



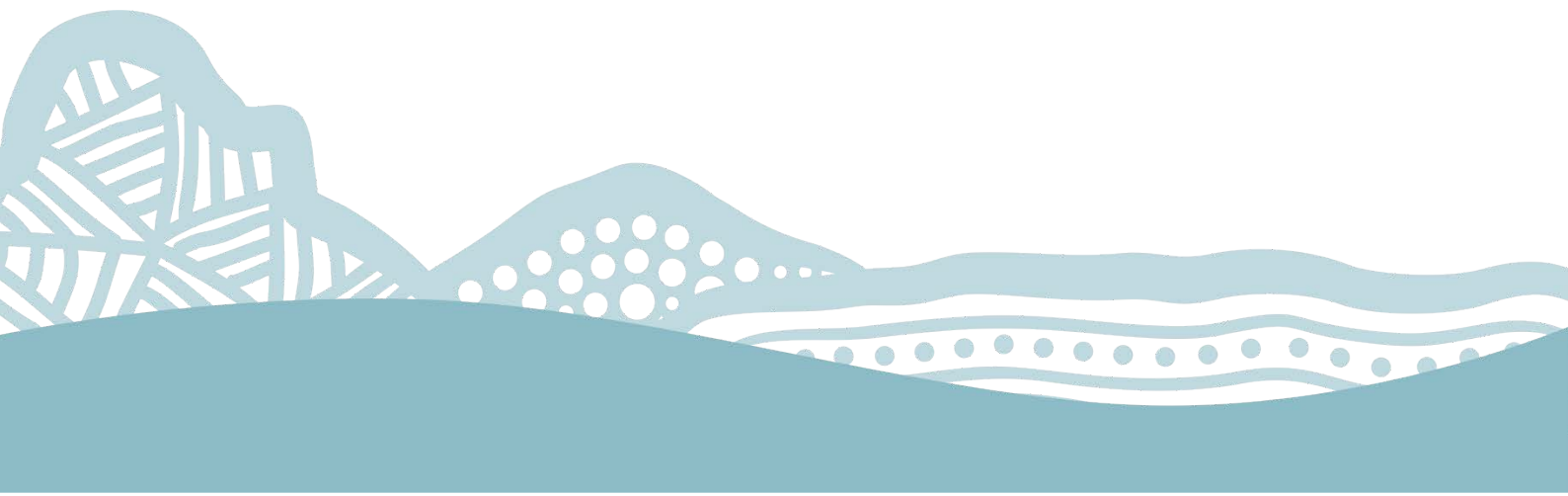
KYOGLE COUNCIL

OPERATIONAL PLAN

2024/2025

DELIVERY PROGRAM

2024/2028





Kyogle Council

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Vision, Mission, & Values

COMMUNITY VISION

Working together to balance environment, lifestyle, and opportunity.

OUR MISSION

To meet the challenges of our unique and diverse region

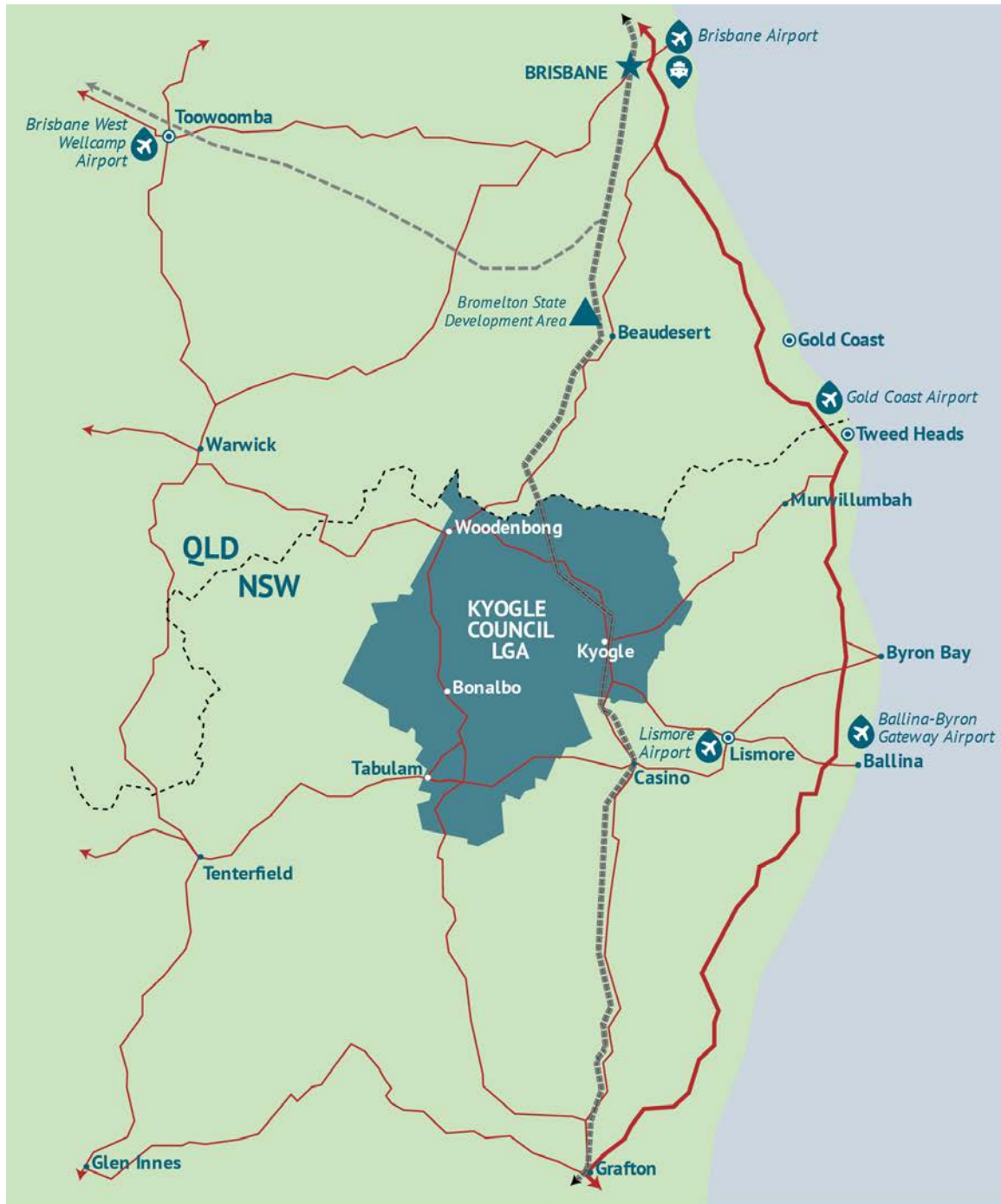
OUR VALUES

- Respect and respond to community needs
- Improve the quality of our services
- Be open and accessible
- Act with honesty and integrity
- Value people's contribution
- Support the culture of teamwork, cooperation and safety

The Kyogle Council Area

Kyogle Council services an area of 3,589 square kilometres and adjoins the Scenic Rim Regional Council in Queensland and the Northern Rivers local government areas of Tweed Shire, Lismore City, Richmond Valley, Clarence Valley and Tenterfield Shire in New South Wales.

Kyogle Council comprises a large and diverse region with spectacular natural (including the renowned Border Ranges National Park and other world heritage listed areas) and cultural attributes, within two hour's drive from Brisbane and one hour from Queensland's Gold Coast and NSW coastal communities of Byron Bay, Ballina and Tweed Heads. This, combined with a superb climate and a close proximity to all services, education and recreation, makes the Kyogle area an ideal place to live and work.



- | | | | |
|------------------------|------------------------------------|------------------------|----------------------|
| ★ Capital City (State) | ✈ Airport | — Motorway | 🏠 Kyogle Council LGA |
| ⊙ Regional City | 🚢 Port | — Highway, Major Road | - - - State Border |
| • Town | ▲ Bromelton State Development Area | ⋯ Brisbane-Sydney Rail | |
| | | ⋯ Inland Rail | |

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 2024/2025 financial year the IPART determination applying to Kyogle Council was an increase of 4.7%.

Ordinary Rates applying for the financial period 2024/25 are:

CATEGORY	VALUATION (\$)	NUMBER OF PROPERTIES	BASE CHARGE (\$)	AD VALOREM RATE IN \$	ANTICIPATE D YIELD (\$)	BASE CHARGE YIELD (\$)	BASE CHARGE YIELD (%)
FARMLAND	1,462,827,900	1,793	320.00	0.232992	3,983,312	575,040	14.44%
RESIDENTIAL	119,460,680	894	320.00	0.274482	613,978	286,080	46.59%
RESIDENTIAL-KYOGLE	243,239,200	1,305	342.00	0.633998	1,988,442	446,310	22.45%
RURAL RESIDENTIAL	365,464,570	1,083	320.00	0.333998	1,567,204	346,560	22.11%
BUSINESS	12,554,070	107	320.00	0.332422	75,972	34,240	45.07%
BUSINESS-KYOGLE	27,157,430	127	342.00	0.932402	296,650	43,434	14.64%
Total	2,230,703,850	5,313			8,738,050		

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	267,171,032	1,727	111.72	0.048656	192,940
Stormwater and Flood Business	31,551,410	175	111.72	0.047470	19,551
Total	298,722,442	1,902			212,491

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 2024/25 financial year have decreased by 8% from the 2023/24 financial year due to the temporary removal of the Waste levy. The Domestic Waste Management Charges for 2024/25 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
Waste Management Service Charge *	1944	65	126,360
Residential Base Bin Service (140L landfill & 240L recyclables fortnightly, and 240L FOGO weekly)	1810	685	1,239,850
Residential Upgrade Bin Service (240L landfill & 240L recyclables fortnightly, and 240L FOGO weekly)	17	829	14,093
Additional Residential 240L Recyclables Bin	0	192	0
Additional Residential 240L FOGO Bin weekly	1	319	319
Additional Residential 240L Landfill Bin	1	280	280
Additional Residential 140L Landfill Bin	0	187	0
Replacement of stolen or damaged 240L Bin	0	108	0
Replacement of stolen or damaged 140L Bin	0	93	0
Total			1,380,902

* 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, Other Residential 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 2024/25 financial year have decreased by 8% from the 2023/24 financial year due to the temporary removal of the Waste levy. The charges for 2024/25 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
Landfill Management Charge	3517	51	179,367
Commercial Base Bin Service (240L landfill & 240L recyclables fortnightly)	354	506	179,124
Commercial Downgrade Service (140L landfill & 240L recyclables fortnightly)	228	416	94,848
Additional Commercial 240L Landfill Bin	72	278	20,016
Additional Commercial 140L Landfill Bin	0	186	0
Additional Commercial 240L Recyclables Bin	3	230	690
Additional Commercial 240L FOGO Bin weekly	228	317	72,276
Other Residential Base Bin Service (140L landfill & 240L recyclables fortnightly)	0	416	0
Other Residential Upgrade Bin Service (240L landfill & 240L recyclables fortnightly)	0	506	0
Additional Other Residential 240L FOGO Bin weekly	0	317	0
Additional Other Residential 240L Landfill Bin	0	278	0
Additional Other Residential 140L Landfill Bin	0	186	0
Additional Other Residential 240L Recyclables Bin	0	230	0
Replacement of stolen or damaged 240L Bin	0	108	0
Replacement of stolen or damaged 140L Bin	0	93	0
Total			546,321

* 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 2024/25 is 3%. The charges for 2024/25 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
OSMS Annual License Fee	3,081	48.82	150,421

Water Charges

The charging structure is based on a two-tiered system as follows:

- 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
- A consumption based charge for each kilolitre of water consumed.

The overall increase in Water Charges (fixed plus variable) for 2024/25 is 3%.

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Vacant Property Charge	90	157	14,130
20mm connection	1,954	522	1,019,988
25mm connection	29	816	23,653
32mm connection	23	1,336	30,735
40mm connection	17	2,088	35,496
50mm connection	19	3,263	61,988
80mm connection	1	8,352	8,352
100mm connection	0	13,050	0
Fire Service Connection (all sizes)	6	522	3,132
Non-Rateable Connections	4	0	0
Total	2,143		1,197,474

CHARGE	RATE PER UNIT OR ANNUAL CHARGE	ANTICIPATED YIELD (\$)
Consumption up to 200kL per connection per year	\$2.22 per 1,000 litres	619,380
Consumption above 200kL per connection per year	\$2.78 per 1,000 litres	264,100
Home Dialysis allocation first 100kL	\$0.00 per 1,000 litres	0
Total		883,480

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 2024/25 is 5.0%.

CHARGE	NUMBER OF CHARGES	ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Residential Sewerage Annual Charge per dwelling and/or individual unit	1,666	998	1,662,668
Non rateable properties	24	0	0

Non Residential Sewerage Charges

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

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

Where:

- AC = an annual availability/access charge (\$).
- C = Customer's annual water consumption (kL)
- UC = Sewerage Usage Charge (\$/kL)

SDF = Sewerage Discharge Factor (i.e. the ratio of a customer's estimated volume discharged in the sewerage system to the customer's total water consumption). Refer Councils Liquid Trade Waste Policy for details.

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Availability/Access Charges			
Vacant Property Charge	115	162	18,630
20 mm connection	167	389	64,963
25 mm connection	22	607	13,350
32 mm connection	20	996	19,917
40mm connection	17	1,556	26,452
50mm connection	16	2,431	38,900
80mm connection	1	6,224	6,224
100mm connection	0	9,250	0
Total	358		188,436
Sewer Usage Charge		\$1.51 per kL	137,410

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	86	127	10,922
Prescribed pre treatment	7	127	889
Major discharger	0	730	0
Sewer Dump Point	4	998	3,990
Re-inspection fee	0	95	0
Totals	107		15,801
Trade Waste Usage (with pre-treatment) per kL		\$1.51	21,895
Trade Waste Usage (without pre-treatment) per kL		*\$6.95	6,950
Totals			28,845

** 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 2024/25 financial year, details of which are contained in the 2024/25 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 was 9% for 2023/24, and yet to be advised for 2024/25.

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:

	2024/25 (\$)	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)
Water Fund				
Opening Balance	339,416	84,380	66,514	48,157
New Loans	0	0	0	0
Interest	9,842	2,208	1,717	1,208
Principal Reduction	255,036	17,866	18,357	18,866
Closing Balance	84,380	66,514	48,157	29,291
Sewer Fund				
Opening Balance	704,045	672,123	5,607,104	5,505,022
New Loans	0	5,000,000	0	0
Interest	51,315	203,114	350,945	344,507
Principal Reduction	31,922	65,019	102,082	108,519
Closing Balance	672,123	5,607,104	5,505,022	5,396,503
Waste Services				
Opening Balance	36,442	0	0	0
New Loans	0	0	0	0
Interest	1,247	0	0	0
Principal Reduction	36,442	0	0	0
Closing Balance	0	0	0	0
General Fund				
Opening Balance	10,513,643	9,045,796	7,552,995	6,034,807
New Loans	0	0	0	0
Interest	168,833	143,878	118,493	92,671
Principal Reduction	1,467,847	1,492,802	1,518,187	1,544,010
Closing Balance	9,045,796	7,552,995	6,034,807	4,490,797

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	2024/25	2025/26	2026/27	2027/28
Regional Roads				
Kyogle Road (MR141) - Renewals	232,189	697,285	713,046	729,538
Clarence Way - (MR150) Renewals	23,585	70,829	72,444	74,134
Clarence Way (MR361) - Renewals		629,725	643,881	658,355
Clarence Way (MR361) - Urbenville to Bonalbo	10,107,900			
Clarence Way (MR361) - Sandilands to Bonalbo	6,963,757			
Clarence Way (MR361) - Tunglebung	3,500,000			
Bentley Road (MR544) - Renewals	107,738	323,553	330,789	338,368
Mount Lindsay Highway (MR622) - Renewals	35,013	105,148	107,518	109,999
Regional Bridges	150,000	1,100,000		
Total	21,120,183	2,926,540	1,867,678	1,910,394
Repair Program Funding				
	198,308	204,257	210,385	216,696
Blackspot Funding				
	126,159	129,944	133,842	137,858
Remote Roads Upgrade Program				
	8,086,320			
Betterment Program				
	4,900,000			
Local Roads & Community Infrastructure Program				
	1,614,912			
Federal Bridge Package				
	150,000	1,100,000		
Flood Immunity Program				
	3,500,000			
Total External Grants	18,575,699	1,434,201	344,227	354,554
Rural Local Roads				
Rural Roads - Reseals	548,423	565,868	578,479	591,372
Fixing Country Roads Projects (subject to 50% external funding)	391,432	403,175	415,270	427,728
Sealed Roads Rehabilitation	1,136,409	1,706,350	1,745,360	1,217,932
Unsealed Roads Rehabilitation	909,758	1,215,906	1,243,103	1,094,817
Rural Roads - Guardrail	23,554	24,302	24,845	25,399
Rural Roads - drainage improvements	84,577	87,230	89,232	91,280
Section 94 Expenditure	10,816	11,103	11,397	11,699
Black Spots (Projects subject to 100% funding)	195,716	201,588	207,636	213,865
Initial Seals	500,000	500,000		
Total	3,800,685	4,715,522	4,315,322	3,674,092
Roads To Recovery Funding				
	855,108	859,384	863,680	867,999
Black Spot Funding				
	195,716	201,588	207,636	213,865
Fixing Country Roads Funding				
	195,716	201,587	207,635	213,864
Total external Grants	1,246,540	1,262,559	1,278,951	1,295,728

Project / Item	2024/25	2025/26	2026/27	2027/28
Urban Streets				
Footpaths	209,705	214,269	80,938	82,767
Kerb and Guttering	84,756	87,429	89,413	91,441
Kyogle streets - Renewals	285,512	294,530	301,193	308,007
Bonalbo - Renewals	60,756	62,668	64,096	65,556
Woodenbong - Renewals	60,424	62,326	63,745	65,197
Other Villages - Renewals	60,671	62,581	64,006	65,463
Kyogle Main Street beautification (LRCIP funding)	929,158			
Villages Main Streets (Woodenbong/Tabulam/Bonalbo subject to 50% external funding)		2,000,000	2,000,000	
Total	1,690,982	2,783,804	2,663,391	678,431
Total external Grants	464,579	1,000,000	1,000,000	
Stormwater and Flood Management				
Drainage Upgrades	123,459	185,381	189,528	129,891
Drainage Renewals	86,564	179,626	183,526	93,219
Floodplain Risk Management Plans and Voluntary Purchase Scheme (subject to 80% external funding)		250,000	250,000	250,000
Total	210,023	615,007	623,054	473,110
Flood Management Funding		200,000	200,000	200,000
Water Supplies				
Water supply renewals	237,500	371,150	379,662	388,370
Water Supply Upgrades		86,215	88,189	90,209
Tabulam Water Supply (subject to 75% external funding)		2,462,000		
Total	237,500	2,919,365	467,851	478,579
Total external Grants		1,846,500		
Sewerage Services				
Sewerage system renewals	242,000	242,000	310,000	316,970
Kyogle Sewer Treatment Plant Upgrade Design	800,000			
Tabulam, Wiangaree, Mallanganee Sewerage Schemes (subject to 75% external funding)		12,000,000	13,000,000	
Total	1,042,000	12,242,000	13,310,000	316,970
Total external Grants	600,000	9,000,000	9,750,000	
Waste Management and Quarries				
Landfill Improvements	234,842	103,478	54,690	55,930
Landfill Rehabilitation	190,000			
Quarry rehabilitation	34,860	35,963	36,773	37,602
Total	459,702	139,441	91,463	93,532

Project / Item	2024/25	2025/26	2026/27	2027/28
Buildings and Community Facilities				
Parks and Gardens Renewals	220,613	227,581	232,730	237,996
Swimming Pools Renewals	133,292	137,512	140,608	143,774
Community Building Renewals	276,584	285,320	291,774	298,375
KMI Hall Improvements (subject to 50% funding)		400,000		
Mallanganee Observatory (Regional Tourism Activation funding)	1,000,000	1,256,925		
Cemeteries Renewals	91,098	11,452	11,705	11,963
Information Technology and Communications Systems and Equipment	270,643	83,692	96,332	201,759
Total	1,992,230	2,402,482	773,149	893,867
External Grant Funding	750,000	1,142,694	0	0
Plant and Depots				
Plant Purchases	2,040,000	1,482,500	1,466,000	1,789,000
Depot Renewals	61,902	63,878	65,291	66,735
Total	2,101,902	1,546,378	1,531,291	1,855,735
Bridges				
Paddys Flat Rd - Bridge 134-43531	1,000,000	1,000,000		
Williams Rd - Bridge 199-4271	100,000	1,300,000		
Sugar Glider Rd - Bridge 287-130	470,000	200,000		
Gradys Creek Rd - Bridge 59-10017	50,000	670,000		
Gradys Creek Rd - Bridge 59-8227	50,000	770,000		
Gorge Creek Rd - Bridge 60-559	580,000			
Horseshoe Creek Rd - Bridge 68-8692		580,000		
Iron Pot Creek Rd- Bridge 73-14840	50,000	580,000		
Iron Pot Creek Rd- Bridge 73-4457	100,000	3,200,000		
Future Bridge Priority and/or External Funding Opportunity			590,398	604,147
Expenditure Conditional on external funding			626,690	640,477
Total	2,400,000	8,300,000	1,217,088	1,244,624
Federal Bridge Renewal Fund			626,690	640,477
Federal Bridge Package	2,400,000	8,300,000		
Total External Grants	2,400,000	8,300,000	626,690	640,477

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. 2024/25 assistance is as follows:

ORGANISATION	SUPPORT	VALUE (\$)
One-off Donations	Various	35,498
Special Events	Traffic Control and Establishment	17,055
Youth Services	Cash Donation	2,972
Australia Day Committees	Cash Donation	14,266
Reconciliation Day & NAIDOC week support	Cash Donation	3,411
Public Halls	Cash Donation – Rates & Charges	9,339
Learn to Swim/Life Education	Cash Donation/Staff and Plant	14,866
North Coast Academy of Sport	Cash Donation	1,422
Citizens Band	Cash Donation	1,228
Kyogle Show Society	Cash Donation	1,883
Bonalbo Show Society	Cash Donation	1,883
Woodenbong Show Society	Cash Donation	1,883
Kyogle Historical Society	Cash Donation	5,857
TOTAL		111,563

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
2. Quarries

Category Two Businesses (Turnover less than \$2 million)

1. Water Supplies
2. Sewerage Services
3. Plant

In accordance with National Competition Policy guidelines, Council incorporates all direct and indirect costs, plus taxes that a private sector operator would face in the operation of a similar business. These taxes are known as taxation equivalent payments (TEP's), and will be based on items such as Payroll Tax, Land Tax and Income Tax.

These figures will only be applied where the effects are considered to be material. This process is referred to as "competitive neutrality".

Business and Commercial activities are distinguished from other activities by Council's intention to generate a surplus from their operation. Any surpluses could then be used to fund the expansion of the commercial activities or to subsidise the Council's other activities.

Budgets

GOVERNANCE - BUDGET INFORMATION

GOVERNANCE	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING EXPENDITURE				
EMPLOYMENT	285,932	294,531	301,862	309,375
COUNCILLOR SERVICES	271,940	281,424	287,615	293,943
LEGALS	17,834	18,405	18,810	19,224
ADVERTISING, NOROC, LGSA	107,160	110,589	113,022	115,508
ELECTIONS	107,741	0	0	0
PAYABLE BY OTHER FUNDS	(78,823)	(81,345)	(83,135)	(84,964)
TOTAL OPERATING EXPENDITURE	711,784	623,603	638,174	653,086
NET COST OF ACTIVITY	(711,784)	(623,603)	(638,174)	(653,086)

ADMINISTRATION - BUDGET INFORMATION

ADMINISTRATION	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING EXPENDITURE				
EMPLOYMENT	984,913	957,114	980,804	1,005,080
OFFICE EXPENSES	719,781	762,189	899,529	819,993
SUBSCRIPTIONS & SUNDRIES	19,643	20,271	20,717	21,173
PAYABLE FROM OTHER FUNDS	(174,029)	(179,598)	(183,549)	(187,587)
TOTAL OPERATING EXPENDITURE	1,550,308	1,559,977	1,717,501	1,658,659
CAPITAL EXPENDITURE				
OFFICE EQUIPMENT & FURNITURE	270,643	83,692	96,332	201,759
TOTAL CAPITAL EXPENDITURE	270,643	83,692	96,332	201,759
NET COST OF ACTIVITY	(1,820,951)	(1,643,669)	(1,813,833)	(1,860,418)

PERSONNEL - BUDGET INFORMATION

PERSONNEL	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE	72,845	75,031	77,282	79,600
OPERATING EXPENDITURE				
EMPLOYMENT SALARIES	525,208	540,977	554,481	568,323
EMPLOYMENT WAGES STAFF	(184,293)	(189,822)	(454,567)	(465,931)
INSURANCE & RISK MANAGEMENT	233,469	240,940	246,241	251,658
RECRUITMENT AND OTHER STAFF COSTS	165,202	118,889	121,505	124,178
TOOLS, CLOTHING, SIGNAGE	105,131	108,495	110,882	113,321
PAYABLE BY OTHER FUNDS	(148,309)	(153,055)	(156,422)	(159,863)
TOTAL OPERATING EXPENDITURE	696,408	666,425	422,120	431,685
NET COST OF ACTIVITY	(623,563)	(591,395)	(344,838)	(352,085)

FINANCE - BUDGET INFORMATION

FINANCE	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE				
GENERAL RATES	8,586,121	8,800,774	9,020,793	9,246,313
INTEREST AND SUNDRY INCOME	881,253	742,267	728,046	610,270
RECOVERIES	44,450	45,873	46,882	47,913
REVENUE SHARING (FAG) GRANT	3,335,783	3,435,856	3,538,932	3,645,100
BORROWING PROCEEDS	0	0	0	0
TOTAL OPERATING REVENUE	12,847,608	13,024,770	13,334,653	13,549,597
OPERATING EXPENDITURE				
EMPLOYMENT	733,063	755,066	773,925	793,256
VALUATION & AUDITOR FEES	125,541	129,558	132,408	135,321
BORROWING COSTS	1,467,847	1,492,802	1,518,187	1,544,010
OTHER/INTEREST COSTS	206,417	182,665	158,133	133,183
TOTAL OPERATING COSTS	2,532,867	2,560,090	2,582,654	2,605,770
NET COST OF ACTIVITY	10,314,740	10,464,680	10,751,999	10,943,826

STATE HIGHWAYS - BUDGET INFORMATION

STATE HIGHWAYS	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE				
WORKS ORDERS*	3,376,526	3,477,822	3,582,156	3,689,621
MAINTENANCE	1,064,755	1,096,698	1,129,599	1,163,487
TOTAL OPERATING REVENUE	4,441,281	4,574,520	4,711,755	4,853,108
OPERATING EXPENDITURE				
MAINTENANCE SUMMERLAND WAY	649,501	668,986	689,055	709,727
MAINTENANCE BRUXNER HIGHWAY	415,255	427,712	440,544	453,760
WORKS ORDERS*	3,376,526	3,477,822	3,582,156	3,689,621
TOTAL OPERATING COSTS	4,441,281	4,574,520	4,711,755	4,853,108
OPERATING RESULT	0	0	0	0
CAPITAL EXPENDITURE				
RESERVE TRANSFERS#	0	0	0	0
TOTAL CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	0	0	0	0

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

Transferred to Regional Roads

REGIONAL ROADS - BUDGET INFORMATION

REGIONAL ROADS	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE				
BLOCK GRANT	1,105,000	1,138,150	1,172,295	1,207,463
ROADS TO RECOVERY GRANT	0	0	0	0
TOTAL OPERATING REVENUE	1,105,000	1,138,150	1,172,295	1,207,463
OPERATING COSTS				
MR 141 - KYOGLE ROAD	228,946	236,111	241,554	247,124
MR 150 - CLARENCE WAY	70,690	72,892	74,589	76,327
MR 361 - CLARENCE WAY	353,505	364,574	372,970	381,561
MR 544 - BENTLEY ROAD	91,701	94,596	96,738	98,929
MR 622 - MT LINDESAY HIGHWAY	51,616	53,244	54,452	55,688
TOTAL OPERATING COSTS	796,459	821,417	840,305	859,628
OPERATING RESULT	308,541	316,733	331,990	347,835
NON-CURRENT REVENUE				
REPAIR PROGRAMME	198,308	204,257	210,385	216,696
BLACK SPOT FUNDING	126,159	129,944	133,842	137,858
TRANSFER FROM TRANSPORT RESERVE*	0	0	0	0
BETTERMENT PROGRAM	4,900,000	0	0	0
CONTRIBUTIONS	10,816	11,103	11,397	11,699
FIXING COUNTRY ROADS	0	0	0	0
REMOTE ROADS PROGRAM	13,351,232	1,100,000	0	0
TOTAL NON-CURRENT REVENUE	18,586,515	1,445,304	355,624	366,253
CAPITAL EXPENDITURE				
MR 141 - KYOGLE ROAD	232,189	697,285	713,046	729,538
MR 150 - CLARENCE WAY	23,585	70,829	72,444	74,134
MR 361 - CLARENCE WAY	20,571,657	629,725	643,881	658,355
MR 544 - BENTLEY ROAD	107,738	323,553	330,789	338,368
MR 622 - MT LINDESAY HIGHWAY	35,013	105,148	107,518	109,999
BRIDGES	150,000	1,100,000	0	0
TOTAL CAPITAL EXPENDITURE	21,120,183	2,926,539	1,867,678	1,910,394
NET COST OF ACTIVITY	(2,225,126)	(1,164,502)	(1,180,064)	(1,196,306)

*Transfer from State Highways budget

URBAN LOCAL ROADS - BUDGET INFORMATION

URBAN LOCAL ROADS	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	69,972	72,071	74,233	76,460
STREET LIGHTING SUBSIDY	35,000	35,000	35,000	35,000
TOTAL OPERATING REVENUE	104,972	107,071	109,233	111,460
OPERATING EXPENDITURE				
STREET LIGHTING	98,600	101,595	103,720	105,892
KYOGLA STREETS	341,792	352,384	360,670	369,153
BONALBO STREETS	47,852	49,335	50,495	51,683
WOODENBONG STREETS	41,014	42,285	43,280	44,298
MALLANGANEE STREETS	15,588	16,068	16,450	16,841
WIANGAREE STREETS	7,124	7,347	7,516	7,689
TABULAM STREETS	16,554	17,067	17,469	17,880
OLD BONALBO STREETS	6,838	7,050	7,216	7,385
OLD GREVILLIA STREETS	1,370	1,412	1,446	1,480
TOTAL OPERATING EXPENDITURE	576,733	594,544	608,262	622,300
OPERATING RESULT	(471,761)	(487,473)	(499,028)	(510,840)
NON-CURRENT REVENUE				
CONTRIBUTIONS	5,408	5,551	5,699	5,850
OTHER GRANTS	464,579	1,000,000	1,000,000	0
TOTAL NON-CURRENT REVENUE	469,987	1,005,551	1,005,699	5,850
CAPITAL EXPENDITURE				
FOOTPATHS & FURNITURE	209,705	214,269	80,938	82,767
RENEWALS KYOGLE	285,512	294,530	301,193	308,007
RENEWALS BONALBO	60,756	62,668	64,096	65,556
RENEWALS WOODENBONG	60,424	62,326	63,745	65,197
RENEWALS VILLAGES	60,671	62,581	64,006	65,463
KERB & GUTTER CONSTRUCTION	84,756	87,429	89,413	91,441
TOURISM SIGNAGE ALL VILLAGES	0	0	0	0
INITIAL SEALS	929,158	2,000,000	2,000,000	0
TOTAL CAPITAL EXPENDITURE	1,690,981	2,783,804	2,663,391	678,432
NET COST OF ACTIVITY	(1,692,755)	(2,265,726)	(2,156,721)	(1,183,422)

RURAL LOCAL ROADS - BUDGET INFORMATION

RURAL LOCAL ROADS	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	1,850,935	1,906,463	1,963,657	2,022,567
HEAVY HAULAGE CONTRIBUTIONS	8,589	8,817	9,050	9,290
ROADS TO RECOVERY GRANT	855,108	859,384	863,680	867,999
TOTAL OPERATING REVENUE	2,714,632	2,774,663	2,836,388	2,899,856
OPERATING EXPENDITURE				
SEALED ROADS MAINTENANCE	585,152	603,438	617,391	631,669
UNSEALED ROADS MAINTENANCE	1,604,175	1,654,422	1,692,498	1,731,454
OTHER	49,241	50,497	51,388	52,298
TOTAL OPERATING EXPENDITURE	2,238,568	2,308,356	2,361,278	2,415,422
OPERATING RESULT	476,064	466,307	475,110	484,434
NON-CURRENT REVENUE				
BLACKSPOT FUNDING	195,716	201,588	207,636	213,865
CONTRIBUTIONS	10,816	11,103	11,397	11,699
FLOOD DAMAGE	0	0	0	0
RESERVE TRANSFER*	1,400,000	1,600,000	2,200,000	1,800,000
RESERVE TRANSER*	470,000	1,000,000	580,000	50,000
FIXING COUNTRY ROADS	195,716	201,587	207,635	213,864
PRIVATE CONTRIBUTIONS	0	0	0	0
NATIONAL STRONGER REGIONS FUND	0	0	0	0
TOTAL NON-CURRENT INCOME	2,272,249	3,014,278	3,206,668	2,289,428
CAPITAL EXPENDITURE				
RESEALS	548,423	565,868	578,479	591,372
REHABILITATION	2,437,599	3,325,431	3,403,733	2,740,477
DRAINAGE RENEWALS	84,577	87,230	89,232	91,280
GUARDRAIL RENEWALS	23,554	24,302	24,845	25,399
SELF HELP 50/50	0	0	0	0
FLOOD DAMAGE	0	0	0	0
SECTION 94 ROADWORKS	10,816	11,103	11,397	11,699
BLACK SPOTS & INITIAL SEALS	695,716	701,588	207,636	213,865
TOTAL CAPITAL EXPENDITURE	3,800,685	4,715,522	4,315,322	3,674,092
NET COST OF ACTIVITY	(1,052,373)	(1,234,937)	(633,544)	(900,230)

* Transfer from plant budget

*Transfer from quarry budget

BRIDGES - BUDGET INFORMATION

BRIDGES	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	0	0	0	0
ROADS TO RECOVERY GRANT	0	0	0	0
TOTAL OPERATING REVENUE	0	0	0	0
OPERATING EXPENDITURE				
MAINTENANCE	130,000	133,900	137,917	142,055
TOTAL OPERATING EXPENDITURE	130,000	133,900	137,917	142,055
OPERATING RESULT	(130,000)	(133,900)	(137,917)	(142,055)
NON-CURRENT INCOME				
FEDERAL TIMBER BRIDGE PROGRAM	0	0	626,690	640,477
TRANSFER FROM RESERVE	0	0	0	0
CONTRIBUTIONS	2,154	2,208	2,263	2,319
FIXING COUNTRY BRIDGES	2,400,000	8,300,000	0	0
FLOOD DAMAGE GRANT	0	0	0	0
TOTAL NON-CURRENT INCOME	2,402,154	8,302,208	628,953	642,797
CAPITAL EXPENDITURE				
CONSTRUCTION	2,400,000	8,300,000	1,217,088	1,244,625
TOTAL CAPITAL EXPENDITURE	2,400,000	8,300,000	1,217,088	1,244,625
NET COST OF ACTIVITY	(127,846)	(131,692)	(726,052)	(743,883)

INFRASTRUCUTRE – WORKS ADMINISTRATION - BUDGET INFORMATION

ENGINEERING ADMINISTRATION	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE				
CONTRIBUTIONS TO WORKS	6,693	6,894	7,101	7,314
PRIVATE WORKS	63,855	65,864	67,399	68,970
SUNDRY INCOME	779	802	826	851
TOTAL OPERATING REVENUE	71,327	73,560	75,326	77,135
OPERATING EXPENDITURE				
ROAD SURVEY, DESIGN, FEASIBILITY	16,555	17,085	17,460	17,845
EMPLOYMENT	1,691,252	1,154,877	1,183,608	1,213,053
PRIVATE WORKS	57,627	59,448	60,791	62,163
TOOLS, CLOTHING, SIGNAGE, OTHER ADMIN	194,463	97,486	99,631	101,823
RECOVERIES	(2,710,893)	(2,376,610)	(2,438,586)	(2,498,996)
TOTAL OPERATING COSTS	(750,996)	(1,047,714)	(1,077,096)	(1,104,112)
NET COST OF ACTIVITY	822,324	1,121,274	1,152,422	1,181,246

QUARRIES - BUDGET INFORMATION

QUARRIES	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE				
INCOME	2,203,845	2,210,110	2,216,564	300,416
TOTAL OPERATING REVENUE	2,203,845	2,210,110	2,216,564	300,416
OPERATING COSTS				
QUARRY WORKING EXPENSES	1,671,492	1,676,212	1,679,918	218,866
TOTAL OPERATING COSTS	1,671,492	1,676,212	1,679,918	218,866
OPERATING RESULT	532,353	533,899	536,646	81,551
CAPITAL EXPENDITURE				
QUARRY DEVELOPMENT	0	0	0	0
QUARRY REHABILITATION	34,860	35,963	36,773	37,602
RESERVE TRANSFERS*	470,000	1,000,000	580,000	50,000
TOTAL CAPITAL EXPENDITURE	504,860	1,035,963	616,773	87,602
NET COST OF ACTIVITY	27,493	(502,065)	(80,128)	(6,051)

*Transfer to rural local roads budget

PLANT AND DEPOTS - BUDGET INFORMATION

PLANT AND DEPOTS	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE				
INCOME	6,603,450	5,545,450	5,251,228	5,142,066
PLANT SALES	542,500	600,000	491,000	584,000
OTHER	40,250	41,458	42,701	43,982
TOTAL OPERATING REVENUE	7,186,200	6,186,908	5,784,929	5,770,049
OPERATING EXPENDITURE				
PLANT MAINTENANCE	3,765,155	2,805,412	1,883,246	1,926,034
KYOGLE DEPOTS	124,753	128,712	131,596	134,544
BONALBO DEPOT	20,364	21,008	21,483	21,969
WOODENBONG DEPOT	13,114	13,528	13,835	14,148
GOODINGS DEPOT	6,722	6,937	7,089	7,245
STORES	99,684	317	324	331
TOTAL OPERATING COSTS	4,029,792	2,975,913	2,057,572	2,104,271
OPERATING RESULT	3,156,408	3,210,994	3,727,357	3,665,777
CAPITAL EXPENDITURE				
PLANT PURCHASES	2,040,000	1,482,500	1,466,000	1,789,000
TRANSFER TO GENERAL FUND*	1,400,000	1,600,000	2,200,000	1,800,000
DEPOT RENEWALS	61,902	63,878	65,291	66,735
TOTAL CAPITAL EXPENDITURE	3,501,902	3,146,378	3,731,291	3,655,735
NET COST OF ACTIVITY	(345,494)	64,616	(3,934)	10,042

*Transfer to rural local roads budget

DOMESTIC WASTE MANAGEMENT - BUDGET INFORMATION

DOMESTIC WASTE MANAGEMENT	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE				
ANNUAL CHARGES (NET)	1,363,556	1,390,827	1,418,644	1,605,732
OPERATING EXPENDITURE				
ADMINISTRATION	130,194	134,360	137,316	140,337
CONTRACTORS	513,409	529,838	541,495	711,417
LANDFILL COSTS*	575,262	597,793	611,231	713,598
TOTAL OPERATING EXPENDITURE	1,218,865	1,261,991	1,290,042	1,565,352
NET COST OF ACTIVITY	144,691	128,836	128,602	40,380

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

OTHER WASTE MANAGEMENT - BUDGET INFORMATION

OTHER WASTE MANAGEMENT	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE				
ANNUAL CHARGES (NET)	545,970	558,525	571,368	648,116
GATE FEES	436,419	446,456	456,725	467,229
HIRE AND HAULAGE FEES	2,706	2,787	2,870	2,956
RECYCLING INCOME	89,929	79,237	81,614	84,062
EPA GRANT INCOME	0	0	0	0
DOMESTIC WASTE SHARE OF COSTS*	575,262	597,793	611,231	713,598
TOTAL OPERATING REVENUE	1,650,285	1,684,798	1,723,809	1,915,963
OPERATING EXPENDITURE				
EPA LEVY/LICENSES	145,120	148,499	151,910	376,963
LANDFILL COSTS	1,131,126	1,166,848	1,193,369	1,220,501
TRANSFER STATION COSTS	240,760	248,222	254,057	260,030
NORTH EAST WASTE FORUM	12,187	12,577	12,853	13,136
INTEREST EXPENSE	1,247	0	0	0
TOTAL OPERATING COSTS	1,530,439	1,576,145	1,612,190	1,870,630
OPERATING RESULT	119,846	108,653	111,619	45,332
NON-CURRENT INCOME				
CAPITAL GRANT INCOME	0	0	0	0
LOAN PROCEEDS	0	0	0	0
TOTAL NON-CURRENT INCOME	0	0	0	0
CAPITAL EXPENDITURE				
LOAN REPAYMENTS	36,442	0	0	0
IMPROVEMENTS	100,000	50,000	0	0
NEW CELLS CONSTRUCTION	83,000	0	0	0
REHABILITATION WORKS	241,842	53,478	54,690	55,930
TOTAL CAPITAL EXPENDITURE	461,284	103,478	54,690	55,930
NET COST OF ACTIVITY	(341,438)	5,174	56,928	(10,598)

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

STORMWATER - BUDGET INFORMATION

STORMWATER	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE				
INCOME	212,491	217,803	223,248	228,830
FLOOD DAMAGE GRANT	0	0	0	0
TOTAL OPERATING REVENUE	212,491	217,803	223,248	228,830
OPERATING EXPENDITURE				
MAINTENANCE	50,043	51,604	52,802	54,028
FLOODS DAMAGE RESTORATION	0	0	0	0
TOTAL OPERATING COSTS	50,043	51,604	52,802	54,028
OPERATING RESULT	162,448	166,200	170,447	174,802
NON-CURRENT INCOME				
DEVELOPER CONTRIBUTIONS	1,622	1,665	1,710	1,755
GRANTS	0	200,000	200,000	200,000
TOTAL NON-CURRENT INCOME	1,622	201,665	201,710	201,755
CAPITAL EXPENDITURE				
STORMWATER WORKS	210,022	365,007	373,054	223,110
FLOOD MEASURES	0	250,000	250,000	250,000
TOTAL CAPITAL EXPENDITURE	210,022	615,007	623,054	473,110
NET COST OF ACTIVITY	(45,952)	(247,142)	(250,897)	(96,553)

WATER SUPPLIES - BUDGET INFORMATION

WATER SUPPLIES	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE				
RATES & USER CHARGES	2,075,325	2,137,585	2,276,712	2,345,014
LIRS SUBSIDY	5,350	0	0	0
TOTAL OPERATING REVENUE	2,080,675	2,137,585	2,276,712	2,345,014
OPERATING EXPENDITURE				
MANAGEMENT	357,838	369,289	385,485	393,966
MAINS	173,965	179,386	207,672	212,499
RESERVOIRS	29,013	29,921	34,670	35,469
RAW WATER	246,981	254,700	295,053	301,872
TREATMENT	533,079	549,832	621,358	635,570
INTEREST	9,842	2,208	1,717	1,208
TOTAL OPERATING EXPENDITURE	1,350,718	1,385,336	1,545,956	1,580,584
OPERATING RESULT	729,957	752,249	730,757	764,429
NON-CURRENT INCOME				
DEVELOPER CONTRIBUTIONS	2,776	2,849	2,925	3,002
LOAN PROCEEDS	0	0	0	0
GRANT INCOME	0	1,846,500	0	0
TOTAL NON-CURRENT INCOME	2,776	1,849,349	2,925	3,002
CAPITAL EXPENDITURE				
UNSUBSIDISED WORKS/REPLACEMENTS	237,500	457,365	467,852	478,579
LOAN PAYMENTS	255,036	17,866	18,357	18,866
SUBSIDISED WORKS	0	2,462,000	0	0
TOTAL CAPITAL EXPENDITURE	492,536	2,937,231	486,209	497,445
NET COST OF ACTIVITY	240,196	(335,633)	247,473	269,986

SEWERAGE SERVICES BUDGET INFORMATION

SEWERAGE SERVICES	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE				
RATES & USER CHARGES	2,021,127	2,274,890	2,331,762	2,390,056
OTHER	8,350	8,601	8,859	9,125
TOTAL OPERATING REVENUE	2,029,477	2,283,490	2,340,621	2,399,180
OPERATING EXPENDITURE				
MANAGEMENT	315,363	455,637	356,709	364,557
MAINS	96,320	139,163	142,400	145,713
PUMPING STATIONS	170,102	245,763	251,525	257,423
TREATMENT	545,520	788,167	806,517	825,295
INTEREST	51,315	203,114	350,945	344,507
TOTAL OPERATING EXPENDITURE	1,178,620	1,831,844	1,908,096	1,937,495
OPERATING RESULT	850,857	451,646	432,524	461,685
NON-CURRENT REVENUE				
DEVELOPER CONTRIBUTIONS	2,704	2,776	2,849	2,925
LOAN PROCEEDS	0	5,000,000	0	0
GRANTS	600,000	9,000,000	9,750,000	0
TOTAL NON-CURRENT INCOME	602,704	14,002,776	9,752,849	2,925
CAPITAL EXPENDITURE				
EXTENSIONS AND UPGRADES	800,000	12,000,000	13,000,000	0
UNSUBSIDISED WORKS/REPLACEMENTS	242,000	242,000	310,000	316,970
LOAN REPAYMENTS	31,922	65,019	102,082	108,519
TOTAL CAPITAL EXPENDITURE	1,073,922	12,307,019	13,412,082	425,489
NET COST OF ACTIVITY	379,639	2,147,403	(3,226,708)	39,121

ENVIRONMENTAL HEALTH - BUDGET INFORMATION

ENVIRONMENTAL HEALTH	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE				
LICENCES & INSPECTIONS	41,913	43,170	44,465	45,799
ON SITE MANAGEMENT FEES	150,421	154,934	159,582	164,369
GRANTS	0	0	0	0
ABANDONED VEHICLES	840	867	886	905
TOTAL OPERATING REVENUE	193,173	198,970	204,932	211,073
OPERATING EXPENDITURE				
EMPLOYMENT	476,310	490,599	502,864	525,436
NOXIOUS WEEDS (ROUS)	138,489	142,920	146,064	149,278
ON SITE MANAGEMENT SYSTEMS	120,199	124,046	126,775	129,564
PROJECTS AND INITIATIVES	201,555	62,036	55,416	58,917
RECOVERIES	(149,997)	(154,797)	(158,202)	(161,682)
TOTAL OPERATING EXPENDITURE	786,556	664,805	672,917	701,512
CAPITAL EXPENDITURE				
CAPITAL PROJECTS	0	0	0	0
TOTAL CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	(593,383)	(465,835)	(467,985)	(490,439)

TOWN PLANNING - BUDGET INFORMATION

TOWN PLANNING	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE				
FEES & CHARGES	182,801	187,985	193,324	198,824
TOTAL OPERATING REVENUE	182,801	187,985	193,324	198,824
OPERATING EXPENDITURE				
EMPLOYMENT	701,654	655,776	672,058	688,744
LEGALS & CONSULTANTS	55,000	55,480	55,821	56,169
OTHER	53,176	54,878	56,085	57,319
RECOVERIES	(147,582)	(152,304)	(155,655)	(159,079)
TOTAL OPERATING EXPENDITURE	662,249	613,830	628,309	643,153
NET COST OF ACTIVITY	(479,448)	(425,846)	(434,985)	(444,329)

BUILDING CONTROL - BUDGET INFORMATION

BUILDING CONTROL	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE	61,406	63,248	65,145	67,100
OPERATING EXPENDITURE				
BUILDING INSPECTIONS	94,731	97,762	99,913	102,111
TOTAL OPERATING EXPENDITURE	94,731	97,762	99,913	102,111
NET COST OF ACTIVITY	(33,325)	(34,514)	(34,767)	(35,011)

REGULATORY CONTROL - BUDGET INFORMATION

REGULATORY CONTROL	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE	20,277	20,678	21,091	21,517
OPERATING EXPENDITURE	237,164	244,535	250,252	256,104
CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	(216,888)	(223,857)	(229,161)	(234,587)

EMERGENCY SERVICES - BUDGET INFORMATION

EMERGENCY SERVICES	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING EXPENDITURE				
RATES & CHARGES	13,922	14,368	14,684	15,007
RFS CONTRIBUTIONS	453,571	468,085	478,383	488,908
TOWN BRIGADE CONTRIBUTION	17,158	17,727	18,035	18,347
SES CONTRIBUTION	38,090	39,309	40,174	41,057
TOTAL OPERATING EXPENDITURE	522,741	539,489	551,276	563,319
CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	(522,741)	(539,489)	(551,276)	(563,319)

COMMUNITY SERVICES BUDGET INFORMATION

STRATEGIC, COMMUNITY & CULTURAL SERVICES	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE				
ART GALLERY	6,111	6,294	6,483	6,677
COMMUNITY SERVICES	1,425	1,425	1,425	1,425
VISITOR INFORMATION CENTRE	8,829	9,094	9,367	9,648
GOVERNMENT GRANTS	0	0	0	0
TOTAL OPERATING REVENUE	16,365	16,813	17,275	17,750
OPERATING COSTS				
COMMUNITY DONATIONS	126,063	130,097	132,959	135,884
ART GALLERY EMPLOYMENT COSTS	93,083	95,875	98,272	100,729
ART GALLERY OTHER	56,578	58,389	59,674	60,986
COMMUNITY SERVICES	89,488	92,261	94,228	96,238
AGED CARE	0	0	0	0
STRATEGIC EMPLOYMENT	279,622	288,011	295,211	302,591
STRATEGIC OTHER	181,485	187,293	191,413	195,624
KRLFC GROUND IMPROVEMENTS	0	0	0	0
TOTAL OPERATING COSTS	826,320	851,925	871,756	892,053
NET COST OF ACTIVITY	(809,955)	(835,112)	(854,482)	(874,303)

PRE SCHOOLS - BUDGET INFORMATION

PRE SCHOOLS	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING EXPENDITURE				
PRE SCHOOLS	75,231	77,639	79,347	81,093
TOTAL OPERATING EXPENDITURE	75,231	77,639	79,347	81,093
NET COST OF ACTIVITY	(75,231)	(77,639)	(79,347)	(81,093)

PUBLIC CEMETERIES BUDGET INFORMATION

PUBLIC CEMETERIES	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE	119,180	122,755	126,438	130,231
OPERATING EXPENDITURE				
KYOGLÉ CEMETERY	89,329	92,108	94,257	96,456
KYOGLÉ LAWN CEMETERY	64,682	66,691	68,252	69,849
CEMETERIES ON CROWN RESERVES	1,331	1,372	1,405	1,438
OTHER CEMETERIES	21,298	21,960	22,473	22,998
TOTAL OPERATING EXPENDITURE	176,640	182,133	186,387	190,742
CAPITAL EXPENDITURE				
IMPROVEMENTS/RENEWALS	91,098	11,452	11,705	11,963
NET COST OF ACTIVITY	(148,558)	(70,830)	(71,654)	(72,474)

PUBLIC LIBRARY - BUDGET INFORMATION

PUBLIC LIBRARY	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE	100,048	103,050	106,141	109,325
OPERATING COSTS				
REGIONAL LIBRARY CONTRIBUTIONS	525,736	542,560	554,496	566,695
KYOGLÉ LIBRARY EXPENSES,	83,143	85,804	87,691	89,621
TOTAL OPERATING COSTS	608,879	628,363	642,187	656,315
NET COST OF ACTIVITY	(508,831)	(525,314)	(536,046)	(546,990)

COMMUNITY BUILDINGS - BUDGET INFORMATION

COMMUNITY BUILDINGS	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE				
RENTAL INCOME	699,310	721,286	738,810	756,768
TOTAL OPERATING REVENUE	699,310	721,286	738,810	756,768
OPERATING EXPENDITURE				
COUNCIL CHAMBERS	127,250	131,232	134,259	137,357
KMI HALL	97,277	100,287	102,653	105,074
GROVE HOUSE	9,271	9,562	9,781	10,004
OTHER COMMUNITY BUILDINGS	259,921	267,871	274,332	280,950
KYOGLÉ COMMUNITY CENTRE	9,806	10,112	10,346	10,586
BUILDINGS ON CROWN RESERVES	148,797	153,536	156,949	160,437
TOTAL OPERATING COSTS	652,323	672,600	688,319	704,407
OPERATING RESULT	46,987	48,686	50,490	52,361
NON-CURRENT REVENUE				
DEVELOPER CONTRIBUTIONS	216	222	228	234
GRANTS	0	200,000	0	0
TOTAL NON-CURRENT INCOME	216	200,222	228	234
CAPITAL EXPENDITURE				
BUILDING IMPROVEMENTS	0	400,000	0	0
BUILDING RENEWALS	276,584	285,320	291,774	298,375
TOTAL CAPITAL EXPENDITURE	276,584	685,320	291,774	298,375
NET COST OF ACTIVITY	(229,380)	(436,412)	(241,056)	(245,780)

SWIMMING POOLS - BUDGET INFORMATION

SWIMMING POOLS	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE	172,237	177,404	182,726	188,208
OPERATING EXPENDITURE				
KYOGLE	455,356	469,292	480,599	492,180
BONALBO	119,736	123,398	126,375	129,424
WOODENBONG	128,998	132,939	136,152	139,444
TOTAL OPERATING COSTS	704,090	725,628	743,126	761,048
OPERATING RESULT	(531,853)	(548,224)	(560,400)	(572,840)
CAPITAL INCOME				
GRANTS	0	0	0	0
TOTAL CAPITAL INCOME	0	0	0	0
CAPITAL EXPENDITURE				
RENEWALS	133,292	137,512	140,608	143,774
IMPROVEMENTS	0	0	0	0
TOTAL CAPITAL EXPENDITURE	133,292	137,512	140,608	143,774
NET COST OF ACTIVITY	(665,146)	(685,736)	(701,008)	(716,614)

PARKS AND GARDENS - BUDGET INFORMATION

PARKS AND GARDENS	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING REVENUE	0	0	0	0
OPERATING EXPENDITURE				
KYOGLE	354,209	462,064	568,261	581,205
VILLAGES	98,715	101,785	104,162	106,595
VILLAGE MAINTENANCE	38,657	39,894	40,771	41,668
PUBLIC TOILETS	34,586	35,668	36,491	37,333
PARKS ON CROWN RESERVES	146,968	151,526	155,083	158,724
TOWN ENTRANCES	42,841	44,162	45,211	46,285
TOTAL OPERATING COSTS	715,976	835,099	949,980	971,811
OPERATING RESULT	(715,976)	(835,099)	(949,980)	(971,811)
CAPITAL INCOME				
DEVELOPER CONTRIBUTIONS	5,409	5,552	5,699	5,850
GRANTS	750,000	942,694	0	0
TOTAL CAPITAL INCOME	755,409	948,246	5,699	5,850
CAPITAL EXPENDITURE				
IMPROVEMENTS	1,000,000	1,256,925	0	0
RENEWALS	220,613	227,581	232,730	237,996
TOTAL CAPITAL EXPENDITURE	1,220,613	1,484,506	232,730	237,996
NET COST OF ACTIVITY	(1,181,181)	(1,371,360)	(1,177,011)	(1,203,956)

CROWN RESERVES - BUDGET INFORMATION

CROWN RESERVES	2024/2025	2025/2026	2026/2027	2027/2028
OPERATING INCOME	0	0	0	0
OPERATING EXPENDITURE	10,706	11,045	11,293	11,546
NET COST OF ACTIVITY	(10,706)	(11,045)	(11,293)	(11,546)

Performance Reporting Metrics

Performance Reporting Metrics

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
GENERAL MANAGER'S OFFICE			
HUMAN RESOURCES	<p>Establish capability for a productive, sustainable and inclusive workforce.</p> <p>Promote and adhere to EEO principles to attract and retain the best possible staff.</p> <p>Create and nurture a safe working environment with learning and development opportunities for staff.</p> <p>Be widely known as a respected and reputable employer with high levels of staff satisfaction</p>	<ul style="list-style-type: none"> -Total staff exits during the period -Total staff with excess leave entitlements above 8 weeks -Total excess leave above 8 weeks per employee -Total number of incidents, accidents and near misses reported during the period -Total working days lost due to injury for the period -Total spend on staff training and development -Total number of staff undertaking non-mandatory training or development 	
COMMUNICATION and CONSULTATION	<p>Kyogle Council is to be efficient and effective in its operations, actively listening to the community and anticipating and responding to community needs.</p>	<ul style="list-style-type: none"> -Community newsletter editions published and distributed. -Number of social media communications -Total number of hits and shares on social media -Number of updates to Councils website. -Total number of calls for public submissions and total submissions received 	
FINANCE	<p>Council is on time and on budget with all community and statutory obligations.</p> <p>The sustainable management of roads bridges and other infrastructure.</p>	<ul style="list-style-type: none"> -Monthly Finance reports and quarterly budget reviews presented to Council. -Annual finance requirements, including, Audit and Annual Report met and on time. -Timely annual budget preparation and community display. -Adherence to financial sustainability targets 	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
GOVERNANCE	Set the example in Local Government through efficient and effective management practices and provide an environment that fosters trust and encourages and rewards excellence in performance	<ul style="list-style-type: none"> -Number of GIPA requests received and percentage of responses meeting required timeframes -Policies reviewed and updated within statutory requirements. -All external reporting delivered on time. -All appropriate consultation undertaken. -Councillor induction training delivered. -Council meetings held align with statutory requirements. 	
CUSTOMER SERVICES	Best practice customer services with an emphasis on friendly, helpful and timely assistance.	<ul style="list-style-type: none"> -Total correspondence received -Complaints to the Public Officer reported. -Number of compliments received 	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
PLANNING AND ENVIRONMENTAL SERVICES			
COMMUNITY SERVICES	Council to enhance and utilise suitable forum/s for broader community engagement to promote the creation of partnerships with groups across the council area and the region, including community groups, service providers, industry, agriculture, commerce, tourism, recreation and cultural groups.	<ul style="list-style-type: none"> -Number of forums involving community and Council representation and attendance at meetings. -Number of partnership based projects -Number of projects with commitments for external partner contributions -Number of formal community based partnerships 	
	Provide for a disability inclusive community	-Number of projects incorporating disability inclusion elements	
	Positive recognition of the area's strong Aboriginal culture and heritage	<ul style="list-style-type: none"> -Ongoing support by Council of the Reconciliation Committee -Annual support of NAIDOC week by Council 	
ECONOMIC DEVELOPMENT	Promotion of Kyogle as a place of choice for lifestyle and economic opportunity	<ul style="list-style-type: none"> -Increased value of development applications approved, based on Council DA records -Annual increase in number of businesses, based on ABS and Department of Regional Development statistics 	
	Promote and nurture tourism opportunities and attractions for the local government area	<ul style="list-style-type: none"> -Involvement in marketing and advertising of the area and the range of the marketing reach -Numbers of visitors recorded at Visitor Information Centre and during specific events 	
	Council to actively lobby and work with State and Federal Governments and local industry to realise improvements in local and regional transport and telecommunications systems that provide connectivity and reliability of services between the villages, the rural areas and across the region.	<ul style="list-style-type: none"> -Additional mobile phone towers funded, constructed and operational through programs such as Federal Mobile Black Spot Project -Preparation of business cases to support funding applications for transport infrastructure projects 	

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

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

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
	Nuisance animals are managed in accordance with legislative requirement, including stray cattle	<ul style="list-style-type: none"> -Number of reports regarding nuisance animals received -Number of notices regarding nuisance animals issued -Number of incidences involving repeat offenders recorded. 	
	Abandoned vehicles are managed to maintain public safety and prevent pollution	<ul style="list-style-type: none"> -Number of abandoned vehicles reported -Number of abandoned vehicles impounded -Costs to Council of impounding vehicles and percentage of costs recovered. 	
ARTS AND CULTURE	Local arts and culture recognised as a cornerstone of Kyogle communities	<ul style="list-style-type: none"> -Number of separate exhibitions per annum and attendance numbers at each exhibition. -Attendance at meetings, including Arts Northern Rivers -Visitor numbers and gallery sales 	
LIBRARY SERVICES	Equitable access to information sources	-Provision of library services in accordance with Richmond-Upper Clarence Regional Library Agreement	
PLANNING SERVICES	Ensure Council's planning framework encourages economic growth, population growth and social development whilst ensuring sustainable environmental outcomes.	-Implementation of actions identified in the Local Strategic Planning Statement.	
	Industry and the community has ready access to professional advice regarding development processes and requirements	<ul style="list-style-type: none"> -Number of requests for pre-lodgement advice serviced by Planning Services team. -Number of requests for further information issued. -Availability of written guidance for the development industry and community regarding development processes and requirements. -Number of 'Meet a Planner' and industry information sessions held and number of attendees. 	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
	Council's development assessment processes are efficient and focused on achieving good planning outcomes for our community.	<ul style="list-style-type: none"> -Number of development applications received and approved by Council -Number of requests for further information issued -Percentage of applications processed within recommended statutory timeframes -Average timeframe for processing development applications. 	
	Developer contribution requirements for infrastructure and services support and encourage new development	<ul style="list-style-type: none"> -Number of development applications received and approved by Council -Amount of developer contributions collected by Council -Annual value of approved development. 	
	Land uses throughout the local government area are consistent with planning approvals requirements under the <i>Environmental Planning and Assessment Act 1979</i>	<ul style="list-style-type: none"> -Number of incidences of unlawful development reported or detected -Number of notices issued. 	
	Improved awareness of Exempt and Complying Development provisions and development approval requirements	<ul style="list-style-type: none"> -Number of articles promoting Exempt and Complying Development provisions -Number of complying development applications received and approved. 	
BUILDING SERVICES	Buildings are approved in accordance with requirements under the <i>Environmental Planning and Assessment Act 1979</i> and constructed in accordance with building codes.	<ul style="list-style-type: none"> -Number of development applications received by Council. -Number of Construction Certificates issued. -Number of Occupation Certificates issued. 	
	Unlawful building works are appropriately regulated to ensure community safety.	<ul style="list-style-type: none"> -Number of incidents of illegal building works reported or detected -Number of notices issued -Number of section 149D applications received. 	
	Private pools and spas comply with legislative requirements regarding pool safety.	<ul style="list-style-type: none"> -Number of pools and spas inspected -Percentage of pools and spas which pass inspection -Number of notices issued. 	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
	<p>Industry and the community have ready access to Council professional advice regarding building processes and requirements.</p>	<ul style="list-style-type: none"> -Number of requests for pre-lodgement advice serviced by Building Services team. -Number of requests for further information issued. -Availability of written guidance for the development industry and community regarding building approval processes and requirements. -Number of 'Meet a Certifier' and industry information sessions held and number of attendees. 	

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

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

Long Term Financial Plan (LTFP) Summary

LONG TERM FINANCIAL PLAN											
ASSUMPTIONS											
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Sundry Expenses Indexation	2.00%	4.00%	3.20%	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%
General Rates Indexation	4.10%	4.70%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Bank Interest	3.90%	3.90%	3.60%	3.60%	3.60%	3.40%	3.40%	3.40%	3.40%	3.40%	3.40%
Employee Costs Indexation	5.00%	3.50%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Councillors Superannuation	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	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	\$364,183	\$5,256,690	\$5,414,391	\$5,576,822	\$5,744,127	\$5,916,451	\$6,093,944	\$6,276,763	\$6,465,066	\$6,659,018	\$6,858,788
Domestic Waste Charges Indexation	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%	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%
Waste Gate Charges Indexation	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	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 per	4.10%	4.70%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Water Charges Indexation	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	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)	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	\$1,105,000	\$1,105,000	\$1,138,150	\$1,172,295	\$1,207,463	\$1,243,687	\$1,280,998	\$1,319,428	\$1,359,011	\$1,399,781	\$1,441,774
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%
Projected RRRP Income	\$192,532	\$198,308	\$204,257	\$210,385	\$216,696	\$223,197	\$229,893	\$236,790	\$243,894	\$251,211	\$258,747
Roads to Recovery Indexation (Federal)	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	\$777,824	\$855,108	\$859,384	\$863,680	\$867,999	\$872,339	\$876,701	\$881,084	\$885,489	\$889,917	\$894,367
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%
Projected Timber Bridges Income	\$0	\$150,000	\$1,100,000	\$626,690	\$640,477	\$654,568	\$668,968	\$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%
Projected Black Spot Income	\$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%
Projected FCR Income	\$4,759,482	\$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%
Projected NSRF Income	\$0	\$1,614,912	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation Indexation	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Developer Contributions Indexation	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%
RMS RMCC Works Income Indexation	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

LONG TERM FINANCIAL PLAN

INCOME STATEMENT

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Operating Budget											
Operating Revenue											
Rates and annual charges	12,727,238	13,190,297	13,715,530	14,096,477	14,669,487	15,033,603	15,406,831	15,779,064	16,160,409	16,551,092	16,951,344
User charges and fees	12,949,801	9,566,978	9,781,284	10,044,172	8,357,024	8,601,771	8,853,726	9,110,973	9,375,762	9,648,317	9,928,867
Operating grants and contributions	7,353,545	7,593,324	7,792,192	8,002,039	8,218,050	8,440,409	8,669,304	8,904,792	9,147,205	9,396,752	9,653,644
Capital grants and contributions	80,693,701	23,233,557	23,379,823	12,390,884	1,678,939	1,718,021	1,758,158	1,225,695	1,255,411	1,285,994	1,317,470
All other operating revenue	2,082,949	1,077,124	953,937	913,923	820,889	817,996	783,446	804,067	817,239	844,854	894,001
Total operating revenue	115,807,234	54,661,281	55,622,765	45,447,495	33,744,388	34,611,800	35,471,464	35,824,591	36,756,027	37,727,009	38,745,325
Operating Expenses											
Cost of services (excl interest and depreciation)	19,911,199	16,002,899	16,255,994	15,979,281	15,402,756	16,018,648	16,271,844	16,643,467	16,871,616	17,680,721	17,929,670
Borrowing costs	269,361	231,237	349,200	471,155	438,386	403,906	368,905	341,639	316,378	302,739	292,839
Maintenance expense	4,541,919	4,520,538	4,812,713	4,973,934	5,088,987	5,206,717	5,327,187	5,450,462	5,576,606	5,705,687	5,837,775
Depreciation expense	8,876,968	9,418,095	9,760,653	9,946,562	10,192,206	10,443,993	10,702,077	10,966,616	11,237,770	11,515,705	11,800,591
Total Operating Expenses	33,599,448	30,172,768	31,178,560	31,370,932	31,122,335	32,073,264	32,670,014	33,402,184	34,002,370	35,204,853	35,860,876
Operating Surplus/(Deficit)	82,207,786	24,488,513	24,444,205	14,076,562	2,622,053	2,538,536	2,801,451	2,422,407	2,753,657	2,522,156	2,884,449
Capital Budget											
Reserve Tfirs out	(1,470,164)	(1,870,000)	(2,600,000)	(2,780,000)	(1,850,000)	(1,580,000)	(2,080,000)	(2,300,000)	(2,500,000)	(2,400,000)	(2,300,000)
Reserve Tfirs in	1,470,164	1,870,000	2,600,000	2,780,000	1,850,000	1,580,000	2,080,000	2,300,000	2,500,000	2,400,000	2,300,000
Loan Proceeds	0	0	5,000,000	0	0	0	0	0	0	0	0
WDV of Disposed Assets	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	8,876,968	9,418,095	9,760,653	9,946,562	10,192,206	10,443,993	10,702,077	10,966,616	11,237,770	11,515,705	11,800,591
Total capital receipts	9,543,343	9,824,970	15,210,653	10,314,812	10,630,206	10,968,993	11,114,577	11,391,491	11,675,391	11,966,455	12,264,864
Capital Expenses											
Infrastructure Upgrade expenditure	41,958,369	13,772,652	18,347,889	15,254,162	613,132	622,321	1,031,748	1,041,418	1,283,338	1,061,515	1,071,955
Infrastructure Renewal expenditure	68,210,333	18,971,912	18,676,459	10,043,794	9,015,444	8,865,700	9,118,631	9,340,234	9,785,695	9,772,129	9,995,652
Plant & I. T .	3,537,351	2,310,643	1,566,192	1,562,332	1,990,759	2,282,934	1,784,654	1,991,109	1,911,049	1,949,351	2,173,142
Total Capital Expenses	113,706,053	35,055,207	38,590,540	26,860,288	11,619,334	11,770,955	11,935,033	12,372,761	12,980,082	12,782,995	13,240,749
Loan Principal Repayments	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
Total Loan Repayments	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
Capital Surplus/(Deficit)	(105,915,831)	(27,021,484)	(24,955,574)	(18,184,102)	(2,660,523)	(2,507,838)	(2,274,637)	(2,176,021)	(1,983,022)	(966,827)	(1,136,073)
OVERALL SURPLUS/(DEFICIT)	(23,708,045)	(2,532,971)	(511,369)	(4,107,540)	(38,470)	30,698	526,814	246,386	770,635	1,555,329	1,748,376

LONG TERM FINANCIAL PLAN
BALANCE SHEET

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
ASSETS											
<u>Current Assets</u>											
Cash and Cash Equivalents	27,720,232	25,187,262	24,675,893	20,568,354	20,529,884	20,560,582	21,087,396	21,333,782	22,104,417	23,659,746	25,408,122
Receivables	11,267,000	11,267,000	11,267,000	11,267,000	11,267,000	11,267,000	11,267,000	11,267,000	11,267,000	11,267,000	11,267,000
Inventories	2,283,000	2,283,000	2,283,000	2,283,000	2,283,000	2,283,000	2,283,000	2,283,000	2,283,000	2,283,000	2,283,000
Total Current Assets	41,270,232	38,737,262	38,225,893	34,118,354	34,079,884	34,110,582	34,637,396	34,883,782	35,654,417	37,209,746	38,958,122
<u>Non-Current Assets</u>											
Infrastructure, Property, Plant & Equipment	668,431,359	710,372,380	756,511,577	791,969,843	812,758,217	833,879,135	855,546,569	877,916,503	901,169,107	924,514,875	948,603,632
Total Non-Current Assets	668,431,359	710,372,380	756,511,577	791,969,843	812,758,217	833,879,135	855,546,569	877,916,503	901,169,107	924,514,875	948,603,632
TOTAL ASSETS	709,701,591	749,109,642	794,737,470	826,088,197	846,838,101	867,989,716	890,183,965	912,800,285	936,823,524	961,724,621	987,561,755
LIABILITIES											
<u>Current Liabilities</u>											
Payables	20,674,332	20,674,332	20,674,332	20,674,332	20,674,332	20,674,332	20,674,332	20,674,332	20,674,332	20,674,332	20,674,332
Borrowings	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	2,844,000	2,844,000	2,844,000	2,844,000	2,844,000	2,844,000	2,844,000	2,844,000	2,844,000	2,844,000	2,844,000
Total Current Liabilities	25,309,579	25,094,019	25,156,958	25,189,727	25,224,208	24,972,513	24,713,083	24,196,662	23,668,620	23,678,519	23,582,687
<u>Non-Current Liabilities</u>											
Payables	212,000	212,000	212,000	212,000	212,000	212,000	212,000	212,000	212,000	212,000	212,000
Borrowings	9,802,299	8,226,612	11,587,986	9,916,591	8,210,715	6,756,535	5,561,784	4,883,453	4,733,166	4,572,978	4,508,623
Provisions - LSL	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000
Provisions -Remediation & Restoration	728,000	728,000	728,000	728,000	728,000	728,000	728,000	728,000	728,000	728,000	728,000
Total Current Liabilities	10,886,299	9,310,612	12,671,986	11,000,591	9,294,715	7,840,535	6,645,784	5,967,453	5,817,166	5,656,978	5,592,623
TOTAL LIABILITIES	36,195,878	34,404,631	37,828,944	36,190,318	34,518,923	32,813,047	31,358,867	30,164,116	29,485,785	29,335,498	29,175,310
Net Assets	673,505,714	714,705,011	756,908,526	789,897,878	812,319,178	835,176,669	858,825,098	882,636,169	907,337,739	932,389,123	958,386,444
EQUITY											
Retained Earnings	382,952,786	407,441,299	431,885,504	445,962,066	448,584,120	451,122,656	453,924,106	456,346,513	459,100,170	461,622,326	464,506,776
Revaluation Reserves	290,552,928	307,263,712	325,023,022	343,935,812	363,735,058	384,054,013	404,900,991	426,289,656	448,237,569	470,766,797	493,879,668
Total Equity	673,505,714	714,705,011	756,908,526	789,897,878	812,319,178	835,176,669	858,825,098	882,636,169	907,337,739	932,389,123	958,386,444

LONG TERM FINANCIAL PLAN											
STATEMENT OF CASH FLOWS											
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash Flows from Operating Activities											
<u>Receipts</u>											
Rates and Annual Charges	12,727,238	13,190,297	13,715,530	14,096,477	14,669,487	15,033,603	15,406,831	15,779,064	16,160,409	16,551,092	16,951,344
User Charges and Fees	12,949,801	9,566,978	9,781,284	10,044,172	8,357,024	8,601,771	8,853,726	9,110,973	9,375,762	9,648,317	9,928,867
Investment Interest and Revenue	1,341,203	864,871	725,393	710,666	592,369	558,413	559,248	573,577	580,279	601,240	643,545
Grants and Contributions (Operating)	7,353,545	7,593,324	7,792,192	8,002,039	8,218,050	8,440,409	8,669,304	8,904,792	9,147,205	9,396,752	9,653,644
Grants and Contributions (Capital)	80,693,701	23,233,557	23,379,823	12,390,884	1,678,939	1,718,021	1,758,158	1,225,695	1,255,411	1,285,994	1,317,470
Other	741,746	212,253	228,544	203,257	228,520	259,583	224,198	230,490	236,961	243,614	250,456
<u>Payments</u>											
Cost of Services	(24,453,119)	(20,523,437)	(21,068,707)	(20,953,215)	(20,491,743)	(21,225,366)	(21,599,031)	(22,093,929)	(22,448,222)	(23,386,409)	(23,767,445)
Borrowing Costs (interest only)	(269,361)	(231,237)	(349,200)	(471,155)	(438,386)	(403,906)	(368,905)	(341,639)	(316,378)	(302,739)	(292,839)
Net Cash provided (or used in) Operating Activities	91,084,755	33,906,607	34,204,858	24,023,124	12,814,259	12,982,529	13,503,528	13,389,023	13,991,427	14,037,861	14,685,040
Cash Flows from Investing Activities											
<u>Receipts</u>											
Sale of Infrastructure, Property, Plant and Equipment	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	(113,706,053)	(35,055,207)	(38,590,540)	(26,860,288)	(11,619,334)	(11,770,955)	(11,935,033)	(12,372,761)	(12,980,082)	(12,782,995)	(13,240,749)
Net Cash provided (or used in) Investing Activities	(113,039,678)	(34,648,332)	(38,140,540)	(26,492,038)	(11,181,334)	(11,245,955)	(11,522,533)	(11,947,886)	(12,542,461)	(12,332,245)	(12,776,477)
Cash Flows from Financing Activities											
<u>Receipts</u>											
Proceeds from Borrowings	0	0	5,000,000	0	0	0	0	0	0	0	0
<u>Payments</u>											
Repayment of Borrowings and Advances	(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)
Net Cash provided (or used in) Financing Activities	(1,753,122)	(1,791,247)	3,424,313	(1,638,626)	(1,671,395)	(1,705,876)	(1,454,181)	(1,194,751)	(678,330)	(150,288)	(160,187)
Net Increase (Decrease) in Cash and Cash Equivalents	(23,708,045)	(2,532,971)	(511,369)	(4,107,540)	(38,470)	30,698	526,814	246,386	770,635	1,555,329	1,748,376
Cash and Cash Equivalents at start of year	51,428,278	27,720,232	25,187,262	24,675,893	20,568,354	20,529,884	20,560,582	21,087,396	21,333,782	22,104,417	23,659,746
Cash and Cash Equivalents - end of year	27,720,233	25,187,261	24,675,893	20,568,354	20,529,884	20,560,582	21,087,396	21,333,781	22,104,417	23,659,746	25,408,122
Projected Bank Balances	27,720,232	25,187,262	24,675,893	20,568,354	20,529,884	20,560,582	21,087,396	21,333,782	22,104,417	23,659,746	25,408,122

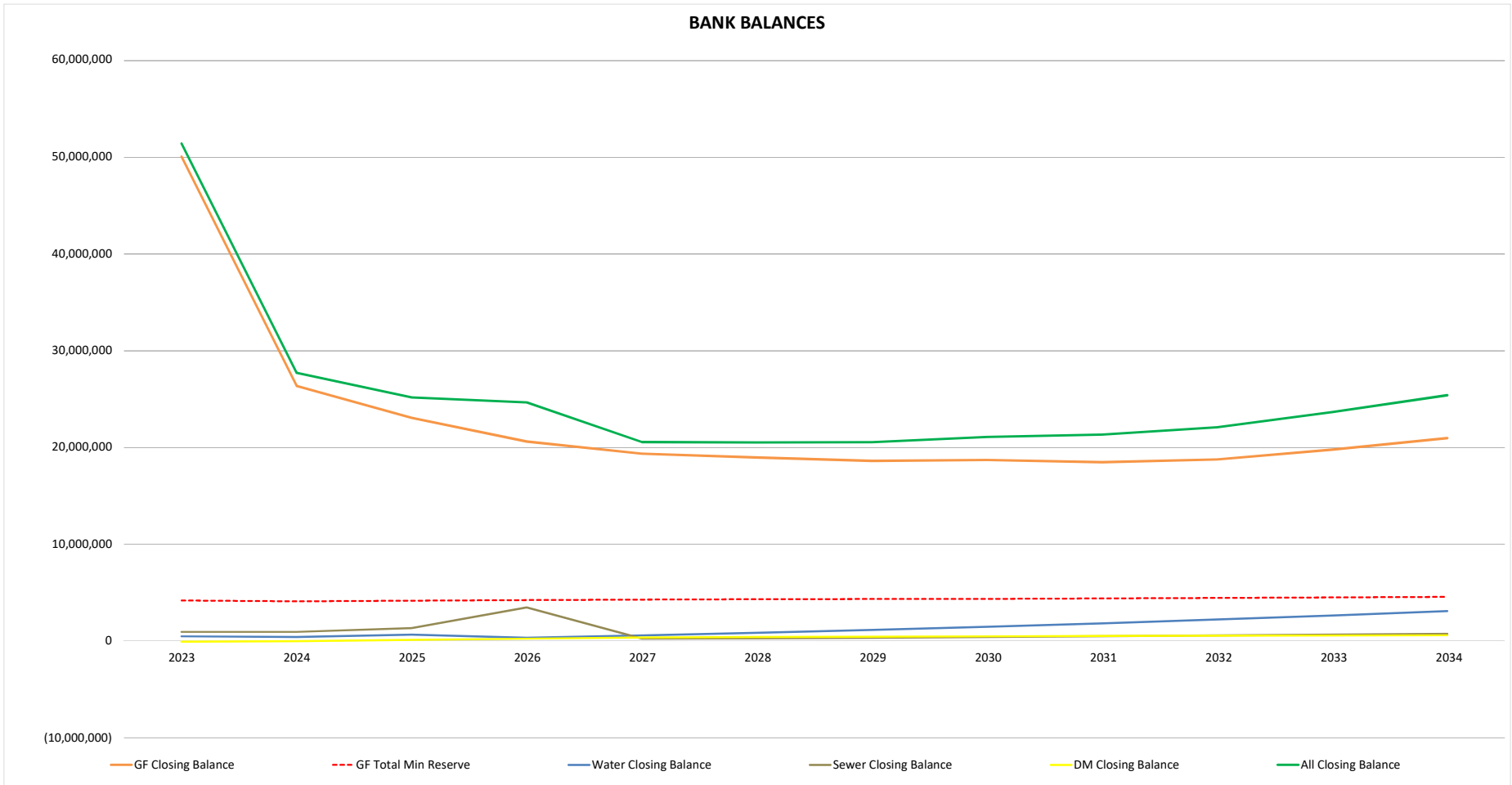
LONG TERM FINANCIAL PLAN

BANK BALANCES

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
General												
Opening Balance		52,366,041	28,089,103	25,109,607	23,095,081	21,922,236	21,530,288	21,133,610	21,226,967	21,099,586	21,496,811	22,641,069
Movement		(24,276,938)	(2,979,496)	(2,014,526)	(1,172,845)	(391,948)	(396,678)	93,357	(127,381)	397,226	1,144,258	1,165,769
Closing Balance	52,366,041	28,089,103	25,109,607	23,095,081	21,922,236	21,530,288	21,133,610	21,226,967	21,099,586	21,496,811	22,641,069	23,806,838
Employee Leave	1,446,970	1,519,319	1,572,495	1,619,669	1,660,161	1,701,665	1,744,207	1,787,812	1,832,507	1,878,320	1,925,278	1,973,410
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
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
Reinstatement Reserve	231,579	236,130	245,575	253,434	259,009	264,707	270,531	276,483	282,565	288,782	295,135	301,628
Min Reserve	3,178,549	3,255,449	3,318,070	3,373,103	3,419,170	3,466,373	3,514,738	3,564,295	3,615,073	3,667,102	3,720,413	3,775,038
State Highways												
Opening Balance		(4,178,692)	(3,663,464)	(3,663,464)	(3,663,464)	(3,663,464)	(3,663,464)	(3,663,464)	(3,663,464)	(3,663,464)	(3,663,464)	(3,663,464)
Movement		515,228	0	0	0	0	0	0	0	0	0	0
Closing Balance	(4,178,692)	(3,663,464)	(3,663,464)	(3,663,464)	(3,663,464)	(3,663,464)	(3,663,464)	(3,663,464)	(3,663,464)	(3,663,464)	(3,663,464)	(3,663,464)
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
Quarries												
Opening Balance		1,193,532	1,083,216	1,110,709	608,644	528,517	522,466	489,072	458,445	410,701	265,957	124,338
Movement		(110,316)	27,493	(502,065)	(80,128)	(6,051)	(33,394)	(30,626)	(47,745)	(144,743)	(141,620)	(38,368)
Closing Balance	1,193,532	1,083,216	1,110,709	608,644	528,517	522,466	489,072	458,445	410,701	265,957	124,338	85,970
Min Reserve	264,724	99,004	102,964	106,259	108,596	110,985	74,978	37,313	38,134	38,972	39,830	40,706
Plant												
Opening Balance		693,910	867,915	522,421	587,037	583,104	593,146	667,516	696,649	645,763	663,372	686,206
Movement		174,005	(345,494)	64,616	(3,934)	10,042	74,370	29,132	(50,886)	17,610	22,834	60,801
Closing Balance	693,910	867,915	522,421	587,037	583,104	593,146	667,516	696,649	645,763	663,372	686,206	747,007
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
Total General Fund												
Opening Balance		50,074,791	26,376,771	23,079,273	20,627,299	19,370,393	18,982,436	18,626,734	18,718,597	18,492,585	18,762,677	19,788,149
Movement		(23,698,021)	(3,297,498)	(2,451,974)	(1,256,906)	(387,957)	(355,702)	91,863	(226,012)	270,092	1,025,472	1,188,202
GF Closing Balance	50,074,791	26,376,771	23,079,273	20,627,299	19,370,393	18,982,436	18,626,734	18,718,597	18,492,585	18,762,677	19,788,149	20,976,351
GF Total Min Reserve	4,193,273	4,104,452	4,171,034	4,229,362	4,277,767	4,327,358	4,339,716	4,351,607	4,403,206	4,456,074	4,510,243	4,565,744
Water Supply												
Opening Balance		484,804	422,837	663,033	327,401	574,873	844,860	1,138,361	1,466,455	1,830,219	2,220,735	2,639,162
Movement		(61,967)	240,196	(335,633)	247,473	269,986	293,502	328,094	363,764	390,516	418,427	447,541
Water Closing Balance	484,804	422,837	663,033	327,401	574,873	844,860	1,138,361	1,466,455	1,830,219	2,220,735	2,639,162	3,086,703
Sewer Fund												
Opening Balance		947,964	948,796	1,328,435	3,475,838	249,130	288,251	343,683	415,922	492,925	574,651	661,057
Movement		832	379,639	2,147,403	(3,226,708)	39,121	55,432	72,239	77,003	81,726	86,406	91,038
Sewer Closing Balance	947,964	948,796	1,328,435	3,475,838	249,130	288,251	343,683	415,922	492,925	574,651	661,057	752,095
Domestic Waste Fund												
Opening Balance		(79,281)	(28,171)	116,520	245,356	373,958	414,338	451,804	486,422	518,053	546,355	571,379
Movement		51,109	144,691	128,836	128,602	40,380	37,466	34,618	31,631	28,302	25,024	21,594
DM Closing Balance	(79,281)	(28,171)	116,520	245,356	373,958	414,338	451,804	486,422	518,053	546,355	571,379	592,973
Reinstatement Reserve	231,579	236,130	245,575	253,434	259,009	264,707	270,531	276,483	282,565	288,782	295,135	301,628
TOTALS												
Opening Balance		51,428,278	27,720,232	25,187,262	24,675,893	20,568,354	20,529,884	20,560,582	21,087,396	21,333,782	22,104,417	23,659,746
Movement		(23,708,046)	(2,532,971)	(511,368)	(4,107,539)	(38,470)	30,698	526,814	246,386	770,635	1,555,329	1,748,376
All Closing Balance	51,428,278	27,720,232	25,187,262	24,675,893	20,568,354	20,529,884	20,560,582	21,087,396	21,333,782	22,104,417	23,659,746	25,408,122

SUMMARY BY FUNCTION

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
GENERAL FUND											
GENERAL MANAGER											
Governance	(956,516)	(711,784)	(623,603)	(638,174)	(653,086)	(776,715)	(683,969)	(699,956)	(716,318)	(855,032)	(750,204)
Administration	(1,489,853)	(1,820,951)	(1,643,669)	(1,813,833)	(1,860,418)	(1,900,734)	(1,888,707)	(2,128,006)	(1,977,690)	(2,135,701)	(2,273,309)
Human Resources	(254,625)	(623,563)	(591,395)	(344,838)	(352,085)	(355,480)	(412,926)	(421,773)	(430,805)	(440,026)	(449,441)
Finance	7,316,926	10,314,740	10,464,680	10,751,999	10,943,826	11,228,291	11,832,722	12,459,398	13,352,453	14,268,995	14,674,673
Crown Reserves	(616,245)	(10,706)	(11,045)	(11,293)	(11,546)	(11,804)	(12,068)	(12,339)	(12,615)	(12,898)	(13,187)
	3,999,686	7,147,737	7,594,968	7,943,862	8,066,691	8,183,557	8,835,053	9,197,325	10,215,025	10,825,337	11,188,533
PLANNING & ENVIRONMENTAL											
Town Planning	(555,760)	(479,448)	(425,846)	(434,985)	(444,329)	(453,882)	(463,649)	(473,634)	(483,842)	(494,277)	(504,944)
Environmental Health	(647,946)	(593,383)	(465,835)	(467,985)	(490,439)	(492,351)	(502,724)	(513,314)	(519,973)	(521,007)	(532,270)
Building Control	(65,470)	(33,325)	(34,514)	(34,767)	(35,011)	(35,244)	(35,467)	(35,678)	(35,876)	(36,061)	(36,232)
Regulatory Services	(490,061)	(216,888)	(223,857)	(229,161)	(234,587)	(240,137)	(245,815)	(251,623)	(257,564)	(263,642)	(269,859)
Other Waste	(165,215)	(341,438)	5,174	56,928	(10,598)	(10,639)	(10,364)	(10,074)	(474,068)	(9,744)	(9,403)
Strategic, Community & Cultural Services	(2,159,853)	(809,955)	(835,112)	(854,482)	(874,303)	(894,585)	(915,341)	(936,580)	(958,313)	(980,553)	(1,003,312)
Pre Schools	(70,358)	(75,231)	(77,639)	(79,347)	(81,093)	(82,877)	(84,700)	(86,563)	(88,468)	(90,414)	(92,403)
Public Libraries	(481,061)	(508,831)	(525,314)	(536,046)	(546,990)	(558,149)	(569,528)	(581,130)	(592,959)	(605,019)	(617,316)
	(4,635,725)	(3,058,500)	(2,582,942)	(2,579,845)	(2,717,349)	(2,767,864)	(2,827,588)	(2,888,595)	(3,411,062)	(3,000,718)	(3,065,739)
INFRASTRUCTURE SERVICES											
Regional Roads	(2,339,552)	(2,225,126)	(1,164,502)	(1,180,064)	(1,196,306)	(804,885)	(811,348)	(817,608)	(823,649)	(829,457)	(835,014)
Urban Streets	(3,077,660)	(1,692,755)	(2,265,726)	(2,156,721)	(1,183,422)	(1,210,722)	(1,238,635)	(1,267,175)	(1,296,354)	(1,326,188)	(1,356,692)
Rural Local Roads	(3,811,996)	(1,052,373)	(1,234,937)	(633,544)	(900,230)	(1,234,800)	(1,300,530)	(1,147,435)	(1,015,532)	(1,184,834)	(1,355,358)
Bridges	(10,537,264)	(127,846)	(131,692)	(726,052)	(743,883)	(812,157)	(780,886)	(1,387,729)	(1,421,023)	(1,455,126)	(1,490,055)
Emergency Services	(502,543)	(522,741)	(539,489)	(551,276)	(563,319)	(575,626)	(588,200)	(601,049)	(614,177)	(627,591)	(641,297)
Swimming Pools	(855,644)	(665,146)	(685,736)	(701,008)	(716,614)	(732,560)	(748,855)	(765,504)	(782,516)	(799,899)	(817,659)
Parks & Gardens	(2,094,866)	(1,181,181)	(1,371,360)	(1,177,011)	(1,203,956)	(1,231,520)	(1,259,718)	(1,288,563)	(1,318,072)	(1,348,258)	(1,379,138)
Community Buildings	(1,905,547)	(229,380)	(436,412)	(241,056)	(245,780)	(250,585)	(255,472)	(260,441)	(265,495)	(270,633)	(275,856)
Public Cemeteres	(91,066)	(148,558)	(70,830)	(71,654)	(72,474)	(73,287)	(74,094)	(74,892)	(75,683)	(76,463)	(77,232)
Stormwater	(684,647)	(45,952)	(247,142)	(250,897)	(96,553)	(97,053)	(97,551)	(98,047)	(98,540)	(99,030)	(99,515)
Engineering Administration	2,259,887	822,324	1,121,274	1,152,422	1,181,246	1,210,825	1,241,180	1,272,332	1,304,303	1,337,116	1,370,793
	(23,640,899)	(7,068,734)	(7,026,552)	(6,536,861)	(5,741,290)	(5,812,370)	(5,914,108)	(6,436,111)	(6,406,737)	(6,680,362)	(6,957,025)
TOTAL GENERAL FUND	(24,276,938)	(2,979,496)	(2,014,526)	(1,172,845)	(391,948)	(396,678)	93,357	(127,381)	397,226	1,144,258	1,165,769
RESTRICTED FUNDS - INTERNAL											
State Highways	515,228	0	(0)	0	0	(0)	0	(0)	(0)	(0)	(0)
Quarries	(110,316)	27,493	(502,065)	(80,128)	(6,051)	(33,394)	(30,626)	(47,745)	(144,743)	(141,620)	(38,368)
Plant & Depots	174,005	(345,494)	64,616	(3,934)	10,042	74,370	29,132	(50,886)	17,610	22,834	60,801
TOTAL RESTRICTED FUNDS - INTERNAL	578,917	(318,001)	(437,448)	(84,061)	3,991	40,976	(1,494)	(98,631)	(127,134)	(118,786)	22,433
RESTRICTED FUNDS - EXTERNAL											
Water Fund	(61,967)	240,196	(335,633)	247,473	269,986	293,502	328,094	363,764	390,516	418,427	447,541
Sewer Fund	832	379,639	2,147,403	(3,226,708)	39,121	55,432	72,239	77,003	81,726	86,406	91,038
Domestic Waste	51,109	144,691	128,836	128,602	40,380	37,466	34,618	31,631	28,302	25,024	21,594
TOTAL RESTRICTED FUNDS - EXTERNAL	(10,025)	764,527	1,940,606	(2,850,633)	349,487	386,400	434,951	472,398	500,543	529,857	560,174
COMBINED FUNDS	(23,708,046)	(2,532,971)	(511,368)	(4,107,539)	(38,470)	30,698	526,814	246,386	770,635	1,555,329	1,748,376

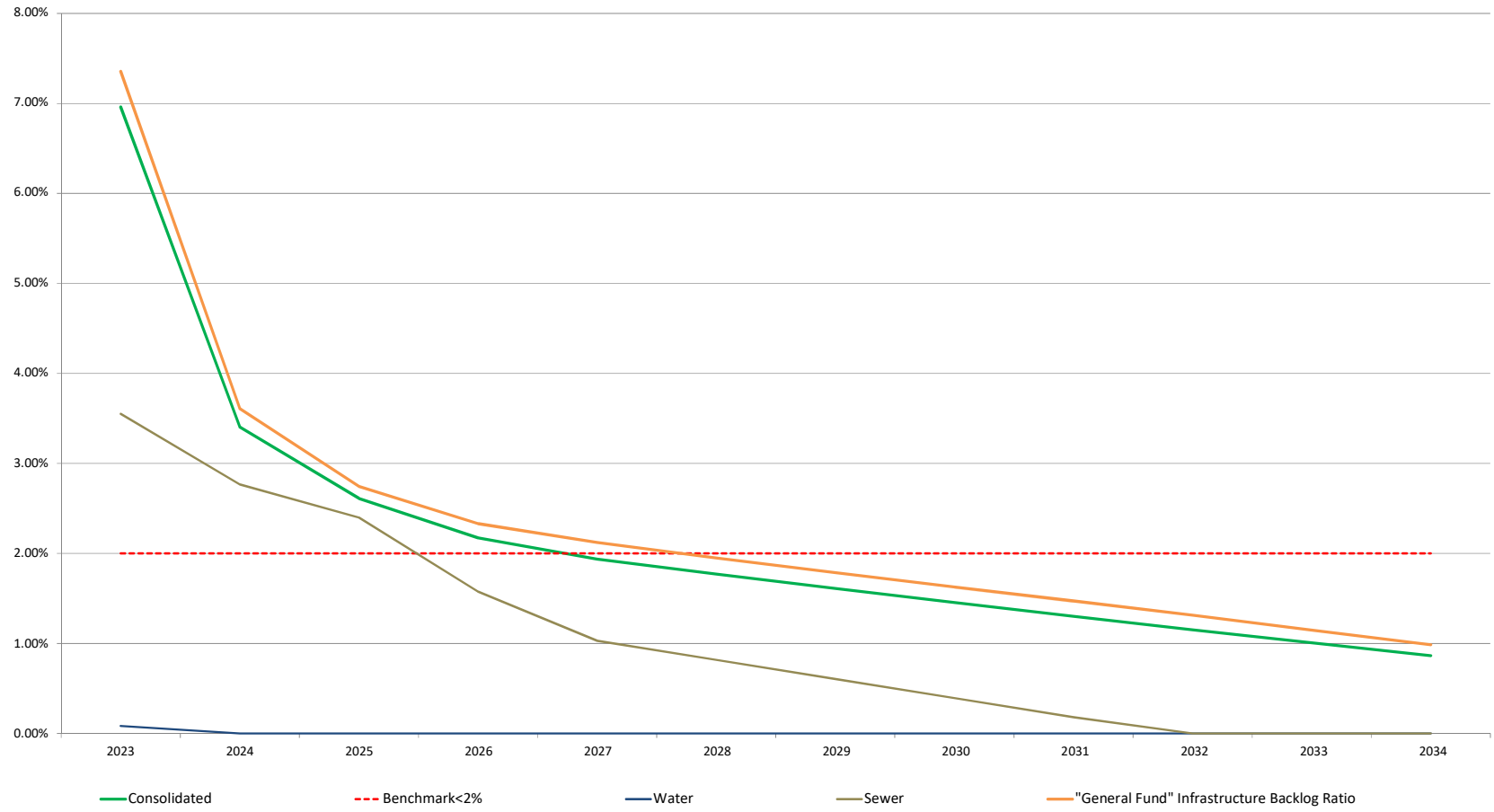


OPERATING PERFORMANCE RATIO

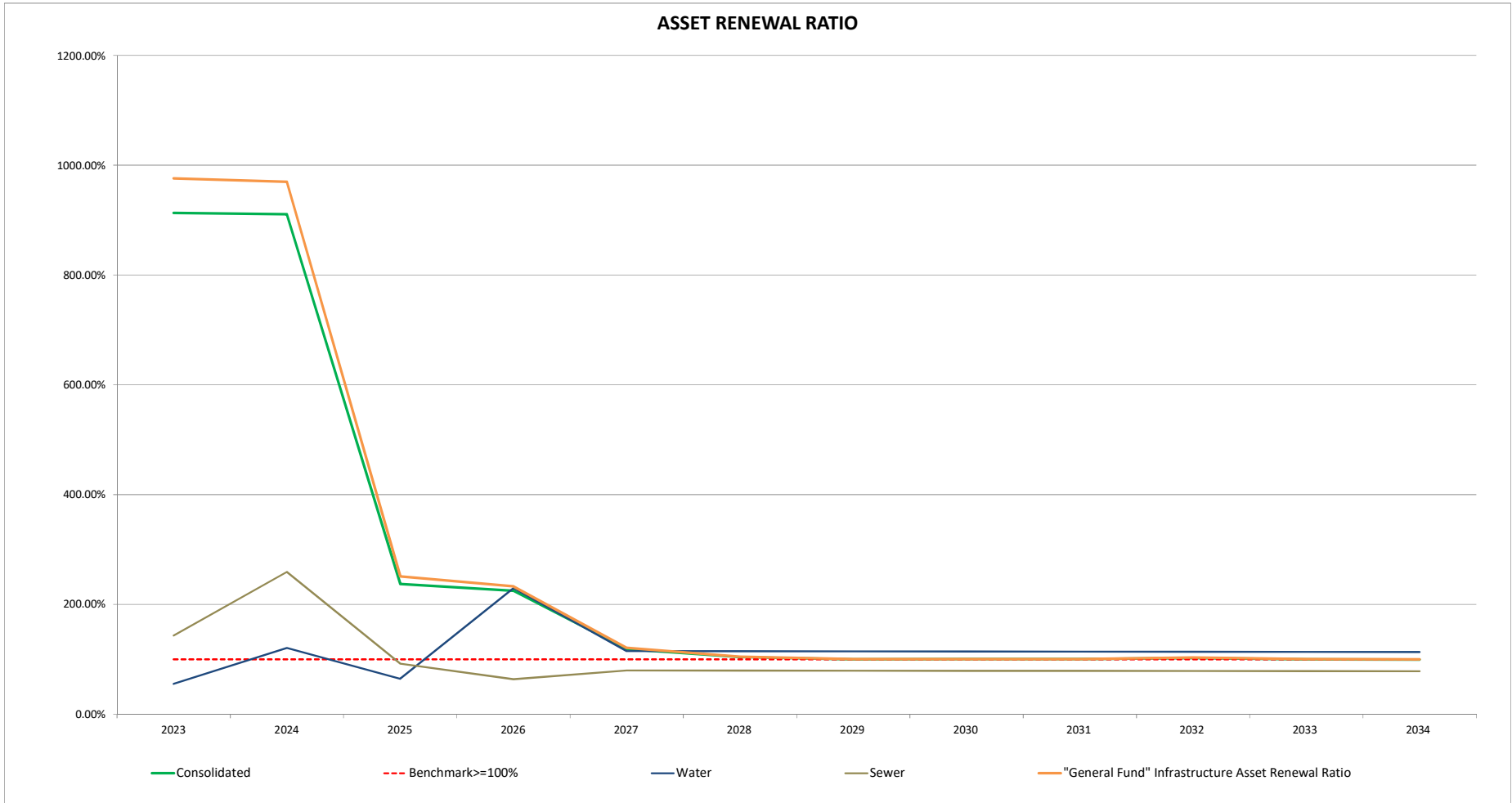


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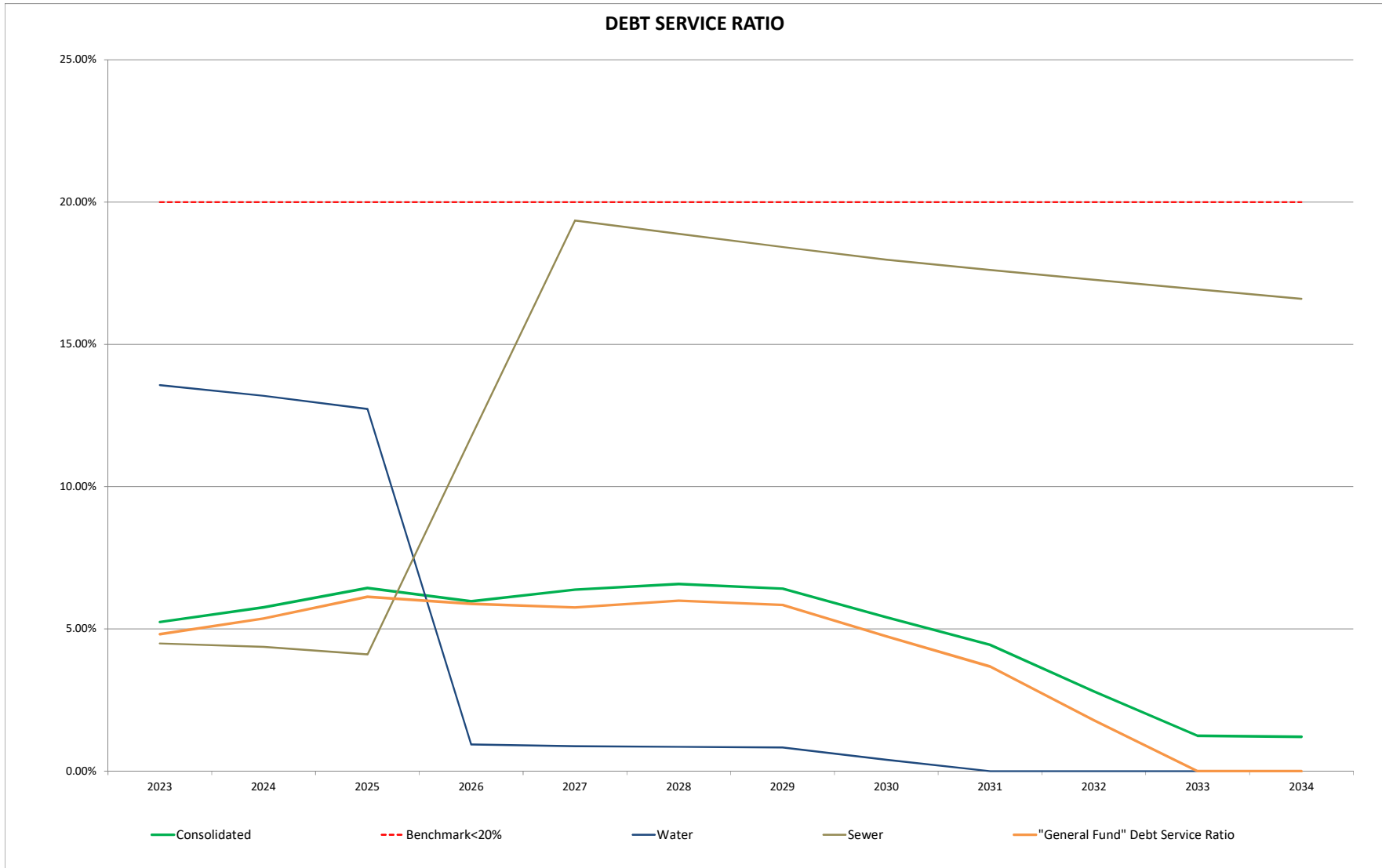
INFRASTRUCTURE BACKLOG RATIO



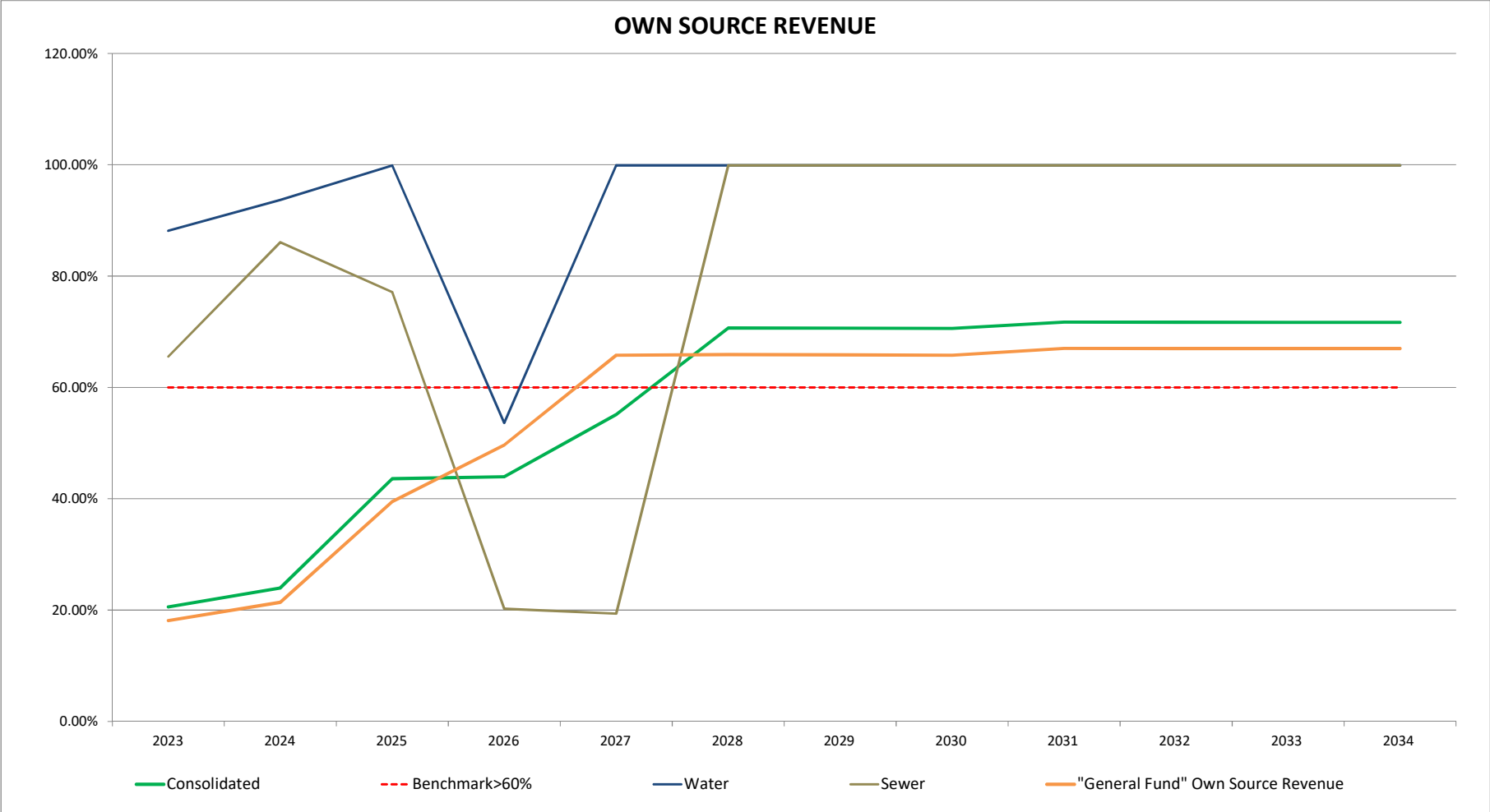
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Working together to balance Environment, Lifestyle, and Opportunity to meet the challenges of our unique and diverse region.



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