



Delivery Program and Operational Plan 2018/19 to 2021/22

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Introduction



On behalf of Councillors and staff I am pleased to present a review of our Delivery Program and Operational Plan for the period 2018/19 to 2021/22. The Program and Plan outline our vision and priorities for the future in four main areas: a Connected Community, a Prosperous Economy, a Healthy Environment and Engaged Leadership.

In reading this publication you will see that Council is aiming to enhance the lifestyles we have here in Ballina Shire. However, it is also important that we protect our natural environment and resources. This is a difficult balance for any council as these ambitions are not necessarily complementary to each other. I can assure you that we are committed to retaining this balance where possible.

As a council, we are the closest level of government to the community. Many of the services we provide such as water, waste collection, parks, roads, footpaths and drainage are all critical components of our day to day life. This means it is essential that we provide the services that our community desires.

During 2016/17 and 2017/18 we consulted with the community on a three year range of rate increases above the standard rate peg limit. IPART, being the determining authority for rate increases, only provided approval for a one year temporary increase in 2017/18 only. In early 2018, Council again applied to IPART for a further two year increase, and we are still waiting the outcome of that application. If you refer to the section of this document titled Funding our Future you will find information on our proposed special rate variation. No one wants to pay extra rates and unfortunately our financial modelling indicates that the increases proposed represent the minimum increase needed to ensure we are adequately funding the renewal of our infrastructure in the medium to long term.

For the four year period of this document some of the major projects we aim to deliver include finalising the Coastal Recreational Path and Coastal Walk between Ballina and Lennox Head, along with expanding the Skennars Head Sports Fields. We will provide a new four court indoor sports stadium as part of the re-development of the Ballina High School, finish off the equipment and storage building for the Ballina Surf Club and continue to advance improvements in key open space areas such as Pop Denison Park, Lake Ainsworth and Shaws Bay. The Ballina – Byron Gateway Airport will grow and deliver significant economic benefits to this entire region.

Many of these projects will be completed by Council partnering with the Federal and State Governments and we will continue to work co-operatively with all levels of government, local businesses and our community as so much more can be accomplished when we work together.

We accept that there will always be more to be done and this document provides you with a good overview of our priorities for the next four years and the difference we hope to make.

This preparation of this Program and Plan is the product of a team effort by Councillors, Council staff and valuable community input. It is a vital document that keeps the community informed of Council's direction. At the same time, it provides an important link between the elected Council and the Administration. We hope you find this document informative and we look forward to any feedback you may wish to provide on the outcomes we are seeking for the residents of the Ballina Shire.

A handwritten signature in black ink, appearing to read 'D Wright'.

Cr David Wright, Mayor

Acknowledgement of Country

Ballina Shire Council acknowledges that we are here on the land of the Bundjalung people. The Bundjalung are the traditional owners of this land and are part of the oldest surviving continuous culture in the world.

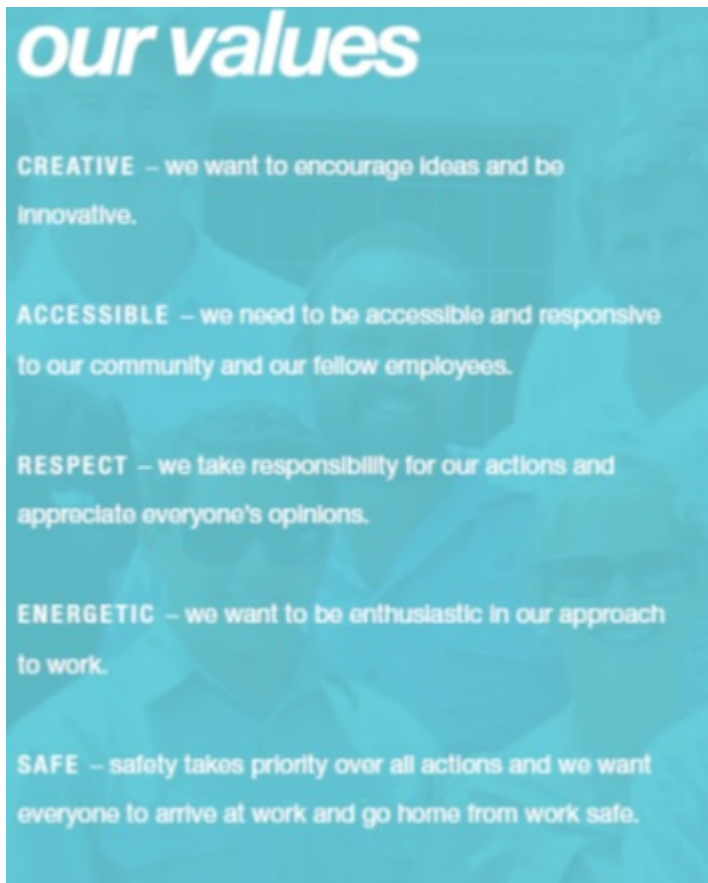
Our Vision

Our vision captures what the community most values and what they want for a future Ballina Shire.



Our Values

Our values describe the behaviour we expect from all people within Council.



Our Community Aspirations

We will be successful in achieving our vision if we are judged to deliver:

A connected community



We want a vibrant community, one that our young people want to stay part of that our older people feel useful in and that newcomers and people of diverse views feel welcome. We want a community with a strong sense of place that feels safe, with high levels of volunteering and where we know our neighbours.

A prosperous economy



We want a diversity of employment opportunities for all ages, and we want to be attracting businesses and helping businesses to grow when faced with strong national and international competition

A healthy environment



We want our natural environment to be healthy and we want to restore areas that are currently degraded or are suffering from the cumulative impacts of population growth. We want a built environment that we can be proud of and enjoy being in. We want our built environment to meet our needs but not at the expense of our natural environment or of the people who live and work here.

Engaged Leadership



We want a community that has confidence and trust in its elected representatives. We want people to be involved in the decision making process so that we can support each other when difficult decisions have to be made. We want our resources to be used efficiently and we need to be responsible in our use of those resources.

Our Council Representatives

The Ballina Shire Local Government Area is divided into three Wards, represented by ten elected Councillors, being three from each Ward plus a popularly elected Mayor. The elected Council is responsible for the direction and control of Council's affairs in accordance with the NSW Local Government Act and associated legislation.

Councillors represent the interests of our residents and ratepayers. They serve the community by listening to people and then representing those views on Council. They work together to make decisions about what the Council will do to meet community needs and how money should be spent in the best interests of the community as a whole. They provide leadership and guidance to the community; and facilitate communication between the community while maintaining the broader vision, needs and aspirations of the whole Ballina Shire community. Councillors do not get involved in the day to day running of the Council. This is the role of the General Manager.



Some of the many things a councillor does are:

- Take part in Council and committee meetings
- Read Council business papers and prepare for meetings
- Review a Council's progress on the Delivery Program and Operational Plan and budget on a regular basis to check if progress is on track
- Speak to members of the community about their needs and concerns
- Take part in civic events
- Keep an eye out for problems with Council assets that may need to be reported or inspected.

Part A – Delivery Program

1. Delivery Program and Operational Plan Explained

The NSW Office of Local Government has adopted the Integrated Planning and Reporting Framework, which requires all councils to prepare a Community Strategic Plan, Delivery Program and Operational Plan. The Community Strategic Plan is a visionary long term document (at least ten years) that provides the broader strategic direction for a council and outlines the key outcomes that the council, other agencies and the community will be aiming to achieve.

Our Community...Our Future is Ballina Shire Council's Community Strategic Plan. This Plan is based on extensive public feedback and the document is structured around four broad themes, referred to as Directions, with each Direction having three key Outcomes that are needed to achieve that Direction. A copy of the Community Strategic Plan is available on our website (www.ballina.nsw.gov.au). The Delivery Program and Operational Plan support the Community Strategic Plan. The Program and Plan identify Strategies and Actions we are implementing to respond to the Directions and Outcomes identified in the Community Strategic Plan.

The implementation of the Delivery Program and Operational Plan is monitored by performance indicators and measurements to ensure actions are completed on time and within allocated budgets. To ensure transparency and good governance Council reports progress on the implementation of the Program and Plan on a quarterly basis through formal reporting to the elected Council. These reports are submitted to the first Council meeting after the end of each quarter. Our Annual Report then provides a summary of the year in review. The Annual Report must be completed within five months of the end of the each financial year. The Delivery Program and Operational Plan are also reviewed annually to ensure that all the identified Strategies and Actions are meeting the Directions and Outcomes outlined in our Community Strategic Plan. If there are instances where that is not the case the annual review provides an opportunity for Council to review its projects and service levels. This fully integrated planning and reporting framework is summarised by the following diagram.



2. Directions and Outcomes

The Community Strategic Plan aims to build stronger relationships with the community and other key stakeholders by linking community aspirations with the directions of Council. Our community aspirations have been grouped under four themes, referred to as Directions. The Directions apply the Quadruple Bottom Line (social, economic, environment and governance) to provide a holistic approach to achieving our vision. The Directions and Outcomes identified in our Community Strategic Plan are as follows, with every Delivery Program and Operational Plan Strategy and Action then linked to these Directions and Outcomes.



CONNECTED COMMUNITY (CC)

People told us they want to feel connected to a community which is respectful, inclusive and tolerant of all ages and cultures. We want to feel safe and supported. We want to live in an area that is relaxed, where we know our neighbours, where people are happy and friendly and where the needs of all residents, from the young to the old, and those with disabilities are treated equally and fairly. The outcomes we are after are:

CC1 We feel safe

CC2 We feel connected to the community

CC3 There are services and facilities that suit our needs



HEALTHY ENVIRONMENT (HE)

The health and preservation of our natural environment was a strong recurring theme from our community engagement. We want to continue to find a balance between development and the environment to ensure we preserve what people love so much about living in the Ballina Shire. We want to restore and repair our waterways and areas that have been degraded to maintain aquatic and bird life. We understand the importance of peace, serenity and harmony with nature. We want our built environment to meet our needs but not at the expense of our natural environment or the people who live and work here. The outcomes we are after are:

HE1 We understand the environment

HE2 We use our resources wisely

HE3 Our built environment blends with the natural environment



PROSPEROUS ECONOMY (PE)

During our community engagement people told us they want a vibrant and diverse local economy that provides a range of jobs and opportunities for people of all ages. Importantly, we want to ensure there are job opportunities for our young people so they do not have to leave the area to find work. We want to attract innovative and progressive businesses that will ensure our villages and towns continue to thrive and prosper. The outcomes we are after are:

PE1 We attract new business and visitors

PE2 My business can grow and diversify

PE3 Improved liveability in the Ballina Shire



ENGAGED LEADERSHIP (EL)

During our community engagement people told us they want to have confidence and trust in their elected representatives and want a genuine partnership with Council where their voices are heard and their opinions respected. Our community wants resources to be used efficiently and responsibly. People want Council to act locally but to also work effectively and collaboratively with other levels of government, private sector organisations and community groups to drive economic and social prosperity. The outcomes we are after are:






EL1 Our Council works with the community

EL2 Council's finances and assets are well managed

EL3 We are all valued citizens

3. Consideration of State and Regional Plans

Local Government is legislated by State Governments and it is important that our plans align with the State Government's priorities. To achieve this we have linked the Strategies and Actions in our Delivery Program and Operational Plan to the priorities identified in the NSW State Government's program, which outlines the priorities for the State Government. A summary of those priorities is as follows.

 <p>Strong budget and economy</p>	 <p>Building infrastructure</p>	 <p>Protecting the vulnerable</p>	 <p>Better Services</p>	 <p>Safer communities</p>
<p>Strong budget and economy (SP1)</p> <ul style="list-style-type: none">1.1 Making it easier to start a business1.2 Encouraging business investment1.3 Boosting apprenticeships1.4 Accelerating major project assessment1.5 Protecting our credit rating1.6 Delivering strong budgets.	<p>Building infrastructure (SP2)</p> <ul style="list-style-type: none">2.1 Improving road travel reliability2.2 Increasing housing supply.	<p>Protecting the vulnerable (SP3)</p> <ul style="list-style-type: none">3.1 Transitioning to the National Disability Insurance Scheme3.2 Creating sustainable social housing.	<p>Better Services (SP4)</p> <ul style="list-style-type: none">4.1 Improving Aboriginal education outcomes4.2 Better government digital services4.3 Cutting wait times for planned surgeries4.4 Increasing cultural participation4.5 Ensure on-time running for public transport.	<p>Safer communities (SP5)</p> <ul style="list-style-type: none">5.1 Reducing violent crime5.2 Reducing adult re-offending5.3 Reducing road fatalities.

In preparing our Delivery Program and Operational Plan consideration has also been given to other Federal or State Plans including the Northern Rivers Regional Plan 2011: Vision to 2020 (Federal Government), Far North Coast Regional Strategy (State Government) , Northern Rivers Catchment Action Plan 2013-2023 (Federal Government), and Council's own studies and plans.

For a full list of relevant documents refer to our Community Strategic Plan.

4. Funding our Future – Proposed Special Rate Variation

In 2015 Ballina Shire was declared as a Fit for the Future Council by the NSW State Government. This was based on a submission provided to the Office of Local Government (OLG) and the Independent Pricing and Regulatory Tribunal (IPART) which outlined a number of actions Council would undertake to improve our financial sustainability. Included in our submission was a proposal to permanently increase our total general rate income by way of an application to IPART for a Special Rate Variation (SRV). The purpose of the proposed SRV is to increase our general rate income above the standard rate peg limit, which will then allow us to increase the level of funding we provide for key infrastructure renewal in areas such as roads, stormwater, playgrounds, sporting fields and community buildings, as well as implementing a new healthy waterways program. IPART annually set a rate peg, which limits the amount by which councils can increase their total rate revenue from year to year. In February 2017, Council made an application to IPART for the following increases above the rate peg:

- 4.9% in 2017/18 (included actual rate peg limit of 1.5% plus additional 3.4%)
- 5.9% in 2018/19 (included estimated rate peg limit of 2.5% plus additional 3.4%)
- 5.9% in 2019/20 (included estimated rate peg limit of 2.5% plus additional 3.4%)

The outcome of that application was determined by IPART in May 2017. IPART approved a temporary increase of 4.9% for 2017/18 only. The application for subsequent years was not endorsed as IPART wanted our Delivery Program and Operational Plan (this document) to more clearly outline the SRV proposal.

To ensure consistency with our Long Term Financial Plan (LTFP) and to meet our Fit for the Future benchmarks, Council has again applied to IPART, for a SRV, for the financial years 2018/19 and 2019/20. This means that Council applied for the following increases to the general rate income.

- 9.1% in 2018/19 (includes actual rate peg limit of 2.3% plus additional 6.8%)
- 5.9% in 2019/20 (includes estimated rate peg limit of 2.5% plus additional 3.4%)

The 9.1% in 2018/19 represents the IPART confirmed rate peg limit of 2.3% for 2018/19, plus an additional 3.4% increase for 2018/19, along with retaining the additional 3.4% increase already approved by IPART, for one year only, for 2017/18. When Council consulted with the community the total increase for 2018/19 was 9.3% based on an estimated rate peg limit of 2.5% for 2018/19, however with IPART recently confirming a 2.3% rate peg limit for 2018/19, the total figure has been reduced to 9.1%. The 5.9% in 2019/20 represents an estimated 2.5% rate peg limit and a 3.4% additional increase for 2019/20. In total this will be a cumulative increase of 15.54% for 2018/19 and 2019/20, however 3.4% was actually levied by Council in 2017/18, albeit that is a temporary approval only. These increases will be built into the rate base and be permanently retained, if approved by IPART. The additional income generated from these special rate variations will be used to fund asset renewal and a healthy waterways program. For further information and a summary of the annual and cumulative increases of this proposal, refer to the Revenue Policy on page 52.

5. Proposed Special Rate Variation - Impact on Ratepayers

There are a number of ways we can look at the financial impact on ratepayers and the following tables help to explain this proposal. Table One is based on the standard rate peg increase without any special variations.

Table One - Rate Peg Only Comparison

Item	2017/18 Levy Less 3.4%	2018/19 Actual	2019/20 Forecast	Cumulative Change
Rate Peg Percentage Increase	1.5%	2.3%	2.5%	4.86%
Average Residential Rate Levy (\$)	953	974	998	45
Average Business Rate Levy (\$)	3,191	3,276	3,358	167
Average Farmland Rate Levy (\$)	1,465	1,496	1,533	68

Two key items of information in this table are:

- (1) The 1.5% and the 2.3% rate peg percentage increases for 2017/18 and 2018/19 are the actual rate peg figures determined by IPART for those financial years. The 2.5% applied for 2019/20 is an estimated rate peg increase based on verbal advice provided by IPART.
- (2) For 2017/18 we have had to reduce the average rate figures actually levied by Council as the additional 3.4% increase IPART approved for 2017/18 is a temporary approval only. This means that the actual rates levied by Council were higher than these figures. This also means that any increases approved for 2018/19 onwards are applied to the 2017/18 figures without the 3.4% included.

Table Two provides details of the proposed SRV as compared to the 2017/18 figures in Table One.

Table Two - Proposed SRV (for 2018/19 and 2019/20) compared to 2017/18

Item	2017/18 Levy Less 3.4%	2018/19 SRV Levy	2019/20 SRV Levy	Cumulative Change
Rate Peg Percentage Increase	1.5%	9.1%	5.9%	15.54%
Average Residential Rate Levy (\$)	953	1,039	1,100	147
Average Business Rate Levy (\$)	3,191	3,494	3,700	509
Average Farmland Rate Levy (\$)	1,465	1,595	1,689	224

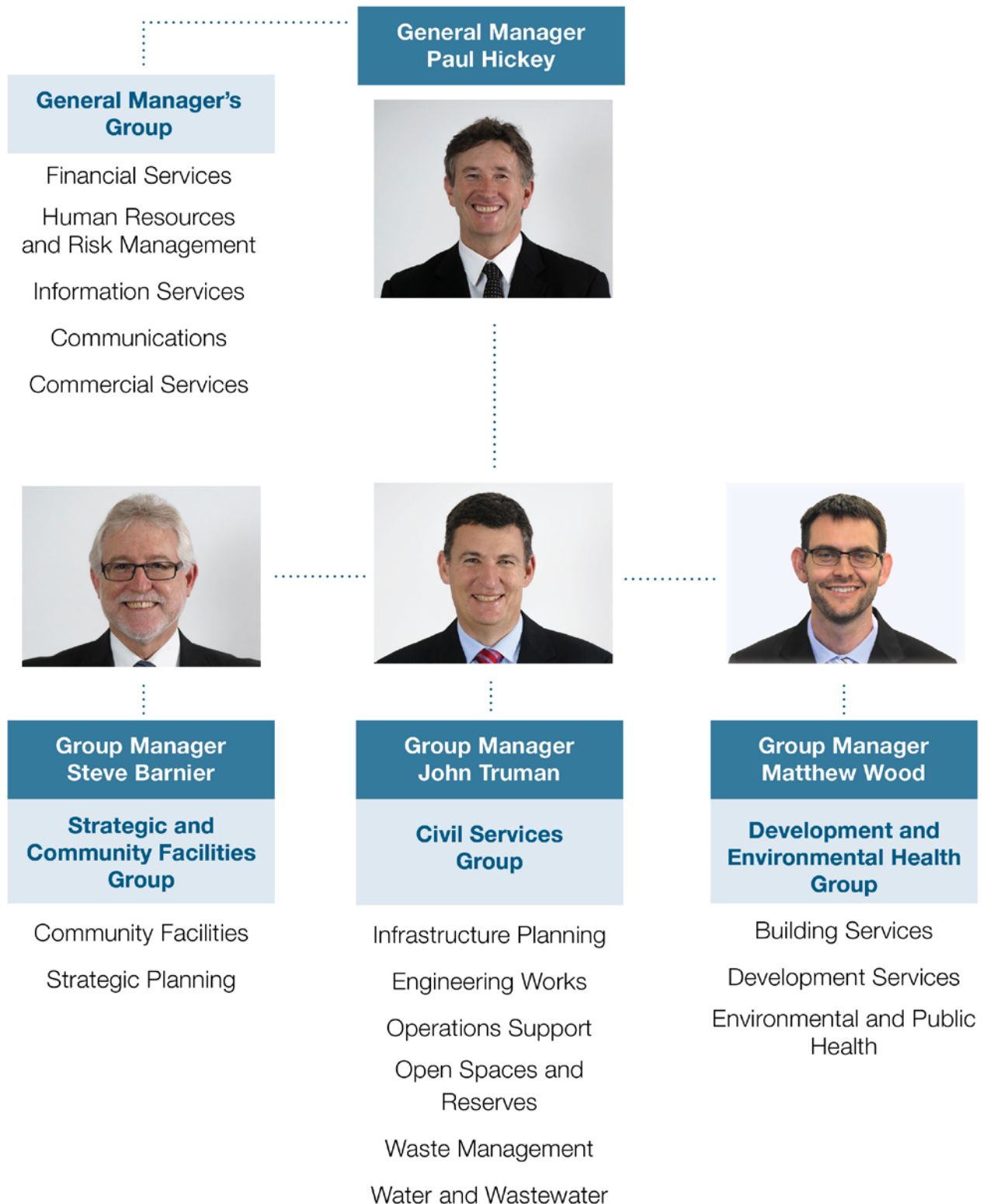
Table Three then highlights that Council did levy the 3.4%, approved as a temporary increase for 2017/18, therefore a comparison of the increase in the actual average rates levied for 2017/18, and proposed to be for 2018/19 and 2019/20 is as follows.

Table Three - Proposed SRV (for 2018/19 and 2019/20) compared to 2017/18 Levy

Item	2017/18 Actual Levy	2018/19 9.1% SRV	2019/20 5.9% SRV	Cumulative Change
Average Residential Rate Levy (\$)	985	1,039	1,100	115
Average Business Rate Levy (\$)	3,298	3,494	3,700	402
Average Farmland Rate Levy (\$)	1,514	1,595	1,689	175

6. Our Senior Staff and Organisation Structure

Councillors adopt an organisation structure that supports the position of General Manager in implementing the Strategies and Actions identified in the Delivery Program and Operational Plan. The adopted structure is as follows.



7. Staff Resources

The elected Council approves the allocation of staff resources to support the implementation of the Delivery Program and Operational Plan. The following table provides the staffing resources available for recent years and predicted figures for future years. The numbers are based on equivalent full-time employment (EFTs) and include permanent full-time and part-time staff. The total estimated salaries and wages, including associated overheads such as superannuation, workers compensation and leave entitlements, for 2018/19 is approximately \$22 million.

Section	2008/09	2010/11	2012/13	2014/15	2016/17	2017/18	2018/19	2020/21
General Manager's Group								
Communications / Customer Service	3	3	3	3	5	11	11	11
Financial Services	19	20	21	15	15	12	12	12
Information Services	5	5	6	9	14	15	16	16
Human Resources and Risk	6	6	8	7	8	8	8	8
Ballina – Byron Gateway Airport	5	5	6	6	6	7	7	7
Commercial Services – Property	5	6	4	2	2	3	3	3
Sub Total	43	45	48	42	50	56	57	57
Strategic and Community Facilities								
Strategic Planning	8	8	8	8	8	8	8	8
Community Facilities	6	7	8	15	11	10	14	14
Sub Total	14	15	16	23	19	18	22	22
Development and Environmental Health								
Development Services	14	15	15	12	13	14	14	14
Building Services	9	9	9	10	10	10	10	10
Environmental and Public Health	12	11	12	12	16	16	16	16
Sub Total	35	35	36	34	39	40	40	40
Civil Services								
Infrastructure Planning	12	13	13	13	13	14	14	14
Engineering Works	49	50	54	60	65	69	70	70
Open Spaces and Reserves	31	32	33	35	34	36	37	37
Water and Wastewater	29	30	35	34	39	45	45	45
Waste Management	21	21	19	18	14	16	16	16
Operations Support	36	35	34	37	36	35	37	37
Sub Total	178	181	188	197	201	215	219	219
TOTAL	270	276	288	296	309	329	338	338
Percentage Change (%)		2.2%	4.3%	2.8%	4.4%	6.5%	2.7%	0.0%

(These figures exclude trainees and apprentices and represent permanent positions only. As at the time of preparing this information for 2018/19 Council has 24 trainees and apprentices. The positions vary from school based part-time to full time positions.)

Refer to our Workforce Plan for more information on Council's workforce planning for the next four years

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8. Heading in the Right Direction

Council has developed the Delivery Program and Operational Plan to achieve the Directions and Outcomes identified in our Community Strategic Plan. This section provides details of the major Delivery Program Strategies, including the Operational Plan Actions, scheduled for the next four years. Our success in achieving the Actions identified for 2018/19 will be reported to Council on a quarterly basis. The section responsible, as per our Organisation Structure, for delivering these Actions, is also identified.

Direction One: A Connected Community (CC)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	18/19	19/20	20/21	21/22	Responsibility	Link to State Plan	
CSP OUTCOME CC1. WE FEEL SAFE										
CC1.1 Actively promote safety and wellbeing strategies	<i>Lower crime rates</i> <i>Increased compliance through proactive programs</i>	CC1.1.a	Implement Road Safety Plan to maximise road safety awareness	Programs delivered and effectiveness	X	X	X	X	Infrastructure Planning	SP5
		CC1.1.b	Implement NSW State Government Pool Barrier Inspection Program	Level of compliance	X	X	X		Development Services	SP5
		CC1.1.c	Work with the NSW Cancer Council to promote initiatives that aim to reduce the incidence and impacts of cancer	Initiatives undertaken	X	X	X		Communications	SP5
		CC1.1.d	Provide timely responses to barking dog complaints	100% of barking dog complaints responded to within seven days	X	X	X	X	Environmental and Public Health	SP5
		CC1.1.e	Provide rapid responses to reported dog attacks	100% of reported attacks responded to within 48 hours	X	X	X	X	Environmental and Public Health	SP5

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	18/19	19/20	20/21	21/22	Responsibility	Link to State Plan
CC1.2 Ensure relevant public health and safety standards are being met	Higher levels of compliance	CC1.2a	Implement proactive infrastructure asset inspection and condition assessment programs	Level of contemporary information and inspections undertaken	X	X	X	X	Infrastructure Planning	SP2
	Improved public health	CC1.2b	Minimise the number of unplanned water supply interruptions greater than four hours in duration (#)	Number of interruptions (Target = Nil)	X	X	X	X	Water and Wastewater	SP2
	Increased public safety	CC1.2c	Ensure fire hydrants are functional	Fire hydrants inspected (Target > 50% p.a.)	X	X	X	X	Water and Wastewater	SP5
	Proactive risk management	CC1.2d	Minimise notifiable Drinking Water Health Incidents at Marom Creek Water Treatment Plant	Notifiable incidents (Target = Nil)	X	X	X	X	Water and Wastewater	SP5
		CC1.2e	Maximise Drinking Water Reticulation Monitoring Compliance (Microbial)	Level of compliance (100% with ADWG)	X	X	X	X	Water and Wastewater	SP5
		CC1.2f	Maximise Drinking Water Reticulation Monitoring Compliance (Chemical and Physical)	Level of compliance (100% with ADWG)	X	X	X	X	Water and Wastewater	SP5
		CC1.2g	Implement Development Compliance Work Program	Level of compliance with plan	X	X	X	X	Development Services	SP2
		CC1.2h	Ensure there is a high level of fire safety certificate compliance provided to Council and NSW Fire and Rescue	Fire safety certificates provided in a timely manner (Target > 90% p.a.)	X	X	X	X	Development Services	SP5
		CC1.2i	Ensure all drinking water sites are monitored weekly	Drinking water sites monitored (Target 100% per week)	X	X	X	X	Environmental and Public Health	SP5
		CC1.2j	Ensure compliance with the National Health and Medical Research Council drinking water standards	Non-compliance issues (Target = nil)	X	X	X	X	Environmental and Public Health	SP5
		CC1.2k	Ensure all food premises are regularly inspected	Food premises audited (Target 100% p.a.)	X	X	X	X	Environmental and Public Health	SP5

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	18/19	19/20	20/21	21/22	Responsibility	Link to State Plan
CC1.2 Ensure relevant public health and safety standards are being met (cont'd)	High levels of compliance	CC1.2l	Audit all commercial premises as required under the inspection program	Premises audited (Target High risk premises audited twice p.a. >20 inspections.)	X	X	X	X	Environmental and Public Health	SP5
	Improved public health Increased public safety Proactive risk management	CC1.2m	Ensure public pools are regularly monitored and inspected for water quality	Public pools monitored (Target all public pools and 1/3 of semi-public pool audited p.a.)	X	X	X	X	Environmental and Public Health	SP5
CC1.3 Ensure adequate plans are in place for natural disasters and environmental changes	The community is well prepared	CC1.3a	Ensure Local Emergency Management Committee meets quarterly for the purpose of planning for disasters	Activities undertaken	X	X	X	X	Support Operations	SP5
		CC1.3b	Meet planning action requirements from District Emergency Management Committee	Review completed		X			Support Operations	SP5
		CC1.3c	Maintain contemporary Emergency Management Plan (EMPlan)	Review completed			X		Support Operations	SP5
		CC1.3d	Pursue the expansion / replacement of SES premises and Lennox Head Rural Fire Shed	Strategies endorsed and implemented	X	X			Support Operations	SP5
		CC1.3e	Ensure Business Continuity Plans (BCPs) remain contemporary	BCP's monitored	X	X	X	X	Human Resources and Risk Management	SP5
CSP OUTCOME CC2. WE FEEL CONNECTED TO THE COMMUNITY										
CC2.1 Encourage community interaction, volunteering and wellbeing	There are more people volunteering in our community	CC2.1a	Support our Shire's volunteers Support Council initiated volunteer programs (Airport, Gallery etc)	Actions taken to recognise volunteers Program effectiveness and volunteer satisfaction	X	X	X	X	Community Facilities	SP4
	Improved sense of wellbeing	CC2.1b	Implement Companion Animals Management Plan	Actions implemented	X	X	X	X	Environmental and Public Health	SP4

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	18/19	19/20	20/21	21/22	Responsibility	Link to State Plan
CC2.2 Create events and activities that promote interaction and education, as well as a sense of place	<i>Increase in events, community participation and a sense of place</i>	CC2.2a	Implement Cultural Plan	Actions implemented	X	X	X	X	Strategic Planning	SP4
		CC2.2b	Implement Public Art Program	Actions taken	X	X	X	X	Strategic Planning	SP4
		CC2.2c	Promote the Northern Rivers Community Gallery and Ignite Studio	Initiatives implemented	X	X	X	X	Community Facilities	SP4
		CC2.2d	Implement Community Gallery Services at the Fire Station site	Actions taken	X	X	X	X	Community Facilities	SP4
		CC2.2e	Deliver a well patronised Northern Rivers Community Gallery	Visits to Gallery (Target > 21,000 p.a.) Visits to Gallery website (Target > 14,000 p.a.)	X	X	X	X	Community Facilities	SP4
		CC2.2f	Expand number of Council approved events	Event numbers (Target > 25 p.a.)	X	X	X	X	Open Spaces and Reserves	SP4
CC2.3 Assist disadvantaged groups within our community	<i>Disadvantaged groups are supported</i>	CC2.3a	Support Access Committee	Actions implemented	X	X	X	X	Community Facilities	SP3
		CC2.3b	Implement Disability Employment Program	Actions implemented	X	X	X	X	Human Resources and Risk Management	SP3
		CC2.3c	Implement Equal Employment Opportunity Management Plan	Actions implemented and outcomes	X	X	X	X	Human Resources and Risk Management	SP3
		CC2.3d	Implement Disability Inclusion Action Plan	Plan adopted and actions implemented	X	X	X	X	Community Facilities	SP3
		CC2.3e	Support Aboriginal employment	Number and percentage of Aboriginal employees	X	X	X	X	Human Resources and Risk Management	SP3
		CC2.3f	Undertake initiatives to improve engagement with the Aboriginal Community	Actions taken	X	X	X	X	Strategic Planning	SP3

Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	18/19	19/20	20/21	21/22	Responsibility	Link to State Plan	
CSP OUTCOME CC3. THERE ARE SERVICES AND FACILITIES THAT SUIT OUR NEEDS										
CC3.1 Provide strategies for older residents to be part of our community	<i>Older residents are more engaged and active</i>	CC3.1a	Implement Ageing Strategy	Actions implemented	X	X	X	X	Community Facilities	SP3
CC3.2 Provide young people with a range of leisure activities	<i>Expanded range of youth facilities</i>	CC3.2a	Enhance sporting field facilities	Actions implemented	X	X	X	X	Open Spaces and Reserves	SP4
		CC3.2b	Implement Playground Upgrade and Renewal Plan (PURP)	Actions implemented	X	X	X	X	Open Spaces and Reserves	SP4
CC3.3 Support improved health outcomes by providing equitable access to community facilities	<i>Increased satisfaction and participation rates</i> <i>A healthier community</i>	CC3.3a	Ensure library services reflect contemporary needs	Membership (<i>Target > 20,000 p.a.</i>) Loans (<i>Target > 380,000 p.a.</i>) PC (<i>Target > 24,000 p.a.</i>) Wireless usage (<i>Target > 28,000 p.a.</i>)	X	X	X	X	Community Facilities	SP4
		CC3.3b	Expand the services and improve the financial viability of our community facilities through increased bookings	Kentwell Centre (<i>Target > 1,000 p.a.</i>) Lennox Head Centre (<i>Target > 2,500 p.a.</i>) Ballina Surf Club (<i>Target > 380 p.a.</i>) Richmond Room (<i>Target > 380 p.a.</i>)	X	X	X	X	Community Facilities	SP4
		CC3.3c	Promote the lease and use of community properties	90% of properties are leased or regularly used	X	X	X	X	Strategic Planning	SP4
		CC3.3d	Ensure public pool facilities are well patronized	Swimming pool patrons (<i>Target >200,000 p.a.</i>)	X	X	X	X	Community Facilities	SP4
		CC3.3e	Deliver indoor Sports Centre	Actions completed	X				Community Facilities	SP2
		CC3.3f	Implement Captain Cook Master Plan	Actions completed				X	Open Spaces and Reserves	SP2
		CC3.3g	Implement Pedestrian Access and Mobility Plan (PAMP)	Works completed	X	X	X	X	Engineering Works	SP2
		CC3.3h	Implement Pop Denison Master Plan	Actions completed				X	Open Spaces and Reserves	SP2

Direction Two: A Prosperous Economy (PE)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	18/19	19/20	20/21	21/22	Responsibility	Link to State Plan	
CSP OUTCOME PE1. WE ATTRACT NEW BUSINESS AND VISITORS										
PE1.1 Promote our area as an attractive place to visit	<i>Enhanced experiences for residents and visitors</i> <i>Increased visitor numbers</i>	PE1.1a	Implement regional visitor services strategy	Actions implemented	X	X	X	X	Community Facilities	SP1
		PE1.1b	Participate in and leverage opportunities to market the Ballina Coast and Hinterland	Promotions conducted and effectiveness	X	X	X	X	Community Facilities	SP1
		PE1.1c	Implement Destination Management Plan	Actions implemented	X	X	X	X	Community Facilities	SP1
		PE1.1d	Provide accessible and efficient visitor information services	Visitor Centre Enquiries (Target > 48,000 p.a.) Tourism website visits (Target > 55,000 p.a.) Proportion of satisfied visitors to Visitor Centre (Target > 95%)	X	X	X	X	Community Facilities	SP4
		PE1.1e	Improve Promotional and Interpretative Signage	Actions implemented	X	X	X	X	Communications	SP4
		PE1.1f	Participate in the Roads and Maritime Services Location Marker Program for Ballina	Works completed					Communications	SP1
		PE1.1g	Implement Regional Boating Strategy	Works completed	X				Engineering Works	SP2

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	18/19	19/20	20/21	21/22	Responsibility	Link to State Plan
PE1.2 Provide opportunities for new business	<i>Our economy expands over time</i>	PE1.2a	Progress Lennox Head Town Centre Village Renewal for completion by December 2021	Preferred design and funding confirmed	X		X	X	Strategic Planning	SP2
		PE1.2b	Implement Ballina Town Centre enhancement program	Infrastructure improvements	X				Engineering Works	SP2
		PE1.2c	Proactively manage our commercial properties	Minimise vacancy rates (<i>Target < 10%</i>)	X	X	X	X	Commercial Services	SP1
PE1.3 Enhance the image of the local economy	<i>Increased resilience for our economy</i>	PE1.3a	Implement Ballina Town Entry Statement Program	Works completed				X	Open Spaces and Reserves	SP2
		PE1.3b	Promote Ballina Marina (Trawler Harbour) Master Plan	Promotion undertaken	X	X			Strategic Planning	SP1
CSP OUTCOME PE2. MY BUSINESS CAN GROW AND DIVERSIFY										
PE2.1 Provide an efficient and cost effective regulatory environment for doing business	<i>Easier to do business</i> <i>Enhanced business relationships</i>	PE2.1a	Efficiently process and assess development applications and other planning requests	% of applications determined within 40 days (<i>Target > 50%</i>) % of Section 96 applications determined within 40 days (<i>Target > 60%</i>) % of Section 149 certificates issued within four days (<i>Target > 90%</i>) Time to determine development applications (<i>median time < 60 days</i>) Time to determine Section 96 applications (<i>median time < 40 days</i>) (targets exclude integrated development)	X	X	X	X	Development Services	SP2

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	18/19	19/20	20/21	21/22	Responsibility	Link to State Plan
PE2.1 Provide an efficient and cost effective regulatory environment for doing business (cont'd)	<i>Easier to do business</i> <i>Enhanced business relationships</i>	PE2.1b	Efficiently process and building and construction applications	Complying development certificates issued within 10 working days (<i>Target > 90%</i>) % of construction certificates issued by Council (<i>Target > 80% of market</i>) % of building applications determined within 40 days (<i>Target > 80%</i>) Median days for determination of building development applications (<i>Target < 40 days</i>) % of building certificates determined within 10 days (<i>Target > 90%</i>)	X	X	X	X	Building Services	SP2
		PE2.1c	Prepare information to assist small business engage with Council	Information package published	X				Strategic Planning	SP1
		PE2.1d	Implement economic development strategy	Strategy completed and actions implemented	X	X	X	X	Strategic Planning	SP1
		PE2.1e	Review Commercial Use of Footpaths Policy	Review completed				X	Strategic Planning	SP1
		PE2.1f	Support Small Business Friendly Council Program	Initiatives taken	X	X	X	X	Communications	SP1

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	18/19	19/20	20/21	21/22	Responsibility	Link to State Plan
PE2.2 Enhance connectivity to capital cities	<i>Increased business opportunities</i>	PE2.2a	Implement Ballina – Byron Gateway Airport upgrades	Initiatives implemented	X	X	X	X	Commercial Services	SP1
		PE2.2b	Ensure the on-going profitability of the Ballina – Byron Gateway Airport	Operating revenue (Target > \$6.1 million) Operating surplus (Target > 28% of revenue) Passengers (Target > 526,000 p.a.)	X	X	X	X	Commercial Services	SP1
PE2.3 Operate Council business activities that support economic development	<i>Council contributes and understands the local economy</i>	PE2.3a	Advance removal of overburden at Tuckombil Quarry and future of Airport sand pit	Actions implemented and viability	X	X	X	X	Support Operations	SP1
		PE2.3b	Pursue sand dredging of North Creek to provide a valuable resource and economic / tourism benefits	Actions implemented	X				Infrastructure Planning	SP1
		PE2.3c	Ensure on-going profitability of the Flat Rock Tent Park	Operating revenue (Target > \$420,000) Operating surplus (Target > 40% of revenue)	X	X	X	X	Commercial Services	SP1
CSP OUTCOME PE3. IMPROVE LIVEABILITY IN THE SHIRE										
PE3.1 Facilitate commercially viable industrial precincts	<i>Increased business activity and local employment</i>	PE3.1a	Progress availability of land at the Russellton Industrial Estate	Lots available for sale, actual sales and net profit	X	X	X	X	Commercial Services	SP1
		PE3.1b	Progress construction of Airport Boulevard and associated developments	Works completed and actions undertaken	X	X			Commercial Services	SP1
		PE3.1c	Progress availability of land at the Southern Cross Industrial Estate	Lots available for sale, actual sales and net profit	X	X	X	X	Commercial Services	SP1
PE3.2 Facilitate residential land	<i>Readily available land and housing stock</i>	PE3.2a	Monitor the residential lots (single and multi-units) approved	Comparison to long term average (Target > 141 lots p.a.)	X	X	X	X	Strategic Planning	SP2

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	18/19	19/20	20/21	21/22	Responsibility	Link to State Plan
PE3.2 Facilitate residential land (cont'd)	<i>More affordable housing</i> <i>Readily available land and housing stock</i>	PE3.2b	Monitor the residential lots (single and multi-units) created	Comparison to long term average (Target > 164 lots p.a.)	X	X	X	X	Strategic Planning	SP2
		PE3.2c	Monitor the residential dwellings (houses and units) approved	Comparison to long term average (Target > 191 dwellings p.a.)	X	X	X	X	Strategic Planning	SP2
		PE3.2d	Monitor the residential dwellings (houses and units) commenced	Comparison to long term average (Target > 167 dwellings p.a.)	X	X	X	X	Strategic Planning	SP2
		PE3.2e	Prepare shire residential land and housing report	Report published	X	X	X	X	Strategic Planning	SP2
		PE3.2f	Release land at Council's Wollongbar Residential Land Holding	Lots available for sale, actual sales and net profit	X	X			Commercial Services	SP2
		PE3.2g	Monitor infrastructure to support the identified growth areas at Lennox Head, Skennars Head, Wollongbar and Cumbalum	Actions taken and infrastructure delivered	X	X	X	X	Infrastructure Planning	SP1
PE3.3 Deliver infrastructure that supports residential living	<i>An attractive place to live</i>	Pe3.3a	Progress delivery of Hutley Drive north and south project	Approvals and designs in place and works undertaken	X	X	X	X	Infrastructure Planning	SP1
		Pe3.3b	Progress Dual Laning of River Street and Tamarind Drive	Approvals and designs in place and works undertaken	X	X	X	X	Infrastructure Planning	SP1

Direction Three: A Healthy Environment (HE)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	18/19	19/20	20/21	21/22	Responsibility	Link to State Plan	
CSP OUTCOME HE1. WE UNDERSTAND THE ENVIRONMENT										
HE1.1 Our planning considers past and predicted changes to the environment	<i>Reduced risk from natural disasters or changes in climate</i>	HE1.1a	Implement Ballina Coastline Zone Management Plan	Plan completed and actions implemented	X	X	X	X	Engineering Works	SP5
		HE1.1b	Implement Floodplain Management Plans	Plan completed and actions implemented	X	X	X	X	Engineering Works	SP5
		HE1.1c	Review the Environmental Action Plan	Review complete	X				Strategic Planning	SP5
HE1.2 Undertake and promote initiatives that improve our waterways	<i>Health of our waterways is improving</i>	HE1.2a	Implement Richmond River Estuary Coastal Management Plan	Actions implemented including advocacy	X	X	X	X	Environmental and Public Health	SP2
		HE1.2b	Implement Shaws Bay Coastal Management Plan	Actions implemented	X	X	X	X	Environmental and Public Health	SP2
		HE1.2c	Prepare and implement Lake Ainsworth Coastal Management Plan	Review completed and actions implemented	X	X	X	X	Environmental and Public Health	SP2
		HE1.2d	Implement Urban Stormwater Management Plan	Actions implemented	X	X	X	X	Engineering Works	SP2
HE1.3 Beautify and protect our streetscapes and open spaces	<i>Increased flora and vegetation cover</i>	HE1.3a	Implement a proactive street tree planting program	Actions taken	X	X	X	X	Open Spaces and Reserves	SP2
		HE1.3b	Maintain contemporary vegetation management plans	Ensure plans reviewed in a timely manner	X	X	X	X	Open Spaces and Reserves	SP2
		HE1.3c	Implement a proactive fig tree management program	Initiatives undertaken	X	X	X	X	Open Spaces and Reserves	SP2

Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	18/19	19/20	20/21	21/22	Responsibility	Link to State Plan		
CSP OUTCOME HE2. WE USE OUR RESOURCES WISELY											
HE2.1 Implement total water cycle management practices	<i>Reduced water consumption per capita</i>	HE2.1a	Improve collection and management of water and wastewater information	Actions implemented	X	X	X	X	Water and Wastewater	SP2	
		HE2.1b	Increase the provision of recycled water to dual Reticulated Properties	Properties utilising service and kilolitres used	X	X	X	X	Water and Wastewater	SP2	
	HE2.1 Implement total water cycle management practices (cont'd)	<i>Reduced water consumption per capita</i>	HE2.1c	Minimise notifiable Recycled Water Health Incidents at the Ballina and Lennox Head Wastewater Treatment Plants	Number of incidents (Target = Nil)	X	X	X	X	Water and Wastewater	SP5
			HE2.1d	Maximise Recycled Water Reticulation Compliance in Ballina and Lennox Head (Microbial)	Level of compliance (Target = 100% with AGWR)	X	X	X	X	Water and Wastewater	SP5
		HE2.1e	Maximise Recycled Water Reticulation Compliance in Ballina and Lennox Head (Chemical and Physical)	Level of compliance (Target = 100% with AGWR)	X	X	X	X	Water and Wastewater	SP5	
		HE2.1f	Monitor average water consumption per residential connection	Continue to reduce or at least maintain water consumption per connection	X	X	X	X	Water and Wastewater	SP2	
		HE2.1g	Increase recycled water use during dry weather	Overall level of usage (Target > 20% of dry weather flows)	X	X	X	X	Water and Wastewater	SP2	
		HE2.2 Use our scarce resources wisely	<i>Reduced costs and extended life for existing resources</i>	HE2.2a	Develop and implement revised waste strategy that reflects current legislations and waste management practices	Actions taken	X	X	X	X	Waste Services

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	18/19	19/20	20/21	21/22	Responsibility	Link to State Plan
HE2.2 Use our scarce resources wisely (cont'd)	<i>Reduced costs and extended life for existing resources</i>	HE2.2b	Provide an effective and efficient waste management operation	<i>Achieve a trend of increasing the diversion away from landfill over time compared to previous results.</i>	X	X	X	X	Waste Services	SP4
		HE2.2c	Implement water loss reduction program	Actions implemented and effectiveness	X	X	X	X	Water and Wastewater	SP4
		HE2.2d	Reduce the volume of unaccounted water	<i>To see a trend in the reduction of unaccounted water rather than the 15%</i>	X	X	X	X	Water and Wastewater	SP4
		HE2.2e	Minimise Light Fleet greenhouse gas emissions	Average CO2 emissions of Light Fleet (Target < 220g/km)	X	X	X	X	Support Operations	SP4
		HE2.2f	Reduce water main breaks	Minimise main breaks (Target < one break per 30km of main)	X	X	X	X	Water and Wastewater	SP2
HE2.3 Reduce resource use through innovation	<i>Cost and resource use efficiencies</i>	HE2.3a	Implement technologies to generate efficiencies and reduce resource use	Actions taken	X	X	X	X	Communications	SP4
		HE2.3b	Reduce CO2 emissions from our Built Assets	Reduce CO2 emissions (Target < 9,800 tonnes)	X	X	X	X	Support Operations	SP4
		HE2.3c	Increase the generation of renewable energy generated on our sites	Increase kilowatts generated (Target > 514 kW p.a.)	X	X	X	X	Support Operations	SP4
		HE2.3d	Reduce the energy consumption from our assets	Minimise kilowatts consumed (Target < 9,000 MWh)	X	X	X	X	Support Operations	SP4

Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	18/19	19/20	20/21	21/22	Responsibility	Link to State Plan	
CSP OUTCOME HE3. OUR BUILT ENVIRONMENT BLENDS WITH THE NATURAL ENVIRONMENT										
HE3.1 Implement plans that balance the built environment with the natural environment	<i>More people are satisfied with our management of development</i> <i>Reduced impacts of development on the environment</i>	HE3.1a	Implement Ballina Major Regional Centre Strategy	Actions implemented	X	X	X	X	Strategic Planning	SP1
HE3.1 Implement plans that balance the built environment with the natural environment	<i>More people are satisfied with our management of development</i> <i>Reduced impacts of development on the environment</i>	HE3.1a	Implement Ballina Major Regional Centre Strategy	Actions implemented	X	X	X	X	Strategic Planning	SP1
		HE3.1b	Implement Wardell Strategic Plan	Actions implemented	X	X			Strategic Planning	SP1
		HE3.1c	Implement Alstonville Strategic Plan	Actions implemented	X	X	X	X	Strategic Planning	SP2
		HE3.1d	Review planning framework for Wollongbar	Updated planning framework adopted	X				Strategic Planning	SP2
		HE3.1e	Review Planning Framework for Lennox Head	Updated planning framework adopted		X	X		Strategic Planning	SP2
		HE3.1f	Review planning framework for the Cumbalum release area	Updated planning framework adopted			X	X	Strategic Planning	SP2
		HE3.1g	Review environmental protection zone framework	Updated planning framework adopted	X	X			Strategic Planning	SP2
		HE3.1h	Review Local Environmental Plan (LEP)	Review complete		X			Strategic Planning	SP2
		HE3.1i	Review Development Control Plan (DCP)	Review complete	X				Strategic Planning	SP2

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	18/19	19/20	20/21	21/22	Responsibility	Link to State Plan
HE3.1 Implement plans that balance the built environment with the natural environment (cont'd)	<i>More people are satisfied with our management of development</i> <i>Reduced impacts of development on the environment</i>	HE3.1j	Review Local Growth Management Strategy	Review complete	X				Strategic Planning	SP2
		HE3.1k	Manage LEP amendment requests	Amendments assessed and processed	X	X	X	X	Strategic Planning	SP2
		HE3.1l	Ensure Plans of Management for Community Land remain contemporary	Review completed	X		X		Strategic Planning	SP4
		HE3.1m	Implement Crown Land Management Act reforms	Reforms implemented	X	X	X		Strategic Planning	SP4
		HE3.1n	Implement management plan for Ocean Breeze Reserve	Actions implemented	X	X	X	X	Open Spaces and Reserves	SP2
		HE3.1o	Implement management plan for Killen Falls	Actions implemented	X	X	X	X	Open Spaces and Reserves	SP2
		HE3.1p	Implement management plan for Tosha falls	Actions implemented	X	X	X	X	Open Spaces and Reserves	SP2
		HE3.1q	Prepare management plan for Cawarra Park	Management plan completed	X				Strategic Planning	SP2
		HE3.1r	Review policy framework in relation to extractive industry in the Ballina Shire	Policy review complete	X				Strategic Planning	SP2
HE3.2 Minimise negative impacts on the natural environment	<i>Protection and retention of our natural environment</i>	HE3.2a	Develop and implement a Waste Management For Multi-Unit Developments Policy	Policy complete	X				Environmental and Public Health	SP5
		HE3.2b	Implement on-site sewage management (OSSM) strategy	Actions implemented	X	X	X	X	Environmental and Public Health	SP5

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	18/19	19/20	20/21	21/22	Responsibility	Link to State Plan
HE3.2 Minimise negative impacts on the natural environment (cont'd)	<i>Protection and retention of our natural environment</i>	HE3.2c	Monitor on-site sewage management (OSSM) systems to ensure systems are compliant	Number of OSSM systems inspected (<i>Target > 100 p.a.</i>) Number of OSSM Approval to Install issued (<i>Target > 10 p.a.</i>) Number of OSSM Approval to Operate issued (<i>Target > 10 p.a.</i>)	X	X	X	X	Environmental and Public Health	SP5
		HE3.2d	Minimise notifiable Pollution Incidents under the POEO Act	Number of incidents (<i>Target = Nil</i>)	X	X	X	X	Water and Wastewater	SP5
		HE3.2e	Maximise compliance with Environmental Protection License Concentration Limits	Level of compliance (<i>Target = 100% with license</i>)	X	X	X	X	Water and Wastewater	SP5
		HE3.2f	Implement trade waste management program	Actions implemented, applications received and licences issued	X	X	X	X	Water and Wastewater	SP1
		HE3.2g	Timely compliance licence reports for waste, water and wastewater	100% of reports are completed within 30 days of quarter	X	X	X	X	Waste Water and Wastewater	SP5
		HE3.2h	Implement Ballina Shire Koala Management Strategy	Actions implemented	X	X	X	X	Strategic Planning	SP2
		HE3.2i	Prepare a biodiversity strategy	Strategy completed	X	X			Strategic Planning	SP2
		HE3.2j	Implement East Ballina Cemetery Master Plan	Actions implemented				X	Open Spaces and Reserves	SP3
HE3.3 Match infrastructure with development to mitigate any impacts on the environment	<i>The impacts of development on the environment will be minimised</i>	HE3.3a	Maintain contemporary Section 94 Open Spaces and Community Facilities Plan	Review completed			X		Strategic Planning	SP1
		HE3.3b	Maintain contemporary Section 64 Plans for Water and Wastewater Services	Review completed		X			Water and Wastewater	SP1
		HE3.3c	Maintain contemporary Section 94 Car Parking Plan	Review completed			X		Infrastructure Planning	SP1
		HE3.3d	Maintain contemporary Section 94 Roads Plan	Review completed		X			Infrastructure Planning	SP1
		HE3.3e	Maintain contemporary Section 94 Heavy Haulage Plan	Review completed	X				Infrastructure Planning	SP1

Direction Four: Engaged Leadership (EL)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	18/19	19/20	20/21	21/22	Responsibility	Link to State Plan	
OUTCOME EL1. OUR COUNCIL WORKS WITH THE COMMUNITY										
EL1.1 Ensure corporate publications reflect community sentiment	<i>More engaged community</i>	EL 1.1a	Ensure Council policies reflect contemporary community standards	100% of policies reviewed during Council term	X	X	X	X	Communications	SP4
		EL 1.1b	Ensure land classifications reflect community standards	Classifications undertaken	X	X	X	X	Strategic Planning	SP4
		EL 1.1c	Complete the review of Community Strategic Plan	Review completed			X		Communications	SP4
EL1.2 Involve our community in our planning and decision making processes	<i>Improved satisfaction levels with Council's consultation</i>	EL 1.2a	Implement consultation methods that increase community awareness and involvement in our activities	Actions initiated and methods used	X	X	X	X	Communications	SP4
		EL 1.2b	Prepare a Community Participation Plan in relation to land use planning functions of Council	Plan complete	X				Strategic Planning	SP4

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	18/19	19/20	20/21	21/22	Responsibility	Link to State Plan
EL1.3 Actively advocate community issues to other levels of government	Increased levels of State and Federal Government support	EL1.3a	Approach State and Federal Governments on local issues	Issues identified and pursued	X	X	X	X	Communications	SP4
		EL1.3b	Actively seek grant funding from State and Federal Governments	Grant applications (Target > 25 p.a.)	X	X	X	X	Communications	SP1
CSP OUTCOME EL2. COUNCIL'S FINANCES AND ASSETS ARE WELL MANAGED										
EL2.1 Proactively pursue revenue opportunities, cost savings and/or efficiencies	More financially viable Council resulting in improved asset management	EL2.1a	Continue progressive improvements to the centre led procurement model	Actions taken	X	X	X	X	Support Operations	SP4
		EL2.1b	Implement Annual Procurement Plan	Actions taken	X	X	X	X	Support Operations	SP4
		EL2.1c	Maximise the fleet operating surplus (excluding depreciation)	Operating surplus (Target > \$1.3m p.a.)	X	X	X	X	Support Operations	SP4
		EL2.1d	Minimise the value of store stock control bin errors	Minimise variances (Target < \$500)	X	X	X	X	Support Operations	SP4
		EL2.1e	Achieve investment returns greater than 90 day bank bill rate	Investment returns (Target 100 basis points)	X	X	X	X	Financial Services	SP4
		EL2.1f	Enhance online employee services	Improvements implemented	X	X	X	X	Human Resources and Risk Management	SP4
		EL2.1g	Pursue compliance with the Fit for the Future Program	Improve our overall financial sustainability	X	X	X	X	Financial Services	SP4

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	18/19	19/20	20/21	21/22	Responsibility	Link to State Plan
EL2.1 Proactively pursue revenue opportunities, cost savings and/or efficiencies (cont'd)	<i>More financially viable Council resulting in improved asset management</i>	EL2.1i	Minimise the net operating deficit for the Burns Point Ferry (excluding depreciation)	Minimise deficit <i>Target < \$200,000 p.a.)</i>	X	X	X	X	Engineering Works	SP4
		EL2.1j	Minimise the net operating deficit for swimming pools (excluding depreciation and loan interest)	Deficit <i>(Target < \$300,000 p.a.)</i>	X	X	X	X	Community Facilities	SP4
		EL2.1k	Minimise net operating deficit for Community Centres and Halls (excluding depreciation)	Deficit <i>(Target < \$450,000 p.a.)</i>	X	X	X	X	Community Facilities	SP4
		EL2.1l	Minimise net operating deficit for the Community Gallery (excluding depreciation)	Deficit <i>(Target < \$200,000 p.a.)</i>	X	X	X	X	Community Facilities	SP4
		EL2.1m	Maximise revenue generated from our commercial properties	Revenues <i>(Target > \$2.1 million)</i>	X	X	X	X	Commercial Services	SP4
		EL2.1n	Increase revenues from visitor services	Visitor Services Revenue <i>(Target > \$50,000)</i> Marketing Revenue <i>(Target > \$50,000)</i>	X	X	X	X	Community Facilities	SP4
		EL2.1o	Implement process improvement program to support improvements throughout the organisation	Improvements implemented				X	Human Resources and Risk Management	SP4

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	18/19	19/20	20/21	21/22	Responsibility	Link to State Plan
EL2.2 Utilise modern systems and equipment	<i>Increased efficiencies and higher staff satisfaction</i>	EL2.2a	Implement technology solutions that generate productivity gains	Improvements implemented	X	X	X	X	Information Services	SP4
		EL2.2b	Enhance our core integrating platforms to improve customer service and efficiencies	Enhancements implemented	X	X	X	X	Information Services	SP4
		EL2.2c	Enhance our online services provided to external customers	Improvements implemented	X	X	X	X	Information Services	SP4
		EL2.2d	Maintain a contemporary network infrastructure	Level of network performance	X	X	X	X	Information Services	SP4
		EL2.2e	Implement Fleet Replacement Plan	Percentage implemented	X	X	X	X	Support Operations	SP4
EL2.3 Provide effective risk and safety practices	<i>Reduced incidents and lower insurance premiums and related costs</i>	EL2.3a	Provide a pro-active internal risk management service	Number of workers' compensation claims (Target < 20 p.a.) Hours of lost time due to workers compensation (Target < 1,000 hrs p.a.) Number of Insurance claims (Target < 30 p.a.)	X	X	X	X	Human Resources and Risk Management	SP4
		EL2.3b	Risk management practices align with insurer and legislative requirements	Audit completed and level of compliance	X	X	X	X	Human Resources and Risk Management	SP4

Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	18/19	19/20	20/21	21/22	Responsibility	Link to State Plan	
CSP OUTCOME EL2. COUNCIL'S FINANCES AND ASSETS ARE WELL MANAGED										
EL3.1 Provide prompt, knowledgeable, friendly and helpful advice	<i>There are more people in the community who consider Council staff friendly and helpful</i>	EL3.1a	Undertake a community survey to measure perception of Council service delivery	Satisfaction ratings	X		X		Communications	SP4
		EL3.1b	Ensure customer requests are dealt with effectively and promptly	% completed within allocated timeframe (Target > 85%)	X	X	X	X	Communications	SP4
EL3.2 Encourage a motivated and adaptive workforce	<i>High staff retention with a proactive and well skilled workforce</i>	EL3.2a	Implement strategies to expand staff skills and plan for the needs of the future workforce	Actions taken	X	X	X	X	Human Resources and Risk Management	SP4
		EL3.2b	Develop, retain and motivate staff	Staff turnover (Target <10%) Staff training (Target >80% of staff) Number of sick days (Target <7 days per employee)	X	X	X	X	Human Resources and Risk Management	SP4
		EL3.2c	Complete bi-annual staff survey to measure engagement levels	Survey results and actions implemented	X		X		Human Resources and Risk Management	SP4
EL3.3 Deliver responsive and efficient services	<i>Increased community and employee satisfaction levels with Council's customer service</i>	EL3.3a	Development applications determined under delegated authority	% of applications determined under delegated authority (Target > 90%)	X	X	X	X	Development Services	SP4
		EL3.3b	Development application referrals completed within 21 days	% of internal referral applications assessed within 21 days (Target > 70%)	X	X	X	X	Infrastructure Planning	SP4
	<i>Increased efficiencies and cost savings</i>	EL3.3c	Ensure complaints are dealt with effectively and promptly	% receiving response within 15 working days (Target > 80%)	X	X	X	X	Communications	SP4

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	18/19	19/20	20/21	21/22	Responsibility	Link to State Plan
		EL3.3d	Enhance web accessibility to improve availability of information	Increase website visits (Target >200,000)	X	X	X	X	Information Services	SP4
		EL3.3e	Efficiently attend to employee requests for assistance with technology systems	% addressed within one working day (Target > 85%)	X	X	X	X	Information Services	SP4
		EL3.3f	Improve corporate financial reporting	Enhancements implemented	X	X	X	X	Financial Services	SP4
		EL3.3g	Increase efficiencies for road maintenance (hand patching) asphalt for pothole repair	Reduce unit rates for use of asphaltic concrete and holes repaired	X	X	X	X	Engineering Works	SP2
		EL3.3h	Improve efficiencies for road maintenance of gravel roads	Reduce unit rates for length graded and cost	X	X	X	X	Engineering Works	SP2
		EL3.3i	Monitor maintenance and capital works to ensure they are completed on time and within budget	Manage maintenance and capital works (Target within 10% of budget)	X	X	X	X	Engineering Works Open Spaces and Reserves Water and Wastewater Operations Support	SP2

9. Capital Expenditure

This section outlines the capital expenditure planned for the four year period from 2018/19 to 2021/22, includes special rate variation (SRV) if approved.

Description	2018/19 (\$)	2019/20 (\$)	2020/21 (\$)	2021/22 (\$)
Ballina Byron Gateway Airport	4,550,000	952,000	54,000	356,000
Terminal Expansion	4,000,000			
Car Park and Solar		900,000		
PALC and ALER	370,000			
Masterplan, Apron and Runway	100,000			
Certified Air Ground Radio Service				300,000
Miscellaneous Improvements	80,000	52,000	54,000	56,000
Community Facilities	7,024,000	25,000	26,000	27,000
Community Centre Improvements	24,000	25,000	26,000	27,000
Ballina Indoor Sports Centre	7,000,000			
Community Buildings (including proposed SRV)	388,000	525,000	540,000	557,000
Lennox Community Centre	External Cladding / Repairs	45,000	50,000	200,000
Ballina Surf Club	External Painting Program	25,000	25,000	25,000
Ballina Surf Club	Internal Painting and Floors	25,000	25,000	25,000
Kentwell Centre	Internal / External Painting	12,000	12,000	12,000
Kentwell Centre	AC Unit Replacements		72,000	
Ballina Library / VIC / Richmond	External Repaint		80,000	
ALEC	External / Internal Mods	281,000	169,000	236,000
Shelly Beach Surf Club	Exterior Finishing		40,000	
Lennox Community Centre	External Painting	25,000	25,000	25,000
Wollongbar Hall	Repairs / Repaint		43,000	
Newrybar Hall	Repaint		43,000	
Community Gallery	Repaint		15,000	
60 Crane Street	External Repairs / Repaint		13,000	
Naval Museum	Exterior Repaint / Toilets		50,000	
Animal Shelter	Repaint		20,000	
Administration Centre	External Repaint			80,000
71 Tamar Street	External Repaint		15,000	
Halls Various	Repairs / Repaint			190,000
Former Library - 42 Cherry	External Repairs/Repaint	20,000		
Depot Facilities	432,000	180,000	185,000	191,000
Public Amenities	108,000	111,000	114,000	117,000
Killen Falls	108,000			
Kerr Street Toilets (Rebuild/Reconfigure)		111,000		
Wardell Public Amenities Rebuild Adjacent to Tennis Courts			114,000	
Lennox Head Main Beach				117,000

Description	2018/19 (\$)	2019/20 (\$)	2020/21 (\$)	2021/22 (\$)
Open Space and Reserves (including proposed SRV)	471,000	689,000	709,000	730,000
Killen Falls	20,000	20,000		
Ocean Breeze Reserve	90,000			
Megan Crescent	90,000			
Commemoration Park (Exercise Playground)	130,000			
Killarney Park	45,000			
Ross Park		460,000		
John Sharpe		82,000		
Lilli Pilli		100,000		
Ferngrove Shade	35,000			
Shelly Beach	35,000			
Missingham Park			250,000	
Pop Denison			300,000	
Madden Park			80,000	
Cummings Crescent			51,000	
Montwood Park				100,000
Edgewater Park				50,000
Faulks Reserve				180,000
Cawarra Park				150,000
Saunders Oval				116,000
Riverview Park				105,000
Crown Reserve Improvements	26,000	27,000	28,000	29,000
Open Space – Sports Fields	2,325,000	182,000	187,000	193,000
Saunders Oval - Lighting	140,000			
Sport and Recreation Plan	35,000			
Pacific Pines Fields - Lighting		182,000		
Williams Reserve - Lighting			187,000	
Crawford Park - Lighting				193,000
Skennars Head Sports Fields – Expansion	2,150,000			
Stormwater (including proposed SRV)	656,000	763,300	807,600	832,000
Asset Data Collection	123,000	63,000	64,000	65,000
Urban Stormwater Management Plan	23,000	24,000	25,000	26,000
Tanamera Drive, Alstonville	43,000	44,000	45,000	46,000
Kerr St (Tamar St to Richmond River)	100,000			
Dodge Lane ,Lennox Head	85,000			
Alison Avenue Lennox Head (re-lining)	85,000			80,000
Moon Street (Tamar Street to Holden Lane)	80,000			
Henry Philp Avenue, Ballina	32,000	23,000		
Rutherford St and Tresise Place,	10,000	132,000		
Martin Street (River Street to Richmond River)		90,000		
Williams Reserve, Lennox Head		40,000		
Compton Drive, Ballina		85,000		

Description	2018/19 (\$)	2019/20 (\$)	2020/21 (\$)	2021/22 (\$)
Stormwater (continued)				
Banglow Road (Moon St intersection)		41,300		
Kerr Street (River St - Tamar St)		72,000		76,000
Fox Street, Ballina		72,000		
Owen Street, Ballina			85,000	
Grant Street, Ballina			60,000	
Temple Street (Near 82)			120,600	
Martin Street, Ballina			200,000	
Hickey Street, Ballina			131,000	44,000
Oakland Avenue				66,000
Riverside Drive (Quays Dr - Oaklands)				60,000
Kingsford Smith Drive, Ballina				90,000
River Street, Ballina				50,000
Moon Street, Ballina				90,000
Survey & Brolga Place				60,000
Tide Gates to Urban Streets	51,000	53,000	53,000	54,000
Urban Lanes	24,000	24,000	24,000	25,000
Roads and Bridges Totals	17,362,200	9,586,000	23,682,400	29,568,400
a) Road Reconstruction Program (Revenue and Roads to Recovery and Regional Roads Grants)				
Road Reconstruction Program (including proposed SRV)				
Lake Ainsworth Precinct Improvements	1,620,000			
Cherry St seg 220-230	180,000			
Simmons Street seg 20			134,000	
Northumberland Drive seg 10	245,000			
Burnet Street seg 80	95,000			
Burnet Street segment 80	90,000			
Perry Street segment 10	59,000			
Regatta Avenue segment 30	86,000			
Gibbon Street segment 20	89,000			
Martin Street segment 150	125,000			
Crane Street segment 70	290,000			
Chickiba Drive segment 10-20 and part 30	140,200			
Northumberland Drive segment 10		248,000		
Chickiba Drive segment 10-20 and part 30		229,000		
Winton Lane segment 40		138,000		
Fawcett Street segment 10		77,000		
Skinner Street segment 30		64,000		
Swift Street segment 30		105,000		
Brunswick Street segment 20		84,000		
Burnet Street segment 50		199,000		
Barlows Road segment 20		167,000		
Gibbon Street segment 10		104,000		
Johnson Drive segment 10		195,000	156,000	
Kays Lane segment 20		188,000	202,000	
North Creek Road segments 10 and 50			322,000	

Description	2018/19 (\$)	2019/20 (\$)	2020/21 (\$)	2021/22 (\$)
Roads Reconstruction Program (continued)				
Winton Lane segment 20			168,000	
Links Avenue segment 70			108,000	
Wilson Street segment 10				109,000
Byron Street segment 20				131,000
Smith Drive segment 20				194,000
Martin Street segment 10				195,000
Crane Street 30				50,000
Kalinga Street 30				201,000
Russell Street 10				190,200
Bagotville Road seg 50 (part)			189,000	
Riverbank Rd (R2R)			286,000	
Wardell Road	280,000			
Teven Road	180,000			
Regional Roads Heavy Patching Wo 554	182,000	185,000	188,700	192,500
Wardell Road segments 70 and 80	313,000			
River Drive segment 140	245,000			
Bagotville Road segments 30 and 32	331,000			
Pimlico Road segments 110 and 20	296,000		120,000	
Corks Lane segment 10-30		250,000		170,000
Teven Road segments 70 and 58-60	318,000	287,000	220,000	250,000
River Drive segment 130		255,000		
South Ballina Beach Road segment 60		158,000	138,000	180,000
Fernleigh Road segment 80			250,000	350,000
Uralba Road segment 40			389,000	
Pimlico Road 100			248,000	170,000
Teven Road 10			167,700	210,300
River Drive segment 10-30			266,000	
Eltham Road segment 10				162,000
Uralba Road segment 70			130,000	
Old Pacific Highway segment 20				121,400
Teven Road segment 52				315,000
Friday Hut Road segment 170				265,000
Beacon 10				190,000
Temple St Seg 30				239,000
Sub Total	5,164,200	2,933,000	3,682,400	3,885,400
Resealing Program and Heavy Patching				
Urban Roads - Bitumen Reseals	337,000	347,000	357,000	368,000
Rural Roads - Bitumen Reseals	327,000	337,000	347,000	357,000
Urban Roads - Heavy Patching	356,000	367,000	378,000	389,000
Rural Roads - Heavy Patching	182,000	187,000	193,000	199,000
Special Rate Variation – Reseals and Heavy Patching	600,000	600,000	606,000	600,000

Description	2018/19 (\$)	2019/20 (\$)	2020/21 (\$)	2021/22 (\$)
c) Bypass Reserves (Funded from handover monies held in reserve)				
Alstonville Bypass			100,000	103,000
Ballina Bypass	150,000	155,000	160,000	165,000
Bypass Funds - Tintenbar to Ewingsdale	100,000	103,000	106,000	109,000
d) Bridges (Revenue funded)				
Bridges – Other		110,000	113,000	116,000
Carrs Bridge (River Dr)	248,000	248,000		
Pearces Ck Rd Bridge Deck Replacement	107,000			
e) Section 94 Roads Plan				
Hutley Drive		4,000,000	13,233,000	
River Street – Four Lanes (\$8.3m loan and \$13.5m from S94)				21,762,000
Heavy Vehicles	191,000	199,000	207,000	215,000
The timing of the Hutley Drive and River Street works will be dependent on the rate of collection for the Section 94 developer contributions, along with recognising any in-kind works provided by developers.				
f) Loan, Grant Funds and Miscellaneous				
Ballina Town Beautification (River St – Moon to Grant) (100% Loan)	2,700,000			
Airport Boulevard (\$3m grant and \$3.9m from reserves)	6,900,000			
Lennox Head - Village Renewal (\$3.1m loan and \$2.4m from reserves)			4,200,000	1,300,000
Roads and Bridges Funding Sources				
	2018/19 (\$)	2019/20 (\$)	2020/21 (\$)	2021/22 (\$)
Revenue Funded	4,047,200	4,310,000	4,841,000	5,062,200
Grant Funded – Regional Roads Program	182,000	185,000	188,700	192,500
Grant Funded – Roads to Recovery	492,000	634,000	646,700	659,700
Reserve Funded	6,750,000	258,000	1,466,000	1,677,000
Section 94 Funded	191,000	4,199,000	13,440,000	13,715,000
Loan and Other Grant Funded and Other	5,700,000	0	3,100,000	8,262,000
Total Roads and Bridges Funding	17,362,200	9,586,000	23,682,400	29,568,400
Street Lighting				
	51,000	53,000	54,000	55,000
Lighthouse Parade, East Ballina	51,000	34,000		
Ceretto Circuit, Wollongbar		19,000		
Megan Crescent			15,000	
Quays Drive, West Ballina			12,000	
Riverside Dve, West Ballina			12,000	
Daydream Avenue/Sunnybank Drive			7,000	
Simmons St, North Ballina			8,000	
Piper Dve, North Ballina				12,000
Convair Ave, North Ballina				7,000
De Havilland Crs, North Ballina				28,000
Sheather St, Ballina				8,000
Footpaths and Shared Paths				
	3,944,500	473,000	488,000	504,000
Chickiba Dr, East Ballina (refuge)	23,500			
Shared Path East (Coast Road)	1,760,000			

Description	2018/19 (\$)	2019/20 (\$)	2020/21 (\$)	2021/22 (\$)
Footpaths and Shared Paths (continued)				
Coastal Walk	1,502,000			
Chickiba Drive, East Ballina	83,000			
Bentinck St, Ballina	5,000			
River St, Ballina	25,000			
Southern Cross Dr, Ballina	64,000			
Crane St, Ballina	5,000			
Kalinga St, West Ballina	107,000			
Links Ave, East Ballina	25,000			
River St 5-46-47-27, West Ballina	57,000			
Moon and Tamar Sts, Ballina	6,000			
Moon St, Ballina	3,000			
Angels Beach Drive, East Ballina	5,000			
Pine Avenue, Short Street	74,000			
Commercial Road A'ville - Car Park	200,000			
Corner of Tamar St and Kerr St, Ballina		4,000		
Crane St, Ballina		11,000		
Bentinck St, Ballina		25,000		
Bangalow Rd, Ballina		4,000		
Suvla St, Shelly Beach Rd, East Ballina		114,000		
Freeborn Pl, Alstonville		27,000		
River St, Ballina		19,000		
Wardell Rd, Alstonville		8,000		
Martin St, Ballina		4,000		
Robertson St, Alstonville		33,000		
Eyles Dr, John Sharpe St and Links Ave		110,000		
Barlows Road, West Ballina		43,000	62,000	
Bike Plan Project		71,000	90,000	100,000
Kerr St, Ballina			12,000	
Owen St, Ballina			97,000	
Bagot St, Canal Rd, Ballina			154,000	
Tamarind Drive, Ballina North			9,000	
Old Pacific Highway, Newrybar			64,000	
Grandview St, East Ballina				72,000
Manly St, East Ballina				22,000
Cherry Street, Ballina				70,000
Bugden Ave, Alstonville				27,000
Moon St, Ballina				14,000
Greenwood Pl, Sunrise Cr, Lennox Head				58,000
Kerr St, Ballina				21,000
North Ck Rd, Lennox Head				10,000
Quays Dr, West Ballina				95,000
Fox St, Ballina				15,000

Description	2018/19 (\$)	2019/20 (\$)	2020/21 (\$)	2021/22 (\$)
Water Transport	230,000	0	0	0
North Creek Road, Lennox - Parking	90,000			
Brunswick Street, Ballina - Design	140,000			
Environmental Health	265,000	0	0	0
Shaws Bay Coastal Management Plan - Implementation	265,000			
Waste Management	300,000	2,000,000	476,300	142,000
Landfill - Improvements	100,000	100,000	103,000	106,000
Landfill - Levy Works	200,000	200,000	373,300	36,000
Domestic Waste Collection – Vehicles		1,700,000		
Property Development	335,000	100,000	20,000	21,000
Wollongbar Urban Expansion Area (Residential)	75,000			
North Creek Development	200,000			
Flat Rock Tent Park	60,000	100,000	20,000	21,000
Water Infrastructure	2,861,000	4,400,000	4,979,100	5,836,000
<i>Water Reservoirs</i>				
Reservoirs - Ross Lane (New)	500,000			
Reservoirs - Pacific Pines				1,077,000
Reservoirs - Access Upgrades	200,000			
<i>Main Renewals</i>				
Main Renewal - Recurrent	706,000	784,000	937,000	958,000
<i>Miscellaneous</i>				
Telemetry	9,000	10,000	12,000	13,000
Ethernet Telemetry Upgrade	50,000	50,000		
Smart Water Meter Network	10,000			
Water Network Master Plan	150,000			
<i>Water Pump and Bore Stations</i>				
Pump Stations - Basalt Court Booster	200,000			
Pump Stations - East Ballina Booster	320,000			
<i>Trunk Mains</i>				
North Ballina Reticulation Mains				712,000
North Ballina Distribution Mains		2,078,000		2,343,000
Pine Ave Distribution Mains			2,589,000	
CURA B Distribution Main			330,000	
Russellton Reticulation Mains		160,000		
Lennox Palms Dist and Reticulation				388,000
Pacific Pine Distribution Main			238,000	
Connections for Green Field Sites	80,000			
PRV at Water Wheels	130,000			

Description	2018/19 (\$)	2019/20 (\$)	2020/21 (\$)	2021/22 (\$)
Water Infrastructure (continued)				
<i>Water Treatment Plant</i>				
Marom Creek WTP - Upgrade	200,000	1,000,000	400,000	
Marom Creek WTP - Renewals	26,000	28,000	30,000	32,000
<i>Plant and Equipment</i>				
Vehicle and Plant Replacement			141,100	
<i>Water Capital - Service Connection</i>				
Water Meter - New <20mm	219,000	225,000	232,000	239,000
Water Meter - Replacement	61,000	65,000	70,000	74,000
Wastewater Infrastructure	5,242,900	8,196,700	2,978,400	5,205,100
<i>Ballina Treatment Plant Upgrade</i>				
Ballina - Gantry Crane		500,000		
Ballina - Programed Membrane		500,000	500,000	500,000
Ballina - Contaminated Vac Ex Waste Receival	5,000			
<i>Alstonville Treatment Plant Upgrade</i>				
Alstonville - Master Plan	200,000	600,000		
<i>Wardell Treatment Plant Upgrade</i>				
Treatment Plant Master Plan				100,000
<i>Lennox Head Treatment Plant Upgrade</i>				
Lennox - EAT Decanters	100,000			
Lennox - Treatment Master Plan	30,000			
Lennox - Membrane Replacement	300,000			
Lennox - Recycled Water Quality	120,000			
<i>Trunk Mains</i>				
Rising Main Rehabilitation - Swift St	60,000			
SP3001 - Byron Street, Lennox Head				546,000
SP4006 - Gravity Sewer A'ville			342,000	
GM4104 - Gravity Main Wollongbar	1,138,000			
GM4104 - Transfer Mains A'ville/W'bar	10,000	1,000,000	498,000	
GMWUEA - Gravity Mains		200,000		
GM2104 - Gravity Main West Ballina		438,000		
Karaluren Close, Lennox Head PS		100,000		
<i>Pumping Stations</i>				
SP2001 - Well Protection - Swift Street	350,000	200,000		
SP3110 - Pump Stn - Montwood Drive		700,000		
SP3101 - Skennars Head / Tara Downs	400,000			
North Ballina - New Pumping Station	106,000	1,364,000		
SP5006 - Richmond St Storage			182,000	
SP2402 - Lindsay Avenue			106,000	
SP2401 - Power Drive Pumps			62,300	
Pumping Stations - Capacity Upgrade	259,000	268,000		
Pumping Stations - Renewal Program		338,000	348,000	358,000

Description	2018/19 (\$)	2019/20 (\$)	2020/21 (\$)	2021/22 (\$)
Wastewater Infrastructure (cont'd)				
<i>Treatment Facilities - Minor Capital</i>				
Wastewater Treatment Plant Ballina	22,000	23,000	23,000	24,000
Wastewater Treatment Plant Lennox	22,000	23,000	23,000	24,000
Wastewater Treatment Plant Alstonville	11,000	11,000	12,000	12,000
Wastewater Treatment Plant Wardell	11,000	11,000	12,000	12,000
Kubota Membrane Turbine Replacement	200,000			
Security at Lennox and Ballina	75,000			
<i>Wastewater Mains - Renewals</i>				
Main Renewals	411,000	475,000	489,000	504,000
Chickiba Rising Main Renewal	475,000			
Seamist Rising Main Renewal	50,000	650,000		
<i>Plant and Equipment and Other Miscellaneous Works</i>				
Plant Replacement	24,900	68,700	121,100	109,100
Backhoe			85,000	
Telemetry	16,000	17,000	17,000	18,000
Ethernet Telemetry Upgrade	150,000	150,000		
Wastewater Network Master Plan	150,000			
<i>Reuse Program</i>				
Ross Lane - Dual Retic Reservoir				500,000
Lennox Palms Estate - Retic Mains	197,000			
Henderson Farm - Distribution Mains		280,000		
Meadows Estate - Distribution Main		270,000		
Greenfield Grove - Distribution Mains			158,000	162,000
CURA B - Distribution Mains				2,336,000
Lennox to Angels Drive - Main	300,000			
Recycled Water - Hydrant Installations	30,000			
Recycled Water - Communications	10,000			
Recycled Water - Alstonville	10,000	10,000		

Part B – Operational Plan

Whereas the Delivery Program element of this document has a focus on a four year period, the Operational Plan outlines the activities to be undertaken for one year, which in the case of this document is 2018/19.

In respect to the key activities and the measures that we will be using to assess our performance, the 2018/19 column in the “Heading in the Right Direction” (Section A - 4) of the Delivery Program has listed all the agreed activities and measures.

Similarly the Capital Expenditure section (Section A - 5) of the Delivery Program also identifies the major capital expenditure projects planned for 2018/19.

The balance of the Operational Plan component of this document, as follows, includes the mandatory elements as specified in the NSW Local Government Act, along with other items of interest.

Briefly the remaining elements of this document are as follows:

- Estimated Income Statements – The Income Statement is the primary indicator of how Council is performing financially, on an annual basis, and this section provides the estimated income statement for 2018/19.
- Long Term Financial Plan – Even though the Operational Plan focuses on one year, it is important to have an understanding of how Council’s finances are trending in the longer term. This section provides a summary of Council’s ten year financial plan.
- Program Operating Results – Council delivers a wide range of services and to understand the net cost, or surplus, generated of each service, this section provides an operating result for each program.
- Distribution of General Purpose Rate Income – Many Council delivered programs operate at a net cost to the community and this page provides a useful overview of how the ordinary rates raised from an average residential property are distributed across the various loss making programs.
- Statement of Revenue Policy – This statement provides a summary of the various rates and charges that Council will levy during 2018/19. It provides details of the rating structure along with information on the major charges such as water, waste and wastewater.

Other mandatory items included are the pricing methodology Council has adopted in preparing its fees and charges for 2018/19, along with details of the proposed loan borrowings.

- Related Policies and Information – This final section of the Operational Plan provides details on a number of miscellaneous items such as Council’s Donation Programs and our Commercial Activities.
- Appendices – The appendices to the Operational Plan provide a map outlining where waste collection charges are levied each year, along with projects to be funded from Council’s special rate variation applications, if approved.

10. Income Statement for 2018/19

Council's Annual Financial Statements are prepared in accordance with Australian Accounting Standards and the NSW Local Government Act.

The key financial statement that measures the performance of Council on an annual basis is the Income Statement. To ensure long term financial sustainability Council needs to be aiming for a net operating surplus within the Income Statement, once Capital Grants and Contributions provided for Capital Purposes are eliminated.

Revenues from Water and Wastewater Operations must be expended on those activities. This means it is necessary to record those areas of Council's operations as separate funds and the remaining operations of Council are referred to as the General Fund.

The following figures provide the forecast Income Statements for the three funds operated by Council in accordance with Note 21 of the Annual Financial Statements, as well as on a consolidated basis.

Income from Continuing Operations	General	Water	Wastewater	Consolidated
Revenue				
Rates and Annual Charges	29,157	3,560	16,462	49,179
User Charges and Fees	11,213	7,351	1,382	19,945
Interest and Investment Revenues	1,132	468	161	1,761
Other Revenues	4,334	855	490	5,679
Operating Grants and Contributions	7,350	145	145	7,639
Capital Grants and Contributions	17,244	800	2,176	20,219
Sub Total	70,429	13,179	20,815	104,423
Other Income				
Net Gain from Disposal of Assets	0	0	0	0
Total Income from Continuing Operations	70,429	13,179	20,815	104,423
Expenses from Continuing Operations				
Employee Benefits and On-Costs	16,945	2,041	4,729	23,715
Materials and Contracts	1,216	0	3,878	5,094
Borrowing Costs	18,067	1,479	4,467	24,013
Depreciation and Amortisation	13,905	1,408	3,851	19,164
Other Expenses	4,204	6,336	374	10,913
Net Loss from Disposal of Assets	0	0	0	0
Total Expense from Continuing Operations	54,337	11,264	17,299	82,899
Operating Result from Continuing Operations	16,092	1,915	3,516	21,523
Net Operating Result before Capital Grants and Contributions Provided for Capital Purposes	(1,151)	1,115	1,341	1,304

Council is forecasting operating surpluses for Water and Wastewater and a deficit for the General Fund. Council is also forecasting a surplus on a consolidated basis.

For the General Fund, efforts still need to be made to reduce operating expenses, increase operating revenues or a combination of both to ensure we have sustainable operating surpluses into the future.

Council's ten year Long Term Financial Plan is outlined on the following page.

11. Long Term Financial Plan – Scenarios One and Two

Council's long term financial plan (LTFP), based on a ten year time frame, has a preferred target of achieving an operating surplus on a consolidated basis with that result achieved for all years other than 2017/18. The LTFP (under scenario one) assumes that Council will obtain IPART approval for a permanent increase to our rate income of 9.1% in 2018/19 and 5.9% in 2019/20. This is referred to as a special rate variation (SRV). Further information on our proposed SRV is outlined in Part 4 (Funding our Future) and Part 14 (Revenue Policy) of this document. Also refer to the document titled Long Term Financial Plan which forms part of our Integrated Planning and Reporting documentation. A summary of our LTFP is as per the following table.

Our Ten Year Plan to Financial Sustainability – Consolidated Result (scenario one - proposed SRV included)

Item	2018/19 ('000)	2019/20 ('000)	2020/21 ('000)	2021/22 ('000)	2022/23 ('000)	2023/24 ('000)	2024/25 ('000)	2025/26 ('000)	2026/27 ('000)	2027/28 ('000)
Operating Revenues										
Rates / Annual Charges	49,751	51,909	53,407	54,949	56,536	58,105	59,718	61,374	63,077	64,827
User Charges and Fees	19,945	20,685	21,230	21,787	22,360	22,947	23,549	24,168	24,803	25,453
Investment Revenues	1,761	1,802	1,704	1,673	1,568	1,252	1,296	1,287	1,490	1,656
Operating Grants	7,639	7,802	7,801	7,916	8,036	8,190	8,358	8,532	8,710	8,891
Other Revenues	6,326	6,655	6,853	7,031	7,304	7,401	7,593	7,790	7,993	8,201
Sub Total	85,423	88,852	90,995	93,357	95,804	97,895	100,514	103,151	106,072	109,028
Operating Expenses										
Employee Costs	23,715	24,452	25,211	25,994	26,801	27,633	28,491	29,376	30,288	31,229
Materials and Contracts	24,013	25,103	25,185	25,837	26,231	26,833	27,317	27,738	28,101	28,682
Borrowing Costs	5,094	4,947	4,545	4,318	4,298	3,974	3,672	3,389	3,094	2,825
Depreciation	19,164	19,864	20,264	20,672	21,088	21,511	21,944	22,385	22,835	23,294
Other Expenses	12,132	12,482	13,030	13,101	13,419	13,805	14,411	14,466	14,854	15,210
Sub Total	84,118	86,848	88,235	89,921	91,836	93,756	95,835	97,354	99,172	101,240
Surplus/(Deficit)	1,304	2,004	2,759	3,436	3,967	4,139	4,679	5,797	6,901	7,788

The following table is the LTFP for the General Fund with the proposed SRV included.

Our Ten Year Plan to Financial Sustainability – General Fund Result (scenario one - proposed SRV included)

Item	2018/19 ('000)	2019/20 ('000)	2020/21 ('000)	2021/22 ('000)	2022/23 ('000)	2023/24 ('000)	2024/25 ('000)	2025/26 ('000)	2026/27 ('000)	2027/28 ('000)
Operating Revenues										
Rates / Annual Charges	29,729	31,375	32,350	33,357	34,395	35,399	36,433	37,496	38,590	39,716
User Charges and Fees	11,213	11,735	12,054	12,382	12,720	13,065	13,421	13,785	14,160	14,545
Investment Revenues	1,132	1,117	1,147	1,135	1,111	860	897	894	927	901
Operating Grants	7,350	7,511	7,507	7,620	7,736	7,889	8,055	8,227	8,403	8,583
Other Revenues	4,981	5,275	5,439	5,581	5,817	5,876	6,029	6,187	6,348	6,515
Sub Total	54,405	57,013	58,497	60,074	61,777	63,089	64,834	66,589	68,428	70,259
Operating Expenses										
Employee Costs	16,945	17,472	18,015	18,575	19,152	19,746	20,359	20,992	21,644	22,316
Materials and Contracts	18,067	19,016	19,025	19,546	19,839	20,277	20,688	21,057	21,284	21,768
Borrowing Costs	1,216	1,280	1,105	1,079	1,249	1,118	1,014	926	828	757
Depreciation	13,905	14,500	14,792	15,090	15,395	15,705	16,021	16,344	16,673	17,009
Other Expenses	5,423	5,563	5,978	5,856	6,007	6,161	6,621	6,481	6,648	6,818
Sub Total	55,556	57,831	58,915	60,146	61,641	63,007	64,703	65,799	67,076	68,668
Surplus/(Deficit)	(1,151)	(818)	(418)	(72)	137	82	131	790	1,352	1,591

As per this table the General Fund is forecast to generate operating surpluses from 2022/23, assuming the SRV is approved by IPART.

Council is pursuing the proposed SRV as without this extra increase in income the General Fund will not generate operating surpluses, on a sustainable basis. The impact of Council not obtaining approval for the SRV is outlined in the following two tables, which we refer to as scenario two.

Consolidated Result
(scenario two - proposed SRV excluded)

Item	2018/19 ('000)	2019/20 ('000)	2020/21 ('000)	2021/22 ('000)	2022/23 ('000)	2023/24 ('000)	2024/25 ('000)	2025/26 ('000)	2026/27 ('000)	2027/28 ('000)
Operating Revenues										
Rates / Annual Charges	48,322	49,658	51,083	52,549	54,058	55,553	57,090	58,667	60,289	61,955
User Charges and Fees	19,945	20,685	21,230	21,787	22,360	22,947	23,549	24,168	24,803	25,453
Investment Revenues	1,761	1,802	1,704	1,673	1,568	1,252	1,296	1,287	1,490	1,656
Operating Grants	7,639	7,802	7,801	7,916	8,036	8,190	8,358	8,532	8,710	8,891
Other Revenues	6,326	6,653	6,851	7,029	7,302	7,399	7,591	7,788	7,990	8,198
Sub Total	83,994	86,599	88,669	90,955	93,324	95,341	97,884	100,442	103,282	106,154
Operating Expenses										
Employee Costs	23,715	24,452	25,211	25,994	26,801	27,633	28,491	29,376	30,288	31,229
Materials and Contracts	23,698	24,780	24,854	25,497	25,883	26,476	26,952	27,363	27,717	28,298
Borrowing Costs	5,094	4,947	4,545	4,318	4,298	3,974	3,672	3,389	3,094	2,825
Depreciation	19,164	19,864	20,264	20,672	21,088	21,511	21,944	22,385	22,835	23,294
Other Expenses	12,132	12,482	13,030	13,101	13,419	13,805	14,411	14,466	14,854	15,210
Sub Total	83,803	86,525	87,904	89,582	91,488	93,399	95,470	96,980	98,788	100,856
Surplus/(Deficit)	191	74	765	1,374	1,836	1,942	2,414	3,462	4,494	5,297

Council does generate an operating surplus on a consolidated basis for all of the ten year timeframe however the reason for this is due to operating surpluses for our Water and Wastewater Operations. The major impact of not obtaining approval for the proposed SRV is outlined in the following table for the General Fund.

General Fund Result
(scenario two - proposed SRV excluded)

Item	2018/19 ('000)	2019/20 ('000)	2020/21 ('000)	2021/22 ('000)	2022/23 ('000)	2023/24 ('000)	2024/25 ('000)	2025/26 ('000)	2026/27 ('000)	2027/28 ('000)
Operating Revenues										
Rates Annual Charges	28,300	29,124	30,026	30,957	31,918	32,847	33,804	34,789	35,801	36,844
User Charges and Fees	11,213	11,735	12,054	12,382	12,720	13,065	13,421	13,785	14,160	14,545
Investment Revenues	1,132	1,117	1,147	1,135	1,111	860	897	894	927	901
Operating Grants	7,350	7,511	7,507	7,620	7,736	7,889	8,055	8,227	8,403	8,583
Other Revenues	4,981	5,273	5,437	5,579	5,814	5,874	6,027	6,185	6,346	6,512
Sub Total	52,976	54,760	56,172	57,672	59,298	60,535	62,204	63,880	65,637	67,384
Operating Expenses										
Employee Costs	16,945	17,472	18,015	18,575	19,152	19,746	20,359	20,992	21,644	22,316
Materials and Contracts	17,752	18,693	18,693	19,207	19,491	19,921	20,323	20,682	20,899	21,384
Borrowing Costs	1,216	1,280	1,105	1,079	1,249	1,118	1,014	926	828	757
Depreciation	13,905	14,500	14,792	15,090	15,395	15,705	16,021	16,344	16,673	17,009
Other Expenses	5,423	5,563	5,978	5,856	6,007	6,161	6,621	6,481	6,648	6,818
Sub Total	55,240	57,508	58,584	59,806	61,293	62,650	64,338	65,424	66,692	68,284
Surplus/(Deficit)	(2,264)	(2,748)	(2,413)	(2,134)	(1,995)	(2,115)	(2,134)	(1,545)	(1,055)	(899)

As per these figures the General Fund does not achieve an operating surplus during the ten year financial plan without the proposed SRV. This means that the General Fund is not operating on a financially sustainable basis and Council will not be generating adequate funds to finance the renewal of our existing assets. It is essential that Council seek and obtain IPART approval for the proposed SRV to ensure that Council's General Fund is financially sustainable otherwise, in the medium to long term, Council will not be investing adequate funds into our asset renewal, which will lead to the eventual deterioration of our infrastructure assets and increased maintenance costs.

12. Program Operating Results for 2018/19

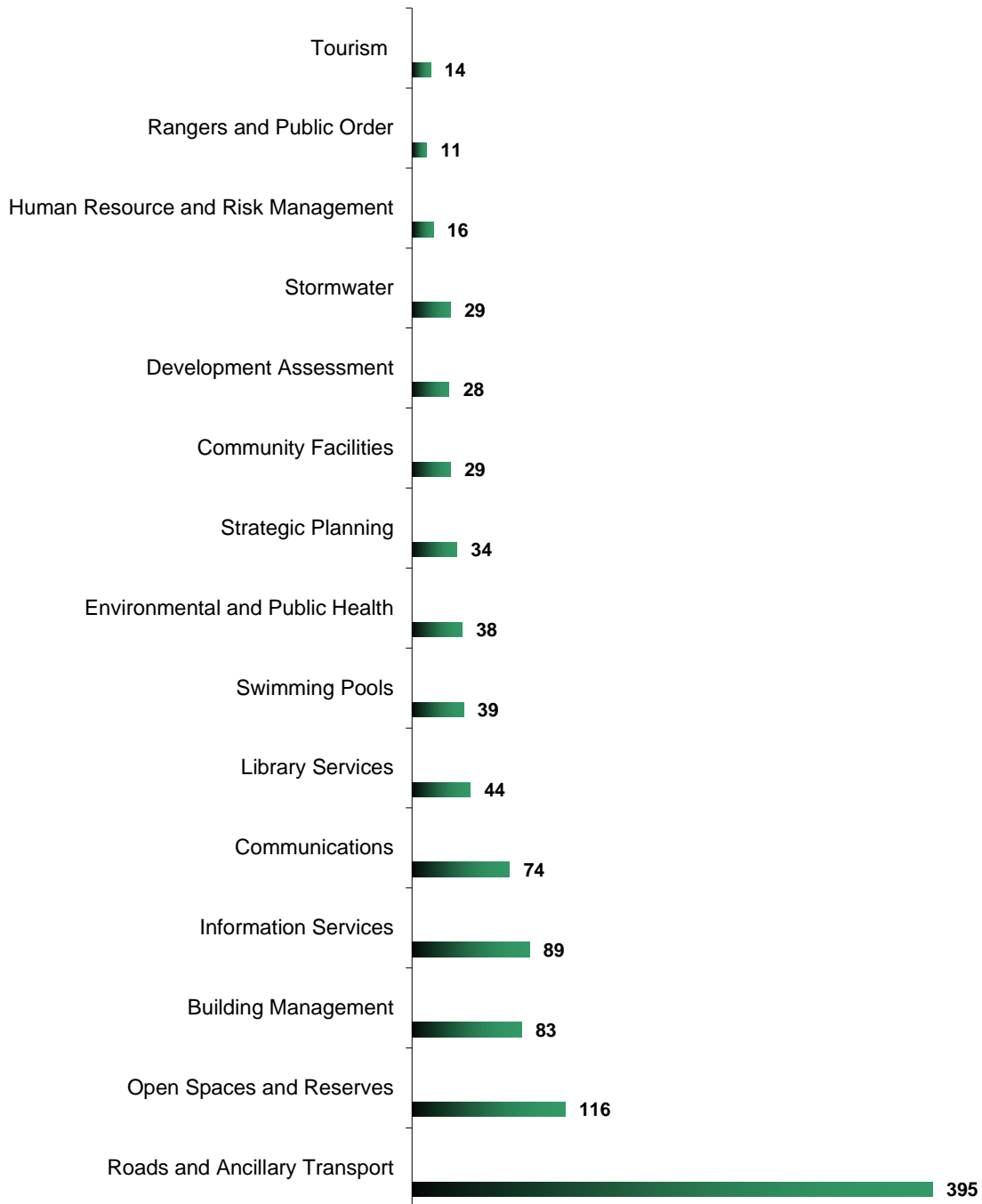
In addition to our Income Statement, which is formatted in accordance with Australian Accounting Standards, it is important for Council to understand the annual operating results for the programs and services delivered to the community.

The following figures represent the forecast operating result for the 2018/19 financial year, with the information provided on a program basis.

Item	Operating Revenues (\$'000)	Operating Expenses (\$'000)	Operating Result ('000)
Strategic and Community Facilities			
Strategic Planning	284	1,188	(904)
Community Facilities	715	2,554	(1,839)
Richmond Tweed Regional Library	85	1,666	(1,581)
Swimming Pools	657	1,579	(922)
Tourism	149	622	(473)
Sub Total	1,890	7,609	(5,719)
Development and Environmental Health			
Development Services	672	1,555	(883)
Building Services	1,332	1,233	99
Public and Environmental Health	340	1,562	(1,222)
Administration and Public Order	243	582	(339)
Sub Total	2,587	4,933	(2,346)
Civil Services			
Engineering Management	287	2,769	(2,482)
Procurement and Building Management	0	3,837	(3,837)
Stormwater and Environmental Protection	512	2,356	(1,844)
Roads and Bridges	532	9,136	(8,604)
Ancillary Transport Services	773	2,244	(1,471)
Roads and Maritime Services	783	706	77
Open Space and Reserves	809	3,806	(2,997)
Fleet Management and Workshop	232	2	231
Rural Fire Service	200	431	(231)
Quarries	66	74	(8)
Waste - Landfill and Resource Recovery	2,181	2,447	(266)
Waste - Domestic Waste Management	6,671	6,649	22
Sub Total	13,046	34,457	(21,411)
General Manager's Group			
Communications and Governance	15	2,347	(2,332)
Financial Services - General Purpose Revenues	27,632	0	27,632
Financial Services	231	(4,548)	4,779
Information Services	103	2,916	(2,813)
Human Resources and Risk Management	160	885	(725)
Property Management	2,548	1,557	991
Ballina Byron Gateway Airport	6,192	5,401	792
Sub Total	36,881	8,557	28,324
General Fund - Operating Result	54,405	55,556	(1,151)
Add Restricted Operations			
Water Supplies	12,379	11,264	1,115
Wastewater Services	18,640	17,299	1,341
Total Operating Result – Consolidated Operations	85,423	84,118	1,304

13. Distribution of General Purpose Rate Income

Council provides a number of services from within the General Fund, the majority of which are subsidised by the income collected from general purpose rates. The remaining programs are self-funded and include fleet and plant; airport; waste management and Council’s property portfolio. This chart illustrates how the average residential rate for 2018/19 of \$1,039 is allocated across the subsidised programs.



14. Revenue Policy

General Rate - Rating Structure

Council's rating structure incorporates a base amount and a rate in the dollar. Council is of the opinion that the use of a base amount is the most equitable rating system as it reduces the impact of land values in calculating rates, and results in a more even spread of the rate burden.

The base amount is a flat charge that is raised equally against all properties in each rating category. All properties in the shire are categorised based upon the dominant use of the land with the categories allowed under the NSW Local Government Act being residential, business, farmland or mining. The base amount in the residential category is set to raise 50% to the total rate yield for that category. The remainder of the yield for that category is based on the land value multiplied by a rate in the dollar.

The base charge for business and farmland categories is set at the same dollar value as the residential base charge. This means that in these two categories the base charge raises less than 50% of the yield as the average land value is higher in business and farmland as compared to the residential category. It is accepted that land value plays the more dominant role in the rate calculation in business and farmland categories because these properties tend to be income producing.

Increases in a council's rate income are determined on a percentage basis by the Independent Pricing and Regulatory Tribunal (IPART). This is referred to as the rate peg limit. For 2017/18 IPART approved for Council a special rate variation of 3.4% above the rate peg of 1.5% that was set for that year. IPART has set a rate peg limit of 2.3% for 2018/19. In addition to this Council resolved to apply to IPART for a 9.1% increase in our rate income for 2018/19 (being 3.4% retained from 2017/18 plus 3.4% additional for 2018/19 plus 2.3% rate peg), along with a 5.9% increase for 2019/20 (being 3.4% plus 2.5% assumed rate peg). All additional monies above the 2.3% standard rate peg limit for 2018/19 and an estimated standard peg limit of 2.5% for 2019/20 are to be expended on increased asset renewal works and programs to improve the health of our waterways.

The following table provides the estimated total rate income for 2018/19 based on the assumption that the special rate variation is approved. We refer to this as Scenario 1.

Scenario 1
Estimated Total Income from Ordinary Rates for 2018/19 – 9.1% Special Rate Variation Approved

Base Charge and Cents in the Dollar % Increase				
Rate Category	Rate (Cents In \$)	Base Amount (\$)	Category Yield (\$)	Proportional Contribution to Total Yield (%)
Residential	0.174600	519	16,651,862	73.02
Business	0.800230	519	4,560,901	20.00
Farmland	0.149120	519	1,591,876	6.98
Mining	0.800230	519	0	0.00
Totals		N/A	22,804,639	100.00%

The following table provides the estimated total rate income for 2018/19 if the special rate variation is not approved. We refer to this as Scenario 2.

Scenario 2
Estimated Total Income from Ordinary Rates for 2018/19 – 2.3% Rate Peg (and removal of 3.4% temporary SRV)

Base Charge and Cents in the Dollar % Increase				
Rate Category	Rate (Cents In \$)	Base Amount (\$)	Category Yield (\$)	Proportional Contribution to Total Yield (%)
Residential	0.163920	486	15,613,224	73.02
Business	0.750480	486	4,276,415	20.00
Farmland	0.139900	486	1,492,554	6.98
Mining	0.750480	486	0	0.00
Totals		N/A	21,382,193	100.00%

Council currently has no properties categorised as mining.

In respect to the proportional contribution to the total yield between business / farmland / residential properties, Council policy is to raise 20% of the total yield from non-residential (business) properties. The remaining differentials are based on historical figures following the deduction of the business property income. Council does not have differential rates within rating categories.

Future Rate Increases and Proposed Special Rate Variations

IPART has approved an interim increase of 4.9% for 2017/18 only. Council has resolved to seek IPART approval for increases to our total rate income of 9.1% for 2018/19 and 5.9% for 2019/20.

IPART has confirmed a rate peg limit of 2.3% for 2018/19, which means the application to IPART for a permanent increase to our income is as follows:

- 2018/19 – 2.3% actual rate peg limit, plus a 3.4% additional increase for 2018/19, along with retaining the additional 3.4% increase approved by IPART for 2017/18. This represents a total increase of 9.1% although it represents a 5.7% (2.3% plus 3.4%) increase above our actual income for 2017/18.
- 2019/20 – 2.5% estimated rate peg limit, plus a 3.4% additional increase for 2019/20. This represents a total increase of 5.9% for 2019/20.

A summary of the annual and cumulative increases of this proposal are as follows:

Assumed Special Variation Application to IPART

Financial Year	Rate Peg Limit Percentage (%)	Additional Percentage Requested (%)	Total Annual Percentage (%)	Cumulative Percentage Impact from 2017/18 (%)	Cumulative Impact on \$100 (\$)	IPART Application Percentage (%)	Cumulative Impact on \$100 for 2018/19 onwards (\$)
2018/19	2.30 (actual)	3.40	5.70	10.88	110.88	9.10 (1)	109.10 (1)
2019/20	2.50 (estimate)	3.40	5.90	17.42	117.42	5.90 (1)	115.54 (1)

(1) These figures represent the actual application percentages for Council's application to IPART for 2018/19 and 2019/20.

The 2018/19 percentage figure represents the 2.3% actual rate peg limit as determined by IPART, the 3.4% requested variation for 2018/19, along with the 3.4% approved for one year only for 2017/18 to ensure it is retained as a permanent income stream. The 5.9% for 2019/20 is the 2.5% assumed rate peg limit, along with the 3.4% request variation for that year. On a cumulative basis the application for 2018/19 and 2019/20, based on the 9.1% and 5.9% requested, represents a 15.54% increase.

The additional funds raised from the special variation percentages are to be expended on increased asset renewal (i.e. capital expenditure) on core infrastructure such as roads, stormwater and open spaces, along with implementing our Healthy Waterways Program.

The Healthy Waterways Program will have a strong focus on implementing works identified in the Coastal Zone Management Plan (CZMP) for the Richmond River Estuary, the CZMP for Shaws Bay, the CZMP for the Ballina Shire Coastline and the existing Management Plan (and future CZMP) for Lake Ainsworth.

Charges Structure

In accordance with the NSW Local Government Act, Council is able to raise a charge for the provision of waste, water, wastewater and stormwater services.

The charges levied by Council in relation to these items are as follows.

Waste Charges

Council levies a range of annual waste charges to finance the operation of the Ballina landfill along with the collection and disposal of kerbside waste.

The various charges levied to the different categories of properties are described on the following pages.

Waste Management – Urban Domestic (Residential) Properties

Council levies an annual domestic waste collection charge of \$383 (2017/18: \$374) per self-contained occupancy, on all urban residential properties, where the service is available. This service includes a fortnightly kerbside collection service, a fortnightly mixed waste service and a weekly organics collection service. This annual charge is payable whether or not the service is used. Urban properties generally include parcels of land within townships, villages or built up rural residential estates where low speed limits are applied.

Non-strata titled residential units/flats are levied the annual domestic waste collection charge of \$383 (2017/18: \$374), dependent upon the number of units/flats or rural dwellings contained upon the property. For example a non-strata titled multiple occupancy property containing four units/flats will be subject to a total charge of \$1,532 (\$383 multiplied by four services). Appendix A to this document provides a map outlining all the eligible urban properties for this service.

Waste Management – Rural Domestic (Residential) Properties

As per urban residential properties, Council charges an annual domestic waste collection charge, per self-contained occupancy, on all rural residential properties, where the service is available. The charge per annum is \$333 (2017/18: \$326). The service includes a weekly mixed waste and fortnightly recycled waste kerbside collection service. This annual charge is payable whether or not the service is used.

Waste Management - Vacant Domestic (Residential) Land

This waste charge is mandatory for each residential parcel of vacant rateable land, for which the service is available. Properties are charged \$42 (2017/18: \$41) per annum.

Additional Domestic (Residential) Services

Additional services are available for the following extra annual charges:

- Additional Mixed Waste - Urban (Fortnightly) - \$115 (2017/18: \$112) per annum
- Additional Mixed Waste - Rural (Weekly) – \$228 (2017/18: \$223) per annum
- Additional Domestic Recycling – Urban and Rural (Fortnightly) – \$115 (2017/18: \$112) per annum
- Additional Organics Waste Collection - Urban (Weekly) – \$228 (2017/18: \$223) per annum

Waste Management –Non-Domestic (Non-Residential) Properties

Council offers a weekly mixed waste collection service at an annual charge of \$356 (2017/18: \$348) for non-domestic (i.e. commercial, business) properties.

Non-domestic properties can also elect to receive a fortnightly recycling collection service at an annual cost of \$176 (2017/18: \$172) and a weekly organics waste collection service at an annual cost of \$311 (2017/18: \$304). Additional services are available at the same cost per service as the first collection.

Summary of Waste Charges and Net Estimated Yield for 2018/19

Type of Charge	Frequency	Number	Annual Charge (\$)	Yield (\$)
Domestic Waste Collection Charge – Urban	Weekly	15,209	383	5,825,000
Domestic Waste Collection Charge – Rural	Weekly	2,722	333	906,000
Domestic Waste Charge – Vacant Land	N/A	433	42	18,000
Waste Management - Non-Domestic Properties	Various	1385	Various	614,000
Total				7,363,000

Appendix A to this document provides details of the various waste collection areas and the services provided.

Water Charges

Council's policy is to charge for water through a structure that encourages water users to conserve water. Charges are set to provide sufficient funds to operate, maintain and renew a water supply system, to repay existing loans and to minimise the use of loan funds for new capital works. As per the NSW Local Government Act, charges are levied upon land that is supplied with water from Council mains, and vacant land situated within 225 metres of a Council water main, whether or not the property is connected to Council's water supply, provided it is possible to supply water to the property, if requested.

The water charging structure is made up of two tiers, a fixed annual access charge for all properties and a consumption charge based on actual water consumed.

A small amount of revenue is generated from fire services.

Water Access Charge (Annual Fixed Charge)

Charges will be made as listed, except for parcels of land exempt from the charge under Section 552 of the Local Government Act 1993 (i.e. land unable to be connected to a Council water pipe or land further than 225 metres from a Council water pipe).

- (a) One access charge per annum for each separate rateable assessment. The charge increases with meter size (as per following table below). The charge levied on strata titled properties shall be as per the charge for a standard 20mm service for each strata unit.
- (b) Each parcel of separately valued vacant land to be levied the equivalent of one 20mm service access charge (Section 501(3) Local Government Act 1993).
- (c) Water meters are read and accounts payable on a quarterly basis. Non-residential customers have their access charge levied quarterly. Residential charges are levied annually and the customer can choose to pay by quarterly instalments.

Water access charges are levied based on financial quarters in arrears (i.e. 1 July to 30 September, 1 October to 31 December, 1 January to 31 March and 1 April to 30 June).

Summary of Water Charges for 2018/19

The below access charges have been kept at the 2017/18 rates. Council may index the 2017/18 access charges if the change in the charging structure for flats is not implemented (refer to information under Flats below).

Service	Residential Number	Annual Charge (\$)	Estimated Yield
Water Access Charge – Vacant Land	87	204*	18,000
Water Access Charge – 20mm Service	15,380	204*	3,138,000
Water Access Charge – 25mm Service	51	318*	16,000
Water Access Charge – 32mm Service	10	520*	5,000
Water Access Charge – 40mm Service	0	816*	0
Water Access Charge – 50mm Service	1	1,273*	1,000
Water Access Charge – 65mm Service	0	2,152*	0
Water Access Charge – 80mm Service	0	3,269*	0
Water Access Charge – 100mm Service	0	5,098*	0
Water Access Charge – 150mm Service	0	11,469*	0
Water Access Charge – 200mm Service	0	20,390*	0
Total			

Summary of Net Estimated Yield for Water Access Charges for 2018/19

Service	Estimated Yield (\$)
Residential Water Access Charges	3,178,000
Non-Residential Water Access Charges	721,000
Total	3,899,000

Water Consumption Charges

Water consumed per separate water meter will be charged at \$2.23 per kilolitre for the first 350 kilolitres of water consumed and \$3.35 per kilolitre for water consumed in excess of 350 kilolitres. The estimated income from consumption is \$7.3 million. Water consumption charges are levied based on the date the water meter is read.

Strata Units - Water Consumption charges

Strata developments, where individual units are not separately metered by a Council owned water meter, will have all water consumption charges levied on the "Owners Corporation" of the Strata Plan. Refer to Council's Schedule of Fees and Charges for the charging structure. The number of water access charges levied on the whole strata complex (i.e. each individual lot), determines the level of water consumption charged at the first step rate. For example a complex with four strata units will be levied four 20mm access charges and be entitled to consume 1,400 kilolitres at \$2.23 per kilolitre prior to paying for water at the higher tariff of \$3.35 per kilolitre. Strata units separately metered by a Council connected meter will receive individual water accounts (for both access and consumption charges).

Flats

Flats are a non strata unit development with common ownership and are considered as a single rateable assessment under the Local Government Act. Council has resolved to change the water access charging structure so that flats are no longer charged on the same basis as a single residential dwelling (i.e. access charge based on water meter size) but on the same basis as Strata Units, being a minimum charge per separate unit/tenement.

This change in access charge will also affect the consumption charges raised, as each flat assessment will receive a 350 kl at the step 1 tariff for each tenement on the property. (See explanation above for Strata Units).

Rous County Council Water Supply

Water charges do not apply to those consumers who are connected to and serviced by Rous County Council.

Home Dialysis Customer Allowance

A water consumption allowance of 100 kilolitres per annum (at 25 kilolitres per quarter) is provided to customers that utilise home dialysis treatment (as advised by the local area health service). Water consumption above the allowance is charged at normal rates.

Wastewater Charges

Council's policy is to levy charges across all seweraged areas of the shire, at a level sufficient to provide funds to operate, maintain and renew the wastewater (sewer) system, to re-pay existing loans and to generate additional reserves to minimise the impact of any major capital expenditure.

Wastewater charges for non-residential properties are based on the volume of water consumed and the water meter size.

Wastewater charges for residential properties relate to averaged meter sizes and water consumption producing a standard annual wastewater charge for all residential tenements.

Wastewater charges are levied upon land that is connected to Council's sewer mains, and vacant land situated within 75 metres of a Council sewer main, whether or not the property is connected, provided it is possible for the land to be serviced if requested.

Residential Properties and Vacant Land

Each self-contained occupancy (i.e. unit/flat/dwelling) on a rateable property will be levied an annual charge of \$975 as will each separate strata titled residential unit/flat. Non-strata titled residential unit/flat properties will be levied an annual charge of \$975 dependent upon the number of units/flats contained in the property. Vacant land will be levied an annual charge of \$735.

Non-residential Properties

Charges for non-residential properties will be based on a combination of water meter size and water consumption. These factors are placed into a formula that also includes a sewerage discharge factor (SDF). The SDF is the estimated percentage of total water consumption that is returned to the sewer system. The formula used to calculate the annual account is in accord with the best practice guidelines issued by the NSW Office of Water.

The formula is as follows: $SDF \times (AC + C \times UC)$

Where:	SDF	=	Sewerage discharge factor
	AC	=	Annual Non-residential Wastewater access charge based on water meter size
	C	=	Water consumption measured in kilolitres
	UC	=	Sewerage usage charge per kilolitre = \$2.41/kL

Non-Residential Strata Units and Flats (not individually metered by Council)

Volumetric wastewater consumption charges for non-residential units and flats will be levied on the Owner's Corporation of a strata complex or the owner of the property as the case may be.

Backlog Wastewater (Sewer) Program

Council adopted a backlog program in 2008 that provides wastewater infrastructure to environmentally sensitive properties located on the urban fringes. Under this policy Council provided an 80% subsidy for the costs of reticulation and associated infrastructure for eligible residential properties.

Property owners are 100% responsible for internal plumbing, power and other tasks required for connection.

Council will recoup the capital costs of the 20% that is payable by residential properties over a five year period (concluded 2014/15) and 100% due by non-residential properties over a ten year period (to conclude 2019/20).

The individual properties that are subject to this backlog program are available by contacting the water and wastewater services section at Council.

Recycled Water

Some properties in the Shire are connected to the urban dual reticulation scheme (recycled water). This water is suitable to flush toilets, wash clothes, water garden plants, wash cars and pathways.

Council has resolved to charge a consumption charge only for this water and this charge is to be 80% of the first step of the potable water charge; i.e. 80% of \$2.18 is \$1.74/kl.

In addition to this, for designated users of bulk recycled water for open space purposes (i.e. Golf Club, Racecourse) Council resolved from July 2017 to provide this service at 2.5% of the potable water rate and move towards the proposed rate of 10% of the potable water price by July 2022. For 2018/19 the charge will be 5% of the potable price.

A summary of the annual wastewater charges and estimated yield is as follows:

Summary of Wastewater Charges for 2018/19

Wastewater Charge Category	Charge (\$)
Vacant Charge	735
Residential Charge	975
Non Residential Charge:-	
20mm Water Service	735
25mm Water Service	1,150
32mm Water Service	1,885
40mm Water Service	2,945
50mm Water Service	4,601
65mm Water Service	7,777
80mm Water Service	11,779
100mm Water Service	18,404
150mm Water Service	41,408
200mm Water Service	73,623
Recycled Water	N/A

Summary of Net Estimated Yield for Wastewater Charges for 2018/19

Service	Number	Annual Charge (\$)	Estimated Yield (\$)
Residential	15,064	975	14,687,000
Residential – not connected/vacant land	322	735	237,000
Non-Residential Access		As per formula	1,908,000
Non-Residential Usage		As per formula	1,164,000
Recycled Water Usage – Residential			15,500
Recycled Water Usage – Non-Residential			41,000
Total			18,025,500

On-site Sewage Management (OSSM) Fee

This fee is raised on properties with an on-site sewage system in place (e.g. septic tank) in accordance with section 608(2) of the Local Government Act.

The fee is as follows and the revenue generated funds an inspection program, general advice we provide to owners, and replaces the need for periodic renewal of approval fees.

Summary of OSSM Charge and Net Estimated Yield for 2018/19

Property Type	Number	Annual Charge (\$)	Estimated Yield (\$)
Per eligible property	2,634	60	158,000

Stormwater Charges

This charge is raised on developed urban properties and Council has resolved to charge the maximum allowable stormwater management service charge on both residential and non-residential properties.

The charges and estimated yield are as follows:

Summary of Stormwater Charges and Net Estimated Yield for 2018/19

Property Type	Number	Annual Charge (\$)	Estimated Yield (\$)
Per residential property	8,977	25.00	224,400
Per business property	3,772	Based on impervious area @ \$25 per 350 square metre	94,300
Per residential strata lot	4,374	12.50	54,700
Per business strata lot	7,490	Based on impervious area @ \$12.50	7,500
Total			380,900

Stormwater charges for business properties are based on the impervious area of the land. The charge is \$25 per 350m² or part thereof. In respect to business strata units the appropriate business charge is apportioned based on unit entitlement subject to each unit paying a minimum of \$5.

Pensioner Concessions

Concessions are available to eligible pensioners who are solely or jointly liable for the payment of rates and charges and reside at the property. These rebates are as follows:

- 50% of the combined rates and domestic waste management charges up to a \$250 maximum concession
- 50% of water access and consumption charges up to a \$87.50 maximum concession
- 50% of wastewater (sewer) charges up to a \$87.50 maximum concession

Fees

Section 608 of the NSW Local Government Act permits fees to be charged for services provided by Council. Council has adopted the following pricing categories in establishing its fees.

Category	Methodology
Business / Commercial	Prices are established in accordance with the prevailing market
Full Cost Recovery	Fee set to recover the full cost to provide the service
Partial Cost Recovery	Fee set to provide services to the community at an affordable cost, the balance being met from general revenue
Fixed by Legislation	Fee set by legislation

The details of each Council fee are set out in full in Council's Schedule of Fees and Charges. A copy of this document is available for inspection at Council's Customer Service Centre or on our website.

Private Works

The Local Government Act allows Council to, by agreement, carry out private works. If Council does carry out such it is on a fee for service basis.

It is expected that a profit will be achieved on these works and the profit will be added to the following rates - Labour plus 72.5%; Materials plus 15%; Plant hire at rates set by Council.

New Loan Borrowings

Council intends to borrow as follows for 2018/19:

- \$2.4million to expand the Ballina Byron Gateway Airport Terminal
- \$2.7million for the River Street Beautification

Dividends

The Local Government Act allows councils to take a dividend from the Water and Wastewater Programs. The Act allows a compulsory and a non-compulsory dividend. A compulsory dividend is payable to General Fund, being the lesser of the 'calculated tax equivalent' payments or \$3 per assessment.

Tax equivalent payments are calculated when preparing the Special Purpose Financial reports at the end of each year. They relate to those taxes, excluding company tax, from which the Council business is exempted. Typically this refers to stamp duty and land tax.

The Long Term Financial Plan has been prepared assuming a total compulsory dividend of \$82,000 (\$41,000 from water and \$41,000 from wastewater).

Council may extract a non-compulsory dividend from both the Water and Wastewater Programs.

To do this it is required that Council substantially complies with the 'best practice' guidelines provided by the State Government.

In terms of meeting the criteria to be eligible for a non-compulsory dividend, Council complies with the best practice guidelines however it is not intended to take a non-compulsory dividend.

Water is not sufficiently profitable to provide funds and wastewater is in the final stages of a massive capital works program and all available funds are required to meet loan commitments and maintain reserves.

Other Section 404 Requirements

In accordance with Section 404 of the NSW Local Government Act Council has determined that there are no other matters prescribed by regulation that require a statement to be included in Council's Revenue Policy.

15. Related Policies and Information

Sale of Assets

Plant and Equipment

Plant and equipment to be disposed of or replaced has either reached the end of its economic life or is no longer required for Council's operations.

Motor Vehicles

Council's sedan type vehicles are traded at the time considered the most economically viable, taking into account age, kilometres travelled, changeover costs and market demands.

Land

Council holds areas of industrial and residential land. If any land is to be sold a resolution will be obtained from Council prior to sale.

Commercial Activities and Competitive Neutrality

The following activities undertaken by Council are considered to be of a commercial nature:

<i>Category One Businesses (Turnover greater than \$2 million)</i>	<i>Category Two Businesses (Turnover less than \$2 million)</i>
Water Services	Quarry Operations
Wastewater Services	Land Development
Waste Management	Private Works
Airport	

In accordance with National Competition Policy guidelines, Council has included into its costing processes, all direct and indirect costs, plus taxes that a private sector operator would face in the operation of a similar business. These taxes are known as taxation equivalent payments (TEP's), and are based on items such as land tax and company tax.

For Water and Wastewater operations Council has adopted a target rate of return of 0%. However it is acknowledged that operating expenses for Water and Wastewater incorporate the payment of a dividend to General Fund. For other commercial activities the target rate of return is the Commonwealth ten year bond rate.

Council has a procedure designed to effectively manage competitive neutrality complaints. This type of complaint refers to instances whereby an actual or potential competitor of a Council business believes that it is being adversely affected through Council's failure to adopt competitive neutrality.

For enquiries relating to Commercial Activities and Competitive Neutrality contact the Commercial Services Unit, or our Manager – Financial Services.

Council's Training Plan

Council's Training Plan aims to encourage and assist all staff to develop a level of knowledge, skill and competency essential to the effective and efficient operation of the organisation. It also aims to offer individual staff opportunities for career and personal development.

Equal Employment Opportunity (EEO)

Council's EEO Management Plan identifies activities to be undertaken to ensure implementation of Council's EEO Policy. Council last reviewed and amended the EEO Policy and Plan in April 2017.

These documents have been prepared in accordance with the Anti-Discrimination Act 1977 and the Local Government Act 1993, and reinforce Council's commitment to EEO, fair treatment and non-discrimination for all existing and future employees.

The EEO Policy and Plan can be viewed on Council's website. For specific enquiries relating to EEO contact the Human Resources and Risk Management Section.

Financial Assistance - Section 356 of the Local Government Act

Council has various financial assistance programs in place. These programs are outlined in the following policies:

- Donations - Assistance with Council Fees for Community Groups
- Donations - Australian Representation
- Donations - Community Sporting Groups Capital Works Assistance
- Donations - Financial Assistance
- Donations - Insurance for Environmental Volunteer Groups
- Donations - Rates and Charges
- Donations - Waste Disposal Fees for Not for Profit Groups
- Donations - Waste Disposal for Not for Profit Disposal of Feral , Orphan Animals and Native Fauna

For details as to how this financial assistance is provided, refer to the relevant policy documents on Council's website. Council is also providing open space maintenance services to the Wardell Sports Ground and Alstonville Showground due to the high public use of these facilities.

Detailed Estimates of Council's Income and Expenditure

Council also prepares a separate document, titled the Long Term Financial Plan, which provides a more detailed outline of the income and expenditure estimates over a ten year period. That document is also available on our website under the Our Community Our Future quick links tab.

Copies are also available upon request from Council's Customer Service Centre.

Local Government Remuneration Tribunal

Section 248 of the Local Government Act requires a council to set an annual fee for payment to the Councillors for acting in their role as a Councillor. The Mayor is also paid an additional fee as Mayor.

The maximum fee payable is determined each year by the Local Government Remuneration Tribunal and Council practice is to adopt the maximum fee. This notification confirms that by adopting the Delivery Program and Operational Plan Council is adopting the maximum fee for the Councillor and Mayoral allowance as determined by the Local Government Remuneration Tribunal.

Agency Information Guide - GIPA

For a complete list of Council's plans and policies refer to the latest Agency Information Guide available on our website ballina.nsw.gov.au

Further Information

For further information on the contents of this document contact Council's Communications Section on 1300 864 444.

16. Appendix A - Domestic Waste Collection Areas

