long term financial plan budget.

2022/23 - 2031/32

ADOPTED 23 JUNE 2022





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.

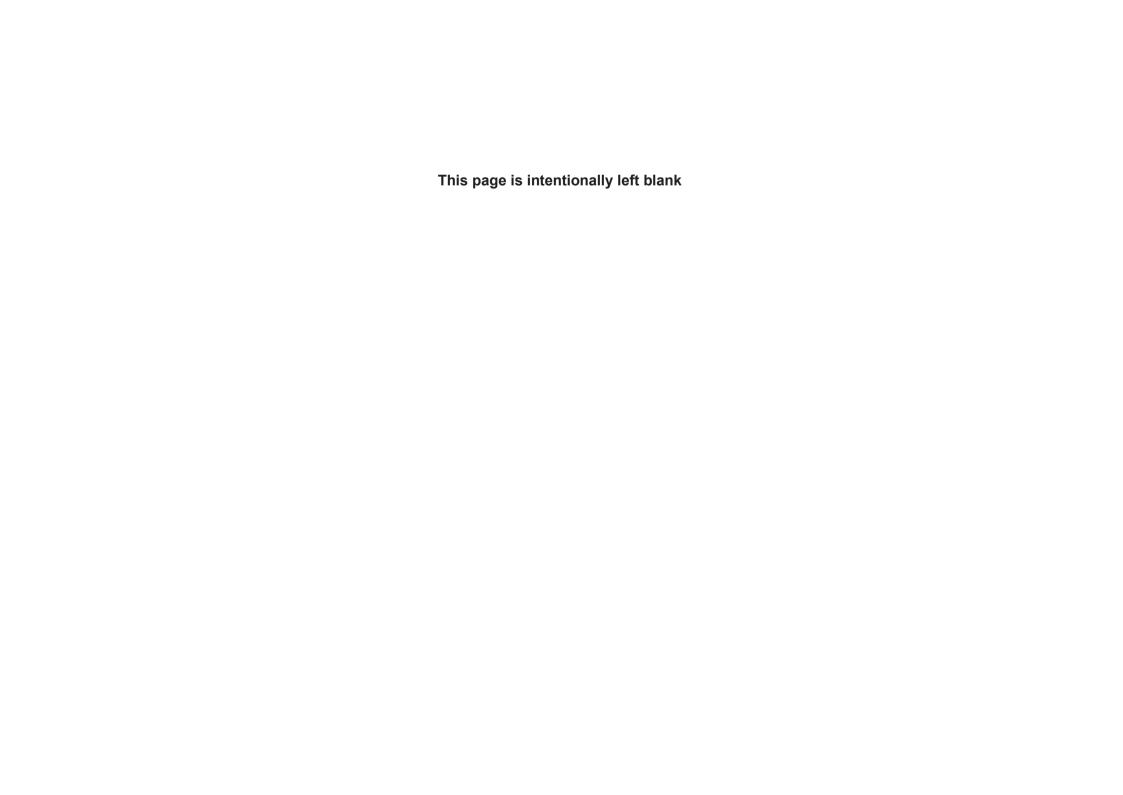
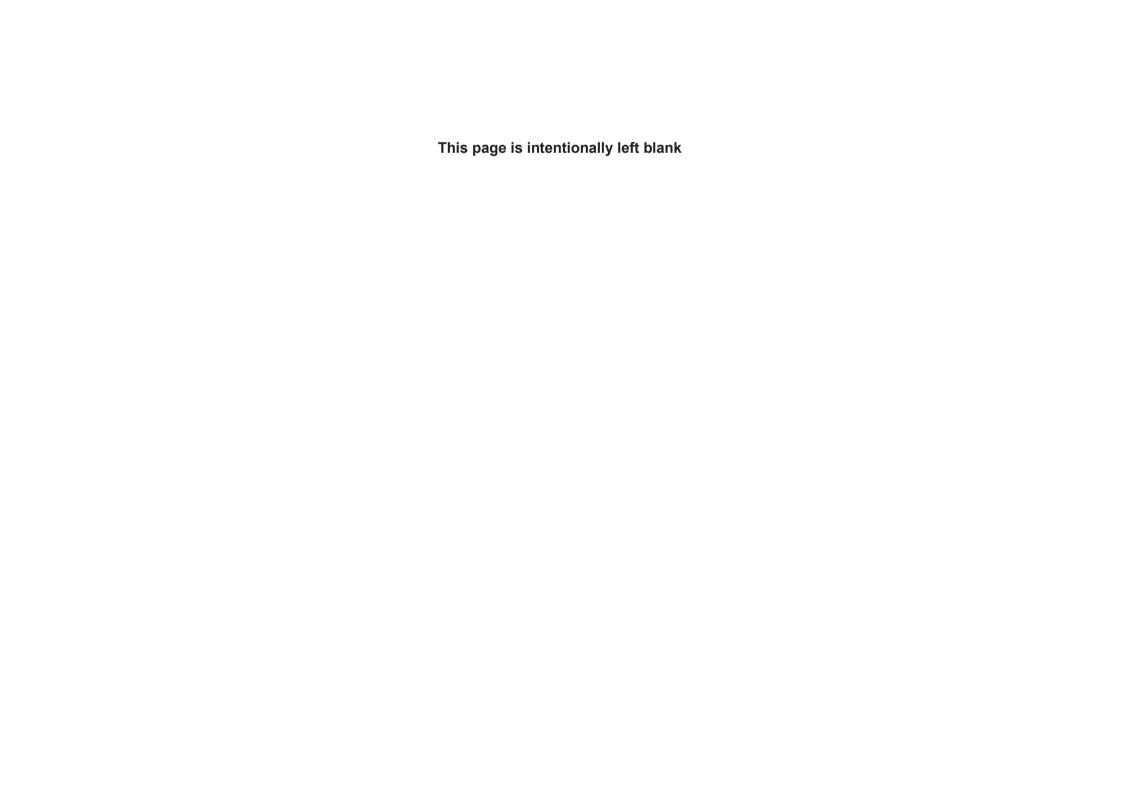


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Part A Introduction

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 2022/23 represent the budgets for that year whereas the estimates from 2023/24 onwards provide a guide as to where the organisation is heading. Actual figures are included for previous years.

	ACTUAL		DESCRIPTION						ES1	TIMATED					
2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
			OPERATING RESULTS												
			Operating Activities												
30,003,500	31,989,000	33,418,400	Rates and Annual Charges	34,490,000	35,261,000	2	36,105,000	36,972,000	37,861,000	38,847,000	39,859,000	40,898,000	41,963,000	43,057,000	44,179,00
16,258,800	16,424,400	20,136,700	User Charges and Fees	21,793,500	22,683,000	4	23,291,000	23,870,000	24,389,000	24,921,000	25,460,000	26,008,000	26,568,000	27,138,000	27,716,00
1,769,300	1,324,000	605,200	Interest and Investment Revenues	397,500	547,000	38	911,000	850,000	1,058,000	1,293,000	1,500,000	1,576,000	1,629,000	1,626,000	1,922,00
250,600	2,316,100	15,331,100	Other Revenues	11,664,300	12,024,000	3	12,382,000	12,520,000	12,772,000	13,038,000	13,429,000	13,582,000	13,866,000	14,154,000	14,571,00
9,539,800	9,603,500	9,281,800	Grants and Contributions for Operating Purposes	12,951,200	11,385,200	(12)	8,652,600	8,430,300	8,593,100	8,758,900	8,926,800	9,100,700	9,277,700	9,456,700	9,639,80
31,480,000	21,742,000	17,991,400	Grants and Contributions for Capital Purposes	20,714,700	31,564,000	52	18,022,200	14,569,000	15,268,000	24,525,000	29,722,000	27,490,300	23,292,000	19,679,000	19,870,00
			Other Income:			0									
680,000	550,000	2,085,000	Fair Value Increment on Investment Properties	0	0	0	0	0	0	0	0	0	0	0	
0	0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	
89,982,000	83,949,000	98,849,600	Total Income from Continuing Operations	102,011,200	113,464,200	11	99,363,800	97,211,300	99,941,100	111,382,900	118,896,800	118,655,000	116,595,700	115,110,700	117,897,80
			Operating Expenses												
18.623.000	19.939.000		Employee Benefits and On-costs	21,778,000	22.214.000	2	22,658,000	23,111,000	23,574,000	24,045,000	24,526,000	25,017,000	25,518,000	26,029,000	26.550.00
16,064,900	17,502,300	-,- ,	Materials and Contracts	37,532,200	34,130,400	(9)	33,977,600	33,995,300	34,803,100		36,394,800	36,923,700	37,730,700	38,516,700	39,914,80
1.286.000	1,145,400	- , -,	Borrowing Costs	1,025,900	1,200,000	17	2,019,000	2,094,000	1,841,000	1,758,000	1,730,000	1,637,000	1,541,000	1,444,000	1.342.00
13,750,100	17,015,600	18,728,000	Depreciation and Amortisation	16,765,000	18,202,000	9	18,323,000	18,616,000	18,914,000	19,215,000	19,522,000	19,832,000	20,148,000	20,469,000	20,796,00
5,264,800	4,706,000	5,351,800	Other Expenses	6,034,700	5,845,000	(3)	5,992,000	6,455,000	6,259,000	6,395,000	6,533,000	7,025,000	6,817,000	6,964,000	7,113,00
1,203,200	5,557,700	4,453,000	Net Loss from Disposal of Assets	1,800,000	1,800,000	0	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,00
56,192,000	65,866,000	82,927,200	Total Expenses from Continuing Operations	84,935,800	83,391,400	(2)	84,769,600	86,071,300	87,191,100	88,792,900	90,505,800	92,234,700	93,554,700	95,222,700	97,515,80
33,790,000	18,083,000	15,922,400	Net Operating Result for the Year	17,075,400	30,072,800	76	14,594,200	11,140,000	12,750,000	22,590,000	28,391,000	26,420,300	23,041,000	19,888,000	20,382,00
2,310,000	(3,659,000)	(2,069,000)	Net Operating Result Before Capital Income	(3,639,300)	(1,491,200)	(59)	(3,428,000)	(3,429,000)	(2,518,000)	(1,935,000)	(1,331,000)	(1,070,000)	(251,000)	209,000	512,00
16.060.100	13.356.600		Net Operating Result Before Depreciation	13.125.700	16.710.800	27	14.895.000	15.187.000	16.396.000	17.280.000	18.191.000	18.762.000	19.897.000	20.678.000	21,308,00

	ACTUAL		DESCRIPTION						EST	IMATED					
2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
			OPERATING RESULTS												
			OPERATING RESULTS												
			Operating Income												
3,621,300	3,808,800	4,234,000	Annual Charges	4,188,000	4,354,000	4	4,521,000	4,698,000	4,875,000	5,002,000	5,129,000	5,255,000	5,361,000	5,467,000	5,583,00
8,559,400	8,617,600	8,369,600	User Charges and Fees	8,484,000	8,835,000	4	9,198,000	9,554,000	9,921,000	10,198,000	10,475,000	10,762,000	11,010,000	11,258,000	11,517,00
564,100	421,400	175,500	Interest and Investment Revenues	106,300	240,000	126	586,000	415,000	382,000	259,000	171,000	170,000	130,000	170,000	213,00
258,500	225,600	0	Other Revenues	252,000	312,000	24	318,000	325,000	332,000	339,000	346,000	353,000	360,000	367,000	374,00
459,400	310,700	160,800	Grants and Contributions for Operating Purposes	245,900	233,000	(5)	235,000	236,000	238,000	240,000	242,000	154,000	155,000	157,000	159,00
1,175,800	762,600	700,300	Grants and Contributions for Capital Purposes - Cash	870,000	900,000	3	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,00
938,200	600,400	1,359,700	Contributions for Capital Purposes - Non-cash	1,000,000	1,200,000	20	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,00
			Other Income:												
0	0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	
15,576,700	14,747,100	14,999,900	Total Income from Continuing Operations	15,146,200	16,074,000	6	16,958,000	17,328,000	17,848,000	18,138,000	18,463,000	18,794,000	19,116,000	19,519,000	19,946,00
			Operating Expenses												
2.218.000	2,367,000	2.467.000	Employee Benefits and On-costs	2,566,000	2,617,000	2	2.669.000	2,722,000	2.776.000	2,832,000	2,889,000	2,947,000	3.006.000	3.066.000	3,127,00
0	0	, . ,	Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	.,,
7,027,400	7,749,900	8,634,300	Materials and Contracts	8,798,000	9,144,000	4	10,425,000	9,022,000	10,531,000	10,848,000	11,116,000	11,450,000	11,723,000	12,005,000	12,377,00
1,500,600	1,606,800	1,678,900	Depreciation and Amortisation	1,700,000	1,650,000	(3)	1,650,000	1,675,000	1,700,000	1,726,000	1,752,000	1,778,000	1,805,000	1,832,000	1,859,00
664,000	606,500	109,100	Other Expenses	731,000	837,000	15	837,000	1,642,000	606,000	619,000	651,000	644,000	657,000	669,000	682,00
0	0	943,800	Net Loss from Disposal of Assets	120,000	100,000	(17)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,00
11,410,000	12,330,200	13,833,100	Total Expenses from Continuing Operations	13,915,000	14,348,000	3	15,681,000	15,161,000	15,713,000	16,125,000	16,508,000	16,919,000	17,291,000	17,672,000	18,145,00
4,166,700	2,416,900	1,166,800	Net Operating Result Including Capital Income	1,231,200	1,726,000	40	1,277,000	2,167,000	2,135,000	2,013,000	1,955,000	1,875,000	1,825,000	1,847,000	1,801,00
2,052,700	1,053,900	(893,200)	Net Operating Result Before Capital Income	(638,800)	(374,000)	(41)	(823,000)	67.000	35,000	(87,000)	(145,000)	(225,000)	(275,000)	(253,000)	(299,000

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	ACTUAL		DESCRIPTION							IMATED					
2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
			OPERATING RESULTS												
			Operating Income												
17,159,000	17,800,600	18,615,500	Annual Charges	19,102,000	19,105,000	0	19,103,000	19,101,000	19,098,000	19,095,000	19,091,000	19,087,000	19,083,000	19,079,000	19,075,00
1,431,900	1,389,200	1,471,100	User Charges and Fees	1,761,000	1,783,000	1	1,797,000	1,811,000	1,825,000	1,839,000	1,853,000	1,867,000	1,882,000	1,897,000	1,912,00
278,800	201,100	136,600	Interest and Investment Revenues	72,000	191,000	165	450,000	416,000	455,000	518,000	575,000	615,000	655,000	790,000	892,00
631,800	794,300	2,909,300	Other Revenues	471,000	584,000	24	598,000	612,000	626,000	641,000	656,000	671,000	686,000	702,000	718,00
158,600	249,800	159,900	Grants and Contributions for Operating Purposes	155,000	144,000	(7)	145,000	145,000	147,000	149,000	151,000	153,000	155,000	156,000	158,00
2,456,100	1,693,800	1,727,700	Grants and Contributions for Capital Purposes - Cash	1,810,000	2,100,000	16	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,00
3,092,900	1,201,200	5,668,900	Contributions for Capital Purposes - Non-cash	750,000	4,000,000	433	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,00
			Other Income:			0									
0	0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	
25,209,100	23,330,000	30,689,000	Total Income from Continuing Operations	24,121,000	27,907,000	16	28,193,000	28,185,000	28,251,000	28,342,000	28,426,000	28,493,000	28,561,000	28,724,000	28,855,00
			Operating Expenses												
4,192,000	4.368.000		Employee Benefits and On-costs	4.498.000	4.588.000	2	4.680.000	4.774.000	4.869.000	4,966,000	5,065,000	5,166,000	5,269,000	5.374.000	5.481.00
4,299,000	4,823,200	,,	Materials and Contracts	4,618,000	4,729,000	2	5,695,000	4,690,000	4,781,000	4,900,000	5,003,000	5,062,000	5,157,000	5,316,000	5,645,00
3,643,300	3,428,700	.,,	Borrowing Costs	2.996.000	2,801,000	(7)	2.606.000	2.405.000	2,205,000	2,004,000	1,804,000	1,604,000	1,403,000	1,203,000	1.002.00
3,675,600	3.910.000	-, - ,	Depreciation and Amortisation	4,200,000	4,240,000	1	4,260,000	4,324,000	4,389,000	4,455,000	4,522,000	4,590,000	4,659,000	4,729,000	4,800,00
1,456,700	1,305,500	, ,	Other Expenses	1,452,000	1,437,000	(1)	1,464,000	1,491,000	1,518,000	1,548,000	1,578,000	1,609,000	1,640,000	1,672,000	1,704.00
526,700	812,100	,	Net Loss from Disposal of Assets	500,000	500,000	0	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,00
17,793,300	18,647,500	,	Total Expenses from Continuing Operations	18,264,000	18,295,000	Ö	19,205,000	18,184,000	18,262,000	18,400,000	18,490,000	18,531,000	18,628,000	18,794,000	19,132,00
7,415,800	4,682,500	11,818,300	Net Operating Result Including Capital Income	5,857,000	9,612,000	64	8,988,000	10,001,000	9,989,000	9,942,000	9,936,000	9,962,000	9,933,000	9,930,000	9,723,00
1,866,800	1,787,500	4.421.700	Net Operating Result Before Capital Income	3,297,000	3,512,000	7	2,888,000	3,901,000	3.889.000	3,842,000	3,836,000	3,862,000	3,833,000	3.830.000	3,623,00

			CONSOLIDA	ATED OPERAT	TIONS - INC	OME S	TATEMEN	T (2018/19 t	o 2031/32)						
	ACTUAL		DESCRIPTION						EST	IMATED					
2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
			OPERATING RESULTS												
			Operating Income			_									
50,783,800	53,598,400		Rates and Annual Charges	57,780,000	58,720,000	2	59,729,000	60,771,000	61,834,000	62,944,000	64,079,000	65,240,000	66,407,000	67,603,000	68,837,000
26,250,100	26,431,200		User Charges and Fees	32,038,500	33,301,000	4	34,286,000	35,235,000	36,135,000	36,958,000	37,788,000	38,637,000	39,460,000	40,293,000	41,145,000
2,612,200	1,946,500	,	Interest and Investment Revenues	575,800	978,000	70	1,947,000	1,681,000	1,895,000	2,070,000	2,246,000	2,361,000		2,586,000	3,027,000
1,140,900	3,336,000	18,240,400	Other Revenues	12,387,300	12,920,000	4	13,298,000	13,457,000	13,730,000	14,018,000	14,431,000	14,606,000	14,912,000	15,223,000	15,663,000
10,157,800	10,164,000	9,602,500	Grants and Contributions for Operating Purposes	13,352,100	11,762,200	(12)	9,032,600	8,811,300	8,978,100	9,147,900	9,319,800	9,407,700	9,587,700	9,769,700	9,956,800
39,143,000	26,000,000	27,448,000	Grants and Contributions for Capital Purposes	25,144,700	39,764,000	58	26,222,200	22,769,000	23,468,000	32,725,000	37,922,000	35,690,300	31,492,000	27,879,000	28,070,000
			Other Income:												
680,000	550,000	2,085,000	Fair Value Increment on Investment Properties	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
130,767,800	122,026,100	144,538,500	Total Income from Continuing Operations	141,278,400	157,445,200	11	144,514,800	142,724,300	146,040,100	157,862,900	165,785,800	165,942,000	164,272,700	163,353,700	166,698,800
			Operating Expenses												
25,033,000	26,674,000		Employee Benefits and On-costs	28,842,000	29.419.000	2	30,007,000	30,607,000	31,219,000	31,843,000	32,480,000	33,130,000	33,793,000	34,469,000	35,158,000
4,929,300	4,574,100		Borrowing Costs	4,021,900	4,001,000	(1)	4,625,000	4,499,000	4,046,000	3,762,000	3,534,000	3,241,000		2,647,000	2.344.000
27.391.300	30,075,400		Materials and Contracts	50.948.200	48,003,400	(6)	50,097,600	47,707,300	50,115,100	51,354,900		53,435,700		55.837.700	57.936.800
18,926,300	22,532,400	,,	Depreciation and Amortisation	22,665,000	24,092,000	6	24,233,000	24,615,000	25,003,000	25,396,000	25,796,000	26,200,000	26,612,000	27,030,000	27,455,000
7,385,500	6,618,000	, ,	Other Expenses	8,217,700	8,119,000	(1)	8,293,000	9,588,000	8,383,000	8,562,000	8,762,000	9,278,000		9,305,000	9,499,000
1,729,900	6.369.800	-,,	Net Loss from Disposal of Assets	2,420,000	2,400,000	(1)	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000		2.400.000	2,400,000
, , ,	.,,	-, ,	Total Expenses from Continuing Operations			_ ` '								,,	
85,395,300	90,843,700	115,631,000	Total Expenses from Continuing Operations	117,114,800	116,034,400	(1)	119,655,600	119,416,300	121,166,100	123,317,900	125,503,800	127,684,700	129,473,700	131,688,700	134,792,800
45,372,500	25,182,400	28,907,500	Net Operating Result for the Year	24,163,600	41,410,800	71	24,859,200	23,308,000	24,874,000	34,545,000	40,282,000	38,257,300	34,799,000	31,665,000	31,906,000
6,229,500	(817,600)	1,459,500	Net Operating Result Before Capital Income	(981,100)	1,646,800	(268)	(1,363,000)	539,000	1,406,000	1,820,000	2,360,000	2,567,000	3,307,000	3,786,000	3,836,000

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General Fund – Cash Forecast and Long Term Financial Plan

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

The opposite page provides the cash forecast for General Fund. The estimates for 2022/23 represent the budgets for that year whereas the estimates from 2023/24 onwards provide a guide as to where the organisation is heading. Explanations for each item are:

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

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

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

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

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

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

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

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

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

Net movement in other working capital items

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

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

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

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

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

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

	ACTUAL		DESCRIPTION						ES1	IMATED					
2018/19	2019/20	2020/21	SECONI FICK	2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
			OPERATING RESULTS												
			General Fund Activities												
66,936,500	71,109,000	79 139 800	Operating Revenues	81.296.500	81,900,200	1	81,341,600	82.642.300	84,673,100	86,857,900	89.174.800	91,164,700	93,303,700	95,431,700	98.027.80
49,699,000	47,644,100		Less Operating Expenses	66,370,800	63,389,400	(4)	64,646,600	65,655,300	66,477,100	67,777,900	69,183,800	70.602.700	71,606,700	72,953,700	,- ,
17,237,500			Operating Result before Non-cash Items	14,925,700		24	16,695,000	16,987,000	, ,	19,080,000		.,,		22,478,000	
40.750.400	47.045.000	40.700.000	Lean Barrasitation	10 705 000	40,000,000	_	40,000,000	40.040.000	40.044.000	40.045.000	40 500 000	40,000,000	00.440.000	00.400.000	00 700 00
13,750,100 (484,000)	17,015,600 (610,200)		Less Depreciation Less Remediation Provision	16,765,000	18,202,000	9	18,323,000	18,616,000	18,914,000	19,215,000	19,522,000	19,832,000	20,148,000	20,469,000	20,796,000
136.800	69,600		Less Unwinding Interest Free Loans	1 0	0	0	0	0	0	0	0	0	0	0	
(592,500)	(3,591,300)		Less Land Stock Movement	1 0	0	0	0	0	0	0	0	0	0	0	
(144,000)	(123,000)	_ , , ,	Investment Premiums	1 0	0	0	0	0	0	0	0	0	0	0	
(680,000)	(550,000)		Fair Value Adjustments Rental Properties	1 0	0	0	0	0	0	0	0	0	0	0	
1,203,200	5,557,700		Less Loss on Disposal of Infrastructure Assets	1,800,000	1,800,000	0	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
4,047,900			Net Operating Result	(3,639,300)	(1,491,200)	(59)	(3,428,000)	(3,429,000)	(2,518,000)	(1,935,000)	(1,331,000)	(1,070,000)	(251,000)	209,000	
4,047,000	0,000,000	(2,120,000)	not operating result	(0,000,000)	(1,401,200)	(00)	(0,420,000)	(0,420,000)	(2,010,000)	(1,000,000)	(1,001,000)	(1,010,000)	(201,000)	200,000	0.2,00
			Add Capital Grants and Contributions												
11,674,600	6,004,900	9,109,300	Capital Grants and Contributions	7,370,900	19,514,000	165	5,212,200	1,095,000	1,127,000	9,714,000	14,237,000	9,828,300	3,949,000	152,000	155,00
8,369,700	4,663,300	5,151,300	Section 7.11 Contributions Collected	6,130,000	4,050,000	(34)	4,650,000	5,150,000	5,650,000	6,150,000	6,650,000	8,650,000	10,150,000	10,150,000	10,150,00
			Add Non-operating Funds Employed												
0	9,722,000		Loan Funds Used	7,800,000	-,,	146	12,237,000	0	0	1,000,000	0	0	0	0	
570,200	3,091,200	314,500	Proceeds from Disposal of Assets	0	4,685,000	100	10,488,000	5,803,000	2,902,000	0	0	0	0	0	(
(00.040.000)	(07.047.700)	(07.070.400)	Subtract Funds Deployed for Non-operating Purposes	(00 700 000)	(05.000.000)		(54.044.000)	(47.007.000)	(00.050.000)	(00.400.000)	(00.040.700)	(00 744 500)	(07.454.500)	(40,000,000)	(40.740.000
(30,818,200)	(37,047,700)		Capital Expenditure	(39,788,000)	(65,368,000)	64	(51,841,200)	(17,697,000)	(20,350,000)	(26,490,000)	(36,349,700)	(32,711,500)	(27,451,500)	(18,022,000)	(19,713,000
(3,236,600)	(3,215,500)	(3,285,500)	Repayment of Principal on Loans	(3,440,800)	(7,140,000)	108	(10,051,700)	(6,578,000)	(2,059,000)	(2,082,000)	(2,197,000)	(2,200,000)	(2,296,000)	(2,393,000)	(2,495,000
			Net Movement in Other Working Capital Items												
(2,120,000)	(7,704,100)		Net Incr / (Decr) in Other Working Capital Items	188.000	98.000	(48)	77.000	58.000	40.000	22.000	3.000	4.000	7.000	9.000	11.00
(, -,,,,,,	(, , , , , , , ,	(-,,,	3 - 1	,	,	(-)	,		.,	,	,,,,,,,	,	,	.,	,
			Add Back Non-Cash Expense												
13,750,100			Depreciation	16,765,000	18,202,000	9	18,323,000	18,616,000	18,914,000	19,215,000	19,522,000	19,832,000	20,148,000	20,469,000	20,796,00
(484,000)	(610,200)		Remediation	0	0	0	0	0	0	0	0	0	0	0	(
136,800	69,600		Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	(
(592,500)	(3,591,300)		Land Stock Movement	0	0	0	0	0	0	0	0	0	0	0	
2,977,000	· /		Land Stock Movement - Cash Adjustment	0	0	0	0	0	0	0	0	0	0	0	1
(144,000)	(123,000)		Investment Premiums	0	0	0	0	0	0	0	0	0	0	0	
(680,000)	(550,000)		Fair Value Adjustments Rental Properties	4 000 000	4 000 000	0	4 000 000	4 000 000	4 000 000	1 000 000	4 000 000	4 000 000	4 000 000	4 000 000	4 000 000
1,203,200	5,557,700	4,453,000	Loss on Disposal of Infrastructure Assets	1,800,000	1,800,000	0	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
4,654,200	(1,862,500)	7,443,100	Cash Reserves - Increase / (Decrease)	(6,814,200)	(6,465,200)	(5)	(12,533,700)	4,818,000	5,506,000	7,394,000	2,334,300	4,132,800	6,055,500	12,374,000	11,216,000
			Movement in Reserves - Increase / (Decrease)												
(1,474,400)	629,400		Reserves - Internal - Increase / (Decrease)	(6,006,100)	(8,117,500)	35	(2,797,700)	3,694,000	5,863,000	5,178,000	4,481,300	5,174,000	5,419,500	5,474,000	
3,931,600	(, , , , , , , , , , , ,		Reserves - External - Increase / (Decrease)	(108,000)	2,220,500	(2,156)	(8,884,000)	2,254,000	569,000	2,941,000	(1,656,000)	(789,700)	626,000	6,643,000	, . ,
2,197,000	(431,400)		Working Capital - Increase / (Decrease)	(700, 100)	(568,200)	(19)	(852,000)	(1,130,000)	(926,000)	(725,000)	(491,000)	(251,500)	10,000	257,000	428,000
4,654,200	(1,862,500)	7,443,100	Total Movement in Reserves	(6,814,200)	(6,465,200)	(5)	(12,533,700)	4,818,000	5,506,000	7,394,000	2,334,300	4,132,800	6,055,500	12,374,000	11,216,00
			Reserves - Balances as at 30 June												
32,099,000	32,728,400	36 750 400	Internal Reserves	30,753,300	22,635,800	(26)	19,838,100	23,532,100	29,395,100	34,573,100	39,054,400	44,228,400	49,647,900	55,121,900	61,895,90
18,375,300			External Reserves	18,315,100	20,535,600	12	11,651,600	13,905,600	14,474,600	17,415,600	15,759,600	14,969,900	15,595,900	22,238,900	
5,139,000	4,707,600		Working Capital	5,311,300	4,743,100	(11)	3,891,100	2,761,100	1,835,100	1,110,100	619,100	367,600	377,600	634,600	
55,613,300		61,193,900		54,379,700		_ ` /	35,380,800		, ,	53,098,800		,	65,621,400	77,995,400	
,,	22,.00,000	J.,.JJ,JJ	· · · · · · · · · · · · · · · · · · ·	3 .,3, 5,, 60	,514,550	(/	22,300,000	.5, .55,550	.5,.54,550	22,200,000	22, 200, 100	22,300,000	JU, JE 1, 400	,555,400	35,211,40

Water Operations - Cash Forecast and Long Term Financial Plan

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

Explanations for each item are:

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

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

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

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

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

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

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

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

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

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

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

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

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

			WATER OPER	ATIONS - L	ONG TERM	FINAN	ICIAL PLAN	N (2018/19 t	o 2031/32)						
	ACTUAL		DESCRIPTION					•	ES1	IMATED					
2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
			OPERATING RESULTS												
13,462,700	13,384,100	12,939,900	Operating Revenues	13,276,200	13,974,000	5	14,858,000	15,228,000	15,748,000	16,038,000	16,363,000	16,694,000	17,016,000	17,419,000	17,846,000
9,909,400	10,723,400	11,210,400	Less Operating Expenses	12,095,000	12,598,000	4	13,931,000	13,386,000	13,913,000	14,299,000	14,656,000	15,041,000	15,386,000	15,740,000	16,186,000
3,553,300	2,660,700	1,729,500	Operating Result before Non-cash Items	1,181,200	1,376,000	16	927,000	1,842,000	1,835,000	1,739,000	1,707,000	1,653,000	1,630,000	1,679,000	1,660,000
							·								
1,500,600	1,606,800	1,678,900	Depreciation Expense	1,700,000	1,650,000	(3)	1,650,000	1,675,000	1,700,000	1,726,000	1,752,000	1,778,000	1,805,000	1,832,000	1,859,000
0	0	C	Less Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	C
0	0	943,800	Less Loss on Disposal of Infrastructure Assets	120,000	100,000	(17)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
2,052,700	1,053,900	(893,200)	Net Operating Result	(638,800)	(374,000)	(41)	(823,000)	67,000	35,000	(87,000)	(145,000)	(225,000)	(275,000)	(253,000)	(299,000)
			Add Capital Grants and Contributions												
2,200	0	(79,900)	Capital Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
1,175,800	762,600	780,200	Section 64 Contributions Collected	870,000	900,000	3	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000
			Subtract Funds Deployed for Non-operating Purposes												
(1,120,100)	(3,029,800)		Capital Expenditure	(2,206,800)	(3,191,000)	45	(8,245,000)	(4,591,000)	(7,525,000)	(5,076,000)	(3,556,000)	(3,653,000)	(1,073,000)	(1,353,000)	(1,355,000)
0	0	C	Repayment of Principal on Loans	0	0	0	0	0	0	0	0	0	0	0	0
			Net Movement in Other Working Capital Items												
(378,500)	(763,700)	(382,700)	Net Incr / (Decr) in Leave and Working Capital	0	0	0	0	0	0	0	0	0	0	0	0
			Add Back Non-Cash Expense			-									
1,500,600	1,606,800		Depreciation	1,700,000	1,650,000	(3)	1,650,000	1,675,000	1,700,000	1,726,000	1,752,000	1,778,000	1,805,000	1,832,000	1,859,000
0	0		Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	
0	0	943,800	Loss on Disposal of Infrastructure Assets	120,000	100,000	(17)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
3,232,700	(370,200)	(356,600)	Reserves Movement - Increase / (Decrease)	(155,600)	(915,000)	488	(6,418,000)	(1,849,000)	(4,790,000)	(2,437,000)	(949,000)	(1,100,000)	1,457,000	1,226,000	1,205,000
			Movement in Reserves - Increase / (Decrease)												
1,816,300	(303,700)		Water Reserves	(1,017,600)	(1,647,000)	62	(6,402,000)	(505,000)	(786,000)	165,000	(769,000)	(90,000)	427,000	156,000	92,000
1,436,300	(66,500)		Developer Contributions - Section 64	862,000	732,000	(15)	(16,000)	(1,344,000)	(4,004,000)	(2,602,000)	(180,000)	(1,010,000)	1,030,000	1,070,000	1,113,000
3,252,600	(370,200)	(356,600)	Total Movement in Reserves (incl Sec 64)	(155,600)	(915,000)	488	(6,418,000)	(1,849,000)	(4,790,000)	(2,437,000)	(949,000)	(1,100,000)	1,457,000	1,226,000	1,205,000
			Reserves - Balances as at 30 June												
10,693,700	10,390,000	-,,	Water Reserves	8,270,600	6,623,600	(20)	221,600	(283,400)	(1,069,400)	(904,400)	(1,673,400)	(1,763,400)	(1,336,400)	(1,180,400)	(1,088,400
10,182,800	10,116,300		Developer Contributions - Section 64	11,723,500	12,455,500	6	12,439,500	11,095,500	7,091,500	4,489,500	4,309,500	3,299,500	4,329,500	5,399,500	6,512,500
20,876,500	20,506,300	20,149,700	Total Reserves	19,994,100	19,079,100	(5)	12,661,100	10,812,100	6,022,100	3,585,100	2,636,100	1,536,100	2,993,100	4,219,100	5,424,100

Wastewater Operations - Cash Forecast and Long Term Financial Plan

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

Explanations for each item are:

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

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

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

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

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

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

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

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

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

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

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

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

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

			WASTEWATER OF	PERATIONS	S - LONG TE	ERM FI	NANCIAL P	LAN (2018)	/19 to 2031/	(32)					
	ACTUAL		DESCRIPTION							IMATED					
2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
			OPERATING RESULTS												
19.660.100	20,435,000	22 202 400	Operating Revenues	21.561.000	21.807.000	1	22.093.000	22.085.000	22,151,000	22.242.000	22,326,000	22,393,000	22,461,000	22.624.000	22.755.000
13,457,200	13.856.100		Less Operating Expenses	13,564,000	13,555,000	(0)	14.445.000	13.360.000	13,373,000	13,445,000		13,441,000	13,469,000	13.565.000	13.832.000
6.202.900	6.578.900		Operating Result before Non-cash Items	7.997.000	8.252.000	3	7.648.000	8,725,000	8,778,000	8,797,000	8,858,000	8.952.000	8,992,000	9.059.000	8,923,000
0,202,000	0,070,000	10,011,000	operating result before from such femile	1,001,000	0,202,000		1,040,000	0,720,000	0,110,000	0,707,000	0,000,000	0,002,000	0,002,000	0,000,000	0,020,000
3,675,600	3,910,000	4,233,100	Depreciation Expense	4,200,000	4,240,000	1	4,260,000	4,324,000	4,389,000	4,455,000	4,522,000	4,590,000	4,659,000	4,729,000	4,800,000
133,800	69,300	0	Less Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
526,700	812,100	825,600	Less Loss on Disposal of Infrastructure Assets	500,000	500,000	0	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
1,866,800	1,787,500	4,953,200	Net Operating Result	3,297,000	3,512,000	7	2,888,000	3,901,000	3,889,000	3,842,000	3,836,000	3,862,000	3,833,000	3,830,000	3,623,000
			Add Capital Grants and Contributions			•		0							
0 450 400	4 000 000		Capital Grants and Contributions	1 010 000	0 400 000	0	0 400 000	0 400 000	0 400 000	0 400 000	0 400 000	0 400 000	0 400 000	0 400 000	0 400 000
2,456,100	1,693,800	1,727,700	Section 64 Contributions Collected	1,810,000	2,100,000	16	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000
			Subtract Funds Deployed for Non-operating Purposes												
(3,813,000)	(2.090,200)		Capital Expenditure	(3.159.000)	(10.282.000)	225	(9,355,000)	(6,684,000)	(5,561,000)	(5,809,000)	(6,396,000)	(5,213,000)	(1,455,000)	(2.559.000)	(2,578,000)
(3,387,000)	(3,535,800)		Repayment of Principal on Loans	(2,919,600)	(3,115,000)	7	(3,309,000)	(3,511,000)	(3,711,000)	(3,911,000)	(4,112,000)	(4,312,000)	(4,513,000)	(4,713,000)	(4,913,000)
			Net Movement in Other Working Capital Items												
(34,700)	(373,500)	2,469,700	Net Incr / (Decr) in Leave and Working Capital	0	0	0	0	0	0	0	0	0	0	0	0
			Add Back Non-Cash Expense												
3.675.600	3.910.000		Depreciation	4.200.000	4.240.000	1	4.260.000	4.324.000	4.389.000	4.455.000	4,522,000	4,590,000	4.659.000	4.729.000	4.800.000
133,800	69,300		Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
526,700	812,100		Loss on Disposal of Infrastructure Assets	500,000	500,000	0	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
1,424,300	2,273,200	9,404,700	Wastewater Reserves - Increase / (Decrease)	3,728,400	(3,045,000)	(182)	(2,916,000)	630,000	1,606,000	1,177,000	450,000	1,527,000	5,124,000	3,887,000	3,532,000
			Movement in Reserves - Increase / (Decrease)												
(1,204,200)	862.800		Wastewater Reserves	2.562.900	(324,000)	(113)	(2.258.000)	(545.500)	1.566.000	1.645.500	819.000	(771,000)	2.848.500	1.469.000	6.180.500
2,628,500	1.410.400	-,,	Developer Contributions - Section 64	1,165,500	(2,721,000)	(333)	(658,000)	1.175.500	40.000	(468,500)	(369.000)	2,298,000	2,275,500	2,418,000	(2,648,500)
1,424,300	2,273,200		Total Movement in Reserves (incl Section 64)	3.728.400	(3,045,000)	(182)	(2.916.000)	630,000	1.606.000	1.177.000	450,000	1,527,000	5.124.000	3.887.000	3,532,000
.,,	_,,,	2,121,122	,	3,123,100	(0,010,000)	(102)	(=,=:=,===,	,	,,,,,,,,,,	.,,	,	1,021,000	0,121,000	2,001,000	5,000,000
			Reserves - Balances as at 30 June												
2,888,400	3,751,200	, ,	Wastewater Reserves	14,987,100	, ,	(2)	12,405,100	,,	13,425,600	15,071,100		15,119,100	17,967,600	19,436,600	25,617,100
7,240,300	8,650,700		Developer Contributions - Section 64	10,547,900	7,826,900	(26)	7,168,900	8,344,400	8,384,400	7,915,900	7,546,900	9,844,900	12,120,400	14,538,400	11,889,900
10,128,700	12,401,900	21,806,600	Total	25,535,000	22,490,000	(12)	19,574,000	20,204,000	21,810,000	22,987,000	23,437,000	24,964,000	30,088,000	33,975,000	37,507,000

Part B Operating Budgets

Introduction

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

Left Hand Page

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

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

Right Hand Page

This page provides numerical information for each program:

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

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

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

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

2023/24 to 2031/32 Forward estimates have been provided as a quide to show the overall financial trend for the ten year forecast.

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

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

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

Capital Movements

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

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

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

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

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

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

Planning and Environmental Health Division - Summary

Manager: Matthew Wood, Director Planning and Environmental Health Division

Background

This section of the document provides details of the programs that form part of the Planning and Environmental Health Division. There are seven distinct programs being Development Services, Environmental and Public Health Services. Public Order, Strategic Planning, Northern Rivers Community Gallery, Open Spaces and Open Spaces Buildings and Structures.

Development Services

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

Environmental and Public Health Services

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

Public Order

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

Strategic Planning

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

Northern Rivers Community Gallery

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

Open Spaces

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

Open Spaces Buildings and Structures

This program includes costs to manage and maintain public amenities and a number of open spaces buildings and structures situated on reserves and sporting grounds.

				PLANNING AN	D ENVIRO	NMENTA	AL H	EALTH D	IVISION -	SUMMAF	RY					
	ACT	UAL		DESCRIPTION							TIMATED					
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
2,098,200	2,285,000	2,597,200	3,615,800	Development Services	2,821,500	2,677,000	(5)	2,743,000	2,811,000	2,879,000	2,949,000	3,019,000	3,090,000	3,163,000	3,238,000	3,313,000
392,400	674,100	866,700		Public and Environmental Health	419,800	670,000	60	390,000	410,000	430,000	450,000	470,000	490,000	512,000	534,000	556,000
296,900	268,700	264,300		Public Order (Rangers and Parking)	289,000	296,000	2	298,000	306,000	314,000	322,000	331,000	340,000	349,000	358,000	367,000
340,000 157,400	389,300 137,800	141,000 135,700		Strategic Planning Northern Rivers Community Gallery	151,700 100,300	136,000 106,000	(10) 6	337,000 112,000	173,000 118,000	220,000 124,000	275,000 130,000	348,000 136,000	332,000 142,000	297,000 148,000	329,000 154,000	486,000 160,000
922,700	906,200	1,004,700		Open Spaces	1,177,800	969,000	_	985,000	1,001,000	1,017,000	1,033,000	1,050,000	1,067,000	1,084,000	1,101,000	1,118,000
0	0	0		Open Spaces Buildings and Structures	0	0	(10)	0	0	0	0	0	0	0	0	0
4,207,600	4,661,100	5,009,600	6.914.100	Total Operating Revenues	4,960,100	4,854,000	(2)	4,865,000	4,819,000	4,984,000	5,159,000	5,354,000	5,461,000	5,553,000	5,714,000	6,000,000
.,_0.,	.,00.,100	5,000,000	0,01.,100		,,,,,,,,,	,,,,,,,,,,	(-)	.,000,000	.,0.0,000	.,00 .,000	5,155,555	5,55 1,555	5, 10 1,000	5,555,555	3,1 1 1,000	0,000,000
				OPERATING EXPENSES												
3,570,400	3,457,700	3,927,400	3,563,800	Development Services	3,420,000	3,464,000	1	3,534,000	3,606,000	3,679,000	3,754,000	3,831,000	3,909,000	3,988,000	4,069,000	4,152,000
1,187,400	1,559,900	1,592,400		Public and Environmental Health	2,208,000	2,304,000	4	2,054,000	2,096,000	2,139,000	2,183,000	2,228,000	2,274,000	2,321,000	2,368,000	2,416,000
570,500	624,100	659,700	,	Public Order (Rangers and Parking)	694,000	742,000		739,000	762,000	785,000	809,000	834,000	859,000	884,000	909,000	935,000
1,120,200	969,000	1,229,200 464,800	,	Strategic Planning	996,900	930,000		473,000	481,000	489,000	497,000	505,000 565,000	513,000 580,000	521,000 596,000	530,000 612,000	538,000 628,000
361,900 3,715,500	466,200 4,371,200	4,486,000		Northern Rivers Community Gallery Open Spaces	488,000 5,380,600	492,000 5,223,000		505,000 5,339,000	520,000 5,455,000	535,000 5,643,000	550,000 5,601,000	5,720,000	5,841,000	5,965,000	6,091,000	6,218,000
1,918,700	1,618,700	2,422,700		Open Spaces Buildings and Structures	2,283,000	2,691,000		2,817,000	2,875,000	2,936,000	2,997,000	3,059,000	3,121,000	3,185,000	3,250,000	3,315,000
		, ,		, ,											, ,	
12,444,600	13,066,800	14,782,200	15,091,000	Total Operating Expenses	15,470,500	15,846,000	2	15,461,000	15,795,000	16,206,000	16,391,000	16,742,000	17,097,000	17,460,000	17,829,000	18,202,000
				NET OPERATING RESULT												
(1,472,200)	(1,172,700)	(1,330,200)	52,000	Development Services	(598,500)	(787,000)	31	(791,000)	(795,000)	(800,000)	(805,000)	(812,000)	(819,000)	(825,000)	(831,000)	(839,000)
(795,000)	(885,800)	(725,700)	(1,142,400)	Public and Environmental Health	(1,788,200)	(1,634,000)	(9)	(1,664,000)	(1,686,000)	(1,709,000)	(1,733,000)	(1,758,000)	(1,784,000)	(1,809,000)	(1,834,000)	(1,860,000)
(273,600)	(355,400)	(395,400)	(379,200)	Public Order (Rangers and Parking)	(405,000)	(446,000)	10	(441,000)	(456,000)	(471,000)	(487,000)	(503,000)	(519,000)	(535,000)	(551,000)	(568,000)
(780,200)		(1,088,200)		Strategic Planning	(845,200)	(794,000)	(6)	(136,000)	(308,000)	(269,000)	(222,000)	(157,000)	(181,000)	(224,000)	(201,000)	(52,000)
(204,500) (2,792,100)	(328,400) (3,484,300)	(329,100) (3,525,800)	(398,800)	Northern Rivers Community Gallery Open Spaces	(387,700) (4,202,800)	(386,000) (4,254,000)	(0) 1	(393,000) (4,354,000)	(402,000) (4,454,000)	(411,000) (4,626,000)	(420,000) (4,568,000)	(429,000) (4,670,000)	(438,000) (4,774,000)	(448,000) (4,881,000)	(458,000) (4,990,000)	(468,000) (5,100,000)
(1,918,700)	X 7 7	(3,323,600)		Open Spaces Buildings and Structures	(2,283,000)	(2,691,000)	18	(2,817,000)	(2,875,000)	(2,936,000)	(2,997,000)	(3,059,000)	(3,121,000)	(3,185,000)	(3,250,000)	(3, 100,000)
,	, , ,	, , ,	, , ,		, , ,	, , , ,		,	, , ,	(, , , ,	, , ,	, , ,	(, , , ,	, , , ,	, , ,	, , ,
(8,237,000)	(8,405,700)	(9,772,600)	(8,176,900)	Total Operating Result - Surplus / (Deficit)	(10,510,400)	(10,992,000)	5	(10,596,000)	(10,976,000)	(11,222,000)	(11,232,000)	(11,388,000)	(11,636,000)	(11,907,000)	(12,115,000)	(12,202,000)
(129,300) 1,161,000	368,100 798,300	14,400 1,616,800	337,400 1,834,000	Add Back Loss on Disposal of Assets Add Back Depreciation	1,420,000	0 1,842,000	30	0 1,852,000	0 1,882,000	0 1,913,000	0 1,944,000	0 1,976,000	2,008,000	2,040,000	0 2,073,000	0 2,106,000
(7,205,300)	(7,239,300)	(8,141,400)	(6,005,500)	Total Cash Operating Result - Surplus / (Deficit)	(9,090,400)	(9,150,000)	1	(8,744,000)	(9,094,000)	(9,309,000)	(9,288,000)	(9,412,000)	(9,628,000)	(9,867,000)	(10,042,000)	(10,096,000)
	,	<u> </u>		,	ĺ	,		,	Í	·	ĺ	·	Í	,	Í	Í
				Capital Movements												
7,800	8,300	7,300		Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
8,726,500	13,085,100	9,283,600	, ,	Less Transfer to Reserves	8,377,600	5,146,000		5,098,000	5,436,000	5,986,000	6,543,000	7,119,000	9,106,000	10,574,000	10,609,000	10,769,000
3,790,000	3,590,400	6,307,400	, ,	Add Transfer from Reserves	5,221,300	2,444,000		1,701,000	180,000	249,000	90,000	90,000	90,000	90,000	90,000	90,000
5,680,900 2,225,500	9,333,600 1,721,800	5,724,400 4,022,400	, ,	Add Capital Income Applied Less Capital Expenditure	7,139,000	8,548,000 5,961,000		5,045,000 2,858,000	5,150,000 1,128,000	5,650,000 1,148,000	6,150,000 1,168,000	6,650,000 1,188,000	8,650,000 1,208,000	10,150,000 1,229,000	10,150,000 1,251,000	10,150,000 1,273,000
2,225,500	1,121,000	4,022,400	3,363,300	сезо Фарітаї Ехрепцітите	4,507,400	5,961,000		2,000,000	1, 120,000	1, 140,000	1, 100,000	1,100,000	1,200,000	1,229,000	1,231,000	1,213,000
(8,694,200)	(9,130,500)	(9,422,900)	(8,682,400)	Cash Result after Capital Movements	(9,615,100)	(9,265,000)	(4)	(9,954,000)	(10,328,000)	(10,544,000)	(10,759,000)	(10,979,000)	(11,202,000)	(11,430,000)	(11,662,000)	(11,898,000)

Development Services

Manager: Andrew Smith, Manager - Development Services

Background

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

Budget Comments

OPERATING REVENUES

Regulatory Fees and Fines

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

OPERATING EXPENSES

Employee Costs

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

Office Expenses

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

Legal Costs

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

					DEV	ELOPME	NT S	SERVICES	3							
	ACT			DESCRIPTION							TIMATED					
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
505 400	700.000	700 700	005.000	Fes and Charges	774000		4.5	000 000	000 000	0.40.000	070 000	004 000	4 0 4 0 0 0 0	4 004 000	4 057 000	4 000 000
595,400	786,200	780,700		Development Application - Fees and Charges	774,000	889,000	15	909,000	929,000	949,000	970,000	991,000	1,012,000	1,034,000	1,057,000	1,080,000
232,100	221,300	242,600		Development Application - Compliance Levy	262,500	7 000	(100)	0.000	0 000	10.000	44 000	12.000	42.000	44 000	45 000	10,000
5,500 45,600	9,800	7,800		Change of Use Applications Subdivision Fees	7,000	7,000	0 39	8,000 109,000	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000 141,000
104,700	47,600 102,700	65,800 102,500		Section 10.7 Certificates	76,000 125,000	106,000 175,000	40	179,000	113,000 183,000	117,000 187,000	121,000 191,000	125,000 195,000	129,000 199,000	133,000 203,000	137,000 208,000	213,000
12,100	5,500	3,800		Planning Certificates - Urgency Fees	5,000	5,000	0	6,000	7,000	8,000	9,000	193,000	11,000	12,000	13,000	14,000
67,100	70,000	64,300		Enquiries and Other Income	104,000	115,000	11	118,000	121,000	124,000	127,000	130,000	133,000	136,000	139,000	142,000
23,700	22,100	22,100		Essential Fire Services	20,000	20,000	0	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
57,000	52,200	38,500	,	Swimming Pools - Certificates of Compliance	38,000	20,000	(47)	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
511,400	416,400	416,600		Construction Certificates	260,000	310,000	19	317,000	324,000	331,000	338,000	345,000	352,000	360,000	368,000	376,000
260,000	392,200	494,000		Plumbing and Drainage - Certificates and Inspections	463,000	568,000	23	580,000	593,000	606,000	619,000	632,000	646,000	660,000	674,000	688,000
24,800	28,300	41,100		Building - Certificates and Inspections	48,000	48,000	0	49,000	50,000	51,000	53,000	55,000	57,000	59,000	61,000	63,000
14,100	21,700	30,800		Private Certifiers - Lodgement Fees	29,000	29,000	0	30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000
17,900	21,500	24,500	55,200	OSSM - Approvals to Operate (New)	70,000	70,000	0	72,000	74,000	76,000	78,000	80,000	82,000	84,000	86,000	88,000
1,900	13,600	(9,800)	23,000	Plan First Lew	20,000	20,000	0	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
0	0	97,200	153,500	Drainage Plans	145,000	160,000	10	164,000	168,000	172,000	176,000	180,000	184,000	188,000	192,000	196,000
16,800	12,700	18,100	15,000	Complying Development Certificates	15,000	15,000	0	16,000	17,000	18,000	19,000	20,000	21,000	22,000	23,000	24,000
0	0	0	50,000	Grants and Contributions NSW Planning Portal	0	0	0	0	0	0	0	0	0	0	0	0
108,100	61,200	156,600	538,500	Other Revenues Legal Costs Recovered and Fines	360,000	120,000	(67)	123,000	126,000	129,000	132,000	135,000	138,000	141,000	144,000	147,000
2,098,200	2,285,000	2,597,200	3,615,800	Total Operating Revenues	2,821,500	2,677,000	(5)	2,743,000	2,811,000	2,879,000	2,949,000	3,019,000	3,090,000	3,163,000	3,238,000	3,313,000
				OPERATING EXPENSES												
2,536,300	2,807,900	2,786,200	2,739,000	Employee Costs	2,905,000	3,109,000	7	3,173,000	3,238,000	3,304,000	3,372,000	3,442,000	3,513,000	3,585,000	3,659,000	3,734,000
84,600	97,900	59,100	25,900	Office Expenses and Advertising	40,000	30,000	(25)	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
26,100	52,900	45,600	38,900	Consultants	55,000	25,000	(55)	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
923,400	499,000	1,036,500		Legal Expenses	420,000	300,000	(29)	306,000	313,000	320,000	327,000	334,000	341,000	348,000	355,000	363,000
0	0	0	24,300	NSW Planning Portal	0	0	0	0	0	0	0	0	0	0	0	0
3,570,400	3,457,700	3,927,400	3,563,800	Total Operating Expenses	3,420,000	3,464,000	1	3,534,000	3,606,000	3,679,000	3,754,000	3,831,000	3,909,000	3,988,000	4,069,000	4,152,000
(1,472,200) 0	(1,172,700) 0	(1,330,200) 0		Operating Result - Surplus / (Deficit) Add Back Depreciation	(598,500) 0	(787,000) 0	31 0	(791,000) 0	(795,000) 0	(800,000) 0	(805,000) 0	(812,000) 0	(819,000) 0	(825,000) 0	(831,000) 0	(839,000) 0
(1,472,200)	(1,172,700)	(1,330,200)	52,000	Cash Result - Surplus / (Deficit)	(598,500)	(787,000)	31	(791,000)	(795,000)	(800,000)	(805,000)	(812,000)	(819,000)	(825,000)	(831,000)	(839,000)
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
223,000	278,500	10,000	530,000	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
273,000	70,200	383,300	300,000	Add Transfer from Reserves	50,000	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
(1,422,200)	(1,381,000)	(956,900)	(178,000)	Cash Result after Capital Movements	(548,500)	(787,000)	43	(791,000)	(795,000)	(800,000)	(805,000)	(812,000)	(819,000)	(825,000)	(831,000)	(839,000)

Public and Environmental Health

Manager: Kerri Watts, Manager Public and Environmental Health

Background

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

Budget Comments

OPERATING REVENUES

Regulatory Fees and Fines

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

Operating Grants

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

OPERATING EXPENSES

Employee Costs

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

Office Expenses

Advertising, legal and other sundry office expenses.

Projects and Kits

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

Water Monitoring

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

Shaws Bay Coastal Management Plan and Lake Ainsworth Coastal Management Plan

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

Healthy Waterways

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

	PUBLIC AND ENVIRONMENTAL HEALTH																
	ACT	UAL		DESCRIPTION	ESTIMATED												
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	
				OPERATING REVENUES													
				Environmental Health													
153,000	160,500	155,500	,	Registrations and Inspections	143,800	170,000	18	183,000	196,000	209,000	222,000	235,000	248,000	262,000	276,000	290,000	
155,900	171,500	172,300		OSSM - Fees and Charges	195,000	199,000	2	205,000	211,000	217,000	223,000	229,000	235,000	242,000	249,000	256,000	
0	54,900	13,100		Grants - Lake Ainsworth Coastal Management Plan	49,000	300,000	512	0	0	0	0	0	0	0	0	0	
0	56,200	214,900		Grants - Healthy Waterways Program	0	0	0	0	0	0	0	0	0	0	0	0	
0	140,000	140,000	,	Grants - Contaminated Land	0	0	0	0	0	0	0	0	0	0	0	0	
82,800	91,000	170,900		Grants - Other	31,000	0	(100)	0	0	0	0	0	0	0	0	0	
700	0	0	0	Litter Fines	1,000	1,000	0	2,000	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000	
392,400	674,100	866,700	915,800	Total Operating Revenues	419,800	670,000	60	390,000	410,000	430,000	450,000	470,000	490,000	512,000	534,000	556,000	
				OPERATING EXPENSES													
				Environmental Health													
873,300	995,300	989,700	1,483,800	Employee Costs	1,628,000	1,569,000	(4)	1,602,000	1,635,000	1,669,000	1,703,000	1,738,000	1,774,000	1,811,000	1,848,000	1,886,000	
62,400	14,300	9,500	6,700	Office Expenses, Advertising, Consultants	50,000	20,000	(60)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
13,100	4,700	1,200	22,900	Projects and Kits	7,000	7,000	0	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	
00.400	00.000	40.400	40.500	Management Plans and Projects	00.000	00.000		00.000	00.000	00.000	00.000	00.000	00.000	00.000	00.000	00.000	
20,400	20,200	16,100	,	Water Monitoring	22,000	22,000		22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	
26,300	149,100	44,500		Lake Ainsworth Coastal Management Plan	121,000	325,000		30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	
98,400	44,500	100,900		Shaws Bay Coastal Management Plan	30,000	25,000	· ' '	30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	
0	0	0		North Creek Coastal Management Program	0	0	0	0	0	0	0	0	0	0	0	0	
92,900	131,200	83,200		Healthy Waterways Program	132,000	335,000		342,000	349,000	356,000	364,000	372,000	380,000	388,000	396,000	404,000	
0	82,000	34,100		Coastal EEC Project	0	0	0	0	0	0	0	0	0	0	0	0	
0	78,000	44,400 121,300		Richmond River Governance Project	0	0	0	0	0	0	0	0	0	0	0	0	
0	31,400	47,500		Emigrant Creek Stabilisation Project Marom and Chilcotts Creek Project	14 000	0	(100)	0	0	0	0	0	0	0	0	0	
0	8,300	98,300	,	,	14,000 183,000	0	(100)	0	0	0	0	0	0	0	0	0	
0	0	98,300		Contaminated Lands Management MEMS Riparian Rehabilitation Project	20,000	0	(100)	0	0	0	0	0	0	0	0	0	
	Ŭ	Ŭ	00,100	Noxious Plants / Vermin	20,000		(100)	ŭ	ŭ	Ü	3	0	3	0	Ŭ	3	
600	900	1,700	600	Destruction of Pests	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
1,187,400	1,559,900	1,592,400	2,058,200	Total Operating Expenses	2,208,000	2,304,000	4	2,054,000	2,096,000	2,139,000	2,183,000	2,228,000	2,274,000	2,321,000	2,368,000	2,416,000	
(795,000)	(885,800)	(725,700)		Operating Result - Surplus / (Deficit)	(1,788,200)	(1,634,000)	(9)	(1,664,000)	(1,686,000)	(1,709,000)	(1,733,000)	(1,758,000)	(1,784,000)	(1,809,000)	(1,834,000)	(1,860,000)	
0	0	0		Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0	
(795,000)	(885,800)	(725,700)	(1,142,400)	Cash Result - Surplus / (Deficit)	(1,788,200)	(1,634,000)	(9)	(1,664,000)	(1,686,000)	(1,709,000)	(1,733,000)	(1,758,000)	(1,784,000)	(1,809,000)	(1,834,000)	(1,860,000)	
				Capital Movements													
0	n	n	n	Less Principal Repayments	l	n		0	Ω	n	n	n	٥	0	n	0	
359,700	865,900	1,759,100		Less Transfer to Reserves	202,000	l 0		0	n	0	0	n	١	0	0	0	
869,400	615,100	1,571,900		Add Transfer from Reserves	365,000	352,000		465,000	n	0	0	n	١	0	0	0	
181,900	11,900	.,57 1,500 N		Add Capital Income Applied	63,000	298,000		395,000	n	n	0	n	l o	n	n	n	
857,700	136,900	124,900	,	Less Capital Expenditure	171,000	300,000		738,000	0	0	0	0	0	0	0	0	
(961.100)	(1,261,600)	(1,037.800)	(1,673.100)	Cash Result after Capital Movements	(1,733,200)	(1,284,000)	(26)	(1,542,000)	(1,686,000)	(1,709,000)	(1,733,000)	(1,758,000)	(1,784,000)	(1,809,000)	(1,834,000)	(1,860,000)	
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Public Order

Manager: Kerri Watts, Manager Public and Environmental Health

Background

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

Budget Comments

OPERATING REVENUES

Regulatory Fees and Fines

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

OPERATING EXPENSES

Rangers

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

Impounding Expenses

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

						PUBLIC	OR	DER								
	ACT	UAL		DESCRIPTION						ES	TIMATED					
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES Regulatory Fees and Fines												
75,500	47,200	52,500		Registration Fees and Charges	53,000	54,000		56,000	58,000	60,000	62,000	65,000	68,000	71,000	74,000	77,000
161,500	171,100	163,900		Parking Fines	195,000	200,000	3	204,000	209,000	214,000	219,000	224,000	229,000	234,000	239,000	244,000
50,800 9,100	40,500 9,900	39,800 8,100		Dog Fines Other Fines and Other Revenues	34,000 7,000		3 0	36,000 2,000	37,000 2,000	38,000 2,000	39,000 2,000	40,000 2,000	41,000 2,000	42,000 2,000	43,000 2,000	44,000 2,000
296,900	268,700	264,300	243,400	Total Operating Revenues	289,000	296,000	2	298,000	306,000	314,000	322,000	331,000	340,000	349,000	358,000	367,000
				OPERATING EXPENSES												
480,300	509,400	564,400	515,300	Rangers Employee Costs	578,000	614,000	6	627,000	640,000	653,000	667,000	682,000	697,000	712,000	727,000	743,000
2,700 20,900 8,900 1,400 4,400 27,400 3,700 5,400 1,000	2,700 22,600 4,000 700 4,000 43,400 10,400 7,500 1,300	3,200 26,000 2,800 1,200 1,600 26,600 6,500 8,100 2,000	29,300 2,500 700 3,100 26,700 13,700 4,200 1,600	Pound Management Dog Pound Rates and Charges Dog Pound Cleaning Dog Pound Impounding Dog Pound Food Dog Pund Veterinary Sundry (Poo Bags etc) Legals Electricity Insurance	4,000 28,000 3,000 1,000 3,000 28,000 17,000 9,000 2,000	26,000 6,000 2,000 4,000 28,000 3,000 8,000 2,000	(7) 100 100 33 0 (82) (11) 0	5,000 27,000 7,000 3,000 5,000 29,000 3,000 9,000 3,000	6,000 28,000 8,000 4,000 6,000 30,000 3,000 10,000 4,000	7,000 29,000 9,000 5,000 7,000 31,000 3,000 11,000 5,000	8,000 30,000 10,000 6,000 8,000 32,000 3,000 12,000 6,000	9,000 31,000 11,000 7,000 9,000 33,000 3,000 13,000 7,000	10,000 32,000 12,000 8,000 10,000 34,000 3,000 14,000 8,000	11,000 33,000 13,000 9,000 11,000 35,000 3,000 15,000 9,000	12,000 34,000 14,000 10,000 12,000 36,000 3,000 16,000	13,000 35,000 15,000 11,000 13,000 37,000 3,000 17,000 11,000
500 6,000 1,100 0	700 6,100 1,300 0	700 6,700 0 400	4,500 200 3,200	Bank Fees Telephone Straying Livestock Companion Animal Education Programs	1,000 6,000 1,000 4,000	6,000 1,000	0	1,000 7,000 1,000 2,000	1,000 8,000 1,000 2,000	1,000 9,000 1,000 2,000	1,000 10,000 1,000 2,000	1,000 11,000 1,000 2,000	1,000 12,000 1,000 2,000	1,000 13,000 1,000 2,000	1,000 14,000 1,000 2,000	1,000 15,000 1,000 2,000
1,300	800	300		Debt Servicing Interest on Loans - Dog Control	0	0	0	0	0	0	0	0	0	0	0	0
5,500	9,200	9,200	9,200	Non-cash Expenses Depreciation - Dog Control	9,000	10,000	11	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000
570,500	624,100	659,700	622,600	Total Operating Expenses	694,000	742,000	7	739,000	762,000	785,000	809,000	834,000	859,000	884,000	909,000	935,000
(273,600) 5,500 (268,100)	(355,400) 9,200 (346,200)	(395,400) 9,200 (386,200)	9,200	Operating Result - Surplus / (Deficit) Add Back Depreciation Cash Result - Surplus / (Deficit)	(405,000) 9,000 (396,000)	(446,000) 10,000 (436,000)		(441,000) 10,000 (431,000)	(456,000) 11,000 (445,000)	(471,000) 12,000 (459,000)	(487,000) 13,000 (474,000)	(503,000) 14,000 (489,000)	(519,000) 15,000 (504,000)	(535,000) 16,000 (519,000)	(551,000) 17,000 (534,000)	(568,000) 18,000 (550,000)
				Capital Movements												
7,800 10,000 6,500 0	8,300 2,000 0 0	7,300 4,000 22,000 0 30,500	2,000 12,000 0	Less Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	0 0 2,000 0	0 0 255,000 0 185,000		0 0 165,000 0 165,000	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
(279,400)	(356,500)	(406,000)	(372,100)	Cash Result after Capital Movements	(394,000)	(366,000)	(7)	(431,000)	(445,000)	(459,000)	(474,000)	(489,000)	(504,000)	(519,000)	(534,000)	(550,000)

Strategic Planning

Manager: Tara McGready, Manager Strategic Planning

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

Income for strategic planning publications and services and planning proposals.

Grants and Contributions

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

Interest on Section 7.11 Contributions

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

OPERATING EXPENSES

Employee Costs

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

Office Expenses

Includes allowances for advertising, printing and stationery.

Economic Development, Aboriginal, Heritage Programs and Koala Management Programs

Allowances for consultancies and projects for these programs.

Strategic Plans and Studies

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

Planning Proposals

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

CAPITAL MOVEMENTS

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

Capital Income

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

					S1	RATEGI	C PL	ANNING								
	ACT	UAL		DESCRIPTION						ES	TIMATED					
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
67,200	29,500	43,100	53,600	Planning Proposals and Other Fees	37,700	30,000	(20)	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000
51,500	67,300	2,200	600,900	Grants and Contributions	38,000	2,000	(95)	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
221,300	292,500	95,700	131,600	Interest on Section 7.11 Contributions Held	76,000	104,000	37	304,000	139,000	185,000	239,000	311,000	294,000	258,000	289,000	445,000
340,000	389,300	141,000	786,100	Total Operating Revenues	151,700	136,000	(10)	337,000	173,000	220,000	275,000	348,000	332,000	297,000	329,000	486,000
				OPERATING EXPENSES												
900,000	790,500	1,035,300	898,600	Employee Costs	981,000	1,026,000		1,048,000	1,070,000	1,093,000	1,116,000	1,139,000	1,163,000	1,187,000	1,212,000	1,237,000
32,200	33,700	16,700	10,800	Office Expenses	18,000	12,000	(33)	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
29,000	39,900	14,500	9,500	Planning Proposals	36,400		395	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000
1,900	700	0	0	Section 7.11 Contribution Plan Reviews	81,500	20,000	(75)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
15,400	0	10,100		Planning Policy and Strategy Reviews	0	0	0	0	0	0	0	0	0	0	0	C
10,700	8,300	11,400		Ballina Major Regional Centre Actions	10,000	10,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
12,300	0	15,600		Plans of Management	37,000	10,000	(73)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
11,100	11,000	18,900			15,000	10,000	(33)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
15,900	6,600	10,700	1,000	0 0	36,000	15,000		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
5,300	400	1,500	0	Koala Management Plan Actions	15,000	10,000		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
34,800 30,500	600 54,800	82,300	00.000	Significant Tree Register Other Strategic Plans and Studies	437.000	350,000	(20)	20.000	20.000	20.000	20.000	20,000	20,000	0 20,000	20,000	20,000
21,100	22,500	12,200	,	Community Services Programs	24,000	19,000		24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
21,100	22,000	12,200	0,100	Community Convictor Fregrams	21,000	10,000	(21)	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
				Recouped from Business Activities												
0	0	0	(505,900)	Direct Costs Redistributed to Businesses	(694,000)	(732,000)	5	(747,000)	(762,000)	(778,000)	(794,000)	(810,000)	(827,000)	(844,000)	(861,000)	(879,000)
1,120,200	969,000	1,229,200	607,100	Total Operating Expenses	996,900	930,000	(7)	473,000	481,000	489,000	497,000	505,000	513,000	521,000	530,000	538,000
(780,200)	(579,700)	(1,088,200)	179,000	Operating Result - Surplus / (Deficit)	(845,200)	(794,000)	(6) 0	(136,000)	(308,000)	(269,000)	(222,000)	(157,000)	(181,000)	(224,000)	(201,000)	(52,000)
(780,200)	(579.700)	(1,088,200)	179.000	Add Back Depreciation Cash Result - Surplus / (Deficit)	(845,200)	(794,000)	(6)	(136,000)	(308,000)	(269,000)	(222,000)	(157,000)	(181,000)	(224,000)	(201,000)	(52,000
(100,200)	(0.0,700)	(1,000,200)		Cash recart Carpines (Sensity	(0.10,200)	(104,000)	(0)	(100,000)	(000,000)	(200,000)	(222,000)	(101,000)	(101,000)	(224,000)	(201,000)	(02,000)
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	(
5,602,700	9,020,200	4,814,000	5,903,600	1 ' ' '	6,386,000	4,229,000		5,031,000	5,368,000	5,916,000	6,472,000	7,046,000	9,031,000	10,497,000	10,530,000	10,688,000
29,600	323,600	65,400	437,700	Add Transfer from Reserves	624,200	545,000		65,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
5,280,000	8,384,700	4,663,300	5,294,300	Add Capital Income Applied	6,130,000	4,050,000		4,650,000	5,150,000	5,650,000	6,150,000	6,650,000	8,650,000	10,150,000	10,150,000	10,150,000
0	0	0	143,000	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
(1,073,300)	(891,600)	(1,173,500)	(135,600)	Cash Result after Capital Movements	(477,000)	(428,000)	(10)	(452,000)	(506,000)	(515,000)	(524,000)	(533,000)	(542,000)	(551,000)	(561,000)	(570,000)

Northern Rivers Community Gallery

Manager: Tara McGready, Manager Strategic Planning

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

Income from bookings and exhibitions and workshop fees.

Grants and Contributions

Grants can vary from year to year

Other Revenues

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

OPERATING EXPENSES

Employee Costs

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

Administration Expenses

Includes costs for cleaning and air conditioning.

Other Expenses

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

				NO	ORTHERN	RIVERS C	OM	MUNITY G	ALLERY	,						
	ACTI	JAL		DESCRIPTION						ES	TIMATED					
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
15,800 5,800	12,700 5,500	4,200 8,600	500	OPERATING REVENUES Fees and Charges Bookings and Exhibitions Workshops	15,000 0	15,000 0	0	16,000 0	17,000 0	18,000 0	19,000 0	20,000 0	0	22,000 0	0	24,000 0
9,600 22,100 5,200	11,500 13,500 12,900	8,300 7,600 15,700	5,600	Gallery Stock Sales Gallery Commission on Sales Ignite Studios Casual Room Bookings	10,000 15,000 22,000	10,000 15,000 22,000	0	11,000 16,000 23,000	12,000 17,000 24,000	13,000 18,000 25,000	14,000 19,000 26,000	15,000 20,000 27,000	21,000	17,000 22,000 29,000	23,000	19,000 24,000 31,000
59,500 0	41,400 0	52,700 5,000	-,	Operating Grants and Contributions Other Grants Regional NSW CASP Grant	0	0	0	0 0	0	0	0	0	0	0	0	0 0
1,000 800 32,200 5,400	900 400 33,800 5,200	600 200 26,800 6,000	0 24,400	Other Revenues Donations Fund Raising Events Community Gallery - Café Lease Ballina Gallery Café Outgoings	1,000 0 30,300 7,000	1,000 0 36,000 7,000	0 19	1,000 0 37,000 8,000	1,000 0 38,000 9,000	1,000 0 39,000 10,000	1,000 0 40,000 11,000	1,000 0 41,000 12,000	0 42,000	1,000 0 43,000 14,000	0 44,000	1,000 0 45,000 16,000
157,400	137,800	135,700	81,500	Total Operating Revenues OPERATING EXPENSES	100,300	106,000	6	112,000	118,000	124,000	130,000	136,000	142,000	148,000	154,000	160,000
174,700 21,600 16,400 29,600 11,200 64,500	205,200 21,900 16,800 35,300 31,400 107,900	235,600 21,900 18,300 32,000 26,600 82,700	21,900 8,400 34,400 30,800	Employee Costs Subscription to Arts Northern Rivers NSW State Government - Crown Rental Rates and Charges, Electricity, Security Cleaning and Air-conditioning Other Operating Expenses	264,000 0 18,000 39,000 32,000 83,000	268,000 0 18,000 39,000 32,000 60,000	0 0 0	274,000 0 19,000 41,000 33,000 63,000	280,000 0 20,000 43,000 34,000 66,000	286,000 0 21,000 45,000 35,000 69,000	292,000 0 22,000 47,000 36,000 72,000	298,000 0 23,000 49,000 37,000 75,000	0 24,000 51,000 38,000	311,000 0 25,000 53,000 39,000 81,000	0 26,000 55,000 40,000	325,000 0 27,000 57,000 41,000 87,000
43,900 361,900	47,700 466,200	47,700 464,800		Non-cash Expenses Depreciation - Community Gallery Total Operating Expenses	52,000 488,000	75,000 492,000	_	75,000 505,000	77,000 520,000	79,000 535,000	81,000 550,000	83,000 565,000	85,000 580,000	87,000 596,000	89,000 612,000	91,000 628,000
(204,500) 43,900 (160,600)	(328,400) 47,700 (280,700)	(329,100) 47,700 (281,400)		Operating Result - Surplus / (Deficit) Add Back Depreciation Cash Result - Surplus / (Deficit)	(387,700) 52,000 (335,700)	(386,000) 75,000 (311,000)	_ ` '	(393,000) 75,000 (318,000)	(402,000) 77,000 (325,000)	(411,000) 79,000 (332,000)	(420,000) 81,000 (339,000)	(429,000) 83,000 (346,000)	(438,000) 85,000 (353,000)	(448,000) 87,000 (361,000)	(458,000) 89,000 (369,000)	(468,000) 91,000 (377,000)
0 65,800 36,100 0 85,200	0 62,200 104,400 121,000 166,200	0 51,900 36,200 0 11,900	49,000 41,900 85,000	Capital Movements Less Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	0 26,600 39,000 0 2,400	0 11,000 0 0		0 11,000 0 0	0 11,000 0 0	0 12,000 0 0	0 12,000 0 0	0 12,000 0 0	0 12,000 0 0	0 12,000 0 0	0 12,000 0 0	0 12,000 0 0
(275,500)	(283,700)	(309,000)	(318,600)	Cash Result after Capital Movements	(325,700)	(322,000)	(1)	(329,000)	(336,000)	(344,000)	(351,000)	(358,000)	(365,000)	(373,000)	(381,000)	(389,000)

Open Spaces

Manager: Cheyne Willebrands, Manager - Open Spaces

Background

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

Budget Comments

OPERATING REVENUES

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

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

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

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

OPERATING EXPENSES

Management Includes salaries and oncosts based on staffing structure of 9 FTE (equivalent full time positions) and motor vehicle expenses.

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

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

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

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

Capital Movements

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

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

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

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

13.90 0 6.600 8.000 Saldov Mirror References 12.000							OPEN S	SPA	CES								
13,860 0 6,600 2,000 3,000 41,000 12,000	2017/18			2020/21	DESCRIPTION	2021/22	2022/23	%	2023/24	2024/25			2027/28	2028/29	2029/30	2030/31	2031/32
1.00	2011/10	2010/10	2010/20	2020/21		2021/22	2022/20	,,,	2020/24	202-1120	2020/20	2020/21	2021/20	2020/20	2020/00	2000/01	2001/02
1.5 60	13,900	0	6,600	8,000		12,000	12,000	0	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
14.10 660 16.20 22.0	0	0	7,000	7,200			7,000	ı	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
1,860 0 12,700 0 0 0 0 0 0 0 0 0							0	, ,	0	0	0	0	0	0	0	0	0
Section Sect		600				22,000	22,000	ı	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
33.20 33.60 49.00 33.00 33.60 49.00 33.00 33.00 49.00 34.00 45.00		57.300				58.000	60.000	ı	61.000	62,000	63.000	64.000	65.000	66,000	67.000	68.000	69,000
17.50 20.000 27.000 50.0																	46,000
87,000 72,000 40,100 170,000 1				.,				ı									120,000
97 100 72 200 4 100 102 200 105 10	17,500	20,600	27,600	50,400		40,500	46,000	14	47,000	48,000	49,000	50,000	51,000	52,000	53,000	54,000	55,000
25,000 96,500 0 0 0 0 0 0 0 0 0	97 000	72 000	40 100	102 200		120,000	105 000	(10)	107 000	100,000	111 000	112 000	115 000	117 000	110 000	121 000	122 000
159,000 161,000 167,700 170,000 182,000 182,000 180,000 190,000 190,000 4			40, 100	102,300		130,000	105,000		107,000	109,000	111,000	113,000	115,000	117,000	119,000	121,000	123,000 0
368.700 383.700 10.000 378.000 10.000 10.000 10.000 380.000 11.000 380.000 10.0			163,700	167,100		169,000	170,000	l	174,000	178,000	182,000	186,000	190,000	194,000	198,000	202,000	206,000
395,700 395,700 395,700 395,700 395,000 371,000 376,000 386,000 394,000 410,	51,300	0	195,200	289,400	Vegetation Management Programs	242,300	40,000	(83)	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
922,700 966,200 1,004,700 1,271,500 Total Operating Revenues 1,177,800 969,000 [10] 985,000 1,001,000 1,017,000 1,033,000 1,057,000 1,084,000 1,101,000 1,112,000 1,1																	
30,800 413,700 687,200 740,800 February	·	·	·	416,500	Fees and Charges	308,000			·	,	·	·		· ·			418,000
39.000 413,700 687,200 71,000 1,000	922,700	906,200	1,004,700	1,271,500	Total Operating Revenues	1,177,800	969,000	(18)	985,000	1,001,000	1,017,000	1,033,000	1,050,000	1,067,000	1,084,000	1,101,000	1,118,000
389,000 413,700 687,200 749,800 Employee Costs 985,000 1,006,000 2 1,026,000 1,049,000 1,049,000 1,107,000 1,132,000 1,113,000 1,152,000 1,174,000 1,2775																	
1,591,600 1,582,700 1,646,700 1,746,800 Containing Expenses 2,001,000 2,016,000 2,000 2,006,800 2,006,800 2,006,800 2,179,000 2,222,000 2,285,000 2,396,000 2,396,000 2,396,000 2,71,000 17,10	390,800	413,700	687,200	740,800	Employee Costs	985,000	1,006,000	2	1,026,000	1,046,000	1,067,000	1,088,000	1,110,000	1,132,000	1,154,000	1,177,000	1,200,000
17,100	1 501 600	1 562 100	1 646 700	1 7/18 600		2 001 000	2 016 000	1	2.056.000	2 006 000	2 137 000	2 170 000	2 222 000	2 265 000	2 300 000	2 354 000	2,400,000
6,700 16,400 20,000 17,000 16,400 20,000 20																	113,000
285,700 244,800 281,500 285,600 Nursery Operations 308,000 278,000 (10) 283,000 380,000 3300,000 330,000 3300,000 330,000 330,000 330,000 330,000 330,000 330,000 330,																	46,000
26,900 17,200 18,100 38,800 38,800 38,800 33,000 3	35,800	117,500	61,900	37,100	Fig Tree Management Program	20,000	20,000	0	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
44,200 16,500 19,700 19,500 Basch Cleaning 15,000 15																	330,000
321,100 362,100 372,100 372,100 372,100 381,000 Suf Life Saving Services - Contract 382,000 21,000 2																	33,000
13,000																	15,000 464,000
79,100 75,900 75,900 75,000 7																	21,000
109,800 109,800 112,600 112,600 126,000 126,000 126,000 126,000 126,000 132,000 135,000 130,000 141,000 142,000 142,000 126,000 126,000 126,000 132,000 130,000 130,000 141,000 142,	10,200	.0,000	2.,000	,000		21,000	21,000	ľ	2.,000	21,000	21,000	21,000	21,000	2.,000	21,000	21,000	21,000
10,200 6,200 10,000 11,300 Weed Control 10,000 10,00																	75,000
44,800 48,800 47,200 49,200 Environmental Activities 70,000 70,000 0 32,000 32,																	144,000
10,800 11,200 2,900 9,100 Rural Fire Service Trails and Asset Protection 70,000																	10,000 32,000
0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0																	83,000
Column C	0	0	0	0,100													39,000
2,200 2,900 50,200 93,500 Grant Based Projects 152,000 29,000 (81) 29,000 30,000 20,000 522,000 522,000 522,000 522,000 522,000 618,000 322,000 3					Stokers Quarry Rehabilitiation Plan	25,000	0	(100)	0	0	0	0	0	0	0	0	0
471,600 599,400 541,000 529,300 541,000 529,300 541,000 529,300 541,000 529,300 541,000 529,300 318,500 330,300 330,300 344,000 350,000 332,	0																20,000
471,600 599,400 541,000 529,300 Sports Fields - Operating Expenses 565,000 540,000 (4) 566,000 592,000 618,000 644,000 670,000 696,000 724,000 752,000 780,000 311,100 271,800 318,500 330,300 Cemetries - Operating Expenses 302,000 302,000 0 308,000 314,000 320,000 326,000 332,000 338,000 344,000 350,000 356,000 356,000 368,000 16,000 Operaciation - Cemeteries 17,000 17,00	2,200	2,900	50,200	93,500		152,000	29,000	(81)	29,000	30,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
311,100 271,800 318,500 330,300 Cemeteries - Operating Expenses 302,000 302,000 0 308,000 314,000 320,000 326,000 332,000 332,000 334,000 344,000 350,00	471 600	500 /00	5/1 000	520 300		565,000	540,000	(4)	566 000	592 000	618 000	644 000	670 000	696 000	724 000	752 000	780,000
20,000																	356,000
(129,300) 368,100 14,400 337,400 Los on Disposal of Infrastructure Assets 0 0 0 0 0 0 0 0 0		·			Non-Cash Expenses												
3,715,500 4,371,200 4,486,000 5,017,800 5,017,900 5,01						17,000	17,000 0	_	17,000 0								
(2,792,800) (3,465,000) (3,481,300) (3,746,300) (3,746,300) (3,746,300) (4,774,000) (4,881,000) (4,990,000)	,,					5,380,600	5,223,000	_ ·	5,339,000	5,455,000	5,643,000	5,601,000	5,720,000	5,841,000	5,965,000	6,091,000	6,218,000
(129,300) 368,100 14,400 337,400 Add Back Loss on Infrastructure Assets 0 0 0 0 0 0 0 0 0		(3,465,000)	(3,481,300)				(4,254,000)	1	(4,354,000)								(5,100,000)
Capital Movements Capi						17,000	17,000		17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000
Capital Movements 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0						(4.405.000)	(4.227.222)		0	(4.427.000)	(4.600.000)	0	(4 650 060)	(4.757.000)	(4.004.000)	(4.070.000)	(F 000 000)
0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	(2,902,100)	(3,081,000)	(ა,450,900)	(3,392,900)	, , ,	(4,185,800)	(4,237,000)	1	(4,337,000)	(4,437,000)	(4,609,000)	(4,551,000)	(4,653,000)	(4,757,000)	(4,864,000)	(4,973,000)	(5,083,000)
2,457,300 2,856,300 2,505,600 2,757,100 Less Transfer to Reserves 1,623,000 760,000 56,000 57,000 58,000 59,000 61,000 63,000 65,000 67,000 66 2,377,200 2,469,100 4,228,600 2,483,800 Add Transfer from Reserves 4,026,100 1,146,000 860,000 160,000 229,000 70	0	0	0	n		0	0		0	0	0	0	0	0	0	0	0
219,000 751,000 1,061,100 842,600 Add Capital Income Applied 831,000 4,200,000 0 0 0 0 0 0 0	2,457,300	2,856,300	2,505,600	2,757,100	Less Transfer to Reserves	1,623,000	760,000		56,000	57,000	58,000	59,000	61,000	63,000	65,000	67,000	69,000
				, ,					860,000	160,000	229,000	70,000	70,000	70,000	70,000	70,000	70,000
1,113,900 1,198,300 3,853,000 2,143,300 Less Capital Expenditure 4,084,000 5,416,000 1,649,000 968,000 988,000 1,008,000 1,028,000 1,048,000 1,048,000 1.091,000 1.091,000 1.113									0	0	0	0	0	0	0	0	0
								1									1,113,000 (6,195,000)

Open Spaces – Buildings and Structures

Manager: Cheyne Willebrands, Manager Open Spaces

Background

This program includes costs related to maintenance of public amenities and buildings and structures situated on public reserves and sporting grounds.

Budget Comments

OPERATING EXPENSES

Open Spaces Buildings

Costs include insurance, rates, maintenance, electricity and expenses as a result of vandalism.

Public Amenities

Costs include insurance, rates, cleaning, maintenance, electricity, consumables and expenses as a result of vandalism.

Open Spaces Amenities

Costs include picnic tables and electric BBQ construction and maintenance, storm damage and Riverwalk Arcade cleaning and maintenance.

Sports Fields Buildings

Costs include insurance, rates, maintenance and electricity.

				OPEN	SPACE	S BUILDII	NGS	AND STR	RUCTURE	S						
	ACT	UAL		DESCRIPTION						ES	TIMATED					
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
0	0	0		Buildings Contributions and Rebates	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0		Total Operating Revenues	0	0	0	0	0	0	0	0	0	0	0	0
	ŭ	v	·	OPERATING EXPENSES	·			ŭ	Ĭ	J	ŭ	٠	ŭ	ŭ		Š
224,600 74,000 399,300 34,700 35,800 11,500 47,200	219,300 97,200 468,300 55,300 45,200 7,900	213,900 119,300 426,000 59,900 57,300 2,400	137,500 472,400 84,200 83,400 2,200	Open Spaces Buildings Maintenance Open Spaces Buildings Sports Fields Buildings Public Amenities Picnic Tables Construction and Maintenance Electric BBQ's Cleaning and Maintenance River Street and Riverwalk Cleaning and Maintenance Storm Damage	227,000 112,000 429,000 90,000 80,000 3,000	114,000 435,000 90,000 80,000	2 1 0 0	236,000 117,000 446,000 182,000 82,000 4,000	244,000 121,000 458,000 186,000 84,000 5,000	252,000 125,000 471,000 191,000 86,000 6,000	260,000 129,000 484,000 196,000 88,000 7,000	268,000 133,000 497,000 201,000 90,000 8,000	276,000 137,000 510,000 206,000 92,000 9,000	284,000 143,000 523,000 211,000 94,000 10,000	292,000 149,000 536,000 216,000 96,000 11,000	300,000 155,000 549,000 221,000 98,000 12,000
57,200 351,800 682,600 0		21,500 854,900 667,500 0	916,000 703,600	Non-Cash Expenses Depreciation - Public Amenities Depreciation - Open Spaces Buildings Depreciation - Sports Field Buildings Loss on Disposal of Infrastructure	22,000 820,000 500,000 0	115,000 920,000 705,000 0	12	115,000 925,000 710,000 0	117,000 939,000 721,000 0	119,000 954,000 732,000 0	121,000 969,000 743,000 0	123,000 984,000 755,000 0	125,000 999,000 767,000 0	127,000 1,014,000 779,000 0	129,000 1,030,000 791,000 0	131,000 1,046,000 803,000 0
1,918,700	1,618,700	2,422,700	2,741,200	Total Operating Expenses	2,283,000	2,691,000	18	2,817,000	2,875,000	2,936,000	2,997,000	3,059,000	3,121,000	3,185,000	3,250,000	3,315,000
(1,918,700) 1,091,600 0 (827,100)	(1,618,700) 725,500 0 (893,200)	(2,422,700) 1,543,900 0 (878,800)	1,734,600 0	Operating Result - Surplus / (Deficit) Add Back Depreciation Add Back Loss on Infrastructure Cash Result - Surplus / (Deficit)	(2,283,000) 1,342,000 0 (941,000)	(2,691,000) 1,740,000 0 (951,000)	18 30 0	(2,817,000) 1,750,000 0 (1,067,000)	(2,875,000) 1,777,000 0 (1,098,000)	(2,936,000) 1,805,000 0 (1,131,000)	(2,997,000) 1,833,000 0 (1,164,000)	(3,059,000) 1,862,000 0 (1,197,000)	(3,121,000) 1,891,000 0 (1,230,000)	(3,185,000) 1,920,000 0 (1,265,000)	(3,250,000) 1,950,000 0 (1,300,000)	(3,315,000) 1,980,000 0 (1,335,000)
				Capital Movements												
0 8,000 198,200 0 268,700	0 0 8,000 65,000 220,400	0 139,000 0 0 2,100	121,000 139,000 115,000	Less Loan Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	0 140,000 115,000 115,000 250,000	0 146,000 146,000 0 60,000		0 0 146,000 0 306,000	0 0 0 0 160,000	0 0 0 0 160,000	0 0 0 0 160,000	0 0 0 0 160,000	0 0 0 0 160,000	0 0 0 0 160,000	0 0 0 0 160,000	0 0 0 0 160,000
(905,600)	(1,040,600)	(1,019,900)	(1,038,100)	Cash Result after Capital Movements	(1,101,000)	(1,011,000)	(8)	(1,227,000)	(1,258,000)	(1,291,000)	(1,324,000)	(1,357,000)	(1,390,000)	(1,425,000)	(1,460,000)	(1,495,000)

Civil Services Division – Summary (General Fund)

Manager: John Truman, Director - Civil Services

Budget Comments

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

Asset Management

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

Stormwater and Environmental Management

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

Roads and Bridges

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

Ancillary Transport Services

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

Transport for NSW

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

Emergency Services

Costs associated with the provision of rural fire services.

Landfill and Resource Management

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

Domestic Waste Management

Provision of domestic waste collection services to residential properties.

				CIVIL SER	VICES D	VISION - S	UMI	MARY (GE	NERAL F	FUND)						
	ACT	UAL		DESCRIPTION				•			IMATED					
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
316,700	791,100	317,800	321,700	Asset Management	319,100	315,000	(1)	325,000	336,000	347,000	358,000	369,000	380,000	391,000	402,000	413,000
412,100	508,000	479,200	462,700	Stormwater and Environmental	621,000	798,000	29	802,000	426,000	430,000	434,000	438,000	442,000	446,000	450,000	454,000
1,444,800	395,700	763,400	1,055,400	Roads and Bridges	4,467,800	941,000	(79)	1,010,000	1,021,000	1,035,000	1,048,000	1,058,000	1,066,000	1,075,000	1,090,000	1,111,000
967,700	861,700	795,900	804,800	Ancillary Transport Services	589,900	563,000	(5)	578,000	640,000	653,000	666,000	679,000	692,000	705,000	718,000	732,000
946,500	1,000,800	964,000	964,000	Transport for NSW	980,000	1,041,000	6	1,049,600	1,067,300	1,085,100	1,102,900	1,120,800	1,140,700	1,160,700	1,180,700	1,200,800
189,000	187,200	142,300	243,200	Emergency Services	114,300	247,200	116	117,000	119,000	121,000	123,000	125,000	127,000	130,000	133,000	136,000
5,424,900	5,193,300	6,089,000	8,773,600	Resource Recovery - Landfill and Res Mgmt	10,851,000	11,054,000	2	11,332,000	11,550,000	11,773,000	11,989,000	12,232,000	12,485,000	12,744,000	13,008,000	13,267,000
7,231,900	7,628,800	7,992,600	8,484,600	Resource Recovery - Domestic Waste Mgmt	8,655,000	8,791,000	2	8,913,000	9,012,000	9,133,000	9,282,000	9,482,000	9,661,000	9,868,000	10,053,000	10,255,000
16,933,600	16,566,600	17,544,200	21,110,000	Total Operating Revenues	26,598,100	23,750,200	(11)	24,126,600	24,171,300	24,577,100	25,002,900	25,503,800	25,993,700	26,519,700	27,034,700	27,568,800
				OPERATING EXPENSES												
2,339,900	2,593,600	2,590,400		Asset Management	1,313,100	1,365,000	_	1,475,000	1,432,000		1,487,000	1,591,000		1,575,000	1,605,000	1,716,000
2,365,700	2,378,500	2,296,700		Stormwater and Environmental	2,641,700	2,933,000	11	2,863,000	2,529,000		2,620,000	2,668,000		2,766,000	2,817,000	2,869,000
10,170,800	10,035,300	14,415,700		Roads and Bridges	16,449,000	13,164,000		13,270,000	13,855,000		14,168,000	14,362,000		14,715,000	14,878,000	15,077,000
2,638,500	2,896,400	3,385,800		Ancillary Transport Services	3,139,200	2,873,000		2,975,000	2,997,000		3,308,000	3,128,000		3,221,000	3,270,000	3,601,000
699,700	756,700	783,300		Transport for NSW	749,000	884,000		830,600	848,300		883,900	901,800		941,700	961,700	981,800
644,600	601,600	594,900		Emergency Services	605,700	1,037,400		951,000	966,000		999,000	1,016,000		1,050,000	1,068,000	1,086,000
4,796,600	4,720,000	6,158,300		Resource Recovery - Landfill and Res Mgmt	10,520,000	10,980,000		11,134,000	11,353,000		11,802,000	12,093,000		12,567,000	12,810,000	13,059,000
6,798,300	7,029,200	7,971,800	9,025,800	Resource Recovery - Domestic Waste Mgmt	8,531,000	8,376,000	(2)	8,540,000	8,711,000	8,885,000	9,061,000	9,241,000	9,425,000	9,612,000	9,802,000	9,997,000
							_									
30,454,100	31,011,300	38,196,900	39,701,800	Total Operating Expenses	43,948,700	41,612,400	(5)	42,038,600	42,691,300	43,398,100	44,328,900	45,000,800	45,683,700	46,447,700	47,211,700	48,386,800
				NET OPERATING RESULT												
(2,023,200)	(1,802,500)	(2,272,600)	. , ,	Asset Management	(994,000)	(1,050,000)	_	(1,150,000)	(1,096,000)	V 1 1 1	(1,129,000)	(1,222,000)	V 7	(1,184,000)	(1,203,000)	(1,303,000)
(1,953,600)	(1,870,500)	(1,817,500)		Stormwater and Environmental	(2,020,700)	(2,135,000)	6	(2,061,000)	(2,103,000)	(2,142,000)	(2,186,000)	(2,230,000)	V 7	(2,320,000)	(2,367,000)	(2,415,000)
(8,726,000)	(9,639,600)	(13,652,300)		Roads and Bridges	(11,981,200)	(12,223,000)	2	(12,260,000)	(12,834,000)	(12,984,000)	(13,120,000)	(13,304,000)	(13,452,000)	(13,640,000)	(13,788,000)	(13,966,000)
(1,670,800)	(2,034,700)	(2,589,900)		Ancillary Transport Services	(2,549,300)	(2,310,000)	(9)	(2,397,000)	(2,357,000)	(2,386,000)	(2,642,000)	(2,449,000)	(2,506,000)	(2,516,000)	(2,552,000)	(2,869,000)
246,800	244,100	180,700		Transport for NSW	231,000	157,000		219,000	219,000		219,000	219,000		219,000	219,000	219,000
(455,600)	(414,400)	(452,600)		Emergency Services	(491,400)	(790,200)	61	(834,000)	(847,000)	(861,000)	(876,000)	(891,000)	(906,000)	(920,000)	(935,000)	(950,000)
(145,800)	400,600	559,700	X / /	Quarries and Sandpit	(86,000)	(45,000)	(48)	(43,000)	(32,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)
628,300	473,300	(69,300) 20,800		Resource Recovery - Landfill and Res Mgmt	331,000	74,000		198,000	197,000		187,000	139,000		177,000	198,000	208,000
433,600	599,600	20,800	(541,200)	Resource Recovery - Domestic Waste	124,000	415,000	235	373,000	301,000	248,000	221,000	241,000	236,000	256,000	251,000	258,000
(42 520 500)	(4.4.4.4.4.700)	(20 GE2 700)	(40 E04 000)	Total Operating Booult Surplus / (Definit)	(47.250.600)	(47 062 200)	-	(47.042.000)	(40 520 000)	(40 024 000)	(40.226.000)	(40, 407, 000)	(40,600,000)	(40.020.020)	(20 477 000)	(20.818.000)
(13,520,500) 9,012,200	(14,444,700) 8,938,300	(20,652,700) 10,685,100		Total Operating Result - Surplus / (Deficit) Add Back Depreciation	(17,350,600) 10,870,000	(17,862,200) 11,511,000	3 6	(17,912,000) 11,547,000	(18,520,000) 11,725,000	(18,821,000) 11,905,000	(19,326,000) 12,088,000	(19,497,000) 12,274,000	(19,690,000) 12,462,000	(19,928,000) 12,653,000	(20,177,000) 12,847,000	13,045,000
9,012,200	8,938,300 106,600	10,685,100 55.400		Add Back Depreciation Add Back Unwinding Interest Free Loans	10,870,000	11,511,000	0	11,547,000	11,725,000	11,905,000	12,088,000	12,2/4,000	12,462,000	1∠,053,000	12,847,000	13,045,000
623,300	366,500	3.069.400		Add Back Unwinding Interest Free Loans Add Back Loss on Disposal of Assets	1.800.000	1,800,000	0	1,800,000	1,800,000	1,800,000	1,800,000	1.800.000	1.800.000	1,800,000	1,800,000	1,800,000
(3,761,700)	(5.033.300)	(6,842,800)		Total Cash Result - Surplus / (Deficit)	(4.680.600)	(4.551.200)	(3)	(4.565.000)	(4.995.000)	(5,116,000)	(5.438.000)	(5.423.000)	(5.428.000)	(5.475.000)	(5.530.000)	(5.973.000)
(3,761,700)	(5,033,300)	(0,042,000)	(4,229,600)	Total Cash Result - Surplus / (Delicit)	(4,660,600)	(4,551,200)	(3)	(4,565,000)	(4,995,000)	(5,116,000)	(3,438,000)	(3,423,000)	(3,428,000)	(5,475,000)	(5,550,000)	(3,973,000)
 																
1				Capital Movements									[
1,729,500	1,529,200	1.384.100	1 105 600	Less Loan Principal Repayments	1.249.100	1,185,000		1,283,000	1,507,000	859.000	891.000	951.000	899.000	934.000	970.000	1.009.000
6,699,800	8,000,100	2,909,400		Less Transfer to Reserves	7,078,000	1,392,000		1,263,000	1,515,000		1,450,000	1,401,000	,	1,463,000	1,492,000	1,527,000
6,824,500	9,899,000	11,997,100		Add Transfer from Reserves	14,786,200	12,090,000		20,213,000	5,142,000		5,183,000	10,034,700		10,965,500	4,900,000	8,004,000
5,061,200	2,631,400	6,422,600		Add Transler from Reserves Add Capital Income Applied	8,121,900	12,480,000		12,921,200	960,000		10,574,000	14,094,000		3,801,000	4,500,000	0,004,000
12,438,300	11,802,800	21,039,600		Less Capital Expenditure	22,871,600	31,231,000		39,808,200	12,720,000		23,203,000	31,858,700		22,965,500	13,306,000	16,303,000
12,430,300	11,002,000	21,039,000	17,211,400	Less Capital Experiulture	22,071,000	31,231,000		39,000,200	12,120,000	10,331,000	23,203,000	31,000,700	20,042,300	22,900,000	13,300,000	10,303,000
(12,743,600)	(13,835,000)	(13,756,200)	(13,202,300)	Cash Result after Capital Movements	(12,971,200)	(13,789,200)	6	(14,095,000)	(14,635,000)	(14,922,000)	(15,225,000)	(15,505,000)	(15,775,500)	(16,071,000)	(16,398,000)	(16,808,000)
(12,143,000)	(10,000,000)	(10,730,200)	(10,202,000)	Sagn result unter Supritar movements	(12,571,200)	(10,709,200)		(14,033,000)	(14,000,000)	(14,322,000)	(10,220,000)	(10,000,000)	(10,770,000)	(10,011,000)	(10,030,000)	(10,000,000)
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Asset Management

Manager: Paul Busmanis, Manager - Engineering Works

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

Majority of revenue sourced from engineering inspection fees.

OPERATING EXPENSES

Employee Costs – Management and Administration

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

Employee Costs - Infrastructure

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

Employee Costs - Engineering Works

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

Road Safety Officer and Programs

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

Asset Management

Allowance for condition assessments and other asset related matters.

North East Weight of Loads Group (NEWLOG)

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

Emergency Services

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

Capital Movements

Transfer to Reserves

Transfer to fund regular replacement of surveying equipment.

Capital Expenditure

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

					AS	SSET MAN	AGE	MENT								
	ACT	_		DESCRIPTION							IMATED					
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
227,600 50,600 600 400	408,100 346,700 1,900 4,800	229,000 64,700 0 900	74,900 9,800	OPERATING REVENUES Engineering Fees and Charges Development Engineer Inspection Fee Section 7.11 Plans Administration Road Closure Applications Engineering Inspections and Other Income	195,000 80,000 5,000 1,000	200,000 75,000 5,000 2,000	3 (6) 0 100	204,000 77,000 6,000 3,000	209,000 79,000 7,000 4,000	214,000 81,000 8,000 5,000	219,000 83,000 9,000 6,000	224,000 85,000 10,000 7,000	229,000 87,000 11,000 8,000	234,000 89,000 12,000 9,000	239,000 91,000 13,000 10,000	244,000 93,000 14,000 11,000
37,500 0	29,600 0	23,200 0	34,500 0	Operating Grants and Contributions Road Safety Officer and Safety Programs Grants and Contributions - Other	31,500 6,600	33,000 0	5 (100) 0	35,000 0	37,000 0	39,000 0	41,000 0	43,000 0	45,000 0	47,000 0	49,000 0	51,000 0
316,700	791,100	317,800	321,700	Total Operating Revenues	319,100	315,000	(1)	325,000	336,000	347,000	358,000	369,000	380,000	391,000	402,000	413,000
667,200 824,400 594,300 5,200 80,000 72,300 65,900 1,000 29,600	759,900 884,700 635,600 9,600 80,400 76,500 0 97,300	724,000 937,500 561,100 2,500 99,200 52,000 47,100 110,000 57,000 0	804,800 600,300 1,500 63,900 47,300 50,700 0 65,600	OPERATING EXPENSES Engineering Management Employee Costs - Mgmt and Admin Employee Costs - Infrastructure Employee Costs - Engineering Works Conferences Vehicles Office Expenses and Advertising Road Safety Officer and Programs Asset Management / Modelling North East Weight of Loads Group Other Expenses Recouped from Business Activities Direct Costs Redistributed to Businesses	788,000 794,000 740,000 5,000 72,000 53,100 54,000 10,000 40,400 6,600	932,000 832,000 775,000 4,000 66,000 55,000 0 43,000 0		951,000 849,000 791,000 4,000 67,000 55,000 80,000 45,000 0	60,000 10,000 46,000 0	989,000 883,000 823,000 4,000 69,000 55,000 10,000 47,000 0	1,009,000 901,000 839,000 4,000 70,000 55,000 04,000 10,000 48,000 0	1,029,000 919,000 856,000 4,000 71,000 55,000 85,000 49,000 0	0	1,071,000 956,000 890,000 4,000 73,000 55,000 10,000 51,000 0	1,092,000 975,000 908,000 4,000 74,000 55,000 10,000 52,000 0	1,114,000 995,000 926,000 4,000 75,000 55,000 74,000 90,000 53,000 0
2,339,900	2,593,600	2,590,400	1,164,700	Total Operating Expenses	1,313,100	1,365,000	4	1,475,000	1,432,000	1,459,000	1,487,000	1,591,000	1,545,000	1,575,000	1,605,000	1,716,000
(2,023,200)	(1,802,500) 0	(2,272,600)	0	Operating Result - Surplus / (Deficit) Add Back Depreciation	(994,000) 0	(1,050,000) 0	6 0	(1,150,000)	(1,096,000)	(1,112,000) 0	(1,129,000)	(1,222,000)	(1,165,000)	(1,184,000)	(1,203,000)	(1,303,000)
(2,023,200)	(1,802,500)	(2,272,600)	(843,000)	Cash Result - Surplus / (Deficit)	(994,000)	(1,050,000)	6	(1,150,000)	(1,096,000)	(1,112,000)	(1,129,000)	(1,222,000)	(1,165,000)	(1,184,000)	(1,203,000)	(1,303,000)
0 10,000 0 0	0 384,300 69,600 0 0	0 30,000 110,000 0 3,400	45,000 49,800 0	Capital Movements Less Loan Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	0 35,000 0 22,000 22,000	0 40,000 0 0		0 40,000 70,000 0	0 40,000 0 0	0 40,000 60,000 0 60,000	0 45,000 0 0	0 45,000 100,000 0	0 45,000 0 0	0 45,000 70,000 0 70,000	0 45,000 0 0	0 45,000 0 0
(2,033,200)	(2,117,200)	(2,196,000)	(888,000)	Cash Result after Capital Movements	(1,029,000)	(1,090,000)	6	(1,120,000)	(1,136,000)	(1,152,000)	(1,174,000)	(1,167,000)	(1,210,000)	(1,229,000)	(1,248,000)	(1,348,000)

Stormwater and Environmental Protection

Manager: Paul Busmanis, Manager - Engineering Works

Background

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

Budget Comments

OPERATING REVENUES

Annual Charges

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

OPERATING EXPENSES

Stormwater

Allocation for stormwater drainage maintenance.

Contributions

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

Flood Management Studies and Plans

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

Coastal Zone Management Plan

Represents on-going work on this project.

Foreshore Protection Works

Annual allocation for foreshore protection works and beach cleaning.

Capital Movements

Reserve Movements

Refer to Part E of the document.

Capital Expenditure

Capital works as per Part C of this document.

				STORM	WATER A	ND ENVIR	ONM	ENTAL P	ROTECT	ION						
	ACTI	JAL		DESCRIPTION						ES1	IMATED					
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
380,200	384,200	389,800	400,100	OPERATING REVENUES Annual Charges Stormwater Fees and Charges	413,000	418,000	1	422,000	426,000	430,000	434,000	438,000	442,000	446,000	450,000	454,000
6,900	4,500	0	10,600	Third Party Modelling	0	0	0	0	0	0	0	0	0	0	0	0
0 0 0 25,000 0	0 0 0 10,000 109,300	89,400 0 0 0	0 0 0	Grants and Contributions Flood Management Plans Flood - Ballina Island / West Ballina Actions Coastline Management Plan Other Grants and Contributions Natural Disaster Funding	88,000 0 120,000 0	0 380,000 0 0	(100) 100 (100) 0	0 380,000 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
412,100	508,000	479,200	462,700	Total Operating Revenues	621,000	798,000	29	802,000	426,000	430,000	434,000	438,000	442,000	446,000	450,000	454,000
0	1,500 0	81,800 5,600		OPERATING EXPENSES Engineering Management Employee Costs Vehicles	127,000 6,000	134,000 0	6 (100)	137,000 0	140,000 0	143,000 0	146,000 0	149,000 0	152,000 0	156,000 0	160,000 0	164,000 0
434,600 0	415,500 0	370,600 0		Stormwater Stormwater Drainage Maintenance Stormwater Charges - Donations	350,000 0	385,000 1,000		395,000 1,000	405,000 1,000	415,000 1,000	425,000 1,000	435,000 1,000	445,000 1,000	455,000 1,000	466,000 1,000	477,000 1,000
36,300 203,100 56,200 0 0 100,800	37,200 208,200 34,400 0 3,900 300	38,200 213,800 90,000 0 44,300 19,900	219,400 85,000 0 15,500	Environmental Protection Cont to Rous Council - Drainage Unions Cont to Rous Council - Floodplain Mgmt Flood - Management Plans Flood - Ballina Island / West Ballina Actions Flood- Third Party Modelling USMP Envirotrust Video	40,000 245,700 148,000 0 10,000	40,000 248,000 90,000 380,000 0	1 (39) 100 (100) 0	41,000 253,000 32,000 380,000 0	259,000 32,000 0 0	43,000 265,000 34,000 0 0	44,000 271,000 35,000 0 0	45,000 277,000 36,000 0 0	46,000 283,000 37,000 0 0	47,000 289,000 38,000 0 0	48,000 295,000 39,000 0 0	49,000 301,000 40,000 0
0 0 13,600	0 2,900 60,200	0 0 14,200	_ 0	Stormwater - Tanamera Drive Vegetation Coastline Management Plan Foreshore Protection Works	5,000 180,000 80,000	5,000 70,000 80,000		5,000 32,000 82,000		34,000 86,000	35,000 88,000	36,000 90,000	0 37,000 92,000	38,000 94,000	39,000 96,000	40,000 98,000
1,521,100 0	1,614,400 0	1,418,300 0		Non-Cash Expenses Depreciation - Drainage Loss on Disposal of Infrastructure Assets	1,450,000 0	1,500,000 0	3	1,505,000 0	1,528,000 0	1,551,000 0	1,575,000 0	1,599,000 0	1,623,000 0	1,648,000 0	1,673,000 0	1,699,000 0
2,365,700	2,378,500	2,296,700	2,549,700	Total Operating Expenses	2,641,700	2,933,000	11	2,863,000	2,529,000	2,572,000	2,620,000	2,668,000	2,716,000	2,766,000	2,817,000	2,869,000
(1,953,600) 1,521,100 0	(1,870,500) 1,614,400 0	(1,817,500) 1,418,300 0	1,486,900	Operating Result - Surplus / (Deficit) Add Back Depreciation Add Back Loss on Infrastructure	(2,020,700) 1,450,000 0	(2,135,000) 1,500,000 0	6 3 0	(2,061,000) 1,505,000 0	(2,103,000) 1,528,000 0	(2,142,000) 1,551,000 0	(2,186,000) 1,575,000 0	(2,230,000) 1,599,000 0	(2,274,000) 1,623,000 0	(2,320,000) 1,648,000 0	(2,367,000) 1,673,000 0	(2,415,000) 1,699,000 0
(432,500)	(256,100)	(399,200)		Cash Result - Surplus / (Deficit)	(570,700)	(635,000)	11	(556,000)	(575,000)	(591,000)	(611,000)	(631,000)	(651,000)	(672,000)	(694,000)	(716,000)
0 407,300 149,700	0 228,100 319,900	0 509,300 181,000	944,000	Capital Movements Less Loan Principal Repayments Less Transfer to Reserves Add Transfer from Reserves	0 302,000 886,000	0 0 840,000		0 0 1,032,000	0	0 0	0 0	0	0 0 0	0	0	0 0
0 227,500	0 803,000	0 436,900	196,000	Add Capital Income Applied Less Capital Expenditure	402,000 1,669,000	200,000		1,859,000	0 876,000	0 894,000	912,000	930,000	949,000	968,000	987,000	1,007,000
(917,600)	(967,300)	(1,164,400)	(1,336,200)	Cash Result after Capital Movements	(1,253,700)	(1,317,000)	5	(1,383,000)	(1,451,000)	(1,485,000)	(1,523,000)	(1,561,000)	(1,600,000)	(1,640,000)	(1,681,000)	(1,723,000)

Roads and Bridges

Manager: Paul Busmanis, Manager - Engineering Works

Background

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

Budget Comments

OPERATING REVENUES

Operating Grants and Contributions

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

OPERATING EXPENSES

Roads and Bridges Maintenance

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

Street Cleaning

Provision for street and footpath cleaning of town centres.

Debt Servicing

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

Capital Movements

Loan Principal Repayments

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

Reserve Movements

Refer to Part E for further information.

Capital Income

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

Capital Expenditure

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

					R	OADS AND	BRI	IDGES								
	ACT	UAL		DESCRIPTION		07.12 0 7.11.12				EST	IMATED					
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
				Operating Grants and Contributions				_			_	_	_			
99,100 48,800	75,500 42,500	77,200 28,000		Natural Disaster Funding LIRS Loan Subsidy	3,500,000 15,800	0 8,000	(100) (49)	3,000	0	0	0	0	0	0	0	0
40,000	42,500 0	20,000		Transport for NSW - Block Grant - Supplementar		8,000	(100)	3,000	0	0	l 0	0	l 0	0	0	0
1,194,000	197,700	634,200		Roads to Recovery	880,000	880,000		880,000	898,000	916,000	935,000	954,000	974,000	994,000	1,014,000	1,035,000
	·	ŕ	ŕ	,		·			,	,		ŕ		,	, ,	, ,
				Interest												
102,900	80,000	24,000	23,200	Interest on Bypass Internal Reserves	12,000	53,000	342	127,000	123,000	119,000	113,000	104,000	92,000	81,000	76,000	76,000
1,444,800	395,700	763,400	1,055,400	Total Operating Revenues	4,467,800	941,000	(79)	1,010,000	1,021,000	1,035,000	1,048,000	1,058,000	1,066,000	1,075,000	1,090,000	1,111,000
				OPERATING EXPENSES												
				Roads and Bridges - Maintenance												
787,900	916,800	890,900	880,900	Urban Roads	524,000	528,000	1	540,000	552,000	564,000	576,000	589,000	602,000	615,000	628,000	641,000
1,289,900	1,308,900	1,210,000	1,444,900	Rural Roads	1,400,000	1,404,000	_	1,434,000	1,464,000	1,494,000	1,524,000	1,556,000	1,588,000	1,620,000	1,654,000	1,688,000
643,800	500,300	535,500		Unsealed Roads	418,000	530,000		541,000	553,000	565,000	577,000	589,000	602,000	615,000	628,000	641,000
39,800	14,700	19,200		Bridges	27,000	27,000		28,000	29,000	30,000	31,000	32,000	33,000	34,000	35,000	36,000
357,700	340,900	400,500		Cleaning - Street Cleaning - Paving and Sails	410,000 55,000	412,000 38,000	_	421,000 85,000	430,000 66,000	439,000 88,000	448,000 69,000	458,000 90,000	468,000 72,000	479,000 92,000	490,000 75,000	501,000 94,000
47,200	5,700	71,300		Natural Disasters	3,500,000		(31) (100)	05,000	00,000	00,000	09,000	90,000	72,000	92,000	75,000 N	94,000
-17,200	0,700	7 1,000	210,000	Tracara Biodocoro	0,000,000	Ŭ	(100)	Ĭ	Ğ	Ŭ	Ĭ	J		Ů	Ŭ	ŭ
	_	_		Debt Servicing												
284,200	259,200	212,300	311,000	Interest on Loans	215,000	225,000	5	211,000	627,000	579,000	556,000	532,000	506,000	480,000	453,000	424,000
				Non-Cash Expenses												
6,025,100	6,271,500	7,948,600	8 196 800	Depreciation - Roads and Bridges	8,100,000	8,200,000	1	8,210,000	8,334,000	8,460,000	8,587,000	8,716,000	8,847,000	8,980,000	9,115,000	9,252,000
71,900	50,800	28,200	0,100,000	Unwinding Interest Free Loan	0,100,000	0,200,000	0	0,210,000	0,001,000	0, 100,000	0,007,000	0,7 10,000	0,017,000	0,000,000	0,110,000	0,202,000
623,300	366,500	3,099,200		Loss on Disposal of Infrastructure	1,800,000	1,800,000	0	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
10,170,800	10,035,300	14,415,700	14 996 000	Total Operating Expenses	16,449,000	13,164,000	(20)	13,270,000	13,855,000	14,019,000	14,168,000	14,362,000	14,518,000	14,715,000	14,878,000	15,077,000
10,170,800	10,035,300	14,415,700	14,000,000	Total Operating Expenses	10,443,000	13, 104,000	(20)	13,270,000	13,655,000	14,019,000	14, 166,000	14,362,000	14,516,000	14,7 15,000	14,070,000	15,077,000
(8,726,000)	(9,639,600)	(13,652,300)		Operating Result - Surplus / (Deficit)	(11,981,200)	(12,223,000)	2	(12,260,000)	(12,834,000)	(12,984,000)	(13,120,000)	(13,304,000)	(13,452,000)	(13,640,000)	(13,788,000)	(13,966,000)
6,025,100	6,271,500	7,948,600		Add Back Depreciation	8,100,000	8,200,000	1	8,210,000	8,334,000	8,460,000	8,587,000	8,716,000	8,847,000	8,980,000	9,115,000	9,252,000
71,900 623,300	50,800 366,500	28,200 3,099,200		Add Back Unwinding Interest Free Loan Add Back Loss on Infrastructure	1,800,000	0 1,800,000	0	1,800,000	0 1,800,000	0 1,800,000	1.800.000	0 1.800.000	1.800.000	1,800,000	0 1.800.000	0 1,800,000
(2,005,700)	(2,950,800)	(2,576,300)		Cash Result - Surplus / (Deficit)	(2,081,200)	(2,223,000)	7	(2,250,000)	(2,700,000)	(2,724,000)	(2,733,000)	(2,788,000)	(2,805,000)	(2,860,000)	(2,873,000)	(2,914,000)
				Capital Movements												
1,049,300	1,084,400	1,170,300	971,500	Less Loan Principal Repayments	1,017,300	1,027,000		1,056,000	1,272,000	615,000	638,000	662,000	688,000	714,000	741,000	770,000
4,050,600	5,706,700	909,800	, ,	Less Transfer to Reserves	5,042,000	203,000		292,000	291,000	290,000	284,000	278,000	,	261,000	259,000	262,000
5,469,000	8,614,300	8,356,600		Add Transfer from Reserves	11,510,900	8,707,000		14,540,000	3,950,000	4,264,000	4,314,000	8,539,700		9,398,500	4,502,000	5,525,000
4,246,600	2,315,000	4,234,800		Add Capital Income Applied	7,322,900	11,204,000 25,402,000		12,571,200	960,000	989,000	9,574,000	14,094,000 28,985,700	9,682,300	3,801,000 19,856,500	0 11,333,000	0 12,495,000
10,488,300	9,511,300	16,142,000	14,514,200	Less Capital Expenditure	18,898,500	25,402,000		32,554,200	10,143,000	11,312,000	20,112,000	∠8,985,700	26,736,500	19,836,500	11,333,000	12,495,000
(7,878,300)	(8,323,900)	(8,207,000)	(9,104,900)	Cash Result after Capital Movements	(8,205,200)	(8,944,000)	9	(9,041,000)	(9,496,000)	(9,688,000)	(9,879,000)	(10,080,000)	(10,284,500)	(10,492,000)	(10,704,000)	(10,916,000)

Ancillary Transport Services

Manager: Paul Busmanis, Manager - Engineering Works

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

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

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

Operating Grants

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

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

OPERATING EXPENSES

Roads and Traffic Signs Maintenance of street signs and road lines

Street Lighting Electricity charges for street lighting.

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

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

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

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

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

Capital Movements

Loan Principal Repayments

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

Reserve Movements

Refer to Part E for further information.

Capital Income

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

Capital Expenditure

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

					ANCILLA	RY TRANS	POF	RT SERVI	CES							
	ACT			DESCRIPTION							IMATED					
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
				Fees and Charges												
406,200	454,100	346,400	439,200	Burns Point Ferry - Toll Fees	235,000	235,000	0	290,000	346,000	353,000	360,000	367,000	374,000	381,000	388,000	396,000
94,100	102,300	100,300		Burns Point Ferry - Season Tickets	85,000	85,000	0	87,000	89,000	91,000	93,000	95,000	97,000	99,000	101,000	103,000
8,500	7,300	8,300	8,600	Burns Point Ferry - Diesel Rebate	9,000	9,000	0	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
100 100	66 600	27 200	F2 000	Other Fees and Charges	45.000	45.000	_	40,000	47.000	40.000	40,000	E0 000	E4 000	F2 000	F2 000	E4 000
182,100	66,600	37,300		Private Works NCBA Rebate Street Lighting	45,000 11,000	45,000 11,000	0	46,000 11,000	47,000 11,000	48,000 11,000	49,000 11,000	50,000 11,000	51,000 11,000	52,000 11,000	53,000 11,000	54,000 11,000
17,500	33,600	27,300		Advertising On Bus Shelters and Misc	33,000	33,000	0	34,000	35,000	36,000	37,000	38,000	39,000	40,000	41,000	42,000
,	,		,		10,000	,	_	.,,,,,,,,	,	,	,		55,555	,	,	,
				Operating Grants and Contributions												
99,900	98,000	98,000		Street Lighting	98,000	99,000	1	101,000	103,000	105,000	107,000	109,000	111,000	113,000	115,000	117,000
30,100	23,800	13,300		LIRS Loan Subsidy	6,900	1,000	(86)	0	0	0	0	0	0	0	0	0
(2,000)	9,500	465,000		Boating Programs	67,000	45,000	(33)	0	0	0	0	0	0	0	0	0
131,300	66,500	165,000	30,300	Other Grants and Contributions	0	U	U	١	U	U	U	U	U	U	U	U
967,700	861,700	795,900	804.800	Total Operating Revenues	589,900	563,000	(5)	578,000	640,000	653,000	666,000	679,000	692,000	705,000	718,000	732,000
, , , ,	,	,	,	3		,	(-)	,	,	,	,	,,,,,,	,,,,,,	,	,,,,,,	,,,,,
				OPERATING EXPENSES												
				Burns Point Ferry												
196,300	221,100	194,600	,	Operations	187,000	187,000	0	189,000	191,000	193,000	196,000	199,000	202,000	205,000	208,000	211,000
230,000	14,400	324,200		Annual Slip	268,000	170,000		173,000	176,000	180,000	184,000	188,000	192,000	196,000	200,000 448,000	204,000
334,500	359,800	363,900	369,700	Employee Costs	378,000	382,000	1	390,000	398,000	406,000	414,000	422,000	430,000	439,000	448,000	457,000
				Maintenance and Repair Programs												
90,600	110,900	45,700	62,800	Road and Traffic Signs	92,000	112,000	22	114,000	116,000	118,000	120,000	122,000	124,000	126,000	128,000	131,000
627,000	726,000	612,700	638,100	Street Lighting - Charges and Maintenance	604,000	607,000	0	607,000	619,000	631,000	643,000	656,000	669,000	682,000	695,000	709,000
0	0	704,200		Street Lighting - Upgrades	77,000	55,000		55,000	56,000	57,000	58,000	59,000	60,000	61,000	62,000	63,000
196,500	428,500		-	Footpaths	202,000	204,000		228,000	212,000	216,000	220,000	224,000	254,000	234,000	239,000	244,000
41,100	42,400			Car Parking - Sharpes Beach Rent	44,000			45,000	46,000	47,000	48,000	49,000	50,000	51,000	52,000	53,000
7,900 3,200	9,500 15,200			Car Parking - Maintenance and Rates Bus Shelters and Public Transport	25,000 5,000	26,000 5,000		26,000 5,000								
157,600	69,500	23,600	-	Private Works	36,000	36,000		37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000	45,000
79,600	86,400	74,000		Wharves and Jetties	109,000	94,000		96,000	98,000	100,000	102,000	104,000	106,000	108,000	110,000	112,000
0	0	0	0	Martin Street Boat Harbour Plan	100,000	68,000	-32	0	0	0	0	0	0	0	0	0
8,900	97,700	36,700		Canal Dredging	215,000	20,000	(91)	20,000	20,000	20,000	245,000	20,000	20,000	20,000	20,000	300,000
0	80,300	47,200	6,300	Town Centres	10,000	0	(100)	0	0	0	0	0	0	0	0	0
77 000	40.000	46,000	26,000	Debt Servicing	27 200	47,000	(20)	422.000	105.000	110 000	107.000	00.000	00.000	00.000	72 000	GE 000
77,900	48,600	46,900	36,900	Interest on Loans Non-Cash Expenses	27,200	17,000	(38)	133,000	125,000	116,000	107,000	98,000	88,000	80,000	73,000	65,000
152,000	124,100	170,400	231,400	Depreciation - Ancillary	215,000	235,000	9	240,000	244,000	248,000	252,000	256,000	260,000	264,000	268,000	273,000
402,500	434,100	504,300		Depreciation - Footpaths	520,000	585,000		590,000	599,000	608,000	618,000	628,000	638,000	648,000	658,000	668,000
32,900	27,900	24,600		Depreciation - Maritime	25,000	26,000		27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000	35,000
2,638,500	2,896,400	3,385,800	2,629,700	Total Operating Expenses	3,139,200	2,873,000	(8)	2,975,000	2,997,000	3,039,000	3,308,000	3,128,000	3,198,000	3,221,000	3,270,000	3,601,000
(1,670,800)	(2,034,700)	(2,589,900)	(1.824.900)	Operating Result - Surplus / (Deficit)	(2,549,300)	(2,310,000)	(9)	(2,397,000)	(2,357,000)	(2,386,000)	(2,642,000)	(2,449,000)	(2,506,000)	(2,516,000)	(2,552,000)	(2,869,000)
587,400	586,100	699,300		Add Back Depreciation	760,000	846,000	11	857,000	871,000	885,000	900,000	915,000	930,000	945,000	960,000	976,000
(1,083,400)	(1,448,600)	(1,890,600)		Cash Result - Surplus / (Deficit)	(1,789,300)	(1,464,000)	(18)	(1,540,000)	(1,486,000)	(1,501,000)	(1,742,000)	(1,534,000)	(1,576,000)	(1,571,000)	(1,592,000)	(1,893,000)
			0	Capital Movements					00					4.5.5.		05
498,000	444,800	213,800		Less Loan Principal Repayments	231,800	158,000	l	227,000	235,000	244,000	253,000	262,000	182,000	190,000	197,000	205,000
509,000 850,200	168,700 726,900			Less Transfer to Reserves Add Transfer from Reserves	274,000 1,222,000	55,000 503,000	l	60,000 290,000	65,000 290,000	65,000 290,000	70,000 515,000	70,000 290,000	70,000 290,000	75,000 290,000	80,000 290,000	85,000 570,000
817,000	316,400	2,110,800		Add Capital Income Applied	375,000	716,000	l	350,000	230,000 N	230,000 N	010,000	230,000 N	230,000 N	230,000 N	230,000 N	070,000 N
1,305,100	1,143,700	1,996,200		Less Capital Expenditure	1,511,800	1,700,000		945,000	630,000	643,000	656,000	669,000	682,000	695,000	709,000	723,000
(1,728,300)	(2,162,500)	(1,889,000)		Cash Result after Capital Movements	(2,209,900)	(2,158,000)	(2)	(2,132,000)	(2,126,000)	(2,163,000)	(2,206,000)	(2,245,000)	(2,220,000)	(2,241,000)	(2,288,000)	(2,336,000)
		,		Ferry Cash Result (excluding depreciation)						,	,			4		
508,800	563,700	455,000		Operating Revenues	329,000	329,000		386,000	444,000	453,000	462,000	471,000	480,000	489,000	498,000	508,000
760,800 (252,000)	595,300 (31,600)	882,700 (427,700)		Operating Expenses Cash Operating Result	833,000 (504,000)	739,000 (410,000)	(11) (19)	752,000 (366,000)	765,000 (321,000)	779,000 (326,000)	794,000 (332,000)	809,000 (338,000)	824,000 (344,000)	840,000 (351,000)	856,000 (358,000)	872,000 (364,000)
(202,000)	(31,000)	(421,100)	(00,300)	Outsil Operating Result	(504,000)	(410,000)	(19)	(300,000)	(321,000)	(320,000)	(332,000)	(330,000)	(344,000)	(331,000)	(330,000)	(304,000)

Transport for NSW

Manager: Paul Busmanis, Manager - Engineering Works

Background

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

Budget Comments

OPERATING REVENUES

Regional Roads Block Grant

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

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

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

					TF	RANSPORT	Γ FO	R NSW								
	ACT	UAL		DESCRIPTION						EST	IMATED					
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
922,000 0 19,300 5,200	1,000,800 0 0	770,700 193,300 0	0	OPERATING REVENUES External Contributions TiNSW - Block Grant - Regional Roads TiNSW - Block Grant - Traffic TiNSW - Block Grant - Supplementary Natural Disaster Funding - Regional Roads	833,000 130,000 17,000	834,000 130,000 77,000	0	840,000 132,600 77,000	855,000 135,300 77,000	138,100	885,000 140,900 77,000	900,000 143,800 77,000	917,000 146,700 77,000	934,000 149,700 77,000	951,000 152,700 77,000	968,000 155,800 77,000
0,200	ŭ	Ĭ	· ·	Trial and Discussion Familiary Triangle Triangle	· ·	Ĭ			ŭ	, and the second	· ·	ŭ	ŭ	ŭ	· ·	ŭ
946,500	1,000,800	964,000	964,000	Total Operating Revenues	980,000	1,041,000	6	1,049,600	1,067,300	1,085,100	1,102,900	1,120,800	1,140,700	1,160,700	1,180,700	1,200,800
566,600 133,100 0	689,100 67,600 0	701,600 81,700 0	60,900	OPERATING EXPENSES Regional Roads Regional Roads Operations Regional Roads Maintenance Ross Lane Flood Mitigation Traffic Facilities	587,000 162,000 0 0	547,000 137,000 70,000 130,000	(15)	558,000 140,000 0 132,600	570,000 143,000 0 135,300	146,000 0	594,000 149,000 0 140,900	606,000 152,000 0 143,800	156,000 0	632,000 160,000 0 149,700	645,000 164,000 0 152,700	658,000 168,000 0 155,800
699,700	756,700	783,300	724,800	Total Operating Expenses	749,000	884,000	18	830,600	848,300	866,100	883,900	901,800	921,700	941,700	961,700	981,800
246,800 0 246,800	244,100 0 244,100	180,700 0 180,700	. 0	Operating Result - Surplus / (Deficit) Add Back Depreciation Cash Result - Surplus / (Deficit)	231,000 0 231,000	0	0	219,000 0 219,000	219,000 0 219,000	0	219,000 0 219,000	219,000 0 219,000	, 0	219,000 0 219,000	219,000 0 219,000	219,000 0 219,000
0 15,000 0 0 163,500	0 0 0 0 244,100	0 72,200 0 77,000 185,500	0 0 0 103,300	Capital Movements Less Loan Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	0 0 0 0 231,000	0 0 0 0 157,000		0 0 0 0 0 219,000	0 0 0 0 219,000	0 0 0 0 219,000	0 0 0 0 219,000	0 0 0 0 219,000	0 0 0 0 219,000	0 0 0 0 219,000	0 0 0 0 219,000	0 0 0 0 219,000
68,300	0	0	135,900	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0

Emergency Services

Manager: John Truman, Director - Civil Services

Background

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

Budget Comments

OPERATING REVENUES

Operating Grants

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

OPERATING EXPENSES

Contributions to Bushfire Brigades

Consists of:

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

Fire Control Expenses

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

					EN	IERGENCY	' SEI	RVICES								
	ACTUAL DESCRIPTION ESTIMATED 2017/18 2018/19 2019/20 2020/21 2021/22 2022/23 % 2023/24 2024/25 2025/26 2026/27 2027/28 2028/29 2029/30 2030/31 2031/32															
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
445.000	440.000	440.400	440,400	OPERATING REVENUES Grants - Rural Fire Service Reimbursements	440.000	444.000		440.000	118.000	400.000	400.000	404.000	400.000	400.000	400.000	405.000
115,000 74,000 0	113,200 74,000 0	113,100 29,200 0	13,600	Grants - Rural Fire Service Reimbursements Grants - Rural Fire Service Projects OLG - Emergency Services Lew	113,300 0 0	114,000 0 132,200	0	116,000 0 0	0 0	120,000 0 0	122,000 0 0	124,000 0 0	126,000 0 0	129,000 0 0	132,000 0 0	135,000 0 0
0	0	0		Other Reimbursements	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
189,000	187,200	142,300	243,200	Total Operating Revenues	114,300	247,200	116	117,000	119,000	121,000	123,000	125,000	127,000	130,000	133,000	136,000
				OPERATING EXPENSES												
41,700	55,200	60,500		Contribution to NSW Fire Brigades	62,700	71,600		73,000	74,000	75,000	77,000	79,000	81,000	83,000	85,000	87,000
172,600	154,200	156,100		Contribution to Rural Fire Fighting Fund	202,100	269,800	33	275,000	281,000	287,000	293,000	299,000	305,000	311,000	317,000	323,000
114,000	77,800	99,100		Fire Control Expenses	83,000	78,000	(6)	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000
86,000	94,600	50,500	74,800	Fire Control Expenses (Council Control)	23,500	24,000	2	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
11,800	11,700	8,400		Emergency Services Operating Expenses	9,000	13,000		13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
70,000	57,000	07.500		LG Recovery Grant Funded Expenses	0			0	0	400,000	0	0	0	0	0	0
70,800	57,800	67,500	,	State Government Levy Non-Cash Expenses	65,400	121,000	85	123,000	125,000	128,000	131,000	134,000	137,000	140,000	143,000	146,000
147,700	150,300	152,800		Depreciation	160,000	360,000	125	365,000	371,000	377,000	383,000	389,000	395,000	401,000	408,000	415,000
644,600	601,600	594,900	967,800	Total Operating Expenses	605,700	1,037,400	71	951,000	966,000	982,000	999,000	1,016,000	1,033,000	1,050,000	1,068,000	1,086,000
(455,600) 147,700	(414,400) 150,300	(452,600) 152,800		Operating Result - Surplus / (Deficit) Add Back Depreciation	(491,400) 160,000	(790,200) 360,000	61	(834,000) 365,000	(847,000) 371,000	(861,000) 377,000	(876,000) 383,000	(891,000) 389,000	(906,000) 395,000	(920,000) 401,000	(935,000) 408,000	(950,000) 415,000
(307,900)	(264,100)	(299,800)		Cash Result - Surplus / (Deficit)	(331,400)	(430,200)	30	(469,000)	(476,000)	(484,000)	(493,000)	(502,000)	(511,000)	(519,000)	(527,000)	(535,000)
0	0	0		Capital Movements Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
0	0	0 15,800	,	Less Transfer to Reserves Add Transfer from Reserves	570,000 608,000	0 1,320,000		2,350,000	0	0	0	0	0	0	0	0
(2,400)	0	15,800	-,	Add Capital Income Applied	000,000	360,000		2,350,000	0	0	0	0	0	0	0	0
(2,400)	0	15,800		Less Capital Expenditure	30,000	1,580,000		2,350,000	0	0	0	0	0	0	0	0
(310,300)	(264,100)	(299,800)	(375,800)	Cash Result after Capital Movements	(323,400)	(330,200)	2	(469,000)	(476,000)	(484,000)	(493,000)	(502,000)	(511,000)	(519,000)	(527,000)	(535,000)

Landfill and Resource Management

Manager: Lloyd Isaacson, Manager Resource Recovery

Background

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

Budget Comments

OPERATING REVENUES

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

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

Contributions Typically represents income reimbursed to Council from the State Government waste levy. Sundry Fees Sale of waste bins, Return and Earn Scheme refund and miscellaneous items.

OPERATING EXPENSES

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

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

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

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

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

Capital Movements

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

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

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

Cash Result after Capital Movements

Any cash surplus represents the net dividend to General Fund.

				RESOURCE RECOV	ERY (LAI	NDFILL AN	D RI	ESOURCE	MANAG							
2017/18	ACT 2018/19	UAL 2019/20	2020/21	DESCRIPTION	2021/22	2022/23	%	2023/24	2024/25	2025/26	1MATED 2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
2011110	20.00.10	20.00.20	2020/21	OPERATING REVENUES	2021122			2020/21	20220	2020.20	2020/21	2021120	2020.20	2020.00	2000/01	200 02
				Fees and Charges												
564,700	584,900	614,300		Annual Charges - Commercial Properties	672,000	680,000	1	693,000	707,000	721,000	735,000	749,000	764,000	780,000	796,000	812,000
636,100 627,300	471,700 587,400	839,500 782,300		External Fees - Self Haul - Mixed Waste External Fees - Self Haul - Inert Waste	4,200,000 1,100,000	4,479,000 1,200,000	7 9	4,589,000 1,244,000	4,681,000 1,269,000	4,775,000 1,294,000	4,871,000 1,320,000	4,968,000 1,346,000	5,067,000 1,373,000	5,168,000 1,400,000	5,271,000 1,428,000	5,376,000 1,457,000
107,800	156,000	138,700		External Fees - Sealf Haul - Recycables	304,000	285,000	(6)	291,000	297,000	303,000	309,000	315,000	321,000	327,000	333,000	340,000
0	0	173,000		External Fees - Container Deposit Scheme	190,000	190,000	0	194,000	198,000	202,000	206,000	210,000	214,000	218,000	222,000	226,000
0	0	0		Internal Fees - Streeet Bin Collections	87,000	104,000	20	106,000	108,000	110,000	112,000	114,000	116,000	118,000	120,000	122,000
983,200	1,028,200	961,300		Internal Fees - DWM Recycling	965,000	875,000	(9)	893,000	911,000	929,000	948,000	967,000	986,000	1,006,000	1,026,000	1,047,000
1,907,000 431,000	1,723,900 503,000	1,736,900 756,400		Internal Fees - DWM Mixed Internal Fees - Self Haul Works	2,150,000 1,000,000	1,880,000 1,200,000	(13) 20	1,918,000 1,224,000	1,956,000 1,248,000	1,995,000 1,273,000	2,034,000 1,298,000	2,075,000 1,324,000	2,117,000 1,350,000	2,159,000 1,377,000	2,202,000 1,405,000	2,246,000 1,433,000
82,000	82,000	82,000		Contributions and Grants	83,000	20,000	(76)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
81,500	55,200	4,100	- ,	Interest On Investments	15,000	20,000	33	37,000	30,000	24,000	6,000	11,000	21,000	32,000	43,000	43,000
4,300	1,000	500	1,700	Licence Fees and Sundry Income	85,000	121,000	42	123,000	125,000	127,000	130,000	133,000	136,000	139,000	142,000	145,000
5,424,900	5,193,300	6,089,000	8,773,600	Total Operating Revenues	10,851,000	11,054,000	2	11,332,000	11,550,000	11,773,000	11,989,000	12,232,000	12,485,000	12,744,000	13,008,000	13,267,000
				OPERATING EXPENSES												
				Waste Administration												
475,700	413,100	296,200		Employee Costs and Administration	358,000	416,000	16	422,000	429,000	436,000	443,000	449,000	455,000	462,000	469,000	477,000
531,000	531,000	531,000		Internal Overheads	774,000	1,001,000	29	1,021,000	1,041,000	1,062,000	1,083,000	1,105,000	1,127,000	1,150,000	1,173,000	1,196,000
6,200	U	U	U	Interest on Loans	0	U	0	0	U	U	U	60,000	58,000	57,000	55,000	53,000
				Waste Received												
189,300	206,800	209,600		Weighbridge Operations	219,000	297,000	36	303,000	309,000	315,000	321,000	327,000	333,000	339,000	345,000	351,000
202,800	247,100	218,700	260,400	Transfer Station Operations	315,000	325,000	3	329,000	335,000	341,000	347,000	354,000	361,000	369,000	377,000	385,000
				Waste Collection and Recycling												
214,000	229,700	227,000	339,100	Collection Kerbside	370,000	365,000	(1)	371,000	378,000	385,000	392,000	399,000	407,000	415,000	423,000	431,000
87,000	85,300	88,200		Collection Other	91,000	102,000	12	102,000	104,000	106,000	108,000	110,000	112,000	114,000	116,000	118,000
67,100	50,000	47,600	98,600	Waste Bailing Facility and Recycling	98,000	102,000	4	84,000	86,000	88,000	90,000	92,000	94,000	96,000	98,000	100,000
				Waste Disposal			_									
521,000	553,200	437,200		Landfill Operations	553,000	562,000	2	566,000	577,000	588,000	599,000	610,000	621,000	632,000	643,000	655,000
902,000	697,300 492,800	1,722,000 918,300		Transfer - Mixed Waste Transfer - Inert Waste	4,700,000 1,400,000	4,840,000	3 0	4,937,000 1,420,000	5,036,000 1,448,000	5,137,000 1,477,000	5,240,000 1,507,000	5,345,000 1,537,000	5,452,000 1,568,000	5,561,000 1,599,000	5,672,000 1,631,000	5,785,000 1,664,000
343,700 262,000	630,000	807,000		Transfer - Recyclables	846,000	1,400,000 860,000	2	877,000	895,000	913,000	931,000	950,000	969,000	988,000	1,008,000	1,028,000
124,200	128,600	144,200		Transfer Preparation - Mixed Waste	196,000	160,000	(18)	163,000	166,000	169,000	172,000	175,000	179,000	183,000	187,000	191,000
72,400	83,900	94,500		Transfer Preparation - Inert Waste	110,000	110,000	o o	112,000	114,000	116,000	118,000	120,000	122,000	124,000	126,000	129,000
57,500	66,100	87,000		Transfer Preparation - Recyclables	90,000	85,000	(6)	87,000	89,000	91,000	93,000	95,000	97,000	99,000	101,000	103,000
107,800	95,000	(8,900)		State Government Levy	150,000	0	0	0	0	0	0	0	0	0	0	0
27,800	15,500 0	14,000 0		Investigations, Leachate, Remediation Waste Centre Masterplan and Projects	150,000 100,000	20,000	(100)	0	0	0	0	0	0	0	0	0
	· ·	U		Tracts Contro Mactorplan and Frojects	100,000	20,000	(00)		o l			J		U		ď
] .				Non-Cash Expenses			.									
419,400 51,400	138,800	278,700 27,200	,	Depreciation Unwinding Remediation PV	130,000	315,000	142	320,000	325,000	330,000	335,000	341,000	347,000	353,000	359,000	365,000
134,300	55,800 0	18,800		Remediation Depreciation	20,000	20,000	0	20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000
4,796,600	4,720,000	6,158,300	7,753,300	Total Operating Expenses	10,520,000	10,980,000	4	11,134,000	11,353,000	11,576,000	11,802,000	12,093,000	12,327,000	12,567,000	12,810,000	13,059,000
628,300	473,300	(69,300)	1,020.300	Operating Result - Surplus / (Deficit)	331,000	74,000	(78)	198,000	197,000	197,000	187,000	139,000	158,000	177,000	198,000	208,000
51,400	55,800	27,200		Add Back Unwinding	0	0	0	0	0	0	0	0	0	0	0	0
553,700	138,800	297,500		Add Back Depreciation	150,000	335,000	123	340,000	346,000	352,000	358,000	365,000	372,000	379,000	386,000	393,000
1,233,400	667,900	255,400	1,358,300	Cash Result - Surplus / (Deficit)	481,000	409,000	(15)	538,000	543,000	549,000	545,000	504,000	530,000	556,000	584,000	601,000
				Capital Movements												
182,200	0	0		Less Loan Principal Repayments	0	0		0	0	0	0	27,000	29,000	30,000	32,000	34,000
1,097,100	735,500 168,300	135,600 1,000		Less Transfer to Reserves Add Transfer from Reserves	481,000 525,000	409,000 720,000		538,000 981,000	543,000 902,000	549,000 1,353,000	545,000 354,000	477,000 105,000	501,000 106,000	526,000 107,000	552,000 108,000	567,000 109,000
355,600 0	100,300	1,000	-,	Add Capital Income Applied	323,000	720,000 0		901,000	902,000 0	1,333,000	1,000,000	100,000	100,000	107,000	100,000	109,000
253,900	100,700	120,800	78,100	Less Capital Expenditure	475,000	670,000		931,000	852,000	1,303,000	1,304,000	55,000	56,000	57,000	58,000	59,000
55,800	0	0	0	Cash Result after Capital Movements	50,000	50,000	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000

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Domestic Waste Management

Manager: Lloyd Isaacson, Manager Resource Recovery

Background

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

Budget Comments

OPERATING REVENUES

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

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

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

OPERATING EXPENSES

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

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

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

Overheads Internal charge for Council overheads.

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

Capital Movements

Transfer to Reserves Represents the operating surplus less principal repayments.

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

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

Cash Result - Surplus / (Deficit)

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

				DC	MESTIC	WASTE M	ANA	GEMENT	(DWM)							
2017/18	ACT 2018/19	UAL 2019/20	2020/21	DESCRIPTION	2021/22	2022/23	%	2023/24	2024/25	ES1 2025/26	1MATED 2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	70	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
6,571,100	6,820,100	7,129,300		DWM Annual Charges	7,761,000	7,856,000	1	7,942,000	8,029,000	8,117,000	8,279,000	8,445,000	8,614,000	8,786,000	8,962,000	9,141,000
18,900	25,900	29,500		Vacant Property Annual Charges	32,000	32,000	0	32,000	32,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000
(257,800)	(253,300)	(248,400)	,	DWM Exempt Collections Pensioner Abandonments	2,000 (244,000)	2,000 (246,000)	0 1	2,000 (248,000)	2,000 (250,000)	2,000 (252,000)	2,000 (254,000)	2,000 (256,000)	2,000 (258,000)	2,000 (260,000)	2,000 (262,000)	2,000 (264,000)
700,100	801,500	863,700		Internal Plant Hire Charges	959,000	978,000	2	998,000	1,018,000	1,038,000	1,059,000	1,080,000	1,102,000	1,124,000	1,146,000	1,169,000
141,800	139,300	136,600		Grants and Subsidies	138,000	139,000	1	140,000	141,000	142,000	143,000	144,000	145,000	146,000	147,000	148,000
0	25,100	22,100		Sundry Income	0	0	0	0	0	0	0	0	0	0	0	0
57,800	70,200	30,000	,	Interest on Investments	7,000	30,000	329	47,000	40,000	54,000	20,000	33,000	21,000	34,000	21,000	21,000
0	0	29,800	85,300	Gain / (Loss) on Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
7,231,900	7,628,800	7,992,600	8,484,600		8,655,000	8,791,000	2	8,913,000	9,012,000	9,133,000	9,282,000	9,482,000	9,661,000	9,868,000	10,053,000	10,255,000
				OPERATING EXPENSES												
				Administration												
178,300	237,000	494,400	544 600	Employee Costs and Administration	545,000	482,000	(12)	491,000	500,000	510,000	520,000	530,000	540,000	550,000	561,000	572,000
0	6,600	7,800		Internal Audit	6,000	6,000	0	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
12,000	61,700	32,000	12,000	Contributions	0	0	0	0	0	0	0	0	0	0	0	0
39,000	40,000	40,000		North East Waste Membership	41,000	41,000	0	42,000	43,000	44,000	45,000	46,000	,	48,000	49,000	50,000
688,000	706,300	791,000	_	Indirect Expenses - Overheads	1,047,000	1,047,000	_	1,068,000	1,089,000	1,111,000	1,133,000	1,156,000	1,179,000	1,203,000	1,227,000	1,252,000
4,700	51,200	76,500	82,200	Promotion and Education	40,000	40,000	0	41,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000
				Collection												
619,000	618,200	635,300	697,900	Collection Kerbside - Mixed Waste	730,000	710,000	(3)	725,000	740,000	755,000	770,000	785,000	801,000	817,000	833,000	850,000
1,273,800	1,332,400	1,910,600	1,597,400	Collection Kerbside - Organics	1,600,000		13	1,836,000	1,873,000	1,910,000	1,948,000	1,987,000		2,068,000	2,109,000	2,151,000
1,907,000	1,724,000	1,736,900		Collection Kerbside - Disposal Fees	2,150,000	1,880,000		1,918,000	1,956,000	1,995,000	2,034,000	2,075,000		2,159,000	2,202,000	2,246,000
405,300	469,200	481,100		Collection Kerbside - Recycling	540,000	540,000	0	551,000	562,000	573,000	584,000	595,000		619,000	631,000	643,000
983,200 53,200	966,900 137,400	961,300 246,700		Collection Kerbside - Recycling Disposal	965,000	875,000		893,000	911,000 277,000	929,000 283,000	948,000 289,000	967,000 295,000		1,006,000 307,000	1,026,000 313,000	1,047,000 319,000
457,600	501,100	389,600		Collection Kerbside - Bin Maintenance Collection Trucks - Operating Expenses	215,000 402,000		23 4	271,000 428,000	437,000	446,000	455,000	464,000		482,000	492,000	502,000
407,000	001,100	000,000	07 1,000	Constitution Operating Expenses	102,000	120,000		120,000	101,000	110,000	100,000	101,000	170,000	102,000	102,000	002,000
				Non-Cash Expenses												
177,200	177,200	168,600	266,000	Depreciation	250,000	270,000	8	270,000	275,000	280,000	285,000	290,000	295,000	300,000	305,000	310,000
6 709 200	7,029,200	7,971,800	0.025.000	Total Operating Evpenses	8,531,000	8,376,000	(2)	8,540,000	8,711,000	8,885,000	9,061,000	9,241,000	9,425,000	9,612,000	9,802,000	9,997,000
6,798,300	1,029,200	1,817,800	შ,∪∠ნ,800	Total Operating Expenses	0,531,000	0,376,000	(2)	0,540,000	0,111,000	0,085,000	9,001,000	9 ,∠41,000	9,4∠5,000	9,012,000	3 ,00∠,000	9,997,000
433,600	599,600	20,800	(541,200)	Operating Result - Surplus / (Deficit)	124,000	415,000	235	373,000	301,000	248,000	221,000	241,000	236,000	256,000	251,000	258,000
0	0	(29,800)	(85,300)	Add Back Gain / Loss on Sale	0	0	0	0	0	0	0	0	0	0	0	0
177,200	177,200	168,600		Add Back Depreciation	250,000	270,000	8	270,000	275,000	280,000	285,000	290,000	295,000	300,000	305,000	310,000
610,800	776,800	159,600	(360,500)	Cash Result - Surplus / (Deficit)	374,000	685,000	83	643,000	576,000	528,000	506,000	531,000	531,000	556,000	556,000	568,000
				Capital Movements												
	_	_	_		_				_	_		_		_	_	
610 800	776 000	0 169.700		Less Loan Principal Repayments Less Transfer to Reserves	374.000	0		643.000	F76 000	520,000	506,000	E21 000	531.000	0	556.000	0 568.000
610,800	776,800	169,700 2,149,100		Add Transfer from Reserves	374,000	685,000		950,000	576,000 0	528,000 1,900,000	506,000	531,000 1,000,000	531,000 n	556,000 1,100,000	ეეს,ძმნ	568,000 1,800,000
0	0	2, 143, 100	,	Add Capital Income Applied	0-4,500	0		0.000	0	1,500,000	0	1,000,000	0	1, 100,000	0	1,000,000
0	0	2,139,000		Less Capital Expenditure	34,300	0		950,000	0	1,900,000	0	1,000,000	0	1,100,000	0	1,800,000
0	0	0	0	Cash Result after Capital Movements	0		0	0	0	0	0	0	0	0	0	0

Civil Services Division – Summary (Water and Wastewater)

Manager: John Truman, Director - Civil Services

Budget Comments

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

The programs include:

Water Operations

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

Wastewater Operations

Revenue and expenses related to the provision of wastewater services.

				CIVIL SERVICES DI	VISION - S	SUMMAF	RY (V	VATER A	AND WA	STEWA	ΓER)					
	ACT	UAL		DESCRIPTION						ES	TIMATED					
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
12,601,300	13,462,700	13,384,100	12,939,900	Water Operations	13,276,200	13,974,000	5	14,858,000	15,228,000	15,748,000	16,038,000	16,363,000	16,694,000	17,016,000	17,419,000	17,846,000
18,411,000	19,660,100	20,435,000	23,292,400	Wastewater Operations	21,561,000	21,807,000	1	22,093,000	22,085,000	22,151,000	22,242,000	22,326,000	22,393,000	22,461,000	22,624,000	22,755,000
31,012,300	33,122,800	33,819,100	36,232,300	Total Operating Revenues	34,837,200	35,781,000	3	36,951,000	37,313,000	37,899,000	38,280,000	38,689,000	39,087,000	39,477,000	40,043,000	40,601,000
				OPERATING EXPENSES												
11,121,000	11,410,000	12,330,200	13,833,100	Water Operations	13,915,000	14,348,000	3	15,681,000	15,161,000	15,713,000	16,125,000	16,508,000	16,919,000	17,291,000	17,672,000	18,145,000
17,336,600	17,793,300	18,647,500	18,339,200	Wastewater Operations	18,264,000	18,295,000	0	19,205,000	18,184,000	18,262,000	18,400,000	18,490,000	18,531,000	18,628,000	18,794,000	19,132,000
28,457,600	29,203,300	30,977,700	32,172,300	Total Operating Expenses	32,179,000	32,643,000	1	34,886,000	33,345,000	33,975,000	34,525,000	34,998,000	35,450,000	35,919,000	36,466,000	37,277,000
2,554,700	3,919,500	2,841,400	4,060,000	Operating Result - Surplus / (Deficit)	2,658,200	3,138,000	18	2,065,000	3,968,000	3,924,000	3,755,000	3,691,000	3,637,000	3,558,000	3,577,000	3,324,000
5,156,000	5,176,200	5,516,800	5,912,000	Add Back Depreciation	5,900,000	5,890,000	(0)	5,910,000	5,999,000	6,089,000	6,181,000	6,274,000	6,368,000	6,464,000	6,561,000	6,659,000
11,700	526,700	812,100	1,769,400	Add Back Loss on Sale of Infrastructure	620,000	600,000	(3)	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
193,700	133,800	69,300		Add Back Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0
7,916,100	9,756,200	9,239,600	11,741,400	Cash Result - Surplus / (Deficit)	9,178,200	9,628,000	5	8,575,000	10,567,000	10,613,000	10,536,000	10,565,000	10,605,000	10,622,000	10,738,000	10,583,000
				Capital Movements												
3,095,600	3,387,000	3,535,800	2,716,300	Less Loan Principal Repayments	2,919,600	3,115,000		3,309,000	3,511,000	3,711,000	3,911,000	4,112,000	4,312,000	4,513,000	4,713,000	4,913,000
1,097,600	2,687,100	2,050,600	6,287,800	Less Transfer to Reserves	2,606,900	0		0	0	1,754,000	2,262,500	1,017,000	80,000	8,794,000	2,798,500	2,424,000
1,582,900	0	0	540,900	Add Transfer from Reserves	965,600	1,760,000		8,129,000	501,500	412,000	0	601,000	490,500	0	0	0
3,203,400	1,251,000	1,466,800	1,213,800	Add Capital Income Applied	748,500	5,200,000		4,205,000	3,717,500	7,526,000	6,522,500	3,915,000	2,162,500	5,213,000	685,500	687,000
8,509,200	4,933,100	5,120,000	4,492,000	Less Capital Expenditure	5,365,800	13,473,000		17,600,000	11,275,000	13,086,000	10,885,000	9,952,000	8,866,000	2,528,000	3,912,000	3,933,000
0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0

Water Operations

Manager: Bridget Walker, Manager - Water and Wastewater

Background

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

Budget Comments

OPERATING REVENUES

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

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

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

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

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

OPERATING EXPENSES

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

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

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

Capital Movements

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

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

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

					WATE	R OPE	RATI	ONS								
2017/18	ACT 2018/19	UAL 2019/20	2020/21	DESCRIPTION	2021/22	2022/23	%	2023/24	2024/25	ES 2025/26	TIMATED 2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
2011/10	2010/10	2010/20	2020/21		2021/22	ZOZZ/ZO	/*	2020/24	202-1120	2020/20	2020/27	2021120	2020/20	2020/00	2000/01	2001/02
				OPERATING REVENUES			١.									
3,489,900	3,621,300	3,808,800		Annual Charges	4,188,000	4,354,000	4	4,521,000 8.948.000	4,698,000		5,002,000	5,129,000	-,,	5,361,000	5,467,000	5,583,000
7,868,300 333,000	8,386,900 459,400	8,387,300 310,700		User Charges Operating Grants and Contributions	8,250,000 245,900	8,590,000 233,000		235,000	9,299,000 236,000		9,933,000 240,000	10,205,000 242,000		10,729,000 155,000	10,971,000 157,000	11,224,000 159,000
435,900	564,100	421,400	175,500		106,300	240,000		586,000	415,000		259,000	171,000		130,000	170,000	213,000
210,000	172,500	230,300		Lease of Reservoir Sites	234,000	245,000		250,000	255,000		265,000	270,000	275,000	281,000	287,000	293,000
213,500	195,400	191,200		Water Plant Charged to Works	220,000	270,000		275,000	281,000		293,000	299,000	305,000	311,000	317,000	323,000
32,400	63,100	34,400	26,300	Sundry User Charges	32,000	42,000	31	43,000	44,000	45,000	46,000	47,000	48,000	49,000	50,000	51,000
18,300	0	0		Gain on Disposal of Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0
12,601,300	13,462,700	13,384,100	12,939,900	Total Operating Revenues	13,276,200	13,974,000	5	14,858,000	15,228,000	15,748,000	16,038,000	16,363,000	16,694,000	17,016,000	17,419,000	17,846,000
				OPERATING EXPENSES												
				Direct Expenses												
407,600	447,700	482,400		Engineering Management	503,000	462,000		470,000	478,000		496,000	505,000	514,000	523,000	533,000	543,000
323,900	365,400	338,800		Administration and Customer Service	389,000	395,000		401,000	407,000	416,000	445,000	434,000		452,000	461,000	495,000
0 49,700	0 132,900	0 219,500		Integrated Water Cycle Management Plan Internal Contributions to Works	111,000 48,000	286,000	(100)	0 1,037,000	0 37,000	38,000	0 38,000	40,000	41,000	41,000	42,000	43,000
12,300	10,700	11,500		Donations Donations	12,000	12,000		12,000	12,000		12,000	12,000		12,000	12,000	12,000
12,500	0,700	. 1,500		Section 64 Plan Reviews	12,000	12,000	0	45,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	55,000
5,977,700	5,943,700	6,108,700		Purchase of Water from Rous Council	7,360,000	7,895,000		8,369,000	8,787,000	9,226,000	9,503,000	9,788,000	10,082,000	10,334,000	10,592,000	10,857,000
6,000	7,500	22,800		Pumping Stations - Operations and Mtce	13,500	19,000		19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000
37,300	42,100	47,200		Pumping Stations - Energy Costs	52,000	51,000		52,000	53,000		55,000	56,000	57,000	58,000	59,000	60,000
20,300	22,300	16,100		Reservoirs - Operations	68,000	69,000		70,000	71,000		73,000	74,000		76,000	77,000	79,000
35,100	51,600	80,300		Reservoirs - Maintenance	60,000	124,000		126,000	128,000		132,000	134,000		138,000	140,000	143,000
160,300	141,900	147,800		Water Treatment Plants - Operations	160,500	163,000		166,000	169,000		175,000	178,000	181,000	184,000	187,000	190,000
20,200	23,200 41,600	21,900 41,800		Water Treatment Plants - Maintenance Mains - Operations	34,000 87,000	34,000 73,000		34,000 74,000	34,000 75,000		34,000 77,000	34,000 78,000	34,000 79,000	34,000 80,000	34,000 81,000	34,000 82,000
55,900 409,400	611,100	875,800	,	Mains - Operations Mains - Maintenance	750,000	650,000		650,000	663,000		690,000	704,000	718,000	733,000	748,000	763,000
387,200	380,000	400,800		Water Connections - Maintenance	340,000	300,000		300,000	306,000		318,000	324,000	330,000	337,000	344,000	351,000
250,000	197,000	281,300		Water Quality Testing, Reading and Other	273,000	243,000		247,000	251,000		259,000	263,000		271,000	275,000	281,000
35,700	4,400	18,400		Telemetry - Maintenance	12,000	25,000		26,000	27,000		29,000	30,000		32,000	33,000	34,000
56,600	52,400	53,200	61,000	Plant - Maintenance	85,000	60,000	(29)	61,000	62,000	63,000	64,000	65,000	66,000	67,000	68,000	69,000
				Indirect Expenses - Overheads												
1,382,000	1,433,900	1,555,100	1,678,000	Overheads Distributed	1,737,000	1,737,000	0	1,772,000	1,807,000	1,843,000	1,880,000	1,918,000	1,956,000	1,995,000	2,035,000	2,076,000
				Debt Servicing												
0	0	0	0	Interest On Loans	0	0	0	0	0	0	0	0	0	0	0	0
				Non-cash Expenses			L									
1,482,100	1,500,600	1,606,800		Depreciation	1,700,000	1,650,000		1,650,000				1,752,000				1,859,000
11,700	0	0		Loss on Disposal of Infrastructure	120,000	100,000		100,000	100,000		100,000	100,000	100,000	100,000	100,000	100,000
11,121,000	11,410,000	12,330,200	13,833,100	Total Operating Expenses	13,915,000	14,348,000	3	15,681,000	15,161,000	15,713,000	16,125,000	16,508,000	16,919,000	17,291,000	17,672,000	18,145,000
1,480,300	2,052,700	1,053,900	(893,200)	Operating Result - Surplus / (Deficit)	(638,800)	(374,000)	(41)	(823,000)	67,000	35,000	(87,000)	(145,000)	(225,000)	(275,000)	(253,000)	(299,000)
1,482,100	1,500,600	1,606,800		Add Back Depreciation	1,700,000			1,650,000	1,675,000			1,752,000		1,805,000		1,859,000
11,700	0	0		Add Back Loss on Infrastructure Disposal	120,000	100,000		100,000	100,000		100,000	100,000	100,000	100,000	100,000	100,000
2,974,100	3,553,300	2,660,700	1,729,500	Cash Result - Surplus / (Deficit)	1,181,200	1,376,000	16	927,000	1,842,000	1,835,000	1,739,000	1,707,000	1,653,000	1,630,000	1,679,000	1,660,000
				0												
_	0	_		Capital Movements	_	0		_	_			_	١ ،		_	_
0 1,097,600	٧,	0 658,700		Less Loan Principal Repayments Less Transfer to Reserves	0	0		0	0	0	0 418,000	0	·	0 557,000		305,000
1,097,000	2,455, 100	036,700		Add Transfer from Reserves	965,600	1,515,000		6,028,000	108,000	· ·	710,000	601,000	00,000	0.000	020,000	0.00,000
124,700	19,900	-		Add Capital Income Applied	60,000	300,000		1,290,000			3,755,000			-	0	0
2,001,200				Less Capital Expenditure	2,206,800			8,245,000		7,525,000					1,353,000	1,355,000
0	n	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0
	Ĭ			·												ľ
				Water Reserves		6,623,600		221,600		(1,069,400)			(1,763,400)			
				Developer Contribtions - Section 64		12,455,500				7,091,500	4,489,500		3,299,500			
17,644,800	∠u,8/6,500	∠0,506,300	20,149,700	Total Water Reserves Held	19,994,100	19,079,100	(5)	1∠,661,100	10,812,100	6,022,100	3,585,100	∠,636,100	1,536,100	∠,993,100	4,219,100	5,424,100
_				5 50 5 11 5		11100	A 60 (B)	~								

Wastewater Operations

Manager: Bridget Walker, Manager - Water and Wastewater

Background

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

Budget Comments

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

User Charges Major income item relates to trade waste charges.

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

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

Interest Includes interest on funds held by the Wastewater Fund.

OPERATING EXPENSES

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

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

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

Capital Movements

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

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

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

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

WASTEWATER OPERATIONS ACTUAL DESCRIPTION ESTIMATED																
				DESCRIPTION			I 6/									
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
16,137,100	16.908.000	17.800.600	18 615 500	Annual Charges	19,102,000	19,105,000	0	19,103,000	19,101,000	19,098,000	19.095.000	19,091,000	19.087.000	19,083,000	19,079,000	19,075,000
1,546,700	1,947,800	1,776,400		User Charges	1,761,000	1,783,000	1	1,797,000	1,811,000	1,825,000	1,839,000	1,853,000	1,867,000	1,882,000	1,897,000	1,912,000
156,100	158,600	249,800		Operating Grants and Contributions	155,000	144,000	(7)	145,000	145,000	147,000	149,000	151,000	153,000	155,000	156,000	158,000
253,100	278,800	201,100			72,000	191,000	165	450,000	416,000	455,000	518,000	575,000	615,000	655,000	790,000	892,000
50,900	35,400	30,300		Sundry Other Income	10,000	10,000	0	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000
38,300	55,500	47,400		Residential Rents (2 x Dwellings)	56,000	58,000	4	60,000	62,000	64,000	66,000	68,000	70,000	72,000	74,000	76,000
30,400	29,700	33,200		Turf Farm Rental	35,000	36,000	3	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000	45,000
198,400	246,300	296,200	465,400	Plant Charged to Works	370,000	480,000	30	490,000	500,000	510,000	521,000	532,000	543,000	554,000	566,000	578,000
0	0	0		Gain on Disposal of Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0
18,411,000	19,660,100	20,435,000	23,292,400	Total Operating Revenues	21,561,000	21,807,000	1	22,093,000	22,085,000	22,151,000	22,242,000	22,326,000	22,393,000	22,461,000	22,624,000	22,755,000
				OPERATING EXPENSES												
390,300	450,200	514,100	120 200	Direct Expenses	521,000	473,000	(0)	482.000	491,000	500,000	509,000	519,000	529,000	539,000	549,000	560,000
1,024,500	1,065,400	1,033,000		Engineering Management Administration and Customer Service	1,387,300	1,160,000	(9) (16)	1,184,000	1,208,000	1,232,000	1,256,000	1,280,000	1,305,000	1,330,000	1,355,000	1,380,000
236,100	433,000	364,600		Internal Contributions to Works	78,000	302,000	287	1,164,000	54,000	55,000	56,000	57,000	58,000	59,000	60,000	61,000
23,800	27,100	23,000		Donations	28,000	26,000	(7)	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000	35,000
12,800	13,800	14,800		Dial Before You Dig	16,000	16,000	0	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000
0	0	0		Section 64 Plan Reviews	0	0	0	45,000	0	0	0	0	0	0	0	55,000
0	0	0		Legal Expenses and Miscellaneous	2,000	2,000	0	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
988,700	993,400	1,105,300		Energy Costs	1,231,000	1,219,000	(1)	1,242,000	1,265,000	1,288,000	1,314,000	1,340,000	1,366,000	1,392,000	1,419,000	1,446,000
293,300	296,800	582,600	394,700	Mains - Operations and Maintenance	410,000	410,000	0	500,000	510,000	520,000	530,000	541,000	552,000	563,000	574,000	585,000
288,100	282,100	273,200		Pumping Stations - Operations	280,000	280,000	0	286,000	292,000	298,000	304,000	310,000	316,000	322,000	328,000	335,000
855,300	820,000	729,100		Pumping Stations - Maintenance	765,000	765,000	0	781,000	797,000	813,000	829,000	845,000	862,000	879,000	896,000	914,000
160,000	228,400	290,600		Camera and Jetting - Maintenance	235,000	240,000	2	245,000	250,000	255,000	260,000	265,000	270,000	275,000	281,000	287,000
1,312,400	1,288,700	1,227,200		Treatment Plants - Operations	1,410,000	1,424,000	1	1,455,000	1,486,000	1,518,000	1,550,000	1,582,000	1,614,000	1,646,000	1,679,000	1,712,000
111,600	103,200	144,000		Treatment Plants - Biosolids Management	256,000	217,000	(15)	220,000	173,000	176,000	234,000	238,000	187,000	191,000	255,000	432,000
996,000	1,107,200 91,400	1,127,100 41,600	785,900	Treatment Plants - Maintenance Maintenance - Other	902,000	900,000 70,000	(0)	918,000	936,000	954,000	972,000	990,000 75,000	1,009,000 76,000	1,028,000	1,049,000 78,000	1,070,000
91,200 18,300	34,700	41,000		Operations - Other	62,000 50,000	51,000	13 2	71,000 51,000	72,000 51,000	73,000 51,000	74,000 51,000	51,000	51,000	77,000 51,000	51,000	79,000 51,000
126,400	145,300	157,600		Reuse Pipes - Maintenance	151,000	151,000	0	154,000	157,000	160,000	164,000	168,000	172,000	176,000	180,000	184,000
65,200	61,800	91,700		Telemetry - Maintenance	68,000	68,000	ŏ	69,000	70,000	71,000	72,000	73,000	74,000	75,000	77,000	79,000
76,500	110,000	144,900		Plant - Maintenance	160,000	160,000	ō	163,000	166,000	169,000	172,000	175,000	179,000	183,000	187,000	191,000
239,800	236,500	193,700		Treatment Plants - Recycled Water - Maintenance	158,000	302,000	91	307,000	312,000	317,000	322,000	327,000	332,000	337,000	342,000	347,000
10,000	23,100	22,500		Treatment Plants - Recycled Water - Operations	28,000	69,000	146	70,000	71,000	72,000	73,000	74,000	75,000	76,000	77,000	78,000
				Indirect Expenses - Overheads			L									
2,094,000	2,135,600	2,375,100	2,402,000	Overheads Distributed	2,369,700	2,449,000	3	2,498,000	2,548,000	2,599,000	2,651,000	2,705,000	2,760,000	2,816,000	2,873,000	2,931,000
				Debt Servicing			L									
4,054,700	3,509,500	3,359,400	3,181,100	Interest on Loans	2,996,000	2,801,000	(7)	2,606,000	2,405,000	2,205,000	2,004,000	1,804,000	1,604,000	1,403,000	1,203,000	1,002,000
0.070.000	==	0.040.000	4 000 400	Non-cash Expenses	4 000 000	4 0 4 0 0 0 0		4 000 000			4 455 000	4 500 000	4 500 000		4 700 000	4 000 000
3,673,900	3,675,600	3,910,000		Depreciation	4,200,000	4,240,000	-	4,260,000	4,324,000	4,389,000	4,455,000	4,522,000	4,590,000	4,659,000	4,729,000	4,800,000
193,700	526,700 133,800	812,100 69,300		Loss on Disposal of Infrastructure Unwinding Interest Free Loan	500,000	500,000	0	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
17,336,600	133,800	18,647,500		Total Operating Expenses	18,264,000	18,295,000	0	19,205,000	18,184,000	18 262 000	18,400,000	18,490,000	18 531 000	18,628,000	18,794,000	19 132 000
17,000,000	. , , , , , , , , , , , , , , , , , , ,	.0,071,000	10,000,200	Town Operating Expenses	.0,204,000	.0,235,000	ľ	.5,205,000	10,104,000	10,202,000	.0,700,000	.0,730,000	10,001,000	10,020,000	10,734,000	.3, 132,000
1,074,400	1.866.800	1,787,500	4.953.200	Operating Result - Surplus / (Deficit)	3,297,000	3.512.000	7	2,888,000	3,901,000	3,889,000	3,842,000	3,836,000	3,862,000	3,833,000	3,830,000	3,623,000
3,673,900	3,675,600	3,910,000		Add Back Depreciation	4,200,000	4,240,000	_	4,260,000	4,324,000	4,389,000	4,455,000	4,522,000	4,590,000	4,659,000	4,729,000	4,800,000
0	526,700	812,100		Add Back Loss on Infrastructure Disposal	500,000	500,000	0	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
193,700	133,800	69,300	0	Add Back Unwinding Interest Free Loan	0	. 0	0	0	0	0	0	0	0	0	0	0
4,942,000	6,202,900	6,578,900		Cash Result - Surplus / (Deficit)	7,997,000	8,252,000	3	7,648,000	8,725,000	8,778,000	8,797,000	8,858,000	8,952,000	8,992,000	9,059,000	8,923,000
				Capital Movements												
3,095,600				Less Loan Principal Repayments	2,919,600		1	3,309,000			3,911,000			4,513,000		4,913,000
0	234,000	1,391,900		Less Transfer to Reserves	2,606,900			0	0		1,844,500	1,017,000	0	8,237,000	2,472,500	2,119,000
1,582,900	4 004 400	422.222	-	Add Transfer from Reserves	0	245,000		2,101,000			0 707 500	0 007 000	490,500	0	0 00 500	0
3,078,700	1,231,100	439,000 2,090,200		Add Capital Income Applied Less Capital Expenditure	688,500		l	2,915,000		2,248,000		2,667,000		5,213,000	685,500	687,000
6,508,000	3,813,000	2,090,200		Less Capital Expenditure Cash Result after Capital Movements	ა, 159,000	10,282,000 0	0	9,355,000	6,684,000	5,561,000	5,809,000	6,396,000	5,213,000	1,455,000	2,559,000	2,578,000
"	۷	U	"	Casii Nesuit alter Capital Woverneits	U	"	ľ		l "	l "	٥	U	"	l "	ا "	٥
2,886,500	2,888,400	3.751.200	12.424.200	Wastewater Reserves	14.987.100	14,663,100	l	12.405.100	11.859.600	13.425.600	15,071,100	15.890.100	15.119.100	17.967.600	19.436.600	25.617.100
5,843,000	7,240,300	8,650,700		Developer Contribtions - Section 64	10,547,900		1		8,344,400					12,120,400		
				Total Wastewater Reserves Held		22,490,000	(12)				22,987,000					
							l . <i>'</i>			1						

Corporate and Community Division - Summary

Manager: Kelly Brown, Director - Corporate and Community

Budget Comments

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

Governance

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

Communications and Customer Service

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

Financial Services

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

Information Services

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

People and Culture

Costs associated with the human resource management function, payroll.

Property Management

Includes costs associated with Council's commercial property portfolio.

Quarries and Sandpit

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

Ballina Byron Gateway Airport

Revenue and expenses associated with the operation of the airport.

Community Facilities

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

Library Services

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

Swimming Pools

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

Tourism

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

Facilities Management

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

Fleet and Plant

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

	CORPORATE AND COMMUNITY DIVISION - SUMMARY																
	ACTI	UAL		DESCRIPTION	ESTIMATED												
2017/18	2018/19	2019/20	2020/21	,	2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	
				OPERATING REVENUES													
109,000	0	30,000	0	Governance	20,000	20,000	0	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
19,800	15,400	115,400		Communications and Customer Service	35,200		(55)	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	
262,600	221,600	207,300		Financial Services	277,500	278,000	0	284,000	290,000	296,000	302,000	308,000	314,000	320,000	326,000	332,000	
26,584,500	28,633,600	31,520,900		Financial Services - General Purpose Revenues	32,339,000		7	33,028,000	33,923,000		35,783,000			38,759,000	39,803,000		
137,600	173,400	337,600		Information Services	317,000	270,000	(15)	276,000	282,000	288,000	294,000	300,000	306,000	312,000	318,000	324,000	
345,900	239,200	277,800		People and Culture Commercial Property	149,000	169,000	13	172,000	175,000	178,000 3,133,000	181,000	184,000	187,000 3,638,000	190,000	193,000	196,000 3,933,000	
2,572,700 6,749,000	3,365,400 6,927,000	2,882,700 5,753,600		Ballina Byron Gateway Airport	2,681,300 6,830,300	2,764,000 7,966,000	3 17	2,821,000 8,125,000	2,962,000 8,295,000	8,467,000	3,377,000 8,644,000	3,504,000 8,823,000	9,007,000	3,753,000 9,194,000	3,870,000 9,385,000	9,579,000	
63,900	549,400	677,900		Quarries and Sandpit	69,000	70,000	17	73,000	75,000	68,000	69,000	70,000	71,000	72,000	73,000	74,000	
517,100	445,400	390,900		Community Facilities	569,000	730,000	28	75,000	815,000	839,000	863,000	888,000	913,000	938,000	963,000	988,000	
1,283,600	108,200	222,400		Library Services	177,400	122,000	(31)	125,000	128,000	131,000	134,000	137,000	140,000	143,000	146,000	149,000	
43,900	1,087,100	984,500		Swimming Pools	995,000		8	1,094,000	1,118,000	1,142,000	1,167,000	1,192,000	1,217,000	1,243,000	1,270,000	1,297,000	
220,500	59,000	159,200		Tourism	62,400		(13)	177,000	60,000	63,000	66,000	191,000	73,000	76,000	79,000	205,000	
27,400	29,300	42,800	43,800	Facility Management	44,000	45,000	2	50,000	55,000	60,000	65,000	70,000	75,000	80,000	85,000	90,000	
4,051,700	3,854,800	4,952,200	5,321,300	Fleet and Plant	5,172,200	5,190,000	0	5,314,000	5,438,000	5,570,000	5,715,000	5,865,000	5,991,000	6,115,000	6,136,000	6,381,000	
42,989,200	45,708,800	48,555,200	51,115,700	Total Operating Revenues	49,738,300	53,296,000	7	52,350,000	53,652,000	55,112,000	56,696,000	58,317,000	59,710,000	61,231,000	62,683,000	64,459,000	
				OPERATING EXPENSES													
1,673,800	2,132,700	3,134,000		Governance	1,370,000	1,238,000	(10)	1,254,000	1,609,000	1,311,000	1,328,000	1,354,000	1,731,000	1,415,000	1,432,000	1,459,000	
1,768,500	1,424,800	1,365,700		Communications and Customer Service	423,900	581,000	37	562,000	582,000	593,000	604,000	614,000	627,000	639,000	651,000	662,000	
(4,427,700)	(4,546,400)	(4,957,600)		Financial Services	798,000	761,000	(5)	844,000	807,000	830,000	854,000	947,000	901,000	924,000	949,000	1,045,000	
2,663,300	2,861,100	3,515,600	, ,	Information Services	3,070,000		0	3,131,000	3,188,000	3,245,000	3,305,000	3,366,000	3,427,000	3,488,000	3,551,000	3,615,000	
430,600	437,500	314,800		People and Culture	208,000		28	249,000	233,000	218,000	203,000	187,000	191,000	197,000	202,000	207,000	
9,067,300	(955,900)	(11,699,100)		Property Management	1,769,800		4	1,974,000	1,717,000	1,602,000	1,634,000	1,667,000	1,700,000	1,734,000	1,768,000	1,802,000	
4,972,100 209,700	5,091,000 148,800	7,712,500 118,200		Ballina Byron Gateway Airport Quarries and Sandpit	5,287,000 155,000		(26)	6,245,000 116,000	6,313,000 107,000	6,389,000 94,000	6,464,000 95,000	6,542,000 96,000	6,622,000 97,000	6,702,000 98,000	6,783,000 99,000	6,864,000 100,000	
733,000	749,100	997,700		Community Facilities	1,126,800		(3)	1,123,000	1,155,000	1,186,000	1,218,000	1,252,000	1,286,000	1,320,000	1,354,000	1,389,000	
1,635,000	1,661,000	1,677,400		Library Services	1,845,000		2	1,916,000	1,957,000	1,999,000	2,042,000	2,086,000	2.130.000	2,175,000	2,221,000	2,268,000	
932,500	1,898,700	2,032,900		Swimming Pools	2,026,000		(0)	2,036,000	2,052,000	2,067,000	2,084,000	2.096.000	2,112,000	2,126,000	2,142,000	2,158,000	
616,900	493,200	549,400	, ,	Tourism	551,500	532,000	(4)	677,000	570,000	583,000	596,000	731,000	624,000	638,000	652,000	789,000	
2,785,200	3,160,500	3,248,500	3,903,000	Facility Management	2,434,800		o	2,494,000	2,582,000	2,669,000	2,756,000	2,844,000	2,933,000	3,024,000	3,114,000	3,207,000	
4,125,200	4,254,400	4,423,400		Fleet and Plant	4,450,800	4,588,000	3	4,649,000	4,713,000	4,801,000	4,890,000	4,981,000	5,073,000	5,167,000	5,264,000	5,362,000	
27,185,400	18,810,500	12,433,400	26,473,800	Total Operating Expenses	25,516,600	25,933,000	2	27,270,000	27,585,000	27,587,000	28,073,000	28,763,000	29,454,000	29,647,000	30,182,000	30,927,000	
				NET OPERATING RESULT			L										
(1,564,800)	(2,132,700)	(3,104,000)		Governance	(1,350,000)		(10)	(1,234,000)		(1,291,000)	(1,308,000)	(1,334,000)	(1,711,000)				
(1,748,700)	(1,409,400)	(1,250,300)		Communications and Customer Service	(388,700)	(565,000)	45	(546,000)	(566,000)	(577,000)	(588,000)	(598,000)	(611,000)	(623,000)	(635,000)	(646,000)	
31,274,800	33,401,600	36,685,800		Financial Services	31,818,500		7	32,468,000	33,406,000	34,307,000	35,231,000	36,110,000	37,155,000	38,155,000	39,180,000	40,162,000	
(2,525,700)	(2,687,700)	(3,178,000)		Information Services	(2,753,000)	(2,804,000)	2	(2,855,000)	(2,906,000)	(2,957,000)	(3,011,000)	(3,066,000)	(3,121,000)	(3,176,000)	(3,233,000)	(3,291,000)	
(84,700) (6,494,600)	(198,300) 4,321,300	(37,000) 14,581,800		People and Culture Property Management	(59,000) 911,500	(98,000) 929,000	66 2	(77,000) 847,000	(58,000) 1,245,000	(40,000) 1,531,000	(22,000) 1,743,000	(3,000) 1,837,000	(4,000) 1,938,000	(7,000) 2,019,000	(9,000) 2,102,000	(11,000) 2,131,000	
1,776,900	1,836,000	(1,958,900)		Ballina Byron Gateway Airport	1,543,300		59	1,880,000	1,982,000	2,078,000	2,180,000	2,281,000	2,385,000	2,492,000	2,602,000	2,715,000	
(145,800)	400,600	559,700		Quarries and Sandpit	(86,000)	(45,000)	(48)	(43,000)	(32,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	
(215,900)	(303,700)	(606,800)		Community Facilities	(557,800)	(362,000)	(35)	(348,000)	(340,000)	(347,000)	(355,000)	(364,000)	(373,000)	(382,000)	(391,000)	(401,000)	
(351,400)	(1,552,800)	(1,455,000)		Library Services	(1,667,600)	(1,754,000)	5	(1,791,000)	(1,829,000)	(1,868,000)	(1,908,000)	(1,949,000)	(1,990,000)	(2,032,000)	(2,075,000)	(2,119,000)	
(888,600)	(811,600)	(1,048,400)		Swimming Pools	(1,031,000)	(951,000)	(8)	(942,000)	(934,000)	(925,000)	(917,000)	(904,000)	(895,000)	(883,000)	(872,000)	(861,000)	
(396,400)	(434,200)	(390,200)	(395,100)		(489,100)	(478,000)	(2)	(500,000)	(510,000)	(520,000)	(530,000)	(540,000)	(551,000)	(562,000)	(573,000)	(584,000)	
(2,757,800)	(3,131,200)	(3,205,700)	(3,859,200)	Facility Management	(2,390,800)	(2,395,000)	0	(2,444,000)	(2,527,000)	(2,609,000)	(2,691,000)	(2,774,000)	(2,858,000)	(2,944,000)	(3,029,000)	(3,117,000)	
(73,500)	(399,600)	528,800	580,900	Fleet and Plant	721,400		(17)	665,000	725,000	769,000	825,000	884,000	918,000	948,000	872,000	1,019,000	
15,803,800	26,898,300	36,121,800		Total Operating Result - Surplus / (Deficit)	24,221,700	, ,	13	25,080,000	26,067,000	27,525,000	, ,		30,256,000		, ,	33,532,000	
4,088,000	4,013,500	4,713,700		Add Back Depreciation	4,475,000	4,849,000	8	4,924,000	5,009,000	5,096,000	5,183,000	5,272,000	5,362,000	5,455,000	5,549,000	5,645,000	
0	(484,000)	(610,200)		Add Back Remediation	0	0	0	0	0	0	0	0	0	0	0	0	
27,400	30,200	14,200		Add Back Unwinding Interest Free Loans	0	0	0	0	0	0	0	0	0	0	0	0	
2,681,600	(592,500)	(3,591,300)		Add Back Landstock	I 0	0	0	0	0	0	0	J 0	0	J 0	0	0	
(101,000)	(144,000)	(123,000)		Add Back Non Cash Investment Premium	I 0	0	0	I 0	0	0	0	I 0	0	I 0	0	0	
(200)	(680,000)	(550,000)		Add Back Fair Value Adjustments Rental Props	0	0	0	0	0	0	0	I 2	0	I 0	0	0	
(300)	468,600 29,510,100	2,473,900 38 449 100		Add Back Gain / Loss on Disposal of Infrastructure Total Cash Operating Result - Surplus / (Deficit)	28 696 700	32 212 000	12	30 004 000	31,076,000	32 624 000	33 806 000	34 826 000	35 649 000	37 039 000	38 050 000	39,177,000	
1,483,600		1,824,100		Less Loan Principal Repayments	2,191,700		14	8,768,700	5,071,000				1,301,000	1,362,000	1,423,000	1,486,000	
	15,276,600	12,914,200		Less Transfer to Reserves		13,626,000			12,825,000								
	20,415,200	8,233,800		Add Transfer from Reserves		11,527,000		13,418,700									
14,600,700		3,630,300		Add Capital Income Applied		26,504,000		14,698,000			162,000		150,000	155,000	161,000		
	17,293,600	11,985,700		Less Capital Expenditure		28,176,000		9,175,000									
	22,185,500			Cash Result after Capital Movements		22,486,000	3		23,833,000								

Governance

Manager: Kelly Brown, Director - Corporate and Community

Background

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

Budget Comments

OPERATING EXPENSES

General Manager's Office

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

Councillors

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

Election Expenses

The cost of Council elections.

Subscriptions and Contributions

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

Corporate Office Expenses

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

Procurement and Contract Management

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

Risk Management

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

Capital Movements

Reserve Movements

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

					G	OVERNA	NCE									
	ACT	UAL		DESCRIPTION						EST	IMATED					
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
109,000	0	30,000	O	Refunds - Insurance	20,000	20,000	0	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
109,000	0	30,000	0	Total Operating Revenues	20,000	20,000	0	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
				OPERATING EXPENSES												
				Governance												
0	519,700	877,300		Employee Costs	811,000		7	886,000	904,000	922,000		959,000	978,000	997,000		1,037,000
5,000	5,100	5,600		Motor Vehicles	30,000		0	31,000	32,000	33,000		35,000	36,000	37,000	38,000	39,000
9,900	8,500	11,800		Sundry Office Expenses	12,000		58	12,000	12,000	20,000		12,000	12,000	22,000	12,000	12,000
2,400	4,500	7,300		Legal Expenses	8,000		(63)	3,000	3,000	3,000		3,000	3,000	3,000	3,000	3,000
71,500	75,000	101,000		Audit - External	89,000		1	92,000	94,000	96,000		100,000	102,000	104,000	106,000	108,000
16,500	15,300	18,700		Audit - Internal	25,000		0	26,000	27,000	28,000		30,000	31,000	32,000	33,000	34,000
U	2,900	0	3,300	Audit - Risk and Improvement Committee	5,000	8,000	60	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
242.000	246 400	240 700	277 000	Councillors	438,000	453,000	3	464 000	490,000	479,000	400 000	497,000	528,000	E16 000	E26 000	536,000
343,000	346,400	340,700		Councillors Allowances and Exps Elections	300,000		(100)	461,000 0	310,000	479,000	488,000	497,000	330,000	516,000	526,000	536,000
69 500	70 400	75 200		Subscriptions and Contributions				ŭ		101 000	102 000	105.000		100 000	111 000	112 000
68,500	70,400	75,200	81,600		94,000	95,000	1	97,000	99,000	101,000	103,000	105,000	107,000	109,000	111,000	113,000
				Risk Management	=00.000		_	= 40 000	=0.4.000		=======					.=
622,100	585,300	597,000		Public Risk and Plant	733,000		0	749,000	764,000	779,000		811,000	827,000	844,000	861,000	878,000
42,300	5,600	44,600	16,400	Excess Public Risk	37,000	38,000	3	39,000	40,000	41,000	42,000	43,000	44,000	45,000	46,000	47,000
				Interest on Lease Liability												
0	0	48,300	95,800	Interest and Amortisation	0	0	0	0	0	0	0	0	0	0	0	0
				Procurement and Contract Mgmgt												
139,600	121,200	206,600	150,400	Store - Employee Costs	162,000	156,000	0	159,000	162,000	165,000	168,000	171,000	174,000	177,000	181,000	185,000
26,900	32,000	4,400	5,000	Store - Other	2,000	3,000	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
246,400	247,000	193,800	258,300	Procurement and Contracts - Employee Costs	257,000	262,000	2	267,000	272,000	277,000	283,000	289,000	295,000	301,000	307,000	313,000
82,500	84,800	99,600	100,300	Procurement - Protective Clothing	100,000	98,000	(2)	100,000	102,000	104,000	106,000	108,000	110,000	112,000	114,000	116,000
(2,800)	9,000	6,100	13,100	Procurement - Other Expenses	9,000	9,000	2	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
0	0	0	(1.691.300)	Recouped from Business Activities Direct Costs Redistributed to Businesses	(1.742.000)	(1,654,000)	(5)	(1,688,000)	(1.722.000)	(1.757.000)	(1.793.000)	(1.829.000)	(1.866.000)	(1.904.000)	(1.943.000)	(1.982.000)
		-	(1,001,000)	Non-cash Expenses	(1,112,000)	(1,221,222)	(-)	(1,000,000)	(1,1 ==,000)	(1,121,222)	(,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	(1,020,000)	(,, , , , , , , , , , , , , , , , , ,	(1,001,000)	(1,010,000)	(.,,,
0	0	496,000	482,000	Depreciation/Amortisation/ ROU assets	0	0	0	0	0	0	0	0	0	0	0	0
1,673,800	2,132,700	3,134,000	1,629,000	Total Operating Expenses	1,370,000	1,238,000	(10)	1,254,000	1,609,000	1,311,000	1,328,000	1,354,000	1,731,000	1,415,000	1,432,000	1,459,000
(1,564,800)	(2,132,700)	(3,104,000) 496,000		Operating Result - Surplus / (Deficit) Add Back Depreciation	(1,350,000)	(1,218,000)	(10) 0	(1,234,000)	(1,589,000)	(1,291,000)	(1,308,000)	(1,334,000)	(1,711,000)	(1,395,000)	(1,412,000)	(1,439,000)
(1,564,800)	(2,132,700)	(2,608,000)		Cash Result - Surplus / (Deficit)	(1,350,000)	(1,218,000)	(10)	(1,234,000)	(1,589,000)	(1,291,000)	(1,308,000)	(1,334,000)	(1,711,000)	(1,395,000)	(1,412,000)	(1,439,000)
				Capital Movements												
0	0	^	_	Less Loan Principal Repayments	_	_		^	^	_		^	^	^	^	_
30,000	41,500	45,000		Less Transfer to Reserves	75,000	75,000		80,000	80,000	81,000	82,000	83,000	84,000	89,000	94,000	99,000
30,000 N	- 1,500 N	40,000 n		Add Transfer from Reserves	300,000			30,000 n	310,000	01,000	02,000 n	00,000	330,000	09,000	34,000 N	39,000 n
n	n	0		Add Capital Income Applied	000,000	l		n	0 70,000 N	l	l	n	000,000	n	n	n
0	o	0		Less Capital Expenditure	0	0		0	0	Ö	0	0	ő	0	0	0
(1,594,800)	(2,174,200)	(2,653,000)	(1,247,000)	Cash Result after Capital Movements	(1,125,000)	(1,293,000)	15	(1,314,000)	(1,359,000)	(1,372,000)	(1,390,000)	(1,417,000)	(1,465,000)	(1,484,000)	(1,506,000)	(1,538,000)

Communications and Customer Service

Manager: Caroline Klose, Manager Communications and Customer Service

Background

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

Budget Comments

OPERATING EXPENSES

Employee Costs – Customer Service

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

Donations

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

Corporate Office Expenses

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

				COMMUN	ICATION	S AND C	UST	OMER S	ERVICE								
	ACT	UAL		DESCRIPTION	ESTIMATED												
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	
				OPERATING REVENUES													
19,800	15,400	15,400	16,600	Fees and Charges Sundry Sales and Services	15,200	16,000	5	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	
0	0	100,000	20,000	Grants and Contributions Grants and Contributions	20,000	0	(100)	0	0	0	0	0	0	0	0	0	
19,800	15,400	115,400	36,600	Total Operating Revenues	35,200	16,000	(55)	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	
				OPERATING EXPENSES													
				Communications													
812,100	391,200	440,000		Employee Costs - Communications	596,000		3	628,000	641,000	654,000		680,000	694,000	708,000	722,000	736,000	
343,800	426,000	433,000		Employee Costs - Customer Service Bushfire Resilience and Economic Recovery	421,000	481,000	14 0	491,000 0	501,000	511,000	521,000	531,000	542,000	553,000	564,000	575,000	
3,700	3,700	3,500		Sundry Office Expenses	3,000	3,000	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	
				Corporate Office Expenses													
142,700	155,500	40,800	37,000	Printing, Stationery and Postage	35,000	33,000	(6)	34,000	35,000	36,000	37,000	38,000	39,000	40,000	41,000	42,000	
11,700	13,100	7,400	12,200	Advertising	12,000		(50)	6,000	6,000	6,000		6,000	6,000	6,000	6,000	6,000	
100,800	68,300	100,300		Telephone	103,000		(5)	100,000	102,000	104,000		108,000	110,000	112,000	114,000	116,000	
20,900	30,500	24,600		Sundry Administration Expenses	34,000			36,000	36,000	36,000		36,000	36,000	36,000	36,000	36,000	
31,300	44,700	43,200	56,200	Community Connect	41,000	44,000	7	45,000	46,000	47,000	48,000	49,000	50,000	51,000	52,000	53,000	
				Donations													
28,000	26,600	28,400		Donations - Public Halls - Rates	31,000		0	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000	
10,000 21,700	10,000 0	10,000 0		Donations - Southern Cross Scholarship Donations - Public Halls	7,500	0	(100)	0	0	0	0	0	0	0	0	0	
6,000	6,000	4,500		Donations - Lighthouse Chairs	6,000	8,000	33	8,000	8,000	8,000	Ĭ	8,000	8,000	8,000	8,000	8,000	
75,500	92,400	72,100		Donations - General	80,400		(0)	80,000	82,000	84,000		88,000	90,000	92,000	94,000	96,000	
9,600	3,200	2,000	18,000	Donations - Sporting Groups	10,000			32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000	
0	0	14,400	2,500	Community Groups - Council Fees	4,000	4,000	0	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	
				Festivals and Events Support													
126,400	121,500	110,500		Festivals and Events Program	2,000		6,600	110,000	120,000	122,000		126,000	129,000	132,000	135,000	138,000	
4,000	4,000	4,000	_	Fair Go	4,000			4,000	4,000	4,000		4,000	4,000	4,000	4,000	4,000	
20,300	28,100	27,000	45,400	Australia Day	23,000	23,000	0	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	
0	0	0	(899,900)	Recouped from Business Activities Direct Costs Redistributed to Businesses	(989,000)	(1,052,000)	6	(1,073,000)	(1,094,000)	(1,116,000)	(1,138,000)	(1,161,000)	(1,184,000)	(1,208,000)	(1,232,000)	(1,257,000)	
1,768,500	1,424,800	1,365,700	494,000	Total Operating Expenses	423,900	581,000	37	562,000	582,000	593,000	604,000	614,000	627,000	639,000	651,000	662,000	
(1,748,700)	(1,409,400) 0	(1,250,300)		Operating Result - Surplus / (Deficit) Add Back Depreciation	(388,700)	(565,000)	45	(546 , 000)	(566 , 000)	(577,000)	(588,000)	(598,000)	(611,000)	(623,000)	(635,000)	(646,000)	
(1,748,700)	(1,409,400)	(1,250,300)		Cash Result - Surplus / (Deficit)	(388,700)	(565,000)	45	(546,000)	(566,000)	(577,000)	(588,000)	(598,000)	(611,000)	(623,000)	(635,000)	(646,000)	
	_	_	_	Capital Movements					_	_		_	_		_	•	
20 200	20,000	100,000		Less Loan Principal Repayments Less Transfer to Reserves	118,000			0	0	0	0	0	0	0	0	0	
38,300 47,700	20,000 25,000	20,000	,	Add Transfer from Reserves	118,000			20,000	0	0	0	0	<u>0</u>	0	0	0	
- 1 7,730	20,000	20,000		Add Capital Income Applied	0	04,000		20,000	0	n	0	0	n	0	0	0	
0	0	0		Less Capital Expenditure	ő	ő		o o	0	0	0	0	ő	0	0	0	
(1,739,300)	(1,404,400)	(1,330,300)	(368,800)	Cash Result after Capital Movements	(495,300)	(511,000)	3	(526,000)	(566,000)	(577,000)	(588,000)	(598,000)	(611,000)	(623,000)	(635,000)	(646,000)	
					1	I	l	1			l		l				

Financial Services - General Purpose Revenues

Manager: Linda Coulter, Manager Financial Services

Background

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

Budget Comments

OPERATING REVENUES

Rates

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

Abandonments

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

Extra Charges

Represents interest charged on overdue rates.

General Purpose Grants

Financial Assistance Grant (FAG)

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

Pensioner Subsidy

Represents the State Government contribution towards the pensioner abandonments.

Interest on Investments

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

Capital Movements

Cash Surplus

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

	FINANCIAL SERVICES - GENERAL PURPOSE REVENUES ACTUAL DESCRIPTION ESTIMATED															
	ACT	UAL									IMATED					
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
15,777,100	17,037,500	18,388,700	19,135,600	Ordinary Rates Residential	19,740,000	20,221,000	2			21,935,000		23,158,000				
4,303,300 1,537,400	4,575,000 1,556,300	4,786,000 1,644,000		Business Farmland	5,117,000 1,748,000		3 3	5,403,000 1,845,000	5,552,000 1,896,000	5,705,000 1,948,000	5,862,000 2,002,000			6,359,000 2,172,000		
(600)	0	(300)	1,200	Postponed Rates Postponed Rates	0	0	0	0	0	0	0	0	0	0	0	0
(628,700)	(630,800)	(640,100)	(640,400)	Abandonments Pensioner Abandonments	(635,000)	(640,000)	1	(645,000)	(650,000)	(655,000)	(660,000)	(665,000)	(670,000)	(675,000)	(680,000)	(685,000)
55,000	49,100	44,900	C	Extra Charges Interest	47,000	50,000	6	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000	59,000
4,392,000	4,594,300	4,699,000 1,225,000	,,	General Purpose Grants Financial Assistance Grant Local Government Recovery Grant Bushfire Recovery Grant	4,840,000 1,000,000		2 138	5,036,000	5,137,000	5,240,000	5,345,000	5,452,000	5,561,000	5,672,000	5,785,000 0	5,901,000
347,800	347,600	350,400		Pensioners Assistance Subsidy	337,000	344,000	2	351,000	358,000	365,000	372,000	379,000	387,000	395,000	403,000	411,000
700,200 101,000	960,600 144,000	900,300 123,000	,	Interest Interest on Investments Premium Adjustments	145,000 0	190,000 0	31 0	210,000	230,000 0	250,000 0	270,000 0	290,000 0	310,000 0	330,000 0	350,000 0	370,000 0
26,584,500 (101,000)	28,633,600 (144,000)	31,520,900 (123,000)	, ,	Operating Result - Surplus / (Deficit) Add Back Non Cash Premium	32,339,000	34,531,000	7	33,028,000	33,923,000	34,841,000	35,783,000	36,749,000	37,742,000	38,759,000	39,803,000	40,875,000
(- , ,	, , , , , , ,	(-,,		Cash Result - Surplus / (Deficit)	32,339,000	34,531,000	7	33,028,000	33,923,000	34,841,000	35,783,000	36,749,000	37,742,000	38,759,000	39,803,000	40,875,000
				Capital Movements												
0	0 118,000	0 1,304,100	0	Less Loan Principal Repayments Less Transfer to Reserves	1,000,000	0 2,375,000		0	0	0	0	0	0	0	0	0
0	0	0	0	Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
26,483,500	28,371,600	30,093,800	30,501,200	Cash Result after Capital Movements	31,339,000	32,156,000	3	33,028,000	33,923,000	34,841,000	35,783,000	36,749,000	37,742,000	38,759,000	39,803,000	40,875,000

Financial Services

Manager: Linda Coulter, Manager Financial Services

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

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

Dividends

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

OPERATING EXPENSES

Employee Costs

Based on staffing structure of 13 FTE (equivalent full time positions) and motor vehicle expenses.

Bank Charges

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

Rating Costs

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

Valuation Fees

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

Audit Fees

Fees for internal audit of specific projects.

Overheads Distributed to Business Activities

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

	FINANCIAL SERVICES ACTUAL DESCRIPTION ESTIMATED															
	ACT	UAL		DESCRIPTION						EST	IMATED					
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
86,200 33,400 73,900	77,900 38,800 37,800	80,900 38,800 6,600	47,800	Fees and Charges Section 603 Certificates Transaction Charges Legal Costs Recovered and Late Payments	102,000 43,000 54,000	102,000 43,000 54,000	0 0 0	104,000 44,000 55,000	106,000 45,000 56,000	108,000 46,000 57,000	110,000 47,000 58,000	48,000	114,000 49,000 60,000	116,000 50,000 61,000	118,000 51,000 62,000	120,000 52,000 63,000
69,100	67,100	81,000	82,700	Contributions and Dividends Dividends	78,500	79,000	1	81,000	83,000	85,000	87,000	89,000	91,000	93,000	95,000	97,000
262,600	221,600	207,300	243,300	Total Operating Revenues	277,500	278,000	0	284,000	290,000	296,000	302,000	308,000	314,000	320,000	326,000	332,000
				OPERATING EXPENSES Finance and Rating												
1,040,100 93,200 30,200 73,500 104,300	1,054,700 98,000 25,400 34,500 154,300	1,228,800 110,800 23,700 2,800 103,000	118,500 24,800	Employee Costs Bank Charges Rating Postage and Security Mail Rating Legal Costs and Debt Recovery Valuation Fees	1,330,000 118,000 28,000 53,000 107,000	1,331,000 126,000 28,000 53,000 109,000	7 0 0	1,359,000 133,000 29,000 55,000 172,000	1,388,000 140,000 30,000 57,000 115,000	1,417,000 147,000 31,000 59,000 118,000	1,447,000 154,000 32,000 61,000 121,000	161,000 33,000 63,000		1,539,000 175,000 35,000 67,000 130,000	1,571,000 183,000 36,000 69,000 133,000	191,000 37,000 71,000
,	(5,913,300)	,	, , , , ,	Indirect Costs Overheads Distributed	(838,000)	(886,000)	6	(904,000)	(923,000)	(942,000)	(961,000)	, , ,	, , , ,	,	(1,043,000)	,
(4,427,700)	(4,546,400)	(4,957,600)	337,500	Total Operating Expenses	798,000	761,000	(5)	844,000	807,000	830,000	854,000	947,000	901,000	924,000	949,000	1,045,000
4,690,300 0	4,768,000 0	5,164,900 0		Operating Result - Surplus / (Deficit) Add Back Depreciation	(520,500) 0	(483,000) 0	(7) 0	(560,000) 0	(517,000) 0	(534,000) 0	(552,000) 0	(639,000) 0	(587,000) 0	(604,000) 0	(623,000) 0	(713,000) 0
4,690,300	4,768,000	5,164,900	(94,200)	Cash Result - Surplus / (Deficit)	(520,500)	(483,000)	(7)	(560,000)	(517,000)	(534,000)	(552,000)	(639,000)	(587,000)	(604,000)	(623,000)	(713,000)
				Capital Movements												
0 121,600 0 0	0 110,000 55,300 0 0	0 10,500 0 0	204,000 0 0	Less Loan Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	0 0 25,000 0 0	0 10,000 0 0		0 10,000 60,000 0	0 10,000 0 0	0 10,000 0 0	0 10,000 0 0	0 10,000 70,000 0 0	0 10,000 0 0	0 10,000 0 0	0 10,000 0 0	0 10,000 70,000 0
4,568,700	4,713,300	5,154,400	(298,200)	Cash Result after Capital Movements	(495,500)	(493,000)	(1)	(510,000)	(527,000)	(544,000)	(562,000)	(579,000)	(597,000)	(614,000)	(633,000)	(653,000)

Information Services

Manager: Stewart Littleford, Manager - Information Services

Background

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

Budget Comments

OPERATING REVENUES

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

OPERATING EXPENSES

Employee Costs

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

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

Hardware Lease and Support Costs

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

Software and Consumables

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

Capital Movements

Capital Expenditure

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

					INFORM	IATION	SERV	ICES								
	ACT	UAL		DESCRIPTION						EST	IMATED					
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
				Fees and Charges												
200	5,400	400		Sundry Sales and Services	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000		1,000	1,000	1,000
114,000	152,900	187,200	235,600	Information Fee Income	225,000	227,000	1	232,000	237,000	242,000	247,000	252,000	257,000	262,000	267,000	272,000
00.400	45 400	450,000	00.000	Contributions	04.000	40.000	(5.4)	40.000	44.000	45.000	40.000	47.000	40.000	40.000	50.000	54.000
23,400	15,100	150,000	30,000	Contributions to Projects	91,000	42,000	(54)	43,000	44,000	45,000	46,000	47,000	48,000	49,000	50,000	51,000
137,600	173,400	337,600	265,600	Total Operating Revenues	317,000	270,000	(15)	276,000	282,000	288,000	294,000	300,000	306,000	312,000	318,000	324,000
				OPERATING EXPENSES												
1,376,000	1,532,300	2,081,300	2,191,500	Employee Costs - IS and Records	2,254,000	2,314,000	3	2,355,000	2,397,000	2,439,000	2,483,000	2,528,000	2,573,000	2,619,000	2,666,000	2,714,000
42,300	43,600	88,300	23,700	Telecommunications Mobile Hardware	10,000	40,000	300	41,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000
192,600	150,100	139,600	288,800		210,000	260,000		265,000	270,000	275,000	281,000	287,000		299,000	305,000	311,000
96,300	127,000	243,600		Hardware Support, Internet and Broadband	145,000	145,000	_	148,000	151,000	154,000	157,000	160,000		166,000	169,000	172,000
412,600	544,400	472,700		Software - Support	500,000	580,000	_	592,000	604,000	616,000	628,000	641,000		667,000	680,000	694,000
35,200	23,700	22,700		Consumables	15,000	15,000	_	15,000	15,000	15,000	15,000	15,000		15,000	15,000	15,000
206,800	300,400	298,600	,	Software - Civica Licence	380,000	330,000	· ' '	337,000	344,000	351,000	358,000	365,000		379,000	387,000	
26,700	39,200	69,600	,	Computer Software	26,000	26,000	_	27,000	28,000	29,000	30,000	31,000		33,000	34,000	35,000
0	0	0		Profile ID - Economic Data - Council Website	0	43,000		44,000	45,000	46,000	47,000	48,000		50,000	51,000	52,000
195,300	30,300	99,200		Software Projects and Miscellaneous	199,000	70,000	_ ` ′	71,000	72,000	73,000	74,000	75,000	76,000	77,000	78,000	79,000
0	0	0		Aerial Photography	0	10,000		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
70.500	70.400	0		Cyber Security and Insurance	164,000	180,000	10 0	184,000	188,000	192,000	196,000	200,000	204,000	208,000	212,000	216,000
79,500	70,100	U	0	Other Projects	0	U	U	"	0	U	U	"	"	"	١	U
				Recouped from Business Activities												
0	0	0	(883,100)	Direct Costs Redistributed to Businesses	(833,000)	(939,000)	13	(958,000)	(978,000)	(998,000)	(1,018,000)	(1,039,000)	(1,060,000)	(1,082,000)	(1,104,000)	(1,127,000)
			(111)		(331,311)	(****,****)		(****,****)	(* 3,533)	(===,===)	(): -,:,	(,,,	(, , , , , , , , , , , , , , , , , , ,	()))	(,	() , , , , , , , , ,
2,663,300	2,861,100	3,515,600	2,815,200	Total Operating Expenses	3,070,000	3,074,000	0	3,131,000	3,188,000	3,245,000	3,305,000	3,366,000	3,427,000	3,488,000	3,551,000	3,615,000
(2,525,700) 0	(2,687,700) 0	(3,178,000)		Operating Result - Surplus / (Deficit) Add Back Depreciation	(2,753,000)	(2,804,000)	2 0	(2,855,000) 0	(2,906,000)	(2,957,000) 0	(3,011,000)	(3,066,000)	(3,121,000) 0	(3,176,000) 0	(3,233,000) 0	(3,291,000) 0
(2,525,700)	(2,687,700)	(3,178,000)		Cash Result - Surplus / (Deficit)	(2,753,000)	(2,804,000)	2	(2,855,000)	(2,906,000)	(2,957,000)	(3,011,000)	(3,066,000)	(3,121,000)	(3,176,000)	(3,233,000)	(3,291,000)
				Capital Movements												
0	0	0	n	Less Loan Principal Repayments	0	0	0	0	0	0	n	0	n	n	n	0
59,500	20,000	0		Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
167,400	45,000	43,400	,	Add Transfer from Reserves	99,000	0	(100)	ĺ	0	0	0	l ő	l ő	l ő	ĺ	0
0	50,000	0	,	Add Capital Income Applied	0	0	0	l ő	0	0	0	ا آ	0	0	ĺ	0
173,300	118,800	43,100		Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
(2,591,100)	(2,731,500)	(3,177,700)	(2,494,600)	Cash Result after Capital Movements	(2,654,000)	(2,804,000)	6	(2,855,000)	(2,906,000)	(2,957,000)	(3,011,000)	(3,066,000)	(3,121,000)	(3,176,000)	(3,233,000)	(3,291,000)
				-	,	,		,	,		,	,	,	,	,	,

People and Culture

Manager: Tonia Leckie, Manager People and Culture

Background

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

Budget Comments

OPERATING REVENUES

Contributions

Includes insurance adjustments (refunds) and staff training subsidies.

OPERATING EXPENSES

Employee Costs

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

Staff Training and Development

Training, education and recruitment costs for Council employees.

Staff Support Services

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

Employee Oncosts

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

Oncosts Recouped

Relates to the 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.

					PEOPL	E AND	CULT	URE								
	ACT	UAL		DESCRIPTION						EST	IMATED					
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
33,200	31,100	64,200	69,000	Contributions - LSL	30,000	50,000	67	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000	59,000
40,800	84,800	25,100	20,900	Contributions - Training	21,000	21,000	0	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
12,500	0	46,800		Maternity Leave - Centrelink Payments	10,000		0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
259,400	123,300	141,700	87,100	Refunds - Workers Compensation	88,000	88,000	0	90,000	92,000	94,000	96,000	98,000	100,000	102,000	104,000	106,000
345,900	239,200	277,800	190,600	Total Operating Revenues	149,000	169,000	13	172,000	175,000	178,000	181,000	184,000	187,000	190,000	193,000	196,000
				OPERATING EXPENSES												
				Human Resources												
805,100	806,500	895,600		Employee Costs	903,000	888,000	(2)	905,000	923,000	941,000	960,000	979,000	998,000	1,018,000	1,038,000	1,058,000
418,100	356,400	316,200		Staff Training and Development	334,000		3	350,000	356,000	363,000	370,000	377,000	384,000	391,000	398,000	405,000
48,700	53,900	65,400	56,800	Staff Support and Recognition	44,000	44,000	0	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000
				Employee Oncosts												
2,339,400	2,470,100	2,620,200		Superannuation	2,760,000		2	2,863,000	2,901,000	2,941,000	2,982,000	3,025,000	3,069,000	3,114,000	3,161,000	3,209,000
3,200	6,600	0		Jury Duty	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
373,800	532,100	593,300		Workers Compensation	597,000	· '	0	609,000	621,000	633,000	645,000	657,000	670,000	683,000	696,000	709,000
1,640,100 1,638,700	2,356,400 1,311,100	2,302,700 1,432,900		Employee Entitlements - Salaried Staff Employee Entitlements - Wages Staff	2,220,000		0	2,275,000 1,643,000	2,320,000 1,676,000	2,366,000 1,709,000	2,413,000		2,509,000 1,813,000	2,559,000 1,850,000		2,662,000 1,925,000
1,030,700	1,311,100	1,432,900	1,409,100	Employee Entitiements - Wages Stall	1,600,000	1,611,000	'	1,043,000	1,070,000	1,709,000	1,743,000	1,777,000	1,613,000	1,650,000	1,007,000	1,925,000
				Oncosts Recouped												
(6,745,600)	(7,377,800)	(7,839,300)		Oncosts Recouped - Internal Works	(8,098,000)		1	(8,318,000)	(8,484,000)	(8,653,000)	(8,826,000)	(9,003,000)	(9,163,000)	(9,326,000)	(9,493,000)	(9,663,000)
(90,900)	(77,800)	(72,200)	(73,400)	Oncosts Recouped - External Works	(80,000)	(80,000)	0	(81,000)	(82,000)	(83,000)	(84,000)	(85,000)	(87,000)	(89,000)	(91,000)	(93,000)
				Recouped from Business Activities												
0	0	0	(55,400)	Direct Costs Redistributed to Businesses	(73,000)	(41,000)	(44)	(42,000)	(43,000)	(44,000)	(45,000)	(46,000)	(47,000)	(48,000)	(49,000)	(50,000)
430,600	437,500	314,800	139,900	Total Operating Expenses	208,000	267,000	28	249,000	233,000	218,000	203,000	187,000	191,000	197,000	202,000	207,000
(84,700)	(198,300)	(37,000)		Operating Result - Surplus / (Deficit)	(59,000)	(98,000)	66	(77,000)	(58,000)	(40,000)	(22,000)	(3,000)	(4,000)	(7,000)	(9,000)	(11,000)
(84,700)	(198,300)	(37,000)		Add Back Depreciation Cash Result - Surplus / (Deficit)	(59,000)	(98.000)	0 66	(77,000)	(58,000)	(40,000)	(22,000)	(3,000)	(4,000)	(7,000)	(9,000)	(11,000)
(5.,.55)	(,)	(0.,000)	33,133	Cally recent Cally and A (2010)	(55,555)	(55,555)		(,555)	(55,555)	(10,000)	(==,000)	(0,000)	(1,000)	(:,555)	(0,000)	(1.,000)
				Capital Movements												
n	n	Λ	_	Less Loan Principal Repayments	0	١ ،	0		n	Λ	n	0	n	n	0	n
373,300	247,800	47,400		Less Transfer to Reserves	0	0	ő		0	0	0	0	0	0	0	0
166,800	166,800	111,800	- ,	Add Transfer from Reserves	31,000	0	(100)	0	0	0	0	0	0	0	0	0
0	0	0		Add Capital Income Applied	188,000	98,000	(48)	77,000	58,000	40,000	22,000	3,000	4,000	7,000	9,000	11,000
0	0	0	d	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
(291,200)	(279,300)	27,400	(3,884,700)	Cash Result after Capital Movements	160,000	0	(100)	0	0	0	0	0	0	0	0	0

Commercial Property

Manager: Paul Tsikleas, Manager Commercial Services

Background

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

Budget Comments

OPERATING REVENUES

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

Flat Rock Tent Park Income from campers at the park.

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

OPERATING EXPENSES

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

Land Development Rates and charges applicable for these land holdings.

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

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

Capital Movements

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

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

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

					СОММЕ	RCIAL F	PROP	FRTY								1
	ACT	UAL		DESCRIPTION		.NOIAL I	itoi			EST	IMATED					
2017/18	2018/19	2019/20	2020/21	220.11	2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
				Council Owned Properties												
1,801,200	1,854,900	1,719,700			1,969,300	1,940,000	· · ·	1,950,000	1,990,000	2,030,000		2,114,000	2,157,000	2,201,000	2,246,000	2,292,000
218,400	254,300	200,100	161,800	,	252,000	262,000	4	266,000	270,000	274,000	278,000	282,000	286,000	290,000	294,000	298,000
42,400	31,000	39,000	60 200	Council Controlled - Crown Reserves Properties - Crown Reserves	75,000	77,000	3	78,000	79,000	80,000	81,000	82,000	83,000	84,000	85,000	86,000
42,400	31,000	39,000	00,200	Caravan Parks and Tent Park	75,000	11,000	٦	76,000	79,000	60,000	61,000	62,000	63,000	04,000	65,000	60,000
417,900	474,600	347,900	441.300	Flat Rock Tent Park	363,000	463,000	28	473,000	484,000	495,000	506,000	517,000	528,000	540,000	552,000	564,000
,	,	,	,	Grants and Contributions	,	,		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,	,		,	,	2 ,		,
10,000	0	0	0	State Government Grant Business Case	0	0	0	0	0	0	0	0	0	0	0	0
				Interest on Investments												
17,200	27,200	19,000		Interest - Community Infrastructure Reserve	18,000	21,000		37,000	3,000	18,000		55,000	77,000	98,000	120,000	120,000
65,600	43,400	7,000	9,500	Interest - Property Development Reserve	4,000	1,000	(75)	17,000	136,000	236,000	405,000	454,000	507,000	540,000	573,000	573,000
0	600 000	550,000	2 005 000	Other Revenues	0	0	0	0	_	_		0	_	_	0	0
0	680,000	550,000		Fair Value Adjustments Rental Props Gain on Disposal of Real Estate	0	١	0	0	0	0	0	0	0	0	0	0
2,572,700	3,365,400	2,882,700		Total Operating Revenues	2,681,300	2,764,000	<u> </u>	2,821,000	2,962,000	3,133,000	3,377,000	3,504,000	3,638,000	3,753,000	3,870,000	3,933,000
2,372,700	3,303,400	2,002,700	4,020,000	Total Operating Revenues	2,001,000	2,704,000	ľ	2,021,000	2,302,000	3,133,000	3,377,000	3,304,000	3,030,000	3,733,000	3,070,000	3,333,000
				OPERATING EXPENSES												
				Property Management												
299,800	312,000	250,400		Employee Costs	276,000	292,000		298,000	305,000	312,000	320,000	328,000	336,000	344,000	352,000	360,000
19,400	24,200	21,200		Property Investigations	15,000	15,000		15,000	15,000	15,000	15,000	16,000	17,000	18,000	19,000	20,000
414,200	303,100	26,200	0	BBRC Scheme	0	0	0	0	0	0	0	0	0	0	0	0
0.700	50.400	40,000	0.000	Land Development	40.000	44 000	40	40.000				0			0	0
8,700 136,400	52,100 61,200	13,200 37,500		Wollongbar Residential Estate Southern Cross Industrial Estate	10,000 165,000	11,000 35,000		12,000 36,000	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000
54,000	11,900	13,100		Russellton Industrial Estate	15,000	15,000		16,000	17,000	18,000		20,000	21,000	22,000	23,000	24,000
2,681,600	(592,500)	(3,591,300)		Land Stock Movements	0	0	ő	0,000	0 17,000	0,000	13,000	20,000	21,000	22,000	25,000	24,000
4,440,000	(2,120,000)	(9,493,100)		Land Stock Movements - Non Cash Movements	0	0	0	0	0	0	0	0	0	0	0	0
		, , , , ,		Property - Operations and Maintenance												
248,600	231,900	292,900		Properties - Council Investment	306,300	327,000		312,000	317,000	322,000	327,000	332,000	337,000	342,000	347,000	352,000
86,900	112,900	95,700		Properties - Council Commercial	118,000	119,000		122,000	125,000	128,000	131,000	134,000	137,000	140,000	143,000	146,000
52,900	23,100	16,200		Properties - Council Residential	36,000	31,000		31,000	31,000	31,000	31,000	31,000	31,000	31,000	31,000	31,000
40,300	78,900	83,600	77,300	Properties - Crown Reserves Caravan Parks and Tent Park	118,000	88,000	(25)	88,000	88,000	88,000	88,000	88,000	88,000	88,000	88,000	88,000
253,900	278,000	277,000	303 000	Flat Rock Tent Park	361,500	381,000	5	388,000	395,000	401,000	408,000	415,000	422,000	430,000	438,000	446,000
200,000	210,000	277,000	000,000	Overheads and Interest on Loans	001,000	001,000	ľ	000,000	000,000	401,000	400,000	410,000	422,000	400,000	400,000	110,000
210,000	210,000	210,000	163,000		159,000	174,000	9	179,000	184,000	189,000	194,000	199,000	204,000	209,000	214,000	219,000
0	0	0	95,200	Interest on Loans - Property Development	137,000	292,000		421,000	145,000	0	0	0	0	0	0	0
				Non-cash Expenses			L									
15,200	3,700	5,500		Depreciation - Flat Rock Tent Park	8,000	9,000	_	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000
105,400	53,600	42,800		Depreciation - Commercial Buildings	45,000	46,000	2	46,000	47,000	48,000	49,000	50,000	51,000	52,000	53,000	54,000
9,067,300	(955,900)	(11,699,100)	556,000	Total Operating Expenses	1,769,800	1,835,000	4	1,974,000	1,717,000	1,602,000	1,634,000	1,667,000	1,700,000	1,734,000	1,768,000	1,802,000
(0.404.000)	4 224 200	44 504 000	2 000 200	Operating Result - Surplus / (Deficit)	911,500	929,000	2	047.000	4 245 000	4 524 000	4 742 000	4 027 000	4 020 000	2 040 000	2,102,000	2,131,000
(6,494,600)	4,321,300	14,581,800		Less Gain on Disposal of Real Estate	911,500	929,000	-	847,000	1,245,000	1,531,000	1,743,000	1,837,000	1,938,000	2,019,000	2,102,000	2,131,000
120,600	57,300	48,300		Add Back Depreciation	53,000	55,000	4	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000
0	(680,000)	(550,000)		Add Back Fair Value Adjustments	0	0	0	0	0	0	0	0	0	0	0,000	. 2,000
2,681,600	(592,500)	(3,591,300)	V 1 1 1	Add Back Landstock Movements	0	0	0	0	0	0	0	0	0	0	0	0
(3,692,400)	3,106,100	10,488,800	1,029,600	Cash Result - Surplus / (Deficit)	964,500	984,000	2	903,000	1,303,000	1,591,000	1,805,000	1,901,000	2,004,000	2,087,000	2,172,000	2,203,000
							<u> </u>									
				Capital Movements			L									
0 000 000	0	0		Less Loan Principal Repayments	209,000			7,461,700		0	0 040 000	0 705 000	0 000 000	0 074 000	0	0
8,238,200	6,826,700	5,811,100 2,060,800		Less Transfer to Reserves Add Transfer from Reserves	2,000,100 2,255,600			12,557,000 8,897,700	8,009,000 5,095,000	5,276,000 1,053,000						3,137,000 1,204,000
6,492,300 6,747,100	7,796,200 (1,549,800)	(1,012,900)		Add Capital Income Applied	2,255,600			10,488,000	5,803,000	2,902,000	1,070,000	1,104,000	1,129,000	1,154,000	1,179,000	1,204,000
1,034,800	2,125,800	5,575,600		Less Capital Expenditure	2,811,000			20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
274,000	400,000			Cash Result after Capital Movements	200,000			250,000		250,000		250,000	250,000	250,000	250,000	250,000
,	-,-,-		,	·	,				.,	.,.,.		.,	.,.,.	.,.,.	-,	.,
				Flat Rock Operating Results			L									
164,000	196,600	70,900	138,300	Operating Revenues Less Expenses	1,500	82,000	(5,367)	85,000	89,000	94,000	98,000	102,000	106,000	110,000	114,000	118,000
					1		l									

Quarries

Manager: Kelly Brown, Director - Corporate and Community

Background

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

Budget Comments

OPERATING REVENUES

Tuckombil and Stockers Quarries

Royalties received on mineral extracted.

Airport Sandpit

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

OPERATING EXPENSES

Tuckombil Quarry

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

Airport Sandpit

Some maintenance and environmental monitoring costs.

Capital Movements

Transfer to and from Reserves

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

Cash Result after Capital Movements

Any cash surplus represents the net dividend to General Fund.

						QUARRI	ES									
	ACT	-		DESCRIPTION							IMATED					
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES Fees and Charges												
63,900	65,400 0	67,700 0		Tuckombil and Stokers - Lease / Licences	69,000	70,000 0	1 0	73,000 0	75,000 0	68,000 0	69,000 0	70,000 0	71,000	72,000 0	73,000 0	74,000 0
0	484,000	610,200		Non-cash Items Remediation Provisions	0	0	0	0	0	0	0	0	0	0	0	0
63,900	549,400	677,900		Total Operating Revenues	69,000	70,000	1	73,000	75,000	68,000	69,000	70,000	71,000	72,000	73,000	74,000
30,300	040,400	011,000	00,700	OPERATING EXPENSES	05,000	70,000	·	70,000	70,000	00,000	03,000	70,000	71,000	72,000	70,000	14,000
2,300 23,200 17,400	2,800 21,400 23,100	1,500 23,700 17,400	24,700	Tuckombil Quarry Buildings Maintenance Operating Costs Expansion Feasibility and Licenses	3,000 24,000 68,000	3,000 26,000 18,000	0 8 (74)	3,000 26,000 19,000	2,000 26,000 10,000	0 24,000 0						
0	0	0	0	Stokers Quarry Operating Costs	0	0	0	0	0	0	0	0	0	0	0	0
13,700 109,000	3,800 0	5,800 0		Other Resources Airport Sandpit North Creek Dredging	3,000	3,000 0	0	3,000 0	3,000 0	3,000	3,000 0	3,000 0	3,000 0	3,000 0	3,000 0	3,000
27,400 16,700	30,200 67,500	14,200 55,600		Non-Cash Expenses Unwinding Interest Free Loan Depreciation and Amortisation - Quarries	0 57,000	0 65,000	0 14	0 65,000	0 66,000	0 67,000	0 68,000	0 69,000	0 70,000	0 71,000	0 72,000	0 73,000
209,700	148,800	118,200	117,800	Total Operating Expenses	155,000	115,000	(26)	116,000	107,000	94,000	95,000	96,000	97,000	98,000	99,000	100,000
(145,800) 16,700 0	400,600 67,500 (484,000)	559,700 55,600 (610,200)	63,300 0	Operating Result - Surplus / (Deficit) Add Back Depreciation Add Back Remediation	(86,000) 57,000 0	(45,000) 65,000 0	(48) 14 0	(43,000) 65,000 0	(32,000) 66,000 0	(26,000) 67,000 0	(26,000) 68,000 0	(26,000) 69,000 0	(26,000) 70,000 0	(26,000) 71,000 0	(26,000) 72,000 0	(26,000) 73,000 0
27,400 (101,700)	30,200 14,300	14,200 19,300		Add Back Unwinding Cash Result - Surplus / (Deficit)	(29,000)	20,000	0 (1 69)	22,000	34,000	41,000	42,000	43,000	44,000	45,000	4 6,000	47, 000
				Capital Movements												
0 0 101,700 0 0	0 14,300 0 0 0	0 19,300 0 0	17,700 0 0	Less Loan Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	0 0 29,000 0 0	0 20,000 0 0		22,000 0 0 0	34,000 0 0 0	41,000 0 0 0	0 42,000 0 0	43,000 0 0 0	0 44,000 0 0	45,000 0 0 0	46,000 0 0 0	0 47,000 0 0
0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0

Ballina-Byron Gateway Airport

Manager: Paul Tsikleas, Manager Commercial Services

Background

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

Budget Comments

OPERATING REVENUES

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

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

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

OPERATING EXPENSES

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

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

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

Interest on Loans Loans applicable to development of the airport.

Capital Movements

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

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

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

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

Capital Expenditure Refer to Part C of this document.

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

				DALL	INA - BYF	VOIT OA		<u>, , </u>	<u> </u>							
	ACT			DESCRIPTION							IMATED					
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES Fees and Charges												
3,042,400	3,208,000	2,557,400		Landing Fees	3,547,000	3,562,000	0	3,634,000	3,709,000	3,785,000	3,863,000	3,942,000	4,023,000	4,105,000	4,189,000	4,274,00
1,381,500 919,400	1,372,500 931,000	1,249,300 846,800	1,617,400 1,448,400	Security Recouped	1,400,000 1,156,000	1,428,000 1,285,000	2 11	1,457,000 1,315,000	1,487,000 1,345,000	1,517,000 1,375,000	1,548,000 1,406,000	1,579,000 1,437,000	1,611,000 1,469,000	1,644,000	1,677,000 1,534,000	1,711,00 1,567,00
704,400	738,000	544,500		Car Parking	500,000	1,500,000	200	1,530,000	1,561,000	1,593,000	1,625,000	1,658,000	1,692,000	1,501,000 1,726,000	1,761,000	1,797,00
86,400	76,500	76,400		Advertising	80,000	90,000	13	92,000	94,000	96,000	98,000	100,000	102,000	105,000	108,000	111,00
0	0	0	0	Interest	0	0	0	0	0	0	0	0	0	0	0	
60,000 355,100 162,000	49,400 361,700 133,800	53,500 293,700 81,600	520,600	Grants and Contributions Contributions - Fire Station, NDB etc Airlines Conts to CAGRO LIRS Subsidy	50,000 20,000 37,300	95,000 0 6,000	90 (100) (84)	97,000 0 0	99,000 0 0	101,000 0 0	104,000 0 0	107,000 0 0	110,000 0 0	113,000 0 0	116,000 0 0	119,00
				Other Revenues												
37,800	56,100	50,400		Parking Fines	40,000	0	(100)	0	0	0	0	0	0	0	0	
6,749,000	6,927,000	5,753,600	8,039,400	Total Operating Revenues	6,830,300	7,966,000	17	8,125,000	8,295,000	8,467,000	8,644,000	8,823,000	9,007,000	9,194,000	9,385,000	9,579,00
				OPERATING EXPENSES												
				Airport												
804,200	977,300	937,000		Employee Costs	972,300		12	1,110,000	1,132,000	1,154,000	1,177,000	1,200,000	1,223,000	1,247,000	1,271,000	1,296,00
220,700	176,600	296,300 1,060,900		Buildings Cleaning and Maintenance Security for Departure Lounge	235,600	276,000	17 11	282,000	288,000 1,190,000	294,000	300,000	306,000 1,263,000	313,000	320,000 1,315,000	327,000 1,342,000	334,00 1,369,00
1,080,800 1,226,600	1,126,600 1,287,200	1,473,400		Operations	1,030,000 1,292,400	1,142,000 1,056,000	(18)	1,166,000 1,101,000	1,121,000	1,214,000 1,141,000	1,238,000 1,161,000	1,181,000	1,289,000 1,203,000	1,225,000	1,342,000	1,269,00
1,220,000	1,201,200	., 0, 100	1,000,000	Indirect Expenses	1,202,100	1,000,000	(.0)	1,101,000	1, 121,000	.,,	1,101,000	1,101,000	1,200,000	1,220,000	1,211,000	1,200,00
410,000	431,400	509,000	626,000	Overheads Distributed	678,000	678,000	0	692,000	706,000	720,000	734,000	749,000	764,000	779,000	795,000	811,000
				Debt Servicing												
366,200	309,800	307,900	273,200	Interest on Loans	178,700	221,000	24	834,000	800,000	773,000	744,000	716,000	686,000	654,000	621,000	587,00
				Non-cash Expenses												
863,600	782,100	786,000 2,342,000		Depreciation - Airport	900,000	1,050,000	17 0	1,060,000	1,076,000	1,093,000	1,110,000	1,127,000	1,144,000	1,162,000	1,180,000	1,198,00
U	U	2,342,000	Ü	Loss on Disposal of Infrastructure	U	U	0	U	U	U	U	U	U	U	U	
4,972,100	5,091,000	7,712,500	6,381,500	Total Operating Expenses	5,287,000	5,512,000	4	6,245,000	6,313,000	6,389,000	6,464,000	6,542,000	6,622,000	6,702,000	6,783,000	6,864,00
1,776,900	1,836,000	(1,958,900)	1,657,900	Operating Result - Surplus / (Deficit)	1,543,300	2,454,000	59	1,880,000	1,982,000	2,078,000	2,180,000	2,281,000	2,385,000	2,492,000	2,602,000	2,715,00
863,600	782,100	786,000	, ,	Add Back Depreciation	900,000	1,050,000	_	1,060,000	1,076,000	1,093,000	1,110,000	1,127,000	1,144,000	1,162,000	1,180,000	1,198,00
2,640,500	2,618,100	2,342,000 1,169,100		Add Back Loss Infrastructure Disposal Cash Result - Surplus / (Deficit)	2,443,300	3,504,000	0 43	2,940,000	3,058,000	3,171,000	3,290,000	3,408,000	3,529,000	3,654,000	3,782,000	3,913,00
				Consider Management												
				Capital Movements	1											
1,129,600	1,188,600			Less Loan Principal Repayments		1,068,000		715,000	534,000						653,000	
1,668,200	705.000	1,943,900		Less Transfer to Reserves		2,436,000		2,225,000				2,850,000				
16,500 449,100	725,900 3,232,400	0 3,142,000		Add Transfer from Reserves Add Capital Income Applied	2,757,000	3,727,000 16,961,000		2,850,000 2,000,000	1,650,000	900,000	50,000	50,000	50,000	50,000	50,000	50,00
308,300	5,287,800	1,072,400		Less Capital Expenditure		20,688,000		4,850,000	1,650,000	900,000	50,000	50,000	50,000	50,000	50,000	50,00
	100,000	0	n	Cash Result after Capital Movements	0	0	0	0	n	0	0	0	n	0	0	
				·							_					
3,006,700	2,927,900	1,477,000	2,941,700	Earnings before Int, Dep (EBITDA)	2,622,000	3,725,000	42	3,774,000	3,858,000	3,944,000	4,034,000	4,124,000	4,215,000	4,308,000	4,403,000	4,500,000

Community Facilities

Manager: Caroline Klose, Manager Communications and Customer Service

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

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

OPERATING EXPENSES

Employee Costs – Community Centres

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

Community Centres

Operating expenses for the facilities identified.

Community Services Programs and Services

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

Capital Movements

Transfer from Reserves

Refer to Part D for further details of reserve movements.

Capital Expenditure

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

					СОММІ	UNITY F	ACILI	ITIES								
	ACT	UAL		DESCRIPTION						ES1	IMATED					
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
				Fees and Charges												
148,100	85,600	130,100		Kentwell Centre	147,600	155,000	5	164,000	173,000	177,000	181,000	186,000	191,000	196,000	201,000	206,000
58,500	39,000	15,300		Alstonville Cultural Centre	34,000	35,000	3	36,000	37,000	38,000	39,000	40,000	41,000			44,000
158,900	160,400	63,600	,	Lennox Head Cultural Centre	110,000	201,000		212,000	223,000	230,000	237,000	244,000	251,000	· · · · · ·		272,000
0	0	0	0	Lennox Head Community Hall (EPIQ)	0	10,000	100	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000
0	0	49,700	-,	Ballina Indoor Sports Centre	120,000	160,000		170,000	180,000	185,000	190,000	195,000	200,000	· · · · · ·		215,000
19,200	23,300	23,200	,	Richmond Room	22,000	24,000	9	27,000	30,000	31,000	32,000	33,000	34,000			37,000
132,400	137,100	109,000	126,800	Ballina Surf Club	135,400	145,000	7	155,000	160,000	165,000	170,000	175,000	180,000	185,000	190,000	195,000
517,100	445,400	390,900	567 500	Total Operating Revenues	569,000	730,000	28	775,000	815,000	839,000	863,000	888,000	913,000	938,000	963,000	988,000
317,100	0,00	330,300	557,550	Total operating nevenues	333,000	7 30,000		7.73,000	0.10,000	555,000	333,000	555,000	313,000	330,000	333,000	330,000
				OPERATING EXPENSES											1	
1																
227,600	335,900	514,000		Employee Costs	578,000	540,000	(7)	552,000	564,000	576,000	588,000	601,000	614,000		640,000	654,000
22,200	15,600	13,700		Software Kentwell Centre	14,000	14,000	0	14,000	14,000	14,000	14,000	15,000	16,000		,	19,000
48,900 149,400	49,900 49,600	46,900 56,000	,	Alstonville Cultural Centre	48,300 28,000	50,000 45,000	4 61	51,000 47,000	52,000 50,000	53,000 52,000	53,000 55,000	53,000 58,000	53,000 61,000		53,000 67,000	53,000 70,000
169,600	167,000	188,600	,	Lennox Head Cultural Centre	177,200	168,000	(5)	172,000	176,000	180,000	184,000	188,000	192,000		200,000	204,000
109,000	0.000	0		Lennox Head Community Hall (EPIQ)	10,500	10,000		11,000	12,000	13,000	14,000	15,000	16,000		18,000	19,000
0	0	54,100		Ballina Indoor Sports Centre	112,200	113,000	1	117,000	121,000	125,000	130,000	135,000	140,000		150,000	155,000
26,500	26,900	23,300		Richmond Room	30,400	31,000	2	33,000	35,000	37,000	39,000	41,000	43,000			49,000
88,800	104,200	101,100	98,500	Ballina Surf Club	128,200	121,000	(6)	126,000	131,000	136,000	141,000	146,000	151,000	156,000	161,000	166,000
700,000	749,100	997,700	0.40.000	Total Occupion Frances	4 400 000	1,092,000	(0)	4 400 000	1,155,000	1,186,000	1,218,000	1,252,000	1,286,000	1,320,000	1,354,000	1,389,000
733,000	749,100	997,700	949,900	Total Operating Expenses	1,126,800	1,092,000	(3)	1,123,000	1,155,000	1,100,000	1,210,000	1,252,000	1,200,000	1,320,000	1,354,000	1,369,000
(215,900)	(303,700)	(606,800)	(382,400)	Operating Result - Surplus / (Deficit)	(557,800)	(362,000)	(35)	(348,000)	(340,000)	(347,000)	(355,000)	(364,000)	(373,000)	(382,000)	(391,000)	(401,000)
0	0	0		Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(215,900)	(303,700)	(606,800)	(382,400)	Cash Result - Surplus / (Deficit)	(557,800)	(362,000)	(35)	(348,000)	(340,000)	(347,000)	(355,000)	(364,000)	(373,000)	(382,000)	(391,000)	(401,000)
		_		Capital Movements						_				_	_	
0	4 405 400	1 200 000		Less Principal Repayments	104 000	7 000		0	0	0	0	0	0	0] 0] 0
2,379,500 3,052,300	4,495,400 8,213,600	1,209,000 2,664,200		Less Transfer to Reserves Add Transfer from Reserves	124,000 146,000	7,000		0	0	0	0	0	0		^	0
3,032,300	4,460,000	1,318,100		Add Capital Income Applied	140,000	0			0	0	١	0	١	0	0	
376,400	7,825,100	2,570,100	,	Less Capital Expenditure	446,000	213,000		0	0	0		0	0			
, , , , ,	,,	, , , , , ,	,	- 1	.,	.,										
80,500	49,400	(403,600)	(664,900)	Cash Result after Capital Movements	(981,800)	(582,000)	(41)	(348,000)	(340,000)	(347,000)	(355,000)	(364,000)	(373,000)	(382,000)	(391,000)	(401,000)
[Facility Cash Results (excluding Employee Cos												
99,200	35,700	83,200		Kentwell Centre	99,300	105,000		113,000		124,000		133,000	138,000			153,000
(90,900)	(10,600)	(40,700)		Alstonville Cultural Centre Lennox Head Cultural Centre	6,000	(10,000)		(11,000)	(13,000)	(14,000)	(16,000)	(18,000)	(20,000)	(22,000)	(24,000)	(26,000)
(10,700)	(6,600) 0	(125,000)		Lennox Head Cultural Centre Lennox Head Community Hall (EPIQ)	(67,200) (10,500)	33,000	(149)	40,000	47,000	50,000	53,000 0	56,000	59,000 0			68,000
0	0	(4,400)		Ballina Indoor Sports Centre	7,800	47,000	_ ` /	53,000	59,000	60,000	ľ	60,000	60,000	_		60,000
43,600	32,900	7,900		Richmond Room	7,200	24,000	_	29,000	29,000	29,000	29,000		29,000			29,000
(7,300)	(3,600)	(100)	,	Ballina Surf Club	(8,400)	(7,000)	(17)	(6,000)	(5,000)	(6,000)	(7,000)	(8,000)	(9,000)	(10,000)	(11,000)	(12,000)
33,900	47,800	(79,100)	151,700	Total	34,200	192,000	461	218,000	238,000	243,000	247,000	252,000	257,000	262,000	267,000	272,000

Library Services

Manager: Caroline Klose, Manager Communications and Customer Service

Background

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

Budget Comments

OPERATING REVENUES

Library Per Capita

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

Special Projects

Subject to applications each year. Offset by expenditure.

OPERATING EXPENDITURE

Contribution to Richmond Tweed Regional Library (RTRL)

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

Other Library Expenses

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

					LIBR	ARY SEI	RVIC	ES								
	ACT	UAL		DESCRIPTION						EST	IMATED					
2017/18	2018/19	2019/20	2020/21	1	2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
83,100 41,100 1,159,400	79,600 28,600 0	108,300 57,700 56,400	57,700	OPERATING REVENUES Operating Grants and Contributions Library Per Capita Special Projects Share of Joint Venture	119,800 57,600 0	122,000 0 0	2 (100) 0	125,000 0 0	128,000 0 0	131,000 0 0	134,000 0 0	137,000 0 0	140,000 0 0	143,000 0 0	146,000 0 0	149,000 0 0
1,283,600	108,200	222,400	171.500	Total Operating Revenues	177,400	122,000	(31)	125,000	128,000	131,000	134,000	137,000	140,000	143,000	146,000	149,000
1,200,000	100,200	222,400	171,000	OPERATING EXPENSES	117,400	122,000	(01)	120,000	120,000	101,000	104,000	107,000	140,000	140,000	140,000	140,000
1,354,800 19,800 50,800 18,200 9,900	1,387,300 19,900 64,400 18,600 8,100	1,420,700 21,300 52,400 19,100 1,000	40,900 55,000 18,800	Contribution to Richmond Tweed Library Rates, Insurance and Security Electricity, Heating and Cleaning Library Sundries Special Projects (Grant Funded)	1,550,000 29,000 52,000 19,000 30,000	1,581,000 29,000 52,000 19,000	2 0 0 0 (100)	1,613,000 31,000 53,000 20,000	1,646,000 33,000 54,000 21,000	1,679,000 35,000 55,000 22,000	1,713,000 37,000 56,000 23,000	39,000 57,000	1,783,000 41,000 58,000 25,000	1,819,000 43,000 59,000 26,000	1,856,000 45,000 60,000 27,000	47,000 61,000
0	0	0	O	Indirect Expenses - Overheads Overheads Non-cash Expenses	0	0	0	0	0	0	0	0	0	0	0	0
181,500 0	162,700 0	162,900 0		Depreciation Share of RTRL Joint Venture (Loss) Non-cash	165,000	195,000 0	18 0	199,000	203,000	208,000	213,000	218,000	223,000	228,000	233,000	238,000
1,635,000	1,661,000	1,677,400		Total Operating Expenses	1,845,000	1,876,000	2	1,916,000	1,957,000	1,999,000	2,042,000	2,086,000	2,130,000	2,175,000	2,221,000	2,268,000
181,500	(1,552,800) 162,700 (1,390,100)	162,900	256,400	Operating Result - Surplus / (Deficit) Add Back Depreciation Cash Result - Surplus / (Deficit)	(1,667,600) 165,000 (1,502,600)	(1,754,000) 195,000 (1,559,000)	5 18 4	199,000	(1,829,000) 203,000 (1,626,000)	(1,868,000) 208,000 (1,660,000)	213,000		223,000	228,000	(2,075,000) 233,000 (1,842,000)	238,000
0 35,200 4,000 0 0	0 20,400 0 0	0 57,000 0 0	29,900 0 0	Capital Movements Less Loan Principal Repayments Less Transfer to Reserves Add Transfer from Reserves Add Capital Income Applied Less Capital Expenditure	0 27,600 0 0	0 0 0 0		0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
(201,100)	(1,410,500)	(1,349,100)	(1,460,900)	Cash Result after Capital Movements	(1,530,200)	(1,559,000)	2	(1,592,000)	(1,626,000)	(1,660,000)	(1,695,000)	(1,731,000)	(1,767,000)	(1,804,000)	(1,842,000)	(1,881,000)

Swimming Pools

Manager: Craig Brown, Manager Facilities and Services

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

Generated primarily from entrance fees.

OPERATING EXPENSES

Ballina Swimming Pool

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

Alstonville Swimming Pool

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

Capital Movements

Loan Principal Repayments

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

Transfer from Reserves

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

Capital Income

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

Capital Expenditure

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

					SWII	MMING F	2001	S								
	ACT	UAL		DESCRIPTION	T					EST	IMATED					
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES Ballina												
43,900	699,900	612,100	704,500		630,000	675,000	7	690,000	705,000	720,000	736,000	752,000	768,000	785,000	802,000	819,000
0	387,200	372,400	365,000	Alstonville Fees	365,000	396,000	8	404,000	413,000	422,000	431,000	440,000	449,000	458,000	468,000	478,000
43,900	1,087,100	984,500	1,069,500		995,000	1,071,000	8	1,094,000	1,118,000	1,142,000	1,167,000	1,192,000	1,217,000	1,243,000	1,270,000	1,297,000
				OPERATING EXPENSES												
				Ballina Swimming Complex												
84,300	300,200	363,500		Operating Costs	334,000	340,000	2	348,000	357,000	366,000	375,000	384,000	393,000	403,000	413,000	423,000
164,100	332,300	357,500	407,100	Contract Management Charges	415,000	410,000	(1)	419,000	428,000	437,000	446,000	455,000	465,000	476,000	487,000	498,000
231,600	259,000	275,200	261,900	Debt Servicing Interest on Loans - Ballina	320,000	306,000	(4)	290,000	274,000	257,000	241,000	223,000	205,000	184,000	133,000	118,000
				Alstonville Swimming Complex												
85,200 170,400	297,200 284,600	291,600 274,600	,	Operating Costs Contract Management Charges	263,000 301,000	267,000 307,000	2	274,000 314,000	282,000 321,000	290,000 328,000	298,000 335,000	306,000 342,000	314,000 350,000	322,000 358,000	331,000 366,000	340,000 374,000
170,400	204,000	274,000	254,000	Contract Management Charges	001,000	307,000	_	014,000	021,000	020,000	000,000	042,000	000,000	330,000	500,000	374,000
181,600	259,000	223,000	214,200	Debt Servicing Interest on Loans - Alstonville	143,000	137,000	(4)	130,000	123,000	116,000	110,000	101,000	94,000	86,000	109,000	95,000
15,300	166,400	247,500	248,300	Non-cash Expenses Depreciation	250,000	255,000	2	261,000	267,000	273,000	279,000	285,000	291,000	297,000	303,000	310,000
932,500	1,898,700	2,032,900	2,085,200	Total Operating Expenses	2,026,000	2,022,000	(0)	2,036,000	2,052,000	2,067,000	2,084,000	2,096,000	2,112,000	2,126,000	2,142,000	2,158,000
(888,600) 15,300	(811,600) 166,400	(1,048,400) 247,500		Operating Result - Surplus / (Deficit) Add Back Depreciation	(1,031,000) 250,000	(951,000) 255,000	(8) 2	(942,000) 261,000	(934,000) 267,000	(925,000) 273,000	(917,000) 279,000	(904,000) 285,000	(895,000) 291,000	(883,000) 297,000	(872,000) 303,000	(861,000) 310,000
(873,300)	(645,200)	(800,900)		Cash Result - Surplus / (Deficit)	(781,000)	(696,000)	(11)	(681,000)	(667,000)	(652,000)	(638,000)	(619,000)	(604,000)	(586,000)	(569,000)	(551,000)
				Capital Movements												
332,700	487,800	506,500	526,200	Less Loan Principal Repayments	549,000	569,000		592,000	615,000	639,000	661,000	688,000	713,000	742,000	770,000	799,000
0	46,400	0	_	Less Transfer to Reserves	04 000	0		0	0	0	0	0	0	0	0	0
5,061,200 7,296,600	336,400 0	234,400 0		Add Transfer from Reserves Add Capital Income Applied	24,000	0			0	0	0	0	0	0	0	0
12,374,300	330,500	241,600		Less Capital Expenditure	100,000	0		0	0	0	0	0	0	0	0	0
(1,222,500)	(1,173,500)	(1,314,600)	(1,314,900)	Cash Result after Capital Movements	(1,406,000)	(1,265,000)	(10)	(1,273,000)	(1,282,000)	(1,291,000)	(1,299,000)	(1,307,000)	(1,317,000)	(1,328,000)	(1,339,000)	(1,350,000)
	ACTUAL NET OPERATING COST			NET OPERATING COST						EST	IMATED					
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
(204,500) (255,600)	67,400 (194,600)	(108,900) (193,800)		Ballina Swimming Pool Alstonville Swimming Pool	(119,000) (199,000)	(75,000) (178,000)	(37) (11)	(77,000) (184,000)	(80,000) (190,000)	(83,000) (196,000)	(85,000) (202,000)	(87,000) (208,000)	(90,000) (215,000)	(94,000) (222,000)	(98,000) (229,000)	(102,000) (236,000)

(253,000)

(261,000)

(270,000)

(279,000)

(287,000)

(295,000)

(305,000)

(316,000)

(327,000)

(338,000)

(318,000)

(460, 100)

(127,200)

(302,700)

(291,300) Summary Net Operating Costs

Tourism

Manager: Caroline Klose, Manager Communications and Customer Service

Background

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

Budget Comments

OPERATING REVENUES

Commissions and Merchandise Sales

Commissions earned at the tourism information centre.

Marketing and Destination Development Revenues

Contributions to marketing campaigns.

OPERATING EXPENSES

Employee Costs

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

Visitor Information Centre (VIC) - Office Expenses

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

Merchandise Purchases

Cost of goods sold. Offset by sales revenue.

Commission Expenses

Costs incurred in taking reservations. Offset by reservation revenue.

Marketing and Development

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

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

Facilities Management

Manager: Craig Brown, Manager Facilities and Services

Background

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

Budget Comments

OPERATING EXPENSES

Administration Centre

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

Works Depot

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

Public Halls and Community Facilities Maintenance

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

Public Halls

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

Naval Museum

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

Capital Movements

Loan Principal Repayments

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

Reserve Movements

Refer to Part E of this document.

Capital Income

Typically relates to internal contributions to finance depot improvement works.

Capital Expenditure

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

					FACILIT	TY MANA	AGEN	1ENT								
	ACT			DESCRIPTION		1	٥,	•	1		TIMATED	•	1	1	1	1
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	%	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				OPERATING REVENUES												
							_									
11,000	14,000	11,700		Fees and Charges	12,000	13,000	8	14,000		16,000	17,000	18,000	19,000	20,000	21,000	22,000
16,400	15,300	31,100	31,000	Other Revenues	32,000	32,000	U	36,000	40,000	44,000	48,000	52,000	56,000	60,000	64,000	68,000
27,400	29,300	42,800	43,800	Total Operating Revenues	44,000	45,000	2	50,000	55,000	60,000	65,000	70,000	75,000	80,000	85,000	90,000
				OPERATING EXPENSES												
				Administration												
231,300	218,800	178,100	208 900	Employee Costs	426,000	476,000	12	487,000	498,000	509,000	520,000	532,000	544,000	556,000	568,000	581,000
278,800	283,400	292,300	,	Administration Centre	317,500	318,000	0	330,000		356,000	,	,		408,000	421,000	,
272,400	244,100	291,000	,	Works Depot - Operating Expenses	299,000	277,000	(7)	288,000		310,000	321,000	332,000	343,000	354,000	365,000	376,000
(100,500)	53,200	8,800	-	Works Depot Number Two - Operating Expenses	20,000	20,000	0	21,000		23,000					28,000	
				Public Halls and Community Facilities Mainten	 ance											
46,900	47,100	175,800		Public Halls Maintenance	148,000	148,000	0	161,000	174,000	187,000	200,000	213,000	226,000	239,000	252,000	265,000
139,500	160,600	215,900	265,000	Community Facilities and Public Buildings	236,000	236,000	0	231,000	247,000	263,000	279,000	295,000	311,000	327,000	343,000	359,000
30,500	163,300	65,700		Surf Clubs	76,800	77,000	0	77,000		91,000	98,000			119,000	126,000	133,000
16,600	15,100	17,600	-,	Libraries	20,000	20,000	0	20,000		22,000	23,000				27,000	28,000
700	3,000	12,400	,	SES and Marine Rescue	20,000	10,000	(50)	10,000		14,000	16,000				24,000	26,000
8,100	15,200	31,700	,	Crawford House and Naval Cadets	24,000	24,000	0	24,000		24,000	24,000				24,000	
9,200	5,100	6,300	10,800	Naval Museum	8,000	9,000	13	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
				Debt Servicing												
8,300	6,800	5,200	3,600	Interest on Centre and Museum Loans	2,500	1,000	(60)	0	0	0	0	0	0	0	0	0
				Recouped from Business Activities												
0	0	0	(633,300)	Direct Costs Redistributed to Businesses	(933,000)	(974,000)	4	(994,000)	(1,014,000)	(1,035,000)	(1,056,000)	(1,078,000)	(1,100,000)	(1,122,000)	(1,145,000)	(1,168,000)
				Non-Cash Expenses			L									
763,000	571,100	575,800		Depreciation - Administration Building and Depots	595,000	600,000	1	612,000		638,000	651,000	665,000	679,000	693,000	707,000	722,000
940,500	989,400	1,088,100		Depreciation - Public Halls and Comm Facs	1,175,000	1,198,000		1,218,000	1,238,000	1,258,000	1,278,000	1,298,000	1,319,000	1,342,000	1,365,000	1,388,000
139,900	384,300	283,800	1,322,100	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
2,785,200	3,160,500	3,248,500	3,903,000	Total Operating Expenses	2,434,800	2,440,000	0	2,494,000	2,582,000	2,669,000	2,756,000	2,844,000	2,933,000	3,024,000	3,114,000	3,207,000
(2,757,800)	(3,131,200)	(3,205,700)	(3,859,200)	Operating Result - Surplus / (Deficit)	(2,390,800)	(2,395,000)	0	(2,444,000)	(2,527,000)	(2,609,000)	(2,691,000)	(2,774,000)	(2,858,000)	(2,944,000)	(3,029,000)	(3,117,000)
1,703,500	1,560,500	1,663,900	1,860,700	Add Back Depreciation	1,770,000	1,798,000	2	1,830,000	1,863,000	1,896,000	1,929,000	1,963,000	1,998,000	2,035,000	2,072,000	2,110,000
139,900	384,300	283,800		Add Back Loss on Infrastructure	0	0		0	ŭ	0	0	0	0	0	0	0
(914,400)	(1,186,400)	(1,258,000)	(676,400)	Cash Result - Surplus / (Deficit)	(620,800)	(597,000)	(4)	(614,000)	(664,000)	(713,000)	(762,000)	(811,000)	(860,000)	(909,000)	(957,000)	(1,007,000)
				Capital Movements												
21,300	22,700	22,800	16 900	Less Loan Principal Repayments	18,100	19,000		0	0	0	0	0	0	0	0	
365,300	659,100	737,000	-	Less Transfer to Reserves	130,000	19,000		n	l n	0	l 0	n	l "	l	l	l 0
345,300	505,500	700,400	, ,	Add Transfer from Reserves	1,049,000	0		l 0	l 0	0	l 0	l 0	l o	l 0	l ő	
107,900	336,900	183,100	,	Add Capital Income Applied	340,000	630,000		2,133,000	135,000	138,000	140,000	143,000	146,000	148,000	152,000	155,000
796,300	880,200	92,600		Less Capital Expenditure	1,306,000	980,000		2,714,000		742,000						
(1,644,100)	(1,906,000)	(1,226,900)	(896,600)	Cash Result after Capital Movements	(685,900)	(966,000)	41	(1,195,000)	(1,257,000)	(1,317,000)	(1,379,000)	(1,440,000)	(1,501,000)	(1,563,000)	(1,623,000)	(1,687,000)
.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,	., , , , , , ,	, , , , , ,	•	, , , , , ,	, , , , , ,		., , , , , ,	, , , , , , , ,		., , , , , ,	,,,,,,,,	,	, , , , , , ,	. , , , , , ,	., , , , , ,

Fleet and Plant

Manager: Craig Brown, Manager Facilities and Services

Background

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

Budget Comments

OPERATING REVENUES

Fees and Charges

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

OPERATING EXPENSES

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

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

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

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

Capital Movements

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

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

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

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

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

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

					FLE	ET AND	PLAN	NT								
	ACT			DESCRIPTION							IMATED					1
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
3,352,200	3,360,100	4,094,300	4 269 400	OPERATING REVENUES Fleet Management - Fees and Charges Internal Plant Hire Charges	4,550,000	4,550,000	0	4 641 000	4,734,000	4,829,000	4,926,000	5,025,000	5,126,000	5,229,000	5,334,000	5,441,000
312,200	286,800	383,200		Internal Motor Vehicle Charges	378,000	384,000	0 2	4,641,000 394,000	405,000	416,000	429,000	442,000		468,000	481,000	494,000
151,800	148,900	156,600	,	Staff Lease Fees	165,000	166,000	1	170,000	174,000	178,000	182,000	186,000		194,000	198,000	202,000
55,800	56,700	66,900	63,000	Operating Grants and Contributions Diesel Rebate	68,000	68,000	0	70,000	72,000	74,000	76,000	78,000		82,000	84,000	86,000
27,100	0	0	0	Interest On Investments Interest On Investments	0	11,000	100	26,000	38,000	56,000	83,000	113,000	117,000	117,000	12,000	129,000
10,600	2,300	31,700	48,700	Sundry Revenues Scrap Metal Sales	11,200	11,000	(2)	13,000	15,000	17,000	19,000	21,000	23,000	25,000	27,000	29,000
142,000	0	219,500	339,100	Gain on Disposal of Assets Gain on Disposal	0	0	0	0	0	0	0	0	0	0	0	C
4,051,700	3,854,800	4,952,200	5,321,300	Total Operating Revenues	5,172,200	5,190,000	0	5,314,000	5,438,000	5,570,000	5,715,000	5,865,000	5,991,000	6,115,000	6,136,000	6,381,000
				OPERATING EXPENSES												
0.400.000	0.440.400	0.557.400	0.470.000	Operating Expenses	0.504.000	0.540.000	(4)	0.570.000	0.500.000	0.050.000	0.700.000	0.755.000	0.000.000	0.004.000	0.004.000	0.070.000
2,420,000 190,300	2,448,100 168,400	2,557,400 194,500		Plant Running Expenses Workshop Operating Expenses	2,564,000 144,800	2,546,000 150,000	(1) 4	2,572,000 154,000	2,599,000 158,000	2,650,000 162,000	2,702,000 166,000	2,755,000 170,000		2,864,000 178,000	2,921,000 182,000	2,979,000 186,000
356,000	365,700	379,500	,	Overheads Charged to Plant	492,000	492,000	0	502,000	513,000	524,000	535,000	546,000		569,000	581,000	593,000
1,800	84,300	67,600		Loss on Disposal of Assets Loss on Disposal	0	0	0	0	0	0	0	0	0	0	0	0
1,157,100	1,187,900	1,224,400	1,385,200	Non-Cash Expenses Depreciation	1,250,000	1,400,000	12 0	1,421,000	1,443,000	1,465,000	1,487,000	1,510,000	1,533,000	1,556,000	1,580,000	1,604,000
4,125,200	4,254,400	4,423,400	4,740,400	Total Operating Expenses	4,450,800	4,588,000	3	4,649,000	4,713,000	4,801,000	4,890,000	4,981,000	5,073,000	5,167,000	5,264,000	5,362,000
(73,500) (142,000)	(399,600) 0	528,800 (219,500)		Operating Result - Surplus / (Deficit) Less Gain on Disposal	721,400	602,000 0	(17) 0	665,000	725,000 0	769,000 0	825,000 0	884,000 0	918,000 0	948,000 0	872,000	1,019,000
1,800	84,300	67,600	255,200	Add Back Loss on Disposal	0	0	0	0	0	0	0	0	0	0	0	C
1,157,100	1,187,900	1,224,400		Add Back Depreciation	1,250,000	1,400,000	12	1,421,000	1,443,000		1,487,000	1,510,000		1,556,000	1,580,000	1,604,000
943,400	872,600	1,601,300	1,882,200	Cash Result - Surplus / (Deficit)	1,971,400	2,002,000	2	2,086,000	2,168,000	2,234,000	2,312,000	2,394,000	2,451,000	2,504,000	2,452,000	2,623,000
				Capital Movements												
0	0	0		Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	(
2,240,500	2,657,000	1,609,800	, ,	Less Transfer to Reserves	1,971,400			2,086,000								
2,106,100	2,509,800	2,398,800		Add Transfer from Reserves Add Capital Income Applied	1,289,000	2,145,000		1,591,000	1,451,000	1,209,000	1,292,000	2,461,000	2,004,000	2,385,000	2,577,000	1,232,000
809,000	725,400	2,390,300		Less Capital Expenditure	1,289,000	2,145,000		1,591,000	1,451,000	1,209,000	1,292,000	2,461,000	2,004,000	2,385,000	2,577,000	1,232,000
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.

									(CAPITAL	EXPEN	DITURE	E - GENE	RAL FL	JND														
		_									Fun	ding Sour			2/23	-	unding Sou	irces	202	3/24		ling Source	es	202	4/25		nding Sources	20	25/26
Asset Description	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	Grants / Conts	Sec 7.11	Loans	Reserves	Revenue	Grants / Conts	Sec 7.11	Loans	Reserves	Revenue	Grants / Conts	Sec 7.11	Loans	Reserves	Revenue	Grants / Conts	Sec 7.11 Loan	s Reserves	s Revenu
•																													
Corporate and Community Division																													
Commercial Property Development																													
Boeing Avenue - Lots Two and Three	4,130,000												4,130,000	0) (D .			0	0				0
Commercial Property Management																													
Shelly Beach Café														0	0)			() ()			0	0				0
89 Tamar Street - Air Conditioning														0) (0	0				
Flat Rock Tent Park																													
Flat Rock Improvements	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000				20,000	0				20,000) (D			20,000	0			20,00	00
Ballina Gateway Airport																		-			-								
Runway - Strengthening and Improvements	13,367,000										5,540,000		7,827,000	0										0	0				0
Apron Overlay and Concrete Pads	6,477,000										.,,		3,000,000	3,477,000	0) (0	0				0
Terminal - Baggage Area Expansion	200,000	4,800,000											0	200,000	0			2,000,00	0 2,800,000) (D			0	0				0
Terminal - Screening and X-Rays			650,000											0) (650,000	0				0
Terminal - Arrivals Hall Expansion			850,000	850,000							56.55			0			-	-	1 9					850,000	0			850,00	00
Terminal - Passenger Screening	594,000		100.000								594,000			0				-	+ 2				-	100.000	0				U
Crown Land and Revetment Wall Miscellaneous Infrastructure	50,000	50,000	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000				50.000			1	+	50.000				1	100,000 50,000	0			50,00	10
Miscellaneous illiastructure	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000				30,000		1			30,000	1				30,000	0			30,00	10
Sub Total - Airport	20,688,000	4,850,000	1,650,000	900,000	50,000	50,000	50,000	50,000	50,000	50,000	6,134,000	0	10,827,000	3,727,000	0) (0	0 2,000,00	0 2,850,000) (0) (1,650,000	0	0	0	0 900,00	0
Community Facilities																													
Community Facilities Alstonville Cultural Centre	213,000	1												(7.000)	220,000			_		1 .					0				
Alstorivine Guitaral Gentle	210,000	, 												(1,000)	, 220,000					T '									
Facilities Management																													
Buildings - Asset Renewal Program	280,000	510,000	520,000	530,000	541,000	552,000	563,000	574,000	585,000	597,000					280,000)				510,000	D				520,000				530,0
Swimming Pools															١.,			_		ļ ,									
Ballina - Refurbishments Alstonville - Refurbishments																		_					-		0				
Alstonville - Relabishments															1	1				<u> </u>	1				"				
Depot and Administration Centre																													
Depot - Improvements	200,000	204,000	208,000	212,000	216,000	220,000	224,000	228,000	233,000	238,000	130,000				70,000	133,000	0			71,000	135,000				73,000	138,000			74,0
Depot Master Plan Works (W& WW Storage)	500,000	2,000,000)								500,000				0	2,000,000	0			(D								
Fleet and Plant	0.445.000	4 504 000	4 454 000	4 000 000	4 000 000	0.404.000	0.004.000	0.005.000	0.577.000	4 000 000				0.445.000					4 504 000					4 454 000				4 000 00	
Replacement Program	2,145,000	1,591,000	1,451,000	1,209,000	1,292,000	2,461,000	2,004,000	2,385,000	2,577,000	1,232,000				2,145,000					1,591,000)			1,451,000	0			1,209,00	10
Community Facilities Sub Total	3,338,000	4,305,000	2,179,000	1,951,000	2,049,000	3,233,000	2,791,000	3,187,000	3,395,000	2,067,000	630,000	0	0	2,138,000	570,000	2,133,000	0	0	0 1,591,000	581,000	135,000	0) 0	1,451,000	593,000	138,000	0	0 1,209,00	0 604,0
Total - Corporate and Community	28 176 000	9 175 000	3,849,000	2 871 000	2 119 000	3 303 000	2 861 000	3 257 000	3 465 000	2 137 000	6.764.000	0	14.957.000	5 885 000	570 000	2 133 000	n	0 2 000 00	0 4.461.000	581.000	135.000) (3 121 000	593,000	138 000	0	0 2,129,00	0 604.0
		5,110,000	5,0.0,000			0,000,000		0,201,000	5,100,000		5,7.0.1,000		,00.,000	0,000,000	0.0,000				1,101,000		1.00,000			10,121,000	550,550	100,000		0 2,120,00	001,0
Planning and Environmental Health Division																													
Environmental Health Lake Ainsworth Coastal Management Plan	300,000	738,000									298,000	0		2,000		395,000	343,00			1 ,			1		_				-
Lake Amsworth Coastal Management Flan	300,000	730,000	1								290,000	U		2,000	1	393,000	343,00	4		<u> </u>	1				"				
Public Order																													
Rangers and Animal Shelter	175,000													175,000	0														
Off leash exercise area Gap Road	10,000	165,000)											10,000	0				165,000) ()								
																1		1	1										
Open Spaces - Parks																													
Crown Reserve Works	30,000						36,000								30,000					31,000					32,000				33,0
Parks - Improvements	1,522,000	1,414,000	728,000	743,000	758,000	773,000	788,000	804,000	820,000	836,000	700,000			122,000	700,000			-	700,000	714,000					728,000				743,0
Open Spaces - Sports Fields																													1
Sports Fields - Improvements	364,000	204,000	208,000	212,000	216,000	220,000	224,000	228,000	233,000	238,000				164.000	200,000					204,000					208,000				212,0
Kingsford Smith - Major Upgrade	3,500,000						,,000				3,500,000			127,000	0					1 .,550	D				0				,0
Open Spaces - Buildings	20.000	200.000	100.000	100.000	400.000	100.000	100.000	400.000	400.000	100.000				ļ ,	60.000		-	1	140.000	100.00	1		-		100.000				400.0
Public Amenities - Improvements	60,000	306,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000				0	60,000	1		-	146,000	160,000	1				160,000				160,00
Total - Planning and Env Health	5.961.000	2,858.000	1,128,000	1,148.000	1,168.000	1,188.000	1,208.000	1,229.000	1,251.000	1,273.000	4,498.000	0	0	473.000	990,000	395.000	343,00	0	0 1,011,000	1,109.000	0) (0	1,128,000	0	0	0	0 1,148,0
	,,	, ,	,,	,,	. ,,	,,	,,	,,	, , , ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	, ,	,,		<u>. </u>				,		, , , , , , , , , , , , , , , , , , , ,	,,									

Seed - Free - Fr										CAP	ITAL EX																			
Secretary Secret			T			Ι	1			1			nding Sour	rces	2022	2/23		ınding Sour I	rces	2023	3/24	-	ding Sourc	ces	202	24/25 I		Inding Sources	202	.5/26
The state of the s	Asset Description	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32		Sec 7.11	Loans	Reserves	Revenue		Sec 7.11	Loans	Reserves	Revenue		Sec 7.11	Loans	Reserves	Revenue		Sec 7.11 Loans	Reserves	Revenue
The content of the co																														
Secretary No. 19 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1					60,000				70.000							0					0				0				60,000	
Service Methods 1988 1989 1989 1989 1989 1989 1989 198	our wyring Equipment				00,000				70,000						Ů										U				00,000	
See -		4 700 000	4.050.000	070 000	004.000	040.000	000 000	040.000	000.000	007.000	4 007 000	000 000			000 000	040.000				4 000 000	050 000					070 000				004.000
See Best Professor See Best Prof	Stormwater - Upgrades	1,722,000	1,859,000	876,000	894,000	912,000	930,000	949,000	968,000	987,000	1,007,000	200,000			680,000	842,000				1,000,000	859,000)				876,000				894,000
See No.																														
See Marchisent Mine Seed Seed Seed Seed Seed Seed Seed Se															3,192,000	2,950,000				203,000	3,066,000					2,829,000	016 000			3,491,000
See Note 1 Process of the See Note 1 Process of 1 Process		000,000	000,000	090,000	910,000	935,000	934,000	974,000	994,000	1,014,000	1,035,000	080,000				0	080,000				0) 696,000	1			0	910,000	1		0
Second Process Seco)				. ,				555,000
See															100,000						,									528,000 542,000
Control Cont																														323,000
Sees from the designation of the control of the con	Bypass Funds - Alstonville	104,000	106,000				,									0					0)				0				
See Seed of Seed of See See See See See See See See See Se																0					0			-		0				
See		110,000	112,000	114,000	110,000	110,000	120,000	122,000	124,000	120,000	129,000				110,000	0				112,000	0	Ó			114,000	0			110,000	
See	Airport Boulevard	50,000													50,000	0					0					0				0
Note		4 400 000								-		400.000		3 000 000	1 000 000	0					0		-			0			1	0
See Seedle 1 1900 1970 1970 1970 1970 1970 1970 19	0									1		480,000		3,000,000		0				800.000	0					0				0
Security Processes (Processes (Pr	Safer Roads - Byron Bay Rd / Ross Lane	1,100,000	1,727,000												.55,550	0	1,727,000			353,550	0)				0				0
See	Safer Roads - Kerr St / Bentinck St															0					0)				0				0
Mac Cale 1. Mac Ca	Local Government Recovery Funding	500,000													500,000	0								-					1	ļ
Mac Cale 1. Mac Ca	Section 7.11 Roads Plan																													
The Service Se	Hutley Drive - Middle Connection (100%)	50,000											50,000			0		0			0)	C	D		0				0
Month Mont	, ,			3,671,000	3,781,000								0			0		0	0		0	960,000	2,711,000			0	989,000	2,792,000		0
The D10-Child Note Classes and Street (1974) 1800 18,00	, , ,													1 229 000		0		7,297,000	7,619,000		0					0		0		0
The Conting Co		2,400,000	,				4.848.000	4.993.500					1,172,000	1,220,000		0		0			0					0		0		0
New Decision (1999) 1999 1													0			0		0			0		C			0		0		0
Fig. 1 per procurente - West (1905) Fig. 1 per procurente - West (1905) Fig. 2 per procurent - West (1905) Fig. 2 per		300,000	300,000	150,000	150,000								300,000			0		300,000			0)	150,000)		0		150,000		0
Part	• , ,					13,000		2 264 000	2 262 000				0			0		0			0					0		0		0
Rises Later Significance - Seat Later Signif													0			0		0			0					0		0		0
Note 1. Note 1													0			0		0			0		C			0		0		0
See: PER Regis (1976) 1. 1. 1. 1. 1. 1. 1. 1.					202,000)							0			0		0			0)	0)		0		202,000		0
No. Cyt. Tanger (1975) Section 7. 1 Secret (1975) Section 7. 1 Section 7. 1 Secret (1975) Section 7. 1 Section 7.									2,006,000	2,066,000			0			0		0			0					0		0		0
For Strike - Laws - Law										2.123.000			0			0		0			0					0		0		0
Section 7.11 Heavy Startinger Plan Time of New Pricing Tim	(,	650,000											_		500,000	150,000		_			-									0
67.11 - Reside and Heridage 4,086,000 122,000	, ,	150,000	7,506,000										96,500		53,500	0		4,841,000	2,618,000	47,000	0)	0)		0		0		0
## Principle and Services 1,000 12,000 12,000 12,000 12,000 12,000 132,0		170.000	170 000	170 000	200 000	300 000	200,000	200,000	300,000	200 000	200 000		170 000					170 000					170.000					300,000		ļ
Sub Trials - Reads and Bridges	57.11 - Resears and neavy Fatching	170,000	170,000	170,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000		170,000			, ·		170,000	1		ļ ,	1	170,000	1		"		300,000		U
Ancillary Transport Services Footpaths and Shared Faths Sign Off Services South State Service	Bridges	4,068,000	122,000	124,000	126,000	129,000	132,000	135,000	138,000	141,000	144,000	3,948,000				120,000					122,000)				124,000				126,000
Foopstard wash and Shared Paths	Sub Total - Roads and Bridges	25,402,000	32,554,200	10,143,000	11,312,000	20,112,000	28,985,700	26,736,500	19,856,500	11,333,000	12,495,000	7,856,000	2,038,500	4,228,000	6,222,500	5,057,000	3,214,200	12,608,000	10,237,000	1,434,000	5,061,000	1,858,000	3,031,000	0	391,000	4,863,000	1,905,000	3,444,000	0 398,000	5,565,000
Footpash with Median and Shared Plates	Ancillary Transport Services																													
Casts Walk Siebler - Tamar Street		560.000	520.000	530.000	541.000	552.000	563.000	574.000	585.000	597.000	609.000				50.000	510.000					520.000					530.000				541,000
Car Parks - Improvement Program 170,00 75,000 100,000	Coastal Walk	820,000		,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,	, , , , , , ,	,	,	,	616,000									0)				0				0
Water Transport and Wharves North Creek Road, Lennox - Boat Ramp 100,000 157,000 197,0												50,000				0	350,000				0					0				0
North Creek Road, Lennox - Beat Ramp 100,000 157,000 1	Car Parks - Improvement Program	170,000	75,000	100,000	102,000	104,000	106,000	108,000	110,000	112,000	114,000				120,000	50,000					75,000					100,000				102,000
Transport for NSW 157,00 219,000 360,000 360	Water Transport and Wharves																													
Emergency Services	North Creek Road, Lennox - Boat Ramp	100,000										50,000			73,000	(23,000)														
Emergency Services																														
Lemox Head - Rural Fire Shed	Transport for NSW	157,000	219,000	219,000	219,000	219,000	219,000	219,000	219,000	219,000	219,000	157,000				0	219,000				0	219,000		-		0	219,000)		0
Astonulle - Rural Fire Service Access 100,000 150,000 2,350,000 150,000 2,350,000 150,000 2,350,000 150,000 2,350,000 150,000	Emergency Services																													
Ballina - SES Building 150,000 2,350,000 0 0 150,000 2,350,000 0 0 0 2,350,000 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0		1,330,000										360,000			970,000	0				0	0)			0	0			0	0
Resource Recovery Landfill - Improvements																0													1	<u> </u>
Landfill - Improvements 50,000 51,000 52,000 53,000 54,000 55,000 56,000 57,000 58,000 59,000 0 53,000	Ballina - SES Building	150,000	2,350,000												150,000	0				2,350,000	0				0	0			0	0
Landfill - Improvements 50,000 51,000 52,000 53,000 54,000 55,000 56,000 57,000 58,000 59,000 0 53,000	Resource Recovery	1	1							1												1								
Landfill - Plant Laydown Area 100,000 75,000 50,000	Landfill - Improvements					54,000	55,000	56,000	57,000	58,000	59,000					0					0)							53,000	0
Landfill - Mheelie Bin Storage shed 75,000 50,000 0 0 0 0 0 0 0 0 0 0 0 0 0 0				800,000																					800,000	0			0	0
Landfill - Amenities																								1	0	0			0	. 0
Landfill - Remediation Provision Landfill - Second Weighbridge 350,000 Domestic Waste - Vehicles 31,231,000 39,808,200 12,720,000 1,250,																									0	0			0	0
Domestic Waste - Vehicles 950,000 1,900,000 1,000,000 1,100,000 1,100,000 1,100,000 1,800,000 1,900,000 1,100,000 1,	Landfill - Remediation Provision				1,250,000	1,250,000									0	0				0	0				0	0			1,250,000	0
Total - Civil Services 31,231,000 39,808,200 12,720,000 16,331,000 23,203,000 23,203,000 23,858,700 28,642,500 22,965,500 13,306,000 16,303,000 9,289,000 2,038,500 4,228,000 9,239,500 6,436,000 10,237,000 6,665,000 6,515,000 2,077,000 3,031,000 0 1,243,000 6,369,000 2,124,000 3,444,000 0 3,661,000 7 0 1,243,000 6,369,000 2,124,000 3,444,000 0 3,661,000 7 0 1,243,000 6,369,000 2,124,000 3,444,000 0 1,243,000 6,369,000 2,124,000 3,144,000 6,369,000 2,124,000 3,144,000 6,369,000 2,124,000 3,144,000 6,369,000 2,124,000 3,144,000 6,369,000 2,124,000 3,144,000 6,369,000 2,124,000 3,144,000 6,369,000 2,124,000 3,144,000 6,369,000 2,124,000 3,144,000 6,369,000 2,124,000 3,144,000 6,369,000 2,124,000 3,144,000 6,369,000 2,124,000 3,144,000 6,369,000 2,124,000 3,144,000 6,369,000 2,124		350,000													350,000	0									0	0			0	0
	Domestic Waste - Vehicles		950,000		1,900,000		1,000,000		1,100,000		1,800,000				0	0				950,000	0				0	0			1,900,000	0
Total - All Divisions 65,368,000 51,841,200 17,697,000 20,350,000 26,490,000 36,349,700 32,711,500 27,451,500 18,022,000 19,713,000 20,551,000 20,350,000 12,237,000 12,337,000 8,205,000 2,212,000 3,031,000 0 4,364,000 8,090,000 2,262,000 3,444,000 0 0 5,790,000 8	Total - Civil Services	31,231,000	39,808,200	12,720,000	16,331,000	23,203,000	31,858,700	28,642,500	22,965,500	13,306,000	16,303,000	9,289,000	2,038,500	4,228,000	9,239,500	6,436,000	3,783,200	12,608,000	10,237,000	6,665,000	6,515,000	2,077,000	3,031,000	0	1,243,000	6,369,000	2,124,000	3,444,000	0 3,661,000	7,102,000
Local - All Divisions 65,368,000 51,841,200 17,697,000 20,350,000 2,490,000 36,349,700 32,711,500 27,951,000 20,551,000 2,0551,000 2,0551,000 2,0551,000 2,137,000 8,205,000 2,212,000 3,031,000 0 4,364,000 8,090,000 2,262,000 3,444,000 0 5,790,000 8	Total All Biology	05.000.000	F4 644 555	47.005.00	00.075.55	00 105 55	00 0 10 ===	00 =44 ==	07.450.50	40.000.00	40 =45 ===	00 554 555	0.000 ===	40 405 55	45 505	7.000	0.044.55	40.054.55	40.005.55	40 407 55	0.00=	0.045.55	0.004.55		400455	0.000	0.000.00	0.444.000	0 5 705 555	0.057.55
	I OTAI - All DIVISIONS	65,368,000	51,841,200	17,697,000	20,350,000	26,490,000	36,349,700	32,711,500	21,451,500	18,022,000	19,713,000	20,551,000	2,038,500	19,185,000	15,597,500	7,996,000	6,311,200	12,951,000	12,237,000	12,137,000	8,205,000	2,212,000	3,031,000	0	4,364,000	8,090,000	2,262,000	3,444,000	U 5,790,000	8,854,000

Asset Description					Expen	dituro					F	unding So	urca 2022	2/23	Fı	unding So	urca 202	3/24	F	ındina Soı	urce 2024/25		unding So	urca 20	25/26
Asset Description	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2020/24	2021/22											Loans Reserv				
	2022/23	2023/24	2024/25	2023/20	2020/2/	2021120	2020/29	2029/30	2030/31	2031/32	Granics	360.04	LUalis	VESELAE2	Granics	360.04	LUAIIS	Reserves	Granics	360 04	Loans Reserv	es Grants	360.04	LUaiis	Reserves
Main Renewals																									
Recurrent			562,000	573,000	584,000	596,000	608,000	620,000	632,000	645,000				0				0			562,0	00			573,000
Rutherford Street Road Crossing, Lennox Head	25,000		,	,	,	,	,		,	,				25,000				0				0			
Henderson Lane Main, Lennox Head	125,000	150,000												125,000				150,000				0			
Hutley Drive Main Extension, Lennox Head	95,000	,												95,000				0				0			
North Creek Road - Pressure Zone Extension	25,000	200,000												25,000				200,000				0			
Hill Street, East Ballina	80,000	,												80,000				0				0			
Daintree Drive and Fern Street, Lennox Head	5,000	25,000												5,000				25,000				0			
Alston Avenue, Main , Alstonville	15,000	200,000												15,000				200,000				0			
Connect Dress Circle Dr and Pinnacle Row	5,000	25,000												5,000				25,000				0			
Temple Street (Leeson to Mary), Ballina	15,000	150,000												15,000				150,000				0			
Perry Street, Alstonville	88,000	,												88,000				0				0			
Tweed, Richmond, G'halgh St, Ballina	70,000													70,000				0				0			
Martin, Burnet, Ross Street Ballina	240,000													240,000				0				0			
														,				0							
Water Reservoirs																									
Reservoir - Ross Lane			1,500,000	2,200,000										0				0		1,500,000		0	2,200,000		
Reservoir - Pacific Pines	300,000	840,000										300,000		0		840,000		0				0			
Reservoir - Basalt Court Access and Ladder	150,000													150,000				0				0			
Reservoir - Lennox Reservoir	150,000													150,000				0				0			
Reservoir - East Ballina Reservoir	50,000													50,000				0				0			
Reservoir - Pine Avenue	75,000	75,000												75,000				75,000				0			
Reservoirs - Exterior Painting	,	,	50,000			50,000			50,000	50,000				0				0			50,0	00			
Reservoirs - Level Control Study	150,000		,			,			,	,				150,000				0				0			
Miscellaneous	40.000	40.000	40.000	40.000	40.000	40.000	40.000	40.000	40.000	40.000				40.000				40.000							40.00
Telemetry	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000				10,000				10,000			10,0	00			10,000
Water Network Master Plan	50,000													50,000				0				0			<u> </u>
EPIQ														0				0				0			
Reticulation Valve Replacement	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000				50,000				50,000			50,0	00			50,00
Water Loss Reduction	50,000													50,000				0				0			
Summerhill Estate		100,000												0				100,000				0			<u> </u>
Water Pump and Bore Stations																									
Pumping Stations - Russellton Booster		450,000												0		450,000		0				0			
. 0		,														,									
	-	-						Wate	r - Capital I	Expenditu	re Carrie	d Forward	·			•			•			•			

Accet Decembring					Eve a ::	ditura		ATER -							F.	unding Ca		22/24	F.	ındina Cai	.roo 2024/25		unding C		25/26
Asset Description					Expen							ınding Soı			_	unding So					rce 2024/25	_	unding So		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans Reserv	es Grants	Sec 64	Loans	Reserve
Trunk Mains																									
Wardell Mains			282,000											0				0		141,000	141,0	00			
North Ballina Reticulation Mains						712,000								0				0				0			
North Ballina Distribution Mains				2,078,000	2,343,000									0				0				0	2,078,000	0	
Pine Avenue Distribution Mains				, ,			2,600,000							0				0				0	<u> </u>		
Ballina Island Distribution Mains					590,000	590,000	, ,							0				0				0			
Lennox Head Mains					640,000	640,000								0				0				0			
CURA B Distribution Main					,	330,000								0				0				0			
Russellton Reticulation Mains		160.000				,								0				160,000				0			
West Ballina Bypass Distribution Main		,	1,000,000	1,000,000	428,000									0				0		1,000,000		0	1,000,000	0	
Lennox Palms Distribution and Reticulation			,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	390.000										0				0		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		0	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		390,00
Tamar Street (Bagot to Canal Road), Ballina	285,000													285.000				0				0			111,11
Bentinck Street (Owen / Kingsford Smith)	110,000	110,000												110,000				110,000				0			
Fox Street (Fox / Martin), Ballina	130,000	135,000												130,000				135,000				0			
Temple Street (Tamar / Tamarind Drive), Ballina	,	720,000												0				720,000				0			
North Creek Road / Angels Beach Drive		-,	780,000											0				0			780,0	00			
Angels Beach Drive to Missingham, Ballina	95,000		,	800,000										95,000)			0				0			800,00
Water Treatment Plant																									
Marom Creek WTP - Upgrade	150,000	4,320,000												150,000				4,320,000				0			
Marom Creek WTP - Renewals	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000	40,000				31,000)			32,000			33,0	00			34,00
Plant and Equipment																									
Vehicle and Plant Replacement	72,000	175,000		60,000	60,000	200,000			210,000	190,000				72,000)			175,000				0			60,00
Service Connections																									
Water Meter - New	245,000	250,000	255,000	260,000	265,000		275,000	281,000	287,000	293,000				245,000)			250,000			255,0	00			260,00
Water Meter - Replacement	250,000	68,000	69,000	70,000	71,000	72,000	73,000	74,000	75,000	77,000				250,000)			68,000			69,0	00			70,00
Total Capital Expenditure	3.191.000	8,245,000	4.591.000	7.525.000	5.076.000	3,556,000	3.653.000	1.073.000	1,353,000	1.355.000	0	300.000		2.891.000	0	1.290.000	0	6,955,000	0	2,641,000	0 1.950.0	00 0	5.278.00	0 0	2,247,00

								WASTE	WATER	- CAPIT	AL E	XPEND	ITUR	E											
					Expen	diture					F	unding So	urce 20	22/23	F	unding So	urce 2023/2	4	Fundin	g Sou	urce 2024/25	Fu	unding Sou	rce 202	25/26
Asset Description	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans Re	serves Gr	nts Se	64	Loans Reserves	Grants	Sec 64	Loans	Reserves
Pumping Stations																									
Wet Well Relining	150,000	150,000	153,000	156,000	159,000	162,000	165,000	168,000	171,000	174,000				150,000			1 1	50,000	7	6,500	76,500		78,000		78,000
North Ballina - New Station	,	100,000	500,000	864,000	,		,	,	,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,				0				0		0,000	(864,000		1 (
Richmond Street Storage			510,100	,	182,000			•						0				0		-,			,		. (
Lindsay Avenue					106,000									0				0							
Pumping Stations - Renewals	470,000	479,000	489,000	499,000	509,000	519,000	529,000	540,000	551,000	562,000				470,000			4	79,000			489,000				499,000
Tamar Street Valve Pit Renewal	25,000	170,000	100,000	100,000	000,000	010,000	020,000	010,000	001,000	002,000				25,000				0			100,000				(
														20,000											 I
Treatment Facilities - Minor																									
Treatment Plant Ballina	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000				24,000				24,000			24,000				24,000
Treatment Plant Lennox	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000					23,000				23,000			23,000				23,000
Treatment Plant Alstonville	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000					11,000				11,000			11,000				11,000
Treatment Plant Wardell	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000					11,000				11,000			11,000				11,000
	,	,	,	,	,	,	,	,	,	,				,				,			,				
Ballina Treatment Plant Upgrad	le																								
Ballina - Defect Rectification	4,800,000	2,385,000										4,800,000		0		2,385,000		0							(
Ballina - Reverse Osmosis Plant		, ,			2,500,000	2,500,000						, ,		0				0		0					(
Ballina - Gantry Crane	45,000	620,000			, ,	, ,								45,000			6	20,000							(
Ballina - Programed Membrane	.,	,							1,200,000	1,200,000				0				0							(
Ballina - Septage Recieval	200,000									, ,				200,000				0							(
Ballina - Solar	350,000	350,000												350,000			3	50,000							(
Ballina - DAF Shed Re-Fit	250,000	,												250,000				0							(
Ballina - Roof Replacement	,	250,000												0			2	50,000							(
		,																,							
Lennox Head Treatment Plant	Upgrade																								
Lennox - Treatment Master Plan			200,000											0				0			200,000				C
Lennox - Membrane Replacement							450,000							0				0							(
Lennox - Aeration Optimisation	60,000													60,000				0			()			(
Lennox - Catch Pond Floor lining	50,000	100,000												50,000			1	00,000							(
Lennox - Solar	350,000	350,000												350,000			3	50,000							(
Lennox - Belt Press		200,000												0			2	00,000							(
Lennox - Low Lift Pumps		200,000												0			2	00,000			()			C
Alstonville Treatment Plant Upg	ura do																								1
Alstonville - Inlet Works	1,420,000													1,420,000											
Alstonville - Biosolids	1,420,000	1,000,000	2,440,000											1,420,000				00 000			2,440,000				, ,
Alstonville - Biosolius Alstonville - Solar	115,000	1,000,000	∠, 44 0,000											115,000			1,0	00,000			2,440,000				
Alstonville - Solar Alstonville - Aerator Replacement	1 15,000	500,000	500,000											115,000			,	00,000			500,000				
Alstonville - Aerator Replacement		500,000	500,000											U				00,000			500,000				U
Wardell Treatment Plant Upgra	de																								
Wardell - Treatment Master Plan			100,000											0				0			100,000				, (
			-,																		11,000				
								Wast	ewater - Cap	oital Expend	liture Ca	rried Forw	vard												

							WA	STEWA	TER - CA	APITAL I	EXPE	NDITUE	RE (cont	t'd)												
Asset Description					Expen	diture					F	unding Sou	urce 2022/2	3	Fu	unding So	urce 2023	/24	F	unding Sc	ource 2024/25		Fur	nding Sou	rce 202	25/26
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	Grants	Sec 64	Loans Re	serves	Grants	Sec 64	Loans F	Reserves	Grants	Sec 64	Loans Res	erves	Grants	Sec 64	Loans	Reserves
Trunk Mains																										
Rising Main - Swift Street, Ballina			60,000											0				(1 6	0.000				(
SP4006 - Gravity Sewer, Alstonville	e		80,000											0								0,000				
GM4104 - Trans Mains, A'ville/W'b		10,000	00,000											0		10,000		(0,000				
GMWUEA - Gravity Main, W'bar		10,000	200,000											0		10,000					20	0,000				
GM2101 - Gravity Main, Ballina			200,000	205,000										0							1 2	0,000				205,000
GM2104 - Gravity Main, Ballina				200,000	438,000									0								0				200,000
RM-PS6 - Rising Main, CURA B					430,000	1,000,000	3,011,000							0								0				
Hutley Drive SRM Decommission	15,000					1,000,000	3,011,000							15,000								0				
Skinners Street Rising Mai	13,000	25,000	150,000											13,000				25,000			1.5	0,000				
Crowley Village Rising Main	150,000	150,000	130,000										1 1	50,000				150,000				0,000				
Serpentine Rising Main	130,000	25,000	150,000										'	0,000				25,000			1 15	0,000				
Corporation raising waim		25,000	150,000											0				25,000				0,000				
Wastewater Mains - Renewals														U								U				
Main Renewals	87,000	89,000	91,000	93,000	95,000	97,000	99,000	101,000	103,000	105,000				87,000				89,000				1,000				93,000
Seamist Place Rising Main	100,000	520,000	01,000	00,000	00,000	37,000	00,000	101,000	100,000	100,000		100,000		0,000		520,000		00,000				0				
Relining Works	332,000	339,000	346,000	353,000	360,000	367,000	374,000	381,000	389,000	397,000		100,000		32,000		320,000		339,000			3/	6,000				353,000
r tolli ling v toliko	332,000	333,000	340,000	333,000	300,000	307,000	374,000	301,000	303,000	001,000				002,000				000,000	1			0,000				
Plant and Equipment																										
Plant Replacement Program	90,000	65,000	50,000	60,000	375,000	330,000	500,000	180,000	60,000	55,000				90,000				65,000	D		5	0,000				60,000
Other Miscellaneous Works																										
Telemetry	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000				16,000				16,000			1	6,000				16,000
Wastewater Network Master Plan	55,000	-,	-,	-,	.,	.,	.,	.,	-,	-,				55,000				C	D			0				(
Reuse Program																										
Ross Lane - Dual Retic Reservoir			500,000	2,612,000										0				C)	500,000	0	0		1,306,000		1,306,000
Recycled Water Meters New	50,000	60,000	70,000											50,000				60,000)		7	0,000				(
Urban Reticulation System		80,000												0				80,000)			0				(
Henderson Farm - Dist'n Main		200,000												0				200,000)			0				
Meadows Estate - Dist'n Main		190,000												0				190,000)			0				C
Greenfield Grove - Dist'n Main			158,000	162,000										0				C	D		15	8,000				162,000
Lennox Head - Dist'n Main			362,000											0				C	D		36	2,000				(
Fig Tree Hill - Dist'n Main				472,000										0				C)			0				472,000
CURA B - Dist'n Main					1,000,000	1,336,000								0				C	D	(0	0				(
Irrigation - Wollongbar Fields	100,000												1	00,000				0	D			0				(
Pipeline - West Ballina Supply	933,000	933,000												33,000				933,000	D			0				C
Total Capital Expenditure	40 202 222	9,355,000	6 694 000	E E64 000	E 000 000	6 200 000	E 040 000	4 455 000	2 550 000	2 570 000	<u> </u>	4 000 000	1 0 5 0	00 000		2.045.000		140 000	 	4 070 500	0 0 5 00	7 500		249 000		2 242 024
iotai Capitai Expellulture	10,282,000	9,355,000	0,004,000	ე,ეიე,000	5,809,000	0,396,000	5,213,000	1,455,000	∠,559,000	2,578,000	1 0	4,900,000	U 5,3	82,000	U 0	2,915,000	U 6	3,440,000	ט וי	1,076,500	0 5,60	,500	U Z	2,248,000	U	3,313,000

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 Úrban 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).

				DEVELOPE	R CONTI	RIBUTION	NS - PLA	N CLOSI	NG BALA	NCES					
	ACT	JAL		BUDGET ITEMS						ESTIMATE)				
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
1,935,800	1,719,200	2,576,200	3,834,900	Open Space and Community Facilities	4,181,200	4,263,200	4,056,200	4,192,200	4,337,200	4,490,200	4,653,200	4,825,200	5,002,200	5,184,200	5,370,200
153,100	61,200	91,600	103,300	Wollongbar Urban Expansion Area (WUEA)	153,800	154,800	157,800	161,800	165,800	169,800	173,800	178,800	183,800	188,800	193,800
769,600	791,400	796,700		Car Parking	1,008,200	1,216,200	1,441,200	1,672,200	1,910,200	2,156,200	2,410,200	2,674,200	2,944,200	3,222,200	3,507,200
676,200	734,600	780,400	729,700	Heavy Vehicle	783,700	789,700	805,700	822,700	841,700	861,700	883,700	906,700	930,700	955,700	980,700
3,995,800	7,577,400	6,575,600	8,657,100	Road Plan (New)	7,500,600	8,689,100	25,100	1,265,100	2,750,100	4,712,100	3,032,100	1,197,400	1,841,400	7,388,400	12,083,400
1,533,500	1,612,800	1,681,300		Road Plan (Old)	771,500	771,500	771,500	771,500	771,500	771,500	771,500	771,500	771,500	771,500	771,500
0	79,100	81,900	160,900	Cumbalum Urban Release Area (CURA A)	214,900	264,900	314,900	364,900	414,900	464,900	514,900	564,900	614,900	664,900	714,900
9,064,000	12,575,700	12,583,700	15,061,600	Total Section 7.11 Funds Held	14,613,900	16,149,400	7,572,400	9,250,400	11,191,400	13,626,400	12,439,400	11,118,700	12,288,700	18,375,700	23,621,700
					ELOPEI	RCONTR	IBUTION	IS COLL	ECTED						
	ACT			BUDGET ITEMS						ESTIMATE					
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
0.507.000	0.044.000	0.000.000	4 070 000	0 0 10 10	4 450 000	500,000	500,000	500,000	500 000	500,000	500,000	500,000	500 000	500 000	500,000
2,537,900	2,614,900	2,030,300		Open Space and Community Facilities	1,450,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
87,500	13,700	84,400		Wollongbar Urban Expansion Area (WUEA)	50,000	000.000	000.000	000.000	000,000	000.000	000.000	000,000	000.000	000.000	000.000
521,200	0	000,000		Car Parking	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
359,600	352,200	362,600		Heavy Vehicle	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
1,534,700	5,281,900	2,105,100		Road Plan (Current Plan)	4,080,000	3,000,000	3,600,000	4,100,000	4,600,000	5,100,000	5,600,000	7,600,000	9,100,000	9,100,000	9,100,000
239,100	27,900	79,100		Road Plan (Old Plan)	50,000	50,000	FO 000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	F0 000
0	79,100	1,800	73,100	Cumabalum Urban Release Area (CURA A)	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000

6,130,000

4,050,000

4,650,000

5,150,000

6,150,000

5,650,000

6,650,000

8,650,000

10,150,000

10,150,000

10,150,000

8,369,700

5,280,000

5,151,300 Total Section 7.11 Funds Collected

4,663,300

	ACT	UAL		BUDGET ITEMS						ESTIMATE)				
017/18	2018/19	2019/20	2020/21		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				Open Spaces and Community Facilities											
		23,600		Miscellaneous - Old plan											
208,500	70,900			Pop Denison Master Plan	671,200										
149,300				Shaws Bay CMP											
			1,000	Riverview Park, Ballina	0										
				Lake Ainsworth CMP	0	0	343,000								
11,900	46,400			Porter Park Multi Purpose Court											
				Miscellaneous											
369,700	117,300	23,600	41,000	Sub Total Open Space and Com Facs	671,200	0	343,000	0	0	0	0	0	0	0	
				Car Parking											
0	0	0	0	Sub Total Car Parking	0	0	0	0	0	0	0	0	0	0	
110,000	110,000	55,000		Wollongbar Urban Expansion Area				0							
110,000	110,000	55,000	0	Sub Total WUEA	0	0	0	ŏ	0	0	0	0	0	0	
0,000		33,300		ow. ow. Hour	•				- i					ĭ	
				Heavy Vehicles											
130,000	130,000	130,000	130.000	Heavy Vehicles - Teven Bridge Loan	130,000	130,000	130,000	130,000	0	0	0	0	0	0	
273,800	185,300	192,200		Heaw Patching and Reseals	120,000	170,000	170,000	170,000	300,000	300,000	300,000	300,000	300,000	300,000	300,
403,800	315,300	322,200		Sub Total Heavy Vehicles	250,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300.
, i	, i	,		·	,	· ·		,	, i	,	,	·	,	, i	
				Roads Plan (New)											
	1,584,000			Roundabouts Hutley Drive - Land Acquisition											
282,100		2,787,900	40.000	Hutley Drive - Byron Bay Rd (100%)											
202, 100	134,100	2,767,900		Hutley Drive - Middle Connection (100%)	142.000	50.000	0	0	0	0	0	0	0		
		118,400	36, 100	Hutley Drive - Southern Extension (100%)	142,000	50,000	U	U	- 0	U	U	U	U	- U	
	82,200	195,700		River St - 4 Lanes - Preliminaries (49.6%)											
	02,200	193,700	0	River St - S1 - Smith Dr / Burns Pt (73.9%)	0	0	0	2,711,000	2,792,000	0	0	0	0	0	
				River St - S2 - Burns Pt to Barlows (73.9%)	1,537,000	0	0	2,711,000	2,732,000	0	0	0	0	0	
				River St - S3 - Fishery Ck Bridge (49.6%)	117,000	250,000	7,297,000	0	0	0	0	0	0	0	
				River St - S4 - B'wick to Tweed (49.6%)	90,000	1,172,000	1,231,000	0	0	0	0	0	0	0	
		1,500		Tam Dr - Nth Ck Rd/Kerr St-Lanes (98.6%)	39,000	1,172,000	0	0	0	0	2,355,000	2,425,200	0	0	
		1,000		Tam Dr - Canal Bridge - 4 Lanes (98.6%)	00,000	0	ő	o o	0	0	1,756,000	1,809,500	0	ő	
				Angels Bch Dve/Sheath St - LILO (Land)	0	0	ő	o o	0	0	1,700,000	1,000,000	0	ŏ	
				North Creek Road and Bridge (100%)	200,000	300.000	300.000	150.000	150,000	3.191.000	3.287.000	0	0	ő	
				North Creek Road and Bridge (Land)	0	0	000,000	0	0	13,000	0,201,000	0	0	0	
				Ross Lane Improvements - West (100%)	0	0	0	0	0	0	0	1,632,000	3,362,000	0	
				Ross Lane Improvements - East (48.5%)	0	0	0	0	0	0	ő	3,582,000	3,690,000	ő	
				Ross Lane Improvements - East (Land)	0	0	0	0	ol	0	ō	66,000	0	o	
				Tam Dr to Sthn X Dve - Right Ban (100%)	0	0	0	0	202,000	0	ō	0	0	o	
				North Ck Rd/Res Rd/Hutley-Calm (71.6%)	0	0	0	0	0	0	0	0	1,436,000	1,479,000	
		35,700		Bang Rd / Angels Bch Dve R'bout (100%)	3,093,000	0	0	0	0	0	0	0	0	0	
				Sandy Flat Road (100%)	0	0	0	0	0	0	0	0	0	0	4,599
		22,700		Nth Ck/Tam Dve/Sth X Dve-Lanes(100%)	0	0	0	0	0	0	0	0	0	2,123,000	
				Barlows Road Connection (64.5%)	64,500	96,500		0	0	0	0	0	0	0	
282,100	1,800,300	3,161,900	885,000	Sub Total Roads Plan (New)	5,282,500	1,868,500	12,438,000	2,861,000	3,144,000	3,204,000	7,398,000	9,514,700	8,488,000	3,602,000	4,599
				Roads Plan (Old)	0										
65,300	7,600	21,600	963,000	, ,	0	0	^	0	0	0	0	0	0	0	
65,300	7,600	21,600		Sub Total Roads Plan (Old)	0	0	0	0	0	0	0	0	0	0	
		·	·												
500.000	0.000.000	4 400 700	000 000	Section 7.11 Recouped to Community Infr			450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	4
,590,800	2,800,000	1,166,700		Open Spaces and Community Facilities	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450
,590,800	2,800,000	1,166,700	600,000	Sub Total Recouped	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450

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Capital Grants and Capital Contributions

The following information provides details on estimated capital grants and contributions. Brief details on the information provided for 2022/23 is as follows.

Airport

Council was successful in obtaining \$5,5m in Federal Government Grant for Runway Strengthening and Improvements.

Depot

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

Roads and Ancillary Facilities

Various funding for road and transport related projects including State Grant funding for Ross Lane \$3.4m.

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

Open Spaces and Sports Fields

Council was successful in obtaining \$3,5m for Kingsford Smith Upgrade and \$700k for the Lennox Park.

				CAPITAL GRANTS	S AND C	APITAL	CONTR	BUTIO	NS				-		
	ACT	UAL		BUDGET ITEMS	1					TIMATED					
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	2031/3
				Open Spaces											
60,000				Private - Ballina RSL - Captain Cook											
60,000			0.100	Prviate - Elizabeth Park Contribution											
67,100			9, 100	Private - Playground Elevation Estate											
07,100		11,000		Insurance - Community Gardens											
		6,000		State - Wardell Shade Structures											
	83,200	0,000	37 800	State - Pop Denison Master Plan	131,000										
	00,200		01,000	State - Lennox Village Vision - Lennox Park	101,000	700,000									
		881,400	219 000	Third Party Works - Council Assets (Non-cash)		700,000									
		001,400		Federal - Local Roads and Comm Infra (LCRI)	369,000										
			,	(,	,										
				Open Spaces and Reserves Buildings											
			115,000	Federal - Local Roads and Comm Infra (LCRI)	115,000										
	65,000			Rous - Killen Falls Amenities											
				Ou and a Fields											
91.900				Sports Fields											
91,900	74 000	40.000		State - Various											
	71,800	40,800		State - Williams Reserve Lighting											
	35,000	(04.400)		State - Saunders Oval Lighting											
	27,300	(24,400)	260 000	State - Kingsford Smith Retaining Wall											
	132,000 25,000		200,000	State - Wollongbar Sportsfield											
	326,700	663,300		State - Fripp Oval											
	326,700	003,300	0	State - Skennars Head Sports Fields State - Kingsford Smith - Major Upgrades	100,000	3,500,000									
		85,000	U	Internal - Wastewater	100,000	3,500,000									
	50,000	65,000		Developer - Noice Attenuation											
	50,000	279,400		Insurance - Shipping Container Amenities											
		219,400		Federal - Local Roads and Comm Infra (LCRI)	231,000										
				Third Party Works Council Assets (Non-cash)	231,000										
			200,.00	Thing I alsy Traine Sealien research (ten sacin)											
				Public and Environmental Health											
181,900	11,900		409,000	State - Shaws Bay Coastal Management Plan	63,000										
				State - Lake Ainsworth Coastal Management Plan	0	298,000	395,000								
				District. Bloods											
	45.000		440.000	Strategic Planning											
	15,000		143,000	Public Art / Streets as Shared Spaces											
				Gallery											
	66,200			State - Ignite Studios											
	54,800		85.000	State - Gallery											
	- 1,		,												
				Community Facilities											
	3,500,000			State - Ballina Indoor Sports Centre											
	140,000	4,200		State - Department of Education											
	700,000	1,313,900	519,600	State - Lennox Head Cultural Centre											
			129,700	Third Party Works - Council Assets (Non-cash)											
				Facilities Management	L										
			113,500	Federal - Local Roads and Comm Infra (LCRI)	113,000										
	120,000	44,200		Third Party Works - Council Assets (Non-cash)											

				CAPITAL GRANTS AN	ID CAPIT	AL CON	ITRIBIT	IONS (cont'd)						
	ACT	UAL		BUDGET ITEMS		AL OUI	ii iaboi	10110		TIMATED					
2017/18	2018/19	2019/20	2020/21	BODGET TIEWIS	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
2011/10	2010/10	2010/20	2020/21	Depot and Administration Centre	2021/22	2022/20	2020/24	202-720	2020/20	2020/21	2021720	2020/20	2020/00	2000/01	2001/02
107,900	221,900	147,600	113 900	Internal - Depot											
107,000	221,000	111,000	110,000	Internal - Depot - Water Contribution	35,000	30,000	31,000	31,000	32,000	32,000	33,000	34,000	34,000	35,000	36,000
				Internal - Depot - Wastewater Contribution	52,000	40,000	41,000	42,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000
				Internal - Depot - Waste Contribution	52,000	60,000	61,000	62,000		65,000	66,000	67,000	68,000	70,000	
				Internal - Depot Master Plan - Water Conts	02,000	250,000		02,000	01,000	00,000	00,000	01,000	00,000	70,000	11,000
				Internal - Depot Master Plan - Wastewater Conts		250,000									
		35.500		Internal - Administration Centre		200,000	1,000,000								
	115.000	33,333		Club - Ballina Surf Club											
	,		49.500	State - Ballina Community Men's Shed	51,000										
				Federal - Local Roads and Comm Infra (LCRI)	37,000										
			.,,		,										
				Swimming Pools											
48,800				State - Alstonville											
.,															
				Information Systems											
	50,000			Internal Contributions											
	,			-											
				Airport											
449,100	3,232,400	742,000		State - Terminal / Runway											
,		,		Federal - Runway Strengthening and Imrovements	0	5,540,000									
			405,000	Federal - Passenger Screening	1,700,000	594,000									
						, i									
				Asset Management											
			0	Country Passenger Transport Infrastructure (CPTIGS)	22,000										
				Stormwater											
			96,000	State - Resilience to Climate Change	24,000	_									
				State - Tanamera Drain	52,000	·									
			100,000	Federal - Local Roads and Comm Infra (LRCI)	326,000	200,000									
				Roads and Bridges											
		184,700		State - Regional Road Program	321,000										
2.356.400	652,100	101,700		State - Various	021,000										
2,000,100	002,100	10,000	880,200	State – Safer Roads - Cherry St/Fox St											
		.0,000		State – Safer Roads - Ross Lane	625,000	1,100,000	1,727,000								
				State – Safer Roads - Tamarind Dve / Tintenbar	020,000	1,100,000	1,121,000								
			,	State – Safer Roads - Kerr / Bentinck St	158,000	600,000									
			,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	State / Federal - Section 7.11 Projects	,	,	0	960,000	989,000	9.574.000	14,094,000	9,682,300	3.801.000	0	0
		420,300		State - Local Road Haulage Route Funding				,	,	,. ,	, ,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,,		
	19,200	-,0		State - Ross Lane Straightening											
	549,900	615,300	189,500	State - Marine Estate											
	,	,		State - Fixing Local Roads Round 1	419,000										
			,	State - Fixing Local Roads Round 2	169,000	168,000									
				State - Fixing Local Roads Round 3	1,	.,.,.	607,200								
				State - Pearces Creek Bridge	300,000	1,948,000									
				State - Lennox Head Vision - Ballina Street	995,900										
			2,505,400	Federal - Airport Boulevard	495,000										
	957,400			Federal - Department of Infrastructure											
1,890,200				Federal - Ross Lane / Coast Road Roundabout											
			366,800	Federal - Local Roads and Comm Infra (LCRI)	40,000	1,160,000									
				Federal - Pearces Creek Bridge		2,000,000									
	136,400	4,500		Private - Contributions											
		5,800,800	2,759,100	Transport for NSW - Assets (Non-cash)											

				CAPITAL GRANTS A	ND CAPIT	AL CON	ITRIBUT	IONS (cont'd)						
	ACT	UAL		BUDGET ITEMS					ES	TIMATED					
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				Ancillary Transport											
4,000				State - Miscellaneous											
290,400		290,400	299,200	State - Coastal Shared Path											
	33,100	252,800	464,100	State - Coastal Walk	37,000	46,000									
			115,300	State - Shared Path, Lighthouse Parade	96,000										
				State - Coastal Walk BLER	100,000	570,000									
	253,500	599,600	,	Federal - Coastal Shared Path											
		246,000		Federal - Roads to Recovery											
			225,000	Federal - Local Roads and Comm Infra (LCRI)	88,000	50,000	350,000								
				State - Lindendale Rd Central Median	14,000										
				Transport for NSW											
		77,000		State - Supplementary Block Grant											
				Other Water Transport											
234,700	12,600			State - Regional Boating Program											
37,600				State - RBP - East Wardell, Pontoon											
70,900				State - RBP - Cap Cook Park - Pontoons											
51,000	4,900			State - RBP - Fishery Creek - Pontoon											
77,900				State - RBP - Faulks Reserve – Pontoon											
40,000	1,700			State - RBP - Emigrant Creek - Access											
5,300	5,100			State - RBP - Nth Ck Road, Lennox Hd	40,000	50,000									
5,200	5,500			State - RBP - Brunswick St, Ballina											
				Emergency Services											
		207,200		Rural Fire Service - Equipment (Non-cash)											
(2,400)		=== ,=50		State - Marine Rescue Tower											
(=, : 30)				Rural Fire Service - Lennox Head Shed	0	360,000									
6,067,900	11,674,600	12,938,500	12,840,100	Total Capital Grants and Conts	7,370,900	19,514,000	5,212,200	1,095,000	1,127,000	9,714,000	14,237,000	9,828,300	3,949,000	152,000	155,000

Asset Sales and Loan Income

Asset Sales

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

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

Loan Funds

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

					ASSET	SALES									
	ACT	UAL		BUDGET ITEMS											
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				Southern Cross Industrial Estate Sale											
				Land Sales					2,902,000						
0	0	0	0	Sub Total - Southern Cross	0	0	5,803,000	5,803,000	2,902,000	0	0	0	0) () C
				Russellton Industrial Estate Sale											
10,000		327,200		Land Sales											
10,000	0	327,200 327,200		Sub Total - Russellton		•	•	•		•	0	_	_	, ,	,—,
10,000	U	321,200	U	Sub Total - Russellton		U	U	U	U	U	U			, ,	1
				Other											
	341,700			Surplus Land - Miscellaneous Sales											
3,850,200	228,500			Wollongbar Urban Expansion Area		4,685,000	4,685,000								
		2,521,800	314,500	54 North Creek Road, Ballina											
		242,200		3 Brunswick Street, Ballina											
3,850,200	570,200	2,764,000	314,500	Sub Total - Other Land Sales	0	4,685,000	4,685,000	0	0	0	0	0	0	, (, 0
2 222 222		2 224 222	244 500				10 100 000		0.000.000					 	
3,860,200	570,200	3,091,200	314,500	Total Capital Income from Land Sales	0	4,685,000	10,488,000	5,803,000	2,902,000	0	0	0	0) 0	1 0

					LOAN I	NCOME									
	ACTU	UAL		BUDGET ITEMS											
2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/3
				Airport											
		2,400,000		Terminal, Parking, Solar, Boulevard Road	2,000,000	0									
				Apron Overlay and Concrete Pads		3,000,000									
				Terminal - Baggage Area Expansion		0	2,000,000								
				Runway - Lengthening / Strengthening		7,827,000									
				Roads - Town Centre Renewals											
		3,000,000		River Street - Moon to Grant											
				Lennox Head - Village Renewal		3,000,000									
				Street Lighting											
		722,000		Energy Efficiency - Internal Loan											
				Swimming Pools											
3,929,500				Ballina											
3,318,300				Alstonville											
				Property Development											
		3,600,000		Boeing Avenue	0	4,130,000									
			1,500,000	Airport Boulevard	2,800,000										
			2,000,000	WUEA Stage 3	2,000,000										
				Section 7.11 Roads Plan											
				River St - S1 - Smith Dr / Burns Pt (73.9%)	0	0	0	0	0	0	0	(0	0	
			0	River St - S2 - Burns Pt to Barlows (73.9%)	1,000,000	0	0	0	0	0	0	(0	0	
				River St - S3 - Fishery Ck Bridge (49.6%)	0	0	7,619,000	0	0	0	0	C	0	0	
				River St - S4 - B'wick to Tweed (49.6%)	0	1,228,000	0	0	0	0	0	C	0	0	
				Tam Dr - Nth Ck Rd/Kerr St-Lanes (98.6%)	0	0	0	0	0	0	0	C	0	0	
				Tam Dr - Canal Bridge - 4 Lanes (98.6%)	0	0	0	0	0	0	0	(0	0	
				Angels Bch Dve/Sheath St - LILO (Land)	0	0	0	0	0	0	0	(0	0	
				North Creek Road and Bridge (100%)	0	0	0	0	0	0	0	(0	0	
				North Creek Road and Bridge (Land)	0	0	0	0	0	0	0		0	0	
				Ross Lane Improvements - West (100%)	0	0	0	0	0	0	0	(′I		
				Ross Lane Improvements - East (48.5%)	0	0	0	0	0	0	0		0		
				Ross Lane Improvements - East (Land)	0	0	0	0	0	0	0		0		
				Tam Dr to Sthn X Dve - Right Ban (100%)	0	0	0	0	0	0	0		0		
				North Ck Rd/Res Rd/Hutley-Calm (71.6%)	0	0	0	0	0	0	0		0	0	
				Bang Rd / Angels Bch Dve R'bout (100%)	0	0	0	0	0	0	0		0	0	
				Sandy Flat Road (100%)	0	0	0	0	0	0	0	(0	0	
				Nth Ck/Tam Dve/Sth X Dve-Lanes(100%)	0	0	0	0	0	0	0	(0	0	
			0	Barlows Road Connection (64.5%)	0	0	2,618,000	0	0	0	0	L 0	0	0	
				Resource Recovery											
				Remediation						1,000,000					
	_			<u></u>		10.15===	40.05=								<u> </u>
7,247,800	0	9,722,000	3,500,000	Total Loan Income	7,800,000	19,185,000	12,237,000	0	0	1,000,000	0	C	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.

Persistant Per					RESE	ERVE MO	OVEMENT	S - GEN	ERAL FU	IND			-			
Concents and Communition Directions Concent Stockion Conc	Reserve Title		2021/22									2024/25			2025/26	
Germannenson Communications Communic		То	From	Net	To	From	Net	To	From	Net	To		Net	To		Net
Commensation 1,000 20,000 1,000																
Caucal Energians 75,000 500,000 95,000 7	Corporate and Community Division															
Communications	Governance															
December 11,000	Council Election	75,000	300,000	(225,000)	75,000	0	75,000	80,000	0	80,000	80,000	310,000	(230,000)	81,000	0	81,000
December 11,000																
Panacia Services 1-2000 2000	Communications															
Part	Donations and Events	118,000	11,400	106,600		34,000	(34,000)		20,000	(20,000)						
Parallel services Personal services Personal services Personal services Personal Culture Communication Physiophy Personal Services Persona																
Progress and Releasations 14,400 14,000 10	Tourism		20,000	(20,000)												
Progress and Releasations 14,400 14,000 10																
Lincid Commercia Property Lincid Commercia Lincid Commer	Financial Services															
Backford Network 20,000	Projects and Revaluations		124,000	(124,000)	10,000	50,000	(40,000)	10,000	60,000	(50,000)	10,000	0	10,000	10,000	0	10,000
People and Culture S1,500 S1	Local Government Recovery Grant	1,000,000		1,000,000	2,375,000	1,410,000	965,000		1,965,000	(1,965,000)						
Commercial Property Commercial Property Commercial Property Commercial Property Commercial Displacements Commercial Displ	Bushfire Recovery Grant	300,000	500,000	(200,000)		300,000	(300,000)									
Commercial Property Commer																
Community Priseration Section	People and Culture		31,000	(31,000)												
Community Priseration Section																
Community Priseration Section	Commercial Property															
Interest Exement on Reserver 16,000 10,000																
Revict J. Britans Girest Carbo (1.6) 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0		18 000		18 000	21 000		21 000	37 000		37 000	3 000		3 000	18 000		18,000
Reviral Fancest Steme Cafe Lake Alterworth Cape Lak			100 300			116 000			97 000			98 000			99 000	685,000
Lake Almosoff CMP (1988,100) (198																45,000
Cermon Visiga Remonal 1,000,000 2,888,100 1,986,100 1,000,000 1,000,000 2,000		01,000		, , , , , , , , , , , , , , , , , , , ,	70,000	20,000	+∠,000	7 1,000	,		12,000	20,000	++,000	73,000	20,000	+3,000
Lemonz Village Referend Rose Park Lemonz Hord Ram Fire Sinder 7,000 7,000 1,00		1 000 000				1 000 000	(1,000,000)		02,000	(02,000)						
Lemon Head Rural Five Shool 73,000 73,000 73,000 73,000 150,000 150,000 2390,000 2390,000 2390,000 2390,000 2390,000 2390,000 2390,000 245,000 2		1,000,000				1,000,000	(1,000,000)									
Ballins SES Bulleting Willesglar - Dotatic Park Alstrowlike Park Access 870,000 70,000		70 000		(92,500)		F70 000	(570.000)									
Moleculary - Desired Park 26,500 265,000 70,000 450,000		73,000	73,000	0		,										
Alstondille Rivard Fire Service Accesses 70,000 70,000 70,000 450,000	ŭ .			(0		150,000	(150,000)		2,350,000	(2,350,000)						
Section 7.1 Recognements 450,000				(265,000)												
Loan P & I - Corm Bituldrings 20,500 243,0			70,000	0		70,000										
Loan P & 1-Fove Cereire 40,000 243,000 243,000 243,000 243,000 243,000 243,000 243,000 243,000 243,000 243,000 270,000		450,000		, , , , , , , , , , , , , , , , , , , ,	450,000			450,000		450,000	450,000		450,000	450,000		450,000
Loan P 8, 1-Town Centre			20,600						0	0		0	0		0	0
Total - Comm Infrastructure 2,472,600 3,814,000 1,321,000 1,324,000 1,325,0	Loan P & I - River Street - Moon to Grant		243,000	(243,000)		243,000	(243,000)			(243,000)		243,000	(243,000)		243,000	(243,000)
Property Development Reserve 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 236,0	Loan P & I - Town Centre		0	0		0	0		270,000	(270,000)		270,000	(270,000)		270,000	(270,000)
Property Development Reserve 4,000 4,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 235,0	Total - Comm Infrastructure	2.472.600	3.814.000	(1.341.400)	1,280,000	2.201.000	(921,000)	1.312.000	3.050.000	(1.738,000)	1,294,000	639,000	655,000	1.325.000	640,000	685,000
Interest Earmed on Russions			-,,	(1,011,100)	,,,,,,,,,,	_,,	(==,,==,	.,,		(1,100,000)	1,20 1,000		000,000	.,,	0.0,000	
Interest Earmed on Russions	Property Development Reserve															
Soeing Avenue - Loan Repsyments 235,000 (235,000) (235,000) (235,000) (235,000) (235,000) (235,000) (235,000) (300,000		4 000		4 000	1 000		1 000	17 000		17 000	136 000		136 000	236 000		236,000
Southern Cross Movements 198,200 198,200 0 69,000 68,000 71,000 5,732,000 5,732,000 2,902,000 75,000 2,902,000 75,000 2,902,000 75,000 0 5		4,000	235 000		1,000	235 000		17,000	7 574 700		100,000	0	100,000	200,000	n	200,000
Russellane Molements 0 43,300 (43,300) 0 46,000 0 46,000 0 48,000 0 50,000								5 902 000		· · · · /	E 903 000	72 000	5 720 000	2 002 000	75,000	2,827,000
Wolforghar Movements 0 43,200 48,85,000 47,000 4,885,000 48,85,000 0 45,000 0 38,000 0 38,000 0 39,000 18,		0			0			3,603,000			3,603,000			2,902,000		
Norbik Homes Rental 195,000 195,000 195,000 195,000 195,000 195,000 195,000 175,000 175,000 180,		0			4 005 000	,		4 005 000	,		0			0		(52,000)
ARC Rental		105.000	43,200			47,000			49,000		475.000	38,000		100.000	39,000	(39,000)
Shelly Beach Café Apport Boulevard - Loan Repayments B 5,000 (85,000) 308,000 (308,000) 308,000 (308,000) 4,067,000 (4,067,000) 0 Henderson Farm (Residual) - Conts WUEA - Stago 3 Siso,000 (336,000) 4,048,000 (4,048,000) (50,000) 50,000 (308,000) 4,067,000 (4,067,000) 4,067,000 (4,067,000) 0 Boeing Avenue - Lots Two and Three Southern Cross Estate Rezoning Dividend - General Fund Operations B 8,500 (88,000) 50,000 (50,000) 119,000 (119,000) 137,000 (137,000) 155,000 (150,000) 100,000 (10,000) 119,000 (119,000) 137,000 (137,000) 137,000 (137,000) 155,000 (150,000) 100,000 (10,000) 100,000 (10,000) 100,000 (10,000) 120,000 (120,000) 120,000 (120,000) 120,000 (120,000) 120,000 (120,000) 120,000 (10																180,000
Alport Doublewird - Loan Repsyments 85,000 (85,000) 275,000 (275,000)		288,000			281,000	,		287,000	5,000	282,000	293,000	5,000	288,000	299,000	5,000	294,000
Henderson Farm (Residual) - Conts 275,000																
WUEA - Stage 3 Bosing Aleman - Lots Two and Three 131,000 (131,000) Southern Cross Estate Rezoning Dividend - General Fund Operations Total - Property Development 487,000 1,513,200 (1,026,200) Southern Cross Estate Rezoning 107,000 (1,000) Southern Cross Estate Rezoning 108,000 (1,000) Southern Cross Estate Rezoning 118,000 (1,000) Southern Cross Estate Rezoning 118,000 (1,000) Southern Cross Estate Rezoning 118,000 (1,000) Southern Cross Estate Rezoning 119,000 (1,000) Southern Cross Estate Rezoning 110,000 (1,0						308,000	(308,000)		308,000	(308,000)		4,067,000	(4,067,000)		0	0
Beeing Avenue - Lots Two and Three Southern Cross Estate Rezoring 0 50,000 (50,000) 0 119,000 (110,000) 137,000 (137,000) 155,000 (155,000 (155,000) 0 10,962,000 8,174,700 (170,000) 137,000 (137,000) 155,000 (155,000 (155,000) 0 10,962,000 8,174,700 (170,000) 140,000 (137,000) 155,000 (155,000) 10,962,000 8,174,700 (170,000) 140,000 (137,000) 140,000 (, ,															
Southern Cross Estate Rezoning Dividend - General Fund Operations 88.500 (88.500) 88.000 (81.000) 119.000 (119.000) 137.000 (137.000) 155.000 (155.000) 3.29 Miscellaneous Commercial Property Wigmore Arcade 1107.000 107.000 100.000 77.000 100.000 120.000 120.000 120.000 140.000 140.000 140.000 160.000 160.000 170.000			356,000	(356,000)		4,048,000	(4,048,000)									
Didded - General Fund Operations 88,500 88,500 81,000 119,000 119,000 119,000 137,000 137,000 155,000 156,000 32			131,000	(131,000)												
Total - Property Development 487,000 1,513,200 (1,026,200) 5,162,000 4,944,000 218,000 10,962,000 8,174,700 2,787,300 6,407,000 4,370,000 2,037,000 3,617,000 326,000 3,28 (1,000) 100,000 100	Southern Cross Estate Rezoning			0		50,000	(50,000)									
Miscellaneous Commercial Property Wigmore Arcade 107,000 107,000 100,000 100,000 120,000 120,000 120,000 120,000 140,000 1	Dividend - General Fund Operations		88,500	(88,500)		81,000	(81,000)		119,000	(119,000)		137,000	(137,000)		155,000	(155,000)
Wigmore Arcade 107,000 107,000 100,000 120,000 120,000 140,000 140,000 140,000 160,000 160,000 160,000 170,000 77,000 0 78,000 78,000 78,000 0 79,000 19,000 19,000 80,000 160	Total - Property Development	487,000	1,513,200	(1,026,200)	5,162,000	4,944,000	218,000	10,962,000	8,174,700	2,787,300	6,407,000	4,370,000	2,037,000	3,617,000	326,000	3,291,000
Wigmore Arcade 107,000 107,000 100,000 120,000 120,000 120,000 140,000 140,000 140,000 160,000 80,000 160 160 160 160 160 160 160 160 160		,		. , , , ,			,	, ,		, ,	, ,	, ,		, ,	,	
Wigmore Arcade 107,000 107,000 100,000 120,000 120,000 120,000 140,000 140,000 140,000 160,000 80,000 160 160 160 160 160 160 160 160 160	Miscellaneous Commercial Property															
Crown Reserves 75,000 75,000 0 77,000 0 77,000 0 78,000 78,000 0 79,000 79,000 0 80,000 80,000 Flat Rock Tent Park 1,500 70,000 (68,500) 82,000 120,000 (38,000) 85,000 70,000 15,000 89,000 70,000 19,000 94,000 70,000 2 Airport 1,027,700 2,757,000 (1,729,300) 2,436,000 3,747,000 (1,311,000) 2,225,000 2,850,000 (625,000) 2,524,000 1,650,000 874,000 2,610,000 900,000 1,71 Quarries and Sandpit 0 54,000 (64,000) 20,000 150,000 (130,000) 22,000 0 22,000 34,000 0 34,000 41,000 0 4 Community Facilities Community Centre 124,000 170,000 (46,000) 7,000 0 7,000 0 7,000	Wigmore Arcade	107,000		107,000	100,000		100,000	120,000		120,000	140,000		140,000	160,000		160,000
Flat Rock Tent Park 1,500 70,000 (68,500) 82,000 120,000 (38,000) 85,000 70,000 15,000 89,000 70,000 19,000 94,000 70,000 2 Airport 1,027,700 2,757,000 (1,729,300) 2,436,000 3,747,000 (1,311,000) 2,225,000 2,850,000 (625,000) 2,524,000 1,650,000 874,000 874,000 2,610,000 900,000 1,71 Quarries and Sandpit 0 54,000 (54,000) 20,000 150,000 (130,000) 22,000 0 22,000 34,000 0 34,000 0 34,000 41,000 0 4 Community Facilities Community Centres Alstonville Cultural Centre 124,000 170,000 (46,000) 7,000 0 7,000 10 7,	Crown Reserves	75,000	75,000	0	77,000	77,000	0	78,000	78,000	0	79,000	79,000	0	80,000	80,000	0
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Community Facilities Community Centres 8,000 (8,000) Alstonville Cultural Centre 124,000 170,000 (46,000) 7,000 0 7,000 Library Services 27,600 27,600 27,600 Facilities Management Administration Building and Depot Building Asset Renewal Program 111,000 (111,000) Fleet and Plant 1,971,400 1,289,000 682,400 2,002,000 2,145,000 1,591,000 1,591,000 495,000 2,168,000 1,451,000 717,000 2,234,000 1,209,000 1,02 Total - Corporate and Community 7,916,800 11,777,600 (3,860,800) 13,626,000 15,178,000 (1,552,000) 16,980,000 17,858,700 12,825,000 8,569,000 4,256,000 10,252,000 3,225,000 7,02	• • •	,==: ,. 00	, ,000	(, ==,000)	, ,	.,,000	(,2 : :,000)	,,,	, = = 3,000	(:=:,000)	,== ,,000	,113,000	21 1,000	, : : : : ; : : :	222,000	, 3,000
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	Fleet and Plant	1,971,400	1,289,000	682,400	2,002,000	2,145,000	(143,000)	2,086,000	1,591,000	495,000	2,168,000	1,451,000	717,000	2,234,000	1,209,000	1,025,000
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(Reserve movements carried forward on following page)	। otal - Corporate and Community	7,916,800	11,777,600	(3,860,800)	13,626,000	15,178,000	(1,552,000)	16,980,000	17,858,700	(878,700)	12,825,000	8,569,000 8	4,256,000	10,252,000	3,225,000	7,027,000
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Healthy Waterways Program Coastal Management Plans 2, Public Order - Rangers Strategic Planning Section 7.11 Contributions Planning Proposals (Restricted) Strategic Planning Projects Section 7.11 Reviews and Administration Environmental Action Plan Open Spaces - Parks Open Space Programs Pop Denison Ross Park Wollongbar Skate Park Open Spaces - Vegetation Open Spaces - Sports Fields Sports Fields Improvements Wollongbar Sports Fields Ballina Hockey Club Open Spaces - Cemeteries Open Spaces - Public Amenities 140, Community Gallery Gallery Projects Public Art Contributions Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,	2,000 12 6,000 6,63 0,000 2 0,000 10 2,000 23 11 64 7,000 56 1,000 32 1,000 10 0 0 0	124,000 2,000 2,000 48,700 274,000 101,500 238,500 118,800 643,000 957,000 583,900 0 64,000	(122,000) (2,000) (2,000) (1,300) (224,000) (21,500) 583,500 (118,800) (643,000) (957,000) 13,100 (161,000) 33,000 7,000	75,000	350,500 45,000 2,618,500 175,000 20,000 822,000 140,000	(350,500) (45,000) 1,535,500 (175,000) 55,000 (122,000) 0 (140,000)		13,531,000 45,000 20,000 700,000	(8,577,000) (45,000) 57,000 (700,000)	, ,	20,000	59,000	, ,	20,000	61,000
Healthy Waterways Program Coastal Management Plans 2, Public Order - Rangers Strategic Planning Section 7.11 Contributions Planning Proposals (Restricted) Strategic Planning Projects Section 7.11 Reviews and Administration Environmental Action Plan Open Spaces - Parks Open Space Programs Pop Denison Ross Park Wollongbar Skate Park Open Spaces - Vegetation Open Spaces - Sports Fields Sports Fields Improvements Wollongbar Sports Fields Ballina Hockey Club Open Spaces - Cemeteries Open Spaces - Public Amenities 140, Community Gallery Gallery Projects Public Art Contributions Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,	2,000 12 6,000 6,63 0,000 2 0,000 10 2,000 23 11 64 7,000 56 1,000 32 1,000 10 0 0 0	124,000 2,000 2,000 48,700 274,000 101,500 238,500 118,800 643,000 957,000 583,900 0 64,000	(122,000) (2,000) (2,000) (1,300) (224,000) (21,500) 583,500 (118,800) (643,000) (957,000) 13,100 (161,000) 33,000 7,000	75,000	350,500 45,000 2,618,500 175,000 20,000 822,000 140,000	(350,500) (45,000) 1,535,500 (175,000) 55,000 (122,000) 0 (140,000)		13,531,000 45,000 20,000 700,000	(8,577,000) (45,000) 57,000 (700,000)	, ,	20,000	59,000	, ,	20,000	61,000
Coastal Management Plans 2, Public Order - Rangers Strategic Planning Section 7.11 Contributions 6,206, Planning Proposals (Restricted) 50, Strategic Planning Projects 50, Section 7.11 Reviews and Administration 80, Environmental Action Plan Open Spaces - Parks Open Space Programs 822, Pop Denison Ross Park Wollongbar Skate Park Open Spaces - Vegetation 597, Open Spaces - Sports Fields Sports Fields Improvements 164, Wollongbar Sports Fields 33, Ballina Hockey Club 7, Open Spaces - Cemeteries Open Spaces - Public Amenities 140, Community Gallery Gallery Projects 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,	2,000 12 6,000 6,63 0,000 2 0,000 10 2,000 23 11 64 7,000 56 1,000 32 1,000 10 0 0 0	124,000 2,000 2,000 48,700 274,000 101,500 238,500 118,800 643,000 957,000 583,900 0 64,000	(122,000) (2,000) (2,000) (1,300) (224,000) (21,500) 583,500 (118,800) (643,000) (957,000) 13,100 (161,000) 33,000 7,000	75,000	350,500 45,000 2,618,500 175,000 20,000 822,000 140,000	(350,500) (45,000) 1,535,500 (175,000) 55,000 (122,000) 0 (140,000)		13,531,000 45,000 20,000 700,000	(8,577,000) (45,000) 57,000 (700,000)	, ,	20,000	59,000	, ,	20,000	61,000
Public Order - Rangers Strategic Planning Section 7.11 Contributions 6,206, Planning Proposals (Restricted) 50, Strategic Planning Projects 50, Section 7.11 Reviews and Administration 80, Environmental Action Plan Open Spaces - Parks Open Space Programs 822, Pop Denison Ross Park Wollongbar Skate Park Open Spaces - Vegetation 597, Open Spaces - Sports Fields Sports Fields Improvements 164, Wollongbar Sports Fields 33, Ballina Hockey Club 7, Open Spaces - Cemeteries Open Spaces - Public Amenities 140, Community Gallery Gallery Projects 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,	6,000 6,63 0,000 2 0,000 10 1,000 2 1,000 56 1,000 56 1,000 3 1,000 10 1,000 11	2,000 6,653,700 48,700 274,000 101,500 238,500 118,800 643,000 957,000 583,900 0 64,000	(2,000) (447,700) 1,300 (224,000) (21,500) 583,500 (118,800) (643,000) (957,000) 13,100 (161,000) 33,000 7,000 (64,000)	75,000	45,000 2,618,500 175,000 20,000 822,000 140,000	(45,000) 1,535,500 (175,000) 55,000 (122,000) 0 (140,000)		45,000 20,000 700,000	(45,000) 57,000 (700,000)	, ,	20,000	59,000	, ,	20,000	61,000
Public Order - Rangers Strategic Planning Section 7.11 Contributions 6,206, Planning Proposals (Restricted) 50, Strategic Planning Projects 50, Section 7.11 Reviews and Administration 80, Environmental Action Plan Open Spaces - Parks Open Space Programs 822, Pop Denison Ross Park Wollongbar Skate Park Open Spaces - Vegetation 597, Open Spaces - Sports Fields Sports Fields Improvements 164, Wollongbar Sports Fields 33, Ballina Hockey Club 7, Open Spaces - Cemeteries Open Spaces - Public Amenities 140, Community Gallery Gallery Projects 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,	7,000 20,000 10,	238,500 118,800 643,000 583,900 0 644,000	(447,700) 1,300 (224,000) (21,500) 583,500 (118,800) (643,000) (957,000) 13,100 (161,000) 33,000 7,000	75,000	2,618,500 175,000 20,000 822,000 140,000	1,535,500 (175,000) 55,000 (122,000) 0 0 (140,000)		45,000 20,000 700,000	(45,000) 57,000 (700,000)	, ,	20,000	59,000	, ,	20,000	61,000
Strategic Planning Section 7.11 Contributions 6,206, Planning Proposals (Restricted) 50, Strategic Planning Projects 50, Section 7.11 Reviews and Administration 80, Environmental Action Plan	7,000 20,000 10,	238,500 118,800 643,000 583,900 0 644,000	(447,700) 1,300 (224,000) (21,500) 583,500 (118,800) (643,000) (957,000) 13,100 (161,000) 33,000 7,000	75,000	2,618,500 175,000 20,000 822,000 140,000	1,535,500 (175,000) 55,000 (122,000) 0 0 (140,000)		45,000 20,000 700,000	(45,000) 57,000 (700,000)	, ,	20,000	59,000	, ,	20,000	61,000
Strategic Planning Section 7.11 Contributions 6,206, Planning Proposals (Restricted) 50, Strategic Planning Projects 50, Section 7.11 Reviews and Administration 80, Environmental Action Plan	7,000 20,000 10,	238,500 118,800 643,000 583,900 0 644,000	(447,700) 1,300 (224,000) (21,500) 583,500 (118,800) (643,000) (957,000) 13,100 (161,000) 33,000 7,000	75,000	2,618,500 175,000 20,000 822,000 140,000	1,535,500 (175,000) 55,000 (122,000) 0 0 (140,000)		45,000 20,000 700,000	(45,000) 57,000 (700,000)	, ,	20,000	59,000	, ,	20,000	61,000
Section 7.11 Contributions 6,206, Planning Proposals (Restricted) 50, Strategic Planning Projects 50, Section 7.11 Reviews and Administration 80, Environmental Action Plan 80, Open Spaces - Parks Open Space Programs Open Space Programs 822, Pop Denison 80, Ross Park Wollongbar Skate Park Open Spaces - Vegetation 597, Open Spaces - Sports Fields 33, Sports Fields Improvements 164, Wollongbar Sports Fields 33, Ballina Hockey Club 7, Open Spaces - Cemeteries 140, Open Spaces - Public Amenities 140, Community Gallery 16, Gallery Projects 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,	7,000 20,000 10,	48,700 274,000 101,500 238,500 118,800 643,000 957,000 583,900 0 64,000	1,300 (224,000) (21,500) (21,500) (21,500) (118,800) (643,000) (957,000) 13,100 (161,000) 33,000 7,000 (64,000)	75,000	175,000 20,000 822,000 140,000	(175,000) 55,000 (122,000) 0 0 (140,000)		45,000 20,000 700,000	(45,000) 57,000 (700,000)	, ,	20,000	59,000	, ,	20,000	61,000
Planning Proposals (Restricted) 50,	7,000 20,000 10,	48,700 274,000 101,500 238,500 118,800 643,000 957,000 583,900 0 64,000	1,300 (224,000) (21,500) (21,500) (21,500) (118,800) (643,000) (957,000) 13,100 (161,000) 33,000 7,000 (64,000)	75,000	175,000 20,000 822,000 140,000	(175,000) 55,000 (122,000) 0 0 (140,000)		45,000 20,000 700,000	(45,000) 57,000 (700,000)	, ,	20,000	59,000	, ,	20,000	61,000
Strategic Planning Projects 50,	7,000 2: 2,000 10 2,000 2: 1 64 9,000 56 7,000 32 7,000 11 1,000 11	274,000 101,500 238,500 118,800 643,000 957,000 583,900 0 64,000	(224,000) (21,500) (21,500) (583,500 (118,800) (643,000) (957,000) 13,100 (161,000) 33,000 7,000 (64,000)	700,000	20,000 822,000 140,000 164,000	(122,000) 0 0 (140,000)	77,000	700,000	(700,000)	79,000			81,000		
Strategic Planning Projects 50, Section 7.11 Reviews and Administration 80, Environmental Action Plan 80, Open Spaces - Parks Open Space Programs Open Space Programs 822, Pop Denison 822, Ross Park Wollongbar Skate Park Open Spaces - Vegetation 597, Open Spaces - Sports Fields 33, Sports Fields Improvements 164, Wollongbar Sports Fields 33, Ballina Hockey Club 7, Open Spaces - Cemeteries 140, Community Gallery 16, Gallery Projects 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Management Asset Revaluations 20, Surveying Equipment 15,	7,000 2: 2,000 10 2,000 2: 1 64 9,000 56 7,000 32 7,000 11 1,000 11	274,000 101,500 238,500 118,800 643,000 957,000 583,900 0 64,000	(224,000) (21,500) (21,500) (583,500 (118,800) (643,000) (957,000) 13,100 (161,000) 33,000 7,000 (64,000)	700,000	20,000 822,000 140,000 164,000	(122,000) 0 0 (140,000)	77,000	700,000	(700,000)	79,000			81,000		
Section 7.11 Reviews and Administration Environmental Action Plan Open Spaces - Parks Open Space Programs Pop Denison Ross Park Wollongbar Skate Park Open Spaces - Vegetation Open Spaces - Sports Fields Sports Fields Improvements Wollongbar Sports Fields 33, Ballina Hockey Club Open Spaces - Cemeteries Open Spaces - Public Amenities 140, Community Gallery Gallery Projects Public Art Contributions Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 1822, Parks 822, Popen Spaces - Vegetation 597, 597, 597, 597, 597, 597, 597, 597,	7,000 10 1,000 23 1 64 99 7,000 56 1,000 32 1,000 11 1,000 11	238,500 118,800 643,000 957,000 583,900 0 64,000	(21,500) 583,500 (118,800) (643,000) (957,000) 13,100 (161,000) 33,000 7,000 (64,000)	700,000	20,000 822,000 140,000 164,000	(122,000) 0 0 (140,000)	77,000	700,000	(700,000)	79,000			81,000		
Environmental Action Plan Open Spaces - Parks Open Space Programs 822, Pop Denison Ross Park Wollongbar Skate Park Open Spaces - Vegetation 597, Open Spaces - Sports Fields Sports Fields Improvements 164, Wollongbar Sports Fields 33, Ballina Hockey Club 7, Open Spaces - Cemeteries Open Spaces - Public Amenities 140, Community Gallery Gallery Projects 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,	7,000 22 11 64 99 7,000 56 1,000 32 1,000 0 0 (0	238,500 118,800 643,000 957,000 583,900 0 64,000	583,500 (118,800) (643,000) (957,000) 13,100 (161,000) 33,000 7,000 (64,000)	700,000	822,000 140,000 164,000	(122,000) 0 0 (140,000)	77,000	700,000	(700,000)	70,000			01,000		
Open Spaces - Parks Open Space Programs 822, Pop Denison 822, Ross Park Wollongbar Skate Park Open Spaces - Vegetation 597, Open Spaces - Sports Fields 33, Sports Fields Improvements 164, Wollongbar Sports Fields 33, Ballina Hockey Club 7, Open Spaces - Cemeteries Open Spaces - Public Amenities 140, Community Gallery 16, Gallery Projects 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,	7,000 58 7,000 33 7,000 33 7,000 33 7,000 11	118,800 643,000 957,000 583,900 325,000 0 64,000	(118,800) (643,000) (957,000) 13,100 (161,000) 33,000 7,000 (64,000)	12,000	140,000	(140,000)		·			90.000	(90,000)		450,000	
Open Space Programs 822, Pop Denison Ross Park Wollongbar Skate Park 597, Open Spaces - Vegetation 597, Open Spaces - Sports Fields 33, Sports Fields Improvements 164, Wollongbar Sports Fields 33, Ballina Hockey Club 7, Open Spaces - Cemeteries 0pen Spaces - Public Amenities 140, Community Gallery 16, Gallery Projects 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,	10 64 99 99 99 99 99 99 99 99 99 99 99 99 99	118,800 643,000 957,000 583,900 325,000 0 64,000	(118,800) (643,000) (957,000) 13,100 (161,000) 33,000 7,000 (64,000)	12,000	140,000	(140,000)		·			90.000	(90,000)		450,000	
Open Space Programs 822, Pop Denison Ross Park Wollongbar Skate Park 597, Open Spaces - Vegetation 597, Open Spaces - Sports Fields 33, Sports Fields Improvements 164, Wollongbar Sports Fields 33, Ballina Hockey Club 7, Open Spaces - Cemeteries 140, Community Gallery Gallery Projects 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,	10 64 99 99 99 99 99 99 99 99 99 99 99 99 99	118,800 643,000 957,000 583,900 325,000 0 64,000	(118,800) (643,000) (957,000) 13,100 (161,000) 33,000 7,000 (64,000)	12,000	140,000	(140,000)		·			90.000	(90,000)		150,000	
Pop Denison 7 Ross Park Wollongbar Skate Park Open Spaces - Vegetation 597, Open Spaces - Sports Fields 164, Sports Fields Improvements 33, Ballina Hockey Club 7, Open Spaces - Cemeteries 0 Open Spaces - Public Amenities 140, Community Gallery 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,	10 64 99 99 99 99 99 99 99 99 99 99 99 99 99	118,800 643,000 957,000 583,900 325,000 0 64,000	(118,800) (643,000) (957,000) 13,100 (161,000) 33,000 7,000 (64,000)	12,000	140,000	(140,000)		·			90.000	(90,000)		450,000	
Ross Park Wollongbar Skate Park Open Spaces - Vegetation 597, Open Spaces - Sports Fields 597, Open Spaces - Sports Fields 164, Wollongbar Sports Fields 33, Ballina Hockey Club 7, Open Spaces - Cemeteries 0pen Spaces - Public Amenities 140, Community Gallery Gallery Projects 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,	6,000 56 6,000 33 6,000 7,000 7 0 6 0,000 1	643,000 957,000 583,900 325,000 0 64,000	(643,000) (957,000) 13,100 (161,000) 33,000 7,000 (64,000)		164,000			90,000			90,000	(90,000)		450,000	
Wollongbar Skate Park Open Spaces - Vegetation 597, Open Spaces - Sports Fields 164, Sports Fields Improvements 164, Wollongbar Sports Fields 33, Ballina Hockey Club 7, Open Spaces - Cemeteries 140, Community Gallery 16, Gallery Projects 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,	99 7,000 56 8,000 32 7,000 0 0 6 0,000 1	957,000 583,900 325,000 0 64,000	(957,000) 13,100 (161,000) 33,000 7,000 (64,000)		164,000			90,000			90,000	(90,000)		450,000	
Open Spaces - Vegetation 597, Open Spaces - Sports Fields Sports Fields Improvements 164, Wollongbar Sports Fields 33, Ballina Hockey Club 7, Open Spaces - Cemeteries Open Spaces - Public Amenities 140, Community Gallery Gallery Projects 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,	7,000 58 6,000 32 7,000 7,000 0 6 0,000 11	583,900 325,000 0 64,000	13,100 (161,000) 33,000 7,000 (64,000)		164,000			90,000			90,000	(90,000)		450,000	***
Open Spaces - Sports Fields Sports Fields Improvements 164, Wollongbar Sports Fields 33, Ballina Hockey Club 7, Open Spaces - Cemeteries Open Spaces - Public Amenities 140, Community Gallery Gallery Projects 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,	0 (0 0,000 1 0,000 1 0,000 1	325,000 0 64,000	(161,000) 33,000 7,000 (64,000)		164,000			90,000			90,000	(90,000)		150,000	
Open Spaces - Sports Fields Sports Fields Improvements 164, Wollongbar Sports Fields 33, Ballina Hockey Club 7, Open Spaces - Cemeteries Open Spaces - Public Amenities 140, Community Gallery Gallery Projects 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,	0 (0 0,000 1 0,000 1 0,000 1	325,000 0 64,000	(161,000) 33,000 7,000 (64,000)		164,000			90,000			90,000	(90,000)	1	450 000	
Open Spaces - Sports Fields Sports Fields Improvements 164, Wollongbar Sports Fields 33, Ballina Hockey Club 7, Open Spaces - Cemeteries Open Spaces - Public Amenities 140, Community Gallery Gallery Projects 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,	0,000 32 0,000 0 0 0 0,000 1	325,000 0 64,000	(161,000) 33,000 7,000 (64,000)		164,000				(90,000)			(,,		159.000	(159,000)
Sports Fields Improvements 164, Wollongbar Sports Fields 33, Ballina Hockey Club 7, Open Spaces - Cemeteries	0 (0,000 1.0	64,000	33,000 7,000 (64,000)			(164,000)			(11,111)		, -			,	(,,
Sports Fields Improvements 164, Wollongbar Sports Fields 33, Ballina Hockey Club 7, Open Spaces - Cemeteries	0 (0,000 1.0	64,000	33,000 7,000 (64,000)			(164,000)							1		
Wollongbar Sports Fields 33, Ballina Hockey Club 7, Open Spaces - Cemeteries 140, Community Gallery 16, Gallery Projects 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,	0 (0,000 1.0	64,000	33,000 7,000 (64,000)			(104,000)								_	
Ballina Hockey Club 7,	0 (0,000 11 0,000 15 6,600 3	64,000	7,000		0										
Open Spaces - Cemeteries Open Spaces - Public Amenities 140, Community Gallery Gallery Projects 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,	0 (0,000 11	64,000	(64,000)		0			_			_			_	
Open Spaces - Public Amenities 140, Community Gallery Gallery Projects 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,),000 1°			48,000	I	12,000	7,000	0	7,000	7,000	0	7,000	7,000	0	7,000
Open Spaces - Public Amenities 140, Community Gallery Gallery Projects 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,),000 1°			48,000											
Community Gallery Gallery Projects 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,	5,600	115,000			70,000	(22,000)	49,000	70,000	(21,000)	50,000	70,000	(20,000)	51,000	70,000	(19,000)
Community Gallery 16, Gallery Projects 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,	5,600	115,000											1		
Community Gallery Gallery Projects 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,	5,600		25,000	146,000	146,000	0		146,000	(146,000)				i		
Gallery Projects 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,			ŕ	,	, i			,					i		
Gallery Projects 16, Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,															
Public Art Contributions 10, Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,		39,000	(22,400)												
Total - Planning and Env Health 8,377, Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,	,,000	00,000	10,000	11,000	0	11,000	11,000	0	11,000	11,000	0	11,000	12,000		12,000
Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,	1	- 4	10,000	11,000	U	11,000	11,000	U	11,000	11,000	- 0	11,000	12,000	U	12,000
Civil Services Division Asset Management Asset Revaluations 20, Surveying Equipment 15,															
Asset Management Asset Revaluations 20, Surveying Equipment 15,	,600 10,5	J,554,100	(2,176,500)	5,146,000	4,552,500	593,500	5,098,000	14,662,000	(9,564,000)	5,436,000	3,791,000	1,645,000	5,986,000	4,143,000	1,843,000
Asset Management Asset Revaluations 20, Surveying Equipment 15,															
Asset Revaluations 20, Surveying Equipment 15,															
Surveying Equipment 15,															
	,000		20,000	25,000		25,000	25,000	70,000	(45,000)	25,000		25,000	25,000	0	25,000
Stormwater and Env Protection	5,000	0	15,000	15,000	0	15,000	15,000	0	15,000	15,000	0	15,000	15,000	60,000	(45,000)
Stormwater and Env Protection													i		
Stormwater 302,	000 76	766,000	(464,000)		180,000	(180,000)									
Management Plans		120,000	(120,000)		160,000	(160,000)		32,000	(32,000)			0			
Management Flans		120,000	(120,000)		100,000	(100,000)		32,000	(32,000)			- 0			
Boods and Bridges	_														
Roads and Bridges			4 005 55		0.000.55	(0.000.555		000	(000 555				 		
Road Contingency and Carry Over 3,890,		2,654,800	1,235,200		3,989,900	(3,989,900)		203,000	(203,000)						
Roads Pre-Plan Sec 7.11		128,500	(128,500)		205,600	(205,600)			0						
	,000	2,000	2,000		104,000	(93,000)	25,000	106,000	(81,000)	23,000	108,000	(85,000)	21,000	110,000	(89,000)
,		30,000	(22,000)	42,000	163,000	(121,000)	102,000	166,000	(64,000)	100,000	169,000	(69,000)	98,000	172,000	(74,000)
Tintenbar to Ewingsdale Handover		18,000	(18,000)		110,000	(110,000)		112,000	(112,000)		114,000	(114,000)		116,000	(116,000)
Street Cleaning Program 140,		140,000	0	150,000	123,000	27,000	165,000	172,000	(7,000)	168,000	155,000	13,000	171,000	179,000	(8,000)
J J,		.,		1.,	.,	,,,,,,,	,	,,	,,,,,,	,	,	-,0	,	. , ,	(-,)
Ancillary Transport Facilities														,	
	5,000 66	662,000	(576,000)		86,000	(86,000)									
														,	
Coastal Shared Path / Walk		93,000	(93,000)		204,000	(204,000)									
Car Park Improvements 65,	5,000	15,000	50,000		65,000	(65,000)									
Ferry Wharves and Jetties														,	
Boat Ramps and Infrastructure 73,	3,000 13	133,200	(60,200)		73,000	(73,000)									
		215,000	(165,000)	55,000	20,000	35,000	60,000	20,000	40,000	65,000	20,000	45,000	65,000	20,000	45,000
Ferry Slippage		10,000	(10,000)	,	,	.,	,	,	,	,	,	,	,	,	,
,		-,	0										1		
Emergency Services 127,		165,000	(38,000)		127,000	(127,000)							1		
Line generations 121,	000 1		(50,000)		121,000	(121,000)									
Description Description: (DD LDM)	7,000 16	100,000		400.000	700.000	(044,000)	E00 000	004 000	(440,000)	F40 000	000 000	(250,222)	E40.000	1 050 000	(004 000)
Resource Recovery (RR - LRM) 481,			/44 0003	409,000	720,000	(311,000)	538,000	981,000	(443,000)	543,000	902,000	(359,000)	549,000	1,353,000	(804,000)
		525,000	(44,000)										. '	, !	
Domestic Waste Management (DWM) 374,	,000 52	525,000			0	005 000							, ,		
	,000 52		(44,000)	685,000	U	685,000	643,000	950,000	(307,000)	576,000	0	576,000	528,000	1,900,000	(1,372,000)
	,000 52	525,000		685,000	0	685,000	643,000	950,000	(307,000)	576,000	0	576,000	528,000	1,900,000	(1,372,000)
Total - Civil Services 5,635,	,000 52	525,000		685,000 1,392,000			643,000 1,573,000	·	(307,000)	576,000 1,515,000	Ŭ	576,000 47,000			(1,372,000) (2,438,000)
Total - Civil Services 5,635,	,000 52	525,000 34,300	339,700	ĺ				·			Ŭ	·			
Total - Civil Services	,000 52 1,000 3	525,000 34,300 5,711,800	339,700	ĺ	6,330,500			2,812,000	(1,239,000)	1,515,000	1,468,000	47,000	1,472,000		(2,438,000)

				RESERV	Ε ΒΔΙ ΔΝ	CFS - GF	NFRAI I	FUND							
Reserve Title		2021/22		ULIV	2022/23	3L0 - 0L		2023/24			2024/25			2025/26	
Corporate and Community Division		2021/22			2022/23			2023/24			2024/23			2023/20	
Governance															
Council Election	300,000	(225,000)	75,000	75,000	75,000	150,000	150,000	80,000	230,000	230,000	(230,000)	0	0	81,000	81,000
Insurance	150,700	(223,000)	150,700	150,700	75,000	150,000	150,700	00,000	150,700	150,700	(230,000)	150,700	150,700	01,000	150,700
lisulance	130,700	0	130,700	130,700	0	130,700	130,700	0	130,700	130,700	U	130,700	130,700		130,700
Communications															
Donations and Events	11,400	106,600	118,000	118,000	(34,000)	84,000	84,000	(20,000)	64,000	64,000	0	64,000	64,000	0	64,000
Donations and Events	11,400	100,000	110,000	110,000	(34,000)	04,000	04,000	(20,000)	04,000	04,000	U	04,000	04,000	U	04,000
Tavrilana	20,000	(20,000)		0	0		0				0	0	0	0	
Tourism	20,000	(20,000)	0	U	U	U	U	U	U	U	U	U	U	U	(
Financial Services															
Financial Services Financial Assistance Grant	2.417.800		0.447.000	2,417,800		2,417,800	2,417,800		0.447.000	2,417,800	0	0 447 000	2,417,800	0	0.447.000
	2,417,800	4 000 000	2,417,800		005.000			(4.005.000)	2,417,800	2,417,800	0	2,417,800	2,417,800	0	2,417,800
Local Government Recovery Grant	500,000	1,000,000	1,000,000	1,000,000	965,000	1,965,000	1,965,000	(1,965,000)	0	0	0	0	0	0	
Bushfire Recovery	500,000	(200,000)	300,000	300,000	(300,000)	004.000	004.000	(50,000)	104.000	104.000	40.000	104 000	104 000	40.000	004.000
Legal / Audit / Revaluations / Other	398,900	(124,000)	274,900	274,900	(40,000)	234,900	234,900	(50,000)	184,900	184,900	10,000	194,900	194,900	10,000	204,900
Interest to be Distributed	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
People and Culture	0.000 700		0.000.700	0.000 700		0.000 700	0.000 700	_	0.000 =00	0.000 700		0.000 =00	0.000 700		0.000 700
Leave Entitlements	2,993,700	0	2,993,700	2,993,700	0	2,993,700	2,993,700	0	2,993,700	2,993,700	0	2,993,700	2,993,700	0	2,993,700
Projects	61,000	(31,000)	30,000	30,000		30,000	30,000		30,000	30,000		30,000	30,000		30,000
1.6															
Information Services		_		_	_	_	-	-		_	_	_			
Projects	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(
Commercial Property		,,			40.7										
Community Infrastructure	4,136,200	(1,341,400)	2,794,800		(921,000)	1,873,800	1,873,800		135,800	135,800	,	790,800		685,000	
Property Development	1,221,700	(1,026,200)	195,500	,	218,000	413,500	413,500	2,787,300	3,200,800			5,237,800		3,291,000	, ,
Sub Total - Major Property Res	5,357,900	(2,367,600)	2,990,300	2,990,300	(703,000)	2,287,300	2,287,300	1,049,300	3,336,600	3,336,600	2,692,000	6,028,600	6,028,600	3,976,000	10,004,600
Wigmore Arcade	496,100	107,000	603,100	603,100	100,000	703,100	703,100	120,000	823,100	823,100	140,000	963,100	963,100	160,000	
Crown Properties	77,800	0	77,800	77,800	0	77,800	77,800	0	77,800	77,800	0	77,800	77,800	0	77,800
Flat Rock Tent Park	356,500	(68,500)	288,000	288,000	(38,000)	250,000	250,000	15,000	265,000	265,000	19,000	284,000	284,000	24,000	308,000
Airport	2,928,900	(1,729,300)	1,199,600	1,199,600	(1,311,000)	(111,400)	(111,400)	(625,000)	(736,400)	(736,400)	874,000	137,600	137,600	1,710,000	1,847,600
Quarries	729,400	(54,000)	675,400	675,400	(130,000)	545,400	545,400	22,000	567,400	567,400	34,000	601,400	601,400	41,000	642,400
Community Facilities															
Alstonville Cultural Centre	439,000	(46,000)	393,000	393,000	7,000	400,000	400,000		400,000	400,000		400,000	400,000		400,000
Facilities Management															
Administration Centre and Depot Program	964,400	(800,000)	164,400	164,400		164,400	164,400		164,400	164,400		164,400	164,400		164,400
Facilities Refurbishments	415,200	(119,000)	296,200	296,200	0	296,200	296,200	0	296,200	296,200	0	296,200	296,200	0	296,200
Library Services	220,100	27,600	247,700	247,700	0	247,700	247,700		247,700	247,700		247,700	247,700	0	247,700
,	.,	,	,	,		,	,		,	,		,	,		,
Plant and Fleet	736,300	682,400	1,418,700	1,418,700	(143,000)	1,275,700	1,275,700	495,000	1,770,700	1,770,700	717,000	2,487,700	2,487,700	1,025,000	3,512,700
	,	, i	, ,	, ,		, ,	, ,	,		, ,	,	, ,		, ,	
Total - Corporate and Community	19,575,100	(3,860,800)	15,714,300	15,714,300	(1,552,000)	14,162,300	14,162,300	(878,700)	13.283.600	13,283,600	4.256.000	17.539.600	17.539.600	7,027,000	24.566.600
	10,010,100	(0,000,000)	,,	10,111,000	(1,000,000)	11,102,000	11,112,111	(010,100)	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,,	1,200,000	,,	,,	1,021,000	
Planning and Environmental Health Divisi	ion														
	<u> </u>														
Development Services															
Development Services Resources / Legals	230,000	(50,000)	180,000	180,000		180,000	180,000		180,000	180,000		180,000	180,000		180,000
2010/00/110/10 CONTROL TOUGHTOUS / Loyals	250,000	(55,555)	100,000	100,000		100,000	100,000		100,000	100,000		100,000	100,000		100,000
Public and Environmental Health															
Healthy Waterways Program and Projects	1,089,000	(16,000)	1,073,000	1,073,000	(1,500)	1,071,500	1,071,500	(60,000)	1,011,500	1,011,500	n	1,011,500	1,011,500	Λ	1,011,500
Coastal Management Plans	472,500	(122,000)	350,500	350,500	(350,500)	1,071,000	1,07 1,000	(00,000)	1,011,000	1,011,000	0	1,011,000	1,011,000	0	1,011,000
Coastai manayement Flans	412,000	(122,000)	550,500	330,300	(550,500)	0	U	"	0	J	0	"	"		
Public Order															
Rangers and Compliance	47,000	(2,000)	45,000	45,000	(45,000)	0	n		0	^			0		_
rangers and compliance	41,000	(2,000)	45,000	45,000	(40,000)	U	U		U	0			- U		
Strategic Planning															
Sec. 7.11 Contributions	15,061,600	(447,700)	14,613,900	14,613,900	1,535,500	16,149,400	16,149,400	(8,577,000)	7,572,400	7,572,400	1,678,000	9,250,400	9,250,400	1 0/1 000	11,191,400
Strategic Planning Projects	649,100	(224,000)	425,100		(175,000)	250,100	250,100		205,100	205,100	1,070,000	9,250,400	205,100	1,341,000	205,100
					(175,000)						0			U	
Planning Proposals (Externally Restricted)	48,700	1,300	50,000		FF 000	50,000	50,000		50,000	50,000		50,000	50,000	04 000	50,000
Sec 7.11 Reviews and Admin	415,200	(21,500)	393,700	393,700	55,000	448,700	448,700		505,700	505,700	59,000	564,700	564,700	61,000	
Environmental Action Plan	6,600	0	6,600		0	6,600	6,600		6,600	6,600	0	6,600	6,600	0	6,600
Community Gallery	39,000		16,600	16,600		16,600	16,600		16,600	16,600		16,600	16,600		16,600
Public Art	99,700	10,000	109,700	109,700	11,000	120,700	120,700	11,000	131,700	131,700	11,000	142,700	142,700	12,000	154,700
															•
				(Reserve b	alances carr	ed forward o	n following	page)							
				(Reserve b	alances carr	ed forward o	on following	page)							

			RES	SERVE BA	ALANCES	6 - GENER	RAL FUNI	D (cont'd)						
Reserve Title		2021/22			2022/23			2023/24			2024/25			2025/26	
	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing
Open Spaces - Parks								(
Open Spaces	580,400	583,500	1,172,000	1,172,000	(122,000)	1,050,000	1,050,000	(700,000)	350,000	350,000		350,000	350,000		350,000
Pop Denison	118,800	(118,800)	0	0	0	0	0	0	0	0	0	0	0	0	[
Ross Park	643,000	(643,000)	0	0	0	0	0	0	0	0	0	0	0	0	J C
Wollongbar Skate Park	957,000	(957,000)	0	0		0	0		0	0		0	0		(
Vegetation Management	1,037,300	13,100	1,042,300	1,042,300	(140,000)	902,300	902,300	(90,000)	812,300	812,300	(90,000)	722,300	722,300	(159,000)	563,300
Open Spaces - Sports Fields															
Sports Fields Improvements	344,000	(161,000)	183,000	183,000	(164,000)	19,000	19,000		19,000	19,000		19,000	19,000		19,000
Skennars Head Sports Fields	011,000	(101,000)	100,000	100,000	(104,000)	10,000	10,000		10,000	10,000		10,000	10,000		10,000
	0	22.000	22.000	22.000		22.000	22.000		22.000	00.000		22.000	22.000		22.000
Wollongbar Sports Fields	0	33,000	33,000	33,000		33,000	33,000		33,000	33,000		33,000	33,000		33,000
Synthetic Hockey Field	61,100	7,000	68,100	68,100	12,000	80,100	80,100	7,000	87,100	87,100	7,000	94,100	94,100	7,000	101,100
Open Spaces - Cemeteries	274,000	(64,000)	210,000	210,000	(22,000)	188,000	188,000	(21,000)	167,000	167,000	(20,000)	147,000	147,000	(19,000)	128,000
Open Spaces - Buildings															
Amenities Improvement Program	121,000	25,000	146,000	146,000	0	146,000	146,000	(146,000)	0	0		0	0		C
Total - Planning and Env Health	22,295,000	(2,176,500)	20,118,500	20,118,500	593,500	20,712,000	20,712,000	(9,564,000)	11,148,000	11,148,000	1,645,000	12,793,000	12,793,000	1,843,000	14,636,000
Civil Services Division															
Asset Management															
Asset Management / Revaluations	20,000	20,000	40,000	40,000	25,000	65,000	65,000	(45,000)	20,000	20,000	25,000	45,000	45,000	25,000	70,000
Surveying Equipment	5,200	15,000	20,200	20,200	15,000	35,200	35,200	15,000	50,200	50,200	15,000	65,200	65,200	(45,000)	20,200
Surveying Equipment	3,200	13,000	20,200	20,200	13,000	33,200	33,200	13,000	30,200	30,200	13,000	05,200	03,200	(43,000)	20,200
Stormwater and Environmental Protection	n														
Stormwater	1,027,300	(464,000)	563,300	563,300	(180,000)	383,300	383,300	0	383,300	383,300	0	383,300	383,300	0	383,300
Management Plans	333,900	(120,000)	213,900	213,900	(160,000)	53,900	53,900	(32,000)	21,900	21,900	n	21,900	21,900	n	21,900
Management Flans	333,900	(120,000)	210,300	213,300	(100,000)	33,300	33,300	(32,000)	21,300	21,300	U	21,300	21,300	0	21,300
Roads and Bridges															
Road Contingency and Carry Over	3,237,400	1,235,200	4,472,600	4,472,600	(3,989,900)	482,700	482,700	(203,000)	279,700	279,700	0	279,700	279,700	0	279,700
Roads Pre-Plan Sec 7.11	381,100	(128,500)	252,600	252,600	(205,600)	47,000	47,000	0	47,000	47,000	0	47,000	47,000	0	47,000
Alstonville Bypass Handover	716,700	2,000	718,700	718,700	(93,000)	625,700	625,700	(81,000)	544,700	544,700	(85,000)	459,700	459,700	(89,000)	370,700
Ballina Bypass Handover	1,426,500	(22,000)	1,404,500	1,404,500	(121,000)	1,283,500	1,283,500	(64,000)	1,219,500		(69,000)	1,150,500		(74,000)	1,076,500
•					1 1						. `			` '	
Tintenbar to Ewingsdale Handover	1,383,600	(18,000)	1,365,600	1,365,600	(110,000)	1,255,600	1,255,600	(112,000)	1,143,600		(114,000)	1,029,600	1,029,600	(116,000)	913,600
Street Cleaning Program	0	0	0	0	27,000	27,000	27,000	(7,000)	20,000	20,000	13,000	33,000	33,000	(8,000)	25,000
Ancillary Transport Facilities															
Footpaths and Street Lighting	874,500	(576,000)	298,500	298,500	(86,000)	212,500	212,500	0	212,500	212,500	0	212,500	212,500	0	212,500
Coastal Recreational Path and Walk	297,000	(93,000)	204,000	204,000	(204,000)	0	0 12,000	0	0	0	ň	0	0	ň	212,000
Car Park Improvements	25,000	50,000	75,000	75,000	(65,000)	10,000	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000
Marine Infrastructure															
Boat Ramps and Ferry	133,200	(60,200)	73,000	73,000	(73,000)	0	0		0	0		0	0		[
Canal Dredging	195,000	(165,000)	30,000	30,000	35,000	65,000	65,000	40,000	105,000	105,000	45,000	150,000	150,000	45,000	195,000
Ferry Slippage	10,000	(10,000)	0	0	0	0	0	0	0	0	0	0	0	0	C
Emergency Services	165,000	(38,000)	127,000	127,000	(127,000)	0	0		0	0		0	0		(
Posseuros Posseuros // andfill and Paranes	o Managara														
Resource Recovery (Landfill and Resource	- '				(0			,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,			(0======			(00	
LRM - Operations	2,206,400	(44,000)	2,162,400	2,162,400	(311,000)	1,851,400	1,851,400	(443,000)	1,408,400	1,408,400	(359,000)	1,049,400	1,049,400	(804,000)	245,400
Resource Recovery															
DWM - Operations (Externally Restricted)	874,600	339,700	1,214,300	1,214,300	685,000	1,899,300	1,899,300	(307,000)	1,592,300	1,592,300	576,000	2,168,300	2,168,300	(1,372,000)	796,300
·								,							
Total - Civil Services	13,312,400	(76,800)	13,235,600	13,235,600	(4,938,500)	8,297,100	8,297,100	(1,239,000)	7,058,100	7,058,100	47,000	7,105,100	7,105,100	(2,438,000)	4,667,100
Total - Increase / (Decrease)	55,182,500	(6,114,100)	49,068,400	49,068,400	(5,897,000)	43,171,400	43,171,400	(11,681,700)	31,489,700	31,489,700	5,948,000	37,437,700	37,437,700	6,432,000	43,869,700
Reserve Dissection														F 000 000	04.001
															124 004 200
Internally Restricted	39,168,500	(6,006,100)	33,162,400		(8,117,500)	25,044,900	25,044,900		22,247,200			25,941,200		5,863,000	
Internally Restricted Externally Restricted	39,168,500 16,014,000	(6,006,100) (108,000)	33,162,400 15,906,000	33,162,400 15,906,000	(8,117,500) 2,220,500	25,044,900 18,126,500	25,044,900 18,126,500		22,247,200 9,242,500				25,941,200 11,496,500		12,065,500

General Fund Loan Principal and Interest Repayment Schedule

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	Г										PAYMENT						1					
Deteile		21/22		22/23	202		2024		202		2026		2027		2028		2029	1	2030		2031	
Details	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
Facilities																						
Naval Museum and Florrie	18,119	2,456	19,495	1,075	0																	
	,	,	,																			
Swimming Pools																						
Ballina - Stage One	154,000	116,000	159,000	111,000	165,000	105,000	171,000	99,000	177,000	93,000	183,000	87,000	190,000	80,000	196,000	74,000			211,000	59,000	218,000	
Ballina - Stage Two	117,000	88,000		84,000	125,000	80,000	130,000	75,000	135,000	70,000	139,000	66,000	144,000	61,000	149,000	56,000	155,000		183,000	61,000	190,000	
Ballina - Stage Three	128,000	116,000		111,000	139,000	105,000	144,000	100,000	150,000	94,000	156,000	88,000	162,000	82,000	169,000	75,000	176,000		34,000	13,000	35,000	12,000
Alstonville - Stage One	101,000	92,000		88,000	110,000	83,000	114,000	79,000	119,000	74,000	123,000	70,000	128,000	65,000	133,000	60,000	139,000		160,000	45,000	166,000	39,000
Alstonville - Stage Two	23,000	24,000	24,000	23,000	25,000	22,000	26,000	21,000	27,000	20,000	28,000	19,000	30,000	17,000	31,000	16,000	32,000		144,000	49,000	150,000	43,000
Alstonville - Stage Three	26,000	27,000	27,000	26,000	28,000	25,000	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
Town Centres																						
Ballina	159,159	9,865	82,987	1,686	0																	
Lennox Head	139,138	9,000	02,907	1,000	150,000	120,000	156,000	114,000	162,000	108,000	169,000	101,000	175,000	95,000	182,000	88,000	190,000	80,000	197,000	73,000	205,000	65,000
Sub Total	159,159	9,865	82,987	1,686	150,000	,	156,000	114,000	162,000	108,000	169,000	101,000	175,000	95,000	182,000	88,000	190,000		197,000	73,000	205,000	
ous rour	100,100	5,555	02,00.	1,000	100,000	120,000	100,000	11-1,000	102,000	100,000	100,000	101,000	110,000	00,000	102,000	00,000	100,000	30,000	101,000	10,000	200,000	00,000
Roads																						
Reseals	122,484	7,592	63,420	1,297	0																	
Wollongbar Link Road (Sec 7.11)																						
McLeay Culvert (RMS)	147,680	33,880	156,017	25,543	164,828	16,731	174,161	7,398	0													
Cumbalum Interchange (Sec 7.11)	214,461	49,198	226,565	37,094	239,360	24,300	252,984	10,676	0													
Ballina Heights Drive (LIRS)	134,700	19,000	141,600	12,100	149,000	4,700																
River Street Upgrade - Moon to Grant	171,000	72,000	175,000	68,000	180,000	63,000	184,000	59,000	189,000	54,000	194,000	49,000	199,000	44,000	204,000	39,000	209,000		214,000	29,000	220,000	
Roads Plan (Sec 7.11)	(0	29,000	56,000	78,000	86,000	407,000	544,000	426,000	525,000	444,000	507,000	463,000	488,000	484,000	467,000	505,000		527,000	424,000	550,000	401,000
Sub Total	790,325	181,670	791,602	200,034	811,188	194,731	1,018,145	621,074	615,000	579,000	638,000	556,000	662,000	532,000	688,000	506,000	714,000	480,000	741,000	453,000	770,000	424,000
Bridges																						
Teven Bridges	226,976	33,263	235,281	24,958	244,656	15,583	253,742	6,497														
Resource Recovey																						
Remediation													27,000	60,000	29,000	58,000	30,000	57,000	32,000	55,000	34,000	53,000
Delline Demon October Almont																						
Ballina - Byron Gateway Airport	00.574	40.040	07.045	F 770																		
Airport - Apron and Runway	90,574	12,243	97,045	5,779	207.220	0.040																
Airport - Apron and Runway	187,228	28,047	196,975	18,299	207,229	8,046	0															
Airport - Apron and Runway	893,831	55,402	465,310	9,466	0																	
Airport - Runway Airport - Car Park and Shade	99,400			3,000	0																	
Airport - Cai Park and Shade Airport - Terminal	94,000	6,900 67,000		64,000	100,000	61,000	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
Airport - Perminal Airport - Apron	50,600	9,100		7,300	54,200	5,500	56,100	3,500	58,100	1,500	109,000	32,000	112,000	49,000	110,000	45,000	119,000	42,000	123,000	36,000	120,000	35,000
Airport - Apron Airport - Runway / Car Parking / Solar / Airport Boulevard	30,000	9,100	56,000	113,000	60,000	109,000	63,000	106,000		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
Airport - Runway / Car Parking / Solar / Airport Boulevard			30,000	113,000	294,000	-					351,000	593,000	372,000		394,000						469,000	
Airport - Terminal - Arrivals Hall					254,000	000,000	012,000	002,000	001,000	010,000	001,000	000,000	0/2,000	072,000	034,000	000,000	0	020,000	110,000	001,000	400,000	470,000
/ III port Tollima / III valo Iaii	1,415,633	178,692	1,067,730	220,844	715,429	833,546	534,100	799,500	561,100	772,500	530,000	744,000	558,000	716,000	588,000	686,000	620,000	654,000	653,000	621,000	687,000	587,000
	1,110,000		.,,							,		,		,		,	,	,		,	,	
Property Development																						
Boeing Avenue - Loan 1	142,000	93,000	146,000	89,000	3,173,700	85,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Airport Boulevard - Loan 1	67,000	18,000	68,000	17,000	69,000			16,000	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Boeing Avenue - Loan 2				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Boeing Avenue - Loan 3				0	4,130,000		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Airport Boulevard - Loan 2		0	85,000	138,000	89,000	134,000	2,626,000	129,000	0	0	0	0	0	0	0	0	0	0	0	0	0	C
WUEA - Stage Three - Loan 1		26,000		24,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<u> </u>
WUEA - Stage Three - Loan 2		0	2,000,000	24,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Sub Total	209,000	137,000	4,299,000	292,000	7,461,700	421,000	3,922,000	145,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total External Panayments	2 200 000	1 005 000	7.005.400	1 402 000	0.075.000	2 004 000	6 400 000	2 002 400	1 077 400	1 020 500	1 000 000	1 750 000	2 440 000	1 707 000	2 200 000	1 627 000	2 206 000	1 544 000	2 202 000	1 444 000	2 405 000	1 242 000
Total External Repayments	3,368,200	1,000,900	7,065,100	1,103,000	5,515,000	2,004,900	6,499,000	۷,000,100	1,311,100	1,832,500	1,998,000	1,102,000	2,110,000	1,727,000	2,200,000	1,007,000	<u> </u>	1,541,000	<u>∠,ა⊎ა,000</u>	1,444,000	∠,490,000	1,342,000
Total External Loans	3 368 300	1 005 900	7,065,100	1 183 600	9 975 000	2 004 900	6,499,000	2 083 100	1 977 100	1 832 500	1 998 000	1 752 000	2,110,000	1 727 000	2 200 000	1 637 000	2 296 000	1 541 000	2 303 000	1 444 000	2 495 000	1 3/12 000
I OWI EXTERNAL EVANS	3,300,200	1,000,900	7,000,100	1, 103,000	3,313,000	2,004,300	0,433,000	۷,000,100	1,311,100	1,002,000	1,000,000	1,732,000	2,110,000	1,121,000	۷,200,000	.,007,000	2,230,000	1,041,000	2,000,000	1, 177 ,000	۷,۳۶۵,000	1,342,000
External Loans Outstanding																						
Balance as at 1 July	30,926,700		35,358,500		47,478,400		49,740,400		43,241,400		41,264,300		40,266,300		38,156,300		35,956,300		33,660,300		31,267,300	
Repayments	3,368,200		7,065,100		9,975,000		6,499,000		1,977,100		1,998,000		2,110,000		2,200,000		2,296,000		2,393,000		2,495,000	
New Loans	7,800,000		19,185,000		12,237,000		0,700,000		1,311,100		1,000,000		<u>-, 110,000</u>		ے,کان,000 ۱		2,200,000 n		2,000,000 n		ے, ۔۔۔۔۔ ,000	
	7,000,000		10, 100,000		,_0,,000		"		, J		1,000,000		J 3		0		<u> </u>		l "		J	
Balance as at 30 June	35,358,500		47,478,400		49,740,400		43,241,400		41,264,300		40,266,300		38,156,300		35.956.300		33,660,300		31,267,300		28,772,300	
	23,000,000		, 0,400		,,		,,		,_0.,,000		,,		35, .55,000		35,355,000		30,300,000				,,000	
Internal Loan																						
Street Lighting from Water (9 Years)	72,600	17,300	74,700	15,200	77,000	12,900	79,300	10,600	81,700	8,200	84,100	5,800	86,600	3,300								
, ,	_,,,,	1	,	-,	,,,,,,	,,,,,	.,	-,	,,,,,,,	- ,	. ,	-,	,,	.,								
	=0= 000		430,500		353,500		274,200		192,500		108,400		21,800									
Balance as at 30 June	505,200	וי	430,5001		353,500		214,2001		132,300		100,4001		21,0001		I						I	
Balance as at 30 June	505,200	<u> </u>	430,500		353,500		274,200		132,300		Ĺ		Ĺ									
Balance as at 30 June Total Repayments	Í		7,139,800	1,198,800	Í		6,578,300	2,093,700	Í	1,840,700	Ĺ	1,757,800	2,196,600		2,200,000	1,637,000	2,296,000	1,541,000	2,393,000	1,444,000	2,495,000	1,342,000



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.

	•			GENER	AL FUND	BALANC	E SHEE	T (\$'000)									
ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
ASSETS																	
Current Assets																	
Cash and Cash Equivalents	1,746	11,989	5,625	12,246	10,034	7,454	7,454	7,454	7,454	7,454	7,454	7,454	7,454	7,454	7,454	7,454	7,454
Investments	34,946	35,655	40,354	32,926	39,687	50,239	43,400	36,900	24,400	29,200	34,700	42,100	44,400	48,500	54,600	67,000	78,200
Receivables	6,941	4,892	5,763	7,254	3,502	6,939	3,660	3,740	3,820	3,900	3,980	4,060	4,150	4,240	4,330	4,420	4,510
Inventories	808	2,420	1,472	2,411	820	2,698	2,760	2,820	2,880	2,940	3,000	3,060	3,130	3,200	3,270	3,340	3,410
Contract assets	0	0	0	0	1,192	2,462	2,520	2,580	2,640	2,700	2,760	2,820	2,880	2,940	3,000	3,060	3,130
Other	181	1,630	195	221	502	529	540	560	580	600	620	640	660	680	700	720	740
Total Current Assets	44,622	56,586	53,409	55,058	55,737	70,321	60,334	54,054	41,774	46,794	52,514	60,134	62,674	67,014	73,354	85,994	97,444
Non Current Assets																	
Investments	3,811	5,328	8,444	13,459	10,943	8,345	8,345	8,345	8,345	8,345	8,345	8,345	8,345	8,345	8,345	8,345	8,345
Receivables	114	71	68	35	(479)	(474)	(500)	(510)	(530)	(550)	(570)	(590)	(610)	(630)	(650)	(670)	(690)
Inventories	3,015	1,678	2,535	2,623	6,222	5,304	6,480	6,610	6,750	6,890	7,030	7,180	7,330	7,480	7,630	7,790	7,950
Infrastructure, Property, Plant and Equipment	820,963	854,296	910,535	957,958	980,572	1,004,502	1,027,530	1,074,700	1,108,220	1,107,300	1,108,740	1,116,020	1,132,850	1,145,730	1,153,030	1,150,580	1,139,270
Investment Property	21,977	22,025	22,025	22,705	23,255	25,340	24,210	24,700	25,200	25,710	26,230	26,760	27,300	27,850	28,410	28,980	29,560
Right of use assets	0	, 0	0	0	3,089	2,633	2,690	2,750	2,810	2,870	2,930	2,990	3,050	3,120	3,190	3,260	3,330
Other	0	20	1,159	1,146	1,206	1,145	1,270	1,300	1,330	1,360	1,390	1,420	1,450	1,480	1,510	1,550	1,590
Total Non-Current Assets	849,880	883,418	944,766	997,926	1,024,808	1,046,795	1,070,025	1,117,895	1,152,125	1,151,925	1,154,095	1,162,125	1,179,715	1,193,375	1,201,465	1,199,835	1,189,355
TOTAL ASSETS	894,502	940,004	998,175	1,052,984	1,080,545	1,117,116	1,130,359	1,171,949	1,193,899	1,198,719	1,206,609	1,222,259	1,242,389	1,260,389	1,274,819	1,285,829	1,286,799
LIABILITIES																	
Current Liabilities																	
Payables	6,978	9,391	8,084	11,141	11,206	14,664	11,670	11,910	12,150	12,400	12,650	12,910	13,170	13,440	13,710	13,990	14,270
Income received in advance	0	0	0	0	1,238	0	0	0	0	0	0	0	0	0	0	0	0
Contract liabilities	0	0	0	0	501	1,368	540	560	580	600	620	640	660	680	700	720	740
Lease liabilities	0	0	0	0	464	545	490	500	510	530	550	570	590	610	630	650	670
Borrowings	3,696	3,123	3,237	3,100	3,214	3,361	7,140	10,052	6,578	2,059	2,082	2,197	2,200	2,200	2,200	2,200	2,200
Provisions	6,936	7,448	7,238	7,655	7,591	8,086	8,000	8,200	8,400	8,600	8,800	9,000	9,200	9,400	9,600	9,800	10,000
Total Current Liabilities	17,610	19,962	18,559	21,896	24,214	28,024	27,840	31,222	28,218	24,189	24,702	25,317	25,820	26,330	26,840	27,360	27,880
Non Current Liabilities																	
Payables	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Lease liabilities	0	0	0	0	2,664	2,152	2,900	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900
Borrowings	16,319	19,999	23,985	20,935	26,706	26,845	28,219	37,427	43,162	41,182	39,182	38,069		33,756	31,460	29,067	26,572
Provisions	4,466	4,260	4,501	4,079	3,541	8,018	8,100	8,300	8,700	9,100	9,600	10,100	10,700	11,300	11,900	12,600	13,300
Total Non-Current Liabilities	20.785	24,259	28,486	25,014	32,911	37,015	39,219		54,962	53,482	52,082	51.569	-,	48,656	,	45,467	43,772
TOTAL LIABILITIES	38,395	44,221	47,045	46,910	57,125	65,039	67,059	79,948	83,180	77,671	76,784	76,886	,		73,900	72,827	71,652
Net Assets	856,107	895,783	951,130	1,006,074	1,023,420	1,052,077	1,063,301	1,092,001	1,110,719	1,121,048						1,213,002	
EQUITY																	
Retained Earnings	507.454	535.300	569.053	599.194	611.721	640.882	643.801	664.101	674,219	675,748	675.525	681.973	693.713	703.203	709,019	711.202	703,247
Revaluation Reserves	348,653	360.483	382.077	406,880	411.699	411.195	419,500	427,900	436,500	445,300	454.300	463,400	,	482,200	491.900	501.800	511,900
Council Equity Interest	856,107	895,783	951,130		,	,					, , , , , ,	,		_ ,	. ,	,	1,215,147
				1,006,074	1,023,420	1,052,077	1,063,301	1,092,001	1,110,719	1,121,048	1,129,825	1,145,373	1,166,413	1,185,403	1,200,919		

	.			WATER	SUPPLY	BALANC	E SHEE	T (\$'000)					•	•			
ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
ASSETS																	
Current Assets																	
Cash and Investments	0.005	44.000	44.000	45.000	40.704	47.040	40.040	45.070	0.070	0.070	0.540	7 700	7 000	0.400	0.000	0.000	0.000
	9,625 2.043	14,303	14,820	15,866	16,794 2,538	17,918 2,531	16,910 2,650	15,270	8,870 2,770	8,370 2.830	8,540 2,890	7,780 2.950	7,690	8,120 3,080	8,280 3,150	8,380 3,220	8,380 3,290
Receivables	2,043	2,130	2,170	2,262	2,536	2,531	2,000	2,710	2,770	2,630	2,890	2,950	3,010		3,150	3,220	3,290
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	1-0	0	0	0	0
Other	118	111	148	170	72	49	90		110	120	130	140	150		170	180	190
Total Current Assets	11,786	16,544	17,138	18,298	19,404	20,498	19,650	18,080	11,750	11,320	11,560	10,870	10,850	11,360	11,600	11,780	11,860
Non Current Assets																	
Investments	952	1,589	2,823	5,011	3,712	2,975	2,975	2,975	2,975	2,975	2,975	2,975	2,975	2,975	2,975	2,975	2,975
Receivables	108	112	90	94	688	619	730	750	770	790	810	830	850	870	890	910	930
Inventories	11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant and Equipment	71,157	76,782	80,935	83,717	86,483	88,036	88,500	90,000	96,600	99,500	105,300	108,700	110,500	112,400	111,700	111,200	109,300
Investment Property	,	, i	,	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	8	5	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	72,228	78,483	83,848	88,830	90,888	91,630	92,205	93,725	100,345	103,265	109,085	112,505	114,325	116,245	115,565	115,085	113,205
TOTAL ASSETS	84,014	95,027	100,986		110,292	112,128			112,095	114,585		123,375			127,165	126,865	125,065
		ŕ	,		· · ·	,	,	<u> </u>	,	,	,	,	, , , , , , , , , , , , , , , , , , ,	<u> </u>	,	,	
LIABILITIES																	
Current Liabilities																	
Payables	0	18	21	24	42	48	100	200	300	400	500	600	700	800	900	1,000	1,100
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	133	120	143	207	216	218	230	240	250	260	270	280	290	300	310	320	330
Total Current Liabilities	133	138	164	231	258	266	330	440	550	660	770	880	990	1,100	1,210	1,320	1,430
Non Current Liabilities																	
Payables	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	14	13	6	9	10	24	30	40	50	60	70	80	90	100	110	120	130
Total Non-Current Liabilities	14	13	6	9	10	24	30	40	50	60	70	80	90	100	110	120	130
TOTAL LIABILITIES	147	151	170	240	268	290	360	480	600	720	840	960	1,080	1,200	1,320	1,440	1,560
Net Assets	83,867	94,876	100,816	106,888	110,024	111,838	111,495	111,325	111,495	113,865	119,805	122,415	124,095	126,405	125,845	125,425	123,505
EQUITY																	
	40.460	42.124	16 E 1 E	E0 740	E2 00F	E4 220	E2 60F	E1 20E	E0 205	E1 20E	E6 00F	E7 24F	E7 E0E	E0 E0E	EG EAF	E4 70E	E4 20E
Retained Earnings	40,469	,	46,545	50,712	53,085	54,229	52,695		50,295	51,365	56,005	57,315	57,595		56,545	54,725	51,305
Revaluation Reserves	43,398	52,752	54,271	56,176	56,939	57,609	58,800		61,200	62,500	63,800	65,100	66,500	67,900	69,300	70,700	72,200
Council Equity Interest	83,867	94,876	100,816	106,888	110,024	111,838	111,495	111,325	111,495	113,865	119,805	122,415	124,095	126,405	125,845	125,425	123,505
								l									

WASTEWATER BALANCE SHEET (\$'000)																	
ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
ASSETS																	
Current Assets																	
Cash and Investments	13.588	9.938	7.333	7.716	10.157	16.143	20.170	21,410	20.810	22.030	25.460	29.070	31.950	33,420	38,530	43.050	47.250
Receivables	1,305	1,288	1,286	1,270	1,536	1,494	1,610	1,650	1,690	1,730	1,770	1,810	1,850	1,890	1,930	1,970	,
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	, ,
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Current Assets	14,893	11,226	8,619	8,986	11,693	17,637	21,780	23,060	22,500	23,760	27,230	30,880	33,800	35,310	40,460	45,020	49,260
Non Current Assets																	
Investments	1,344	1,105	1,397	2,437	2,245	2,680	2,680	2,680	2,680	2,680	2,680	2,680	2,680	2,680	2,680	2,680	2,680
Receivables	139	127	79	76	81	79	100	110	120	130	140	150	160	170	180	190	200
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(
Infrastructure, Property, Plant and Equipment	198,622	209,652	222,700	236,385	237,186	242,455	241,400	241,400	246,500	248,900	250,100	251,500	253,400	254,100	251,000	248,900	244,200
Investment Property	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	200,105	210,884	224,176	238,898	239,512	245,214	244,180	244,190	249,300	251,710	252,920	254,330	256,240	256,950	253,860	251,770	247,080
TOTAL ASSETS	214,998	222,110	232,795	247,884	251,205	262,851	265,960	267,250	271,800	275,470	280,150	285,210	290,040	292,260	294,320	296,790	296,340
LIABILITIES																	
Current Liabilities																	
Payables	125	140	142	140	170	142	150	160	170	180	190	200	210	220	230	240	250
Borrowings	2,958	3,096	3,387	3,536	2,716	2,920	2,920	3,115	(0)	3,309	3,511	3,711	3,911	4,112	4,312	4,513	4,713
Provisions	482	523	591	627	661	689	710	730	750	770	790	810	830	850	870	890	910
Total Current Liabilities	3,565	3,759	4,120	4,303	3,547	3,751	3,780	4,005	920	4,259	4,491	4,721	4,951	5,182	5,412	5,643	5,873
Non Current Liabilities																	
Payables	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0) (
Borrowings	58,925	56,079	52,885	49,483	46,836	43,917	40,997	37,882	37,882	34,573	31,062	27,351	23,440	19,328	15,016	10,503	5,790
Provisions	45	46	26	25	29	77	100	200	300	400	500	600	700	800	900	1,000	1,100
Total Non-Current Liabilities	58,970	56,125	52,911	49,508	46,865	-,	41,097	38,082	38,182	34,973	31,562	27,951	24,140	20,128	15,916	11,503	6,890
TOTAL LIABILITIES	62,535	59,884	57,031	53,811	50,412		44,877	42,087	39,102	39,232	36,053	32,672	29,091	25,310	21,328	17,146	12,763
Net Assets	152,463	162,226	175,764	194,073	200,793	215,106	221,083	225,163	232,698	236,238	244,097	252,538	260,949	266,950	272,992	279,644	283,577
EQUITY																	
Retained Earnings	98,161	98,522	107,831	115,511	120,119	132,476			144,898	146,638	152,697	159,238	165,749		173,792		
Revaluation Reserves	54,302	63,704	67,933	78,562	80,674	82,630	84,300	86,000	87,800	89,600	91,400	93,300	95,200	97,200	99,200	101,200	
Council Equity Interest	152,463	162,226	175,764	194.073	200.793	215,106	221.083	225,163	232,698	236,238	244.097	252.538	260,949	266,950	272,992	279,644	283.577

				CONSO	LIDATED	BALANC	E SHEE	T (\$'000)									-
ITEM	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
ASSETS																	
Current Assets																	
Cash and Cash Equivalents	0	11,989	5,625	12,246	10,034	7,454	7,454	7,454	7,454	7,454	7,454	7,454	7,454	7,454	7,454	7,454	7,454
Investments	59,905	59,896	62,507	56,508	66,638	84,300	80,480	73,580	54,080	59,600	68,700	78,950	84,040	90,040	101,410	118,430	133,830
Receivables	10,289	8,310	9,219	10,786	7,576	10,964	7,920	8,100	8,280	8,460	8,640	8,820	9,010	9,210	9,410	9,610	9,810
Inventories	808	2,420	1,472	2,411	820	2,698	2,760	2,820	2,880	2,940	3,000	3,060	3,130	3,200	3,270	3,340	3,410
Contract assets	0	0	0	0	1,192	2,462	2,520	2,580	2,640	2,700	2,760	2,820	2,880	2,940	3,000	3,060	3,130
Other	299	1,741	343	391	574	578	630	660	690	720	750	780	810	840	870	900	930
Total Current Assets	71,301	84,356	79,166	82,342	86,834	108,456	101,764	95,194	76,024	81,874	91,304	101,884	107,324	113,684	125,414	142,794	158,564
Non Current Assets																	
Investments	6.107	8.022	12,664	20.907	16.900	14,000	14,000	14,000	14.000	14.000	14,000	14.000	14,000	14.000	14.000	14.000	14,000
Receivables	361	310	237	205	290	224	330	350	360	370	380	390	400	410	420	430	440
Inventories	3.026	1.678	2,535	2,623	6.222	5,304	6.480	6.610	6.750	6.890	7,030	7,180	7,330	7,480	7.630	7,790	7.950
Infrastructure, Property, Plant and Equipment	1,090,742	1,140,730	1,214,170	1,278,060	1,304,241	1,334,993	1,357,430	1,406,100	1,451,320	-,	1,464,140		1,496,750	1,512,230	1,515,730	1,510,680	1,492,770
Investment Property	21,977	22.025	22.025	22,705	23,260	25.340	24,210	24,700	25,200	25.710	26.230	26.760	27.300	27.850	28,410	28,980	29.560
Right of use assets	2.,0.1	0	0	0	3.089	2.633	2.690	2.750	2.810	2.870	2.930	2.990	,	3.120	3,190	3,260	3.330
Other	0	0	0	0	1,206	1.145	1,270	1.300	1.330	1.360	1.390	1,420	1,450	1.480	1.510	1,550	1.590
Total Non-Current Assets	1,122,213	1.172.785	1,252,790	1,325,654	1,355,208	1,383,639		,	1,501,770	,	,	, .	1,550,280	,	,	,	,
TOTAL ASSETS		1.257.141			1,442,042	1,492,095	, ,	, ,	1,577,794	, ,		, ,			, ,	1,709,484	, ,
	1,100,011	1,=01,111	.,,	1,101,000	.,,	1,10=,000	1,000,00	.,,	.,,	1,000,111	1,001,101	1,000,000	1,001,001	.,,	.,,	.,,	.,,
LIABILITIES																	
Current Liabilities																	
Payables	7,103	9,549	8,247	11,305	11,418	14,854	11,920	12,270	12,620	12,980	13,340	13,710	14,080	14,460	14,840	15,230	15,620
Income received in advance					1,238	0	0	0	0	0	0	0	0	0	0	0	C
Contract liabilities					501	1,368	540	560	580	600	620	640	660	680	700	720	740
Lease liabilities					464	545	490	500	510	530	550	570	590	610	630	650	670
Borrowings	6,654	6,219	6,624	6,636	5,930	6,281	10,060	13,167	6,578	5,368	5,593	5,908	6,111	6,312	6,512	6,713	6,913
Provisions	7,551	8,091	7,972	8,489	8,468	8,993	8,940	9,170	9,400	9,630	9,860	10,090	10,320	10,550	10,780	11,010	11,240
Total Current Liabilities	21,308	23,859	22,843	26,430	28,019	32,041	31,950	35,667	29,688	29,108	29,963	30,918	31,761	32,612	33,462	34,323	35,183
Non Current Liabilities																	
Payables	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Lease liabilities	0	0	0	0	2,664	2,152	2,900	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900
Borrowings	75,244	76,078	76,870	70,418	73,542	70,762	69,216	75,309	81,045	75,756	70,245	65,421	59,397	53,085	46,477	39,571	32,363
Provisions	4,525	4,319	4,533	4,113	3,580	8,119	8,230	8,540	9,050	9,560	10,170	10,780	11,490	12,200	12,910	13,720	14,530
Total Non-Current Liabilities	79,769	80,397	81,403	74,531	79,786	81,033	80,346	86,849	93,195	88,516	83,715	79,601	74,387	68,885	63,087	57,091	50,793
TOTAL LIABILITIES	101,077	104,256	104,246	100,961	107,805	113,074	112,296	122,516	122,883	117,624	113,678	110,519	106,148	101,497	96,549	91,414	85,976
Net Assets	1,092,437	1,152,885	1,227,710	1,307,035	1,334,237	1,379,021	1,395,879	1,428,488	1,454,911	1,471,150	1,493,726	1,520,325	1,551,456	1,578,757	1,599,755	1,618,070	1,622,228
EQUITY																	-
	646.004	675 040	700 400	705 447	704 005	007 507	000 070	054 500	000 444	070 750	004 000	000 505	047.050	024 457	020 255	044.070	024 000
Retained Earnings	646,084	675,946	723,429	765,417	784,925	827,587	833,279	854,588	869,411	873,750	884,226	898,525	917,056	931,457	939,355	944,370	934,828
Revaluation Reserves	446,353	476,939	504,281	541,618	549,312	551,434	562,600	573,900	585,500	597,400	609,500	621,800	634,400	647,300	660,400	673,700	687,400
Council Equity Interest	1,092,437	1,152,885	1,227,710	1,307,035	1,334,237	1,379,021	4 005 050	1,428,488	1,454,911	1,471,150	1,493,726	1,520,325	1,551,456	4 570 7	1,599,755	1,618,070	1,622,228