



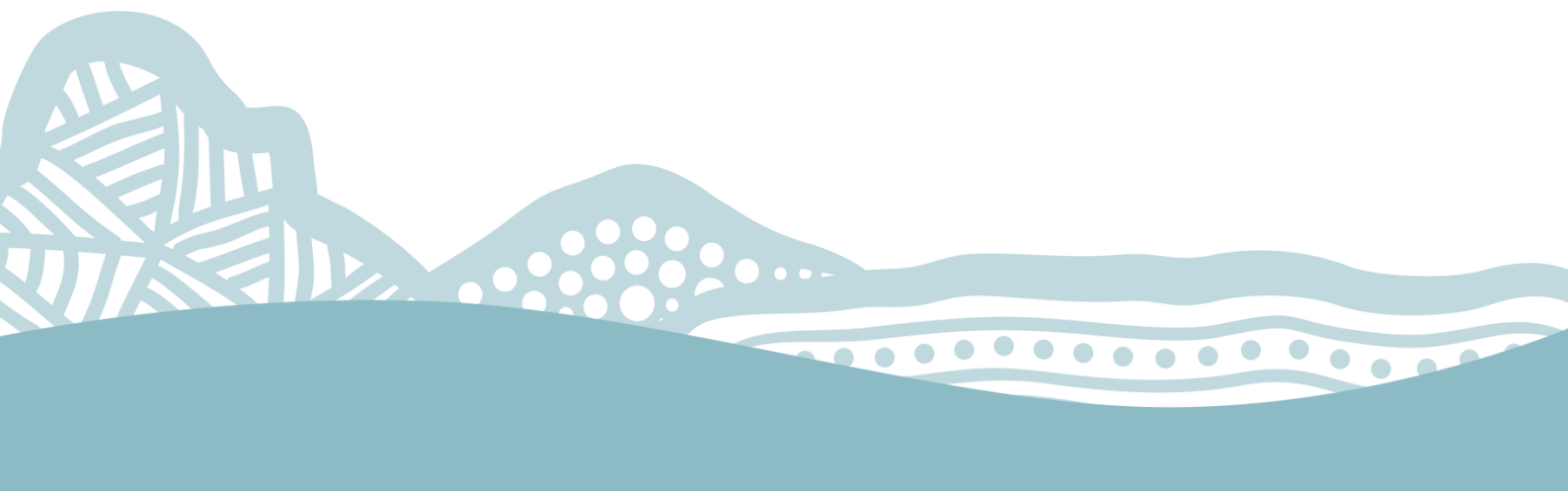
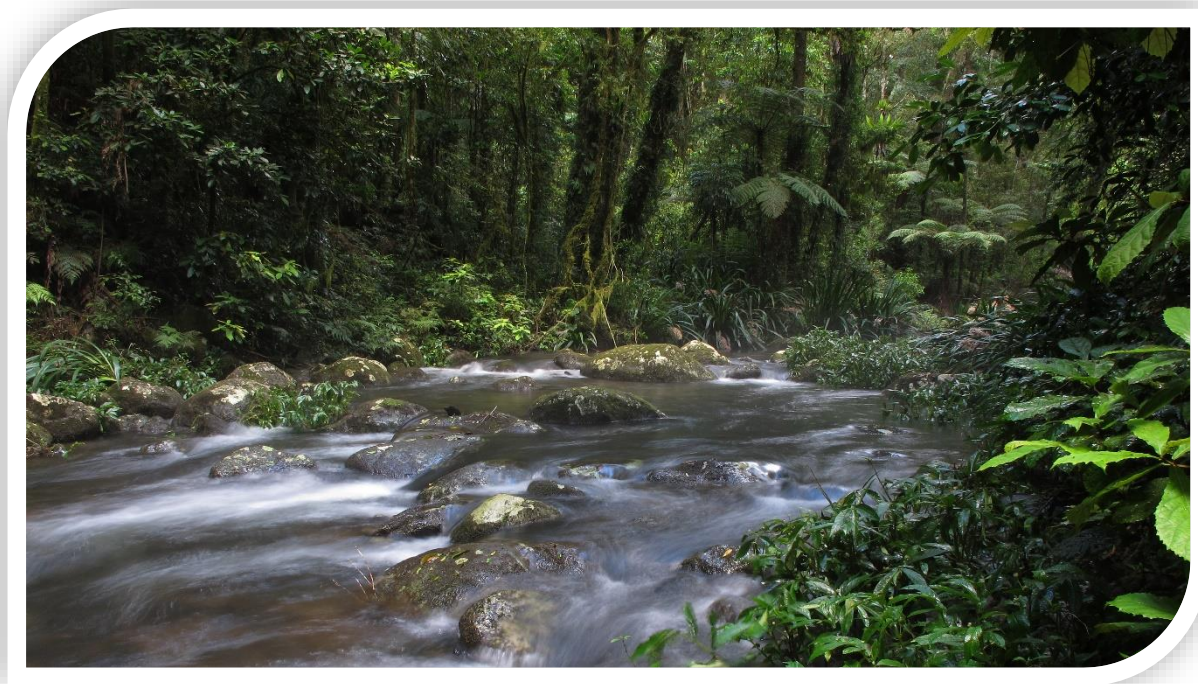
KYOGLE COUNCIL

OPERATIONAL PLAN

2023/2024

DELIVERY PROGRAM

2023/2027





Kyogle Council

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Table of Contents

Vision, Mission, & Values	4
The Kyogle Council Area	5
Councillors	6
Revenue Policy/ Pricing Methodology	7
Borrowings and Investments	12
Integrated Planning and Reporting	13
Capital Works Projects/Asset Replacement	14
Financial Assistance/Donations	18
Business or Commercial Activities	19
Budgets	20
Performance Reporting Metrics	38
Long Term Financial Plan (LTFP) Summary	49

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

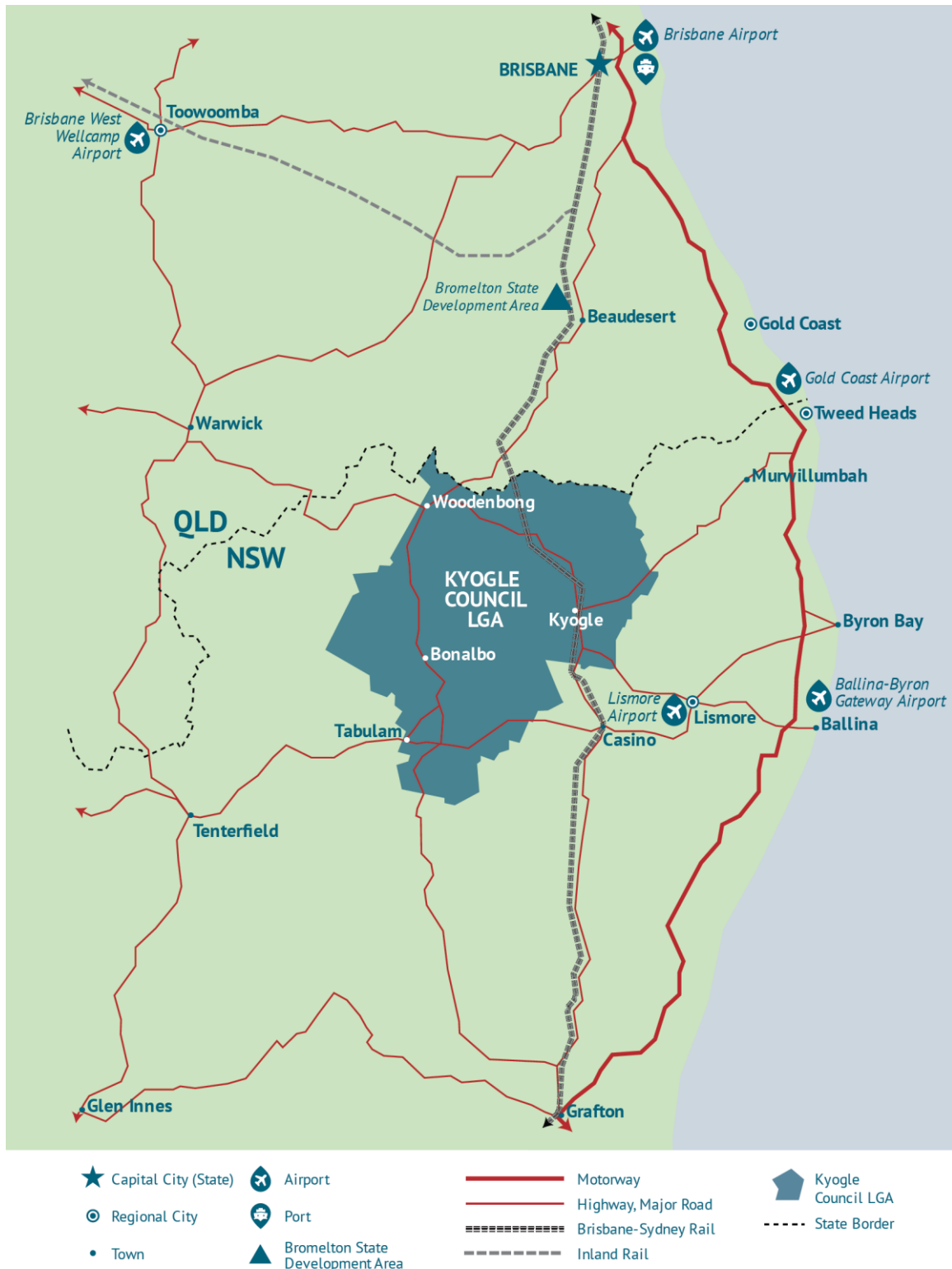
OUR VALUES

- 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 2023/2024 financial year the IPART determination applying to Kyogle Council was an increase of 4.1%.

Ordinary Rates applying for the financial period 2023/2024 are:

CATEGORY	VALUATION (\$)	NUMBER OF PROPERTIES	BASE CHARGE (\$)	AD VALOREM RATE IN \$	ANTICIPATED YIELD (\$)	BASE CHARGE YIELD (\$)	BASE CHARGE YIELD (%)
FARMLAND	1,466,556,430	1,796	305.00	0.220702	3,784,499	547,780	14.47%
RESIDENTIAL	116,800,680	885	305.00	0.262714	576,777	269,925	46.80%
RESIDENTIAL-KYOGLE	244,074,100	1,312	327.00	0.603688	1,902,470	429,024	22.55%
RURAL RESIDENTIAL	365,772,440	1,082	305.00	0.317902	1,492,808	330,010	22.11%
BUSINESS	12,297,970	104	305.00	0.313112	70,226	31,720	45.17%
BUSINESS-KYOGLE	26,075,230	121	327.00	0.880562	269,176	39,567	14.70%
Total	2,231,576,850	5,300			8,301,247		

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 are subject to the rate peg determined 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	147,362,576	1,757	106.70	0.046472	187,472
Stormwater and Flood Business	23,201,420	167	106.70	0.045339	18,018
Total	170,563,996	1,924			205,291

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 Domestic Waste Charges for the 2023/24 financial year have increased significantly from the 2022/23 financial year due primarily to the implementation of the three-bin system, which consists of separate bins for general waste (landfill), co-mingled recyclables, and food and organics waste (FOGO) which is the mandatory base service for all serviced Domestic Waste properties, with additional options available as outlined in the table below. The Domestic Waste Management Charges for 2023/2024 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
Waste Management Service Charge *	2578	70	180,460
Residential Base Bin Service (140L landfill & 240L recyclables fortnightly, and 240L FOGO weekly)	2051	739	1,515,689
Residential Upgrade Bin Service (240L landfill & 240L recyclables fortnightly, and 240L FOGO weekly)	0	956	0
Additional Residential 240L Recyclables Bin	1	207	207
Replacement of lost or damaged 240L Bin	0	105	0
Replacement of lost or damaged 140L Bin	0	90	0
Waste Management Service Charge	2578	70	180,460
Total			1,696,356

* 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 charges for the 2023/24 financial year have increased significantly from the 2022/23 financial year due primarily to the implementation of the three-bin system, which consists of separate bins for general waste (landfill), co-mingled recyclables, and food and organics waste (FOGO). The base service for non-residential properties is the 240L landfill and 240L recyclables fortnightly, with other options available as outlined in the table below. The charges for 2023/2024 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
Landfill Management Charge	2871	55	157,905
Commercial Base Bin Service (240L landfill & 240L recyclables fortnightly)	302	660	199,320
Commercial Downgrade Service (140L landfill & 240L recyclables fortnightly)	0	543	0
Additional Commercial 240L Landfill Bin	71	362	25,697
Additional Commercial 140L Landfill Bin	0	242	0
Additional Commercial 240L Recyclables Bin	12	300	3,605
Commercial 240L FOGO Bin weekly	24	413	9,903
Replacement of lost or damaged 240L Bin	0	105	0
Replacement of lost or damaged 140L Bin	0	90	0
Total			396,430

* 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 2023/2024 is 3%. The charges for 2023/2024 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
OSMS Annual License Fee	3,061	47.40	145,090

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 2023/2024 is 4%.

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Vacant Property Charge	63	152	9,576
20mm connection	1,928	506	975,568
25mm connection	30	791	23,719
32mm connection	23	1,295	29,793
40mm connection	17	2,024	34,408
50mm connection	19	3,163	60,088
80mm connection	1	8,096	8,096
100mm connection	0	12,650	0
Fire Service Connection (all sizes)	6	506	3,036
Non-Rateable Connections	20	0	0
Total	2,107		1,144,284

CHARGE	RATE PER UNIT OR ANNUAL CHARGE	ANTICIPATED YIELD (\$)
Consumption up to 200kL per connection per year	\$2.16 per 1,000 litres	602,640
Consumption above 200kL per connection per year	\$2.70 per 1,000 litres	256,500
Home Dialysis allocation first 100kL	\$0.00 per 1,000 litres	0
Total		859,140

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 2023/2024 is 5.0%.

CHARGE	NUMBER OF CHARGES	ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Residential Sewerage Annual Charge per dwelling and/or individual unit	1,643	950	1,560,850
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	113	154	17,402
20 mm connection	161	370	59,570
25 mm connection	22	577	12,698
32 mm connection	20	947	18,944
40mm connection	17	1,480	25,160
50mm connection	16	2,313	37,000
80mm connection	1	5,920	5,920
100mm connection	0	9,250	0
Total	326		176,694
Sewer Usage Charge		\$1.44 per kL	131,040

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	96	121	11,616
Prescribed pre treatment	7	121	847
Major discharger	0	695	0
Sewer Dump Point	4	950	3,800
Re-inspection fee	0	86	0
Totals	107		16,263
Trade Waste Usage (with pre-treatment) per kL		\$1.44	20,880
Trade Waste Usage (without pre-treatment) per kL		*\$6.62	6,620
Totals			27,500

* 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 2023/2024 financial year, details of which are contained in the 2023/2024 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 is expected to represent a reduction from the maximum allowed as advised by the Office for Local Government, which was 6% in 2022/23 and is yet to be released for 2023/24 at the time this draft was prepared.

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

Contributions are levied for all works identified within each Section 94 Plan. Contributions for Water and Sewerage are levied under Section 64 of the Local Government Act. A planning levy is applied to all contributions paid. Monies are to be expended within a reasonable time for the purposes for which they are raised. Developer contributions are indexed using the Brisbane All Groups CPI figures published by the Australian Bureau of Statistics on a quarterly basis. Note that Council adopted a Developer Contributions Discounting Policy in February 2023 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:

	2023/2024 (\$)	2024/2025 (\$)	2025/2026 (\$)	2026/2027 (\$)
Water Fund				
Opening Balance	584,570	339,416	84,380	66,514
New Loans	0	0	0	0
Interest	19,725	9,842	2,208	1,717
Principal Reduction	245,154	255,036	17,866	18,357
Closing Balance	339,416	84,380	66,514	48,157
Sewer Fund				
Opening Balance	733,881	704,045	672,123	5,548,803
New Loans	0	0	5,000,000	0
Interest	53,401	51,315	357,308	349,243
Principal Reduction	29,836	31,922	123,320	131,385
Closing Balance	704,045	672,123	5,548,803	5,417,418
Waste Services				
Opening Balance	71,260	36,442	0	0
New Loans	0	0	0	0
Interest	2,870	1,247	0	0
Principal Reduction	34,818	36,442	0	0
Closing Balance	36,442	0	0	0
General Fund				
Opening Balance	11,956,957	10,513,643	9,045,796	7,552,995
New Loans	0	0	0	0
Interest	193,365	168,833	143,878	118,493
Principal Reduction	1,443,314	1,467,847	1,492,802	1,518,187
Closing Balance	10,513,643	9,045,796	7,552,995	6,034,807

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 adopted its current Community Strategic Plan in June 2022.

The Resourcing Strategy consists of three separate components;

1. Workforce Management Strategy
2. Asset Management Plans, Strategy and Policy
3. Long Term Financial Plan

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	2023/24	2024/25	2025/26	2026/27
Regional Roads				
Kyogle Road (MR141) - Renewals	226,942	232,189	697,285	713,046
Clarence Way - (MR150) Renewals	23,048	23,585	70,829	72,444
Clarence Way (MR361) - Renewals			629,725	644,182
Clarence Way (MR361) - Urbenville to Bonalbo	8,000,000	10,107,900		
Clarence Way (MR361) - Sandilands to Bonalbo	6,900,000	6,963,757		
Bentley Road (MR544) - Renewals	105,326	107,738	323,553	330,789
Mount Lindsay Highway (MR622) - Renewals	34,224	35,013	105,148	107,518
Total	15,289,540	17,470,182	1,826,540	1,867,979
Repair Program Funding				
	205,873	212,049	218,411	224,963
Roads To Recovery Funding				
	118,917	122,485		
Blackspot Funding				
		126,159	129,944	133,842
Remote Roads Upgrade Program				
	6,400,000	8,086,320		
Betterment Program				
	4,900,000	4,900,000		
Other Funding				
		1,024,156		
Total External Grants	11,624,790	14,471,169	348,355	358,805
Rural Local Roads				
Rural Roads - Reseals	533,773	546,180	558,883	571,506
Fixing Country Roads Projects (subject to 50% external funding)		391,432	403,174	415,270
Sealed Roads Rehabilitation	555,240	1,136,409	1,706,351	1,745,360
Unsealed Roads Rehabilitation	395,813	809,758	1,215,906	1,243,103
Rural Roads - Guardrail	22,659	23,188	23,730	24,267
Rural Roads - drainage improvements	81,449	83,578	85,766	87,820
Section 94 Expenditure	10,537	10,816	11,103	11,397
Black Spots (Projects subject to 100% funding)	190,016	195,716	201,588	207,636
Initial Seals		500,000	500,000	
Total	1,789,487	3,697,077	4,706,501	4,306,359
Roads To Recovery Funding				
	450,307	452,559	454,821	457,095
Black Spot Funding				
	190,016	195,716	201,588	207,636
Fixing Country Roads Funding				
		195,716	201,587	207,635
Total external Grants	640,323	843,991	857,996	872,366

Project / Item	2023/24	2024/25	2025/26	2026/27
Urban Streets				
Footpaths	78,979	209,705	214,269	80,938
Kerb and Guttering	81,586	83,624	85,716	87,722
Kyogle streets - Renewals	277,098	283,943	290,965	297,737
Bonalbo - Renewals	58,803	60,296	61,829	63,288
Woodenbong - Renewals	58,409	59,889	61,408	62,855
Other Villages - Renewals	58,409	59,889	61,407	62,855
Initial Sealing				
Kyogle Main Street beautification (LRCIP funding)	2,293,842	929,158		
Kyogle Civic Precinct (PSLP funding)	1,500,000			
Villages Main Streets (Woodenbong/Tabulam/Bonalbo subject to 50% external funding)			2,000,000	2,000,000
Total	4,407,126	1,686,504	2,775,594	2,655,395
Total external Grants	3,512,891	1,393,737	1,000,000	1,000,000
Stormwater and Flood Management				
Drainage Upgrades	60,347	123,459	185,381	189,528
Drainage Renewals	94,599	84,982	179,626	183,526
Floodplain Risk Management Plans and Voluntary Purchase Scheme (subject to 80% external funding)			250,000	250,000
Total	154,946	208,441	615,007	623,054
Flood Management Funding			200,000	200,000
Water Supplies				
Water supply renewals	230,000	235,970	457,365	468,276
Tabulam Water Supply (subject to 75% external funding)			2,462,000	
Total	230,000	235,970	2,919,365	468,276
Total external Grants			1,846,500	
Sewerage Services				
Sewerage system renewals	242,000	242,000	242,000	310,000
Tabulam, Wiangaree, Mallanganee Sewerage Schemes (subject to 75% external funding)			12,000,000	13,000,000
Total	242,000	242,000	12,242,000	13,310,000
Total external Grants			9,000,000	9,750,000
Waste Management and Quarries				
Landfill Improvements	106,844	134,668	52,954	54,191
Landfill Rehabilitation		190,000		
Quarry rehabilitation	33,643	34,460	35,298	36,112
Total	140,487	359,128	88,252	90,303

Project / Item	2023/24	2024/25	2025/26	2026/27
Buildings and Community Facilities				
Parks and Gardens Renewals	214,389	219,686	225,119	230,358
Swimming Pools Renewals	129,480	132,618	135,836	138,967
Community Building Renewals	269,048	275,692	282,507	289,081
KMI Hall Improvements (subject to 50% funding)			400,000	
Kyogle Gym / Indoor Sport / Pool	3,500,000			
Mallanganee Observatory (Regional Tourism Activation funding)		1,000,000	1,256,925	
Cemeteries Renewals	10,764	91,003	11,247	11,495
Information Technology and Communications Systems and Equipment	108,713	21,000	31,089	109,748
Total	4,232,394	1,739,999	2,342,723	779,649
External Grant Funding	3,250,000	750,000	1,142,694	0
Plant and Depots				
Plant Purchases	1,793,500	1,743,000	1,482,500	1,466,000
Depot Renewals	60,301	61,658	63,046	64,448
Total	1,853,801	1,804,658	1,545,546	1,530,448
Bridges				
Externally Funded Bridge Program (see separate list)	15,391,449	3,577,500		
Future Bridge Priority and/or External Funding Opportunity			573,520	587,601
Expenditure Conditional on external funding			613,200	626,690
Total	15,391,449	3,577,500	1,186,720	1,214,291
Federal Bridge Renewal Fund			613,200	626,690
NSW Fixing Country Bridges	12,773,949	3,000,000		
Roads To Recovery	400,546	402,549	404,562	406,584
Total External Grants	13,174,495	3,402,549	1,017,762	1,033,274

Bridges to be replaced over the period 2023/24 to 2024/25	Total Cost	External Funding
ASKEWS DIP RD-ASKEWS BRIDGE/ID:227-843	779,625	623,700
BAILEYS BRIDGE RD-BAILEYS BRIDGE/ID:6-250	1,497,100	1,197,680
BEAN CK RD-SUFFOLKS BRIDGE/ID:13-109	816,750	653,400
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
CHESTNUT RD-VARYS BRIDGE/ID:31-97	779,625	623,700
GAMBLEYS RD-GAMBLEYS RD BRIDGE/ID:66-409	1,128,600	902,880
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
HANSEN RD-HANSENS BRIDGE/ID:265-257	457,875	412,088
HOOTONS RD-MAKINGS BRIDGE/ID:247-6957	457,875	366,300
KYOGLE RD-BACK CK BRIDGE/ID:141-B2411	1,754,566	1,403,653
MAHONEYS LANE NO.2 BRIDGE/ID:93-704	420,750	336,600
NEEDHAMS RD/ID:50-9824	457,875	412,088
NEEDHAMS RD-EIGHT DAY CK BRIDGE/ID:50-4933	457,875	412,088
PHELPS RD/ID:291-315	779,625	701,663
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
SLATERS RD BRIDGE/ID:253-152	420,750	336,600
STATION RD2/ID:256-9294	132,000	105,600
TRENTYS LANE BRIDGE/ID:125-74	779,625	623,700
WILLIAMS RD-BARKER BRIDGE/ID:199-4694	717,750	574,200
YABBRA RD BRIDGE/ID:152-494	822,938	658,350
RISK RD THE RISK STATION BRIDGE ID: 129-732 DM01020	2,500,000	2,500,000
SUGAR GLIDER RD BRIDGE ID: 287-130 DM01454	1,000,000	1,000,000
BABYL CRK ROAD ID: 11-516 (FCB R2b)	611,269	550,142
DUCK CRK RD ID: 138-16359 (FCB R2b)	667,792	601,013
PADDYS FLAT ROAD ID: 134-28260 (FCB R2b)	2,003,104	1,802,794
Total	29,059,019	24,974,647

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. 2023/2024 assistance is as follows:

ORGANISATION	SUPPORT	VALUE (\$)
One-off Donations	Various	34,734
Special Events	Traffic Control and Establishment	16,399
Kyogle Youth Ventures	Cash Donation	2,858
Australia Day Committees	Cash Donation	12,319
Reconciliation Day & NAIDOC week support	Cash Donation	3,279
Public Halls	Cash Donation – Rates & Charges	8,980
Learn to Swim/Life Education	Cash Donation/Staff and Plant	14,294
North Coast Academy of Sport	Cash Donation	1,367
Citizens Band	Cash Donation	1,181
Kyogle Show Society	Cash Donation	1,810
Bonalbo Show Society	Cash Donation	1,810
Woodenbong Show Society	Cash Donation	1,810
Kyogle Historical Society	Cash Donation	5,632
TOTAL		106,474

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	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING EXPENDITURE				
EMPLOYMENT	342,571	354,431	366,703	376,908
COUNCILLOR SERVICES	261,621	268,125	274,789	280,834
LEGALS	17,148	17,525	17,911	18,305
ADVERTISING, NOROC, LGSA	103,038	105,305	107,622	109,989
ELECTIONS	0	96,283	0	0
PAYABLE BY OTHER FUNDS	(75,791)	(77,458)	(79,163)	(80,904)
TOTAL OPERATING EXPENDITURE	648,587	764,211	687,861	705,132
NET COST OF ACTIVITY	(648,587)	(764,211)	(687,861)	(705,132)

ADMINISTRATION - BUDGET INFORMATION

ADMINISTRATION	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING EXPENDITURE				
EMPLOYMENT	834,469	863,480	836,002	859,316
OFFICE EXPENSES	588,989	559,333	572,567	605,075
SUBSCRIPTIONS & SUNDRIES	18,887	19,303	19,728	20,162
PAYABLE FROM OTHER FUNDS	(167,336)	(171,017)	(174,780)	(178,625)
TOTAL OPERATING EXPENDITURE	1,275,009	1,271,099	1,253,517	1,305,927
CAPITAL EXPENDITURE				
OFFICE EQUIPMENT & FURNITURE	108,713	21,000	31,089	109,748
TOTAL CAPITAL EXPENDITURE	108,713	21,000	31,089	109,748
NET COST OF ACTIVITY	(1,383,722)	(1,292,099)	(1,284,606)	(1,415,675)

PERSONNEL - BUDGET INFORMATION

PERSONNEL	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE	70,724	72,846	75,031	77,282
OPERATING EXPENDITURE				
EMPLOYMENT SALARIES	461,522	477,593	494,225	508,024
EMPLOYMENT WAGES STAFF	(527,959)	(546,438)	(565,563)	(581,399)
INSURANCE & RISK MANAGEMENT	252,458	258,012	263,689	269,490
RECRUITMENT AND OTHER STAFF COSTS	110,771	113,208	115,699	118,244
TOOLS, CLOTHING, SIGNAGE	101,087	103,311	105,584	107,907
PAYABLE BY OTHER FUNDS	(142,605)	(145,742)	(148,948)	(152,225)
TOTAL OPERATING EXPENDITURE	255,275	259,946	264,685	270,041
NET COST OF ACTIVITY	(184,551)	(187,100)	(189,655)	(192,759)

FINANCE - BUDGET INFORMATION

FINANCE	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE				
GENERAL RATES	8,138,214	8,341,669	8,550,211	8,763,966
INTEREST AND SUNDRY INCOME	530,791	509,051	443,838	451,995
RECOVERIES	42,741	43,681	44,642	45,624
REVENUE SHARING (FAG) GRANT	3,238,624	3,335,783	3,435,856	3,538,932
BORROWING PROCEEDS	0	0	0	0
TOTAL OPERATING REVENUE	11,950,370	12,230,184	12,474,547	12,800,516
OPERATING EXPENDITURE				
EMPLOYMENT	641,112	714,511	739,448	760,119
VALUATION & AUDITOR FEES	120,712	123,368	126,082	128,856
BORROWING COSTS	1,443,314	1,467,847	1,492,802	1,518,187
OTHER/INTEREST COSTS	229,504	205,767	181,624	157,070
TOTAL OPERATING COSTS	2,434,643	2,511,492	2,539,956	2,564,233
NET COST OF ACTIVITY	9,515,727	9,718,692	9,934,591	10,236,284

STATE HIGHWAYS - BUDGET INFORMATION

STATE HIGHWAYS	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE				
WORKS ORDERS*	3,278,181	3,376,526	3,477,822	3,582,157
MAINTENANCE	1,033,743	1,064,755	1,096,698	1,129,599
TOTAL OPERATING REVENUE	4,311,924	4,441,282	4,574,520	4,711,756
OPERATING EXPENDITURE				
MAINTENANCE SUMMERLAND WAY	630,583	649,501	668,986	689,055
MAINTENANCE BRUXNER HIGHWAY	403,160	415,255	427,712	440,544
WORKS ORDERS*	3,010,574	3,100,892	3,193,918	3,289,736
TOTAL OPERATING COSTS	4,044,317	4,165,647	4,290,616	4,419,335
OPERATING RESULT	267,607	275,635	283,904	292,421
CAPITAL EXPENDITURE				
RESERVE TRANSFERS#	0	0	0	0
TOTAL CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	267,607	275,635	283,904	292,421

* 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	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE				
BLOCK GRANT	1,208,470	1,244,724	1,282,066	1,320,528
ROADS TO RECOVERY GRANT	122,485	0	0	0
TOTAL OPERATING REVENUE	1,330,955	1,244,724	1,282,066	1,320,528
OPERATING COSTS				
MR 141 - KYOGLE ROAD	222,026	227,909	233,957	239,597
MR 150 - CLARENCE WAY	68,253	70,138	72,079	73,854
MR 361 - CLARENCE WAY	342,886	351,938	361,242	369,935
MR 544 - BENTLEY ROAD	88,357	90,551	92,801	94,966
MR 622 - MT LINDESAY HIGHWAY	49,741	50,985	52,261	53,485
TOTAL OPERATING COSTS	771,263	791,521	812,340	831,838
OPERATING RESULT	559,692	453,203	469,726	488,690
NON-CURRENT REVENUE				
REPAIR PROGRAMME	205,873	212,049	218,411	224,963
BLACK SPOT FUNDING	0	126,159	129,944	133,842
TRANSFER FROM TRANSPORT RESERVE*	0	0	0	0
BETTERMENT PROGRAM	4,900,000	4,900,000	0	0
CONTRIBUTIONS	10,537	10,816	11,103	11,397
FIXING COUNTRY ROADS	0	0	0	0
REMOTE ROADS PROGRAM	6,400,000	9,110,476	0	0
TOTAL NON-CURRENT REVENUE	11,516,410	14,359,501	359,457	370,202
CAPITAL EXPENDITURE				
MR 141 - KYOGLE ROAD	226,942	232,189	697,285	713,046
MR 150 - CLARENCE WAY	23,048	23,585	70,829	72,444
MR 361 - CLARENCE WAY	14,900,000	17,071,657	629,725	644,182
MR 544 - BENTLEY ROAD	105,326	107,738	323,553	330,789
MR 622 - MT LINDESAY HIGHWAY	34,224	35,013	105,148	107,518
BRIDGES	0	0	0	0
TOTAL CAPITAL EXPENDITURE	15,289,540	17,470,183	1,826,539	1,867,980
NET COST OF ACTIVITY	(3,213,438)	(2,657,479)	(997,356)	(1,009,088)

*Transfer from State Highways budget

URBAN LOCAL ROADS - BUDGET INFORMATION

URBAN LOCAL ROADS	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	67,934	69,972	72,071	74,233
STREET LIGHTING SUBSIDY	34,000	34,000	34,000	34,000
TOTAL OPERATING REVENUE	101,934	103,972	106,071	108,233
OPERATING EXPENDITURE				
STREET LIGHTING	95,000	96,980	99,004	101,072
KYOGLE STREETS	330,245	339,692	349,424	358,190
BONALBO STREETS	46,236	47,558	48,921	50,148
WOODENBONG STREETS	39,629	40,762	41,930	42,982
MALLANGANEE STREETS	14,917	15,358	15,814	16,218
WIANGAREE STREETS	6,877	7,059	7,246	7,420
TABULAM STREETS	15,852	16,305	16,772	17,193
OLD BONALBO STREETS	6,607	6,796	6,991	7,166
OLD GREVILLIA STREETS	1,324	1,362	1,401	1,436
TOTAL OPERATING EXPENDITURE	556,685	571,873	587,501	601,824
OPERATING RESULT	(454,751)	(467,901)	(481,430)	(493,591)
NON-CURRENT REVENUE				
CONTRIBUTIONS	5,269	5,408	5,551	5,699
OTHER GRANTS	3,512,891	1,393,737	1,000,000	1,000,000
TOTAL NON-CURRENT REVENUE	3,518,160	1,399,145	1,005,551	1,005,699
CAPITAL EXPENDITURE				
FOOTPATHS & FURNITURE	78,979	209,705	214,269	80,938
RENEWALS KYOGLE	277,098	283,943	290,965	297,737
RENEWALS BONALBO	58,803	60,296	61,829	63,288
RENEWALS WOODENBONG	58,409	59,889	61,408	62,855
RENEWALS VILLAGES	58,409	59,889	61,407	62,855
KERB & GUTTER CONSTRUCTION	81,586	83,624	85,716	87,722
TOURISM SIGNAGE ALL VILLAGES	0	0	0	0
INITIAL SEALS	3,793,842	929,158	2,000,000	2,000,000
TOTAL CAPITAL EXPENDITURE	4,407,126	1,686,504	2,775,594	2,655,394
NET COST OF ACTIVITY	(1,343,718)	(755,259)	(2,251,473)	(2,143,286)

RURAL LOCAL ROADS - BUDGET INFORMATION

RURAL LOCAL ROADS	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	1,290,007	1,328,707	1,368,568	1,409,625
HEAVY HAULAGE CONTRIBUTIONS	8,367	8,589	8,817	9,050
ROADS TO RECOVERY GRANT	450,307	452,559	454,821	457,095
TOTAL OPERATING REVENUE	1,748,681	1,789,855	1,832,207	1,875,771
OPERATING EXPENDITURE				
SEALED ROADS MAINTENANCE	564,976	580,176	595,807	610,285
UNSEALED ROADS MAINTENANCE	1,547,500	1,588,403	1,630,445	1,669,705
OTHER	40,855	41,534	42,228	42,937
TOTAL OPERATING EXPENDITURE	2,153,331	2,210,113	2,268,480	2,322,927
OPERATING RESULT	(404,650)	(420,258)	(436,273)	(447,155)
NON-CURRENT REVENUE				
BLACKSPOT FUNDING	190,016	195,716	201,588	207,636
CONTRIBUTIONS	10,537	10,816	11,103	11,397
FLOOD DAMAGE	0	0	0	0
RESERVE TRANSFER*	730,324	1,555,159	1,522,099	1,264,296
RESERVE TRANSER#	180,359	599,404	604,990	611,902
FIXING COUNTRY ROADS	0	195,716	201,587	207,635
PRIVATE CONTRIBUTIONS	0	0	0	0
NATIONAL STRONGER REGIONS FUND	0	0	0	0
TOTAL NON-CURRENT INCOME	1,111,236	2,556,811	2,541,368	2,302,866
CAPITAL EXPENDITURE				
RESEALS	533,773	546,180	558,883	571,506
REHABILITATION	951,052	2,337,599	3,325,431	3,403,733
DRAINAGE RENEWALS	81,449	83,578	85,766	87,820
GUARDRAIL RENEWALS	22,659	23,188	23,730	24,267
SELF HELP 50/50	0	0	0	0
FLOOD DAMAGE	0	0	0	0
SECTION 94 ROADWORKS	10,537	10,816	11,103	11,397
BLACK SPOTS & INITIAL SEALS	190,017	695,716	701,588	207,636
TOTAL CAPITAL EXPENDITURE	1,789,488	3,697,078	4,706,501	4,306,360
NET COST OF ACTIVITY	(1,082,901)	(1,560,524)	(2,601,407)	(2,450,649)

* Transfer from plant budget

#Transfer from quarry budget

BRIDGES - BUDGET INFORMATION

BRIDGES	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	507,017	522,228	537,894	554,031
ROADS TO RECOVERY GRANT	400,546	402,549	404,562	406,584
TOTAL OPERATING REVENUE	907,563	924,776	942,456	960,615
OPERATING EXPENDITURE				
MAINTENANCE	42,436	130,000	133,900	137,917
TOTAL OPERATING EXPENDITURE	42,436	130,000	133,900	137,917
OPERATING RESULT	865,127	794,776	808,556	822,698
NON-CURRENT INCOME				
FEDERAL TIMBER BRIDGE PROGRAM	0	0	613,200	626,690
TRANSFER FROM RESERVE*	486,883	1,036,773	1,014,733	842,864
CONTRIBUTIONS	2,101	2,154	2,208	2,263
FIXING COUNTRY BRIDGES	12,773,949	3,000,000	0	0
FLOOD DAMAGE GRANT	0	0	0	0
TOTAL NON-CURRENT INCOME	13,262,933	4,038,927	1,630,141	1,471,817
CAPITAL EXPENDITURE				
CONSTRUCTION	15,391,449	3,577,500	1,186,720	1,214,291
TOTAL CAPITAL EXPENDITURE	15,391,449	3,577,500	1,186,720	1,214,291
NET COST OF ACTIVITY	(1,263,389)	1,256,203	1,251,976	1,080,224

* Transfer from Plant Budget

INFRASTRUCTURE – WORKS ADMINISTRATION - BUDGET INFORMATION

ENGINEERING ADMINISTRATION	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE				
CONTRIBUTIONS TO WORKS	5,499	5,664	5,834	6,009
PRIVATE WORKS	61,560	63,104	64,688	66,232
SUNDRY INCOME	756	779	802	827
TOTAL OPERATING REVENUE	67,816	69,547	71,324	73,067
OPERATING EXPENDITURE				
ROAD SURVEY, DESIGN, FEASIBILITY	15,918	16,268	16,626	16,992
EMPLOYMENT	1,259,121	1,302,620	1,322,629	1,359,387
PRIVATE WORKS	55,513	56,875	58,272	59,624
TOOLS, CLOTHING, SIGNAGE, OTHER ADMIN	390,830	392,828	94,871	96,958
RECOVERIES	(2,697,845)	(2,086,203)	(2,077,479)	(1,922,157)
TOTAL OPERATING COSTS	(976,462)	(317,611)	(585,081)	(389,196)
NET COST OF ACTIVITY	1,044,278	387,158	656,405	462,263

QUARRIES - BUDGET INFORMATION

QUARRIES	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE				
INCOME	601,814	2,523,040	2,538,881	2,555,198
TOTAL OPERATING REVENUE	601,814	2,523,040	2,538,881	2,555,198
OPERATING COSTS				
QUARRY WORKING EXPENSES	431,892	1,913,257	1,924,040	1,933,958
TOTAL OPERATING COSTS	431,892	1,913,257	1,924,040	1,933,958
OPERATING RESULT	169,922	609,783	614,842	621,240
CAPITAL EXPENDITURE				
QUARRY DEVELOPMENT	0	0	0	0
QUARRY REHABILITATION	33,643	34,460	35,298	36,112
RESERVE TRANSFERS*	180,359	599,404	604,990	611,902
TOTAL CAPITAL EXPENDITURE	214,002	633,864	640,288	648,014
NET COST OF ACTIVITY	(44,080)	(24,081)	(25,446)	(26,774)

*Transfer to rural local roads budget

PLANT AND DEPOTS - BUDGET INFORMATION

PLANT AND DEPOTS	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE				
INCOME	7,537,934	7,703,769	6,416,253	5,162,310
PLANT SALES	888,500	542,500	600,000	491,000
OTHER	39,078	40,250	41,458	42,702
TOTAL OPERATING REVENUE	8,465,512	8,286,519	7,057,711	5,696,012
OPERATING EXPENDITURE				
PLANT MAINTENANCE	3,624,303	3,709,445	2,790,566	1,869,422
KYOGLE DEPOTS	120,112	122,968	125,894	128,769
BONALBO DEPOT	19,620	20,105	20,603	21,082
WOODENBONG DEPOT	12,636	12,949	13,271	13,580
GOODINGS DEPOT	6,463	6,605	6,751	6,899
STORES	17,472	17,857	18,249	18,651
TOTAL OPERATING COSTS	3,800,606	3,889,929	2,975,333	2,058,404
OPERATING RESULT	4,664,906	4,396,590	4,082,378	3,637,608
CAPITAL EXPENDITURE				
PLANT PURCHASES	1,793,500	1,743,000	1,482,500	1,466,000
TRANSFER TO GENERAL FUND*	1,217,207	2,591,932	2,536,832	2,107,160
DEPOT RENEWALS	60,301	61,658	63,046	64,448
TOTAL CAPITAL EXPENDITURE	3,071,008	4,396,590	4,082,378	3,637,608
NET COST OF ACTIVITY	1,593,898	0	0	0

*Transfer to rural local roads and bridges budget

DOMESTIC WASTE MANAGEMENT - BUDGET INFORMATION

DOMESTIC WASTE MANAGEMENT	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE				
ANNUAL CHARGES (NET)	1,694,682	1,745,522	1,780,433	1,816,041
OPERATING EXPENDITURE				
ADMINISTRATION	125,186	127,940	130,755	133,632
CONTRACTORS	877,123	896,420	916,141	936,296
LANDFILL COSTS*	641,264	661,383	678,056	693,880
TOTAL OPERATING EXPENDITURE	1,643,573	1,685,743	1,724,952	1,763,808
NET COST OF ACTIVITY	51,109	59,779	55,481	52,234

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

OTHER WASTE MANAGEMENT - BUDGET INFORMATION

OTHER WASTE MANAGEMENT	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE				
ANNUAL CHARGES (NET)	407,971	417,354	426,953	436,773
GATE FEES	426,607	436,419	446,457	456,725
HIRE AND HAULAGE FEES	2,627	2,706	2,787	2,870
RECYCLING INCOME	142,219	146,486	150,880	155,406
EPA GRANT INCOME	0	0	0	0
DOMESTIC WASTE SHARE OF COSTS*	641,264	661,383	678,056	693,880
TOTAL OPERATING REVENUE	1,620,688	1,664,348	1,705,133	1,745,656
OPERATING EXPENDITURE				
EPA LEVY/LICENSES	354,205	362,337	370,656	379,165
LANDFILL COSTS	844,517	867,227	891,089	912,624
TRANSFER STATION COSTS	222,741	229,171	235,796	241,740
NORTH EAST WASTE FORUM	11,718	11,976	12,239	12,509
INTEREST EXPENSE	2,870	1,247	0	0
TOTAL OPERATING COSTS	1,436,051	1,471,958	1,509,779	1,546,037
OPERATING RESULT	184,637	192,390	195,354	199,618
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	34,818	36,442	0	0
IMPROVEMENTS	56,430	0	0	0
NEW CELLS CONSTRUCTION	0	83,000	0	0
REHABILITATION WORKS	50,414	241,668	52,954	54,191
TOTAL CAPITAL EXPENDITURE	141,662	361,110	52,954	54,191
NET COST OF ACTIVITY	42,975	(168,720)	142,400	145,427

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

STORMWATER - BUDGET INFORMATION

STORMWATER	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE				
INCOME	205,291	210,423	215,684	221,076
FLOOD DAMAGE GRANT	0	0	0	0
TOTAL OPERATING REVENUE	205,291	210,423	215,684	221,076
OPERATING EXPENDITURE				
MAINTENANCE	48,306	49,625	50,982	52,230
FLOODS DAMAGE RESTORATION	0	0	0	0
TOTAL OPERATING COSTS	48,306	49,625	50,982	52,230
OPERATING RESULT	156,985	160,798	164,702	168,846
NON-CURRENT INCOME				
DEVELOPER CONTRIBUTIONS	1,581	1,622	1,665	1,710
GRANTS	0	0	200,000	200,000
TOTAL NON-CURRENT INCOME	1,581	1,622	201,665	201,710
CAPITAL EXPENDITURE				
STORMWATER WORKS	154,946	208,441	365,007	373,054
FLOOD MEASURES	0	0	250,000	250,000
TOTAL CAPITAL EXPENDITURE	154,946	208,441	615,007	623,054
NET COST OF ACTIVITY	3,620	(46,020)	(248,640)	(252,498)

WATER SUPPLIES - BUDGET INFORMATION

WATER SUPPLIES	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE				
RATES & USER CHARGES	1,995,706	2,055,577	2,117,244	2,255,762
LIRS SUBSIDY	12,365	5,350	0	0
TOTAL OPERATING REVENUE	2,008,071	2,060,927	2,117,244	2,255,762
OPERATING EXPENDITURE				
MANAGEMENT	344,075	351,645	359,381	377,369
MAINS	167,947	172,561	177,308	207,672
RESERVOIRS	27,992	28,737	29,503	34,670
RAW WATER	238,336	244,745	251,335	295,053
TREATMENT	513,989	527,225	540,820	618,209
INTEREST	19,725	9,842	2,208	1,717
TOTAL OPERATING EXPENDITURE	1,312,063	1,334,754	1,360,555	1,534,691
OPERATING RESULT	696,008	726,173	756,689	721,071
NON-CURRENT INCOME				
DEVELOPER CONTRIBUTIONS	2,704	2,776	2,849	2,925
LOAN PROCEEDS	0	0	0	0
GRANT INCOME	0	0	1,846,500	0
TOTAL NON-CURRENT INCOME	2,704	2,776	1,849,349	2,925
CAPITAL EXPENDITURE				
UNSUBSIDISED WORKS/REPLACEMENTS	230,000	235,970	457,365	468,276
LOAN PAYMENTS	245,154	255,036	17,866	18,357
SUBSIDISED WORKS	0	0	2,462,000	0
TOTAL CAPITAL EXPENDITURE	475,154	491,006	2,937,231	486,633
NET COST OF ACTIVITY	223,558	237,943	(331,192)	237,363

SEWERAGE SERVICES BUDGET INFORMATION

SEWERAGE SERVICES	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE				
RATES & USER CHARGES	1,897,934	1,992,831	2,242,989	2,299,063
OTHER	8,107	8,351	8,601	8,859
TOTAL OPERATING REVENUE	1,906,041	2,001,181	2,251,590	2,307,923
OPERATING EXPENDITURE				
MANAGEMENT	303,234	309,906	443,413	347,139
MAINS	92,990	95,549	136,711	140,069
PUMPING STATIONS	164,317	168,966	241,756	247,781
TREATMENT	526,692	541,219	774,376	793,422
INTEREST	53,401	51,315	357,308	349,243
TOTAL OPERATING EXPENDITURE	1,140,635	1,166,954	1,953,564	1,877,653
OPERATING RESULT	765,406	834,228	298,026	430,269
NON-CURRENT REVENUE				
DEVELOPER CONTRIBUTIONS	2,634	2,704	2,776	2,849
LOAN PROCEEDS	0	0	5,000,000	0
GRANTS	0	0	9,000,000	9,750,000
TOTAL NON-CURRENT INCOME	2,634	2,704	14,002,776	9,752,849
CAPITAL EXPENDITURE				
EXTENSIONS AND UPGRADES	0	0	12,000,000	13,000,000
UNSUBSIDISED WORKS/REPLACEMENTS	242,000	242,000	242,000	310,000
LOAN REPAYMENTS	29,836	31,922	123,320	131,385
TOTAL CAPITAL EXPENDITURE	271,836	273,922	12,365,320	13,441,385
NET COST OF ACTIVITY	496,205	563,010	1,935,482	(3,258,267)

ENVIRONMENTAL HEALTH - BUDGET INFORMATION

ENVIRONMENTAL HEALTH	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE				
LICENCES & INSPECTIONS	40,692	41,913	43,170	44,465
ON SITE MANAGEMENT FEES	144,035	148,356	152,807	157,391
GRANTS	0	125,000	0	0
ABANDONED VEHICLES	807	825	843	862
TOTAL OPERATING REVENUE	185,534	316,094	196,820	202,718
OPERATING EXPENDITURE				
EMPLOYMENT	572,005	581,675	602,034	618,891
NOXIOUS WEEDS (ROUS)	133,162	136,091	139,085	142,145
ON SITE MANAGEMENT SYSTEMS	115,576	118,119	120,717	123,373
SUNDRIES	65,415	316,339	61,384	54,749
RECOVERIES	(144,228)	(147,401)	(150,643)	(153,958)
TOTAL OPERATING EXPENDITURE	741,930	1,004,824	772,577	785,201
CAPITAL EXPENDITURE				
SEWER FEASIBILITY STUDY	0	0	0	0
TOTAL CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	(556,395)	(688,730)	(575,757)	(582,483)

TOWN PLANNING - BUDGET INFORMATION

TOWN PLANNING	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE				
FEES & CHARGES	177,768	182,801	187,985	193,324
TOTAL OPERATING REVENUE	177,768	182,801	187,985	193,324
OPERATING EXPENDITURE				
EMPLOYMENT	616,541	637,665	659,518	677,765
LEGALS & CONSULTANTS	95,000	55,000	55,330	55,667
OTHER	51,131	52,256	53,406	54,581
RECOVERIES	(141,905)	(145,027)	(148,218)	(151,479)
TOTAL OPERATING EXPENDITURE	620,767	599,894	620,036	636,535
NET COST OF ACTIVITY	(442,999)	(417,093)	(432,051)	(443,210)

BUILDING CONTROL - BUDGET INFORMATION

BUILDING CONTROL	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE	59,617	61,406	63,248	65,145
OPERATING EXPENDITURE				
BUILDING INSPECTIONS	91,087	93,091	95,139	97,232
TOTAL OPERATING EXPENDITURE	91,087	93,091	95,139	97,232
NET COST OF ACTIVITY	(31,470)	(31,685)	(31,891)	(32,087)

REGULATORY CONTROL - BUDGET INFORMATION

REGULATORY CONTROL	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE	19,886	20,276	20,677	21,091
OPERATING EXPENDITURE	123,082	125,790	128,557	131,386
CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	(103,196)	(105,514)	(107,880)	(110,295)

EMERGENCY SERVICES - BUDGET INFORMATION

EMERGENCY SERVICES	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING EXPENDITURE				
RATES & CHARGES	13,387	13,681	13,982	14,290
RFS CONTRIBUTIONS	435,000	444,570	454,351	464,346
TOWN BRIGADE CONTRIBUTION	26,041	26,614	27,200	27,798
SES CONTRIBUTION	29,847	30,504	31,175	31,861
TOTAL OPERATING EXPENDITURE	504,275	515,369	526,707	538,295
CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	(504,275)	(515,369)	(526,707)	(538,295)

COMMUNITY SERVICES BUDGET INFORMATION

STRATEGIC, COMMUNITY & CULTURAL SERVICES	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE				
ART GALLERY	5,933	6,111	6,294	6,483
COMMUNITY SERVICES	1,425	1,425	1,425	1,425
VISITOR INFORMATION CENTRE	8,572	8,829	9,094	9,367
GOVERNMENT GRANTS	210,000	0	0	0
TOTAL OPERATING REVENUE	225,930	16,365	16,813	17,275
OPERATING COSTS				
COMMUNITY DONATIONS	106,474	108,816	111,210	113,657
ART GALLERY EMPLOYMENT COSTS	87,556	90,620	93,792	96,418
ART GALLERY OTHER	44,979	45,969	46,980	48,014
COMMUNITY SERVICES	296,156	87,989	89,862	91,776
AGED CARE	0	0	0	0
STRATEGIC EMPLOYMENT	203,691	210,820	218,199	224,308
STRATEGIC OTHER	174,793	178,639	182,569	186,585
KRLFC GROUND IMPROVEMENTS	0	0	0	0
TOTAL OPERATING COSTS	913,649	722,853	742,612	760,758
NET COST OF ACTIVITY	(687,719)	(706,488)	(725,799)	(743,484)

PRE SCHOOLS - BUDGET INFORMATION

PRE SCHOOLS	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING EXPENDITURE				
PRE SCHOOLS	72,338	73,929	75,556	77,218
TOTAL OPERATING EXPENDITURE	72,338	73,929	75,556	77,218
NET COST OF ACTIVITY	(72,338)	(73,929)	(75,556)	(77,218)

PUBLIC CEMETERIES BUDGET INFORMATION

PUBLIC CEMETERIES	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE	115,709	119,180	122,756	126,439
OPERATING EXPENDITURE				
KYOGLE CEMETERY	86,259	88,656	91,123	93,375
KYOGLE LAWN CEMETERY	62,474	64,229	66,037	67,678
CEMETERIES ON CROWN RESERVES	1,287	1,325	1,364	1,399
OTHER CEMETERIES	20,568	21,143	21,734	22,272
TOTAL OPERATING EXPENDITURE	170,588	175,353	180,258	184,725
CAPITAL EXPENDITURE				
IMPROVEMENTS/RENEWALS	10,764	91,003	11,247	11,495
NET COST OF ACTIVITY	(65,643)	(147,175)	(68,749)	(69,781)

PUBLIC LIBRARY - BUDGET INFORMATION

PUBLIC LIBRARY	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE	95,130	97,984	100,923	103,951
OPERATING COSTS				
REGIONAL LIBRARY CONTRIBUTIONS	484,784	495,449	506,349	517,488
KYOGLE LIBRARY EXPENSES,	79,945	81,704	83,502	85,339
TOTAL OPERATING COSTS	564,729	577,153	589,850	602,827
NET COST OF ACTIVITY	(469,599)	(479,169)	(488,927)	(498,876)

COMMUNITY BUILDINGS - BUDGET INFORMATION

COMMUNITY BUILDINGS	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE				
RENTAL INCOME	674,289	690,683	707,485	724,705
TOTAL OPERATING REVENUE	674,289	690,683	707,485	724,705
OPERATING EXPENDITURE				
COUNCIL CHAMBERS	122,776	126,051	129,418	132,549
KMI HALL	94,194	96,915	99,720	102,235
GROVE HOUSE	8,937	9,166	9,400	9,623
OTHER COMMUNITY BUILDINGS	250,778	258,604	266,683	273,691
KYOGLE COMMUNITY CENTRE	9,465	9,722	9,987	10,231
BUILDINGS ON CROWN RESERVES	143,177	146,468	149,836	153,202
TOTAL OPERATING COSTS	629,328	646,927	665,044	681,531
OPERATING RESULT	44,961	43,757	42,441	43,175
NON-CURRENT REVENUE				
DEVELOPER CONTRIBUTIONS	211	216	222	228
GRANTS	3,250,000	0	200,000	0
TOTAL NON-CURRENT INCOME	3,250,211	216	200,222	228
CAPITAL EXPENDITURE				
BUILDING IMPROVEMENTS	3,500,000	0	400,000	0
BUILDING RENEWALS	269,048	275,692	282,507	289,081
TOTAL CAPITAL EXPENDITURE	3,769,048	275,692	682,507	289,081
NET COST OF ACTIVITY	(473,876)	(231,719)	(439,844)	(245,678)

SWIMMING POOLS - BUDGET INFORMATION

SWIMMING POOLS	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE	167,220	172,237	177,404	182,726
OPERATING EXPENDITURE				
KYOGLE	440,784	454,497	468,651	480,947
BONALBO	115,915	119,536	123,274	126,515
WOODENBONG	124,902	128,830	132,887	136,394
TOTAL OPERATING COSTS	681,601	702,863	724,812	743,856
OPERATING RESULT	(514,381)	(530,626)	(547,408)	(561,130)
CAPITAL INCOME				
GRANTS	0	0	0	0
TOTAL CAPITAL INCOME	0	0	0	0
CAPITAL EXPENDITURE				
RENEWALS	129,480	132,618	135,836	138,967
IMPROVEMENTS	0	0	0	0
TOTAL CAPITAL EXPENDITURE	129,480	132,618	135,836	138,967
NET COST OF ACTIVITY	(643,861)	(663,244)	(683,244)	(700,098)

PARKS AND GARDENS - BUDGET INFORMATION

PARKS AND GARDENS	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING REVENUE	0	0	0	0
OPERATING EXPENDITURE				
KYOGLE	245,723	252,891	260,279	266,876
VILLAGES	95,332	97,993	100,733	103,228
VILLAGE MAINTENANCE	37,169	37,987	38,823	39,677
PUBLIC TOILETS	33,370	34,260	35,174	36,025
PARKS ON CROWN RESERVES	141,984	146,021	150,179	153,934
TOWN ENTRANCES	41,424	42,650	43,915	45,036
TOTAL OPERATING COSTS	595,002	611,802	629,102	644,777
OPERATING RESULT	(595,002)	(611,802)	(629,102)	(644,777)
CAPITAL INCOME				
DEVELOPER CONTRIBUTIONS	5,269	5,409	5,552	5,699
GRANTS	0	750,000	942,694	0
TOTAL CAPITAL INCOME	5,269	755,409	948,246	5,699
CAPITAL EXPENDITURE				
IMPROVEMENTS	0	1,000,000	1,256,925	0
RENEWALS	214,389	219,686	225,119	230,358
TOTAL CAPITAL EXPENDITURE	214,389	1,219,686	1,482,044	230,358
NET COST OF ACTIVITY	(804,123)	(1,076,079)	(1,162,900)	(869,435)

CROWN RESERVES - BUDGET INFORMATION

CROWN RESERVES	2023/2024	2024/2025	2025/2026	2026/2027
OPERATING INCOME	0	0	0	0
OPERATING EXPENDITURE	10,307	10,551	10,802	11,048
NET COST OF ACTIVITY	(10,307)	(10,551)	(10,802)	(11,048)

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>	<ul style="list-style-type: none"> -Total staff exits during the period -Total staff with excess leave entitlements above 8 weeks -Total excess leave above 8 weeks per employee -Total number of incidents, accidents and near misses reported during the period -Total working days lost due to injury for the period -Total spend on staff training and development -Total number of staff undertaking non-mandatory training or development 	
COMMUNICATION and CONSULTATION	<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>	<ul style="list-style-type: none"> -Community newsletter editions published and distributed. -Number of social media communications -Total number of hits and shares on social media -Number of updates to Councils website. -Total number of calls for public submissions and total submissions received 	
FINANCE	<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>	<ul style="list-style-type: none"> -Monthly Finance reports and quarterly budget reviews presented to Council. -Annual finance requirements, including, Audit and Annual Report met and on time. -Timely annual budget preparation and community display. -Adherence to financial sustainability targets 	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
GOVERNANCE	Set the example in Local Government through efficient and effective management practices and provide an environment that fosters trust and encourages and rewards excellence in performance	<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	<ul style="list-style-type: none"> -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	<ul style="list-style-type: none"> -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	<ul style="list-style-type: none"> -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	<ul style="list-style-type: none"> -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
	<p>Industry and the community have ready access to Council professional advice regarding building processes and requirements.</p>	<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>	<ul style="list-style-type: none"> -Number of timber bridges replaced -Number of load limited bridges -Number of bridges inspected per year -Change in infrastructure backlog -Bridges Customer Requests 	
Road Network	<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>	<ul style="list-style-type: none"> -Length of roads re-sealed (km and m²) -cost (\$/m²) -Length of roads rehabilitated (km and m²) -cost (\$/m²) -Length of gravel roads re-sheeted (km) -cost (\$/km) -Length of footpath replaced and constructed (m) -Length of kerb and guttering replaced/constructed (m) -Length of roads graded (km) -Number of Potholes patched -Roadside slashing (km) -Change in infrastructure backlog (\$) -Number of Customer Requests 	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
Water and Sewer	<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	11,509,000	11,631,817	12,738,937	13,108,440	13,626,978	14,003,961	14,350,550	14,705,793	15,069,907	15,432,971	15,804,902	16,185,920	16,576,250
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	9,996,000	10,495,347	7,798,247	9,938,899	10,177,336	10,452,158	8,777,302	9,034,713	9,299,711	9,570,402	9,849,041	10,135,863	10,431,108
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	17,731,000	6,752,405	7,910,355	7,775,081	7,979,242	8,194,458	8,415,992	8,644,032	8,878,773	9,120,246	9,368,817	9,624,699	9,888,108
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	23,403,000	40,815,055	31,273,571	19,925,775	14,596,953	12,394,932	1,683,109	1,722,316	2,262,583	1,230,252	1,260,104	1,290,828	1,322,449
All other operating revenue	870,000	814,000	544,000	559,000	308,000	201,000	82,000	140,000	1,070,479	810,200	703,312	653,858	636,181	595,866	594,375	558,892	586,171	580,072	600,550	639,255
Total operating revenue	24,312,000	30,365,000	32,995,000	32,016,000	35,578,000	38,386,000	42,960,000	62,779,000	70,765,102	60,831,311	51,451,508	47,034,368	45,681,690	33,793,618	34,701,229	36,069,666	35,920,042	36,862,937	37,837,859	38,857,176
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	15,979,000	18,490,237	11,954,926	14,439,549	15,043,385	16,022,874	16,019,503	16,645,006	16,567,751	17,192,507	17,516,352	18,281,366	18,623,869
Borrowing costs	119,000	202,000	193,000	185,000	146,000	205,000	217,000	352,000	306,739	269,361	231,237	503,394	469,453	434,876	398,477	361,440	332,011	304,453	288,376	275,888
Maintenance expense	6,290,000	5,894,000	5,644,000	4,291,000	6,487,000	6,172,000	6,533,000	6,545,000	4,698,457	4,280,259	4,478,711	4,742,857	4,913,830	5,032,161	5,153,383	5,277,569	5,404,793	5,535,128	5,668,654	5,805,449
Depreciation expense	7,758,000	6,928,000	6,934,000	6,768,000	7,463,000	7,877,000	7,813,000	9,296,000	8,662,654	8,876,968	9,096,642	9,412,814	9,610,094	9,848,100	10,092,059	10,342,119	10,598,431	10,861,154	11,130,446	11,406,473
Total Operating Expenses	24,967,000	25,462,000	26,611,000	24,579,000	27,713,000	27,786,000	29,412,000	32,172,000	32,158,087	25,381,514	28,246,140	29,702,450	31,016,250	31,334,641	32,288,925	32,548,878	33,527,741	34,217,087	35,368,842	36,111,679
Operating Surplus/(Deficit)	(655,000)	4,903,000	6,384,000	7,437,000	7,865,000	10,580,000	13,548,000	30,607,000	38,607,015	35,149,797	23,205,368	17,331,918	14,665,439	2,458,978	2,412,304	3,520,787	2,392,300	2,645,850	2,469,017	2,745,492
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	0	(2,961,787)	(1,397,566)	(3,191,336)	(3,141,822)	(2,719,062)	(1,878,199)	(1,830,834)	(2,654,526)	(2,558,167)	(2,740,769)	(2,660,556)	(2,713,561)
Reserve Trns in	0	0	0	0	0	0	0	0	2,961,787	1,397,566	3,191,336	3,141,822	2,719,062	1,878,199	1,830,834	2,654,526	2,558,167	2,740,769	2,660,556	2,713,561
Loan Proceeds	2,549,000	0	0	0	0	5,000,000	0	10,000,000	0	0	5,000,000	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	547,000	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	9,296,000	8,662,654	8,876,968	9,096,642	9,412,814	9,610,094	9,848,100	10,092,059	10,342,119	10,598,431	10,861,154	11,130,446	11,406,473
Total capital receipts	13,214,000	10,256,000	12,401,000	6,233,000	12,527,000	13,331,000	11,870,000	19,843,000	9,174,529	9,543,343	9,503,517	14,862,814	9,978,344	10,286,100	10,617,059	10,754,619	11,023,306	11,298,775	11,581,196	11,870,745
Capital Expenses																				
Infrastructure Upgrade expenditure	0	6,592,000	1,066,000	1,825,000	3,317,000	4,775,000	4,305,000	3,746,000	14,773,918	14,241,173	11,122,426	18,297,546	15,253,901	614,768	624,153	1,033,794	1,043,669	1,285,813	1,064,224	1,074,910
Infrastructure Renewal expenditure	6,100,000	7,466,000	17,139,000	20,557,000	16,846,000	15,572,000	22,644,000	32,652,000	47,313,858	27,587,844	18,135,033	10,437,112	10,016,106	8,759,975	8,558,659	9,860,587	9,081,140	9,526,534	9,513,074	9,736,887
Plant & I. T.	0	0	0	0	0	0	0	0	5,915,403	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	36,398,000	68,003,180	43,731,230	31,021,459	30,248,247	26,845,755	11,177,802	11,300,812	12,735,823	11,878,152	12,660,096	12,554,333	12,761,587
Loan Principal Repayments																				
277,000	221,000	231,000	241,000	252,000	381,000	734,000	1,280,000	1,633,988	1,715,745	1,753,122	1,791,247	1,633,988	1,667,930	1,702,506	1,738,906	1,489,248	1,231,981	717,857	192,252	204,740
Total Loan Repayments	277,000	221,000	231,000	241,000	252,000	381,000	734,000	1,280,000	1,715,745	1,753,122	1,791,247	1,633,988	1,667,930	1,702,506	1,738,906	1,489,248	1,231,981	717,857	192,252	204,740
Capital Surplus/(Deficit)	6,837,000	(4,023,000)	(6,035,000)	(16,390,000)	(7,888,000)	(7,397,000)	(15,813,000)	(17,835,000)	(60,544,395)	(35,941,009)	(23,309,188)	(17,019,421)	(18,535,341)	(2,594,209)	(2,422,658)	(3,470,453)	(2,086,826)	(2,079,177)	(1,165,389)	(1,095,582)
OVERALL SURPLUS/(DEFICIT)	6,182,000	880,000	349,000	(8,953,000)	(23,000)	3,183,000	(2,265,000)	12,772,000	(21,937,381)	(791,213)	(103,821)	312,496	(3,869,901)	(135,231)	(10,355)	50,334	305,474	566,673	1,303,628	1,649,909

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	40,329,000	18,336,406	17,545,194	17,441,373	17,753,869	13,883,968	13,748,738	13,738,383	13,788,718	14,094,191	14,660,864	15,964,492	17,614,401
Receivables	5,662,000	4,364,873	3,944,000	5,189,000	7,108,342	4,381,536	6,606,000	9,738,000	7,238,000	7,238,000	7,238,000	7,238,000	7,238,000	7,238,000	7,238,000	7,238,000	7,238,000	7,238,000	7,238,000	7,238,000	7,238,000
Inventories	971,000	2,048,930	2,172,000	1,945,000	1,272,730	1,370,482	1,532,000	1,878,000	3,509,000	3,509,000	3,509,000	3,509,000	3,509,000	3,509,000	3,509,000	3,509,000	3,509,000	3,509,000	3,509,000	3,509,000	3,509,000
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	51,076,000	29,083,406	28,292,194	28,188,373	28,500,869	24,630,968	24,495,738	24,485,383	24,535,718	24,841,191	25,407,864	26,711,492	28,361,401
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	435,746,000	444,335,000	476,237,000	546,971,576	594,833,752	631,222,537	667,388,534	700,940,659	719,355,877	738,023,527	758,455,320	778,271,548	799,089,658	820,040,036	841,431,880
Total Non-Current Assets	292,541,000	340,931,898	344,301,000	369,692,000	402,690,163	442,798,938	435,746,000	444,335,000	476,237,000	546,971,576	594,833,752	631,222,537	667,388,534	700,940,659	719,355,877	738,023,527	758,455,320	778,271,548	799,089,658	820,040,036	841,431,880
TOTAL ASSETS	313,850,000	368,303,528	372,255,000	399,013,248	424,305,415	461,762,257	460,278,000	470,081,000	527,313,000	576,054,982	623,125,946	659,410,910	695,889,404	725,571,627	743,851,615	762,508,910	782,991,038	803,112,739	824,497,522	846,751,529	869,793,281
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	14,329,000	14,329,000	14,329,000	14,329,000	14,329,000	14,329,000	14,329,000	14,329,000	14,329,000	14,329,000	14,329,000	14,329,000	14,329,000
Borrowings	271,000	220,873	231,000	241,000	252,128	262,960	734,000	871,000	1,771,000	1,753,122	1,791,247	1,633,988	1,667,930	1,702,506	1,738,906	1,489,248	1,231,981	717,857	192,252	204,740	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	2,562,000	2,562,000	2,562,000	2,562,000	2,562,000	2,562,000	2,562,000	2,562,000	2,562,000	2,562,000	2,562,000	2,562,000	2,562,000
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	18,662,000	18,644,122	18,682,247	18,524,988	18,558,930	18,593,506	18,629,906	18,380,248	18,122,981	17,608,857	17,083,252	17,095,740	16,955,355
Non-Current Liabilities																					
Payables	145,000	137,399	94,000	113,000	200,000	138,000	67,000	104,000	192,000	192,000	192,000	192,000	192,000	192,000	192,000	192,000	192,000	192,000	192,000	192,000	192,000
Borrowings	907,000	3,229,057	2,998,000	2,757,000	2,505,394	2,242,434	6,282,000	5,527,000	13,347,000	11,649,133	9,857,886	8,223,899	11,555,969	9,853,463	8,114,557	6,625,309	5,393,328	4,675,471	4,483,219	4,278,479	4,214,124
Provisions - LSL	149,000	140,969	136,000	180,000	181,566	136,797	173,000	303,000	243,000	243,000	243,000	243,000	243,000	243,000	243,000	243,000	243,000	243,000	243,000	243,000	243,000
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	2,002,000	2,002,000	2,002,000	2,002,000	2,002,000	2,002,000	2,002,000	2,002,000	2,002,000	2,002,000	2,002,000	2,002,000	2,002,000
Total Non-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	15,784,000	14,086,133	12,294,886	10,660,899	13,992,969	12,290,463	10,551,557	9,062,309	7,830,328	7,112,471	6,920,219	6,715,479	6,651,124
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	34,446,000	32,730,255	30,977,133	29,185,886	32,551,899	30,883,969	29,181,463	27,442,557	25,953,309	24,721,328	24,003,471	23,811,219	23,606,479
Net Assets	307,976,000	359,290,346	363,742,000	389,040,248	414,776,130	452,578,331	446,418,000	452,372,000	492,867,000	543,324,726	592,148,813	630,225,024	663,337,505	694,687,658	714,670,153	735,066,353	757,037,729	778,391,412	800,494,051	822,940,310	846,186,802
EQUITY																					
Retained Earnings	142,022,000	141,366,699	144,829,000	151,213,248	158,649,793	166,514,386	178,824,000	192,372,000	222,979,000	261,586,015	296,735,811	319,941,179	337,273,096	351,938,536	354,397,513	356,809,817	360,330,604	362,722,904	365,368,754	367,837,771	370,583,263
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	269,888,000	281,738,712	295,413,002	310,283,845	326,064,409	342,749,122	360,272,639	378,256,536	396,707,125	415,668,507	435,125,296	455,102,538	475,603,539
Total Equity	307,976,000	359,290,346	363,742,000	389,040,248	414,776,130	452,578,331	446,418,000	452,372,000	492,867,000	543,324,726	592,148,813	630,225,024	663,337,505	694,687,658	714,670,153	735,066,353	757,037,729	778,391,412	800,494,051	822,940,310	846,186,802

**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																				
<i>Receipts</i>																				
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	11,557,000	11,631,817	12,738,937	13,108,440	13,626,978	14,003,961	14,350,550	14,705,793	15,069,907	15,432,971	15,804,902	16,185,920	16,576,250
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	10,431,000	10,495,347	7,798,247	9,938,899	10,177,336	10,452,158	8,777,302	9,034,713	9,299,711	9,570,402	9,849,041	10,135,863	10,431,108
Investment Interest and Revenue	688,000	587,000	533,000	428,000	287,000	192,000	70,000	91,000	486,075	514,886	492,669	426,965	434,615	339,880	336,569	336,316	337,548	345,026	358,898	390,811
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	17,731,000	6,752,405	7,910,355	7,775,081	7,979,242	8,194,458	8,415,992	8,644,032	8,878,773	9,120,246	9,368,817	9,624,699	9,888,108
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	23,403,000	40,815,055	31,273,571	19,925,775	14,596,953	12,394,932	1,683,109	1,722,316	2,262,583	1,230,252	1,260,104	1,290,828	1,322,449
Other	30,000	226,000	0	379,000	256,000	(318,000)	(468,000)	3,907,000	584,404	295,313	210,643	226,893	201,566	226,786	257,806	222,376	228,623	235,047	241,652	248,445
<i>Payments</i>																				
Cost of Services	(15,728,000)	(15,907,000)	(17,076,950)	(13,887,068)	(15,899,879)	(17,588,000)	(19,702,000)	(15,211,000)	(23,188,694)	(16,235,185)	(18,918,261)	(19,786,242)	(20,936,704)	(21,051,664)	(21,798,389)	(21,845,320)	(22,597,299)	(23,051,480)	(23,950,020)	(24,429,318)
Borrowing Costs (interest only)	(87,000)	(170,000)	(156,000)	(151,000)	(138,000)	(175,000)	(205,000)	(261,000)	(306,739)	(269,361)	(231,237)	(503,394)	(469,453)	(434,876)	(398,477)	(361,440)	(332,011)	(304,453)	(288,376)	(275,888)
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	51,648,000	47,269,668	44,026,765	32,302,010	26,744,731	24,275,533	12,307,078	12,504,363	13,862,906	12,990,732	13,507,004	13,599,463	14,151,964
Cash Flows from Investing Activities																				
<i>Receipts</i>																				
Sale of Infrastructure, Property, Plant and Equipment	438,000	457,000	566,000	643,000	367,000	301,000	775,000	547,000	511,875	666,375	406,875	450,000	368,250	438,000	525,000	412,500	424,875	437,621	450,750	464,272
<i>Payments</i>																				
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)	(34,715,000)	(68,003,180)	(43,731,230)	(31,021,459)	(30,248,247)	(26,845,755)	(11,177,802)	(11,300,812)	(12,735,823)	(11,878,152)	(12,660,096)	(12,554,333)	(12,761,587)
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)	(34,168,000)	(67,491,305)	(43,064,855)	(30,614,584)	(29,798,247)	(26,477,505)	(10,739,802)	(10,775,812)	(12,323,323)	(11,453,277)	(12,222,475)	(12,103,584)	(12,297,315)
Cash Flows from Financing Activities																				
<i>Receipts</i>																				
Proceeds from Borrowings	2,549,000	0	0	0	0	5,000,000	0	10,000,000	0	0	0	5,000,000	0	0	0	0	0	0	0	0
<i>Payments</i>																				
Repayment of Borrowings and Advances	(277,000)	(220,629)	(231,000)	(241,000)	(252,000)	(489,000)	(734,000)	(1,280,000)	(1,715,745)	(1,753,122)	(1,791,247)	(1,633,988)	(1,667,930)	(1,702,506)	(1,738,906)	(1,489,248)	(1,231,981)	(717,857)	(192,252)	(204,740)
Net Cash provided (or used in) Financing Activities	2,272,000	(220,629)	(231,000)	(241,000)	(252,000)	4,511,000	(734,000)	8,720,000	(1,715,745)	(1,753,122)	(1,791,247)	3,366,012	(1,667,930)	(1,702,506)	(1,738,906)	(1,489,248)	(1,231,981)	(717,857)	(192,252)	(204,740)
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)	25,465,885	(21,937,381)	(791,213)	(103,821)	312,496	(3,869,901)	(135,231)	(10,355)	50,334	305,474	566,673	1,303,628	1,649,909
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	40,273,787	18,336,406	17,545,194	17,441,373	17,753,869	13,883,968	13,748,738	13,738,383	13,788,718	14,094,191	14,660,864	15,964,492
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	40,273,787	18,336,406	17,545,194	17,441,373	17,753,869	13,883,968	13,748,737	13,738,383	13,788,717	14,094,192	14,660,864	15,964,492	17,614,402
Projected Bank Balances	20,957,827	21,838,198	22,187,248	13,234,180	13,211,301	16,286,407	14,807,902	40,273,787	18,336,406	17,545,194	17,441,373	17,753,869	13,883,968	13,748,738	13,738,383	13,788,718	14,094,191	14,660,864	15,964,492	17,614,401

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%	4.10%	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%	3.90%	3.90%	3.40%	3.40%	3.40%	3.40%	3.40%	3.40%	3.40%	3.40%	3.40%
Employee Costs Indexation		2.70%	2.80%	2.35%	2.50%	2.50%	2.80%	2.80%	2.80%	5.50%	3.50%	3.50%	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	\$1,443,407	\$5,103,582	\$5,256,689	\$5,414,390	\$5,576,821	\$5,744,126	\$5,916,450	\$6,093,943	\$6,276,762	\$6,465,065	\$6,659,017	\$6,858,787
Domestic Waste Charges Indexation		0.72%	0.99%	2.83%	2.73%	5.68%	4.68%	4.00%	3.00%	44.20%	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%	16.60%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Stormwater Charges Indexation (linked to rates peg)		251.71%	3.17%	3.39%	2.58%	3.45%	2.71%	2.00%	2.50%	4.10%	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 (state)		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	\$1,380,887	\$1,208,470	\$1,244,724	\$1,282,066	\$1,320,528	\$1,360,144	\$1,400,948	\$1,442,976	\$1,486,266	\$1,530,854	\$1,576,779	\$1,624,083
Regional Roads Repair Program Indexation (State)								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	\$354,267	\$205,873	\$212,049	\$218,411	\$224,963	\$231,712	\$238,663	\$245,823	\$253,198	\$260,794	\$268,618	\$276,676
Roads to Recovery Indexation (Federal)								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 (State/Fed)								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	\$1,259,140	\$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 (State)								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	\$0	\$190,016	\$321,876	\$331,532	\$341,478	\$351,722	\$362,274	\$373,142	\$384,336	\$395,866	\$407,742	\$419,975
Fixing Country/Local Roads Indexation (State)								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	\$1,335,136	\$4,900,000	\$5,095,716	\$201,587	\$207,635	\$213,864	\$220,280	\$226,888	\$233,695	\$240,706	\$247,927	\$255,365
National Stronger Regions Fund (Federal)								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	\$0	\$0	\$0	\$0	\$1,024,156	\$0	\$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%

