

Ordinary Council Meeting

26 April 2022

Attachments - Under Separate Cover

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These attachments to be retained for Council Meeting

OPERATIONAL PLAN 2022/2023



2021 End of year staff development & achievement event



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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 ACTING GENERAL MANAGER LAURA BLACK

For the post exhibition inclusion.



ORGANISATIONAL STRUCTURE

Being graphically designed for post exhibition inclusion.



DELIVERING SERVICES IN OUR COMMUNITY

Where we Work – being graphically updated for post exhibition inclusion

Where we Live – being graphically updated for post exhibition inclusion



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 at 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 honed 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 2032

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. It creates the vision we are working toward.

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 successive elected councils contribute toward achieving the aspirations of the Community Strategic Plan.



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 survey is independent and undertaking very second year, it will be completed again in mid 2022.

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.

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.

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



IMPROVING OUR SERVICES

All services will report out outcomes assessed by key performance indicators.

The KPI's have been developed through feedback and the 2020 customer satisfaction survey.

We will further improve our Services by introducing our service review framework.

Clarence Valley Council makes decisions about the range and level of services it provides by balancing the needs and expectations of the community and the resources available to meet those needs and expectations. Clarence Valley Council is committed to providing services to the community that are flexible to the communities changing needs and that are efficient and effective in their delivery.

As part of the review of the Integrated Planning & Reporting Framework by the Office of Local Government in 2021, and establishment of new guidelines for all Council's Audit Risk and Improvement Committee (ARIC), it is a legislated requirement of all Local Government entities to have an annual program of services reviews. This Service Review program will become part of Clarence Valley Council's Integrated Planning & Reporting documentation.

Service Reviews assess service delivery against volume, cost and quality and provide recommendations and insights which develops an improvement plan for the future.

The priority service reviews to be undertaken during 2022-2026, have been identified in the Delivery Program. Each service review will result in an improvement plan where adjustments to services levels are required or ways to maximise efficiencies are identified. The outcomes of the service reviews will be reported in six monthly Delivery Program report and the Council's Annual Report.





OUR PLAN

This section details our actions we are committed to achieving in 2022-2023 FY. These actions help to achieve the strategies of our Delivery Program and the objectives of our Community Strategic Plan

CSP Theme symbol
 CSP Theme eg L = leadership
 CSP Objective reference #
 DP strategy reference #

How to read our plan

Office of the General Manager

ACTION	Link to Delivery Program	July - December	January - June
Report the independent customer satisfaction survey	 L1.3		
Deliver the 2021/2022 Annual Report	 L3.3		

Responsible service and actions

Delivery in July – Dec 2022 and/or Jan – June 2023

Note: Link to Delivery Program to be included post exhibition, once strategies confirmed.



The Office of the General Manager

The office of the General Manager provides organisational leadership and support to the elected members.

Office of the General Manager

ACTION	Link to Delivery Program	July - December	January - June
Report the independent customer satisfaction survey			
Deliver the Internal Audit Plan			
Complete the 2022/2023 service review program <ul style="list-style-type: none"> • Information & Technology • Customer Service & Records • Tourism • Public Libraries • Museums • Local Roads • Stormwater • Parks and Reserves • Sporting and Aquatic Facilities • Quarries • Floodplain & Coast & Estuary • Natural Resource Management • Cemeteries. 			
Prepare the monthly business paper			
Deliver the 2021/2022 Annual Report			
Coordinate the elected member professional development program			
Prepare the 2023/2024 Operational Plan			
Deliver all required 2023/2024 IP&R documentation			
Implement an LGA wide community engagement program			
Facilitate an elected member review of the Delivery Program			
Support ANZAC celebratory events			
Create a partnership with community to host Australia Day citizen of the year Awards			
Host citizenship ceremonies			
Deliver an end of year staff development & achievement event			
Lead the staff engagement survey action plan			

Key Performance Indicator	Measure
Correspondence response within 10 days	>90%
10 Ordinary Council Meetings	100%
Audit and Risk Committee meeting quarterly	100%



Corporate and Governance Directorate

The Corporate and Governance Directorate oversees organisational governance and compliance activities.

The managers report to the Director Corporate and Governance and cover the following areas

- Finance and Systems
- Culture, Community and Industry
- Organisational Development

Corporate and Governance Directorate

ACTION	Link to Delivery Program	July - December	January - June
Deliver six monthly Delivery Program report to Council			
Implementation of Integrated Planning and Reporting Framework based on 2021 update from Office of Local Government			
Review the Policy Management Framework			
Implement the Capability Framework across organisation			
Coordinate and report complaint management			
Implement the outcomes of the IPC Report in relation to improved access to information			
Manage the Unreasonable Complainant Register			
Coordinate Public Interest Disclosure activity			

Key Performance Indicator	Measure
Correspondence response within 10 days	>90%
Complaint response/resolution within 15 days	100%

Financial Control and Compliance

ACTION	Link to Delivery Program	July - December	January - June
Complete the Annual Financial Statements			
Complete a strategic procurement review and create a Strategic Procurement Action Plan			
Complete a strategic corporate system review			
Complete Annual Rating Returns			
Complete Revenue Debt Management processes as per policy			
Complete Rates & Water database integrity audit in preparation for upgrade of systems			
Review and update the Revenue Policy			
Create robust budget management processes and report to the ARIC			



Create and implement robust end of quarter financial control processes			
Create and implement an overarching Financial Management Strategy			
Complete bi-annual depot WHS compliance review			
Conduct a sale of land for unpaid rates review			
Create an online grant register to advise community of CVC grant application activity			
Implement a local contractor engagement program			

Key Performance Indicator	Measure
Investment return exceeds Ausbond Bank Bill Index	100%
Rates Notices received electronically	25%
Maximum Rates & Annual Charges Outstanding	10%
Stocktakes Completed biannually	= 2
Depot Compliance Audits completed biannually	= 2
Contracts register updated monthly	= 12
Contracts information nights held biannually	= 2
Payment of invoices within 30 days of receipt	100%

Financial Analysis and Business Support

ACTION	Link to Delivery Program	July - December	January - June
Complete a full revaluation of Floodplain and Road Assets			
Develop the annual budget & Long Term Financial Plan for 2023/2024			
Update the 10yr LTFP and Capital Works Program for 2023/2024			
Facilitate annual review of Asset Management Strategy and associated Asset Management Plans			
Coordinate the implementation of the Asset Renewal and Maintenance Internal audit actions			
Implement Strategic Asset Management corporate system module to informing asset management services			
Implement the Annual Management Letter recommendations			

Key Performance Indicator	Measure
Maximum Variation to adopted expenditure budget (net result)	10%
Maximum Variation to adopted revenue budget (net result)	10%

Information Technology and Corporate Systems

ACTION	Link to Delivery Program	July - December	January - June
Deliver an Information Technology Service Review			
Implement Performance Planning module within our corporate system to deliver IP&R reporting/monitoring requirements			
Commence upgrade of Property & Rating Software - Phase 1 (CRM, ECR, Customer Interactions (NAR))			
Implement Grants Management system			
Upgrade corporate system platform to cloud-based technology to enhance accessibility and automation of corporate systems			
Upgrade communications infrastructure between Maclean and Rushforth Road Works Depot			
Upgrade communications infrastructure for Yamba Water Tower			
Complete the GIS Audit Action Plan			
Complete a strategic information technology review			
Implement the Cyber Security Plan actions			
Implement NSW Government DA planning portal Stage 2 and integration with corporate systems			
Undertake quarterly corporate system database security & integrity audits and report to the Audit Risk and Improvement Committee			
Deliver corporate system dashboards for improved information management and reporting			
Create & implement robust end of quarter financial system reporting for budget managers			
Deliver increased online banking solutions for doing business with Council			

Key Performance Indicator	Measure
Telephone downtime	2%
Corporate System Availability	98%
IT Network Availability	99%
IT Service calls responded to with agreed SLAs	99%

Corporate and Customer Experience

ACTION	Link to Delivery Program	July - December	January - June
Deliver a Customer Service and Records Service Review			
Implement a new call centre and develop a key performance indicator schedule for reporting			
Review service delivery and engage with the community to determine service level expectations			



Engage with State Records to ensure compliance and complete audit requirements as per legislative compliance			
Deliver governance compliance as outlined in the OLG compliance calendar			
Review and ensure Council's insurances are accurate and report on as appropriate			
Review Policy Framework and implement a new system of policy management			
Implement organisational training in governance process as outlined in governance framework			
Oversee the engagement and governance of the advisory and s355 committees			

Key Performance Indicator	Measure
Contact Centre resolution of enquires at first point of contact	80%
Provide a positive customer experience – Respond to customer non-urgent enquiries within 10 business days	100%
Quarterly declaration by designed persons review	100%
Council business papers provided in accordance with Code of meeting Practice requirements	100%
Respond to Formal and Informal information requests within required timeframes.	100%
Deliver civic events including citizenship ceremonies & Australia Day activities	>4 p.a

Safety and Risk

ACTION	Link to Delivery Program	July - December	January – June
Complete a WHS safe work audit, completed actions and implement the safety online module			
Implement the risk management corporate system module to manage and review risks and report every six months to the Audit Risk Improvement Committee			
Implement effective and efficient WHS and wellbeing programs to keep staff safe			
Implement the return to work program to manage workplace injury			
Prepare and undertake an audit of risk mitigation strategies and report to the Audit Risk Improvement Committee			
Prepare a program and undertake site audits			

Key Performance Indicator	Measure
Maintain a functional WHS committee	100%
Complete the StateCover safety audit	100%



Key Performance Indicator	Measure
Coordinate the completion of CIP workbooks for Statewide Mutual	100%
Maintain actions from the Enterprise Risk Management Plan	100%
Business Continuity Plan Exercise	100%
Injury management plans	100%

People and Culture

ACTION	Link to Delivery Program	July - December	January – June
Develop the 2023/2024 annual Learning and Development training plan			
Implement and promote an eLearning training platform for staff			
Implementation of 2022/2023 actions from Workforce Management Strategy			
Develop a plan to create and implement a Councillor Youth Mentoring Program			
Review the CVC traineeship program and develop a plan to engage with relevant stakeholders			
Launch the new intranet for staff			
Review the recruitment process to streamline the process for applicants and improve targeted recruitment including creation of promotional material			
Complete a review of all human resource related policy and update and convert all forms to online internet platform			
Conduct a staff key contact review and update records			
Promote and deliver the annual STRIVE Awards for staff excellence			
Develop a First Nations Employment Strategy			
Prepare a new recruit survey for delivery within the first 12 months of commencement			
Review the exit interview and prepare a reporting mechanism to inform improvement – develop an employee net promoter score system			

Key Performance Indicator	Measure
Increase First Nations employment ratio	5%
Increase Target Groups employment ratio	10%
Decrease New staff (within twelve months of commencement) Turnover rate	10%
Time to hire rate	<45 days



Community and Industry Engagement

Action	Link to Delivery Program	July - December	January – June
Deliver a Tourism Service Review			
Support and coordinate activities for small business and industry engagement			
Support the promotion of the Jacaranda Festival and implement the 'Illuminate Jacaranda' project in See Park			
Implement recommended actions from The Clarence – Riverway Masterplan II for 2022/2023			
Implement Hinterland cluster development program to disperse coastal tourism & increase economic benefits to broader area			
Design and launch Council quarterly magazine			
Undertake consultation to prepare a Community Economic Development (concept) Plan for Lawrence			
Work with Regional NSW to review and update the CV Regional Economic Development Strategy (REDS) 2018-2022			
Support the implementation and the governance Tourism and Economic Development Advisory Committee			
Engage with stakeholders and the Tourism and Economic Advisory Committee to review the Tourism and Industry Strategy			
Deliver timely and informative communications by media releases and social media platforms			

Key Performance Indicator	Measure
Economic benefit from sponsored events - day visitors	>3.8M
Economic benefit from sponsored events - overnight visitors	>4.8M
Visitors engaged through Myclarencevalley interactions	>1.5M
Industry engagement meetings	>50
Clarence Valley Council website unique views	>180,000
Conduct quarterly round tables to engage with industry	= 4

Community Engagement

Action	Link to Delivery Program	July – December	January – June
Work with the organisation and the community to deliver the actions from the Reconciliation Action Plan			
Work with the organisation and the community to deliver the Disability Inclusion Action Plan			
Develop a youth program to support the delivery of relevant and inclusive youth programmes			



Support to Community initiative grant applications			
Implement a plan for monthly community engagement sessions in the Valley			
Support the engagement for the CV Aboriginal Advisory Committee and engagement plan for building membership			
Deliver community safety initiatives from Crime Prevention Strategy			
Partner with the Police Community Liaison Officer to engage and consult with community on crime prevention activities			
Development of a new Crime Prevention Strategy based on community and stakeholder engagement			
Review the Community Engagement Tool			
Investigate options to increase participation of young people in council engagement activities			
Review communication strategy, policy and procedure to ensure effective, timely and meaningful information to our community			
Create a plan to ensure effective engagement and communication with the First Nations communities within the local government area			

Key Performance Indicator	Measure
Number of community consultations (email, phone, survey, drop-ins)	> 1000
Provide community initiative grant application support	> 5
Number of Treelands Drive Community Centre bookings	> 2,000
Number of partnership programs with external community	> 10

Library Services

Action	Link to Delivery Program	July – December	January – June
Deliver a Public Libraries Service Review			
Deliver Get Connected programs for targeted groups including – digital literacy and skills programs			
Review the Regional Library Strategic Plan (Action Plan) 2012-2022			
Review the Regional Library Agreement			
Review staffing strategy to support the development of libraries in Yamba and Maclean			
Implementation of the mobile library review findings			

Key Performance Indicator	Measure
Membership as a proportion of population	44%
Online visitation increase	2%
Face to face visitation increase	2%



Key Performance Indicator	Measure
Increase in loans total	2%
Average items borrowed per capita	5.37
Increased community information support interactions	2%

Cultural Services – Regional Gallery and Museums

Action	Link to Delivery Program	July – December	January – June
Deliver a Museums Service Review			
Develop a Philanthropy Plan to increase support for Gallery Programs			
Support Volunteer Museum to implement stage 2 of the Museum Strategy			
Deliver the Local Faces Local Voices Banner local content programs and exhibitions			
Present the 2022 JADA and secure 5 touring (JADA projects)			
Deliver Plunge			
Conduct a collection storage and re-housing project			
Review the Public Art Policy and procedure			
Deliver public art and culture in line with the Public Art Policy			

Key Performance Indicator	Measure
Visitation & participation increase	10%
Income revenue increase	10%
Annual exhibitions	20
Annual programs & events	55
Annual artists participation	80
Maintain volunteer support to museums through skills development programs	4
Deliver Plunge project	10%



Works and Civil Directorate

The Works and Civil Directorate oversees a coordinated approach to Council's works and civil services and strategic infrastructure.

The managers report to the Director Works and Civil and cover the following areas

- Strategic Infrastructure
- Civil Services
- Watercycle
- Open Spaces & Facilities
- Light and Heavy Fleet

Works and Civil Directorate

ACTION	Link to Delivery Program	July - December	January – June
Coordinate preparation of a long term Capital Works Program			
Conduct the review of the Fleet Replacement program			
Coordinate meetings of the Fleet Management Working Committee			

Key Performance Indicator	Measure
Correspondence response within 10 days	>90%
Complaint response/resolution within 15 days	100%

Strategic infrastructure and Planning Coordination

ACTION	Link to Delivery Program	July – December	January – June
Complete full Implementation of an integrated electronic project management software solution to manage projects from design to delivery			
Develop an Active Transport Strategy including the review and update of the Pedestrian Access and Mobility Plan (PAMP) and Bicycle Plans			
Plan and deliver shared path in Cameron Street (Woombah Street to showground) at Maclean			
Plan and deliver shared path in Orion Drive, Yamba			
Plan and deliver path with crossing point in Bacon Street from Turf Street to Garden Street at Grafton			
Plan and deliver path in Hoof Street from Prince Street to Queen Street at Grafton			
Deliver shared path along Big River Way from McAuley College to Bunnings (joint project with TfNSW)			
Plan and deliver Glenreagh gateway treatment			



Plan and deliver path in Gumnut Road, Yamba and connecting along The Halyard and the Mainbrace to Shores Drive			
Plan and deliver path in Tyson Street, South Grafton from Bent Street to Armidale Street			
Plan and deliver path in Armidale Street, South Grafton from Ryan Street to Vere Street			
Plan and deliver path in Vere Street, South Grafton from Armidale Road to Kelly Street			
Plan and Deliver path in Ryan Street, South Grafton from Armidale Road to Kelly Street			
Deliver Safer Roads Program - McPhersons Crossing Road and Ellis Road, Braunstone - re-align intersection (subject to grant funding)			
Deliver Safer Roads Program - Yamba Road, Yamba (Micalo Island) - Project Development (subject to grant funding)			
Deliver Safer Roads Program - Iluka Road Woombah to Iluka - Project Development (subject to grant funding)			
Deliver Federal Stimulus Tranche 4 James Creek Road and Gardiners Road – Part Construction (subject to grant funding)			
Deliver Federal Stimulus Tranche 4 Yamba Road/Palmers intersection upgrade – Part Construction (subject to grant funding)			
Deliver Bus stop accessibility upgrades – South Grafton, Grafton, Yamba (subject to grant funding)			
Develop an annual project under the Local Government Road Safety Program (subject to grant funding)			
Deliver Fixing Country Bridges Program			

Key Performance Indicator	Measure
Road Maintenance Council Contracts (RMCC) capital works carried out in accordance with Inspection Test Plans (ITPs)	>90%
Road Maintenance Council Contracts (RMCC) Performance Report assessment deems Council as an Acceptable Contractor or higher	100%
Capital works projects delivered within projected contingency	100%

Quarries

ACTION	Link to Delivery Program	July - December	January - June
Deliver a Quarries Service Review			
Complete quarry environmental control upgrades in accordance with Plan of Management for quarries			
Develop a strategic plan for future operations of Council owned quarries			
Produce road making materials of appropriate quantity and quality to meet Council project requirements			



Key Performance Indicator	Measure
Annual rehabilitation strategic review of Council quarries complete	100%
Quarry stockpiles reconcile to income and expenditure	100%

Property Services

ACTION	Link to Delivery Program	July - December	January - June
Implement Council's property rationalisation program			
Manage annual lease and licence program			
Conduct disposals and acquisitions to support the capital works program			

Key performance indicator	Measure
Leases are reviewed prior to expiration	100%
Annual licences are issued prior to expiration	100%

Emergency Services and Resilience

ACTION	Link to Delivery Program	July - December	January - June
Undertake quarterly review of Local Emergency Management Committee (LEMC) contacts and regular review of Emergency Management Plan (EMPLAN) and supporting plans and procedures			
Plan and deliver emergency response exercises with local emergency services			
Establish and deliver an annual program of emergency management community planning and preparedness and public education programs			

Key Performance Indicators	Measure
Number of Local Emergency Management Committee meetings	≥3



Road & Drainage Infrastructure Delivery

ACTION	Link to Delivery Program	July - December	January - June
Deliver a Local Roads Service Review			
Deliver a Stormwater Service Review			
Complete investigation to inform possible stormwater management levy and drainage works program			
Deliver Regional Road renewals program			
Deliver Reseal programs - Urban Roads, Rural Roads, Regional Roads			
Deliver Seal Gap programs			
Deliver Shoulder Grading / Widening programs			
Deliver Unsealed roads resheeting program			
Deliver Clarence Way Seal (inc Asbestos Contaminated Gravel) - Regional Roads			
Investigate the use of and renewal/upgrade of road signage, VMS and traffic light systems to manage road safety			
Review and establish current service levels for road and transport infrastructure			
Report to Council and community on service levels and options for increasing levels			
Review the Roads Policy			
Review Snap-Send-Solve platform to determine costing and process for integration into Council's Corporate System			
Review the road maintenance program and provide options for Council to increase the program with budget impacts or other service delivery impacts			
Continue to engage with TfNSW to deliver bridge replacement program			
Completed Glenreagh Village entry treatments			
Deliver Stormwater Drainage program			

Key Performance Indicator	Measure
Road Renewal capital works projects delivered in accordance with Issued for Construction plans.	100%
Road Renewal capital works projects delivered within projected contingency.	100%
Asset records created or amended to reflect capital works	100%
Deliver projects that remain defect free for >6 months from project practical completion.	100%
Maintenance program developed	100%
Minor heavy patching is completed to specifications, standards and procedures and	100%
Sealed road reseal program completed within budget and to specification % of overall program delivered per quarter	100%
Unsealed road re-sheet program completed within budget and to specification	100%
Capital works projects delivered in accordance with plans,	100%
Maintenance program developed and delivered within budget	100%



Key Performance Indicator	Measure
Identified defects closed out within required timeframes specified in	100%
Asset Inspections completed within required timeframes each quarter	100%

Parks and Open Spaces

ACTION	Link to Delivery Program	July - December	January - June
Deliver Parks & Reserves Service Review			
Deliver Sporting & Aquatic Service Review			
Complete review of the Open Spaces Strategic Plan and Aquatic and Sports Facilities sub-plans			
Complete review Off-leash dog areas distribution and usage to inform development of off-leash dog parks and open spaces strategy			
Commence a review the Playground Policy and related Asset Management Plan			
Complete construction of stage 1 of Grafton Waterfront Project			
Complete construction of stage 1 & 2 of Ulmarra Riverside and Village Precinct			
Plan and deliver SCCF R4 funded projects – Hawthorne Park Shelter; JJ Lawrence Basketball court; Yamba Ngayundi Sports Complex changeroom renewal.			
Seek funding opportunities for Grafton Pool Redevelopment			
Plan and deliver the playground renewal program at Lions Park, Yamba; Wherrett Park, Maclean; Tucabia; Caramana Park, Waterview Heights			
Plan and deliver park furniture and bbq renewal program			
Plan and deliver the tennis court & cricket infrastructure renewal programs			
Plan and deliver urban tree planting program			
Plan and deliver sportsfields irrigation & top dress renewal program			
Complete installation of stage 1 of the corporate signage program as per capital grants funding			
Support organised sport in the Clarence Valley through administering sports committee meetings and funding recommendations.			
Support safe operation of aquatic facilities and indoor sport centres through contract management functions			
Facilitate Lower and Upper Sports Committees			

Key Performance Indicator	Measure
Capital works projects delivered within projected contingency	100%
Sports Committee meetings held quarterly	100%
Outstanding customer requests greater than 15 days	10%



Building and Facilities

ACTION	Link to Delivery Program	July - December	January – June
Finalise Koolkhan Depot future use report			
Deliver Black Summer Grant Projects			
Plan and deliver the new Ewingar RFS			
Develop Facilities Management Plans for active and high use community halls			
Implement the Public Halls Strategy			
Support community organisation in the Clarence Valley through the operations, maintenance and administration of community halls.			
Support the business functions of Council through the operations, maintenance and administration of works depots and administration centres			

Key Performance Indicator	Measure
Capital works projects delivered within projected contingency	100%
Defects made safe within 7 working days and repairs within 30 working days	90%
Outstanding customer requests greater than 15 days (10%)	100%

Saleyards

ACTION	Link to Delivery Program	July - December	January – June
Investigate grant fund opportunities for construction of the saleyard roof			
Plan and deliver the installation of the B Double two level loading ramp			
Support agriculture in the Clarence Valley through the operations, maintenance and administration of the Grafton Regional saleyard.			

Key Performance Indicator	Measure
Net profit	10%
Saleyard Committee meeting held min quarterly (100%)	>98%
Environmental incidents responded to in accordance with PIRMP(100%)	<5%



Regional Airport

ACTION	Link to Delivery Program	July - December	January - June
Complete the Grafton Regional Airport Business Development Plan			
Support the planning and delivery of the RFS 'Emergency Operations Command Centre'			
Support tourism and business in the Clarence Valley through the operations, maintenance and administration of the Grafton Regional Airport.			

Key Performance Indicator	Measure
Safety inspection complete & submitted to CASA	100%
Increase prior years passenger traffic movements	4%
Increase prior years general aviation aircraft movements	0.8%

Holiday Parks

ACTION	Link to Delivery Program	July - December	January - June
Support contractors in the operations of the Clarence Coast Holiday Parks			
Complete the Business Development Strategy for Woolli Holiday Park			
Complete the Business Development Strategy for Minnie Water Holiday Park			
Engage consultant and undertake detailed design for Brooms Head Holiday Park			
Complete Brooms Head Wastewater Plant Upgrade			
Undertake the Business Development Strategy for Iluka Riverside Holiday Park			
Complete the holiday parks capital works program			
Proceed with work to facilitate the redevelopment of the Calypso Yamba Holiday Park			

Key Performance Indicator	Measure
Maintain or improve prior years average Net Promoter (satisfaction) score - Brooms Head	75%
Maintain or improve prior years average Net Promoter (satisfaction) score – Calypso	50%
Maintain or improve prior years average Net Promoter (satisfaction) score – Iluka	80%
Maintain or improve prior years average Net Promoter (satisfaction) score - Minnie Water	65%



Key Performance Indicator	Measure
Maintain or improve prior years average Net Promoter (satisfaction) score – Wooli	60%
Maintain or improve prior years average occupancy rate Brooms Head	45%
Maintain or improve prior years average occupancy rate Calypso	54%
Maintain or improve prior years average occupancy rate Iluka	40%
Maintain or improve prior years average occupancy rate Minnie Water	24%
Maintain or improve prior years average occupancy rate Wooli	42%

Watercycle

ACTION	Link to Delivery Program	July - December	January – June
Alice Street Levee renewal (subject to successful grant)			
Commence Roll-out of Automated Water Meter reading			
Upgrade Pump Station Y1 to wet well with submersible pumps			
Inflow/Infiltration prevention program to detect illegal stormwater connections and failed pipes			
Upgrade Sludge Lagoon at Clarenza Sewage Treatment Plant			
Install lightning protection at Clarenza, Woodford Island and Yamba STPs			

Key Performance Indicator	Measure
Capital works projects delivered within projected contingency	100%
Water quality sampling results in compliance with Australian Drinking Water Guideline	100%
DWMS key management responses met for incidents outside ADWG health guide value	100%
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%

Sewer Services

ACTION	Link to Delivery Program	July - December	January – June
Undertake sewer pump station renewal program			
Rollout of Grafton Sewerage ClearSCADA			
Conduct community engagement to determine if unsewered areas are interested in town sewerage			
Undertake sewer relining program			



Key Performance Indicator	Measure
Capital works projects delivered within projected contingency	100%
Environmental incidents responded to in accordance with PIRMP	100%
Environmental Protection licence exceedances	0%
Odour contained within sewer treatment buffer zones	100%
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%

Floodplain & Estuary Management

ACTION	Link to Delivery Program	July - December	January – June
Deliver Floodplain & Estuary Management Service Review			
Prepare Stage 1 (Scoping Study) Coastal Management Program for Clarence River Estuary			
Prepare Stage 2 & 3 Coastal Management Program for whole LGA coastline			
Wooli Beach sand nourishment program (Subject to conditions)			
Create a plan for review of suite of floodplain management plan			
Engage with state and federal government for funding to improve floodplain infrastructure open			

Key Performance Indicator	Measure
Capital works delivered within contingency	100%
Clarence Valley Floodplain Risk Management Committee meets twice pa	100%
Outstanding customer requests greater than 15 days	10%



Environment and Planning Directorate

The Environment and Planning Directorate oversees a coordinated approach to Council's community, planning, environment, waste and regulatory services

The managers report to the Director Works and Civil and cover the following areas

- Development and Land Use Planning
- Environment and Regulatory Services

Environment and Planning Directorate

ACTION	Link to Delivery Program	July - December	January - June
Determine options for Yamba Bypass			
Oversee implementation of Cultural Mapping Program			

Key Performance Indicator	Measure
Correspondence response within 10 days	>90%
Complaint response/resolution within 15 days	100%

Environmental Services

ACTION	Link to Delivery Program	July - December	January - June
Prepare environmental auditing and compliance strategy			
Investigate options to streamline administration of aerated waste water system servicing			
Coordinate education programs to encourage best practice native vegetation and soil and water management			

Key Performance Indicator	Measure
Assess on-site waste water applications	# annually/90% in <14 days
Administer aerated on-site waste water servicing reports	follow-up 90% failure reports and overdue servicing within 30 days
Conduct OSM audits	500 annually and 100% in high risk areas
Conduct environmental audits	12 premises annually



Regulatory Services

ACTION	Link to Delivery Program	July - December	January – June
Install new cat cages at South Grafton Animal Shelter			
Prepare Animal Control and Animal Shelter Strategy			

Key Performance Indicator	Measure
Complete compliance action in response to customer requests relating to companion animals and parking regulation in accordance with adopted policy and procedure	Number of CRMs received and % initial response within adopted timeframes
Maintain operational animal shelter/pound facility	Pound cleaned daily and operated in accordance with Companion Animals Act

Natural Resource Management

ACTION	Link to Delivery Program	July - December	January – June
Deliver Natural Resource Management Service Review			
Prepare a koala habitat and population survey for Lawrence-Banyabba-Mororo Area			
Prepare bush regeneration strategy for CVC-owned/managed land			
Conduct weed control on Crown reserves			
Review Maclean Flying Fox Camp Management Plan			
Implement actions for 22/23 of the Biodiversity Strategy 2020-2025			
Administer the Clarence Valley Biodiversity Advisory Committee			

Key Performance Indicator	Measure
Plant 5,000 local provenance native plants on CVC-owned/managed land (5,000 annually)	5000 plants annually
Reduce volume of chemicals used for weed control activities (5% reduction compared to last 3 year average)	5% reduction compared to last three years
Participate in biosecurity and biodiversity extension activities or education program (2/year)	2 per year
Promote new weed incursions (4/year)	4 per year



Key Performance Indicator	Measure
Promote planting of native plants on private land, including in new development (# external promotions)	# external promotions

Waste services

ACTION	Link to Delivery Program	July - December	January - June
Construct Cell 4C at Grafton Regional Landfill			
Detailed design of Grafton and Townsend Waster Transfer Facilities redevelopment			
Continue to progress the development of the proposed GRL solar farm, Q1-4. (This will be subject to the detailed feasibility study currently being undertaken & unlikely to commence construction during 2022/23)			
Continue to progress the development of the proposed GRL landfill gas to energy project, Q1-4. (This is also subject to the detailed feasibility study currently being undertaken)			
Finalise installation of main road LED street lights, Q1-2. (This is funded in 2021/22 however Essential Energy's rollout plan will go into 2022/23)			
Implement Community Energy and Emissions Reduction Action Plan, Q1-4			
Implement solid waste management strategy and environmental education plan, Q1-4			
Conduct National Water Week activities and deliver Waterwise Schools program and water efficiencies activities, Q1-4			
Implement actions identified in the Water Efficiency Implementation Plan, Q1-4			
Implement Domestic Waste Management collection and processing contract pre-commencement terms and conditions			
Administer the CV Climate Change Advisory Committee			

Key Performance Indicator	Measure
Percentage of kerbside collection waste diverted from landfill	60%
Recycling contamination rate	< 6%
Organics contamination rate	< 3%
Grafton Regional Landfill EPA licence breaches	Nil
Environmental Learning Facility events p/a	> 50
Environmental Learning Facility attendance p/a	> 1000
Facilitate the meetings of the Climate Change Advisory Committee	4 p/a



Key Performance Indicator	Measure
Annual water consumptions levels maintained	5792ML through ongoing community education – 100%

Cemeteries

ACTION	Link to Delivery Program	July - December	January - June
Deliver Cemeteries Service Review			
Reoccurring footpath replacement and improvement program			

Key performance indicator	Measure
Interment services prepared in accordance with booking	100%
Cemetery Grounds are maintained in accordance with Cemetery Operation Procedure	100%
Cemetery mapping and internal records updated fortnightly	100%

Planning and Building Services

ACTION	Link to Delivery Program	July - December	January - June
Electronic planning reforms to improve customer service and access to information			
Deliver engagement activities with the development and building industry to inform planning reform			
Review and streamline approval packages and standard conditions			

Key Performance Indicator	Measure
Total construction certificates issued	Total number
Construction progress inspections within 2 days of booking	100% and total number
Number of final Occupation Certificates issued	Total number
Issue complying development certificates < 10 days	80% and total number
Issue swimming pool compliance certificates < 10 days	80% and total number
Development applications decided: 40 median days	Median days and total
Issue subdivision certificates < 28 days	70%
New lots approved	Total number



Key Performance Indicator	Measure
Subdivision Works Certificates approved	Total number

Land Use Planning

ACTION	Link to Delivery Program	July - December	January - June
Commence Developer Contribution Reform			
Prepare a Housing Strategy			
Prepare a planning proposal for Council owned land on Big River Way, South Grafton to Industrial Zoning (if supported by endorsed Employment Lands Strategy)			
Implementation of key actions from the Grafton CBD Precinct Plan Deliver, including improvements to Prince Street through the Streets and Shared Spaces grant (if grant application successful)			
Implement the annual Local Heritage Assistance Program			

Key Performance Indicator	Measure
Planning Proposals meet statutory timeframes and DPIE gateway determination requirements	90% and total number
Review and update the Clarence Valley Local Environmental Plan and Development Control Plans	Minimum one housekeeping amendment completed annually

OUR CAPITAL WORKS PROGRAM



Service	Project Name	Total (\$)	Grants & Contributions (\$)	Reserves (\$)	Asset Sales (\$)	Funded (\$)
Buildings & Facilities	Broomshead Hall Roof Renewal & Drainage Improvements	50,000				50,000
Buildings & Facilities	Buildings in Other Services - Furniture & Fittings Renewals	10,000				10,000
Buildings & Facilities	Buildings in Other Services - Hazardous Material (Asbestos) Management	30,000				30,000
Buildings & Facilities	Buildings Signage Renewal - Libraries, Art Gallery, Depots, Museums	40,000				40,000
Buildings & Facilities	Community Centres Envelope/Internal Screens/Floor Coverings - Renewals	10,000				10,000
Buildings & Facilities	Community Halls - Bushfire Recovery Black Summer Project	1,670,127	1,670,127			-
Buildings & Facilities	Community Halls - Furniture & Fittings - Renewals	10,000				10,000
Buildings & Facilities	Community Halls - Roof/Envelope/Internal Screens/Floor Coverings	10,000				10,000
Buildings & Facilities	Corporate Administration Buildings Renewal Program	10,000				10,000
Buildings & Facilities	Corporate Signage Program	150,000				150,000
Buildings & Facilities	Depots - Kirchner St Works & Civil Layoff Area	100,000				100,000
Buildings & Facilities	Depots - Koolkhan Drainage Upgrade	20,000				20,000
Buildings & Facilities	Depots - Roof/Envelope/Internal Screens/Floor Coverings	10,000				10,000
Buildings & Facilities	Depots - RRWD Outdoor Staff Amenity Addition	50,000		50,000		-
Buildings & Facilities	Depots - RRWD Outdoor Staff Supervisor Parking Addition	40,000		40,000		-
Buildings & Facilities	Depots - Townsend Hardstand Renewal	35,000				35,000
Buildings & Facilities	Grafton Library Auto Door Upgrades	18,000				18,000

Service	Project Name	Total (\$)	Grants & Contributions (\$)	Reserves (\$)	Asset Sales (\$)	Funded (\$)
Buildings & Facilities	Public Facilities for the Community - Bushfire Recovery Black Summer Project	540,250	540,250			-
Buildings & Facilities	Resilience Facilities for the Community - Bushfire Recovery Black Summer Project	1,011,216	1,011,216			-
Cemeteries	Clarence Lawn Cemetery - Footpath	15,000				15,000
Cemeteries	Macleay Lawn Cemetery - Memorial Garden	18,000				18,000
Community Engagement	Macleay Community Precinct	6,446,000	5,811,000	635,000		-
Cultural Services	Artwork Collection Acquisitions	24,000				24,000
Emergency & Resilience	Emergency Restoration Works - Floods, Storms, Bushfires	20,000,000	20,000,000			-
Floodplain & Estuary Management	Floodgate Automation Upgrade	20,000				20,000
Floodplain & Estuary Management	Floodplain Asset Renewals	200,000		116,000		84,000
Floodplain & Estuary Management	Floodplain Minor Plant and Tools	10,000				10,000
Holiday Parks	Brooms Head - Bollards & Landscaping	15,000		15,000		-
Holiday Parks	Brooms Head - Building Improvements Cabins and Furniture Renewals	50,000		50,000		-
Holiday Parks	Brooms Head - Holiday Park Redevelopment (Detailed Design)	300,000		300,000		-
Holiday Parks	Brooms Head - Internal Roads Renewal	40,000		40,000		-
Holiday Parks	Brooms Head - Septic System Upgrade	1,700,000		1,700,000		-
Holiday Parks	Brooms Head - Site Reinstatement & Storm Damage Protection	2,500,000	2,500,000			-
Holiday Parks	Brooms Head - Sullage Upgrade - Detailed Design & Construction	200,000		200,000		-

Service	Project Name	Total (\$)	Grants & Contributions (\$)	Reserves (\$)	Asset Sales (\$)	Funded (\$)
oliday Parks	Calypso - Building Improvements Cabins and Furniture Renewals	75,000		75,000		-
oliday Parks	Calypso - Holiday Park Redevelopment (Construction)	6,700,000		6,700,000		-
oliday Parks	Calypso - Internal Roads Renewal	25,000		25,000		-
oliday Parks	Clarence Coast Holiday Parks Signage Upgrades	60,000		60,000		-
oliday Parks	Iluka - Accessible Amenities Installation	120,000		120,000		-
oliday Parks	Iluka - Amenities Improvements	25,000		25,000		-
oliday Parks	Iluka - Cabin Driveway Installations	50,000		50,000		-
oliday Parks	Iluka - Cabin Sub-Structure Upgrade	500,000		500,000		-
oliday Parks	Iluka - Charlie Ryan Fence Renewal	15,000		15,000		-
oliday Parks	Iluka - Fish Cleaning Table Roof	5,000		5,000		-
oliday Parks	Minnie Water - Natural Based Playground Upgrade	40,000		40,000		-
oliday Parks	Minnie Water - Bollard & Landscaping	30,000		30,000		-
oliday Parks	Minnie Water - Cabin & Furniture Renewals	40,000		40,000		-
oliday Parks	Minnie Water - Gate Renewal	10,000		10,000		-
oliday Parks	Minnie Water - Holiday Park Redevelopment (Engagement & Design)	500,000		500,000		-
oliday Parks	Minnie Water - Pool Fencing Upgrades	30,000		30,000		-
oliday Parks	Wooli - Lighting Upgrade	20,000		20,000		-

Service	Project Name	Total (\$)	Grants & Contributions (\$)	Reserves (\$)	Asset Sales (\$)	Funded (\$)
oliday Parks	Wooli - Residence Kitchen/Bathroom Renewal	25,000		25,000		-
information Technology & Corporate Systems	Communication Link Upgrade - Maclean to Rushforth	80,000				80,000
information Technology & Corporate Systems	Hardware & Infrastructure - Library Assets	53,000				53,000
information Technology & Corporate Systems	Hardware & Infrastructure - Renewals	415,710				415,710
ibrary Services	Library Book Stock Replacement Program	345,000		345,000		-
natural Resource Management	Agriculture Drones for Weed Control & Bushfire Resilience	131,000	131,000			-
arks & Open Spaces	Parks & Reserves - Access Pavements and Carpark Renewal	80,000		80,000		-
arks & Open Spaces	Parks & Reserves - BBQ Replacement Program	30,000	5,500	24,500		-
arks & Open Spaces	Parks & Reserves - Buildings/Structures Renewals	50,000	20,000	30,000		-
arks & Open Spaces	Parks & Reserves - Fencing and Bollard Renewals	60,000	25,000	21,815		13,185
arks & Open Spaces	Parks & Reserves - Lighting Renewals	60,000	60,000			-
arks & Open Spaces	Parks & Reserves - Playground Equipment Renewals	280,000	70,000	210,000		-
arks & Open Spaces	Parks & Reserves - Wooli Beach Access Renewal - Stg 2	100,000				100,000
arks & Open Spaces	Pools - Plant and Equipment Renewal Program	25,000		25,000		-
arks & Open Spaces	Pools - Structure Renewal Program	15,000				15,000
arks & Open Spaces	Sports - Buildings Renewals	90,000				90,000
arks & Open Spaces	Sports - Court Surfaces/Fittings Renewals	25,000				25,000

Service	Project Name	Total (\$)	Grants & Contributions (\$)	Reserves (\$)	Asset Sales (\$)	Funded (\$)
arks & Open Spaces	Sports - Coutts Crossing Golf Course	25,000	25,000			-
arks & Open Spaces	Sports - Cricket Assets	55,000				55,000
arks & Open Spaces	Sports - Grafton Netball Courts - Lighting & Surrounds	200,000				200,000
arks & Open Spaces	Sports - Sportsfield Topdress & Drainage Program	45,000				45,000
arks & Open Spaces	Sports - Tennis Court Asset Renewal Program	80,000				80,000
arks & Open Spaces	Sports Committee Works - Lower Clarence	40,000		40,000		-
arks & Open Spaces	Sports Committee Works - Upper Clarence	40,000		40,000		-
uarries	Quarry Rehabilitation Program	33,000		33,000		-
egional Airport	Emergency Operations Centre & Fire Control Centre - Grafton Airport	8,500,000	8,500,000			-
egulatory Services	Install New Cat Cages - South Grafton Animal Shelter	10,000				10,000
oads & Drainage Infrastructure Delivery	Bridges - Barretts Ck Bridge - Coaldale Road	1,342,169	1,342,169			-
oads & Drainage Infrastructure Delivery	Bridges - Billys Ck Bridge - Armidale Road, Billys Creek	2,141,252	2,141,252			-
oads & Drainage Infrastructure Delivery	Bridges - Bostock Road Bridge, Bostock Road, Tucabia	77,729	77,729			-
oads & Drainage Infrastructure Delivery	Bridges - Brennans Road Bridge No 2, Brennans Road, Glenreagh	46,771	46,771			-
oads & Drainage Infrastructure Delivery	Bridges - Bridge 3, Marengo Road, Hernani	251,229	251,229			-
oads & Drainage Infrastructure Delivery	Bridges - Coldstream River Bridge, Fanklins Road, Calamia	192,729	192,729			-
oads & Drainage Infrastructure Delivery	Bridges - Coutts No 1 Armidale Road, Braunstone	3,542,358	3,542,358			-

Service	Project Name	Total (\$)	Grants & Contributions (\$)	Reserves (\$)	Asset Sales (\$)	Funded (\$)
roads & Drainage Infrastructure Delivery	Bridges - Coutts No 2 Armidale Road, Braunstone	3,542,358	3,542,358			-
roads & Drainage Infrastructure Delivery	Bridges - Dignans Bridge, Coongbar Road, Pikapene	78,688	78,688			-
roads & Drainage Infrastructure Delivery	Bridges - Dundoo Floodway Bridge, Kungala Road, Halfway Creek	1,365,169	1,365,169			-
roads & Drainage Infrastructure Delivery	Bridges - Fifteen Mile Swamp Bridge, Lower Kangaroo Ck, Coutts Crossing	103,604	103,604			-
roads & Drainage Infrastructure Delivery	Bridges - Fortis Ck Bridge, Greberts Road, Whiteman Creek	386,562	386,562			-
roads & Drainage Infrastructure Delivery	Bridges - Koukandowie No 2 Bridge, Armidale Road, Coutts Crossing	131,904	131,904			-
roads & Drainage Infrastructure Delivery	Bridges - McIntosh Creek Bridge, Black Swan Drive, Coutts Crossing	97,854	97,854			-
roads & Drainage Infrastructure Delivery	Bridges - Middle Creek Bridge, Montrose Loop Road, Deer Vale	280,854	280,854			-
roads & Drainage Infrastructure Delivery	Bridges - Minnie Water Bridge No 1, Sandon Road, Minnie Water	213,945	213,945			-
roads & Drainage Infrastructure Delivery	Bridges - Minnie Water Bridge No 2, Sandon Road, Minnie Water	251,320	251,320			-
roads & Drainage Infrastructure Delivery	Bridges - Rhodes Bridge, Old Glen Innes Road, Chambigne	145,436	145,436			-
roads & Drainage Infrastructure Delivery	Bridges - Skinners Swamp Bridge , Armidale Road , Blaxlands Creek	2,771,126	2,771,126			-
roads & Drainage Infrastructure Delivery	Bridges - Sweeneys Ck Bridge, Sweeneys Ck Road, Ulmarra	164,229	164,229			-
roads & Drainage Infrastructure Delivery	Bridges - White Swamp Bridge, Stockyard Creek Road, Stockyard Ck	386,562	386,562			-
roads & Drainage Infrastructure Delivery	Bridges - Winters Bridge, Jackadgery-Lilydale Road	36,478	36,478			-
roads & Drainage Infrastructure Delivery	Bridges - Winterville Ck Bridge - Old Glen Innes Road, Dalmorton	862,036	862,036			-
roads & Drainage Infrastructure Delivery	Culverts & Drainage Renewal Program	705,000		705,000		-

Service	Project Name	Total (\$)	Grants & Contributions (\$)	Reserves (\$)	Asset Sales (\$)	Funded (\$)
roads & Drainage Infrastructure Delivery	Footpaths - Bacon Street, Turf Street to Garden St with crossing Point	65,000	65,000			-
roads & Drainage Infrastructure Delivery	Footpaths - Cameron Street - Woombah street to showgrounds	165,000	165,000			-
roads & Drainage Infrastructure Delivery	Footpaths - Hoof Street, Prince Street to Queen Street	80,000	80,000			-
roads & Drainage Infrastructure Delivery	Footpaths - Woolli/Yamba Road	190,000	190,000			-
roads & Drainage Infrastructure Delivery	Harwood Precinct Upgrade - Detailed Design	100,000				100,000
roads & Drainage Infrastructure Delivery	Main Street Beautification Works - Glenreagh	50,000				50,000
roads & Drainage Infrastructure Delivery	Plant - Heavy Plant Replacement Program	4,338,430		3,308,749	1,029,681	-
roads & Drainage Infrastructure Delivery	Plant - Light Fleet Replacement Program	695,873		231,636	464,237	-
roads & Drainage Infrastructure Delivery	Plant - Small Plant Replacement Program	362,683		321,484	41,199	-
roads & Drainage Infrastructure Delivery	Regional Roads - Clarence Way Seal (inc Asbestos Contaminated Gravel)	2,200,000	2,200,000			-
roads & Drainage Infrastructure Delivery	Regional Roads - Foam Bitumen Stabilisation - Yamba Road	1,000,000		1,000,000		-
roads & Drainage Infrastructure Delivery	Regional Roads - Pavement Construction Program	750,000	750,000			-
roads & Drainage Infrastructure Delivery	Regional Roads - Renewal Program	600,000	600,000			-
roads & Drainage Infrastructure Delivery	Regional Roads - Reseal Program	1,200,000	800,137			399,863
roads & Drainage Infrastructure Delivery	Regional Roads - Yamba Road (River St) Maclean Improvements	1,005,000	1,005,000			-
roads & Drainage Infrastructure Delivery	Regional Roads- Reseal Prep Program	350,000	350,000			-
roads & Drainage Infrastructure Delivery	Rural Roads - Reseal Prep Program	477,992		477,992		-

Service	Project Name	Total (\$)	Grants & Contributions (\$)	Reserves (\$)	Asset Sales (\$)	Funded (\$)
Roads & Drainage Infrastructure Delivery	Rural Roads - Reseal Program	1,566,788		1,566,788		-
Roads & Drainage Infrastructure Delivery	Rural Roads - Seal Asbestos Contaminated Gravel Roads Program	101,000				101,000
Roads & Drainage Infrastructure Delivery	Rural Roads - Seal Gap Program	600,000	551,366			48,634
Roads & Drainage Infrastructure Delivery	Rural Roads - Shoulder Grading / Widening Program	637,000		637,000		-
Roads & Drainage Infrastructure Delivery	Rural Roads - Unsealed Roads Gravel Resheeting Program	800,000				800,000
Roads & Drainage Infrastructure Delivery	Stores - RRWD - 42000Ltr Emulsion Tank	100,000		100,000		-
Roads & Drainage Infrastructure Delivery	Stores - RRWD - Cold Mix Emulsion Cover	7,000		7,000		-
Roads & Drainage Infrastructure Delivery	Urban Roads - Reseal Prep Program	677,008		677,008		-
Roads & Drainage Infrastructure Delivery	Urban Roads - Reseal Program	571,000		571,000		-
Roads & Drainage Infrastructure Delivery	Urban Roads - Town Improvement Program	750,000	602,732			147,268
Saleyards	Saleyards B Double Ramp	158,000		158,000		-
Water Services	Minor WH&S Upgrades	30,000		30,000		-
Water Services	Network Minor Enhancements/Improvements	25,500		25,500		-
Water Services	Plant - Heavy Plant Replacements	168,527		140,822	27,705	-
Water Services	Plant - Light Plant Replacements	36,358		19,625	16,733	-
Water Services	Plant - Minor Plant and tools	22,500		22,500		-
Water Services	Plant - Small Plant Replacement Program	36,983		33,416	3,567	-

Service	Project Name	Total (\$)	Grants & Contributions (\$)	Reserves (\$)	Asset Sales (\$)	Funded (\$)
ewer Services	Renewable Energy & Energy Efficiency Projects	305,348		305,348		-
ewer Services	Sewer Easement Acquisition	1,000,000		1,000,000		-
ewer Services	Sewer Pressure Pump Station Renewals	156,000		156,000		-
ewer Services	Sewer Pressure Unit Installation - Council Funded	20,500		20,500		-
ewer Services	Sewer Pump Station Renewals	318,000		318,000		-
ewer Services	Sewer Pump Station Upgrade - Y1	500,000		500,000		-
ewer Services	Sewer Rehabilitation & Relining	1,500,000		1,500,000		-
ewer Services	Sewer Reticulation Construction	50,500		50,500		-
ewer Services	Sewer Telemetry Upgrade Clear SCADA	309,000		309,000		-
ewer Services	Sewer Treatment Plant (STP) Renewals	50,000		50,000		-
ewer Services	STP EPA Licence Requirements - Couatts Crossing	2,500,000		2,500,000		-
ewer Services	STP Lightning Protection Program	175,000		175,000		-
ewer Services	STP Minor Upgrades	80,000		80,000		-
ewer Services	STP Telemetry SCADA Desktop Monitoring Upgrade	100,000		100,000		-
aste Services	Regional Landfill - Construct Cell 4C	1,000,000	1,000,000			-
aste Services	Regional Landfill - Minor Plant Renewal Program	2,468		2,327	141	-
aste Services	Regional Landfill - Solar Farm	200,000		200,000		-

Service	Project Name	Total (\$)	Grants & Contributions (\$)	Reserves (\$)	Asset Sales (\$)	Funded (\$)
/aste Services	Renewable Energy & Energy Efficiency Project	20,000		20,000		-
/aste Services	Waste Transfer Stations Redevelopment - Grafton & Maclean - Detailed Design	120,000		120,000		-
/atercycle	Automated Water Meter Reading System	1,500,000		1,500,000		-
/atercycle	Glenreagh Filtration Plant	1,000,000		1,000,000		-
/atercycle	Minor WHS Upgrades	20,000		20,000		-
/atercycle	Network Minor Enhancements/Improvements	21,000		21,000		-
/atercycle	New Installations	160,000		160,000		-
/atercycle	Nymboida Headworks Infrastructure	3,000,000	1,320,000	1,680,000		-
/atercycle	Plant - Heavy Plant Replacement Program	1,487,509		1,182,399	305,110	-
/atercycle	Plant - Instrument purchases	32,000		32,000		-
/atercycle	Plant - Light Fleet Replacement Program	369,757		228,773	140,984	-
/atercycle	Plant - Minor Plant & tools	20,000		20,000		-
/atercycle	Plant - Small Plant Replacement Program	60,495		57,207	3,288	-
/atercycle	Reservoirs - Renewals	200,000		200,000		-
/atercycle	Reservoirs - Renewals - Rushforth Road 32ML	14,700,000		14,700,000		-
/atercycle	Rural Village Headworks	51,000		51,000		-
/atercycle	Shannon Creek Dam - Dissipator Gabion Wall Repair Upgrade	3,000,000	1,500,000	1,500,000		-

Service	Project Name	Total (\$)	Grants & Contributions (\$)	Reserves (\$)	Asset Sales (\$)	Funded (\$)
/atercycle	Trunk Main Renewal - Swan Creek	1,125,000		1,125,000		-
/atercycle	Valve and Hydrant Renewal Program	100,000		100,000		-
/atercycle	Water Main Renewal - Rushforth Road	540,000		540,000		-
/atercycle	Water Main Renewal - Supply Grafton Airport to support Fire Fighting	1,542,000	1,542,000			-
/atercycle	Water Main Renewal Program	800,000		800,000		-
/atercycle	Water Meter Replacement Program	160,000		160,000		-
/atercycle	Water Pump Station Renewal Program	40,000		40,000		-
/atercycle	Water Telemetry Upgrade Clear SCADA	12,000		12,000		-
	Total Capital Works Progam	131,872,884	71,502,690	54,834,889	2,032,645	3,502,660



OUR REVENUE POLICY

1. Proposed Borrowings

General Fund

There are no proposed loan borrowings between 2022/23 and 2030/31.

All loans will have been repaid in full by 30 June 2028.

Water

There are no proposed loan borrowings between 2022/23 and 2031/32.

Sewer

There are no proposed loan borrowings between 2022/23 and 2031/32.



Loan Information included in the Long Term Financial Plan

Loan Repayments (Principal & Interest) by Fund from 2022/23 to 2031/32:

Fund/Year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
General	\$3,304,224	\$2,562,864	\$2,427,513	\$2,427,513	\$2,427,513	\$2,427,514	\$0	\$0	\$0	\$0
Water	\$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	\$2,430,065
Sewer	\$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	\$4,347,619
Total	\$14,223,342	\$13,442,940	\$13,267,131	\$13,227,381	\$13,187,631	\$13,148,154	\$8,342,291	\$8,302,541	\$6,777,684	\$6,777,684

Principal Outstanding (Loan Liability) by Fund from 2022/23 to 2031/32:

Fund/Year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
General	\$10,450,130	\$8,511,639	\$6,580,203	\$4,524,015	\$2,333,470	\$0	\$0	\$0	\$0	\$0
Water	\$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	\$2,319,567
Sewer	\$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	\$4,883,794
Total	\$78,211,964	\$69,725,648	\$60,871,363	\$51,496,241	\$41,560,052	\$31,022,953	\$24,721,936	\$18,049,067	\$12,475,543	\$7,203,361



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

The Rate Levy tabled below is a summary of the recommended Rate Structure for 2022/23 which includes an increase of 2.5% to the general income as originally suggested 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 2022/2023 also contains the following:

- Yamba, Maclean and Townsend Residential Categories Base Amount increases from \$500 to \$512
- All Business Rating Categories (except Grafton and South Grafton) Base Amount increases from \$500 to \$512
- Residential "Outside Town Areas" and Residential A – "Coastal Villages" minimum increases from \$660 to \$677
- 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.



Rate	Category	Number of Properties	Rate in \$	Minimum	Base Amount	% from Base	Income from Base	Total Yield
1	Farmland	2,283	0.2952		\$330	19.31%	\$753,390	\$3,900,850
2	Residential – Ashby, Chatsworth, Copmanhurst, Brushgrove, Gulmarrad, Harwood, Illarwill, Lawrence, Palmers Island, Coutts Crossing, Woombah, Cowper, Glenreagh, Swan Creek, Tucabia, Ulmarra, Waterview, Seelands, Eatonsville, Illarwill, Tyndale, plus rural residential areas. This includes residential flood prone land (15 properties)	8,113	0.5917	\$677				\$8,539,061
2(i)	Residential A – Angourie, Brooms Head, Diggers Camp, Iluka, Sandon River, Minnie Water, Wooloweyah, Wooli	2,274	0.3830	\$677				\$2,821,319
2(ii)	Residential B – Maclean, Townsend	1,612	0.4625		\$512	43.32%	\$825,345	\$1,905,263
2(iii)	Residential C – Yamba	3,447	0.3359		\$512	32.19%	\$1,764,639	\$5,482,569
2(iv)	Residential E – Grafton, Junction Hill	7,854	0.8309		\$512	36.36%	\$4,021,258	\$11,059,647
3	Business	224	0.6165		\$512	28.26%	\$114,688	\$405,779
3(i)	Business B – Maclean CBD, Maclean, Townsend Other Business	166	0.7548		\$512	18.66%	\$84,992	\$455,453
3(ii)	Business C – Iluka Industrial, Iluka Other Business	57	0.6230		\$512	16.64%	\$29,184	\$175,371
3(iii)	Business D – Yamba CBD (includes Treelands Drive) Yamba Other Business	279	0.5943		\$512	16.55%	\$143,073	\$864,603
3(iv)	Business E – Grafton & South Grafton CBD	378	2.1191		\$512	8.52%	\$193,684	\$2,272,778
3(v)	Business F – Grafton & South Grafton Other Business	300	1.3199		\$512	18.35%	\$153,441	\$836,030
3(vi)	Business – Jetties	75	0.5081					\$1,247
	Total ordinary rates	27,062					\$8,083,694	\$38,719,970



2022/23 Rate Peg

The Independent Pricing and Regulatory Tribunal (IPART) have determined that Council's general ordinary rate income may be increased by 0.7% under section 506 of the Local Government Act 1993 for the rating year commencing 1 July 2022. IPART have advised that in determining the 2022/2023 rate peg, they have taken into consideration these components:

- The rise in the Local Government Cost Index (LGCI) for the year ending with the June Quarter 2021 – 0.9%
- Setting the productivity factor to 0%
- A downward adjustment of -0.2% to remove the additional revenue that was included in the 2021-2022 rate peg to meet the costs of the 2021 local government elections.
- A population factor for each Council – Clarence Valley Council (0.00)

Due to the unusually low rate peg and in response to the apparent ramifications this would have on council budgets and communities, especially in regional and rural council areas, the Minister for Local Government has now given councils the opportunity to seek an additional one-off rate variation to a maximum of 2.5% including the announced rate peg of 0.7%. At its April Ordinary Meeting, Council considered applying for the additional 1.8% to ensure services to our community are not reduced and as such, have applied a total rate peg of 2.5% as originally planned to our general ordinary rate income.

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 2022/2023 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 2022/23 are charged on each water meter connected to a property and are shown in Tables 1 and 2:

Table 1: 2022/23 Water Consumption Charges

	2021/22 Charge	2022/23 Charge	Estimated 2022/23 Yield
Consumption	\$2.59	\$2.65	\$12.13M
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	\$75,184



Table 2: Fixed (Access) Water Charges for 2022/23

Water Meter Size*	2021/22 Fixed Charge	2022/23 Fixed Charge	Estimated Yield 2022/23
Unconnected	\$173.00	\$177.00	\$3.18M
20mm	\$127.00	\$130.00	
25mm	\$198.00	\$203.00	
32mm	\$325.00	\$333.00	
40mm	\$508.00	\$521.00	
50mm	\$794.00	\$814.00	
80mm	\$2,032.00	\$2,083.00	
100mm	\$3,175.00	\$3,254.00	
150mm	\$7,144.00	\$7,323.00	

**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 2022/23 will be in accordance with Table 3.



Table 3: Proposed consumption charge for 2022/23

Consumption Charge	2021/22	2022/23
Consumption \$/kl	\$2.59	\$2.65

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 2022/2023 being 2.5%.

Table 1 below shows the sewerage charges for 2022/23 and Table 2 shows the access charge for non-residential properties.

Table 1: Charges for 2022/23



Property	Adopted 2021/22 Charge	Proposed 2022/23 Charge	Estimated Yield 2022/23
Residential Property (per connection or separate occupation)	\$1,188	\$1,218	\$16.08M
Residential Property Pressure Sewer zone	\$1,163 As Per Table 2 ¹	\$1,193 As Pert Table 2 ¹	\$1.70M
Residential Property Unconnected Availability Charge	\$687	\$704	\$369,606
Non-residential Access Charge (per water meter)	As per Table2 ²	As per Table 2 ²	See Table 2 ²
Non-residential Sewerage Generation Charge	\$3.60	\$3.69	
Non-rateable properties Sewerage Generation Charge	\$3.60 (no access charge)	\$3.69	
Non-rateable properties (per connection or separate occupation)	\$1,188 2 ³	\$1,2182 ³	
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	\$5.72/kL	
Non-residential High Consumption Sewerage Generation (for development approved after 1 July 2021) for sewerage generation above 0.74kL/day per billing period – Macleann, Townsend, Ilarwill, Lawrence, Iluka, Yamba	\$7.14/kL	\$7.32/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 (\$1,218 for 2022/2023). As meters are read three times per year, the minimum non-residential charge will be calculated on an equivalent charge of \$3.33per day.
3. The non-rateable properties (per connection or separate occupation) 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 2022/23

Water Meter Size*	2020/21 Fixed Charge	2021/22 Fixed Charge	Estimated Yield 2021/22
Unconnected	\$687	\$704	
20mm	\$1,188	\$1,217.00	
25mm	\$1,188	\$1,217.00	
32mm	\$1,759	\$1,261	
40mm	\$2,748	\$2,817	
50mm	\$4,294	\$4,401	
80mm	\$10,992	\$11,267	
100mm	\$17,175	\$17,604	
150mm	\$38,644	\$39,610	

**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 \$3.77

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 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 2022/23 are detailed below:

Domestic Waste Charge Section 496	2020/21 Charge	2020/21 Yield	2021/22 Charge	2021/22 Yield	2022/23 Charge	2022/23 Yield
3 Bin Service	\$344.50	\$6,436,353	\$350	\$6,591,660	\$375	\$6,826,125
2 Bin Service	\$278.50	\$1,186,989	\$287	\$1,147,598	\$308	\$1,207,052



Vacant land	\$29	\$60,784	\$30	\$39,540	\$35	\$59,395
Additional red bin	\$135	\$23,500	\$138	\$32,430	\$200	\$55,400
Additional yellow bin	\$105	\$4,500	\$108	\$5,724	\$110	\$6,380
Additional green bin	\$130	\$3,500	\$133	\$4,655	\$135	\$6,615
Waste Management Charge Section 501						
Waste Management Levy	\$63	\$1,699,929	\$65	\$1,734,850	\$67	\$1,807,392

6. On-Site Effluent Disposal Systems

The annual charge to fund the required level of auditing of the 9,160 on-site sewerage management systems has been indexed by 5% to \$44 for 2022/23 (\$42 2021/22). 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 5.0% to \$62 for 2022/23 (\$59 2021/22). 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 2022/23

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 2022/23 has been prepared and is available on Council's website at www.clarence.nsw.gov.au. Council's schedule of Fees and Charges has 1,633 fees including 139 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 2.5% 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 or significant variations to previous year fee structures are as follows:

- Holiday park fees have been restructured to better reflect the changes in booking seasons and now lists individual fee amount for each accommodation type. This has resulted in 90 new fees being included
- The building and development section have made considerable changes to better reflect the work that they undertake on individual aspects of building application processing
- Cemetery Internment Fees have increased by between 35 to 40% to better reflect the cost of the activity.
- Grafton Regional Gallery Exhibition Fees have increased due the gallery's ability to hold more high profile and larger exhibitions in their upgrade exhibition space.
- Tree Preservation Order Fee has increased significantly with a 200% rise from \$75 in 21/22 to \$225 in 22/23. The fee has changed a sliding scale fee and the increased minimum cost of \$225 now covers the cost of an inspection which has been added to this process.
- Waste Disposal Fees for the disposal of tyre have increased by 40%, due to the costs associated with permanent disposal of this non-biodegradable material

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.



OUR FINANCIAL SUMMARY

1. 2022/23 Budget and Long Term Financial Plan

Assumptions and factors affecting the budget result have been incorporated into the 2022/23 budget and 2022/23 to 2031/32 Long Term Financial Plan (LTFP) are as follows:

1. General rate revenue will be increased by the Rate Peg which is set at 2.5% p.a. for 2022/23 and assumed to remain 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 6 years (2022/23 to 2027/28), the estimated yield from the now built in SRV component of our rate base will be restricted and then subsequently used to improve infrastructure as per the SRV requirements. The estimated yield in 22/23 is \$5.561mil 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 Forecast Id consultant's population projections for the Clarence Valley (currently + 0.65% p.a.).
3. Recurrent operating expenditure for 2022/23 will be based on the Revised Budget as of December 2021 plus 2.25%, with consideration of actuals and any additional maintenance required for new assets. This position will then be further adjusted for contractual obligations or for expected spend as informed through discussion with Management. From 2023/24 onwards recurrent operating expenditure generally will be indexed by 2% p.a.
4. Recurrent operating revenue for 2022/23 onwards will initially be increased in line with service deliverables and as evidenced through discussion with Management. A general indexation rate of 2.5% 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 \$134 million per month) for the quarter ended 31 October 2021
6. Water Charges will be indexed by 2.5% pa from 2022/23 to 2031/32.
7. Sewer Charges will be indexed by 2.5% pa from 2022/23 to 2031/32.



8. Domestic Waste Management Charges will be calculated based upon the reasonable cost requirements (The specific Domestic Waste Charge income funds the operating and maintenance costs associated with providing the service).
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 2.5%. 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 pre-covid capital grants for 2021/22 as indicated in the original 2021/22 capital works program. These assumptions have been carried out into latter years.
11. The Financial Assistance Grant value is estimated at \$11,729,232 which is an increase of approximately 2.5%. 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 2022. 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 \$75K from the Water Fund and \$80K from the Sewer Fund). These figures will be adjusted by each 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 estimated at 2.0% p.a. for 2022/23 as per Local Government (State) Award 2020. Then 2.5% from 23/24 onwards (RBA forecast is 3% from Dec 23)
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 2022/23 onwards. The historical Basic Tariff Premiums as a % on wages is as follows:
 - a. 2019/20 = 2.594%
 - b. 2020/21 = 2.594 %
 - c. 2021/22 = 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 2022/23 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 10.5% of the employee's gross wages for 2022/23. The SG rate will then be increasing to 11% from July 2023, and eventually increasing to 12% from July 2025.
18. Street lighting charges will be indexed by 2% from 2022-23 onwards
19. Electricity charges (excluding street lighting) will be not be increased at this stage as prices are predicted to fall.
20. Due to the current hard insurance market, all insurance will increase by approximately 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 2022/23 to 2030/32 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 & Sewer Funds to General Funds

Fund/Year	2022/23
Water	\$544,000
Sewer	\$75,000
TOTAL FORECASTED AMOUNT TO BE PAID TO GENERAL FUND	\$619,000

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



3. 2022/23 Consolidated Budget (including all funds)

Primary Income Statement - Budget 2022/23							
Description	2022/23	2022/23	2022/23	2022/23	2022/23	2022/23	2022/23
	General Fund	Water Fund	Sewer Fund	HP Fund	CRL Fund	DWM Fund	Consolidated
Income							
Net Income	(37,383,061)	0	0	0	0	0	(37,383,061)
Annual Charges	(2,337,151)	(2,575,008)	(18,610,383)	0	0	(7,917,966)	(31,440,508)
User Charges	(928,056)	(15,764,000)	(2,240,000)	0	0	0	(18,932,056)
Statutory & Regulatory User Charges	(3,112,059)	(40,700)	(40,400)	0	0	0	(3,193,159)
General User Fees	(9,045,059)	(2,333,969)	(636,757)	(4,250,284)	0	0	(16,266,069)
Interest Income	(1,019,159)	(632,081)	(230,286)	(57,730)	(10,019)	(41,959)	(1,991,234)
Operating Grants & Contributions	(16,923,591)	(348,147)	(366,690)	(25,224)	(282,621)	(186,100)	(18,132,383)
Other Revenue	(2,408,773)	(140,596)	(25,285)	0	(2,153)	(92,944)	(2,669,751)
Net Gains from Disposal of Assets	(2,535,258)	(449,382)	(48,005)	0	0	0	(3,032,645)
Net Income	(12,302,108)	(819,573)	(504,028)	0	(1,169,113)	(356,497)	(15,151,326)
BC Recovery	(13,103,805)	0	0	0	0	0	(13,103,805)
Net Plant Hire Income	(7,173,765)	(477,326)	(325,182)	0	0	0	(7,976,273)
Net Income (Excluding Capital Grants & Contributions)	(108,271,845)	(23,580,782)	(23,027,016)	(4,333,238)	(1,463,906)	(8,595,466)	(169,272,253)
Expenditure							
Salaries, Wages & Oncosts	36,197,064	2,551,483	1,897,452	119,179	540,284	146,268	41,451,730
Other Employee Costs	669,605	400	0	0	600	0	670,605
Borrowing Costs	607,008	1,546,764	3,797,628	0	0	306,093	6,257,503
Materials	7,471,111	1,501,617	1,588,272	210,415	12,300	239,618	11,023,333
Contracts & Consultancies	12,224,763	1,561,673	1,325,816	2,534,342	90,000	7,945,063	25,681,667
Legal Expenses	338,208	4,900	2,100	198	0	0	345,406
Depreciation	31,874,114	6,688,985	9,112,699	698,477	234,958	60,676	48,669,909
Insurance Expenses	2,112,205	58,628	65,179	39,900	2,444	609	2,278,565
Donations, Contributions & Taxes	4,908,527	0	0	430,663	0	0	5,339,190
Administration Expenses	1,376,472	24,839	576	107,644	24,558	8,899	1,542,988
Other Operating Expenses	3,965,607	258,258	682,795	378,045	121,409	71,937	5,478,046
Subscriptions & Memberships	207,536	8,735	8,408	8,673	97,274	45,496	376,132
Internal Expenses	5,399,347	835,024	363,032	1,306,478	7,500	1,815,770	9,727,953
BC Distribution	9,894,596	1,498,418	1,097,613	124,164	120,250	368,764	13,103,805
Internal Plant Hire Expenditure	3,455,662	579,750	598,815	2,370	0	0	4,636,607
Net Expenditure	120,701,825	17,119,474	20,540,385	5,960,548	1,251,577	11,009,193	176,583,002
Operating Result for the year before Grants & Contributions provided for capital purposes	12,429,980	(6,461,308)	(2,486,631)	1,627,310	(212,329)	2,413,727	7,310,706
Capital Grants & Contributions	(67,239,905)	(5,621,796)	(1,442,787)	(2,500,000)	0	0	(76,804,488)
Operating Result for the Year	(54,809,925)	(12,083,104)	(3,929,418)	(872,690)	(212,329)	2,413,727	(69,493,737)

Summary Income Statement - Budget 2022/23							
Description	2022/23	2022/23	2022/23	2022/23	2022/23	2022/23	2022/23
	General Fund	Water Fund	Sewer Fund	HP Fund	CRL Fund	DWM Fund	Consolidated
Balance Sheet Movements / Non-Cash Adjustments							
Capital Works - New	18,836,000	2,702,000	271,500	2,675,000	0	0	24,484,500
Capital Works - Upgrade	4,174,000	3,174,500	4,824,348	1,900,000	0	0	14,072,848
Capital Works - Expansion	0	0	0	0	0	0	0
Capital Works - Renewal	58,117,907	24,064,261	2,288,368	8,500,000	345,000	0	93,315,536
Depreciation	(31,874,113)	(6,688,986)	(9,112,700)	(698,477)	(234,958)	(60,676)	(48,669,900)
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)	2,054,365	1,086,588	5,247,500	0	0	539,937	8,928,390
Long Term Debtor Repayments	0	0	0	0	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	51,308,159	24,338,363	3,519,016	12,376,523	110,042	479,261	92,131,309
Adjustment for Transfers to/from Reserves							
Internal Reserves	865,567	0	0	0	0	0	865,567
External Reserves	107,414	(13,515,055)	(1,032,385)	(11,503,833)	102,287	(2,892,988)	(28,734,529)
Unspent Loans	0	0	0	0	0	0	0
Unexpended Grant Reserves	(56,996)	0	0	0	0	0	(56,996)
S64 / S94 Contribution Reserves	2,663,735	1,259,796	1,442,787	0	0	0	5,366,318
Service Result after Transfers to/from Reserves	3,579,720	(12,255,259)	410,402	(11,503,833)	102,287	(2,892,988)	(22,559,691)
NET RESULT - Deficit	77,954	0	0	0	0	0	77,954

2022/23 DRAFT Budgeted Service Income Statement for Office of General Manager			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(4,545)	0
Other Revenue	0	0	0
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	0	0
ABC Recovery	(567,750)	(567,750)	(567,750)
Internal Plant Hire	0	0	0
Total Income (Excluding Capital Grants & Contributions)	(567,750)	(572,295)	(567,750)
Expenditure			
Salaries, Wages & Oncosts	681,525	681,525	678,094
Other Employee Costs	4,000	4,000	4,000
Borrowing Costs	0	0	0
Materials	18,800	18,800	8,668
Contracts & Consultancies	83,000	87,545	115,455
Legal Expenses	0	0	0
Depreciation	682	682	682
Insurance Expenses	0	0	0
Donations, Contributions & Taxes	0	0	0
Administration Expenses	0	0	0
Other Operating Expenses	0	0	0
Subscriptions & Memberships	2,352	2,352	0
Internal Expenses	8,000	8,000	8,000
ABC Distribution	11,909	11,909	11,909
Internal Plant Hire	0	0	0
Total Expenditure	810,268	814,813	826,808
Net Operating Result for the year before Grants & Contributions provided for capital purposes	242,518	242,518	259,058
Capital Grants & Contributions	0	0	0
Operating Result for the Year	242,518	242,518	259,058

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
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	(682)	(682)	(682)
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	(682)	(682)	(682)
Adjust for Transfers to/from Reserves			
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
Net Service Result after Transfers to/from Reserves	0	0	0
NET RESULT	241,836	241,836	258,376

2022/23 DRAFT Budgeted Service Income Statement for Elected Members			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(297,626)	(297,626)	(297,626)
Internal Plant Hire	0	0	0
Total Income (Excluding Capital Grants & Contributions)	(297,626)	(297,626)	(297,626)
Expenditure			
Salaries, Wages & Oncosts	759	759	898
Other Employee Costs	40,000	40,000	40,000
Borrowing Costs	0	0	0
Materials	16,200	16,200	0
Contracts & Consultancies	6,000	6,000	1,958
Legal Expenses	0	0	0
Depreciation	0	0	0
Insurance Expenses	0	0	0
Donations, Contributions & Taxes	0	0	0
Administration Expenses	316,304	316,304	336,200
Other Operating Expenses	383,000	383,000	0
Subscriptions & Memberships	56,524	56,524	57,098
Internal Expenses	8,000	8,000	8,000
ABC Distribution	536,147	536,147	536,147
Internal Plant Hire	0	0	0
Total Expenditure	1,362,934	1,362,934	980,301
Net Operating Result for the year before Grants & Contributions provided for capital purposes	1,065,308	1,065,308	682,675
Capital Grants & Contributions	0	0	0
Operating Result for the Year	1,065,308	1,065,308	682,675

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
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
Adjust for Transfers to/from Reserves			
Internal Reserves	(208,000)	(208,000)	133,333
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	0	0	0
Net Service Result after Transfers to/from Reserves	(208,000)	(208,000)	133,333
NET RESULT	857,308	857,308	816,008

2022/23 DRAFT Budgeted Service Income Statement for 2000 - Corporate & Governance			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(792,855)	(792,855)	(792,855)
Internal Plant Hire	0	0	0
Total Income (Excluding Capital Grants & Contributions)	(792,855)	(792,855)	(792,855)
Expenditure			
Salaries, Wages & Oncosts	939,683	939,683	748,244
Other Employee Costs	4,000	4,000	600
Borrowing Costs	0	0	0
Materials	0	0	0
Contracts & Consultancies	50,000	50,000	14,023
Legal Expenses	0	0	0
Depreciation	1,787	1,787	148
Insurance Expenses	0	0	0
Donations, Contributions & Taxes	0	0	0
Administration Expenses	0	0	0
Other Operating Expenses	0	0	0
Subscriptions & Memberships	1,950	1,950	2,983
Internal Expenses	21,500	21,500	24,000
ABC Distribution	205,764	205,764	205,764
Internal Plant Hire	0	0	0
Total Expenditure	1,224,684	1,224,684	995,762
Net Operating Result for the year before Grants & Contributions provided for capital purposes	431,829	431,829	202,907
Capital Grants & Contributions	0	0	0
Operating Result for the Year	431,829	431,829	202,907

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
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)	(148)
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)	(148)
Adjust for Transfers to/from Reserves			
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
Net Service Result after Transfers to/from Reserves	0	0	0
NET RESULT	430,042	430,042	202,759

2022/23 DRAFT Budgeted Service Income Statement for Property Services			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(17,405)
Other Revenue	(264,924)	(264,924)	(495,824)
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
Total Income (Excluding Capital Grants & Contributions)	(264,924)	(264,924)	(513,229)
Expenditure			
Salaries, Wages & Oncosts	254,289	254,289	252,961
Other Employee Costs	0	0	0
Borrowing Costs	241	241	199
Materials	0	0	0
Contracts & Consultancies	6,800	90,740	50,061
Legal Expenses	0	0	23,973
Depreciation	0	0	0
Insurance Expenses	18,157	18,157	19,973
Donations, Contributions & Taxes	0	0	0
Administration Expenses	0	0	0
Other Operating Expenses	5,005	5,005	5,045
Subscriptions & Memberships	0	0	0
Internal Expenses	25,558	25,558	27,302
ABC Distribution	9,686	9,686	9,686
Internal Plant Hire	0	0	0
Total Expenditure	319,736	403,676	389,200
Net Operating Result for the year before Grants & Contributions provided for capital purposes	54,812	138,752	(124,029)
Capital Grants & Contributions	0	0	0
Operating Result for the Year	54,812	138,752	(124,029)

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
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)	464	464	435
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	464	464	435
Adjust for Transfers to/from Reserves			
Internal Reserves	(174,389)	(258,329)	(66,039)
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	0	0	0
Net Service Result after Transfers to/from Reserves	(174,389)	(258,329)	(66,039)
NET RESULT	(119,113)	(119,113)	(189,633)

2022/23 DRAFT Budgeted Service Income Statement for Community & Industry Engagement			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(2,000)	(2,000)	0
Other Revenue	0	0	(1,281)
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	0	0
ABC Recovery	(260,413)	(260,413)	(260,413)
Internal Plant Hire	0	0	0
Total Income (Excluding Capital Grants & Contributions)	(262,413)	(262,413)	(261,694)
Expenditure			
Salaries, Wages & Oncosts	634,279	634,279	636,189
Other Employee Costs	1,000	1,000	1,050
Borrowing Costs	199	199	300
Materials	144,900	144,900	116,116
Contracts & Consultancies	162,009	210,808	69,889
Legal Expenses	0	0	0
Depreciation	12,263	12,263	10,034
Insurance Expenses	56	56	0
Donations, Contributions & Taxes	140,000	140,000	135,000
Administration Expenses	207,982	207,982	167,354
Other Operating Expenses	0	0	0
Subscriptions & Memberships	57,152	57,152	25,210
Internal Expenses	8,095	8,095	25,520
ABC Distribution	204,213	204,213	204,213
Internal Plant Hire	3,265	3,265	0
Total Expenditure	1,575,413	1,624,212	1,390,875
Net Operating Result for the year before Grants & Contributions provided for capital purposes	1,313,000	1,361,799	1,129,181
Capital Grants & Contributions	0	(30,000)	0
Operating Result for the Year	1,313,000	1,331,799	1,129,181

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
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	(12,263)	(12,263)	(10,034)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	1,501	1,501	1,390
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	(10,762)	(10,762)	(8,644)
Adjust for Transfers to/from Reserves			
Internal Reserves	0	(13,049)	0
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	(5,750)	0
S64 / S94 Contribution Reserves	0	0	0
Net Service Result after Transfers to/from Reserves	0	(18,799)	0
NET RESULT	1,302,238	1,302,238	1,120,537

2022/23 DRAFT Budgeted Service Income Statement for Library Services			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(17,114)	(17,114)	(10,300)
Interest Income	(18,320)	(18,320)	(10,019)
Operating Grants & Contributions	(455,144)	(455,144)	(488,167)
Other Revenue	(16,238)	(16,238)	(5,364)
Net Gains from Disposal of Assets	0	0	0
Internal Income	(1,066,068)	(1,066,068)	(1,169,113)
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
Total Income (Excluding Capital Grants & Contributions)	(1,572,884)	(1,572,884)	(1,682,963)
Expenditure			
Salaries, Wages & Oncosts	1,415,004	1,415,004	1,564,952
Other Employee Costs	0	0	3,800
Borrowing Costs	2,291	2,291	1,885
Materials	46,157	63,715	37,015
Contracts & Consultancies	107,629	111,905	100,545
Legal Expenses	0	0	0
Depreciation	321,476	321,476	382,663
Insurance Expenses	31,300	31,300	34,430
Donations, Contributions & Taxes	0	0	0
Administration Expenses	45,400	45,400	27,527
Other Operating Expenses	184,591	184,591	181,583
Subscriptions & Memberships	140,166	140,166	106,045
Internal Expenses	1,120,667	1,120,667	1,207,614
ABC Distribution	432,759	432,759	432,759
Internal Plant Hire	0	0	0
Total Expenditure	3,847,440	3,869,274	4,080,818
Net Operating Result for the year before Grants & Contributions provided for capital purposes	2,274,556	2,296,390	2,397,855
Capital Grants & Contributions	0	0	0
Operating Result for the Year	2,274,556	2,296,390	2,397,855

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
Capital Works - New	15,000	271,550	0
Capital Works - Upgrade	0	0	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	333,392	337,477	345,000
Depreciation	(321,476)	(321,476)	(382,663)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	4,403	4,403	4,132
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	31,319	291,954	(33,531)
Adjust for Transfers to/from Reserves			
Internal Reserves	0	0	0
External Reserves	(48,587)	(52,672)	102,287
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	(292,942)	0
S64 / S94 Contribution Reserves	0	0	0
Net Service Result after Transfers to/from Reserves	(48,587)	(345,614)	102,287
NET RESULT	2,257,288	2,242,730	2,466,611

2022/23 DRAFT Budgeted Service Income Statement for Community Development			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(47,830)	(47,830)	(20,566)
Interest Income	(11,939)	(11,939)	(27,318)
Operating Grants & Contributions	(118,281)	(145,781)	(96,231)
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
Total Income (Excluding Capital Grants & Contributions)	(178,050)	(205,550)	(144,115)
Expenditure			
Salaries, Wages & Oncosts	762,016	762,016	874,892
Other Employee Costs	0	0	0
Borrowing Costs	0	0	0
Materials	56,218	56,218	25,439
Contracts & Consultancies	200,513	228,013	106,800
Legal Expenses	0	0	0
Depreciation	148,502	148,502	149,258
Insurance Expenses	25,462	25,462	28,008
Donations, Contributions & Taxes	105,000	105,000	100,000
Administration Expenses	24,658	24,658	24,381
Other Operating Expenses	15,525	15,525	13,465
Subscriptions & Memberships	15,696	15,696	27,055
Internal Expenses	17,262	17,262	10,250
ABC Distribution	296,235	296,235	296,235
Internal Plant Hire	0	0	0
Total Expenditure	1,667,087	1,694,587	1,655,783
Net Operating Result for the year before Grants & Contributions provided for capital purposes	1,489,037	1,489,037	1,511,668
Capital Grants & Contributions	(327,428)	(327,428)	(951,648)
Operating Result for the Year	1,161,609	1,161,609	560,020

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
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	(148,502)	(148,502)	(149,258)
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	(148,502)	(148,502)	(149,258)
Adjust for Transfers to/from Reserves			
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	327,428	327,428	978,966
Net Service Result after Transfers to/from Reserves	327,428	327,428	978,966
NET RESULT	1,340,535	1,340,535	1,389,728

2022/23 DRAFT Budgeted Service Income Statement for Cultural Services			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(97,279)	(97,279)	(83,440)
Interest Income	0	0	0
Operating Grants & Contributions	(25,000)	(186,000)	(125,000)
Other Revenue	(4,330)	(4,330)	(43,047)
Net Gains from Disposal of Assets	0	0	0
Internal Income	(2,352)	(2,352)	0
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
Total Income (Excluding Capital Grants & Contributions)	(128,961)	(289,961)	(251,487)
Expenditure			
Salaries, Wages & Oncosts	400,501	400,501	440,549
Other Employee Costs	0	0	0
Borrowing Costs	6,295	6,295	6,367
Materials	81,400	121,400	100,750
Contracts & Consultancies	119,353	322,362	127,155
Legal Expenses	0	0	0
Depreciation	11,215	11,215	4,578
Insurance Expenses	34,883	34,883	19,038
Donations, Contributions & Taxes	26,000	26,000	26,000
Administration Expenses	43,450	43,450	34,206
Other Operating Expenses	32,083	32,083	49,566
Subscriptions & Memberships	3,924	3,924	4,824
Internal Expenses	15,642	15,642	19,886
ABC Distribution	106,649	106,649	106,649
Internal Plant Hire	0	0	0
Total Expenditure	881,395	1,124,404	939,568
Net Operating Result for the year before Grants & Contributions provided for capital purposes	752,434	834,443	688,081
Capital Grants & Contributions	0	(50,000)	0
Operating Result for the Year	752,434	784,443	688,081

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
Capital Works - New	24,000	24,000	24,000
Capital Works - Upgrade	0	354,689	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	0	0	0
Depreciation	(11,215)	(11,215)	(4,578)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	12,091	12,091	36,317
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	24,876	379,565	55,739
Adjust for Transfers to/from Reserves			
Internal Reserves	0	(24,309)	0
External Reserves	(15,000)	(15,000)	114,414
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	(354,689)	0
S64 / S94 Contribution Reserves	0	0	0
Net Service Result after Transfers to/from Reserves	(15,000)	(393,998)	114,414
NET RESULT	762,310	770,010	858,234

2022/23 DRAFT Budgeted Service Income Statement for Finance Control & Compliance			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
Rates Income	(35,744,946)	(35,744,946)	(37,383,061)
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	(142,800)	(142,800)	(154,000)
General User Fees	(31,166)	(31,166)	(42,692)
Interest Income	(524,834)	(524,834)	(675,296)
Operating Grants & Contributions	(10,271,588)	(19,409,568)	(8,821,370)
Other Revenue	(240,210)	(240,210)	(240,075)
Net Gains from Disposal of Assets	0	0	0
Internal Income	(1,444,506)	(1,444,506)	(1,328,954)
ABC Recovery	(2,769,910)	(2,769,910)	(2,769,910)
Internal Plant Hire	0	0	0
Total Income (Excluding Capital Grants & Contributions)	(51,169,960)	(60,307,940)	(51,415,358)
Expenditure			
Salaries, Wages & Oncosts	1,843,348	1,843,348	1,764,914
Other Employee Costs	0	0	11,500
Borrowing Costs	0	0	0
Materials	3,100	3,100	11,321
Contracts & Consultancies	152,440	152,440	383,015
Legal Expenses	209,760	209,760	200,000
Depreciation	202	202	344
Insurance Expenses	0	0	0
Donations, Contributions & Taxes	0	0	0
Administration Expenses	745,040	745,040	593,525
Other Operating Expenses	2,500	2,500	2,340
Subscriptions & Memberships	504	504	0
Internal Expenses	59,300	59,300	59,300
ABC Distribution	1,057,174	1,057,174	1,057,174
Internal Plant Hire	0	0	0
Total Expenditure	4,073,368	4,073,368	4,083,433
Net Operating Result for the year before Grants & Contributions provided for capital purposes	(47,096,592)	(56,234,572)	(47,331,925)
Capital Grants & Contributions	0	0	0
Operating Result for the Year	(47,096,592)	(56,234,572)	(47,331,925)

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
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	(202)	(202)	(344)
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	(202)	(202)	(344)
Adjust for Transfers to/from Reserves			
Internal Reserves	5,425,821	5,425,821	5,392,162
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	9,137,980	0
S64 / S94 Contribution Reserves	0	0	0
Net Service Result after Transfers to/from Reserves	5,425,821	14,563,801	5,392,162
NET RESULT	(41,670,973)	(41,670,973)	(41,940,107)

2022/23 DRAFT Budgeted Service Income Statement for Financial Analysis & Business Support			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(5,357,520)	(5,357,520)	(5,424,168)
ABC Recovery	(953,723)	(953,723)	(953,723)
Internal Plant Hire	0	0	0
Total Income (Excluding Capital Grants & Contributions)	(6,311,243)	(6,311,243)	(6,377,891)
Expenditure			
Salaries, Wages & Oncosts	5,932,290	5,932,290	5,656,454
Other Employee Costs	138,155	138,155	303,155
Borrowing Costs	0	0	0
Materials	1,300	1,300	741
Contracts & Consultancies	118,000	118,000	150,741
Legal Expenses	0	0	0
Depreciation	97	97	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	2,184	2,184	3,900
Internal Expenses	180,500	180,500	250,500
ABC Distribution	145,020	145,020	145,020
Internal Plant Hire	7,881	7,881	0
Total Expenditure	6,525,427	6,525,427	6,510,511
Net Operating Result for the year before Grants & Contributions provided for capital purposes	214,184	214,184	132,620
Capital Grants & Contributions	0	0	0
Operating Result for the Year	214,184	214,184	132,620

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
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	(97)	(97)	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	(97)	(97)	0
Adjust for Transfers to/from Reserves			
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
Net Service Result after Transfers to/from Reserves	0	0	0
NET RESULT	214,087	214,087	132,620

2022/23 DRAFT Budgeted Service Income Statement for Information Services & Corporate Systems			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(108,625)	0
Other Revenue	0	0	0
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	(125,000)	0
ABC Recovery	(2,378,581)	(2,378,581)	(2,378,581)
Internal Plant Hire	0	0	0
Total Income (Excluding Capital Grants & Contributions)	(2,378,581)	(2,612,206)	(2,378,581)
Expenditure			
Salaries, Wages & Oncosts	1,230,805	1,230,805	1,356,112
Other Employee Costs	0	0	0
Borrowing Costs	4,398	4,398	3,665
Materials	0	0	0
Contracts & Consultancies	42,000	42,000	305,000
Legal Expenses	0	0	0
Depreciation	452,810	452,810	480,526
Insurance Expenses	0	0	20,141
Donations, Contributions & Taxes	0	0	0
Administration Expenses	70,265	70,265	69,641
Other Operating Expenses	1,946,000	1,946,000	2,764,525
Subscriptions & Memberships	50,000	50,000	0
Internal Expenses	0	0	0
ABC Distribution	124,754	124,754	124,754
Internal Plant Hire	0	0	0
Total Expenditure	3,921,032	3,921,032	5,124,364
Net Operating Result for the year before Grants & Contributions provided for capital purposes	1,542,451	1,308,826	2,745,783
Capital Grants & Contributions	0	0	0
Operating Result for the Year	1,542,451	1,308,826	2,745,783

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
Capital Works - New	200,000	325,000	80,000
Capital Works - Upgrade	300,000	300,000	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	458,600	567,225	468,710
Depreciation	(452,810)	(452,810)	(480,526)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	8,822	8,822	8,274
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	514,612	748,237	76,458
Adjust for Transfers to/from Reserves			
Internal Reserves	(122,874)	(122,874)	0
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	0	0	0
Net Service Result after Transfers to/from Reserves	(122,874)	(122,874)	0
NET RESULT	1,934,189	1,934,189	2,822,241

2022/23 DRAFT Budgeted Service Income Statement for Corporate & Customer Experience			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	(62,245)	(62,245)	(63,900)
General User Fees	(3,154)	(3,154)	0
Interest Income	0	0	0
Operating Grants & Contributions	0	0	0
Other Revenue	(60,000)	(60,000)	(61,500)
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	0	0
ABC Recovery	(2,341,636)	(2,341,636)	(2,341,636)
Internal Plant Hire	0	0	0
Total Income (Excluding Capital Grants & Contributions)	(2,467,035)	(2,467,035)	(2,467,036)
Expenditure			
Salaries, Wages & Oncosts	1,731,665	1,731,665	1,629,238
Other Employee Costs	0	0	5,000
Borrowing Costs	319	319	479
Materials	23,830	23,830	10,000
Contracts & Consultancies	182,243	182,243	64,979
Legal Expenses	100,000	100,000	34,875
Depreciation	1,471	1,471	456
Insurance Expenses	870,073	870,073	973,281
Donations, Contributions & Taxes	0	0	0
Administration Expenses	39,029	39,029	62,608
Other Operating Expenses	22,504	22,504	0
Subscriptions & Memberships	19,754	19,754	18,227
Internal Expenses	8,000	8,000	8,000
ABC Distribution	472,997	472,997	472,997
Internal Plant Hire	0	0	0
Total Expenditure	3,471,885	3,471,885	3,280,140
Net Operating Result for the year before Grants & Contributions provided for capital purposes	1,004,850	1,004,850	813,104
Capital Grants & Contributions	0	0	0
Operating Result for the Year	1,004,850	1,004,850	813,104

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
Capital Works - New	21,900	21,900	0
Capital Works - Upgrade	0	0	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	0	0	0
Depreciation	(1,471)	(1,471)	(456)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	2,403	2,403	2,225
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	22,832	22,832	1,769
Adjust for Transfers to/from Reserves			
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
Net Service Result after Transfers to/from Reserves	0	0	0
NET RESULT	1,027,682	1,027,682	814,873

2022/23 DRAFT Budgeted Service Income Statement for People & Culture			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(21,754)	(21,754)	(186,290)
Other Revenue	0	0	0
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	0	0
ABC Recovery	(1,055,050)	(1,055,050)	(1,055,050)
Internal Plant Hire	0	0	0
Total Income (Excluding Capital Grants & Contributions)	(1,076,804)	(1,076,804)	(1,241,340)
Expenditure			
Salaries, Wages & Oncosts	494,682	494,682	541,016
Other Employee Costs	475,488	475,488	284,000
Borrowing Costs	0	0	0
Materials	6,700	6,700	0
Contracts & Consultancies	186,795	186,795	30,301
Legal Expenses	10,000	10,000	50,000
Depreciation	486	486	361
Insurance Expenses	0	0	0
Donations, Contributions & Taxes	0	0	0
Administration Expenses	22,889	22,889	49,007
Other Operating Expenses	0	0	0
Subscriptions & Memberships	25,000	25,000	32,500
Internal Expenses	0	0	0
ABC Distribution	59,245	59,245	59,245
Internal Plant Hire	0	0	0
Total Expenditure	1,281,285	1,281,285	1,046,430
Net Operating Result for the year before Grants & Contributions provided for capital purposes	204,481	204,481	(194,910)
Capital Grants & Contributions	0	0	0
Operating Result for the Year	204,481	204,481	(194,910)

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
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	(486)	(486)	(361)
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	(486)	(486)	(361)
Adjust for Transfers to/from Reserves			
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
Net Service Result after Transfers to/from Reserves	0	0	0
NET RESULT	203,995	203,995	(195,271)

2022/23 DRAFT Budgeted Service Income Statement for Safety & Risk			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(125,000)	(125,000)	(117,000)
Other Revenue	0	0	0
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	0	0
ABC Recovery	(362,670)	(362,670)	(362,670)
Internal Plant Hire	0	0	0
Total Income (Excluding Capital Grants & Contributions)	(487,670)	(487,670)	(479,670)
Expenditure			
Salaries, Wages & Oncosts	382,546	382,546	393,182
Other Employee Costs	0	0	3,000
Borrowing Costs	0	0	0
Materials	14,000	14,000	0
Contracts & Consultancies	65,000	65,000	0
Legal Expenses	0	0	0
Depreciation	0	0	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	0	0	0
Internal Expenses	0	0	0
ABC Distribution	23,307	23,307	23,307
Internal Plant Hire	0	0	0
Total Expenditure	484,853	484,853	419,489
Net Operating Result for the year before Grants & Contributions provided for capital purposes	(2,817)	(2,817)	(60,181)
Capital Grants & Contributions	0	0	0
Operating Result for the Year	(2,817)	(2,817)	(60,181)

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
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
Adjust for Transfers to/from Reserves			
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
Net Service Result after Transfers to/from Reserves	35,000	35,000	35,000
NET RESULT	32,183	32,183	(25,181)

2022/23 DRAFT Budgeted Service Income Statement for Works & Civil Management			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(314,421)	(314,421)	(41,734)
Interest Income	0	0	0
Operating Grants & Contributions	0	0	0
Other Revenue	(303,960)	(303,960)	(265,214)
Net Gains from Disposal of Assets	(1,240,382)	(1,240,382)	(1,535,117)
Internal Income	(1,389,425)	(1,389,425)	(1,525,325)
ABC Recovery	(679,878)	(679,878)	(679,878)
Internal Plant Hire	(7,875,783)	(7,875,783)	(7,976,273)
Total Income (Excluding Capital Grants & Contributions)	(11,803,849)	(11,803,849)	(12,023,541)
Expenditure			
Salaries, Wages & Oncosts	813,463	813,463	1,130,483
Other Employee Costs	4,000	4,000	8,000
Borrowing Costs	676	676	556
Materials	5,944,260	5,944,260	3,868,736
Contracts & Consultancies	345,921	345,921	446,872
Legal Expenses	0	0	0
Depreciation	2,925,244	2,925,244	2,980,727
Insurance Expenses	521,715	521,715	588,222
Donations, Contributions & Taxes	0	0	0
Administration Expenses	0	0	0
Other Operating Expenses	0	0	45,047
Subscriptions & Memberships	1,836	1,836	1,250
Internal Expenses	150,919	150,919	171,400
ABC Distribution	830,954	830,954	830,954
Internal Plant Hire	415	415	23,575
Total Expenditure	11,539,403	11,539,403	10,095,822
Net Operating Result for the year before Grants & Contributions provided for capital purposes	(264,446)	(264,446)	(1,927,719)
Capital Grants & Contributions	0	(500,000)	0
Operating Result for the Year	(264,446)	(764,446)	(1,927,719)

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
Capital Works - New	0	0	0
Capital Works - Upgrade	0	500,000	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	5,213,729	5,393,729	5,396,986
Depreciation	(2,925,244)	(2,925,244)	(2,980,726)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	1,298	1,298	1,218
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	2,289,783	2,969,783	2,417,478
Adjust for Transfers to/from Reserves			
Internal Reserves	(2,722,150)	(2,722,150)	(1,540,894)
External Reserves	1,097,525	1,097,525	512,219
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	(180,000)	0
S64 / S94 Contribution Reserves	0	0	0
Net Service Result after Transfers to/from Reserves	(1,624,625)	(1,804,625)	(1,028,675)
NET RESULT	400,712	400,712	(538,916)

2022/23 DRAFT Budgeted Service Income Statement for Emergency Services & Resilience			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(3,775,092)	(4,775,092)	(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
Total Income (Excluding Capital Grants & Contributions)	(3,775,092)	(4,775,092)	(597,320)
Expenditure			
Salaries, Wages & Oncosts	135,176	135,176	159,462
Other Employee Costs	0	0	0
Borrowing Costs	1,277	1,277	1,051
Materials	532,690	532,690	460,906
Contracts & Consultancies	2,700	632,204	274,557
Legal Expenses	0	0	0
Depreciation	155,316	155,316	171,877
Insurance Expenses	37,968	37,968	39,062
Donations, Contributions & Taxes	1,171,512	1,171,512	1,212,160
Administration Expenses	10,250	10,250	19,849
Other Operating Expenses	89,834	89,834	90,168
Subscriptions & Memberships	0	0	1,272
Internal Expenses	221,416	221,416	38,119
ABC Distribution	537	537	537
Internal Plant Hire	0	0	0
Total Expenditure	2,358,676	2,988,180	2,469,020
Net Operating Result for the year before Grants & Contributions provided for capital purposes	(1,416,416)	(1,786,912)	1,871,700
Capital Grants & Contributions	(736,793)	(1,572,919)	(28,500,000)
Operating Result for the Year	(2,153,209)	(3,359,831)	(26,628,300)

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
Capital Works - New	0	836,126	8,500,000
Capital Works - Upgrade	0	0	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	0	0	20,000,000
Depreciation	(155,316)	(155,316)	(171,877)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	2,453	2,453	2,302
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	(152,863)	683,263	28,330,425
Adjust for Transfers to/from Reserves			
Internal Reserves	0	(603,078)	0
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	(177,304)	796,270	(31,996)
S64 / S94 Contribution Reserves	0	0	0
Net Service Result after Transfers to/from Reserves	(177,304)	193,192	(31,996)
NET RESULT	(2,483,376)	(2,483,376)	1,670,129

2022/23 DRAFT Budgeted Service Income Statement for Strategic Infrastructure & Planning Coordination			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(59,663)	(59,663)	(56,305)
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
Total Income (Excluding Capital Grants & Contributions)	(59,663)	(59,663)	(56,305)
Expenditure			
Salaries, Wages & Oncosts	575,174	575,174	655,987
Other Employee Costs	0	0	0
Borrowing Costs	0	0	0
Materials	70,000	70,000	3,857
Contracts & Consultancies	117,325	117,325	71,296
Legal Expenses	0	0	0
Depreciation	0	0	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	0	0	0
Internal Expenses	40,500	40,500	48,500
ABC Distribution	55,702	55,702	55,702
Internal Plant Hire	1,404	1,404	0
Total Expenditure	860,105	860,105	835,342
Net Operating Result for the year before Grants & Contributions provided for capital purposes	800,442	800,442	779,037
Capital Grants & Contributions	0	0	0
Operating Result for the Year	800,442	800,442	779,037

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
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
Adjust for Transfers to/from Reserves			
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
Net Service Result after Transfers to/from Reserves	0	0	0
NET RESULT	800,442	800,442	779,037

2022/23 DRAFT Budgeted Service Income Statement for Roads & Drainage Infrastructure Delivery			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	(35,564)	(35,564)	(89,600)
General User Fees	(4,272,796)	(4,272,796)	(1,773,196)
Interest Income	(4,509)	(4,509)	(79,028)
Operating Grants & Contributions	(5,907,476)	(6,142,967)	(6,237,480)
Other Revenue	(41,493)	(41,493)	(30,000)
Net Gains from Disposal of Assets	0	0	0
Internal Income	(200,000)	(200,000)	0
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
Total Income (Excluding Capital Grants & Contributions)	(10,461,838)	(10,697,329)	(8,209,304)
Expenditure			
Salaries, Wages & Oncosts	4,668,142	4,668,142	6,732,805
Other Employee Costs	0	0	4,000
Borrowing Costs	436,308	436,308	407,859
Materials	1,740,582	1,740,582	2,027,549
Contracts & Consultancies	1,556,380	1,636,380	1,702,219
Legal Expenses	0	0	0
Depreciation	18,945,411	18,945,411	20,811,627
Insurance Expenses	2,352	2,352	2,587
Donations, Contributions & Taxes	0	0	0
Administration Expenses	2,773	2,773	0
Other Operating Expenses	319,931	319,931	460,782
Subscriptions & Memberships	8,196	8,196	4,550
Internal Expenses	288,297	288,297	334,015
ABC Distribution	1,973,431	1,973,431	1,973,431
Internal Plant Hire	4,880,816	4,880,816	3,022,512
Total Expenditure	34,822,619	34,902,619	37,483,936
Net Operating Result for the year before Grants & Contributions provided for capital purposes	24,360,781	24,205,290	29,274,632
Capital Grants & Contributions	(23,069,739)	(32,562,809)	(26,206,558)
Operating Result for the Year	1,291,042	(8,357,519)	3,068,074

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
Capital Works - New	600,000	1,258,803	707,000
Capital Works - Upgrade	13,286,867	21,083,871	4,106,000
Capital Works - Expansion	0	0	0
Capital Works - Renewal	20,058,500	20,997,399	28,347,150
Depreciation	(18,945,413)	(18,945,413)	(20,811,625)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	1,151,481	1,151,481	1,318,375
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	16,151,435	25,546,141	13,666,900
Adjust for Transfers to/from Reserves			
Internal Reserves	(2,400,852)	(3,302,989)	(6,113,583)
External Reserves	0	(8,599)	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	(3,520,978)	(2,326,387)	0
S64 / S94 Contribution Reserves	(679,148)	(679,148)	500,195
Net Service Result after Transfers to/from Reserves	(6,600,978)	(6,317,123)	(5,613,388)
NET RESULT	10,841,499	10,871,499	11,121,586

2022/23 DRAFT Budgeted Service Income Statement for Regional Airport			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(36,202)	(36,202)	(36,452)
Interest Income	0	0	0
Operating Grants & Contributions	(16,078)	(16,078)	(17,565)
Other Revenue	(6,405)	(6,405)	(3,056)
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
Total Income (Excluding Capital Grants & Contributions)	(58,685)	(58,685)	(57,073)
Expenditure			
Salaries, Wages & Oncosts	158,941	158,941	162,157
Other Employee Costs	0	0	0
Borrowing Costs	17,261	17,261	22,758
Materials	26,100	26,100	3,023
Contracts & Consultancies	56,474	56,474	5,546
Legal Expenses	0	0	0
Depreciation	220,002	220,002	215,588
Insurance Expenses	3,275	3,275	3,603
Donations, Contributions & Taxes	0	0	0
Administration Expenses	0	0	0
Other Operating Expenses	27,433	27,433	14,459
Subscriptions & Memberships	204	204	2,153
Internal Expenses	18,469	18,469	17,445
ABC Distribution	20,613	20,613	20,613
Internal Plant Hire	15,104	15,104	0
Total Expenditure	563,876	563,876	467,345
Net Operating Result for the year before Grants & Contributions provided for capital purposes	505,191	505,191	410,272
Capital Grants & Contributions	0	0	0
Operating Result for the Year	505,191	505,191	410,272

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
Capital Works - New	0	0	0
Capital Works - Upgrade	0	50,000	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	300,000	300,000	0
Depreciation	(220,002)	(220,002)	(215,588)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	121,491	121,491	115,670
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	201,489	251,489	(99,918)
Adjust for Transfers to/from Reserves			
Internal Reserves	0	0	0
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	(300,000)	(350,000)	0
S64 / S94 Contribution Reserves	0	0	0
Net Service Result after Transfers to/from Reserves	(300,000)	(350,000)	0
NET RESULT	406,680	406,680	310,354

2022/23 DRAFT Budgeted Service Income Statement for Quarries			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(319,548)	(319,548)	(6,140)
Interest Income	(2,850)	(2,850)	(3,628)
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
Total Income (Excluding Capital Grants & Contributions)	(322,398)	(322,398)	(9,768)
Expenditure			
Salaries, Wages & Oncosts	104,663	104,663	128,401
Other Employee Costs	0	0	0
Borrowing Costs	0	0	0
Materials	124,000	124,000	29,129
Contracts & Consultancies	50,200	50,200	332,500
Legal Expenses	0	0	0
Depreciation	29,631	29,631	29,443
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	13,670	13,670	15,818
ABC Distribution	9,161	9,161	9,161
Internal Plant Hire	50,930	50,930	0
Total Expenditure	382,255	382,255	544,452
Net Operating Result for the year before Grants & Contributions provided for capital purposes	59,857	59,857	534,684
Capital Grants & Contributions	(13,979)	(13,979)	(24,563)
Operating Result for the Year	45,878	45,878	510,121

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
Capital Works - New	0	0	33,000
Capital Works - Upgrade	0	0	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	83,000	83,000	0
Depreciation	(29,631)	(29,631)	(29,443)
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	53,369	53,369	3,557
Adjust for Transfers to/from Reserves			
Internal Reserves	(113,226)	(113,226)	(538,241)
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	13,979	13,979	24,563
Net Service Result after Transfers to/from Reserves	(99,247)	(99,247)	(513,678)
NET RESULT	0	0	0

2022/23 DRAFT Budgeted Service Income Statement for Parks & Open Spaces			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	(6,190)	(6,190)	0
General User Fees	(484,890)	(484,890)	(645,927)
Interest Income	0	0	(3,084)
Operating Grants & Contributions	0	0	0
Other Revenue	(243,180)	(243,180)	(152,447)
Net Gains from Disposal of Assets	0	0	0
Internal Income	(1,000,000)	(1,000,000)	(1,000,000)
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
Total Income (Excluding Capital Grants & Contributions)	(1,734,260)	(1,734,260)	(1,801,458)
Expenditure			
Salaries, Wages & Oncosts	2,282,240	2,282,240	3,850,629
Other Employee Costs	0	0	0
Borrowing Costs	86,178	86,178	80,257
Materials	617,849	617,849	445,443
Contracts & Consultancies	2,756,314	2,800,712	2,803,170
Legal Expenses	0	0	0
Depreciation	2,327,971	2,327,971	2,531,997
Insurance Expenses	210,257	210,257	231,282
Donations, Contributions & Taxes	29,527	29,527	29,527
Administration Expenses	4,000	4,000	6,224
Other Operating Expenses	189,753	189,753	116,696
Subscriptions & Memberships	2,676	2,676	1,737
Internal Expenses	560,155	560,155	871,217
ABC Distribution	834,046	834,046	834,046
Internal Plant Hire	1,170,339	1,170,339	96,000
Total Expenditure	11,071,305	11,115,703	11,898,225
Net Operating Result for the year before Grants & Contributions provided for capital purposes	9,337,045	9,381,443	10,096,767
Capital Grants & Contributions	(7,820,367)	(10,619,926)	(1,177,352)
Operating Result for the Year	1,516,678	(1,238,483)	8,919,415

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
Capital Works - New	8,253,000	8,078,591	0
Capital Works - Upgrade	2,023,694	4,868,580	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	2,145,021	2,932,120	1,300,000
Depreciation	(2,327,971)	(2,327,971)	(2,531,997)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	242,672	242,672	226,477
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	10,336,416	13,793,992	(1,005,520)
Adjust for Transfers to/from Reserves			
Internal Reserves	(2,473,344)	(3,114,184)	(491,315)
External Reserves	(25,000)	(25,000)	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	(856,508)	(898,083)	0
S64 / S94 Contribution Reserves	(471,100)	(471,100)	974,936
Net Service Result after Transfers to/from Reserves	(3,825,952)	(4,508,367)	483,621
NET RESULT	8,027,142	8,047,142	8,397,516

2022/23 DRAFT Budgeted Service Income Statement for Buildings & Facilities			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(229,933)	(229,933)	(198,478)
Net Gains from Disposal of Assets	0	0	0
Internal Income	0	0	0
ABC Recovery	(266,907)	(266,907)	(266,907)
Internal Plant Hire	0	0	0
Total Income (Excluding Capital Grants & Contributions)	(496,840)	(496,840)	(465,385)
Expenditure			
Salaries, Wages & Oncosts	412,327	412,327	797,816
Other Employee Costs	0	0	0
Borrowing Costs	12,470	12,470	11,687
Materials	87,400	87,400	3,072
Contracts & Consultancies	1,043,743	1,043,743	71,447
Legal Expenses	0	0	22,909
Depreciation	720,169	720,169	1,287,114
Insurance Expenses	155,924	155,924	171,516
Donations, Contributions & Taxes	0	0	0
Administration Expenses	0	0	288
Other Operating Expenses	145,760	145,760	305,724
Subscriptions & Memberships	0	0	0
Internal Expenses	501,793	501,793	409,079
ABC Distribution	184,009	184,009	184,009
Internal Plant Hire	5,164	5,164	0
Total Expenditure	3,268,759	3,268,759	3,264,661
Net Operating Result for the year before Grants & Contributions provided for capital purposes	2,771,919	2,771,919	2,799,276
Capital Grants & Contributions	(265,608)	(16,370,490)	(9,032,593)
Operating Result for the Year	2,506,311	(13,598,571)	(6,233,317)

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
Capital Works - New	0	0	8,146,000
Capital Works - Upgrade	6,235,000	10,991,452	68,000
Capital Works - Expansion	0	0	0
Capital Works - Renewal	695,608	11,812,658	2,046,593
Depreciation	(720,169)	(720,169)	(1,287,115)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	35,713	35,713	33,321
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	6,246,152	22,119,654	9,006,799
Adjust for Transfers to/from Reserves			
Internal Reserves	(6,617,000)	(6,344,087)	(725,000)
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	(230,000)	(271,533)	0
S64 / S94 Contribution Reserves	0	0	0
Net Service Result after Transfers to/from Reserves	(6,847,000)	(6,615,620)	(725,000)
NET RESULT	1,905,463	1,905,463	2,048,482

2022/23 DRAFT Budgeted Service Income Statement for Saleyards			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(329,474)	(329,474)	(289,988)
Interest Income	(2,309)	(2,309)	(4,607)
Operating Grants & Contributions	0	0	0
Other Revenue	(1,228)	(1,228)	(1,288)
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
Total Income (Excluding Capital Grants & Contributions)	(333,011)	(333,011)	(295,883)
Expenditure			
Salaries, Wages & Oncosts	91,433	91,433	156,636
Other Employee Costs	0	0	0
Borrowing Costs	1,993	1,993	2,996
Materials	4,105	4,105	5,181
Contracts & Consultancies	117,915	117,915	102,061
Legal Expenses	0	0	0
Depreciation	74,581	74,581	105,504
Insurance Expenses	3,827	3,827	4,210
Donations, Contributions & Taxes	0	0	0
Administration Expenses	0	0	0
Other Operating Expenses	10,601	10,601	10,522
Subscriptions & Memberships	4,440	4,440	1,944
Internal Expenses	18,319	18,319	24,127
ABC Distribution	22,072	22,072	22,072
Internal Plant Hire	0	0	0
Total Expenditure	349,286	349,286	435,253
Net Operating Result for the year before Grants & Contributions provided for capital purposes	16,275	16,275	139,370
Capital Grants & Contributions	(100,000)	(100,000)	0
Operating Result for the Year	(83,725)	(83,725)	139,370

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
Capital Works - New	657,458	657,458	
Capital Works - Upgrade	618,650	618,650	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	198,480	198,480	158,000
Depreciation	(74,581)	(74,581)	(105,504)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	15,017	15,017	13,906
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	1,415,024	1,415,024	66,402
Adjust for Transfers to/from Reserves			
Internal Reserves	(432,299)	(432,299)	(205,772)
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	(899,000)	(899,000)	0
S64 / S94 Contribution Reserves	0	0	0
Net Service Result after Transfers to/from Reserves	(1,331,299)	(1,331,299)	(205,772)
NET RESULT	0	0	0

2022/23 DRAFT Budgeted Service Income Statement for Holiday Parks			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(7,278,009)	(7,278,009)	(4,250,284)
Interest Income	(1,180)	(1,180)	(57,730)
Operating Grants & Contributions	(40,290)	(40,290)	(25,224)
Other Revenue	(10,200)	(10,200)	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
Total Income (Excluding Capital Grants & Contributions)	(7,329,679)	(7,329,679)	(4,333,238)
Expenditure			
Salaries, Wages & Oncosts	117,576	117,576	119,179
Other Employee Costs	0	0	0
Borrowing Costs	0	0	0
Materials	293,850	293,850	210,415
Contracts & Consultancies	2,322,445	2,322,445	2,534,342
Legal Expenses	0	0	198
Depreciation	470,467	470,467	698,477
Insurance Expenses	36,273	36,273	39,900
Donations, Contributions & Taxes	319,700	319,700	430,663
Administration Expenses	141,035	141,035	107,644
Other Operating Expenses	329,710	329,710	378,045
Subscriptions & Memberships	8,628	8,628	8,673
Internal Expenses	1,318,171	1,318,171	1,306,478
ABC Distribution	124,164	124,164	124,164
Internal Plant Hire	3,591	3,591	2,370
Total Expenditure	5,485,610	5,485,610	5,960,548
Net Operating Result for the year before Grants & Contributions provided for capital purposes	(1,844,069)	(1,844,069)	1,627,310
Capital Grants & Contributions	(6,339,744)	(6,339,744)	(2,500,000)
Operating Result for the Year	(8,183,813)	(8,183,813)	(872,690)

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
Capital Works - New	35,000	35,000	2,675,000
Capital Works - Upgrade	0	0	1,900,000
Capital Works - Expansion	0	0	0
Capital Works - Renewal	8,200,000	8,200,000	8,500,000
Depreciation	(470,467)	(470,467)	(698,477)
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	7,764,533	7,764,533	12,376,523
Adjust for Transfers to/from Reserves			
Internal Reserves	0	0	0
External Reserves	479,536	479,536	(11,503,833)
Unspent Loans	0	0	0
Unexpended Grant Reserves	(60,256)	(60,256)	0
S64 / S94 Contribution Reserves	0	0	0
Net Service Result after Transfers to/from Reserves	419,280	419,280	(11,503,833)
NET RESULT	0	0	0

2022/23 DRAFT Budgeted Service Income Statement for Watercycle			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
Rates Income	0	0	0
Annual Charges	(2,639,993)	(2,639,993)	(2,575,008)
User Charges	(13,127,655)	(13,127,655)	(15,764,000)
Statutory & Regulatory User Charges	(13,031)	(13,031)	(40,700)
General User Fees	(1,499,080)	(1,499,080)	(2,292,235)
Interest Income	(345,952)	(345,952)	(632,081)
Operating Grants & Contributions	(949,260)	(949,260)	(348,147)
Other Revenue	(165,827)	(165,827)	(140,596)
Net Gains from Disposal of Assets	(380,135)	(380,135)	(449,382)
Internal Income	(621,373)	(621,373)	(727,573)
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
Total Income (Excluding Capital Grants & Contributions)	(19,742,306)	(19,742,306)	(22,969,722)
Expenditure			
Salaries, Wages & Oncosts	2,163,308	2,163,308	3,244,701
Other Employee Costs	400	400	400
Borrowing Costs	1,485,952	1,485,952	1,546,764
Materials	1,999,593	1,999,593	1,332,054
Contracts & Consultancies	2,529,614	2,529,614	1,563,047
Legal Expenses	0	0	7,000
Depreciation	6,142,519	6,142,519	6,688,985
Insurance Expenses	74,568	74,568	81,888
Donations, Contributions & Taxes	0	0	0
Administration Expenses	20,976	20,976	24,839
Other Operating Expenses	895,561	895,561	258,258
Subscriptions & Memberships	16,728	16,728	17,143
Internal Expenses	1,525,902	1,525,902	912,274
ABC Distribution	2,559,113	2,559,113	2,559,113
Internal Plant Hire	581,999	581,999	579,750
Total Expenditure	19,996,233	19,996,233	18,816,216
Net Operating Result for the year before Grants & Contributions provided for capital purposes	253,927	253,927	(4,153,506)
Capital Grants & Contributions	(2,308,386)	(2,308,386)	(5,621,796)
Operating Result for the Year	(2,054,459)	(2,054,459)	(9,775,302)

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
Capital Works - New	1,470,000	1,470,000	2,702,000
Capital Works - Upgrade	9,961,000	9,980,902	3,174,500
Capital Works - Expansion	0	0	0
Capital Works - Renewal	7,421,614	8,638,471	24,064,261
Depreciation	(6,142,519)	(6,142,519)	(6,688,986)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	1,169,065	1,169,065	1,086,588
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	13,879,160	15,115,919	24,338,363
Adjust for Transfers to/from Reserves			
Internal Reserves	0	0	0
External Reserves	(13,633,087)	(14,869,846)	(15,822,857)
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	1,808,386	1,808,386	1,259,796
Net Service Result after Transfers to/from Reserves	(11,824,701)	(13,061,460)	(14,563,061)
NET RESULT	0	0	0

2022/23 DRAFT Budgeted Service Income Statement for Sewer Services			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
Rates Income	0	0	0
Annual Charges	(18,451,648)	(18,451,648)	(18,610,383)
User Charges	(1,626,675)	(1,626,675)	(2,240,000)
Statutory & Regulatory User Charges	(6,448)	(6,448)	(40,400)
General User Fees	(1,022,336)	(1,022,336)	(636,757)
Interest Income	(161,517)	(161,517)	(230,286)
Operating Grants & Contributions	(188,303)	(188,303)	(366,690)
Other Revenue	(21,197)	(21,197)	(25,285)
Net Gains from Disposal of Assets	(82,055)	(82,055)	(48,005)
Internal Income	(380,202)	(505,202)	(496,028)
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
Total Income (Excluding Capital Grants & Contributions)	(21,940,381)	(22,065,381)	(22,693,834)
Expenditure			
Salaries, Wages & Oncosts	1,286,661	1,286,661	1,180,407
Other Employee Costs	0	0	0
Borrowing Costs	3,587,134	3,587,134	3,797,628
Materials	1,400,927	1,400,927	1,467,000
Contracts & Consultancies	2,249,592	2,249,592	1,249,000
Legal Expenses	0	0	0
Depreciation	8,929,578	8,929,578	9,112,699
Insurance Expenses	0	0	0
Donations, Contributions & Taxes	0	0	0
Administration Expenses	158	158	576
Other Operating Expenses	828,541	878,541	682,795
Subscriptions & Memberships	0	0	0
Internal Expenses	338,410	463,410	285,782
ABC Distribution	36,918	36,918	36,918
Internal Plant Hire	677,299	677,299	598,815
Total Expenditure	19,335,218	19,510,218	18,411,620
Net Operating Result for the year before Grants & Contributions provided for capital purposes	(2,605,163)	(2,555,163)	(4,282,214)
Capital Grants & Contributions	(997,862)	(997,862)	(1,442,787)
Operating Result for the Year	(3,603,025)	(3,553,025)	(5,725,001)

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
Capital Works - New	1,718,608	1,560,024	271,500
Capital Works - Upgrade	1,231,000	1,231,000	4,824,348
Capital Works - Expansion	0	0	0
Capital Works - Renewal	6,564,071	7,064,071	2,288,368
Depreciation	(8,929,578)	(8,929,578)	(9,112,700)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	4,716,715	4,716,715	5,247,500
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	5,300,816	5,642,232	3,519,016
Adjust for Transfers to/from Reserves			
Internal Reserves	0	0	0
External Reserves	(2,695,653)	(3,087,069)	763,198
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	997,862	997,862	1,442,787
Net Service Result after Transfers to/from Reserves	(1,697,791)	(2,089,207)	2,205,985
NET RESULT	0	0	0

2022/23 DRAFT Budgeted Service Income Statement for Floodplain & Estuary Management			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(91,200)	(91,200)	(91,200)
Other Revenue	0	0	0
Net Gains from Disposal of Assets	0	0	0
Internal Income	(614,859)	(614,859)	(97,883)
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
Total Income (Excluding Capital Grants & Contributions)	(706,059)	(706,059)	(189,083)
Expenditure			
Salaries, Wages & Oncosts	894,060	894,060	863,284
Other Employee Costs	0	0	0
Borrowing Costs	36,026	36,026	40,287
Materials	140,650	140,650	14,610
Contracts & Consultancies	147,633	735,077	60,136
Legal Expenses	0	0	0
Depreciation	1,553,979	1,553,979	1,699,557
Insurance Expenses	0	0	0
Donations, Contributions & Taxes	0	0	0
Administration Expenses	157	157	288
Other Operating Expenses	15,459	15,459	6,944
Subscriptions & Memberships	0	0	2,266
Internal Expenses	31,500	31,500	33,916
ABC Distribution	208,235	208,235	208,235
Internal Plant Hire	66,650	66,650	0
Total Expenditure	3,094,349	3,681,793	2,929,523
Net Operating Result for the year before Grants & Contributions provided for capital purposes	2,388,290	2,975,734	2,740,440
Capital Grants & Contributions	0	(380,000)	0
Operating Result for the Year	2,388,290	2,595,734	2,740,440

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
Capital Works - New	0	0	0
Capital Works - Upgrade	0	0	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	1,281,745	1,281,745	230,000
Depreciation	(1,553,979)	(1,553,979)	(1,699,557)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	114,710	114,710	215,265
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	(157,524)	(157,524)	(1,254,292)
Adjust for Transfers to/from Reserves			
Internal Reserves	(400,633)	(400,633)	(116,000)
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	0	0	0
Net Service Result after Transfers to/from Reserves	(400,633)	(400,633)	(116,000)
NET RESULT	1,830,133	2,037,577	1,370,148

2022/23 DRAFT Budgeted Service Income Statement for Environment & Planning			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(45,004)	(45,004)	(43,304)
ABC Recovery	(376,806)	(376,806)	(376,806)
Internal Plant Hire	0	0	0
Total Income (Excluding Capital Grants & Contributions)	(421,810)	(421,810)	(420,110)
Expenditure			
Salaries, Wages & Oncosts	426,664	426,664	431,842
Other Employee Costs	4,000	4,000	0
Borrowing Costs	0	0	0
Materials	0	0	0
Contracts & Consultancies	0	0	0
Legal Expenses	0	0	0
Depreciation	0	0	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	1,848	1,848	0
Internal Expenses	8,000	8,000	8,000
ABC Distribution	382,136	382,136	382,136
Internal Plant Hire	0	0	0
Total Expenditure	822,648	822,648	821,978
Net Operating Result for the year before Grants & Contributions provided for capital purposes	400,838	400,838	401,868
Capital Grants & Contributions	0	0	0
Operating Result for the Year	400,838	400,838	401,868

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
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
Adjust for Transfers to/from Reserves			
Internal Reserves	(90,009)	(90,009)	(129,911)
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	0	0	0
Net Service Result after Transfers to/from Reserves	(90,009)	(90,009)	(129,911)
NET RESULT	310,829	310,829	271,957

2022/23 DRAFT Budgeted Service Income Statement for Regulatory Services			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(97,822)	(97,822)	(122,654)
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
Total Income (Excluding Capital Grants & Contributions)	(97,822)	(97,822)	(122,654)
Expenditure			
Salaries, Wages & Oncosts	678,744	678,744	878,998
Other Employee Costs	0	0	0
Borrowing Costs	803	803	978
Materials	1,855	1,855	14,507
Contracts & Consultancies	73,700	218,700	160,200
Legal Expenses	0	0	0
Depreciation	673	673	698
Insurance Expenses	235	235	259
Donations, Contributions & Taxes	0	0	0
Administration Expenses	1,100	1,100	0
Other Operating Expenses	5,979	5,979	5,318
Subscriptions & Memberships	10,500	10,500	0
Internal Expenses	74,321	74,321	104,028
ABC Distribution	151,546	151,546	151,546
Internal Plant Hire	0	0	0
Total Expenditure	999,456	1,144,456	1,316,532
Net Operating Result for the year before Grants & Contributions provided for capital purposes	901,634	1,046,634	1,193,878
Capital Grants & Contributions	0	0	0
Operating Result for the Year	901,634	1,046,634	1,193,878

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
Capital Works - New	0	30,000	10,000
Capital Works - Upgrade	0	24,000	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	0	0	0
Depreciation	(673)	(673)	(699)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	4,152	4,152	3,854
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	3,479	57,479	13,155
Adjust for Transfers to/from Reserves			
Internal Reserves	0	(56,000)	0
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	0	0	0
Net Service Result after Transfers to/from Reserves	0	(56,000)	0
NET RESULT	905,113	1,048,113	1,207,033

2022/23 DRAFT Budgeted Service Income Statement for Natural Resource Management			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(51,807)
Operating Grants & Contributions	(382,386)	(422,386)	(332,000)
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
Total Income (Excluding Capital Grants & Contributions)	(382,386)	(422,386)	(383,807)
Expenditure			
Salaries, Wages & Oncosts	617,326	617,326	576,571
Other Employee Costs	0	0	1,800
Borrowing Costs	0	0	0
Materials	137,816	137,816	370,566
Contracts & Consultancies	85,804	290,451	90,833
Legal Expenses	0	0	0
Depreciation	183	183	288
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	17,242	17,242	16,000
ABC Distribution	129,441	129,441	129,441
Internal Plant Hire	63,416	63,416	107,800
Total Expenditure	1,051,228	1,255,875	1,293,299
Net Operating Result for the year before Grants & Contributions provided for capital purposes	668,842	833,489	909,492
Capital Grants & Contributions	0	(8,000)	0
Operating Result for the Year	668,842	825,489	909,492

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
Capital Works - New	0	28,000	0
Capital Works - Upgrade	0	0	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	0	0	0
Depreciation	(183)	(183)	(288)
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	(183)	27,817	(288)
Adjust for Transfers to/from Reserves			
Internal Reserves	(81,089)	(265,736)	43,386
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	(25,000)
S64 / S94 Contribution Reserves	0	0	0
Net Service Result after Transfers to/from Reserves	(81,089)	(265,736)	18,386
NET RESULT	587,570	587,570	927,590

2022/23 DRAFT Budgeted Service Income Statement for Waste Services			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
Rates Income	0	0	0
Annual Charges	(10,713,572)	(10,713,572)	(10,255,117)
User Charges	0	0	0
Statutory & Regulatory User Charges	0	0	0
General User Fees	(8,951,896)	(8,951,896)	(5,836,055)
Interest Income	(147,680)	(147,680)	(184,679)
Operating Grants & Contributions	(209,100)	(209,100)	(186,100)
Other Revenue	(562,466)	(562,466)	(782,235)
Net Gains from Disposal of Assets	(57,662)	(57,662)	(141)
Internal Income	(3,343,962)	(3,343,962)	(3,338,971)
ABC Recovery	0	0	0
Internal Plant Hire	0	0	0
Total Income (Excluding Capital Grants & Contributions)	(23,986,338)	(23,986,338)	(20,583,298)
Expenditure			
Salaries, Wages & Oncosts	1,231,154	1,231,154	1,322,524
Other Employee Costs	0	0	0
Borrowing Costs	327,131	327,131	331,477
Materials	104,300	104,300	308,290
Contracts & Consultancies	7,147,134	7,440,045	9,977,435
Legal Expenses	0	0	0
Depreciation	1,281,689	1,281,689	1,260,217
Insurance Expenses	18,559	18,559	20,470
Donations, Contributions & Taxes	3,600,000	3,600,000	3,227,017
Administration Expenses	15,903	15,903	13,222
Other Operating Expenses	5,767	12,767	86,769
Subscriptions & Memberships	46,460	46,460	45,496
Internal Expenses	3,285,279	3,285,279	3,235,888
ABC Distribution	513,669	513,669	513,669
Internal Plant Hire	328,523	328,523	203,975
Total Expenditure	17,905,568	18,205,479	20,546,449
Net Operating Result for the year before Grants & Contributions provided for capital purposes	(6,080,770)	(5,780,859)	(36,849)
Capital Grants & Contributions	0	0	(1,000,000)
Operating Result for the Year	(6,080,770)	(5,780,859)	(1,036,849)

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
Capital Works - New	3,800,000	3,800,000	1,220,000
Capital Works - Upgrade	407,142	409,890	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	0	0	122,468
Depreciation	(1,281,689)	(1,281,689)	(1,260,218)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	649,984	649,984	609,751
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	3,575,437	3,578,185	692,001
Adjust for Transfers to/from Reserves			
Internal Reserves	2,482,664	2,187,005	3,244,836
External Reserves	22,669	15,669	(2,899,988)
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	0	0	0
Net Service Result after Transfers to/from Reserves	2,505,333	2,202,674	344,848
NET RESULT	0	0	0

2022/23 DRAFT Budgeted Service Income Statement for Cemeteries			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
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	(620,000)	(620,000)	(618,460)
Interest Income	0	0	0
Operating Grants & Contributions	0	0	0
Other Revenue	(1,428)	(1,428)	(1,309)
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
Total Income (Excluding Capital Grants & Contributions)	(621,428)	(621,428)	(619,769)
Expenditure			
Salaries, Wages & Oncosts	365,009	365,009	356,178
Other Employee Costs	0	0	0
Borrowing Costs	199	199	300
Materials	67,870	67,870	209,586
Contracts & Consultancies	63,439	63,439	74,688
Legal Expenses	0	0	0
Depreciation	75,988	75,988	33,950
Insurance Expenses	995	995	1,095
Donations, Contributions & Taxes	0	0	0
Administration Expenses	0	0	0
Other Operating Expenses	0	0	0
Subscriptions & Memberships	0	0	0
Internal Expenses	67,871	67,871	78,215
ABC Distribution	51,652	51,652	51,652
Internal Plant Hire	18,987	18,987	1,800
Total Expenditure	712,010	712,010	807,464
Net Operating Result for the year before Grants & Contributions provided for capital purposes	90,582	90,582	187,695
Capital Grants & Contributions	0	0	0
Operating Result for the Year	90,582	90,582	187,695

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
Capital Works - New	0	0	18,000
Capital Works - Upgrade	40,000	40,000	0
Capital Works - Expansion	0	0	0
Capital Works - Renewal	30,000	30,000	15,000
Depreciation	(75,988)	(75,988)	(33,949)
Employee Leave Accruals	0	0	0
Employee Leave Paid	0	0	0
Loan Funds Received	0	0	0
Loan Repayments (Principal Only)	1,501	1,501	1,390
Long Term Debtor Repayments	0	0	0
Total Balance Sheet Movements / Non-Cash Adjustments	(4,487)	(4,487)	441
Adjust for Transfers to/from Reserves			
Internal Reserves	(60,000)	(60,000)	0
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	0	0	0
Net Service Result after Transfers to/from Reserves	(60,000)	(60,000)	0
NET RESULT	26,095	26,095	188,136

2022/23 DRAFT Budgeted Service Income Statement for Environmental Services			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	(371,388)	(371,388)	(398,309)
General User Fees	(4,434)	(4,434)	(1,150)
Interest Income	0	0	0
Operating Grants & Contributions	0	0	0
Other Revenue	(5,916)	(5,916)	(11,109)
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
Total Income (Excluding Capital Grants & Contributions)	(381,738)	(381,738)	(410,568)
Expenditure			
Salaries, Wages & Oncosts	381,014	381,014	548,235
Other Employee Costs	0	0	0
Borrowing Costs	0	0	0
Materials	2,250	2,250	1,200
Contracts & Consultancies	55,560	55,560	75,000
Legal Expenses	0	0	0
Depreciation	0	0	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	0	0	0
Internal Expenses	21,500	21,500	35,000
ABC Distribution	378,129	378,129	378,129
Internal Plant Hire	0	0	0
Total Expenditure	838,453	838,453	1,037,564
Net Operating Result for the year before Grants & Contributions provided for capital purposes	456,715	456,715	626,996
Capital Grants & Contributions	0	0	0
Operating Result for the Year	456,715	456,715	626,996

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
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
Adjust for Transfers to/from Reserves			
Internal Reserves	(173,001)	(173,001)	(443,347)
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	0	0	0
Net Service Result after Transfers to/from Reserves	(173,001)	(173,001)	(443,347)
NET RESULT	283,714	283,714	183,649

2022/23 DRAFT Budgeted Service Income Statement for Building & Planning Services			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	(2,173,045)	(2,373,045)	(2,251,750)
General User Fees	(150,294)	(150,294)	(108,749)
Interest Income	(28,029)	(28,029)	(30,627)
Operating Grants & Contributions	0	0	0
Other Revenue	(22,370)	(22,370)	(11,762)
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
Total Income (Excluding Capital Grants & Contributions)	(2,373,738)	(2,573,738)	(2,402,888)
Expenditure			
Salaries, Wages & Oncosts	2,511,806	2,511,806	2,764,075
Other Employee Costs	0	0	0
Borrowing Costs	0	0	0
Materials	7,500	7,500	6,581
Contracts & Consultancies	65,000	65,000	138,431
Legal Expenses	0	0	6,451
Depreciation	11,685	11,685	12,111
Insurance Expenses	0	0	0
Donations, Contributions & Taxes	208,000	208,000	178,823
Administration Expenses	0	0	0
Other Operating Expenses	0	0	0
Subscriptions & Memberships	15,252	15,252	11,796
Internal Expenses	69,500	69,500	69,500
ABC Distribution	755,321	755,321	755,321
Internal Plant Hire	0	0	0
Total Expenditure	3,644,064	3,644,064	3,943,089
Net Operating Result for the year before Grants & Contributions provided for capital purposes	1,270,326	1,070,326	1,540,201
Capital Grants & Contributions	(124,702)	(124,702)	(216,191)
Operating Result for the Year	1,145,624	945,624	1,324,010

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
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	(11,685)	(11,685)	(12,111)
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	(11,685)	(11,685)	(12,111)
Adjust for Transfers to/from Reserves			
Internal Reserves	(15,000)	(15,000)	(95,000)
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	124,702	124,702	246,818
Net Service Result after Transfers to/from Reserves	109,702	109,702	151,818
NET RESULT	1,243,641	1,043,641	1,463,717

2022/23 DRAFT Budgeted Service Income Statement for Land Use Planning			
Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Income			
Rates Income	0	0	0
Annual Charges	0	0	0
User Charges	0	0	0
Statutory & Regulatory User Charges	(113,406)	(113,406)	(154,500)
General User Fees	0	0	0
Interest Income	(396)	(396)	(1,044)
Operating Grants & Contributions	(12,287)	(12,287)	(22,879)
Other Revenue	(77,458)	(77,458)	(77,318)
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
Total Income (Excluding Capital Grants & Contributions)	(203,547)	(203,547)	(255,741)
Expenditure			
Salaries, Wages & Oncosts	1,388,237	1,388,237	1,048,120
Other Employee Costs	0	0	300
Borrowing Costs	0	0	0
Materials	56,050	56,050	51,578
Contracts & Consultancies	383,663	235,163	214,500
Legal Expenses	0	0	0
Depreciation	0	0	0
Insurance Expenses	0	0	0
Donations, Contributions & Taxes	612	612	5,609
Administration Expenses	1,000	1,000	0
Other Operating Expenses	0	0	0
Subscriptions & Memberships	576	576	0
Internal Expenses	63,993	63,993	63,978
ABC Distribution	197,097	197,097	197,097
Internal Plant Hire	0	0	0
Total Expenditure	2,091,228	1,942,728	1,581,182
Net Operating Result for the year before Grants & Contributions provided for capital purposes	1,887,681	1,739,181	1,325,441
Capital Grants & Contributions	0	0	0
Operating Result for the Year	1,887,681	1,739,181	1,325,441

Description	Original Adopted Budget 2021/22	Current Revised Budget 2021/22	DRAFT Budget 2022/23
Balance Sheet Movements / Non-Cash Adjustments			
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
Adjust for Transfers to/from Reserves			
Internal Reserves	(49,032)	(49,032)	0
External Reserves	0	0	0
Unspent Loans	0	0	0
Unexpended Grant Reserves	0	0	0
S64 / S94 Contribution Reserves	(80,000)	(80,000)	18,257
Net Service Result after Transfers to/from Reserves	(129,032)	(129,032)	18,257
NET RESULT	1,758,649	1,610,149	1,343,698

Clarence Valley Council

Resourcing Strategy



- **Long Term Financial Plan**
- **Workforce Management Strategy**
- **Asset Management Plan**

**2022/2023 –
to be tabled**

