

ATTACHMENTS TO

Finance and Facilities Committee Meeting Business Paper 9 March 2026

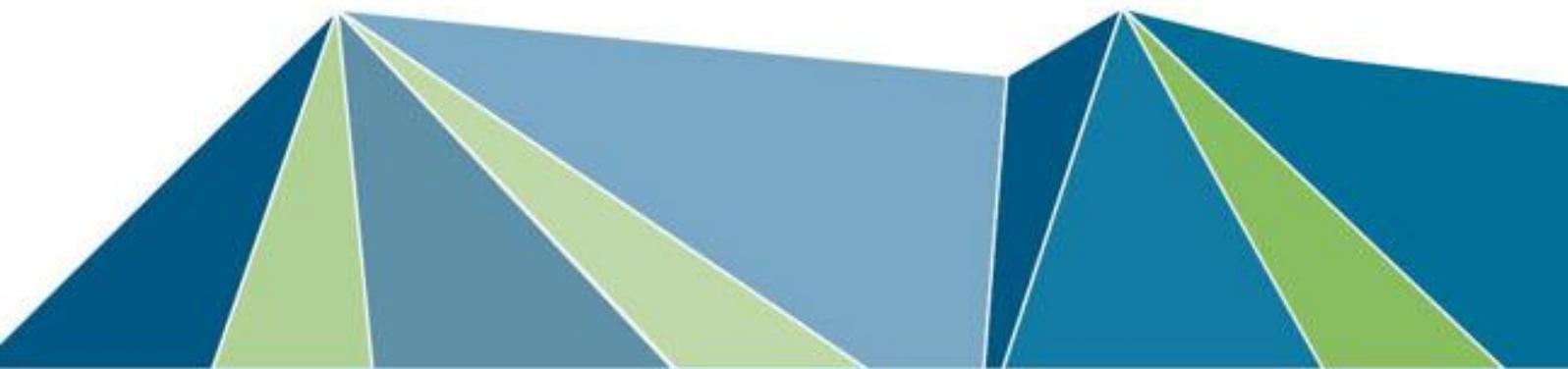


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NEWLOG - Long Term Financial Plan																		
ACTUAL					DESCRIPTION	ESTIMATED												
2020/21	2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	
					OPERATING REVENUES													
54,500	60,200	179,900	133,400	110,800	Fees and Charges													
					Fines	75,000	90,000	20	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	
					Contributions													
205,400	210,600	220,000	235,900	244,800	National Heavy Vehicle Regulator (NHVR)	251,000	259,000	3	267,000	276,000	285,000	294,000	303,000	313,000	323,000	333,000	343,000	
					Other Revenues													
0	23,900	0	0	11,600	Profit on Sale of Assets	0	0	0	0	0	0	0	0	0	0	0	0	
3,000	2,300	14,100	32,000	40,800	Interest on Investments	24,000	40,000	67	41,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000	
262,900	297,000	414,000	401,300	408,000	Total Operating Revenues	350,000	389,000		398,000	408,000	418,000	428,000	438,000	449,000	460,000	471,000	482,000	
					OPERATING EXPENSES													
					Employee Benefits and Oncosts													
267,000	228,200	266,900	274,200	263,200	Salaries including Casual Contract Staff	321,000	330,000	3	340,000	350,000	361,000	372,000	383,000	394,000	406,000	418,000	431,000	
22,300	23,800	19,800	22,800	20,500	Annual Leave	23,000	24,000	4	24,700	25,000	26,000	27,000	28,000	29,000	30,000	31,000	32,000	
10,300	7,800	13,400	9,300	20,200	Other Leave	15,000	15,000	0	15,500	16,000	16,500	17,000	17,500	18,000	18,500	19,100	19,700	
18,100	10,600	26,200	14,600	11,700	Sick Leave	16,000	16,000	0	16,500	17,000	17,500	18,000	18,500	19,100	19,700	20,300	20,900	
10,900	23,100	16,600	9,300	9,900	Long Service Leave	16,000	16,000	0	16,500	17,000	17,500	18,000	18,500	19,100	19,700	20,300	20,900	
5,600	5,300	5,600	4,400	6,100	Workers Compensation	6,000	6,100	2	6,300	6,500	6,700	6,900	7,100	7,300	7,500	7,700	7,900	
18,800	20,100	22,100	23,600	25,900	Superannuation	25,000	35,000	40	36,100	37,200	38,300	39,400	40,600	41,800	43,100	44,400	45,700	
0	0	0	200	1,800	State Conference	2,000	3,000	50	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900	
353,000	318,900	370,600	358,400	359,300	Sub Total	424,000	445,100	5	458,700	471,900	486,800	501,700	516,700	531,900	548,200	564,600	582,000	
					Vehicles													
24,500	26,200	18,400	700	22,400	Vehicle Running Costs	33,000	34,000	3	35,000	36,000	37,000	38,000	39,000	40,000	41,000	42,000	43,000	
					Non-cash Expenses													
0	0	0	0	0	Loss on Sale of Plant	0	0	0	0	0	0	0	0	0	0	0	0	
22,800	21,900	26,300	28,400	35,600	Depreciation	28,000	40,000	43	45,000	45,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
					Other Expenses													
16,700	12,500	23,700	26,600	6,300	Bad and Doubtful Debts	2,000	10,000	400	10,300	10,600	10,900	11,200	11,500	11,800	12,200	12,600	13,000	
10,600	11,700	15,500	14,500	16,500	Insurance	16,000	17,000	6	17,500	18,000	18,500	19,100	19,700	20,300	20,900	21,500	22,100	
0	0	0	0	0	Legal Costs	3,000	1,000	(67)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
1,300	1,200	500	300	2,200	Telephone	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
1,400	3,300	3,300	900	400	Sundry Expenses	3,000	3,000	0	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900	
0	1,200	1,100	1,900	1,100	Uniforms	1,000	1,100	10	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	
50,000	53,000	53,000	57,800	60,300	Ballina Shire Council Overheads	62,000	64,000	3	66,000	66,000	68,000	68,000	70,000	70,000	72,000	72,000	74,000	
3,700	1,000	8,900	4,900	4,500	Maintenance of Scales	8,000	8,000	0	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	
0	14,800	31,700	30,900	0	Travel Costs	36,000	3,000	(92)	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	
2,100	0	6,500	5,900	7,700	IPB Processing Fees	6,000	6,000	0	6,200	6,400	6,600	6,800	7,000	7,200	7,400	7,600	7,800	
85,800	98,700	144,200	143,700	99,000	Sub Total	138,000	114,100	(17)	117,200	118,300	121,400	122,600	125,800	127,000	130,300	131,600	134,900	
486,100	465,700	559,500	531,200	516,300	Total Operating Expenses	623,000	633,200		655,900	671,200	695,200	712,300	731,500	748,900	769,500	788,200	809,900	
(223,200)	(168,700)	(145,500)	(129,900)	(108,300)	Operating Result - Surplus / (Deficit)	(273,000)	(244,200)	(11)	(257,900)	(263,200)	(277,200)	(284,300)	(293,500)	(299,900)	(309,500)	(317,200)	(327,900)	
22,800	(2,000)	26,300	28,400	35,600	Add Back Depreciation / Profit or Loss	28,000	40,000		45,000	45,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
(200,400)	(170,700)	(119,200)	(101,500)	(72,700)	Cash Result - Surplus / (Deficit)	(245,000)	(204,200)	(17)	(212,900)	(218,200)	(227,200)	(234,300)	(243,500)	(249,900)	(259,500)	(267,200)	(277,900)	
					Net Current Assets (Working Capital and Liquidity)													
103,100	192,300	258,500	446,500	668,000	Opening Balance	926,900	1,023,900		1,081,700	1,141,800	1,297,600	1,365,400	1,528,100	1,693,600	1,864,700	2,039,200	2,219,000	
(200,400)	(170,700)	(119,200)	(101,500)	(72,700)	Cash Result - Surplus / (Deficit)	(245,000)	(204,200)		(212,900)	(218,200)	(227,200)	(234,300)	(243,500)	(249,900)	(259,500)	(267,200)	(277,900)	
289,600	285,700	307,200	323,000	331,600	Add Members Contributions	342,000	352,000		363,000	374,000	385,000	397,000	409,000	421,000	434,000	447,000	460,000	
0	0	0	0	0	Vehicles and Other Capital Purchases	0	(90,000)		(90,000)	0	(90,000)	0	0	0	0	0	0	
0	(48,800)	0	0	0	Non-cash Movements	0	0		0	0	0	0	0	0	0	0	0	
192,300	258,500	446,500	668,000	926,900	Net Current Assets - Closing Balance	1,023,900	1,081,700		1,141,800	1,297,600	1,365,400	1,528,100	1,693,600	1,864,700	2,039,200	2,219,000	2,401,100	
					Equity - Retained Earnings													
147,800	214,200	331,200	492,900	686,000	Opening Balance	909,300	978,300		1,086,100	1,191,200	1,302,000	1,409,800	1,522,500	1,638,000	1,759,100	1,883,600	2,013,400	
(223,200)	(168,700)	(145,500)	(129,900)	(108,300)	Operating Result - Surplus / (Deficit)	(273,000)	(244,200)		(257,900)	(263,200)	(277,200)	(284,300)	(293,500)	(299,900)	(309,500)	(317,200)	(327,900)	
289,600	285,700	307,200	323,000	331,600	Add Members Contributions	342,000	352,000		363,000	374,000	385,000	397,000	409,000	421,000	434,000	447,000	460,000	
0	0	0	0	0	Vehicles and Other Capital Purchases	0	90,000		90,000	0	90,000	0	0	0	0	0	0	
66,400	117,000	161,700	193,100	223,300	Net Equity Movement	69,000	107,800		105,100	110,800	107,800	112,700	115,500	121,100	124,500	129,800	132,100	
214,200	331,200	492,900	686,000	909,300	Retained Earnings - Closing Balance	978,300	1,086,100		1,191,200	1,302,000	1,409,800	1,522,500	1,638,000	1,759,100	1,883,600	2,013,400	2,145,500	

RESOURCE RECOVERY (LANDFILL AND RESOURCE MANAGEMENT - LRM)																		
ACTUAL					DESCRIPTION	ESTIMATED												
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	2035/36	
OPERATING REVENUES																		
Fees and Charges																		
654,600	673,600	691,300	701,000	723,400	Annual Charges - Business	783,000	830,000	6	872,000	911,000	947,000	985,000	1,024,000	1,065,000	1,108,000	1,152,000	1,197,000	
2,798,100	5,688,800	6,271,400	6,821,000	7,213,400	External Fees - Self Haul - Mixed Waste	6,570,000	7,290,000	11	7,873,000	8,345,000	8,679,000	8,939,000	9,207,000	9,483,000	9,767,000	10,060,000	10,362,000	
283,400	371,700	269,100	408,700	411,500	External Fees - Self Haul - Recyclables	525,000	1,091,000	108	1,124,000	1,158,000	1,193,000	1,229,000	1,266,000	1,304,000	1,343,000	1,383,000	1,425,000	
197,900	146,700	89,100	84,500	0	External Fees - Container Deposit Scheme	0	0	0	0	0	0	0	0	0	0	0	0	
83,600	100,300	48,800	77,100	146,400	Internal Fees - Public Bin Collections	156,000	165,000	6	178,000	189,000	197,000	203,000	209,000	215,000	221,000	228,000	235,000	
1,244,800	1,000,800	753,800	275,500	0	Internal Fees - DWM Recycling	0	0	0	0	0	0	0	0	0	0	0	0	
2,520,500	2,127,100	1,708,500	2,563,100	3,312,600	Internal Fees - DWM Mixed	3,535,000	3,950,000	12	4,148,000	4,218,000	4,387,000	4,563,000	4,745,000	4,935,000	5,132,000	5,337,000	5,551,000	
892,300	1,307,300	1,144,900	842,800	951,000	Internal Fees - Self Haul Works	960,000	960,000	0	1,037,000	1,099,000	1,143,000	1,177,000	1,212,000	1,248,000	1,285,000	1,324,000	1,364,000	
82,000	83,000	0	0	25,900	Operating Grants and Contributions	106,000	55,000	(48)	0	0	0	0	0	0	0	0	0	
14,700	15,000	76,000	90,000	35,000	Interest On Investments	27,000	0	(100)	1,000	4,000	9,000	4,000	4,000	11,000	14,000	14,000	0	
1,700	87,300	114,100	127,300	121,000	Licence Fees and Sundry Income	159,000	152,000	(4)	156,000	160,000	164,000	153,000	158,000	163,000	168,000	173,000	178,000	
0	0	78,000	0	355,000	Remediation Provision Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	
8,773,600	11,601,600	11,245,000	11,991,000	13,295,200	Total Operating Revenues	12,821,000	14,493,000	13	15,389,000	16,084,000	16,719,000	17,253,000	17,825,000	18,424,000	19,038,000	19,671,000	20,312,000	
OPERATING EXPENSES																		
Waste Administration																		
518,600	579,500	639,800	757,700	1,037,700	Employee and Office Expenses	1,040,000	1,223,000	18	1,260,000	1,298,000	1,335,000	1,372,000	1,412,000	1,452,000	1,493,000	1,536,000	1,580,000	
656,000	774,000	1,000,800	1,329,600	1,263,600	Internal Overheads	1,480,000	1,524,000	3	1,570,000	1,617,000	1,666,000	1,716,000	1,767,000	1,820,000	1,875,000	1,931,000	1,989,000	
0	0	0	0	0	Interest on Loans	0	0	0	99,000	204,000	192,000	180,000	167,000	153,000	139,000	124,000	109,000	
Other Administration Expenses																		
101,800	95,000	101,800	103,800	136,600	Utility, Security, Cleaning and Rates	120,000	123,000	3	126,000	129,000	132,000	136,000	140,000	144,000	148,000	152,000	156,000	
12,000	104,000	84,000	163,000	255,700	Contributions	248,000	252,000	2	212,000	218,000	225,000	232,000	238,000	246,000	253,000	261,000	269,000	
0	38,400	6,400	12,200	3,000	Waste Mgmt Centre Masterplan	50,000	25,000	(50)	0	0	0	0	0	0	0	0	0	
0	0	0	0	29,100	Wardell Landfill Management Plan	70,000	0	(100)	0	0	0	0	0	0	0	0	0	
4,000	4,000	5,100	6,900	21,700	Sundry	10,000	10,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
27,600	23,500	5,300	9,200	7,000	Staff Training and Meetings	8,000	7,000	(13)	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	
12,800	13,100	9,000	12,200	16,700	Licence	11,000	11,000	0	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	
63,700	68,100	68,400	90,200	103,100	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	
94,000	93,200	103,000	108,400	101,100	Clean Up Illegally Dumped Waste	110,000	113,000	3	116,000	119,000	123,000	127,000	131,000	135,000	139,000	143,000	147,000	
13,100	10,500	7,200	8,800	7,400	Programs	139,000	62,000	(55)	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	
0	121,200	0	0	19,800	Tip Shop administration	0	550,000	0	567,000	584,000	602,000	620,000	639,000	658,000	678,000	698,000	719,000	
0	0	0	0	0	Flood Event	0	0	0	0	0	0	0	0	0	0	0	0	
Waste Disposal																		
230,000	205,200	156,700	248,100	182,700	Maintenance	175,000	169,000	(3)	175,000	181,000	187,000	193,000	199,000	205,000	211,000	217,000	223,000	
463,700	547,000	560,100	804,700	967,500	Landfill Operations	1,000,000	1,130,000	13	1,063,000	1,094,000	1,126,000	1,159,000	1,192,000	1,225,000	1,260,000	1,297,000	1,335,000	
780,100	780,100	810,600	315,200	48,500	Transfer - Recyclables	80,000	41,000	(49)	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000	50,000	
3,806,900	6,595,900	7,326,600	7,373,300	7,718,000	Transfer - Inert and Mixed Waste	7,725,000	8,150,000	6	8,721,000	8,983,000	9,252,000	9,530,000	9,816,000	10,110,000	10,413,000	10,725,000	11,047,000	
112,100	121,300	138,100	141,700	171,400	Transfer Preparation - Inert Waste	170,000	175,000	3	180,000	185,000	191,000	197,000	203,000	209,000	215,000	221,000	228,000	
76,900	66,400	63,400	40,400	10,900	Transfer Preparation - Recyclables	8,000	8,000	0	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	
166,600	215,600	180,500	222,700	243,700	Transfer Preparation - Mixed Waste	240,000	247,000	3	254,000	262,000	270,000	278,000	286,000	295,000	304,000	313,000	322,000	
275,400	297,300	246,200	395,700	477,400	Public Place Bins	480,000	495,000	3	511,000	527,000	543,000	560,000	577,000	595,000	613,000	632,000	651,000	
Non-Cash Expenses																		
313,800	248,500	247,500	289,500	285,100	Depreciation	305,000	315,000	3	325,000	336,000	347,000	358,000	370,000	382,000	395,000	408,000	421,000	
18,800	711,300	919,300	919,300	697,600	Remediation Depreciation	930,000	960,000	3	200,000	207,000	214,000	221,000	228,000	236,000	244,000	252,000	260,000	
5,400	0	214,200	259,300	0	Unwinding Remediation PV	0	0	0	0	0	0	0	0	0	0	0	0	
0	0	0	23,700	0	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0	
7,753,300	11,713,100	12,894,000	13,635,600	13,805,300	Total Operating Expenses	14,504,000	15,698,000	8	15,575,000	16,144,000	16,609,000	17,088,000	17,579,000	18,084,000	18,604,000	19,139,000	19,690,000	
1,020,300	(111,500)	(1,649,000)	(1,644,600)	(510,100)	Operating Result - Surplus / (Deficit)	(1,683,000)	(1,205,000)	(28)	(186,000)	(60,000)	110,000	165,000	246,000	340,000	434,000	532,000	622,000	
332,600	959,800	1,166,800	1,208,800	982,700	Add Back Depreciation	1,235,000	1,275,000	3	525,000	543,000	561,000	579,000	598,000	618,000	639,000	660,000	681,000	
5,400	0	214,200	259,300	(355,000)	Add Back Unwinding of Present Value	0	0	0	0	0	0	0	0	0	0	0	0	
0	0	0	23,700	0	Add Back Loss on Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0	
1,358,300	848,300	(268,000)	(152,800)	117,600	Cash Result - Surplus / (Deficit)	(448,000)	70,000	(116)	339,000	483,000	671,000	744,000	844,000	958,000	1,073,000	1,192,000	1,303,000	
Capital Movements																		
0	0	0	0	0	Less Loan Principal Repayments	0	0		156,000	232,000	244,000	256,000	269,000	283,000	297,000	312,000	327,000	
1,352,900	862,800	76,000	90,000	310,100	Less Transfer to Reserves	0	70,000		339,000	483,000	671,000	744,000	844,000	958,000	1,073,000	1,192,000	1,303,000	
78,100	418,700	357,700	921,100	453,100	Add Transfer from Reserves	1,180,000	50,000		206,000	282,000	894,000	306,000	1,119,000	333,000	1,347,000	362,000	1,577,000	
0	0	23,800	0	192,500	Add Capital Income Applied	0	1,970,000		2,250,000	2,000,000	0	0	0	0	0	0	0	
83,500	404,200	37,500	628,300	403,100	Less Capital Expenditure	682,000	1,970,000		2,250,000	2,000,000	600,000	0	800,000	0	1,000,000	0	1,200,000	
0	0	0	50,000	50,000	Cash Result after Capital Movements	50,000	50,000	0	50,000									

4.3 Waste Operations - Long Term Financial Plan

Ballina Shire Council – 2026/27 Fees and Charges

Waste Management					
Waste Management Fees & Charges					
Solar Panels					
<i>Rooftop solar panels.</i>					
\$/panel.	B		Y	\$10.00	W657.0352.0101
100% Sorted Recyclables					
<i>(Paper, cardboard, glass/plastic bottles, steel/aluminium cans, material deemed potentially suitable for tip shop) Minimum weight charge 20kg.</i>					
Domestic - weighed \$/tonne.	B	\$112.32	Y	\$118.00	W657.0352.0101
Commercial - weighed \$/tonne.	B	\$311.00	Y	\$324.00	W657.0352.0101
General Mixed Waste					
<i>(No liquids - includes putrescible, builders and bulky waste). Minimum weight charge 20kg.</i>					
Domestic - weighed \$/tonne.	B	\$316.00	Y	\$346.00	W657.0352.0101
Commercial - weighed \$/tonne.	B	\$404.00	Y	\$459.00	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	\$85.27	Y	\$89.00	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	\$140.00	Y	\$146.00	W657.0352.0101
100% Sorted Scrap Metal					
<i>(Includes car bodies and white goods). Minimum weight charge 20kg.</i>					
Sorted - weighed \$/tonne.	B	\$0.00	Y	\$0.00	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	\$216.32	Y	\$226.00	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	\$216.32	Y	\$226.00	W657.0352.0101
DWM Kerbside Co-mingled Recyclables					
DWM Kerbside Putrescible Waste					
Internal Charge for Domestic Waste Collected at the Kerbside.	B	\$505.00	Y	\$550.00	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

4.3 Waste Operations - Long Term Financial Plan

Ballina Shire Council – 2026/27 Fees and Charges

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	\$404.00	Y	\$459.00	W657.0352.0101
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	\$0.00	Y	\$0.00	W657.0352.0101
Household Asbestos Kit.	C	\$30.00	Y	\$30.00	W657.0361.0101
Tyres					
Car, motor bike (/tyre).	B	\$11.00	Y	\$13.00	W657.0352.0101
4 x 4 Light truck (/tyre).	B	\$17.00	Y	\$19.00	W657.0352.0101
Truck (/tyre).	B	\$38.00	Y	\$43.00	W657.0352.0101
Car, motor bike (/tyre with rim).	B	\$20.00	Y	\$23.00	W657.0352.0101
4 x 4 Light truck (/tyre with rim).	B	\$40.00	Y	\$46.00	W657.0352.0101
Truck (/tyre with rim).	B	\$80.00	Y	\$92.00	W657.0352.0101
Other (/tyre).	B	POA	Y	POA	W657.0352.0101
Refrigerators/Air Conditioners					
(No degas certificate) (item).	B	\$37.00	Y	\$40.00	W657.0352.0101
Dead Animals					
<i>Minimum weight charge 20kg.</i>					
Dead animal(s) - weighed \$/tonne.	B	\$404.00	Y	\$459.00	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	\$169.52	Y	\$170.00	W657.0352.0101
7-12 bins - Medium Sized Event.	B	\$335.00	Y	\$335.00	W657.0352.0101
13-18 bins - Large Sized Event.	B	\$491.92	Y	\$492.00	W657.0352.0101
Additional Event Bin Collection.	B	\$25.00	Y	\$25.00	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	\$44.00	Y	\$46.00	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	\$15.00	Y	\$15.00	W657.0352.0101

4.3 Waste Operations - Long Term Financial Plan

Ballina Shire Council – 2026/27 Fees and Charges

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 Dwelling's approved by Council to utilise an alternate service arrangement) must still pay a DWM charge pursuant to section 496 of the LGA.	B	\$50.00	N	\$53.00	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	\$76.00	N	\$79.00	W657.0352.0101
Domestic Waste Collection Charges - Urban (Section 496 of the Local Government Act)					
<i>Wheelie 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	\$473.00	N	\$501.00	03230.0210.0040
Vacant Land - Per rateable property where the collection service is available but not utilised.	B	\$50.00	N	\$53.00	03230.0210.0048
Domestic Waste Collection Charges - Rural (Section 496 of the Local Government Act)					
<i>Wheelie 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	\$340.00	N	\$360.00	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	\$114.00	N	\$121.00	03230.0210.0040
Additional Domestic Organics Collection Charge - Urban - One organics bin per week.	B	\$199.00	N	\$211.00	03230.0210.0040
Additional Mixed Waste Collection Charge - Urban - One mixed waste bin per fortnight.	B	\$140.00	N	\$148.00	03230.0210.0040
Additional Mixed Waste Collection Charge - Rural - One mixed waste bin per fortnight.	B	\$140.00	N	\$148.00	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	\$465.00	N	\$493.00	03220.0210.0056
Non-Domestic Recycling Collection - One recycling bin collection per fortnight.	A	\$229.00	N	\$243.00	03220.0210.0057
Non-Domestic Organics Collection - One organics bin collection per week.	A	\$299.00	N	\$317.00	03220.0210.0058
Organic Bin Caddy					
Kitchen Organics Bin Caddy - Pick-up.	B	\$10.00	Y	\$10.00	W679.0001.0233
Kitchen Organics Bin Caddy - Delivered.	B		Y	\$15.00	W679.0001.0233
Compost Bin Fee					
220L Gedeye (or similar) Compost Bin Fee - Pick Up.	B	\$30.00	Y	\$50.00	W679.0001.0233
220L Gedeye (or similar) Compost Bin Fee - Delivered.	B		Y	\$60.00	W679.0001.0233

4.3 Waste Operations - Long Term Financial Plan

Ballina Shire Council – 2026/27 Fees and Charges

Admin Fee					
Fee for the Replacement of lost Commercial Bin Stickers.	B	\$10.00	Y	\$10.00	W657.0352.0101
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	\$47.00	Y	\$49.00	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	\$62.00	Y	\$64.00	W657.0352.0101

4.3 Waste Operations - Long Term Financial Plan

DOMESTIC WASTE MANAGEMENT (DWM)																	
ACTUAL					DESCRIPTION	ESTIMATED											
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	2035/36
OPERATING REVENUES																	
7,509,600	7,771,000	7,961,700	8,410,700	8,715,500	DWM Annual Charges	9,081,000	9,629,000	6	10,220,000	10,831,000	11,230,000	11,623,000	12,030,000	12,451,000	12,887,000	13,338,000	13,805,000
29,700	33,200	35,600	38,000	31,800	Vacant Property Annual Charges	32,000	34,000	6	36,000	38,000	39,000	40,000	41,000	42,000	43,000	45,000	47,000
2,300	2,400	2,400	2,900	6,300	DWM Exempt Collections	6,000	6,000	0	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
(250,200)	(244,500)	(239,600)	(244,900)	(239,100)	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)
958,500	992,700	1,045,200	333,000	0	Internal Plant Hire Charges	0	0	0	0	0	0	0	0	0	0	0	0
137,600	134,500	131,800	134,700	131,500	Operating Grants and Contributions	133,000	134,000	1	135,000	136,000	137,000	138,000	139,000	140,000	141,000	142,000	143,000
1,900	0	6,200	65,300	500	Sundry Income	7,000	0	(100)	0	0	0	0	0	0	0	0	0
9,900	6,000	49,000	100,000	91,000	Interest on Investments	42,000	26,000	(38)	11,000	2,000	2,000	0	1,000	3,000	2,000	4,000	7,000
85,300	0	0	834,400	0	Gain / (Loss) on Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
8,484,600	8,695,300	8,992,300	9,674,100	8,737,500		9,061,000	9,587,000	6	10,164,000	10,767,000	11,166,000	11,557,000	11,965,000	12,388,000	12,823,000	13,277,000	13,748,000
OPERATING EXPENSES																	
Administration																	
544,600	585,000	499,500	676,300	417,800	Employee Costs and Administration	448,000	461,000	3	477,000	493,000	507,000	522,000	537,000	553,000	569,000	586,000	603,000
200	4,800	7,700	6,000	33,400	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
12,000	0	0	0	0	Contributions	0	0	0	0	0	0	0	0	0	0	0	0
40,000	40,000	40,200	42,000	40,700	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
945,000	1,047,000	1,047,600	1,072,800	1,072,800	Indirect Expenses - Overheads	1,187,000	1,223,000	3	1,260,000	1,298,000	1,337,000	1,377,000	1,418,000	1,461,000	1,505,000	1,550,000	1,597,000
82,200	19,300	142,200	23,500	47,400	Promotion and Education	160,000	150,000	(6)	82,000	84,000	167,000	90,000	93,000	196,000	99,000	102,000	205,000
Collection																	
697,900	783,000	783,200	706,700	675,200	Collection Kerbside - Mixed Waste	600,000	618,000	3	637,000	656,000	676,000	696,000	717,000	739,000	761,000	784,000	808,000
1,597,400	1,610,600	1,714,700	1,915,700	2,063,100	Collection Kerbside - Organics	2,020,000	2,081,000	3	2,144,000	2,208,000	2,274,000	2,342,000	2,412,000	2,484,000	2,559,000	2,636,000	2,715,000
2,520,500	2,145,400	1,707,700	2,563,100	3,312,600	Collection Kerbside - Disposal Fees	3,535,000	3,950,000	12	4,148,000	4,218,000	4,387,000	4,563,000	4,745,000	4,935,000	5,132,000	5,337,000	5,551,000
518,100	487,100	568,100	704,600	774,800	Collection Kerbside - Recycling	824,000	849,000	3	874,000	900,000	927,000	955,000	984,000	1,014,000	1,044,000	1,075,000	1,107,000
1,246,300	1,005,400	754,600	657,900	596,500	Collection Kerbside - Recycling Disposal	639,000	658,000	3	678,000	698,000	719,000	741,000	763,000	786,000	810,000	834,000	859,000
184,300	233,400	199,600	210,500	139,800	Collection Kerbside - Bin Maintenance	155,000	160,000	3	165,000	170,000	175,000	180,000	185,000	191,000	197,000	203,000	209,000
371,500	487,600	607,200	226,500	0	Collection Trucks - Operating Expenses	0	0	0	0	0	0	0	0	0	0	0	0
Non-Cash Expenses																	
266,000	274,900	274,900	34,400	0	Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
0	0	662,300	0	0	Impairment - Domestic Waste	0	0	0	0	0	0	0	0	0	0	0	0
9,026,000	8,723,500	9,009,500	8,840,000	9,174,100	Total Operating Expenses	9,617,000	10,200,000	6	10,516,000	10,777,000	11,222,000	11,520,000	11,909,000	12,415,000	12,734,000	13,167,000	13,716,000
(541,400)	(28,200)	(17,200)	834,100	(436,600)	Operating Result - Surplus / (Deficit)	(556,000)	(613,000)	10	(352,000)	(10,000)	(56,000)	37,000	56,000	(27,000)	89,000	110,000	32,000
(85,300)	0	0	(834,400)	0	Add Back Gain / Loss on Sale	0	0	0	0	0	0	0	0	0	0	0	0
266,000	274,900	937,200	34,400	0	Add Back Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
(360,700)	246,700	920,000	34,100	(436,600)	Cash Result - Surplus / (Deficit)	(556,000)	(613,000)	10	(352,000)	(10,000)	(56,000)	37,000	56,000	(27,000)	89,000	110,000	32,000
Capital Movements																	
0	0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
0	246,700	920,000	100,000	0	Less Transfer to Reserves	0	0	0	0	0	37,000	56,000	0	89,000	110,000	32,000	0
360,700	34,800	0	65,900	436,600	Add Transfer from Reserves	556,000	613,000	352,000	10,000	56,000	0	27,000	0	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
0	34,800	0	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

4.4 Wastewater Operations - Long Term Financial Plan

WASTEWATER OPERATIONS - INCOME STATEMENT (2020/21 to 2035/36)																		
ACTUAL					DESCRIPTION	ESTIMATED												
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	2035/36	
OPERATING RESULTS																		
Operating Income																		
18,616,000	19,144,000	19,392,000	20,288,000	20,708,000	Annual Charges	21,617,000	22,052,000	2	22,495,000	22,947,000	23,408,000	24,176,000	24,172,000	24,168,000	24,164,000	24,160,000	24,156,000	
1,472,000	1,389,000	1,535,000	1,460,000	1,751,000	User Charges and Fees	1,855,000	1,992,000	7	2,035,000	2,079,000	2,125,000	2,193,000	2,205,000	2,217,000	2,230,000	2,244,000	2,258,000	
136,000	150,000	890,000	1,391,000	1,320,000	Interest and Investment Revenues	938,000	571,000	(39)	405,000	334,000	293,000	346,000	452,000	528,000	610,000	765,000	957,000	
2,909,000	883,000	979,000	1,121,000	1,065,000	Other Revenues	3,249,000	1,192,000	(63)	1,230,000	1,269,000	1,309,000	1,350,000	1,392,000	1,435,000	1,480,000	1,527,000	1,575,000	
159,000	225,000	155,000	156,000	155,000	Grants and Contributions for Operating Purposes	261,000	272,000	4	283,000	295,000	306,000	186,000	192,000	198,000	204,000	211,000	218,000	
1,728,000	2,082,000	1,493,000	937,000	1,193,000	Grants and Contributions - Capital Purposes - Cash	1,000,000	1,125,000	13	1,175,000	1,225,000	1,275,000	1,325,000	1,375,000	1,425,000	1,475,000	1,525,000	1,575,000	
5,669,000	3,032,000	1,605,000	1,138,000	776,000	Contributions for Capital Purposes - Non-cash	2,500,000	2,525,000	1	2,550,000	2,575,000	2,600,000	2,625,000	2,650,000	2,675,000	2,700,000	2,725,000	2,750,000	
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	
30,689,000	26,905,000	26,049,000	26,491,000	26,968,000	Total Income from Continuing Operations	31,420,000	29,729,000	(5)	30,173,000	30,724,000	31,316,000	32,201,000	32,438,000	32,646,000	32,863,000	33,157,000	33,489,000	
Operating Expenses																		
4,325,000	4,241,000	4,204,000	4,322,000	5,045,000	Employee Benefits and On-costs	5,222,000	5,379,000	3	5,540,000	5,706,000	5,877,000	6,053,000	6,235,000	6,422,000	6,615,000	6,813,000	7,017,000	
6,049,000	6,139,000	6,277,000	5,883,000	7,050,000	Materials and Contracts	7,160,000	7,738,000	8	7,959,000	8,132,000	8,360,000	8,653,000	8,895,000	9,083,000	9,341,000	9,604,000	9,875,000	
3,181,000	2,999,000	2,788,000	2,125,000	1,907,000	Borrowing Costs	1,698,000	1,490,000	(12)	1,264,000	1,049,000	830,000	610,000	389,000	163,000	0	0	0	
4,233,000	4,584,000	4,358,000	4,623,000	4,741,000	Depreciation and Amortisation	4,700,000	4,848,000	3	5,001,000	5,159,000	5,322,000	5,490,000	5,663,000	5,841,000	6,025,000	6,215,000	6,411,000	
264,000	295,000	377,000	386,000	363,000	Other Expenses	751,000	531,000	(29)	484,000	345,000	406,000	417,000	403,000	390,000	401,000	414,000	427,000	
819,000	366,000	17,000	621,000	230,000	Net Loss from Disposal of Assets	600,000	600,000	0	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	
18,871,000	18,624,000	18,021,000	17,960,000	19,336,000	Total Expenses from Continuing Operations	20,131,000	20,586,000	2	20,848,000	20,991,000	21,395,000	21,823,000	22,185,000	22,499,000	22,982,000	23,646,000	24,330,000	
11,818,000	8,281,000	8,028,000	8,531,000	7,632,000	Net Operating Result for the Year	11,289,000	9,143,000	(19)	9,325,000	9,733,000	9,921,000	10,378,000	10,253,000	10,147,000	9,881,000	9,511,000	9,159,000	
4,421,000	3,167,000	4,930,000	6,456,000	5,663,000	Net Operating Result Before Capital Income	7,789,000	5,493,000	(29)	5,600,000	5,933,000	6,046,000	6,428,000	6,228,000	6,047,000	5,706,000	5,261,000	4,834,000	

WASTEWATER OPERATIONS																		
ACTUAL					DESCRIPTION	ESTIMATED												
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	2035/36	
					OPERATING REVENUES													
18,615,500	19,143,900	19,392,700	20,288,400	20,708,300	Annual Charges	21,617,000	22,052,000	2	22,495,000	22,947,000	23,408,000	24,176,000	24,172,000	24,168,000	24,164,000	24,160,000	24,156,000	
1,471,100	1,389,300	1,612,500	1,503,100	1,751,200	User Charges	1,949,000	1,992,000	2	2,035,000	2,079,000	2,125,000	2,193,000	2,205,000	2,217,000	2,230,000	2,244,000	2,258,000	
159,900	224,400	154,900	156,000	155,200	Operating Grants and Contributions	261,000	272,000	4	283,000	295,000	306,000	186,000	192,000	198,000	204,000	211,000	218,000	
136,600	150,300	889,800	1,429,600	1,319,800	Interest	938,000	571,000	(39)	405,000	334,000	293,000	346,000	452,000	528,000	610,000	765,000	957,000	
377,400	335,600	296,300	464,800	464,200	Recycled Wastewater Revenues	530,000	546,000	3	562,000	579,000	596,000	614,000	632,000	651,000	670,000	690,000	711,000	
29,000	79,600	51,500	52,700	54,700	Residential Rents (2 x Dwellings)	54,000	56,000	4	58,000	60,000	62,000	64,000	66,000	68,000	71,000	74,000	77,000	
31,800	(1,500)	33,400	37,100	38,600	Turf Farm Rental	40,000	42,000	5	44,000	46,000	48,000	50,000	52,000	54,000	56,000	58,000	60,000	
465,400	460,000	515,100	542,600	502,800	Wastewater Plant Charged to Works	525,000	541,000	3	558,000	575,000	593,000	611,000	630,000	649,000	669,000	690,000	711,000	
2,005,700	9,500	5,200	6,100	5,000	Sundry Other Revenues	2,006,000	7,000	(100)	8,000	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	
0	4,100	13,900	213,800	53,300	Gain on Disposal of Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0	
23,292,400	21,795,200	22,965,300	24,694,200	25,053,100	Total Operating Revenues	27,920,000	26,079,000	(7)	26,448,000	26,924,000	27,441,000	28,251,000	28,413,000	28,546,000	28,688,000	28,907,000	29,164,000	
					OPERATING EXPENSES													
					Direct Expenses													
1,734,800	1,748,400	1,567,700	1,647,500	1,654,800	Management and Administration	1,863,000	1,949,000	5	1,990,000	2,054,000	2,116,000	2,179,000	2,269,000	2,310,000	2,377,000	2,446,000	2,519,000	
0	0	0	0	0	Operational Procedures Review	50,000	0	(100)	0	0	0	0	0	0	0	0	0	
0	0	0	0	0	Alstonville Treatment Plant - Master Plan	100,000	150,000	50	150,000	0	0	0	0	0	0	0	0	
0	0	0	0	0	Lennox Treatment Plant - Master Plan	150,000	0	(100)	0	0	0	0	0	0	0	0	0	
0	0	0	0	0	Wardell Treatment Plant - Master Plan	100,000	0	(100)	0	0	0	0	0	0	0	0	0	
67,000	78,000	202,000	230,000	194,000	Internal Contributions to Works	175,000	179,000	2	146,000	151,000	156,000	161,000	166,000	172,000	177,000	183,000	189,000	
133,400	115,000	128,600	231,700	215,500	Miscellaneous	168,000	173,000	3	178,000	183,000	188,000	193,000	198,000	204,000	211,000	218,000	225,000	
0	0	0	6,800	18,100	Section 64 Plan Reviews	0	0	0	0	0	50,000	50,000	0	0	0	0	0	
45,500	46,500	48,100	52,100	52,400	Compulsory Dividend	54,000	56,000	4	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	74,000	
0	0	0	0	0	Non-compulsory Dividend	0	0	0	0	0	0	0	0	0	0	0	0	
244,700	207,900	197,200	90,100	187,700	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	
895,900	817,500	1,042,500	862,000	678,700	Wastewater Mains	817,000	756,000	(7)	774,000	792,000	810,000	828,000	848,000	868,000	888,000	908,000	928,000	
1,444,500	1,249,100	1,288,700	1,194,400	1,352,800	Wastewater Pumping Stations	1,368,000	1,315,000	(4)	1,351,000	1,387,000	1,423,000	1,459,000	1,498,000	1,537,000	1,578,000	1,619,000	1,660,000	
14,400	8,800	21,200	8,800	55,900	Recycled Water Reservoirs	31,000	11,000	(65)	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	
3,117,200	3,393,400	3,849,400	3,608,300	4,698,900	Wastewater Treatment Plants	4,487,000	5,177,000	15	5,328,000	5,430,000	5,589,000	5,814,000	5,983,000	6,098,000	6,281,000	6,468,000	6,661,000	
0	129,600	98,300	134,200	140,400	Low Pressure Sewer	120,000	122,000	2	124,000	126,000	128,000	130,000	132,000	134,000	136,000	138,000	140,000	
					Indirect Expenses - Overheads													
2,402,000	2,369,700	2,449,200	2,642,400	3,208,800	Overheads Distributed	3,420,000	3,523,000	3	3,629,000	3,738,000	3,851,000	3,967,000	4,087,000	4,210,000	4,337,000	4,468,000	4,603,000	
					Debt Servicing													
3,181,100	2,998,700	2,801,000	2,125,100	1,906,700	Interest on Loans	1,698,000	1,490,000	(12)	1,264,000	1,049,000	830,000	610,000	389,000	163,000	0	0	0	
					Non-cash Expenses													
4,233,100	4,584,300	4,357,700	4,623,400	4,741,000	Depreciation	4,700,000	4,848,000	3	5,001,000	5,159,000	5,322,000	5,490,000	5,663,000	5,841,000	6,025,000	6,215,000	6,411,000	
825,600	365,500	31,000	834,800	282,800	Loss on Disposal of Infrastructure	600,000	600,000	0	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	
0	0	0	0	0	Unwinding Interest Free Loan	0	0	0	0	0	0	0	0	0	0	0	0	
18,339,200	18,112,400	18,082,600	18,291,600	19,388,500	Total Operating Expenses	20,131,000	20,586,000	2	20,848,000	20,991,000	21,395,000	21,823,000	22,185,000	22,499,000	22,982,000	23,646,000	24,330,000	
4,953,200	3,682,800	4,882,700	6,402,600	5,664,600	Operating Result - Surplus / (Deficit)	7,789,000	5,493,000	(29)	5,600,000	5,933,000	6,046,000	6,428,000	6,228,000	6,047,000	5,706,000	5,261,000	4,834,000	
4,233,100	4,584,300	4,357,700	4,623,400	4,741,000	Add Back Depreciation	4,700,000	4,848,000	3	5,001,000	5,159,000	5,322,000	5,490,000	5,663,000	5,841,000	6,025,000	6,215,000	6,411,000	
825,600	361,400	17,100	621,000	229,500	Add Back Gain / Loss on Infrastructure Disposal	600,000	600,000	0	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	
10,011,900	8,628,500	9,257,500	11,647,000	10,635,100	Cash Result - Surplus / (Deficit)	13,089,000	10,941,000	(16)	11,201,000	11,692,000	11,968,000	12,518,000	12,491,000	12,488,000	12,331,000	12,076,000	11,845,000	
					Capital Movements													
2,716,300	2,919,600	3,115,000	3,939,000	3,966,000	Less Loan Principal Repayments	3,998,000	4,028,000		4,058,000	4,092,000	4,126,000	4,161,000	4,199,000	4,237,000	0	0	0	
6,287,800	3,771,600	0	4,887,600	0	Less Transfer to Reserves	487,000	0		10,000	1,479,000	11,422,000	4,592,000	2,963,000	3,092,000	4,762,000	13,796,000	19,414,000	
0	0	388,600	0	1,314,300	Add Transfer from Reserves	0	3,051,000		0	0	0	0	0	0	0	0	0	
1,080,500	0	18,000	2,482,200	4,577,000	Add Capital Income Applied	1,812,000	4,513,000		3,757,000	4,139,000	10,260,000	1,685,000	1,271,000	1,271,000	41,000	7,610,000	7,569,000	
2,088,300	1,937,300	6,549,100	5,302,600	12,560,400	Less Capital Expenditure	10,416,000	14,477,000		10,890,000	10,260,000	6,680,000	5,450,000	6,600,000	6,430,000	7,610,000	5,890,000	0	
0	0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0	
10,472,000	13,121,000	11,487,000	14,987,000	12,676,000	Wastewater Reserves	12,765,000	9,487,000		9,349,000	10,741,000	13,389,000	17,970,000	20,930,000	22,746,000	27,467,000	34,518,000	37,599,000	
9,382,000	11,383,000	13,250,000	12,337,000	9,499,000	Developer Contributions - Section 64	9,085,000	5,924,000		3,490,000	663,000	452,000	103,000	210,000	1,640,000	3,115,000	3,775,000	5,444,000	
19,854,000	24,504,000	24,737,000	27,324,000	22,175,000	Total Wastewater Reserves Held	21,850,000	15,411,000	(29)	12,839,000	11,404,000	13,841,000	18,073,000	21,140,000	24,386,000	30,582,000	38,293,000	43,043,000	

4.5 Water Operations - Long Term Financial Plan

WATER OPERATIONS - INCOME STATEMENT (2020/21 to 2035/36)																		
ACTUAL					DESCRIPTION	ESTIMATED												
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	2035/36	
OPERATING RESULTS																		
Operating Income																		
3,988,000	4,206,000	4,427,000	4,777,000	5,121,000	Annual Charges	5,587,000	5,944,000	6	6,311,000	6,708,000	7,124,000	7,560,000	8,026,000	8,292,000	8,568,000	8,844,000	9,140,000	
8,615,000	8,668,000	9,576,000	9,545,000	9,932,000	User Charges and Fees	10,520,000	11,167,000	6	11,167,000	11,854,000	12,582,000	13,350,000	14,170,000	15,041,000	15,572,000	16,124,000	16,686,000	
176,000	155,000	854,000	987,000	1,074,000	Interest and Investment Revenues	873,000	837,000	(4)	850,000	658,000	569,000	570,000	530,000	495,000	471,000	501,000	541,000	
0	0	0	0	0	Other Revenues	678,000	698,000	3	1,407,000	1,470,000	1,532,000	1,607,000	1,682,000	1,367,000	1,413,000	1,448,000	1,495,000	
161,000	179,000	156,000	157,000	156,000	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	
780,000	879,000	746,000	517,000	310,000	Grants and Contributions - Capital Purposes - Cash	350,000	375,000	7	395,000	415,000	435,000	455,000	475,000	495,000	515,000	535,000	555,000	
1,280,000	951,000	541,000	407,000	180,000	Contributions for Capital Purposes - Non-cash	800,000	700,000	(13)	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	
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	
15,000,000	15,038,000	16,300,000	16,390,000	16,773,000	Total Income from Continuing Operations	18,964,000	19,882,000	5	20,996,000	21,976,000	23,118,000	24,423,000	25,769,000	26,582,000	27,437,000	28,356,000	29,327,000	
Operating Expenses																		
2,467,000	2,563,000	2,440,000	2,674,000	2,879,000	Employee Benefits and On-costs	2,980,000	3,069,000	3	3,161,000	3,256,000	3,354,000	3,455,000	3,559,000	3,666,000	3,776,000	3,889,000	4,006,000	
1,790,000	1,924,000	1,825,000	2,280,000	2,122,000	Materials and Contracts	2,191,000	2,480,000	13	2,508,000	2,585,000	2,712,000	2,790,000	2,843,000	2,898,000	2,982,000	3,066,000	3,153,000	
6,844,000	7,360,000	7,894,000	8,335,000	8,799,000	Purchase of Water from Rous County Council	9,493,000	10,158,000	7	10,869,000	11,630,000	12,444,000	13,315,000	14,247,000	14,532,000	14,823,000	15,119,000	15,421,000	
0	0	0	0	0	Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0	
1,679,000	1,762,000	1,784,000	1,858,000	1,774,000	Depreciation and Amortisation	1,800,000	1,857,000	3	1,915,000	1,975,000	2,037,000	2,101,000	2,167,000	2,235,000	2,305,000	2,378,000	2,453,000	
132,000	86,000	224,000	245,000	201,000	Other Expenses	227,000	232,000	2	237,000	243,000	249,000	255,000	261,000	267,000	273,000	279,000	286,000	
944,000	850,000	21,000	60,000	760,000	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	
13,856,000	14,545,000	14,188,000	15,452,000	16,535,000	Total Expenses from Continuing Operations	17,141,000	18,246,000	6	19,140,000	20,139,000	21,246,000	22,366,000	23,527,000	24,048,000	24,609,000	25,181,000	25,769,000	
1,144,000	493,000	2,112,000	938,000	238,000	Net Operating Result for the Year	1,823,000	1,636,000	(10)	1,856,000	1,837,000	1,872,000	2,057,000	2,242,000	2,534,000	2,828,000	3,175,000	3,558,000	
(916,000)	(1,337,000)	825,000	14,000	(252,000)	Net Operating Result Before Capital Income	673,000	561,000	(17)	761,000	722,000	737,000	902,000	1,067,000	1,339,000	1,613,000	1,940,000	2,303,000	

WATER OPERATIONS																		
ACTUAL					DESCRIPTION	ESTIMATED												
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	2035/36	
					OPERATING REVENUES													
3,988,500	4,205,900	4,427,100	4,777,000	5,121,000	Annual Charges	5,587,000	5,944,000	6	6,311,000	6,708,000	7,124,000	7,560,000	8,026,000	8,292,000	8,568,000	8,844,000	9,140,000	
8,142,200	8,101,800	8,990,700	8,915,700	9,285,400	User Charges	10,520,000	11,167,000	6	11,854,000	12,582,000	13,350,000	14,170,000	15,041,000	15,572,000	16,124,000	16,686,000	17,268,000	
160,800	178,100	156,000	157,100	156,300	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	
175,500	154,600	854,000	986,600	1,074,400	Interest	873,000	837,000	(4)	850,000	658,000	569,000	570,000	530,000	495,000	471,000	501,000	541,000	
227,400	235,800	243,200	243,600	244,800	Lease of Reservoir Sites	248,000	255,000	3	263,000	271,000	279,000	287,000	296,000	305,000	314,000	323,000	333,000	
219,200	277,700	290,200	340,600	385,000	Water Plant Charged to Works	380,000	391,000	3	403,000	415,000	427,000	440,000	453,000	467,000	481,000	495,000	510,000	
26,300	53,600	51,600	46,400	16,400	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	17,000	26,100	27,900	Gain on Disposal of Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0	
12,939,900	13,207,500	15,029,800	15,493,100	16,311,200	Total Operating Revenues	17,814,000	18,807,000	6	19,901,000	20,861,000	21,983,000	23,268,000	24,594,000	25,387,000	26,222,000	27,121,000	28,072,000	
					OPERATING EXPENSES													
					Direct Expenses													
842,200	863,000	770,100	954,900	1,035,700	Management and Administration	1,204,000	1,275,000	6	1,300,000	1,346,000	1,390,000	1,434,000	1,504,000	1,525,000	1,572,000	1,619,000	1,667,000	
52,900	48,400	186,000	198,000	153,500	Internal Contributions to Works	139,000	141,000	1	117,000	120,000	124,000	129,000	133,000	137,000	141,000	145,000	150,000	
6,843,500	7,359,900	7,893,900	8,334,500	8,799,100	Purchase of Water from Rous Council	9,493,000	10,158,000	7	10,869,000	11,630,000	12,444,000	13,315,000	14,247,000	14,532,000	14,823,000	15,119,000	15,421,000	
50,100	33,600	72,300	328,300	100,100	Miscellaneous	71,000	72,000	1	73,000	74,000	75,000	76,000	77,000	78,000	79,000	80,000	81,000	
0	0	0	6,800	18,200	Section 64 Plan Reviews	0	0	0	0	0	50,000	50,000	0	0	0	0	0	
37,200	36,100	50,000	55,300	55,600	Compulsory Dividend	56,000	58,000	4	60,000	62,000	64,000	66,000	68,000	70,000	72,000	74,000	76,000	
60,300	38,700	73,000	65,400	88,300	Plant Operations	143,000	147,000	3	151,000	156,000	161,000	166,000	171,000	176,000	181,000	186,000	192,000	
1,258,600	1,516,900	1,335,200	1,352,700	1,292,100	Water Mains	1,279,000	1,511,000	18	1,555,000	1,601,000	1,648,000	1,696,000	1,745,000	1,795,000	1,849,000	1,903,000	1,959,000	
7,300	13,800	7,100	20,200	10,800	Water Pumping Stations	15,000	15,000	0	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
173,700	71,000	93,700	157,500	152,100	Water Reservoirs	108,000	108,000	0	108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000	
206,600	214,600	214,800	208,400	143,300	Water Treatment Plants	12,000	12,000	0	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	
					Indirect Expenses - Overheads													
1,678,000	1,737,000	1,737,800	1,906,900	2,151,700	Overheads Distributed	2,371,000	2,442,000	3	2,515,000	2,590,000	2,668,000	2,748,000	2,830,000	2,915,000	3,002,000	3,092,000	3,185,000	
					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													
1,678,900	1,762,500	1,783,900	1,857,800	1,774,200	Depreciation	1,800,000	1,857,000	3	1,915,000	1,975,000	2,037,000	2,101,000	2,167,000	2,235,000	2,305,000	2,378,000	2,453,000	
943,800	850,300	37,800	86,800	787,900	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	
13,833,100	14,545,800	14,255,600	15,533,500	16,562,600	Total Operating Expenses	17,141,000	18,246,000	6	19,140,000	20,139,000	21,246,000	22,366,000	23,527,000	24,048,000	24,609,000	25,181,000	25,769,000	
(893,200)	(1,338,300)	774,200	(40,400)	(251,400)	Operating Result - Surplus / (Deficit)	673,000	561,000	(17)	761,000	722,000	737,000	902,000	1,067,000	1,339,000	1,613,000	1,940,000	2,303,000	
1,678,900	1,762,500	1,783,900	1,857,800	1,774,200	Add Back Depreciation	1,800,000	1,857,000	3	1,915,000	1,975,000	2,037,000	2,101,000	2,167,000	2,235,000	2,305,000	2,378,000	2,453,000	
943,800	850,300	20,800	60,700	760,000	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	
1,729,500	1,274,500	2,578,900	1,878,100	2,282,800	Cash Result - Surplus / (Deficit)	2,923,000	2,868,000	(2)	3,126,000	3,147,000	3,224,000	3,453,000	3,684,000	4,024,000	4,368,000	4,768,000	5,206,000	
					Capital Movements													
0	0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0	
0	0	220,800	0	0	Less Transfer to Reserves	94,000	102,000	9	641,000	0	700,000	738,000	928,000	1,197,000	1,530,000	549,000	3,694,000	
540,900	376,300	0	827,500	2,771,800	Add Transfer from Reserves	0	0	0	0	60,000	0	0	0	0	0	0	0	
133,300	81,800	1,216,000	1,070,900	1,219,500	Add Capital Income Applied	10,000	118,000	1,080	3,742,000	2,746,000	1,100,000	2,270,000	2,340,000	2,340,000	1,250,000	0	2,838,000	
2,403,700	1,732,600	3,574,100	3,776,500	6,274,100	Less Capital Expenditure	2,839,000	2,884,000	2	6,227,000	5,953,000	3,624,000	4,985,000	5,096,000	5,167,000	4,088,000	4,219,000	4,350,000	
0	0	0	0	0	Cash Result after Capital Movements	0	0	0	0	0	0	0	0	0	0	0	0	
10,112,000	9,483,000	8,879,000	6,154,000	8,280,000	Water Reserves	7,854,000	7,504,000		7,666,000	7,235,000	7,637,000	8,091,000	8,792,000	8,694,000	10,079,000	11,795,000	13,882,000	
10,780,000	11,645,000	11,529,000	11,546,000	11,205,000	Developer Contributions - Section 64	12,065,000	12,774,000		9,906,000	7,946,000	7,579,000	6,048,000	4,410,000	3,860,000	3,270,000	2,638,000	3,292,000	
20,892,000	21,128,000	20,408,000	17,700,000	19,485,000	Total Water Reserves Held	19,919,000	20,278,000	2	17,572,000	15,181,000	15,216,000	14,139,000	13,202,000	12,554,000	13,349,000	14,433,000	17,174,000	

Asset Description	WATER - CAPITAL EXPENDITURE																											
	Expenditure											Funding Source 2026/27				Funding Source 2027/28				Funding Source 2028/29				Funding Source 2029/30				
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	
Main Renewals																												
Recurrent		375,000	650,000	670,000	690,000	710,000	730,000	750,000	770,000	800,000	830,000				375,000				650,000				670,000				690,000	
Norton Street, Ballina	400,000	600,000													600,000				0			0				0		
Rayner Lane / Rutherford St, Lennox Head	0	0	585,000												0				585,000				0			0		
Stonehenge Place, Lennox Head	300,000														0				0			0				0		
Sunrise Crescent, Lennox Head	265,000														0				0			0				0		
Kings Court, Lennox Head	216,000														0				0			0				0		
Coast Road (Pinnacle Row), Lennox Head	90,000														0				0			0				0		
Winton Lane, Ballina	300,000														0				0			0				0		
Fox Street (Meldrum Park/Martin St), Ballina	300,000														0				0			0				0		
William Street, Alstonville	3,000	150,000													150,000				0			0				0		
Daintree Drive, Lennox Head			50,000												0				50,000			0				0		
Green St, Alstonville		275,000													275,000				0			0				0		
Richmond Street, Ballina		350,000													350,000				0			0				0		
Water Reservoirs																												
Reservoir - Ross Lane		100,000	1,500,000	2,100,000								100,000			0	1,500,000			0	2,100,000			0				0	
Reservoir - Pacific Pines (EPIQ Estate)	64,000														0				0			0				0		
Reservoir - Pine Avenue	3,000	93,000													93,000				0			0				0		
Reservoir - Lennox Head	14,000														0				0			0				0		
Reservoirs - Exterior Painting	50,000		50,000			50,000	50,000								0				50,000			0				0		
Reservoirs - Circular 18 Rectification/Sealing	50,000	150,000	100,000												150,000				100,000			0				0		
Miscellaneous																												
Telemetry	20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000				21,000				22,000			23,000				24,000		
Generator and Telemetry to Pine Avenue															0				0			0				0		
Water Network Master Plan															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	93,000	50,000													50,000				0			0				0		
Depot - Administration Building	16,000														0				0			0				0		
Depot Building Fit Out	35,000														0				0			0				0		
Water Pump and Bore Stations																												
Russellton Booster				450,000											0				0	450,000			0				0	
Ballina Heights Booster Pump Upgrade			200,000												0	200,000			0			0					0	
Trunk Mains																												
Main Renewals					2,200,000	2,270,000	2,340,000	2,420,000	2,500,000	2,580,000	2,660,000				0				0			0	1,100,000			1,100,000		
North Ballina Reticulation Mains			100,000	620,000											0				100,000			620,000				0		
Lennox Head Mains - The Crest		10,000										10,000			0	630,000			0			0				0		
CURA B Distribution Main			330,000												0	330,000			0			0				0		
Bentinck Street (Owen / Kingsford Smith)		50,000										7,000			43,000				0			0				0		
Temple Street (Tamar / Tamarind), Ballina				600,000											0				0	84,000		516,000				0		
Angels Beach Drive to Missingham, Ballina				800,000											0				0	112,000		688,000				0		
Basalt Court Gravity Main Augmentation	10,000		1,040,000												0	1,040,000			0			0				0		
Manly St (Jameson / Cronulla) Trunk Main Replacement		10,000	300,000									1,000			9,000	42,000			258,000			0				0		
Plant and Equipment																												
Vehicle and Plant Replacement	100,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000				150,000				150,000			150,000				150,000		
Cable Locator															0				0			0				0		
Service Connections																												
Water Meter - New	240,000	240,000	250,000	260,000	270,000	280,000	290,000	300,000	310,000	320,000	330,000				240,000				250,000			260,000				270,000		
Water Meter - Replacement	210,000	210,000	220,000	230,000	240,000	250,000	260,000	270,000	280,000	290,000	300,000				210,000				220,000			230,000				240,000		
Water Meter - Radio Device Installations	10,000														0				0			0				0		
Water meter - SMART Meters roll out						1,200,000	1,200,000	1,200,000							0				0			0				0		
Total Capital Expenditure	2,839,000	2,884,000	6,227,000	5,953,000	3,624,000	4,985,000	5,096,000	5,167,000	4,088,000	4,219,000	4,350,000	0	118,000	0	2,766,000	0	3,742,000	0	2,485,000	0	2,746,000	0	3,207,000	0	1,100,000	0	2,524,000	