

STATEMENT OF REVENUE POLICY

Background

It is a requirement of the Joint Organisation that it adopts a Statement of Revenue Policy for 2024/25. The Revenue Policy is to be made publicly available on the NRJO website for comment and adopted before 30 June 2024.

As part of presenting the Statement of Revenue Policy for endorsement by the board a copy of the draft Budget for 2024/25 and draft 10 year Long Term Financial Plan has been included.

Introduction

This document constitutes the Northern Rivers Joint Organisation Statement of Revenue Policy and is prepared in accordance with section 406 of the Local Government Act 1993 ("the Act") and section 397I of the Local Government (General) Regulation 2021.

The Revenue Policy includes the following statements for the year 2024/25 financial year:

- a) an estimate of the Northern Rivers Joint Organisation income and expenditure;
- b) each membership and non-voting membership fee;
- c) types of fees to be charged by the Northern Rivers Joint Organisation and the amounts of each such fee;
- d) amounts of external borrowings, the sources from where these are to be borrowed, and the means by which these are to be secured; and
- e) any other such matters as may be prescribed by the regulations.

The statements in the Revenue Policy with respect to membership and non-voting membership fee include, as required, the following particulars:

- a) the base amount of the membership and non-voting membership fee;
- b) the ad valorem amount (the amount in the dollar) membership and non-voting membership fee;
- c) in the case of project participant fees the estimated amount and principle behind the application of this fee; and
- d) any expectations agreed by the membership regarding the fees.

Factors Influencing Northern Rivers Joint Organisation Revenue and Pricing Policy

The following factors will influence the Northern Rivers Joint Organisation's revenue and pricing policy.

Community service obligations

A community service obligation arises where a council provides a function or service that has general community benefits beyond those received by direct users.

Councils generally provide services that are considered to have community importance but are not viable or practical to be provided on a commercial basis.

Councils review their level of Community Service Obligations as they relate to fees and charges.

Where such a community service obligation may exist across the membership of the Councils, the Councils may consider the community service obligation as a group.

Cost recovery

Northern Rivers Joint Organisation applies the principle of full cost recovery to determine the total cost of services.

The user-pays principle

The User-Pays Principle involves pricing the provision of goods, projects, services and facilities that require the user or the consumer to pay the actual cost of the service provided.

The Northern Rivers Joint Organisation may apply this pricing policy for the provision of project works and activities to businesses or members of the community.

Corporate overheads

Northern Rivers Joint Organisation corporate overheads are for governance, employment, administration functions and compliance required to deliver on the Strategic Regional Plan and the annual Business Plan.

Competitive neutrality

Competitive Neutrality is one of the principles of National Competition Policy applied throughout Australia at all levels of Government, including Local Government. Competitive neutrality is based on the concept of a "level playing field" for competitors in a market, be they public or private sector competitors. All Government business organisations should operate without net competitive advantages over businesses as a result of their public ownership.

Where Northern Rivers Joint Organisation competes in the market place with other private businesses, Northern Rivers Joint Organisation will do so on the basis that it does not utilise its public position to gain an unfair advantage over private businesses that may be in competition with Northern Rivers Joint Organisation or the Councils.

Goods and services tax

The Federal Government's Goods and Services Tax (GST) must be applied to non-exempt fees and charges. The current rate of the GST is 10% and is included in the price paid by the recipient of the service. The GST indicators (GST exempt or not) in the list of fees and charges are subject to change at any time from changes that occur in the GST Act and/or regulations.

Ordinary Membership policy

Each member council is to contribute a monetary payment or equivalent contribution based on the following methodology:

- a) an equal share of 50% of the required annual membership fees, plus
- b) a share of the remaining 50% of the required annual membership fees apportioned by population using the latest census population figures from the ABS by LGA

Member councils will be consulted about proposed contributions by:

a) Draft budgets for each financial year are to be presented at the February meeting of the Northern Rivers Joint Organisation in order for the proposed annual membership fees to be identified before each member Council commences the budget cycle for the upcoming financial year.

Fees for service

Approved fees for service

Section 608 of the Local Government Act 1993 provides that the Northern Rivers Joint Organisation may charge and recover an approved fee for any service it provides, other than a service provided, or proposed to be provided on an annual basis for which it is authorised or required to make an annual charge under Section 496 or 501 of the Act.

Section 609 of the Act provides that when determining the approved fee, the Northern Rivers Joint Organisation must take into account the following factors:

- a. the cost of the Council providing the service;
- b. the price suggested for that service by any relevant industry body or in any schedule of charges published, from time to time, by the Division of Local Government;
- c. the importance of the service to the community; and
- d. any factors specified in the regulations under the Act.

Credit card surcharge

Northern Rivers Joint Organisation imposes a Credit Card Surcharge on all payments made via credit card in accordance with Reform of Credit Card Schemes in Australia (iv) and Final Reforms and Regulation Impact Statement August 2002.

Private works

Northern Rivers Joint Organisation may carry out any kind of work that may lawfully be carried out. Private work will be carried out on the basis of a charge representing full cost recovery of the work carried out plus a margin for profit. The profit margin is dependent on and subject to market forces applying at the time.

Northern Rivers Joint Organisation DRAFT Budget Summary 2024 - 2025

	2024-2025 TOTAL	2023-2024 TOTAL	
	\$	\$	
INCOME			
Membership Fees	273,100	263,900	
LG Procurement Rebate	45,000	45,000	
Interest	25,000	12,000	
Total Income	343,100	320,900	
EXPENSES			
Bank Charges	100	100	
Conferences, Events, Travel	12,900	12,600	
Professional Development	14,600	14,250	
Managed Services (Rous)	138,400	135,000	
Committee Support	5,535	5,535	
Chair Stipend	10,000	10,000	
Professional Fees - Audit	20,500	20,000	
ARIC Fees	10,000	5,000	
ARIC Superannuation	1,200	300	
Media and Communications	5,400	5,300	
Sundry Expenses	5,400	5,300	
Strategic Projects	110,000	88,600	
Total Operational Expenses	334,035	301,985	
TOTAL OPERATING RESULT (SURPLUS/(DEFICIT)	9,065	18,915	
EQUITY			
Retained Earnings	1,410,704	775,564	
Current Year Earnings	7,800	18,915	
TOTAL EQUITY	1,418,504	794,479	

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Item	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Membership Fees										
Ballina Shire	39,960	41,440	42,820	44,230	45,700	47,210	48,760	50,340	52,000	53,710
Byron Shire	35,420			39,120	40,420	41,760	43,130	44,540	,	47,510
Kyogle	23,570			25,880	26,630	27,400	28,190	29,000	29,830	30,690
Lismore City	38,870	40,050	41,120	42,220	43,350	44,510	45,690	46,910	48,170	49,450
Richmond Valley	29,820			32,550		34,380	35,330	36,310	·	38,350
Tweed Shire	62,340			68,790		73,320	75,680	78,110	· · · · · · · · · · · · · · · · · · ·	83,240
Clarence Valley	43,120			47,100		49,620	50,930	52,270		55,050
Total Membership Fees	273,100	282,700	291,200	299,900	308,900	318,200	327,700	337,500	347,600	358,000
Membership Income Increase PA (%)		3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Forecast Cashflows										
Operating Revenues										
Membership Fees	273,100	282,700	291,200	299,900	308,900	318,200	327,700	337,500	347,600	358,000
LG Procurement Rebate	45,000			45,000			45,000	45,000		45,000
Interest	25,000			15,000			15,000	15,000	·	15,000
Total	343,100	347,700	354,200	359,900	368,900	378,200	387,700	397,500	407,600	418,000
Operating Expenses				,		,	,		,	
Bank Charges	100			100	100		100	100		100
Conferences, Events, Travel	12,900 14,600			-	14,100 16,200		14,900	15,300 17,400		16,100
Councillors Professional Development Managed Services (Rous)	14,600	· · · · · · · · · · · · · · · · · · ·			16,200 152,700	,	17,000 160,400	17,400 164,400	·	18,200 172,700
Committee Support	5,535			5,900	6,000	-	6,400	6,600		7,000
ARIC Fees	10,000			10,600	10,900	11,200	11,500	11,800		12,400
ARIC Superannuation	1,200							1,400	·	1,400
Chair Stipend	10,000							10,000		10,000
Professional Fees – Audit	20,500	21,000	21,500	22,000	22,600	23,200	23,800	24,400	25,000	25,600
Media and Communications	5,400			5,700			6,000	6,200	·	6,600
NRJO Projects / Strat. Reg. Plan	110,000			118,500		124,500	127,600	130,800	·	137,500
Sundry Expenses	5,400	-		5,700			6,000	6,200		6,600
Total	334,035	341,900	350,100	358,400	367,000	375,900	385,000	394,600	404,300	414,200
Net Cash Movement	9,065	5,800	4,100	1,500	1,900	2,300	2,700	2,900	3,300	3,800
Retained Earnings - 1 July Retained Earnings - 30 June	776,000									
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Assumptions	•					•				
	•	790,900	795,000		798,400	•			809,600	813,400
Assumptions CPI	785,100	790,900 2.5%	795,000	796,500	798,400	800,700	803,400	806,300	809,600	2.5%
Assumptions CPI Interest on Retained Earnings Population Growth Percentage	785,100 2.50% 4.00%	790,900 2.5% 4.0%	795,000 2.5% 4.0%	796,500 2.5% 4.0%	798,400 2.5% 4.0%	2.5% 4.0%	2.5% 4.0%	2.5% 4.0%	2.5% 4.0%	2.5% 4.0%
Assumptions CPI Interest on Retained Earnings Population Growth Percentage Ballina Shire	785,100 2.50% 4.00% 1.20%	790,900 2.5% 4.0%	795,000 2.5% 4.0%	796,500 2.5% 4.0%	798,400 2.5% 4.0%	2.5% 4.0%	2.5% 4.0%	2.5% 4.0%	2.5% 4.0%	2.5% 4.0%
Assumptions CPI Interest on Retained Earnings Population Growth Percentage Ballina Shire Byron Shire	785,100 2.50% 4.00% 1.20% 1.20%	790,900 2.5% 4.0% 1.20% 1.20%	795,000 2.5% 4.0% 1.20% 1.20%	796,500 2.5% 4.0% 1.20% 1.20%	798,400 2.5% 4.0% 1.20% 1.20%	2.5% 4.0% 1.20% 1.20%	2.5% 4.0% 1.20% 1.20%	2.5% 4.0% 1.20% 1.20%	2.5% 4.0% 1.20% 1.20%	2.5% 4.0% 1.20% 1.20%
Assumptions CPI Interest on Retained Earnings Population Growth Percentage Ballina Shire Byron Shire Kyogle	785,100 2.50% 4.00% 1.20% 1.20% 0.00%	790,900 2.5% 4.0% 1.20% 1.20% 0.00%	795,000 2.5% 4.0% 1.20% 0.00%	796,500 2.5% 4.0% 1.20% 0.00%	798,400 2.5% 4.0% 1.20% 0.00%	2.5% 4.0% 1.20% 0.00%	2.5% 4.0% 1.20% 0.00%	2.5% 4.0% 1.20% 0.00%	2.5% 4.0% 1.20% 1.20% 0.00%	2.5% 4.0% 1.20% 0.00%
Assumptions CPI Interest on Retained Earnings Population Growth Percentage Ballina Shire Byron Shire Kyogle Lismore City	785,100 2.50% 4.00% 1.20% 1.20% 0.00% 0.00%	790,900 2.5% 4.0% 1.20% 1.20% 0.00% 0.00%	795,000 2.5% 4.0% 1.20% 1.20% 0.00% 0.00%	796,500 2.5% 4.0% 1.20% 1.20% 0.00% 0.00%	798,400 2.5% 4.0% 1.20% 1.20% 0.00% 0.00%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00%	2.5% 4.0% 1.20% 0.00% 0.00%	2.5% 4.0% 1.20% 0.00% 0.00%	2.5% 4.0% 1.20% 0.00% 0.00%
Assumptions CPI Interest on Retained Earnings Population Growth Percentage Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley	785,100 2.50% 4.00% 1.20% 1.20% 0.00% 0.00% 0.00%	790,900 2.5% 4.0% 1.20% 1.20% 0.00% 0.00%	795,000 2.5% 4.0% 1.20% 1.20% 0.00% 0.00%	796,500 2.5% 4.0% 1.20% 1.20% 0.00% 0.00%	798,400 2.5% 4.0% 1.20% 1.20% 0.00% 0.00%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00%	2.5% 4.0% 1.20% 0.00% 0.00% 0.00%
Assumptions CPI Interest on Retained Earnings Population Growth Percentage Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire	785,100 2.50% 4.00% 1.20% 1.20% 0.00% 0.00%	790,900 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00%	795,000 2.5% 4.0% 1.20% 1.20% 0.00% 0.00%	796,500 2.5% 4.0% 1.20% 1.20% 0.00% 0.00%	798,400 2.5% 4.0% 1.20% 1.20% 0.00% 0.00%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00%	2.5% 4.0% 1.20% 0.00% 0.00%	2.5% 4.0% 1.20% 0.00% 0.00%	2.5% 4.0% 1.20% 0.00% 0.00% 0.00% 1.00%
Assumptions CPI Interest on Retained Earnings Population Growth Percentage Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Population	785,100 2.50% 4.00% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00%	790,900 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 0.00%	795,000 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 0.00%	796,500 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00%	798,400 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 0.00%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00%	2.5% 4.0% 1.20% 0.00% 0.00% 0.00% 0.00%
Assumptions CPI Interest on Retained Earnings Population Growth Percentage Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Population Ballina Shire	2.50% 4.00% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00%	790,900 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 47,400	795,000 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00%	796,500 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 48,600	798,400 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 49,800	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 50,400	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 51,000	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00%	2.5% 4.0% 1.20% 0.00% 0.00% 0.00% 0.00%
Assumptions CPI Interest on Retained Earnings Population Growth Percentage Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Population Ballina Shire Byron Shire	2.50% 4.00% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 46,850 36,510	790,900 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 47,400 36,900	795,000 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 48,000 37,300	796,500 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 48,600 37,700	798,400 2.5% 4.0% 1.20% 0.00% 0.00% 0.00% 0.00% 49,200 38,200	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 50,400 39,200	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 51,000 39,700	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 51,600 40,200	2.5% 4.0% 1.20% 0.00% 0.00% 0.00% 0.00% 52,200 40,700
Assumptions CPI Interest on Retained Earnings Population Growth Percentage Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Population Ballina Shire Byron Shire Kyogle	2.50% 4.00% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 46,850 36,510 9,453	790,900 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 47,400 36,900 9,500	795,000 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 48,000 37,300 9,500	796,500 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 48,600 37,700 9,500	798,400 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 49,200 38,200 9,500	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 49,800 38,700 9,500	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 50,400 39,200 9,500	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 51,000 39,700 9,500	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 51,600 40,200 9,500	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 52,200 40,700 9,500
Assumptions CPI Interest on Retained Earnings Population Growth Percentage Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Population Ballina Shire Byron Shire Kyogle Lismore City	2.50% 4.00% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 46,850 36,510 9,453 44,276	790,900 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 47,400 36,900 9,500 44,300	795,000 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 48,000 37,300 9,500 44,300	796,500 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 48,600 37,700 9,500 44,300	798,400 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 49,200 38,200 9,500 44,300	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 49,800 38,700 9,500 44,300	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 50,400 39,200 9,500 44,300	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 51,000 39,700 9,500 44,300	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 51,600 40,200 9,500 44,300	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 52,200 40,700 9,500 44,300
Assumptions CPI Interest on Retained Earnings Population Growth Percentage Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Population Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley	2.50% 4.00% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 46,850 36,510 9,453 44,276 23,702	790,900 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 47,400 36,900 9,500 44,300 23,700	795,000 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 48,000 37,300 9,500 44,300 23,700	796,500 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 48,600 37,700 9,500 44,300 23,700	798,400 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 49,200 38,200 9,500 44,300 23,700	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 49,800 38,700 9,500 44,300 23,700	2.5% 4.0% 1.20% 0.00% 0.00% 0.00% 1.00% 50,400 39,200 9,500 44,300 23,700	2.5% 4.0% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 51,000 39,700 9,500 44,300 23,700	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 51,600 40,200 9,500 44,300 23,700	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 52,200 40,700 9,500 44,300 23,700
Assumptions CPI Interest on Retained Earnings Population Growth Percentage Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Population Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Total Population Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire	2.50% 4.00% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 46,850 36,510 9,453 44,276 23,702 97,969	790,900 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 47,400 36,900 9,500 44,300 23,700 98,900	795,000 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 48,000 37,300 9,500 44,300 23,700 99,900	796,500 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 48,600 37,700 9,500 44,300 23,700 100,900	798,400 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 49,200 38,200 9,500 44,300 23,700 101,900	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 49,800 38,700 9,500 44,300 23,700 102,900	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 50,400 39,200 9,500 44,300 23,700 103,900	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 51,000 39,700 9,500 44,300 23,700 104,900	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 51,600 40,200 9,500 44,300 23,700 105,900	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 0.00% 1.00% 0.00% 23,700 107,000
Assumptions CPI Interest on Retained Earnings Population Growth Percentage Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Population Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Total Population Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley	2.50% 4.00% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 46,850 36,510 9,453 44,276 23,702	790,900 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 47,400 36,900 9,500 44,300 23,700	795,000 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 48,000 37,300 9,500 44,300 23,700 99,900	796,500 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 48,600 37,700 9,500 44,300 23,700	798,400 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 49,200 38,200 9,500 44,300 23,700 101,900	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 49,800 38,700 9,500 44,300 23,700 102,900	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 50,400 39,200 9,500 44,300 23,700	2.5% 4.0% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 51,000 39,700 9,500 44,300 23,700	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 51,600 40,200 9,500 44,300 23,700 105,900	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 52,200 40,700 9,500 44,300 23,700
Assumptions CPI Interest on Retained Earnings Population Growth Percentage Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Population Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Total Population Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total	2.50% 4.00% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 46,850 36,510 9,453 44,276 23,702 97,969 54,662	790,900 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 47,400 36,900 9,500 44,300 23,700 98,900 54,700	795,000 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 48,000 37,300 9,500 44,300 23,700 99,900 54,700	796,500 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 48,600 37,700 9,500 44,300 23,700 100,900 54,700	798,400 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 49,200 38,200 9,500 44,300 23,700 101,900 54,700	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 49,800 38,700 9,500 44,300 23,700 102,900 54,700	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 50,400 39,200 9,500 44,300 23,700 103,900 54,700	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 51,000 39,700 9,500 44,300 23,700 104,900 54,700	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 51,600 40,200 9,500 44,300 23,700 105,900 54,700	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 40,700 9,500 44,300 23,700 107,000 54,700
Assumptions CPI Interest on Retained Earnings Population Growth Percentage Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Population Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Total Population Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Tweed Shire Clarence Valley Total Percentage of Membership Income	2.50% 4.00% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 46,850 36,510 9,453 44,276 23,702 97,969 54,662 313,422	790,900 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 47,400 36,900 9,500 44,300 23,700 98,900 54,700 315,400	795,000 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 48,000 37,300 9,500 44,300 23,700 99,900 54,700 317,400	796,500 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 48,600 37,700 9,500 44,300 23,700 100,900 54,700 319,400	798,400 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 49,200 38,200 9,500 44,300 23,700 101,900 54,700 321,500	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 49,800 38,700 9,500 44,300 23,700 102,900 54,700 323,600	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 50,400 39,200 9,500 44,300 23,700 103,900 54,700 325,700	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 23,700 44,300 23,700 104,900 54,700 327,800	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 51,600 40,200 9,500 44,300 23,700 105,900 54,700 329,900	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 1.00% 0.00% 1.00% 1.00% 0.00% 332,100
Assumptions CPI Interest on Retained Earnings Population Growth Percentage Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Population Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Total Population Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Tweed Shire Clarence Valley Total Percentage of Membership Income Ballina Shire	2.50% 4.00% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 46,850 36,510 9,453 44,276 23,702 97,969 54,662	790,900 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 47,400 36,900 9,500 44,300 23,700 98,900 54,700	795,000 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 48,000 37,300 9,500 44,300 23,700 99,900 54,700	796,500 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 48,600 37,700 9,500 44,300 23,700 100,900 54,700	798,400 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 49,200 38,200 9,500 44,300 23,700 101,900 54,700	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 49,800 38,700 9,500 44,300 23,700 102,900 54,700	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 50,400 39,200 9,500 44,300 23,700 103,900 54,700	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 51,000 39,700 9,500 44,300 23,700 104,900 54,700	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 51,600 40,200 9,500 44,300 23,700 105,900 54,700	2.5% 4.0% 1.20% 0.00% 0.00% 0.00% 0.00% 52,200 40,700 9,500 44,300 23,700 107,000 54,700
Assumptions CPI Interest on Retained Earnings Population Growth Percentage Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Population Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Population Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Percentage of Membership Income Ballina Shire Byron Shire	2.50% 4.00% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 46,850 36,510 9,453 44,276 23,702 97,969 54,662 313,422	790,900 2.5% 4.0% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 47,400 36,900 9,500 44,300 23,700 98,900 54,700 315,400	795,000 2.5% 4.0% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 48,000 37,300 9,500 44,300 23,700 99,900 54,700 317,400	796,500 2.5% 4.0% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 48,600 37,700 9,500 44,300 23,700 100,900 54,700 319,400	798,400 2.5% 4.0% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 49,200 38,200 9,500 44,300 23,700 101,900 54,700 321,500	2.5% 4.0% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 49,800 38,700 9,500 44,300 23,700 102,900 54,700 323,600	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 50,400 39,200 9,500 44,300 23,700 103,900 54,700 325,700	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 51,000 39,700 9,500 44,300 23,700 104,900 54,700 327,800	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 51,600 40,200 9,500 44,300 23,700 105,900 54,700 329,900	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 1.00% 0.00% 1.00% 1.00% 0.00% 32,700 54,700 54,700 332,100
Assumptions CPI Interest on Retained Earnings Population Growth Percentage Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Population Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Total Population Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Percentage of Membership Income Ballina Shire Byron Shire Kyogle	2.50% 4.00% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 46,850 36,510 9,453 44,276 23,702 97,969 54,662 313,422	790,900 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 47,400 36,900 9,500 44,300 23,700 98,900 54,700 315,400 15% 13%	795,000 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 48,000 37,300 9,500 44,300 23,700 99,900 54,700 317,400	796,500 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 48,600 37,700 9,500 44,300 23,700 100,900 54,700 319,400 15% 13%	798,400 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 49,200 38,200 9,500 44,300 23,700 101,900 54,700 321,500 15% 13%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 49,800 38,700 9,500 44,300 23,700 102,900 54,700 323,600 15% 13%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 50,400 39,200 9,500 44,300 23,700 103,900 54,700 325,700 15% 13%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 51,000 39,700 9,500 44,300 23,700 104,900 54,700 327,800	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 51,600 40,200 9,500 44,300 23,700 105,900 54,700 329,900 15% 13%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 0.00% 1.00% 0
Assumptions CPI Interest on Retained Earnings Population Growth Percentage Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Population Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Population Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Percentage of Membership Income Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley	2.50% 4.00% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 46,850 36,510 9,453 44,276 23,702 97,969 54,662 313,422 15% 13% 9% 14% 11%	790,900 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 47,400 36,900 9,500 44,300 23,700 98,900 54,700 315,400 15% 13% 9% 14% 11%	795,000 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 48,000 37,300 9,500 44,300 23,700 99,900 54,700 317,400 15% 13% 9% 14% 11%	796,500 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 48,600 37,700 9,500 44,300 23,700 100,900 54,700 319,400 15% 13% 9% 14% 11%	798,400 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 49,200 38,200 9,500 44,300 23,700 101,900 54,700 321,500 15% 13% 9% 14% 11%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 49,800 38,700 9,500 44,300 23,700 102,900 54,700 323,600 15% 13% 9% 14% 11%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 50,400 39,200 9,500 44,300 23,700 103,900 54,700 325,700 15% 13% 9% 14% 11%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 51,000 39,700 9,500 44,300 23,700 104,900 54,700 327,800 15% 13% 9% 14% 11%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 51,600 40,200 9,500 44,300 23,700 105,900 54,700 329,900 15% 13% 9% 14% 11%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 0.00% 1.00% 0
Assumptions CPI Interest on Retained Earnings Population Growth Percentage Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Population Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Percentage of Membership Income Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total	2.50% 4.00% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 46,850 36,510 9,453 44,276 23,702 97,969 54,662 313,422 15% 13% 9% 14% 11% 23%	790,900 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 47,400 36,900 9,500 44,300 23,700 98,900 54,700 315,400 15% 13% 9% 14% 11% 23%	795,000 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 48,000 37,300 9,500 44,300 23,700 99,900 54,700 317,400 15% 13% 9% 14% 11% 23%	796,500 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 48,600 37,700 9,500 44,300 23,700 100,900 54,700 319,400 15% 13% 9% 14% 11% 23%	798,400 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 49,200 38,200 9,500 44,300 23,700 101,900 54,700 321,500 15% 13% 9% 14% 11% 23%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 49,800 38,700 9,500 44,300 23,700 102,900 54,700 323,600 15% 13% 9% 14% 11% 23%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 50,400 39,200 9,500 44,300 23,700 103,900 54,700 325,700 15% 13% 9% 14% 11% 23%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 51,000 39,700 9,500 44,300 23,700 104,900 54,700 327,800 15% 13% 9% 14% 11% 23%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 51,600 40,200 9,500 44,300 23,700 105,900 54,700 329,900 15% 13% 9% 14% 11% 23%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 1.00% 0.00% 1.00% 1.00% 1.00% 0.00% 1.
Assumptions CPI Interest on Retained Earnings Population Growth Percentage Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Population Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Percentage of Membership Income Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Percentage of Membership Income Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley	2.50% 4.00% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 46,850 36,510 9,453 44,276 23,702 97,969 54,662 313,422 15% 13% 9% 14% 11% 23% 16%	790,900 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 47,400 36,900 9,500 44,300 23,700 98,900 54,700 315,400 15% 13% 9% 14% 11% 23% 16%	795,000 2.5% 4.0% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 48,000 37,300 9,500 44,300 23,700 99,900 54,700 317,400 15% 13% 9% 14% 11% 23% 16%	796,500 2.5% 4.0% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 48,600 37,700 9,500 44,300 23,700 100,900 54,700 319,400 15% 13% 9% 14% 11% 23% 16%	798,400 2.5% 4.0% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 49,200 38,200 9,500 44,300 23,700 101,900 54,700 321,500 15% 13% 9% 14% 11% 23% 16%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 49,800 38,700 9,500 44,300 23,700 102,900 54,700 323,600 15% 13% 9% 14% 11% 23% 16%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 50,400 39,200 9,500 44,300 23,700 103,900 54,700 325,700 15% 13% 9% 14% 11% 23% 16%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 51,000 39,700 9,500 44,300 23,700 104,900 54,700 327,800 15% 13% 9% 14% 11% 23% 15%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 51,600 40,200 9,500 44,300 23,700 105,900 54,700 329,900 15% 13% 9% 14% 11% 23% 15%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 1.00% 0.00% 1.00% 332,100 15% 13% 9% 14% 11% 23% 15%
Assumptions CPI Interest on Retained Earnings Population Growth Percentage Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Population Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total Percentage of Membership Income Ballina Shire Byron Shire Kyogle Lismore City Richmond Valley Tweed Shire Clarence Valley Total	2.50% 4.00% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 46,850 36,510 9,453 44,276 23,702 97,969 54,662 313,422 15% 13% 9% 14% 11% 23%	790,900 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 47,400 36,900 9,500 44,300 23,700 98,900 54,700 315,400 15% 13% 9% 14% 11% 23%	795,000 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 1.00% 0.00% 48,000 37,300 9,500 44,300 23,700 99,900 54,700 317,400 15% 13% 9% 14% 11% 23%	796,500 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 48,600 37,700 9,500 44,300 23,700 100,900 54,700 319,400 15% 13% 9% 14% 11% 23%	798,400 2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 49,200 38,200 9,500 44,300 23,700 101,900 54,700 321,500 15% 13% 9% 14% 11% 23%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 49,800 38,700 9,500 44,300 23,700 102,900 54,700 323,600 15% 13% 9% 14% 11% 23%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 50,400 39,200 9,500 44,300 23,700 103,900 54,700 325,700 15% 13% 9% 14% 11% 23%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 51,000 39,700 9,500 44,300 23,700 104,900 54,700 327,800 15% 13% 9% 14% 11% 23%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 51,600 40,200 9,500 44,300 23,700 105,900 54,700 329,900 15% 13% 9% 14% 11% 23%	2.5% 4.0% 1.20% 1.20% 0.00% 0.00% 0.00% 1.00% 0.00% 1.00% 0.00% 32,700 107,000 54,700 332,100 15% 13% 9% 14% 11% 23%