



**2015/16 to 2018/19**  
**Delivery Program and Operational Plan**  
**Adopted 25 June 2015**

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## Part A – Delivery Program

### 1. Introduction from Our Mayor



On behalf of Councillors and staff I am pleased to present our Delivery Program and Operational Plan for the period 2015/16 to 2018/19. 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. Nevertheless I can assure you that we are committed to retaining this balance where possible.

The next four years promise to remain challenging as our Shire continues to grow and we strive to maintain our essential infrastructure and provide new infrastructure as and when required. Our planned capital works program listed in the Delivery Program outlines the key road, water and wastewater works planned for the next four years, along with the major community facilities desired by our community. This program is extensive.

As a Council, we are the closest level of government to the community. Many of the services we provide such as water, wastewater, waste, open spaces, footpaths and drainage are all critical components of our day to day life. Therefore it is essential that we provide the services that our community desires.

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. Each year we will review this document and update priorities and actions based on ongoing input from the community, along with our own commitment to continuous improvement.

We look forward to any feedback you may wish to provide on the overall outcomes we are seeking on behalf of the residents of the Ballina Shire.

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

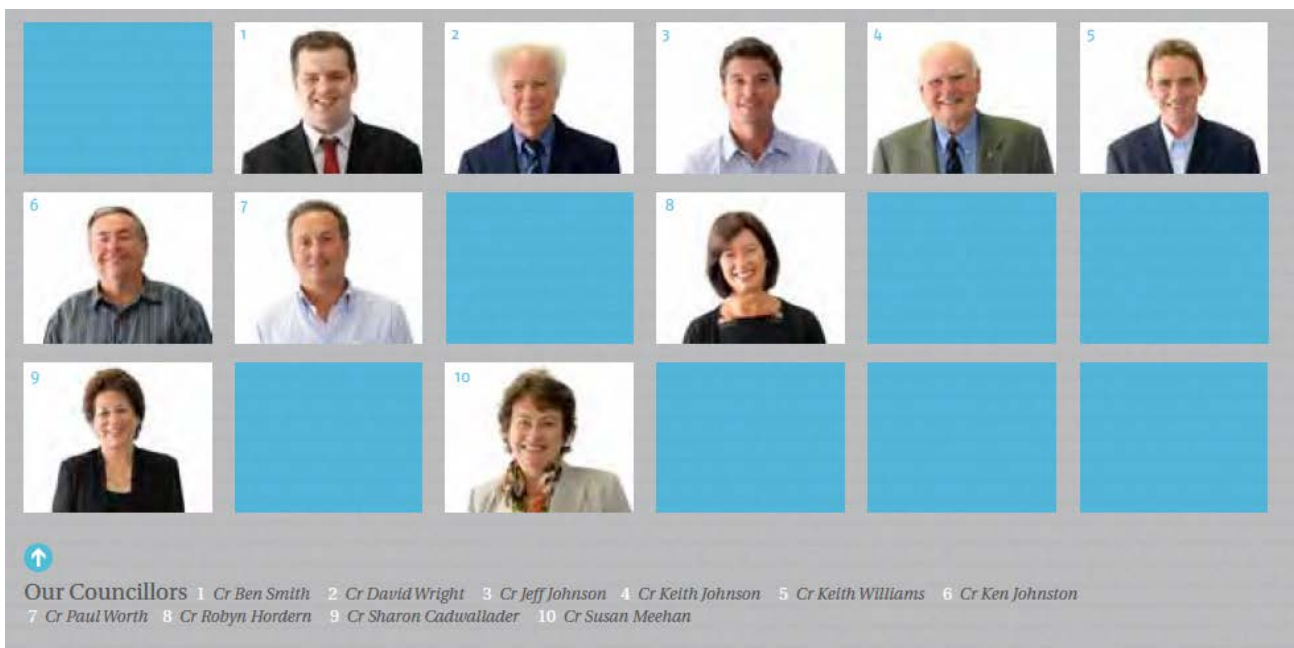
Cr David Wright, Mayor

#### **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.*

## 2. Our Council Representatives

The Ballina Shire Local Government Area is divided into three Wards, represented by ten elected Councillors including 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 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



### OUR VISION

We are serving the  
community of today while  
preparing for the  
challenges of tomorrow.

### OUR COMMUNITY VALUES (CARES)

Creative • Accessible  
Respectful • Energetic • Safe



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### 3. Delivery Program and Operational Plan Explained

The NSW Division of Local Government has adopted an 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](http://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 greater transparency and promote 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.



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## 4. Directions and Outcomes

Council's Community Strategic Plan aims to build stronger working relationships with the community and other key stakeholders by linking community aspirations with the directions of Council. The community aspirations have been grouped under four interrelated themes, referred to as Directions. The four 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 all our Delivery Program and Operational Plan Strategies and Actions then linked to these Directions and Outcomes.



### CONNECTED COMMUNITY (CC)

During our community engagement, people have told us they want to be 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.

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)

During our community engagement, people told us they 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. People understand we need to grow as a Shire however 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.

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 to work close to home to cut down travel time and allow more time with their families. 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.

The outcomes we are after are:

*PE1 We attract new business and visitors*

*PE2 My business can grow and diversify*

*PE3 We can work close to home*



### ENGAGED LEADERSHIP (EL)

During our community engagement, people told us they want a community that has confidence and trust in its elected representatives. People want 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. People want Council to act locally but also to play a part in shaping our region by working effectively and collaboratively with other levels of government, private sector organisations and community groups.

The outcomes we are after are:

*EL1 Our Council works with the community*

*EL2 Council's finances and assets are well managed*

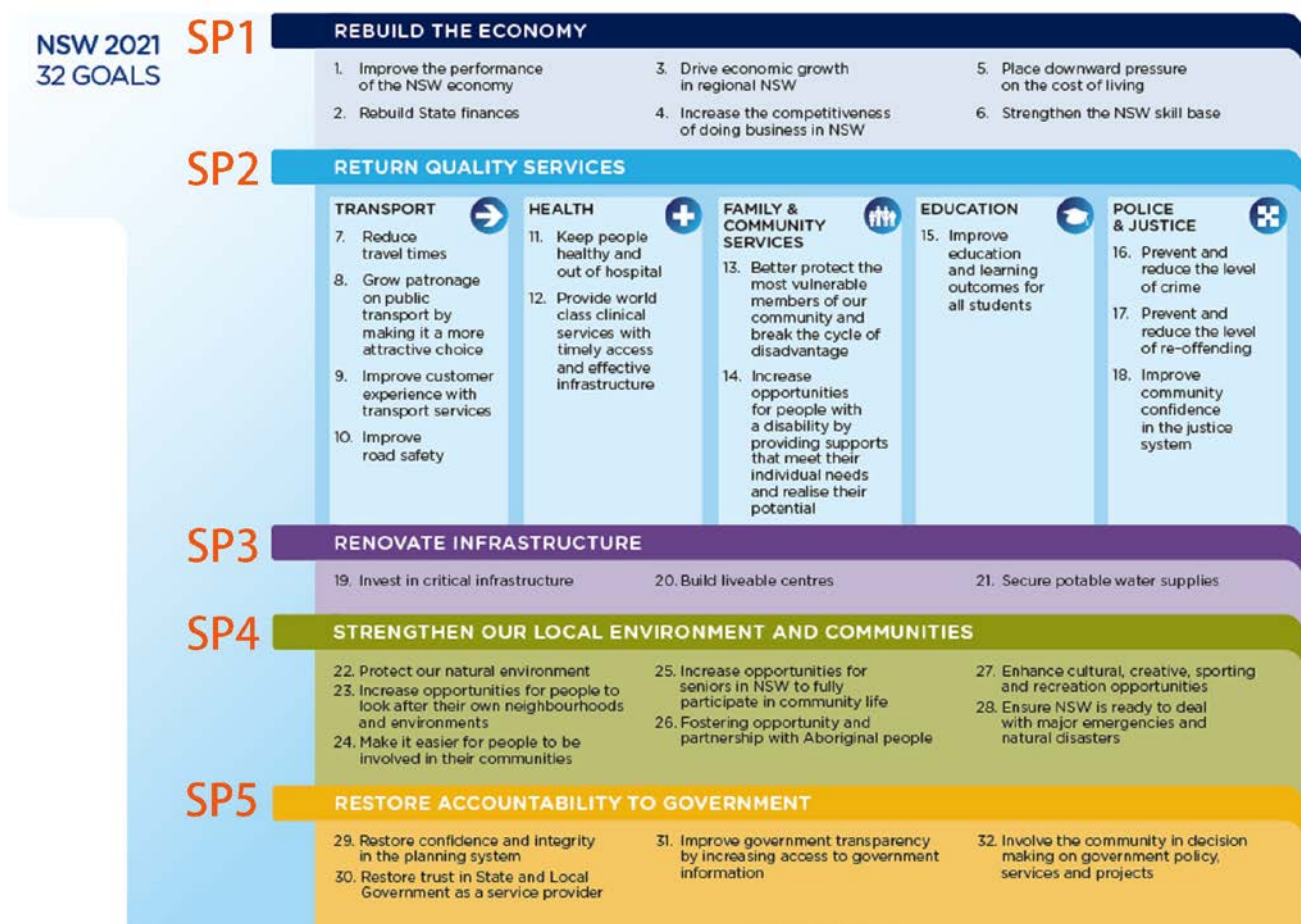
*EL3 We are all valued customers*

## 5. Consideration of State and Regional Plans

Local Government is controlled by State Government and it is important that our plans are aligned with the State Government's goals. To achieve this we have linked our Strategies and Actions in the Delivery Program and Operational Plan to the 32 goals outlined in the NSW State Government's NSW 2021 Plan, which is a ten year plan that guides their policy and budget decision making.

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.

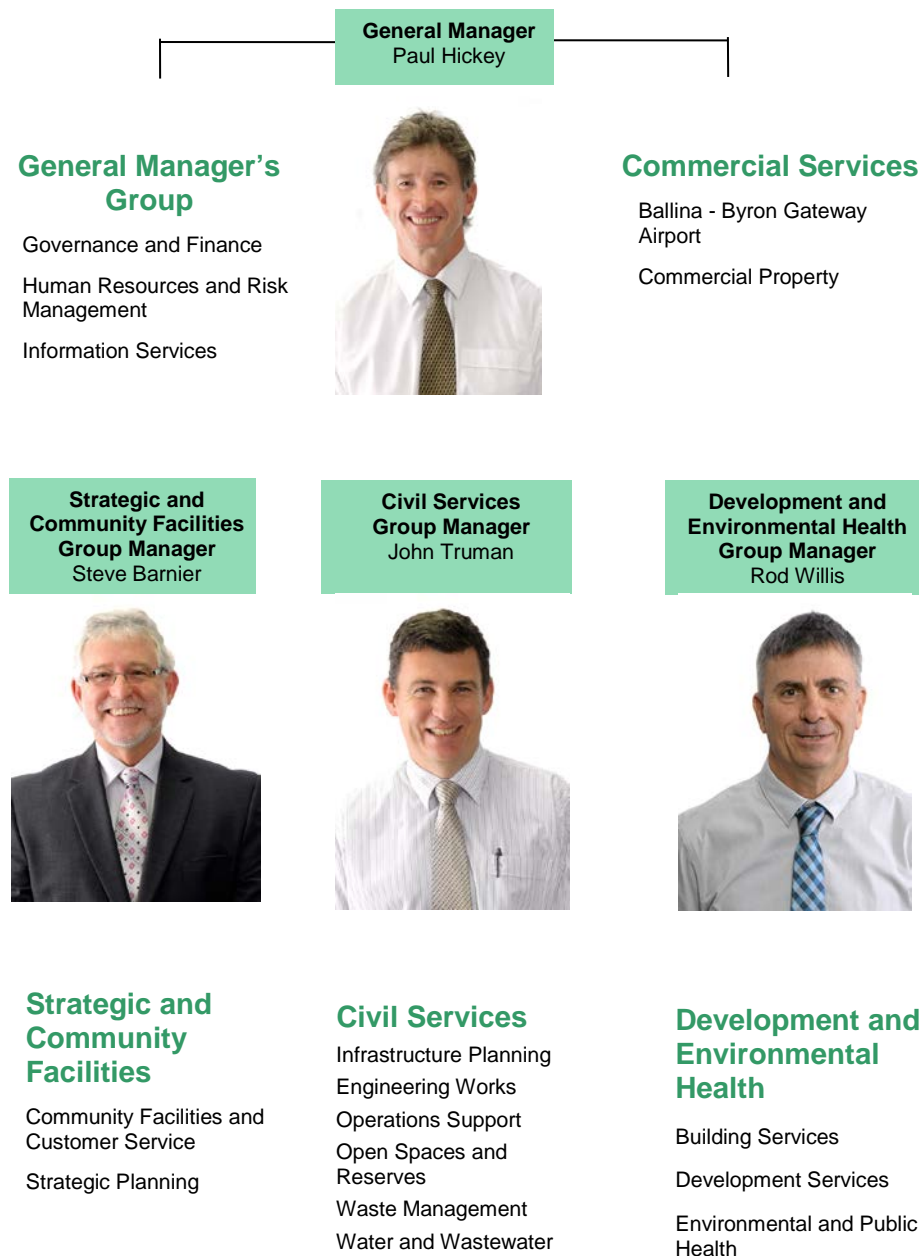
For a full list of relevant documents refer to our Community Strategic Plan.



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## 6. Our Organisation Structure

Councillors adopt an organisation structure that will support 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 table below provides details of the staffing resources available for recent years and predicted numbers for future years. The figures 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 2015/16 is approximately \$20 million.

<b>Section</b>	<b>2008/09</b>	<b>2010/11</b>	<b>2012/13</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2017/18</b>	<b>2019/20</b>
General Manager's Office	2	2	2	2	2	2	2
Strategic Planning	8	8	8	8	8	8	8
Community Facilities / Customer Service	6	7	8	15	15	16	16
Development Services	11	12	12	9	9	9	9
Building Services	7	7	7	7	7	7	7
Environmental and Public Health	10	8	9	10	10	10	10
Regulatory Support	7	8	8	8	8	8	8
Infrastructure Planning	12	13	13	13	13	13	13
Engineering Works	49	50	54	60	64	65	66
Open Spaces and Reserves	31	32	33	35	35	36	37
Water and Wastewater	29	30	35	34	34	35	35
Waste Management	21	21	19	18	18	18	18
Operations Support	36	35	34	37	37	37	38
Administrative Services	5	6	6	4	4	4	4
Financial Services	15	15	16	12	12	12	12
Information Services	5	5	6	9	9	9	10
Human Resources and Risk	6	6	8	7	7	7	7
Ballina – Byron Gateway Airport	5	5	6	6	6	6	6
Commercial Services	5	6	4	2	2	2	2
<b>TOTAL</b>	<b>270</b>	<b>276</b>	<b>288</b>	<b>296</b>	<b>300</b>	<b>304</b>	<b>308</b>
<b>Percentage Change (%)</b>		<b>2.2</b>	<b>4.3</b>	<b>2.8</b>	<b>1.4</b>	<b>1.3</b>	<b>1.3</b>

*(These figures exclude trainees and apprentices and represent permanent positions only. As at the time of preparing this information for 2015/16 Council has 25 trainees and apprentices. The positions vary from school based part-time to full time positions.)*

## 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 2015/16 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)

CSP Priorities	The benefits will be...	Delivery Program Strategy	Measures/Target	15/16	16/17	17/18	18/19	Responsibility	Links to NSW 2021 Goals	
		Operational Plan Activity								
<b>OUTCOME CC1. WE FEEL SAFE</b>										
<b>CC1.1</b> Actively promote crime prevention and safety strategies	<i>Lower crime rates against people and property</i>  <i>Crime prevention reduces as a performance gap in our community survey which means we feel safer</i>	<b>CC1.1.1 Pursue community safety initiatives</b>								
		CC1.1.1a	Implement Council's Road Safety Plan to maximise road safety awareness	Programs delivered and effectiveness	X	X	X	X	Infrastructure Planning	SP2.10
		CC1.1.1b	Implement NSW Government Pool Barrier Inspection Program	Level of compliance	X	X	X	X	Building Services	SP5.3
		CC1.1.1c	Support productive relations with key agencies (i.e. NSW Police, etc)	Strategies and actions being implemented	X	X	X	X	Community Facilities and Customer Service	SP2.16
		<b>CC1.1.2 Provide a proactive ranger service to increase safety in the community</b>								
		CC1.1.2a	Provide timely response to barking dog complaints	100% of barking dog complaints responded to within seven days	X	X	X	X	Environmental and Public Health	SP5.30
		CC1.1.2b	Provide rapid response to reported dog attacks	100% of reported attacks responded to within 48 hours	X	X	X	X	Environmental and Public Health	SP5.30



CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	15/16	16/17	17/18	18/19	Responsibility	Links to NSW 2021 Goals
		Operational Plan Activity								
<b>CC1.2</b> Ensure adequate plans are in place for natural disasters and environmental changes	<i>The community is more aware of the plans in place and better prepared for sudden changes</i>	<b>CC1.2.1 Provide contemporary disaster plans</b>								
		CC1.2.1a	Provide contemporary emergency centre and response capability	Reviews completed	X	X	X	X	Support Operations	SP4.28
		CC1.2.1b	Review Emergency Risk Management Plan	Review completed	X				Support Operations	SP4.28
		CC1.2.1c	Review Emergency Management Plan	Review completed		X			Support Operations	SP4.28
		CC1.2.1d	Ensure Business Continuity Plans are contemporary	BCP's monitored and tested	X	X	X	X	Human Resources and Risk Management	SP4.28
<b>CC1.3</b> Monitor the built infrastructure and the services delivered to the community to ensure relevant standards are being met	<i>Higher levels of legislative compliance</i>  <i>Lower risks of accidents and outbreaks of disease</i>	<b>CC1.3.1 Improve asset management practices to reduce risk of failure and to maximise effectiveness of assets</b>								
		CC1.3.1a	Deliver proactive infrastructure asset inspection and condition assessment programs	Level of contemporary information and inspections undertaken	X	X	X	X	Infrastructure Planning	SP3.19
		<b>CC1.3.2 Seek a high level of development compliance in our community</b>								
		CC1.3.2a	Implement Annual Development Compliance Program	Compliance with Plan	X	X	X	X	Development Services	SP5.29
		CC1.3.2b	Ensure a high level of compliance for fire hydrants	Hydrants inspected (Target > 50% p.a.)	X	X	X	X	Water and Wastewater	SP4.28
		CC1.3.2c	Ensure a high level of compliance for fire safety certificates	Completed fire safety certificates (Target > 90% p.a.)	X	X	X	X	Building Services	SP3.20
		Cc1.3.2d	Comply with NSW Essential Fire Services Audit Program	Annual completion of program	X	X	X	X	Building Services	SP3.20

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	15/16	16/17	17/18	18/19	Responsibility	Links to NSW 2021 Goals
		Operational Plan Activity								
<b>CC1.3 Monitor the built infrastructure and the services delivered to the community to ensure relevant standards are being met (cont'd)</b>										
		<b>CC1.3.3 Ensure food premises, public pools and potable water is safe for human use and consumption</b>								
		CC1.3.3a	Ensure all drinking water sites are monitored weekly	Drinking water sites monitored (Target 100% per week)	X	X	X	X	Environmental and Public Health	SP2.11
		CC1.3.3b	Ensure compliance with National Health and Medical Research Council drinking water standards	Non-compliance issues (Target = nil)	X	X	X	X	Environmental and Public Health	SP2.11
		CC1.3.3c	Ensure all food premises are inspected on a regular basis	Food premises audited (Target 100% p.a.)	X	X	X	X	Environmental and Public Health	SP2.11
		CC1.3.3d	Maintain an acceptable level of compliance with food regulations for all food premises	Food premises issued with Infringement Notices (Target <5%)	X	X	X	X	Environmental and Public Health	SP2.11
		CC1.3.3e	Ensure all other commercial premises (eg: hairdressers) are audited	Audit commercial premises (Target 100% p.a.)	X	X	X	X	Environmental and Public Health	SP2.11
		CC1.3.3f	Ensure all public pools are regularly monitored and inspected for water quality	Public pools monitored (Target 100% p.a.)	X	X	X	X	Environmental and Public Health	SP2.11
<b>OUTCOME CC2. WE FEEL CONNECTED TO THE COMMUNITY</b>										
<b>CC2.1 Encourage community interaction and volunteering</b>		<b>CC2.1.1 Encourage and foster community pride through volunteering initiatives</b>								
There are more people volunteering in our community		CC2.1.1a	Acknowledge and support volunteers through the Shire	Actions taken to recognise volunteers	X	X	X	X	Community Facilities and Customer Service	SP4.24
		CC2.1.1b	Support Council initiated volunteer programs (Airport, Gallery etc)	Program effectiveness and volunteer satisfaction	X	X	X	X	Community Facilities and Customer Service	SP4.24



CSP Priorities	The benefits will be...	Delivery Program Strategy	Measures/Target	15/16	16/17	17/18	18/19	Responsibility	Links to NSW 2021 Goals	
		Operational Plan Activity								
<b>CC2.2</b> 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>	<b>CC2.2.1 Identify existing and reduce gaps in cultural facilities in the Shire</b>								
		CC2.2.1a	Implement Cultural Plan	Actions implemented	X	X	X	X	Strategic Planning	SP4.27
		<b>CC2.2.2 Support cultural services within the Shire</b>								
		CC2.2.2a	Promote initiatives for the Northern Rivers Community Gallery	Initiatives implemented	X	X	X	X	Community Facilities and Customer Service	SP4.27
		CC2.2.2b	Northern Rivers Community Gallery is well patronised	Number of visits to Gallery (Target > 15,000p.a.)	X	X	X	X	Community Facilities and Customer Service	SP4.27
		<b>CC2.2.3 Encourage local events</b>								
		CC2.2.3a	Support and expand the community involvement in Council approved events	Number of events (Target > 25 p.a.)	X	X	X	X	Community Facilities and Customer Service	SP4.27
		<b>CC2.2.4 Promote the benefits of companion animals</b>								
		CC2.2.4a	Implement Companion Animals Management Plan	Actions implemented	X	X	X	X	Environmental and Public Health	SP4.22
<b>CC2.3</b> Assist disadvantaged groups within our community	<i>Disadvantaged groups are better resourced</i>	<b>CC2.3.1 Increase opportunities for people with a disability</b>								
		CC2.3.1a	Support Council Access Committee	Actions implemented	X	X	X	X	Community Facilities and Customer Service	SP2.14
		CC2.3.1b	Complete Disability Employment Audit to ensure continuation of employment program	Audit completed and level of compliance	X	X	X	X	Human Resources and Risk Management	SP2.14
		CC2.3.1c	Implement EEO Management Plan	Actions implemented and effectiveness	X	X	X	X	Human Resources and Risk Management	SP2.14

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	15/16	16/17	17/18	18/19	Responsibility	Links to NSW 2021 Goals
		Operational Plan Activity								
<b>CC2.3 Assist disadvantaged groups within our community (cont'd)</b>										
<b>CC2.3.2 Foster opportunities and partnerships with Aboriginal people</b>										
		CC2.3.2a	Support Aboriginal employment and integration with the workforce	Number and percentage of Aboriginal employees	X	X	X	X	Human Resources and Risk Management	SP4.26
		CC2.3.2b	Support an effective Aboriginal Community Committee	Committee operating and outcomes from meetings	X	X	X	X	Community Facilities and Customer Service	SP4.26
<b>OUTCOME CC3. THERE ARE SERVICES AND FACILITIES THAT SUIT OUR NEEDS</b>										
<b>CC3.1 Provide equitable access to a range of community services and facilities</b>										
	<i>Increased satisfaction and participation rates</i>  <i>A healthier community</i>	<b>CC3.1.1 Improve access, services and usage of community centres</b>								
		CC3.1.1a	Ensure library services and facilities reflect contemporary needs	Increase library membership (Target > 21,000) Increase library loans (Target > 400,000) Increase library PC usage per annum (Target > 25,000) Increase library wireless usage per annum (Target > 20,000)	X	X	X	X	Community Facilities and Customer Service	SP4.27
		CC3.1.1b	Expand services and improve financial viability of Council's community facilities	Increase Bookings: Kentwell Centre (Target > 800 p.a.) Lennox Head Centre (Target > 3,000 p.a.) Ballina Surf Club (Target > 300 p.a.) Richmond Room (Target > 150 p.a.)	X	X	X	X	Community Facilities and Customer Service	SP4.24
		CC3.1.1c	Proactively promote lease and use of Council managed community properties	90% of properties are leased or regularly used	X	X	X	X	Community Facilities and Customer Service	SP1.3
		Cc3.1.1d	Determine long term use for Ballina Fire Station site	Preferred use confirmed	X	X			Community Facilities and Customer Service	SP4.27

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	15/16	16/17	17/18	18/19	Responsibility	Links to NSW 2021 Goals	
		Operational Plan Activity									
<b>CC3.1</b> Provide equitable access to a range of community services and facilities (cont'd)		<b>CC3.1.3 Ensure appropriate provision of recreation facilities</b>									
		CC3.1.3a	Ensure public pool facilities are well patronised	Number of swimming pool patrons (Target >140,000 p.a.)	X	X	X	X	Community Facilities and Customer Service	SP4.27	
		CC3.1.3b	Implement upgrade of Ballina and Alstonville swimming pools	Endorsement of strategy and progress	X	X	X		Community Facilities and Customer Service	SP4.27	
		CC3.1.3c	Determine and implement strategy for provision of indoor facility (sports and / or events) for Ballina	Endorsement of strategy and progress	X	X	X	X	Community Facilities and Customer Service	SP4.27	
		CC3.1.3d	Prepare master plan for Pop Denison Park	Plan completed	X	X			Strategic Planning	SP4.27	
		<b>CC3.1.4 Develop actions to improve female participation rates in recreational activities</b>									
		CC3.1.4a	Undertake actions to support increased female participation rates	Initiatives considered and implemented	X	X	X	x	Open Spaces and Reserves	SP4.27	
<b>CC3.2</b> Provide young people with a range of leisure activities, along with opportunities for personal development	<i>Increased satisfaction levels and higher youth and young adult retention</i>	<b>CC3.2.1 Ensure provision of appropriate facilities for younger people</b>									
		CC3.2.1a	Enhance sporting field facilities	Actions implemented	X	X	X	X	Open Spaces and Reserves	SP4.27	
		CC3.2.1b	Implement Playground Upgrade and Renewal Plan (PURP)	Actions implemented	X	X	X	X	Open Spaces and Reserves	SP4.27	
		CC3.2.1c	Pursue provision of skate park facilities for Alstonville / Wollongbar	Level of progress	X	X	X		Open Spaces and Reserves	SP4.27	
<b>CC3.3</b> Provide strategies for older residents to be part of our community	<i>Older residents are more engaged and active</i>	<b>CC3.3.1 Provide appropriate services and facilities for an ageing population</b>									
		CC3.3.1a	Implement adopted Ageing Strategy	Actions implemented	X	X	X	X	Community Facilities and Customer Service	SP4.25	

## Direction Two: A Prosperous Economy (PE)

CSP Priorities	The benefits will be...	Delivery Program Strategy	Measures/Target	15/16	16/17	17/18	18/19	Responsibility	Links to NSW 2021 Goals	
		Operational Plan Activity								
<b>OUTCOME PE1. WE ATTRACT NEW BUSINESS AND VISITORS</b>										
<b>PE1.1</b> Promote our area as an attractive place to invest and visit	<i>Economy grows and is more resilient</i>  <i>Improved range of services</i>	<b>PE1.1.1 Work together to plan, coordinate and implement tourism initiatives for the Ballina Coast and Hinterland to benefit the local economy</b>								
		PE1.1.1a	Implement regional visitor services strategy	Actions implemented	X	X	X	X	Community Facilities and Customer Service	SP4.27
		PE1.1.1b	Participate in and leverage opportunities to market the Ballina Coast & Hinterland	Promotions conducted and effectiveness	X	X	X	X	Community Facilities and Customer Service	SP4.27
		PE1.1.1c	Implement Destination Management Plan for Ballina Shire	Actions implemented	X	X	X	X	Community Facilities and Customer Service	SP4.27
		PE1.1.1d	Provide accessible and efficient visitor information services	Increase enquiries to Visitor Centre (Target > 58,000 p.a.) Increase visits to tourism website (Target > 45,000 p.a.) Proportion of satisfied visitors to Visitor Centre (Target > 95%)	X	X	X	X	Community Facilities and Customer Service	SP4.27
		PE1.1.1e	Improve Promotional and Interpretative Signage	Actions implemented	X	X	X	X	Governance and Finance	SP4.27
		PE1.1.1f	Participate in Roads and Maritime Services Location Marker Program for Ballina	Works completed	X				Governance and Finance	SP1.3

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	15/16	16/17	17/18	18/19	Responsibility	Links to NSW 2021 Goals
		Operational Plan Activity								
<b>PE1.1</b> Promote our area as an attractive place to invest and visit (cont'd)		<b>PE1.1.2 Provide infrastructure that supports our towns as an attractive place to live, invest and visit</b>								
		PE1.1.2a	Progress Coastal Shared Path Network	Approvals in place and segments constructed	X	X	X	X	Engineering Works	SP4.27
		PE1.1.2b	Implement Regional Boating Strategy and related master plans	Works completed	X	X	X	X	Engineering Works	SP4.27
<b>PE1.2</b> Provide infrastructure that supports business and delivers economic benefits	<i>Increased business in the shire</i>  <i>Minimal commercial vacancies</i>	<b>PE1.2.1 Improve infrastructure and viability of business precincts</b>								
		PE1.2.1a	Complete review of Lennox Head Town Centre enhancement plan	Plan adopted	X				Infrastructure Planning	SP1.3
		PE1.2.1b	Implement Ballina Town Centre enhancement programs	Infrastructure improvements and related initiatives	X	X	x	X	Engineering Works	SP1.3
		PE1.2.1c	Support enhancements in other key business centres (Wardell, Alstonville)	Improvements undertaken	X	X	X	X	Engineering Works	SP1.3
		PE1.2.1d	Pursue redevelopment of the Ballina Boat Harbour in conjunction with key State Government Agencies	Actions implemented	X	X	X	X	Strategic Planning	SP1.3
		PE1.2.1e	Implement Ballina Town Entry Statement Program	Initiatives undertaken and works completed		X	X	X	Open Spaces and Reserves	SP1.3
		PE1.2.1f	Implement Southern Cross Master Plan	Actions taken	X	X	X	X	Commercial Services	SP1.3
		<b>PE1.2.2 Maximise use of Council owned or controlled commercial properties</b>								
		PE1.2.2a	Proactively manage Council's commercial properties (Crown and operational land)	Minimise vacancy rates (Target < 10%)	X	X	X	X	Commercial Services	SP1.3

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	15/16	16/17	17/18	18/19	Responsibility	Links to NSW 2021 Goals
		Operational Plan Activity								
<b>PE1.3</b> Minimise the costs and regulatory requirements for doing business	<i>Businesses are more competitive and sustainable</i>	<b>PE1.3.1 Provide efficient services to all our clients including business</b>								
		PE1.3.1a	Efficiently process and assess development applications and other planning requests	% of applications determined within 40 days (Target > 50%) % of Sec 96 applications determined within 40 days (Target > 60%) % of Sec 149s issued within four days of receipt (Target > 90%) Time taken to determine development applications (median time < 60 days) Time taken to determine Section 96 applications (median time < 40 days) (all targets exclude integrated development)	X	X	X	X	Development Services	SP5.29
		PE1.3.1b	Efficiently process and building and construction applications	Complying development issued within 10 (no notification) or 20 (notified) working days (Target > 90%) % of Council construction certificates issued (Target > 70% of market) % of building applications determined within 40 days (Target > 80%) Median days for determination of building development applications (Target < 40 days) % of building certificates determined within 10 days (Target > 90%)	X	X	X	X	Building Services	SP5.29

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	15/16	16/17	17/18	18/19	Responsibility	Links to NSW 2021 Goals
		Operational Plan Activity								
<b>PE1.3</b> Minimise the costs and regulatory requirements for doing business (cont'd)		<b>PE1.3.2 Streamline processes for undertaking business with Council</b>								
		PE1.3.2a	Introduce on-line certificates application process	Task completed	X				Governance and Finance	SP1.4
		PE1.3.2b	Simplify access to documents and expand volume of digitised records	Provide on-line portal	X				Information Services	SP1.4
		PE1.3.2c	Support the NSW State Government's Small Business Friendly Council's Program	Initiatives taken	X	X	X	X	Governance and Finance	SP1.4
<b>OUTCOME PE2 MY BUSINESS CAN GROW AND DIVERSIFY</b>										
<b>PE2.1</b> Develop plans that encourage business growth and diversification	<i>Increased business opportunities</i>	<b>PE2.1.1 Develop and enhance the Ballina – Byron Gateway Airport Precinct</b>								
		PE2.1.1a	Implement airport upgrades	Initiatives implemented	X	X	X	X	Commercial Services	SP1.3
		PE2.1.1b	Ensure airport is financially viable	Increase in operating revenue (Target > \$5 million) Increase in operating surplus (Target > 25% of revenue) Increase in passengers (Target > 450,000 p.a.)	X	X	X	X	Commercial Services	SP1.3
<b>PE2.2</b> Promote and facilitate a range of business activities	<i>Improved perception that Council supports business</i>	<b>PE2.2.1 Maximise opportunities and benefits to be gained from Council dredging and quarrying activities</b>								
		PE2.2.1a	Implement recommendations from quarry options report	Actions implemented	X	X	X	X	Support Operations	SP1.3
		PE2.2.1b	Proactively manage Council sand pit	Actions implemented	X	X	X	X	Support Operations	SP1.3
		PE2.2.1c	Pursue dredging of North Creek	Analysis completed and actions implemented	X	X	X		Infrastructure Planning	SP1.3

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	15/16	16/17	17/18	18/19	Responsibility	Links to NSW 2021 Goals
		Operational Plan Activity								
<b>PE2.2</b> Promote and facilitate a range of business activities (cont'd)		<b>PE2.2.2 Provide a diverse range of tourism accommodation options</b>								
		PE2.2.2a	Ensure Flat Rock Tent Park is commercially viable	Increase in operating revenue (Target > \$420,000) Increase in operating surplus (Target > 15% of revenue)	X	X	X	X	Commercial Services	SP1.3
<b>PE2.3</b> Establish planning regulations that encourage opportunities for diversification	<i>Reduced barriers to business operation, expansion, diversification or relocation</i>	<b>PE2.3.1 Enhance opportunities for business interaction with Council</b>								
		PE2.3.1a	Review process for the approval of signage for businesses	Process review completed	X				Strategic Planning	SP5.31
		PE2.3.1b	Prepare information package to assist small business in engaging with Council	Package published		X			Strategic Planning	SP5.31
		PE2.3.1c	Simply Council policy framework in the public domain	Policy framework reviewed			X		Strategic Planning	SP5.31
<b>OUTCOME PE3 WE CAN WORK CLOSE TO HOME</b>										
<b>PE3.1</b> Facilitate and provide economic land and infrastructure to support business growth	<i>Increased availability of land and locations to support business activity</i>	<b>PE3.1.1 Provide adequate land for business growth</b>								
		PE3.1.1a	Progress availability of land at the Russellton Industrial Estate	Lots available for sale, actual sales and net profit	X	X	X	X	Commercial Services	SP1.3
		PE3.1.1b	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	SP1.3
		<b>PE3.1.2 Support our retail centres</b>								
		PE3.1.2a	Progress improvements to the Wigmore Arcade to encourage retail trade in the Ballina town centre	Progress of redevelopment, net revenues and occupancy rates	X				Commercial Services	SP1.3



CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	15/16	16/17	17/18	18/19	Responsibility	Links to NSW 2021 Goals	
		Operational Plan Activity									
<b>PE3.2</b> Facilitate and provide affordable infrastructure, both business and residential	<i>More residents living close to where they work, with more affordable options available</i>	<b>PE3.2.1 Pursue affordability strategies in respect to the availability of residential land</b>									
		PE3.2.1a	Progress Wollongbar and Ballina Heights Building Better Regional Cities Programs	Monitor sales for low to moderate income earners	X	X	X		Commercial Services	SP1.5	
		PE3.2.1b	Implement strategies to assist with reducing the cost of residential land	Options examined and overall level of affordability	X	X	X	X	Strategic Planning	SP1.5	
		PE3.2.1c	Monitor waiver of Section 94 contributions for secondary dwellings	Dwellings constructed and benefits	X	X			Strategic Planning	SP1.5	
		PE3.2.1d	Pursue options for the delivery of affordable housing in Wardell	Actions taken	X	X			Strategic Planning	SP1.5	
		<b>PE3.2.2 Plan for and provide new residential land and facilities in line with population growth</b>									
		PE3.2.2a	Release land at Council's Wollongbar Residential Land Holding	Lots available for sale, actual sales and net profit	X	X	X		Commercial Services	SP3.20	
		PE3.2.2b	Monitor infrastructure to support identified growth areas at Pacific Pines (Lennox Head), Wollongbar and Ballina Heights	Plans in place and infrastructure delivered	X	X	X	X	Infrastructure Planning	SP3.20	
<b>PE3.3</b> Encourage technologies and transport options that support work at home or close to home business activities	<i>Reduced commuting and increased percentage who live and work in the Shire</i>	<b>PE3.3.1 Expand accessibility options</b>									
		PE3.3.1a	Implement Pedestrian Access and Mobility Plan (PAMP) to promote cycling and walking	Works completed and reviews undertaken	X	X	X	X	Engineering Works	SP2.9	
		PE3.3.1b	Pursue access to latest technologies for the business community (i.e. NBN)	Actions initiated	X	X	X	X	Governance and Finance	SP1.3	

## Direction Three: A Healthy Environment (HE)

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	15/16	16/17	17/18	18/19	Responsibility	Links to NSW 2021 Goals
		Operational Plan Activity								
<b>OUTCOME HE1. WE UNDERSTAND THE ENVIRONMENT</b>										
<b>HE1.1</b> Our planning considers past and predicted changes to the environment	<i>Reduced risk from natural disasters or changes in climate</i>	<b>HE1.1.1 Plan, monitor and manage to protect our coastline</b>								
		HE1.1.1a	Finalise and implement Coastline Management Plan	Plan completed and actions implemented	X	X	X	X	Engineering Works	SP4.22
		<b>HE1.1.2 Plan, monitor and manage to protect our floodplains</b>								
		HE1.1.2a	Finalise and implement Floodplain Management Plan	Plan completed and actions implemented	X	X	X	X	Engineering Works	SP4.22
		<b>HE1.1.3 Promote and undertake climate saving and environmental actions as an organisation</b>								
		HE1.1.3a	Implement Climate Action Strategy and Environmental Action Plan	Actions implemented	X	X	X	X	Strategic Planning	SP4.22
<b>HE1.2</b> Promote initiatives that improve our natural environment	<i>Natural environment is maintained and enhanced</i>	<b>HE1.2.1 Protect and enhance our waterways</b>								
		HE1.2.1a	Support Coastal Zone Management Plan for the Richmond River.	Actions implemented including advocacy	X	X	X	X	Strategic Planning	SP4.22
		HE1.2.1b	Implement Shaws Bay Estuary Management Plan	Updated plan adopted and actions implemented	X	X	X	X	Environmental and Public Health	SP4.22
		HE1.2.1c	Implement Lake Ainsworth Management Plan	Updated plan adopted and actions implemented	X	X	X	X	Environmental and Public Health	SP4.22
		<b>HE1.2.2 Reduce impact of stormwater on our environment</b>								
				HE1.2.2a	Implement Stormwater Management Plan	Actions implemented	X	X	X	X

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	15/16	16/17	17/18	18/19	Responsibility	Links to NSW 2021 Goals	
		Operational Plan Activity									
<b>HE1.3</b> Promote our open spaces, reserves, natural areas and their heritage values	<i>Increased use of our open spaces with higher satisfaction levels</i>  <i>A healthier community</i>	<b>HE1.3.1 Undertake actions to beautify our streetscapes and open spaces</b>									
		HE1.3.1a	Implement a proactive street tree planting program	Actions taken	X	X	X	X	Open Spaces and Reserves	SP3.20	
		HE1.3.1b	Maintain contemporary vegetation management plans	Ensure plans reviewed in a timely manner	X	X	X	X	Open Spaces and Reserves	SP4.22	
		HE1.3.1c	Implement a proactive fig tree management program	Initiatives undertaken	X	X	X	X	Open Spaces and Reserves	SP3.20	
<b>OUTCOME HE2. WE USE OUR RESOURCES WISELY</b>											
<b>HE2.1</b> Implement total water cycle management practices	<i>Reduced water consumption per capita</i>	<b>HE2.1.1 Plan and deliver adequate water cycle requirements in urban areas</b>									
		HE2.1.1a	Implement urban water management strategy	Actions implemented	X	X	X	X	Water and Wastewater	SP3.21	
		<b>HE2.1.2 Provide good quality recycled water and minimise water consumption</b>									
		HE2.1.2a	Implement recycled water quality management plan	Actions implemented	X	X	X	X	Water and Wastewater	SP3.21	
		HE2.1.2b	Provide recycled water to dual Reticulated Properties	Number of properties utilising service and kilolitres used	X	X	X	X	Water and Wastewater	SP3.21	
		HE2.1.2c	Average water consumption per residential connection	Minimise water consumption per connection <i>(Target &lt; 200 kl p.a.)</i>	X	X	X	X	Water and Wastewater	SP3.21	
		HE2.1.2d	Recycled water use during dry weather	Increase usage <i>(Target &gt; 20% of dry weather flows)</i>	X	X	X	X	Water and Wastewater	SP3.21	

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	15/16	16/17	17/18	18/19	Responsibility	Links to NSW 2021 Goals	
		Operational Plan Activity									
<b>HE2.2</b> Reduce, reuse and recycle our resources	<i>Reduction in costs and extended life for existing resources</i>	<b>HE2.2.1 Reduce waste to the landfill through effective management and recycling</b>									
		HE2.2.1a	Implement Council waste strategy	Actions taken	X	X	X	X	Waste Services	SP4.22	
		HE2.2.1b	Provide effective and efficient waste management operations	Reduce volume of waste placed in landfill as a % of total waste received (Target < 10%) Increase % of waste received diverted for beneficial reuse from landfill (Target > 60%) Minimise airspace used at the landfill per year for landfill (Target < 1,000m3)	X	X	X	X	Waste Services	SP4.22	
		<b>HE2.2.2 Reduce water usage</b>									
		HE2.2.2a	Implement water loss reduction program	Actions implemented and effectiveness	X	X	X	X	Water and Wastewater	SP3.21	
		HE2.2.2b	Reduce volume of unaccounted water	Minimise unaccounted water (Target < 15% of total water purchased)	X	X	X	X	Water and Wastewater	SP3.21	
		HE2.2.2c	Reduce water main breaks	Minimise main breaks (Target < one break per 30km of main)	X	X	X	X	Water and Wastewater	SP5.30	
<b>HE2.3</b> Pursue innovative technologies	<i>Cost and resource use efficiencies</i>	<b>HE2.3.1 Reduce finite resource use through innovation</b>									
		HE2.3.1a	Implement innovative technologies to generate efficiencies and reduce resource use	Actions taken	X	X	X	X	Governance and Finance	SP1.4	

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	15/16	16/17	17/18	18/19	Responsibility	Links to NSW 2021 Goals	
		Operational Plan Activity									
<b>OUTCOME HE3. OUR BUILT ENVIRONMENT BLENDS WITH THE NATURAL AND CULTURAL ENVIRONMENT</b>											
<b>HE3.1</b> Develop and implement plans that balance the built environment with the natural environment	<i>More people are satisfied with our management of development</i>	<b>HE3.1.1 Plan and provide for residential urban and semi-rural expansion</b>									
		HE3.1.1a	Investigate concept of semi-rural land uses at the edges of urban areas	Investigation completed		X				Strategic Planning	SP3.20
		HE3.1.1b	Complete DCP for Skennars Head expansion	DCP implemented	X					Strategic Planning	SP3.20
		<b>HE3.1.2 Ensure planning instruments reflect current and future needs</b>									
		HE3.1.2a	Develop Major Regional Centre Strategy for Ballina and implement actions	Plan adopted and actions implemented	X	X	X	X		Strategic Planning	SP5.32
		HE3.1.2b	Review Planning Framework for Alstonville	Updated planning framework adopted		X	X			Strategic Planning	SP5.32
		HE3.1.2c	Review Planning Framework for Wardell	Review Complete	X					Strategic Planning	SP5.32
		HE3.1.2d	Review Planning Framework for Lennox Head	Review Complete			X	X		Strategic Planning	SP5.32
		HE3.1.2e	Review Local Environmental Plan	Review Complete		X				Strategic Planning	SP5.32
		HE3.1.2f	Review Development Control Plan	Review Complete		X				Strategic Planning	SP5.32
		HE3.1.2g	Review Local Growth Management Strategy	Review Complete		X				Strategic Planning	SP5.32
HE3.1.2h	Review Generic Plan of Management	Review Complete		X		X		Strategic Planning	SP5.32		

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	15/16	16/17	17/18	18/19	Responsibility	Links to NSW 2021 Goals	
		Operational Plan Activity									
<b>HE3.2</b> Minimise negative impacts on the natural environment	<i>Retention of our natural environment</i>	<b>HE3.2.1 Ensure compliance with environmental legislation and standards</b>									
		HE3.2.1a	Implement Local Asbestos Policy	Plan completed and actions implemented	X					Environmental and Public Health	SP5.30
		HE3.2.1b	Minimise major non-compliance events – waste, water and wastewater	Nil major compliance issues	X	X	X	X		Water and Wastewater Waste	SP5.30
		HE3.2.1c	Complete quarterly compliance reports for waste, water and wastewater in respect to licence requirements	100% of reports are completed within 30 days of quarter	X	X	X	X		Water and Wastewater Waste	SP5.30
		HE3.2.1d	Monitor on-site sewage management (OSSM) systems to ensure systems compliant	Number of OSSM systems inspected (Target > 250) Number of OSSM “Approval to Install” issued under Local Government Act (Target > 10) Number of OSSM “Approval to Operate” issued under Local Government Act (Target > 10)	X	X	X	X		Environmental and Public Health	SP4.22
		HE3.2.1e	Review on-site sewage management (OSSM) strategy	Strategy completed and actions implemented	X	X	X	X		Environmental and Public Health	SP4.22
		HE3.2.1	Percentage of continuing trade waste licenses renewed on expiry	100% licences are renewed	X	X	X	X		Water and Wastewater	SP4.22
		HE3.2.1g	Percentage of trade waste inspections completed in accordance with legislative requirements	100% compliance		X	X	X		Water and Wastewater	SP4.22

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	15/16	16/17	17/18	18/19	Responsibility	Links to NSW 2021 Goals	
		Operational Plan Activity									
<b>HE3.2</b> Minimise negative impacts on the natural environment (cont'd)		<b>HE3.2.2 Undertake initiatives that protect our local fauna</b>									
		HE3.2.2a	Finalise and Implement Koala Management Plan	Plan adopted and actions implemented	X	X	X	X	Strategic Planning	SP4.22	
		<b>HE3.2.3 Reduce the impact of Council energy consumption on the environment</b>									
		HE3.2.3a	Average fleet green star rating (petrol vehicles)	Greater than 3.5	X	X	X	X	Support Operations	SP4.22	
		HE3.2.3b	Reduce CO2 emissions from Council's Built Assets	Reduce CO2 emissions (Target < 9,500 tonnes)	X	X	X	X	Support Operations	SP4.22	
		HE3.2.3c	Increase the generation of renewable energy generated on Council sites	Increase kilowatts generated (Target > 380 kW)	X	X	X	X	Support Operations	SP4.22	
		HE3.2.3d	Reduce energy consumption (dollar value) from Council's Built Assets	Minimise dollar value (Target < \$2m p.a.)	X	X	X	X	Support Operations	SP3.22	
<b>HE3.3</b> Match infrastructure with development	No under supply of community infrastructure	<b>HE3.3.1 Plan what public facilities and services are required as a consequence of new development</b>									
		HE3.3.1a	Complete reviews of Section 94 Open Spaces and Community Facilities Plans	Review completed and works implemented	X			X	Strategic Planning	SP3.2	
		HE3.3.1b	Complete reviews of Section 64 Plans for Water and Wastewater Services	Review completed and works implemented			X		Water and Wastewater	SP3.2	
		HE3.3.1c	Complete reviews of Section 94 Car Parking and Heavy Haulage Plans	Review completed and works implemented			X		Infrastructure Planning	SP3.2	
		HE3.3.1d	Complete review of Section 94 Roads Plan	Review completed and works implemented	X				Infrastructure Planning	SP3.2	

## Direction Four: Engaged Leadership (EL)

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	15/16	16/17	17/18	18/19	Responsibility	Links to NSW 2021 Goals
		Operational Plan Activity								
<b>OUTCOME EL1. OUR COUNCIL WORKS WITH THE COMMUNITY</b>										
<b>EL1.1</b> Facilitate and develop strong relationships and partnerships with the community	<i>More people who feel they can have a say on important issues</i>	<b>EL1.1.1 Encourage greater participation in Council's operations</b>								
		<i>EL1.1.1a</i>	Ensure Council policies reflect contemporary community standards	100% of policies reviewed during Council term	X	X	X	X	Governance and Finance	SP5.32
		<i>EL1.1.1b</i>	Review land classifications to ensure they reflect community standards and intended land use outcomes	Classifications and categorisations undertaken	X	X	X	X	Strategic Planning	SP5.31
<b>EL1.2</b> Involve our community in the planning and decision making processes of Council	<i>More people in the community proactively participating in Council engagement activities</i>	<b>EL1.2.1 Expand opportunities for involvement in Council activities</b>								
		<i>EL1.2.1a</i>	Implement consultation methods to increase community involvement in Council's activities	Actions initiated and methods used	X	X	X	X	Governance and Finance	SP5.32
<b>EL1.3</b> Actively advocate community issues to other levels of government	<i>Increased levels of State and Federal Government support</i>	<b>EL1.3.1 Be the voice of our community and liaise with State and Federal Governments</b>								
		<i>EL1.3.1a</i>	Approach State and Federal Governments in respect to issues that affect our Shire	Issues identified and pursued	X	X	X	X	Governance and Finance	SP5.31
		<b>EL1.3.2 Pursue additional revenue opportunities from other levels of government</b>								
<i>EL1.3.2a</i>	Actively seek grant funding from State and Federal Governments	Grant applications ( <i>Target &gt; 25 p.a.</i> )	X	X	X	X	Governance and Finance	SP1.2		



CSP Priorities	The benefits will be...	Delivery Program Strategy	Measures/Target	15/16	16/17	17/18	18/19	Responsibility	Links to NSW 2021 Goals	
		Operational Plan Activity								
<b>OUTCOME EL2. COUNCIL'S FINANCES AND ASSETS ARE WELL MANAGED</b>										
<b>EL2.1</b> Proactively pursue revenue opportunities, cost savings and/or efficiencies	<i>More financially viable Council resulting in improved asset management</i>	<b>EL2.1.1 Utilise plant, equipment and stock effectively and efficiently</b>								
		EL2.1.1a	Implement procurement process improvement program	Actions taken	X	X	X	X	Support Operations	SP1.4
		EL2.1.1b	Operating surplus from fleet and plant operations (excluding depreciation)	Maximise operating surplus (Target > \$1m p.a.)	X	X	X	X	Support Operations	SP1.4
		EL2.1.1c	Increase non-stock item catalogue within inventory system	Increase number of items (Increase by > 100 p.a.)	X	X	X	X	Support Operations	SP1.4
		EL2.1.1d	Control the value of store stock control bin errors at bi-annual stocktakes	Minimise variances (Target < \$500)	X	X	X	X	Support Operations	SP1.4
		EL2.1.1e	Review common products and marketplace to seek more competitive pricing	Reduce costs (Target > 10% savings)	X	X	X	X	Support Operations	SP1.4
		<b>EL2.1.2 Maximise returns on surplus funds</b>								
		EL2.1.1a	Achieve investment returns greater than 90 day bank bill rate	Investment returns (Target 50 basis points)	X	X	X	X	Governance and Finance	SP1.2

CSP Priorities	The benefits will be...	Delivery Program Strategy	Measures/Target	15/16	16/17	17/18	18/19	Responsibility	Links to NSW 2021 Goals
		Operational Plan Activity							
<b>EL2.1</b> Proactively pursue revenue opportunities, cost savings and/or efficiencies (cont'd)	<b>EL2.1.1 Enhance financial sustainability</b>								
	EL2.1.1a	Level of compliance with and progress towards the Fit for the Future Program	Overall financial sustainability	X	X	X	X	Governance and Finance	SP1.2
	<b>EL2.1.2 Minimise operating costs for major discretionary Council services</b>								
	EL2.1.2a	Net operating deficit for Burns Point Ferry (excluding depreciation)	Minimise deficit <i>Target &lt; \$210,000 p.a.</i>	X	X	X	X	Engineering Works	SP5.31
	EL2.1.2b	Net operating deficit for swimming pools (excluding depreciation and loan interest)	Minimise deficit <i>(Target &lt; \$460,000 p.a.)</i>	X	X	X	X	Community Facilities and Customer Service	SP5.31
	EL2.1.2c	Net operating deficit for Community Centres and Halls Program (excluding depreciation)	Minimise deficit <i>(Target &lt; \$400,000 p.a.)</i>	X	X	X	X	Community Facilities and Customer Service	SP5.31
	EL2.1.2d	Net operating deficit for Community Gallery (excluding depreciation)	Minimise deficit <i>(Target &lt; \$105,000 p.a.)</i>	X	X	X	X	Community Facilities and Customer Service	SP5.31
	<b>EL2.1.3 Maximise revenue generated from non-standard sources</b>								
	EL2.1.3a	Revenue generated from commercial property portfolio	Maximise revenues <i>(Target &gt; \$2.0 million)</i>	X	X	X	X	Commercial Services	SP1.3
	EL2.1.3b	Increase revenues from visitor services	Visitor Services Revenue <i>(Target &gt; \$30,000)</i> Marketing Revenue <i>(Target &gt; \$11,000)</i>	X	X	X	x	Community Facilities and Customer Service	SP1.3
	EL2.1.3c	Ensure sufficient return on quarry assets	Maximise revenues <i>(Target &gt; \$220,000)</i>	X	X	X	X	Support Operations	SP1.3

CSP Priorities	The benefits will be...	Delivery Program Strategy				Measures/Target	15/16	16/17	17/18	18/19	Responsibility	Links to NSW 2021 Goals
		Operational Plan Activity										
<b>EL2.2</b> Utilise modern operating systems and apply contemporary practices	<i>Increased efficiencies and higher staff satisfaction levels</i>	<b>EL2.2.1 Generate efficiencies in operating systems and practices</b>										
		<i>EL2.2.1a</i>	Progress implementation of Authority and other software improvements	Improvements implemented	X	X	X	X	Information Services	SP1.4		
		<i>EL2.2.1b</i>	Develop and enhance geographic information systems and usage	Increase information available on-line	X	X	X	X	Information Services	SP5.31		
		<i>EL2.2.1c</i>	Implement the use of barcodes within the Store for accurate stock item issue to responsible officers	Task completed	X				Support Operations	SP1.4		
		<i>EL2.2.1d</i>	Implement online requisitions and optimise use	Task completed	X				Support Operations	SP1.4		
<b>EL2.3</b> Provide effective risk and safety practices	<i>Reduced incidents and lower insurance premiums and related costs</i>	<b>EL2.3.1 Reduce risks from Council owned and controlled assets</b>										
		<i>EL2.3.1a</i>	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	SP1.6		
		<i>EL2.3.1b</i>	Complete Statewide and Statecover Insurance Audit	Audit completed	X	X	X	X	Human Resources and Risk Management	SP1.6		
		<i>EL2.3.1c</i>	Provide pro-active risk management for Public Liability and Professional Indemnity insurances	Actions and strategies implemented to reduce overall level of risk within the organisation	X	X	X	X	Human Resources and Risk Management	SP1.5		

CSP Priorities	The benefits will be...	Delivery Program Strategy	Measures/Target	15/16	16/17	17/18	18/19	Responsibility	Links to NSW 2021 Goals	
		Operational Plan Activity								
<b>OUTCOME EL3. WE ARE ALL VALUED CITIZENS</b>										
<b>EL3.1</b> Provide prompt, knowledgeable, friendly and helpful advice	<i>There are more people in the community who consider Council staff friendly and helpful</i>	<b>EL3.1.1 Improve trust and confidence in local government</b>								
		EL3.1.1a	Community survey to measure perception of Council service delivery	Satisfaction ratings		X		X	Governance and Finance	SP5.30
		EL3.1.1b	Customer requests are dealt with effectively and promptly	% completed within allocated timeframe (Target > 85%)	X	X	X	X	Governance and Finance	SP5.30
<b>EL3.2</b> Deliver responsive and efficient services	<i>Increased community satisfaction levels with Council's customer service</i>	<b>EL3.2.1 Provide efficient services to our clients</b>								
		EL3.2.1a	Development applications determined under delegated authority	% of applications determined under delegated authority (Target > 90%)	X	X	X	X	Development Services	SP1.4
		EL3.2.1b	Complaints are dealt with effectively and promptly	% receiving response within 15 working days (Target > 95%)	X	X	X	X	Governance and Finance	SP5.30
		EL3.2.1c	Enhance web accessibility to improve availability of information	Increase website visits (Target >200,000)	X	X	X	X	Information Services	SP5.31
		<b>EL3.2.2 Provide efficient internal customer service</b>								
		EL3.2.2a	Development application referrals completed within 21 days	% of internal referral applications assessed within 21 days (Target > 70%)	X	X	X	X	Infrastructure Planning	SP1.4
		EL3.2.2b	Efficiently attend to staff requests for IT assistance	% addressed within one working day (Target > 90%)	X	X	X	X	Information Services	SP1.4

CSP Priorities	The benefits will be...	Delivery Program Strategy				Measures/Target	15/16	16/17	17/18	18/19	Responsibility	Links to NSW 2021 Goals
		Operational Plan Activity										
EL3.2 Deliver responsive and efficient services (cont'd)		<b>EL3.2.3 Effectively manage maintenance and capital works programs</b>										
		EL3.2.3a	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	SP1.4		
		EL3.2.3b	Improve efficiencies for road maintenance of gravel roads	Reduce unit rates for length graded and cost	X	X	X	X	Engineering Works	SP1.4		
		EL3.2.3c	Monitor maintenance and capital works to ensure completed on time and within budget	Manage maintenance and capital works ( <i>Target within 10% of budget</i> )	X	X	X	X	Engineering Works Open Spaces and Reserves Water and Wastewater Operations Support	SP5.30		
EL3.3 Encourage a motivated and adaptive workforce	High staff retention with a proactive workforce	<b>EL3.3.1 Build present and plan future organisational capability</b>										
		EL3.3.1a	Implement strategies to expand staff skills and plan for future changes	Actions taken	X	X	X	X	Human Resources and Risk Management	SP1.6		
		<b>EL3.3.2 Ballina Shire provides a supportive work environment that develops and motivates employees</b>										
		EL3.3.2a	Develop, retain and motivate staff	Staff turnover ( <i>Target &lt;10%</i> ) Staff training ( <i>Target &gt;90% of staff</i> ) Hours of learning ( <i>Target &gt;10 hours</i> ) Number of sick days ( <i>Target &lt;7 days per employee</i> )	X	X	X	X	Human Resources and Risk Management	SP1.6		
		<b>EL3.3.3 Provide modern and efficient resources to maximise employee capabilities</b>										
		EL3.3.3a	Improve access to remote and mobile services to increase efficiencies	Systems staff using technologies	X	X	X	X	Information Services	SP1.6		
EL3.3.3b	Implement Fleet Management Plan	Level of compliance	X	X	X	X	Support Operations	SP5.30				

## 9. Capital Expenditure

This section outlines the capital expenditure planned for the four year period from 2015/16 to 2018/19.

Description	2015/16 (\$)	2016/17 (\$)	2017/18 (\$)	2018/19 (\$)
<b>Ballina Byron Gateway Airport</b>	<b>7,975,000</b>	<b>77,300</b>	<b>79,600</b>	<b>4,582,000</b>
Apron Overlay and Taxiway Widening (1)	2,400,000			
Terminal Expansion (Stage One) (1)	5,500,000			
Terminal Expansion (Stage Two) (1)				4,500,000
Miscellaneous Improvements	90,000	77,300	79,600	82,000
(1) Works are subject to Council receiving State Government grants.				
<b>Community Facilities</b>	<b>4,271,000</b>	<b>4,122,000</b>	<b>23,000</b>	<b>24,000</b>
Community Centre Improvements	21,000	22,000	23,000	24,000
Regional Sports Centre – Planning and Design	250,000			
Ballina Swimming Pool – Redevelopment	4,000,000			
Alstonville Swimming Pool – Redevelopment		4,100,000		
Ballina Marine Rescue Centre (subject to grants)	2,143,700			
Lake Ainsworth / Lennox Head Surf Club	1,110,000			
<b>Open Space and Reserves</b>	<b>521,000</b>	<b>162,000</b>	<b>168,000</b>	<b>175,000</b>
Playgrounds Improvement Program	156,000	162,000	168,000	175,000
Ross Park, Lennox Head	15,000			
Wollongbar Skate Park	350,000			
<b>Open Space – Sports Fields</b>	<b>156,000</b>	<b>1,362,000</b>	<b>168,000</b>	<b>175,000</b>
Skennars Heads – Fields Expansion		1,200,000		
Wollongbar Sports Fields (1)	156,000			
Sports Fields Improvement Program	0	162,000	168,000	175,000
(1) Council has funding of \$5.237m allocated in the 2014/15 budget for this project. A tender was accepted for the construction works in February 2015 and with a 40 week construction period it is likely a significant amount of the works will carry over to the 2015/16 financial year.				
<b>Community Buildings Asset Management Program</b>	<b>510,000</b>	<b>385,000</b>	<b>400,000</b>	<b>416,000</b>
Administration Building (air-conditioning)	496,000			
Ferry Shed (paint / repairs)		34,000		
Lennox Head Community Centre	14,000	104,000		
Alstonville Leisure and Entertainment Centre		30,000		
Public Hall – Swift Street		55,000		
Public Hall – Pimlico			70,000	
Public Hall – Wollongbar				40,000
Public Hall – Other				41,000
Ballina Surf Club			92,000	
Shelly Beach Surf Club			70,000	
Lennox Head Surf Club				100,000
Kentwell Centre				60,000
Depot Buildings		162,000	168,000	175,000

<b>Description</b>	<b>2015/16 (\$)</b>	<b>2016/17 (\$)</b>	<b>2017/18 (\$)</b>	<b>2018/19 (\$)</b>
<b>Public Amenities Improvement Program</b>	<b>75,000</b>	<b>100,000</b>	<b>104,000</b>	<b>108,000</b>
Lennox Head Main Beach (refurbishment)	55,000			
Riverview Park (paint / repairs)	15,000			
Flat Rock (paint / repairs)	5,000			
Pop Denison (rebuild)		100,000		
North Missingham Bridge (rebuild)			104,000	
Kerr Street Toilets (reconfigure and rebuild)				108,000
<b>Stormwater</b>	<b>421,000</b>	<b>438,000</b>	<b>456,000</b>	<b>474,000</b>
Asset Data Collection	40,000	40,000	40,000	40,000
Tanamera Drive	40,000			
Urban Stormwater Management Plan Actions	76,000	37,000	59,000	211,000
Grant Street	100,000			
Martin Street (Richmond River to River Street)	80,000	90,000		
Megan Crescent / Dodge Lane	50,000			
Coogee Street Pump Station	15,000			
Skinner Street		50,000		
Kerr Street		10,000	90,000	
Moon Street (Tamar Street to Holden Lane)		120,000		
Coast Road		70,000		
Henry Philip Avenue			50,000	
Williams Reserve			110,000	
Compton Drive			85,000	
Kingsford Smith Drive				90,000
River Street				110,000
Urban Lanes	20,000	21,000	22,000	23,000
<b>Street Lighting</b>	<b>25,000</b>	<b>47,000</b>	<b>49,000</b>	<b>51,000</b>
College Avenue Skennars Head		20,000		
Grant Street Ballina		25,000		
Moon and Martin Streets Ballina				
River Street West Ballina	25,000	2,000		
Sheather Street Ballina			4,000	
Simmons Street North Ballina			7,000	
Convair Ave North Ballina				4,000
Boeing Ave North Ballina				7,000
De Havilland Ave North Ballina			28,000	
Piper Drive North Ballina			10,000	
Quays Drive, West Ballina				20,000
Riverside Drive, West Ballina				20,000

<b>Description</b>	<b>2015/16 (\$)</b>	<b>2016/17 (\$)</b>	<b>2017/18 (\$)</b>	<b>2018/19 (\$)</b>
<b>Roads and Bridges</b>	<b>4,583,500</b>	<b>4,614,100</b>	<b>5,158,100</b>	<b>22,430,000</b>
Reseals and Heavy Patching	1,068,000	1,111,000	1,155,000	1,202,000
Alstonville and Ballina Bypasses	181,000	653,000	200,000	
Angels Beach Drive - Regional Road Program	171,000	174,000	178,000	
Angels Beach Drive - Roads to Recovery (R2R)	174,000	176,000	182,000	
Uralba Road - R2R	300,000			
Pimlico Road - R2R	297,000			
Midgen Flat Road	205,000			
Grant Street - R2R	360,000			
Fox Street	281,000			
Marom Creek Road	270,000	138,000		
Houghlahans Creek Road	357,000			
Marsh Avenue	185,000			
Cawarra Street	286,000			
Wardell Road	228,500	160,000		
Teven Road - R2R (2016/17)	220,000	256,000		
Swift Street - R2R		114,000		
Nashua Road		144,000		
Fenwick Drive		286,000		
Shelly Beach Road		176,000		
Fox Street		361,000		
Bagotville Road		289,000		
Skinner Street		345,000		
River Drive		231,100	235,000	
Stewart Street (shoulders)			246,000	314,000
Hickey Place			107,000	
Bagotville Road - R2R			340,000	
Skennars Head Road			367,000	
Wardell Road			67,000	
Skinner Street			77,000	
Friday Hut Road			300,000	300,000
Kays Lane			264,100	135,000
Crane Street - R2R			240,000	
Fernleigh Road				162,000
Fawcett Lane				72,000
Johnson Drive - R2R				203,000
Fox Street				202,000
Cedar Street				172,000
Riverbank Road - R2R				398,000
Waverly Place				100,000
Burnet Street				270,000
<b>Section 94 Roads Plan (1)</b>				
Links Avenue – Roundabout			1,200,000	
Hutley Drive				17,000,000
Rocky Point / Coast Road Intersection				1,900,000

(1) Section 94 projects are funded 70% from developer contributions.



<b>Description</b>	<b>2015/16 (\$)</b>	<b>2016/17 (\$)</b>	<b>2017/18 (\$)</b>	<b>2018/19 (\$)</b>
<b>Footpaths and Shared Paths</b>	<b>2,116,000</b>	<b>324,000</b>	<b>341,000</b>	<b>437,000</b>
Ballina Street, Lennox Head	58,000			
Robertson Street, Alstonville	15,000			
Kingsford Smith Drive, Ballina	68,000			
Byron Street, Lennox Head	20,000			
Grant Street, Ballina	15,000			
Simpson Avenue, Wollongbar	68,000			
Fox Street, Ballina	10,000			
Quays Drive, West Ballina	8,000			
Byron Street, Wardell	50,000			
Carlisle Street, Wardell	70,000			
Tamarind Drive, North Ballina	34,000	20,000		
Park Lane, Lennox Head		12,000		
Allens Parade, Lennox Head		55,000		
River Street, Ballina		18,000		
Martin Street, Ballina		23,000		
Horizon Drive, West Ballina			12,000	
Simpson Avenue, Wollongbar		10,000		
Fox Street, Ballina		10,000		
Compton Drive, East Ballina		80,000		
Ross Street, Lennox Head		26,000	23,000	
Sneaths Road, Alstonville		70,000	80,000	
Pine Avenue, East Ballina			40,000	
Chickiba Drive, East Ballina			22,000	
Burnet Street Ballina (Moon-Kerr) (Kerr-Temple)			147,000	
Alston Avenue, Alstonville			17,000	
Hill Street, East Ballina				12,000
Smith Lane, Wollongbar				35,000
Chickiba Drive, East Ballina				98,000
Manly Street, East Ballina				25,000
Beachfront Parade, East Ballina				77,000
Hill Street, East Ballina				30,000
Freeborn Place, Alstonville				15,000
Parkland Drive, Alstonville				15,000
Owen Street, Ballina				130,000
Coastal Recreational Path (2)	1,700,000			
<b>Ancillary Works</b>	<b>32,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
Lennox Head Town Centre Master Plan	32,000			

(1) Funded from an internal reserve for Wardell Town Centre works

(2) Subject to 50% grant funding from State Government

<b>Description</b>	<b>2015/16 (\$)</b>	<b>2016/17 (\$)</b>	<b>2017/18 (\$)</b>	<b>2018/19 (\$)</b>
<b>Water Transport</b>	<b>675,000</b>	<b>450,000</b>	<b>200,000</b>	<b>0</b>
East Wardell – Pontoon (\$50,000 grant funded)	100,000			
Captain Cook – Wharf (\$250,000 grant funded)	300,000			
Fishery Creek – Pontoon (\$50,000 grant funded)	100,000			
Faulks Reserve – Pontoon (\$100,000 grant funded)	175,000			
Keith Hall - Boat Ramp (\$225,000 grant funded)		300,000		
Emigrant Creek - Access (\$40,000 grant funded)		40,000		
Lennox Head – Boat Ramp (\$75,000 grant funded)		150,000		
Brunswick Street, Ballina – Ramp (\$125,000 grant funded)			200,000	

All of these projects are identified priorities in the NSW State Government's Regional Boating Plan with the grant funding sourced from that plan.

<b>Fleet and Plant</b>	<b>1,953,000</b>	<b>954,000</b>	<b>1,148,000</b>	<b>679,000</b>
Major plant purchases (in excess of \$50,000)				
P13 (Mitsubishi Canter Crew Cab Tipper)	79,000			
P21 (Hino Ranger Pro 9 Tipping Truck)	98,000			
P28 (Hino Fuel Truck and Crane)	95,000			
P29 (Hino Ranger Pro 9 Tipping Truck)	98,000			
P30 (Freightliner F1112 W/Hook Equip)	212,000			
P329 (Mini Excavator)	103,000			
P35 (Toyota Forklift 2.5 Tonne)		56,000		
P36 (Volvo Loader)	250,000			
P40 (Volvo G710B Motor Grader)	283,000			
P9 (Rodeo Space Cab)	105,000			
P64 (John Deere 5720 Tractor)	62,000			
P125 (Trailer Drake Model Otrail)		115,000		
P266 (John Deere 5720 Tractor)	62,000			
P269 (John Deere 3320 Compact Tractor)	34,000			
P271 (Cat 268 Bac Loader -awaiting paperwork)	88,000			
P12002 (Nissan Navara D/C 4x4 Ute RX)	33,000			
P170001 (Nissan Navara 4x4 Ute plus trailer)	31,000			
P236001 (Land Rover Defender)	45,000			
P140 (Tipper Trailer)		150,000		
P66 (Massey-Ferguson Tractor)		73,000		
P223 (Isuzu NPR300 Tipper)		51,000		
P155 (Noremat Mower)				71,000
P17 (Western Star 4864 Prime Mover)			191,000	
P39 (Cat IT14G Wheel Loader)			206,000	
P59 (Cat Backhoe)				175,000
P268 (Volvo G930 Grader)			309,000	
P274 (Arrow 770 Kerb Machine)			52,000	
P58 (New Holland Tractor)			129,000	
P276 (Ammann AP240 Multi Tyre Roller)				98,000
P282 (Howard Pegasus)				50,000
Other (largely passenger vehicles and utilities)	275,000	509,000	261,000	285,000

<b>Description</b>	<b>2015/16 (\$)</b>	<b>2016/17 (\$)</b>	<b>2017/18 (\$)</b>	<b>2018/19 (\$)</b>
<b>Water Infrastructure</b>	<b>3,884,000</b>	<b>4,023,000</b>	<b>4,752,000</b>	<b>1,751,000</b>
<i>Main Renewals</i>				
Main Renewal - Smith Drive	500,000			
Main Renewal - Recurrent	506,000	678,000	634,000	706,000
<i>Water Reservoirs</i>				
Reservoirs - Ross Lane (New)	500,000			
Reservoirs - Access Upgrades	15,000	15,000	11,000	11,000
Reservoirs - East Ballina Fencing	20,000			
<i>Miscellaneous</i>				
Telemetry	5,000	6,000	7,000	9,000
<i>Water Pump and Bore Stations</i>				
Pump Stns - North Creek Road Booster				474,000
Pump Stns - Basalt Court Booster	170,000			
Pump Stns - East Ballina Booster	292,000			
Pump Stns - Russellton Booster			446,000	
<i>Trunk Mains</i>				
East Ballina Augmentation	900,000			
North Ballina Distribution Mains		103,000	1,975,000	
Pine Ave Distribution Mains	300,000	2,314,000		
Ballina Island Distribution Mains				
Lennox Head Mains	100,000	618,000	424,000	
Russellton Reticulation Mains			160,000	
Lennox Palms Distribution and Reticulation			345,000	
Pacific Pines Distribution Main				238,000
<i>Water Treatment Plant</i>				
Marom Creek WTP - Chemical Storage	100,000			
Marom Creek WTP - SCADA	150,000		106,000	
Marom Creek WTP - Process			318,000	
Marom Creek WTP - Renewals	21,000	23,000	24,000	26,000
<i>Plant and Equipment</i>				
Vehicle and Plant Replacement	55,000	6,000	33,000	7,000
Water Meter - New	200,000	206,000	212,000	219,000
Water Meter - Replacement	50,000	54,000	57,000	61,000

<b>Description</b>	<b>2015/16 (\$)</b>	<b>2016/17 (\$)</b>	<b>2017/18 (\$)</b>	<b>2018/19 (\$)</b>
<b>Wastewater Infrastructure</b>	<b>5,746,000</b>	<b>5,319,000</b>	<b>5,314,000</b>	<b>3,685,000</b>
<i>Pumping Stations</i>				
Emergency Storage Program	600,000			
SP2001 - Wet Well Protection - Swift St	130,000			
SP3001 - Pump Stn - Byron Street, Lennox	1,590,000			
SP3110 - Pump Stn - Montwood Drive		103,000		1,091,000
SP4004 - Pump Stn - Granada			318,000	
SP3101 - Pump Stn - Skennars Head / Tara Downs	200,000	735,000		
North Ballina - New Pumping Station			106,000	1,364,000
SP5006 - Richmond St Storage and Gravity		10,000	172,000	
SP2402 - Lindsay Avenue			106,000	
New North Creek SPS, Skennars Head				
Pump Capacity Upgrade Program	170,000	175,000	166,000	259,000
<i>Treatment Facilities - Minor Capital</i>				
Wastewater Treatment Plant Ballina	50,000	21,000	21,000	22,000
Wastewater Treatment Plant Lennox	20,000	21,000	21,000	22,000
Wastewater Treatment Plant Alstonville	20,000	10,000	11,000	11,000
Wastewater Treatment Plant Wardell	10,000	10,000	11,000	11,000
<i>Ballina Treatment Plant Upgrade</i>				
Ballina Upgrade - Project Management	60,000	21,000		
Ballina - Other	50,000	31,000		
Ballina - Post Completion Works	296,000	31,000		
Reverse Osmosis Plant	1,500,000	412,000		
<i>Lennox Head Treatment Plant Upgrade</i>				
Lennox - Post Completion Works	110,000	31,000		
<i>Alstonville Treatment Plant Upgrade</i>				
Biosolids Management			424,000	
Maturation Pond			385,000	
SCADA Upgrade		103,000		219,000
<i>Wardell Treatment Plant Upgrade</i>				
SCADA Upgrade		206,000		109,000

<b>Description</b>	<b>2015/16 (\$)</b>	<b>2016/17 (\$)</b>	<b>2017/18 (\$)</b>	<b>2018/19 (\$)</b>
<b>Wastewater Infrastructure (cont'd)</b>				
<i>Trunk Mains</i>				
Fishery Creek Bridge Underbore	60,000			
WWTP40 - Gravity Main Alstonville		62,000	1,137,000	
GM4104 - Gravity Main Wollongbar	150,000	1,747,000		
GM4104 - Transfer Mains A'ville / W'bar		155,000	1,498,000	
GMWUEA - Gravity Mains		80,000		
Hutley Drive - Parallel Mains		505,000		
SP3111 - The Grove Rising Main		52,000		
GM2101 - Gravity Main West Ballina			205,000	
SP2401 - Power Drive Rising Main Ext			146,000	
<i>Wastewater Mains - Renewals</i>				
Gravity Pipe Rehabilitation				
Main Renewals	422,000	435,000	448,000	461,000
<i>Service Connections</i>				
New Wastewater Connection (Gravity)	1,000	1,000	1,000	1,000
New Wastewater Connection (E-one)	50,000	52,000	53,000	55,000
<i>Plant and Equipment</i>				
Telemetry Installation	15,000	15,000	16,000	16,000
Plant Replacement Sewer	87,000		27,000	
<i>Reuse Program</i>				
Lennox Palms Estate Reticulation Mains		197,000		
Reservoir Access Upgrades	5,000	5,000		
Recycled Water Communications	100,000	52,000		
Connection Audits	10,000			
Alstonville Recycled Water	40,000	41,000	42,000	44,000
<b>Waste Management</b>	<b>100,000</b>	<b>105,000</b>	<b>1,809,000</b>	<b>113,000</b>
Landfill Management Resource Recovery	100,000	105,000	109,000	113,000
Domestic Waste Collection – Vehicles			1,700,000	
<b>Property Development</b>	<b>4,100,000</b>	<b>3,000,000</b>	<b>1,600,000</b>	<b>0</b>
Russellton Industrial Estate	1,800,000			
Wollongbar Urban Expansion Area - Land Development	2,300,000	3,000,000		
Southern Cross Industrial Estate			1,600,000	

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## 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 2015/16.

In respect to the key activities and the measures that we will be using to assess our performance the 2015/16 column in the “Heading in the Right Direction” section (Section 8) of the Delivery Program has listed all the agreed activities and measures.

Similarly the Capital Expenditure section (Section 9) of the Delivery Program also identifies the major capital expenditure projects planned for 2015/16.

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

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 2015/16.

- 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, of providing those services this section provides an operating result for each program.
- Distribution of General Purpose Rate Income – Many Council delivered programs operate at a loss 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 2015/16. 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 2015/16, 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.
- Appendix – The one appendix to the Operational Plan is a map outlining where waste collection charges are levied each year.

## 10. Estimated Income Statement for 2015/16

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.

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.

Revenues raised from Water and Wastewater Operations must be expended on those activities, which is why it is necessary to record those areas of Council's operations as separate entities.

Item	General Fund ('000)	Water Fund ('000)	Wastewater Fund ('000)	Consolidated Result ('000)
<b>Income from Continuing Operations</b>				
<b>Revenue</b>				
Rates and Annual Charges	26,543	3,205	13,964	43,711
User Charges and Fees	10,121	7,316	1,512	18,949
Interest and Investment Revenues	986	322	568	1,875
Other Revenues	4,366	0	88	4,453
Operating Grants and Contributions	7,001	154	150	7,305
Capital Grants and Contributions	8,197	1,130	1,400	10,727
<b>Sub Total</b>	<b>57,214</b>	<b>12,126</b>	<b>17,681</b>	<b>87,021</b>
<b>Other Income</b>				
Net Gain from Disposal of Assets	0	0	0	0
<b>Total Income from Continuing Operations</b>	<b>57,214</b>	<b>12,126</b>	<b>17,681</b>	<b>87,021</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits and On-Costs	15,703	1,519	3,732	20,954
Materials and Contracts	16,550	7,459	4,182	28,190
Borrowing Costs	1,644	0	4,659	6,304
Depreciation and Amortisation	12,888	1,400	2,600	16,888
Other Expenses	5,462	514	1,467	7,443
Net Loss from Disposal of Assets	0	0	0	0
<b>Total Expense from Continuing Operations</b>	<b>52,247</b>	<b>10,891</b>	<b>16,640</b>	<b>79,778</b>
Operating Result from Continuing Operations	<b>4,967</b>	<b>1,235</b>	<b>1,041</b>	<b>7,242</b>
<b>Net Operating Result before Capital Grants and Contributions</b>	<b>(3,230)</b>	<b>105</b>	<b>(360)</b>	<b>(3,485)</b>

As per these estimates Council is forecasting a small surplus for the Water Fund and deficits for the remaining funds. This means efforts still need to be made to reduce operating expenses, increase operating revenues or a combination of both to generate future operating surpluses.

Council's Long Term Financial Plan is forecasting surpluses in the medium term and this is outlined on the following page.

# 11. Long Term Financial Plan

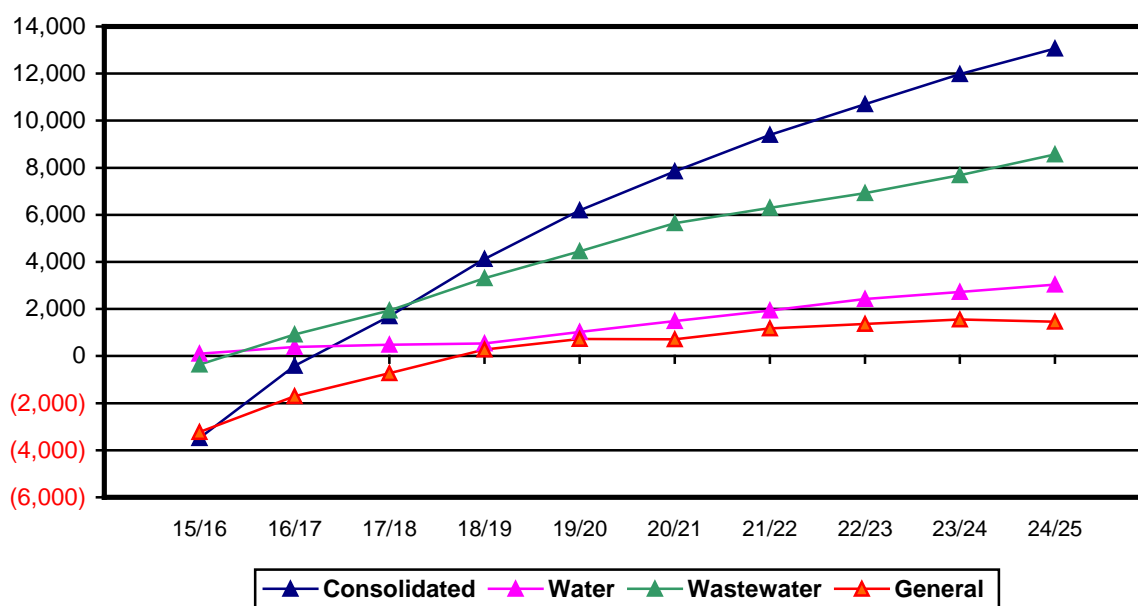
The Council's long term financial plan, which is based on a ten year time frame, has a target of achieving an operating surplus for Council's entire operations by 2018/19. A summary of that financial plan is as per the following table.

**Our Ten Year Plan to Financial Sustainability – Consolidated Result**

Item	2015/16 ('000)	2016/17 ('000)	2017/18 ('000)	2018/19 ('000)	2019/20 ('000)	2020/21 ('000)	2021/22 ('000)	2022/23 ('000)	2023/24 ('000)	2024/25 ('000)
<b>Operating Revenues</b>										
Rates and Annual Charges	43,711	46,315	49,237	52,339	55,529	58,221	60,452	62,773	65,001	67,303
User Charges and Fees	18,949	19,675	20,493	21,309	22,308	23,367	24,448	25,569	26,338	27,132
Investment Revenues	1,875	1,526	1,526	1,463	1,475	1,512	1,507	1,563	1,837	2,177
Operating Grants	7,305	6,733	7,010	6,923	7,049	7,171	7,299	7,436	7,604	7,792
Other Revenues	4,453	4,623	4,717	4,867	5,001	5,161	5,303	5,471	5,621	5,775
<b>Sub Total</b>	<b>76,293</b>	<b>78,873</b>	<b>82,982</b>	<b>86,900</b>	<b>91,361</b>	<b>95,432</b>	<b>99,009</b>	<b>102,811</b>	<b>106,400</b>	<b>110,179</b>
<b>Operating Expenses</b>										
Employee Costs	20,954	21,605	22,276	22,968	23,681	24,417	25,175	25,957	26,763	27,594
Materials and Contracts	28,190	27,040	28,098	28,727	29,654	30,687	31,758	32,974	33,880	34,865
Borrowing Costs	6,304	6,145	5,656	5,072	5,046	4,632	4,268	3,912	3,647	3,323
Depreciation	16,888	17,088	17,602	18,132	18,677	19,239	19,817	20,413	21,026	21,659
Other Expenses	7,443	7,404	7,655	7,882	8,115	8,615	8,602	8,855	9,116	9,675
<b>Sub Total</b>	<b>79,778</b>	<b>79,283</b>	<b>81,287</b>	<b>82,780</b>	<b>85,173</b>	<b>87,590</b>	<b>89,619</b>	<b>92,110</b>	<b>94,431</b>	<b>97,116</b>
<b>Result – Surplus/(Deficit)</b>	<b>(3,485)</b>	<b>(411)</b>	<b>1,695</b>	<b>4,120</b>	<b>6,188</b>	<b>7,842</b>	<b>9,390</b>	<b>10,701</b>	<b>11,969</b>	<b>13,063</b>

The next chart provides the annual operating result for the Water, Wastewater and General Funds, along with the consolidated result.

**Operating Result - Consolidated and by Fund**



All funds are forecast to generate surpluses in the short to medium term.



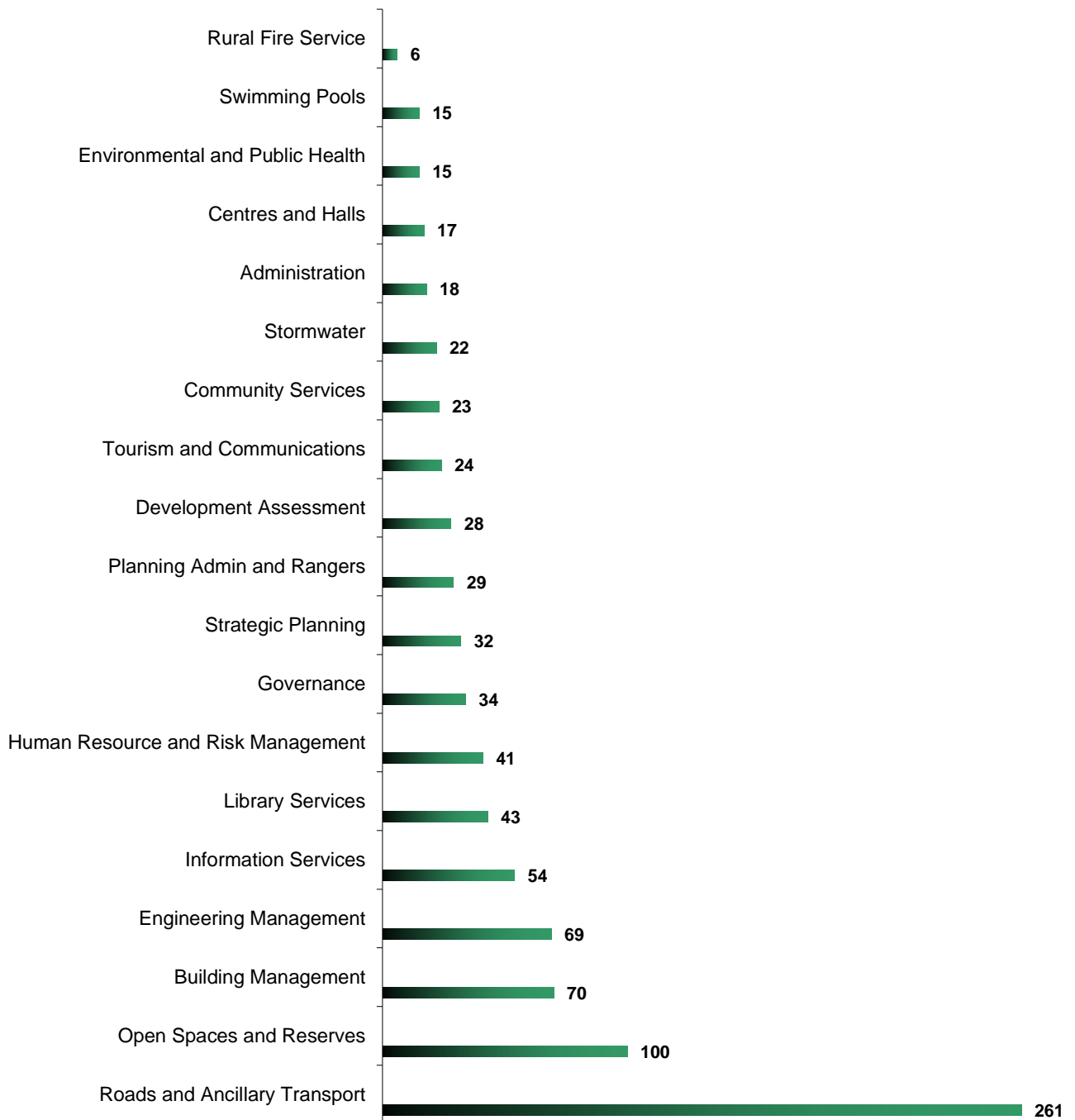
## 12. Forecast Program Operating Results for 2015/16

In addition to our Income Statement which is formatted in accordance with Australian Accounting Standards it is also important for Council to understand the annual operating results for the various programs and services delivered to the community. The following figures represent the forecast operating result for the 2015/16 financial year, with the information provided on a program basis.

Item	Operating Revenues (\$'000)	Operating Expenses (\$'000)	Operating Result ('000)
<b>Strategic and Community Facilities</b>			
Strategic Planning	146	1,053	(907)
Community Centres and Halls	382	1,630	(1,248)
Richmond Tweed Regional Library	117	1,588	(1,471)
Swimming Pools	346	1,096	(750)
Cultural and Community Services	114	942	(829)
Tourism and Communications	34	861	(827)
<b>Sub Total</b>	<b>1,138</b>	<b>7,170</b>	<b>(6,032)</b>
<b>Development and Environmental Health</b>			
Development Services	381	1,247	(866)
Building Services	1,010	822	188
Public and Environmental Health	266	794	(528)
Administration and Public Order	229	1,229	(1,001)
<b>Sub Total</b>	<b>1,885</b>	<b>4,092</b>	<b>(2,206)</b>
<b>Civil Services</b>			
Engineering Management	367	2,489	(2,123)
Procurement and Building Management	0	3,572	(3,572)
Stormwater and Environmental Protection	342	2,209	(1,867)
Roads and Bridges	62	8,173	(8,111)
Ancillary Transport Services	797	2,323	(1,526)
Roads and Maritime Services	885	885	0
Open Space and Reserves	735	3,407	(2,672)
Fleet Management and Workshop	252	37	215
Rural Fire Service	221	445	(224)
Quarries	281	125	157
Waste - Landfill and Resource Recovery	4,028	3,209	819
Waste - Domestic Waste Management	5,978	5,829	149
<b>Sub Total</b>	<b>13,946</b>	<b>32,702</b>	<b>(18,755)</b>
<b>General Manager's Group</b>			
Governance	0	1,065	(1,065)
Administrative Services	28	582	(554)
Financial Services - General Purpose Revenues	23,362	0	23,362
Financial Services	182	(4,085)	4,267
Information Services	11	1,726	(1,716)
Human Resources and Risk Management	125	1,071	(946)
Property Management	3,186	3,205	(20)
Ballina Byron Gateway Airport	5,155	4,720	435
<b>Sub Total</b>	<b>32,048</b>	<b>8,284</b>	<b>23,764</b>
<b>General Fund - Operating Result</b>	<b>49,017</b>	<b>52,247</b>	<b>(3,230)</b>
<b>Add Restricted Operations</b>			
Water Supplies	10,996	10,891	105
Wastewater Services	16,281	16,640	(360)
<b>Total Operating Result – Consolidated Operations</b>	<b>76,293</b>	<b>79,778</b>	<b>(3,485)</b>

### 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 2015/16 of \$901 is allocated across the subsidised programs.



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## 14. Revenue Policy

### General 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 residential 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 residential categories.

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.

Every three years Council is supplied with updated land values from the Valuer General. These are applied to ensure Council's distribution of the rate burden remains equitable under their chosen rating structure. New 2014 base rate land values will be utilised for the first time in the 2015/16 rating year.

Increases in a council's rate income are determined by the Independent Pricing and Regulatory Tribunal (IPART). This is referred to as the rate pegging limit. IPART has set a rate pegging limit of 2.4% for 2015/16. In addition to this for 2015/16 and 2016/17, Council applied to IPART for an increase above the standard rate pegging limit of 3.01% for 2015/16 and 2.34% above an estimated rate pegging limit of 3% in 2016/17. This equates to a total rate pegging increase of 5.41% for 2015/16 and 5.34% for 2016/17 respectively. IPART subsequently approved these increases.

The revenue generated from this additional rate income is to be used to finance repayments related to loans that Council will take up to fund the redevelopment of the Ballina and Alstonville swimming pools. The estimated loan funds required are \$4m in 2015/16 and \$4.1m in 2016/17. The pool upgrade works are needed as both swimming pools were opened in 1975 and both are showing major signs of age from a maintenance, aesthetics and contemporary lifestyle perspective. Increased maintenance is also resulting in higher operating expenses for both facilities. The preliminary program of works to be funded by the loans is outlined in the following table.

**Swimming Pool Upgrades – Preliminary Program (\$)**

Location	Description	Ballina 2015/16	Alstonville 2016/17
50 metre pool	Access ramp and steps	100,000	100,000
50 metre pool	New water reticulation piping	50,000	50,000
50 metre pool	Additional lane	170,000	170,000
50 metre pool	Pool heating	220,000	220,000
50 metre pool	Remove and reinstate concourse	130,000	130,000
50 metre pool	Remove coping and relining	1,000,000	1,100,000
50 metre pool	Covered spectator tiered seating	140,000	140,000
Site	Storm water drainage to concourse	30,000	30,000
Site	Replacement boundary fence	110,000	40,000
Plant room	Plant room – full upgrade	500,000	500,000
Existing toddlers pool area	Children's wet play area	250,000	250,000
Existing training pool area	Expand to a multi use pool 16x16m	0	500,000
Existing training pool area	Expand to a 25 metre training pool	500,000	0
New extended pool	Pool heating – heat pump	100,000	100,000
New extended pool	Balance tank and new reticulation	60,000	60,000
New extended pool	Pool plant	280,000	280,000
New extended pool	Remove and reinstate concourse	40,000	40,000
New extended pool	Remove coping and relining	240,000	240,000
Various	BBQ / Picnic Facilities / Piping	80,000	150,000
<b>Total</b>		<b>4,000,000</b>	<b>4,100,000</b>

This is a preliminary program only and Council will finalise the works program once the outcomes from the special rate application process are known.

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## General Rating Structure (cont'd)

The next table provides the estimated income from ordinary rates along with the rate in the dollar and the base amount based on the 5.41% increase for 2015/16.

### *Estimated Total Income from Ordinary Rates for 2015/16 – 5.41% Special Rate Variation*

<b>Base Charge and Cents in the Dollar % Increase</b>				
<b>Rate Category</b>	<b>Rate (Cents In \$)</b>	<b>Base Amount (\$)</b>	<b>Category Yield (\$)</b>	<b>Proportional Contribution to Total Yield (%)</b>
Residential	0.180828	449	13,895,275.44	72.43%
Business	0.711775	449	3,836,590.92	20.00%
Farmland	0.1432080	449	1,451,321.41	7.57%
Mining	0.711775	449	0.00	0.00%
<b>Totals</b>		<b>N/A</b>	<b>19,183,187.76</b>	<b>100.00%</b>

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 has no differentials within each rating category which means the residential, farmland and business rates apply to all rateable properties within the Ballina Shire that meet the criteria for each category.

## 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 is described on the following pages.

### ***Waste Management – Urban Domestic (Residential) Properties***

Council levies an annual domestic waste collection charge of \$360 per self contained occupancy, on all urban residential properties, where the service is available. This service includes a fortnightly kerbside recycling 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. All eligible properties also pay a \$72 waste operations charge per self contained occupancy, with the monies generated from that charge funding the management of Council's waste stream.

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 \$360 and the \$72 waste operations charge, 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 \$1,728 (\$360 plus \$72 multiplied by four services). The appendix 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 \$314. 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. All eligible properties also pay a \$72 waste operations charge per self contained occupancy, with the monies generated from that charge funding the operation of the management of Council's waste stream.

## Waste Charges (cont'd)

### 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 \$39 per annum.

### Additional Domestic (Residential) Services

Additional services are available for the following extra annual charges:

- Additional Mixed Waste - Urban (Fortnightly) - \$108 per annum
- Additional Mixed Waste - Rural (Weekly) – \$215 per annum
- Additional Domestic Recycling – Urban and Rural (Fortnightly) – \$108 per annum
- Additional Organics Waste Collection - Urban (Weekly) – \$215 per annum

### Waste Management – Non-Residential Properties

Council offers a weekly mixed waste collection service at an annual charge of \$369 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 \$182 and a weekly organics waste collection service at an annual cost of \$322. Additional services are available at the same cost per service as the first collection.

### Summary of Waste Charges and Net Estimated Yield for 2015/16

Type of Charge	Frequency	Charge Per Service (\$)	Yield (\$)
Domestic Waste Collection Charge – Urban	Weekly	360	5,186,000
Domestic Waste Collection Charge – Rural	Weekly	314	840,000
Domestic Waste Charge – Vacant Land	N/A	39	24,000
Waste Operations Charge – Domestic Properties	N/A	72	1,229,000
Non-domestic Waste Collection Charges (1)	Various	Various	513,000
<b>Total</b>			<b>7,792,000</b>

(1) Non-domestic waste collection charges are subject to GST. The annual charge figures identified in this section are inclusive of GST. All other charges listed are exempt from GST (i.e. domestic charges).

The appendix to this document provides details of the various waste collection areas and the services provided.

## 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 2015/16

Property Type	Annual Charge (\$)	Estimated Yield (\$)
Per residential property	25.00	212,000
Per business property	Based on impervious area	74,000
Per residential strata lot	12.50	52,000
Per business strata lot	Based on impervious area	3,000
<b>Total</b>		<b>341,000</b>

Stormwater charges for business properties are based on the impervious area of the land. The charge is \$25 per 350m<sup>2</sup> 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.

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## 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).

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

### **Summary of Water Charges for 2015/16**

<b>Service</b>	<b>Annual Charge (\$)</b>
Water Access Charge – Vacant Land	195
Water Access Charge – 20mm Service	195
Water Access Charge – 25mm Service	304
Water Access Charge – 32mm Service	496
Water Access Charge – 40mm Service	779
Water Access Charge – 50mm Service	1,214
Water Access Charge – 65mm Service	2,053
Water Access Charge – 80mm Service	3,118
Water Access Charge – 100mm Service	4,862
Water Access Charge – 150mm Service	10,938
Water Access Charge – 200mm Service	19,446

### **Summary of Net Estimated Yield for Water Charges for 2015/16**

<b>Service</b>	<b>Estimated Yield (\$)</b>
Residential Water Access Charges	2,793,000
Non-Residential Water Access Charges	690,000
<b>Total</b>	<b>3,483,000</b>

### **Water Consumption Charges**

Water consumed per separate water meter will be charged at \$2.08 per kilolitre for the first 350 kilolitres of water consumed and \$3.13 per kilolitre for water consumed in excess of 350 kilolitres. The estimated income from consumption is approximately \$7 million. Water consumption charges are levied based on the date the water meter is read.

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## Water Charges (cont'd)

### **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 (ie 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 \$2.08 per kilolitre prior to paying for water at the higher tariff of \$3.13 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 one rateable assessment under the Local Government Act. Flats are charged for water on the same basis as a single residential dwelling. Access charges are raised based on water meters connected and their size. Consumption charges are raised based on the lower consumption tariff for the first 350kl per meter and thereafter at the higher consumption tariff.

For example if a property with six flats has one meter connected they will pay one access charge based on the water meter size, which will entitle them to 350 kl at the lower rate and thereafter at the higher rate.

### **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.

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 that is 80% of first step of the potable water charge. I.e. 80% of \$2.08 is \$1.66/kl. The service is not currently available however the charge will be raised once the service is provided.

### **Residential Properties**

Each self contained occupancy (ie unit/flat/dwelling) on a rateable property will be levied an annual charge of \$864 as will each separate strata titled residential unit/flat. Non-strata titled residential unit/flat properties will be levied an annual charge of \$864 dependent upon the number of units/flats contained in the property.

### **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 = \$2.19 /kL



## Wastewater Charges (cont'd)

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

### *Summary of Wastewater Charges for 2015/16*

Wastewater Charge Category	Charge (\$)
Vacant Charge	651
Residential Charge	864
Non Residential Charge:-	Minimum charge \$651
20mm Water Service	$(651 + (2.19 \times C)) \times \text{SDF}$
25mm Water Service	$(1,020 + (2.19 \times C)) \times \text{SDF}$
32mm Water Service	$(1,672 + (2.19 \times C)) \times \text{SDF}$
40mm Water Service	$(2,611 + (2.19 \times C)) \times \text{SDF}$
50mm Water Service	$(4,081 + (2.19 \times C)) \times \text{SDF}$
65mm Water Service	$(6,899 + (2.19 \times C)) \times \text{SDF}$
80mm Water Service	$(10,449 + (2.19 \times C)) \times \text{SDF}$
100mm Water Service	$(16,323 + (2.19 \times C)) \times \text{SDF}$
150mm Water Service	$(36,727 + (2.19 \times C)) \times \text{SDF}$
200mm Water Service	$(65,301 + (2.19 \times C)) \times \text{SDF}$

### *Summary of Net Estimated Yield for Wastewater Charges for 2015/16*

Service	Annual Charge (\$)	Estimated Yield (\$)
Residential	864	12,237,000
Residential – not connected/vacant land	651	300,000
Non-Residential Access	As per formula	1,700,000
Non-Residential Usage	As per formula	1,009,000
<b>Total</b>	<b>Total:</b>	<b>15,246,000</b>

## On-site Sewage Management (OSSM) Fee

This fee is raised on properties with an on-site sewage system in place (eg septic tank) in accordance with section 608(2) LGA. 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 2015/16*

Property Type	Annual Charge (\$)	Estimated Yield (\$)
Per eligible property	45.00	117,000



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## 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	Fee based on commercial markets
Full Cost Recovery	Fee set to recover the full cost
Partial Cost Recovery	Fee set to provide services to the community at an affordable cost, the balance being met from general revenue
Rate of Return	Fee set to make a contribution towards the cost of providing / replacing infrastructure
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 \$4m to redevelopment the Ballina Swimming Pool in 2015/16.

## 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.

Wastewater has in the order of 15,000 assessments and Water has 15,200 assessments. At \$3 per assessment each Fund has a potential compulsory dividend of over \$45,000. Therefore the compulsory dividend will be based on the tax equivalents, as this is estimated to be the lesser of the two calculations. The Long Term Financial Plan has been prepared assuming a total compulsory dividend of \$54,000 (\$34,000 from water and \$20,000 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.

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## 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:

<b>Category One Businesses (Turnover greater than \$2 million)</b>	<b>Category Two Businesses (Turnover less than \$2 million)</b>
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 Council's Manager - Finance and Governance.

### 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 June 2013. These documents have been prepared in accordance with the Anti-Discrimination Act 1977 and 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.

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## Financial Assistance - Section 356 of the Local Government Act

Council has a number of financial assistance programs in place. These programs are outlined in the following policies:

- Donations - Financial Assistance
- Donations - Community Halls Capital Works Assistance
- Donations – Assistance with Council Fees for Community Groups
- Donations - Australian Representation
- Donations - Rates and Charges
- Donations - Waste Disposal Fees for Not for Profit Groups
- Donations - Insurance for Environmental Volunteer Groups
- Donations – In-kind Assistance for Sporting and Cultural Events and Community Works on Public Land

For details as to how this financial assistance is provided, refer to the Donation Policies 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.

### ***Building Better Regional Cities (BBRC) Program***

Council has been successful in obtaining Federal Government grants under the BBRC program of \$4.5 million to construct sporting fields at Wollongbar and \$5 million to construct Ballina Heights Drive. As a condition of these grants Council is required to provide developer contribution rebates of \$25,000 for 96 (\$2.4 million) land sales in the Wollongbar Urban Expansion Area and \$25,000 for 120 (\$3 million) land sales in the Ballina Heights Estate.

These rebates are provided by Council where land is sold to an eligible purchaser, with an eligible purchaser defined as a person(s) who meets the National Rental Affordability Scheme guidelines, which are based on the following income thresholds:

<b>Household Type</b>	<b>Maximum Income (\$)</b>
One Adult	59,111
Two Adults	81,722
Three Adults	104,333
Four Adults	126,944
Sole Parent with 1 Child/student	81,779
Sole Parent with 2 Children/student	101,385
Sole Parent with 3 Children/student	120,991
Couple with 1 Child/student	101,329
Couple with 2 Children/student	120,934
Couple with 3 Children/student	140,541
Extra Child/student	19,450

## Detailed Estimates of Council's Income and Expenditure

A copy of the detailed estimates for Council's income and expenditure are available upon request from Council's Customer Service Centre.

## Summary of Affairs - GIPPA

For a complete list of Council's plans and policies refer to the latest Summary of Affairs, published six monthly and available on our website [www.ballina.nsw.gov.au](http://www.ballina.nsw.gov.au)

## Further Information

For further information on the contents of this document contact Council's Finance Section on 6686 4444.

# 16. Appendix - Domestic Waste Collection Areas

