

**Clarence Valley  
Council**  
**Operational Plan**  
**2021 – 2022**



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# OUR VALUES

The following values and behaviours are considered to be core requirements when we deal with each other and our community:



## Vision

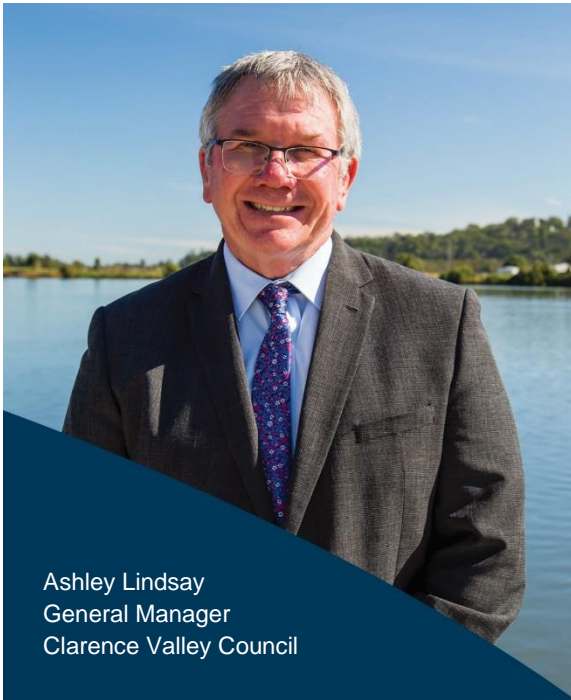
To make the Clarence Valley a community full of opportunity.

## Statement of Acknowledgement

We acknowledge the Bundjalung, Gumbaynggirr and Yaegl people as the Traditional Owners of the land on which we all live and work. We honour the First Nations peoples culture & connection to land, sea and community. We pay our respects to their Elders past, present and emerging.



# A MESSAGE FROM THE GENERAL MANAGER



Ashley Lindsay  
General Manager  
Clarence Valley Council

The postponement of the local government election in September 2020, has meant the extension of the current period of the Integrated Planning and Reporting cycle to include a fifth year under the term of this elected council. We have taken this opportunity to present a new look Operational Plan to meet the objectives of the Delivery Program. Our Operational Plan is intended to provide community with greater visibility of our service profile, what services cost and how they are funded as well as how we measure our performance. The 2021/2022 Operational Plan informs community of our key projects by service and what capital works we intend to deliver. Each quarter we will report our progress to the community.

The Special Rate Variation (SRV) approved by IPART in May 2018 of 8% (inclusive of rate peg) each year for three years, to be retained permanently in the rate base has now concluded and Council's Long Term Financial Plan now provides for annual increases to be based on the annual permissible rate peg limit set by IPART.

As a result of the SRV approval Council now has an additional \$5.3 million each year to be dedicated to repair and upgrade Council's roads and road-related infrastructure, floodplain assets, parks and open spaces facilities.

I acknowledge that we still have a long way to go to bring our infrastructure assets and in particular our road network to an acceptable condition. This task was always going to be something that could only be achieved over the long term with the additional revenue from the SRV.

Local Government is like no other business, it is complex and diverse and subject to significant regulation and governance, accountable not only to our community but also a number of other government agencies.

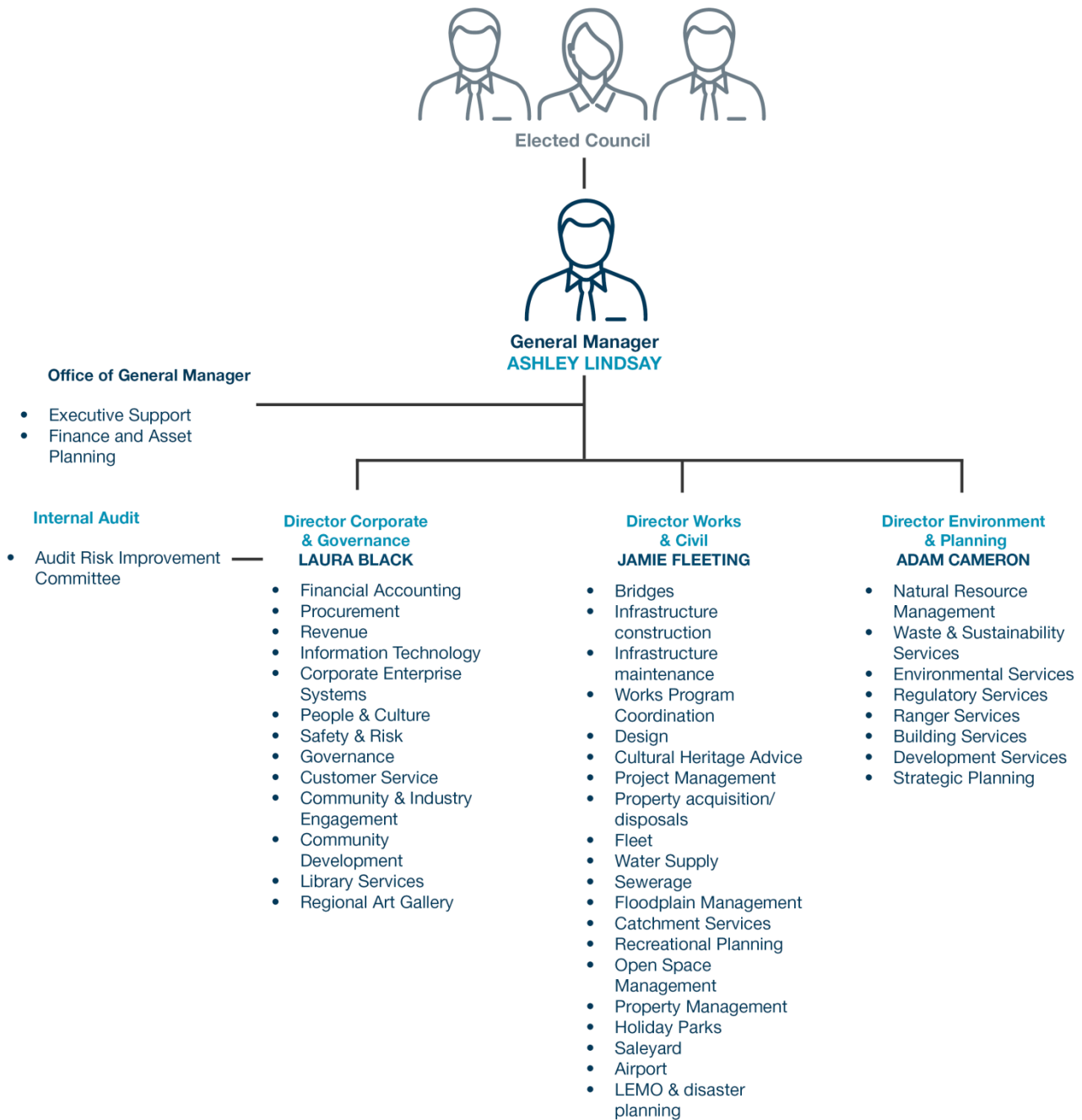
In recent years we have commenced significant investment in systems to reduce the manual and administrative workload associated with managing such a regulated business. Our intention is to simplify and ease the way you do business with us and to reduce further the cost of administering the organisation so that we can increase the amount we spend on direct services to the community.

We recognise we still have a road ahead of us, but we believe we have a robust plan to address our weaknesses.

Over the coming twelve months you will see delivery of the Grafton Waterfront precinct from Prince Street to Clarence Street, implementation of the Ulmarra concept plan, planning for Charlie Ryan Park in Iluka Bay, and construction of cycleway and pedestrian connections in Yamba and Townsend. Our most challenging project by far, will be the replacement of 31 timber bridges under the Fixing Country Bridges program over the coming two years.

A community of opportunity is what we are working toward and we value the partnerships we have formed to achieve this. The Clarence is a place of great beauty, and we intend to make a positive difference for those who choose to live, work or visit in the area.

# ORGANISATIONAL STRUCTURE







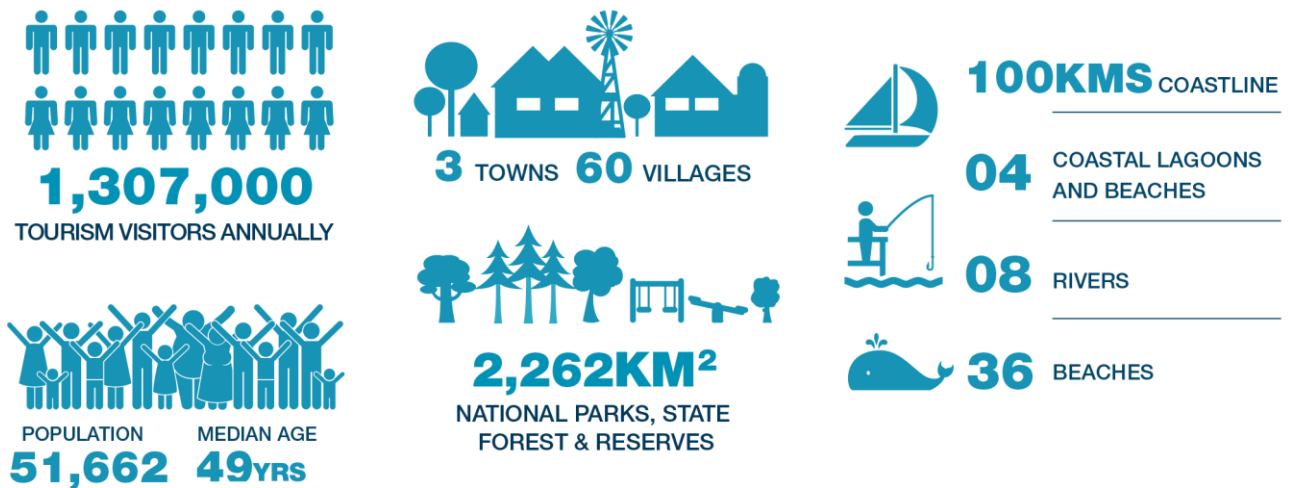


# DELIVERING SERVICES IN OUR COMMUNITY

## Where we Work



## Where we Live



# INTEGRATED PLANNING & REPORTING





# OUR PLANNING FRAMEWORK

The Integrated Planning and Reporting (IP&R) framework guides the way local government plans, documents and reports its future strategies. The IP&R Framework begins with the community's aspirations for a period of least 10 years, considered by each newly elected council and which is underpinned by a suite of integrated plans that set out a vision and objectives and hones down to specific actions to achieve those aspirations. It involves a reporting structure to communicate progress to council and the community as well as a structured timeline for review to ensure the goals and actions are still relevant.

## Community Engagement Strategy

The Community Engagement Strategy is based on social justice principles and details how we engage with our community to prepare the Community Strategic Plan.

## Community Strategic Plan – THE CLARENCE 2027

The Community Strategic plan is the overarching document for all plans and policies of the Council. It identifies the community's aspirations and priorities for the future of the local government area.

## Delivery Program

The Delivery Program is the key directional document for the term of the elected council. It is developed by a newly elected council and adopted before the end of June in the year following the election. It presents as a statement of commitment to the community by outlining the focus the council intends to contribute toward achieving the long term aspirational goals of the community as identified in the Community Strategic Plan.

It should be noted that postponement of the 2020 local government election has created a fifth year for the current Council and as a result the Delivery Program 2018/2020, has been extended by one year to enable guidance over achievement of any activities and projects not completed within the term of Council due to the significant number of disasters and related disruptions experienced in 2020.

## Resourcing Strategy

Without sufficient resources - money, people and assets, the objectives of the Operational Plan cannot be achieved. The Resourcing Strategy consists of three components:

- Long Term Financial Plan – a ten year financial plan, often presented as more than one scenario that informs decision making and planning.
- Workforce Management Strategy – a minimum four year strategy that addresses the human resourcing needs and challenges of the organisation in achieving goals.
- Asset Management Strategy – a minimum ten year strategy that is supported by Asset Management Plans that details the management and maintenance strategies for assets within the ownership of Council.

## Operational Plan

Supporting the Delivery Program is an annual Operational Plan prepared by the General Manager and staff. The Operational Plan defines quite specifically how the commitments of the Delivery Program will be achieved by detailing what the organisation will deliver where, how delivery will be resourced, at what cost and who is accountable for action as well as how performance is measured.

Also detailed, is the community's satisfaction with the service and the level of importance they place on it. Satisfaction is indicated by shading in the thumb (the higher the greater the satisfaction) and the level of importance is stated. This information was obtained from the Customer Satisfaction Survey 2020, which sought community view of our external services.

The Operational Plan is a document of organisational accountability. The Operational Plan is intrinsically linked to staff performance with outcomes reflected in individual workplans.

The Clarence Valley Council's Operational Plan is prepared by the organisation's leadership team in consultation with coordinators of teams and staff who delivery services and activities.

The 2021/2022 Operational Plan is presented in a different format to previous years with a view to being more transparent about what activities individually funded services deliver and how they are resourced. The activities are aligned with the strategies identified in the Delivery Program (2018/2022), which are the focus of the current Council and were determined following the 2016 election.

We have also included in the Operational Plan a status report of strategies, plans and key documents adopted by the Council, the annual capital works program by funded service, the detailed budget by funded service and the Revenue Policy.

It should be noted that one of the goals of the 2021/2022 Operational Plan is to prepare a long term capital works program that is underpinned by the commitment of funds achieved through the 2017/2020 Special Rate Variation. This is enabled by the introduction of an electronic asset management system that brings all of Council's assets together with a greater consistency of data, which will in time facilitate long term planning using predictive data sets matching funds to scenarios of asset management. This has been a key goal of the current council to inform future decision making in relation to asset management.

# THEMES AND KEY SERVICES

## The five themes of the CSP



### 1. Society

To create a place where people are healthy, safe, connected and in harmony with the natural environment to retain and improve the quality of community life



### 2. Infrastructure

For Council to maintain our diverse infrastructure base to serve the needs of the Clarence



### 3. Economy

To strengthen and diversify the region's economic base in a way that complements the environmental and social values of the Clarence



### 4. Environment

For Council and the community to value, respect and actively participate in the care and management of the Clarence's natural environment for current and future generations



### 5. Leadership

To set the overall direction and long term goals for the Clarence in accordance with community aspirations



## Society

### You told us you wanted ...

#### 1.1 To have proud and inviting communities that:

- 1.1.1 Encourage vibrant and welcoming towns and villages
- 1.1.2 Respect the heritage of the region by highlighting and enhancing our unique characteristics
- 1.1.3 Support, encourage and celebrate community participation, community organisations and volunteerism
- 1.1.4 Encourage greater awareness of our earliest communities and inhabitants, in partnership with local Aboriginal and Torres Strait Islander communities

#### 1.2 To have a safe, active and healthy region that:

- 1.2.1 Provides, maintains and develops sport and recreation facilities and encourages greater utilisation and participation
- 1.2.2 Improves outcomes for the Clarence Valley through partnerships with key agencies and community organisations
- 1.2.3 Provides effective regulation of environmental legislation
- 1.2.4 With our partners, promotes community safety

#### 1.3 To have a diverse and creative culture that:

- 1.3.1 Supports arts, learning, cultural services and festivals
- 1.3.2 Supports a diverse and rich local Aboriginal and Torres Strait Islander culture

#### 1.4 To have access and equity of services that:

- 1.4.1 Provides quality community care, ageing and disability services
- 1.4.2 Encourages the supply of affordable and appropriate housing
- 1.4.3 Fosters an inclusive and equitable community
- 1.4.4 Provides required public transport infrastructure and work with key partners to support the provision of cost effective public transport

## Parks & Open Spaces

### Our service objective

Provide and maintain safe, functional, attractive and suitable passive & active open spaces, and sport & recreation facilities to support healthier communities.

### What we deliver

Maintain sportsfields, Open space areas, Parks and reserves and open space facilities (playgrounds, sports courts, skate parks, public amenities, shelters, footpaths, park furniture, BBQ's, signage, lighting, fencing), Urban street and park trees, Undertake seasonal plantings, Facilitate sports advisory committees, Manage the operation of beach life guard services, Manage the operation of aquatic facilities and indoor sport centres, Manage the booking and organised use of sportsfields, open space areas, parks and reserves, Facilitate beach access & vehicles on beach management, Clean public amenities.

### Responsible officer

Manager Open Spaces & Facilities

### How we deliver

50 FTE

Contracted trades and services

Contracted beach management

Volunteer services – open space operational management

### How we measure our performance

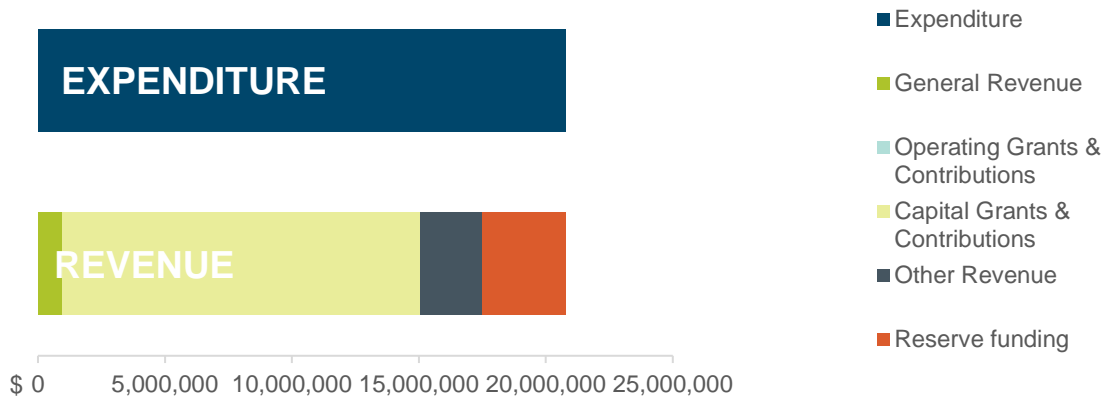
Key performance indicator		Measure
1.	Capital works projects delivered within projected contingency	100%
2.	Parks and open space facility asset condition above Good (1, 2)	≥75%
3.	Parks and open space facility asset condition below Poor (4 ,5)	≤5%
4.	Defects made safe within 7 working days and repairs within 30 working days	90%
5.	Weekly maintenance of regional sportsfields, parks and reserves	100%
6.	Fortnightly maintenance of district sportsfields, parks and reserves	100%
7.	Monthly maintenance of local sportsfields, parks and reserves	100%
8.	Urban public amenities opened and cleaned daily	100%
9.	Annual inspection of licensed and managed open space areas and facilities	100%



## Major projects

Activity	Q1	Q2	Q3	Q4
1. Complete the Grafton Waterfront Precinct upgrade from Prince Street to Clarence Street	■	■		
2. Cowper Boat Ramp fish cleaning station in partnership with Brushgrove Fishing Club	■	■		
3. Prepare a masterplan Hawthorne Park South Grafton	■	■	■	
4. Ulmarra Riverside & Village Precinct Plan – Bailey Park construction, road upgrades and Small Park amenities	■	■	■	■
5. Prepare a concept plan for Charlie Ryan Park Iluka Bay		■	■	
6. Investigate options for amenities in Charles Street Iluka and a skatepark at Lawrence for consideration		■	■	
7. Undertake review of the Sports Facilities plan, Aquatic Facilities Strategy and Open Spaces Strategic Plan		■	■	
8. Establish a schedule for asset data verification to improve maintenance at proposed condition rating levels		■	■	■
9. Prepare a scope for the Harwood Community Economic Plan detailed design				■

## How the service is funded



## Level of satisfaction vs. level of importance



## Cemeteries

### Our service objective

Provide public cemeteries that are accessible, welcoming and aesthetically pleasing for interment & memorial services.

### Responsible officer

Manager Open Spaces & Facilities

### What we deliver

Manage & maintain 13 public cemeteries, Manage service bookings.

### How we deliver

4 FTE

Contracted services

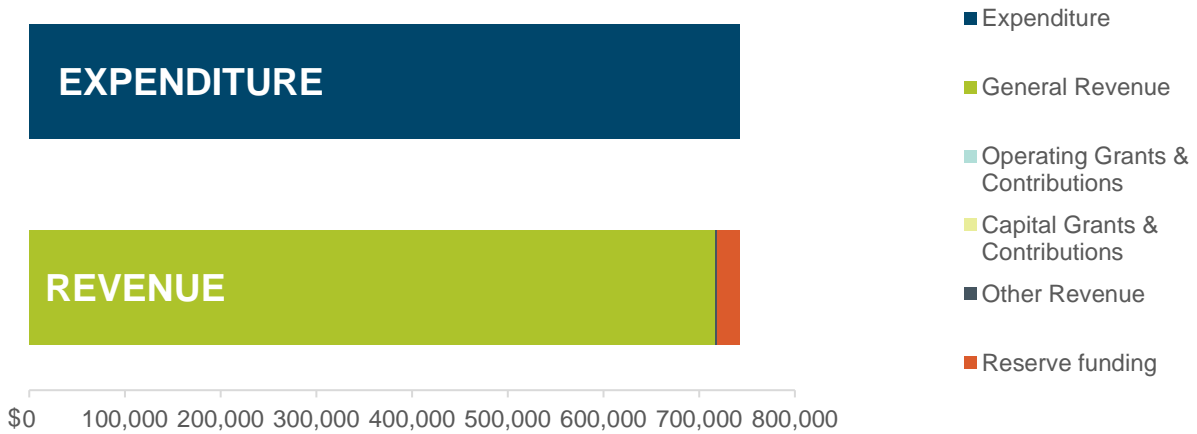
### How we measure our performance

Key performance indicator		Measure
1.	Interment services prepared in accordance with the booking	100%
2.	Cemetery grounds are maintained in accordance with Cemetery Operation Procedure	100%
3.	Cemetery mapping and internet records updated fortnightly	100%

## Major projects

Activity	Q1	Q2	Q3	Q4
1. Footpath upgrade at Clarence Lawn Cemetery		■		

## How the service is funded



# Environment Planning & Community

## Our service objective

Oversee a coordinated approach to Council's community, planning and regulatory services.

## Responsible officer

Director Environment Planning & Community

## What we deliver

Cultural heritage mapping partnership with local Native Title Holders, Directorate Management.

## How we deliver

2 FTE  
Consultants

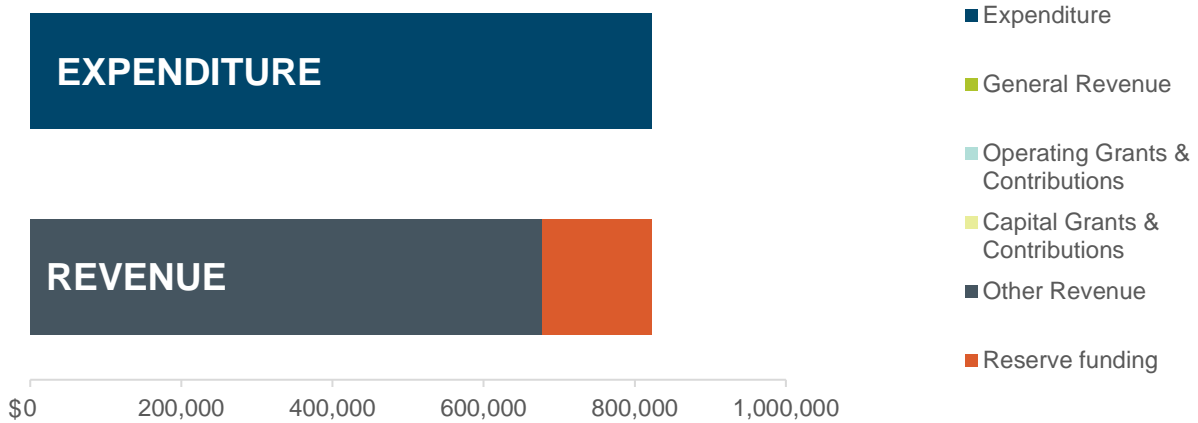
## How we measure our performance

Key performance indicator	Measure
1. Directorate correspondence response within 10 days	>90%

## Major projects

Activity	Q1	Q2	Q3	Q4
1. Establish a partnership with Native Title Holders and Traditional Custodians to conduct a cultural heritage mapping project on Gumbaynggirr Country	■	■	■	

## How the service is funded





## Community Development

### Our service objective

Deliver community capacity building by supporting & creating partnerships to deliver targeted social & cultural programs and activities for community participation.

### What we deliver

Undertake local community planning, Provide advice & support to community groups on governance, Engagement, Training, Grant application, Project development and delivery, Facilitate community engagement conversations to increase participation in decision making, Deliver targeted celebratory social & cultural activities – Youth Week, Seniors Week, NAIDOC, School holiday programs, Community events, Facilitate advisory committees and interagency networking, Undertake community safety initiatives, Government & policy advocacy on behalf of community, Operate a community centre.

### Responsible officer

Director Corporate & Governance

### How we deliver

8.3 FTE

Consultants

NGO and community group partnerships

Volunteers

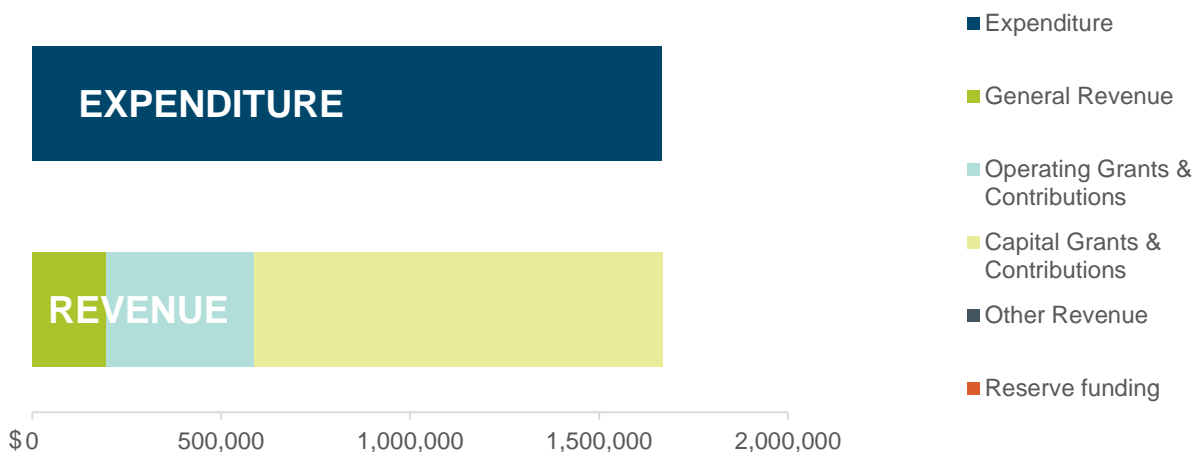
### How we measure our performance

Key performance indicator	Measure
1. Increased Plunge participation by local practitioners	10%
2. Increased school holiday participation rate	5%
3. Number of community celebration events coordinated	≥150
4. Number of community initiative grant applications	≥5
5. Number of Treelands Drive Community Centre bookings	≥2,000
6. Number of partnership programs with external community service providers	≥10
7. Number of community members engaged in partnership programs	≥2,000
8. Number of community members engaged in sector development and service delivery conversations	≥300

## Major projects

Activity	Q1	Q2	Q3	Q4
1. Community Resilience Program – community engagement activities in 9 bushfire affected communities	■			
2. Community Resilience Program – community leadership program		■	■	
3. Plunge Strategic Plan implementation to increase local practitioner participation		■	■	
4. Conduct five public art projects: Aboriginal Welcome Words murals x 2 Projection on Sugar Tower Villiers Street roundabout public art Library mural	■	■	■	■
5. School holiday program participation review to gauge relevance and inclusivity - July, October, January, April	■	■	■	■
6. Seek funding opportunities to implement Yamba Skatepark detailed design plan	■	■	■	■
7. Develop a community engagement strategy to target increased participation by First Nations peoples		■	■	
8. Develop working 'On Country' protocols			■	■
9. Community Resilience Program – develop education package and curate exhibitions in community halls				■

## How the service is funded



## Library Services

### Our service objective

Deliver regional and local library services across the local government area.

### What we deliver

Operate Clarence Regional Library (including library services in Bellingen), Provide public library services in Grafton, Maclean, Yamba and Iluka, Operate a Mobile Library Service in 12 locations, Provide library collections, Technology and information services and cultural experiences, Access to public meeting spaces.

### Responsible officer

Director Corporate & Governance

### How we deliver

15.8 FTE  
Contracted services  
Volunteers

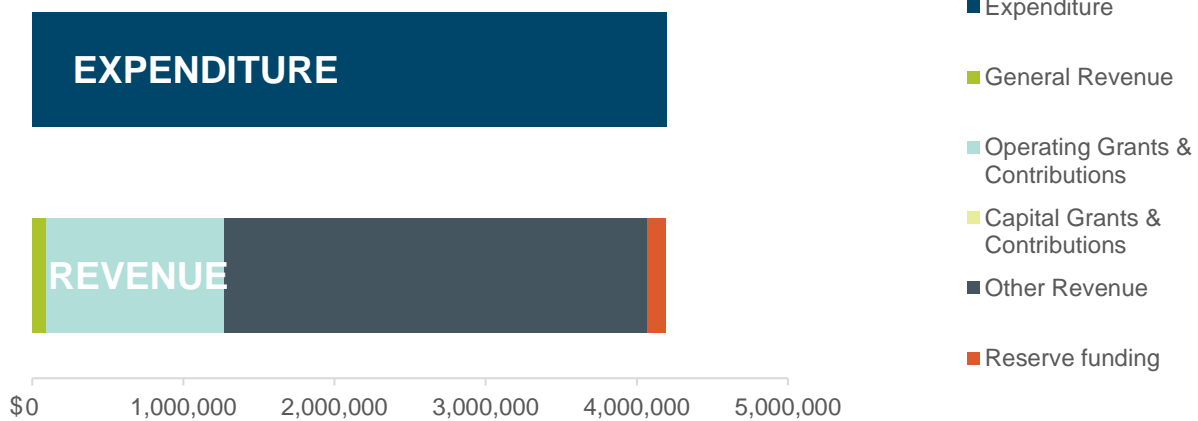
### How we measure our performance

Key performance indicator		Measure
1.	Membership as a proportion of population	≥44%
2.	Online visitation increase	2%
3.	Face to face visitation increase	2%
4.	Increase in loans total	2%
5.	Average items borrowed per capita	5.37
6.	Increased community information support interactions	2%

## Major projects

Activity	Q1	Q2	Q3	Q4
1. Deliver the Local Faces Local Voices Banner local content programs and exhibitions	■	■	■	■
2. Deliver Get Connected programs for targeted groups including – digital literacy and skills programs	■	■	■	■
3. Develop Guidelines & procedures for born digital content preservation		■		
4. Implement CRL Marketing Plan to increase knowledge & access to collections & services				■
5. Review mobile library operations				■
6. Complete Stage 2 Mackey Archive acquisition for future access				■

## How the service is funded



## Level of satisfaction vs. level of importance



**LIBRARY SERVICES**  
 IMPORTANCE: LOWER

## Cultural Services - Regional Art Gallery

### Our service objective

Deliver a program of visual, creative and cultural experiences and activity for the community from the Regional Gallery.

### What we deliver

Maintain and operate Grafton Regional Art Gallery, Present curated and touring exhibitions, Creative workshops and events for all ages, Provide artist programs and creative industry development opportunities, Manage the art collection, Provide venue hire and meeting space opportunities, Support Clarence Valley Volunteer museums.

### Responsible officer

Director Corporate & Governance

### How we deliver

3.4 FTE

Engage artists and creative practitioners

Contracted café services

### How we measure our performance

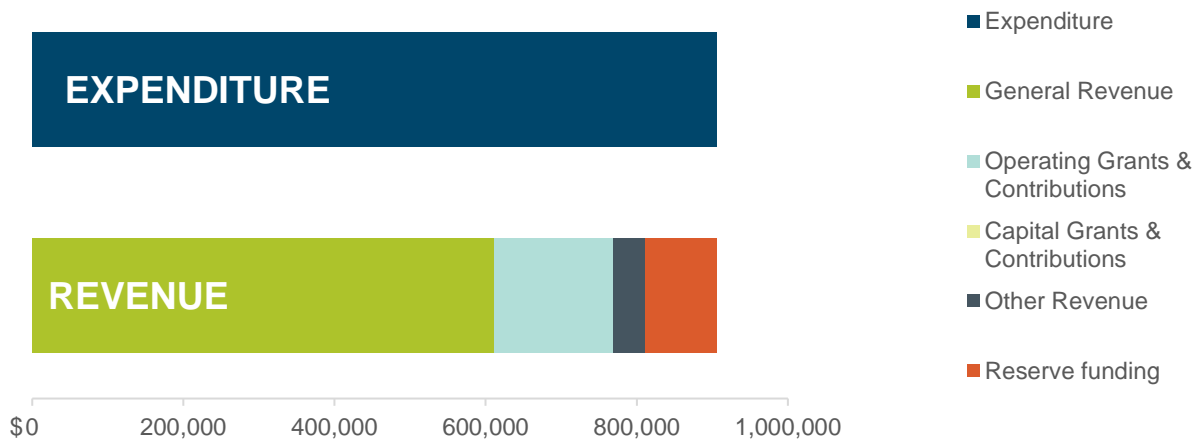
Key performance indicator		Measure
1.	Visitation & participation increase	10%
2.	Income revenue increase	10%
3.	Annual exhibitions	20
4.	Annual programs & events	50
5.	Annual artists participation	80
6.	Increase volunteer support to museums through skills development programs	4



## Major projects

Activity	Q1	Q2	Q3	Q4
1. Implement Visual & Retail Merchandising Strategy - The Gallery Store	■			
2. Develop a volunteering recruitment & training to support Gallery exhibitions & operations	■	■		
3. Present JADA tour across 4 external venues in NSW & Queensland	■	■		
5. Conduct a Gallery marketing campaign to increase reach & engagement	■	■	■	■
6. Support volunteer museums to implement Stage One key actions of Museum Strategy			■	■

## How the service is funded



## Level of satisfaction vs. level of importance



**CULTURAL FACILITIES**  
 IMPORTANCE: LOWER

# Strategic Planning & Building & Development Services

## Our service objective

Delivering services that support quality built environment outcomes that seek to enhance health, social, economic and environmental outcomes.

## Responsible officer

Manager Environment Development & Strategic Planning

## What we deliver

Land use strategic planning, Crown land management strategy, Native Title advice, Heritage planning CBD precinct planning, Demographic forecasting, Development & building assessment & approval services, Swimming pool compliance activities, Environmental health compliance activities, Onsite Sewage Management services, Food shop inspections & compliance activities.

## How we deliver

42.65 FTE  
Contracted planning consultants

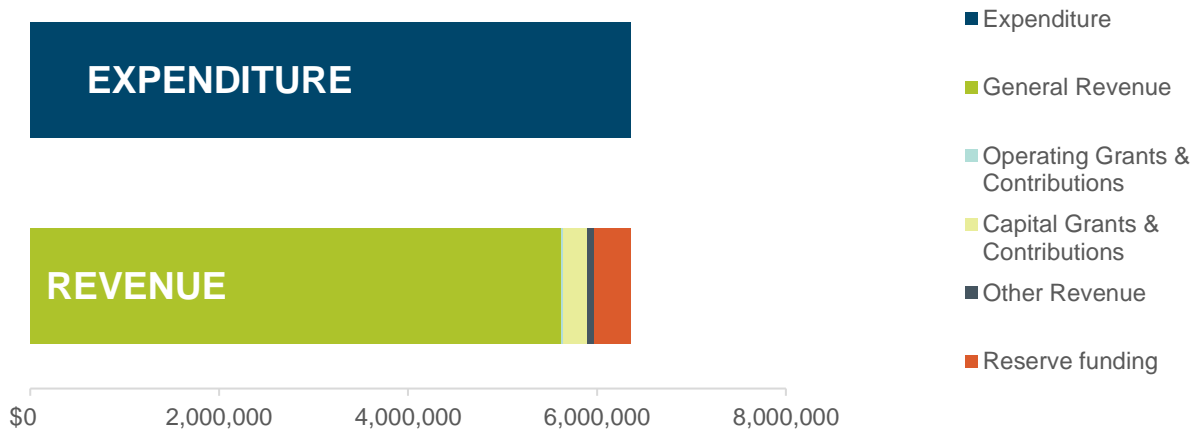
## How we measure our performance

Key performance indicator		Measure
1.	Development assessments completed < 40 days	80%
2.	Issue subdivision certificates < 28 days	70%
3.	Assess jetty applications < 10 days	90%
4.	Issue tree removal determinations < 10 days	90%
5.	Construction certificates issued ≤ 10 days	90%
6.	Construction progress inspections within 2 days of booking	100%
7.	Final occupation certificates issued within 4 days	100%
7.	Issue complying development certificates < 10 days	80%
8.	Issue swimming pool compliance certificates < 10 days	80%
9.	OSM pre purchase inspections response rate - 15 days	100%
10.	OSM post sale inspections response rate - 15 days	100%
11.	OSM audit inspections	≥500
12.	Environmental audits	≥12
13.	Environmental & health business education sessions	2

## Major projects

Activity	Q1	Q2	Q3	Q4
1. Complete an audit of employment land requirements and an economic analysis for employment lands to inform rezoning requirements	■			
2. Complete an audit of green infrastructure and review procedures for sustainable promotion of landscaping in new infrastructure development	■			
3. Review the parking contributions/voluntary planning agreement policy for Grafton	■			
4. Review the Community Participation Plan	■			
5. Prepare a rural lands strategy	■	■		
6. Prepare contaminated land register		■		
7. Prepare a planning proposal for South Grafton/Clarenza employment lands		■	■	
8. Prepare the Local Growth Management Strategy		■	■	■
9. Implement the Local Heritage Assistance Program				■

## How the service is funded



## Level of satisfaction vs. level of importance





## Infrastructure

You told us you wanted ...

**2.1 To have communities that are well serviced with appropriate infrastructure.**

**In order to do this, we will:**

Encourage vibrant and welcoming towns and villages

- 2.1.1 Maintain and renew water and sewer networks
- 2.1.2 Ensure adequate natural disaster management
- 2.1.3 Provide strategic asset management planning
- 2.1.4 Manage and enhance our parks, open spaces and facilities
- 2.1.5 Provide safe and effective vehicular and pedestrian networks that balance asset conditions with available resources

## Works & Civil & Emergency Services

### Our service objective

Oversee a coordinated approach to Council's works & civil services.

### Responsible officer

Director Works & Civil

### What we deliver

Cultural heritage advice, LEMO (Local Emergency Management Officer) activities, Fleet and plant maintenance, Acquisition & disposal, Workshop activities, Directorate management.

### How we deliver

14 FTE

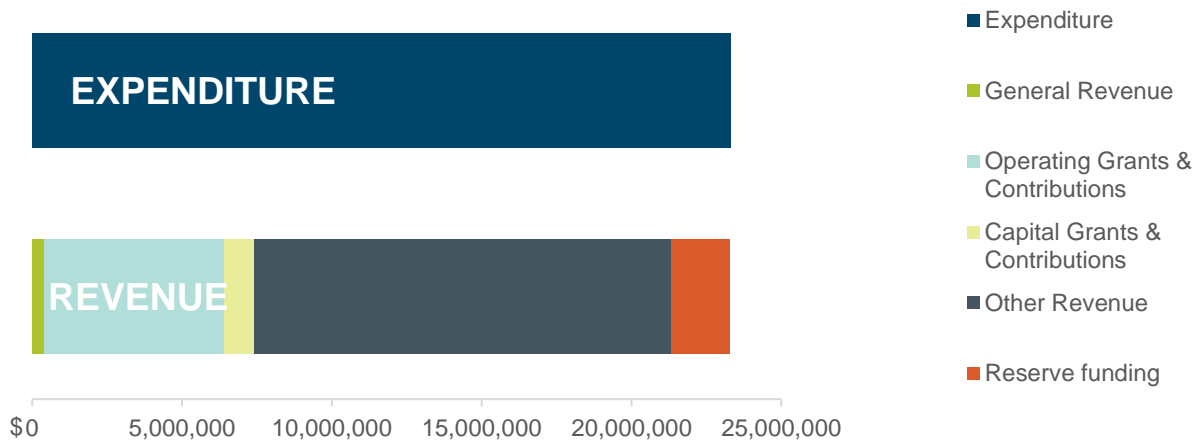
### How we measure our performance

Key performance indicator		Measure
1.	Directorate correspondence response within 10 days	>90%
2.	Cultural heritage advice incorporated into pre project/construction activities	100%
3.	Fleet and plant Procurement meets capital works program needs	100%
4.	Number of Local Emergency Management Committee meetings	≥3

## Major projects

Activity	Q1	Q2	Q3	Q4
1. Implement a process for inclusion of cultural heritage reviews in planning of capital works program	■			
2. Recruitment of a Local Emergency Management Officer (LEMO)	■			
3. Establish a project management office and implement an integrated electronic project management software solution to manage projects from design to delivery	■			
4. Undertake quarterly review of Local Emergency Management Committee (LEMC) contacts and regular review of Emergency Management Plan (EMPLAN)	■	■	■	■
5. Plan and deliver emergency response exercises (Dam break/Chemical spill) with local emergency services			■	
6. Establish and deliver an annual program of emergency management community planning and preparedness and public education programs		■	■	■

## How the service is funded



## Road & Transport Infrastructure

### Our service objective

Deliver transport infrastructure construction and maintenance services to ensure safety of local and regional road networks.

### Responsible officer

Manager Civil Services

### What we deliver

Sealed road maintenance, Unsealed road maintenance grading, Kerb & gutter construction and repair, Roadside vegetation & road reserve drainage management, Road reserve infrastructure management - guardrails, signage, guideposts and bus shelters, Road construction, renewal & upgrade, Culvert repair and replacement, Bridge maintenance, renewal and replacement, Public carpark maintenance, Wharf, jetty & pontoon management, Stormwater infrastructure management, Footpath & cycleway maintenance & construction, Streetlighting, Street sweeping.

### How we deliver

130 FTE

Consultants & engaged construction contractors

Contracted service providers

### How we measure our performance

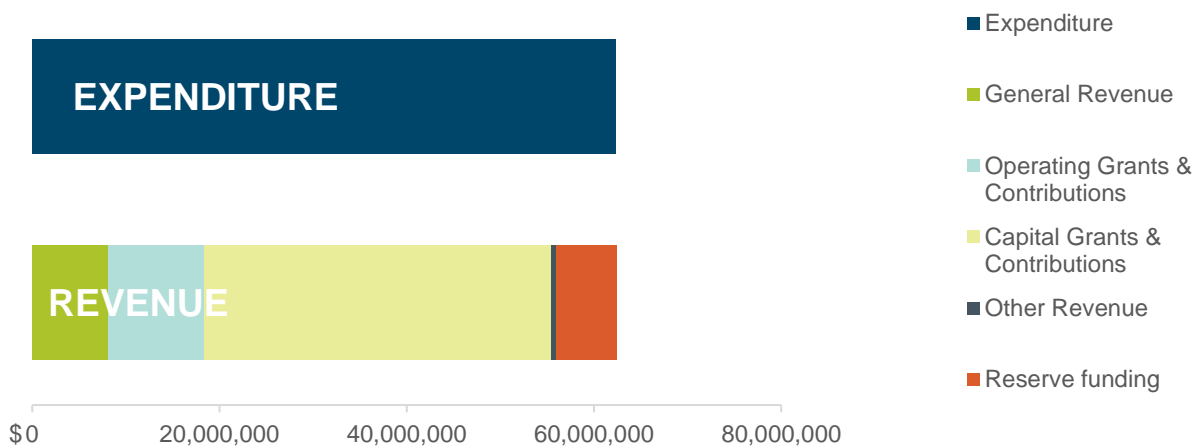
Key performance indicator		Measure
1.	Capital works projects delivered within projected contingency	100%
2.	Percentage of the reseal and re-sheet program completed annually	100%
3.	National Heavy Vehicle Regulator (oversize/over mass access approvals) actioned prior to travel	100%
4.	Road Maintenance Council Contracts (RMCC) capital works carried out in accordance with Inspection Test Plans (ITPs)	>90%
5.	Drainage/culvert installation complies with RMS R11 specification	100%
6.	Potholes inspected and made safe ≤ 10 days	100%
7.	Savings in unsealed road maintenance through improved work methodology and use of high specification gravel products	>20%
8.	Rural roadside mowing (minimum 6km/hour) standard 40km/day	100%
9.	Compensatory offset works achieved through capital works	80%
10.	Outstanding customer requests greater than 15 days	<10%



## Major projects

Activity	Q1	Q2	Q3	Q4
1. Develop Review of Environmental Factors (REF) templates to support consistent preconstruction planning and Part 5 determination of capital works	■			
2. Implement the rural roadside vegetation management plan	■			
3. Revise and update Pedestrian Access and Mobility Plan (PAMP) and Bicycle Plans	■	■		
4. Implement an automated Work Order process through system upgrades	■	■		
5. Prepare a timber bridge replacement program	■	■	■	■
6. Develop and annual community road safety program			■	■

## How the service is funded



## Level of satisfaction vs. level of importance





## Quarry Management

### Our service objective

Deliver quality processed gravel from Council owned or leased & operated quarries.

### Responsible officer

Manager Civil Services

### What we deliver

Manage quarries to prescribed standard, Manage extraction accounting to generate income.

### How we deliver

1 FTE

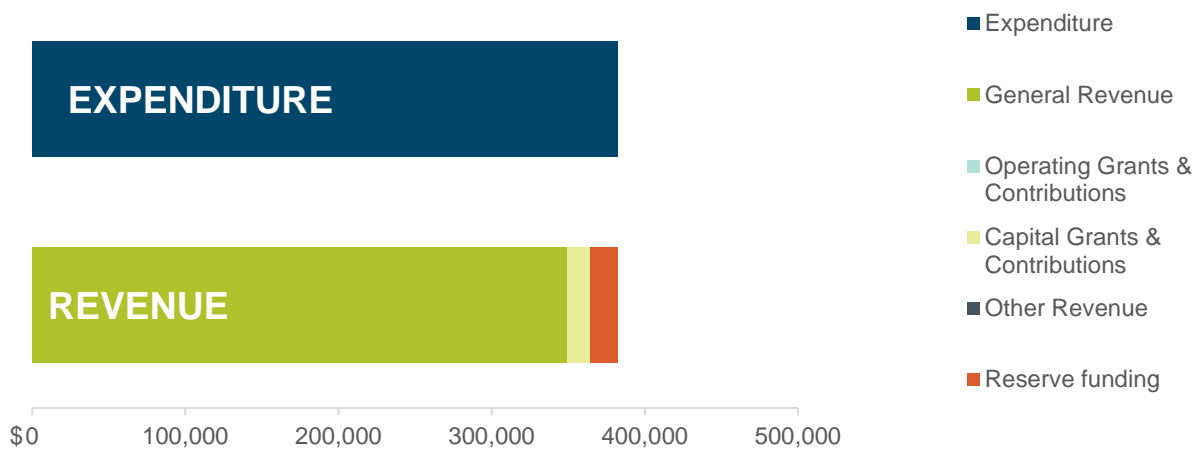
### How we measure our performance

Key performance indicator		Measure
1.	Annual rehabilitation strategic review of Council quarries complete	100%
2.	Quarry stockpiles reconcile to income and expenditure	100%
3.	Operational safety compliance regulations met	100%

## Major projects

Activity	Q1	Q2	Q3	Q4
1. Complete Taylors Quarry rehabilitation and close out including implementation of a natural Occurring Asbestos monitoring program	■			
2. Complete rehabilitation of Causley's Quarry	■			
3. Complete quarry environmental control upgrades in accordance with Plan of Management for quarries	■	■	■	
4. Develop a strategic plan for future operations of Council owned quarries			■	■

## How the service is funded



## Buildings & Facilities

### Our service objective

Maintain operational safety of Council buildings & community facilities for public & staff use.

### What we deliver

Undertake maintenance of Council's buildings and facilities, Complete safety checks & audits, Plan for building & facility upgrade & renewal activities, Plan for building and facility upgrade and renewals activities, Complete safety checks and audits.

### Responsible officer

Manager Open Spaces & Facilities

### How we deliver

8 FTE

Contracted trades & services

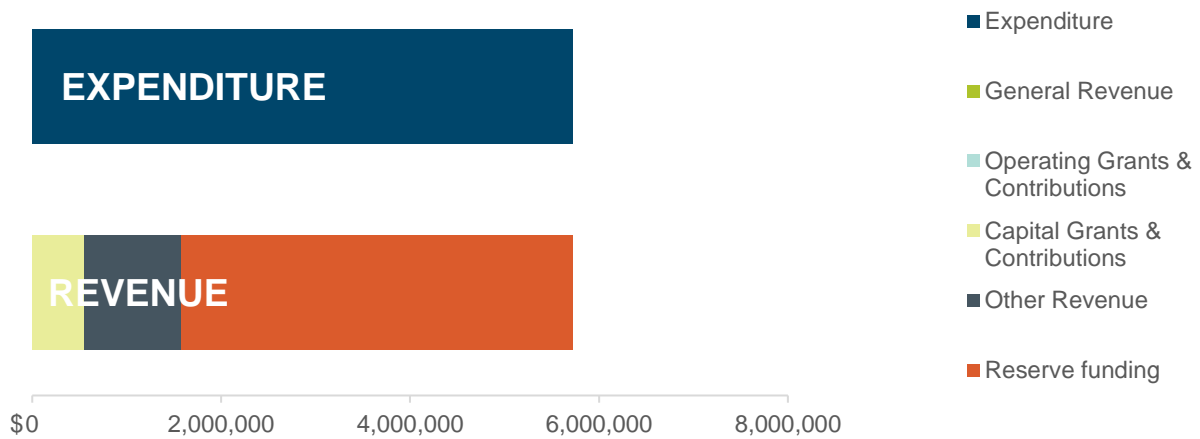
### How we measure our performance

Key performance indicator		Measure
1.	Capital works projects delivered within projected contingency	<b>100%</b>
2.	Average building & facility asset condition above Good (1,2)	<b>≥75%</b>
3.	Average building & facility asset condition below Poor (4,5)	<b>≤5%</b>
4.	Defects made safe within 5 working days and repairs within 30 working days	<b>90%</b>

## Major projects

Activity	Q1	Q2	Q3	Q4
1. Complete the 2 Prince Street Administration Centre renovation for occupation	■			
2. Finalise Koolkhan Depot future use report	■	■		
3. Prepare Community Hall Asset & Facility Management Plans	■	■		
4. Upgrade Maclean administration centre air conditioning plant and system		■	■	
5. Establish a schedule for asset data verification to improve maintenance at proposed condition rating levels		■	■	■

## How the service is funded



## Sewer Services

### Our service objective

Provide sanitary, efficient and reliable effluent waste services.

### Responsible officer

Manager Watercycle

### What we deliver

Maintain and renew sewerage network infrastructure.

### How we deliver

34.5

Contracted labour and specialist contractors

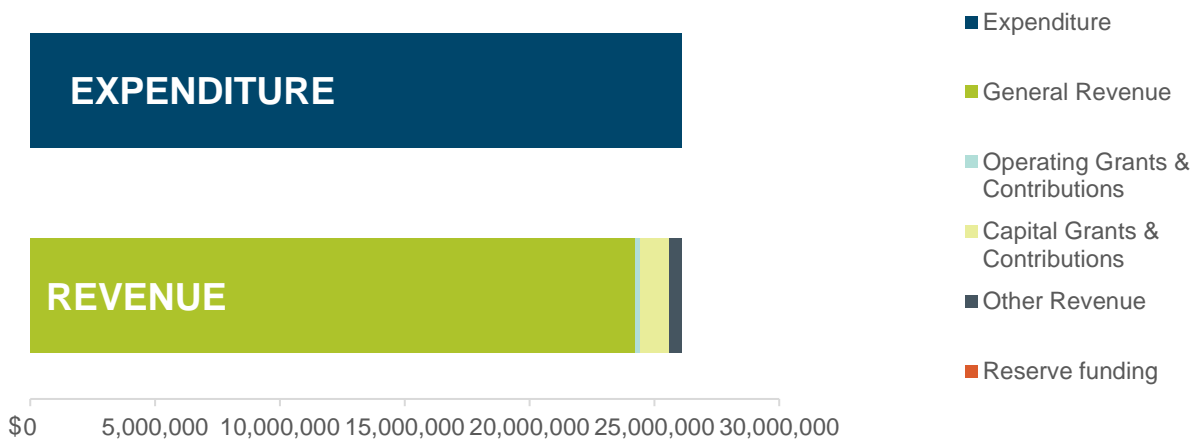
### How we measure our performance

Key performance indicator		Measure
1.	Capital works projects delivered within projected contingency	100%
2.	Environmental incidents responded to in accordance with PIRMP?	100%
3.	Environmental Protection licence exceedances	0
4.	Odour contained within sewer treatment buffer zones	100%
5.	Response time to system failures: Priority 1 major spill during work hours – 30 minutes Priority 1 major spill outside work hours – 1 hour Priority 2 moderate spill during work hours – 1 hour Priority 2 moderate spill outside work hours – 2 hours Priority 3 minor spill during work hours – 2 hours Priority 3 minor spill outside work hours – 8 hours	100%

## Major projects

Activity	Q1	Q2	Q3	Q4
1. Renew odour control systems at Yamba and Iluka Sewer Treatment Plants	■	■		
2. Infiltration/inflow prevention program - Undertake sewer network inspections in Yamba to detect illegal stormwater connections and failed pipes	■	■		
3. Upgrade sludge lagoons at Clarenza Sewer Treatment Plant	■	■	■	■
4. Detailed design of North Grafton Sewage Treatment Plant augmentation	■	■	■	■
5. Develop and deliver sewer lining program following investigation inspections in Yamba, Angourie, Wooloweyah, Maclean, Townsend, Grafton, Junction Hill and Coutts Crossing		■	■	■

## How the service is funded



## Level of satisfaction vs. level of importance



**SEWERAGE**  
IMPORTANCE: LOWER



## Economy

You told us you wanted ...

### 3.1 To have an attractive and diverse environment for business, tourism and industry that:

- 3.1.1 Promotes the Clarence region as a wonderful place to invest, live, work, and visit
- 3.1.2 Grows the Clarence Valley economy through supporting local business and industry
- 3.1.3 Provides land use planning that facilitates and balances economic growth, environmental protection and social equity
- 3.1.4 With our partners, encourages the development of a skilled and flexible workforce to match the requirements of business and industry
- 3.1.5 Attracts and grows events that contribute to the economy with a focus on high participatory events
- 3.1.6 Develops initiatives capitalising on Clarence Valley's competitive advantages

# Communication & Industry Engagement

## Our service objective

Provide industry support, organisational communications and visitor services.

## Responsible officer

Director Corporate & Governance

## What we deliver

Industry support and economic development programs, Media releases and corporate communications, Grant writing, Clarence Roundtable facilitation, Special and sporting event sponsorship, Event development, Visitor Information services, My Clarence Valley marketing.

## How we deliver

7.6 FTE

Consultants

## How we measure our performance

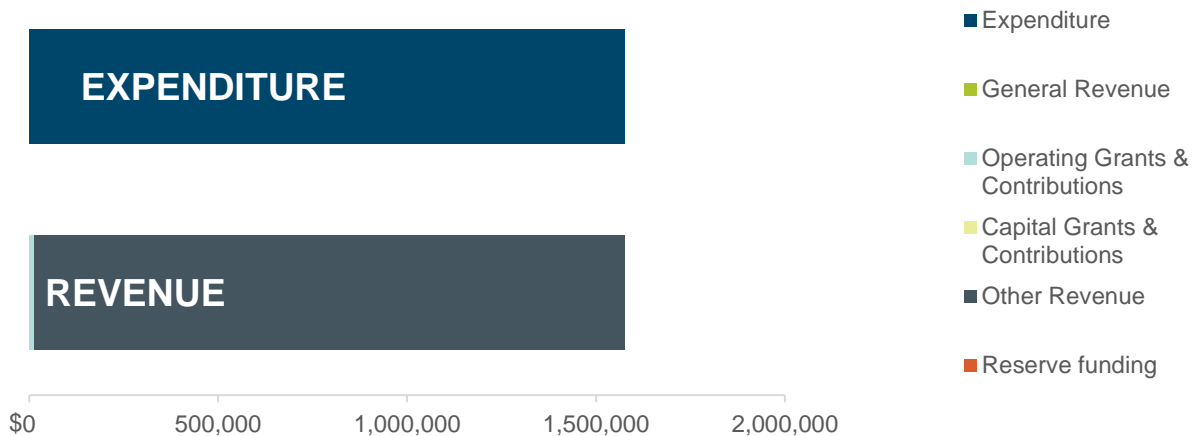
Key performance indicator		Measure
1.	Economic benefit from sponsored events - day visitors	>3.8M
2.	Economic benefit from sponsored events - overnight visitors	>4.8M
3.	Visitors engaged through Myclarencevalley interactions	>1.5M
4.	Industry engagement meetings	>50
5.	Clarence Valley Council website unique views	>180,000



## Major projects

Activity	Q1	Q2	Q3	Q4
1. Tourism promotion for Jacaranda Festival	■			
2. Implement recommendations from Rural & Tourism Impact Assessment & Recovery Strategy	■	■		
3. Implement Hinterland cluster development program to disperse coastal tourism & increase economic benefits to broader area	■	■		
4. Implement recommended actions from Clarence Riverway Masterplan 2021	■	■	■	■
5. Implementation of 'Illuminate Jacaranda' funding – lighting of the Jacarandas in See Park		■		
6. Design and launch Council quarterly magazine			■	
7. Deliver planned activities for small business month			■	

## How the service is funded



## Level of satisfaction vs. level of importance



## Regional Airport

### Our service objective

Operate & manage a regional airport to provide air services that connect the Clarence Valley.

### What we deliver

Manage airport compliance with CASA aviation standards, Maintain cleanliness of airport terminal, Develop and maintain relationships for regional passenger flights, Implement Grafton Regional Airport masterplan.

### Responsible officer

Manager Civil Services

### How we deliver

1 FTE

Contracted services

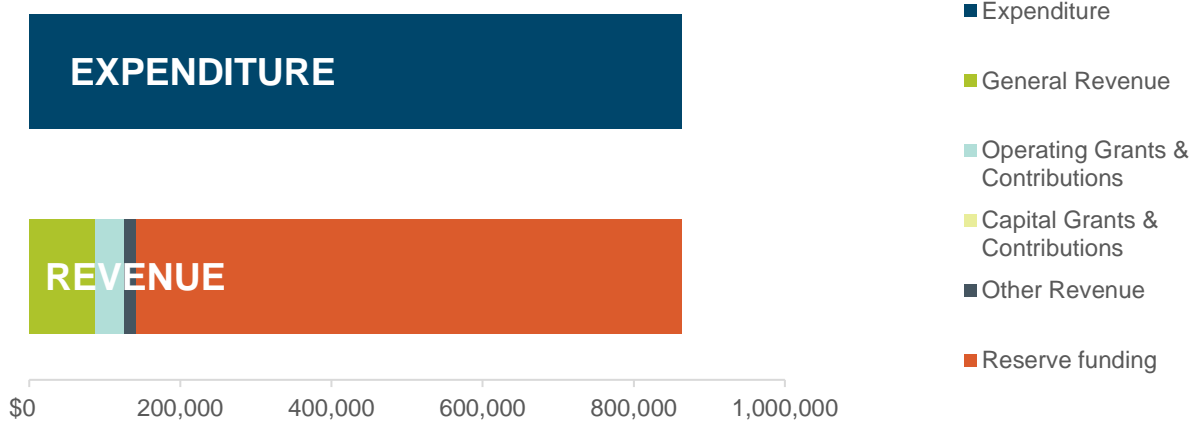
### How we measure our performance

Key performance indicator		Measure
1.	Safety inspection complete & submitted to CASA	100%
2.	Increase prior years passenger traffic movements	4%
3.	Increase prior years general aviation aircraft movements	0.80%

## Major projects

Activity	Q1	Q2	Q3	Q4
1. Complete the airside hardstand area to support RFS aircraft landings	■	■		
2. Prepare a Grafton Regional Airport Business Development Plan		■	■	

## How the service is funded



## Saleyards

### Our service objective

Operate a commercial saleyard facility for the sale of livestock.

### What we deliver

Operate a legislatively compliant profitable saleyard, Undertake capital improvements and repair and maintenance activities, Facilitate Saleyard Committee

### Responsible officer

Manager Open Spaces & Facilities

### How we deliver

1 FTE

Contracted services to support livestock sale

Contracted trades & services

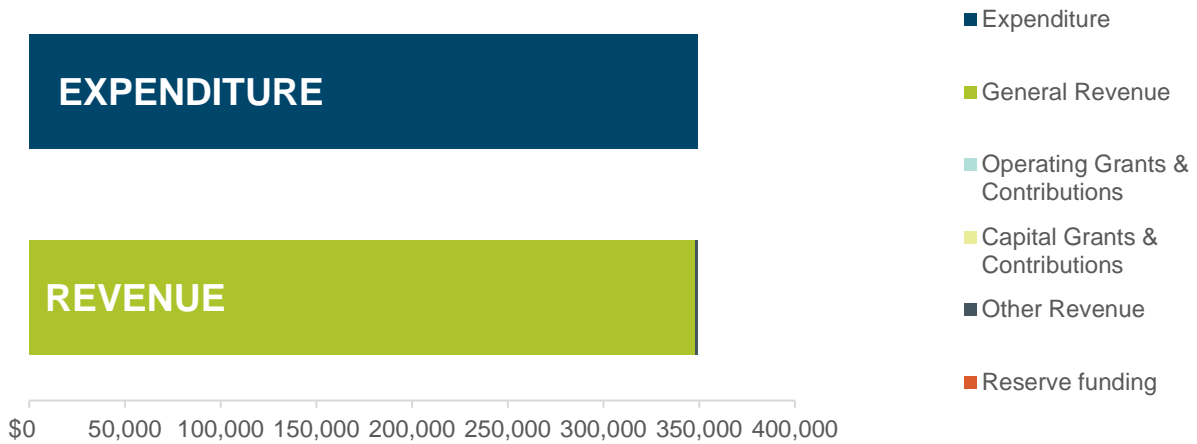
### How we measure our performance

Key performance indicator		Measure
1.	Net profit	10%
2.	Positive agent feedback on sales delivery	>98%
3.	Average asset condition below Poor (4,5)	≤5%

## Major projects

Activity	Q1	Q2	Q3	Q4
1. Prepare a design for the saleyard roof	■	■		
2. Investigate grant fund opportunities for construction of the saleyard roof			■	■

## How the service is funded



## Holiday Parks

### Our service objective

Operate successful profitable holiday parks with a range of accommodation options for visitors to the area.

### What we deliver

Coordinate and manage holiday park site management contracts within relevant regulatory frameworks, Undertake holiday park capital upgrades, Coordinate out of contract maintenance services. Promotion of holiday parks, Manage financial transactions relating to visitor bookings, operation and maintenance expenses and contract payments, Transactions relating to visitor bookings and contract payments.

### Responsible officer

Manager Open Spaces & Facilities

### How we deliver

2 FTE

Contracted site management

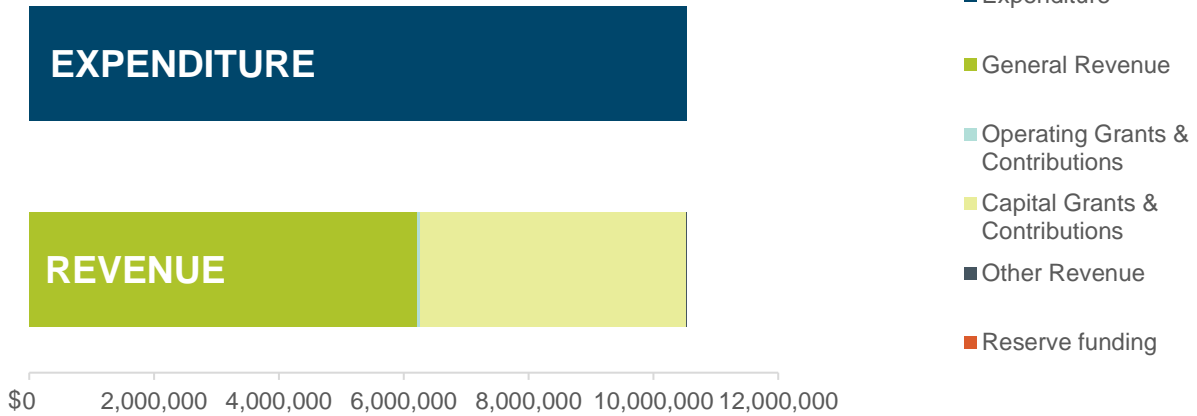
### How we measure our performance

Key performance indicator		Measure
1.	Maintain or improve prior years average Net Promoter (satisfaction) score - Brooms Head	≥75%
2.	Maintain or improve prior years average Net Promoter (satisfaction) score – Calypso	≥50%
3.	Maintain or improve prior years average Net Promoter (satisfaction) score – Iluka	≥80%
4.	Maintain or improve prior years average Net Promoter (satisfaction) score - Minnie Water	≥65%
5.	Maintain or improve prior years average Net Promoter (satisfaction) score – Wooli	≥60%
6.	Maintain or improve prior years average occupancy rate - Brooms Head	≥45%
7.	Maintain or improve prior years average occupancy rate - Calypso	≥54%
8.	Maintain or improve prior years average occupancy rate - Iluka	≥40%
9.	Maintain or improve prior years average occupancy rate - Minnie Water	≥24%
10.	Maintain or improve prior years average occupancy rate - Wooli	≥42%

## Major projects

Activity		Q1	Q2	Q3	Q4
1.	Investigate online booking and payment options for Holiday Parks	■			
2.	Prepare a Business Development Strategy for Wooli Holiday Park		■	■	
3.	Prepare a Business Development Strategy for Minnie Water Holiday Park		■	■	

## How the service is funded





## Environment

### You told us you wanted ...

#### 4.1 To preserve and enhance our natural environment by:

- 4.1.1 Managing our coastal zone, waterways, catchments and floodplains in an ecologically sustainable manner
- 4.1.2 Promoting sustainable natural resource management

#### 4.2 To foster a balance between development and the environment considering climate change impacts as we:

- 4.2.1 Promote, plan and implement strategies that reduce carbon emissions, improve energy efficiencies and increase the use of renewable energy
- 4.2.2 Plan, resource and respond to natural hazards and disasters taking into account impacts from climate change
- 4.2.3 Provide efficient and effective solid waste management services that prioritises resource recovery and minimises environmental impacts
- 4.2.4 With our partners, promote and encourage sustainable and innovative agricultural practices
- 4.2.5 Educate the community, business and industry about sustainable practices in the home, at work and in public places



## Natural Resource Management

### Our service objective

Maintain or improve the condition of natural ecosystems and sustainability of agriculture.

### Responsible officer

Manager Open Spaces & Facilities

### What we deliver

Protect & maintain Council reserves, Implement Biodiversity Strategy and Bush Fire Risk Management Plan natural resource management activities, Assessment of REFs (Report on Environmental Factors) and Biodiversity Development Assessment Reports, Undertake control of biosecurity matter (weeds), Bush regeneration activities, Deliver native flora & fauna education activities.

### How we deliver

13 FTE

Consultants

Contracted and volunteer services

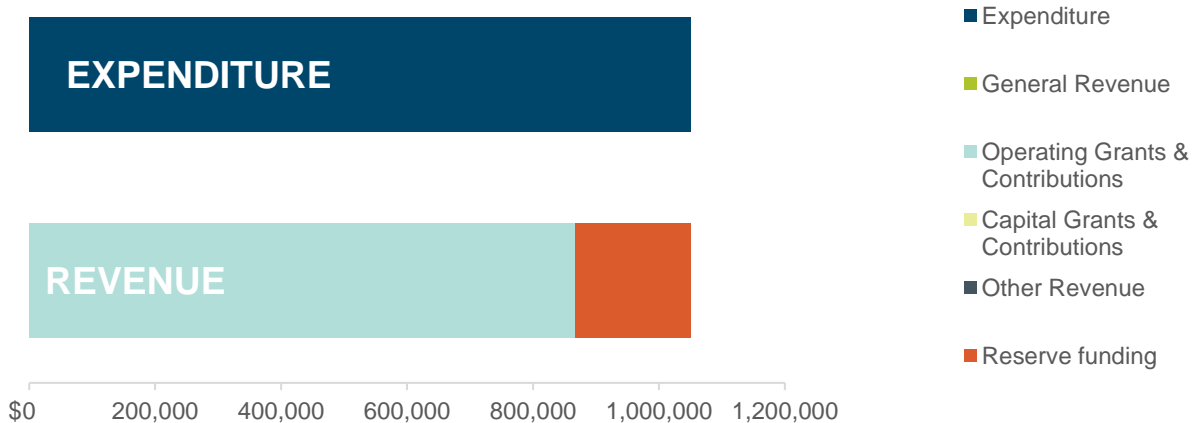
### How we measure our performance

Key performance indicator		Measure
1.	2882 High risk species inspected p/a	100%
2.	3693km High risk corridors inspected p/a	100%
3.	190ha High risk species treated & controlled p/a	100%
4.	857km High risk corridors treated & controlled	100%
5.	Rehabilitate 100ha of Council reserves	100%
6.	Response to requests for improved threatened species management (Koalas, Emus, Flying-fox) within 10 days	100%

## Major projects

Activity	Q1	Q2	Q3	Q4
1. Aboriginal land management pilot project completed and reported	■	■	■	
2. Biodiversity Strategy priority actions 1.2, 1.4, 1.5, 2.2 implemented including identifying range of funding opportunities; design an assessment process to review compliance; Roadside Vegetation Management Plan	■	■	■	■
3. Targeted Weeds Action Program (WAP) activities – Tropical soda apple, Groundsel bush, Mysore thorn & Giant rats tail grass		■		■
4. Review 4 Vegetation Management Plans for Council reserves (Diggers Camp, Flinders Park, Minnie Water, Maclean Lookout)				■
5. Flying-fox Habitat Restoration Program implemented to address conflict between urban areas and flying-foxes				■

## How the service is funded



## Level of satisfaction vs. level of importance



**PROTECTION  
OF NATURAL  
ENVIRONMENT**  
IMPORTANCE: LOWER

## Waste Services (Waste & Sustainability)

### Our service objective

Deliver a range of waste services aimed at waste minimisation & resource recovery.

### Responsible officer

Manager Open Spaces & Facilities

### What we deliver

Undertake kerbside waste collection services, Operate Grafton Regional landfill, and a network of seven waste transfer stations located across the local government area with all waste being transferred to the regional landfill, Operate an organics recycling facility, Operate a materials recycling facility, Manage street cleaning & related public place waste collection, Deliver a comprehensive waste education program, Operate a waste environmental learning facility, Coordinate Council's sustainability program & carbon footprint mitigating actions, Community Climate Change Committee.

### How we deliver

9.6 FTE

Contracted waste services

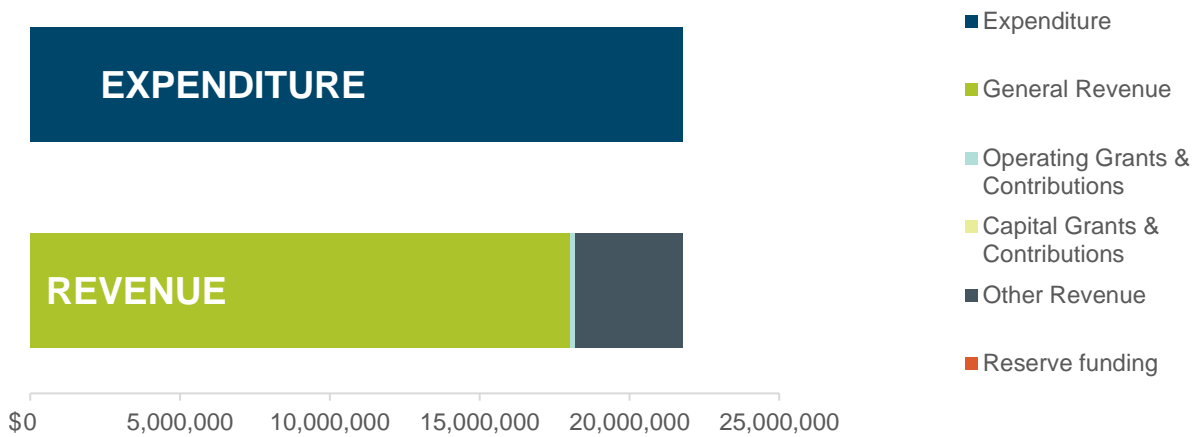
### How we measure our performance

Key performance indicator		Measure
1.	Kerbside collection to landfill	<60%
2.	Recycling contamination rate	<6%
3.	Organics contamination rate	<3%
4.	Grafton regional landfill EPA licence breaches	0
5.	Environmental learning facility events p/a	>50
6.	Environmental learning facility event attendance p/a	>1000
7.	Increase on prior years use of renewable energy sources	5%
8.	Annual water consumptions levels maintained (5792ML) through ongoing community education	100%

## Major projects

Activity	Q1	Q2	Q3	Q4
1. Engage a fixed term Sustainability Officer to implement the Community Energy and Emissions Reduction Strategy	■			
2. Develop and implement a water efficiency rebate policy	■	■		
3. Conduct a National Water Week activity and deliver Waterwise schools program water efficiency activities	■	■	■	■
4. Prepare a Community Energy and Emissions Reduction Strategy action plan and establish key performance indicators to measure success		■	■	
5. Develop and implement a water efficiency partner plan with Coffs Harbour Council to implement Water Efficiency Strategy Plan actions			■	
6. Construct Cell 4 of the Grafton Regional Landfill			■	■
7. Prepare concept designs for redevelopment of the Grafton & Maclean waste transfer stations			■	■
8. Conduct the Domestic Waste Contract tender			■	■

## How the service is funded



## Level of satisfaction vs. level of importance



**WASTE &  
RECYCLING**  
IMPORTANCE: HIGHER

## Watercycle

### Our service objective

Provide a safe, secure and reliable drinking water supply.

### What we deliver

Maintain & renew water network infrastructure, Prepare and implement asset management plans for network infrastructure, undertake water quality control measures and audits, conduct water quality & water use education activities, identify & implement water conservation and sustainable water usage practices, operate Shannon Creek dam.

### Responsible officer

Manager Watercycle

### How we deliver

30

Contracted labour and specialist contractors

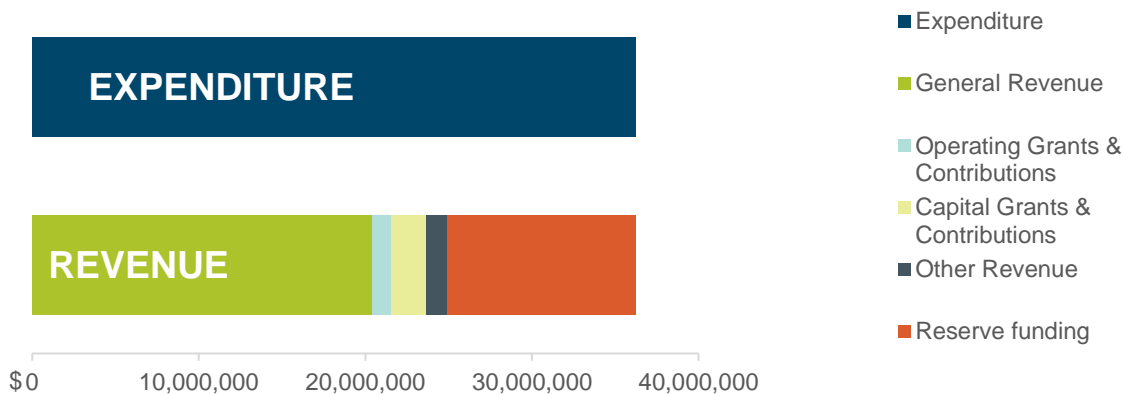
### How we measure our performance

Key performance indicator		Measure
1.	Capital works projects delivered within projected contingency	100%
2.	Water quality sampling results in compliance with Australian Drinking Water Guideline	100%
3.	DWMS key management responses met for incidents outside ADWG health guide value	100%
4	Response time to supply failures: During work hours response rate – 2 hours from notification Out of work hours response rate – 3 hours from notification	95%

## Major projects

Activity	Q1	Q2	Q3	Q4
1. Investigate external funding options for the Grafton Correctional Centre to Grafton Airport watermain extension to support emergency services activities	■	■		
2. Upgrade Wooli water extraction point to remove impacts on ultra-violet treatment system and allow for extraction in prolonged dry periods	■	■	■	
3. Renew Rushforth Road 32ml reservoir	■	■	■	■
4. Complete the watermain renewal program following inspections in Ashby, Yamba and South Grafton	■	■	■	■
5. Monitor and report outcomes of the Town Water Risk Reduction Program coordinated by the Department of Planning Industry and Environment (DPIE)	■	■	■	■
6. Construct a 1.7ml reservoir at Lawrence	■	■	■	■
7. Upgrade water supply valves located on the Regional Water Supply scheme to enable remote operation			■	■
8. Undertake air scouring of watermains in Iluka and Yamba			■	■
9. Transfer of the Nymboida Hydro scheme assets to Council	■			

## How the service is funded



## Level of satisfaction vs. level of importance



**WATER  
SUPPLY**  
IMPORTANCE: HIGHER



## Floodplain & Estuary Management

### Our service objective

Assess and manage risks associated with floodplain, estuary, and coastal inundation.

### Responsible officer

Manager Watercycle

### What we deliver

Undertake floodplain studies and prepare floodplain management plans, Manage floodplain infrastructure assets, Prepare coastal zone management plans, Coordinate coastal protection activities.

### How we deliver

8 FTE

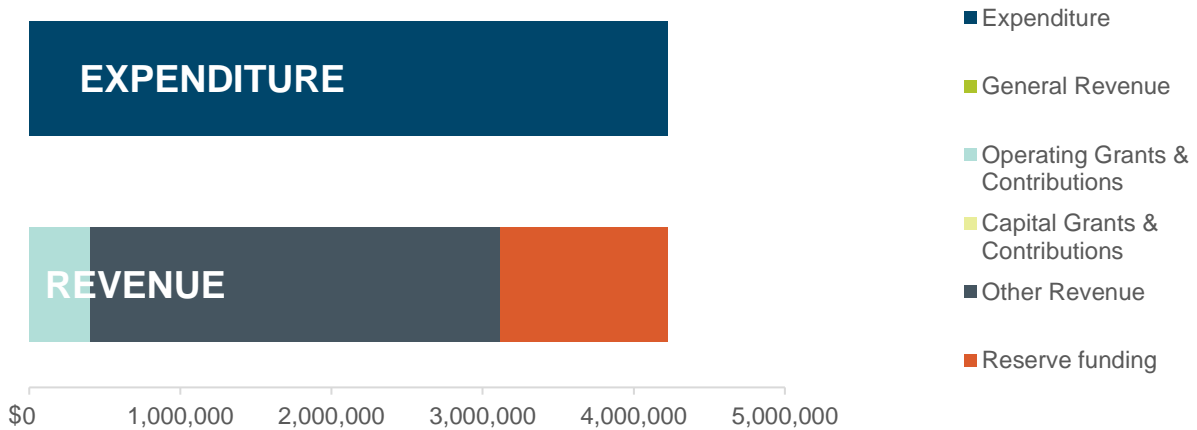
### How we measure our performance

Key performance indicator		Measure
1.	Capital works delivered within contingency	100%
2.	Clarence Valley Floodplain Risk Management Committee meets twice pa	100%
3.	Outstanding customer requests greater than 15 days	<10%

## Major projects

Activity	Q1	Q2	Q3	Q4
1. Stage 2 & 3 Coastal Zone Management Plans prepared for whole LGA coastline	■	■		
2. Woolli Beach sand nourishment program		■	■	■
3. Alummy Creek Levee upgrade		■	■	
4. Renewal of two outlets at Shark Creek			■	■
5. Floodplain asset renewal program completed				

## How the service is funded



## Level of satisfaction vs. level of importance



**FLOOD PLAIN &  
COASTLINE  
MANAGEMENT**  
IMPORTANCE: LOWER

## Regulatory Services - Ranger Operations

### Our service objective

Delivery of effective regulatory enforcement activities to improve liveability for all.

### Responsible officer

Manager Environment Development & Strategic Planning

### What we deliver

Companion animal regulation enforcement, Operate pound facilities, Rehoming companion animals, Compliance complaint management, Vehicle impounding, Overgrown property complaint management, Parking infringements, Enforcement of policy relating to signage, use of public land & camping.

### How we deliver

8 FTE

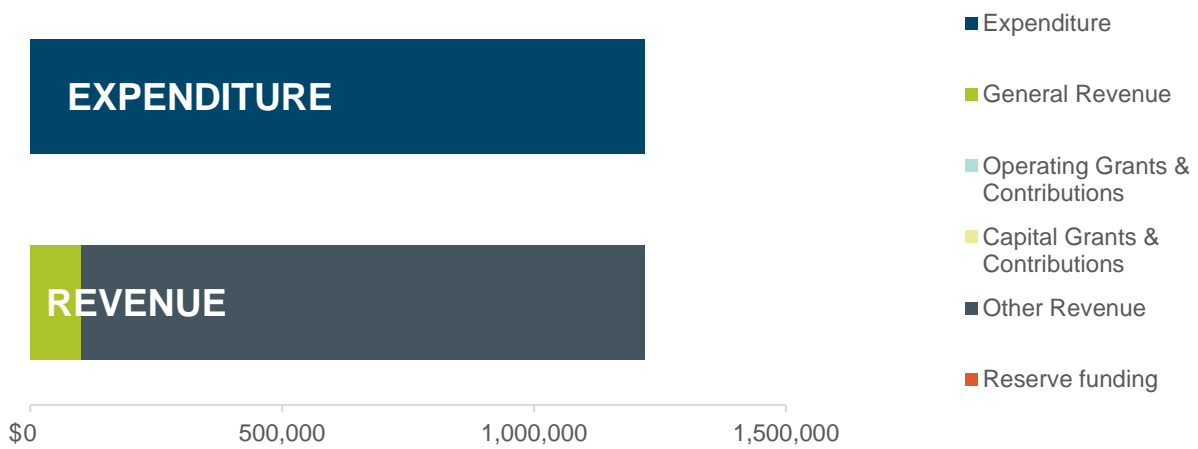
### How we measure our performance

Key performance indicator		Measure
1.	Companion animal rehoming rate	95%
2.	Increased pet registrations on prior year (x#)	5%
3.	'Dog on person' attack response rate – 4 hours	100%
4.	Straying cattle response rate – 4 hours	100%
5.	Roaming dog response rate – 2 day	90%
6.	Noise complaints response rate – 2 days	80%
7.	Pollution complaint response rate – 4 hours	100%
8.	Abandoned vehicle response rate – 5 days	80%
9.	Increased pet registrations on prior year (x#)	5%

## Major projects

Activity	Q1	Q2	Q3	Q4
1. Coordinate 3 microchipping days		■	■	■
2. Operate freedom camper enforcement campaigns during peak holiday periods	■	■	■	■
3. Companion animal pet registration campaign	■	■	■	■

## How the service is funded



## Level of satisfaction vs. level of importance



**ENFORCEMENT  
OF REGULATIONS  
BY RANGERS**  
IMPORTANCE: LOWER



## Leadership

### You told us you wanted ...

#### 5.1 To have a strong, accountable and representative government that:

- 5.1.1 Develops a clear plan for the community through integrated planning and reporting
- 5.1.2 Creates awareness of Council's roles, responsibilities and services
- 5.1.3 Engages with the community to inform decision making
- 5.1.4 Ensures transparent accountable decision making for our community
- 5.1.5 Represents our community at regional, state and federal levels
- 5.1.6 Ensures decisions reflect the long-term interests of the community and support financial and infrastructural sustainability
- 5.1.7 Undertakes the civic duties of Council in an ethical manner
- 5.1.8 Ensures good governance, effective risk management and statutory compliance

#### 5.2 To have an effective and efficient organisation that:

- 5.2.1 Operates in a financially responsible and sustainable manner
- 5.2.2 Makes Council a preferred employer
- 5.2.3 Fosters an organisational culture focused on customer service excellence, innovation and continuous improvement
- 5.2.4 Ensures a safe and healthy work environment
- 5.2.5 Manages and value our corporate information and knowledge

# Office of the General Manager

## Our service objective

Provide organisational leadership and support to elected members.

## What we deliver

Council meeting management, Business paper preparation, Executive support, Strategic & long term financial & asset planning activities, Elected member professional development coordination, Community satisfaction & staff engagement surveying.

## Responsible officer

General Manager

## How we deliver

General Manager

7 FTE

Consultants How we measure our performance

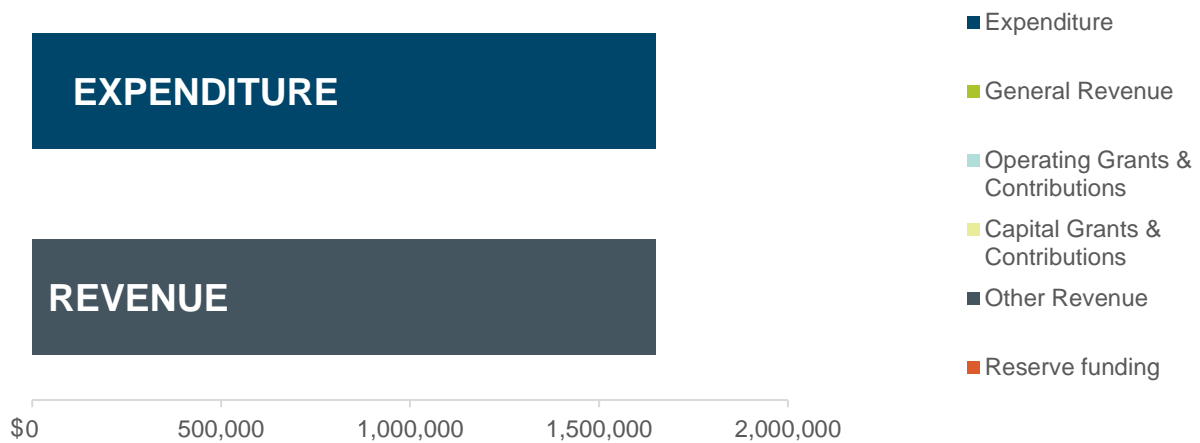
Key performance indicator		Measure
1.	Correspondence response within 10 days	>90%
2.	10 Ordinary Council meetings	100%
3.	Business Papers available online 3 days prior to meeting	100%
4.	Host civic ceremonies	≥4pa
5.	Long Term Financial Plan variation	<10%
6.	Asset revaluations of ≥1 asset class	100%



## Major projects

Activity		Q1	Q2	Q3	Q4
1.	Deliver an Induction and Professional Development program for the new council	■	■	■	■
2.	Coordinate monthly Committee and Ordinary meetings of council	■	■	■	■
3.	Deliver an annual program of civic events including citizenship ceremonies & Australia Day activities	■	■	■	■
4.	Deliver the outcomes of the Reconciliation Action Plan	■	■	■	■
5.	Facilitate preparation of a 3-year Delivery Program for the term of the council			■	■
6.	Undertake annual review of the Asset Management Strategy			■	■
7.	Produce the Long Term Financial Plan			■	■

## How the service is funded



## Corporate & Governance

### Our service objective

Oversee organisational governance & compliance activities.

### What we deliver

Property management, Recovery & resilience planning activities, Facilitate independent audit & risk oversight, Statutory and benchmark reporting activities, Code of Conduct complaint management, Directorate management.

### Responsible officer

Director Corporate & Governance

### How we deliver

Director  
3 Managers  
2 FTE  
3 FTA  
Consultants  
Contracted internal auditor services  
Contracted Code of Conduct Reviewers

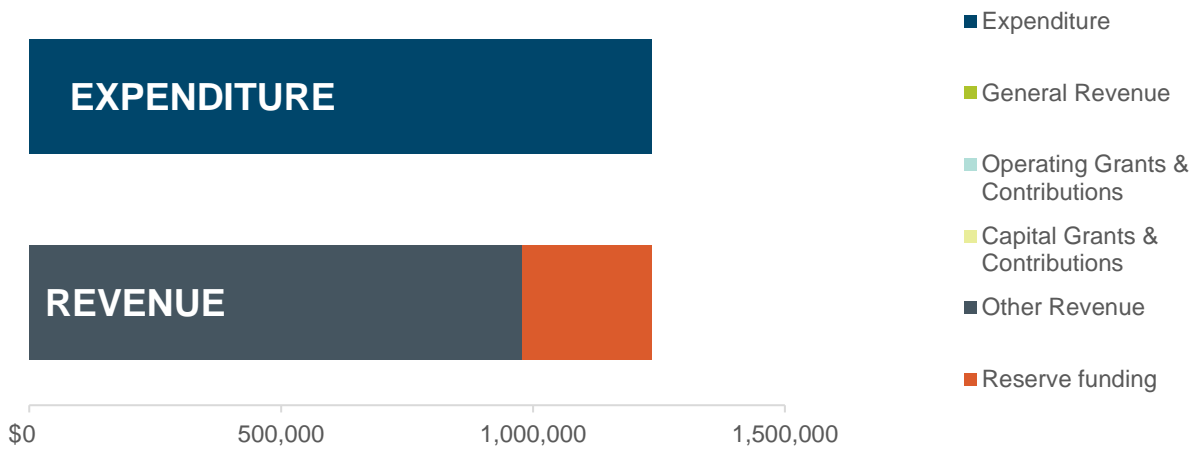
### How we measure our performance

Key performance indicator		Measure
1.	Directorate correspondence response within 10 days	>90%
2.	Audit Risk & Improvement Committee (ARIC) meets quarterly	100%
3.	Leases renewed before expiry	100%
4.	Complaint response/resolution within 15 days	100%

## Major projects

Activity	Q1	Q2	Q3	Q4
1. Prepare and deliver end of term reporting for 2016-2021 elected council	■			
2. Prepare a revised 10-year Community Strategic Plan	■	■		
3. Prepare a process improvement and risk mitigation internal audit program		■		
4. Review constitutions and establish governance framework for advisory and delegated committees (s355) of Council		■		
5. Prepare Council's Disaster Resilience Framework		■		
6. Annual report of activities by the Audit Risk & Improvement (ARIC) Chair				■

## How the service is funded



## Finance & Supply

### Our service objective

Provide financial business services to support organisational financial accountability supply.

### What we deliver

Levy and collect rates, Deliver accounts payable and receivable functions, grant accounting and asset accounting, Investment and loan management, Deliver monthly and quarterly financial reporting, Complete financial statutory functions, Deliver payroll functions, Coordinate strategic procurement services and tender and contract management advice, Maintain contract register, Stores management.

### Responsible officer

Manager Finance & Supply

### How we deliver

26.69 FTE

Contracted external auditor services, debt recovery services and investment advisory services

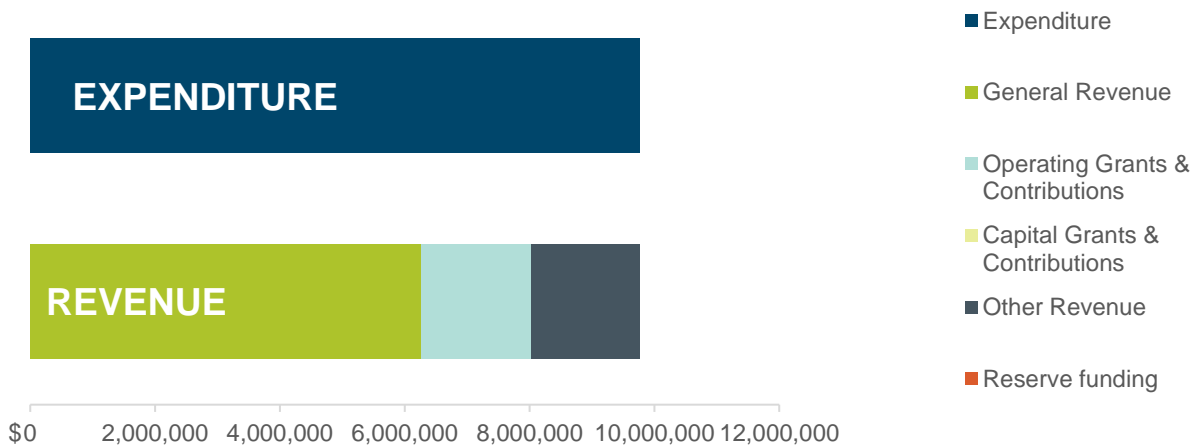
### How we measure our performance

Key performance indicator	Measure
1. Investment return exceeds Ausbond Bank Bill Index	100%
2. Rates Notices received electronically	15%
3. Variation to adopted budget (net result)	<10%
4. Business payment terms met (30days)	100%
5. Quarterly rates and annual charges issued	100%
6. Contracts register updated monthly	100%

## Major projects

Activity	Q1	Q2	Q3	Q4
1. Create and implement a Financial Management Strategy that ties existing policies together	■			
2. Implement software solutions to enable an increased range of online payment options	■	■		
3. Complete the Annual Financial Statement	■	■		
4. Upgrade corporate finance systems enabling greater automation	■	■		
5. Investigate scope and implement a Grants Management system		■	■	
6. Develop the annual budget for the following year		■	■	
7. Conduct 6 monthly Contractor engagement workshops		■		■
8. Implement Rates & Water database reporting automation to support efficiencies in decision making			■	■
9. Implement Optical Character Recognition software to automate accounts payable processing and minimise risk of fraud			■	■
10. Complete a strategic procurement review			■	■

## How the service is funded



## Information & Corporate Systems

### Our service objective

Provide information management solutions that support customer service provision.

### What we deliver

Information Technology system support, Communications network support, Hardware system management, GIS mapping, Records management, Front of house customer service activities.

### Responsible officer

Manager Information & Corporate Systems

### How we deliver

28.6 FTE  
Contracted IT vendors

### How we measure our performance

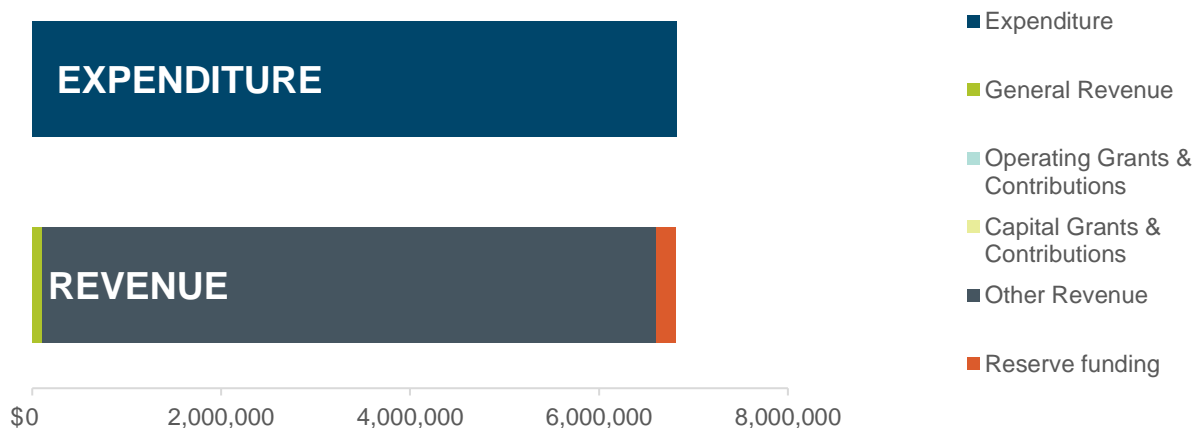
Key performance indicator		Measure
1.	Internet downtime	<2%
2.	Core Server availability	>98%
3.	Customer service calls answered within 30 seconds	85%
4.	First point of resolution - call centre	70%
5.	First point of resolution - counter services	65%
6.	Front counter customer satisfaction	80%
7.	Request for Information response < 10 days	100%



## Major projects

Activity	Q1	Q2	Q3	Q4
1. Rushforth Road Radio link upgrade for disaster recovery complete	■			
2. Upgrade communications infrastructure between Prince Street and Koolkhan depot	■			
3. Upgrade audio conferencing system at 2 Prince Street Administration Centre	■	■		
4. Implement NSW Government DA planning portal and integration with corporate systems	■	■		
5. Develop a governance control framework to improve security of systems and information		■		
6. Investigate customer relationship management software solutions			■	
7. Decommission end of life Telstra ISDN system and implement new phone system				■
8. Migrate copper phone services to NBN services				■
9. Deliver corporate system dashboards for improved information management and reporting				■

## How the service is funded



## Level of satisfaction vs. level of importance



**ONLINE SERVICES**  
 IMPORTANCE: LOWER

## Governance & Business Improvement

### Our service objective

Provide support activities to facilitate legislative compliance and process improvement.

### Responsible officer

Manager Organisational Development

### What we deliver

Compliance and statutory reporting activities, Annual Report, Government Information Public Access decisions, Local Government election support, Maintain registers for delegations, Legal panel management, Insurance portfolio management, Delegations and designated persons register, Policy framework oversight, Process mapping for business improvement.

### How we deliver

3 FTE

Contracted legal services

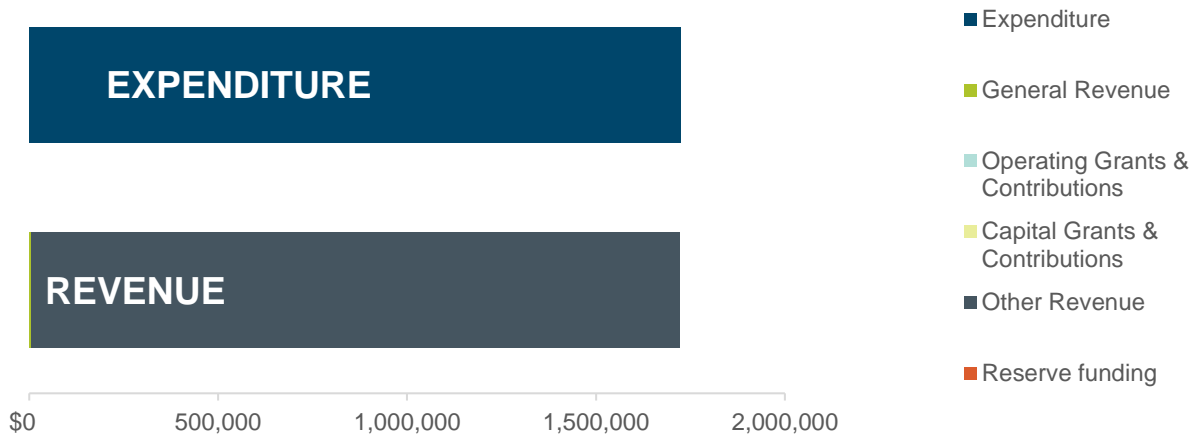
### How we measure our performance

Key performance indicator		Measure
1.	GIPA response within 20 days	100%
2.	Complaint response/ resolution < 15days	100%
3.	Quarterly declaration by designated persons review	100%
4.	Legal activity reported quarterly	100%

## Major projects

Activity	Q1	Q2	Q3	Q4
1. Develop a Governance Framework	■			
2. Prepare the Annual Report	■	■		
3. Implement Reliansys (software) for management of actionable delegations, policy review and the legislative compliance framework	■	■		
4. Establish a business improvement framework to ensure identification and critical analysis of meaningful projects that have strategic value to the organisation			■	
5. Complete four Statewide (insurer) Continuous Improvement Plans for improved risk management: Stormwater, Trees, Waste & Claims management			■	■
6. Review the insurance policy				■

## How the service is funded



## People, Culture Safety & Risk

### Our service objective

Deliver human resource and work health safety initiatives that support a productive and safe workforce.

### What we deliver

Workforce planning activities, My Employee Journey strategy implementation - employee lifecycle policy and procedure, Training & development programming, Capability Framework (staff performance & development framework) support, Trainee support, Return to work support, Work Health Safety audits, Facilitate Employee Consultative Committee, Volunteer management framework, Internal staff communications & intranet management.

### Responsible officer

Manager Organisational Development

### How we deliver

9.6 FTE

Contracted trainers

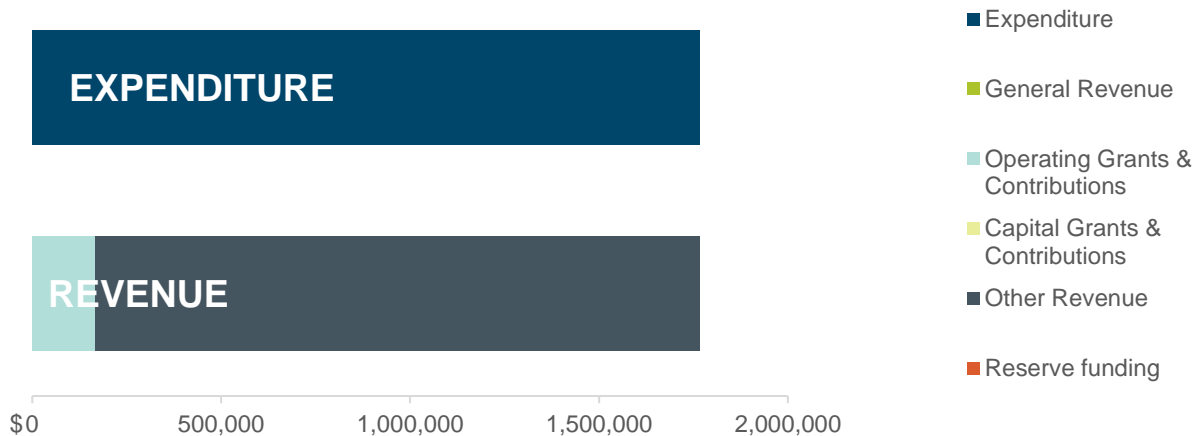
### How we measure our performance

Key performance indicator		Measure
1.	First Nations staff ratio	5%
2.	Unplanned absence rate	<4%
3.	Newstarter (< 12mths) turnover rate	<9%
4.	Lost time injury frequency rate (Safework Standard)	<12.8
5.	Lost time injury severity rate (hours/claim)	<12
6.	Annual testing of the Business Continuity Plan	100%

## Major projects

Activity	Q1	Q2	Q3	Q4
1. Establish a staff induction and orientation program for new staff to drive engagement and retention	■	■		
2. Conduct a Work Health Safety management plan audit	■			■
3. Conduct a staff engagement survey and implement improvement action plan	■	■	■	■
4. Implement a safety software solution for management of reporting and resolution of incidents		■	■	
5. Investigate a risk management software solution to manage and reduce organisational risk		■	■	
6. Investigate and implement an employee performance & development management software solution		■	■	■
7. Develop a volunteer management framework			■	■
8. Upgrade HRP (Human Resource & Payroll) corporate system module to deliver efficiency and mitigate risk			■	■
9. Evaluate implementation of the workforce management strategy 2021/2025				■

## How the service is funded



# CAPITAL WORKS PROGRAM



## Parks and open spaces

Project Type	Funding Sources									
	Project	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
<b>Town enhancements</b>										
Ulmarra Riverside & Village Precinct Project Stage 1	840			840	840					0
Grafton Waterfront Structural Works	6,390			6,390		6,390				0
Drinking fountain stations installed at Criterion Track & Lower Fishers	20			20			20			0
Wooli Beach Access Upgrade	80	80					80			0
Coutts Crossing Public School Road Safety Project	100			100		50	50			0
Cane Barge And Ashby Ferry Removal	207	207					207			0
Smart Waste Bins in Tourist Hotspots	40			40						40
	<b>7,677</b>	<b>287</b>	<b>0</b>	<b>7,390</b>	<b>840</b>	<b>6,440</b>	<b>357</b>	<b>0</b>		<b>40</b>

Project Type Funding Sources									
Project	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants	Reserve	Asset Sales	Funded
<b>Sporting Facilities</b>									
Tennis Court Asset - bookacourt system Yamba & 1 court resurface	40	40							40
Yamba Sports Complex Top-dress & Drainage	41	41					41		0
Yamba Indoor Surface complex, cut polish & seal	20	20							20
McKittrick Park Sports Buildings Renewals	81	81					81		0
Gabba Grass replacement Yamba & McIntosh Parks & Cricket Net replaced at Ken Leeson	53	53					53		0
Grafton Pool Structure Renewal	10	10							10
Pool Plant and Equipment - RENEWALS	20	20							20
Lower Clarence Sports Council	40	40					40		0
Upper Clarence Sports Council	40	40					40		0
Coutts Crossing Golf Course Driveway & Practice Net	25	25				25			0
	<b>370</b>	<b>370</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>255</b>	<b>0</b>	<b>90</b>



Project Type		Funding Sources							
Project	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants	Reserve	Asset Sales	Funded
<b>Parks &amp; Reserves</b>									
Shannon Park Glenreagh Retaining Wall Renewal	20	20							20
Rushforth Park Entrance Road Upgrade	400		400			75	75		250
Hawthorne Camping Park Lighting Renewal	15	15							15
Tucabia Park & Wherrett Park Playground Equipment	280	280					121		159
Victoria Park Tucabia Fencing Renewal	50	50							50
Stage 2 Rushforth Park Carpark, Reseal Main Beach Top Carpark, Fishersmans Parks Maclean & Wooli Boat Ramp	413	413					103		310
Shannon Park Glenreagh Amenities	190	190					190		0
Yamba Skate Park	500			500		500			0
See Park & Corcoran Park BBQ Replacements	28	28					12		16
Art Installation - Lighting up the Jacarandas - See Park	165			165		73	92		0
Bushfire Affected Areas - Signage	100	100					100		0
Corcoran Park Footbridge Upgrade	60	60					60		0

Project Type	Funding Sources								
Project	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
Light Fitting Replacements - Jabour Park	75	75					75		0
Maclean Showground - Clydesdale Pavillion Extension	114			114		13	101		0
Maclean Showground - Grandstand Walls, Steps & Ramps	45	45				4	40		0
Maclean Showground - Main Arena Lighting Upgrade	233	233				21	212		0
Maclean Showground - Upgrade of stable Facilities	25	25					25		0
Townsend Park Playground Equipment Renewals	560	560				190	370		0
Zig Zag Pathway Yamba - Upgrade	348	348					348		0
Grafton Pool Detail Design	100	100					100		0
Pippie Beach Amenities Access	20		20				20		0
Cameron Park Concept Plan	17		17				17		0
Cowper/Brushgrove Fish Cleaning Table	4			4					4
Crown Spenser Street & 3 Boat Ramp Seaside Picnic Structures replaced	50	50							50
	<b>3,811</b>	<b>2,591</b>	<b>437</b>	<b>783</b>	<b>0</b>	<b>876</b>	<b>2,060</b>	<b>0</b>	<b>874</b>

Project Type	Funding Sources								
Project	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
<b>Water Facilities</b>									
Replace Pontoon Decks at Spencer St - Iluka & Yamba Road adjacent to Fisherman's Co-op	110	110							110
Jetty/Pontoon - Northern end of Corcoran Park	110			110		110			0
	<b>220</b>	<b>110</b>	<b>0</b>	<b>110</b>	<b>0</b>	<b>110</b>	<b>0</b>	<b>0</b>	<b>110</b>

## Cemeteries

Project Type	Funding Sources								
Project	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
Grafton Cemetery Shed Replacement	30	30					20		10
Clarence Lawn Cemetery Expansion Improvements	40	40					40		0
	<b>70</b>	<b>70</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>10</b>

## Libraries Services

Project Type	Funding Sources								
Project	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
Public Libraries - Furniture/Fittings/Office Equipment	33	13		20					33
Public Libraries - Security Equipment Iluka, Yamba & Maclean	15			15					15
Regional Library Book Stock Replacement Program	300	300					300		0
	<b>348</b>	<b>313</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>0</b>	<b>48</b>

## Cultural Services - Regional Art Gallery

Project Type	Funding Sources								
Project	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
Artwork Collection Acquisitions	24			24					24
	<b>24</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24</b>



# Infrastructure

## Works & Civil & Emergency Services

Project Type	Funding Sources									
	Project	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
<b>General Fleet</b>										
Small Plant Replacement Program	224	224						202	22	0
Light Fleet Replacement Program	1,427	1,427						808	619	0
Heavy Plant Replacement Program	3,562	3,562						2,964	599	0
	<b>5,214</b>	<b>5,214</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,973</b>	<b>1,240</b>	<b>0</b>

## Road & Transport Infrastructure

Project Type	Funding Sources									
	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded	
<b>Bridges</b>										
Bridge No 3, Jackybulbin Tullymorgan Road	305	305				305			0	
Bridge No 4, Jackybulbin Tullymorgan Road	325	325				325			0	
Mangrove Bridge No 2, Jackybulbin Tullymorgan Road	305	305				305			0	
Rhodes Bridge Replacement	550	550				539	11		0	
Dignans Bridge Replacement	626	626				619	7		0	
Sweeneys Creek Bridge	340	340				300			40	
Coldstream River Bridge, Franklins Road	300	300				300			0	
Chevalleys Bridge	1,651	1,651				1,651			0	
Middle Creek Bridge, Montrose Loop Road (East)	255	255				215			40	
Minnie Water Bridge No 2, Sandon Road	320	320				280			40	

	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
Fifteen Mile Swamp Bridge, Lower Kangaroo Creek Road	415	415				375			40
McIntosh Creek Bridge, Black Swan Drive	415	415				375			40
Minnie Water Bridge No 1, Sandon Road	320	320				320			0
Bridge No 3, Marengo Road	253	253				253			0
Brennans Road Bridge No 2	415	415				415			0
Bostock Road Bridge	415	415				415			0
Mitchell Road Bridge No 1	478	478				478			0
Mitchell Road Bridge No 2	377	377				377			0
Mitchell Road Bridge No 3	377	377				377			0
White Swamp Bridge, Stockyard Ck Rd	255	255				215			40
Wintervale Ck Bridge - Old Glen Innes Rd, Dalmorton	360	360				360			0
Barretts Ck Bridge - Coaldale Rd	330	330				273			57
Billys Ck Bridge - Armidale Rd	525	525				525			0



	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
Billys Ck Bridge - Armidale Rd	525	525				525			0
Coutts No 1 Bridge - Armidale Rd	670	670				670			0
Coutts No 2 Bridge - Armidale Rd	670	670				670			0
Coutts No 2 Bridge - Armidale Rd	670	670				670			0
Dundoo Floodway Bridge, Kungala Rd, Hwy Ck	330	330				273			57
Koukandowie No 2 Bridge, Armidale Road, Coutts Crossing	1,010	1,010				1,010			0
Skidders Swamp Bridge, Armidale Road, Blaxlands Creek	425	425				425			0
Winters Bridge, Jackadgery-Lilydale Road	690	690				650			40
Fortis Ck Bridge, Grebets Road, Whiteman Creek	255	255				215			40
McPhillips Road Bridge, McPhillips Road, Halfway Creek	315	315				315			0
Clouds Creek Bridge	2,263	2,263				2,263			0
	<b>16,540</b>	<b>16,540</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,088</b>	<b>18</b>	<b>0</b>	<b>434</b>

Project Type Funding Sources									
Project	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
<b>Roads</b>									
Unsealed road gravel resheeting	1,756	901		855			1,160		596
Townsend Industrial Estate Upgrade Pavement Strengthening, shoulder widening and drainage improvements to increase HV productivity	981	981					490		490
Rural Roads Shoulder Grading & Widening Program	750	750					750		0
Seal Asbestos Contaminated Gravel Sections on Clarence Way, Peckhams, Deadman & Coongbar Roads	200		200				200		0
Urban Roads Reseal Program	571	571					286		286
Rural Roads Reseal Program	1,399	1,399					700		700
Urban Roads Minor Heavy Patching Program	677	677					216		461

Project	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
Rural Roads Minor Heavy Patching Program	478	478							478
Yamba Road Roundabout Shores Drive	600			600		600			0
Yamba Road Roundabouts	50			50			50		0
Rogan Bridge Road Rehabilitation	1,773	1,773				399	931		443
Coaldale Road Shoulder Widening, Rehab and Final Reseal	4,553	4,553				982	2,419		1,152
Regional Roads Reseal Program	1,175	1,175				1,175			0
Clarence Way Line Marking Signage	150	150				150			0
Armidale Road Signage, Speed Reduction Guardrail	630	630				630			0
Regional Roads Minor Heavy Patching Program	345	345				345			0
Clarence Way Seal (inc Asbestos Contaminated Gravel) - Regional Roads	2,800		2,800			1,800	1,000		0

Project Type									
Project	Funding Sources								
	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
Armidale Road, Clouds Creek elevation, alignment and road furniture works	630	630				630			0
Armidale Road, Clouds Creek safety upgrades, curve realignments, slow vehicle turnout and strengthening	680		680			680			0
Blueberry Lane - Category 2 Road	20	20				20			0
Watts lane/Murrayville Rd - Heavy Patching/Rehabilitation	50	50					50		0
HP - Armidale Road, Nymboida (760m, 5472m2)	62	62					62		
SRP 2356 - Clarence Way - Malabugilmah Community	50			50		50			
Iluka Footpath - Owen & Spencer St	50			50			50		0
Lighting Systems - Renewals main roads to LEDS	700		700				700		0
	<b>21,130</b>	<b>15,145</b>	<b>4,380</b>	<b>1,605</b>	<b>0</b>	<b>11,263</b>	<b>5,262</b>	<b>0</b>	<b>4,605</b>

## Quarries

Project Type	Funding Sources								
Project	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
Causley's Quarry Rehabilitation	83	83					83		0
	<b>83</b>	<b>83</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>83</b>	<b>0</b>	<b>0</b>

## Pathways

Project Type	Funding Sources								
Project	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
William Agar Park Pathway, Yamba	640		640			550	90		0
Iluka Footpath - Owen & Spencer St	60			60			60		0
	<b>700</b>	<b>0</b>	<b>640</b>	<b>60</b>	<b>0</b>	<b>550</b>	<b>150</b>	<b>0</b>	<b>0</b>

## Buildings & Facilities

Project Type	Funding Sources									
	Project	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
Hazardous Material (Asbestos) Removal	5			5						5
Corporate Signage Implementation - Towns, Villages, Parks & Facilities	266	50			216		266			0
Wooli Hall Ceiling Fans & Furniture	10	10								10
Pub Amenities Upgrade - Wooli Hall Toilets Adjac CCRT Reserve	95	95						95		0
Public Hall Improvements, Ewingar, Nymboida, Dundurrabin & Coaldale	230	230						230		0
Grafton Administration Building Upgrade (inc Audio Upgrades)	6,000	4,400			1,600			6,000		0
RRWD Roof Cover Over External Stairs	10				10			10		0
Treelands Drive Community Centre Fencing	10	10								10
Maclea Admin Building Airconditioning Renewal	400	400						400		0
Renewable Energy & Energy Efficiency Project	480				480			480		0
	<b>7,506</b>	<b>5,195</b>		<b>5</b>	<b>2,306</b>	<b>0</b>	<b>266</b>	<b>7,215</b>	<b>0</b>	<b>25</b>

## Sewer Services

Project Type	Funding Sources									
	Project	Total (\$'000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
Heavy Plant Replacement Program	1,030	1,030						948	82	0
Heavy Plant Additions	50				50			50		0
Sewer Treatment Plant (STP) Renewals	50	50						50		0
Sewer Treatment Plant (STP) Renewals - Odour Units at Yamba & Iluka STP	210	210						210		0
Clarenza STP Sludge Lagoon Renewal	2,950	2,950						2,950		0
Sewer Rehabilitation & Relining	700	700						700		0
Sewer Pressure Pump Station Renewals	156	156						156		0
STP - Yamba Storage Shed	70				70			70		0
Sewer Pump Station Renewals	318	318						318		0
Telemetry upgrade Clear SCADA	309		309					309		0
STP Minor Upgrades	80		80					80		0
Reticulation construction	51				51			51		0
Renewable Energy & Energy Efficiency Projects	144				144			144		0
Pressure Sewer Installation - Council Funded Iluka/Lawrence	21				21			21		0



Project Type	Funding Sources								
Project	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
North Grafton - EPA Detailed Concept Design	899	899					899		0
Network Minor upgrading	26			26			26		0
Minor WH&S Upgrades	30		30				30		0
Minor Plant and tools	23	23					23		0
Sewer Easement Acquisition	1,000			1,000			1,000		0
Townsend Industrial estate reticulation Consolidation	24			24			24		0
Vacuum Excavation Unit	275			275			275		0
Kent St Pump Syn WHS - hatches, rails, relocate reflux valves	40	40					40		0
Prince & Arthur St Pump Station - Inlet Macerator	75	75					75		0
Iluka STP Biosolids Hardstand Area	345	345					345		0
Pump Station M8 (maclean Showground) Standby Diesel Pump	60	60					60		0
Y2 (pilot Hill) replace Pressure Sewer System	480	480					480		0
	<b>9,414</b>	<b>7,335</b>	<b>419</b>	<b>1,659</b>	<b>0</b>	<b>0</b>	<b>9,332</b>	<b>82</b>	<b>0</b>



## Economy

### Grafton Regional Airport

Project Type	Funding Sources									
	Project	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
Emergency Hardstand Area		300			300			300		0
		<b>300</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>0</b>	<b>0</b>

## Saleyards

Project Type	Funding Sources									
	Project	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
Infrastructure Upgrade Ramps, Catwalks, Weighbridge Software Etc	237		237					237		0
Detailed Design and Preliminary works for Roof & Associated Infrastructure	250			125	125					250
Catwalks & Laneways Renewal	56	56						56		0
CCTV, WIFI & Scanning Systems	32	32						32		0
Drafting Systems	626	626					100	526		0
Paddock Fencing	28	28						28		0
Pen Replacements	198	198						198		0
Project Mgt & Design	298	298						298		0
	<b>1,725</b>	<b>1,238</b>	<b>362</b>	<b>125</b>	<b>0</b>	<b>100</b>	<b>1,375</b>	<b>0</b>	<b>250</b>	

## Holiday Parks

Project Type	Funding Sources									
	Project	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
Calypso Holiday Park - Redevelopment	6,400				6,400		6,340	60		0
Calypso Holiday Park - Redevelopment Design & Planning	85				85			85		0
Brooms Head Holiday Park - Septic System Upgrade	1,700	1,700						1,700		0
Building Improvements Cabins - RENEWAL	10	10						10		0
Building Improvements Amenities - RENEWAL	10	10						10		0
Holiday Park Furniture and Fittings	25	25						25		0
Office Equipment - RENEWAL	5	5						5		0
	<b>8,235</b>	<b>1,750</b>	<b>0</b>	<b>0</b>	<b>6,485</b>	<b>0</b>	<b>6,340</b>	<b>1,895</b>	<b>0</b>	<b>0</b>



## Environment

### Waste

Project Type	Funding Sources								
Project	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
Grafton Regional Landfill Small Solar Farm	100			100			100		0
Grafton Regional Landfill Cell 4C	3,200			3,200			3,200		0
Maclean Transfer Station - Organics Mgt Shed	90			90			90		0
Heavy Plant Replacement Program	317	317					259	58	0
	<b>3,707</b>	<b>317</b>	<b>0</b>	<b>3,390</b>	<b>0</b>	<b>0</b>	<b>3,649</b>	<b>58</b>	<b>0</b>

### Water Services

Project Type	Funding Sources								
Project	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
Small Plant Replacement Program	13	13					12	1	0
Light Fleet Replacement Program	324	324					202	122	0
Heavy Plant Replacement Program	1,722	1,722					1,464	257	0

Project Type Funding Sources									
Project	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
Water Pump Station Glenreagh Booster Pump	28	28					28		0
Water Pump Station Brooms Head Road Booster	60			60			60		0
Water Pump Station 2nd Pump set at Rushforth Rd Booster Station	40			40			40		0
Water Mains Renewals	400	400					400		0
Water Mains Swan Creek Stage 1 of 2	1,295	1,295					1,295		0
Reservoirs Renewals	1,160	1,160					1,160		0
Rushforth Road Reservoir Renewal	9,000	9,000					9,000		0
Water Meter Replacements	160	160					160		0
Water Sampling Taps	130			130			130		0
Valve and Hydrant Renewal & upgrades	175	117	59				175		0
Telemetry upgrade	385		385				385		0
Rural Village Headworks at Glenreagh	20		20				20		0
Wooli Water Intake Upgrade	350		350				350		0
New Water Meter Installations	160			160			160		0
Network Enhancements/Improvement	21		21				21		0

Project Type Funding Sources									
Project	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
Water Motorising Crossover Valves	300			300			300		0
Major WHS Upgrades (Nymboida Headworks)	500			500			500		0
Minor WHS Upgrades	20	20					20		0
Minor Plant & tools	20	20					20		0
Instrument purchases	51	51					51		0
Dams & Weirs - Renewals	70	70					70		0
Rushforth Road WTP Mini Hydro	250			250			250		0
Maclean 21ML Reservoir Renewal	200			200			200		0
Shannon Dam Dissipator Gabion Wall Repair	1,000		1,000			500	500		0
Shannon Dam Drainage Upgrade	205		205				205		0
Shannon Dam VSD Repair	115	115					115		0
Brooms Head Water Main Renewal	680	680					680		0
	<b>18,853</b>	<b>15,174</b>	<b>2,039</b>	<b>1,640</b>	<b>0</b>	<b>500</b>	<b>17,972</b>	<b>380</b>	<b>0</b>

## Floodplain & Estuary Management

Project Type	Funding Sources								
Project	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
Floodplain Minor Works/Renewals	21	21							21
Alumny Creek Levee & 2 Shark Creek Drain Outlets	460	460					130		330
Goodwood Island & Yamba Road Floodplain River Protection Works	500			500			500		0
Rural Floodplain Asset Renewal	100	100					100		0
Christopher Creek Penstock	201	201					84		117
	<b>1,282</b>	<b>782</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>813</b>	<b>0</b>	<b>468</b>





# Leadership

## Information Technology

Project Type		Funding Sources							
Project	Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
Corporate Phone System	300		300				123		177
Corporate Technology Hardware & Infrastructure Renewals	357	357							357
Public Library Computer Access	51	51							51
Corporate Systems CiAnywhere	200	200							200
Disaster Recovery Communications Prince St & RRWD	50	50							50
	<b>959</b>	<b>659</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>123</b>	<b>0</b>	<b>836</b>

### All project totals

Funding Sources								
Total (\$000)	Renewal	Upgrade	New	S94/S64	Grants & Contributions	Reserve	Asset Sales	Funded
<b>108,115</b>	<b>73,172</b>	<b>8,582</b>	<b>26,362</b>	<b>840</b>	<b>42,558</b>	<b>55,142</b>	<b>1,760</b>	<b>7,814</b>

\* 32 projects carried forward from prior year, indicated by an asterix

# STRATEGIES AND MASTERPLANS

The following strategies and plans underpin the Integrated Planning and Reporting Framework and our planned activities and projects.



## In preparation

Brooms Head Holiday Park Concept Plan  
Brooms Head Holiday Park Business Development Strategy and Masterplan  
Cameron Park Masterplan  
Clarence Coast Holiday Park Strategic Plan  
Gallery Business Plan  
Glenreagh Floodplain Risk Management Plan  
Grafton CBD masterplan and parking strategy  
Grafton Pool Detailed Design  
Iluka Riverside Holiday Park Concept Plan  
Minnie Water Holiday Park Concept Plan  
Plunge Festival Strategy  
Public Halls Strategy  
Public Amenities Strategy  
Rural & Tourism Impact Assessment & Recovery Strategy  
Rushforth Road Water Treatment Plan Masterplan  
See Park Masterplan  
Wooli Holiday Park Concept Plan



## Implementation progressing

Crown Lands Plans of Management  
Koala Plan of Management for Ashby, Woombah and Iluka  
Local Strategic Planning Statement  
Playgrounds Asset Management Plan Rushforth Park Masterplan  
Solid Waste Management Strategy 2020-2027  
Strategic Business Plan for Sewerage Services  
Strategic Business Plan for Water Supply Services  
Ulmarra Riverside Precinct Plan & Baileys Park Concept Plan  
Water Efficiency Strategic Plan  
Yamba Sporting Complex Masterplan  
Maclean Riverside Precinct



## Adopted

Alipou Creek Floodplain Risk Management Plan  
Biodiversity Strategy 2020-2025  
Brooms Head Vegetation Management Plans  
Bush Fire Risk Management Plan & Village Protection Strategies  
Calypso Yamba Holiday Park Business Development Strategy & Masterplan  
Clarence Coastal Reserves Management Strategy  
Clarence Regional Library Local Studies Plan 2021  
Clarence Regional Library Management Plan 2018  
Clarence Regional Library Marketing Plan 2021  
Clarence Regional Library Strategic Plan (Action Plan) 2012-2022  
Clarence River Wharves Development Plan  
Clarence Valley Settlement Strategy 1999  
Community Energy and Emissions Reduction Strategy  
Corcoran Park Masterplan  
Diggers Camp Vegetation Management Plans Drinking Water Management Plan  
Grafton Pool Masterplan  
Grafton Waterfront Precinct Masterplan  
Greenhouse Gas Emission Reduction & Renewable Energy Target Strategy (100% Renewables)

Harwood & Village Community Economic Development Plan  
Harwood & Village Riverside Precinct Plan  
Interim Drought Management Plan  
Maclean Catchment Local Growth Management Strategy 2011  
Maclean Flying Fox Management Strategy 2018  
Maclean Urban Catchment Local Growth Management Strategy 2011  
Moriatis Vegetation Management Plan  
Regional Weed Action Plan & North Coast Regional Strategic Weed Management Plan  
Pilot Hill Vegetation Management Plans South Grafton Skatepark Plan  
South Grafton Heights Precinct Strategy 2007  
Ulmarra Village Community Economic Development Plan  
Urban Tree Management Strategy  
Yamba Retail Commercial Strategy 2002  
Yamba Street Tree Masterplan  
Yamba Angourie Coastal Walk  
Wooloweyah Vegetation Management Plans  
Maclean Civic Hall Concept



## Pending review

Aquatic Facilities Strategy 2013  
Clarence River Way Masterplan  
Coastline Zone Management Plans  
Crown Lands Plans of Management  
Grafton & Lower Clarence Floodplain Management Plan  
Iluka Floodplain Risk Management Plan  
Integrated Water Cycle Management Strategy  
Open Spaces Contribution Plan 2011  
Open Space Strategy 2012-2021  
Sports Facilities Strategy  
Wooli Wooli and Clarence River Estuary Management Plans  
Wooli River Floodplain Risk Management Plan  
Yamba Floodplain Risk Management Plan  
Brooms Head Holiday Park Concept Plan  
Brooms Head Holiday Park Business Development Strategy and Masterplan  
Cameron Park Masterplan  
Clarence Coast Holiday Park Strategic Plan  
Gallery Business Plan  
Glenreagh Floodplain Risk Management Plan  
Grafton CBD masterplan and parking strategy  
Grafton Pool Detailed Design  
Iluka Riverside Holiday Park Concept Plan  
Minnie Water Holiday Park Concept Plan  
Plunge Festival Strategy  
Public Halls Strategy  
Public Amenities Strategy  
Rural & Tourism Impact Assessment & Recovery Strategy  
Rushforth Road Water Treatment Plan Masterplan  
See Park Masterplan  
Wooli Holiday Park Concept Plan

# OUR REVENUE POLICY

## 1. Proposed Borrowings

### General Fund

There are no proposed loan borrowings between 2021/22 and 2030/31. All loans will have been repaid in full by 30 June 2028.

### Water

There are no proposed loan borrowings between 2021/22 and 2030/31.

### Sewer

There are no proposed loan borrowings between 2021/22 and 2030/31.

### Loan Information included in the Long Term Financial Plan

Loan Repayments (Principal & Interest) by Fund from 2021/22 to 2030/31:

Fund/Year	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
General	\$3,304,224	\$3,304,224	\$2,562,864	\$2,427,513	\$2,427,513	\$2,427,513	\$2,427,514	\$0	\$0	\$0
Water	\$2,655,018	\$2,655,018	\$2,655,018	\$2,655,018	\$2,655,018	\$2,655,018	\$2,655,018	\$2,430,065	\$2,430,065	\$2,430,065
Sewer	\$8,303,850	\$8,264,100	\$8,225,058	\$8,184,600	\$8,144,850	\$8,105,100	\$8,065,622	\$5,912,226	\$5,872,476	\$4,347,619
<b>Total</b>	<b>\$14,263,092</b>	<b>\$14,223,342</b>	<b>\$13,442,940</b>	<b>\$13,267,131</b>	<b>\$13,227,381</b>	<b>\$13,187,631</b>	<b>\$13,148,154</b>	<b>\$8,342,291</b>	<b>\$8,302,541</b>	<b>\$6,777,684</b>

*Principal Outstanding (Loan Liability) by Fund from 2021/22 to 2030/31:*

<b>Fund/Year</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>
General	\$12,982,291	\$10,450,130	\$8,511,639	\$6,580,203	\$4,524,015	\$2,333,470	\$0	\$0	\$0	\$0
Water	\$19,180,687	\$17,922,865	\$16,569,890	\$15,113,657	\$13,546,937	\$11,861,176	\$10,047,327	\$8,325,974	\$6,471,298	\$4,472,971
Sewer	\$54,787,997	\$49,838,969	\$44,644,119	\$39,177,503	\$33,425,289	\$27,365,406	\$20,975,626	\$16,395,962	\$11,577,769	\$8,002,572
<b>Total</b>	<b>\$86,950,975</b>	<b>\$78,211,964</b>	<b>\$69,725,648</b>	<b>\$60,871,363</b>	<b>\$51,496,241</b>	<b>\$41,560,052</b>	<b>\$31,022,953</b>	<b>\$24,721,936</b>	<b>\$18,049,067</b>	<b>\$12,475,543</b>

## 2. Rates Income

### General Fund

Council levies property rates in accordance with the provisions of the Local Government Act. Each property that is rateable has a rate levied which is either a minimum rate or a base charge plus ad valorem rate. The Act allows a number of variations on how rates can be levied and to understand the difference it is handy to understand the following terms:

- Unimproved Capital Value (UCV)

This is the value of a parcel of land, as determined by the NSW Valuer General, not taking into account any improvements such as houses, landscaping, pools, etc.

- Ad Valorem (On the Value) Rate

This is the rate in the \$ based on a property's UCV. For instance, a rate in the \$ rate of 0.5184 means a property is rated 51.84 cents for every \$100 UCV.

- Minimum Rate

Council can also charge a minimum rate, which means that if the rate applicable under the ad valorem rate is less than the minimum, then the minimum will be charged.

- Base Rate

In addition to an ad valorem rate, Council can also charge a base rate which when added to the ad valorem rate gives the applicable rate. The levying of a base rate tends to nullify the effects of wide variations in the movement of the property values. It assumes that all properties benefit from the availability of services and facilities provided by the Council.

### Rate Structure

Rate	Category	Number of Properties	Rate in \$	Minimum	Base Amount	% from Base	Income from Base	Total Yield
1	Farmland	2,272	0.2880		\$330	19.65%	\$749,760	\$3,815,097
2	Residential – <i>Ashby, Chatsworth, Copmanhurst, Brushgrove, Gulmarrad, Harwood, Illarwill, Lawrence, Palmers Island, Coutts Crossing, Woombah, Cowper, Glenreagh, Swan Creek, Tucabia, Ulmarra,</i>  <i>Waterview, Seelands, Eatonsville, Illarwill, Tyndale, plus rural residential areas. This includes residential flood prone land (15 properties)</i>	7,974	0.5773	\$660				\$8,164,595
2(i)	Residential A – <i>Angourie, Brooms Head, Diggers Camp, Iluka, Sandon River, Minnie Water, Wooloweyah, Wooli</i>	2,249	0.3737	\$660				\$2,739,392
2(ii)	Residential B – <i>Maclean, Townsend</i>	1,594	0.4512		\$500	43.50%	\$797,000	\$1,832,244
2(iii)	Residential C – <i>Yamba</i>	3,419	0.3277		\$500	32.36%	\$1,709,500	\$5,281,955
2(iv)	Residential E – <i>Grafton, Junction Hill</i>	7,756	0.8106		\$500	36.47%	\$3,878,000	\$10,633,710
3	Business	220	0.6015		\$500	27.77%	\$110,000	\$396,169
3(i)	Business B – <i>Maclean CBD, Maclean, Townsend Other Business</i>	165	0.7364		\$500	18.61%	\$82,500	\$443,241

3(ii)	Business C – <i>Iluka Industrial, Iluka Other Business</i>	58	0.6078	\$500	16.77%	\$29,000	\$172,959
3(iii)	Business D – <i>Yamba CBD (includes Treelands Drive) Yamba Other Business</i>	279	0.5798	\$500	16.52%	\$139,500	\$844,640
3(iv)	Business E – <i>Grafton &amp; South Grafton CBD</i>	368	2.0674	\$500	8.46%	\$184,000	\$2,173,977
3(v)	Business F – <i>Grafton &amp; South Grafton Other Business</i>	297	1.2877	\$500	18.45%	\$148,500	\$804,968
3(vi)	Business – <i>Jetties</i>	77	0.4957				\$1,255
	<b>Total ordinary rates</b>	<b>26,728</b>				<b>\$7,827,760</b>	<b>\$37,304,203</b>

The Rate Levy tabled below is a summary of the recommended Rate Structure for 2021/22 which includes an increase of 2% to the general income as determined by The Independent Pricing and Regulatory Tribunal (IPART) under section 506 of the Local Government Act. The number of properties, total yield and rates in \$ have been changed to reflect the most recent land valuation/property adjustments as supplied by the Valuer Generals Department.

The rate structure for 2021/2022 also contains the following:

- Yamba, Maclean and Townsend Residential Categories Base Amount increases from \$490 to \$500
- All Business Rating Categories (except Grafton and South Grafton) Base Amount increases from \$490 to \$500
- Residential “Outside Town Areas” and Residential A – “Coastal Villages” minimum increases from \$647 to \$660
- There are no changes proposed for the Farmland Rate Category which has a Base Amount of \$330. This Base Amount has been applied since amalgamation.

## **2021/22 Rate Peg**

The Independent Pricing and Regulatory Tribunal (IPART) have determined that Council's general income may be increased by 2% under section 506 of the Local Government Act 1993 for the rating year commencing 1 July 2021. IPART have advised that in determining the 2021/2022 rate peg, they have taken into consideration these components:

1. The rise in the Local Government Cost Index (LGCI) for the year ending with the June Quarter 2020 – 1.8%
2. Setting the productivity factor to 0%
3. Adjustment of 0.2% for the costs of the 2021 Local Government Elections.

### **Business B – Maclean/Townsend**

Maclean CBD has been defined as the business properties located within the following area – from the river up Taloumbi Street to River Street east along River Street to Short Street, down Short Street to Stanley Street, south along Stanley Street to Alexander Street then into McLachlan Street to Howard Street, Howard Street to the river. A map showing this CBD boundary is attached, refer Appendix A.

### **Business C - Iluka**

Iluka industrial area has been defined as all businesses located within the industrial estate off Henry Searle Drive. A map showing this Iluka industrial area boundary is attached, refer Appendix A.

### **Business D – Yamba**

Yamba Town CBD has been defined to include the business properties within the following area – from Ford Park up Claude Street across to the Yamba Golf Club to Queen Street, Queen Street up to Clarence Street, Clarence Street to Ritz Street and then down Ritz Street to the coast line. A map showing this CBD boundary is attached, refer Appendix A.

The Treelands Drive business area has also been identified as a CBD area for Yamba and has been defined as follows. The business properties on the western side of Treelands Drive and the business properties on the eastern side of Treelands Drive between Yamba Road and Roberts Close. A map showing this CBD boundary is attached, refer Appendix A.

### **Business E – Grafton and South Grafton**

Grafton CBD (north side of the river) defined as business properties within the following area – from the river up Mary Street to Bacon Street, down Bacon Street to Queen Street, Queen Street to Oliver Street, down Oliver Street to Villiers Street, Villiers Street to Clarence Street and then down Clarence Street to the river. A map showing this CBD boundary is attached, refer Appendix A.



South Grafton CBD defined as business properties within the following area – from the river down Cowan Street to Ryan Street, then east along Ryan Street to Bligh Street, along Bligh Street to Vere Street, Vere Street to Kelly Street, Kelly Street to the Pacific Highway, along Schwinghammer Street to Heber Street and then back to the river. A map showing this CBD boundary is attached, refer Appendix A.

**Business F – Grafton and South Grafton Other**

Business will include all business properties located outside the boundaries of the Grafton and South Grafton CBD areas including the business properties located at Junction Hill and Trenayr. A map showing the Junction Hill and Trenayr business boundaries is attached, refer Appendix A.

### 3. Water Charges

At the 24 November 2015 Extraordinary Council Meeting (Item 12.060/15) Council resolved that water fund increases be capped to a maximum of 1.5% per year for five (5) years from 2016/17. The current 30 year financial model indicated that from 2016/17 water charges were to increase by 1.5% per year until 2020/21 with the budgeted increase for 2021/2022 being 2.5%.

The requirements of best practice pricing for water include having one price for both residential and non-residential consumers and acquiring 25% of income from fixed charges and 75% of income from consumption charges.

The charges for 2021/22 are charged on each water meter connected to a property and are shown in Tables 1 and 2.

*A Non-Residential High Consumption Charge will apply to non-residential properties with development approval issued after 1 July 2021. The Non-Residential High Consumption Charge is calculated by amortising the Section 64 Developer Charge for water over 40 years with a cost of capital of 5% and a forecast escalation of developer charges of 2.5% and then divided by 230kL/year*

*(the NSW Water Directorate's adopted value of the annual water consumption per ET). Adding this result to the Consumption Charge gives the High Consumption Charge as shown in Table 1.*

**Table 1: 2021/22 Water Consumption Charges**

	2020/21 Charge	2021/22 Charge	Estimated 2021/22 Yield
Consumption	\$2.53	\$2.59	\$11.83M
Residential inclining block for average daily water consumption above 1.233kl/day per unit or residence per billing period	\$3.77	\$3.86	
Fire Service consumption - water usage registered on fire service meter that was not for the purpose of the fire service charged per kl	\$10.08	\$10.33	
Consumption Untreated (Raw) Water	\$1.26	\$1.28	\$73,350

Non-Residential High Consumption Charge (for development approved after 1 July 2021) for average daily water consumption above 1.233kL/day per billing period		\$3.46	
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**Table 2: Fixed (Access) Water Charges for 2021/22**

Water Meter Size*	2020/21 Fixed Charge	2021/22 Fixed Charge	Estimated Yield 2021/22
Unconnected	\$169.00	\$173.00	\$3.03M
20mm	\$124.00	\$127.00	
25mm	\$194.00	\$198.00	
32mm	\$317.00	\$325.00	
40mm	\$496.00	\$508.00	
50mm	\$775.00	\$794.00	
80mm	\$1,984.00	\$2,032.00	
100mm	\$3,100.00	\$3,175.00	
150mm		\$7,144.00	

*\*The access charge for meter sizes greater than 20mm is calculated on the square of the meter size compared with a 20mm meter*

Untreated water consumers supplied direct from trunk mains prior to treatment are charged at half of the above access charges. Council does not approve any additional untreated water connections.

Best Practice Pricing requires a single charge for both residential and non-residential consumers, charges for 2021/22 will be in accordance with Table 3.

**Table 3: Proposed consumption charge for 2021/22**

Consumption Charge	2020/21	2021/22
Consumption \$/kl	\$2.53	\$2.59

Council reviews its 30 year financial model for the water fund each year. The proposed consumption charge listed in Table 3 above is considered to be a conservative estimate and may change when the 30 year financial model is reviewed.

## 4. Sewerage Charges

In May 2004, the then Department of Energy, Utilities and Sustainability (DEUS) released guidelines for the Best Practice Management of Water Supply and Sewerage. The guidelines require Council to charge a uniform sewerage bill for residential properties, a two part tariff comprising an annual access charge and a uniform sewer usage charge per kilolitre (kL) for non-residential properties and appropriate liquid trade waste fees and charges. In April 2005, Council resolved to adopt best practice pricing for sewerage with common sewerage charges across the Council area, and best practice pricing was implemented in the 2005/06 financial year.

At the 24 November 2015 Extraordinary Council Meeting (Item 12.060/15) Council resolved that sewer fund increases be capped to a maximum of 1.5% per year for five (5) years from 2016/17. The current 30 year financial model indicated that from 2016/17 sewer charges were to increase by 1.5% per year until 2020/21 with the budgeted increase for 2021/2022 being 2.5%.

Table 1 below shows the sewerage charges for 2021/22 and Table 2 shows the access charge for non-residential properties.

A Non-Residential High Consumption Charge will apply to non-residential properties with development approval issued after 1 July 2021. The Non-Residential High Consumption Charge is calculated by amortising the Section 64 Developer Charge for sewer over 40 years with a cost of capital of 5% and a forecast escalation of developer charges of 2.5% and then divided by 138kL/year (the NSW Water Directorate's adopted value of the annual water consumption per ET multiplied by a sewage discharge factor of 60%). Adding this result to the Consumption Charge gives the High Consumption Charges as shown in Table 1.

**Table 1: Charges for 2021/22**

Property	Adopted 2020/21 Charge	Proposed 2021/22 Charge	Estimated Yield 2021/22
Residential Property (per connection)	\$1,159	\$1,188	\$15.15M
Residential Property Pressure Sewer zone	\$1,134 <sup>1</sup>	\$1,163 <sup>1</sup>	\$1.37M
Residential Property Unconnected Availability Charge	\$670	687	\$495,000
Non-residential Access Charge (per water meter)	As per Table 2 <sup>2</sup>	As per Table 2 <sup>2</sup>	See Table 2 <sup>2</sup>
Non-residential Sewerage Generation Charge	\$3.51	\$3.60	
Non-rateable properties Sewerage Generation Charge	\$3.51 (no access charge)	\$3.60	
Non-rateable properties (per connection)		\$1,188 2 <sup>3</sup>	
Non-Residential High Consumption Sewerage Generation Charge (for development approved after 1 July 2021) for sewerage generation above 0.74kL/day per billing period – Grafton, Junction Hill & Coutts Crossing		\$5.58/kL	
Non-Residential High Consumption Sewerage Generation Charge (for development approved after 1 July 2021) for sewerage generation above 0.74kL/day per billing period – Maclean, Townsend, Ilarwill, Lawrence, Iluka, Yamba		\$7.14/kL	

1. Properties within a pressure sewer zone are charged \$25 less than properties in a gravity sewer zone to reflect the average cost of pressure pump electricity consumption which is paid for by the property.

2. The non-residential sewer charge is the sum of the access charge and the generation charge, with a minimum charge of the residential charge (\$1,188 for 2021/2022). As meters are read three times per year, the minimum non-residential charge will be calculated on an equivalent charge of \$3.25 per day.

3. The non-rateable properties (per connection) charge applies to all non-rateable properties exempt under Section 555 of the Local Government Act, 1993, within the Sewerage Access area and connected to the sewer.

**Table 2: Fixed (Access) Sewer Charges for 2021/22**

Water Meter Size*	2020/21 Fixed Charge	2021/22 Fixed Charge	Estimated Yield 2021/22
Unconnected	\$670	\$687	} \$1.28M
20mm	\$1,159	\$1,188	
25mm	\$1,159	\$1,188	
32mm	\$1,715	\$1,759	
40mm	\$2,680	\$2,748	
50mm	\$4,187	\$4,294	
80mm	\$10,720	\$10,992	
100mm	\$16,750	\$17,175	
150mm		\$38,644	

\*The access charge for meter sizes greater than 20mm is calculated on the square of the meter size compared with a 20mm meter

Liquid trade waste fees and charges are shown in the fees and charges section. As noted above, the non-residential sewer charge will be the greater of:

- fixed (access) charge plus sewer generation charge, or
- daily charge of \$3.68

## 5. Waste Management Charges

The Domestic Waste Management (DWM) charge must be determined each year pursuant to Section 496 of the Local Government Act, 1993. This charge is audited by Council's external auditors to ensure that the rate is reasonable and that the cost of collecting and processing domestic waste throughout the Council area is relative to the charge for providing the service. Council's ten year waste collection contract is due to expire in 2022 and as such has commenced auditing data and planning for the next collection and processing a contract. Council levies a waste management charge pursuant to Section 501 of the Act on all rateable properties. The levy contributes to the cost of developing waste management infrastructure such as waste transfer stations, landfills, composting facilities, recycling centres and other services such as litter collection. The 2021/22 levy has increased from \$63 to \$65. The increase recognises the additional cost of providing waste management services, especially waste transfer stations.

The waste management charges for 2021/22 are detailed below:

<b>Domestic Waste Charge Section 496</b>	<b>2019/20 Charge</b>	<b>2019/20 Yield</b>	<b>2020/21 Charge</b>	<b>2020/21 Yield</b>	<b>2021/22 Charge</b>	<b>2021/22 Yield</b>
3 Bin Service	\$353	\$6,224,096	<b>\$344.50</b>	\$6,436,353	<b>\$350</b>	\$6,591,660
2 Bin Service	\$288	\$1,089,792	<b>\$278.50</b>	\$1,186,989	<b>\$287</b>	\$1,147,598
Vacant land	\$29	\$15,080	<b>\$29</b>	\$60,784	<b>\$30</b>	\$39,540
Additional red bin	\$135	\$23,220	<b>\$135</b>	\$23,500	<b>\$138</b>	\$32,430
Additional yellow bin	\$100	\$4,100	<b>\$105</b>	\$4,500	<b>\$108</b>	\$5,724
Additional green bin	\$130	\$3,380	<b>\$130</b>	\$3,500	<b>\$133</b>	\$4,655
<b>Waste Management Charge Section 501</b>						
Waste Management Levy	\$59	\$1,569,990	<b>\$63</b>	\$1,699,929	<b>\$65</b>	\$1,734,850



## **6. On-Site Effluent Disposal Systems**

The annual charge to fund the required level of auditing of the 9,026 on-site sewerage management systems has been indexed by 5% to \$42 for 2021/22 (\$40 2020/21). The fee is levied on all properties with on-site effluent disposal systems.

## **7. Backflow Prevention Device Annual Charge**

The annual charge to fund the administration of the backflow prevention device programme including the auditing of the backflow devices has been indexed by 5.5% to \$59 for 2021/22 (\$56 2020/2021). The charge is levied on properties that have containment backflow prevention devices that are required to be annually tested and certified in accordance with Council's Backflow prevention and cross connection control policy. The charge is per annum per containment device.

## 8. National Competition Policy – Business Activities

In accordance with *Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* Council has declared the following activities as business activities.

### Category 1

*(where gross operating turnover is over \$2 million)*

- **Clarence Valley Council Water Supply Fund**
  - Provision of Water Supply Services
- **Clarence Valley Council Sewerage Services**
  - Provision of Sewerage Augmentation
  - Reticulation & Treatment
- **Holiday Parks**
  - Camping and Holiday Park Accommodation

### Category 2

*(where gross operating turnover is less than \$2 million)*

**Council has no category 2 businesses**

## 9. Fees and Charges for 2021/22

Clause 201 of the Local Government (General) Regulation 2005 provides that Council's Revenue Policy must include a statement of the types of fees proposed to be charged by Council, the amount of each fee, estimated yield and the proposed pricing methodology for each fee.

A schedule of Fees and Charges for 2021/22 has been prepared and is available on Council's website at [www.clarence.nsw.gov.au](http://www.clarence.nsw.gov.au). Council's schedule of Fees and Charges has 1,400 fees including 127 new fees.

Each fee or charge has been categorised as follows:

- U - User Pays Council pricing reflects the nature of service and costs.
- R - Regulatory The price is set by Council for a goods/service which Council has a regulatory right or obligation to provide.
- S - Statutory The price charged for this goods/service is a statutory charge set by government regulation.

Details of those fees and charges subject to GST and exempt from GST are identified in the schedule of Fees and Charges. The GST status of each charge/fee depends on whether there is consideration for a supply. Some fees and charges are exempt from GST in accordance with the Federal Treasurer's Determination under Section 81-5 of the A New Tax System (GST) Act 1999 as amended, and as assessed under the Tax Laws Amendment (2011 Measures 2 No. 2) Bill 2011: exempting taxes, fees and charges from the GST. Generally, where permissible, the majority of Council's fees and charges have been increased by an estimated CPI amount of 2.0% and rounded. Some prices vary outside CPI based on specific issues impacting the operations, costs, or pricing parameters of the particular service. Regulatory or statutory fees will increase in line with government pronouncements.

The following pricing categories have been used in determining the fees, which are summarised below:

- Full Cost Pricing- Fees are set to enable the recovery of all direct and indirect costs involved in the provision of a service.
- Subsidised Pricing- Fees and charges are set at a level that recovers less than the full cost incurred in service delivery. In effect some level of subsidisation is factored into the price.
- Market Pricing- Fees and charges are based on current market fee structures. The market price is usually determined by examining competitors' prices and may have little relationship to the cost of providing the service.

- Statutory Pricing- Fees and charges are set to comply with statutory legislation.

### **Summary of significant variations with new fees added and existing fees amended**

Major increases in fees (>50%) are as follows:

- Inspection/Registration Fee for Commercial/Residential Buildings. This fee has been changed to a flat rate fee to allow for payment in advance rather than retrospectively.
- Purchasing Enquiry Report for prospective buyers of commercial premises. This fee has been changed to a flat rate fee to allow for payment in advance rather than retrospectively.

Other significant variations include:

- Holiday park fees have been restructured to list a range of fee amounts rather than individual fee amounts for each accommodation type so as to protect the parks commercial information. This has resulted in 23 current fees being displayed in the schedule of fees & charges rather than 292 individual fees.
- A new fee structure has been included for the Grafton Regional Gallery following its redevelopment in 2021. This has resulted in 88 new fees being created.

### **Sewer and Water Connection Fees**

Sewer and water connection fees are calculated as outlined in Council's Policy "Sewer and Water Capital Contribution Credits for Properties not paying availability charges as at 28 June 2005". This policy specifies that the connection fee for properties not paying sewer and/or water availability charges as at 28 June 2005 will include a capital component. The capital component for sewer is equivalent to the capital contribution for 1 sewer Equivalent Tenement (ET) and the capital component for a 20mm water meter is equivalent to the capital contribution for 1 water ET. The capital component for larger size water meters is based on an ET assessment of the meter capacity. The sewer and water contributions for 1 ET were initially set in the Development Servicing Plans for Sewer and Water adopted by Council on 28 June 2005, and is adjusted annually using the methodology specified in the Department of Primary Industries - Water Guidelines. The sewer and water contributions for 1 ET are listed in the Fees and Charges as "Section 64 contributions".

## **10. Hardship – Ordinary Rates and Annual Charges Policy and Hardship Natural Disaster & Health Pandemic – Ordinary Rates and Annual Charges Policy**

The purpose of these policies is to establish guidelines for the General Manager and staff on providing appropriate assistance to ratepayers suffering financial difficulties with the payment of Ordinary Rates and Annual Charge.

The intent of these policies is to ensure that ratepayers facing financial hardship, but with the will to make payments against their Ordinary Rates and Charges, have a clear and simplified way of doing so. Where there is no willingness to make payments against outstanding Ordinary Rates and Annual Charges, the right of Council to take legal action is well-defined.

These policies recognise that ratepayers may at times encounter difficulty in the payment of rates and charges. The Local Government Act 1993 allows Council to provide assistance to those ratepayers. Application for hardship must be made on the appropriate form which is available from Council's website [www.clarence.nsw.gov.au](http://www.clarence.nsw.gov.au).

# OUR FINANCIAL SUMMARY

## 1. 2021/22 Budget and Long Term Financial Plan

Assumptions and factors affecting the budget result have been incorporated into the 2021/22 budget and 2021/22 to 2030/31 Long Term Financial Plan (LTFP) are as follows:

1. General rate revenue will be increased by the Rate Peg which is set at 2.0% p.a. for 2021/22 and assumed at 2.5% from 2022-23 onwards. 2020/21 saw the completion of the SRV Rate peg increase meaning that the standard Rate Peg now applies from 2021/22 onwards. For the next 7 years (2021/22 to 2027/28), the estimated yield from the now built in SRV component of Council's rate base will be restricted and then subsequently used to improve infrastructure as per the SRV requirements. The estimated yield in 2021/22 is \$5.425mil per the original SRV application.
2. Revenue streams and future service requirements will be adjusted for population growth forecasts where a direct relationship can be determined. Population forecasts will be based upon the NSW Department of Planning, Industry and Environment population projections (currently + 0.5% p.a.) plus an adjustment for current local population growth strategies.
3. Recurrent operating expenditure for 2021/22 will be based on the Revised Budget as at December 2020, with consideration of actuals, as a cost containment measure. This position will then be further adjusted for contractual obligations or for expected spend as informed through discussion with Management. From 2022/23 onwards recurrent operating expenditure generally will be indexed by 2% p.a.
4. Recurrent operating revenue for 2021/22 onwards will initially be increased in line with service deliverables and as evidenced through discussion with Management. A general indexation rate of 2.0% p.a. will be applied on all general revenue streams where no other evidence is available to support a specific revenue increase.
5. Interest and investment income forecast at a conservative rate of 1.0% per year, based on the running yield of Council's investment portfolio (value average \$110 million per month) for the quarter ended 30 September 2020.
6. Water Charges will be indexed by 2.5% pa from 2021/22 to 2030/31.

7. Sewer Charges will be indexed by 2.5% pa from 2021/22 to 2030/31.
8. Domestic Waste Management Charges will be calculated based upon the reasonable cost requirements (income funds the operating and maintenance costs associated with providing the service) for 2021/22 Budget.
9. Operating Grants - Council has assumed it will continue to receive operating grants in relation to ongoing operations (where evidenced by management) and that these will generally increase annually in line with estimated indexation of 1.0%. Operating grants received for specific project related purposes have been included in the year Council anticipates they will be received.
10. Capital Grants - the capital grants applied in the model will be based on the capital grants for 2021/22 as indicated in the updated 2020/21 to 2021/22 capital works program. These assumptions have been carried out into latter years.
11. The Financial Assistance Grant will be increased by estimated indexation of 2.0%. This assumes the current prepayment arrangements stand however it is noted that the actual value and payment will be determined by the Federal Government determined in late May 2021. Council has assumed over the 10 years of the LTFP that the "in advance" tap has not been turned off, and therefore Council does not have to report a drop in Financial Assistance Grant income.
12. Tax equivalent dividends will be based upon the maximum allowable rate of \$3 per assessment (which equates to approximately \$68K from the Water Fund and \$73K from the Sewer Fund). These figures will be adjusted by both estimated charge increases and population increases.
13. All positions on the adopted organisation structure to be funded unless otherwise indicated.
14. Employee wage increases are 2.0% p.a. for 2021/22.
15. Leave Entitlement accruals will be based upon the assumption that all positions in the organisation structure will be filled.
16. Workers Compensation premiums will be based upon 2.6% of the estimated wages from 2021/22 onwards. The historical Basic Tariff Premiums as a % on wages is as follows:
  - 2018/19 = 2.594%
  - 2019/20 = 2.594%
  - 2020/21 = 2.594%

The average of the past three years indicates an indicative Basic Tariff Premium of approx. 2.6% of estimated wages. This is consistent with the 2.6% to be utilised in the 2020/21 Budget and onwards. Any savings realised will be transferred to the smoothing reserve. Any additional costs will firstly be funded from the Workers Compensation Smoothing Reserve (RA10700).

17. Superannuation - Employees are generally in either of two schemes being:
  - a) The Defined Benefits scheme, are calculated as per employee contribution
  - b) The Super Guarantee Scheme (SG), Council is legislatively required to contribute 10.0% of the employee's gross wages for 2021/22. The SG rate will then be increasing to 10.5% from July 2022, and eventually increasing to 12% from July 2025.
18. Street lighting charges will be indexed by 2% from 2021/22 onwards.
19. Electricity charges (excluding street lighting) will not be indexed as it is expected that any increase will be offset by our solar energy rebates achieved through our Renewable Energy Project.
20. Due to the current hard insurance market, property insurance will increase by approximately 15% and all other insurances will be increased by an estimated indexation of 10%. These increases are in line with advice received from our current insurance provider and are the result of the recent pandemic and natural disaster events over the past few years.

Whilst these assumptions provide a general guideline there are items in the budget that are predetermined, for example services that are subject to tender.

## 2. Best practice dividends from Water and Sewer Funds

Best-practice management of water supply and sewerage allows that, provided guidelines are met (NSW Government Department of Water & Energy Best-Practice Management of Water Supply and Sewerage Guidelines 2007), a dividend can be paid from water and sewer surpluses to General Fund.

The criteria that must be satisfied for a dividend to be met are:

1. Strategic Business Planning
2. Pricing (including Developer Charges, Liquid Trade Waste Policy and Approvals)



3. Water Conservation
4. Drought Management
5. Performance Reporting
6. Integrated Water Cycle Management

To be eligible to make a dividend payment from a surplus, a local water utility must:

- Demonstrate best-practice management compliance through an independent compliance audit report; and
- Obtain an unqualified financial audit report for its water supply and/or sewerage business(es).
- Resolve in a council meeting open to the public that it has achieved “substantial compliance” with each criterion in the guidelines.

As per the Water Fund and Sewer Fund 2021/22 to 2030/31 Long Term Financial Plans, Council is intending to pay the following amounts as best practice dividends (provided the criteria to do so has been met) from Water and Sewer Funds to General Fund:

Fund/Year	2021/22
Water	\$672,179
Sewer	\$73,000
<b>TOTAL FORECASTED AMOUNT TO BE PAID TO GENERAL FUND</b>	<b>\$745,179</b>

Payment of dividend is based on the lesser of 50% of surplus operating result or \$27 per assessment.

## 5. 2021/22 Consolidated Budget (including all funds)

Summary Income Statement - Budget 2021/22							
Description	2021/22 General Fund	2021/22 Water Fund	2021/22 Sewer Fund	2021/22 HP Fund	2021/22 CRL Fund	2021/22 DWM Fund	2021/22 Consolidated
<b>Income</b>							
Rates Income	(35,744,946)	0	0	0	0	0	(35,744,946)
Annual Charges	(3,300,000)	(2,639,993)	(18,451,648)	0	0	(7,413,572)	(31,805,213)
User Charges	0	(13,127,655)	(1,626,675)	0	0	0	(14,754,330)
Statutory & Regulatory User Charges	(2,869,638)	(13,031)	(6,448)	0	0	0	(2,889,117)
General User Fees	(15,654,231)	(1,525,347)	(1,022,336)	(7,278,009)	0	0	(25,479,923)
Interest Income	(665,154)	(345,952)	(161,517)	(1,180)	(18,320)	(57,392)	(1,249,515)
Operating Grants & Contributions	(21,040,934)	(949,260)	(188,303)	(40,290)	(257,015)	(209,100)	(22,684,902)
Other Revenue	(2,059,361)	(165,827)	(21,197)	(10,200)	0	(120,000)	(2,376,585)
Net Gains from Disposal of Assets	(1,298,044)	(380,135)	(82,055)	0	0	0	(1,760,234)
Internal Income	(12,965,809)	(725,473)	(388,202)	0	(1,066,068)	(319,719)	(15,465,271)
ABC Recovery	(13,103,805)	0	0	0	0	0	(13,103,805)
Internal Plant Hire Income	(6,756,143)	(641,916)	(477,724)	0	0	0	(7,875,783)
<b>Total Income (Excluding Capital Grants &amp; Contributions)</b>	<b>(115,458,065)</b>	<b>(20,514,589)</b>	<b>(22,426,105)</b>	<b>(7,329,679)</b>	<b>(1,341,403)</b>	<b>(8,119,783)</b>	<b>(175,189,624)</b>

### Summary Income Statement - Budget 2021/22

Expenditure							
Description	2021/22 General Fund	2021/22 Water Fund	2021/22 Sewer Fund	2021/22 HP Fund	2021/22 CRL Fund	2021/22 DWM Fund	2021/22 Consolidated
Salaries, Wages & Oncosts	33,597,993	1,671,442	1,795,416	117,576	570,943	250,076	38,003,446
Other Employee Costs	670,643	400	0	0	0	0	671,043
Borrowing Costs	634,598	1,485,952	3,587,134	0	0	299,467	6,007,151
Materials	9,927,782	2,060,793	1,430,427	293,850	12,300	47,000	13,772,152
Contracts & Consultancies	10,953,228	2,518,314	2,372,492	2,322,445	90,000	4,633,209	22,889,688
Legal Expenses	319,760	0	0	0	0	0	319,760
Depreciation	29,040,152	6,142,519	8,929,578	470,467	172,685	60,676	44,816,077
Insurance Expenses	1,895,133	52,701	59,046	36,273	2,222	504	2,045,879
Donations, Contributions & Taxes	5,280,039	0	0	319,700	0	0	5,599,739
Administration Expenses	1,497,112	20,976	158	141,035	38,700	15,000	1,712,981
Other Operating Expenses	3,302,216	895,561	828,541	329,710	121,409	0	5,477,437
Subscriptions & Memberships	294,068	8,364	8,364	8,628	126,666	46,460	492,550
Internal Expenses	5,056,352	1,432,343	431,969	1,318,171	7,500	1,861,416	10,107,751
ABC Distribution	9,894,596	1,498,418	1,097,613	124,164	120,250	368,764	13,103,805
Internal Plant Hire Expenditure	6,612,894	577,461	680,817	3,591	0	0	7,874,763

**Summary Income Statement - Budget 2021/22**

Total Expenditure	118,976,566	18,365,244	21,221,555	5,485,610	1,262,675	7,582,572	172,894,222
Net Operating Result for the year before Grants & Contributions provided for capital purposes	3,518,501	(2,149,345)	(1,204,550)	(1,844,069)	(78,728)	(537,211)	(2,295,402)
Capital Grants & Contributions	(32,458,616)	(2,308,386)	(997,862)	(6,339,744)	0	0	(42,104,608)
Operating Result for the Year	(28,940,115)	(4,457,731)	(2,202,412)	(8,183,813)	(78,728)	(537,211)	(44,400,010)

Summary Income Statement – Budget 2021/22							
Balance Sheet Movements / Non-Cash Adjustments							
Description	2021/22 General Fund	2021/22 Water Fund	2021/22 Sewer Fund	2021/22 HP Fund	2021/22 CRL Fund	2021/22 DWM Fund	2021/22 Consolidated
Capital Works - New	9,664,458	10,340,000	2,629,846	6,430,000	0	0	29,064,304
Capital Works - Upgrade	26,229,967	854,584	1,506,000	0	0	0	28,590,551
Capital Works - Expansion	0	0	0	0	0	0	0
Capital Works - Renewal	35,139,640	7,658,030	5,307,967	1,805,000	300,000	0	50,210,637
Depreciation	(29,040,154)	(6,142,519)	(8,929,578)	(470,467)	(172,685)	(60,676)	(44,816,079)
Employee Leave Accruals	0	0	0	0	0	0	0
Employee Leave Paid	0	0	0	0	0	0	0
Loan Funds Received	0	0	0	0	0	0	0
Loan Repayments (Principal Only)	1,794,938	1,169,065	4,716,715	0	0	575,218	8,255,936
Long Term Debtor Repayments	0	0	0	0	0	0	0
<b>Total Balance Sheet Movements / Non-Cash Adjustments</b>	<b>43,788,849</b>	<b>13,879,160</b>	<b>5,230,950</b>	<b>7,764,533</b>	<b>127,315</b>	<b>514,542</b>	<b>71,305,349</b>

**Summary Income Statement - Budget 2021/22**

<b>Adjust for Transfers to/from Reserves</b>							
Internal Reserves	(8,189,413)	0	0	0	0	0	(8,189,413)
Internal Reserves	(8,189,413)	0	0	0	0	0	(8,189,413)
External Reserves	(15,000)	(11,229,815)	(4,026,400)	479,536	(48,587)	22,669	(14,817,597)
Unspent Loans	0	0	0	0	0	0	0
Unexpended Grant Reserves	(5,983,790)	0	0	(60,256)	0	0	(6,044,046)
S64 / S94 Contribution Reserves	(764,139)	1,808,386	997,862	0	0	0	2,042,109
Net Service Result after Transfers to/from Reserves	(14,952,342)	(9,421,429)	(3,028,538)	419,280	(48,587)	22,669	(27,008,947)
<b>NET RESULT</b>	<b>(103,608)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(103,608)</b>

## 2021/22 Budgeted Service Income Statement for 1000 - Office of General Manager

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	0	0	0
General User Fees	0	0	0
Interest Income	0	0	0
Operating Grants & Contributions	0	(9,750)	0
Other Revenue	0	0	0
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	(221,248)	0
ABC Recovery	(1,236,244)	(1,236,244)	(1,243,602)
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(1,236,244)</b>	<b>(1,467,242)</b>	<b>(1,243,602)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	1,165,685	1,154,026	1,331,459
Other Employee Costs	1,118	1,118	4,000
Borrowing Costs	0	0	0
Materials	17,800	18,800	18,800
Contracts & Consultancies	180,000	796,433	183,000
Legal Expenses	0	0	0
Depreciation	805	805	779
Insurance Expenses	0	0	0
Donations, Contributions & Taxes	0	0	0
Administration Expenses	0	0	0
Other Operating Expenses	0	0	0
Subscriptions & Memberships	4,536	4,536	4,536
Internal Expenses	8,000	8,000	8,000
ABC Distribution	91,462	100,428	98,960

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	0	0	0
Total Expenditure	1,469,406	2,084,146	1,649,534
Net Operating Result for the year before Grants & Contributions provided for capital purposes	233,162	616,904	405,932
Capital Grants & Contributions	0	0	0
Operating Result for the Year	233,162	616,904	405,932
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	0	0	0
Capital Works - Upgrade	0	0	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	0	0	0
Depreciation	(805)	(805)	(779)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	0	0	0
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	(805)	(805)	(779)
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	0	(308,143)	0
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	(151,217)	0
S64 / S94 Contribution Reserves	0	0	0
Total Transfers to/from Reserves	0	(459,360)	0
<b>NET RESULT</b>	<b>232,357</b>	<b>156,739</b>	<b>405,153</b>



## 2021/22 Budgeted Service Income Statement for 1010 - Elected Members

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	0	0	0
General User Fees	0	0	0
Interest Income	0	0	0
Operating Grants & Contributions	0	0	0
Other Revenue	0	0	0
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	0	0
ABC Recovery	(294,527)	(297,626)	(297,626)
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(294,527)</b>	<b>(297,626)</b>	<b>(297,626)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	912	912	759
Other Employee Costs	2,004	2,004	40,000
Borrowing Costs	0	0	0
Materials	9,500	9,500	16,200
Contracts & Consultancies	0	0	6,000
Legal Expenses	0	0	0
Depreciation	0	0	0
Insurance Expenses	0	0	0
Donations, Contributions & Taxes	0	0	0
Administration Expenses	212,836	310,424	316,304
Other Operating Expenses	0	0	383,000
Subscriptions & Memberships	56,524	56,524	56,524
Internal Expenses	12,000	12,000	8,000
ABC Distribution	526,660	536,147	536,147

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	0	0	0
Total Expenditure	820,436	927,511	1,362,934
Net Operating Result for the year before Grants & Contributions provided for capital purposes	525,909	629,885	1,065,308
Capital Grants & Contributions	0	0	0
Operating Result for the Year	525,909	629,885	1,065,308
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	0	0	0
Capital Works - Upgrade	0	0	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	0	0	0
Depreciation	0	0	0
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	0	0	0
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	0	0	0
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	83,000	83,000	(208,000)
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	0	0	0
Total Transfers to/from Reserves	83,000	83,000	(208,000)
<b>NET RESULT</b>	<b>608,909</b>	<b>712,885</b>	<b>857,308</b>

## 2021/22 Budgeted Service Income Statement for 2000 - Corporate & Governance

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	0	0	0
General User Fees	0	0	0
Interest Income	0	0	0
Operating Grants & Contributions	(175,000)	(178,000)	0
Other Revenue	0	0	0
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	(15,000)	0
ABC Recovery	(672,501)	(674,123)	(674,123)
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(847,501)</b>	<b>(867,123)</b>	<b>(674,123)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	849,410	886,014	944,510
Other Employee Costs	300	300	4,000
Borrowing Costs	0	0	0
Materials	70,000	127,838	70,000
Contracts & Consultancies	16,300	226,300	0
Legal Expenses	0	0	0
Depreciation	1,787	1,787	1,787
Insurance Expenses	0	0	0
Donations, Contributions & Taxes	0	0	0
Administration Expenses	0	0	0
Other Operating Expenses	0	0	0
Subscriptions & Memberships	1,800	1,800	1,950
Internal Expenses	21,500	36,500	21,500
ABC Distribution	189,879	190,936	191,531

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	0	0	0
Total Expenditure	1,150,976	1,471,475	1,235,278
Net Operating Result for the year before Grants & Contributions provided for capital purposes	303,475	604,352	561,155
Capital Grants & Contributions	0	0	0
Operating Result for the Year	303,475	604,352	561,155
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	0	0	0
Capital Works - Upgrade	0	0	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	0	0	0
Depreciation	(1,787)	(1,787)	(1,787)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	0	0	0
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	(1,787)	(1,787)	(1,787)
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	(179,052)	0	0
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	(488,990)	(177,304)
S64 / S94 Contribution Reserves	0	0	0
Total Transfers to/from Reserves	(179,052)	(488,990)	(177,304)
<b>NET RESULT</b>	<b>122,636</b>	<b>113,575</b>	<b>382,064</b>

## 2021/22 Budgeted Service Income Statement for 2010 - Property Services

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	0	0	0
General User Fees	0	0	0
Interest Income	0	0	0
Operating Grants & Contributions	0	0	0
Other Revenue	(309,266)	(309,266)	(264,924)
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	0	0
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(309,266)</b>	<b>(309,266)</b>	<b>(264,924)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	186,326	184,462	254,289
Other Employee Costs	0	0	0
Borrowing Costs	0	0	241
Materials	0	0	0
Contracts & Consultancies	6,000	6,000	6,800
Legal Expenses	0	0	0
Depreciation	0	0	0
Insurance Expenses	11,924	13,362	18,157
Donations, Contributions & Taxes	0	0	0
Administration Expenses	0	0	0
Other Operating Expenses	5,005	5,005	5,005
Subscriptions & Memberships	0	0	0
Internal Expenses	25,058	25,058	25,558
ABC Distribution	9,516	9,686	9,686

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	0	0	0
Total Expenditure	243,829	243,573	319,736
Net Operating Result for the year before Grants & Contributions provided for capital purposes	(65,437)	(65,693)	54,812
Capital Grants & Contributions	0	0	0
Operating Result for the Year	(65,437)	(65,693)	54,812
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	29,555	128,247	0
Capital Works - Upgrade	0	0	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	0	0	0
Depreciation	0	0	0
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	435	435	464
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	29,990	128,682	464
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	(104,291)	(202,591)	(174,389)
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	0	0	0
Total Transfers to/from Reserves	(104,291)	(202,591)	(174,389)
<b>NET RESULT</b>	<b>(139,738)</b>	<b>(139,602)</b>	<b>(119,113)</b>

## 2021/22 Budgeted Service Income Statement for 2020 - Community & Industry Engagement

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	0	0	0
General User Fees	0	0	0
Interest Income	0	0	0
Operating Grants & Contributions	0	(32,983)	(2,000)
Other Revenue	0	0	0
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	0	0
ABC Recovery	(88,279)	(88,960)	(260,413)
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(88,279)</b>	<b>(121,943)</b>	<b>(262,413)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	624,200	617,960	634,279
Other Employee Costs	3,092	3,092	1,000
Borrowing Costs	310	310	199
Materials	139,070	143,020	144,900
Contracts & Consultancies	172,816	303,040	162,009
Legal Expenses	0	0	0
Depreciation	12,259	12,259	12,263
Insurance Expenses	44	49	56
Donations, Contributions & Taxes	140,000	105,000	140,000
Administration Expenses	227,982	221,982	207,982
Other Operating Expenses	0	0	0
Subscriptions & Memberships	31,152	31,152	57,152
Internal Expenses	8,094	8,094	8,095
ABC Distribution	183,188	203,350	204,213

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	3,265	3,265	3,265
Total Expenditure	1,545,472	1,652,573	1,575,413
Net Operating Result for the year before Grants & Contributions provided for capital purposes	1,457,193	1,530,630	1,313,000
Capital Grants & Contributions	0	0	0
Operating Result for the Year	1,457,193	1,530,630	1,313,000
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	50,000	50,000	0
Capital Works - Upgrade	0	0	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	140,000	140,000	0
Depreciation	(12,259)	(12,259)	(12,263)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	1,390	1,390	1,501
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	179,131	179,131	(10,762)
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	0	(88,091)	0
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	(18,950)	0
S64 / S94 Contribution Reserves	(35,000)	(54,150)	0
Total Transfers to/from Reserves	(35,000)	(161,191)	0
<b>NET RESULT</b>	<b>(35,000)</b>	<b>(161,191)</b>	<b>0</b>



## 2021/22 Budgeted Service Income Statement for 2100 - Finance & Supply

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	(35,131,965)	(35,331,965)	(35,744,946)
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	(140,000)	(140,000)	(142,800)
General User Fees	(30,555)	(30,555)	(31,166)
Interest Income	(942,805)	(847,659)	(524,834)
Operating Grants & Contributions	(8,559,034)	(4,690,960)	(10,271,588)
Other Revenue	(220,700)	(241,200)	(240,210)
Net Gains from Disposal of Assets	0	0	0
Internal Income	(6,773,341)	(6,213,989)	(6,802,026)
ABC Recovery	(3,056,068)	(3,038,831)	(3,047,781)
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(54,854,468)</b>	<b>(50,535,159)</b>	<b>(56,805,351)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	7,139,054	6,689,975	7,125,704
Other Employee Costs	251,188	280,188	138,155
Borrowing Costs	0	0	0
Materials	(849,007)	(849,007)	4,400
Contracts & Consultancies	196,921	257,178	170,440
Legal Expenses	209,760	209,760	209,760
Depreciation	250	250	202
Insurance Expenses	0	0	0
Donations, Contributions & Taxes	0	0	0
Administration Expenses	745,201	675,201	745,040
Other Operating Expenses	2,500	2,500	2,500
Subscriptions & Memberships	504	504	504
Internal Expenses	223,300	223,300	239,800
ABC Distribution	1,923,060	1,977,358	1,115,143

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	7,881	7,881	7,881
Total Expenditure	9,850,612	9,475,088	9,759,529
Net Operating Result for the year before Grants & Contributions provided for capital purposes	(45,003,856)	(41,060,071)	(47,045,822)
Capital Grants & Contributions	0	0	0
Operating Result for the Year	(45,003,856)	(41,060,071)	(47,045,822)
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	0	35,243	0
Capital Works - Upgrade	0	0	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	0	0	0
Depreciation	(250)	(250)	(202)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	0	0	0
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	(250)	34,993	(202)
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	0	(4,066,958)	5,425,821
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	0	0	0
Total Transfers to/from Reserves	0	(4,066,958)	5,425,821
<b>NET RESULT</b>	<b>0</b>	<b>(4,066,958)</b>	<b>5,425,821</b>

## 2021/22 Budgeted Service Income Statement for 2200 - Information Services

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	(59,520)	(59,520)	(60,710)
General User Fees	(1,104)	(1,104)	(1,126)
Interest Income	0	0	0
Operating Grants & Contributions	0	0	0
Other Revenue	0	0	0
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	(125,000)	0
ABC Recovery	(3,895,980)	(3,814,411)	(3,814,354)
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(3,956,604)</b>	<b>(4,000,035)</b>	<b>(3,876,190)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	2,326,416	2,303,147	2,662,148
Other Employee Costs	14,314	14,314	0
Borrowing Costs	5,443	5,443	4,717
Materials	22,830	22,830	22,830
Contracts & Consultancies	75,260	75,260	90,260
Legal Expenses	0	0	0
Depreciation	439,915	439,915	452,967
Insurance Expenses	2,597	2,910	3,346
Donations, Contributions & Taxes	0	0	0
Administration Expenses	109,294	109,294	109,294
Other Operating Expenses	1,599,749	1,599,749	1,946,504
Subscriptions & Memberships	950	950	50,950
Internal Expenses	0	0	0
ABC Distribution	489,689	510,549	515,311

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	0	0	0
Total Expenditure	5,086,457	5,084,361	5,858,327
Net Operating Result for the year before Grants & Contributions provided for capital purposes	1,129,853	1,084,326	1,982,137
Capital Grants & Contributions	0	0	0
Operating Result for the Year	1,129,853	1,084,326	1,982,137
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	0	594,370	200,000
Capital Works - Upgrade	365,000	365,000	300,000
Capital Works - Expansion	0	0	0
Capital Works - Renewal	388,000	388,000	458,600
Depreciation	(439,915)	(439,915)	(452,967)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	10,499	10,499	11,225
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	323,584	917,954	516,858
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	0	(369,370)	(122,874)
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	0	0	0
Total Transfers to/from Reserves	0	(369,370)	(122,874)
<b>NET RESULT</b>	<b>1,453,437</b>	<b>1,632,910</b>	<b>2,376,121</b>

## 2021/22 Budgeted Service Income Statement for 2300 - Governance & Business Improvement

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	(1,505)	(1,505)	(1,535)
General User Fees	(1,989)	(1,989)	(2,028)
Interest Income	0	0	0
Operating Grants & Contributions	0	0	0
Other Revenue	(60,000)	(60,000)	(60,000)
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	0	0
ABC Recovery	(1,192,301)	(1,196,048)	(1,024,595)
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(1,255,795)</b>	<b>(1,259,542)</b>	<b>(1,088,158)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	474,112	444,003	402,799
Other Employee Costs	0	0	0
Borrowing Costs	0	0	0
Materials	1,000	1,000	1,000
Contracts & Consultancies	183,983	150,883	183,983
Legal Expenses	100,000	100,000	100,000
Depreciation	1,515	1,515	1,314
Insurance Expenses	726,907	787,934	866,727
Donations, Contributions & Taxes	0	0	0
Administration Expenses	0	0	0
Other Operating Expenses	43,900	43,900	43,900
Subscriptions & Memberships	18,804	18,804	18,804
Internal Expenses	8,000	8,000	8,000
ABC Distribution	90,146	96,679	96,673

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	0	0	0
Total Expenditure	1,648,367	1,652,718	1,723,200
Net Operating Result for the year before Grants & Contributions provided for capital purposes	392,572	393,176	635,042
Capital Grants & Contributions	0	0	0
Operating Result for the Year	392,572	393,176	635,042
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	0	0	0
Capital Works - Upgrade	0	0	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	0	0	0
Depreciation	(1,515)	(1,515)	(1,314)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	0	0	0
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	(1,515)	(1,515)	(1,314)
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	(40,083)	(40,083)	0
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	0	0	0
Total Transfers to/from Reserves	(40,083)	(40,083)	0
<b>NET RESULT</b>	<b>350,974</b>	<b>351,578</b>	<b>633,728</b>

## 2021/22 Budgeted Service Income Statement for 2310 - People, Culture, Risk & Safety

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	0	0	0
General User Fees	0	0	0
Interest Income	0	0	0
Operating Grants & Contributions	(21,539)	(21,539)	(146,754)
Other Revenue	0	0	0
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	0	0
ABC Recovery	(1,421,939)	(1,417,720)	(1,417,720)
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(1,443,478)</b>	<b>(1,439,259)</b>	<b>(1,564,474)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	889,228	880,338	877,228
Other Employee Costs	475,998	320,998	475,488
Borrowing Costs	0	0	0
Materials	20,700	20,700	20,700
Contracts & Consultancies	226,795	226,795	251,795
Legal Expenses	10,000	10,000	10,000
Depreciation	640	640	486
Insurance Expenses	0	0	0
Donations, Contributions & Taxes	0	0	0
Administration Expenses	22,889	22,889	22,889
Other Operating Expenses	0	0	0
Subscriptions & Memberships	25,000	25,000	25,000
Internal Expenses	0	0	0
ABC Distribution	74,290	82,552	82,552

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	0	0	0
Total Expenditure	1,745,540	1,589,912	1,766,138
Net Operating Result for the year before Grants & Contributions provided for capital purposes	302,062	150,653	201,664
Capital Grants & Contributions	0	0	0
Operating Result for the Year	302,062	150,653	201,664
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	0	3,100	0
Capital Works - Upgrade	0	0	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	0	0	0
Depreciation	(640)	(640)	(486)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	0	0	0
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	(640)	2,460	(486)
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	35,000	35,000	35,000
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	0	0	0
Total Transfers to/from Reserves	35,000	35,000	35,000
<b>NET RESULT</b>	<b>336,422</b>	<b>188,113</b>	<b>236,178</b>



## 2021/22 Budgeted Service Income Statement for 3000 - Works & Civil Management

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	0	0	0
General User Fees	(308,256)	(308,256)	(314,421)
Interest Income	0	0	0
Operating Grants & Contributions	0	0	(3,237,435)
Other Revenue	0	(298,000)	(303,960)
Net Gains from Disposal of Assets	(1,535,117)	(1,535,117)	(1,240,382)
Internal Income	(1,309,306)	(1,309,306)	(1,389,425)
ABC Recovery	(676,736)	(679,878)	(679,878)
Internal Plant Hire	(7,721,360)	(7,721,360)	(7,875,783)
<b>Total Income</b>	<b>(11,550,775)</b>	<b>(11,851,917)</b>	<b>(15,041,284)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	1,041,852	1,031,435	1,073,854
Other Employee Costs	0	0	4,000
Borrowing Costs	755	755	676
Materials	5,966,260	5,966,260	5,944,260
Contracts & Consultancies	217,923	218,047	345,921
Legal Expenses	0	0	0
Depreciation	2,634,525	2,634,525	2,925,244
Insurance Expenses	479,746	487,772	521,715
Donations, Contributions & Taxes	0	0	0
Administration Expenses	0	0	0
Other Operating Expenses	53,331	53,331	0
Subscriptions & Memberships	1,836	1,836	1,836
Internal Expenses	163,825	163,825	350,919
ABC Distribution	794,869	830,359	830,954

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	2,173	2,173	415
Total Expenditure	11,357,095	11,390,318	11,999,794
Net Operating Result for the year before Grants & Contributions provided for capital purposes	(193,680)	(461,599)	(3,041,490)
Capital Grants & Contributions	0	0	(847,875)
Operating Result for the Year	(193,680)	(461,599)	(3,778,283)
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	0	60,000	0
Capital Works - Upgrade	0	0	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	5,396,986	5,544,726	9,128,294
Depreciation	(2,634,525)	(2,634,525)	(2,925,244)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	1,218	1,218	1,298
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	2,763,679	2,971,419	6,204,348
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	(3,330,528)	(3,550,324)	(2,722,150)
External Reserves	1,060,485	1,060,287	1,097,525
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	0	0	0
Total Transfers to/from Reserves	(2,270,043)	(2,490,037)	(1,624,625)
<b>NET RESULT</b>	<b>299,956</b>	<b>19,783</b>	<b>801,440</b>

## 2021/22 Budgeted Service Income Statement for 3010 - Emergency Services

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	0	0	0
General User Fees	0	0	0
Interest Income	0	0	0
Operating Grants & Contributions	(597,320)	(637,211)	(597,320)
Other Revenue	0	0	0
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	0	0
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(597,320)</b>	<b>(637,211)</b>	<b>(597,320)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	18,690	18,504	21,821
Other Employee Costs	15,516	15,516	0
Borrowing Costs	1,427	1,427	1,277
Materials	462,690	502,581	462,690
Contracts & Consultancies	2,700	2,700	2,700
Legal Expenses	0	0	0
Depreciation	132,605	132,605	155,316
Insurance Expenses	31,992	33,016	37,968
Donations, Contributions & Taxes	1,171,512	1,171,512	1,171,512
Administration Expenses	10,250	10,250	10,250
Other Operating Expenses	89,834	89,834	89,834
Subscriptions & Memberships	0	0	0
Internal Expenses	21,006	21,006	21,416
ABC Distribution	430	537	537

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	0	0	0
Total Expenditure	1,958,652	1,999,488	1,975,321
Net Operating Result for the year before Grants & Contributions provided for capital purposes	1,361,332	1,362,277	1,378,001
Capital Grants & Contributions	0	(79,288)	0
Operating Result for the Year	1,361,332	1,282,989	1,378,001
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	35,000	58,000	0
Capital Works - Upgrade	0	79,288	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	10,000	10,000	0
Depreciation	(132,605)	(132,605)	(155,316)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	2,302	2,302	2,453
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	(85,303)	16,985	(152,863)
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	0	0	0
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	0	0	0
Total Transfers to/from Reserves	0	0	0
<b>NET RESULT</b>	<b>1,276,029</b>	<b>1,299,974</b>	<b>1,225,138</b>

## 2021/22 Budgeted Service Income Statement for 3100 - Roads Infrastructure

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	(34,867)	(34,867)	(35,564)
General User Fees	(4,139,091)	(4,139,091)	(4,272,796)
Interest Income	(121,446)	(107,238)	(4,509)
Operating Grants & Contributions	(9,538,999)	(12,275,025)	(5,907,476)
Other Revenue	(37,000)	(87,000)	(41,493)
Net Gains from Disposal of Assets	0	(750,000)	0
Internal Income	0	0	(200,000)
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(13,871,403)</b>	<b>(17,393,221)</b>	<b>(10,461,838)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	5,380,759	5,326,788	4,988,976
Other Employee Costs	0	0	0
Borrowing Costs	523,451	523,451	436,308
Materials	2,299,936	2,967,482	1,810,582
Contracts & Consultancies	2,038,384	2,115,616	1,823,705
Legal Expenses	0	0	0
Depreciation	19,960,069	19,960,069	18,945,411
Insurance Expenses	1,826	2,046	2,352
Donations, Contributions & Taxes	0	0	0
Administration Expenses	2,773	2,773	2,773
Other Operating Expenses	319,931	319,931	319,931
Subscriptions & Memberships	8,196	8,196	8,196
Internal Expenses	304,578	304,578	328,797

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
ABC Distribution	1,898,254	2,030,838	2,029,133
Internal Plant Hire	2,855,243	2,865,263	4,882,220
<b>Total Expenditure</b>	<b>35,593,400</b>	<b>36,427,031</b>	<b>35,578,384</b>
Net Operating Result for the year before Grants & Contributions provided for capital purposes	21,721,997	19,033,810	25,116,546
Capital Grants & Contributions	(7,078,487)	(22,411,975)	(23,069,739)
<b>Operating Result for the Year</b>	<b>14,643,510</b>	<b>(3,378,165)</b>	<b>2,046,807</b>
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	1,653,406	4,512,506	600,000
Capital Works - Upgrade	4,420,246	23,927,897	13,286,867
Capital Works - Expansion	0	0	0
Capital Works - Renewal	10,689,407	8,503,377	19,908,500
Depreciation	(19,960,069)	(19,960,069)	(18,945,413)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	1,318,376	1,318,376	1,151,481
Long Term Debtor Repayments	0	0	0
<b>Total Balance Sheet Movements / Non-Cash Adjustments</b>	<b>(1,878,634)</b>	<b>18,302,087</b>	<b>16,001,435</b>
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	1,426,077	(1,288,914)	(2,400,852)
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	(216,772)	(3,520,978)
S64 / S94 Contribution Reserves	339,278	177,624	(679,148)
<b>Total Transfers to/from Reserves</b>	<b>1,765,355</b>	<b>(1,328,062)</b>	<b>(6,600,978)</b>

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
NET RESULT	14,530,231	13,595,860	11,447,264

### 2021/22 Budgeted Service Income Statement for 3110 - Regional Airport

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	0	0	0
General User Fees	(133,532)	(43,198)	(36,202)
Interest Income	0	0	0
Operating Grants & Contributions	(26,344)	(20,540)	(16,078)
Other Revenue	(16,500)	(16,500)	(6,405)
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	0	0
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(176,376)</b>	<b>(80,238)</b>	<b>(58,685)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	148,874	147,386	158,941
Other Employee Costs	0	0	0
Borrowing Costs	23,082	23,082	17,261
Materials	26,100	26,100	26,100
Contracts & Consultancies	16,610	16,610	56,474
Legal Expenses	0	0	0
Depreciation	219,339	219,339	220,002
Insurance Expenses	2,541	2,848	3,275
Donations, Contributions & Taxes	0	0	0
Administration Expenses	0	0	0
Other Operating Expenses	27,433	27,433	27,433

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Subscriptions & Memberships	204	204	204
Internal Expenses	16,997	16,997	18,469
ABC Distribution	18,644	20,595	20,613
Internal Plant Hire	15,104	15,104	15,104
Total Expenditure	514,928	515,698	563,876
Net Operating Result for the year before Grants & Contributions provided for capital purposes	338,552	435,460	505,191
Capital Grants & Contributions	0	(40,000)	0
Operating Result for the Year	338,552	395,460	505,191
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	0	0	0
Capital Works - Upgrade	0	40,000	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	430,175	430,175	300,000
Depreciation	(219,339)	(219,339)	(220,002)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	115,670	115,670	121,491
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	326,506	366,506	201,489
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	0	0	0
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	(300,000)	(300,000)	(300,000)
S64 / S94 Contribution Reserves	0	0	0



Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Total Transfers to/from Reserves	(300,000)	(300,000)	(300,000)
NET RESULT	365,058	461,966	406,680

## 2021/22 Budgeted Service Income Statement for 3120 - Quarries

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	0	0	0
General User Fees	(313,283)	(313,283)	(319,548)
Interest Income	(5,734)	(5,063)	(2,850)
Operating Grants & Contributions	0	0	0
Other Revenue	0	0	0
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	0	0
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(319,017)</b>	<b>(318,346)</b>	<b>(322,398)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	103,946	102,908	104,663
Other Employee Costs	0	0	0
Borrowing Costs	0	0	0
Materials	124,000	124,000	124,000
Contracts & Consultancies	50,200	50,200	50,200
Legal Expenses	0	0	0
Depreciation	11,423	11,423	29,631
Insurance Expenses	0	0	0
Donations, Contributions & Taxes	0	0	0
Administration Expenses	0	0	0
Other Operating Expenses	0	0	0
Subscriptions & Memberships	0	0	0
Internal Expenses	13,399	13,399	13,670
ABC Distribution	8,194	9,161	9,161

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	930	930	50,930
Total Expenditure	312,092	312,021	382,255
Net Operating Result for the year before Grants & Contributions provided for capital purposes	(6,925)	(6,325)	59,857
Capital Grants & Contributions	(10,001)	(10,001)	(13,979)
Operating Result for the Year	(16,926)	(16,326)	45,878
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	0	0	0
Capital Works - Upgrade	0	0	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	0	438,764	83,000
Depreciation	(11,423)	(11,423)	(29,631)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	0	0	0
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	(11,423)	427,341	53,369
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	18,348	(421,016)	(113,226)
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	10,001	10,001	13,979
Total Transfers to/from Reserves	28,349	(411,015)	(99,247)
<b>NET RESULT</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2021/22 Budgeted Service Income Statement for 3200 - Parks & Open Spaces

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	(6,069)	(6,069)	(6,190)
General User Fees	(422,052)	(475,386)	(484,890)
Interest Income	0	0	0
Operating Grants & Contributions	0	(281,646)	0
Other Revenue	(239,798)	(239,798)	(243,180)
Net Gains from Disposal of Assets	0	0	0
Internal Income	(1,319,433)	(1,324,101)	(1,000,000)
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(1,987,352)</b>	<b>(2,327,000)</b>	<b>(1,734,260)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	2,117,727	2,240,728	2,282,240
Other Employee Costs	240	240	0
Borrowing Costs	102,369	102,369	86,178
Materials	622,093	653,892	617,849
Contracts & Consultancies	3,636,158	4,083,445	2,759,614
Legal Expenses	0	0	0
Depreciation	2,281,843	2,281,843	2,327,971
Insurance Expenses	163,152	182,837	210,257
Donations, Contributions & Taxes	29,527	29,527	29,527
Administration Expenses	314	314	4,000
Other Operating Expenses	182,253	182,253	189,753
Subscriptions & Memberships	2,676	2,676	2,676
Internal Expenses	549,420	551,238	560,155
ABC Distribution	764,592	836,418	834,046

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	1,020,339	1,020,339	1,170,339
Total Expenditure	11,472,703	12,168,119	11,074,605
Net Operating Result for the year before Grants & Contributions provided for capital purposes	9,485,351	9,841,119	9,340,345
Capital Grants & Contributions	(7,806,991)	(9,732,820)	(7,820,367)
Operating Result for the Year	1,678,360	108,299	1,519,978
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	7,398,000	8,337,391	7,553,000
Capital Works - Upgrade	1,941,000	4,320,773	2,137,308
Capital Works - Expansion	0	0	0
Capital Works - Renewal	1,979,500	4,115,476	2,845,021
Depreciation	(2,281,843)	(2,281,843)	(2,327,971)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	226,477	226,477	242,672
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	9,263,134	14,718,274	10,450,030
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	(111,000)	(1,545,145)	(2,473,344)
External Reserves	(164,386)	(182,486)	(25,000)
Unspent Loans	0	(33,742)	0
Unexpended Grant Reserves	(20,000)	(404,605)	(856,508)
S64 / S94 Contribution Reserves	(548,009)	(1,758,363)	(471,100)
Total Transfers to/from Reserves	(843,395)	(3,924,341)	(3,825,952)
<b>NET RESULT</b>	<b>10,098,099</b>	<b>10,902,232</b>	<b>8,144,056</b>

## 2021/22 Budgeted Service Income Statement for 3210 - Natural Resource Management

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	0	0	0
General User Fees	0	0	0
Interest Income	(57,060)	0	0
Operating Grants & Contributions	(369,238)	(875,084)	(382,386)
Other Revenue	0	0	0
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	(126,301)	0
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(426,298)</b>	<b>(1,001,385)</b>	<b>(382,386)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	719,884	712,685	617,326
Other Employee Costs	5,212	5,212	0
Borrowing Costs	0	0	0
Materials	65,182	338,916	137,816
Contracts & Consultancies	82,759	720,641	85,804
Legal Expenses	0	0	0
Depreciation	291	291	183
Insurance Expenses	0	0	0
Donations, Contributions & Taxes	0	0	0
Administration Expenses	0	0	0
Other Operating Expenses	0	0	0
Subscriptions & Memberships	0	0	0
Internal Expenses	17,218	17,218	17,242
ABC Distribution	115,932	130,965	129,441

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	64,704	64,704	63,416
Total Expenditure	1,071,182	1,990,632	1,051,228
Net Operating Result for the year before Grants & Contributions provided for capital purposes	644,884	989,247	668,842
Capital Grants & Contributions	0	0	0
Operating Result for the Year	644,884	989,247	668,842
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	0	0	0
Capital Works - Upgrade	0	0	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	0	0	0
Depreciation	(291)	(291)	(183)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	0	0	0
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	(291)	(291)	(183)
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	(48,600)	(73,600)	(81,089)
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	(192,410)	0
S64 / S94 Contribution Reserves	0	0	0
Total Transfers to/from Reserves	(48,600)	(266,010)	(81,089)
<b>NET RESULT</b>	<b>595,993</b>	<b>722,946</b>	<b>587,570</b>

## 2021/22 Budgeted Service Income Statement for 3220 - Buildings & Facilities

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	0	0	0
General User Fees	0	0	0
Interest Income	0	0	0
Operating Grants & Contributions	0	0	0
Other Revenue	(265,751)	(265,751)	(229,933)
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	0	0
ABC Recovery	(267,502)	(267,502)	(266,907)
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(533,253)</b>	<b>(533,253)</b>	<b>(496,840)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	582,229	416,999	412,327
Other Employee Costs	0	0	0
Borrowing Costs	14,858	14,858	12,470
Materials	127,400	127,400	87,400
Contracts & Consultancies	1,498,738	1,498,738	1,043,743
Legal Expenses	0	0	0
Depreciation	725,067	725,067	720,169
Insurance Expenses	120,992	135,588	155,924
Donations, Contributions & Taxes	0	0	0
Administration Expenses	0	0	0
Other Operating Expenses	145,760	145,760	145,760
Subscriptions & Memberships	0	0	0
Internal Expenses	199,355	199,355	501,793
ABC Distribution	167,167	183,217	184,009



Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Salaries, Wages & Oncosts	582,229	416,999	412,327
Total Expenditure	3,586,732	3,611,556	3,418,759
Net Operating Result for the year before Grants & Contributions provided for capital purposes	3,053,479	2,918,893	2,771,919
Capital Grants & Contributions	0	(30,000)	(265,608)
Operating Result for the Year	3,053,479	2,888,893	2,506,311
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	0	30,000	0
Capital Works - Upgrade	6,667,000	7,857,899	6,235,000
Capital Works - Expansion	0	0	0
Capital Works - Renewal	143,200	507,922	902,608
Depreciation	(725,067)	(725,067)	(720,169)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	33,321	33,321	35,713
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	6,118,454	7,704,075	6,453,152
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	(6,275,700)	(7,773,455)	(6,617,000)
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	(300,000)	(380,866)	(230,000)
S64 / S94 Contribution Reserves	0	0	0
Total Transfers to/from Reserves	(6,575,700)	(8,154,321)	(6,847,000)
<b>NET RESULT</b>	<b>2,596,233</b>	<b>2,438,647</b>	<b>2,112,463</b>

## 2021/22 Budgeted Service Income Statement for 3230 - Waste Services

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	(9,589,208)	(9,589,208)	(10,713,572)
User Charges	0	0	0
Statutory & Regulatory User Charges	0	0	0
General User Fees	(7,135,421)	(7,135,421)	(8,951,896)
Interest Income	(202,849)	(233,464)	(147,680)
Operating Grants & Contributions	(205,000)	(1,045,136)	(209,100)
Other Revenue	(632,456)	(632,456)	(562,466)
Net Gains from Disposal of Assets	0	0	(57,662)
Internal Income	(3,159,018)	(3,166,018)	(3,343,962)
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(20,923,952)</b>	<b>(21,801,703)</b>	<b>(23,986,338)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	975,574	965,818	1,231,154
Other Employee Costs	0	0	0
Borrowing Costs	367,365	367,365	327,131
Materials	94,300	94,300	104,300
Contracts & Consultancies	6,424,074	7,494,525	7,132,134
Legal Expenses	0	0	0
Depreciation	750,330	750,330	1,281,689
Insurance Expenses	14,403	16,140	18,559
Donations, Contributions & Taxes	3,600,000	3,600,000	3,600,000
Administration Expenses	15,903	15,903	15,903
Other Operating Expenses	5,767	5,767	5,767
Subscriptions & Memberships	46,460	46,460	46,460
Internal Expenses	2,715,886	2,722,886	3,285,279
ABC Distribution	499,560	515,473	513,669

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	106,144	106,144	328,523
Total Expenditure	15,615,766	16,701,111	17,890,568
Net Operating Result for the year before Grants & Contributions provided for capital purposes	(5,308,186)	(5,100,592)	(6,095,770)
Capital Grants & Contributions	0	0	0
Operating Result for the Year	(5,308,186)	(5,100,592)	(6,095,770)
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	880,000	1,445,098	615,000
Capital Works - Upgrade	250,000	250,000	3,607,142
Capital Works - Expansion	0	0	0
Capital Works - Renewal	0	0	0
Depreciation	(750,330)	(750,330)	(1,281,689)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	609,751	609,751	649,984
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	989,421	1,554,519	3,590,437
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	4,446,749	3,858,928	2,482,664
External Reserves	134,205	(99,504)	22,669
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	0	0	0
Total Transfers to/from Reserves	4,580,954	3,759,424	2,505,333
<b>NET RESULT</b>	<b>262,189</b>	<b>213,351</b>	<b>0</b>

## 2021/22 Budgeted Service Income Statement for 3240 - Cemeteries

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	0	0	0
General User Fees	(587,196)	(587,196)	(620,000)
Interest Income	0	0	0
Operating Grants & Contributions	0	0	0
Other Revenue	(1,400)	(1,400)	(1,428)
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	0	0
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(588,596)</b>	<b>(588,596)</b>	<b>(621,428)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	352,934	349,404	365,009
Other Employee Costs	0	0	0
Borrowing Costs	310	310	199
Materials	67,870	67,870	67,870
Contracts & Consultancies	63,890	63,890	63,439
Legal Expenses	0	0	0
Depreciation	33,612	33,612	75,988
Insurance Expenses	773	866	995
Donations, Contributions & Taxes	0	0	0
Administration Expenses	0	0	0
Other Operating Expenses	0	0	0
Subscriptions & Memberships	0	0	0
Internal Expenses	59,794	59,794	67,871
ABC Distribution	46,117	53,117	51,652

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	18,988	18,987	18,987
Total Expenditure	644,288	647,850	712,010
Net Operating Result for the year before Grants & Contributions provided for capital purposes	55,692	59,254	90,582
Capital Grants & Contributions	0	0	0
Operating Result for the Year	55,692	59,254	90,582
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	0	0	0
Capital Works - Upgrade	55,000	55,000	70,000
Capital Works - Expansion	0	0	0
Capital Works - Renewal	0	0	0
Depreciation	(33,612)	(33,612)	(75,988)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	1,390	1,390	1,501
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	22,778	22,778	(4,487)
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	(36,723)	(36,723)	(60,000)
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	0	0	0
Total Transfers to/from Reserves	(36,723)	(36,723)	(60,000)
<b>NET RESULT</b>	<b>41,747</b>	<b>45,309</b>	<b>26,095</b>

## 2021/22 Budgeted Service Income Statement for 3250 - Saleyards

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	0	0	0
General User Fees	(323,015)	(323,015)	(329,474)
Interest Income	(4,600)	(4,062)	(2,309)
Operating Grants & Contributions	0	0	0
Other Revenue	(1,267)	(1,267)	(1,228)
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	0	0
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(328,882)</b>	<b>(328,344)</b>	<b>(333,011)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	88,095	87,214	91,433
Other Employee Costs	0	0	0
Borrowing Costs	3,104	3,104	1,993
Materials	4,105	4,105	4,105
Contracts & Consultancies	117,915	117,915	117,915
Legal Expenses	0	0	0
Depreciation	113,502	113,502	74,581
Insurance Expenses	2,970	3,328	3,827
Donations, Contributions & Taxes	0	0	0
Administration Expenses	0	0	0
Other Operating Expenses	10,601	10,601	10,601
Subscriptions & Memberships	4,440	4,440	4,440
Internal Expenses	17,920	17,920	18,319
ABC Distribution	19,221	22,062	22,072

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	0	0	0
Total Expenditure	381,873	384,191	349,286
Net Operating Result for the year before Grants & Contributions provided for capital purposes	52,991	55,847	16,275
Capital Grants & Contributions	0	(1,000,000)	(100,000)
Operating Result for the Year	52,991	(944,153)	(83,725)
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	0	657,458	657,458
Capital Works - Upgrade	0	435,110	618,650
Capital Works - Expansion	0	0	0
Capital Works - Renewal	0	198,480	198,480
Depreciation	(113,502)	(113,502)	(74,581)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	13,906	13,906	15,017
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	(99,596)	1,191,452	1,415,024
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	46,605	(247,299)	(432,299)
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	(899,000)
S64 / S94 Contribution Reserves	0	0	0
Total Transfers to/from Reserves	46,605	(247,299)	(1,331,299)
NET RESULT	0	0	0

## 2021/22 Budgeted Service Income Statement for 3260 - Holiday Parks

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	0	0	0
General User Fees	(7,135,312)	(7,135,312)	(7,278,009)
Interest Income	(2,351)	(2,076)	(1,180)
Operating Grants & Contributions	(39,500)	(39,500)	(40,290)
Other Revenue	(10,000)	(10,000)	(10,200)
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	0	0
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(7,187,163)</b>	<b>(7,186,888)</b>	<b>(7,329,679)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	115,709	114,552	117,576
Other Employee Costs	0	0	0
Borrowing Costs	0	0	0
Materials	293,850	293,850	293,850
Contracts & Consultancies	2,322,445	2,322,445	2,322,445
Legal Expenses	0	0	0
Depreciation	479,444	479,444	470,467
Insurance Expenses	28,147	31,542	36,273
Donations, Contributions & Taxes	319,700	319,700	319,700
Administration Expenses	141,035	141,035	141,035
Other Operating Expenses	329,710	329,710	329,710
Subscriptions & Memberships	8,628	8,628	8,628
Internal Expenses	1,780,195	1,909,346	1,318,171
ABC Distribution	124,164	124,164	124,164



Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	3,591	3,591	3,591
Total Expenditure	5,946,618	6,078,007	5,485,610
Net Operating Result for the year before Grants & Contributions provided for capital purposes	(1,240,545)	(1,108,881)	(1,844,069)
Capital Grants & Contributions	(6,400,000)	(6,400,000)	(6,339,744)
Operating Result for the Year	(7,640,545)	(7,508,881)	(8,183,813)
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	6,430,000	6,430,000	6,430,000
Capital Works - Upgrade	0	0	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	1,020,000	1,275,179	1,805,000
Depreciation	(479,444)	(479,444)	(470,467)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	0	0	0
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	6,970,556	7,225,735	7,764,533
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	0	0	0
External Reserves	669,989	283,146	479,536
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	(60,256)
S64 / S94 Contribution Reserves	0	0	0
Total Transfers to/from Reserves	669,989	283,146	419,280
<b>NET RESULT</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2021/22 Budgeted Service Income Statement for 3300 - Watercycle

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	(2,573,400)	(2,573,400)	(2,639,993)
User Charges	(12,807,500)	(12,807,500)	(13,127,655)
Statutory & Regulatory User Charges	(12,776)	(12,776)	(13,031)
General User Fees	(620,703)	(1,174,765)	(1,499,080)
Interest Income	(617,367)	(553,411)	(345,952)
Operating Grants & Contributions	(930,648)	(930,648)	(949,260)
Other Revenue	(130,821)	(130,821)	(165,827)
Net Gains from Disposal of Assets	(77,206)	(77,206)	(380,135)
Internal Income	(613,854)	(670,396)	(621,373)
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(18,384,275)</b>	<b>(18,930,923)</b>	<b>(19,742,306)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	2,213,620	2,049,786	2,163,308
Other Employee Costs	516	516	400
Borrowing Costs	1,568,430	1,568,430	1,485,952
Materials	1,282,550	2,060,712	1,999,593
Contracts & Consultancies	1,875,571	2,779,845	2,529,614
Legal Expenses	0	0	0
Depreciation	6,666,148	6,666,148	6,142,519
Insurance Expenses	62,337	66,889	74,568
Donations, Contributions & Taxes	100,000	100,000	0
Administration Expenses	20,976	20,976	20,976
Other Operating Expenses	814,249	814,249	895,561
Subscriptions & Memberships	16,728	16,728	16,728
Internal Expenses	1,568,257	1,441,645	1,525,902
ABC Distribution	2,444,033	2,559,113	2,559,113

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	461,998	462,572	581,999
Total Expenditure	19,095,413	20,607,609	19,996,233
Net Operating Result for the year before Grants & Contributions provided for capital purposes	711,138	1,676,686	253,927
Capital Grants & Contributions	(1,130,000)	(1,130,000)	(2,308,386)
Operating Result for the Year	(418,862)	546,686	(2,054,459)
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	875,000	995,252	10,340,000
Capital Works - Upgrade	458,326	458,326	854,584
Capital Works - Expansion	0	0	0
Capital Works - Renewal	5,058,923	5,453,574	7,658,030
Depreciation	(6,666,148)	(6,666,148)	(6,142,519)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	1,086,588	1,086,588	1,169,065
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	812,689	1,327,592	13,879,160
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	0	0	0
External Reserves	5,318,724	3,652,370	(13,633,087)
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	630,000	630,000	1,808,386
Total Transfers to/from Reserves	5,948,724	4,282,370	(11,824,701)
<b>NET RESULT</b>	<b>6,342,551</b>	<b>6,156,648</b>	<b>0</b>

## 2021/22 Budgeted Service Income Statement for 3310 - Sewer Services

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	(18,002,000)	(18,002,000)	(18,451,648)
User Charges	(1,587,000)	(1,587,000)	(1,626,675)
Statutory & Regulatory User Charges	(6,322)	(6,322)	(6,448)
General User Fees	(389,724)	(389,724)	(1,022,336)
Interest Income	(246,649)	(226,475)	(161,517)
Operating Grants & Contributions	(184,611)	(184,611)	(188,303)
Other Revenue	(21,631)	(21,631)	(21,197)
Net Gains from Disposal of Assets	(46,302)	(46,302)	(82,055)
Internal Income	(436,758)	(456,931)	(380,202)
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(20,920,997)</b>	<b>(20,920,996)</b>	<b>(21,940,381)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	1,186,649	1,359,783	1,283,597
Other Employee Costs	0	0	0
Borrowing Costs	4,032,534	4,032,534	3,587,134
Materials	1,666,600	1,229,600	1,400,827
Contracts & Consultancies	1,549,780	2,259,780	2,348,642
Legal Expenses	0	0	0
Depreciation	8,157,012	8,157,012	8,929,578
Insurance Expenses	0	0	0
Donations, Contributions & Taxes	0	0	0
Administration Expenses	158	158	158
Other Operating Expenses	738,134	738,134	828,541
Subscriptions & Memberships	0	0	0
Internal Expenses	331,513	456,513	338,410
ABC Distribution	35,442	36,918	36,918

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	527,297	526,723	677,299
Total Expenditure	18,225,119	18,797,155	19,431,104
Net Operating Result for the year before Grants & Contributions provided for capital purposes	(2,695,878)	(2,123,841)	(2,509,277)
Capital Grants & Contributions	(447,000)	(447,000)	(997,862)
Operating Result for the Year	(3,142,878)	(2,570,841)	(3,507,139)
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	2,829,098	3,098,795	2,629,846
Capital Works - Upgrade	1,117,628	1,169,370	1,481,000
Capital Works - Expansion	0	0	0
Capital Works - Renewal	2,565,442	3,538,302	5,307,967
Depreciation	(8,157,012)	(8,157,012)	(8,929,578)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	4,514,037	4,514,037	4,716,715
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	2,869,193	4,163,492	5,205,950
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	0	0	0
External Reserves	(6,515,866)	(8,196,037)	(2,696,673)
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	447,000	447,000	997,862
Total Transfers to/from Reserves	(6,068,866)	(7,749,037)	(1,698,811)
<b>NET RESULT</b>	<b>(6,342,551)</b>	<b>(6,156,386)</b>	<b>0</b>

## 2021/22 Budgeted Service Income Statement for 3320 - Floodplain & Estuary Management

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	0	0	0
General User Fees	0	0	0
Interest Income	0	0	0
Operating Grants & Contributions	(241,200)	(716,323)	(91,200)
Other Revenue	0	0	0
Net Gains from Disposal of Assets	0	0	0
Internal Income	(254,291)	(254,291)	(614,859)
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(495,491)</b>	<b>(970,614)</b>	<b>(706,059)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	709,429	702,335	894,060
Other Employee Costs	0	0	0
Borrowing Costs	49,065	49,065	36,026
Materials	140,650	159,534	140,650
Contracts & Consultancies	466,684	1,115,314	147,633
Legal Expenses	0	20,000	0
Depreciation	1,566,157	1,566,157	1,553,979
Insurance Expenses	0	0	0
Donations, Contributions & Taxes	0	0	0
Administration Expenses	785	785	157
Other Operating Expenses	8,033	15,459	15,459
Subscriptions & Memberships	0	0	0
Internal Expenses	31,500	31,500	31,500
ABC Distribution	197,997	208,566	208,235

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	66,651	66,654	66,650
Total Expenditure	3,236,951	3,935,369	3,094,349
Net Operating Result for the year before Grants & Contributions provided for capital purposes	2,741,460	2,964,755	2,388,290
Capital Grants & Contributions	0	0	0
Operating Result for the Year	2,741,460	2,964,755	2,388,290
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	38,726	38,726	0
Capital Works - Upgrade	0	0	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	907,690	1,108,686	1,281,745
Depreciation	(1,566,157)	(1,566,157)	(1,553,979)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	215,265	215,265	114,710
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	(404,476)	(203,480)	(157,524)
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	(403,398)	(680,728)	(400,633)
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	(38,726)	(51,905)	0
S64 / S94 Contribution Reserves	0	0	0
Total Transfers to/from Reserves	(442,124)	(732,633)	(400,633)
<b>NET RESULT</b>	<b>1,894,860</b>	<b>2,028,642</b>	<b>1,830,133</b>

## 2021/22 Budgeted Service Income Statement for 4000 - EP&C Management

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	0	0	0
General User Fees	0	0	0
Interest Income	0	0	0
Operating Grants & Contributions	0	0	0
Other Revenue	0	0	0
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	0	(45,004)
ABC Recovery	(374,401)	(376,806)	(376,806)
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(374,401)</b>	<b>(376,806)</b>	<b>(421,810)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	236,606	234,241	426,664
Other Employee Costs	326	326	4,000
Borrowing Costs	0	0	0
Materials	0	0	0
Contracts & Consultancies	0	0	0
Legal Expenses	0	0	0
Depreciation	7	7	0
Insurance Expenses	0	0	0
Donations, Contributions & Taxes	0	0	0
Administration Expenses	0	0	0
Other Operating Expenses	0	0	0
Subscriptions & Memberships	924	924	1,848
Internal Expenses	8,000	8,000	8,000
ABC Distribution	378,128	382,185	382,136



Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	0	0	0
Total Expenditure	623,991	625,683	822,648
Net Operating Result for the year before Grants & Contributions provided for capital purposes	249,590	248,877	400,838
Capital Grants & Contributions	0	0	0
Operating Result for the Year	249,590	248,877	400,838
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	0	0	0
Capital Works - Upgrade	0	0	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	0	0	0
Depreciation	(7)	(7)	0
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	0	0	0
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	(7)	(7)	0
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	0	0	(90,009)
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	0	0	0
Total Transfers to/from Reserves	0	0	(90,009)
<b>NET RESULT</b>	<b>249,583</b>	<b>248,870</b>	<b>310,829</b>

## 2021/22 Budgeted Service Income Statement for 4010 - Community Development

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	0	0	0
General User Fees	(46,893)	(46,893)	(47,830)
Interest Income	(23,783)	(21,000)	(11,939)
Operating Grants & Contributions	(252,635)	(336,351)	(118,281)
Other Revenue	0	0	0
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	0	0
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(323,311)</b>	<b>(404,244)</b>	<b>(178,050)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	714,708	707,563	762,016
Other Employee Costs	11,225	11,225	0
Borrowing Costs	0	0	0
Materials	55,572	58,877	56,218
Contracts & Consultancies	335,513	493,324	200,513
Legal Expenses	0	0	0
Depreciation	150,147	150,147	148,502
Insurance Expenses	19,758	22,142	25,462
Donations, Contributions & Taxes	105,000	105,000	105,000
Administration Expenses	24,658	24,658	24,658
Other Operating Expenses	29,814	29,814	15,525
Subscriptions & Memberships	15,696	15,696	15,696
Internal Expenses	17,038	17,038	17,262
ABC Distribution	245,700	295,762	296,235

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	0	0	0
<b>Total Expenditure</b>	<b>1,724,829</b>	<b>1,931,246</b>	<b>1,667,087</b>
Net Operating Result for the year before Grants & Contributions provided for capital purposes	1,401,518	1,527,002	1,489,037
Capital Grants & Contributions	(344,427)	(360,027)	(327,428)
<b>Operating Result for the Year</b>	<b>1,057,091</b>	<b>1,166,975</b>	<b>1,161,609</b>
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	10,000	10,000	0
Capital Works - Upgrade	0	0	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	0	0	0
Depreciation	(150,147)	(150,147)	(148,502)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	0	0	0
Long Term Debtor Repayments	0	0	0
<b>Total Balance Sheet Movements / Non-Cash Adjustments</b>	<b>(140,147)</b>	<b>(140,147)</b>	<b>(148,502)</b>
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	0	0	0
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	(61,800)	0
S64 / S94 Contribution Reserves	344,427	344,427	327,428
<b>Total Transfers to/from Reserves</b>	<b>344,427</b>	<b>282,627</b>	<b>327,428</b>
<b>NET RESULT</b>	<b>1,261,371</b>	<b>1,309,455</b>	<b>1,340,535</b>

## 2021/22 Budgeted Service Income Statement for 4020 - Library Services

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	0	0	0
General User Fees	(16,779)	(16,779)	(17,114)
Interest Income	(36,855)	(32,543)	(18,320)
Operating Grants & Contributions	(425,725)	(443,720)	(455,144)
Other Revenue	(15,842)	(15,842)	(16,238)
Net Gains from Disposal of Assets	0	0	0
Internal Income	(978,110)	(983,788)	(1,066,068)
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(1,473,311)</b>	<b>(1,492,672)</b>	<b>(1,572,884)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	1,318,241	1,352,100	1,415,004
Other Employee Costs	15,682	15,682	0
Borrowing Costs	2,562	2,562	2,291
Materials	44,774	46,157	46,157
Contracts & Consultancies	177,629	143,767	107,629
Legal Expenses	0	0	0
Depreciation	447,609	447,609	321,476
Insurance Expenses	24,289	27,219	31,300
Donations, Contributions & Taxes	0	0	0
Administration Expenses	45,400	45,400	45,400
Other Operating Expenses	184,591	184,591	184,591
Subscriptions & Memberships	140,166	140,166	140,166
Internal Expenses	1,044,151	1,049,829	1,120,667
ABC Distribution	399,050	432,923	432,759

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	0	0	0
Total Expenditure	3,844,144	3,888,005	3,847,440
Net Operating Result for the year before Grants & Contributions provided for capital purposes	2,370,833	2,395,333	2,274,556
Capital Grants & Contributions	0	0	0
Operating Result for the Year	2,370,833	2,395,333	2,274,556
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	0	1,338	15,000
Capital Works - Upgrade	0	0	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	379,695	469,964	333,392
Depreciation	(447,609)	(447,609)	(321,476)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	4,132	4,132	4,403
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	(63,782)	27,825	31,319
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	0	0	0
External Reserves	(270,529)	(277,264)	(48,587)
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	(11,162)	0
S64 / S94 Contribution Reserves	0	0	0
Total Transfers to/from Reserves	(270,529)	(288,426)	(48,587)
<b>NET RESULT</b>	<b>2,036,522</b>	<b>2,134,732</b>	<b>2,257,288</b>

## 2021/22 Budgeted Service Income Statement for 4030 - Cultural Services

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	0	0	0
General User Fees	(95,374)	(95,374)	(97,279)
Interest Income	0	0	0
Operating Grants & Contributions	(28,000)	(191,700)	(25,000)
Other Revenue	(4,246)	(4,246)	(4,330)
Net Gains from Disposal of Assets	0	0	0
Internal Income	(2,352)	(2,352)	(2,352)
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(129,972)</b>	<b>(293,672)</b>	<b>(128,961)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	352,847	349,320	400,501
Other Employee Costs	278	278	0
Borrowing Costs	8,241	8,241	6,295
Materials	81,400	101,400	81,400
Contracts & Consultancies	151,698	293,528	119,353
Legal Expenses	0	0	0
Depreciation	11,723	11,723	11,215
Insurance Expenses	18,590	30,334	34,883
Donations, Contributions & Taxes	26,000	26,000	26,000
Administration Expenses	43,450	43,450	43,450
Other Operating Expenses	32,083	32,083	32,083
Subscriptions & Memberships	3,924	3,924	3,924
Internal Expenses	15,475	15,475	15,642
ABC Distribution	93,266	106,803	106,649

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
Internal Plant Hire	0	0	0
Total Expenditure	838,975	1,022,559	881,395
Net Operating Result for the year before Grants & Contributions provided for capital purposes	709,003	728,887	752,434
Capital Grants & Contributions	(6,000,000)	(762,148)	0
Operating Result for the Year	(5,290,997)	(33,261)	752,434
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	24,000	66,220	24,000
Capital Works - Upgrade	6,020,000	4,546,095	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	0	0	0
Depreciation	(11,723)	(11,723)	(11,215)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	36,317	36,317	12,091
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	6,068,594	4,636,909	24,876
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	0	(4,593)	0
External Reserves	(22,145)	(22,145)	(15,000)
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	(3,824,904)	0
S64 / S94 Contribution Reserves	0	0	0
Total Transfers to/from Reserves	(22,145)	(3,851,642)	(15,000)
<b>NET RESULT</b>	<b>755,452</b>	<b>752,006</b>	<b>762,310</b>

## 2021/22 Budgeted Service Income Statement for 4100 - Environment, Development & Strategic Planning

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	(2,157,569)	(2,897,762)	(2,607,764)
General User Fees	(151,697)	(151,697)	(154,728)
Interest Income	(56,623)	(49,999)	(28,425)
Operating Grants & Contributions	(12,100)	(62,100)	(47,287)
Other Revenue	(403,256)	(34,756)	(35,450)
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	0	0
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(2,781,245)</b>	<b>(3,196,314)</b>	<b>(2,873,654)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	3,692,603	3,715,680	4,133,092
Other Employee Costs	2,228	2,228	0
Borrowing Costs	0	0	0
Materials	49,500	49,500	49,500
Contracts & Consultancies	349,560	835,286	524,136
Legal Expenses	0	0	0
Depreciation	1,851	1,851	11,685
Insurance Expenses	0	0	0
Donations, Contributions & Taxes	208,000	208,000	208,000
Administration Expenses	1,000	1,000	1,000
Other Operating Expenses	0	0	0
Subscriptions & Memberships	26,328	26,328	26,328
Internal Expenses	138,500	138,500	139,000



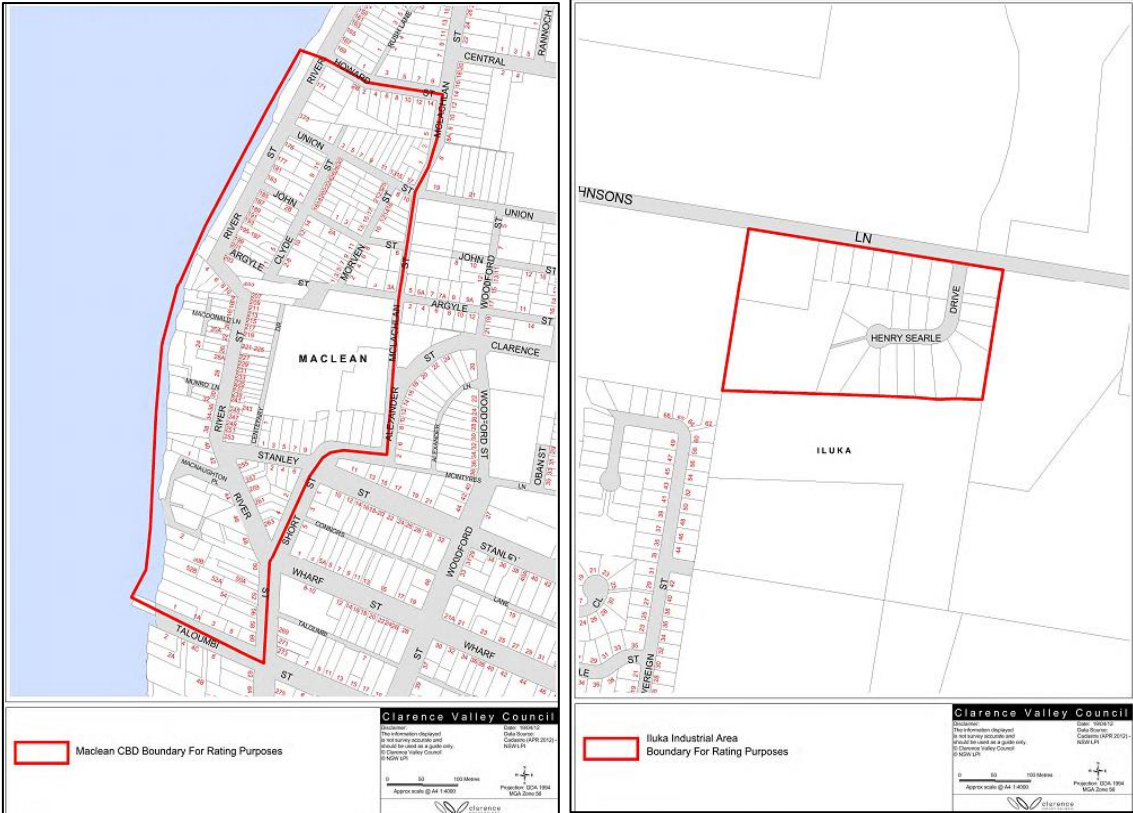
Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	Adopted Budget 2021/22
ABC Distribution	1,156,868	1,262,732	1,261,310
Internal Plant Hire	0	0	0
Total Expenditure	5,626,438	6,241,105	6,354,051
Net Operating Result for the year before Grants & Contributions provided for capital purposes	2,845,193	3,044,791	3,480,397
Capital Grants & Contributions	(122,257)	(122,257)	(124,702)
Operating Result for the Year	2,722,936	2,922,534	3,355,695
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	0	0	0
Capital Works - Upgrade	0	0	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	0	0	0
Depreciation	(1,851)	(1,851)	(11,685)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	0	0	0
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	(1,851)	(1,851)	(11,685)
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	49,067	14,067	(237,033)
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	(152,576)	0
S64 / S94 Contribution Reserves	53,257	(54,893)	44,702
Total Transfers to/from Reserves	102,324	(193,402)	(192,331)
<b>NET RESULT</b>	<b>2,823,409</b>	<b>2,727,281</b>	<b>3,151,679</b>

## 2021/22 Budgeted Service Income Statement for 4110 - Regulatory Services


Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	DRAFT Budget 2021/22
<b>Income</b>			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	(14,780)	(14,780)	(15,075)
General User Fees	0	0	0
Interest Income	0	0	0
Operating Grants & Contributions	0	0	0
Other Revenue	(258,100)	(178,100)	(168,116)
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	0	0
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
<b>Total Income</b>	<b>(272,880)</b>	<b>(192,880)</b>	<b>(183,191)</b>
<b>Expenditure</b>			
Salaries, Wages & Oncosts	877,710	831,584	826,709
Other Employee Costs	514	514	0
Borrowing Costs	1,102	1,102	803
Materials	18,155	18,155	18,155
Contracts & Consultancies	53,787	53,787	53,787
Legal Expenses	0	0	0
Depreciation	762	762	673
Insurance Expenses	183	205	235
Donations, Contributions & Taxes	0	0	0
Administration Expenses	1,712	1,712	1,712
Other Operating Expenses	5,979	5,979	5,979
Subscriptions & Memberships	0	0	0
Internal Expenses	85,980	85,980	90,314
ABC Distribution	190,903	220,783	220,783

Description	Original Adopted Budget 2020/21	Current Revised Budget 2020/21	DRAFT Budget 2021/22
Internal Plant Hire	0	0	0
Total Expenditure	1,236,787	1,220,563	1,219,150
Net Operating Result for the year before Grants & Contributions provided for capital purposes	963,907	1,027,683	1,035,959
Capital Grants & Contributions	0	0	0
Operating Result for the Year	963,907	1,027,683	1,035,959
<b>Balance Sheet Movements / Non-Cash Adjustments</b>			
Capital Works - New	20,000	20,000	0
Capital Works - Upgrade	55,000	55,000	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	0	0	0
Depreciation	(762)	(762)	(673)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	3,854	3,854	4,152
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	78,092	78,092	3,479
<b>Adjust for Transfers to/from Reserves</b>			
Internal Reserves	0	0	0
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	0	0	0
Total Transfers to/from Reserves	0	0	0
<b>NET RESULT</b>	<b>1,041,999</b>	<b>1,105,775</b>	<b>1,039,438</b>

# APPENDIX A – BUSINESS PROPERTY BOUNDARIES

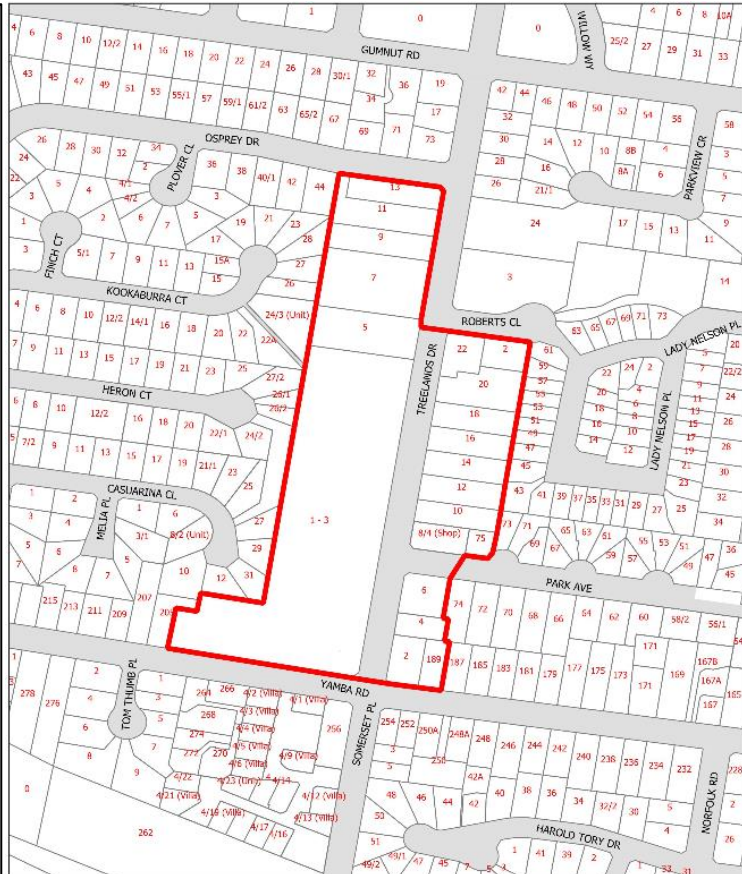






 Yamba Town CBD Boundary For Rating Purposes

**Clarence Valley Council**  
 Date: 16/04/20  
 Data Source: Cadastre (APR 2019)  
 NSW LPI  
 © Clarence Valley Council  
 © NSW LPI

0 100 200 Meters  
 Approx scale @ A4 1:8000  
 Projection: UTM, 1994  
 MGA Zone 56

**Legend**

-  Treelands Drive, Yamba boundary for rating purposes
-  Cadastre © NSW Spatial services

**Clarence Valley Council**

Last Date: 27/02/20  
 Date: 27/02/20  
 The information displayed is not a map, nor is it a map of the area shown. It is a map of the area shown.

0 25 50 m  
 Scale 1:5,000  
 Approx Scale @ A4 1:8000

