



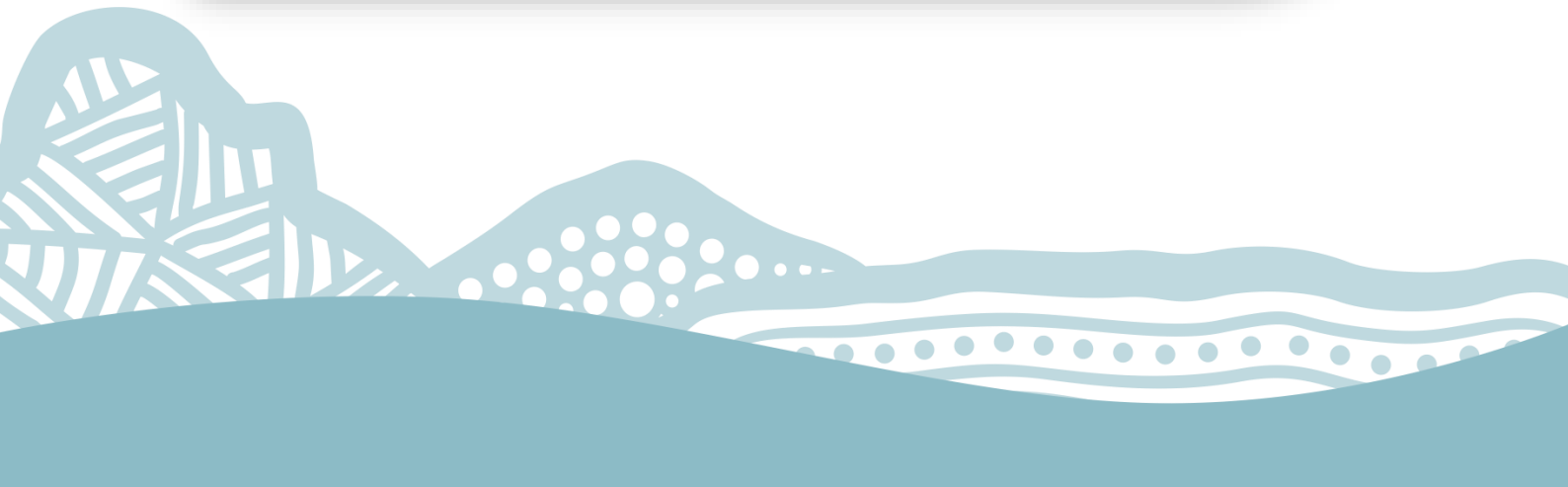
KYOGLE COUNCIL

OPERATIONAL PLAN

2022/2023

DELIVERY PROGRAM

2022/2026





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

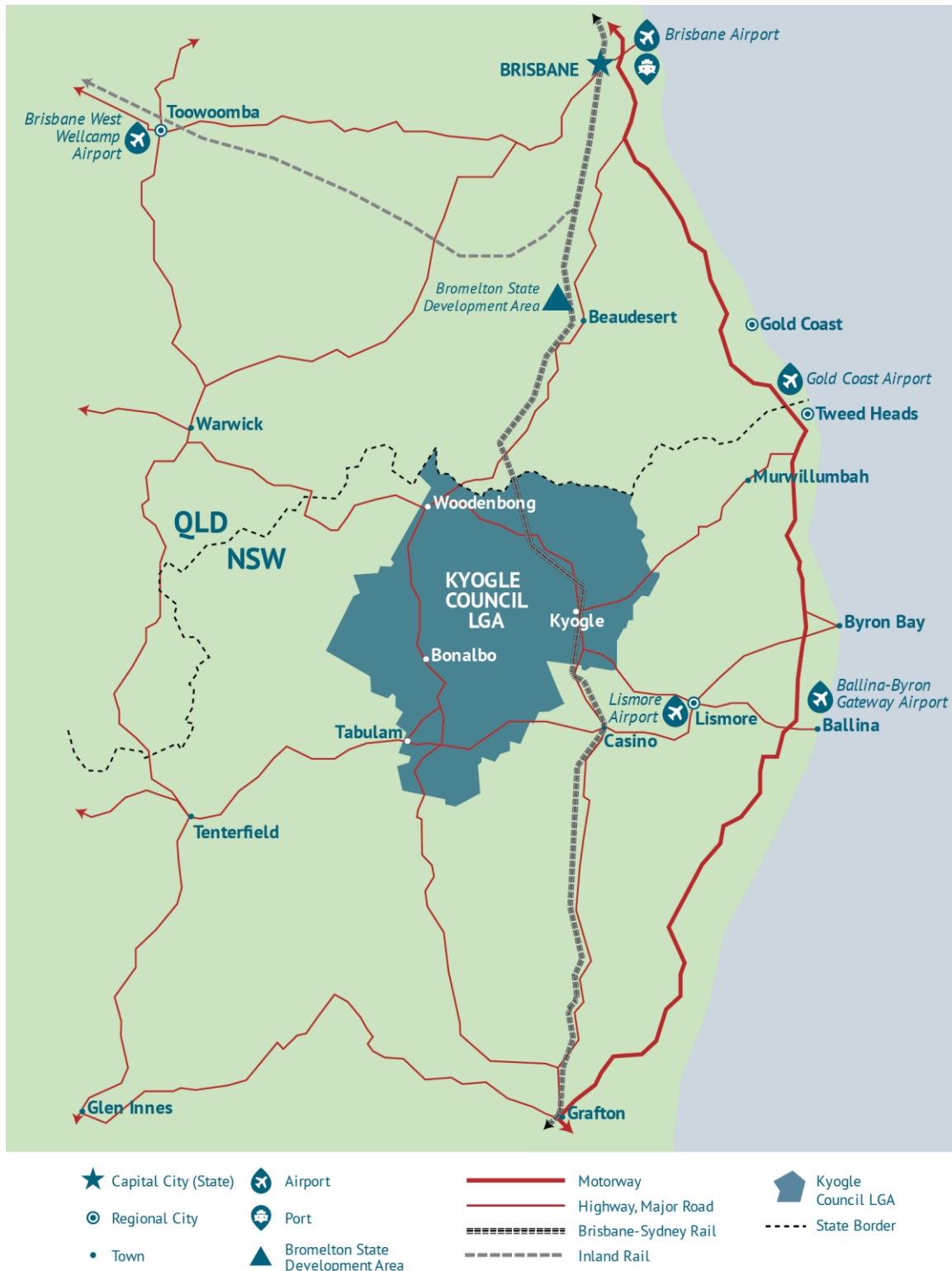
OUR VALUES

- 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 local government areas of Tweed Shire, Lismore City, Richmond Valley, Clarence Valley and Tenterfield Shire 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 December, 2021 and will hold office until September 2024.



Back row, left to right: Councillors James Murray (C Ward), Rob Cullen (B Ward), Hayden Doolan (A Ward).

Centre, row, left to right: Councillors Tom Cooper (Deputy Mayor, C Ward), Maggie May (B Ward) and John Burley (B Ward)

Front, left to right: Councillors Kylie Thomas (Mayor, A Ward), Janet Wilson (A Ward) and Danielle Mulholland (C 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 2022/2023 financial year the IPART determination applying to Kyogle Council was an increase of 0.7%. At its Extraordinary meeting in January 2022, Council resolved to apply for a Special Rate Variation (SRV) to increase rates by 2.5% as was originally assumed in Councils Long Term Financial Plan. This SRV was approved by the IPART on May 5, 2022 and has been incorporated into the rates described below.

Ordinary Rates applying for the financial period 2022/2023 are:

CATEGORY	VALUATION (\$)	NUMBER OF PROPERTIES	BASE CHARGE (\$)	AD VALOREM RATE IN \$	ANTICIPATED YIELD (\$)	BASE CHARGE YIELD (\$)	BASE CHARGE YIELD (%)
FARMLAND	832,082,320	1,801	293.00	0.374632	3,644,941	527,693	14.48%
RESIDENTIAL	64,216,670	875	293.00	0.453536	547,621	256,375	46.82%
RESIDENTIAL-KYOGLE	128,375,710	1,280	314.00	1.075417	1,782,494	401,920	22.55%
RURAL RESIDENTIAL	211,890,210	1,076	293.00	0.524041	1,425,660	315,268	22.11%
BUSINESS	7,701,000	102	293.00	0.470812	66,143	29,886	45.18%
BUSINESS-KYOGLE	21,078,620	122	314.00	1.054779	260,641	38,308	14.70%
TOTALS	1,265,344,530	5,256			7,727,500		

Stormwater and Flood Special 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 2022/2023 are subject to the SRV approved by IPART, and the following Special Rates apply;

CATEGORY	VALUATION (\$)	NUMBER OF PROPERTIES	MINIMUM CHARGE (\$)	AD VALOREM RATE IN \$	ANTICIPATED YIELD (\$)
Stormwater and Flood Residential	144,247,776	1,719	102.50	0.044642	176,197
Stormwater and Flood Business	23,200,420	164	102.50	0.043553	16,810
Total	167,448,196	1,883			193,007

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 2022/23 is 3%. The Domestic Waste Management Charges for 2022/2023 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
Waste Management Service Charge *	2,537	60.00	152,220
Domestic Waste Charge - Split Bin	2,041	482.00	983,762
Domestic Waste Charge - Full Waste Bin	39	780.00	30,420
Domestic Waste Charge - Recycle Bin	0	243.00	0
Replacement of lost or damaged wheelie bin	0	93.00	0
Total			1,166,402

* 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 2022/2023 is 3%. The charges for 2022/2023 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
Landfill Management Charge *	2,854	45.00	128,430
Commercial Waste Charge - Split Bin	298	510.00	151,980
Commercial Waste Charge - Full Waste Bin	71	801.00	56,871
Commercial Waste Charge - Recycle Bin	10	236.00	2,360
Replacement of lost or damaged wheelie bin	0	93.00	0
Total			339,641

* 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 2022/2023 is 3%. The charges for 2022/2023 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
OSMS Annual License Fee	3,040	46.00	139,840

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 2022/2023 is 4%.

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Vacant Property Charge	61	146	8,906
20mm connection	1,918	486	932,148
25mm connection	30	759	22,781
32mm connection	24	1,244	29,860
40mm connection	17	1,944	33,048
50mm connection	19	3,038	57,713
80mm connection	0	7,776	0
100mm connection	0	12,150	0
Fire Service Connection (all sizes)	6	486	2,916
Non-Rateable Connections	32	0	0
Total	2,107		1,087,372

CHARGE	RATE PER UNIT OR ANNUAL CHARGE	ANTICIPATED YIELD (\$)
Consumption up to 200kL per connection per year	\$2.08 per 1,000 litres	580,320
Consumption above 200kL per connection per year	\$2.60 per 1,000 litres	247,000
Home Dialysis allocation first 100kL	\$0.00 per 1,000 litres	0
Total		827,320

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 2022/2023 is 5.0%.

CHARGE	NUMBER OF CHARGES	ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Residential Sewerage Annual Charge per dwelling and/or individual unit	1,634	905	1,478,770
Non rateable properties	25	0	0

Non Residential Sewerage Charges

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

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

Where:

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

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Availability/Access Charges			
Vacant Property Charge	85	147	12,495
20 mm connection	165	352	58,080
25 mm connection	23	549	12,630
32 mm connection	20	901	18,022
40mm connection	17	1,408	23,936
50mm connection	16	2,200	35,200
80mm connection	0	5,632	0
100mm connection	0	8,800	0
Total	326		160,363
Sewer Usage Charge		\$1.37 per kL	124,670

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

Trade Waste Charges:

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

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

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

$$A + I$$

Where:

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

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

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

Where:

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

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

$$A + I + EMC$$

Where:

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

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

$$A + I$$

Where:

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

Anticipated Yield from Trade Waste charges:

ANNUAL TRADE WASTE FEE OR CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT (\$)	ANTICIPATED YIELD (\$)
Min or no pre treatment	97	115	11,155
Prescribed pre treatment	7	115	805
Major discharger	0	662	0
Sewer Dump Point	4	905	3,620
Re-inspection fee	0	86	0
Totals	108		15,580
Trade Waste Usage (with pre-treatment) per kL		\$1.37	19,865
Trade Waste Usage (without pre-treatment) per kL		*\$6.30	6,300
Totals			26,165

* 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 2022/2023 financial year, details of which are contained in the 2022/2023 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 6% as advised by the Office for Local Government.

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

Contributions are levied for all works identified within each Section 94 Plan. Contributions for Water and Sewerage are levied under Section 64 of the Local Government Act. A planning levy is applied to all contributions paid. Monies are to be expended within a reasonable time for the purposes for which they are raised. Developer contributions are indexed using the Brisbane All Groups CPI figures published by the Australian Bureau of Statistics on a quarterly basis. Note that Council adopted a Developer Contributions Discounting Policy in September 2021 and that discounts apply to certain types of developments.

Borrowings and Investments

Borrowings:

Projected loan movements for the next four years are set out below:

	2022/2023 (\$)	2023/2024 (\$)	2024/2025 (\$)	2025/2026 (\$)
Water Fund				
Opening Balance	820,506	584,570	339,416	84,380
New Loans	0	0	0	0
Interest	28,943	19,725	9,842	2,208
Principal Reduction	235,936	245,154	255,036	17,866
Closing Balance	584,570	339,416	84,380	66,514
Sewer Fund				
Opening Balance	761,195	733,881	704,045	672,123
New Loans	0	0	0	0
Interest	55,923	53,401	51,315	48,919
Principal Reduction	27,314	29,836	31,922	34,318
Closing Balance	733,881	704,045	672,123	637,805
Waste Services				
Opening Balance	104,557	71,260	36,442	0
New Loans	0	0	0	0
Interest	4,391	2,870	1,247	0
Principal Reduction	33,297	34,818	36,442	0
Closing Balance	71,260	36,442	0	0
General Fund				
Opening Balance	13,376,155	11,956,957	10,513,643	9,045,796
New Loans	0	0	0	0
Interest	217,482	193,365	168,833	143,878
Principal Reduction	1,419,198	1,443,314	1,467,847	1,492,802
Closing Balance	11,956,957	10,513,643	9,045,796	7,552,995

Investments:

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

Integrated Planning and Reporting

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



Local Government Planning and Reporting framework

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

The Resourcing Strategy consists of three separate components;

1. Workforce Management Strategy (Adopted April 2017)
2. Asset Management Plans, Strategy and Policy (Adopted May – August 2019)
3. Long Term Financial Plan (Reviewed in 2020)

The LTFP adopted by Council covers a ten-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	2022/23	2023/24	2024/25	2025/26
Regional Roads				
Kyogle Road (MR141) - Renewals	222,170	226,942	232,189	697,285
Clarence Way - (MR150) Renewals	22,558	23,048	23,585	70,829
Clarence Way (MR361) - Renewals				629,725
Clarence Way (MR361) - Urbenville to Woodenbong	3,000,000			
Clarence Way (MR361) - Urbenville to Bonalbo	2,000,000	8,000,000	10,000,000	
Bentley Road (MR544) - Renewals	103,140	105,326	107,738	323,553
Mount Lindsay Highway (MR622) - Renewals	33,506	34,224	35,013	105,148
Total	5,381,374	8,389,540	10,398,526	1,826,539
Repair Program Funding	199,877	205,873	212,050	218,411
Roads To Recovery Funding	118,917	122,485		
Blackspot Funding			126,159	129,944
Remote Roads Upgrade Program	1,600,000	6,400,000	8,000,000	
Other Funding	3,000,000			
Total External Grants	4,918,794	6,728,358	8,338,209	348,355
Rural Local Roads				
Rural Roads - Reseals	521,647	532,467	544,480	556,765
Fixing Country Roads Projects (subject to 50% external funding)			391,432	403,174
Sealed Roads Rehabilitation	543,399	555,240	1,136,409	1,706,350
Unsealed Roads Rehabilitation	387,596	395,813	809,758	1,215,906
Rural Roads - Guardrail	22,196	22,658	23,170	23,696
Rural Roads - drainage improvements	79,654	81,450	83,397	85,392
Section 94 Expenditure	10,265	10,537	10,816	11,103
Black Spots (Projects subject to 100% funding)	184,481	190,016	195,716	201,588
Initial Seals			500,000	500,000
Total	1,749,238	1,788,180	3,695,178	4,703,974
Roads To Recovery Funding	516,359	450,307	452,559	454,821
Black Spot Funding	184,481	190,016	195,716	201,588
Fixing Country Roads Funding			195,716	201,587
Total external Grants	700,840	640,323	843,991	857,996

Project / Item	2022/23	2023/24	2024/25	2025/26
Urban Streets				
Footpaths	77,310	78,979	209,705	214,269
Kerb and Guttering	79,844	81,586	83,493	85,445
Kyogle streets - Renewals	269,792	275,624	282,025	288,575
Bonalbo - Renewals	57,150	58,409	59,784	61,192
Woodenbong - Renewals	57,150	58,409	59,783	61,192
Other Villages - Renewals	57,150	58,409	59,784	61,192
Initial Sealing				
Kyogle Main Street beautification (LRCIP funding)			3,048,312	
Kyogle Civic Precinct (PSLP funding)		1,500,000		
Total	598,396	2,111,416	3,802,886	771,865
Total external Grants		1,000,000	2,048,312	
Stormwater and Flood Management				
Drainage Upgrades	59,094	60,347	123,459	185,381
Drainage Renewals	92,694	94,599	84,982	179,626
Floodplain Risk Management Plans and Voluntary Purchase Scheme (subject to 80% external funding)	750,000			250,000
Total	901,788	154,946	208,441	615,007
Flood Management Funding	600,000			200,000
Water Supplies				
Water supply renewals	124,850	230,000	235,480	457,365
Tabulam Water Supply (subject to 75% external funding)	155,150			2,462,000
Total	280,000	230,000	235,480	2,919,365
Total external Grants	166,363			1,846,500
Sewerage Services				
Sewerage system renewals	242,000	242,000	242,000	242,000
Tabulam, Wiangaree, Mallanganee Sewerage Schemes (subject to 75% external funding)				9,000,000
Total	242,000	242,000	242,000	9,242,000
Total external Grants				6,750,000
Waste Management and Quarries				
Landfill Improvements	98,849	106,558	299,419	112,358
Landfill Rehabilitation			83,000	
Quarry rehabilitation	32,938	33,643	34,419	35,212
Total	131,787	140,201	416,838	147,570

Project / Item	2022/23	2023/24	2024/25	2025/26
Buildings and Community Facilities				
Parks and Gardens Renewals	208,735	213,248	218,200	223,269
Swimming Pools Renewals	126,216	128,909	131,876	134,911
Community Building Renewals	261,960	267,622	273,835	280,195
KMI Hall Improvements (subject to 50% funding)				400,000
Kyogle Gym / Indoor Sport / Pool		3,500,000		
Mallanganee Observatory (Regional Tourism Activation funding)	500,000		1,000,000	1,257,694
Cemeteries Renewals	15,688	16,044	96,430	16,824
Information Technology and Communications Systems and Equipment	12,000	108,713	21,000	31,089
Total	1,124,599	4,234,536	1,741,341	2,343,982
External Grant Funding	375,000	3,250,000	750,000	1,142,694
Plant and Depots				
Plant Purchases	1,847,500	1,793,500	1,743,000	1,482,500
Depot Renewals	59,042	60,241	61,580	62,949
Total	1,906,542	1,853,741	1,804,580	1,545,449
Bridges				
Fixing Country Bridges Round 1 (see separate list)	12,386,005	10,000,000		
Future Bridge Priority and/or External Funding Opportunity		617,500	577,500	571,735
Expenditure Conditional on external funding		2,000,000	3,000,000	613,200
Total	12,386,005	12,617,500	3,577,500	1,184,935
Federal Bridge Renewal Fund				613,200
NSW Fixing Country Bridges	9,137,007	10,000,000	3,000,000	
Roads To Recovery	388,880	400,546	402,549	404,562
Total External Grants	9,525,887	10,400,546	3,402,549	1,017,762

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
FERNDALDE 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-BABYL 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 NO.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
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

Bridges to be delivered under the NSW Governments Fixing Country Bridges Program between 2020/21 and 2022/23	Total Replacement Cost	FCB Funding
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. 2022/2023 assistance is as follows:

ORGANISATION	SUPPORT	VALUE (\$)
One-off Donations	Various	34,053
Special Events	Traffic Control and Establishment	16,077
Kyogle Youth Ventures	Cash Donation	2,802
Australia Day Committees	Cash Donation	12,078
Reconciliation Day & NAIDOC week support	Cash Donation	3,215
Public Halls	Cash Donation – Rates & Charges	8,804
Learn to Swim/Life Education	Cash Donation/Staff and Plant	14,014
North Coast Academy of Sport	Cash Donation	1,340
Citizens Band	Cash Donation	1,158
Kyogle Show Society	Cash Donation	1,775
Bonalbo Show Society	Cash Donation	1,775
Woodenbong Show Society	Cash Donation	1,775
Kyogle Historical Society	Cash Donation	5,521
TOTAL		104,386

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	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING EXPENDITURE				
EMPLOYMENT	334,250	343,530	353,089	362,914
COUNCILLOR SERVICES	255,773	261,621	268,125	274,789
LEGALS	16,812	17,148	17,525	17,911
ADVERTISING, NOROC, LGSA	101,018	103,038	105,305	107,622
ELECTIONS	0	0	96,283	0
PAYABLE BY OTHER FUNDS	(74,305)	(75,791)	(77,458)	(79,163)
TOTAL OPERATING EXPENDITURE	633,547	649,546	762,868	684,072
NET COST OF ACTIVITY	(633,547)	(649,546)	(762,868)	(684,072)

ADMINISTRATION - BUDGET INFORMATION

ADMINISTRATION	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING EXPENDITURE				
EMPLOYMENT	740,018	760,621	781,828	803,627
OFFICE EXPENSES	553,203	568,989	538,860	551,611
SUBSCRIPTIONS & SUNDRIES	18,517	18,887	19,303	19,728
PAYABLE FROM OTHER FUNDS	(164,055)	(167,336)	(171,017)	(174,780)
TOTAL OPERATING EXPENDITURE	1,147,684	1,181,161	1,168,974	1,200,185
CAPITAL EXPENDITURE				
OFFICE EQUIPMENT & FURNITURE	12,000	108,713	21,000	31,089
TOTAL CAPITAL EXPENDITURE	12,000	108,713	21,000	31,089
NET COST OF ACTIVITY	(1,159,684)	(1,289,874)	(1,189,974)	(1,231,274)

PERSONNEL - BUDGET INFORMATION

PERSONNEL	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE	68,664	70,724	72,846	75,031
OPERATING EXPENDITURE				
EMPLOYMENT SALARIES	319,755	328,658	337,823	347,243
EMPLOYMENT WAGES STAFF	(304,950)	(313,489)	(322,267)	(331,290)
INSURANCE & RISK MANAGEMENT	247,508	252,458	258,012	263,689
RECRUITMENT AND OTHER STAFF COSTS	108,599	110,771	113,208	115,699
TOOLS, CLOTHING, SIGNAGE	99,105	101,087	103,311	105,584
PAYABLE BY OTHER FUNDS	(139,808)	(142,605)	(145,742)	(148,948)
TOTAL OPERATING EXPENDITURE	330,209	336,882	344,346	351,976
NET COST OF ACTIVITY	(261,545)	(266,158)	(271,501)	(276,946)

FINANCE - BUDGET INFORMATION

FINANCE	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE				
GENERAL RATES	7,768,093	7,962,296	8,161,353	8,365,387
INTEREST AND SUNDRY INCOME	101,517	126,486	153,105	159,704
RECOVERIES	41,903	42,741	43,681	44,642
REVENUE SHARING (FAG) GRANT	3,144,295	3,238,624	3,335,783	3,435,856
BORROWING PROCEEDS	0	0	0	0
TOTAL OPERATING REVENUE	11,055,808	11,370,146	11,693,922	12,005,589
OPERATING EXPENDITURE				
EMPLOYMENT	548,078	563,383	579,125	595,308
VALUATION & AUDITOR FEES	118,346	120,712	123,368	126,082
BORROWING COSTS	1,419,198	1,443,314	1,467,847	1,492,802
OTHER/INTEREST COSTS	252,912	229,504	205,767	181,624
TOTAL OPERATING COSTS	2,338,533	2,356,913	2,376,107	2,395,816
NET COST OF ACTIVITY	8,717,275	9,013,233	9,317,815	9,609,772

STATE HIGHWAYS - BUDGET INFORMATION

STATE HIGHWAYS	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE				
WORKS ORDERS*	3,182,700	3,278,181	3,376,526	3,477,822
MAINTENANCE	1,003,634	1,033,743	1,064,755	1,096,698
TOTAL OPERATING REVENUE	4,186,334	4,311,924	4,441,282	4,574,520
OPERATING EXPENDITURE				
MAINTENANCE SUMMERLAND WAY	612,217	630,583	649,501	668,986
MAINTENANCE BRUXNER HIGHWAY	391,417	403,160	415,255	427,712
WORKS ORDERS*	2,922,888	3,010,574	3,100,892	3,193,918
TOTAL OPERATING COSTS	3,926,522	4,044,317	4,165,647	4,290,616
OPERATING RESULT	259,812	267,607	275,635	283,904
CAPITAL EXPENDITURE				
RESERVE TRANSFERS#	337,334	267,607	275,635	283,904
TOTAL CAPITAL EXPENDITURE	337,334	267,607	275,635	283,904
NET COST OF ACTIVITY	(77,522)	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	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE				
BLOCK GRANT	1,173,272	1,208,470	1,244,724	1,282,066
ROADS TO RECOVERY GRANT	118,917	122,485	0	0
TOTAL OPERATING REVENUE	1,292,189	1,330,955	1,244,724	1,282,066
OPERATING COSTS				
MR 141 - KYOGLE ROAD	211,610	216,425	221,635	226,973
MR 150 - CLARENCE WAY	65,954	67,497	69,155	70,854
MR 361 - CLARENCE WAY	332,387	339,915	348,072	356,427
MR 544 - BENTLEY ROAD	86,000	87,866	89,911	92,005
MR 622 - MT LINDESAY HIGHWAY	48,391	49,446	50,601	51,783
TOTAL OPERATING COSTS	744,343	761,149	779,374	798,041
OPERATING RESULT	547,846	569,806	465,350	484,024
NON-CURRENT REVENUE				
REPAIR PROGRAMME	199,877	205,873	212,050	218,411
BLACK SPOT FUNDING	0	0	126,159	129,944
TRANSFER FROM TRANSPORT RESERVE*	337,334	267,607	275,635	283,904
FEDERAL BRIDGE PROGRAM	0	0	0	0
CONTRIBUTIONS	3,010,265	10,537	10,816	11,103
FIXING COUNTRY ROADS	0	0	0	0
COMMUNITY DEVELOPMENT GRANTS	1,600,000	6,400,000	8,000,000	0
TOTAL NON-CURRENT REVENUE	5,147,476	6,884,017	8,624,660	643,362
CAPITAL EXPENDITURE				
MR 141 - KYOGLE ROAD	222,170	226,942	232,189	697,285
MR 150 - CLARENCE WAY	22,558	23,048	23,585	70,829
MR 361 - CLARENCE WAY	5,000,000	8,000,000	10,000,000	629,725
MR 544 - BENTLEY ROAD	103,140	105,326	107,738	323,553
MR 622 - MT LINDESAY HIGHWAY	33,506	34,224	35,013	105,148
BRIDGES	0	0	0	0
TOTAL CAPITAL EXPENDITURE	5,381,374	8,389,540	10,398,526	1,826,539
NET COST OF ACTIVITY	313,948	(935,718)	(1,308,516)	(699,153)

*Transfer from State Highways budget

URBAN LOCAL ROADS - BUDGET INFORMATION

URBAN LOCAL ROADS	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	65,955	67,934	69,972	72,071
STREET LIGHTING SUBSIDY	34,000	34,000	34,000	34,000
TOTAL OPERATING REVENUE	99,955	101,934	103,972	106,071
OPERATING EXPENDITURE				
STREET LIGHTING	389,848	95,000	96,980	99,004
KYOGLE STREETS	318,310	325,949	334,101	342,460
BONALBO STREETS	44,565	45,634	46,776	47,946
WOODENBONG STREETS	38,197	39,113	40,092	41,095
MALLANGANEE STREETS	14,340	14,693	15,068	15,451
WIANGAREE STREETS	6,666	6,817	6,981	7,148
TABULAM STREETS	15,279	15,646	16,037	16,438
OLD BONALBO STREETS	6,368	6,521	6,684	6,851
OLD GREVILLIA STREETS	1,276	1,307	1,339	1,373
TOTAL OPERATING EXPENDITURE	834,848	550,680	564,057	577,766
OPERATING RESULT	(734,893)	(448,746)	(460,085)	(471,695)
NON-CURRENT REVENUE				
CONTRIBUTIONS	5,133	5,269	5,408	5,551
OTHER GRANTS	0	1,000,000	2,048,312	0
TOTAL NON-CURRENT REVENUE	5,133	1,005,269	2,053,720	5,551
CAPITAL EXPENDITURE				
FOOTPATHS & FURNITURE	77,310	78,979	209,705	214,269
RENEWALS KYOGLE	269,792	275,624	282,025	288,575
RENEWALS BONALBO	57,150	58,409	59,784	61,192
RENEWALS WOODENBONG	57,150	58,409	59,784	61,192
RENEWALS VILLAGES	57,150	58,409	59,784	61,192
KERB & GUTTER CONSTRUCTION	79,844	81,586	83,493	85,445
TOURISM SIGNAGE ALL VILLAGES	0	0	0	0
INITIAL SEALS	0	1,500,000	3,048,312	0
TOTAL CAPITAL EXPENDITURE	598,395	2,111,417	3,802,887	771,865
NET COST OF ACTIVITY	(1,328,155)	(1,554,895)	(2,209,252)	(1,238,009)

RURAL LOCAL ROADS - BUDGET INFORMATION

RURAL LOCAL ROADS	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	1,252,434	1,290,007	1,328,707	1,368,568
HEAVY HAULAGE CONTRIBUTIONS	8,151	8,367	8,589	8,817
ROADS TO RECOVERY GRANT	516,359	450,307	452,559	454,821
TOTAL OPERATING REVENUE	1,776,944	1,748,681	1,789,855	1,832,207
OPERATING EXPENDITURE				
SEALED ROADS MAINTENANCE	546,967	559,522	573,078	586,966
UNSEALED ROADS MAINTENANCE	1,500,000	1,534,000	1,570,832	1,608,561
OTHER	40,250	40,855	41,534	42,228
TOTAL OPERATING EXPENDITURE	2,087,217	2,134,377	2,185,444	2,237,755
OPERATING RESULT	(310,273)	(385,696)	(395,589)	(405,548)
NON-CURRENT REVENUE				
BLACKSPOT FUNDING	184,481	190,016	195,716	201,588
CONTRIBUTIONS	10,265	10,537	10,816	11,103
FLOOD DAMAGE	0	0	0	0
RESERVE TRANSFER*	1,367,962	1,152,538	956,421	2,169,203
RESERVE TRANSFER#	344,516	161,237	142,197	149,490
FIXING COUNTRY ROADS	0	0	195,716	201,587
PRIVATE CONTRIBUTIONS	0	0	0	0
NATIONAL STRONGER REGIONS FUND	0	0	0	0
TOTAL NON-CURRENT INCOME	1,907,224	1,514,328	1,500,866	2,732,971
CAPITAL EXPENDITURE				
RESEALS	521,647	532,467	544,480	556,765
REHABILITATION	930,995	951,052	2,337,599	3,325,431
DRAINAGE RENEWALS	79,655	81,450	83,397	85,392
GUARDRAIL RENEWALS	22,197	22,659	23,172	23,696
SELF HELP 50/50	0	0	0	0
FLOOD DAMAGE	0	0	0	0
SECTION 94 ROADWORKS	10,266	10,537	10,816	11,103
BLACK SPOTS & INITIAL SEALS	184,481	190,016	695,716	701,588
TOTAL CAPITAL EXPENDITURE	1,749,240	1,788,181	3,695,180	4,703,975
NET COST OF ACTIVITY	(152,289)	(659,549)	(2,589,903)	(2,376,552)

* Transfer from plant budget

#Transfer from quarry budget

BRIDGES - BUDGET INFORMATION

BRIDGES	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	492,249	507,017	522,227	537,894
ROADS TO RECOVERY GRANT	388,880	400,546	402,549	404,562
TOTAL OPERATING REVENUE	881,129	907,563	924,776	942,456
OPERATING EXPENDITURE				
MAINTENANCE	41,200	42,436	130,000	133,900
TOTAL OPERATING EXPENDITURE	41,200	42,436	130,000	133,900
OPERATING RESULT	839,929	865,127	794,776	808,556
NON-CURRENT INCOME				
FEDERAL TIMBER BRIDGE PROGRAM	0	0	0	613,200
TRANSFER FROM RESERVE*	911,975	768,358	637,614	1,446,135
CONTRIBUTIONS	2,050	2,101	2,154	2,208
FIXING COUNTRY BRIDGES	9,137,007	10,000,000	3,000,000	0
FLOOD DAMAGE GRANT	0	0	0	0
TOTAL NON-CURRENT INCOME	10,051,032	10,770,460	3,639,768	2,061,543
CAPITAL EXPENDITURE				
CONSTRUCTION	12,386,005	12,617,500	3,577,500	1,184,935
TOTAL CAPITAL EXPENDITURE	12,386,005	12,617,500	3,577,500	1,184,935
NET COST OF ACTIVITY	(1,495,044)	(981,913)	857,044	1,685,163

* Transfer from Plant Budget

INFRASTRUCTURE – WORKS ADMINISTRATION - BUDGET INFORMATION

ENGINEERING ADMINISTRATION	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE				
CONTRIBUTIONS TO WORKS	5,338	5,499	5,664	5,834
PRIVATE WORKS	59,944	61,283	62,743	64,239
SUNDRY INCOME	734	756	779	802
TOTAL OPERATING REVENUE	66,016	67,538	69,186	70,875
OPERATING EXPENDITURE				
ROAD SURVEY, DESIGN, FEASIBILITY	15,606	15,918	16,268	16,626
EMPLOYMENT	1,323,775	1,360,496	1,398,327	1,437,211
PRIVATE WORKS	54,073	55,236	56,515	57,823
TOOLS, CLOTHING, SIGNAGE, OTHER ADMIN	839,049	90,830	92,828	94,871
RECOVERIES	(2,041,731)	(2,099,122)	(1,840,997)	(1,829,822)
TOTAL OPERATING COSTS	190,771	(576,642)	(277,059)	(223,291)
NET COST OF ACTIVITY	(124,755)	644,180	346,245	294,165

QUARRIES - BUDGET INFORMATION

QUARRIES	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE				
INCOME	585,013	601,814	594,118	611,942
TOTAL OPERATING REVENUE	585,013	601,814	594,118	611,942
OPERATING COSTS				
QUARRY WORKING EXPENSES	418,395	428,423	439,153	450,156
TOTAL OPERATING COSTS	418,395	428,423	439,153	450,156
OPERATING RESULT	166,618	173,391	154,965	161,786
CAPITAL EXPENDITURE				
QUARRY DEVELOPMENT	0	0	0	0
QUARRY REHABILITATION	32,938	33,643	34,419	35,212
RESERVE TRANSFERS*	344,516	161,237	142,197	149,490
TOTAL CAPITAL EXPENDITURE	377,454	194,880	176,615	184,702
NET COST OF ACTIVITY	(210,836)	(21,490)	(21,650)	(22,916)

*Transfer to rural local roads budget

PLANT AND DEPOTS - BUDGET INFORMATION

PLANT AND DEPOTS	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE				
INCOME	4,548,534	4,740,494	4,681,985	6,429,142
PLANT SALES	682,500	888,500	542,500	600,000
OTHER	37,940	39,078	40,251	41,458
TOTAL OPERATING REVENUE	5,268,974	5,668,072	5,264,735	7,070,600
OPERATING EXPENDITURE				
PLANT MAINTENANCE	1,760,510	1,797,475	1,767,912	1,809,306
KYOGLE DEPOTS	117,222	119,691	122,420	125,212
BONALBO DEPOT	19,102	19,515	19,969	20,433
WOODENBONG DEPOT	12,300	12,566	12,859	13,158
GOODINGS DEPOT	6,336	6,463	6,605	6,750
STORES	(61,054)	(62,275)	(63,645)	(65,045)
TOTAL OPERATING COSTS	1,854,416	1,893,435	1,866,120	1,909,814
OPERATING RESULT	3,414,558	3,774,637	3,398,616	5,160,786
CAPITAL EXPENDITURE				
PLANT PURCHASES	1,847,500	1,793,500	1,743,000	1,482,500
TRANSFER TO GENERAL FUND*	2,279,937	1,920,896	1,594,036	3,615,338
DEPOT RENEWALS	59,042	60,241	61,580	62,949
TOTAL CAPITAL EXPENDITURE	4,186,479	3,774,637	3,398,616	5,160,786
NET COST OF ACTIVITY	(771,921)	0	0	0

*Transfer to rural local roads and bridges budget

DOMESTIC WASTE MANAGEMENT - BUDGET INFORMATION

DOMESTIC WASTE MANAGEMENT	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE				
ANNUAL CHARGES (NET)	1,146,602	1,181,000	1,216,430	1,240,759
OPERATING EXPENDITURE				
ADMINISTRATION	122,732	125,186	127,940	130,755
CONTRACTORS	476,503	486,033	496,726	507,654
LANDFILL COSTS*	499,421	510,514	521,440	533,077
TOTAL OPERATING EXPENDITURE	1,098,656	1,121,733	1,146,106	1,171,486
NET COST OF ACTIVITY	47,947	59,267	70,325	69,273

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

OTHER WASTE MANAGEMENT - BUDGET INFORMATION

OTHER WASTE MANAGEMENT	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE				
ANNUAL CHARGES (NET)	339,641	349,830	357,876	366,107
GATE FEES	414,182	426,607	436,419	446,457
HIRE AND HAULAGE FEES	2,550	2,627	2,706	2,787
RECYCLING INCOME	138,077	142,219	146,486	150,880
EPA GRANT INCOME	56,430	58,123	59,867	61,663
DOMESTIC WASTE SHARE OF COSTS*	499,421	510,514	521,440	533,077
TOTAL OPERATING REVENUE	1,450,300	1,489,919	1,524,793	1,560,971
OPERATING EXPENDITURE				
EPA LEVY/LICENSES	269,293	277,229	283,591	290,099
LANDFILL COSTS	696,180	712,449	729,871	748,232
TRANSFER STATION COSTS	214,547	219,730	225,252	230,914
NORTH EAST WASTE FORUM	11,488	11,718	11,976	12,239
INTEREST EXPENSE	4,391	2,870	1,247	0
TOTAL OPERATING COSTS	1,195,899	1,223,996	1,251,937	1,281,484
OPERATING RESULT	254,402	265,924	272,856	279,487
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	33,297	34,818	36,442	0
IMPROVEMENTS	56,786	56,430	58,123	59,867
NEW CELLS CONSTRUCTION	0	0	83,000	0
REHABILITATION WORKS	42,063	50,128	241,296	52,492
TOTAL CAPITAL EXPENDITURE	132,146	141,376	418,861	112,358
NET COST OF ACTIVITY	122,256	124,547	(146,005)	167,128

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

STORMWATER - BUDGET INFORMATION

STORMWATER	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE				
INCOME	193,007	197,832	202,778	207,847
FLOOD DAMAGE GRANT	0	0	0	0
TOTAL OPERATING REVENUE	193,007	197,832	202,778	207,847
OPERATING EXPENDITURE				
MAINTENANCE	46,718	47,801	48,968	50,164
FLOODS DAMAGE RESTORATION	0	0	0	0
TOTAL OPERATING COSTS	46,718	47,801	48,968	50,164
OPERATING RESULT	146,289	150,031	153,810	157,683
NON-CURRENT INCOME				
DEVELOPER CONTRIBUTIONS	1,540	1,581	1,622	1,665
GRANTS	600,000	0	0	200,000
TOTAL NON-CURRENT INCOME	601,540	1,581	1,622	201,665
CAPITAL EXPENDITURE				
STORMWATER WORKS	151,788	154,946	208,441	365,007
FLOOD MEASURES	750,000	0	0	250,000
TOTAL CAPITAL EXPENDITURE	901,788	154,946	208,441	615,007
NET COST OF ACTIVITY	(153,959)	(3,334)	(53,009)	(255,659)

WATER SUPPLIES - BUDGET INFORMATION

WATER SUPPLIES	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE				
RATES & USER CHARGES	1,907,271	1,983,562	2,043,068	2,104,360
LIRS SUBSIDY	18,938	12,365	5,350	0
TOTAL OPERATING REVENUE	1,926,209	1,995,927	2,048,418	2,104,360
OPERATING EXPENDITURE				
MANAGEMENT	337,328	344,075	351,644	359,381
MAINS	162,355	166,138	170,206	174,376
RESERVOIRS	27,119	27,737	28,405	29,090
RAW WATER	230,747	236,041	241,759	247,616
TREATMENT	499,087	510,193	522,285	534,666
INTEREST	28,943	19,725	9,842	2,208
TOTAL OPERATING EXPENDITURE	1,285,578	1,303,909	1,324,141	1,347,336
OPERATING RESULT	640,631	692,018	724,277	757,024
NON-CURRENT INCOME				
DEVELOPER CONTRIBUTIONS	2,634	2,704	2,776	2,849
LOAN PROCEEDS	0	0	0	0
GRANT INCOME	166,363	0	0	1,846,500
TOTAL NON-CURRENT INCOME	168,997	2,704	2,776	1,849,349
CAPITAL EXPENDITURE				
UNSUBSIDISED WORKS/REPLACEMENTS	124,850	230,000	235,480	457,365
LOAN PAYMENTS	235,936	245,154	255,036	17,866
SUBSIDISED WORKS	155,150	0	0	2,462,000
TOTAL CAPITAL EXPENDITURE	515,936	475,154	490,516	2,937,231
NET COST OF ACTIVITY	293,691	219,568	236,537	(330,858)

SEWERAGE SERVICES BUDGET INFORMATION

SEWERAGE SERVICES	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE				
RATES & USER CHARGES	1,791,822	1,881,413	1,975,483	2,169,503
OTHER	7,871	8,107	8,351	8,601
TOTAL OPERATING REVENUE	1,799,693	1,889,520	1,983,834	2,178,104
OPERATING EXPENDITURE				
MANAGEMENT	297,288	303,234	309,905	343,492
MAINS	89,885	91,982	94,236	141,354
PUMPING STATIONS	158,509	162,282	166,317	249,476
TREATMENT	509,010	520,905	533,687	800,530
INTEREST	55,923	53,401	51,315	48,919
TOTAL OPERATING EXPENDITURE	1,110,616	1,131,804	1,155,460	1,583,771
OPERATING RESULT	689,077	757,716	828,374	594,333
NON-CURRENT REVENUE				
DEVELOPER CONTRIBUTIONS	2,566	2,634	2,704	2,776
GRANTS	0	0	0	6,750,000
TOTAL NON-CURRENT INCOME	2,566	2,634	2,704	6,752,776
CAPITAL EXPENDITURE				
EXTENSIONS AND UPGRADES	0	0	0	9,000,000
UNSUBSIDISED WORKS/REPLACEMENTS	242,000	242,000	242,000	242,000
LOAN REPAYMENTS	27,314	29,836	31,922	34,318
TOTAL CAPITAL EXPENDITURE	269,314	271,836	273,922	9,276,318
NET COST OF ACTIVITY	422,330	488,514	557,156	(1,929,209)

ENVIRONMENTAL HEALTH - BUDGET INFORMATION

ENVIRONMENTAL HEALTH	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE				
LICENCES & INSPECTIONS	39,507	40,692	41,913	43,170
ON SITE MANAGEMENT FEES	139,840	144,035	148,356	152,807
FEASIBILITY COST RECOUP	0	0	0	0
ABANDONED VEHICLES	792	807	825	843
TOTAL OPERATING REVENUE	180,138	185,534	191,094	196,820
OPERATING EXPENDITURE				
EMPLOYMENT	384,916	405,694	406,773	418,163
NOXIOUS WEEDS (ROUS)	130,551	133,162	136,091	139,085
ON SITE MANAGEMENT SYSTEMS	113,310	115,576	118,119	120,717
SUNDRIES	47,987	53,239	33,970	34,717
RECOVERIES	(141,400)	(144,228)	(147,401)	(150,643)
TOTAL OPERATING EXPENDITURE	535,364	563,443	547,553	562,039
CAPITAL EXPENDITURE				
SEWER FEASIBILITY STUDY	0	0	0	0
TOTAL CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	(355,226)	(377,908)	(356,459)	(365,219)

TOWN PLANNING - BUDGET INFORMATION

TOWN PLANNING	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE				
FEES & CHARGES	172,881	177,768	182,801	187,985
TOTAL OPERATING REVENUE	172,881	177,768	182,801	187,985
OPERATING EXPENDITURE				
EMPLOYMENT	484,559	497,913	511,690	525,850
LEGALS & CONSULTANTS	35,606	25,718	25,844	25,972
OTHER	55,848	56,965	58,218	59,499
RECOVERIES	(139,123)	(141,905)	(145,027)	(148,218)
TOTAL OPERATING EXPENDITURE	436,891	438,690	450,725	463,104
NET COST OF ACTIVITY	(264,009)	(260,923)	(267,925)	(275,119)

BUILDING CONTROL - BUDGET INFORMATION

BUILDING CONTROL	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE	57,881	59,617	61,406	63,248
OPERATING EXPENDITURE				
BUILDING INSPECTIONS	89,301	91,087	93,091	95,139
TOTAL OPERATING EXPENDITURE	89,301	91,087	93,091	95,139
NET COST OF ACTIVITY	(31,420)	(31,470)	(31,685)	(31,891)

REGULATORY CONTROL - BUDGET INFORMATION

REGULATORY CONTROL	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE	19,508	19,886	20,276	20,677
OPERATING EXPENDITURE	118,155	120,518	123,169	125,879
CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	(98,647)	(100,631)	(102,893)	(105,202)

EMERGENCY SERVICES - BUDGET INFORMATION

EMERGENCY SERVICES	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING EXPENDITURE				
RATES & CHARGES	13,124	13,387	13,681	13,982
RFS CONTRIBUTIONS	332,958	339,617	347,088	354,724
TOWN BRIGADE CONTRIBUTION	25,531	26,041	26,614	27,200
SES CONTRIBUTION	29,262	29,847	30,504	31,175
TOTAL OPERATING EXPENDITURE	400,874	408,892	417,887	427,081
CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	(400,874)	(408,892)	(417,887)	(427,081)

COMMUNITY SERVICES BUDGET INFORMATION

STRATEGIC, COMMUNITY & CULTURAL SERVICES	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE				
ART GALLERY	5,760	5,933	6,111	6,294
COMMUNITY SERVICES	1,425	1,425	1,425	1,425
VISITOR INFORMATION CENTRE	8,322	8,572	8,829	9,094
GOVERNMENT GRANTS	210,000	210,000	0	0
TOTAL OPERATING REVENUE	225,507	225,930	16,365	16,813
OPERATING COSTS				
COMMUNITY DONATIONS	104,386	106,474	108,816	111,210
ART GALLERY EMPLOYMENT COSTS	85,415	87,807	90,265	92,793
ART GALLERY OTHER	37,557	38,309	39,151	40,013
COMMUNITY SERVICES	294,522	296,156	87,989	89,862
AGED CARE	0	0	0	0
STRATEGIC EMPLOYMENT	188,819	194,106	199,541	205,128
STRATEGIC OTHER	134,531	137,221	140,240	143,326
KRLFC GROUND IMPROVEMENTS	0	0	0	0
TOTAL OPERATING COSTS	845,231	860,072	666,003	682,331
NET COST OF ACTIVITY	(619,724)	(634,143)	(649,638)	(665,518)

PRE SCHOOLS - BUDGET INFORMATION

PRE SCHOOLS	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING EXPENDITURE				
PRE SCHOOLS	70,920	72,338	73,929	75,556
TOTAL OPERATING EXPENDITURE	70,920	72,338	73,929	75,556
NET COST OF ACTIVITY	(70,920)	(72,338)	(73,929)	(75,556)

PUBLIC CEMETERIES BUDGET INFORMATION

PUBLIC CEMETERIES	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE	112,339	115,709	119,180	122,756
OPERATING EXPENDITURE				
KYOGLE CEMETERY	83,318	85,276	87,377	89,530
KYOGLE LAWN CEMETERY	60,295	61,723	63,252	64,820
CEMETERIES ON CROWN RESERVES	1,238	1,268	1,300	1,333
OTHER CEMETERIES	19,860	20,328	20,830	21,345
TOTAL OPERATING EXPENDITURE	164,711	168,596	172,760	177,029
CAPITAL EXPENDITURE				
IMPROVEMENTS/RENEWALS	10,548	10,760	90,998	11,240
NET COST OF ACTIVITY	(62,920)	(63,646)	(144,577)	(65,513)

PUBLIC LIBRARY - BUDGET INFORMATION

PUBLIC LIBRARY	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE	92,359	95,130	97,984	100,923
OPERATING COSTS				
REGIONAL LIBRARY CONTRIBUTIONS	475,278	484,784	495,449	506,349
KYOGLE LIBRARY EXPENSES,	78,378	79,945	81,704	83,502
TOTAL OPERATING COSTS	553,656	564,729	577,153	589,850
NET COST OF ACTIVITY	(461,297)	(469,599)	(479,169)	(488,927)

COMMUNITY BUILDINGS - BUDGET INFORMATION

COMMUNITY BUILDINGS	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE				
RENTAL INCOME	659,211	674,289	690,683	707,485
TOTAL OPERATING REVENUE	659,211	674,289	690,683	707,485
OPERATING EXPENDITURE				
COUNCIL CHAMBERS	118,934	121,647	124,582	127,587
KMI HALL	90,722	92,915	95,252	97,647
GROVE HOUSE	8,683	8,875	9,085	9,299
OTHER COMMUNITY BUILDINGS	168,417	250,778	257,361	264,118
KYOGLE COMMUNITY CENTRE	9,156	9,368	9,596	9,830
BUILDINGS ON CROWN RESERVES	140,018	142,900	146,107	149,387
TOTAL OPERATING COSTS	535,930	626,484	641,982	657,869
OPERATING RESULT	123,281	47,805	48,702	49,617
NON-CURRENT REVENUE				
DEVELOPER CONTRIBUTIONS	205	211	216	222
GRANTS	0	3,250,000	0	200,000
TOTAL NON-CURRENT INCOME	205	3,250,211	216	200,222
CAPITAL EXPENDITURE				
BUILDING IMPROVEMENTS	0	3,500,000	0	400,000
BUILDING RENEWALS	261,960	267,622	273,835	280,195
TOTAL CAPITAL EXPENDITURE	261,960	3,767,622	273,835	680,195
NET COST OF ACTIVITY	(138,473)	(469,606)	(224,917)	(430,356)

SWIMMING POOLS - BUDGET INFORMATION

SWIMMING POOLS	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE	162,350	167,220	172,237	177,404
OPERATING EXPENDITURE				
KYOGLE	422,096	432,880	444,209	455,838
BONALBO	110,963	113,807	116,792	119,857
WOODENBONG	119,498	122,577	125,805	129,118
TOTAL OPERATING COSTS	652,557	669,264	686,806	704,813
OPERATING RESULT	(490,208)	(502,044)	(514,569)	(527,409)
CAPITAL INCOME				
GRANTS	0	0	0	0
TOTAL CAPITAL INCOME	0	0	0	0
CAPITAL EXPENDITURE				
RENEWALS	126,216	128,909	131,876	134,911
IMPROVEMENTS	0	0	0	0
TOTAL CAPITAL EXPENDITURE	126,216	128,909	131,876	134,911
NET COST OF ACTIVITY	(616,424)	(630,953)	(646,445)	(662,320)

PARKS AND GARDENS - BUDGET INFORMATION

PARKS AND GARDENS	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING REVENUE	0	0	0	0
OPERATING EXPENDITURE				
KYOGLE	236,496	242,253	248,376	254,655
VILLAGES	92,052	94,222	96,548	98,933
VILLAGE MAINTENANCE	36,441	37,169	37,987	38,823
PUBLIC TOILETS	32,326	33,064	33,861	34,678
PARKS ON CROWN RESERVES	136,915	140,186	143,681	147,264
TOWN ENTRANCES	39,824	40,804	41,844	42,910
TOTAL OPERATING COSTS	574,053	587,699	602,297	617,262
OPERATING RESULT	(574,053)	(587,699)	(602,297)	(617,262)
CAPITAL INCOME				
DEVELOPER CONTRIBUTIONS	5,133	5,269	5,408	5,551
GRANTS	375,000	0	750,000	942,694
TOTAL CAPITAL INCOME	380,133	5,269	755,408	948,245
CAPITAL EXPENDITURE				
IMPROVEMENTS	500,000	0	1,000,000	1,257,694
RENEWALS	208,735	213,248	218,200	223,269
TOTAL CAPITAL EXPENDITURE	708,735	213,248	1,218,200	1,480,963
NET COST OF ACTIVITY	(902,656)	(795,678)	(1,065,089)	(1,149,980)

CROWN RESERVES - BUDGET INFORMATION

CROWN RESERVES	2022/2023	2023/2024	2024/2025	2025/2026
OPERATING INCOME	0	0	0	0
OPERATING EXPENDITURE	10,060	10,272	10,506	10,745
NET COST OF ACTIVITY	(10,060)	(10,272)	(10,506)	(10,745)

Strategic Priorities and Performance Reporting Metrics

Performance Reporting Metrics

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

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
GOVERNANCE	Set the example in Local Government through efficient and effective management practices and provide an environment that fosters trust and encourages and rewards excellence in performance	<ul style="list-style-type: none"> -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.	<ul style="list-style-type: none"> -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.	<ul style="list-style-type: none"> -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	<ul style="list-style-type: none"> -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	<ul style="list-style-type: none"> -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 	
	Promote and nurture tourism opportunities and attractions for the local government area	<ul style="list-style-type: none"> -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 	
	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.	<ul style="list-style-type: none"> -Additional mobile phone towers funded, constructed and operational through programs such as Federal Mobile Black Spot Project -Preparation of business cases to support funding applications for transport infrastructure projects 	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
WASTE SERVICES	Waste management facilities and services cost effectively manage waste generated within the Kyogle local government area.	<ul style="list-style-type: none"> -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.	<ul style="list-style-type: none"> -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.	<ul style="list-style-type: none"> -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	<ul style="list-style-type: none"> -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	<ul style="list-style-type: none"> -Number of illegal dumping events reported. -Costs incurred by Council to clean up illegal dumping. -Number of notices issued for illegal dumping. 	
ENVIRONMENTAL SERVICES	The Kyogle local government area is regarded as safe place to dine and purchase takeaway food and beverages	<ul style="list-style-type: none"> -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. 	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
	Weeds are effectively managed across private and public land throughout the local government area	<ul style="list-style-type: none"> -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	<ul style="list-style-type: none"> -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.	<ul style="list-style-type: none"> -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	<ul style="list-style-type: none"> -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.	<ul style="list-style-type: none"> -Total number of contaminated properties including UPSS sites -Percentage of UPSS sites compliant with regulatory requirements -Number of contaminated properties remediated. 	
REGULATORY SERVICES	Domestic dogs and cats are managed in accordance with legislative requirements	<ul style="list-style-type: none"> -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) 	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
	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.	
	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.	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
	Council's development assessment processes are efficient and focused on achieving good planning outcomes for our community.	<ul style="list-style-type: none"> -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	<ul style="list-style-type: none"> -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 <i>Environmental Planning and Assessment Act 1979</i>	<ul style="list-style-type: none"> -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	<ul style="list-style-type: none"> -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 <i>Environmental Planning and Assessment Act 1979</i> and constructed in accordance with building codes.	<ul style="list-style-type: none"> -Number of development applications received by Council. -Number of Construction Certificates issued. -Number of Occupation Certificates issued. 	
	Unlawful building works are appropriately regulated to ensure community safety.	<ul style="list-style-type: none"> -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.	<ul style="list-style-type: none"> -Number of pools and spas inspected -Percentage of pools and spas which pass inspection -Number of notices issued. 	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
	Industry and the community have ready access to Council professional advice regarding building processes and requirements.	<ul style="list-style-type: none"> -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	<p>The sustainable management of roads, bridges and other infrastructure</p> <p>Ensure conductivity for freight and commuter transport throughout the LGA by improving the condition of councils bridge assets</p>	<p>-Number of timber bridges replaced</p> <p>-Number of load limited bridges</p> <p>-Number of bridges inspected per year</p> <p>-Change in infrastructure backlog</p> <p>-Bridges Customer Requests</p>	
Road Network	<p>The sustainable management of roads, bridges and other infrastructure</p> <p>Improve the condition of councils sealed and unsealed rural road network, urban streets network and regional road network</p>	<p>-Length of roads re-sealed (km and m²)</p> <p>-cost (\$/m²)</p> <p>-Length of roads rehabilitated (km and m²)</p> <p>-cost (\$/m²)</p> <p>-Length of gravel roads re-sheeted (km)</p> <p>-cost (\$/km)</p> <p>-Length of footpath replaced and constructed (m)</p> <p>-Length of kerb and guttering replaced/constructed (m)</p> <p>-Length of roads graded (km)</p> <p>-Number of Potholes patched</p> <p>-Roadside slashing (km)</p> <p>-Change in infrastructure backlog (\$)</p> <p>-Number of Customer Requests</p>	

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

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	9,371,000	10,083,000	10,669,000	11,081,000	11,264,180	11,631,817	11,981,573	12,329,496	12,775,607	13,133,975	13,461,537	13,797,331	14,141,566	14,484,663	14,836,194	15,196,367	15,565,398
User charges and fees	6,962,000	6,586,000	6,886,000	7,011,000	9,806,000	7,801,000	7,770,000	12,466,976	7,550,830	7,790,862	8,002,129	8,242,146	8,518,809	8,768,645	9,025,845	9,290,627	9,561,148	9,839,614	10,126,258	10,421,324
Operating grants and contributions	6,374,000	7,743,000	10,959,000	6,846,000	6,906,000	9,991,000	8,532,000	8,147,769	7,815,677	7,953,970	7,820,014	8,025,662	8,242,413	8,465,530	8,695,205	8,931,633	9,174,845	9,425,212	9,682,945	9,948,265
Capital grants and contributions	2,567,000	6,786,000	5,684,000	8,229,000	8,475,000	9,704,000	15,495,000	43,488,508	15,302,518	21,086,731	14,569,874	11,348,953	1,644,932	1,683,108	1,722,316	2,262,582	1,230,251	1,260,103	1,290,827	1,322,448
All other operating revenue	870,000	814,000	544,000	559,000	308,000	201,000	82,000	762,568	327,006	404,770	346,213	368,542	337,185	377,681	438,858	438,815	488,321	548,718	623,004	728,233
Total operating revenue	24,312,000	30,365,000	32,995,000	32,016,000	35,378,000	38,366,000	42,960,000	76,130,001	42,827,847	49,217,906	43,067,726	40,758,910	31,877,294	32,768,502	33,679,555	35,066,223	34,939,228	35,909,840	36,919,402	37,965,665
Operating Expenses																				
Cost of services (excl interest and depreciation)	10,800,000	12,438,000	13,840,000	13,335,000	13,617,000	13,532,000	15,049,000	18,751,072	12,758,880	12,002,381	12,543,696	11,439,154	13,976,255	14,655,712	15,247,615	15,137,740	15,728,982	16,032,752	16,762,711	17,069,310
Borrowing costs	119,000	202,000	193,000	185,000	146,000	205,000	217,000	282,938	306,739	269,361	231,237	195,005	166,553	137,805	107,593	77,125	54,670	34,517	26,301	22,159
Maintenance expense	6,290,000	5,894,000	5,644,000	4,291,000	6,487,000	6,172,000	6,533,000	4,741,633	4,146,229	4,241,864	4,429,756	4,707,234	4,880,115	4,997,390	5,117,525	5,240,590	5,366,658	5,495,804	5,628,104	5,763,636
Depreciation expense	7,758,000	6,928,000	6,934,000	6,768,000	7,463,000	7,877,000	7,813,000	8,453,568	8,662,654	8,876,968	9,096,642	9,390,208	9,586,923	9,824,351	10,067,716	10,317,167	10,572,856	10,834,939	11,103,576	11,378,930
Total Operating Expenses	24,967,000	25,462,000	26,611,000	24,579,000	27,713,000	27,786,000	29,412,000	32,229,211	25,874,502	25,390,574	26,301,331	25,731,601	28,609,847	29,615,257	30,540,449	30,772,621	31,723,166	32,398,012	33,520,692	34,234,036
Operating Surplus/(Deficit)	(655,000)	4,903,000	6,384,000	7,437,000	7,665,000	10,580,000	13,548,000	43,900,790	16,753,345	23,827,332	16,766,395	15,027,309	3,267,447	3,141,245	3,139,106	4,293,602	3,216,062	3,511,829	3,398,710	3,751,632
Capital Budget																				
Reserve Trns out	2,469,000	2,871,000	4,901,000	(1,178,000)	4,697,000	153,000	3,482,000	(3,802,182)	(2,961,787)	(2,349,740)	(2,011,867)	(4,048,732)	(2,672,993)	(2,302,164)	(2,082,157)	(2,783,069)	(2,689,699)	(2,875,359)	(2,798,278)	(2,854,485)
Reserve Trns in	0	0	0	0	0	0	0	3,802,182	2,961,787	2,349,740	2,011,867	4,048,732	2,672,993	2,302,164	2,082,157	2,783,069	2,689,699	2,875,359	2,798,278	2,854,485
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	775,000	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	7,813,000	8,453,568	8,662,654	8,876,968	9,096,642	9,390,208	9,586,923	9,824,351	10,067,716	10,317,167	10,572,856	10,834,939	11,103,576	11,378,930
Total capital receipts	13,214,000	10,256,000	12,401,000	6,233,000	12,527,000	13,331,000	11,870,000	18,693,568	9,174,529	9,543,343	9,503,517	9,840,208	9,955,173	10,262,351	10,592,716	10,729,667	10,997,731	11,272,560	11,554,326	11,843,203
Capital Expenses																				
Infrastructure Upgrade expenditure	0	6,592,000	1,066,000	1,825,000	3,317,000	4,775,000	4,305,000	12,854,317	4,125,434	8,956,099	9,340,017	13,758,128	715,508	678,223	689,512	1,101,104	1,113,008	1,357,233	1,137,787	1,150,680
Infrastructure Renewal expenditure	6,100,000	7,466,000	17,139,000	20,557,000	16,846,000	15,572,000	22,644,000	48,350,414	18,711,657	20,898,467	15,013,324	10,023,388	9,601,997	8,745,471	8,543,749	9,845,260	9,067,432	9,512,443	9,498,589	9,721,996
Plant & I. T.	0	0	0	0	0	0	0	1,694,943	1,859,500	1,902,213	1,764,000	1,513,589	1,575,748	1,803,060	2,118,000	1,841,452	1,753,343	1,847,749	1,977,035	1,949,791
Total Capital Expenses	6,100,000	14,058,000	18,205,000	22,382,000	20,163,000	20,347,000	26,949,000	62,899,674	24,696,591	31,756,779	26,117,341	25,295,104	11,893,253	11,226,754	11,351,261	12,787,816	11,933,784	12,717,425	12,613,410	12,822,466
Loan Principal Repayments																				
	277,000	221,000	231,000	241,000	252,000	381,000	734,000	1,219,365	1,715,745	1,753,122	1,791,247	1,544,986	1,573,438	1,602,187	1,632,399	1,376,172	1,111,931	590,402	56,936	61,078
Total Loan Repayments	277,000	221,000	231,000	241,000	252,000	381,000	734,000	1,219,365	1,715,745	1,753,122	1,791,247	1,544,986	1,573,438	1,602,187	1,632,399	1,376,172	1,111,931	590,402	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)	(15,813,000)	(45,425,471)	(17,237,806)	(23,966,558)	(18,405,070)	(16,999,882)	(3,511,518)	(2,566,590)	(2,390,944)	(3,434,321)	(2,047,984)	(2,035,267)	(1,116,021)	(1,040,341)
OVERALL SURPLUS/(DEFICIT)	6,182,000	880,000	349,000	(8,953,000)	(23,000)	3,183,000	(2,265,000)	(1,524,681)	(484,461)	(139,226)	(1,638,675)	(1,972,573)	(244,071)	574,655	748,163	859,281	1,168,079	1,476,562	2,282,689	2,711,292

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	14,129,000	13,283,221	12,798,760	12,659,534	11,020,859	9,048,286	8,804,215	9,378,870	10,127,033	10,986,313	12,154,391	13,630,953	15,913,643	18,624,934
Receivables	5,562,000	4,364,873	3,944,000	5,189,000	7,108,342	4,381,536	6,606,000	9,739,000	9,739,000	9,739,000	9,739,000	9,739,000	9,739,000	9,739,000	9,739,000	9,739,000	9,739,000	9,739,000	9,739,000	9,739,000	9,739,000
Inventories	971,000	2,048,930	2,172,000	1,945,000	1,272,730	1,370,482	1,532,000	1,878,000	1,878,000	1,878,000	1,878,000	1,878,000	1,878,000	1,878,000	1,878,000	1,878,000	1,878,000	1,878,000	1,878,000	1,878,000	1,878,000
Total Current Assets	21,309,000	27,371,630	27,954,000	29,321,248	21,615,252	18,963,319	24,532,000	25,746,000	24,900,221	24,415,760	24,276,534	22,637,859	20,665,286	20,421,215	20,995,870	21,744,033	22,603,313	23,771,391	25,247,953	27,530,643	30,241,934
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	442,606,000	507,877,256	536,096,249	571,712,090	602,618,716	633,139,080	650,905,636	668,142,680	685,604,792	704,803,061	723,359,191	742,888,035	762,519,321	782,561,567
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	442,606,000	507,877,256	536,096,249	571,712,090	602,618,716	633,139,080	650,905,636	668,142,680	685,604,792	704,803,061	723,359,191	742,888,035	762,519,321	782,561,567
TOTAL ASSETS	313,850,000	368,303,528	372,255,000	399,013,248	424,305,415	461,762,257	458,549,000	468,352,000	532,777,477	560,512,009	595,988,624	625,256,574	653,804,365	671,326,851	689,138,550	707,348,825	727,406,374	747,130,582	768,135,988	790,049,963	812,803,501
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	6,178,000	6,178,000	6,178,000	6,178,000	6,178,000	6,178,000	6,178,000	6,178,000	6,178,000	6,178,000	6,178,000	6,178,000	6,178,000	6,178,000
Borrowings	271,000	220,873	231,000	241,000	252,128	262,960	734,000	871,000	1,715,745	1,753,122	1,791,247	1,544,986	1,573,438	1,602,187	1,632,399	1,376,172	1,111,931	590,402	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	2,558,000	2,558,000	2,558,000	2,558,000	2,558,000	2,558,000	2,558,000	2,558,000	2,558,000	2,558,000	2,558,000	2,558,000	2,558,000	2,558,000
Total Current Liabilities	3,247,000	3,959,899	4,098,000	5,618,000	5,207,868	5,952,454	6,567,000	9,607,000	10,451,745	10,489,122	10,527,247	10,280,986	10,309,438	10,338,187	10,368,399	10,112,172	9,847,931	9,326,402	8,792,936	8,797,078	8,800,355
Non-Current Liabilities																					
Payables	145,000	137,399	94,000	113,000	200,000	138,000	67,000	104,000	104,000	104,000	104,000	104,000	104,000	104,000	104,000	104,000	104,000	104,000	104,000	104,000	104,000
Borrowings	907,000	3,229,057	2,998,000	2,757,000	2,505,394	2,242,434	6,282,000	5,527,000	13,462,890	11,709,768	9,918,521	8,373,536	6,800,097	5,197,910	3,565,512	2,189,340	1,077,409	487,007	430,071	368,993	304,638
Provisions - LSL	149,000	140,969	136,000	180,000	181,566	136,797	173,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000
Provisions -Remediation & Restoration	1,426,000	1,545,858	1,187,000	1,305,000	1,434,457	714,241	771,000	2,168,000	2,168,000	2,168,000	2,168,000	2,168,000	2,168,000	2,168,000	2,168,000	2,168,000	2,168,000	2,168,000	2,168,000	2,168,000	2,168,000
Total Current Liabilities	2,627,000	5,053,283	4,415,000	4,355,000	4,321,417	3,231,472	7,293,000	8,102,000	16,037,890	14,284,768	12,493,521	10,948,536	9,375,097	7,772,910	6,140,512	4,764,340	3,652,409	3,062,007	3,005,071	2,943,993	2,879,638
TOTAL LIABILITIES	5,874,000	9,013,182	8,513,000	9,973,000	9,529,285	9,183,926	13,860,000	17,709,000	26,489,635	24,773,890	23,020,768	21,229,521	19,684,536	18,111,097	16,508,910	14,876,512	13,500,340	12,388,409	11,798,007	11,741,071	11,679,993
Net Assets	307,976,000	359,290,346	363,742,000	389,040,248	414,776,130	452,578,331	444,689,000	450,643,000	506,287,842	535,738,118	572,967,856	604,027,053	634,119,830	653,215,754	672,629,640	692,472,313	713,906,035	734,742,173	756,337,981	778,308,893	801,123,508
EQUITY																					
Retained Earnings	142,022,000	141,366,699	144,829,000	151,213,248	158,649,793	166,514,386	177,095,000	190,643,000	234,543,790	251,297,135	275,124,467	291,890,861	306,918,170	310,185,617	313,326,862	316,465,968	320,759,570	323,975,633	327,487,461	330,886,171	334,637,804
Revaluation Reserves	165,954,000	217,923,647	218,913,000	237,827,000	256,126,337	286,063,945	267,594,000	260,000,000	271,744,062	284,440,983	297,843,390	312,136,192	327,201,659	343,030,137	359,302,778	376,006,345	393,146,464	410,766,541	428,850,520	447,422,721	466,485,704
Total Equity	307,976,000	359,290,346	363,742,000	389,040,248	414,776,130	452,578,331	444,689,000	450,643,000	506,287,842	535,738,118	572,967,856	604,027,053	634,119,830	653,215,754	672,629,640	692,472,313	713,906,035	734,742,173	756,337,981	778,308,893	801,123,508

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

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash Flows from Operating Activities																				
<u>Receipts</u>																				
Rates and Annual Charges	8,250,000	8,428,000	8,910,000	9,347,000	10,053,000	10,746,000	11,100,000	11,264,180	11,631,817	11,981,573	12,329,496	12,775,607	13,133,975	13,461,537	13,797,331	14,141,566	14,484,663	14,836,194	15,196,367	15,565,398
User Charges and Fees	7,334,000	6,865,000	7,938,000	5,867,000	10,784,000	6,679,106	8,884,997	12,466,976	7,550,830	7,790,862	8,002,129	8,242,146	8,518,809	8,768,645	9,025,845	9,290,627	9,561,148	9,839,614	10,126,258	10,421,324
Investment Interest and Revenue	688,000	587,000	533,000	428,000	287,000	192,000	70,000	43,684	86,075	110,581	136,723	142,830	136,810	152,137	182,325	218,744	261,035	315,042	382,757	481,229
Grants and Contributions (Operating)	6,518,000	7,743,000	10,959,000	6,228,000	8,449,000	9,082,000	8,532,000	8,147,769	7,815,677	7,953,970	7,820,014	8,025,662	8,242,413	8,465,530	8,695,205	8,931,633	9,174,845	9,425,212	9,682,945	9,948,265
Grants and Contributions (Capital)	2,567,000	6,786,000	5,684,000	8,229,000	8,475,000	9,704,000	15,495,000	43,488,508	15,302,518	21,086,731	14,569,874	11,346,953	1,644,932	1,683,108	1,722,316	2,262,582	1,230,251	1,260,103	1,290,827	1,322,448
Other	30,000	226,000	0	379,000	256,000	(318,000)	(468,000)	718,884	240,931	294,188	209,490	225,712	200,354	225,545	256,533	221,071	227,286	233,676	240,247	247,005
<u>Payments</u>																				
Cost of Services	(15,728,000)	(15,907,000)	(17,076,950)	(13,887,068)	(15,899,879)	(17,588,000)	(19,702,000)	(23,492,705)	(16,905,109)	(16,244,245)	(16,973,452)	(16,146,388)	(18,856,370)	(19,653,102)	(20,365,140)	(20,378,330)	(21,095,640)	(21,528,556)	(22,390,815)	(22,832,947)
Borrowing Costs (interest only)	(87,000)	(170,000)	(156,000)	(151,000)	(138,000)	(175,000)	(205,000)	(282,938)	(306,739)	(269,361)	(231,237)	(195,005)	(166,553)	(137,805)	(107,593)	(77,125)	(54,670)	(34,517)	(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	23,706,997	52,354,358	25,415,999	32,704,300	25,863,037	24,417,518	12,854,370	12,965,596	13,206,822	14,610,769	13,788,918	14,346,767	14,502,286	15,130,563
Cash Flows from Investing Activities																				
<u>Receipts</u>																				
Sale of Infrastructure, Property, Plant and Equipment	438,000	457,000	566,000	643,000	367,000	301,000	775,000	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
<u>Payments</u>																				
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)	(26,022,000)	(62,899,674)	(24,696,591)	(31,756,779)	(26,117,341)	(25,295,104)	(11,893,253)	(11,226,754)	(11,351,261)	(12,787,816)	(11,933,784)	(12,717,425)	(12,613,410)	(12,822,466)
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)	(25,247,000)	(62,659,674)	(24,184,716)	(31,090,404)	(25,710,466)	(24,845,104)	(11,525,003)	(10,788,754)	(10,826,261)	(12,375,316)	(11,508,909)	(12,279,803)	(12,162,660)	(12,358,193)
Cash Flows from Financing Activities																				
<u>Receipts</u>																				
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
<u>Payments</u>																				
Repayment of Borrowings and Advances	(277,000)	(220,629)	(231,000)	(241,000)	(252,000)	(489,000)	(734,000)	(1,219,365)	(1,715,745)	(1,753,122)	(1,791,247)	(1,544,986)	(1,573,438)	(1,602,187)	(1,632,399)	(1,376,172)	(1,111,931)	(590,402)	(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	(734,000)	8,780,635	(1,715,745)	(1,753,122)	(1,791,247)	(1,544,986)	(1,573,438)	(1,602,187)	(1,632,399)	(1,376,172)	(1,111,931)	(590,402)	(56,936)	(61,078)
Net Increase (Decrease) in Cash and Cash Equivalents	6,182,000	890,371	349,050	(8,953,068)	(22,879)	3,075,106	(1,478,505)	(1,524,681)	(484,461)	(139,226)	(1,638,675)	(1,972,573)	(244,071)	574,655	748,163	859,281	1,168,079	1,476,562	2,282,689	2,711,292
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	16,286,407	14,807,902	13,283,221	12,798,760	12,659,534	11,020,859	9,048,286	8,804,215	9,378,870	10,127,033	10,986,313	12,154,391	13,630,953	15,913,643
Cash and Cash Equivalents - end of year	20,957,827	21,838,198	22,187,248	13,234,180	13,211,301	16,286,407	14,807,902	13,283,221	12,798,760	12,659,534	11,020,859	9,048,286	8,804,215	9,378,870	10,127,033	10,986,313	12,154,391	13,630,953	15,913,642	18,624,934
Projected Bank Balances	20,957,827	21,838,198	22,187,248	13,234,180	13,211,301	16,286,407	14,807,902	13,283,221	12,798,760	12,659,534	11,020,859	9,048,286	8,804,215	9,378,870	10,127,033	10,986,313	12,154,391	13,630,953	15,913,643	18,624,934

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								11,301,828	10,308,106	10,119,957	9,234,871	6,753,828	6,994,966	6,212,798	6,221,174	6,374,073	6,597,728	7,100,664	7,892,227	9,469,161
Movement								(993,722)	(188,149)	(885,086)	(2,481,043)	241,138	(782,168)	8,376	152,899	223,655	502,936	791,563	1,576,934	1,984,107
Closing Balance	8,765,376	15,403,764	16,372,798	10,332,577	9,597,302	13,114,331	11,301,828	10,308,106	10,119,957	9,234,871	6,753,828	6,994,966	6,212,798	6,221,174	6,374,073	6,597,728	7,100,664	7,892,227	9,469,161	11,453,268
Employee Leave	1,015,016	1,042,421	1,248,351	1,320,526	1,380,882	1,443,497	1,451,211	1,491,845	1,533,617	1,576,558	1,620,701	1,666,081	1,712,731	1,760,688	1,809,987	1,860,667	1,912,765	1,966,323	2,021,380	2,077,979
Roads and Bridges	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Emergency Works	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Reinstatement Reserve	1,117,890	1,223,627	941,981	867,670	953,910	139,886	196,605	196,605	200,537	204,548	209,048	213,647	218,347	223,151	228,060	233,077	238,205	243,446	248,801	254,275
Min Reserve	3,632,906	3,766,048	3,690,332	3,688,196	3,834,792	3,083,383	3,147,816	3,188,450	3,234,154	3,281,106	3,329,749	3,379,728	3,431,079	3,483,839	3,538,047	3,593,744	3,650,971	3,709,769	3,770,181	3,832,294
State Highways																				
Opening Balance								1,099,300	327,522	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Movement								(771,778)	(771,522)	0	0	0	0	0	0	0	0	0	0	0
Closing Balance	967,045	602,197	1,595,641	114,322	964,845	(446,031)	1,099,300	327,522	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	250,000	250,000	250,000	250,000	250,000	250,000
Quarries																				
Opening Balance								789,363	806,101	595,264	573,775	552,125	529,208	504,979	479,390	452,391	423,932	393,960	362,422	329,261
Movement								16,738	(210,836)	(21,490)	(22,916)	(22,916)	(24,229)	(25,589)	(26,999)	(28,459)	(29,972)	(31,538)	(33,160)	(34,840)
Closing Balance	1,121,071	322,398	592,435	662,432	1,052,337	1,225,653	789,363	806,101	595,264	573,775	552,125	529,208	504,979	479,390	452,391	423,932	393,960	362,422	329,261	294,421
Min Reserve	261,190	581,304	576,920	579,610	547,064	525,477	501,786	590,519	569,391	547,136	524,754	501,087	476,087	449,705	421,893	392,599	361,770	329,352	295,287	259,520
Plant																				
Opening Balance								1,162,533	1,271,921	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Movement								109,388	(771,921)	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	1,162,533	1,271,921	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	500,000	500,000	500,000	500,000	500,000	500,000
Total General Fund																				
Opening Balance								14,353,024	12,713,650	11,465,221	10,558,646	8,055,953	8,274,174	7,467,777	7,450,564	7,576,464	7,771,660	8,244,624	9,004,649	10,548,423
Movement								(1,639,374)	(1,248,429)	(906,575)	(2,502,693)	218,221	(806,397)	(17,213)	125,900	195,196	472,965	760,025	1,543,774	1,949,267
GF Closing Balance	17,846,524	18,345,692	20,279,905	12,425,317	13,093,631	15,762,922	14,353,024	12,713,650	11,465,221	10,558,646	8,055,953	8,274,174	7,467,777	7,450,564	7,576,464	7,771,660	8,244,624	9,004,649	10,548,423	12,497,689
GF Total Min Reserve	4,644,096	5,097,352	5,017,252	5,017,806	5,131,856	4,358,860	4,399,602	4,528,969	4,553,545	4,578,242	4,604,504	4,630,815	4,657,165	4,683,544	4,709,940	4,736,343	4,762,741	4,789,120	4,815,469	4,841,773
Water Supply																				
Opening Balance								192,708	154,536	448,227	667,795	904,332	573,475	797,567	1,041,783	1,307,013	1,604,221	1,934,364	2,288,402	2,667,365
Movement								(38,172)	293,691	219,568	236,537	(330,858)	224,092	244,216	265,231	297,207	330,144	354,038	378,963	404,959
Water Closing Balance	2,477,311	2,558,680	1,367,361	538,715	371,424	183,580	192,708	154,536	448,227	667,795	904,332	573,475	797,567	1,041,783	1,307,013	1,604,221	1,934,364	2,288,402	2,667,365	3,072,324
Sewer Fund																				
Opening Balance								378,482	500,897	923,227	1,411,741	1,968,897	39,688	310,170	591,692	884,567	1,189,117	1,493,701	1,798,119	2,102,164
Movement								122,415	422,330	488,514	557,156	(1,929,209)	270,483	281,522	292,875	304,550	304,584	304,418	304,045	303,454
Sewer Closing Balance	584,190	983,594	843,066	495,059	113,310	447,667	378,482	500,897	923,227	1,411,741	1,968,897	39,688	310,170	591,692	884,567	1,189,117	1,493,701	1,798,119	2,102,164	2,405,618
Domestic Waste Fund																				
Opening Balance								(116,312)	(85,862)	(37,915)	21,352	91,677	160,949	228,701	294,832	358,989	421,316	481,702	539,783	595,690
Movement								30,450	47,947	59,267	70,325	69,273	67,751	66,131	64,157	62,327	60,386	58,081	55,908	53,612
DM Closing Balance	49,802	(49,768)	(303,085)	(224,911)	(367,063)	(107,762)	(116,312)	(85,862)	(37,915)	21,352	91,677	160,949	228,701	294,832	358,989	421,316	481,702	539,783	595,690	649,302
Reinstatement Reserve								196,605	200,537	204,548	209,048	213,647	218,347	223,151	228,060	233,077	238,205	243,446	248,801	254,275
TOTALS																				
Opening Balance								14,807,902	13,283,221	12,798,760	12,659,534	11,020,859	9,048,286	8,804,215	9,378,870	10,127,033	10,986,313	12,154,391	13,630,953	15,913,643
Movement								(1,524,681)	(484,461)	(139,226)	(1,972,573)	(1,972,573)	(244,071)	574,655	859,281	1,168,078	1,476,562	2,282,690	2,711,291	3,191,291
All Closing Balance	20,957,827	21,838,198	22,187,248	13,234,180	13,211,301	16,286,407	14,807,902	13,283,221	12,798,760	12,659,534	11,020,859	9,048,286	8,804,215	9,378,870	10,127,033	10,986,313	12,154,391	13,630,953	15,913,643	18,624,934

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)	(461,260)	(424,114)	(669,358)	(633,547)	(649,546)	(762,868)	(684,072)	(701,237)	(718,838)	(845,254)	(755,396)	(774,376)	(793,840)	(935,768)	(834,269)
Administration	(1,124,632)	(1,064,102)	(1,067,975)	(1,050,145)	(1,001,131)	(1,152,825)	(1,148,544)	(1,214,745)	(1,159,684)	(1,289,874)	(1,189,974)	(1,231,274)	(1,360,942)	(1,302,036)	(1,305,272)	(1,492,185)	(1,362,883)	(1,456,345)	(1,586,602)	(1,513,353)
Human Resources	(181,195)	(260,049)	(247,521)	(250,127)	(127,048)	(373,865)	(686,201)	(259,519)	(261,545)	(266,158)	(271,501)	(276,946)	(282,494)	(288,149)	(293,910)	(299,781)	(305,764)	(311,859)	(318,070)	(324,397)
Finance	7,661,353	8,228,028	9,688,100	8,759,301	10,138,524	14,307,073	9,256,039	17,497,734	8,717,275	9,013,233	9,317,815	9,609,772	9,897,210	10,213,806	10,553,292	11,183,902	11,828,844	12,759,212	13,712,207	14,163,436
Crown Reserves	(4,610)	(11,111)	(10,398)	(6,257)		(164,231)	(140,137)	65,151	(10,060)	(10,272)	(10,506)	(10,745)	(10,990)	(11,240)	(11,497)	(11,759)	(12,027)	(12,301)	(12,582)	(12,869)
	5,956,216	6,550,062	7,912,445	7,019,013	8,696,169	12,154,892	6,857,043	15,419,263	6,652,439	6,797,384	7,082,966	7,406,735	7,541,547	7,893,547	8,097,359	8,624,782	9,373,795	10,184,867	10,859,186	11,478,547
PLANNING & ENVIRONMENTAL																				
Town Planning	(110,688)	(75,770)	(197,633)	(190,588)	(286,761)	(425,366)	(330,056)	(365,002)	(264,009)	(260,923)	(267,925)	(275,119)	(282,512)	(290,108)	(297,913)	(305,932)	(314,173)	(322,639)	(331,339)	(340,277)
Environmental Health	(170,323)	(161,507)	(64,937)	(214,820)	(264,267)	(264,734)	(277,703)	(377,886)	(355,226)	(377,908)	(356,459)	(365,219)	(374,195)	(393,392)	(392,815)	(402,469)	(412,361)	(432,496)	(432,880)	(443,519)
Building Control	(38,407)	(23,847)	(26,285)	(24,839)	(10,456)	(28,862)	(28,999)	(31,355)	(31,420)	(31,470)	(31,685)	(31,891)	(32,087)	(32,271)	(32,444)	(32,605)	(32,753)	(32,887)	(33,007)	(33,110)
Regulatory Services	(94,511)	(112,628)	(107,834)	(105,102)	(98,033)	(91,831)	(189,123)	(186,241)	(98,647)	(100,631)	(102,893)	(105,202)	(107,558)	(109,962)	(112,416)	(114,921)	(117,477)	(120,085)	(122,747)	(125,464)
Other Waste	84,862	66,456	295,582	(520,439)	74,761	(225,726)	(364,082)	83,066	122,256	124,547	(146,005)	167,128	170,506	173,944	177,194	180,756	184,380	(276,181)	191,573	195,392
Strategic, Community & Cultural Services	(295,377)	(264,330)	(388,799)	(499,926)	(621,560)	(297,465)	(417,842)	(1,153,374)	(619,724)	(634,143)	(649,638)	(665,518)	(681,792)	(698,471)	(715,564)	(733,083)	(751,037)	(769,438)	(788,297)	(807,626)
Pre Schools	(119,560)	(25,365)	(64,225)	(65,188)	(66,166)	(67,158)	(68,165)	(69,529)	(70,920)	(72,338)	(73,929)	(75,556)	(77,218)	(78,917)	(80,653)	(82,427)	(84,241)	(86,094)	(87,988)	(89,924)
Public Libraries	(323,551)	(516,144)	(372,336)	(373,526)	(398,977)	(401,602)	(429,448)	(446,391)	(461,297)	(469,599)	(479,169)	(488,927)	(498,876)	(509,020)	(519,362)	(529,905)	(540,655)	(551,613)	(562,784)	(574,173)
	(967,555)	(1,113,135)	(926,466)	(1,994,428)	(1,671,459)	(1,802,744)	(2,105,418)	(2,546,712)	(1,778,986)	(1,822,464)	(2,107,703)	(1,840,303)	(1,883,731)	(1,938,196)	(1,973,973)	(2,020,588)	(2,068,316)	(2,591,434)	(2,167,469)	(2,218,700)
INFRASTRUCTURE SERVICES																				
Regional Roads	461,333	437,274	280,155	(361,668)	(149,803)	(231,941)	(461,045)	(990,295)	313,948	(935,718)	(1,308,516)	(699,153)	(701,990)	(705,154)	(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)	(1,242,845)	(1,236,070)	(1,703,318)	(1,328,155)	(1,554,895)	(2,209,252)	(1,238,009)	(1,129,445)	(1,156,680)	(1,184,562)	(1,213,106)	(1,242,328)	(1,272,246)	(1,302,874)	(1,334,232)
Rural Local Roads	(252,909)	2,510,641	(1,601,204)	(2,658,922)	(4,409,704)	(2,280,952)	(707,409)	(3,278,093)	(152,289)	(659,549)	(2,589,903)	(2,376,552)	(2,801,496)	(2,154,088)	(2,368,977)	(2,533,089)	(2,675,580)	(2,652,500)	(2,788,949)	(2,847,348)
Bridges	(270,199)	2,842,201	(2,218,573)	(4,357,243)	(3,064,796)	(721,490)	(761,972)	(4,790,611)	(1,495,044)	(981,913)	857,044	1,685,163	1,128,598	973,803	879,139	1,152,639	518,691	571,306	518,251	517,923
Emergency Services	(187,197)	(271,519)	(317,354)	(336,034)	(323,602)	438,497	(1,003,527)	(611,302)	(400,874)	(408,892)	(417,887)	(427,081)	(436,477)	(446,079)	(455,893)	(465,923)	(476,173)	(486,649)	(497,355)	(508,297)
Swimming Pools	(455,534)	(486,871)	(463,574)	(481,551)	(551,711)	(499,018)	(550,487)	(602,235)	(616,424)	(630,353)	(646,445)	(662,320)	(678,588)	(695,259)	(712,342)	(729,848)	(747,787)	(766,171)	(785,010)	(804,315)
Parks & Gardens	(421,094)	(443,687)	(574,036)	(522,205)	(473,854)	(714,688)	(1,004,003)	(1,073,429)	(902,656)	(795,676)	(1,065,089)	(1,149,980)	(855,363)	(876,251)	(897,657)	(919,593)	(942,074)	(965,111)	(988,721)	(1,012,916)
Community Buildings	(307,403)	(294,703)	67,372	150,964	(478,867)	(509,479)	(162,506)	(1,533,496)	(138,473)	(469,606)	(224,917)	(430,356)	(235,925)	(241,627)	(247,465)	(253,443)	(259,564)	(265,830)	(272,247)	(278,817)
Public Cemeteries	(61,822)	54,339	(55,706)	(15,113)	(20,533)	(29,990)	(48,551)	(87,505)	(62,920)	(63,646)	(144,577)	(65,513)	(66,454)	(67,400)	(68,351)	(69,305)	(70,262)	(71,223)	(72,186)	(73,151)
Stormwater	827,774	(1,388,957)	25,382	(122,459)	(348,538)	(133,824)	96,719	(532,614)	(153,959)	(3,334)	(53,009)	(255,659)	(259,690)	(105,631)	(106,529)	(107,441)	(108,365)	(109,302)	(110,253)	(111,216)
Engineering Administration	(83,663)	(274,086)	(18,532)	123,758	553,092	487,059	816,885	1,336,626	(124,755)	644,180	346,245	294,165	(403,153)	(472,608)	(507,559)	(448,014)	(513,121)	(506,188)	(564,120)	(563,329)
	(1,355,369)	1,905,705	(5,670,928)	(10,276,568)	(10,145,072)	(5,438,671)	(5,021,966)	(13,866,273)	(5,061,602)	(5,860,005)	(7,456,306)	(5,325,295)	(6,439,984)	(5,946,974)	(5,970,487)	(6,380,539)	(6,802,543)	(6,801,870)	(7,114,782)	(7,275,740)
TOTAL GENERAL FUND	3,633,292	7,342,632	1,315,050	(5,251,984)	(3,120,361)	4,913,477	(270,341)	(993,722)	(188,149)	(885,086)	(2,481,043)	241,138	(782,168)	8,376	152,899	223,655	502,936	791,563	1,576,934	1,984,107
RESTRICTED FUNDS - INTERNAL																				
State Highways	(181,336)	(670,713)	(151,474)	(472,438)	(8,703)	(399,707)	(306,931)	(771,778)	(77,522)	0	0	0	0	0	0	0	0	0	0	0
Quarries	(13,446)	(731,937)	205,202	123,060	549,073	276,676	(485,596)	16,738	(210,836)	(21,490)	(21,650)	(22,916)	(24,229)	(25,589)	(26,999)	(28,459)	(29,972)	(31,538)	(33,160)	(34,840)
Plant & Depots	(446,181)	(4,982,163)	(302,212)	(378,957)	174,947	398,728	(659,353)	109,388	(771,921)	0	0	0	0	0	0	0	0	0	0	0
	(640,963)	(6,384,813)	(248,484)	(728,335)	715,317	275,697	(1,451,880)	(645,652)	(1,060,280)	(21,490)	(21,650)	(22,916)	(24,229)	(25,589)	(26,999)	(28,459)	(29,972)	(31,538)	(33,160)	(34,840)
RESTRICTED FUNDS - EXTERNAL																				
Water Fund	2,583,293	111,706	(772,180)	(1,299,279)	(179,502)	(175,206)	25,489	(38,172)	293,691	219,568	236,537	(330,858)	224,092	244,216	265,231	297,207	330,144	354,038	378,963	404,959
Sewer Fund	(218,572)	389,556	(144,266)	(373,048)	(380,340)	305,297	(53,131)	122,415	422,330	488,514	557,156	(1,929,209)	270,483	281,522	292,875	304,550	304,584	304,418	304,045	303,454
Domestic Waste	20,187	(94,014)	(247,391)	77,236	(135,967)	259,770	(45,589)	30,450	47,947	59,267	70,325	69,273	67,751	66,131	64,157	62,327	60,386	58,081	55,908	53,612
TOTAL RESTRICTED FUNDS - EXTERNAL	2,384,908	407,248	(1,163,837)	(1,595,091)	(695,810)	389,861	(73,231)	114,693	763,968	767,350	864,018	(2,190,794)	562,326	591,868	622,263	664,085	695,113	716,537	738,916	762,025
COMBINED FUNDS	5,377,237	1,365,067	(97,271)	(7,575,410)	(3,100,854)	5,579,035	(1,795,452)	(1,524,681)	(484,461)	(139,226)	(1,638,676)	(1,972,573)	(244,071)	574,655	748,162	859,281	1,168,078	1,476,562	2,282,690	2,711,291

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%	1.05%	0.22%	0.70%	0.90%	1.20%	1.50%	1.80%	2.10%	2.40%	2.70%	3.00%	3.30%	3.60%	3.90%	4.20%
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%
Councillors Superannuation								N/A	10.50%	11.00%	11.50%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%
FAG Grant Indexation		0.04%	53.58%	-29.57%	6.96%	2.28%	-0.38%	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	\$3,896,552	\$3,898,162	\$5,986,662	\$4,216,192	\$4,509,463	\$4,612,055	\$4,594,538	\$2,523,396	\$4,954,933	\$5,103,581	\$5,256,689	\$5,414,389	\$5,576,821	\$5,744,126	\$5,916,450	\$6,093,943	\$6,276,761	\$6,465,064	\$6,659,016	\$6,858,787
Domestic Waste Charges Indexation		0.72%	0.99%	2.83%	2.73%	5.68%	4.69%	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%
Waste Gate Charges Indexation		19.21%	15.90%	7.62%	6.07%	9.84%	16.67%	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%	8.52%	1.94%	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%	3.45%	2.71%	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%	5.61%	1.33%	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%	4.64%	8.26%	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%	1.98%	1.98%	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	\$1,064,000	\$1,064,000	\$1,139,099	\$1,173,272	\$1,208,470	\$1,244,724	\$1,282,066	\$1,320,528	\$1,360,144	\$1,400,948	\$1,442,977	\$1,486,266	\$1,530,854	\$1,576,779	\$1,624,083
Regional Roads Repair Program Indexation								3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected RRRP Income	\$35,444	\$183,459	\$172,241	\$175,179	\$187,161	\$188,761	\$188,761	\$188,761	\$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								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	\$1,587,112	\$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%
Projected Timber Bridges Income	\$0	\$269,516	\$1,306,139	\$1,674,898	\$1,321,470	\$1,542,265	\$2,646,854	\$2,901,035	\$0	\$0	\$0	\$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%
Projected Black Spot Income	\$147,483	\$333,133	\$534,418	\$25,560	\$497,446	\$275,582	\$950,016	\$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%
Projected FCR Income	\$0	\$703,001	\$0	\$45,597	\$2,634,272	\$3,004,263	\$2,454,519	\$3,066,638	\$0	\$0	\$195,716	\$201,587	\$207,635	\$213,864	\$220,280	\$226,888	\$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%
Projected NSRF Income	\$0	\$0	\$933,040	\$96,263	\$1,650,810	\$2,514,787	\$1,035,213	\$0	\$1,600,000	\$6,400,000	\$8,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation Indexation		-10.70%	0.09%	-2.39%	10.27%	5.55%	-3.35%	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%	-21.55%	-2.76%	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%

