



# **KYOGLÉ COUNCIL DRAFT OPERATIONAL PLAN 2019/2020 DELIVERY PROGRAM 2019/2023**





# 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 2019/20, the approved increase for the fifth year of the Special Rate Variation is 5.44%. This is the last year of the approved SRV.

Ordinary Rates applying for the financial period 2019/2020 are:

CATEGORY	VALUATION (\$)	NUMBER OF PROPERTIES	BASE CHARGE (\$)	AD VALOREM RATE IN \$	ANTICIPATED YIELD (\$)
FARMLAND	640,479,170	1,804	272.00	0.450665	3,377,103
RESIDENTIAL	41,748,600	802	272.00	0.677247	500,885
RESIDENTIAL-KYOGLE	123,621,530	1,265	291.00	1.030765	1,642,362
RURAL RESIDENTIAL	185,430,940	1,079	272.00	0.557089	1,326,503
BUSINESS	6,472,570	98	272.00	0.527523	60,800
BUSINESS-KYOGLE	20,230,550	124	291.00	1.014435	241,310
<b>TOTALS</b>	<b>1,017,983,360</b>	<b>5,172</b>			<b>7,327,333</b>

### 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 2019/2020 are:

CATEGORY	VALUATION (\$)	NUMBER OF PROPERTIES	MINIMUM CHARGE (\$)	AD VALOREM RATE IN \$	ANTICIPATED YIELD (\$)
Stormwater and Flood Residential	136,819,209	1,693	96.00	0.042699	162,528
Stormwater and Flood Business	22,238,650	165	96.00	0.042699	15,840
<b>Total</b>	<b>159,057,859</b>	<b>1,858</b>			<b>178,368</b>

**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 2019/20 is 4%. The Domestic Waste Management Charges for 2019/2020 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
Waste Management Service Charge *	2,478	54.00	133,812
Domestic Waste Charge - Split Bin	2,004	433.00	867,732
Domestic Waste Charge - Full Waste Bin	41	701.00	28,741
Domestic Waste Charge - Recycle Bin	0	218.00	0
<b>Total</b>			<b>1,030,285</b>

*\* This charge includes 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*

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 2019/2020 is 3%. The charges for 2019/2020 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
Landfill Management Charge *	2,822	42.00	118,524
Commercial Waste Charge - Split Bin	328	467.00	153,176
Commercial Waste Charge - Full Waste Bin	54	733.00	39,582
Commercial Waste Charge - Recycle Bin	5	216.00	1,080
<b>Total</b>			<b>312,362</b>

*\* This charge includes 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*

**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 2019/2020 is 3%. The charges for 2019/2020 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
OSMS Annual License Fee	2,971	43.00	127,753



## **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 2019/2020 is 5%.

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Vacant Property Charge	67	124	8,308
20mm connection	1,893	413	781,809
25mm connection	29	645	18,714
32mm connection	23	1,057	24,317
40mm connection	17	1,652	28,084
50mm connection	19	2,581	49,044
80mm connection	0	6,608	0
100mm connection	0	10,325	0
Fire Service Connection (all sizes)	8	413	3,304
Non-Rateable Connections	6	0	0
<b>Total</b>	<b>2,062</b>		<b>913,580</b>

CHARGE	RATE PER UNIT OR ANNUAL CHARGE	ANTICIPATED YIELD (\$)
Consumption up to 200kL per connection per year	\$1.88 per 1,000 litres	524,520
Consumption above 200kL per connection per year	\$2.32 per 1,000 litres	220,400
Home Dialysis allocation first 100kL	\$0.00 per 1,000 litres	0
<b>Total</b>		<b>744,920</b>

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 2019/2020 is 5.0%.

CHARGE	NUMBER OF CHARGES	ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Residential Sewerage Annual Charge per dwelling and/or individual unit	1,609	782	<b>1,258,238</b>
Non rateable properties	25	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 (\$)
<b>Availability/Access Charges</b>			
Vacant Property Charge	85	126	10,710
20 mm connection	168	307	51,576
25 mm connection	21	479	10,057
32 mm connection	20	786	15,718
40mm connection	17	1,228	20,876
50mm connection	17	1,919	32,619
80mm connection	0	4,912	0
100mm connection	0	7,675	0
<b>Total</b>	<b>328</b>		<b>141,556</b>
<b>Sewer Usage Charge</b>		\$1.17 per kL	<b>106,470</b>

**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	105	100	10,500
Prescribed pre treatment	6	100	600
Major discharger	0	568	0
Sewer Dump Point	2	782	1,564
Re-inspection fee	0	75	0
<b>Totals</b>	<b>113</b>		<b>12,664</b>
Trade Waste Usage (with pre-treatment) per kL		\$1.17	16,965
Trade Waste Usage (without pre-treatment) per kL		*\$3.40	3,400
<b>Totals</b>			<b>20,365</b>

\* 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 2019/2020 financial year, details of which are contained in the 2019/2020 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 and Investments

### **Borrowings:**

A \$5,000,000 general fund loan was approved for the 2018/19 period and a further \$5,000,000 general fund loan is proposed for 2021/22. Projected loan movements for the next four years are set out below:

	2019/2020 (\$)	2020/2021 (\$)	2021/2022 (\$)	2022/2023 (\$)
<b>Water Fund</b>				
Opening Balance	1,476,573	1,265,006	1,044,818	815,745
New Loans	0	0	0	0
Interest	58,188	49,567	40,682	31,654
Principal Reduction	211,567	220,188	229,073	238,101
Closing Balance	1,265,006	1,044,818	815,745	577,644
<b>Sewer Fund</b>				
Opening Balance	832,892	810,807	786,898	761,195
New Loans	0	0	0	0
Interest	61,152	59,328	57,534	55,923
Principal Reduction	22,085	23,909	25,703	27,314
Closing Balance	810,807	786,898	761,195	733,881
<b>Waste Services</b>				
Opening Balance	195,929	166,830	136,394	104,557
New Loans	0	0	0	0
Interest	8,589	7,252	5,851	4,391
Principal Reduction	29,099	30,436	31,837	33,297
Closing Balance	166,830	136,394	104,557	71,260
<b>General Fund</b>				
Opening Balance	4,570,378	4,126,462	3,667,776	7,764,207
New Loans	0	0	5,000,000	0
Interest	147,190	132,420	278,643	248,579
Principal Reduction	443,916	458,686	903,569	93,633
Closing Balance	4,126,462	3,667,776	7,764,207	6,830,574

### **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 2018/2019)
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 finalisation of the Community Strategic Plan.

## Capital Works Projects/Asset Replacement

Project / Item	2019/20	2020/21	2021/22	2022/23
<b>Regional Roads</b>				
Kyogle Road (MR141) – Renewals	531,730	540,977	435,000	444,340
Clarence Way (MR361) – Renewals	623,304	615,304	608,086	189,506
Clarence Way (MR361) – Repair Program (Bonalbo - Bruxner Highway)	376,696	384,696	391,914	399,754
Clarence Way – (MR150)Initial Sealing (assumed 50% external funding)	5,166,560			
Clarence Way – (MR150) Renewals	42,465	43,219	44,157	45,116
Bentley Road (MR544) – Renewals	244,022	248,177	202,000	206,280
Mount Lindsay Highway (MR622) – Renewals	63,148	64,236	65,610	67,014
Alcocks Bridge Bentley Road (MR544) 544-B2607	225,000			
Cooksons - Clarence Way (MR361) 361-B2562	225,000			
<b>Total Expenditure</b>	<b>7,497,925</b>	<b>1,896,609</b>	<b>1,746,767</b>	<b>1,352,010</b>
Repair Program Funding	188,348	192,348	195,957	199,877
Fixing Country Roads Funding	2,813,900			
Black Spot Funding	108,826	112,091	115,454	115,454
Federal Bridge Renewal Fund	225,000			
Building Better Regions Funding	2,352,660			
<b>Total External Grants</b>	<b>5,688,734</b>	<b>304,439</b>	<b>311,411</b>	<b>315,331</b>
<b>Rural Local Roads</b>				
Rural Roads – Reseals	492,700	500,670	511,050	521,647
Fixing Country Roads Projects (assuming 50% external funding)	337,652	347,782	358,216	368,962
Sealed Roads Rehabilitation	980,526	997,491	1,018,932	1,040,845
Unsealed Roads Rehabilitation	710,908	722,701	737,870	753,362
Rural Roads – Guardrail	20,958	21,299	21,743	22,196
Rural Roads - drainage improvements	74,760	76,184	77,899	79,654
Section 94 Expenditure	4,000	4,000	10,000	10,000
Black Spots (Projects subject to 100% funding)	168,826	173,891	179,108	184,481
Initial Seals	411,959			
Mount Brown land matters	80,000			
<b>Total Expenditure</b>	<b>3,282,289</b>	<b>2,844,018</b>	<b>2,914,818</b>	<b>2,981,147</b>
Roads To Recovery Funding	441,442	441,442	441,442	441,442
Black Spot Funding	168,826	173,891	179,108	184,481
Fixing Country Roads Funding	168,826	173,891	179,108	184,481
<b>Total external Grants</b>	<b>779,094</b>	<b>789,224</b>	<b>799,658</b>	<b>810,404</b>



Project / Item	2019/20	2020/21	2021/22	2022/23
<b>Urban Streets</b>				
Footpaths	69,654	70,873	72,401	73,962
Kerb and Guttering	75,127	76,472	78,139	79,843
Kyogle streets – reconstructions and resurface	254,038	258,502	264,085	269,792
Bonalbo - reconstructions and resurface	53,733	54,713	55,917	57,149
Woodenbong - reconstructions and resurface	53,733	54,713	55,917	57,149
Other Villages - reconstructions and resurface	53,733	54,714	55,918	57,150
Initial Sealing	55,075	55,151	5,254	5,359
<b>Total Expenditure</b>	<b>615,093</b>	<b>625,138</b>	<b>587,631</b>	<b>600,404</b>
<b>Stormwater and Flood Management</b>				
Flood Study Bonalbo (subject to 80% external funding)	120,000			
Drainage Upgrades	111,452	113,336	115,737	118,189
Drainage Renewals	72,381	73,604	75,163	76,756
Flood prone land Voluntary Purchase Scheme (subject to 80% external funding)			200,000	
<b>Total Expenditure</b>	<b>303,833</b>	<b>186,940</b>	<b>390,900</b>	<b>194,945</b>
<b>Flood Management Funding</b>	<b>96,000</b>		<b>160,000</b>	
<b>Water Supplies</b>				
Water supply renewals	335,000	230,000	230,000	230,000
Tabulam Water Supply (subject to 75% external funding)	138,000		600,000	931,000
<b>Total Expenditure</b>	<b>473,000</b>	<b>230,000</b>	<b>830,000</b>	<b>1,161,000</b>
<b>Total external Grants</b>	<b>103,500</b>		<b>450,000</b>	<b>698,250</b>
<b>Sewerage Services</b>				
Sewerage system renewals	457,000	292,000	242,000	242,000
Tabulam, Wiangaree, Mallanganee Sewerage Schemes (subject to 75% external funding)	450,000	450,000	0	2,000,000
<b>Total</b>	<b>907,000</b>	<b>742,000</b>	<b>242,000</b>	<b>2,242,000</b>
<b>Total external Grants</b>	<b>337,500</b>	<b>337,500</b>	<b>0</b>	<b>1,500,000</b>
<b>Waste Management and Quarries</b>				
Kyogle Landfill Improvements			174,000	
Landfill Rehabilitation			174,000	
Quarry rehabilitation	31,040	31,574	32,249	32,938
<b>Total Expenditure</b>	<b>31,040</b>	<b>31,574</b>	<b>380,249</b>	<b>32,938</b>
<b>Buildings and Community Facilities</b>				
Parks and Gardens Renewals	42,898	43,658	44,604	45,571
Swimming Pools Renewals	39,713	40,425	41,307	42,208
Community Building Renewals	86,235	87,762	89,665	91,611
Cemeteries Renewals	5,417	5,528	5,657	5,789
Information Technology and Communications Systems and Equipment	107,000	110,203	28,721	23,968
<b>Total Expenditure</b>	<b>281,263</b>	<b>287,576</b>	<b>209,954</b>	<b>209,147</b>
<b>Plant and Depots</b>				
Plant Purchases	1,147,500	2,579,000	1,145,000	1,847,500
Depot Renewals	55,851	56,715	57,867	59,041
<b>Total Expenditure</b>	<b>1,203,351</b>	<b>2,635,715</b>	<b>1,202,867</b>	<b>1,906,541</b>

Project / Item	2019/20	2020/21	2021/22	2022/23
<b>Bridges</b>				
Findon Creek Road Burt Rayner Bridge 54-4153 (50% funding Federal Govt )	1,000,000			
Causeway Replacements and Improvements	70,000			
Needhams Road 50-220 (external funding \$435,000 Fed BRP \$435,000 NSW FCR and \$30,000 industry contribution)	900,000			
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	
Ryans Creek 113-2577			250,000	
Collins Valley 35-322			498,332	
Old Lawrence Rd 106-18611				300,000
Horseshoe Creek Rd 68-8166				300,000
Chestnut Rd 31-721 Bridge to Culvert				90,000
Future Bridge Priority and/or External Funding Opportunity		200,000	948,332	450,000
Expenditure Conditional on external funding		250,000	500,000	500,000
<b>Total Expenditure</b>	<b>2,570,000</b>	<b>2,915,970</b>	<b>2,608,332</b>	<b>1,640,000</b>
Federal Bridge Renewal Fund	940,000	250,000	500,000	500,000
NSW Fixing Country Roads	435,000			
Industry/Private Contributions	30,000			
Roads To Recovery	355,880	366,556	377,553	388,880
<b>Total External Grants</b>	<b>1,760,880</b>	<b>616,556</b>	<b>877,553</b>	<b>888,880</b>

## 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. 2019/2020 assistance is as follows:

ORGANISATION	SUPPORT	VALUE (\$)
One-off Donations	Various	30,907
Special Events	Traffic Control and Establishment	15,225
Kyogle Youth Ventures	Cash Donation	2,653
Australia Day Committees	Cash Donation	11,437
Reconciliation Day & NAIDOC week support	Cash Donation	3,045
Public Halls	Cash Donation – Rates & Charges	8,337
Learn to Swim/Life Education	Cash Donation/Staff and Plant	13,271
North Coast Academy of Sport	Cash Donation	1,269
Citizens Band	Cash Donation	1,096
NSW Cancer Council	Cash Donation	1,340
Kyogle Show Society	Cash Donation	1,681
Bonalbo Show Society	Cash Donation	1,681
Woodenbong Show Society	Cash Donation	1,681
Kyogle Historical Society	Cash Donation	5,228
<b>TOTAL</b>		<b>98,850</b>

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, 2019 will be carried over to the 2019/20 financial year for use in accordance with the above criteria. The current balance of the fund is **\$21,744**.

## 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	2019/2020	2020/2021	2021/2022	2022/2023
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	265,009	272,308	279,857	287,616
COUNCILLOR SERVICES	227,926	231,345	235,972	240,692
LEGALS	15,920	16,159	16,482	16,812
ADVERTISING, NOROC, LGSA	95,660	97,095	99,036	101,017
ELECTIONS	0	85,547	0	0
PAYABLE BY OTHER FUNDS	(70,365)	(71,420)	(72,849)	(74,306)
<b>TOTAL OPERATING EXPENDITURE</b>	534,150	631,033	558,499	571,831
<b>NET COST OF ACTIVITY</b>	<b>(534,150)</b>	<b>(631,033)</b>	<b>(558,499)</b>	<b>(571,831)</b>

## ADMINISTRATION - BUDGET INFORMATION

ADMINISTRATION	2019/2020	2020/2021	2021/2022	2022/2023
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	680,523	699,316	718,734	738,692
OFFICE EXPENSES	535,650	497,552	504,248	517,563
SUBSCRIPTIONS & SUNDRIES	17,535	17,798	18,154	18,517
PAYABLE FROM OTHER FUNDS	(155,353)	(157,683)	(160,837)	(164,054)
<b>TOTAL OPERATING EXPENDITURE</b>	1,078,355	1,056,983	1,080,299	1,110,719
<b>CAPITAL EXPENDITURE</b>				
OFFICE EQUIPMENT & FURNITURE	107,000	110,203	28,721	23,968
<b>TOTAL CAPITAL EXPENDITURE</b>	107,000	110,203	28,721	23,968
<b>NET COST OF ACTIVITY</b>	<b>(1,185,355)</b>	<b>(1,167,186)</b>	<b>(1,109,020)</b>	<b>(1,134,687)</b>

## PERSONNEL - BUDGET INFORMATION

PERSONNEL	2019/2020	2020/2021	2021/2022	2022/2023
<b>OPERATING REVENUE</b>	62,838	64,723	66,665	68,665
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT SALARIES	313,843	322,554	331,538	340,772
EMPLOYMENT WAGES STAFF	(78,396)	(80,591)	(82,848)	(85,168)
INSURANCE & RISK MANAGEMENT	234,381	237,897	242,655	247,508
RECRUITMENT AND OTHER STAFF COSTS	112,948	114,642	116,935	119,274
TOOLS, CLOTHING, SIGNAGE	74,275	75,389	76,897	78,434
PAYABLE BY OTHER FUNDS	(132,395)	(134,380)	(137,068)	(139,809)
<b>TOTAL OPERATING EXPENDITURE</b>	524,656	535,510	548,109	561,012
<b>NET COST OF ACTIVITY</b>	<b>(461,818)</b>	<b>(470,787)</b>	<b>(481,443)</b>	<b>(492,347)</b>



## FINANCE - BUDGET INFORMATION

FINANCE	2019/2020	2020/2021	2021/2022	2022/2023
<b>OPERATING REVENUE</b>				
GENERAL RATES	7,109,033	7,272,540	7,439,809	7,610,924
INTEREST AND SUNDRY INCOME	177,893	168,570	129,271	214,371
RECOVERIES	39,680	40,276	41,081	41,903
REVENUE SHARING (FAG) GRANT	2,564,198	2,641,124	2,720,358	2,801,968
BORROWING PROCEEDS	0	0	5,000,000	0
<b>TOTAL OPERATING REVENUE</b>	<b>9,890,804</b>	<b>10,122,510</b>	<b>15,330,519</b>	<b>10,669,166</b>
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	505,522	519,576	534,062	548,951
VALUATION & AUDITOR FEES	137,020	139,075	141,857	144,694
BORROWING COSTS	443,916	458,686	903,569	933,633
OTHER/INTEREST COSTS	180,741	166,474	313,378	284,009
<b>TOTAL OPERATING COSTS</b>	<b>1,267,199</b>	<b>1,283,812</b>	<b>1,892,866</b>	<b>1,911,287</b>
<b>NET COST OF ACTIVITY</b>	<b>8,623,605</b>	<b>8,838,698</b>	<b>13,437,653</b>	<b>8,757,879</b>

## STATE HIGHWAYS - BUDGET INFORMATION

STATE HIGHWAYS	2019/2020	2020/2021	2021/2022	2022/2023
<b>OPERATING REVENUE</b>				
WORKS ORDERS*	2,575,000	2,652,250	2,731,818	2,813,772
MAINTENANCE	1,012,958	1,043,347	1,074,647	1,106,886
<b>TOTAL OPERATING REVENUE</b>	<b>3,587,958</b>	<b>3,695,597</b>	<b>3,806,465</b>	<b>3,920,659</b>
<b>OPERATING EXPENDITURE</b>				
MAINTENANCE SUMMERLAND WAY	577,222	594,539	612,375	630,746
MAINTENANCE BRUXNER HIGHWAY	310,212	319,518	329,104	338,977
WORKS ORDERS*	2,342,163	2,412,429	2,484,802	2,559,346
<b>TOTAL OPERATING COSTS</b>	<b>3,229,597</b>	<b>3,326,486</b>	<b>3,426,280</b>	<b>3,529,069</b>
<b>OPERATING RESULT</b>	<b>358,360</b>	<b>369,111</b>	<b>380,184</b>	<b>391,590</b>
<b>CAPITAL EXPENDITURE</b>				
RESERVE TRANSFERS#	800,000	1,100,000	400,000	400,000
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>800,000</b>	<b>1,100,000</b>	<b>400,000</b>	<b>400,000</b>
<b>NET COST OF ACTIVITY</b>	<b>(441,640)</b>	<b>(730,889)</b>	<b>(19,816)</b>	<b>(8,410)</b>

\* Estimated level of activity, figures to be adjusted through the year based on actual amounts approved by RMS

# Transferred to Regional Roads

**REGIONAL ROADS - BUDGET INFORMATION**

<b>REGIONAL ROADS</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
<b>OPERATING REVENUE</b>				
BLOCK GRANT	1,073,710	1,105,921	1,139,099	1,173,272
ROADS TO RECOVERY GRANT	0	0	0	0
<b>TOTAL OPERATING REVENUE</b>	1,073,710	1,105,921	1,139,099	1,173,272
<b>OPERATING COSTS</b>				
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
<b>TOTAL OPERATING COSTS</b>	744,343	744,343	744,343	744,343
<b>OPERATING RESULT</b>	329,367	361,579	394,756	428,929
<b>NON-CURRENT REVENUE</b>				
REPAIR PROGRAMME	188,348	192,115	195,957	199,877
BLACK SPOT FUNDING	108,826	112,091	115,454	118,917
TRANSFER FROM TRANSPORT RESERVE*	800,000	1,100,000	400,000	400,000
FEDERAL BRIDGE PROGRAM	225,000	0	0	0
CONTRIBUTIONS	5,000	5,000	10,000	10,265
FIXING COUNTRY ROADS	2,813,900	0	0	0
COMMUNITY DEVELOPMENT GRANTS	2,352,660	0	0	0
<b>TOTAL NON-CURRENT REVENUE</b>	6,493,734	1,409,206	721,411	729,059
<b>CAPITAL EXPENDITURE</b>				
MR 141 - KYOGLE ROAD	531,730	540,977	435,000	444,340
MR 150 - CLARENCE WAY	5,209,025	43,219	44,157	45,116
MR 361 - CLARENCE WAY	1,000,000	1,000,000	1,000,000	589,260
MR 544 - BENTLEY ROAD	244,021	248,176	202,000	206,280
MR 622 - MT LINDESAY HIGHWAY	63,148	64,236	65,610	67,014
BRIDGES	450,000	0	0	0
<b>TOTAL CAPITAL EXPENDITURE</b>	7,497,924	1,896,608	1,746,767	1,352,010
<b>NET COST OF ACTIVITY</b>	<b>(674,823)</b>	<b>(125,823)</b>	<b>(630,600)</b>	<b>(194,022)</b>

\*Transfer from State Highways budget

**URBAN LOCAL ROADS - BUDGET INFORMATION**

<b>URBAN LOCAL ROADS</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
<b>OPERATING REVENUE</b>				
FINANCIAL ASSISTANCE GRANT	59,256	61,034	62,865	64,751
STREET LIGHTING SUBSIDY	33,000	33,000	33,000	33,000
<b>TOTAL OPERATING REVENUE</b>	<b>92,256</b>	<b>94,034</b>	<b>95,865</b>	<b>97,751</b>
<b>OPERATING EXPENDITURE</b>				
STREET LIGHTING	138,000	140,070	142,871	285,729
KYOGLE STREETS	297,216	303,578	310,854	318,309
BONALBO STREETS	41,611	42,502	43,520	44,564
WOODENBONG STREETS	35,666	36,430	37,303	38,197
MALLANGANEE STREETS	13,363	13,662	13,998	14,342
WIANGAREE STREETS	6,252	6,373	6,517	6,665
TABULAM STREETS	14,267	14,572	14,922	15,280
OLD BONALBO STREETS	5,944	6,071	6,217	6,366
OLD GREVILLIA STREETS	1,190	1,216	1,245	1,275
<b>TOTAL OPERATING EXPENDITURE</b>	<b>553,509</b>	<b>564,473</b>	<b>577,446</b>	<b>730,726</b>
<b>OPERATING RESULT</b>	<b>(461,253)</b>	<b>(470,440)</b>	<b>(481,582)</b>	<b>(632,976)</b>
<b>NON-CURRENT REVENUE</b>				
CONTRIBUTIONS	1,000	1,000	5,000	5,133
OTHER GRANTS	0	0	0	0
<b>TOTAL NON-CURRENT REVENUE</b>	<b>1,000</b>	<b>1,000</b>	<b>5,000</b>	<b>5,133</b>
<b>CAPITAL EXPENDITURE</b>				
FOOTPATHS & FURNITURE	69,654	70,873	72,401	73,962
RENEWALS KYOGLE	254,038	258,502	264,085	269,792
RENEWALS BONALBO	53,733	54,713	55,917	57,149
RENEWALS WOODENBONG	53,733	54,713	55,917	57,149
RENEWALS VILLAGES	53,733	54,714	55,918	57,150
KERB & GUTTER CONSTRUCTION	75,127	76,472	78,139	79,843
TOURISM SIGNAGE ALL VILLAGES	0	0	0	0
INITIAL SEALS	55,075	55,151	5,254	5,359
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>615,092</b>	<b>625,137</b>	<b>587,631</b>	<b>600,404</b>
<b>NET COST OF ACTIVITY</b>	<b>(1,075,346)</b>	<b>(1,094,576)</b>	<b>(1,064,213)</b>	<b>(1,228,247)</b>

## RURAL LOCAL ROADS - BUDGET INFORMATION

RURAL LOCAL ROADS	2019/2020	2020/2021	2021/2022	2022/2023
<b>OPERATING REVENUE</b>				
FINANCIAL ASSISTANCE GRANT	1,125,236	1,158,993	1,193,763	1,229,576
HEAVY HAULAGE CONTRIBUTIONS	7,941	8,151	8,367	8,589
ROADS TO RECOVERY GRANT	441,442	441,442	441,442	441,442
<b>TOTAL OPERATING REVENUE</b>	1,574,619	1,608,586	1,643,572	1,679,607
<b>OPERATING EXPENDITURE</b>				
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	38,645	39,075	39,657	40,250
<b>TOTAL OPERATING EXPENDITURE</b>	2,085,612	2,086,042	2,086,623	2,087,217
<b>OPERATING RESULT</b>	(510,993)	(477,456)	(443,051)	(407,610)
<b>NON-CURRENT REVENUE</b>				
BLACKSPOT FUNDING	168,826	173,891	179,108	184,481
CONTRIBUTIONS	4,000	4,000	10,000	10,265
FLOOD DAMAGE	0	0	0	0
RESERVE TRANSFER*	1,000,000	800,000	700,000	700,000
RESERVE TRANSER*	300,000	450,000	140,000	100,000
FIXING COUNTRY ROADS	168,826	173,891	179,108	184,481
PRIVATE CONTRIBUTIONS	0	0	0	0
NATIONAL STRONGER REGIONS FUND	0	0	0	0
<b>TOTAL NON-CURRENT INCOME</b>	1,641,653	1,601,782	1,208,216	1,179,227
<b>CAPITAL EXPENDITURE</b>				
RESEALS	492,701	500,670	511,050	521,647
REHABILITATION	2,028,986	2,067,974	2,115,018	2,163,169
DRAINAGE RENEWALS	74,760	76,184	77,899	79,654
GUARDRAIL RENEWALS	20,958	21,299	21,743	22,196
SELF HELP 50/50	0	0	0	0
FLOOD DAMAGE	0	0	0	0
SECTION 94 ROADWORKS	4,000	4,000	10,000	10,265
BLACK SPOTS & INITIAL SEALS	660,785	173,891	179,108	184,481
<b>TOTAL CAPITAL EXPENDITURE</b>	3,282,190	2,844,019	2,914,818	2,981,412
<b>NET COST OF ACTIVITY</b>	<b>(2,151,531)</b>	<b>(1,719,692)</b>	<b>(2,149,653)</b>	<b>(2,209,795)</b>

\* Transfer from plant budget

#Transfer from quarry budget

## BRIDGES - BUDGET INFORMATION

BRIDGES	2019/2020	2020/2021	2021/2022	2022/2023
<b>OPERATING REVENUE</b>				
FINANCIAL ASSISTANCE GRANT	442,256	455,524	469,190	483,265
ROADS TO RECOVERY GRANT	355,880	366,556	377,553	388,880
<b>TOTAL OPERATING REVENUE</b>	798,136	822,080	846,743	872,145
<b>OPERATING EXPENDITURE</b>				
MAINTENANCE	486,318	457,138	429,710	403,928
<b>TOTAL OPERATING EXPENDITURE</b>	486,318	457,138	429,710	403,928
<b>OPERATING RESULT</b>	311,819	364,942	417,033	468,217
<b>NON-CURRENT INCOME</b>				
FEDERAL TIMBER BRIDGE PROGRAM	940,000	250,000	500,000	510,000
TRANSFER FROM RESERVE*	800,000	800,000	1,000,000	700,000
CONTRIBUTIONS	30,500	500	2,000	2,050
FIXING COUNTRY ROADS	435,000	0	0	0
FLOOD DAMAGE GRANT	0	0	0	0
<b>TOTAL NON-CURRENT INCOME</b>	2,205,500	1,050,500	1,502,000	1,212,050
<b>CAPITAL EXPENDITURE</b>				
CONSTRUCTION	2,570,000	2,915,970	2,608,332	1,640,000
<b>TOTAL CAPITAL EXPENDITURE</b>	2,570,000	2,915,970	2,608,332	1,640,000
<b>NET COST OF ACTIVITY</b>	<b>(52,681)</b>	<b>(1,500,528)</b>	<b>(689,300)</b>	<b>40,267</b>

\* Transfer from Plant Budget

## INFRASTRUCTURE - WORKS ADMINISTRATION - BUDGET INFORMATION

ENGINEERING ADMINISTRATION	2019/2020	2020/2021	2021/2022	2022/2023
<b>OPERATING REVENUE</b>				
CONTRIBUTIONS TO WORKS	4,887	5,033	5,184	5,340
PRIVATE WORKS	56,308	57,356	58,636	59,946
SUNDRY INCOME	670	691	711	733
<b>TOTAL OPERATING REVENUE</b>	61,865	63,079	64,531	66,018
<b>OPERATING EXPENDITURE</b>				
ROAD SURVEY, DESIGN, FEASIBILITY	26,142	26,534	27,065	27,606
EMPLOYMENT	1,159,661	1,191,298	1,224,134	1,257,878
PRIVATE WORKS	50,934	51,821	52,935	54,074
TOOLS, CLOTHING, SIGNAGE, OTHER	84,326	85,591	87,303	89,049
RECOVERIES	(1,119,865)	(1,002,895)	(1,028,616)	(1,068,512)
<b>TOTAL OPERATING COSTS</b>	201,198	352,349	362,821	360,095
<b>NET COST OF ACTIVITY</b>	<b>(139,333)</b>	<b>(289,269)</b>	<b>(298,289)</b>	<b>(294,077)</b>

**QUARRIES - BUDGET INFORMATION**

<b>QUARRIES</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
<b>OPERATING REVENUE</b>				
INCOME	512,490	527,864	543,700	560,011
<b>TOTAL OPERATING REVENUE</b>	512,490	527,864	543,700	560,011
<b>OPERATING COSTS</b>				
QUARRY WORKING EXPENSES	390,747	399,059	408,608	418,395
<b>TOTAL OPERATING COSTS</b>	390,747	399,059	408,608	418,395
<b>OPERATING RESULT</b>	121,742	128,805	135,092	141,617
<b>CAPITAL EXPENDITURE</b>				
QUARRY DEVELOPMENT	0	0	0	0
QUARRY REHABILITATION	31,040	31,574	32,249	32,938
RESERVE TRANSFERS*	300,000	450,000	140,000	100,000
<b>TOTAL CAPITAL EXPENDITURE</b>	331,040	481,574	172,249	132,938
<b>NET COST OF ACTIVITY</b>	<b>(209,297)</b>	<b>(352,768)</b>	<b>(37,157)</b>	<b>8,678</b>

\*Transfer to rural local roads budget

**PLANT AND DEPOTS - BUDGET INFORMATION**

<b>PLANT AND DEPOTS</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
<b>OPERATING REVENUE</b>				
INCOME	4,803,322	4,375,064	4,490,020	4,329,804
PLANT SALES	317,500	782,500	320,000	682,500
OTHER	60,000	61,800	63,654	65,564
<b>TOTAL OPERATING REVENUE</b>	5,180,822	5,219,364	4,873,674	5,077,868
<b>OPERATING EXPENDITURE</b>				
PLANT MAINTENANCE	1,590,425	1,618,999	1,654,364	1,690,520
KYOGLE DEPOTS	110,593	112,438	114,805	117,222
BONALBO DEPOT	17,986	18,303	18,698	19,102
WOODENBONG DEPOT	11,579	11,783	12,038	12,299
GOODINGS DEPOT	6,000	6,090	6,212	6,336
STORES	(66,924)	(67,928)	(69,286)	(70,672)
<b>TOTAL OPERATING COSTS</b>	1,669,659	1,699,686	1,736,831	1,774,808
<b>OPERATING RESULT</b>	3,511,163	3,519,678	3,136,843	3,303,061
<b>CAPITAL EXPENDITURE</b>				
PLANT PURCHASES	1,147,500	2,579,000	1,145,000	1,847,500
TRANSFER TO GENERAL FUND*	1,800,000	1,600,000	1,700,000	1,400,000
DEPOT IMPROVEMENTS	55,851	56,715	57,867	59,041
<b>TOTAL CAPITAL EXPENDITURE</b>	3,003,351	4,235,715	2,902,867	3,306,541
<b>NET COST OF ACTIVITY</b>	<b>507,812</b>	<b>(716,037)</b>	<b>233,976</b>	<b>(3,481)</b>

\*Transfer to rural local roads and bridges budget



**DOMESTIC WASTE MANAGEMENT - BUDGET INFORMATION**

DOMESTIC WASTE MANAGEMENT	2019/2020	2020/2021	2021/2022	2022/2023
<b>OPERATING REVENUE</b>				
ANNUAL CHARGES (NET)	976,763	1,015,833	1,056,467	1,088,161
<b>OPERATING EXPENDITURE</b>				
ADMINISTRATION	116,222	117,965	120,325	122,731
CONTRACTORS	378,000	383,670	391,343	399,170
LANDFILL COSTS*	470,354	480,641	666,172	504,000
<b>TOTAL OPERATING EXPENDITURE</b>	964,576	982,276	1,177,840	1,025,902
<b>NET COST OF ACTIVITY</b>	<b>12,187</b>	<b>33,557</b>	<b>(121,374)</b>	<b>62,259</b>

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

**OTHER WASTE MANAGEMENT - BUDGET INFORMATION**

OTHER WASTE MANAGEMENT	2019/2020	2020/2021	2021/2022	2022/2023
<b>OPERATING REVENUE</b>				
ANNUAL CHARGES (NET)	293,108	301,901	310,958	320,287
GATE FEES	341,674	375,842	387,117	398,730
HIRE AND HAULAGE FEES	2,334	2,404	2,476	2,550
RECYCLING INCOME	116,650	120,150	123,754	127,467
EPA GRANT INCOME	55,186	56,842	58,547	60,303
DOMESTIC WASTE SHARE OF COSTS*	470,354	480,641	666,172	504,000
<b>TOTAL OPERATING REVENUE</b>	1,279,306	1,337,779	1,549,025	1,413,338
<b>OPERATING EXPENDITURE</b>				
EPA LEVY/LICENSES	246,895	254,100	261,586	269,293
LANDFILL COSTS	655,272	667,061	682,631	699,580
TRANSFER STATION COSTS	200,215	204,552	209,488	214,545
NORTH EAST WASTE FORUM	10,879	11,042	11,263	11,488
INTEREST EXPENSE	8,589	7,252	5,851	4,391
<b>TOTAL OPERATING COSTS</b>	1,121,849	1,144,007	1,170,818	1,199,298
<b>OPERATING RESULT</b>	157,457	193,772	378,206	214,040
<b>NON-CURRENT INCOME</b>				
CAPITAL GRANT INCOME	0	0	0	0
LOAN PROCEEDS	0	0	0	0
<b>TOTAL NON-CURRENT INCOME</b>	0	0	0	0
<b>CAPITAL EXPENDITURE</b>				
LOAN REPAYMENTS	29,099	30,436	31,837	33,297
IMPROVEMENTS	0	0	0	0
NEW CELLS CONSTRUCTION	0	0	174,000	0
REHABILITATION WORKS	0	0	174,000	0
<b>TOTAL CAPITAL EXPENDITURE</b>	29,099	30,436	379,837	33,297
<b>NET COST OF ACTIVITY</b>	<b>128,358</b>	<b>163,336</b>	<b>(1,631)</b>	<b>180,743</b>

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

**STORMWATER - BUDGET INFORMATION**

<b>STORMWATER</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
<b>OPERATING REVENUE</b>				
INCOME	177,268	181,345	185,516	189,783
FLOOD DAMAGE GRANT	0	0	0	0
<b>TOTAL OPERATING REVENUE</b>	177,268	181,345	185,516	189,783
<b>OPERATING EXPENDITURE</b>				
MAINTENANCE	43,745	44,625	45,659	46,717
FLOODS DAMAGE RESTORATION	0	0	0	0
<b>TOTAL OPERATING COSTS</b>	43,745	44,625	45,659	46,717
<b>OPERATING RESULT</b>	133,523	136,720	139,857	143,066
<b>NON-CURRENT INCOME</b>				
DEVELOPER CONTRIBUTIONS	500	500	1,500	1,540
GRANTS	96,000	0	160,000	0
<b>TOTAL NON-CURRENT INCOME</b>	96,500	500	161,500	1,540
<b>CAPITAL EXPENDITURE</b>				
STORMWATER WORKS	183,834	186,940	190,900	194,945
FLOOD MEASURES	120,000	0	200,000	0
<b>TOTAL CAPITAL EXPENDITURE</b>	303,834	186,940	390,900	194,945
<b>NET COST OF ACTIVITY</b>	<b>(73,811)</b>	<b>(49,720)</b>	<b>(89,543)</b>	<b>(50,340)</b>

## WATER SUPPLIES - BUDGET INFORMATION

WATER SUPPLIES	2019/2020	2020/2021	2021/2022	2022/2023
<b>OPERATING REVENUE</b>				
RATES & USER CHARGES	1,644,519	1,726,745	1,778,547	1,831,904
LIRS SUBSIDY	37,367	31,473	25,329	18,938
<b>TOTAL OPERATING REVENUE</b>	1,681,886	1,758,218	1,803,877	1,850,842
<b>OPERATING EXPENDITURE</b>				
MANAGEMENT	319,438	324,229	330,714	337,328
MAINS	151,970	155,051	158,660	162,354
RESERVOIRS	25,430	25,924	26,514	27,118
RAW WATER	216,261	220,521	225,575	230,748
TREATMENT	468,895	477,611	488,228	499,086
INTEREST	58,188	49,567	40,682	31,654
<b>TOTAL OPERATING EXPENDITURE</b>	1,240,182	1,252,905	1,270,373	1,288,289
<b>OPERATING RESULT</b>	441,704	505,313	533,504	562,553
<b>NON-CURRENT INCOME</b>				
DEVELOPER CONTRIBUTIONS	1,000	2,500	2,566	2,634
LOAN PROCEEDS	0	0	0	0
GRANT INCOME	103,500	0	450,000	698,250
<b>TOTAL NON-CURRENT INCOME</b>	104,500	2,500	452,566	700,884
<b>CAPITAL EXPENDITURE</b>				
UNSUBSIDISED WORKS/REPLACEMENTS	335,000	230,000	230,000	230,000
LOAN PAYMENTS	211,567	220,188	229,073	238,101
SUBSIDISED WORKS	138,000	0	600,000	931,000
<b>TOTAL CAPITAL EXPENDITURE</b>	684,567	450,188	1,059,073	1,399,101
<b>NET COST OF ACTIVITY</b>	<b>(138,363)</b>	<b>57,625</b>	<b>(73,003)</b>	<b>(135,664)</b>

**SEWERAGE SERVICES BUDGET INFORMATION**

<b>SEWERAGE SERVICES</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
<b>OPERATING REVENUE</b>				
RATES & USER CHARGES	1,516,599	1,592,429	1,672,050	1,755,653
OTHER	7,203	7,419	7,642	7,871
<b>TOTAL OPERATING REVENUE</b>	<b>1,523,802</b>	<b>1,599,848</b>	<b>1,679,692</b>	<b>1,763,524</b>
<b>OPERATING EXPENDITURE</b>				
MANAGEMENT	281,521	285,744	291,459	297,288
MAINS	84,130	85,839	87,838	89,886
PUMPING STATIONS	148,107	151,231	154,826	158,509
TREATMENT	476,339	486,049	497,393	509,009
INTEREST	61,152	59,328	57,534	55,923
<b>TOTAL OPERATING EXPENDITURE</b>	<b>1,051,250</b>	<b>1,068,191</b>	<b>1,089,050</b>	<b>1,110,614</b>
<b>OPERATING RESULT</b>	<b>472,552</b>	<b>531,657</b>	<b>590,642</b>	<b>652,909</b>
<b>NON-CURRENT REVENUE</b>				
DEVELOPER CONTRIBUTIONS	1,000	1,000	2,500	2,566
GRANTS	337,500	337,500	0	1,500,000
<b>TOTAL NON-CURRENT INCOME</b>	<b>338,500</b>	<b>338,500</b>	<b>2,500</b>	<b>1,502,566</b>
<b>CAPITAL EXPENDITURE</b>				
EXTENSIONS AND UPGRADES	450,000	450,000	0	2,000,000
UNSUBSIDISED WORKS/REPLACEMENTS	457,000	292,000	242,000	242,000
LOAN REPAYMENTS	22,085	23,909	25,703	27,314
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>929,085</b>	<b>765,909</b>	<b>267,703</b>	<b>2,269,314</b>
<b>NET COST OF ACTIVITY</b>	<b>(118,033)</b>	<b>104,248</b>	<b>325,439</b>	<b>(113,839)</b>

## ENVIRONMENTAL HEALTH - BUDGET INFORMATION

ENVIRONMENTAL HEALTH	2019/2020	2020/2021	2021/2022	2022/2023
<b>OPERATING REVENUE</b>				
LICENCES & INSPECTIONS	36,153	37,238	38,355	39,505
ON SITE MANAGEMENT FEES	125,663	129,433	133,316	137,315
FEASIBILITY COST RECOUP	0	0	0	0
ABANDONED VEHICLES	750	761	777	792
<b>TOTAL OPERATING REVENUE</b>	162,566	167,432	172,447	177,613
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	227,356	233,722	240,266	246,994
NOXIOUS WEEDS (FNCCC)	123,627	125,481	127,991	130,551
ON SITE MANAGEMENT SYSTEMS	107,300	108,909	111,087	113,309
SUNDRIES	12,184	12,366	12,614	12,866
RECOVERIES	(97,984)	(99,454)	(101,443)	(103,472)
<b>TOTAL OPERATING EXPENDITURE</b>	372,482	381,025	390,516	400,248
<b>CAPITAL EXPENDITURE</b>				
SEWER FEASIBILITY STUDY	0	0	0	0
<b>TOTAL CAPITAL EXPENDITURE</b>	0	0	0	0
<b>NET COST OF ACTIVITY</b>	<b>(209,916)</b>	<b>(213,593)</b>	<b>(218,068)</b>	<b>(222,635)</b>

## TOWN PLANNING - BUDGET INFORMATION

TOWN PLANNING	2019/2020	2020/2021	2021/2022	2022/2023
<b>OPERATING REVENUE</b>				
FEES & CHARGES	149,056	163,528	168,134	172,878
<b>TOTAL OPERATING REVENUE</b>	149,056	163,528	168,134	172,878
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	479,285	492,375	505,956	519,912
LEGALS & CONSULTANTS	20,306	75,386	75,494	25,604
OTHER	65,611	56,131	31,754	32,389
RECOVERIES	(46,971)	(47,675)	(48,629)	(49,601)
<b>TOTAL OPERATING EXPENDITURE</b>	518,232	576,217	564,575	528,304
<b>NET COST OF ACTIVITY</b>	<b>(369,176)</b>	<b>(412,689)</b>	<b>(396,441)</b>	<b>(355,426)</b>

## BUILDING CONTROL - BUDGET INFORMATION

BUILDING CONTROL	2019/2020	2020/2021	2021/2022	2022/2023
<b>OPERATING REVENUE</b>	52,968	54,557	56,194	57,880
<b>OPERATING EXPENDITURE</b>				
BUILDING INSPECTIONS	84,564	85,833	87,549	89,300
<b>TOTAL OPERATING EXPENDITURE</b>	84,564	85,833	87,549	89,300
<b>NET COST OF ACTIVITY</b>	<b>(31,596)</b>	<b>(31,275)</b>	<b>(31,355)</b>	<b>(31,420)</b>

**REGULATORY CONTROL - BUDGET INFORMATION**

<b>REGULATORY CONTROL</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
<b>OPERATING REVENUE</b>	18,438	18,784	19,141	19,508
<b>OPERATING EXPENDITURE</b>	128,570	131,818	135,288	138,852
<b>CAPITAL EXPENDITURE</b>	0	0	0	0
<b>NET COST OF ACTIVITY</b>	<b>(110,132)</b>	<b>(113,033)</b>	<b>(116,148)</b>	<b>(119,344)</b>

**EMERGENCY SERVICES - BUDGET INFORMATION**

<b>EMERGENCY SERVICES</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
<b>OPERATING EXPENDITURE</b>				
RATES & CHARGES	6,898	7,002	7,142	7,285
RFS CONTRIBUTIONS	261,113	265,029	270,330	275,736
TOWN BRIGADE CONTRIBUTION	22,587	22,925	23,384	23,852
SES CONTRIBUTION	27,278	27,687	28,241	28,806
<b>TOTAL OPERATING EXPENDITURE</b>	<b>317,876</b>	<b>322,644</b>	<b>329,097</b>	<b>335,679</b>
<b>CAPITAL EXPENDITURE</b>	0	0	0	0
<b>NET COST OF ACTIVITY</b>	<b>(317,876)</b>	<b>(322,644)</b>	<b>(329,097)</b>	<b>(335,679)</b>



**COMMUNITY SERVICES BUDGET INFORMATION**

<b>STRATEGIC, COMMUNITY &amp; CULTURAL SERVICES</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
<b>OPERATING REVENUE</b>				
ART GALLERY	5,271	5,429	5,592	5,759
COMMUNITY SERVICES	1,425	1,425	1,425	1,425
VISITOR INFORMATION CENTRE	7,616	7,844	8,080	8,322
GOVERNMENT GRANTS	0	0	0	0
<b>TOTAL OPERATING REVENUE</b>	<b>14,311</b>	<b>14,698</b>	<b>15,096</b>	<b>15,506</b>
<b>OPERATING COSTS</b>				
COMMUNITY DONATIONS	98,850	100,333	102,340	104,387
ART GALLERY EMPLOYMENT COSTS	80,756	83,017	85,342	87,731
ART GALLERY OTHER	35,567	36,101	36,823	37,559
COMMUNITY SERVICES	80,191	81,351	82,921	84,523
AGED CARE	0	0	0	0
STRATEGIC EMPLOYMENT	166,049	170,698	175,478	180,391
STRATEGIC OTHER	135,912	132,875	135,533	138,243
KRLFC GROUND IMPROVEMENTS	0	0	0	0
<b>TOTAL OPERATING COSTS</b>	<b>597,325</b>	<b>604,376</b>	<b>618,436</b>	<b>632,834</b>
<b>NET COST OF ACTIVITY</b>	<b>(583,014)</b>	<b>(589,678)</b>	<b>(603,340)</b>	<b>(617,328)</b>

**PRE SCHOOLS - BUDGET INFORMATION**

<b>PRE SCHOOLS</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
<b>OPERATING EXPENDITURE</b>				
PRE SCHOOLS	67,158	68,166	69,529	70,920
<b>TOTAL OPERATING EXPENDITURE</b>	<b>67,158</b>	<b>68,166</b>	<b>69,529</b>	<b>70,920</b>
<b>NET COST OF ACTIVITY</b>	<b>(67,158)</b>	<b>(68,166)</b>	<b>(69,529)</b>	<b>(70,920)</b>

**PUBLIC CEMETERIES BUDGET INFORMATION**

<b>PUBLIC CEMETERIES</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
<b>OPERATING REVENUE</b>	102,806	105,891	109,067	112,339
<b>OPERATING EXPENDITURE</b>				
KYOGLE CEMETERY	77,936	79,541	81,408	83,319
KYOGLE LAWN CEMETERY	56,361	57,539	58,900	60,294
CEMETERIES ON CROWN RESERVES	1,154	1,179	1,208	1,238
OTHER CEMETERIES	18,571	18,956	19,403	19,860
<b>TOTAL OPERATING EXPENDITURE</b>	<b>154,022</b>	<b>157,215</b>	<b>160,918</b>	<b>164,711</b>
<b>CAPITAL EXPENDITURE</b>				
IMPROVEMENTS/RENEWALS	5,418	5,528	5,657	5,789
<b>NET COST OF ACTIVITY</b>	<b>(56,633)</b>	<b>(56,853)</b>	<b>(57,508)</b>	<b>(58,161)</b>

**PUBLIC LIBRARY - BUDGET INFORMATION**

<b>PUBLIC LIBRARY</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
<b>OPERATING REVENUE</b>	49,223	50,699	52,220	53,787
<b>OPERATING COSTS</b>				
REGIONAL LIBRARY CONTRIBUTIONS	396,340	402,285	410,331	418,537
KYOGLE LIBRARY EXPENSES,	74,221	75,334	76,841	78,378
<b>TOTAL OPERATING COSTS</b>	470,561	477,619	487,172	496,915
<b>NET COST OF ACTIVITY</b>	<b>(421,338)</b>	<b>(426,920)</b>	<b>(434,951)</b>	<b>(443,128)</b>

**COMMUNITY BUILDINGS - BUDGET INFORMATION**

<b>COMMUNITY BUILDINGS</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
<b>OPERATING REVENUE</b>				
RENTAL INCOME	618,225	630,098	644,484	659,212
<b>TOTAL OPERATING REVENUE</b>	618,225	630,098	644,484	659,212
<b>OPERATING EXPENDITURE</b>				
COUNCIL CHAMBERS	111,519	113,692	116,282	118,934
KMI HALL	84,657	86,494	88,582	90,722
GROVE HOUSE	8,162	8,312	8,495	8,683
OTHER COMMUNITY BUILDINGS	156,199	160,027	164,167	168,417
KYOGLE COMMUNITY CENTRE	8,575	8,747	8,949	9,156
BUILDINGS ON CROWN RESERVES	132,321	134,428	137,195	140,018
<b>TOTAL OPERATING COSTS</b>	501,433	511,700	523,671	535,930
<b>OPERATING RESULT</b>	116,792	118,398	120,813	123,282
<b>NON-CURRENT REVENUE</b>				
DEVELOPER CONTRIBUTIONS	100	100	200	205
GRANTS	0	0	0	0
<b>TOTAL NON-CURRENT INCOME</b>	100	100	200	205
<b>CAPITAL EXPENDITURE</b>				
BUILDING IMPROVEMENTS	0	0	0	0
BUILDING RENEWALS	86,235	87,762	89,665	91,611
<b>TOTAL CAPITAL EXPENDITURE</b>	86,235	87,762	89,665	91,611
<b>NET COST OF ACTIVITY</b>	<b>30,657</b>	<b>30,735</b>	<b>31,348</b>	<b>31,877</b>

**SWIMMING POOLS - BUDGET INFORMATION**

<b>SWIMMING POOLS</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
<b>OPERATING REVENUE</b>	148,574	153,031	157,622	162,351
<b>OPERATING EXPENDITURE</b>				
KYOGLE	391,960	401,342	411,585	422,095
BONALBO	103,015	105,494	108,195	110,966
WOODENBONG	110,881	113,575	116,498	119,498
<b>TOTAL OPERATING COSTS</b>	605,856	620,411	636,279	652,560
<b>OPERATING RESULT</b>	(457,282)	(467,380)	(478,657)	(490,210)
<b>CAPITAL INCOME</b>				
GRANTS	0	0	0	0
<b>TOTAL CAPITAL INCOME</b>	0	0	0	0
<b>CAPITAL EXPENDITURE</b>				
RENEWALS	39,713	40,425	41,307	42,208
IMPROVEMENTS	0	0	0	0
<b>TOTAL CAPITAL EXPENDITURE</b>	39,713	40,425	41,307	42,208
<b>NET COST OF ACTIVITY</b>	<b>(496,995)</b>	<b>(507,805)</b>	<b>(519,964)</b>	<b>(532,418)</b>

**PARKS AND GARDENS - BUDGET INFORMATION**

<b>PARKS AND GARDENS</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
<b>OPERATING REVENUE</b>	0	0	0	0
<b>OPERATING EXPENDITURE</b>				
KYOGLE	202,288	206,764	211,812	216,987
VILLAGES	70,799	72,246	73,934	75,663
VILLAGE MAINTENANCE	34,507	35,025	35,725	36,440
PUBLIC TOILETS	30,313	30,903	31,607	32,327
PARKS ON CROWN RESERVES	127,890	130,606	133,722	136,914
TOWN ENTRANCES	37,104	37,935	38,868	39,824
<b>TOTAL OPERATING COSTS</b>	502,901	513,479	525,668	538,155
<b>OPERATING RESULT</b>	(502,901)	(513,479)	(525,668)	(538,155)
<b>CAPITAL INCOME</b>				
DEVELOPER CONTRIBUTIONS	3,000	3,000	5,000	5,133
GRANTS	0	0	0	0
<b>TOTAL CAPITAL INCOME</b>	3,000	3,000	5,000	5,133
<b>CAPITAL EXPENDITURE</b>				
IMPROVEMENTS	80,000	0	0	0
RENEWALS	42,897	43,657	44,603	45,571
<b>TOTAL CAPITAL EXPENDITURE</b>	122,897	43,657	44,603	45,571
<b>NET COST OF ACTIVITY</b>	<b>(622,798)</b>	<b>(554,135)</b>	<b>(565,271)</b>	<b>(578,593)</b>

**CROWN RESERVES - BUDGET INFORMATION**

<b>CROWN RESERVES</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
<b>OPERATING INCOME</b>	0	0	0	0
<b>OPERATING EXPENDITURE</b>	9,494	9,652	9,855	10,062
<b>NET COST OF ACTIVITY</b>	<b>(9,494)</b>	<b>(9,652)</b>	<b>(9,855)</b>	<b>(10,062)</b>

## Action Plan

## Community Strategic Plan 2016-2026 Priorities

Priority Actions from Community Strategic Plan	Report
<b>Governance and community</b>	
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
<b>Agriculture</b>	
Expand agricultural business opportunities through promotion and marketing of local produce, information on contemporary agricultural practices that are innovative and aid diversification, and identifying the advantages of the region and the unique environment of the Kyogle Council area	
Review and amend the Kyogle Local Environmental Plan to allow for a variety of activities in rural areas and ensure removal of any barriers to development that enhances the agricultural sustainability and economic viability of rural land	
Promote cross-generational involvement in agriculture and facilitate the opportunities for young farmers to have access to land and allow older farmers to retire	
Identify areas where infrastructure is not adequate to support agricultural activities, and implement strategies to improve the infrastructure including lobbying other levels of government to help improve the quality of transport and telecommunications infrastructure in particular	
Partner with relevant government agencies to encourage and support sustainable land management practices	

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
<b>Village Life</b>	
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 2018-2019 and Delivery Program 2019-2022

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
<b>GENERAL MANAGER'S OFFICE</b>			
<b>HUMAN RESOURCES</b>	<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>In accordance with IP&amp;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 Learning and Development plan.</p> <p>Review and improve recruitment practices.</p>	
<b>COMMUNICATION and CONSULTATION</b>	<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>	
<b>FINANCE</b>	<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
<b>GOVERNANCE</b>	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>	
<b>CUSTOMER SERVICES</b>	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>	
<b>INFORMATION TECHNOLOGY</b>	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
<b>PLANNING AND ENVIRONMENT SERVICES</b>			
<b>COMMUNITY SERVICES</b>	Council to take a lead role in the promotion of local community services, businesses, agricultural opportunities, events and visitor information and improve availability and access to on-line services and information.	Compile a local government area Community Calendar  Number of services available on-line  Number of events promoted by Council through newsletters	
	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  Number of projects with commitments for external partner contributions  Revised Community Engagement Strategy	
	Provide for a disability inclusive community	Disability Inclusion Action Plan completed by July 2017  Projects incorporating disability inclusion elements	
	Positive recognition of the area's strong Aboriginal culture and heritage	Ongoing support by Council of the Reconciliation Committee  Annual support of NAIDOC week by Council	
	A community-led approach to integrated transport provision for older people and people with disability needs	Council's Strategic Initiatives Coordinator attends all Transport Working Group meetings  Development of a Transport Information Resource Kit	
<b>ECONOMIC DEVELOPMENT</b>	Promotion of Kyogle as a place of choice for lifestyle and economic opportunity	Development of a Kyogle Investment and Visitor Attraction (I&VA) webpage  Increased value of development applications approved, based on Council DA records  Annual increase in number of businesses, based on ABS and Department of Regional Development statistics	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
	An integrated approach to economic development for opportunities associated with South East Queensland and NSW Far North Coast centres	Preparation and implementation of Council adopted 'prospectus-like' <i>Economic Development Strategy</i>	
	Council economic development initiatives supported by local business community	Establishment of Council endorsed Business Leaders Forum.  Conduct Business Leaders 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  Surveys of visitors	
	Council to actively lobby and work with State and Federal Governments and local industry to realise improvements in local and regional transport and telecommunications systems that provide connectivity and reliability of services between the villages, the rural areas and across the region.	Percentage of area covered by NBN roll out as per proposed delivery methods; <ul style="list-style-type: none"> <li>• Satellite areas</li> <li>• Fixed wireless areas</li> <li>• Fixed fibre to node areas</li> </ul> Additional mobile phone towers funded, constructed and operational through programs such as Federal Mobile Black Spot Project  Preparation of business cases and economic prospectus to support funding applications for transport infrastructure projects	
<b>WASTE SERVICES</b>	Improvements to waste management and disposal facilities implemented within budget and adopted timeframes	Completion of Woodenbong Landfill Closure and Transfer Station Construction  Review preferred capital improvements and operational plan for transfer stations West of the Range	
	Solid waste to landfill minimised to prolong asset life and reduce potential for environmental harm	Kerbside recycled waste pickup service in accordance with Domestic Waste Collection Contract.  Incidents of non-compliance with collection contract requirements and time period for rectification  Annual per capita tonnage of waste to landfill and waste recycled based on EPA Levy statistics provided by Council and revised ABS population estimates	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
	Waste facilities managed in accordance with regulatory requirements	All EPA Landfill Licence conditions complied with	
	Community Recycling Centre facility at Kyogle Landfill strongly supported by community	Reduction in waste to landfill and increase in recycled material collected at CRC  Events to promote community awareness and services available	
	Minimal illegal dumping of waste in public areas	Number of illegal dumping events recorded  Number of notices issued for illegal dumping	
<b>ENVIRONMENTAL SERVICES</b>	Kyogle regarded as safe place to dine and purchase takeaway food and beverages	All food premises registered and approved  Number of food premises inspected annually and as a percentage of the total	
	Effective weeds management across private and public land throughout the local government area	Services for management of noxious weeds undertaken by Rous CC in accordance with Service Level Agreement, periodic reporting against service level measures	
	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  Review response times to align with statutory requirements  Preparation of regulatory enforcement policy to clarify service levels and responsibilities	
<b>REGULATORY SERVICES</b>	Domestic dogs and cats managed in accordance with State legislation	Compliance with <i>Companion Animals Act 1998</i>	
	Nuisance animals managed, including stray cattle	Preparation of regulatory enforcement policy to clarify service levels and responsibilities  Enforcement proceedings against owners of stray cattle undertaken in accordance with <i>Impounding Act 1993</i>	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
	Private pools appropriately fenced or enclosed to guard against accidental drownings	Articles and events promoting community awareness and requirements.  Number of pools inspected is in accordance with requirements of legislation	
	Effective onsite sewerage management systems in non-sewered areas	Articles and events promoting community awareness and requirements.  All incidents of registration non-compliance are enforced within 7 days of identification in accordance with <i>Local Government Act 1993</i>  'High Risk' systems are audit-inspected every 3 years in accordance with Council's Onsite Sewerage Management Strategy	
	Healthy environments through effective plumbing and drainage	Articles and events promoting community awareness and requirements.  All incidents of non-compliance are enforced in accordance with the <i>Local Government Act</i> and the requirements of the <i>Plumbing and Drainage Act 2011</i>	
<b>ARTS AND CULTURE</b>	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	
<b>LIBRARY SERVICES</b>	Equitable access to information sources	Provision of library services in accordance with Richmond-Upper Clarence Regional Library Agreement	



FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
PLANNING SERVICES	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.	<p>Number of LEP Amendments identified that are consistent with local economic growth and environmental objectives</p> <p>Time period from Council decision to draft LEP Amendments being processed ready for Gateway Determination</p> <p>Local Growth Management Strategy revised consistent with adopted Economic Development Strategy and endorsed by NSW Department of Planning and Environment and adopted by Council by July 2019</p> <p>Staff attend quarterly meetings with development industry</p> <p>Staff attend four monthly meetings with agriculture-sector representative groups</p> <p>Staff attendance at Village Outreach Meetings</p>	
	Kyogle as an older person friendly location to live	<p>Council LEP and DCP provisions promote and facilitate housing diversification for older people by end July 2018</p> <p>Number of development proposals specifically for or able to accommodate older people.</p>	
	Ready access to Council professional advice regarding development processes and requirements	<p>Development Management Panel pre-lodgement meetings available every Wednesday by appointment</p> <p>Increase in number of requests for Pre-lodgement Meetings on previous year</p> <p>No increase in average DA processing times compared to previous year – based on Council records</p>	
	Council land use planning consistent with State strategic planning	Council advised of any proposed State planning changes	
	Responsive development approval systems	<p>Development approvals are processed within acceptable timeframes</p> <p>Figures reported to ABS and NSW Dept Planning to be used for regular reporting</p> <p>Regular reporting of development applications approved and outstanding</p>	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
	Developer contribution requirements for infrastructure and services that support and encourage new development	<p>Completion of draft S94A Developer Contributions Plan by end June 2018</p> <p>All current developer contribution requirements are considered on merit against any adopted draft S94A contributions where requested by the applicant</p> <p>Increase in the value of approved development during the year</p>	
	Land uses throughout the local government area are consistent with planning approvals requirements under the <i>Environmental Planning and Assessment Act 1979</i>	<p>Inspect and respond to illegal development complaints within 2 weeks of complaint</p> <p>Undertake illegal land use action consistent with the requirements of the EP&amp;A Act</p>	
	Improved awareness of Exempt and Complying Development provisions and development approval requirements	<p>Number of articles promoting Exempt and Complying Development provisions</p> <p>Number of articles providing information on development approval requirements</p> <p>Number of pre-lodgement meetings held with applicants</p>	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
<b>ASSETS AND INFRASTRUCTURE SERVICES</b>			
<b>Bridge Infrastructure</b>	<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>	
<b>Sealed Road Network</b>	<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>	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
Unsealed Road Network	The sustainable management of roads, bridges and other infrastructure	-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	
	Improve the condition of council 15km unsealed regional road network and 806km unsealed road network.	-33 km/yr of roads re sheeted	
		-Decreased infrastructure backlog	
		-Unsealed roads CARs	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
<b>Water and Sewer</b>	<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 to water</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 sewer mains replaced</p> <p>-Number of new properties connected to sewer</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>	
<b>Pools and Community Facilities</b>	<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%	2.40%	2.60%	3.00%	3.20%	3.40%	3.60%	3.80%	3.80%	4.00%	4.00%	4.20%	4.40%	5.00%	5.00%	5.00%
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	\$4,216,192	\$2,213,754	\$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	\$5,801,250	\$5,975,287	\$6,154,546	\$6,339,182
Domestic Waste Charges Indexation		0.00%	0.00%	2.00%	2.00%	4.00%	4.00%	4.00%	3.00%	3.00%	3.00%	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	\$1,024,563	\$1,042,437	\$1,073,710	\$1,105,921	\$1,139,099	\$1,173,272	\$1,208,470	\$1,244,724	\$1,282,066	\$1,320,528	\$1,360,144	\$1,400,948	\$1,442,977	\$1,486,266	\$1,530,854	\$1,576,779	\$1,624,083
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	\$175,179	\$188,554	\$188,348	\$192,115	\$195,957	\$199,877	\$205,873	\$212,050	\$218,411	\$224,963	\$231,712	\$238,664	\$245,823	\$253,198	\$260,794	\$268,618	\$276,677
Roads to Recovery Indexation		100.00%	-50.00%	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
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	\$1,674,898	\$1,425,947	\$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	\$25,560	\$482,365	\$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	\$45,597	\$2,185,403	\$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	\$96,263	\$2,848,153	\$2,352,660	\$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
<b>Operating Budget</b>																				
<b>Operating Revenue</b>																				
Rates and annual charges	7,739,000	8,436,000	8,922,000	9,371,000	9,813,817	10,314,916	10,625,771	10,929,536	11,232,769	11,545,256	11,905,004	12,324,120	12,615,114	12,913,042	13,218,074	13,530,379	13,840,595	14,158,011	14,482,795	14,815,122
User charges and fees	6,962,000	6,586,000	6,886,000	7,011,000	7,347,125	6,601,539	6,843,577	7,054,096	7,271,213	7,495,143	7,758,319	7,991,094	8,225,364	8,466,538	8,714,820	8,970,420	9,231,511	9,500,267	9,776,915	10,061,689
Operating grants and contributions	6,374,000	7,743,000	10,959,000	6,846,000	7,483,189	6,492,529	6,666,557	6,845,164	7,028,739	7,217,841	7,404,575	7,597,937	7,801,901	8,011,840	8,227,932	8,450,359	8,679,095	8,914,540	9,156,894	9,406,362
Capital grants and contributions	2,567,000	6,786,000	5,684,000	8,229,000	11,277,051	7,984,487	1,257,088	1,818,392	3,435,797	4,217,681	3,113,206	1,854,558	920,441	1,107,079	974,494	2,252,708	1,941,746	1,061,631	1,092,388	1,124,044
All other operating revenue	670,000	814,000	544,000	559,000	346,622	123,054	416,689	263,087	440,189	437,903	398,745	411,199	381,167	419,261	443,326	431,926	447,465	495,793	563,976	630,067
<b>Total operating revenue</b>	<b>24,312,000</b>	<b>30,365,000</b>	<b>32,995,000</b>	<b>32,016,000</b>	<b>36,267,804</b>	<b>31,516,525</b>	<b>25,809,682</b>	<b>26,910,276</b>	<b>29,408,708</b>	<b>30,913,823</b>	<b>30,579,849</b>	<b>30,178,909</b>	<b>29,943,987</b>	<b>30,917,760</b>	<b>31,578,645</b>	<b>33,635,792</b>	<b>34,140,412</b>	<b>34,130,242</b>	<b>35,072,969</b>	<b>36,037,282</b>
<b>Operating Expenses</b>																				
Cost of services (excl interest and depreciation)	10,800,000	12,438,000	13,840,000	12,722,000	13,854,748	10,456,084	11,454,989	11,619,269	12,263,437	12,397,284	12,966,389	13,280,606	13,713,285	13,968,387	14,584,806	14,518,276	15,201,604	15,713,292	16,276,099	16,433,295
Borrowing costs	119,000	202,000	193,000	185,000	290,217	275,119	248,567	382,710	340,547	296,058	250,233	205,773	168,327	129,982	93,950	70,195	48,284	30,351	26,301	22,159
Maintenance expense	6,290,000	5,894,000	5,644,000	4,904,000	5,191,080	4,507,397	4,500,798	4,501,032	4,503,538	4,571,594	4,724,816	4,978,571	5,069,186	5,163,687	5,262,065	5,364,321	5,470,459	5,580,489	5,694,428	5,812,296
Depreciation expense	7,758,000	6,928,000	6,934,000	6,768,000	7,223,280	7,101,296	7,276,679	7,456,448	7,640,713	7,829,586	8,063,576	8,366,606	8,573,631	8,785,834	9,003,343	9,226,292	9,454,816	9,689,056	9,929,153	10,175,255
<b>Total Operating Expenses</b>	<b>24,967,000</b>	<b>25,462,000</b>	<b>26,611,000</b>	<b>24,579,000</b>	<b>26,559,325</b>	<b>22,339,896</b>	<b>23,481,034</b>	<b>23,959,459</b>	<b>24,748,235</b>	<b>25,094,522</b>	<b>26,005,014</b>	<b>26,831,556</b>	<b>27,524,429</b>	<b>28,047,889</b>	<b>28,944,164</b>	<b>29,179,083</b>	<b>30,175,162</b>	<b>31,013,188</b>	<b>31,925,981</b>	<b>32,443,005</b>
<b>Operating Surplus/(Deficit)</b>	<b>(655,000)</b>	<b>4,903,000</b>	<b>6,384,000</b>	<b>7,437,000</b>	<b>9,708,479</b>	<b>9,176,629</b>	<b>2,328,648</b>	<b>2,950,817</b>	<b>4,660,473</b>	<b>5,819,302</b>	<b>4,574,835</b>	<b>3,347,353</b>	<b>2,419,558</b>	<b>2,869,871</b>	<b>2,634,481</b>	<b>4,456,709</b>	<b>3,965,249</b>	<b>3,117,054</b>	<b>3,146,988</b>	<b>3,594,278</b>
<b>Capital Budget</b>																				
Reserve Trns out	2,469,000	2,871,000	4,901,000	3,100,000	(3,160,000)	(2,900,000)	(3,150,000)	(2,240,000)	(1,900,000)	(1,950,000)	(2,150,000)	(2,550,000)	(2,550,000)	(2,650,000)	(2,700,000)	(2,980,000)	(3,000,000)	(2,800,000)	(2,804,400)	(2,958,897)
Reserve Trns in	0	0	0	0	3,160,000	2,900,000	3,150,000	2,240,000	1,900,000	1,950,000	2,150,000	2,550,000	2,550,000	2,650,000	2,700,000	2,980,000	3,000,000	2,800,000	2,804,400	2,958,897
Loan Proceeds	2,549,000	0	0	0	5,000,000	0	0	5,000,000	0	0	0	0	0	0	0	0	0	0	0	0
WDV of Disposed Assets	438,000	457,000	566,000	342,000	206,250	423,750	586,875	240,000	511,875	516,375	406,875	450,000	368,250	438,000	525,000	412,500	424,875	437,621	450,750	464,272
Accumulated Depn Cr	7,758,000	6,928,000	6,934,000	6,768,000	7,223,280	7,101,296	7,276,679	7,456,448	7,640,713	7,829,586	8,063,576	8,366,606	8,573,631	8,785,834	9,003,343	9,226,292	9,454,816	9,689,056	9,929,153	10,175,255
<b>Total capital receipts</b>	<b>13,214,000</b>	<b>10,256,000</b>	<b>12,401,000</b>	<b>10,210,000</b>	<b>12,429,530</b>	<b>7,525,046</b>	<b>7,863,554</b>	<b>12,696,448</b>	<b>8,152,588</b>	<b>8,345,961</b>	<b>8,470,451</b>	<b>8,816,606</b>	<b>8,941,881</b>	<b>9,223,834</b>	<b>9,528,343</b>	<b>9,638,792</b>	<b>9,879,691</b>	<b>10,126,677</b>	<b>10,379,903</b>	<b>10,639,528</b>
<b>Capital Expenses</b>																				
Infrastructure Upgrade expenditure	0	6,592,000	1,066,000	1,825,000	6,217,608	4,244,586	991,082	1,310,865	3,212,391	4,223,378	3,070,424	2,362,304	1,008,614	1,435,642	1,063,409	2,591,935	2,821,241	1,151,349	1,182,281	1,446,060
Infrastructure Renewal expenditure	6,100,000	7,466,000	17,139,000	20,557,000	19,088,390	11,745,607	8,715,253	8,628,931	7,236,539	7,379,305	7,375,317	7,307,022	7,541,323	7,918,716	7,900,343	9,086,306	8,276,711	8,471,666	8,671,280	9,107,668
Plant & I. T.	0	0	0	0	1,603,719	1,254,500	2,689,203	1,173,721	1,871,468	1,902,213	1,804,000	1,584,850	1,577,215	1,823,060	2,124,951	1,841,452	1,799,932	1,860,431	1,972,035	1,949,791
<b>Total Capital Expenses</b>	<b>6,100,000</b>	<b>14,058,000</b>	<b>18,205,000</b>	<b>22,382,000</b>	<b>26,909,717</b>	<b>17,244,693</b>	<b>12,395,538</b>	<b>11,113,518</b>	<b>12,320,398</b>	<b>13,504,896</b>	<b>12,249,741</b>	<b>11,254,176</b>	<b>10,127,152</b>	<b>11,177,418</b>	<b>11,088,703</b>	<b>13,519,693</b>	<b>12,897,884</b>	<b>11,483,445</b>	<b>11,825,596</b>	<b>12,503,519</b>
<b>Loan Principal Repayments</b>	<b>277,000</b>	<b>221,000</b>	<b>231,000</b>	<b>241,000</b>	<b>685,796</b>	<b>706,667</b>	<b>733,219</b>	<b>1,190,182</b>	<b>1,232,345</b>	<b>1,276,834</b>	<b>1,322,660</b>	<b>1,084,626</b>	<b>1,122,072</b>	<b>1,160,418</b>	<b>592,869</b>	<b>604,148</b>	<b>626,060</b>	<b>52,886</b>	<b>56,936</b>	<b>61,078</b>
<b>Total Loan Repayments</b>	<b>277,000</b>	<b>221,000</b>	<b>231,000</b>	<b>241,000</b>	<b>685,796</b>	<b>706,667</b>	<b>733,219</b>	<b>1,190,182</b>	<b>1,232,345</b>	<b>1,276,834</b>	<b>1,322,660</b>	<b>1,084,626</b>	<b>1,122,072</b>	<b>1,160,418</b>	<b>592,869</b>	<b>604,148</b>	<b>626,060</b>	<b>52,886</b>	<b>56,936</b>	<b>61,078</b>
<b>Capital Surplus/(Deficit)</b>	<b>6,837,000</b>	<b>(4,023,000)</b>	<b>(6,035,000)</b>	<b>(12,413,000)</b>	<b>(15,165,983)</b>	<b>(10,426,314)</b>	<b>(5,265,203)</b>	<b>392,748</b>	<b>(5,400,155)</b>	<b>(6,435,769)</b>	<b>(5,101,950)</b>	<b>(3,522,197)</b>	<b>(2,307,343)</b>	<b>(3,114,002)</b>	<b>(2,153,229)</b>	<b>(4,485,049)</b>	<b>(3,644,252)</b>	<b>(1,409,654)</b>	<b>(1,502,629)</b>	<b>(1,925,070)</b>
<b>OVERALL SURPLUS/(DEFICIT)</b>	<b>6,182,000</b>	<b>880,000</b>	<b>349,000</b>	<b>(4,976,000)</b>	<b>(5,457,505)</b>	<b>(1,249,686)</b>	<b>(2,936,555)</b>	<b>3,343,565</b>	<b>(739,682)</b>	<b>(616,467)</b>	<b>(527,114)</b>	<b>(174,844)</b>	<b>112,215</b>	<b>(244,131)</b>	<b>481,252</b>	<b>(28,340)</b>	<b>320,997</b>	<b>1,707,400</b>	<b>1,644,359</b>	<b>1,669,208</b>



**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
<b>ASSETS</b>																					
<u>Current Assets</u>																					
Cash and Cash Equivalents	14,776,000	20,957,827	21,838,000	22,187,248	13,234,180	9,476,993	8,227,307	5,300,752	8,654,317	7,924,635	7,318,167	6,801,053	6,636,210	6,758,424	6,524,293	7,015,545	6,997,205	7,328,202	9,045,602	10,699,960	12,379,168
Receivables	5,562,000	4,364,873	3,944,000	5,189,000	7,108,342	5,408,024	5,408,024	5,408,024	5,408,024	5,408,024	5,408,024	5,408,024	5,408,024	5,408,024	5,408,024	5,408,024	5,408,024	5,408,024	5,408,024	5,408,024	5,408,024
Inventories	971,000	2,048,930	2,172,000	1,945,000	1,272,730	1,272,730	1,272,730	1,272,730	1,272,730	1,272,730	1,272,730	1,272,730	1,272,730	1,272,730	1,272,730	1,272,730	1,272,730	1,272,730	1,272,730	1,272,730	1,272,730
<b>Total Current Assets</b>	<b>21,309,000</b>	<b>27,371,630</b>	<b>27,954,000</b>	<b>29,321,248</b>	<b>21,615,252</b>	<b>16,157,747</b>	<b>14,908,061</b>	<b>11,981,506</b>	<b>15,335,071</b>	<b>14,605,389</b>	<b>13,998,921</b>	<b>13,481,807</b>	<b>13,316,964</b>	<b>13,439,178</b>	<b>13,205,047</b>	<b>13,696,299</b>	<b>13,677,959</b>	<b>14,008,956</b>	<b>15,726,356</b>	<b>17,380,714</b>	<b>19,059,922</b>
<u>Non-Current Assets</u>																					
Infrastructure, Property, Plant & Equipment	292,541,000	340,931,898	344,301,000	369,692,000	402,690,163	432,237,604	452,763,192	468,614,255	483,746,681	500,008,158	517,667,297	534,388,269	550,185,546	565,125,456	581,207,176	597,297,715	616,111,059	634,532,028	651,752,097	669,491,592	688,092,874
<b>Total Non-Current Assets</b>	<b>292,541,000</b>	<b>340,931,898</b>	<b>344,301,000</b>	<b>369,692,000</b>	<b>402,690,163</b>	<b>432,237,604</b>	<b>452,763,192</b>	<b>468,614,255</b>	<b>483,746,681</b>	<b>500,008,158</b>	<b>517,667,297</b>	<b>534,388,269</b>	<b>550,185,546</b>	<b>565,125,456</b>	<b>581,207,176</b>	<b>597,297,715</b>	<b>616,111,059</b>	<b>634,532,028</b>	<b>651,752,097</b>	<b>669,491,592</b>	<b>688,092,874</b>
<b>TOTAL ASSETS</b>	<b>313,850,000</b>	<b>368,303,528</b>	<b>372,255,000</b>	<b>399,013,248</b>	<b>424,305,415</b>	<b>448,395,351</b>	<b>467,671,252</b>	<b>480,595,761</b>	<b>499,081,752</b>	<b>514,613,547</b>	<b>531,666,218</b>	<b>547,870,076</b>	<b>563,502,510</b>	<b>578,564,634</b>	<b>594,412,223</b>	<b>610,994,015</b>	<b>629,789,018</b>	<b>648,540,984</b>	<b>667,478,453</b>	<b>686,872,307</b>	<b>707,152,796</b>
<b>LIABILITIES</b>																					
<u>Current Liabilities</u>																					
Payables	1,288,000	2,043,489	1,382,000	2,869,000	2,638,937	2,638,937	2,638,937	2,638,937	2,638,937	2,638,937	2,638,937	2,638,937	2,638,937	2,638,937	2,638,937	2,638,937	2,638,937	2,638,937	2,638,937	2,638,937	2,638,937
Borrowings	271,000	220,873	231,000	241,000	252,128	706,667	733,219	1,190,182	1,232,345	1,276,834	1,322,660	1,084,626	1,122,072	1,160,418	592,869	604,148	626,060	52,886	56,936	61,078	64,355
Provisions	1,688,000	1,695,537	2,485,000	2,508,000	2,316,803	2,316,803	2,316,803	2,316,803	2,316,803	2,316,803	2,316,803	2,316,803	2,316,803	2,316,803	2,316,803	2,316,803	2,316,803	2,316,803	2,316,803	2,316,803	2,316,803
<b>Total Current Liabilities</b>	<b>3,247,000</b>	<b>3,959,899</b>	<b>4,098,000</b>	<b>5,618,000</b>	<b>5,207,868</b>	<b>5,662,407</b>	<b>5,688,959</b>	<b>6,145,922</b>	<b>6,188,085</b>	<b>6,232,574</b>	<b>6,278,400</b>	<b>6,040,366</b>	<b>6,077,812</b>	<b>6,116,158</b>	<b>5,548,609</b>	<b>5,559,888</b>	<b>5,581,800</b>	<b>5,008,626</b>	<b>5,012,676</b>	<b>5,016,818</b>	<b>5,020,095</b>
<u>Non-Current Liabilities</u>																					
Payables	145,000	137,399	94,000	113,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Borrowings	907,000	3,229,057	2,998,000	2,757,000	2,505,394	6,365,059	5,631,840	4,441,658	8,209,313	6,932,478	5,609,819	4,525,192	3,403,120	2,242,702	1,649,833	1,045,684	419,625	366,739	309,803	248,725	184,370
Provisions - LSL	149,000	140,969	136,000	180,000	181,566	181,566	181,566	181,566	181,566	181,566	181,566	181,566	181,566	181,566	181,566	181,566	181,566	181,566	181,566	181,566	181,566
Provisions -Remediation & Restoration	1,426,000	1,545,858	1,187,000	1,305,000	1,434,457	1,434,457	1,434,457	1,434,457	1,434,457	1,434,457	1,434,457	1,434,457	1,434,457	1,434,457	1,434,457	1,434,457	1,434,457	1,434,457	1,434,457	1,434,457	1,434,457
<b>Total Non-Current Liabilities</b>	<b>2,627,000</b>	<b>5,053,283</b>	<b>4,415,000</b>	<b>4,355,000</b>	<b>4,321,417</b>	<b>8,181,082</b>	<b>7,447,863</b>	<b>6,257,681</b>	<b>10,025,336</b>	<b>8,748,501</b>	<b>7,425,842</b>	<b>6,341,215</b>	<b>5,219,143</b>	<b>4,058,725</b>	<b>3,465,856</b>	<b>2,861,707</b>	<b>2,235,648</b>	<b>2,182,762</b>	<b>2,125,826</b>	<b>2,064,748</b>	<b>2,000,393</b>
<b>TOTAL LIABILITIES</b>	<b>5,874,000</b>	<b>9,013,182</b>	<b>8,513,000</b>	<b>9,973,000</b>	<b>9,529,285</b>	<b>13,843,489</b>	<b>13,136,822</b>	<b>12,403,603</b>	<b>16,213,421</b>	<b>14,981,076</b>	<b>13,704,241</b>	<b>12,381,582</b>	<b>11,296,955</b>	<b>10,174,883</b>	<b>9,014,465</b>	<b>8,421,596</b>	<b>7,817,447</b>	<b>7,191,388</b>	<b>7,138,502</b>	<b>7,081,566</b>	<b>7,020,488</b>
<b>Net Assets</b>	<b>307,976,000</b>	<b>359,290,346</b>	<b>363,742,000</b>	<b>389,040,248</b>	<b>414,776,130</b>	<b>434,551,862</b>	<b>454,534,430</b>	<b>468,192,159</b>	<b>482,868,331</b>	<b>499,632,471</b>	<b>517,961,977</b>	<b>535,488,495</b>	<b>552,205,555</b>	<b>568,389,751</b>	<b>585,397,758</b>	<b>602,572,419</b>	<b>621,971,571</b>	<b>641,349,596</b>	<b>660,339,951</b>	<b>679,790,741</b>	<b>700,132,308</b>
<b>EQUITY</b>																					
Retained Earnings	142,022,000	141,366,699	144,829,000	151,213,248	158,649,793	168,358,272	177,534,900	179,863,548	182,814,365	187,474,838	193,294,139	197,868,975	201,216,327	203,635,885	206,505,757	209,140,237	213,596,946	217,562,196	220,679,250	223,826,238	227,420,516
Revaluation Reserves	165,954,000	217,923,647	218,913,000	237,827,000	256,126,337	266,193,591	276,999,531	288,318,611	300,033,967	312,127,634	324,627,838	337,569,521	350,929,227	364,683,866	378,812,003	393,342,182	408,274,625	423,677,401	439,540,702	455,834,504	472,571,794
<b>Total Equity</b>	<b>307,976,000</b>	<b>359,290,346</b>	<b>363,742,000</b>	<b>389,040,248</b>	<b>414,776,130</b>	<b>434,551,863</b>	<b>454,534,431</b>	<b>468,182,159</b>	<b>482,848,332</b>	<b>499,602,472</b>	<b>517,921,978</b>	<b>535,438,495</b>	<b>552,145,555</b>	<b>568,319,752</b>	<b>585,317,759</b>	<b>602,482,419</b>	<b>621,871,571</b>	<b>641,239,597</b>	<b>660,219,952</b>	<b>679,660,742</b>	<b>699,992,310</b>

**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
<b>Cash Flows from Operating Activities</b>																				
<u>Receipts</u>																				
Rates and Annual Charges	8,250,000	8,428,000	8,910,000	9,347,000	9,813,817	10,314,916	10,625,771	10,929,536	11,232,769	11,545,256	11,905,004	12,324,120	12,615,114	12,913,042	13,218,074	13,530,379	13,840,595	14,158,011	14,482,795	14,815,122
User Charges and Fees	7,334,000	6,865,000	7,938,000	5,867,000	9,047,443	6,601,539	6,843,577	7,054,096	7,271,213	7,495,143	7,758,319	7,991,094	8,225,364	8,466,538	8,714,820	8,970,420	9,231,511	9,500,267	9,776,915	10,061,689
Investment Interest and Revenue	688,000	587,000	533,000	428,000	215,712	163,762	154,015	114,496	199,395	193,995	189,687	186,077	181,567	194,643	187,900	212,150	221,671	263,815	325,642	385,199
Grants and Contributions (Operating)	6,518,000	7,743,000	10,959,000	6,228,000	7,483,189	6,492,529	6,666,557	6,845,164	7,028,739	7,217,841	7,404,575	7,597,937	7,801,901	8,011,840	8,227,932	8,450,359	8,679,095	8,914,540	9,156,894	9,406,362
Grants and Contributions (Capital)	2,567,000	6,786,000	5,684,000	8,229,000	11,277,051	7,984,487	1,257,088	1,818,392	3,435,797	4,217,681	3,113,206	1,854,558	920,441	1,107,079	974,494	2,252,708	1,941,746	1,061,631	1,092,388	1,124,044
Other	30,000	226,000	0	379,000	130,910	(40,708)	262,674	148,591	240,794	243,908	209,059	225,123	199,600	224,618	255,426	219,776	225,793	231,978	238,334	244,868
<u>Payments</u>																				
Cost of Services	(15,728,000)	(15,907,000)	(17,076,950)	(13,887,068)	(19,045,828)	(14,963,481)	(15,955,787)	(16,120,301)	(16,766,975)	(16,968,877)	(17,691,205)	(18,259,177)	(18,782,471)	(19,132,074)	(19,846,871)	(19,882,597)	(20,672,062)	(21,293,781)	(21,970,526)	(22,245,591)
Borrowing Costs (interest only)	(87,000)	(170,000)	(156,000)	(151,000)	(290,217)	(275,119)	(248,567)	(382,710)	(340,547)	(296,058)	(250,233)	(205,773)	(168,327)	(129,982)	(93,950)	(70,195)	(48,284)	(30,351)	(26,301)	(22,159)
<b>Net Cash provided (or used in ) Operating Activities</b>	<b>9,572,000</b>	<b>14,558,000</b>	<b>16,791,050</b>	<b>16,439,932</b>	<b>18,632,077</b>	<b>16,277,925</b>	<b>9,605,327</b>	<b>10,407,265</b>	<b>12,301,186</b>	<b>13,648,888</b>	<b>12,638,411</b>	<b>11,713,959</b>	<b>10,993,189</b>	<b>11,655,705</b>	<b>11,637,824</b>	<b>13,683,001</b>	<b>13,420,066</b>	<b>12,806,110</b>	<b>13,076,141</b>	<b>13,769,533</b>
<b>Cash Flows from Investing Activities</b>																				
<u>Receipts</u>																				
Sale of Infrastructure, Property, Plant and Equipment	438,000	457,000	566,000	643,000	206,250	423,750	586,875	240,000	511,875	516,375	406,875	450,000	368,250	438,000	525,000	412,500	424,875	437,621	450,750	464,272
<u>Payments</u>																				
Purchase of Infrastructure, Property, Plant and Equipment	(6,100,000)	(13,914,000)	(16,777,000)	(25,795,000)	(26,909,717)	(17,244,693)	(12,395,538)	(11,113,518)	(12,320,398)	(13,504,896)	(12,249,741)	(11,254,176)	(10,127,152)	(11,177,418)	(11,088,703)	(13,519,693)	(12,897,884)	(11,483,445)	(11,825,596)	(12,503,519)
<b>Net Cash provided (or used in ) Investing Activities</b>	<b>(5,662,000)</b>	<b>(13,457,000)</b>	<b>(16,211,000)</b>	<b>(25,152,000)</b>	<b>(26,703,467)</b>	<b>(16,820,943)</b>	<b>(11,808,663)</b>	<b>(10,873,518)</b>	<b>(11,808,523)</b>	<b>(12,988,521)</b>	<b>(11,842,866)</b>	<b>(10,804,176)</b>	<b>(9,758,902)</b>	<b>(10,739,418)</b>	<b>(10,563,703)</b>	<b>(13,107,193)</b>	<b>(12,473,009)</b>	<b>(11,045,824)</b>	<b>(11,374,846)</b>	<b>(12,039,247)</b>
<b>Cash Flows from Financing Activities</b>																				
<u>Receipts</u>																				
Proceeds from Borrowings	2,549,000	0	0	0	5,000,000	0	0	5,000,000	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)	(241,000)	(685,796)	(706,667)	(733,219)	(1,190,182)	(1,232,345)	(1,276,834)	(1,322,660)	(1,084,626)	(1,122,072)	(1,160,418)	(592,869)	(604,148)	(626,060)	(52,886)	(56,936)	(61,078)
<b>Net Cash provided (or used in ) Financing Activities</b>	<b>2,272,000</b>	<b>(220,629)</b>	<b>(231,000)</b>	<b>(241,000)</b>	<b>4,314,204</b>	<b>(706,667)</b>	<b>(733,219)</b>	<b>3,809,818</b>	<b>(1,232,345)</b>	<b>(1,276,834)</b>	<b>(1,322,660)</b>	<b>(1,084,626)</b>	<b>(1,122,072)</b>	<b>(1,160,418)</b>	<b>(592,869)</b>	<b>(604,148)</b>	<b>(626,060)</b>	<b>(52,886)</b>	<b>(56,936)</b>	<b>(61,078)</b>
<b>Net Increase (Decrease) in Cash and Cash Equivalents</b>	<b>6,182,000</b>	<b>880,371</b>	<b>349,050</b>	<b>(8,953,068)</b>	<b>(3,757,187)</b>	<b>(1,249,686)</b>	<b>(2,936,555)</b>	<b>3,343,565</b>	<b>(739,682)</b>	<b>(616,467)</b>	<b>(527,114)</b>	<b>(174,844)</b>	<b>112,215</b>	<b>(244,131)</b>	<b>481,252</b>	<b>(28,340)</b>	<b>320,997</b>	<b>1,707,400</b>	<b>1,644,359</b>	<b>1,669,208</b>
<b>Cash and Cash Equivalents at start of year</b>	<b>14,775,827</b>	<b>20,957,827</b>	<b>21,838,198</b>	<b>22,187,248</b>	<b>13,234,180</b>	<b>9,476,993</b>	<b>8,227,307</b>	<b>5,300,752</b>	<b>8,654,317</b>	<b>7,924,635</b>	<b>7,318,167</b>	<b>6,801,053</b>	<b>6,636,210</b>	<b>6,758,424</b>	<b>6,524,293</b>	<b>7,015,545</b>	<b>6,997,205</b>	<b>7,328,202</b>	<b>9,045,602</b>	<b>10,699,960</b>
<b>Cash and Cash Equivalents - end of year</b>	<b>20,957,827</b>	<b>21,838,198</b>	<b>22,187,248</b>	<b>13,234,180</b>	<b>9,476,993</b>	<b>8,227,307</b>	<b>5,290,752</b>	<b>8,644,317</b>	<b>7,914,634</b>	<b>7,308,167</b>	<b>6,791,053</b>	<b>6,626,209</b>	<b>6,748,425</b>	<b>6,514,293</b>	<b>7,005,545</b>	<b>6,987,205</b>	<b>7,318,202</b>	<b>9,035,602</b>	<b>10,689,961</b>	<b>12,369,168</b>
Projected Bank Balances	20,957,827	21,838,198	22,187,248	13,234,180	9,476,993	8,227,307	5,300,752	8,654,317	7,924,635	7,318,167	6,801,053	6,636,210	6,758,424	6,524,293	7,015,545	6,997,205	7,328,202	9,045,602	10,699,960	12,379,168

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
<b>General</b>																				
Opening Balance					10,332,577	5,671,312	4,808,959	3,486,669	6,532,168	5,992,942	5,662,925	5,152,012	4,730,041	4,363,744	3,951,145	4,318,049	3,838,942	3,890,870	5,058,765	6,095,417
Movement					(4,661,265)	(862,353)	(1,322,290)	3,045,499	(539,225)	(330,017)	(510,913)	(421,971)	(366,298)	(412,598)	366,904	(479,107)	51,928	1,167,895	1,036,652	1,241,186
Closing Balance	8,765,376	15,403,764	16,372,798	10,332,577	5,671,312	4,808,959	3,486,669	6,532,168	5,992,942	5,662,925	5,152,012	4,730,041	4,363,744	3,951,145	4,318,049	3,838,942	3,890,870	5,058,765	6,095,417	7,336,603
Min Reserve				3,675,373	3,725,170	3,776,195	3,381,533	3,343,640	3,392,311	3,442,285	3,494,367	3,547,855	3,602,790	3,559,210	3,614,956	3,672,221	3,731,045	3,791,474	3,853,549	3,801,316
Employee Leave			1,248,351	1,320,526	1,357,501	1,395,511	1,434,585	1,474,753	1,516,047	1,558,496	1,602,134	1,646,993	1,693,109	1,740,516	1,789,251	1,839,350	1,890,852	1,943,795	1,998,222	2,054,172
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				854,847	867,670	880,685	446,948	368,886	376,264	383,789	392,233	400,862	409,681	318,694	325,705	332,871	340,194	347,678	355,327	247,144
<b>State Highways</b>																				
Opening Balance					1,814,640	1,462,562	1,020,923	290,033	270,217	261,807	265,145	280,583	308,483	349,222	303,182	270,760	272,367	268,421	279,357	305,621
Movement					(352,078)	(441,640)	(730,889)	(19,816)	(8,410)	3,338	15,438	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	114,322	1,462,562	1,020,923	290,033	270,217	261,807	265,145	280,583	308,483	349,222	303,182	270,760	272,367	268,421	279,357	305,621	297,673
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
<b>Quarries</b>																				
Opening Balance					662,432	1,087,130	877,833	525,065	487,908	496,586	461,332	431,876	408,448	391,281	380,622	326,722	279,843	240,255	208,240	179,687
Movement					424,698	(209,297)	(352,768)	8,678	8,678	(35,255)	(29,455)	(23,429)	(17,166)	(10,659)	(53,900)	(46,879)	(39,588)	(32,015)	(28,553)	(24,887)
Closing Balance	1,121,071	322,398	592,435	662,432	1,087,130	877,833	525,065	487,908	496,586	461,332	431,876	408,448	391,281	380,622	326,722	279,843	240,255	208,240	179,687	154,800
Min Reserve				579,610	547,064	524,231	500,520	478,282	454,909	430,364	405,414	379,120	351,437	322,313	291,698	259,540	225,783	190,373	153,251	114,358
<b>Plant</b>																				
Opening Balance					1,315,985	785,362	1,293,174	577,136	811,113	807,632	904,986	807,437	902,432	977,258	997,897	756,206	771,064	586,871	634,520	714,899
Movement					(530,623)	507,812	(716,037)	233,976	(3,481)	97,354	(97,549)	94,995	74,826	20,639	(241,691)	14,857	(184,193)	47,649	80,380	145,997
Closing Balance	6,993,032	2,017,333	1,719,031	1,315,985	785,362	1,293,174	577,136	811,113	807,632	904,986	807,437	902,432	977,258	997,897	756,206	771,064	586,871	634,520	714,899	860,896
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
<b>Total General Fund</b>																				
Opening Balance					14,125,635	9,006,366	8,000,889	4,878,904	8,101,406	7,558,968	7,294,388	6,671,909	6,349,405	6,081,504	5,632,846	5,671,737	5,162,216	4,986,416	6,180,882	7,295,624
Movement					(5,119,269)	(1,005,477)	(3,121,985)	3,222,502	(542,438)	(264,579)	(622,480)	(322,504)	(267,900)	(448,658)	38,891	(509,521)	(175,799)	1,194,465	1,114,742	1,354,348
Closing Balance	17,846,524	18,345,692	20,279,905	12,425,317	9,006,366	8,000,889	4,878,904	8,101,406	7,558,968	7,294,388	6,671,909	6,349,405	6,081,504	5,632,846	5,671,737	5,162,216	4,986,416	6,180,882	7,295,624	8,649,971
Total Min Reserve				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
					5,022,235	5,050,426	4,632,053	4,571,922	4,597,220	4,622,649	4,649,780	4,676,976	4,704,227	4,631,523	4,656,654	4,681,760	4,706,829	4,731,846	4,756,800	4,665,674
<b>Water Supply</b>																				
Opening Balance					538,715	432,066	293,703	351,329	278,326	142,662	27,903	33,690	82,001	145,327	224,405	332,478	470,344	626,355	801,372	996,286
Movement					(106,648)	(138,363)	57,625	(73,003)	(135,664)	(114,759)	5,786	48,312	63,326	79,078	108,073	137,866	156,011	175,017	194,914	215,739
Closing Balance	2,477,311	2,558,680	1,367,361	538,715	432,066	293,703	351,329	278,326	142,662	27,903	33,690	82,001	145,327	224,405	332,478	470,344	626,355	801,372	996,286	1,212,025
<b>Sewer Fund</b>																				
Opening Balance					495,059	183,418	65,386	169,634	495,072	381,234	81,772	99,052	108,373	336,350	574,302	822,519	1,081,294	1,339,188	1,595,982	1,851,450
Movement					(311,641)	(118,033)	104,248	325,439	(113,839)	(299,462)	17,280	9,321	227,976	237,953	248,216	258,776	257,894	256,794	255,468	253,906
Closing Balance	584,190	983,594	843,066	495,059	183,418	65,386	169,634	495,072	381,234	81,772	99,052	108,373	336,350	574,302	822,519	1,081,294	1,339,188	1,595,982	1,851,450	2,105,356
<b>Domestic Waste Fund</b>																				
Opening Balance					(224,911)	(144,858)	(132,671)	(99,114)	(220,488)	(158,229)	(85,896)	(3,597)	96,430	195,243	92,739	188,811	283,351	376,242	467,366	556,600
Movement					80,053	12,187	33,557	(121,374)	62,259	72,333	82,299	100,027	98,813	(102,504)	96,073	94,539	92,891	91,124	89,234	(144,785)
Closing Balance	49,802	(49,768)	(303,085)	(224,911)	(144,858)	(132,671)	(99,114)	(220,488)	(158,229)	(85,896)	(3,597)	96,430	195,243	92,739	188,811	283,351	376,242	467,366	556,600	411,815
Landfill Reinstatement				0	0	0	446,948	368,886	376,264	383,789	392,233	400,862	409,681	318,694	325,705	332,871	340,194	347,678	355,327	247,144
<b>TOTALS</b>																				
Opening Balance					14,934,498	9,476,993	8,227,307	5,300,752	8,654,317	7,924,635	7,318,167	6,801,053	6,636,210	6,758,424	6,524,293	7,015,545	6,997,205	7,328,202	9,045,602	10,699,960
Movement					(5,457,505)	(1,249,686)	(2,926,555)	3,353,565	(729,682)	(606,468)	(517,114)	(164,844)	122,214	(234,131)	491,252	(18,340)	330,997	1,717,400	1,654,359	1,679,208
Closing Balance	20,957,827	21,838,198	22,187,248	13,234,180	9,476,993	8,227,307	5,300,752	8,654,317	7,924,635	7,318,167	6,801,053	6,636,210	6,758,424	6,524,293	7,015,545	6,997,205	7,328,202	9,045,602	10,699,960	12,379,168

SUMMARY BY FUNCTION																				
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>GENERAL FUND</b>																				
<b>GENERAL MANAGER</b>																				
Governance	(394,700)	(342,704)	(449,762)	(433,759)	(542,213)	(534,150)	(631,033)	(558,499)	(571,831)	(585,490)	(696,367)	(615,047)	(630,389)	(646,119)	(770,614)	(678,783)	(695,739)	(713,124)	(852,917)	(749,227)
Administration	(1,124,632)	(1,064,102)	(1,067,975)	(1,050,145)	(1,142,192)	(1,185,355)	(1,167,186)	(1,109,020)	(1,134,687)	(1,260,462)	(1,225,534)	(1,288,609)	(1,339,765)	(1,316,157)	(1,299,016)	(1,459,470)	(1,404,865)	(1,453,745)	(1,556,649)	(1,507,150)
Human Resources	(181,195)	(260,049)	(247,521)	(359,904)	(461,193)	(461,818)	(470,787)	(481,443)	(492,347)	(503,502)	(515,552)	(527,893)	(540,532)	(553,476)	(566,734)	(580,313)	(594,219)	(608,463)	(623,051)	(637,992)
Finance	7,661,353	8,228,028	9,688,100	8,759,301	12,184,022	8,623,605	8,838,698	13,437,869	8,758,345	8,994,448	9,237,424	9,487,321	9,742,700	10,022,210	10,879,720	11,184,002	11,480,616	12,408,202	12,771,793	13,140,733
Crown Reserves	(4,610)	(11,111)	(10,398)	(6,257)	(9,338)	(9,494)	(9,652)	(9,855)	(10,062)	(10,273)	(10,507)	(10,747)	(10,992)	(11,242)	(11,498)	(11,761)	(12,029)	(12,303)	(12,584)	(12,871)
	5,956,216	6,550,062	7,912,445	6,909,236	10,029,086	6,432,789	6,560,040	11,279,052	6,549,419	6,634,721	6,789,465	7,045,026	7,221,023	7,495,215	8,231,857	8,453,675	8,773,764	9,620,567	9,726,592	10,233,493
<b>PLANNING &amp; ENVIRONMENTAL</b>																				
Town Planning	(110,688)	(75,770)	(197,633)	(190,588)	(394,995)	(369,176)	(412,689)	(396,441)	(355,426)	(364,650)	(374,152)	(383,908)	(393,924)	(404,208)	(414,767)	(425,608)	(436,738)	(448,166)	(459,899)	(471,945)
Environmental Health	(170,323)	(161,507)	(64,937)	(214,820)	(216,327)	(209,916)	(213,593)	(218,068)	(222,635)	(227,296)	(232,362)	(237,540)	(242,830)	(248,235)	(253,758)	(259,400)	(265,166)	(271,056)	(277,073)	(283,221)
Building Control	(38,407)	(23,847)	(26,285)	(24,839)	(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)	(105,102)	(120,485)	(110,132)	(113,033)	(116,148)	(119,344)	(122,624)	(126,050)	(129,567)	(133,177)	(136,884)	(140,689)	(144,596)	(148,607)	(152,726)	(156,954)	(161,295)
Other Waste	84,862	66,456	295,582	(520,439)	(114,846)	128,358	163,336	(1,631)	180,743	190,471	195,690	219,381	224,856	30,463	235,706	241,589	247,613	253,284	259,604	34,077
Strategic, Community & Cultural Services	(295,377)	(264,330)	(388,799)	(499,926)	(756,485)	(583,014)	(589,678)	(603,340)	(617,328)	(631,650)	(647,053)	(662,837)	(679,013)	(695,590)	(712,578)	(729,987)	(747,829)	(766,114)	(784,852)	(804,057)
Pre Schools	(19,560)	(25,365)	(64,225)	(65,188)	(66,166)	(67,158)	(68,166)	(69,529)	(70,920)	(72,338)	(73,930)	(75,556)	(77,218)	(78,917)	(80,653)	(82,428)	(84,241)	(86,094)	(87,988)	(89,924)
Public Libraries	(323,551)	(516,144)	(372,336)	(373,526)	(349,590)	(421,338)	(426,920)	(434,951)	(443,128)	(451,453)	(460,942)	(470,626)	(480,510)	(490,596)	(500,891)	(511,397)	(522,118)	(533,060)	(544,225)	(555,620)
	(967,555)	(1,113,135)	(926,466)	(1,994,428)	(2,050,782)	(1,663,973)	(1,692,019)	(1,871,463)	(1,679,457)	(1,711,011)	(1,750,484)	(1,772,544)	(1,813,903)	(2,056,239)	(1,900,074)	(1,944,433)	(1,989,839)	(2,036,818)	(2,084,395)	(2,365,096)
<b>INFRASTRUCTURE SERVICES</b>																				
Regional Roads	461,333	437,274	280,155	(361,668)	(587,302)	(674,823)	(125,823)	(630,600)	(194,022)	(194,652)	(198,273)	(201,684)	(204,872)	(107,823)	(110,523)	(632,955)	(115,104)	(116,954)	(118,487)	(69,686)
Urban Streets	(604,655)	(778,927)	(794,858)	(1,696,095)	(1,612,833)	(1,075,346)	(1,094,576)	(1,064,213)	(1,228,247)	(1,084,175)	(1,110,266)	(1,136,975)	(1,164,317)	(1,192,308)	(1,220,962)	(1,250,297)	(1,280,327)	(1,311,071)	(1,342,544)	(1,374,765)
Rural Local Roads	(252,909)	2,510,641	(1,601,204)	(2,658,922)	(3,555,795)	(2,151,531)	(1,719,692)	(2,149,653)	(2,209,795)	(2,226,668)	(2,199,585)	(2,565,969)	(2,656,808)	(2,749,722)	(2,794,757)	(2,791,960)	(2,891,381)	(2,993,069)	(3,092,675)	(3,194,554)
Bridges	(270,199)	2,842,201	(2,218,573)	(4,357,243)	(4,119,334)	(52,681)	(1,500,528)	(689,300)	40,267	67,319	161,097	392,818	403,669	413,183	421,431	628,483	634,403	439,252	443,086	545,961
Emergency Services	(187,197)	(271,519)	(317,354)	(336,034)	(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)	(481,551)	(474,687)	(496,995)	(507,805)	(519,964)	(532,418)	(545,176)	(558,710)	(572,583)	(586,802)	(601,377)	(616,316)	(631,628)	(647,323)	(663,411)	(679,901)	(696,804)
Parks & Gardens	(421,094)	(458,687)	(574,036)	(522,205)	(943,335)	(622,798)	(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	150,964	(795,850)	30,657	30,735	31,348	31,877	32,417	(116,844)	(116,085)	34,694	35,495	36,318	(712,836)	(711,967)	38,926	39,845	40,790
Public Cemeteres	(61,822)	54,339	(55,706)	(15,113)	(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	(122,459)	(179,602)	(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)	123,758	(1,252)	(139,333)	(289,269)	(298,289)	(294,077)	(258,202)	(338,503)	(400,378)	(480,019)	(464,100)	(508,580)	(398,474)	(453,788)	(554,539)	(570,735)	(564,190)
	(1,355,369)	1,890,705	(5,670,928)	(10,276,568)	(12,639,569)	(5,631,169)	(6,190,312)	(6,362,090)	(5,409,187)	(5,253,727)	(5,549,894)	(5,694,453)	(5,773,418)	(5,851,575)	(5,964,880)	(6,988,349)	(6,731,997)	(6,415,853)	(6,605,545)	(6,627,211)
<b>TOTAL GENERAL FUND</b>																				
	3,633,292	7,327,632	1,315,050	(5,361,761)	(4,661,265)	(862,353)	(1,322,290)	3,045,499	(539,225)	(330,017)	(510,913)	(421,971)	(366,298)	(412,598)	366,904	(479,107)	51,928	1,167,895	1,036,652	1,241,186
<b>RESTRICTED FUNDS - INTERNAL</b>																				
State Highways	(181,336)	(670,713)	(151,474)	(472,438)	(352,078)	(441,640)	(730,889)	(19,816)	(8,410)	3,338	15,438	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	123,060	424,698	(209,297)	(352,768)	(37,157)	8,678	(35,255)	(29,455)	(23,429)	(17,166)	(10,659)	(53,900)	(46,879)	(39,588)	(32,015)	(28,553)	(24,887)
Plant & Depots	(446,181)	(4,982,163)	(302,212)	(378,957)	(530,623)	507,812	(716,037)	233,976	(3,481)	97,354	(97,549)	94,995	74,826	20,639	(241,691)	14,857	(184,193)	47,649	80,380	145,997
<b>TOTAL RESTRICTED FUNDS - INTERNAL</b>	(640,963)	(6,384,813)	(248,484)	(728,335)	(458,004)	(143,125)	(1,799,695)	177,004	(3,213)	65,438	(111,566)	99,467	98,398	(36,060)	(328,013)	(30,415)	(227,727)	26,570	78,090	113,162
<b>RESTRICTED FUNDS - EXTERNAL</b>																				
Water Fund	2,583,293	111,706	(772,180)	(1,299,279)	(106,648)	(138,363)	57,625	(73,003)	(135,664)	(114,759)	5,786	48,312	63,326	79,078	108,073	137,866	156,011	175,017	194,914	215,739
Sewer Fund	(218,572)	389,556	(144,266)	(373,048)	(311,641)	(118,033)	104,248	325,439	(113,839)	(299,462)	17,280	9,321	227,976	237,953	248,216	258,776	257,894	256,794	255,468	253,906
Domestic Waste	20,187	(94,014)	(247,391)	77,236	80,053	12,187	33,557	(121,374)	62,259	72,333	82,299	100,027	98,813	(102,504)	96,073	94,539	92,891	91,124	89,234	(144,785)
<b>TOTAL RESTRICTED FUNDS - EXTERNAL</b>	2,384,908	407,248	(1,163,837)	(1,595,091)	(338,236)	(244,209)	195,430	131,062	(187,244)	(341,888)	105,366	157,660	390,115	214,527	452,362	491,181	506,796	522,935	539,617	324,860
<b>COMBINED FUNDS</b>																				
	5,377,237	1,350,067	(97,271)	(7,685,187)	(5,457,505)	(1,249,686)	(2,926,555)	3,353,565	(729,682)	(606,468)	(517,114)	(164,844)	122,214	(234,131)	491,252	(18,340)	330,997	1,717,400	1,654,359	1,679,208

















