000
Property Development Reserve															
Interest Earned on Reserve	130,000		130,000	100,000		100,000	183,000		183,000	63,000		63,000	448,000		448,000
Transfer to / from Comm Infr Reserve								8,000,000	(8,000,000)						
Boeing Avenue - Loan Repayments		4,215,000	(4,215,000)		1,602,000	(1,602,000)									
Southern Cross Movements	0	114,000	(114,000)	4,200,000	119,000	4,081,000	4,200,000	124,000	4,076,000		129,000	(129,000)		134,000	(134,000)
Russellton Operations Movements	0	51,000	(51,000)		53,000	(53,000)		56,000	(56,000)		41,000	(41,000)		43,000	(43,000)
Wollongbar Operations Movements	0	102,000	(102,000)		104,000	(104,000)		74,000	(74,000)		46,000	(46,000)		48,000	(48,000)
Norfolk Homes Rental	180,000		180,000	182,000		182,000	187,000		187,000	195,000		195,000	203,000		203,000
ARC Rental	326,000	8,000	318,000	330,000	8,000	322,000	341,000	8,000	333,000	353,000	8,000	345,000	365,000	8,000	357,000
Airport Boulevard - Loan Repayments		223,000	(223,000)		4,313,000	(4,313,000)									
WUEA - Stage 3		500,000	(500,000)	4,000,000		4,000,000	4,000,000		4,000,000	3,000,000		3,000,000			
Boeing Avenue - Lots Two and Three		1,256,000	(1,256,000)												
Russellton Industrial Estate - Final Stage	3,000,000	3,000,000	0	8,500,000	4,158,000	4,342,000	4,500,000	7,369,000	(2,869,000)	4,500,000		4,500,000	4,500,000		4,500,000
Southern Cross Estate Rezoning		4,000	(4,000)												
Dividend - General Fund Operations		113,000	(113,000)		46,000	(46,000)		182,000	(182,000)		191,000	(191,000)		200,000	(200,000)
Total - Property Development	3,636,000	9,586,000	(5,950,000)	17,312,000	10,403,000	6,909,000	13,411,000	15,813,000	(2,402,000)	8,111,000	415,000	7,696,000	5,516,000	433,000	5,083,000
Other Business Activities															
Wigmore Arcade	177,000	34,000	143,000	242,000	125,000	117,000	262,000		262,000	282,000		282,000	302,000		302,000
Crown Reserves	83,000	83,000	0	84,000	84,000	0	87,000	87,000	0	90,000	90,000	0	93,000	93,000	0
Flat Rock Tent Park	73,000	130,000	(57,000)	114,000	70,000	44,000	125,000	70,000	55,000	133,000	70,000	63,000	141,000	70,000	71,000
Quarries and Sandpit	0	109,000	(109,000)	0	258,000	(258,000)	5,000	250,200	(245,200)	0	0	0	0	0	0
Airport	1,744,000	10,378,200	(8,634,200)	3,193,000	3,635,000	(442,000)	3,344,000	3,750,000	(406,000)	4,313,000	4,800,000	(487,000)	4,443,000	4,500,000	(57,000)
Facilities Management															
Alstonville Cultural Centre		30,000	(30,000)		800,000	(800,000)									
Administration Building and Depot	555,000	255,000	300,000		754,400	(754,400)									
Building Asset Renewal Program	108,000	178,000	(70,000)		385,600	(385,600)									
Swimming Pools		10,000	(10,000)												
Fleet and Plant	1,936,000	3,000,000	(1,064,000)	2,048,000	2,500,000	(452,000)	2,113,000	2,000,000	113,000	2,181,000	2,200,000	(19,000)	2,252,000	2,200,000	52,000
Total - Corporate and Community	9,469,000	27,908,200	(18,439,200)	24,098,000	21,990,000	2,108,000	28,378,000	34,410,200	(6,032,200)	16,080,000	8,219,000	7,861,000	13,751,000	8,019,000	5,732,000
(Reserve movements carried forward on following page)															

RESERVE MOVEMENTS - GENERAL FUND (cont'd)															
Reserve Title	2023/24			2024/25			2025/26			2026/27			2027/28		
	To	From	Net	To	From	Net	To	From	Net	To	From	Net	To	From	Net
Planning and Environmental Health Division															
Development Services															
Dev Services - Resources / Legals		205,000	(205,000)												
Environmental and Public Health															
Healthy Waterways Program		239,000	(239,000)												
Coastal Management Plans		48,000	(48,000)												
Public Order - Rangers		30,000	(30,000)												
Strategic Planning															
Section 7.11 Contributions	5,930,000	2,146,000	3,784,000	6,154,000	3,045,000	3,109,000	6,180,000	19,110,000	(12,930,000)	5,905,000	1,100,000	4,805,000	6,166,000	400,000	5,766,000
Planning Proposals (Restricted)		11,000	(11,000)												
Strategic Planning Projects		140,000	(140,000)												
Section 7.11 Reviews and Administration	75,000	154,000	(79,000)	50,000	20,000	30,000	52,000	21,000	31,000	54,000	22,000	32,000	56,000	23,000	33,000
Open Spaces - Parks															
Open Spaces - Renewals	1,059,000	1,373,000	(314,000)		1,000,000	(1,000,000)									
Open Spaces - Public Amenities															
	160,000	201,000	(41,000)		160,000	(160,000)									
Open Spaces - Vegetation															
		146,000	(146,000)		120,000	(120,000)		181,000	(181,000)		20,000	(20,000)			
Open Spaces - Sports Fields															
Sports Fields Improvements	200,000	81,500	118,500		200,000	(200,000)									
Wollongbar Sports Fields	200,000		200,000	157,000		157,000									
Ballina Hockey Club	7,000	0	7,000	8,000	0	8,000	8,000	0	8,000	8,000	0	8,000	8,000	0	8,000
Open Spaces - Cemeteries															
	124,000	325,000	(201,000)	145,000	0	145,000	150,000	0	150,000	155,000	0	155,000	161,000	0	161,000
Community Gallery															
Public Art Contributions	12,000	30,000	(18,000)	13,000	0	13,000	14,000	0	14,000	15,000	0	15,000	16,000	0	16,000
Total - Planning and Env Health	7,767,000	5,129,500	2,637,500	6,527,000	4,545,000	1,982,000	6,404,000	19,312,000	(12,908,000)	6,137,000	1,142,000	4,995,000	6,407,000	423,000	5,984,000
Civil Services Division															
Asset Management															
Surveying Equipment	10,000	0	10,000	10,000	0	10,000	10,000	60,000	(50,000)	20,000	0	20,000	20,000	0	20,000
Asset Revaluations	10,000		10,000	10,000		10,000	20,000	0	20,000	20,000		20,000	20,000	85,000	(65,000)
Stormwater and Env Protection															
Stormwater - Renewal Program	478,000	1,361,500	(883,500)	100,000	803,000	(703,000)			0						
Stormwater - Wastewater Dividend	540,000	0	540,000	545,000	0	545,000	489,000	1,574,000	(1,085,000)	493,000	493,000	0	497,000	497,000	0
Floodplain Management Plans	383,000		383,000		383,000	(383,000)									
Roads and Bridges															
Road Contingency and Carry Over	3,478,000	4,299,000	(821,000)	130,000	1,827,000	(1,697,000)		0	0		1,540,000	(1,540,000)			
Street Cleaning Program	62,000	109,000	(47,000)		80,000	(80,000)		81,000	(81,000)						
Alstonville Bypass Handover	30,000	108,000	(78,000)	35,000	100,000	(65,000)	31,000	100,000	(69,000)	28,000	100,000	(72,000)	24,000	50,000	(26,000)
Ballina Bypass Handover	110,000	170,000	(60,000)	133,000	180,000	(47,000)	126,000	180,000	(54,000)	118,000	180,000	(62,000)	110,000	180,000	(70,000)
Tintenbar to Ewingsdale Handover		114,000	(114,000)		100,000	(100,000)		100,000	(100,000)		100,000	(100,000)		100,000	(100,000)
Ancillary Transport Facilities															
Footpaths / Shared Paths / Lighting	170,000	390,000	(220,000)		170,000	(170,000)									
Coastal Shared Path / Walk		117,000	(117,000)												
Car Park Improvements		50,000	(50,000)												
Ferry Wharves and Jetties															
Boat Ramps and Infrastructure		21,000	(21,000)												
Canal Dredging	55,000	20,000	35,000	55,000	148,000	(93,000)	100,000	10,000	90,000	105,000	220,000	(115,000)	105,000	10,000	95,000
Ferry Shed Replacement						0			0		60,000	(60,000)			0
Transport for NSW															
	219,000	219,000	0	296,000	296,000	0	296,000	296,000	0	296,000	296,000	0	296,000	296,000	0
Resource Recovery (RR - LRM)															
	0	1,149,000	(1,149,000)	529,000	1,541,000	(1,012,000)	729,000	50,000	679,000	2,623,000	2,669,000	(46,000)	2,081,000	2,334,000	(253,000)
Domestic Waste Management (DWM)															
	159,000	0	159,000	0	196,000	(196,000)	0	211,000	(211,000)	0	220,000	(220,000)	0	312,000	(312,000)
Total - Civil Services	5,704,000	8,127,500	(2,423,500)	1,843,000	5,824,000	(3,981,000)	1,801,000	2,662,000	(861,000)	3,703,000	5,878,000	(2,175,000)	3,153,000	3,864,000	(711,000)
Totals	22,940,000	41,165,200	(18,225,200)	32,468,000	32,359,000	109,000	36,583,000	56,384,200	(19,801,200)	25,920,000	15,239,000	10,681,000	23,311,000	12,306,000	11,005,000

RESERVE BALANCES - GENERAL FUND															
Reserve Title	2023/24			2024/25			2025/26			2026/27			2027/28		
	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing
Corporate and Community Division															
Governance															
Council Election	171,500	93,000	264,500	264,500	(264,000)	500	500	95,000	95,500	95,500	96,000	191,500	191,500	98,000	289,500
Insurance	150,700	19,000	169,700	169,700	0	169,700	169,700		169,700	169,700		169,700	169,700		169,700
Communications															
Donations and Events	114,000	(4,000)	110,000	110,000	0	110,000	110,000	0	110,000	110,000	0	110,000	110,000	0	110,000
Reconnecting Regional NSW Grant	106,000	(106,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
Library Services															
	290,900	0	290,900	290,900	0	290,900	290,900	0	290,900	290,900	0	290,900	290,900	0	290,900
Financial Services															
Financial Assistance Grant	5,669,700	0	5,669,700	5,669,700	0	5,669,700	5,669,700	0	5,669,700	5,669,700	0	5,669,700	5,669,700	0	5,669,700
Local Government Recovery Grant	2,914,000	(1,262,000)	1,652,000	1,652,000	(1,652,000)	0	0	0	0	0	0	0	0	0	0
Bushfire Recovery Grant	400,000	(397,000)	3,000	3,000	0	3,000	3,000	0	3,000	3,000	0	3,000	3,000	0	3,000
Legal / Audit / Revaluations / Other	425,000	(75,000)	350,000	350,000	0	350,000	350,000	0	350,000	350,000	0	350,000	350,000	(75,000)	275,000
Information Services															
	64,000	(64,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
People and Culture															
Leave Entitlements	2,993,700	0	2,993,700	2,993,700	0	2,993,700	2,993,700	0	2,993,700	2,993,700	0	2,993,700	2,993,700	0	2,993,700
Projects	61,000		61,000	61,000		61,000	61,000		61,000	61,000		61,000	61,000		61,000
Commercial Property	7,720,700	(7,112,000)	608,700	608,700	6,955,000	7,563,700	7,563,700	(5,906,000)	1,657,700	1,657,700	7,926,000	9,583,700	9,583,700	5,341,000	14,924,700
Other Commercial Properties															
Wigmore Arcade	749,100	143,000	892,100	892,100	117,000	1,009,100	1,009,100	262,000	1,271,100	1,271,100	282,000	1,553,100	1,553,100	302,000	1,855,100
Crown Properties	77,600	0	77,600	77,600	0	77,600	77,600	0	77,600	77,600	0	77,600	77,600	0	77,600
Flat Rock Tent Park	337,800	(57,000)	280,800	280,800	44,000	324,800	324,800	55,000	379,800	379,800	63,000	442,800	442,800	71,000	513,800
Quarries	612,200	(109,000)	503,200	503,200	(258,000)	245,200	245,200	(245,200)	0	0	0	0	0	0	0
Airport	10,084,300	(8,634,200)	1,450,100	1,450,100	(442,000)	1,008,100	1,008,100	(406,000)	602,100	602,100	(487,000)	115,100	115,100	(57,000)	58,100
Facilities Management															
Alstonville Cultural Centre	830,000	(30,000)	800,000	800,000	(800,000)	0	0	0	0	0	0	0	0	0	0
Administration Centre and Depot Program	454,400	300,000	754,400	754,400	(754,400)	0	0	0	0	0	0	0	0	0	0
Building Asset Renewal Program	458,200	(70,000)	388,200	388,200	(385,600)	2,600	2,600	0	2,600	2,600	0	2,600	2,600		2,600
Swimming Pools	10,000	(10,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
Plant and Fleet	1,539,300	(1,064,000)	475,300	475,300	(452,000)	23,300	23,300	113,000	136,300	136,300	(19,000)	117,300	117,300	52,000	169,300
Total - Corporate and Community	36,234,100	(18,439,200)	17,794,900	17,794,900	2,108,000	19,902,900	19,902,900	(6,032,200)	13,870,700	13,870,700	7,861,000	21,731,700	21,731,700	5,732,000	27,463,700
Planning and Environmental Health Division															
Development Services															
Development Services Resources / Legals	205,000	(205,000)	0	0		0	0		0	0		0	0		0
Public and Environmental Health															
Healthy Waterways Program and Projects	1,039,500	(239,000)	800,500	800,500	0	800,500	800,500	0	800,500	800,500		800,500	800,500		800,500
Coastal Management Plans	324,000	(48,000)	276,000	276,000	0	276,000	276,000		276,000	276,000		276,000	276,000		276,000
Public Order															
Rangers and Compliance	45,000	(30,000)	15,000	15,000		15,000	15,000		15,000	15,000		15,000	15,000		15,000
Strategic Planning															
Sec. 7.11 Contributions	18,053,900	3,784,000	21,837,900	21,837,900	3,109,000	24,946,900	24,946,900	(12,930,000)	12,016,900	12,016,900	4,805,000	16,821,900	16,821,900	5,766,000	22,587,900
Strategic Planning Projects	487,700	(140,000)	347,700	347,700	0	347,700	347,700	0	347,700	347,700	0	347,700	347,700	0	347,700
Planning Proposals	72,000	(11,000)	61,000	61,000		61,000	61,000		61,000	61,000		61,000	61,000		61,000
Sec 7.11 Reviews and Administration	437,700	(79,000)	358,700	358,700	30,000	388,700	388,700	31,000	419,700	419,700	32,000	451,700	451,700	33,000	484,700
Public Art	120,700	(18,000)	102,700	102,700	13,000	115,700	115,700	14,000	129,700	129,700	15,000	144,700	144,700	16,000	160,700
(Reserve balances carried forward on following page)															

RESERVE BALANCES - GENERAL FUND (cont'd)

Reserve Title	2023/24			2024/25			2025/26			2026/27			2027/28		
	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing
Open Spaces															
Open Spaces - Renewals	1,373,000	(314,000)	1,059,000	1,059,000	(1,000,000)	59,000	59,000		59,000	59,000		59,000	59,000		59,000
Open Spaces - EPIQ Comm Infrastructure	350,000		350,000	350,000		350,000	350,000		350,000	350,000		350,000	350,000		350,000
Vegetation and Bushland	785,700	(146,000)	639,700	639,700	(120,000)	519,700	519,700	(181,000)	338,700	338,700	(20,000)	318,700	318,700	0	318,700
Open Spaces - Buildings															
Amenities Improvement Program	201,000	(41,000)	160,000	160,000	(160,000)	0	0		0	0		0	0		0
Open Spaces - Sports Fields															
Sports Fields Improvements	108,500	118,500	227,000	227,000	(200,000)	27,000	27,000		27,000	27,000		27,000	27,000		27,000
Wollongbar Sports Fields	243,000	200,000	443,000	443,000	157,000	600,000	600,000	0	600,000	600,000		600,000	600,000		600,000
Synthetic Hockey Field	80,100	7,000	87,100	87,100	8,000	95,100	95,100	8,000	103,100	103,100	8,000	111,100	111,100	8,000	119,100
Open Spaces - Cemeteries															
	404,800	(201,000)	203,800	203,800	145,000	348,800	348,800	150,000	498,800	498,800	155,000	653,800	653,800	161,000	814,800
Total - Planning and Env Health	24,331,600	2,637,500	26,969,100	26,969,100	1,982,000	28,951,100	28,951,100	(12,908,000)	16,043,100	16,043,100	4,995,000	21,038,100	21,038,100	5,984,000	27,022,100
Civil Services Division															
Asset Management															
Surveying Equipment	35,000	10,000	45,000	45,000	10,000	55,000	55,000	(50,000)	5,000	5,000	20,000	25,000	25,000	20,000	45,000
Asset Management / Revaluations	75,000	10,000	85,000	85,000	10,000	95,000	95,000	20,000	115,000	115,000	20,000	135,000	135,000	(65,000)	70,000
Stormwater and Environmental Protection															
Stormwater - Renewal Program	1,654,800	(883,500)	771,300	771,300	(703,000)	68,300	68,300	0	68,300	68,300	0	68,300	68,300	0	68,300
Stormwater - Wastewater Dividend	0	540,000	540,000	540,000	545,000	1,085,000	1,085,000	(1,085,000)	0	0	0	0	0	0	0
Floodplain Management Plans	209,900	383,000	592,900	592,900	(383,000)	209,900	209,900	0	209,900	209,900	0	209,900	209,900	0	209,900
Roads and Bridges															
Road Contingency and Carry Over	4,497,100	(821,000)	3,676,100	3,676,100	(1,697,000)	1,979,100	1,979,100	0	1,979,100	1,979,100	(1,540,000)	439,100	439,100	0	439,100
Street Cleaning	208,000	(47,000)	161,000	161,000	(80,000)	81,000	81,000	(81,000)	0	0	0	0	0	0	0
Alstonville Bypass Handover	770,700	(78,000)	692,700	692,700	(65,000)	627,700	627,700	(69,000)	558,700	558,700	(72,000)	486,700	486,700	(26,000)	460,700
Ballina Bypass Handover	1,450,500	(60,000)	1,390,500	1,390,500	(47,000)	1,343,500	1,343,500	(54,000)	1,289,500	1,289,500	(62,000)	1,227,500	1,227,500	(70,000)	1,157,500
Tintenbar to Ewingsdale Handover	1,382,600	(114,000)	1,268,600	1,268,600	(100,000)	1,168,600	1,168,600	(100,000)	1,068,600	1,068,600	(100,000)	968,600	968,600	(100,000)	868,600
Ancillary Transport Facilities															
Footpaths and Street Lighting	683,500	(337,000)	346,500	346,500	(170,000)	176,500	176,500	0	176,500	176,500	0	176,500	176,500	0	176,500
Car Park Improvements	65,000	(50,000)	15,000	15,000	0	15,000	15,000	0	15,000	15,000	0	15,000	15,000	0	15,000
Marine Infrastructure															
Boat Ramps and Ferry	81,000	(21,000)	60,000	60,000	0	60,000	60,000	0	60,000	60,000	(60,000)	0	0	0	0
Canal Dredging	83,000	35,000	118,000	118,000	(93,000)	25,000	25,000	90,000	115,000	115,000	(115,000)	0	0	95,000	95,000
Resource Recovery (LRM)															
LRM - Operations	2,163,100	(1,149,000)	1,014,100	1,014,100	(1,012,000)	2,100	2,100	679,000	681,100	681,100	(46,000)	635,100	635,100	(253,000)	382,100
Resource Recovery															
DWM - Operations (Externally Restricted)	2,006,900	159,000	2,165,900	2,165,900	(196,000)	1,969,900	1,969,900	(211,000)	1,758,900	1,758,900	(220,000)	1,538,900	1,538,900	(312,000)	1,226,900
Total - Civil Services	15,366,100	(2,423,500)	12,942,600	12,942,600	(3,981,000)	8,961,600	8,961,600	(861,000)	8,100,600	8,100,600	(2,175,000)	5,925,600	5,925,600	(711,000)	5,214,600
Total - Increase / (Decrease)	75,931,800	(18,225,200)	57,706,600	57,706,600	109,000	57,815,600	57,815,600	(19,801,200)	38,014,400	38,014,400	10,681,000	48,695,400	48,695,400	11,005,000	59,700,400
Reserve Dissection															
Internally Restricted	55,793,400	(22,168,200)	33,625,200	33,625,200	(2,804,000)	30,821,200	30,821,200	(6,660,200)	24,161,000	24,161,000	6,096,000	30,257,000	30,257,000	5,551,000	35,808,000
Externally Restricted	20,138,400	3,943,000	24,081,400	24,081,400	2,913,000	26,994,400	26,994,400	(13,141,000)	13,853,400	13,853,400	4,585,000	18,438,400	18,438,400	5,454,000	23,892,400

Part F

General Fund

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

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GENERAL FUND - LOAN PRINCIPAL AND INTEREST REPAYMENT SCHEDULE

Details	2024/25		2025/26		2026/27		2027/28		2028/29		2029/30		2030/31		2031/32		2032/33		2033/34			
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST		
Ballina - Byron Gateway Airport																						
Airport - Terminal	103,000	58,000	106,000	55,000	109,000	52,000	112,000	49,000	116,000	45,000	119,000	42,000	123,000	38,000	126,000	35,000	130,000	31,000	134,000	27,000		
Airport - Apron	56,100	3,500	58,100	1,500	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Airport - Runway / Car Parking / Solar / Airport Boulevard	63,000	106,000	66,000	103,000	70,000	99,000	74,000	95,000	78,000	91,000	83,000	86,000	87,000	82,000	92,000	77,000	97,000	72,000	103,000	66,000		
Airport - Runway	346,800	605,300	366,000	586,100	386,200	565,800	407,600	544,500	430,200	521,900	454,000	498,100	479,100	473,000	505,600	446,500	533,600	418,500	562,600	389,500		
Airport - Terminal - Arrivals Hall	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub Total	568,900	772,800	596,100	745,600	565,200	716,800	593,600	688,500	624,200	657,900	656,000	626,100	689,100	593,000	723,600	558,500	760,600	521,500	799,600	482,500		
Property Development																						
Airport Boulevard - Loan 1	1,305,000	66,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Boeing Avenue - Loan 2	1,524,000	78,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Airport Boulevard - Loan 2	2,800,000	142,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Russellton Industrial Estate - Final Stage Loan 1	0	158,000	3,000,000	158,000																		
Russellton Industrial Estate - Final Stage Loan 2			4,000,000	211,000																		
Sub Total	5,629,000	444,000	3,000,000	158,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Facilities Management																						
Naval Museum and Florrie																						
Depot - Administration Building	0	0	27,000	60,000	29,000	58,000	30,000	57,000	32,000	55,000	34,000	53,000	36,000	51,000	38,000	49,000	41,000	46,000	43,000	44,000		
Alstonville Cultural Centre					82,000	180,000	87,000	175,000	92,000	170,000	98,000	164,000	104,000	158,000	110,000	152,000	116,000	146,000	123,000	139,000		
Swimming Pools																						
Ballina - Stage One	171,000	99,000	177,000	93,000	183,000	87,000	190,000	80,000	196,000	74,000	204,000	66,000	211,000	59,000	218,000	52,000	226,000	44,000	234,000	36,000		
Ballina - Stage Two	130,000	75,000	135,000	70,000	139,000	66,000	144,000	61,000	149,000	56,000	155,000	50,000	183,000	61,000	190,000	54,000	198,000	46,000	206,000	38,000		
Ballina - Stage Three	144,000	100,000	150,000	94,000	156,000	88,000	162,000	82,000	169,000	75,000	176,000	68,000	34,000	13,000	35,000	12,000	37,000	10,000	38,000	9,000		
Alstonville - Stage One	114,000	79,000	119,000	74,000	123,000	70,000	128,000	65,000	133,000	60,000	139,000	54,000	160,000	45,000	166,000	39,000	172,000	33,000	178,000	27,000		
Alstonville - Stage Two	26,000	21,000	27,000	20,000	28,000	19,000	30,000	17,000	31,000	16,000	32,000	15,000	144,000	49,000	150,000	43,000	156,000	37,000	163,000	30,000		
Alstonville - Stage Three	30,000	23,000	31,000	22,000	32,000	21,000	34,000	19,000	35,000	18,000	36,000	17,000	38,000	15,000	40,000	13,000	41,000	12,000	43,000	10,000		
Roads																						
Ballina - River Street Beautification																						
Lennox Head - Town Centre Beautification	154,000	81,000	158,000	77,000	163,000	72,000	167,000	68,000	171,000	64,000	176,000	59,000	181,000	54,000	185,000	50,000	190,000	45,000	196,000	39,000		
McLeay Culvert (Transport for NSW)	174,200	7,300	0	0																		
Roads Contribution Plan - Cumbalum Interchange (Sec 7.11)	253,000	10,700	0	0																		
Ballina - River Street Beautification - Moon to Grant	184,000	59,000	189,000	54,000	194,000	49,000	199,000	44,000	204,000	39,000	209,000	34,000	214,000	29,000	220,000	23,000	225,000	18,000	231,000	12,000		
Roads Contribution Plan - Consolidated Projects (Sec 7.11)	68,000	124,000	72,000	120,000	76,000	116,000	80,000	112,000	85,000	107,000	90,000	102,000	95,000	97,000	100,000	92,000	107,000	85,000	113,000	79,000		
Sub Total	833,200	282,000	419,000	251,000	433,000	237,000	446,000	224,000	460,000	210,000	475,000	195,000	490,000	180,000	505,000	165,000	522,000	148,000	540,000	130,000		
Bridges																						
Teven Bridges	253,700	6,500																				
Resource Recovery																						
Remediation							0	0	51,000	85,000	54,000	82,000	56,000	80,000	59,000	77,000	62,000	74,000	65,000	71,000		
Bulk Loadout Area Loan 1			0	0	119,000	75,000	125,000	69,000	131,000	63,000	138,000	56,000	145,000	49,000	152,000	42,000	159,000	35,000	167,000	27,000		
Bulk Loadout Area Loan 2					0	0	159,000	100,000	167,000	92,000	175,000	84,000	184,000	75,000	193,000	66,000	203,000	56,000	213,000	46,000		
Sub Total			0	0	119,000	75,000	284,000	169,000	349,000	240,000	367,000	222,000	385,000	204,000	404,000	185,000	424,000	165,000	445,000	144,000		
Total External Repayments	7,899,800	1,902,300	8,681,100	1,798,600	1,889,200	1,617,800	2,128,600	1,637,500	2,270,200	1,631,900	2,372,000	1,530,100	2,474,100	1,428,000	2,579,600	1,322,500	2,693,600	1,208,500	2,812,600	1,089,500		
Total External Loans	7,899,800	1,902,300	8,681,100	1,798,600	1,889,200	1,617,800	2,128,600	1,637,500	2,270,200	1,631,900	2,372,000	1,530,100	2,474,100	1,428,000	2,579,600	1,322,500	2,693,600	1,208,500	2,812,600	1,089,500		
External Loans Outstanding																						
Balance as at 1 July	50,978,800		48,079,000		43,897,900		44,008,700		43,580,100		41,309,900		38,937,900		36,463,800		33,884,200		31,190,600			
Repayments	7,899,800		8,681,100		1,889,200		2,128,600		2,270,200		2,372,000		2,474,100		2,579,600		2,693,600		2,812,600			
New Loans	5,000,000		4,500,000		2,000,000		1,700,000		0		0		0		0		0		0			
Balance as at 30 June	48,079,000		43,897,900		44,008,700		43,580,100		41,309,900		38,937,900		36,463,800		33,884,200		31,190,600		28,378,000			
Internal Loan																						
Street Lighting from Water (9 Years)	79,900	10,000	82,300	7,600	84,700	5,200	87,300	2,600														
Street Lighting from Wastewater (7 Years)	98,200	36,100	103,400	30,900	109,000	25,300	114,800	19,500	121,000	13,300	126,400	6,800										
Balance as at 30 June	828,900		643,200		449,500		247,400		126,400		0											
Total Repayments	8,077,900	1,948,400	8,866,800	1,837,100	2,082,900	1,648,300	2,330,700	1,659,600	2,391,200	1,645,200	2,498,400	1,536,900	2,474,100	1,428,000	2,579,600	1,322,500	2,693,600	1,208,500	2,812,600	1,089,500		

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Part G
Appendices

Appendices

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

Balance Sheets

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

GENERAL FUND BALANCE SHEET (\$'000)																			
ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
ASSETS																			
Current Assets																			
Cash and Cash Equivalents	1,746	11,989	5,625	12,246	10,034	7,454	13,732	17,477	17,477	17,477	17,477	17,477	17,477	17,477	17,477	17,477	17,477	17,477	17,477
Investments	34,946	35,655	40,354	32,926	39,687	50,239	55,456	73,146	54,500	53,800	34,000	44,600	55,800	60,900	63,500	62,800	65,900	72,400	82,500
Receivables	6,941	4,892	5,763	7,254	3,502	6,939	6,513	9,288	9,530	9,870	10,170	10,480	10,800	11,130	11,470	11,820	12,180	12,550	12,930
Inventories	808	2,420	1,472	2,411	820	2,698	3,578	2,954	3,030	3,140	3,240	3,340	3,450	3,560	3,670	3,790	3,910	4,030	4,160
Contract assets	0	0	0	0	1,192	2,462	1,539	6,979	7,160	7,420	7,650	7,880	8,120	8,370	8,630	8,890	9,160	9,440	9,730
Other	181	1,630	195	221	502	529	636	(670)	(690)	(720)	(750)	(780)	(810)	(840)	(870)	(900)	(930)	(960)	(990)
Total Current Assets	44,622	56,586	53,409	55,058	55,737	70,321	81,454	109,174	91,007	90,987	71,787	82,997	94,837	100,597	103,877	103,877	107,697	114,937	125,807
Non Current Assets																			
Investments	3,811	5,328	8,444	13,459	10,943	8,345	1,911	688	688	688	688	688	688	688	688	688	688	688	688
Receivables	114	71	68	35	(479)	(474)	(378)	(941)	(970)	(1,010)	(1,050)	(1,090)	(1,130)	(1,170)	(1,210)	(1,250)	(1,290)	(1,330)	(1,370)
Inventories	3,015	1,678	2,535	2,623	6,222	5,304	5,286	4,677	4,800	4,970	5,120	5,280	5,440	5,610	5,780	5,960	6,140	6,330	6,520
Infrastructure, Property, Plant and Equipment	820,963	854,296	910,535	957,958	980,572	1,004,502	1,110,343	1,309,429	1,354,570	1,396,030	1,452,600	1,462,580	1,465,660	1,483,900	1,515,940	1,534,210	1,551,570	1,563,150	1,571,010
Investment Property	21,977	22,025	22,025	22,705	23,255	25,340	25,580	26,590	27,260	28,220	29,070	29,950	30,850	31,780	32,740	33,730	34,750	35,800	36,880
Right of use assets	0	0	0	0	3,089	2,633	2,245	1,977	2,030	2,110	2,180	2,250	2,320	2,390	2,470	2,550	2,630	2,710	2,800
Other	0	20	1,159	1,146	1,206	1,145	1,198	1,372	1,410	1,460	1,510	1,560	1,610	1,660	1,710	1,770	1,830	1,890	1,950
Total Non-Current Assets	849,880	883,418	944,766	997,926	1,024,808	1,046,795	1,146,185	1,343,792	1,389,788	1,432,468	1,490,118	1,501,218	1,505,438	1,524,858	1,558,118	1,577,658	1,596,318	1,609,238	1,618,478
TOTAL ASSETS	894,502	940,004	998,175	1,052,984	1,080,545	1,117,116	1,227,639	1,452,966	1,480,795	1,523,455	1,561,905	1,584,215	1,600,275	1,625,455	1,661,995	1,681,535	1,704,015	1,724,175	1,744,285
LIABILITIES																			
Current Liabilities																			
Payables	6,978	9,391	8,084	11,141	12,444	14,664	16,191	24,717	25,340	26,230	27,020	27,840	28,680	29,550	30,440	31,360	32,310	33,280	34,280
Contract liabilities	0	0	0	0	501	1,368	3,196	6,163	6,320	6,550	6,750	6,960	7,170	7,390	7,620	7,850	8,090	8,340	8,600
Lease liabilities	0	0	0	0	464	545	247	125	130	140	150	160	170	180	190	200	210	220	230
Borrowings	3,696	3,123	3,237	3,100	3,214	3,361	2,976	6,847	8,078	8,867	2,083	2,331	2,391	2,391	2,391	2,391	2,391	2,391	2,391
Provisions	6,936	7,448	7,238	7,655	7,591	8,086	8,192	8,140	8,400	8,445	8,450	8,300	6,600	6,800	7,100	7,400	7,700	8,000	8,300
Total Current Liabilities	17,610	19,962	18,559	21,896	24,214	28,024	30,802	45,992	48,268	50,232	44,453	45,591	45,011	46,311	47,741	49,201	50,701	52,231	53,801
Non Current Liabilities																			
Lease liabilities	0	0	0	0	2,664	2,152	2,066	1,937	2,000	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900	3,000
Borrowings	16,319	19,999	23,985	20,935	26,706	26,845	31,670	37,552	42,901	39,212	41,815	41,678	41,189	38,919	36,547	34,073	31,493	28,800	25,987
Provisions	4,466	4,260	4,501	4,079	3,541	8,018	8,642	8,899	9,300	9,800	10,300	10,900	11,500	12,100	12,800	13,500	14,200	15,000	15,800
Total Non-Current Liabilities	20,785	24,259	28,486	25,014	32,911	37,015	42,378	48,388	54,201	51,112	54,315	54,878	55,089	53,519	51,947	50,273	48,493	46,700	44,787
TOTAL LIABILITIES	38,395	44,221	47,045	46,910	57,125	65,039	73,180	94,380	102,469	101,344	98,768	100,469	100,100	99,830	99,688	99,474	99,194	98,931	98,588
Net Assets	856,107	895,783	951,130	1,006,074	1,023,420	1,052,077	1,154,459	1,358,586	1,378,326	1,422,111	1,463,137	1,483,746	1,500,175	1,525,625	1,562,307	1,582,061	1,604,821	1,625,244	1,645,697
EQUITY																			
Retained Earnings	507,454	535,300	569,053	599,194	611,721	640,882	659,093	688,230	691,126	710,811	730,437	729,046	722,775	724,825	737,407	732,361	729,621	723,744	717,097
Revaluation Reserves	348,653	360,483	382,077	406,880	411,699	411,195	495,366	670,356	687,200	711,300	732,700	754,700	777,400	800,800	824,900	849,700	875,200	901,500	928,600
Council Equity Interest	856,107	895,783	951,130	1,006,074	1,023,420	1,052,077	1,154,459	1,358,586	1,378,326	1,422,111	1,463,137	1,483,746	1,500,175	1,525,625	1,562,307	1,582,061	1,604,821	1,625,244	1,645,697

WATER SUPPLY BALANCE SHEET (\$'000)																			
ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
ASSETS																			
Current Assets																			
Cash and Investments	9,625	14,303	14,820	15,866	16,794	17,918	18,170	17,957	16,780	15,060	14,380	15,600	16,810	18,740	20,850	23,220	26,140	29,420	29,420
Receivables	2,043	2,130	2,170	2,262	2,538	2,531	2,417	2,925	3,000	3,110	3,210	3,310	3,410	3,520	3,630	3,740	3,860	3,980	4,100
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	118	111	148	170	72	49	56	819	840	870	900	930	960	990	1,020	1,060	1,100	1,140	1,180
Total Current Assets	11,786	16,544	17,138	18,298	19,404	20,498	20,643	21,701	20,620	19,040	18,490	19,840	21,180	23,250	25,500	28,020	31,100	34,540	34,700
Non Current Assets																			
Investments	952	1,589	2,823	5,011	3,712	2,975	2,958	1,633	1,633	1,633	1,633	1,633	1,633	1,633	1,633	1,633	1,633	1,633	1,633
Receivables	108	112	90	94	688	619	535	453	470	490	510	530	550	570	590	610	630	650	670
Inventories	11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant and Equipment	71,157	76,782	80,935	83,717	86,483	88,036	80,971	89,418	91,700	94,800	97,900	104,300	107,700	110,200	109,200	108,300	107,400	106,400	105,400
Investment Property	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	8	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	72,228	78,483	83,848	88,830	90,888	91,630	84,464	91,504	93,803	96,923	100,043	106,463	109,883	112,403	111,423	110,543	109,663	108,683	107,703
TOTAL ASSETS	84,014	95,027	100,986	107,128	110,292	112,128	105,107	113,205	114,423	115,963	118,533	126,303	131,063	135,653	136,923	138,563	140,763	143,223	142,403
LIABILITIES																			
Current Liabilities																			
Payables	0	18	21	24	42	48	53	0	0	0	0	0	0	0	0	0	0	0	0
Contract Liabilities	0	0	0	0	0	0	174	174	180	190	200	210	220	230	240	250	260	270	280
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	133	120	143	207	216	218	230	197	210	220	230	240	250	260	270	280	290	300	310
Total Current Liabilities	133	138	164	231	258	266	457	371	390	410	430	450	470	490	510	530	550	570	590
Non Current Liabilities																			
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	14	13	6	9	10	24	11	19	20	30	40	50	60	70	80	90	100	110	120
Total Non-Current Liabilities	14	13	6	9	10	24	11	19	20	30	40	50	60	70	80	90	100	110	120
TOTAL LIABILITIES	147	151	170	240	268	290	468	390	410	440	470	500	530	560	590	620	650	680	710
Net Assets	83,867	94,876	100,816	106,888	110,024	111,838	104,639	112,815	114,013	115,523	118,063	125,803	130,533	135,093	136,333	137,943	140,113	142,543	141,693
EQUITY																			
Retained Earnings	40,469	42,124	46,545	50,712	53,085	54,229	54,722	56,784	56,513	55,923	56,663	62,503	65,333	67,893	67,033	66,543	66,513	66,643	63,493
Revaluation Reserves	43,398	52,752	54,271	56,176	56,939	57,609	49,917	56,031	57,500	59,600	61,400	63,300	65,200	67,200	69,300	71,400	73,600	75,900	78,200
Council Equity Interest	83,867	94,876	100,816	106,888	110,024	111,838	104,639	112,815	114,013	115,523	118,063	125,803	130,533	135,093	136,333	137,943	140,113	142,543	141,693

WASTEWATER BALANCE SHEET (\$'000)																			
ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
ASSETS																			
Current Assets																			
Cash and Investments	13,588	9,938	7,333	7,716	10,157	16,143	21,074	21,897	24,940	24,640	20,340	19,780	18,130	18,270	22,140	26,700	31,450	37,320	47,070
Receivables	1,305	1,288	1,286	1,270	1,536	1,494	1,435	1,580	1,620	1,680	1,740	1,800	1,860	1,920	1,980	2,040	2,110	2,180	2,250
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	79	860	890	930	960	990	1,020	1,060	1,100	1,140	1,180	1,220	1,260
Total Current Assets	14,893	11,226	8,619	8,986	11,693	17,637	22,588	24,337	27,450	27,250	23,040	22,570	21,010	21,250	25,220	29,880	34,740	40,720	50,580
Non Current Assets																			
Investments	1,344	1,105	1,397	2,437	2,245	2,680	3,431	1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,979
Receivables	139	127	79	76	81	79	75	735	760	790	820	850	880	910	940	970	1,000	1,030	1,070
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant and Equipment	198,622	209,652	222,700	236,385	237,186	242,455	261,782	285,402	288,000	294,100	301,700	307,100	315,500	317,700	316,000	314,000	311,700	308,000	304,100
Investment Property	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	200,105	210,884	224,176	238,898	239,512	245,214	265,288	288,116	290,739	296,869	304,499	309,929	318,359	320,589	318,919	316,949	314,679	311,009	307,149
TOTAL ASSETS	214,998	222,110	232,795	247,884	251,205	262,851	287,876	312,453	318,189	324,119	327,539	332,499	339,369	341,839	344,139	346,829	349,419	351,729	357,729
LIABILITIES																			
Current Liabilities																			
Payables	125	140	142	140	170	142	159	57	60	70	80	90	100	110	120	130	140	150	160
Contract Liabilities	0	0	0	0	0	0	332	331	340	360	380	400	420	440	460	480	500	520	540
Borrowings	2,958	3,096	3,387	3,536	2,716	2,920	3,114	3,939	3,939	3,939	3,966	3,998	4,029	4,060	4,092	4,123	4,155	0	0
Provisions	482	523	591	627	661	689	711	631	650	680	710	740	770	800	830	860	890	920	950
Total Current Liabilities	3,565	3,759	4,120	4,303	3,547	3,751	4,316	4,958	4,989	5,049	5,136	5,228	5,319	5,410	5,502	5,593	5,685	1,590	1,650
Non Current Liabilities																			
Borrowings	58,925	56,079	52,885	49,483	46,836	43,917	40,802	36,863	32,924	28,985	25,019	21,021	16,992	12,932	8,840	4,717	562	0	0
Provisions	45	46	26	25	29	77	32	53	100	200	300	400	500	600	700	800	900	1,000	1,100
Total Non-Current Liabilities	58,970	56,125	52,911	49,508	46,865	43,994	40,834	36,916	33,024	29,185	25,319	21,421	17,492	13,532	9,540	5,517	1,462	1,000	1,100
TOTAL LIABILITIES	62,535	59,884	57,031	53,811	50,412	47,745	45,150	41,874	38,013	34,234	30,455	26,649	22,811	18,942	15,042	11,110	7,147	2,590	2,750
Net Assets	152,463	162,226	175,764	194,073	200,793	215,106	242,726	270,579	280,176	289,885	297,084	305,850	316,558	322,897	329,097	335,719	342,272	349,139	354,979
EQUITY																			
Retained Earnings	98,161	98,522	107,831	115,511	120,119	132,476	141,267	149,247	155,776	161,085	164,384	169,150	175,658	177,697	179,497	181,619	183,472	185,539	186,379
Revaluation Reserves	54,302	63,704	67,933	78,562	80,674	82,630	101,459	121,332	124,400	128,800	132,700	136,700	140,900	145,200	149,600	154,100	158,800	163,600	168,600
Council Equity Interest	152,463	162,226	175,764	194,073	200,793	215,106	242,726	270,579	280,176	289,885	297,084	305,850	316,558	322,897	329,097	335,719	342,272	349,139	354,979

CONSOLIDATED BALANCE SHEET (\$'000)																			
ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
ASSETS																			
Current Assets																			
Cash and Cash Equivalents	0	11,989	5,625	12,246	10,034	7,454	13,732	17,477	17,477	17,477	17,477	17,477	17,477	17,477	17,477	17,477	17,477	17,477	17,477
Investments	59,905	59,896	62,507	56,508	66,638	84,300	94,700	113,000	96,220	93,500	68,720	79,980	90,740	97,910	106,490	112,720	123,490	139,140	158,990
Receivables	10,289	8,310	9,219	10,786	7,576	10,964	10,365	13,793	14,150	14,660	15,120	15,590	16,070	16,570	17,080	17,600	18,150	18,710	19,280
Inventories	808	2,420	1,472	2,411	820	2,698	3,578	2,954	3,030	3,140	3,240	3,340	3,450	3,560	3,670	3,790	3,910	4,030	4,160
Contract assets	0	0	0	0	1,192	2,462	1,539	6,979	7,160	7,420	7,650	7,880	8,120	8,370	8,630	8,890	9,160	9,440	9,730
Other	299	1,741	343	391	574	578	771	1,009	1,040	1,080	1,110	1,140	1,170	1,210	1,250	1,300	1,350	1,400	1,450
Total Current Assets	71,301	84,356	79,166	82,342	86,834	108,456	124,685	155,212	139,077	137,277	113,317	125,407	137,027	145,097	154,597	161,777	173,537	190,197	211,087
Non Current Assets																			
Investments	6,107	8,022	12,664	20,907	16,900	14,000	8,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300
Receivables	361	310	237	205	290	224	232	247	260	270	280	290	300	310	320	330	340	350	370
Inventories	3,026	1,678	2,535	2,623	6,222	5,304	5,286	4,677	4,800	4,970	5,120	5,280	5,440	5,610	5,780	5,960	6,140	6,330	6,520
Infrastructure, Property, Plant and Equipment	1,090,742	1,140,730	1,214,170	1,278,060	1,304,241	1,334,993	1,453,096	1,684,249	1,734,270	1,784,930	1,852,200	1,873,980	1,888,860	1,911,800	1,941,140	1,956,510	1,970,670	1,977,550	1,980,510
Investment Property	21,977	22,025	22,025	22,705	23,260	25,340	25,580	26,590	27,260	28,220	29,070	29,950	30,850	31,780	32,740	33,730	34,750	35,800	36,880
Right of use assets	0	0	0	0	3,089	2,633	2,245	1,977	2,030	2,110	2,180	2,250	2,320	2,390	2,470	2,550	2,630	2,710	2,800
Other	0	0	0	0	1,206	1,145	1,198	1,372	1,410	1,460	1,510	1,560	1,610	1,660	1,710	1,770	1,830	1,890	1,950
Total Non-Current Assets	1,122,213	1,172,785	1,252,790	1,325,654	1,355,208	1,383,639	1,495,937	1,723,412	1,774,330	1,826,260	1,894,660	1,917,610	1,933,680	1,957,850	1,988,460	2,005,150	2,020,660	2,028,930	2,033,330
TOTAL ASSETS	1,193,514	1,257,141	1,331,956	1,407,996	1,442,042	1,492,095	1,620,622	1,878,624	1,913,407	1,963,537	2,007,977	2,043,017	2,070,707	2,102,947	2,143,057	2,166,927	2,194,197	2,219,127	2,244,417
LIABILITIES																			
Current Liabilities																			
Payables	7,103	9,549	8,247	11,305	12,656	14,854	16,403	24,774	25,400	26,300	27,100	27,930	28,780	29,660	30,560	31,490	32,450	33,430	34,440
Contract liabilities	0	0	0	0	501	1,368	3,702	6,668	6,840	7,100	7,330	7,570	7,810	8,060	8,320	8,580	8,850	9,130	9,420
Lease liabilities	0	0	0	0	464	545	247	125	130	140	150	160	170	180	190	200	210	220	230
Borrowings	6,654	6,219	6,624	6,636	5,930	6,281	6,090	10,786	12,017	12,806	6,049	6,329	6,420	6,451	6,483	6,514	6,546	2,391	2,391
Provisions	7,551	8,091	7,972	8,489	8,468	8,993	9,133	8,968	9,260	9,345	9,390	9,280	7,620	7,860	8,200	8,540	8,880	9,220	9,560
Total Current Liabilities	21,308	23,859	22,843	26,430	28,019	32,041	35,575	51,321	53,647	55,691	50,019	51,269	50,800	52,211	53,753	55,324	56,936	54,391	56,041
Non Current Liabilities																			
Lease liabilities	0	0	0	0	2,664	2,152	2,066	1,937	2,000	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900	3,000
Borrowings	75,244	76,078	76,870	70,418	73,542	70,762	72,472	74,415	75,825	68,197	66,834	62,699	58,181	51,851	45,387	38,790	32,055	28,800	25,987
Provisions	4,525	4,319	4,533	4,113	3,580	8,119	8,685	8,971	9,420	10,030	10,640	11,350	12,060	12,770	13,580	14,390	15,200	16,110	17,020
Total Non-Current Liabilities	79,769	80,397	81,403	74,531	79,786	81,033	83,223	85,323	87,245	80,327	79,674	76,349	72,641	67,121	61,567	55,880	50,055	47,810	46,007
TOTAL LIABILITIES	101,077	104,256	104,246	100,961	107,805	113,074	118,798	136,644	140,892	136,018	129,693	127,618	123,441	119,332	115,320	111,204	106,991	102,201	102,048
Net Assets	1,092,437	1,152,885	1,227,710	1,307,035	1,334,237	1,379,021	1,501,824	1,741,980	1,772,515	1,827,519	1,878,284	1,915,399	1,947,266	1,983,615	2,027,737	2,055,723	2,087,206	2,116,926	2,142,369
EQUITY																			
Retained Earnings	646,084	675,946	723,429	765,417	784,925	827,587	855,082	894,261	903,415	927,819	951,484	960,699	963,766	970,415	983,937	980,523	979,606	975,926	966,969
Revaluation Reserves	446,353	476,939	504,281	541,618	549,312	551,434	646,742	847,719	869,100	899,700	926,800	954,700	983,500	1,013,200	1,043,800	1,075,200	1,107,600	1,141,000	1,175,400
Council Equity Interest	1,092,437	1,152,885	1,227,710	1,307,035	1,334,237	1,379,021	1,501,824	1,741,980	1,772,515	1,827,519	1,878,284	1,915,399	1,947,266	1,983,615	2,027,737	2,055,723	2,087,206	2,116,926	2,142,369