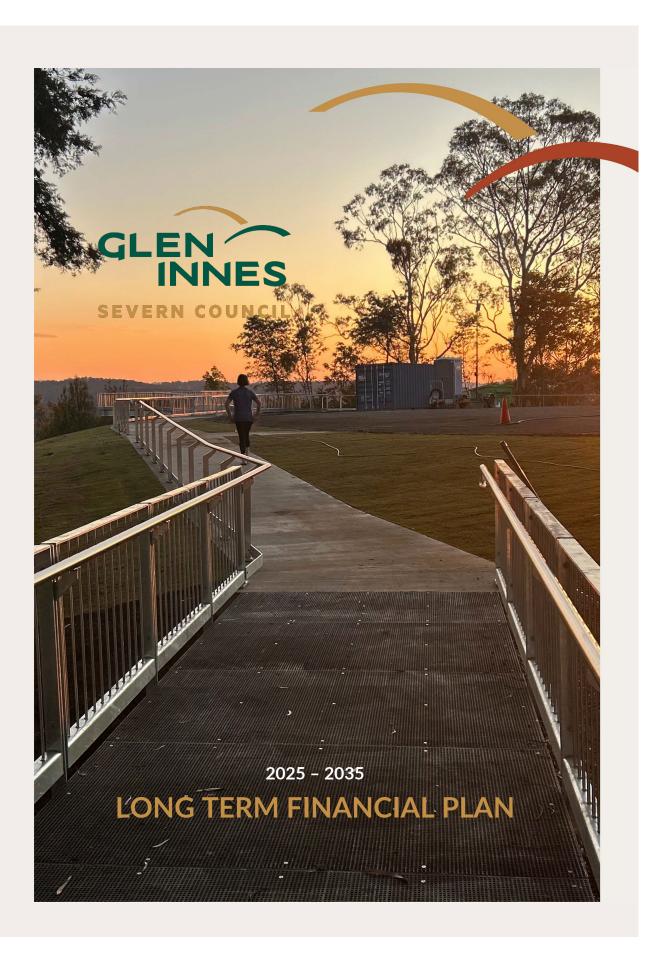
Glen Innes Severn Council Meeting 19 JUNE 2025

Annexures

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EXECUTIVE SUMMARY

What are the challenges we face?

All councils are required to complete a Long-Term Financial Plan (LTFP) as part of the Resourcing Strategy that informs the Delivery Program. Financial planning supports the delivery and realisation of a council's vision, as set out in the Community Strategic Plan, while ensuring a council's continued financial sustainability. The LTFP addresses challenging questions:

- How financially resilient are we?
- Are community assets fit for purpose?
- Can we afford what the community is asking for?
- What are the opportunities for new revenue and economic growth?
- What funding is required to implement the community's priorities and a council's Delivery Program?

The average operating performance ratio of NSW councils has steadily declined from 9.8% in 2016/17 to 1.5% in 2023-24. 47 NSW councils reported an operating deficit in 2023-24, this represents 40% of councils that submitted their financial statements. 35 councils met none or only one of the three key financial sustainability benchmarks and sixteen councils have insufficient cash, to meet three months of their expenses ¹.

Other challenges facing councils include the long term financial structure issue, with ongoing core costs outpacing revenue growth, placing pressure on councils' cash position and the Cost Shifting – LGNSW 2023 report identified that the average NSW ratepayer paid some \$460 to fund services/responsibilities transferred from state government.

What we know

Glen Innes Severn Council operates General, Water and Sewer Funds, along with a domestic waste business. The General Fund financial position is unsustainable at the current levels of expenditure and income due to a range of issues. These include the long-term impacts of rate capping with rates income capped and expenses uncapped driven by economic conditions such as inflation and the cost of wages.

Cost shifting from state government to local government, such as Internal Audit and Risk Committee obligations and the emergency service levy, and more recently grant-funded construction of new assets, impose additional operating costs on councils.

Council's general fund average forecast operating results is a \$4.7 million deficit for the period 2025/26 to 2034/35. The unrestricted cash position for General Fund, a negative \$1.195 million for 2023/24 requires urgent attention which Council is addressing. Should this remain low over

¹ Local Government 2024 Report – NSW Auditor General's Report, Audit Office of NSW.

the longer term it will be a challenge to effectively manage without significant cost reductions or increased income.

Council has started to address the operating deficit position with an independent financial sustainability assessment that improved the operating deficit position of General Fund from \$6.1 million average per year to \$4.7 million for the Base Case, with a further improvement savings of \$1.05 million, over five years, included in Sustainability and Growth & Prosperity scenarios.

As part of this review Council also undertook a review of its asset management strategy and plans including the renewal and maintenance requirements. The revised asset management strategy and plans include the required level of investment to implement the asset strategies and plans to address the asset backlog ratio of 8.0%.

To ensure the ongoing review of services and operations Council has created Elevate 360 Improvement Plan that aims to deliver further efficiencies, customer service improvements and potential savings, including annual service reviews.

These changes have led to an improvement in sustainability along with potential future improvements. Alone they will not be sufficient for Council to be financially sustainable. In simple terms, Council is not collecting enough money each year to adequately cover the increasing cost of its current services, operations and maintain community infrastructure.

The Delivery Program does not provide for new services or any increase in services or service levels. However, the following additional programs that have been identified by the community through the IP&R, Community Strategic Planning process are:

- Economic Strategy Program
- Health Services Facilitation Program
- Housing Facilitation Program
- Our Towns Improvement Program
- Town Hall Master Planning and Activation.

The proposed special rate variations are, firstly a Sustainability Scenario (2 Year SRV) to fund what is required to deliver the current services and asset programs, and for Council to address the unrestricted cash position of General Fund and achieve financial sustainability by 2028/29. Secondly the Growth & Prosperity scenarios (2 Year and 3 Year SRV's) that build on the sustainability scenario to include funding to deliver the additional programs detailed above.

What are our scenarios?

To achieve financial sustainability, deliver current services, maintain fit for purpose infrastructure and provide the growth and prosperity programs, Council requires a permanent special rate increase from 1 July 2026. This includes the expected rate peg increases that Council would have otherwise increased rates by.

Council has an obligation to ensure that it manages its financial resources sustainably, including having adequate revenue to cover expenditure. This LTFP assesses Councils current and future financial position – the Base Case (managed decline) scenario, should Council continue as it is currently without any SRV. The LTFP also includes modelling of different scenarios for a Special Rate Variation to increase rates. All SRV scenarios were designed to:

- generate an operating surplus, before capital income
- ensure Council is able to fully fund its required renewal and maintenance
- ensure Council is able to maintain a positive unrestricted cash position
- ensure Council delivers all its improvement program initiatives
- enable Council to deliver the growth and prosperity programs

The options were for relatively similar increases overall, the difference between them was the number of years it would take to implement the full extent of the rate rise. These options are outlined in the table below.

Council's preferred scenario and option was the Growth & Prosperity over three years, for community engagement, being mindful to limit the higher increases under the two-year SRV options.

Table 1 Proposed SRV increases

Scenario	2026-27	2027-28	2028-29	Cumulative increase over SRV period	Comparison increase at 2028/29
Base Case (Managed Decline) - Rate Peg	3.5%	3.0%	3.0%		
Sustainability Scenario > 2 Year SRV	28.5%	21.0%		55.49%	60.15%
Growth & Prosperity Scenario > 2 Year SRV	31.50%	23.0%		61.75%	66.60%

Scenario	2026-27	2027-28	2028-29	Cumulative increase over SRV period	Comparison increase at 2028/29
Growth & Prosperity Scenario 3 Year SRV	26.5%	20.0%	11.0%	68.50%	68.50%

The special rate variations shown in all the scenarios address the ongoing deficits seen in the base case and allows Council to maintain surpluses: that is, revenues will fully cover expected operating expenditure and address the long term unrestricted cash. The base case (managed decline) scenario is not sustainable as it is. Significant cost reductions of approximately \$4.7 million per year would be required for this to be financially viable. Achieving such cost reductions would result in significant reductions to Council services.

What are the financial outcomes?

All proposed special rate variation scenarios will achieve Council's objective of being financially sustainable by 2028/29, with ongoing surplus for the remainder of the LTFP forecast period. The Sustainability Scenario will address the unrestricted cash position of Council's General Fund operation and deliver on current services and maintain community assets.

The Growth & Prosperity Scenarios additionally generates required funding to deliver the community identified growth programs to enhance community services and facilities with a positive impact on the local economy.

Community Engagement Response by Council

Council undertook a comprehensive community engagement program for the proposed SRV scenarios as part of the 'Shaping Tomorrow' Community Engagement Program. The program also included engagement on Council's vision and strategic objectives, and its goal to achieve financial sustainability. A variety of communication channels were used to share information and collect community feedback including face-to face and online meetings, videos, direct mail, radio, press and social media. The key community response themes were:

- Affordability
- Level of income
- Council to deliver basic services
- Further cost savings

Having listened to the Community, consider the feedback and capacity to pay Council has responded with the following changes that propose a revised SRV option:

- We have moved the financial sustainability objective out one year from 2028/29 to 2029/30.
- We have spread the sustainability SRV option increases from 2 years to 3 years.
- We have included additional business improvement savings of \$65K per annum for 5 years (\$165K per annum).
- Through the recent review of depreciation, we have improved the bottom line by a further \$350K per annum.
- Responding to concerns about affordability for pensioners and we have increased
 the pensioner concession to \$300 with a voluntary Council increase of \$50 for
 every pensioner to the current \$250 pensioner concession, approximately \$50K
 annual cost.
- With these changes we have reduced the investment in Economic Development, Health, and Housing programs from \$500k to \$300k per annum - this still enables Council to help address the key barriers to population retention and growth.
- After the two village sessions in Deepwater and Emmaville, it is clear that we need to do more for our villages, and therefore we will proceed with the "Our Towns" improvement programs of up to \$200K per year - the development of precinct plans for Red Range, Deepwater, Emmaville and Glencoe, which will identify that the improvement programs will commence in 2025/26.
- We will defer the improvements to our Town Hall until suitable grant funding becomes available.
- For DWM charges, we have only increased the charges for two years at 25% per year, down from a 100% increase.

These changes have resulted in a revised SRV option – Sustainability Revised Scenario – 3 Year SRV, as detailed below.

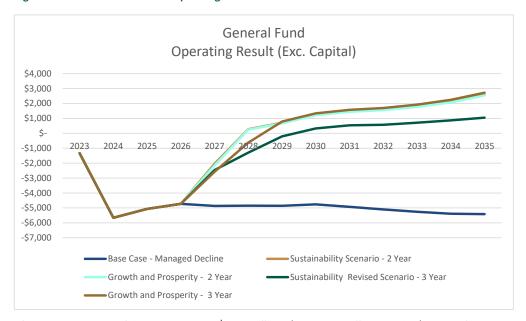
Table 2 Sustainability Revised Scenario

Scenario	2026-27	2027-28	2028-29	Cumulative increase over SRV period	Comparison increase at 2028/29
Base Case (Managed Decline) - Rate Peg	3.5%	3.0%	3.0%		
Sustainability Revised Scenario > 3 Year SRV	21.5%	12.0%	9.0%	48.3%	48.3%

The following General Fund forecast operating result demonstrates the financial sustainability of Council from 2028/29 for the original SRV scenarios and 2029/30 for

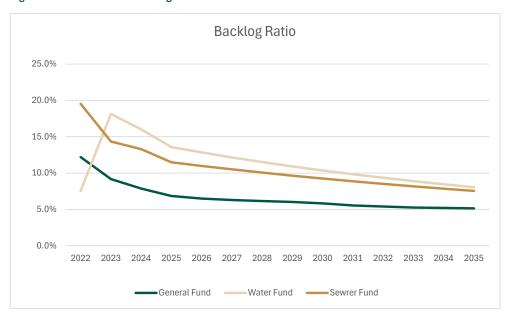
the Sustainability Revised scenario. (Note: The 2-year sustainability scenario is the same as the 2-year growth & prosperity scenario below).

Figure 1 General fund forecast operating result



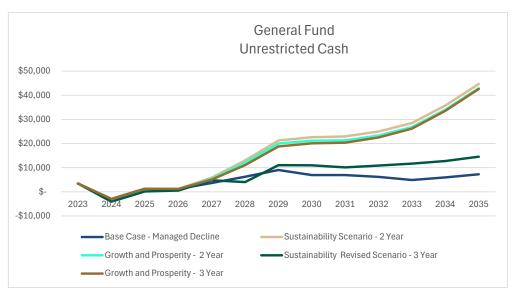
The average annual investment of \$8.1 million (same for all scenarios), over the LTFP forecast period, in the asset renewal program, has a positive impact on the renewal and backlog log ratios as detailed in the following figure.

Figure 2 Forecast asset backlog ratio



In addition to addressing the operating deficits and achieving financial sustainability, the additional income also addresses the unrestricted cash position over the 10-year forecast period. The revised SRV scenario also includes the reintroduction of limited funded internal reserves in 2028, as detailed in the figure below.

Figure 3 General fund forecast unrestricted cash position



All councils need to hold sufficient unrestricted cash balance. It is good practice that councils have a level of unrestricted cash to at least cover the next four months of day-to-day operating expenditure, at which point councils start to collect the majority of its rates revenue for that quarter.

In the General Fund, Council must also hold cash for particular purposes as required by a variety of legislation, for example developer contributions and domestic waste management. Once these amounts are removed from total cash, what is left is Council's unrestricted cash position. As the figure above indicates, Council's General Fund unrestricted cash for 2023/24 is negative, which Council needs to address urgently and is forecast to return to positive through the 10-year forecast. Council will closely monitor its ongoing unrestricted cash position.

The General Funds' overall estimated cash position also improves over the forecast period, for all of the SRV scenarios.

Sound financial management encourages planning for modest operating surpluses and building of unrestricted cash reserves over time, which has been achieved in the Sustainability Revised scenario. This enables councils to respond to events that cannot be predicted or planned for in their LTFP.

Glen Innes Severn Council has experienced these events and, while the future is unpredictable on what exactly will occur, it is prudent that it plans for similar unplanned expenditure in the future.



INTRODUCTION

Message from the General Manager

Glen Innes Severn Council plays a pivotal role in the social and economic wellbeing of the community. This role takes many forms including the provision of day-to-day services such as waste collection and water, the delivery and maintenance of infrastructure, caring for the community through children, youth and aged care programs, building community pride by delivering events, or making sure we feel proud about our region through caring for

our parks and recreation areas. Just as importantly, Council advocates to other levels of government about issues important to our residents, e.g. health and transport.

Glen Innes Severn Council's Long-Term Financial Plan (LTFP) for 2025-2035 sets out how council will allocate its financial resources to delivering these services and activities on behalf of the community. Most importantly, the LTFP provides the background for the newly elected Council to make decisions about financial sustainability going forward.

An important task of the new Council after the September 2024 election will be the development of a new Community Strategic Plan (CSP).

The LTFP is reviewed and refreshed every year. The current LTFP reflects the new CSP and Delivery Program (DP) set by the newly elected Council and has a financial sustainability pathway that includes some resources for growth.

In closing, I would like to extend my sincere thanks and appreciation to the Management Executive Team and Council's Chief Financial Officer and Staff who have been involved in the preparation of this Long-Term Financial Plan 2025-2035, for their very valued contributions.

Bernard Smith

General Manager

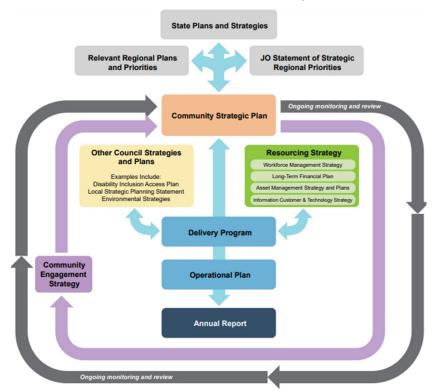
The Integrated Planning and Reporting Framework

The New South Wales (NSW) Government requires all councils, as part of the Integrated Planning and Reporting (IP&R) Framework, to have certain key documents that are updated at specific cyclic intervals. These are the:

- Community Strategic Plan (at least ten years)
- Delivery Program (four years)
- Operational Plan (one year)
- Resourcing Strategy (at least ten years).

The Resourcing Strategy must contain a Long-Term Financial Plan, Workforce Management Plan and Asset Management Plan. These are required for a council to identify the financial, human and infrastructure resources it needs to implement the Community Strategic Plan and support the council's Delivery Program.

Figure 4 Office of Local Government IP&R Guidelines - the IP&R cycle



What is a Long-Term Financial Plan?

The Long-Term Financial Plan (LTFP) is a 10-year forecast that informs decision making and demonstrates how the objectives of the Community Strategic Plan and commitments of the Delivery Program and Operating Plan will be resourced and funded. The LTFP captures the financial implications of asset management and workforce planning. The LTFP includes the following detail:

- the planning assumptions used to develop the LTFP
- projected income and expenditure, balance sheet and cash-flow statement
- sensitivity analysis and testing
- financial modelling for different scenarios
- methods of monitoring financial performance.

The LTFP forecasts must be updated annually.

Our Long-Term Financial Plan

Our LTFP acts as a tool for Council and the community to use in deciding what resources Council needs to apply to deliver on the outcomes contained in the Community Strategic Plan, through its Delivery Program.

The LTFP seeks to answer the following questions:

- Can we survive the financial pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- How can we go about achieving these outcomes?

In particular, our LTFP will model the financial implications of the Community Strategic Plan strategies, along with the ability to maintain existing services, facilities and infrastructure based on a range of assumptions and within any known constraints.

To provide this planning, Council has a long-term financial forecasting model which provides a budgetary projection (from a surplus and deficit perspective) for a ten-year period. The projection can be shown across Consolidated, General, Water, Sewer and Domestic Waste Management positions. This model was used to prepare our LTFP and will be reviewed on an annual basis.

The model has been informed by our asset management planning documents, the Workforce Management Plan and the Elevate 360 Improvement Plan, in addition to a range of assumptions based on the best available data to guide forward forecasts. This forms the basis for the ten-year projections presented in our LTFP.

CONTEXT

About our LGA

Located in the New England region of New South Wales, the Glen Innes Severn Shire local government area (*LGA*) serves a community of 8,922 residents spread across 5,487 square kilometres. The Ngoorabul people are the traditional owners of the area, living and traditionally roaming between Glen Innes and the coast.

The LGA contains 11,190 square kilometres of National Parks and 231 square kilometres of State Forests. It has a strong agricultural and mining history, with livestock, forestry and agriculture still forming some of the area's key economic activities today. Tourism also forms a major part of the LGA's economy, alongside construction, health care and public administration which provide a slightly lesser economic output for the area.

The Glen Innes Severn Shire's estimated resident population is forecast to reduce to 8,100 by 2031, a decline of 9%.

Sound Financial Management Principles

Councils operate in a highly regulated environment, driven by legislation and state strategies, including NSW Local Government Act 1993. The Act defines the scope and boundaries of a council's role and the way it must conduct its business.

Section 8B of the Local Government Act requires all NSW councils to apply specific principles to ensure sound financial management. These principles serve to guide decision-making and provide a basis against which a council's financial strategy can be tested, reviewed and revised.

These principles require our Council to:

- spend responsibly and sustainably, aligning general revenue and expenses.
- invest in responsible and sustainable infrastructure for the benefit of the local community.
- have effective financial and asset management, including sound policies and processes for performance management and reporting, asset maintenance and enhancement, funding decisions, and risk management practices.
- have regard to achieving intergenerational equity, including ensuring policy decisions are made after considering the financial effects on future generations and the current generation funds the costs of its services.

Financial Sustainability in Local Government

A financially sustainable council is one that has the ability to fund ongoing service delivery and renew and replace assets without imposing excessive debt or rate increases on future generations. This definition has been translated into four key financial sustainability principles:

- Council must achieve a **fully funded operating position** reflecting that it collects enough revenue to fund operational expenditure, repayment of debt and depreciation.
- Council must maintain sufficient cash reserves to ensure it can meet its short-term working capital requirements.
- Council must have a **fully funded capital program**, where the source of funding is identified and secured for both capital renewal and new capital works.
- Council must maintain its asset base, by renewing identified ageing infrastructure, and ensuring cash reserves are set aside for those works yet to be identified.
- Council should have regard to achieving intergenerational equity.

These objectives are the foundation for sound financial management and a financially sustainable council that has the financial capacity to deliver the required services to its community over the long term.

Council's Financial Environment

Like other councils in New South Wales, our ability to align rating revenues with the increased cost of providing local government services has been restrained by rate pegging since the 1970s. This is a legislative instrument whereby the maximum increase in rating revenues is set by NSW Independent Pricing and Regulatory Tribunal (IPART). The base rate peg for NSW councils for 2025/26 was set at 3.6%, with an additional allowance for population growth. This means that some councils have rate pegs up to 7.6%. Glen Innes Severn Councils (GISC) rate peg for 2024/25 was set at 4.8% and for 2025/26 at 4.4%

To assist in mitigating the impacts of rate pegging, Council continually seeks to achieve operational and service efficiencies and find better ways to do things. Annual expenditure levels have often been based on what Council can afford with the funding that is available. In addition, Council actively pursues grants and carefully manages its income and expenditure through the use of sound financial reporting systems and regular budgetary monitoring.

The main challenge we are facing is the need for Council to remain financially sustainable and able to generate sufficient funding to deliver current services and renew essential community assets, with consideration of growth demands and opportunities.

Council's budget continues to face significant pressures including:

- an increasing burden as a result of cost shifting from other levels of government.
- additional costs of construction, operating and maintaining new assets.

- increasing costs to procure goods and services, which have been consistently higher than rate pegging increases.
- greater competition in the allocation of external funding.
- a rates base that likely remains stagnant, due to a predicted contraction in population with the LGA.
- community expectations, regulatory demands and environmental standards continuing to increase.

These factors mean that, as with many councils in NSW, GISC is faced with an income gap, with costs increasing at a greater rate than revenue. This imbalance is also projected to grow over the term of our LTFP.

STRATEGIC ALIGNMENT

Community Strategic Plan

Our draft Community Strategic Plan 2025-2035 outlines the community's and Council's goals and priorities for the next ten years. Following extensive community engagement, a number of recurring themes arose, and these themes have informed the five objectives of our Community Strategic Plan:

- Thriving & connected community
- Prosperous & diverse economy
- Fit for the future infrastructure
- Protected & enhanced environment
- Open & collaborative leadership

These objectives each feed into the overarching vision of 'Transforming today for a thriving tomorrow'. All of Council's activities are aligned with these five objectives and seek to achieve the aims and vision of our Community Strategic Plan. In addition to incorporating the overall vision and objectives, Council's Delivery Program identifies the activities that will provide the programs, services and projects that ensure our residents enjoy where they live and work.

Our LTFP provides the detail on how Council will resource these activities in order to realise the objectives of the Community Strategic Plan.

Workforce Management Strategy

The overarching objectives of Council's Workforce Management Strategy 2025-2029, are to:

- link the Workforce Management Strategy to the Strategic Goals of the Delivery Program so that the workforce is capable, motivated and available, now and into the future, to meet the needs of the community it serves.
- integrate the Workforce Management Strategy into the Resourcing Strategy so that works, projects, programs and services are funded, resourced and delivered in accordance with the priorities of the Operational Plan(s).
- develop a Workforce Management Strategy that is linked to the Council's strategic, operational and organisational objectives.

The Workforce Action Plan 2025-2029, which is part of the Workforce Management Strategy 2025-29, links directly to the LTFP through the following strategies:

- The Workforce Action Plan informs the LTFP through key inputs and focused, measurable actions.
- The total reward offering is affordable, contributes to the achievement of strategic and operational goals and is of value to employees.
- Line leaders understand and undertake their people and business management accountabilities.

- Organisation goals and performance expectations are clearly communicated and understood.
- Workers' compensation and injury management programs mitigate organisation risk.
- The Workforce Health and Safety (WHS) Plan meets legislative, regulatory and organisation requirement.

All scenarios in this LTFP assumes that Council manages its operations to maintain the current workforce size, in terms of total full-time equivalent staff (FTE), over the forecast period. Employee Benefits Expenses increase by indexation only.

Asset Management Strategy and Plans

Council is the custodian of assets with a gross replacement value of \$635.2 million and a depreciated value of approximately \$413.1 million as at 30 June 2024, which are classified across seven asset classes, as set out in the table below.

Table 3 Asset class values as at 30 June 2024

Asset class	Gross replacement cost	Net carrying amount	Annual depreciation	
Roads	\$293,335,000	\$208,249,000	\$4,024,000	
Bridges	\$83,261,000	\$52,501,000	\$826,000	
Water	\$56,381,000	\$29,311,000	\$718,000	
Sewerage	\$42,230,000	\$23,207,000	\$537,000	
Urban Drainage	\$20,514,000	\$11,603,000	\$209,000	
Buildings, Land and Structures	\$115,016,000	\$72,607,000	\$2,063,000	
Plant and Equipment (non-infrastructure)	\$24,442,000	\$15,658,000	\$1,019,000	
Total	\$635,179,000	\$413,136,000	\$9,396,000	

As custodian of these assets, Council is responsible for establishing and implementing optimal asset management strategies and practices that enable the assets to be sustained, and related levels of service acceptable to the community to be provided at the minimal life cycle cost, whilst controlling exposure to risk and loss.

Council's Asset Management Strategy (October 2024) provides an assessment of the asset management processes and develops a set of goals, including:

• To ensure that decisions/actions regarding planning, purchase, installation, operation and maintenance of Council's assets will be done in a manner compliant with legislative requirements, codes and standards.

- To update plans upon receipt of significant new data or adoption of new asset management techniques.
- To maintain the integrity of asset data.
- To continue to improve asset condition assessment and modelling of this data.
- To maintain and refine the effective risk management framework and systems.
- To continue to optimize Council's asset management system and processes.

The seven asset classes included in the Asset Management Strategy form the basis of the seven main Asset Management Plans, with a core Asset Management Plan that covers the common components across all the plans. All scenarios in this LTFP assumes that Council expend the planned renewal and maintenance set out in their current asset management plans, which includes:

- 1. Core Asset Management Plan
- 2. Roads Asset Management Plan
- 3. Urban Drainage Asset Management
- 4. Water Asset Management Plan
- 5. Sewerage Asset Management Plan
- 6. Building, Structures and Land Asset Management Plan
- 7. Bridges Asset Management Plan
- 8. Plant and Fleet Asset Management Plan.

CURRENT FINANCIAL POSITION

Financial Sustainability Review

An independent review of Council's financial position and outlook was undertaken in November 2024. The approach was to develop a 10-year fully integrated forecasting model, which included Council's asset strategy and plans, workforce requirements, loans and cashflows.

The financial modelling included a base case, which forecasted Council's financial position if it continues to deliver services and maintain assets as it currently does, as well as a scenario that modelled alternative, more financially sustainable options. This modelling allowed us to:

- Prioritise planned operating and capital initiatives.
- Incorporate both growth assumptions and pricing assumptions based on relevant drivers.
- Build in funding options, including grants and debt options.
- Perform sensitivity/scenario analysis.
- Analyse the financial position of different funds (General, Water and Sewer) as well as Council's consolidated position.

The review found that Council is forecasting sufficient resources in its Asset Management Plans to maintain its capital program and to adequately invest in renewal and maintenance of assets. This is not just to maintain existing assets at their current condition, but also to prudently invest in bringing its asset back to a satisfactory condition over the longer term (this is seen in the declining backlog ratio).

While the Water and Sewer funds retain operating surpluses over the 10-year forecast, the General Fund is forecasted to retain persistent deficits, averaging \$6.1 million per year, in the base case scenario. The positive operating results in the Water and Sewer funds partially mask the negative outlook in the General Fund, when these results are consolidated.

An assessment of the following sustainability recommendations was undertaken to help address Council's financial sustainability challenges:

- 1. Undertake a full review of domestic and non-domestic waste income and costs, including compliance obligations, future remediation and new cell expenditure needs, FOGO 2030, along with funding options. (Councils are required to maintain separate accounting and reporting for domestic waste).
- 2. Review Water and Sewer funds income and expenditure, including the level of capital expenditure.
- 3. Review Domestic Waste, Water and Sewer Fund overhead allocations methodology and ensure it is considered in determining pricing.
- 4. Develop a pricing approach and options analysis that fully cover the expenditures for Domestic and Non-domestic Waste, Water and Sewer funds.
- 5. Develop a recommended pricing strategy.

- 6. Develop a service review program and/or a council-wide improvement plan, with a focus on areas for potential service cost reductions.
- 7. Determine the need to increase rates revenue possibly through an SRV option.

The following strategic actions, from the recommendations, have been included in Council's LTFP Base Case (Managed Fund) scenario.

- Waste Pricing Review for DWM over three years and non-DWM \$395k in 2025/26.
- Overhead allocation review with an increase to General Fund of \$761 pa commencing in 2025/26.

The balance of the strategic actions, detailed below, have been included in the SRV scenarios:

- Elevate 360 Improvement Plan of \$500k, \$100k pa for 5 years, commencing in 2026/27.
- Depreciation Review with an estimated decrease in costs of \$550k, commencing from 2026/27.

Implementing these strategic actions has improved General Funds' ongoing operating deficits to an average of \$4.1 million per year from 2026/27. Therefore, three SRV scenarios have been developed for Council to achieve financial sustainability:

- Sustainability Scenario (2-year SRV)
- Growth and Prosperity Scenario (2 and 3-year SRV's)

In considering the community engagement feedback and further improvement plan work, the following additional sustainability strategic actions have been included in Council's refined SRV option – Sustainability Revised Scenario:

- Moved the financial sustainability objective out one year from 2028/29 to 2029/30
- Spread the sustainability SRV option increases from 2 years to 3 years.
- Included additional business improvement savings of \$65K per annum for 5 years (\$165K per annum).
- The recent review of depreciation has improved by a further \$350K per annum.
- Increased the pensioner concession to \$300 with a voluntary Council increase of \$50 for every pensioner to the current \$250 pensioner concession, approximately \$50K.
- Reduced the investment in Economic Development, Health, and Housing programs from \$500k to \$300k per annum.
- Proceed with the "Our Towns" improvement programs of up to \$200K per year for the four villages.
- Defer the improvements to our Town Hall until suitable grant funding becomes available.
- The DWM charges, we only increased by 25% per year for two years, down from a 100% increase.
- Reintroduce limited internal reserves in 2028.

Implementing these revised actions creates a sustainable Council in 2029/30 under the Sustainability Revised Scenario – 3-year SRV.

Long-Term Financial Plan assumptions

The long-term financial model requires Council to identify all material items of revenue and expenditure and determine the external and internal influences that could significantly impact on Council's finances.

In preparing the Long-Term Financial Plan, the following underpinning planning assumptions have been adopted:

- The rate peg, which outlines the allowable indexation of ordinary and special rate revenue, has been assumed to fall from the 4.4% approved for 2025/26 to 3.5% for 2026/27 and to 3.0% from 2027/28 onwards.
- The Reserve Bank of Australia (RBA) forecasted Consumer Price Index (CPI) have been used as the basis for indexation of annual charges and fees, other revenue materials and contracts expense, depreciation and other expenses. From 2025/26, when the RBA forecasts end, CPI of 2.5% has been assumed, which is the midpoint of the RBA's stated target range for inflation.
- Staff costs have been indexed to align with the stated increases in the NSW Local Government Award, falling to 2.5% indexation by 2025/26. Total FTE levels have been assumed to remain stable throughout the LTFP forecast period.
- The interest rate that Council would receive on cash is assumed to remain steady at 4% over the LTFP forecast period, which variable interest on debt assumed to be 2% higher at 6% over the LTFP forecast period. This assumption reflects the current general expectation that the recent cash rate increases implemented by the RBA will be sufficient to bring inflation back to the 2% to 3% target range.
- The LTFP model assumes population growth averaging 0.1% per annum and growth in the number of rate assessment properties averaging 0.5% over the LTFP forecast period.
- Assumed borrowings include Council's current loans, and two additional loans as below:
 - \$2 million to fund housing strategy to be drawn down in 2025/26.
 - \$5 million to fund office accommodation to be drawn down in 2025/26 and 2026/27.
- Current confirmed and expected capital grants for at least the next five years replaces the proposed loans in the Roads Asset Management Plan 2022 (October 2024).
- Asset maintenance and renewal expenditure aligns to the planned expenditure stated in Council's current asset management plans. The roads renewal has been increased in 2025/26 to match the RTR funding. The \$5 million expenditure on Council office accommodation in 2025-26 and 2026-27 is to be funded from loans. For the all the scenarios, there is additional average annual spend of \$1.5 million to fund new assets and the building renewal programs.

• A financial assessment and a review of the 10-year Waste & Recovery Plan for the Domestic Waste Management (DWM) business was completed. The 10-year Plan identified a number of operational and compliance activities and Capital Projects, with an estimated expenditure of \$5.2 million over the 10 years. The comprehensive review of the DWM funding requirements identified the need for pricing analysis to fund the DWM business over 10 years. Council is proposing a two year pricing strategy of 25% per year to increase the annual charges. These increases better align to prices of surrounding councils. These are detailed in Council's Operational Plan – Rating and Revenue Policy Statement section.

Refer to Appendix A: below for more detail on the LTFP assumptions.

Current Financial Position

The 2023/24 financial statements have been finalised with the auditor 'Disclaimer of Opinion 'as they were unable to obtain sufficient appropriate audit evidence for an audit opinion. From a financial sustainability position the negative unrestricted cash of \$1.195 million as of 30 June 2024 needs to be addressed as a matter of urgency.

Council operates General, Water and Sewer funds and Domestic Waste. The analysis of the current position includes the statements for 2023/24 financial statements, the 2024/25 final budget and the 2025/26 budget, that includes the waste pricing and overhead reallocation outcomes.

While Council reported small surpluses of \$253 thousand and \$304 thousand on a consolidated level for 2021/22 and 2022/23 respectively, the deficit for 2023/24 is \$4.3 million and an estimated deficit of \$3.8 million for 2024/25 financial year.

Surpluses in the Water and the Sewer funds, have partly offset deficits in the General Fund in 2021/22 and 2022/23. The General Fund deficits have grown from \$201 thousand in 2021/22 to \$5.6 million in 2023/24, with an improvement for the 2025/26 budget to a \$4.7 million deficit. This financial position of the General Fund is unsustainable for Council.

Figure 5 Operating results excluding capital - Each fund and whole of council.



Financial Performance Targets

The Office of Local Government (OLG) requires Council to report against a range of financial performance targets in their financial statements. The following performance indicators measure Council's broader financial performance and position, measuring both recurrent operations and capital sustainability. These same indicators have been used to review Council's LTFP forecasts as part of assessing the long-term financial health of the organisation and its capacity to fund any proposed delivery program.

These performance targets, at a consolidated level, show that Council does not achieve the benchmark level for own source revenue, which leaves it more exposed to State and Federal level policy changes that would impact the level of grant funding it would receive. Council's operating performance moves outside of the benchmark with deficits in the two budget years. The General Fund is more unsustainable than the consolidated view, with lower own source revenue ratios, negative operating performance ratios in all four years.

Asset ratios at both the consolidated and General Fund level show adequate investments in assets to maintain current conditions and to reduce the backlog over time, even though the backlog ratio is above the 2% benchmark in all four years.

Table 4 Consolidated current financial performance indicators

Financial	What is being	.	Performance				
indicator	measured? 2	Target	2021-22	2022-23	2023-24	2024-25	
Operating performance ratio	Whether Council is sustainable in terms of its operating result.	>0%	1.2%	4.4%	-11.2%	-10.9%	
Own source revenue	Council's ability to fund its own expenditure.	>60%	45.8%	42.7%	39.1%	51.2%	
Cash expense cover ratio	How many months Council could fund its operation from its current cash and deposits.	>3 months	12.0 12.2 months		11.2 months	11.9 months	
Debt service cover ratio	Whether Council can cover its debt repayments from cash generated from operations.	>2 times	3.38x	4.5x	2.89x	3.44x	
Asset renewal ratio (buildings and infrastructure)	spending enough on asset renewals to		122%	199%	229%	135%	
Infrastructure backlog ratio	The ratio of renewal backlog against net carrying value of assets this reflects the success of Council's strategies to invest in asset renewals.	<2%	12%	10%	9.2%	8%	
Asset maintenance ratio The level of maintenance required to maintain Council's current assets.		>100%	154%	79%	91%	109%	

 $^{^2}$ The calculation for each measure can be found on pages 104-105 of the Office of Local Government's <u>Local Government Code of Accounting Practice and Financial Reporting 2023/24</u>.

Table 5 General Fund current financial performance indicators

Financial	What is being	- ,	Performance				
indicator	measured? ³	Target	2021-22	2022-23	2023/24	2024-25	
Operating performance ratio	Whether Council is sustainable in terms of its operating result.	>0%	-0.7%	-0.3%	-21.5%	-17.8%	
Own source revenue	Council's ability to fund its own expenditure.	>60%	37.5%	35.8%	30.4%	43.4%	
Cash expense cover ratio	How many months Council could fund its operation from its 3 10.4		11.7 months	7.7 months	9.0 months		
Debt service cover ratio	Whether Council can cover its debt repayments from cash generated from operations.	er its debt ayments from cash erated from \$\frac{2}{\times}\$ times \$\frac{3.28x}{4.02}\$		4.02x	1.94x	3.28x	
Asset renewal ratio (buildings and infrastructure)	(buildings spending enough on asset renewals to		146%	207%	333%	132%	
Infrastructure backlog ratio	The ratio of renewal backlog against net carrying value of assets this reflects the success of Council's strategies to invest in asset renewals.	<2%	12%	9%	82%	7%	
Asset maintenance ratio The level of maintenance required to maintain Council's current assets.		>100%	161%	70%	85%	114%	

 $^{^3}$ The calculation for each measure can be found on pages 104-105 of the Office of Local Government's <u>Local Government Code of Accounting Practice and Financial Reporting 2023/24</u>.

SCENARIO MODELLING

Financial modelling helps Council to identify financial issues at an earlier stage and gauge the effect of these issues in the longer term. The longer the planning horizon, the more general the plan will become in its later years. For example, the final year of a 10-year plan is unlikely to include specific detail; rather, it will project likely outcomes.

As decisions are made, more detail can be added to the LTFP. For example, as the council finalises its Deliver Program, the first 4 years of the LTFP will become firmer. As each Operational Plan is completed, the detailed budget will inform the next year of the LTFP. The diagram below shows the relationships.

Figure 6 Long Term Financial Plan - Time horizon

Financial year ending on 30 June			1	2	3	4	5	6	7	8	9	10
Actual	Actual	Final Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
4			Detailed b Opera	oudget fro ting Plan	om			ncial proj d assump				
Increasing level of detail and certainty												

Scenarios

LTFP financial modelling includes different scenarios providing financial sustainability pathways for Community consideration and Council decision. The objective of the Sustainability and Growth & Prosperity scenarios is for Council to be financially sustainable by 2028/29 – achieving ongoing operating surplus for General Fund.

To ensure that it remains sustainable, Council must:

- collect enough revenue to fund operational expenditure, repayment of debt and depreciation (which is shown in its **operating results**).
- maintain sufficient cash reserves to ensure it can meet its short-term working capital requirements (which can be seen in its cash position).
- have a fully funded capital program and maintain its asset base, by renewing identified ageing infrastructure (which is outlined below in its **capital results**).

These scenarios are essential when discussing and determining the financial implications of services and asset management levels and will also help councillors to determine activities for the Delivery Program. They also support more informed discussion with the community about costs and benefits.

This LTFP models the following scenarios:

- 1. The base case (Managed Decline) scenario: This is the continue 'as is' scenario. This scenario includes the strategic actions/improvements identified in the Financial Sustainability Assessment review and applies the LTFP planning assumptions as outlined above and shows how the Council will perform financially if it continues to deliver services, infrastructure and service levels as it is currently. The base case scenario is not a sustainable one for Council. Therefore, the other scenarios model actions to improve Council's financial sustainability by increasing revenue.
- 2. Sustainability scenario: In this scenario, a permanent SRV implemented over two years, has been applied as outlined in the table below. This represents an increase in rates that would allow Council to provide the services and infrastructure maintenance at their current levels and be sustainable by 2028/29. That is, General Fund operations achieve modest surpluses. which Council requires to provide some degree of response in emergencies and other events that cannot be predicted to support the community (e.g. drought, bush fire, flood responses).
- 3. Growth and Prosperity scenario: In this scenario, a permanent SRV implemented over two or three years, has been applied as outlined in the table below. This represents an increase in rates that would allow Council to be sustainable and implement the growth and prosperity program. In addition to providing services and maintain infrastructure to the current levels, Council will deliver the following growth program Economic Strategy, Health Services Facilitation, Housing Facilitation, Our Towns Improvement Program and the Town Hall Master Planning and Activation. This scenario allows for modest General Fund surpluses from 2028/29, which Council requires to provide some degree of response in emergencies and other events that cannot be predicted to support the community (e.g. drought, bush fire, flood responses).

Following community engagement on the above SRV scenarios and further improvement plan work has led Council to a revised SRV option – *Sustainability Revised Scenario*.

4. Sustainability Revised scenario: This scenario is Councils revised position following community engagement – a permanent SRV implemented over three years, has been applied as outlined in the table below and a number of additional sustainability strategic actions have been included. This represents an increase in rates that would allow Council to provide the services and infrastructure maintenance at their current levels and be sustainable by 2029/30. That is, General Fund operations achieve modest surpluses. which Council requires to provide some degree of response in emergencies and other events that cannot be predicted to support the community (e.g. drought, bush fire, flood responses).

All the above scenarios use the same LTFP assumptions as outlined in Appendix A.

Under the Local Government Act, councils are able to seek additional increases in general rates income beyond the annual rate peg, by applying to IPART for a 'special rate variation' to rates, which Council has decided to consider.

Given the current pressure on Council's financial resources, this LTFP has modelled the following scenarios that present different options for an SRV commencing from 1 July 2026. These are outlined in the table below and are inclusive of the rate peg increase in that year.

Table 6 Rates increase assumptions for each scenario

Scenario	2026-27	2027-28	2028-29	Cumulative increase over SRV period	Comparison increase at 2028/29
Base Case (Managed Decline) - Rate Peg	3.5%	3.0%	3.0%		
Sustainability Scenario > 2 Year SRV	28.5%	21.0%		55.49%	60.15%
Growth & Prosperity Scenario > 2 Year SRV	31.5%	23.0%		61.75%	66.60%
Growth & Prosperity Scenario > 3 Year SRV	26.5%	20.0%	11.0%	68.50%	68.50%
Sustainability Revised Scenario 3 Year SRV	21.5%	12.0%	9.0%	48.3%	48.3%

After 2028/29, all scenarios assume the forecasted annual rate peg of 3.0% for rates increases.

The impact on an individual's rates will be different depending on the unimproved and value of their property. The following tables provide an indication of the average annual rates increase likely to be experienced by the average land value for each rating category along with minimum rates and base amounts. The increases include the forecast rate peg.

Table 7 Estimated residential average rates to 2028/29

Residential						
		2025/26	2026/27	2027/28	2028/29	
Base Case (managed decline)		\$ 1,025.18	\$ 1,061.06	\$ 1,092.89	\$ 1,125.68	
	Increase:		\$ 35.88	\$ 31.83	\$ 32.79	
	Minimum Rate	\$637	\$659	\$679	\$699	
Sustainability - 2 year SRV		\$ 1,025.18	\$ 1,317.36	\$ 1,594.00	\$ 1,641.82	
	Increase:		\$ 292.18	\$ 276.64	\$ 47.82	

Residential					
		2025/26	2026/27	2027/28	2028/29
	Minimum Rate	\$637	\$819	\$990	\$1020
Growth & Prosperity - 2 year SRV		\$ 1,025.18	\$ 1,348.11	\$ 1,658.18	\$ 1,707.92
	Increase:		\$ 322.93	\$ 310.07	\$ 49.75
	Minimum Rate	\$637	\$838	\$1030	\$1061
Growth & Prosperity - 3 year SRV		\$ 1,025.18	\$ 1,296.85	\$ 1,556.22	\$ 1,727.41
	Increase:		\$ 271.67	\$ 259.37	\$ 171.18
	Minimum Rate	\$637	\$806	\$967	\$1073
Sustainability Revised - 3 year SRV		\$ 1,025.18	\$1245.59	\$1,395.06	\$1,520.62
	Increase:		\$220.41	\$149.47	\$125.56
	Minimum Rate	\$637	\$774	\$867	\$945

Table 8 Estimated farmland average rates to 2028/29

Farmland						
		2025/26	2026/27	2027/28	2028/29	
Base Case (managed decline)		\$ 3,668.62	\$ 3,797.02	\$ 3,910.93	\$ 4,028.26	
	Increase:		\$ 128.40	\$ 113.91	\$ 117.33	
	Base Amount	\$485	\$502	\$518	\$533	
Sustainability - 2 year SRV		\$ 3,668.62	\$ 4,714.18	\$ 5,704.15	\$ 5,875.28	
	Increase:		\$1,045.56	\$ 989.98	\$ 171.12	
	Base Amount	\$485	\$624	\$755	\$777	
Growth & Prosperity - 2 year SRV		\$ 3,668.62	\$ 4,824.24	\$ 5,933.81	\$ 6,111.82	
	Base Amount	\$485	\$638	\$785	\$809	
	Increase:		\$ 1,155.62	\$ 1,109.57	\$ 178.01	

Farmland					
		2025/26	2026/27	2027/28	2028/29
Growth & Prosperity - 3 year SRV		\$ 3,668.62	\$ 4,640.80	\$ 5,568.97	\$ 6,181.55
	Increase:		\$ 972.18	\$ 928.16	\$ 612.59
	Base Amount	\$485	\$614	\$737	\$818
Sustainability Revised - 3 year SRV		\$3668.62	\$4,457.37	\$4,992.26	\$5,441.56
	Increase:		\$788.75	\$534.88	\$449.30
	Minimum Rate	\$485	\$590	\$661	\$720

Table 9 Estimated business average rates to 2028/29

Business					
		2025/26	2026/27	2027/28	2028/29
Base Case (managed decline)		\$ 2,134.78	\$ 2,209.50	\$ 2,275.78	\$ 2,344.06
	Increase:		\$ 74.72	\$ 66.28	\$ 68.27
	Minimum Rate	\$637	\$659	\$679	\$699
Sustainability - 2 year SRV		\$ 2,134.78	\$ 2,743.19	\$ 3,319.26	\$ 3,418.84
	Increase:		\$ 608.41	\$ 576.07	\$ 99.58
	Minimum Rate	\$637	\$819	\$990	\$1020
Growth & Prosperity - 2 year SRV		\$ 2,134.78	\$ 2,807.24	\$ 3,452.90	\$ 3,556.49
	Increase:		\$ 672.46	\$ 645.66	\$ 103.59
	Minimum Rate	\$637	\$838	\$1030	\$1061
Growth & Prosperity - 3 year SRV		\$ 2,134.78	\$ 2,700.50	\$ 3,240.60	\$ 3,597.06
	Increase:		\$ 565.72	\$ 540.10	\$ 356.47
	Minimum Rate	\$637	\$806	\$967	\$1073
Sustainability Revised - 3 year SRV		\$2,134.78	\$2,593.76	\$2,905.01	\$3,166.46

Business					
		2025/26	2026/27	2027/28	2028/29
	Increase:		\$458.98	\$311.25	\$261.45
	Minimum Rate	\$637	\$744	\$867	\$945

Table 10 Estimated mining average rates to 2028/29

Mining						
		2025/26	2026/27	2027/28	2028/29	
Base Case (managed decline)		\$373	\$386	\$ 398	\$ 410	
	Increase:		\$13	\$12	\$12	
	Minimum Rate	\$373	\$386	\$398	\$410	
Sustainability - 2 year SRV		\$ 373	\$479	\$580	\$597	
	Increase:		\$106	\$ 101	\$17	
	Minimum Rate	\$ 373	\$479	\$580	\$597	
Growth & Prosperity - 2 year SRV		\$373	\$ 490	\$603	\$621	
	Increase:		\$117	\$113	\$18	
	Minimum Rate	\$373	\$490	\$603	\$621	
Growth & Prosperity - 3 year SRV		\$ 373	\$ 472	\$ 566	\$ 628	
	Increase:		\$99	\$94	\$62	
	Minimum Rate	\$373	\$472	\$566	\$628	
Sustainability Revised - 3 year SRV		\$373	\$453	\$508	\$553	
	Increase:		\$80	\$54	\$46	
	Minimum Rate	\$373	\$453	\$508	\$553	

How do my rates compare to other councils?

The Office of Local Government (OLG) groups councils with other similar councils for comparison. Glen Innes Severn Council is in Group 10 with 22 other large rural councils. This group of councils represents a diverse cross section of geographies and communities

across New South Wales. Council has identified other similar types of inland councils for comparative purposes, namely Forbes, Liverpool Plains, Narrandera, Narromine, Tenterfield, Upper Lachlan, Uralla plus Armidale and Inverell councils.

This comparison uses the most recent reported data from the OLG, which is from 2023/24, and projects rate increases out to the end of the proposed SRV year of 2028/29 in line with the forecast rate peg. Where councils have been approved for a Special Variation in prior years, these are reflected in the average rates provided (the average rates being taken from the IPART determination for each approved council).

It is expected that other councils, like Council, will be considering applying for an SRV from 1 July 2026. As these increases are not yet approved, they are not included in the comparison data or the group averages but are worth noting as they may affect Council's relative position in terms of average rates within the group.

Council's current average residential rates are slightly above the group average, with the application of the proposed SRV's, the average residential remain above average.



Figure 7 2028-29 projected average residential rates

Council's business rates are currently above the OLG group average and remain in a similar position as a result of the proposed increase of the SRV's. Business rates in Armidale and Inverell are significantly higher than Council's, in part recognition of a more regional service centre.

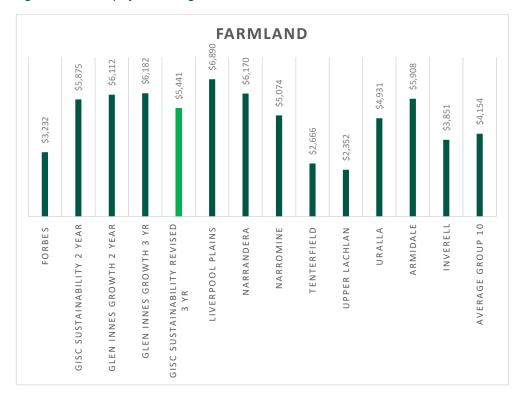
Figure 8 2028-29 projected average business rates



Comparison of average rates for farming rating categories are less useful, as the nature of farming can vary markedly between Local Government Areas. It should also be noted that differences in farming rates revenue between Local Government Areas may also impact average residential and business rates comparisons. This is because some areas will derive significant revenue from farming operations that may in effect subsidise the rates revenue raised from businesses and residents.

Farming average rates for the Sustainability Revised scenario are lower than neighbouring Armidale and Inverell, whereas the original SRV options where mostly higher, somewhat supporting the subsidisation concept detailed above.

Figure 9 2028-29 projected average farmland rates



The sections below look at the forecast performance of each of these elements in turn for each of the scenarios. Detailed forecast financial statements for each fund and scenario are provided in Appendix B, including forecast for Operating Statement, Balance Sheet and Cash Flow Statement.

Base Case (Managed Decline) Scenario

Operating Result

While the Water and Sewer funds retain operating surpluses over the 10-year forecast, the General Fund is forecasted to retain persistent deficits, average \$4.7 million per year, in the base case scenario. The positive operating results in the Water and Sewer funds partially mask the negative outlook in the General Fund when these results are consolidated.

The operating deficit improvement for General Fund is a result of budget reviews and implementing the strategic actions:

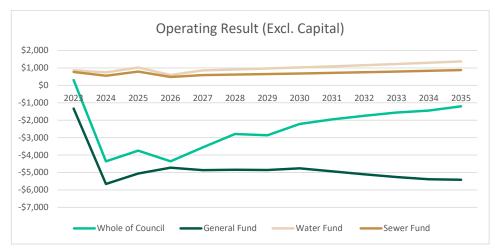
 Review of the corporate overhead approach and contributions from Water, Sewer and Domestic Waste to General Fund.

• The development of a pricing strategy for Domestic and Non- Domestic waste services that will require price increases to ensure the services remain financially viable.

The combination of 2025/26 budget review and strategic action improvements has reduced the ongoing deficits from \$6.1 million to \$4.7 million average of per year.

The figure below shows the base case operating results (excluding capital items) for all funds and the whole of council consolidated over the forecast period. The Water and Sewer operating results remain the same for all scenarios.

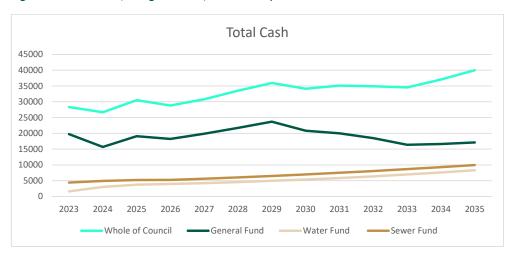
Figure 10 Base case (managed decline) operating results by fund



Cash Position

Council's total ongoing cash position steadily increases over the forecast period due to increased cash for Water and Sewer Funds. However, the General Fund cash position deteriorates as outlined in the figure below.

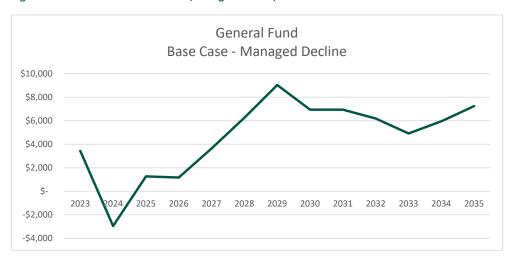
Figure 11 Base case (managed decline) Total Cash by Fund



It is equally important to consider Council's unrestricted cash position in the General Fund. Cash generated in the Water and Sewer Fund is only available for activities within these funds. In the General Fund, Council must also hold cash for particular purposes as required by a variety of legislation, for example developer contributions and domestic waste management. Once these amounts are removed from total cash, what is left is Council's unrestricted cash position. As the figure below indicates, Council's General Fund unrestricted cash for 2023/24 is negative and is forecast to return to positive through the 10-year forecast but starts to decline from 2028/29. Council will closely monitor its ongoing unrestricted cash position.

Initially, cash inflows from capital grants and drawing down debt support the unrestricted cash position. The modelling does not include any amount for internal cash restrictions, which is cash that the Council may resolve to set aside for specific purposes.

Figure 12 General Fund Base Case (managed decline) Unrestricted Cash



Sustainability Scenario

Operating Result

In addition to the base case (managed declined) improvements this scenario includes the following improvements:

- Review of depreciation costs with a saving of \$550,000 from 2026/27.
- Council has developed a Council-wide improvement program Elevate360 that has identified savings of \$100,000 per year for the next five years, 2026/27 to 2030/31, which is a total saving of \$500,000.

These savings reduce the ongoing deficits for General Fund to an average of \$4.1 million per year from 2026/27. To achieve Council's objective to be financially sustainable for General Fund by 2028/29, Council needs so submit a Special Rate Variation. For this scenario there is a two-year SRV option:

Table 11 Sustainability Scenario SRV Options

Scenario	2026/27	2027/28	2028/29	Cumulative increase over SRV period	Comparison increase at 2028/29
Base Case (Managed Decline) - Rate Peg	3.5%	3.0%	3.0%		
Sustainability Scenario > 2 Year SRV	25.0%	18.0%		55.49%	60.16%

Growth & Prosperity Scenarios

Operating Result

For this scenario there are no additional savings to those detailed in the previous two. This scenario includes additional programs that have been identified by the community through the Community Strategic Planning process to support growth and prosperity for the Council community and economy. These programs are:

- Economic Strategy implementation \$250,000 per year
- ➤ Health Services Facilitation \$100,000 per year
- ➤ Housing Facilitation \$150,000 per year
- Our Towns Improvement Program \$150,000 per year for five years
- ➤ Town Hall Master Planning and Activation \$150,000 per year for three years.

To achieve Council's objective to be financially sustainable for General Fund by 2028/29, Council needs so submit a Special Rate Variation. For this scenario there is a two-year and a three-year SRV option:

Table 12 Growth & Prosperity Scenario SRV Options

Scenario	2026/27	2027/28	2028/29	Cumulative increase over SRV period	Comparison increase at 2028/29
Base Case (Managed Decline) - Rate Peg	3.5%	3.0%	3.0%		
Growth & Prosperity Scenario > 2 Year SRV	28.0%	20.0%		61.75%	63.60%
Growth & Prosperity Scenario 3 Year SRV	23.0%	17.0%	8.0%	68.50%	68.50%

Given the planning and community engagement work around the community strategic plan over a number of years, Council's preferred scenario option was the **Growth & Prosperity Scenario three-year option**, for community engagement.

Sustainability Revised Scenario

Council has considered the community engagement feedback and undertaken further improvement plan work with the following additional sustainability strategic actions included in this scenario.

Operating Result

- Moved the financial sustainability objective out one year from 2028/29 to 2029/30.
- Spread the sustainability SRV option increases from 2 years to 3 years.
- Included additional business improvement savings of \$65K per annum for 5 years (\$165K per annum).
- The recent review of depreciation has improved by a further \$350K per annum.
- Increased the pensioner concession to \$300 with a voluntary Council increase of \$50 for every pensioner to the current \$250 pensioner concession, approximately \$50K.
- Reduced the investment in Economic Development, Health, and Housing programs from \$500k to \$300k per annum.
- Proceed with the "Our Towns" improvement programs of up to \$200K per year for the four villages.
- Defer the improvements to our Town Hall until suitable grant funding becomes available.
- The DWM charges, we only increased by 25% per year for two years, down from a 100% increase.
- Reintroduce limited internal reserves in 2028.

These savings reduce the ongoing deficits for General Fund to an average of \$3.8 million per year from 2026/27. To achieve Council's objective to be financially sustainable for General Fund by 2029/30, Council needs so submit a Special Rate Variation. For this scenario there is a three-year SRV option:

Table 13 Sustainability Revised Scenario SRV Options

Scenario	2026/27	2027/28	2028/29	Cumulative increase over SRV period	Comparison increase at 2028/29
Base Case (Managed Decline) - Rate Peg	3.5%	3.0%	3.0%		
Sustainability Scenario > 3 Year SRV	21.50%	12.0%	9.0%	48.3%	48.3%

The figures below show the operating results for General Fund and whole of Council respectively for all the scenarios, noting the forecast outcomes are much the same over the 10-year forecast period, with the exception of the Sustainability Revised 3-year scenario. (Note: The 2-year sustainability scenario is the same as 2-year growth & prosperity scenario below)

Figure 13 General Fund operating results by scenario

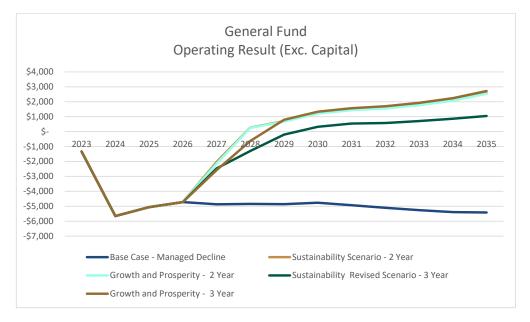
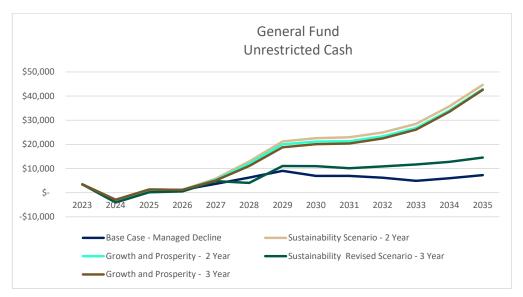


Figure 14 Consolidated operating results by scenario



Cash Position

Council's total ongoing cash position improves over the forecast period for the original SRV scenarios; however, the Sustainability Revised scenario is more aligned to the base case (managed decline) mainly due to the financial objective being more out one year to 2029/30 and the spread of the SRV. The General Fund unrestricted cash position for 2023/24 has been addressed by Council with all SRV scenario forecasts indicating a sustainable unrestricted cash position. The Sustainability Revised scenario has less margin for error and Council will need to closely monitor the unrestricted cash position.

Figure 15 Whole of Council total cash

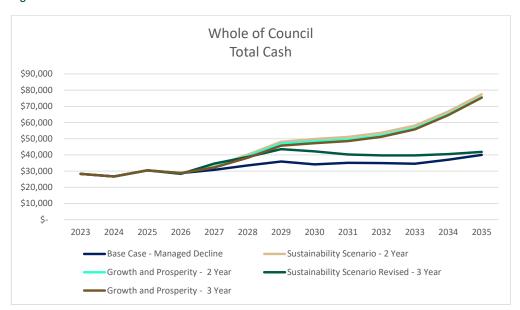
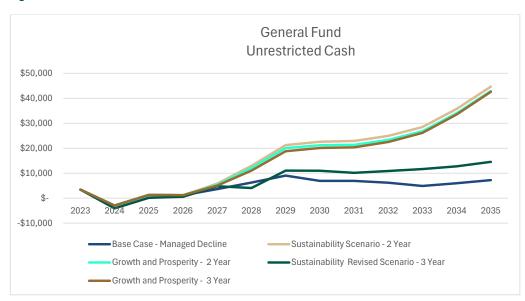


Figure 16 General Fund unrestricted cash



Capital Results

All scenarios have the same level of asset renewal and maintenance expenditure for each year over the forecast period. There are sufficient resources to maintain its capital program and to adequately invest in renewal and maintenance of assets, not just to maintain existing assets at their current condition, but also to prudently invest in bringing

its asset back to a satisfactory condition over the longer term (this is seen in the declining backlog ratio).

The figures below show that Council is allocating resources to invest in renewal and maintenance with the combination of the renewal and maintenance ratios. For Water and Sewer Funds the high renewal expenditure compensates for the lower maintenance expenditure. Renewal expenditure provides better value over the long term, as demonstrated by the decreasing Backlog ratios for each fund. This ensures the assets remain in satisfactory condition, with less failures. For General Fund, Council is focusing on improving the asset conditions by reducing the backlog ratio over the forecast period. This is achieved by ensuring renewal expenditure meets and slightly exceeds the renewal performance target of 100%.

Figure 17 All scenarios maintenance ratios by fund

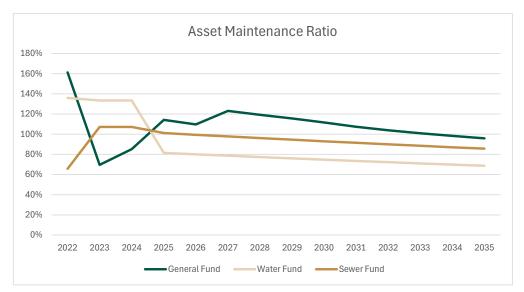


Figure 18 All scenarios renewal ratios by fund

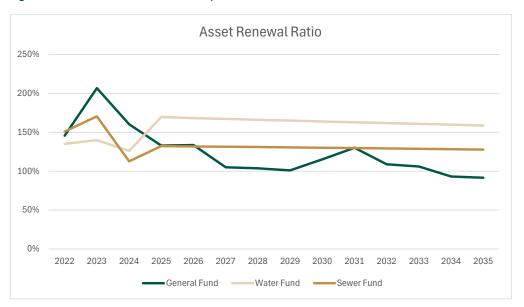
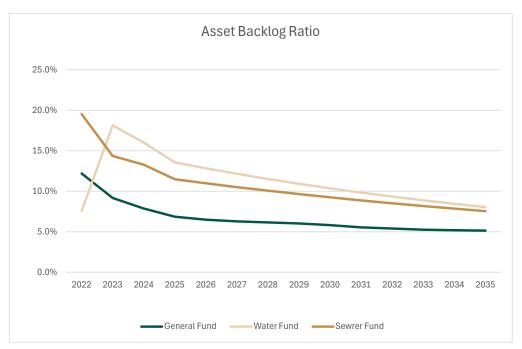


Figure 19 All scenarios backlog ratio by fund



RISK ASSESSMENT AND SCENSITIVY ANALYSIS

Risk Management

As the LTFP is being formulated, it is important to continue testing the assumptions through a risk assessment process:

- How accurate are the projected expenditure estimates?
- How reliable is the revenue stream?
- What could impact expenditures?
- What could impact revenues?
- What other risks are associated with key projects e.g. loss of key staff or subsidies?
- How reliable are investment options?
- Are ratepayers' funds at risk?
- What are the potential legal and financial liabilities for the council key projects fail?

LTFPs are inherently uncertain and based on a range of assumptions, for example:

- The potential effect of inflation on revenue and expenditure.
- The interest rates impact on both variable rate borrowings costs and investments income.
- The level of State and Federal Government Grants, particularly capital grants which tend to be more variable, and policy driven.
- Employee leave entitlements and salary indexation, which is set through the Local Government Award process on a three-year cycle.

The assumptions used for each scenario in the LTFP are documented in the Planning Assumptions section above and Appendix A below.

Sensitivity Analysis

This section outlines the outcomes of sensitivity analysis that tests changes to those assumptions that are most uncertain.

The key area of uncertainty facing councils, as with many organisations, is that of the future of inflation. Over the last three years, inflation has escalated to over 6% per annum. With the Reserve Bank of Australia (RBA) implementing steady increases to interest rates, inflation has eased but remains over the RBA's stated 2% to 3% target range.

The base case and scenarios use the RBA's projections for the Consumer Price Index (CPI) as a basis for most revenue and cost indexation assumptions. These projections forecast a return to the RBA target range within the next two years. It also assumes that no further interest rate rises are forthcoming.

With the recent monthly inflation data from September 2024 to December 2024 indicating that monthly inflation has steadied and even slightly decreased to 2.4%, from

2.8% and remaining steady at 2.4% for February 2025. This sensitivity analysis looks at the impact on the base case of inflation remaining within the target range of 2% to 3% and possible interest rates cuts being required to keep CPI within the target range. Table 11 below provides the more persistent inflation assumptions that have been used in the sensitivity analysis compared to those employed in the base case and scenarios.

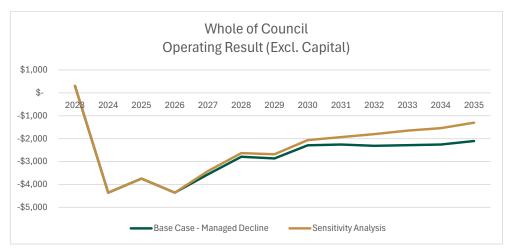
Table 14 Inflation sensitivity analysis assumptions

Year	Inflatio	n (CPI)	Interest Rates on Cash				
	Sensitivity analysis	Base Case	Sensitivity Analysis	Base Case			
2024/25	4.0%	3.0%	4.5%	4.0%			
2025/26	3.5%	2.5%	4.5%	4.0%			
2026/27	3.0%	2.5%	4.5%	4.0%			
2027/28 onwards	2.5%	2.5%	4.5%	4.0%			

Higher inflation will impact revenue items, such as annual charges and user fees, and expenditure items, such as materials and contracts, depreciation and other expenses. For the purposes of sensitivity testing, the 2% differential between interest that Council would receive on cash and interest that Council would pay on debt has been maintained. It has also been assumed that the rate peg remains the same, as well as indexation of wages which is driven by the NSW Local Government Award.

The results of this analysis have shown that Council would be marginally better off in a slightly higher inflation environment. This is driven by increases in costs largely being offset by better revenue predominantly from the returns that would come from Council investments. The figures below show the difference between the base case and the sensitivity analysis.

Figure 20 Sensitivity analysis - Consolidated operating result



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Figure 21 Sensitivity analysis - General Fund operating result

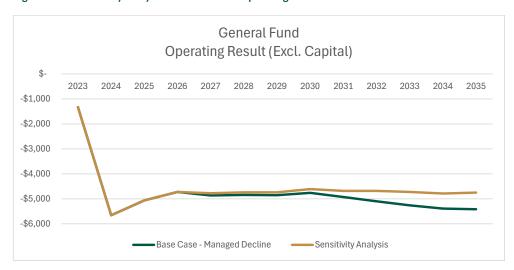
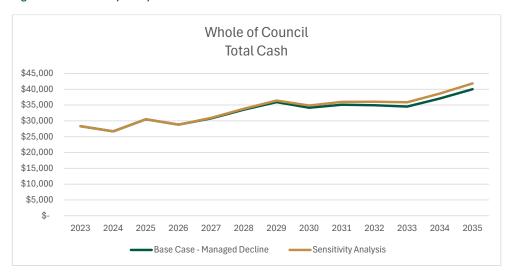


Figure 22 Sensitivity Analysis - Total Cash



MONITORING PERFORMANCE

The financial performance indicators and ratios contained within this LTFP are the key tools that will be used to monitor Council's progress towards achieving the outcomes of this plan and becoming financially sustainable.

These indicators will be reported on at each quarter through inclusion in Council's quarterly budget review and also as part of Council's annual report and financial statements. The LTFP will be updated and adopted annually as part of the IP&R process.

The forecasted financial performance indicators for each fund and scenario are provided in Appendix C.

APPENDIX A: DETAILED LTFP ASSUMPTIONS

Financial Year	IPART Rate Peg %	Interest rate on cash %	Grants and Contributions YoY rise	Staff on-costs YoY rise	Interest on Debt %	СРІ %	Staff on-costs %	Population Growth	Rate Assessment Growth
2023/24	3.7%	4.0%	2.5%	3.5%	6.0%	3.6%	20.0%	0.2%	0.7%
2024/25	4.0%	4.0%	2.5%	3.0%	6.0%	3.0%	20.0%	0.2%	0.6%
2025/26	4.4%	4.0%	2.5%	2.5%	6.0%	2.5%	20.0%	0.2%	0.7%
2026/27	3.5%	4.0%	2.5%	2.5%	6.0%	2.5%	20.0%	0.2%	0.6%
2027/28	3.0%	4.0%	2.5%	2.50%	6.0%	2.5%	20.0%	0.1%	0.6%
2028/29	3.0%	4.0%	2.5%	2.5%	6.0%	2.5%	20.0%	0.1%	0.5%
2029/30	3.0%	4.0%	2.5%	2.5%	6.0%	2.5%	20.0%	0.1%	0.5%
2030/31	3.0%	4.0%	2.5%	2.5%	6.0%	2.5%	20.0%	0.1%	0.5%
2031/32	3.0%	4.0%	2.5%	2.5%	6.0%	2.5%	20.0%	0.0%	0.4%
2032/33	3.0%	4.0%	2.5%	2.5%	6.0%	2.5%	20.0%	0.0%	0.4%
2033/34	3.0%	4.0%	2.5%	2.5%	6.0%	2.5%	20.0%	0.0%	0.3%
2034/35	3.0%	4.0%	2.5%	2.5%	6.0%	2.5%	20.0%	0.0%	0.3%

APPENDIX B FINANCIAL STATEMENTS BY FUND AND SCENARIO

All numbers are in thousands of dollars.

Base Case (Managed Decline)

Whole of Council Consolidated

Operating Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Type	Budget	Budget	Forecast								
Rates & Charges	\$8,120	\$8,630	\$8,983	\$9,309	\$9,639	\$9,975	\$10,322	\$10,673	\$11,032	\$11,396	\$11,770
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$5,865	\$7,064	\$7,263	\$7,468	\$7,677	\$7,890	\$8,108	\$8,329	\$8,554	\$8,783	\$9,018
TOTAL RATES & ANNUAL CHARGES	\$13,985	\$15,694	\$16,246	\$16,777	\$17,316	\$17,865	\$18,430	\$19,002	\$19,586	\$20,179	\$20,787
User Charges and fees	\$8,875	\$9,562	\$9,802	\$10,048	\$10,300	\$10,559	\$10,824	\$11,096	\$11,374	\$11,660	\$11,952
Other revenues	\$593	\$560	\$574	\$588	\$603	\$618	\$634	\$650	\$666	\$683	\$700
Interest and Investment Income	\$1,228	\$1,194	\$1,152	\$1,232	\$1,341	\$1,437	\$1,366	\$1,404	\$1,397	\$1,381	\$1,482
Other Income	\$482	\$433	\$444	\$455	\$466	\$478	\$490	\$502	\$515	\$528	\$541
Initiatives Revenue	\$0	\$0	\$602	\$1,447	\$1,483	\$1,775	\$1,819	\$1,865	\$1,912	\$1,960	\$2,009
TOTAL OWN SOURCE REVENUE	\$25,164	\$27,443	\$28,820	\$30,547	\$31,510	\$32,733	\$33,563	\$34,519	\$35,450	\$36,391	\$37,473
Grants & Contributions - Operating Purposes	\$10,581	\$10,054	\$10,306	\$10,565	\$10,830	\$11,102	\$11,381	\$11,667	\$11,959	\$12,260	\$12,567
Grants & Contributions for Capital Purposes	\$13,000	\$7,880	\$7,880	\$7,880	\$7,880	\$1,665	\$1,665	\$1,665	\$2,703	\$4,903	\$5,703
Gains from disposal assets	\$0	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
TOTAL INCOME FROM CONTINUING OPERATIONS	\$48,745	\$45,377	\$47,404	\$49,390	\$50,617	\$45,898	\$47,006	\$48,248	\$50,510	\$53,951	\$56,141
Employee Benefits	\$13,673	\$14,233	\$14,590	\$14,957	\$15,332	\$15,717	\$16,111	\$16,516	\$16,930	\$17,355	\$17,791
Materials and Contracts	\$14,808	\$16,040	\$16,515	\$17,007	\$17,505	\$18,010	\$18,527	\$19,049	\$19,579	\$20,115	\$20,662
Borrowing Costs	\$477	\$469	\$709	\$655	\$598	\$537	\$473	\$404	\$331	\$254	\$172

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Depreciation & Amortisation	\$9,622	\$10,086	\$10,225	\$10,463	\$10,701	\$10,918	\$11,097	\$11,292	\$11,514	\$11,736	\$11,977
Other Expenses	\$912	\$912	\$935	\$958	\$982	\$1,007	\$1,032	\$1,058	\$1,085	\$1,112	\$1,140
Initiatives Expenses	\$0	\$114	\$106	\$260	\$486	\$311	\$238	\$285	\$244	\$250	\$256
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$39,492	\$41,854	\$43,081	\$44,301	\$45,605	\$46,501	\$47,479	\$48,604	\$49,684	\$50,822	\$51,998
OPERATING RESULT (Excl. Capital)	-\$3,747	-\$4,357	-\$3,556	-\$2,791	-\$2,867	-\$2,268	-\$2,138	-\$2,021	-\$1,876	-\$1,774	-\$1,561
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$3,747	-\$4,357	-\$3,954	-\$3,188	-\$3,265	-\$2,666	-\$2,535	-\$2,418	-\$2,274	-\$2,172	-\$1,959
OPERATING RESULT (Incl. Capital)	\$9,253	\$3,523	\$4,324	\$5,089	\$5,013	-\$603	-\$473	-\$356	\$827	\$3,129	\$4,142

Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash & Cash Equivalents	\$15,294	\$13,606	\$15,593	\$18,311	\$20,729	\$18,931	\$19,902	\$19,707	\$19,315	\$21,846	\$24,792
Investments - Current	\$15,200	\$15,202	\$15,203	\$15,205	\$15,206	\$15,208	\$15,209	\$15,211	\$15,212	\$15,214	\$15,215
Receivables - Current	\$4,601	\$4,973	\$5,150	\$5,322	\$5,496	\$5,673	\$5,854	\$6,038	\$6,225	\$6,414	\$6,608
Right of Use and Contract Assets - Current	\$9,169	\$9,170	\$9,171	\$9,172	\$9,173	\$9,174	\$9,175	\$9,175	\$9,176	\$9,177	\$9,178
Inventories - Current	\$1,815	\$1,815	\$1,815	\$1,816	\$1,816	\$1,816	\$1,816	\$1,816	\$1,816	\$1,817	\$1,817
Other Current Assets	\$0	-\$0	\$0	-\$0	-\$0	-\$0	\$0	-\$0	-\$0	-\$0	\$0
TOTAL CURRENT ASSETS	\$46,079	\$44,765	\$46,933	\$49,825	\$52,419	\$50,800	\$51,956	\$51,947	\$51,745	\$54,468	\$57,610
Infrastructure Property & Equip	\$466,947	\$484,399	\$497,951	\$508,561	\$519,306	\$527,541	\$531,089	\$536,656	\$545,253	\$553,170	\$562,891
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non- Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$525
Investment Property	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$726	\$726	\$726	\$726
TOTAL NON-CURRENT ASSETS	\$468,196	\$485,648	\$499,200	\$509,810	\$520,556	\$528,790	\$532,339	\$537,906	\$546,503	\$554,421	\$564,141
TOTAL ASSETS	\$514,275	\$530,414	\$546,133	\$559,635	\$572,975	\$579,591	\$584,295	\$589,854	\$598,248	\$608,889	\$621,751
Payables - Current	\$1,486	\$1,486	\$1,486	\$1,486	\$1,487	\$1,487	\$1,487	\$1,487	\$1,487	\$1,487	\$1,487
Contract Liabilities - Current	\$11,096	\$11,097	\$11,098	\$11,099	\$11,100	\$11,102	\$11,103	\$11,104	\$11,105	\$11,106	\$11,107
Lease Liabilities - Current	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239
Borrowings - current	\$971	\$914	\$968	\$1,026	\$1,086	\$1,151	\$1,219	\$1,292	\$1,369	\$1,183	\$1,183
Provisions - Current	\$1,976	\$1,976	\$1,976	\$1,977	\$1,977	\$1,977	\$1,977	\$1,977	\$1,978	\$1,978	\$1,978
TOTAL CURRENT LIABILITIES	\$15,768	\$15,713	\$15,768	\$15,827	\$15,889	\$15,955	\$16,025	\$16,099	\$16,178	\$15,993	\$15,995
Lease Liabilities - Non-Current	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$674	\$674	\$674
Borrowings - Non current	\$6,605	\$7,691	\$10,045	\$9,020	\$7,933	\$6,783	\$5,563	\$4,271	\$2,902	\$1,719	\$536
Provisions - Non-Current	\$3,445	\$3,445	\$3,446	\$3,446	\$3,446	\$3,447	\$3,447	\$3,447	\$3,448	\$3,448	\$3,448
TOTAL NON-CURRENT LIABILITIES	\$10,723	\$11,809	\$14,164	\$13,139	\$12,053	\$10,903	\$9,684	\$8,392	\$7,023	\$5,841	\$4,658
TOTAL LIABILITIES	\$26,491	\$27,522	\$29,932	\$28,966	\$27,942	\$26,858	\$25,709	\$24,491	\$23,201	\$21,834	\$20,653

		LONG	TERM F	INANCIA	L PLAN 2	025-203	5				
Financial Year Ending 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034											2035
NET ASSETS	\$487,784	\$502,891	\$516,200	\$530,669	\$545,033	\$552,733	\$558,586	\$565,362	\$575,047	\$587,055	\$601,098
Accumulated Surplus	\$197,119	\$200,642	\$213,951	\$228,419	\$242,783	\$250,483	\$256,336	\$263,112	\$272,796	\$284,804	\$298,847
Revaluation Reserves	\$290,665	\$302,250	\$302,250	\$302,250	\$302,250	\$302,250	\$302,250	\$302,251	\$302,251	\$302,251	\$302,252
TOTAL EQUITY OPENING BALANCE	\$430,959	\$487,784	\$502,891	\$516,200	\$530,669	\$545,033	\$552,733	\$558,586	\$565,362	\$575,047	\$587,055
Net Operating Result for the Year	\$9,253	\$3,523	\$4,324	\$5,089	\$5,013	-\$603	-\$473	-\$356	\$827	\$3,129	\$4,142
Gain / (Loss) on Reval of PP&E	\$47,572	\$11,584	\$8,985	\$9,379	\$9,351	\$8,304	\$6,325	\$7,132	\$8,857	\$8,879	\$9,901
TOTAL EQUITY CLOSING BALANCE	\$487,784	\$502,891	\$516,200	\$530,669	\$545,033	\$552,733	\$558,586	\$565,362	\$575,047	\$587,055	\$601,098

Cash Flow Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Total Own Source Revenue	\$24,987	\$27,072	\$28,643	\$30,375	\$31,336	\$32,556	\$33,381	\$34,336	\$35,263	\$36,202	\$37,279
Grants and Contributions	\$10,581	\$10,054	\$10,306	\$10,565	\$10,830	\$11,102	\$11,381	\$11,667	\$11,959	\$12,260	\$12,567
Other Income from Continuing Operations	\$0	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
Employee Benefits	\$13,673	\$14,233	\$14,590	\$14,957	\$15,332	\$15,717	\$16,111	\$16,516	\$16,930	\$17,355	\$17,791
Materials and Contracts	\$14,808	\$16,040	\$16,515	\$17,007	\$17,505	\$18,010	\$18,527	\$19,049	\$19,579	\$20,115	\$20,662
Other Expenses from Continuing Operations	\$912	\$1,026	\$1,041	\$1,218	\$1,468	\$1,318	\$1,270	\$1,344	\$1,329	\$1,362	\$1,396
CASHFLOW FROM OPERATIONS	\$6,175	\$5,827	\$7,201	\$8,156	\$8,258	\$9,011	\$9,251	\$9,492	\$9,782	\$10,026	\$10,394
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$15,989	\$15,855	\$14,469	\$11,693	\$12,095	\$10,849	\$8,319	\$9,726	\$11,252	\$10,773	\$11,795
CASHFLOW FROM INVESTING	-\$15,989	-\$15,857	-\$14,470	-\$11,695	-\$12,097	-\$10,850	-\$8,321	-\$9,728	-\$11,253	-\$10,775	-\$11,797
Proceeds from Grants and Contributions - Capital purposes	\$13,000	\$7,880	\$7,880	\$7,880	\$7,880	\$1,665	\$1,665	\$1,665	\$2,703	\$4,903	\$5,703
Proceeds from Borrowings	\$2,000	\$2,000	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$1,368	\$1,538	\$1,624	\$1,624	\$1,624	\$1,624	\$1,624	\$1,624	\$1,624	\$1,624	\$1,355
CASHFLOW FROM FINANCING	\$13,632	\$8,342	\$9,256	\$6,256	\$6,256	\$41	\$41	\$41	\$1,079	\$3,279	\$4,348
Opening Cash	\$11,475	\$15,294	\$13,606	\$15,593	\$18,311	\$20,729	\$18,931	\$19,902	\$19,707	\$19,315	\$21,846
Change in Cash	\$3,819	-\$1,688	\$1,988	\$2,718	\$2,418	-\$1,798	\$971	-\$194	-\$392	\$2,531	\$2,946
CLOSING CASH	\$15,294	\$13,606	\$15,593	\$18,311	\$20,729	\$18,931	\$19,902	\$19,707	\$19,315	\$21,846	\$24,792
TOTAL CASH AND LIQUID INVESTMENTS	\$30,494	\$28,807	\$30,796	\$33,516	\$35,935	\$34,138	\$35,111	\$34,918	\$34,528	\$37,060	\$40,007
Internally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash	\$17,841	\$17,045	\$16,250	\$15,455	\$14,660	\$13,864	\$13,069	\$12,274	\$11,479	\$10,683	\$9,888
Externally Restricted - Water Fund cash balance	\$3,733	\$3,956	\$4,240	\$4,568	\$4,943	\$5,367	\$5,842	\$6,373	\$6,961	\$7,609	\$8,321

LONG TERM FINANCIAL PLAN 2025-2035													
Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035		
Externally Restricted - Sewerage Fund cash balance	\$5,202	\$5,240	\$5,631	\$6,051	\$6,502	\$6,985	\$7,503	\$8,058	\$8,651	\$9,284	\$9,961		
Externally Restricted Domestic Waste Cash Balance	\$2,447	\$1,398	\$1,031	\$1,185	\$798	\$984	\$1,762	\$2,022	\$2,527	\$3,527	\$4,591		
Unrestricted Cash	\$1,271	\$1,168	\$3,644	\$6,257	\$9,033	\$6,938	\$6,935	\$6,191	\$4,910	\$5,956	\$7,246		

General Fund

Operating Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Type	Budget	Budget	Forecast								
Rates & Charges	\$8,120	\$8,630	\$8,983	\$9,309	\$9,639	\$9,975	\$10,322	\$10,673	\$11,032	\$11,396	\$11,770
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$1,312	\$1,935	\$1,995	\$2,057	\$2,120	\$2,183	\$2,248	\$2,313	\$2,379	\$2,446	\$2,514
TOTAL RATES & ANNUAL CHARGES	\$9,432	\$10,565	\$10,978	\$11,366	\$11,758	\$12,158	\$12,570	\$12,986	\$13,411	\$13,842	\$14,284
User Charges and fees	\$6,629	\$7,247	\$7,429	\$7,615	\$7,807	\$8,003	\$8,203	\$8,409	\$8,620	\$8,837	\$9,059
Other revenues	\$437	\$500	\$513	\$525	\$539	\$552	\$566	\$580	\$595	\$610	\$625
Interest and Investment Income	\$916	\$801	\$729	\$796	\$868	\$948	\$832	\$800	\$739	\$656	\$666
Other Income	\$482	\$433	\$444	\$455	\$466	\$478	\$490	\$502	\$515	\$528	\$541
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$17,897	\$19,546	\$20,092	\$20,757	\$21,438	\$22,139	\$22,662	\$23,278	\$23,880	\$24,472	\$25,174
Grants & Contributions - Operating Purposes	\$10,322	\$9,774	\$10,019	\$10,271	\$10,529	\$10,793	\$11,064	\$11,342	\$11,626	\$11,918	\$12,217
Grants & Contributions for Capital Purposes	\$12,976	\$7,835	\$7,835	\$7,835	\$7,835	\$1,620	\$1,620	\$1,620	\$2,658	\$4,858	\$5,658
Gains from disposal assets	\$0	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
TOTAL INCOME FROM CONTINUING OPERATIONS	\$41,195	\$37,155	\$38,344	\$39,261	\$40,200	\$34,950	\$35,743	\$36,637	\$38,562	\$41,646	\$43,447
Employee Benefits	\$12,114	\$12,810	\$13,132	\$13,461	\$13,799	\$14,145	\$14,501	\$14,865	\$15,238	\$15,620	\$16,012
Materials and Contracts	\$11,743	\$12,473	\$12,858	\$13,259	\$13,663	\$14,071	\$14,490	\$14,910	\$15,336	\$15,766	\$16,203
Borrowing Costs	\$294	\$364	\$612	\$566	\$517	\$466	\$411	\$353	\$292	\$227	\$158
Depreciation & Amortisation	\$8,218	\$8,613	\$9,007	\$9,224	\$9,441	\$9,637	\$9,794	\$9,967	\$10,168	\$10,367	\$10,586
Other Expenses	\$912	\$912	\$935	\$958	\$982	\$1,007	\$1,032	\$1,058	\$1,085	\$1,112	\$1,140
Initiatives Expenses	\$0	-\$1,130	-\$1,167	-\$1,197	-\$1,180	-\$1,254	-\$1,297	-\$1,324	-\$1,364	-\$1,399	-\$1,434
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$33,281	\$34,042	\$35,377	\$36,272	\$37,222	\$38,073	\$38,931	\$39,829	\$40,754	\$41,693	\$42,666

LONG TERM FINANCIAL PLAN 2025-2035													
Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035		
OPERATING RESULT (Excl. Capital)	-\$5,062	-\$4,722	-\$4,868	-\$4,846	-\$4,857	-\$4,743	-\$4,808	-\$4,811	-\$4,850	-\$4,906	-\$4,877		
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$5,062	-\$4,722	-\$5,265	-\$5,244	-\$5,255	-\$5,141	-\$5,205	-\$5,209	-\$5,247	-\$5,303	-\$5,275		
OPERATING RESULT (Incl. Capital)	\$7,914	\$3,113	\$2,967	\$2,989	\$2,978	-\$3,123	-\$3,188	-\$3,191	-\$2,192	-\$48	\$781		

Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash & Cash Equivalents	\$8,130	\$7,231	\$8,910	\$10,726	\$12,707	\$9,815	\$9,015	\$7,475	\$5,398	\$5,648	\$6,141
Investments - Current	\$10,982	\$10,983	\$10,984	\$10,985	\$10,986	\$10,987	\$10,989	\$10,990	\$10,991	\$10,992	\$10,993
Receivables - Current	\$2,817	\$3,155	\$3,279	\$3,394	\$3,512	\$3,631	\$3,754	\$3,878	\$4,005	\$4,134	\$4,266
Right of Use and Contract Assets - Current	\$9,169	\$9,170	\$9,171	\$9,172	\$9,173	\$9,174	\$9,175	\$9,175	\$9,176	\$9,177	\$9,178
Inventories - Current	\$1,926	\$1,926	\$1,926	\$1,927	\$1,927	\$1,927	\$1,927	\$1,927	\$1,928	\$1,928	\$1,928
Other Current Assets	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172
TOTAL CURRENT ASSETS	\$32,852	\$32,293	\$34,098	\$36,032	\$38,132	\$35,362	\$34,687	\$33,274	\$31,326	\$31,706	\$32,334
Infrastructure Property & Equip	\$403,163	\$417,784	\$428,616	\$436,342	\$443,794	\$448,894	\$449,779	\$452,126	\$457,650	\$462,925	\$469,981
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non- Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$525
Investment Property	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$726	\$726	\$726	\$726
TOTAL NON-CURRENT ASSETS	\$404,412	\$419,034	\$429,865	\$437,592	\$445,043	\$450,143	\$451,029	\$453,376	\$458,900	\$464,175	\$471,231
TOTAL ASSETS	\$437,264	\$451,327	\$463,963	\$473,624	\$483,175	\$485,505	\$485,716	\$486,650	\$490,226	\$495,881	\$503,565
Payables - Current	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061
Contract Liabilities - Current	\$11,096	\$11,097	\$11,098	\$11,099	\$11,100	\$11,102	\$11,103	\$11,104	\$11,105	\$11,106	\$11,107
Lease Liabilities - Current	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239
Borrowings - current	\$554	\$812	\$858	\$907	\$959	\$1,013	\$1,071	\$1,133	\$1,198	\$998	\$998
Provisions - Current	\$1,958	\$1,958	\$1,958	\$1,959	\$1,959	\$1,959	\$1,959	\$1,959	\$1,960	\$1,960	\$1,960
TOTAL CURRENT LIABILITIES	\$14,907	\$15,166	\$15,214	\$15,264	\$15,317	\$15,374	\$15,433	\$15,496	\$15,562	\$15,364	\$15,365
Lease Liabilities - Non-Current	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$674	\$674	\$674
Borrowings - Non current	\$5,667	\$6,855	\$8,997	\$8,090	\$7,132	\$6,118	\$5,047	\$3,914	\$2,717	\$1,719	\$721
Provisions - Non-Current	\$3,391	\$3,391	\$3,392	\$3,392	\$3,392	\$3,393	\$3,393	\$3,393	\$3,394	\$3,394	\$3,394
TOTAL NON-CURRENT LIABILITIES	\$9,731	\$10,920	\$13,062	\$12,155	\$11,197	\$10,184	\$9,113	\$7,981	\$6,784	\$5,787	\$4,789

LONG TERM FINANCIAL PLAN 2025-2035													
Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035		
TOTAL LIABILITIES	\$24,638	\$26,086	\$28,276	\$27,420	\$26,514	\$25,558	\$24,546	\$23,477	\$22,346	\$21,150	\$20,154		
NET ASSETS	\$412,626	\$425,241	\$435,687	\$446,204	\$456,661	\$459,947	\$461,170	\$463,173	\$467,880	\$474,731	\$483,410		
Accumulated Surplus	\$164,138	\$167,251	\$177,697	\$188,214	\$198,670	\$201,957	\$203,179	\$205,183	\$209,890	\$216,741	\$225,420		
Revaluation Reserves	\$248,488	\$257,990	\$257,990	\$257,990	\$257,990	\$257,990	\$257,990	\$257,990	\$257,990	\$257,990	\$257,990		
TOTAL EQUITY OPENING BALANCE	\$361,796	\$412,626	\$425,241	\$435,687	\$446,204	\$456,661	\$459,947	\$461,170	\$463,173	\$467,880	\$474,731		
Net Operating Result for the Year	\$7,914	\$3,113	\$2,967	\$2,989	\$2,978	-\$3,123	-\$3,188	-\$3,191	-\$2,192	-\$48	\$781		
Gain / (Loss) on Reval of PP&E	\$42,916	\$9,502	\$7,479	\$7,529	\$7,479	\$6,410	\$4,410	\$5,195	\$6,899	\$6,899	\$7,899		
TOTAL EQUITY CLOSING BALANCE	\$412,626	\$425,241	\$435,687	\$446,204	\$456,661	\$459,947	\$461,170	\$463,173	\$467,880	\$474,731	\$483,410		

Cash Flow Statement

Fig. 1.1 Van Faller	0005	2000	200=	2000	2222	0000	0004	0000	0000	2024	2225
Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Total Own Source Revenue	\$17,785	\$19,208	\$19,969	\$20,641	\$21,321	\$22,019	\$22,539	\$23,154	\$23,753	\$24,343	\$25,042
Grants and Contributions	\$10,322	\$9,774	\$10,019	\$10,271	\$10,529	\$10,793	\$11,064	\$11,342	\$11,626	\$11,918	\$12,217
Other Income from Continuing Operations	\$0	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
Employee Benefits	\$12,114	\$12,810	\$13,132	\$13,461	\$13,799	\$14,145	\$14,501	\$14,865	\$15,238	\$15,620	\$16,012
Materials and Contracts	\$11,743	\$12,473	\$12,858	\$13,259	\$13,663	\$14,071	\$14,490	\$14,910	\$15,336	\$15,766	\$16,203
Other Expenses from Continuing Operations	\$912	-\$218	-\$233	-\$239	-\$198	-\$247	-\$265	-\$266	-\$280	-\$287	-\$294
CASHFLOW FROM OPERATIONS	\$3,338	\$3,917	\$4,629	\$4,828	\$4,984	\$5,240	\$5,275	\$5,385	\$5,483	\$5,560	\$5,735
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$14,041	\$13,633	\$12,359	\$9,421	\$9,413	\$8,327	\$6,269	\$7,119	\$8,793	\$8,743	\$9,743
CASHFLOW FROM INVESTING	-\$14,041	-\$13,634	-\$12,360	-\$9,422	-\$9,414	-\$8,328	-\$6,270	-\$7,120	-\$8,794	-\$8,744	-\$9,744
Proceeds from Grants and Contributions - Capital purposes	\$12,976	\$7,835	\$7,835	\$7,835	\$7,835	\$1,620	\$1,620	\$1,620	\$2,658	\$4,858	\$5,658
Proceeds from Borrowings	\$2,000	\$2,000	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$846	\$1,017	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,156
CASHFLOW FROM FINANCING	\$14,130	\$8,818	\$9,411	\$6,411	\$6,411	\$196	\$196	\$196	\$1,234	\$3,434	\$4,502
Opening Cash	\$4,702	\$8,130	\$7,231	\$8,910	\$10,726	\$12,707	\$9,815	\$9,015	\$7,475	\$5,398	\$5,648
Change in Cash	\$3,427	-\$899	\$1,679	\$1,817	\$1,980	-\$2,892	-\$799	-\$1,540	-\$2,078	\$250	\$494
CLOSING CASH	\$8,130	\$7,231	\$8,910	\$10,726	\$12,707	\$9,815	\$9,015	\$7,475	\$5,398	\$5,648	\$6,141
TOTAL CASH AND LIQUID INVESTMENTS	\$19,112	\$18,214	\$19,894	\$21,712	\$23,693	\$20,802	\$20,004	\$18,465	\$16,389	\$16,640	\$17,134
Internally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash	\$17,841	\$17,045	\$16,250	\$15,455	\$14,660	\$13,864	\$13,069	\$12,274	\$11,479	\$10,683	\$9,888
Unrestricted Cash	\$1,271	\$1,168	\$3,644	\$6,257	\$9,033	\$6,938	\$6,935	\$6,191	\$4,910	\$5,956	\$7,246

Water Fund

Operating Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Type	Budget	Budget	Forecast								
Rates & Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$1,434	\$1,457	\$1,502	\$1,549	\$1,596	\$1,644	\$1,693	\$1,742	\$1,791	\$1,842	\$1,893
TOTAL RATES & ANNUAL CHARGES	\$1,434	\$1,457	\$1,502	\$1,549	\$1,596	\$1,644	\$1,693	\$1,742	\$1,791	\$1,842	\$1,893
User Charges and fees	\$1,875	\$1,964	\$2,013	\$2,064	\$2,116	\$2,169	\$2,223	\$2,279	\$2,336	\$2,395	\$2,455
Other revenues	\$25	\$10	\$10	\$11	\$11	\$11	\$11	\$12	\$12	\$12	\$12
Interest and Investment Income	\$124	\$107	\$158	\$170	\$183	\$198	\$215	\$234	\$255	\$278	\$304
Other Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$3,458	\$3,538	\$3,684	\$3,793	\$3,905	\$4,021	\$4,142	\$4,266	\$4,395	\$4,527	\$4,665
Grants & Contributions - Operating Purposes	\$249	\$270	\$277	\$284	\$291	\$298	\$306	\$313	\$321	\$329	\$337
Grants & Contributions for Capital Purposes	\$14	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25
Gains from disposal assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL INCOME FROM CONTINUING OPERATIONS	\$3,721	\$3,833	\$3,986	\$4,102	\$4,221	\$4,344	\$4,472	\$4,604	\$4,741	\$4,881	\$5,027
Employee Benefits	\$450	\$475	\$487	\$499	\$512	\$525	\$538	\$551	\$565	\$579	\$594
Materials and Contracts	\$1,262	\$1,316	\$1,349	\$1,383	\$1,418	\$1,453	\$1,490	\$1,527	\$1,565	\$1,605	\$1,645
Borrowing Costs	\$163	\$94	\$97	\$89	\$81	\$71	\$62	\$51	\$40	\$27	\$14
Depreciation & Amortisation	\$808	\$812	\$638	\$650	\$661	\$672	\$683	\$694	\$706	\$717	\$729
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$517	\$530	\$543	\$557	\$571	\$585	\$600	\$615	\$630	\$646
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$2,683	\$3,214	\$3,101	\$3,164	\$3,227	\$3,291	\$3,357	\$3,423	\$3,490	\$3,558	\$3,627

LONG TERM FINANCIAL PLAN 2025-2035													
Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035		
OPERATING RESULT (Excl. Capital)	\$1,024	\$594	\$860	\$913	\$969	\$1,028	\$1,090	\$1,156	\$1,225	\$1,298	\$1,375		
OPERATING RESULT (Excl. Capital and Asset Sales)	\$1,024	\$594	\$860	\$913	\$969	\$1,028	\$1,090	\$1,156	\$1,225	\$1,298	\$1,375		
OPERATING RESULT (Incl. Capital)	\$1,038	\$619	\$885	\$938	\$994	\$1,053	\$1,115	\$1,181	\$1,250	\$1,323	\$1,400		

Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash & Cash Equivalents	\$2,621	\$2,844	\$3,128	\$3,455	\$3,830	\$4,254	\$4,730	\$5,260	\$5,848	\$6,496	\$7,207
Investments - Current	\$1,112	\$1,112	\$1,112	\$1,112	\$1,112	\$1,113	\$1,113	\$1,113	\$1,113	\$1,113	\$1,113
Receivables - Current	\$1,421	\$1,443	\$1,488	\$1,534	\$1,581	\$1,628	\$1,677	\$1,725	\$1,775	\$1,824	\$1,875
Right of Use and Contract Assets - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	-\$103	-\$103	-\$103	-\$103	-\$103	-\$103	-\$103	-\$103	-\$103	-\$103	-\$103
Other Current Assets	-\$148	-\$148	-\$148	-\$148	-\$148	-\$148	-\$148	-\$148	-\$148	-\$148	-\$148
TOTAL CURRENT ASSETS	\$4,903	\$5,148	\$5,477	\$5,851	\$6,272	\$6,744	\$7,268	\$7,847	\$8,485	\$9,183	\$9,944
Infrastructure Property & Equip	\$36,242	\$37,750	\$39,271	\$40,802	\$42,346	\$43,900	\$45,466	\$47,042	\$48,630	\$50,229	\$51,838
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non- Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$36,242	\$37,750	\$39,271	\$40,802	\$42,346	\$43,900	\$45,466	\$47,042	\$48,630	\$50,229	\$51,838
TOTAL ASSETS	\$41,144	\$42,898	\$44,748	\$46,653	\$48,618	\$50,644	\$52,734	\$54,890	\$57,115	\$59,411	\$61,783
Payables - Current	\$330	\$330	\$330	\$330	\$330	\$330	\$330	\$330	\$330	\$330	\$330
Contract Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$95	\$102	\$110	\$119	\$128	\$138	\$148	\$160	\$172	\$185	\$185
Provisions - Current	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15
TOTAL CURRENT LIABILITIES	\$440	\$447	\$455	\$464	\$473	\$483	\$493	\$505	\$517	\$530	\$530
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non current	\$1,261	\$1,158	\$1,048	\$930	\$802	\$664	\$516	\$357	\$185	-\$0	-\$185
Provisions - Non-Current	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33
TOTAL NON-CURRENT LIABILITIES	\$1,294	\$1,191	\$1,081	\$963	\$835	\$697	\$549	\$390	\$218	\$33	-\$152

LONG TERM FINANCIAL PLAN 2025-2035													
Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035		
TOTAL LIABILITIES	\$1,734	\$1,639	\$1,536	\$1,426	\$1,308	\$1,180	\$1,043	\$895	\$735	\$563	\$378		
NET ASSETS	\$39,411	\$41,260	\$43,211	\$45,227	\$47,310	\$49,464	\$51,691	\$53,995	\$56,380	\$58,848	\$61,404		
Accumulated Surplus	\$17,663	\$18,282	\$20,234	\$22,249	\$24,333	\$26,486	\$28,713	\$31,018	\$33,402	\$35,871	\$38,427		
Revaluation Reserves	\$21,748	\$22,978	\$22,978	\$22,978	\$22,978	\$22,978	\$22,978	\$22,978	\$22,978	\$22,978	\$22,978		
TOTAL EQUITY OPENING BALANCE	\$36,125	\$39,411	\$41,260	\$43,211	\$45,227	\$47,310	\$49,464	\$51,691	\$53,995	\$56,380	\$58,848		
Net Operating Result for the Year	\$1,038	\$619	\$885	\$938	\$994	\$1,053	\$1,115	\$1,181	\$1,250	\$1,323	\$1,400		
Gain / (Loss) on Reval of PP&E	\$2,248	\$1,229	\$1,067	\$1,078	\$1,089	\$1,101	\$1,112	\$1,123	\$1,134	\$1,145	\$1,156		
TOTAL EQUITY CLOSING BALANCE	\$39,411	\$41,260	\$43,211	\$45,227	\$47,310	\$49,464	\$51,691	\$53,995	\$56,380	\$58,848	\$61,404		

Cash Flow Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Total Own Source Revenue	\$3,412	\$3,515	\$3,639	\$3,746	\$3,858	\$3,974	\$4,093	\$4,217	\$4,345	\$4,477	\$4,614
Grants and Contributions	\$249	\$270	\$277	\$284	\$291	\$298	\$306	\$313	\$321	\$329	\$337
Other Income from Continuing Operations	\$0	\$0	-\$0	\$0	\$0	-\$0	-\$0	-\$0	\$0	\$0	\$0
Employee Benefits	\$450	\$475	\$487	\$499	\$512	\$525	\$538	\$551	\$565	\$579	\$594
Materials and Contracts	\$1,262	\$1,316	\$1,349	\$1,383	\$1,418	\$1,453	\$1,490	\$1,527	\$1,565	\$1,605	\$1,645
Other Expenses from Continuing Operations	\$0	\$517	\$530	\$543	\$557	\$570	\$585	\$599	\$615	\$630	\$646
CASHFLOW FROM OPERATIONS	\$1,949	\$1,478	\$1,550	\$1,605	\$1,663	\$1,724	\$1,787	\$1,853	\$1,921	\$1,993	\$2,067
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$1,076	\$1,081	\$1,092	\$1,103	\$1,114	\$1,126	\$1,137	\$1,148	\$1,159	\$1,170	\$1,182
CASHFLOW FROM INVESTING	-\$1,076	-\$1,081	-\$1,092	-\$1,103	-\$1,115	-\$1,126	-\$1,137	-\$1,148	-\$1,159	-\$1,170	-\$1,182
Proceeds from Grants and Contributions - Capital purposes	\$14	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$199	\$199	\$199	\$199	\$199	\$199	\$199	\$199	\$199	\$199	\$199
CASHFLOW FROM FINANCING	-\$185	-\$174	-\$174	-\$174	-\$174	-\$174	-\$174	-\$174	-\$174	-\$174	-\$174
Opening Cash	\$1,933	\$2,621	\$2,844	\$3,128	\$3,455	\$3,830	\$4,254	\$4,730	\$5,260	\$5,848	\$6,496
Change in Cash	\$688	\$223	\$284	\$328	\$375	\$424	\$476	\$531	\$588	\$648	\$711
CLOSING CASH	\$2,621	\$2,844	\$3,128	\$3,455	\$3,830	\$4,254	\$4,730	\$5,260	\$5,848	\$6,496	\$7,207
TOTAL CASH AND LIQUID INVESTMENTS	\$3,733	\$3,956	\$4,240	\$4,568	\$4,943	\$5,367	\$5,842	\$6,373	\$6,961	\$7,609	\$8,321
Internally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unrestricted Cash	\$3,733	\$3,956	\$4,240	\$4,568	\$4,943	\$5,367	\$5,842	\$6,373	\$6,961	\$7,609	\$8,321

Sewer Fund

Operating Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Type	Budget	Budget	Forecast								
Rates & Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$1,947	\$2,005	\$2,055	\$2,107	\$2,160	\$2,214	\$2,270	\$2,327	\$2,385	\$2,445	\$2,506
TOTAL RATES & ANNUAL CHARGES	\$1,947	\$2,005	\$2,055	\$2,107	\$2,160	\$2,214	\$2,270	\$2,327	\$2,385	\$2,445	\$2,506
User Charges and fees	\$143	\$127	\$130	\$133	\$137	\$140	\$144	\$147	\$151	\$155	\$159
Other revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest and Investment Income	\$188	\$193	\$210	\$225	\$242	\$260	\$279	\$300	\$322	\$346	\$371
Other Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$2,278	\$2,325	\$2,395	\$2,466	\$2,539	\$2,614	\$2,693	\$2,774	\$2,858	\$2,946	\$3,036
Grants & Contributions - Operating Purposes	\$10	\$10	\$10	\$11	\$11	\$11	\$11	\$12	\$12	\$12	\$12
Grants & Contributions for Capital Purposes	\$10	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
Gains from disposal assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL INCOME FROM CONTINUING OPERATIONS	\$2,298	\$2,355	\$2,425	\$2,496	\$2,569	\$2,645	\$2,724	\$2,806	\$2,890	\$2,978	\$3,069
Employee Benefits	\$336	\$425	\$436	\$447	\$458	\$469	\$481	\$493	\$506	\$518	\$531
Materials and Contracts	\$567	\$504	\$517	\$530	\$543	\$557	\$571	\$585	\$600	\$615	\$630
Borrowing Costs	\$20	\$11	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation & Amortisation	\$573	\$636	\$580	\$590	\$600	\$610	\$620	\$630	\$641	\$651	\$662
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$279	\$286	\$293	\$300	\$308	\$316	\$324	\$332	\$340	\$349
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$1,496	\$1,855	\$1,818	\$1,859	\$1,901	\$1,943	\$1,987	\$2,032	\$2,077	\$2,124	\$2,172

LONG TERM FINANCIAL PLAN 2025-2035													
Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035		
OPERATING RESULT (Excl. Capital)	\$792	\$480	\$587	\$617	\$649	\$682	\$717	\$754	\$793	\$834	\$877		
OPERATING RESULT (Excl. Capital and Asset Sales)	\$792	\$480	\$587	\$617	\$649	\$682	\$717	\$754	\$793	\$834	\$877		
OPERATING RESULT (Incl. Capital)	\$802	\$500	\$607	\$637	\$669	\$702	\$737	\$774	\$813	\$854	\$897		

Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash & Cash Equivalents	\$2,096	\$2,134	\$2,525	\$2,944	\$3,395	\$3,878	\$4,395	\$4,950	\$5,542	\$6,176	\$6,852
Investments - Current	\$3,106	\$3,106	\$3,107	\$3,107	\$3,107	\$3,108	\$3,108	\$3,108	\$3,108	\$3,109	\$3,109
Receivables - Current	\$363	\$374	\$383	\$393	\$403	\$413	\$423	\$434	\$445	\$456	\$468
Right of Use and Contract Assets - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	-\$8	-\$8	-\$8	-\$8	-\$8	-\$8	-\$8	-\$8	-\$8	-\$8	-\$8
Other Current Assets	\$320	\$320	\$320	\$320	\$320	\$320	\$320	\$320	\$320	\$320	\$320
TOTAL CURRENT ASSETS	\$5,877	\$5,926	\$6,327	\$6,756	\$7,217	\$7,711	\$8,239	\$8,804	\$9,408	\$10,053	\$10,741
Infrastructure Property & Equip	\$27,441	\$28,398	\$29,366	\$30,346	\$31,337	\$32,339	\$33,351	\$34,374	\$35,408	\$36,452	\$37,507
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non- Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$27,441	\$28,398	\$29,366	\$30,346	\$31,337	\$32,339	\$33,351	\$34,374	\$35,408	\$36,452	\$37,507
TOTAL ASSETS	\$33,318	\$34,324	\$35,693	\$37,102	\$38,554	\$40,049	\$41,590	\$43,178	\$44,816	\$46,505	\$48,248
Payables - Current	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96
Contract Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$322	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provisions - Current	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3
TOTAL CURRENT LIABILITIES	\$421	\$99	\$99	\$99	\$99	\$99	\$99	\$99	\$99	\$99	\$99
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non current	-\$322	-\$322	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provisions - Non-Current	\$21	\$21	\$21	\$21	\$21	\$21	\$21	\$21	\$21	\$21	\$21
TOTAL NON-CURRENT LIABILITIES	-\$301	-\$301	\$21	\$21	\$21	\$21	\$21	\$21	\$21	\$21	\$21

LONG TERM FINANCIAL PLAN 2025-2035											
Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
TOTAL LIABILITIES	\$120	-\$202	\$120	\$120	\$120	\$120	\$120	\$120	\$120	\$120	\$120
NET ASSETS	\$33,198	\$34,526	\$35,573	\$36,982	\$38,434	\$39,929	\$41,470	\$43,058	\$44,696	\$46,385	\$48,128
Accumulated Surplus	\$15,819	\$16,319	\$17,366	\$18,775	\$20,227	\$21,722	\$23,263	\$24,851	\$26,489	\$28,178	\$29,921
Revaluation Reserves	\$17,379	\$18,207	\$18,207	\$18,207	\$18,207	\$18,207	\$18,207	\$18,207	\$18,207	\$18,207	\$18,207
TOTAL EQUITY OPENING BALANCE	\$30,011	\$33,198	\$34,526	\$35,573	\$36,982	\$38,434	\$39,929	\$41,470	\$43,058	\$44,696	\$46,385
Net Operating Result for the Year	\$802	\$500	\$607	\$637	\$669	\$702	\$737	\$774	\$813	\$854	\$897
Gain / (Loss) on Reval of PP&E	\$2,385	\$828	\$439	\$772	\$783	\$793	\$804	\$814	\$825	\$835	\$846
TOTAL EQUITY CLOSING BALANCE	\$33,198	\$34,526	\$35,573	\$36,982	\$38,434	\$39,929	\$41,470	\$43,058	\$44,696	\$46,385	\$48,128

Cash Flow Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Total Own Source Revenue	\$2,259	\$2,314	\$2,386	\$2,456	\$2,529	\$2,604	\$2,682	\$2,763	\$2,847	\$2,935	\$3,025
Grants and Contributions	\$10	\$10	\$10	\$11	\$11	\$11	\$11	\$12	\$12	\$12	\$12
Other Income from Continuing Operations	\$0	\$0	\$0	\$0	-\$0	\$0	-\$0	-\$0	\$0	\$0	-\$0
Employee Benefits	\$336	\$425	\$436	\$447	\$458	\$469	\$481	\$493	\$506	\$518	\$531
Materials and Contracts	\$567	\$504	\$517	\$530	\$543	\$557	\$571	\$585	\$600	\$615	\$630
Other Expenses from Continuing Operations	\$0	\$279	\$286	\$293	\$300	\$308	\$316	\$324	\$332	\$340	\$349
CASHFLOW FROM OPERATIONS	\$1,366	\$1,116	\$1,158	\$1,197	\$1,238	\$1,282	\$1,327	\$1,374	\$1,423	\$1,474	\$1,528
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$770	\$776	\$787	\$797	\$808	\$818	\$829	\$839	\$850	\$860	\$871
CASHFLOW FROM INVESTING	-\$770	-\$776	-\$787	-\$797	-\$808	-\$818	-\$829	-\$839	-\$850	-\$860	-\$871
Proceeds from Grants and Contributions - Capital purposes	\$10	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$322	\$322	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING	-\$312	-\$302	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
Opening Cash	\$1,813	\$2,096	\$2,134	\$2,525	\$2,944	\$3,395	\$3,878	\$4,395	\$4,950	\$5,542	\$6,176
Change in Cash	\$283	\$37	\$391	\$420	\$451	\$483	\$518	\$554	\$593	\$633	\$677
CLOSING CASH	\$2,096	\$2,134	\$2,525	\$2,944	\$3,395	\$3,878	\$4,395	\$4,950	\$5,542	\$6,176	\$6,852
TOTAL CASH AND LIQUID INVESTMENTS	\$5,202	\$5,240	\$5,631	\$6,051	\$6,502	\$6,985	\$7,503	\$8,058	\$8,651	\$9,284	\$9,961
Internally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unrestricted Cash	\$5,202	\$5,240	\$5,631	\$6,051	\$6,502	\$6,985	\$7,503	\$8,058	\$8,651	\$9,284	\$9,961

Sustainability Scenario - 2 year SRV option

Whole of Council Consolidated

Operating statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Type	Budget	Budget	Forecast								
Rates & Charges	\$8,120	\$8,630	\$8,983	\$11,544	\$14,030	\$14,520	\$15,025	\$15,536	\$16,058	\$16,588	\$17,132
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$2,158	\$2,005	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$5,865	\$7,064	\$7,263	\$7,468	\$7,676	\$7,889	\$8,107	\$8,327	\$8,553	\$8,781	\$9,015
TOTAL RATES & ANNUAL CHARGES	\$13,985	\$15,694	\$18,403	\$21,018	\$21,707	\$22,409	\$23,131	\$23,863	\$24,611	\$25,370	\$26,147
User Charges and fees	\$8,875	\$9,562	\$9,801	\$10,046	\$10,297	\$10,555	\$10,819	\$11,089	\$11,366	\$11,650	\$11,942
Other revenues	\$593	\$560	\$574	\$588	\$603	\$618	\$634	\$649	\$666	\$682	\$699
Interest and Investment Income	\$1,228	\$1,194	\$1,152	\$1,319	\$1,608	\$1,926	\$1,991	\$2,044	\$2,147	\$2,325	\$2,674
Other Income	\$482	\$433	\$444	\$455	\$466	\$478	\$490	\$502	\$515	\$528	\$541
Initiatives Revenue	\$0	\$0	\$602	\$1,446	\$1,482	\$1,774	\$1,818	\$1,864	\$1,910	\$1,958	\$2,007
TOTAL OWN SOURCE REVENUE	\$25,164	\$27,443	\$30,977	\$34,873	\$36,164	\$37,760	\$38,883	\$40,011	\$41,215	\$42,513	\$44,010
Grants & Contributions - Operating Purposes	\$10,581	\$10,054	\$10,305	\$10,563	\$10,827	\$11,098	\$11,375	\$11,660	\$11,951	\$12,250	\$12,556
Grants & Contributions for Capital Purposes	\$13,000	\$7,880	\$7,880	\$7,880	\$7,880	\$1,665	\$1,665	\$1,665	\$2,703	\$4,903	\$5,703
Gains from disposal assets	\$0	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
TOTAL INCOME FROM CONTINUING OPERATIONS	\$48,745	\$45,377	\$49,560	\$53,713	\$55,269	\$50,920	\$52,321	\$53,734	\$56,267	\$60,063	\$62,667
Employee Benefits	\$13,673	\$14,233	\$14,589	\$14,954	\$15,327	\$15,711	\$16,103	\$16,506	\$16,919	\$17,342	\$17,775
Materials and Contracts	\$14,808	\$16,040	\$16,514	\$17,007	\$17,504	\$18,009	\$18,525	\$19,046	\$19,576	\$20,112	\$20,658
Borrowing Costs	\$477	\$469	\$709	\$655	\$598	\$537	\$473	\$404	\$331	\$254	\$172
Depreciation & Amortisation	\$9,622	\$10,086	\$10,224	\$10,462	\$10,700	\$10,965	\$11,258	\$11,525	\$11,785	\$12,027	\$12,270
Other Expenses	\$912	\$912	\$935	\$958	\$982	\$1,007	\$1,032	\$1,058	\$1,084	\$1,111	\$1,139
Initiatives Expenses	\$0	\$114	-\$572	-\$533	-\$421	-\$711	-\$900	-\$868	-\$926	-\$937	-\$948

LONG TERM FINANCIAL PLAN 2025-2035														
Financial Year Ending 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035														
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$39,492	\$41,854	\$42,400	\$43,503	\$44,690	\$45,517	\$46,492	\$47,670	\$48,769	\$49,909	\$51,066			
OPERATING RESULT (Excl. Capital)	-\$3,747	-\$4,357	-\$720	\$2,330	\$2,698	\$3,738	\$4,164	\$4,399	\$4,794	\$5,251	\$5,898			
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$3,747	-\$4,357	-\$1,118	\$1,932	\$2,301	\$3,340	\$3,767	\$4,001	\$4,397	\$4,854	\$5,500			
OPERATING RESULT (Incl. Capital)	\$9,253	\$3,523	\$7,160	\$10,210	\$10,578	\$5,403	\$5,829	\$6,064	\$7,497	\$10,154	\$11,601			

Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash & Cash Equivalents	\$15,294	\$13,607	\$17,787	\$25,004	\$32,943	\$34,584	\$35,903	\$38,481	\$42,915	\$51,646	\$62,225
Investments - Current	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200
Receivables - Current	\$4,601	\$4,973	\$5,794	\$6,588	\$6,807	\$7,030	\$7,258	\$7,490	\$7,726	\$7,965	\$8,209
Right of Use and Contract Assets - Current	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169
Inventories - Current	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	\$46,079	\$44,764	\$49,765	\$57,776	\$65,934	\$67,797	\$69,346	\$72,155	\$76,824	\$85,794	\$96,618
Infrastructure Property & Equip	\$466,947	\$484,400	\$497,953	\$508,563	\$519,310	\$532,636	\$548,160	\$561,162	\$573,625	\$583,389	\$592,954
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non- Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524
Investment Property	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725
TOTAL NON-CURRENT ASSETS	\$468,196	\$485,649	\$499,202	\$509,812	\$520,559	\$533,885	\$549,409	\$562,411	\$574,874	\$584,638	\$594,203
TOTAL ASSETS	\$514,275	\$530,413	\$548,967	\$567,588	\$586,492	\$601,682	\$618,755	\$634,566	\$651,698	\$670,432	\$690,821
Payables - Current	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486
Contract Liabilities - Current	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096
Lease Liabilities - Current	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239
Borrowings - current	\$971	\$914	\$968	\$1,026	\$1,086	\$1,151	\$1,219	\$1,292	\$1,369	\$1,183	\$1,183
Provisions - Current	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976
TOTAL CURRENT LIABILITIES	\$15,768	\$15,711	\$15,765	\$15,823	\$15,883	\$15,948	\$16,016	\$16,089	\$16,166	\$15,980	\$15,980
Lease Liabilities - Non-Current	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673
Borrowings - Non current	\$6,605	\$7,691	\$10,045	\$9,020	\$7,933	\$6,783	\$5,563	\$4,271	\$2,902	\$1,719	\$536
Provisions - Non-Current	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445
TOTAL NON-CURRENT LIABILITIES	\$10,723	\$11,809	\$14,163	\$13,138	\$12,051	\$10,901	\$9,681	\$8,389	\$7,020	\$5,837	\$4,654

		LONG	TERM F	INANCIA	L PLAN 2	025-203	5				
Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
TOTAL LIABILITIES	\$26,491	\$27,520	\$29,928	\$28,960	\$27,935	\$26,848	\$25,698	\$24,478	\$23,186	\$21,817	\$20,634
NET ASSETS	\$487,784	\$502,893	\$519,038	\$538,628	\$558,558	\$574,834	\$593,058	\$610,088	\$628,512	\$648,616	\$670,187
Accumulated Surplus	\$197,119	\$200,642	\$216,787	\$236,377	\$256,306	\$272,582	\$290,807	\$307,837	\$326,261	\$346,364	\$367,936
Revaluation Reserves	\$290,665	\$302,251	\$302,251	\$302,251	\$302,251	\$302,251	\$302,251	\$302,251	\$302,251	\$302,251	\$302,251
TOTAL EQUITY OPENING BALANCE	\$430,959	\$487,784	\$502,893	\$519,038	\$538,628	\$558,558	\$574,834	\$593,058	\$610,088	\$628,512	\$648,616
Net Operating Result for the Year	\$9,253	\$3,523	\$7,160	\$10,210	\$10,578	\$5,403	\$5,829	\$6,064	\$7,497	\$10,154	\$11,601
Gain / (Loss) on Reval of PP&E	\$47,572	\$11,586	\$8,986	\$9,380	\$9,351	\$10,873	\$12,395	\$10,966	\$10,927	\$9,949	\$9,970
TOTAL EQUITY CLOSING BALANCE	\$487,784	\$502,893	\$519,038	\$538,628	\$558,558	\$574,834	\$593,058	\$610,088	\$628,512	\$648,616	\$670,187

Cashflow

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Total Own Source Revenue	\$24,987	\$27,072	\$30,155	\$34,079	\$35,945	\$37,537	\$38,654	\$39,780	\$40,979	\$42,274	\$43,765
Grants and Contributions	\$10,581	\$10,054	\$10,305	\$10,563	\$10,827	\$11,098	\$11,375	\$11,660	\$11,951	\$12,250	\$12,556
Other Income from Continuing Operations	\$0	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
Employee Benefits	\$13,673	\$14,233	\$14,589	\$14,954	\$15,327	\$15,711	\$16,103	\$16,506	\$16,919	\$17,342	\$17,775
Materials and Contracts	\$14,808	\$16,040	\$16,514	\$17,007	\$17,504	\$18,009	\$18,525	\$19,046	\$19,576	\$20,112	\$20,658
Other Expenses from Continuing Operations	\$912	\$1,026	\$363	\$425	\$561	\$296	\$132	\$189	\$158	\$174	\$191
CASHFLOW FROM OPERATIONS	\$6,175	\$5,827	\$9,392	\$12,654	\$13,778	\$15,018	\$15,667	\$16,096	\$16,675	\$17,294	\$18,095
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$15,989	\$15,855	\$14,469	\$11,693	\$12,095	\$13,418	\$14,388	\$13,560	\$13,321	\$11,842	\$11,864
CASHFLOW FROM INVESTING	-\$15,989	-\$15,855	-\$14,469	-\$11,693	-\$12,095	-\$13,418	-\$14,388	-\$13,560	-\$13,321	-\$11,842	-\$11,864
Proceeds from Grants and Contributions - Capital purposes	\$13,000	\$7,880	\$7,880	\$7,880	\$7,880	\$1,665	\$1,665	\$1,665	\$2,703	\$4,903	\$5,703
Proceeds from Borrowings	\$2,000	\$2,000	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$1,368	\$1,538	\$1,624	\$1,624	\$1,624	\$1,624	\$1,624	\$1,624	\$1,624	\$1,624	\$1,355
CASHFLOW FROM FINANCING	\$13,632	\$8,342	\$9,256	\$6,256	\$6,256	\$41	\$41	\$41	\$1,079	\$3,279	\$4,348
Opening Cash	\$11,475	\$15,294	\$13,607	\$17,787	\$25,004	\$32,943	\$34,584	\$35,903	\$38,481	\$42,915	\$51,646
Change in Cash	\$3,819	-\$1,687	\$4,180	\$7,217	\$7,939	\$1,641	\$1,320	\$2,578	\$4,434	\$8,731	\$10,579
CLOSING CASH	\$15,294	\$13,607	\$17,787	\$25,004	\$32,943	\$34,584	\$35,903	\$38,481	\$42,915	\$51,646	\$62,225
TOTAL CASH AND LIQUID INVESTMENTS	\$30,494	\$28,807	\$32,987	\$40,204	\$48,143	\$49,784	\$51,103	\$53,681	\$58,115	\$66,846	\$77,425
Internally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash	\$17,841	\$17,045	\$16,250	\$15,455	\$14,660	\$13,864	\$13,069	\$12,274	\$11,479	\$10,683	\$9,888

LONG TERM FINANCIAL PLAN 2025-2035													
Financial Year Ending 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035													
Externally Restricted - Water Fund cash balance	\$3,733	\$3,956	\$4,240	\$4,568	\$4,943	\$5,367	\$5,843	\$6,373	\$6,962	\$7,610	\$8,321		
Externally Restricted - Sewerage Fund cash balance	\$5,202	\$5,240	\$5,631	\$6,051	\$6,502	\$6,985	\$7,502	\$8,056	\$8,648	\$9,281	\$9,957		
Externally Restricted Domestic Waste Cash Balance	\$2,447	\$1,398	\$1,032	\$1,185	\$798	\$986	\$1,763	\$2,024	\$2,530	\$3,531	\$4,596		
Unrestricted Cash	\$1,271	\$1,168	\$5,834	\$12,944	\$21,240	\$22,582	\$22,926	\$24,953	\$28,496	\$35,741	\$44,663		

General Fund

Operating Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Type	Budget	Budget	Forecast								
Rates & Charges	\$8,120	\$8,630	\$8,983	\$11,544	\$14,030	\$14,520	\$15,025	\$15,536	\$16,058	\$16,588	\$17,132
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$2,158	\$2,005	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$1,312	\$1,935	\$1,995	\$2,057	\$2,120	\$2,183	\$2,248	\$2,313	\$2,379	\$2,446	\$2,514
TOTAL RATES & ANNUAL CHARGES	\$9,432	\$10,565	\$13,135	\$15,607	\$16,150	\$16,703	\$17,273	\$17,849	\$18,437	\$19,034	\$19,646
User Charges and fees	\$6,629	\$7,247	\$7,428	\$7,614	\$7,804	\$7,999	\$8,199	\$8,404	\$8,614	\$8,830	\$9,051
Other revenues	\$437	\$500	\$513	\$525	\$538	\$552	\$566	\$580	\$594	\$609	\$624
Interest and Investment Income	\$916	\$801	\$729	\$883	\$1,136	\$1,436	\$1,458	\$1,440	\$1,489	\$1,599	\$1,857
Other Income	\$482	\$433	\$444	\$455	\$466	\$478	\$490	\$502	\$515	\$528	\$541
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$17,897	\$19,546	\$22,249	\$25,084	\$26,095	\$27,168	\$27,986	\$28,775	\$29,650	\$30,600	\$31,719
Grants & Contributions - Operating Purposes	\$10,322	\$9,774	\$10,018	\$10,269	\$10,526	\$10,789	\$11,058	\$11,335	\$11,618	\$11,909	\$12,206
Grants & Contributions for Capital Purposes	\$12,976	\$7,835	\$7,835	\$7,835	\$7,835	\$1,620	\$1,620	\$1,620	\$2,658	\$4,858	\$5,658
Gains from disposal assets	\$0	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
TOTAL INCOME FROM CONTINUING OPERATIONS	\$41,195	\$37,155	\$40,500	\$43,585	\$44,853	\$39,975	\$41,062	\$42,127	\$44,324	\$47,764	\$49,981
Employee Benefits	\$12,114	\$12,810	\$13,130	\$13,459	\$13,795	\$14,140	\$14,493	\$14,856	\$15,227	\$15,608	\$15,998
Materials and Contracts	\$11,743	\$12,473	\$12,858	\$13,259	\$13,663	\$14,071	\$14,490	\$14,910	\$15,336	\$15,766	\$16,203
Borrowing Costs	\$294	\$364	\$612	\$566	\$517	\$466	\$411	\$353	\$292	\$227	\$158
Depreciation & Amortisation	\$8,218	\$8,613	\$9,006	\$9,223	\$9,440	\$9,684	\$9,956	\$10,200	\$10,439	\$10,659	\$10,879
Other Expenses	\$912	\$912	\$935	\$958	\$982	\$1,007	\$1,032	\$1,058	\$1,084	\$1,111	\$1,139
Initiatives Expenses	\$0	-\$1,130	-\$1,845	-\$1,989	-\$2,087	-\$2,276	-\$2,434	-\$2,477	-\$2,534	-\$2,584	-\$2,636
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$33,281	\$34,042	\$34,697	\$35,476	\$36,310	\$37,092	\$37,947	\$38,900	\$39,845	\$40,786	\$41,741

LONG TERM FINANCIAL PLAN 2025-2035													
Financial Year Ending 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035													
Prinancial Year Ending 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 OPERATING RESULT (Excl. Capital) -\$5,062 -\$4,722 -\$2,032 \$274 \$708 \$1,263 \$1,494 \$1,608 \$1,821 \$2,120 \$2,582													
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$5,062	-\$4,722	-\$2,430	-\$123	\$310	\$865	\$1,097	\$1,210	\$1,423	\$1,722	\$2,184		
OPERATING RESULT (Incl. Capital)	\$7,914	\$3,113	\$5,803	\$8,109	\$8,543	\$2,883	\$3,114	\$3,228	\$4,479	\$6,978	\$8,240		

Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash & Cash Equivalents	\$8,130	\$7,232	\$11,102	\$17,417	\$24,918	\$25,465	\$25,013	\$26,245	\$28,993	\$35,442	\$43,569
Investments - Current	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982
Receivables - Current	\$2,817	\$3,155	\$3,923	\$4,661	\$4,823	\$4,988	\$5,159	\$5,331	\$5,506	\$5,685	\$5,867
Right of Use and Contract Assets - Current	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169
Inventories - Current	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926
Other Current Assets	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172
TOTAL CURRENT ASSETS	\$32,852	\$32,292	\$36,930	\$43,983	\$51,646	\$52,358	\$52,077	\$53,481	\$56,404	\$63,032	\$71,341
Infrastructure Property & Equip	\$403,163	\$417,785	\$428,617	\$436,345	\$443,797	\$453,989	\$466,850	\$476,632	\$486,023	\$493,144	\$500,045
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non- Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524
Investment Property	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725
TOTAL NON-CURRENT ASSETS	\$404,412	\$419,034	\$429,866	\$437,594	\$445,046	\$455,238	\$468,099	\$477,881	\$487,272	\$494,393	\$501,294
TOTAL ASSETS	\$437,264	\$451,326	\$466,796	\$481,577	\$496,692	\$507,596	\$520,176	\$531,362	\$543,677	\$557,425	\$572,635
Payables - Current	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060
Contract Liabilities - Current	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096
Lease Liabilities - Current	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239
Borrowings - current	\$554	\$812	\$858	\$907	\$959	\$1,013	\$1,071	\$1,133	\$1,198	\$998	\$998
Provisions - Current	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958
TOTAL CURRENT LIABILITIES	\$14,907	\$15,165	\$15,211	\$15,260	\$15,312	\$15,366	\$15,424	\$15,486	\$15,551	\$15,351	\$15,351
Lease Liabilities - Non-Current	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673
Borrowings - Non current	\$5,667	\$6,855	\$8,997	\$8,090	\$7,132	\$6,118	\$5,047	\$3,914	\$2,717	\$1,719	\$721
Provisions - Non-Current	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391
TOTAL NON-CURRENT LIABILITIES	\$9,731	\$10,919	\$13,061	\$12,154	\$11,196	\$10,182	\$9,111	\$7,978	\$6,781	\$5,783	\$4,785

		LONG	TERM F	INANCIA	L PLAN 2	025-203	5				
Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
TOTAL LIABILITIES	\$24,638	\$26,084	\$28,272	\$27,414	\$26,507	\$25,549	\$24,535	\$23,464	\$22,331	\$21,134	\$20,136
NET ASSETS	\$412,626	\$425,242	\$438,524	\$454,163	\$470,185	\$482,047	\$495,641	\$507,898	\$521,345	\$536,291	\$552,499
Accumulated Surplus	\$164,138	\$167,250	\$180,533	\$196,171	\$212,193	\$224,056	\$237,649	\$249,906	\$263,354	\$278,300	\$294,507
Revaluation Reserves	\$248,488	\$257,992	\$257,992	\$257,992	\$257,992	\$257,992	\$257,992	\$257,992	\$257,992	\$257,992	\$257,992
TOTAL EQUITY OPENING BALANCE	\$361,796	\$412,626	\$425,242	\$438,524	\$454,163	\$470,185	\$482,047	\$495,641	\$507,898	\$521,345	\$536,291
Net Operating Result for the Year	\$7,914	\$3,113	\$5,803	\$8,109	\$8,543	\$2,883	\$3,114	\$3,228	\$4,479	\$6,978	\$8,240
Gain / (Loss) on Reval of PP&E	\$42,916	\$9,503	\$7,479	\$7,529	\$7,479	\$8,979	\$10,479	\$9,029	\$8,968	\$7,968	\$7,968
TOTAL EQUITY CLOSING BALANCE	\$412,626	\$425,242	\$438,524	\$454,163	\$470,185	\$482,047	\$495,641	\$507,898	\$521,345	\$536,291	\$552,499

Cash Flow Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Total Own Source Revenue	\$17,785	\$19,208	\$21,481	\$24,346	\$25,932	\$27,003	\$27,815	\$28,603	\$29,474	\$30,421	\$31.536
Grants and Contributions	\$10,322	\$9.774	\$10.018	\$10,269	\$10,526	\$10.789	\$11.058	\$11,335	\$11.618	\$11.909	\$12,206
Other Income from Continuing Operations	\$0	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
Employee Benefits	\$12.114	\$12,810	\$13.130	\$13,459	\$13.795	\$14.140	\$14.493	\$14,856	\$15.227	\$15,608	\$15.998
Materials and Contracts	\$12,114	\$12,473	\$13,130	\$13,459	\$13,793	\$14,140	\$14,493	\$14,830	\$15,227	\$15,766	\$16,203
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Other Expenses from Continuing Operations	\$912	-\$218	-\$910	-\$1,031	-\$1,105	-\$1,269	-\$1,403	-\$1,419	-\$1,449	-\$1,473	-\$1,497
CASHFLOW FROM OPERATIONS	\$3,338	\$3,917	\$6,819	\$9,325	\$10,503	\$11,247	\$11,691	\$11,989	\$12,376	\$12,828	\$13,436
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$14,041	\$13,633	\$12,359	\$9,421	\$9,413	\$10,896	\$12,338	\$10,953	\$10,862	\$9,812	\$9,812
CASHFLOW FROM INVESTING	-\$14,041	-\$13,633	-\$12,359	-\$9,421	-\$9,413	-\$10,896	-\$12,338	-\$10,953	-\$10,862	-\$9,812	-\$9,812
Proceeds from Grants and Contributions - Capital purposes	\$12,976	\$7,835	\$7,835	\$7,835	\$7,835	\$1,620	\$1,620	\$1,620	\$2,658	\$4,858	\$5,658
Proceeds from Borrowings	\$2,000	\$2,000	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$846	\$1,017	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,156
CASHFLOW FROM FINANCING	\$14,130	\$8,818	\$9,411	\$6,411	\$6,411	\$196	\$196	\$196	\$1,234	\$3,434	\$4,502
Opening Cash	\$4,702	\$8,130	\$7,232	\$11,102	\$17,417	\$24,918	\$25,465	\$25,013	\$26,245	\$28,993	\$35,442
Change in Cash	\$3,427	-\$898	\$3,870	\$6,315	\$7,500	\$547	-\$451	\$1,232	\$2,748	\$6,449	\$8,126
CLOSING CASH	\$8,130	\$7,232	\$11,102	\$17,417	\$24,918	\$25,465	\$25,013	\$26,245	\$28,993	\$35,442	\$43,569
TOTAL CASH AND LIQUID INVESTMENTS	\$19,112	\$18,214	\$22,084	\$28,399	\$35,900	\$36,447	\$35,995	\$37,227	\$39,975	\$46,424	\$54,551
Internally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash	\$17,841	\$17,045	\$16,250	\$15,455	\$14,660	\$13,864	\$13,069	\$12,274	\$11,479	\$10,683	\$9,888
Unrestricted Cash	\$1,271	\$1,168	\$5,834	\$12,944	\$21,240	\$22,582	\$22,926	\$24,953	\$28,496	\$35,741	\$44,663

Water Fund and Sewer Funds

Operating Statements, Balance Sheet and Cashflow

See Base Case as no change under SRV scenarios

Growth & Prosperity Scenario - 2 year SRV option

Whole of Council Consolidated

Operating Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Type	Budget	Budget	Forecast								
Rates & Charges	\$8,120	\$8,630	\$8,983	\$11,813	\$14,592	\$15,102	\$15,627	\$16,158	\$16,702	\$17,253	\$17,819
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$2,416	\$2,280	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$5,865	\$7,064	\$7,263	\$7,468	\$7,676	\$7,889	\$8,107	\$8,327	\$8,553	\$8,781	\$9,015
TOTAL RATES & ANNUAL CHARGES	\$13,985	\$15,694	\$18,662	\$21,560	\$22,269	\$22,991	\$23,733	\$24,485	\$25,254	\$26,034	\$26,834
User Charges and fees	\$8,875	\$9,562	\$9,801	\$10,046	\$10,297	\$10,555	\$10,819	\$11,089	\$11,366	\$11,650	\$11,942
Other revenues	\$593	\$560	\$574	\$588	\$603	\$618	\$634	\$649	\$666	\$682	\$699
Interest and Investment Income	\$1,228	\$1,194	\$1,152	\$1,300	\$1,573	\$1,877	\$1,935	\$1,980	\$2,082	\$2,258	\$2,606
Other Income	\$482	\$433	\$444	\$455	\$466	\$478	\$490	\$502	\$515	\$528	\$541
Initiatives Revenue	\$0	\$0	\$602	\$1,446	\$1,482	\$1,774	\$1,818	\$1,864	\$1,910	\$1,958	\$2,007
TOTAL OWN SOURCE REVENUE	\$25,164	\$27,443	\$31,235	\$35,396	\$36,690	\$38,293	\$39,429	\$40,570	\$41,793	\$43,110	\$44,628
Grants & Contributions - Operating Purposes	\$10,581	\$10,054	\$10,305	\$10,563	\$10,827	\$11,098	\$11,375	\$11,660	\$11,951	\$12,250	\$12,556
Grants & Contributions for Capital Purposes	\$13,000	\$7,880	\$7,880	\$7,880	\$7,880	\$1,665	\$1,665	\$1,665	\$2,703	\$4,903	\$5,703
Gains from disposal assets	\$0	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
TOTAL INCOME FROM CONTINUING OPERATIONS	\$48,745	\$45,377	\$49,818	\$54,237	\$55,795	\$51,453	\$52,867	\$54,292	\$56,845	\$60,661	\$63,285
Employee Benefits	\$13,673	\$14,233	\$14,589	\$14,954	\$15,327	\$15,711	\$16,103	\$16,506	\$16,919	\$17,342	\$17,775
Materials and Contracts	\$14,808	\$16,040	\$16,514	\$17,007	\$17,504	\$18,009	\$18,525	\$19,046	\$19,576	\$20,112	\$20,658
Borrowing Costs	\$477	\$469	\$709	\$655	\$598	\$537	\$473	\$404	\$331	\$254	\$172
Depreciation & Amortisation	\$9,622	\$10,086	\$10,229	\$10,472	\$10,715	\$10,983	\$11,279	\$11,545	\$11,805	\$12,047	\$12,290
Other Expenses	\$912	\$912	\$935	\$958	\$982	\$1,007	\$1,032	\$1,058	\$1,084	\$1,111	\$1,139
Initiatives Expenses	\$0	\$114	-\$204	\$6	\$130	-\$145	-\$320	-\$274	-\$317	-\$313	-\$308
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$39,492	\$41,854	\$42,773	\$44,052	\$45,257	\$46,101	\$47,092	\$48,284	\$49,399	\$50,553	\$51,726

	LONG TERM FINANCIAL PLAN 2025-2035													
Financial Year Ending 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035														
OPERATING RESULT (Excl. Capital)	-\$3,747	-\$4,357	-\$834	\$2,305	\$2,658	\$3,688	\$4,110	\$4,343	\$4,743	\$5,204	\$5,856			
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$3,747	-\$4,357	-\$1,232	\$1,907	\$2,260	\$3,290	\$3,712	\$3,945	\$4,345	\$4,807	\$5,458			
OPERATING RESULT (Incl. Capital)	\$9,253	\$3,523	\$7,046	\$10,185	\$10,538	\$5,353	\$5,775	\$6,008	\$7,446	\$10,107	\$11,559			

Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash & Cash Equivalents	\$15,294	\$13,607	\$17,301	\$24,118	\$31,726	\$33,178	\$34,308	\$36,844	\$41,240	\$49,938	\$60,488
Investments - Current	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200
Receivables - Current	\$4,601	\$4,973	\$5,872	\$6,750	\$6,975	\$7,203	\$7,438	\$7,676	\$7,918	\$8,163	\$8,414
Right of Use and Contract Assets - Current	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169
Inventories - Current	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	\$46,079	\$44,764	\$49,356	\$57,052	\$64,884	\$66,566	\$67,930	\$70,703	\$75,342	\$84,285	\$95,086
Infrastructure Property & Equip	\$466,947	\$484,400	\$498,547	\$509,748	\$521,080	\$534,688	\$550,492	\$563,474	\$575,917	\$585,660	\$595,205
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non- Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524
Investment Property	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725
TOTAL NON-CURRENT ASSETS	\$468,196	\$485,649	\$499,796	\$510,997	\$522,329	\$535,937	\$551,741	\$564,723	\$577,166	\$586,909	\$596,454
TOTAL ASSETS	\$514,275	\$530,413	\$549,153	\$568,049	\$587,213	\$602,502	\$619,671	\$635,426	\$652,507	\$671,194	\$691,541
Payables - Current	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486
Contract Liabilities - Current	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096
Lease Liabilities - Current	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239
Borrowings - current	\$971	\$914	\$968	\$1,026	\$1,086	\$1,151	\$1,219	\$1,292	\$1,369	\$1,183	\$1,183
Provisions - Current	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976
TOTAL CURRENT LIABILITIES	\$15,768	\$15,711	\$15,765	\$15,823	\$15,883	\$15,948	\$16,016	\$16,089	\$16,166	\$15,980	\$15,980
Lease Liabilities - Non-Current	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673
Borrowings - Non current	\$6,605	\$7,691	\$10,045	\$9,020	\$7,933	\$6,783	\$5,563	\$4,271	\$2,902	\$1,719	\$536
Provisions - Non-Current	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445
TOTAL NON-CURRENT LIABILITIES	\$10,723	\$11,809	\$14,163	\$13,138	\$12,051	\$10,901	\$9,681	\$8,389	\$7,020	\$5,837	\$4,654

		LONG	TERM F	INANCIA	L PLAN 2	025-203	5				
Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
TOTAL LIABILITIES	\$26,491	\$27,520	\$29,928	\$28,960	\$27,935	\$26,848	\$25,698	\$24,478	\$23,186	\$21,817	\$20,634
NET ASSETS	\$487,784	\$502,893	\$519,224	\$539,089	\$559,278	\$575,654	\$593,974	\$610,948	\$629,321	\$649,377	\$670,907
Accumulated Surplus	\$197,119	\$200,642	\$216,973	\$236,838	\$257,027	\$273,403	\$291,723	\$308,697	\$327,070	\$347,126	\$368,655
Revaluation Reserves	\$290,665	\$302,251	\$302,251	\$302,251	\$302,251	\$302,251	\$302,251	\$302,251	\$302,251	\$302,251	\$302,251
TOTAL EQUITY OPENING BALANCE	\$430,959	\$487,784	\$502,893	\$519,224	\$539,089	\$559,278	\$575,654	\$593,974	\$610,948	\$629,321	\$649,377
Net Operating Result for the Year	\$9,253	\$3,523	\$7,046	\$10,185	\$10,538	\$5,353	\$5,775	\$6,008	\$7,446	\$10,107	\$11,559
Gain / (Loss) on Reval of PP&E	\$47,572	\$11,586	\$9,286	\$9,680	\$9,651	\$11,023	\$12,545	\$10,966	\$10,927	\$9,949	\$9,970
TOTAL EQUITY CLOSING BALANCE	\$487,784	\$502,893	\$519,224	\$539,089	\$559,278	\$575,654	\$593,974	\$610,948	\$629,321	\$649,377	\$670,907

Cashflow

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Total Own Source Revenue	\$24,987	\$27,072	\$30,337	\$34,517	\$36,466	\$38,064	\$39,194	\$40,333	\$41,551	\$42,865	\$44,377
Grants and Contributions	\$10,581	\$10,054	\$10,305	\$10,563	\$10,827	\$11,098	\$11,375	\$11,660	\$11,951	\$12,250	\$12,556
Other Income from Continuing Operations	\$0	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
Employee Benefits	\$13,673	\$14,233	\$14,589	\$14,954	\$15,327	\$15,711	\$16,103	\$16,506	\$16,919	\$17,342	\$17,775
Materials and Contracts	\$14,808	\$16,040	\$16,514	\$17,007	\$17,504	\$18,009	\$18,525	\$19,046	\$19,576	\$20,112	\$20,658
Other Expenses from Continuing Operations	\$912	\$1,026	\$731	\$964	\$1,113	\$861	\$712	\$783	\$767	\$799	\$831
CASHFLOW FROM OPERATIONS	\$6,175	\$5,827	\$9,206	\$12,554	\$13,747	\$14,979	\$15,627	\$16,054	\$16,638	\$17,261	\$18,067
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$15,989	\$15,855	\$14,769	\$11,993	\$12,395	\$13,568	\$14,538	\$13,560	\$13,321	\$11,842	\$11,864
CASHFLOW FROM INVESTING	-\$15,989	-\$15,855	-\$14,769	-\$11,993	-\$12,395	-\$13,568	-\$14,538	-\$13,560	-\$13,321	-\$11,842	-\$11,864
Proceeds from Grants and Contributions - Capital purposes	\$13,000	\$7,880	\$7,880	\$7,880	\$7,880	\$1,665	\$1,665	\$1,665	\$2,703	\$4,903	\$5,703
Proceeds from Borrowings	\$2,000	\$2,000	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$1,368	\$1,538	\$1,624	\$1,624	\$1,624	\$1,624	\$1,624	\$1,624	\$1,624	\$1,624	\$1,355
CASHFLOW FROM FINANCING	\$13,632	\$8,342	\$9,256	\$6,256	\$6,256	\$41	\$41	\$41	\$1,079	\$3,279	\$4,348
Opening Cash	\$11,475	\$15,294	\$13,607	\$17,301	\$24,118	\$31,726	\$33,178	\$34,308	\$36,844	\$41,240	\$49,938
Change in Cash	\$3,819	-\$1,687	\$3,693	\$6,817	\$7,608	\$1,453	\$1,130	\$2,536	\$4,396	\$8,698	\$10,550
CLOSING CASH	\$15,294	\$13,607	\$17,301	\$24,118	\$31,726	\$33,178	\$34,308	\$36,844	\$41,240	\$49,938	\$60,488
TOTAL CASH AND LIQUID INVESTMENTS	\$30,494	\$28,807	\$32,501	\$39,318	\$46,926	\$48,378	\$49,508	\$52,044	\$56,440	\$65,138	\$75,688
Internally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash	\$17,841	\$17,045	\$16,250	\$15,455	\$14,660	\$13,864	\$13,069	\$12,274	\$11,479	\$10,683	\$9,888

LONG TERM FINANCIAL PLAN 2025-2035													
Financial Year Ending 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035													
Externally Restricted - Water Fund cash balance	\$3,733	\$3,956	\$4,240	\$4,568	\$4,943	\$5,367	\$5,843	\$6,373	\$6,962	\$7,610	\$8,321		
Externally Restricted - Sewerage Fund cash balance	\$5,202	\$5,240	\$5,631	\$6,051	\$6,502	\$6,985	\$7,502	\$8,056	\$8,648	\$9,281	\$9,957		
Externally Restricted Domestic Waste Cash Balance	\$2,447	\$1,398	\$1,032	\$1,185	\$798	\$986	\$1,763	\$2,024	\$2,530	\$3,531	\$4,596		
Unrestricted Cash	\$1,271	\$1,168	\$5,348	\$12,058	\$20,023	\$21,177	\$21,331	\$23,316	\$26,822	\$34,033	\$42,926		

General Fund

Operating Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Type	Budget	Budget	Forecast								
Rates & Charges	\$8,120	\$8,630	\$8,983	\$11,813	\$14,592	\$15,102	\$15,627	\$16,158	\$16,702	\$17,253	\$17,819
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$2,416	\$2,280	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$1,312	\$1,935	\$1,995	\$2,057	\$2,120	\$2,183	\$2,248	\$2,313	\$2,379	\$2,446	\$2,514
TOTAL RATES & ANNUAL CHARGES	\$9,432	\$10,565	\$13,394	\$16,149	\$16,712	\$17,285	\$17,875	\$18,471	\$19,081	\$19,699	\$20,332
User Charges and fees	\$6,629	\$7,247	\$7,428	\$7,614	\$7,804	\$7,999	\$8,199	\$8,404	\$8,614	\$8,830	\$9,051
Other revenues	\$437	\$500	\$513	\$525	\$538	\$552	\$566	\$580	\$594	\$609	\$624
Interest and Investment Income	\$916	\$801	\$729	\$864	\$1,101	\$1,387	\$1,402	\$1,376	\$1,424	\$1,532	\$1,789
Other Income	\$482	\$433	\$444	\$455	\$466	\$478	\$490	\$502	\$515	\$528	\$541
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$17,897	\$19,546	\$22,507	\$25,607	\$26,621	\$27,702	\$28,531	\$29,333	\$30,228	\$31,197	\$32,337
Grants & Contributions - Operating Purposes	\$10,322	\$9,774	\$10,018	\$10,269	\$10,526	\$10,789	\$11,058	\$11,335	\$11,618	\$11,909	\$12,206
Grants & Contributions for Capital Purposes	\$12,976	\$7,835	\$7,835	\$7,835	\$7,835	\$1,620	\$1,620	\$1,620	\$2,658	\$4,858	\$5,658
Gains from disposal assets	\$0	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
TOTAL INCOME FROM CONTINUING OPERATIONS	\$41,195	\$37,155	\$40,758	\$44,109	\$45,380	\$40,508	\$41,607	\$42,686	\$44,902	\$48,362	\$50,599
Employee Benefits	\$12,114	\$12,810	\$13,130	\$13,459	\$13,795	\$14,140	\$14,493	\$14,856	\$15,227	\$15,608	\$15,998
Materials and Contracts	\$11,743	\$12,473	\$12,858	\$13,259	\$13,663	\$14,071	\$14,490	\$14,910	\$15,336	\$15,766	\$16,203
Borrowing Costs	\$294	\$364	\$612	\$566	\$517	\$466	\$411	\$353	\$292	\$227	\$158
Depreciation & Amortisation	\$8,218	\$8,613	\$9,011	\$9,233	\$9,455	\$9,702	\$9,976	\$10,221	\$10,459	\$10,679	\$10,899
Other Expenses	\$912	\$912	\$935	\$958	\$982	\$1,007	\$1,032	\$1,058	\$1,084	\$1,111	\$1,139
Initiatives Expenses	\$0	-\$1,130	-\$1,477	-\$1,450	-\$1,535	-\$1,710	-\$1,855	-\$1,882	-\$1,924	-\$1,960	-\$1,996
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$33,281	\$34,042	\$35,069	\$36,025	\$36,877	\$37,675	\$38,547	\$39,514	\$40,474	\$41,431	\$42,401

LONG TERM FINANCIAL PLAN 2025-2035													
Financial Year Ending 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2032													
OPERATING RESULT (Excl. Capital)	-\$5,062	-\$4,722	-\$2,146	\$249	\$667	\$1,213	\$1,440	\$1,552	\$1,770	\$2,073	\$2,539		
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$5,062	-\$4,722	-\$2,544	-\$149	\$270	\$815	\$1,042	\$1,154	\$1,372	\$1,675	\$2,142		
OPERATING RESULT (Incl. Capital)	\$7,914	\$3,113	\$5,689	\$8,084	\$8,502	\$2,833	\$3,060	\$3,172	\$4,428	\$6,931	\$8,197		

Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash & Cash Equivalents	\$8,130	\$7,232	\$10,616	\$16,531	\$23,701	\$24,059	\$23,418	\$24,608	\$27,318	\$33,734	\$41,832
Investments - Current	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982
Receivables - Current	\$2,817	\$3,155	\$4,000	\$4,823	\$4,991	\$5,162	\$5,338	\$5,516	\$5,699	\$5,883	\$6,072
Right of Use and Contract Assets - Current	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169
Inventories - Current	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926
Other Current Assets	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172
TOTAL CURRENT ASSETS	\$32,852	\$32,292	\$36,521	\$43,259	\$50,597	\$51,127	\$50,661	\$52,029	\$54,922	\$61,522	\$69,809
Infrastructure Property & Equip	\$403,163	\$417,785	\$429,212	\$437,530	\$445,567	\$456,041	\$469,182	\$478,944	\$488,315	\$495,416	\$502,297
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non- Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524
Investment Property	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725
TOTAL NON-CURRENT ASSETS	\$404,412	\$419,034	\$430,461	\$438,779	\$446,816	\$457,290	\$470,431	\$480,193	\$489,564	\$496,665	\$503,546
TOTAL ASSETS	\$437,264	\$451,326	\$466,983	\$482,038	\$497,413	\$508,416	\$521,092	\$532,222	\$544,486	\$558,187	\$573,355
Payables - Current	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060
Contract Liabilities - Current	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096
Lease Liabilities - Current	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239
Borrowings - current	\$554	\$812	\$858	\$907	\$959	\$1,013	\$1,071	\$1,133	\$1,198	\$998	\$998
Provisions - Current	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958
TOTAL CURRENT LIABILITIES	\$14,907	\$15,165	\$15,211	\$15,260	\$15,312	\$15,366	\$15,424	\$15,486	\$15,551	\$15,351	\$15,351
Lease Liabilities - Non-Current	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673
Borrowings - Non current	\$5,667	\$6,855	\$8,997	\$8,090	\$7,132	\$6,118	\$5,047	\$3,914	\$2,717	\$1,719	\$721
Provisions - Non-Current	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391
TOTAL NON-CURRENT LIABILITIES	\$9,731	\$10,919	\$13,061	\$12,154	\$11,196	\$10,182	\$9,111	\$7,978	\$6,781	\$5,783	\$4,785

		LONG	TERM F	INANCIA	L PLAN 2	025-203	5				
Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
TOTAL LIABILITIES	\$24,638	\$26,084	\$28,272	\$27,414	\$26,507	\$25,549	\$24,535	\$23,464	\$22,331	\$21,134	\$20,136
NET ASSETS	\$412,626	\$425,242	\$438,711	\$454,624	\$470,906	\$482,868	\$496,557	\$508,758	\$522,154	\$537,053	\$553,219
Accumulated Surplus	\$164,138	\$167,250	\$180,719	\$196,632	\$212,914	\$224,876	\$238,566	\$250,767	\$264,163	\$279,062	\$295,227
Revaluation Reserves	\$248,488	\$257,992	\$257,992	\$257,992	\$257,992	\$257,992	\$257,992	\$257,992	\$257,992	\$257,992	\$257,992
TOTAL EQUITY OPENING BALANCE	\$361,796	\$412,626	\$425,242	\$438,711	\$454,624	\$470,906	\$482,868	\$496,557	\$508,758	\$522,154	\$537,053
Net Operating Result for the Year	\$7,914	\$3,113	\$5,689	\$8,084	\$8,502	\$2,833	\$3,060	\$3,172	\$4,428	\$6,931	\$8,197
Gain / (Loss) on Reval of PP&E	\$42,916	\$9,503	\$7,779	\$7,829	\$7,779	\$9,129	\$10,629	\$9,029	\$8,968	\$7,968	\$7,968
TOTAL EQUITY CLOSING BALANCE	\$412,626	\$425,242	\$438,711	\$454,624	\$470,906	\$482,868	\$496,557	\$508,758	\$522,154	\$537,053	\$553,219

Cash Flow Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Total Own Source Revenue	\$17,785	\$19,208	\$21,662	\$24,785	\$26,453	\$27,530	\$28,355	\$29,155	\$30,046	\$31,013	\$32,147
Grants and Contributions	\$10,322	\$9,774	\$10,018	\$10,269	\$10,526	\$10,789	\$11,058	\$11,335	\$11,618	\$11,909	\$12,206
Other Income from Continuing Operations	\$0	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
Employee Benefits	\$12,114	\$12,810	\$13,130	\$13,459	\$13,795	\$14,140	\$14,493	\$14,856	\$15,227	\$15,608	\$15,998
Materials and Contracts	\$11,743	\$12,473	\$12,858	\$13,259	\$13,663	\$14,071	\$14,490	\$14,910	\$15,336	\$15,766	\$16,203
Other Expenses from Continuing Operations	\$912	-\$218	-\$543	-\$492	-\$553	-\$703	-\$823	-\$825	-\$840	-\$849	-\$857
CASHFLOW FROM OPERATIONS	\$3,338	\$3,917	\$6,633	\$9,226	\$10,472	\$11,209	\$11,651	\$11,947	\$12,339	\$12,794	\$13,408
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$14,041	\$13,633	\$12,659	\$9,721	\$9,713	\$11,046	\$12,488	\$10,953	\$10,862	\$9,812	\$9,812
CASHFLOW FROM INVESTING	-\$14,041	-\$13,633	-\$12,659	-\$9,721	-\$9,713	-\$11,046	-\$12,488	-\$10,953	-\$10,862	-\$9,812	-\$9,812
Proceeds from Grants and Contributions - Capital purposes	\$12,976	\$7,835	\$7,835	\$7,835	\$7,835	\$1,620	\$1,620	\$1,620	\$2,658	\$4,858	\$5,658
Proceeds from Borrowings	\$2,000	\$2,000	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$846	\$1,017	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,156
CASHFLOW FROM FINANCING	\$14,130	\$8,818	\$9,411	\$6,411	\$6,411	\$196	\$196	\$196	\$1,234	\$3,434	\$4,502
Opening Cash	\$4,702	\$8,130	\$7,232	\$10,616	\$16,531	\$23,701	\$24,059	\$23,418	\$24,608	\$27,318	\$33,734
Change in Cash	\$3,427	-\$898	\$3,384	\$5,915	\$7,170	\$359	-\$641	\$1,190	\$2,710	\$6,416	\$8,098
CLOSING CASH	\$8,130	\$7,232	\$10,616	\$16,531	\$23,701	\$24,059	\$23,418	\$24,608	\$27,318	\$33,734	\$41,832
TOTAL CASH AND LIQUID INVESTMENTS	\$19,112	\$18,214	\$21,598	\$27,513	\$34,683	\$35,041	\$34,400	\$35,590	\$38,300	\$44,716	\$52,814
Internally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash	\$17,841	\$17,045	\$16,250	\$15,455	\$14,660	\$13,864	\$13,069	\$12,274	\$11,479	\$10,683	\$9,888
Unrestricted Cash	\$1,271	\$1,168	\$5,348	\$12,058	\$20,023	\$21,177	\$21,331	\$23,316	\$26,822	\$34,033	\$42,926

Growth & Prosperity Scenario - 3 year SRV option

Whole of Council Consolidated

Operating Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Type	Budget	Budget	Forecast								
Rates & Charges	\$8,120	\$8,630	\$8,983	\$11,365	\$13,699	\$15,273	\$15,804	\$16,341	\$16,891	\$17,448	\$18,020
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$1,985	\$1,865	\$1,058	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$5,865	\$7,064	\$7,263	\$7,468	\$7,676	\$7,889	\$8,107	\$8,327	\$8,553	\$8,781	\$9,015
TOTAL RATES & ANNUAL CHARGES	\$13,985	\$15,694	\$18,231	\$20,698	\$22,434	\$23,162	\$23,910	\$24,668	\$25,443	\$26,230	\$27,036
User Charges and fees	\$8,875	\$9,562	\$9,801	\$10,046	\$10,297	\$10,555	\$10,819	\$11,089	\$11,366	\$11,650	\$11,942
Other revenues	\$593	\$560	\$574	\$588	\$603	\$618	\$634	\$649	\$666	\$682	\$699
Interest and Investment Income	\$1,228	\$1,194	\$1,152	\$1,288	\$1,531	\$1,828	\$1,891	\$1,941	\$2,048	\$2,230	\$2,585
Other Income	\$482	\$433	\$444	\$455	\$466	\$478	\$490	\$502	\$515	\$528	\$541
Initiatives Revenue	\$0	\$0	\$602	\$1,446	\$1,482	\$1,774	\$1,818	\$1,864	\$1,910	\$1,958	\$2,007
TOTAL OWN SOURCE REVENUE	\$25,164	\$27,443	\$30,804	\$34,521	\$36,814	\$38,415	\$39,561	\$40,714	\$41,949	\$43,278	\$44,809
Grants & Contributions - Operating Purposes	\$10,581	\$10,054	\$10,305	\$10,563	\$10,827	\$11,098	\$11,375	\$11,660	\$11,951	\$12,250	\$12,556
Grants & Contributions for Capital Purposes	\$13,000	\$7,880	\$7,880	\$7,880	\$7,880	\$1,665	\$1,665	\$1,665	\$2,703	\$4,903	\$5,703
Gains from disposal assets	\$0	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
TOTAL INCOME FROM CONTINUING OPERATIONS	\$48,745	\$45,377	\$49,387	\$53,362	\$55,919	\$51,575	\$52,999	\$54,436	\$57,000	\$60,829	\$63,466
Employee Benefits	\$13,673	\$14,233	\$14,589	\$14,954	\$15,327	\$15,711	\$16,103	\$16,506	\$16,919	\$17,342	\$17,775
Materials and Contracts	\$14,808	\$16,040	\$16,514	\$17,007	\$17,504	\$18,009	\$18,525	\$19,046	\$19,576	\$20,112	\$20,658
Borrowing Costs	\$477	\$469	\$709	\$655	\$598	\$537	\$473	\$404	\$331	\$254	\$172
Depreciation & Amortisation	\$9,622	\$10,086	\$10,229	\$10,472	\$10,715	\$10,983	\$11,279	\$11,545	\$11,805	\$12,047	\$12,290
Other Expenses	\$912	\$912	\$935	\$958	\$982	\$1,007	\$1,032	\$1,058	\$1,084	\$1,111	\$1,139

LONG TERM FINANCIAL PLAN 2025-2035												
Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Initiatives Expenses	\$0	\$114	-\$204	\$6	\$130	-\$145	-\$320	-\$274	-\$317	-\$313	-\$308	
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$39,492	\$41,854	\$42,773	\$44,052	\$45,257	\$46,101	\$47,092	\$48,284	\$49,399	\$50,553	\$51,726	
OPERATING RESULT (Excl. Capital)	-\$3,747	-\$4,357	-\$1,266	\$1,430	\$2,781	\$3,809	\$4,243	\$4,487	\$4,899	\$5,373	\$6,037	
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$3,747	-\$4,357	-\$1,663	\$1,033	\$2,384	\$3,412	\$3,845	\$4,089	\$4,501	\$4,975	\$5,639	
OPERATING RESULT (Incl. Capital)	\$9,253	\$3,523	\$6,614	\$9,310	\$10,661	\$5,474	\$5,908	\$6,152	\$7,602	\$10,276	\$11,740	

Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash & Cash Equivalents	\$15,294	\$13,607	\$16,998	\$23,069	\$30,494	\$32,066	\$33,327	\$36,004	\$40,555	\$49,419	\$60,148
Investments - Current	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200
Receivables - Current	\$4,601	\$4,973	\$5,743	\$6,493	\$7,024	\$7,255	\$7,491	\$7,730	\$7,974	\$8,222	\$8,475
Right of Use and Contract Assets - Current	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169
Inventories - Current	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	\$46,079	\$44,764	\$48,925	\$55,746	\$63,702	\$65,505	\$67,002	\$69,919	\$74,713	\$83,824	\$94,807
Infrastructure Property & Equip	\$466,947	\$484,400	\$498,547	\$509,748	\$521,080	\$534,688	\$550,492	\$563,474	\$575,917	\$585,660	\$595,205
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non- Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524
Investment Property	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725
TOTAL NON-CURRENT ASSETS	\$468,196	\$485,649	\$499,796	\$510,997	\$522,329	\$535,937	\$551,741	\$564,723	\$577,166	\$586,909	\$596,454
TOTAL ASSETS	\$514,275	\$530,413	\$548,721	\$566,743	\$586,030	\$601,442	\$618,743	\$634,642	\$651,878	\$670,733	\$691,261
Payables - Current	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486
Contract Liabilities - Current	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096
Lease Liabilities - Current	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239
Borrowings - current	\$971	\$914	\$968	\$1,026	\$1,086	\$1,151	\$1,219	\$1,292	\$1,369	\$1,183	\$1,183
Provisions - Current	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976
TOTAL CURRENT LIABILITIES	\$15,768	\$15,711	\$15,765	\$15,823	\$15,883	\$15,948	\$16,016	\$16,089	\$16,166	\$15,980	\$15,980
Lease Liabilities - Non-Current	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673
Borrowings - Non current	\$6,605	\$7,691	\$10,045	\$9,020	\$7,933	\$6,783	\$5,563	\$4,271	\$2,902	\$1,719	\$536
Provisions - Non-Current	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445
TOTAL NON-CURRENT LIABILITIES	\$10,723	\$11,809	\$14,163	\$13,138	\$12,051	\$10,901	\$9,681	\$8,389	\$7,020	\$5,837	\$4,654

LONG TERM FINANCIAL PLAN 2025-2035												
Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
TOTAL LIABILITIES	\$26,491	\$27,520	\$29,928	\$28,960	\$27,935	\$26,848	\$25,698	\$24,478	\$23,186	\$21,817	\$20,634	
NET ASSETS	\$487,784	\$502,893	\$518,793	\$537,783	\$558,096	\$574,593	\$593,046	\$610,164	\$628,692	\$648,917	\$670,627	
Accumulated Surplus	\$197,119	\$200,642	\$216,542	\$235,532	\$255,844	\$272,342	\$290,794	\$307,913	\$326,441	\$346,666	\$368,376	
Revaluation Reserves	\$290,665	\$302,251	\$302,251	\$302,251	\$302,251	\$302,251	\$302,251	\$302,251	\$302,251	\$302,251	\$302,251	
TOTAL EQUITY OPENING BALANCE	\$430,959	\$487,784	\$502,893	\$518,793	\$537,783	\$558,096	\$574,593	\$593,046	\$610,164	\$628,692	\$648,917	
Net Operating Result for the Year	\$9,253	\$3,523	\$6,614	\$9,310	\$10,661	\$5,474	\$5,908	\$6,152	\$7,602	\$10,276	\$11,740	
Gain / (Loss) on Reval of PP&E	\$47,572	\$11,586	\$9,286	\$9,680	\$9,651	\$11,023	\$12,545	\$10,966	\$10,927	\$9,949	\$9,970	
TOTAL EQUITY CLOSING BALANCE	\$487,784	\$502,893	\$518,793	\$537,783	\$558,096	\$574,593	\$593,046	\$610,164	\$628,692	\$648,917	\$670,627	

Cash Flow Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Total Own Source Revenue	\$24,987	\$27,072	\$30,034	\$33,771	\$36,282	\$38,184	\$39,325	\$40,475	\$41,704	\$43,031	\$44,556
Grants and Contributions	\$10,581	\$10,054	\$10,305	\$10,563	\$10,827	\$11,098	\$11,375	\$11,660	\$11,951	\$12,250	\$12,556
Other Income from Continuing Operations	\$0	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
Employee Benefits	\$13,673	\$14,233	\$14,589	\$14,954	\$15,327	\$15,711	\$16,103	\$16,506	\$16,919	\$17,342	\$17,775
Materials and Contracts	\$14,808	\$16,040	\$16,514	\$17,007	\$17,504	\$18,009	\$18,525	\$19,046	\$19,576	\$20,112	\$20,658
Other Expenses from Continuing Operations	\$912	\$1,026	\$731	\$964	\$1,113	\$861	\$712	\$783	\$767	\$799	\$831
CASHFLOW FROM OPERATIONS	\$6,175	\$5,827	\$8,903	\$11,808	\$13,563	\$15,099	\$15,757	\$16,196	\$16,791	\$17,427	\$18,246
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$15,989	\$15,855	\$14,769	\$11,993	\$12,395	\$13,568	\$14,538	\$13,560	\$13,321	\$11,842	\$11,864
CASHFLOW FROM INVESTING	-\$15,989	-\$15,855	-\$14,769	-\$11,993	-\$12,395	-\$13,568	-\$14,538	-\$13,560	-\$13,321	-\$11,842	-\$11,864
Proceeds from Grants and Contributions - Capital purposes	\$13,000	\$7,880	\$7,880	\$7,880	\$7,880	\$1,665	\$1,665	\$1,665	\$2,703	\$4,903	\$5,703
Proceeds from Borrowings	\$2,000	\$2,000	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$1,368	\$1,538	\$1,624	\$1,624	\$1,624	\$1,624	\$1,624	\$1,624	\$1,624	\$1,624	\$1,355
CASHFLOW FROM FINANCING	\$13,632	\$8,342	\$9,256	\$6,256	\$6,256	\$41	\$41	\$41	\$1,079	\$3,279	\$4,348
Opening Cash	\$11,475	\$15,294	\$13,607	\$16,998	\$23,069	\$30,494	\$32,066	\$33,327	\$36,004	\$40,555	\$49,419
Change in Cash	\$3,819	-\$1,687	\$3,391	\$6,071	\$7,424	\$1,573	\$1,260	\$2,678	\$4,550	\$8,864	\$10,730
CLOSING CASH	\$15,294	\$13,607	\$16,998	\$23,069	\$30,494	\$32,066	\$33,327	\$36,004	\$40,555	\$49,419	\$60,148
TOTAL CASH AND LIQUID INVESTMENTS	\$30,494	\$28,807	\$32,198	\$38,269	\$45,694	\$47,266	\$48,527	\$51,204	\$55,755	\$64,619	\$75,348
Internally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash	\$17,841	\$17,045	\$16,250	\$15,455	\$14,660	\$13,864	\$13,069	\$12,274	\$11,479	\$10,683	\$9,888

LONG TERM FINANCIAL PLAN 2025-2035													
Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035		
Externally Restricted - Water Fund cash balance	\$3,733	\$3,956	\$4,240	\$4,568	\$4,943	\$5,367	\$5,843	\$6,373	\$6,962	\$7,610	\$8,321		
Externally Restricted - Sewerage Fund cash balance	\$5,202	\$5,240	\$5,631	\$6,051	\$6,502	\$6,985	\$7,502	\$8,056	\$8,648	\$9,281	\$9,957		
Externally Restricted Domestic Waste Cash Balance	\$2,447	\$1,398	\$1,032	\$1,185	\$798	\$986	\$1,763	\$2,024	\$2,530	\$3,531	\$4,596		
Unrestricted Cash	\$1,271	\$1,168	\$5,045	\$11,010	\$18,791	\$20,065	\$20,350	\$22,477	\$26,136	\$33,514	\$42,586		

General Fund

Operating Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Type	Budget	Budget	Forecast								
Rates & Charges	\$8,120	\$8,630	\$8,983	\$11,365	\$13,699	\$15,273	\$15,804	\$16,341	\$16,891	\$17,448	\$18,020
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$1,985	\$1,865	\$1,058	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$1,312	\$1,935	\$1,995	\$2,057	\$2,120	\$2,183	\$2,248	\$2,313	\$2,379	\$2,446	\$2,514
TOTAL RATES & ANNUAL CHARGES	\$9,432	\$10,565	\$12,963	\$15,287	\$16,877	\$17,456	\$18,052	\$18,654	\$19,270	\$19,894	\$20,534
User Charges and fees	\$6,629	\$7,247	\$7,428	\$7,614	\$7,804	\$7,999	\$8,199	\$8,404	\$8,614	\$8,830	\$9,051
Other revenues	\$437	\$500	\$513	\$525	\$538	\$552	\$566	\$580	\$594	\$609	\$624
Interest and Investment Income	\$916	\$801	\$729	\$852	\$1,059	\$1,338	\$1,357	\$1,337	\$1,390	\$1,505	\$1,768
Other Income	\$482	\$433	\$444	\$455	\$466	\$478	\$490	\$502	\$515	\$528	\$541
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$17,897	\$19,546	\$22,076	\$24,733	\$26,745	\$27,823	\$28,664	\$29,477	\$30,384	\$31,365	\$32,518
Grants & Contributions - Operating Purposes	\$10,322	\$9,774	\$10,018	\$10,269	\$10,526	\$10,789	\$11,058	\$11,335	\$11,618	\$11,909	\$12,206
Grants & Contributions for Capital Purposes	\$12,976	\$7,835	\$7,835	\$7,835	\$7,835	\$1,620	\$1,620	\$1,620	\$2,658	\$4,858	\$5,658
Gains from disposal assets	\$0	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
TOTAL INCOME FROM CONTINUING OPERATIONS	\$41,195	\$37,155	\$40,327	\$43,234	\$45,503	\$40,630	\$41,740	\$42,830	\$45,057	\$48,530	\$50,780
Employee Benefits	\$12,114	\$12,810	\$13,130	\$13,459	\$13,795	\$14,140	\$14,493	\$14,856	\$15,227	\$15,608	\$15,998
Materials and Contracts	\$11,743	\$12,473	\$12,858	\$13,259	\$13,663	\$14,071	\$14,490	\$14,910	\$15,336	\$15,766	\$16,203
Borrowing Costs	\$294	\$364	\$612	\$566	\$517	\$466	\$411	\$353	\$292	\$227	\$158
Depreciation & Amortisation	\$8,218	\$8,613	\$9,011	\$9,233	\$9,455	\$9,702	\$9,976	\$10,221	\$10,459	\$10,679	\$10,899
Other Expenses	\$912	\$912	\$935	\$958	\$982	\$1,007	\$1,032	\$1,058	\$1,084	\$1,111	\$1,139
Initiatives Expenses	\$0	-\$1,130	-\$1,477	-\$1,450	-\$1,535	-\$1,710	-\$1,855	-\$1,882	-\$1,924	-\$1,960	-\$1,996
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$33,281	\$34,042	\$35,069	\$36,025	\$36,877	\$37,675	\$38,547	\$39,514	\$40,474	\$41,431	\$42,401
OPERATING RESULT (Excl. Capital)	-\$5,062	-\$4,722	-\$2,578	-\$625	\$791	\$1,335	\$1,573	\$1,696	\$1,925	\$2,241	\$2,721

LONG TERM FINANCIAL PLAN 2025-2035													
Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035		
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$5,062	-\$4,722	-\$2,975	-\$1,023	\$393	\$937	\$1,175	\$1,298	\$1,528	\$1,843	\$2,323		
OPERATING RESULT (Incl. Capital)	\$7,914	\$3,113	\$5,257	\$7,210	\$8,626	\$2,955	\$3,193	\$3,316	\$4,583	\$7,099	\$8,379		

Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash & Cash Equivalents	\$8,130	\$7,232	\$10,313	\$15,483	\$22,469	\$22,947	\$22,437	\$23,769	\$26,633	\$33,215	\$41,492
Investments - Current	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982
Receivables - Current	\$2,817	\$3,155	\$3,871	\$4,565	\$5,040	\$5,213	\$5,391	\$5,571	\$5,755	\$5,941	\$6,133
Right of Use and Contract Assets - Current	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169
Inventories - Current	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926
Other Current Assets	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172
TOTAL CURRENT ASSETS	\$32,852	\$32,292	\$36,090	\$41,953	\$49,414	\$50,066	\$49,733	\$51,245	\$54,293	\$61,062	\$69,530
Infrastructure Property & Equip	\$403,163	\$417,785	\$429,212	\$437,530	\$445,567	\$456,041	\$469,182	\$478,944	\$488,315	\$495,416	\$502,297
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non- Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524
Investment Property	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725
TOTAL NON-CURRENT ASSETS	\$404,412	\$419,034	\$430,461	\$438,779	\$446,816	\$457,290	\$470,431	\$480,193	\$489,564	\$496,665	\$503,546
TOTAL ASSETS	\$437,264	\$451,326	\$466,551	\$480,732	\$496,230	\$507,355	\$520,164	\$531,438	\$543,857	\$557,726	\$573,075
Payables - Current	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060
Contract Liabilities - Current	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096
Lease Liabilities - Current	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239
Borrowings - current	\$554	\$812	\$858	\$907	\$959	\$1,013	\$1,071	\$1,133	\$1,198	\$998	\$998
Provisions - Current	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958
TOTAL CURRENT LIABILITIES	\$14,907	\$15,165	\$15,211	\$15,260	\$15,312	\$15,366	\$15,424	\$15,486	\$15,551	\$15,351	\$15,351
Lease Liabilities - Non-Current	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673
Borrowings - Non current	\$5,667	\$6,855	\$8,997	\$8,090	\$7,132	\$6,118	\$5,047	\$3,914	\$2,717	\$1,719	\$721
Provisions - Non-Current	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391
TOTAL NON-CURRENT LIABILITIES	\$9,731	\$10,919	\$13,061	\$12,154	\$11,196	\$10,182	\$9,111	\$7,978	\$6,781	\$5,783	\$4,785

LONG TERM FINANCIAL PLAN 2025-2035												
Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
TOTAL LIABILITIES	\$24,638	\$26,084	\$28,272	\$27,414	\$26,507	\$25,549	\$24,535	\$23,464	\$22,331	\$21,134	\$20,136	
NET ASSETS	\$412,626	\$425,242	\$438,279	\$453,318	\$469,723	\$481,807	\$495,629	\$507,974	\$521,525	\$536,593	\$552,939	
Accumulated Surplus	\$164,138	\$167,250	\$180,287	\$195,326	\$211,731	\$223,815	\$237,637	\$249,982	\$263,534	\$278,601	\$294,948	
Revaluation Reserves	\$248,488	\$257,992	\$257,992	\$257,992	\$257,992	\$257,992	\$257,992	\$257,992	\$257,992	\$257,992	\$257,992	
TOTAL EQUITY OPENING BALANCE	\$361,796	\$412,626	\$425,242	\$438,279	\$453,318	\$469,723	\$481,807	\$495,629	\$507,974	\$521,525	\$536,593	
Net Operating Result for the Year	\$7,914	\$3,113	\$5,257	\$7,210	\$8,626	\$2,955	\$3,193	\$3,316	\$4,583	\$7,099	\$8,379	
Gain / (Loss) on Reval of PP&E	\$42,916	\$9,503	\$7,779	\$7,829	\$7,779	\$9,129	\$10,629	\$9,029	\$8,968	\$7,968	\$7,968	
TOTAL EQUITY CLOSING BALANCE	\$412,626	\$425,242	\$438,279	\$453,318	\$469,723	\$481,807	\$495,629	\$507,974	\$521,525	\$536,593	\$552,939	

Cash Flow Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Total Own Source Revenue	\$17,785	\$19,208	\$21,360	\$24,039	\$26,270	\$27,650	\$28,486	\$29,297	\$30,200	\$31,179	\$32,327
Grants and Contributions	\$10,322	\$9,774	\$10,018	\$10,269	\$10,526	\$10,789	\$11,058	\$11,335	\$11,618	\$11,909	\$12,206
Other Income from Continuing Operations	\$0	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
Employee Benefits	\$12,114	\$12,810	\$13,130	\$13,459	\$13,795	\$14,140	\$14,493	\$14,856	\$15,227	\$15,608	\$15,998
Materials and Contracts	\$11,743	\$12,473	\$12,858	\$13,259	\$13,663	\$14,071	\$14,490	\$14,910	\$15,336	\$15,766	\$16,203
Other Expenses from Continuing Operations	\$912	-\$218	-\$543	-\$492	-\$553	-\$703	-\$823	-\$825	-\$840	-\$849	-\$857
CASHFLOW FROM OPERATIONS	\$3,338	\$3,917	\$6,330	\$8,480	\$10,288	\$11,329	\$11,782	\$12,089	\$12,492	\$12,961	\$13,587
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$14,041	\$13,633	\$12,659	\$9,721	\$9,713	\$11,046	\$12,488	\$10,953	\$10,862	\$9,812	\$9,812
CASHFLOW FROM INVESTING	-\$14,041	-\$13,633	-\$12,659	-\$9,721	-\$9,713	-\$11,046	-\$12,488	-\$10,953	-\$10,862	-\$9,812	-\$9,812
Proceeds from Grants and Contributions - Capital purposes	\$12,976	\$7,835	\$7,835	\$7,835	\$7,835	\$1,620	\$1,620	\$1,620	\$2,658	\$4,858	\$5,658
Proceeds from Borrowings	\$2,000	\$2,000	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$846	\$1,017	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,156
CASHFLOW FROM FINANCING	\$14,130	\$8,818	\$9,411	\$6,411	\$6,411	\$196	\$196	\$196	\$1,234	\$3,434	\$4,502
Opening Cash	\$4,702	\$8,130	\$7,232	\$10,313	\$15,483	\$22,469	\$22,947	\$22,437	\$23,769	\$26,633	\$33,215
Change in Cash	\$3,427	-\$898	\$3,082	\$5,169	\$6,986	\$479	-\$511	\$1,332	\$2,864	\$6,582	\$8,277
CLOSING CASH	\$8,130	\$7,232	\$10,313	\$15,483	\$22,469	\$22,947	\$22,437	\$23,769	\$26,633	\$33,215	\$41,492
TOTAL CASH AND LIQUID INVESTMENTS	\$19,112	\$18,214	\$21,295	\$26,465	\$33,451	\$33,929	\$33,419	\$34,751	\$37,615	\$44,197	\$52,474
Internally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash	\$17,841	\$17,045	\$16,250	\$15,455	\$14,660	\$13,864	\$13,069	\$12,274	\$11,479	\$10,683	\$9,888
Unrestricted Cash	\$1,271	\$1,168	\$5,045	\$11,010	\$18,791	\$20,065	\$20,350	\$22,477	\$26,136	\$33,514	\$42,586

Water Fund and Sewer Funds

Operating Statements, Balance Sheet and Cashflow

See Base Case as no change under SRV scenarios

Sustainability Revised Scenario 3 Year SRV

Whole of Council Consolidated

Operating Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Type	Budget	Budget	Forecast								
Rates & Charges	\$8,120	\$8,630	\$8,983	\$10,918	\$12,287	\$13,454	\$13,921	\$14,394	\$14,879	\$15,370	\$15,874
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$1,553	\$948	\$712	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$5,865	\$7,064	\$7,263	\$7,468	\$7,676	\$7,889	\$8,107	\$8,327	\$8,553	\$8,781	\$9,015
TOTAL RATES & ANNUAL CHARGES	\$13,985	\$15,694	\$17,799	\$19,335	\$20,676	\$21,342	\$22,028	\$22,722	\$23,431	\$24,151	\$24,889
User Charges and fees	\$8,875	\$9,562	\$9,801	\$10,046	\$10,297	\$10,555	\$10,819	\$11,089	\$11,366	\$11,650	\$11,942
Other revenues	\$593	\$560	\$574	\$588	\$603	\$618	\$634	\$649	\$666	\$682	\$699
Interest and Investment Income	\$1,228	\$1,194	\$1,132	\$1,386	\$1,549	\$1,742	\$1,686	\$1,611	\$1,587	\$1,587	\$1,621
Other Income	\$482	\$433	\$444	\$455	\$466	\$478	\$490	\$502	\$515	\$528	\$541
Initiatives Revenue	\$0	-\$139	\$277	\$284	\$291	\$553	\$567	\$581	\$596	\$611	\$626
TOTAL OWN SOURCE REVENUE	\$25,164	\$27,304	\$30,027	\$32,095	\$33,883	\$35,288	\$36,222	\$37,155	\$38,161	\$39,209	\$40,318
Grants & Contributions - Operating Purposes	\$10,581	\$10,054	\$10,305	\$10,563	\$10,827	\$11,098	\$11,375	\$11,660	\$11,951	\$12,250	\$12,556
Grants & Contributions for Capital Purposes	\$13,000	\$7,880	\$7,880	\$7,880	\$7,880	\$1,665	\$1,665	\$1,665	\$1,665	\$1,665	\$1,665
Gains from disposal assets	\$0	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
TOTAL INCOME FROM CONTINUING OPERATIONS	\$48,745	\$45,238	\$48,610	\$50,935	\$52,988	\$48,449	\$49,660	\$50,877	\$52,174	\$53,522	\$54,936
Employee Benefits	\$13,673	\$14,233	\$14,589	\$14,954	\$15,327	\$15,711	\$16,103	\$16,506	\$16,919	\$17,342	\$17,775
Materials and Contracts	\$14,808	\$16,040	\$16,514	\$17,007	\$17,504	\$18,009	\$18,525	\$19,046	\$19,576	\$20,112	\$20,658
Borrowing Costs	\$477	\$469	\$897	\$837	\$774	\$707	\$636	\$561	\$481	\$396	\$306
Depreciation & Amortisation	\$9,622	\$10,086	\$10,228	\$10,469	\$10,710	\$10,979	\$11,275	\$11,541	\$11,802	\$12,063	\$12,328
Other Expenses	\$912	\$912	\$935	\$958	\$982	\$1,007	\$1,032	\$1,058	\$1,084	\$1,111	\$1,139

		LONG ⁻	TERM FIN	NANCIAL	PLAN 20)25-2035					
Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Initiatives Expenses	\$0	\$483	-\$416	-\$329	-\$274	-\$620	-\$866	-\$825	-\$874	-\$875	-\$876
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$39,492	\$42,223	\$42,746	\$43,896	\$45,023	\$45,791	\$46,706	\$47,887	\$48,988	\$50,148	\$51,330
OPERATING RESULT (Excl. Capital)	-\$3,747	-\$4,865	-\$2,016	-\$840	\$84	\$993	\$1,289	\$1,325	\$1,521	\$1,708	\$1,941
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$3,747	-\$4,865	-\$2,413	-\$1,238	-\$313	\$595	\$891	\$928	\$1,124	\$1,311	\$1,543
OPERATING RESULT (Incl. Capital)	\$9,253	\$3,015	\$5,864	\$7,040	\$7,964	\$2,658	\$2,954	\$2,990	\$3,186	\$3,373	\$3,606

Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash & Cash Equivalents	\$15,294	\$13,099	\$19,460	\$23,524	\$28,346	\$26,942	\$25,084	\$24,478	\$24,485	\$25,330	\$26,625
Investments - Current	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200
Receivables - Current	\$4,601	\$4,973	\$5,614	\$6,086	\$6,499	\$6,711	\$6,929	\$7,149	\$7,373	\$7,601	\$7,834
Right of Use and Contract Assets - Current	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169
Inventories - Current	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	\$46,079	\$44,256	\$51,258	\$55,793	\$61,029	\$59,837	\$58,196	\$57,811	\$58,042	\$59,115	\$60,642
Infrastructure Property & Equip	\$466,947	\$484,400	\$498,349	\$509,353	\$520,490	\$534,202	\$550,110	\$563,095	\$575,541	\$587,269	\$599,175
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524
Investment Property	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725
TOTAL NON-CURRENT ASSETS	\$468,196	\$485,649	\$499,598	\$510,602	\$521,739	\$535,451	\$551,359	\$564,344	\$576,790	\$588,518	\$600,424
TOTAL ASSETS	\$514,275	\$529,905	\$550,856	\$566,395	\$582,768	\$595,288	\$609,555	\$622,155	\$634,832	\$647,633	\$661,066
Payables - Current	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486
Contract Liabilities - Current	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096
Lease Liabilities - Current	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239
Borrowings - current	\$971	\$1,021	\$1,080	\$1,143	\$1,210	\$1,281	\$1,357	\$1,437	\$1,521	\$1,343	\$1,343
Provisions - Current	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976
TOTAL CURRENT LIABILITIES	\$15,768	\$15,818	\$15,877	\$15,940	\$16,007	\$16,078	\$16,154	\$16,234	\$16,318	\$16,140	\$16,140
Lease Liabilities - Non-Current	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673
Borrowings - Non current	\$6,605	\$7,584	\$13,427	\$12,283	\$11,073	\$9,791	\$8,434	\$6,998	\$5,477	\$4,134	\$2,791
Provisions - Non-Current	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445
TOTAL NON-CURRENT LIABILITIES	\$10,723	\$11,702	\$17,545	\$16,401	\$15,191	\$13,909	\$12,552	\$11,116	\$9,595	\$8,252	\$6,909
TOTAL LIABILITIES	\$26,491	\$27,520	\$33,422	\$32,342	\$31,198	\$29,988	\$28,706	\$27,349	\$25,913	\$24,392	\$23,049

		LONG	TERM FIN	NANCIAL	PLAN 20)25-2035					
Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
NET ASSETS	\$487,784	\$502,385	\$517,434	\$534,054	\$551,570	\$565,300	\$580,849	\$594,806	\$608,919	\$623,241	\$638,018
Accumulated Surplus	\$208,524	\$223,125	\$238,175	\$254,794	\$272,310	\$286,041	\$301,589	\$315,546	\$329,659	\$343,981	\$358,758
Revaluation Reserves	\$279,260	\$279,260	\$279,260	\$279,260	\$279,260	\$279,260	\$279,260	\$279,260	\$279,260	\$279,260	\$279,260
TOTAL EQUITY OPENING BALANCE	\$430,959	\$487,784	\$502,385	\$517,434	\$534,054	\$551,570	\$565,300	\$580,849	\$594,806	\$608,919	\$623,241
Net Operating Result for the Year	\$9,253	\$3,015	\$5,864	\$7,040	\$7,964	\$2,658	\$2,954	\$2,990	\$3,186	\$3,373	\$3,606
Gain / (Loss) on Reval of PP&E	\$36,167	\$0	-\$0	-\$0	-\$0	-\$0	\$0	-\$0	-\$0	-\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$487,784	\$502,385	\$517,434	\$534,054	\$551,570	\$565,300	\$580,849	\$594,806	\$608,919	\$623,241	\$638,018

Cash Flow Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Total Own Source Revenue	\$24,987	\$26,932	\$29,386	\$31,623	\$33,469	\$35,076	\$36,005	\$36,935	\$37,936	\$38,982	\$40,085
Grants and Contributions	\$10,581	\$10,054	\$10,305	\$10,563	\$10,827	\$11,098	\$11,375	\$11,660	\$11,951	\$12,250	\$12,556
Other Income from Continuing Operations	\$0	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
Employee Benefits	\$13,673	\$14,233	\$14,589	\$14,954	\$15,327	\$15,711	\$16,103	\$16,506	\$16,919	\$17,342	\$17,775
Materials and Contracts	\$14,808	\$16,040	\$16,514	\$17,007	\$17,504	\$18,009	\$18,525	\$19,046	\$19,576	\$20,112	\$20,658
Other Expenses from Continuing Operations	\$912	\$1,395	\$519	\$629	\$708	\$386	\$166	\$233	\$210	\$236	\$263
CASHFLOW FROM OPERATIONS	\$6,175	\$5,319	\$8,467	\$9,994	\$11,155	\$12,466	\$12,982	\$13,207	\$13,579	\$13,940	\$14,343
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$15,989	\$15,855	\$14,669	\$11,893	\$12,295	\$13,618	\$14,588	\$13,560	\$13,321	\$12,842	\$13,064
CASHFLOW FROM INVESTING	-\$15,989	-\$15,855	-\$14,669	-\$11,893	-\$12,295	-\$13,618	-\$14,588	-\$13,560	-\$13,321	-\$12,842	-\$13,064
Proceeds from Grants and Contributions - Capital purposes	\$13,000	\$7,880	\$7,880	\$7,880	\$7,880	\$1,665	\$1,665	\$1,665	\$1,665	\$1,665	\$1,665
Proceeds from Borrowings	\$2,000	\$2,000	\$6,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$1,368	\$1,538	\$1,917	\$1,917	\$1,917	\$1,917	\$1,917	\$1,917	\$1,917	\$1,917	\$1,649
CASHFLOW FROM FINANCING	\$13,632	\$8,342	\$12,563	\$5,963	\$5,963	-\$252	-\$252	-\$252	-\$252	-\$252	\$16
Opening Cash	\$11,475	\$15,294	\$13,099	\$19,460	\$23,524	\$28,346	\$26,942	\$25,084	\$24,478	\$24,485	\$25,330
Change in Cash	\$3,819	-\$2,195	\$6,361	\$4,063	\$4,822	-\$1,404	-\$1,858	-\$605	\$6	\$845	\$1,295
CLOSING CASH	\$15,294	\$13,099	\$19,460	\$23,524	\$28,346	\$26,942	\$25,084	\$24,478	\$24,485	\$25,330	\$26,625
TOTAL CASH AND LIQUID INVESTMENTS	\$30,494	\$28,299	\$34,660	\$38,724	\$43,546	\$42,142	\$40,284	\$39,678	\$39,685	\$40,530	\$41,825
Internally Restricted Cash	\$0	\$0	\$0	\$6,400	\$6,400	\$6,700	\$6,750	\$7,050	\$7,100	\$7,400	\$7,450
Externally Restricted Cash	\$17,841	\$16,545	\$15,750	\$14,955	\$14,160	\$13,364	\$12,569	\$11,774	\$11,529	\$11,133	\$10,738
Externally Restricted - Water Fund cash balance	\$3,733	\$3,643	\$3,594	\$3,568	\$3,566	\$3,590	\$3,641	\$3,721	\$3,832	\$3,974	\$4,150
Externally Restricted - Sewerage Fund cash balance	\$5,202	\$5,184	\$5,515	\$5,871	\$6,253	\$6,664	\$7,105	\$7,578	\$8,084	\$8,625	\$9,204

		LONG ⁻	TERM FIN	NANCIAL	PLAN 20)25-2035					
Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Externally Restricted Domestic Waste Cash Balance	\$3,571	\$2,383	\$5,038	\$3,896	\$2,133	\$858	\$86	\$0	\$0	\$0	\$0
Unrestricted Cash	\$147	\$544	\$4,764	\$4,034	\$11,034	\$10,965	\$10,132	\$9,555	\$9,141	\$9,397	\$10,283

General Fund

Operating Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Type	Budget	Budget	Forecast								
Rates & Charges	\$8,120	\$8,630	\$8,983	\$10,918	\$12,287	\$13,454	\$13,921	\$14,394	\$14,879	\$15,370	\$15,874
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$1,553	\$948	\$712	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$1,312	\$1,935	\$1,995	\$2,057	\$2,120	\$2,183	\$2,248	\$2,313	\$2,379	\$2,446	\$2,514
TOTAL RATES & ANNUAL CHARGES	\$9,432	\$10,565	\$12,531	\$13,924	\$15,119	\$15,637	\$16,169	\$16,707	\$17,258	\$17,815	\$18,387
User Charges and fees	\$6,629	\$7,247	\$7,428	\$7,614	\$7,804	\$7,999	\$8,199	\$8,404	\$8,614	\$8,830	\$9,051
Other revenues	\$437	\$500	\$513	\$525	\$538	\$552	\$566	\$580	\$594	\$609	\$624
Interest and Investment Income	\$916	\$801	\$684	\$821	\$1,016	\$1,264	\$1,241	\$1,178	\$1,187	\$1,212	\$1,252
Other Income	\$482	\$433	\$444	\$455	\$466	\$478	\$490	\$502	\$515	\$528	\$541
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$17,897	\$19,546	\$21,599	\$23,338	\$24,944	\$25,929	\$26,665	\$27,372	\$28,168	\$28,994	\$29,855
Grants & Contributions - Operating Purposes	\$10,322	\$9,774	\$10,018	\$10,269	\$10,526	\$10,789	\$11,058	\$11,335	\$11,618	\$11,909	\$12,206
Grants & Contributions for Capital Purposes	\$12,976	\$7,835	\$7,835	\$7,835	\$7,835	\$1,620	\$1,620	\$1,620	\$1,620	\$1,620	\$1,620
Gains from disposal assets	\$0	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
TOTAL INCOME FROM CONTINUING OPERATIONS	\$41,195	\$37,155	\$39,850	\$41,840	\$43,702	\$38,736	\$39,741	\$40,724	\$41,804	\$42,920	\$44,079
Employee Benefits	\$12,114	\$12,810	\$13,130	\$13,459	\$13,795	\$14,140	\$14,493	\$14,856	\$15,227	\$15,608	\$15,998
Materials and Contracts	\$11,743	\$12,473	\$12,858	\$13,259	\$13,663	\$14,071	\$14,490	\$14,910	\$15,336	\$15,766	\$16,203
Borrowing Costs	\$294	\$364	\$612	\$566	\$517	\$466	\$411	\$353	\$292	\$227	\$158
Depreciation & Amortisation	\$8,218	\$8,613	\$9,010	\$9,230	\$9,450	\$9,697	\$9,972	\$10,217	\$10,456	\$10,695	\$10,938
Other Expenses	\$912	\$912	\$935	\$958	\$982	\$1,007	\$1,032	\$1,058	\$1,084	\$1,111	\$1,139
Initiatives Expenses	\$0	-\$1,130	-\$2,068	-\$2,173	-\$2,337	-\$2,592	-\$2,817	-\$2,861	-\$2,919	-\$2,972	-\$3,025
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$33,281	\$34,042	\$34,477	\$35,299	\$36,070	\$36,789	\$37,581	\$38,532	\$39,476	\$40,434	\$41,411
OPERATING RESULT (Excl. Capital)	-\$5,062	-\$4,722	-\$2,462	-\$1,295	-\$203	\$327	\$540	\$572	\$708	\$866	\$1,048

		LONG	ΓERM FIN	NANCIAL	PLAN 20)25-2035					
Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$5,062	-\$4,722	-\$2,860	-\$1,692	-\$601	-\$71	\$142	\$175	\$311	\$468	\$651
OPERATING RESULT (Incl. Capital)	\$7,914	\$3,113	\$5,373	\$6,540	\$7,632	\$1,947	\$2,160	\$2,192	\$2,328	\$2,486	\$2,668

Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash & Cash Equivalents	\$7,005	\$6,107	\$9,532	\$14,407	\$20,612	\$20,047	\$18,469	\$18,694	\$19,319	\$20,324	\$21,750
Investments - Current	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982
Receivables - Current	\$2,817	\$3,155	\$3,743	\$4,158	\$4,515	\$4,670	\$4,829	\$4,990	\$5,154	\$5,321	\$5,491
Right of Use and Contract Assets - Current	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169
Inventories - Current	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926
Other Current Assets	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172
TOTAL CURRENT ASSETS	\$31,727	\$31,168	\$35,179	\$40,470	\$47,032	\$46,622	\$45,203	\$45,588	\$46,378	\$47,550	\$49,146
Infrastructure Property & Equip	\$403,163	\$417,785	\$429,014	\$437,135	\$444,977	\$455,555	\$468,800	\$478,565	\$487,939	\$497,024	\$506,267
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524
Investment Property	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725
TOTAL NON-CURRENT ASSETS	\$404,412	\$419,034	\$430,263	\$438,384	\$446,226	\$456,804	\$470,049	\$479,814	\$489,188	\$498,273	\$507,516
TOTAL ASSETS	\$436,139	\$450,202	\$465,442	\$478,854	\$493,258	\$503,426	\$515,252	\$525,402	\$535,566	\$545,823	\$556,662
Payables - Current	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060
Contract Liabilities - Current	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096
Lease Liabilities - Current	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239
Borrowings - current	\$554	\$812	\$858	\$907	\$959	\$1,013	\$1,071	\$1,133	\$1,198	\$998	\$998
Provisions - Current	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958
TOTAL CURRENT LIABILITIES	\$14,907	\$15,165	\$15,211	\$15,260	\$15,312	\$15,366	\$15,424	\$15,486	\$15,551	\$15,351	\$15,351
Lease Liabilities - Non-Current	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673
Borrowings - Non current	\$5,667	\$6,855	\$8,997	\$8,090	\$7,132	\$6,118	\$5,047	\$3,914	\$2,717	\$1,719	\$721
Provisions - Non-Current	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391
TOTAL NON-CURRENT LIABILITIES	\$9,731	\$10,919	\$13,061	\$12,154	\$11,196	\$10,182	\$9,111	\$7,978	\$6,781	\$5,783	\$4,785
TOTAL LIABILITIES	\$24,638	\$26,084	\$28,272	\$27,414	\$26,507	\$25,549	\$24,535	\$23,464	\$22,331	\$21,134	\$20,136

		LONG	ΓERM FIN	NANCIAL	PLAN 20)25-2035					
Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
NET ASSETS	\$411,502	\$424,118	\$437,170	\$451,440	\$466,751	\$477,878	\$490,717	\$501,939	\$513,235	\$524,689	\$536,526
Accumulated Surplus	\$176,953	\$189,569	\$202,621	\$216,891	\$232,202	\$243,328	\$256,168	\$267,389	\$278,686	\$290,140	\$301,977
Revaluation Reserves	\$234,549	\$234,549	\$234,549	\$234,549	\$234,549	\$234,549	\$234,549	\$234,549	\$234,549	\$234,549	\$234,549
TOTAL EQUITY OPENING BALANCE	\$360,672	\$411,502	\$424,118	\$437,170	\$451,440	\$466,751	\$477,878	\$490,717	\$501,939	\$513,235	\$524,689
Net Operating Result for the Year	\$7,914	\$3,113	\$5,373	\$6,540	\$7,632	\$1,947	\$2,160	\$2,192	\$2,328	\$2,486	\$2,668
Gain / (Loss) on Reval of PP&E	\$30,101	\$0	-\$0	-\$0	-\$0	-\$0	\$0	-\$0	-\$0	-\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$411,502	\$424,118	\$437,170	\$451,440	\$466,751	\$477,878	\$490,717	\$501,939	\$513,235	\$524,689	\$536,526

Cash Flow Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Total Own Source Revenue	\$17,785	\$19,208	\$21,012	\$22,922	\$24,587	\$25,775	\$26,506	\$27,211	\$28,004	\$28,827	\$29,684
Grants and Contributions	\$10,322	\$9,774	\$10,018	\$10,269	\$10,526	\$10,789	\$11,058	\$11,335	\$11,618	\$11,909	\$12,206
Other Income from Continuing Operations	\$0	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
Employee Benefits	\$12,114	\$12,810	\$13,130	\$13,459	\$13,795	\$14,140	\$14,493	\$14,856	\$15,227	\$15,608	\$15,998
Materials and Contracts	\$11,743	\$12,473	\$12,858	\$13,259	\$13,663	\$14,071	\$14,490	\$14,910	\$15,336	\$15,766	\$16,203
Other Expenses from Continuing Operations	\$912	-\$218	-\$1,133	-\$1,214	-\$1,355	-\$1,586	-\$1,786	-\$1,804	-\$1,835	-\$1,861	-\$1,887
CASHFLOW FROM OPERATIONS	\$3,338	\$3,917	\$6,573	\$8,086	\$9,407	\$10,336	\$10,765	\$10,982	\$11,292	\$11,621	\$11,974
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$14,041	\$13,633	\$12,559	\$9,621	\$9,613	\$11,096	\$12,538	\$10,953	\$10,862	\$10,812	\$11,012
CASHFLOW FROM INVESTING	-\$14,041	-\$13,633	-\$12,559	-\$9,621	-\$9,613	-\$11,096	-\$12,538	-\$10,953	-\$10,862	-\$10,812	-\$11,012
Proceeds from Grants and Contributions - Capital purposes	\$12,976	\$7,835	\$7,835	\$7,835	\$7,835	\$1,620	\$1,620	\$1,620	\$1,620	\$1,620	\$1,620
Proceeds from Borrowings	\$2,000	\$2,000	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$846	\$1,017	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,156
CASHFLOW FROM FINANCING	\$14,130	\$8,818	\$9,411	\$6,411	\$6,411	\$196	\$196	\$196	\$196	\$196	\$464
Opening Cash	\$3,578	\$7,005	\$6,107	\$9,532	\$14,407	\$20,612	\$20,047	\$18,469	\$18,694	\$19,319	\$20,324
Change in Cash	\$3,427	-\$898	\$3,424	\$4,875	\$6,205	-\$565	-\$1,578	\$224	\$625	\$1,005	\$1,426
CLOSING CASH	\$7,005	\$6,107	\$9,532	\$14,407	\$20,612	\$20,047	\$18,469	\$18,694	\$19,319	\$20,324	\$21,750
TOTAL CASH AND LIQUID INVESTMENTS	\$17,987	\$17,089	\$20,514	\$25,389	\$31,594	\$31,029	\$29,451	\$29,676	\$30,301	\$31,306	\$32,732
Internally Restricted Cash	\$0	\$0	\$0	\$6,400	\$6,400	\$6,700	\$6,750	\$7,050	\$7,100	\$7,400	\$7,450
Externally Restricted Cash	\$17,841	\$16,545	\$15,750	\$14,955	\$14,160	\$13,364	\$12,569	\$11,774	\$11,529	\$11,133	\$10,738
Unrestricted Cash	\$147	\$544	\$4,764	\$4,034	\$11,034	\$10,965	\$10,132	\$10,852	\$11,673	\$12,773	\$14,544

Water Fund and Sewer Funds

See Base Case as no change under SRV scenarios

APPENDIX C: PERFORMANCE MEASURES BY FUND AND SCENARIO

Base Case (Managed Decline)

Whole of Council Consolidated

Financial Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Own Source Revenue Ratio	51.6%	60.5%	60.8%	61.8%	62.3%	71.3%	71.4%	71.5%	70.2%	67.5%	66.7%
Cash Expense Cover Ratio	11.9 months	10.5 months	10.9 months	11.6 months	12.0 months	11.2 months	11.2 months	10.9 months	10.5 months	11.0 months	11.7 months
Debt Service Cover Ratio	3.44x	3.09x	2.99x	3.48x	3.62x	4.07x	4.31x	4.58x	4.90x	5.23x	6.67x
Operating Performance Ratio	-10.5%	-11.6%	-10.1%	-7.8%	-7.7%	-6.1%	-5.6%	-5.2%	-4.8%	-4.5%	-3.9%
Asset Renewal Ratio (All Classes)	135%	136%	108%	107%	104%	92%	70%	77%	94%	92%	101%
Backlog Ratio (All Classes)	7.7%	7.3%	7.0%	6.9%	6.7%	6.6%	6.7%	6.7%	6.6%	6.5%	6.3%
Maintenance Ratio (All Classes)	109%	106%	116%	113%	110%	107%	106%	103%	101%	99%	97%

General Fund

Financial Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Own Source Revenue Ratio	43.4%	52.6%	52.4%	52.9%	53.3%	63.3%	63.4%	63.5%	61.9%	58.8%	57.9%
Cash Expense Cover Ratio	9.0 months	8.4 months	8.8 months	9.3 months	9.9 months	8.5 months	8.0 months	7.2 months	6.2 months	6.1 months	6.2 months
Debt Service Cover Ratio	3.03x	3.08x	2.14x	2.28x	2.42x	2.63x	2.72x	2.88x	3.04x	3.20x	4.16x
Operating Performance Ratio	-17.9%	-16.1%	-17.5%	-16.9%	-16.4%	-15.6%	-15.4%	-15.0%	-14.8%	-14.6%	-14.1%
Asset Renewal Ratio (All Classes)	133%	134%	101%	100%	97%	83%	58%	67%	85%	84%	94%
Backlog Ratio (All Classes)	6.9%	6.5%	6.3%	6.2%	6.1%	6.1%	6.2%	6.3%	6.2%	6.2%	6.1%
Maintenance Ratio (All Classes)	114%	110%	123%	119%	116%	113%	111%	109%	106%	104%	101%

Water Fund

Financial Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Own Source Revenue Ratio	92.9%	92.3%	92.4%	92.5%	92.5%	92.6%	92.6%	92.7%	92.7%	92.7%	92.8%
Cash Expense Cover Ratio	23.4 months	18.9 months	19.8 months	20.9 months	22.1 months	23.4 months	24.9 months	26.6 months	28.4 months	30.3 months	32.4 months
Debt Service Cover Ratio	5.51x	5.12x	5.39x	5.73x	6.11x	6.54x	7.03x	7.60x	8.25x	9.01x	9.92x
Operating Performance Ratio	27.6%	15.6%	21.7%	22.4%	23.1%	23.8%	24.5%	25.2%	26.0%	26.7%	27.5%
Asset Renewal Ratio (All Classes)	170%	168%	167%	166%	165%	164%	163%	162%	161%	160%	159%
Backlog Ratio (All Classes)	14%	13%	12%	12%	11%	10%	10%	9%	9%	8%	8%
Maintenance Ratio (All Classes)	81%	80%	79%	77%	76%	75%	73%	72%	71%	70%	69%

Sewer Fund

Financial Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Own Source Revenue Ratio	99.1%	98.7%	98.8%	98.8%	98.8%	98.8%	98.9%	98.9%	98.9%	98.9%	98.9%
Cash Expense Cover Ratio	50.9 months	41.1 months	54.6 months	57.2 months	60.0 months	62.9 months	65.9 months	69.0 months	72.3 months	75.6 months	79.2 months
Debt Service Cover Ratio	4.05x	3.38x	0.00x								
Operating Performance Ratio	34.6%	20.6%	24.4%	24.9%	25.4%	26.0%	26.5%	27.1%	27.6%	28.2%	28.8%
Asset Renewal Ratio (All Classes)	132%	132%	131%	131%	131%	130%	130%	129%	129%	128%	128%
Backlog Ratio (All Classes)	11%	11%	11%	10%	10%	9%	9%	9%	8%	8%	8%
Maintenance Ratio (All Classes)	101%	99%	98%	96%	95%	93%	91%	90%	89%	87%	86%

Sustainability Scenario - 2 Year SRV

Whole of Council Consolidated

Financial Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Own Source Revenue Ratio	51.6%	60.5%	62.5%	64.9%	65.4%	74.2%	74.3%	74.5%	73.2%	70.8%	70.2%
Cash Expense Cover Ratio	11.9 months	10.5 months	12.0 months	14.2 months	16.5 months	16.8 months	16.9 months	17.2 months	18.2 months	20.4 months	23.2 months
Debt Service Cover Ratio	3.44x	3.09x	4.21x	5.73x	6.12x	6.87x	7.39x	7.86x	8.45x	9.13x	11.75x
Operating Performance Ratio	-10.5%	-11.6%	-2.7%	4.3%	4.9%	6.8%	7.5%	7.7%	8.3%	8.9%	9.7%
Asset Renewal Ratio (All Classes)	135%	136%	108%	107%	104%	118%	131%	114%	111%	100%	99%
Backlog Ratio (All Classes)	7.7%	7.3%	7.0%	6.9%	6.7%	6.5%	6.2%	6.0%	5.8%	5.7%	5.6%
Maintenance Ratio (All Classes)	109%	106%	116%	113%	110%	107%	103%	100%	97%	95%	93%

General Fund

Financial Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Own Source Revenue Ratio	43.4%	52.6%	54.9%	57.6%	58.2%	68.0%	68.2%	68.3%	66.9%	64.1%	63.5%
Cash Expense Cover Ratio	9.0 months	8.4 months	10.0 months	12.6 months	15.5 months	15.4 months	14.9 months	15.0 months	15.7 months	17.8 months	20.5 months
Debt Service Cover Ratio	3.03x	3.08x	3.53x	4.86x	5.29x	5.83x	6.25x	6.62x	7.08x	7.64x	10.06x
Operating Performance Ratio	-17.9%	-16.1%	-7.5%	-0.3%	0.8%	2.3%	2.8%	3.0%	3.4%	4.1%	5.0%
Asset Renewal Ratio (All Classes)	133%	134%	101%	100%	97%	114%	129%	109%	106%	93%	92%
Backlog Ratio (All Classes)	6.9%	6.5%	6.3%	6.2%	6.1%	5.9%	5.6%	5.5%	5.3%	5.3%	5.2%
Maintenance Ratio (All Classes)	114%	110%	123%	119%	116%	112%	108%	104%	101%	99%	96%

Growth and Prosperity Scenario - 2 Year SRV

Whole of Council Consolidated

Financial Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Own Source Revenue Ratio	51.6%	60.5%	62.7%	65.3%	65.8%	74.4%	74.6%	74.7%	73.5%	71.1%	70.5%
Cash Expense Cover Ratio	11.9 months	10.5 months	11.7 months	13.7 months	15.8 months	16.0 months	16.1 months	16.5 months	17.4 months	19.6 months	22.4 months
Debt Service Cover Ratio	3.44x	3.09x	4.16x	5.72x	6.11x	6.85x	7.38x	7.84x	8.43x	9.11x	11.73x
Operating Performance Ratio	-10.5%	-11.6%	-3.0%	4.1%	4.8%	6.7%	7.3%	7.6%	8.1%	8.7%	9.5%
Asset Renewal Ratio (All Classes)	135%	136%	111%	110%	107%	120%	132%	114%	111%	100%	98%
Backlog Ratio (All Classes)	7.7%	7.3%	7.0%	6.8%	6.6%	6.4%	6.1%	5.9%	5.7%	5.6%	5.5%
Maintenance Ratio (All Classes)	109%	106%	116%	113%	110%	106%	103%	100%	97%	95%	92%

General Fund

Financial Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Own Source Revenue Ratio	43.4%	52.6%	55.2%	58.1%	58.7%	68.4%	68.6%	68.7%	67.3%	64.5%	63.9%
Cash Expense Cover Ratio	9.0 months	8.4 months	9.6 months	11.9 months	14.7 months	14.5 months	14.0 months	14.1 months	14.8 months	16.8 months	19.5 months
Debt Service Cover Ratio	3.03x	3.08x	3.48x	4.85x	5.27x	5.81x	6.23x	6.60x	7.06x	7.62x	10.05x
Operating Performance Ratio	-17.9%	-16.1%	-7.8%	-0.4%	0.7%	2.1%	2.6%	2.8%	3.3%	3.9%	4.8%
Asset Renewal Ratio (All Classes)	133%	134%	105%	104%	101%	115%	130%	109%	106%	93%	92%
Backlog Ratio (All Classes)	6.9%	6.5%	6.3%	6.1%	6.0%	5.8%	5.5%	5.4%	5.3%	5.2%	5.1%
Maintenance Ratio (All Classes)	114%	110%	123%	119%	116%	112%	107%	104%	101%	98%	96%

Growth and Prosperity Scenario - 3 Year SRV

Whole of Council Consolidated

Financial Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Own Source Revenue Ratio	51.6%	60.5%	62.4%	64.7%	65.8%	74.5%	74.6%	74.8%	73.6%	71.1%	70.6%
Cash Expense Cover Ratio	11.9 months	10.5 months	11.5 months	13.3 months	15.4 months	15.7 months	15.8 months	16.2 months	17.2 months	19.4 months	22.3 months
Debt Service Cover Ratio	3.44x	3.09x	3.98x	5.34x	6.17x	6.91x	7.44x	7.91x	8.51x	9.20x	11.85x
Operating Performance Ratio	-10.5%	-11.6%	-4.0%	2.3%	5.0%	6.9%	7.5%	7.8%	8.4%	9.0%	9.8%
Asset Renewal Ratio (All Classes)	135%	136%	111%	110%	107%	120%	132%	114%	111%	100%	98%
Backlog Ratio (All Classes)	7.7%	7.3%	7.0%	6.8%	6.6%	6.4%	6.1%	5.9%	5.7%	5.6%	5.5%
Maintenance Ratio (All Classes)	109%	106%	116%	113%	110%	106%	103%	100%	97%	95%	92%

General Fund

Financial Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Own Source Revenue Ratio	43.4%	52.6%	54.7%	57.2%	58.8%	68.5%	68.7%	68.8%	67.4%	64.6%	64.0%
Cash Expense Cover Ratio	9.0 months	8.4 months	9.5 months	11.5 months	14.2 months	14.1 months	13.6 months	13.7 months	14.5 months	16.6 months	19.4 months
Debt Service Cover Ratio	3.03x	3.08x	3.26x	4.41x	5.34x	5.88x	6.30x	6.68x	7.16x	7.72x	10.18x
Operating Performance Ratio	-17.9%	-16.1%	-9.3%	-2.9%	1.1%	2.4%	3.0%	3.2%	3.6%	4.3%	5.2%
Asset Renewal Ratio (All Classes)	133%	134%	105%	104%	101%	115%	130%	109%	106%	93%	92%
Backlog Ratio (All Classes)	6.9%	6.5%	6.3%	6.1%	6.0%	5.8%	5.5%	5.4%	5.3%	5.2%	5.1%
Maintenance Ratio (All Classes)	114%	110%	123%	119%	116%	112%	107%	104%	101%	98%	96%

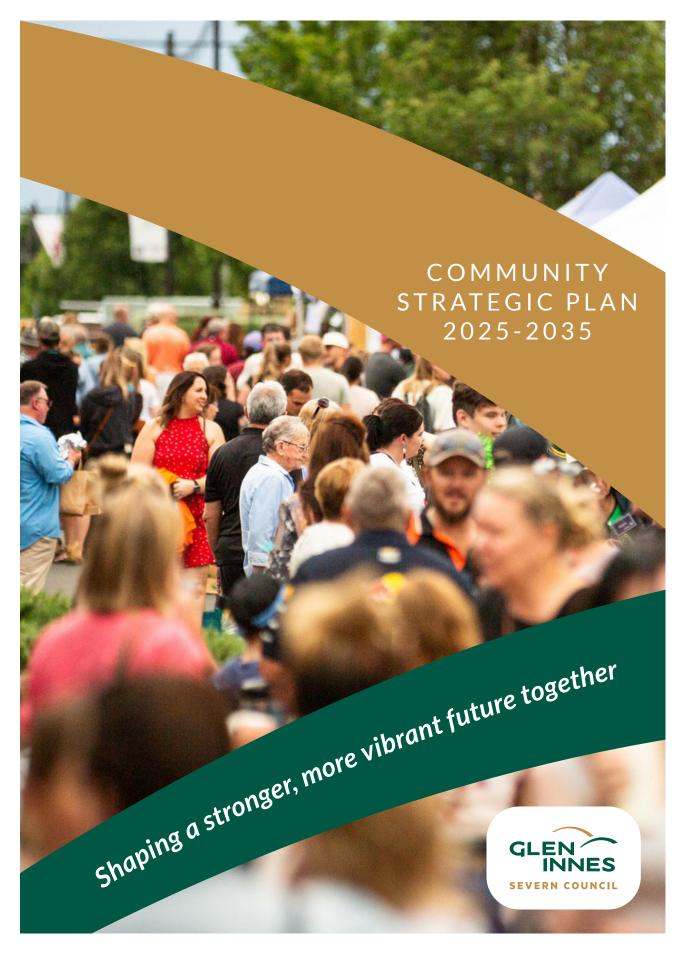
Sustainability Revised Scenario - 3 Year SRV

Whole of Council Consolidated

Financial Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Own Source Revenue Ratio	51.6%	60.4%	61.8%	63.0%	63.9%	72.8%	72.9%	73.0%	73.1%	73.3%	73.4%
Cash Expense Cover Ratio	11.9 months	10.2 months	12.4 months	13.5 months	14.7 months	14.0 months	13.2 months	12.6 months	12.3 months	12.3 months	12.4 months
Debt Service Cover Ratio	3.44x	2.83x	3.10x	3.66x	4.15x	4.68x	5.01x	5.26x	5.59x	5.95x	7.25x
Operating Performance Ratio	-10.5%	-13.0%	-6.0%	-2.9%	-0.7%	1.3%	1.9%	1.9%	2.2%	2.5%	2.9%
Asset Renewal Ratio (All Classes)	135%	136%	110%	109%	106%	120%	133%	114%	111%	109%	109%
Backlog Ratio (All Classes)	7.7%	7.3%	7.0%	6.8%	6.7%	6.4%	6.1%	5.9%	5.7%	5.6%	5.4%
Maintenance Ratio (All Classes)	109%	106%	116%	113%	110%	106%	103%	100%	97%	94%	92%

General Fund

Financial Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Own Source Revenue Ratio	43.4%	52.6%	54.2%	55.8%	57.1%	66.9%	67.1%	67.2%	67.4%	67.6%	67.7%
Cash Expense Cover Ratio	8.4 months	7.9 months	9.4 months	11.3 months	13.8 months	13.3 months	12.3 months	12.1 months	12.1 months	12.1 months	12.5 months
Debt Service Cover Ratio	3.03x	3.08x	3.32x	4.07x	4.82x	5.34x	5.74x	6.05x	6.44x	6.90x	8.94x
Operating Performance Ratio	-17.9%	-16.1%	-9.0%	-5.0%	-1.7%	-0.2%	0.4%	0.5%	0.8%	1.1%	1.5%
Asset Renewal Ratio (All Classes)	133%	134%	104%	102%	100%	116%	131%	109%	106%	104%	104%
Backlog Ratio (All Classes)	6.9%	6.5%	6.3%	6.2%	6.0%	5.8%	5.6%	5.4%	5.3%	5.1%	5.0%
Maintenance Ratio (All Classes)	114%	110%	123%	119%	116%	112%	107%	104%	101%	98%	95%



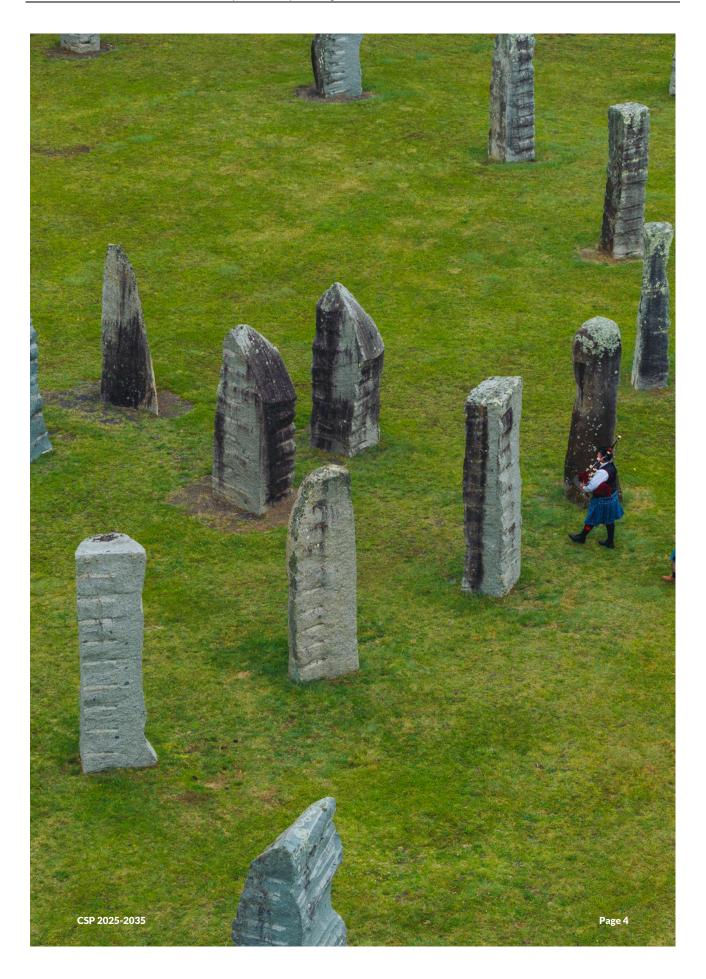
ACKNOWLEDGEMENT OF COUNTRY

Glen Innes Severn Council acknowledges and pays respect to the Ngarabul people as the traditional custodians of this land, their elders past, present and emerging and to Torres Strait Islander people and all First Nations people.



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CSP 2025-2035 Page 3





MAYOR'S MESSAGE

As your Mayor, I'm proud to present Glen Innes Severn's new Community Strategic Plan—a shared roadmap for the next decade, shaped by what matters most to you.

Through recent engagement—including the Towards 2034 community consultations and the 2023 Community Satisfaction Survey—you've told us clearly where your priorities lie: roads and infrastructure, healthcare, economic development, financial sustainability and greater support for our youth.

Looking ahead, our community aspires to enhanced healthcare services, better cultural and civic engagement, thriving tourism and recreation and infrastructure that keeps pace with growth. You've told us that long-term economic planning, sustainable water security, support for local businesses and jobs, improved roads and positioning our region as an attractive destination for investment are of the highest importance.

Glen Innes Severn has a lot to look forward to. We are fortunate to have a strong culture and heritage, a unique and beautiful environment and a climate that supports a diverse range of agriculture. These strengths open real opportunities for growth across agribusiness and the visitor economy.

This Plan reflects those aspirations. It also considers the unique place-based factors that shape our region—our challenges, our opportunities and our identity as a proud regional centre. It is both ambitious and grounded, recognising what we must improve, while laying a clear path toward growth, resilience and prosperity.

This is your Plan. It belongs to our whole community—residents, businesses, local groups and organisations.

While Council will lead many of the actions, lasting change will come through collaboration across all sectors.

Together, we are – *Transforming Today for a Thriving Tomorrow.*

Our vision is backed by five strategic priorities, each with defined goals:

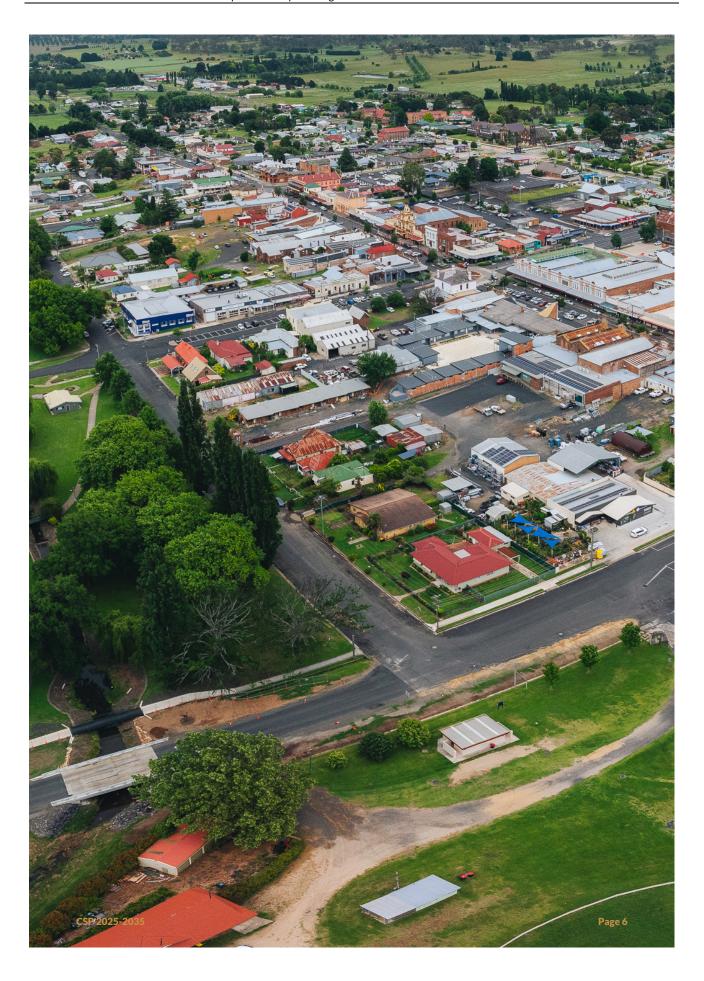
- A Thriving and Connected Community
- A Prosperous and Diverse Economy
- Fit-for-the-Future Infrastructure
- A Protected and Enhanced Environment
- Open and Collaborative Leadership

Realising this vision will take courage, creativity and commitment. It means engaging meaningfully with the community, finding new ways to fund and deliver projects, enabling bold ideas, learning from our past and having the confidence to try new approaches when needed.

What gives me confidence is this: when we work together, Glen Innes Severn can grow stronger. We can shape our own future and improve the lives, opportunities and wellbeing of every member of our community.

Let's build a future where people want to stay, invest, contribute and most importantly – belong.

Cr Margot Davis





GENERAL MANAGER'S MESSAGE

The Community Strategic Plan is the highest-level plan that a Council will prepare. The purpose of the Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals.

This Community Strategic Plan reflects the desires and aspirations of the community and identifies what we believe to be important and where our energy needs to be directed over the next 10 years.

Most importantly, the Plan addresses a range of matters including social, environmental and economic issues, is based on social justice principles and has been developed having regard to the NSW Government's State Priorities.

While Council has a key role in preparing the Community Strategic Plan, it is not wholly responsible for its implementation.

Other partners such as state agencies, nongovernment organisations, business and industry and community groups may also assist in delivering the Community Strategic Plan.

This Plan is a result of the community pausing and considering what is important to it: where do we want to get to and, how do we get there?

I look forward to working with Councillors and Council officers to deliver Council's vision — *Transforming today for a thriving tomorrow.*

Bernard Smith

THE COMMUNITY'S PLAN 2025-2035

The Community Strategic Plan (CSP) 2025-2035 sets out the long-term vision for Glen Innes Severn, providing a clear framework for the next 10 years. It identifies the community's main priorities along with the goals and strategies needed to achieve them.

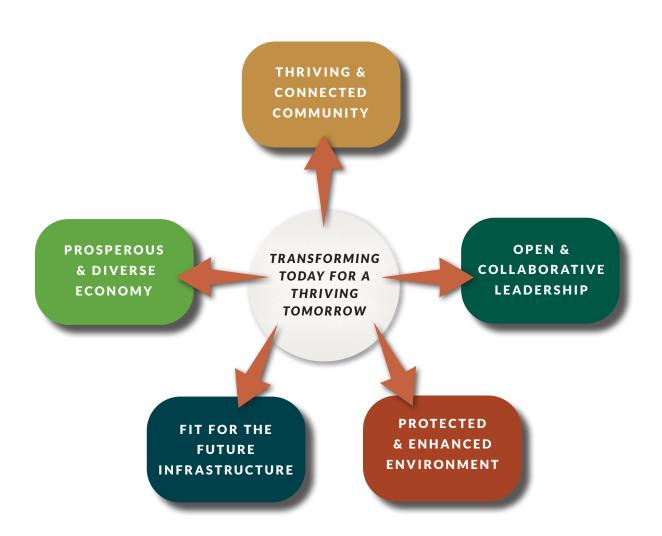
This is not just a Council Plan - it is a Plan for the entire community. While Glen Innes Severn Council plays a key role in its development and oversight, delivering the Plan's outcomes is a shared responsibility involving all levels of government, community organisations, industry, residents and ratepayers.

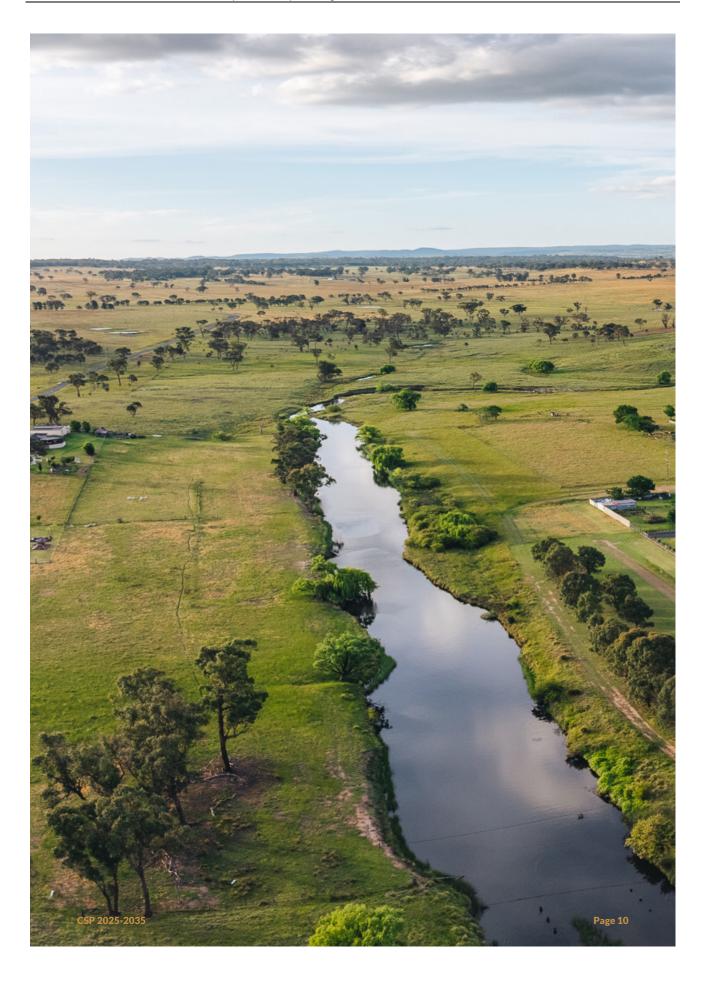
As the caretaker of the CSP 2025-2035, Council ensures it is developed with and on behalf of the community. However, achieving the Plan's vision requires collaboration from everyone to help shape the region's future.

The Plan is informed by extensive community engagement including insights from Council's regular *Community Satisfaction Surveys* conducted by professional agencies to provide statistically valid data with 95% accuracy. The most recent survey was completed in 2023. Further input was gathered through the *Towards 2034* Glen Innes Severn Community Engagement Program held from 11 April to 17 May 2024 ensuring that community voices directly shape the Plan's direction.

The strategic objectives and goals outlined in this Plan reflect the feedback received through these engagement processes ensuring the future direction of our region aligns with the needs and priorities of the community.

OUR FIVE STRATEGIC OBJECTIVES







Nestled in the heart of the New England High Country, Glen Innes Severn is a destination known for its adventure, rich history, Celtic roots, World Heritage-listed national parks and gourmet food experiences.

Positioned at the crossroads of the New England and Gwydir Highways, well-connected to Brisbane, Sydney, Outback Australia and the NSW North Coast. This accessibility makes it an ideal place to live, work and grow, offering opportunities for prosperity and a high quality of life. With a population close to 9,000, the area is surrounded by productive agricultural land, stunning national parks and enjoys four distinct seasons.

The area's natural beauty, vibrant community and cultural richness offer exciting opportunities for sustainable development. Looking to the future, there is great potential to enhance quality of life, promote sustainable growth, support local industries and foster a thriving, connected community. The *Community Strategic Plan* will guide these opportunities.

GLEN INNES SEVERN AT A GLANCE

5,487km²
Council area

8,836 current population



9,219

2041 projected growth

10° - 20°

autumn average temperature

12° - 26°

summer average temperature

2° - 14° winter average temperature

spring average temperature

3,266 people work in Glen Innes Severn

1,109 businesses



working full time

unemployed

who work at home

who volunteer



Gross Regional Product (GRP)

\$360.9m regional imports

regional exports

tourism output

local expenditure

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CSP 2025-2035

IF GLEN INNES SEVERN CONSISTED OF 100 PEOPLE



49 MALE

51 FEMALE

6

Aboriginal and Torres Strait Islander

4

born overseas

1

speaking languages other than English at home

21 0-19 years old **18** 20-39 years old

24 40-59 years old **30** 60-79 years old

80+ years old



10 attending tertiary education

18

attending secondary education

24 attending primary education

occupied private dwellings

64

living in

families

15 unoccupied private dwellings



26 who rent

who own or mortgage a house



34
living by themselves

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What our community values about our region

The 2023 Community Satisfaction Survey and the 2024 Towards 2034 Glen Innes Severn Community Engagement Program both gathered valuable feedback to guide the Community Strategic Plan. The 2023 survey, conducted by professional researchers, provided statistically valid insights to help improve services and set priorities.

Similarly, the 2024 survey, held from 11 April to 17 May, used online and paper-based methods, including listening posts, and was widely advertised through local radio and social media. Both surveys revealed common themes, offering Council key data to improving services and setting future priorities.



Residents rate their quality of life either good, very good or excellent, with a further 9% rating it as fair.



Residents value the community friendliness, climate, rural lifestyle and peacefulness most about living in the LGA.



Most residents feel a part of and are proud of their community.

HIGHEST RATED IN SATISFACTION



Library Services



Parks & Playgrounds



Events & Festivals



CSP 2025-2035 Sporting Facilities & Grounds



Sewerage Services

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What our community envisions for our region

How would you like your community to be in 10 or more years?







Tourism and recreational facilities enhanced



Infrastructure improvement

Priorities for Council to focus on over the next 10 years





Health care







HIGHEST RATED IN IMPORTANCE



Long-Term Economic Planning

CSP 2025-2035



Water Supply



Supporting Local **Business & Jobs**



Condition/Maintenance of Sealed Roads



Attracting New Business to the Area

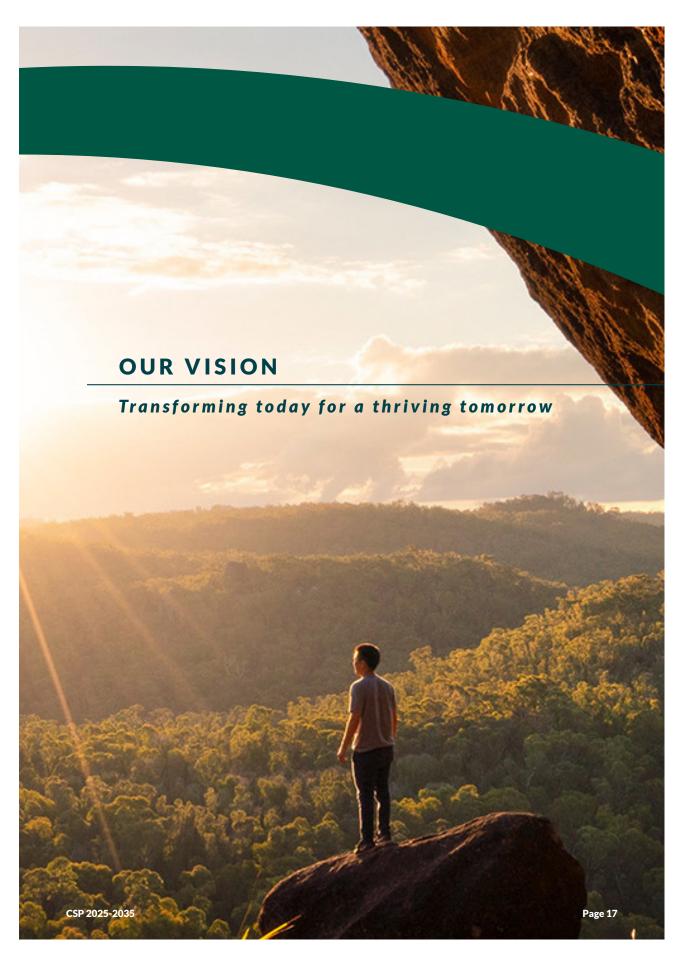
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The Community Strategic Plan is guided by five key strategic objectives, each with three goals that reflect the community's aspirations.

Each section of the Plan outlines these strategic objectives, their prioritised goals and the supporting strategies to achieve them.





HOW TO READ THIS DOCUMENT



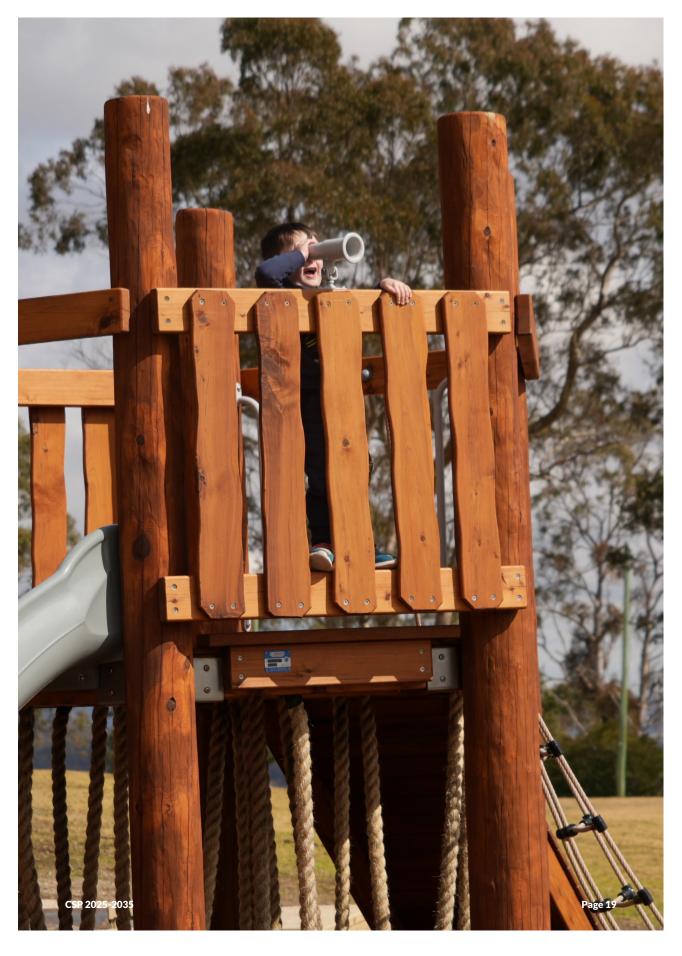
COUNCIL'S ROLES AND RESPONSIBILITIES

Council's role in each Community Strategic Plan goal is outlined in the following sections:





- Community satisfaction surveys and have your say website
- Visitor numbers
- Meeting key performances ratios
- Service reviews
- Audited inancial statements
- Compliance with State and Federal government legislation
- Population growth
- Gross regional product
- Monitoring demographic statistics





STRATEGIC OBJECTIVES

THRIVING & CONNECTED COMMUNITY

Where residents have access to essential services, economic opportunities, social connections and a high quality of life, regardless of their location. A place where people feel safe, engaged, supported and empowered to thrive in their daily lives.

Goal 1

Facilitate and support access to essential services with reliable healthcare, education, public transport, emergency services and digital connectivity.

Goal 2

Facilitate and strengthen social community networks by fostering a sense of belonging including, engagement through events, cultural activities volunteer programs and support services.

Goal 3

Encourage active and healthy lifestyles through sport, fitness, healthy eating, mental health support and outdoor recreation ensuring overall wellbeing.

PROSPEROUS & DIVERSE ECONOMY

A diverse local economy that is resilient, inclusive and adaptive, ensuring economic prosperity for all residents by providing a broad range of employment opportunities, industry sectors and business environments.

Goal 1

Support industry diversity and economic resilience through a mix of existing industries and emerging sectors.

Goal 2

Support and facilitate workforce development and employment pathways aligned with industry best practice whilst retaining talent within the community.

Goal 3

Increase the diversity and availability of housing whilst maintaining affordable access to accommodation that meets the needs of the whole community.

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FIT FOR THE FUTURE INFRASTRUCTURE

Maintain our existing infrastructure and ensure that we are actively investing in sustainable and economic infrastructure, ensuring long-term growth, resilience and prosperity.

Goal 1

Provide sustainable and resilient infrastructure including water and sewer services, road and transport networks that provide best-practice service delivery and support growth.

Goal 2

Lead precinct and activation master planning to develop vibrant, well-designed public spaces that enhance liveability, preserve heritage assets and strengthen regional appeal.

Goal 3

Facilitate public and social infrastructure that supports the needs and diversity of the population now and into the future to ensure equitable access and protection of the community.

PROTECTED & ENHANCED ENVIRONMENT

Where natural resources, landscapes and built heritage are preserved, sustainably managed and showcased to strengthen community identity, attract visitors and support long-term ecological and economic benefits.

Goal 1

Foster a sustainable region by minimising environmental impacts and safeguarding ecosystems through conservation, innovation and environmental risk management.

Goal 2

Ensure the protection of our rural landscapes and unique heritage by encouraging sustainable agricultural practices, supporting heritage conservation efforts and maintaining policies that safeguard the character and cultural significance of our region for future generations.

Goal 3

Leverage our pilot status as a georegion to lead a collaborative regional ambition to become an aspiring UNESCO Global Geopark.

OPEN & COLLABORATIVE LEADERSHIP

Fostering an environment of innovation, collaboration and mutual respect, where diverse perspectives shape strategic planning, governance and problem-solving, while ensuring accountability and financial sustainability for current and future generations.

Goal 1

Encourage active participation by the community, business and industry in decision making processes that shape our region.

Goal 2

Ensure Council's long term financial sustainability and maintain services and infrastructure to the community's satisfaction, and to strengthen financial governance.

Goal 3

Ensure strong governance, strategic resource management, and impactful advocacy to support the region's long-term sustainability and enhance quality of life.



THRIVING & CONNECTED COMMUNITY

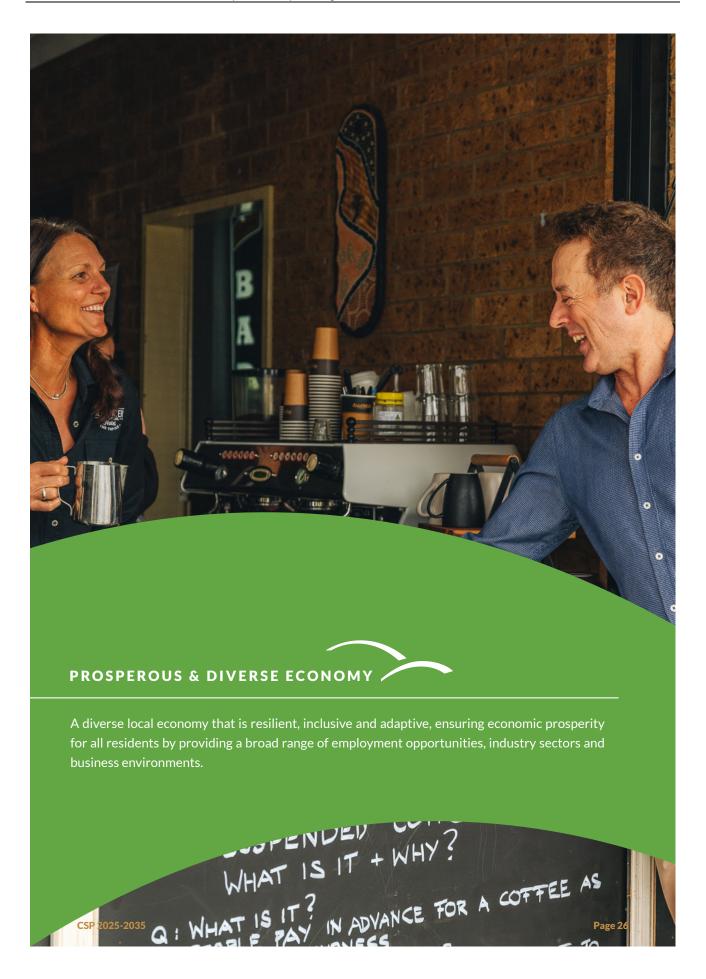
STRATEGIC OBJECTIVE ONE

Where residents have access to essential services, economic opportunities, social connections and a high quality of life, regardless of their location. A place where people feel safe, engaged, supported and empowered to thrive in their daily lives.

Goal	How will we get there?	Council's Role	Who can help?
T1.1	Facilitate and support access to essential services with reliable healthcare, education, public transport, emergency services and digital connectivity.	Plan Advocate Partner Facilitate	 State and Federal government and agencies Primary Health Network (PHN) Hunter New England Local Health District (HNEH) Destination NSW Outback
T1.2	Facilitate and strengthen social community networks by fostering a sense of belonging including, engagement through events, cultural activities volunteer programs and support services.	Partner Facilitate Deliver	 Destination Network Country and Outback (DNCO) NSW Arts North West Community groups and organisations Local businesses Glen Innes Business Chamber Sports and wellbeing groups
T1.3	Encourage active and healthy lifestyles through sport, fitness, healthy eating, mental health support and outdoor recreation ensuring overall wellbeing.	Plan Advocate Partner Deliver	Health and health support services

	Baseline	Target Trend	Source	Goal
Growing population	8,836	9,219 (REMPLAN 2041 projection)	REMPLAN / Australian Bureau of Statistics (ABS)	T1.1, T1.2, T1.3
Number of people employed	47.1%	Increase	ABS	T1.1, T1.2, T1.3
Visitor numbers	270,000	Increase by 10%	Destination NSW	T1.1, T1.2





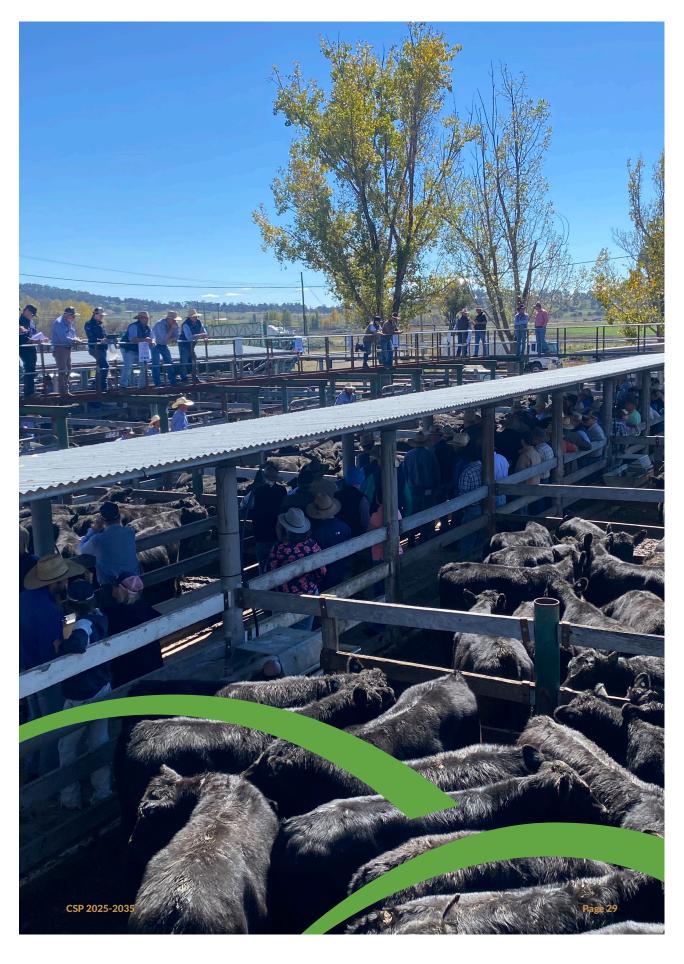
PROSPEROUS & DIVERSE ECONOMY

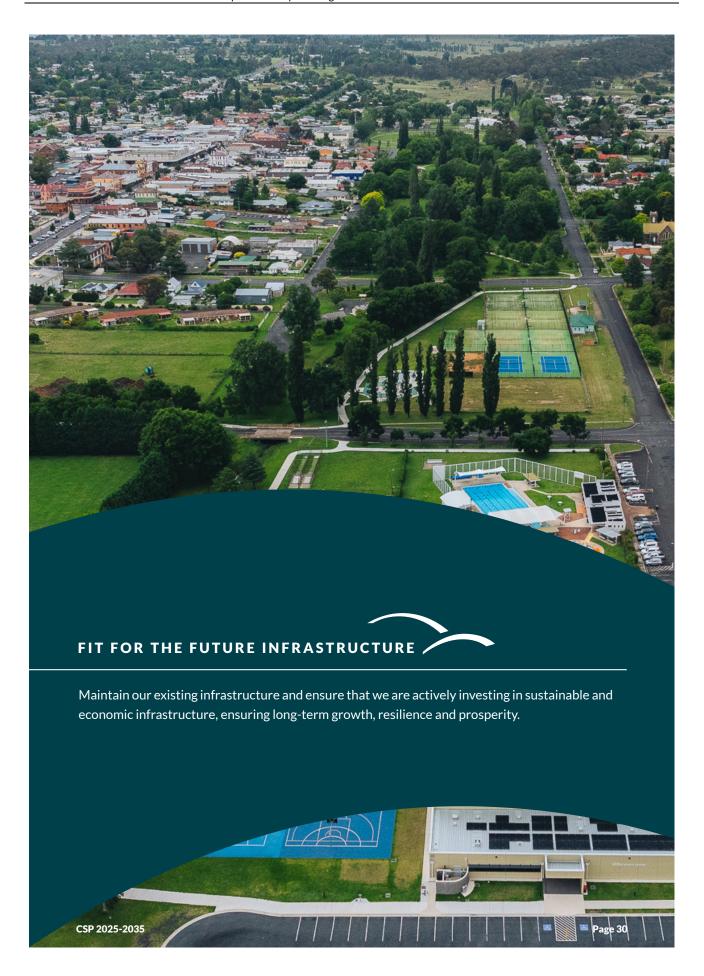
STRATEGIC OBJECTIVE TWO

A diverse local economy that is resilient, inclusive and adaptive, ensuring economic prosperity for all residents by providing a broad range of employment opportunities, industry sectors and business environments.

Goal	How will we get there?	Council's Role	Who can help?
P1.1	Support industry diversity and economic resilience through a mix of existing industries and emerging sectors.	Advocate Partner Deliver	 Regional Australian Institute (RAI) Business NSW New England North West (NENW)
P1.2	Support and facilitate workforce development and employment pathways aligned with industry best practice whilst retaining talent within the community.	Advocate Facilitate Partner	 Developers Investors University of New England (UNE) SMART TAFE PHN
P1.3	Increase the diversity and availability of housing whilst maintaining affordable access to accommodation that meets the needs of the whole community.	Plan Advocate Facilitate Partner Deliver	 HNEH NSW Department Primary Industries (DPI) Community groups and organisations Progress associations Glen Innes Natural Resources Advisory Committee (GLENRAC) New England High Country Local businesses Glen Innes Business Chamber Visitor services Think Tanks

	Baseline	Target Trend	Source	Goal
Growth in gross regional product	\$677.1m	Increase	ABS	P1.1
Number of local businesses	1,109	Increase	ABS	P1.1 & P1.2
Number of new houses	4,207 current private dwellings	Increase	ABS	P1.3





FIT FOR THE FUTURE INFRASTRUCTURE

STRATEGIC OBJECTIVE THREE

Maintain our existing infrastructure and ensure that we are actively investing in sustainable and economic infrastructure, ensuring long-term growth, resilience and prosperity.

Goal	How will we get there?	Council's Role	Who can help?
F1.1	Provide sustainable and resilient infrastructure including water and sewer services, road and transport networks that provide best-practice service delivery and support growth.	Plan Advocate Partner Deliver	 State and Federal government and agencies TAFE UNE PHN HNEH
F1.2	Lead precinct and activation master planning to develop vibrant, well-designed public spaces that enhance liveability, preserve heritage assets and strengthen regional appeal.	Plan Partner Deliver Regulate	 Health and Health Support Services GLENRAC Local businesses Glen Innes Business Chamber Consultants Sports and wellbeing group and
F1.3	Facilitate public and social infrastructure that supports the needs and diversity of the population now and into the future to ensure equitable access and protection of the community.	Plan Advocate Partner Deliver Regulate	clubsSchoolsCommunity groups and organisations

	Baseline	Target Trend	Source	Goal
Community Satisfaction	Mean score of 3.04 or 29%	Mean score of 3.22 or 37%	GISC Community Satisfaction Survey	F1.1
Masterplans Approved	 Sports Facilities Masterplan Precinct Masterplans Landscape Plan for Glen Innes Sports Stadium 	Approved and endorsed	GISC Operational Plan Performance Reports	F1.2
New public infrastructure constructed	Glen Innes Skate Park	Glen Innes Pump Track developed. Glen Innes Skate Park extension completed	GISC Operational Plan Performance Reports	F1.3





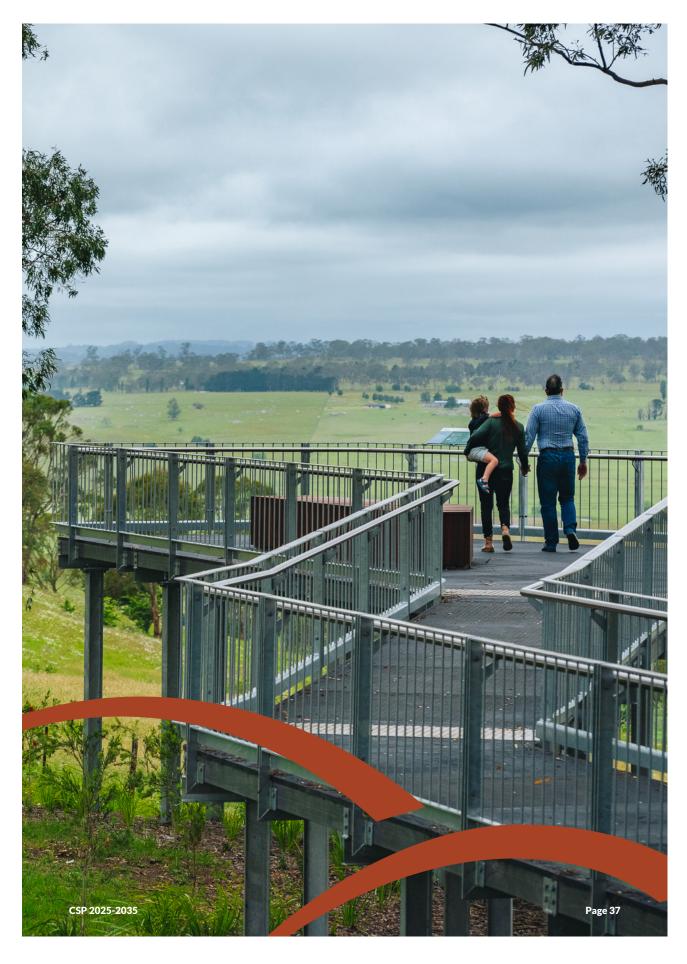
PROTECTED & ENHANCED ENVIRONMENT

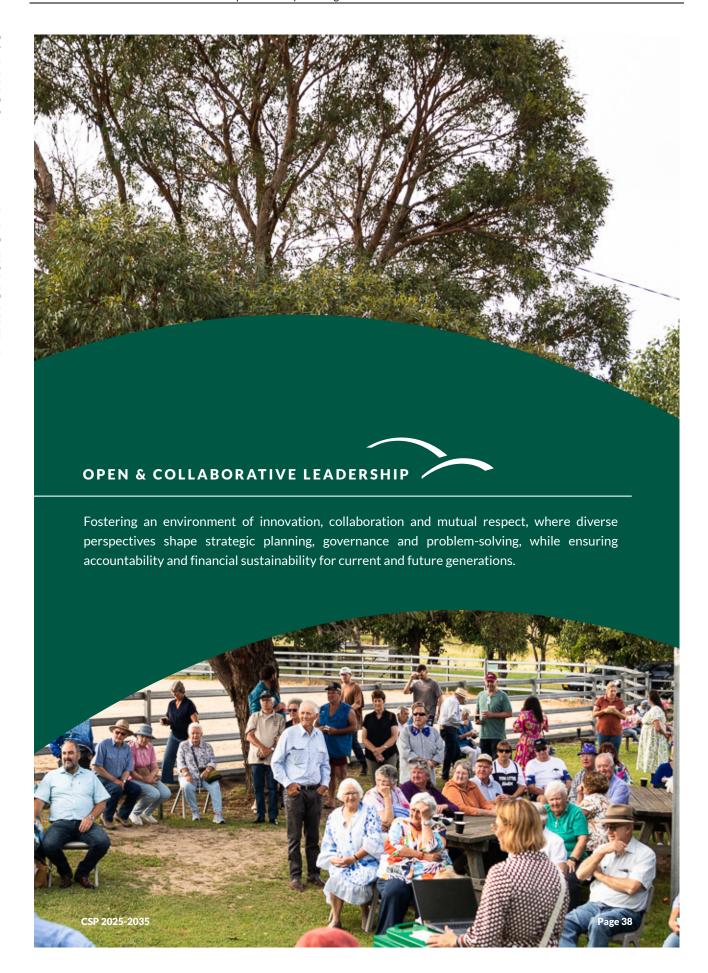
STRATEGIC OBJECTIVE FOUR

Where natural resources, landscapes and built heritage are preserved, sustainably managed and showcased to strengthen community identity, attract visitors and support long-term ecological and economic benefits.

Goal	How will we get there?	Council's Role	Who can help?
E1.1	Foster a sustainable region by minimising environmental impacts and safeguarding ecosystems through conservation, innovation and environmental risk management.	Plan Advocate Facilitate Partner	 Australian Geoscience Council Tourism Research Australia Destination NSW DPI Crown Lands Environmental Protection
E1.2	Ensure the protection of our rural landscapes and unique heritage by encouraging sustainable agricultural practices, supporting heritage conservation efforts and maintaining policies that safeguard the character and cultural significance of our region for future generations.	Advocate Partner Deliver	 Authority (EPA) NSW Local Land Services Glen Innes Local Aboriginal Land Council (GILALC) GLENRAC Local businesses Community groups and organisations
E1.3	Leverage our pilot status as a georegion to lead a collaborative regional ambition to become an aspiring UNESCO Global Geopark.	Advocate Partner Deliver Regulate	

	Baseline	Target Trend	Source	Goal
Geopark and geotrails recognised and activated	No visitor numbers identified for geotourism	Visitor numbers for geopark and geotrails identified and growing	Destination NSW Australian Geoscience Council	E.1.2
Compliance with Protection of the Environment Operations Act 1997 (POEO)	Compliance with EPA	Compliance with environmental standards	EPA	E1.1
Visitor numbers	270,000	Increase by 10%	Destination NSW	E1.3





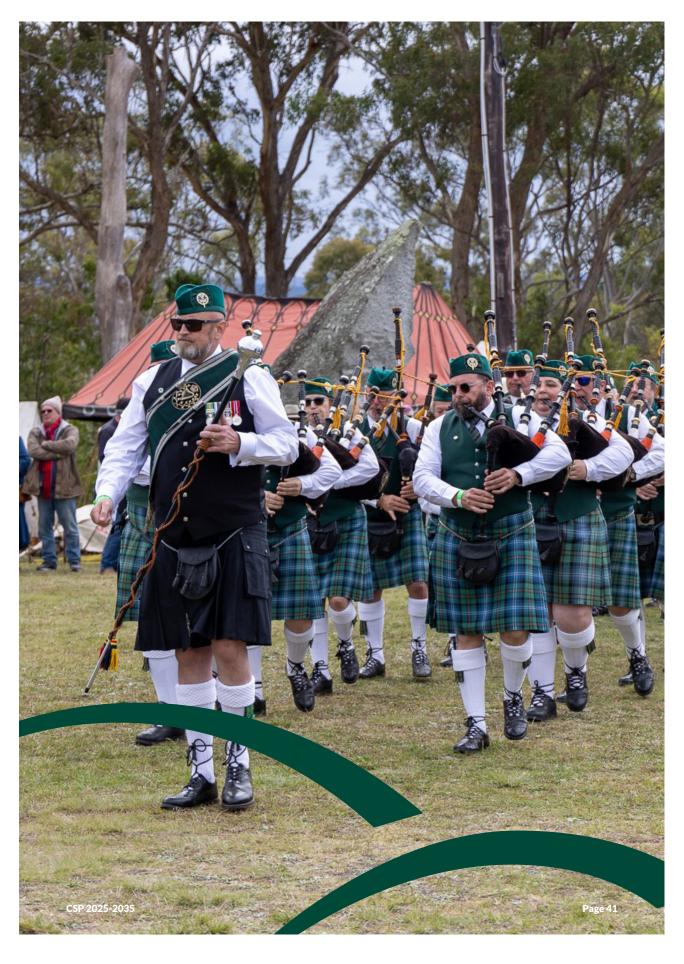
OPEN &
COLLABORATIVE
LEADERSHIP

STRATEGIC OBJECTIVE FIVE

Fostering an environment of innovation, collaboration and mutual respect, where diverse perspectives shape strategic planning, governance and problem-solving, while ensuring accountability and financial sustainability for current and future generations.

Goal	How will we get there?	Council's Role	Who can help?
O1.1	Encourage active participation by the community, business and industry in decision making processes that shape our region.	Plan Advocate Facilitate Partner Deliver	NEMARIARDAPHNHNEH
O1.2	Ensure Council's long term financial sustainability and maintain services and infrastructure to the community's satisfaction, and to strengthen financial governance.	Implement Business Improvement Plan Apply for SRV	 Business NSW NENW Independent Pricing and Regulatory Tribunal (IPART) Glen Innes Business Chamber GLENRAC GILALC Arts North West
O1.3	Ensure strong governance, strategic resource management, and impactful advocacy to support the region's long-term sustainability and enhance quality of life.	Deliver	Local businesses and organisations

	Baseline	Target Trend	Source	Goal
Population Growth	8,935	9,219 (REMPLAN 2041 projection)	ABS/REMPLAN/ NEMA	O1.1
Financial Sustainability	Current Council Long Term Financial Plan (2025-2035) shows deficit trend	Council meets Key Financial Performance Indicators	Audited Financial Statements 2026-27	O1.2
Gross Regional Product	\$677.1m	Increase	ABS	O1.3



THE INTEGRATED PLANNING AND REPORTING FRAMEWORK

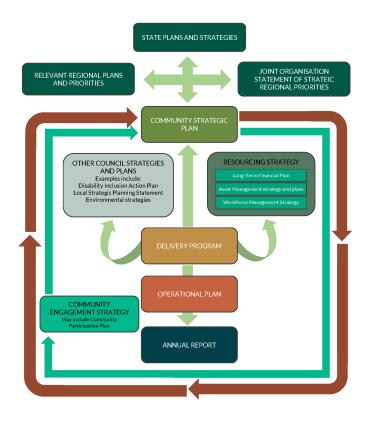
The Integrated Planning and Reporting (IP&R) Framework is a structured approach that ensures Councils plan holistically for the future, deliver services effectively and remain accountable to their communities. It connects community aspirations with Council's long-term planning and day-to-day operations through a hierarchy of strategic documents.

At the highest level of this framework is the Community Strategic Plan (CSP). The CSP is a long-term plan (minimum 10 years) that captures the community's vision, priorities and goals for the future. It is developed through extensive community consultation and reflects the findings of a wide range of Council strategies, studies and reports known as "contributing strategies."

The IP&R Framework includes scheduled reviews to ensure that goals and actions remain relevant over time. It also visually demonstrates how state and regional plans, community engagement and ongoing monitoring and review inform the CSP. The CSP then guides the Delivery Program and annual Operational Plans which set out how Council will implement the community's priorities.

Regionally, the CSP aligns with the State Government's New England North West Regional Plan 2041. Locally, it reflects the outcomes of Council's strategic work and provides a foundation for developing and delivering services and projects that support the quality of life for residents, workers, investors and visitors.





The key plans and reports under the IP&R framework are outlined below, and all documents are guided by, and developed in consultation with, our community.

Duration / Renewal timeframe	Key Plan/Report	Outputs	Description
10 years	Community Strategic Plan	Community Goals and Strategies	Outlines the goals and aspirations of the community, captured through community engagement
4 years	Delivery Program	Council Initiatives	A program of Council-led initiatives that achieve the goals of the Community Strategic Plan
4 years	Resourcing Strategy: Long-Term Financial Plan Asset Management Strategy Workforce Management Plan	Council Resources: Finances, Assets, People	A set of Plans and Strategies that ensure Council has the necessary resources and assets, and that Council plans accordingly
1 year	Operational Plan	Council Actions	An annual plan of actions that support the Delivery Program initiatives
1 year	Annual Report	Reporting: Delivery Program, Operational Plan	An annual report to the community on the progress of the Delivery Program and Operational Plan

STATE AND REGIONAL PRIORITIES

NSW Premier's Priorities

The Premier's priorities represent the NSW Government's commitment to making a significant difference to enhance the quality of life of the people of NSW. They have been set with the purpose of delivering on the NSW government's key policy priorities, being:

- more teachers in our schools
- more healthcare workers and beds in our hospitals
- a thriving manufacturing sector with well-paid jobs
- ending privatisation of our energy assets

NSW Government is committed to continue this work to make the state of NSW the best place to live, work and play. This Plan aligns with the NSW government priorities.

Glen Innes Severn Local Strategic Planning Statement

The Local Strategic Planning Statement (LSPS) plans for the Glen Innes Severn community's economic, social and environmental land use needs over a 20-year period commencing in 2020.

It sets clear planning priorities about what will be needed, such as jobs, homes, services and parks, where these should be best located and when they will be delivered.

The LSPS sets short, medium and long terms actions to deliver the priorities for the community's future vision.

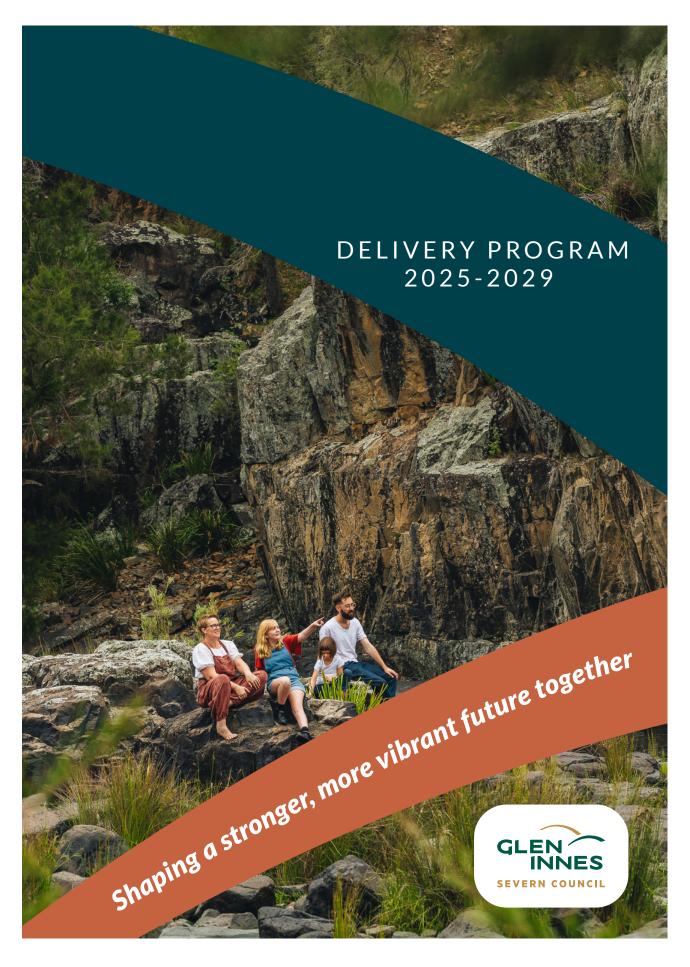
The LSPS and this Community Strategic Plan work hand in hand to bring together the community vision and goals and align them with the vision and goals in the NSW Government's New England North West Regional Plan 2041. In doing so, they allow Council to plan for a future Local Government Area (LGA) that will meet the community's expectations and achieve the LGA's wider expected role within NSW.

New England North West Regional Plan

The New England North West Regional Plan (the Regional Plan), developed by the NSW Department of Planning and Environment (DPIE) identifies Glen Innes as a strategic centre, essential in the delivery of the Regional Plan. Further, the NSW State Government has developed Regional Economic Development Strategies (REDS) that are supported by the Regional Plan. Glen Innes Severn fits into the Northern New England High Country REDS.

Council's Strategic Objectives linking to the Regional Plan are:	Thriving & Connected Community	Prosperous & Diverse Economy	Fit for the Future Infrastructure	Protected & Enhanced Environment	Open & Collaborative Leadership
Growth, change and opportunity					
Coordinate land use planning for future growth, community need and regional economic development		✓			
Productive and innovative					
Protect the viability and integrity of rural land				✓	
Expand agribusiness and food processing sectors		✓			
Responsibly manage mineral resources				✓	
Enhance the diversity and strength of Central Business Districts and town centres	✓	✓			
Coordinate the supply of well-located employment land		✓			
Support a diverse visitor economy		✓			
Sustainable and Resilient					
Adapt to climate change and natural hazards and increase climate resilience			✓	✓	✓
Lead renewable energy technology and investment	\checkmark	✓		\checkmark	
Support a circular economy	\checkmark	✓	✓	✓	
Sustainably manage and conserve water resources	✓	✓	✓	✓	
Protect regional biodiversity and areas of High Environmental Value				✓	
Housing and place					
Provide well located housing options to meet demand	✓	✓			
Provide more affordable and low-cost housing	\checkmark	✓			
Understand, respect and integrate Aboriginal culture and heritage	✓				✓
Support the aspirations of Aboriginal people and communities in local planning	✓				
Celebrate local character		\checkmark		\checkmark	
Public spaces and green infrastructure support connected, inclusive and healthy communities	✓		✓		
Connected and accessible					
Leverage new and upgraded infrastructure			✓		✓
Improve state and regional freight connectivity			\checkmark		\checkmark
Improve active and public transport networks			✓		✓
Utilise emerging transport technology			✓		





ACKNOWLEDGEMENT OF COUNTRY

Glen Innes Severn Council acknowledges and pays respect to the Ngarabul people as the traditional custodians of this land, their elders past, present and emerging and to Torres Strait Islander people and all First Nations people.



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INTRODUCTION

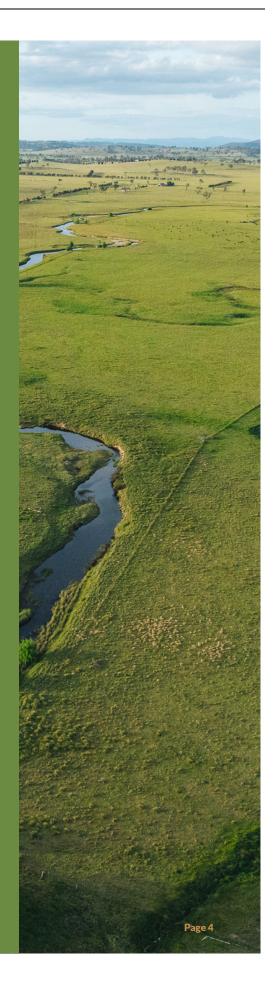
Glen Innes Severn Council is pleased to present its *Delivery Program (DP)* 2025-2029.

The DP details Council's role in the delivery of projects and services for a four-year period to achieve long-term strategic goals.

The DP identifies the principal activities to be undertaken by Council to perform all its functions, including implementing the strategies established by the *Community Strategic Plan (CSP) 2025-2035*, using the resources identified in the Resourcing Strategy. It is a statement of commitment to the community from the newly elected Council.

In preparing the DP, Council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals during its term of office. All plans, projects, activities and funding allocations are directly linked to this DP.

As outlined in the CSP, the DP is a major component of the Integrated Planning and Reporting Framework (IP&R) as determined by the Local Government Act 1993, the Local Government (General) Regulation 2021 and the Integrated Planning and Reporting Guidelines 2021.





MAYOR'S MESSAGE

We're working together to build a healthier, more connected and resilient Glen Innes Severn—where our people thrive, local industries grow and our natural environment is protected for future generations. With strong leadership, thoughtful planning and meaningful partnerships across community, business and all levels of government, we're shaping a vibrant and inclusive future together.

The 2025–2029 Delivery Program sets out 43 practical strategies to respond directly to the aspirations of the community and aligns with the five strategic priorities of our 2025–2035 Community Strategic Plan:

- A Thriving and Connected Community
- A Prosperous and Diverse Economy
- Fit-for-the-Future Infrastructure
- A Protected and Enhanced Environment
- Open and Collaborative Leadership

This Plan is both ambitious and grounded. It recognises the pressing need for Council to become more financially sustainable in order to continue delivering—and improving—the essential services and infrastructure our community depends on. After reviewing our Long-Term Financial Plan and understanding the real challenges ahead, Council is committed to reducing inefficiencies, cutting unnecessary costs and enhancing service delivery while ensuring value for money.

But this is only part of the picture. To meet the expectations of our community and deliver on this plan, Council will consider applying to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV), proposed for implementation in July 2026.

We know this is a difficult conversation—especially at a time when the rising cost of living is placing real pressure on households.

No one wants to see rates increase. However, achieving long-term financial sustainability is vital if we are to continue maintaining our infrastructure, delivering valued services and planning for a stronger future.

We're not alone in facing these challenges. More than 40% of councils across NSW are in similar positions, with many also considering SRVs to ensure they can continue serving their communities effectively.

Alongside our efforts to become more efficient, Council will continue to advocate strongly for Glen Innes Severn—pushing for better representation and support from both State and Federal governments. Our advocacy program is already well underway and will continue to grow in pace and purpose, with a focus on securing the resources needed to address the community's priorities—healthcare access, housing, economic opportunity and more.

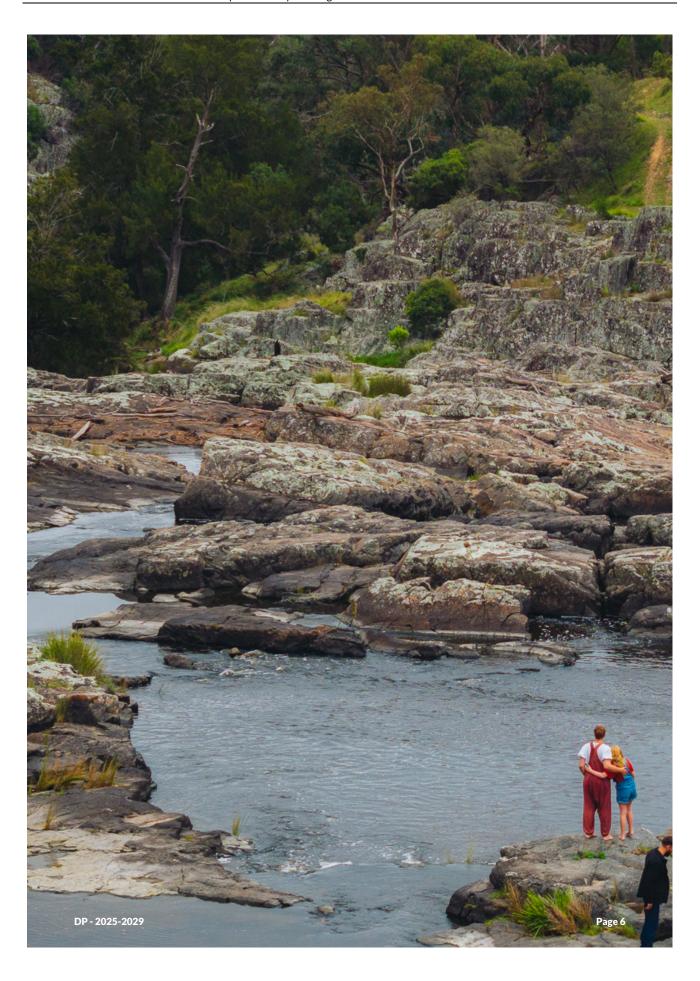
Despite the challenges, there is so much to be optimistic about. Glen Innes Severn is defined by its proud culture, rich heritage and beautiful natural environment. Our climate supports strong growth in agriculture, agribusiness and tourism—and with the right planning, investment and partnerships, these sectors can offer real prosperity for the region.

The Delivery Program 2025–2029 is our roadmap—one that is realistic about our current position, but hopeful and determined about our future.

I look forward to working alongside Council, our community, businesses, and our government partners to bring this Plan to life. Together, we're planning smarter, investing wisely and building a stronger, more sustainable Glen Innes Severn—now and into the future.

Cr Margot Davis

DP - 2025-2029 Page 5





GENERAL MANAGER'S MESSAGE

The Delivery Program identifies the principal activities to be undertaken by the Council to perform all its functions – including implementing the strategies established by the Community Strategic Plan.

Whether it's improving services, delivering key infrastructure, or advocating on behalf of the community, the Delivery Program is the point where the community's strategic goals are systematically translated into actions.

The Delivery Plan, in a very tangible way, is how Glen Innes Severn Council will be working towards its vision for the community - *Transforming today* for a thriving tomorrow - and outlines how the challenges we face will be met.

Every Council plan, project, activity and funding program will be in some way linked to the Council Delivery Plan, which in turn is a reflection of the community's aspirations outlined in the Community Strategic Plan.

They say that local government is the tier of government closest to the people. It has a real impact on the everyday lives of people with regard to the services it provides, can respond quickly, when necessary, but also plays a key role in creating a better tomorrow.

Whilst we have many opportunities, we also face many challenges. The structural issues in local government in NSW regarding financial sustainability are well recognised.

We, like the majority of councils in recent times, have recognised that we are financially unsustainable on the current trajectory.

The path to sustainability involves not only Council having a hard look at how it goes about its business to ensure it is as effective and efficient as possible, but also investigating all revenue options, including the level of rates it currently imposes.

Government is about priority setting and there are always more things on the to-do list than what can be funded, but at this point in time, even with organisational improvements and efficiencies, we cannot maintain our infrastructure and services to the required level – let alone improve services and deliver new infrastructure.

A key focus of this term of Council will be establishing long-term financial sustainability and ensuring the organisation continues to improve and develop, maintaining a supportive culture which ensures optimum outcomes for the community.

Bernard Smith

DP - 2025-2029 Page 7



COUNCILLORS



Margot Davis Mayor



Tim Alt Councillor



Carol Sparks
Deputy Mayor



Max Elphick Councillor



Andrew Parsons
Councillor

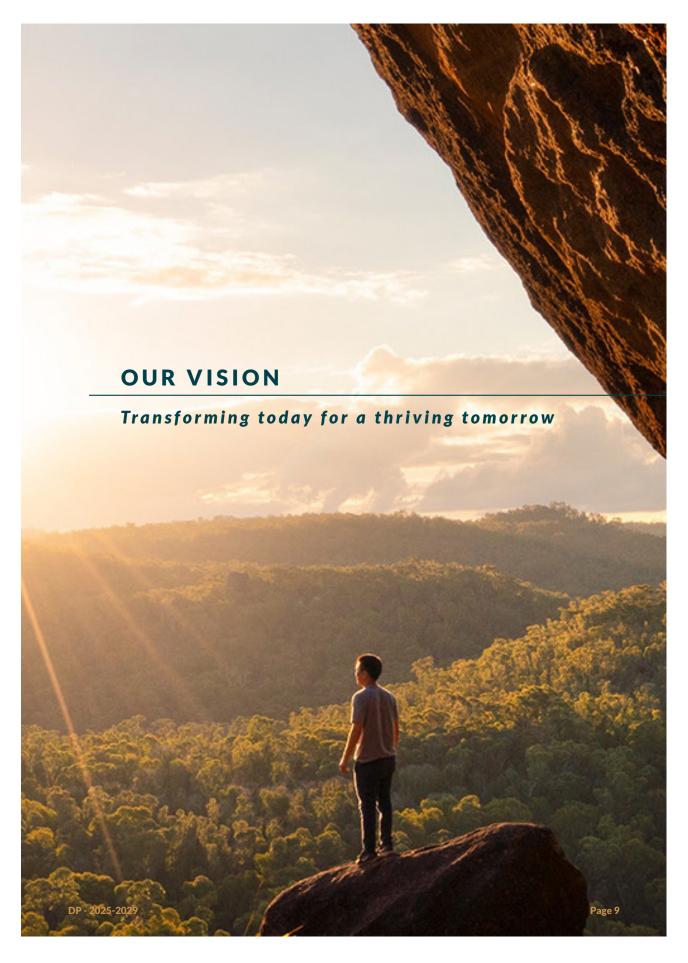


David Scott Councillor

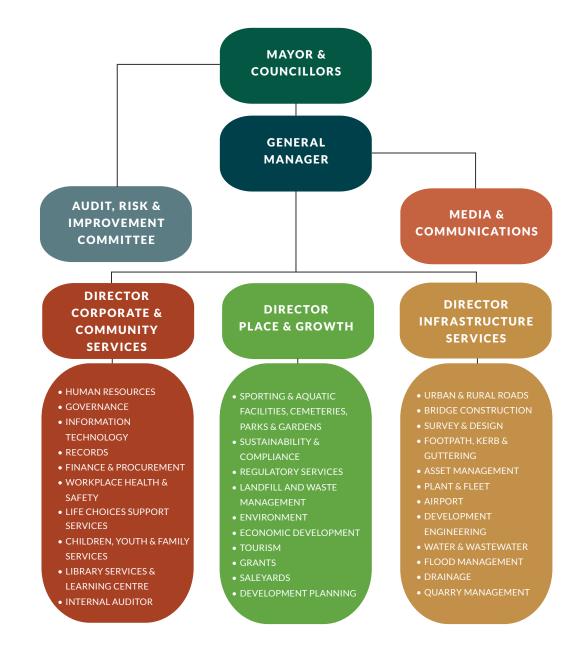


Troy Arandale Councillor

DP - 2025-2029 Page 8



COUNCIL'S ORGANISATIONAL STRUCTURE



Our Workforce

189 total staff

92 female

97 male

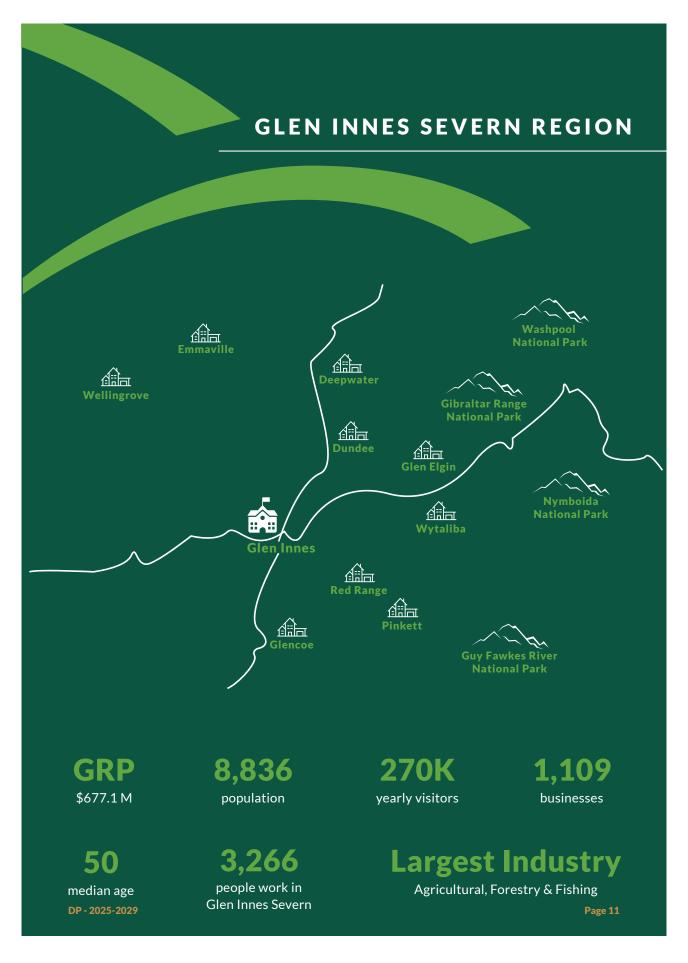
113
full time

24

52 casual

DP - 2025-2029

part time



GLEN INNES SEVERN AT A GLANCE

5,487km²
Council area

8,836 current population



9,219

2041 projected growth

10° - 20°

autumn average temperature

12° - 26° summer average temperature



spring average temperature

3,266 people work in Glen Innes Severn

1,109 businesses



working full time

unemployed

who work at home

who volunteer



Gross Regional Product (GRP)

\$360.9m regional imports

regional exports

tourism output

local expenditure

Page 12

DP - 2025-2029

IF GLEN INNES SEVERN CONSISTED OF 100 PEOPLE



49 MALE

51 FEMALE

6

Aboriginal and Torres Strait Islander

4

born overseas

1

speaking languages other than English at home

21 0-19 years old **18** 20-39 years old

24 40-59 years old **30** 60-79 years old

80+ years old



10 attending tertiary education

18

attending primary education

attending secondary education

85 occupied private dwellings

15 unoccupied private dwellings

vate who rent

69who own or mortgage a house

64 living in families





34living by themselves

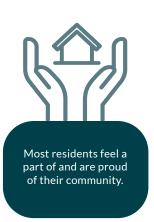
What our community values about our region

The 2023 Community Satisfaction Survey and the 2024 Towards 2034 Glen Innes Severn Community Engagement Program both gathered valuable feedback to guide the Community Strategic Plan. The 2023 survey, conducted by professional researchers, provided statistically valid insights to help improve services and set priorities.

Similarly, the 2024 survey, held from 11 April to 17 May, used online and paper-based methods, including listening posts, and was widely advertised through local radio and social media. Both surveys revealed common themes, offering Council key data to improving services and setting future priorities.







HIGHEST RATED IN SATISFACTION



Library Services



Parks & Playgrounds



Events & Festivals



DP-2025-2029 Sporting Facilities & Grounds



Sewerage Services

What our community envisions for our region

How would you like your community to be in 10 or more years?



Healthcare services enhanced





Tourism and recreational facilities enhanced



Infrastructure improvement

Priorities for Council to focus on over the next 10 years











HIGHEST RATED IN IMPORTANCE



Long-Term **Economic Planning**



Water Supply



Supporting Local Business & Jobs



Condition/Maintenance of Sealed Roads DP - 2025-2029



Attracting New Business to the Area



healthy, safe, prosperous and happy communities.

To ensure Council remains financially viable into the future, financial experts were engaged in 2024 to undertake an independent review of Council's financial position. A ten-year fully integrated forecasting model was developed, which included Council's available income and expenditure for services, asset and workforce requirements and a Long Term Financial Plan adopted by Council in November 2024.

The Financial Sustainability Review found that Council's budget faces significant pressures and that like many other Council's in NSW Glen Innes Severn is faced with an income gap, with costs increasing at a greater rate than revenue. This imbalance is projected to grow over the coming decade.

To address Council's financial sustainability challenges, the following strategic actions were developed in 2024/2025 to inform cost savings and business improvement initiatives:

- 1. Council developed a Service Review Program to inform a council-wide improvement plan focusing on areas for potential service cost reductions.
- 2. Council reviewed the Waste (domestic and non-domestic), Water and Sewer Services Costs and Pricing. The aim of this review was to ensure that all costs (including appropriate overheads) were identified, and that Council implement a Pricing Strategy to ensure that waste, water and sewer fees and charges fund all these costs over time.
- 3. Council reviewed its Asset Management Strategy to address the asset backlog ratio of 8.0%.
- 4. Council created Elevate 360 Improvement Plan that aims to deliver further efficiencies, customer service improvements and savings, including annual service reviews.

These initiatives will ensure Council's General Fund operations are as efficient and effective as possible, however they are not likely to fully address Council's operating deficits or its declining cash entirely. To do this, Council considered permanent Special Rate Variation (SRV) options in addition to the rate peg, to increase revenue, and allow Council to fully fund the delivery of services and meet unexpected emergencies (such as droughts, fires and floods).

WHAT ARE OUR OPTIONS?

Council developed a Revised Long Term Financial Plan (LTFP) 2025-2035 in early 2025 alongside development of a new Draft Community Strategic Plan (CSP) 2025-2035, Draft Delivery Program (DP) 2025-2029 and Draft 2025-2026 Operational Plan and Budget. The Revised LTFP 2025-2035 modelled four financial scenarios to address Council's financial sustainability challenges. This modelling

included three SRV scenarios. All four financial scenarios were presented to the community during the public exhibition period and discussed over a six-week comprehensive community engagement program called, Shaping Tomorrow, which was held from 28 April to 6 June 2025.

What Financial Options Were Presented to the Community?

As part of the Shaping Tomorrow community engagement program, Council presented the following four financial scenarios to the community: a Managed Decline scenario, a Sustainable Council two-year SRV scenario, a Growth and Prosperity two-year SRV scenario and a Growth and Prosperity three-year SRV scenario.

All options - except for the Managed Decline scenario - involved relatively similar overall rate increases, with the key difference being the number of years over which the increases would be applied.

Each of these financial scenarios were proposed to achieve Council's objective of being financially sustainable by 2028/29, with an ongoing surplus for the remainder of the LTFP forecast period:

- Managed Decline no SRV, only the rate peg increases. LTFP forecast deficits of approximately \$4.7 million from 2025/2026
- Sustainable Council (2-year)* a cumulative permanent SRV of 55.49% (including the rate peg) applied over 2 years from 2026/27
- Growth and Prosperity (2-year) a cumulative permanent SRV of 61.75% (including the rate peg) applied over 2 years from 2026/27
- Growth and Prosperity (3-year) cumulative permanent SRV of 68.50% (including the rate peg) applied over 3 years from 2026/27.

*The two-year Sustainable Council SRV scenario is similar to the two-year Growth and Prosperity SRV scenario.

The Shaping Tomorrow program provided numerous opportunities for Glen Innes Severn residents and ratepayers to provide feedback on the Draft CSP 2025 - 2035, Draft DP 2025 - 2029, Revised LTFP 2025 - 2035 and the Draft OP and Budget 2025-2026. The four initial financial scenarios that were shared with the community, were outlined in detail in the Revised LTFP 2025-2035 and in the Draft DP 2025-2029.

Council received feedback on these scenarios from residents and ratepayers through a range of channels, including a phone survey, paper-based and online survey, face-to-face town hall meetings, virtual meetings, and email and postal submissions. The key community feedback expressed concern in relation to:

- Affordability
- · Level of household income
- Cost of living crisis
- Council to continue to deliver current services
- Further cost savings.

Having listened to the community, Council carefully considered the feedback—particularly concerns about the community's capacity to pay. As a result, Council made several adjustments to the Revised LFTP 2025–2035, including the adoption of a new SRV scenario – Sustainability Revised scenario.

The following amendments have been made to the Revised LTFP 2025-2035:

- A remodelled Sustainability Revised scenario has been included as an option for a permanent cumulative SRV of 48.3% spread over 3 years to ease the annual impact on ratepayers. This includes a 21.5% increase in 2026/27, a further 12% increase in 2027/28, and a final 9% increase in 2028/29 (all include the rate peg). This option allows Council to report a modest surplus and achieve financial sustainability one year later than previously anticipated in 2029/30. It reduces the rate increase impact on the community and directly addresses the feedback received during the engagement period.
- The pensioner concession to be increased to \$300—an additional voluntary \$50 increase on top
 of the current \$250 concession—to address community concerns about affordability for
 pensioners.
- Following the feedback from the Town Hall meetings in Emmaville and Deepwater, Council will
 increase its focus on improvements in the villages and proceed with the "Our Towns"
 improvement programs of up to \$200k per year with the development of precinct plans in
 2025/26 for Red Range, Deepwater, Emmaville and Glencoe, which will identify the
 improvement programs to be completed in subsequent years.
- Deferred expenditure on commencement of the Glen Innes Town Hall improvements until suitable grant funding becomes available.
- Additional business improvements and savings of \$65,000 per year have been identified raising total annual savings to \$165k over five years.
- Investment reduced in Economic Development, Health and Housing programs from \$500k to \$300k per annum. This still enables Council to address the key barriers to population retention and growth, as well as drive a longer term incremental increase in the rates base to spread rate burden among more people.
- The bottom line has been improved by \$350k per year through a review of depreciation.



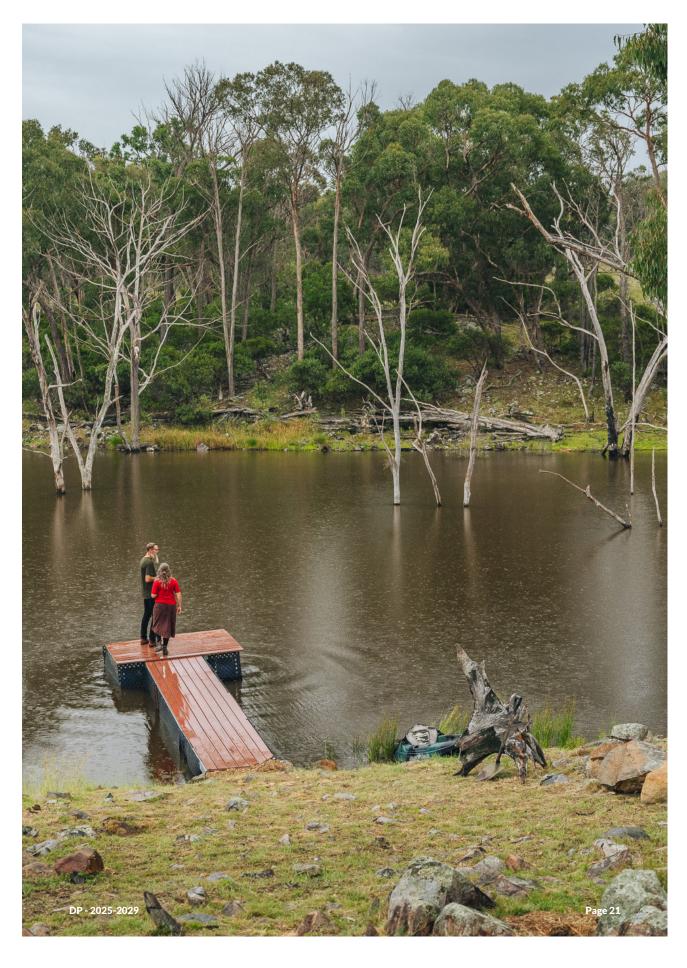
THE 5 FINANCIAL SCENARIOS

SCENARIO 1	SCENARIO 2	SCENARIO 3	SCENARIO 4	SCENARIO 5
Managed Decline: No rate increase above the rate peg	A Sustainable Council 2 years	Growth and Prosperity 2 years	Growth and Prosperity 3 years	Sustainability Revised 3 Years
The long term financial forecast tells us that without an increase in rates Council faces deficits of approximately \$4.7 million from 2025/2026. This option includes implementation of cost cutting strategic actions outlined in the LTFP, applying the rate peg but no SRV increase. This option is not financially sustainable.	Implementation of cost cutting strategic actions plus a cumulative permanent SRV of 55.49% applied over two years (including the rate peg) applied as follows: • 28.5% (rate peg + SRV) in FY26/27 • 21.0% (rate peg + SRV) in FY27/28 which is the second and final year of the rate variation This increase to rates will ensure that Council continues to break even financially while continuing to provide the current level of services and maintain infrastructure. This increase will provide a degree of response to emergencies and other events that cannot be predicted (e.g. drought, bush fire, flood responses).	Implementation of the cost cutting strategic actions plus a cumulative permanent SRV of 61.75% over 2 years (which includes the rate peg) applied as follows: • 31.50% (rate peg + SRV) in FY26/27 • 23.0% (rate peg + SRV) in FY27/28 which is the second and final year of the SRV This increase to rates would allow Council a modest General Fund surplus to provide Council with the ability to deliver services and infrastructure maintenance to the current level and respond to emergencies as required and implement some economic development and our towns initiatives as identified in the Towards 2034 Community Engagement Program.	Implementation of the cost cutting strategic actions plus a cumulative permanent SRV of 68.50% over 3 years (which includes the rate peg) applied as follows: • 26.5% (rate peg + SRV) in FY26/27 • 20.0% (rate peg + SRV) in FY27/28 • 11.0% (rate peg + SRV) in FY28/29 which is the third and final year of the SRV This increase to rates would allow Council a modest General Fund surplus to provide Council with the ability to deliver services and infrastructure maintenance to the current level, respond to emergencies as required and implement economic development and our towns initiatives as identified in the Towards 2034 Community Engagement Program.	Implementation of the cost cutting strategic actions plus additional expenditure cuts and a cumulative permanent SRV of 48.3% over 3 years (which includes the rate peg) applied as follows: • 21.5% (rate peg + SRV) in FY26/27 • 12.0% (rate peg + SRV) in FY27/28 • 9.0% (rate peg + SRV) in FY28/29 which is the third and final year of the SRV. This increase to rates would allow Council a modest General Fund surplus to continue to provide the current level of services and infrastructure maintenance and provide some degree of response in emergencies and other events that cannot be predicted (e.g. drought, bush fire, flood responses).

To learn more, please refer to Council's Revised Long Term Financial Plan 2025-2035.

COUNCIL'S FOUR-YEAR BUDGET

Financial Year Ending	2025	2026	2027	2028
Year Type	Budget	Budget	Forecast	Forecast
Rates & Charges	\$8,120	\$8,630	\$8,983	\$9,309
Special Rates	\$O	\$0	\$0	\$0
Ordinary Rate SRV	\$O	\$0	\$0	\$0
Annual Charges	\$5,865	\$7,064	\$7,263	\$7,468
TOTAL RATES & ANNUAL CHARGES	\$13,985	\$15,694	\$16,246	\$16,777
User Charges and fees	\$8,875	\$9,562	\$9,802	\$10,048
Other revenues	\$593	\$560	\$574	\$588
Interest and Investment Income	\$1,228	\$1,194	\$1,152	\$1,232
Other Income	\$482	\$433	\$444	\$455
Initiatives Revenue	\$0	\$0	\$602	\$1,447
TOTAL OWN SOURCE REVENUE	\$25,164	\$27,443	\$28,820	\$30,547
Grants & Contributions - Operating Purposes	\$10,581	\$10,054	\$10,306	\$10,565
Grants & Contributions for Capital Purposes	\$13,000	\$7,880	\$7,880	\$7,880
Gains from disposal assets	\$0	\$0	\$398	\$398
TOTAL INCOME FROM CONTINUING OPERATIONS	\$48,745	\$45,377	\$47,404	\$49,390
Employee Benefits	\$13,673	\$14,233	\$14,590	\$14,957
Materials and Contracts	\$14,808	\$16,040	\$16,515	\$17,007
Borrowing Costs	\$477	\$469	\$709	\$655
Depreciation & Amortisation	\$9,622	\$10,086	\$10,225	\$10,463
Other Expenses	\$912	\$912	\$935	\$958
Initiatives Expenses	\$0	\$114	\$106	\$260
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$39,492	\$41,854	\$43,081	\$44,301
OPERATINGRESULT (Excl. Capital)	-\$3,747	-\$4,357	-\$3,556	-\$2,791
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$3,747	-\$4,357	-\$3,954	-\$3,188
OPERATING RESULT (Incl. Capital)	\$9,253	\$3,523	\$4,324	\$5,089



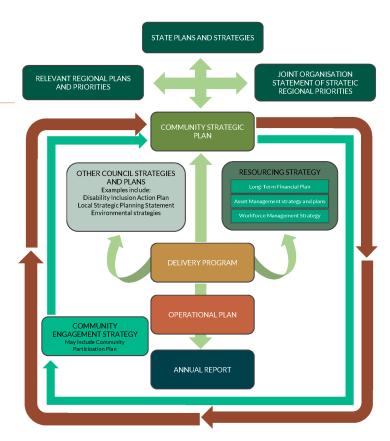
INTEGRATED PLANNING & REPORTING (IP&R)

All NSW Councils are required to develop and report on a set of plans and strategies which assist in identifying and responding to the community's vision, priorities and goals for the future.

This framework is known as the Integrated Planning and Reporting (IP&R) Framework and aims to:

- Integrate and streamline statutory planning and reporting
- Strengthen strategic focus
- Align with national sustainability frameworks
- Ensure accountability and responsiveness to local communities

The key plans and reports under the IP&R framework are outlined below. All documents are guided by, and developed in consultation with, our community.



Duration / Renewal timeframe	Key Plan/Report	Outputs	Description
10 years	Community Strategic Plan	Community Goals and Strategies	Outlines the goals and aspirations of the community, captured through community engagement
4 years	Delivery Program	Council Initiatives	A program of Council-led initiatives that achieve the goals of the Community Strategic Plan
4 years	Resourcing Strategy: Long-Term Financial Plan Asset Management Strategy Workforce Management Plan	Council Resources: Finances Assets People	A set of Plans and Strategies that ensure Council has the necessary resources and assets, and that Council plans accordingly
1 year	Operational Plan	Council Actions	An annual plan of actions that support the Delivery Program initiatives
1 year	Annual Report	Reporting: Delivery Program Operational Plan	An annual report to the community on the progress of the Delivery Program and Operational Plan

DP - 2025-2029

THE DELIVERY PROGRAM 2025-2029 The Delivery Program 2025-2029 outlines the strategies that Glen Innes Severn Council will undertake to help achieve the goals of the Community Strategic Plan 2025-2035. The Delivery Program is Council's commitment to the community for the duration of the Councillor Elected Term. The Community Strategic Plan and the Delivery Program were developed by Council over a series of workshops, giving consideration to the Towards 2034 Community Engagement Program outcomes and the 2023 Community Satisfaction Survey. This document should be read in conjunction with the Long-Term Financial Plan 2025-2035 and the annual Operation Plans which detail the actions and services provided in each year of the four-year Delivery Program.

HOW TO READ THIS DOCUMENT



COUNCIL'S ROLES AND RESPONSIBILITIES

Council's role in each Delivery Program strategy is outlined in the following sections:



To meet services
levels and community
expectations,
some delivery
program strategies
will require
additonal financial
contributions
through a Special
Rate Variation.
These strategies
are marked with the
following



- Community satisfaction surveys and Have Your Say portal
- Visitor numbers
- Meeting key performances ratios
- Service reviews
- Audited inancial statements
- Compliance with State and Federal government legislation
- Population growth
- Gross regional product
- Monitoring demographic statistics



STRATEGIC OBJECTIVES

THRIVING & CONNECTED COMMUNITY

Where residents have access to essential services, economic opportunities, social connections and a high quality of life, regardless of their location. A place where people feel safe, engaged, supported and empowered to thrive in their daily lives.

Goal 1

Facilitate and support access to essential services with reliable healthcare, education, public transport, emergency services and digital connectivity.

Goal 2

Facilitate and strengthen social community networks by fostering a sense of belonging including engagement through events, cultural activities, volunteer programs and support services.

Goal 3

Encourage active and healthy lifestyles through sport, fitness, healthy eating, mental health support and outdoor recreation ensuring overall wellbeing.

PROSPEROUS & DIVERSE ECONOMY

A diverse local economy that is resilient, inclusive and adaptive, ensuring economic prosperity for all residents by providing a broad range of employment opportunities, industry sectors and business environments.

Goal 1

Support industry diversity and economic resilience through a mix of existing industries and emerging sectors.

Goal 2

Support and facilitate workforce development and employment pathways aligned with industry best practice whilst retaining talent within the community.

Goal 3

Increase the diversity and availability of housing whilst maintaining affordable access to accommodation that meets the needs of the whole community.

FIT FOR THE FUTURE INFRASTRUCTURE

Maintain our existing infrastructure and ensure that we are actively investing in sustainable and economic infrastructure, ensuring long-term growth, resilience and prosperity.

Goal 1

Provide sustainable and resilient infrastructure including water and sewer services, road and transport networks that provide best-practice service delivery and support growth.

Goal 2

Lead precinct and activation master planning to develop vibrant, well-designed public spaces that enhance liveability, preserve heritage assets and strengthen regional appeal.

Goal 3

Facilitate public and social infrastructure that supports the needs and diversity of the population now and into the future to ensure equitable access and protection of the community.

PROTECTED & ENHANCED ENVIRONMENT

Where natural resources, landscapes and built heritage are preserved, sustainably managed and showcased to strengthen community identity, attract visitors and support long-term ecological and economic benefits.

Goal 1

Foster a sustainable region by minimising environmental impacts and safeguarding ecosystems through conservation, innovation and environmental risk management.

Goal 2

Ensure the protection of our rural landscapes and unique heritage by encouraging sustainable agricultural practices, supporting heritage conservation efforts and maintaining policies that safeguard the character and cultural significance of our region for future generations.

Goal 3

Leverage our pilot status as a georegion to lead a collaborative regional ambition to become an aspiring UNESCO Global Geopark.

OPEN & COLLABORATIVE LEADERSHIP

Fostering an environment of innovation, collaboration and mutual respect, where diverse perspectives shape strategic planning, governance and problem-solving, while ensuring accountability and financial sustainability for current and future generations.

Goal 1

Encourage active participation by the community, business and industry in decision making processes that shape our region.

Goal 2

Ensure Council's long term financial sustainability and maintain services and infrastructure to the community's satisfaction, and to strengthen financial governance.

Goal 3

Ensure strong governance, strategic resource management, and impactful advocacy to support the region's long-term sustainability and enhance quality of life.



THRIVING & CONNECTED COMMUNITY

Where residents have access to essential services, economic opportunities, social connections and a high quality of life, regardless of their location. A place where people feel safe, engaged, supported and empowered to thrive in their daily lives.

GOAL 1.1

Facilitate and support access to essential services with reliable healthcare, education, public transport, emergency services and digital connectivity.

GOAL 1.2

Facilitate and strengthen social community networks by fostering a sense of belonging including engagement through events, cultural activities, volunteer programs and support services.

GOAL 1.3

Encourage active and healthy lifestyles through sport, fitness, healthy eating, mental health support and outdoor recreation ensuring overall wellbeing.

THRIVING & CONNECTED COMMUNITY

Where residents have access to essential services, economic opportunities, social connections and a high quality of life, regardless of their location. A place where people feel safe, engaged, supported and empowered to thrive in their daily lives.

Light Shade = Planning Phase Dark Shade = Delivery Phase

Cor	mmunity Strategic	Delivery Program	Council's	Responsible	Yea	r of I	Deliv	very
	Plan Goals	Strategies	Role	Directorate	1	2	3	4
		T1.1.1 Strengthen access to healthcare and emergency services access through the attraction and retention of professionals, expanded telehealth services, increased funding for local facilities and communityled initiatives.	Plan Advocate Partner	General Manager's Office, Corporate & Community Services				
T1.1	Facilitate and support access to essential services with reliable healthcare, education,	T1.1.2 Facilitate investment in education infrastructure and resources, strengthen early-childhood and school readiness programs whilst engaging community and businesses to develop school-to-work pathways.	Plan Advocate Partner	Corporate & Community Services				
	public transport, emergency services and digital connectivity.	T1.1.3 Improve access to public and community transport including expanded bus routes and on-demand transport to improve connectivity within the local government area (LGA) and region.	Plan Advocate Partner Deliver	Corporate & Community Services				
		T1.1.4 Advocate for the expansion of digital connectivity and technology access through NBN expansion, mobile tower upgrades and broadcast accessibility to eliminate black spots and facilitate digital hubs and community Wi-Fi-zones.	Plan Advocate	Place & Growth, Infrastructure				
	Facilitate and strengthen social community networks by fostering a sense of belonging including engagement through	T1.2.1 Support, organise, facilitate and/or incubate community events and cultural activities. SRV	Plan Deliver Partner	Place & Growth, Corporate & Community Services				
T1.2		T1.2.2 Strengthen volunteerism and community-led initiatives supporting intergenerational programs, including reward and recognition.	Plan Facilitate Deliver	Place & Growth, Corporate & Community Services				
T1.2	events, cultural activities, volunteer programs and support services.	T1.2.3 Maintain support services for social inclusion ensuring accessibility for all residents alongside creating community leadership and advocacy programs to support community-driven and civic initiatives.	Advocate Plan Facilitate	Corporate & Community Services				
	Encourage active and healthy lifestyles	T1.3.1 Maintain access to sport and recreation through investing in local facilities whilst providing support to community-driven initiatives and programs that promote active and healthy lifestyles.	Facilitate Plan Deliver	Place & Growth, Infrastructure				
T1.3	through sport, fitness, healthy eating, mental health support and outdoor recreation	T1.3.2 Expand outdoor and nature-based activities through the development of geotrails, adventure activities and accessible green spaces.	Plan Advocate Partner Deliver	Place & Growth, Infrastructure				
	ensuring overall wellbeing.	T1.3.3 Strengthen wellbeing support through community wellbeing programs, multi-use spaces, local employer programs and social cohesion activities. SRV	Partner Facilitate Deliver	Corporate & Community Services				

How do we know we've arrived?

	Baseline	Target Trend	Source	Goal
Growing population	8,836	9,219 (REMPLAN 2041 projection)	REMPLAN / Australian Bureau of Statistics (ABS)	T1.1, T1.2, T1.3
Number of people employed	47.1%	Increase	ABS	T1.1, T1.2, T1.3
Visitor numbers	270,000	Increase by 10%	Destination NSW	T1.1, T1.2





PROSPEROUS & DIVERSE ECONOMY

A diverse local economy that is resilient, inclusive and adaptive, ensuring economic prosperity for all residents by providing a broad range of employment opportunities, industry sectors and business environments.

GOAL 1.1

Support industry diversity and economic resilience through a mix of existing industries and emerging sectors.

GOAL 1.2

Support and facilitate workforce development and employment pathways aligned with industry best practice whilst retaining talent within the community.

GOAL 1.3

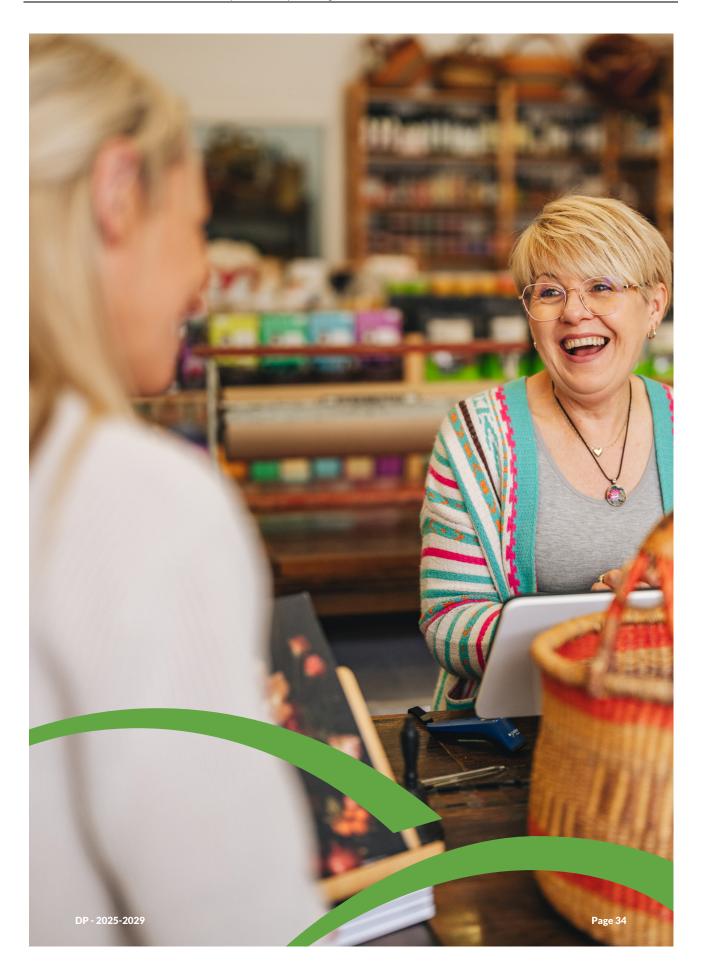
Increase the diversity and availability of housing whilst maintaining affordable access to accommodation that meets the needs of the whole community.

PROSPEROUS & DIVERSE ECONOMY A diverse local economy that is resilient, inclusive and adaptive, ensuring economic prosperity for all residents by providing a broad range of employment opportunities, industry sectors and business environments.

			Light Shade	= Planning Phase	Dark Shade	e = De	livery	Phase	•
Сог	mmunity Strategic Plan Goals	Delivery Program Strategies	Council's Role	Responsib Directora		Year of Delivery			
						1	2	3	4
		P1.1.1 Enable sustainable and regenerative economic practices through investment in circular economy models, renewable energy projects, local supply chains, and ethical business practices to future-proof the economy. SRV	Advocate Partner Facilitate Deliver	Place & Growth					
P1.1	Support industry diversity and economic resilience through a mix of existing industries and	P1.1.2 Strengthen traditional industries through value-added production to boost manufacturing and processing, promoting responsible resource management and enhancing retail and service sectors to reduce local economic leakage. SRV	Advocate Plan Partner Deliver Regulate	Place & Growth					
	emerging sectors.	P1.1.3 Facilitate strategic investment attraction through land use planning, development concierge services and promotion to investors and businesses as an attractive place for innovation, business expansion and lifestyle-based employment. SRV	Advocate Plan Partner Deliver Regulate	Place & Growth					
P1.2	Support and facilitate workforce development and employment pathways aligned with industry	P1.2.1 Improve access to quality tertiary education through advocating for increased funding for TAFE and university hubs and create pathways for apprenticeships, vocational training and work placements to support youth engagement and career growth.	Advocate Facilitate	General Manager's	Office				
	best practice whilst retaining talent within the community.	P1.2.2 Support workforce inclusion and diversity through first nations employment pathways, facilitation of inclusive and flexible employment pathways and encouraging workforce mobility.	Advocate Facilitate Partner	Corporate & Comm Services	nunity		Delivery		
	Increase the diversity	P1.3.1 Encourage housing diversity including mixed-use developments, key worker accommodation, adaptable and accessible and sustainable and off-grid housing solutions.	Advocate Plan Facilitate Partner	General Manager's	Office				
P1.3	and availability of housing whilst maintaining affordable access to accommodation that meets the needs of the	P1.3.2 Improve housing affordability through policy and incentives including fast-track approvals, land-use reforms and zoning adjustments, purpose-build rentals and community-led housing solutions. SRV	Plan Advocate Facilitate Partner Deliver	Place & Growth, Infrastructure					
	meets the needs of the whole community.	P1.3.3 Invest in Infrastructure to support housing development to open new residential areas with well-planned amenities and services ensuring vibrant, walkable neighbourhoods. SRV	Plan Facilitate Regulate Partner	Infrastructure					

How do we know we've arrived?

	Baseline	Target Trend	Source	Goal
Growth in gross regional product	\$677.1m	Increase	ABS	P1.1
Number of local businesses	1,109	Increase	ABS	P1.1 & P1.2
Number of new houses	4,207 current private dwellings	Increase	ABS	P1.3





FIT FOR THE FUTURE INFRASTRUCTURE

Maintain our existing infrastructure and ensure that we are actively investing in sustainable and economic infrastructure, ensuring long-term growth, resilience and prosperity.

GOAL 1.1

Provide sustainable and resilient infrastructure including water and sewer services, road and transport networks that provide best-practice service delivery and support growth.

GOAL 1.2

Lead precinct and activation master planning to develop vibrant, well-designed public spaces that enhance liveability, preserve heritage assets and strengthen regional appeal.

GOAL 1.3

Facilitate public and social infrastructure that supports the needs and diversity of the population now and into the future to ensure equitable access and protection of the community.

FIT FOR THE FUTURE INFRASTRUCTURE

Maintain our existing infrastructure and ensure that we are actively investing in sustainable and economic infrastructure, ensuring long-term growth, resilience and prosperity.

Light Shade = Planning Phase Dark Shade = Delivery Phase

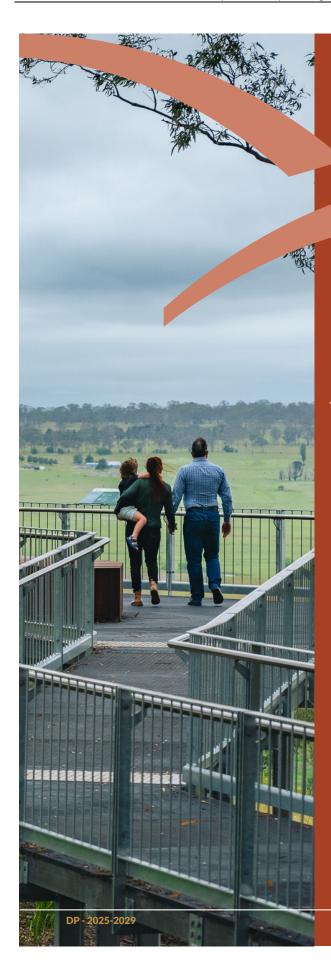
Co	mmunity Strategic Plan Goals	Delivery Program Strategies	Council's Role	Responsible Directorate		Year of Delivery			
						2	3	4	
	Provide sustainable and resilient infrastructure	F1.1.1 Ensure the community is provided with safe, secure and reliable water and maintain quality sewage treatment infrastructure.	Plan Deliver	Infrastructure					
F1.1 and that practice growth and the practice growth growt	including water and sewer services, road and transport networks that provide best-	F1.1.2 Construct, renew and maintain Council's infrastructure assets to enhance the region's connectivity, resilience and presentation of street network.	Advocate Plan Deliver	Infrastructure					
	practice service delivery and support growth.	F1.1.3 Deliver high-quality urban stormwater drainage to reduce environmental impacts, enhance resilience and protect communities from extreme weather events.	Plan Deliver	Infrastructure					
	Lead precinct and activation master planning to develop vibrant, well-designed public spaces that enhance liveability, preserve heritage	F1.2.1 Develop a precincts and activation vision that balances economic, cultural, environmental and social priorities to reflect the unique character of towns and villages in the LGA.	Plan Partner Deliver	Place & Growth, General Manager's Office					
F1.2		F1.2.2 Create vibrant and well-designed public spaces including well-maintained parks, recreation facilities, footpaths and gathering places promote physical activity, community engagement and wellbeing. SRV	Plan Deliver Regulate	Place & Growth, Infrastructure					
	regional appeal.	F1.1.1 Ensure the community is provided with safe, secure and reliable water and maintain quality sewage treatment infrastructure. F1.1.2 Construct, renew and maintain Council's infrastructure assets to enhance the region's connectivity, resilience and presentation of street network. F1.1.3 Deliver high-quality urban stormwater drainage to reduce environmental impacts, enhance resilience and protect communities from extreme weather events. F1.2.1 Develop a precincts and activation vision that balances economic, cultural, environmental and social priorities to reflect the unique character of towns and villages in the LGA. F1.2.2 Create vibrant and well-designed public spaces including well-maintained parks, recreation facilities, footpaths and gathering places promote physical activity, community engagement and wellbeing. SRV F1.2.3 Preserve and utilise local infrastructure and historical landmarks leveraging placemaking, community wealth building and placebased capital principles and solutions. F1.3.1 Ensure disaster resilience and emergency preparedness for natural disasters and access to recovery support that can adapt and thrive in the face of challenges. F1.3.2 Secure sustainable funding and long-term planning through public-private partnerships, access to state and federal funding and community-led planning to ensure infrastructure investments align with local	Advocate Plan Facilitate Deliver	Place & Growth, General Manager's Office					
	Facilitate public and social infrastructure	emergency preparedness for natural disasters and access to recovery support that can adapt and thrive in the face of challenges.	Advocate Plan Deliver Regulate	Infrastructure, Corporate & Community Services					
F1.3	that supports the needs and diversity of the population now and into the future to ensure equitable access	term planning through public-private partnerships, access to state and federal funding and community-led planning to ensure infrastructure investments align with local	Advocate Plan Deliver	Place and Growth, Infrastructure					
	and protection of the community.	infrastructure that is inclusive and accessible and provides the opportunity to provide	Plan Deliver	Infrastructure, Place and Growth					

How do we know we've arrived?

	Baseline	Target Trend	Source	Goal
Community Satisfaction	Mean score of 3.04 or 29%	Mean score of 3.22 or 37%	GISC Community Satisfaction Survey	F1.1
Masterplans Approved	 Sports Facilities Masterplan Precinct Masterplans Landscape Plan for Glen Innes Sports Stadium 	Approved and endorsed	GISC Operational Plan Performance Reports	F1.2
New public infrastructure constructed	Glen Innes Skate Park	Glen Innes Pump Track developed. Glen Innes Skate Park extension completed	GISC Operational Plan Performance Reports	F1.3

D\$P 2025-2039 Page 32





PROTECTED & ENHANCED ENVIRONMENT

Where natural resources, landscapes and built heritage are preserved, sustainably managed and showcased to strengthen community identity, attract visitors and support long-term ecological and economic benefits.

GOAL 1.1

Foster a sustainable region by minimising environmental impacts and safeguarding ecosystems through conservation, innovation and environmental risk management.

GOAL 1.2

Ensure the protection of our rural landscapes and unique heritage by encouraging sustainable agricultural practices, supporting heritage conservation efforts and maintaining policies that safeguard the character and cultural significance of our region for future generations.

GOAL 1.3

Leverage our pilot status as a georegion to lead a collaborative regional ambition to become an aspiring UNESCO Global Geopark.

PROTECTED & ENHANCED ENVIRONMENT

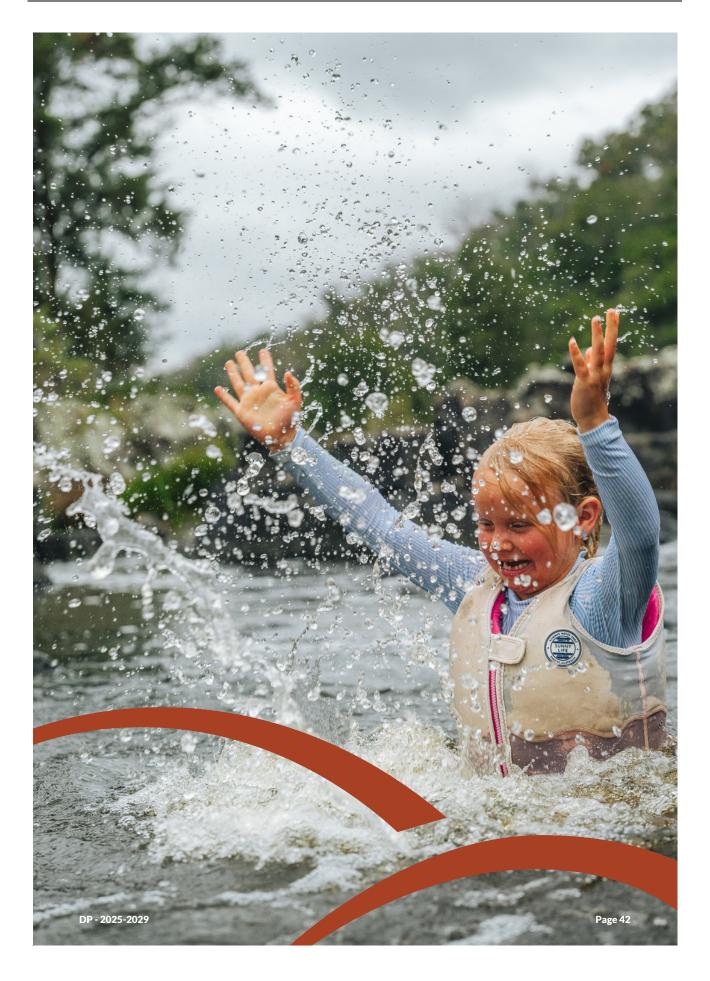
Where natural resources, landscapes and built heritage are preserved, sustainably managed and showcased to strengthen community identity, attract visitors and support long-term ecological and economic benefits.

Light Shade = Planning Phase Dark Shade = Delivery Phase

Com	nmunity Strategic Plan Goals	, <u> </u>		Responsible Directorate		Year of Delivery			
					1	2	3	4	
	Foster a sustainable region by minimising environmental impacts and safeguarding ecosystems through conservation, innovation and environmental risk management.	E1.1.1 Deliver responsible and innovative waste management solutions that embrace the circular economy, drive sustainability and create local industry and job opportunities. SRV	Plan Advocate Facilitate Partner	Place & Growth					
E1.1		E1.1.2 Implement sustainable biosecurity measures and proactive environmental risk management strategies to ensure the long-term health of ecosystems, protect native flora and fauna, and strengthens community resilience against environmental threats. SRV	Plan Advocate Partner	Place & Growth					
		E1.1.3 Take proactive steps to adapt to and mitigate the impacts of climate change while accelerating the transition to renewable energy sources and creating opportunity through the Renewable Energy Zone (REZ) to secure meaningful community investment.	Advocate Plan Partner	Place & Growth, Infrastructure					
	Ensure the protection of our rural landscapes and unique heritage by encouraging sustainable agricultural practices, supporting heritage conservation efforts and maintaining policies that	E1.2.1 Work alongside local sustainability groups and government bodies to promote and implement sustainable agricultural practices, supporting farmers and landowners through education, resources and collaborative initiatives that enhance noxious weed eradication, soil health, water conservation and biodiversity.	Advocate Partner Promote Deliver	Place & Growth					
E1.2		E1.2.2 Support heritage conservation efforts by providing advisory services and grant assistance to protect and restore historically and culturally significant sites, ensuring the preservation of our region's unique identity. SRV	Advocate Partner Deliver	Place & Growth					
	safeguard the character and cultural significance of our region for future generations.	E1.2.3 Enhance existing development control plans to preserve the distinct character of rural landscapes and historic sites, ensuring future development respects cultural significance, environmental sustainability and community identity. SRV	Advocate Partner Deliver	Place & Growth					
F1 2 -	Leverage our pilot status as a georegion to lead a collaborative	E1.3.1 Advocate for geotourism to create a regional point of difference aligned to transformative and nature-based travel trends and the holistic framework of the National Geotourism Strategy.	Advocate Partner Deliver	Place & Growth, General Manager's Office					
E1.3	regional ambition to become an aspiring UNESCO Global Geopark.	E1.3.2 Showcase our natural, historic and cultural assets through experience design and development that leverages physical, digital and interactive opportunities to engage residents and visitors.	Advocate Plan Partner Facilitate Regulate	Place & Growth					

How do we know we've arrived?

	Baseline	Baseline Target Trend Source		Goal
Geopark and geotrails recognised and activated	No visitor numbers identified for geotourism	Visitor numbers for geopark and geotrails identified and growing	Destination NSW Australian Geoscience Council	E.1.2
Compliance with Protection of the Environment Operations Act 1997 (POEO)	Compliance with EPA	Compliance with environmental standards	ЕРА	E1.1
Visitor numbers	270,000	Increase by 10%	Destination NSW	E1.3





OPEN & COLLABORATIVE LEADERSHIP

Fostering an environment of innovation, collaboration and mutual respect, where diverse perspectives shape strategic planning, governance and problem-solving, while ensuring accountability and financial sustainability for current and future generations.

GOAL 1.1

Encourage active participation by the community, business and industry in decision making processes that shape our region.

GOAL 1.2

Ensure Council's long term financial sustainability and maintain services and infrastructure to the community's satisfaction, and to strengthen financial governance.

GOAL 1.3

Ensure strong governance, strategic resource management, and impactful advocacy to support the region's long-term sustainability and enhance quality of life.

OPEN &
COLLABORATIVE
LEADERSHIP

Fostering an environment of innovation, collaboration and mutual respect, where diverse perspectives shape strategic planning, governance and problem-solving, while ensuring accountability and financial sustainability for current and future generations.

Light Shade = Planning Phase

Dark Shade = Delivery Phase

Cor	nmunity Strategic Plan Goals	Delivery Program Counc Strategies Role		s Responsible Directorate				Year of Delivery			
					1	2	3	4			
	Encourage active participation by the community, business	O1.1.1 Inform, engage and involve the community to participate in positive change that unifies the region and empowers community-driven initiatives. SRV	Plan Facilitate Deliver	Corporate & Community Services, Place and Growth, Infrastructure							
O1.1 ac of the color of the col	and industry in decision making processes that shape our region.	O1.1.2 Support open, effective and transparent governance for the benefit of the community and in alignment with modern interpretations of community engagement strategies and policies.	Plan Facilitate Deliver	General Manager's Office, Corporate & Community Services							
	Ensure Council's long term financial sustainability and maintain services and infrastructure to the community's satisfaction, and to strengthen financial governance.	O1.2.1 Apply to IPART for a Special Rate Variation in 2026 for implementation in Financial Year 2026-2027.	Facilitate Deliver	General Manager's Office, Corporate & Community Services			N/	′ A			
O1.2		O1.2.2 Ensure the submission of financial statements are within required legislative timeframes supported by fit-for-purpose financial systems and resourcing model.	Deliver	General Manager's Office, Corporate & Community Services							
		O1.2.3 Leverage alternative sources of capital for investment and delivery of Council and community assets that improve amenity.	Plan Facilitate Deliver	General Manager's Office							
	Ensure strong governance, strategic	O1.3.1 Champion a robust advocacy agenda to ensure our community receives the necessary investment, resources and policy support to drive sustainable growth, improve liveability and address key social, economic and environmental challenges.	Deliver	General Manager's Office, Corporate & Community Services							
O1.3	resource management, and impactful advocacy to support the region's long-term	O1.3.2 Manage public resources (financial and assets) responsibly and efficiently by implementing leading practices, systems and technologies.	Deliver	Corporate & Community Services							
	sustainability and enhance quality of life.	O1.3.3 Continually improve and optimise organisational culture and effectiveness by fostering a high-performance, values-driven workplace that supports innovation, accountability and collaboration while delivering efficient and responsive services to the community.	Deliver	Corporate & Community Services							

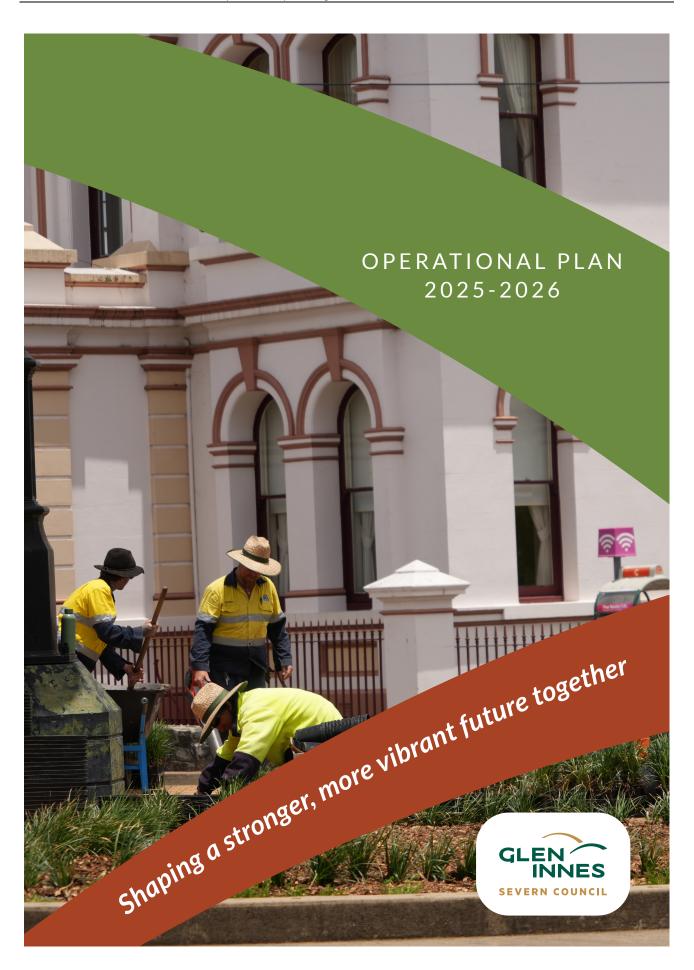
How do we know we've arrived?

	Baseline	Target Trend	Source	Goal
Population Growth	8,935	9,219 (REMPLAN 2041 projection)	ABS/REMPLAN/ NEMA	O1.1
Financial Sustainability	Current Council Long Term Financial Plan (2025-2035) shows deficit trend	Council meets Key Financial Performance Indicators	Audited Financial Statements 2026-27	O1.2
Gross Regional Product	\$677.1m	Increase	ABS	O1.3

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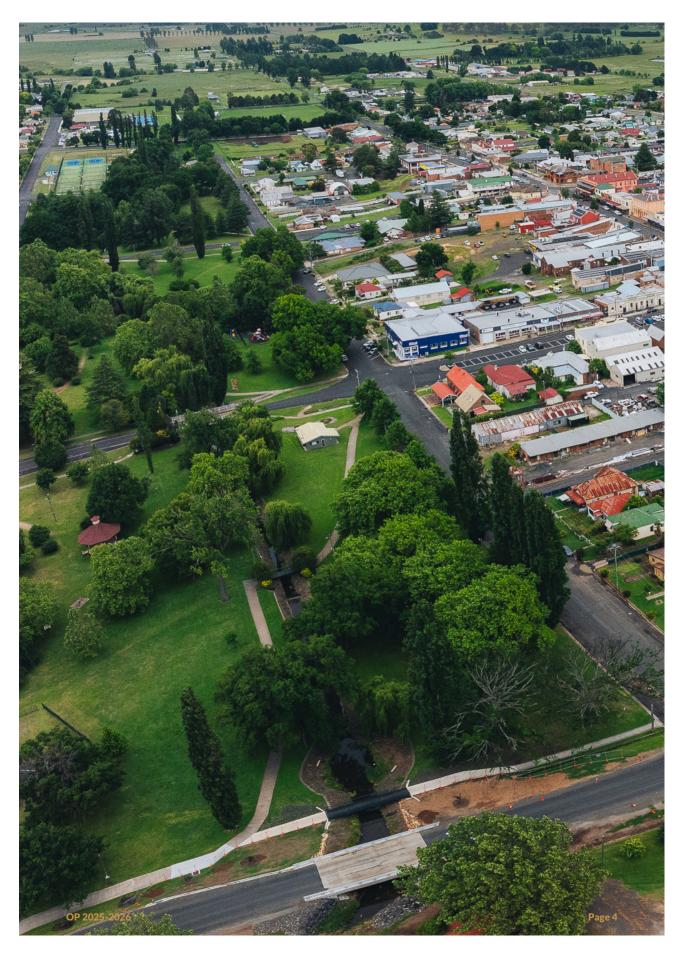


ACKNOWLEDGEMENT OF COUNTRY

Glen Innes Severn Council acknowledges and pays respect to the Ngarabul people as the traditional custodians of this land, their elders past, present and emerging and to Torres Strait Islander people and all First Nations people.









GENERAL MANAGER'S MESSAGE

This Operational Plan details the work that will be done in support of the Delivery Program 2025-2029 and is prepared and adopted annually. It addresses the activities outlined in the Delivery Program and identifies projects, programs or actions that the Council will undertake within the financial year towards addressing these.

Following the Community Strategic Plan 2025-2035 outlining the community's aspirations and the Delivery Plan indicating what Council will do to achieve those aspirations, the Operational Plan 2025-2026 details the actions the Council will take over the course of the financial year to achieve those aspirations. Many strategies and actions occur over a number of years however the Operational Plan lays out the tasks for the year ahead.

As always, there is a heavy emphasis on maintaining the infrastructure and delivering the services so vital for the day-to-day functioning of the community. Whether it be our transport needs, sporting and recreation needs, or critical services such as, water supply and waste services, the Operational Plan shows the resourcing required and the improvements we hope to make. Other services Council provides - and which are critical to liveability and wellbeing such as the libraries, Life Choices and Children and Family Services - are further highlights of the Plan.

An important project over the next two years will be the provision of a new civic building which will address chronic and serious office accommodation issues. Council is currently using buildings which are non-compliant, run down and not fit for purpose - and after fifteen years of consideration has adopted a very cost effective solution.

The solution will eliminate the serious risks Council is currently carrying and after 45 years of no investment will provide a fit for purpose outcome,

which addresses the serious problems and risks currently present. Whilst the cost is significant, the situation is at the point where the risks cannot be ignored and action needs to be taken.

One of Council's key roles is to plan for the future. The Operational Plan places a heavy emphasis on preparing masterplans and strategies for key locations which will then facilitate future funding via grants.

One of Council's most important roles is to plan for the future, and this emphasis reflects that. Great community outcomes come so much easier when facilitated by a high performing organisation. Building an effective and efficient organisation with a great culture is an ongoing priority and further emphasis will be placed on this over the next 12 months.

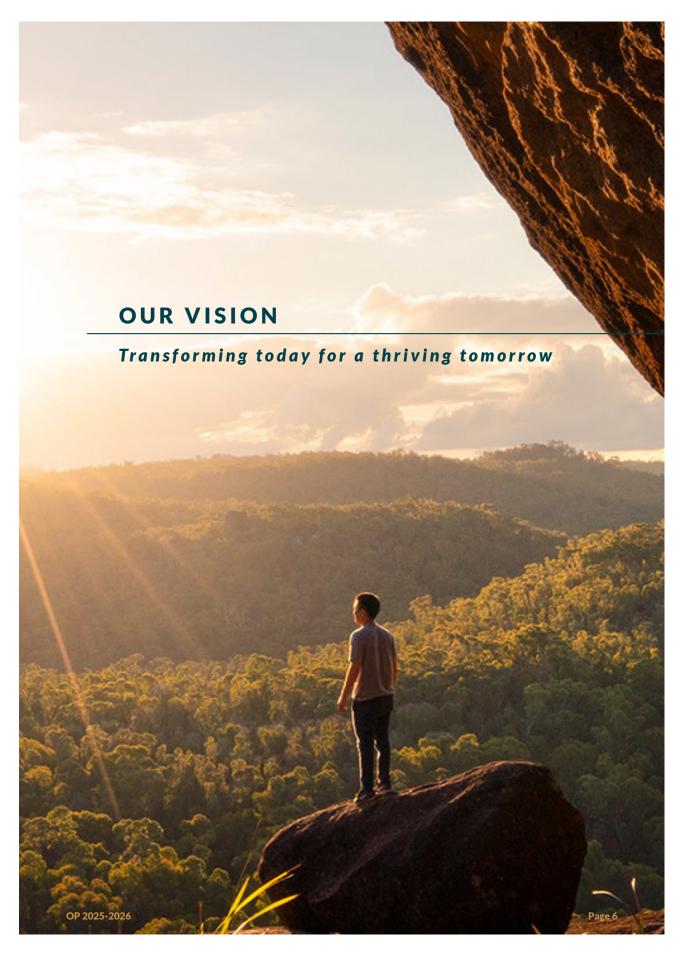
All the work we want to do over the next 12 months is against the backdrop of the possible application for a Special Rate Variation which highlights the current financial challenges Glen Innes Severn Council faces along with many other Councils in NSW.

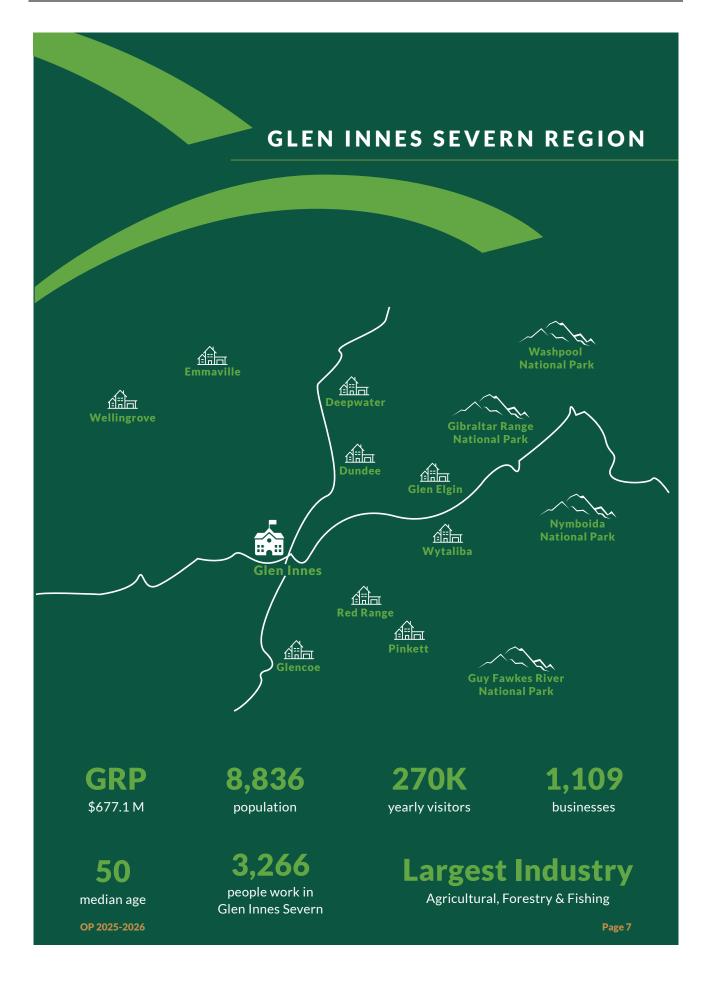
It is a challenge we are acutely aware of as an organisation as we manage an environment of limited resources and service delivery.

We have an organisation where every single staff member makes a positive contribution to the community, to liveability and to making the region an even better place we can all feel good about.

We look forward to delivering this Operational Plan.

Bernard Smith





GLEN INNES SEVERN AT A GLANCE

5,487km²
Council area

8,836 current population



9,219

2041 projected growth

10° - 20°

autumn average temperature

12° - 26° summer average

temperature



2° - 14°

winter average temperature

spring average temperature

3,266 people work in Glen Innes Severn

1,109 businesses



working full time

unemployed

who work at home

who volunteer



Gross Regional Product (GRP)

\$360.9m regional imports

regional exports

tourism output

local expenditure

OP 2025-2026

IF GLEN INNES SEVERN CONSISTED OF 100 PEOPLE



49 MALE

51 FEMALE

6

Aboriginal and Torres Strait Islander

4

born overseas

1

speaking languages other than English at home

21 0-19 years old **18** 20-39 years old

24 40-59 years old **30** 60-79 years old

80+ years old



10 attending tertiary education

18

ending primary attending secondary education



85 occupied private dwellings

64

living in

families

15 unoccupied private dwellings



26 who rent

who own or mortgage a house



34living by themselves



STRATEGIC OBJECTIVES

THRIVING & CONNECTED COMMUNITY

Where residents have access to essential services, economic opportunities, social connections and a high quality of life, regardless of their location. A place where people feel safe, engaged, supported and empowered to thrive in their daily lives.

Goal 1

Facilitate and support access to essential services with reliable healthcare, education, public transport, emergency services and digital connectivity.

Goal 2

Facilitate and strengthen social community networks by fostering a sense of belonging including, engagement through events, cultural activities volunteer programs and support services.

Goal 3

Encourage active and healthy lifestyles through sport, fitness, healthy eating, mental health support and outdoor recreation ensuring overall wellbeing.

PROSPEROUS & DIVERSE ECONOMY

A diverse local economy that is resilient, inclusive and adaptive, ensuring economic prosperity for all residents by providing a broad range of employment opportunities, industry sectors and business environments.

Goal 1

Support industry diversity and economic resilience through a mix of existing industries and emerging sectors.

Goal 2

Support and facilitate workforce development and employment pathways aligned with industry best practice whilst retaining talent within the community.

Goal 3

Increase the diversity and availability of housing whilst maintaining affordable access to accommodation that meets the needs of the whole community.

FIT FOR THE FUTURE INFRASTRUCTURE

Maintain our existing infrastructure and ensure that we are actively investing in sustainable and economic infrastructure, ensuring long-term growth, resilience and prosperity.

Goal 1

Provide sustainable and resilient infrastructure including water and sewer services, road and transport networks that provide best-practice service delivery and support growth.

Goal 2

Lead precinct and activation master planning to develop vibrant, well-designed public spaces that enhance liveability, preserve heritage assets and strengthen regional appeal.

Goal 3

Facilitate public and social infrastructure that supports the needs and diversity of the population now and into the future to ensure equitable access and protection of the community.

PROTECTED & ENHANCED ENVIRONMENT

Where natural resources, landscapes and built heritage are preserved, sustainably managed and showcased to strengthen community identity, attract visitors and support long-term ecological and economic benefits.

Goal 1

Foster a sustainable region by minimising environmental impacts and safeguarding ecosystems through conservation, innovation and environmental risk management.

Goal 2

Ensure the protection of our rural landscapes and unique heritage by encouraging sustainable agricultural practices, supporting heritage conservation efforts and maintaining policies that safeguard the character and cultural significance of our region for future generations.

Goal 3

Leverage our pilot status as a georegion to lead a collaborative regional ambition to become an aspiring UNESCO Global Geopark.

OPEN & COLLABORATIVE LEADERSHIP

Fostering an environment of innovation, collaboration and mutual respect, where diverse perspectives shape strategic planning, governance and problem-solving, while ensuring accountability and financial sustainability for current and future generations.

Goal 1

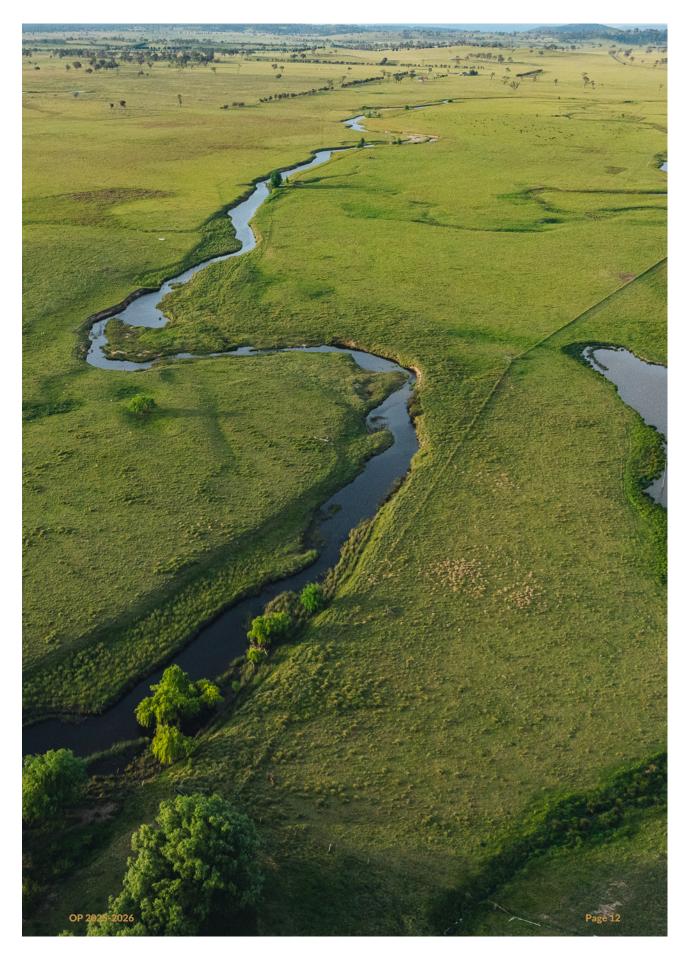
Encourage active participation by the community, business and industry in decision making processes that shape our region.

Goal 2

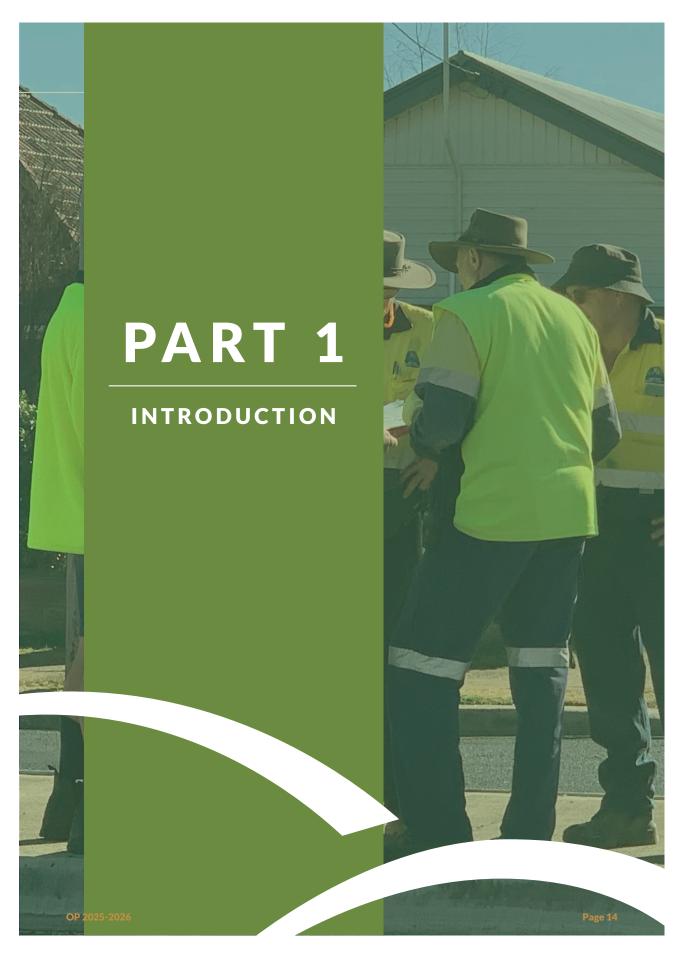
Ensure Council's long term financial sustainability and maintain services and infrastructure to the community's satisfaction, and to strengthen financial governance.

Goal 3

Ensure strong governance, strategic resource management, and impactful advocacy to support the region's long-term sustainability and enhance quality of life.







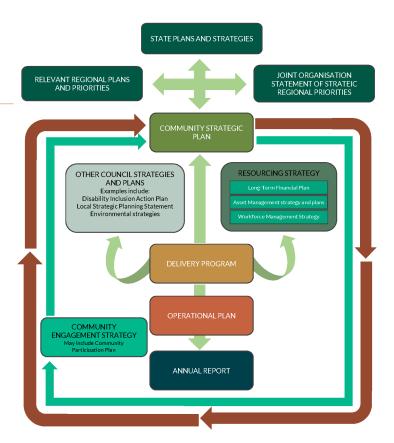
INTEGRATED PLANNING & REPORTING (IP&R)

All NSW Councils are required to develop and report on a set of plans and strategies which assist in identifying and responding to the community's vision, priorities and goals for the future.

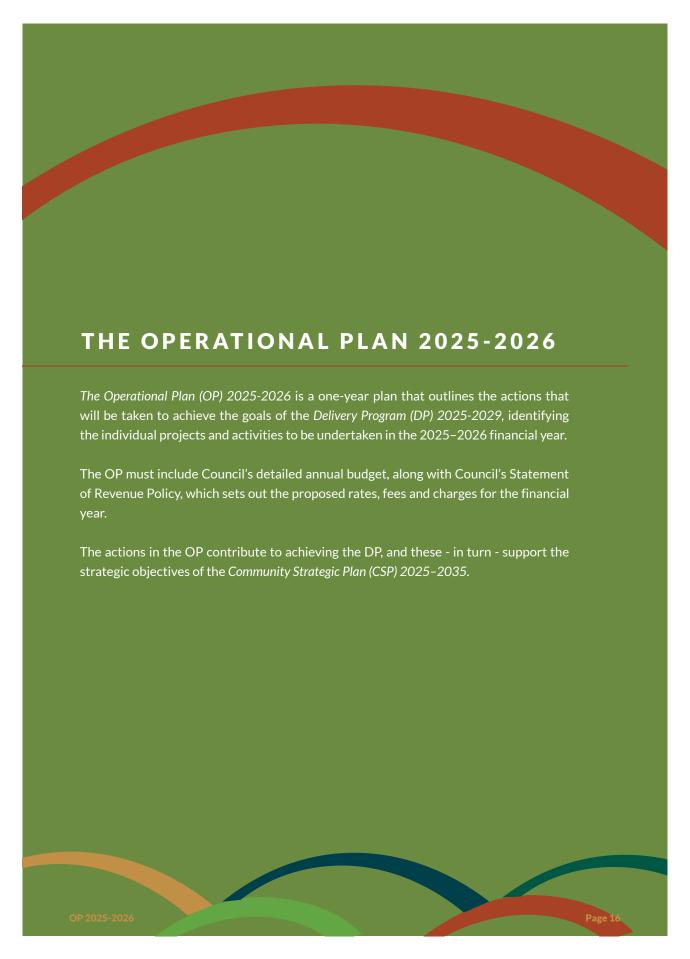
This framework is known as the Integrated Planning and Reporting (IP&R) Framework and aims to:

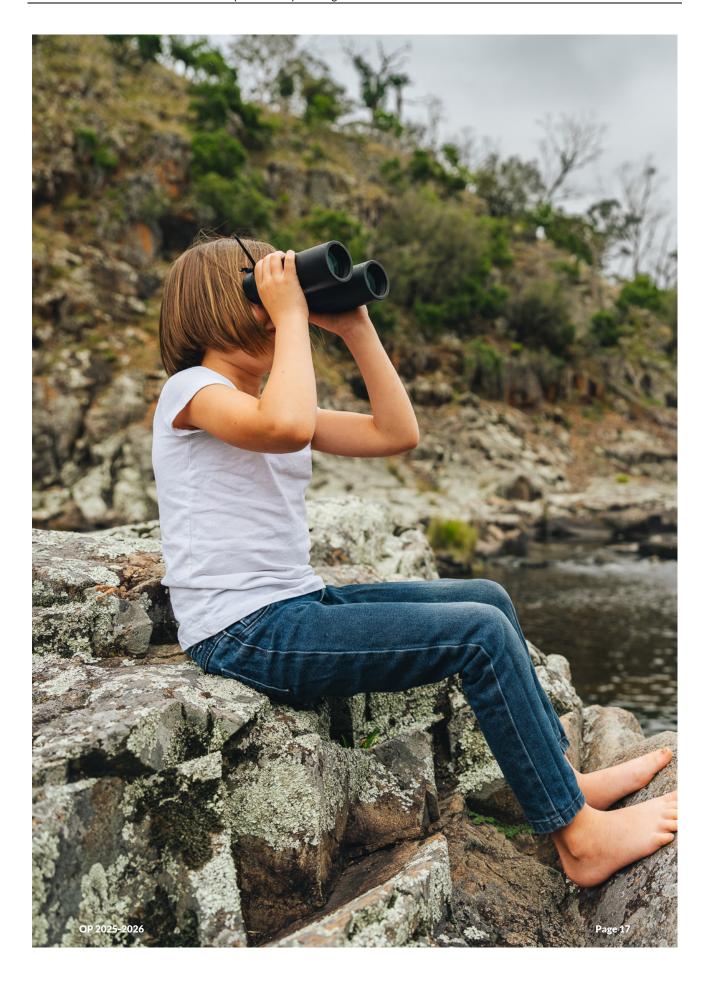
- Integrate and streamline statutory planning and reporting
- Strengthen strategic focus
- Align with national sustainability frameworks
- Ensure accountability and responsiveness to local communities

The key plans and reports under the IP&R framework are outlined below. All documents are guided by, and developed in consultation with, our community.



Duration / Renewal timeframe	Key Plan/Report	Outputs	Description
10 years	Community Strategic Plan	Community Goals and Strategies	Outlines the goals and aspirations of the community, captured through community engagement
4 years	Delivery Program	Council Initiatives	A program of Council-led initiatives that achieve the goals of the Community Strategic Plan
4 years	Resourcing Strategy: Long-Term Financial Plan Asset Management Strategy Workforce Management Plan	Council Resources: Finances Assets People	A set of Plans and Strategies that ensure Council has the necessary resources and assets, and that Council plans accordingly
1 year	Operational Plan	Council Actions	An annual plan of actions that support the Delivery Program initiatives
1 year	Annual Report	Reporting: Delivery Program Operational	An annual report to the community on the progress of the Delivery Program and Operational Plan





HOW TO READ THIS DOCUMENT



COUNCIL'S ROLES AND RESPONSIBILITIES

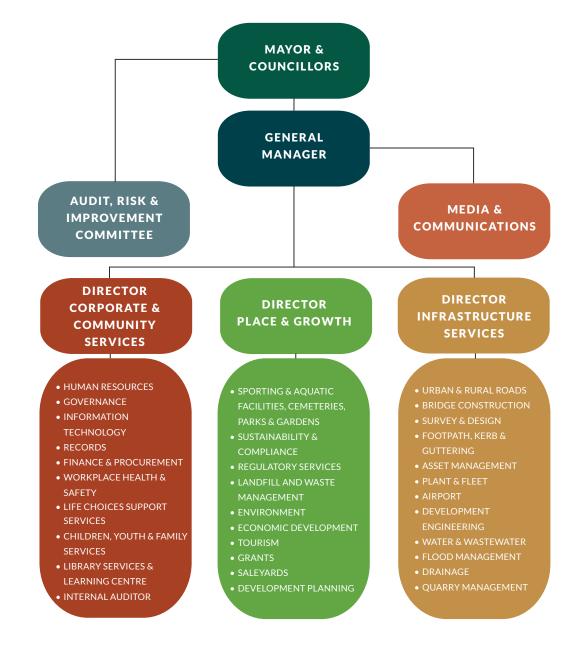
Council's role in each Delivery Program strategy is outlined in the following sections:



RESPONSIBLE DIRECTORATES

GMO	General Manager's Office
DCCS	Directorate of Corporate and Community Services
DPG	Directorate of Place & Growth
DIS	Directorate of Infrastructure Services

COUNCIL'S ORGANISATIONAL STRUCTURE



Our Workforce

189 total staff

92 female

97 male

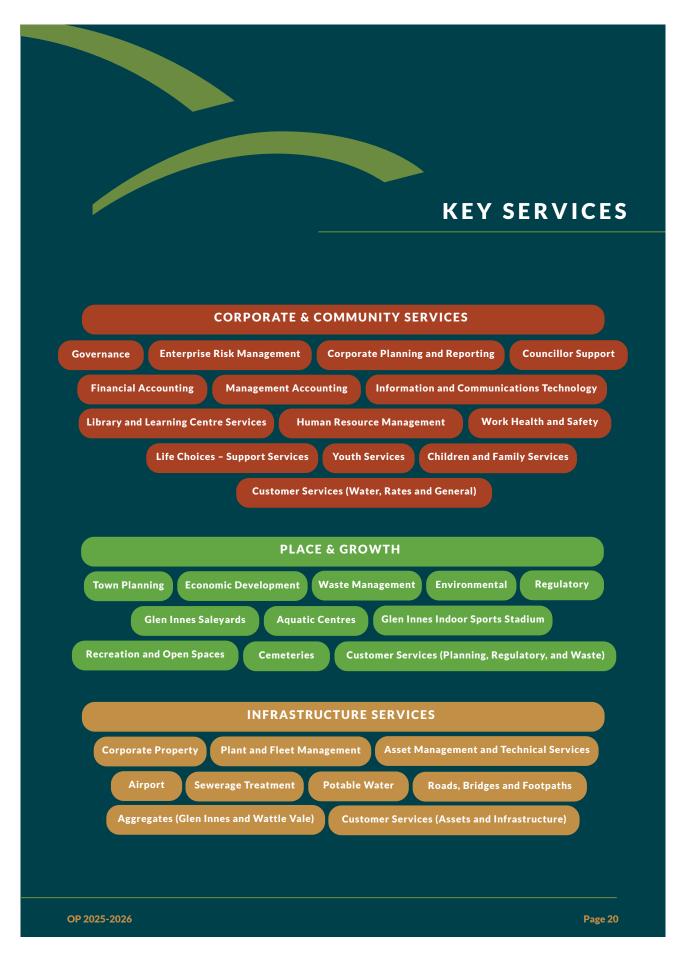
113
full time

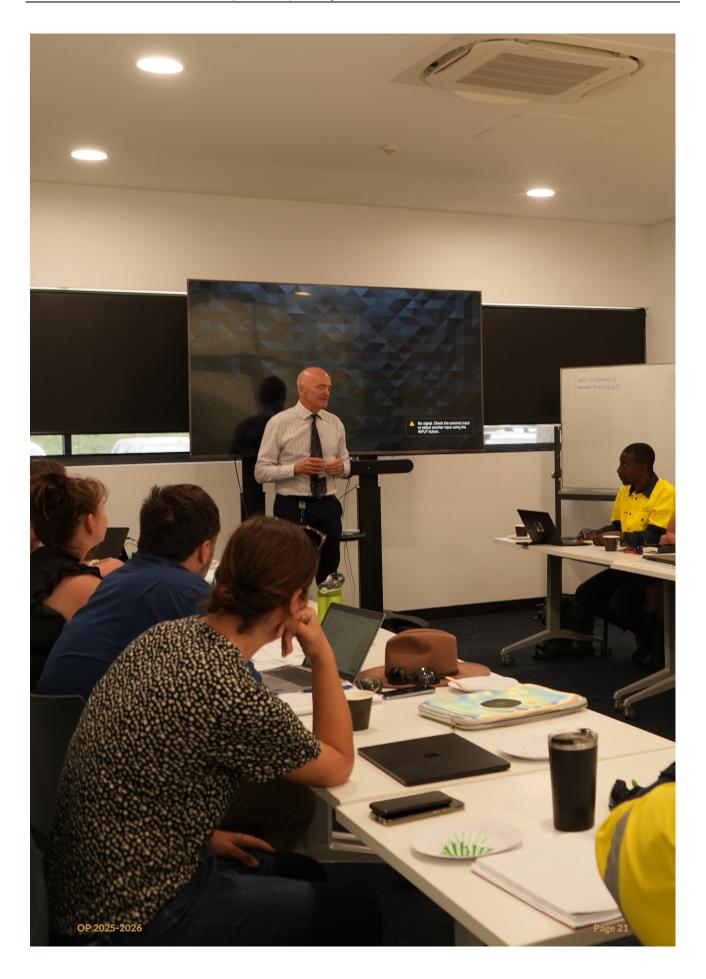
24 part time

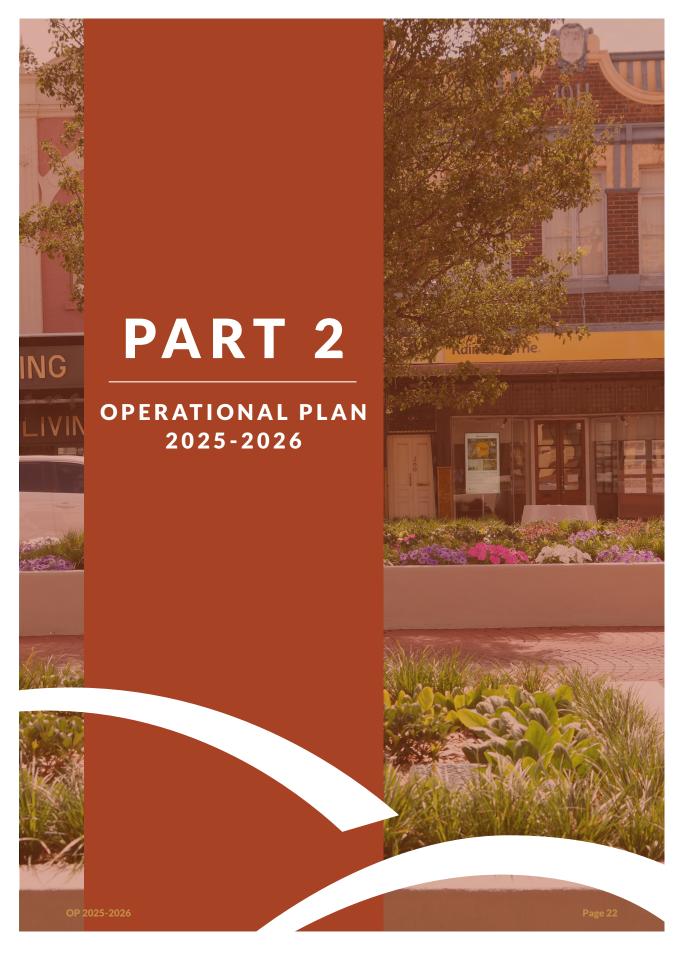
52 casual

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OP 2025-2026









THRIVING & CONNECTED COMMUNITY

Where residents have access to essential services, economic opportunities, social connections and a high quality of life, regardless of their location. A place where people feel safe, engaged, supported and empowered to thrive in their daily lives.

GOAL 1.1

Facilitate and support access to essential services with reliable healthcare, education, public transport, emergency services and digital connectivity.

GOAL 1.2

Facilitate and strengthen social community networks by fostering a sense of belonging including engagement through events, cultural activities, volunteer programs and support services.

GOAL 1.3

Encourage active and healthy lifestyles through sport, fitness, healthy eating, mental health support and outdoor recreation ensuring overall wellbeing.

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Where residents have access to essential services, economic opportunities, social connections and a high quality of life, regardless of their location. A place where people feel safe, engaged, supported and empowered to thrive in their daily lives.

Light Shade = Planning Phase Dark Shade = Delivery Phase

	Community Strategic	Delivery Program		Yea Deli			Council's	Operational Plan	Responsible	Budget
F	Plan Goals	Strategies	1	2	3	4	Role	Actions	Directorate	
		T1.1.1 Strengthen access to healthcare and emergency services access through the attraction and retention of					Plan Advocate	T1.1.11 Advocate on behalf of community to secure funding to attract more specialists and general health care.	DCCS GMO	Within current Council resources
	professionals, expanded telehealth services, increased funding for local facilities and community-led initiatives.	telehealth services, increased funding for local facilities and					Partner	T1.1.1.2 Identify and provide accommodation options for healthcare professionals.	GMO DPG DIS	Within current Council resources
		T1.1.2 Facilitate investment in education infrastructure and						T1.1.2.1 Strengthen partnerships with education providers to provide school readiness and school to work pathways.	DCCS	Within current Council resources
	Facilitate and	resources, strengthen early- childhood and school readiness programs whilst engaging community and businesses to					Plan Advocate Partner	T1.1.2.2 Finalise and implement the Youth Strategy.	DCCS	Within current Council resources
T4.4	support access to essential services with reliable healthcare,							T1.1.2.3 Maintain adequate external funding agreements to provide capacity building and engaging activities for early childhood and youth.	DCCS	Within current Council resources
T1.1	education, public transport, emergency services and	T1.1.3 Improve access to public and community transport including expanded bus routes and on-demand transport to improve connectivity within the local government area (LGA) and						T1.1.3.1 Plan and advocate for improved public transport options.	DCCS	Within current Council resources
	digital connectivity.						Plan Advocate Partner Deliver	T1.1.3.2 Facilitate information to the community on available transport options within the local government area (LGA).	DCCS	Within current Council resources
		region.						T1.1.3.3 Expand current transport services to clients throughout the LGA.	DCCS	Within current Council resources
		T1.1.4 Advocate for the expansion of digital connectivity and technology access through						T1.1.4.1 Finalise and adopt a National Broadband Network (NBN) Connectivity Strategy.	DPG	Within current Council resources
		NBN expansion, mobile tower upgrades and broadcast accessibility to eliminate black spots and facilitate digital hubs and community Wi-Fi-zones.					Plan Advocate	T1.1.4.2 Identify digital blackspots and advocate for additional mobile towers in the LGA.	GMO DPG DIS	Within current Council resources
	Facilitate and strengthen social community							T1.2.1.1 Develop partnerships to contribute to NAIDOC Week events.	DPG	Within current Council resources
	networks by fostering a	T1.2.1 Support, organise,					Plan	T1.2.1.2 Deliver the Australian Celtic Festival annual event.	DPG	\$421,433
T1.2	sense of belonging including	facilitate and/or incubate community events and cultural activities.					Deliver Partner	T1.2.1.3 Deliver the Minerama Fossicking Gem & Jewellery Show annual event.	DPG	\$63,277
	engagement through							T1.2.1.4 Deliver the Christmas in the Highlands annual event.	DPG	\$56,000
	events, cultural							T1.2.1.5 Deliver the Harmony Day annual event.	DCCS	\$2000

С	ommunity	2 11 2	,	Yea	r of					
:	Strategic Plan Goals	Delivery Program Strategies	1	Deli 2	very	4	Council's Role	Operational Plan Actions	Responsible Directorate	Budget
	activities, volunteer programs and support services.				3	4		T1.2.1.6 Develop an annual library program of activities and events based on community, cultural interests, community diversity and service needs.	DCCS	\$7000
								T1.2.1.7 Review Council's Cultural Plan through community consultation to capture and report on all planned cultural projects and events.	DCCS	Within current Council resources
								T1.2.1.8 Investigate and seek grant funding to implement the Glen Innes Severn Learning Centre Strategic Plan.	DCCS	Within current Council resources
								T1.2.1.9 Review and renew the Strategic Plan for Deepwater Emmaville and Glencoe library services.	DCCS	Within current Council resources
		T1.2.2 Strengthen volunteerism						T1.2.2.1 Deliver a volunteer recognition event.	DPG	\$3000
		and community-led initiatives supporting inter-generational programs, including reward and recognition.					Plan Facilitate Deliver	T1.2.2.2 Prepare and implement a Volunteer Attraction Program.	DCCS	Within current Council resources
								T1.2.3.1 Update and implement the Disability Inclusion Action Plan (DIAP) in consultation with key stakeholders.	DCCS	Within current Council resources
								T1.2.3.2 Implement the Aged and Disability Strategy.	DCCS	Within current Council resources
								T1.2.3.3 Maintain support for local domestic violence support groups with a particular focus on raising awareness with young people.	DCCS	Within current Council resources
		T1.2.3 Maintain support services for social inclusion ensuring accessibility for all residents alongside creating community leadership and advocacy					Advocate Plan Facilitate	T1.2.3.4 Maintain Council's registration as an approved National Disability Insurance Scheme (NDIS) provider and deliver corresponding NDIS services to the community.	DCCS	Within current Council resources
		programs to support community- driven and civic initiatives.						T1.2.3.5 Maintain Council's registration as an approved inhome aged care provider and deliver corresponding aged care services to the community.	DCCS	Within current Council resources
								T1.2.3.6 Maintain Council's registration with the appropriate governing bodies to provide out of school hours care and vacation care programs.	DCCS	Within current Council resources
								T1.2.3.7 Develop a Reconciliation Action Plan	DCCS	Within current Council resources
T1.3	Encourage active and healthy lifestyles through sport, fitness, healthy eating, mental	T1.3.1 Maintain access to sport and recreation through investing in local facilities whilst providing support to community-driven initiatives and programs that promote active and healthy lifestyles.					Facilitate Plan Deliver	T1.3.1.1 Undertake a review of the Glen Innes Sporting Facilities Master Plan.	DPG	Within current Council resources

Community Strategic Strategies Strategies			Year of Delivery		C		Operational Plan Actions	Responsible Directorate	Budget
Plan Goals		1	2	3	4				
health support and outdoor recreation	T1.3.2 Expand outdoor and nature-based activities through the development of geotrails,					Plan Advocate	T1.3.2.1 Conduct a feasibility study and marketing plan into geotourism.	DPG	To be funded
ensuring overall wellbeing.	adventure activities and accessible green spaces.					Partner Deliver	T1.3.2.2 Identify and promote geotrails to attract naturebased tourism.	DPG	To be funded
	T1.3.3 Strengthen wellbeing support through community					Partner	T1.3.3.1 Promote community awareness of wellbeing and support facilitation services available at Life Choices Support Services, Children and Family Services and Youth Services.	DCCS	Within current Council resources
	wellbeing programs, multi-use spaces, local employer programs and social cohesion activities.					Facilitate Deliver	T1.3.3.2 Maintain adequate external funding agreements to provide capacity building and engaging activities for youth.	DCCS	Within current Council resources
							T1.3.3.3 Research and plan for an enclosed outdoor sustainable sensory garden space at the library.	DCCS	Within current Council resources



PROSPEROUS & DIVERSE ECONOMY

A diverse local economy that is resilient, inclusive and adaptive, ensuring economic prosperity for all residents by providing a broad range of employment opportunities, industry sectors and business environments.

GOAL 1.1

Support industry diversity and economic resilience through a mix of existing industries and emerging sectors.

GOAL 1.2

Support and facilitate workforce development and employment pathways aligned with industry best practice whilst retaining talent within the community.

GOAL 1.3

Increase the diversity and availability of housing whilst maintaining affordable access to accommodation that meets the needs of the whole community.

PROSPEROUS & DIVERSE ECONOMY A diverse local economy that is resilient, inclusive and adaptive, ensuring economic prosperity for all residents by providing a broad range of employment opportunities, industry sectors and business environments.

Light Shade = Planning Phase	Dark Shade = Delivery Phase

	Community Strategic	Delivery Program Strategies			ar of		Council's Role	Operational Plan Actions	Responsible Directorate	Budget
	Plan Goals	Strategies	1	2	3	4	Role	Actions	Directorate	
		P1.1.1 Enable sustainable and						P1.1.1.1 Advocate for waste to energy (WtE) initiatives in the local area.	DPG DIS	\$8400
		regenerative economic practices through investment in circular economy models, renewable energy projects, local supply chains, and ethical business practices to future-proof the economy.					Advocate Partner Facilitate Deliver	P1.1.1.2 Revise the Glen Innes Severn Economic Development Strategy.	DPG	\$15,000
		P1.1.2 Strengthen traditional industries through value-added						P1.1.2.1 Following finalisation of the Economic Development Strategy, develop a Glen Innes Severn Investment Prospectus.	DPG	Within current Council resources
P1.1	Support industry diversity and economic resilience through a mix of existing industries and	production to boost manufacturing and					Advocate Plan Partner Deliver Regulate	P1.1.2.2 Strategic management of Glen Innes Aggregates to ensure responsible resource management working in line with Environment Protection Authority (EPA) licence requirements.	DIS	Within current Council resources
	emerging sectors.	service sectors to reduce local economic leakage.						P1.1.2.3 Review Airport Masterplan.	DIS	Within current Council resources
		P1.1.3 Facilitate strategic investment attraction through land use planning, development concierge services and promotion to investors and businesses as an attractive place for innovation, business expansion and lifestyle-based employment.					Advocate Plan Partner Deliver Regulate	P1.1.3.1 Develop and deliver a development concierge service to attract new and significant developments in the LGA.	DPG	Within current Council resources
		P1.2.1 Improve access to quality tertiary education through						P1.2.1.1 Develop an advocacy program that improves funding for university and TAFE hubs.	GMO DCCS	\$8400
P1.2	Support and facilitate workforce development and employment pathways aligned with industry best practice whilst	advocating for increased funding for TAFE and university hubs and create pathways for apprenticeships, vocational training and work placements to support youth engagement and career growth.					Advocate Facilitate	P1.2.1.2 Develop an advocacy program that improves opportunities for vocational training and apprenticeships to support youth career development.	GMO DCCS	\$8400
	retaining talent within the community.	P1.2.2 Support workforce inclusion and diversity through first nations employment pathways, facilitation of inclusive and flexible employment pathways					Advocate Facilitate Partner	P1.2.2.1 Aboriginal and Torres Strait Islander employment within Council is at a level that is representative of the working age population in the wider LGA and in line with Council's Equal Employment Opportunity Policy.	DCCS	Within current Council resources

	Community Strategic	Delivery Program Strategies		Year of Delivery			Council's Role	Operational Plan Actions	Responsible Directorate	Budget
	Plan Goals	and encouraging workforce mobility.	1	2	3	4				
		P1.3.1 Encourage housing diversity including mixed-use					Plan	P1.3.1.1 Develop an advocacy program to improve accessible sustainable off grid housing solutions.	GMO	\$8400
diversit availabi housing maintai P1.3 afforda to accomn that me		developments, key worker accommodation, adaptable and accessible and sustainable and off- grid housing solutions.					Advocate Facilitate Partner	P1.3.1.2 Actively facilitate the delivery of housing.	DPG	Within current Council resources
	Increase the diversity and availability of housing whilst maintaining affordable access to accommodation that meets the needs of the	P1.3.2 Improve housing affordability through policy and incentives including fast-track approvals, land-use reforms and zoning adjustments, purposebuild rentals and community-led housing solutions.					Plan Advocate Facilitate Partner Deliver	P1.3.2.1 Review and update Local Environmental Plan (LEP).	DPG	\$80,000
	whole community.	P1.3.3 Invest in Infrastructure to support housing development to open					Plan	P1.3.3.1 Review the Development Service Plan to help facilitate housing development.	DIS	Within current Council resources
		new residential areas with well-planned amenities and services ensuring vibrant, walkable neighbourhoods.					Facilitate Regulate Partner	P1.3.3.2 Undertake a review of Council owned vacant land appropriate to future housing development.	GMO DPG	Within current Council resources



FIT FOR THE FUTURE INFRASTRUCTURE

Maintain our existing infrastructure and ensure that we are actively investing in sustainable and economic infrastructure, ensuring long-term growth, resilience and prosperity.

GOAL 1.1

Provide sustainable and resilient infrastructure including water and sewer services, road and transport networks that provide best-practice service delivery and support growth.

GOAL 1.2

Lead precinct and activation master planning to develop vibrant, well-designed public spaces that enhance liveability, preserve heritage assets and strengthen regional appeal.

GOAL 1.3

Facilitate public and social infrastructure that supports the needs and diversity of the population now and into the future to ensure equitable access and protection of the community.

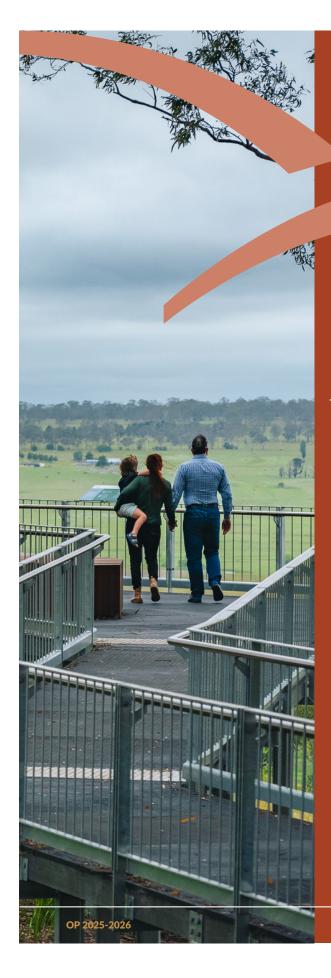
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Light Shade = Planning Phase Dark Shade = Delivery Phase

	Community Strategic Plan Goals	Delivery Program Strategies		Yea Deli			Council's Role	Operational Plan Actions	Responsible Directorate	Budget
		F1.1.1 Ensure the	1	2	3	4		F1.1.1 .1 Ensure 100% compliance with		
		community is provided with safe, secure and reliable water and					Plan	the Australian Drinking Water Guidelines. F1.1.12 Achieve 100% compliance with	DIS	\$3.2 Million
		maintain quality sewage treatment					Deliver	EPA licence number 576. F1.1.1.3 Implement and complete the	DIS	\$1.8 Million \$1.75
		infrastructure.						water and sewer capital works program. F1.1.2.1 Deliver Glen Innes Aggregates	DIS	Million Within
	Provide sustainable and resilient							services that support renewal and maintenance of Council's infrastructure assets.	DIS	current Council resources
	infrastructure including water and sewer services,	F1.1.2 Construct, renew and maintain Council's infrastructure assets to					Advocate	F1.1.2.2 Ensure Glen Innes Aggregates achieves an annual profit.	DIS	Within current Council resources
F1.1	road and transport	enhance the region's connectivity, resilience					Plan Deliver	F1.1.2.3 Implement and complete the annual capital works program.	DIS	\$2.8 Million
	networks that provide best- practice service delivery and support growth.	and presentation of street network.						F1.1.2.4 Deliver maintenance works to the adopted levels of service and monitor the progress of these works.	DIS	\$3.8 Million
								F1.1.2.5 Update and revise Council's Asset Management Strategies and plan in line with current Long-Term Financial Plan (LTFP).	DIS	Within current Council resources
		F1.1.3 Deliver high- quality urban stormwater drainage to reduce environmental impacts, enhance resilience and protect communities from extreme weather events.					Plan Deliver	F1.1.3.1 Implement and complete the drainage capital works program.	DIS	\$150,000
		F1.2.1 Develop a						F1.2.1.1 Prepare recreation and open space strategic plan.	DPG	\$20,000
	Lead precinct and activation master	precincts and activation vision that balances economic, cultural, environmental and social priorities to					Plan Partner Deliver	F1.2.1.2 Scope place activation plan for Glen Innes Central Business District (CBD) that outlines actions to enhance the vibrancy usability and appeal of the town centre.	GMO DPG	Within current Council resources
F1.2	planning to develop vibrant, well- designed public spaces	reflect the unique character of towns and villages in the LGA.						F1.2.1.3 Develop and deliver a precincts and activations framework and strategy for rural villages.	GMO	Within current Council resources
-F1.Z	that enhance liveability,	F1.2.2 Create vibrant and well-designed						F1.2.2.1 Implement landscape plan for the Glen Innes Indoor Sports Centre.	DPG	\$43,626
	preserve heritage assets and strengthen regional appeal.	public spaces including well-maintained parks, recreation facilities, footpaths and gathering places promote physical					Plan Deliver Regulate	F1.2.2.2 Maintain the upgraded Glen Innes main street following the 24/25 Glen Innes Town Centre Beautification Project, ensuring presentation and upkeep aligns with the original landscape design.	DPG	\$80,000
		activity, community engagement and wellbeing.						F1.2.2.3 Develop detailed design plans for the establishment of a pump track, skate park extension and amenities.	DPG	Subject to grant funding.

C	Community	Delivery Program		Yea			Council's	Operational Plan	Responsible	
	Strategic Plan Goals	Strategies		Deli			Role	Actions	Directorate	Budget
			1	2	3	4		F1.2.2.4 Prepare scope and budget to upgrade Wilson Park to meet Australian Standards.	DPG	Within current Council resources
								F1.2.2.5 Expand shared footpath network as funding allows.	DIS	As funding allows
		F1.2.3 Preserve and utilise local infrastructure and					Advocate	F1.2.3.1 Scope and define a place-based capital and community wealth building initiative.	DPG GMO	Within current Council resources
		historical landmarks leveraging place- making, community wealth building and place-based capital principles and solutions.					Plan Facilitate Deliver	F1.2.3.2 Leverage the place-based capital program resources to determine opportunities to increase community ownership of infrastructure and programs linked to future Renewable Energy Zone (REZ) Community Benefit Scheme Framework.	DPG GMO	Within current Council resources
	Facilitate public and social infrastructure that supports the needs and diversity of the population now and into the future to ensure equitable	F1.3.1 Ensure disaster resilience and emergency preparedness for					Advocate Plan	F1.3.1.1 Utilise Artificial Intelligence (AI) inspection software to facilitate natural disaster recovery funding applications.	DIS	\$25,000
		natural disasters and access to recovery support that can adapt and thrive in the face of challenges.				Deliver Regulate	F1.3.1.2 Facilitate emergency services within the LGA.	DIS	Within current Council resources	
F1.3		F1.3.2 Secure sustainable funding and long-term planning through public-private partnerships, access to state and federal funding and community-led planning to ensure infrastructure investments align with local priorities.					Advocate Plan Deliver	F1.3.2.1 Research opportunities for public-private partnerships.	DPG	Within current Council resources
	access and protection of							F1.3.3.1 Construct an off-leash dog park in Glen Innes.	DPG	\$37,685
	the community.	F1.3.3 Build climate- resilient and sustainable infrastructure that is					Plan	F1.3.3.2 Identify Council owned land that can be made available for family friendly use.	DIS	Within current Council resources
		inclusive and accessible and provides the opportunity to provide family-friendly ' things to do'.				Deliver	F1.3.3.2 Integrate climate resilience and sustainability standards into all new public infrastructure projects, including use of low-emission materials, renewable energy systems (e.g. solar lighting) and water-sensitive urban design.	DPG DIS	Within current Council resources	



PROTECTED & ENHANCED ENVIRONMENT

Where natural resources, landscapes and built heritage are preserved, sustainably managed and showcased to strengthen community identity, attract visitors and support long-term ecological and economic benefits.

GOAL 1.1

Foster a sustainable region by minimising environmental impacts and safeguarding ecosystems through conservation, innovation and environmental risk management.

GOAL 1.2

Ensure the protection of our rural landscapes and unique heritage by encouraging sustainable agricultural practices, supporting heritage conservation efforts and maintaining policies that safeguard the character and cultural significance of our region for future generations.

GOAL 1.3

Leverage our pilot status as a georegion to lead a collaborative regional ambition to become an aspiring UNESCO Global Geopark.

PROTECTED & ENHANCED ENVIRONMENT Where natural resources, landscapes and built heritage are preserved, sustainably managed and showcased to strengthen community identity, attract visitors and support long-term ecological and economic benefits.

Light Shade = Planning Phase	Dark Shade = Delivery Phase
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	Community Strategic	Delivery Program Strategies			ır of very		Council's Role	Operational Plan Actions	Responsible Directorate	Budget
ا	Plan Goals	Juacegies	1	2	3	4	Note	Actions	Directorate	
		E1.1.1 Deliver responsible and innovative waste management solutions that embrace the circular economy, drive sustainability and create local industry and job opportunities.					Plan Advocate Facilitate Partner	E1.1.1.1 Deliver issues paper and commence Waste Strategy.	DPG	\$50,000
E1.1	Foster a sustainable region by minimising environmental impacts and safeguarding ecosystems through conservation, innovation and environmental risk management.	E1.1.2 Implement sustainable biosecurity measures and proactive environmental risk management strategies to ensure the long-term health of ecosystems, protect native flora and fauna, and strengthens community resilience against environmental threats.					Plan Advocate Partner	E1.1.2.1 Scope a program for sustainable biosecurity and identify available funding options.	DPG	\$10,000
		E1.1.3 Take proactive steps to adapt to and mitigate the impacts of climate change while						E1.1.3.1 Advocate and promote the Glen Innes REZ to attract industry growth and diversity.	DPG	Within current Council resources
		accelerating the transition to renewable energy sources and creating opportunity through the Renewable Energy Zone (REZ) to secure meaningful community investment.					Advocate Plan Partner	E1.1.3.2 Finalise the Climate Action Plan.	GMO DPG	Within current Council resources
E1.2	Ensure the protection of our rural landscapes and unique heritage by encouraging sustainable agricultural practices, supporting heritage conservation efforts and	E1.2.1 Work alongside local sustainability groups and government bodies to promote and implement sustainable agricultural practices, supporting farmers and landowners through education, resources and collaborative initiatives that enhance noxious weed eradication, soil health, water conservation and biodiversity.					Advocate Partner Promote Deliver	E1.2.1.1 Work with local sustainability groups to develop an action plan for noxious weed control.	DPG	\$5000
	maintaining policies that safeguard the character and	E1.2.2 Support heritage conservation efforts by providing advisory services and grant					Advocate	E1.2.2.1 Administer the heritage fund to support tangible upgrades to heritage street scapes within the LGA.	DPG	\$14,000
	cultural significance of our region for future generations.	assistance to protect and restore historically and culturally significant sites, ensuring the preservation of our region's unique identity.					Partner Deliver	E1.2.2.2 Apply for heritage funding to achieve upgrades to heritage street scapes within the LGA.	DPG	Within current Council resources

	Community Strategic Plan Goals	Delivery Program Strategies		Year of Delivery		Council's Role	Operational Plan Actions	Responsible Directorate	Budget	
	Pian Goals		1	2	3	4				
		E1.2.3 Enhance existing development control plans to preserve the distinct character of rural landscapes and historic sites, ensuring future development respects cultural significance, environmental sustainability and community identity.					Advocate Partner Deliver	E1.2.3.1 Review and update the Glen Innes Severn Council Development Control Plan.	DPG	\$40,000
E1.3	Leverage our pilot status as a georegion to lead a collaborative regional	E1.3.1 Advocate for geotourism to create a regional point of difference aligned to transformative and nature-based travel trends and the holistic framework of the National Geotourism Strategy.					Advocate Partner Deliver	E1.3.1.1 Make representation to Geotourism Australia to advocate for the promotion of Glen Innes Severn as a georegion.	DPG GMO	Within current Council resources
L 1.3	ambition to become an aspiring UNESCO	E1.3.2 Showcase our natural, historic and cultural assets through experience design and					Advocate Plan	E1.3.2.1 Review and adopt the Destination Management Plan.	DPG	Within current Council resources
	Global Geopark.	development that leverages physical, digital and interactive opportunities to engage residents and visitors.					Partner Facilitate Regulate	E1.3.2.2 Continue to advocate for rail trail.	GMO	\$8400



OPEN & COLLABORATIVE LEADERSHIP

Fostering an environment of innovation, collaboration and mutual respect, where diverse perspectives shape strategic planning, governance and problem-solving, while ensuring accountability and financial sustainability for current and future generations.

GOAL 1.1

Encourage active participation by the community, business and industry in decision making processes that shape our region.

GOAL 1.2

Ensure Council's long term financial sustainability and maintain services and infrastructure to the community's satisfaction, and to strengthen financial governance.

GOAL 1.3

Ensure strong governance, strategic resource management, and impactful advocacy to support the region's long-term sustainability and enhance quality of life.

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OPEN & COLLABORATIVE LEADERSHIP

Community

Strategic

Plan Goals

Encourage

by the

01.1

participation

community,

business and

industry in

decision making

processes

that shape

our region.

Ensure Council's long

term financial

sustainability

and maintain

services and

community's

satisfaction,

strengthen

governance.

financial

to the

and to

infrastructure

engagement strategies

O1.2.1 Apply to IPART

Variation in 2026 for

for a Special Rate

implementation in Financial Year 2026-

O1.2.2 Ensure the

submission of financial

statements are within

timeframes supported

financial systems and

required legislative

by fit-for-purpose

resourcing model.

2027

and policies.

Fostering an environment of innovation, collaboration and mutual respect, where diverse perspectives shape strategic planning, governance and problem-solving, while ensuring accountability and financial sustainability for current and future generations.

Light Shade = Planning Phase

Dark Shade = Delivery Phase

Budget

\$50,000

Council

Council

resources

\$520,000

Council

Council

Council

resources

resources Within current

resources

resources

Within current

Within current

Within current

Within current

DCCS

DCCS

DCCS

GMO

DCCS

GMO

DCCS

GMO

DCCS

GMO

DCCS

GMO

Year of **Delivery Program** Council's Responsible **Delivery Operational Plan Actions Budget Strategies** Role Directorate 1 2 3 4 O1.1.1.1 Engage community in the DPG \$10,000 development of the 10-year Waste Strategy. O1.1.1.2 Develop a strategic and Within current O1.1.1 Inform, engage marketing plan for the Highlands DPG Council and involve the Hub. resources community to O1.1.1.3 Provide leadership in Plan Facilitate participate in positive Within current developing child safe strategies and building awareness of New change that unifies the Deliver DCCS Council region and empowers South Wales (NSW) Child Safe resources community-driven Standards. initiatives. O1.1.1.4 Develop a vison and Master Plan for the library to ensure that Council continues to DCCS \$30,000 meet the community's changing needs and expectations O1.1.2 Support open, O1.1.2.1 Conduct a Community DCCS \$40,000 effective and Satisfaction Survey. transparent O1.1.2.2 Utilise the Have Your Say Within current **DCCS** governance for the engagement platform for Council GMO benefit of the Plan community consultations. resources community and in Facilitate Within alignment with modern Deliver O1.1.2.3 Implement a customer Business interpretations of online self-service platform, in line **DCCS** System's community with Council's Business Systems Implementation

Improvement Roadmap.

with the IPART guidelines.

Recovery Policies.

endorsed by Council.

process.

O1.2.1.2 Review and update

Council's Hardship and Debt

O1.2.1.1 Prepare an application to the Independent Pricing and

Regulatory Tribunal (IPART) for a

Special Rate Variation (SRV) in line

O1.2.2.1 Undertake annual review

Q1.2.2.2 Implement the Business

O1.2.2.3 Maintain up-to-date

improve end-to-end grants

contracts assets to maintain

O1.2.2.5 Meet all financial

appropriate cash flow.

Systems Improvement Roadmap as

grants and contracts registers and

O1.2.2.4 Ensure management of

reporting requirements in line with

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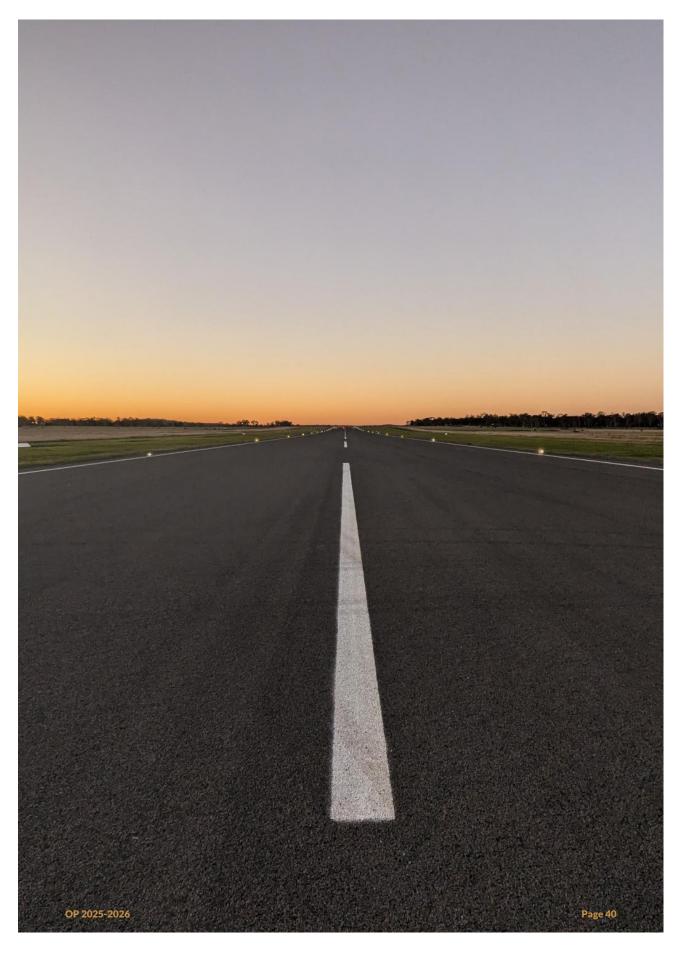
Facilitate

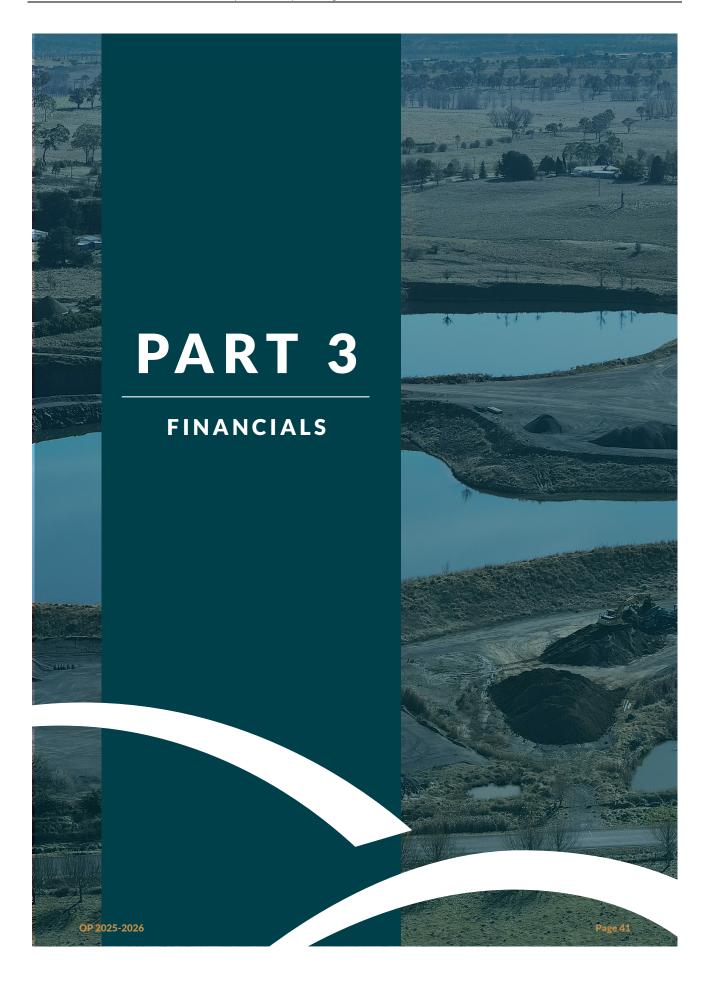
Deliver

N/A

:	ommunity Strategic Plan Goals	Delivery Program Strategies		Yea Deli	r of very		Council's Role	Operational Plan Actions	Responsible Directorate	Budget
ľ	iaii Guais		1	2	3	4				
								the NSW Local Government Act 1993.		
								O1.2.2.6 Ensure the Quarterly Budget Review (QBR) is reported to Council in line with the Local Government Act 1993.	DCCS	Within current Council resources
		O1.2.3 Leverage alternative sources of capital for investment and delivery of Council and community assets that improve amenity.					Plan Facilitate Deliver	O1.2.3.1 Identify Council assets that can leverage funding opportunities and alternate income streams.	GMO	Within current Council resources
	O1.3.1 Champion a robust advocacy agenda to ensure our community receives the necessary investment, resources and policy support to drive sustainable growth, improve liveability and address key social, economic and environmental challenges.		Deliver	O1.3.1.1 Consult with Council in the preparation of a comprehensive advocacy program.	DCCS GMO	\$8400				
	Ensure strong governance, strategic resource management, and impactful advocacy to support the	O1.3.2 Manage public resources (financial and assets) responsibly and efficiently by					Deliver	O1.3.2.1 Scope costs involved in the digital mapping of Glen Innes Cemetery and plan for implementation. O1.3.2.2 Complete the implementation of the Reliansys	DPG	N/A Within current
O1.3								governance suite risk module and compliance register. O1.3.2.3 Ensure reporting obligations to Audit, Risk and Improvement Committee (ARIC) are being met in line with Office of Local Government (OLG) guidelines.	DCCS	Council resources Within current Council resources
	region's long- term sustainability and enhance quality of life.							O1.3.2.4 Coordinate statewide mutual continuous improvement pathway across Council and ensure Council is adequately insured.	DCCS	Within current Council resources
		implementing leading practices, systems and technologies.						O1.3.2.5 Implement a professional development program for Councillors.	DCCS	\$21,000
								O1.3.2.6 Reduce outstanding debts to Council to ensure we meet OLG benchmark.	DCCS	Within current Council resources
								O1.3.2.7 Provide quarterly progress reports of the Operational Plan.	DCCS	Within current Council resources
								O1.3.2.8 Deliver rates notification and collection services in line with the NSW Local Government Act 1993.	DCCS	Within current Council resources
								O1.3.2.9 Undertake a review of procurement practices across Council with an aim to reduce procurement costs.	DCCS	\$17,000 and within current Council resources

Community Strategic Plan Goals	Delivery Program Strategies		Yea Deli	r of very	,	Council's Role	Operational Plan Actions	Responsible Directorate	Budget	
i iaii Goais		1	2	3	4					
							O1.3.2.10 Undertake a review of the Asset Management Plan to align it with asset maintenance and renewals.	DIS DCCS	Within current Council resources	
		O1.3.3.1 Conduct an Employee Engagement Survey to measure the effectiveness of workforce planning management actions and human resources programs and initiatives.	DCCS	\$25,000						
							O1.3.3.2 Develop Council's online learning management systems to facilitate organisation learning and development including upskilling Information and Communications Technology (ICT) skills.	DCCS	\$50,000	
						Deliver		O1.3.3.3 Review Council's current employment branding and recruitment practices to improve young people's participation in the workforce through developing Council's employee value proposition.	DCCS	Within current Council resources
	O1.3.3 Continually improve and optimise organisational culture and effectiveness by						O1.3.3.4 Link staff training and development programs to service delivery requirements and annual training plans.	DCCS	\$200,000	
	fostering a high- performance, values- driven workplace that						O1.3.3.5 Achieve Australian cyber security essential 8 maturity level 2.	DCCS	\$155,000	
	supports innovation, accountability and collaboration while						O1.3.3.6 Conduct internal penetration testing of Council's network and systems.	DCCS	\$25,000	
	delivering efficient and responsive services to the community.						O1.3.3.7 Review and implement a Workforce Wellness Program with an emphasis on psychosocial hazards and wellbeing.	DCCS	\$10,000	
							O1.3.3.8 Undertake a review of Council's Work Health and Safety (WHS) risks and implement an approved annual WHS Action Plan.	DCCS	\$41,000	
			O1.3.3.9 In line with Council's Service Review Framework, undertake two Service Reviews - Financial Services and Customer Service.	DCCS	\$40,000					
				O1.3.3.10 Develop and implement Council's Elevate 360 Business Improvement Plan to build a positive workforce culture, secure efficiencies in service delivery and reduce costs.	GMO DCCS	Within current Council resources				
							O1.3.3.11 Deliver acquisition and design of new civic offices.	GMO		







Rating and Revenue Policy Statement 2025-2026

Council's Revenue Policy aims for:

- Equity of application
- · Ease and economy of assessment; and
- · Simplicity in understanding.

Rates

Council has adopted the 4.4% general rate income increase which reflects the increase in permissible income as approved by the **Independent Pricing and Regulatory Tribunal (IPART)** for the 2025/2026 financial year. Therefore, the revenue from each of the differential categories will increase by approximately 4.4%.

Council's rating structure has differential rates for the categories of Farmland, Residential, Business and Mining properties. The Residential and Business properties have further differentials based on the different sub-categories of residential and business properties.

There are two components to the rates – a Minimum Rate (or Base Rate in the case of the Farmland category) and an Ad Valorem Rate (or rate in the dollar) applied to the land valuation of the properties.

The amount of income collected from the base rate, in the case of the Farmland category cannot be more than 50% of the income collected from that category. For Council, the figure sits at around 13.26%

Council has determined ordinary rates in accordance with Section 537 of the Act, and these are set out in the following pages.

Pensioner Rebates

In accordance with the mandatory pensioner concessions (under Section 575 of the Act), pensioner rebates will be granted as follows:

- 50% of ordinary rates and waste management charges up to a \$250 maximum rebate. (This is apportioned between rates and waste management charges on a pro- rata basis);
- 50% of annual water charges up to a maximum \$87.50 rebate; and
- 50% of annual sewer charges up to a maximum \$87.50 rebate.

Please refer to Council's Rates - Pensioner Concession Policy for further details.

Categorisation of land for the purposes of ordinary rates

Council determines rating categories for rating purpose in accordance with Sections 514 to 529 of the Act, and the *Local Government (General Regulation)* 2021.

The Act only allows four available categories of rateable land: residential, business, farmland and mining; Council has rateable land in each of these categories. As noted within Section 514 of the Act,

land falls within the "business" category if it cannot be categorised as farmland, residential or mining. The main land uses that will fall within the "business" category are commercial and industrial.

Council will use the plans approved under a development application or building application as a basis for determining the initial categorisation of a property, unless other more relevant information is available. The ratepayer will be advised through the issue of an annual or a supplementary rate notice.

Farmland Category Definition (Section 515 of the Act)

Land used generally for primary production. The dominant use of the land must be for the business or industry of grazing, dairying, the growing of crops or other purposes defined in the Act. The activities must have a significant and commercial purpose or character and be engaged in for the purpose of profit on a continuous or repetitive basis.

Residential Category Definition (Section 516 of the Act)

Land is to be categorised as residential if it is a parcel of rateable land valued as one assessment and:

its dominant use is for residential accommodation (otherwise than as a hotel, motel, guest house, backpacker hostel or nursing home or any other form of residential accommodation (not being a boarding house or a lodging house) prescribed by the regulations); or

(a) in the case of vacant land, it is zoned or otherwise designated for use under an environmental planning instrument (with or without development consent) for residential purposes.

Council has further sub-categorised rateable land within this category as follows:

- o Residential Non-Urban (Land which is not within a Centre of Population);
- Residential Deepwater;
- o Residential Dundee
- Residential Emmaville;
- Residential Glencoe;
- Residential Red Range;
- o Residential Wellingrove; or
- Residential Glen Innes

Business Category Definition (Section 518 of the Act)

Rateable land that cannot be categorised as either farmland or residential (Field Survey conducted in 1990).

Council has further sub-categorised rateable land within this category as follows:

o Business - Non-Urban (Land which is not within a Centre of Population);

- o Business Deepwater
- o Business Dundee
- o Business Emmaville
- o Business Glencoe
- o Business Red Range
- Business Wellingrove; or
- o Business Glen Innes.

Mining Category Definition (Section 517 of the Act)

Land is to be categorised as mining if it is a parcel of rateable land valued as one assessment and its dominant use is for a coal mine or metalliferous mine.

Change to Category for Rating Purpose

A review of the categorisation of land for rating purposes may arise in response to a ratepayer request (application), or because Council elects to review one or several parcels of land because it believes that the current categorisation may be incorrect. Council may request further information and/or access to inspect the property to assist with making this determination.

Applications for "Change in Categorisation of Land for Rating purposes" must be made on the approved form that can be found on Council's website. If approved, the change in category will take effect from the date of application or the issue date of the "Final Occupation Certificate" (which ever is most applicable), and the current year's rates will be adjusted accordingly.

The ratepayer will be formally advised in writing of the outcome and, where applicable, will receive an annual or supplementary rates notice.

Debt Recovery and Financial Hardship

The Act and the Regulation require Council to assist in effective and efficient collection of the rates and annual charges due to Council, while being responsive and supportive to those ratepayers who are suffering genuine financial hardship.

When is a debt recoverable and what actions may be taken to recover the debt?

Rates and charges will be deemed overdue when the due date for instalment has passed, and payment has not been received.

Where an instalment is not paid within 14 days of being due, Council may commence recovery action, either directly or via its debt recovery agent.

Council's recovery action options will generally include a reminder, through verbal or written correspondence. If payment is still not received, then a final demand will be issued. Failing resolution,

Council may commence legal recovery action to recover the overdue rate and charges in accordance with Section 695 of the Act, and any costs incurred in this regard will be recoverable from the ratepayer.

Payment Arrangements

To assist in recovery of the overdue amount, the Council and a ratepayer may at any time agree to a payment arrangement whereby regular scheduled payments pay off the debt, in accordance with Section 564 of the Act. The arrangement must be formally approved by Council or its debt recovery agent.

Payment arrangements must include any legal or interest charges that will or already have occurred due to the rates being overdue.

Council will generally seek an arrangement whereby the overdue debt is paid within 90 days from the original due date (being the instalment due date).

If the payments are not made in accordance with the agreed payment arrangement, Council may commence recovery action at any time seven days after the payment due date.

Interest on Overdue Rates

Interest is charged on all overdue rates and annual charges in accordance with Section 566(3) of the Act. The maximum rate of interest payable on overdue rates and charges for 2024/2025 was 10 and a half percent (10.50%). The rate for 2025/2026 will remain the same at 10 and a half percent (10.50%).

Ratepayers subject to genuine Financial Hardship

While ratepayers are required to pay their annual rate and charges to support Local Government operations, Council is mindful of the need to support ratepayers who suffer genuine financial hardship.

The pensioner rebate described above generally covers those in greatest need of support; however, there will still be ratepayers whose financial circumstances for a specific period render them unable to meet their obligations as they fall due.

To address these situations, ratepayers can apply for consideration of extended payment terms, by completing a "Financial Hardship" application form which is available on Council's website.

Options for eligible ratepayers may include:

- a) a short-term deferment for paying their current rates and charges; or
- b) longer term arrangement plans for arrears owed, with current instalments being paid as they become due.

Provided that an approved hardship repayment plan is maintained, Council can consider reducing or waiving interest on overdue rates in accordance with Sections 564 and 567 of the Act.

Financial Hardship because of valuation changes

Section 601 of the Act specifically caters for ratepayers who may suffer financial hardship arising from an increased rate levy due to changes in the valuation of their property.

Ratepayers in this position would also complete the "Financial Hardship Application" form, however, the evaluation of any such application will be considered considering the valuation change and subsequent rate increase.

Estimated Rate Differential and Income 2025/2026

Section 533 of the Act states:

"A rate or charge must be made before 1 August in the year for which the rate or charge is made or before such later date in that year as the Minister may, if the Minister is of the opinion that there are special circumstances, allow."

ESTIMATED RATE DIFFERENTIALS AND INCOME 2025/2026 SCHEDULE No. 2 (a) CALCULATION OF THE 2025/2026 NOTIONAL GENERAL INCOME YIELD. 2025-2026 as at 1 July 2025										
Particulars		No. of Assessments	Notional Land Value	Total Ad Valorem & Base Amounts	Notional General Income					
Farmland Rates		1,039	1,839,181,240	3,801,039.25	3,801,039.12					
Farmland										
Cents in the Dollar	0.0017 92713	1,039	1,839,181,240	3,297,124.12	3,801,039.12					
Base Amount	485.00	1,039		503,915.00						
Percentage of Income from Base Amount				13.26%						
Residential Rates		4,102	508,306,312	4.00	3,975,518.42					
Residential-Non-Urban										
Cents in the Dollar	0.0045 66078	610	179,737,000	820,693.16	997,779.16					
MinimumAmount	637.00	278	20,785,450	177,086.00						
Residential - Deepwater										
Cents in the Dollar	0.0042 02823	8	2,079,000	8,737.67	133,589.67					
MinimumAmount	637.00	196	13,990,900	124,852.00						
Residential - Dundee										
Cents in the Dollar	0.0032 98790	1	215,000	709.24	15,997.24					
MinimumAmount	637.00	24	1,418,800	15,288.00						
Residential - Emmaville										
Cents in the Dollar	0.0047 88438	5	969,000	4,640.00	124,396.00					
MinimumAmount	637.00	188	8,857,210	119,756.00						
Residential - Glencoe										
Cents in the Dollar	0.0014 95801	0	0	0.00	32,487.00					
MinimumAmount	637.00	51	4,494,800	32,487.00						
Residential - Red Range										
Cents in the Dollar	0.0031 49214		0	0.00	26,117.00					
MinimumAmount	637.00	41	2,726,450	26,117.00						
Residential-Wellingrove										
Cents in the Dollar	0.0024 19571	1	280,000	677.48	5,136.48					
MinimumAmount	637.00	7	616,400	4,459.00						
Residential - Glen Innes										

cont. on next page

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Base Date of Land Valuat	tion.			1st July, 2025	
Total - General Rates		5,530	2,403,941,480	8,609,131.37	8,609,131.37
Total Minimum Amounts		1,004	61,232,620	1,143,199.00	
Total Ad Valorem Rates		4,526	2,342,708,860	7,465,932.37	
MinimumAmount	373.00	1	28,000	373.00	
Cents in the Dollar	0.0133 79239	0	0	0.00	373.00
Mine Contain the Dellar	0.0100	0	0	0.00	270.00
Mine Rates		1	28,000	373.00	373.00
MinimumAmount	637.00	22	594,320	14,014.00	
Cents in the Dollar	0.0154 06759	254	36,035,658	555,192.70	569,206.70
Business - Glen Innes					
MinimumAmount	99214 637.00	1	5,000	637.00	
Cents in the Dollar	0.0178	1	38,200	683.75	1,320.75
Business - Wellingrove	637.00	2	4,080	1,2/4.00	
Cents in the Dollar Minimum Amount	0.0248 32374	2	27,800 4,080	690.34 1,274.00	1,964.34
Business - Red Range	0.0040	1	27.000	(00.04	10/404
MinimumAmount	637.00	3	170,700	1,911.00	
Cents in the Dollar	0.0057 94006	Z	287,000	1,062.88	3,5/3.88
Business - Glencoe Cents in the Dollar	0.0057	2	207.000	1,662.88	3,573.88
MinimumAmount	637.00	13	438,790	8,281.00	
Cents in the Dollar	0.0086 61087	1	95,600	828.00	9,109.00
Business - Emmaville	007.00	ū		0.00	
MinimumAmount	47267 637.00	0	0	0.00	
Cents in the Dollar	0.0101	0	0	0.00	0.00
Business - Dundee	037.00	30	1,302,430	17,110.00	
MinimumAmount	40840 637.00	30	1,502,430	19,110.00	2 1,320.32
Business - Deepwater Cents in the Dollar	0.0054	4	904,000	4,918.52	24,028.52
MinimumAmount	637.00	10	199,350	6,370.00	
Cents in the Dollar	0.0134 35939	44	16,123,000	216,627.64	222,997.64
Business - Non-Urban		000	00,120,720	302,2000	552,255,55
Business Rates		388	56,425,928	832,200.84	832,200.83
MinimumAmount	89877 0.00	0	0 ., 10 ., 7 02	0.00	0.00
Cents in the Dollar	0.0109	234	34,454,702	0.00	0.00
Non Rateable	637.00	137	3,377,740	67,207.00	
MinimumAmount	89877 637.00	137	5,399,940	87.269.00	
Cents in the Dollar	0.0109	2,321	232,281,660	2,552,746.87	2,640,015.87

 $^{{}^{*}\}text{Minor variations in income when multiplying the rate in the dollar by the valuation are due to rounding}$

ESTIMATEDRATE DIFFERENTIALS AND INCOME 2025/2026								
SCHEDULE No. 3 TOTAL PERMISSIBLE INCOME FOR 2025/26								
Total Notional General Income - 2024/2025			8,242,967					
Add: 2023/2024 Catch-Up / (Excess) - As per 2023/24 Rating Return			8,242,967 2,098					
			8,245,065					
			0					
Rate Peg 4.40%	x	8,245,065	362,783					
Permissible Income for 2025/2026 before Catch-Up/(Excess)			8,607,848					
Total Permissible General Income - 2025/2026			8,607,848					
Less: Notional General Income Yield - 2025/2026			-8,609,131					
Available Catch-up / (Excess) on and from 1st July, 2026			-1,284					

Other Fees and Charges

Factors Influencing Revenue and Pricing

The following factors may influence Council's proposed pricing of the goods, services and facilities.

Community Service Obligations

Council's community service obligation is a fundamental consideration when determining a pricing policy for community services and facilities. Council's community service obligation is reflected in the proposed pricing structure for the hire and use of services and facilities such as the Town Hall, Community Centres, the Visitors Information Centre, public swimming pools, libraries, parks, gardens, sporting and recreation fields and facilities.

Full Cost Recovery

The principle of full cost recovery is the recovery of all direct and indirect costs involved in the provision of a service.

User-Pays

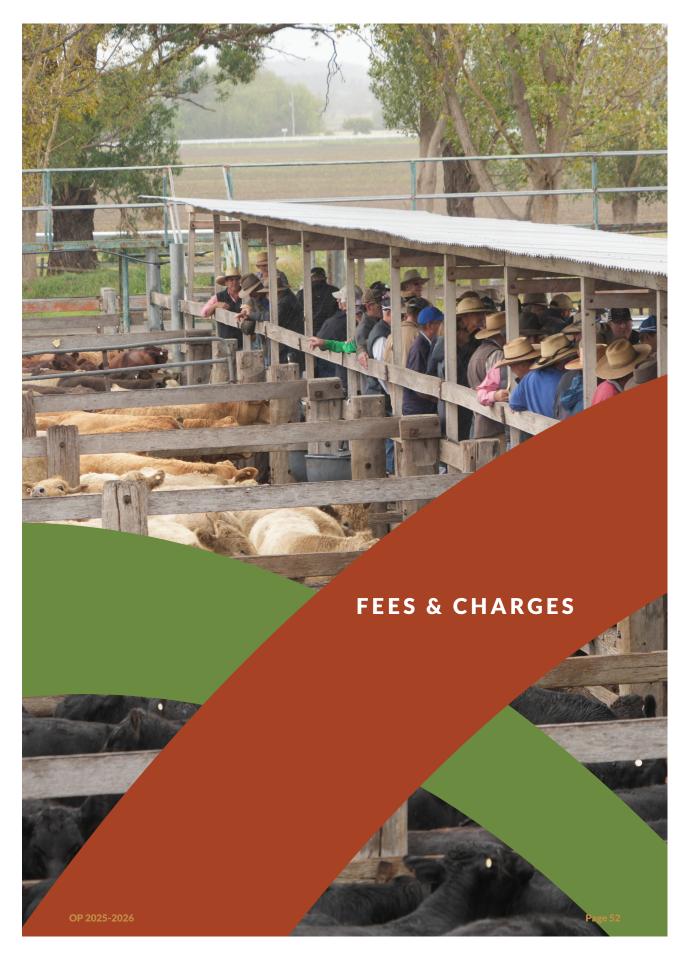
The User-Pays principle involves pricing the provision of goods, services and facilities, which require the user/consumer to pay the actual cost of the service provided. Full, partial or zero cost recovery describes how the aggregate level of revenue derived from a service relates to its fully absorbed or 'true cost'.

The pricing policy applied to a particular service is guided by Council's motivation for being involved in the service. The following table notes each circumstance by which Council is involved in a service and describes the policy principle or basis.

The table below provides a legend of the motive and pricing principle relating to the Other Fees and Charges listed in the following pages:

Pricing Principle and Motive Legend:

Code	Motive	Pricing Principal
А	Public Goods and the Exclusion Principle	Council services may be provided free of charge in those circumstances where it is impossible or impractical to exclude users who for various reasons do not have the ability to pay.
В	Legislation or Regulations	Include fees and charges which are set by external bodies through legislation or regulations.
С	Subsidised Goods and Services	Fees may be discounted to a level below the cost of a service if full cost recovery would prevent or discourage its consumption and the service is regarded as having merit to the welfare and well-being of the community (hence creating a community service obligation); provided the cost of the discount does not exceed the estimated benefit.
D	User-Pays/Full Cost Recovery/Natural Monopoly	The User-Pays principle involves pricing the provision of goods, services and facilities, which require the user/consumer to pay the actual cost of the service provided. This cost may be estimated or calculated to ensure that the aggregate level of revenue derived from a service relates to its fully absorbed or 'true cost'. Further, where Council has a monopoly over the production of a good or service, prices should be set at a level to fully recover costs unless there are explicit community service obligations or equity objectives.
E	Set by Agreement	The setting of prices by agreement will affect agreements such as leases, licenses and any other agreements to occupy or use Council facilities. Generally, these agreements will specify that prices increase by the Consumer Price Index on an annual basis



Name	Year 24/25	Year 25/26			Pricing
	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		Timespie

GLEN INNES SEVERN COUNCIL HIGHLANDS HUB CO-WORKING

HOT-DESKS

Hot-desks / day	\$17.00	\$17.60	3.53%	Υ	С
Fee includes utilising all common areas as community/h	notdesking areas				

DEDICATED WORK-DESKS

OFFICE

Office - Daily Rate	\$37.00	\$39.00	5.41%	Υ	С
Office - Hourly Rate	\$17.00	\$17.60	3.53%	Υ	
Office - Weekly Rate	\$161.00	\$166.00	3.11%	Υ	С

MEETING ROOM

Meeting Room (6-8 people)/hour	\$11.00	\$11.40	3.64%	Υ	С
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BOARDROOM

Boardroom (14 people)/day	\$113.00	\$117.00	3.54%	Υ	С
Boardroom (14 people)/hour	\$28.00	\$29.00	3.57%	Υ	С

Free

TRAINING ROOM

Training Room - Council Staff meetings with External

Stakeholders						
Does not include events and is subject to availability with priority given to paying customers.						
Training Room (20-40 people)/day - Community	\$227.00	\$234.00	3.08%	Υ	С	
Training Room (20-40 people)/day - Gov & Enterprise	\$369.00	\$381.00	3.25%	Υ	С	
Training Room (20-40 people)/hour - Community	\$37.00	\$39.00	5.41%	Υ		
Training Room (20-40 people)/hour - Gov & Enterprise	\$56.00	\$58.00	3.57%	Υ		

COMMUNITY AREA

Community Area (afterhours only) (10-40 people)/hour	\$53.00	\$55.00	3.77%	Y	С
Community Area Day Pass	\$11.00	\$11.00	0.00%	Υ	С

LUNCH & LEARN

SERVICES

Highlands Hub - Printing and Laminating	Black & White \$0.00605 per page & Colour \$0.0605 per page	Y
	Last year fee Black & White \$0.02 & Colour \$0.05	

PACKAGES

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		THICIPIC

CORPORATE AND GOVERNANCE INCOME

INTEREST AND OVERDUE ACCOUNT CHARGES

Interest on Outstanding Rate, Water & Debtor Accounts			10.50%	N	В
Overdue Account Contact Fee	\$19.00	\$20.00	5.26%	N	С

RECOVERY OF OUTSTANDING ACCOUNTS

Debt recovery - Legal action	At cost incurred	N	С				
Legal costs incurred in the recovery of outstanding rates and charges							
Early Stage Intervention for defaulting ratepayers (pre legal action)	At cost incurred	N	С				
Includes costs associated with Ealry Stage Intervention (pre legal action) ie. visit, mediation, financial counselling							

DEED PREPARATION AND CERTIFICATE FEES

Section 603 Certificates (Outstanding Rates & Charges)	\$100.00	\$100.00	0.00%	N	В
Section 603 Urgency Fee	\$172.00	\$172.00	0.00%	N	D

PROPERTY ENQUIRIES

Property Enquiries – Verbal			Free	N	Α
Property Enquiries – Written	\$55.00	\$57.00	3.64%	N	С

DISHONOUR ADMINISTRATION FEE

Dishonour Cheque Fee	\$36.00	\$38.00	5.56%	N	D
Admin Charge (Staff) re Road Toll follow up	\$56.00	\$58.00	3.57%	N	D

PHOTOCOPYING (BLACK AND WHITE)

A4 (single sided) Black & White	\$1.10	\$1.15	4.55%	Υ	D
A4 (double sided) Black & White	\$1.10	\$1.15	4.55%	Υ	D
A3 (single sided) Black & White	\$2.20	\$2.30	4.55%	Υ	D
A3 (double sided) Black & White	\$2.20	\$2.30	4.55%	Υ	D

PHOTOCOPYING (COLOUR)

A4 (single sided) Colour	\$2.20	\$2.30	4.55%	Υ	D
A4 (double sided) Colour	\$2.20	\$2.30	4.55%	Y	D
A3 (single sided) Colour	\$4.40	\$4.60	4.55%	Υ	D
A3 (double sided) Colour	\$4.40	\$4.60	4.55%	Y	D

LAMINATING

Card	\$1.10	\$1.15	4.55%	Υ	D
A4 – per page	\$4.40	\$4.60	4.55%	Y	D
A3 – per page	\$6.60	\$6.80	3.03%	Υ	D
Large Quantities (sales exceeding 20)		By Quotation			D

PERMANENT ROAD CLOSURE APPLICATION

Permanent Road Closure Application Administration Fee – Non Refundable

	Year 24/25	Year 25/26			
Name	Fee (incl. GST)	Fee (incl. GST)	Increase %	GST	Pricing Principle
RATING INFORMATION					
Extracts of valuation	\$66.00	\$68.00	3.03%	N	D
Other enquiries of rating staff – per hour – First 15 Minutes Free	\$67.00	\$70.00	4.48%	N	D
Copy of Rates & Water Notices	\$15.00	\$15.60	4.00%	N	D
Copy of Rates & Water Notices and receipts	\$26.00	\$27.00	3.85%	N	D
Refund Processing Fee	\$26.00	\$27.00	3.85%	N	D
Will include GST if overpayment included GST					
GOVERNMENT INFORMATION PU	JBLIC ACC	SESS ACT	0.00%	N	В
Application Fee	\$30.00	\$30.00	0.00%	N N	В
Processing Fee – per hour	\$40.00	\$40.00	0.00%	N N	В
Review Fee (internal)	\$40.00	\$40.00			С
Holder of a Commonwealth Health Benefit Card is entitled to half fees and charges			Half fee	N	C
Work involved in dealing with an application			By Quotation	N	Α

Ν

External costs plus 20%

D

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		Timespie

COMPANION ANIMAL REGISTRATION

LIFETIME REGISTRATION - DOG

Legislation N
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LIFETIME REGISTRATION - CAT

Registration (by 12 weeks)	As per Legislation	N
Registration (Sold by Pound/Shelter)	As per Legislation	N
Registration (Eligible Pensioner)	As per Legislation	N
Registration (Recognised Breeder)	As per Legislation	N
Registration - Desexing Not Recommended	As per Legislation	N
Registration - Desexing Not Recommended (Eligible Pensioner)	As per Legislation	N
Late Fee	As per Legislation	N
Additional Fee	As per Legislation	N
Undersexed Cat (by 4 months of age)	As per Legislation	N

LIFETIME REGISTRATION ANNUAL PERMIT



STOCK IMPOUNDING CHARGES

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		Timopic

VEHICLE IMPOUNDING

IMPOUNDING FEES

Transporting other articles to pound (cars, trolleys etc) - Cost recovery and administration	\$55 plus Actual Cost			N	D
		Actual co			
Impounding Fee – Per vehicle	\$172.00	\$180.00	4.65%	N	D
Impounding holding Fee (maximum two weeks) – Per vehicle/day	\$71.00	\$25.00	-64.79%	N	D

VEHICLE NOTIFICATION FEE

Advertising Costs - Cost recovery and administration	\$55 plus Actual Cost	N	D
	Last year fee Advertising cost = recovery of actual costs.		

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricing Principle
RANGER CHARGES					
STOCK IMPOUNDING CHARGES					
Large Sized Animals – per head/day	\$29.00	\$30.00	3.45%	N	D
Small Sized Animals – per head/day	\$14.00	\$15.00	7.14%	N	D
Medium Sized Animals – per head/day	\$28.00	\$25.00	-10.71%	N	D
TRANSPORT OF ANIMALS TO PO	UND				
Cartage - cost recovery and admin fees		\$55.00 pl	us Actual Cost	N	D
Walking of animals to pound / muster stray stock	\$55	5.00 plus (staff h	nourly rate x 2)	N	D
	\$40.0	00 plus (staff ho	Last year fee urly rate x 1.5)		
SUSTENANCE FOR IMPOUNDED	STOCK				
Per head per day		\$55 p	lus actual cost	N	D
OTHER CHARGES					
General after-hours callout fee		Staff H	ourly Hours x2	N	
Veterinary costs - Cost recovery and administration	Vet fees plus ((staff hourly rate	e x 2) - per call out	N	D
	Actual cos	st (including vet			
STOCK NOTIFICATION FEE					
By post	\$18.50	\$19.50	5.41%	N	D
By messenger	\$20.00 (plus	additional 88c/l outsi	de town limits)	N	D
		\$1	Last year fee 5.50 = 95c/km		
Advertising Costs - Cost recovery and administration		\$55 pl	us Actual Cost	N	D

ANIMAL POUND CHARGES

First seizure/release of animal	\$78.00	\$80.00	2.56%	N	D
Repeat seizures/releases (within 12 month period)	\$128.00	\$130.00	1.56%	N	D
Surrender Fee (per dog/litter under 3 months old)	\$75.00	\$75.00	0.00%	N	
Sustenance fee (including boarding) – per day – including day impounded and day released	\$32.00	\$35.00	9.38%	N	D
Out of Hours release fee (additional costs may apply)		Staff F \$120.0	N	D	
Holding Fee - Rehoming & Welfare Organisations Only			N		

Last year fee \$37.50 + actual cost

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricing Principle
SUNDRY ANIMAL CHARGES					
Microchip fee	\$60.00	\$45.00	-25.00%	Υ	D
Hire of Barking Dog Collar and Animal Trap Hire (Refundable Deposit)	\$50.00	\$50.00	0.00%	Y	С
Cost of Barking Dog Collar if not returned or damaged when hired	\$270.00	\$270.00	0.00%	Y	С
Compliance Certificate – Dangerous/Restricted Dog Enclosure	\$167.00	\$173.00	3.59%	N	D
Collar and Sign Package – Dangerous/Restricted Dog	\$183.80	\$190.00	3.37%	Y	D
CCTV CHARGES					
Hire of surveillance (CCTV) camera trailer	\$160	per week or	Υ	D	
CCTV Cameras / Trail Cameras - Install / Maintenance / Monitor			Y		
CCTV Cameras / Trail Cameras - Hire			Υ		
CCTV Cameras / Trail Cameras - Replacement (Damaged / Lost / etc)			\$400 / device	Y	

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		Timospic

ENVIRONMENTAL CHARGES

WATER ANALYSIS

1 litre Plastic Sample Bottle Charge (per bottle)	\$8.80	\$11.00	25.00%	Υ	
Bacteriological Water Sample Container (per container)	\$5.50	\$8.00	45.45%	Y	
Courier Charge	Actual C	Cost + Administra	Y		
Sampling by Officer Charge	\$33.00	\$45.00	36.36%	Υ	
General Water Analysis			By Quotation	Υ	D
Swimming Pool Water Analysis			By Quotation	Υ	D
Laboratory Analysis			By Quotation	Υ	E

ADMINISTRATION FEES

Prevention Notice/Noise Control/Clean-up (other) issued under sections 91 & 96 of POEO Act – Clause 151 of Regs	\$593.00	\$821.00	38.45%	N	В
Clean Up Notice issued under section 91 of the POEO Act – Clause 151 of Regs	\$593.00	\$267.00	-54.97%	N	В

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		1 morpie

LOCAL APPROVALS

FEES AND CHARGES

applicable inspections required)
Water Supply Inspection

Sewer/Drainage Line Inspection

Internal Rough-In Inspection

INSTALL A MANUFACTURED HOME, MOVEABLE DWELLING & ASSOCIATED STRUCTURE

Application to install and Certificate of Completion (includes 1x inspection) - Additional inspections may be required	\$410.00	\$600.00	46.34%	N	D			
Install solid fuel heating device (where not exempt under local approvals policy)	\$195.00	\$150.00	-23.08%	N	D			
WATER, SEWER AND STORMWATER								
Approval to carry out water supply, sewerage and/or storm water drainage works (additional fees for	\$520.00	\$100.00	-80.77%	N	D			

\$0.00

\$0.00

\$0.00

\$150.00

\$150.00

\$150.00

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ONSITE	SEWAGE	MANAGEMENT	(OSSM)

Approval to install, construct or alter an on-site sewerage system (additional fees for applicable inspections required)	\$360.00	\$100.00	-72.22%	N	D
Tank Installation/Modification Inspection	\$0.00	\$150.00	∞	N	
Effluent Disposal Drainage System	\$0.00	\$150.00	∞	N	
Change of OSSM system ownership (>3 months from date of sale)	\$0.00	\$60.00	00	N	
Approval To Operate an Onsite Sewerage Management System Fee (Charged on Rates Notice [1 year or 5 year approval])	\$105.00	\$105.00	0.00%	N	D
Onsite Sewerage Management System Administration and Inspection Fee	\$150.00	\$205.00	36.67%	N	D

OPERATE A CARAVAN PARK

Operate a Caravan Park*	\$200.00	\$200.00	0.00%	N	D
* Additional Fee per site	\$5.00	\$5.00	0.00%	N	

UNDERTAKE AN ACTIVITY OR FESTIVAL

Install or operate amusement device (under 14 rpm exempt) (Includes 1 x Inspection)	\$250.00	\$250.00	0.00%	N	D
Use of a Standing Vehicle or any Article for the purpose of selling any article in a public place (a permit may also be required under section 138 of the Roads Acts)	\$105.00	\$100.00	-4.76%	N	D
Small Scale Activity with multiple approvals required - with a max of 10 stalls (e.g. a Fete or Market)	\$100.00	\$100.00	0.00%	N	D
Large Scale Activity with multiple approvals required - with 10 or more stalls (e.g. a Festival or Local Show)	\$250.00	\$250.00	0.00%	N	D

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		Timespie

RELATED FEES AND CHARGES

Miscellaneous Approvals			N	D	
ADDITIONAL Urgency Fee for Section 68 Applications (if application lodged within 10 days of the proposed event/undertaking)	\$100.00	\$100.00	0.00%	N	D
Modification of Existing Approval		50%	of original fee	N	D

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		Timespie

PUBLIC HEALTH

FOOD OUTLET INSPECTIONS & EXEMPTIONS

First Inspection	\$150.00	\$200.00	33.33%	N	D
Subsequent Inspection	\$100.00	\$100.00	0.00%	N	D
Administration Fee for Not-for-Profit Organisations			No Charge	N	Α
Inspection – if satisfactory (0 Point Score)			No Charge	N	С
Temporary Food Outlet Inspection (Out of Area vendors ONLY)	\$0.00	\$30.00	∞	N	
Improvement Notice under Food Act 2003	\$0.00	\$330.00	∞	N	
Pre-Purchase Inspection Report	\$0.00	\$400.00	∞	N	
General Enquiry and Written Report	\$0.00	\$200.00	∞	N	

FOOD OUTLET ADMINISTRATION - UP TO 5 FOOD HANDLERS

Low Risk (1-5 Point Score)	\$0.00	\$150.00	∞	N	
Medium Risk (6-10 Point Score)	\$0.00	\$200.00	∞	N	
High Risk (11-14 Point Score)	\$0.00	\$250.00	∞	N	
Failed Inspection (15+ Point Score or any critical 8 point food safety failure)	\$0.00	\$300.00	∞	N	

FOOD OUTLET ADMINISTRATION - 6 TO 49 FOOD HANDLERS

Low Risk (1-5 Point Score)	\$0.00	\$200.00	∞	N	
Medium Risk (6-10 Point Score)	\$0.00	\$400.00	∞	N	
High Risk (11-14 Point Score)	\$0.00	\$600.00	∞	N	
Failed Inspection (15+ Point Score or any critical 8 point food safety failure)	\$0.00	\$800.00	∞	N	

FOOD OUTLET ADMINISTRATION - 50+ FOOD HANDLERS

Low Risk (1-3 Point Score)	\$0.00	\$700.00	∞	N	
Medium Risk (4-8 Point Score)	\$0.00	\$1,100.00	∞	N	
High Risk (9-14 Point Score)	\$0.00	\$2,300.00	00	N	
Failed Inspection (15+ Point Score or any critical 8 point food safety failure)	\$0.00	\$3,500.00	∞	N	

OTHER OUTLETS

Hairdresser/Beauty Salon/Skin Penetration Premises Inspection	\$150.00	\$150.00	0.00%	N	D
Registration of Skin Penetration Premises	\$120.00	\$100.00	-16.67%	N	D



OUTSTANDING ORDERS & NOTICES

ENVIRONMENTAL PLANNING & ASSESSMENT CERTIFICATE

NOTICES AND ORDERS

Certificate as to outstanding Notices and Orders issued under the Local Government Act (section 735A)	\$95.00	\$155.00	63.16%	N	А				
Please Note: Related to any outstanding notice, order, direction or demand but only to those matters issued under the Local Government Act. It specifically excludes those outstanding.									
Urgency Fee	\$90.00	\$110.00	22.22%	N	В				

NOXIOUS WEEDS



WASTE MANAGEMENT CONTROL

DISPOSAL OF WASTE MATERIALS

When visiting Glen Innes Severn Council waste and recovery disposal facilities please be aware of the following:

- Disposal charges are determined by the operator.
- · All domestic and commercial customers are encouraged to separate material prior to attending a site.
- · Follow the direction of facility staff when on site, as material relocation charges may apply.
- Free E-waste disposal is for domestic customers and consists of TV's, computers, printers, monitors, keyboards, mice, modems (whole items only).
- All soil, construction and demolition material to be disposed of at Glen Innes Waste & Recovery Facility only.
- A charge for solar panels, tyres and mattress (innerspring) disposal applies for all customers (domestic and commercial) and is applicable on all sizes. This is in addition to the waste material load brought to the facility. Disposal at the Glen Innes Waste & Recovery Facility.
- · Household chemicals are only accepted in domestic quantities at Glen Innes Waste & Recovery Facility.
- Domestic customers may dispose of one (1) item each of "white goods" (refrigerators, freezers, air conditioner) per visit. Additional fees will be applicable for extra items.
- drumMuster: de-capped and triple rinsed containers with drumMUSTER logo can be accepted at Glen Innes Waste & Recovery Facility.
- The minimum disposal charge for domestic and commercial waste is \$5 at Glen Innes Waste & Recovery Facility.

cont@@@25ne2@26ge ...

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		Timospic

DISPOSAL OF WASTE MATERIALS [continued]

Community Recycling Centre (CRC) mater	Year 25/	26 Fee (incl. GST)	Pricing Policy	GST	
Cardboard - clean	Cardboard - clean			F	Y
Recycling - paper, glass bottles, jars & cans (quantities only)	Recycling - paper, glass bottles, jars & cans (domestic guantities only)		Nil	F	Υ
Batteries			Nil	F	Y
Mobile phones			Nil	F	Y
Fluorescent lights			Nil	F	Y
Gas bottles			Nil	F	Y
Household paint			Nil	F	Y
Smoke detectors			Nil	F	Y
Fire extinguishers			Nil	F	Y
e-waste			Nil	F	Y
Oil - used (up to 40 litres)			Nil	F	Y
Metal	Nil		F	Y	
Minimum charge for all waste disposal (Glen Innes Waste and Recovery Facility only)	\$0.00	\$5.00	00	Y	
Small Lounge (Glen Innes Waste & Recovery Facility Only)	\$12.27	\$13.00	5.95%	Y	А
Large Lounge (Glen Innes Waste & Recovery Facility Only)	\$24.00	\$26.00	8.33%	Υ	А
Single Mattress incl. Base (Glen Innes Waste & Recovery Facility Only)	\$46.00	\$35.00	-23.91%	Y	А
Large Mattress incl. Base (Glen Innes Waste & Recovery Facility Only)	\$46.00	\$45.00	-2.17%	Y	А
Public Events waste services - by quotation	and/or red	the first 240 litre cycling bin and \$ fices per event of Fees includes w	Y	Α	
Sorted Domestic Waste (Recyclables separated minimum of 50% recycling required, not including green waste)			Y	Α	
Unsorted Waste up to 200 kg		\$8 \$ Min. Fee exc	Y	А	
Unsorted Waste over 200 kg		\$16 Min. Fee exc	Y	А	
Green Waste up to 200 kg	\$15.33	\$15.00	-2.15%	Y	А

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		Timolpic

DISPOSAL OF WASTE MATERIALS [continued]

	-				
Green Waste over 200kg		\$5	4.60 per tonne Last year fee \$52.00/tonne	Y	С
		Min. Fee exc	I. GST: \$49.09		
Soil - clean/uncontaminated (For commercial or large quantities soil testing may be required to confirm clean fill status. Contact Council 6730 2340 prior to delivery for large quantities)	Free (soil tes	sting to confirm o	Free Last year fee clean fill status ay be required)	Y	А
White goods - refrigerators or freezers or air- conditioning units - one item per visit. Additional items will be charged			Free	Υ	А
White goods - additional item (more than 1)	\$0.00	\$15.00	00	Υ	
Dead animal - small (cats, dogs, possums) in addition to waste load	\$0.00	\$19.00	00	Y	
Dead animals - medium (dogs, sheep, calves, pigs) in addition to waste load	\$0.00	\$38.00	∞	Y	
Charity Waste - Local		\$6 \$64.	Y	D	
Asbestos Waste up to 100 kg (Glen Innes Waste & Recovery Facility Only)	\$0.00	\$50.00	∞	Υ	
Asbestos Waste over 100 kg (Glen Innes Waste & Recovery Facility Only) For quantities over 10m2 or 100kg removal and disposal of any quantity of asbestos requires a Class A or B asbestos removalist	\$0.00	\$160.00	œ	Y	
Asbestos Waste Disposal Bag (Disposal charge is additional)	\$33.00	\$15.00	-54.55%	Y	С
Builders Rubble / unsorted construction material		\$25	Y	С	
Brick, tile and concrete - clean (No ceramic glazed tiles)	\$0.00	\$65.00	\$46.00/tonne	Υ	
Drillers Waste – per tonne	\$86.00	\$90.30	5.00%	Υ	С
Non-compactible waste (e.g. wire, rainwater tanks, railway sleepers, power poles, steel structures, concrete slabs) per tonne	\$0.00	\$350.00	00	Y	
Miscellaneous waste disposal		Price	on application	Υ	
Solar panels (all sizes) per tonne. In addition to any waste load. (Glen Innes Waste & Recovery Facility Only)	\$0.00	\$160.00	ω	Y	

DISPOSAL OF TYRES (GLEN INNES WASTE & RECOVERY FACILITY ONLY)

Tyre - small (motorcycle, small car)	\$10.20	\$10.71	5.00%	Υ	С
Tyre and rim - small (motorcycle, small car)	\$0.00	\$21.42	∞	Υ	
Tyre - medium (4x4, ute, large car, light truck, rubber tracks)	\$0.00	\$46.20	∞	Υ	
Tyre and rim - medium (4x4, ute, large car, light truck)	\$0.00	\$23.10	∞	Y	
Tyre - large (heavy truck, super single tractor)	\$180.00	\$130.00	-27.78%	Υ	С

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	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		Timospic

DISPOSAL OF TYRES (GLEN INNES WASTE & RECOVERY FACILITY ONLY) [continued]

Tyre and rim - large (heavy truck, super single	\$0.00	\$260.00	∞	Υ	
tractor)					

WASTE SUNDRY ITEMS

Outside of Glen Innes Severn Local Government Area waste disposal	Additional waste charge of 300% on gate fee with GST	Y	D
	Last year fee By Quotation		

OTHER SALES

Out of Hours Operation Fee	\$500.00 opening fee plus staff costs per hour x 2 (additional fees may be charged)	Y	
	Last year fee At cost		

DOMESTIC WASTE MANAGEMENT

Section 496 of the Act requires Council to recover the full cost of providing the Domestic Waste Management Service:

(1) A council must make and levy an annual charge for the provision of domestic waste management services for each parcel of rateable land for which the service is available.

Every dwelling in a strata lot or company titled unit is to be taken as a separate parcel and levied a separate DWMC [Section 518A].

Similarly, the form of a charge may be expressed as the number of individual units or dwellings forming part of that assessment [Section 540]. For example, a block of units with 10 residential premises (flats, bedsits etc.) may be owned by one ratepayer subject to a single rates assessment, but the DWMC charge would be for 10 dwellings, that is 10 DWMC's.

Council retains the right to determine the most suitable means of providing the service particularly in terms of the bin size and type and frequency of collection to suit properties and localities mindful of efficiencies and practicalities.

For Glencoe and vicinity, the 240-litre fortnightly recycling service is substituted with a 360-litre monthly recycling service.

New 240 litre bins will only be sold for recycling or domestic garbage with prior Council approval and payment of any additional service charges.

Waste Management Facility Charge (all rateable properties) to assist in covering the cost of Council's waste management facilities and other environmental initiatives	\$84.00	\$168.00	100.00%	N	
Standard – one (1) 140 litre waste and one (1) 240 litre recycling bin per assessment	\$378.00	\$473.00	25.13%	N	
Additional standard waste service per assessment	\$192.00	\$240.00	25.00%	N	
Large – one (1) 240 litre waste and one (1) 240 litre recycling bin per assessment	\$517.00	\$647.00	25.15%	N	

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Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricing Principle
DOMESTIC WASTE MANAGEMEN	T [continue	d]			
Additional Large Service per Assessment	\$279.00	\$349.00	25.09%	N	
Vacant Land within Scavenging Area	\$169.00	\$338.00	100.00%	N	
New 140 litre Bin (including GST)	\$110.00	\$116.00	5.45%	Υ	
New 240 litre Bin (including GST)	\$110.00	\$116.00	5.45%	Y	
New 360 litre Bin (including GST)	\$174.00	\$183.00	5.17%	Υ	
Delivery – New Bin (including GST)		Nil - included in	N		
Bin Exchange (to swap bin sizes, bin must be tidy and fully functional)	\$61.00	\$64.00	4.92%	N	



RENTALS, LEASES AND ANNUAL FEES

COMMERCIAL LEASES

Service Station, Cnr Church and Bourke Streets, Glen Innes	As per lease (CPI).	Y	Е
All other leases	As per lease (CPI).	Υ	Е

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		Timopic

TOWN PLANNING

DEVELOPMENT APPLICATIONS

Dwelling House Estimated Cost Less than or equal to \$100,000 (Cl 247)	\$500.00	\$500.00	0.00%	N	В
Dwelling House Estimated Cost \$100,000 - \$250,000	\$1,000.00 (or	us an additional s part of \$1,000.00 nen cost exceed) of estimated	N	
Dwelling House Estimated Cost more than \$250,000	\$1,000.00 (or	us an additional s part of \$1,000.00 t when cost exce) of estimated	N	
Development NOT INVOLVING the erection of a building, carrying out of a work, subdivision of land or demolition of a building or work (CI 250)	\$321.00	\$331.00	3.12%	N	В
Up to \$5,000	\$125.00	\$129.00	3.20%	N	В
\$5,001 to \$50,000		us an additional s rt of \$1,000) of e		N	В
\$50,001 to \$250,000		us an additional s part of \$1,000.00 cost when exc) of estimated	N	В
\$250,001 to \$500,000		us an additional spart of \$1,000.00 cost when exce	N	В	
\$500,001 to \$1,000,000		us an additional s part of \$1,000.00 cost when exce	N	В	
\$1,000,001 to \$10,000,000	\$1,000.00 (or c \$2,939.00 plu \$1,000.00 (or	us an additional spart of \$1,000.00 ost when exceed us an additional spart of \$1,000.00 ost when exceed	N	В	
More than \$10,000,000	\$1,000.00 (or	us an additional s part of \$1,000.00 st when exceeds	N	В	
Planning Reform Fees - works less than \$50,000			Nil	N	
Planning Reform Fees - works above \$50,000	(collected o	00.00 for entire on behalf of NSW per \$1,000.00 an behalf of NSW	N		
Integrated Development Fee (per approval body)		\$400 per	approval body	N	
Integrated Development Administration Fee		\$160 pe	r development	N	
Concurrence Authority Fee		\$432 per	approval body	N	
Concurrence Authority Administration Fee		\$120 pe	r development	N	

REFUND OF FEES - DEVELOPMENT APPLICATION

Application withdrawn prior to assessment	90% of DA fee paid refunded	N	В
Application withdrawn after assessment and prior to determination of DA	30% of DA fee paid refunded	N	В

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricing Principle
REFUND OF FEES – CONSTRUCT	ΓΙΟΝ CER	ΓΙΓΙCATE			
Application withdrawn prior to determination of DA		100% of CC fee	paid refunded	Υ	В
Application withdrawn after assessment and prior to determination of CC	20% of	application fees i	and refund all nspection fees	Y	В
MODIFICATION OF CONSENT (CL	AUSE 258	3)			
Amendment to DA s.4(55) – Minimal environmental impact (Clause 1)	\$794.00 or 50	% of the original	is the lesser	N	В
	\$724.00 or 50	% of the original	Last year fee DA whichever is the lesser		
MAJOR AMENDMENT TO DEVELO	OPMENT A	APPLICAT	ION S.4(5	5)	
Major Amendment up to \$5,000	\$62.00	\$64.00	3.23%	N	В
Major Amendment \$5,001 to \$250,000		us an additional 00 (or part of \$1		N	В
Major Amendment \$250,001 to \$500,000	\$1,000.00	us an additional (or part of \$1,00 mated cost exce	0.00) by which	N	В
Major Amendment \$500,001 to \$1,000,000	\$1,000.00	us an additional (or part of \$1,00 mated cost exce	0.00) by which	N	В
Major Amendment \$1,000,001 to \$10,000,000	\$1,000.00	us an additional (or part of \$1,00 ated cost excee	0.00) by which	N	В
Major Amendment over \$10,000,000	\$1,000.00	us an additional (or part of \$1,00 ted cost exceeds	0.00) by which	N	В
SECTION 10.7 PLANNING CERTIF	CATION	(FORMER	LY S149)		
Minimum Certificate pursuant to section 10.7 (2) of the Environmental Planning & Assessment Act 1979	\$57.00	\$69.00	21.05%	N	В
Additional Fee for urgent provision of section 10.7 (2) Certificate	\$137.00	\$190.00	38.69%	N	В
Additional information provided pursuant to section 10.7 (5) of the Environmental Planning & Assessment Act 1979	\$86.00	\$100.00	16.28%	N	В
Copy of Drainage Diagram or Approval to Operate	\$62.00	\$62.00	0.00%	N	D
Additional Fee for urgent provision of section 10.7 (5) Certificate	\$137.00	\$190.00	38.69%	N	В
REVIEW OF DEVELOPMENT CON	ISENT				
Dwelling House Estimated Cost Less than or equal to \$100,000 (CI 257)	\$213.00	\$220.00	3.29%	N	В
Dwelling House Estimated Cost \$100,000 - \$250,000	\$1,000.00 (or	us an additional part of \$1,000.00 It when cost exce	0) of estimated	N	
Durallina Haves Fetimental Cost many than \$250,000	фсооI		¢1 00 for ooole	N.	

\$600 plus an additional \$1.82 for each \$1,000.00 (or part of \$1,000.00) of estimated cost when cost exceeds \$250,000

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Dwelling House Estimated Cost more than \$250,000

Ν

Name	Year 24/25	Year 25/26			Pricing
	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		1 morpie

REVIEW OF DEVELOPMENT CONSENT [continued]

	ment NOT INVOLVING the erection of a 50% of the fee for the original DA						
Development NOT INVOLVING the erection of a building, the carrying out of a work or demolition of a work or building (Cl 257)	500	% of the fee for t	N	В			
Up to \$5,000	\$62.00	\$64.00	3.23%	N	В		
\$5,001 to \$250,000		us an additional 00 (or part of \$1 6		N	В		
\$250,001 to \$500,000	\$1,000.	us an additional 00 (or part of \$1 imated cost exc	,000.00) of the	N	В		
\$500,001 to \$1,000,000	\$1,000.	us an additional 00 (or part of \$1 mated cost exce	N	В			
\$1,000,001 to \$10,000,000	\$1,000.	us an additional 00 (or part of \$1 ated cost excee	N	В			
More than \$10,000,000	\$1,000.	us an additional 00 (or part of \$1 ed cost exceeds	N	В			
Planning Reform Fees - works less than \$50,000			N				
Planning Reform Fees - works above \$50,000		per \$1,000.00 a n behalf of NSV	N				
Integrated Development Fee (per approval body)		\$400 per	N				
Integrated Development Administration Fee		\$160 pe	N				
Concurrence Authority Fee		\$432 per	N				
Concurrence Authority Administration Fee		\$120 pe	er development	N			

SUBDIVISION FEES

Subdivision Works Certificate (per Lot)	\$325.00	\$325.00	0.00%	N	
New Road		0 plus \$65.00 pe	N	В	
No New Road (Min \$330.00)		0 plus \$53.00 pe 0 plus \$53.00 pe	Last year fee	N	В
Strata		0 plus \$65.00 pe 0 plus \$65.00 pe	N	В	
Subdivision Certificate/Linen release fee	\$225.00	\$250.00	11.11%	N	D

DEVELOPER CONTRIBUTIONS

s. 7.12 (Previously 94A) – where the estimated cost of the development is between \$100,001 and \$200,000 (in accordance with Council's policy)		0.5% of dev	N	D	
s. 7.12 – where the estimated cost of the development is in excess of \$200,000 (in accordance with Council's policy)	1.0% of development cost			N	D
Advertising Fee (per application)	\$320.00	\$320.00	0.00%	N	В
Neighbour Notification Fee	\$80.00	\$120.00	50.00%	N	D

Name	Year 24/25	Year 25/26		GST	Pricing
name	Fee (incl. GST)	Fee (incl. GST)	Increase %	GSI	Principle
DEVELOPER CONTRIBUTIONS [c	continued]				
Designated development (advertising fee) (Clause 252 (1) (a))	\$2,200.00	\$2,200.00	0.00%	N	В
Prohibited development (advertising fee) (Clause 252 (1) (c))	\$1,105.00	\$1,215.50	10.00%	N	В
ARCHIVE SEARCH/PLANNING AD	VICE				
Planning advice / enquiry written response 0-2 hours			\$140 per lot	N	
Planning advice / enquiry written response 2-5 hours			\$280 per lot	N	
Planning advice / enquiry written response 5-7 hours			\$420 per lot	N	
Planning advice / enquiry written response 7+ hours	Hourly rate	e of \$70 with pre	e-agreed upper limit	N	
Establishment of Dwelling Entitlement			\$320 per lot	N	
PLANNING PROPOSALS MINOR PLANNING PROPOSALS					
LEP Amendment - lodgement	\$1,900.00	\$1,900.00	0.00%	N	
LEP Amendment - gateway	\$3,600.00	\$3,600.00	0.00%	N	
LEP Amendment - exhibition	\$1,900.00	\$1,900.00	0.00%	N	
MAJOR PLANNING PROPOSALS					
LEP Amendment - lodgement	\$3,500.00	\$3,500.00	0.00%	N	
LEP Amendment - gateway	\$7,400.00	\$7,400.00	0.00%	N	
LEP Amendment - exhibition	\$3,500.00	\$3,500.00	0.00%	N	
COMPLEX PLANNING PROPOSALS					
LEP Amendment - lodgement	\$5,400.00	\$5,400.00	0.00%	N	
LEP Amendment - gateway	\$11,000.00	\$11,000.00	0.00%	N	
LEP Amendment - exhibition	\$5,400.00	\$5,400.00	0.00%	N	
DEVELOPMENT CONTROL PLANS	5				
Preparation of Development Control Plans	\$5,400.00	\$5,562.00	3.00%	N	

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricing Principle
CEMETERY					
BURIAL					
Plot (each)	\$612.00	\$574.00	-6.21%	N	D
Burial – Normal Working Days	\$827.00	\$869.00	5.08%	Υ	D
Burial – Saturdays	\$1,235.00	\$1,300.00	5.26%	Υ	D
Children's Section (under 1.1m) Under 5	\$293.00	\$308.00	5.12%	Υ	D
Reception of Ashes for Burial	\$225.00	\$237.00	5.33%	Υ	D
Re-opening, closing vault	\$205.00	\$212.00	3.41%	Υ	D
Amalgamated fees for Perpetual Care (Lawn or Monumental)	\$0.00	\$1,500.00	∞	Y	
Burial where Hand Digging is required (Old Sections)	\$1,050.00	\$1,105.00	5.24%	Υ	D
Burial – Villages – additional charge for machinery transport	\$409.00	\$422.00	3.18%	Υ	D
State Government Interment Services Levy	As per NSW Legislation: \$171.60 per burial \$69.30 per ash interment Both Fees are GST Inclusive. Last year fee As per NSW Legislation: \$156 per burial \$63 per ash interment				
EXHUMATION					
Exhumation Fee	\$1,180.00	\$1,220.00	3.39%	Υ	D
TOMBS AND MONUMENTS					
Application to erect a tomb or monument	\$146.00	\$151.00	3.42%	N	D
NICHES, COLUMBARIUM					
Reservation in columbarium	\$349.00	\$327.00	-6.30%	N	D
Interment & Plaque (at time of interment) or replacement plaque		·	que + \$150.00 Last year fee que + \$140.00	Y	D
Cancellation of Lease – Administration Fee	\$63.00	\$65.00	3.17%	Υ	D
Sale of Cemetery Record Book	\$54.00	\$54.00	0.00%	N	D
Application for Private Burial (includes inspection)	\$510.00	\$526.00	3.14%	N	D
Records – Search and supply (fee applies if information is required within 24hrs otherwise the service is free)	\$67.00	\$70.00	4.48%	N	D

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricing Principle
SWIM CENTRES					
TURNSTILE ADMISSIONS					
Adults, Seniors & Children under 16	\$6.00	\$6.00	0.00%	Υ	С
Children under four (4)			Free	Υ	С
Spectators & Carers	\$3.00	\$3.00	0.00%	Υ	С
School Groups and/or Carnivals (teachers free)	\$3.50	\$3.50	0.00%	Υ	С
SEASON TICKETS					
Family – Full Season (No Further discounts)	\$400.00	\$400.00	0.00%	Υ	С
Family – Half Season (No Further discounts)	\$200.00	\$200.00	0.00%	Υ	С
Individual Season Pass	\$240.00	\$240.00	0.00%	Υ	С
Individual Half Season Pass	\$120.00	\$120.00	0.00%	Υ	С
POOL HIRE: SOLE USE School Groups – learn to swim	\$3.50 per child	d plus \$100 per Min. Fee ex	hour (teachers free) ccl. GST: \$3.18	Y	С
Private Use – Other (per hour, plus admission. Includes 1 x Lifeguard)	\$	365.00 plus No	rmal Entry Fee	Y	С
Additional lifeguards may be required dependent upon number application.	er of patrons and ty	ype of private use	proposed – this w	vill be confirmed u	oon
Hire of Pool Equipment - Private use per item	\$5.00	\$5.00	0.00%	Υ	С
Hire of Pool Equipment - Private group use per item		Price	on application	Υ	
Lifeguard Hire - per hour per lifeguard	\$0.00	\$40.00	00	Υ	
Learn to Swim Instructor Hire - per hour per instructor	\$0.00	\$50.00	00	Y	
PROGRAMMES					
Aqua Aerobics – per class	\$8.50	\$8.50	0.00%	Υ	С
Season Pass Aqua Aerobics Classes	\$350.00	\$350.00	0.00%	Υ	С
Swim Classes Baby Classes – 1 lesson	\$20.00	\$20.00	0.00%	Υ	С
Swim Classes Pre-school – 10 lessons – for one season only	\$130.00	\$130.00	0.00%	Y	С
Swim Classes School Age – 10 lessons – for one	\$130.00	\$130.00	0.00%	Υ	С

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		Timopic

SPORTSGROUNDS RENTALS

THE GLEN INNES INDOOR SPORTS CENTRE

All Day Use (8hr day per court)	\$0.00	\$250.00	∞	Υ	
Badminton P/H	\$45.00	\$45.00	0.00%	Υ	С
Birthday Party fixed fee -2 hours max, additional time extra cost per hour	\$100.00	\$100.00	0.00%	Υ	С
Birthday Party fixed fee addition hours per hour (after 2 hours)	\$45.00	\$45.00	0.00%	Y	С
Birthday Party using Kitchen - additional to fixed fee	\$15.00	\$15.00	0.00%	Υ	С
Community Programs Weekdays per hour (PCYC, Tai Chi)	\$45.00	\$45.00	0.00%	Y	С
General Entry per person non booked event, shared use depending on court availability	\$3.50	\$4.00	14.29%	Y	С
Hire of a Court per Hour (Competition)	\$45.00	\$45.00	0.00%	Υ	С
Hire of a Court per Hour (Training)	\$36.00	\$45.00	25.00%	Υ	С
Hire of Court per Hour (Competition) by Sporting Organisation based in the GISC LGA	\$36.00	\$45.00	25.00%	Y	С
Hire of Court per Hour (Training) by Sporting Organisation based in the GISC LGA	\$36.00	\$45.00	25.00%	Υ	С
Hire of the Kiosk/Kitchen by organisations		\$	\$5.00 per hour	Υ	С
Multi Purpose Space per Hour	\$30.00	\$30.00	0.00%	Υ	С
Office Lease (per Year)	\$2,000.00	\$2,000.00	0.00%	Υ	С
School hire of a Court per Hour	\$25.00	\$25.00	0.00%	Υ	С
Cancellation Fees	Cancellations within 24 hours will incur standard fees and charges. Cancellations to be made in writing to council@gisc.nsw.gov.au			Y	

TENNIS ASSOCIATION

Tennis Association – per annum	As per lease (CPI)	Υ	Α
	Min. Fee excl. GST: \$27.27		

RUGBY LEAGUE - MEAD PARK

Rugby League – Mead Park – per annum	As per agreement.	Υ	Α
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RUGBY UNION PARK

Rugby Union Park Fee	As per agreement.	Υ	А

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		Timespie

PARKS & RESERVES

MOWING

Mowing request outside of Normal Schedule for Ovals	By quotation	n and subject	Y	D	
COMMERCIAL HIRE					
Access to Electricity in Public Space per day	\$29.00	\$30.00	3.45%	Υ	D
Commercial Hire Security Bond (refundable on Conditions)	\$885.00	\$912.00	3.05%	N	D
Commercial Hire rental – per day	\$148.00 + priv	ate works rates	Y	D	

PRIVATE HIRE

Allocated Camping sites at sporting facilities	\$20.00 per site, per night			Y	
All Playing fields for Schools – Booked			Free	Υ	Α
Rallies, weddings, private functions Administration Charge (not for profit)	\$63.00	\$65.00	3.17%	Y	С

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		Timopic

RESERVES RENTALS

ANNUAL CHARGES

Leases/Licences of land	As per lease/licence agreement in	Υ
	place	

Name						
### BLACK & WHITE PHOTOCOPYING Photocopying – A4 Library Black & White \$0.25 \$0.25 0.00% Y C Photocopying – A3 Library Black & White \$0.35 \$0.35 0.00% Y C COLOUR PHOTOCOPYING Photocopying – A4 Library Colour \$0.35 \$0.35 0.00% Y C Photocopying – A3 Library Colour \$0.40 \$0.40 0.00% Y C COMPUTER PRINTING Black & White – A4 \$0.25 \$0.25 0.00% Y C Colour – A4 \$0.30 \$0.30 0.00% Y C FAX EMAILING Email – pdf documents – per page \$0.25 \$0.25 0.00% Y C LAMINATING A4 – per page \$2.10 \$2.10 0.00% Y C A3 – per page \$3.30 \$3.30 0.00% Y C SUNDRY FEES AND CHARGES Espresso Coffee \$4.00 \$4.50 12.50% Y C Library Bag \$2.10 \$2.10 0.00% Y C PLAYAWAY headphones \$2.50 \$2.50 0.00% N C INTER LIBRARY LOAN Administration Fee \$7.50 \$7.50 0.00% Y B Replacement Library Membership cards \$18.70 \$18.70 0.00% Y B Replacement cost of lost / damaged items \$12.50 \$45.00 0.00% Y D CONFERENCE ROOM Community – Rate per Hour \$25.00 \$45.00 0.00% Y D ADDITIONAL CHARGES EQUIPMENT HIRE Community – Per Day Rate \$25.00 \$25.00 0.00% Y D	Name	Fee	Fee		GST	
Photocopying - A4 Library Black & White \$0.25	LIBRARY AND LEARNING CEN	TRE				
Photocopying	BLACK & WHITE PHOTOCOPYING	3				
Photocopying			******			
Photocopying - A3 Library Colour \$0.40 \$0.40 0.00% Y C	COLOUR PHOTOCOPYING					
Black & White - A4						
Society	COMPUTER PRINTING					
## FAX EMAILING Email – pdf documents – per page						
Email – pdf documents – per page \$0.25 \$0.25 0.00% Y C LAMINATING A4 – per page \$2.10 \$2.10 0.00% Y C A3 – per page \$3.30 \$3.30 0.00% Y C SUNDRY FEES AND CHARGES Espresso Coffee \$4.00 \$4.50 12.50% Y C Library Bag \$2.10 \$2.10 0.00% Y C PLAYAWAY headphones \$2.50 \$2.50 0.00% Y C Replacement Library Membership cards \$4.00 \$4.00 0.00% N C INTER LIBRARY LOAN Administration Fee \$7.50 \$7.50 0.00% Y C Exchange Fee \$18.70 \$18.70 0.00% Y B Replacement cost of lost / damaged items \$12.50 + actual cost Y D CONFERENCE ROOM Community – Rate per Hour \$25.00 \$25.00 0.00% Y D ADDITIONAL CHARGES EQUIPMENT HIRE Community – Per Day Rate \$25.00 \$25.00 0.00% Y D	FAX		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,			
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SUNDRY FEES AND CHARGES \$4.00						
Espresso Coffee \$4.00 \$4.50 12.50% Y C Library Bag \$2.10 \$2.10 0.00% Y C PLAYAWAY headphones \$2.50 \$2.50 0.00% Y C Replacement Library Membership cards \$4.00 \$4.00 0.00% N C INTER LIBRARY LOAN Administration Fee \$7.50 \$7.50 0.00% Y C Exchange Fee \$18.70 \$18.70 0.00% Y B Replacement cost of lost / damaged items \$12.50 + actual cost Y D CONFERENCE ROOM Community – Rate per Hour \$25.00 \$25.00 0.00% Y D Government, Commercial/ Business – Rate per Hour \$45.00 \$45.00 0.00% Y D ADDITIONAL CHARGES EQUIPMENT HIRE Community – Per Day Rate \$25.00 \$25.00 0.00% Y D		75.55	70.20	53533		
Library Bag \$2.10 \$2.10 0.00% Y C PLAYAWAY headphones \$2.50 \$2.50 0.00% Y C Replacement Library Membership cards \$4.00 \$4.00 0.00% N C INTER LIBRARY LOAN Administration Fee \$7.50 \$7.50 0.00% Y C Exchange Fee \$18.70 \$18.70 0.00% Y B Replacement cost of lost / damaged items \$12.50 + actual cost Y D CONFERENCE ROOM Community – Rate per Hour \$25.00 \$25.00 0.00% Y D ADDITIONAL CHARGES EQUIPMENT HIRE Community – Per Day Rate \$25.00 \$25.00 0.00% Y D		\$4.00	\$4.50	12.50%	Υ	С
Replacement Library Membership cards	·	\$2.10	\$2.10	0.00%	Υ	
INTER LIBRARY LOAN Administration Fee \$7.50 \$7.50 0.00% Y C Exchange Fee \$18.70 \$18.70 0.00% Y B Replacement cost of lost / damaged items \$12.50 + actual cost Y D CONFERENCE ROOM Community - Rate per Hour \$25.00 \$25.00 0.00% Y D Government, Commercial/ Business - Rate per Hour \$45.00 \$45.00 0.00% Y D ADDITIONAL CHARGES EQUIPMENT HIRE Community - Per Day Rate \$25.00 \$25.00 0.00% Y D		,				
Administration Fee \$7.50 \$7.50 0.00% Y C Exchange Fee \$18.70 \$18.70 0.00% Y B Replacement cost of lost / damaged items \$12.50 + actual cost Y D CONFERENCE ROOM Community – Rate per Hour \$25.00 \$25.00 0.00% Y D Government, Commercial/ Business – Rate per Hour \$45.00 \$45.00 0.00% Y D ADDITIONAL CHARGES EQUIPMENT HIRE Community – Per Day Rate \$25.00 \$25.00 0.00% Y D		\$4.00	\$4.00	0.00%	N	C
Exchange Fee \$18.70 \$18.70 0.00% Y B Replacement cost of lost / damaged items \$12.50 + actual cost Y D CONFERENCE ROOM Community – Rate per Hour \$25.00 \$25.00 0.00% Y D Government, Commercial/ Business – Rate per Hour \$45.00 \$45.00 0.00% Y D ADDITIONAL CHARGES EQUIPMENT HIRE Community – Per Day Rate \$25.00 \$25.00 0.00% Y D	INTER LIBRARY LOAN					
Replacement cost of lost / damaged items						
CONFERENCE ROOM \$25.00 \$25.00 0.00% Y D Government, Commercial/ Business – Rate per Hour \$45.00 \$45.00 0.00% Y D ADDITIONAL CHARGES EQUIPMENT HIRE Community – Per Day Rate \$25.00 \$25.00 0.00% Y D		\$18.70				
Government, Commercial/ Business – Rate per Hour \$45.00 \$45.00 0.00% Y D ADDITIONAL CHARGES EQUIPMENT HIRE Community – Per Day Rate \$25.00 \$25.00 0.00% Y D						
ADDITIONAL CHARGES EQUIPMENT HIRE Community – Per Day Rate \$25.00 \$25.00 0.00% Y D	Community – Rate per Hour	\$25.00	\$25.00	0.00%	Υ	D
EQUIPMENT HIRE Community – Per Day Rate \$25.00 \$25.00 0.00% Y D	Government, Commercial/ Business - Rate per Hour	\$45.00	\$45.00	0.00%	Υ	D
Community – Per Day Rate \$25.00 \$25.00 0.00% Y D	ADDITIONAL CHARGES					
	EQUIPMENT HIRE					
Government, Commercial/ Business \$45.00 \$45.00 0.00% Y D	Community – Per Day Rate	\$25.00	\$25.00	0.00%	Υ	D
	Government, Commercial/ Business	\$45.00	\$45.00	0.00%	Υ	D

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricing Principle
ADMINISTRATION FEE - (ONCE OFF	=)				
Community (Once Off Rate)	\$12.50	\$12.50	0.00%	Υ	D
Government (excl. Council and DET), Commercial/ Business	\$25.00	\$25.00	0.00%	Y	D
SECURITY AND CLEANING					
Security Swipe card Refundable Deposit	\$95.00	\$95.00	0.00%	Υ	D
Security Call out	\$95.00	\$95.00	0.00%	Υ	D
Cleaning Cost	\$50.00	\$66.50	33.00%	Υ	D

Late Collection Fee - Per 10 Minute Increment

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricing Principle
CHILDREN AND FAMILY SERVI	CES				
OUT OF SCHOOL HOURS CARE					
Out of School Hours Care	\$43.00	\$45.00	4.65%	N	С
Out of School Hours Care - Casual Booking	\$48.00	\$50.00	4.17%	N	С
VACATION CARE					
Vacation Care Daily Fee	\$85.00	\$88.00	3.53%	N	С
Vacation Care Daily Fee - Casual Rate	\$93.00	\$96.00	3.23%	N	С
Excursions and Vacation Care Activities			At Cost	N	D
LATE COLLECTION FEE					

\$33.00

\$34.00

3.03%

D

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		Timospic

LIFE CHOICES - SUPPORT SERVICES

FULL-COST FEES

Attendance at Centre – per person	\$0.00	\$0.00	0.00%	N	С
LC-SS Group Class (Per Session)	\$7.00	\$7.00	0.00%	N	
LC-SS Centre Prepared Meal	\$12.80	\$15.00	17.19%	N	D
LC-SS Centre Prepared Morning or Afternoon Tea	\$6.40	\$7.00	9.38%	N	D
Home Delivered Meals - Food Portion Only			\$10.00	N	
			Last year fee		
		:	\$8.00 - \$14.00		
Bus Transport to Life Choices (within 5km of CBD)	\$12.00	\$16.00	33.33%	N	D
Outings and Activities Fee			At Cost	N	D
Hire of LC-SS Activity Room – Per Day 8AM - 5PM	\$58.00	\$60.00	3.45%	Υ	D
(Business Days)					
Hire of LC-SS Activity Room – Per Hour (Business	\$18.00	\$18.60	3.33%	Υ	D

HCP FUNDING CHARGES

Care Management Fee per fortnight HCP Level 1	\$78.82	\$78.82	0.00%	N	D		
Care Management Fee per fortnight HCP Level 2	\$138.60	\$138.60	0.00%	N	D		
Care Management Fee per fortnight HCP Level 3	\$301.56	\$301.56	0.00%	N	D		
Care Management Fee per fortnight HCP Level 4	\$457.10	\$457.10	0.00%	N	D		
Care Management Fees will be set at the rate specified by The Australian Government Department of Health and Aged Care.							
Package Management Fee HCP per fortnight Level 1	\$59.08	\$59.08	0.00%	N	D		
Package Management Fee HCP per fortnight Level 1 Package Management Fee HCP per fortnight Level 2	\$59.08 \$103.88	\$59.08 \$103.88	0.00% 0.00%	N N	D D		
5 5 1 5		,					
Package Management Fee HCP per fortnight Level 2	\$103.88	\$103.88	0.00%	N	D		

Package Management Fees will be set at the rate specified by The Australian Government Department of Health and Aged Care.

SERVICES FEES

HCP - Direct Support Services (Hourly Rate) - Standard Business Hours	\$70.00	\$80.00	14.29%	N	
HCP - Enrolled Nurse (Hourly Rate) - Standard Business Hours			\$100.00	N	
			Last year fee N/A		
HCP - Registered Nurse (Hourly Rate) - Standard Business Hours	\$104.00	\$120.00	15.38%	N	
HCP - Direct Support Services (Hourly Rate) - After 6PM	\$84.00	\$96.00	14.29%	N	
HCP - Direct Support Services (Hourly Rate) - Saturday	\$88.00	\$100.00	13.64%	N	
HCP - Direct Support Services (Hourly Rate) - Sunday	\$105.00	\$120.00	14.29%	N	
HCP - Direct Support Services (Hourly Rate) - Public Holiday	\$175.00	\$200.00	14.29%	N	
HCP - Direct Support Services (Hourly Rate) - Good Friday & Christmas	\$210.00	\$240.00	14.29%	N	

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Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricing Principle
SERVICES FEES [continued]					
Meal Preparation & Delivery (Home Delivered - within 5km of Glen Innes CBD) *	\$18.60	\$20.00	7.53%	N	
* Excludes cost of food. See Full Cost Fees for food cost to b	e charged in addit	ion to preparation	and delivery.		
HCP - Travel Cost per Kilometre	\$1.25	\$1.75	40.00%	N	D

SOCIAL GROUPS

Where 1:1 support is required, an additional charge of "HCP - Direct Support Services (Hourly Rate) - Standard Business Hours" will apply.

HCP - LC-SS Group Class (Per Session)	\$16.00	\$20.00	25.00%	N	
HCP - Centre Attendance Fee (Level 1) Per Day	\$20.00	\$30.00	50.00%	N	
HCP - Centre Attendance Fee (Level 2) Per Day	\$0.00	\$40.00	00	N	
HCP - Group Attendance Fee (Level 3) Per Day	\$30.00	\$60.00	100.00%	N	
HCP - Group Attendance Fee (Level 4) Per Day	\$40.00	\$80.00	100.00%	N	

COMMONWEALTH HOME SUPPORT PROGRAMME (CHSP)

A Client Contribution of 15% of the service fee and travel costs will be charged, unless specified under the full cost fees at a specific rate. The client contribution is the amount the CHSP client pays. It supplements shortfall between the Government funding amount and the cost to Council. Services have a minimum 15 minute period of time and increase incrementally every 15 minutes. Rates are exclusive of GST. CHSP Services are available Monday to Friday 7.00am to 5.00pm and are not available on Public Holidays.

CHSP (SERVICES FEES) - STANDARD HOURS

CHSP - Domestic Assistance - Per Hour	\$54.65	\$66.29	21.30%	N
	,	,		
CHSP - Personal Care - Per Hour	\$58.06	\$73.90	27.28%	N
CHSP - Social Support - Individual - Per Hour	\$44.40	\$65.21	46.87%	N
CHSP - Flexible Respite - Per Hour	\$72.81	\$72.81	0.00%	N
CHSP - Home Maintenance	\$60.34	\$81.51	35.08%	N
CHSP - Social Support - Group - Per Person/Per Hour #	\$19.35	\$29.34	51.63%	N
# For Group Classes see Full Cost Fees for client contribution	١.			
CHSP - Allied Health & Therapy Services - Per Hour	\$108.16	\$135.84	25.59%	N
CHSP - Centre Based Respite - Per Hour	\$55.42	\$55.42	0.00%	N
CHSP - Goods, Equipment & Assistive Technology			At Cost.	N
CHSP - Transport	\$20.68	\$39.50	91.01%	N
CHSP - Travel Cost per Kilometre	\$1.25	\$1.75	40.00%	N
CHSP - Meal Preparation & Delivery (Home Delivered - within 5km of Glen Innes CBD)*	\$14.13	\$14.13	0.00%	N
* Excludes cost of food. See Full Cost Fees for food cost to be	e charged in addit	ion to preparation	and delivery.	

NDIS FUNDING CHARGES

NDIS Services	As per	NDIS Quality as Commission	N		
PRIVATELY FUNDED SERVICE CI	HARGES				
Private Funding - Hourly Service Fee (Standard Hours)	\$83.00	\$104.50	25.90%	Y	
Private Funding - Hourly Service Fee (After 6PM)	\$99.00	\$127.05	28.33%	Υ	

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Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricing Principle		
PRIVATELY FUNDED SERVICE CHARGES [continued]							
Private Funding - Hourly Service Fee (Saturday)	\$104.00	\$133.10	27.98%	Υ			
Private Funding - Hourly Rate - (Sunday)	\$124.00	\$159.50	28.63%	Υ			
Private Funding - Hourly Service Fee (Public Holiday)	\$207.00	\$265.10	28.07%	Υ			
Private Funding - Hourly Service Fee (Good Friday/ Christmas Day)	\$248.00	\$317.90	28.19%	Y			
LC-SS Group Class (Per Session)	\$18.00	\$19.80	10.00%	Υ	D		
Meals - Home Delivered (within 5km of Glen Innes CBD)	\$0.00	\$33.00	∞	Y			

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		Tillcipie

YOUTH SERVICES

Sporting Activities, Cultural Activities & Outings

OUTINGS AND SPORT, CULTURAL AND OTHER ACTIVITIES

YOUTH BOOTH BUILDING HIRE						
Private Function Hire - 5 Hours (Internal & External Hire)	\$229.00	\$236.00	3.06%	Y	С	
During School Term 8AM – 1PM. Hire unavailable durin	ng gazetted NSV	/ School Holiday	/S			
Private Function Hire – Per Hour	\$50.00	\$50.00	0.00%	Υ	С	
Cleaning Cost Per Hour (If Not Completed by Hirer)	\$55.00	\$55.00	0.00%	Υ		
Hire Bond	\$150.00	\$150.00	0.00%	Υ		
Refundable once final inspection completed, and space is deemed to be left in original condition by Community Services Staff Member						
Schools, Churches & Not-for-Profit Organisations Discount	50% Discour	nt (Proof of Not f	Y			

At Cost

С

Name	Year 24/25 Fee	Year 25/26 Fee	Increase	GST	Pricing
	(incl. GST)	(incl. GST)	%		Principle
TOWN HALL HIRE					
NOT FOR PROFIT ORGANISATION	NS				
Local community groups and events, schools and religious / political groups			Free	Y	А
PRIVATE FUNCTIONS					
Wedding receptions, anniversaries and other private functions 5 hours or less – per hour	\$30.00	\$31.00	3.33%	Y	С
Wedding receptions, anniversaries and other private functions over 5 hours – per day	\$195.00	\$201.00	3.08%	Y	С
FOR PROFIT COMMERCIAL ORG	ANISATIO	NS			
Seminars, conferences, commercial concerts, exercise classes and other profit raising events over 5 hours – per day	\$429.00	\$442.00	3.03%	Υ	С
Seminars, conferences, commercial concerts, exercise classes and other profit raising events. 5 hours or less – per hour	\$36.00	\$38.00	5.56%	Y	С
DAMAGES AND CLEANING DEPO	SITS				
Refundable damages / cleaning deposit (all Classes – daily hire)	\$303.00	\$313.00	3.30%	N	D
Refundable damages / cleaning deposit (all Classes – hourly hire)	\$152.00	\$157.00	3.29%	N	D
Chair Refundable Damages Deposit	\$135.00	\$140.00	3.70%	N	D
Trestle Table Refundable Damages Deposit (single fee)	\$135.00	\$140.00	3.70%	N	D
KITCHEN HIRE					
Town Hall Kitchen Hire	\$82.00	\$85.00	3.66%	Υ	С
CLEANING FEE					
Town Hall Cleaning Fee (all Classes – daily hire only)	\$106.00	\$110.00	3.77%	Y	С
COMMITTEE ROOM IN TOWN HAI	LL				
Hire of Committee Room in Town Hall Complex (including hire of adjoining kitchen)	\$58.00	\$60.00	3.45%	Y	С
CHAIR AND TABLE HIRE					
TOWN HALL HIRE FEE					
Fee for setting up Town Hall furniture	\$222.00	\$234.00	5.41%	Υ	С
Piano			Free	Υ	А
RED CARPET HIRE					
Not for Profit Organisations – per hire			Free	Y	С

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Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricing Principle
RED CARPET HIRE [continued]					
All other Users – per hire	\$93.00	\$96.00	3.23%	Υ	С
Additional days hire – per day	\$58.00	\$60.00	3.45%	Υ	С

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		1 micipic

ROADS & FOOTPATHS

CONTRIBUTIONS

ROAD OPENING REINSTATEMENT

KERB, GUTTER AND BITUMEN FEES

PUBLIC GATE PERMIT

Public gate permit – includes advertising	\$756.00	\$794.00	5.03%	N	В	
TRAFFIC CONTROL PLAN						
Design traffic control plan	By quotatio	n min \$55.00 if	standard TCP used	Υ	D	
			4004			
	By quotatio	n min \$50 00 if	Last year fee standard TCP			
	Dy quotano		used			
ROAD DILAPIDATION RECOVERY FEE						

Road Dilapidation Recovery Fee – Wind & Solar	As per Agreement	N	D
Farms			



STREET LIGHTING CHARGES

NEW ENGLAND CLUB
GLEN INNES SERVICES CLUB
POPLAR CARAVAN PARK

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricing Principle
ENGINEERING INSPECTIONS					
ROAD WORKS					
WATER FEES					
Prior to Backfill Final completion	\$213.00 \$213.00	\$220.00 \$224.00	3.29% 5.16%	N N	D D
SEWER FEES					
Prior to Backfill Final completion	\$229.00 \$229.00	\$241.00 \$241.00	5.24% 5.24%	N N	D D
STORMWATER FEES					
Prior to Backfill Final completion	\$229.00 \$229.00	\$241.00 \$241.00	5.24% 5.24%	N N	D D
INSPECTION FEES					
Additional inspection required by development consent	\$229.00	\$241.00	5.24%	N	D
Re-inspection due to non compliance with construction standards	\$229.00	\$241.00	5.24%	N	D
ROAD RENAMING					
Road re-naming/application including advertisement	\$1,452.00	\$1,525.00	5.03%	N	D
RURAL ADDRESSING					
Supply and install rural address sign 600mmx450mm			\$430	Υ	D
			Last year fee \$418		
ROAD ACT APPROVAL					
Road Act Approval under the Roads Act, including Road Opening Permit, Road Occupancy Permit, Fence line Clearing Permit, Hazard Reduction Burn Permit (includes one pre-approval inspection & one post-work inspection and one complimentary standard traffic control plan)	\$194.83	\$205.00	5.22%	N	D
Road Act Approval – additional inspection	\$67.00	\$71.00	5.97%	N	D
Road Act Approval – traffic control plan (non- standard)		By Quotati	ion min \$55.00	N	D
Road Act – Approval – Re-inspection due to non compliance with permit or construction standards	\$90.00	\$95.00	5.56%	N	D
TEMPORARY ROAD CLOSURES					
Approvals under Section 144 Roads Act 1993	Free - Does	not include road and	closure works d traffic control	N	D

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Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricing Principle
TEMPORARY ROAD CLOSURES	[continued]				
Administration costs to temporarily close lane/road	Free - Does not include road closure works or traffic control			N	D

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		Timopic

ECONOMIC SERVICES

PRIVATE WORKS

Plant Hire and Ancillary items	As per Plant Hire Schedule in the	Y	D
r land time and time many nome	Operational Plan and Budget	·	
	Last year fee See schedule		
	See scriedule		
Undertake private road or driveway repair or construction	By Quotation through Council's Private Works and Hire of Plant Policy	Y	D
Emulsion – per litre	Cost + 20%	Υ	D

PRIVATE PLANT HIRE

Backhoe - JCB 3CX	\$175 per hour Last year fee \$170 per hour	Y	
Jetpatcher	\$450 per hour plus consumables (bitumen & gravel) Last year fee	Y	
	\$442 per hour plus consumables (bitumen & gravel)		
Bitumen Patching Tuck & 2 Men - spraying	By quotation	Υ	
	Last year fee By quotation		
Excavator (20-29T)	\$260 per hour	Y	
	Last year fee \$252 per hour		
Forklift	\$128 per hour	Υ	
	Last year fee \$125 per hour		
Grader - JD 670	\$245 per hour	Υ	
	Last year fee \$239 per hour		
Industrial Outfront or Zero-Turn Mower	\$133 per hour	Y	
	Last year fee \$129 per hour		
Loader (12T) - Komatsu WA250	\$185 per hour	Y	
	Last year fee \$180 per hour		
Prime Mover with Quad-Axle Low Loader	\$5.69 per kilometre, min charge \$216	Y	
	Last year fee \$5.52 per kilometre, min charge \$210		
Roller (Broons)	\$69 per hour, plus towing tractor	Y	
	Last year fee \$67 per hour, plus towing tractor		

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Name	Year 24/25	Year 25/26			Pricing
	Fee	Fee	Increase GST	GST	Principle
	(incl. GST)	(incl. GST)	%		

PRIVATE PLANT HIRE [continued]

Roller (SP 11t vibrating) - Dynapac CA302 \$206 per hour Y Last year fee \$200 per hour Y Last year fee \$200 per hour Y	THIVATE LANT TIME [continued]			
Last year fee \$200 per hour \$200 per hour \$200 per hour \$200 per hour \$194 per hour, plus Komatsu Loader \$191 per hour, plus Komatsu Loader \$191 per hour, plus Komatsu Loader \$185 per hour \$155 per hour \$163 per hour \$164 per hour, plus \$25.00 attachments \$164 per hour, plus \$25.00 attachments \$165 per hour, plus \$25.00 attachments \$165 per hour, plus \$25.00 attachments \$165 per hour, plus \$24.00 attachments \$165 per hour, plus \$25.00 attachments \$165 per hour, plus \$24.00 attachments \$165 per hour, plus \$24.00 attachments \$165 per hour, plus \$24.00 attachments \$165 per hour, plus \$25.00 attachments \$165 per hour \$165 per hour, plus \$26.00 per hour \$165 per hour \$16	Roller (SP 11t Vibrating) - Dynapac CA302	Last year fee	Y	
Last year fee \$191 per hour, plus Komatsu Loader Y	Roller (SP 16t Multi-tyre) - Ammann AP240	Last year fee	Y	
Last year fee \$150 per hour Y	Asphalt Zipper	Last year fee	Y	
Last year fee	Excavator (4-19T)	Last year fee	Y	
Last year fee	Skid Steer Loader	Last year fee	Y	
Last year fee	Street Sweeper	Last year fee	Y	
Tractor (75-99kW) \$176 per hour, plus \$25.00 attachments Last year fee \$173 per hour, plus \$24.00 attachments Y Last year fee \$162 per hour, plus \$24.00 attachments Water Cart (12,900-15,000L) \$177 per hour Last year fee \$174 per hour Wood Chipper & Truck, 2 operators \$345 per hour Last year fee \$338 per hour General Utility \$29 + \$1.10 per kilometre, minimum charge \$95 Truck - 3-4 Tonne Single Axle Tray \$26.80 + \$132 per hour Y Last year fee \$26 + \$129 per hour Y Last year fee \$26.80 + \$137 per hour Y Last year fee \$26.80 + \$137 per hour Y Last year fee \$26.80 + \$137 per hour Y Last year fee \$26.80 + \$137 per hour Y Last year fee	Tractor (>100kW)	Last year fee	Υ	
Tractor (0-74kW) \$165 per hour, plus \$25.00 attachments Last year fee \$162 per hour, plus \$24.00 attachments Water Cart (12,900-15,000L) \$177 per hour Last year fee \$174 per hour Wood Chipper & Truck, 2 operators \$345 per hour Y Last year fee \$338 per hour General Utility \$29 + \$1.10 per kilometre, minimum charge \$95 Last year fee \$27 + \$1.05 per kilometre, minimum charge \$90 Truck - 3-4 Tonne Single Axle Tray \$26.80 + \$132 per hour Truck >6 Tonne GVM Single Axle Tray \$26.80 + \$137 per hour Y Last year fee \$26 + \$129 per hour Truck >6 Tonne GVM Single Axle Tray	Tractor (75-99kW)	\$176 per hour, plus \$25.00 attachments Last year fee	Y	
Last year fee \$174 per hour Wood Chipper & Truck, 2 operators \$345 per hour Y Last year fee \$338 per hour General Utility \$29 + \$1.10 per kilometre, minimum charge \$95 Last year fee \$27 + \$1.05 per kilometre, minimum charge \$90 Truck - 3-4 Tonne Single Axle Tray \$26.80 + \$132 per hour Truck >6 Tonne GVM Single Axle Tray \$26.80 + \$137 per hour Y Last year fee \$26 + \$129 per hour Truck >6 Tonne GVM Single Axle Tray \$26.80 + \$137 per hour Y Last year fee	Tractor (0-74kW)	Last year fee	Υ	
Last year fee \$338 per hour General Utility \$29 + \$1.10 per kilometre, minimum charge \$95 Last year fee \$27 + \$1.05 per kilometre, minimum charge \$90 Truck - 3-4 Tonne Single Axle Tray \$26.80 + \$132 per hour Y Last year fee \$26 + \$129 per hour Truck >6 Tonne GVM Single Axle Tray \$26.80 + \$137 per hour Y Last year fee \$26.80 + \$137 per hour Y	Water Cart (12,900-15,000L)	Last year fee	Y	
\$95 Last year fee \$27 + \$1.05 per kilometre, minimum charge \$90 Truck - 3-4 Tonne Single Axle Tray \$26.80 + \$132 per hour Last year fee \$26 + \$129 per hour Truck >6 Tonne GVM Single Axle Tray \$26.80 + \$137 per hour Y Last year fee	Wood Chipper & Truck, 2 operators	Last year fee	Υ	
Truck - 3-4 Tonne Single Axle Tray \$26.80 + \$132 per hour Last year fee \$26 + \$129 per hour Truck >6 Tonne GVM Single Axle Tray \$26.80 + \$137 per hour Y Last year fee	General Utility	\$95 Last year fee \$27 + \$1.05 per kilometre, minimum charge	Y	
Truck >6 Tonne GVM Single Axle Tray \$26.80 + \$137 per hour Y Last year fee	Truck - 3-4 Tonne Single Axle Tray	\$26.80 + \$132 per hour Last year fee	Y	
	Truck >6 Tonne GVM Single Axle Tray	\$26.80 + \$137 per hour Last year fee	Y	

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	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		Timopic

PRIVATE PLANT HIRE [continued]

Truck 4.5 - 9 Tonne Single Axle Tipper	\$26.80 + \$161 per hour Last year fee \$26 + \$158 per hour	Y	
Labourer	By Quotation Last year fee By Quotation	Y	
Plant Operator (including transport utility only)	\$79.30 per hour Last year fee \$77 per hour	Y	
Minor Hand Plant (Note 5)	\$89 per 1/2 day plus operator & consumables Last year fee \$88.40 per 1/2 day plus operator & consumables	Y	
Traffic Control Signs / Devices for private works and private hire	\$38 administration charge plus \$12.60 per day per sign/device. Witches hats/Bollards \$6.30 per day. By quotation for hire in excess of \$250 or for public and non-profit events. Full replacement cost will be charged for items not returned.	Y	

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		i illioipie

PRIVATE PLANT HIRE [continued]

PRIVATE PLANT HIRE [continued]			
Private Hire Rates - Notes	All rates are comprehensive and include one operator and hand tools, but excluding attachments, unless otherwise stated.	Y	
	2. A surcharge of 30% will apply for all activities undertaken outside normal working hours (including operator rostered days-off).		
	A minimum charge of one hour applies for all plant; it is then charged in half hourly increments.		
	 Plant will not be 'Dry Hired' without specific Council approval (Director of Infrastructure Services). 		
	Council's small plant (e.g., chainsaws, mowers, cement mixers etc.) are not available for private use.		
	Plant hours shall include the time of travel to and from the place of hire. Travel costs will be cheaper if the plant is already working in the vicinity.		
	7. Operator travel time will be an additional charge for plant hired for use outside of the Council's Local Government Area.		
	8. Plant and equipment will only be hired where it is surplus to Council's operational requirements.		
	9. The listed hire rates may be discounted at the discretion of the Director of Infrastructure Services, where any proposed hire will have benefits to Council and have no detrimental impact on Council's service delivery, notwithstanding that discounted rate shall not be less than Council's internal plant hire rates.		
	10. Waste from other Local Government Areas must be approved prior to disposal and will incur a 25% surcharge.		

RECYCLED BRIDGE TIMBER

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		1 micipic

BUILDING FEES

RESIDENTIAL (CLASS 1 AND CLASS 10 BUILDINGS) CONSTRUCTION CERTIFICATE AND COMPLYING DEVELOPMENT CERTIFICATES

Certificate less than \$5,000	\$175.00	\$175.00	0.00%	Υ	D
Certificates from \$5,001 to \$50,000	\$301.00	\$310.00	2.99%	Y	D
Certificates from \$50,001 to \$250,000		\$5.00 every \$1,0 there of 50.00 + \$5.00 ev	over \$50,001 Last year fee	Y	D
Certificates over \$250,001		\$3.00 every \$1,0 there of) 50.00 + \$3 for ev	over \$250,001 Last year fee	Y	D
Modification of Existing Approval		30%	of original fee	Υ	

COMMERCIAL (CLASS 1B AND CLASS 2 – CLASS 9 BUILDINGS) CONSTRUCTION CERTIFICATE AND COMPLYING DEVELOPMENT CERTIFICATES

Construction and Complying Development	By Quotation	Υ	
Certificates			

BUILDING CERTIFICATES (SECTION 6.24)

CLASS 1 & 10

Class 1 building (together with one associated Class 10 Building) or a Class 10 building - Fee for each building contained on the property or any other non-exempt building on the allotment - Additional inspection charges may apply	\$400 (includes 1x inspection) Last year fee \$250 for each building contained on the property or any other non-exempt building on the allotment	N	В
Set by legislation.			
ADDITIONAL FEE for approvals not gained - Associated fees are to be charged for any approvals not gained for the building identified on the Building Information Certificate Application.	As per Quote from Council's Planning Department	N	

OTHER CLASS OF BUILDING - FLOOR AREA OF BUILDING OR PART OF BUILDING

Not Exceeding 200m2 - Fee for each building contained on the property or any other non-exempt building on the allotment - Additional inspection charges may apply	\$400 (includes 1x inspection) Last year fee \$250 per building	N	
Exceeding 200m2 but not exceeding 2000m2 - Fee for each building contained on the property or any other non-exempt building on the allotment - Additional inspection charges may apply	\$400 (includes 1x inspection) - Plus an additional \$0.50/m² over 200m² Last year fee \$250 per building - plus an additional \$0.50/m² over 200m².	N	

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	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		Timospic

OTHER CLASS OF BUILDING - FLOOR AREA OF BUILDING OR PART OF BUILDING [continued]

Exceeding 2000m2 - Fee for each building contained on the property or any other non-exempt building on the allotment - Additional inspection charges may apply	\$1,315 (includes 1x inspection) - Plus an additional \$0.075/m ² over 2,000m ²	N
	Last year fee \$1165 per building - plus an additional \$0.075/m ² over 2000m ² .	
ADDITIONAL FEE for approvals not gained - Associated fees are to be charged for any approvals not gained for the building identified on the Building Information Certificate Application.	As per Quote from Council's Planning Department	N

NATURAL DISASTER (BUSHFIRE) BUILDING APPLICATIONS

PROFESSIONAL ADVICE

SALE OF COPY OF BUILDING APPROVAL

BUILDING INSPECTION FEES/COMPLIANCE CERTIFICATES

Building Inspections/Plumbing & Drainage Inspection	\$150.00	\$150.00	0.00%	Υ	D
Re-inspection fee for incomplete or failed work	\$184.00	\$200.00	8.70%	Υ	D
Occupation Certificate	\$101.00	\$110.00	8.91%	Υ	D
Compliance Certificate	\$101.00	\$110.00	8.91%	Υ	D

FIRE SAFETY COMPLIANCE

Administration Processing Fee – Annual Fire Safety Statement	\$0.00	\$100.00	∞	Y	
Audit Inspection of Fire Safety Measures in Building			Υ		
Issue a new/replacement Fire Safety Schedule	\$0.00	\$150.00	∞	Υ	

SWIMMING POOL COMPLIANCE CERTIFICATE

Registration of Swimming Pool/Spa Pool on Statewide Register by Council on behalf of owner (Clause 18D)	\$12.40	\$20.00	61.29%	Y	В
Pool Exemption Fee (Section 13)	\$81.00	\$200.00	146.91%	N	В
Swimming Pool/Spa Pool Inspection – First Inspection (Section 19)	\$150.00	\$150.00	0.00%	Υ	В
Swimming Pool/Spa Pool subsequent inspection (Section 19)	\$100.00	\$100.00	0.00%	Y	В
Resuscitation Charts (each)	\$35.00	\$35.00	0.00%	Υ	D

PLUMBING AND DRAINAGE DOCUMENTS

Drainage Diagram Drawing Fee – no fee will be	\$107.00	\$110.00	2.80%	Υ	D
charged if the plumber provides drainage diagrams in					
accordance with Council's requirements					

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricing Principle
SALEYARDS					
SALEYARD FEES (PER HEAD)					
Cattle and Bulls: Ordinary Sales (excl. special Bull Sales) – processing charge per head	\$10.72	\$12.00	11.94%	Υ	D
Stud Bulls/Cattle: Special Sales	\$47.11	\$55.00	16.75%	Υ	D
Sheep and Lambs – processing charge	\$1.68	\$1.75	4.17%	Υ	D
Horses	\$18.00	\$18.60	3.33%	Υ	D
FACILITIES FEES AND CHARGES	8				
Use of Cattle Yards as depot	\$2,670.00	\$2,800.00	4.87%	Υ	D
Emergency NLIS Tags (each)	\$32.00	\$33.00	3.13%	Υ	D
Weighbridge usage – per head	\$5.91	\$6.50	9.98%	Υ	D
Scanning of private weighs (if required)	\$3.20	\$3.30	3.13%	Υ	D
Scale testing fee			By Quotation	Υ	D
Burial of Large Animals (Cattle, Horses etc)	\$485.00	\$500.00	3.09%	Υ	D
Burial of Small Animals (Sheep etc)	\$130.00	\$134.00	3.08%	Υ	D
SALEYARD ADMINISTRATION FE Annual Advertising Sign Fee	\$400.00	\$412.00	3.00%	Y	D
Annual Stock Auction Licence	\$3,995.00	\$4,115.00	3.00%	N	D
Saleyard Booking Fee (each)	\$107.24	\$110.47	3.01%	Υ	D
Skid Steer Machinery Usage Charge (Note – machine only operated by Council)			\$200 per hour	Y	
Call-out during Operating Hours (urgency fee) – per hour	\$102.00	\$106.00	3.92%	Υ	D
Call-out after hours (excl animal welfare) – per hour	\$102.00	\$106.00	3.92%	Y	D
TRANS-SHIPMENT					
Administration Charge – Bulls		•	lusive of GST)	Y	D
Bulls per head (not sold through agent)	\$25.00	\$30.00	I. GST: \$27.55 20.00%	Υ	D
Bulls per head transhipment	φ23.00	φ30.00	20.0090	•	D
Cattle – per head	\$5.80	\$6.50	12.07%	Υ	D
Sheep – per head	\$1.60	\$1.75	9.38%	Y	D
Horses – per head	\$20.00	\$21.00	5.00%	Y	D
Use of Crush – per head	\$1.60	\$1.65	3.13%	Y	D
TRUCKWASH FEES					
Avdata Keys for Saleyards Truck Wash	\$40.00	\$40.00	0.00%	Υ	
Truck Wash – Avdata system – cents per minute	\$0.80	\$0.85	6.25%	Y	D
Truck Wash – Avdata system – Minimum Charge	\$13.80	\$14.40	4.35%	Y	D
	\$20.00	720			

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		Fillicipie

WATER FUND

WATER SERVICES

WATER SERVICES		
Best Practice	Council implements best practice pricing standards for Water Services as determined by the Minister for the Department of Primary Industries - Water (DPI-Water) for Glen Innes. The basis of recovering the costs of supplying water under best practice guidelines is as follows: Last year fee Council implements best practice pricing standards for Water Services as determined by the Minister for the Department of Primary Industries - Water (DPI-Water) for Glen Innes. The basis of recovering the costs of supplying water under best practice guidelines is as follows:	N
Water Availability	A water availability charge of \$421 per connected water meter (for a standard size 20mm water meter) is intended to represent a contribution to the costs of providing the infrastructure. It is a requirement that at least 50% of water revenue must be generated from water usage charges. Therefore, 50% of revenue should be raised from the water availability charge. The water availability charge of \$421 is also assessed under Section 501 (1) of the Act, as amended, for properties within 225 metres of a water pipe. Last year fee A water availability charge of \$401 per connected water meter (for a standard size 20mm water meter) is intended to represent a contribution to the costs of providing the infrastructure. It is a requirement that at least 50% of water revenue must be generated from water usage charges. Therefore, 50% of revenue should be raised from the water availability charge. The water availability charge.	N
Water Availability - Per Metered Connection	charge of \$401 is also assessed under Section 501 (1) of the Act, as amended, for properties within 225 metres of a water pipe. About best practice pricing, the water	N
	availability charge mentioned above is to be charged per metered connection, rather than per assessment, and is related to the size of the water meter as laid out in separate section 'Meter Connection'. Last year fee About best practice pricing, the water availability charge mentioned above is to be charged per metered connection, rather than	
	per assessment, and is related to the size of the water meter as laid out in separate section 'Meter Connection'.	

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		Timospic

WATER SERVICES [continued]

WATER SERVICES [continued]		
Water Supply - Glen Innes & Deepwater Residential	The supply of water at both Glen Innes and Deepwater shall be charged to residential customers by measure of metered water consumption and shall be charged at the rate of \$3.24 per kilolitre. For every kilolitre of metered water consumed exceeding 450 kilolitres, \$4.96 per kilolitre will be charged. Last year fee The supply of water at both Glen Innes and Deepwater shall be charged to residential customers by measure of metered water consumption and shall be charged at the rate of \$3.08 per kilolitre. For every kilolitre of metered water consumed exceeding 450 kilolitres, \$4.72 per kilolitre will be charged.	N
Water Supply - Emmaville	The supply of water at Emmaville shall be charged to customers by measure of metered water consumption and shall be charged at the rate of \$1.53 per kilolitre. Such rate shall only apply to those customers currently connected to the Emmaville system. Last year fee The supply of water at Emmaville shall be charged to customers by measure of metered water consumption and shall be charged at the rate of \$1.45 per kilolitre. Such rate shall only apply to those customers currently connected to the Emmaville system.	N
Water Supply - Council Sporting Fields	The supply of water for Council Sporting Fields shall be charged by measure of metered water consumption and shall be charged at the rate of \$0.61 per kilolitre. Last year fee The supply of water for Council Sporting Fields shall be charged by measure of metered water consumption and shall be charged at the rate of \$0.58 per kilolitre.	N
Water Supply - Commercial & Non-Rateable Customers	Water will be charged to commercial and non-rateable customers by measure of metered water consumption and will be charged at the rate of \$3.24 per kilolitre, excepting the rate applicable to those Emmaville customers currently connected to the Emmaville system. Last year fee Water will be charged to commercial and non-rateable customers by measure of metered water consumption and will be charged at the rate of \$3.08 per kilolitre, excepting the rate applicable to those Emmaville customers currently connected to the Emmaville system.	N

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Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricing Principle
WATER SERVICES [continued]					
Standpipe / Overhead Fill Points		ndpipe/overhea t the rate of \$3.		N	
		ndpipe/overhea t the rate of \$3.			
Competitive Neutrality Guidelines 1997	Council service as a opera	has identified it Category Two (tes this in accor ve Neutrality Gu	s water supply Business) and dance with the	N	
	service as a opera	has identified it Category Two (tes this in accor ve Neutrality Gu	Business) and dance with the		
Water Supply & Sewerage Development Servicing Plan (DSP)	Developmenthe contribution by developers supply and supply supply and supply supply and	e Water Supply at Servicing Plar ns that are requitowards the pro ewerage infrast are levied un act 2000. A copy available on Cou	n (DSP) details ired to be paid vision of water ructure. These nder the Water y of the DSP is	N	
	Developmenthe contribution by developers supply and supply supply and supply and supply and supply and supply supply and supply supply supply supply supply supply supply supply supply sup	e Water Supply at Servicing Plar ns that are requ towards the pro ewerage infrast ons are levied un act 2000. A copy available on Cou			
METER TESTING					
Meter Test (in house)	\$75.00	\$79.00	5.33%	N	D
Manufacturer's Test (20mm & 25mm)	\$240.00	\$252.00	5.00%	N	D
Special Meter Reading Fee	\$89.00	\$94.00	5.62%	N	D
Special Meter Reading Fee – Additional Urgency Fee	\$61.00	\$65.00	6.56%	N	D
RETICULATION TESTING					
Instantaneous Pressure / Flow Test	\$248.00	\$261.00	5.24%	N	D
WATER HEADWORKS CHARGES					
Water – per Equivalent Tenement (ET)			As per DSP	N	D
METER INSTALLATION					
Water Meters – 20mm	\$969.00	\$1,020.00	5.26%	N	D
Water Meters – 25mm	\$1,440.00	\$1,515.00	5.21%	N	D
Water Meters – 32mm	\$2,025.00	\$2,130.00	5.19%	N	D
Water Meters – 40mm	\$2,630.00	\$2,765.00	5.13%	N	D
Additional Service Fee for Road crossings	\$1,145.00	\$1,205.00	5.24%	N	

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Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricing Principle
	((
METER INSTALLATION [continued]					
Tap on water meter	\$72.00	\$76.00	5.56%	N	
Disconnection (removal of water meter)			Free	N	A
Reconnection of existing meter (if same still in place)	\$234.00	\$246.00	5.13%	N	[
Water meter box	\$118.00	\$124.00	5.08%	N	[
Removal – Water Meter Restrictor	\$295.00	\$310.00	5.08%	N	[
WETER CONNECTION Water Meters - Unconnected	\$401.00	\$422.00	5.24%	N	
Water Meters - 20mm	\$401.00	\$422.00	5.24%	N N	
Water Meters - 25mm	\$475.00	\$499.00	5.05%	N	
Water Meters - 32mm	\$554.00	\$582.00	5.05%	N	
Water Meters - 40mm	\$713.00	\$749.00	5.05%	N	
Water Meters - 50mm	\$1,187.00	\$1,246.35	5.00%	N	
Water Meters - 63mm	\$1,943.00	\$2,045.00	5.25%	N	
Water Meters - 80mm	\$2,847.00	\$2,990.00	5.02%	N	
Water Meters - 100mm	\$4,751.00	\$4,990.00	5.03%	N	
Water Meters - 150mm	\$10,089.00	\$10,595.00	5.02%	N	
Water Meters - 200mm	\$20,179.00	\$21,190.00	5.01%	N	
DRAINAGE SERVICE CHARGES					
Drainage Service Charges	Council maintains networks of urbar stormwater drainage assets in Glen Innes Emmaville and Deepwater			N	
	drainage chains within the ba	ction 501 of the A rge may be levice asin that is served rved by those dra	d on land that d or proposed		

Emmaville and Deepwater.

Under Section 501 of the Act, an annual drainage charge may be levied on land that is within the basin that is served or proposed to be served by those drainage works.

Council has resolved to levy a charge of \$125 per assessment for all assessments upon which a drainage charge may be levied for all properties in the Local Government Area.

Last year fee

Council maintains networks of urban stormwater drainage assets in Glen Innes,
Emmaville and Deepwater.

Under Section 501 of the Act, an annual drainage charge may be levied on land that is within the basin that is served or proposed to be served by those drainage works.

Council has resolved to levy a charge of \$119 per assessments upon which a drainage charge may be levied for all properties in the Local Government Area.

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricing Principle
OTHER WATER CHARGES					
Avdata Keys for Glen Innes / Deepwater Overhead Fill Point	\$40.00	\$40.00	0.00%	Y	

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricin Princip
SEWER FUND					
PUMPING CHARGE					
Charge for Pumping into Sewer Mains – Glen Innes	\$673.00	\$707.00	5.05%	N	
CONNECTION FEE - NO JUNCTIO	N AVAILA	ABLE			
Depth of connection <1.5m	\$963.00	\$1,015.00	5.40%	N	
Depth of connection 1.5m-2.0m	\$1,930.00	\$2,030.00	5.18%	N	
Depth of connection >2.0m		ation through Co Works and Hire		N	
Additional Service Fee for Road crossings	\$1,145.00	\$1,205.00	5.24%	N	
Inspection Fee, at sale of property	\$118.00	\$124.00	5.08%	N	
RESIDENTIAL SEWERAGE - GLEN	N INNES				
Sewer – per Equivalent Tenement (ET) RESIDENTIAL SEWERAGE - GLEN Residential Sewerage - Glen Innes	As per DSP N INNES An annual sewerage availability charge of \$698.00 per assessment (unconnected - \$498.00) is intended to represent a contribution towards the cost of providing and maintaining the infrastructure. Residential properties discharging septic tank effluent into the sewerage system will also be charged an annual sewerage availability charge of \$698.00 per connection. Last year fee An annual sewerage availability charge of \$664.00 per assessment (unconnected - \$474.00) is intended to represent a contribution towards the cost of providing and maintaining the infrastructure. Residential properties discharging septic			N	
RESIDENTIAL SEWERAGE - DEEF	tank effluent also be ava	into the sewera charged an an ailability charge	age system will nual sewerage		

system will be charged an annual sewerage availability charge of \$526.00 per connection (unconnected - \$399.00).

Residential Sewerage - Deepwater

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Residential properties discharging septic tank effluent into the common effluent

Residential properties discharging septic tank effluent into the common effluent

system will be charged an annual sewerage availability charge of \$553.00 per connection (unconnected - \$419.00).



COMMERCIAL & NON-RATEABLE SEWERAGE - GLEN INNES & DEEPWATER

Commercial & Non-Rateable Sewerage - Glen Innes and Deepwater	Sewerage and trade waste prices are calculated in accordance with the NSW Government's Best Practice Management of Water and Sewerage Guidelines 2007.	N
	Last year fee Sewerage and trade waste prices are calculated in accordance with the NSW Government's Best Practice Management of Water and Sewerage Guidelines 2007.	

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		Timopic

SEWERAGE

SEWERAGE			
Sewerage Access Charge	In accordance with best practice pricing standards, commercial and non-rateable properties will incur a sewerage access charge proportional to the customer's water connection diameter, plus a nominal charge per kilolitre for sewerage discharge, calculated hereunder:	N	
	Annual non-residential sewerage bill * = $SDF \times (AC + C \times UC)$		
	Where:		
	SDF - Sewer Discharge Factor (dependent on the type of business, assumed to be 0.95 unless stated otherwise within the Council's Trade Waste Policy). This factor may be reduced upon evidence from the customer of reduced discharge to the sewerage system.		
	C - Customer's annual water consumption.		
	UC - Sewer usage charge (\$1.49/kL).		
	AC - Access Charge.		
	Last year fee In accordance with best practice pricing standards, commercial and non-rateable properties will incur a sewerage access charge proportional to the customer's water connection diameter, plus a nominal charge per kilolitre for sewerage discharge, calculated hereunder:		
	Annual non-residential sewerage bill * = SDF x (AC + C x UC)		
	Where:		
	SDF - Sewer Discharge Factor (dependent on the type of business, assumed to be 0.95 unless stated otherwise within the Council's Trade Waste Policy). This factor may be reduced upon evidence from the customer of reduced discharge to the sewerage system.		
	C - Customer's annual water consumption.		
	UC - Sewer usage charge (\$1.42/kL).		
	AC - Access Charge.		

WATER CONNECTION

Unoccupied	\$268.00	\$282.00	5.22%	N
20mm	\$268.00	\$282.00	5.22%	N
25mm	\$414.00	\$435.00	5.07%	N
32mm	\$683.00	\$718.00	5.12%	N
40mm	\$1,067.00	\$1,125.00	5.44%	N
50mm	\$1,664.00	\$1,750.00	5.17%	N
63mm	\$2,625.00	\$2,760.00	5.14%	N

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricing Principle
WATER CONNECTION [continued]					
80mm	\$4,263.00	\$4,480.00	5.09%	N	
100mm	\$6,645.00	\$6,980.00	5.04%	N	
150mm	\$15,401.00	\$16,175.00	5.03%	N	
200mm	\$26,982.00	\$28,335.00	5.01%	N	
Commercial & Non-Rateable Customers	Commercial and non-rateable customers discharging septic tank effluent to the sewerage system will be charged as detailed above. Last year fee Commercial and non-rateable customers discharging septic tank effluent to the sewerage system will be charged as detailed above.			N	

TRADE WASTE

Liquid Trade Waste	The Liquid Trade Waste fees and charges are calculated in accordance with the Glen Innes Severn Council Liquid Trade Waste Regulation Policy. The fees and charges are set out below:	N	
	Last year fee The Liquid Trade Waste fees and charges are calculated in accordance with the Glen Innes Severn Council Liquid Trade Waste Regulation Policy. The fees and charges are set out below:		
Competitive Neutrality Guidelines 1997	Council has identified its sewerage supply service as a Category Two Business and operates this in accordance with the Competitive Neutrality Guidelines 1997.	N	
	Last year fee Council has identified its sewerage supply service as a Category Two Business and operates this in accordance with the Competitive Neutrality Guidelines 1997.		

TRADE WASTE APPLICATION FEE

Category 1 Discharger			N		
Category 2 Discharger	\$139.00	\$146.00	5.04%	N	
Category 3 Discharger	\$252.00	\$265.00	5.16%	N	
Annual Increase	These fees and charges will increase annually according to the Consumer Price Index for Sydney for the twelve-month period ending in September of the preceding year.			N	
	Last year fee These fees and charges will increase annually according to the Consumer Price Index for Sydney for the twelve-month period ending in September of the preceding year.				

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		1 micipic

TRADE WASTE APPROVAL RENEWAL FEE (5 YEARS)

Category 1 Discharger			N		
Category 2 Discharger	\$74.00	\$78.00	5.41%	N	
Category 3 Discharger	\$125.00	\$132.00	5.60%	N	
Change of Ownership (no change to conditions of Trade Waste approval)	\$29.00	\$31.00	6.90%	N	
Re-inspection Fee	\$107.00	\$113.00	5.61%	N	
Non-compliance penalty	\$232.00	\$244.00	5.17%	N	
Annual Increase	annually ac Index fo	fees and charge cording to the C or Sydney for the in September of	N		
	annually ac Index fo	fees and charge cording to the C or Sydney for the in September of			

ANNUAL TRADE WASTE FEE

Category 1 Discharger	\$116.00	\$122.00	5.17%	N	
Category 2 Discharger	\$227.00	\$239.00	5.29%	N	
Large Discharger	\$804.00	\$845.00	5.10%	N	
Industrial Discharger	\$804.00	\$845.00	5.10%	N	
Re-inspection Fee	\$107.00	\$113.00	5.61%	N	
Annual Increase	annually ac Index fo	fees and charge cording to the Co or Sydney for the in September of	N		
	annually ac Index fo	fees and charge cording to the Co or Sydney for the in September of			

TRADE WASTE USAGE CHARGES

Category 1 Discharger with appropriate equipment			N		
Category 1 Discharger without appropriate pre- treatment (\$/kL)	\$2.15	\$2.26	5.12%	N	
Category 2 Discharger with appropriate pre- treatment (\$/kL)	\$2.15	\$2.26	5.12%	N	
Category 2 Discharger without appropriate pre- treatment (\$/kL)	\$19.83	\$20.82	4.99%	N	
Food Waste Disposal Charge (per bed)	\$35.88	\$37.67	4.99%	N	

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricing Principle
TRADE WASTE USAGE CHARGES	[continued]				
Non-compliance pH charge (k value)	\$0.53	\$0.56	5.66%	N	
Value of coefficient K in equation 3 of Liquid Trade Waste Policy	\$0.51	\$0.54	5.88%	N	
Annual Increase	These fees and charges will increase annually according to the Consumer Price Index for Sydney for the twelve-month period ending in September of the preceding year. Last year fee These fees and charges will increase annually according to the Consumer Price Index for Sydney for the twelve-month period ending in September of the preceding year.			N	
EXCESS MASS CHARGES					
Aluminium (\$/kg)	\$0.95	\$1.00	5.26%	N	
Ammonia* (as N) (\$/kg)	\$3.87	\$4.07	5.17%	N	
	407.51				

Aluminium (\$/kg)	\$0.95	\$1.00	5.26%	N
Ammonia* (as N) (\$/kg)	\$3.87	\$4.07	5.17%	N
Arsenic (\$/kg)	\$97.31	\$103.00	5.85%	N
Barium (\$/kg)	\$48.65	\$52.00	6.89%	N
Biochemical oxygen demand* (BOD) (\$/kg)	\$0.95	\$1.00	5.26%	N
Boron (\$/kg)	\$0.95	\$1.00	5.26%	N
Bromine (\$/kg)	\$19.44	\$21.00	8.02%	N
Cadmium (\$/kg)	\$447.00	\$470.00	5.15%	N
Chloride (\$/kg)			No Charge	N
			Last year fee	
			No Charge	
Chlorinated hydrocarbons (\$/kg)	\$48.65	\$52.00	6.89%	N
Chlorinated phenolics (\$/kg)	\$1,946.36	\$2,045.00	5.07%	N
Chlorine (\$/kg)	\$1.97	\$2.10	6.60%	N
Chromium (\$/kg)	\$34.47	\$37.00	7.34%	N
Cobalt (\$/kg)	\$19.83	\$21.00	5.90%	N
Copper (\$/kg)	\$19.83	\$21.00	5.90%	N
Cyanide (\$/kg)	\$97.31	\$103.00	5.85%	N
Fluoride (\$/kg)	\$4.85	\$5.10	5.15%	N
Formaldehyde (\$/kg)	\$1.97	\$2.10	6.60%	N
Oil and Grease* (Total O&G) (\$/kg)	\$1.79	\$1.90	6.15%	N
Herbicides/defoliants (\$/kg)	\$973.95	\$1,025.00	5.24%	N
Iron (\$/kg)	\$1.98	\$2.10	6.06%	N
Lead (\$/kg)	\$48.65	\$52.00	6.89%	N
Lithium (\$/kg)	\$9.73	\$10.40	6.89%	N
Manganese ((\$/kg)	\$9.73	\$10.40	6.89%	N
Mercaptans (\$/kg)	\$97.31	\$103.00	5.85%	N
Mercury (\$/kg)	\$3,244.41	\$3,410.00	5.10%	N
Methylene blue active substances (MBAS) (\$/kg)	\$0.95	\$1.00	5.26%	N
Molybdenum (\$/kg)	\$0.95	\$1.00	5.26%	N
Nickel (\$/kg)	\$32.45	\$35.00	7.86%	N

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	Year 24/25	Year 25/26			Duising
Name	Fee	Fee	Increase	GST	Pricing Principle
	(incl. GST)	(incl. GST)	%		
EXCESS MASS CHARGES [continued]					
Nitrogen* (Total Kjeldahl Nitrogen – Ammonia) as N (\$/kg)	\$0.27	\$0.30	11.11%	N	
Organoarsenic compounds (\$/kg)	\$974.59	\$1,025.00	5.17%	N	
Pesticides general (excludes organochlorines and organophosphates) (\$/kg)	\$974.39	\$1,025.00	5.19%	N	
Petroleum hydrocarbons (non-flammable) (\$/kg)	\$3.24	\$3.40	4.94%	N	
Phenolic compounds (non-chlorinated) (\$/kg)	\$9.73	\$10.40	6.89%	N	
Phosphorous* (Total P) (\$/kg)	\$1.97	\$2.10	6.60%	N	
Polynuclear aromatic hydrocarbons (\$/kg)	\$19.83	\$21.00	5.90%	N	
Selenium (\$/kg)	\$68.50	\$72.00	5.11%	N	
Silver (\$/kg)	\$1.81	\$1.90	4.97%	N	
Sulphate* (SO4) (\$/kg)	\$0.24	\$0.25	4.17%	N	
Sulphide (\$/kg)	\$1.97	\$2.10	6.60%	N	
Sulphite (\$/kg)	\$2.14	\$2.30	7.48%	N	
Suspended Solids* (SS) (\$/kg)	\$1.23	\$1.30	5.69%	N	
, , , , , ,		\$0.40	5.26%	N	
Thiosulphate (\$/kg)	\$0.38				
Tin (\$/kg)	\$9.52	\$10.00	5.04%	N	
Total dissolved solids* (TDS) (\$/kg)	\$0.07	\$0.10	42.86%	N	
Uranium (\$/kg)	\$9.52	\$10.00	5.04%	N	
Zinc (\$/kg)	\$19.26	\$21.00	9.03%	N	
Annual Increase	annually acc Index fo period ending These annually acc	fees and charge cording to the Cor r Sydney for the in September of fees and charge cording to the Cor Sydney for the	onsumer Price twelve-month the preceding year. Last year fee s will increase onsumer Price	N	
	period ending	in September of	the preceding year.		
TANKED WASTE					
Tanked Waste		lischarge trucked len Innes STP by only) \$		N	
		lischarge trucked len Innes STP by only) \$			
ONSITE SEWERAGE					
Onsite Sewerage	is charged	ite an onsite sew in accordance v e Management S	vith the Onsite	N	
	is charged	ite an onsite sew in accordance w e Management S	vith the Onsite		

	Year 24/25	Year 25/26			Pricing	
	Name	Fee	Fee	Increase	GST	Principle
		(incl. GST)	(incl. GST)	%		Timospic

OTHER SEWER CHARGES

Sewer Camera with operator	\$114.00 per hour	N	D
	Last year fee \$108.00 per hour		

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		Timopic

ECONOMIC DEVELOPMENT

CONFERENCE & CORPORATE EVENTS

Conference & Corporate Events Income	By Quotation	Υ	С
Economic Development - Printing and Laminating	As per Library fees	Υ	
GLEN INNES HIGHLANDS			
Glen Innes Highlands Online Packages Commission	By Quotation	Υ	С
Glen Innes Highlands Advertising Sales	By Quotation	Υ	С



VISITOR INFORMATION CENTRE

COUNTRYLINK BOOKING

Countrylink TrainLink Booking Fee	\$5.00	\$5.00	0.00%	Υ	С
Countrylink Booking – Ticket Change Fee	\$5.00	\$5.00	0.00%	Υ	С

EVENT & ACCOMMODATION

	Year 24/25	Year 25/26			Driging
Name	Fee	Fee	Increase	GST	Pricing Principle
	(incl. GST)	(incl. GST)	%		Fillicipie

COUNCIL COMMUNITY EVENTS

AUSTRALIAN CELTIC FESTIVAL

AUSTRALIAN CELTIC FESTIVAL SPONSORSHIP

AUSTRALIAN CELTIC FESTIVAL SP	ONSORSH	IP			
Sponsorship - Event plus GST			By Quotation	Υ	С
GENERAL TWO (2) DAY PASS - WEE	EKEND				
Standard (Two Day Pass) - Adult	\$82.00	\$140.00	70.73%	Υ	С
Plus Booking Fee					
Standard (Two Day Pass) - Children 12 years & under	Free if accomp	anied by an adı	ult or guardian.	Y	
Commercial Coach - Tour - 15+ group (Two Day Pass)	\$62.00	\$120.00	93.55%	Υ	С
Plus Booking Fee					
Local Promotion Offer (Glen Innes Residents)	\$47.00	\$49.00	4.26%	Υ	
Plus Booking Fee					
Local Promotion Offer - Children 12 years & under	Free if accomp	anied by an adı	ult or guardian.	Υ	
GENERAL ONE (1) DAY PASS - SAT	URDAY OR	SUNDAY			
Standard - GA (Saturday or Sunday)	\$45.00	\$74.00	64.44%	Y	С
Plus Booking Fee					
Standard (One Day Pass) - Children 12 years & under	Free if accomp	anied by an adı	ult or guardian.	Y	
Commercial Coach - Tour - 15+ group (Saturday or Sunday Day Pass)	\$36.00	\$65.00	80.56%	Υ	С
Plus Booking Fee					
Local Promotion Offer (Glen Innes Residents) - Saturday or Sunday Day Pass	\$28.00	\$29.00	3.57%	Y	
Plus Booking Fee					
Local Promotion Offer - Children 12 years & under	Free if accomp	anied by an adı	ult or guardian.	Υ	
EARLY BIRD TWO (2) DAY PASS					
Weekend Festival Pass - GA EARLY BIRD	\$64.00	\$112.00	75.00%	Υ	С
Plus Booking Fee					
DAILY FUNCTIONS					
Thursday Night 100K Welcome – No Meal	\$18.40	\$30.00	63.04%	Υ	С
Plus Booking Fee					
Thursday Night 100K Welcome - No Meal - 0-5 (on lap or in pram)			Free	Y	
Friday Night Function - Outside Festival Site - 12 and over	\$16.40	\$30.00	82.93%	Y	С
Plus Booking Fee					
Friday Night Function Festival - Children Under 12			Free	Υ	

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Name	Year 24/25 Fee	Year 25/26 Fee	Increase	GST	Pricing Principle
	(incl. GST)	(incl. GST)	%		Principle
DAILY FUNCTIONS [continued]					
DAILY FUNCTIONS [continued]					
Saturday Night Function - Outside Festival Site - 12 and over	\$16.40	\$30.00	82.93%	Y	
Plus Booking Fee					
Saturday Night Function Festival - Children Under 12			Free	Y	
Weekend or Day Festival Pass - Sponsor, Trader, Contractor, Official, Clans/Society			Free	Y	
Weekend or Day Festival Pass - Volunteer			Free	Υ	
Weekend or Day Festival Pass - Performer, Sponsor, Ambassador, Honoured Guest			Y		
Weekend or Day Festival Pass - Carer Pass			Y		
Weekend or Day Festival Pass - Children 12 and under with paying adult (Standing Stones Events Only)			Y		
Quoted Functions & Special Events			Υ		
Plus Booking Fee					
TRADER SITE FEES					
Trader Site Fees – Clan Unpowered Site 3m x 3m (incl. 2 weekend passes/1 car pass)			Free	Y	С
Unpowered Stall Sites per square metre	\$1	L2 per square m	etre plus GST	Υ	
Plus Booking Fee					
All Corner Sites (additional fee)	\$50.00	\$50.00	0.00%	Υ	
Plus Booking Fee					
Powered Stall Sites -15amp per square metre	\$1	L5 per square m	Υ		
Plus Booking Fee					
Powered Stall Sites -30amp per square metre	\$1	L6 per square m	etre plus GST	Υ	
Plus Booking Fee					
Bespoke sites			By Quotation	Υ	

TRADER SITE DEPOSIT AND CHARGES

Trader Site Deposit	Full fee recieved by 31 March is refundable. Cancellations recieved after this date will not be refunded or carried over. Tickets are non refundable unless the event is cancelled.	Y	С
	Last year fee Full fee received by March 30 2024, these are non refundable. Cancellations received after this date will not be refunded or carried over.		
Plus Booking Fee			

CHRISTMAS IN THE HIGHLANDS

Christmas in the Highlands Trader Fee	Free	Υ	
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Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricing Principle
MINERAMA					
INSIDE TRADERS					
Inside Traders (New Pavilion) – Per Table	\$87.00	\$90.00	3.45%	Υ	С
Inside Traders (Old Pavilion) – Per Table	\$66.00	\$68.00	3.03%	Υ	С
OUTSIDE TRADERS					
Outside Traders – Powered – 10m x 6m – for Festival Period	\$125.00	\$128.75	3.00%	Y	С
Outside Traders – Powered – 6m x 3m for Festival Period	\$100.00	\$100.00	0.00%	Y	С
WORKSHOPS					
Onsite (showground) Showground Workshop Fees per person			\$50 - \$70	Y	С
BOOKING FEES					
Camping Fees Per Night	\$25.00	\$25.00	0.00%	Υ	
FOSSICKING FIELD TRIPS					
FOSSICKING TRIP COMMISSION					
ENTRY FEES					
Festival Gate Entry - Per Day - Per Adult	\$5.00	\$10.00	100.00%	Υ	
Festival Gate Entry - Per Day - Per Child under 12yrs			Free	Y	



AUSTRALIAN STANDING STONES MANAGEMENT BOARD

PLAQUE INSTALLATION

Installation of plaque on Celtic Family Wall	Cost of plaque plus \$80 administration and	Υ	С
	installation fee		

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricing Principle
EMMAVILLE WAR MEMORIAL H	HALL				
FULL HALL HIRE					
Full Hall including Kitchen and Supper Room	\$90.00	\$120.00	33.33%	Υ	С
SESSION HIRE					
Fitness Classes – per session	\$10.00	\$10.00	0.00%	Υ	С
KITCHEN/SUPPER ROOM					
Kitchen and Supper Room	\$60.00	\$70.00	16.67%	Υ	С
MEETING HIRE					
Meetings (day)	\$25.00	\$25.00	0.00%	Υ	С
Meetings (night)	\$33.00	\$40.00	21.21%	Υ	С
VARIOUS HIRE FEES					
Preschool	\$40.00	\$40.00	0.00%	Υ	С
Children's Party or Funeral Gatherings	\$30.00	\$120.00	300.00%	Υ	С
Library Hire	\$772.50	\$772.50	0.00%	Υ	С
REFUNDABLE SECURITY DEPOS	IT				
Refundable Security Deposit for Children's Parties & Funerals	\$40.00	\$40.00	0.00%	Y	С

	Year 24/25	Year 25/26			Driging
Name	Fee	Fee	Increase	GST	Pricing Principle
	(incl. GST)	(incl. GST)	%		Fillicipie

PINKETT RECREATION RESERVE COMMITTEE

HALL HIRE

Day or Night – General Usage	\$300.00	\$300.00	0.00%	Y	D
Membership	\$1.00	\$1.00	0.00%	Υ	D
Stationery Reimbursement	\$200.00	\$200.00	0.00%	Υ	D
Refundable Security Deposit	\$300.00	\$300.00	0.00%	N	D

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		1 micipic

GLENCOE COMMUNITY HALL

HALL HIRE

Not for Profit Organisations and Events			FREE	Υ
Hall use per half day	\$55.00	\$55.00	0.00%	Υ
Hall use per full day	\$110.00	\$110.00	0.00%	Υ
Regular Users per annum	\$110.00	\$110.00	0.00%	Υ
Refundable Cleaning Deposit	\$22.00	\$22.00	0.00%	Υ

CLEANING DEPOSIT REFUNDABLE

Refundable Cleaning Deposit	\$20.00	\$20.00	0.00%	N	Α

VARIOUS COMMUNITY HALL HIRE RATES

	Year 24/25	Year 25/26			Driging
Name	Fee	Fee	Increase	GST	Pricing Principle
	(incl. GST)	(incl. GST)	%		Fillicipie

EMMAVILLE MINING MUSEUM

ENTRY FEE

Entry Fee (Donation)	\$2.00	\$2.00	0.00%	N	D

MUSEUM ADMINISTRATION FEES

Research – per hour charge	\$30.00	\$30.00	0.00%	Υ	D
Photocopying (per Council's Fees)	See Co	orporate & Gove	Υ	D	
Faxes (per Council's Fees)	See Co	orporate & Gove	Υ	D	

SPORTS COUNCIL

ANNUAL MEMBERSHIP FEES

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricing Principle
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GLEN ELGIN

GROUND HIRE

Hire of Ground per day (includes fuel for the	\$330.00	\$330.00	0.00%	Y	D
The of Ground per day (includes lact for the	Φ000.00	Ψ550.00	0.0070		<i>D</i>
generator and gas)					
9					

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		1 micipic

GLEN INNES AIRPORT

LANDING FEES

Airport Landing Fee - General Aviation	\$8.50 per per 1,000kg MTOW (maximum take-off weight) pro rata - minimum charge 1 tonne. Last year fee \$8 per per 1,000kg MTOW (maximum take-off weight) pro rata - minimum charge 1 tonne.	Y	
Airport landing Fee - Australian Defence Force Aircraft	As negotiated by Australian Airports Association	Y	
Airport Landing Fee - Registered Charities	Nil – subject to demonstration that the application of fees would adversely affect the ability to provide the service. Typically applies to small scale organisations.	Y	
Airport Landing Fee – Superair	As per negotiated agreement with Superair	Y	

	Year 24/25	Year 25/26			Pricing
Name	Fee	Fee	Increase	GST	Principle
	(incl. GST)	(incl. GST)	%		Fillicipie

GLEN INNES AGGREGATES

RETAIL PRICE LIST

UNPROCESSED

Overburden	\$11.00	\$16.60	50.91%	Υ	
Select Fill	\$20.35	\$24.00	17.94%	Υ	
Low Volume Sales	sales. Bulk-or with quota delivery Q requirem qu Prices sho sales. Bulk-or with quota delivery Q requirem	own are for cash der customers wations for supply if required. Pleatuarry Manager tents, or if you relarry product not own are for cash der customers wations for supply if required. Pleatuarry Manager tents, or if you relarry product not own are for supply if grequired.	will be provided of product and use contact the odiscuss your quire a special shown above. Last year fee or low-volume will be provided of product and use contact the odiscuss your quire a special	Y	

AGGREGATES

Crusher dust	\$30.25	\$30.25	0.00%	Υ	
Crusher dust <3mm \$	\$41.25	\$41.25	0.00%	Υ	
5mm Aggregate	\$56.10	\$56.10	0.00%	Υ	
7mm Aggregate	\$49.50	\$52.25	5.56%	Υ	
10mm Aggregate	\$47.30	\$50.60	6.98%	Υ	
14mm Aggregate	\$46.20	\$48.95	5.95%	Υ	
20mm Aggregate	\$42.35	\$42.35	0.00%	Υ	
Pre-coated Aggregate	\$66.00	\$66.00	0.00%	Υ	
Sand and Aggregate Mix	\$61.60	\$65.00	5.52%	Υ	
Low Volume Sales	sales. Bulk-or with quota delivery Q requirem qu	own are for cash der customers w titions for supply if required. Plea warry Manager t ents, or if you re larry product not	Y		
	sales. Bulk-or with quota delivery Q requirem	own are for cash der customers wations for supply if required. Pleasuarry Manager tents, or if you relarry product not			

ROADBASE

20mm Scalps (non spec)	\$30.25	\$30.25	0.00%	Υ
40mm Scalps (non spec)	\$30.25	\$30.25	0.00%	Υ
DGB 20 (RMS spec)	\$47.85	\$47.85	0.00%	Υ
MB 20 (RMS spec)	\$47.85	\$47.85	0.00%	Υ

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Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricing Principle
ROADBASE [continued]					
DGS 20mm (RMS spec)	\$37.40	\$37.40	0.00%	Υ	
DGS 40mm (RMS spec)	\$37.40	\$37.40	0.00%	Υ	
40mm Unsealed Road Base (ex rural pit + loading costs)	\$22.00	\$22.00	0.00%	Y	
40mm Unsealed Road Base (ex GIA pit)	\$33.55	\$33.55	0.00%	Υ	
Low Volume Sales	sales. Bulk-ord with quota delivery Q requireme	wn are for cash der customers w tions for supply if required. Plea uarry Manager tents, or if you re arry product not	Y		
	Prices shown are for cash or low-volume sales. Bulk-order customers will be provided with quotations for supply of product and delivery if required. Please contact the Quarry Manager to discuss your requirements, or if you require a special quarry product not shown above.				

BROKEN ROCK

40mm Unsealed Road Base (ex GIA pit)	\$26.95	\$33.55	24.49%	Υ	
Gabion rock	\$38.50	\$38.50	0.00%	Υ	
250mm plus Drainage Rock	\$38.50	\$38.50	0.00%	Υ	
100mm – 250mm Drainage Rock	\$38.50	\$38.50	0.00%	Υ	
40mm-100mm Ballast Rock	\$38.50	\$38.50	0.00%	Υ	
40mm-63mm Ballast Rock	\$38.50	\$38.50	0.00%	Υ	
20-40mm Aggregate mix	\$42.35	\$42.35	0.00%	Υ	
Granite	\$39.60	\$39.60	0.00%	Υ	
Low Volume Sales	sales. Bulk-or with quota delivery Q requireme	own are for cash der customers wattons for supply if required. Plea truarry Manager tents, or if you relarry product not	Y		
	sales. Bulk-or with quota delivery Q requireme	own are for cash der customers w tions for supply if required. Plea uarry Manager t ents, or if you re- arry product not			

DELIVERY

12 Tonne Tipper - in town	\$77.00	\$77.00	0.00%	Υ	
Truck & Dog and B-Double			By quotation	Υ	
			Last year fee By quotation		
Weighbridge Ticket	\$35.00	\$35.00	0.00%	Υ	

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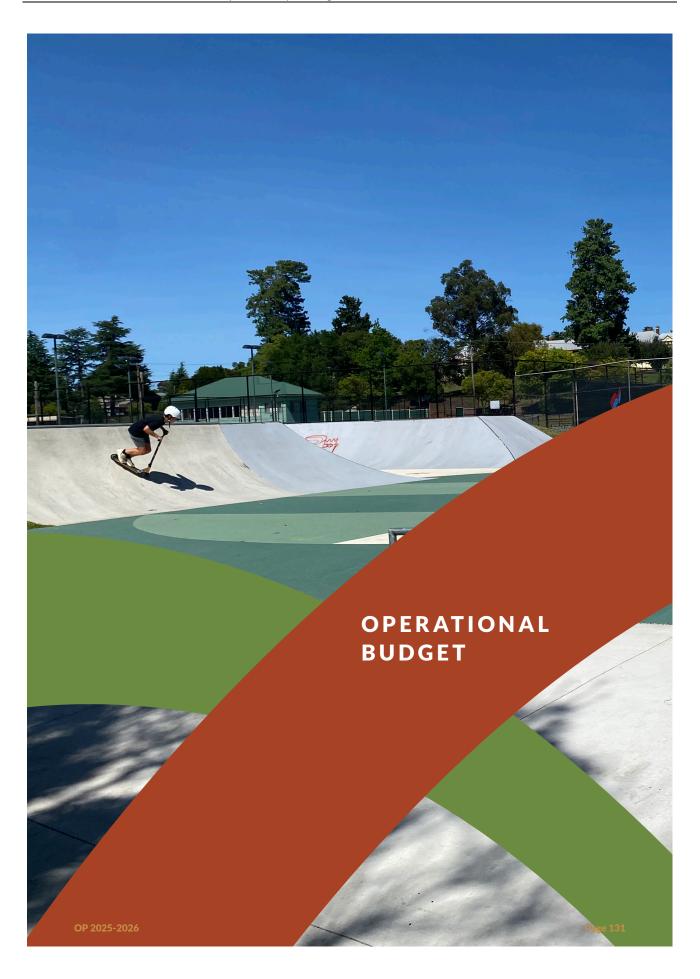
Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	GST	Pricing Principle
DELIVERY [continued]					
Weighbridge Usage Cattle – per head	\$5.50	\$5.50	0.00%	Υ	
PRIVATE PLANT HIRE					
Dozer - Komatsu D65	\$252.00	\$252.00	0.00%	Υ	
Excavator (30T)	\$252.00	\$252.00	0.00%	Υ	
Truck – 12 Tonne Bogie Axle Tipper	\$158.00	\$158.00	0.00%	Υ	
Truck – 30 Tonne Tipper with Dog Trailer	\$192.50	\$192.50	0.00%	Υ	

	Year 24/25	Year 25/26			Driaina
Name	Fee	Fee		GST	Pricing Principle
	(incl. GST)	(incl. GST)	%		

ASSET SERVICES

REPLACEMENT KEYS

Replacement of Council-Issued Keys	\$0.00	\$55.00	∞	Υ	
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OPERATIONAL BUDGET	Revenue Budget	Revenue Budget	Variance	Expenditure Budget	Expenditure Budget	Variance	Budget Total	Budget Total
2025/2026	2024/2025	2025/2026		2024/2025	2025/2026		2023/2024	2025/2026
	\$	\$	\$	\$	\$	\$	\$	\$
FUNCTION								
General Purpose Revenues	12,240,067	12,938,280	698,213	10,000	60,000	50,000	12,230,067	12,878,280
Governance	-	-	-	1,249,058	1,041,461	(207,597)	(1,249,058)	(1,041,461)
Administration	1,529,991	1,814,804	284,813	5,437,747	6,518,647	1,080,900	(3,907,756)	(4,703,843)
Public Order and Safety	1,121,489	158,269	(963,220)	1,639,202	863,438	(775,764)	(517,712)	(705,168)
Health	20,250	30,000	9,750	167,779	114,306	(53,473)	(147,529)	(84,306)
Environment	400	100,200	99,800	147,950	268,893	120,942	(147,550)	(168,693)
Housing and Community Amenities	2,643,160	4,339,274	1,696,114	3,086,400	4,983,916	1,897,517	(443,240)	(644,642)
Recreation and Culture	336,592	355,400	18,808	4,048,096	4,085,696	37,600	(3,711,504)	(3,730,296)
Mining, Manufacturing and Construction	93,700	37,000	(56,700)	228,208	294,330	66,122	(134,508)	(257,330)
Glen Innes Aggregates	5,211,590	5,550,158	338,568	4,384,954	4,089,410	(295,544)	826,636	1,460,748
Transport and Communication	3,056,289	2,201,000	(855,289)	9,297,777	9,054,935	(242,842)	(6,241,488)	(6,853,935)
Community Services and Education	3,968,339	3,172,141	(796,198)	4,332,466	3,213,351	(1,119,115)	(364,127)	(41,210)
Economic Affairs	677,034	788,904	111,870	2,452,422	2,054,605	(397,817)	(1,775,388)	(1,265,701)
Water Supplies	3,707,570	3,700,225	(7,345)	2,626,232	3,205,723	579,490	1,081,338	494,503
Sewer Supplies	2,287,754	2,141,536	(146,218)	1,680,461	1,853,121	172,661	607,294	288,415
Capital Grants Income	12,000,000		(12,000,000)			-	12,000,000	13,000,000
Total	48,894,226	37,327,192	(11,567,034)	40,788,752	41,701,833	913,081	8,105,474	8,625,359
								2025/2026
Operating Surplus/(Deficit) - excluding Capital Grants								(4,374,641)
Add Capital Grants								13,000,000
Operating Surplus/(Deficit) - including Capital Grants								8,625,359

Administration				
Туре	GL Type	Budget FY 2025/2026 "\$"		
	Investment Income	1,093,404		
Income	Other Income	309,200		
	Other Revenue	160,000		
	User Charges & Fees	252,200		
	Total Income	1,814,804		
	Borrowing Costs	251,655		
	Depreciation & Amortisation	1,351,800		
Evnanditura	Employee Costs	4,004,333		
Expenditure	Materials & Services	688,860		
	Other Expenses	222,000		
	Total Expenditure	6,518,647		
Cost of Service (Surplus/(Deficit)		(4,703,843)		

	Community Services & Education			
Туре	GL Type	Budget FY 2025/2026 "\$"		
	User Charges & Fees	60,000		
	Other Revenue	34,000		
Income	Other Income			
	Grants & Contributions	3,078,141		
	Total Income	3,172,141		
	Other Expenses			
	Materials & Services	763,680		
Expenditure	Employee Costs	2,368,067		
	Depreciation & Amortisation	81,604		
	Total Expenditure	3,213,351		
Cost of Service (Surplus/(Deficit)		(41,210)		

	Economic Services			
Туре	GL Type	Budget FY 2025/2026 "\$"		
	User Charges & Fees	591,000		
	Other Revenue	145,500		
Income	Other Income	52,404		
	Grants & Contributions	-		
	Total Income	788,904		
	Other Expenses	10,000		
	Materials & Services	1,114,853		
Expenditure	Employee Costs	685,295		
	Depreciation & Amortisation	244,457		
	Total Expenditure	2,054,605		
Cost of Service (Surplus/(Deficit)		(1,265,701)		

Environment			
Туре	GL Type	Budget FY 2025/2026 "\$"	
Income	User Charges & Fees	100,200	
	Total Income	100,200	
	Other Expenses	120,000	
Expenditure	Materials & Services	-	
expenditure	Employee Costs	148,893	
	Total Expenditure	268,893	
Cost of Service (Surplus/(Deficit)		(168,693)	

	General Purpose Income				
Туре	GL Type	Budget FY 2025/2026 "\$"			
	Ordinary Rates	8,629,885			
Income	Grants & Contributions	4,203,395			
	Extra Charges on Overdue Rates	45,000			
	Other Revenue	60,000			
	Total Income	12,938,280			
Expenditure	Materials & Services	60,000			
	Total Expenditure	60,000			
Cost of Service (Surplus/(Deficit)		12,878,280			

Glen Innes Aggregates				
Туре	GL Type	Budget FY 2025/2026 "\$"		
Income	User Charges & Fees	5,481,800		
	Other Income	68,358		
	Total Income	5,550,158		
	Materials & Services	3,051,197		
	Employee Costs	671,038		
Expenditure	Depreciation & Amortisation	297,070		
	Borrowing Costs	70,105		
	Total Expenditure	4,089,410		
Cost of Service (Surplus/(Deficit)		1,460,748		

Governance			
Туре	GL Type	Budget FY 2025/2026 "\$"	
Income	Other Revenue	-	
	Other Income	-	
	Total Income	-	
Expenditure	Other Expenses	3,000	
	Materials & Services	881,000	
	Employee Costs	157,461	
	Total Expenditure	1,041,461	
Cost of Service (Surplus/(Deficit)		(1,041,461)	

	Health			
Туре	GL Type	Budget FY 2025/2026 "\$"		
Income	User Charges & Fees	30,000		
	Total Income	30,000		
	Materials & Services	4,500		
Expenditure	Employee Costs	109,806		
	Total Expenditure	114,306		
Cost of Service (Surplus/(Deficit)		(84,306)		

Housing & Community Amenities			
Туре	GL Type	Budget FY 2025/2026 "\$"	
Income	User Charges & Fees	698,610	
	Other Revenue	81,500	
	Grants & Contributions	20,500	
	Extra Charges on Overdue Rates	5,000	
	Annual Charges	3,533,664	
	Total Income	4,339,274	
	Materials & Services	3,008,543	
	Employee Costs	1,695,721	
Expenditure	Depreciation & Amortisation	279,652	
	Total Expenditure	4,983,916	
Cost of Service (Surplus/(Deficit)		(644,642)	

Mining, Manufacture & Construction			
Туре	GL Type	Budget FY 2025/2026 "\$"	
Income	User Charges & Fees	34,000	
	Other Revenue	3,000	
	Total Income	37,000	
Expenditure	Materials & Services	84,200	
	Employee Costs	210,130	
	Total Expenditure	294,330	
Cost of Service (Surplus/(Deficit)		(257,330)	

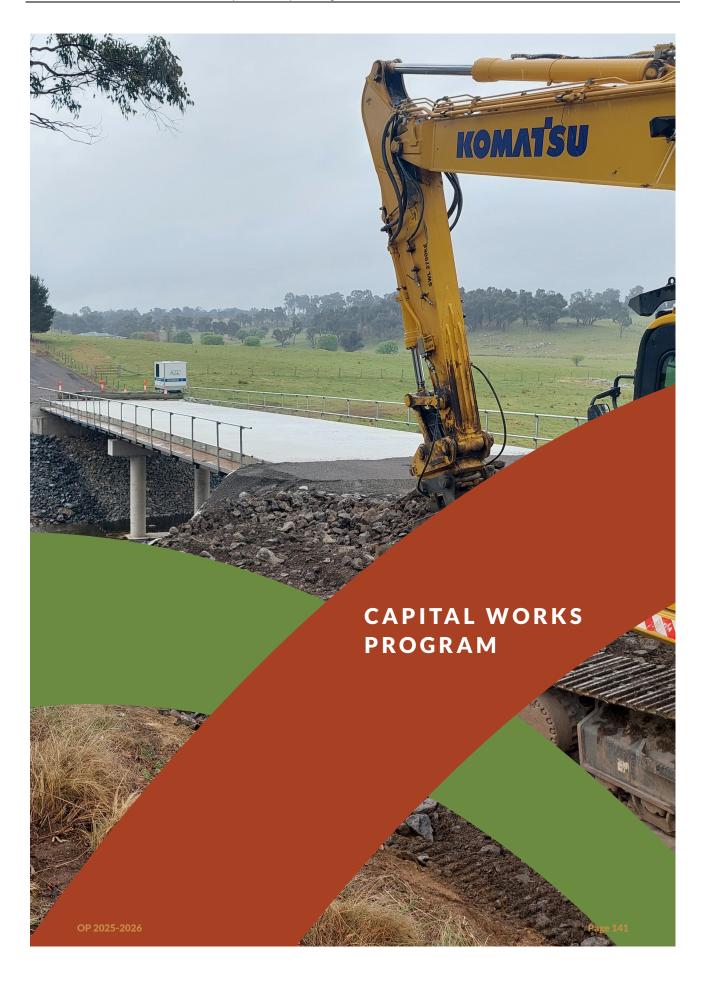
Public Order & Safety			
Туре	GL Type	Budget FY 2025/2026 "\$"	
Income	User Charges & Fees	12,600	
	Other Revenue	15,100	
	Other Income	-1	
	Grants & Contributions	130,570	
	Total Income	158,269	
Expenditure	Other Expenses	551,946	
	Materials & Services	171,010	
	Employee Costs	140,482	
	Total Expenditure	863,438	
Cost of Service (Surplus/(Deficit)		-705,168	

Recreation & Culture				
Туре	GL Type	Budget FY 2025/2026 "\$"		
Income	User Charges & Fees	204,600		
	Other Revenue	900		
	Other Income	2,900		
	Grants & Contributions	147,000		
	Total Income	355,400		
Expenditure	Other Expenses	5,000		
	Materials & Services	1,414,308		
	Employee Costs	1,692,387		
	Depreciation & Amortisation	932,797		
	Borrowing Costs	41,204		
	Total Expenditure	4,085,696		
Cost of Service (Surplus/(Deficit)		(3,730,296)		

Sewerage Services			
Туре	GL Type	Budget FY 2025/2026 "\$"	
	User Charges & Fees	126,744	
	Other Revenue		
	Other Income		
Income	Investment Income		
meome	Grants & Contributions	10,000	
	Extra Charges on Overdue Rates	-	
	Annual Charges	2,004,791	
	Total Income	2,141,536	
	Borrowing Costs	11,864	
	Materials & Services	782,775	
Expenditure	Employee Costs	424,667	
	Depreciation & Amortisation	633,815	
	Total Expenditure	1,853,121	
Cost of Service (Surplus/(Deficit)		288,415	

Transport & Communication				
Туре	GL Type	Budget FY 2025/2026 "\$"		
Income	User Charges & Fees	7,000		
	Grants & Contributions	2,194,000		
	Extra Charges on Overdue Rates	-		
	Annual Charges	-		
	Total Income	2,201,000		
Expenditure	Materials & Services	2,182,217		
	Employee Costs	1,448,776		
	Depreciation & Amortisation	5,423,942		
	Borrowing Costs	-		
	Total Expenditure	9,054,935		
Cost of Service (Surplus/(Deficit)		(6,853,935)		

Water Supply			
Туре	GL Type	Budget FY 2025/2026 "\$"	
Income	User Charges & Fees	1,963,722	
	Other Revenue	10,000	
	Other Income	-	
	Investment Income	-	
	Grants & Contributions	270,000	
	Extra Charges on Overdue Rates	0	
	Annual Charges	1,456,503	
	Total Income	3,700,225	
Expenditure	Materials & Services	1,833,198	
	Employee Costs	475,186	
	Depreciation & Amortisation	803,332	
	Borrowing Costs	94,007	
	Total Expenditure	3,205,723	
Cost of Service (Surplus/(Deficit)		494,503	



2025-2026 CAPITAL WORKS PROGRAM

Service Type	Budget \$'000
Infrastructure Services	3,286
Water & Sewer	1,750
Plant	1,840
Place & Growth	220
Council Office Relocation	2,000
TOTAL	9,096



Infrastructure Services

Project ID	Description of Item/s	Description of Expenditure	Estimated Cost \$	Funding Type
1	25/26 R2R reseal program	Asset renewal (bitumen reseals)	850,891	Grant funding
3	R2R Nant Park Road gravel resheet	Asset renewal (unsealed pavement gravel re-sheeting)	261,734	Grant funding
4	25/26 R2R Wycliffe Road gravel re-sheet	Asset renewal (unsealed pavement gravel re-sheeting)	275,000	Grant funding
5	25/26 R2R Hamels Lane gravel resheet	Asset renewal (unsealed pavement gravel re-sheeting)	270,000	Grant funding
6	25/26 Regional Roads Block Grant pavement rehabilitation	Asset renewal. Sealed Road pavement rehabilitation on Emmaville Road, Wellington Vale Road, and Bald Nob Road	450,000	Grant funding
7	25/26 Traffic Facilities	Repair and renewal of road signage, guardrail and linemarking on the road network.	76,000	Grant funding
12	Capital Renewal - Urban Stormwater	Drainage Renewal for Urban Areas	150,000	Drainage
33	AGRN 1034 - Rangers Valley Road Heavy Patching EPAR	Natural Disaster damage repairs	452,438	Grant funding
39	Kerb and Gutter Renewals	Kerb and gutter renewals	200,000	Drainage
40	Depot Improvements	This will be funded from Asset sales	300,000	General
	Total	Infrastructure Services		

Total Infrastructure Services 3,286,063

Water and Sewer

Project ID	Description of Item/s	Description of Expenditure	Estimated Cost \$	Funding Type
8	New Service - Water Private Works	Private Works for Water connections	15,000	Water

9	New Mains - Water Private Works	Water Mains extensions for new properties	10,000	Water
10	New Mains - Sewer Private Works	Sewer Mains extensions for new services	10,000	Sewer
11	New Services- Sewer Private Works	New Sewer Connections	15,000	Sewer
13	Capital Renewal - Water	Water Capital Renewal	965,740	Water
14	Capital Renewal - Sewer	Capital Renewal for Sewer	734,627	Sewer

Total Water & Sewer 1,750,367

Plant

Project ID	Description of Item/s	Description of Expenditure	Estimated Cost \$	Funding Type
2	Shed for pre-coat operations	Shed for pre-coat operations	100,000	Quarry
15	Replacement of Plant 1106: Hino Ranger 10 Tipper Truck (in current FY25 budget for \$150,000. Budget required is \$230,000)	Replacement of Plant 1106: Hino Ranger 10 Tipper Truck (in current FY25 budget for \$150,000. Budget required is \$230,000)	230,000	Plant
16	Replacement of Plant 1108 Lorry 8 Volvo	Replacement of Plant 1108 Lorry 8 Volvo	240,000	Plant
17	Replacement of Plant 1549 - Leaseback Category 2 Vehicle	Replacement of Plant 1549 - Leaseback Category 2 Vehicle	65,848	Plant
18	Replacement of Plant 1556, Holden Colorado 4WD	Replacement of Plant 1556, Holden Colorado 4WD	45,000	Plant
19	Replacement of Plant 1587, Leaseback Category 3 Vehicle	Replacement of Plant 1587, Leaseback Category 3 Vehicle	52,679	Plant
20	Replacement of Plant 2313 Kubota OutFront Mower	Replacement of Plant 2313 Kubota OutFront Mower	43,000	Plant
21	Disposal of Plant 1533, Life Choices Operational Vehicle	Disposal of Plant 1533, Life Choices Operational Vehicle	-	Plant

22	Disposal of Plant 2517, Ford Ranger utility	Disposal of Plant 2517, Ford Ranger utility	-	Plant
23	Replacement of Plant 2518, Holden Colorado 4 x 2	Replacement of Plant 2518, Holden Colorado 4 x 2	43,000	Plant
24	Replacement of Plant 2544, Leaseback Category 3 Vehicle	Replacement of Plant 2544, Leaseback Category 3 Vehicle	52,679	Plant
25	Replacement of Plant 2546, Leaseback Category 3 Vehicle	Replacement of Plant 2546, Leaseback Category 3 Vehicle	52,679	Plant
26	Replacement of Plant 2552, Leaseback Category 3 Vehicle	Replacement of Plant 2552, Leaseback Category 3 Vehicle	52,679	Plant
27	Replacement of Plant 2582, Leaseback Category 3 Vehicle	Replacement of Plant 2582, Leaseback Category 3 Vehicle	52,679	Plant
28	Replacement of Plant 3505, Holden Colorado 4x4 Crew Cab	Replacement of Plant 3505, Holden Colorado 4x4 Crew Cab	43,000	Plant
29	Replacement of Plant 3570, Electric Vehicle	Replacement of Plant 3570, Electric Vehicle	35,000	Plant
30	Replacement of Plant 5214, Lorry 9 Volvo Tipper Truck	Replacement of Plant 5214, Lorry 9 Volvo Tipper Truck	240,000	Plant
31	Replacement of Quarry Loader	Replacement of Quarry Loader	492,000	Quarry

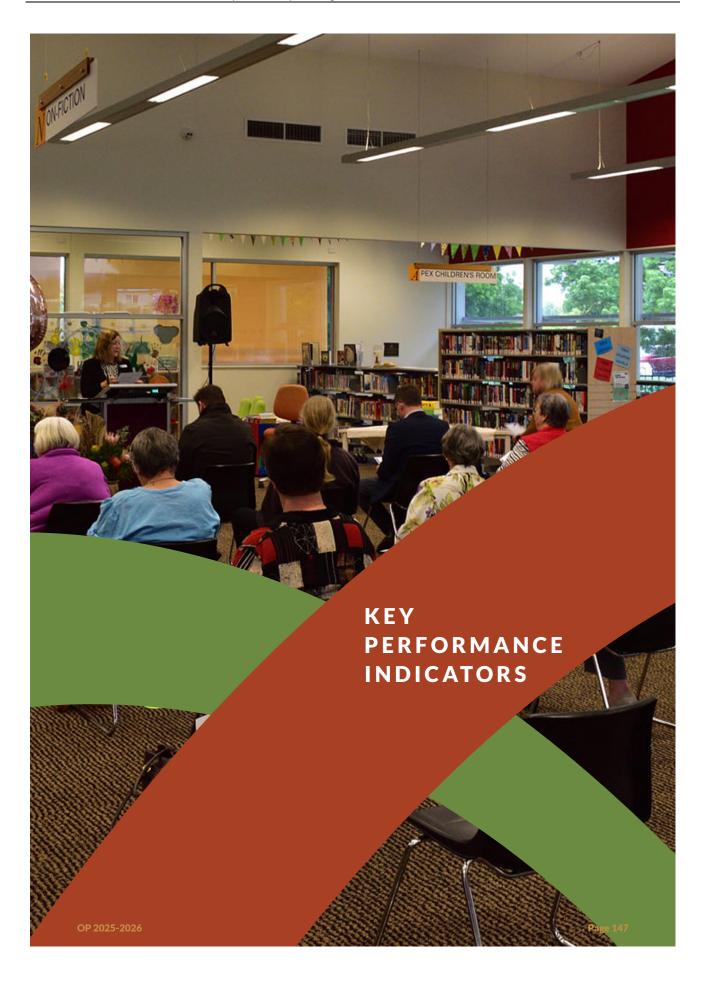
Total Plant 1,840,243

♦ Does not include the cash offset for vehicle leaseback fees and profit on disposal of vehicles

Place and Growth

Project ID	Description of Item/s	Description of Expenditure	Estimated Cost \$	Funding Type
36	Preliminary design of Glen Innes Waste Transfer Station (Stockpile Site)	Planning and design stage	20,000	Waste
37	Glen Innes Waste Transfer Station security fencing and CCTV	Security and biosecurity boundary fencing, and CCTV	100,000	Waste
38	Quarantine and overflow companion animal holding cages	Quarantine holding cages for companion dogs	50,000	General
41	Ongoing Project - CCTV	CCTV project over 5 years (second year)	50,000	General

Total Place & Growth 220,000



Some Industry Related Key Performance Indicators (KPIs)

Council's Key Performance Indicators (KPIs):

Council's KPIs, expressed as the required FFF Benchmarks, can be visually depicted as follows:

MEASURE / BENCHMARK	2025/2026 ESTIMATED
Operating Performance Ratio (Greater than or equal to breakeven average over 3 years)	×
Own Source Revenue Ratio (Greater than 60% average over 3 years)	×
Building and Infrastructure Asset Renewal Ratio (Greater than 100% average over 3 years)	
Infrastructure Backlog Ratio (Less than 2%)	×
Asset Maintenance Ratio (Greater than 100% average over 3 years)	
Debt Service Ratio (Greater than 0% and less than or equal to 20% average over 3 years)	

A more detailed analysis of the above ratios is provided below:

Operating Performance Ratio
This ratio measures Councils ability of containing operating expenditure within operating revenue
Calculated as:
Total Continuing Operating Revenue (excluding Capital Grants and Contributions) - Operating Expenses

Total Continuing Operating Revenue (excluding Capital Grants and Contributions)

Benchmark

=>0

(greater or equal to break even average over three (3) years)

Expected Performance

2024/2025 current year only = -11.72%

Three (3) Year Average benchmark is unlikely to be met in 2025/2026

Own Source Operating Revenue Ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Calculated as:

Total Continuing Operating Revenue (excluding all Grants and Contributions)

Total Continuing Operating Revenue (including Capital Grants and Contributions)

Benchmark

>60%

(average over three (3) years)

Expected Performance

2024/2025 current year only = 54.19%

Three (3) Year Average benchmark is unlikely to be met in 2025/2026

Own Source Operating Revenue Ratio (Rural Council version)

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Calculated as:

 $Total\ Continuing\ Operating\ Revenue\ (excluding\ all\ Grants\ and\ Contributions\ except\ Financial\ Assistance\ Grants)$

Total Continuing Operating Revenue (including Capital Grants and Contributions)

Benchmark

>60%

(average over three (3) years)

Expected Performance

2025/2026 current year only = 66.32%

Three (3) Year Average benchmark is forecasted to be met.

This ratio measures the rate at which assets are being renewed relative to the rate they are being depreciated. Calculated as: Asset Renewals (Building and Infrastructure) Depreciation, Amortisation and Impairment (Building and Infrastructure) Benchmark >100% (average over three (3) years) Expected Performance 2025/2026 current year only = 145% Three (3) Year Average benchmark is forecasted to be met.

Infrastructure Backlog Ratio This ratio shows the annual renewal backlog as a proportion of the total value of Council's infrastructure Calculated as: Estimated Costs to bring assets to a satisfactory condition

Total value of infrastructure and building assets

Benchmark

<2%

(average over three (3) years)

Expected Performance

2025/2026 current year only = Est. 9.22%

Three (3) Year Average benchmark is unlikely to be met in 2025/2026

Asset Maintenance Ratio
This ratio compares actual asset maintenance with required asset maintenance. A ratio above 100% indicates Council is investing enough funds to stop the infrastructure backlog through insufficient funds.
Calculated as:
Actual Asset Maintenance
Required Asset Maintenance
Benchmark
=>100%
(average over three (3) years)
Expected Performance
2025/2026 current year only = 100.00%
Three (3) Year Average benchmark is forecasted to be met.

Debt Service Ratio
This ratio measures the availability of operating cash to service debt.
Calculated as:
Debt Service Costs (Interest Expense and Principal Repayments)
Income from continuing operations (excluding capital items and specific purpose grants and contributions)

Benchmark
>0% and <=20%
(average over three (3) years)
Expected Performance
2025/2026 current year only = 4.45%
Three (3) Year Average benchmark is forecasted to be met.

