



KYOGLÉ COUNCIL OPERATIONAL PLAN 2018/2019 DELIVERY PROGRAM 2018/2022





Kyogle Council

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Vision, Mission, & Values

COMMUNITY VISION

Working together to balance Environment, Lifestyle, and Opportunity.

OUR MISSION

To meet the challenges of our unique and diverse region

OUR VALUES

- Respect and respond to community needs
- Improve the quality of our services
- Be open and accessible
- Act with honesty and integrity
- Value people's contribution
- Support the culture of teamwork, cooperation and safety

The Kyogle Council Area

Kyogle Council services an area of 3,589 square kilometres and adjoins the Scenic Rim Regional Council in Queensland and the Northern Rivers Shires of Tweed, Lismore, Richmond Valley, Clarence Valley and Tenterfield in New South Wales.

Kyogle Council comprises a large and diverse region with spectacular natural (including the renowned Border Ranges National Park and other world heritage listed areas) and cultural attributes, within two hour's drive from Brisbane and one hour from Queensland's Gold Coast and NSW coastal communities of Byron Bay, Ballina and Tweed Heads. This, combined with a superb climate and a close proximity to all services, education and recreation, makes the Kyogle area an ideal place to live and work.



Councillors

Nine Councillors represent three wards of the council area and are responsible for the direction and control of Council's affairs in accordance with the Local Government Act and associated legislation. Our current Councillors were elected in September, 2016 and will hold office until September 2020.



Left to right: Councillors: Hayden Doolan (A Ward), Kylie Thomas (A Ward), Danielle Mulholland (Mayor, C Ward, back), Earle Grundy (C Ward, front), Janet Wilson (A Ward), John Burley (Deputy Mayor, B Ward), Lindsay Passfield (C Ward), Maggie May (B Ward), Robert Dwyer (B Ward).

Revenue Policy/ Pricing Methodology

Ordinary Rates

The total area of Kyogle Council is 358,900 Ha. This is made up of 262,735 Ha of rateable land and 96,165 Ha of non-rateable land. Of this non-rateable land 92,554 Ha (26% of the total area) is owned or controlled by State Forests and National Parks.

Council's ability to raise revenue is restricted by State Government "rate pegging." The Minister for Local Government announces the maximum permissible increase in rates each year, as determined by the Independent Pricing and Regulatory Tribunal (IPART). However, for a five year period, commencing with the 2015/16 financial year, Council has received approval from IPART for a Special Rate Variation (SRV).

For 2018/19, the approved increase for the fourth year of the Special Rate Variation is 5.44%

Ordinary Rates applying for the financial period 2018/2019 are:

CATEGORY	VALUATION (\$)	NUMBER OF PROPERTIES	BASE CHARGE (\$)	AD VALOREM RATE IN \$	ANTICIPATED YIELD (\$)
FARMLAND	665,700,780	1,924	258.00	0.429555	3,355,943
RESIDENTIAL	40,279,300	794	258.00	0.638522	462,044
RESIDENTIAL-KYOGLE	123,403,490	1,262	276.00	0.954859	1,526,641
RURAL RESIDENTIAL	159,483,540	959	258.00	0.533654	1,098,512
BUSINESS	6,676,570	103	258.00	0.493773	59,541
BUSINESS-KYOGLE	20,785,740	128	276.00	0.946636	232,093
TOTALS	1,016,329,420	5,170			6,734,774

Stormwater and Flood Special Rate:

In 2015/16 Council changed the way it generates revenue for Stormwater and Flood Management. In 2014/15 a fixed \$25 charge applied to eligible properties. In 2015/16 IPART approved a new charging regime, with the introduction of a Stormwater and Flood Special Rate that is made up of an Ad Valorem rate with a Minimum Rate.

The Stormwater and Flood Special Rate applies to developed property within the villages of Kyogle, Woodenbong, Wiangaree, Old Grevillia, Old Bonalbo, Bonalbo, Tabulam and Mallanganee.

The Stormwater and Flood Special Rates applying for the financial period 2018/2019 are:

CATEGORY	VALUATION (\$)	NUMBER OF PROPERTIES	MINIMUM CHARGE (\$)	AD VALOREM RATE IN \$	ANTICIPATED YIELD (\$)
Stormwater and Flood Residential	136,421,469	1,687	93.00	0.042699	156,891
Stormwater and Flood Business	22,614,240	166	93.00	0.042699	15,438
Total	158,510,229	1,848			172,329

Domestic Waste Management Charges:

By law a Domestic Waste Management basic charge must apply to every residential property in the collection area whether occupied or vacant. The increase in these charges for 2018/19 is 2%. The Domestic Waste Management Charges for 2018/2019 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
Waste Management Service Availability Charge (Annual). All rateable properties within Kyogle LGA garbage collection service area.*	499	52.00	25,948
Domestic Waste Service Charge (240L Split Bin)*	1,961	468.00	917,748
Additional Domestic Waste Service (240L Split Bin)	67	416.00	27,872
Change from Split Bin to 240L Full Waste Bin (additional to Domestic Waste Service Charge)**	0	258.00	0
Additional 240L full recyclables bin (additional to Domestic Waste Service Charge)**	0	210.00	0
Additional 240L full waste bin (additional to Domestic Waste Service Charge)**	0	674.00	0
Total	2,527		971,568

* These charges include the provision of one voucher per charge levied for the disposal of up to 300kg of Industrial/Commercial/Domestic Waste at any one of Councils Waste Management Facilities

**These charges are new options implemented in the 2018/19 financial year, as a transitional arrangement premises that already have the 240L full waste bins prior to June 30, 2018 and currently paying the 240L split bin charge will not be charged at the new rate for the 2018/19 financial year, and will be charged at the new rate applicable to the 2019/20 financial year reflecting the service provided

Note: Domestic Waste charges are subject to "Reasonable Cost" limits which are independently audited and reported to the Division of Local Government.

Commercial Waste and Landfill Management Charges

A Commercial Waste charge may apply to commercial properties whether occupied or vacant, and the Landfill Management Charge applies to all properties not subject to other Waste Charges. The increase in these charges for 2018/2019 is 3%. The charges for 2018/2019 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
Commercial Waste Service Charge*	205	506.00	103,730
Additional Commercial Waste Service	172	454.00	78,088
Landfill Management Charge (Annual). All rateable properties outside the garbage collection area *	2,817	41.00	115,497
Change from Split Bin to 240L Full Waste Bin (additional to Commercial Waste Service Charge)**	0	258.00	0
Additional 240L full recyclables bin (additional to Commercial Waste Service Charge)**	0	210.00	0
Additional 240L full waste bin (additional to Commercial Waste Service Charge)**	0	674.00	0
Total	3,174		297,315

* These charges include the provision of one voucher per charge levied for the disposal of up to 300kg of Industrial/Commercial/Domestic Waste at any one of Councils Waste Management Facilities

**These charges are new options implemented in the 2018/19 financial year, as a transitional arrangement premises that already have the 240L full waste bins prior to June 30, 2018 and currently paying the 240L split bin charge will not be charged at the new rate for the 2018/19 financial year, and will be charged at the new rate applicable to the 2019/20 financial year reflecting the service provided

On Site Sewerage Management Annual License Fees:

On Site Sewerage Management System Annual License Fees are to apply to every On Site Sewerage Management System being operated within the Council Area. The increase in these charges for 2018/2019 is 3%. The charges for 2018/2019 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
OSMS Annual License Fee	2,965	42.00	124,530

Water Charges

The charging structure is based on a two-tiered system as follows:

- (a) An annual availability/access charge which applies to each property receiving a water supply service (including private line connections) and to each property to which a service connection is available; and
- (b) A consumption based charge for each kilolitre of water consumed.

The overall increase in Water Charges (fixed plus variable) for 2018/2019 is 5%.

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Vacant Property Charge	74	118	8,732
20mm connection	1,879	393	738,447
25mm connection	30	614	18,422
32mm connection	22	1,006	22,134
40mm connection	18	1,572	28,296
50mm connection	16	2,456	39,300
80mm connection	0	6,288	0
100mm connection	0	9,825	0
Fire Service Connection (all sizes)	8	393	3,144
Non-Rateable Connections	31	0	0
Total	2,078		858,475

CHARGE	RATE PER UNIT OR ANNUAL CHARGE	ANTICIPATED YIELD (\$)
Consumption up to 200kL per connection per year	\$1.79 per 1,000 litres	499,410
Consumption above 200kL per connection per year	\$2.21 per 1,000 litres	209,950
Home Dialysis allocation first 100kL	\$0.00 per 1,000 litres	0
Total		709,360

A rebate program continues this year, which will provide subsidy to users who are increasing their water efficiency through things such as installation of rainwater tanks and retro fitting dual flush toilets and other water efficient devices. Details of the rebate program are available at Council's office or on the website.

Residential Sewerage Charges

Residential Sewerage charges incorporate a uniform charge for each residential unit or dwelling.

The increase in Sewerage Charges for 2018/2019 is 4.0%.

CHARGE	NUMBER OF CHARGES	ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Residential Sewerage Annual Charge per dwelling and/or individual unit	1,589	745	1,183,805
Non rateable properties	27	0	0

Non Residential Sewerage Charges

Non Residential sewerage charges are to be charged as per the formula:

$$(AC + C \times UC) \times SDF$$

Where:

- AC = an annual availability/access charge (\$).
- C = Customer's annual water consumption (kL)
- UC = Sewerage Usage Charge (\$/kL)
- SDF = Sewerage Discharge Factor (i.e. the ratio of a customer's estimated volume discharged in the sewerage system to the customer's total water consumption). Refer Councils Liquid Trade Waste Policy for details.

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Availability/Access Charges			
Vacant Property Charge	62	120	7,440
20 mm connection	164	292	47,888
25 mm connection	22	456	10,021
32 mm connection	16	748	11,960
40mm connection	18	1,168	21,024
50mm connection	16	1,825	29,200
80mm connection	0	4,672	0
100mm connection	0	7,300	0
Total	298		127,533
Sewer Usage Charge		\$1.11 per kL	101,010

Note: Non-Residential Sewerage Charges are subject to a Minimum charge equivalent to the residential sewerage charge.

Trade Waste Charges:

Council has introduced cost-reflective trade waste fees and charges in order to comply with the NSW Governments Best Practice Pricing Guidelines.

These fees and charges apply to ALL liquid trade waste dischargers and are determined with reference to the levels of pre-treatment (e.g. appropriately sized and maintained grease traps) and excess mass charges for wastes exceeding normal acceptance limits.

(a) Liquid trade waste charges for dischargers requiring nil or minimal pre-treatment are to be charged as per the formula:

$$A + I$$

Where:

A = Annual trade waste fee for minor or no pre-treatment (\$)
I = Re-inspection fee (\$) (where required)

(b) Liquid trade waste charges for dischargers requiring prescribed pre-treatment are to be charged as per the formula:

$$A + I + (C \times UC \times TWDF)$$

Where:

A = Annual trade waste fee for prescribed pre-treatment (\$)
I = Re-inspection fee (\$) (where required)
C = Customer's annual water consumption (kL)
UC = Trade Waste Usage Charge (\$/kL)
TWDF = Trade Waste Discharge Factor (i.e. the ratio of a customer's estimated volume discharged in the sewerage system to the customer's total water consumption). Refer Councils Liquid Trade Waste Policy for details.

(c) Liquid trade waste charges for large dischargers (over about 20kL/d) and industrial waste are to be charged as per the formula:

$$A + I + EMC$$

Where:

A = Annual trade waste fee for Major Discharger (\$)
I = Re-inspection fee (\$) (where required)
EMC = Total Excess Mass Charges (\$) (Refer Councils Fees and Charges for details.)

(d) Liquid trade waste charges for dischargers with a sewerage dump point are to be charged as per the formula:

$$A + I$$

Where:

A = Annual trade waste fee for Sewer Dump Point (\$)
I = Re-inspection fee (\$) (where required)

Anticipated Yield from Trade Waste charges:

ANNUAL TRADE WASTE FEE OR CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT (\$)	ANTICIPATED YIELD (\$)
Min or no pre treatment	109	95	10,355
Prescribed pre treatment	5	95	475
Major discharger	0	541	0
Sewer Dump Point	2	745	1,490
Re-inspection fee	0	71	0
Totals	116		12,320
Trade Waste Usage (with pre-treatment) per kL		\$1.11	16,095
Trade Waste Usage (without pre-treatment) per kL		*\$3.24	3,240
Totals			19,335

** This charge is to gradually increase to around \$11/kL. It has been set at the same rate as dischargers with appropriate prescribed pre-treatment for this year in order to give those customers who are required to have pre-treatment a period of grace to get appropriate pre-treatment devices installed, before they are charged heavily for not having pre-treatment.*

Fees and Charges

Council has Fees and Charges for the 2018/2019 financial year, details of which are contained in the 2018/2019 Schedule of Fees and Charges (separate document).

Interest Charges

Interest charges are to be 5% calculated on the outstanding component of all rates and charges. This represents a reduction from the maximum allowed 7.5% as advised by the Office for Local Government.

Developer Contributions (Section 94 Environmental Planning and Assessment Act 1979)

Contributions are levied for all works identified within each Section 94 Plan. Contributions for Water and Sewerage are levied under Section 64 of the Local Government Act. A planning levy is applied to all contributions paid. Monies are to be expended within a reasonable time for the purposes for which they are raised. Developer contributions are indexed using the Brisbane All Groups CPI figures published by the Australian Bureau of Statistics on a quarterly basis. Note that Council adopted a Developer Contributions Discounting Policy in February 2018 and that discounts apply to certain types of developments.

Borrowings:

A \$5,000,000 loan was approved for the 2017/18 period. Projected loan movements for the year are set out below:

	2018/2019 (\$)	2019/2020 (\$)	2020/2021 (\$)	2021/2022 (\$)
Water Fund				
Opening Balance	1,679,991	1,476,573	1,265,006	1,044,818
New Loans	0	0	0	0
Interest	66,337	58,188	49,567	40,682
Principal Reduction	203,418	211,567	220,188	229,073
Closing Balance	1,476,573	1,265,006	1,044,818	815,745
Sewer Fund				
Opening Balance	853,756	832,892	810,807	786,898
New Loans	0	0	0	0
Interest	62,373	61,152	59,328	57,534
Principal Reduction	20,864	22,085	23,909	25,703
Closing Balance	832,892	810,807	786,898	761,195
Waste Services				
Opening Balance	223,775	195,929	166,830	136,394
New Loans	0	0	0	0
Interest	9,842	8,589	7,252	5,851
Principal Reduction	27,846	29,099	30,436	31,837
Closing Balance	195,929	166,830	136,394	104,557
General Fund				
Opening Balance	5,000,000	4,566,332	4,119,117	8,224,262
New Loans	0	0	5,000,000	0
Interest	151,665	138,117	275,811	247,855
Principal Reduction	433,668	447,215	894,855	922,809
Closing Balance	4,566,332	4,119,117	8,224,262	7,301,453

Investments:

Investment of surplus funds is made in accordance with Council's Investment Policy.

Integrated Planning and Reporting

Local councils in NSW are required to undertake their planning and reporting activities in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005. The Act provides that the Deputy Director General (Local Government), Department of Premier and Cabinet can issue Guidelines that must be followed by local councils when undertaking their planning and reporting activities. To this end, the NSW Government has developed an Integrated Planning and Reporting (IP&R) Manual that provides councils with the framework to work within for the development of its strategic planning documents and reporting requirements. The diagram below is taken from this manual and outlines the IP&R framework.



Local Government Planning and Reporting framework

The overarching strategic document is the Community Strategic Plan. Council readopted its current Community Strategic Plan in December 2016.

The Resourcing Strategy consists of three separate components;

1. Workforce Management Strategy (Adopted April 2017)
2. Asset Management Plans, Strategy and Policy (scheduled for review 2017/2018)
3. Long Term Financial Plan (Adopted February 2015 reviewed annually and incorporated into this document)

The LTFP adopted by Council covers a twenty year period, and will be reviewed and updated annually as part of the development of the Operational Plan and Delivery Program. The LTFP has been used by the Council to inform its decision-making during the finalization of the Community Strategic Plan.

Capital Works Projects/Asset Replacement

Project / Item	2018/19	2019/20	2020/21	2021/22
Regional Roads				
Kyogle Road (MR141) - Renewals	522,654	531,730	540,977	435,000
Clarence Way (MR361) - Renewals	277,793	277,539	277,148	164,924
Clarence Way (MR361) - Repair Program (Bonalbo - Bruxner Highway)	377,108	388,422	400,074	412,076
Clarence Way - (MR150)Initial Sealing (50% external funding)	2,720,000	2,720,000		
Clarence Way - Peacock Creek Intersection Black Spot Project	121,692			
Clarence Way - (MR150) Renewals	41,726	42,465	43,219	44,157
Bentley Road (MR544) - Renewals	239,942	244,022	248,177	202,000
Mount Lindsay Highway (MR622) - Renewals	62,079	63,148	64,236	65,610
Alcocks Bridge Bentley Road (MR544) 544-B2607		225,000		
Cooksons - Clarence Way (MR361) 361-B2562		225,000		
Total	4,362,994	4,717,326	1,573,831	1,323,767
Repair Program Funding	188,554	194,211	200,037	206,038
Fixing Country Roads Funding	100,000			
Black Spot Funding	121,692	108,826	112,091	115,454
Federal Bridge Renewal Fund		225,000		
Building Better Regions Funding	1,360,000	1,360,000		
Total External Grants	1,770,246	1,888,037	312,128	321,492
Rural Local Roads				
Rural Roads - Reseals	484,864	492,700	500,670	511,050
Culmaran Creek Road upgrade	2,628,977			
Fixing Country Roads Projects (assuming 50% external funding)		337,653	347,782	358,216
Sealed Roads Rehabilitation	963,676	980,425	997,491	1,018,932
Unsealed Roads Rehabilitation	699,319	710,908	722,701	737,870
Rural Roads - Guardrail	20,326	20,958	21,299	21,743
Rural Roads - drainage improvements	73,366	74,760	76,184	77,899
Section 94 Expenditure	4,000	4,000	4,000	10,000
Black Spots (Projects subject to 100% funding)	310,673	168,826	173,891	179,108
Initial Seals	399,960	411,959		
Total	5,585,161	3,202,189	2,844,018	2,914,818
Roads To Recovery Funding	286,021	556,633	573,332	590,532
Black Spot Funding	310,673	168,826	173,891	179,108
Building Better Regions/Regional Jobs and Infrastructure Package Funding	1,682,477			
Industry/Private Contributions	60,000			
Fixing Country Roads Funding	886,500	168,826	173,891	179,108
Total external Grants	3,225,671	894,285	921,114	948,748

Project / Item	2018/19	2019/20	2020/21	2021/22
Urban Streets				
Footpaths		69,654	70,873	72,401
Old Bonalbo Footpaths (\$50,000 SCCF)	70,000			
Kerb and Guttering	73,808	75,127	76,472	78,139
Kyogle streets - reconstructions and resurface	249,657	254,038	258,502	264,085
Bonalbo - reconstructions and resurface	52,772	53,733	54,713	55,917
Woodenbong - reconstructions and resurface	52,772	53,733	54,713	55,917
Other Villages - reconstructions and resurface	52,772	53,733	54,714	55,918
Initial Sealing	50,000	50,000	50,000	
Tourist/wayfinding signage Kyogle and villages (\$140,000 SCCF)	140,000			
Total	716,296	610,018	619,987	582,377
Stormwater and Flood Management				
Flood Study Bonalbo (subject to 80% external funding)		120,000		
Junction/Curtois - drainage upgrades	69,602			
Groom Street - drainage upgrade from Rous to Roseberry	40,000			
Drainage Upgrades		111,452	113,336	115,737
Drainage Renewals	71,180	72,381	73,604	75,163
Flood prone land Voluntary Purchase Scheme (subject to 80% external funding)	200,000			200,000
Total	380,782	303,833	186,940	390,900
Flood Management Funding	160,000	96,000		160,000
Water Supplies				
Water supply renewals	175,000	225,000	229,155	230,000
Total	175,000	225,000	229,155	230,000
Sewerage Services				
Sewerage system renewals	521,000	407,000	242,000	190,000
Total	521,000	407,000	242,000	190,000
Waste Management and Quarries				
Kyogle Landfill Improvements				174,000
Landfill Rehabilitation				174,000
Quarry rehabilitation	30,515	31,040	31,574	32,249
Total	30,515	31,040	31,574	380,249
Plant and Depots				
Plant Purchases	768,000	1,594,500	1,562,000	1,755,000
Depot Renewals	55,000	55,851	56,715	57,867
Total	823,000	1,650,351	1,618,715	1,812,867
Buildings and Community Facilities				
Parks and Gardens Renewals		42,898	43,658	44,604
Bonalbo Norman Johnson Park Improvements (\$80,000 SCCF)	170,000			
Mallanganee Sports Ground Improvements (\$129,623 SCCF)	180,000			
Mallanganee Public Toilet Replacement (\$50,000 SCCF)	50,000			
Old Bonalbo Pioneer Park Improvements and Toilet Replacement (\$57,905 SCCF)	80,000			

Project / Item	2018/19	2019/20	2020/21	2021/22
Tabulam Sports Ground Improvements (\$50,000 SCCF)	78,000			
Wiangaree Abboddy Park Improvements (\$50,000 SCCF)	60,000			
Woodenbong Sporting Improvements (\$50,000 SCCF)	65,000			
Swimming Pools Renewals	17,153	42,898	43,657	44,604
Bonalbo Pool Improvements (\$50,000 SCCF)	60,000			
Community Building Renewals		86,235	87,762	89,665
Bonalbo Caravan Park Improvements (\$50,000 SCCF)	50,000			
Cemeteries Renewals	5,310	5,417	5,528	5,657
Information Technology and Communications Systems and Equipment	75,100	10,000	117,687	16,236
Total	890,563	187,448	298,292	200,766
External Grant Funding	567,528			
Other Crown Reserves and Community Facilities (Not Council)				
Bonalbo Hall Improvements (\$50,000 SCCF)	50,000			
Bonalbo Showground Sewer (\$50,000 SCCF)	50,000			
Kyogle High School Sports Ground Improvements (\$50,000 SCCF)	50,000			
Kyogle Rifle Range Improvements (\$75,000 SCCF)	75,000			
Old Bonalbo Hall Improvements (\$50,000 SCCF \$9,000 Trust)	59,000			
Tabulam Hall Improvements (\$50,000 SCCF)	50,000			
Wiangaree Hall Improvements (\$50,000 SCCF)	50,000			
Wiangaree Rodeo Grounds Improvements (\$70,000 SCCF)	70,000			
Woodenbong Showground Improvements (\$50,000 SCCF)	50,000			
Woodenbong Hall Air Conditioning (\$55,000 SCCF)	55,000			
Mummulgum Hall Amenities (\$50,000 SCCF)	50,000			
Kyogle RLFC Ground Improvements (\$70,000 SCCF \$4,000 Kyogle RLFC)	74,000			
Total	683,000	0	0	0

Project / Item	2018/19	2019/20	2020/21	2021/22
Bridges				
Peacock Creek Road Peacock Dip Bridge 107-1657	650,000			
Hayes Road 163-38 Timber to concrete bridge	330,000			
Boomi Creek Road Walkers Bridge 17-9708	260,000			
Findon Creek Road Burt Rayner Bridge 54-4153 (50% funding as per election promise)	100,000	1,000,000		
Causeway Replacements and Improvements	30,000	70,000		
Needhams Road 50-220 (external funding \$435,000 Fed BRP \$435,000 NSW FCR and \$30,000 industry contribution)		900,000		
Culmaran Creek Road 37-4322 Timber to concrete bridge (external funding \$398,000 Fed BRP and \$398,000 NSW FCR)	796,000			
Imeson Road 74-892 Bridge to Pipes	100,000			
Eden Creek 137-5965 Bridge to Pipes	100,000			
Duck Creek Rd 138-18164 Bridge to Pipes	70,000			
Woodworths Rd 12-681 Bridge to Pipes	50,000			

Project / Item	2018/19	2019/20	2020/21	2021/22
Woodworths Rd 12-1325 Bridge to Pipes	50,000			
Culmaran Creek Rd 37-2537 Bridge to Pipes	100,000			
Yates Rd 153-455 Bridge to Pipes	80,000			
Walters Rd 158-593 Bridge to Pipes	50,000			
Collins Creek Road 27-4461 Bridge to Pipes		100,000		
Collins Creek Road 27-4979 Bridge to Pipes		100,000		
Eden Creek Rd 137-1690 Bridge to Pipes		100,000		
Babyl Creek Rd 11-5684 Bridge to Pipes		100,000		
Babyl Creek Rd 11-6159 Bridge to Pipes		80,000		
Peacock Creek Road 107-7459 Bridge to Pipes		120,000		
Green Pigeon Matthews Bridge 58-4875			1,200,000	
Dyraaba Rd 43-8789			280,000	
Yabbra Rd 152-7383			385,970	
Ellems Rd 48-405 Bridge to Pipes			100,000	
Old Dyraaba 87-9200 Bridge to Pipes			80,000	
Valley Road 136-578 Bridge to Pipes			80,000	
Woodworths Rd 12-1622 Bridge to Pipes			80,000	
Rodgers Rd 115-4553 Bridge to Pipes			60,000	
Eden Creek 137-8254 Bridge to Pipes			60,000	
Connells Rd 32-3774 Bridge to Pipes			80,000	
Hardings Rd 270-588 Bridge to Pipes			60,000	
Tunglebung Ck Rd 131-9541				300,000
Wyndham Rd 147-160				560,000
Wiangaree Back Road 145-10457				130,000
Ferndale Road 52-3428				90,000
Ironpot Ck Rd 73-15241				80,000
Future Bridge Priority and/or External Funding Opportunity			200,000	948,332
Expenditure Conditional on external funding			250,000	500,000
Total	2,766,000	2,570,000	2,915,970	2,608,332
Federal Bridge Renewal Fund	448,000	940,000	250,000	500,000
NSW Fixing Country Roads	398,000	435,000		
Industry/Private Contributions		30,000		
Roads To Recovery	0	355,880	366,556	377,553
Total External Grants	846,000	1,760,880	616,556	877,553

Financial Assistance/Donations

Council's Financial Assistance Policy applies to individuals and organisations within the Council area via ongoing/regular donations and one-off donations. 2018/2019 assistance is as follows:

ORGANISATION	SUPPORT	VALUE (\$)
One-off Donations	Various	30,450
Special Events	Traffic Control and Establishment	15,000
Kyogle Youth Ventures	Cash Donation	2,615
Australia Day Committees	Cash Donation	11,268
Kyogle Reconciliation Group – NAIDOC week	Cash Donation	3,000
Public Halls	Cash Donation – Rates & Charges	8,213
Learn to Swim/Life Education	Cash Donation/Staff and Plant	13,075
North Coast Academy of Sport	Cash Donation	1,250
Citizens Band	Cash Donation	1,080
NSW Cancer Council	Cash Donation	1,320
Kyogle Show Society	Cash Donation	1,656
Bonalbo Show Society	Cash Donation	1,656
Woodenbong Show Society	Cash Donation	1,656
Kyogle Historical Society	Cash Donation	5,151
TOTAL		97,390

Council has also adopted an Emergency Disaster Relief Fund with the following criteria:

Who is the fund intended to help?	Council residents/local business employees who as a result of an unforeseen disaster have insufficient financial resources for a modest standard of living.
Why do these people need help?	Loss of property/finances as a result of an unforeseen disaster.
Who is involved in the administration/distribution of these funds?	One Council representative along with a Committee consisting of members of the public.
What help does the fund provide to these people?	The relief to a person who has been assessed as an eligible recipient is to be in the form of direct distribution of money or goods. Relief is intended to assist with day to day living expenses such as food and clothing.
How are the recipients of help selected?	Recipients who can demonstrate that there has been a marked lowering of their standard of living causing hardship as a result of the unforeseen disaster. As a guide only, applicants who are eligible for full or partial income tested Social Security benefits would be eligible for assistance up to the level of income at which tested Social Security benefits cease to be payable (this income level varies depending upon the applicant's marital situation). Where an affected individual has the availability of other sources of income (e.g. they obtain other employment) or assets they may be considered ineligible for assistance. This does not mean that the managers of the fund must, in all circumstances, investigate the financial resources of each individual beneficiary. Sometimes it may be apparent from the common attributes of the potential beneficiaries that they are necessitous circumstances.
Where do these funds come from?	Contributions received from Council and the general public.
How is the relief fund operated?	All contributions to receive receipt for tax purposes. All contributions to be in the form of money. Register of gifts to be maintained. All outgoings to record date, details of recipient and amount.
What happens to any surplus assets?	At dissolution any surplus assets to be transferred to another fund, authority or institution, which has similar objects, and to which income tax deductible contributions can be made.

Funds remaining in the Kyogle Emergency Disaster Relief Fund at 30 June, 2018 will be carried over to the 2018/19 financial year for use in accordance with the above criteria. The current balance of the fund is **\$21,260**.

Business or Commercial Activities

Pricing Policy/Competitive Neutrality

Pricing Policy is cost recovery for consumer specific services except where a community service obligation exists to justify charging less than full costs; e.g. pools and library

Full cost attribution is applied to all business activities. The following programs are considered to be of a commercial nature;

Category One Businesses (Turnover greater than \$2 million)

1. State Highways works

Category Two Businesses (Turnover less than \$2 million)

1. Water Supplies
2. Sewerage Services
3. Quarries
4. Plant

In accordance with National Competition Policy guidelines, Council incorporates all direct and indirect costs, plus taxes that a private sector operator would face in the operation of a similar business. These taxes are known as taxation equivalent payments (TEP's), and will be based on items such as Payroll Tax, Land Tax and Income Tax.

These figures will only be applied where the effects are considered to be material. This process is referred to as "competitive neutrality".

Business and Commercial activities are distinguished from other activities by Council's intention to generate a surplus from their operation. Any surpluses could then be used to fund the expansion of the commercial activities or to subsidise the Council's other activities.

Budgets

GOVERNANCE - BUDGET INFORMATION

GOVERNANCE	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING EXPENDITURE				
EMPLOYMENT	280,050	287,772	295,708	303,913
COUNCILLOR SERVICES	221,558	224,881	228,254	232,819
LEGALS	15,685	15,920	16,159	16,482
ADVERTISING, NOROC, LGSA	94,246	95,659	97,094	99,036
ELECTIONS	0	0	85,547	0
PAYABLE BY OTHER FUNDS	(69,325)	(70,364)	(71,420)	(72,848)
TOTAL OPERATING EXPENDITURE	542,214	553,868	651,342	579,402
NET COST OF ACTIVITY	(542,214)	(553,868)	(651,342)	(579,402)

ADMINISTRATION - BUDGET INFORMATION

ADMINISTRATION	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING EXPENDITURE				
EMPLOYMENT	653,253	671,287	689,822	708,974
OFFICE EXPENSES	554,002	524,546	518,405	532,171
SUBSCRIPTIONS & SUNDRIES	17,275	17,534	17,797	18,516
PAYABLE FROM OTHER FUNDS	(153,057)	(155,353)	(157,684)	(160,837)
TOTAL OPERATING EXPENDITURE	1,071,473	1,058,014	1,068,340	1,098,824
CAPITAL EXPENDITURE				
OFFICE EQUIPMENT & FURNITURE	75,100	10,000	117,687	16,236
TOTAL CAPITAL EXPENDITURE	75,100	10,000	117,687	16,236
NET COST OF ACTIVITY	(1,146,573)	(1,068,014)	(1,186,028)	(1,114,697)

PERSONNEL - BUDGET INFORMATION

PERSONNEL	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE	61,008	62,838	64,723	66,665
OPERATING EXPENDITURE				
EMPLOYMENT SALARIES	311,283	314,910	323,651	332,666
EMPLOYMENT WAGES STAFF	(76,262)	(78,397)	(80,592)	(82,849)
INSURANCE & RISK MANAGEMENT	233,161	234,381	237,896	242,654
RECRUITMENT AND OTHER STAFF COSTS	111,279	112,948	114,642	116,935
TOOLS, CLOTHING, SIGNAGE	73,178	74,276	75,390	76,898
PAYABLE BY OTHER FUNDS	(130,438)	(132,394)	(134,380)	(137,068)
TOTAL OPERATING EXPENDITURE	522,202	525,724	536,608	549,237
NET COST OF ACTIVITY	(461,194)	(462,886)	(471,885)	(482,572)

FINANCE - BUDGET INFORMATION

FINANCE	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE				
GENERAL RATES	6,742,253	7,109,032	7,272,540	7,439,808
INTEREST AND SUNDRY INCOME	229,431	204,963	181,235	260,463
RECOVERIES	39,093	39,679	40,274	41,080
REVENUE SHARING (FAG) GRANT	2,489,513	2,564,198	2,641,124	2,720,358
BORROWING PROCEEDS	0	0	5,000,000	0
TOTAL OPERATING REVENUE	9,500,290	9,917,872	15,135,173	10,461,709
OPERATING EXPENDITURE				
EMPLOYMENT	487,641	501,195	515,128	529,489
VALUATION & AUDITOR FEES	134,995	137,020	139,075	141,857
BORROWING COSTS	433,668	447,215	894,855	922,809
OTHER/INTEREST COSTS	184,719	171,667	309,864	282,589
TOTAL OPERATING COSTS	1,241,023	1,257,097	1,858,922	1,876,744
NET COST OF ACTIVITY	8,259,267	8,660,775	13,276,251	8,584,965

STATE HIGHWAYS - BUDGET INFORMATION

STATE HIGHWAYS	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE				
WORKS ORDERS	2,500,000	2,575,000	2,652,250	2,731,818
MAINTENANCE	983,454	1,012,958	1,043,347	1,074,647
TOTAL OPERATING REVENUE	3,483,454	3,587,958	3,695,597	3,806,465
OPERATING EXPENDITURE				
MAINTENANCE SUMMERLAND WAY	560,410	577,222	594,539	612,375
MAINTENANCE BRUXNER HIGHWAY	301,177	310,212	319,518	329,104
WORKS ORDERS	2,273,946	2,342,163	2,412,429	2,484,802
TOTAL OPERATING COSTS	3,135,533	3,229,597	3,326,486	3,426,281
OPERATING RESULT	347,921	358,361	369,111	380,184
CAPITAL EXPENDITURE				
RESERVE TRANSFERS*	700,000	700,000	600,000	500,000
TOTAL CAPITAL EXPENDITURE	700,000	700,000	600,000	500,000
NET COST OF ACTIVITY	(352,079)	(341,639)	(230,889)	(119,816)

* transferred to Regional Roads

REGIONAL ROADS - BUDGET INFORMATION

REGIONAL ROADS	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE				
BLOCK GRANT	1,035,150	1,066,205	1,098,191	1,131,136
ROADS TO RECOVERY GRANT	0	0	0	0
TOTAL OPERATING REVENUE	1,035,150	1,066,205	1,098,191	1,131,136
OPERATING COSTS				
MR 141 - KYOGLE ROAD	211,610	211,610	211,610	211,610
MR 150 - CLARENCE WAY	65,954	65,954	65,954	65,954
MR 361 - CLARENCE WAY	332,387	332,387	332,387	332,387
MR 544 - BENTLEY ROAD	86,000	86,000	86,000	86,000
MR 622 - MT LINDESAY HIGHWAY	48,391	48,391	48,391	48,391
TOTAL OPERATING COSTS	744,342	744,342	744,342	744,342
OPERATING RESULT	290,808	321,863	353,849	386,794
NON-CURRENT REVENUE				
REPAIR PROGRAMME	188,554	194,211	200,037	206,038
BLACK SPOT FUNDING	121,692	108,826	112,091	115,454
TRANSFER FROM TRANSPORT RESERVE*	700,000	700,000	600,000	500,000
FEDERAL BRIDGE PROGRAM	0	225,000	0	0
CONTRIBUTIONS	5,000	5,000	5,000	10,000
FIXING COUNTRY ROADS	100,000	0	0	0
NATIONAL STRONGER REGIONS FUND	1,360,000	1,360,000	0	0
TOTAL NON-CURRENT REVENUE	2,475,246	2,593,037	917,128	831,492
CAPITAL EXPENDITURE				
MR 141 - KYOGLE ROAD	522,654	531,730	540,977	435,000
MR 150 - CLARENCE WAY	2,761,726	2,762,465	43,219	44,157
MR 361 - CLARENCE WAY	776,593	665,961	677,222	577,000
MR 544 - BENTLEY ROAD	239,942	244,022	248,177	202,000
MR 622 - MT LINDESAY HIGHWAY	62,079	63,148	64,236	65,610
BRIDGES	0	450,000	0	0
TOTAL CAPITAL EXPENDITURE	4,362,994	4,717,326	1,573,831	1,323,767
NET COST OF ACTIVITY	(1,596,940)	(1,802,426)	(302,854)	(105,481)

*Transfer from State Highways budget

URBAN LOCAL ROADS - BUDGET INFORMATION

URBAN LOCAL ROADS	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	57,530	59,256	61,033	62,864
STREET LIGHTING SUBSIDY	32,000	32,000	32,000	32,000
TOTAL OPERATING REVENUE	89,530	91,256	93,033	94,864
OPERATING EXPENDITURE				
STREET LIGHTING	114,339	115,830	117,342	119,388
KYOGLE STREETS	290,998	297,215	303,577	310,853
BONALBO STREETS	40,741	41,611	42,502	43,520
WOODENBONG STREETS	34,920	35,666	36,430	37,303
MALLANGANEE STREETS	13,070	13,363	13,662	13,998
WIANGAREE STREETS	6,135	6,252	6,373	6,517
TABULAM STREETS	13,969	14,267	14,572	14,922
OLD BONALBO STREETS	5,820	5,944	6,071	6,217
OLD GREVILLIA STREETS	1,165	1,190	1,216	1,245
TOTAL OPERATING EXPENDITURE	521,157	531,338	541,745	553,963
OPERATING RESULT	(431,627)	(440,082)	(448,712)	(459,099)
NON-CURRENT REVENUE				
CONTRIBUTIONS	1,000	1,000	1,000	5,000
OTHER GRANTS	190,000	0	0	0
TOTAL NON-CURRENT REVENUE	191,000	1,000	1,000	5,000
CAPITAL EXPENDITURE				
FOOTPATHS & FURNITURE	70,000	69,654	70,873	72,401
RENEWALS KYOGLE	249,657	254,037	258,501	264,085
RENEWALS BONALBO	52,772	53,733	54,714	55,917
RENEWALS WOODENBONG	52,772	53,733	54,714	55,917
RENEWALS VILLAGES	52,772	53,733	54,714	55,917
KERB & GUTTER CONSTRUCTION	48,323	75,127	76,472	78,139
TOURISM SIGNAGE ALL VILLAGES	140,000	0	0	0
INITIAL SEALS	50,000	50,000	50,000	0
TOTAL CAPITAL EXPENDITURE	716,296	610,017	619,988	582,376
NET COST OF ACTIVITY	(956,923)	(1,049,099)	(1,067,700)	(1,036,475)

RURAL LOCAL ROADS - BUDGET INFORMATION

RURAL LOCAL ROADS	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	1,092,462	1,125,236	1,158,993	1,193,763
HEAVY HAULAGE CONTRIBUTIONS	7,736	7,942	8,152	8,367
ROADS TO RECOVERY GRANT	286,021	556,633	573,332	590,532
FLOOD GRANT	0	0	0	0
TOTAL OPERATING REVENUE	1,386,219	1,689,811	1,740,477	1,792,662
OPERATING EXPENDITURE				
SEALED ROADS MAINTENANCE	546,967	546,967	546,967	546,967
UNSEALED ROADS MAINTENANCE	1,500,000	1,500,000	1,500,000	1,500,000
OTHER	38,222	38,645	39,075	39,657
FLOOD DAMAGE	0	0	0	0
TOTAL OPERATING EXPENDITURE	2,085,189	2,085,612	2,086,042	2,086,624
OPERATING RESULT	(698,970)	(395,801)	(345,565)	(293,962)
NON-CURRENT REVENUE				
BLACKSPOT FUNDING	310,673	168,826	173,891	179,108
CONTRIBUTIONS	4,000	4,000	4,000	10,000
RESERVE TRANSFER*	1,200,000	1,200,000	1,000,000	600,000
RESERVE TRANSFER [#]	60,000	60,000	60,000	60,000
FIXING COUNTRY ROADS	886,500	168,826	173,891	179,108
PRIVATE CONTRIBUTIONS	60,000	0	0	0
NATIONAL STRONGER REGIONS FUND	1,682,477	0	0	0
TOTAL NON-CURRENT INCOME	4,203,650	1,601,652	1,411,782	1,028,216
CAPITAL EXPENDITURE				
RESEALS	484,864	492,701	500,670	511,050
REHABILITATION	4,291,972	2,028,986	2,067,974	2,115,018
DRAINAGE RENEWALS	73,366	74,760	76,184	77,899
GUARDRAIL RENEWALS	20,326	20,958	21,299	21,743
SELF HELP 50/50	0	0	0	0
SECTION 94 ROADWORKS	4,000	4,000	4,000	10,000
BLACK SPOTS & INITIAL SEALS	710,633	580,785	173,891	179,108
TOTAL CAPITAL EXPENDITURE	5,585,161	3,202,190	2,844,018	2,914,818
NET COST OF ACTIVITY	(2,080,482)	(1,996,340)	(1,777,803)	(2,180,564)

* Transfer from plant budget

[#]Transfer from quarry budget

BRIDGES - BUDGET INFORMATION

BRIDGES	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	429,375	442,256	455,524	469,190
ROADS TO RECOVERY GRANT	0	355,880	366,556	377,553
TOTAL OPERATING REVENUE	429,375	798,136	822,080	846,743
OPERATING EXPENDITURE				
MAINTENANCE	517,359	486,318	457,138	429,710
TOTAL OPERATING EXPENDITURE	517,359	486,318	457,138	429,710
OPERATING RESULT	(87,984)	311,818	364,942	417,033
NON-CURRENT INCOME				
FEDERAL TIMBER BRIDGE PROGRAM	448,000	940,000	250,000	500,000
TRANSFER FROM RESERVE*	1,200,000	1,200,000	1,000,000	600,000
CONTRIBUTIONS	500	30,500	500	2,000
FIXING COUNTRY ROADS	398,000	435,000	0	0
FLOOD DAMAGE GRANT	0	0	0	0
TOTAL NON-CURRENT INCOME	2,046,500	2,605,500	1,250,500	1,102,000
CAPITAL EXPENDITURE				
CONSTRUCTION	2,766,000	2,570,000	2,915,970	2,608,332
TOTAL CAPITAL EXPENDITURE	2,766,000	2,570,000	2,915,970	2,608,332
NET COST OF ACTIVITY	(807,484)	347,318	(1,300,528)	(1,089,299)

* Transfer from Plant Budget

INFRASTRUCTURE – WORKS ADMINISTRATION - BUDGET INFORMATION

ENGINEERING ADMINISTRATION	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE				
CONTRIBUTIONS TO WORKS	4,744	4,887	5,033	5,184
PRIVATE WORKS	55,281	56,308	57,356	58,636
SUNDRY INCOME	651	670	691	711
TOTAL OPERATING REVENUE	60,676	61,865	63,080	64,531
OPERATING EXPENDITURE				
ROAD SURVEY, DESIGN, FEASIBILITY	25,756	26,142	26,534	27,065
EMPLOYMENT	1,114,178	1,144,554	1,175,768	1,208,169
PRIVATE WORKS	50,064	50,934	51,821	52,935
TOOLS, CLOTHING, SIGNAGE, OTHER	83,080	84,326	85,591	87,303
RECOVERIES	(1,211,150)	(1,119,611)	(961,618)	(974,768)
TOTAL OPERATING COSTS	61,928	186,345	378,096	400,704
NET COST OF ACTIVITY	(1,252)	(124,480)	(315,016)	(336,173)

QUARRIES - BUDGET INFORMATION

QUARRIES	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE				
INCOME	666,009	396,428	408,321	420,570
TOTAL OPERATING REVENUE	666,009	396,428	408,321	420,570
OPERATING COSTS				
QUARRY WORKING EXPENSES	532,560	331,190	340,948	351,056
TOTAL OPERATING COSTS	532,560	331,190	340,948	351,056
OPERATING RESULT	133,449	65,238	67,373	69,514
CAPITAL EXPENDITURE				
QUARRY DEVELOPMENT	0	0	0	0
QUARRY REHABILITATION	30,515	31,040	31,574	32,249
RESERVE TRANSFERS*	60,000	60,000	60,000	60,000
TOTAL CAPITAL EXPENDITURE	90,515	91,040	91,574	92,249
NET COST OF ACTIVITY	42,934	(25,802)	(24,201)	(22,735)

*Transfer to rural local roads budget

PLANT AND DEPOTS - BUDGET INFORMATION

PLANT AND DEPOTS	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE				
INCOME	4,468,036	4,562,522	4,063,766	4,155,389
PLANT SALES	275,000	565,000	537,500	465,000
OTHER	69,593	71,681	73,831	76,046
TOTAL OPERATING REVENUE	4,812,629	5,199,203	4,675,097	4,696,435
OPERATING EXPENDITURE				
PLANT MAINTENANCE	1,489,651	1,515,065	1,542,509	1,576,344
KYOGLE DEPOTS	108,814	110,593	112,438	114,805
BONALBO DEPOT	17,682	17,986	18,303	18,698
WOODENBONG DEPOT	11,384	11,579	11,783	12,038
STORES	(56,838)	(57,690)	(58,556)	(59,727)
TOTAL OPERATING COSTS	1,570,693	1,597,533	1,626,477	1,662,158
OPERATING RESULT	3,241,936	3,601,670	3,048,620	3,034,277
CAPITAL EXPENDITURE				
PLANT PURCHASES	768,000	1,594,500	1,562,000	1,755,000
TRANSFER TO GENERAL FUND*	2,400,000	2,400,000	2,000,000	1,200,000
DEPOT IMPROVEMENTS	55,000	55,851	56,715	57,867
TOTAL CAPITAL EXPENDITURE	3,223,000	4,050,351	3,618,715	3,012,867
NET COST OF ACTIVITY	18,936	(448,681)	(570,095)	21,410

*Transfer to rural local roads and bridges budget

ECONOMIC DEVELOPMENT - BUDGET INFORMATION

	2018/2019	2019/2020	2020/2021	2021/2022
REVENUE				
RETAIL / CONSIGNMENT SALES	7,393	7,615	7,844	8,079
TOTAL OPERATING REVENUE	7,393	7,615	7,844	8,079
OPERATING EXPENDITURE				
ECONOMIC DEVELOPMENT	15,225	20,453	15,685	15,999
EMPLOYMENT COSTS	85,183	87,568	90,020	92,541
TOURISM EXPENSES	106,405	108,002	109,622	111,814
TOTAL OPERATING EXPENDITURE	206,813	216,023	215,327	220,354
NET COST OF ACTIVITY	(199,420)	(208,408)	(207,483)	(212,275)

DOMESTIC WASTE MANAGEMENT - BUDGET INFORMATION

DOMESTIC WASTE MANAGEMENT	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE				
ANNUAL CHARGES (NET)	939,195	957,979	977,138	996,681
OPERATING EXPENDITURE				
ADMINISTRATION	114,504	116,222	117,965	120,324
CONTRACTORS	315,115	319,842	324,639	331,132
LANDFILL COSTS*	429,523	439,254	449,234	634,247
TOTAL OPERATING EXPENDITURE	859,142	875,318	891,838	1,085,703
NET COST OF ACTIVITY	80,053	82,661	85,300	(89,022)

* Final amount based on share of actual costs rather than original budget estimate

OTHER WASTE MANAGEMENT - BUDGET INFORMATION

OTHER WASTE MANAGEMENT	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE				
ANNUAL CHARGES (NET)	284,571	293,109	301,902	310,959
GATE FEES	310,613	341,674	375,842	387,117
HIRE AND HAULAGE FEES	2,267	2,335	2,405	2,477
RECYCLING INCOME	55,000	56,650	58,350	60,100
EPA GRANT INCOME	32,960	33,949	34,967	36,016
DOMESTIC WASTE SHARE OF COSTS*	429,523	439,254	449,234	634,247
TOTAL OPERATING REVENUE	1,114,934	1,166,971	1,222,700	1,430,916
OPERATING EXPENDITURE				
EPA LEVY/LICENSES	239,898	246,895	254,100	261,586
LANDFILL COSTS	557,736	570,163	582,372	596,249
TRANSFER STATION COSTS	198,007	202,275	206,644	211,621
NORTH EAST WASTE FORUM	10,718	10,879	11,042	11,263
INTEREST EXPENSE	9,842	8,589	7,252	5,851
TOTAL OPERATING COSTS	1,016,201	1,038,801	1,061,410	1,086,570
OPERATING RESULT	98,733	128,170	161,290	344,346
NON-CURRENT INCOME				
CAPITAL GRANT INCOME	0	0	0	0
LOAN PROCEEDS	0	0	0	0
TOTAL NON-CURRENT INCOME	0	0	0	0
CAPITAL EXPENDITURE				
LOAN REPAYMENTS	27,846	29,099	30,436	31,837
IMPROVEMENTS	0	0	0	0
NEW CELLS CONSTRUCTION	0	0	0	174,000
REHABILITATION WORKS	0	0	0	174,000
TOTAL CAPITAL EXPENDITURE	27,846	29,099	30,436	379,837
NET COST OF ACTIVITY	70,887	99,071	130,854	(35,491)

* Final amount based on share of actual costs rather than original budget estimate

STORMWATER - BUDGET INFORMATION

STORMWATER	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE				
INCOME	172,105	177,268	181,345	185,516
FLOOD DAMAGE GRANT	0	0	0	0
TOTAL OPERATING REVENUE	172,105	177,268	181,345	185,516
OPERATING EXPENDITURE				
MAINTENANCE	42,884	43,745	44,625	45,659
FLOODS DAMAGE RESTORATION	0	0	0	0
TOTAL OPERATING COSTS	42,884	43,745	44,625	45,659
OPERATING RESULT	129,221	133,523	136,720	139,857
NON-CURRENT INCOME				
DEVELOPER CONTRIBUTIONS	500	500	500	1,500
GRANTS	160,000	96,000	0	160,000
TOTAL NON-CURRENT INCOME	160,500	96,500	500	161,500
CAPITAL EXPENDITURE				
STORMWATER WORKS	180,782	183,833	186,940	190,900
FLOOD MEASURES	200,000	120,000	0	200,000
TOTAL CAPITAL EXPENDITURE	380,782	303,833	186,940	390,900
NET COST OF ACTIVITY	(91,061)	(73,810)	(49,720)	(89,543)

WATER SUPPLIES - BUDGET INFORMATION

WATER SUPPLIES	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE				
RATES & USER CHARGES	1,566,210	1,644,521	1,726,747	1,778,549
LIRS SUBSIDY	42,932	37,367	31,473	25,329
TOTAL OPERATING REVENUE	1,609,142	1,681,888	1,758,220	1,803,878
OPERATING EXPENDITURE				
MANAGEMENT	314,755	319,437	324,229	330,713
MAINS	148,956	151,970	155,051	158,660
RESERVOIRS	25,017	25,430	25,924	26,514
RAW WATER	212,107	216,261	220,521	225,575
TREATMENT	460,452	468,895	477,611	488,228
INTEREST	66,337	58,188	49,567	40,682
TOTAL OPERATING EXPENDITURE	1,227,624	1,240,181	1,252,903	1,270,372
OPERATING RESULT	381,518	441,707	505,317	533,506
NON-CURRENT INCOME				
DEVELOPER CONTRIBUTIONS	1,000	1,000	2,500	2,566
LOAN PROCEEDS	0	0	0	0
GRANT INCOME	0	0	0	0
TOTAL NON-CURRENT INCOME	1,000	1,000	2,500	2,566
CAPITAL EXPENDITURE				
UNSUBSIDISED WORKS/REPLACEMENTS	175,000	225,000	229,155	230,000
LOAN PAYMENTS	203,418	211,567	220,188	229,073
SUBSIDISED WORKS	0	0	0	0
TOTAL CAPITAL EXPENDITURE	378,418	436,567	449,343	459,073
NET COST OF ACTIVITY	4,100	6,140	58,474	76,999

SEWERAGE SUPPLIES BUDGET INFORMATION

SEWERAGE SUPPLIES	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE				
RATES & USER CHARGES	1,444,380	1,516,599	1,592,429	1,672,050
OTHER	6,993	7,202	7,419	7,641
TOTAL OPERATING REVENUE	1,451,373	1,523,801	1,599,848	1,679,691
OPERATING EXPENDITURE				
MANAGEMENT	277,360	281,521	285,743	291,458
MAINS	82,458	84,130	85,839	87,838
PUMPING STATIONS	145,093	148,107	151,231	154,826
TREATMENT	466,865	476,339	486,049	497,393
INTEREST	62,373	61,152	59,328	57,534
TOTAL OPERATING EXPENDITURE	1,034,149	1,051,249	1,068,190	1,089,049
OPERATING RESULT	417,224	472,552	531,658	590,642
NON-CURRENT REVENUE				
DEVELOPER CONTRIBUTIONS	1,000	1,000	1,000	2,500
GRANTS	0	0	0	0
TOTAL NON-CURRENT INCOME	1,000	1,000	1,000	2,500
CAPITAL EXPENDITURE				
EXTENSIONS AND UPGRADES	0	0	0	0
UNSUBSIDISED WORKS/REPLACEMENTS	521,000	407,000	242,000	190,000
LOAN REPAYMENTS	20,864	22,085	23,909	25,703
TOTAL CAPITAL EXPENDITURE	541,864	429,085	265,909	215,703
NET COST OF ACTIVITY	(123,640)	44,467	266,749	377,439

ENVIRONMENTAL HEALTH - BUDGET INFORMATION

ENVIRONMENTAL HEALTH	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE				
LICENCES & INSPECTIONS	35,100	36,153	37,238	38,355
ON SITE MANAGEMENT FEES	122,004	125,664	129,434	133,317
FEASIBILITY COST RECOUP	0	0	0	0
ABANDONED VEHICLES	739	750	762	776
TOTAL OPERATING REVENUE	157,843	162,567	167,434	172,448
OPERATING EXPENDITURE				
EMPLOYMENT	231,184	237,657	244,312	251,152
NOXIOUS WEEDS (FNCCC)	121,800	123,627	125,481	127,991
ON SITE MANAGEMENT SYSTEMS	105,715	107,301	108,910	111,088
SUNDRIES	12,007	12,184	12,367	12,614
RECOVERIES	(96,536)	(97,984)	(99,454)	(101,443)
TOTAL OPERATING EXPENDITURE	374,170	382,785	391,616	401,402
CAPITAL EXPENDITURE				
SEWER FEASIBILITY STUDY	0	0	0	0
TOTAL CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	(216,327)	(220,218)	(224,182)	(228,954)

TOWN PLANNING - BUDGET INFORMATION

TOWN PLANNING	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE				
FEES & CHARGES	144,715	149,056	153,528	158,134
TOTAL OPERATING REVENUE	144,715	149,056	153,528	158,134
OPERATING EXPENDITURE				
EMPLOYMENT	470,540	483,390	496,595	510,294
LEGALS & CONSULTANTS	55,228	5,307	5,386	5,494
OTHER	30,218	30,672	31,132	31,754
RECOVERIES	(46,276)	(46,971)	(47,675)	(48,629)
TOTAL OPERATING EXPENDITURE	509,710	472,398	485,438	498,913
NET COST OF ACTIVITY	(364,995)	(323,342)	(331,910)	(340,779)

BUILDING CONTROL - BUDGET INFORMATION

BUILDING CONTROL	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE	51,426	52,968	54,557	56,194
OPERATING EXPENDITURE				
BUILDING INSPECTIONS	83,314	84,564	85,833	87,549
TOTAL OPERATING EXPENDITURE	83,314	84,564	85,833	87,549
NET COST OF ACTIVITY	(31,888)	(31,596)	(31,276)	(31,355)

REGULATORY CONTROL - BUDGET INFORMATION

REGULATORY CONTROL	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE	18,101	18,437	18,783	19,140
OPERATING EXPENDITURE	127,201	130,415	133,714	137,238
CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	(109,100)	(111,978)	(114,931)	(118,098)

EMERGENCY SERVICES - BUDGET INFORMATION

EMERGENCY SERVICES	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING EXPENDITURE				
RATES & CHARGES	6,796	6,898	7,002	7,142
RFS CONTRIBUTIONS	257,254	261,113	265,029	270,330
TOWN BRIGADE CONTRIBUTION	22,253	22,587	22,925	23,384
SES CONTRIBUTION	26,875	27,278	27,687	28,241
TOTAL OPERATING EXPENDITURE	313,178	317,876	322,643	329,097
CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	(313,178)	(317,876)	(322,643)	(329,097)

COMMUNITY SERVICES BUDGET INFORMATION

COMMUNITY SERVICES	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE				
GOVERNMENT GRANTS	75,425	1,425	1,425	1,425
TOTAL OPERATING REVENUE	75,425	1,425	1,425	1,425
OPERATING COSTS				
EMPLOYMENT COSTS	188,841	136,676	139,577	142,907
DONATIONS	97,392	98,853	100,335	102,342
OTHER	90,197	16,397	16,600	16,875
TOTAL OPERATING COSTS	376,430	251,926	256,512	262,124
NET COST OF ACTIVITY	(301,005)	(250,501)	(255,087)	(260,699)

PRE SCHOOLS - BUDGET INFORMATION

PRE SCHOOLS	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING EXPENDITURE				
PRE SCHOOLS	66,166	67,158	68,166	69,529
TOTAL OPERATING EXPENDITURE	66,166	67,158	68,166	69,529
NET COST OF ACTIVITY	(66,166)	(67,158)	(68,166)	(69,529)

PUBLIC CEMETERIES BUDGET INFORMATION

PUBLIC CEMETERIES	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE	99,812	102,807	105,891	109,067
OPERATING EXPENDITURE				
KYOGLE CEMETERY	76,371	77,936	79,541	81,408
KYOGLE LAWN CEMETERY	55,209	56,361	57,539	58,900
CEMETERIES ON CROWN RESERVES	1,129	1,154	1,179	1,208
OTHER CEMETERIES	18,195	18,572	18,957	19,403
TOTAL OPERATING EXPENDITURE	150,904	154,023	157,216	160,919
CAPITAL EXPENDITURE				
IMPROVEMENTS/RENEWALS	5,310	5,417	5,528	5,657
NET COST OF ACTIVITY	(56,402)	(56,633)	(56,853)	(57,509)

PUBLIC LIBRARY - BUDGET INFORMATION

PUBLIC LIBRARY	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE	47,789	49,223	50,699	52,220
OPERATING COSTS				
REGIONAL LIBRARY CONTRIBUTIONS	329,181	334,119	339,130	345,913
KYOGLE LIBRARY EXPENSES,	68,198	69,221	70,259	71,664
TOTAL OPERATING COSTS	397,379	403,340	409,389	417,577
NET COST OF ACTIVITY	(349,590)	(354,117)	(358,690)	(365,357)

COMMUNITY BUILDINGS - BUDGET INFORMATION

COMMUNITY BUILDINGS	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE				
RENTAL INCOME	586,898	598,225	609,798	623,778
	0	0	0	0
TOTAL OPERATING REVENUE	586,898	598,225	609,798	623,778
OPERATING EXPENDITURE				
COUNCIL CHAMBERS	109,484	111,519	113,692	116,282
KMI HALL	83,015	84,657	86,494	88,582
GROVE HOUSE	8,014	8,162	8,312	8,495
OTHER COMMUNITY BUILDINGS	152,467	156,199	160,027	164,167
KYOGLE COMMUNITY CENTRE	8,407	8,575	8,747	8,949
BUILDINGS ON CROWN RESERVES	130,247	132,321	134,428	137,195
TOTAL OPERATING COSTS	491,634	501,433	511,700	523,670
OPERATING RESULT	95,264	96,792	98,098	100,108
NON-CURRENT REVENUE				
DEVELOPER CONTRIBUTIONS	100	100	100	200
GRANTS	50,000	0	0	0
TOTAL NON-CURRENT INCOME	50,100	100	100	200
CAPITAL EXPENDITURE				
BUILDING IMPROVEMENTS	50,000	0	0	0
BUILDING RENEWALS	0	86,235	87,762	89,665
TOTAL CAPITAL EXPENDITURE	50,000	86,235	87,762	89,665
NET COST OF ACTIVITY	95,364	10,657	10,436	10,643

SWIMMING POOLS - BUDGET INFORMATION

SWIMMING POOLS	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE	144,246	148,574	153,031	157,622
OPERATING EXPENDITURE				
KYOGLE	382,881	391,960	401,342	411,585
BONALBO	100,624	103,015	105,494	108,195
WOODENBONG	108,277	110,881	113,575	116,498
TOTAL OPERATING COSTS	591,782	605,856	620,411	636,278
OPERATING RESULT	(447,536)	(457,282)	(467,380)	(478,656)
CAPITAL INCOME				
GRANTS	50,000	0	0	0
TOTAL CAPITAL INCOME	50,000	0	0	0
CAPITAL EXPENDITURE				
RENEWALS	17,152	42,897	43,657	44,604
IMPROVEMENTS	60,000	0	0	0
TOTAL CAPITAL EXPENDITURE	77,152	42,897	43,657	44,604
NET COST OF ACTIVITY	(474,688)	(500,179)	(511,037)	(523,260)

PARKS AND GARDENS - BUDGET INFORMATION

PARKS AND GARDENS	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE	0	0	0	0
OPERATING EXPENDITURE				
KYOGLE	197,916	202,288	206,765	211,812
VILLAGES	69,384	70,799	72,246	73,934
VILLAGE MAINTENANCE	33,997	34,507	35,025	35,725
PUBLIC TOILETS	29,735	30,313	30,903	31,607
PARKS ON CROWN RESERVES	125,346	127,890	130,606	133,722
TOWN ENTRANCES	36,293	37,104	37,935	38,868
TOTAL OPERATING COSTS	492,671	502,901	513,480	525,668
OPERATING RESULT	(492,671)	(502,901)	(513,480)	(525,668)
CAPITAL INCOME				
DEVELOPER CONTRIBUTIONS	3,000	3,000	3,000	5,000
GRANTS	467,168	0	0	0
TOTAL CAPITAL INCOME	470,168	3,000	3,000	5,000
CAPITAL EXPENDITURE				
IMPROVEMENTS	683,000	0	0	0
RENEWALS	0	42,898	43,658	44,604
TOTAL CAPITAL EXPENDITURE	683,000	42,898	43,658	44,604
NET COST OF ACTIVITY	(705,503)	(542,799)	(554,138)	(565,272)

CROWN RESERVES - BUDGET INFORMATION

CROWN RESERVES	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING INCOME	609,000	0	0	0
OPERATING EXPENDITURE	618,338	9,493	9,651	9,854
NET COST OF ACTIVITY	(9,338)	(9,493)	(9,651)	(9,854)

ART AND CULTURE SERVICES BUDGET INFORMATION

ART AND CULTURE SERVICES	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUE	5,117	5,271	5,429	5,592
OPERATING EXPENDITURE				
EMPLOYMENT COSTS	47,314	48,639	50,001	51,401
OTHER COSTS	30,337	15,567	15,800	16,116
TOTAL OPERATING COSTS	77,651	64,206	65,801	67,517
NET COST OF ACTIVITY	(72,534)	(58,935)	(60,372)	(61,925)

Action Plan

Community Strategic Plan 2016-2026 Priorities

Priority Actions from Community Strategic Plan	Report
Governance and community	
Build a LGA wide Community Calendar and Community and Business Directory accessible through Council's website and in hard copy	
Council to have active involvement in the development of the Northern Rivers Joint Organisation (JO) including an examination of resource sharing opportunities and regional service delivery options	
Complete Information Technology strategy that optimises access to on-line services for the community and provides integrated access to records and mobile services for staff	
Actively prepare applications for external grant funding and lobby appropriate levels of government to attract grant funding required for implementation of the Long Term Financial Plan	
Develop an integrated framework for the development and review of Council Policy that provides a clear vision to all stakeholders	

Priority Actions from Community Strategic Plan	Report
Ageing in place, disability and respite care	
Establish a Working Party of local community service providers and agency representatives to investigate diverse housing options for older people and people with disability service needs in the Kyogle Council area	
Ensure that Kyogle Council is part of any regional forums or efforts around affordable housing, aged and disability care, and respite services and promote regional awareness of Kyogle Council areas needs and opportunities	
Development of a community transport information resource kit for distribution within the council area	
Undertake a feasibility study for the provision of community information across service functions and the whole council area, including consideration of the establishment of Community Information Centre/s at suitable Council, community and privately operated locations	

Priority Actions from Community Strategic Plan	Report
Village Life	
Undertake a “Visions of Village Life” project involving the preparation of village-based master plans to articulate the future vision for Woodenbong, Old Bonalbo, Bonalbo, Tabulam, Mallanganee, and Wiangaree. The plans for each village to compile the projects relating to Council functions including stormwater, flooding, Crown Reserves, footpaths and cycleways, parks and gardens, community buildings, town streets, water and sewerage, cemeteries, waste, pools and recreational facilities, as well as community and place making aspects that provide for the sense of place that exists in village life.	
Establish village-based advisory groups to ensure community input and consultation around planning, aspirations, needs and future visions for each village and surrounding areas	
Review the provisions of the Kyogle Local Environmental Plan and associated development control and contributions plans with a view to streamlining the approvals process for the establishment of new businesses in the village areas, and diversification of income sources on the surrounding agricultural land	
Undertake assessments of Council buildings and other assets to identify energy efficiency improvements and implement improvements wherever possible to deliver long-term savings and promote the image of Council as a local leader in renewable energy	
Maximise opportunities for improving youth employment and training across the Local Government area through mechanisms such as school-based traineeships, apprenticeships, work experience, and work for the dole programs	

Priority Actions from Community Strategic Plan	Report
Visitor Attraction	
Develop the Kyogle Local Government Area brand in collaboration with regional and interstate tourism and visitor destination strategies and identify what makes the Kyogle Council area unique and why people come to visit, and develop a targeted promotional strategy based on the message of rainforest, lifestyle and culture	
Identify a common vision for Kyogle and Villages to develop a series of well-coordinated events that attract a range of visitors and community members, including a signature community-showcasing and celebration event and establishment of a central community and event calendar on the Council website to help promote the activities of community organisations	
Enable a range of recreational, heritage, cultural activities and access to places of interest including our world class heritage areas, National Parks, and visitor facilities by undertaking a review of existing facilities and services and identifying potential improvements and opportunities for partnerships to realise these improvements.	
Develop a Destination Management Plan and Visitor Economy Strategy around recreational, heritage, cultural activities and places of interest with a view to identifying the most appropriate platform/s for promotion and marketing.	

Operational Plan 2017-2018 and Delivery Program 2018-2021

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
GENERAL MANAGERS OFFICE			
HUMAN RESOURCES	<p>Establish capability for a productive, sustainable and inclusive workforce.</p> <p>Promote and adhere to EEO principles to attract and retain the best possible staff.</p> <p>Create and nurture a safe working environment with learning and development opportunities for staff.</p> <p>Be widely known as a respected and reputable employer with high levels of staff satisfaction</p> <p>Ensure agency wide commitment to Work Health and Safety and Risk Management</p> <p>Ensure staff participation and knowledge sharing across the region.</p>	<p>In accordance with IP&R requirements draft, adopt and implement a Workforce Management Plan.</p> <p>Review, update, promote and adhere to EEO Policy.</p> <p>Report on staff turnover, induction, review, and incident and accident rates.</p> <p>Implement formal Training Plan.</p> <p>Review and improve recruitment practices.</p> <p>Report insurance and workers' compensation statistics</p> <p>Report JO sub-committee participation</p>	
COMMUNICATION and CONSULTATION.	<p>Kyogle Council is to be efficient and effective in its operations, actively listening to the community and anticipating and responding to community needs.</p>	<p>Integrated Planning and Reporting requirements are met and the community actively engaged</p> <p>Community newsletter distributed monthly.</p> <p>Social media communications updated regularly.</p> <p>Update Council's website.</p> <p>Council papers made publicly available in the week prior to meetings.</p>	
FINANCE	<p>Council is on time and on budget with all community and statutory obligations.</p> <p>The sustainable management of roads bridges and other infrastructure.</p>	<p>Monthly Finance reports and quarterly budget reviews presented to Council.</p> <p>Annual finance requirements, including, Audit and Annual Report met.</p> <p>Timely annual budget preparation and community display.</p> <p>Adherence to FFTF financial sustainability targets</p>	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
GOVERNANCE	Set the example in Local Government through efficient and effective management practices and provide an environment that fosters trust and encourages and rewards excellence in performance	<p>Access to Information in accordance with GIPA guidelines.</p> <p>Policies reviewed and updated within statutory requirements.</p> <p>All external reporting delivered on time.</p> <p>All appropriate consultation undertaken.</p> <p>Councillor induction training delivered.</p> <p>Council meetings held align with statutory requirements.</p>	
CUSTOMER SERVICES	Best practice customer services with an emphasis on friendly, helpful and timely assistance.	<p>Incoming and outgoing correspondence report.</p> <p>Complaints to the Public Officer reported.</p>	
INFORMATION TECHNOLOGY	A modern user friendly IT system that increases productivity, customer use and council's records management system.	Implementation of upgraded IT system.	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
PLANNING AND ENVIRONMENT SERVICES			
COMMUNITY SERVICES	Council to enhance and utilise suitable forum/s for broader community engagement to promote the creation of partnerships with groups across the council area and the region, including community groups, service providers, industry, agriculture, commerce, tourism, recreation and cultural groups.	Number of forums involving community and Council representation and attendance at meetings. Number of partnership based projects	
ECONOMIC DEVELOPMENT	Council economic development initiatives supported by local business community	Establishment of Council endorsed Business Forum. Conduct Business Forum at least annually, and report on outcomes and actions	
	Promote and nurture tourism opportunities and attractions for the local government area	Involvement in marketing and advertising of the area and the range of the marketing reach Numbers of visitors recorded at Visitor Information Centre and during specific events	
WASTE SERVICES	Solid waste to landfill minimised to prolong asset life and reduce potential for environmental harm	Annual per capita tonnage of waste to landfill and waste recycled based on EPA Levy statistics provided by Council and revised ABS population estimates	
	Community Recycling Centre facility at Kyogle Landfill strongly supported by community	Increase in recycled material collected at CRC	
	Minimal illegal dumping of waste in public areas	Number of illegal dumping events recorded	
	Long term strategies are in place for the management of waste services	Completion of a waste management strategy in the 2018/19 financial year	
ENVIRONMENTAL SERVICES	Kyogle regarded as safe place to dine and purchase takeaway food and beverages	Number of food premises inspected annually and as a percentage of the total	
	Minimal (noise, water or air) pollution incident impacts throughout local government area	Respond to pollution complaints logged with Council in accordance with <i>Protection of Environment Operations Act</i> and associated legislation at all times Preparation of regulatory enforcement policy to clarify service levels and responsibilities	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
REGULATORY SERVICES	Nuisance animals managed	Number of animal management issues/complaints received and addressed	
	Private pools appropriately fenced or enclosed to guard against accidental drownings	Articles and events promoting community awareness and requirements. Number of pools inspected	
ARTS AND CULTURE	Local arts and culture recognised as a cornerstone of Kyogle communities	Number of separate exhibitions per annum and attendance numbers at each exhibition. Attendance at meetings, including Arts Northern Rivers Visitor numbers and gallery sales	
LIBRARY SERVICES	Equitable access to information sources	Provision of library services in accordance with Richmond-Upper Clarence Regional Library Agreement	
PLANNING SERVICES	Responsive development approval systems	Development approvals are processed within acceptable timeframes Figures reported to ABS and NSW Dept Planning to be used for regular reporting Regular reporting of development applications approved and outstanding	
	Improved awareness of Exempt and Complying Development provisions and development approval requirements	Number of articles promoting Exempt and Complying Development provisions Number of articles providing information on development approval requirements Number of pre-lodgement meetings held with applicants	
	Council to review and amend the Kyogle Local Environmental Plan (LEP) and associated development control and contributions plans to reduce restrictions and provide improved opportunities for economic growth of all local businesses, residential accommodation, rural residential and agricultural land uses, and events, whilst ensuring sustainable environmental outcomes.	Number of LEP and DCP Amendments identified that are consistent with local economic growth objectives Local Growth Management Strategy revised and endorsed by NSW Department of Planning and Environment	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
ASSETS AND INFRASTRUCTURE SERVICES			
Bridge Infrastructure	<p>The sustainable management of roads, bridges and other infrastructure</p> <p>Ensure conductivity for freight and commuter transport throughout the LGA by improving the condition of councils bridge assets</p>	<p>-Number of timber bridges replaced meets 30 year replacement strategy from LTFP</p> <p>-Number of load limited bridges</p> <p>-Number of bridges inspected per year</p> <p>-Decreased infrastructure backlog</p> <p>-Bridges CARs</p>	
Sealed Road Network	<p>The sustainable management of roads, bridges and other infrastructure</p> <p>Improve the condition of councils 217km sealed rural road network, 53km sealed urban road network and 117km regional road network</p>	<p>-Reseal of roads meeting LTFP targets: 23.2 km/yr at \$37,758 /km</p> <p>-Rehabilitation of roads meeting LTFP targets: 9.3 km/yr at \$282,473 /km</p> <p>-Number of Potholes patched</p> <p>-Roadside slashing of 533km/yr</p> <p>-Decreased infrastructure backlog</p> <p>-sealed Roads CARs</p>	
Unsealed Road Network	<p>The sustainable management of roads, bridges and other infrastructure</p> <p>Improve the condition of council 15km unsealed regional road network and 806km unsealed road network.</p>	<p>-Length of road graded by road classification: Regional 30 km/year Arterial 172 km/year Collector 233 km/year Feeder 204 km/year Residential 141 km/year At \$2005 /km</p> <p>-33 km/yr of roads re sheeted</p> <p>-Decreased infrastructure backlog</p> <p>-Unsealed roads CARs</p>	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
Water and Sewer	<p>The sustainable management of roads, bridges and other infrastructure</p> <p>Provide the community with quality water supply meeting NSW Public Health Legislation</p> <p>Encourage water conservation</p> <p>Provide the community with quality sewerage services</p> <p>Maintain council's urban stormwater network</p> <p>Manage the risks associated with flooding in urban area</p>	<p>-Performance reporting for water supply and sewerage services as per the requirements of NSW DPI Water, NSW Health and the NSW EPA</p> <p>-Metres of water main replaced</p> <p>-Number of new properties connected</p> <p>-Conformance with microbiological, physical and chemical standards</p> <p>-Number of main breaks</p> <p>-Educational activities conducted</p> <p>-Water usage against state average</p> <p>-Metres of mains replaced</p> <p>-Number of new properties connected</p> <p>-Number of sewer chokes</p> <p>-length of new stormwater pipes laid</p> <p>-flood management works completed</p> <p>-Stormwater and flood management CARs</p>	
Pools and Community Facilities	<p>Encourage patronage of council pools at Bonalbo, Kyogle and Woodenbong</p> <p>Help promote a sense of community by providing safe and pleasant recreation areas</p>	<p>-Numbers of attendances recorded</p> <p>-Total hours operated</p> <p>-Number of promotional events held</p> <p>-Parks and Gardens CARs</p> <p>-Community Buildings CARs</p>	

Long Term Financial Plan (LTFP)

LONG TERM FINANCIAL PLAN																				
ASSUMPTIONS																				
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Sundry Expenses Indexation		1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	2.00%	2.00%	2.00%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%
Sundry Income Indexation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
General Rates Indexation		10.34%	5.50%	5.43%	5.44%	5.44%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Bank Interest		3.08%	2.75%	2.85%	2.40%	2.80%	3.00%	3.25%	3.25%	3.40%	3.40%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%
Employee Costs Indexation		2.70%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%
FAG Grant Indexation		0.00%	0.00%	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected FAG Grant Income	\$3,898,843	\$3,898,162	\$5,986,662	\$2,080,149	\$4,068,880	\$4,190,946	\$4,316,674	\$4,446,175	\$4,579,560	\$4,716,947	\$4,858,455	\$5,004,209	\$5,154,335	\$5,308,965	\$5,468,234	\$5,632,281	\$5,801,249	\$5,975,287	\$6,154,546	\$6,339,182
Domestic Waste Charges Indexation		0.00%	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
DWM Tonnage Percentage					50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
Waste Gate Charges Indexation		3.00%	3.00%	10.00%	10.00%	10.00%	10.00%	3.00%	3.00%	3.00%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Other Waste Charges Indexation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Stormwater Charges Indexation		250.00%	3.00%	3.00%	3.00%	3.00%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Water Charges Indexation		5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Sewer Charges Indexation		3.00%	4.00%	4.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	4.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.00%	2.00%	2.00%	2.00%
Regional Roads Block Grant Indexation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected RRBG Income	\$971,000	\$988,000	\$1,005,000	\$1,005,000	\$1,035,150	\$1,066,205	\$1,098,191	\$1,131,136	\$1,165,070	\$1,200,023	\$1,236,023	\$1,273,104	\$1,311,297	\$1,350,636	\$1,391,155	\$1,432,890	\$1,475,876	\$1,520,153	\$1,565,757	\$1,612,730
Regional Roads Repair Program Indexation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected RRRP Income	\$35,444	\$183,459	\$172,241	\$184,863	\$188,554	\$194,211	\$200,037	\$206,038	\$212,219	\$218,586	\$225,143	\$231,898	\$238,855	\$246,020	\$253,401	\$261,003	\$268,833	\$276,898	\$285,205	\$293,761
Roads to Recovery Indexation		100.00%	-50.00%	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Timber Bridges Program Indexation		0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected Timber Bridges Income	\$0	\$269,516	\$1,306,139	\$2,652,845	\$448,000	\$1,165,000	\$250,000	\$500,000	\$510,000	\$520,200	\$531,644	\$100,000	\$102,200	\$104,448	\$106,746	\$609,095	\$111,495	\$113,948	\$116,454	\$119,016
Black Spot Funding Indexation		0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected Black Spot Income	\$147,483	\$333,133	\$534,418	\$24,375	\$432,365	\$277,652	\$285,982	\$294,561	\$303,398	\$312,500	\$321,875	\$331,531	\$341,477	\$351,722	\$362,273	\$373,141	\$384,336	\$395,866	\$407,742	\$419,974
Fixing Country Roads Indexation		0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected FCR Income	\$0	\$18,001	\$0	\$1,344,500	\$886,500	\$168,826	\$173,891	\$179,108	\$184,481	\$190,015	\$195,716	\$201,587	\$207,635	\$213,864	\$220,280	\$226,888	\$233,695	\$240,706	\$247,927	\$255,365
National Stronger Regions Fund		0.00%	0.00%	0.00%	-63.64%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected NSRF Income	\$0	\$0	\$933,040	\$64,599	\$3,042,477	\$1,360,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation Indexation	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Developer Contributions Indexation		2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%
RMS RMCC Works Income Indexation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

LONG TERM FINANCIAL PLAN**INCOME STATEMENT**

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Operating Budget																				
Operating Revenue																				
Rates and annual charges	7,739,000	8,436,000	8,922,000	9,304,184	9,813,817	10,296,860	10,588,574	10,872,066	11,163,993	11,464,644	11,772,006	12,073,062	12,358,047	12,649,821	12,948,547	13,254,392	13,558,625	13,869,923	14,188,454	14,514,387
User charges and fees	6,962,000	6,586,000	6,886,000	6,168,315	6,491,154	6,437,158	6,674,265	6,879,704	7,091,590	7,310,131	7,532,757	7,758,765	7,986,065	8,220,060	8,460,947	8,708,931	8,962,177	9,222,854	9,491,180	9,767,381
Operating grants and contributions	6,374,000	7,743,000	10,959,000	11,713,621	6,472,758	6,577,358	6,766,565	6,960,788	7,160,776	7,366,777	7,578,716	7,798,519	8,029,824	8,268,031	8,513,346	8,765,982	9,025,941	9,293,655	9,569,355	9,853,280
Capital grants and contributions	2,567,000	6,786,000	5,684,000	6,973,464	6,588,837	3,742,789	927,510	1,378,473	1,249,889	1,282,143	2,451,300	1,883,045	1,759,333	1,946,387	1,814,231	2,267,887	1,957,380	1,077,735	1,108,975	1,141,128
All other operating revenue	670,000	814,000	544,000	492,432	346,622	397,624	368,105	430,314	447,636	502,346	421,411	439,731	459,048	424,539	422,283	443,254	458,107	498,936	561,736	622,359
Total operating revenue	24,312,000	30,365,000	32,995,000	34,652,016	29,713,189	27,451,788	25,325,018	26,521,344	27,113,884	27,926,041	29,756,189	29,953,122	30,592,317	31,508,838	32,159,355	33,440,447	33,962,230	33,963,103	34,919,700	35,898,536
Operating Expenses																				
Cost of services (excl interest and depreciation)	10,800,000	12,438,000	13,840,000	13,393,404	10,934,571	10,237,115	11,331,938	11,557,422	12,109,657	12,453,592	12,752,306	12,887,317	13,239,392	13,476,952	14,087,308	14,197,059	14,875,050	15,372,177	15,903,321	16,060,973
Borrowing costs	119,000	202,000	193,000	149,766	290,217	266,046	391,958	351,922	310,994	267,840	223,454	180,545	144,764	108,206	73,748	50,640	33,969	30,351	26,301	22,159
Maintenance expense	6,290,000	5,894,000	5,644,000	4,695,802	4,516,302	4,507,396	4,500,798	4,501,031	4,503,537	4,571,593	4,648,974	4,730,147	4,815,091	4,903,790	4,996,233	5,204,112	5,306,673	5,413,047	5,523,247	5,637,293
Depreciation expense	7,758,000	6,928,000	6,934,000	7,276,029	7,223,280	7,400,303	7,581,753	7,767,740	7,958,378	8,153,784	8,354,076	8,559,376	8,769,811	8,985,507	9,206,598	9,433,217	9,665,504	9,903,599	10,147,648	10,397,800
Total Operating Expenses	24,967,000	25,462,000	26,611,000	25,515,001	22,964,370	22,410,861	23,806,447	24,178,115	24,882,567	25,446,809	25,978,809	26,357,386	26,969,058	27,474,455	28,363,887	28,885,029	29,881,196	30,719,174	31,600,516	32,118,224
Operating Surplus/(Deficit)	(655,000)	4,903,000	6,384,000	9,137,015	6,748,819	5,040,928	1,518,571	2,343,229	2,231,317	2,479,232	3,777,380	3,595,737	3,623,259	4,034,383	3,795,468	4,555,418	4,081,034	3,243,929	3,319,184	3,780,311
Capital Budget																				
Reserve Tfrs out	2,469,000	2,871,000	4,901,000	(3,100,000)	(3,160,000)	(3,160,000)	(2,660,000)	(1,760,000)	(1,800,000)	(1,300,000)	(1,950,000)	(2,500,000)	(1,900,000)	(2,360,000)	(2,261,320)	(2,542,669)	(2,464,048)	(2,365,457)	(2,566,897)	(2,618,369)
Reserve Tfrs in	0	0	0	3,100,000	3,160,000	3,160,000	2,660,000	1,760,000	1,800,000	1,300,000	1,950,000	2,500,000	1,900,000	2,360,000	2,261,320	2,542,669	2,464,048	2,365,457	2,566,897	2,618,369
Loan Proceeds	2,549,000	0	0	5,000,000	0	0	5,000,000	0	0	0	0	0	0	0	0	0	0	0	0	0
WDV of Disposed Assets	438,000	457,000	566,000	437,250	206,250	423,750	403,125	348,750	493,125	610,125	384,375	435,000	492,000	423,000	435,690	448,761	462,224	476,090	490,373	505,084
Accumulated Depn Cr	7,758,000	6,928,000	6,934,000	7,276,029	7,223,280	7,400,303	7,581,753	7,767,740	7,958,378	8,153,784	8,354,076	8,559,376	8,769,811	8,985,507	9,206,598	9,433,217	9,665,504	9,903,599	10,147,648	10,397,800
Total capital receipts	13,214,000	10,256,000	12,401,000	12,713,279	7,429,530	7,824,053	12,984,878	8,116,490	8,451,503	8,763,909	8,738,451	8,994,376	9,261,811	9,408,507	9,642,288	9,881,978	10,127,727	10,379,689	10,638,021	10,902,884
Capital Expenses																				
Infrastructure Upgrade expenditure	0	6,592,000	1,066,000	6,141,203	3,412,564	2,336,846	536,961	826,662	463,304	474,205	2,715,954	2,927,736	2,653,946	3,080,871	2,708,533	2,586,952	2,816,148	1,146,144	1,176,962	1,440,624
Infrastructure Renewal expenditure	6,100,000	7,466,000	17,139,000	23,317,946	12,095,319	9,962,859	8,343,832	8,036,177	7,060,630	7,209,962	7,393,824	7,197,161	7,457,082	7,832,361	7,811,821	8,995,562	8,183,687	8,376,305	8,573,522	9,007,452
Plant & I. T.	0	0	0	2,013,160	843,100	1,604,500	1,679,687	1,771,236	1,734,457	2,565,142	1,576,514	1,421,337	2,152,167	1,679,000	1,740,499	1,910,088	1,837,448	1,885,529	2,078,289	2,007,495
Total Capital Expenses	6,100,000	14,058,000	18,205,000	31,472,309	16,350,983	13,904,204	10,560,480	10,634,075	9,258,390	10,249,309	11,686,292	11,546,235	12,263,194	12,592,232	12,260,853	13,492,601	12,837,283	11,407,978	11,828,773	12,455,571
Loan Principal Repayments	277,000	221,000	231,000	240,916	685,796	709,966	1,169,388	1,209,422	1,250,350	1,293,505	1,337,890	1,098,308	1,134,088	1,170,645	607,297	617,928	49,268	52,886	56,936	61,078
Total Loan Repayments	277,000	221,000	231,000	240,916	685,796	709,966	1,169,388	1,209,422	1,250,350	1,293,505	1,337,890	1,098,308	1,134,088	1,170,645	607,297	617,928	49,268	52,886	56,936	61,078
Capital Surplus/(Deficit)	6,837,000	(4,023,000)	(6,035,000)	(18,999,946)	(9,607,249)	(6,790,117)	1,255,010	(3,727,007)	(2,057,237)	(2,778,905)	(4,285,731)	(3,650,166)	(4,135,472)	(4,354,370)	(3,225,862)	(4,228,551)	(2,758,824)	(1,081,175)	(1,247,689)	(1,613,766)
OVERALL SURPLUS/(DEFICIT)	6,182,000	880,000	349,000	(9,862,931)	(2,858,431)	(1,749,190)	2,773,581	(1,383,778)	174,080	(299,673)	(508,351)	(54,429)	(512,212)	(319,987)	569,606	326,867	1,322,210	2,162,754	2,071,495	2,166,545

LONG TERM FINANCIAL PLAN

BALANCE SHEET

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
ASSETS																					
<u>Current Assets</u>																					
Cash and Cash Equivalents	14,776,000	20,957,827	21,838,000	22,187,248	12,324,317	9,465,886	7,716,696	10,490,277	9,106,499	9,280,580	8,980,907	8,472,555	8,418,126	7,905,913	7,585,926	8,155,532	8,482,399	9,804,608	11,967,362	14,038,857	16,205,403
Receivables	5,562,000	4,364,873	3,944,000	5,189,000	5,189,000	5,189,000	5,189,000	5,189,000	5,189,000	5,189,000	5,189,000	5,189,000	5,189,000	5,189,000	5,189,000	5,189,000	5,189,000	5,189,000	5,189,000	5,189,000	5,189,000
Inventories	971,000	2,048,930	2,172,000	1,945,000	1,945,000	1,945,000	1,945,000	1,945,000	1,945,000	1,945,000	1,945,000	1,945,000	1,945,000	1,945,000	1,945,000	1,945,000	1,945,000	1,945,000	1,945,000	1,945,000	1,945,000
Total Current Assets	21,309,000	27,371,630	27,954,000	29,321,248	19,458,317	16,599,886	14,850,696	17,624,277	16,240,499	16,414,580	16,114,907	15,606,555	15,552,126	15,039,913	14,719,926	15,289,532	15,616,399	16,938,608	19,101,362	21,172,857	23,339,403
<u>Non-Current Assets</u>																					
Infrastructure, Property, Plant & Equipment	292,541,000	340,931,898	344,301,000	369,692,000	402,693,330	421,682,117	438,304,321	451,837,532	465,651,055	478,099,218	491,537,098	506,773,367	521,994,560	538,045,807	554,680,677	571,166,259	589,056,039	606,491,996	622,682,585	639,440,402	656,979,099
Total Non-Current Assets	292,541,000	340,931,898	344,301,000	369,692,000	402,693,330	421,682,117	438,304,321	451,837,532	465,651,055	478,099,218	491,537,098	506,773,367	521,994,560	538,045,807	554,680,677	571,166,259	589,056,039	606,491,996	622,682,585	639,440,402	656,979,099
TOTAL ASSETS	313,850,000	368,303,528	372,255,000	399,013,248	422,151,647	438,282,003	453,155,018	469,461,809	481,891,554	494,513,798	507,652,005	522,379,923	537,546,685	553,085,720	569,400,603	586,455,791	604,672,438	623,430,604	641,783,947	660,613,259	680,318,502
LIABILITIES																					
<u>Current Liabilities</u>																					
Payables	1,288,000	2,043,489	1,382,000	2,869,000	2,869,000	2,869,000	2,869,000	2,869,000	2,869,000	2,869,000	2,869,000	2,869,000	2,869,000	2,869,000	2,869,000	2,869,000	2,869,000	2,869,000	2,869,000	2,869,000	2,869,000
Borrowings	271,000	220,873	231,000	241,000	685,796	709,966	1,169,388	1,209,422	1,250,350	1,293,505	1,337,890	1,098,308	1,134,088	1,170,645	607,297	617,928	49,268	52,886	56,936	61,078	64,355
Provisions	1,688,000	1,695,537	2,485,000	2,508,000	2,508,000	2,508,000	2,508,000	2,508,000	2,508,000	2,508,000	2,508,000	2,508,000	2,508,000	2,508,000	2,508,000	2,508,000	2,508,000	2,508,000	2,508,000	2,508,000	2,508,000
Total Current Liabilities	3,247,000	3,959,899	4,098,000	5,618,000	6,062,796	6,086,966	6,546,388	6,586,422	6,627,350	6,670,505	6,714,890	6,475,308	6,511,088	6,547,645	5,984,297	5,994,928	5,426,268	5,429,886	5,433,936	5,438,078	5,441,355
<u>Non-Current Liabilities</u>																					
Payables	145,000	137,399	94,000	113,000	113,000	113,000	113,000	113,000	113,000	113,000	113,000	113,000	113,000	113,000	113,000	113,000	113,000	113,000	113,000	113,000	113,000
Borrowings	907,000	3,229,057	2,998,000	2,757,000	7,071,288	6,361,322	5,191,934	8,982,512	7,732,162	6,438,657	5,100,767	4,002,459	2,868,371	1,697,726	1,090,429	472,501	423,233	370,347	313,411	252,333	187,978
Provisions - LSL	149,000	140,969	136,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000
Provisions -Remediation & Restoration	1,426,000	1,545,858	1,187,000	1,305,000	1,305,000	1,305,000	1,305,000	1,305,000	1,305,000	1,305,000	1,305,000	1,305,000	1,305,000	1,305,000	1,305,000	1,305,000	1,305,000	1,305,000	1,305,000	1,305,000	1,305,000
Total Non-Current Liabilities	2,627,000	5,053,283	4,415,000	4,355,000	8,669,288	7,959,322	6,789,934	10,580,512	9,330,162	8,036,657	6,698,767	5,600,459	4,466,371	3,295,726	2,688,429	2,070,501	2,021,233	1,968,347	1,911,411	1,850,333	1,785,978
TOTAL LIABILITIES	5,874,000	9,013,182	8,513,000	9,973,000	14,732,084	14,046,288	13,336,322	17,166,934	15,957,512	14,707,162	13,413,657	12,075,767	10,977,459	9,843,371	8,672,726	8,065,429	7,447,501	7,398,233	7,345,347	7,288,411	7,227,333
Net Assets	307,976,000	359,290,346	363,742,000	389,040,248	407,419,563	424,235,715	439,818,696	452,294,875	465,934,042	479,806,636	494,238,348	510,304,156	526,569,226	543,242,349	560,727,877	578,390,362	597,224,937	616,032,371	634,438,600	653,324,848	673,091,169
EQUITY																					
Retained Earnings	142,022,000	141,366,699	144,829,000	151,213,248	160,350,263	167,099,082	172,140,010	173,658,581	176,001,810	178,233,127	180,712,359	184,489,739	188,085,476	191,708,735	195,743,118	199,538,586	204,094,004	208,175,038	211,418,967	214,738,151	218,518,462
Revaluation Reserves	165,954,000	217,923,647	218,913,000	237,827,000	247,069,300	257,136,633	267,678,686	278,636,294	289,932,233	301,573,509	313,525,989	325,814,417	338,483,751	351,533,615	364,984,760	378,851,777	393,130,934	407,857,335	423,019,634	438,586,699	454,572,709
Total Equity	307,976,000	359,290,346	363,742,000	389,040,248	407,419,563	424,235,715	439,818,696	452,294,875	465,934,043	479,806,636	494,238,349	510,304,156	526,569,227	543,242,350	560,727,878	578,390,363	597,224,938	616,032,373	634,438,602	653,324,850	673,091,171

LONG TERM FINANCIAL PLAN**STATEMENT OF CASH FLOWS**

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash Flows from Operating Activities																				
<u>Receipts</u>																				
Rates and Annual Charges	8,250,000	8,428,000	8,910,000	9,304,184	9,813,817	10,296,860	10,588,574	10,872,066	11,163,993	11,464,644	11,772,006	12,073,062	12,358,047	12,649,821	12,948,547	13,254,392	13,558,625	13,869,923	14,188,454	14,514,387
User Charges and Fees	7,334,000	6,865,000	7,938,000	6,168,315	6,491,154	6,437,158	6,674,265	6,879,704	7,091,590	7,310,131	7,532,757	7,758,765	7,986,065	8,220,060	8,460,947	8,708,931	8,962,177	9,222,854	9,491,180	9,767,381
Investment Interest and Revenue	688,000	587,000	533,000	287,729	215,712	190,832	166,681	245,472	213,092	227,189	219,853	219,609	218,198	204,921	196,627	211,391	219,864	254,135	310,194	363,887
Grants and Contributions (Operating)	6,518,000	7,743,000	10,959,000	11,713,621	6,472,758	6,577,358	6,766,565	6,960,788	7,160,776	7,366,777	7,578,716	7,798,519	8,029,824	8,268,031	8,513,346	8,765,982	9,025,941	9,293,655	9,569,355	9,853,280
Grants and Contributions (Capital)	2,567,000	6,786,000	5,684,000	6,973,464	6,588,837	3,742,789	927,510	1,378,473	1,249,889	1,282,143	2,451,300	1,883,045	1,759,333	1,946,387	1,814,231	2,267,887	1,957,380	1,077,735	1,108,975	1,141,128
Other	30,000	226,000	0	204,703	130,910	206,792	201,424	184,841	234,544	275,158	201,559	220,123	240,850	219,618	225,656	231,863	238,243	244,801	251,542	258,472
<u>Payments</u>																				
Cost of Services	(15,728,000)	(15,907,000)	(17,076,950)	(18,089,206)	(15,450,873)	(14,744,512)	(15,832,736)	(16,058,453)	(16,613,195)	(17,025,185)	(17,401,280)	(17,617,464)	(18,054,483)	(18,380,742)	(19,083,541)	(19,401,171)	(20,181,724)	(20,785,224)	(21,426,568)	(21,698,266)
Borrowing Costs (interest only)	(87,000)	(170,000)	(156,000)	(149,766)	(290,217)	(266,046)	(391,958)	(351,922)	(310,994)	(267,840)	(223,454)	(180,545)	(144,764)	(108,206)	(73,748)	(50,640)	(33,969)	(30,351)	(26,301)	(22,159)
Net Cash provided (or used in) Operating Activities	9,572,000	14,558,000	16,791,050	16,413,044	13,972,099	12,441,231	9,100,324	10,110,969	10,189,696	10,633,016	12,131,456	12,155,113	12,393,070	13,019,890	13,002,066	13,988,635	13,746,538	13,147,528	13,466,831	14,178,111
Cash Flows from Investing Activities																				
<u>Receipts</u>																				
Sale of Infrastructure, Property, Plant and Equipment	438,000	457,000	566,000	437,250	206,250	423,750	403,125	348,750	493,125	610,125	384,375	435,000	492,000	423,000	435,690	448,761	462,224	476,090	490,373	505,084
<u>Payments</u>																				
Purchase of Infrastructure, Property, Plant and Equipment	(6,100,000)	(13,914,000)	(16,777,000)	(31,472,309)	(16,350,983)	(13,904,204)	(10,560,480)	(10,634,075)	(9,258,390)	(10,249,309)	(11,686,292)	(11,546,235)	(12,263,194)	(12,592,232)	(12,260,853)	(13,492,601)	(12,837,283)	(11,407,978)	(11,828,773)	(12,455,571)
Net Cash provided (or used in) Investing Activities	(5,662,000)	(13,457,000)	(16,211,000)	(31,035,059)	(16,144,733)	(13,480,454)	(10,157,355)	(10,285,325)	(8,765,265)	(9,639,184)	(11,301,917)	(11,111,235)	(11,771,194)	(12,169,232)	(11,825,163)	(13,043,840)	(12,375,060)	(10,931,887)	(11,338,400)	(11,950,487)
Cash Flows from Financing Activities																				
<u>Receipts</u>																				
Proceeds from Borrowings	2,549,000	0	0	5,000,000	0	0	5,000,000	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>Payments</u>																				
Repayment of Borrowings and Advances	(277,000)	(220,629)	(231,000)	(240,916)	(685,796)	(709,966)	(1,169,388)	(1,209,422)	(1,250,350)	(1,293,505)	(1,337,890)	(1,098,308)	(1,134,088)	(1,170,645)	(607,297)	(617,928)	(49,268)	(52,886)	(56,936)	(61,078)
Net Cash provided (or used in) Financing Activities	2,272,000	(220,629)	(231,000)	4,759,084	(685,796)	(709,966)	3,830,612	(1,209,422)	(1,250,350)	(1,293,505)	(1,337,890)	(1,098,308)	(1,134,088)	(1,170,645)	(607,297)	(617,928)	(49,268)	(52,886)	(56,936)	(61,078)
Net Increase (Decrease) in Cash and Cash Equivalents	6,182,000	880,371	349,050	(9,862,931)	(2,858,431)	(1,749,190)	2,773,581	(1,383,778)	174,080	(299,673)	(508,351)	(54,429)	(512,212)	(319,987)	569,606	326,867	1,322,210	2,162,754	2,071,495	2,166,545
Cash and Cash Equivalents at start of year	14,775,827	20,957,827	21,838,198	22,187,248	12,324,317	9,465,886	7,716,696	10,490,277	9,106,499	9,280,580	8,980,907	8,472,555	8,418,126	7,905,913	7,585,926	8,155,532	8,482,399	9,804,608	11,967,362	14,038,857
Cash and Cash Equivalents - end of year	20,957,827	21,838,198	22,187,248	12,324,317	9,465,886	7,716,696	10,490,277	9,106,499	9,280,580	8,980,907	8,472,555	8,418,126	7,905,913	7,585,926	8,155,532	8,482,399	9,804,609	11,967,362	14,038,857	16,205,402
Projected Bank Balances	20,957,827	21,838,198	22,187,248	12,324,317	9,465,886	7,716,696	10,490,277	9,106,499	9,280,580	8,980,907	8,472,555	8,418,126	7,905,913	7,585,926	8,155,532	8,482,399	9,804,608	11,967,362	14,038,857	16,205,403

LONG TERM FINANCIAL PLAN																				
BANK BALANCES																				
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
General																				
Opening Balance				16,372,798	8,513,390	5,984,655	4,918,319	8,106,565	6,478,510	6,116,944	5,236,662	4,867,382	4,837,139	4,259,105	4,046,962	4,448,395	3,955,772	4,540,254	5,794,992	7,086,097
Movement				(7,859,408)	(2,528,735)	(1,066,336)	3,188,246	(1,628,055)	(361,566)	(880,282)	(369,280)	(30,244)	(578,034)	(212,143)	401,432	(492,623)	584,482	1,254,738	1,291,105	1,461,659
Closing Balance	8,765,376	15,403,764	16,372,798	8,513,390	5,984,655	4,918,319	8,106,565	6,478,510	6,116,944	5,236,662	4,867,382	4,837,139	4,259,105	4,046,962	4,448,395	3,955,772	4,540,254	5,794,992	7,086,097	8,547,756
Min Reserve				3,823,995	3,875,538	3,928,322	3,438,263	3,401,181	3,450,670	3,501,470	3,554,590	3,609,133	3,665,137	3,622,643	3,679,489	3,737,871	3,797,829	3,859,407	3,922,648	3,871,597
Employee Leave			1,248,351	1,283,305	1,319,237	1,356,176	1,394,149	1,433,185	1,473,314	1,514,567	1,556,975	1,600,570	1,645,386	1,691,457	1,738,818	1,787,505	1,837,555	1,889,006	1,941,899	1,996,272
Roads and Bridges				1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Emergency Works				500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Landfill Reinstatement				1,040,691	1,056,301	1,072,146	544,114	467,996	477,356	486,903	497,615	508,563	519,751	431,185	440,672	450,366	460,274	470,400	480,749	375,326
State Highways																				
Opening Balance				1,595,641	1,353,313	1,001,235	659,596	428,707	308,891	300,481	303,819	269,256	297,157	337,895	291,855	259,433	261,040	257,094	268,030	294,294
Movement				(242,328)	(352,078)	(341,640)	(230,889)	(119,816)	(8,410)	3,338	(34,562)	27,901	40,738	(46,040)	(32,422)	1,607	(3,946)	10,936	26,264	(7,948)
Closing Balance	967,045	602,197	1,595,641	1,353,313	1,001,235	659,596	428,707	308,891	300,481	303,819	269,256	297,157	337,895	291,855	259,433	261,040	257,094	268,030	294,294	286,346
Min Reserve				250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Quarries																				
Opening Balance				592,435	843,595	886,529	860,727	836,526	813,792	752,577	692,935	634,839	578,343	523,505	510,380	497,709	485,523	473,857	462,744	452,223
Movement				251,160	42,934	(25,802)	(24,201)	(22,734)	(61,215)	(59,643)	(58,096)	(56,495)	(54,839)	(13,124)	(12,671)	(12,186)	(11,666)	(11,112)	(10,522)	(9,892)
Closing Balance	1,121,071	322,398	592,435	843,595	886,529	860,727	836,526	813,792	752,577	692,935	634,839	578,343	523,505	510,380	497,709	485,523	473,857	462,744	452,223	442,331
Min Reserve				557,949	535,803	512,801	488,919	466,448	442,839	418,053	392,831	366,261	338,295	308,882	277,971	245,511	211,446	175,720	138,276	99,054
Plant																				
Opening Balance				1,719,031	1,514,745	1,533,681	1,085,000	514,904	536,314	581,755	580,554	642,724	512,954	512,049	545,975	591,568	635,425	579,558	654,842	562,152
Movement				(204,286)	18,936	(448,681)	(570,096)	21,410	45,441	(1,202)	62,170	(129,770)	(905)	33,925	45,594	43,857	(55,868)	75,284	(92,690)	72,206
Closing Balance	6,993,032	2,017,333	1,719,031	1,514,745	1,533,681	1,085,000	514,904	536,314	581,755	580,554	642,724	512,954	512,049	545,975	591,568	635,425	579,558	654,842	562,152	634,358
Min Reserve				500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Total General Fund																				
Opening Balance				20,279,905	12,225,044	9,406,100	7,523,642	9,886,702	8,137,507	7,751,757	6,813,970	6,414,201	6,225,593	5,632,554	5,395,172	5,797,105	5,337,760	5,850,762	7,180,608	8,394,766
Movement				(8,054,862)	(2,818,943)	(1,882,458)	2,363,060	(1,749,195)	(385,750)	(937,788)	(399,768)	(188,608)	(593,039)	(237,382)	401,933	(459,345)	513,002	1,329,846	1,214,157	1,516,025
Closing Balance	17,846,524	18,345,692	20,279,905	12,225,044	9,406,100	7,523,642	9,886,702	8,137,507	7,751,757	6,813,970	6,414,201	6,225,593	5,632,554	5,395,172	5,797,105	5,337,760	5,850,762	7,180,608	8,394,766	9,910,791
Total Min Reserve				5,131,944	5,161,342	5,191,122	4,677,182	4,617,630	4,643,509	4,669,523	4,697,421	4,725,394	4,753,432	4,681,524	4,707,461	4,733,382	4,759,275	4,785,127	4,810,924	4,720,651
Water Supply																				
Opening Balance				1,367,361	8,296	12,396	18,535	77,008	154,008	191,096	242,570	306,514	543,995	800,566	1,077,052	1,386,783	1,730,646	2,097,085	2,487,054	2,901,540
Movement				(1,359,065)	4,100	6,139	58,473	77,000	37,089	51,474	63,944	237,481	256,571	276,486	309,730	343,863	366,440	389,969	414,486	440,027
Closing Balance	2,477,311	2,558,680	1,367,361	8,296	12,396	18,535	77,008	154,008	191,096	242,570	306,514	543,995	800,566	1,077,052	1,386,783	1,730,646	2,097,085	2,487,054	2,901,540	3,341,568
Sewer Fund																				
Opening Balance				843,066	260,043	136,403	180,870	447,618	825,056	1,263,218	1,765,755	1,510,036	1,305,698	1,030,014	772,178	532,675	878,983	1,227,225	1,577,269	1,928,976
Movement				(583,023)	(123,641)	44,467	266,748	377,439	438,161	502,538	(255,720)	(204,338)	(275,684)	(257,835)	(239,503)	346,308	348,242	350,044	351,707	353,223
Closing Balance	584,190	983,594	843,066	260,043	136,403	180,870	447,618	825,056	1,263,218	1,765,755	1,510,036	1,305,698	1,030,014	772,178	532,675	878,983	1,227,225	1,577,269	1,928,976	2,282,199
Domestic Waste Fund																				
Opening Balance				(303,085)	(169,066)	(89,013)	(6,351)	78,950	(10,072)	74,508	158,612	241,804	342,840	442,779	341,523	438,969	535,010	629,536	722,431	813,575
Movement				134,019	80,053	82,662	85,300	(89,022)	84,581	84,103	83,193	101,036	99,939	(101,256)	97,446	96,041	94,526	92,895	91,145	(142,730)
Closing Balance	49,802	(49,768)	(303,085)	(169,066)	(89,013)	(6,351)	78,950	(10,072)	74,508	158,612	241,804	342,840	442,779	341,523	438,969	535,010	629,536	722,431	813,575	670,845
Landfill Reinstatement				0	0	0	544,114	467,996	477,356	486,903	497,615	508,563	519,751	431,185	440,672	450,366	460,274	470,400	480,749	375,326
TOTALS																				
Opening Balance				22,187,248	12,324,317	9,465,886	7,716,696	10,490,277	9,106,499	9,280,580	8,980,907	8,472,555	8,418,126	7,905,913	7,585,926	8,155,532	8,482,399	9,804,608	11,967,362	14,038,857
Movement				(9,862,931)	(2,858,431)	(1,749,190)	2,773,581	(1,383,778)	174,081	(299,673)	(508,352)	(54,430)	(512,213)	(319,988)	569,606	326,867	1,322,209	2,162,754	2,071,495	2,166,546
Closing Balance	20,957,827	21,838,198	22,187,248	12,324,317	9,465,886	7,716,696	10,490,277	9,106,499	9,280,580	8,980,907	8,472,555	8,418,126	7,905,913	7,585,926	8,155,532	8,482,399	9,804,608	11,967,362	14,038,857	16,205,403

SUMMARY BY FUNCTION																					
		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
GENERAL FUND																					
<u>GENERAL MANAGER</u>																					
Governance	(394,700)	(342,704)	(449,762)	(478,407)	(542,213)	(553,868)	(651,343)	(579,402)	(593,344)	(607,631)	(719,148)	(638,486)	(654,505)	(670,931)	(796,142)	(705,048)	(722,762)	(740,926)	(881,522)	(778,656)	
Administration	(1,124,632)	(1,064,102)	(1,067,975)	(1,059,669)	(1,146,573)	(1,068,014)	(1,186,028)	(1,114,697)	(1,147,771)	(1,272,596)	(1,199,771)	(1,234,513)	(1,377,274)	(1,305,752)	(1,330,162)	(1,480,685)	(1,399,392)	(1,431,231)	(1,593,738)	(1,506,432)	
Human Resources	(181,195)	(260,049)	(247,521)	(362,578)	(461,193)	(462,884)	(471,883)	(482,571)	(493,505)	(504,693)	(516,776)	(529,151)	(541,826)	(554,807)	(568,102)	(581,718)	(595,665)	(609,948)	(624,578)	(639,562)	
Finance	7,661,353	8,228,028	9,688,100	12,358,349	8,259,267	8,660,775	13,276,251	8,584,966	8,788,289	9,044,020	9,284,105	9,537,505	9,796,127	10,049,432	10,899,768	11,194,720	12,075,776	12,404,548	12,762,540	13,125,790	
Crown Reserves	(4,610)	(11,111)	(10,398)	(9,185)	(9,338)	(9,493)	(9,651)	(9,854)	(10,061)	(10,272)	(10,506)	(10,746)	(10,991)	(11,241)	(11,497)	(11,760)	(12,028)	(12,302)	(12,583)	(12,870)	
	5,956,216	6,550,062	7,912,445	10,448,509	6,099,951	6,566,516	10,957,346	6,398,442	6,543,608	6,648,827	6,837,903	7,124,609	7,211,533	7,506,702	8,193,865	8,415,509	9,345,930	9,610,141	9,650,120	10,188,270	
<u>PLANNING & ENVIRONMENTAL</u>																					
Town Planning	(110,688)	(75,770)	(197,633)	(277,273)	(364,995)	(323,341)	(331,910)	(340,780)	(349,886)	(359,236)	(368,866)	(378,753)	(388,905)	(399,329)	(410,031)	(421,019)	(432,301)	(443,885)	(455,778)	(467,989)	
Environmental Health	(170,323)	(161,507)	(64,937)	(225,934)	(216,327)	(220,218)	(224,183)	(228,955)	(233,826)	(238,800)	(244,189)	(249,698)	(255,328)	(261,083)	(266,966)	(272,978)	(279,123)	(285,404)	(291,824)	(298,384)	
Building Control	(38,407)	(23,847)	(26,285)	(32,155)	(31,889)	(31,596)	(31,275)	(31,355)	(31,420)	(31,470)	(31,685)	(31,891)	(32,087)	(32,271)	(32,445)	(32,606)	(32,753)	(32,887)	(33,007)	(33,111)	
Regulatory Services	(94,511)	(112,628)	(107,834)	(120,324)	(109,100)	(111,978)	(114,931)	(118,099)	(121,349)	(124,686)	(128,169)	(131,745)	(135,417)	(139,186)	(143,056)	(147,030)	(151,109)	(155,297)	(159,597)	(164,012)	
Other Waste	84,862	66,456	295,582	(655,552)	70,888	99,070	130,853	(35,491)	145,457	153,706	157,481	179,676	183,603	(12,392)	191,193	195,359	199,607	203,440	207,857	(19,637)	
Economic Development	(116,355)	(93,145)	(155,138)	(261,184)	(199,420)	(208,408)	(207,483)	(212,275)	(217,180)	(222,201)	(227,608)	(233,148)	(238,824)	(244,641)	(250,601)	(256,708)	(262,967)	(269,380)	(275,951)	(282,685)	
Community Services	(98,534)	(154,383)	(219,866)	(332,948)	(301,005)	(250,501)	(255,088)	(260,699)	(266,438)	(272,307)	(278,705)	(285,255)	(291,963)	(298,831)	(305,864)	(313,065)	(320,438)	(327,988)	(335,719)	(343,636)	
Art & Cultural	(90,009)	(82,500)	(78,992)	(82,440)	(72,534)	(58,935)	(60,372)	(61,925)	(63,519)	(65,155)	(66,867)	(68,624)	(70,428)	(72,279)	(74,180)	(76,131)	(78,134)	(80,190)	(82,300)	(84,467)	
Pre Schools	(19,560)	(25,365)	(64,225)	(65,188)	(66,166)	(67,158)	(68,166)	(69,529)	(70,920)	(72,338)	(73,929)	(75,556)	(77,218)	(78,917)	(80,653)	(82,427)	(84,241)	(86,094)	(87,988)	(89,924)	
Public Libraries	(323,551)	(516,144)	(372,336)	(326,963)	(349,590)	(354,117)	(358,690)	(365,357)	(372,142)	(379,047)	(386,943)	(394,999)	(403,219)	(411,605)	(420,162)	(428,892)	(437,798)	(446,885)	(456,155)	(465,612)	
	(977,076)	(1,178,833)	(991,663)	(2,379,960)	(1,640,138)	(1,527,182)	(1,521,246)	(1,724,464)	(1,581,224)	(1,611,533)	(1,649,479)	(1,669,993)	(1,709,786)	(1,950,535)	(1,792,764)	(1,835,497)	(1,879,257)	(1,924,570)	(1,970,462)	(2,249,457)	
<u>INFRASTRUCTURE SERVICES</u>																					
Regional Roads	461,333	437,274	280,155	(451,493)	(1,596,940)	(1,802,427)	(302,854)	(105,482)	(189,881)	(190,387)	(143,880)	(197,160)	(200,212)	(103,023)	(105,578)	(627,862)	(109,859)	(111,551)	(112,922)	(63,954)	
Urban Streets	(604,655)	(778,927)	(794,858)	(2,241,936)	(956,923)	(1,049,100)	(1,067,697)	(1,036,477)	(1,059,636)	(1,083,315)	(1,109,146)	(1,135,589)	(1,162,660)	(1,190,373)	(1,218,744)	(1,247,788)	(1,277,523)	(1,307,963)	(1,339,127)	(1,371,032)	
Rural Local Roads	(252,909)	2,510,641	(1,601,204)	(4,099,209)	(2,080,482)	(1,996,340)	(1,777,803)	(2,180,564)	(2,142,989)	(2,391,615)	(2,147,944)	(2,397,187)	(2,770,317)	(2,684,933)	(2,859,746)	(2,736,075)	(2,913,950)	(2,993,399)	(2,974,453)	(3,057,143)	
Bridges	(270,199)	2,842,201	(2,218,573)	(6,820,931)	(807,484)	347,319	(1,300,528)	(1,089,300)	40,267	(232,681)	71,110	413,196	134,772	355,384	375,113	494,042	512,247	429,800	546,773	563,231	
Emergency Services	(187,197)	(271,519)	(317,354)	(344,681)	(313,178)	(317,876)	(322,644)	(329,097)	(335,679)	(342,392)	(349,925)	(357,623)	(365,491)	(373,532)	(381,749)	(390,148)	(398,731)	(407,503)	(416,468)	(425,631)	
Swimming Pools	(455,534)	(486,871)	(463,574)	(479,433)	(474,687)	(500,179)	(511,037)	(523,260)	(535,781)	(548,606)	(562,216)	(576,165)	(590,463)	(605,119)	(620,140)	(635,536)	(651,318)	(667,493)	(684,073)	(701,068)	
Parks & Gardens	(421,094)	(458,687)	(574,036)	(579,826)	(705,501)	(542,798)	(554,135)	(565,271)	(578,593)	(592,238)	(606,867)	(621,864)	(637,236)	(652,994)	(669,147)	(685,705)	(702,680)	(720,080)	(737,918)	(756,205)	
Community Buildings	(307,403)	(294,703)	67,372	(531,494)	95,363	10,657	10,435	10,642	10,757	10,875	(138,860)	(138,586)	11,698	11,993	12,299	(737,383)	(737,054)	13,287	13,642	14,010	
Public Cemeteteres	(61,822)	54,339	(55,706)	(26,153)	(56,401)	(56,633)	(56,853)	(57,508)	(58,161)	(58,810)	(139,649)	(60,491)	(61,336)	(62,185)	(63,036)	(63,890)	(64,745)	(65,601)	(66,458)	(67,315)	
Stormwater	827,774	(1,388,957)	25,382	(211,709)	(91,062)	(73,811)	(49,720)	(89,543)	(50,340)	(51,150)	(92,369)	(53,619)	(54,900)	(96,213)	(57,559)	(58,939)	(100,353)	(61,803)	(63,289)	(64,813)	
Engineering Administration	(83,663)	(274,086)	(18,532)	(141,091)	(1,252)	(124,481)	(315,017)	(336,173)	(423,916)	(437,257)	(337,958)	(359,771)	(383,636)	(367,315)	(411,382)	(383,350)	(438,226)	(538,526)	(554,258)	(547,236)	
	(1,355,369)	1,890,705	(5,670,928)	(15,927,957)	(6,988,548)	(6,105,669)	(6,247,854)	(6,302,032)	(5,323,951)	(5,917,577)	(5,557,704)	(5,484,860)	(6,079,781)	(5,768,310)	(5,999,669)	(7,072,635)	(6,882,191)	(6,430,832)	(6,388,553)	(6,477,154)	
TOTAL GENERAL FUND		3,623,771	7,261,934	1,249,853	(7,859,408)	(2,528,735)	(1,066,336)	3,188,246	(1,628,055)	(361,566)	(880,282)	(369,280)	(30,244)	(578,034)	(212,143)	401,432	(492,623)	584,482	1,254,738	1,291,105	1,461,659
<u>RESTRICTED FUNDS - INTERNAL</u>																					
State Highways	(181,336)	(670,713)	(151,474)	(242,328)	(352,078)	(341,640)	(230,889)	(119,816)	(8,410)	3,338	(34,562)	27,901	40,738	(46,040)	(32,422)	1,607	(3,946)	10,936	26,264	(7,948)	
Quarries	(13,446)	(731,937)	205,202	251,160	42,934	(25,802)	(24,201)	(22,734)	(61,215)	(59,643)	(58,096)	(56,495)	(54,839)	(13,124)	(12,671)	(12,186)	(11,666)	(11,112)	(10,522)	(9,892)	
Plant & Depots	(446,181)	(4,982,163)	(302,212)	(204,286)	18,936	(448,681)	(570,096)	21,410	45,441	(1,202)	62,170	(129,770)	(905)	33,925	45,594	43,857	(55,868)	75,284	(92,690)	72,206	
	(640,963)	(6,384,813)	(248,484)	(195,454)	(290,208)	(816,122)	(825,186)	(121,140)	(24,184)	(57,506)	(30,488)	(158,365)	(15,005)	(25,239)	500	33,278	(71,480)	75,108	(76,948)	54,366	
<u>RESTRICTED FUNDS - EXTERNAL</u>																					
Water Fund	2,583,293	111,706	(764,869)	(1,359,065)	4,100	6															















