



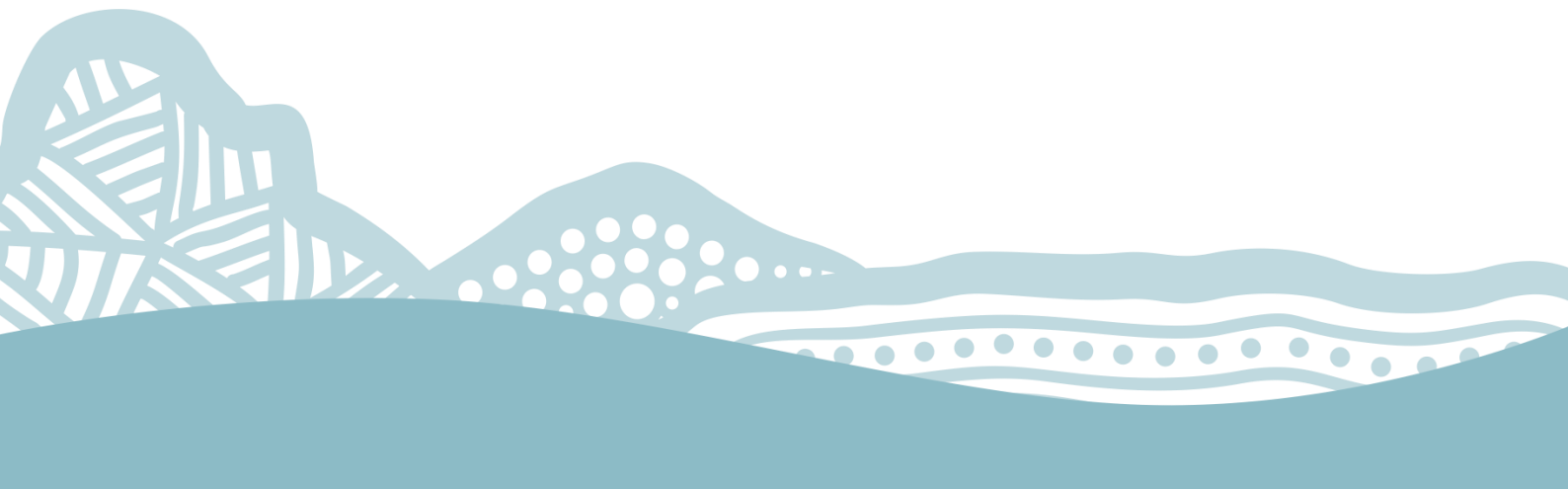
# KYOGLE COUNCIL

## OPERATIONAL PLAN

2023/2024

## DELIVERY PROGRAM

2023/2027





# Kyogle Council

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# Table of Contents

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

# 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

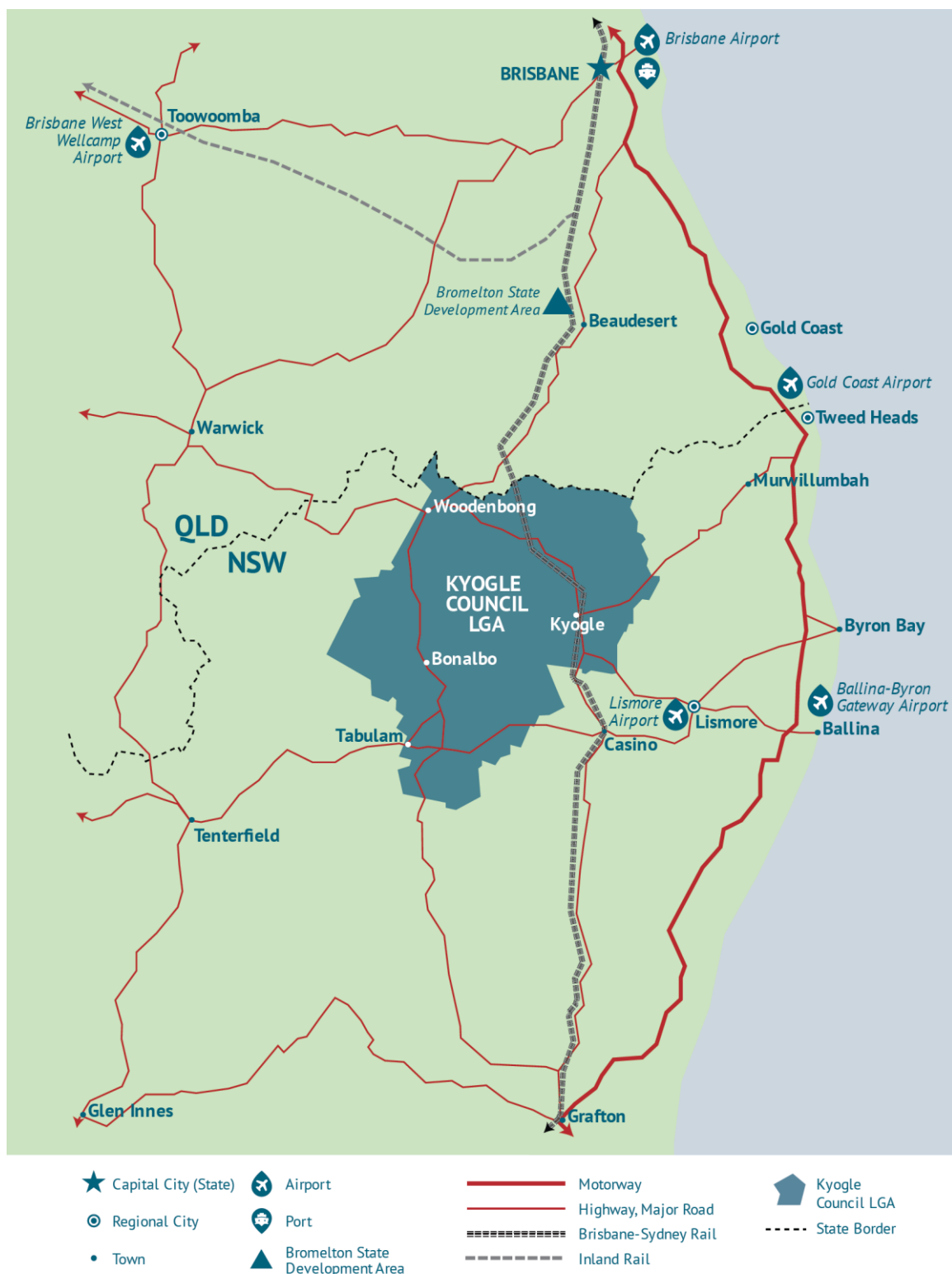
## OUR VALUES

- 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%
<b>Total</b>	<b>2,231,576,850</b>	<b>5,300</b>			<b>8,095,956</b>		

## 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
<b>Total</b>	<b>170,563,996</b>	<b>1,924</b>			<b>205,291</b>

### **Domestic Waste Management Charges:**

By law a Domestic Waste Management basic charge must apply to every residential property in the collection area whether occupied or vacant. The 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 *	1913	70	133,910
Residential Base Bin Service (140L landfill & 240L recyclables fortnightly, and 240L FOGO weekly)	1845	739	1,363,455
Residential Upgrade Bin Service (240L landfill & 240L recyclables fortnightly, and 240L FOGO weekly)	0	894	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
<b>Total</b>			<b>1,497,572</b>

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

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

### **Commercial Waste and Landfill Management Charges**

A Commercial Waste charge may apply to commercial properties whether occupied or vacant, and the Landfill Management Charge applies to all properties not subject to other Waste Charges. The 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	3465	55	190,575
Commercial Base Bin Service (240L landfill & 240L recyclables fortnightly)	378	550	207,900
Commercial Downgrade Service (140L landfill & 240L recyclables fortnightly)	206	452	93,198
Additional Commercial 240L Landfill Bin	10	302	3,016
Additional Commercial 140L Landfill Bin	0	202	0
Additional Commercial 240L Recyclables Bin	12	250	3,004
Commercial 240L FOGO Bin weekly	24	344	8,252
Replacement of lost or damaged 240L Bin	0	105	0
Replacement of lost or damaged 140L Bin	0	90	0
<b>Total</b>			<b>505,946</b>

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

### **On Site Sewerage Management Annual License Fees:**

On Site Sewerage Management System Annual License Fees are to apply to every On Site Sewerage Management System being operated within the Council Area. The increase in these charges for 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
<b>Total</b>	<b>2,107</b>		<b>1,144,284</b>

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
<b>Total</b>		<b>859,140</b>

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

## Residential Sewerage Charges

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

The increase in Sewerage Charges for 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	<b>1,560,850</b>
Non rateable properties	25	0	0

## Non Residential Sewerage Charges

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

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

Where:

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

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
<b>Availability/Access Charges</b>			
Vacant Property Charge	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
<b>Total</b>	<b>326</b>		<b>176,694</b>
<b>Sewer Usage Charge</b>		\$1.44 per kL	<b>131,040</b>

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

### **Trade Waste Charges:**

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

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

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

$$A + I$$

Where:

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

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

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

Where:

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

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

$$A + I + EMC$$

Where:

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

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

$$A + I$$

Where:

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

## Anticipated Yield from Trade Waste charges:

ANNUAL TRADE WASTE FEE OR CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT (\$)	ANTICIPATED YIELD (\$)
Min or no pre treatment	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
<b>Totals</b>	<b>107</b>		<b>16,263</b>
Trade Waste Usage (with pre-treatment) per kL		\$1.44	20,880
Trade Waste Usage (without pre-treatment) per kL		*\$6.62	6,620
<b>Totals</b>			<b>27,500</b>

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

**Fees and Charges**

Council has Fees and Charges for the 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 represents a reduction from the maximum allowed as advised by the Office for Local Government, which is 9% for 2023/24.

**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 (\$)
<b>Water Fund</b>				
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
<b>Sewer Fund</b>				
Opening Balance	733,881	704,045	672,123	5,607,104
New Loans	0	0	5,000,000	0
Interest	53,401	51,315	203,114	350,945
Principal Reduction	29,836	31,922	65,019	102,082
Closing Balance	704,045	672,123	5,607,104	5,505,022
<b>Waste Services</b>				
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
<b>General Fund</b>				
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
<b>Regional Roads</b>				
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
<b>Total</b>	<b>15,289,540</b>	<b>17,470,182</b>	<b>1,826,540</b>	<b>1,867,979</b>
<b>Repair Program Funding</b>	205,873	212,049	218,411	224,963
<b>Roads To Recovery Funding</b>	118,917	122,485		
<b>Blackspot Funding</b>		126,159	129,944	133,842
<b>Remote Roads Upgrade Program</b>	6,400,000	8,086,320		
<b>Betterment Program</b>	4,900,000	4,900,000		
<b>Other Funding</b>		1,614,912		
<b>Total External Grants</b>	<b>11,624,790</b>	<b>15,061,925</b>	<b>348,355</b>	<b>358,805</b>
<b>Rural Local Roads</b>				
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	
<b>Total</b>	<b>1,789,487</b>	<b>3,697,077</b>	<b>4,706,501</b>	<b>4,306,359</b>
<b>Roads To Recovery Funding</b>	450,307	452,559	454,821	457,095
<b>Black Spot Funding</b>	190,016	195,716	201,588	207,636
<b>Fixing Country Roads Funding</b>		195,716	201,587	207,635
<b>Total external Grants</b>	<b>640,323</b>	<b>843,991</b>	<b>857,996</b>	<b>872,366</b>

Project / Item	2023/24	2024/25	2025/26	2026/27
<b>Urban Streets</b>				
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
<b>Total</b>	<b>4,407,126</b>	<b>1,686,504</b>	<b>2,775,594</b>	<b>2,655,395</b>
<b>Total external Grants</b>	<b>3,548,312</b>	<b>929,158</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Stormwater and Flood Management</b>				
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
<b>Total</b>	<b>154,946</b>	<b>208,441</b>	<b>615,007</b>	<b>623,054</b>
<b>Flood Management Funding</b>			<b>200,000</b>	<b>200,000</b>
<b>Water Supplies</b>				
Water supply renewals	230,000	235,970	457,365	468,276
Tabulam Water Supply (subject to 75% external funding)			2,462,000	
<b>Total</b>	<b>230,000</b>	<b>235,970</b>	<b>2,919,365</b>	<b>468,276</b>
<b>Total external Grants</b>			<b>1,846,500</b>	
<b>Sewerage Services</b>				
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
<b>Total</b>	<b>242,000</b>	<b>242,000</b>	<b>12,242,000</b>	<b>13,310,000</b>
<b>Total external Grants</b>			<b>9,000,000</b>	<b>9,750,000</b>
<b>Waste Management and Quarries</b>				
Landfill Improvements	106,844	134,668	52,954	54,191
Landfill Rehabilitation		190,000		
Quarry rehabilitation	33,643	34,460	35,298	36,112
<b>Total</b>	<b>140,487</b>	<b>359,128</b>	<b>88,252</b>	<b>90,303</b>

Project / Item	2023/24	2024/25	2025/26	2026/27
<b>Buildings and Community Facilities</b>				
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
<b>Total</b>	<b>4,232,394</b>	<b>1,739,999</b>	<b>2,342,723</b>	<b>779,649</b>
<b>External Grant Funding</b>	<b>3,250,000</b>	<b>750,000</b>	<b>1,142,694</b>	<b>0</b>
<b>Plant and Depots</b>				
Plant Purchases	1,793,500	1,743,000	1,482,500	1,466,000
Depot Renewals	60,301	61,658	63,046	64,448
<b>Total</b>	<b>1,853,801</b>	<b>1,804,658</b>	<b>1,545,546</b>	<b>1,530,448</b>
<b>Bridges</b>				
Externally Funded Bridge Program (see separate list)	23,533,516	3,577,500		
Future Bridge Priority and/or External Funding Opportunity			576,963	590,398
Expenditure Conditional on external funding			613,200	626,690
<b>Total</b>	<b>23,533,516</b>	<b>3,577,500</b>	<b>1,190,163</b>	<b>1,217,088</b>
<b>Federal Bridge Renewal Fund</b>			613,200	626,690
<b>NSW Fixing Country Bridges</b>	20,916,016	3,000,000		
<b>Roads To Recovery</b>	400,546	402,549	404,562	406,584
<b>Total External Grants</b>	<b>21,316,562</b>	<b>3,402,549</b>	<b>1,017,762</b>	<b>1,033,274</b>

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
<b>Total</b>	<b>29,059,019</b>	<b>24,974,647</b>

## Financial Assistance/Donations

Council's Financial Assistance Policy applies to individuals and organisations within the Council area via ongoing/regular donations and one-off donations. 2023/2024 assistance is as follows:

ORGANISATION	SUPPORT	VALUE (\$)
One-off Donations	Various	34,734
Special Events	Traffic Control and Establishment	16,399
Youth Services	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
<b>TOTAL</b>		<b>106,474</b>



## 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**

<b>GOVERNANCE</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	342,571	360,583	377,800	387,213
COUNCILLOR SERVICES	260,756	267,237	273,878	279,903
LEGALS	17,148	17,525	17,911	18,305
ADVERTISING, NOROC, LGSA	103,038	105,305	107,622	109,989
ELECTIONS	0	97,946	0	0
PAYABLE BY OTHER FUNDS	(75,791)	(77,458)	(79,163)	(80,904)
<b>TOTAL OPERATING EXPENDITURE</b>	<b>647,723</b>	<b>771,138</b>	<b>698,047</b>	<b>714,506</b>
<b>NET COST OF ACTIVITY</b>	<b>(647,723)</b>	<b>(771,138)</b>	<b>(698,047)</b>	<b>(714,506)</b>

**ADMINISTRATION - BUDGET INFORMATION**

<b>ADMINISTRATION</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	834,469	878,639	863,346	884,882
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)
<b>TOTAL OPERATING EXPENDITURE</b>	<b>1,275,009</b>	<b>1,286,258</b>	<b>1,280,861</b>	<b>1,331,494</b>
<b>CAPITAL EXPENDITURE</b>				
OFFICE EQUIPMENT & FURNITURE	108,713	21,000	31,089	109,748
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>108,713</b>	<b>21,000</b>	<b>31,089</b>	<b>109,748</b>
<b>NET COST OF ACTIVITY</b>	<b>(1,383,722)</b>	<b>(1,307,258)</b>	<b>(1,311,950)</b>	<b>(1,441,242)</b>

**PERSONNEL - BUDGET INFORMATION**

<b>PERSONNEL</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>
<b>OPERATING REVENUE</b>	<b>70,724</b>	<b>72,846</b>	<b>75,031</b>	<b>77,282</b>
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT SALARIES	461,372	485,857	509,250	521,961
EMPLOYMENT WAGES STAFF	(537,737)	(566,506)	(593,982)	(608,831)
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)
<b>TOTAL OPERATING EXPENDITURE</b>	<b>245,348</b>	<b>248,141</b>	<b>251,292</b>	<b>256,546</b>
<b>NET COST OF ACTIVITY</b>	<b>(174,624)</b>	<b>(175,295)</b>	<b>(176,261)</b>	<b>(179,264)</b>

### FINANCE - BUDGET INFORMATION

FINANCE	2023/2024	2024/2025	2025/2026	2026/2027
<b>OPERATING REVENUE</b>				
GENERAL RATES	8,138,214	8,341,669	8,550,211	8,763,966
INTEREST AND SUNDRY INCOME	531,108	521,638	466,299	473,812
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
<b>TOTAL OPERATING REVENUE</b>	<b>11,950,686</b>	<b>12,242,771</b>	<b>12,497,007</b>	<b>12,822,333</b>
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	640,712	725,701	760,754	779,756
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
<b>TOTAL OPERATING COSTS</b>	<b>2,434,243</b>	<b>2,522,682</b>	<b>2,561,262</b>	<b>2,583,869</b>
<b>NET COST OF ACTIVITY</b>	<b>9,516,444</b>	<b>9,720,088</b>	<b>9,935,746</b>	<b>10,238,464</b>

### STATE HIGHWAYS - BUDGET INFORMATION

STATE HIGHWAYS	2023/2024	2024/2025	2025/2026	2026/2027
<b>OPERATING REVENUE</b>				
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
<b>TOTAL OPERATING REVENUE</b>	<b>4,311,924</b>	<b>4,441,282</b>	<b>4,574,520</b>	<b>4,711,756</b>
<b>OPERATING EXPENDITURE</b>				
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
<b>TOTAL OPERATING COSTS</b>	<b>4,044,317</b>	<b>4,165,647</b>	<b>4,290,616</b>	<b>4,419,335</b>
<b>OPERATING RESULT</b>	<b>267,607</b>	<b>275,635</b>	<b>283,904</b>	<b>292,421</b>
<b>CAPITAL EXPENDITURE</b>				
RESERVE TRANSFERS#	0	0	0	0
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET COST OF ACTIVITY</b>	<b>267,607</b>	<b>275,635</b>	<b>283,904</b>	<b>292,421</b>

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

# Transferred to Regional Roads

**REGIONAL ROADS - BUDGET INFORMATION**

<b>REGIONAL ROADS</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>
<b>OPERATING REVENUE</b>				
BLOCK GRANT	1,208,470	1,244,724	1,282,066	1,320,528
ROADS TO RECOVERY GRANT	122,485	0	0	0
<b>TOTAL OPERATING REVENUE</b>	<b>1,330,955</b>	<b>1,244,724</b>	<b>1,282,066</b>	<b>1,320,528</b>
<b>OPERATING COSTS</b>				
MR 141 - KYOGLE ROAD	221,662	228,947	236,117	241,565
MR 150 - CLARENCE WAY	68,113	70,537	72,910	74,611
MR 361 - CLARENCE WAY	342,336	353,505	364,507	372,909
MR 544 - BENTLEY ROAD	88,266	90,810	93,341	95,458
MR 622 - MT LINDESAY HIGHWAY	49,686	51,140	52,585	53,780
<b>TOTAL OPERATING COSTS</b>	<b>770,063</b>	<b>794,939</b>	<b>819,461</b>	<b>838,324</b>
<b>OPERATING RESULT</b>	<b>560,892</b>	<b>449,785</b>	<b>462,605</b>	<b>482,204</b>
<b>NON-CURRENT REVENUE</b>				
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	9,701,232	0	0
<b>TOTAL NON-CURRENT REVENUE</b>	<b>11,516,410</b>	<b>14,950,257</b>	<b>359,457</b>	<b>370,202</b>
<b>CAPITAL EXPENDITURE</b>				
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	643,881
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
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>15,289,540</b>	<b>17,470,183</b>	<b>1,826,539</b>	<b>1,867,678</b>
<b>NET COST OF ACTIVITY</b>	<b>(3,212,239)</b>	<b>(2,070,141)</b>	<b>(1,004,477)</b>	<b>(1,015,272)</b>

\*Transfer from State Highways budget



## URBAN LOCAL ROADS - BUDGET INFORMATION

URBAN LOCAL ROADS	2023/2024	2024/2025	2025/2026	2026/2027
<b>OPERATING REVENUE</b>				
FINANCIAL ASSISTANCE GRANT	67,934	69,972	72,071	74,233
STREET LIGHTING SUBSIDY	34,000	34,000	34,000	34,000
<b>TOTAL OPERATING REVENUE</b>	101,934	103,972	106,071	108,233
<b>OPERATING EXPENDITURE</b>				
STREET LIGHTING	95,000	96,980	99,004	101,072
KYOGLE STREETS	329,449	341,959	354,146	362,491
BONALBO STREETS	46,124	47,876	49,582	50,750
WOODENBONG STREETS	39,533	41,034	42,497	43,498
MALLANGANEE STREETS	14,875	15,476	16,059	16,441
WIANGAREE STREETS	6,866	7,091	7,312	7,480
TABULAM STREETS	15,814	16,414	16,999	17,400
OLD BONALBO STREETS	6,591	6,841	7,085	7,252
OLD GREVILLIA STREETS	1,321	1,371	1,420	1,453
<b>TOTAL OPERATING EXPENDITURE</b>	555,573	575,042	594,103	607,837
<b>OPERATING RESULT</b>	(453,639)	(471,070)	(488,032)	(499,604)
<b>NON-CURRENT REVENUE</b>				
CONTRIBUTIONS	5,269	5,408	5,551	5,699
OTHER GRANTS	3,512,891	1,393,737	1,000,000	1,000,000
<b>TOTAL NON-CURRENT REVENUE</b>	3,518,160	1,399,145	1,005,551	1,005,699
<b>CAPITAL EXPENDITURE</b>				
FOOTPATHS & FURNITURE	78,979	209,705	214,269	80,938
RENEWALS KYOGLE	276,825	284,721	292,586	299,213
RENEWALS BONALBO	58,730	60,503	62,261	63,682
RENEWALS WOODENBONG	58,409	60,166	61,907	63,319
RENEWALS VILLAGES	58,409	60,165	61,907	63,318
KERB & GUTTER CONSTRUCTION	81,586	83,970	86,340	88,301
TOURISM SIGNAGE ALL VILLAGES	0	0	0	0
INITIAL SEALS	3,793,842	929,158	2,000,000	2,000,000
<b>TOTAL CAPITAL EXPENDITURE</b>	4,406,780	1,688,389	2,779,270	2,658,771
<b>NET COST OF ACTIVITY</b>	<b>(1,342,260)</b>	<b>(760,314)</b>	<b>(2,261,750)</b>	<b>(2,152,676)</b>

## RURAL LOCAL ROADS - BUDGET INFORMATION

RURAL LOCAL ROADS	2023/2024	2024/2025	2025/2026	2026/2027
<b>OPERATING REVENUE</b>				
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
<b>TOTAL OPERATING REVENUE</b>	<b>1,748,681</b>	<b>1,789,855</b>	<b>1,832,207</b>	<b>1,875,771</b>
<b>OPERATING EXPENDITURE</b>				
SEALED ROADS MAINTENANCE	563,966	583,055	601,803	615,746
UNSEALED ROADS MAINTENANCE	1,545,000	1,595,528	1,645,286	1,683,222
OTHER	40,855	41,534	42,228	42,937
<b>TOTAL OPERATING EXPENDITURE</b>	<b>2,149,821</b>	<b>2,220,116</b>	<b>2,289,317</b>	<b>2,341,904</b>
<b>OPERATING RESULT</b>	<b>(401,140)</b>	<b>(430,261)</b>	<b>(457,110)</b>	<b>(466,133)</b>
<b>NON-CURRENT REVENUE</b>				
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*	731,580	1,551,580	1,514,645	1,257,507
RESERVE TRANSER#	250,864	597,146	600,408	607,610
FIXING COUNTRY ROADS	0	195,716	201,587	207,635
PRIVATE CONTRIBUTIONS	0	0	0	0
NATIONAL STRONGER REGIONS FUND	0	0	0	0
<b>TOTAL NON-CURRENT INCOME</b>	<b>1,182,997</b>	<b>2,550,975</b>	<b>2,529,331</b>	<b>2,291,784</b>
<b>CAPITAL EXPENDITURE</b>				
RESEALS	533,531	546,869	560,319	572,814
REHABILITATION	951,052	2,337,599	3,325,431	3,403,733
DRAINAGE RENEWALS	81,449	84,059	86,633	88,625
GUARDRAIL RENEWALS	22,659	23,232	23,809	24,341
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
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>1,789,246</b>	<b>3,698,292</b>	<b>4,708,883</b>	<b>4,308,546</b>
<b>NET COST OF ACTIVITY</b>	<b>(1,007,389)</b>	<b>(1,577,578)</b>	<b>(2,636,662)</b>	<b>(2,482,895)</b>

\* Transfer from plant budget

#Transfer from quarry budget

**BRIDGES - BUDGET INFORMATION**

BRIDGES	2023/2024	2024/2025	2025/2026	2026/2027
<b>OPERATING REVENUE</b>				
FINANCIAL ASSISTANCE GRANT	507,017	522,228	537,894	554,031
ROADS TO RECOVERY GRANT	400,546	402,549	404,561	406,584
<b>TOTAL OPERATING REVENUE</b>	907,563	924,776	942,456	960,615
<b>OPERATING EXPENDITURE</b>				
MAINTENANCE	42,437	130,000	133,900	137,917
<b>TOTAL OPERATING EXPENDITURE</b>	42,437	130,000	133,900	137,917
<b>OPERATING RESULT</b>	865,127	794,776	808,556	822,698
<b>NON-CURRENT INCOME</b>				
FEDERAL TIMBER BRIDGE PROGRAM	0	0	613,200	626,690
TRANSFER FROM RESERVE*	487,720	1,034,387	1,009,763	838,338
CONTRIBUTIONS	2,101	2,154	2,208	2,263
FIXING COUNTRY BRIDGES	20,916,016	3,000,000	0	0
FLOOD DAMAGE GRANT	0	0	0	0
<b>TOTAL NON-CURRENT INCOME</b>	21,405,837	4,036,541	1,625,171	1,467,291
<b>CAPITAL EXPENDITURE</b>				
CONSTRUCTION	23,533,516	3,577,500	1,190,163	1,217,088
<b>TOTAL CAPITAL EXPENDITURE</b>	23,533,516	3,577,500	1,190,163	1,217,088
<b>NET COST OF ACTIVITY</b>	<b>(1,262,552)</b>	<b>1,253,817</b>	<b>1,243,564</b>	<b>1,072,901</b>

\* Transfer from Plant Budget

**INFRASTRUCTURE – WORKS ADMINISTRATION - BUDGET INFORMATION**

ENGINEERING ADMINISTRATION	2023/2024	2024/2025	2025/2026	2026/2027
<b>OPERATING REVENUE</b>				
CONTRIBUTIONS TO WORKS	5,499	5,664	5,834	6,009
PRIVATE WORKS	61,509	63,250	64,993	66,509
SUNDRY INCOME	756	779	802	827
<b>TOTAL OPERATING REVENUE</b>	67,764	69,693	71,629	73,345
<b>OPERATING EXPENDITURE</b>				
ROAD SURVEY, DESIGN, FEASIBILITY	15,918	16,268	16,626	16,992
EMPLOYMENT	1,259,121	1,325,102	1,363,180	1,397,122
PRIVATE WORKS	55,462	57,022	58,577	59,902
TOOLS, CLOTHING, SIGNAGE, OTHER ADMIN	390,830	392,828	94,871	96,958
RECOVERIES	(3,104,887)	(2,086,520)	(2,078,156)	(1,922,722)
<b>TOTAL OPERATING COSTS</b>	<b>(1,383,555)</b>	<b>(295,300)</b>	<b>(544,901)</b>	<b>(351,749)</b>
<b>NET COST OF ACTIVITY</b>	<b>1,451,320</b>	<b>364,993</b>	<b>616,530</b>	<b>425,093</b>

**QUARRIES - BUDGET INFORMATION**

QUARRIES	2023/2024	2024/2025	2025/2026	2026/2027
<b>OPERATING REVENUE</b>				
INCOME	601,814	2,523,040	2,538,881	2,555,198
<b>TOTAL OPERATING REVENUE</b>	601,814	2,523,040	2,538,881	2,555,198
<b>OPERATING COSTS</b>				
QUARRY WORKING EXPENSES	431,386	1,915,624	1,928,711	1,938,243
<b>TOTAL OPERATING COSTS</b>	431,386	1,915,624	1,928,711	1,938,243
<b>OPERATING RESULT</b>	170,428	607,416	610,170	616,955
<b>CAPITAL EXPENDITURE</b>				
QUARRY DEVELOPMENT	0	0	0	0
QUARRY REHABILITATION	33,643	34,569	35,495	36,295
RESERVE TRANSFERS*	250,864	597,146	600,408	607,610
<b>TOTAL CAPITAL EXPENDITURE</b>	284,507	631,715	635,903	643,905
<b>NET COST OF ACTIVITY</b>	<b>(114,079)</b>	<b>(24,299)</b>	<b>(25,733)</b>	<b>(26,950)</b>

\*Transfer to rural local roads budget

**PLANT AND DEPOTS - BUDGET INFORMATION**

PLANT AND DEPOTS	2023/2024	2024/2025	2025/2026	2026/2027
<b>OPERATING REVENUE</b>				
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
<b>TOTAL OPERATING REVENUE</b>	8,465,512	8,286,519	7,057,711	5,696,012
<b>OPERATING EXPENDITURE</b>				
PLANT MAINTENANCE	3,622,331	3,715,064	2,802,269	1,880,082
KYOGLE DEPOTS	120,034	123,190	126,356	129,190
BONALBO DEPOT	19,601	20,161	20,718	21,187
WOODENBONG DEPOT	12,623	12,986	13,347	13,650
GOODINGS DEPOT	6,463	6,605	6,751	6,899
STORES	17,472	17,857	18,249	18,651
<b>TOTAL OPERATING COSTS</b>	3,798,524	3,895,862	2,987,691	2,069,659
<b>OPERATING RESULT</b>	4,666,988	4,390,657	4,070,020	3,626,353
<b>CAPITAL EXPENDITURE</b>				
PLANT PURCHASES	1,793,500	1,743,000	1,482,500	1,466,000
TRANSFER TO GENERAL FUND*	1,219,300	2,585,967	2,524,408	2,095,844
DEPOT RENEWALS	60,289	61,690	63,112	64,509
<b>TOTAL CAPITAL EXPENDITURE</b>	3,073,089	4,390,657	4,070,020	3,626,353
<b>NET COST OF ACTIVITY</b>	<b>1,593,898</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*Transfer to rural local roads and bridges budget

**DOMESTIC WASTE MANAGEMENT - BUDGET INFORMATION**

<b>DOMESTIC WASTE MANAGEMENT</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>
<b>OPERATING REVENUE</b>				
ANNUAL CHARGES (NET)	1,694,682	1,745,522	1,780,433	1,816,041
<b>OPERATING EXPENDITURE</b>				
ADMINISTRATION	125,186	127,940	130,755	133,632
CONTRACTORS	877,123	896,420	916,141	936,296
LANDFILL COSTS*	641,264	664,427	684,396	699,654
<b>TOTAL OPERATING EXPENDITURE</b>	<b>1,643,573</b>	<b>1,688,787</b>	<b>1,731,291</b>	<b>1,769,582</b>
<b>NET COST OF ACTIVITY</b>	<b>51,109</b>	<b>56,736</b>	<b>49,141</b>	<b>46,460</b>

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

**OTHER WASTE MANAGEMENT - BUDGET INFORMATION**

<b>OTHER WASTE MANAGEMENT</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>
<b>OPERATING REVENUE</b>				
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	664,427	684,396	699,654
<b>TOTAL OPERATING REVENUE</b>	<b>1,620,688</b>	<b>1,667,391</b>	<b>1,711,473</b>	<b>1,751,429</b>
<b>OPERATING EXPENDITURE</b>				
EPA LEVY/LICENSES	354,205	362,337	370,656	379,165
LANDFILL COSTS	842,939	871,725	900,457	921,156
TRANSFER STATION COSTS	222,183	230,760	239,106	244,754
NORTH EAST WASTE FORUM	11,718	11,976	12,239	12,509
INTEREST EXPENSE	2,870	1,247	0	0
<b>TOTAL OPERATING COSTS</b>	<b>1,433,915</b>	<b>1,478,045</b>	<b>1,522,458</b>	<b>1,557,585</b>
<b>OPERATING RESULT</b>	<b>186,773</b>	<b>189,346</b>	<b>189,014</b>	<b>193,845</b>
<b>NON-CURRENT INCOME</b>				
CAPITAL GRANT INCOME	0	0	0	0
LOAN PROCEEDS	0	0	0	0
<b>TOTAL NON-CURRENT INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAPITAL EXPENDITURE</b>				
LOAN REPAYMENTS	34,818	36,442	0	0
IMPROVEMENTS	56,430	0	0	0
NEW CELLS CONSTRUCTION	0	83,000	0	0
REHABILITATION WORKS	50,361	241,818	53,268	54,477
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>141,609</b>	<b>361,260</b>	<b>53,268</b>	<b>54,477</b>
<b>NET COST OF ACTIVITY</b>	<b>45,164</b>	<b>(171,914)</b>	<b>135,746</b>	<b>139,368</b>

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



**STORMWATER - BUDGET INFORMATION**

<b>STORMWATER</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>
<b>OPERATING REVENUE</b>				
INCOME	205,291	210,423	215,684	221,076
FLOOD DAMAGE GRANT	0	0	0	0
<b>TOTAL OPERATING REVENUE</b>	205,291	210,423	215,684	221,076
<b>OPERATING EXPENDITURE</b>				
MAINTENANCE	48,212	49,891	51,536	52,735
FLOODS DAMAGE RESTORATION	0	0	0	0
<b>TOTAL OPERATING COSTS</b>	48,212	49,891	51,536	52,735
<b>OPERATING RESULT</b>	157,079	160,532	164,147	168,341
<b>NON-CURRENT INCOME</b>				
DEVELOPER CONTRIBUTIONS	1,581	1,622	1,665	1,710
GRANTS	0	0	200,000	200,000
<b>TOTAL NON-CURRENT INCOME</b>	1,581	1,622	201,665	201,710
<b>CAPITAL EXPENDITURE</b>				
STORMWATER WORKS	154,946	208,441	365,007	373,054
FLOOD MEASURES	0	0	250,000	250,000
<b>TOTAL CAPITAL EXPENDITURE</b>	154,946	208,441	615,007	623,054
<b>NET COST OF ACTIVITY</b>	<b>3,713</b>	<b>(46,286)</b>	<b>(249,195)</b>	<b>(253,003)</b>

## WATER SUPPLIES - BUDGET INFORMATION

WATER SUPPLIES	2023/2024	2024/2025	2025/2026	2026/2027
<b>OPERATING REVENUE</b>				
RATES & USER CHARGES	1,995,706	2,055,577	2,117,244	2,255,762
LIRS SUBSIDY	12,365	5,350	0	0
<b>TOTAL OPERATING REVENUE</b>	2,008,071	2,060,927	2,117,244	2,255,762
<b>OPERATING EXPENDITURE</b>				
MANAGEMENT	344,075	351,645	359,381	377,369
MAINS	167,612	173,516	179,297	207,672
RESERVOIRS	27,944	28,871	29,783	34,670
RAW WATER	237,911	245,956	253,857	295,053
TREATMENT	513,286	529,228	544,993	618,209
INTEREST	19,725	9,842	2,208	1,717
<b>TOTAL OPERATING EXPENDITURE</b>	1,310,553	1,339,058	1,369,520	1,534,691
<b>OPERATING RESULT</b>	697,518	721,869	747,725	721,071
<b>NON-CURRENT INCOME</b>				
DEVELOPER CONTRIBUTIONS	2,704	2,776	2,849	2,925
LOAN PROCEEDS	0	0	0	0
GRANT INCOME	0	0	1,846,500	0
<b>TOTAL NON-CURRENT INCOME</b>	2,704	2,776	1,849,349	2,925
<b>CAPITAL EXPENDITURE</b>				
UNSUBSIDISED WORKS/REPLACEMENTS	230,000	237,265	457,365	467,852
LOAN PAYMENTS	245,154	255,036	17,866	18,357
SUBSIDISED WORKS	0	0	2,462,000	0
<b>TOTAL CAPITAL EXPENDITURE</b>	475,154	492,301	2,937,231	486,209
<b>NET COST OF ACTIVITY</b>	<b>225,068</b>	<b>232,344</b>	<b>(340,157)</b>	<b>237,787</b>

## SEWERAGE SERVICES BUDGET INFORMATION

SEWERAGE SERVICES	2023/2024	2024/2025	2025/2026	2026/2027
<b>OPERATING REVENUE</b>				
RATES & USER CHARGES	1,897,934	1,992,831	2,242,989	2,299,063
OTHER	8,107	8,351	8,601	8,859
<b>TOTAL OPERATING REVENUE</b>	<b>1,906,041</b>	<b>2,001,181</b>	<b>2,251,590</b>	<b>2,307,923</b>
<b>OPERATING EXPENDITURE</b>				
MANAGEMENT	303,234	309,906	443,413	347,139
MAINS	92,804	96,081	137,472	140,674
PUMPING STATIONS	163,940	170,039	243,292	249,003
TREATMENT	525,620	544,273	778,746	796,897
INTEREST	53,401	51,315	203,114	350,945
<b>TOTAL OPERATING EXPENDITURE</b>	<b>1,139,000</b>	<b>1,171,614</b>	<b>1,806,038</b>	<b>1,884,658</b>
<b>OPERATING RESULT</b>	<b>767,042</b>	<b>829,567</b>	<b>445,552</b>	<b>423,265</b>
<b>NON-CURRENT REVENUE</b>				
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
<b>TOTAL NON-CURRENT INCOME</b>	<b>2,634</b>	<b>2,704</b>	<b>14,002,776</b>	<b>9,752,849</b>
<b>CAPITAL EXPENDITURE</b>				
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	65,019	102,082
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>271,836</b>	<b>273,922</b>	<b>12,307,019</b>	<b>13,412,082</b>
<b>NET COST OF ACTIVITY</b>	<b>497,840</b>	<b>558,349</b>	<b>2,141,308</b>	<b>(3,235,968)</b>

## ENVIRONMENTAL HEALTH - BUDGET INFORMATION

ENVIRONMENTAL HEALTH	2023/2024	2024/2025	2025/2026	2026/2027
<b>OPERATING REVENUE</b>				
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
<b>TOTAL OPERATING REVENUE</b>	<b>185,534</b>	<b>316,094</b>	<b>196,820</b>	<b>202,718</b>
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	572,005	592,072	620,788	636,307
NOXIOUS WEEDS (ROUS)	133,162	136,091	139,085	142,145
ON SITE MANAGEMENT SYSTEMS	115,576	118,119	120,717	123,373
PROJECTS AND INITIATIVES	65,415	316,339	61,384	54,749
RECOVERIES	(144,228)	(147,401)	(150,643)	(153,958)
<b>TOTAL OPERATING EXPENDITURE</b>	<b>741,930</b>	<b>1,015,221</b>	<b>791,331</b>	<b>802,617</b>
<b>CAPITAL EXPENDITURE</b>				
CAPITAL PROJECTS	0	0	0	0
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET COST OF ACTIVITY</b>	<b>(556,395)</b>	<b>(699,127)</b>	<b>(594,510)</b>	<b>(599,899)</b>

## TOWN PLANNING - BUDGET INFORMATION

TOWN PLANNING	2023/2024	2024/2025	2025/2026	2026/2027
<b>OPERATING REVENUE</b>				
FEES & CHARGES	177,768	182,801	187,985	193,324
<b>TOTAL OPERATING REVENUE</b>	<b>177,768</b>	<b>182,801</b>	<b>187,985</b>	<b>193,324</b>
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	616,541	648,423	678,924	695,788
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)
<b>TOTAL OPERATING EXPENDITURE</b>	<b>620,767</b>	<b>610,652</b>	<b>639,442</b>	<b>654,557</b>
<b>NET COST OF ACTIVITY</b>	<b>(442,999)</b>	<b>(427,852)</b>	<b>(451,457)</b>	<b>(461,233)</b>

## BUILDING CONTROL - BUDGET INFORMATION

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

**REGULATORY CONTROL - BUDGET INFORMATION**

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

**EMERGENCY SERVICES - BUDGET INFORMATION**

<b>EMERGENCY SERVICES</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>
<b>OPERATING EXPENDITURE</b>				
RATES & CHARGES	13,387	13,681	13,982	14,290
RFS CONTRIBUTIONS	436,126	445,721	455,527	465,548
TOWN BRIGADE CONTRIBUTION	26,041	26,614	27,200	27,798
SES CONTRIBUTION	29,847	30,504	31,175	31,861
<b>TOTAL OPERATING EXPENDITURE</b>	<b>505,401</b>	<b>516,520</b>	<b>527,883</b>	<b>539,497</b>
<b>CAPITAL EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET COST OF ACTIVITY</b>	<b>(505,401)</b>	<b>(516,520)</b>	<b>(527,883)</b>	<b>(539,497)</b>

**COMMUNITY SERVICES BUDGET INFORMATION**

STRATEGIC, COMMUNITY & CULTURAL SERVICES	2023/2024	2024/2025	2025/2026	2026/2027
<b>OPERATING REVENUE</b>				
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
<b>TOTAL OPERATING REVENUE</b>	225,930	16,365	16,813	17,275
<b>OPERATING COSTS</b>				
COMMUNITY DONATIONS	106,474	108,816	111,210	113,657
ART GALLERY EMPLOYMENT COSTS	87,556	92,240	96,714	99,132
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	214,588	224,996	230,621
STRATEGIC OTHER	174,793	178,639	182,569	186,585
KRLFC GROUND IMPROVEMENTS	0	0	0	0
<b>TOTAL OPERATING COSTS</b>	913,649	728,241	752,331	769,784
<b>NET COST OF ACTIVITY</b>	<b>(687,719)</b>	<b>(711,876)</b>	<b>(735,518)</b>	<b>(752,510)</b>

**PRE SCHOOLS - BUDGET INFORMATION**

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

**PUBLIC CEMETERIES BUDGET INFORMATION**

PUBLIC CEMETERIES	2023/2024	2024/2025	2025/2026	2026/2027
<b>OPERATING REVENUE</b>	115,709	119,180	122,756	126,439
<b>OPERATING EXPENDITURE</b>				
KYOGLE CEMETERY	86,077	89,175	92,204	94,359
KYOGLE LAWN CEMETERY	62,335	64,625	66,862	68,430
CEMETERIES ON CROWN RESERVES	1,284	1,335	1,385	1,418
OTHER CEMETERIES	20,524	21,269	21,998	22,512
<b>TOTAL OPERATING EXPENDITURE</b>	170,219	176,405	182,449	186,720
<b>CAPITAL EXPENDITURE</b>				
IMPROVEMENTS/RENEWALS	10,763	91,005	11,251	11,499
<b>NET COST OF ACTIVITY</b>	<b>(65,273)</b>	<b>(148,229)</b>	<b>(70,944)</b>	<b>(71,780)</b>

**PUBLIC LIBRARY - BUDGET INFORMATION**

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

**COMMUNITY BUILDINGS - BUDGET INFORMATION**

<b>COMMUNITY BUILDINGS</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>
<b>OPERATING REVENUE</b>				
RENTAL INCOME	674,289	690,683	707,485	724,705
<b>TOTAL OPERATING REVENUE</b>	674,289	690,683	707,485	724,705
<b>OPERATING EXPENDITURE</b>				
COUNCIL CHAMBERS	122,567	126,647	130,659	133,679
KMI HALL	93,957	97,590	101,125	103,515
GROVE HOUSE	8,926	9,199	9,469	9,685
OTHER COMMUNITY BUILDINGS	250,778	261,889	272,609	279,195
KYOGLE COMMUNITY CENTRE	9,447	9,774	10,094	10,329
BUILDINGS ON CROWN RESERVES	143,126	146,614	150,141	153,480
<b>TOTAL OPERATING COSTS</b>	628,801	651,713	674,097	689,882
<b>OPERATING RESULT</b>	45,488	38,970	33,388	34,823
<b>NON-CURRENT REVENUE</b>				
DEVELOPER CONTRIBUTIONS	211	216	222	228
GRANTS	3,250,000	0	200,000	0
<b>TOTAL NON-CURRENT INCOME</b>	3,250,211	216	200,222	228
<b>CAPITAL EXPENDITURE</b>				
BUILDING IMPROVEMENTS	3,500,000	0	400,000	0
BUILDING RENEWALS	268,784	276,445	284,075	290,509
<b>TOTAL CAPITAL EXPENDITURE</b>	3,768,784	276,445	684,075	290,509
<b>NET COST OF ACTIVITY</b>	<b>(473,086)</b>	<b>(237,258)</b>	<b>(450,465)</b>	<b>(255,458)</b>

**SWIMMING POOLS - BUDGET INFORMATION**

<b>SWIMMING POOLS</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>
<b>OPERATING REVENUE</b>	167,220	172,237	177,404	182,726
<b>OPERATING EXPENDITURE</b>				
KYOGLE	439,321	458,669	477,341	488,861
BONALBO	115,525	120,648	125,591	128,626
WOODENBONG	124,471	130,057	135,443	138,722
<b>TOTAL OPERATING COSTS</b>	679,316	709,374	738,375	756,209
<b>OPERATING RESULT</b>	(512,096)	(537,137)	(560,971)	(573,483)
<b>CAPITAL INCOME</b>				
GRANTS	0	0	0	0
<b>TOTAL CAPITAL INCOME</b>	0	0	0	0
<b>CAPITAL EXPENDITURE</b>				
RENEWALS	129,374	132,919	136,463	139,539
IMPROVEMENTS	0	0	0	0
<b>TOTAL CAPITAL EXPENDITURE</b>	129,374	132,919	136,463	139,539
<b>NET COST OF ACTIVITY</b>	<b>(641,470)</b>	<b>(670,057)</b>	<b>(697,434)</b>	<b>(713,022)</b>

**PARKS AND GARDENS - BUDGET INFORMATION**

<b>PARKS AND GARDENS</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>
<b>OPERATING REVENUE</b>	0	0	0	0
<b>OPERATING EXPENDITURE</b>				
KYOGLE	245,080	254,722	264,093	270,350
VILLAGES	95,126	98,579	101,953	104,339
VILLAGE MAINTENANCE	37,169	37,987	38,823	39,677
PUBLIC TOILETS	33,313	34,421	35,511	36,332
PARKS ON CROWN RESERVES	141,651	146,970	152,155	155,734
TOWN ENTRANCES	41,309	42,978	44,596	45,657
<b>TOTAL OPERATING COSTS</b>	593,650	615,657	637,131	652,089
<b>OPERATING RESULT</b>	(593,650)	(615,657)	(637,131)	(652,089)
<b>CAPITAL INCOME</b>				
DEVELOPER CONTRIBUTIONS	5,269	5,409	5,552	5,699
GRANTS	0	750,000	942,694	0
<b>TOTAL CAPITAL INCOME</b>	5,269	755,409	948,246	5,699
<b>CAPITAL EXPENDITURE</b>				
IMPROVEMENTS	0	1,000,000	1,256,925	0
RENEWALS	214,178	220,288	226,373	231,501
<b>TOTAL CAPITAL EXPENDITURE</b>	214,178	1,220,288	1,483,298	231,501
<b>NET COST OF ACTIVITY</b>	<b>(802,559)</b>	<b>(1,080,537)</b>	<b>(1,172,184)</b>	<b>(877,891)</b>



**CROWN RESERVES - BUDGET INFORMATION**

<b>CROWN RESERVES</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>
<b>OPERATING INCOME</b>	0	0	0	0
<b>OPERATING EXPENDITURE</b>	10,300	10,570	10,840	11,083
<b>NET COST OF ACTIVITY</b>	<b>(10,300)</b>	<b>(10,570)</b>	<b>(10,840)</b>	<b>(11,083)</b>

# Performance Reporting Metrics

## Performance Reporting Metrics

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
<b>GENERAL MANAGER'S OFFICE</b>			
<b>HUMAN RESOURCES</b>	<p>Establish capability for a productive, sustainable and inclusive workforce.</p> <p>Promote and adhere to EEO principles to attract and retain the best possible staff.</p> <p>Create and nurture a safe working environment with learning and development opportunities for staff.</p> <p>Be widely known as a respected and reputable employer with high levels of staff satisfaction</p>	<p>-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>	
<b>COMMUNICATION and CONSULTATION</b>	<p>Kyogle Council is to be efficient and effective in its operations, actively listening to the community and anticipating and responding to community needs.</p>	<p>-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>	
<b>FINANCE</b>	<p>Council is on time and on budget with all community and statutory obligations.</p> <p>The sustainable management of roads bridges and other infrastructure.</p>	<p>-Monthly Finance reports and quarterly budget reviews presented to Council.</p> <p>-Annual finance requirements, including, Audit and Annual Report met 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
<b>GOVERNANCE</b>	Set the example in Local Government through efficient and effective management practices and provide an environment that fosters trust and encourages and rewards excellence in performance	<ul style="list-style-type: none"> <li>-Number of GIPA requests received and percentage of responses meeting required timeframes</li> <li>-Policies reviewed and updated within statutory requirements.</li> <li>-All external reporting delivered on time.</li> <li>-All appropriate consultation undertaken.</li> <li>-Councillor induction training delivered.</li> <li>-Council meetings held align with statutory requirements.</li> </ul>	
<b>CUSTOMER SERVICES</b>	Best practice customer services with an emphasis on friendly, helpful and timely assistance.	<ul style="list-style-type: none"> <li>-Total correspondence received</li> <li>-Complaints to the Public Officer reported.</li> <li>-Number of compliments received</li> </ul>	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
<b>PLANNING AND ENVIRONMENTAL SERVICES</b>			
<b>COMMUNITY SERVICES</b>	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"> <li>-Number of forums involving community and Council representation and attendance at meetings.</li> <li>-Number of partnership based projects</li> <li>-Number of projects with commitments for external partner contributions</li> <li>-Number of formal community based partnerships</li> </ul>	
	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"> <li>-Ongoing support by Council of the Reconciliation Committee</li> <li>-Annual support of NAIDOC week by Council</li> </ul>	
<b>ECONOMIC DEVELOPMENT</b>	Promotion of Kyogle as a place of choice for lifestyle and economic opportunity	<ul style="list-style-type: none"> <li>-Increased value of development applications approved, based on Council DA records</li> <li>-Annual increase in number of businesses, based on ABS and Department of Regional Development statistics</li> </ul>	
	Promote and nurture tourism opportunities and attractions for the local government area	<ul style="list-style-type: none"> <li>-Involvement in marketing and advertising of the area and the range of the marketing reach</li> <li>-Numbers of visitors recorded at Visitor Information Centre and during specific events</li> </ul>	
	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"> <li>-Additional mobile phone towers funded, constructed and operational through programs such as Federal Mobile Black Spot Project</li> <li>-Preparation of business cases to support funding applications for transport infrastructure projects</li> </ul>	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
<b>WASTE SERVICES</b>	Waste management facilities and services cost effectively manage waste generated within the Kyogle local government area.	<ul style="list-style-type: none"> <li>-Total cost of waste management activities to Council.</li> <li>-Savings accrued through implementation of new waste management improvement projects/initiatives.</li> <li>-Percentage of projects delivered in accordance with agreed timeframes and within allocated project budget.</li> <li>-Number of incidents of non-compliance with domestic waste collection contract.</li> </ul>	
	Waste disposed to landfill is minimised to prolong asset life and reduce potential for environmental harm.	<ul style="list-style-type: none"> <li>-Annual tonnage of waste to landfill based on EPA Waste and Resource Reports provided by Council.</li> <li>-Number of new initiatives introduced to reduce waste disposed to Landfill.</li> </ul>	
	Waste facilities are managed in accordance with regulatory requirements.	<ul style="list-style-type: none"> <li>-Percentage compliance with Environmental Protection Licence conditions.</li> <li>-Number of reported incidents requiring implementation of Pollution Incident Management Response Plan or other necessary measures.</li> </ul>	
	Increased rate of recycling within the Kyogle local government area	<ul style="list-style-type: none"> <li>-Total tonnage of recycled materials collected including at the Community Recycling Centre and Community Recycling Stations.</li> <li>-Recycling initiatives implemented.</li> <li>-Number of promotional activities to raise community awareness of services available and how they can increase recycling in the community.</li> </ul>	
	Minimise illegal dumping of waste in public areas	<ul style="list-style-type: none"> <li>-Number of illegal dumping events reported.</li> <li>-Costs incurred by Council to clean up illegal dumping.</li> <li>-Number of notices issued for illegal dumping.</li> </ul>	
<b>ENVIRONMENTAL SERVICES</b>	The Kyogle local government area is regarded as safe place to dine and purchase takeaway food and beverages	<ul style="list-style-type: none"> <li>-Percentage food premises registered with Council</li> <li>-Percentage of food premises inspected annually</li> <li>-Percentage of food premises assessed as having very good or excellent hygiene and food safety practices.</li> <li>-Number of notices issued for breaches of food safety standards.</li> </ul>	

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"> <li>-Services for management of noxious weeds undertaken by Rous CC in accordance with Service Level Agreement, periodic reporting against service level measures</li> <li>-Number of projects partnering with community and environmental agencies/community groups (e.g. Landcare).</li> <li>-Grant funding secured for projects to address weed infestations.</li> </ul>	
	Pest animals are effectively managed across private and public land throughout the local government area	<ul style="list-style-type: none"> <li>-Number of pest animal issues reported by LLS, DPI and environmental agencies/community groups (e.g. Landcare).</li> <li>-Grant funding secured for projects to address pest animals.</li> </ul>	
	Pollution incident (noise, water, land or air) impacts throughout local government area are minimized.	<ul style="list-style-type: none"> <li>-Number of pollution incidents reported</li> <li>-Number of notices issued for pollution</li> <li>-Percentage of pollution incidents cleaned up as required to remove risk of environmental harm.</li> </ul>	
	Onsite sewage management systems operate effectively in non-sewered areas to protect public and environmental health	<ul style="list-style-type: none"> <li>-Total number of OSMS registered</li> <li>-Number of new OSMS approved</li> <li>-Number of OSMS inspected in accordance with Council's Onsite Sewage Management Strategy</li> <li>-Percentage of OSMS which pass inspection</li> <li>-Number of notices issued regarding failing OSMS.</li> </ul>	
	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"> <li>-Total number of contaminated properties including UPSS sites</li> <li>-Percentage of UPSS sites compliant with regulatory requirements</li> <li>-Number of contaminated properties remediated.</li> </ul>	
<b>REGULATORY SERVICES</b>	Domestic dogs and cats are managed in accordance with legislative requirements	<ul style="list-style-type: none"> <li>-Number of dangerous, menacing or nuisance animal reports received</li> <li>-Number of dangerous, menacing or nuisance animal notices issued</li> <li>-Number of incidents of non-compliance with Companion Animals Act (e.g. failure to register companion animal)</li> </ul>	

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.	-Number of development applications received and approved by Council -Number of requests for further information issued -Percentage of applications processed within recommended statutory timeframes -Average timeframe for processing development applications.	
	Developer contribution requirements for infrastructure and services support and encourage new development	-Number of development applications received and approved by Council -Amount of developer contributions collected by Council -Annual value of approved development.	
	Land uses throughout the local government area are consistent with planning approvals requirements under the <i>Environmental Planning and Assessment Act 1979</i>	-Number of incidences of unlawful development reported or detected -Number of notices issued.	
	Improved awareness of Exempt and Complying Development provisions and development approval requirements	-Number of articles promoting Exempt and Complying Development provisions -Number of complying development applications received and approved.	
<b>BUILDING SERVICES</b>	Buildings are approved in accordance with requirements under the <i>Environmental Planning and Assessment Act 1979</i> and constructed in accordance with building codes.	-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.	-Number of incidents of illegal building works reported or detected -Number of notices issued -Number of section 149D applications received.	
	Private pools and spas comply with legislative requirements regarding pool safety.	-Number of pools and spas inspected -Percentage of pools and spas which pass inspection -Number of notices issued.	

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"> <li>-Number of requests for pre-lodgement advice serviced by Building Services team.</li> <li>-Number of requests for further information issued.</li> <li>-Availability of written guidance for the development industry and community regarding building approval processes and requirements.</li> <li>-Number of 'Meet a Certifier' and industry information sessions held and number of attendees.</li> </ul>	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
<b>ASSETS AND INFRASTRUCTURE SERVICES</b>			
<b>Bridge Infrastructure</b>	<p>The sustainable management of roads, bridges and other infrastructure</p> <p>Ensure conductivity for freight and commuter transport throughout the LGA by improving the condition of councils bridge assets</p>	<p>-Number of timber bridges replaced</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>	
<b>Road Network</b>	<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 m<sup>2</sup>)</p> <p>-cost (\$/m<sup>2</sup>)</p> <p>-Length of roads rehabilitated (km and m<sup>2</sup>)</p> <p>-cost (\$/m<sup>2</sup>)</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
<b>Water and Sewer</b>	<p>The sustainable management of roads, bridges and other infrastructure</p> <p>Provide the community with quality water supply meeting NSW Public Health Legislation</p> <p>Encourage water conservation</p> <p>Provide the community with quality sewerage services</p>	<p>-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>	
<b>Stormwater and Flooding</b>	<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>	
<b>Parks, Pools and Community Facilities</b>	<p>Encourage patronage of council pools at Bonalbo, Kyogle and Woodenbong</p> <p>Help promote a sense of community by providing safe and pleasant recreation areas</p>	<p>-Numbers of attendances recorded</p> <p>-Total hours operated</p> <p>-Number of promotional events held</p> <p>-Parks and Gardens 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
<b>Operating Budget</b>																				
<b>Operating Revenue</b>																				
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	7,986,000	7,801,000	7,770,000	9,996,000	10,615,347	7,798,195	9,939,045	10,177,640	10,452,435	8,777,550	9,034,930	9,299,896	9,570,553	9,849,156	10,135,939	10,431,144
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	9,032,915	7,910,355	7,775,081	7,979,242	8,194,458	8,415,991	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	34,206,179	39,415,638	20,516,531	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	1,236,479	810,516	715,889	657,997	594,071	607,881	588,891	573,723	585,690	605,028	643,454	
<b>Total operating revenue</b>	<b>24,312,000</b>	<b>30,365,000</b>	<b>32,995,000</b>	<b>32,016,000</b>	<b>35,578,000</b>	<b>38,366,000</b>	<b>42,960,000</b>	<b>62,779,000</b>	<b>66,722,736</b>	<b>68,873,643</b>	<b>52,054,997</b>	<b>47,057,132</b>	<b>45,703,784</b>	<b>33,811,272</b>	<b>34,714,952</b>	<b>36,080,090</b>	<b>35,927,744</b>	<b>36,868,668</b>	<b>37,842,414</b>	<b>38,861,405</b>
<b>Operating Expenses</b>																				
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	18,303,226	11,525,880	14,549,113	15,253,526	16,208,901	16,186,447	16,791,791	16,693,217	17,295,412	17,595,455	18,335,334	18,651,315
Borrowing costs	119,000	202,000	193,000	185,000	146,000	205,000	217,000	352,000	306,739	269,361	231,237	349,200	471,155	438,386	403,906	368,905	341,639	316,378	302,739	292,839
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	4,734,457	4,273,823	4,497,056	4,780,722	4,946,417	5,061,001	5,178,255	5,298,242	5,421,027	5,546,674	5,675,252	5,806,828
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
<b>Total Operating Expenses</b>	<b>24,967,000</b>	<b>25,462,000</b>	<b>26,611,000</b>	<b>24,579,000</b>	<b>27,713,000</b>	<b>27,786,000</b>	<b>29,412,000</b>	<b>32,172,000</b>	<b>32,007,076</b>	<b>24,946,032</b>	<b>28,374,049</b>	<b>29,796,262</b>	<b>31,236,567</b>	<b>31,533,935</b>	<b>32,466,011</b>	<b>32,702,483</b>	<b>33,656,509</b>	<b>34,319,661</b>	<b>35,443,771</b>	<b>36,157,455</b>
<b>Operating Surplus/(Deficit)</b>	<b>(655,000)</b>	<b>4,903,000</b>	<b>6,384,000</b>	<b>7,437,000</b>	<b>7,865,000</b>	<b>10,580,000</b>	<b>13,548,000</b>	<b>30,607,000</b>	<b>34,715,660</b>	<b>43,727,610</b>	<b>23,680,948</b>	<b>17,260,871</b>	<b>14,467,216</b>	<b>2,277,337</b>	<b>2,248,941</b>	<b>3,377,567</b>	<b>2,271,235</b>	<b>2,549,008</b>	<b>2,398,642</b>	<b>2,703,950</b>
<b>Capital Budget</b>																				
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)	(1,470,164)	(3,183,113)	(3,124,816)	(2,703,454)	(1,864,181)	(1,818,501)	(2,643,976)	(2,549,503)	(2,734,098)	(2,655,989)	(2,711,213)
Reserve Trns in	0	0	0	0	0	0	0	0	2,961,787	1,470,164	3,183,113	3,124,816	2,703,454	1,864,181	1,818,501	2,643,976	2,549,503	2,734,098	2,655,989	2,711,213
Loan Proceeds	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
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
<b>Total capital receipts</b>	<b>13,214,000</b>	<b>10,256,000</b>	<b>12,401,000</b>	<b>6,233,000</b>	<b>12,527,000</b>	<b>13,331,000</b>	<b>11,870,000</b>	<b>19,843,000</b>	<b>9,174,529</b>	<b>9,543,343</b>	<b>9,503,517</b>	<b>14,862,814</b>	<b>9,978,344</b>	<b>10,286,100</b>	<b>10,617,059</b>	<b>10,754,619</b>	<b>11,023,306</b>	<b>11,298,775</b>	<b>11,581,196</b>	<b>11,870,745</b>
<b>Capital Expenses</b>																				
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	17,067,239	14,241,173	11,122,495	18,297,671	15,253,939	614,705	623,935	1,033,403	1,043,116	1,285,080	1,063,301	1,073,788
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	41,117,907	35,728,677	18,141,308	10,450,519	10,027,376	8,768,798	8,563,604	9,860,965	9,076,872	9,516,513	9,496,998	9,714,441
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
<b>Total Capital Expenses</b>	<b>6,100,000</b>	<b>14,058,000</b>	<b>18,205,000</b>	<b>22,382,000</b>	<b>20,163,000</b>	<b>20,347,000</b>	<b>26,949,000</b>	<b>36,398,000</b>	<b>64,100,549</b>	<b>51,872,063</b>	<b>31,027,803</b>	<b>30,261,779</b>	<b>26,857,064</b>	<b>11,106,563</b>	<b>11,305,539</b>	<b>12,735,820</b>	<b>11,873,332</b>	<b>12,649,342</b>	<b>12,537,334</b>	<b>12,738,019</b>
<b>Loan Principal Repayments</b>																				
	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	1,575,687	1,638,626	1,671,395	1,705,876	1,454,181	1,194,751	678,330	150,288	160,187
<b>Total Loan Repayments</b>	<b>277,000</b>	<b>221,000</b>	<b>231,000</b>	<b>241,000</b>	<b>252,000</b>	<b>381,000</b>	<b>734,000</b>	<b>1,280,000</b>	<b>1,715,745</b>	<b>1,753,122</b>	<b>1,791,247</b>	<b>1,575,687</b>	<b>1,638,626</b>	<b>1,671,395</b>	<b>1,705,876</b>	<b>1,454,181</b>	<b>1,194,751</b>	<b>678,330</b>	<b>150,288</b>	<b>160,187</b>
<b>Capital Surplus/(Deficit)</b>	<b>6,837,000</b>	<b>(4,023,000)</b>	<b>(6,035,000)</b>	<b>(16,390,000)</b>	<b>(7,888,000)</b>	<b>(7,397,000)</b>	<b>(15,813,000)</b>	<b>(17,835,000)</b>	<b>(56,641,764)</b>	<b>(44,081,842)</b>	<b>(23,315,532)</b>	<b>(16,974,652)</b>	<b>(18,517,346)</b>	<b>(2,571,858)</b>	<b>(2,394,355)</b>	<b>(3,435,382)</b>	<b>(2,044,776)</b>	<b>(2,028,897)</b>	<b>(1,106,426)</b>	<b>(1,027,462)</b>
<b>OVERALL SURPLUS/(DEFICIT)</b>	<b>6,182,000</b>	<b>880,000</b>	<b>349,000</b>	<b>(8,953,000)</b>	<b>(23,000)</b>	<b>3,183,000</b>	<b>(2,265,000)</b>	<b>12,772,000</b>	<b>(21,928,105)</b>	<b>(354,232)</b>	<b>365,415</b>	<b>286,219</b>	<b>(4,050,129)</b>	<b>(294,521)</b>	<b>(145,414)</b>	<b>(57,815)</b>	<b>226,459</b>	<b>520,111</b>	<b>1,292,217</b>	<b>1,676,488</b>

LONG TERM FINANCIAL PLAN																					
BALANCE SHEET																					
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
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	18,347,682	17,993,451	18,358,866	18,645,085	14,594,955	14,300,435	14,155,021	14,097,206	14,323,665	14,843,776	16,135,993	17,812,481
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	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	29,094,682	28,740,451	29,105,866	29,392,085	25,341,955	25,047,435	24,902,021	24,844,206	25,070,665	25,590,776	26,882,993	28,559,481
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	543,068,945	598,974,388	635,473,034	671,758,825	705,431,515	723,967,766	742,755,439	763,305,527	783,238,190	804,169,711	825,230,092	846,728,119
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	543,068,945	598,974,388	635,473,034	671,758,825	705,431,515	723,967,766	742,755,439	763,305,527	783,238,190	804,169,711	825,230,092	846,728,119
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	572,163,627	627,714,839	664,578,900	701,150,909	730,773,471	749,015,201	767,657,460	788,149,733	808,308,855	829,760,487	852,113,085	875,287,600
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	6,294,222	14,384,587	14,384,587	14,384,587	14,384,587	14,384,587	14,384,587	14,384,587	14,384,587	14,384,587	14,384,587	14,384,587	14,384,587	14,384,587
Borrowings	271,000	220,873	231,057	241,438	252,128	262,960	733,982	754,778	1,715,413	1,753,122	1,791,247	1,575,687	1,638,626	1,671,395	1,705,876	1,454,181	1,194,751	678,330	150,288	160,187	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	4,098,057	5,618,438	5,207,868	5,952,454	6,566,982	9,607,000	18,662,000	18,699,709	18,737,834	18,522,274	18,585,213	18,617,982	18,652,463	18,400,768	18,141,338	17,624,917	17,096,875	17,106,774	17,010,942
Non-Current Liabilities																					
Payables	145,000	137,399	93,943	112,562	200,000	138,000	67,018	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	11,593,546	9,802,299	8,226,613	11,587,987	9,916,591	8,210,716	6,756,535	5,561,784	4,883,454	4,733,166	4,572,979	4,508,624
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 Current Liabilities	2,627,000	5,053,283	4,414,943	4,354,562	4,321,417	3,231,472	7,293,018	8,102,000	15,784,000	14,030,546	12,239,299	10,663,613	14,024,987	12,353,591	10,647,716	9,193,535	7,998,784	7,320,454	7,170,166	7,009,979	6,945,624
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	32,610,200	30,971,574	29,300,178	27,594,303	26,140,122	24,945,371	24,267,041	24,116,753	23,956,566
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	539,433,372	596,737,706	635,393,013	668,540,710	699,801,897	719,715,022	740,063,157	762,009,611	783,363,483	805,493,447	827,996,332	851,331,034
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	257,694,660	301,422,270	325,103,218	342,364,088	356,831,305	359,108,642	361,357,583	364,735,150	367,006,385	369,555,393	371,954,035	374,657,985
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	295,315,436	310,289,796	326,176,622	342,970,592	360,606,381	378,705,575	397,274,461	416,357,099	435,938,054	456,042,297	476,673,049
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	539,433,372	596,737,706	635,393,013	668,540,710	699,801,897	719,715,022	740,063,157	762,009,611	783,363,483	805,493,447	827,996,332	851,331,034

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

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Cash Flows from Operating Activities</b>																				
<u>Receipts</u>																				
Rates and Annual Charges	8,250,000	8,428,000	8,910,000	9,347,000	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	10,615,347	7,798,195	9,939,045	10,177,640	10,452,435	8,777,550	9,034,930	9,299,896	9,570,553	9,849,156	10,135,939	10,431,144
Investment Interest and Revenue	688,000	587,000	533,000	428,000	287,000	192,000	70,000	91,000	652,075	515,203	505,256	449,425	456,432	357,285	350,075	346,515	345,100	350,643	363,376	395,009
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	9,032,915	7,910,355	7,775,081	7,979,242	8,194,458	8,415,991	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	34,206,179	39,415,638	20,516,531	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
<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)	(15,211,000)	(23,037,683)	(15,799,703)	(19,046,170)	(20,034,248)	(21,155,319)	(21,247,448)	(21,970,047)	(21,991,459)	(22,716,439)	(23,142,130)	(24,010,586)	(24,458,143)
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)	(349,200)	(471,155)	(438,386)	(403,906)	(368,905)	(341,639)	(316,378)	(302,739)	(292,839)
<b>Net Cash provided (or used in ) Operating Activities</b>	<b>9,572,000</b>	<b>14,558,000</b>	<b>16,791,050</b>	<b>16,439,932</b>	<b>22,266,121</b>	<b>18,322,106</b>	<b>23,706,997</b>	<b>51,648,000</b>	<b>43,378,314</b>	<b>52,604,579</b>	<b>32,777,590</b>	<b>26,673,684</b>	<b>24,077,310</b>	<b>12,125,437</b>	<b>12,341,000</b>	<b>13,719,686</b>	<b>12,869,667</b>	<b>13,410,162</b>	<b>13,529,088</b>	<b>14,110,423</b>
<b>Cash Flows from Investing Activities</b>																				
<u>Receipts</u>																				
Sale of Infrastructure, Property, Plant and Equipment	438,000	457,000	566,000	643,000	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
<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)	(34,715,000)	(64,100,549)	(51,872,063)	(31,027,803)	(30,261,779)	(26,857,064)	(11,186,563)	(11,305,539)	(12,735,820)	(11,873,332)	(12,649,342)	(12,537,334)	(12,738,019)
<b>Net Cash provided (or used in ) Investing Activities</b>	<b>(5,662,000)</b>	<b>(13,457,000)</b>	<b>(16,211,000)</b>	<b>(25,152,000)</b>	<b>(22,037,000)</b>	<b>(19,758,000)</b>	<b>(25,247,000)</b>	<b>(34,168,000)</b>	<b>(63,588,674)</b>	<b>(51,205,688)</b>	<b>(30,620,928)</b>	<b>(29,811,779)</b>	<b>(26,488,814)</b>	<b>(10,748,563)</b>	<b>(10,780,539)</b>	<b>(12,323,320)</b>	<b>(11,448,457)</b>	<b>(12,211,720)</b>	<b>(12,086,584)</b>	<b>(12,273,747)</b>
<b>Cash Flows from Financing Activities</b>																				
<u>Receipts</u>																				
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
<u>Payments</u>																				
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)	(1,575,687)	(1,638,626)	(1,671,395)	(1,705,876)	(1,454,181)	(1,194,751)	(678,330)	(150,288)	(160,187)
<b>Net Cash provided (or used in ) Financing Activities</b>	<b>2,272,000</b>	<b>(220,629)</b>	<b>(231,000)</b>	<b>(241,000)</b>	<b>(252,000)</b>	<b>4,511,000</b>	<b>(734,000)</b>	<b>8,720,000</b>	<b>(1,715,745)</b>	<b>(1,753,122)</b>	<b>(1,791,247)</b>	<b>3,424,313</b>	<b>(1,638,626)</b>	<b>(1,671,395)</b>	<b>(1,705,876)</b>	<b>(1,454,181)</b>	<b>(1,194,751)</b>	<b>(678,330)</b>	<b>(150,288)</b>	<b>(160,187)</b>
<b>Net Increase (Decrease) in Cash and Cash Equivalents</b>	<b>6,182,000</b>	<b>890,371</b>	<b>349,050</b>	<b>(8,953,068)</b>	<b>(22,879)</b>	<b>3,075,106</b>	<b>(1,478,505)</b>	<b>25,465,885</b>	<b>(21,926,105)</b>	<b>(354,232)</b>	<b>365,415</b>	<b>286,219</b>	<b>(4,050,129)</b>	<b>(294,521)</b>	<b>(145,414)</b>	<b>(57,815)</b>	<b>226,459</b>	<b>520,111</b>	<b>1,292,217</b>	<b>1,676,488</b>
<b>Cash and Cash Equivalents at start of year</b>	<b>14,775,827</b>	<b>20,957,827</b>	<b>21,838,198</b>	<b>22,187,248</b>	<b>13,234,180</b>	<b>13,211,301</b>	<b>16,286,407</b>	<b>14,807,902</b>	<b>40,273,787</b>	<b>18,347,682</b>	<b>17,993,451</b>	<b>18,358,866</b>	<b>18,645,085</b>	<b>14,594,955</b>	<b>14,300,435</b>	<b>14,155,021</b>	<b>14,097,206</b>	<b>14,323,665</b>	<b>14,843,776</b>	<b>16,135,993</b>
<b>Cash and Cash Equivalents - end of year</b>	<b>20,957,827</b>	<b>21,838,198</b>	<b>22,187,248</b>	<b>13,234,180</b>	<b>13,211,301</b>	<b>16,286,407</b>	<b>14,807,902</b>	<b>40,273,787</b>	<b>18,347,682</b>	<b>17,993,451</b>	<b>18,358,866</b>	<b>18,645,085</b>	<b>14,594,955</b>	<b>14,300,435</b>	<b>14,155,021</b>	<b>14,097,206</b>	<b>14,323,665</b>	<b>14,843,776</b>	<b>16,135,993</b>	<b>17,812,481</b>
<b>Projected Bank Balances</b>	<b>20,957,827</b>	<b>21,838,198</b>	<b>22,187,248</b>	<b>13,234,180</b>	<b>13,211,301</b>	<b>16,286,407</b>	<b>14,807,902</b>	<b>40,273,787</b>	<b>18,347,682</b>	<b>17,993,451</b>	<b>18,358,866</b>	<b>18,645,085</b>	<b>14,594,955</b>	<b>14,300,435</b>	<b>14,155,021</b>	<b>14,097,206</b>	<b>14,323,665</b>	<b>14,843,776</b>	<b>16,135,993</b>	<b>17,812,481</b>



LONG TERM FINANCIAL PLAN																				
BANK BALANCES																				
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>General</b>																				
Opening Balance									36,393,243	18,511,933	15,636,259	14,902,910	13,080,665	11,716,785	10,816,317	10,206,003	9,762,935	9,569,103	9,643,320	10,462,902
Movement									(17,881,310)	(2,875,674)	(733,349)	(1,822,245)	(1,363,880)	(900,468)	(610,315)	(443,068)	(193,831)	74,217	819,583	1,176,197
Closing Balance	8,765,376	15,403,764	16,372,798	10,332,577	9,597,302	13,114,331	11,301,828	36,393,243	18,511,933	15,636,259	14,902,910	13,080,665	11,716,785	10,816,317	10,206,003	9,762,935	9,569,103	9,643,320	10,462,902	11,639,099
Employee Leave	1,015,016	1,042,421	1,248,351	1,320,526	1,380,882	1,443,497	1,451,211	1,377,942	1,416,524	1,487,351	1,566,924	1,642,920	1,683,993	1,726,092	1,769,245	1,813,476	1,858,813	1,905,283	1,952,915	2,001,738
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	286,493	203,490	207,560	212,126	216,793	221,562	226,437	231,418	236,510	241,713	247,030	252,465	258,019
Min Reserve	3,632,906	3,766,048	3,690,332	3,688,196	3,834,792	3,083,383	3,147,816	3,164,435	3,120,014	3,194,910	3,279,050	3,359,713	3,405,555	3,452,529	3,500,663	3,549,985	3,600,526	3,652,314	3,705,380	3,759,757
<b>State Highways</b>																				
Opening Balance									(1,382,132)	(1,296,459)	(1,028,852)	(753,218)	(469,314)	(176,893)	124,301	250,000	250,000	250,000	250,000	250,000
Movement									85,673	267,607	275,636	293,904	292,421	301,194	125,599	0	0	0	0	0
Closing Balance	967,045	602,197	1,595,641	114,322	964,845	(446,031)	1,099,300	(1,382,132)	(1,296,459)	(1,028,852)	(753,218)	(469,314)	(176,893)	124,301	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
<b>Quarries</b>																				
Opening Balance									846,739	581,145	467,066	442,767	417,034	390,084	361,727	331,913	300,593	267,712	233,217	197,053
Movement									(265,594)	(114,079)	(24,299)	(25,733)	(26,950)	(28,357)	(29,814)	(31,321)	(32,881)	(34,494)	(36,164)	(37,891)
Closing Balance	1,121,071	322,398	592,435	662,432	1,052,337	1,225,653	789,363	846,739	581,145	467,066	442,767	417,034	390,084	361,727	331,913	300,593	267,712	233,217	197,053	159,163
Min Reserve	261,190	581,304	576,920	579,610	547,064	525,477	501,786	590,519	464,775	440,427	415,547	389,195	361,462	332,301	301,661	269,491	235,738	200,347	163,262	124,426
<b>Plant</b>																				
Opening Balance									2,917,214	(1,093,898)	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Movement									(4,011,112)	1,593,898	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	2,917,214	(1,093,898)	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
<b>Total General Fund</b>																				
Opening Balance									38,775,064	16,702,721	15,574,473	15,092,459	13,528,385	12,429,976	11,802,345	11,287,916	10,813,527	10,586,815	10,626,537	11,409,956
Movement									(22,072,343)	(1,128,248)	(482,013)	(1,564,074)	(1,098,409)	(627,631)	(514,429)	(474,389)	(226,712)	39,722	783,419	1,138,306
GF Closing Balance	17,846,524	18,345,692	20,279,905	12,425,317	13,093,631	15,762,922	14,353,024	38,775,064	16,702,721	15,574,473	15,092,459	13,528,385	12,429,976	11,802,345	11,287,916	10,813,527	10,586,815	10,626,537	11,409,956	12,548,262
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	4,504,954	4,334,789	4,385,338	4,444,597	4,498,907	4,517,017	4,534,830	4,552,324	4,569,476	4,586,263	4,602,661	4,618,643	4,634,183
<b>Water Supply</b>																				
Opening Balance									545,495	701,111	926,179	1,158,523	818,366	1,056,153	1,316,073	1,599,115	1,916,340	2,268,814	2,647,602	3,053,850
Movement									155,616	225,068	232,344	(340,157)	237,787	259,920	283,042	317,226	352,474	378,788	406,247	434,893
Water Closing Balance	2,477,311	2,558,680	1,367,361	538,715	371,424	183,580	192,708	545,495	701,111	926,179	1,158,523	818,366	1,056,153	1,316,073	1,599,115	1,916,340	2,268,814	2,647,602	3,053,850	3,488,743
<b>Sewer Fund</b>																				
Opening Balance									1,008,620	951,296	1,449,136	2,007,485	4,148,794	912,826	942,373	987,906	1,049,914	1,116,516	1,187,670	1,263,331
Movement									(57,324)	497,840	558,349	2,141,308	(3,235,968)	29,547	45,534	62,007	66,602	71,155	75,661	80,117
Sewer Closing Balance	584,190	983,594	843,066	495,059	113,310	447,667	378,482	1,008,620	951,296	1,449,136	2,007,485	4,148,794	912,826	942,373	987,906	1,049,914	1,116,516	1,187,670	1,263,331	1,343,448
<b>Domestic Waste Fund</b>																				
Opening Balance									(55,392)	(7,445)	43,663	100,399	149,540	196,000	239,644	280,083	317,424	351,520	381,966	408,856
Movement									47,947	51,109	56,736	49,141	46,460	43,644	40,439	37,341	34,095	30,446	26,890	23,171
DM Closing Balance	49,802	(49,768)	(303,085)	(224,911)	(367,063)	(107,762)	(116,312)	(55,392)	(7,445)	43,663	100,399	149,540	196,000	239,644	280,083	317,424	351,520	381,966	408,856	432,027
Reinstatement Reserve								112,507	203,490	207,560	212,126	216,793	221,562	226,437	231,418	236,510	241,713	247,030	252,465	258,019
<b>TOTALS</b>																				
Opening Balance									40,273,787	18,347,682	17,993,451	18,358,866	18,645,085	14,594,955	14,300,435	14,155,021	14,097,206	14,323,665	14,843,776	16,135,993
Movement									(21,926,105)	(354,232)	365,415	286,219	(4,050,129)	(294,520)	(145,414)	(57,815)	226,459	520,111	1,292,217	1,676,488
All Closing Balance	20,957,827	21,838,198	22,187,248	13,234,180	13,211,301	16,286,407	14,807,902	40,273,787	18,347,682	17,993,451	18,358,866	18,645,085	14,594,955	14,300,435	14,155,021	14,097,206	14,323,665	14,843,776	16,135,993	17,812,481



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%	5.00%	5.35%	4.85%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
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%	4.69%	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	\$1,509,681	\$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	\$2,120,908	\$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	\$1,614,912	\$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%

