Annexures

Glen Innes Severn Council Meeting

18 JUNE 2026

ANNEXURES UNDER SEPARATE COVER

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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.

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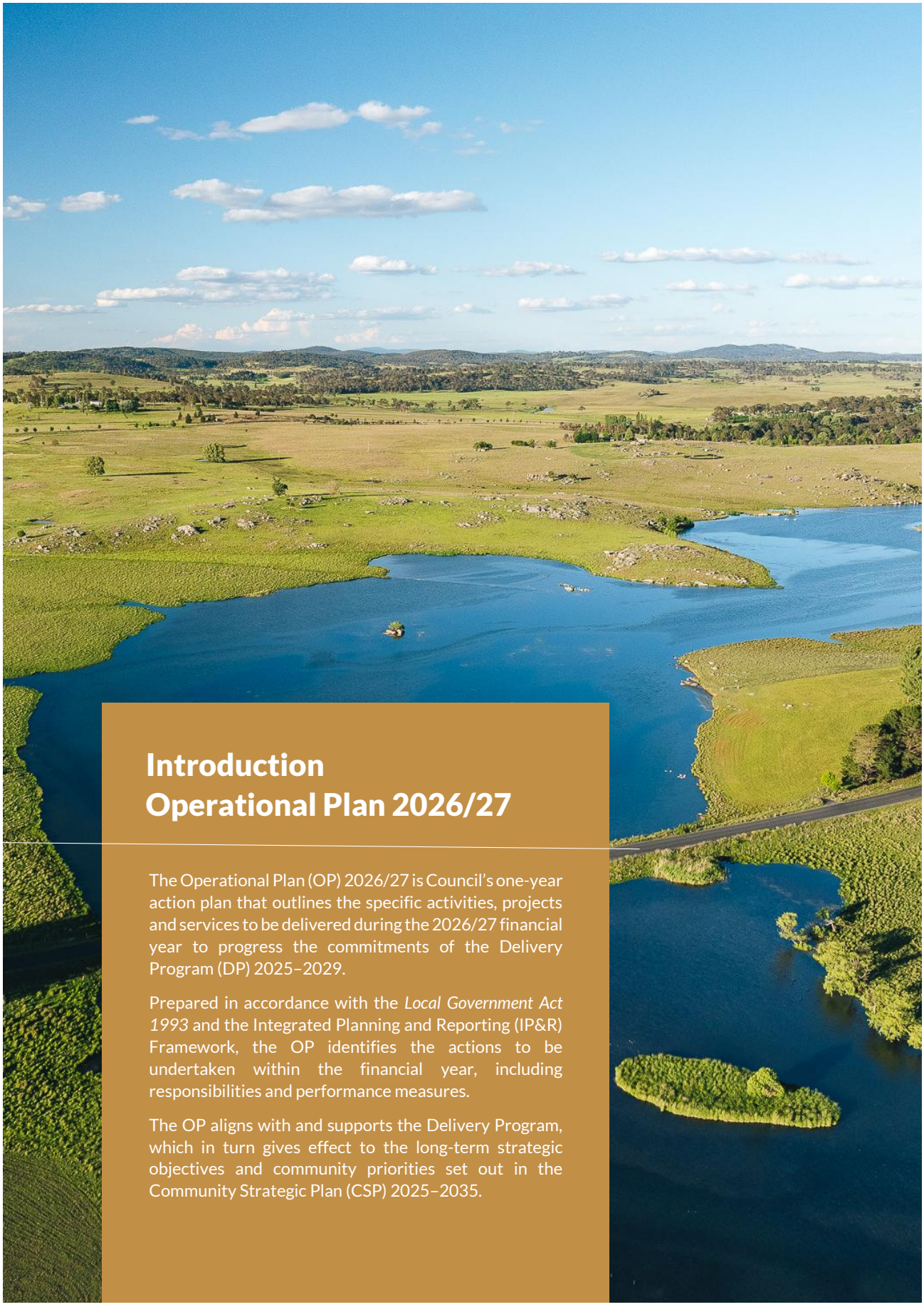

Introduction
Operational Plan 2026/27

The Operational Plan (OP) 2026/27 is Council's one-year action plan that outlines the specific activities, projects and services to be delivered during the 2026/27 financial year to progress the commitments of the Delivery Program (DP) 2025–2029.

Prepared in accordance with the *Local Government Act 1993* and the Integrated Planning and Reporting (IP&R) Framework, the OP identifies the actions to be undertaken within the financial year, including responsibilities and performance measures.

The OP aligns with and supports the Delivery Program, which in turn gives effect to the long-term strategic objectives and community priorities set out in the Community Strategic Plan (CSP) 2025–2035.

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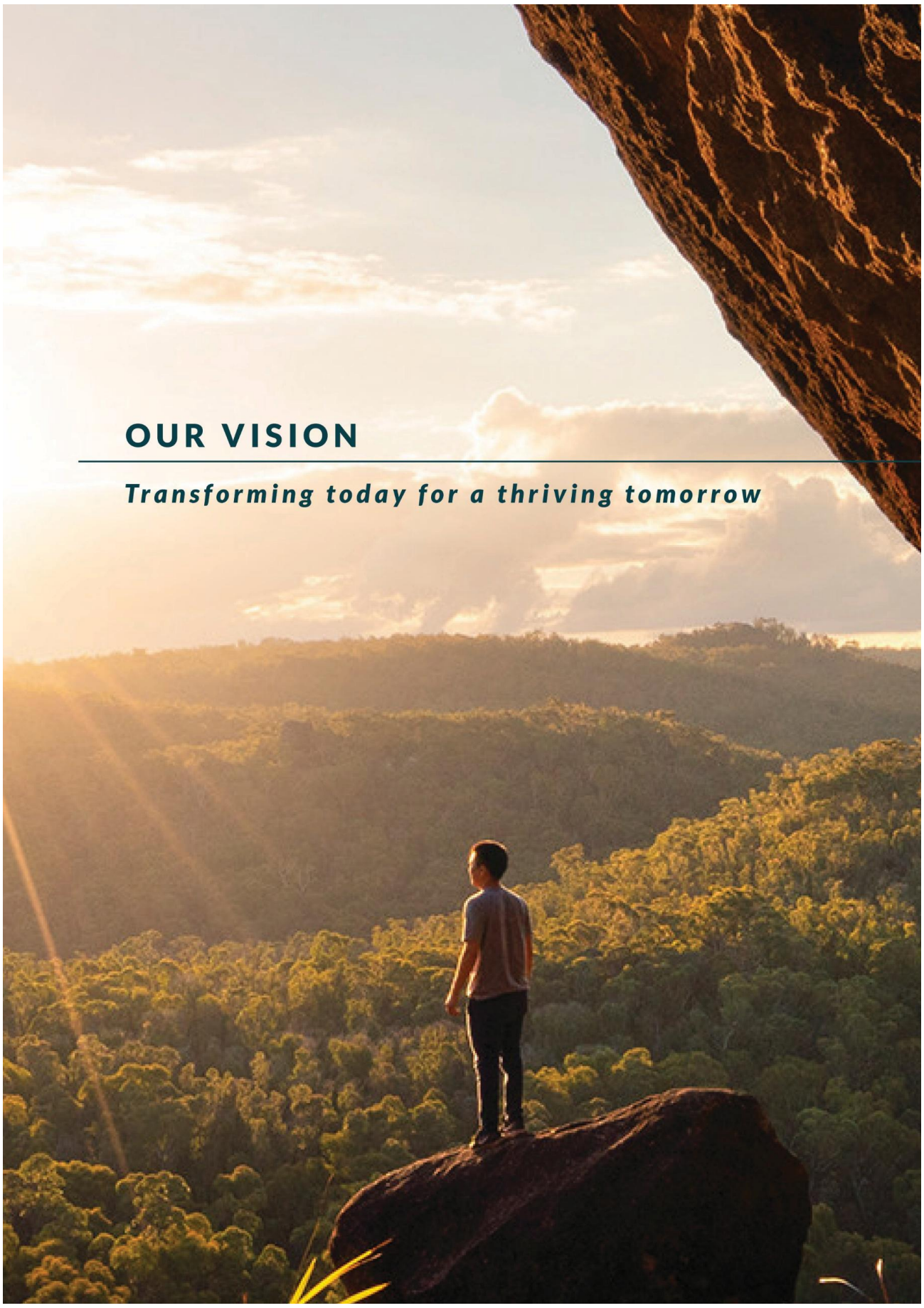

GENERAL MANAGER'S MESSAGE

This Operational Plan is presented at a pivotal point for Glen Innes Severn Council and the community we serve.

In recent years, Council has benefited from an unprecedented period of external grant funding. These opportunities have enabled the delivery of projects that make a tangible difference to quality of life across our Local Government Area.

The recent opening of the ANZAC Park Playground stands as a visible example of what has been achieved ANZAC Park Playground. Other projects such as the Glen Innes Highlands Skywalk, Skatepark Upgrade, Indoor Sports Centre and Centennial Parklands Amenities as well as an enormous investment in rural roads and bridges, stand as visible examples of what has been achieved through strong advocacy, partnership with other levels of government and a committed organisation focused on delivery.

That environment is now changing.

The availability of major grant programs has diminished, while at the same time councils across New South Wales are facing significant and systemic financial pressures. Escalating construction costs, lack of equitable Federal funding, constrained revenue growth, increasing regulatory demands and cost shifting are all placing sustained pressure on local government finances. These are not short-term challenges impacting just us, they are impacting Councils across NSW; they represent structural issues requiring disciplined responses.

Against this backdrop, Council has made the difficult but responsible decision to pursue a Special Rate Variation (SRV). This decision reflects Council's obligation to confront financial realities directly and to act decisively in the interests of long-term sustainability and to meet the expectations of the Office of Local Government.

The SRV is not an end in itself, but part of a broader framework focused on stabilising Council's financial position and protecting essential services for the community both now and into the future.

This Operational Plan reflects a necessary shift into a period of significant financial restraint. While Council remains firmly committed to delivering services that matter to our community, we will do so with increased rigour. All services, programs and activities will be subject to review to ensure they are affordable, efficient and aligned with community priorities. This is not about withdrawing from our responsibilities, but about exercising them responsibly, and delivering them effectively and efficiently.

A strong emphasis is being placed on organisational performance. In a constrained environment, how we operate matters as much as what we deliver. Improving systems, strengthening accountability, lifting organisational capability and driving performance across the organisation are central to this Plan. Every dollar spent must deliver value, and every action undertaken must contribute clearly to our economic, social, and environmental strategic objectives.

At the same time, this Operational Plan does not lose sight of the future. Strategic planning remains fundamental. Council must continue to position itself for long-term opportunity, ensuring today's decisions do not compromise tomorrow's capacity. This Plan therefore balances immediate financial discipline with deliberate, forward-looking planning aligned to the Community Strategic Plan and Delivery Program.

Ultimately, Council's responsibility is clear: to act in a financially sustainable manner while continuing to serve the needs of the Glen Innes Severn community. This Operational Plan sets out how we intend to meet that responsibility - through disciplined financial management, strong organisational performance and thoughtful planning for the years ahead.

Bernard Smith

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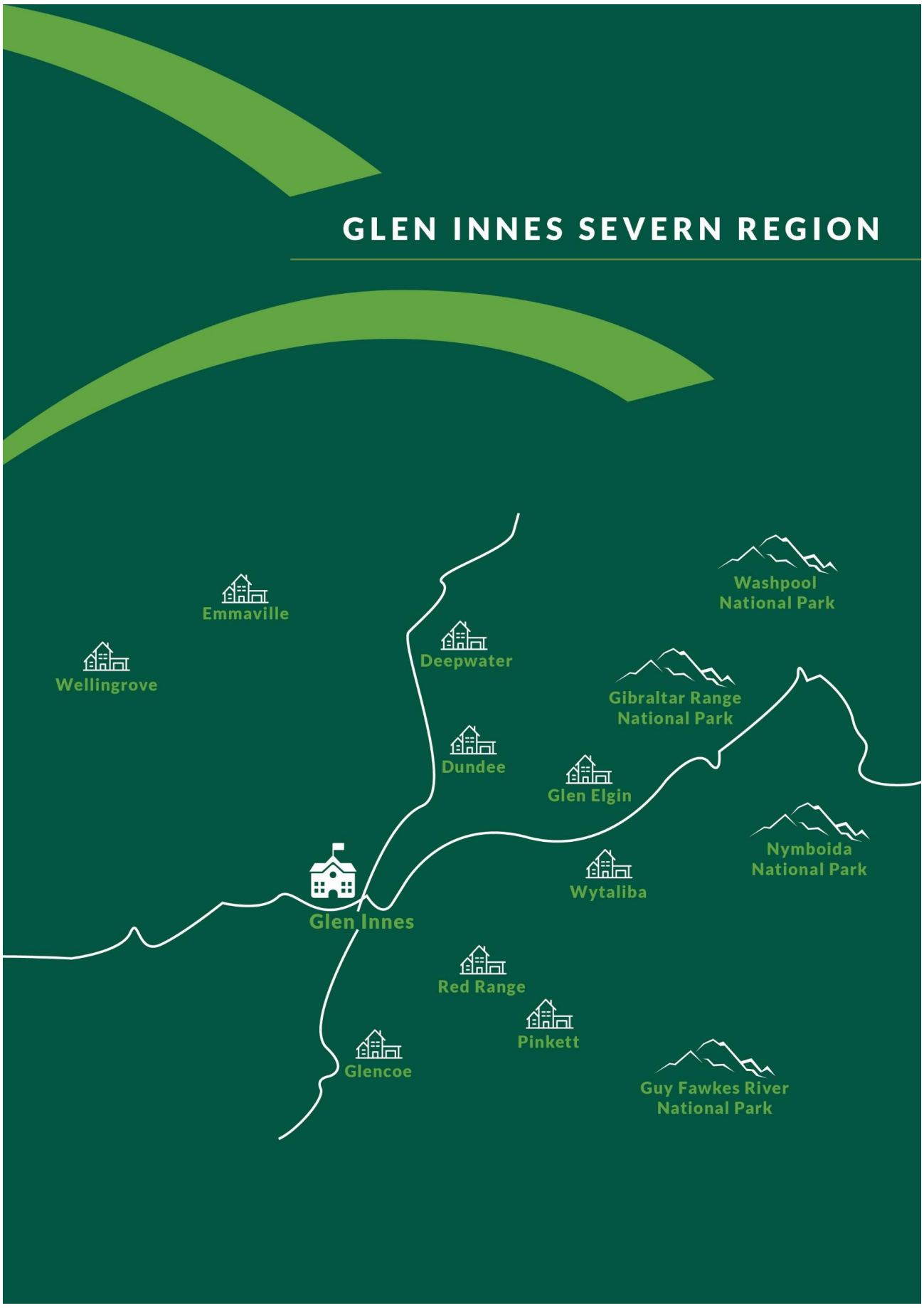

GLEN INNES SEVERN AT A GLANCE

5,487km²
Council area

1,164km
of road

8,836
current population

9,219
2041 projected growth

50
median age

270k
yearly visitors

3,266
people work in Glen Innes Severn

1,109
businesses

Largest Industry
Agricultural, Forestry & Fishing

53%
working full time

8%
unemployed

11%
who work at home

25%
who volunteer

$677.1m
Gross Regional Product (GRP)

$360.9m
regional imports

$500m
regional exports

$57.8m
tourism output

$271.5m
local expenditure

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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

7 80+ years old

10 attending tertiary education

24 attending primary education

18 attending secondary education

85 occupied private dwellings

15 unoccupied private dwellings

26 who rent

69 who own or mortgage a house

64 living in families

34 living 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.

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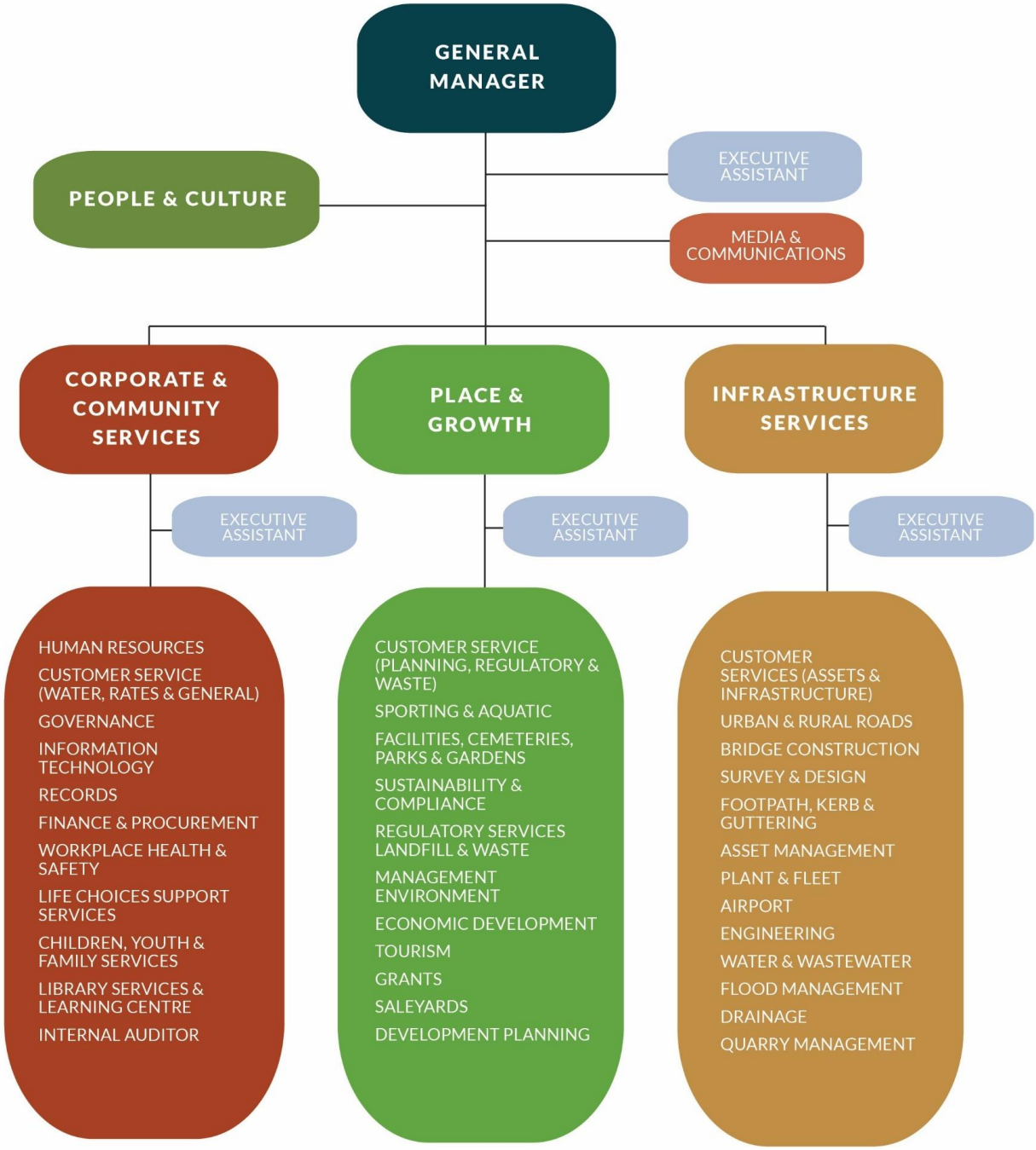
Organisational Structure



Our Workforce

200 total staff

89 female

111 male

121 full time

18 part time

61 casual

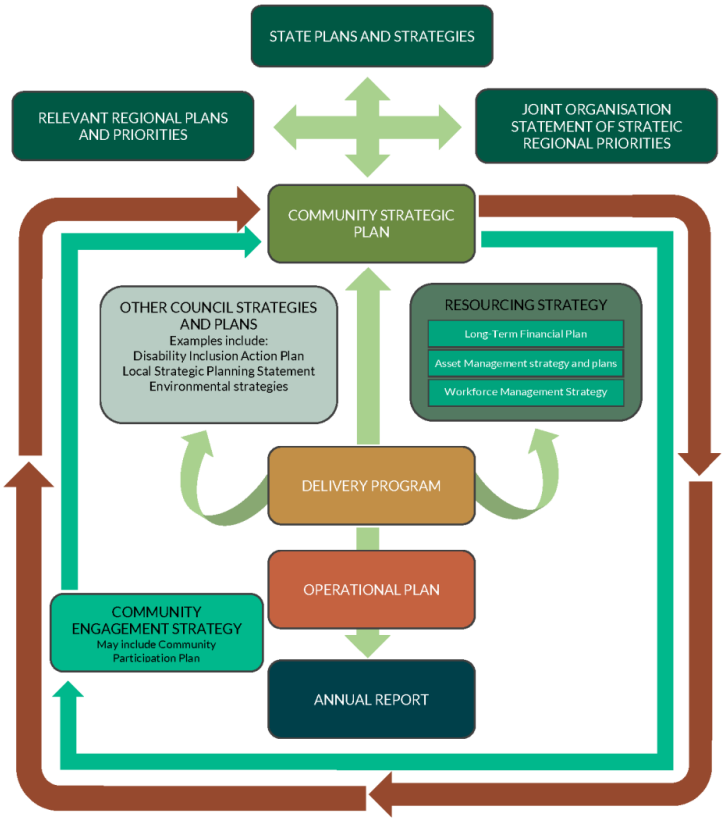
Integrated Planning & Reporting (IP&R)

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

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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

Community Strategic Plan Goals		Delivery Program Strategies	Year of Delivery 1	2	3	4	Council's Role	Operational Plan Actions	Responsible Directorate	Budget
T1.1	Facilitate and support access to essential services with reliable healthcare, education, public transport, emergency services and digital connectivity.	**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 community-led initiatives.					Plan Advocate Partner	**T1.1.1.1** Advocate on behalf of the community to secure funding to attract more specialist and general health care services.	DCCS GMO	Within Current Council Resources
								T1.1.1.2 Support the ongoing operation of the Health Hub to beyond mid-2027.	GMO DPG	Within Current Council Resources
		T1.1.2 Advocate for investment in education infrastructure and resources, while engaging community and businesses to develop school-to-work pathways.					Plan Advocate Partner	**T1.1.2.1** Strengthen partnerships with education providers to support school readiness and school-to-work pathways, including facilitating at least 2 school-based trainee placements annually.	DCCS	Within Current Council Resources
								T1.1.2.2 Implement 100% of the annual actions for the Youth Strategy.	DCCS	Within Current Council Resources
								T1.1.2.3 Pursue grant funding opportunities for capacity building and engaging activities for early childhood and youth.	DCCS	-$70,428 Government Grant Funding for Youth Booth
		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	**T1.1.3.1** Advocate for improved public transport services by aligning local transport priorities with the Transport for NSW Strategic Regional Integrated Transport Plan and engaging with TfNSW to progress service improvements within the LGA.	DIS	Within Current Council Resources
								T1.1.3.2 Deliver transport services to LCSS clients throughout the LGA.	DCCS	Within Current Council Resources
								T1.1.4.1 Advocate for improved digital coverage across the LGA by identifying priority gaps and engaging with relevant government agencies and service providers to reduce digital blackspots.	DIS	Within Current Council Resources
T1.2	Facilitate and strengthen social community networks by fostering a sense of belonging including engagement through events,	**T1.2.1** Support, organise, facilitate and/or incubate community events and cultural activities.					Plan Deliver Partner	**T1.2.1.1** Develop a NAIDOC Week Partnership and Engagement Program in collaboration with First Nations stakeholders by 31 December 2026 including participation baselines, growth targets and partnership initiatives. Commence delivery between January and June 2027 to drive increased community engagement and	DPG	Within Current Council Resources

Community Strategic Plan Goals	Delivery Program Strategies	Year of Delivery 1	2	3	4	Council's Role	Operational Plan Actions	Responsible Directorate	Budget
cultural activities, volunteer programs and support services.							participation throughout NAIDOC Week 2027/28.		
							T1.2.1.2 Successfully plan and deliver the 2027 Australian Celtic Festival in accordance with the adopted Australian Celtic Festival Strategic Plan 2026 - 2030, achieving the attendance, economic impact and stakeholder satisfaction targets set within the Plan for 26/27.	DPG	Expenditure: $409,000 Revenue: $368,000 Net result: ($41,000)
							T1.2.1.3 Prepare and present a Minerama Strategic Plan for adoption by Council by December 2026, and deliver the 2027 Minerama Fossicking Gem & Jewellery Show in accordance with the adopted Plan, and attendance, growth and industry engagement targets.	DPG	Expenditure: $50,000 Revenue: $40,000 Net result: ($10,000)
							T1.2.1.4 Prepare and present a Christmas in the Highlands Strategic Plan for adoption by Council by 30 June 2027, and deliver the Christmas in the Highlands event in accordance with the adopted Plan, and attendance, growth and industry engagement targets..	DPG	Expenditure: $55,000 Revenue: $4,000 Net result: ($51,000)
							T1.2.1.5 Deliver the Harmony Day annual event.	DCCS	$5,000
							T1.2.1.6 Develop the Glen Innes Severn Arts and Cultural Plan.	DCCS	Within Current Council Resources
							T1.2.1.7 Investigate and seek grant funding to implement the Glen Innes Severn Learning Centre Strategic Plan.	DCCS	Within Current Council Resources
							T1.2.1.8 Implement 100% of the FY actions in the Strategic Plan for Deepwater Emmaville and Glencoe library services.	DCCS	Within Current Council Resources
							T1.2.1.9 By December 2026, undertake a feasibility and scoping study for a potential annual winter community event, including options, costs, delivery models and alignment with community objectives.	DPG	Within Current Council Resources
	T1.2.2 Strengthen volunteerism and community-led initiatives supporting inter-generational programs, including reward and recognition.					Plan Facilitate Deliver	**T1.2.2.1** Deliver a volunteer recognition event to coincide with Volunteer Week.	DCCS	$5,000
							T1.2.2.2 Prepare and implement a Volunteer Attraction and Management Program by December 2026 to strengthen volunteer participation and capability across Council programs and events.	DCCS	Within Current Council Resources
	T1.2.3 Maintain support services for social inclusion ensuring accessibility for all residents.					Advocate Plan Facilitate	**T1.2.3.1** Revise the Disability Inclusion Action Plan (DIAP) 2022-2025 in consultation with key stakeholders.	DCCS	Within Current Council Resources

Community Strategic Plan Goals		Delivery Program Strategies	Year of Delivery 1	2	3	4	Council's Role	Operational Plan Actions	Responsible Directorate	Budget
								T1.2.3.2 Implement the annual actions in the Aged Care and Disability Inclusion Strategy.	DCCS	Within Current Council Resources
								T1.2.3.3 Maintain support for local domestic violence services, with a particular focus on youth education and awareness programs. .	DCCS	Within Current Council Resources
								T1.2.3.4 Maintain Council's registration with relevant regulatory and governing bodies to deliver disability, in-home aged care, out-of-school hours and vacation care services.	DCCS	Within Current Council Resources
								T1.2.3.5 Develop a Reconciliation Action Plan by October 2026.	DCCS	Within Current Council Resources
								T1.2.3.6 Develop an Ageing in Place issues Paper	DCCS	Within Current Council Resources
T1.3	Encourage active and healthy lifestyles through sport, fitness, healthy eating, mental health support and outdoor recreation ensuring overall wellbeing.	**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** Implement 100% of the Glen Innes Sporting Facilities Master Plan annual actions.	DPG	Within Current Council Resources / Seek applicable Grant Funding
		T1.3.2 Expand outdoor and nature-based activities through the development of geotrails, adventure activities and accessible green spaces.					Plan Advocate Partner Deliver	**T1.3.2.1** Create and launch a Glen Innes Highlands GeoRegion Marketing Campaign, leveraging the adopted Glen Innes Highlands Destination Management Plan 2026-2030 to promote and educate the community, visitors and stakeholders on the Glen Innes GeoRegion by February 2027, commencing delivery from March 2027 and reaching a minimum of 5,000 contacts by 30 June 2027.	DPG	Within Current Council Resources
								T1.3.2.2 Identify 1 new geotrail and complete route planning, signage design and a costed funding application for development by Q3. Integrate geotourism content and NPWS geotrail information into the Glen Innes Highlands website by Q2 and promote a minimum of 3 existing geotrails through digital channels by 30 June 2027, with visitation tracked via website analytics and Soundtrail metrics to establish growth benchmarks.	DPG	Within Current Council Resources
		T1.3.3 Strengthen support for the community through wellbeing programs, and social cohesion activities.					Partner Facilitate Deliver	**T1.3.3.1** Implement targeted promotion and community engagement activities to increase awareness and uptake of wellbeing and support services delivered through Life Choices Support Services,	DCCS	Within Current Council Resources

Community Strategic Plan Goals	Delivery Program Strategies	Year of Delivery 1	2	3	4	Council's Role	Operational Plan Actions	Responsible Directorate	Budget
							Children and Family Services and Youth Services, achieving a minimum 5% increase in Life Choices Support Services (LCSS) patronage.		
							T1.3.3.2 Undertake a scoping study to identify building upgrade or alternative expansion options for the Youth Booth to support future capacity and youth wellbeing outcomes.	DCCS	Pursuing Grant Funding
							T1.3.3.3 By December 2026, develop a concept and delivery plan for an enclosed outdoor sustainable sensory garden space at the library.	DCCS	Within Current Council Resources
							T1.3.3.4 Deliver and manage the School of Arts and Music pilot program, including participant utilisation, financial performance monitoring and reporting to Council in line with endorsed pilot requirements.	DCCS	$20,000 Operating Expenses offset by $20,000 Income from Room Hire fees

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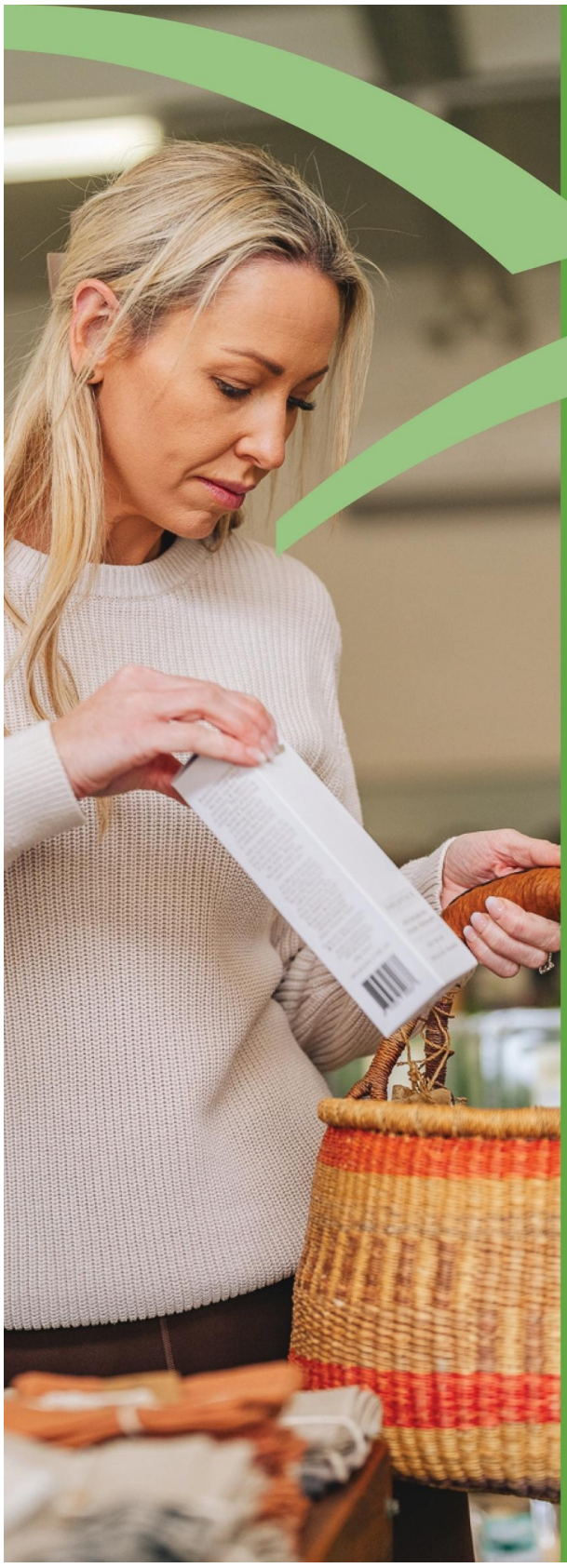

PROSPEROUS & DIVERSE ECONOMY

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

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Light Shade = Planning Phase | Dark Shade = Delivery Phase

Community Strategic Plan Goals		Delivery Program Strategies	Year of Delivery 1	2	3	4	Council's Role	Operational Plan Actions	Responsible Directorate	Budget
P1.1	Support industry diversity and economic resilience through a mix of existing industries and emerging sectors.	**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.					Advocate Partner Facilitate Deliver	**P1.1.1.1** Subject to EnergyCo Council Activity funding support, establish and lead a New England REZ Joint Regional Waste and Circular Economy Working Group with a minimum of three participating REZ councils to collaboratively commence the preparation and future delivery of a Joint Regional Waste-to-Energy and Circular Economy Framework and Strategy, identifying innovative solutions for the management of REZ construction and workforce waste streams across the New England REZ. This includes: • Securing EnergyCo Council Activity funding support by 30 September 2026 • Subject to EnergyCo funding, prepare the Framework and Strategy by 30 June 2027.	DPG DIS	Within Current Council Resources
								P1.1.1.2 Implement 100% of annual actions from the Glen Innes Highlands Economic Development Strategy.	DPG	Within Current Council Resources
		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.					Advocate Plan Partner Deliver Regulate	**P1.1.2.1** Develop and launch a targeted investment attraction marketing campaign based around the Investment Prospectus completed in 25/26, with campaign preparation finalised by November 2027 and active delivery commencing December 2027, reaching a minimum of 50 industry and investor contacts and generating at least 3 formal investment enquiries by 30 June 2028.	DPG	Within Current Council Resources
								P1.1.2.2 Complete an updated Airport Master Plan, including a future-focused marketing plan to guide airport promotion and development for delivery in subsequent years.	DIS DPG	Within Current Council Resources
								P1.1.2.3 Investigate and develop an existing industry support framework with the objective of acknowledging the importance of existing major industries and providing an environment for them to continue to succeed.	DPG	Within Current Council Resources
		P1.1.3 Facilitate strategic investment attraction through land use planning, development concierge services and promotion					Advocate Plan Partner Deliver Regulate	**P1.1.3.1** Promote and deliver the Development Concierge Service established in 2025/26 in conjunction with the Investment Prospectus to a minimum of 20 prospective developers and investors by 30 June	DPG	Within Current Council Resources

Community Strategic Plan Goals		Delivery Program Strategies	Year of Delivery 1	2	3	4	Council's Role	Operational Plan Actions	Responsible Directorate	Budget
		to investors and businesses as an attractive place for innovation, business expansion and lifestyle-based employment.						2027, generating at least 2 formal development enquiries and reporting quarterly on enquiry conversion rates to Council.		
								P1.1.3.2 Review Council's Section 7.12 Contributions Plan by 31 December 2026 and prepare and adopt a revised / new Section 7.12 Contributions Plan, together with an ancillary Section 7.11 Contributions Plan for heavy vehicle infrastructure, by 30 June 2027.	DPG	Within Current Council Resources
P1.2	Support and facilitate workforce development and employment pathways aligned with industry best practice whilst retaining talent within the community.	**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	**P1.2.1.1** Advocate and negotiate for enhanced tertiary access via Country University Centres, Open Universities etc .	GMO DCCS	Within Current Council Resources
		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	**P1.2.2.1** Develop an Aboriginal and Torres Strait Islander Employment Strategy.	GMO	Within Council Resources
P1.3	Increase the diversity and availability of housing whilst maintaining affordable access to accommodation that meets the needs of the whole community.	**P1.3.1** Encourage housing diversity including mixed-use developments, key worker accommodation, adaptable and accessible and sustainable and off-grid housing solutions.					Plan Advocate Facilitate Partner	**P1.3.1.1** Engage with social housing providers and government agencies to identify at least 1 site suitable for mixed-use housing development or temporary accommodation, with a formal lease or partnership agreement presented to Council.	DPG	Within Current Council Resources
								P1.3.1.2 Identify, secure, and activate priority housing sites in collaboration with government and private sector partners to facilitate delivery of diverse and affordable housing options aligned with strategic growth priorities.	DPG	Within Current Council Resources
		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.					Plan Advocate Facilitate Partner Deliver	**P1.3.2.1** Continue the Local Environmental Plan (LEP) review and present the revised draft LEP to Council for public exhibition prior to submission to DPIE.	DPG	$80,000 (or via grant funding if available)
								P1.3.2.2 Establish and implement a fast-track development assessment procedure for low-impact development applications by December 2026, with aim to approve 100% of eligible low-impact DAs assessed and determined within 10 working days of lodgement from January 2027 onwards.	DPG	Within Current Council Resources

Community Strategic Plan Goals		Delivery Program Strategies	Year of Delivery				Council's Role	Operational Plan Actions	Responsible Directorate	Budget
			1	2	3	4				
		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.					Plan Facilitate Regulate Partner	**P1.3.3.1** Review and update Council's Development Servicing Plan to ensure infrastructure servicing requirements, staging and developer contributions align with planned growth areas and support the timely delivery of residential housing.	DIS	Within Current Council Resources
								P1.3.3.2 Develop and adopt a Developer Deferred Payment Policy to support the timely delivery of developments.	DIS DPG	Within Current Council Resources
								P1.3.3.3 Continue to investigate Council owned vacant land appropriate to future housing development with a report to Council by Nov 26.	DPG	Within Current Council Resources

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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 1.1

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

Community Strategic Plan Goals		Delivery Program Strategies	Year of Delivery				Council's Role	Operational Plan Actions	Responsible Directorate	Budget
			1	2	3	4				
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.	**F1.1.1** Ensure the community is provided with safe, secure and reliable water and maintain quality sewage treatment infrastructure.					Plan Deliver	**F1.1.1.1** Implement and commission the SCADA system at the Glen Innes Water Treatment Plant by 31 March 2027.	DIS	$650,000
								F1.1.1.2 Prepare a prioritised renewal program for water and sewerage assets by 30 December 2027.	DIS	Within Current Council Resources
								F1.1.1.3 Develop and adopt an Urban Stormwater Strategy.	DIS	Within Current Council Resources
								F1.1.1.4 Deliver the annual priority actions identified in the adopted Integrated Water Cycle Management (IWCM) Strategy to support sustainable water service provision across the LGA.	DIS	Within Current Council Resources
								F1.1.1.5 Complete a cost of service and cost recovery review of water and sewerage services to inform pricing decisions, support long-term financial sustainability, and ensure compliance with regulatory requirements.	DIS	Within Current Council Resources
		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	**F1.1.2.1** Prepare and adopt a Quarry Strategy for Glen Innes Aggregates, Wattle Vale Quarry and Council borrow pits, including resource life estimates, EPA and development compliance pathways and financial projections, by 30 December 2026.	DIS	$30,000
								F1.1.2.2 Update and adopt revised Asset Management Strategies and Plans to inform and underpin the development of the Long-Term Financial Plan (LTFP), ensuring alignment between asset investment, service levels and long-term financial sustainability.	DIS	Within Current Council Resources
								F1.1.2.3 Develop and implement an LGA-wide urban and town road renewal program, informed by adopted Asset Management Plans, that prioritises asset condition, safety and connectivity across all localities and incorporates fit for purpose, innovative, context-sensitive design principles.	DIS	Within Current Council Resources
F1.2	Lead precinct and activation master planning to develop vibrant, well-designed public spaces that enhance	**F1.2.1** Develop a precincts and activation vision that balances economic, cultural, environmental and social priorities to reflect the unique character of towns					Plan Partner Deliver	**F1.2.1.1** Prepare draft recreation and open space strategic plan and present it to Council by April 2027.	DPG	Within Current Council Resources
								F1.2.1.2 Deliver the Glen Innes Highlands Precincts and Village Activation Framework and Strategy, achieving 100% completion of all 2026/27 precinct community consultation sessions and individual	DPG	$100,000

Community Strategic Plan Goals		Delivery Program Strategies	Year of Delivery				Council's Role	Operational Plan Actions	Responsible Directorate	Budget
			1	2	3	4				
	liveability, preserve heritage assets and strengthen regional appeal.	and villages in the LGA.						masterplan adoption milestones identified within the Framework.		
								F1.2.1.3 Commence implementation of masterplans developed under the Precincts and Activation Framework.	DPG	Within Current Council Resources
		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.					Plan Deliver Regulate	**F1.2.2.1** Complete detailed design plans for a pump track, skate park extension and associated amenities by Q2 and submit a minimum of 1 grant funding application to support construction.	DPG	$15,000
								F1.2.2.2 Submit a minimum of two grant or external funding applications to support delivery of the Wilson Park upgrade, as scoped and costed in 2025/26 and designed to meet relevant Australian Standards.	DPG	Within Current Council Resources
								F1.2.2.3 Develop an Active Transport Strategy to replace the current Pedestrian Access and Mobility Plan (PAMP), providing a contemporary, LGA-wide framework to guide future investment priorities and infrastructure upgrades and support the staged delivery of active transport outcomes in future years.	DIS	$100,000 (TfNSW Get NSW Active Grant dependant)
		F1.2.3 Preserve and utilise local infrastructure and historical landmarks leveraging place-making, community wealth building and place-based capital principles and solutions.					Advocate Plan Facilitate Deliver	**F1.2.3.1** Identify opportunities for infrastructure and programs linked to future Renewable Energy Zone (REZ) Community Benefit Scheme Framework.	DPG GMO	Within Current Council Resources
								F1.2.3.2 Undertake a scoping study to assess the feasibility of establishing a land development fund.	DPG GM	Within Current Council Resources
								F1.2.3.3 Investigate and apply the principles of place-based capital to develop pathways for enhanced utilisation of the ArtsNW building, Glen Innes Railway Station, airport and any other identified sites.	DPG	Within Current Council Resources
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.	**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.					Advocate Plan Deliver Regulate	**F1.3.1.1** Support emergency services within the LGA by actively participating in local emergency management arrangements, including attendance at 100% of Local Emergency Management Committee meetings and implementation of 100% of agreed preparedness actions.	DIS	Within Current Council Resources
		F1.3.2 Identify public-private partnerships, which utilise Council assets and generate income streams.					Advocate Plan Deliver	**F1.3.2.1** Identify and prioritise a minimum of 3 community infrastructure projects for inclusion in individual precinct and village Masterplans by Q3, with costed, funding-ready proposals prepared for each to support state, federal and private sector investment.	DPG	Within Current Council Resources

Community Strategic Plan Goals	Delivery Program Strategies	Year of Delivery				Council's Role	Operational Plan Actions	Responsible Directorate	Budget
		1	2	3	4				
	F1.3.3 Build climate-resilient and sustainable infrastructure that is inclusive and accessible and provides the opportunity to provide family-friendly ' things to do'.					Plan Deliver	**F1.3.3.1** Develop and adopt a Climate Resilience and Sustainability Design Guideline for Public Infrastructure Projects, incorporating low-emission materials, renewable energy and water-sensitive urban design standards, with aim to apply to 100% of new public infrastructure projects from 2027/28.	DPG DIS	Within Current Council Resources

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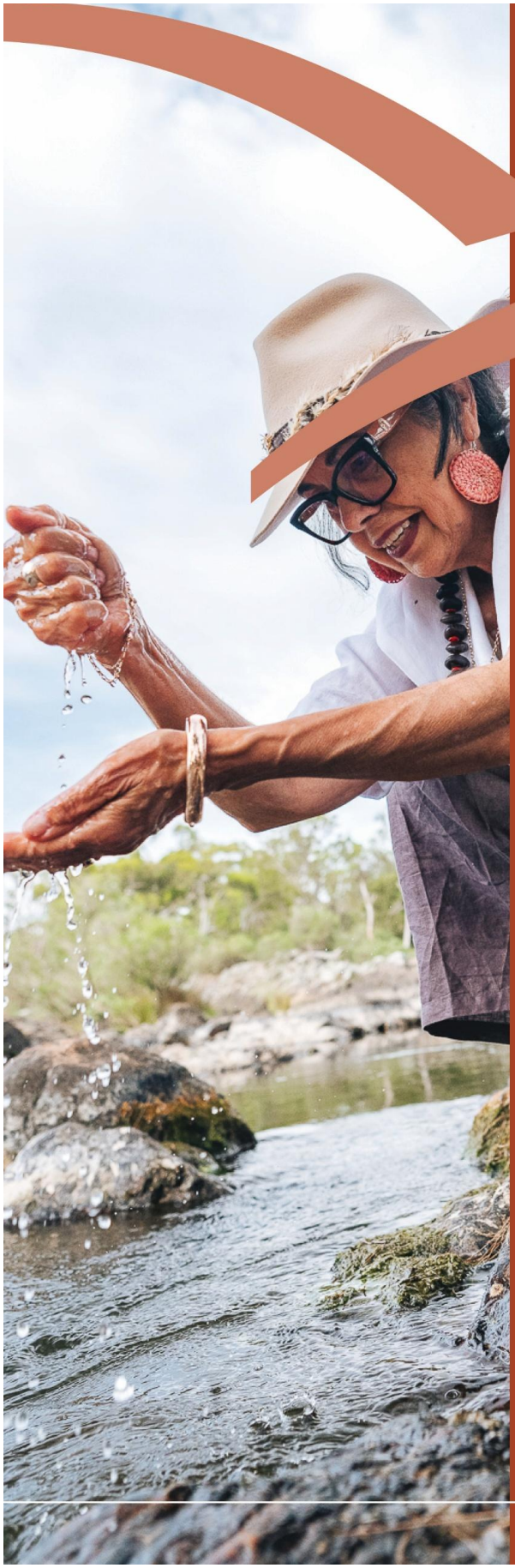

PROTECTED & ENHANCED ENVIRONMENT

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

Community Strategic Plan Goals		Delivery Program Strategies	Year of Delivery 1	2	3	4	Council's Role	Operational Plan Actions	Responsible Directorate	Budget
E1.1	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.					Plan Advocate Facilitate Partner	**E1.1.1.1** Finalise and adopt the Glen Innes Severn 10-Year Waste Strategy by December 2026, building on the issues paper and community consultation completed in 2025/26, and commence delivery achieving 100% of scheduled 2026/27 priority actions this financial year (including security).	DPG	$80,000
		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** Prepare the Glen Innes Severn Council Sustainable Biosecurity Program by 31 December 2026, and present the Program to Council for adoption by 31 March 2027, using existing Weeds Action Program funding and other external funding sources where possible.	DPG	Within Current Council Resources
								E1.1.2.2 Complete the construction and commissioning of new cat containment facilities at the Glen Innes Pound this financial year, in accordance with legislative and animal welfare requirements.	DPG	Within Current Council Resources
		E1.1.3 Take proactive steps to adapt to and mitigate the impacts of climate change while accelerating the transition to renewable energy sources.					Advocate Plan Partner	**E1.1.3.1** Prepare and present the draft Environmental Sustainability Strategy and Action Plan to Council for adoption by 31 March 2027, incorporating actions relating to climate, protection of natural landscapes, resilient communities, sustainable towns and villages and responsible consumption and production.	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 maintaining	**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** Finalise the Glen Innes Severn Noxious Weed Management Action Plan, in collaboration with local sustainability groups and present to Council for adoption by 30 September 2026. Achieve 100% delivery of all 2026/27 milestones identified within the Plan by 30 June 2027.	DPG	Within Current Council Resources

Community Strategic Plan Goals		Delivery Program Strategies	Year of Delivery				Council's Role	Operational Plan Actions	Responsible Directorate	Budget
			1	2	3	4				
	policies that safeguard the character and cultural significance of our region for future generations.	**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.					Advocate Partner Deliver	**E1.2.2.1** Develop and deliver a heritage property advisory and promotion program to a minimum of 15 heritage property owners and developers by 30 June 2027, supporting the conservation, maintenance and adaptive reuse of heritage items and precincts across the LGA.	DPG	Within Current Council Resources
		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** Continue the Development Control Plan (DCP) review and update with the engaged consultant, achieving 100% of agreed 2026/27 milestones by 30 June 2027 and, if ready, present the revised draft DCP to Council for public exhibition, incorporating provisions to preserve rural character, heritage and local significance.	DPG	$40,000 (or via grant funding if available)
E1.3	Leverage our pilot status as a Georegion to lead a collaborative regional ambition to become an aspiring UNESCO Global Geopark.	**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** Create and launch a Glen Innes Highlands GeoRegion Marketing Campaign by February 2027, leveraging the adopted Glen Innes Highlands Destination Management Plan 2026-2030, and commencing delivery from March 2027 and reaching a minimum of 5,000 contacts by 30 June 2027, with engagement metrics reported to Council quarterly.	DPG GMO	$15,000
		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	**E1.3.2.1** Meets the regulatory requirements for the New England Rail Trail as required under the NSW Rail Trails Framework and ensures the project is shovel-ready to apply for grant funding.	GMO	Within Current Council Resources

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Annexure A

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.

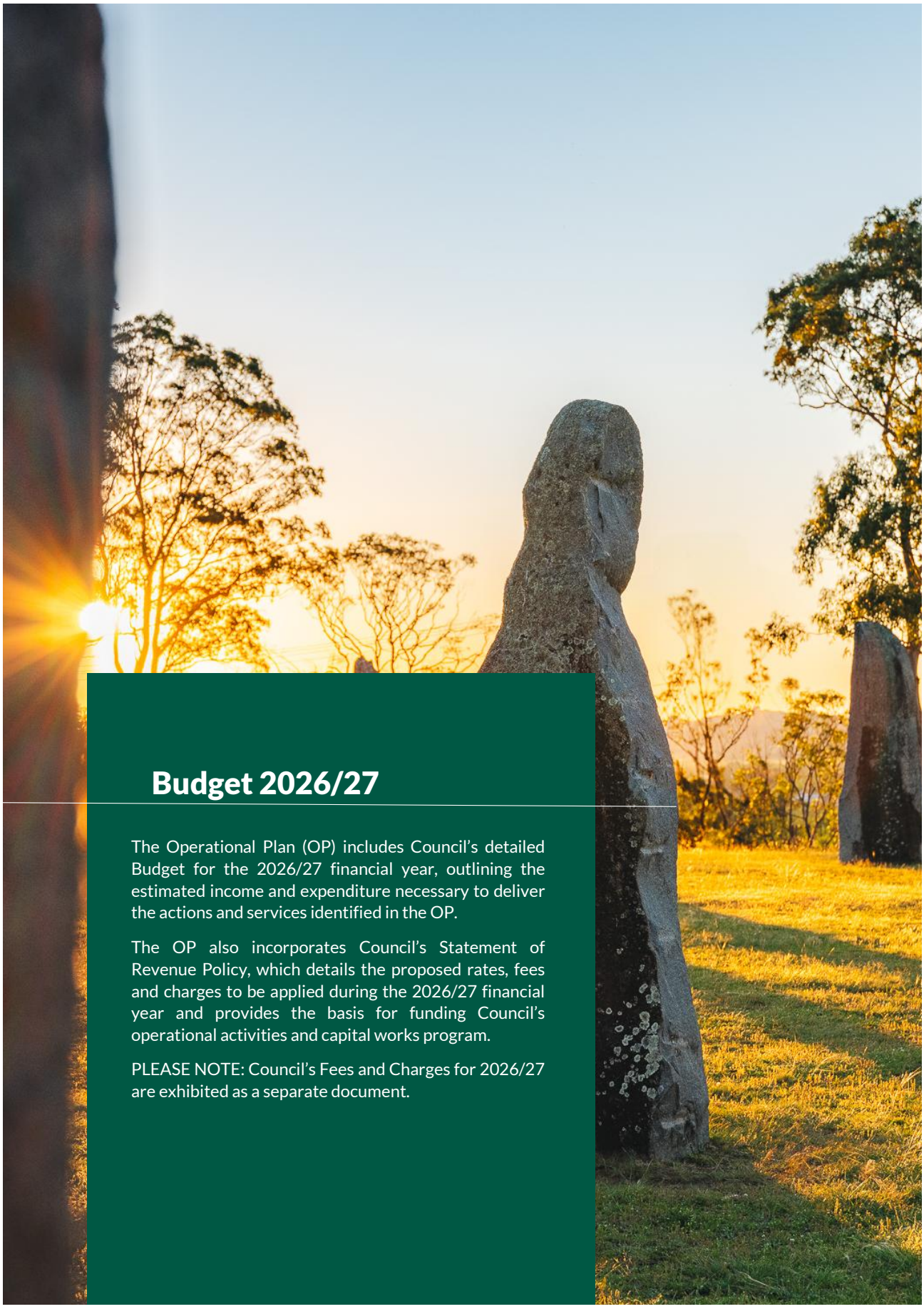
OPEN & COLLABORATIVE LEADERSHIP

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

Community Strategic Plan Goals		Delivery Program Strategies	Year of Delivery				Council's Role	Operational Plan Actions	Responsible Directorate	Budget
			1	2	3	4				
O1.1	Encourage active participation by the community, business and industry in decision making processes that shape our region.	**O1.1.1** Inform, engage and involve the community to participate in positive change that unifies the region and empowers community-driven initiatives.					Plan Facilitate Deliver	**O1.1.1.1** Implement 100% of the annual actions in the Communications Strategy for the Highlands Hub.	DPG	Within Current Council Resources
								O1.1.1.4 Develop a vision and Master Plan for the library to ensure that Council continues to meet the community's changing needs and expectations.	DCCS	$46,710
		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	**O1.1.2.1** Conduct a Community Satisfaction Survey.	DCCS	$40,000
								O1.1.2.3 Implement a customer online self-service platform in line with Council's Business Systems Improvement Roadmap.	DCCS	Included in Civica Business System Implementation
O1.2	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** Deliver the financial, service and infrastructure outcomes arising from the FY2025–26 Special Rate Variation decision.			N/A		Facilitate Deliver	**O1.2.2.1** Complete reporting obligations under the SRV.	DCCS	Within Current Council Resources
								O1.2.1.2 Review and update Council's Hardship, Debt and Recovery and Pensioner Rebate Policies.	DCCS	Within Current Council Resources
		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	**O1.2.2.1** Finalise outstanding actions in the Business Systems Improvement Roadmap (including data migration) by December 2026.	DCCS	$190,000
								O1.2.2.4 Review and improve Council's cash flow forecasting model to strengthen financial oversight and planning.	DCCS	Within Current Council Resources
								O1.2.2.2 Submit audited financial statements within statutory or approved extension timeframes, with any audit findings supported by an agreed management action plan.	DCCS GMO	Within Current Council Resources
O1.3	Ensure strong governance, strategic resource management, and impactful advocacy to support the region's long-	**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					Deliver	**O1.3.1.1** Prepare and deliver a structured, Council-endorsed advocacy program that identifies formal advocacy actions for each endorsed regional priority for the financial year, with advocacy activities and outcomes reported through Council's Annual Report.	DCCS GMO	Within Current Council Resources

Community Strategic Plan Goals	Delivery Program Strategies	Year of Delivery				Council's Role	Operational Plan Actions	Responsible Directorate	Budget
		1	2	3	4				
term sustainability and enhance quality of life.	liveability and address key social, economic and environmental challenges.								
	O1.3.2 Manage public resources (financial and assets) responsibly and efficiently by implementing leading practices, systems and technologies.					Deliver	**O1.3.2.1** Finalise validation of the Glen Innes Cemetery digital mapping by 30 September 2026 and publish the verified mapping on Council's website by 31 March 2027.	DPG	Within Current Council Resources
							O1.3.2.3 Implement 100% of the recommendations from the ARIC Strategic Review.	DCCS	Within Current Council Resources
							O1.3.2.2 Conduct at least two professional development sessions for Councillors.	DCCS	$15,000
							O1.3.2.3 Reduce the level of outstanding rates and annual charges, with the aim of achieving a measurable reduction year on year and progressing toward the OLG benchmark of less than 10%.	DCCS	Within Current Council Resources
							O1.3.2.4 Implement 100% of the recommendations from the FY2025/26 Procurement Internal Audit.	DCCS	Within Current Council Resources
	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	**O1.3.3.1** Implement 100% of the annual actions from the Elevate 360 People and Culture Strategy .	GMO DCCS	Within Current Council Resources
							O1.3.3.2 Implement Council's online learning management system.	GMO	$40,000
							O1.3.3.3 Develop a Cyber Security Strategy.	DCCS	Within Current Council Resources
							O1.3.3.4 Review and implement a Workforce Wellness Program with an emphasis on psychosocial hazards and wellbeing.	DCCS	Within Current Council Resources
							O1.3.3.5 Implement the WHS Action Plan.	DCCS	Within Current Council Resources
							O1.3.3.6 Undertake two Service Reviews – Human Resources and Parks.	DCCS	Within Current Council Resources
							O1.3.3.7 Implement 100% of the actions from the Customer Service Improvement Plan – Stage 1.	DCCS	Within Current Council Resources
							O1.3.3.8 Implement 100% of the actions from the FY2025/26 Finance Function Service Review.	DCCS	Within Current Council Resources
							O1.3.3.9 Finalise design, complete fit-out works and commence operations from the new civic offices.	GMO DPG	$54,000 (Loan Servicing Cost)
							O1.3.3.10 Implement the actions for the Councillor Psychosocial Safety and Wellbeing Framework – Foundational Stage.	DCCS	Within Current Council Resources



Budget 2026/27

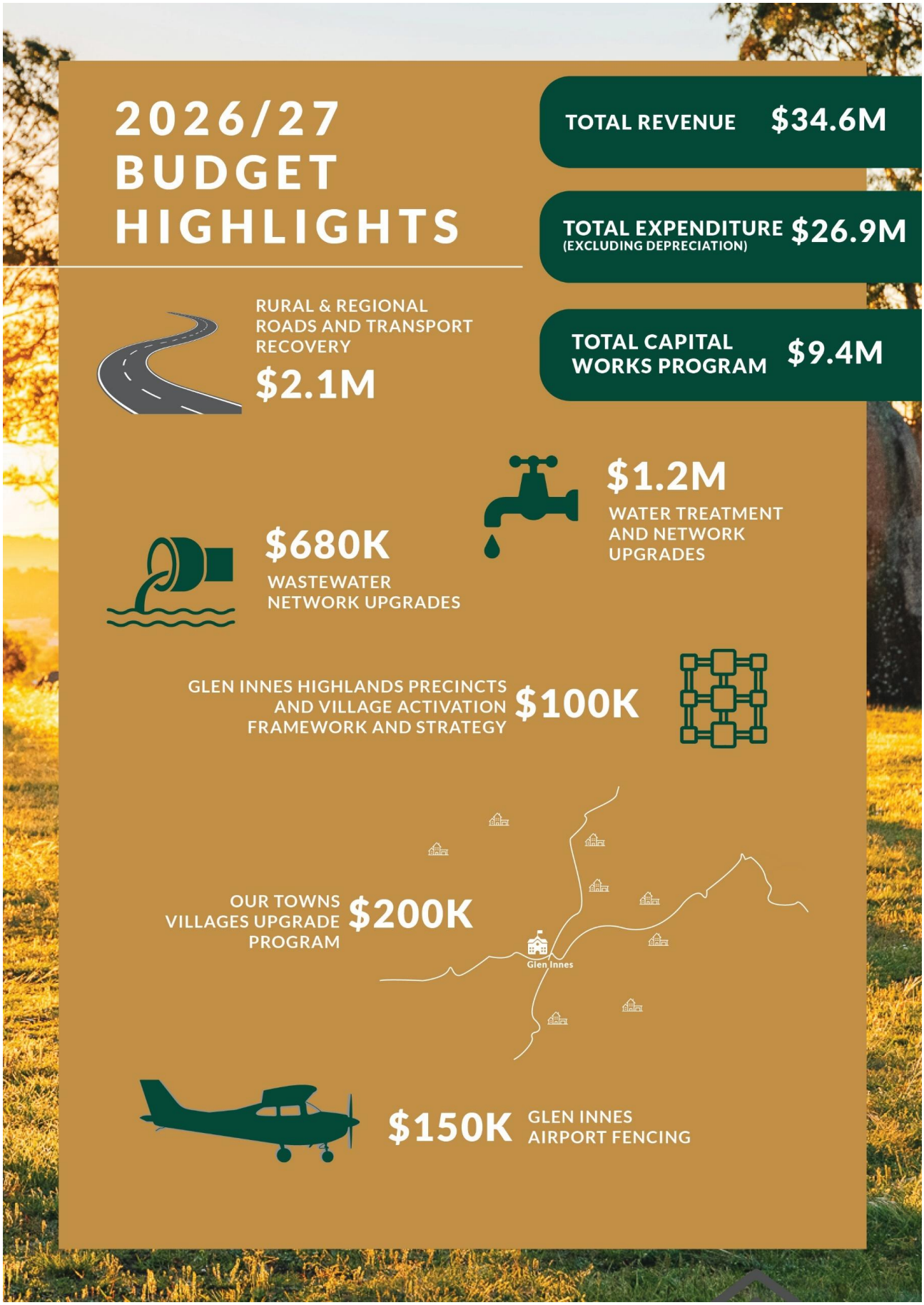
The Operational Plan (OP) includes Council's detailed Budget for the 2026/27 financial year, outlining the estimated income and expenditure necessary to deliver the actions and services identified in the OP.

The OP also incorporates Council's Statement of Revenue Policy, which details the proposed rates, fees and charges to be applied during the 2026/27 financial year and provides the basis for funding Council's operational activities and capital works program.

PLEASE NOTE: Council's Fees and Charges for 2026/27 are exhibited as a separate document.

Item 7.3

Annexure A



Rating and Revenue Policy Statement 2026-2027

Council's Revenue Policy aims for:

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

Rates

Council has adopted the 3.6% general rate income increase which reflects the increase in permissible income as approved by the **Independent Pricing and Regulatory Tribunal (IPART)** for the 2026/2027 financial year. In addition to this Council has applied for a special rate variation to apply over three years. The impact of this on 2026/2027 is an additional rate increase of 17.9%. Therefore, the revenue from each of the differential categories will increase by approximately 21.5%.

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 13.56%

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). In addition to this a further $50 rebate per assessment will be applied in accordance with Council's Special Rate Variation application ;
- 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,

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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:

- Residential – Non-Urban (Land which is not within a Centre of Population);
- Residential – Deepwater;
- Residential - Dundee
- Residential – Emmaville;
- Residential – Glencoe;
- Residential – Red Range;
- 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:

- Business – Non-Urban (Land which is not within a Centre of Population);
- Business – Deepwater
- Business – Dundee
- Business – Emmaville

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- Business – Glencoe
- Business – Red Range
- Business – Wellingrove; or
- 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.

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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 2025/2026 was 10 and a half percent (10.50%). The rate for 2026/2027 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 2026/2027

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."

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ESTIMATED RATE DIFFERENTIALS AND INCOME 2026/2027
SCHEDULE No. 2 (a)
CALCULATION OF THE 2026/2027 NOTIONAL GENERAL INCOME YIELD.
2026-2027 as at 1 July 2026

Particulars	Rate / Amount	No. of Assessments	Notional Land Value	Total Ad Valorem & Base Amounts	Notional General Income
Farmland Rates		**1,055**	**$1,841,640,940.00**	**$4,581,415.83**	**$4,581,415.83**
Farmland					
Cents in the Dollar	0.002150268	1,055	$1,841,640,940.00	$3,960,020.83	$4,581,415.83
Base Amount	589.00	1,055		$621,395.00	
Percentage of Income from Base Amount	13.56%				
Residential Rates		**4,107**	**$508,117,072.00**	**$4,812,602.55**	**$4,812,602.55**
Residential – Non-Urban					
Cents in the Dollar	0.005541758	608	$179,353,000.00	$993,930.90	$1,209,102.90
Minimum Amount	774.00	278	$21,151,610.00	$215,172.00	
Residential – Deepwater					
Cents in the Dollar	0.003496336	7	$1,927,000.00	$6,737.44	$162,311.44
Minimum Amount	774.00	201	$14,214,400.00	$155,574.00	
Residential – Dundee					
Cents in the Dollar	0.004184383	1	$215,000.00	$899.64	$20,249.64
Minimum Amount	774.00	25	$1,435,800.00	$19,350.00	
Residential – Emmaville					
Cents in the Dollar	0.006073942	6	$1,061,000.00	$6,444.45	$153,504.45
Minimum Amount	774.00	190	$8,833,610.00	$147,060.00	
Residential – Glencoe					
Cents in the Dollar	0.001495801	0	$0.00	$0.00	$39,474.00
Minimum Amount	774.00	51	$4,494,800.00	$39,474.00	
Residential – Red Range					
Cents in the Dollar	0.003149214	6	$891,000.00	$2,805.95	$29,895.95
Minimum Amount	774.00	35	$1,854,450.00	$27,090.00	
Residential – Wellingrove					
Cents in the Dollar	0.008911963	3	$616,000.00	$5,489.77	$9,359.77
Minimum Amount	774.00	5	$280,400.00	$3,870.00	
Residential – Glen Innes					
Cents in the Dollar	0.013305201	2,359	$233,957,560.00	$3,112,852.40	$3,188,704.40
Minimum Amount	774.00	98	$3,403,040.00	$75,852.00	
Residential – Glen Innes (Postponed)	Non Rateable				
Cents in the Dollar	0.000000000	234	$34,428,402.00	$0.00	$0.00
Minimum Amount	0.00	0		$0.00	
Business Rates		**393**	**$57,111,928.00**	**$1,019,322.42**	**$1,019,322.41**
Business – Non-Urban					
Cents in the Dollar	0.015926699	49	$17,123,000.00	$272,712.86	$281,226.86
Minimum Amount	774.00	11	$219,350.00	$8,514.00	
Business – Deepwater					
Cents in the Dollar	0.006609127	4	$904,000.00	$5,974.65	$29,194.65
Minimum Amount	774.00	30	$1,502,430.00	$23,220.00	
Business – Dundee					
Cents in the Dollar	0.010147267	0	$0.00	$0.00	$0.00
Minimum Amount	774.00	0	$0.00	$0.00	
Business – Emmaville					
Cents in the Dollar	0.010520039	2	$169,500.00	$1,783.15	$11,071.15
Minimum Amount	774.00	12	$364,890.00	$9,288.00	
Business – Glencoe					
Cents in the Dollar	0.007039252	2	$287,000.00	$2,020.27	$4,342.27
Minimum Amount	774.00	3	$170,700.00	$2,322.00	
Business – Red Range					

Cents in the Dollar	0.030168092	1	$27,800.00	$838.67	$2,386.67
Minimum Amount	774.00	2	$4,080.00	$1,548.00	
Business – Wellingrove					
Cents in the Dollar	0.021746362	1	$38,200.00	$830.71	$1,604.71
Minimum Amount	774.00	1	$5,000.00	$774.00	
Business – Glen Innes					
Cents in the Dollar	0.018940091	237	$34,851,158.00	$660,084.10	$689,496.10
Minimum Amount	774.00	38	$1,444,820.00	$29,412.00	
Mine Rates		**0**	**$0.00**	**$0.00**	**$0.00**
Mine					
Cents in the Dollar	0.013379239	0	$0.00	$0.00	$0.00
Minimum Amount	373.00	0	$0.00	$0.00	
Reconciling Rates		279	$343,440.00		$0.00
Total Ad Valorem Rates		3,520	$2,347,490,560.00	$9,033,425.79	
Total Minimum Amounts		2,035	$59,379,380.00	$1,379,915.00	
Total – General Rates		5,834	$2,407,213,380.00	$10,413,340.79	$10,413,340.79
Base Date of Land Valuation					1st July, 2026
Total Rateable Land Valuation in respect of General Rates					$2,407,213,380

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'.

DRAFT

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:

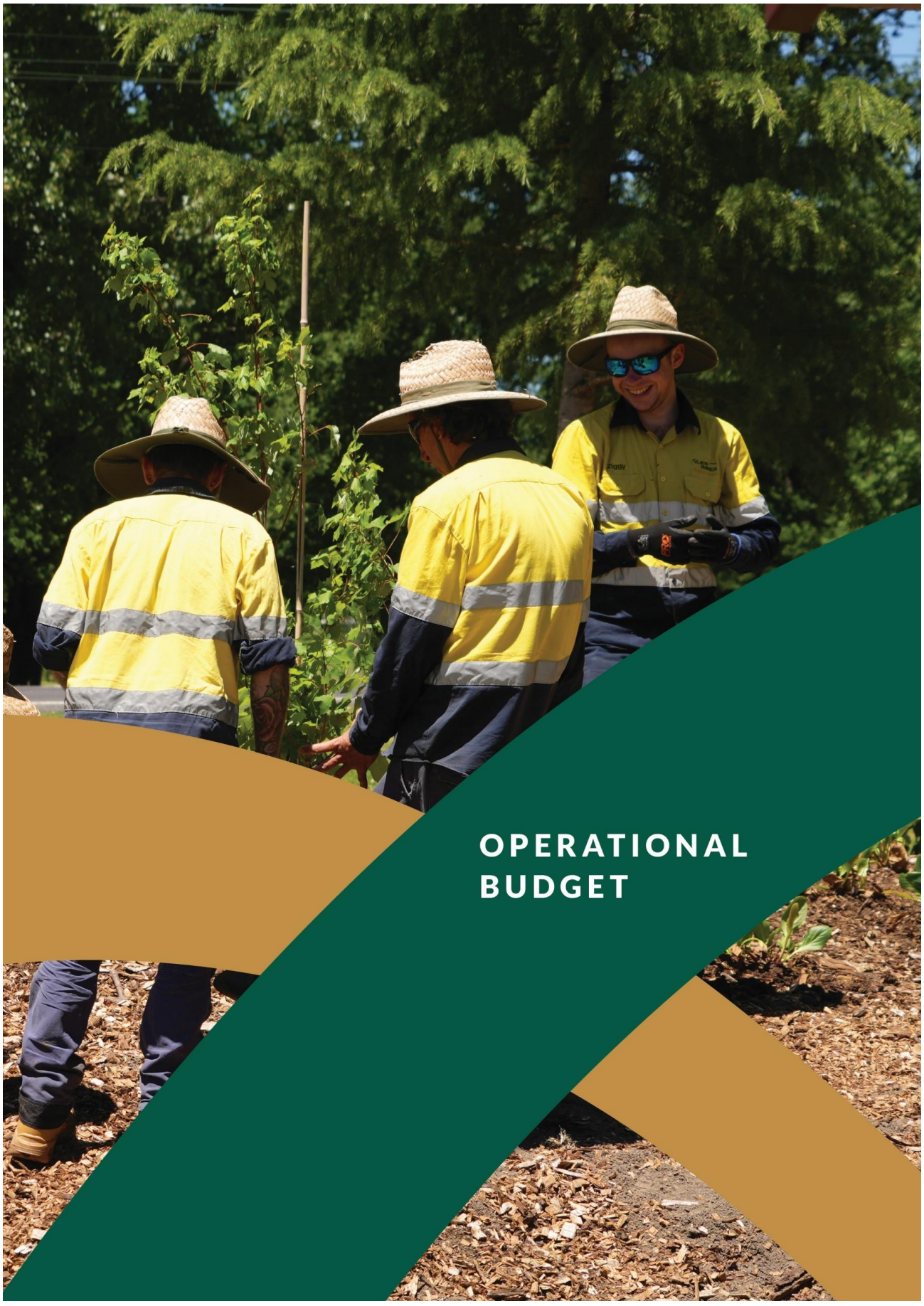
Pricing Principle and Motive Legend:

Code	Motive	Pricing Principal
A	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.
B	Legislation or Regulations	Include fees and charges which are set by external bodies through legislation or regulations.
C	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 explicitcommunity 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

Council's adopted Fees and Charges are published separately in the Schedule of Fees and Charges 2026–2027

Item 7.3

Annexure A



Operational Budget 2026/2027

Budget	2025–2026 Original Budget			2025–2026 QBR Budget			2026–2027 Proposed Budget		
Strategic Goals	Income	Expenditure	Net Result	Income	Expenditure	Net Result	Income	Expenditure	Net Result
Fit for the Future Infrastructure	-$9,694,637.00	$17,045,658.00	$7,351,021.00	-$9,694,637.00	$16,628,227.00	$6,933,590.00	-$9,716,345.00	$18,438,852.00	$8,722,507.00
Open & Collaborative Leadership	-$14,003,195.00	$5,761,939.00	-$8,241,256.00	-$14,003,195.00	$6,044,796.00	-$7,958,399.00	-$16,344,681.00	$6,858,412.00	-$9,486,269.00
Prosperous & Diverse Economy	-$670,500.00	$1,962,658.00	$1,292,158.00	-$670,500.00	$1,962,658.00	$1,292,158.00	-$740,500.00	$2,215,284.00	$1,474,784.00
Protected & Enhanced Environment	-$4,177,618.00	$3,979,592.00	-$198,026.00	-$4,176,118.00	$3,580,422.00	-$595,696.00	-$4,703,481.00	$3,110,533.00	-$1,592,948.00
Thriving & Connected Community	-$3,793,041.00	$7,893,572.00	$4,100,531.00	-$3,792,981.00	$8,052,325.00	$4,259,344.00	-$3,099,128.00	$7,382,931.00	$4,283,803.00
Total Operating Result Surplus/(Deficit) Excluding Capital Grants	-$32,338,991.00	$36,643,419.00	$4,304,428.00	-$32,337,431.00	$36,268,428.00	$3,930,997.00	-$34,604,135.00	$38,006,012.00	$3,401,877.00
Add Capital Grants									$2,875,620
Operating Result Surplus /(Deficit) Including Capital Grants									$526,257

Service Areas

Administration, HR, IT, WHS		
Type	**GL Type**	**Budget FY 26/27**
Expenditure		**$2,920,425.00**
	Employee Benefits & On-Costs	**$899,535.00**
	Materials and Services	**$2,020,890.00**
Total Cost of Service (Surplus/(Deficit))		**$2,920,425.00**

Asset Services		
Type	**GL Type**	**Budget FY 26/27**
Income		**-$494,384.00**
	Operating Grants	**-$378,860.00**
	Other Income	**$0.00**
	Other Revenue	**-$41,511.00**
	User Fees and Charges	**-$74,013.00**
Expenditure		**$7,122,595.00**
	Borrowing Costs	**$139,983.00**
	Depreciation and Amortisation	**$7,194,266.00**
	Employee Benefits & On-Costs	**$734,815.00**
	Internal Revenue (Admin Charges)	**-$3,400,000.00**
	Materials and Services	**$2,453,531.00**
Total Cost of Service (Surplus/(Deficit))		**$6,628,211.00**

Community Services and Education		
Type	**GL Type**	**Budget FY 26/27**
Income		**-$2,556,663.00**
	Materials and Services	**-$60,000.00**
	Operating Grants	**-$2,418,663.00**
	User Fees and Charges	**-$78,000.00**
Expenditure		**$2,805,305.00**
	Depreciation and Amortisation	**$91,762.00**
	Employee Benefits & On-Costs	**$2,438,163.00**
	Materials and Services	**$275,380.00**
Total Cost of Service (Surplus/(Deficit))		**$248,642.00**

Economic Development		
Type	**GL Type**	**Budget FY 26/27**
Income		**-$685,500.00**
	Other Revenue	**-$685,500.00**
Expenditure		**$1,706,406.00**
	Depreciation and Amortisation	**$67,898.00**
	Employee Benefits & On-Costs	**$777,396.00**
	Materials and Services	**$861,112.00**
Total Cost of Service (Surplus/(Deficit))		**$1,020,906.00**

Finance and General Purpose Revenue		
Type	**GL Type**	**Budget FY 26/27**
Income		**-$16,116,681.00**
	Interest and Investment Income	**-$1,220,000.00**
	Operating Grants	**-$4,363,124.00**
	Ordinary Rates	**-$10,429,720.00**
	User Fees and Charges	**-$103,837.00**
Expenditure		**$276,706.00**
	Internal Revenue (Oncost Surplus/Wage saving)	**-$1,747,000.00**
	Borrowing Costs	**$652,063.00**
	Depreciation and Amortisation	**$355,139.00**
	Employee Benefits & On-Costs	**$1,168,709.00**
	Internal Revenue (Admin Charges)	**-$1,261,565.00**
	Materials and Services	**$1,109,360.00**
Total Cost of Service (Surplus/(Deficit))		**-$15,839,975.00**

Transport and Communication		
Type	**GL Type**	**Budget FY 26/27**
Income		**-$839,918.00**
	Annual Charges	**-$693,918.00**
	Operating Grants	**-$141,000.00**
	User Fees and Charges	**-$5,000.00**
Expenditure		**$5,432,017.00**
	Depreciation and Amortisation	**$622,825.00**
	Employee Benefits & On-Costs	**$2,483,234.00**
	Materials and Services	**$2,325,958.00**
Total Cost of Service (Surplus/(Deficit))		**$4,592,099.00**

Infrastructure Delivery		
Type	**GL Type**	**Budget FY 26/27**
Income		**-$2,083,993.00**
	Capital Grants	**-$155,700.00**
	Employee Benefits & On-Costs	**$0.00**
	Operating Grants	**-$1,919,262.00**
	User Fees and Charges	**-$9,031.00**
Expenditure		**$789,885.00**
	Employee Benefits & On-Costs	**$1,039,007.00**
	Internal Plant Hire	**$32,000.00**
	Materials and Services	**-$281,122.00**
Total Cost of Service (Surplus/(Deficit))		**-$1,294,108.00**

Open Space and Recreation		
Type	**GL Type**	**Budget FY 26/27**
Income		**-$389,175.00**
	Internal Revenue (Admin Charges)	**$0.00**
	User Fees and Charges	**-$389,175.00**
Expenditure		**$3,596,197.00**
	Borrowing Costs	**$41,204.00**
	Depreciation and Amortisation	**$620,972.00**
	Employee Benefits & On-Costs	**$1,607,787.00**
	Internal Plant Hire	**$0.00**
	Materials and Services	**$1,326,234.00**
Total Cost of Service (Surplus/(Deficit))		**$3,207,022.00**

Office of the General Manager		
Type	**GL Type**	**Budget FY 26/27**
Expenditure		$1,489,061.00
	Employee Benefits & On-Costs	$888,237.00
	Materials and Services	$600,824.00
Total Cost of Service (Surplus/(Deficit))		**$1,489,061.00**

Corporate Community and Governance		
Type	**GL Type**	**Budget FY 26/27**
Income		**-$228,000.00**
	Operating Grants	**-$10,000.00**
	Other Revenue	**-$218,000.00**
Expenditure		**$2,182,220.00**
	Employee Benefits & On-Costs	**$615,120.00**
	Materials and Services	**$1,567,100.00**
Total Cost of Service (Surplus/(Deficit))		**$1,954,220.00**

Library and Learning Centre		
Type	**GL Type**	**Budget FY 26/27**
Income		**-$138,290.00**
	Operating Grants	**-$133,900.00**
	User Fees and Charges	**-$4,390.00**
Expenditure		**$1,031,429.00**
	Depreciation and Amortisation	**$215,617.00**
	Employee Benefits & On-Costs	**$558,611.00**
	Materials and Services	**$257,201.00**
Total Cost of Service (Surplus/(Deficit))		**$893,139.00**

Quarry		
Type	**GL Type**	**Budget FY 26/27**
Income		**-$5,761,065.00**
	Internal Revenue (Admin Charges)	**-$5,177,752.00**
	User Fees and Charges	**-$583,313.00**
Expenditure		**$4,150,433.00**
	Borrowing Costs	**$64,351.00**
	Depreciation and Amortisation	**$337,107.00**
	Employee Benefits & On-Costs	**$680,575.00**
	Internal Plant Hire	**$14,013.00**
	Materials and Services	**$3,054,387.00**
Total Cost of Service (Surplus/(Deficit))		**-$1,610,632.00**

Place and Growth		
Type	**GL Type**	**Budget FY 26/27**
Income		**-$74,729.00**
	Operating Grants	**-$20,000.00**
	User Fees and Charges	**-$54,729.00**
Expenditure		**$1,345,863.00**
	Employee Benefits & On-Costs	**$1,035,523.00**
	Materials and Services	**$310,340.00**
Total Cost of Service (Surplus/(Deficit))		**$1,271,134.00**

Water and Sewer Services		
Type	**GL Type**	**Budget FY 26/27**
Income		**-$6,298,050.00**
	Annual Charges	**-$3,741,281.00**
	Capital Grants	**-$20,000.00**
	Interest and Investment Income	**-$388,903.00**
	User Fees and Charges	**-$2,147,866.00**
Expenditure		**$5,094,355.00**
	Internal expenses	**$337,599.00**
	Borrowing Costs	**$85,364.00**
	Depreciation and Amortisation	**$1,424,126.00**
	Employee Benefits & On-Costs	**$984,227.00**
	Materials and Services	**$2,263,039.00**
Total Cost of Service (Surplus/(Deficit))		**-$1,203,695.00**

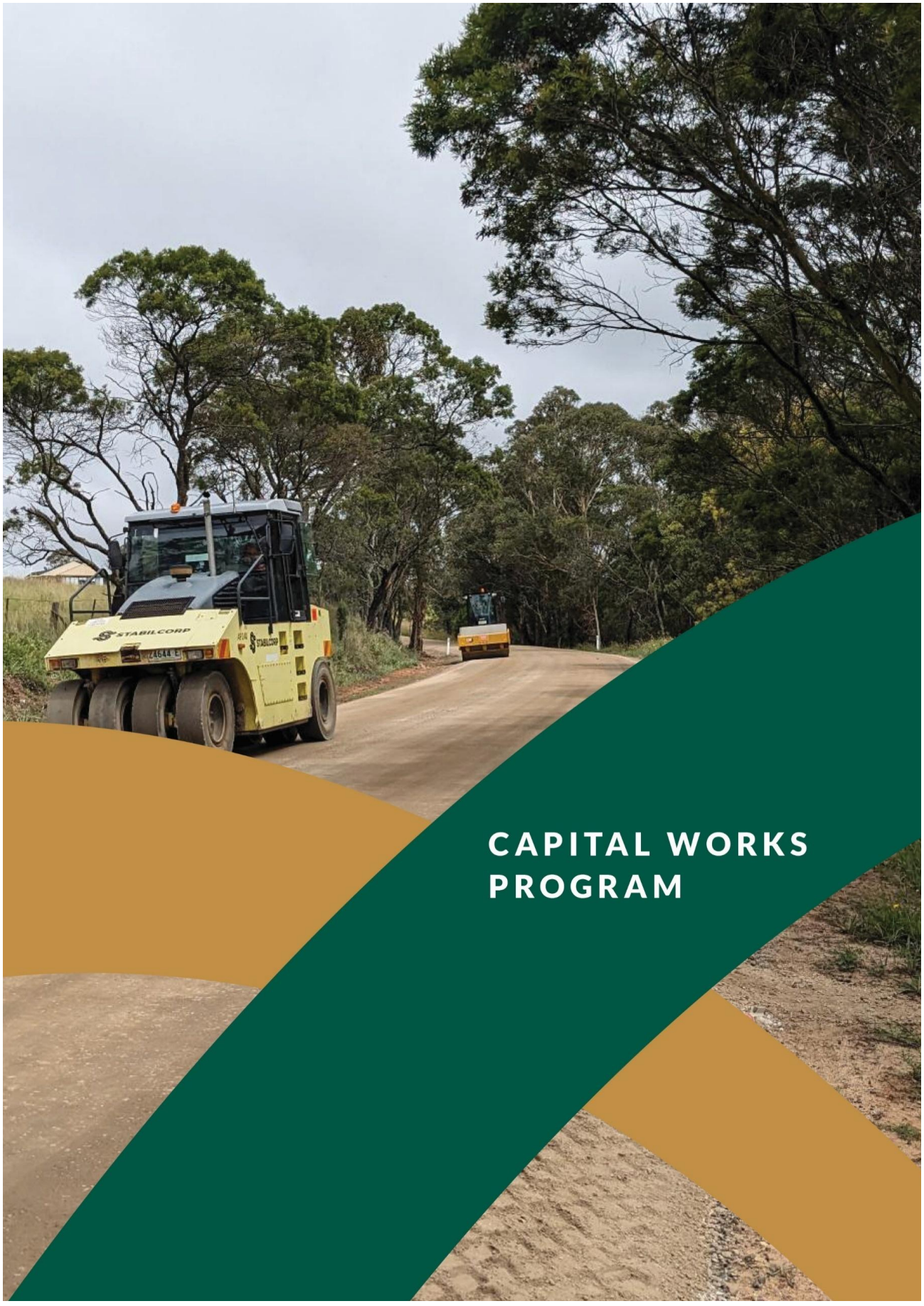
Waste and Building Services		
Type	**GL Type**	**Budget FY 26/27**
Income		**-$4,075,439.00**
	Annual Charges	**-$3,100,271.00**
	Capital Grants	**-$86,005.00**
	Other Revenue	**-$152,659.00**
	User Fees and Charges	**-$736,504.00**
Expenditure		**$2,979,509.00**
	Depreciation and Amortisation	**$33,621.00**
	Employee Benefits & On-Costs	**$1,041,557.00**
	Materials and Services	**$1,874,331.00**
	User Fees and Charges	**$30,000.00**
Total Cost of Service (Surplus/(Deficit))		**-$1,095,930.00**

Saleyard		
Type	**GL Type**	**Budget FY 26/27**
Income		**-$130,000.00**
	Other Revenue	**-$5,000.00**
	User Fees and Charges	**-$125,000.00**
Expenditure		**$351,358.00**
	Depreciation and Amortisation	**$107,333.00**
	Employee Benefits & On-Costs	**$128,275.00**
	Materials and Services	**$115,750.00**
Total Cost of Service (Surplus/(Deficit))		$221,358.00

Total Operating Result 2026-2027
$3,401,877.00

Item 7.3

Annexure A



2026-2027 CAPITAL WORKS

Additional Capital Program

Service Type	Budget $'000
Infrastructure Services	2,647
Water & Sewer	1,902
Plant	259
Asset Sales	453
Place & Growth	200
Council Office Relocation Fit Out	4,300
Community Services	500
TOTAL	9,355*

*Excludes capital carry overs and revotes from 2025/26 financial year

Infrastructure Services

Project ID	Description of Item/s	Description of Expenditure	Estimated Cost $	Funding Type
1	26/27 R2R Gravel Re-sheeting Program	Asset renewal (gravel re-sheeting)	2,078,620	Grant & Developer Contribution funding
6	26/27 Regional Roads Block Grant pavement rehabilitation	Asset renewal. Sealed Road pavement rehabilitation on Wellington Vale Road Seg 90	490,000	Grant funding
7	26/27 Traffic Facilities	Repair and renewal of road signage, guardrail and line marking on the road network.	78,000	Grant funding
Total Infrastructure Services $2,646,620				

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	1,172,500	Water
14	Capital Renewal - Sewer	Capital Renewal for Sewer	680,000	Sewer
Total Water & Sewer $1,902,500				

Plant

Project ID	Description of Item/s	Description of Expenditure	Estimated Cost $	Funding Type
17	Replacement of Plant 1509 - Leaseback Category 2 Vehicle (Nett)	Replacement of Plant 1509 - Leaseback Category 2 Vehicle (Nett)	27,990	General
18	Replacement of Plant 2521, Leaseback Category 1 Vehicle (NETT)	Replacement of Plant 2521, Leaseback Category 1 Vehicle (NETT)	38,989	General
19	Replacement of Plant 2523, Holden Colorado / K9 Cube (NETT)	Replacement of Plant 2523, Holden Colorado / K9 Cube (NETT)	51,000	General
20	Replacement of Plant 2547, Toyota HiLux (NETT)	Replacement of Plant 2547, Toyota HiLux (NETT)	38,000	General
21	Replacement of Plant 3534, Leaseback Category 2 Vehicle (NETT)	Replacement of Plant 3534, Leaseback Category 2 Vehicle (NETT)	27,990	General
22	Replacement of Plant 6216, Leaseback Category 3 Vehicle (NETT)	Replacement of Plant 6216, Leaseback Category 3 Vehicle (NETT)	20,993	General
23	Replacement of Plant 1587, Leaseback Category 3 Vehicle (NETT)	Replacement of Plant 1587, Leaseback Category 3 Vehicle (NETT)	32,993	General
24	Replacement of Plant 2544, Leaseback Category 3 Vehicle (NETT)	Replacement of Plant 2544, Leaseback Category 3 Vehicle (NETT)	20,993	General
Total Plant $258,948				

Asset Sales

Project ID	Description of Item/s	Description of Expenditure	Estimated Cost $	Funding Type
TBA	Sale of 186, 194, 196 & 198 Dumaresq Street (Nett of all income and expenditure)	Sale of 186, 194, 196 & 198 Dumaresq Street (Nett of all income and expenditure)	(473,104)	General
TBA	Sale of 146 & Pt 148 Church St (Nett of all income and expenditure)	Sale of 146 & Pt 148 Church St (Nett of all income and expenditure)	20,000	General
Total Asset Sales ($453,104)				

Place and Growth

Project ID	Description of Item/s	Description of Expenditure	Estimated Cost $	Funding Type
41	Our Towns - SRV	Our Towns - SRV	200,000	General
Total Place & Growth $200,000				

Council Office Fit-out

Project ID	Description of Item/s	Description of Expenditure	Estimated Cost $	Funding Type
TBA	Council Office Fit out	Council Office Fit out	4,300,000	Loan
Total Council Office Fit-out $4,300,000				

Community Services

Project ID	Description of Item/s	Description of Expenditure	Estimated Cost $	Funding Type
TBA	Library Building Re-furbish	Library Building Re-furbish	500,000	Grant
Total Community Services $500,000				

KEY
PERFORMANCE
INDICATORS

Some Industry Related Key Performance Indicators (KPIs)

Council's KPIs, expressed as the required FFF Benchmarks, can be visually depicted as follows:

MEASURE / BENCHMARK	2026/2027 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
2026/2027 current year only = -11.34%
Three (3) Year Average benchmark is unlikely to be met in 2026/2027

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
2026/2027 current year only = 72.12%
Three (3) Year Average benchmark is unlikely to be met in 2026/2027

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
2026/2027 current year only = 90.28%
Three (3) Year Average benchmark is forecasted to be met.

Building and Infrastructure Renewal Ratio
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
2026/2027 current year only = 156.91%
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

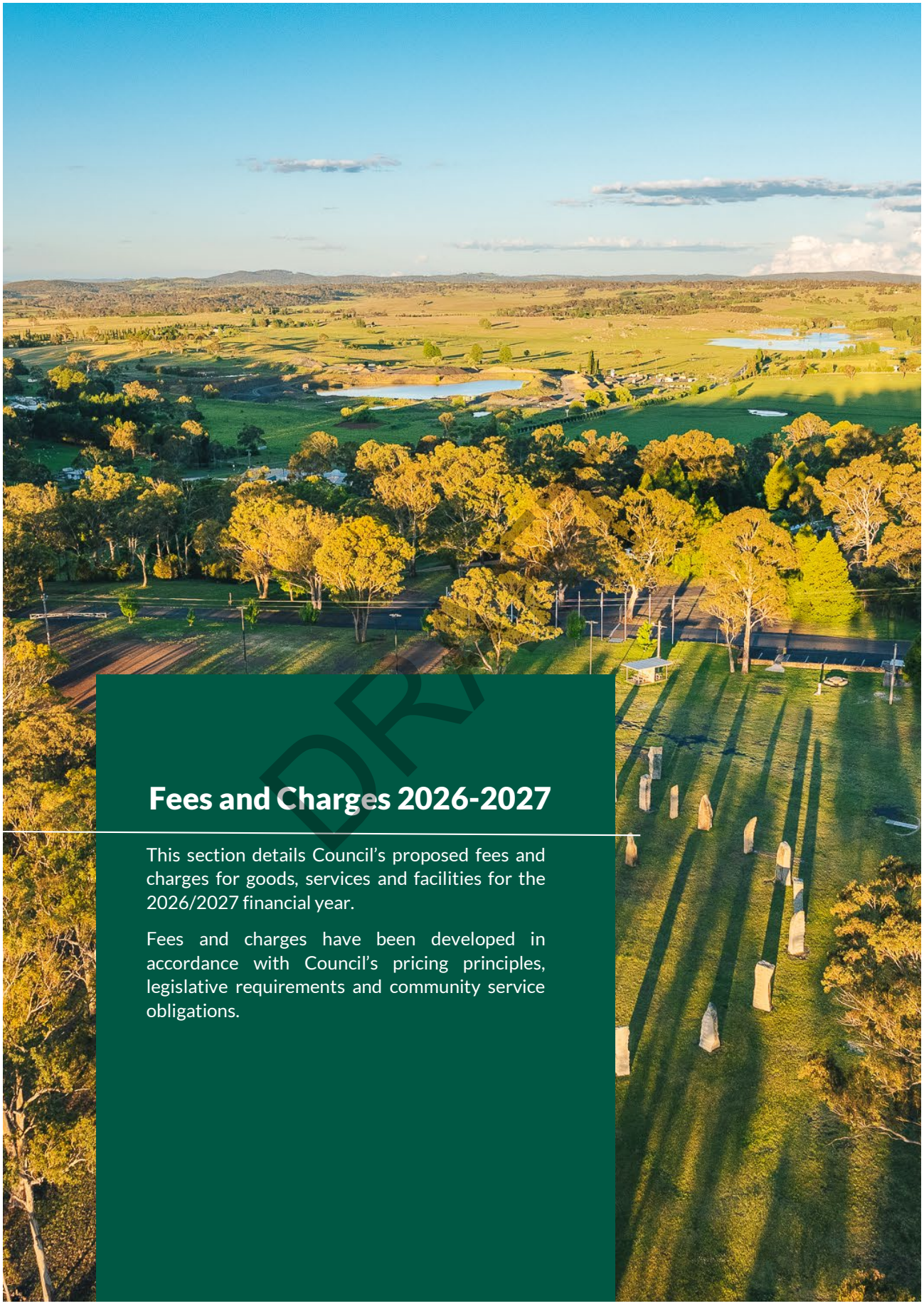
2026/2027 current year only = 9.39%
Three (3) Year Average benchmark is unlikely to be met in 2026/2027

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
2026/2027 current year only = 80.45%
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
2026/2027 current year only = 12.58%
Three (3) Year Average benchmark is forecasted to be met.

Item 7.3

Annexure B



Fees and Charges 2026-2027

This section details Council's proposed fees and charges for goods, services and facilities for the 2026/2027 financial year.

Fees and charges have been developed in accordance with Council's pricing principles, legislative requirements and community service obligations.

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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:

Pricing Principle and Motive Legend:

Code	Motive	Pricing Principal
A	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.
B	Legislation or Regulations	Include fees and charges which are set by external bodies through legislation or regulations.
C	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 explicitcommunity 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

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle

GLEN INNES SEVERN COUNCIL

Fee Precedence

Fees and Charges set in this document comprise fees set by Concil and statutory fees established under Acts and Regulation. Council has no control over statutory fees or the timing of reviews of statutory fees. Where fees in this document vary from those contained under Acts or Regulation the fees in the Act or Regulation shall prevail.

HIGHLANDS HUB CO-WORKING

HOT-DESKS

Hot-desks / day	$17.60	$22.00	25.00%	Y	C
Fee includes utilising all common areas as community/hotdesking areas					

OFFICE

Office - Daily Rate	$39.00	$46.00	17.95%	Y	C
Office - Hourly Rate	$17.60	$18.00	2.27%	Y	C
Office - Weekly Rate	$166.00	$230.00	38.55%	Y	C

MEETING ROOM

Meeting Room (6-8 people)/hour	$11.40	$30.00	163.16%	Y	C
Meeting Room (6-8 people)/day	$140.00	$140.00	0.00%	Y	C
Meeting Room (6-8 people)/month	$0.00	$1,200.00	∞	Y	C

BOARDROOM

Boardroom (14 people)/day	$117.00	$140.00	19.66%	Y	C
Boardroom (14 people)/hour	$29.00	$45.00	55.17%	Y	C

TRAINING ROOM

Training Room - Council Staff meetings with External Stakeholders			Free	Y	C
Does not include events and is subject to availability with priority given to paying customers.					
Training Room (20-40 people)/day - Community	$234.00	$360.00	53.85%	Y	C
Training Room (20-40 people)/day - Gov & Enterprise	$381.00	$450.00	18.11%	Y	C
Training Room (20-40 people)/hour - Community	$39.00	$64.00	64.10%	Y	C
Training Room (20-40 people)/hour - Gov & Enterprise	$58.00	$80.00	37.93%	Y	C

COMMUNITY AREA

Community Area (afterhours only) (10-40 people)/ hour	$55.00	$65.00	18.18%	Y	C
Community Area Day Pass	$11.00	$15.00	36.36%	Y	C

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
SERVICES					
Highlands Hub - Printing and Laminating	See Corporate & Governance Section **Last year fee** Black & White $0.00605 per page & Colour $0.0605 per page			Y	D
OTHER					
Any other hire fees not included in the fees and charges			By Quotation	Y	C
CORPORATE AND GOVERNANCE INCOME					
INTEREST AND OVERDUE ACCOUNT CHARGES					
Interest on Outstanding Rate, Water & Debtor Accounts			10.50%	N	B
Overdue Account Contact Fee	$20.00	$20.64	3.20%	N	C
RECOVERY OF OUTSTANDING ACCOUNTS					
Debt recovery - Legal action			At cost incurred	N	C
Legal costs incurred in the recovery of outstanding rates and charges					
Early Stage Intervention for defaulting ratepayers (pre legal action)			At cost incurred	N	C
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	B
Section 603 Urgency Fee	$172.00	$172.00	0.00%	N	D
PROPERTY ENQUIRIES					
Property Enquiries – Verbal			Free	N	A
Property Enquiries – Written	$57.00	$59.00	3.51%	N	C
DISHONOUR ADMINISTRATION FEE					
Dishonour Cheque Fee	$38.00	$40.00	5.26%	N	D
Admin Charge (Staff) re Road Toll follow up	$58.00	$60.00	3.45%	N	D
PHOTOCOPYING (BLACK AND WHITE)					
A4 (single sided) Black & White	$1.15	$1.20	4.35%	Y	D
A4 (double sided) Black & White	$1.15	$1.20	4.35%	Y	D
A3 (single sided) Black & White	$2.30	$2.40	4.35%	Y	D
A3 (double sided) Black & White	$2.30	$2.40	4.35%	Y	D
PHOTOCOPYING (COLOUR)					
A4 (single sided) Colour	$2.30	$2.40	4.35%	Y	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
PHOTOCOPYING (COLOUR) [continued]					
A4 (double sided) Colour	$2.30	$2.40	4.35%	Y	D
A3 (single sided) Colour	$4.60	$4.80	4.35%	Y	D
A3 (double sided) Colour	$4.60	$4.80	4.35%	Y	D
LAMINATING					
Card	$1.15	$1.20	4.35%	Y	D
A4 – per page	$4.60	$4.80	4.35%	Y	D
A3 – per page	$6.80	$7.10	4.41%	Y	D
Large Quantities (sales exceeding 20)			By Quotation	Y	D
RATING INFORMATION					
Extracts of valuation	$68.00	$71.00	4.41%	N	D
Other enquiries of rating staff – per hour – First 15 Minutes Free	$70.00	$100.00	42.86%	N	D
Copy of Rates & Water Notices	$15.60	$16.20	3.85%	N	D
Copy of Rates & Water Notices and receipts	$27.00	$28.00	3.70%	N	D
Refund Processing Fee	$27.00	$28.00	3.70%	N	D
Will include GST if overpayment included GST					
GOVERNMENT INFORMATION PUBLIC ACCESS ACT					
Application Fee	$30.00	$30.00	0.00%	N	B
Processing Fee – per hour	$30.00	$30.00	0.00%	N	B
Review Fee (internal)	$40.00	$40.00	0.00%	N	B
Applicants who can demonstrate financial hardship, or Council is satisfied that the information applied for is of special benefit to the public generally			50% Discount	N	B
PERMANENT ROAD CLOSURE APPLICATION					
Permanent Road Closure Application Administration Fee – Non Refundable			External costs plus 20%	N	D

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COMPANION ANIMAL REGISTRATION

LIFETIME REGISTRATION - DOG

IMPORTANT - This document includes two types of fees: fees set by Council and fees set by law under Acts and Regulations. Council cannot change fees set by law or decide when those fees are reviewed and updated. If a fee in this document is different from a fee set under an Act or Regulation, the fee set by the Act or Regulation will apply. For Companion Animals, the NSW Office of Local Government (OLG) sets the registration fees on an annual basis. **Registration Fees will be charged as per in-force legislation at the time of application**. For updated fees and charges please refer to https://www.petregistry.olg.nsw.gov.au/registration-and-permit-fees/pet-registration-fees

Registration (by 12 weeks or when first transferred)	$80.00	$80.00	0.00%	N	B
Registration (Sold by Pound/Shelter)	$0.00	$0.00	0.00%	N	B
Registration (Eligible Pensioner)	$35.00	$35.00	0.00%	N	B
Registration (Recognised Breeder)	$80.00	$80.00	0.00%	N	B
Registration - Not Desexed - Not Recommended	$80.00	$80.00	0.00%	N	B

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
LIFETIME REGISTRATION - DOG [continued]					
Registration - Not Desexed - Not Recommended (Eligible Pensioner)	$35.00	$35.00	0.00%	N	B
Service Dog	$0.00	$0.00	0.00%	N	B
Working Dog	$0.00	$0.00	0.00%	N	B
Assistance Animal (under 6 months and undergoing training)	$0.00	$0.00	0.00%	N	B
Registration Late Fee (if not paid by 28 days after registration requirement)	$23.00	$23.00	0.00%	N	B
Additional Fee (if animal is not desexed by 6 months)	$189.00	$189.00	0.00%	N	B
Annual Permit - Dangerous Dog	$236.00	$236.00	0.00%	N	B
Annual Permit - Restricted Dog	$236.00	$236.00	0.00%	N	B
LIFETIME REGISTRATION - CAT					
** Late fees may apply - as per legislation **					
Registration (by 12 weeks)	$70.00	$70.00	0.00%	N	B
Registration (Sold by Pound/Shelter)	$0.00	$0.00	0.00%	N	B
Registration (Eligible Pensioner)	$35.00	$35.00	0.00%	N	B
Registration (Recognised Breeder)	$70.00	$70.00	0.00%	N	B
Registration - Not Desexed - Not Recommended	$70.00	$70.00	0.00%	N	B
Registration - Not Desexed - Not Recommended (Eligible Pensioner)	$35.00	$35.00	0.00%	N	B
Registration Late Fee (if not paid by 28 days after registration requirement)	$23.00	$23.00	0.00%	N	B
Additional Fee (if animal is not desexed by 6 months)	$189.00	$189.00	0.00%	N	B
Undesexed Cat (by 4 months of age)	$99.00	$99.00	0.00%	N	B
RANGER CHARGES					
ANIMAL POUND CHARGES					
First seizure/release of animal	$80.00	$80.00	0.00%	N	D
Repeat seizures/releases (within 12 month period)	$130.00	$130.00	0.00%	N	D
Surrender Fee (per cat - any age)	$0.00	$0.00	0.00%	N	D
Surrender Fee (per dog/litter under 3 months old)	$75.00	$75.00	0.00%	N	D
Sustenance fee – per day (each)	$10.00	$10.00	0.00%	N	D
Out of Hours release fee (additional costs may apply)		$120 plus Actual Cost **Last year fee** Staff Hourly Rate x 2		N	D
Holding Fee - Rehoming & Welfare Organisations Only		$10 day / pen		N	D
TRANSPORT OF ANIMALS TO POUND					
Cartage		Actual Cost plus Admin Fee **Last year fee** $55.00 plus Actual Cost		N	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
TRANSPORT OF ANIMALS TO POUND [continued]					
Walking of animals to pound / muster stray stock		Actual Cost plus Admin Fee **Last year fee** $55.00 plus (staff hourly rate x 2)		N	D
STOCK IMPOUNDING CHARGES					
Small Sized Animals – per head/day	$15.00	$15.00	0.00%	N	D
Medium Sized Animals – per head/day	$25.00	$25.00	0.00%	N	D
Large Sized Animals – per head/day	$30.00	$30.00	0.00%	N	D
Sustenance for impounded stock		Actual Cost plus Admin Fee **Last year fee** $55 plus actual cost		N	D
REHOMING FEES					
Rehoming of Dogs to the Public		$100.00 plus microchipping, registration, desexing costs and any other veterinary treatment required. Note - Price may vary based on any additional rehoming costs not listed above. **Last year fee** TBD		N	D
Rehoming of Cats to the Public		$100.00 plus microchipping, registration, desexing costs and any other veterinary treatment required. Note - Price may vary based on any additional rehoming costs not listed above. **Last year fee** TBD		N	D
SUNDRY ANIMAL CHARGES					
Microchip fee (each)	$45.00	$30.00	-33.33%	Y	D
Microchip fee - litter, 12 weeks - 6 months (each)	$15.00	$15.00	0.00%	Y	D
Hire of Barking Dog Collar and Animal Trap Hire (Refundable Deposit)	$50.00	$50.00	0.00%	Y	C
Cost of Barking Dog Collar if not returned or damaged when hired	$270.00	$100.00	-62.96%	Y	C
Compliance Certificate – Dangerous/Restricted Dog Enclosure	$173.00	$150.00	-13.29%	N	D
Collar and Sign Package – Dangerous/Restricted Dog	$190.00	$190.00	0.00%	Y	D
OTHER CHARGES					
General after-hours callout fee		$120 plus Actual Cost **Last year fee** Staff Hourly Hours x2		N	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
OTHER CHARGES [continued]					
Veterinary costs		Actual Cost plus Admin Fee **Last year fee** Vet fees plus (staff hourly rate x 2) - per call out		N	D
Admin Fee	$55.00	$55.00	0.00%	N	D
VEHICLE IMPOUNDING					
IMPOUNDING FEES					
Transporting other articles to pound (cars, trolleys etc) - Cost recovery and administration		Actual Cost plus Admin Fee **Last year fee** $55 plus Actual Cost		N	D
Impounding Fee – Per vehicle	$180.00	$180.00	0.00%	N	D
Impounding holding Fee (maximum two weeks) – Per vehicle/day	$25.00	$25.00	0.00%	N	D
VEHICLE NOTIFICATION FEE					
Advertising Costs - Cost recovery and administration		Actual Cost plus Admin Fee **Last year fee** $55 plus Actual Cost		N	D
ENVIRONMENTAL CHARGES					
WATER ANALYSIS					
1 litre Plastic Sample Bottle Charge (per bottle)	$11.00	$11.00	0.00%	Y	
Bacteriological Water Sample Container (per container)	$8.00	$8.00	0.00%	Y	
Courier Charge		Actual Cost plus Administration Fee of $20.00 **Last year fee** Actual Cost + Administration charge of $20.00.		Y	
Sampling by Officer Charge	$45.00	$45.00	0.00%	Y	
General Water Analysis			By Quotation	Y	D
Swimming Pool Water Analysis			By Quotation	Y	D
Laboratory Analysis			By Quotation	Y	E
ADMINISTRATION FEES					
Prevention Notice/Noise Control/Clean-up (other) issued under sections 91 & 96 of POEO Act – Clause 151 of Regs	$821.00	$840.00	2.31%	N	B
Clean Up Notice issued under section 91 of the POEO Act – Clause 151 of Regs	$267.00	$286.00	7.12%	N	B

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
LOCAL APPROVALS					
FEES AND CHARGES					
INSTALL A MANUFACTURED HOME, MOVEABLE DWELLING & ASSOCIATED STRUCTURE					
Application to Install and Certificate of Completion (includes one inspection). Fees subject to quotation by Council depending on the project. Additional inspections may be required.	$600.00	$600.00	0.00%	N	D
Install solid fuel heating device (where not exempt under local approvals policy)	$150.00	$155.00	3.33%	N	D
WATER, SEWER AND STORMWATER					
Approval to carry out water supply, sewerage and/or storm water drainage works (additional fees for applicable inspections required)	$100.00	$100.00	0.00%	N	D
Water Supply Inspection	$150.00	$150.00	0.00%	N	D
Internal Rough-In Inspection	$150.00	$150.00	0.00%	N	D
Sewer/Drainage Line Inspection	$150.00	$150.00	0.00%	N	D
ONSITE WASTEWATER MANAGEMENT SYSTEMS (OWMS)					
Approval to install, construct or alter an Onsite Wastewater Management System (OWMS) (additional fees for applicable inspections required)	$100.00	$100.00	0.00%	N	D
Tank Installation/Modification Inspection	$150.00	$150.00	0.00%	N	D
Effluent Disposal Drainage System	$150.00	$150.00	0.00%	N	D
Change of Onsite Wastewater Management System (OWMS) ownership (>3 months from date of sale). OWMS Administration and Inspection Fee may also be applicable.	$60.00	$60.00	0.00%	N	D
Approval To Operate an Onsite Wastewater Management System (OWMS)	$105.00	$105.00	0.00%	N	D
Onsite Wastewater Management System Administration and Inspection Fee	$205.00	$205.00	0.00%	N	D
OPERATE A CARAVAN PARK					
Operate a Caravan Park - 5 Year Approval (Does not include inspection fees)	$200.00	$200.00	0.00%	N	D
Inspection Fee - Per Site (Caravan Parks / Manufactured Home Estates / Camping Grounds)	$5.00	$5.00	0.00%	N	D
UNDERTAKE AN ACTIVITY OR FESTIVAL					
Install or operate amusement device - for users over 12 years (Includes 1 x Inspection)	$250.00	$200.00	-20.00%	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)	$100.00	$100.00	0.00%	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

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
UNDERTAKE AN ACTIVITY OR FESTIVAL [continued]					
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
RELATED FEES AND CHARGES					
Miscellaneous Approvals			By Quotation	N	D
Urgency Fee for Section 68 Applications (if application lodged within 5 days of the proposed event or activity)	$100.00	$100.00	0.00%	N	D
Modification of Existing Approval			50% of original fee	N	D
PUBLIC HEALTH					
FOOD OUTLET INSPECTIONS & EXEMPTIONS					
Annual Administration / Registration Fee (includes 1 x Inspection)	$200.00	$200.00	0.00%	N	D
Subsequent Inspection	$100.00	$100.00	0.00%	N	D
Annual Administration / Registration Fee- Not-for-Profit Organisations (includes 1 x inspection)			No Charge	N	A
Inspection – if satisfactory (0 Point Score)			No Charge	N	C
Temporary Food Outlet Inspection (Out of Area vendors ONLY)	$30.00	$30.00	0.00%	N	D
Improvement Notice under Food Act 2003	$330.00	$565.00	71.21%	N	D
Pre-Purchase Inspection Report	$400.00	$400.00	0.00%	N	D
General Enquiry and Written Report	$200.00	$200.00	0.00%	N	D
OTHER OUTLETS					
Hairdresser/Beauty Salon/Skin Penetration Premises Inspection	$150.00	$150.00	0.00%	N	D
Registration of Skin Penetration Premises	$100.00	$100.00	0.00%	N	D
OUTSTANDING ORDERS & NOTICES					
NOTICES AND ORDERS					
Certificate as to outstanding Notices and Orders issued under the Local Government Act (section 735A)	$155.00	$155.00	0.00%	N	A
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	$110.00	$110.00	0.00%	N	B

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle

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, lounges 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 only.
- 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 containers must be de-capped and triple rinsed to be accepted at waste facilities.
- The minimum disposal charge for domestic and commercial waste is $5 at Glen Innes Waste & Recovery Facility. Free materials excepted.

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FREE Community Recycling Centre (CRC) materials	Year 25/26 Fee (incl. GST)	Pricing Policy	GST
Cardboard - clean	Nil	F	Y
Recycling - paper, glass bottles, jars & cans (domestic quantities only)	Nil	F	Y
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

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DISPOSAL OF WASTE MATERIALS [continued]

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
Minimum charge for all waste disposal (Glen Innes Waste & Recovery Facility only)	$5.00	$5.00	0.00%	Y	
Asbestos Waste up to 100 kg (Glen Innes Waste & Recovery Facility Only)	$50.00	$50.00	0.00%	Y	
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	$160.00	$160.00	0.00%	Y	
Asbestos Waste Disposal Bag (Disposal charge is additional)	$15.00	$15.00	0.00%	Y	C
Batteries - Used Lead Acid Batteries	$0.00	$0.00	0.00%	Y	
Brick, tile and concrete - clean (No ceramic glazed tiles)	$65.00	$65.00	0.00%	Y	
Builders Rubble / unsorted construction material			$250.00 per tonne	Y	C
Cardboard & Paper - Recyclable (e.g. No wax paper, pizza boxes, tissues, receipts, photopaper or the like)			Free	Y	
Cardboard & Paper - Non-Recyclable - up to 200 kg			$85.00 per tonne	Y	
Cardboard & Paper - Non-Recyclable - over 200 kg			$160.00 per tonne	Y	
Charity Waste - Local (To apply for a charity waste exemption please contact Council - 02 6730 2300)			$67.20 per tonne	Y	D
Dead animal - small (cats, dogs, possums) in addition to waste load	$19.00	$19.00	0.00%	Y	
Dead animal - medium (dogs, sheep, calves, pigs) in addition to waste load	$38.00	$38.00	0.00%	Y	
Domestic Waste - sorted (Recyclables separated minimum of 50% recycling required, not including green waste)			$5.00	Y	A
Drillers Waste – per tonne	$90.30	$90.30	0.00%	Y	C
Green Waste up to 200 kg	$15.00	$15.00	0.00%	Y	A
Green Waste over 200kg			$54.60 per tonne	Y	C
Lounge - small	$13.00	$13.00	0.00%	Y	A
Lounge - large	$26.00	$26.00	0.00%	Y	A
Mattress - single incl. base	$35.00	$35.00	0.00%	Y	A
Mattress - large incl. base	$45.00	$45.00	0.00%	Y	A
Metal	$0.00	$0.00	0.00%	Y	
Miscellaneous waste disposal			Price on application	Y	
Non-compactible waste (e.g. rainwater tanks, railway sleepers, power poles, steel structures, concrete slabs or the like) per tonne	$350.00	$350.00	0.00%	Y	
Public Events waste services - by quotation	$25.00 for the first 240 litre waste service and/or recycling bin and $10.00 for each additional services per event or by quotation. Fees includes waste disposal.			Y	A
Soil - clean/uncontaminated			Free	Y	A
For commercial or large quantities soil testing may be required to confirm clean fill status. Contact Council 02 6730 2300 prior to delivery for large quantities.					
Solar panels (all sizes) per tonne. In addition to any waste load.	$160.00	$160.00	0.00%	Y	
Tyre - small (motorcycle, small car)	$10.71	$10.71	0.00%	Y	C
Tyre and rim - small (motorcycle, small car)	$21.42	$21.42	0.00%	Y	C
Tyre - medium (4x4, ute, large car, light truck, rubber tracks)	$23.10	$23.10	0.00%	Y	C

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
DISPOSAL OF WASTE MATERIALS [continued]					
Tyre and rim - medium (4x4, ute, large car, light truck)	$46.20	$46.20	0.00%	Y	C
Tyre - large (heavy truck, super single tractor)	$130.00	$130.00	0.00%	Y	C
Tyre and rim - large (heavy truck, super single tractor)	$260.00	$260.00	0.00%	Y	C
Unsorted Waste up to 200 kg			$85.00 per tonne	Y	A
Unsorted Waste over 200 kg			$160.00 per tonne	Y	A
White goods - refrigerators or freezers or air-conditioning units - one item per visit. Additional items will be charged			Free	Y	A
White goods - additional item (more than 1)	$15.00	$15.00	0.00%	Y	
WASTE SUNDRY ITEMS					
Originating from outside of Glen Innes Severn Local Government Area waste disposal			Additional waste charge of 300% on gate fee with GST	Y	D
OTHER SALES					
Out of Hours Operation Fee			$500.00 opening fee plus staff costs per hour x 2 (additional fees may be charged)	Y	D
DOMESTIC WASTE MANAGEMENT					
Waste Management Facility Charge (all rateable properties) to assist in covering the cost of Council's waste management facilities and other environmental initiatives	$168.00	$174.00	3.57%	N	
Residential Standard Service (Glen Innes and Villages, excluding Glencoe)– one (1) 140 litre waste and one (1) 240 litre recycling bin	$473.00	$591.25	25.00%	N	
Residential Additional Standard Service (Glen Innes and Villages, excluding Glencoe)	$240.00	$300.00	25.00%	N	

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.

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle

DOMESTIC WASTE MANAGEMENT [continued]

Residential Large Service (Glen Innes and Villages, excluding Glencoe) – one (1) 240 litre waste and one (1) 240 litre recycling bin	$647.00	$808.75	25.00%	N	
Residential Additional Large Service (Glen Innes and Villages, excluding Glencoe)	$349.00	$436.25	25.00%	N	
Glencoe Residential Standard Service– one (1) 140 litre waste and one (1) 360 litre recycling bin (recycling pick up cycle 1 x per month)	$473.00	$591.25	25.00%	N	
Glencoe Residential Additional Standard Service	$240.00	$300.00	25.00%	N	
Residential Bin Replacement	$64.00	$64.00	0.00%	N	
Business or Industrial Standard Service – one (1) 140 litre waste and one (1) 240 litre recycling bin (Glen Innes, Deepwater and Emmaville Villages)	$473.00	$591.25	25.00%	N	
Business or Industrial Additional Standard Service (Glen Innes, Deepwater and Emmaville Villages)	$240.00	$300.00	25.00%	N	
Business or Industrial Large Service – one (1) 240 litre waste and one (1) 240 litre recycling bin (Glen Innes, Deepwater and Emmaville Villages)	$647.00	$808.75	25.00%	N	
Business or Industrial Bin Replacement	$64.00	$64.00	0.00%	N	
Vacant Land within Domestic Waste Collection Area (Note: Vacant properties, as in land containing no buildings, car parks or large areas of material such as concrete (i.e., no impervious surfaces)	$338.00	$87.00	-74.26%	N	

TOWN PLANNING

DEVELOPMENT APPLICATIONS

Fee Precedence - Fees set by Regulation

Some planning fees are set under Schedule 4 of the *Environmental Planning and Assessment Regulation 2021* (the Regulation) using a dollar value called a planning fee unit. Council does not decide these fees or when they change. The Regulation updates the fee unit each year based on inflation (the Consumer Price Index for the quarter ending 31 March), applying from 2023 onwards.

For ease of identification, each planning fee in this document that is set by the Regulation includes a reference to the relevant clause or schedule of the Regulation.

As prescibed by the Regulation, fees are calculated as follows:

- the fee unit amount is worked out to the nearest cent (half a cent is rounded down), and
- the final fee payable (when calculated using fee units) is rounded to the nearest dollar (50 cents is rounded down).

Note: in the event of any inconsistency between the fees in this policy and the Regulation, the fees in the Regulation, including the fee unit amount for the applicable financial year shall prevail over planning fees shown in this document.

Dwelling House with Estimated Development Cost, including GST, of $100,000 or less	$500.00	$606.00	21.20%	N	B
EP&A Regulation 2021 (Schedule 4, Part 2, Item 2.3)					
Development application fee for advertising structures or signage, calculated per advertisement and applied only where this fee exceeds the standard cost based DA fee	1 advertisement - $379 Each additional advertisement - $93			N	B
EP&A Regulation 2021 (Schedule 4, Part 2, Item 2.2)					

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
DEVELOPMENT APPLICATIONS [continued]					
Other Development NOT INVOLVING the erection of a building, carrying out of a work, subdivision of land or demolition of a building or work (i.e. Change of Use or the like)	$331.00	$379.00	14.50%	N	B
EP&A Regulation 2021 (Schedule 4, Part 2, Item 2.7)					
Up to $5,000	$129.00	$147.00	13.95%	N	B
EP&A Regulation 2021 (Schedule 4, Part 2, Item 2.1)					
$5,001 to $50,000	$226.00 plus an additional $3.00 for each $1,000 (or part of $1,000) of estimated cost over $5,000 **Last year fee** $191.00 plus an additional $3.00 for each $1,000 (or part of $1,000) of estimated cost.			N	B
EP&A Regulation 2021 (Schedule 4, Part 2, Item 2.1)					
$50,001 to $250,000	$469.00 plus an additional $3.64 for each $1,000.00 (or part of $1,000.00) of estimated cost over $50,000 **Last year fee** $396.00 plus an additional $3.64 for each $1,000.00 (or part of $1,000.00) of estimated cost when exceeds $50,000.			N	B
EP&A Regulation 2021 (Schedule 4, Part 2, Item 2.1)					
$250,001 to $500,000	$1,544.00 plus an additional $2.34 for each $1,000.00 (or part of $1,000.00) of estimated cost over $250,000 **Last year fee** $1,304.00 plus an additional $2.34 for each $1,000.00 (or part of $1,000.00) of estimated cost when exceeds $250,000.			N	B
EP&A Regulation 2021 (Schedule 4, Part 2, Item 2.1)					
$500,001 to $1,000,000	$2325.00 plus an additional $1.64 for each $1,000.00 (or part of $1,000.00) of estimated cost over $500,000 **Last year fee** $1,961.00 plus an additional $1.64 for each $1,000.00 (or part of $1,000.00) of estimated cost when exceeds $500,000.			N	B
EP&A Regulation 2021 (Schedule 4, Part 2, Item 2.1)					
$1,000,001 to $10,000,000	$3,483.00 plus an additional $1.44 for each $1,000.00 (or part of $1,000.00) of estimated cost over $1 million **Last year fee** $3,440.00 plus an additional $1.44 for each $1,000.00 (or part of $1,000.00) of estimated cost when exceeds $1,000,000.			N	B
EP&A Regulation 2021 (Schedule 4, Part 2, Item 2.1)					

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
DEVELOPMENT APPLICATIONS [continued]					
More than $10,000,000	$21,139.00 plus an additional $1.19 for each $1,000.00 (or part of $1,000.00) of estimated cost over $10 million **Last year fee** $17,841.00 plus an additional $1.19 for each $1,000.00 (or part of $1,000.00) of estimated cost when exceeds $10,000,000.			N	B
EP&A Regulation 2021 (Schedule 4, Part 2, Item 2.1)					
Planning Reform Fees - works less than $50,000	Nil			N	B
Planning Reform Fees - works above $50,000	(0.64 x E/1,000)-5 Based on VOW > $50,000 for each $1,000 where E = VOW to nearest $1,000 VOW = Value of Work THIS FEE IS NOT AN ADDITIONAL CHARGE AND MUST BE REMITTED FROM APPLICABLE DA FEES. **Last year fee** $0.64 per $1,000.00 for entire value of works (collected on behalf of NSW Government)			N	B
ADDITIONAL FEES FOR CERTAIN TYPES OF DEVELOPMENT					
Integrated Development - Fee Payable to Consent Authority (Council)	$0.00	$187.00	∞	N	B
EP&A Regulation 2021 Sch 4 Pt 3 Item 3.1(a)					
Integrated Development - Fee Payable to Integrated Approval Authority	$0.00	$426.00	∞	N	B
EP&A Regulation 2021 Sch 4 Pt 3 Item 3.1(b)					
Concurrence - Fee Payable to Consent Authority (Council)	$0.00	$187.00	∞	N	B
EP&A Regulation 2021 Sch 4 Pt 3 Item 3.2(a)					
Concurrence - Fee Payable to Concurrence Authority	$0.00	$426.00	∞	N	B
EP&A Regulation 2021 Sch 4 Pt 3 Item 3.2(b)					
Designated Development - Fee Payable to the Consent Authority (Council)	$0.00	$1,226.00	∞	N	B
EP&A Regulation 2021 (Schedule 4, Part 3, Item 3.3)					
Design Review Panel Referral - Fee for Development Application referred to an independent design review panel for advice under applicable design review policy or planning controls	$0.00	$3,995.00	∞	N	B
EP&A Regulation 2021 (Schedule 4, Part 3, Item 3.4)					
NOTIFICATION AND ADVERTISING FEES FOR DEVELOPMENT APPLICATIONS					
Neighbour Notification Fee	$0.00	$120.00	∞	N	D
Advertising Fee - Designated Development	$0.00	$2,956.00	∞	N	B
EP&A Regulation 2021 (Schedule 4, Part 3, Item 3.5)					
Advertising Fee - Nominated Integrated Development, Threatened Species Development or Class 1 Aquaculture Development	$0.00	$1,471.00	∞	N	B
EP&A Regulation 2021 (Schedule 4, Part 3, Item 3.6)					

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
NOTIFICATION AND ADVERTISING FEES FOR DEVELOPMENT APPLICATIONS [continued]					
Advertising Fee - Giving of notice for prohibited development	$0.00	$1,471.00	∞	N	B
EP&A Regulation 2021 (Schedule 4, Part 3, Item 3.7)					
Advertising Fee - Other development for which a Community Participation Plan requires notice to be given	$0.00	$1,471.00	∞	N	B
EP&A Regulation 2021 (Schedule 4, Part 3, Item 3.8)					
Advertising Fee - Other Development Requiring Newspaper Advertising	$0.00	$1,471.00	∞	N	B
Advertising Fee – Modification of Development Consent that is required to be advertised under the Act s4.55(2) or 4.56(1)	$0.00	$886.00	∞	N	B
EP&A Regulation 2021 (Schedule 4, Part 4, Item 4.6)					
MODIFICATION OF DEVELOPMENT CONSENT					
s4.55(1) - Modifications involving minor error, misdescription or miscalculation. Note - If Council error, no fee applicable (Applicant is still required to pay any required NSW Planning Portal DA Consent Modification Fees however).	$0.00	$95.00	∞	N	B
EP&A Regulation 2021 Sch 4 Pt 4 Item 4.1					
s4.55(1A) - Modifications involving no or minimal environmental impact	$859.00 or 50% of the original application fee, whichever is less			N	B
EP&A Regulation 2021 Sch 4 Pt 4 Item 4.2					
s4.55(2) or s4.56(1) - Modifications that do not, in the consent authority's opinion, involve minimal environmental impact If the fee for the original development application was— (a) less than 1 fee unit*, or (b) 1 fee unit or more and the original development application did not involve the erection of a building, the carrying out of a work or the demolition of a work or building *The prescribed fee unit as at March 2026 is $113.90	50% of the original application fee			N	B
EP&A Regulation 2021 Sch 4 Pt 4 Item 4.3					
s4.55(2) or s4.56(1) - Modifications that do not, in the consent authority's opinion, involve minimal environmental impact. If the fee for the original development application— (a) 1 fee unit* or more, and (b) the original development application involved the erection of a dwelling house with an estimated development cost, including GST, of $100,000 or less *The prescribed fee unit as at March 2026 is $113.90	$0.00	$253.00	∞	N	B
EP&A Regulation 2021 Sch 4 Pt 4 Item 4.4					
s4.55(2) or s4.56(1) - Modifications that do not, in the consent authority's opinion, involve minimal environmental impact Up to $5,000 (Estimated Development Cost including GST)	$0.00	$73.00	∞	N	B
EP&A Regulation 2021 Sch 4 Pt 4 Item 4.5					

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
MODIFICATION OF DEVELOPMENT CONSENT [continued]					
s4.55(2) or s4.56(1) - Modifications that do not, in the consent authority's opinion, involve minimal environmental impact $5,000 - $250,000 (Estimated Development Cost including GST)	$113.00, plus $1.50 for every $1,000 or part of $1,000 by which the estimated development cost exceeds $5,000			N	B
EP&A Regulation 2021 Sch 4 Pt 4 Item 4.5					
s4.55(2) or s4.56(1) - Modifications that do not, in the consent authority's opinion, involve minimal environmental impact $250,001 - $500,000 (Estimated Development Cost including GST)	$666.00, plus $0.85 for every $1,000 or part of $1,000 by which the estimated development cost exceeds $250,000			N	B
EP&A Regulation 2021 Sch 4 Pt 4 Item 4.5					
s4.55(2) or s4.56(1) - Modifications that do not, in the consent authority's opinion, involve minimal environmental impact $500,001 - $1,000,000 (Estimated Development Cost including GST)	$949.00 plus $0.50 for every $1,000 or part of $1,000 by which the estimated development cost exceeds $250,000			N	B
EP&A Regulation 2021 Sch 4 Pt 4 Item 4.5					
s4.55(2) or s4.56(1) - Modifications that do not, in the consent authority's opinion, involve minimal environmental impact $1,000,000 - $10,000,000 (Estimated Development Cost including GST)	$1,314 plus $0.40 for every $1,000 or part of $1,000 by which the estimated development cost exceeds $1,000,000			N	B
EP&A Regulation 2021 Sch 4 Pt 4 Item 4.5					
s4.55(2) or s4.56(1) - Modifications that do not, in the consent authority's opinion, involve minimal environmental impact > $10,000,000 (Estimated Development Cost including GST)	$6,309 plus $0.27 for every $1,000 or part of $1,000 by which the estimated development cost exceeds $10,000,000			N	B
EP&A Regulation 2021 Sch 4 Pt 4 Item 4.5					
Additional Fee – For Modification of Development Consent Application accompanied by a Statement of Qualified Designer	$0.00	$1,013.00	∞	N	B
EP&A Regulation 2021 Sch 4 Pt 4 Item 4.7					
Additional Fee – For Modification of Development Consent Application that is referred to Design Review Panel for advice	$0.00	$3,995.00	∞	N	B
EP&A Regulation 2021 Sch 4 Pt 4 Item 4.8					
REFUND OF FEES – DEVELOPMENT APPLICATION					
Application withdrawn prior to assessment	90% of DA fee paid refunded			N	B
Application withdrawn after assessment and prior to determination of DA	30% of DA fee paid refunded			N	B
REFUND OF FEES – CONSTRUCTION CERTIFICATE					
Application withdrawn prior to determination of DA	100% of CC fee paid refunded			Y	B
Application withdrawn after assessment and prior to determination of CC	20% of application fees and refund all inspection fees			Y	B
SECTION 10.7 PLANNING CERTIFICATION (FORMERLY S149)					
S10.7 (2) Planning Certificate Application	$69.00	$71.00	2.90%	N	B
1 x Planning Certificate can be applied for per assessment.					
10.7(5) - Additional Fee if Planning Certificate includes advice under s10.7(5) of the Act	$100.00	$107.00	7.00%	N	B
Copy of Drainage Diagram or Approval to Operate	$62.00	$65.00	4.84%	N	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
SECTION 10.7 PLANNING CERTIFICATION (FORMERLY S149) [continued]					
Provision of certified copy of a document, map or plan under the Act, section 10.8(2)	$0.00	$95.00	∞	N	B
EP&A Regulation 2021 Sch 4 Pt 4 Item 4.1					
REVIEW OF DEVELOPMENT CONSENT					
Dwelling House Estimated Development Cost (inc GST) Less than or equal to $100,000	$220.00	$253.00	15.00%	N	B
Development NOT INVOLVING the erection of a building, the carrying out of a work, the subdivision of land or the demolition of a work or building	50% of the fee for the original DA			N	B
EP&A Regulation 2021, Schedule 4, Part 2, Cl 2.7					
Up to $5,000 Estimated Development Cost (including GST)	$64.00	$73.00	14.06%	N	B
$5,001 to $250,000	$114.00 plus an additional $1.50 for each $1,000.00 (or part of $1,000.00) of the Estimated Development Cost (including GST) over $5,000.00 **Last year fee** $96.00 plus an additional $1.50 for each $1,000.00 (or part of $1,000.00) of the estimated cost.			N	B
$250,001 to $500,000	$666.00 plus an additional $0.85 for each $1,000.00 (or part of $1,000.00) of the Estimated Development Cost (including GST) over $250,000 **Last year fee** $562.00 plus an additional $0.85 for each $1,000.00 (or part of $1,000.00) of the estimated cost exceed $250,000.			N	B
$500,001 to $1,000,000	$949.00 plus an additional $0.50 for each $1,000.00 (or part of $1,000.00) of the Estimated Development Cost (including GST) over $500,000 **Last year fee** $801.00 plus an additional $0.50 for each $1,000.00 (or part of $1,000.00) of the estimated cost exceeds $500,000.			N	B
$1,000,001 to $10,000,000	$1,314.00 plus an additional $0.40 for each $1,000.00 (or part of $1,000.00) of the Estimated Development Cost (including GST) over $1,000,000 **Last year fee** $1,109.00 plus an additional $0.40 for each $1,000.00 (or part of $1,000.00) of the estimated cost exceeds $1,000,000.			N	B
More than $10,000,000	$6,310.00 plus an additional $0.27 for each $1,000.00 (or part of $1,000.00) of the Estimated Development Cost (including GST) over $10,000,000 **Last year fee** $5,324.00 plus an additional $0.27 for each $1,000.00 (or part of $1,000.00) of the estimated cost exceeds $10,000,000.			N	B

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
SUBDIVISION FEES					
Subdivision Works Certificate (per Lot)	$325.00	$325.00	0.00%	N	B
Subdivision - New Road(s) to be Created	$885.00 plus $65.00 per additional lot **Last year fee** $800.00 plus $65.00 per additional lot			N	B
Subdivision - No Road(s) Created	$440.00 plus $53.00 per additional lot **Last year fee** $400.00 plus $53.00 per additional lot			N	B
Strata Subdivision	$440.00 plus $65.00 per additional lot **Last year fee** $400.00 plus $65.00 per additional lot			N	B
Subdivision Certificate	$150.00 plus $55.00 per lot shown on Plan. Additional Inspection Fee may be applicable.			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 development cost			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
ARCHIVE SEARCH/PLANNING ADVICE					
Written planning advice or enquiry response (up to 2 hours officer time)	$140 per matter. **Last year fee** $140 per lot			N	D
Written planning advice or enquiry response (2 - 5 hours officer time)	$280 per matter. **Last year fee** $280 per lot			N	D
Written planning advice or enquiry response (5 - 7 hours officer time)	$420 per matter. **Last year fee** $420 per lot			N	D
Written planning advice or enquiry response (7 hours or more of officer time)	Hourly rate of $70 with pre-agreed upper limit per matter. **Last year fee** Hourly rate of $70 with pre-agreed upper limit			N	D
Dwelling Entitlement Search	$320 per lot			N	D
PLANNING PROPOSALS					
MINOR PLANNING PROPOSALS					
LEP Amendment - lodgement	$1,900.00	$1,900.00	0.00%	N	D
LEP Amendment - gateway	$3,600.00	$3,600.00	0.00%	N	D
LEP Amendment - exhibition	$1,900.00	$1,900.00	0.00%	N	D
MAJOR PLANNING PROPOSALS					
LEP Amendment - lodgement	$3,500.00	$3,500.00	0.00%	N	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
MAJOR PLANNING PROPOSALS [continued]					
LEP Amendment - gateway	$7,400.00	$7,400.00	0.00%	N	D
LEP Amendment - exhibition	$3,500.00	$3,500.00	0.00%	N	D
COMPLEX PLANNING PROPOSALS					
LEP Amendment - lodgement	$5,400.00	$5,400.00	0.00%	N	D
LEP Amendment - gateway	$11,000.00	$11,000.00	0.00%	N	D
LEP Amendment - exhibition	$5,400.00	$5,400.00	0.00%	N	D
DEVELOPMENT CONTROL PLANS					
Preparation of Development Control Plans	$5,562.00	$5,739.98	3.20%	N	D
OTHER FEES					
Certified copy of Environmental Planning Instrument or Related Document	$0.00	$71.00	∞	N	B
EP&A Regulation 2021 Sch 4 Pt 9 Item 9.9					
Formal Pre-Lodgement Meeting (includes recorded minutes document provided within 7 business days from date of meeting). 1.5 hour meeting limit.	$0.00	$370.00	∞	N	D
Title Search Fee	$0.00	$46.00	∞	N	D
Deposited Plan Fee	$0.00	$46.00	∞	N	D
S88b Instrument Fee	$0.00	$46.00	∞	N	D
CEMETERY					
BURIAL					
BURIAL - NORMAL WEEKDAYS					
Adult – Oversized coffin (plus: Interment Services Levy)	$0.00	$1,120.00	∞	Y	D
Adult – Standard size coffin (plus: Interment Services Levy)	$0.00	$950.00	∞	Y	D
Still born / child (6 months)	$0.00	$0.00	0.00%	Y	D
Child 6 months – 5 yrs	$0.00	$328.00	∞	Y	D
Child 5 yrs – 15 years (plus: Interment Services Levy if child over 12 yrs)	$0.00	$850.00	∞	Y	D
BURIAL - WEEKEND / PUBLIC HOLIDAY					
Adult (plus: Interment Services Levy)	$0.00	$1,500.00	∞	Y	D
Still born / child (6 months)	$0.00	$0.00	0.00%	Y	D
Child 6 months – 5 yrs	$0.00	$493.00	∞	Y	D
Child 5 yrs – 15 years (plus: Interment Services Levy if child over 12 yrs)	$0.00	$1,100.00	∞	Y	D
OTHER BURIAL FEES					
Plot (each)	$574.00	$611.00	6.45%	N	D
Interment of Ashes in Existing Grave	$237.00	$253.00	6.75%	Y	D
Re-opening, closing vault	$212.00	$219.00	3.30%	Y	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
OTHER BURIAL FEES [continued]					
Maintenance of Grave in Perpetuity (Lawn or Monumental)	$1,500.00	$1,500.00	0.00%	Y	D
Burial where Hand Digging is required (Old Sections)	$1,105.00	$2,025.00	83.26%	Y	D
Burial – Villages – additional charge for machinery transport	$422.00	$450.00	6.64%	Y	D
State Government Interment Services Levy		As per NSW Legislation : $178.20* per burial $71.50* per ash interment *Both Fees are GST Inclusive. *Or as further adjusted by NSW Legislation throughout the financial year. **Last year fee** As per NSW Legislation : $171.60 per burial $69.30 per ash interment Both Fees are GST Inclusive.		Y	B
EXHUMATION					
Exhumation Fee	$1,220.00	$1,300.00	6.56%	Y	D
TOMBS AND MONUMENTS					
Application to erect a tomb or monument	$151.00	$161.00	6.62%	N	D
NICHES, COLUMBARIUM					
Reservation in columbarium	$327.00	$348.00	6.42%	N	D
Interment & Plaque (at time of interment) or replacement plaque		Cost of plaque + $150.00		Y	D
Cancellation of Lease – Administration Fee	$65.00	$70.00	7.69%	Y	D
Application for Private Burial (Includes inspection. DA Fees not included)	$526.00	$560.00	6.46%	N	D
Records – Search and supply (fee applies if information is required within 24hrs otherwise the service is free)	$70.00	$75.00	7.14%	N	D
SWIM CENTRES					
TURNSTILE ADMISSIONS					
Adults, Seniors & Children under 16	$6.00	$6.00	0.00%	Y	C
Children under four (4)			Free	Y	C
Spectators & Carers	$3.00	$3.00	0.00%	Y	C
School Groups and/or Carnivals (teachers free)	$3.50	$3.50	0.00%	Y	C
SEASON TICKETS					
Family – Full Season (No Further discounts)	$400.00	$400.00	0.00%	Y	C
Family – Half Season (No Further discounts)	$200.00	$200.00	0.00%	Y	C
Individual Season Pass	$240.00	$240.00	0.00%	Y	C
Individual Half Season Pass	$120.00	$120.00	0.00%	Y	C

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
POOL HIRE: SOLE USE					
School Groups – learn to swim	$3.50 per child plus $100 per hour (teachers free) Min. Fee excl. GST: $3.18			Y	C
Private Use – Other (per hour, plus admission. Includes 1 x Lifeguard)	$365.00 plus Normal Entry Fee			Y	C
Additional lifeguards may be required dependent upon number of patrons and type of private use proposed – this will be confirmed upon application.					
Hire of Pool Equipment - Private use per item	$5.00	$5.00	0.00%	Y	C
Hire of Pool Equipment - Private group use per item	Price on application			Y	C
Lifeguard Hire - per hour per lifeguard	$40.00	$40.00	0.00%	Y	C
Learn to Swim Instructor Hire - per hour per instructor	$50.00	$30.00	-40.00%	Y	C
PROGRAMMES					
Aqua Aerobics – per class	$8.50	$8.50	0.00%	Y	C
Season Pass Aqua Aerobics Classes	$350.00	$350.00	0.00%	Y	C
Swim Classes Baby Classes – 1 lesson	$20.00	$20.00	0.00%	Y	C
Swim Classes Pre-school – 10 lessons – for one season only	$130.00	$130.00	0.00%	Y	C
Swim Classes School Age – 10 lessons – for one season only	$130.00	$130.00	0.00%	Y	C
SPORTSGROUNDS RENTALS					
THE GLEN INNES INDOOR SPORTS CENTRE					
All Day Use (8hr day per court)	$250.00	$250.00	0.00%	Y	C
Badminton P/H	$45.00	$45.00	0.00%	Y	C
Birthday Party fixed fee -2 hours max, additional time extra cost per hour	$100.00	$100.00	0.00%	Y	C
Birthday Party fixed fee addition hours per hour (after 2 hours)	$45.00	$45.00	0.00%	Y	C
Birthday Party using Kitchen - additional to fixed fee	$15.00	$15.00	0.00%	Y	C
Community Programs Weekdays per hour (PCYC, Tai Chi)	$45.00	$45.00	0.00%	Y	C
General Entry per person non booked event, shared use depending on court availability	$4.00	$4.00	0.00%	Y	C
Hire of a Court per Hour (Competition)	$45.00	$45.00	0.00%	Y	C
Hire of a Court per Hour (Training)	$45.00	$45.00	0.00%	Y	C
Hire of Court per Hour (Competition) by Sporting Organisation based in the GISC LGA	$45.00	$45.00	0.00%	Y	C
Hire of Court per Hour (Training) by Sporting Organisation based in the GISC LGA	$45.00	$45.00	0.00%	Y	C
Hire of the Kiosk/Kitchen by organisations	$5.00 per hour			Y	C
Multi Purpose Space per Hour	$30.00	$30.00	0.00%	Y	C
Office Lease (per Year)	$2,000.00	$2,000.00	0.00%	Y	C
School hire of a Court per Hour	$25.00	$25.00	0.00%	Y	C

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
THE GLEN INNES INDOOR SPORTS CENTRE [continued]					
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	C
RUGBY LEAGUE – MEAD PARK					
Rugby League – Mead Park – per annum	As per agreement.			Y	A
RUGBY UNION PARK					
Rugby Union Park Fee	As per agreement.			Y	A
PARKS & RESERVES					
MOWING					
Mowing request outside of Normal Schedule for Ovals	By quotation and subject to resource availability.			Y	D
COMMERCIAL HIRE					
Access to Electricity in Public Space per day	$30.00	$31.00	3.33%	Y	D
Commercial Hire Security Bond (refundable on Conditions)	$912.00	$971.00	6.47%	N	D
Commercial Hire rental – per day	$148.00 + private works rates for associated services			Y	D
PRIVATE HIRE					
Allocated Camping sites at sporting facilities	$20.00 per site, per night			Y	C
All Playing fields for Schools – Booked	Free			Y	A
Rallies, weddings, private functions Administration Charge (not for profit)	$65.00	$70.00	7.69%	Y	C
LIBRARY AND LEARNING CENTRE					
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

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
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	$4.50	$4.50	0.00%	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
Government, Commercial/ Business	$45.00	$45.00	0.00%	Y	D
ADMINISTRATION FEE – (ONCE OFF)					
Community (Once Off Rate)	$12.50	$12.50	0.00%	Y	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	$120.00	26.32%	Y	D
Security Call out	$95.00	$120.00	26.32%	Y	D
Cleaning Cost	$66.50	$83.00	24.81%	Y	D
CHILDREN AND FAMILY SERVICES					
OUT OF SCHOOL HOURS CARE					
Out of School Hours Care	$45.00	$45.00	0.00%	N	C
Out of School Hours Care - Casual Booking	$50.00	$50.00	0.00%	N	C
VACATION CARE					
Vacation Care Daily Fee	$88.00	$88.00	0.00%	N	C

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
VACATION CARE [continued]					
Vacation Care Daily Fee - Casual Rate	$96.00	$96.00	0.00%	N	C
Excursions and Vacation Care Activities			At Cost	N	D
LATE COLLECTION FEE					
Late Collection Fee - Per 10 Minute Increment	$34.00	$34.00	0.00%	N	D
LIFE CHOICES – SUPPORT SERVICES					
FULL-COST FEES					
Attendance at Centre – per person	$0.00	$0.00	0.00%	N	C
LC-SS Group Class (Per Session)	$7.00	$7.00	0.00%	N	D
LC-SS Centre Prepared Meal	$15.00	$15.00	0.00%	N	D
LC-SS Centre Prepared Morning or Afternoon Tea	$7.00	$7.00	0.00%	N	D
Home Delivered Meal Package - Food Portion Only	$10.00	$10.00	0.00%	N	B
Bus Transport to Life Choices (within 5km of CBD) - Return Trip	$16.00	$16.00	0.00%	N	D
Outings and Activities Fee			At Cost	N	D
Hire of LC-SS Activity Room – Per Day 8AM - 5PM (Business Days)	$60.00	$62.00	3.33%	Y	D
Hire of LC-SS Activity Room – Per Hour (Business Days)	$18.60	$19.20	3.23%	Y	D
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	$66.29	$67.81	2.29%	N	B
CHSP - Personal Care - Per Hour	$73.90	$75.60	2.30%	N	B
CHSP - Social Support - Individual - Per Hour	$65.21	$66.71	2.30%	N	B
CHSP - Flexible Respite - Per Hour	$72.81	$74.48	2.29%	N	B
CHSP - Home Maintenance	$81.51	$83.38	2.29%	N	B
CHSP - Social Support - Group - Per Person/Per Hour #	$29.34	$30.01	2.28%	N	B
# For Group Classes see Full Cost Fees for client contribution.					
CHSP - Allied Health & Therapy Services - Per Hour	$135.84	$138.96	2.30%	N	B
CHSP - Centre Based Respite - Per Hour	$55.42	$58.92	6.32%	N	B
CHSP - Goods, Equipment & Assistive Technology			At Cost.	N	B
CHSP - Transport	$39.50	$40.41	2.30%	N	B
CHSP - Travel Cost per Kilometre	$1.75	$1.75	0.00%	N	B
CHSP - Meal Preparation & Delivery (Home Delivered - within 5km of Glen Innes CBD)*	$14.13	$15.86	12.24%	N	B
* Excludes cost of food. See Full Cost Fees for food cost to be charged in addition to preparation and delivery.					

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
NDIS FUNDING CHARGES					
NDIS Services	As per NDIS Quality and Safeguards Commission Price Guide			N	B
SUPPORT AT HOME PROGRAM					
CLINICAL					
Clinical - Nursing Care (EN) (ZONE A) - Mon-Fri (7-6)	$175.00	$175.00	0.00%	N	B
Clinical - Nursing Care (EN) (ZONE A) - Mon-Fri (A/hrs)	$188.00	$188.00	0.00%	N	B
Clinical - Nursing Care (EN) (ZONE A) - Saturday	$191.00	$191.00	0.00%	N	B
Clinical - Nursing Care (EN) (ZONE A) - Sunday	$207.00	$207.00	0.00%	N	B
Clinical - Nursing Care (EN) (ZONE A) - Public Holiday	$337.00	$337.00	0.00%	N	B
Clinical - Allied Health (ZONE A) Excluding OT - Mon-Fri (7-6)			At Cost **Last year fee** $169.00	N	B
Clinical - Allied Health (ZONE A) Excluding OT - Mon-Fri (A/hrs)			At Cost **Last year fee** $182.00	N	B
Clinical - Allied Health (ZONE A) Excluding OT - Saturday			At Cost **Last year fee** $185.00	N	B
Clinical - Allied Health (ZONE A) Excluding OT - Sunday			At Cost **Last year fee** $202.00	N	B
Clinical - Allied Health (ZONE A) Excluding OT - Public Holiday			At Cost **Last year fee** $332.00	N	B
Clinical - Care Management (ZONE A) - Mon-Fri (7-6)	$128.00	$128.00	0.00%	N	B
Clinical - Nursing Care (EN) (ZONE B) - Mon-Fri (7-6)	$205.00	$205.00	0.00%	N	B
Clinical - Nursing Care (EN) (ZONE B) - Mon-Fri (A/hrs)	$218.00	$218.00	0.00%	N	B
Clinical - Nursing Care (EN) (ZONE B) - Saturday	$222.00	$222.00	0.00%	N	B
Clinical - Nursing Care (EN) (ZONE B) - Sunday	$238.00	$238.00	0.00%	N	B
Clinical - Nursing Care (EN) (ZONE B) - Public Holiday	$368.00	$368.00	0.00%	N	B
Clinical - Allied Health (ZONE B) Excluding OT - Mon-Fri (7-6)			At Cost **Last year fee** $203.00	N	B
Clinical - Allied Health (ZONE B) Excluding OT - Mon-Fri (A/hrs)			At Cost **Last year fee** $216.00	N	B
Clinical - Allied Health (ZONE B) Excluding OT - Saturday			At Cost **Last year fee** $219.00	N	B

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
CLINICAL [continued]					
Clinical - Allied Health (ZONE B) Excluding OT - Sunday			At Cost **Last year fee** $235.00	N	B
Clinical - Allied Health (ZONE B) Excluding OT - Public Holiday			At Cost **Last year fee** $365.00	N	B
Clinical - Care Management (ZONE B) - Mon-Fri (7-6)	$149.00	$149.00	0.00%	N	B
Clinical - Nursing Care (EN) (ZONE C) - Mon-Fri (7-6)	$243.00	$243.00	0.00%	N	B
Clinical - Nursing Care (EN) (ZONE C) - Mon-Fri (A/hrs)	$256.00	$256.00	0.00%	N	B
Clinical - Nursing Care (EN) (ZONE C) - Saturday	$260.00	$260.00	0.00%	N	B
Clinical - Nursing Care (EN) (ZONE C) - Sunday	$276.00	$276.00	0.00%	N	B
Clinical - Nursing Care (EN) (ZONE C) - Public Holiday	$406.00	$406.00	0.00%	N	B
Clinical - Allied Health (ZONE C) Excluding OT - Mon-Fri (7-6)			At Cost **Last year fee** $245.00	N	B
Clinical - Allied Health (ZONE C) Excluding OT - Mon-Fri (A/hrs)			At Cost **Last year fee** $258.00	N	B
Clinical - Allied Health (ZONE C) Excluding OT - Saturday			At Cost **Last year fee** $261.00	N	B
Clinical - Allied Health (ZONE C) Excluding OT - Sunday			At Cost **Last year fee** $278.00	N	B
Clinical - Allied Health (ZONE C) Excluding OT - Public Holiday			At Cost **Last year fee** $408.00	N	B
Clinical - Care Management (ZONE C) - Mon-Fri (7-6)	$176.00	$176.00	0.00%	N	B
INDEPENDENCE					
Independence - Personal Care (ZONE A) - Mon-Fri (7-6)	$136.00	$136.00	0.00%	N	B
Independence - Personal Care (ZONE A) - Mon-Fri (A/hrs)	$145.00	$145.00	0.00%	N	B
Independence - Personal Care (ZONE A) - Saturday	$147.00	$147.00	0.00%	N	B
Independence - Personal Care (ZONE A) - Sunday	$158.00	$158.00	0.00%	N	B
Independence - Personal Care (ZONE A) - Public Holiday	$238.00	$238.00	0.00%	N	B
Independence - Medications Service (ZONE A) - Mon-Fri (7-6)	$142.00	$142.00	0.00%	N	B
Independence - Medications Service (ZONE A) - Mon-Fri (A/hrs)	$151.00	$151.00	0.00%	N	B
Independence - Medications Service (ZONE A) - Saturday	$153.00	$153.00	0.00%	N	B

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INDEPENDENCE [continued]

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
Independence - Medications Service (ZONE A) - Sunday	$164.00	$164.00	0.00%	N	B
Independence - Medications Service (ZONE A) - Public Holiday	$244.00	$244.00	0.00%	N	B
Independence - Social Support-Group (ZONE A) - Mon-Fri (7-6)	$97.00	$97.00	0.00%	N	B
Independence - Social Support-Group (ZONE A) - Mon-Fri (A/hrs)	$105.00	$105.00	0.00%	N	B
Independence - Social Support-Group (ZONE A) - Saturday	$107.00	$107.00	0.00%	N	B
Independence - Social Support-Group (ZONE A) - Sunday	$117.00	$117.00	0.00%	N	B
Independence - Social Support-Group (ZONE A) - Public Holiday	$199.00	$199.00	0.00%	N	B
Independence - Social Support-Individual (ZONE A) - Mon-Fri (7-6)	$137.00	$137.00	0.00%	N	B
Independence - Social Support-Individual (ZONE A) - Mon-Fri (A/hrs)	$145.00	$145.00	0.00%	N	B
Independence - Social Support-Individual (ZONE A) - Saturday	$148.00	$148.00	0.00%	N	B
Independence - Social Support-Individual (ZONE A) - Sunday	$158.00	$158.00	0.00%	N	B
Independence - Social Support-Individual (ZONE A) - Public Holiday	$239.00	$239.00	0.00%	N	B
Independence - Respite (ZONE A) - Mon-Fri (7-6)	$125.00	$125.00	0.00%	N	B
Independence - Respite (ZONE A) - Mon-Fri (A/hrs)	$133.00	$133.00	0.00%	N	B
Independence - Respite (ZONE A) - Saturday	$136.00	$136.00	0.00%	N	B
Independence - Respite (ZONE A) - Sunday	$146.00	$146.00	0.00%	N	B
Independence - Respite (ZONE A) - Public Holiday	$227.00	$227.00	0.00%	N	B
Independence - Transport (ZONE A) Per 20km - Mon-Fri (7-6)	$31.00	$31.00	0.00%	N	B
Independence - Transport (ZONE A) Per 20km - Mon-Fri (A/hrs)	$39.00	$39.00	0.00%	N	B
Independence - Transport (ZONE A) Per 20km - Saturday	$41.00	$41.00	0.00%	N	B
Independence - Transport (ZONE A) Per 20km - Sunday	$51.00	$51.00	0.00%	N	B
Independence - Transport (ZONE A) Per 20km - Public Holiday	$133.00	$133.00	0.00%	N	B
Independence - Indirect transport (ZONE A) - Mon-Fri (7-6)	$18.00	$18.00	0.00%	N	B
Independence - Personal Care (ZONE B) - Mon-Fri (7-6)	$158.00	$158.00	0.00%	N	B
Independence - Personal Care (ZONE B) - Mon-Fri (A/hrs)	$167.00	$167.00	0.00%	N	B
Independence - Personal Care (ZONE B) - Saturday	$169.00	$169.00	0.00%	N	B
Independence - Personal Care (ZONE B) - Sunday	$180.00	$180.00	0.00%	N	B
Independence - Personal Care (ZONE B) - Public Holiday	$260.00	$260.00	0.00%	N	B
Independence - Medications Service (ZONE B) - Mon-Fri (7-6)	$164.00	$164.00	0.00%	N	B
Independence - Medications Service (ZONE B) - Mon-Fri (A/hrs)	$173.00	$173.00	0.00%	N	B

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INDEPENDENCE [continued]

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
Independence - Medications Service (ZONE B) - Saturday	$175.00	$175.00	0.00%	N	B
Independence - Medications Service (ZONE B) - Sunday	$186.00	$186.00	0.00%	N	B
Independence - Medications Service (ZONE B) - Public Holiday	$266.00	$266.00	0.00%	N	B
Independence - Social Support-Group (ZONE B) - Mon-Fri (7-6)	$97.00	$97.00	0.00%	N	B
Independence - Social Support-Group (ZONE B) - Mon-Fri (A/hrs)	$105.00	$105.00	0.00%	N	B
Independence - Social Support-Group (ZONE B) - Saturday	$107.00	$107.00	0.00%	N	B
Independence - Social Support-Group (ZONE B) - Sunday	$117.00	$117.00	0.00%	N	B
Independence - Social Support-Group (ZONE B) - Public Holiday	$199.00	$199.00	0.00%	N	B
Independence - Social Support-Individual (ZONE B) - Mon-Fri (7-6)	$158.00	$158.00	0.00%	N	B
Independence - Social Support-Individual (ZONE B) - Mon-Fri (A/hrs)	$166.00	$166.00	0.00%	N	B
Independence - Social Support-Individual (ZONE B) - Saturday	$168.00	$168.00	0.00%	N	B
Independence - Social Support-Individual (ZONE B) - Sunday	$178.00	$178.00	0.00%	N	B
Independence - Social Support-Individual (ZONE B) - Public Holiday	$260.00	$260.00	0.00%	N	B
Independence - Respite (ZONE B) - Mon-Fri (7-6)	$146.00	$146.00	0.00%	N	B
Independence - Respite (ZONE B) - Mon-Fri (A/hrs)	$154.00	$154.00	0.00%	N	B
Independence - Respite (ZONE B) - Saturday	$156.00	$156.00	0.00%	N	B
Independence - Respite (ZONE B) - Sunday	$166.00	$166.00	0.00%	N	B
Independence - Respite (ZONE B) - Public Holiday	$248.00	$248.00	0.00%	N	B
Independence - Transport (ZONE B) - Mon-Fri (7-6)	$31.00	$31.00	0.00%	N	B
Independence - Transport (ZONE B) - Mon-Fri (A/hrs)	$39.00	$39.00	0.00%	N	B
Independence - Transport (ZONE B) - Saturday	$41.00	$41.00	0.00%	N	B
Independence - Transport (ZONE B) - Sunday	$51.00	$51.00	0.00%	N	B
Independence - Transport (ZONE B) - Public Holiday	$133.00	$133.00	0.00%	N	B
Independence - Indirect transport (ZONE B) - Mon-Fri (7-6)	$18.00	$18.00	0.00%	N	B
Independence - Personal Care (ZONE C) - Mon-Fri (7-6)	$186.00	$186.00	0.00%	N	B
Independence - Personal Care (ZONE C) - Mon-Fri (A/hrs)	$195.00	$195.00	0.00%	N	B
Independence - Personal Care (ZONE C) - Saturday	$197.00	$197.00	0.00%	N	B
Independence - Personal Care (ZONE C) - Sunday	$208.00	$208.00	0.00%	N	B
Independence - Personal Care (ZONE C) - Public Holiday	$288.00	$288.00	0.00%	N	B
Independence - Medications Service (ZONE C) - Mon-Fri (7-6)	$192.00	$192.00	0.00%	N	B
Independence - Medications Service (ZONE C) - Mon-Fri (A/hrs)	$201.00	$201.00	0.00%	N	B
Independence - Medications Service (ZONE C) - Saturday	$203.00	$203.00	0.00%	N	B

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
INDEPENDENCE [continued]					
Independence - Medications Service (ZONE C) - Sunday	$214.00	$214.00	0.00%	N	B
Independence - Medications Service (ZONE C) - Public Holiday	$294.00	$294.00	0.00%	N	B
Independence - Social Support-Group (ZONE C) - Mon-Fri (7-6)	$97.00	$97.00	0.00%	N	B
Independence - Social Support-Group (ZONE C) - Mon-Fri (A/hrs)	$105.00	$105.00	0.00%	N	B
Independence - Social Support-Group (ZONE C) - Saturday	$107.00	$107.00	0.00%	N	B
Independence - Social Support-Group (ZONE C) - Sunday	$117.00	$117.00	0.00%	N	B
Independence - Social Support-Group (ZONE C) - Public Holiday	$199.00	$199.00	0.00%	N	B
Independence - Social Support-Individual (ZONE C) - Mon-Fri (7-6)	$184.00	$184.00	0.00%	N	B
Independence - Social Support-Individual (ZONE C) - Mon-Fri (A/hrs)	$192.00	$192.00	0.00%	N	B
Independence - Social Support-Individual (ZONE C) - Saturday	$194.00	$194.00	0.00%	N	B
Independence - Social Support-Individual (ZONE C) - Sunday	$204.00	$204.00	0.00%	N	B
Independence - Social Support-Individual (ZONE C) - Public Holiday	$286.00	$286.00	0.00%	N	B
Independence - Respite (ZONE C) - Mon-Fri (7-6)	$172.00	$172.00	0.00%	N	B
Independence - Respite (ZONE C) - Mon-Fri (A/hrs)	$180.00	$180.00	0.00%	N	B
Independence - Respite (ZONE C) - Saturday	$182.00	$182.00	0.00%	N	B
Independence - Respite (ZONE C) - Sunday	$192.00	$192.00	0.00%	N	B
Independence - Respite (ZONE C) - Public Holiday	$274.00	$274.00	0.00%	N	B
Independence - Transport (ZONE C) - Mon-Fri (7-6)	$31.00	$31.00	0.00%	N	B
Independence - Transport (ZONE C) - Mon-Fri (A/hrs)	$39.00	$39.00	0.00%	N	B
Independence - Transport (ZONE C) - Saturday	$41.00	$41.00	0.00%	N	B
Independence - Transport (ZONE C) - Sunday	$51.00	$51.00	0.00%	N	B
Independence - Transport (ZONE C) - Public Holiday	$133.00	$133.00	0.00%	N	B
Independence - Indirect transport (ZONE C) - Mon-Fri (7-6)	$18.00	$18.00	0.00%	N	B
EVERYDAY LIVING					
Everyday Living - Domestic Assistance (ZONE A) - Mon-Fri (7-6)	$128.00	$128.00	0.00%	N	B
Everyday Living - Domestic Assistance (ZONE A) - Saturday	$138.00	$138.00	0.00%	N	B
Everyday Living - Domestic Assistance (ZONE A) - Sunday	$148.00	$148.00	0.00%	N	B
Everyday Living - Domestic Assistance (ZONE A) - Public Holiday	$230.00	$230.00	0.00%	N	B
Everyday Living - Shopping (ZONE A) - Mon-Fri (7-6)	$132.00	$132.00	0.00%	N	B
Everyday Living - Shopping (ZONE A) - Saturday	$142.00	$142.00	0.00%	N	B
Everyday Living - Shopping (ZONE A) - Sunday	$152.00	$152.00	0.00%	N	B
Everyday Living - Shopping (ZONE A) - Public Holiday	$234.00	$234.00	0.00%	N	B

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EVERYDAY LIVING [continued]

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
Everyday Living - Home Maintenance (ZONE A) - Mon-Fri (7-6)	$133.00	$133.00	0.00%	N	B
Everyday Living - Home Maintenance (ZONE A) - Mon-Fri (A/hrs)	$142.00	$142.00	0.00%	N	B
Everyday Living - Home Maintenance (ZONE A) - Saturday	$144.00	$144.00	0.00%	N	B
Everyday Living - Home Maintenance (ZONE A) - Sunday	$155.00	$155.00	0.00%	N	B
Everyday Living - Home Maintenance (ZONE A) - Public Holiday	$244.00	$244.00	0.00%	N	B
Everyday Living - Gardening (ZONE A) - Mon-Fri (7-6)	$129.00	$129.00	0.00%	N	B
Everyday Living - Gardening (ZONE A) - Saturday	$139.00	$139.00	0.00%	N	B
Everyday Living - Gardening (ZONE A) - Sunday	$150.00	$150.00	0.00%	N	B
Everyday Living - Gardening (ZONE A) - Public Holiday	$231.00	$231.00	0.00%	N	B
Everyday Living - Home Repairs (ZONE A) Labour Hourly Rate - Mon-Fri (7-6)	$163.00	$163.00	0.00%	N	B
Everyday Living - Home Repairs (ZONE A) Labour Hourly Rate - Mon-Fri (A/hrs)	$176.00	$176.00	0.00%	N	B
Everyday Living - Home Repairs (ZONE A) Labour Hourly Rate - Saturday	$179.00	$179.00	0.00%	N	B
Everyday Living - Home Repairs (ZONE A) Labour Hourly Rate - Sunday	$195.00	$195.00	0.00%	N	B
Everyday Living - Home Repairs (ZONE A) Labour Hourly Rate - Public Holiday	$325.00	$325.00	0.00%	N	B
Everyday Living - Meals at Home Program (ZONE A) per meal incl. delivery - Mon-Fri (7-6)	$25.00	$25.00	0.00%	N	B
Everyday Living - Domestic Assistance (ZONE B) - Mon-Fri (7-6)	$148.00	$148.00	0.00%	N	B
Everyday Living - Domestic Assistance (ZONE B) - Saturday	$159.00	$159.00	0.00%	N	B
Everyday Living - Domestic Assistance (ZONE B) - Sunday	$171.00	$171.00	0.00%	N	B
Everyday Living - Domestic Assistance (ZONE B) - Public Holiday	$250.00	$250.00	0.00%	N	B
Everyday Living - Shopping (ZONE B) - Mon-Fri (7-6)	$152.00	$152.00	0.00%	N	B
Everyday Living - Shopping (ZONE B) - Saturday	$163.00	$163.00	0.00%	N	B
Everyday Living - Shopping (ZONE B) - Sunday	$175.00	$175.00	0.00%	N	B
Everyday Living - Shopping (ZONE B) - Public Holiday	$254.00	$254.00	0.00%	N	B
Everyday Living - Home Maintenance (ZONE B) - Mon-Fri (7-6)	$156.00	$156.00	0.00%	N	B
Everyday Living - Home Maintenance (ZONE B) - Mon-Fri (A/hrs)	$165.00	$165.00	0.00%	N	B
Everyday Living - Home Maintenance (ZONE B) - Saturday	$167.00	$167.00	0.00%	N	B
Everyday Living - Home Maintenance (ZONE B) - Sunday	$178.00	$178.00	0.00%	N	B
Everyday Living - Home Maintenance (ZONE B) - Public Holiday	$267.00	$267.00	0.00%	N	B
Everyday Living - Gardening (ZONE B) - Mon-Fri (7-6)	$151.00	$151.00	0.00%	N	B
Everyday Living - Gardening (ZONE B) - Saturday	$161.00	$161.00	0.00%	N	B

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EVERYDAY LIVING [continued]

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
Everyday Living - Gardening (ZONE B) - Sunday	$172.00	$172.00	0.00%	N	B
Everyday Living - Gardening (ZONE B) - Public Holiday	$253.00	$253.00	0.00%	N	B
Everyday Living - Home Repairs (ZONE B) Labour Hourly Rate - Mon-Fri (7-6)	$186.00	$186.00	0.00%	N	B
Everyday Living - Home Repairs (ZONE B) Labour Hourly Rate - Mon-Fri (A/hrs)	$199.00	$199.00	0.00%	N	B
Everyday Living - Home Repairs (ZONE B) Labour Hourly Rate - Saturday	$202.00	$202.00	0.00%	N	B
Everyday Living - Home Repairs (ZONE B) Labour Hourly Rate - Sunday	$218.00	$218.00	0.00%	N	B
Everyday Living - Home Repairs (ZONE B) Labour Hourly Rate - Public Holiday	$348.00	$348.00	0.00%	N	B
Everyday Living - External Provider - Meal with delivery (ZONE B) per meal - Mon-Fri (7-6)	$25.00	$25.00	0.00%	N	B
Everyday Living - Domestic Assistance (ZONE C) - Mon-Fri (7-6)	$174.00	$174.00	0.00%	N	B
Everyday Living - Domestic Assistance (ZONE C) - Saturday	$185.00	$185.00	0.00%	N	B
Everyday Living - Domestic Assistance (ZONE C) - Sunday	$197.00	$197.00	0.00%	N	B
Everyday Living - Domestic Assistance (ZONE C) - Public Holiday	$276.00	$276.00	0.00%	N	B
Everyday Living - Shopping (ZONE C) - Mon-Fri (7-6)	$178.00	$178.00	0.00%	N	B
Everyday Living - Shopping (ZONE C) - Saturday	$188.00	$188.00	0.00%	N	B
Everyday Living - Shopping (ZONE C) - Sunday	$200.00	$200.00	0.00%	N	B
Everyday Living - Shopping (ZONE C) - Public Holiday	$280.00	$280.00	0.00%	N	B
Everyday Living - Home Maintenance (ZONE C) - Mon-Fri (7-6)	$185.00	$185.00	0.00%	N	B
Everyday Living - Home Maintenance (ZONE C) - Mon-Fri (A/hrs)	$194.00	$194.00	0.00%	N	B
Everyday Living - Home Maintenance (ZONE C) - Saturday	$196.00	$196.00	0.00%	N	B
Everyday Living - Home Maintenance (ZONE C) - Sunday	$207.00	$207.00	0.00%	N	B
Everyday Living - Home Maintenance (ZONE C) - Public Holiday	$296.00	$296.00	0.00%	N	B
Everyday Living - Gardening (ZONE C) - Mon-Fri (7-6)	$179.00	$179.00	0.00%	N	B
Everyday Living - Gardening (ZONE C) - Saturday	$189.00	$189.00	0.00%	N	B
Everyday Living - Gardening (ZONE C) - Sunday	$199.00	$199.00	0.00%	N	B
Everyday Living - Gardening (ZONE C) - Public Holiday	$280.00	$280.00	0.00%	N	B
Everyday Living - Home Repairs (ZONE C) Labour Hourly Rate - Mon-Fri (7-6)	$215.00	$215.00	0.00%	N	B
Everyday Living - Home Repairs (ZONE C) Labour Hourly Rate - Mon-Fri (A/hrs)	$228.00	$228.00	0.00%	N	B
Everyday Living - Home Repairs (ZONE C) Labour Hourly Rate - Saturday	$231.00	$231.00	0.00%	N	B
Everyday Living - Home Repairs (ZONE C) Labour Hourly Rate - Sunday	$247.00	$247.00	0.00%	N	B
Everyday Living - Home Repairs (ZONE C) Labour Hourly Rate - Public Holiday	$377.00	$377.00	0.00%	N	B

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
EVERYDAY LIVING [continued]					
Everyday Living - External Provider - Meal with delivery (ZONE C) per meal - Mon-Fri (7-6)	$25.00	$25.00	0.00%	N	B
OTHER					
Other - Restorative Care (ZONE A) - Mon-Fri (7-6)	$175.00	$175.00	0.00%	N	B
Other - Restorative Care (ZONE A) - Mon-Fri (A/hrs)	$188.00	$188.00	0.00%	N	B
Other - Restorative Care (ZONE A) - Saturday	$191.00	$191.00	0.00%	N	B
Other - Restorative Care (ZONE A) - Sunday	$207.00	$207.00	0.00%	N	B
Other - Restorative Care (ZONE A) - Public Holiday	$337.00	$337.00	0.00%	N	B
Other - End of Life Care (ZONE A) - Mon-Fri (7-6)	$175.00	$175.00	0.00%	N	B
Other - End of Life Care (ZONE A) - Mon-Fri (A/hrs)	$188.00	$188.00	0.00%	N	B
Other - End of Life Care (ZONE A) - Saturday	$191.00	$191.00	0.00%	N	B
Other - End of Life Care (ZONE A) - Sunday	$207.00	$207.00	0.00%	N	B
Other - End of Life Care (ZONE A) - Public Holiday	$337.00	$337.00	0.00%	N	B
Other - Restorative Care (ZONE B) - Mon-Fri (7-6)	$205.00	$205.00	0.00%	N	B
Other - Restorative Care (ZONE B) - Mon-Fri (A/hrs)	$218.00	$218.00	0.00%	N	B
Other - Restorative Care (ZONE B) - Saturday	$222.00	$222.00	0.00%	N	B
Other - Restorative Care (ZONE B) - Sunday	$238.00	$238.00	0.00%	N	B
Other - Restorative Care (ZONE B) - Public Holiday	$368.00	$368.00	0.00%	N	B
Other - End of Life Care (ZONE B) - Mon-Fri (7-6)	$205.00	$205.00	0.00%	N	B
Other - End of Life Care (ZONE B) - Mon-Fri (A/hrs)	$218.00	$218.00	0.00%	N	B
Other - End of Life Care (ZONE B) - Saturday	$222.00	$222.00	0.00%	N	B
Other - End of Life Care (ZONE B) - Sunday	$238.00	$238.00	0.00%	N	B
Other - End of Life Care (ZONE B) - Public Holiday	$368.00	$368.00	0.00%	N	B
Other - Restorative Care (ZONE C) - Mon-Fri (7-6)	$243.00	$243.00	0.00%	N	B
Other - Restorative Care (ZONE C) - Mon-Fri (A/hrs)	$256.00	$256.00	0.00%	N	B
Other - Restorative Care (ZONE C) - Saturday	$260.00	$260.00	0.00%	N	B
Other - Restorative Care (ZONE C) - Sunday	$276.00	$276.00	0.00%	N	B
Other - Restorative Care (ZONE C) - Public Holiday	$406.00	$406.00	0.00%	N	B
Other - End of Life Care (ZONE C) - Mon-Fri (7-6)	$243.00	$243.00	0.00%	N	B
Other - End of Life Care (ZONE C) - Mon-Fri (A/hrs)	$256.00	$256.00	0.00%	N	B
Other - End of Life Care (ZONE C) - Saturday	$260.00	$260.00	0.00%	N	B
Other - End of Life Care (ZONE C) - Sunday	$276.00	$276.00	0.00%	N	B
Other - End of Life Care (ZONE C) - Public Holiday	$406.00	$406.00	0.00%	N	B
PRIVATELY FUNDED SERVICE CHARGES					
Private Funding - Hourly Service Fee (Standard Hours)	$104.50	$104.50	0.00%	Y	D
Private Funding - Hourly Service Fee (After 6PM)	$127.05	$127.05	0.00%	Y	D
Private Funding - Hourly Service Fee (Saturday)	$133.10	$133.10	0.00%	Y	D
Private Funding - Hourly Rate - (Sunday)	$159.50	$159.50	0.00%	Y	D
Private Funding - Hourly Service Fee (Public Holiday)	$265.10	$265.10	0.00%	Y	D
Private Funding - Hourly Service Fee (Good Friday/ Christmas Day)	$317.90	$317.90	0.00%	Y	D
LC-SS Group Class (Per Session)	$19.80	$19.80	0.00%	Y	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
PRIVATELY FUNDED SERVICE CHARGES [continued]					
Meals at Home Program (ZONE A) per meal incl. delivery - Mon-Fri	$33.00	$38.50	16.67%	Y	D
YOUTH SERVICES					
OUTINGS AND SPORT, CULTURAL AND OTHER ACTIVITIES					
Sporting Activities, Cultural Activities & Outings			At Cost	Y	C
YOUTH BOOTH BUILDING HIRE					
Private Function Hire - 5 Hours (Internal & External Hire)	$236.00	$244.00	3.39%	Y	C
During School Term 8AM – 1PM. Hire unavailable during gazetted NSW School Holidays					
Private Function Hire – Per Hour	$50.00	$50.00	0.00%	Y	C
Cleaning Cost Per Hour (If Not Completed by Hirer)	$55.00	$55.00	0.00%	Y	C
Hire Bond	$150.00	$150.00	0.00%	Y	C
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% Discount (Proof of Not for Profit status required)			Y	C
TOWN HALL HIRE					
NOT FOR PROFIT ORGANISATIONS					
Local community groups and events, schools and religious / political groups			Free	Y	A
PRIVATE FUNCTIONS					
Wedding receptions, anniversaries and other private functions 5 hours or less – per hour	$31.00	$32.00	3.23%	Y	C
Wedding receptions, anniversaries and other private functions over 5 hours – per day	$201.00	$208.00	3.48%	Y	C
FOR PROFIT COMMERCIAL ORGANISATIONS					
Seminars, conferences, commercial concerts, exercise classes and other profit raising events over 5 hours – per day	$442.00	$457.00	3.39%	Y	C
Seminars, conferences, commercial concerts, exercise classes and other profit raising events. 5 hours or less – per hour	$38.00	$40.00	5.26%	Y	C
DAMAGES AND CLEANING DEPOSITS					
Refundable damages / cleaning deposit (all Classes – daily hire)	$313.00	$324.00	3.51%	N	D
Refundable damages / cleaning deposit (all Classes – hourly hire)	$157.00	$163.00	3.82%	N	D
Chair Refundable Damages Deposit	$140.00	$145.00	3.57%	N	D
Trestle Table Refundable Damages Deposit (single fee)	$140.00	$145.00	3.57%	N	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
KITCHEN HIRE					
Town Hall Kitchen Hire	$85.00	$88.00	3.53%	Y	C
CLEANING FEE					
Town Hall Cleaning Fee (all Classes – daily hire only)	$110.00	$114.00	3.64%	Y	C
COMMITTEE ROOM IN TOWN HALL					
Hire of Committee Room in Town Hall Complex (including hire of adjoining kitchen)	$60.00	$62.00	3.33%	Y	C
TOWN HALL HIRE FEE					
Fee for setting up Town Hall furniture	$234.00	$242.00	3.42%	Y	C
Piano			Free	Y	A
RED CARPET HIRE					
Not for Profit Organisations – per hire			Free	Y	C
All other Users – per hire	$96.00	$100.00	4.17%	Y	C
Additional days hire – per day	$60.00	$62.00	3.33%	Y	C
ROADS & FOOTPATHS					
PUBLIC GATE PERMIT					
Public gate permit – includes advertising	$794.00	$820.00	3.27%	N	B
TRAFFIC CONTROL PLAN					
Design traffic control plan		By quotation min $60.00 if standard TCP used **Last year fee** By quotation min $55.00 if standard TCP used		Y	D
ROAD DILAPIDATION RECOVERY FEE					
Road Dilapidation Recovery Fee – Wind & Solar Farms		As per Agreement		N	D
ENGINEERING INSPECTIONS					
WATER FEES					
Prior to Backfill	$220.00	$228.00	3.64%	N	D
Final completion	$224.00	$232.00	3.57%	N	D
SEWER FEES					
Prior to Backfill	$241.00	$249.00	3.32%	N	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
SEWER FEES [continued]					
Final completion	$241.00	$249.00	3.32%	N	D
STORMWATER FEES					
Prior to Backfill	$241.00	$249.00	3.32%	N	D
Final completion	$241.00	$249.00	3.32%	N	D
INSPECTION FEES					
Additional inspection required by development consent	$241.00	$249.00	3.32%	N	D
Re-inspection due to non compliance with construction standards	$241.00	$249.00	3.32%	N	D
ROAD RENAMING					
Road re-naming/application including advertisement	$1,525.00	$1,575.00	3.28%	N	D
RURAL ADDRESSING					
Supply and install rural address sign 600mmx450mm			$545 **Last year fee** $430	Y	D
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)	$205.00	$212.00	3.41%	N	D
Road Act Approval – additional inspection	$71.00	$74.00	4.23%	N	D
Road Act Approval – traffic control plan (non-standard)			By Quotation min $60.00 **Last year fee** By Quotation min $55.00	N	D
Road Act – Approval – Re-inspection due to non compliance with permit or construction standards	$95.00	$99.00	4.21%	N	D
TEMPORARY ROAD CLOSURES					
Approvals under Section 144 Roads Act 1993			Free - Does not include road closure works and traffic control	N	D
Administration costs to temporarily close lane/road			Free - Does not include road closure works or traffic control	N	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
ECONOMIC SERVICES					
PRIVATE WORKS					
Plant Hire and Ancillary items	By written quotation as per adopted Private Plant Hire Schedule in the Operational Plan and in accordance with the Private Works and Plant Hire Policy **Last year fee** As per Plant Hire Schedule in the Operational Plan and Budget			Y	D
Undertake private road or driveway repair or construction	By written quotation as per adopted Private Plant Hire Schedule in the Operational Plan and in accordance with the Private Works and Plant Hire Policy **Last year fee** By Quotation through Council's Private Works and Hire of Plant Policy			Y	D
Emulsion – per litre	Cost +20% **Last year fee** Cost + 20%			Y	D
PRIVATE PLANT HIRE					
Backhoe - JCB 3CX	$182 per hour **Last year fee** $175 per hour			Y	D
Jetpatcher	$466 per hour plus consumables (bitumen & gravel) **Last year fee** $450 per hour plus consumables (bitumen & gravel)			Y	D
Excavator (20-29T)	$269 per hour **Last year fee** $260 per hour			Y	D
Forklift	$133 per hour **Last year fee** $128 per hour			Y	D
Grader - JD 670	$252 per hour **Last year fee** $245 per hour			Y	D
Industrial Outfront or Zero-Turn Mower	$138 per hour **Last year fee** $133 per hour			Y	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
PRIVATE PLANT HIRE [continued]					
Loader (12T) - Komatsu WA250	$192 per hour **Last year fee** $185 per hour			Y	D
Prime Mover with Quad-Axle Low Loader	$5.87 per kilometre, min charge $223 **Last year fee** $5.69 per kilometre, min charge $216			Y	D
Roller (Broons)	$71 per hour, plus towing tractor **Last year fee** $69 per hour, plus towing tractor			Y	D
Roller (SP 11t Vibrating) - Dynapac CA302	$213 per hour **Last year fee** $206 per hour			Y	D
Roller (SP 16t Multi-tyre) - Ammann AP240	$213 per hour **Last year fee** $206 per hour			Y	D
Asphalt Zipper	$200 per hour, plus Komatsu Loader **Last year fee** $194 per hour, plus Komatsu Loader			Y	D
Excavator (4-19T)	$160 per hour **Last year fee** $155 per hour			Y	D
Skid Steer Loader	$168 per hour **Last year fee** $163 per hour			Y	D
Street Sweeper	$242 per hour **Last year fee** $234 per hour			Y	D
Tractor (>100kW)	$194 per hour, plus $27.00 attachments **Last year fee** $188 per hour, plus $25.00 attachments			Y	D
Tractor (75-99kW)	$182 per hour, plus $27.00 attachments **Last year fee** $176 per hour, plus $25.00 attachments			Y	D
Tractor (0-74kW)	$170 per hour, plus $27.00 attachments **Last year fee** $165 per hour, plus $25.00 attachments			Y	D
Water Cart (12,900-15,000L)	$183 per hour **Last year fee** $177 per hour			Y	D
Wood Chipper & Truck, 2 operators	$356 per hour **Last year fee** $345 per hour			Y	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
PRIVATE PLANT HIRE [continued]					
General Utility	$30 + $1.30 per kilometre, minimum charge $100 **Last year fee** $29 + $1.10 per kilometre, minimum charge $95			Y	D
Truck < 9 Tonne Single Axle Tipper	$141 per hour **Last year fee** $141 per hour			Y	D
Truck - 12 Tonne Bogie Axle Tipper	$158 per hour **Last year fee** $158 per hour			Y	D
Labourer	$66.00 per hour			Y	D
Plant Operator (including transport utility only)	$81.85 per hour **Last year fee** $79.30 per hour			Y	D
Minor Hand Plant (Note 5)	$91.85 per 1/2 day plus operator & consumables **Last year fee** $89 per 1/2 day plus operator & consumables			Y	D
Traffic Control Signs / Devices for private works and private hire	$39.50 administration charge plus $13 per day per sign/device. Witches hats/Bollards $6.50 per day. By quotation for hire in excess of $258 or for public and non-profit events. Full replacement cost will be charged for items not returned. **Last year fee** $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	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle

PRIVATE PLANT HIRE [continued]

Private Hire Rates - Notes	1. All rates are comprehensive and include one operator and hand tools, but excluding attachments, unless otherwise stated. 2. A surcharge of 30% will apply for all activities undertaken outside normal working hours (including operator rostered days-off). 3. A minimum charge of one hour applies for all plant; it is then charged in half hourly increments. 4. Plant will not be 'Dry Hired' without specific Council approval (Director of Infrastructure Services). 5. Council's small plant (e.g., chainsaws, mowers, cement mixers etc.) are not available for private use. 6. 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. 11. Where the Private Works Quotation involves rates or charges not specified in the Operational Plan, or requires Council to sub-contract all or some of the works then Council will adopt a rate of cost plus 20% to cover risk, administration and overheads.	Y	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle

PRIVATE PLANT HIRE [continued]

Fuel Levy	Council's wet hire of plant rates are subject to rise and fall of diesel prices in accordance with the below table. Variance from the baseline of 200 cents per litre will be subject to a 1% increase or decrease in listed plant hire rates per 5 cents per litre variance in diesel prices. The diesel price adopted will be in accordance with the Regional Price Index published by the Australian Institute of Petroleum.			Y	D

CPL	200-205	205-210	210-215	215-220	220-225	225-230
% Increase	0	1	2	3	4	5
CPL	230-235	235-240	240-245	245-250	250-255	255-260
% Increase	6	7	8	9	10	11
CPL	260-265	265-270	270-275	275-280	280-285	285-290
% Increase	12	13	14	15	16	17
CPL	290-300	300-305	305-310	310-315	315-320	320-325
% Increase	18	19	20	21	22	23
CPL	325-330	330-335	335-340	340-345	345-350	350-355
% Increase	24	25	26	27	28	29

BUILDING FEES

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

Certificate less than $5,000	$175.00	$184.00	5.14%	Y	D
Certificates from $5,001 to $50,000	$310.00	$326.00	5.16%	Y	D
Certificates from $50,001 to $250,000	$250.00 + $5.50 every $1,000.00 (or part there of) over $50,001 **Last year fee** $200.00 + $5.00 every $1,000.00 (or part there of) over $50,001			Y	D
Certificates over $250,001	$700.00 + $3.00 every $1,000.00 (or part there of) over $250,001 **Last year fee** $650.00 + $3.00 every $1,000.00 (or part there of) over $250,001			Y	D
Modification of Existing Approval	30% of original fee			Y	D

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

Construction and Complying Development Certificates	By Quotation			Y	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
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)			N	B
Set by legislation.					
ADDITIONAL FEES - Unauthorised Works Building Information Certificate Applications incur additional costs equivalent to the cost of a Development Application, Construction Certificate, Complying Development Certificate, Planning Contribution Fee, and as applicable notification of neighbours per the approved fees and charges schedule, in addition to the base application fee (Chapter 15 Part 10 Division 1 Section 608 of the Local Government Act 1993)	As per Quote. **Last year fee** 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)			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 $0.50/$m^2$ over 200m^2			N	
Exceeding 2000m2 - Fee for each building contained on the property or any other non-exempt building on the allotment - Additional inspection charges may apply	By quotation. **Last year fee** $1,315 (includes 1x inspection) - Plus an additional $0.075/$m^2$ over 2,000m^2			N	
ADDITIONAL FEES - Unauthorised Works Building Information Certificate Applications incur additional costs equivalent to the cost of a Development Application, Construction Certificate, Complying Development Certificate, Planning Contribution Fee, and as applicable notification of neighbours per the approved fees and charges schedule, in addition to the base application fee (Chapter 15 Part 10 Division 1 Section 608 of the Local Government Act 1993)	As per Quote. **Last year fee** As per Quote from Council's Planning Department			N	
BUILDING INSPECTION FEES/COMPLIANCE CERTIFICATES					
Building Inspections/Plumbing & Drainage Inspection	$150.00	$180.00	20.00%	Y	D
Re-inspection fee for incomplete or failed work	$200.00	$207.00	3.50%	Y	D
Occupation Certificate	$110.00	$158.00	43.64%	Y	D
Compliance Certificate	$110.00	$114.00	3.64%	Y	D
FIRE SAFETY COMPLIANCE					
Administration Processing Fee – Annual Fire Safety Statement	$100.00	$100.00	0.00%	Y	
Audit Inspection of Fire Safety Measures in Building			By Quotation.	Y	

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
FIRE SAFETY COMPLIANCE [continued]					
Issue a new/replacement Fire Safety Schedule	$150.00	$150.00	0.00%	Y	
SWIMMING POOL COMPLIANCE CERTIFICATE					
Registration of Swimming Pool/Spa Pool on Statewide Register by Council on behalf of owner (Clause 18D)	$20.00	$21.00	5.00%	Y	B
Pool Exemption Fee (Section 13)	$200.00	$207.00	3.50%	N	B
Swimming Pool/Spa Pool Inspection – First Inspection (Section 19)	$150.00	$150.00	0.00%	Y	B
Swimming Pool/Spa Pool subsequent inspection (Section 19)	$100.00	$100.00	0.00%	Y	B
Resuscitation Charts (each)	$35.00	$35.00	0.00%	Y	D
PLUMBING AND DRAINAGE DOCUMENTS					
Drainage Diagram Drawing Fee – no fee will be charged if the plumber provides drainage diagrams in accordance with NSW Fair Trading requirements	$110.00	$117.00	6.36%	Y	D
SALEYARDS					
SALEYARD FEES (PER HEAD)					
Cattle and Bulls: Ordinary Sales (excl. special Bull Sales) – processing charge per head	$12.00	$12.40	3.33%	Y	D
Stud Bulls/Cattle: Special Sales	$55.00	$57.00	3.64%	Y	D
Sheep and Lambs – processing charge	$1.75	$1.75	0.00%	Y	D
Horses	$18.60	$19.20	3.23%	Y	D
FACILITIES FEES AND CHARGES					
Use of Cattle Yards as depot	$2,800.00	$2,890.00	3.21%	Y	D
Emergency NLIS Tags (each)	$33.00	$35.00	6.06%	Y	D
Weighbridge usage – per head	$6.50	$6.70	3.08%	Y	D
Scanning of private weighs (if required)	$3.30	$3.50	6.06%	Y	D
Scale testing fee			By Quotation	Y	D
Burial of Large Animals (Cattle, Horses etc)	$500.00	$517.00	3.40%	Y	D
Burial of Small Animals (Sheep etc)	$134.00	$139.00	3.73%	Y	D
SALEYARD ADMINISTRATION FEES					
Annual Advertising Sign Fee	$412.00	$426.00	3.40%	Y	D
Annual Stock Auction Licence	$4,115.00	$4,250.00	3.28%	N	D
Saleyard Booking Fee (each)	$110.47	$115.00	4.10%	Y	D
Skid Steer Machinery Usage Charge (Note – machine only operated by Council)			$200 per hour	Y	D
Call-out during Operating Hours (urgency fee) – per hour	$106.00	$110.00	3.77%	Y	D
Call-out after hours (excl animal welfare) – per hour	$106.00	$110.00	3.77%	Y	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
TRANS-SHIPMENT					
Administration Charge – Bulls		$30.30 (inclusive of GST) Min. Fee excl. GST: $27.55		Y	D
Bulls per head (not sold through agent)	$30.00	$31.00	3.33%	Y	D
Bulls per head transhipment					
Cattle – per head	$6.50	$6.80	4.62%	Y	D
Sheep – per head	$1.75	$1.90	8.57%	Y	D
Horses – per head	$21.00	$22.00	4.76%	Y	D
Use of Crush – per head	$1.65	$1.70	3.03%	Y	D
TRUCKWASH FEES					
Avdata Keys for Saleyards Truck Wash	$40.00	$42.00	5.00%	Y	D
Truck Wash – Avdata system – cents per minute	$0.85	$0.90	5.88%	Y	D
Truck Wash – Avdata system – Minimum Charge	$14.40	$15.00	4.17%	Y	D
WATER FUND					
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:		N	
Water Availability		A water availability charge of $434 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 $434 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 $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.		N	D
Water Availability - Per Metered Connection		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'.		N	

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle

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 $3.34 per kilolitre. For every kilolitre of metered water consumed exceeding 450 kilolitres, $5.12 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 $3.24 per kilolitre. For every kilolitre of metered water consumed exceeding 450 kilolitres, $4.96 per kilolitre will be charged.	N	D
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.	N	D
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 $0.63 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 $0.61 per kilolitre.	N	D
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 $3.34 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 $3.24 per kilolitre, excepting the rate applicable to those Emmaville customers currently connected to the Emmaville system.	N	D
Standpipe / Overhead Fill Points	Water from standpipe/overhead fill points will be charged at the rate of $3.81 per kilolitre. **Last year fee** Water from standpipe/overhead fill points will be charged at the rate of $3.69 per kilolitre.	N	D
Competitive Neutrality Guidelines 1997	Council has identified its water supply service as a Category Two (Business) and operates this in accordance with the Competitive Neutrality Guidelines 1997.	N	

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
WATER SERVICES [continued]					
Water Supply & Sewerage Development Servicing Plan (DSP)	The Water Supply and Sewerage Development Servicing Plan (DSP) details the contributions that are required to be paid by developers towards the provision of water supply and sewerage infrastructure. These contributions are levied under the Water Management Act 2000. A copy of the DSP is available on Council's website.			N	
METER TESTING					
Meter Test (in house)	$79.00	$82.00	3.80%	N	D
Manufacturer's Test (20mm & 25mm)	$252.00	$261.00	3.57%	N	D
Special Meter Reading Fee	$94.00	$98.00	4.26%	N	D
Special Meter Reading Fee – Additional Urgency Fee	$65.00	$68.00	4.62%	N	D
RETICULATION TESTING					
Instantaneous Pressure / Flow Test	$261.00	$270.00	3.45%	N	D
WATER HEADWORKS CHARGES					
Water – per Equivalent Tenement (ET)			As per DSP	N	D
METER INSTALLATION					
Water Meters – 20mm	$1,020.00	$1,055.00	3.43%	N	D
Water Meters – 25mm	$1,515.00	$1,565.00	3.30%	N	D
Water Meters – 32mm	$2,130.00	$2,200.00	3.29%	N	D
Water Meters – 40mm	$2,765.00	$2,855.00	3.25%	N	D
Additional Service Fee for Road crossings	$1,205.00	$1,245.00	3.32%	N	D
Tap on water meter	$76.00	$79.00	3.95%	N	D
Disconnection (removal of water meter)			Free	N	A
Reconnection of existing meter (if same still in place)	$246.00	$254.00	3.25%	N	D
Water meter box	$124.00	$128.00	3.23%	N	D
Removal – Water Meter Restrictor	$310.00	$320.00	3.23%	N	D
METER CONNECTION					
Water Meters - Unconnected	$422.00	$436.00	3.32%	N	D
Water Meters - 20mm	$422.00	$436.00	3.32%	N	D
Water Meters - 25mm	$499.00	$515.00	3.21%	N	D
Water Meters - 32mm	$582.00	$601.00	3.26%	N	D
Water Meters - 40mm	$749.00	$773.00	3.20%	N	D
Water Meters - 50mm	$1,246.35	$1,286.23	3.20%	N	D
Water Meters - 63mm	$2,045.00	$2,115.00	3.42%	N	D
Water Meters - 80mm	$2,990.00	$3,090.00	3.34%	N	D
Water Meters - 100mm	$4,990.00	$5,150.00	3.21%	N	D
Water Meters - 150mm	$10,595.00	$10,935.00	3.21%	N	D
Water Meters - 200mm	$21,190.00	$21,870.00	3.21%	N	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
DRAINAGE SERVICE CHARGES					
Drainage Service Charges	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 $129 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 $125 per assessment for all assessments upon which a drainage charge may be levied for all properties in the Local Government Area.			N	
OTHER WATER CHARGES					
Avdata Keys for Glen Innes / Deepwater Overhead Fill Point	$40.00	$42.00	5.00%	Y	
SEWER FUND					
PUMPING CHARGE					
Charge for Pumping into Sewer Mains – Glen Innes	$707.00	$730.00	3.25%	N	D
CONNECTION FEE – NO JUNCTION AVAILABLE					
Depth of connection <1.5m	$1,015.00	$1,050.00	3.45%	N	D
Depth of connection 1.5m-2.0m	$2,030.00	$2,095.00	3.20%	N	D
Depth of connection >2.0m	By Quotation through Council's Private Works and Hire of Plant Policy			N	D
Additional Service Fee for Road crossings	$1,205.00	$1,245.00	3.32%	N	D
Inspection Fee, at sale of property	$124.00	$128.00	3.23%	N	D
SEWER HEADWORKS CHARGES					
Sewer – per Equivalent Tenement (ET)	As per DSP			N	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
RESIDENTIAL SEWERAGE - GLEN INNES					
Residential Sewerage - Glen Innes	An annual sewerage availability charge of $720.00 per assessment (unconnected - $514.00) 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 $720.00 per connection. **Last year fee** 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.			N	D
RESIDENTIAL SEWERAGE - DEEPWATER					
Residential Sewerage - Deepwater	Residential properties discharging septic tank effluent into the common effluent system will be charged an annual sewerage availability charge of $571.00 per connection (unconnected - $432.00). **Last year fee** 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).			N	D
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	

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
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: **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 ($1.54/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 ($1.49/kL). AC - Access Charge.			N	D
WATER CONNECTION					
Unoccupied	$282.00	$292.00	3.55%	N	D
20mm	$282.00	$292.00	3.55%	N	D
25mm	$435.00	$449.00	3.22%	N	D
32mm	$718.00	$741.00	3.20%	N	D
40mm	$1,125.00	$1,165.00	3.56%	N	D
50mm	$1,750.00	$1,810.00	3.43%	N	D
63mm	$2,760.00	$2,850.00	3.26%	N	D
80mm	$4,480.00	$4,625.00	3.24%	N	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
WATER CONNECTION [continued]					
100mm	$6,980.00	$7,205.00	3.22%	N	D
150mm	$16,175.00	$16,695.00	3.21%	N	D
200mm	$28,335.00	$29,245.00	3.21%	N	D
Commercial & Non-Rateable Customers	Commercial and non-rateable customers discharging septic tank effluent to the sewerage system will be charged as detailed above.			N	D
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	
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	
TRADE WASTE APPLICATION FEE					
Category 1 Discharger			Nil	N	D
Category 2 Discharger	$146.00	$151.00	3.42%	N	D
Category 3 Discharger	$265.00	$274.00	3.40%	N	D
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	
TRADE WASTE APPROVAL RENEWAL FEE (5 YEARS)					
Category 1 Discharger			Nil	N	D
Category 2 Discharger	$78.00	$81.00	3.85%	N	D
Category 3 Discharger	$132.00	$137.00	3.79%	N	D
Change of Ownership (no change to conditions of Trade Waste approval)	$31.00	$32.00	3.23%	N	D
Re-inspection Fee	$113.00	$117.00	3.54%	N	D
Non-compliance penalty	$244.00	$252.00	3.28%	N	D
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	
ANNUAL TRADE WASTE FEE					
Category 1 Discharger	$122.00	$126.00	3.28%	N	D
Category 2 Discharger	$239.00	$247.00	3.35%	N	D
Large Discharger	$845.00	$873.00	3.31%	N	D
Industrial Discharger	$845.00	$873.00	3.31%	N	D
Re-inspection Fee	$113.00	$117.00	3.54%	N	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
ANNUAL TRADE WASTE FEE [continued]					
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	
TRADE WASTE USAGE CHARGES					
Category 1 Discharger with appropriate equipment			Nil	N	D
Category 1 Discharger without appropriate pre-treatment ($/kL)	$2.26	$2.33	3.10%	N	D
Category 2 Discharger with appropriate pre-treatment ($/kL)	$2.26	$2.33	3.10%	N	D
Category 2 Discharger without appropriate pre-treatment ($/kL)	$20.82	$21.49	3.22%	N	D
Food Waste Disposal Charge (per bed)	$37.67	$38.88	3.21%	N	D
Non-compliance pH charge (k value)	$0.56	$0.58	3.57%	N	D
Value of coefficient K in equation 3 of Liquid Trade Waste Policy	$0.54	$0.56	3.70%	N	D
Annual Increase	These fees and charges will increase annually according to the Consumer Price Index for Sydney for the twelve-month period ending in September of the preceding year.			N	
EXCESS MASS CHARGES					
Aluminium ($/kg)	$1.00	$1.03	3.00%	N	D
Ammonia* (as N) ($/kg)	$4.07	$4.20	3.19%	N	D
Arsenic ($/kg)	$103.00	$107.00	3.88%	N	D
Barium ($/kg)	$52.00	$54.00	3.85%	N	D
Biochemical oxygen demand* (BOD) ($/kg)	$1.00	$1.03	3.00%	N	D
Boron ($/kg)	$1.00	$1.03	3.00%	N	D
Bromine ($/kg)	$21.00	$22.00	4.76%	N	D
Cadmium ($/kg)	$470.00	$486.00	3.40%	N	D
Chloride ($/kg)			No Charge	N	D
Chlorinated hydrocarbons ($/kg)	$52.00	$54.00	3.85%	N	D
Chlorinated phenolics ($/kg)	$2,045.00	$2,115.00	3.42%	N	D
Chlorine ($/kg)	$2.10	$2.20	4.76%	N	D
Chromium ($/kg)	$37.00	$39.00	5.41%	N	D
Cobalt ($/kg)	$21.00	$22.00	4.76%	N	D
Copper ($/kg)	$21.00	$22.00	4.76%	N	D
Cyanide ($/kg)	$103.00	$107.00	3.88%	N	D
Fluoride ($/kg)	$5.10	$5.30	3.92%	N	D
Formaldehyde ($/kg)	$2.10	$2.20	4.76%	N	D
Oil and Grease* (Total O&G) ($/kg)	$1.90	$2.00	5.26%	N	D
Herbicides/defoliants ($/kg)	$1,025.00	$1,060.00	3.41%	N	D
Iron ($/kg)	$2.10	$2.20	4.76%	N	D
Lead ($/kg)	$52.00	$54.00	3.85%	N	D
Lithium ($/kg)	$10.40	$10.80	3.85%	N	D
Manganese (($/kg)	$10.40	$10.80	3.85%	N	D
Mercaptans ($/kg)	$103.00	$107.00	3.88%	N	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
EXCESS MASS CHARGES [continued]					
Mercury ($/kg)	$3,410.00	$3,520.00	3.23%	N	D
Methylene blue active substances (MBAS) ($/kg)	$1.00	$1.10	10.00%	N	D
Molybdenum ($/kg)	$1.00	$1.10	10.00%	N	D
Nickel ($/kg)	$35.00	$37.00	5.71%	N	D
Nitrogen* (Total Kjeldahl Nitrogen – Ammonia) as N ($/kg)	$0.30	$0.40	33.33%	N	D
Organoarsenic compounds ($/kg)	$1,025.00	$1,060.00	3.41%	N	D
Pesticides general (excludes organochlorines and organophosphates) ($/kg)	$1,025.00	$1,060.00	3.41%	N	D
Petroleum hydrocarbons (non-flammable) ($/kg)	$3.40	$3.60	5.88%	N	D
Phenolic compounds (non-chlorinated) ($/kg)	$10.40	$10.80	3.85%	N	D
Phosphorous* (Total P) ($/kg)	$2.10	$2.20	4.76%	N	D
Polynuclear aromatic hydrocarbons ($/kg)	$21.00	$22.00	4.76%	N	D
Selenium ($/kg)	$72.00	$75.00	4.17%	N	D
Silver ($/kg)	$1.90	$2.00	5.26%	N	D
Sulphate* (SO4) ($/kg)	$0.25	$0.30	20.00%	N	D
Sulphide ($/kg)	$2.10	$2.20	4.76%	N	D
Sulphite ($/kg)	$2.30	$2.40	4.35%	N	D
Suspended Solids* (SS) ($/kg)	$1.30	$1.40	7.69%	N	D
Thiosulphate ($/kg)	$0.40	$0.50	25.00%	N	D
Tin ($/kg)	$10.00	$10.40	4.00%	N	D
Total dissolved solids* (TDS) ($/kg)	$0.10	$0.10	0.00%	N	D
Uranium ($/kg)	$10.00	$10.40	4.00%	N	D
Zinc ($/kg)	$21.00	$22.00	4.76%	N	D
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	
TANKED WASTE					
Tanked Waste	Licence to discharge trucked septic waste (direct to Glen Innes STP by appointment only) $40 per month. **Last year fee** Licence to discharge trucked septic waste (direct to Glen Innes STP by appointment only) $39 per month.			N	D
ONSITE SEWERAGE					
Onsite Sewerage	Fee to operate an onsite sewerage system is charged in accordance with the Onsite Sewerage Management Strategy 2021.			N	
OTHER SEWER CHARGES					
Sewer Camera with operator	$118.00 per hour **Last year fee** $114.00 per hour			N	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
ECONOMIC DEVELOPMENT					
CONFERENCE & CORPORATE EVENTS					
Conference & Corporate Events Income		By Quotation		Y	C
Economic Development - Printing and Laminating		See Corporate & Governance section **Last year fee** As per Library fees		Y	C
GLEN INNES HIGHLANDS					
Glen Innes Highlands Online Packages Commission		By Quotation		Y	C
Glen Innes Highlands Advertising Sales		By Quotation		Y	C
VISITOR INFORMATION CENTRE					
COUNTRYLINK BOOKING					
Countrylink TrainLink Booking Fee	$5.00	$5.00	0.00%	Y	C
Countrylink Booking – Ticket Change Fee	$5.00	$5.00	0.00%	Y	C
COUNCIL COMMUNITY EVENTS					
AUSTRALIAN CELTIC FESTIVAL					
AUSTRALIAN CELTIC FESTIVAL SPONSORSHIP					
Sponsorship - Event plus GST		By Quotation		Y	C
GENERAL TWO (2) DAY PASS - WEEKEND					
Standard (Two Day Pass) - Adult	$140.00	$145.00	3.57%	Y	C
Plus Booking Fee					
Standard (Two Day Pass) - Children 16 years & under	Free if accompanied by an adult or guardian.			Y	C
Commercial Coach - Tour - 15+ group (Two Day Pass)	$120.00	$124.00	3.33%	Y	C
Plus Booking Fee					
Local Promotion Offer (Glen Innes Residents)	$49.00	$51.00	4.08%	Y	C
Plus Booking Fee					
Local Promotion Offer - Children 16 years & under	Free if accompanied by an adult or guardian.			Y	C
GENERAL ONE (1) DAY PASS - SATURDAY OR SUNDAY					
Standard - GA (Saturday or Sunday)	$74.00	$77.00	4.05%	Y	C
Plus Booking Fee					
Standard (One Day Pass) - Children 16 years & under	Free if accompanied by an adult or guardian.			Y	C
Commercial Coach - Tour - 15+ group (Saturday or Sunday Day Pass)	$65.00	$68.00	4.62%	Y	C
Plus Booking Fee					
Local Promotion Offer (Glen Innes Residents) - Saturday or Sunday Day Pass	$29.00	$30.00	3.45%	Y	C
Plus Booking Fee					

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
GENERAL ONE (1) DAY PASS - SATURDAY OR SUNDAY [continued]					
Local Promotion Offer - Children 16 years & under	Free if accompanied by an adult or guardian.			Y	C
EARLY BIRD TWO (2) DAY PASS					
Weekend Festival Pass - GA | EARLY BIRD	$112.00	$116.00	3.57%	Y	C
Plus Booking Fee					
DAILY FUNCTIONS					
Thursday Night 100K Welcome – No Meal	$30.00	$31.00	3.33%	Y	C
Plus Booking Fee					
Thursday Night 100K Welcome - No Meal - 0-5 (on lap or in pram)			Free	Y	C
Friday Night Function - Outside Festival Site - over 16	$30.00	$30.00	0.00%	Y	C
Plus Booking Fee					
Friday Night Function Festival - Children up to 16			Free	Y	C
Saturday Night Function - Outside Festival Site - over 16	$30.00	$30.00	0.00%	Y	C
Plus Booking Fee					
Saturday Night Function Festival - Children up to 16			Free	Y	C
Weekend or Day Festival Pass - Sponsor, Trader, Contractor, Official, Clans/Society			Free	Y	C
Weekend or Day Festival Pass - Volunteer			Free	Y	C
Weekend or Day Festival Pass - Performer, Sponsor, Ambassador, Honoured Guest			Free	Y	C
Weekend or Day Festival Pass - Carer Pass			Free	Y	C
Weekend or Day Festival Pass - Children up to 16 with paying adult (Standing Stones Events Only)			Free	Y	C
Quoted Functions & Special Events			By quotation **Last year fee** $35 -$150	Y	C
Plus Booking Fee					
TRADER SITE FEES					
Trader Site Fees – Clan Unpowered Site 3m x 3m (incl. 2 weekend passes/1 car pass)			Free	Y	C
Unpowered Stall Sites per square metre	$12 per square metre plus GST			Y	C
Plus Booking Fee					
All Corner Sites (additional fee)	$50.00	$52.00	4.00%	Y	C
Plus Booking Fee					
Powered Stall Sites -15amp per square metre	$15 per square metre plus GST			Y	C
Plus Booking Fee					
Powered Stall Sites -30amp per square metre	$16 per square metre plus GST			Y	C
Plus Booking Fee					
Bespoke sites			By Quotation	Y	C
Plus Booking Fee					

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
TRADER SITE DEPOSIT AND CHARGES					
Trader Site Deposit	Full fee recieved by 27 March is refundable. Cancellations recieved after this date will not be refunded or carried over. Tickets are non refundable unless the event is cancelled. **Last year fee** 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	C
Plus Booking Fee					
CHRISTMAS IN THE HIGHLANDS					
Christmas in the Highlands Trader Fee			Free	Y	C
MINERAMA					
INSIDE TRADERS					
Inside Traders (New Pavilion) – Per Table	$90.00	$93.00	3.33%	Y	C
Inside Traders (Old Pavilion) – Per Table	$68.00	$71.00	4.41%	Y	C
OUTSIDE TRADERS					
Outside Traders – Powered – 10m x 6m – for Festival Period	$128.75	$133.00	3.30%	Y	C
Outside Traders – Powered – 6m x 3m for Festival Period	$100.00	$104.00	4.00%	Y	C
WORKSHOPS					
Onsite (showground) Showground Workshop Fees per person			by quotation **Last year fee** $50 - $70	Y	C
BOOKING FEES					
Camping Fees Per Night	$25.00	$26.00	4.00%	Y	C
ENTRY FEES					
Festival Gate Entry - Per Day - Per Adult	$5.00	$5.00	0.00%	Y	C
Festival Gate Entry - Per Day - Per Child up to 16yrs			Free	Y	C
Festival Gate Entry - Weekend - Per Adult	$10.00	$10.00	0.00%	Y	C
Festival Gate Entry - Weekend - Per Child up to 16 years			Free	Y	C
AUSTRALIAN STANDING STONES MANAGEMENT BOARD					
PLAQUE INSTALLATION					
Installation of plaque on Celtic Family Wall	Cost of plaque plus $80 administration and installation fee			Y	C

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
EMMAVILLE WAR MEMORIAL HALL					
FULL HALL HIRE					
Full Hall including Kitchen and Supper Room	$120.00	$120.00	0.00%	Y	C
SESSION HIRE					
Fitness Classes – per session	$10.00	$10.00	0.00%	Y	C
KITCHEN/SUPPER ROOM					
Kitchen and Supper Room	$70.00	$70.00	0.00%	Y	C
MEETING HIRE					
Meetings (day)	$25.00	$25.00	0.00%	Y	C
Meetings (night)	$40.00	$40.00	0.00%	Y	C
VARIOUS HIRE FEES					
Preschool	$40.00	$40.00	0.00%	Y	C
Children's Party or Funeral Gatherings	$120.00	$120.00	0.00%	Y	C
Library Hire	$772.50	$772.50	0.00%	Y	C
REFUNDABLE SECURITY DEPOSIT					
Refundable Security Deposit for Children's Parties & Funerals	$40.00	$40.00	0.00%	Y	C
GLENCOE COMMUNITY HALL					
HALL HIRE					
Not for Profit Organisations and Events			FREE	Y	C
Hall use per half day	$55.00	$55.00	0.00%	Y	D
Hall use per full day	$110.00	$110.00	0.00%	Y	D
Regular Users per annum	$110.00	$110.00	0.00%	Y	D
Refundable Cleaning Deposit	$22.00	$22.00	0.00%	Y	D
CLEANING DEPOSIT REFUNDABLE					
Refundable Cleaning Deposit	$20.00	$20.00	0.00%	N	D
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%	Y	D
Photocopying (per Council's Fees)	See Corporate & Governance section			Y	D
Faxes (per Council's Fees)	See Corporate & Governance section			Y	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle

GLEN INNES AIRPORT

LANDING FEES

Airport Landing Fee - General Aviation	$9.00 per per 1,000kg MTOW (maximum take-off weight) pro rata - minimum charge 1 tonne. **Last year fee** $8.50 per per 1,000kg MTOW (maximum take-off weight) pro rata - minimum charge 1 tonne.			Y	D
Airport landing Fee - Australian Defence Force Aircraft	As negotiated by Australian Airports Association			Y	B
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	C
Airport Landing Fee – Superair	As per negotiated agreement with Superair			Y	E

GLEN INNES AGGREGATES

Application of Fuel Levy to Glen Innes Aggregates Fees & Charges (except weighbridge fee)
Council's costs are subject to rise and fall of diesel prices in accordance with the below table. Variance from the baseline of 200 cents per litre will be subject to a 1% increase or decrease in listed plant hire rates per 5 cents per litre variance in diesel prices. The diesel price adopted will be in accordance with the Regional Price Index published by the Australian Institute of Petroleum.

CPL	200-205	205-210	210-215	215-220	220-225	225-230
% Increase	0	1	2	3	4	5
CPL	230-235	235-240	240-245	245-250	250-255	255-260
% Increase	6	7	8	9	10	11
CPL	260-265	265-270	270-275	275-280	280-285	285-290
% Increase	12	13	14	15	16	17
CPL	290-300	300-305	305-310	310-315	315-320	320-325
% Increase	18	19	20	21	22	23
CPL	325-330	330-335	335-340	340-345	345-350	350-355
% Increase	24	25	26	27	28	29

RETAIL PRICE LIST

UNPROCESSED

Overburden	$16.60	$17.20	3.61%	Y	D
Select Fill	$24.00	$25.00	4.17%	Y	D
Low Volume Sales	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.			Y	D

AGGREGATES

Crusher dust	$30.25	$31.30	3.47%	Y	D

continued on next page ...

DRAFT

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
AGGREGATES [continued]					
Crusher dust <3mm $	$41.25	$42.70	3.52%	Y	D
5mm Aggregate	$56.10	$58.05	3.48%	Y	D
7mm Aggregate	$52.25	$54.10	3.54%	Y	D
10mm Aggregate	$50.60	$52.40	3.56%	Y	D
14mm Aggregate	$48.95	$50.65	3.47%	Y	D
20mm Aggregate	$42.35	$43.85	3.54%	Y	D
Pre-coated Aggregate	$66.00	$68.30	3.48%	Y	D
Sand and Aggregate Mix	$65.00	$68.00	4.62%	Y	D
Low Volume Sales	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.			Y	D
ROADBASE					
20mm Scalps (non spec)	$30.25	$31.30	3.47%	Y	D
40mm Scalps (non spec)	$30.25	$31.30	3.47%	Y	D
DGB 20 (RMS spec)	$47.85	$49.50	3.45%	Y	D
MB 20 (RMS spec)	$47.85	$49.50	3.45%	Y	D
DGS 20mm (RMS spec)	$37.40	$38.70	3.48%	Y	D
DGS 40mm (RMS spec)	$37.40	$38.70	3.48%	Y	D
40mm Unsealed Road Base (ex rural pit + loading costs)	$22.00	$22.75	3.41%	Y	D
40mm Unsealed Road Base (ex GIA pit)	$33.55	$34.70	3.43%	Y	D
Low Volume Sales	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.			Y	D
BROKEN ROCK					
40mm Unsealed Road Base (ex GIA pit)	$33.55	$34.70	3.43%	Y	D
Gabion rock	$38.50	$39.85	3.51%	Y	D
250mm plus Drainage Rock	$38.50	$39.85	3.51%	Y	D
100mm – 250mm Drainage Rock	$38.50	$39.85	3.51%	Y	D
40mm-100mm Ballast Rock	$38.50	$39.85	3.51%	Y	D
40mm-63mm Ballast Rock	$38.50	$39.85	3.51%	Y	D
20-40mm Aggregate mix	$42.35	$43.85	3.54%	Y	D
Granite	$39.60	$41.00	3.54%	Y	D
Low Volume Sales	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.			Y	D

DRAFT

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (incl. GST)	Increase %	GST	Pricing Principle
DELIVERY					
12 Tonne Tipper - in town	$77.00	$79.70	3.51%	Y	D
Truck & Dog and B-Double			By quotation	Y	D
Weighbridge Ticket	$35.00	$36.25	3.57%	Y	D
PRIVATE PLANT HIRE					
Dozer - Komatsu D65	$252.00	$260.80	3.49%	Y	D
Excavator (30T)	$252.00	$260.80	3.49%	Y	D
Truck – 12 Tonne Bogie Axle Tipper	$158.00	$163.55	3.51%	Y	D
Truck – 30 Tonne Tipper with Dog Trailer	$192.50	$199.25	3.51%	Y	D
ASSET SERVICES					
REPLACEMENT KEYS					
Replacement of Council-Issued Keys	$55.00	$57.00	3.64%	Y	D

DRAFT

[redacted]

Subject: Submission to Glen Innes Severn Council – Long Term Financial Plan

Dear General Manager,

I wish to express my concern regarding the implementation of the recently IPART approved submission by the Glen Innes Severn Council for a Special Rate Variation (SRV) of 48.3%, its proposed implementation over three consecutive years and its inclusion within Council's Long Term Financial Plan (LTFP).

The recent Council media release regarding the SRV has generated considerable concern, disbelief and alarm throughout the Glen Innes Severn community. A rate increase of this magnitude, applied over such a short period and compounded annually, will place significant financial pressure on residents, ratepayers, farmers, landlords, tenants and local businesses who are already experiencing increasing costs of living and operating expenses.

Council's own Capacity to Pay Report, together with the Glen Innes Severn socio-economic data, demonstrates that our community faces substantial economic challenges. The 2021 ABS Census recorded a SEIFA Index of Relative Socio-economic Disadvantage score of 906 for the Glen Innes Severn Local Government Area, significantly below the Australian benchmark of 1,000. This indicates a community with a higher proportion of households experiencing financial disadvantage and reduced capacity to absorb large increases in rates and charges.

A SEIFA score of 906 indicates a highly significant level of relative socio-economic disadvantage. It places the Glen Innes Severn LGA community in the bottom 20% to 30% of all areas nationwide. It points to concentrated challenges in household income, educational attainment, employment, and access to material resources.

While Council's long-term financial sustainability is important, the method of implementing the SRV should be reconsidered. Rather than applying the full 48.3% increase over three years as proposed, Council should examine spreading the increase across the full term of the Long Term Financial Plan. An annual increase of approximately 4.03% over ten years would achieve the same cumulative outcome while substantially reducing the financial shock imposed on households and businesses.

A more gradual implementation would:

- Better align with the community's demonstrated capacity to pay.
- Reduce the risk of financial hardship for pensioners, low-income households and families.

- Assist landlords in managing costs without placing excessive pressure on rental affordability.
- Reduce impacts on agricultural enterprises and local businesses already facing rising operating costs.
- Allow residents and businesses time to adjust their financial planning.
- Support economic stability and confidence within the Glen Innes Severn region.

There is also growing concern within the local property sector regarding the potential impact of the SRV on investment confidence. Local real estate professionals have reported increasing instances of residential property investors reviewing or divesting their holdings within the Glen Innes Local Government Area. If this trend accelerates, it may contribute to reduced housing investment, tighter rental supply and broader negative impacts on the local property market.

Council has an opportunity through the Long Term Financial Plan to balance financial sustainability with community affordability. A revised implementation strategy that spreads the required revenue increase over a longer period would achieve Council's financial objectives while minimising adverse social and economic consequences for the community it serves.

I respectfully request that Council reconsider the implementation schedule of the approved Special Rate Variation and investigate options to distribute the increase more gradually across the term of the Long Term Financial Plan.

Regards,

[redacted]

From: [redacted]
Sent: Tue, 9 Jun 2026 12:03:28 +1000
To: Council Email
Subject: Operational Plan & Budget Submission
Attachments: 202627 Operational Plan ^0 Budget Sub 090626.docx

Good afternoon Bernard & Team,

I've attached my submission to Council's Operational P{lan & Budget.

Regards,

[redacted]

General Manager, Bernard Smith
Mayor & Councillors

Glen Innes Severn Council,
PO Box 61,
GLEN INNES, 2370

9/6/26

Dear Mayor, Councillors and General Manager,

Re: SRV plus 2026/27 Draft Operational Plan & Budget

The SRV and essential considerations:

It is appropriate that I mention the Council SRA as the linkage to the Operational Plan and Budget has been mentioned and has been a factor in drafting the budget.

I do have a concern that the SRV funds will be diverted to servicing Council's new loans, thus resulting in no tangible ratepayer benefits.

IPART have advised that Council has the option of spreading the incremental increased levy over additional years rather than ratepayers having a considerable rate increase in the next few years ahead. This approach would lessen the impacts when rural ratepayers and the community generally are bearing the impacts of the current drought conditions.

Speaking on the matter of the drought impacts, I make the following comments:

- This drought has evolved since the late winter of 2025 and again in early autumn of 2026. This situation has obviously contributed to the fall in sub surface water content and the sharp fall in water tables.
- The matter faced by rural ratepayers is compounded by not just purchasing supplementary feed for livestock, and also the urgent need to provide many additional water troughs, piping and water bores construction.
- A large number of farms businesses have made the decision to destock completely or to make very large cuts in numbers fearing a repeat of the 2018, 2019, 2020 near national drought.
- The reductions made will severely affect the farm cashflow for up to five years ahead in many cases.
- Compounding the above point is the considerable impact of the fast increases of farm costs, with fuel, fertilizer, freight and plant maintenance being examples.
- In evolving times like now, farmers have little option but to concentrate on the essential expenses, thus limiting spending additional funds supporting the town's commercial sector.
- The ripple effect will further restrict cashflows to many of the town's shops, in similar ways to what we have experienced before. If spring and summer happen to be kind to us, the impact will not be as severe, however it will potentially be a tight time for many, regardless.

- To the farmers who have held onto their stock, there has been and will continue to be a scenario where there is much more money going out than coming in, possibly until mid-summer.
- All of the above considerations point to a tightening of available funds right through the district and the community generally.

Council's Hardship Policy:

Having previously read Council's Hardship / Rate relief Policy, I doubt that it's implementation will result in reducing the impact of considerably higher rates and charges.

Council performance indicators:

I doubt the current performance indicators will result in in-depth discussions within the community. Whilst the industry indicators are an effective gauge for individual Councils and the Department of Local Government, they need to be supported by local indicators, like:

- The frequency of bitumen road reseals
- The frequence of maintenance of road grading for each gravel road category.

If the SRV is applied as originally intended, we should see a greater frequency of maintenance of our key assets.

Other Council income streams:

Council has benefited from a number of state and commonwealth initiatives as well as other specific grants, including bridge replacement, sporting facilities, saleyards and recreation facilities. I mention this to indicate that it is not all doom and gloom. Council should however place a greater effort on researching grant opportunities to ensure that the result will provide a worthwhile community benefit and not be a distraction to Council's central role. The Rail Trail and the lack of consideration of viable alternatives is an example.

Our Town's – SRV (Ref 41, Page 55)

I note the estimate for the SRV is $200,000. The question here is; Is this the cost of a consultant to prepare the SRV case? Looking back at the big attendance at the Public Meeting when the SRVC was proposed, the community made it very clear that the proposal was anything but popular. It is a shame that Council and IPART have not adequately considered the community views. No doubt many submissions have been made by the community without the resources that Council has applied (with ratepayers money) to their case.

Consultant's Expenses:

I imagine that a number of consultants payments are included within specific Council projects. The total vote for consultants should be freely available as a matter of transparency.

Council Office Fit Out (Page 55):

I note that whilst the original estimate was a total of $6,000,000 including the purchase price, the fit-out has now increased by $300,000. I imagine there is more detail to follow?

Library re-furbish (Page 55):

I note an allocation for the library re-furbish at $500,000. I doubt that allocations such as this have had the necessary element of transparency. I understand that infrastructure renewals are necessary, however it would be good to know what's involved.

Saleyards:

The simple analysis on page 50 of the budget paints a picture of a high deficit, however the saleyards are a key facility for this rural community to function, just like so many other Council activities. The clearance of some thousands of cattle in a couple of weeks at a time of some desperation points out how different mechanisms can be applied to livestock sales.

Stock sale days continue to attract a lot of people to town with an obvious boost to retail sales. Another benefit is the social interaction and the intangible benefit of farmers having a meeting place, particularly in difficult times.

It is pleasing to note that additional agents have edged into livestock sales. This is a nucleus to a greater spread of ownership of the enterprise. What has been missing is a real passion to make the job work like former Deputy Mayor, Geoff O'Brien had years ago.

Potential sale of Council's Church Street Office:

This building has street frontage which is a considerable advantage. I believe that more thought needs to be applied to the potential for this building before a sale is further contemplated.

In closing, I'm quite happy to discuss any of the issues raised.

Yours faithfully,

[redacted]

From: [redacted]
Sent: Mon, 8 Jun 2026 15:25:52 +1000
To: Council Email
Subject: Submission GISC long Term Financial Plan
Attachments: Submission GISC Long Term Financial Plan.docx

Attn. Mr Bernard Smith.
Dear Mr Smith
Please find attached a Submission on the GISC Long Term Financial Plan. An acknowledgement of this email would be appreciated.
Regards,
[redacted]

Item 7.3

Annexure C

General Manager
Glen Innes Severn Council
Via email.

[redacted]

8th May 2026

Submission on Draft Long Term Financial Plan.

Dear Mr Smith
I am a Retail Business Owner, Landlord and Ratepayer in Glen Innes Severn LGA.

This document is a Submission on Productivity and Efficiency Targets for Inclusion in the Long-Term Financial Plan
Productivity Improvements Should Be a Core Financial Strategy
The Draft Long-Term Financial Plan places significant emphasis on increasing revenue through a Special Rate Variation. While additional revenue may form part of Council's long-term financial solution, the Plan should place equal emphasis on improving organisational productivity and operational efficiency.
Across both the public and private sectors, organisations facing financial pressure typically pursue two strategies simultaneously: increasing revenue and improving efficiency. The current Long-Term Financial Plan focuses heavily on the first strategy but provides limited detail regarding measurable efficiency improvements that could reduce the burden placed on ratepayers.
Council should adopt a formal Productivity and Efficiency Improvement Program with clear annual targets, public reporting and measurable outcomes.
Why Productivity Improvements Matter
Small efficiency gains may appear insignificant in any one year, but when achieved consistently across a large organisation they can generate substantial savings over time.
For example, an organisation that improves efficiency by just 1% to 2% annually can achieve significant cumulative savings over a ten-year period without reducing essential services.
Importantly, productivity improvements allow Council to:

- Reduce pressure for future rate increases.
- Improve financial sustainability.
- Maintain or improve service levels.
- Demonstrate sound financial management.
- Build community confidence in Council's decision-making.

Ratepayers have a reasonable expectation that every opportunity to improve efficiency should be explored before significant increases in rates are imposed.
Annual Operating Savings Targets
The Long-Term Financial Plan should include annual operating efficiency targets.
A realistic objective would be to identify and achieve operational savings equivalent to 1% to 2% of controllable operating expenditure each year.

Potential areas for review include:

- Administrative processes.
- Office operating costs.
- Printing and communications.
- Software subscriptions and licences.
- Contractor management.
- Internal workflow efficiencies.
- Asset maintenance scheduling.

Savings achieved should be redirected towards infrastructure renewal, reserve restoration or debt reduction rather than being absorbed into general expenditure growth.

Procurement Savings Benchmarks

Procurement represents a substantial area of expenditure for local government. Council should establish procurement performance targets aimed at achieving better value for money through:

- Improved contract management.
- Regional purchasing collaborations.
- Competitive tendering.
- Supplier performance reviews.
- Whole-of-life cost assessments when purchasing equipment and assets.

Many councils across Australia have achieved significant savings through improved procurement practices without affecting service delivery.

The Long-Term Financial Plan should identify procurement efficiency as a specific financial improvement initiative.

Fleet Utilisation and Vehicle Management

Council's fleet is a major operational asset and cost centre.

Regular review of fleet utilisation can identify opportunities to:

- Reduce underutilised vehicles.
- Extend vehicle replacement intervals where appropriate.
- Optimise fuel consumption.
- Introduce shared vehicle arrangements.
- Improve maintenance scheduling.

Even modest reductions in fleet operating costs can generate ongoing savings year after year.

Council should establish measurable fleet performance indicators and report on outcomes annually.

Energy Efficiency and Utility Savings

Energy costs continue to increase and represent a growing financial burden for local government.

The Long-Term Financial Plan should include a strategy to reduce energy consumption through:

- LED lighting upgrades.

- Building energy management systems.
- Solar generation where economically justified.
- Water efficiency measures.
- Improved heating and cooling controls.

These investments often provide long-term financial returns through lower operating costs while also supporting environmental sustainability objectives.
Council should establish annual energy reduction targets and publicly report progress.
Service Delivery Efficiency Measures
Efficiency should not be measured solely by cost reduction. It should also focus on improving the way services are delivered.
Council should identify key service delivery indicators such as:

- Processing times for development applications.
- Customer response times.
- Infrastructure maintenance completion rates.
- Work order turnaround times.
- Digital service utilisation.

Improved service delivery often results in lower operating costs while simultaneously improving customer satisfaction.
The objective should be to work smarter rather than simply spending less.
Technology and Process Improvement
Modern technology provides significant opportunities to improve productivity.
Council should continue investigating:

- Digital workflow systems.
- Online service delivery.
- Automated reporting tools.
- Asset management software improvements.
- Data-driven decision-making processes.

Technology investments should be assessed against measurable efficiency outcomes and expected return on investment.
Annual Public Reporting and Accountability
To ensure transparency and community confidence, Council should publicly report each year on:

- Productivity improvements achieved.
- Financial savings generated.
- Efficiency targets met or exceeded.
- Areas where targets were not achieved.
- Planned improvement initiatives for the following year.

This reporting should form part of Council's annual financial and operational performance reporting.
Regular reporting would demonstrate that Council is actively managing costs and pursuing continuous improvement rather than relying primarily on rate increases to address financial challenges.

Recommendation
It is recommended that the Long-Term Financial Plan be amended to include a formal Productivity and Efficiency Improvement Program with measurable annual targets covering:

1. Operating expenditure savings.
2. Procurement efficiencies.
3. Fleet utilisation improvements.
4. Energy and utility cost reductions.
5. Service delivery performance improvements.
6. Technology-driven productivity gains.

The program should include annual public reporting of outcomes and a commitment to applying resulting savings towards improving Council's long-term financial sustainability.

Conclusion
The community understands that Council faces financial challenges. However, long-term sustainability should be achieved through a balanced combination of responsible revenue measures and continuous organisational improvement.
A strong focus on productivity and efficiency demonstrates prudent financial management, reduces pressure on ratepayers and ensures that Council is making the best possible use of community resources.
Before asking residents to fund substantial and permanent rate increases, Council should clearly demonstrate that it has established ambitious, measurable and accountable targets for improving its own operational performance.

Regards

Item 7.3

Annexure C

From: [redacted]
Sent: Sun, 31 May 2026 00:12:42 +1000
To: Council Email
Subject: Submission draft long term financial plan
Attachments: [redacted]

Submission on Draft Long-Term Financial Plan 2026–2036
Dear General Manager,
Please accept my attached submission in response to Glen Innes Severn Council's Draft Long-Term Financial Plan 2026–2036.
My submission raises concerns about the financial sustainability implications of committing further funds to new discretionary infrastructure, including rail trail preliminary works, while Council's General Fund remains under serious pressure.
In particular, I ask Council to consider the following key points:
Council should not commit further funding to rail trail preliminary works unless the full whole-of-life cost is publicly disclosed and included in the Long-Term Financial Plan and Asset Management Plans.
Any proposed rail trail asset should be assessed for construction, maintenance, renewal, depreciation, insurance, public safety, fencing, drainage, bridge, culvert, vegetation, weed control, vandalism and emergency access costs.
Ratepayers should not be asked to accept a major Special Rate Variation to restore financial sustainability while Council also creates new assets that may add future liabilities to the General Fund.
Existing roads, bridges, buildings, drainage, public infrastructure and essential services should be prioritised before new discretionary recreational assets are created.
No Council funds should be used for works that remove rail infrastructure, damage the Great Northern Railway corridor, or prevent future rail, freight, passenger or heritage transport options.
Council should investigate off-formation and rail-with-trail options before any on-formation rail trail proposal proceeds.
I respectfully request that my attached submission be formally received, registered and considered as part of Council's public exhibition and decision-making process for the Draft Long-Term Financial Plan 2026–2036.
Could you please confirm receipt of this email and attached submission.
Yours sincerely,
[redacted]

Submission on Draft Long-Term Financial Plan 2026-2036

Glen Innes Severn Council

To the General Manager and Councillors,

Glen Innes Severn Council

I make this submission in response to the Draft Long-Term Financial Plan 2026-2036.

I acknowledge that Council is facing serious financial pressure and that the Draft Long-Term Financial Plan identifies significant concerns regarding the General Fund, operating deficits, unrestricted cash, asset renewal, infrastructure backlog, and the need for long-term financial sustainability.

However, for that very reason, Council must be extremely cautious before committing money to new discretionary projects or new assets that may create further long-term costs for ratepayers.

> ***My central submission is this:*** *Council should not commit further funding to rail trail preliminary works, or any new rail trail asset, unless the full whole-of-life cost has been publicly disclosed, independently tested, included in the Long-Term Financial Plan, and shown not to worsen Council's General Fund position or increase pressure for future rate rises.*

1. No blank cheque while Council is under financial stress

The Draft Long-Term Financial Plan makes clear that Council's General Fund is under serious pressure. The document identifies ongoing operating deficits, negative unrestricted cash, asset renewal needs, and a high infrastructure backlog.

In this context, ratepayers should not be asked to accept major financial changes or higher rates while Council also continues to pursue discretionary projects without full cost transparency.

Financial sustainability must mean more than simply increasing revenue. It must also mean discipline, restraint, transparency, and prioritising essential services and existing assets before creating new liabilities.

Council should clearly demonstrate that every new project is affordable not only to build, but also to operate, maintain, insure, renew and eventually replace.

2. New rail trail assets are not free assets

A rail trail may be promoted as a tourism or recreation project, but from a financial planning perspective it would create new public assets and new long-term liabilities.

If Council accepts or creates these assets, the future cost does not disappear when grant funding ends. It becomes a continuing burden on Council's finances and ultimately on ratepayers.

The Draft LTFP itself recognises that new grant-funded assets can impose additional operating costs on councils. That warning is directly relevant to any proposed rail trail.

- trail surface maintenance
- bridge and culvert maintenance
- drainage works
- vegetation control
- weed and biosecurity management
- fencing and gates
- road crossings and safety treatments
- signage, bollards and barriers

[redacted]

- car parks, toilets, bins and picnic facilities
- public liability and insurance
- inspections and safety audits
- vandalism repairs
- illegal motorbike and vehicle control
- emergency access
- future renewal and replacement costs

3. Rail trail preliminary works must be fully costed before money is committed

I request that Council does not allocate, commit, or spend further funds on rail trail preliminary works unless it first publishes a complete financial assessment showing:

1. the total cost of preliminary works
2. the expected total capital cost of construction
3. the annual maintenance cost
4. the annual staffing and inspection cost
5. the bridge and culvert liability
6. fencing, gates and landholder interface costs
7. road crossing and safety treatment costs
8. drainage and flood damage risk
9. weed, vegetation and biosecurity costs
10. public liability and insurance costs
11. vandalism and illegal vehicle control costs
12. depreciation impacts
13. renewal and replacement costs over 10, 20 and 30 years
14. the source of funding after grants end
15. the impact on the General Fund
16. the impact on future rates
17. whether any costs are excluded from current financial modelling

Without this information, the community cannot properly assess whether the project is affordable.

4. Existing assets should come first

Council's first priority should be the assets and services it already owns and is already responsible for.

The Draft LTFP identifies financial pressure around roads, bridges, buildings, open space and other community infrastructure. These are core local government responsibilities.

Before Council creates new recreational infrastructure, it should demonstrate that existing roads, bridges, drainage, public buildings, town assets and essential services are properly funded.

It is not financially responsible to create new assets while existing assets remain under pressure.

[redacted]

5. Ratepayers should not fund new liabilities while being asked to repair Council's finances

The proposed Special Rate Variation is being presented as necessary to restore financial sustainability, maintain current services, fund asset renewal and improve unrestricted cash.

If that is the purpose of the rate increase, then spending must be tightly aligned to those purposes.

Ratepayers should not be asked to pay higher rates to fix Council's financial position while Council simultaneously advances projects that may create further long-term operating, maintenance and renewal costs.

The community deserves a clear guarantee that SRV income will not be diverted into discretionary projects that create future liabilities before the existing financial problems are resolved.

6. Rail corridor works must not remove future transport options

Any expenditure connected with the Great Northern Railway corridor must protect, not destroy, future options.

I strongly object to any rail trail planning, preliminary works or construction that would involve removing rail infrastructure, damaging the railway formation, severing the corridor, or preventing future rail, freight, passenger or heritage services.

The rail corridor is a strategic public asset. It may have future value for freight, passenger transport, heritage rail, emergency resilience, regional development, health access and cross-border connectivity.

Council should not spend scarce public money on works that permanently narrow future options for the region.

If a walking and cycling trail is pursued, Council should investigate off-formation and rail-with-trail options that preserve the railway infrastructure and corridor for future transport use.

7. The LTFP should include a clear new-assets test

I request that Council amend the Draft Long-Term Financial Plan to include a clear policy that no new discretionary infrastructure project proceeds unless:

- the full lifecycle cost has been published
- the project is included in the Asset Management Plans
- the project is included in the Long-Term Financial Plan
- the funding source for maintenance and renewal is identified
- the project does not worsen the General Fund position
- the project does not increase pressure for future rate rises
- existing core assets and services are not disadvantaged
- community consultation has included the long-term financial impacts, not just the construction concept

This test should apply to any proposed rail trail.

8. Requests to Council

I request that Council:

1. pause further financial commitment to rail trail preliminary works until full whole-of-life costs are published

[redacted]

2. disclose all current and proposed spending on rail trail planning, preliminary works, studies, design, consultation and project management
3. disclose whether any rail trail costs are included in the Draft LTFP, Delivery Program, Operational Plan, Asset Management Plans or capital works program
4. publish a 30-year rail trail lifecycle cost assessment
5. publish a risk assessment covering bridges, culverts, drainage, fencing, landholders, public safety, insurance, vandalism, illegal vehicles and emergency access
6. confirm that SRV funds will be prioritised toward existing core assets and services
7. confirm that no SRV funds will be used to advance rail trail works unless the full financial impact has been disclosed and consulted on
8. confirm that no Council funds will be used for works that remove rail infrastructure or prevent future rail use
9. investigate off-formation and rail-with-trail options before any on-formation rail trail proposal proceeds
10. include any proposed rail trail assets in Council's asset register and asset management planning before accepting responsibility for them

Conclusion

The Draft Long-Term Financial Plan shows that Council is facing serious financial challenges. That makes it more important, not less important, to scrutinise new spending commitments.

A rail trail may be presented as an opportunity, but it is also a potential long-term financial liability. It should not proceed on assumptions, optimism, grant dependency or incomplete costing.

Council should focus first on restoring financial sustainability, maintaining existing assets, protecting essential services, and being honest with ratepayers about the true cost of any new infrastructure.

I therefore request that Council does not commit further funding to rail trail preliminary works or new rail trail assets unless the full lifecycle costs are publicly disclosed, independently tested, included in the LTFP and Asset Management Plans, and shown to be affordable without creating further pressure on ratepayers.

Yours sincerely,

[redacted]

[redacted]

From: [redacted]
Sent: Sun, 31 May 2026 00:55:22 +1000
To: Council Email
Subject: Submission on draft operational plan and budget
Attachments: [redacted]

Submission on Draft Operational Plan and Budget 2026–2027
Dear General Manager and Councillors,
Please find attached my submission regarding Glen Innes Severn Council's Draft Operational Plan and Budget 2026–2027.
I respectfully request that this email and the attached submission be formally received, registered and considered as part of the public exhibition process.
My submission raises concerns about Council's financial position, public transport disadvantage, and the risk of committing money or resources toward a rail trail or any project that may compromise the Great Northern Railway corridor.
In summary, my submission asks Council to:
recognise that the Draft Operational Plan is being prepared during a period of significant financial restraint;
prioritise essential services, roads, bridges, water, sewer, public transport access and core community infrastructure;
avoid committing ratepayer funds, staff resources, grant applications or future maintenance obligations toward any rail trail project unless full lifecycle costs and liabilities are publicly disclosed;
acknowledge that community transport for selected clients is not a substitute for a proper public transport network;
strengthen its public transport advocacy beyond buses and on-demand transport;
treat the Transport for NSW Strategic Regional Integrated Transport Plan with caution while it remains in draft feedback stage;
actively advocate into the final transport planning process for Glen Innes Severn's real transport needs;
recognise transport disadvantage as a reason to protect future transport options, not remove them;
protect the Great Northern Railway corridor as a long-term public transport, freight, heritage, tourism, emergency resilience and regional development asset;
reject any irreversible decision that removes rail infrastructure or permanently weakens future rail options;
properly investigate off-formation, rail-with-trail and town-loop walking and cycling alternatives that do not require rail removal.
Council's own draft documents emphasise financial discipline, value for money and the need to ensure today's decisions do not compromise tomorrow's capacity. In that context, I do not believe it is in the best interests of ratepayers or the broader community for Council to take on a new discretionary rail trail liability or support any action that may permanently compromise the Great Northern Railway corridor.
Thank you for considering my submission.
Yours sincerely,

Item 7.3

Annexure C

Submission on Glen Innes Severn Council Draft Operational Plan and Budget 2026/27

Prepared by [redacted]

To the General Manager and Councillors,

Glen Innes Severn Council

Introduction

I make this submission in response to Glen Innes Severn Council's Draft Operational Plan and Budget 2026-2027.

I am deeply concerned that Council is operating in a period of financial restraint while still leaving the door open to new discretionary projects and future asset liabilities, including any proposed rail trail project on the Great Northern Railway corridor.

The Draft Operational Plan makes it clear that Council is facing serious financial pressure. It refers to reduced major grant funding, escalating construction costs, cost shifting, constrained revenue growth, and the need for disciplined financial management. It also states that every dollar spent must deliver value and that today's decisions must not compromise tomorrow's capacity.

In that context, taking on a new rail trail asset, or committing money, staff time, planning resources, grant applications, corridor negotiations, preliminary works or future maintenance obligations toward a rail trail, is not in the best interests of ratepayers or the broader community unless the full costs, risks and alternatives have been publicly disclosed.

A Council pursuing financial restraint and improved public transport cannot reasonably justify spending money or political capital on a project that risks creating a new maintenance liability while permanently weakening a future transport corridor.

Council should prioritise essential services and long-term transport needs

Council should not be committing ratepayer resources to a rail trail while essential services, public transport, roads, water, sewer, community infrastructure and long-term financial sustainability remain under pressure.

The Operational Plan recognises the need to improve public and community transport. That is important. Glen Innes Severn is a rural and ageing region where many residents face long distances to health care, education, work, services and family support. Public transport is not a luxury. It is an essential service.

For that reason, Council should not support any proposal that would remove, sever, compromise or weaken the future transport value of the Great Northern Railway corridor. The railway corridor is not just a recreational opportunity. It is a strategic public asset with potential future value for passenger transport, freight, heritage rail, tourism, emergency resilience, regional development and cross-border connectivity.

A walking and cycling trail may have tourism appeal, but it must not come at the cost of destroying or permanently compromising a public transport corridor. Once railway infrastructure is removed and the corridor is converted into an on-formation trail, the practical chance of future rail restoration is severely weakened, if not lost altogether.

Transport planning and the draft TfNSW Strategic Regional Integrated Transport Plan

The Operational Plan includes an action to advocate for improved public transport services by aligning local transport priorities with the Transport for NSW Strategic Regional Integrated Transport Plan and engaging with TfNSW to progress service improvements in the local government area.

That wording should be treated with caution. The New England North West Strategic Regional Integrated Transport Plan is still a draft plan released for public feedback. It should not be treated by Council as a settled or final transport position. Council should not simply align itself with a draft state plan; Council should actively advocate into the final plan so that Glen Innes Severn's local transport needs are properly recognised.

This is particularly important because regional transport planning already acknowledges transport disadvantage and the need to improve access to transport for all. If transport disadvantage is recognised, the logical response should be to protect every available long-term transport option, not to weaken or remove a railway corridor that may be needed in future.

Council's transport action should therefore be strengthened. It should include a clear commitment to protect the Great Northern Railway corridor as part of long-term public transport, freight, heritage, resilience and regional infrastructure planning.

Community transport for LCSS clients is valuable, but it is not a substitute for a proper public transport network serving the whole community. LCSS transport may assist eligible clients, but it does not solve wider transport disadvantage for workers, students, health patients, older residents, people with disability, young people, low-income residents, non-drivers, visitors or people needing to travel between towns.

Council should also distinguish between short-term service improvements and long-term corridor protection. Buses, on-demand services and community transport may be part of the solution, but they should not be used as an excuse to abandon, remove or compromise rail infrastructure that may have future value.

No irreversible decision affecting the railway corridor should be made while regional transport plans remain in draft or review stages and before the wider NSW transport planning picture is settled. The community should not be told that the future of rail is over while the State is still asking communities to help shape the final transport plan.

Key concerns

1. Council is in a tight financial position. The Draft Operational Plan acknowledges significant financial restraint. In that environment, Council must be extremely cautious about taking on any new asset that creates ongoing maintenance, insurance, safety, inspection, vegetation, fencing, drainage, bridge, culvert, compliance or renewal costs.
2. Public transport should be strengthened, not undermined. The Operational Plan includes a goal to improve access to public and community transport. That objective should be strengthened to include protection of existing transport corridors, including the Great Northern Railway corridor.
3. The draft SRITP should be influenced, not passively followed. Council should advocate into the final plan for local needs, including town-to-town public transport, health access, cross-border connectivity, freight resilience and rail corridor preservation.
4. Transport disadvantage should trigger caution. A rural region with limited public transport should not dismantle or compromise a historic transport corridor while future transport needs are still being assessed.
5. The Great Northern Railway corridor is a strategic public asset. It should be protected for future passenger, freight, heritage, tourism and emergency resilience uses. Disused does not mean useless.
6. A rail trail is not an essential service. Council's priority should be roads, bridges, water, sewer, public transport access, drainage, disability access, villages and core local services.
7. Off-formation alternatives must be properly considered. Walking and cycling tourism can be supported through town loops, quiet roads, station precincts, heritage routes and rail-with-trail or off-formation designs that do not require rail removal.

8. No irreversible decisions should be made during financial restraint. Removing rail infrastructure, supporting corridor conversion or committing to an on-formation rail trail would compromise future capacity and could create an open-ended liability for ratepayers.

Rail trail costs and liabilities must be fully disclosed

Before Council commits any further money, support or advocacy toward a rail trail, the community should be given clear answers on:

- the full capital cost;
- who pays for construction;
- who owns and manages the asset;
- who pays annual maintenance;
- who pays for bridge and culvert upgrades;
- who pays for drainage and flood damage;
- who pays for fencing, gates, cattle crossings and landholder interface works;
- who pays for weed control and vegetation management;
- who pays for public safety, signage, emergency access and policing issues;
- who pays insurance and legal liability;
- whether Council will need to increase rates, fees or charges to support the asset;
- whether existing roads, footpaths, water, sewer and community infrastructure will be delayed or underfunded as a result.

Without those answers, ratepayers are being asked to accept an open-ended liability.

Requested amendments to the Operational Plan

I ask Council to amend the Operational Plan so that its transport action is not limited to passive alignment with a draft TfNSW plan. The action should be strengthened to state that Council will:

- actively advocate into the final New England North West Strategic Regional Integrated Transport Plan;
- recognise transport disadvantage across Glen Innes Severn and surrounding communities;
- distinguish community transport from public transport;
- advocate for town-to-town transport, health access, cross-border connectivity and regional passenger connections;
- protect the Great Northern Railway corridor as a long-term strategic transport and infrastructure asset;
- avoid any rail trail or corridor conversion decision that would permanently compromise future rail, freight, heritage or resilience options.

Recommendations

1. Make no financial commitment to any rail trail project unless a full public business case and 30-year lifecycle cost has been released.
2. Rule out using general rate revenue to fund rail trail construction, maintenance, insurance, landholder works, safety upgrades or future asset renewal.
3. Include rail corridor protection in the Operational Plan as part of public transport, freight resilience, heritage and long-term infrastructure planning.
4. Advocate to Transport for NSW for improved public transport services, including investigation of future rail options, not only bus or on-demand transport.
5. Treat the draft SRITP as a document to influence, not as a final settled position that justifies narrowing Council's transport advocacy.
6. Support only off-formation, rail-with-trail or town-loop walking and cycling options that do not require removal of railway infrastructure.

7. Publicly disclose all potential costs and liabilities associated with any proposed rail trail before any Council support, grant application or preliminary work proceeds.
8. Prioritise roads, bridges, water, sewer, public transport access and essential community infrastructure ahead of discretionary recreational infrastructure.
9. Consult directly with ratepayers, landholders, transport-disadvantaged residents, health patients, freight operators, heritage groups and rail advocates before any decision is made about the railway corridor.
10. Pause any irreversible decision affecting the Great Northern Railway corridor until relevant state transport plans are finalised and the community has had a proper opportunity to respond.

Conclusion

Council's own Draft Operational Plan acknowledges that this is a time for financial discipline, value for money and long-term responsibility.

In that context, taking on a rail trail liability or committing money toward a project that could permanently compromise the Great Northern Railway corridor is not in the best interests of ratepayers or the broader community.

The Great Northern Railway corridor should be protected, not dismantled. Public transport should be strengthened, not written off. Transport disadvantage should make Council more cautious about corridor loss, not less cautious. Ratepayers should not be burdened with another discretionary asset when essential services and infrastructure are already under pressure.

I strongly urge Council to protect the corridor, avoid irreversible rail removal, reject any open-ended rail trail liability, and focus the 2026-2027 budget on essential services, transport access, financial sustainability and infrastructure that serves the whole community.

Yours sincerely,

[redacted]

Outlook

Anonymous User completed Draft Operational Plan and Budget 2026-2027 - Comment Form

From Have Your Say Glen Innes Severn <haveyoursay@gisc.nsw.gov.au>
Date Wed 13/05/2026 3:07 PM
To haveyoursay@gisc.nsw.gov.au <haveyoursay@gisc.nsw.gov.au>

Anonymous User just submitted the survey Draft Operational Plan and Budget 2026-2027 - Comment Form with the responses below.

Title

[redacted]

Postal Address

[redacted]

Full Name

[redacted]

Postcode

[redacted]

Telephone

[redacted]

Email

[redacted]

Your comment

You will be wasting money if you go ahead with the rail trail. The numbers don't stack up and they will only be estimates. The money would be better spent on housing and industry to grow the town so it becomes more self sustainable rather relying on tourism. Does anyone remember what happened when covid19 hit? If the rail corridor was reactivated to a revenue service the money would come from State and Federal funding not council or rate payers money. I would encourage council to look at a more beneficial approach in spending rather than bike path. Regards [redacted]

Your suggestion for improvement

Create or encourage an industry like the manufacturing sector or an abattoir. We should be doing things like building a decent dam for water supply or a modern style of industrial estate to entice business to move to the area as it is cheap to live and build and it would help the town become more self sustainable. Regards [redacted]

Outlook

[redacted] completed Draft Fees and Charges 2026-2027: Comment Form

From Have Your Say Glen Innes Severn <haveyoursay@gisc.nsw.gov.au>
Date Fri 05/06/2026 12:01 PM
To haveyoursay@gisc.nsw.gov.au <haveyoursay@gisc.nsw.gov.au>

[redacted] just submitted the survey Draft Fees and Charges 2026-2027: Comment Form with the responses below.

Title

[redacted]

Full Name

[redacted]

Postal Address

[redacted]

Postcode

[redacted]

Email

[redacted]

Telephone

[redacted]

Your comments

I also feel that renters would be expecting increases with their rent as people that own. The house will have to recoup money somehow, and by handing it onto the renter is the way they will be able to maintain paying their rates.Ih feel that the proposed rate increased that has just been approved is too extreme for the residence and could cause a lot of residents to sell up as they will not be able to maintain their mortgage with the increases that are going on at the moment.

Your suggestion for improvement

I believe that an increase of 4% over 10 years would be a more realistic rate rise for homeowners to be able to afford. If there has to be an increase at all if council really had their rate payers and residence in mind when proposing to increase the council rates maybe they could've looked at cutting costs in another area of council so they didn't have to pass on these exorbitant rate rises

GLEN INNES
SEVERN COUNCIL
2026– 2036
DRAFT LONG TERM FINANCIAL PLAN

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

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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?

Seventeen councils reported operating losses for 2024/25 and 19 had insufficient cash (not subject to external restrictions) to cover 3 months of general expenses. Six of the 19 councils identified as being the least liquid also incurred operating losses.

The AO report also listed 11 councils with heightened financial sustainability risk due to various combinations of operating losses, insufficient cash, declining populations and low capacity to generate own source revenue[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 2025 report identified that the average NSW ratepayer paid some $498 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

[1] Local Government 2025 Report – NSW Auditor General's Report, Audit Office of NSW.

grant-funded construction of new assets, impose additional operating costs on councils.

Council's Base Case LTFP for general fund average forecast operating results is a $4.0 million deficit for the period 2026/27 to 2035/36. The unrestricted cash position for General Fund, a negative $4.5 million for 2024/25 requires urgent attention which Council is addressing. Should this remain low over 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 to $4.0 million for the Base Case, with estimated improvement savings of $1.05 million, over five years.

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 9.0%.

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, its objective is the implementation of opportunities in line with *Towards 2034 Community Engagement* outcomes.

What we have done

We took a number of SRV scenario options to the community, with Council adopting a 3 Year SRV Sustainability Scenario for the purpose to:

1. restore long-term financial sustainability (by 2029/2030) by addressing a significant and ongoing operating deficit;
2. maintain the delivery of current services at existing levels as expected by the community;

3. fund critical infrastructure renewal and maintenance programs at above current levels and ensure that Council has the capacity to deliver GISC's Asset Management Plans for the general fund related assets, particularly roads, bridges, buildings and open space assets, that have historically been difficult to maintain under the current rate peg, and to be less dependent on government grant funding in the future (i.e. increases Council's own source funding);
4. address and continue to maintain a positive unrestricted cash position into the future without the need for additional loans to support Council's working capital requirements, and reinstall internal restrictions in the General Fund; and
5. support the implementation of opportunities for future growth and prosperity in line with *Towards 2034 Community Engagement* outcomes.

The adopted Council SRV option that has now been submitted to IPART for determination, is the Sustainability 3 year scenario.

What are our scenarios?

Council has an obligation to ensure that it manages its financial resources sustainably, including having adequate revenue to cover expenditure. This LTFP assesses Council's current and future financial position – the Base Case scenario, should Council continue as it is currently without any SRV. The LTFP includes modelling of Council's adopted Special Rate Variation that has been submitted to IPART. The SRV scenario is 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 sustainability program.

The Base Case and Sustainability 3 year SRV scenario are outlined in the table below.

Table 1 LTFP Scenario Options

Scenario	2026-27	2027-28	2028-29	Cumulative increase over SRV period	Comparison increase at 2028/29
Base Case - Rate Peg	3.6%	3.0%	3.0%		
Sustainability Scenario - 3 Year SRV	21.5%	12.0%	9.0%	48.3%	48.3%

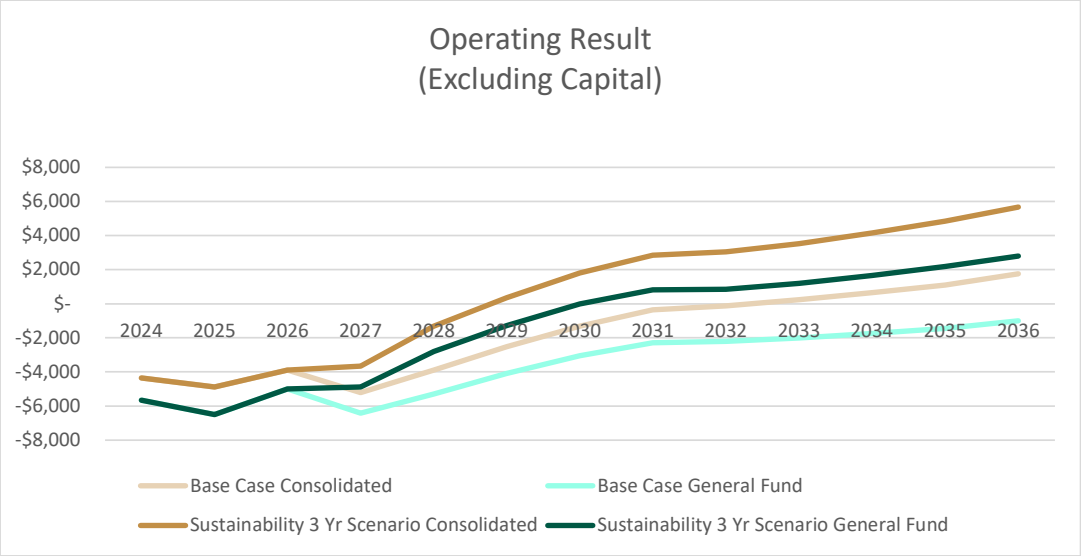
The special rate variation scenario addresses the ongoing deficits seen in the base case and allows Council to maintain surpluses: that is, revenues will fully cover expected operating expenditure and address the long term unrestricted cash.

What are the financial outcomes?

The proposed special rate variation scenario will achieve Council's objective of being financially sustainable by 2029/30, 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, deliver on current services, maintain community assets and provide investment in economic development, healthcare, facilities and services for the youth, town improvement programs and provide an increase in the pensioners rates rebate

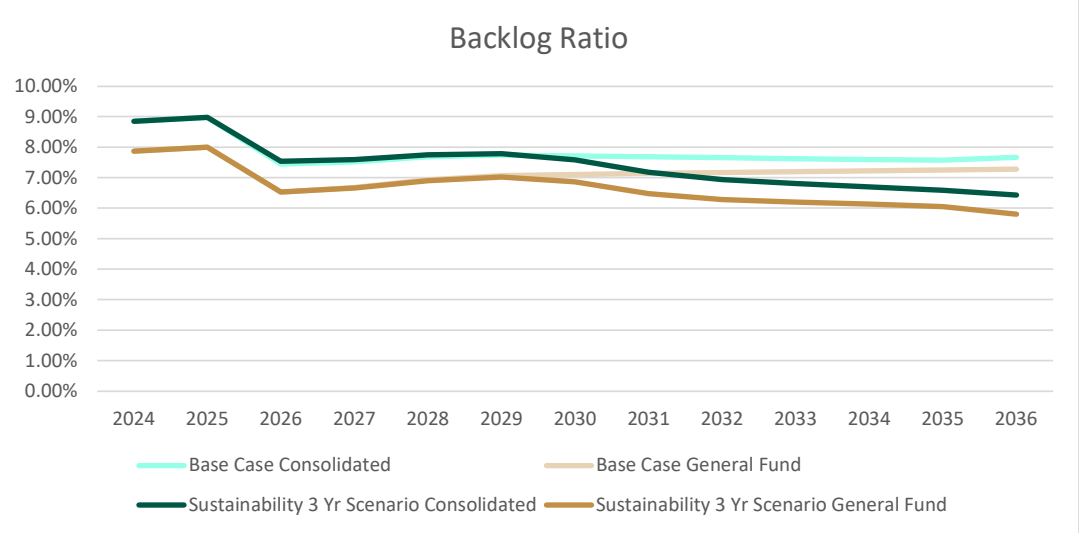
The following forecast operating results for Consolidated and General Fund, including DWM) that demonstrate improved financial sustainability of Council under the SRV scenario.

Figure 1 Forecast operating results



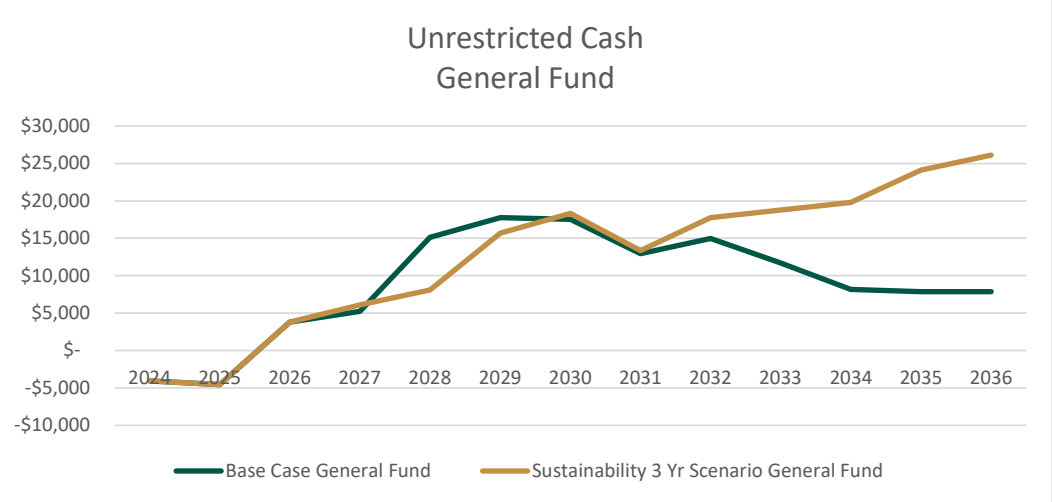
The asset renewal program in the 3 Year SRV scenario includes additional asset spend from 2029/30 with an additional average spend of $2.5 million. The revised asset renewal program has a positive impact on the renewal and backlog log ratios as detailed in the following figure.

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, 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 and 2024/25 are 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.

Sound financial management encourages planning for modest operating surpluses and building of unrestricted cash reserves over time. 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.

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

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 2026-2036 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 elected Council to make decisions about financial sustainability going forward.

An important task of the Council is to develop a Community Strategic Plan (CSP) and supporting Delivery Program considering the external challenges impacting on the community.

The LTFP is reviewed and refreshed every year. The current LTFP reflects the CSP and Delivery Program (DP) set by the 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 2026-2036, for their very valued contributions.

Bernard Smith

General Manager

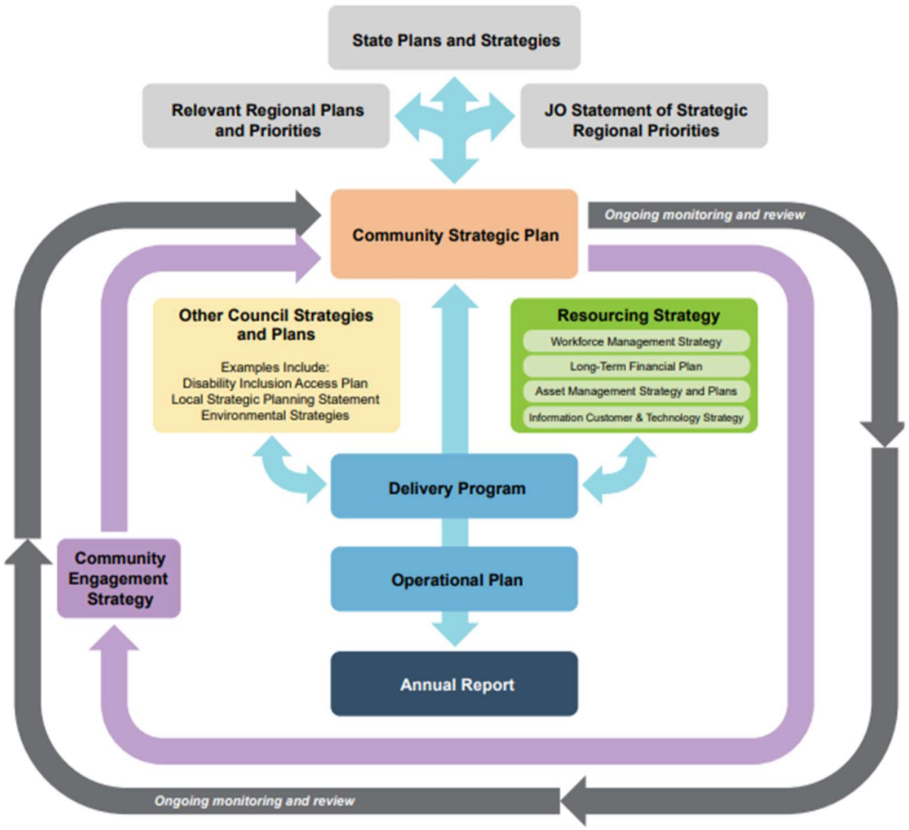
The Integrated Planning and Reporting Framework

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



DRAFT LONG TERM FINANCIAL PLAN 2026-2036

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 increase to 8,938 by 2041, a slight increase (NSW Department of Planning)

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 2026/27 core rate peg for Glen Innes Severn Councils (GISC) was set at 3.4% with a population factor of 0.2% resulting in a total rate peg increase of 3.6%.

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 minimal increase 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 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 Together we are '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.

The 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 $653.6 million and a depreciated value of approximately $425.5 million as at 30 June 2025, which are classified across seven asset classes, as set out in the table below.

Table 2 Asset class values as at 30 June 2025

Asset class	Gross replacement cost	Net carrying amount	Annual depreciation
Roads	$266,301,000	$214,131,000	$2,960,000
Bridges	$77,834,000	$63,603,000	$872,000
Water	$57,872,000	$29,347,000	$778,000
Sewerage	$43,433,000	$23,357,000	$577,000
Urban Drainage	$45,023,000	$22,576,000	$228,000
Buildings, Land and Structures	$118,036,000	$73,610,000	$1,951,000
Plant and Equipment (non-infrastructure)	$45,136,000	$25,887,000	$1,451,000
Total	$653,635,000	$425,511,000	$8,817,000

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 initially 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. However, a further review as part of developing SRV options indicated additional invest is reviewed to address the backlog issue, particularly roads and buildings.

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 scenario.

- Waste Pricing Review for DWM of 50% increase over two years and non-DWM commencing in 2025/26.
- Overhead allocation review resulted in 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 Sustainability 3 Year SRV scenario:

- Elevate 360 Improvement Plan of $290 thousand pa for 5 years, commencing in 2026/27.
- Depreciation Review with an estimated decrease in costs of $550 thousand, commencing from 2026/27.

Implementing these strategic actions has improved General Funds' ongoing operating deficits to an average of $4.0 million per year from 2026/27. Therefore, the Sustainability 3 Year scenario was adopted by Council and submitted to IPART for determination.

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 at 3.6% 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. For 2026/27 3.8% has been forecast and 3.5% and 3.0% for 2027/28 and 2028/29 respectively, with 2.5% ongoing from 2029/30.
- Staff costs have been indexed to align with the stated increases in the NSW Local Government Award, 3.8% indexation for 2026/27 and 2.5% ongoing from 2027/28. 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 5% over the LTFP forecast period, which variable interest on debt assumed to be 1.5% higher at 6.5% 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 1% per annum and growth in the number of rate assessment properties averaging 0.2% over the LTFP forecast period.
- Assumed borrowings include Council's current loans, and two additional loans as below:
    - $2.0 million to fund housing strategy to be drawn down in 2027/28 and 2028/29.
    - $4.3 million to fund office accommodation to be drawn down in 2026/27 and 2027/28.
- Current confirmed and expected capital grants over the forecast period have been adjusted to reflect the current trend in lower grant funds for capital works.
- Asset maintenance expenditure aligns to the planned expenditure stated in Council's current asset management plans. Through the SRV process Council identified the need to increase renewal expenditure to address the backlog issue in General Fund, particularly roads and buildings. As a result, an additional $2.5 million per year from 2029/30 has been included in the SRV application to IPART. The $5 million expenditure on Council office accommodation is to be funded from loans.
- 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 $2.9 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 has adopted and implemented two-year pricing strategy to increase the annual charges by 50%. 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

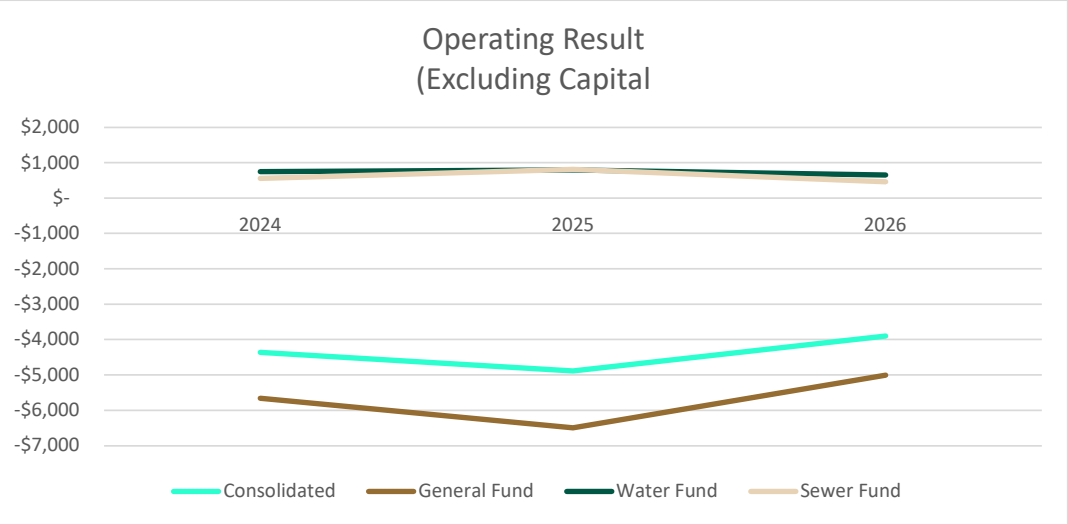
The 2024/25 financial statements have been finalised with the auditor 'Disclaimer of Opinion 'as they were unable to obtain sufficient appropriate audit evidence for an audit opinion. From a financial sustainability position the negative unrestricted cash of $4.5 million as of 30 June 2025 needs to be 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 and 2024/25 financial and the 2025/26 budget, that includes the waste pricing and overhead reallocation outcomes.

At a consolidated level Council reported operating deficits for 2023/24 of $4.3 million and $4.9 million for 2024/25 financial year and expected deficit of $3.9 million for 2025/26.

Surpluses in the Water and the Sewer funds, have partly offset deficits in the General Fund in 2023/24 and 2024/25. The General Fund deficits have remain constant over these years, with an expected decrease in 2025/26 from $5.8 million in 2024/25 to $4.7 million in 2025/26.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 3 Consolidated current financial performance indicators

Financial indicator	What is being measured?[2]	Target	Performance			
			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 months	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)	Whether Council is spending enough on asset renewals to maintain assets in the long-term.	>100%	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 *Local Government Code of Accounting Practice and Financial Reporting 2023/24*.

Table 4 General Fund current financial performance indicators

Financial indicator	What is being measured? [3]	Target	Performance			
			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 current cash and deposits.	>3 months	10.4 months	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.	>2 times	3.28x	4.02x	1.94x	3.28x
Asset renewal ratio (buildings and infrastructure)	Whether Council is spending enough on asset renewals to maintain assets in the long-term.	>100%	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%	8%	7%
Asset maintenance ratio	The level of maintenance required to maintain Council's current assets.	>100%	161%	70%	85%	114%

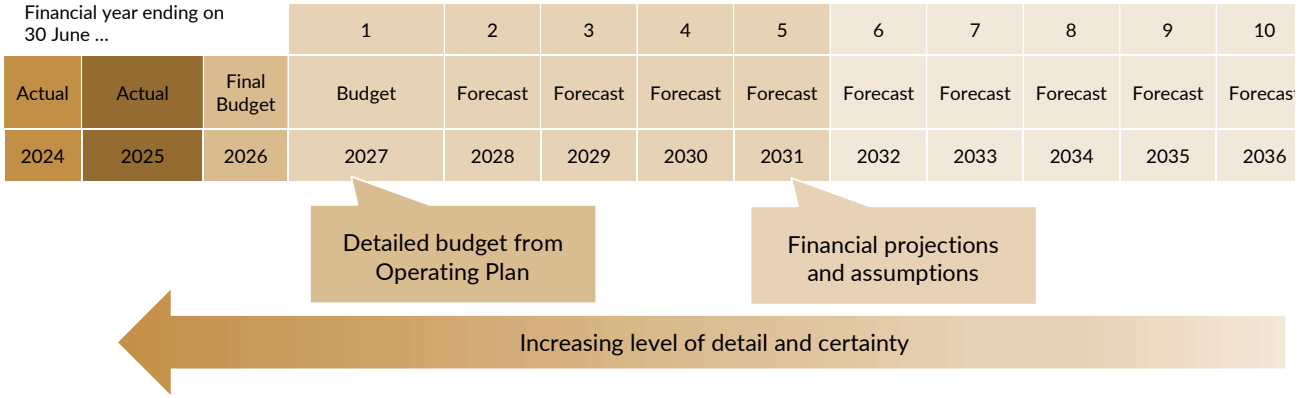
[3] The calculation for each measure can be found on pages 104-105 of the Office of Local Government's *Local Government Code of Accounting Practice and Financial Reporting 2023/24*.

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



Scenarios

LTFP financial modelling includes Councils adopted scenario that provides a financial sustainability pathway for IPART determination, Community consideration and Council decision. The objective of the Sustainability scenario is for Council to be financially sustainable by 2029/30 – 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**).

The Sustainability scenario is essential when determining the financial implications of services and asset management levels and will also help councillors to determine activities for the Delivery Program.

This LTFP models the following scenarios:

1. **The base case 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:** This scenario is Councils adopted 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 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 Councils adopted SRV option commencing from 1 July 2026. These are outlined in the table below and are inclusive of the rate peg increase in that year.

Table 5 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 - Rate Peg	3.6%	3.0%	3.0%		
Sustainability 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 3.5% 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.

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Table 6 Estimated residential average rates to 2028/29

Residential					
		2025/26	2026/27	2027/28	2028/29
Base Case		$ 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 - 3 year SRV		$ 1,025.18	$ 1,245.59	$ 1,395.06	$ 1,520.62
	Increase:		$ 220.41	$ 149.47	$125.56
	Minimum Rate	$637	$774	$867	$945

Table 7 Estimated farmland average rates to 2028/29

Farmland					
		2025/26	2026/27	2027/28	2028/29
Base Case		$ 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 - 3 year SRV		$ 3,668.62	$ 4,457.37	$4992.26	$5441.56
	Increase:		$ 778.75	$ 534.88	$ 449.30
	Base Amount	$485	$590	$661	$720

Table 8 Estimated business average rates to 2028/29

Business					
		2025/26	2026/27	2027/28	2028/29
Base Case		$ 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

Business					
		2025/26	2026/27	2027/28	2028/29
Sustainability - 3 year SRV		$ 2,134.78	$ 2,593.76	$ 2,905.01	$ 3,166,49
	Increase:		$ 458.98	$ 311.25	$ 261.45
	Minimum Rate	$637	$744	$867	$945

Table 9 Estimated mining average rates to 2028/29

Mining					
		2025/26	2026/27	2027/28	2028/29
Base Case		$373	$386	$ 398	$ 410
	Increase:		$13	$12	$12
	Minimum Rate	$373	$386	$398	$410
Sustainability - 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).

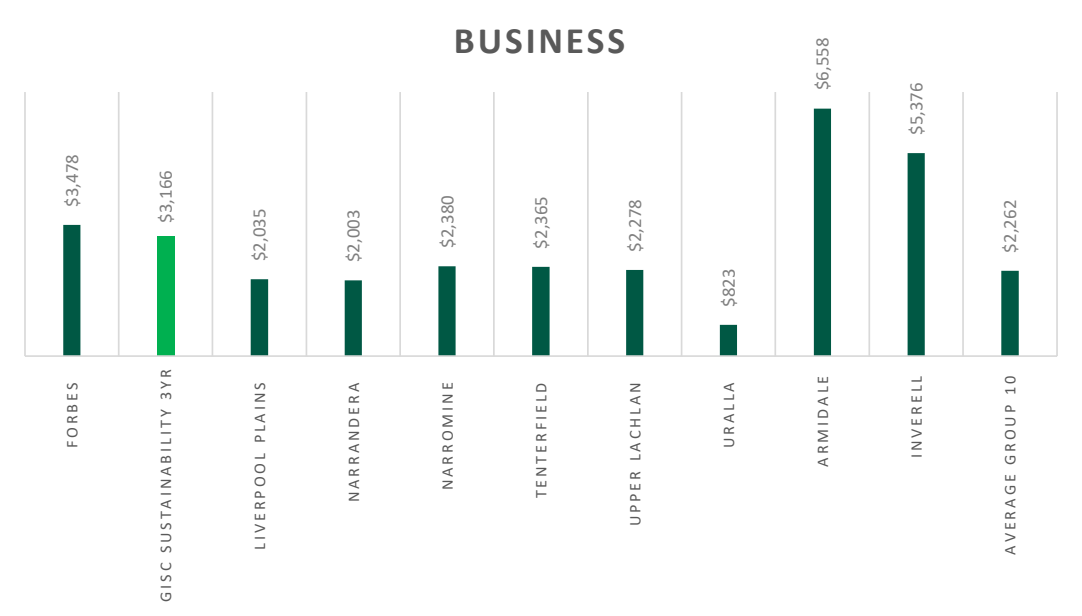
It is expected that other councils, like Council, will be considering applying for an SRV from 1 July 2026. As these increases are not yet approved, they are not included in the comparison data or the group averages but are worth noting as they may affect Council's relative position in terms of average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

Council's current average residential rates are 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 SRVs. Business rates in Armidale and Inverell are significantly higher than Council's, in part recognition of a more regional service centre.

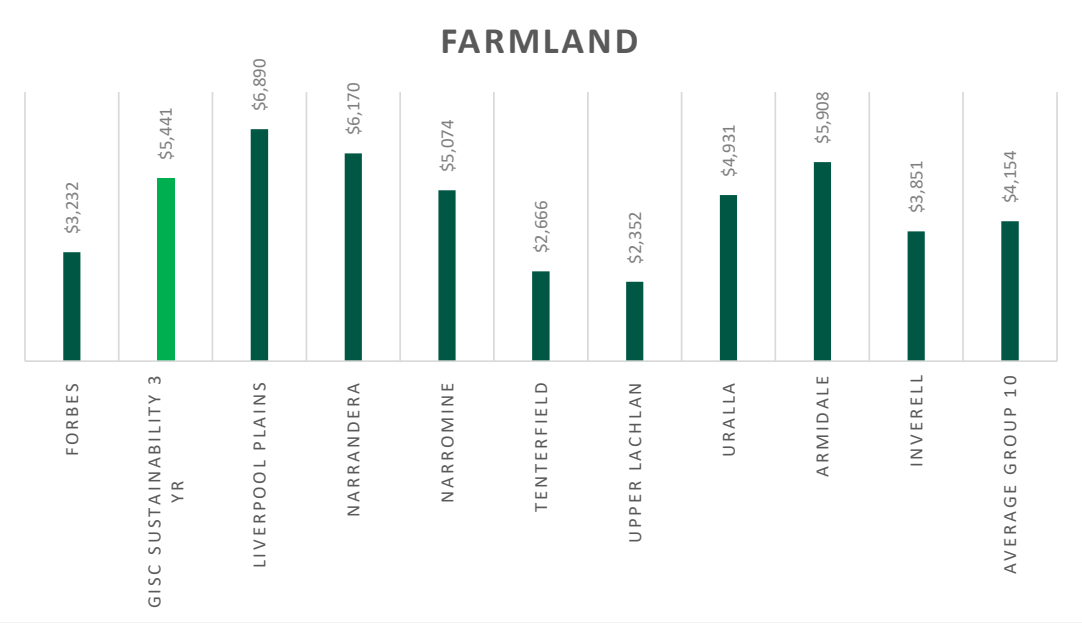
Figure 8 2028-29 projected average business rates



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 are higher than neighbouring Armidale and Inverell, 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 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. The positive operating results in the Water and Sewer funds partially mask the negative outlook in the General Fund when these results are consolidated.

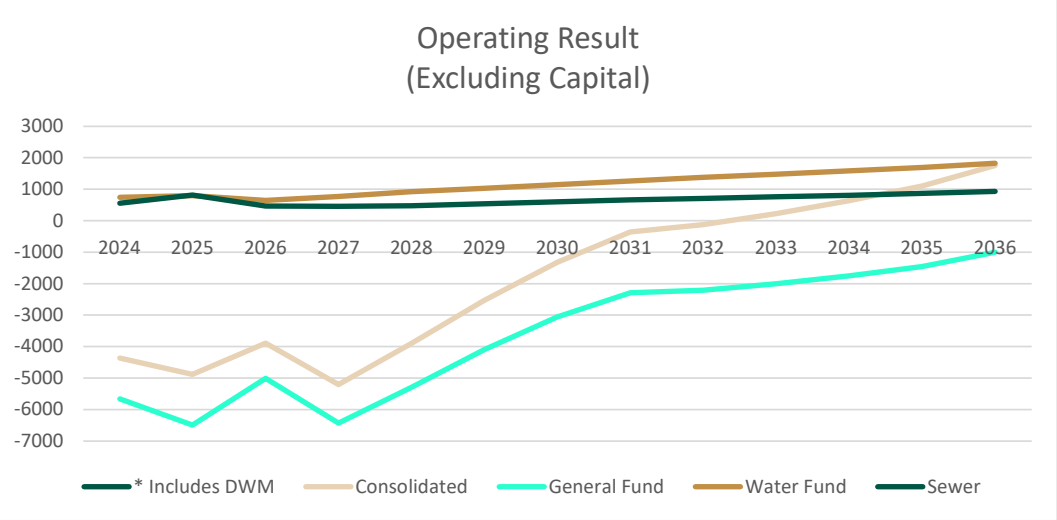
The operating deficit improvement for General Fund is a result of budget reviews and implementing the strategic actions:

- 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 improved the ongoing deficits to $4.0 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.

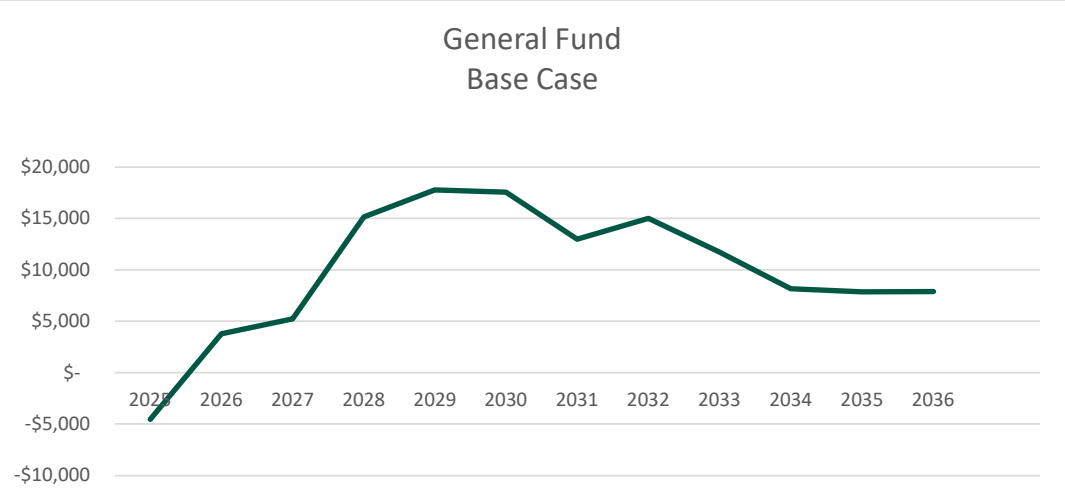
Figure 10 Base case operating results by fund



It is critical 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 and 2024/25 are 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.

Figure 11 General Fund Base Case Unrestricted Cash



Sustainability Scenario

Operating Result

In addition to the base case 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 $290,000 per year for the next five years, 2026/27 to 2030/31.

These savings reduce the ongoing deficits for General Fund to an average of $4.0 million per year from 2026/27.

The 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. The programs are:

- Our Towns Improvement Program - $200,000 per year for five years
- Housing Strategy Accommodation in 2027/28 and 2028/29 $2.0 million funded by loans

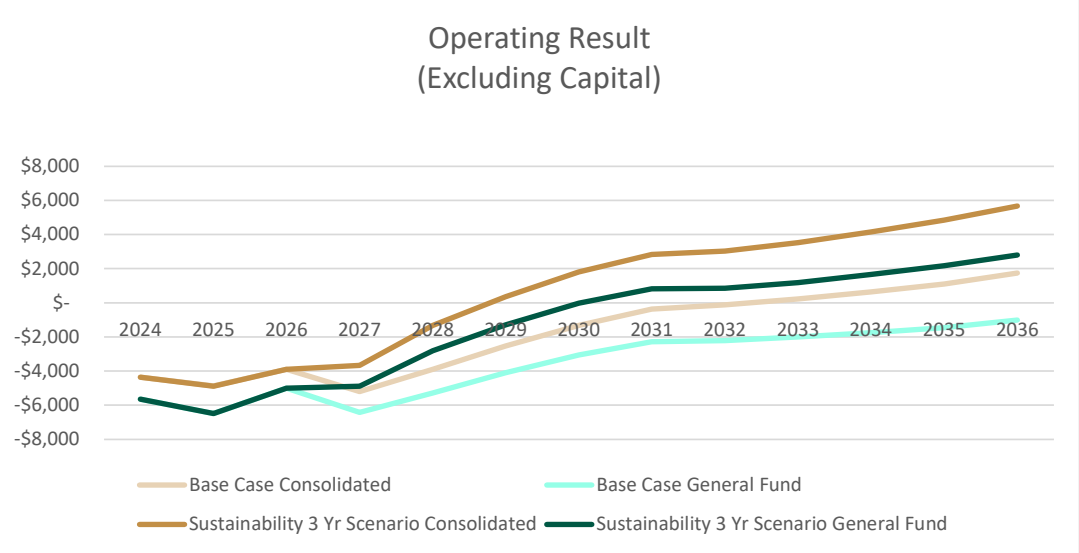
To achieve Council's objective to be financially sustainable for General Fund by 2028/29, Council has submitted a three-year SRV Special Rate Variation as detailed below.

Table 10 Sustainability Scenario 3 Year SRV

Scenario	2026/27	2027/28	2028/29	Cumulative increase over SRV period	Comparison increase at 2028/29
Base Case - Rate Peg	3.6%	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 the Base Case and Sustainability scenarios. The Sustainability scenario significantly improves Councils financial position over the forecast period in particular for General Fund.

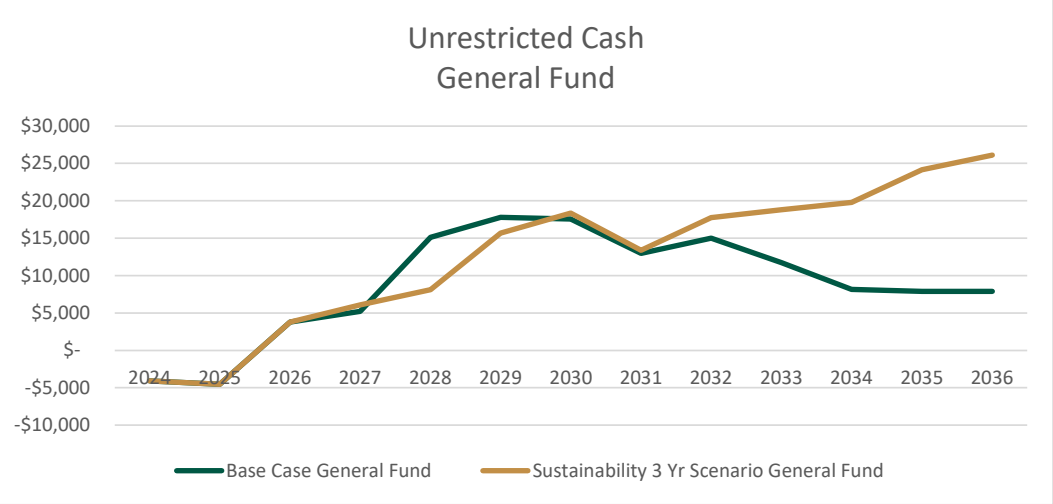
Figure 12 Consolidated and General Fund operating results by scenario



Unrestricted Cash Position

The General Fund unrestricted negative cash position for 2023/24 and 2024/25 has been addressed by Council with the proposed SRV scenario forecasts indicating a sustainable unrestricted cash position.

Figure 13 Unrestricted Cash Position



Capital Results

The SRV scenario has an additional annual average of $2.5 million renewal spend from 2029/30 to address the backlog issue in General Fund, particularly roads and buildings. This is the same level of asset maintenance expenditure for both scenarios each year over the forecast period. The SRV scenario generates 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 14 All scenarios maintenance ratios by fund

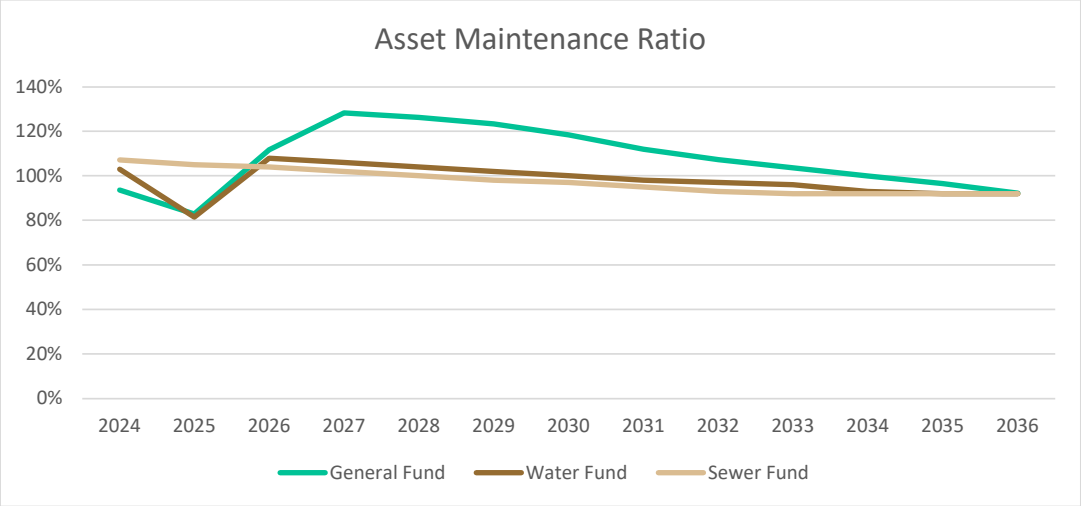


Figure 15 Sustainability scenario renewal ratios by fund

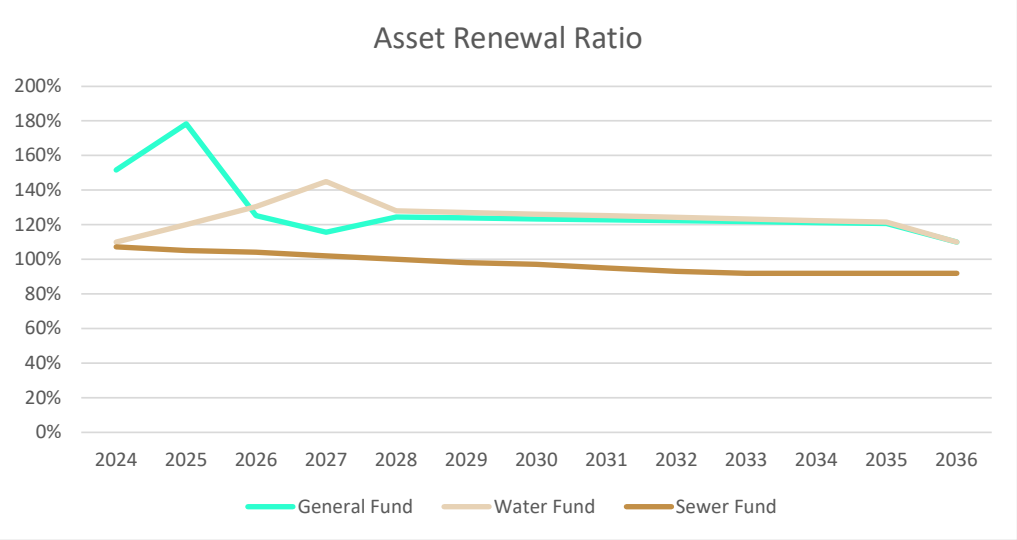
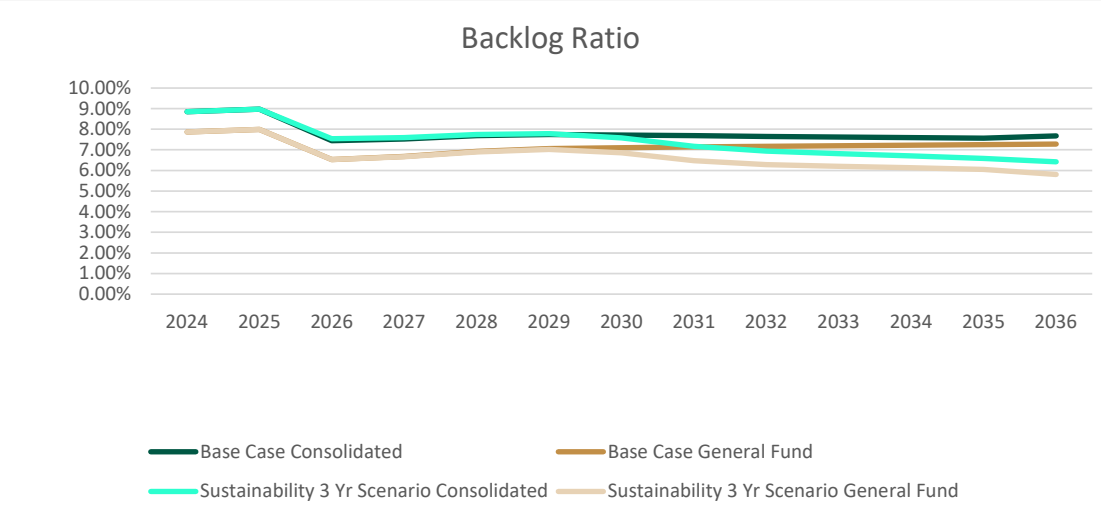


Figure 16 All scenarios backlog ratio by fund



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. Currently inflation has been escalated to 4.6% per annum from 3.7% in February 2026. The RBA expects inflation to peak at 4.8% by mid-2026. With the Reserve Bank of Australia (RBA) implementing steady increases to interest rates, it is expected that inflation will ease 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.

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 11 Inflation sensitivity analysis assumptions

Year	Inflation (CPI)		Interest Rates on Cash	
	Sensitivity analysis	Base Case	Sensitivity Analysis	Base Case
2025/26	4.0%	3.1%	5.0%	4.5%
2026/27	4.5%	3.8%	5.0%	4.5%
2027/28	3.0%	2.5%	5.0%	4.5%
2028/29 onwards	2.5%	2.5%	5.0%	4.5%

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 1.5% 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 17 Sensitivity analysis – Consolidated operating result

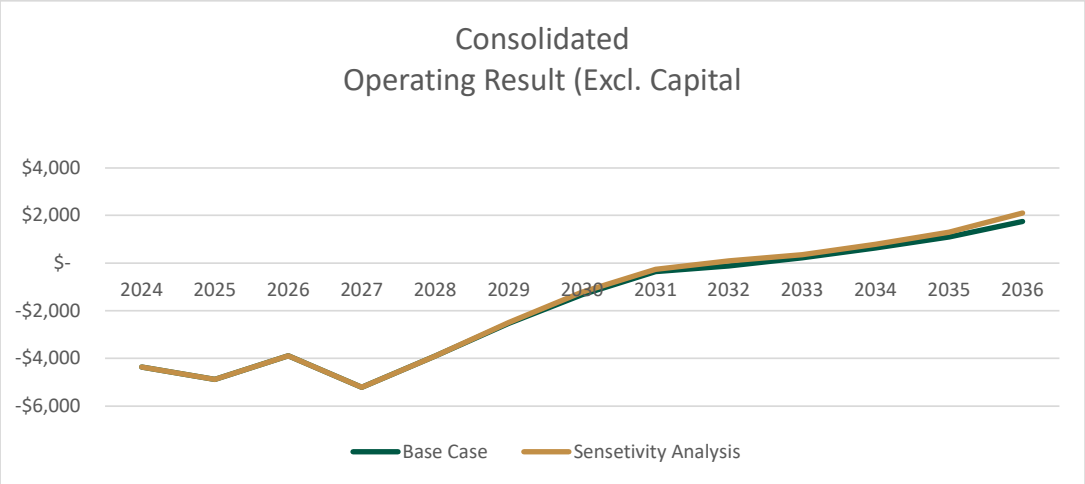
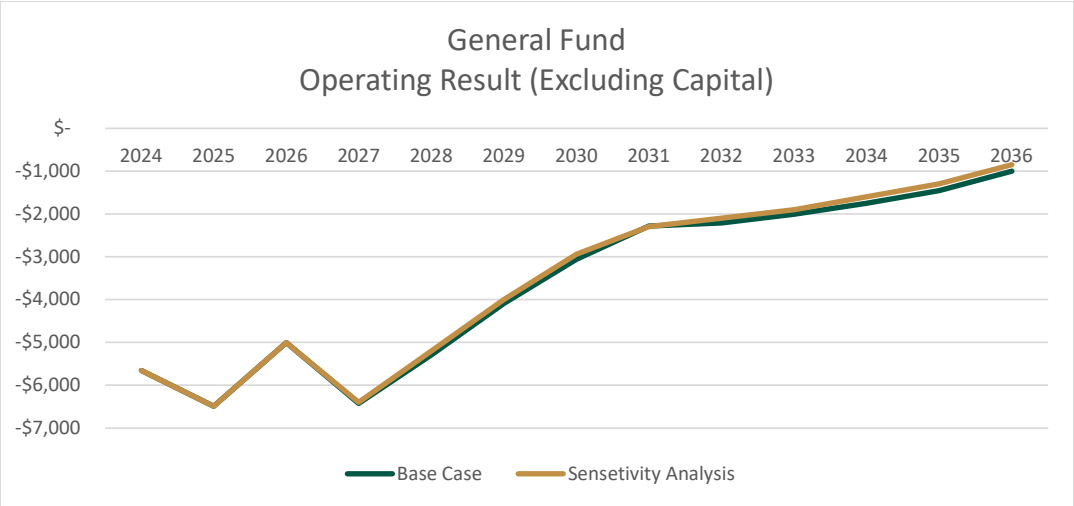


Figure 18 Sensitivity analysis – General Fund operating result



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 %	CPI %	Staff on-costs %	Population Growth	Rate Assessment Growth
2024/25	4.0%	4.5%	2.1%	2.1%	5.7%	3.1%	20.0%	1.0%	0.3%
2025/26	4.4%	4.5%	3.1%	3.1%	5.5%	3.8%	20.0%	1.0%	0.3%
2026/27	3.6%	4.5%	3.8%	3.8%	6.5%	3.5%	20.0%	1.0%	0.3%
2027/28	3.0%	4.5%	3.8%	2.50%	6.5%	3.0%	20.0%	1.0%	0.3%
2028/29	3.0%	4.5%	3.8%	2.5%	6.5%	2.5%	20.0%	1.0%	0.3%
2029/30	3.5%	4.5%	3.8%	2.5%	6.5%	2.5%	20.0%	1.0%	0.2%
2030/31	3.5%	4.5%	2.5%	2.5%	6.5%	2.5%	20.0%	1.0%	0.2%
2031/32	3.5%	4.5%	2.5%	2.5%	6.5%	2.5%	20.0%	1.0%	0.2%
2032/33	3.0%	4.5%	2.5%	2.5%	6.5%	2.5%	20.0%	1.0%	0.2%
2033/34	3.0%	4.5%	2.5%	2.5%	6.5%	2.5%	20.0%	1.0%	0.2%
2034/35	3.0%	4.5%	2.5%	2.5%	6.5%	2.5%	20.0%	1.0%	0.2%
2035/36	3.0%	4.5%	2.5%	2.5%	6.5%	2.5%	20.0%	1.0%	0.2%

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

APPENDIX B: FINANCIAL STATEMENTS BY FUND AND SCENARIO

All numbers are in thousands of dollars. General Fund includes Domestic Waste Management.

Base Case

Whole of Council Consolidated

Operating Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Year Type	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	$7,920	$8,430	$8,894	$9,188	$9,489	$9,850	$10,218	$10,597	$10,986	$11,339	$11,698	$12,069
Special Rates	$0	$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	$0
Annual Charges	$5,948	$7,245	$7,535	$7,822	$8,117	$8,426	$8,741	$8,978	$9,217	$9,467	$9,720	$9,979
TOTAL RATES & ANNUAL CHARGES	$13,868	$15,675	$16,429	$17,009	$17,606	$18,276	$18,958	$19,575	$20,204	$20,806	$21,418	$22,049
User Charges and fees	$3,766	$9,562	$4,281	$4,431	$4,587	$4,748	$4,915	$5,087	$5,215	$5,346	$5,480	$5,617
Other revenues	$899	$510	$1,103	$1,142	$1,176	$1,206	$1,236	$1,267	$1,299	$1,331	$1,365	$1,399
Interest and Investment Income	$1,227	$1,103	$1,609	$2,127	$2,952	$3,159	$3,317	$3,261	$3,473	$3,714	$3,971	$4,279
Other Income	$309	$423	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Initiatives Revenue	$0	$0	$0	$0	$0	$259	$268	$278	$285	$292	$299	$306
TOTAL OWN SOURCE REVENUE	$20,069	$27,273	$23,422	$24,709	$26,321	$27,647	$28,694	$29,467	$30,474	$31,489	$32,533	$33,651
Grants & Contributions - Operating Purposes	$9,245	$10,054	$9,385	$9,743	$10,114	$10,499	$10,763	$10,979	$11,200	$11,425	$11,860	$12,312
Grants & Contributions for Capital Purposes	$14,895	$13,000	$3,145	$7,880	$1,665	$1,665	$1,665	$1,665	$1,665	$1,665	$1,645	$1,462
Gains from disposal assets	$0	$0	$0	$53	$56	$60	$210	$75	$68	$180	$75	$75
TOTAL INCOME FROM CONTINUING OPERATIONS	$44,209	$50,327	$35,952	$42,384	$38,156	$39,871	$41,332	$42,186	$43,407	$44,759	$46,114	$47,500
Employee Benefits	$13,149	$15,596	$15,334	$15,718	$16,111	$16,514	$16,927	$17,350	$17,784	$18,229	$18,685	$19,152

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Materials and Contracts	$9,584	$14,290	$10,619	$10,886	$11,159	$11,439	$11,726	$12,020	$12,322	$12,631	$12,949	$13,274
Borrowing Costs	$521	$375	$983	$854	$866	$817	$764	$459	$399	$336	$270	$204
Depreciation & Amortisation	$9,104	$10,048	$11,071	$10,989	$11,139	$11,322	$11,567	$11,762	$11,957	$12,198	$12,401	$12,578
Other Expenses	$1,248	$912	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Initiatives Expenses	$0	$0	$0	-$47	-$253	-$563	-$955	-$944	-$945	-$939	-$933	-$927
TOTAL EXPENSES FROM CONTINUING OPERATIONS	$34,195	$41,221	$38,007	$38,399	$39,022	$39,529	$40,029	$40,648	$41,517	$42,456	$43,371	$44,282
OPERATING RESULT (Excl. Capital)	-$4,881	-$3,894	-$5,200	-$3,895	-$2,531	-$1,323	-$362	-$126	$225	$638	$1,098	$1,756
OPERATING RESULT (Excl. Capital and Asset Sales)	-$4,292	-$3,894	-$5,200	-$3,947	-$2,587	-$1,383	-$572	-$201	$157	$458	$1,023	$1,681
OPERATING RESULT (Incl. Capital)	$10,014	$9,106	-$2,055	$3,985	-$866	$342	$1,303	$1,539	$1,890	$2,303	$2,743	$3,218

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Base Case – Consolidated Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Cash & Cash Equivalents	$12,628	$24,821	$28,036	$44,539	$48,674	$51,834	$50,707	$54,948	$59,773	$64,916	$71,075	$79,850
Investments - Current	$14,500	$14,501	$14,503	$14,504	$14,506	$14,507	$14,509	$14,510	$14,512	$14,513	$14,515	$14,516
Receivables - Current	$3,990	$4,363	$4,494	$4,651	$4,814	$4,997	$5,184	$5,354	$5,528	$5,694	$5,862	$6,036
Right of Use and Contract Assets - Current	$5,275	$5,276	$5,276	$5,277	$5,277	$5,278	$5,278	$5,279	$5,279	$5,280	$5,280	$5,281
Inventories - Current	$2,301	$2,301	$2,301	$2,302	$2,302	$2,302	$2,302	$2,303	$2,303	$2,303	$2,303	$2,304
Other Current Assets	$0	-$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL CURRENT ASSETS	$38,694	$51,263	$54,610	$71,273	$75,573	$78,917	$77,980	$82,394	$87,394	$92,706	$99,035	$107,986
Infrastructure Property & Equip	$452,511	$497,908	$501,422	$501,191	$504,411	$510,218	$516,350	$522,499	$528,494	$534,675	$540,323	$542,004
Intangible Assets	$0	$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	$0
Receivables - Non-Current	$157	$181	$182	$189	$195	$202	$210	$217	$225	$232	$239	$247
Right of Use and Contract Assets - Non-Current	$1,654	$1,654	$1,654	$1,654	$1,655	$1,655	$1,655	$1,655	$1,655	$1,655	$1,656	$1,656
Investment Property	$725	$725	$725	$725	$725	$725	$725	$726	$726	$726	$726	$726
TOTAL NON-CURRENT ASSETS	$455,047	$500,469	$503,984	$503,759	$506,986	$512,800	$518,940	$525,097	$531,100	$537,288	$542,944	$544,632
TOTAL ASSETS	$493,741	$551,731	$558,594	$575,032	$582,559	$591,718	$596,920	$607,491	$618,495	$629,994	$641,979	$652,618
Payables - Current	$2,599	$2,599	$2,600	$2,600	$2,600	$2,600	$2,601	$2,601	$2,601	$2,601	$2,602	$2,602
Contract Liabilities - Current	$7,745	$7,746	$7,747	$7,747	$7,748	$7,749	$7,750	$7,750	$7,751	$7,752	$7,753	$7,754
Lease Liabilities - Current	$609	$609	$609	$609	$609	$609	$609	$609	$609	$610	$610	$610
Borrowings - Current	$923	$2,916	$3,223	$844	$894	$5,946	$1,002	$1,062	$1,125	$1,191	$934	$934
Provisions - Current	$1,906	$1,906	$1,906	$1,907	$1,907	$1,907	$1,907	$1,907	$1,908	$1,908	$1,908	$1,908
TOTAL CURRENT LIABILITIES	$13,782	$15,776	$16,085	$13,707	$13,758	$18,812	$13,869	$13,930	$13,994	$14,062	$13,806	$13,808
Lease Liabilities - Non-Current	$1,481	$1,481	$1,481	$1,481	$1,482	$1,482	$1,482	$1,482	$1,482	$1,482	$1,482	$1,483
Borrowings - Non-Current	$4,302	$9,532	$9,131	$11,087	$13,646	$7,700	$6,697	$5,636	$4,511	$3,320	$2,385	$1,574
Provisions - Non-Current	$5,629	$5,630	$5,630	$5,631	$5,631	$5,632	$5,632	$5,633	$5,634	$5,634	$5,635	$5,635
TOTAL NON-CURRENT LIABILITIES	$11,412	$16,643	$16,243	$18,199	$20,759	$14,813	$13,812	$12,751	$11,627	$10,436	$9,503	$8,692

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
TOTAL LIABILITIES	$25,194	$32,419	$32,327	$31,906	$34,517	$33,625	$27,681	$26,680	$25,621	$24,498	$23,309	$22,499
NET ASSETS	$468,547	$519,313	$526,267	$543,126	$548,042	$558,093	$569,239	$580,810	$592,874	$605,496	$618,670	$630,118
Accumulated Surplus	$194,619	$203,725	$201,670	$205,655	$204,789	$205,132	$206,435	$207,973	$209,863	$212,166	$214,909	$218,127
Revaluation Reserves	$273,928	$315,588	$324,597	$337,471	$343,253	$352,961	$362,805	$372,837	$383,011	$393,330	$403,761	$411,991
TOTAL EQUITY OPENING BALANCE	$430,959	$468,547	$519,313	$526,267	$543,126	$548,042	$558,093	$569,239	$580,810	$592,874	$605,496	$618,670
Net Operating Result for the Year	$10,014	$9,106	-$2,055	$3,985	-$866	$342	$1,303	$1,539	$1,890	$2,303	$2,743	$3,218
Gain / (Loss) on Reval of PP&E	$27,574	$41,660	$9,009	$12,874	$5,782	$9,708	$9,844	$10,032	$10,174	$10,319	$10,431	$8,230
TOTAL EQUITY CLOSING BALANCE	$468,547	$519,313	$526,267	$543,126	$548,042	$558,093	$569,239	$580,810	$592,874	$605,496	$618,670	$630,118

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Base Case – Consolidated Cash Flow Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Total Own Source Revenue	$19,870	$26,875	$23,291	$24,545	$26,152	$27,457	$28,500	$29,289	$30,293	$31,316	$32,358	$33,470
Grants and Contributions	$24,683	$23,054	$12,530	$17,623	$11,779	$12,164	$12,428	$12,644	$12,865	$13,090	$13,505	$13,774
Other Income from Continuing Operations	$3,733	$0	$0	$52	$56	$60	$210	$75	$67	$180	$75	$75
Employee Benefits	$13,170	$15,596	$15,334	$15,718	$16,111	$16,514	$16,927	$17,350	$17,784	$18,229	$18,685	$19,152
Materials and Contracts	$13,019	$14,290	$10,619	$10,886	$11,159	$11,439	$11,726	$12,020	$12,322	$12,631	$12,949	$13,274
Other Expenses from Continuing Operations	$1,295	$912	-$0	-$48	-$253	-$563	-$955	-$944	-$945	-$939	-$933	-$927
CASHFLOW FROM OPERATIONS	$20,802	$19,132	$9,868	$15,665	$10,971	$12,291	$13,440	$13,582	$14,064	$14,665	$15,238	$15,821
Sale of Current Investments	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sale of IPP&E	$348	$398	$1,089	$53	$56	$60	$210	$75	$68	$180	$75	$75
Purchase of Current Investments	-$700	$1	$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	$0
Purchase of IPP&E	$19,088	$27,885	$9,638	$5,815	$7,846	$9,145	$9,729	$9,618	$9,510	$9,905	$9,337	$7,442
CASHFLOW FROM INVESTING	-$18,040	-$27,489	-$8,551	-$5,764	-$7,791	-$9,086	-$9,521	-$9,545	-$9,444	-$9,726	-$9,264	-$7,369
Proceeds from Grants and Contributions - Capital Purposes	$0	$13,000	$3,145	$7,880	$1,665	$1,665	$1,665	$1,665	$1,665	$1,665	$1,645	$1,462
Proceeds from Borrowings	$0	$11,281	$2,500	$2,800	$1,000	$0	$0	$0	$0	$0	$0	$0
Loan repayments	$1,609	$3,730	$3,748	$4,078	$1,711	$1,711	$6,711	$1,461	$1,461	$1,461	$1,461	$1,139
CASHFLOW FROM FINANCING	-$1,609	$20,551	$1,897	$6,602	$954	-$46	-$5,046	$204	$204	$204	$184	$323
Opening Cash	$11,475	$12,628	$24,821	$28,036	$44,539	$48,674	$51,834	$50,707	$54,948	$59,773	$64,916	$71,075
Change in Cash	$1,153	$12,193	$3,214	$16,503	$4,135	$3,160	-$1,126	$4,241	$4,825	$5,143	$6,158	$8,775
CLOSING CASH	$12,628	$24,821	$28,036	$44,539	$48,674	$51,834	$50,707	$54,948	$59,773	$64,916	$71,075	$79,850
TOTAL CASH AND LIQUID INVESTMENTS	$27,128	$39,323	$42,539	$59,043	$63,180	$66,341	$65,216	$69,459	$74,285	$79,429	$85,589	$94,366
Internally Restricted Cash	$0	$0	$2,000	$8,400	$8,400	$8,700	$9,250	$10,350	$11,450	$12,650	$13,900	$15,150
Externally Restricted Cash	$17,841	$22,999	$21,782	$20,987	$21,692	$23,397	$24,101	$23,306	$28,061	$32,666	$34,770	$36,770
Externally Restricted - Water Fund Cash Balance	$4,392	$4,294	$4,564	$5,125	$5,783	$6,549	$7,430	$8,431	$9,523	$10,711	$12,002	$14,720

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Externally Restricted - Sewerage Fund Cash Balance	$5,979	$5,087	$5,326	$5,672	$6,075	$6,541	$7,074	$7,657	$8,288	$8,971	$9,671	$11,283
Externally Restricted - Domestic Waste Cash Balance	$3,450	$3,164	$3,639	$3,732	$3,446	$3,611	$4,399	$4,720	$5,249	$6,278	$7,382	$8,566
Unrestricted Cash	-$4,534	$3,778	$5,227	$15,128	$17,783	$17,544	$12,962	$14,995	$11,715	$8,153	$7,863	$7,877

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Base Case General Fund

Operating Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Year Type	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	$7,920	$8,430	$8,894	$9,188	$9,489	$9,850	$10,218	$10,597	$10,986	$11,339	$11,698	$12,069
Special Rates	$0	$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	$0
Annual Charges	$2,474	$3,783	$3,793	$3,937	$4,086	$4,241	$4,400	$4,519	$4,640	$4,766	$4,893	$5,023
TOTAL RATES & ANNUAL CHARGES	$10,394	$12,213	$12,687	$13,125	$13,575	$14,091	$14,618	$15,116	$15,626	$16,105	$16,591	$17,093
User Charges and fees	$2,445	$7,462	$2,133	$2,208	$2,285	$2,366	$2,449	$2,535	$2,598	$2,663	$2,730	$2,799
Other revenues	$806	$510	$1,103	$1,142	$1,176	$1,206	$1,236	$1,267	$1,299	$1,331	$1,365	$1,399
Interest and Investment Income	$945	$772	$1,220	$1,632	$2,412	$2,566	$2,663	$2,536	$2,669	$2,824	$2,987	$3,196
Other Income	$309	$413	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Initiatives Revenue	$0	$0	$0	$0	$0	$259	$268	$278	$285	$292	$299	$306
TOTAL OWN SOURCE REVENUE	$14,899	$21,370	$17,143	$18,107	$19,449	$20,487	$21,233	$21,731	$22,476	$23,215	$23,973	$24,793
Grants & Contributions - Operating Purposes	$9,052	$9,784	$9,385	$9,743	$10,114	$10,499	$10,763	$10,979	$11,200	$11,425	$11,860	$12,312
Grants & Contributions for Capital Purposes	$14,895	$13,000	$3,125	$7,835	$1,620	$1,620	$1,620	$1,620	$1,620	$1,620	$1,620	$1,462
Gains from disposal assets	$0	$0	$0	$53	$56	$60	$210	$75	$68	$180	$75	$75
TOTAL INCOME FROM CONTINUING OPERATIONS	$38,846	$44,154	$29,653	$35,737	$31,239	$32,667	$33,826	$34,405	$35,363	$36,440	$37,528	$38,642
Employee Benefits	$12,487	$14,696	$14,350	$14,709	$15,077	$15,454	$15,840	$16,236	$16,642	$17,058	$17,485	$17,922
Materials and Contracts	$8,476	$11,673	$8,059	$8,261	$8,469	$8,681	$8,899	$9,123	$9,352	$9,586	$9,827	$10,074
Borrowing Costs	$396	$269	$898	$765	$786	$745	$702	$408	$360	$309	$255	$204
Depreciation & Amortisation	$7,700	$8,611	$9,647	$9,508	$9,632	$9,788	$10,006	$10,174	$10,341	$10,555	$10,730	$10,907
Other Expenses	$797	$912	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Initiatives Expenses	$0	$0	$0	-$47	-$253	-$563	-$955	-$944	-$945	-$939	-$933	-$927
TOTAL EXPENSES FROM CONTINUING OPERATIONS	$30,440	$36,161	$32,954	$33,196	$33,710	$34,106	$34,493	$34,997	$35,750	$36,570	$37,364	$38,180

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
OPERATING RESULT (Excl. Capital)	-$6,489	-$5,007	-$6,426	-$5,294	-$4,092	-$3,059	-$2,287	-$2,212	-$2,007	-$1,750	-$1,456	-$1,000
OPERATING RESULT (Excl. Capital and Asset Sales)	-$5,905	-$5,007	-$6,426	-$5,347	-$4,148	-$3,119	-$2,497	-$2,287	-$2,074	-$1,930	-$1,531	-$1,075
OPERATING RESULT (Incl. Capital)	$8,406	$7,993	-$3,301	$2,541	-$2,472	-$1,439	-$667	-$592	-$387	-$130	$164	$462

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Base Case – General Fund Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Cash & Cash Equivalents	$6,523	$19,478	$22,184	$37,781	$40,855	$42,784	$40,244	$42,902	$46,004	$49,275	$53,443	$57,890
Investments - Current	$10,462	$10,463	$10,464	$10,465	$10,466	$10,467	$10,468	$10,469	$10,470	$10,471	$10,472	$10,474
Receivables - Current	$2,652	$3,066	$3,082	$3,186	$3,294	$3,419	$3,546	$3,672	$3,801	$3,920	$4,042	$4,166
Right of Use and Contract Assets - Current	$5,423	$5,424	$5,424	$5,425	$5,425	$5,426	$5,426	$5,427	$5,427	$5,428	$5,428	$5,429
Inventories - Current	$2,301	$2,301	$2,301	$2,302	$2,302	$2,302	$2,302	$2,303	$2,303	$2,303	$2,303	$2,304
Other Current Assets	-$230	-$230	-$230	-$230	-$230	-$230	-$230	-$230	-$230	-$230	-$230	-$230
TOTAL CURRENT ASSETS	$27,131	$40,501	$43,226	$58,929	$62,112	$64,168	$61,757	$64,543	$67,776	$71,168	$75,459	$80,032
Infrastructure Property & Equip	$394,554	$440,354	$441,467	$438,966	$439,899	$443,402	$447,213	$451,026	$454,669	$458,482	$461,747	$465,049
Intangible Assets	$0	$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	$0
Receivables - Non-Current	$157	$181	$182	$189	$195	$202	$210	$217	$225	$232	$239	$247
Right of Use and Contract Assets - Non-Current	$1,654	$1,654	$1,654	$1,654	$1,655	$1,655	$1,655	$1,655	$1,655	$1,655	$1,656	$1,656
Investment Property	$725	$725	$725	$725	$725	$725	$725	$726	$726	$726	$726	$726
TOTAL NON-CURRENT ASSETS	$397,090	$442,915	$444,029	$441,534	$442,474	$445,984	$449,804	$453,624	$457,275	$461,095	$464,368	$467,677
TOTAL ASSETS	$424,221	$483,416	$487,255	$500,463	$504,586	$510,152	$511,561	$518,167	$525,051	$532,263	$539,826	$547,709
Payables - Current	$2,320	$2,320	$2,320	$2,321	$2,321	$2,321	$2,321	$2,322	$2,322	$2,322	$2,322	$2,323
Contract Liabilities - Current	$7,745	$7,746	$7,747	$7,747	$7,748	$7,749	$7,750	$7,750	$7,751	$7,752	$7,753	$7,754
Lease Liabilities - Current	$609	$609	$609	$609	$609	$609	$609	$609	$609	$610	$610	$610
Borrowings - Current	$593	$2,814	$3,113	$725	$766	$5,809	$854	$902	$953	$1,006	$934	$934
Provisions - Current	$1,875	$1,875	$1,875	$1,876	$1,876	$1,876	$1,876	$1,876	$1,877	$1,877	$1,877	$1,877
TOTAL CURRENT LIABILITIES	$13,142	$15,364	$15,665	$13,278	$13,320	$18,364	$13,411	$13,460	$13,512	$13,567	$13,496	$13,497
Lease Liabilities - Non-Current	$1,481	$1,481	$1,481	$1,481	$1,482	$1,482	$1,482	$1,482	$1,482	$1,482	$1,482	$1,483
Borrowings - Non-Current	$3,128	$8,696	$8,083	$10,157	$12,844	$7,035	$6,181	$5,279	$4,326	$3,320	$2,385	$1,574
Provisions - Non-Current	$5,531	$5,532	$5,532	$5,533	$5,533	$5,534	$5,534	$5,535	$5,535	$5,536	$5,537	$5,537

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
TOTAL NON-CURRENT LIABILITIES	$10,140	$15,709	$15,096	$17,172	$19,859	$14,051	$13,197	$12,296	$11,344	$10,338	$9,404	$8,594
TOTAL LIABILITIES	$23,282	$31,073	$30,761	$30,450	$33,179	$32,415	$26,608	$25,756	$24,856	$23,905	$22,900	$22,091
NET ASSETS	$400,939	$452,344	$456,494	$470,014	$471,407	$477,737	$484,953	$492,411	$500,195	$508,358	$516,926	$525,618
Accumulated Surplus	$161,610	$169,603	$166,302	$168,843	$166,371	$164,932	$164,265	$163,673	$163,286	$163,156	$163,320	$163,782
Revaluation Reserves	$239,329	$282,741	$290,192	$301,171	$305,036	$312,805	$320,688	$328,738	$336,909	$345,202	$353,606	$361,836
TOTAL EQUITY OPENING BALANCE	$364,823	$400,939	$452,344	$456,494	$470,014	$471,407	$477,737	$484,953	$492,411	$500,195	$508,358	$516,926
Net Operating Result for the Year	$8,406	$7,993	-$3,301	$2,541	-$2,472	-$1,439	-$667	-$592	-$387	-$130	$164	$462
Gain / (Loss) on Reval of PP&E	$27,574	$43,412	$7,451	$10,979	$3,865	$7,769	$7,883	$8,050	$8,170	$8,293	$8,404	$8,230
TOTAL EQUITY CLOSING BALANCE	$400,804	$452,344	$456,494	$470,014	$471,407	$477,737	$484,953	$492,411	$500,195	$508,358	$516,926	$525,618

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Base Case – General Fund Cash Flow Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Total Own Source Revenue	$14,700	$20,932	$17,125	$17,996	$19,335	$20,355	$21,097	$21,598	$22,340	$23,089	$23,844	$24,661
Grants and Contributions	$24,490	$22,784	$12,510	$17,578	$11,734	$12,119	$12,383	$12,599	$12,820	$13,045	$13,480	$13,774
Other Income from Continuing Operations	$3,733	$0	$0	$52	$56	$60	$210	$75	$67	$180	$75	$75
Employee Benefits	$12,508	$14,696	$14,350	$14,709	$15,077	$15,454	$15,840	$16,236	$16,642	$17,058	$17,485	$17,922
Materials and Contracts	$11,911	$11,673	$8,059	$8,261	$8,469	$8,681	$8,899	$9,123	$9,352	$9,586	$9,827	$10,074
Other Expenses from Continuing Operations	$714	$912	-$0	-$48	-$253	-$563	-$955	-$944	-$945	-$939	-$933	-$927
CASHFLOW FROM OPERATIONS	$17,790	$16,435	$7,227	$12,704	$7,833	$8,962	$9,906	$9,857	$10,178	$10,608	$11,021	$11,441
Sale of Current Investments	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sale of IPP&E	$348	$398	$1,089	$53	$56	$60	$210	$75	$68	$180	$75	$75
Purchase of Current Investments	-$700	$1	$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	$0
Purchase of IPP&E	$18,993	$24,721	$7,685	$3,915	$5,924	$7,201	$7,764	$7,631	$7,501	$7,874	$7,285	$7,392
CASHFLOW FROM INVESTING	-$17,945	-$24,324	-$6,597	-$3,863	-$5,868	-$7,142	-$7,555	-$7,557	-$7,435	-$7,695	-$7,211	-$7,318
Proceeds from Grants and Contributions - Capital purposes	$0	$13,000	$3,125	$7,835	$1,620	$1,620	$1,620	$1,620	$1,620	$1,620	$1,620	$1,462
Proceeds from Borrowings	$0	$11,281	$2,500	$2,800	$1,000	$0	$0	$0	$0	$0	$0	$0
Loan repayments	$1,279	$3,209	$3,548	$3,878	$1,511	$1,511	$6,511	$1,262	$1,262	$1,262	$1,262	$1,139
CASHFLOW FROM FINANCING	-$1,279	$21,072	$2,077	$6,757	$1,109	$109	-$4,891	$358	$358	$358	$358	$323
Opening Cash	$7,729	$6,295	$19,478	$22,184	$37,781	$40,855	$42,784	$40,244	$42,902	$46,004	$49,275	$53,443
Change in Cash	-$1,434	$13,183	$2,706	$15,598	$3,074	$1,929	-$2,540	$2,658	$3,102	$3,271	$4,168	$4,446
CLOSING CASH	$6,295	$19,478	$22,184	$37,781	$40,855	$42,784	$40,244	$42,902	$46,004	$49,275	$53,443	$57,890
TOTAL CASH AND LIQUID INVESTMENTS	$16,757	$29,941	$32,648	$48,246	$51,321	$53,251	$50,712	$53,371	$56,474	$59,747	$63,916	$68,363
Internally Restricted Cash	$0	$0	$2,000	$8,400	$8,400	$8,700	$9,250	$10,350	$11,450	$12,650	$13,900	$15,150
Externally Restricted Cash	$17,841	$22,999	$21,782	$20,987	$21,692	$23,397	$24,101	$23,306	$28,061	$32,666	$34,770	$36,770
Unrestricted Cash	-$1,084	$6,942	$8,866	$18,859	$21,229	$21,155	$17,361	$19,715	$16,963	$14,431	$15,246	$16,443

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Base Case Water Fund

Operating Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Year Type	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Special Rates	$0	$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	$0
Annual Charges	$1,515	$1,457	$1,588	$1,648	$1,711	$1,776	$1,842	$1,892	$1,943	$1,995	$2,048	$2,103
TOTAL RATES & ANNUAL CHARGES	$1,515	$1,457	$1,588	$1,648	$1,711	$1,776	$1,842	$1,892	$1,943	$1,995	$2,048	$2,103
User Charges and fees	$1,321	$1,963	$2,045	$2,117	$2,191	$2,268	$2,348	$2,430	$2,491	$2,554	$2,618	$2,683
Other revenues	$21	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Interest and Investment Income	$112	$156	$202	$228	$256	$289	$327	$371	$422	$476	$536	$600
Other Income	$0	$10	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Initiatives Revenue	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL OWN SOURCE REVENUE	$2,969	$3,586	$3,835	$3,993	$4,158	$4,333	$4,517	$4,694	$4,855	$5,025	$5,202	$5,387
Grants & Contributions - Operating Purposes	$193	$270	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Grants & Contributions for Capital Purposes	$0	$0	$20	$25	$25	$25	$25	$25	$25	$25	$25	$0
Gains from disposal assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL INCOME FROM CONTINUING OPERATIONS	$3,162	$3,856	$3,855	$4,018	$4,183	$4,358	$4,542	$4,719	$4,880	$5,050	$5,227	$5,387
Employee Benefits	$408	$475	$396	$406	$416	$427	$437	$448	$460	$471	$483	$495
Materials and Contracts	$841	$1,833	$1,686	$1,728	$1,772	$1,816	$1,862	$1,909	$1,956	$2,006	$2,056	$2,107
Borrowing Costs	$101	$94	$85	$89	$81	$71	$62	$51	$40	$27	$14	$0
Depreciation & Amortisation	$817	$803	$902	$848	$863	$878	$894	$910	$926	$942	$958	$958
Other Expenses	$197	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Initiatives Revenue	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL EXPENSES FROM CONTINUING OPERATIONS	$2,368	$3,205	$3,069	$3,071	$3,131	$3,193	$3,255	$3,318	$3,381	$3,446	$3,511	$3,561

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
OPERATING RESULT (Excl. Capital)	$794	$651	$766	$922	$1,027	$1,140	$1,262	$1,376	$1,474	$1,579	$1,691	$1,826
OPERATING RESULT (Excl. Capital and Asset Sales)	$798	$651	$766	$922	$1,027	$1,140	$1,262	$1,376	$1,474	$1,579	$1,691	$1,826
OPERATING RESULT (Incl. Capital)	$794	$651	$786	$947	$1,052	$1,165	$1,287	$1,401	$1,499	$1,604	$1,716	$1,826

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Base Case Water Fund - Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2035
Cash & Cash Equivalents	$3,076	$3,253	$3,523	$4,083	$4,742	$5,507	$6,388	$7,389	$8,481	$9,669	$10,960	$13,677
Investments - Current	$1,041	$1,041	$1,041	$1,041	$1,041	$1,042	$1,042	$1,042	$1,042	$1,042	$1,042	$1,042
Receivables - Current	$1,166	$1,121	$1,222	$1,269	$1,317	$1,367	$1,418	$1,456	$1,495	$1,536	$1,577	$1,619
Right of Use and Contract Assets - Current	-$138	-$138	-$138	-$138	-$138	-$138	-$138	-$138	-$138	-$138	-$138	-$138
Inventories - Current	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other Current Assets	-$113	-$113	-$113	-$113	-$113	-$113	-$113	-$113	-$113	-$113	-$113	-$113
TOTAL CURRENT ASSETS	$5,032	$5,165	$5,536	$6,142	$6,849	$7,664	$8,596	$9,636	$10,767	$11,996	$13,328	$16,087
Infrastructure Property & Equip	$33,114	$31,488	$33,077	$34,411	$35,752	$37,099	$38,454	$39,815	$41,183	$42,556	$43,936	$43,003
Intangible Assets	$0	$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	$0
Receivables - Non-Current	$0	$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	$0
Investment Property	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL NON-CURRENT ASSETS	$33,114	$31,488	$33,077	$34,411	$35,752	$37,099	$38,454	$39,815	$41,183	$42,556	$43,936	$43,003
TOTAL ASSETS	$38,146	$36,653	$38,612	$40,553	$42,600	$44,764	$47,050	$49,451	$51,949	$54,552	$57,264	$59,090
Payables - Current	$222	$222	$222	$222	$222	$222	$222	$222	$222	$222	$222	$222
Contract Liabilities - Current	$0	$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	$0
Borrowings - current	$112	$102	$110	$119	$128	$138	$148	$160	$172	$185	$0	$0
Provisions - Current	$24	$24	$24	$24	$24	$24	$24	$24	$24	$24	$24	$24
TOTAL CURRENT LIABILITIES	$358	$348	$356	$365	$374	$384	$394	$406	$418	$431	$246	$246
Lease Liabilities - Non-Current	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Borrowings - Non current	$1,153	$1,158	$1,048	$930	$802	$664	$516	$357	$185	-$0	-$0	$0
Provisions - Non-Current	$57	$57	$57	$57	$57	$57	$57	$57	$57	$57	$57	$57

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2035
TOTAL NON-CURRENT LIABILITIES	$1,210	$1,215	$1,105	$987	$859	$721	$573	$414	$242	$57	$57	$57
TOTAL LIABILITIES	$1,568	$1,564	$1,461	$1,351	$1,233	$1,105	$968	$819	$660	$488	$303	$303
NET ASSETS	$36,578	$35,089	$37,151	$39,202	$41,368	$43,658	$46,083	$48,631	$51,289	$54,064	$56,961	$58,787
Accumulated Surplus	$17,178	$17,829	$18,615	$19,562	$20,614	$21,779	$23,067	$24,468	$25,966	$27,570	$29,286	$31,112
Revaluation Reserves	$19,400	$17,260	$18,536	$19,639	$20,754	$21,879	$23,016	$24,164	$25,323	$26,493	$27,675	$27,675
TOTAL EQUITY OPENING BALANCE	$36,125	$36,578	$35,089	$37,151	$39,202	$41,368	$43,658	$46,083	$48,631	$51,289	$54,064	$56,961
Net Operating Result for the Year	$794	$651	$786	$947	$1,052	$1,165	$1,287	$1,401	$1,499	$1,604	$1,716	$1,826
Gain / (Loss) on Reval of PP&E	$0	-$2,140	$1,276	$1,103	$1,114	$1,126	$1,137	$1,148	$1,159	$1,170	$1,181	-$0
TOTAL EQUITY CLOSING BALANCE	$36,919	$35,089	$37,151	$39,202	$41,368	$43,658	$46,083	$48,631	$51,289	$54,064	$56,961	$58,787

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Base Case Water Fund - Cash Flow Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Total Own Source Revenue	$2,969	$3,631	$3,734	$3,947	$4,110	$4,283	$4,466	$4,655	$4,816	$4,984	$5,161	$5,345
Grants and Contributions	$193	$270	$20	$25	$25	$25	$25	$25	$25	$25	$25	$0
Other Income from Continuing Operations	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Employee Benefits	$408	$475	$396	$406	$416	$427	$437	$448	$460	$471	$483	$495
Materials and Contracts	$841	$1,833	$1,686	$1,728	$1,772	$1,816	$1,862	$1,909	$1,956	$2,006	$2,056	$2,107
Other Expenses from Continuing Operations	$302	-$0	-$0	-$0	-$0	-$0	-$0	-$0	-$0	-$0	-$0	-$0
CASHFLOW FROM OPERATIONS	$1,611	$1,593	$1,672	$1,838	$1,947	$2,065	$2,192	$2,323	$2,425	$2,533	$2,647	$2,742
Sale of Current Investments	$0	$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	$0
Purchase of Current Investments	$0	$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	$0
Purchase of IPP&E	$81	$1,491	$1,223	$1,103	$1,114	$1,126	$1,137	$1,148	$1,159	$1,170	$1,182	$25
CASHFLOW FROM INVESTING	-$81	-$1,491	-$1,223	-$1,103	-$1,115	-$1,126	-$1,137	-$1,148	-$1,159	-$1,170	-$1,182	-$25
Proceeds from Grants and Contributions - Capital purposes	$0	$0	$20	$25	$25	$25	$25	$25	$25	$25	$25	$0
Proceeds from Borrowings	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Loan repayments	$112	$199	$199	$199	$199	$199	$199	$199	$199	$199	$199	$0
CASHFLOW FROM FINANCING	-$112	-$199	-$179	-$174	-$174	-$174	-$174	-$174	-$174	-$174	-$174	$0
Opening Cash	$1,933	$3,351	$3,253	$3,523	$4,083	$4,742	$5,507	$6,388	$7,389	$8,481	$9,669	$10,960
Change in Cash	$1,418	-$98	$270	$560	$659	$765	$881	$1,001	$1,092	$1,188	$1,291	$2,717
CLOSING CASH	$3,351	$3,253	$3,523	$4,083	$4,742	$5,507	$6,388	$7,389	$8,481	$9,669	$10,960	$13,677
TOTAL CASH AND LIQUID INVESTMENTS	$4,392	$4,294	$4,564	$5,125	$5,783	$6,549	$7,430	$8,431	$9,523	$10,711	$12,002	$14,720
Internally Restricted Cash	$0	$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	$0
Unrestricted Cash	$4,392	$4,294	$4,564	$5,125	$5,783	$6,549	$7,430	$8,431	$9,523	$10,711	$12,002	$14,720

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Base Case Sewer Fund

Operating Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Year Type	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Special Rates	$0	$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	$0
Annual Charges	$1,959	$2,005	$2,154	$2,236	$2,320	$2,409	$2,499	$2,566	$2,635	$2,706	$2,779	$2,853
TOTAL RATES & ANNUAL CHARGES	$1,959	$2,005	$2,154	$2,236	$2,320	$2,409	$2,499	$2,566	$2,635	$2,706	$2,779	$2,853
User Charges and fees	$0	$137	$103	$107	$110	$114	$118	$122	$125	$129	$132	$135
Other revenues	$72	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Interest and Investment Income	$170	$175	$187	$266	$284	$304	$327	$354	$383	$414	$449	$484
Other Income	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Initiatives Revenue	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL OWN SOURCE REVENUE	$2,201	$2,317	$2,444	$2,609	$2,714	$2,827	$2,944	$3,043	$3,143	$3,249	$3,359	$3,471
Grants & Contributions - Operating Purposes	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Grants & Contributions for Capital Purposes	$0	$0	$0	$20	$20	$20	$20	$20	$20	$20	$0	$0
Gains from disposal assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL INCOME FROM CONTINUING OPERATIONS	$2,201	$2,317	$2,444	$2,629	$2,734	$2,847	$2,964	$3,063	$3,163	$3,269	$3,359	$3,471
Employee Benefits	$254	$425	$588	$603	$618	$633	$649	$666	$682	$699	$717	$735
Materials and Contracts	$267	$784	$874	$896	$918	$941	$965	$989	$1,014	$1,040	$1,066	$1,092
Borrowing Costs	$24	$12	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Depreciation & Amortisation	$587	$634	$522	$633	$644	$655	$667	$678	$689	$701	$713	$713
Other Expenses	$254	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Initiatives Revenue	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL EXPENSES FROM CONTINUING OPERATIONS	$1,387	$1,855	$1,984	$2,132	$2,180	$2,230	$2,281	$2,333	$2,386	$2,440	$2,496	$2,541

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
OPERATING RESULT (Excl. Capital)	$814	$462	$460	$477	$534	$596	$663	$710	$757	$809	$863	$931
OPERATING RESULT (Excl. Capital and Asset Sales)	$815	$462	$460	$477	$534	$596	$663	$710	$757	$809	$863	$931
OPERATING RESULT (Incl. Capital)	$814	$462	$460	$497	$554	$616	$683	$730	$777	$829	$863	$931

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Base Case Sewer Fund - Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Cash & Cash Equivalents	$3,029	$2,090	$2,329	$2,674	$3,077	$3,543	$4,075	$4,657	$5,288	$5,972	$6,671	$8,283
Investments - Current	$2,997	$2,997	$2,998	$2,998	$2,998	$2,998	$2,999	$2,999	$2,999	$3,000	$3,000	$3,000
Receivables - Current	$172	$176	$189	$196	$204	$211	$219	$225	$231	$238	$244	$250
Right of Use and Contract Assets - Current	-$10	-$10	-$10	-$10	-$10	-$10	-$10	-$10	-$10	-$10	-$10	-$10
Inventories - Current	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other Current Assets	$343	$343	$343	$343	$343	$343	$343	$343	$343	$343	$343	$343
TOTAL CURRENT ASSETS	$6,531	$5,597	$5,849	$6,202	$6,612	$7,086	$7,627	$8,215	$8,852	$9,542	$10,248	$11,867
Infrastructure Property & Equip	$24,843	$26,066	$26,878	$27,814	$28,760	$29,716	$30,682	$31,658	$32,643	$33,637	$34,640	$33,952
Intangible Assets	$0	$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	$0
Receivables - Non-Current	$0	$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	$0
Investment Property	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL NON-CURRENT ASSETS	$24,843	$26,066	$26,878	$27,814	$28,760	$29,716	$30,682	$31,658	$32,643	$33,637	$34,640	$33,952
TOTAL ASSETS	$31,374	$31,662	$32,727	$34,016	$35,373	$36,802	$38,309	$39,873	$41,495	$43,179	$44,888	$45,819
Payables - Current	$57	$57	$57	$57	$57	$57	$57	$57	$57	$57	$57	$57
Contract Liabilities - Current	$0	$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	$0
Borrowings - Current	$218	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Provisions - Current	$7	$7	$7	$7	$7	$7	$7	$7	$7	$7	$7	$7
TOTAL CURRENT LIABILITIES	$282	$64	$64	$64	$64	$64	$64	$64	$64	$64	$64	$64
Lease Liabilities - Non-Current	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Borrowings - Non-Current	$21	-$322	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Provisions - Non-Current	$41	$41	$41	$41	$41	$41	$41	$41	$41	$41	$41	$41

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
TOTAL NON-CURRENT LIABILITIES	$62	-$281	$41	$41	$41	$41	$41	$41	$41	$41	$41	$41
TOTAL LIABILITIES	$344	-$217	$105	$105	$105	$105	$105	$105	$105	$105	$105	$105
NET ASSETS	$31,030	$31,880	$32,622	$33,911	$35,267	$36,697	$38,204	$39,768	$41,390	$43,074	$44,783	$45,714
Accumulated Surplus	$15,831	$16,293	$16,753	$17,250	$17,804	$18,420	$19,103	$19,833	$20,610	$21,439	$22,303	$23,233
Revaluation Reserves	$15,199	$15,587	$15,869	$16,661	$17,464	$18,277	$19,100	$19,935	$20,779	$21,635	$22,480	$22,480
TOTAL EQUITY OPENING BALANCE	$30,011	$31,030	$31,880	$32,622	$33,911	$35,267	$36,697	$38,204	$39,768	$41,390	$43,074	$44,783
Net Operating Result for the Year	$814	$462	$460	$497	$554	$616	$683	$730	$777	$829	$863	$931
Gain / (Loss) on Reval of PP&E	$0	$388	$282	$792	$803	$813	$824	$834	$845	$855	$846	$0
TOTAL EQUITY CLOSING BALANCE	$30,824	$31,880	$32,622	$33,911	$35,267	$36,697	$38,204	$39,768	$41,390	$43,074	$44,783	$45,714

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Base Case Sewer Fund - Cash Flow Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Total Own Source Revenue	$2,201	$2,313	$2,431	$2,602	$2,707	$2,819	$2,936	$3,037	$3,137	$3,243	$3,353	$3,465
Grants and Contributions	$0	$0	$0	$20	$20	$20	$20	$20	$20	$20	$0	$0
Other Income from Continuing Operations	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Employee Benefits	$254	$425	$588	$603	$618	$633	$649	$666	$682	$699	$717	$735
Materials and Contracts	$267	$784	$874	$896	$918	$941	$965	$989	$1,014	$1,040	$1,066	$1,092
Other Expenses from Continuing Operations	$279	-$0	-$0	-$0	-$0	-$0	-$0	-$0	-$0	-$0	-$0	-$0
CASHFLOW FROM OPERATIONS	$1,401	$1,104	$969	$1,123	$1,191	$1,264	$1,342	$1,402	$1,461	$1,524	$1,570	$1,637
Sale of Current Investments	$0	$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	$0
Purchase of Current Investments	$0	$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	$0
Purchase of IPP&E	$14	$1,673	$730	$797	$808	$818	$829	$839	$850	$860	$871	$25
CASHFLOW FROM INVESTING	-$14	-$1,673	-$730	-$797	-$808	-$818	-$829	-$839	-$850	-$860	-$871	-$25
Proceeds from Grants and Contributions - Capital Purposes	$0	$0	$0	$20	$20	$20	$20	$20	$20	$20	$0	$0
Proceeds from Borrowings	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Loan repayments	$218	$322	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
CASHFLOW FROM FINANCING	-$218	-$322	$0	$20	$20	$20	$20	$20	$20	$20	$0	$0
Opening Cash	$1,813	$2,982	$2,090	$2,329	$2,674	$3,077	$3,543	$4,075	$4,657	$5,288	$5,972	$6,671
Change in Cash	$1,169	-$892	$239	$346	$403	$466	$533	$582	$631	$684	$699	$1,612
CLOSING CASH	$2,982	$2,090	$2,329	$2,674	$3,077	$3,543	$4,075	$4,657	$5,288	$5,972	$6,671	$8,283
TOTAL CASH AND LIQUID INVESTMENTS	$5,979	$5,087	$5,326	$5,672	$6,075	$6,541	$7,074	$7,657	$8,288	$8,971	$9,671	$11,283
Internally Restricted Cash	$0	$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	$0
Unrestricted Cash	$5,979	$5,087	$5,326	$5,672	$6,075	$6,541	$7,074	$7,657	$8,288	$8,971	$9,671	$11,283

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Sustainability Scenario – 3 year SRV

Consolidated Whole of Council

Operating statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Year Type	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	$7,920	$8,430	$10,430	$10,703	$11,954	$13,064	$13,484	$13,918	$14,363	$14,758	$15,162	$15,579
Special Rates	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Ordinary Rate SRV	$0	$0	$0	$939	$699	$0	$0	$0	$0	$0	$0	$0
Annual Charges	$5,948	$7,245	$7,535	$7,822	$8,117	$8,426	$8,741	$8,978	$9,217	$9,467	$9,720	$9,979
TOTAL RATES & ANNUAL CHARGES	$13,868	$15,675	$17,965	$19,464	$20,770	$21,490	$22,225	$22,895	$23,580	$24,226	$24,882	$25,559
User Charges and fees	$3,766	$9,562	$4,281	$4,431	$4,587	$4,748	$4,915	$5,087	$5,215	$5,346	$5,480	$5,617
Other revenues	$899	$510	$1,103	$1,142	$1,176	$1,206	$1,236	$1,267	$1,299	$1,331	$1,365	$1,399
Interest and Investment Income	$1,227	$1,103	$1,609	$2,235	$2,669	$3,126	$3,433	$3,360	$3,695	$4,155	$4,645	$5,190
Other Income	$309	$423	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Initiatives Revenue	$0	$0	$0	$0	$0	$259	$268	$278	$285	$292	$299	$306
TOTAL OWN SOURCE REVENUE	$20,069	$27,273	$24,958	$27,272	$29,202	$30,828	$32,076	$32,887	$34,073	$35,350	$36,671	$38,071
Grants & Contributions - Operating Purposes	$9,245	$10,054	$9,385	$9,743	$10,114	$10,499	$10,763	$10,979	$11,200	$11,425	$11,860	$12,312
Grants & Contributions for Capital Purposes	$14,895	$13,000	$3,145	$2,928	$2,928	$2,928	$2,928	$3,053	$3,053	$3,053	$3,033	$2,850
Gains from disposal assets	$0	$0	$0	$53	$56	$60	$210	$75	$68	$180	$75	$75
TOTAL INCOME FROM CONTINUING OPERATIONS	$44,209	$50,327	$37,488	$39,995	$42,300	$44,316	$45,977	$46,994	$48,393	$50,008	$51,639	$53,308
Employee Benefits	$13,149	$15,596	$15,334	$15,718	$16,111	$16,514	$16,927	$17,350	$17,784	$18,229	$18,685	$19,152
Materials and Contracts	$9,584	$14,290	$10,619	$10,886	$11,159	$11,439	$11,726	$12,020	$12,322	$12,631	$12,949	$13,274
Borrowing Costs	$521	$375	$983	$854	$866	$817	$764	$459	$399	$336	$270	$204
Depreciation & Amortisation	$9,104	$10,048	$11,071	$10,979	$11,133	$11,373	$11,750	$12,025	$12,261	$12,545	$12,794	$13,081
Other Expenses	$1,248	$912	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Initiatives Expenses	$0	$0	$0	-$47	-$253	-$563	-$955	-$944	-$945	-$939	-$933	-$927

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
TOTAL EXPENSES FROM CONTINUING OPERATIONS	$34,195	$41,221	$38,007	$38,389	$39,016	$39,580	$40,212	$40,910	$41,821	$42,802	$43,764	$44,784
OPERATING RESULT (Excl. Capital)	-$4,881	-$3,894	-$3,664	-$1,322	$356	$1,808	$2,837	$3,031	$3,519	$4,152	$4,842	$5,674
OPERATING RESULT (Excl. Capital and Asset Sales)	-$4,292	-$3,894	-$3,664	-$1,374	$300	$1,748	$2,627	$2,956	$3,451	$3,972	$4,767	$5,599
OPERATING RESULT (Incl. Capital)	$10,014	$9,106	-$519	$1,606	$3,284	$4,736	$5,765	$6,084	$6,572	$7,205	$7,875	$8,524

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Sustainability Scenario Consolidated - Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Cash & Cash Equivalents	$12,628	$26,128	$30,206	$38,886	$48,016	$54,148	$52,695	$59,382	$68,594	$78,392	$89,281	$100,130
Investments - Current	$14,500	$14,501	$14,503	$14,504	$14,506	$14,507	$14,509	$14,510	$14,512	$14,513	$14,515	$14,516
Receivables - Current	$3,990	$4,363	$4,940	$5,365	$5,734	$5,931	$6,133	$6,319	$6,509	$6,688	$6,869	$7,056
Right of Use and Contract Assets - Current	$5,275	$5,276	$5,276	$5,277	$5,277	$5,278	$5,278	$5,279	$5,279	$5,280	$5,280	$5,281
Inventories - Current	$2,301	$2,301	$2,301	$2,302	$2,302	$2,302	$2,302	$2,303	$2,303	$2,303	$2,303	$2,304
Other Current Assets	$0	-$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL CURRENT ASSETS	$38,694	$52,570	$57,227	$66,333	$75,834	$82,167	$80,918	$87,793	$97,197	$107,175	$118,248	$129,286
Infrastructure Property & Equip	$452,511	$495,312	$499,240	$499,418	$503,031	$514,225	$532,611	$545,966	$555,595	$565,368	$574,961	$586,355
Intangible Assets	$0	$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	$0
Receivables - Non-Current	$157	$181	$209	$231	$249	$258	$266	$275	$283	$291	$299	$307
Right of Use and Contract Assets - Non-Current	$1,654	$1,654	$1,654	$1,654	$1,655	$1,655	$1,655	$1,655	$1,655	$1,655	$1,656	$1,656
Investment Property	$725	$725	$725	$725	$725	$725	$725	$726	$726	$726	$726	$726
TOTAL NON-CURRENT ASSETS	$455,047	$497,873	$501,829	$502,029	$505,661	$516,863	$535,258	$548,621	$558,259	$568,040	$577,641	$589,044
TOTAL ASSETS	$493,741	$550,442	$559,055	$568,362	$581,495	$599,029	$616,175	$636,414	$655,457	$675,215	$695,889	$718,330
Payables - Current	$2,599	$2,599	$2,600	$2,600	$2,600	$2,600	$2,601	$2,601	$2,601	$2,601	$2,602	$2,602
Contract Liabilities - Current	$7,745	$7,746	$7,747	$7,747	$7,748	$7,749	$7,750	$7,750	$7,751	$7,752	$7,753	$7,754
Lease Liabilities - Current	$609	$609	$609	$609	$609	$609	$609	$609	$609	$610	$610	$610
Borrowings - current	$923	$2,916	$3,223	$844	$894	$5,946	$1,002	$1,062	$1,125	$1,191	$934	$934
Provisions - Current	$1,906	$1,906	$1,906	$1,907	$1,907	$1,907	$1,907	$1,907	$1,908	$1,908	$1,908	$1,908
TOTAL CURRENT LIABILITIES	$13,782	$15,776	$16,085	$13,707	$13,758	$18,812	$13,869	$13,930	$13,994	$14,062	$13,806	$13,808
Lease Liabilities - Non-Current	$1,481	$1,481	$1,481	$1,481	$1,482	$1,482	$1,482	$1,482	$1,482	$1,482	$1,482	$1,483
Borrowings - Non current	$4,302	$9,532	$9,131	$11,087	$13,646	$7,700	$6,697	$5,636	$4,511	$3,320	$2,385	$1,574
Provisions - Non-Current	$5,629	$5,630	$5,630	$5,631	$5,631	$5,632	$5,632	$5,633	$5,634	$5,634	$5,635	$5,635
TOTAL NON-CURRENT LIABILITIES	$11,412	$16,643	$16,243	$18,199	$20,759	$14,813	$13,812	$12,751	$11,627	$10,436	$9,503	$8,692

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
TOTAL LIABILITIES	$25,194	$32,419	$32,327	$31,906	$34,517	$33,625	$27,681	$26,680	$25,621	$24,498	$23,309	$22,499
NET ASSETS	$468,547	$518,024	$526,728	$536,456	$546,979	$565,404	$588,495	$609,733	$629,836	$650,717	$672,580	$695,831
Accumulated Surplus	$194,619	$203,725	$203,206	$204,812	$208,097	$212,833	$218,597	$224,681	$231,253	$238,458	$246,333	$254,857
Revaluation Reserves	$273,928	$314,299	$323,521	$331,643	$338,882	$352,572	$369,898	$385,052	$398,583	$412,259	$426,247	$440,973
TOTAL EQUITY OPENING BALANCE	$430,959	$468,547	$518,024	$526,728	$536,456	$546,979	$565,404	$588,495	$609,733	$629,836	$650,717	$672,580
Net Operating Result for the Year	$10,014	$9,106	-$519	$1,606	$3,284	$4,736	$5,765	$6,084	$6,572	$7,205	$7,875	$8,524
Gain / (Loss) on Reval of PP&E	$27,574	$40,371	$9,223	$8,122	$7,239	$13,690	$17,326	$15,154	$13,531	$13,676	$13,988	$14,726
TOTAL EQUITY CLOSING BALANCE	$468,547	$518,024	$526,728	$536,456	$546,979	$565,404	$588,495	$609,733	$629,836	$650,717	$672,580	$695,831

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Sustainability Scenario Consolidated - Cashflow

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Total Own Source Revenue	$19,870	$26,875	$24,354	$26,825	$28,815	$30,622	$31,866	$32,693	$33,874	$35,164	$36,482	$37,876
Grants and Contributions	$24,683	$23,054	$12,530	$12,671	$13,042	$13,427	$13,691	$14,032	$14,253	$14,478	$14,893	$15,162
Other Income from Continuing Operations	$3,733	$0	$0	$53	$56	$60	$210	$75	$68	$180	$75	$75
Employee Benefits	$13,170	$15,596	$15,334	$15,718	$16,111	$16,514	$16,927	$17,350	$17,784	$18,229	$18,685	$19,152
Materials and Contracts	$13,019	$14,290	$10,619	$10,886	$11,159	$11,439	$11,726	$12,020	$12,322	$12,631	$12,949	$13,274
Other Expenses from Continuing Operations	$1,295	$912	-$0	-$48	-$253	-$563	-$955	-$944	-$945	-$939	-$933	-$927
CASHFLOW FROM OPERATIONS	$20,802	$19,132	$10,931	$12,993	$14,897	$16,720	$18,069	$18,373	$19,033	$19,901	$20,750	$21,615
Sale of Current Investments	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sale of IPP&E	$348	$398	$1,089	$53	$56	$60	$210	$75	$68	$180	$75	$75
Purchase of Current Investments	-$700	$1	$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	$0
Purchase of IPP&E	$19,088	$26,578	$9,838	$6,015	$8,039	$11,864	$15,948	$13,352	$11,479	$11,874	$11,506	$12,550
CASHFLOW FROM INVESTING	-$18,040	-$26,182	-$8,751	-$5,964	-$7,984	-$11,805	-$15,740	-$13,279	-$11,413	-$11,695	-$11,433	-$12,477
Proceeds from Grants and Contributions - Capital purposes	$0	$13,000	$3,145	$2,928	$2,928	$2,928	$2,928	$3,053	$3,053	$3,053	$3,033	$2,850
Proceeds from Borrowings	$0	$11,281	$2,500	$2,800	$1,000	$0	$0	$0	$0	$0	$0	$0
Loan repayments	$1,609	$3,730	$3,748	$4,078	$1,711	$1,711	$6,711	$1,461	$1,461	$1,461	$1,461	$1,139
CASHFLOW FROM FINANCING	-$1,609	$20,551	$1,897	$1,650	$2,217	$1,217	-$3,783	$1,592	$1,592	$1,592	$1,572	$1,711
Opening Cash	$11,475	$12,628	$26,128	$30,206	$38,886	$48,016	$54,148	$52,695	$59,382	$68,594	$78,392	$89,281
Change in Cash	$1,153	$13,500	$4,078	$8,680	$9,130	$6,132	-$1,453	$6,687	$9,213	$9,797	$10,889	$10,849
CLOSING CASH	$12,628	$26,128	$30,206	$38,886	$48,016	$54,148	$52,695	$59,382	$68,594	$78,392	$89,281	$100,130
TOTAL CASH AND LIQUID INVESTMENTS	$27,128	$40,630	$44,709	$53,390	$62,522	$68,656	$67,204	$73,892	$83,106	$92,905	$103,795	$114,646
Internally Restricted Cash	$0	$0	$2,000	$8,400	$8,400	$8,700	$9,250	$10,350	$11,450	$12,650	$13,900	$15,150
Externally Restricted Cash	$17,841	$22,999	$21,782	$20,987	$21,692	$23,397	$24,101	$23,306	$28,061	$32,666	$34,770	$36,770
Externally Restricted - Water Fund cash balance	$4,392	$4,705	$4,975	$5,555	$6,235	$7,023	$7,928	$8,954	$10,072	$11,288	$12,608	$15,356

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Externally Restricted - Sewerage Fund cash balance	$5,979	$5,984	$6,223	$6,614	$7,064	$7,579	$8,164	$8,801	$9,489	$10,233	$10,996	$12,674
Externally Restricted Domestic Waste Cash Balance	$3,450	$3,164	$3,639	$3,732	$3,446	$3,611	$4,399	$4,720	$5,249	$6,278	$7,382	$8,566
Unrestricted Cash	-$4,534	$3,778	$6,090	$8,102	$15,685	$18,346	$13,361	$17,761	$18,784	$19,790	$24,139	$26,130

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Sustainability Scenario General Fund

Operating Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Year Type	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	$7,920	$8,430	$10,430	$10,703	$11,954	$13,064	$13,484	$13,918	$14,363	$14,758	$15,162	$15,579
Special Rates	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Ordinary Rate SRV	$0	$0	$0	$939	$699	$0	$0	$0	$0	$0	$0	$0
Annual Charges	$2,474	$3,783	$3,793	$3,937	$4,086	$4,241	$4,400	$4,519	$4,640	$4,766	$4,893	$5,023
TOTAL RATES & ANNUAL CHARGES	$10,394	$12,213	$14,223	$15,579	$16,739	$17,305	$17,884	$18,437	$19,003	$19,524	$20,055	$20,603
User Charges and fees	$2,445	$7,462	$2,133	$2,208	$2,285	$2,366	$2,449	$2,535	$2,598	$2,663	$2,730	$2,799
Other revenues	$806	$510	$1,103	$1,142	$1,176	$1,206	$1,236	$1,267	$1,299	$1,331	$1,365	$1,399
Interest and Investment Income	$945	$772	$1,220	$1,676	$2,061	$2,461	$2,703	$2,556	$2,807	$3,177	$3,569	$4,010
Other Income	$309	$413	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Initiatives Revenue	$0	$0	$0	$0	$0	$259	$268	$278	$285	$292	$299	$306
TOTAL OWN SOURCE REVENUE	$14,899	$21,370	$18,679	$20,605	$22,261	$23,597	$24,539	$25,072	$25,991	$26,988	$28,018	$29,117
Grants & Contributions - Operating Purposes	$9,052	$9,784	$9,385	$9,743	$10,114	$10,499	$10,763	$10,979	$11,200	$11,425	$11,860	$12,312
Grants & Contributions for Capital Purposes	$14,895	$13,000	$3,125	$2,883	$2,883	$2,883	$2,883	$3,008	$3,008	$3,008	$3,008	$2,850
Gains from disposal assets	$0	$0	$0	$53	$56	$60	$210	$75	$68	$180	$75	$75
TOTAL INCOME FROM CONTINUING OPERATIONS	$38,846	$44,154	$31,189	$33,283	$35,314	$37,039	$38,395	$39,134	$40,266	$41,601	$42,961	$44,354
Employee Benefits	$12,487	$14,696	$14,350	$14,709	$15,077	$15,454	$15,840	$16,236	$16,642	$17,058	$17,485	$17,922
Materials and Contracts	$8,476	$11,673	$8,059	$8,261	$8,469	$8,681	$8,899	$9,123	$9,352	$9,586	$9,827	$10,074
Borrowing Costs	$396	$269	$898	$765	$786	$745	$702	$408	$360	$309	$255	$204
Depreciation & Amortisation	$7,700	$8,611	$9,647	$9,516	$9,644	$9,857	$10,208	$10,455	$10,663	$10,920	$11,141	$11,427
Other Expenses	$797	$912	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Initiatives Expenses	$0	$0	$0	-$47	-$253	-$563	-$955	-$944	-$945	-$939	-$933	-$927

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
TOTAL EXPENSES FROM CONTINUING OPERATIONS	$30,440	$36,161	$32,954	$33,204	$33,722	$34,175	$34,694	$35,277	$36,072	$36,934	$37,775	$38,701
OPERATING RESULT (Excl. Capital)	-$6,489	-$5,007	-$4,890	-$2,804	-$1,291	-$19	$818	$848	$1,186	$1,659	$2,179	$2,803
OPERATING RESULT (Excl. Capital and Asset Sales)	-$5,905	-$5,007	-$4,890	-$2,857	-$1,347	-$79	$608	$773	$1,119	$1,479	$2,104	$2,728
OPERATING RESULT (Incl. Capital)	$8,406	$7,993	-$1,765	$79	$1,592	$2,864	$3,701	$3,856	$4,194	$4,667	$5,187	$5,653

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Sustainability Scenario General Fund - Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Cash & Cash Equivalents	$6,523	$19,478	$23,047	$30,756	$38,756	$43,586	$40,643	$45,667	$53,074	$60,912	$69,719	$76,142
Investments - Current	$10,462	$10,463	$10,464	$10,465	$10,466	$10,467	$10,468	$10,469	$10,470	$10,471	$10,472	$10,474
Receivables - Current	$2,652	$3,066	$3,529	$3,900	$4,213	$4,353	$4,496	$4,638	$4,783	$4,914	$5,048	$5,187
Right of Use and Contract Assets - Current	$5,423	$5,424	$5,424	$5,425	$5,425	$5,426	$5,426	$5,427	$5,427	$5,428	$5,428	$5,429
Inventories - Current	$2,301	$2,301	$2,301	$2,302	$2,302	$2,302	$2,302	$2,303	$2,303	$2,303	$2,303	$2,304
Other Current Assets	-$230	-$230	-$230	-$230	-$230	-$230	-$230	-$230	-$230	-$230	-$230	-$230
TOTAL CURRENT ASSETS	$27,131	$40,501	$44,535	$52,617	$60,933	$65,904	$63,106	$68,273	$75,827	$83,798	$92,741	$99,305
Infrastructure Property & Equip	$394,554	$440,354	$441,864	$439,754	$441,062	$449,934	$465,982	$476,982	$484,242	$491,628	$498,820	$511,818
Intangible Assets	$0	$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	$0
Receivables - Non-Current	$157	$181	$209	$231	$249	$258	$266	$275	$283	$291	$299	$307
Right of Use and Contract Assets - Non-Current	$1,654	$1,654	$1,654	$1,654	$1,655	$1,655	$1,655	$1,655	$1,655	$1,655	$1,656	$1,656
Investment Property	$725	$725	$725	$725	$725	$725	$725	$726	$726	$726	$726	$726
TOTAL NON-CURRENT ASSETS	$397,090	$442,915	$444,452	$442,364	$443,692	$452,572	$468,629	$479,638	$486,906	$494,300	$501,501	$514,507
TOTAL ASSETS	$424,221	$483,416	$488,987	$494,981	$504,624	$518,476	$531,735	$547,911	$562,733	$578,099	$594,242	$613,812
Payables - Current	$2,320	$2,320	$2,320	$2,321	$2,321	$2,321	$2,321	$2,322	$2,322	$2,322	$2,322	$2,323
Contract Liabilities - Current	$7,745	$7,746	$7,747	$7,747	$7,748	$7,749	$7,750	$7,750	$7,751	$7,752	$7,753	$7,754
Lease Liabilities - Current	$609	$609	$609	$609	$609	$609	$609	$609	$609	$610	$610	$610
Borrowings - current	$593	$2,814	$3,113	$725	$766	$5,809	$854	$902	$953	$1,006	$934	$934
Provisions - Current	$1,875	$1,875	$1,875	$1,876	$1,876	$1,876	$1,876	$1,876	$1,877	$1,877	$1,877	$1,877
TOTAL CURRENT LIABILITIES	$13,142	$15,364	$15,665	$13,278	$13,320	$18,364	$13,411	$13,460	$13,512	$13,567	$13,496	$13,497
Lease Liabilities - Non-Current	$1,481	$1,481	$1,481	$1,481	$1,482	$1,482	$1,482	$1,482	$1,482	$1,482	$1,482	$1,483
Borrowings - Non current	$3,128	$8,696	$8,083	$10,157	$12,844	$7,035	$6,181	$5,279	$4,326	$3,320	$2,385	$1,574
Provisions - Non-Current	$5,531	$5,532	$5,532	$5,533	$5,533	$5,534	$5,534	$5,535	$5,535	$5,536	$5,537	$5,537

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
TOTAL NON-CURRENT LIABILITIES	$10,140	$15,709	$15,096	$17,172	$19,859	$14,051	$13,197	$12,296	$11,344	$10,338	$9,404	$8,594
TOTAL LIABILITIES	$23,282	$31,073	$30,761	$30,450	$33,179	$32,415	$26,608	$25,756	$24,856	$23,905	$22,900	$22,091
NET ASSETS	$400,939	$452,344	$458,226	$464,532	$471,445	$486,061	$505,127	$522,155	$537,877	$554,194	$571,341	$591,721
Accumulated Surplus	$161,610	$169,603	$167,838	$167,917	$169,509	$172,373	$176,074	$179,931	$184,125	$188,792	$193,978	$199,631
Revaluation Reserves	$239,329	$282,741	$290,388	$296,615	$301,936	$313,687	$329,053	$342,225	$353,752	$365,402	$377,363	$392,089
TOTAL EQUITY OPENING BALANCE	$364,823	$400,939	$452,344	$458,226	$464,532	$471,445	$486,061	$505,127	$522,155	$537,877	$554,194	$571,341
Net Operating Result for the Year	$8,406	$7,993	-$1,765	$79	$1,592	$2,864	$3,701	$3,856	$4,194	$4,667	$5,187	$5,653
Gain / (Loss) on Reval of PP&E	$27,574	$43,412	$7,647	$6,227	$5,321	$11,751	$15,365	$13,172	$11,527	$11,650	$11,961	$14,726
TOTAL EQUITY CLOSING BALANCE	$400,804	$452,344	$458,226	$464,532	$471,445	$486,061	$505,127	$522,155	$537,877	$554,194	$571,341	$591,721

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Sustainability Scenario General Fund - Cash Flow Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Total Own Source Revenue	$14,700	$20,932	$18,189	$20,211	$21,929	$23,449	$24,388	$24,922	$25,837	$26,848	$27,876	$28,970
Grants and Contributions	$24,490	$22,784	$12,510	$12,626	$12,997	$13,382	$13,646	$13,987	$14,208	$14,433	$14,868	$15,162
Other Income from Continuing Operations	$3,733	$0	$0	$53	$56	$60	$210	$75	$68	$180	$75	$75
Employee Benefits	$12,508	$14,696	$14,350	$14,709	$15,077	$15,454	$15,840	$16,236	$16,642	$17,058	$17,485	$17,922
Materials and Contracts	$11,911	$11,673	$8,059	$8,261	$8,469	$8,681	$8,899	$9,123	$9,352	$9,586	$9,827	$10,074
Other Expenses from Continuing Operations	$714	$912	-$0	-$48	-$253	-$563	-$955	-$944	-$945	-$939	-$933	-$927
CASHFLOW FROM OPERATIONS	$17,790	$16,435	$8,290	$9,967	$11,690	$13,319	$14,460	$14,569	$15,064	$15,756	$16,441	$17,138
Sale of Current Investments	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sale of IPP&E	$348	$398	$1,089	$53	$56	$60	$210	$75	$68	$180	$75	$75
Purchase of Current Investments	-$700	$1	$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	$0
Purchase of IPP&E	$18,993	$24,721	$7,885	$4,115	$6,117	$9,920	$13,983	$11,365	$9,470	$9,843	$9,454	$12,500
CASHFLOW FROM INVESTING	-$17,945	-$24,324	-$6,797	-$4,063	-$6,062	-$9,861	-$13,774	-$11,291	-$9,404	-$9,664	-$9,380	-$12,426
Proceeds from Grants and Contributions - Capital purposes	$0	$13,000	$3,125	$2,883	$2,883	$2,883	$2,883	$3,008	$3,008	$3,008	$3,008	$2,850
Proceeds from Borrowings	$0	$11,281	$2,500	$2,800	$1,000	$0	$0	$0	$0	$0	$0	$0
Loan repayments	$1,279	$3,209	$3,548	$3,878	$1,511	$1,511	$6,511	$1,262	$1,262	$1,262	$1,262	$1,139
CASHFLOW FROM FINANCING	-$1,279	$21,072	$2,077	$1,805	$2,372	$1,372	-$3,628	$1,746	$1,746	$1,746	$1,746	$1,711
Opening Cash	$7,729	$6,295	$19,478	$23,047	$30,756	$38,756	$43,586	$40,643	$45,667	$53,074	$60,912	$69,719
Change in Cash	-$1,434	$13,183	$3,569	$7,709	$8,001	$4,830	-$2,942	$5,024	$7,407	$7,838	$8,807	$6,424
CLOSING CASH	$6,295	$19,478	$23,047	$30,756	$38,756	$43,586	$40,643	$45,667	$53,074	$60,912	$69,719	$76,142
TOTAL CASH AND LIQUID INVESTMENTS	$16,757	$29,941	$33,511	$41,221	$49,222	$54,053	$51,112	$56,137	$63,544	$71,383	$80,191	$86,616
Internally Restricted Cash	$0	$0	$2,000	$8,400	$8,400	$8,700	$9,250	$10,350	$11,450	$12,650	$13,900	$15,150
Externally Restricted Cash	$17,841	$22,999	$21,782	$20,987	$21,692	$23,397	$24,101	$23,306	$28,061	$32,666	$34,770	$36,770
Unrestricted Cash	-$1,084	$6,942	$9,729	$11,834	$19,130	$21,956	$17,760	$22,480	$24,033	$26,068	$31,521	$34,696

Water Fund and Sewer Funds

Operating Statements, Balance Sheet and Cashflow

See Base Case as no change under SRV scenarios

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

APPENDIX C: PERFORMANCE MEASURES BY FUND AND SCENARIO

Base Case

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%

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

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	0.00x	0.00x	0.00x	0.00x	0.00x	0.00x	0.00x	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%

DRAFT LONG TERM FINANCIAL PLAN 2026-2036

Sustainability 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%	62.5%	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%