Item 13.3 (2)

DRAFT KYOGLE COUNCIL

OPERATIONAL PLAN
2021/2022
DELIVERY PROGRAM
2021/2025

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

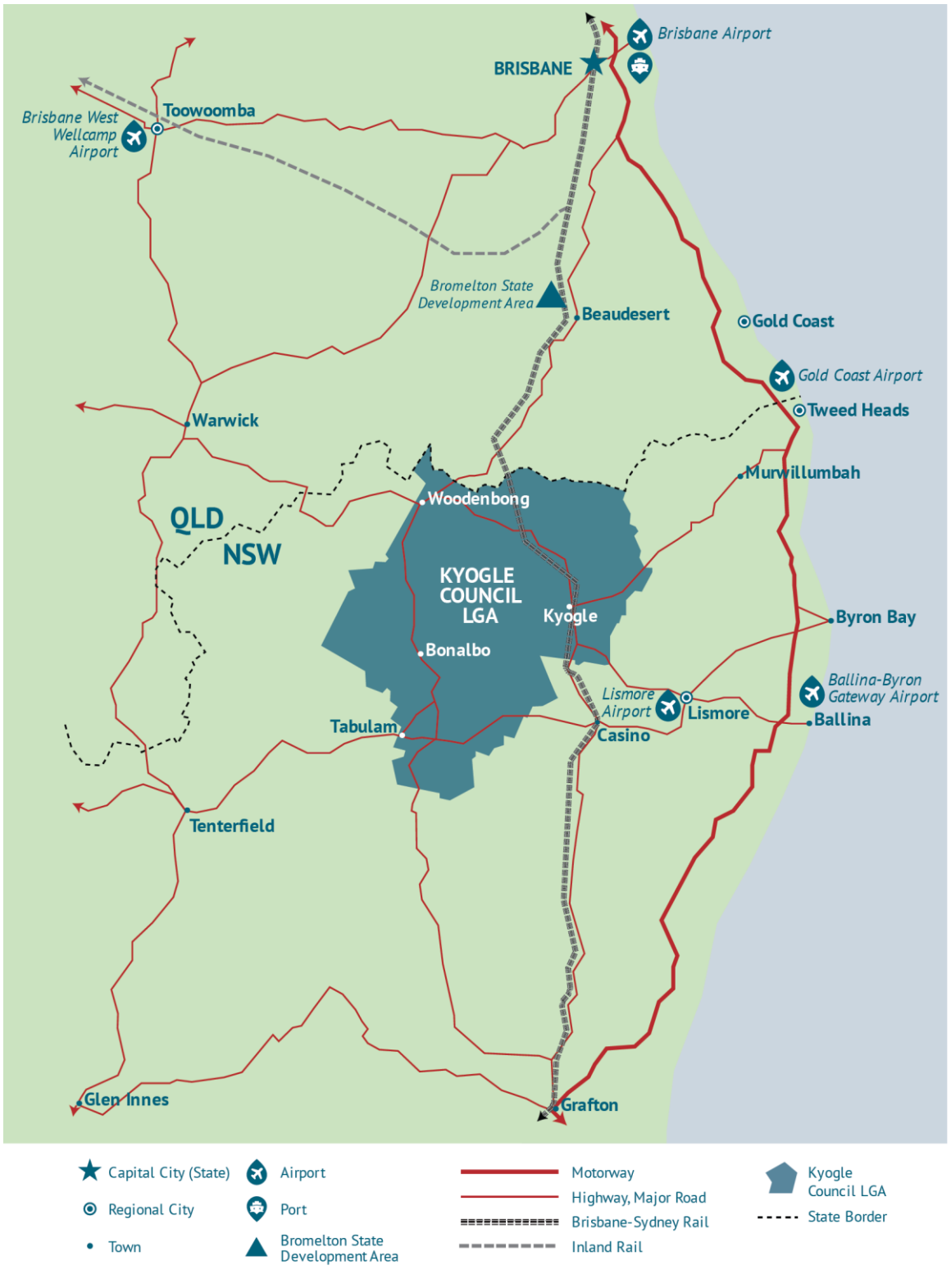
OUR VALUES

- 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 2021.

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). For the 2021/2022 financial year Kyogle Council rates will increase by 2.0% as determined by the IPART.

Ordinary Rates applying for the financial period 2021/2022 are:

CATEGORY	VALUATION ($)	NUMBER OF PROPERTIES	BASE CHARGE ($)	AD VALOREM RATE IN $	ANTICIPATED YIELD ($)	BASE CHARGE YIELD ($)	BASE CHARGE YIELD (%)
FARMLAND	831,975,220	1,795	286.00	0.365716	3,556,034	513,370	14.44%
RESIDENTIAL	58,961,770	842	286.00	0.503929	537,938	240,812	44.77%
RESIDENTIAL-KYOGLE	129,070,870	1,283	306.00	1.049187	1,746,793	392,598	22.48%
RURAL RESIDENTIAL	210,998,210	1,074	286.00	0.518596	1,401,392	307,164	21.92%
BUSINESS	7,570,400	99	286.00	0.485373	65,059	28,314	43.52%
BUSINESS-KYOGLE	21,078,620	122	306.00	1.029053	254,242	37,332	14.68%
TOTALS	**1,259,655,090**	**5,215**			**7,561,458**		

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 2021/2022 are:

CATEGORY	VALUATION ($)	NUMBER OF PROPERTIES	MINIMUM CHARGE ($)	AD VALOREM RATE IN $	ANTICIPATED YIELD ($)
Stormwater and Flood Residential	144,307,786	1,715	100.00	0.043553	171,500
Stormwater and Flood Business	23,161,820	163	100.00	0.043553	16,300
Total	**167,469,606**	**1,878**			**187,800**

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 2021/22 is 4%. The Domestic Waste Management Charges for 2021/2022 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE ($)	ANTICIPATED YIELD ($)
Waste Management Service Charge *	2,511	58.00	145,638
Domestic Waste Charge - Split Bin	2,030	468.00	950,040
Domestic Waste Charge - Full Waste Bin	39	758.00	29,562
Domestic Waste Charge - Recycle Bin	0	236.00	0
Replacement of lost or damaged wheelie bin	0	90.00	0
Total			**1,125,240**

** 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 2021/2022 is 3%. The charges for 2021/2022 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE ($)	ANTICIPATED YIELD ($)
Landfill Management Charge *	2,837	44.00	124,828
Commercial Waste Charge - Split Bin	320	495.00	158,400
Commercial Waste Charge - Full Waste Bin	56	778.00	43,568
Commercial Waste Charge - Recycle Bin	6	229.00	1,374
Replacement of lost or damaged wheelie bin	0	90.00	0
Total			**328,170**

** 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 2021/2022 is 3%. The charges for 2021/2022 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE ($)	ANTICIPATED YIELD ($)
OSMS Annual License Fee	3,039	45.00	136,755

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 2021/2022 is 5%.

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE ($)	ANTICIPATED YIELD ($)
Vacant Property Charge	64	140	8,960
20mm connection	1,918	467	895,706
25mm connection	30	730	21,891
32mm connection	23	1,196	27,497
40mm connection	17	1,868	31,756
50mm connection	18	2,919	52,538
80mm connection	0	7,472	0
100mm connection	0	11,675	0
Fire Service Connection (all sizes)	6	467	2,802
Non-Rateable Connections	25	0	0
Total	**2,101**		**1,041,149**

CHARGE	RATE PER UNIT OR ANNUAL CHARGE	ANTICIPATED YIELD ($)
Consumption up to 200kL per connection per year	$2.00 per 1,000 litres	558,000
Consumption above 200kL per connection per year	$2.50 per 1,000 litres	237,500
Home Dialysis allocation first 100kL	$0.00 per 1,000 litres	0
Total		**795,500**

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 2021/2022 is 5.0%.

CHARGE	NUMBER OF CHARGES	ANNUAL CHARGE ($)	ANTICIPATED YIELD ($)
Residential Sewerage Annual Charge per dwelling and/or individual unit	1,634	862	**1,408,590**
Non rateable properties	25	0	0

Non Residential Sewerage Charges

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

(AC + C x UC) x SDF

Where:

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

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE ($)	ANTICIPATED YIELD ($)
Availability/Access Charges			
Vacant Property Charge	88	140	12,320
20 mm connection	169	335	56,615
25 mm connection	23	523	12,020
32 mm connection	18	858	15,437
40mm connection	17	1,340	22,780
50mm connection	18	2,094	37,688
80mm connection	0	5,360	0
100mm connection	0	8,375	0
Total	**330**		**156,859**
Sewer Usage Charge		$1.30 per kL	**118,300**

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 x UC x 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	98	110	10,780
Prescribed pre treatment	7	110	770
Major discharger	0	630	0
Sewer Dump Point	4	862	3,448
Re-inspection fee	0	82	0
Totals	**109**		**14,998**
Trade Waste Usage (with pre-treatment) per kL		$1.30	18,850
Trade Waste Usage (without pre-treatment) per kL		*$6.00	6,000
Totals			**24,850**

** 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 2021/2022 financial year, details of which are contained in the 2021/2022 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% as advised by the Office for Local Government (To be confirmed).

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 August 2019 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 $10,000,000 general fund loan is proposed for 2021/22. Projected loan movements for the next four years are set out below:

	2021/2022 ($)	2022/2023 ($)	2023/2024 ($)	2024/2025 ($)
Water Fund				
Opening Balance	1,047,453	820,506	584,570	339,416
New Loans	0	0	0	0
Interest	37,932	28,943	19,725	9,842
Principal Reduction	226,947	235,936	245,154	255,036
Closing Balance	820,506	584,570	339,416	84,380
Sewer Fund				
Opening Balance	786,898	761,195	733,881	704,045
New Loans	0	0	0	0
Interest	57,534	55,923	53,401	51,315
Principal Reduction	25,703	27,314	29,836	31,922
Closing Balance	761,195	733,881	704,045	672,123
Waste Services				
Opening Balance	136,394	104,557	71,260	36,442
New Loans	0	0	0	0
Interest	5,851	4,391	2,870	1,247
Principal Reduction	31,837	33,297	34,818	36,442
Closing Balance	104,557	71,260	36,442	0
General Fund				
Opening Balance	4,311,033	13,385,742	11,982,991	10,552,377
New Loans	10,000,000	0	0	0
Interest	181,621	257,756	229,892	201,475
Principal Reduction	925,291	1,402,751	1,430,614	1,459,032
Closing Balance	13,385,742	11,982,991	10,552,377	9,093,345

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 form 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 (Adopted May – August 2019)
3. Long Term Financial Plan (Reviewed in 2020)

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	2021/22	2022/23	2023/24	2024/25
Regional Roads				
Kyogle Road (MR141) – Renewals	435,000	444,340	453,885	464,377
Clarence Way (MR361) – Renewals	1,000,000	589,260	601,785	615,595
Clarence Way (MR150) – Renewals	44,156	45,115	46,096	47,170
Bentley Road (MR544) – Renewals	202,000	206,280	210,652	215,477
Mount Lindsay Highway (MR622) – Renewals	65,609	67,013	68,448	70,026
Total	**1,746,765**	**1,352,008**	**1,380,866**	**1,412,645**
Repair Program Funding	195,957	199,877	205,873	212,050
Roads To Recovery Funding	115,454	118,917	122,485	
Blackspot Funding				126,159
Total External Grants	**311,411**	**318,794**	**328,358**	**338,209**
Rural Local Roads				
Rural Roads – Reseals	511,050	521,647	532,467	544,480
Fixing Country Roads Projects (assuming 50% external funding)	358,216	368,962	380,031	391,432
Sealed Roads Rehabilitation	1,063,635	1,086,799	1,110,480	1,136,409
Unsealed Roads Rehabilitation	759,105	775,192	791,626	809,758
Rural Roads – Guardrail	21,743	22,196	22,658	23,170
Rural Roads - drainage improvements	77,900	79,654	81,450	83,397
Section 94 Expenditure		10,265	10,537	10,816
Black Spots (Projects subject to 100% funding)	179,108	184,481	190,016	195,716
Initial Seals	500,000	500,000	500,000	
Total	**3,470,757**	**3,549,196**	**3,619,265**	**3,195,178**
Roads To Recovery Funding	503,591	516,359	450,307	452,559
Black Spot Funding	179,108	184,481	190,016	195,716
Fixing Country Roads Funding	179,108	184,481	190,016	195,716
Total external Grants	**861,807**	**885,321**	**830,339**	**843,991**
Urban Streets				
Footpaths	205,241	209,706	214,270	77,310
Kerb and Guttering	78,139	79,843	81,586	83,493
Kyogle streets – Renewals	264,085	269,791	276,624	282,024
Bonalbo - Renewals	55,918	57,150	58,409	59,784
Woodenbong - Renewals	55,917	57,149	58,409	59,783
Other Villages - Renewals	55,918	57,149	58,409	59,784
Initial Sealing	5,254	5,359	5,466	5,587
Kyogle Main Street Beautification (subject to 50% external funding)	3,000,000			
Total	**3,720,472**	**736,147**	**753,173**	**627,765**
Total external Grants	**1,500,000**			

Project / Item	2021/22	2022/23	2023/24	2024/25
Stormwater and Flood Management				
Drainage Upgrades	115,737	118,189	120,695	123,459
Drainage Renewals	181,656	185,388	189,197	84,982
Flood Management Measures (subject to 80% external funding)	250,000	250,000	250,000	250,000
Total	**547,393**	**553,577**	**559,892**	**458,441**
Flood Management Funding	**200,000**	**200,000**	**200,000**	**200,000**
Water Supplies				
Water supply renewals	230,000	230,000	230,000	235,480
Tabulam Water Supply (subject to 75% external funding)	600,000	931,000	931,000	
Total	**830,000**	**1,161,000**	**1,161,000**	**235,480**
Total external Grants	**450,000**	**698,250**	**698,250**	
Sewerage Services				
Sewerage system renewals	242,000	242,000	242,000	242,000
Tabulam, Wiangaree, Mallanganee Sewerage Schemes (subject to 75% external funding)		2,000,000	3,000,000	2,000,000
Total	**242,000**	**2,242,000**	**3,242,000**	**2,242,000**
Total external Grants		**1,500,000**	**2,250,000**	**1,500,000**
Waste Management and Quarries				
Landfill Improvements	111,657	96,849	106,558	109,418
Landfill Rehabilitation				273,000
Quarry rehabilitation	32,248	32,938	33,643	34,418
Total	**143,905**	**129,787**	**140,201**	**416,836**
Buildings and Community Facilities				
Parks and Gardens Renewals	204,320	208,735	213,248	218,200
Swimming Pools Renewals	123,580	126,216	128,909	131,876
Community Building Renewals	256,420	261,960	267,622	273,835
Kyogle Memorial Institute Hall Upgrades (subject to 50% external funding)	400,000	400,000		
Kyogle Indoor Sports Complex (subject to 50% external funding)	2,500,000	2,500,000		
Cemeteries Renewals	15,340	15,688	16,044	96,430
Information Technology and Communications Systems and Equipment	28,721	23,968	108,713	61,000
Total	**3,528,381**	**3,536,567**	**734,536**	**781,341**
External Grant Funding	**1,450,000**	**1,450,000**		
Plant and Depots				
Plant Purchases	1,145,000	1,847,500	1,793,500	1,743,000
Depot Renewals	57,867	59,041	60,240	61,579
Total	**1,202,867**	**1,906,541**	**1,853,740**	**1,804,579**

Project / Item	2021/22	2022/23	2023/24	2024/25
Bridges				
Wyndham Rd 147-160 (external funding $560,000 Fed CDG)	673,000			
Horseshoe Creek Rd 68-8166 Retrofit superstructure (external funding $300,000 Fed CDG)	346,000			
Sandy Creek Road 122-2452 (external funding $200,000 Fed CDG)	225,500			
Fixing Country Bridges Program (see separate list)	22,316,005	22,386,005		
Future Bridge Priority and/or External Funding Opportunity			617,500	577,500
Expenditure Conditional on external funding			5,000,000	600,000
Total	**23,560,505**	**22,386,005**	**5,617,500**	**1,177,500**
Federal Bridge Renewal Fund	1,060,000		5,000,000	600,000
NSW Fixing Country Bridges	17,137,007	17,137,007		
Roads To Recovery	405,111	388,880	400,546	402,549
Total External Grants	**18,602,118**	**17,525,887**	**5,400,546**	**1,002,549**

Bridges to be delivered under the NSW Governments Fixing Country Bridges Program between 2020/21 and 2022/23	Total Replacement Cost	FCB Funding
Connells Rd Bridge to Pipes 32-3774 (2020/21)	121,000	96,800
Collins Valley Bridge 35-322 ($387,745 funding under Australian Governments Bridge Renewal Program)	853,039	426,520
CAPEEN CK RD MILL BRIDGE/ID:29-100 ($389,130 funding under Australian Governments Bridge Renewal Program)	875,886	437,943
CAPEEN CK RD NO.1 BRIDGE/ID:29-4250 ($374,901 funding under Australian Governments Bridge Renewal Program)	824,782	412,391
CAPEEN CK RD NO.2 BRIDGE/ID:29-4448 ($374,901 funding under Australian Governments Bridge Renewal Program)	824,782	412,391
FERNDALE RD-MCQUEENS BRIDGE/ID:52-3428	121,000	96,800
Wiangaree Back Road 145-10457	420,750	336,600
IRON POT CK RD1/ID:73-15241	121,000	96,800
CHESTNUT RD/ID:31-721	457,875	366,300
ASKEWS DIP RD-ASKEWS BRIDGE/ID:227-843	779,625	623,700
ASPREYS RD-ASPREYS BRIDGE/ID:4-78	420,750	336,600
BABYL CK RD-BABYIL CK BRIDGE/ID:11-3626	457,875	366,300
BABYL CK RD-BUCKLANDS BRIDGE/ID:11-59	457,875	366,300
BABYL CK RD-HEASLIPS NO.1/ID:11-6549	420,750	336,600
BAILEYS BRIDGE RD-BAILEYS BRIDGE/ID:6-250	1,497,100	1,197,680
BAILEYS BRIDGE RD-DALEYS BRIDGE/ID:6-1194	402,188	321,750
BEAN CK RD-SUFFOLKS BRIDGE/ID:13-109	816,750	653,400
BINGEEBEEBRA RD-ADAMS NO.1/ID:19-4293	420,750	336,600
BINGEEBEEBRA RD-SCOFIELDS BRIDGE/ID:19-5977	457,875	366,300
BOLAN RD-LITTLE TERRACE CK BRIDGE/ID:81-1674	457,875	366,300
BOOMI CK RD-MULCAHYS BRIDGE/ID:17-2810	779,625	623,700
BOORABEE CK RD-CRAWFORDS/ID:22-346	532,125	425,700
BRINDLE CK RD NO.2 BRIDGE/ID:245-887	792,000	633,600
BROWN KNOB RD-DR BINNIES BRIDGE/ID:80-2729	792,000	633,600
BRUMBY PLAINS RD/ID:18-3442	420,750	336,600
CAMPBELL RD CLARK BRIDGE/ID:185-0	457,875	366,300
CASTILLE RD/ID:273-108	457,875	366,300
CHESTNUT RD-VARYS BRIDGE/ID:31-97	779,625	623,700
COLLINS CK RD-OLESENS CK BRIDG/ID:27-23468	457,875	412,088
CRANE BRIDGE/ID:191-1448	433,125	389,813
DEEP CK RD-BODYCOTES NO.2 BRID/ID:44-1070	420,750	336,600
DUCK CK RD-ALLENS NO.2 BRIDGE/ID:138-13999	451,407	361,126
DUCK CK RD-CURTIS DIP BRIDGE/ID:138-5588	824,644	659,715
DUCK CK RD-GEARS BRIDGE/ID:138-12136	780,153	624,122
DUCK CK RD-TIERNEYS N0.1 BRIDG/ID:138-16101	451,407	361,126
DUNNS RD NO.1 BRIDGE/ID:39-1828	457,875	366,300
GAMBLEYS RD-GAMBLEYS RD BRIDGE/ID:66-409	1,128,600	902,880
GHINNI GHI RD-PETER FIN BRIDGE/ID:57-1073	457,875	366,300
GOOLEYS RD-GOOLEY'S BRIDGE/ID:56-194	457,875	412,088
GORGE CK RD-GORGE CK NO.2/ID:60-1847	396,000	356,400
GRADYS CK RD-GRIEVE CROSSING/ID:59-1056	2,810,500	2,529,450

Bridges to be delivered under the NSW Governments Fixing Country Bridges Program between 2020/21 and 2022/23	Total Replacement Cost	FCB Funding
GRADYS CK RD-LAMONDS NO.1/ID:59-11123	2,028,400	1,825,560
GREEN PIGEON RD-MILL BRIDGE/ID:58-9432	499,950	399,960
GREEN PIGEON RD-WILLIAMS BRIDG/ID:58-7982	420,750	336,600
HANSEN RD-HANSENS BRIDGE/ID:265-257	457,875	412,088
HOOTONS RD-MAKINGS BRIDGE/ID:247-6957	457,875	366,300
IRON POT CK RD2/ID:73-17595	457,875	366,300
IRON POT CK RD-R.F.OREILLYS/ID:73-11458	165,000	132,000
KNIGHTS RD-GROVERS BRIDGE/ID:49-7063	420,750	336,600
KYOGLE RD-BACK CK BRIDGE/ID:141-B2411	1,754,566	1,403,653
LARSSON RD/ID:140-6330	420,750	336,600
LEVERS RD-LEVERS RD/ID:269-157	457,875	366,300
LYNCHES CK-HINDE & HURRELL/ID:79-11064	482,625	386,100
MACQUEENS RD/ID:223-363	457,875	366,300
MAHONEYS LANE NO.2 BRIDGE/ID:93-704	420,750	336,600
MONGOMERYS RD BRIDGE/ID:91-975	779,625	623,700
NEEDHAMS RD/ID:50-9824	457,875	412,088
NEEDHAMS RD-EIGHT DAY CK BRIDG/ID:50-4933	457,875	412,088
OLD COB-O-CORN RD BRIDGE/ID:103-1951	1,128,600	820,800
OLD LAWRENCE RD NO.2 BRIDGE/ID:106-14873	420,750	336,600
PHELPS RD/ID:291-315	779,625	701,663
PINES RD/ID:46-5526	420,750	336,600
RODGERS RD-WINTERTONS BRIDGE/ID:115-1327	556,875	445,500
ROSEBERRY CK RD-COMERFORD NO.1/ID:112-7844	482,625	386,100
ROSEBERRY CK RD-COMERFORDSNO.2/ID:112-8374	779,625	623,700
RYANS CK RD NO.3 BRIDGE/ID:113-2687	420,750	336,600
RYANS CK RD-COOKS BRIDGE/ID:113-3451	420,750	336,600
SAUNDERS RD-SAUNDERS BRIDGE/ID:118-407	420,750	336,600
SHEDDENS RD/ID:229-126	420,750	336,600
SLATERS RD BRIDGE/ID:253-152	420,750	336,600
STATION RD1/ID:256-5128	132,000	105,600
STATION RD2/ID:256-9294	132,000	105,600
TIMS LANE-MAHONEYS LANE NO.1/ID:92-218	1,823,800	1,459,040
TRENTYS LANE BRIDGE/ID:125-74	779,625	623,700
TUNGLEBUNG CK RD-ARMSTRONGS/ID:131-3736	457,875	366,300
TUNGLEBUNG CK RD-SECOMBES NO.1/ID:131-6378	482,625	386,100
TUNGLEBUNG CK RD-TRYNNEY NO.1/ID:131-1738	420,750	336,600
WALSH RD-TEMP BRIDGE/ID:77-185	420,750	336,600
WHITES RD-WHITES RD BRIDGE/ID:167-378	457,875	366,300
WILLIAMS RD-BARKER BRIDGE/ID:199-4694	717,750	574,200
WYNDHAM CK BRIDGE/ID:147-3429	457,875	366,300
WYNLEA BRIDGE/ID:266-74	532,125	425,700
YABBRA RD BRIDGE/ID:152-494	822,938	658,350
YONGARRA RD/ID:95-943	143,000	114,400
Totals	**50,801,366**	**40,419,168**

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. 2021/2022 assistance is as follows:

ORGANISATION	SUPPORT	VALUE ($)
One-off Donations	Various	31,998
Special Events	Traffic Control and Establishment	15,762
Kyogle Youth Ventures	Cash Donation	2,747
Australia Day Committees	Cash Donation	11,841
Reconciliation Day & NAIDOC week support	Cash Donation	3,152
Public Halls	Cash Donation – Rates & Charges	8,631
Learn to Swim/Life Education	Cash Donation/Staff and Plant	13,739
North Coast Academy of Sport	Cash Donation	1,314
Citizens Band	Cash Donation	1,135
NSW Cancer Council	Cash Donation	1,387
Kyogle Show Society	Cash Donation	1,740
Bonalbo Show Society	Cash Donation	1,740
Woodenbong Show Society	Cash Donation	1,740
Kyogle Historical Society	Cash Donation	5,413
TOTAL		**102,340**

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, 2021 will be carried over to the 2021/2022 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	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING EXPENDITURE				
EMPLOYMENT	305,170	313,638	322,341	331,306
COUNCILLOR SERVICES	235,971	240,691	245,504	250,905
LEGALS	16,482	16,812	17,148	17,525
ADVERTISING, NOROC, LGSA	99,036	101,017	103,037	105,304
ELECTIONS	0	0	0	96,283
PAYABLE BY OTHER FUNDS	(72,848)	(74,305)	(75,791)	(77,459)
TOTAL OPERATING EXPENDITURE	583,811	597,851	612,239	723,865
NET COST OF ACTIVITY	**(583,811)**	**(597,851)**	**(612,239)**	**(723,865)**

ADMINISTRATION - BUDGET INFORMATION

ADMINISTRATION	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING EXPENDITURE				
EMPLOYMENT	662,602	681,039	699,990	719,499
OFFICE EXPENSES	574,580	557,652	535,801	530,708
SUBSCRIPTIONS & SUNDRIES	18,154	18,517	18,887	19,303
PAYABLE FROM OTHER FUNDS	(160,838)	(164,054)	(167,336)	(171,017)
TOTAL OPERATING EXPENDITURE	1,094,498	1,093,154	1,087,343	1,098,494
CAPITAL EXPENDITURE				
OFFICE EQUIPMENT & FURNITURE	28,721	23,968	108,713	61,000
TOTAL CAPITAL EXPENDITURE	28,721	23,968	108,713	61,000
NET COST OF ACTIVITY	**(1,123,219)**	**(1,117,122)**	**(1,196,056)**	**(1,159,494)**

PERSONNEL - BUDGET INFORMATION

PERSONNEL	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE	66,665	68,665	70,725	72,846
OPERATING EXPENDITURE				
EMPLOYMENT SALARIES	313,665	322,399	331,377	340,618
EMPLOYMENT WAGES STAFF	(296,700)	(305,008)	(313,548)	(322,327)
INSURANCE & RISK MANAGEMENT	242,655	247,508	252,458	258,012
RECRUITMENT AND OTHER STAFF COSTS	106,469	108,599	110,771	113,208
TOOLS, CLOTHING, SIGNAGE	97,162	99,105	101,087	103,311
PAYABLE BY OTHER FUNDS	(137,067)	(139,808)	(142,604)	(145,741)
TOTAL OPERATING EXPENDITURE	326,185	332,796	339,541	347,080
NET COST OF ACTIVITY	**(259,520)**	**(264,131)**	**(268,817)**	**(274,234)**

FINANCE - BUDGET INFORMATION

FINANCE	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE				
GENERAL RATES	7,523,705	7,711,797	7,904,592	8,102,207
INTEREST AND SUNDRY INCOME	58,629	93,387	61,607	65,657
RECOVERIES	41,081	41,902	42,740	43,680
REVENUE SHARING (FAG) GRANT	3,052,714	3,144,295	3,238,624	3,335,783
BORROWING PROCEEDS	10,000,000	0	0	0
TOTAL OPERATING REVENUE	20,676,128	10,991,381	11,247,563	11,547,328
OPERATING EXPENDITURE				
EMPLOYMENT	553,381	568,835	584,720	601,061
VALUATION & AUDITOR FEES	116,025	118,346	120,712	123,368
BORROWING COSTS	925,291	1,402,751	1,430,614	1,459,032
OTHER/INTEREST COSTS	216,356	293,186	266,031	238,409
TOTAL OPERATING COSTS	1,811,053	2,383,117	2,402,078	2,421,869
NET COST OF ACTIVITY	**18,865,075**	**8,608,265**	**8,845,485**	**9,125,458**

STATE HIGHWAYS - BUDGET INFORMATION

STATE HIGHWAYS	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE				
WORKS ORDERS*	3,090,000	3,182,700	3,278,181	3,376,526
MAINTENANCE	1,074,647	1,106,887	1,140,093	1,174,296
TOTAL OPERATING REVENUE	4,164,647	4,289,587	4,418,274	4,550,823
OPERATING EXPENDITURE				
MAINTENANCE SUMMERLAND WAY	655,535	675,201	695,457	716,321
MAINTENANCE BRUXNER HIGHWAY	419,112	431,686	444,636	457,976
WORKS ORDERS*	2,837,755	2,922,888	3,010,574	3,100,892
TOTAL OPERATING COSTS	3,912,403	4,029,775	4,150,668	4,275,188
OPERATING RESULT	252,245	259,812	267,607	275,635
CAPITAL EXPENDITURE				
RESERVE TRANSFERS#	1,243,917	259,812	267,607	275,635
TOTAL CAPITAL EXPENDITURE	1,243,917	259,812	267,607	275,635
NET COST OF ACTIVITY	**(991,672)**	**0**	**0**	**0**

** 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

REGIONAL ROADS	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE				
BLOCK GRANT	1,139,099	1,173,272	1,208,470	1,244,724
ROADS TO RECOVERY GRANT	115,454	118,917	122,485	0
TOTAL OPERATING REVENUE	1,254,552	1,292,189	1,330,954	1,244,724
OPERATING COSTS				
MR 141 - KYOGLE ROAD	211,610	211,610	216,425	221,635
MR 150 - CLARENCE WAY	65,954	65,954	67,497	69,155
MR 361 - CLARENCE WAY	332,387	332,387	339,915	348,072
MR 544 - BENTLEY ROAD	86,000	86,000	87,866	89,911
MR 622 - MT LINDESAY HIGHWAY	48,391	48,391	49,446	50,601
TOTAL OPERATING COSTS	744,343	744,343	761,149	779,374
OPERATING RESULT	510,209	547,846	569,805	465,350
NON-CURRENT REVENUE				
REPAIR PROGRAMME	195,957	199,877	205,873	212,050
BLACK SPOT FUNDING	0	0	0	126,159
TRANSFER FROM TRANSPORT RESERVE*	1,243,917	259,812	267,607	275,635
FEDERAL BRIDGE PROGRAM	0	0	0	0
CONTRIBUTIONS	0	10,265	10,537	10,816
FIXING COUNTRY ROADS	0	0	0	0
COMMUNITY DEVELOPMENT GRANTS	0	0	0	0
TOTAL NON-CURRENT REVENUE	1,439,874	469,954	484,017	624,660
CAPITAL EXPENDITURE				
MR 141 - KYOGLE ROAD	435,000	444,340	453,885	464,377
MR 150 - CLARENCE WAY	44,156	45,115	46,096	47,170
MR 361 - CLARENCE WAY	1,000,000	589,260	601,785	615,595
MR 544 - BENTLEY ROAD	202,000	206,280	210,652	215,477
MR 622 - MT LINDESAY HIGHWAY	65,609	67,013	68,448	70,026
BRIDGES	0	0	0	0
TOTAL CAPITAL EXPENDITURE	1,746,765	1,352,008	1,380,866	1,412,646
NET COST OF ACTIVITY	**203,318**	**(334,208)**	**(327,043)**	**(322,636)**

**Transfer from State Highways budget*

URBAN LOCAL ROADS - BUDGET INFORMATION

URBAN LOCAL ROADS	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	64,034	65,955	67,934	69,972
STREET LIGHTING SUBSIDY	34,000	34,000	34,000	34,000
TOTAL OPERATING REVENUE	98,034	99,955	101,934	103,972
OPERATING EXPENDITURE				
STREET LIGHTING	122,400	389,848	95,000	96,980
KYOGLE STREETS	310,855	318,310	325,949	334,101
BONALBO STREETS	43,521	44,564	45,634	46,775
WOODENBONG STREETS	37,302	38,197	39,113	40,092
MALLANGANEE STREETS	13,998	14,342	14,695	15,070
WIANGAREE STREETS	6,517	6,665	6,816	6,980
TABULAM STREETS	14,921	15,279	15,646	16,037
OLD BONALBO STREETS	6,220	6,369	6,522	6,685
OLD GREVILLIA STREETS	1,245	1,275	1,306	1,338
TOTAL OPERATING EXPENDITURE	556,979	834,849	550,681	564,057
OPERATING RESULT	(458,945)	(734,894)	(448,747)	(460,086)
NON-CURRENT REVENUE				
CONTRIBUTIONS	0	5,133	5,269	5,408
OTHER GRANTS	1,500,000	0	0	0
TOTAL NON-CURRENT REVENUE	1,500,000	5,133	5,269	5,408
CAPITAL EXPENDITURE				
FOOTPATHS & FURNITURE	205,241	209,706	214,270	77,310
RENEWALS KYOGLE	264,085	269,791	275,624	282,024
RENEWALS BONALBO	55,918	57,150	58,409	59,784
RENEWALS WOODENBONG	55,917	57,149	58,409	59,783
RENEWALS VILLAGES	55,918	57,149	58,409	59,784
KERB & GUTTER CONSTRUCTION	78,139	79,843	81,586	83,493
TOURISM SIGNAGE ALL VILLAGES	0	0	0	0
INITIAL SEALS	3,005,254	5,359	5,466	5,587
TOTAL CAPITAL EXPENDITURE	3,720,471	736,147	752,172	627,764
NET COST OF ACTIVITY	**(2,679,416)**	**(1,465,909)**	**(1,195,650)**	**(1,082,442)**

RURAL LOCAL ROADS - BUDGET INFORMATION

RURAL LOCAL ROADS	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	1,215,955	1,252,434	1,290,007	1,328,707
HEAVY HAULAGE CONTRIBUTIONS	7,941	8,151	8,367	8,589
ROADS TO RECOVERY GRANT	503,591	516,359	450,307	452,559
TOTAL OPERATING REVENUE	1,727,487	1,776,944	1,748,681	1,789,855
OPERATING EXPENDITURE				
SEALED ROADS MAINTENANCE	546,967	546,967	559,522	573,078
UNSEALED ROADS MAINTENANCE	1,500,000	1,500,000	1,534,000	1,570,832
OTHER	39,657	40,250	40,855	41,533
TOTAL OPERATING EXPENDITURE	2,086,623	2,087,217	2,134,377	2,185,443
OPERATING RESULT	(359,136)	(310,272)	(385,696)	(395,588)
NON-CURRENT REVENUE				
BLACKSPOT FUNDING	179,108	184,481	190,016	195,716
CONTRIBUTIONS	0	10,265	10,537	10,816
FLOOD DAMAGE	0	0	0	0
RESERVE TRANSFER*	1,241,915	919,174	1,167,355	971,701
RESERVE TRANSER#	309,557	131,224	138,442	144,670
FIXING COUNTRY ROADS	179,108	184,481	190,016	195,716
PRIVATE CONTRIBUTIONS	0	0	0	0
NATIONAL STRONGER REGIONS FUND	0	0	0	0
TOTAL NON-CURRENT INCOME	1,909,688	1,429,625	1,696,365	1,518,620
CAPITAL EXPENDITURE				
RESEALS	511,050	521,647	532,467	544,480
REHABILITATION	2,180,956	2,230,953	2,282,136	2,337,600
DRAINAGE RENEWALS	77,900	79,654	81,450	83,397
GUARDRAIL RENEWALS	21,743	22,196	22,658	23,170
SELF HELP 50/50	0	0	0	0
FLOOD DAMAGE	0	0	0	0
SECTION 94 ROADWORKS	0	10,265	10,537	10,816
BLACK SPOTS & INITIAL SEALS	679,108	684,481	690,016	195,716
TOTAL CAPITAL EXPENDITURE	3,470,756	3,549,197	3,619,264	3,195,180
NET COST OF ACTIVITY	**(1,920,205)**	**(2,429,844)**	**(2,308,594)**	**(2,072,148)**

** Transfer from plant budget*

 # Transfer from quarry budget

BRIDGES - BUDGET INFORMATION

BRIDGES	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	477,912	492,249	507,017	522,227
ROADS TO RECOVERY GRANT	405,111	388,880	400,546	402,549
TOTAL OPERATING REVENUE	883,023	881,129	907,563	924,776
OPERATING EXPENDITURE				
MAINTENANCE	40,000	41,200	42,436	130,000
TOTAL OPERATING EXPENDITURE	40,000	41,200	42,436	130,000
OPERATING RESULT	843,023	839,929	865,127	794,776
NON-CURRENT INCOME				
FEDERAL TIMBER BRIDGE PROGRAM	1,060,000	0	5,000,000	600,000
TRANSFER FROM RESERVE*	827,943	612,782	778,237	647,801
CONTRIBUTIONS	0	2,050	2,101	2,154
FIXING COUNTRY BRIDGES	17,137,007	17,137,007	0	0
FLOOD DAMAGE GRANT	0	0	0	0
TOTAL NON-CURRENT INCOME	19,024,950	17,751,839	5,780,338	1,249,955
CAPITAL EXPENDITURE				
CONSTRUCTION	23,560,505	22,386,005	5,617,500	1,177,500
TOTAL CAPITAL EXPENDITURE	23,560,505	22,386,005	5,617,500	1,177,500
NET COST OF ACTIVITY	**(3,692,532)**	**(3,794,237)**	**1,027,964**	**867,231**

** Transfer from Plant Budget*

INFRASTRUCUTRE – WORKS ADMINISTRATION - BUDGET INFORMATION

ENGINEERING ADMINISTRATION	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE				
CONTRIBUTIONS TO WORKS	5,183	5,339	5,499	5,664
PRIVATE WORKS	58,635	59,944	61,284	62,744
SUNDRY INCOME	713	734	756	779
TOTAL OPERATING REVENUE	64,531	66,017	67,539	69,187
OPERATING EXPENDITURE				
ROAD SURVEY, DESIGN, FEASABILITY	15,300	15,606	15,918	16,268
EMPLOYMENT	1,208,165	1,241,656	1,276,078	1,311,545
PRIVATE WORKS	52,934	54,072	55,236	56,515
TOOLS, CLOTHING, SIGNAGE, OTHER ADMIN	837,303	839,049	90,830	92,829
RECOVERIES	(3,065,619)	(2,945,418)	(1,476,159)	(1,162,890)
TOTAL OPERATING COSTS	(951,916)	(795,034)	(38,096)	314,267
NET COST OF ACTIVITY	**1,016,447**	**861,051**	**105,635**	**(245,081)**

QUARRIES - BUDGET INFORMATION

QUARRIES	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE				
INCOME	543,701	560,012	576,812	594,116
TOTAL OPERATING REVENUE	543,701	560,012	576,812	594,116
OPERATING COSTS				
QUARRY WORKING EXPENSES	408,608	418,395	428,422	439,153
TOTAL OPERATING COSTS	408,608	418,395	428,422	439,153
OPERATING RESULT	135,093	141,617	148,390	154,964
CAPITAL EXPENDITURE				
QUARRY DEVELOPMENT	0	0	0	0
QUARRY REHABILITATION	32,248	32,938	33,643	34,418
RESERVE TRANSFERS*	309,557	131,224	138,442	144,670
TOTAL CAPITAL EXPENDITURE	341,805	164,162	172,085	179,088
NET COST OF ACTIVITY	**(206,712)**	**(22,546)**	**(23,695)**	**(24,125)**

**Transfer to rural local roads budget*

PLANT AND DEPOTS - BUDGET INFORMATION

PLANT AND DEPOTS	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE				
INCOME	4,737,289	4,548,534	4,740,494	4,681,985
PLANT SALES	320,000	682,500	888,500	542,500
OTHER	63,654	65,564	67,531	69,556
TOTAL OPERATING REVENUE	5,120,943	5,296,598	5,696,525	5,294,041
OPERATING EXPENDITURE				
PLANT MAINTENANCE	1,724,364	1,760,519	1,797,484	1,767,922
KYOGLE DEPOTS	114,805	117,222	119,691	122,420
BONALBO DEPOT	18,698	19,102	19,515	19,969
WOODENBONG DEPOT	12,038	12,299	12,566	12,858
GOODINGS DEPOT	6,212	6,336	6,463	6,605
STORES	(56,254)	(57,379)	(58,527)	(59,814)
TOTAL OPERATING COSTS	1,819,863	1,858,100	1,897,193	1,869,960
OPERATING RESULT	3,301,080	3,438,498	3,799,332	3,424,081
CAPITAL EXPENDITURE				
PLANT PURCHASES	1,145,000	1,847,500	1,793,500	1,743,000
TRANSFER TO GENERAL FUND*	2,069,858	1,531,956	1,945,592	1,619,502
DEPOT RENEWALS	57,867	59,041	60,240	61,579
TOTAL CAPITAL EXPENDITURE	3,272,725	3,438,498	3,799,332	3,424,081
NET COST OF ACTIVITY	**28,355**	**0**	**0**	**0**

**Transfer to rural local roads and bridges budget*

DOMESTIC WASTE MANAGEMENT - BUDGET INFORMATION

DOMESTIC WASTE MANAGEMENT	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE				
ANNUAL CHARGES (NET)	1,106,018	1,139,198	1,173,374	1,208,576
OPERATING EXPENDITURE				
ADMINISTRATION	120,324	122,731	125,185	127,939
CONTRACTORS	467,160	476,503	486,033	496,726
LANDFILL COSTS*	488,083	499,420	510,513	521,439
TOTAL OPERATING EXPENDITURE	1,075,568	1,098,654	1,121,731	1,146,104
NET COST OF ACTIVITY	**30,450**	**40,544**	**51,643**	**62,471**

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

OTHER WASTE MANAGEMENT - BUDGET INFORMATION

OTHER WASTE MANAGEMENT	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE				
ANNUAL CHARGES (NET)	328,170	338,015	348,156	356,163
GATE FEES	402,117	414,181	426,606	436,418
HIRE AND HAULAGE FEES	2,476	2,550	2,627	2,706
RECYCLING INCOME	134,055	138,076	142,218	146,485
EPA GRANT INCOME	54,786	56,430	58,122	59,866
DOMESTIC WASTE SHARE OF COSTS*	488,083	499,420	510,513	521,439
TOTAL OPERATING REVENUE	1,409,687	1,448,672	1,488,242	1,523,077
OPERATING EXPENDITURE				
EPA LEVY/LICENSES	261,586	269,294	277,230	283,592
LANDFILL COSTS	679,296	696,178	712,447	729,870
TRANSFER STATION COSTS	209,487	214,545	219,728	225,250
NORTH EAST WASTE FORUM	11,263	11,488	11,718	11,976
INTEREST EXPENSE	5,851	4,391	2,870	1,247
TOTAL OPERATING COSTS	1,167,483	1,195,896	1,223,993	1,251,934
OPERATING RESULT	242,204	252,776	264,249	271,143
NON-CURRENT INCOME				
CAPITAL GRANT INCOME	0	0	0	0
LOAN PROCEEDS	0	0	0	0
TOTAL NON-CURRENT INCOME	0	0	0	0
CAPITAL EXPENDITURE				
LOAN REPAYMENTS	31,837	33,297	34,818	36,442
IMPROVEMENTS	56,637	54,786	56,430	58,122
NEW CELLS CONSTRUCTION	0	0	0	83,000
REHABILITATION WORKS	55,020	42,063	50,128	241,296
TOTAL CAPITAL EXPENDITURE	143,494	130,146	141,376	418,861
NET COST OF ACTIVITY	**98,710**	**122,630**	**122,873**	**(147,718)**

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

STORMWATER - BUDGET INFORMATION

STORMWATER	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE				
INCOME	187,800	192,495	197,307	202,240
FLOOD DAMAGE GRANT	0	0	0	0
TOTAL OPERATING REVENUE	187,800	192,495	197,307	202,240
OPERATING EXPENDITURE				
MAINTENANCE	45,659	46,717	47,801	48,968
FLOOS DAMAGE RESTORATION	0	0	0	0
TOTAL OPERATING COSTS	45,659	46,717	47,801	48,968
OPERATING RESULT	142,141	145,778	149,506	153,272
NON-CURRENT INCOME				
DEVELOPER CONTRIBUTIONS	0	1,540	1,581	1,622
GRANTS	200,000	200,000	200,000	200,000
TOTAL NON-CURRENT INCOME	200,000	201,540	201,581	201,622
CAPITAL EXPENDITURE				
STORMWATER WORKS	297,393	303,577	309,892	208,441
FLOOD MEASURES	250,000	250,000	250,000	250,000
TOTAL CAPITAL EXPENDITURE	547,393	553,577	559,892	458,441
NET COST OF ACTIVITY	**(205,251)**	**(206,259)**	**(208,805)**	**(103,547)**

WATER SUPPLIES - BUDGET INFORMATION

WATER SUPPLIES	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE				
RATES & USER CHARGES	1,820,397	1,893,213	1,968,941	2,103,009
LIRS SUBSIDY	25,329	18,938	12,365	5,350
TOTAL OPERATING REVENUE	1,845,726	1,912,151	1,981,306	2,108,359
OPERATING EXPENDITURE				
MANAGEMENT	330,714	337,328	344,074	364,831
MAINS	158,660	162,354	166,137	207,672
RESERVOIRS	26,515	27,118	27,736	34,670
RAW WATER	225,575	230,748	236,043	295,053
TREATMENT	488,228	499,087	510,194	613,345
INTEREST	37,932	28,943	19,725	9,842
TOTAL OPERATING EXPENDITURE	1,267,623	1,285,578	1,303,909	1,525,413
OPERATING RESULT	578,103	626,572	677,397	582,946
NON-CURRENT INCOME				
DEVELOPER CONTRIBUTIONS	0	2,634	2,704	2,776
LOAN PROCEEDS	0	0	0	0
GRANT INCOME	450,000	698,250	698,250	0
TOTAL NON-CURRENT INCOME	450,000	700,884	700,954	2,776
CAPITAL EXPENDITURE				
UNSUBSIDISED WORKS/REPLACEMENTS	230,000	230,000	230,000	235,480
LOAN PAYMENTS	226,947	235,936	245,154	255,036
SUBSIDISED WORKS	600,000	931,000	931,000	0
TOTAL CAPITAL EXPENDITURE	1,056,947	1,396,936	1,406,154	490,516
NET COST OF ACTIVITY	**(28,844)**	**(69,479)**	**(27,803)**	**95,206**

SEWERAGE SERVICES BUDGET INFORMATION

SEWERAGE SERVICES	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE				
RATES & USER CHARGES	1,693,561	1,778,239	1,867,151	1,960,508
OTHER	7,642	7,871	8,107	8,350
TOTAL OPERATING REVENUE	1,701,202	1,786,109	1,875,257	1,968,858
OPERATING EXPENDITURE				
MANAGEMENT	291,459	297,288	303,234	309,905
MAINS	87,838	89,885	91,982	94,236
PUMPING STATIONS	154,825	158,508	162,281	166,316
TREATMENT	497,394	509,010	520,905	533,687
INTEREST	57,534	55,923	53,401	51,315
TOTAL OPERATING EXPENDITURE	1,089,050	1,110,614	1,131,803	1,155,459
OPERATING RESULT	612,152	675,495	743,455	813,399
NON-CURRENT REVENUE				
DEVELOPER CONTRIBUTIONS	0	2,566	2,634	2,704
GRANTS	0	1,500,000	2,250,000	1,500,000
TOTAL NON-CURRENT INCOME	0	1,502,566	2,252,634	1,502,704
CAPITAL EXPENDITURE				
EXTENSIONS AND UPGRADES	0	2,000,000	3,000,000	2,000,000
UNSUBSIDISED WORKS/REPLACEMENTS	242,000	242,000	242,000	242,000
LOAN REPAYMENTS	25,703	27,314	29,836	31,922
TOTAL CAPITAL EXPENDITURE	267,703	2,269,314	3,271,836	2,273,922
NET COST OF ACTIVITY	**344,449**	**(91,253)**	**(275,747)**	**42,181**

ENVIRONMENTAL HEALTH - BUDGET INFORMATION

ENVIRONMENTAL HEALTH	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE				
LICENCES & INSPECTIONS	38,355	39,506	40,691	41,912
ON SITE MANAGEMENT FEES	136,755	140,858	145,083	149,436
FEASIBILITY COST RECOUP	0	0	0	0
ABANDONED VEHICLES	776	792	808	825
TOTAL OPERATING REVENUE	175,886	181,155	186,582	192,173
OPERATING EXPENDITURE				
EMPLOYMENT	388,062	398,928	420,098	421,580
NOXIOUS WEEDS (ROUS)	127,991	130,550	133,161	136,091
ON SITE MANAGEMENT SYSTEMS	111,088	113,310	115,576	118,119
SUNDRIES	31,947	32,586	33,238	33,969
RECOVERIES	(138,626)	(141,399)	(144,227)	(147,400)
TOTAL OPERATING EXPENDITURE	520,462	533,976	557,847	562,360
CAPITAL EXPENDITURE				
SEWER FEASIBILITY STUDY	0	0	0	0
TOTAL CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	**(344,576)**	**(352,821)**	**(371,265)**	**(370,187)**

TOWN PLANNING - BUDGET INFORMATION

TOWN PLANNING	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE				
FEES & CHARGES	168,137	172,881	177,767	182,800
TOTAL OPERATING REVENUE	168,137	172,881	177,767	182,800
OPERATING EXPENDITURE				
EMPLOYMENT	511,624	525,739	540,246	555,209
LEGALS & CONSULTANTS	55,496	35,606	25,718	25,844
OTHER	54,754	55,849	56,966	58,219
RECOVERIES	(136,395)	(139,123)	(141,906)	(145,028)
TOTAL OPERATING EXPENDITURE	485,478	478,070	481,023	494,243
NET COST OF ACTIVITY	**(317,341)**	**(305,189)**	**(303,256)**	**(311,443)**

BUILDING CONTROL - BUDGET INFORMATION

BUILDING CONTROL	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE	56,195	57,881	59,617	61,406
OPERATING EXPENDITURE				
BUILDING INSPECTIONS	87,550	89,301	91,087	93,091
TOTAL OPERATING EXPENDITURE	87,550	89,301	91,087	93,091
NET COST OF ACTIVITY	**(31,355)**	**(31,420)**	**(31,470)**	**(31,685)**

REGULATORY CONTROL - BUDGET INFORMATION

REGULATORY CONTROL	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE	19,141	19,508	19,886	20,276
OPERATING EXPENDITURE	205,383	118,155	120,518	123,170
CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	**(186,243)**	**(98,647)**	**(100,632)**	**(102,894)**

EMERGENCY SERVICES - BUDGET INFORMATION

EMERGENCY SERVICES	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING EXPENDITURE				
RATES & CHARGES	7,142	7,285	7,431	7,594
RFS CONTRIBUTIONS	469,000	478,380	487,948	498,682
TOWN BRIGADE CONTRIBUTION	25,030	25,530	26,041	26,614
SES CONTRIBUTION	24,631	25,124	25,626	26,190
TOTAL OPERATING EXPENDITURE	525,803	536,319	547,045	559,080
CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	**(525,803)**	**(536,319)**	**(547,045)**	**(559,080)**

COMMUNITY SERVICES BUDGET INFORMATION

STRATEGIC, COMMUNITY & CULTURAL SERVICES	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE				
ART GALLERY	5,592	5,760	5,932	6,110
COMMUNITY SERVICES	1,425	1,425	1,425	1,425
VISITOR INFORMATION CENTRE	8,079	8,322	8,571	8,828
GOVERNMENT GRANTS	0	0	0	0
TOTAL OPERATING REVENUE	15,096	15,506	15,929	16,364
OPERATING COSTS				
COMMUNITY DONATIONS	102,340	104,387	106,475	108,817
ART GALLERY EMPLOYMENT COSTS	83,863	86,211	88,625	91,107
ART GALLERY OTHER	36,822	37,558	38,310	39,152
COMMUNITY SERVICES	82,921	84,522	86,156	87,989
AGED CARE	0	0	0	0
STRATEGIC EMPLOYMENT	186,377	191,596	196,960	202,475
STRATEGIC OTHER	131,893	134,531	137,221	140,240
KRLFC GROUND IMPROVEMENTS	0	0	0	0
TOTAL OPERATING COSTS	624,216	638,805	653,747	669,780
NET COST OF ACTIVITY	**(609,120)**	**(623,299)**	**(637,818)**	**(653,416)**

PRE SCHOOLS - BUDGET INFORMATION

PRE SCHOOLS	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING EXPENDITURE				
PRE SCHOOLS	69,529	70,920	72,338	73,930
TOTAL OPERATING EXPENDITURE	69,529	70,920	72,338	73,930
NET COST OF ACTIVITY	**(69,529)**	**(70,920)**	**(72,338)**	**(73,930)**

PUBLIC CEMETERIES BUDGET INFORMATION

PUBLIC CEMETERIES	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE	109,067	112,339	115,709	119,181
OPERATING EXPENDITURE				
KYOGLE CEMETERY	81,408	83,319	85,277	87,377
KYOGLE LAWN CEMETERY	58,900	60,294	61,723	63,252
CEMETERIES ON CROWN RESERVES	1,208	1,238	1,268	1,301
OTHER CEMETERIES	19,403	19,860	20,328	20,830
TOTAL OPERATING EXPENDITURE	160,918	164,711	168,596	172,760
CAPITAL EXPENDITURE				
IMPROVEMENTS/RENEWALS	15,340	15,688	16,044	96,430
NET COST OF ACTIVITY	**(67,191)**	**(68,060)**	**(68,930)**	**(150,009)**

PUBLIC LIBRARY - BUDGET INFORMATION

PUBLIC LIBRARY	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE	89,669	92,359	95,130	97,984
OPERATING COSTS				
REGIONAL LIBRARY CONTRIBUTIONS	459,219	468,403	477,771	488,282
KYOGLE LIBRARY EXPENSES,	76,841	78,377	79,945	81,704
TOTAL OPERATING COSTS	536,060	546,781	557,716	569,986
NET COST OF ACTIVITY	**(446,391)**	**(454,422)**	**(462,587)**	**(472,003)**

COMMUNITY BUILDINGS - BUDGET INFORMATION

COMMUNITY BUILDINGS	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE				
RENTAL INCOME	644,484	659,212	674,289	690,684
TOTAL OPERATING REVENUE	644,484	659,212	674,289	690,684
OPERATING EXPENDITURE				
COUNCIL CHAMBERS	116,282	118,933	121,646	124,580
KMI HALL	88,582	90,722	92,915	95,251
GROVE HOUSE	8,495	8,683	8,875	9,085
OTHER COMMUNITY BUILDINGS	164,168	168,417	250,778	257,361
KYOGLE COMMUNITY CENTRE	8,949	9,156	9,368	9,596
BUILDINGS ON CROWN RESERVES	137,195	140,018	142,901	146,108
TOTAL OPERATING COSTS	523,670	535,929	626,483	641,981
OPERATING RESULT	120,814	123,283	47,806	48,703
NON-CURRENT REVENUE				
DEVELOPER CONTRIBUTIONS	0	205	211	216
GRANTS	1,450,000	1,450,000	0	0
TOTAL NON-CURRENT INCOME	1,450,000	1,450,205	211	216
CAPITAL EXPENDITURE				
BUILDING IMPROVEMENTS	2,900,000	2,900,000	0	0
BUILDING RENEWALS	256,420	261,960	267,622	273,835
TOTAL CAPITAL EXPENDITURE	3,156,420	3,161,960	267,622	273,835
NET COST OF ACTIVITY	**(1,585,606)**	**(1,588,472)**	**(219,604)**	**(224,916)**

SWIMMING POOLS - BUDGET INFORMATION

SWIMMING POOLS	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE	157,621	162,350	167,220	172,237
OPERATING EXPENDITURE				
KYOGLE	411,586	422,096	432,880	444,210
BONALBO	108,193	110,964	113,808	116,793
WOODENBONG	116,498	119,498	122,577	125,805
TOTAL OPERATING COSTS	636,278	652,559	669,266	686,808
OPERATING RESULT	(478,657)	(490,210)	(502,046)	(514,571)
CAPITAL INCOME				
GRANTS	0	0	0	0
TOTAL CAPITAL INCOME	0	0	0	0
CAPITAL EXPENDITURE				
RENEWALS	123,580	126,216	128,909	131,876
IMPROVEMENTS	0	0	0	0
TOTAL CAPITAL EXPENDITURE	123,580	126,216	128,909	131,876
NET COST OF ACTIVITY	**(602,237)**	**(616,426)**	**(630,955)**	**(646,447)**

PARKS AND GARDENS - BUDGET INFORMATION

PARKS AND GARDENS	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING REVENUE	0	0	0	0
OPERATING EXPENDITURE				
KYOGLE	211,813	216,987	222,291	227,925
VILLAGES	73,934	75,663	77,433	79,335
VILLAGE MAINTENANCE	35,726	36,440	37,169	37,987
PUBLIC TOILETS	31,606	32,326	33,064	33,861
PARKS ON CROWN RESERVES	133,722	136,914	140,185	143,680
TOWN ENTRANCES	38,868	39,824	40,804	41,844
TOTAL OPERATING COSTS	525,668	538,155	550,946	564,631
OPERATING RESULT	(525,668)	(538,155)	(550,946)	(564,631)
CAPITAL INCOME				
DEVELOPER CONTRIBUTIONS	0	5,133	5,269	5,408
GRANTS	0	0	0	0
TOTAL CAPITAL INCOME	0	5,133	5,269	5,408
CAPITAL EXPENDITURE				
IMPROVEMENTS	0	0	0	0
RENEWALS	204,320	208,735	213,248	218,200
TOTAL CAPITAL EXPENDITURE	204,320	208,735	213,248	218,200
NET COST OF ACTIVITY	**(729,988)**	**(741,757)**	**(758,926)**	**(777,424)**

CROWN RESERVES - BUDGET INFORMATION

CROWN RESERVES	2021/2022	2022/2023	2023/2024	2024/2025
OPERATING INCOME	0	0	0	0
OPERATING EXPENDITURE	9,854	10,062	10,273	10,507
NET COST OF ACTIVITY	**(9,854)**	**(10,062)**	**(10,273)**	**(10,507)**

Strategic Priorities and Performance Reporting Metrics

Strategic Priorities

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
Advocacy Support			
Objective: Ensure Mayor and Councillors are sufficiently resourced and supported to deliver their advocacy role with the community and government stakeholders **Related Documents:** Kyogle Council Community Strategic Plan 2016-2026 North Coast Regional Plan 2036 Northern Rivers Regional Economic Development Strategy 2018-2022 Northern Rivers Joint Organisation of Councils Statement of Regional Priorities 2019-2022 **Community Strategic Plan Links:** CSP Governance and Community Strategies and Actions A1, A6, C1, C2 CSP Agriculture Strategies and Actions D3, D4, D5 CSP Aging in Place Disability and Respite Care Strategies and Actions D1, E1, F1, F2, F3, F4, F5 CSP Village Life Strategies and Actions B1, C3 CSP Visitor Attraction Strategies and Actions C2, C6, D2, D7	Overarching advocacy document based on February 2019 strategic workshop outcomes and advocacy priority areas previously identified.	July 2020	
	Advocacy position to be developed around National Parks issues and opportunities	December 2020	
	Advocacy position to be developed around aged care, social accommodation and housing needs	June 2021	

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
Integrated Planning and Reporting			
Objective: Ensure Council is completing the required review and updates to the Integrated Planning and Reporting components **Related Documents:** Kyogle Council Long Term Financial Plan 2015-2034 Kyogle Council Community Strategic Plan 2016-2026 **Community Strategic Plan Links:** CSP Governance and Community Strategies and Actions A1, A2, A4, B1, B2, C1, C3	Preparation of End of Term Report	August 2021	
	Community Strategic Plan review	October 2022	

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
Organisational Training Plan			
Objective: Provide ongoing development for the Council workforce to build internal capacity. **Related Documents:** Kyogle Council Workforce Management Plan 2017-2021 Kyogle Council Training Plan May 2019 Kyogle Council Employee Benefits Policy March 2019 **Community Strategic Plan Links:** CSP Governance and Community Strategies and Actions B3	Managers to develop role specific and departmental training priorities for delivery in line with Training Plan	June 2021	

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
Clarence Way Upgrades			
Objective: The Clarence Way provides a safe and efficient transportation route that provides connectivity for its local communities **Related Documents:** Kyogle Council Roads Asset Management Plan 2018 Northern Rivers Regional Economic Development Strategy 2018-2022 **Community Strategic Plan Links:** CSP main broad strategy 1) Connectivity CSP Governance and Community Strategies and Actions C1 CSP Agriculture Strategies and Actions D1, D4 CSP Village Life Strategies and Actions C3	Preparation of stand-alone formal business case report for the upgrade of section north of the Bruxner Hwy	September 2020	
	Completion of the sealing of Clarence Way south of Bruxner Hwy	December 2020	

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
Place Making in Kyogle and Villages			
Objective: To ensure there is planning for the activation and development of the Council's public spaces **Related Documents:** Kyogle Council Community Strategic Plan 2016-2026 Northern Rivers Regional Economic Development Strategy 2018-2022 **Community Strategic Plan Links:** CSP Village Life Strategies and Actions B1, B2, B3, B4, E2 CSP Visitor Attraction Strategies and Actions D4	Open Space design guide - Lays the foundation for future masterplans	July 2020	
	Finalisation of plans of management - Covering all community land and crown reserves under Council's control	July 2020	
	Site specific masterplans for the SCCF round 2 project sites - Priority for existing funded projects to be delivered on time	July 2020	
	Develop a holistic masterplan for Kyogle town centre including main street landscaping plan	December 2020	
	Develop a main street landscaping plan for MacPherson Street Woodenbong	August 2021	

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
Asset and Infrastructure Priorities			
Objective: Asset and infrastructure priorities included in the performance targets below are completed on time and to budget **Related Documents:** Kyogle Council Long Term Financial Plan 2015-2034 Kyogle Integrated Water Cycle Management Strategy 2009 Kyogle Asset Management Strategy 2012 Northern Rivers Regional Economic Development Strategy 2018-2022 **Community Strategic Plan Links:** CSP Governance and Community Strategies and Actions A4, B2, C1, C3 CSP Agriculture Strategies and Actions D2, D4, D5 CSP Village Life Strategies and Actions B1, B3	Kyogle indoor gym and pool design and business case for funding applications	September 2020	
	Kyogle Memorial Institute Hall Stage 2 design and business case for funding applications	December 2020	
	Preparation of Roads capital renewals program Staging priorities; -Initial sealing program Dec 2020 -drainage priorities Dec 2020 -Sealed roads rehab and reseal 4 year program June 2021 -combined 10 year renewals program Dec 2021	December 2021	
	Preparation of community buildings and open spaces priority capital works program Staging priorities; -project scoping and indicative prioritisation Dec 2020 -short term (1-2 yr) program developed March 2021 -4 year delivery program Dec 2021	December 2021	

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
Villages Water and Sewer Program			
Objective: Plan for the provision of new water supply for Tabulam and new sewerage systems for Tabulam, Mallanganee and Wiangaree **Related Documents:** Kyogle Council Community Strategic Plan 2016-2026 North Coast Regional Plan 2036 Northern Rivers Regional Economic Development Strategy 2018-2022 Kyogle Council 2018 Visions of Village Life Master Plans for Wiangaree, Tabulam, and Mallanganee Kyogle Council Integrated Water Cycle Management Strategy Issues Paper and Background January 2020 **Community Strategic Plan Links:** CSP Governance and Community Strategies and Actions A4, B2, C1 CSP Agriculture Strategies and Actions D4 CSP Village Life Strategies and Actions B1, B3	Sewer projects construction ready	April 2022	
	Tabulam Water project preferred option adopted	June 2022	

Performance Reporting Metrics

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
GENERAL MANAGER'S OFFICE			
HUMAN RESOURCES	Establish capability for a productive, sustainable and inclusive workforce. Promote and adhere to EEO principles to attract and retain the best possible staff. Create and nurture a safe working environment with learning and development opportunities for staff. Be widely known as a respected and reputable employer with high levels of staff satisfaction	-Total staff exits during the period -Total staff with excess leave entitlements above 8 weeks -Total excess leave above 8 weeks per employee -Total number of incidents, accidents and near misses reported during the period -Total working days lost due to injury for the period -Total spend on staff training and development -Total number of staff undertaking non-mandatory training or development	
COMMUNICATION and CONSULTATION	Kyogle Council is to be efficient and effective in its operations, actively listening to the community and anticipating and responding to community needs.	-Community newsletter editions published and distributed. -Number of social media communications -Total number of hits and shares on social media -Number of updates to Councils website. -Total number of calls for public submissions and total submissions received	
FINANCE	Council is on time and on budget with all community and statutory obligations. The sustainable management of roads bridges and other infrastructure.	-Monthly Finance reports and quarterly budget reviews presented to Council. -Annual finance requirements, including, Audit and Annual Report met and on time. -Timely annual budget preparation and community display. -Adherence to financial sustainability targets	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
GOVERNANCE	Set the example in Local Government through efficient and effective management practices and provide an environment that fosters trust and encourages and rewards excellence in performance	-Number of GIPA requests received and percentage of responses meeting required timeframes -Policies reviewed and updated within statutory requirements. -All external reporting delivered on time. -All appropriate consultation undertaken. -Councillor induction training delivered. -Council meetings held align with statutory requirements.	
CUSTOMER SERVICES	Best practice customer services with an emphasis on friendly, helpful and timely assistance.	-Total correspondence received -Complaints to the Public Officer reported. -Number of compliments received	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
PLANNING AND ENVIRONMENTAL SERVICES			
COMMUNITY SERVICES	Council to enhance and utilise suitable forum/s for broader community engagement to promote the creation of partnerships with groups across the council area and the region, including community groups, service providers, industry, agriculture, commerce, tourism, recreation and cultural groups.	-Number of forums involving community and Council representation and attendance at meetings. -Number of partnership based projects -Number of projects with commitments for external partner contributions -Number of formal community based partnerships	
	Provide for a disability inclusive community	-Number of 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	
ECONOMIC DEVELOPMENT	Promotion of Kyogle as a place of choice for lifestyle and economic opportunity	-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	
	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' *Economic Development Strategy*	
	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	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
	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.	-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	
WASTE SERVICES	Waste management facilities and services cost effectively manage waste generated within the Kyogle local government area.	-Total cost of waste management activities to Council. -Savings accrued through implementation of new waste management improvement projects/initiatives. -Percentage of projects delivered in accordance with agreed timeframes and within allocated project budget. -Number of incidents of non-compliance with domestic waste collection contract.	
	Waste disposed to landfill is minimised to prolong asset life and reduce potential for environmental harm.	-Annual tonnage of waste to landfill based on EPA Waste and Resource Reports provided by Council. -Number of new initiatives introduced to reduce waste disposed to Landfill.	
	Waste facilities are managed in accordance with regulatory requirements.	-Percentage compliance with Environmental Protection Licence conditions. -Number of reported incidents requiring implementation of Pollution Incident Management Response Plan or other necessary measures.	
	Increased rate of recycling within the Kyogle local government area	-Total tonnage of recycled materials collected including at the Community Recycling Centre and Community Recycling Stations. -Recycling initiatives implemented. -Number of promotional activities to raise community awareness of services available and how they can increase recycling in the community.	
	Minimise illegal dumping of waste in public areas	-Number of illegal dumping events reported. -Costs incurred by Council to clean up illegal dumping. -Number of notices issued for illegal dumping.	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
ENVIRONMENTAL SERVICES	The Kyogle local government area is regarded as safe place to dine and purchase takeaway food and beverages	-Percentage food premises registered with Council -Percentage of food premises inspected annually -Percentage of food premises assessed as having very good or excellent hygiene and food safety practices. -Number of notices issued for breaches of food safety standards.	
	Weeds are effectively managed 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 -Number of projects partnering with community and environmental agencies/community groups (e.g. Landcare). -Grant funding secured for projects to address weed infestations.	
	Pest animals are effectively managed across private and public land throughout the local government area	-Number of pest animal issues reported by LLS, DPI and environmental agencies/community groups (e.g. Landcare). -Grant funding secured for projects to address pest animals.	
	Pollution incident (noise, water, land or air) impacts throughout local government area are minimized.	-Number of pollution incidents reported -Number of notices issued for pollution -Percentage of pollution incidents cleaned up as required to remove risk of environmental harm.	
	Onsite sewage management systems operate effectively in non-sewered areas to protect public and environmental health	-Total number of OSMS registered -Number of new OSMS approved -Number of OSMS inspected in accordance with Council's Onsite Sewage Management Strategy -Percentage of OSMS which pass inspection -Number of notices issued regarding failing OSMS.	
	Contaminated lands in the local government area, including Underground Petroleum Storage Systems, are effectively managed to prevent environmental harm.	-Total number of contaminated properties including UPSS sites -Percentage of UPSS sites compliant with regulatory requirements -Number of contaminated properties remediated.	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
REGULATORY SERVICES	Domestic dogs and cats are managed in accordance with legislative requirements	-Number of dangerous, menacing or nuisance animal reports received -Number of dangerous, menacing or nuisance animal notices issued -Number of incidents of non-compliance with Companion Animals Act (e.g. failure to register companion animal)	
	Nuisance animals are managed in accordance with legislative requirement, including stray cattle	-Number of reports regarding nuisance animals received -Number of notices regarding nuisance animals issued -Number of incidences involving repeat offenders recorded.	
	Abandoned vehicles are managed to maintain public safety and prevent pollution	-Number of abandoned vehicles reported -Number of abandoned vehicles impounded -Costs to Council of impounding vehicles and percentage of costs recovered.	
ARTS AND CULTURE	Local arts and culture recognised as a cornerstone of Kyogle communities	-Number of separate exhibitions per annum and attendance numbers at each exhibition. -Attendance at meetings, including Arts Northern Rivers -Visitor numbers and gallery sales	
LIBRARY SERVICES	Equitable access to information sources	-Provision of library services in accordance with Richmond-Upper Clarence Regional Library Agreement	
PLANNING SERVICES	Ensure Council's planning framework encourages economic growth, population growth and social development whilst ensuring sustainable environmental outcomes.	-Implementation of actions identified in the Local Strategic Planning Statement.	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
	Industry and the community has ready access to professional advice regarding development processes and requirements	-Number of requests for pre-lodgement advice serviced by Planning Services team. -Number of requests for further information issued. -Availability of written guidance for the development industry and community regarding development processes and requirements. -Number of 'Meet a Planner' and industry information sessions held and number of attendees.	
	Council's development assessment processes are efficient and focused on achieving good planning outcomes for our community.	-Number of development applications received and approved by Council -Number of requests for further information issued -Percentage of applications processed within recommended statutory timeframes -Average timeframe for processing development applications.	
	Developer contribution requirements for infrastructure and services support and encourage new development	-Number of development applications received and approved by Council -Amount of developer contributions collected by Council -Annual value of approved development.	
	Land uses throughout the local government area are consistent with planning approvals requirements under the *Environmental Planning and Assessment Act 1979*	-Number of incidences of unlawful development reported or detected -Number of notices issued.	
	Improved awareness of Exempt and Complying Development provisions and development approval requirements	-Number of articles promoting Exempt and Complying Development provisions -Number of complying development applications received and approved.	
BUILDING SERVICES	Buildings are approved in accordance with requirements under the *Environmental Planning and Assessment Act 1979* and constructed in accordance with building codes.	-Number of development applications received by Council. -Number of Construction Certificates issued. -Number of Occupation Certificates issued.	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
	Unlawful building works are appropriately regulated to ensure community safety.	-Number of incidents of illegal building works reported or detected -Number of notices issued -Number of section 149D applications received.	
	Private pools and spas comply with legislative requirements regarding pool safety.	-Number of pools and spas inspected -Percentage of pools and spas which pass inspection -Number of notices issued.	
	Industry and the community have ready access to Council professional advice regarding building processes and requirements.	-Number of requests for pre-lodgement advice serviced by Building Services team. -Number of requests for further information issued. -Availability of written guidance for the development industry and community regarding building approval processes and requirements. -Number of 'Meet a Certifier' and industry information sessions held and number of attendees.	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
ASSETS AND INFRASTRUCTURE SERVICES			
Bridge Infrastructure	The sustainable management of roads, bridges and other infrastructure Ensure conductivity for freight and commuter transport throughout the LGA by improving the condition of councils bridge assets	-Number of timber bridges replaced -Number of load limited bridges -Number of bridges inspected per year -Change in infrastructure backlog -Bridges Customer Requests	
Road Network	The sustainable management of roads, bridges and other infrastructure Improve the condition of councils sealed and unsealed rural road network, urban streets network and regional road network	-Length of roads re-sealed (km and m^2) -cost ($/$m^2$) -Length of roads rehabilitated (km and m^2) -cost ($/$m^2$) -Length of gravel roads re-sheeted (km) -cost ($/km) -Length of footpath replaced and constructed (m) -Length of kerb and guttering replaced/constructed (m) -Length of roads graded (km) -Number of Potholes patched -Roadside slashing (km) -Change in infrastructure backlog ($) -Number of Customer Requests	

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

Long Term Financial Plan (LTFP) Summary

LONG TERM FINANCIAL PLAN

INCOME STATEMENT

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Operating Budget																				
Operating Revenue																				
Rates and annual charges	7,739,000	8,436,000	8,922,000	9,569,000	10,083,000	10,669,000	10,807,940	11,196,996	11,532,834	11,879,575	12,264,544	12,709,011	13,025,886	13,350,722	13,683,720	14,025,088	14,365,317	14,713,908	15,071,068	15,437,010
User charges and fees	6,962,000	6,586,000	6,886,000	6,398,000	9,806,000	7,801,000	8,817,556	7,418,123	7,654,233	7,898,047	8,173,206	8,418,318	8,665,286	8,919,536	9,181,284	9,450,751	9,726,120	10,009,579	10,301,369	10,601,735
Operating grants and contributions	6,374,000	7,743,000	10,959,000	6,648,000	6,906,000	9,991,000	6,497,617	7,431,005	7,614,836	7,753,394	7,829,710	8,035,624	8,252,624	8,475,997	8,705,934	8,942,631	9,186,111	9,436,751	9,694,765	9,960,373
Capital grants and contributions	2,567,000	6,786,000	5,684,000	8,229,000	8,475,000	9,704,000	29,616,288	22,351,180	21,593,887	8,774,997	3,071,562	2,417,759	1,644,932	1,683,109	1,722,316	2,262,582	1,230,252	1,260,104	1,290,828	1,322,449
All other operating revenue	670,000	814,000	544,000	559,000	308,000	201,000	303,129	192,228	318,876	339,890	258,765	278,823	266,835	309,574	359,583	343,354	372,586	408,132	453,535	520,899
Total operating revenue	**24,312,000**	**30,365,000**	**32,995,000**	**31,403,000**	**35,578,000**	**38,366,000**	**56,042,530**	**48,589,532**	**48,714,665**	**36,645,903**	**31,597,787**	**31,859,535**	**31,855,563**	**32,738,937**	**33,652,837**	**35,024,406**	**34,880,386**	**35,828,474**	**36,811,565**	**37,842,466**
Operating Expenses																				
Cost of services (excl interest and depreciation)	10,800,000	12,438,000	13,840,000	12,722,000	13,617,000	13,532,000	15,064,071	10,861,905	11,744,585	12,474,234	13,453,133	14,014,124	14,444,146	14,868,382	15,342,724	15,215,906	15,837,883	16,133,669	16,856,713	17,184,887
Borrowing costs	119,000	202,000	193,000	185,000	146,000	205,000	204,916	282,938	347,013	305,888	263,879	223,621	190,997	157,927	123,241	88,140	60,891	35,778	26,301	22,159
Maintenance expense	6,290,000	5,894,000	5,644,000	4,291,000	6,487,000	6,172,000	4,520,801	4,111,326	4,140,814	4,236,342	4,499,954	4,779,068	4,893,876	5,011,483	5,131,958	5,255,372	5,381,797	5,511,309	5,643,984	5,779,900
Depreciation expense	7,758,000	6,928,000	6,934,000	6,768,000	7,463,000	7,877,000	8,250,549	8,453,566	8,662,652	8,876,966	9,078,473	9,371,585	9,603,628	9,841,473	10,085,266	10,335,156	10,591,295	10,853,839	11,122,948	11,398,787
Total Operating Expenses	**24,967,000**	**25,462,000**	**26,611,000**	**23,966,000**	**27,713,000**	**27,786,000**	**28,040,338**	**23,709,735**	**24,895,065**	**25,893,431**	**27,295,439**	**28,388,399**	**29,132,647**	**29,879,265**	**30,683,189**	**30,894,573**	**31,871,866**	**32,534,594**	**33,649,946**	**34,385,733**
Operating Surplus/(Deficit)	**(655,000)**	**4,903,000**	**6,384,000**	**7,437,000**	**7,865,000**	**10,580,000**	**28,002,192**	**24,879,797**	**23,819,600**	**10,752,473**	**4,302,348**	**3,471,136**	**2,722,916**	**2,859,672**	**2,969,648**	**4,129,833**	**3,008,520**	**3,293,880**	**3,161,619**	**3,456,733**
Capital Budget																				
Reserve Tfrs out	2,469,000	2,871,000	4,901,000	(1,178,000)	4,697,000	153,000	(3,775,337)	(3,623,332)	(1,922,993)	(2,351,640)	(2,039,807)	(2,423,402)	(2,423,860)	(2,274,522)	(2,149,295)	(2,852,237)	(2,760,958)	(2,948,773)	(2,873,911)	(2,932,406)
Reserve Tfrs in	0	0	0	0	0	0	3,775,337	3,623,332	1,922,993	2,351,640	2,039,807	2,423,402	2,423,860	2,274,522	2,149,295	2,852,237	2,760,958	2,948,773	2,873,911	2,932,406
Loan Proceeds	2,549,000	0	0	0	0	5,000,000	0	10,000,000	0	0	0	0	0	0	0	0	0	0	0	0
WDV of Disposed Assets	438,000	457,000	566,000	643,000	367,000	301,000	586,875	240,000	511,875	666,375	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	7,463,000	7,877,000	8,250,549	8,453,566	8,662,652	8,876,966	9,078,473	9,371,585	9,603,628	9,841,473	10,085,266	10,335,156	10,591,295	10,853,839	11,122,948	11,398,787
Total capital receipts	**13,214,000**	**10,256,000**	**12,401,000**	**6,233,000**	**12,527,000**	**13,331,000**	**8,837,424**	**18,693,566**	**9,174,527**	**9,543,341**	**9,485,348**	**9,821,585**	**9,971,878**	**10,279,473**	**10,610,266**	**10,747,656**	**11,016,170**	**11,291,460**	**11,573,698**	**11,863,060**
Capital Expenses																				
Infrastructure Upgrade expenditure	0	6,592,000	1,066,000	1,825,000	3,317,000	4,775,000	8,927,318	6,747,570	6,622,156	4,730,607	2,729,357	1,741,092	671,898	682,994	694,387	1,106,087	1,118,100	1,362,437	1,143,106	1,156,115
Infrastructure Renewal expenditure	6,100,000	7,466,000	17,139,000	20,557,000	16,846,000	15,572,000	33,677,577	31,071,752	29,059,206	12,428,350	7,818,411	7,912,694	8,161,639	8,354,035	8,551,030	9,852,737	9,075,112	9,520,329	9,506,688	9,730,314
Plant & I. T .	0	0	0	0	0	0	2,980,761	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
Total Capital Expenses	**6,100,000**	**14,058,000**	**18,205,000**	**22,382,000**	**20,163,000**	**20,347,000**	**45,585,655**	**38,993,043**	**37,552,829**	**19,061,170**	**12,351,768**	**11,238,636**	**10,410,752**	**10,860,088**	**11,370,368**	**12,800,276**	**11,993,144**	**12,743,198**	**12,621,829**	**12,836,221**
Loan Principal Repayments	277,000	221,000	231,000	241,000	252,000	381,000	734,204	1,209,778	1,699,298	1,740,422	1,782,432	1,540,197	1,572,822	1,605,892	1,640,578	1,388,984	1,129,537	601,054	56,936	61,078
Total Loan Repayments	**277,000**	**221,000**	**231,000**	**241,000**	**252,000**	**381,000**	**734,204**	**1,209,778**	**1,699,298**	**1,740,422**	**1,782,432**	**1,540,197**	**1,572,822**	**1,605,892**	**1,640,578**	**1,388,984**	**1,129,537**	**601,054**	**56,936**	**61,078**
Capital Surplus/(Deficit)	**6,837,000**	**(4,023,000)**	**(6,035,000)**	**(16,390,000)**	**(7,888,000)**	**(7,397,000)**	**(37,482,435)**	**(21,509,255)**	**(30,077,600)**	**(11,258,251)**	**(4,648,852)**	**(2,957,248)**	**(2,011,696)**	**(2,186,507)**	**(2,400,680)**	**(3,441,604)**	**(2,106,511)**	**(2,052,792)**	**(1,105,067)**	**(1,034,239)**
OVERALL SURPLUS/(DEFICIT)	**6,182,000**	**880,000**	**349,000**	**(8,953,000)**	**(23,000)**	**3,183,000**	**(9,480,243)**	**3,370,542**	**(6,258,000)**	**(505,778)**	**(346,504)**	**513,888**	**711,220**	**673,165**	**568,968**	**688,229**	**902,008**	**1,241,087**	**2,056,551**	**2,422,494**

LONG TERM FINANCIAL PLAN

BALANCE SHEET

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
ASSETS																					
Current Assets																					
Cash and Cash Equivalents	14,776,000	20,957,827	21,838,000	22,187,248	13,234,180	13,211,301	16,394,000	8,658,164	12,028,552	5,770,390	5,264,442	4,917,760	5,431,463	6,142,492	6,815,463	7,384,231	8,072,256	8,974,055	10,214,929	12,271,263	14,693,536
Receivables	5,562,000	4,364,873	3,944,000	5,189,000	7,108,342	4,381,536	6,606,000	6,606,000	6,606,000	6,606,000	6,606,000	6,606,000	6,606,000	6,606,000	6,606,000	6,606,000	6,606,000	6,606,000	6,606,000	6,606,000	6,606,000
Inventories	971,000	2,048,930	2,172,000	1,945,000	1,272,730	1,370,482	1,532,000	1,532,000	1,532,000	1,532,000	1,532,000	1,532,000	1,532,000	1,532,000	1,532,000	1,532,000	1,532,000	1,532,000	1,532,000	1,532,000	1,532,000
Total Current Assets	**21,309,000**	**27,371,630**	**27,954,000**	**29,321,248**	**21,615,252**	**18,963,319**	**24,532,000**	**16,796,164**	**20,166,552**	**13,908,390**	**13,402,442**	**13,055,760**	**13,569,463**	**14,280,492**	**14,953,463**	**15,522,231**	**16,210,256**	**17,112,055**	**18,352,929**	**20,409,263**	**22,831,536**
Non-Current Assets																					
Infrastructure, Property, Plant & Equipment	292,541,000	340,931,898	344,301,000	369,692,000	402,690,163	442,798,938	434,017,000	481,615,656	523,955,525	565,432,715	589,086,362	606,679,940	623,263,990	639,284,464	655,847,191	673,003,473	691,881,179	710,155,183	729,360,801	748,642,952	768,332,187
Total Non-Current Assets	**292,541,000**	**340,931,898**	**344,301,000**	**369,692,000**	**402,690,163**	**442,798,938**	**434,017,000**	**481,615,656**	**523,955,525**	**565,432,715**	**589,086,362**	**606,679,940**	**623,263,990**	**639,284,464**	**655,847,191**	**673,003,473**	**691,881,179**	**710,155,183**	**729,360,801**	**748,642,952**	**768,332,187**
TOTAL ASSETS	**313,850,000**	**368,303,528**	**372,255,000**	**399,013,248**	**424,305,415**	**461,762,257**	**458,549,000**	**498,411,820**	**544,122,077**	**579,341,105**	**602,488,804**	**619,735,700**	**636,833,452**	**653,564,956**	**670,800,654**	**688,525,704**	**708,091,435**	**727,267,238**	**747,713,730**	**769,052,215**	**791,163,722**
LIABILITIES																					
Current Liabilities																					
Payables	1,288,000	2,043,489	1,382,000	2,869,000	2,638,937	3,178,782	3,233,000	3,233,000	3,233,000	3,233,000	3,233,000	3,233,000	3,233,000	3,233,000	3,233,000	3,233,000	3,233,000	3,233,000	3,233,000	3,233,000	3,233,000
Borrowings	271,000	220,873	231,000	241,000	252,128	262,960	734,000	1,209,778	1,699,298	1,740,422	1,782,432	1,540,197	1,572,822	1,605,892	1,640,578	1,388,984	1,129,537	601,054	56,936	61,078	64,355
Provisions	1,688,000	1,695,537	2,485,000	2,508,000	2,316,803	2,510,712	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000
Total Current Liabilities	**3,247,000**	**3,959,899**	**4,098,000**	**5,618,000**	**5,207,868**	**5,952,454**	**6,567,000**	**7,042,778**	**7,532,298**	**7,573,422**	**7,615,432**	**7,373,197**	**7,405,822**	**7,438,892**	**7,473,578**	**7,221,984**	**6,962,537**	**6,434,054**	**5,889,936**	**5,894,078**	**5,897,355**
Non-Current Liabilities																					
Payables	145,000	137,399	94,000	113,000	200,000	138,000	67,000	67,000	67,000	67,000	67,000	67,000	67,000	67,000	67,000	67,000	67,000	67,000	67,000	67,000	67,000
Borrowings	907,000	3,229,057	2,998,000	2,757,000	2,505,394	2,242,434	6,282,000	5,072,018	13,372,720	11,632,298	9,849,866	8,309,669	6,736,848	5,130,956	3,490,378	2,101,394	971,857	370,803	313,867	252,789	188,434
Provisions - LSL	149,000	140,969	136,000	180,000	181,566	136,797	173,000	173,000	173,000	173,000	173,000	173,000	173,000	173,000	173,000	173,000	173,000	173,000	173,000	173,000	173,000
Provisions -Remediation & Restoration	1,426,000	1,545,858	1,187,000	1,305,000	1,434,457	714,241	771,000	771,000	771,000	771,000	771,000	771,000	771,000	771,000	771,000	771,000	771,000	771,000	771,000	771,000	771,000
Total Current Liabilities	**2,627,000**	**5,053,283**	**4,415,000**	**4,355,000**	**4,321,417**	**3,231,472**	**7,293,000**	**6,083,018**	**14,383,720**	**12,643,298**	**10,860,866**	**9,320,669**	**7,747,848**	**6,141,956**	**4,501,378**	**3,112,394**	**1,982,857**	**1,381,803**	**1,324,867**	**1,263,789**	**1,199,434**
TOTAL LIABILITIES	**5,874,000**	**9,013,182**	**8,513,000**	**9,973,000**	**9,529,285**	**9,183,926**	**13,860,000**	**13,125,796**	**21,916,018**	**20,216,720**	**18,476,298**	**16,693,866**	**15,153,669**	**13,580,848**	**11,974,956**	**10,334,378**	**8,945,394**	**7,815,857**	**7,214,803**	**7,157,867**	**7,096,789**
Net Assets	**307,976,000**	**359,290,346**	**363,742,000**	**389,040,248**	**414,776,130**	**452,578,331**	**444,689,000**	**485,286,024**	**522,206,059**	**559,124,385**	**584,012,506**	**603,041,834**	**621,679,783**	**639,984,109**	**658,825,698**	**678,191,326**	**699,146,041**	**719,451,381**	**740,498,927**	**761,894,348**	**784,066,933**
EQUITY																					
Retained Earnings	142,022,000	141,366,699	144,829,000	151,213,248	158,649,793	166,514,386	177,095,000	206,949,192	231,828,989	255,648,589	266,401,062	270,703,410	274,174,546	276,897,462	279,757,134	282,726,782	286,856,615	289,865,134	293,159,014	296,320,633	299,777,366
Revaluation Reserves	165,954,000	217,923,647	218,913,000	237,827,000	256,126,337	286,063,945	267,594,000	278,336,832	290,377,223	303,476,112	317,611,929	332,339,088	347,506,087	363,087,687	379,069,798	395,465,978	412,291,065	429,588,094	447,341,974	465,575,994	484,292,068
Total Equity	**307,976,000**	**359,290,346**	**363,742,000**	**389,040,248**	**414,776,130**	**452,578,331**	**444,689,000**	**485,286,024**	**522,206,212**	**559,124,701**	**584,012,991**	**603,042,498**	**621,680,633**	**639,985,148**	**658,826,932**	**678,192,760**	**699,147,679**	**719,453,229**	**740,500,988**	**761,896,627**	**784,069,434**

LONG TERM FINANCIAL PLAN

STATEMENT OF CASH FLOWS

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash Flows from Operating Activities																				
Receipts																				
Rates and Annual Charges	8,250,000	8,428,000	8,910,000	9,347,000	10,053,000	10,746,000	10,807,940	11,196,996	11,532,834	11,879,575	12,264,544	12,709,011	13,025,886	13,350,722	13,683,720	14,025,088	14,365,317	14,713,908	15,071,068	15,437,010
User Charges and Fees	7,334,000	6,865,000	7,938,000	5,867,000	10,784,000	6,679,106	8,817,556	7,418,123	7,654,233	7,898,047	8,173,206	8,418,318	8,665,286	8,919,536	9,181,284	9,450,751	9,726,120	10,009,579	10,301,369	10,601,735
Investment Interest and Revenue	688,000	587,000	533,000	428,000	287,000	192,000	40,258	43,637	77,945	45,701	49,275	53,112	66,481	84,029	103,050	122,283	145,301	174,456	213,288	273,895
Grants and Contributions (Operating)	6,518,000	7,743,000	10,959,000	6,228,000	8,449,000	9,082,000	6,497,617	7,431,005	7,614,836	7,753,394	7,829,710	8,035,624	8,252,624	8,475,997	8,705,934	8,942,631	9,186,111	9,436,751	9,694,765	9,960,373
Grants and Contributions (Capital)	2,567,000	6,786,000	5,684,000	8,229,000	8,475,000	9,704,000	29,616,288	22,351,180	21,593,887	8,774,997	3,071,562	2,417,759	1,644,932	1,683,109	1,722,316	2,262,582	1,230,252	1,260,104	1,290,828	1,322,449
Other	30,000	226,000	0	379,000	256,000	(318,000)	262,871	148,591	240,931	294,188	209,490	225,712	200,354	225,544	256,533	221,071	227,286	233,676	240,247	247,005
Payments																				
Cost of Services	(15,728,000)	(15,907,000)	(17,076,950)	(13,887,068)	(15,899,879)	(17,588,000)	(19,584,872)	(14,973,231)	(15,885,400)	(16,710,576)	(17,953,086)	(18,793,193)	(19,338,022)	(19,879,865)	(20,474,682)	(20,471,278)	(21,219,680)	(21,644,978)	(22,500,697)	(22,964,786)
Borrowing Costs (interest only)	(87,000)	(170,000)	(156,000)	(151,000)	(138,000)	(175,000)	(204,916)	(282,938)	(347,013)	(305,888)	(263,879)	(223,621)	(190,997)	(157,927)	(123,241)	(88,140)	(60,891)	(35,778)	(26,301)	(22,159)
Net Cash provided (or used in) Operating Activities	**9,572,000**	**14,558,000**	**16,791,050**	**16,439,932**	**22,266,121**	**18,322,106**	**36,252,741**	**33,333,363**	**32,482,252**	**19,629,439**	**13,380,822**	**12,842,721**	**12,326,544**	**12,701,145**	**13,054,914**	**14,464,989**	**13,599,814**	**14,147,718**	**14,284,567**	**14,855,520**
Cash Flows from Investing Activities																				
Receipts																				
Sale of Infrastructure, Property, Plant and Equipment	438,000	457,000	566,000	643,000	367,000	301,000	586,875	240,000	511,875	666,375	406,875	450,000	368,250	438,000	525,000	412,500	424,875	437,621	450,750	464,272
Payments																				
Purchase of Infrastructure, Property, Plant and Equipment	(6,100,000)	(13,914,000)	(16,777,000)	(25,795,000)	(22,404,000)	(20,059,000)	(45,585,655)	(38,993,043)	(37,552,829)	(19,061,170)	(12,351,768)	(11,238,636)	(10,410,752)	(10,860,088)	(11,370,368)	(12,800,276)	(11,993,144)	(12,743,198)	(12,621,829)	(12,836,221)
Net Cash provided (or used in) Investing Activities	**(5,662,000)**	**(13,457,000)**	**(16,211,000)**	**(25,152,000)**	**(22,037,000)**	**(19,758,000)**	**(44,998,780)**	**(38,753,043)**	**(37,040,954)**	**(18,394,795)**	**(11,944,893)**	**(10,788,636)**	**(10,042,502)**	**(10,422,088)**	**(10,845,368)**	**(12,387,776)**	**(11,568,269)**	**(12,305,576)**	**(12,171,079)**	**(12,371,948)**
Cash Flows from Financing Activities																				
Receipts																				
Proceeds from Borrowings	2,549,000	0	0	0	0	5,000,000	0	10,000,000	0	0	0	0	0	0	0	0	0	0	0	0
Payments																				
Repayment of Borrowings and Advances	(277,000)	(220,629)	(231,000)	(241,000)	(252,000)	(489,000)	(734,204)	(1,209,778)	(1,699,298)	(1,740,422)	(1,782,432)	(1,540,197)	(1,572,822)	(1,605,892)	(1,640,578)	(1,388,984)	(1,129,537)	(601,054)	(56,936)	(61,078)
Net Cash provided (or used in) Financing Activities	**2,272,000**	**(220,629)**	**(231,000)**	**(241,000)**	**(252,000)**	**4,511,000**	**(734,204)**	**8,790,222**	**(1,699,298)**	**(1,740,422)**	**(1,782,432)**	**(1,540,197)**	**(1,572,822)**	**(1,605,892)**	**(1,640,578)**	**(1,388,984)**	**(1,129,537)**	**(601,054)**	**(56,936)**	**(61,078)**
Net Increase (Decrease) in Cash and Cash Equivalents	6,182,000	880,371	349,050	(8,953,068)	(22,879)	4,927,106	(9,480,243)	3,370,542	(6,258,000)	(505,778)	(346,504)	513,888	711,220	673,165	568,968	688,229	902,008	1,241,087	2,056,551	2,422,494
Cash and Cash Equivalents at start of year	14,775,827	20,957,827	21,838,198	22,187,248	13,234,180	13,211,301	18,138,407	8,658,164	12,028,552	5,770,390	5,264,442	4,917,760	5,431,463	6,142,492	6,815,463	7,384,231	8,072,256	8,974,055	10,214,929	12,271,263
Cash and Cash Equivalents - end of year	**20,957,827**	**21,838,198**	**22,187,248**	**13,234,180**	**13,211,301**	**18,138,407**	**8,658,164**	**12,028,705**	**5,770,552**	**5,264,612**	**4,917,938**	**5,431,648**	**6,142,682**	**6,815,657**	**7,384,431**	**8,072,460**	**8,974,264**	**10,215,142**	**12,271,480**	**14,693,757**
Projected Bank Balances	20,957,827	21,838,198	22,187,248	13,234,180	13,211,301	18,138,407	8,658,164	12,028,552	5,770,390	5,264,442	4,917,760	5,431,463	6,142,492	6,815,463	7,384,231	8,072,256	8,974,055	10,214,929	12,271,263	14,693,536

LONG TERM FINANCIAL PLAN

BANK BALANCES

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
General																				
Opening Balance							13,114,331	6,130,632	10,324,994	4,209,566	3,979,220	3,456,804	3,759,204	4,025,053	4,226,959	4,298,036	4,450,424	4,789,462	5,450,167	6,908,086
Movement							(6,983,699)	4,194,362	(6,115,428)	(230,346)	(522,416)	302,400	265,848	201,907	71,077	152,388	339,038	660,705	1,457,919	1,805,000
Closing Balance	**8,765,376**	**15,403,764**	**16,372,798**	**10,332,577**	**9,597,302**	**13,114,331**	**6,130,632**	**10,324,994**	**4,209,566**	**3,979,220**	**3,456,804**	**3,759,204**	**4,025,053**	**4,226,959**	**4,298,036**	**4,450,424**	**4,789,462**	**5,450,167**	**6,908,086**	**8,713,086**
Employee Leave			1,248,351	1,320,526	1,380,882	1,443,497	1,483,915	1,525,465	1,568,178	1,612,087	1,657,225	1,703,627	1,751,329	1,800,366	1,850,776	1,902,598	1,955,871	2,010,635	2,066,933	2,124,807
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
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
Reinstatement Reserve							94,349	96,236	98,161	100,124	102,327	104,578	106,879	109,230	111,633	114,089	116,599	119,164	121,786	124,465
Min Reserve							**3,078,264**	**3,121,701**	**3,166,339**	**3,212,211**	**3,259,552**	**3,308,205**	**3,358,208**	**3,409,596**	**3,462,410**	**3,516,687**	**3,572,470**	**3,629,799**	**3,688,719**	**3,749,272**
State Highways																				
Opening Balance							1,405,969	1,241,672	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Movement							(164,297)	(991,672)	0	0	0	0	0	0	0	0	0	0	0	0
Closing Balance	**967,045**	**602,197**	**1,595,641**	**114,322**	**964,845**	**1,405,969**	**1,241,672**	**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**
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
Quarries																				
Opening Balance							1,225,653	714,225	507,513	484,967	461,272	437,147	411,702	384,888	356,657	326,958	295,739	262,948	228,528	192,422
Movement							(511,428)	(206,712)	(22,546)	(23,695)	(24,125)	(25,446)	(26,814)	(28,231)	(29,699)	(31,218)	(32,792)	(34,420)	(36,106)	(37,850)
Closing Balance	**1,121,071**	**322,398**	**592,435**	**662,432**	**1,052,337**	**1,225,653**	**714,225**	**507,513**	**484,967**	**461,272**	**437,147**	**411,702**	**384,888**	**356,657**	**326,958**	**295,739**	**262,948**	**228,528**	**192,422**	**154,572**
Min Reserve							504,542	482,384	459,094	434,633	409,777	383,580	355,995	326,972	296,460	264,407	230,758	195,458	158,448	119,670
Plant																				
Opening Balance							1,868,969	471,645	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Movement							(1,397,324)	28,355	0	0	0	0	0	0	0	0	0	0	0	0
Closing Balance	**6,993,032**	**2,017,333**	**1,719,031**	**1,315,985**	**1,479,147**	**1,868,969**	**471,645**	**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**
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
Total General Fund																				
Opening Balance							17,614,922	8,558,174	11,582,507	5,444,533	5,190,492	4,643,951	4,920,906	5,159,940	5,333,616	5,374,994	5,496,164	5,802,410	6,428,695	7,850,508
Movement							(9,056,748)	3,024,332	(6,137,974)	(254,041)	(546,540)	276,954	239,034	173,676	41,378	121,169	306,246	626,285	1,421,813	1,767,150
GF Closing Balance	**17,846,524**	**18,345,692**	**20,279,905**	**12,425,317**	**13,093,631**	**17,614,922**	**8,558,174**	**11,582,507**	**5,444,533**	**5,190,492**	**4,643,951**	**4,920,906**	**5,159,940**	**5,333,616**	**5,374,994**	**5,496,164**	**5,802,410**	**6,428,695**	**7,850,508**	**9,617,657**
GF Total Min Reserve							**4,332,806**	**4,354,085**	**4,375,433**	**4,396,844**	**4,419,329**	**4,441,786**	**4,464,203**	**4,486,568**	**4,508,870**	**4,531,094**	**4,553,228**	**4,575,257**	**4,597,167**	**4,618,943**
Water Supply																				
Opening Balance							183,580	50,941	22,097	(47,383)	(75,185)	20,020	160,288	318,181	494,519	690,148	915,985	1,172,946	1,451,940	1,753,952
Movement							(132,639)	(28,844)	(69,479)	(27,803)	95,206	140,267	157,894	176,337	195,629	225,838	256,961	278,994	302,011	326,049
Water Closing Balance	**2,477,311**	**2,558,680**	**1,367,361**	**538,715**	**371,424**	**183,580**	**50,941**	**22,097**	**(47,383)**	**(75,185)**	**20,020**	**160,288**	**318,181**	**494,519**	**690,148**	**915,985**	**1,172,946**	**1,451,940**	**1,753,952**	**2,080,001**
Sewer Fund																				
Opening Balance							447,667	156,978	501,427	410,174	134,427	176,609	211,827	466,347	731,508	1,007,613	1,294,974	1,582,024	1,868,559	2,154,362
Movement							(290,689)	344,449	(91,253)	(275,747)	42,181	35,218	254,521	265,160	276,105	287,361	287,051	286,534	285,803	284,845
Sewer Closing Balance	**584,190**	**983,594**	**843,066**	**495,059**	**113,310**	**447,667**	**156,978**	**501,427**	**410,174**	**134,427**	**176,609**	**211,827**	**466,347**	**731,508**	**1,007,613**	**1,294,974**	**1,582,024**	**1,868,559**	**2,154,362**	**2,439,210**
Domestic Waste Fund																				
Opening Balance							(107,762)	(107,929)	(77,479)	(36,935)	14,708	77,180	138,442	198,023	255,820	311,477	365,133	416,675	465,735	512,442
Movement							(167)	30,450	40,544	51,643	62,471	61,262	59,581	57,797	55,657	53,656	51,542	49,060	46,706	44,226
DM Closing Balance	**49,802**	**(49,768)**	**(303,085)**	**(224,911)**	**(367,063)**	**(107,762)**	**(107,929)**	**(77,479)**	**(36,935)**	**14,708**	**77,180**	**138,442**	**198,023**	**255,820**	**311,477**	**365,133**	**416,675**	**465,735**	**512,442**	**556,668**
Reinstatement Reserve							94,349	96,236	98,161	100,124	102,327	104,578	106,879	109,230	111,633	114,089	116,599	119,164	121,786	124,465
TOTALS																				
Opening Balance							18,138,407	8,658,164	12,028,552	5,770,390	5,264,442	4,917,760	5,431,463	6,142,492	6,815,463	7,384,231	8,072,256	8,974,055	10,214,929	12,271,263
Movement							(9,480,243)	3,370,388	(6,258,162)	(505,948)	(346,682)	513,703	711,030	672,970	568,768	688,025	901,799	1,240,874	2,056,334	2,422,272
All Closing Balance	**20,957,827**	**21,838,198**	**22,187,248**	**13,234,180**	**13,211,301**	**18,138,407**	**8,658,164**	**12,028,552**	**5,770,390**	**5,264,442**	**4,917,760**	**5,431,463**	**6,142,492**	**6,815,463**	**7,384,231**	**8,072,256**	**8,974,055**	**10,214,929**	**12,271,263**	**14,693,536**

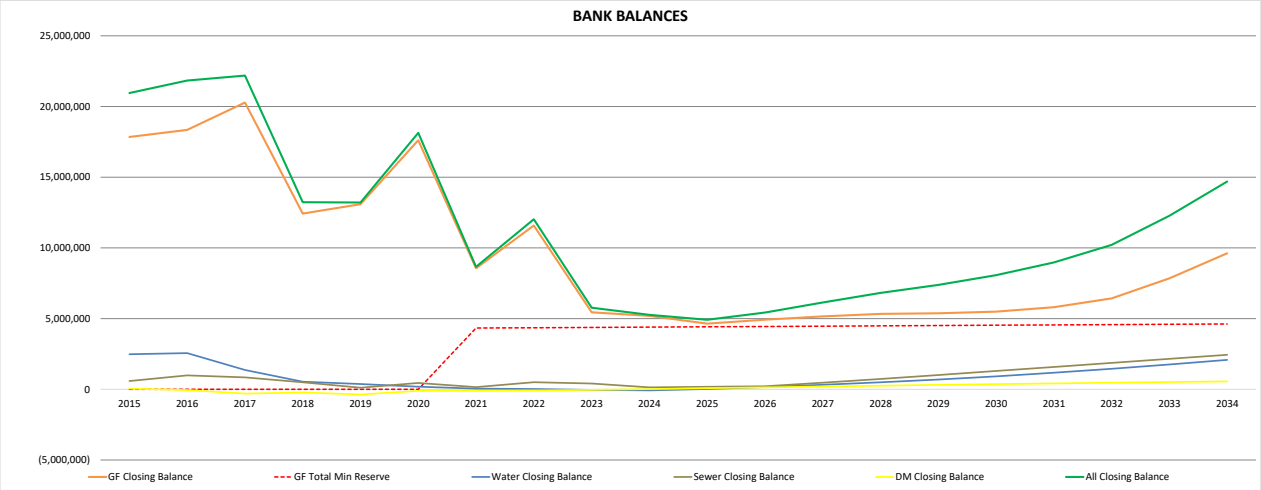
SUMMARY BY FUNCTION

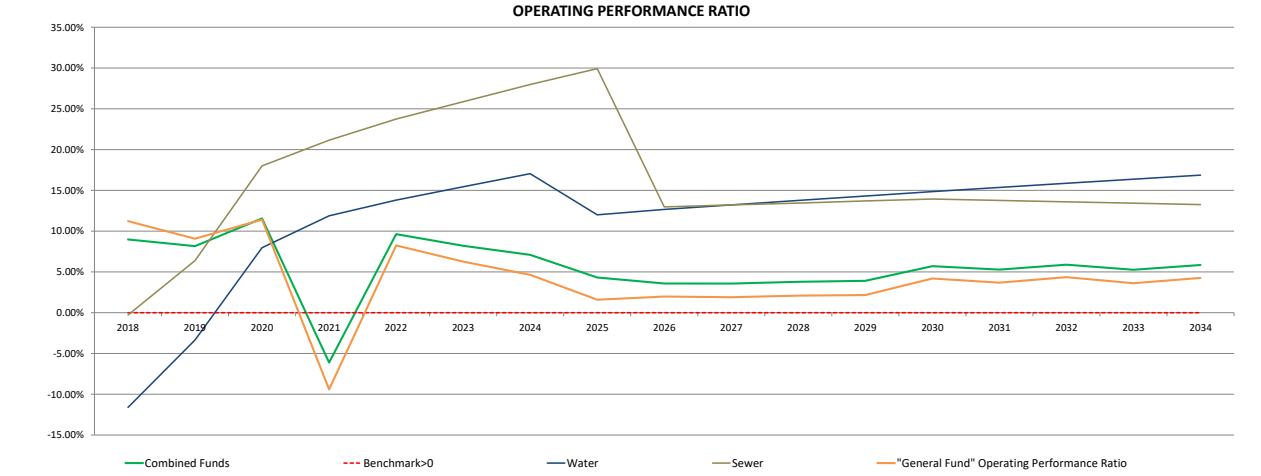
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
GENERAL FUND																				
GENERAL MANAGER																				
Governance	(394,700)	(342,704)	(449,762)	(433,759)	(476,204)	(514,150)	(681,866)	(583,811)	(597,851)	(612,239)	(723,865)	(643,315)	(659,448)	(675,992)	(801,323)	(710,353)	(728,192)	(746,486)	(887,214)	(784,484)
Administration	(1,124,632)	(1,064,102)	(1,067,975)	(1,050,145)	(1,001,131)	(1,259,862)	(1,174,639)	(1,123,219)	(1,117,122)	(1,196,056)	(1,159,494)	(1,220,894)	(1,270,332)	(1,244,961)	(1,226,012)	(1,384,613)	(1,328,107)	(1,375,037)	(1,475,940)	(1,424,390)
Human Resources	(181,195)	(260,049)	(247,521)	(250,127)	(127,048)	(431,818)	(283,878)	(259,520)	(264,131)	(268,817)	(274,234)	(279,755)	(285,383)	(291,118)	(296,963)	(302,919)	(308,989)	(315,175)	(321,478)	(327,901)
Finance	7,661,353	8,228,028	9,688,100	8,759,301	10,138,524	12,823,522	7,695,406	18,865,075	8,608,265	8,845,485	9,125,458	9,413,053	9,717,733	10,034,351	10,360,407	10,971,513	11,594,804	12,509,793	13,443,316	13,854,112
Crown Reserves	(4,610)	(11,111)	(10,398)	(6,257)	162,028	(184,609)	(63,063)	(9,854)	(10,062)	(10,273)	(10,507)	(10,747)	(10,992)	(11,242)	(11,498)	(11,760)	(12,029)	(12,303)	(12,584)	(12,871)
	5,956,216	**6,550,062**	**7,912,445**	**7,019,013**	**8,696,169**	**10,433,083**	**5,491,960**	**16,888,671**	**6,619,099**	**6,758,101**	**6,957,359**	**7,258,342**	**7,491,579**	**7,811,038**	**8,024,610**	**8,561,867**	**9,217,486**	**10,060,792**	**10,746,100**	**11,304,467**
PLANNING & ENVIRONMENTAL																				
Town Planning	(110,688)	(75,770)	(197,633)	(190,588)	(286,761)	(510,468)	(427,840)	(317,341)	(305,189)	(303,256)	(311,443)	(319,856)	(328,501)	(337,385)	(346,514)	(355,894)	(365,533)	(375,438)	(385,616)	(396,074)
Environmental Health	(170,323)	(161,507)	(64,937)	(214,820)	(264,267)	(209,916)	(486,211)	(344,576)	(352,821)	(371,265)	(370,187)	(379,330)	(388,699)	(408,299)	(408,137)	(418,218)	(428,548)	(449,134)	(449,981)	(461,096)
Building Control	(38,407)	(23,847)	(26,285)	(24,839)	(10,456)	(31,596)	(31,275)	(31,355)	(31,420)	(31,470)	(31,685)	(31,891)	(32,087)	(32,271)	(32,444)	(32,605)	(32,753)	(32,887)	(33,006)	(33,110)
Regulatory Services	(94,511)	(112,628)	(107,834)	(105,102)	(98,033)	(110,132)	(182,572)	(186,243)	(98,647)	(100,632)	(102,894)	(105,203)	(107,559)	(109,963)	(112,417)	(114,922)	(117,478)	(120,086)	(122,748)	(125,465)
Other Waste	84,862	66,456	295,582	(520,439)	74,761	(540,425)	(330,331)	98,710	122,630	122,873	(147,718)	165,376	168,714	172,111	175,318	178,837	182,417	(278,189)	189,518	193,290
Strategic, Community & Cultural Services	(295,377)	(264,330)	(388,799)	(499,926)	(621,560)	(699,267)	(974,984)	(609,120)	(623,299)	(637,818)	(653,416)	(669,402)	(685,785)	(702,576)	(719,784)	(737,421)	(755,497)	(774,023)	(793,010)	(812,470)
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)	(86,095)	(87,989)	(89,924)
Public Libraries	(323,551)	(516,144)	(372,336)	(373,526)	(398,977)	(402,838)	(431,331)	(446,391)	(454,422)	(462,587)	(472,003)	(481,603)	(491,391)	(501,370)	(511,543)	(521,915)	(532,488)	(543,267)	(554,255)	(565,456)
	(967,555)	**(1,113,135)**	**(926,466)**	**(1,994,428)**	**(1,671,459)**	**(2,571,800)**	**(2,932,710)**	**(1,905,845)**	**(1,814,088)**	**(1,856,493)**	**(2,163,276)**	**(1,897,464)**	**(1,942,526)**	**(1,998,671)**	**(2,036,175)**	**(2,084,566)**	**(2,134,122)**	**(2,659,119)**	**(2,237,087)**	**(2,290,306)**
INFRASTRUCTURE SERVICES																				
Regional Roads	461,333	437,274	280,155	(361,668)	(149,803)	(1,011,157)	(641,984)	203,318	(334,208)	(327,043)	(322,636)	(317,779)	(312,450)	(306,628)	(300,292)	(793,417)	(285,980)	(277,956)	(269,319)	(260,043)
Urban Streets	(604,655)	(778,927)	(794,858)	(1,696,095)	(876,756)	(1,730,458)	(1,741,890)	(2,679,416)	(1,465,909)	(1,195,650)	(1,082,442)	(1,108,551)	(1,135,279)	(1,162,642)	(1,190,655)	(1,219,333)	(1,248,692)	(1,278,750)	(1,309,522)	(1,341,025)
Rural Local Roads	(252,909)	2,510,641	(1,601,204)	(2,658,922)	(4,409,704)	(2,879,941)	(2,113,983)	(1,920,205)	(2,429,844)	(2,308,594)	(2,072,148)	(1,919,743)	(1,998,889)	(2,169,616)	(2,327,614)	(2,490,484)	(2,631,696)	(2,607,299)	(2,742,391)	(2,799,392)
Bridges	(270,199)	2,842,201	(2,218,573)	(4,357,243)	(3,064,796)	(1,222,011)	(1,689,385)	(3,692,532)	(3,794,237)	1,027,964	867,231	1,034,020	1,027,911	961,690	904,914	1,179,203	546,067	599,520	547,327	547,888
Emergency Services	(187,197)	(271,519)	(317,354)	(336,034)	(323,602)	(391,164)	(1,221,991)	(525,803)	(536,319)	(547,045)	(559,080)	(571,380)	(583,950)	(596,797)	(609,927)	(623,345)	(637,059)	(651,074)	(665,398)	(680,036)
Swimming Pools	(455,534)	(486,871)	(463,574)	(481,551)	(551,711)	(501,286)	(528,380)	(602,237)	(616,426)	(630,955)	(646,447)	(662,322)	(678,590)	(695,261)	(712,344)	(729,850)	(747,789)	(766,173)	(785,012)	(804,317)
Parks & Gardens	(421,094)	(443,687)	(574,036)	(522,205)	(473,854)	(1,006,815)	(1,159,422)	(729,988)	(741,757)	(758,926)	(777,424)	(796,378)	(815,802)	(835,707)	(856,104)	(877,006)	(898,426)	(920,377)	(942,872)	(965,925)
Community Buildings	(307,403)	(294,703)	67,372	150,964	(478,867)	(569,617)	(179,993)	(1,585,606)	(1,588,472)	(219,604)	(224,916)	(230,354)	(235,923)	(241,625)	(247,463)	(253,441)	(259,562)	(265,829)	(272,245)	(278,815)
Public Cemeteres	(61,822)	54,339	(55,706)	(15,113)	(20,533)	(56,633)	(71,639)	(67,191)	(68,060)	(68,930)	(150,009)	(71,097)	(72,194)	(73,301)	(74,417)	(75,541)	(76,673)	(77,813)	(78,961)	(80,115)
Stormwater	827,774	(1,388,957)	25,382	(122,459)	(348,538)	(182,334)	(266,791)	(205,251)	(206,259)	(208,805)	(103,547)	(104,422)	(105,309)	(106,210)	(107,123)	(108,050)	(108,989)	(109,942)	(110,908)	(111,888)
Engineering Administration	(83,663)	(274,086)	(18,532)	123,758	553,092	60,667	72,509	1,016,447	861,051	105,635	(245,081)	(310,473)	(372,729)	(384,364)	(396,334)	(333,650)	(395,528)	(385,275)	(421,793)	(435,493)
	(1,355,369)	**1,905,705**	**(5,670,928)**	**(10,276,568)**	**(10,145,072)**	**(9,490,749)**	**(9,542,949)**	**(10,788,464)**	**(10,920,439)**	**(5,131,954)**	**(5,316,498)**	**(5,058,478)**	**(5,283,205)**	**(5,610,461)**	**(5,917,358)**	**(6,324,913)**	**(6,744,327)**	**(6,740,968)**	**(7,051,094)**	**(7,209,161)**
TOTAL GENERAL FUND	**3,633,292**	**7,342,632**	**1,315,050**	**(5,251,984)**	**(3,120,361)**	**(1,629,466)**	**(6,983,699)**	**4,194,362**	**(6,115,428)**	**(230,346)**	**(522,416)**	**302,400**	**265,848**	**201,907**	**71,077**	**152,388**	**339,038**	**660,705**	**1,457,919**	**1,805,000**
RESTRICTED FUNDS - INTERNAL																				
State Highways	(181,336)	(670,713)	(151,474)	(472,438)	(8,703)	(434,812)	(164,297)	(991,672)	0	0	0	0	0	0	0	0	0	0	0	0
Quarries	(13,446)	(731,937)	205,202	123,060	549,073	167,152	(511,428)	(206,712)	(22,546)	(23,695)	(24,125)	(25,446)	(26,814)	(28,231)	(29,699)	(31,218)	(32,792)	(34,420)	(36,106)	(37,850)
Plant & Depots	(446,181)	(4,982,163)	(302,212)	(378,957)	174,947	(68,187)	(1,397,324)	28,355	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL RESTRICTED FUNDS - INTERNAL	**(640,963)**	**(6,384,813)**	**(248,484)**	**(728,335)**	**715,317**	**(335,847)**	**(2,073,049)**	**(1,170,029)**	**(22,546)**	**(23,695)**	**(24,125)**	**(25,446)**	**(26,814)**	**(28,231)**	**(29,699)**	**(31,218)**	**(32,792)**	**(34,420)**	**(36,106)**	**(37,850)**
RESTRICTED FUNDS - EXTERNAL																				
Water Fund	2,583,293	111,706	(772,180)	(1,299,279)	(179,502)	(208,363)	(132,639)	(28,844)	(69,479)	(27,803)	95,206	140,267	157,894	176,337	195,629	225,838	256,961	278,994	302,011	326,049
Sewer Fund	(218,572)	389,556	(144,266)	(373,048)	(380,340)	(118,033)	(290,689)	344,449	(91,253)	(275,747)	42,181	35,218	254,521	265,160	276,105	287,361	287,051	286,534	285,803	284,848
Domestic Waste	20,187	(94,014)	(247,391)	77,236	(135,967)	263,064	(167)	30,450	40,544	51,643	62,471	61,262	59,581	57,797	55,657	53,656	51,542	49,060	46,706	44,226
TOTAL RESTRICTED FUNDS - EXTERNAL	**2,384,908**	**407,248**	**(1,163,837)**	**(1,595,091)**	**(695,810)**	**(63,331)**	**(423,496)**	**346,055**	**(120,188)**	**(251,907)**	**199,858**	**236,748**	**471,995**	**499,295**	**527,390**	**566,855**	**595,553**	**614,589**	**634,521**	**655,123**
COMBINED FUNDS	**5,377,237**	**1,365,067**	**(97,271)**	**(7,575,410)**	**(3,100,854)**	**(2,028,645)**	**(9,480,243)**	**3,370,388**	**(6,258,162)**	**(505,948)**	**(346,682)**	**513,703**	**711,030**	**672,970**	**568,768**	**688,025**	**901,799**	**1,240,874**	**2,056,334**	**2,422,272**

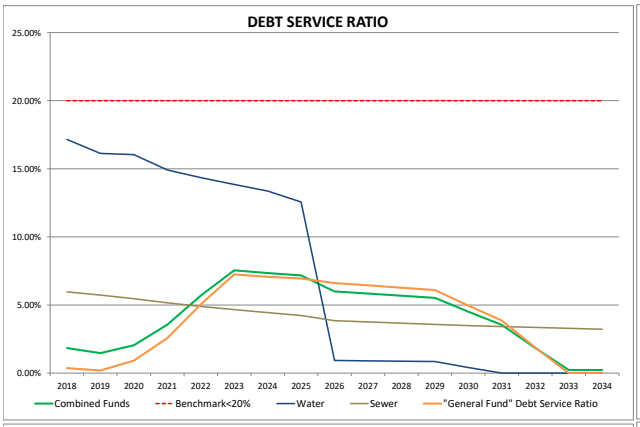
LONG TERM FINANCIAL PLAN

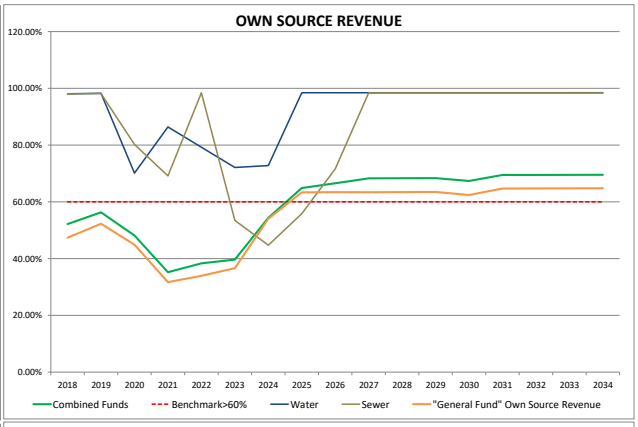
ASSUMPTIONS

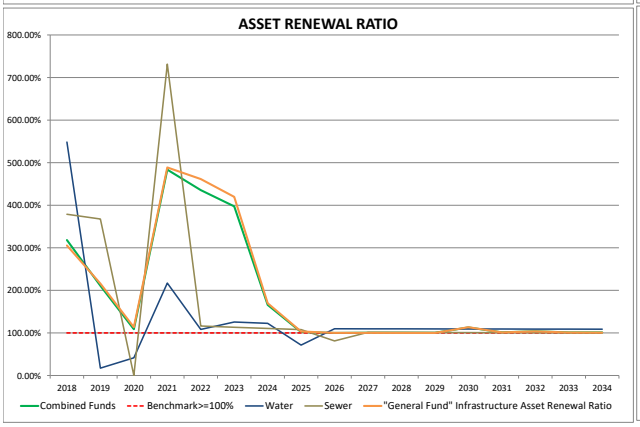
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Sundry Expenses Indexation		1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	2.00%	2.00%	2.00%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%
Sundry Income Indexation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	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%	2.60%	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Bank Interest		2.46%	2.06%	1.38%	1.78%	1.11%	0.50%	0.70%	0.90%	1.10%	1.30%	1.50%	1.70%	1.90%	2.10%	2.30%	2.50%	2.70%	2.90%	3.10%
Employee Costs Indexation		2.70%	2.80%	2.35%	2.50%	2.50%	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		0.46%	1.39%	4.34%	5.54%	4.25%	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	$3,877,876	$3,895,602	$3,949,938	$4,121,421	$4,349,797	$4,534,467	$2,218,467	$4,810,615	$4,954,933	$5,103,581	$5,256,689	$5,414,389	$5,576,821	$5,744,126	$5,916,449	$6,093,943	$6,276,761	$6,465,064	$6,659,016	$6,858,786
Domestic Waste Charges Indexation		0.72%	0.99%	2.83%	2.73%	5.83%	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		19.21%	15.90%	7.62%	6.07%	4.97%	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		4.27%	3.54%	2.43%	3.61%	8.96%	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		251.71%	3.17%	3.39%	2.58%	1.89%	2.30%	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Water Charges Indexation		1.11%	10.36%	6.82%	7.12%	1.30%	5.00%	5.00%	4.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Sewer Charges Indexation		3.57%	6.08%	4.98%	4.06%	5.01%	5.00%	5.00%	5.00%	5.00%	5.00%	4.00%	2.50%	2.50%	2.50%	2.50%	2.00%	2.00%	2.00%	2.00%
Regional Roads Block Grant Indexation		1.75%	1.72%	1.95%	1.83%	2.91%	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	$1,043,363	$1,073,710	$1,105,921	$1,139,099	$1,173,272	$1,208,470	$1,244,724	$1,282,066	$1,320,528	$1,360,143	$1,400,948	$1,442,976	$1,486,265	$1,530,853	$1,576,779	$1,624,082
Regional Roads Repair Program Indexation		417.60%	-6.11%	1.71%	6.84%	0.63%	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	$187,161	$188,348	$188,761	$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		171.51%	22.70%	-66.78%	-87.86%	1318.18%	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%
Projected R2R Income	$833,093	$2,261,912	$2,775,255	$921,881	$111,908	$1,587,052	$1,536,234	$1,024,156	$1,024,156	$973,338	$855,107	$859,383	$863,680	$867,998	$872,338	$876,700	$881,083	$885,489	$889,916	$894,366
Timber Bridges 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%
Projected Timber Bridges Income	$0	$269,516	$1,306,139	$1,674,898	$1,321,470	$2,529,477	$4,502,212	$1,060,000	$0	$5,000,000	$600,000	$613,200	$626,690	$640,478	$654,568	$1,168,969	$110,000	$112,420	$114,893	$117,421
Black Spot Funding 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%
Projected Black Spot Income	$147,483	$333,133	$534,418	$25,560	$497,446	$326,543	$46,041	$179,108	$184,481	$190,016	$321,875	$331,532	$341,478	$351,722	$362,273	$373,142	$384,336	$395,866	$407,742	$419,974
Fixing Country Roads 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%
Projected FCR Income	$0	$703,001	$0	$45,597	$2,634,272	$4,548,031	$4,193,359	$179,108	$184,481	$190,016	$195,716	$201,588	$207,635	$213,864	$220,280	$226,889	$233,695	$240,706	$247,927	$255,365
National Stronger Regions Fund							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	$1,650,810	$3,550,000	$1,035,213	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Depreciation Indexation		-10.70%	0.09%	-2.39%	10.27%	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						0.00%	0.00%	0.00%	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		-20.13%	-4.68%	5.46%	71.12%	-25.32%	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%

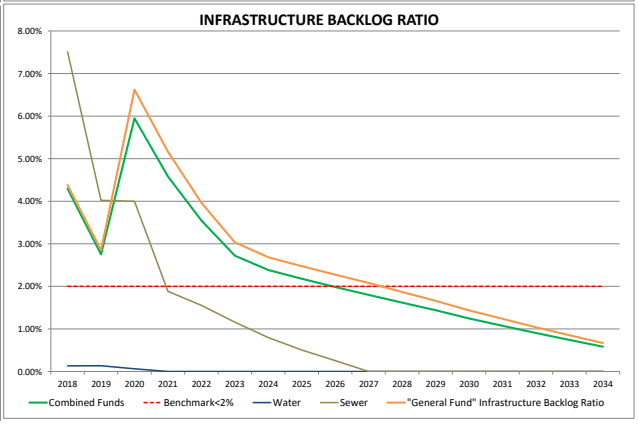

BANK BALANCES
25,000,000
20,000,000
15,000,000
10,000,000
5,000,000
0
(5,000,000)
2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034
GF Closing Balance
GF Total Min Reserve
Water Closing Balance
Sewer Closing Balance
DM Closing Balance
All Closing Balance


OPERATING PERFORMANCE RATIO
35.00%
30.00%
25.00%
20.00%
15.00%
10.00%
5.00%
0.00%
-5.00%
-10.00%
-15.00%
2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034
Combined Funds
Benchmark>0
Water
Sewer
"General Fund" Operating Performance Ratio


DEBT SERVICE RATIO
25.00%
20.00%
15.00%
10.00%
5.00%
0.00%
2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034
Combined Funds
Benchmark<20%
Water
Sewer
"General Fund" Debt Service Ratio


OWN SOURCE REVENUE
120.00%
100.00%
80.00%
60.00%
40.00%
20.00%
0.00%
2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034
Combined Funds
Benchmark>60%
Water
Sewer
"General Fund" Own Source Revenue


ASSET RENEWAL RATIO
800.00%
700.00%
600.00%
500.00%
400.00%
300.00%
200.00%
100.00%
0.00%
2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034
Combined Funds
Benchmark>=100%
Water
Sewer
"General Fund" Infrastructure Asset Renewal Ratio


INFRASTRUCTURE BACKLOG RATIO
8.00%
7.00%
6.00%
5.00%
4.00%
3.00%
2.00%
1.00%
0.00%
2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034
Combined Funds
Benchmark<2%
Water
Sewer
"General Fund" Infrastructure Backlog Ratio