

ATTACHMENTS TO

Finance and Facilities Committee Meeting Business Paper 12 March 2025

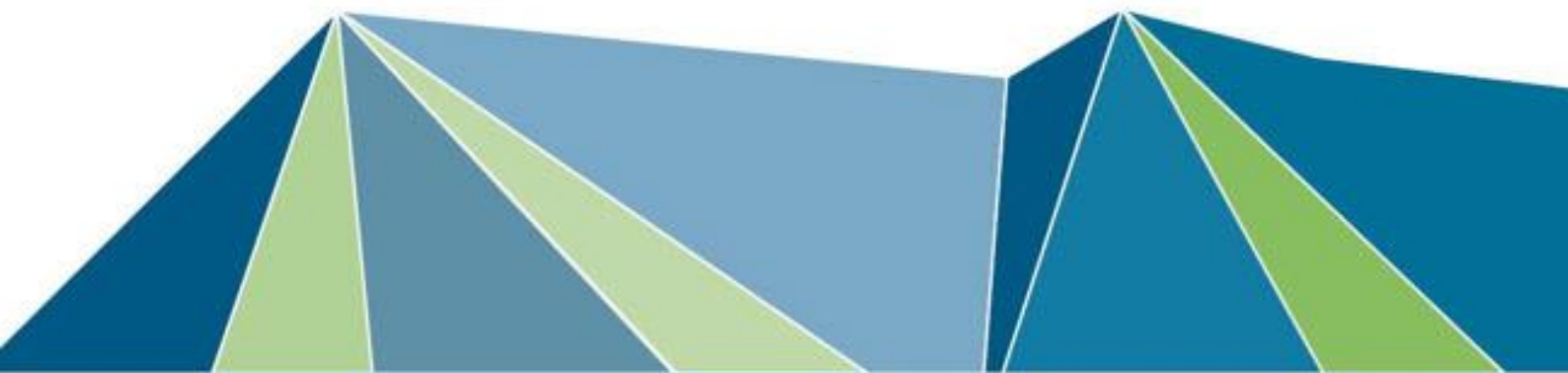


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Ballina Lighthouse & Lismore SLSC Inc.
ABN 94 923 973 436
PO Box 590, Ballina NSW 2478
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www.ballinasurfclub.com.au

29 November 2024
Leanne Harding
Coordinator Property
Ballina Shire Council
Via email
Dear Leanne

The Club is concerned about several issues regarding the Sublease Proposal referenced in your email of 28 November 2024, they are listed below:

- The short time frame for consideration of this matter by the Club, as an interested party, given that the email was only received on Thursday 28th November 2024 and the Council's Commercial Services Meeting is being held on Monday 2 December 2024.
- The probability that the busiest time for Capiche will be in the summer months which coincides with the Club's peak period and regular use of the premises. Most of the Club's issues are around the logistics of a greater usage rate of the Meeting Rooms, which will involve higher foot and vehicle traffic that could conflict with our operations.
- Current Lease - Special Provisions – Cause 38 Use of Licensed Area free of charge:
One weeknight per month (Mon – Thurs)
Three additional nights per annum (Fri – Sat)
- Deed – BLLSLSC and BSC – Clause 5 Exclusive Licensed Area – exclusive use of this area each Sunday and any other day that is a Surf Carnival.
- Car Parking - availability for beach visitors/ volunteers and Sunday Morning Nippers if more functions are held. In the past volunteers have been fined for parking on the grassed area opposite the car park. How is the increased traffic flow going to be managed?





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- Foyer Area shared use - if Capiche patrons and suppliers require lift access. The club has concerns around safety. The Club has a Duty of Care for all members, especially children. There may be issues if access is required at busy times i.e., Sunday morning Nippers and Patrol times. All internal doors are left open to allow members access to gear shed/first aid room/showers and toilets during these activities. How will security measures be addressed in shared areas with increased traffic flow?
- Maintaining Access - Surf Lifesaving is an integral part of emergency management and are first responders to many incidents. The Club needs 24/7 access to emergency response equipment. If Commercial Vehicles are driven on to footpaths and grassed areas outside the Clubhouse and Storage Shed to load and unload gear or food supplies, as has happened in the past, access is compromised, and precious time is lost.

The Club would welcome an opportunity to discuss this matter in more detail.

Sincerely yours,

A handwritten signature in blue ink, appearing to read 'Jt', is positioned above the printed name.

Joanne McIntosh
President

BALLINA SHIRE COUNCIL – FILE NOTE

Subject: Capiche Proposal – Meeting Rooms Ballina Surf Club
Date: 14 January 2025
Author: Leanne Harding
CM Reference: L/157 & L/163
Copy to: Paul Tsikleas

Meeting held 9.30am Tuesday 14 January 2025 at Ballina Lighthouse & Lismore Surf Lifesaving Training Rooms

In attendance: Joanne McIntosh, Duncan Hope & Lisa Atherton – BLLSLC
Paul Tsikleas & Leanne Harding – BSC

Discussion

Council resolution was to consult with BLLSLC regarding the proposal from Far East Trading Company P/L to sublease the meeting rooms at the Ballina Surf Club.

A number of issues were raised by the Surf Club regarding the proposal:

1. Parking

BLLSLC are concerned that if the meeting room bookings increase it may put pressure on the carpark and surrounding areas. They advised that they already have issues with vehicles parking on the grass around the surf club.

BSC advised that if they do have issues with illegal parking, they should contact Council's Rangers or Compliance Section so that they are aware of this and may be able to include patrols in this area.

2. Child Safety for Members of the Surf Club

BLLSLC explained that they have concerns with people accessing the foyer area to use the lift or access the kiosk when they have children around, particularly near bathrooms. They explained the new legislation and that they are in the process of developing policies/procedures for their own organization.

BSC advised that they may contact Roberta O'Brien from Council's Community Facilities to discuss current arrangements and how both organisations can work together regarding child safety. It is anticipated that any procedures then put in place could be included in any potential sublease documentation.

3. Loading dock

BLLSLC advised of issues with catering/delivery trucks not using the loading dock and blocking access to areas around the Surf Club.

BSC advised that they can contact Council's Rangers/Compliance Section for any illegal parking in this area.

It should be noted that delivery trucks and food trucks are not necessarily making deliveries to Capiche but could servicing hirers of the meeting rooms.

4. Increase in usage of meeting rooms and impact to service delivery of BLLSLC.

BLLSLC are concerned that the increase in usage of meeting rooms will put pressure on infrastructure such as parking and may impact on the operation of the surf club.

BSC advised that the purpose of the meeting rooms will not change. Whilst it is anticipated that the meeting room usage may increase with the proposal, it would be up to the sublessee to manage any conflicts working with Council.

5. Special provisions in sublease for BLLSLC on usage of meeting rooms

BLLSLC are concerned that they will not be able to have the same usage provisions that are currently in their sublease ie. One weeknight per month (Mon-Thurs) and Three additional nights per annum (Fri-Sat).

BSC advised that the special provisions in the sublease for the BLLSLC would be included in any sublease for the meeting rooms.

6. Opening Times of Café & Kiosk


The surf club expressed disappointment that Capiche is not open for breakfast and that the kiosk should be open on a more regular basis BSC advised that this is commercial decision for Capiche.

BSC advised they will write to BLLSLC following the meeting to request if they wish to make a submission to be included in Council's Report to the Finance Meeting in March 2025.

Meeting closed 10.15am.



Leanne Harding
**Coordinator Property
Commercial Services**

 Outlook

Surf Club Meeting Rooms - Meeting Minutes Jan 14th

From BSLSC President <president@ballinasurfclub.com.au>
Date Tue 4/02/2025 6:43 PM
To Leanne Harding <leanne.harding@ballina.nsw.gov.au>; Paul Tsikleas <paul.tsikleas@ballina.nsw.gov.au>
Cc BSLSC Life Saving <lifesaving@ballinasurfclub.com.au>; Child Safety <childsafety@ballinasurfclub.com.au>

Hi Leanne

Thanks for your follow up email and minutes of our discussion. We would like to request the minutes be amended to include the paragraphs below. This request is to:

- Clarify the nature and source of child safety concerns we discussed, and
- Correct an omission of an additional issue we raised and our request for written information from the Council.

Child Safety concerns

BLLSLSC explained that they have concerns that the proposal may increase the volume of patrons, with no connection to the club during peak times when children are using the facilities. The increase in volume and new proposed activities could increase the risks the club are required to manage. Examples included use of shared spaces such as the foyer area, use of the lift or access the kiosk, public and surf club toilets and bathrooms. They reflected that new legislation had been introduced in NSW relatively recently, which has implications for the club and that they are in the process of reviewing their policies and procedures.

BSC advised that they may contact Roberta O'Brien from Council's Community Facilities to discuss current arrangements and how both organisations can work together regarding child safety. BSC advised they have been working through similar considerations at other sites they manage locally, including Ballina Indoor Sports Centre and the Lennox Head Cultural Centre. It is anticipated that any procedures then put in place could be included in any potential sublease documentation.

Process of leasing the meeting rooms

BLLSLSC reflected recent public consultations are open regarding the leasing of the Ballina Sailing Club, which is also a crown reserve managed by council. BSC advised the process was different for these sites. BSC confirmed they were approached by Far East Company Pty Ltd directly and that the proposal is the only option they have considered to improve the financial viability of the site.

BLLSLSC requested written advice on the due process for leasing the Ballina Surf Club meeting rooms, including detail on why public consultation is not required.

Thank you and Paul for your time to discuss these matters.

I am also writing to confirm on Wednesday 22 January the Club Board agreed to providing a formal submission outlining our concerns. I note your request to receive this by 17 February 2025, I endeavour to provide it to you by this date or sooner.

5.1 **Ballina Surf Club Meeting Rooms - Sublease**

Joanne McIntosh | President
Ballina Lighthouse & Lismore SLSC



Lighthouse Beach Pde, East Ballina, NSW 2478
MOB: 0410 611 058
www.ballinasurfclub.com.au

enquiries refer
Leanne Harding
in reply please quote
25/2899



15 January 2025

The President
Ballina Lighthouse & Lismore SLSC Inc.
PO Box 590
BALLINA NSW 2478

Email: president@ballinasurfclub.com.au

Attention: Ms Joanne McIntosh

Dear Ms McIntosh,

Re: Capiche Proposal – Ballina Surf Club

Thank you for the opportunity to meet with yourself and representatives of the Ballina Lighthouse and Lismore Surf Lifesaving Club ("BLLSLC") to discuss concerns raised in your correspondence dated 29 November 2024.

I have enclosed a copy of the minutes taken from this meeting for your records.

As discussed at the meeting a further report will be provided to the Finance and Facilities Committee meeting set down for Wednesday 12 March 2025.

If you wish to make a further submission regarding the proposal it will need to be received by Council no later than Monday 17 February 2025 to be included in the business paper.

If you have any enquiries regarding this matter please contact myself on 6686 1239.

Yours faithfully

Leanne Harding
**Coordinator Property
Commercial Services**

Enc.

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14 February 2025

To: BSC Manager Commercial Services
BSC Coordinator Property
CC: Mayor and Councillors
Via Email

Please note the following and our previous correspondences dated November 2024 and February 2025 also attached, as a formal submission in opposition to the proposal outlined at item 5.9 of the paper to Commercial Services Committee Meeting at their 2 December 2024 meeting¹ to lease the Level 1 meeting rooms to Far East Company Pty Ltd (FEC Pty Ltd).

The Ballina Lighthouse and Lismore Surf Life Saving Club (BLLSLSC) oppose the proposal progressing, or council entering a lease for the meeting rooms on level 1 without:

- an open and transparent public consultation process
- consideration of all options to improve the financial viability of the Surf Life Saving Club building, and
- tenants and any organisation leasing the meeting rooms work together with the council to consider and agree on operational matters. This includes but is not limited to managing child safety risks and the use of shared spaces.

This position is based on issues related to **Community Interests, Due Process, Financial Viability** and **Child Safety Obligations**; these are detailed below. BLLSLSC have also provided suggested actions to work through these matters for the consideration of Ballina Shire Councilors and relevant committees.

Community Interests

Intended use of building

It is the Club's understanding that the original DA for the Surf Club Facility was approved by the JRPP in 2010. It was for a separate Clubhouse behind the dune area and patrol building closer to the beach and the use of the building is described as 'surf club and community meeting rooms.' The final Clubhouse building approved by Council in April 2012 is described as 'a double storey multi-purpose building and generally comprises a mixture of community, member and public areas. The report (Item 8.4 Report DA 2011 540 Ballina Surf Life Saving Clubhouse and Associated Works from 26 April 2012 Council Meeting) also states that:

- The application has been assessed under Section 79C of the Environmental Planning and Assessment Act 1979 and is recommended for approval. The multi-purpose facility will be beneficial to the community and is considered to be in the public interest as it will increase the provision of community facilities and will improve public safety along this part of the coastline.

- The Clubhouse would be considered under the proposed plan to be “community facilities” being buildings or places owned and controlled by a public authority or non-profit community organisation and used for the physical, social, cultural or intellectual development or welfare of the community.

Could you please clarify that subsequent Development Applications have been for additions and alterations to the building and have not changed usage of the facility?

Operational challenges arising from competing community and commercial interests.

Previous correspondence provided to council by BLLSLSC outlined a range of practical challenges BLLSLSC have experienced in the use of shared spaces with existing tenants FEC Pty. Ltd and may impact on the Surf Club's ability to deliver legislated and agreed services in the event of an emergency. During discussion with council officers on 14 January 2025 and in subsequent correspondence, officers suggest these are compliance matters. While BLLSLSC will undertake steps to address them in line with council advice, Council should note these examples also demonstrate the practical challenges of competing commercial and community interests.

- BLLSLSC propose matters raised should be considered and expressly documented in any lease agreement with FEC Pty Ltd, or other tenant.
This could be supported by a separate agreement or specific clauses within the lease on how the tenants will work together and outline an issue escalation and resolution procedure to foster harmonious working relationships of building tenants.

Due Process

Concerns of due process relate to open and transparent public consultation processes, is the lease proposal authorised within the existing Plan of Management, which is a requirement of council as Crown Land Managers per the *Crown Land Management Act (2016)*, and the absence of testing of the commercial market for leasing of the Surf Club meeting rooms, since 2013.

- BLLSLSC representatives requested advice from council officers during discussion on 14 January 2025 on the relevant policy of granting a lease for the Surf Club meeting rooms. Council officers advised they are Crown Land managers, and the Ballina Surf Club reserve is managed differently to other reserves such as the Richmond River Sailing Club and the Ballina Maritime Museum, part of the Regatta Reserve. Officers advised that the decision to grant leases for the surf club meeting rooms is a matter for the council. BLLSLSC requested written advice from council officers on the policy supporting the approach to commercial lease the rooms, council officers are yet to provide this after a request was made in writing on 4th February 2025.

The following information has been compiled by researching publicly available sources including information on NSW Crown Lands website.

- The land register maintained by Ballina Shire Council provides that the Ballina Surf Club site is Crown Land, Managed by Council, for Public Recreation and Coastal and Environmental Protection purposes.ⁱⁱ This is confirmed in the 2023 PoM for Community Land, where the Reserve number R1010068, for the Surf Club is excluded as it is covered under the Ballina Coastal Reserve PoMⁱⁱⁱ.
- Council has statutory obligations as crown reserve managers of the site and made public commitments to ensure open and transparent public consultation processes in council business Council is appointed as crown land manager of the Ballina Surf Club under Section 3.3 of the *Crown Land Management Act (2016)*.

- This together with Section 2.2.3 of the NSW Government's *Crown Land Community Engagement Strategy (2022)* provides that local council Crown Land Managers should treat crown reserve land as community land and are required to comply with the detailed community engagement requirements outlined in Sections 45 to 47D of the *Local Government Act (1993)*^{iv}.
- Ballina Shire Council has adopted these provisions and outlined how they will deliver it in practice in the *Community Property Leasing and Licensing Policy*; Council Resolution No. 280716/32.^v
- BLLSLSC notes council appear to have applied this policy and principle to leasing the Richmond River Sailing Club and the Ballina Maritime Museum, part of the Regatta Reserve^{vi} with public submissions for these sites occurring in January 2025. While council officers verbally advised on 14 January 2024, these sites are managed differently, BLLSLSC representatives could not find a material difference in the information listed in the land register records for these three crown reserves sites^{vii}. The only discernable difference is their management is documented in 2 different PoMs.
- Section 3.23 of *Local Government Act (1993)* requires Council to develop and adopt a Plan of Management (PoM)^{viii}. For PoMs of Crown reserve lands, NSW crown lands recommend a PoM be reviewed every 5-10 years to ensure they reflect current strategic priorities^{ix}.
 - The Ballina Coastal Reserve PoM, developed in 2003 and revised in November 2011. Content on Precinct 5 - Ballina surf club is outdated, as it does not reflect the work and plan to manage the site following construction of completion of the building in 2014.
 - The PoM provides authority to *investigate* all options to maximise use of the building consistent within the Reserve.
 - S1.8 of the PoM also explicitly refers to the Principles of Crown Land Management and Surf Club Policy. There are specific limitations to licensing and the number of functions permitted per year.
 - Section 46 of the *Local Government Act 2016* permits light refreshments kiosk or cafe/restaurant on community land under specific conditions^x. Any intent to lease the site is required to be documented in the PoM.
- A departmental officer from NSW Crown Lands Register advised while there is no agreed definition of a restaurant / cafe they would take into account footprint of the building, operational capacity and actual use when considering if a crown land is being managed appropriately.
- Practice Guidance on the NSW Crown lands website also provides extensive detail of what should be included in a PoM where they make provision for the leasing and licensing of facilities to commercial operators or special interest groups. ⁹ This is not addressed in the current PoM for the site.

Could the Council please advise how this proposal is consistent with the planned management and limitations outlined in s.1.8 of the PoM, and within the original approvals for use of the building?

Testing the commercial market

- The commercial market was last tested in 2013 and tested interest in managing a restaurant and kiosk facility in the building in the current spaces leased by FEC. This tender did not include the proposed meeting rooms.
- There has been significant change locally, nationally and globally since 2014 when the building was developed. These changes, many of which were unforeseeable, have greatly impacted the Ballina Shire in terms of the social fabric, demographic and values or priorities of the community. Examples include displacement of residents in Ballina and neighboring

towns due to flooding, increased mobility of Australians following uptake of remote work arrangements resulting in massive population growth and impacts on industries such as hospitality and tourism following the global Covid pandemic to name a few.

Financial Viability

The financial assessment undertaken to date is limited and short sighted.

- The 5-year data provided on page 59 of the Agenda for the Commercial Services Committee Meeting on 2 December 2024, does not take into account the historical financial investments since the building's inception, which is a critical element of the building's financial viability.
- Characterising funds received for the 2022-2023 financial year as a 'distortion' of the financial viability of the site is short sighted. The funds received in the 2022-2023 financial year, for the purpose of supporting flood recovery efforts, also demonstrate the financial benefit of having amenities in the shire that are managed in a way that allows flexibility in their use and an improved regional capacity to respond to disasters or other community events in a timely, coordinated and strategic manner.
- The paper presented to the committee on the matter and subsequent discussions with council officials confirm that the proposal prepared by FEC Pty Ltd is the only option for improving the financial viability of the site that has been considered. While out of date, the PoM explicitly states council will consider **all** options for increasing the financial viability of the building^{xi}.

Could the Council provide an explanation for the reduction in rent payable by FEC Pty Ltd from the 2023-24 to the 2024-25 Financial Year. It was reduced by \$5,700.

Child safety

The proposal to lease the meeting rooms to a commercial interest will increase child safety risks, reduce current safeguards in place and pushes the responsibility for this solely to BLLSLSC.

- The proposal has the potential to increase child safety risks to children and young people who are members of the surf club. It is reasonable to expect a commercial entity taking on the meeting rooms for conferences and weddings would result in an increased volume of patronage at the site and proposed activities would likely occur on weekends and during business hours. There are children and young people (under 18years) on site for surf club business on Sundays for nippers, on Tuesday and Friday evenings (October to March) for flag and board training, young people form part of beach patrols and attend training or events such as training on a regular basis, on weekdays and weekends.
- BLLSLSC and Ballina Shire Council are child-related organisations as defined in Schedule 6 of the *Children's Guardian Act (2019)*, and both are required to implement the Child Safe Standards under the NSW Child Safe Scheme^{xii}. FEC Pty Ltd is a commercial enterprise and not a child safe organisation under the Scheme.
- As Ballina Shire Council are a Child Safe Organisation under the scheme, the current arrangements, with the Council as lease managers for short term hires provide additional assurances to the BLLSLSC and our community to ensure the safeguarding measures are in place for children and young people accessing in and around the Ballina Surf Club site.
- Council officials indicated in discussion with BLLSLSC representatives on Tuesday 14 January child safety risks would likely be managed similarly to other sites such as Ballina Indoor Sports Centre (BISC), and Lennox Head Cultural Centre, with a standard clause included in the lease agreement that requires the leaser to comply with all relevant child safety legislation and regulations. This approach alone would be insufficient to support the club to effectively manage risks to club patrons.

- Council officials reflected this approach would align with the way council manages risks at other community resources such as BISC, and the Lennox Head Cultural Centre. BLLSLSC strongly recommends comparisons should be conservative.
 - Organisations and patrons accessing BISC are more likely to be schools and sporting groups with a large proportion also subject to the NSW child safe scheme. These organisations are also more likely to be deeply experienced in identifying, managing, and reducing risks to children and young people, as well as responding to incidents of concern; than private or corporate entities, and individuals hiring Ballina Surf Club meeting rooms for private events such as weddings.
 - The physical layout and current lease arrangements of the Lennox Head Cultural Centre are vastly different to the Ballina Surf Club site and present different challenges to manage.
- A key component of child safe organisations embedding child safety in their business is operationalising Child Safe Standards. Standard 10 is *Policies and Procedures document how the organisation is child safe* and includes the paramouncy principle. This principle provides that child safety should be the most important focus of child related organisations and prioritised alongside (equal) to other interests^{xiii}. Responding to the concerns BLLSLSC raise about child safety, presents a significant opportunity for Ballina Shire Council to demonstrate its commitment to implementing child safe principles and compliance with the child safe scheme.

Suggested path forward

1. Reject the current proposal to lease the Meeting Rooms.
2. Ballina Shire Council updates the PoM, including undertaking public consultation on the use of the site to ensure strategic planning balances commercial/financial/social and community interests and is informed by the local community.
3. Include managing child safety risks as a domain in the Councils policy on leasing.
4. Undertake a risk assessment workshop with BLLSLSC facilitated by the BLLSLSC child safety officer to identify controls required to manage shared risks and inclusion of these in any lease agreement for the use of Meeting Rooms.
5. Work with existing tenants to develop a plan for shared occupancy, which includes a dispute resolution process to enable mechanisms for appropriate resolution of issues arising in the shared use of this building.

Thank you for your time and openness in considering the concerns raised. We look forward to further discussions with you. I would like to invite councilors to attend a walk through the Surf Club Facility with me at a time suitable to them, ahead of the Finance and Facilities Committee Meeting in March 2025.

Sincerely yours,



Joanne McIntosh
President



References

- ⁱ Ballina Shire Council, (2024) *Agenda for the Commercial Services Committee Meeting* accessed via https://ballina.infocouncil.biz/Open/2024/12/CSC_02122024_AGN.PDF on 19 January 2025.
- ⁱⁱ Ballina Shire Council (2014), *Land Register record for 65 Lighthouse Parade East Ballina, NSW 2478* accessed via <https://ballina.nsw.gov.au/land-register/land-register-detail.asp?guid=CABC4571-B3B7-487B-B7FC-29438AD23380> on 14 January 2025.
- ⁱⁱⁱ Ballina Shire Council 2023, [plan-of-management-for-community-land-v3-web-1.pdf](#)
- ^{iv} NSW Government (2022) *Crown Land Community Engagement Strategy*, p 19, accessed via <https://www.crownland.nsw.gov.au/sites/default/files/2022-06/Community-Engagement-Strategy.pdf> on 15 January 2025.
- ^v Ballina Shire Council (2016), *Community Property Leasing and Licensing Policy*; Council Resolution No. 280716/32, accessed via <https://ballina.nsw.gov.au/files/Attachment-to-report-IC16245-%28Title-Policy-%28Existing%29---Community-Property-Leasing-and-Licensing%29.pdf?v=1595956584>, on 12 January 2025.
- ^{vi} Ballina Shire Council (2025) *Land Register: Regatta Reserve, Ballina Naval & Maritime Museum*, accessed via <https://ballina.nsw.gov.au/land-register/land-register-detail.asp?guid=F8A00801-349F-49A4-A686-BE919BF300F2> on 15 January 2025.
- ^{vii} Ballina Shire Council (2025) *Land Register: Richmond River Sailing Club*, accessed via <https://ballina.nsw.gov.au/land-register/land-register-detail.asp?guid=F8A00801-349F-49A4-A686-BE919BF300F2> on 15 January 2025; Ballina Shire Council (2025) *Land Register: Regatta Reserve, Ballina Naval & Maritime Museum*, accessed via <https://ballina.nsw.gov.au/land-register/land-register-detail.asp?guid=F8A00801-349F-49A4-A686-BE919BF300F2> on 15 January 2025; Ballina Shire Council (2025) *Land Register: Richmond River Sailing Club*, accessed via <https://ballina.nsw.gov.au/land-register/land-register-detail.asp?guid=CABC4571-B3B7-487B-B7FC-29438AD23380> on 15 January 2025.
- ^{viii} Department of Industry, NSW Government (2018), *Frequently Asked Questions: Council Manager Plans of Management*, p.1, accessed via <https://www.olg.nsw.gov.au/wp-content/uploads/Plans-of-Management-FAQ-%E2%80%93-June-2018.pdf> on 15 January 2025.
- ^{ix} NSW Government Website, *Reserve Planning*, 2025 accessed via [Reserve planning](#) on 12 February 2025.
- ^x Ballina Shire Council, (2024) *Agenda for the Commercial Services Committee Meeting* accessed via https://ballina.infocouncil.biz/Open/2024/12/CSC_02122024_AGN.PDF on 19 January 2025.
- ^{xi} Ballina Shire Council, (2024) *Agenda for the Commercial Services Committee Meeting* accessed via https://ballina.infocouncil.biz/Open/2024/12/CSC_02122024_AGN.PDF on 19 January 2025.
- ^{xii} Office of the Children's Guardian, NSW Government, (2025) *General Information – Who the Child Safe Standards apply to*, accessed via <https://ocg.nsw.gov.au/child-safe-scheme/implementing-child-safe-standards/who-child-safe-standards-apply> on 15 January 2025.
- ^{xiii} Office of the Children's Guardian, NSW Government (2022), *Understanding and Developing a Child Safe Policy: A handbook for child-related organisations*, pp.17-19, accessed via https://ocg.nsw.gov.au/sites/default/files/2022-07/g_css_childsafepolicyresource.pdf on 19 January 2025.

5.2 Road Material Reuse - Stockpile Locations Review

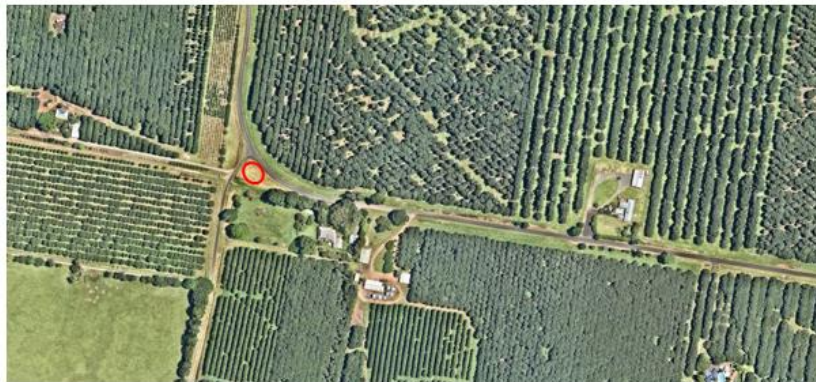
Location 1: Uralba Road (intersection of Dees Lane), Lynwood



Location 2: Dalwood Road (intersection of Cooks Lane)



Location 3: Dalwood Road (near Fosters Lane)



5.2 Road Material Reuse - Stockpile Locations Review

Location 4: Ellis Road (near Weiss Lane)



Location 5: Tintenbar Road (between ~~Houghlahans~~ Houghlahans Creek Road and Teven Road)



Department of Planning, Housing and Infrastructure



Ref: IRF24/2134

Ms Sharon Cadwallader
Mayor
Ballina Shire Council
40 Cherry Street
BALLINA NSW 2478

Via: nikki.glassop@ballina.nsw.gov.au
matthew.wood@ballina.nsw.gov.au

Dear Ms Caldwellader

I refer to your correspondence to the Hon. Paul Scully, Minister for Planning and Public Spaces in relation to the need for additional employment lands in the Ballina LGA. The Minister has asked the Department for advice in relation to your request.

I understand that Council is seeking the Minister's support to accompany its strategic biodiversity certification application to the Minister for the Environment and Heritage, the Hon. Penny Sharpe, as a first step in progressing with a rezoning of additional employment adjoining the Southern Cross Industrial Estate.

I note your advice that there is limited land available in the Ballina Shire suitable for employment uses and that the Southern Cross Estate is of strategic importance for the local government area and the wider Northern Rivers area. I also note the findings of the North Coast Employment Land Investigation undertaken by HillPDA in August 2023.

As discussed previously with Council's Matthew Wood, to assist the Minister with his consideration of this request, evidence of the overall employment land supply and demand forecast over the next 5-10 years in the Ballina Shire should be provided. In conjunction with this analysis, Council is strongly encouraged to undertake further investigations around the potential employment lands at Russellton Estate, Wollongbar with the Department of Primary Industries and Regional Development in relation to important farmland to show how remaining lands are progressing and / or exhausted.

If you require further assistance or would like to discuss, Ms Lucy Walker from the Department's Hunter and Northern Region team is available. Ms Walker may be contacted on 5778 1402.

Sincerely,

A handwritten signature in black ink, appearing to read "Craig Diss".

9/9/24

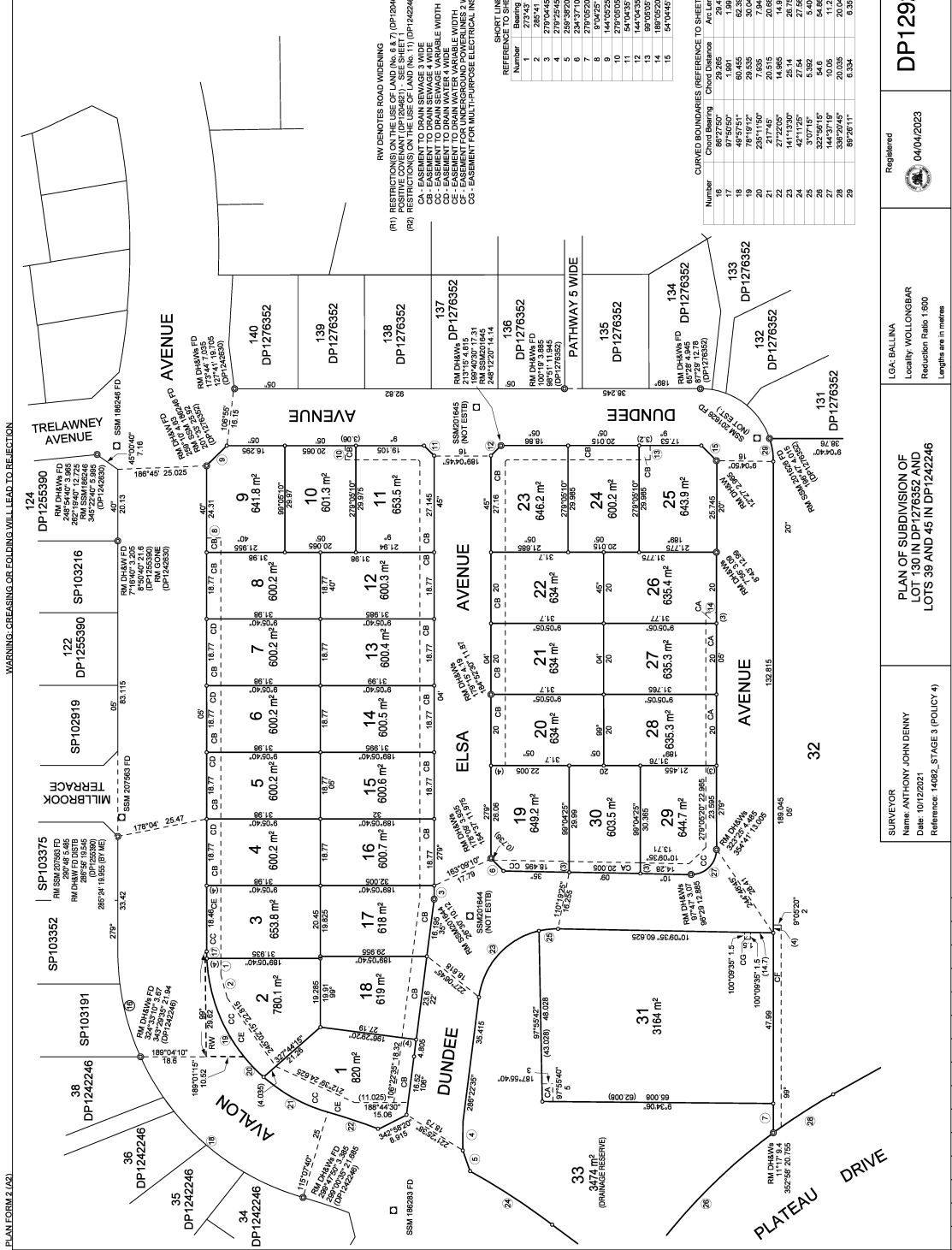
Craig Diss
A/Director, Hunter and Northern Region
Local Planning and Council Support

Hunter & Northern Region
155-157 Marius Street, Tamworth NSW 2340
PO BOX 949, Tamworth NSW 2340

dphi.nsw.gov.au 1

5.4 Wollongbar Residential Estate Stage Three - Sale of Lots

Sheet 2 of 2 sheets



PLAN FORM 2 (6/0)

WARNING: CREASING OR FOLDING WILL LEAD TO REJECTION

- (R1) RESTRICTIONS ON THE USE OF LAND (Nos. 8.6.7) (DP194821) - SEE SHEET 1
- (R2) RESTRICTIONS ON THE USE OF LAND (No. 11) (DP1242246) - SEE SHEET 1
- CA - EASEMENT TO DRAIN SEWAGE 3 WIDE
- CB - EASEMENT TO DRAIN WATER 4 WIDE
- CC - EASEMENT TO DRAIN SEWAGE VARIABLE WIDTH
- CD - EASEMENT TO DRAIN WATER VARIABLE WIDTH
- CE - EASEMENT FOR UNDERGROUND POWER LINES 2 WIDE
- CF - EASEMENT FOR UNDERGROUND ELECTRICAL INSTALLATION 1.5 WIDE
- CG - EASEMENT FOR UNDERGROUND ELECTRICAL INSTALLATION 1.5 WIDE
- RW DENOTES ROAD WIDENING

SHORT CUT LINES
REFERENCE TO SHEET 2 ONLY

Number	Bearing	Distance
1	292°43'	6
2	279°04'45"	3.76
3	279°25'45"	7.885
4	284°37'10"	6.195
5	284°37'10"	8.24
6	279°02'20"	8.24
7	279°02'20"	8.24
8	9°04'25"	4
9	279°02'20"	4
10	279°02'20"	4
11	54°04'35"	4
12	144°04'35"	4
13	189°02'20"	4
14	189°02'20"	3
15	54°04'45"	6

CURVED BOUNDARIES (REFERENCE TO SHEET 2 ONLY)

Number	Chord Bearing	Chord Distance	Radius
16	86°27'50"	29.285	29.47
17	46°29'51"	60.655	62.365
18	78°19'12"	29.535	30.045
19	203°11'50"	7.995	7.994
20	277°23'05"	14.865	14.862
21	277°23'05"	14.865	14.862
22	141°13'30"	25.14	26.759
23	42°11'25"	27.54	27.565
24	322°55'15"	10.05	10.05
25	322°55'15"	10.05	10.05
26	322°55'15"	10.05	10.05
27	322°55'15"	10.05	10.05
28	322°55'15"	10.05	10.05
29	322°55'15"	10.05	10.05

REGISTERED
 04/04/2023
 DP1292552

LOA BALLINA
 Locality WOLLONGBAR
 Reduction Ratio 1:800
 Lengths are in metres

PLAN OF SUBDIVISION OF
 LOT 130 IN DP1276352 AND
 LOTS 38 AND 45 IN DP1242246

SURVEYOR
 Name: ANTHONY JOHN DENNY
 Date: 10/12/2021
 Reference: 14982_STAGE3 (POLICY 4)

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RESOURCE RECOVERY (LANDFILL AND RESOURCE MANAGEMENT - LRM)																		
ACTUAL					DESCRIPTION	ESTIMATED												
2019/20	2020/21	2021/22	2022/23	2023/24		2024/25	2025/26	%	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	
OPERATING REVENUES																		
Fees and Charges																		
614,300	654,600	673,600	691,300	701,000	Annual Charges - Business	720,000	763,000	6	808,000	848,000	887,000	923,000	960,000	999,000	1,039,000	1,080,000	1,123,000	
1,621,800	2,798,100	5,688,800	6,271,400	6,821,000	External Fees - Self Haul - Mixed Waste	7,225,000	8,020,000	11	8,872,000	9,582,000	10,157,000	10,563,000	10,880,000	11,206,000	11,542,000	11,888,000	12,245,000	
138,700	283,400	371,700	269,100	408,700	External Fees - Self Haul - Recycables	517,000	520,000	1	536,000	552,000	569,000	586,000	604,000	622,000	641,000	660,000	680,000	
173,000	197,900	146,700	89,100	84,500	External Fees - Container Deposit Scheme	0	0	0	0	0	0	0	0	0	0	0	0	
0	83,600	100,300	48,800	77,100	Internal Fees - Public Bin Collections	40,000	120,000	200	132,000	143,000	152,000	158,000	163,000	168,000	173,000	178,000	183,000	
961,300	1,244,800	1,000,800	753,800	275,500	Internal Fees - DWM Recycling	0	0	0	0	0	0	0	0	0	0	0	0	
1,736,900	2,520,500	2,127,100	1,708,500	2,563,100	Internal Fees - DWM Mixed	3,300,000	3,535,000	7	3,747,000	3,934,000	4,111,000	4,275,000	4,446,000	4,623,000	4,808,000	5,000,000	5,200,000	
756,400	892,300	1,307,300	1,144,900	842,800	Internal Fees - Self Haul Works	900,000	888,000	(1)	977,000	1,055,000	1,118,000	1,163,000	1,198,000	1,234,000	1,271,000	1,309,000	1,348,000	
82,000	82,000	83,000	0	0	Operating Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0	
4,100	14,700	15,000	76,000	90,000	Interest On Investments	35,000	21,000	(40)	14,000	8,000	0	5,000	15,000	15,000	12,000	26,000	26,000	
500	1,700	87,300	114,100	127,300	Licence Fees and Sundry Income	129,000	133,000	3	137,000	141,000	145,000	149,000	153,000	158,000	163,000	168,000	173,000	
0	0	0	78,000	0	Remediation Provision Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	
6,089,000	8,773,600	11,601,600	11,245,000	11,991,000	Total Operating Revenues	12,866,000	14,000,000	9	15,223,000	16,263,000	17,139,000	17,822,000	18,419,000	19,025,000	19,649,000	20,309,000	20,978,000	
OPERATING EXPENSES																		
Waste Administration																		
507,600	518,600	579,500	639,800	757,700	Employee and Office Expenses	931,000	1,100,000	18	1,132,000	1,165,000	1,199,000	1,234,000	1,269,000	1,305,000	1,343,000	1,382,000	1,422,000	
531,000	656,000	774,000	1,000,800	1,329,600	Internal Overheads	1,263,000	1,301,000	3	1,340,000	1,380,000	1,421,000	1,464,000	1,508,000	1,553,000	1,600,000	1,648,000	1,697,000	
0	0	0	0	0	Interest on Loans	0	0	0	63,000	133,000	256,000	241,000	224,000	206,000	188,000	169,000	149,000	
Other Administration Expenses																		
72,100	101,800	95,000	101,800	103,800	Utility, Security, Cleaning and Rates	99,000	106,000	7	109,000	112,000	115,000	118,000	121,000	124,000	127,000	130,000	133,000	
42,000	12,000	104,000	84,000	163,000	Contributions	248,000	192,000	(23)	198,000	205,000	211,000	220,000	231,000	244,000	257,000	270,000	284,000	
0	0	38,400	6,400	12,200	Waste Mgmt Centre Masterplan	28,000	0	(100)	0	0	0	0	0	0	0	0	0	
12,200	4,000	4,000	5,100	6,900	Wardell Landfill Management Plan	100,000	0	(100)	0	0	0	0	0	0	0	0	0	
19,500	27,600	23,500	5,300	9,200	Sundry	9,000	8,500	(6)	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	
7,200	12,800	13,100	9,000	12,200	Staff Training	5,000	5,000	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
74,600	63,700	68,100	68,400	90,200	Licence	10,000	10,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
82,200	94,000	93,200	103,000	108,400	Commercial Kerbside Collection	105,000	108,000	3	111,000	114,000	117,000	121,000	125,000	129,000	133,000	137,000	141,000	
14,800	13,100	10,500	7,200	8,800	Clean Up Illegally Dumped Waste Programs	114,000	117,000	3	121,000	125,000	129,000	133,000	137,000	141,000	145,000	149,000	153,000	
0	0	121,200	0	0	Flood Event	7,000	8,000	14	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	
101,400	230,000	205,200	156,700	248,100	Maintenance	148,000	210,000	42	217,000	224,000	231,000	238,000	245,000	253,000	261,000	269,000	277,000	
443,600	463,700	547,000	560,100	804,700	Landfill Operations	866,000	942,500	9	970,000	997,000	1,025,000	1,055,000	1,085,000	1,116,000	1,148,000	1,180,000	1,215,000	
807,000	780,100	780,100	810,600	315,200	Transfer - Recyclables	52,000	45,000	(13)	46,000	47,000	48,000	49,000	50,000	52,000	54,000	56,000	58,000	
2,640,300	3,806,900	6,595,900	7,326,600	7,373,300	Transfer - Inert and Mixed Waste	7,800,000	9,245,000	19	9,892,000	10,584,000	10,902,000	11,229,000	11,566,000	11,913,000	12,270,000	12,638,000	13,017,000	
94,500	112,100	121,300	138,100	141,700	Transfer Preparation - Inert Waste	160,000	175,000	9	180,000	185,000	191,000	197,000	203,000	209,000	215,000	221,000	228,000	
87,000	76,900	66,400	63,400	40,400	Transfer Preparation - Recyclables	5,000	10,000	100	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
144,200	166,600	215,600	180,500	222,700	Transfer Preparation - Mixed Waste	210,000	225,000	7	232,000	239,000	246,000	253,000	261,000	269,000	277,000	285,000	294,000	
152,400	275,400	297,300	246,200	395,700	Public Place Bins	290,000	412,000	42	425,000	438,000	452,000	466,000	480,000	495,000	510,000	526,000	542,000	
Non-Cash Expenses																		
278,700	313,800	248,500	247,500	289,500	Depreciation	300,000	310,000	3	320,000	331,000	342,000	353,000	365,000	377,000	389,000	402,000	415,000	
18,800	18,800	711,300	919,300	919,300	Remediation Depreciation	900,000	929,000	3	959,000	199,000	206,000	213,000	220,000	227,000	235,000	243,000	251,000	
27,200	5,400	0	214,200	259,300	Unwinding Remediation PV	0	0	0	0	0	0	0	0	0	0	0	0	
0	0	0	0	23,700	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0	
6,158,300	7,753,300	11,713,100	12,894,000	13,635,600	Total Operating Expenses	13,650,000	15,459,000	13	16,357,000	16,520,000	17,133,000	17,626,000	18,132,000	18,655,000	19,194,000	19,747,000	20,318,000	
(69,300)	1,020,300	(111,500)	(1,649,000)	(1,644,600)	Operating Result - Surplus / (Deficit)	(784,000)	(1,459,000)	86	(1,134,000)	(257,000)	6,000	196,000	287,000	370,000	455,000	562,000	660,000	
297,500	332,600	959,800	1,166,800	1,208,800	Add Back Depreciation	1,200,000	1,239,000	3	1,279,000	530,000	548,000	566,000	585,000	604,000	624,000	645,000	666,000	
27,200	5,400	0	214,200	259,300	Add Back Unwinding of Present Value	0	0	0	0	0	0	0	0	0	0	0	0	
0	0	0	0	23,700	Add Back Loss on Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0	
255,400	1,358,300	848,300	(268,000)	(152,800)	Cash Result - Surplus / (Deficit)	416,000	(220,000)	(153)	145,000	273,000	554,000	762,000	872,000	974,000	1,079,000	1,207,000	1,326,000	
Capital Movements																		
0	0	0	0	0	Less Loan Principal Repayments	0	0	0	99,000	223,000	317,000	332,000	349,000	367,000	385,000	404,000	169,000	
108,400	1,352,900	862,800	76,000	90,000	Less Transfer to Reserves	609,000	0	0	145,000	273,000	554,000	762,000	872,000	974,000	1,079,000	1,207,000	1,326,000	
1,000	78,100	418,700	357,700	921,100	Add Transfer from Reserves	1,100,000	270,000	0	399,000	573,000	367,000	382,000	399,000	417,000	435,000	454,000	219,000	
0	0	0	23,800	0	Add Capital Income Applied	193,000	1,250,000	0	1,500,000	2,700,000	0	0	0	0	0	0	0	
148,000	83,500	404,200	37,500	628,300	Less Capital Expenditure	1,050,000	1,250,000	0	1,750,000	3,000,000	0	0	0	0	0	0	0	
0	0	0	0	50,000	Cash Result after Capital Movements	50,000	50,000	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	

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5.5 Waste Operations - Long Term Financial Plan

Ballina Shire Council – 2025/26 Fees and Charges

Civil Services Division

Fee Name	Pricing Policy	2024/2025	GST Y/N	2025/26	GL Code
Waste Management					
Waste Management Fees & Charges					
100% Sorted Recyclables <i>(Paper, cardboard, glass/plastic bottles, steel/aluminium cans) Minimum weight charge 20kg.</i>					
Domestic - weighed \$/tonne.	B	\$108	Y	\$113	W657.0352.0101
Commercial - weighed \$/tonne.	B	\$299	Y	\$311	W657.0352.0101
General Mixed Waste <i>(No liquids - includes putrescible, builders and bulky waste). Minimum weight charge 20kg.</i>					
Domestic - weighed \$/tonne.	B	\$287	Y	\$316	W657.0352.0101
Commercial - weighed \$/tonne.	B	\$357	Y	\$404	W657.0352.0101
100% Green Waste <i>(Grass clippings, garden waste, tree lopping <300mm diameter, no soil and no treated timber) Any green waste mixed with other material will be charged non sorted mixed waste fee. Minimum weight charge 20kg.</i>					
Sorted - weighed \$/tonne.	B	\$82	Y	\$86	W657.0352.0101
Sorted Wood, Trees or Tree Stumps <i>(Tree stumps diameter >300mm thick includes mixed with green waste, no soil and no treated timber). Any green waste mixed with other material will be charged non sorted mixed waste fee. Minimum weight charge 20kg.</i>					
Sorted - weighed \$/tonne.	B	\$135	Y	\$140	W657.0352.0101
100% Sorted Scrap Metal <i>(Includes car bodies and white goods). Minimum weight charge 20kg.</i>					
Sorted - weighed \$/tonne.	B	\$0	Y	\$0	W657.0352.0101
100% Sorted Brick and Concrete <i>(Clean concrete, bricks and rock, no soil. Penalties will be imposed for material containing asbestos). Minimum weight charge 20kg.</i>					
Sorted - weighed \$/tonne.	B	\$208	Y	\$217	W657.0352.0101
100% Sorted Roof Tiles and Ceramics <i>(Clean, loose tiles only, no bathroom tiles with backing board. Penalties will be imposed for material containing asbestos). Minimum weight charge 20kg.</i>					
Sorted - weighed \$/tonne.	B	\$208	Y	\$217	W657.0352.0101
DWM Kerbside Co-mingled Recyclables					
DWM Kerbside Putrescible Waste					
Internal Charge for Domestic Waste Collected at the Kerbside.	B	\$446	Y	\$505	W657.0352.0101
Bulk Commercial Waste & Recycling Loads					
Waste Services is a Commercial Enterprise and Council Reserves the Right to Negotiate Gate Fees with Individual Persons or Organisations where there is a Commercial Benefit to Council.	B	POA	Y	POA	W657.0352.0101
Virgin Excavated Natural Material (VENM) <i>(Must be pre-booked at least 24 hours in advance and have all certification and test results). Minimum weight charge 20kg.</i>					
All vehicles - weighed \$/tonne.	B	POA	Y	POA	W657.0352.0101
Soil (not contaminated or VENM) <i>(Must be pre-booked at least 24 hours in advance and have testing results to comply with the Waste Guidelines. Soil only. No boulders, tree stumps). Minimum weight charge 20kg.</i>					
All vehicles - weighed \$/tonne.	B	POA	Y	POA	W657.0352.0101
Contaminated Soil <i>(Soil with no testing results that hasn't been pre-booked. Soil mixed with other material. Penalties will be imposed for material containing asbestos). Minimum weight charge 20kg.</i>					
All vehicles - weighed \$/tonne.	B	\$357	Y	\$404	W657.0352.0101

PAGE 1

5.5 Waste Operations - Long Term Financial Plan

Ballina Shire Council – 2025/26 Fees and Charges

Fee Name	Pricing Policy	2024/2025	GST Y/N	2025/26	GL Code
Specific Waste Charge					
Asbestos Waste					
<i>The Householders Asbestos Disposal Scheme seeks to improve work health and safety for the safe removal and disposal of bonded asbestos. Ballina Shire Council is subsidising the cost of the kits which will be made available at the Waste Centre.</i>					
Household asbestos sample test kit.	B	\$0	Y	\$0	W657.0352.0101
Household Asbestos Kit.	C	\$30	Y	\$30	W657.0361.0101
Tyres					
Car, motor bike (/tyre).	B	\$10	Y	\$11	W657.0352.0101
4 x 4 Light truck (/tyre).	B	\$15	Y	\$17	W657.0352.0101
Truck (/tyre).	B	\$35	Y	\$38	W657.0352.0101
Car, motor bike (/tyre with rim).	B	\$15	Y	\$20	W657.0352.0101
4 x 4 Light truck (/tyre with rim).	B	\$25	Y	\$40	W657.0352.0101
Truck (/tyre with rim).	B	\$50	Y	\$80	W657.0352.0101
Other (/tyre).	B	POA	Y	POA	W657.0352.0101
Refrigerators/Air Conditioners					
(No degas certificate) (/item).	B	\$35	Y	\$37	W657.0352.0101
Dead Animals					
<i>Minimum weight charge 20kg.</i>					
Dead animal(s) - weighed \$/tonne.	B	\$357	Y	\$404	W657.0352.0101
Special Event Bin Collection Service					
<i>Charge for delivery and one (1) collection of Garbage, Recycling and/or Organic Bin/s.</i>					
<i>Price available upon application to the Waste Management Centre. Prices reviewed as market rates and operating costs change.</i>					
1-6 bins - Small Sized Event.	B	\$163	Y	\$170	W657.0352.0101
7-12 bins - Medium Sized Event.	B	\$322	Y	\$335	W657.0352.0101
13-18 bins - Large Sized Event.	B	\$473	Y	\$492	W657.0352.0101
Additional Event Bin Collection.	B	\$24	Y	\$25	W657.0352.0101
Weighbridge Certificate - For Registration Purposes Only					
<i>Single weighing requiring certificate (includes account customers). Please note - this facility is not a public weighbridge.</i>					
Weighbridge Certificate.	B	\$42	Y	\$44	W657.0352.0101
Mulch					
Large quantities of mulch - price reviewed to meet demand and operational needs.	C	POA	Y	POA	W657.0352.0101
Crushed concrete sale per tonne					
Crushed concrete sale per tonne.	B	POA	Y	\$15	W657.0352.0101
Waste Management Negotiated Fees					
<i>Waste Services is a commercial enterprise and Council does reserve the right to negotiate with individual persons or organisations where there is a commercial benefit to Council e.g., specific fees may be negotiated for bulk sales of waste product.</i>					
Waste Management Collection Services					
Domestic Waste Exempt Collection Service (Section 496 of the Local Government Act)					
Properties that are occupied and for which a DWM service is available but where Council has decided not to provide a collection service (e.g. safety, physical limitations of the property, Multi Unit Dwellings approved by Council to utilise an alternate service arrangement) must still pay a DWM charge pursuant to section 496 of the LGA.	B	\$48	N	\$50	W657.0352.0101
Bin Changeover Fee					
Size/capacity changeover fee (first changeover free of charge then all subsequent changes per property per annum per owner/s attracts fee).	B	\$73	N	\$76	W657.0352.0101

PAGE 2

5.5 Waste Operations - Long Term Financial Plan

Ballina Shire Council – 2025/26 Fees and Charges

Fee Name	Pricing Policy	2024/2025	GST Y/N	2025/26	GL Code
Domestic Waste Collection Charges - Urban (Section 496 of the Local Government Act)					
<i>Wheellie Bin Collection Service - Charges per property, per self-contained occupancy, per annum. Charges relevant for mixed waste and organics bins up to 240 litres capacity and recycling bins up to 360 litres capacity.</i>					
Urban Properties - Service provides collection of one mixed bin per fortnight, one recycling bin per fortnight and one organics bin per week.	B	\$448	N	\$473	03230.0210.0040
Vacant Land - Per rateable property where the collection service is available but not utilised.	B	\$48	N	\$50	03230.0210.0048
Domestic Waste Collection Charges - Rural (Section 496 of the Local Government Act)					
<i>Wheellie Bin Collection Service - Charges per property, per self-contained occupancy, per annum. Charges relevant for mixed waste bins up to 240 litres capacity and recycling bins up to 360 litres capacity.</i>					
Rural Properties - Service provides collection of one mixed waste bin per fortnight and one recycling bin per fortnight.	B	\$391	N	\$340	03230.0210.0040
Additional Domestic Waste Collection Services (Section 496 of the Local Government Act)					
Additional Domestic Recycling Collection Charge - Urban and Rural - One recycling bin per fortnight.	B	\$108	N	\$114	03230.0210.0040
Additional Domestic Organics Collection Charge - Urban - One organics bin per week.	B	\$189	N	\$199	03230.0210.0040
Additional Mixed Waste Collection Charge - Urban - One mixed waste bin per fortnight.	B	\$133	N	\$140	03230.0210.0040
Additional Mixed Waste Collection Charge - Rural - One mixed waste bin per fortnight.	B	\$267	N	\$140	03230.0210.0040
Non-Domestic Collection Charges - Business, Commercial, Industrial Properties (Section 501 of the Local Government Act)					
<i>Optional service provided to non-domestic customers upon request. Per collection service, per annum. Charges relevant for mixed waste and organic bins up to 240 litres capacity and recycling bins up to 360 litres capacity.</i>					
Non-Domestic Waste Collection - One mixed waste bin collection per week.	A	\$437	N	\$465	03220.0210.0056
Non-Domestic Recycling Collection - One recycling bin collection per fortnight.	A	\$216	N	\$229	03220.0210.0057
Non-Domestic Organics Collection - One organics bin collection per week.	A	\$282	N	\$299	03220.0210.0058
Organic Bin Caddy					
Kitchen Organics Bin Caddy.	B	\$10	Y	\$10	W679.0001.0233
Admin Fee					
Fee for the Replacement of lost Commercial Bin Stickers.	B	\$10	Y	\$10	TBA
Missed Bin Collection Charge					
Fee charged for instances where the customer has not presented their bin for collection and subsequently ask for the bin to be collected. 1 - 5 Bins.	B	\$45	Y	\$47	W657.0352.0101
Fee charged for instances where the customer has not presented their bin for collection and subsequently ask for the bin to be collected. Greater than 5 Bins.	B	\$60	Y	\$62	W657.0352.0101

10.2 Rural Bin Collection Service - Review

10.2 Rural Bin Collection Service - Review

Section	Resource Recovery
Objective	To examine options to improve the resource recovery achieved from the rural bin collection service.

Background

Council currently provides two domestic kerbside bin collection services. These are a 3-bin collection service, for approximately 15,200 properties in the urban areas, and a 2-bin service, for approximately 2,500 properties in the rural areas.

The urban service collection consists of a weekly food and garden organics bin, a fortnightly landfill bin, and a fortnightly recycling bin service.

The rural service collection consists of a weekly landfill waste bin and a fortnightly recycling bin.

Shire wide bin composition audits conducted in 2020 and 2022 have highlighted comparative poor environmental and resource recovery performance, in the rural area collection, under the 2-bin collection service model.

This poor performance can be largely attributed to the collection frequency of the rural collection service.

This report discusses these performance issues in context of performance targets and provides a recommended course of action to improve the environmental performance of the rural collection service.

Key Issues

- Diversion from landfill and waste generation performance
- Domestic bin collection service level
- Annual domestic waste management charge

Discussion

Performance Measure Targets

The key environmental performance measures for a residential kerbside bin collection service are the diversion from landfill and waste generation rates.

Diversion from landfill measures the proportion of total waste generated within a household, that is diverted away from landfill for recycling or recovery.

The waste generation rate is the volume of all waste and recycling material generated within a household.

10.2 Rural Bin Collection Service - Review

The State Government has introduced the following targets for these performance measures as part of its 20-year Waste and Sustainable Materials Strategy 2041:

- Diversion from landfill rate – 80% by 2030
- Generation rate – reduce by 10% per person by 2030
- Reduction in organics to landfill – 50% by 2030

Council has an annual residential kerbside collection service diversion from landfill target of >59% in the Delivery Program.

This target is for rural and urban collection services combined and is intended to at least maintain year-on-year consistency in the performance of the combined service.

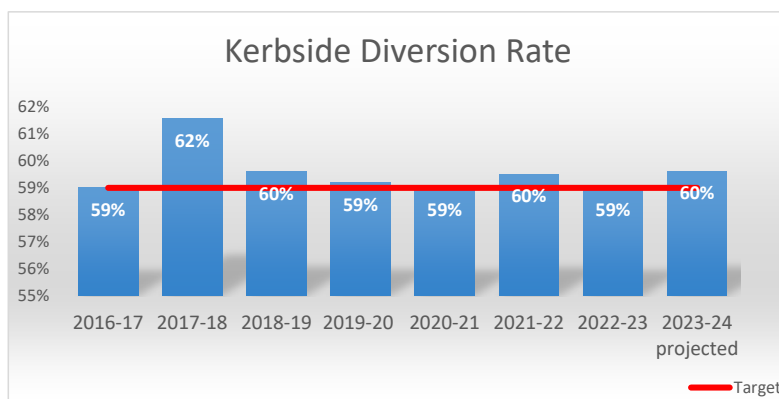
This target is modest when compared to the State Government Strategy, although the State Government has more opportunities to impact performance than Council.

For example, generation rate can be influenced by legislation dealing with design and production standards for goods.

Current Performance

Figure 1 indicates the historic diversion from landfill performance for the combined rural and urban collection service against the target.

Figure One - Kerbside Diversion Rates for Ballina Shire



The results show a consistent trend of a diversion rate around the target level of >59%, however without the ongoing development of new programs, it is unlikely any improvements or increased diversion rates will be achieved.

These results are heavily influenced by the relatively strong diversion rate performance for the urban 3-bin collection service, which was 67% during the last bin composition audit conducted in 2022.

10.2 Rural Bin Collection Service - Review

The rural service only achieved a 22% diversion rate in this audit.

The audit results from the rural collection service are well below the figure achieved in the urban area.

Also, despite being a relatively small proportion of the total households provided with a service, the rural performance impacts the overall performance to 59%, as compared to the 67% for the urban service.

Table One provides a summary of the audit results compared to the targets.

Table One - Collection Service Diversion Rates by Audit

Performance Measure	2020 Result	2022 Result	DPOP Target	2030 State Target
Rural - Diversion from landfill rate	27%	23%	>59%	80%
Rural - Generation rate (change between 2020 and 2022 audit)	-	19%	-	-10%
Urban – Diversion from landfill	68%	67%	>59%	80%
Urban – Generation rate (change between 2020 and 2022 audit)	-	-7%	-	-10%

The poor results for the rural service can be largely attributed to the structure and collection frequency of the 2-bin waste and recycling collection service.

The frequency of a weekly landfill and fortnightly recycling bin collection service does not encourage residents to practice waste avoidance, good recycling and waste management behaviour to the extent that is possible.

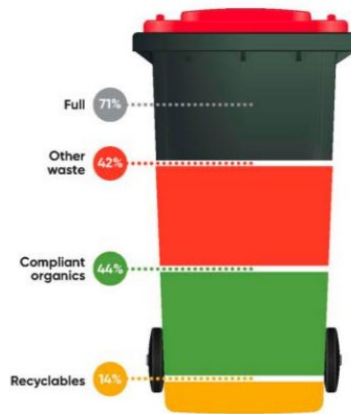
Providing landfill bin capacity weekly, does not encourage residents to avoid placing in this bin material that should be composted or recycled.

This results in a significant loss of otherwise recoverable organic and recyclable material.

Figure Two provides further data in respect of the average composition of the landfill waste bin in rural areas receiving the 2-bin collection service.

The data in Figure Two is sourced from the 2022 bin audit.

10.2 Rural Bin Collection Service - Review



Waste Bins

14.4kg/hh/wk

Figure 2

The results show that on average, 58% of the material in the landfill bin of a household receiving the rural 2-bin collection service should be diverted either into compost (or other means to manage organics) or the recycling bin.

This material is currently ending up in landfill.

If correct recycling behavior was implemented by the average household to divert this organic and recyclable material, the average rural resident's landfill bin would only be 42% full.

Improving Performance

Structural change to the rural bin collection service is required to facilitate the improvement of the rural service recycling outcomes and the subsequent environmental performance of the rural collection service.

The recommendation is to investigate changes to the rural 2-bin collection service model, by reducing the landfill bin collection frequency from a weekly, to a fortnightly service.

The reduced collection frequency model provides the required mechanism to disrupt current practice and foster the necessary behavioural change to assist residents to correctly divert organic and recyclable material away from the landfill bin.

This method has proven to be successful in urban areas, where residents receive a 3-bin collection service with a fortnightly landfill bin service.

This service has been in operation for over 10 years and residents adapted to the change easily. Strong customer service satisfaction results have also been recorded over this period.

10.2 Rural Bin Collection Service - Review

Whilst a 3-bin collection service works successfully in the urban areas, providing an additional food and garden organics bin service to rural residents is not an environmentally sound, or economically viable, option.

This is due to the low density of development and large distances between households in the rural areas.

Typically rural residents have the means and opportunity to manage organics on their properties, through home composting and other means (such as feeding animals) given the size and nature of rural allotments.

The change to a service model, with a fortnightly landfill bin and recycling bin in the rural areas is feasible, based on this capacity to manage garden and organic waste on site.

This proposed rural collection service model has successfully operated in the Byron Shire for over 15 years.

Byron Shire Council provide a fortnightly landfill and recycling bin collection service to their rural residents.

The comparative audit data shown in Table Two illustrates a better performance result for that service compared to the Ballina Shire results.

**Table Two - Performance
Ballina and Byron Shire Council's Rural Collection Data**

Performance Measure	Ballina 2-bin weekly landfill collection (2022 audit)	Byron 2-bin f/n landfill collection (2020 audit)
Generation rate - kg/household/week	14.38	4.37
Diversion from landfill	23%	56%
Utilisation - landfill bin % full	71.30%	63.50%
Utilisation - recycling bin % full	79.60%	78.10%

The comparison shows significantly lower generation volumes (greater than 10 kg per household per week) by Byron Shire rural residents, compared to Ballina.

Additionally, the diversion from landfill rate achieved by Byron Shire, is significantly higher at 56%, compared to 23% for Ballina.

Another key piece of data showing the success of the landfill bin fortnightly collection frequency model in Byron Shire, is the utilisation rate (or bin % full) of 63.5% and 78.1% full landfill and recyclable bins.

This data shows that even with the lower collection frequency, Byron Shire rural resident's bins are still less full than in Ballina Shire.

10.2 Rural Bin Collection Service - Review

Delivery Program Strategy / Operational Plan Activity

The content and recommendations discussed in this report directly relate to achieving CSP outcome HE2 – *Our operational choices are based on sustainability and limit our impact on the environment* and Delivery Program Strategy HE2.2 *Use our scarce resource wisely* and the specific activity HE2.2a *Increase kerbside recycling diversion rates*.

Community Engagement Strategy

As the proposal is a significant change to an existing Council service, a comprehensive community consultation process, combined with a financial benefit to account for what some will consider to be a reduced service level is needed.

As a first step in this process, it is proposed to conduct a trial, to identify the barriers and enablers for households when implementing the proposed reduced collection frequency model.

The result of the trial will guide the future direction of the consultation and potential change to the rural collection service.

The proposed trial will operate during a six-week period commencing mid-September and running to the end of October 2024. It will involve selecting approximately 80 rural residential households from four different geographical areas (in accordance with the current collection schedule).

The households will be subject to the following provisions under the trial:

- households will have their landfill bin collection reduced to a fortnightly frequency
- households will be provided with a home composting system (if required) to divert food and garden waste from landfill, coupled with support in the form of educational material and workshops
- participants will be provided education and support to reduce food waste and improve commingled recycling behaviour
- each property will be provided a \$50 rebate to account for the reduced level of service. This figure is calculated on refunding one eighth of the annual waste charge (six weeks being one eighth of the year).

Council may prefer to increase this rebate amount as further compensation for participating in the trial

- Prizes will be awarded to encourage positive behavioural change.

The results from the trial will be reported to Council to determine if there is merit in permanently transitioning to the fortnightly landfill bin collection service model for all rural residents.

It would be appropriate for a final decision to be incorporated in the 2025/26 Delivery Program and Operational Plan.

10.2 Rural Bin Collection Service - Review

Financial / Risk Considerations

Financial

The financial implications associated with the proposed reduced landfill collection frequency have been modelled to determine the level of impact on the annual domestic waste management charge for each rural household.

Initial modelling shows the proposed reduced collection service frequency would result in a reduction of 15-20% or \$60-\$80 to each household's annual domestic waste management (DWM) charge (based on the 2024/25 annual rural DWM charge of \$401).

This amount is based on the reduced collection contract costs and reduced waste management costs associated with managing the lower volume of landfill bin waste that will be generated through the revised service model.

Risks

A number of risks have been identified associated with the proposed shift to a fortnightly rural landfill bin collection model, including:

- Community dissatisfaction and complaints regarding odour, disposal options for nappies/sanitary items and insufficient capacity of bin
- Criticism of the reduced service level being perceived as a cost saving measure rather than achieving environmental benefits
- Risk of recycling bin contamination
- Risk of increased illegal dumping incidents.

To manage these risks, it is proposed to;

- Conduct a community consultation process including a trial
- Support the change with ongoing education and other programs
- Reduce the charge for the service
- Highlight the environmental outcomes to be achieved
- Assist residents to achieve composting and other outcomes on their land
- Note the success and customer satisfaction from the fortnightly collection service in the Ballina Shire Urban area and Bryon Shire Urban and Rural areas.

Options

Option 1

No change and accept the current performance level for the diversion of waste for the existing rural collection 2-bin service model.

Option 2

Conduct the trial of a fortnightly landfill bin collection frequency service, to investigate the transition to a fortnightly landfill bin collection service, for all rural residents.

Option 2 is recommended based on the following reasons:

10.2 Rural Bin Collection Service - Review

- The environmental performance resulting from the current rural bin collection service model is poor and prevents improvements in the Shire's overall resource recovery and waste management practices
- The proposed fortnightly landfill bin collection service is proven to deliver improved diversion from landfill and waste generation performance
- An initial trial reduces the risk of widespread community dissatisfaction associated with reducing a level of service. The trial results will provide the necessary information to enable Council to make an informed decision on any permeant widespread changes to the rural service.

RECOMMENDATIONS

1. That Council notes the information detailed in this report regarding the poorer performance of the rural bin collection service, from the perspective of relatively high waste generation rates and low landfill diversion rates, when compared to other collection service models.
2. That Council investigate a proposal to change the rural bin collection service, to a fortnightly landfill bin and fortnightly recycling bin collection, by undertaking a trial as detailed in this report.

Attachment(s)

Nil

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DOMESTIC WASTE MANAGEMENT (DWM)																	
ACTUAL					DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23	2023/24		2024/25	2025/26	%	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
OPERATING REVENUES																	
7,129,300	7,509,600	7,771,000	7,961,700	8,410,700	DWM Annual Charges	8,698,000	8,964,000	3	9,467,000	9,940,000	10,437,000	10,907,000	11,343,000	11,797,000	12,269,000	12,760,000	13,270,000
29,500	29,700	33,200	35,600	38,000	Vacant Property Annual Charges	39,000	41,000	5	43,000	45,000	47,000	49,000	51,000	53,000	55,000	57,000	59,000
0	2,300	2,400	2,400	2,900	DWM Exempt Collections	3,000	3,000	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
(248,400)	(250,200)	(244,500)	(239,600)	(244,900)	Pensioner Abandonments	(240,000)	(242,000)	1	(244,000)	(246,000)	(248,000)	(250,000)	(252,000)	(254,000)	(256,000)	(258,000)	(260,000)
863,700	958,500	992,700	1,045,200	333,000	Internal Plant Hire Charges	0	0	0	0	0	0	0	0	0	0	0	0
136,600	137,600	134,500	131,800	134,700	Operating Grants and Contributions	132,000	133,000	1	134,000	135,000	136,000	137,000	138,000	139,000	140,000	141,000	142,000
22,100	1,900	0	6,200	65,300	Sundry Income	0	0	0	0	0	0	0	0	0	0	0	0
30,000	9,900	6,000	49,000	100,000	Interest on Investments	56,000	42,000	(25)	28,000	18,000	8,000	3,000	1,000	1,000	3,000	4,000	4,000
29,800	85,300	0	0	834,400	Gain / (Loss) on Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
7,992,600	8,484,600	8,695,300	8,992,300	9,674,100		8,688,000	8,941,000	3	9,431,000	9,895,000	10,383,000	10,849,000	11,284,000	11,739,000	12,214,000	12,707,000	13,218,000
OPERATING EXPENSES																	
Administration																	
494,400	544,600	585,000	499,500	676,300	Employee Costs and Administration	414,000	431,000	4	443,000	456,000	469,000	482,000	496,000	510,000	525,000	540,000	556,000
7,800	200	4,800	7,700	6,000	Internal Audit	6,000	6,000	0	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
32,000	12,000	0	0	0	Contributions	0	0	0	0	0	0	0	0	0	0	0	0
40,000	40,000	40,000	40,200	42,000	North East Waste Membership	43,000	44,000	2	45,000	46,000	47,000	48,000	49,000	50,000	52,000	54,000	56,000
791,000	945,000	1,047,000	1,047,600	1,072,800	Indirect Expenses - Overheads	1,073,000	1,105,000	3	1,138,000	1,172,000	1,207,000	1,243,000	1,280,000	1,318,000	1,358,000	1,399,000	1,441,000
76,500	82,200	19,300	142,200	23,500	Promotion and Education	80,000	132,000	65	86,000	169,000	92,000	95,000	98,000	101,000	204,000	107,000	110,000
Collection																	
635,300	697,900	783,000	783,200	706,700	Collection Kerbside - Mixed Waste	660,000	601,000	(9)	619,000	638,000	657,000	677,000	697,000	718,000	740,000	762,000	785,000
1,910,600	1,597,400	1,610,600	1,714,700	1,915,700	Collection Kerbside - Organics	1,920,000	2,023,000	5	2,084,000	2,147,000	2,211,000	2,277,000	2,345,000	2,415,000	2,488,000	2,563,000	2,640,000
1,736,900	2,520,500	2,145,400	1,707,700	2,563,100	Collection Kerbside - Disposal Fees	3,300,000	3,535,000	7	3,747,000	3,934,000	4,111,000	4,275,000	4,446,000	4,623,000	4,808,000	5,000,000	5,200,000
481,100	518,100	487,100	568,100	704,600	Collection Kerbside - Recycling	800,000	824,000	3	849,000	874,000	900,000	927,000	955,000	984,000	1,014,000	1,044,000	1,075,000
961,300	1,246,300	1,005,400	754,600	657,900	Collection Kerbside - Recycling Disposal	620,000	639,000	3	658,000	678,000	698,000	719,000	741,000	763,000	786,000	810,000	834,000
246,700	184,300	233,400	199,600	210,500	Collection Kerbside - Bin Maintenance	150,000	155,000	3	160,000	165,000	170,000	175,000	180,000	185,000	191,000	197,000	203,000
389,600	371,500	487,600	607,200	226,500	Collection Trucks - Operating Expenses	0	0	0	0	0	0	0	0	0	0	0	0
Non-Cash Expenses																	
168,600	266,000	274,900	274,900	34,400	Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	662,300	0	Impairment - Domestic Waste	0	0	0	0	0	0	0	0	0	0	0	0
7,971,800	9,026,000	8,723,500	9,009,500	8,840,000	Total Operating Expenses	9,066,000	9,495,000	5	9,835,000	10,285,000	10,568,000	10,924,000	11,293,000	11,673,000	12,172,000	12,482,000	12,906,000
20,800	(541,400)	(28,200)	(17,200)	834,100	Operating Result - Surplus / (Deficit)	(378,000)	(554,000)	47	(404,000)	(390,000)	(185,000)	(75,000)	(9,000)	66,000	42,000	225,000	312,000
(29,800)	(85,300)	0	0	(834,400)	Add Back Gain / Loss on Sale	0	0	0	0	0	0	0	0	0	0	0	0
168,600	266,000	274,900	937,200	34,400	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
159,600	(360,700)	246,700	920,000	34,100	Cash Result - Surplus / (Deficit)	(378,000)	(554,000)	47	(404,000)	(390,000)	(185,000)	(75,000)	(9,000)	66,000	42,000	225,000	312,000
Capital Movements																	
0	0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
169,700	0	246,700	920,000	100,000	Less Transfer to Reserves	0	0	0	0	0	0	0	0	66,000	42,000	225,000	312,000
2,149,100	360,700	34,800	0	65,900	Add Transfer from Reserves	378,000	554,000	0	404,000	390,000	185,000	75,000	9,000	0	0	0	0
0	0	0	0	0	Add Capital Income Applied	0	0	0	0	0	0	0	0	0	0	0	0
2,139,000	0	34,800	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0

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Rate pegs for NSW councils for 2025-26

1 October 2024





1 We have set the rate pegs for 2025-26

IPART has set the rate pegs for the 2025-26 financial year. These are the maximum amounts by which each NSW council can automatically increase its general income from 1 July 2025 to 30 June 2026 (unless the council has an approved special variation to exceed its rate peg). The rate pegs do not apply to individual ratepayers' rates.

We used our new rate peg methodology which we introduced last year and for the first time, consulted with stakeholders to inform our rate peg decisions. In making these decisions, we balanced the impacts on ratepayers recognising the current cost of living pressures, and the need for councils to maintain services and cover increases in existing costs.

The rate pegs for 2025-26 range from 3.6% to 5.1% before adjusting for each council area's population growth (i.e. the core rate pegs). When this adjustment is made, the total rate pegs range from 3.7% to 7.6%. These rate pegs reflect the forecast increases and actual changes in the main cost components shown below.

The 2025-26 rate peg breakdown:

	Base cost change Labour, asset and other operating costs	+ 3.6% for all councils (metropolitan, regional and rural)
	Emergency Services Levy Year-on-year changes in council ESL invoices and some previous costs not captured in the rate peg when these increases were subsidised	- 0.1% to 1.2%
	Local government election costs Costs of running the 2024 local government election to be recovered in 2025-26 financial year	+ 0.0% to 0.8%
Core rate pegs Average impacts on the ratepayers		= 3.6% to 5.1%
	Population growth Excludes prisoner populations, deducts the change in supplementary valuations and adjusts for COVID-19 impacted populations	+ 0.0% to 3.8%
Total rate pegs for each council		= 3.7% to 7.6%

We maintained our default approach to capture council productivity with a 0% change.

IPART acknowledges the Traditional Custodians of the lands where we work and live. We pay respect to Elders both past and present. We recognise the unique cultural and spiritual relationship and celebrate the contributions of First Nations peoples.

See **Table 6.1** from page 12 for the 2025-26 rate pegs for each council.

The **core rate pegs** provide a better indication of the average impacts on ratepayers than the total rate pegs because they exclude the population factor. This factor is applied to allow councils to increase their total income to cover the costs of providing the same level of services to additional people. It doesn't increase rates collected per person.

The core rate pegs for 2025-26 are lower than those for last year (3.6% to 5.1% compared with 4.5% to 5.5%).

Box 1.1 We consulted with stakeholders to inform our rate peg decisions

In 2023, IPART reviewed the rate peg methodology and consulted extensively with stakeholders. As a result, we made major changes to the methodology to apply from 2024-25. We also decided to enable ongoing consultation with ratepayers, councils and other stakeholders by:

- holding periodic ratepayer workshops for ratepayers and other stakeholders to provide their feedback and views on the implementation of the new rate peg methodology and for us to share any new developments
- establishing a council reference group to advise on the implementation of our new rate peg methodology.

1.1.1 We held a ratepayer workshop

On 13 August 2024, we held an online ratepayer workshop to hear from ratepayers on issues we should consider when setting the rate pegs for 2025-26. Forty-three community members attended this workshop.

The workshop provided an opportunity for ratepayers and community members to raise issues and have their say through an open forum. It also included an information session on the rate peg methodology and on some areas we considered would interest ratepayers based on frequently asked questions.

Ratepayers raised issues including the cost-of-living crisis and the impacts of rate increases, improving the special variations process, the regulatory model for councils and support to keep the rate peg in place. See our [summary](#) of issues raised.

1.1.2 We established the Council Reference Group

In July 2024, we established the Council Reference Group (CRG), appointing 14 members. These were based on nominations from the Office of Local Government (OLG) and Local Government NSW (LGNSW). The CRG met first to prioritise then discuss the issues it wanted the Tribunal to consider for the 2025-26 rate peg and future years. Issues ranged from components in the rate peg methodology and increased costs to broader local government issues. See our [website](#) for more information including the [CRG Terms of Reference](#) and a summary of issues discussed.

2 What is the rate peg?

The rate peg is the maximum percentage amount by which a council may increase its general income for the year. For most councils, general income is rates income, which on average represents around one third of NSW councils' combined total income. On average, for some rural councils, rates income represents around 11%, and for some metropolitan councils, up to 41%.

IPART sets the rate peg under delegation from the Minister for Local Government and has done so since 2010. The rate peg has 2 purposes:

1. It allows all councils to automatically increase their rates income each year to keep pace with the estimated change in the costs of providing their current services and service levels to their community.
2. It also limits the impact of these automatic increases on ratepayers, by ensuring councils cannot increase their rates income by more than the estimated change in their costs, without consulting with their communities through the special variation process.

Councils can increase their general income by up to the rate peg. They may decide to increase their general income by less than the rate peg (or reduce their income) and consult with their communities on rates and service trade-offs that may be needed. If a council increases its rates income by less than the rate peg, it has up to 10 years to catch up this shortfall.^a A council can only increase its general income by more than the rate peg, if it has an approved special variation (SV) or is catching up on previously foregone increases.

The rate peg (or SV) does not apply to individual ratepayers' rates. As long as the increase in total general income does not exceed the rate peg (or SV), an individual ratepayer's rates may increase by more than or by less than the rate peg or be reduced. Councils have discretion when setting rates to distribute the impact of rate changes among ratepayers. Councils may increase categories of rates by more or less than the rate peg.

We understand some stakeholders do not agree with councils increasing their income, for various reasons. However, not allowing income to increase in line with changes to their business-as-usual costs could have negative impacts on communities through trade-offs in the services ratepayers rely on.

2.1 The rate peg is like a price index

Our approach is to set the rate peg like a price index, similar to the consumer price index (CPI). The difference is we measure the change in the price of a 'basket' of goods and services that councils typically purchase rather than households. For example, these include employees, roads and other assets.

We estimate the change in this 'basket' from a mix of forecasts, estimates and actual cost changes. We set the rate peg in line with this estimated change.

^a The catch-up provisions are specified in section 511 of the *Local Government Act 1993*.

The rate pegs reflect changes in business-as-usual costs – they do not provide for changes in the quantity or quality of services councils decide on, or how efficient a council may be. The rate pegs only limit the rate of change of income from rates.

We do not assess each councils' performance, spending priorities and decisions, and consultation with the community. We also do not and cannot audit council finances. The rate peg is not based on a review of individual council spending.

2.2 The rate peg does not limit all council income

The rate peg does not limit increases to income from rates and charges for water supply, wastewater, domestic waste management and some other services. Councils must keep income from these rates and charges separate to ensure they are used for the purpose of which they are collected. It also does not limit income from grants from State and Federal governments and infrastructure contributions.

3 How did we set the rate peg?

We calculated each council's rate peg using the methodology set out in the formula below:

$$\text{Rate peg} = \text{Base Cost Change (BCC)} - \text{productivity factor} + \text{population factor} \\ + \text{Emergency Services Levy (ESL) factor} + \text{other adjustments}$$

We have set the BCC, productivity, population and the ESL factors consistent with our methodology and have also included 'other adjustments' to better respond to changes in council costs for the 2025-26 financial year. These include:

- an adjustment to allow councils to catch up on some of the historical increases in the ESL not captured in previous rate pegs when they were subsidised
- a temporary adjustment for the costs of running the 2024 elections
- a population factor adjustment for COVID-19 impacted populations.

Our decisions are discussed below. For more details on our methodology, see our [Final Report](#) on our 2023 Review of the rate peg methodology.



See our [2025-26 rate peg model](#) and how we calculated the rate pegs for each council.

3.1 We forecast councils' base costs to increase by 3.6% on average

We used our Base Cost Change (BCC) model to estimate cost increases in council's business-as-usual costs for 2025-26. The BCC model measures the percentage change in 3 main council costs:

- Employee costs – measured using changes in the Local Government State (NSW) Award and adjusted for changes in the superannuation guarantee.
- Asset costs – measured using the Reserve Bank of Australia's (RBA) forecast change in the Consumer Price Index (CPI) plus an adjustment that reflects the average difference between actual CPI (All groups, Sydney) and actual Producer Price Index (PPI) (Road and bridge construction, NSW) over the past 5 years. We derive a forecast because there is currently no forecast for the PPI for road and bridge construction, and we consider the change in the PPI is the best measure for changes in asset costs.
- Other operating costs – measured by the RBA's forecast change in the CPI.

We use separate BCC models for the different council groups (metropolitan, regional and rural) to better reflect the diversity of NSW councils. Each of these separate models weighs the 3 cost components according to the spending pattern of the average council in each group. Although the components vary in weight for each group, we apply the same measures of change to each component. For example, while asset costs might have a larger weight for rural councils than metropolitan councils, both asset costs components would be forecast to change by the same amount.

The BCC for 2025-26 is 3.6% for each council group, which is lower than last year (3.9%). The BCCs for each group were the same (after rounding) because the differences between council spending patterns and the differences between changes in each cost component were relatively small. This was also the case for the 2024-25 rate peg. Table 3.1 shows the change in the BCC components and their weights. For the 2025-26 financial year:

- Employee costs in the BCC will rise by 3.5%, which is lower than last year.
- Asset costs are forecast to rise by 4.0%, which is the same as last year.
- Other operating costs are forecast to rise by 3.5%, which is higher than last year.

Table 3.1 We calculate base cost changes weighted by council group spending

	Employee costs	Asset costs	Other operating costs
Change in costs	3.5% ^a	4.0% ^b	3.5% ^c
Weightings by council group			
Metropolitan	40%	18%	42%
Regional	35%	23%	42%
Rural	34%	25%	42%

a. This is based on an increase of 3% from 1 July 2025 as per the Local Government (State) Award. We also included an increase of 0.5% for changes in the superannuation guarantee from 2024-25 to 2025-26 (from 11.5% to 12%).

b. This is based on the average of RBA forecasts to December 2025 and June 2026 from the August 2024 Statement on Monetary Policy of 3.5% and an 0.5% adjustment based on the average difference between the PPI (Road and bridge construction, NSW) and the CPI (All groups, Sydney) over the most recent 5-year period.

c. We use the average of the RBA's forecast change in the CPI to December and June for year the rate peg applies.

We heard suggestions from the CRG to include more components in the BCC for audit costs, costs of Valuer General land valuations, and elections costs. We may explore this at a later stage.

3.2 We allowed increases of up to 1.2% to reflect ESL costs

Councils make payments - known as the Emergency Service Levy (ESL) - to the State Government to support emergency services (Fire and Rescue NSW, State Emergency Service, Rural Fire Service). Councils currently fund 11.7% of the costs of these services. We allow councils to recover changes in the ESL so they can meet their ESL obligations without diverting funds required to maintain service levels and infrastructure for their communities.

For the 2025-26 rate peg we have:

- set ESL factors consistent with our methodology
- made a further ESL adjustment to allow councils to catch up on some of the historical increases in the ESL not captured in previous rate pegs when they were subsidised. We previously made this adjustment for some councils in the 2024-25 rate peg.

Overall, the changes to income reflecting ESL costs range from -0.1% to 1.2%. Only one council had a change to income from ESL costs that was negative. This was after a full catch-up adjustment for its previously subsidised ESL costs.

3.2.1 Lower ESL contributions this year led to negative ESL factors for most councils

ESL factors allow councils to recover the year-on-year changes in their ESL contributions. ESL factors are lagged by one year. The 2025-26 rate peg captures the change in ESL contributions between 2023-24 and 2024-25.

ESL factors are not the simple increase in a council's ESL contribution. Instead, they reflect the additional change to income that is needed for a council to meet its ESL obligations **after** this income has been adjusted by the BBC, population factors and any specific adjustment factors. ESL factors can be^b:

- positive when the change in ESL contributions is greater than the change in the BCC, population factor and any specific adjustment factors
- negative when the change in ESL contributions is less than that change
- equal to 0% when the change in ESL contributions is equal to that change.

In 2024-25, ESL contributions were 4.4% lower on average than in 2023-24. All councils except for one council had a negative ESL factor.

^b See our [Information paper on the rate peg for NSW councils for 2024-25](#) for how we calculate the ESL factor (pp 9-10).

3.2.2 Most councils had outstanding ESL costs to catch up on

As in the 2024-25 rate peg, we allowed a further adjustment to capture some of the past increases in the ESL costs that were previously subsidised by the NSW Government and therefore not captured by the rate peg. The NSW Government subsidised increases in council ESL contributions between 2019-20 and 2022-23. In 2023-24 the subsidy was discontinued leading to increases in council ESL costs. We decided to phase the costs that were previously subsidised into the rate peg over time.

All councils received ESL subsidy adjustments for 2025-26 that range between 0.2 to 2.9%. We decided on the adjustment amounts to:

- offset the negative ESL factor that most councils had, and
- ensure all councils have recovered at least 50% of their subsidised increases.

We consulted with the CRG on options to phase in these ESL subsidy costs. The CRG supported a full catch-up for the 2025-26 rate peg and for councils to have the discretion to phase these costs in using the catch-up provision in the Local Government Act.^c The rate peg allows maximum increases to general income and individual councils can decide to increase their rates by less than the rate peg (or reduce their rates) to manage the impacts on their communities. We considered the impacts on ratepayers of this option but decided to continue phasing the ESL catch-up into the rate peg. We considered ratepayer concerns about affordability and cost of living pressures, and how some ratepayers and communities are consulted with.

3.3 We included a temporary election cost adjustment of 0% to 0.8%

We included a temporary council-specific adjustment to help councils cover the costs of running the 2024 local government elections.

NSW councils must fund the costs of running local government elections. This is mostly done by the NSW Electoral Commission (NSWEC) but can also be done by private operators.^d We consider that the rate peg should allow councils to recover these costs to avoid trade-offs with current services.

The adjustment reflects the difference in election costs from the elections held in either 2016 or 2017 adjusted for inflation, and the 2024 local government election costs. Adjusting for this difference avoids overcharging ratepayers as the rest of these costs are in councils' cost bases. To make it temporary, we will make a downward adjustment in the next rate peg.

The election cost adjustment for 2025-26 is council-specific and is based on NSWEC's estimates of election costs for each NSW council. These range from \$27,000 to \$2.5 million. We consider this is the best available data at this time.

^c The 'catch-up' provisions are under section 511 of the *Local Government Act 1993*. If councils decide not to implement their full allowable rate peg (or special variation amount), they can 'catch-up' the income shortfall over the next 10 years. This is managed through the OLG reporting process.

^d Councils cannot directly conduct their own elections under section 296AA(1) of the *Local Government Act 1993*.

Of the 128 councils in NSW, 125 councils received this adjustment in their rate peg, ranging from 0% to 0.8%. These councils include those that held an election on 14 September or are expected to hold by-elections in the next 3 months.^e The other 3 councils did not get an adjustment because they were not expected to hold elections and will therefore not incur these costs, or will receive funding to cover their election costs.

We consulted with stakeholders on adjusting for election costs:

- The CRG generally supported a proposed temporary council-specific adjustment for the change in election costs but also suggested that the BCC could capture election costs through an additional BCC component. We will consider this for future rate pegs.
- At our ratepayer workshop, one participant did not support the inclusion of 'election costs', considering that the costs may end up 'out of control'. Our adjustment captures the cost of running elections. It does not include campaigning costs.

Our approach to this adjustment is largely consistent with what we did for the 2021 local government elections. The difference is that we previously set one uniform adjustment because, at that time, we set only one rate peg to apply to all councils.^f Our last adjustment for election costs was 0.2%.

3.4 We allowed increases of up to 3.8% to account for population growth

We allow councils to increase their income to cover the costs of population growth. We do this by setting a population factor that gives councils additional income needed to maintain income collected per person (before inflation) as populations grow. The population factor reflects year-on-year population growth lagged by 3 years.^g Importantly, our methodology does not reduce council income when population falls. This is because in an area of falling population a council still needs to maintain its infrastructure and provide services, so its costs may not decline correspondingly.

For the 2025-26 rate peg we have:

- set population factors, consistent with our methodology
- made a population factor adjustment for some councils to account for unexpected population patterns due to COVID-19.

Overall, we set a positive population factor (after adjustment) for 72 councils of up to 3.8%. This range is higher than last year when population factors reached 2.7%. The population factor for the remaining councils was 0% due to their stable or falling population.

^e 3 councils that did not have all councillor positions filled are expected to hold by-elections and 8 councils that had uncontested wards were expected to hold reduced elections.

^f Prior to 2021-22, legislation required us to produce a single rate peg that applied to all councils. Legislative change in 2021 allowed for different rate pegs to be set for each council.

^g Population growth includes the change in estimated resident population less prison populations and less the change in supplementary valuations. The latest information on the estimated resident population is from 2023.

3.4.1 We adjusted population factors for 13 metropolitan councils due to COVID-19 population trends

We made a one-off adjustment to the population factors for 13 councils with unusual population trends following COVID-19 and where this would have led to large population factors and rate peg increases, under our current population factor methodology. These councils' populations declined notably from 2019 to 2021 and then rebounded between 2022 and 2023.

Under the population factor methodology, we did not reduce these councils' rate pegs when their populations declined. However, as the populations have increased in the post-COVID-19 years, our methodology would now cause an increase to their rate pegs that we found:

- may over-burden ratepayers
- increase rates per capita which is not the purpose of the population factor methodology.

These councils should have the capacity to cater for the rebound in their population using their existing rates income.

Our adjustment means that the affected councils receive an increase in income to match the net population change between 2019 and 2023. This is the 'effective population growth' since 2019. This adjustment is a negative number that reflects the difference between the unadjusted population factor and the effective population growth. These adjustment factors range from -5.1% to -0.8%.

We discussed the issue of treating COVID-19 impacted populations with the CRG. There was general support for an adjustment. Some raised concerns about population data, the time frame for measuring growth and the impacts of a negative adjustment. Others considered an adjustment would be reasonable as councils would not be worse off. We did not hear about the population factor during our ratepayer workshop.

The population adjustment for COVID-19 impacted populations is a one-off adjustment for councils that were materially affected and would have had large population factors in 2025-26.^h We may make a similar adjustment to the rate peg in future years for other councils that may be similarly affected. We also anticipate reviewing the rate peg methodology in 4 years' time.

3.5 We maintained the 0% default for productivity

Since 2011, our rate peg methodology has included an explicit factor to account for productivity gains in the local government sector. In 2018-19, we set the productivity factor to zero as a default to recognise that productivity gains were reflected in ABS data we used in our methodology at the time. In 2023, following our review of the rate peg methodology, we decided to keep the productivity factor and set it at 0% as a default, unless we had evidence to depart from this approach.

^h We used criteria to set a materiality threshold to identify councils that needed a population adjustment. We considered 1) populations that declined by 1.5% or more between 2019 and 2021 to capture unusual population fluctuations associated with COVID-19, 2) populations that have subsequently increased and 3) populations over 10,000.

We have maintained the default of 0% for the productivity factor in the rate peg for the 2025-26 financial year. We consider that further analysis is required to develop measures of productivity. This includes considering the outcomes of the NSW Parliamentary Inquiry on the ability of local governments to fund infrastructure and services and the work the Office of Local Government is completing around council performance benchmarking.

We acknowledge stakeholders' concerns about the productivity factor. We heard at our ratepayer workshop that the productivity factor should not be set to zero as this would not provide an incentive for councils to become more productive. In contrast, we heard from the CRG, consistent with council stakeholder views we've heard in the past, that the productivity factor should be removed or maintained at 0%. Their view was that it would penalise councils for productivity gains that would be reinvested into providing services to the community.

We recognise the importance of retaining a productivity factor to encourage councils to be more efficient in the costs they can control. Councils are encouraged to reinvest any efficiencies in council services to the community.

While a default is in place, we consider there is merit to further investigate how productivity gains can be incentivised but recognise this may include avenues broader than the rate peg. Before we consider any departure from the default of zero, we will further consult with stakeholders.

4 What can councils do if they want a higher increase?

If councils want or need to increase their general income by more than the rate peg – for example so they can introduce new services, improve service quality or become more financially sustainable – they can apply to IPART for a special variation (SV). This would allow them to increase general income above the rate peg on a temporary or permanent basis for a given number of years. Councils can also apply to IPART to increase their minimum rates above the statutory limit (MR increase). However, increases to minimum rates do not increase total general income but change the way rates are distributed.

Councils applying for an SV or MR increase must consult with their communities and satisfy the criteria listed in the OLG's SV/MR increase Guidelines. The latest edition of the Guidelines was published in November 2020 and will apply to 2025-26 SV/MR increase application assessments. The Guidelines are available on our [website](#).

Councils applying for an SV or MR increase for 2025-26 must apply to IPART by 3 February 2025. IPART's website also includes general information on the requirements and recent applications from councils.

5 What can ratepayers do if they are concerned about the impacts?

Ratepayers that find it difficult to pay their rates should contact their council in the first instance and ask about what support they may provide and their hardship policy. This may include assistance or flexible payment arrangements tailored to ratepayers and their circumstances. Also, ratepayers can visit the NSW Ombudsman's website on '[Having trouble with your rates and charges](#)' for further guidance and resources, which may help ratepayers understand their rights and access additional support.

6 Final rate pegs for all councils

Table 6.1 Final rate pegs and components

Council	BCC	ESL factor	ESL subsidy catch-up adjustment	Election cost adjustment	Core rate peg	Population factor and adjustment	Final rate peg
Albury	3.6%	-0.2%	0.2%	0.2%	3.8%	0.3%	4.1%
Armidale Regional	3.6%	-0.3%	0.4%	0.3%	4.0%	0.0%	4.0%
Ballina	3.6%	-0.2%	0.2%	0.2%	3.8%	0.0%	3.8%
Balranald	3.6%	-0.6%	1.4%	0.1%	4.5%	0.0%	4.5%
Bathurst Regional	3.6%	-0.4%	0.5%	0.3%	4.0%	0.9%	4.9%
Bayside	3.6%	-0.5%	0.5%	0.1%	3.7%	2.4%	6.1%
Bega Valley	3.6%	-0.3%	0.5%	0.4%	4.1%	0.8%	4.9%
Bellingen	3.6%	-0.5%	0.9%	0.2%	4.2%	0.0%	4.2%
Berrigan	3.6%	-0.4%	0.6%	0.8%	4.6%	0.0%	4.6%
Blacktown	3.6%	-0.2%	0.4%	0.2%	4.0%	1.9%	5.9%
Bland	3.6%	-0.6%	0.9%	0.3%	4.2%	0.0%	4.2%
Blayney	3.6%	-0.3%	0.3%	0.1%	3.8%	0.0%	3.8%
Blue Mountains	3.6%	-0.3%	0.5%	0.1%	3.8%	0.7%	4.5%
Bogan	3.6%	-0.4%	0.7%	0.3%	4.1%	0.0%	4.1%
Bourke	3.6%	-0.8%	1.5%	0.0%	4.3%	0.7%	5.0%
Brewarrina	3.6%	-1.2%	1.9%	0.8%	5.1%	0.0%	5.1%
Broken Hill	3.6%	-0.3%	0.3%	0.2%	3.8%	0.2%	4.0%
Burwood	3.6%	-0.5%	0.5%	0.2%	3.8%	3.8%	7.6%
Byron	3.6%	-0.2%	0.3%	0.1%	3.7%	1.3%	5.0%
Cabonne	3.6%	-0.5%	0.7%	0.3%	4.1%	0.3%	4.4%
Camden	3.6%	0.3%	0.2%	0.2%	4.3%	3.2%	7.5%

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Council	BCC	ESL factor	ESL subsidy catch-up adjustment	Election cost adjustment	Core rate peg	Population factor and adjustment	Final rate peg
Campbelltown	3.6%	-0.3%	0.3%	0.1%	3.7%	1.8%	5.5%
Canada Bay	3.6%	-0.5%	0.5%	0.3%	3.8%	0.0%	3.8%
Canterbury-Bankstown	3.6%	-0.4%	0.4%	0.1%	3.7%	1.8%	5.5%
Carrathool	3.6%	-0.5%	0.8%	0.2%	4.0%	0.0%	4.0%
Central Coast	3.6%	-0.3%	0.3%	0.2%	3.8%	0.5%	4.3%
Central Darling	3.6%	-1.7%	2.9%	0.0%	4.8%	0.5%	5.3%
Cessnock	3.6%	-0.3%	0.4%	0.2%	3.9%	0.8%	4.7%
Clarence Valley	3.6%	-0.3%	0.5%	0.2%	4.0%	0.3%	4.3%
Cobar	3.6%	-0.5%	0.8%	0.0%	3.9%	0.6%	4.5%
Coffs Harbour	3.6%	-0.3%	0.4%	0.3%	4.0%	0.6%	4.6%
Coolamon	3.6%	-1.0%	1.2%	0.6%	4.5%	1.8%	6.3%
Coonamble	3.6%	-0.3%	0.4%	0.2%	3.8%	0.9%	4.7%
Cootamundra-Gundagai Regional	3.6%	-0.4%	0.8%	0.5%	4.5%	0.1%	4.6%
Cowra	3.6%	-0.5%	0.8%	0.4%	4.2%	0.0%	4.2%
Cumberland	3.6%	-0.5%	0.5%	0.2%	3.8%	3.3%	7.1%
Dubbo Regional	3.6%	-0.3%	0.5%	0.5%	4.2%	0.0%	4.2%
Dungog	3.6%	-0.4%	0.7%	0.3%	4.1%	0.0%	4.1%
Edward River	3.6%	-0.5%	0.7%	0.8%	4.6%	0.0%	4.6%
Eurobodalla	3.6%	-0.4%	0.5%	0.3%	4.0%	0.1%	4.1%
Fairfield	3.6%	-0.4%	0.4%	0.3%	3.9%	0.0%	3.9%
Federation	3.6%	-0.4%	0.6%	0.7%	4.6%	0.2%	4.8%
Forbes	3.6%	-0.5%	0.7%	0.6%	4.4%	0.0%	4.4%
Georges River	3.6%	-0.5%	0.4%	0.2%	3.6%	0.8%	4.4%
Gilgandra	3.6%	-0.4%	0.7%	0.2%	4.0%	0.2%	4.2%
Glen Innes Severn	3.6%	-0.5%	0.6%	0.3%	4.0%	0.4%	4.4%
Goulburn Mulwaree	3.6%	-0.3%	0.4%	0.1%	3.8%	0.4%	4.2%

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Council	BCC	ESL factor	ESL subsidy catch-up adjustment	Election cost adjustment	Core rate peg	Population factor and adjustment	Final rate peg
Greater Hume	3.6%	-0.6%	0.7%	0.3%	4.1%	1.2%	5.3%
Griffith	3.6%	-0.3%	0.4%	0.4%	4.0%	0.0%	4.0%
Gunnedah	3.6%	-0.2%	0.2%	0.5%	4.1%	0.6%	4.7%
Gwydir	3.6%	-0.4%	0.6%	0.2%	4.0%	0.2%	4.2%
Hawkesbury	3.6%	-0.3%	0.5%	0.2%	3.9%	0.0%	3.9%
Hay	3.6%	-0.6%	1.1%	0.2%	4.3%	0.0%	4.3%
Hilltops	3.6%	-0.5%	0.8%	0.6%	4.4%	0.0%	4.4%
Hornsby	3.6%	-0.4%	0.4%	0.2%	3.8%	1.4%	5.2%
Hunters Hill	3.6%	-0.5%	0.5%	0.8%	4.4%	0.0%	4.4%
Inner West	3.6%	-0.5%	0.5%	0.1%	3.7%	0.0%	3.7%
Inverell	3.6%	-0.3%	0.3%	0.2%	3.8%	0.2%	4.0%
Junee	3.6%	-0.6%	0.8%	0.6%	4.5%	1.7%	6.2%
Kempsey	3.6%	-0.3%	0.4%	0.2%	3.9%	0.0%	3.9%
Kiama	3.6%	-0.2%	0.3%	0.1%	3.7%	0.0%	3.7%
Ku-ring-gai	3.6%	-0.4%	0.6%	0.3%	3.9%	2.2%	6.1%
Kyogle	3.6%	-0.4%	0.6%	0.3%	4.1%	0.0%	4.1%
Lachlan	3.6%	-0.5%	0.7%	0.3%	4.2%	0.1%	4.3%
Lake Macquarie	3.6%	-0.3%	0.3%	0.1%	3.7%	0.8%	4.5%
Lane Cove	3.6%	-0.3%	0.3%	0.2%	3.8%	0.1%	3.9%
Leeton	3.6%	-0.3%	0.4%	0.7%	4.4%	0.0%	4.4%
Lismore	3.6%	-0.3%	0.4%	0.2%	3.9%	0.0%	3.9%
Lithgow	3.6%	-0.3%	0.5%	0.3%	4.1%	0.0%	4.1%
Liverpool	3.6%	-0.4%	0.4%	0.2%	3.8%	2.2%	6.0%
Liverpool Plains	3.6%	-0.4%	0.6%	0.2%	4.0%	0.0%	4.0%
Lockhart	3.6%	-0.7%	0.9%	0.4%	4.2%	0.7%	4.9%
Maitland	3.6%	-0.2%	0.2%	0.1%	3.6%	2.2%	5.8%

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Council	BCC	ESL factor	ESL subsidy catch-up adjustment	Election cost adjustment	Core rate peg	Population factor and adjustment	Final rate peg
Mid-Coast	3.6%	-0.2%	0.3%	0.1%	3.8%	0.0%	3.8%
Mid-Western Regional	3.6%	-0.3%	0.3%	0.1%	3.8%	0.0%	3.8%
Moree Plains	3.6%	-0.2%	0.2%	0.1%	3.8%	0.0%	3.8%
Mosman	3.6%	-0.3%	0.6%	0.1%	3.9%	0.0%	3.9%
Murray River	3.6%	-0.5%	0.6%	0.5%	4.2%	11%	5.3%
Murrumbidgee	3.6%	-0.8%	1.0%	0.4%	4.3%	11%	5.4%
Muswellbrook	3.6%	-0.2%	0.3%	0.2%	3.9%	0.0%	3.9%
Nambucca	3.6%	-0.4%	0.7%	0.2%	4.1%	0.5%	4.6%
Narrabri	3.6%	-0.3%	0.5%	0.4%	4.1%	0.2%	4.3%
Narrandera	3.6%	-0.4%	0.6%	0.2%	4.0%	0.0%	4.0%
Narromine	3.6%	-0.5%	0.7%	0.2%	4.1%	0.1%	4.2%
Newcastle	3.6%	-0.2%	0.2%	0.1%	3.7%	1.4%	5.1%
North Sydney	3.6%	-0.2%	0.4%	0.3%	4.0%	0.0%	4.0%
Northern Beaches	3.6%	-0.4%	0.4%	0.2%	3.8%	0.0%	3.8%
Oberon	3.6%	-0.7%	0.9%	0.8%	4.6%	0.8%	5.4%
Orange	3.6%	-0.2%	0.3%	0.2%	3.9%	0.1%	4.0%
Parkes	3.6%	-0.3%	0.4%	0.3%	4.0%	0.0%	4.0%
Parramatta	3.6%	-0.3%	0.3%	0.1%	3.7%	2.5%	6.2%
Penrith	3.6%	-0.2%	0.3%	0.2%	3.9%	0.0%	3.9%
Port Macquarie-Hastings	3.6%	-0.3%	0.3%	0.3%	3.9%	0.2%	4.1%
Port Stephens	3.6%	-0.2%	0.3%	0.3%	3.9%	0.6%	4.5%
Queanbeyan-Palerang Regional	3.6%	-0.2%	0.4%	0.2%	3.9%	0.0%	3.9%
Randwick	3.6%	-0.4%	0.4%	0.1%	3.7%	0.0%	3.7%
Richmond Valley	3.6%	-0.4%	0.5%	0.2%	3.9%	0.0%	3.9%
Ryde	3.6%	-0.4%	0.4%	0.2%	3.8%	2.9%	6.7%
Shellharbour	3.6%	-0.2%	0.3%	0.1%	3.8%	0.2%	4.0%

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Rate pegs for NSW councils for 2025-26

Council	BCC	ESL factor	ESL subsidy catch-up adjustment	Election cost adjustment	Core rate peg	Population factor and adjustment	Final rate peg
Shoalhaven	3.6%	-0.3%	0.4%	0.1%	3.8%	0.0%	3.8%
Singleton	3.6%	-0.3%	0.3%	0.1%	3.8%	0.5%	4.3%
Snowy Monaro Regional	3.6%	-0.5%	1.0%	0.1%	4.2%	1.0%	5.2%
Snowy Valleys	3.6%	-0.4%	0.7%	0.5%	4.3%	0.0%	4.3%
Strathfield	3.6%	-0.5%	0.5%	0.2%	3.8%	3.1%	6.9%
Sutherland	3.6%	-0.4%	0.4%	0.1%	3.7%	1.3%	5.0%
Sydney	3.6%	-0.2%	0.2%	0.1%	3.7%	0.4%	4.1%
Tamworth Regional	3.6%	-0.3%	0.4%	0.0%	3.8%	0.0%	3.8%
Temora	3.6%	-0.8%	1.3%	0.8%	4.9%	0.1%	5.0%
Tenterfield	3.6%	-0.5%	0.7%	0.1%	3.8%	1.4%	5.2%
The Hills	3.6%	-0.5%	0.5%	0.2%	3.7%	2.5%	6.2%
Tweed	3.6%	-0.2%	0.2%	0.2%	3.8%	0.6%	4.4%
Upper Hunter	3.6%	-0.5%	0.8%	0.3%	4.2%	0.1%	4.3%
Upper Lachlan	3.6%	-0.6%	0.9%	0.2%	4.1%	0.9%	5.0%
Uralla	3.6%	-0.4%	0.6%	0.5%	4.2%	0.7%	4.9%
Wagga Wagga	3.6%	-0.3%	0.4%	0.1%	3.8%	0.0%	3.8%
Walcha	3.6%	-0.2%	0.5%	0.1%	3.9%	0.0%	3.9%
Walgett	3.6%	-0.5%	0.7%	0.4%	4.2%	0.0%	4.2%
Warren	3.6%	-0.3%	0.3%	0.2%	3.9%	0.2%	4.1%
Warrumbungle	3.6%	-0.5%	0.9%	0.0%	4.0%	0.0%	4.0%
Waverley	3.6%	-0.3%	0.3%	0.2%	3.8%	0.0%	3.8%
Weddin	3.6%	-0.7%	1.2%	0.4%	4.5%	0.1%	4.6%
Wentworth	3.6%	-0.5%	0.8%	0.6%	4.5%	0.0%	4.5%
Willoughby	3.6%	-0.3%	0.3%	0.3%	3.8%	0.0%	3.8%
Wingecarribee	3.6%	-0.2%	0.2%	0.2%	3.7%	0.2%	3.9%
Wollondilly	3.6%	-0.2%	0.3%	0.2%	3.8%	0.0%	3.8%

Council	BCC	ESL factor	ESL subsidy catch-up adjustment	Election cost adjustment	Core rate peg	Population factor and adjustment	Final rate peg
Wollongong	3.6%	-0.3%	0.3%	0.1%	3.7%	1.0%	4.7%
Woollahra	3.6%	-0.2%	0.4%	0.3%	4.1%	0.0%	4.1%
Yass Valley	3.6%	-0.5%	0.8%	0.2%	4.1%	0.0%	4.1%

Notes:

The core rate peg is the rate peg before the population factor and adjustment and the final rate peg is the rate peg including the population factor and adjustment. Figures may not add due to rounding. Percentage changes are calculated from unrounded numbers.

Table 6.2 Population factors and rate pegs for all councils

Council	Change in population	Supplementary valuations percentage	Population factor before adjustment	COVID-19-related population adjustment	Population factor after adjustment	Final rate peg
Albury	1.5%	1.2%	0.3%	0.0%	0.3%	4.1%
Armidale Regional	0.8%	0.9%	0.0%	0.0%	0.0%	4.0%
Ballina	0.9%	1.2%	0.0%	0.0%	0.0%	3.8%
Balranald	0.0%	0.2%	0.0%	0.0%	0.0%	4.5%
Bathurst Regional	1.2%	0.4%	0.9%	0.0%	0.9%	4.9%
Bayside	2.8%	0.4%	2.4%	0.0%	2.4%	6.1%
Bega Valley	0.8%	0.0%	0.8%	0.0%	0.8%	4.9%
Bellingen	0.0%	0.4%	0.0%	0.0%	0.0%	4.2%
Berrigan	0.0%	0.2%	0.0%	0.0%	0.0%	4.6%
Blacktown	3.8%	1.9%	1.9%	0.0%	1.9%	5.9%
Bland	0.0%	0.1%	0.0%	0.0%	0.0%	4.2%
Blayney	0.7%	0.8%	0.0%	0.0%	0.0%	3.8%
Blue Mountains	0.7%	0.0%	0.7%	0.0%	0.7%	4.5%
Bogan	0.0%	1.1%	0.0%	0.0%	0.0%	4.1%
Bourke	0.7%	0.0%	0.7%	0.0%	0.7%	5.0%

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Rate pegs for NSW councils for 2025-26

Council	Change in population	Supplementary valuations percentage	Population factor before adjustment	COVID-19-related population adjustment	Population factor after adjustment	Final rate peg
Brewarrina	0.0%	0.2%	0.0%	0.0%	0.0%	5.1%
Broken Hill	0.2%	0.0%	0.2%	0.0%	0.2%	4.0%
Burwood	4.0%	0.2%	3.8%	0.0%	3.8%	7.6%
Byron	1.7%	0.4%	1.3%	0.0%	1.3%	5.0%
Cabonne	0.3%	0.0%	0.3%	0.0%	0.3%	4.4%
Camden	5.5%	2.2%	3.2%	0.0%	3.2%	7.5%
Campbelltown	2.4%	0.7%	1.8%	0.0%	1.8%	5.5%
Canada Bay	2.4%	0.2%	2.2%	-2.2%	0.0%	3.8%
Canterbury-Bankstown	2.1%	0.2%	1.8%	0.0%	1.8%	5.5%
Carrathool	0.0%	0.3%	0.0%	0.0%	0.0%	4.0%
Central Coast	0.8%	0.3%	0.5%	0.0%	0.5%	4.3%
Central Darling	0.5%	0.0%	0.5%	0.0%	0.5%	5.3%
Cessnock	2.3%	1.5%	0.8%	0.0%	0.8%	4.7%
Clarence Valley	1.1%	0.8%	0.3%	0.0%	0.3%	4.3%
Cobar	0.8%	0.2%	0.6%	0.0%	0.6%	4.5%
Coffs Harbour	1.0%	0.3%	0.6%	0.0%	0.6%	4.6%
Coolamon	1.9%	0.1%	1.8%	0.0%	1.8%	6.3%
Coonamble	0.9%	0.0%	0.9%	0.0%	0.9%	4.7%
Cootamundra-Gundagai Regional	0.2%	0.1%	0.1%	0.0%	0.1%	4.6%
Cowra	0.0%	0.4%	0.0%	0.0%	0.0%	4.2%
Cumberland	3.3%	0.0%	3.3%	0.0%	3.3%	7.1%
Dubbo Regional	1.0%	1.5%	0.0%	0.0%	0.0%	4.2%
Dungog	0.5%	0.8%	0.0%	0.0%	0.0%	4.1%
Edward River	0.0%	0.4%	0.0%	0.0%	0.0%	4.6%
Eurobodalla	0.4%	0.3%	0.1%	0.0%	0.1%	4.1%
Fairfield	1.4%	0.1%	1.3%	-1.3%	0.0%	3.9%

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Council	Change in population	Supplementary valuations percentage	Population factor before adjustment	COVID-19-related population adjustment	Population factor after adjustment	Final rate peg
Federation	0.7%	0.5%	0.2%	0.0%	0.2%	4.8%
Forbes	0.0%	1.0%	0.0%	0.0%	0.0%	4.4%
Georges River	3.1%	0.4%	2.7%	-2.0%	0.8%	4.4%
Gilgandra	0.3%	0.1%	0.2%	0.0%	0.2%	4.2%
Glen Innes Severn	0.4%	0.0%	0.4%	0.0%	0.4%	4.4%
Goulburn Mulwaree	0.8%	0.5%	0.4%	0.0%	0.4%	4.2%
Greater Hume	1.6%	0.4%	1.2%	0.0%	1.2%	5.3%
Griffith	0.4%	0.5%	0.0%	0.0%	0.0%	4.0%
Gunnedah	1.0%	0.5%	0.6%	0.0%	0.6%	4.7%
Gwydir	0.3%	0.2%	0.2%	0.0%	0.2%	4.2%
Hawkesbury	0.4%	0.4%	0.0%	0.0%	0.0%	3.9%
Hay	0.0%	0.3%	0.0%	0.0%	0.0%	4.3%
Hilltops	0.1%	0.2%	0.0%	0.0%	0.0%	4.4%
Hornsby	1.5%	0.1%	1.4%	0.0%	1.4%	5.2%
Hunters Hill	0.8%	0.0%	0.8%	-0.8%	0.0%	4.4%
Inner West	2.8%	0.3%	2.6%	-2.6%	0.0%	3.7%
Inverell	0.5%	0.3%	0.2%	0.0%	0.2%	4.0%
Junee	2.1%	0.4%	1.7%	0.0%	1.7%	6.2%
Kempsey	0.8%	0.9%	0.0%	0.0%	0.0%	3.9%
Kiama	0.2%	0.2%	0.0%	0.0%	0.0%	3.7%
Ku-ring-gai	2.2%	0.0%	2.2%	0.0%	2.2%	6.1%
Kyogle	0.2%	0.6%	0.0%	0.0%	0.0%	4.1%
Lachlan	0.1%	0.1%	0.1%	0.0%	0.1%	4.3%
Lake Macquarie	1.2%	0.4%	0.8%	0.0%	0.8%	4.5%
Lane Cove	3.6%	3.6%	0.1%	0.0%	0.1%	3.9%
Leeton	0.0%	0.4%	0.0%	0.0%	0.0%	4.4%

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Council	Change in population	Supplementary valuations percentage	Population factor before adjustment	COVID-19-related population adjustment	Population factor after adjustment	Final rate peg
Lismore	0.0%	0.5%	0.0%	0.0%	0.0%	3.9%
Lithgow	0.0%	0.9%	0.0%	0.0%	0.0%	4.1%
Liverpool	3.3%	1.0%	2.2%	0.0%	2.2%	6.0%
Liverpool Plains	0.1%	0.7%	0.0%	0.0%	0.0%	4.0%
Lockhart	0.8%	0.1%	0.7%	0.0%	0.7%	4.9%
Maitland	2.5%	0.3%	2.2%	0.0%	2.2%	5.8%
Mid-Coast	0.7%	0.7%	0.0%	0.0%	0.0%	3.8%
Mid-Western Regional	0.5%	0.5%	0.0%	0.0%	0.0%	3.8%
Moree Plains	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%
Mosman	3.3%	0.1%	3.3%	-3.3%	0.0%	3.9%
Murray River	2.4%	1.3%	1.1%	0.0%	1.1%	5.3%
Murrumbidgee	1.1%	0.0%	1.1%	0.0%	1.1%	5.4%
Muswellbrook	1.3%	3.4%	0.0%	0.0%	0.0%	3.9%
Nambucca	0.8%	0.3%	0.5%	0.0%	0.5%	4.6%
Narrabri	0.3%	0.0%	0.2%	0.0%	0.2%	4.3%
Narrandera	0.0%	0.2%	0.0%	0.0%	0.0%	4.0%
Narromine	0.2%	0.2%	0.1%	0.0%	0.1%	4.2%
Newcastle	1.6%	0.2%	1.4%	0.0%	1.4%	5.1%
North Sydney	3.8%	0.0%	3.8%	-3.8%	0.0%	4.0%
Northern Beaches	1.7%	0.0%	1.7%	-1.7%	0.0%	3.8%
Oberon	1.7%	0.9%	0.8%	0.0%	0.8%	5.4%
Orange	0.6%	0.5%	0.1%	0.0%	0.1%	4.0%
Parkes	0.0%	0.4%	0.0%	0.0%	0.0%	4.0%
Parramatta	3.4%	0.9%	2.5%	0.0%	2.5%	6.2%
Penrith	1.6%	1.5%	0.0%	0.0%	0.0%	3.9%
Port Macquarie-Hastings	1.5%	1.2%	0.2%	0.0%	0.2%	4.1%

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Council	Change in population	Supplementary valuations percentage	Population factor before adjustment	COVID-19-related population adjustment	Population factor after adjustment	Final rate peg
Port Stephens	1.4%	0.8%	0.6%	0.0%	0.6%	4.5%
Queanbeyan-Palerang Regional	1.8%	2.7%	0.0%	0.0%	0.0%	3.9%
Randwick	4.5%	0.1%	4.4%	-4.4%	0.0%	3.7%
Richmond Valley	0.0%	0.0%	0.0%	0.0%	0.0%	3.9%
Ryde	3.5%	0.6%	2.9%	0.0%	2.9%	6.7%
Shellharbour	1.8%	1.6%	0.2%	0.0%	0.2%	4.0%
Shoalhaven	0.4%	0.5%	0.0%	0.0%	0.0%	3.8%
Singleton	1.0%	0.4%	0.5%	0.0%	0.5%	4.3%
Snowy Monaro Regional	1.4%	0.4%	1.0%	0.0%	1.0%	5.2%
Snowy Valleys	0.0%	0.1%	0.0%	0.0%	0.0%	4.3%
Strathfield	3.4%	0.3%	3.1%	0.0%	3.1%	6.9%
Sutherland	1.4%	0.1%	1.3%	0.0%	1.3%	5.0%
Sydney	5.9%	0.4%	5.5%	-5.1%	0.4%	4.1%
Tamworth Regional	11%	1.3%	0.0%	0.0%	0.0%	3.8%
Temora	0.6%	0.5%	0.1%	0.0%	0.1%	5.0%
Tenterfield	1.4%	0.0%	1.4%	0.0%	1.4%	5.2%
The Hills	4.4%	1.8%	2.5%	0.0%	2.5%	6.2%
Tweed	1.0%	0.4%	0.6%	0.0%	0.6%	4.4%
Upper Hunter	0.3%	0.3%	0.1%	0.0%	0.1%	4.3%
Upper Lachlan	1.8%	0.9%	0.9%	0.0%	0.9%	5.0%
Uralla	1.1%	0.4%	0.7%	0.0%	0.7%	4.9%
Wagga Wagga	0.6%	0.7%	0.0%	0.0%	0.0%	3.8%
Walcha	0.0%	1.7%	0.0%	0.0%	0.0%	3.9%
Walgett	0.1%	0.4%	0.0%	0.0%	0.0%	4.2%
Warren	0.2%	0.0%	0.2%	0.0%	0.2%	4.1%
Warrumbungle	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%

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Council	Change in population	Supplementary valuations percentage	Population factor before adjustment	COVID-19-related population adjustment	Population factor after adjustment	Final rate peg
Waverley	3.0%	0.0%	3.0%	-3.0%	0.0%	3.8%
Weddin	0.1%	0.0%	0.1%	0.0%	0.1%	4.6%
Wentworth	1.2%	1.2%	0.0%	0.0%	0.0%	4.5%
Willoughby	3.1%	0.0%	3.1%	-3.1%	0.0%	3.8%
Wingecarribee	0.6%	0.4%	0.2%	0.0%	0.2%	3.9%
Wollondilly	3.3%	3.3%	0.0%	0.0%	0.0%	3.8%
Wollongong	1.2%	0.3%	1.0%	0.0%	1.0%	4.7%
Woollahra	2.1%	0.1%	2.0%	-2.0%	0.0%	4.1%
Yass Valley	0.6%	1.2%	0.0%	0.0%	0.0%	4.1%

Notes:

Councils with a population factor after adjustment that is greater than zero are shown in blue bold font.

Figures may not add due to rounding. Percentage changes are calculated from unrounded numbers.

WATER OPERATIONS - INCOME STATEMENT (2019/20 to 2034/35)																		
ACTUAL					DESCRIPTION	ESTIMATED												
2019/20	2020/21	2021/22	2022/23	2023/24		2024/25	2025/26	%	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	
OPERATING RESULTS																		
Operating Income																		
3,809,000	3,988,000	4,206,000	4,427,000	4,777,000	Annual Charges	5,180,000	5,507,000	6	5,854,000	6,221,000	6,608,000	7,014,000	7,450,000	7,906,000	8,142,000	8,398,000	8,664,000	
8,843,000	8,615,000	8,668,000	9,576,000	9,545,000	User Charges and Fees	10,180,000	10,794,000	6	11,450,000	12,146,000	12,882,000	13,660,000	14,489,000	15,368,000	15,868,000	16,389,000	16,921,000	
421,000	176,000	155,000	854,000	987,000	Interest and Investment Revenues	940,000	699,000	(26)	612,000	410,000	167,000	131,000	227,000	331,000	446,000	579,000	726,000	
0	0	0	0	0	Other Revenues	370,000	382,000	3	394,000	406,000	419,000	432,000	445,000	458,000	472,000	486,000	501,000	
311,000	161,000	179,000	156,000	157,000	Grants and Contributions for Operating Purposes	156,000	161,000	3	166,000	171,000	176,000	181,000	186,000	192,000	198,000	204,000	210,000	
763,000	780,000	879,000	746,000	517,000	Grants and Contributions for Capital Purposes - Cash	1,100,000	700,000	(36)	725,000	750,000	775,000	800,000	825,000	850,000	875,000	900,000	925,000	
600,000	1,280,000	951,000	541,000	407,000	Contributions for Capital Purposes - Non-cash	800,000	800,000	0	825,000	850,000	875,000	900,000	925,000	950,000	975,000	1,000,000	1,025,000	
Other Income:																		
0	0	0	0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0	
14,747,000	15,000,000	15,038,000	16,300,000	16,390,000	Total Income from Continuing Operations	18,726,000	19,043,000	2	20,026,000	20,954,000	21,902,000	23,118,000	24,547,000	26,055,000	26,976,000	27,956,000	28,972,000	
Operating Expenses																		
2,367,000	2,467,000	2,563,000	2,440,000	2,674,000	Employee Benefits and On-costs	2,768,000	2,851,000	3	2,937,000	3,025,000	3,116,000	3,209,000	3,305,000	3,404,000	3,506,000	3,611,000	3,719,000	
2,161,000	1,790,000	1,924,000	1,825,000	2,280,000	Materials and Contracts	2,271,000	2,190,000	(4)	2,271,000	2,315,000	2,382,000	2,452,000	2,601,000	2,651,000	2,679,000	2,761,000	2,842,000	
6,109,000	6,844,000	7,360,000	7,894,000	8,335,000	Purchase of Water from Rous County Council	8,799,000	9,415,000	7	10,074,000	10,779,000	11,534,000	12,341,000	13,205,000	14,129,000	14,412,000	14,700,000	14,994,000	
0	0	0	0	0	Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0	
1,607,000	1,679,000	1,762,000	1,784,000	1,858,000	Depreciation and Amortisation	1,880,000	1,939,000	3	2,000,000	2,063,000	2,128,000	2,195,000	2,264,000	2,335,000	2,409,000	2,485,000	2,563,000	
87,000	132,000	86,000	224,000	245,000	Other Expenses	243,000	251,000	3	259,000	267,000	275,000	283,000	291,000	299,000	308,000	317,000	326,000	
0	944,000	850,000	21,000	60,000	Net Loss from Disposal of Assets	450,000	450,000	0	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	
12,331,000	13,856,000	14,545,000	14,188,000	15,452,000	Total Expenses from Continuing Operations	16,411,000	17,096,000	4	17,991,000	18,899,000	19,885,000	20,930,000	22,116,000	23,268,000	23,764,000	24,324,000	24,894,000	
2,416,000	1,144,000	493,000	2,112,000	938,000	Net Operating Result Including Capital Income	2,315,000	1,947,000	(16)	2,035,000	2,055,000	2,017,000	2,188,000	2,431,000	2,787,000	3,212,000	3,632,000	4,078,000	
1,053,000	(916,000)	(1,337,000)	825,000	14,000	Net Operating Result Before Capital Income	415,000	447,000	8	485,000	455,000	367,000	488,000	681,000	987,000	1,362,000	1,732,000	2,128,000	

WATER OPERATIONS																	
ACTUAL					DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23	2023/24		2024/25	2025/26	%	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
OPERATING REVENUES																	
3,808,800	3,988,500	4,205,900	4,427,100	4,777,000	Annual Charges	5,180,000	5,507,000	6	5,854,000	6,221,000	6,608,000	7,014,000	7,450,000	7,906,000	8,142,000	8,398,000	8,664,000
8,387,300	8,142,200	8,101,800	8,990,700	8,915,700	User Charges	9,900,000	10,506,000	6	11,153,000	11,840,000	12,567,000	13,336,000	14,155,000	15,024,000	15,514,000	16,024,000	16,545,000
310,700	160,800	178,100	156,000	157,100	Operating Grants and Contributions	156,000	161,000	3	166,000	171,000	176,000	181,000	186,000	192,000	198,000	204,000	210,000
421,400	175,500	154,600	854,000	986,600	Interest	940,000	699,000	(26)	612,000	410,000	167,000	131,000	227,000	331,000	446,000	579,000	726,000
230,300	227,400	235,800	243,200	243,600	Lease of Reservoir Sites	280,000	288,000	3	297,000	306,000	315,000	324,000	334,000	344,000	354,000	365,000	376,000
191,200	219,200	277,700	290,200	340,600	Water Plant Charged to Works	320,000	330,000	3	340,000	350,000	361,000	372,000	383,000	394,000	406,000	418,000	431,000
34,400	26,300	53,600	51,600	46,400	Sundry Other Revenues	50,000	52,000	4	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000
0	0	0	17,000	26,100	Gain on Disposal of Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0
13,384,100	12,939,900	13,207,500	15,029,800	15,493,100	Total Operating Revenues	16,826,000	17,543,000	4	18,476,000	19,354,000	20,252,000	21,418,000	22,797,000	24,255,000	25,126,000	26,056,000	27,022,000
OPERATING EXPENSES																	
Direct Expenses																	
824,700	842,200	863,000	770,100	954,900	Management and Administration	1,034,000	1,065,000	3	1,119,000	1,134,000	1,170,000	1,207,000	1,270,000	1,284,000	1,324,000	1,365,000	1,406,000
219,500	52,900	48,400	186,000	198,000	Internal Contributions to Works	149,000	108,000	(28)	111,000	115,000	119,000	124,000	130,000	137,000	144,000	153,000	161,000
6,108,700	6,843,500	7,359,900	7,893,900	8,334,500	Purchase of Water from Rous Council	8,799,000	9,415,000	7	10,074,000	10,779,000	11,534,000	12,341,000	13,205,000	14,129,000	14,412,000	14,700,000	14,994,000
47,000	50,100	33,600	72,300	328,300	Miscellaneous	81,000	84,000	4	87,000	90,000	93,000	96,000	99,000	102,000	105,000	108,000	111,000
0	0	0	0	6,800	Section 64 Plan Reviews	0	0	0	0	0	0	0	50,000	50,000	0	0	0
37,500	37,200	36,100	50,000	55,300	Compulsory Dividend	37,000	56,000	51	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	74,000
59,300	60,300	38,700	73,000	65,400	Plant Operations	150,000	155,000	3	160,000	165,000	170,000	175,000	180,000	185,000	191,000	197,000	203,000
1,542,300	1,258,600	1,516,900	1,335,200	1,352,700	Water Mains	1,373,000	1,413,000	3	1,453,000	1,494,000	1,537,000	1,581,000	1,628,000	1,675,000	1,725,000	1,776,000	1,828,000
6,100	7,300	13,800	7,100	20,200	Water Pumping Stations	20,000	20,000	0	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
114,300	173,700	71,000	93,700	157,500	Water Reservoirs	165,000	163,000	(1)	165,000	167,000	169,000	171,000	173,000	175,000	177,000	179,000	181,000
208,900	206,600	214,600	214,800	208,400	Water Treatment Plants	122,000	12,000	(90)	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Indirect Expenses - Overheads																	
1,555,100	1,678,000	1,737,000	1,737,800	1,906,900	Overheads Distributed	2,151,000	2,216,000	3	2,282,000	2,350,000	2,421,000	2,494,000	2,569,000	2,646,000	2,725,000	2,807,000	2,891,000
Debt Servicing																	
0	0	0	0	0	Interest On Loans	0	0	0	0	0	0	0	0	0	0	0	0
Non-cash Expenses																	
1,606,800	1,678,900	1,762,500	1,783,900	1,857,800	Depreciation	1,880,000	1,939,000	3	2,000,000	2,063,000	2,128,000	2,195,000	2,264,000	2,335,000	2,409,000	2,485,000	2,563,000
0	943,800	850,300	37,800	86,800	Loss on Disposal of Infrastructure	450,000	450,000	0	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
12,330,200	13,833,100	14,545,800	14,255,600	15,533,500	Total Operating Expenses	16,411,000	17,096,000	4	17,991,000	18,899,000	19,885,000	20,930,000	22,116,000	23,268,000	23,764,000	24,324,000	24,894,000
1,053,900	(893,200)	(1,338,300)	774,200	(40,400)	Operating Result - Surplus / (Deficit)	415,000	447,000	8	485,000	455,000	367,000	488,000	681,000	987,000	1,362,000	1,732,000	2,128,000
1,606,800	1,678,900	1,762,500	1,783,900	1,857,800	Add Back Depreciation	1,880,000	1,939,000	3	2,000,000	2,063,000	2,128,000	2,195,000	2,264,000	2,335,000	2,409,000	2,485,000	2,563,000
0	943,800	850,300	20,800	60,700	Add Back Gain / Loss on Infrastructure Disposal	450,000	450,000	0	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
2,660,700	1,729,500	1,274,500	2,578,900	1,878,100	Cash Result - Surplus / (Deficit)	2,745,000	2,836,000	3	2,935,000	2,968,000	2,945,000	3,133,000	3,395,000	3,772,000	4,221,000	4,667,000	5,141,000
Capital Movements																	
0	0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
658,700	0	0	220,800	0	Less Transfer to Reserves	0	0	0	1,342,000	0	1,779,000	1,930,000	2,236,000	2,664,000	3,039,000	3,421,000	
0	540,900	376,300	0	827,500	Add Transfer from Reserves	1,538,500	1,904,000	605,000	0	958,000	0	0	0	0	0	0	
1,027,800	133,300	81,800	1,216,000	1,070,900	Add Capital Income Applied	1,000,000	1,150,000	5,483,000	6,176,000	800,000	0	0	0	0	0	0	
3,029,800	2,403,700	1,732,600	3,574,100	3,776,500	Less Capital Expenditure	5,283,500	5,890,000	9,023,000	7,802,000	4,703,000	1,354,000	1,465,000	1,536,000	1,557,000	1,628,000	1,720,000	
0	0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0
10,390,000	10,112,000	9,483,000	8,879,000	6,154,000	Water Reserves	4,115,000	1,756,000	695,000	1,743,000	683,000	2,357,000	4,148,000	6,209,000	8,660,000	11,445,000	14,569,000	
10,035,000	10,780,000	11,645,000	11,529,000	11,546,000	Developer Contributions - Section 64	12,146,000	12,151,000	7,849,000	2,717,000	2,794,000	3,699,000	4,663,000	5,688,000	6,776,000	7,930,000	9,152,000	
20,425,000	20,892,000	21,128,000	20,408,000	17,700,000	Total Water Reserves Held	16,261,000	13,907,000	(14)	8,544,000	4,460,000	3,477,000	6,056,000	8,811,000	11,897,000	15,436,000	19,375,000	23,721,000

WATER - CAPITAL EXPENDITURE																											
Asset Description	Expenditure											Funding Source 2025/26				Funding Source 2026/27				Funding Source 2027/28				Funding Source 2028/29			
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves
Main Renewals																											
Recurrent			600,000	620,000	640,000	670,000	710,000	750,000	790,000	830,000	880,000				0				600,000				620,000				640,000
North Creek Rd - Pressure Zone Extension	280,000														0				0				0				0
Crane Street (Moon to Kerr Streets), Ballina	334,000														0				0				0				0
Norton Street, Ballina	16,000	500,000	500,000												500,000				500,000				0				0
Rayner Lane / Rutherford St, Lennox Head	250,000	350,000													350,000				0				0				0
Martin Street, Ballina	600,000														0				0				0				0
Stonehenge Place, Lennox Head	5,000	400,000													400,000				0				0				0
Ballina Road, Geoff Watt Oval Connection	150,000														0				0				0				0
Sunrise Crescent, Lennox Head	7,000	370,000													370,000				0				0				0
Temple Street, Ballina	26,000														0				0				0				0
Norlyn Avenue, Ballina	98,000														0				0				0				0
Kings Court, Lennox Head		530,000													530,000				0				0				0
Coast Road (Pinnacle Row), Lennox Head		110,000													110,000				0				0				0
Winton Lane, Ballina		300,000													300,000				0				0				0
Fox Street (Meldrum Park/Martin St), Ballina		300,000													300,000				0				0				0
Williams Street, Lennox Head		10,000	200,000												10,000				200,000				0				0
Daintree Drive, Lennox Head			50,000												0				50,000				0				0
Water Reservoirs																											
Reservoir - Ross Lane			1,500,000	2,200,000											0	1,500,000			0	2,200,000			0				0
Reservoir - Pacific Pines	150,000														0				0				0				0
Reservoir - Pine Avenue	75,000	60,000													60,000				0				0				0
Reservoir - Lennox Head	16,000														0				0				0				0
Reservoirs - Exterior Painting	50,000			50,000			50,000	50,000							0				0				50,000				0
Reservoirs - Level Control Study	18,000														0				0				0				0
Reservoirs - Circular 18 Rectification/Sealing		150,000	150,000												150,000				150,000				0				0
Miscellaneous																											
Telemetry	20,000	20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	30,000				20,000				21,000				22,000				23,000
Generator and Telemetry to Pine Avenue	28,000														0				0				0				0
Reticulation Valve Replacement	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000				50,000				50,000				50,000				50,000
Water Loss Reduction	50,000	50,000													50,000				0				0				0
Summerhill Estate	25,000														0				0				0				0
Depot - Administration Building	1,312,500	1,000,000													1,000,000				0				0				0
Water Pump and Bore Stations																											
Russellton Booster			450,000												0	450,000			0				0				0
Ballina Heights Booster Pump Upgrade			200,000												0	200,000			0				0				0
Trunk Mains																											
Wardell Mains			282,000												0	141,000			141,000				0				0
North Ballina Reticulation Mains				720,000											0				0	720,000			0				0
North Ballina Distribution Mains		1,100,000	1,400,000	2,000,000								1,100,000			0	1,400,000			0	2,000,000			0				0
Pine Avenue Distribution Mains					2,600,000										0				0				0				2,600,000
Ballina Island Distribution Mains			600,000	600,000											0	480,000			120,000	480,000			120,000				0
Lennox Head Mains			640,000	640,000											0	512,000			128,000	512,000			128,000				0
CURA B Distribution Main				330,000											0				0	264,000			66,000				0
West Ballina Bypass Distribution Main	500,000														0				0				0				0
Bentinck Street (Owen / Kingsford Smith)			110,000												0				110,000				0				0
Temple Street (Tamar / Tamarind), Ballina			720,000												0				720,000				0				0
North Creek Road / Angels Beach Drive	500,000														0				0				0				0
Angels Beach Drive to Missingham, Ballina					800,000										0				0				0	800,000			0
Basalt Court Gravity Main Augmentation		50,000	1,000,000									50,000			0	800,000			200,000				0				0
Plant and Equipment																											
Vehicle and Plant Replacement	366,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000				100,000				100,000				100,000				100,000
Cable Locator	9,000														0				0				0				0
Service Connections																											
Water Meter - New	218,000	230,000	240,000	250,000	260,000	270,000	280,000	300,000	320,000	340,000	360,000				230,000				240,000				250,000				260,000
Water Meter - Replacement	130,000	200,000	210,000	220,000	230,000	240,000	250,000	260,000	270,000	280,000	300,000				200,000				210,000				220,000				230,000
Water Meter - Radio Device Installations		10,000													10,000				0				0				0
Total Capital Expenditure	5,283,500	5,890,000	9,023,000	7,802,000	4,703,000	1,354,000	1,465,000	1,536,000	1,557,000	1,628,000	1,720,000	0	1,150,000	0	4,740,000	0	5,483,000	0	3,540,000	0	6,176,000	0	1,626,000	0	800,000	0	3,903,000

WASTEWATER OPERATIONS - INCOME STATEMENT (2019/20 to 2034/35)																	
ACTUAL					DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23	2023/24		2024/25	2025/26	%	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
OPERATING RESULTS																	
Operating Income																	
17,801,000	18,616,000	19,144,000	19,392,000	20,288,000	Annual Charges	20,496,000	21,117,000	3	21,757,000	22,416,000	23,094,000	23,793,000	24,512,000	25,253,000	26,016,000	26,802,000	27,611,000
1,389,000	1,472,000	1,389,000	1,535,000	1,460,000	User Charges and Fees	1,631,000	1,679,000	3	1,729,000	1,780,000	1,832,000	1,886,000	1,943,000	2,002,000	2,062,000	2,124,000	2,188,000
201,000	136,000	150,000	890,000	1,391,000	Interest and Investment Revenues	886,000	518,000	(42)	309,000	199,000	116,000	59,000	199,000	361,000	545,000	784,000	1,149,000
860,000	2,909,000	883,000	979,000	1,121,000	Other Revenues	1,063,000	1,193,000	12	1,231,000	1,270,000	1,310,000	1,352,000	1,395,000	1,439,000	1,485,000	1,531,000	1,579,000
160,000	159,000	225,000	155,000	156,000	Grants and Contributions for Operating Purposes	254,000	264,000	4	275,000	286,000	298,000	309,000	189,000	195,000	201,000	208,000	215,000
1,694,000	1,728,000	2,082,000	1,493,000	937,000	Grants and Contributions for Capital Purposes - Cash	2,100,000	1,500,000	(29)	1,525,000	1,550,000	1,575,000	1,600,000	1,625,000	1,650,000	1,675,000	1,700,000	1,725,000
1,201,000	5,669,000	3,032,000	1,605,000	1,138,000	Contributions for Capital Purposes - Non-cash	2,500,000	2,500,000	0	2,525,000	2,550,000	2,575,000	2,600,000	2,625,000	2,650,000	2,675,000	2,700,000	2,725,000
Other Income:																	
0	0	0	0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
23,306,000	30,689,000	26,905,000	26,049,000	26,491,000	Total Income from Continuing Operations	28,930,000	28,771,000	(1)	29,351,000	30,051,000	30,800,000	31,599,000	32,488,000	33,550,000	34,659,000	35,849,000	37,192,000
Operating Expenses																	
4,368,000	4,325,000	4,241,000	4,204,000	4,322,000	Employee Benefits and On-costs	4,473,000	4,607,000	3	4,745,000	4,887,000	5,034,000	5,185,000	5,341,000	5,501,000	5,666,000	5,836,000	6,011,000
4,819,000	6,049,000	6,139,000	6,277,000	5,883,000	Materials and Contracts	7,476,000	7,703,000	3	7,981,000	8,210,000	8,392,000	8,633,000	8,939,000	9,192,000	9,394,000	9,661,000	9,934,000
3,429,000	3,181,000	2,999,000	2,788,000	2,125,000	Borrowing Costs	1,914,000	1,698,000	(11)	1,488,000	1,262,000	1,049,000	832,000	616,000	402,000	163,000	0	0
3,910,000	4,233,000	4,584,000	4,358,000	4,623,000	Depreciation and Amortisation	4,600,000	4,745,000	3	4,894,000	5,048,000	5,207,000	5,371,000	5,540,000	5,715,000	5,895,000	6,081,000	6,273,000
1,286,000	264,000	295,000	377,000	386,000	Other Expenses	357,000	462,000	29	493,000	483,000	344,000	356,000	396,000	446,000	402,000	418,000	436,000
812,000	819,000	366,000	17,000	621,000	Net Loss from Disposal of Assets	630,000	630,000	0	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000
18,624,000	18,871,000	18,624,000	18,021,000	17,960,000	Total Expenses from Continuing Operations	19,450,000	19,845,000	2	20,231,000	20,520,000	20,656,000	21,007,000	21,462,000	21,886,000	22,150,000	22,626,000	23,284,000
4,682,000	11,818,000	8,281,000	8,028,000	8,531,000	Net Operating Result Including Capital Income	9,480,000	8,926,000	(6)	9,120,000	9,531,000	10,144,000	10,592,000	11,026,000	11,664,000	12,509,000	13,223,000	13,908,000
1,787,000	4,421,000	3,167,000	4,930,000	6,456,000	Net Operating Result Before Capital Income	4,880,000	4,926,000	1	5,070,000	5,431,000	5,994,000	6,392,000	6,776,000	7,364,000	8,159,000	8,823,000	9,458,000

WASTEWATER OPERATIONS																	
ACTUAL					DESCRIPTION	ESTIMATED											
2019/20	2020/21	2021/22	2022/23	2023/24		2024/25	2025/26	%	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
					OPERATING REVENUES												
17,800,600	18,615,500	19,143,900	19,392,700	20,288,400	Annual Charges	20,496,000	21,117,000	3	21,757,000	22,416,000	23,094,000	23,793,000	24,512,000	25,253,000	26,016,000	26,802,000	27,611,000
1,388,900	1,471,100	1,389,300	1,612,500	1,503,100	User Charges	1,631,000	1,679,000	3	1,729,000	1,780,000	1,832,000	1,886,000	1,943,000	2,002,000	2,062,000	2,124,000	2,188,000
249,800	159,900	224,400	154,900	156,000	Operating Grants and Contributions	254,000	264,000	4	275,000	286,000	298,000	309,000	189,000	195,000	201,000	208,000	215,000
201,100	136,600	150,300	889,800	1,429,600	Interest	886,000	518,000	(42)	309,000	199,000	116,000	59,000	199,000	361,000	545,000	784,000	1,149,000
387,200	377,400	335,600	296,300	464,800	Recycled Wastewater Revenues	422,000	530,000	26	546,000	562,000	579,000	596,000	614,000	632,000	651,000	670,000	690,000
47,400	29,000	79,600	51,500	52,700	Residential Rents (2 x Dwellings)	60,000	62,000	3	64,000	66,000	68,000	71,000	74,000	77,000	80,000	83,000	86,000
33,200	31,800	(1,500)	33,400	37,100	Turf Farm Rental	36,000	38,000	6	40,000	42,000	44,000	46,000	48,000	50,000	52,000	54,000	56,000
296,200	465,400	460,000	515,100	542,600	Wastewater Plant Charged to Works	540,000	557,000	3	574,000	592,000	610,000	629,000	648,000	668,000	689,000	710,000	732,000
30,600	2,005,700	9,500	5,200	6,100	Sundry Other Revenues	5,000	6,000	20	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000	15,000
0	0	4,100	13,900	213,800	Gain on Disposal of Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0
20,435,000	23,292,400	21,795,200	22,965,300	24,694,200	Total Operating Revenues	24,330,000	24,771,000	2	25,301,000	25,951,000	26,650,000	27,399,000	28,238,000	29,250,000	30,309,000	31,449,000	32,742,000
					OPERATING EXPENSES												
					Direct Expenses												
1,541,400	1,734,800	1,748,400	1,567,700	1,647,500	Management and Administration	1,841,000	1,900,000	3	1,977,000	2,016,000	2,076,000	2,137,000	2,224,000	2,264,000	2,331,000	2,399,000	2,471,000
0	0	0	0	0	Operational Procedures Review	0	50,000	100	0	0	0	0	0	0	0	0	0
0	0	0	0	0	Alstonville Treatment Plant - Master Plan	0	100,000	100	150,000	150,000	0	0	0	0	0	0	0
364,600	67,000	78,000	202,000	230,000	Internal Contributions to Works	188,000	137,000	(27)	142,000	146,000	151,000	157,000	166,000	175,000	185,000	195,000	206,000
174,300	133,400	115,000	128,600	231,700	Miscellaneous	166,000	171,000	3	175,000	180,000	185,000	190,000	195,000	200,000	205,000	210,000	215,000
0	0	0	0	6,800	Section 64 Plan Reviews	0	0	0	0	0	0	0	0	60,000	0	0	0
43,500	45,500	46,500	48,100	52,100	Compulsory Dividend	47,000	54,000	15	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000
0	0	0	0	0	Non-compulsory Dividend	0	0	0	0	0	0	0	0	0	0	0	0
144,900	244,700	207,900	197,200	90,100	Plant Operations	230,000	237,000	3	244,000	251,000	259,000	267,000	275,000	283,000	291,000	300,000	309,000
1,230,300	895,900	817,500	1,042,500	862,000	Wastewater Mains	837,000	860,000	3	884,000	908,000	932,000	956,000	980,000	1,004,000	1,029,000	1,054,000	1,079,000
1,338,400	1,444,500	1,249,100	1,288,700	1,194,400	Wastewater Pumping Stations	1,356,000	1,393,000	3	1,431,000	1,470,000	1,510,000	1,552,000	1,594,000	1,637,000	1,682,000	1,727,000	1,773,000
16,700	14,400	8,800	21,200	8,800	Recycled Water Reservoirs	11,000	11,000	0	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
3,267,500	3,117,200	3,393,400	3,849,400	3,608,300	Wastewater Treatment Plants	4,308,000	4,437,000	3	4,624,000	4,759,000	4,846,000	4,990,000	5,200,000	5,353,000	5,452,000	5,615,000	5,782,000
0	0	129,600	98,300	134,200	Low Pressure Sewer	114,000	117,000	3	120,000	123,000	126,000	129,000	132,000	135,000	138,000	141,000	144,000
					Indirect Expenses - Overheads												
2,375,100	2,402,000	2,369,700	2,449,200	2,642,400	Overheads Distributed	3,208,000	3,305,000	3	3,405,000	3,508,000	3,614,000	3,723,000	3,835,000	3,951,000	4,070,000	4,193,000	4,319,000
					Debt Servicing												
3,359,400	3,181,100	2,998,700	2,801,000	2,125,100	Interest on Loans	1,914,000	1,698,000	(11)	1,488,000	1,262,000	1,049,000	832,000	616,000	402,000	163,000	0	0
					Non-cash Expenses												
3,910,000	4,233,100	4,584,300	4,357,700	4,623,400	Depreciation	4,600,000	4,745,000	3	4,894,000	5,048,000	5,207,000	5,371,000	5,540,000	5,715,000	5,895,000	6,081,000	6,273,000
812,100	825,600	365,500	31,000	834,800	Loss on Disposal of Infrastructure	630,000	630,000	0	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000
69,300	0	0	0	0	Unwinding Interest Free Loan	0	0	0	0	0	0	0	0	0	0	0	0
18,647,500	18,339,200	18,112,400	18,082,600	18,291,600	Total Operating Expenses	19,450,000	19,845,000	2	20,231,000	20,520,000	20,656,000	21,007,000	21,462,000	21,886,000	22,150,000	22,626,000	23,284,000
1,787,500	4,953,200	3,682,800	4,882,700	6,402,600	Operating Result - Surplus / (Deficit)	4,880,000	4,926,000	1	5,070,000	5,431,000	5,994,000	6,392,000	6,776,000	7,364,000	8,159,000	8,823,000	9,458,000
3,910,000	4,233,100	4,584,300	4,357,700	4,623,400	Add Back Depreciation	4,600,000	4,745,000	3	4,894,000	5,048,000	5,207,000	5,371,000	5,540,000	5,715,000	5,895,000	6,081,000	6,273,000
812,100	825,600	361,400	17,100	621,000	Add Back Gain / Loss on Infrastructure Disposal	630,000	630,000	0	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000	630,000
6,509,600	10,011,900	8,628,500	9,257,500	11,647,000	Cash Result - Surplus / (Deficit)	10,110,000	10,301,000	2	10,594,000	11,109,000	11,831,000	12,393,000	12,946,000	13,709,000	14,684,000	15,534,000	16,361,000
					Capital Movements												
3,535,800	2,716,300	2,919,600	3,115,000	3,939,000	Less Loan Principal Repayments	3,966,000	3,998,000		4,029,000	4,060,000	4,092,000	4,123,000	4,155,000	4,186,000	4,255,000	0	0
1,322,600	6,287,800	3,771,600	0	4,887,600	Less Transfer to Reserves	0	0		0	0	0	15,570,000	5,571,000	6,418,000	8,604,000	13,039,000	16,281,000
0	0	0	388,600	0	Add Transfer from Reserves	4,296,500	4,797,000		2,560,000	111,000	251,000	0	0	0	0	0	0
439,000	1,080,500	0	18,000	2,482,200	Add Capital Income Applied	5,660,000	4,820,000		3,145,000	4,490,000	3,340,000	11,330,000	710,000	715,000	715,000	125,000	2,620,000
2,090,200	2,088,300	1,937,300	6,549,100	5,302,600	Less Capital Expenditure	16,100,500	15,920,000		12,270,000	11,650,000	11,330,000	4,030,000	3,930,000	3,820,000	2,540,000	2,620,000	2,700,000
0	0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0
5,845,000	10,472,000	13,121,000	11,487,000	14,987,000	Wastewater Reserves	10,340,000	5,315,000		2,604,000	2,379,000	2,084,000	6,429,000	11,962,000	18,318,000	26,120,000	39,028,000	52,516,000
8,650,000	9,382,000	11,383,000	13,250,000	12,337,000	Developer Contributions - Section 64	9,127,000	6,035,000		4,566,000	1,740,000	19,000	1,514,000	2,467,000	3,464,000	5,226,000	6,932,000	8,830,000
14,495,000	19,854,000	24,504,000	24,737,000	27,324,000	Total Wastewater Reserves Held	19,467,000	11,350,000	(42)	7,170,000	4,119,000	2,103,000	7,943,000	14,429,000	21,782,000	31,346,000	45,960,000	61,346,000

WASTEWATER - CAPITAL EXPENDITURE																													
Asset Description	Expenditure											Funding Source 2025/26				Funding Source 2026/27				Funding Source 2027/28				Funding Source 2028/29					
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves		
Pumping Stations																													
Wet Well Relining	270,000	200,000	200,000	200,000	200,000	210,000	220,000	230,000	240,000	250,000	260,000		100,000			100,000			100,000					100,000			100,000		
Storage - Richmond Street			180,000													180,000			0										0
Storage - Lindsay Avenue	100,000		1,000,000	120,000												1,000,000			0		120,000								0
Pumping Stations - Renewals	700,000	200,000	320,000	530,000	540,000	550,000	560,000	570,000	580,000	590,000	600,000				200,000				320,000										540,000
Pumping Stations - Switchboard Renewals	750,000	500,000	500,000	1,500,000	1,800,000	1,500,000	300,000	300,000	300,000	300,000	300,000				500,000				500,000										1,800,000
Pumping Station - SPS 2101 Rebuild	50,000	100,000	100,000												100,000				100,000										0
Pumping Station - Odour Control		100,000													100,000				0										0
Pumping Station - SP2402 Pump Upgrade			500,000												0	500,000			0										0
Treatment Facilities - Minor Works																													
Treatment Plant Ballina	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000				20,000				20,000										20,000
Treatment Plant Lennox	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000				20,000				20,000										20,000
Treatment Plant Alstonville	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000				10,000				10,000										10,000
Treatment Plant Wardell	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000				10,000				10,000										10,000
Ballina Treatment Plant Upgrade																													
Ballina - Defect Rectification	6,800,000														0				0										0
Ballina - Reverse Osmosis Plant				1,400,000	3,600,000										0				0		1,400,000				3,240,000				360,000
Ballina - Programmed Membrane							1,200,000	1,200,000							0				0										0
Ballina - Septage Recieveal	52,000														0				0										0
Ballina - Solar	60,000	1,200,000												1,200,000					0										0
Ballina - Roof Replacement		250,000												250,000					0										0
Ballina - Hypo Dosing	100,000													0					0										0
Ballina - Sludge Digester Bypass	80,000													0					0										0
Ballina - Sludge Digester Aeration Upgrade	100,000	800,000											800,000						0										0
Ballina - Access Road	140,000													0					0										0
Ballina - Foul Water Pump		50,000												50,000					0										0
Lennox Head Treatment Plant Upgrade																													
Lennox - Treatment Master Plan	50,000	150,000												150,000					0										0
Lennox - Inner Section	56,000													0					0										0
Lennox - Membrane Replacement					450,000									0					0										450,000
Lennox - High Lift Switchboard														0					0										0
Lennox - Aeration Optimisation		200,000												200,000					0										0
Lennox - Catch Pond Floor Lining		300,000	200,000											300,000					200,000										0
Lennox - Solar	10,000		600,000											0					600,000										0
Lennox - Chlorination Renewal	825,000													0					0										0
Lennox - Belt Press	350,000	400,000												400,000					0										0
Lennox - Low Lift Pumps		200,000												200,000					0										0
Lennox - Balance Pond Pumps			150,000											0					150,000										0
Lennox - Sludge Return	150,000													0					0										0
Lennox - UV Rectification		50,000												50,000					0										0
Lennox - WAS Pump Upgrade	150,000													0					0										0
Lennox - Hydrochloric Acid Upgrade	50,000	30,000												30,000					0										0
Lennox - Weir board optimisation		50,000												50,000					0										0
Lennox - Alum Plus Caustic Dosing		50,000												50,000					0										0
Lennox - Pall Upgrade		50,000												50,000					0										0
Lennox - Sludge Pontoon		100,000												100,000					0										0
Alstonville Treatment Plant Upgrade																													
Alstonville - Inlet Works	358,000	100,000												100,000					0										0
Alstonville - Biosolids	20,000	1,880,000	1,540,000											1,880,000					1,540,000										0
Alstonville - WAS Pump Upgrade	150,000													0					0										0
Alstonville - Staff Facilities		100,000	800,000											100,000					800,000										0
Alstonville - Dosing Upgrade	50,000	200,000	600,000										200,000						600,000										0
Wardell Treatment Plant Upgrade																													
Wardell - Treatment Master Plan		100,000												100,000					0										0
Wardell - UV Replacement	30,000	300,000	100,000											300,000					100,000										0
Wardell - Section 60 Works			100,000											0					100,000										0
Wardell - Low Lift Pump		100,000												100,000					0										0
Wardell - Grit Lift Blower		50,000												50,000					0										0
Wastewater - Capital Expenditure Carried Forward																													

WASTEWATER - CAPITAL EXPENDITURE (cont'd)																															
Asset Description	Expenditure											Funding Source 2025/26				Funding Source 2026/27				Funding Source 2027/28				Funding Source 2028/29							
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves				
Trunk Mains																															
Rising Main - Swift Street, Ballina		20,000	80,000												20,000			80,000													
SP4006 - Gravity Sewer, Alstonville				100,000											0			0		100,000											
GM4104 - Trans Mains, A'ville/W'bar	500,000														0			0		0											
GM2101 - Gravity Main, Ballina							300,000								0			0		0											
GM2104 - Gravity Main, Ballina				440,000											0			0		440,000											
RM-PS6 - Rising Main, CURA B				1,000,000	3,000,000										0			0		1,000,000							3,000,000				
Rising Main - Skinners Street / Crowley		50,000	840,000												50,000			840,000													
Rising Main - Serpentine															0			0		0											
Rising Main - SP2017 Temple Street	250,000														0			0		0											
Rising Main - SP2203 Racecourse Rd	125,000														0			0		0											
Rising Main - SP2014 Webster Lane			90,000												0			90,000		0											
Rising Main - SP2312 Junction Shelly															0			0		0											
Gravity Main - SP2013 Skinner St Duplic							30,000								0			0		0											
Gravity Main - SP2311 Bayview Dr Duplic				30,000											0			30,000		0											
Rising Main - SP2105 Oakland Avenue								150,000							0			0		0											
Gravity Main - SP2402 Liffey Avenue				40,000											0			40,000		0											
Gravity Main - SP2402 Lindsay Avenue				20,000											0			20,000		0											
Gravity Main - SP3001 Byron Street			50,000												0			50,000		0											
Mains - Renewals																															
Main Renewals	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000				100,000			100,000		100,000											
Rising Main - Seamist Place	25,000	2,000,000											2,000,000		0			0		0											
Relining Works	430,000	750,000	770,000	800,000	830,000	860,000	910,000	960,000	1,010,000	1,070,000	1,130,000				750,000			770,000		800,000								830,000			
Rising Main - Serpentine	5,000	20,000	550,000												20,000			550,000		0											
Plant and Equipment																															
Plant Replacement Program	303,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000				200,000			200,000		200,000											
Other Miscellaneous Works																															
SCADA and Telemetry Improvements	210,000	500,000	500,000	500,000	500,000	500,000									500,000			500,000		500,000											
Depot - Administration Building	1,312,500	1,000,000													1,000,000																
Reuse Program																															
Ross Lane - Dual Reticulation Reservoir			500,000	2,600,000											0	125,000		375,000	1,300,000												
Recycled Water Meters New	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000				50,000			50,000		50,000								50,000			
Urban Reticulation System															0			0		0											
Distribution Main - Henderson Farm	50,000	100,000													100,000			0		0											
Distribution Main - Meadows Estate		190,000													190,000			0		0											
Distribution Main - Greenfield Grove		60,000	260,000												60,000			260,000		0											
Distribution Main - Lennox Head		350,000													350,000			0		0											
Distribution Main - Fig Tree Hill				480,000											0			0		480,000											
Distribution Main - CURA B			1,000,000	1,400,000											0	1,000,000		0	1,400,000		0										
Booster Pump - Kellianne Crescent	17,000														0			0		0											
Main Extension - Palm Lake		300,000													300,000			0		0											
Connection - Convair and Airport	512,000														0			0		0											
Main - Ferngrove to Ballina	50,000	240,000													240,000			0		0											
Links Ave to Prospect Bridge RW Main	600,000														0			0		0											
Links Ave to Chickiba RW Main		400,000													400,000			0		0											
Recycled Water - Bulk Filling Point	50,000														0			0		0											
RWP61 Lennox Head		50,000											50,000		0			0		0											
RWP63 Lennox Head		70,000											70,000		0			0		0											
RWP67 Lennox Head			200,000												0		200,000	0		0											
RWP69 Lennox Head			40,000												0		40,000	0		0											
RWP79 Lennox Head				120,000											0			0		120,000											
RWP81 Lennox Head				50,000											0			0		50,000											
Recycled - Canal Bridge to Ferngrove		650,000											650,000		0			0		0											
Recycled - Canal Rd (Saunders)		950,000											950,000		0			0		0											
Total Capital Expenditure	16,100,500	15,920,000	12,270,000	11,650,000	11,330,000	4,030,000	3,930,000	3,820,000	2,540,000	2,620,000	2,700,000	0	4,820,000	0	11,100,000	0	3,145,000	0	9,125,000	0	4,490,000	0	7,160,000	0	3,340,000	0	7,990,000				