



2016/17 to 2019/20
Delivery Program and Operational Plan
Adopted 23 June 2016

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Introduction



On behalf of Councillors and staff I am pleased to present our Delivery Program and Operational Plan for the period 2016/17 to 2019/20. 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 infrastructure projects 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 will be the final Program and Plan by this Council and as an elected body we are pleased with the achievements that have been accomplished during our term. The construction of new community facilities such as the Ballina Surf Club, the Wollongbar Sports Fields, the Coastal Recreational Path and the Marine Rescue Centre have all been highlights. There is always more to be done for any Council and this document provides a good overview of what the priorities are for the next four years.

This preparation of this Program and Plan is the product of a team effort by Councillors, Council staff and valuable community input. It is a vital document that keeps the community informed of Council's direction. At the same time, it provides an important link between the elected Council and the Administration.

The document will continue to be reviewed each year and I look forward to the new Council that will be elected during 2016/17 continuing to update the priorities and actions reflected in the document, based on ongoing input from the community, along with Council's commitment to continuous improvement.

We hope you find this document informative and we look forward to any feedback you may wish to provide on the outcomes we are seeking for the residents of the Ballina Shire.

A handwritten signature in black ink, 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.

Our Vision

Serving the community of today while preparing for the challenges of tomorrow

We will be successful if we are judged to deliver:

A connected community



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

A prosperous economy



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

A healthy environment



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

Engaged Leadership



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

Our Values

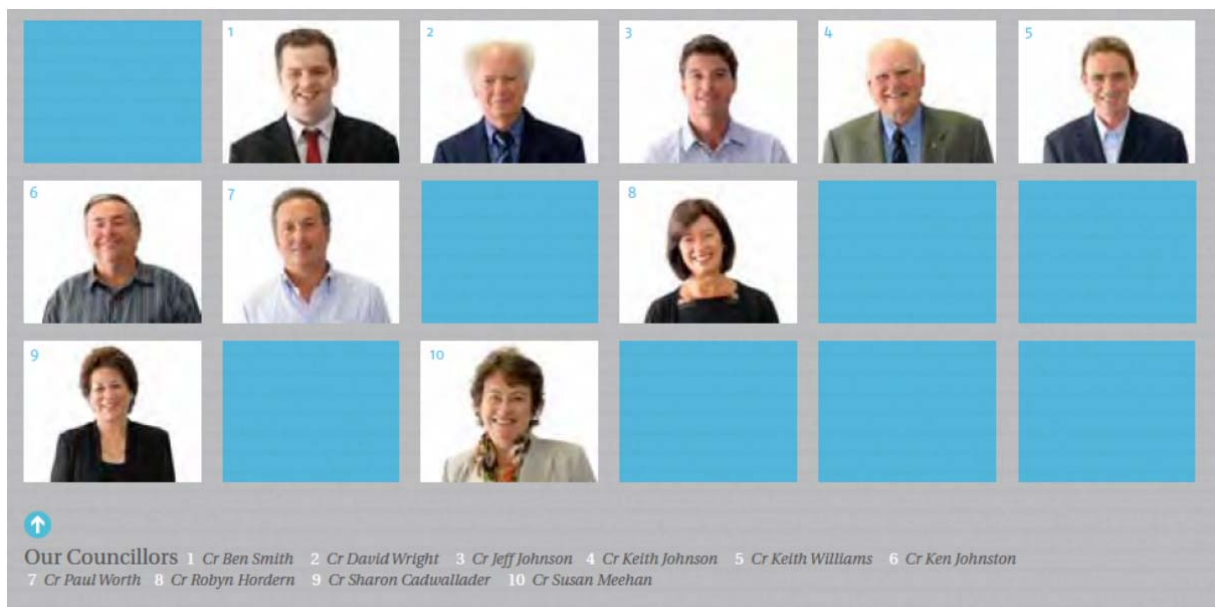
Our values describe the behaviour we expect from all people within Council.



Our Council Representatives

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

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



Some things a councillor does are:

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

In addition a Councillor's actions are guided by a Code of Conduct that hold them accountable to the community they serve.

Part A – Delivery Program

1. 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). The Delivery Program and Operational Plan support the Community Strategic Plan. The Program and Plan identify Strategies and Actions we are implementing to respond to the Directions and Outcomes identified in the Community Strategic Plan.

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



2. Directions and Outcomes

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

2. Consideration of State and Regional Plans

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

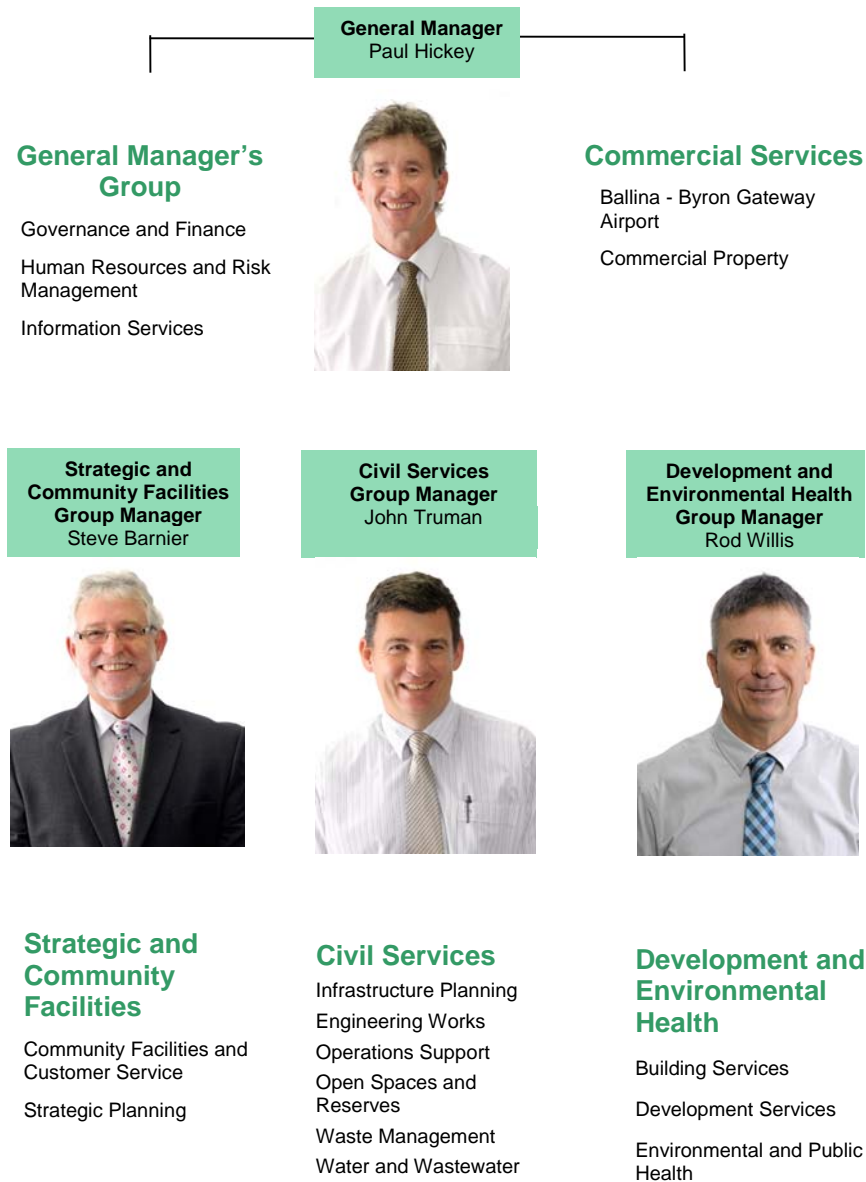
 Strong budget and economy	 Building infrastructure	 Protecting the vulnerable	 Better Services	 Safer communities
Strong budget and economy (SP1) 1.1 Making it easier to start a business 1.2 Encouraging business investment 1.3 Boosting apprenticeships 1.4 Accelerating major project assessment 1.5 Protecting our credit rating 1.6 Delivering strong budgets.	Building infrastructure (SP2) 2.1 Improving road travel reliability 2.2 Increasing housing supply.	Protecting the vulnerable (SP3) 3.1 Transitioning to the National Disability Insurance Scheme 3.2 Creating sustainable social housing.	Better Services (SP4) 4.1 Improving Aboriginal education outcomes 4.2 Better government digital services 4.3 Cutting wait times for planned surgeries 4.4 Increasing cultural participation 4.5 Ensure on-time running for public transport.	Safer communities (SP5) 5.1 Reducing violent crime 5.2 Reducing adult re-offending 5.3 Reducing road fatalities.

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

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

3. Our Senior Staff and Organisation Structure

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



3. 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 2016/17 is approximately \$21 million.

Section	2008/09	2010/11	2012/13	2014/15	2015/16	2016/17	2019/20
General Manager's Office	2	2	2	2	4	4	4
Strategic Planning	8	8	8	8	8	8	8
Community Facilities / Customer Service	6	7	8	15	13	11	12
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	11	11
Regulatory Support	7	8	8	8	8	8	8
Infrastructure Planning	12	13	13	13	13	13	14
Engineering Works	49	50	54	60	64	65	66
Open Spaces and Reserves	31	32	33	35	35	34	36
Water and Wastewater	29	30	35	34	34	39	40
Waste Management	21	21	19	18	18	14	14
Operations Support	36	35	34	37	37	36	36
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	10	11
Human Resources and Risk	6	6	8	7	7	8	9
Ballina – Byron Gateway Airport	5	5	6	6	6	6	7
Commercial Services	5	6	4	2	2	2	2
TOTAL	270	276	288	296	300	301	310
Percentage Change (%)		2.2	4.3	2.8	1.4	0.3	3.0

(These figures exclude trainees and apprentices and represent permanent positions only. As at the time of preparing this information for 2016/17 Council has 20 trainees and apprentices. The positions vary from school based part-time to full time positions.)

4. 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	16/17	17/18	18/19	19/20	Responsibility	Link to NSW Making It Happen	
		Operational Plan Activity								
OUTCOME CC1. WE FEEL SAFE										
CC1.1 Actively promote crime prevention and well-being and safety strategies	<i>Lower crime rates against people and property</i>	CC1.1.1 Pursue community well-being and safety initiatives								
		CC1.1.1a	Implement Council's Road Safety Plan to maximise road safety awareness	Programs delivered and effectiveness	X	X	X	X	Infrastructure Planning	SP5
		CC1.1.1b	Implement NSW Government Pool Barrier Inspection Program	Level of compliance	X	X	X	X	Building Services	SP5
		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	SP4
	CC1.1.1d	Work with the NSW Cancer Council to promote initiatives that aim to reduce the incidence and impacts of cancer	Initiatives undertaken	X	X	X	X	Community Facilities and Customer Service	SP5	
	<i>Crime prevention reduces as a performance gap in our community survey which means we feel safer</i>	CC1.1.2 Provide a proactive ranger service to increase safety in the community								
		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
		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
<i>A healthier community</i>										

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	16/17	17/18	18/19	19/20	Responsibility	Link to NSW Making It Happen	
		Operational Plan Activity									
CC1.2 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>	CC1.2.1 Provide contemporary disaster plans									
		CC1.2.1a	Provide contemporary emergency centre and response capability	Reviews completed	X	X	X	X	Support Operations	SP5	
		CC1.2.1b	Review Emergency Risk Management Plan	Review completed				X	Support Operations	SP5	
		CC1.2.1c	Review Emergency Management Plan	Review completed	X				Support Operations	SP5	
		CC1.2.1d	Ensure Business Continuity Plans are contemporary	BCP's monitored and tested	X	X	X	X	Human Resources and Risk Management	SP5	
CC1.3 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>	CC1.3.1 Improve asset management practices to reduce risk of failure and to maximise effectiveness of assets									
		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	SP2	
		CC1.3.1b	Number of unplanned water supply interruptions greater than four hours in duration (#)	Nil	X	X	X	X	Water and Wastewater	SP2	
		CC1.3.2 Seek a high level of development compliance in our community									
		CC1.3.2a	Implement Annual Development Compliance Program	Compliance with Plan	X	X	X	X	Development Services	SP2	
		CC1.3.2b	Ensure a high level of compliance for fire hydrants	Hydrants inspected (<i>Target > 50% p.a.</i>)	X	X	X	X	Water and Wastewater	SP2	
		CC1.3.2c	Ensure a high level of compliance for fire safety certificates	Completed fire safety certificates (<i>Target > 90% p.a.</i>)	X	X	X	X	Building Services	SP2	
		Cc1.3.2d	Comply with NSW Essential Fire Services Audit Program	Annual completion of program	X	X	X	X	Building Services	SP2	

CSP Priorities	The benefits will be...	Delivery Program Strategy	Measures/Target	16/17	17/18	18/19	19/20	Responsibility	Link to NSW Making It Happen	
		Operational Plan Activity								
CC1.3 Monitor the built infrastructure and the services delivered to the community to ensure relevant standards are being met (cont'd)		CC1.3.3 Ensure food premises, public pools and potable water is safe for human use and consumption								
		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	SP4
		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	SP4
		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	
		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	SP4
		CC1.3.3e	Audit all other low, medium and high risk commercial premises as required under Program	Audit commercial premises (Target High risk premises audited twice p.a. >20 inspections.)	X	X	X	X	Environmental and Public Health	SP4
		CC1.3.3f	Ensure all public pools are regularly monitored and inspected for water quality	Public pools monitored (Target all public pools and 1/3 of semi public pool audited p.a. -17 inspections)	X	X	X	X	Environmental and Public Health	SP4
		CC1.3.3g	Notifiable Drinking Water Health Incidents at Marom Creek Water Treatment Plant (#)	Nil	X	X	X	X	Water and Wastewater	SP4
		CC1.3.3h	Drinking Water Reticulation Monitoring Compliance with ADWG (Microbial) (%)	100%	X	X	X	X	Water and Wastewater	SP4
		CC1.3.3i	Drinking Water Reticulation Monitoring Compliance with ADWG (Chemical & Physical) (%)	100%	X	X	X	X	Water and Wastewater	SP4

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	16/17	17/18	18/19	19/20	Responsibility	Link to NSW Making It Happen
		Operational Plan Activity								
OUTCOME CC2. WE FEEL CONNECTED TO THE COMMUNITY										
CC2.1 Encourage community interaction and volunteering	<i>There are more people volunteering in our community</i>	CC2.1.1 Encourage and foster community pride through volunteering initiatives								
		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
		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
CC2.2 Create events and activities that promote interaction and education, as well as a sense of place	<i>Increase in events, community participation and a sense of place</i>	CC2.2.1 Identify existing and reduce gaps in cultural facilities in the Shire								
		CC2.2.1a	Implement Cultural Plan	Actions implemented	X	X	X	X	Strategic Planning	SP4
		CC2.2.1b	Implement Public Art Program	Actions taken	X	X	X	X	Strategic Planning	SP4
		CC2.2.2 Support cultural services within the Shire								
		CC2.2.2a	Promote initiatives for the Northern Rivers Community Gallery	Initiatives implemented	X	X	X	X	Community Facilities and Customer Service	SP4
		CC2.2.2b	Northern Rivers Community Gallery is well patronised	Increase visits to Gallery (Target > 16,000 p.a.) Increase visits to Gallery website (Target > 9,000 p.a.)	X	X	X	X	Community Facilities and Customer Service	SP4
		CC2.2.3 Encourage local events								
		CC2.2.3a	Support and expand the community involvement in Council approved events	Increase event numbers (Target > 25 p.a.)	X	X	X	X	Open Spaces and Reserves	SP4
		CC2.2.4 Promote the benefits of companion animals								
		CC2.2.4a	Implement Companion Animals Management Plan	Actions implemented	X	X	X	X	Environmental and Public Health	SP4

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	16/17	17/18	18/19	19/20	Responsibility	Link to NSW Making It Happen	
		Operational Plan Activity									
CC2.3 Assist disadvantaged groups within our community	<i>Disadvantaged groups are better resourced</i>	CC2.3.1 Increase opportunities for people with a disability									
		CC2.3.1a	Support Council Access Committee	Actions implemented	X	X	X	X	Community Facilities and Customer Service	SP3	
		CC2.3.1b	Complete Disability Employment Audit to continue employment program	Audit completed and level of compliance	X	X	X	X	Human Resources and Risk Management	SP3	
		CC2.3.1c	Implement EEO Management Plan	Actions implemented and effectiveness	X	X	X	X	Human Resources and Risk Management	SP3	
		CC2.31d	Prepare and implement Disability Inclusion Action Plan	Plan adopted and actions implemented	X	X	X	X	Community Facilities and Customer Service	SP3	
		CC2.3.2 Foster opportunities and partnerships with Aboriginal people									
		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	SP3	
		CC2.3.2b	Support an effective Aboriginal Community Committee	Committee operating and outcomes from meetings	X	X	X	X	Community Facilities and Customer Service	SP3	
OUTCOME CC3. THERE ARE SERVICES AND FACILITIES THAT SUIT OUR NEEDS											
CC3.1 Provide strategies for older residents to be part of our community	<i>Older residents are more engaged and active</i>	CC3.1.1 Provide appropriate services and facilities for an ageing population									
		CC3.1.1a	Implement adopted Ageing Strategy	Actions implemented	X	X	X	X	Community Facilities and Customer Service	SP3	
		CC3.1.1b	Implement East Ballina Cemetery Master Plan	Actions implemented	X	X	X	X	Open Spaces and Reserves	SP3	
CC3.2 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>	CC3.2.1 Ensure provision of appropriate facilities for younger people									
		CC3.2.1a	Enhance sporting field facilities	Actions implemented	X	X	X	X	Open Spaces and Reserves	SP24	
		CC3.2.1b	Implement Playground Upgrade and Renewal Plan (PURP)	Actions implemented	X	X	X	X	Open Spaces and Reserves	SP2	
		CC3.2.1c	Provide skate park facilities for Alstonville / Wollongbar	Works completed	X				Open Spaces and Reserves	SP2	

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	16/17	17/18	18/19	19/20	Responsibility	Link to NSW Making It Happen	
		Operational Plan Activity									
CC3.3 Provide equitable access to a range of community services and facilities	<i>Increased satisfaction and participation rates</i> <i>A healthier community</i>	CC3.3.1 Improve access, services and usage of community centres									
		CC3.3.1a	Ensure library services and facilities reflect contemporary needs	Increase membership (Target > 22,000 p.a.) Increase loans (Target > 400,000 p.a.) Increase PC usage (Target > 25,000 p.a.) Increase wireless usage (Target > 25,000 p.a.)	X	X	X	X	Community Facilities and Customer Service	SP4	
		CC3.3.1b	Expand services and improve financial viability of Council's community facilities through increase in bookings	Kentwell Centre (Target > 1,000 p.a.) Lennox Head Centre (Target > 4,000 p.a.) Ballina Surf Club (Target > 400 p.a.) Richmond Room (Target > 180 p.a.)	X	X	X	X	Community Facilities and Customer Service	SP4	
		CC3.3.1c	Proactively promote lease and use of Council managed community properties	90% of properties are leased or regularly used	X	X	X	X	Strategic Planning	SP4	
		CC3.3.1d	Determine long term future of Ballina Fire Station site and precinct	Preferred use confirmed				X	Community Facilities and Customer Service	SP4	
		CC3.3.2 Ensure appropriate provision of recreation facilities									
		CC3.3.2a	Ensure public pool facilities are well patronized	Increase swimming pool patrons (Target > 155,000 p.a.)	X	X	X	X	Community Facilities and Customer Service	SP4	
		CC3.3.2b	Implement upgrade of Ballina and Alstonville swimming pools	Endorsement of strategy and progress	X	X	X		Community Facilities and Customer Service	SP2	
		CC3.3.2c	Progress provision of indoor sports facility for Ballina	Actions completed	X	X	X	X	Strategic Planning	SP2	
		CC3.3.2d	Implement Captain Cook Master Plan	Actions completed	X		X	X	Open Spaces and Reserves	SP2	
		CC3.3.2e	Implement Pop Denison Master Plan	Actions completed	X	X	X	X	Open Spaces and Reserves	SP2	

Direction Two: A Prosperous Economy (PE)

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	16/17	17/18	18/19	19/20	Responsibility	Link to NSW Making It Happen
		Operational Plan Activity								
OUTCOME PE1. WE ATTRACT NEW BUSINESS AND VISITORS										
PE1.1 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>	PE1.1.1 Work together to plan, coordinate and implement tourism initiatives for the Ballina Coast and Hinterland to benefit the local economy								
		PE1.1.1a	Implement regional visitor services strategy	Actions implemented	X	X	X	X	Community Facilities and Customer Service	SP1
		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	SP1
		PE1.1.1c	Implement Destination Management Plan for Ballina Shire	Actions implemented	X	X	X	X	Community Facilities and Customer Service	SP1
		PE1.1.1d	Provide accessible and efficient visitor information services	Increase enquiries to Visitor Centre (Target > 54,000 p.a.) Increase tourism website visits (Target > 60,000 p.a.) Proportion of satisfied visitors to Visitor Centre (Target > 95%)	X	X	X	X	Community Facilities and Customer Service	SP4
		PE1.1.1e	Improve Promotional and Interpretative Signage	Actions implemented	X	X	X	X	Governance and Finance	SP4
		PE1.1.1f	Participate in Roads and Maritime Services Location Marker Program for Ballina	Works completed	X				Governance and Finance	SP4

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	16/17	17/18	18/19	19/20	Responsibility	Link to NSW Making It Happen
		Operational Plan Activity								
PE1.1 Promote our area as an attractive place to invest and visit (cont'd)		PE1.1.2 Provide infrastructure that supports our towns as an attractive place to live, invest and visit								
		PE1.1.2a	Progress Coastal Recreational Path Network	Approvals in place and segments constructed	X	X	X	X	Engineering Works	SP2
		PE1.1.2b	Implement Regional Boating Strategy and related Master Plans	Works completed	X	X	X	X	Engineering Works	SP2
PE1.2 Provide infrastructure that supports business and delivers economic benefits	<i>Increased business in the shire</i> <i>Minimal commercial vacancies</i>	PE1.2.1 Improve infrastructure and viability of business precincts								
		PE1.2.1a	Implement Lennox Head Town Centre enhancement plan	Implement adopted plan			X	X	Infrastructure Planning	SP2
		PE1.2.1b	Implement Ballina Town Centre enhancement programs	Infrastructure improvements and related initiatives	X	X	X	X	Engineering Works	SP1
		PE1.2.1c	Support enhancements in other key business centres (Wardell, Alstonville)	Improvements undertaken	X	X	X	X	Engineering Works	SP1
		PE1.2.1d	Prepare Ballina Marina (Trawler Harbour) Master Plan	Plan completed	X	X			Strategic Planning	SP1
		PE1.2.1e	Implement Ballina Town Entry Statement Program	Initiatives undertaken and works completed		X	X	X	Open Spaces and Reserves	SP2
		PE1.2.1f	Finalise rezoning of Southern Cross Expansion Precinct and implement expansion of existing Estate	Actions taken	X	X	X	X	Commercial Services	SP1
		PE1.2.2 Maximise use of Council owned or controlled commercial properties								
		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

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	16/17	17/18	18/19	19/20	Responsibility	Link to NSW Making It Happen
		Operational Plan Activity								
PE1.3 Minimise the costs and regulatory requirements for doing business	<i>Businesses are more competitive and sustainable</i>	PE1.3.1 Provide efficient services to all our clients including business								
		PE1.3.1a	Efficiently process and assess development applications and other planning requests	% of applications determined within 40 days (Target > 50%) % of Section 96 applications determined within 40 days (Target > 60%) % of Section 149 certificates issued within four days (Target > 90%) Time to determine development applications (median time < 60 days) Time to determine Section 96 applications (median time < 40 days) (all targets exclude integrated development)	X	X	X	X	Development Services	SP4
		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	SP4

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	16/17	17/18	18/19	19/20	Responsibility	Link to NSW Making It Happen
		Operational Plan Activity								
PE1.3 Minimise the costs and regulatory requirements for doing business (cont'd)		PE1.3.2 Streamline processes for undertaking business with Council								
		PE1.3.2a	Introduce on-line certificates application process	Task completed	X				Governance and Finance	SP4
		PE1.3.2b	Simplify access to documents and expand volume of digitised records	Provide on-line portal	X				Information Services	SP4
		PE1.3.2c	Support the NSW State Government's Small Business Friendly Council's Program	Initiatives taken	X	X	X	X	Governance and Finance	SP4
OUTCOME PE2 MY BUSINESS CAN GROW AND DIVERSIFY										
PE2.1 Develop plans that encourage business growth and diversification	<i>Increased business opportunities</i>	PE2.1.1 Develop and enhance the Ballina – Byron Gateway Airport Precinct								
		PE2.1.1a	Implement airport upgrades	Initiatives implemented	X	X	X	X	Commercial Services	SP2
		PE2.1.1b	Ensure airport is financially viable	Increase in operating revenue (Target > \$5.5 million) Increase in operating surplus (Target > 25% of revenue) Increase in passengers (Target > 480,000 p.a.)	X	X	X	X	Commercial Services	SP1
PE2.2 Promote and facilitate a range of business activities	<i>Improved perception that Council supports business</i>	PE2.2.1 Maximise opportunities and benefits to be gained from Council dredging and quarrying activities								
		PE2.2.1a	Implement recommendations from quarry options report	Actions implemented	X	X	X	X	Support Operations	SP1
		PE2.2.1b	Proactively manage Council sand pit	Actions implemented	X	X	X	X	Support Operations	SP1
		PE2.2.1c	Pursue dredging of North Creek	Analysis completed and actions implemented	X	X	X		Infrastructure Planning	SP1

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	16/17	17/18	18/19	19/20	Responsibility	Link to NSW Making It Happen
		Operational Plan Activity								
PE2.2 Promote and facilitate a range of business activities (cont'd)		PE2.2.2 Provide a diverse range of tourism accommodation options		Increase in operating revenue (Target > \$420,000) Increase in operating surplus (Target > 25% of revenue)	X	X	X	X	Commercial Services	SP1
		PE2.2.2a	Ensure Flat Rock Tent Park is commercially viable							
PE2.3 Establish planning regulations that encourage opportunities for diversification	<i>Reduced barriers to business operation, expansion, diversification or relocation</i>	PE2.3.1 Enhance opportunities for business interaction with Council		Package published		X			Strategic Planning	SP4
		PE2.3.1a	Prepare information package to assist small business in engaging with Council							
		PE2.3.1b	Prepare economic development strategy.	Strategy completed	X	X			Strategic Planning	SP1
OUTCOME PE3 WE CAN WORK CLOSE TO HOME										
PE3.1 Facilitate and provide economic land and infrastructure to support business growth	<i>Increased availability of land and locations to support business activity</i>	PE3.1.1 Provide adequate land for business growth		Lots available for sale, actual sales and net profit	X	X	X	X	Commercial Services	SP1
		PE3.1.1a	Progress availability of land at the Russellton Industrial Estate							
		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
		PE3.1.2 Support our retail centres		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
PE3.1.2a										

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	16/17	17/18	18/19	19/20	Responsibility	Link to NSW Making It Happen	
		Operational Plan Activity									
PE3.2 Facilitate and provide affordable infrastructure, both business and residential	<i>More residents living close to where they work, with more affordable options available</i>	PE3.2.1 Pursue affordability strategies in respect to the availability of residential land									
		PE3.2.1a	Progress Wollongbar and Ballina Heights Building Better Regional Cities Programs	Monitor sales for low to moderate income earners	X					Commercial Services	SP1
		PE3.2.1c	Monitor waiver of developer contributions for secondary dwellings	Dwellings constructed, benefits provided and contributions waived	X	X				Strategic Planning	SP1
		PE3.2.2 Plan for and provide new residential land and facilities in line with population growth									
		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	SP1
		PE3.2.2b	Monitor infrastructure to support identified growth areas at Lennox Head, Skennars Head, Wollongbar and Cumbalum	Actions taken and infrastructure being delivered	X	X	X	X		Infrastructure Planning	SP2
PE3.3 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>	PE3.3.1 Expand accessibility options									
		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
		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

Direction Three: A Healthy Environment (HE)

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	16/17	17/18	18/19	19/20	Responsibility	Link to NSW Making It Happen
		Operational Plan Activity								
OUTCOME HE1. WE UNDERSTAND THE ENVIRONMENT										
HE1.1 Our planning considers past and predicted changes to the environment	<i>Reduced risk from natural disasters or changes in climate</i>	HE1.1.1 Plan, monitor and manage to protect our coastline								
		HE1.1.1a	Implement Coastline Management Plan	Plan completed and actions implemented	X	X	X	X	Engineering Works	SP5
		HE1.1.2 Plan, monitor and manage to protect our floodplains								
		HE1.1.2a	Implement Floodplain Management Plan	Plan completed and actions implemented	X	X	X	X	Engineering Works	SP5
		HE1.1.3 Promote and undertake climate saving and environmental actions as an organisation								
		HE1.1.3a	Implement Climate Action Strategy and Environmental Action Plan	Actions implemented	X	X	X	X	Strategic Planning	SP5
HE1.2 Promote initiatives that improve our natural environment	<i>Natural environment is maintained and enhanced</i>	HE1.2.1 Protect and enhance our waterways								
		HE1.2.1a	Support Coastal Zone Management Plan for the Richmond River.	Actions implemented including advocacy	X	X	X	X	Strategic Planning	SP2
		HE1.2.1b	Implement Shaws Bay Coastal Zone Management Plan	Actions implemented	X	X	X	X	Environmental and Public Health	SP2
		HE1.2.1c	Implement Lake Ainsworth Management Plan	Actions implemented	X	X	X	X	Environmental and Public Health	SP2
		HE1.2.2 Reduce impact of stormwater on our environment								
		HE1.2.2a	Implement Stormwater Management Plan	Actions implemented	X	X	X	X	Engineering Works	SP2

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	16/17	17/18	18/19	19/20	Responsibility	Link to NSW Making It Happen	
		Operational Plan Activity									
HE1.3 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>	HE1.3.1 Undertake actions to beautify our streetscapes and open spaces									
		HE1.3.1a	Deliver a proactive street tree planting program	Actions taken	X	X	X	X	Open Spaces and Reserves	SP2	
		HE1.3.1b	Maintain contemporary vegetation management plans	Ensure plans reviewed in a timely manner	X	X	X	X	Open Spaces and Reserves	SP2	
		HE1.3.1c	Implement a proactive fig tree management program	Initiatives undertaken	X	X	X	X	Open Spaces and Reserves	SP2	
OUTCOME HE2. WE USE OUR RESOURCES WISELY											
HE2.1 Implement total water cycle management practices	<i>Reduced water consumption per capita</i>	HE2.1.1 Plan and deliver adequate water cycle requirements in urban areas									
		HE2.1.1a	Implement urban water management strategy	Actions implemented	X	X	X	X	Water and Wastewater	SP2	
		HE2.1.2 Provide good quality recycled water and minimise water consumption									
		HE2.1.2a	Implement recycled water quality management plan	Actions implemented	X	X	X	X	Water and Wastewater	SP2	
		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	SP2	
		HE2.1.2c	Notifiable Recycled Water Health Incidents at Ballina & Lennox Wastewater Treatment Plants (#)	Nil	X	X	X	X	Water and Wastewater	SP5	
		HE2.1.2d	Recycled Water Reticulation Monitoring Compliance with AGWR in Ballina & Lennox (Microbial) (%)	100%	X	X	X	X	Water and Wastewater	SP5	
		HE2.1.2e	Recycled Water Reticulation Monitoring Compliance with AGWR in Ballina & Lennox (Chemical & Physical) (%)	100%	X	X	X	X	Water and Wastewater	SP5	

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	16/17	17/18	18/19	19/20	Responsibility	Link to NSW Making It Happen
		Operational Plan Activity								
		HE2.1.2f	Average water consumption per residential connection	Minimise water consumption per connection (Target < 200 kl p.a.)	X	X	X	X	Water and Wastewater	SP4
		HE2.1.2g	Recycled water use during dry weather	Increase usage (Target > 20% of dry weather flows)	X	X	X	X	Water and Wastewater	SP4
HE2.2 Reduce, reuse and recycle our resources	Reduction in costs and extended life for existing resources	HE2.2.1 Reduce waste to the landfill through effective management and recycling								
		HE2.2.1a	Implement Council waste strategy	Actions taken	X	X	X	X	Waste Services	SP4
		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%)	X	X	X	X	Waste Services	SP4
		HE2.2.2 Reduce water usage								
		HE2.2.2a	Implement water loss reduction program	Actions implemented and effectiveness	X	X	X	X	Water and Wastewater	SP4
		HE2.2.2b	Reduce volume of unaccounted water	Minimise unaccounted water (Target < 15% of total water purchased)	X	X	X	X	Water and Wastewater	SP4
		HE2.2.2c	Reduce water main breaks	Minimise main breaks (Target < one break per 30km of main)	X	X	X	X	Water and Wastewater	SP4
HE2.3 Pursue innovative technologies	Cost and resource use efficiencies	HE2.3.1 Reduce finite resource use through innovation								
		HE2.3.1a	Implement innovative technologies to generate efficiencies and reduce resource use	Actions taken	X	X	X	X	Governance and Finance	SP4

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	16/17	17/18	18/19	19/20	Responsibility	Link to NSW Making It Happen	
		Operational Plan Activity									
OUTCOME HE3. OUR BUILT ENVIRONMENT BLENDS WITH THE NATURAL AND CULTURAL ENVIRONMENT											
HE3.1 Develop and implement plans that balance the built environment with the natural environment	<i>More people are satisfied with our management of development</i>	HE3.1.1 Plan and provide for residential urban and semi-rural expansion									
		HE3.1.1a	Prepare DCP for Skennars Head expansion	DCP completed	X					Strategic Planning	SP1
		HE3.1.2 Ensure planning instruments reflect current and future needs									
		HE3.1.2a	Oversee implementation of Ballina Major Regional Centre Strategy	Actions implemented and reviews completed	X	X	X	X		Strategic Planning	SP1
		HE3.1.2b	Oversee implementation of Wardell Strategic Plan	Actions implemented and reviews completed	X	X	X	X		Strategic Planning	SP2
		HE3.1.2c	Review Planning Framework for Alstonville and Wollongbar	Updated planning framework adopted	X	X				Strategic Planning	SP2
		HE3.1.2d	Review Planning Framework for Lennox Head	Updated planning framework adopted		X	X			Strategic Planning	SP2
		HE3.1.2e	Review planning framework for Cumbalum urban release area	Updated planning framework adopted			X	X		Strategic Planning	SP2
		HE3.1.2f	Review environmental protection zone framework	Updated planning framework adopted	X	X	X	X		Strategic Planning	SP2
		HE3.1.2g	Review Local Environmental Plan	Review complete		X				Strategic Planning	SP2
		HE3.1.2h	Review Development Control Plan	Review complete		X				Strategic Planning	SP2
		HE3.1.2i	Review Local Growth Management Strategy	Review complete	X	X				Strategic Planning	SP2
		HE3.1.2j	Review Generic Plan of Management and Specific Plans in a timely manner	Review completed	X	X	X	X		Strategic Planning	SP4
HE3.1.2j	Review Master Plan for Pat Morton and Lennox Point Precinct	Review complete		X				Strategic Planning	SP4		

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	16/17	17/18	18/19	19/20	Responsibility	Link to NSW Making It Happen	
		Operational Plan Activity									
HE3.2 Minimise negative impacts on the natural environment	<i>Retention of our natural environment</i>	HE3.2.1 Ensure compliance with environmental legislation and standards									
		HE3.2.1a	Implement Local Asbestos Policy	Plan completed and actions implemented	X					Environmental and Public Health	SP5
		HE3.2.1b	Monitor on-site sewage management (OSSM) systems to ensure systems compliant	Number of OSSM systems inspected (Target > 100 p.a.) Number of OSSM Approval to Install issued (Target > 10 p.a.) Number of OSSM Approval to Operate issued (Target > 10 p.a.)	X	X	X	X		Environmental and Public Health	SP5
		HE3.2.1c	Implement on-site sewage management (OSSM) strategy	Actions implemented	X	X	X	X		Environmental and Public Health	SP5
		HE3.2.1d	Notifiable Pollution Incidents under the POEO Act (1997) (#)	Nil	X	X	X	X		Water and Wastewater	SP5
		HE3.2.1e	Compliance with Environmental Protection License Concentration Limits at All times (%)	100%	X	X	X	X		Water and Wastewater	SP5
		HE3.2.1f	Licensing of all known properties requiring a trade waste license.	Number of licenses issued (Target > 100 p.a.)	X	X	X	X		Water and Wastewater	SP5
		HE3.2.1g	Percentage of continuing trade waste licenses renewed on expiry	100% of licences are renewed	X	X	X	X		Water and Wastewater	SP5
		HE3.2.1h	Percentage of trade waste inspections completed in accordance with legislative requirements	100% compliance	X	X	X	X		Water and Wastewater	SP5
		HE3.2.1i	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		Waste Water and Wastewater	SP5

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	16/17	17/18	18/19	19/20	Responsibility	Link to NSW Making It Happen	
		Operational Plan Activity									
HE3.2 Minimise negative impacts on the natural environment (cont'd)		HE3.2.2 Undertake initiatives that protect our local fauna									
		HE3.2.2a	Implement Ballina Shire Koala Management Strategy	Actions implemented	X	X	X	X	Strategic Planning	SP4	
		HE3.2.3 Reduce the impact of Council energy consumption on the environment									
		HE3.2.3a	Manage the Light Fleet greenhouse gas ratings	Average CO2 emissions of Light Fleet (Target < 220g/km)	X	X	X	X	Support Operations	SP4	
		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	
		HE3.2.3c	Increase the generation of renewable energy generated on Council sites	Increase kilowatts generated (Target > 380 kW p.a.)	X	X	X	X	Support Operations	SP4	
		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	SP4	
HE3.3 Match infrastructure with development	<i>No under supply of community infrastructure</i>	HE3.3.1 Plan what public facilities and services are required as a consequence of new development									
		HE3.3.1a	Complete review of Section 94 Open Spaces and Community Facilities Plan	Review completed	X			X	Strategic Planning	SP2	
		HE3.3.1b	Complete review of Section 64 Plans for Water and Wastewater Services	Review completed			X		Water and Wastewater	SP2	
		HE3.3.1c	Complete review of Section 94 Car Parking and Heavy Haulage Plans	Review completed		X			Infrastructure Planning	SP2	
		HE3.3.1d	Complete review of Section 94 Roads Plan	Review completed				X	Infrastructure Planning	SP2	

Direction Four: Engaged Leadership (EL)

CSP Priorities	The benefits will be...	Delivery Program Strategy	Measures/Target	16/17	17/18	18/19	19/20	Responsibility	Link to NSW Making It Happen	
		Operational Plan Activity								
OUTCOME EL1. OUR COUNCIL WORKS WITH THE COMMUNITY										
EL1.1 Facilitate and develop strong relationships and partnerships with the community	<i>More people who feel they can have a say on important issues</i>	EL1.1.1 Encourage greater participation in Council's operations								
		<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	SP4
		<i>EL1.1.1b</i>	Review land classifications to ensure they reflect community standards	Classifications undertaken	X	X	X	X	Strategic Planning	SP4
		<i>EL1.1.1c</i>	Complete review of Community Strategic Plan	Review completed	X				Governance and Finance	SP4
EL1.2 Involve our community in our planning and decision making processes	<i>More people proactively participating in Council engagement activities</i>	EL1.2.1 Expand opportunities for involvement in Council activities								
		<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	SP4
EL1.3 Actively advocate community issues to other levels of government	<i>Increased levels of State and Federal Government support</i>	EL1.3.1 Be the voice of our community and liaise with State and Federal Governments								
		<i>EL1.3.1a</i>	Approach State and Federal Governments on local issues	Issues identified and pursued	X	X	X	X	Governance and Finance	SP4
		EL1.3.2 Pursue additional revenue opportunities from other levels of government								
		<i>EL1.3.2a</i>	Actively seek grant funding from State and Federal Governments	Grant applications (Target > 25 p.a.)	X	X	X	X	Governance and Finance	SP1

CSP Priorities	The benefits will be...	Delivery Program Strategy	Measures/Target	16/17	17/18	18/19	19/20	Responsibility	Link to NSW Making It Happen	
		Operational Plan Activity								
OUTCOME EL2. COUNCIL'S FINANCES AND ASSETS ARE WELL MANAGED										
EL2.1 Proactively pursue revenue opportunities, cost savings and/or efficiencies	<i>More financially viable Council resulting in improved asset management</i>	EL2.1.1 Utilise plant, equipment and stock effectively and efficiently								
		<i>EL2.1.1a</i>	Implement procurement process improvement program	Actions taken	X	X	X	X	Support Operations	SP4
		<i>EL2.1.1b</i>	Operating surplus from fleet and plant operations (excluding depreciation)	Maximise operating surplus (Target > \$1.1m p.a.)	X	X	X	X	Support Operations	SP4
		<i>EL2.1.1c</i>	Increase non-stock item catalogue within inventory system	Increase number of items (Increase by > 75 p.a.)	X	X	X	X	Support Operations	SP4
		<i>EL2.1.1d</i>	Control the value of store stock control bin errors at bi-annual stocktakes	Minimise variances (Target < \$500)	X	X	X	X	Support Operations	SP4
		EL2.1.2 Maximise returns on surplus funds								
		<i>EL2.1.1a</i>	Achieve investment returns greater than 90 day bank bill rate	Investment returns (Target 50 basis points)	X	X	X	X	Governance and Finance	SP4
		EL2.1.1 Enhance financial sustainability								
<i>EL2.1.1a</i>	Level of compliance with and progress towards the Fit for the Future Program	Overall financial sustainability	X	X	X	X	Governance and Finance	SP4		

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	16/17	17/18	18/19	19/20	Responsibility	Link to NSW Making It Happen	
		Operational Plan Activity									
EL2.1 Proactively pursue revenue opportunities, cost savings and/or efficiencies (cont'd)		EL2.1.2 Minimise operating costs for major discretionary Council services									
		EL2.1.2a	Net operating deficit for Burns Point Ferry (excluding depreciation)	Minimise deficit <i>Target < \$100,000 p.a.</i>	X	X	X	X	Engineering Works	SP4	
		EL2.1.2b	Net operating deficit for swimming pools (excluding depreciation and loan interest)	Minimise deficit <i>Target < \$380,000 p.a.</i>	X	X	X	X	Community Facilities and Customer Service	SP4	
		EL2.1.2c	Net operating deficit for Community Centres and Halls Program (excluding depreciation)	Minimise deficit <i>Target < \$420,000 p.a.</i>	X	X	X	X	Community Facilities and Customer Service	SP4	
		EL2.1.2d	Net operating deficit for Community Gallery (excluding depreciation)	Minimise deficit <i>Target < \$147,000 p.a.</i>	X	X	X	X	Community Facilities and Customer Service	SP4	
		EL2.1.3 Maximise revenue generated from non-standard sources									
		EL2.1.3a	Revenue generated from commercial property portfolio	Maximise revenues <i>Target > \$2.0 million</i>	X	X	X	X	Commercial Services	SP4	
		EL2.1.3b	Increase revenues from visitor services	Visitor Services Revenue <i>Target > \$40,000</i> Marketing Revenue <i>Target > \$10,000</i>	X	X	X	X	Community Facilities and Customer Service	SP4	
		EL2.1.3c	Ensure sufficient return on quarries	Maximise revenues <i>Target > \$100,000</i>	X	X	X	X	Support Operations	SP4	
		EL2.2 Utilise modern operating systems	Increased efficiencies and higher staff satisfaction	EL2.2.1 Generate efficiencies in operating systems and practices							
EL2.2.1a	Implement technology solutions that improve business processes and introduce productivity gains.			Improvements implemented	X	X	X	X	Information Services	SP4	

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	16/17	17/18	18/19	19/20	Responsibility	Link to NSW Making It Happen
		Operational Plan Activity								
		EL2.2.1b	Develop and enhance core integrating platform (Authority, TRIM and GIS) to improve customer service	Enhancements implemented	X	X	X	X	Information Services	SP4
		EL2.2.1c	Implement online requisitions and optimise use	Task completed	X	X			Support Operations	SP4
EL2.3	<i>Reduced incidents and lower insurance premiums and related costs</i>	EL2.3.1 Reduce risks from Council owned and controlled assets								
Provide effective risk and safety practices		EL2.3.1a	Provide a pro-active internal risk management service	Number of workers' compensation claims (Target < 20 p.a.) Hours of lost time due to workers compensation (Target < 1,000 hrs p.a.) Number of Insurance claims (Target < 30 p.a.)	X	X	X	X	Human Resources and Risk Management	SP4
		EL2.3.1b	Complete Statewide and Statecover Insurance Audit	Audit completed	X	X	X	X	Human Resources and Risk Management	SP4
OUTCOME EL3. WE ARE ALL VALUED CITIZENS										
EL3.1	<i>There are more people in the community who consider Council staff friendly and helpful</i>	EL3.1.1 Improve trust and confidence in local government								
Provide prompt, knowledgeable, friendly and helpful advice		EL3.1.1a	Community survey to measure perception of Council service delivery	Satisfaction ratings	X		X		Governance and Finance	SP4
		EL3.1.1b	Customer requests are dealt with effectively and promptly	% completed within allocated timeframe (Target > 85%)	X	X	X	X	Governance and Finance	SP4

CSP Priorities	The benefits will be...	Delivery Program Strategy	Measures/Target	16/17	17/18	18/19	19/20	Responsibility	Link to NSW Making It Happen	
		Operational Plan Activity								
EL3.2 Deliver responsive and efficient services	<i>Increased community satisfaction levels with Council's customer service</i>	EL3.2.1 Provide efficient services to our clients								
		EL3.2.1a	Development applications determined under delegated authority	% of applications determined under delegated authority (Target > 90%)	X	X	X	X	Development Services	SP4
		EL3.2.1b	Complaints are dealt with effectively and promptly	% receiving response within 15 working days (Target > 80%)	X	X	X	X	Governance and Finance	SP4
		EL3.2.1c	Enhance web accessibility to improve availability of information	Increase website visits (Target >200,000)	X	X	X	X	Information Services	SP4
		EL3.2.2 Provide efficient internal customer service								
		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	SP4
		EL3.2.2b	Efficiently attend to staff requests for assistance in the use of technology systems	% addressed within one working day (Target > 85%)	X	X	X	X	Information Services	SP4
		EL3.2.2c	Introduce BIS reporting	Completion of task	X				Governance and Finance	SP4
		EL3.2.3 Effectively manage maintenance and capital works programs								
		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	SP2

CSP Priorities	The benefits will be...	Delivery Program Strategy		Measures/Target	16/17	17/18	18/19	19/20	Responsibility	Link to NSW Making It Happen
		Operational Plan Activity								
EL3.2 Deliver responsive and efficient services (cont'd)		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	SP2
		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	SP2
EL3.3 Encourage a motivated and adaptive workforce	High staff retention with a proactive workforce	EL3.3.1 Build present and plan future organisational capability								
		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	SP4
		EL3.3.2 Ballina Shire provides a supportive work environment that develops and motivates employees								
		EL3.3.2a	Develop, retain and motivate staff	Staff turnover (<i>Target <10%</i>) Staff training (<i>Target >80% of staff</i>) Number of sick days (<i>Target <7 days per employee</i>)	X	X	X	X	Human Resources and Risk Management	SP4
		EL3.3.2b	Complete bi-annual staff survey	Survey results and actions implemented		X		X	Human Resources and Risk Management	SP4
		EL3.3.3 Provide modern and efficient resources to maximise employee capabilities								
		EL3.3.3a	Improve access to remote and mobile services to increase efficiencies	Systems staff using technologies	X	X	X	X	Information Services	SP4
EL3.3.3b	Implement Fleet Management Plan	Level of compliance	X	X	X	X	Support Operations	SP4		

5. Capital Expenditure

This section outlines the capital expenditure planned for the four year period from 2016/17 to 2019/20.

Description	2016/17 (\$)	2017/18 (\$)	2018/19 (\$)	2019/20 (\$)
Ballina Byron Gateway Airport	12,278,000	81,000	84,000	87,000
Terminal Expansion	5,408,000			
Miscellaneous Improvements	78,000	81,000	84,000	87,000
Community Facilities	11,621,000	22,000	23,000	9,375,000
Community Centre Improvements	22,000	23,000	24,000	25,000
Alstonville and Ballina Swimming Pool – Redevelopment	11,600,000			
Ballina Indoor Sports Centre				9,350,000
Open Space and Reserves	1,202,000	168,000	925,000	1,332,000
Playgrounds Improvement Program	162,000	168,000	175,000	182,000
Playgrounds Improvement – Waste Dividend				250,000
Pop Denison Master Plan	350,000			
Captain Cook Master Plan	200,000		750,000	900,000
Wollongbar Skate Park	490,000			
Open Space – Sports Fields	812,500	168,000	175,000	182,000
Kingsford Smith Lighting	127,000			
Wollongbar Sports Fields	625,500			
Netball Courts Surfacing	25,000			
Saunders Oval Lighting		168,000		
To be allocated			175,000	182,000
Community Buildings	198,000	207,000	241,000	251,000
Ballina Surf Club – Building B	625,000			
Ferry Shed (paint / repairs)	34,000			
Lennox Head Community Centre	79,000	25,000		51,000
Alstonville Leisure and Entertainment Centre	15,000			150,000
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		20,000	50,000	
Lennox Head Surf Club			50,000	50,000
Kentwell Centre			60,000	
Visitor Centre – Shower Facilities	20,000			
SES Headquarters	15,000			
Depot Facilities	137,000	143,000	175,000	182,000
Administration Building - Roof and Air Conditioning	1,017,000	616,000		

Description	2016/17 (\$)	2017/18 (\$)	2018/19 (\$)	2019/20 (\$)
Public Amenities	151,000	104,000	108,000	112,000
Pop Denison (rebuild)	151,000	0	0	0
North Missingham Bridge (rebuild)	0	104,000	0	0
Kerr Street Toilets (reconfigure and rebuild)	0	0	108,000	0
Lennox Head Main Beach	0	0	0	112,000
Stormwater	438,000	456,000	474,000	493,000
Asset Data Collection	60,000	61,000	62,000	63,000
Urban Stormwater Management Plan	21,000	22,000	23,000	24,000
Tanamera Drive, Alstonville	41,000	42,000	43,000	44,000
Grant Street, Ballina	36,000	80,000		
Martin Street (River Street to Richmond River)		61,000	24,000	
Megan Crescent / Dodge Lane, Lennox Head	50,000			
Coogee Street Pumping Station	80,000	37,000		
Kerr Street, Ballina	70,000	80,000		
Moon Street, Ballina (Tamar Street to Holden Lane)			80,000	
Henry Philp Avenue, Ballina			32,000	18,000
Williams Reserve, Lennox Head			40,000	
Compton Drive, Ballina			85,000	
Kingsford Smith Drive, Ballina				90,000
River Street, Ballina				45,000
Burns Point Ferry Road Tide Gates	50,000			
Tide Gates to Urban Streets		21,000	52,000	53,000
Skinner Street, Ballina Tide Gates		30,000		
Rutherford Street and Tresise Place, Lennox Head	10,000		10,000	132,000
Urban Lanes	20,000	22,000	23,000	24,000
Street Lighting	47,000	49,000	51,000	53,000
River Street, Ballina	47,000	28,000		
Sheather Street, Ballina		4,000		
Simmons Street, Ballina		7,000		
Piper Drive, Ballina		10,000		
Convair Avenue, Ballina			4,000	
De Havilland Crescent, Ballina			28,000	
Ceretto Circuit, Wollongbar			19,000	
Quays Drive, Ballina				10,000
Riverside Drive, Ballina				10,000
Daydream Avenue / Sunnybank Drive, Ballina				7,000
Lighthouse Parade, Ballina				26,000

Description	2016/17 (\$)	2017/18 (\$)	2018/19 (\$)	2019/20 (\$)
Roads and Bridges Totals	10,575,300	6,032,100	23,984,000	4,762,000
a) Road Reconstruction Program (Revenue and grant funded)				
Angels Beach Drive – Regional Roads Grant	172,000	173,000	174,000	174,000
Marom Creek Road Devil's Elbow	360,000			
Swift Street, Ballina	114,000			
Nashua Road (Part)	488,000			
Fenwick Drive, Ballina	286,000			
Shelly Beach Road, Ballina	176,000			
Bagotville Road (Part)	340,000			
Bagotville Road (Part)	289,000			
Hickey Place, Ballina	107,000			
Skennars Head Road	367,000			
Skinner Street (Part), Ballina	140,000			
Skinner Street (Part), Ballina	172,000			
Friday Hut Road	392,000			
Fawcett Lane, Ballina	74,100			
Sunnybank Drive, Ballina	313,000			
River Drive	468,000			461,000
Kays Lane (Part), Alstonville		378,000		
Crane Street, Ballina		240,000		
Fernleigh Road		370,000	628,000	
Henry Philp Avenue, Ballina		139,000		
Riverbank Road	310,000			
Broadwater Place, Ballina		130,000		
Northumberland Drive, Ballina		277,000		
Teven Road	233,000	476,000		
Johnson Drive, Ballina		204,000		
Hermans Lane		250,000	250,000	
Tamar Street, Ballina (Segment)		191,100	166,000	
Tamar Street, Ballina (Segment)		158,000		
Chickiba Drive, Ballina		187,000		
Winton Lane, Ballina		80,000		
Raglan Street, Wardell		89,000		
Mary Street, Ballina			124,000	
Brunswick Street, Ballina			92,000	
Bagotville Road			285,000	
Temple Street, Ballina			275,000	
Waverley Place, Ballina			101,000	
Burnet Street, Ballina			371,000	
Barlows Road, Ballina				107,000
Russell Street, Ballina			283,000	
Gibbon Street, Lennox Head			130,000	
Links Avenue, Ballina			271,000	
Norton Street, Ballina				102,000
Clarence Street, Ballina				160,000
Valley Drive, Alstonville				280,000

Description	2016/17 (\$)	2017/18 (\$)	2018/19 (\$)	2019/20 (\$)
Roads and Bridges (continued)				
Wilson Street, Wardell			92,000	
South Ballina Beach Road (Part)				282,000
Cedar Street, Wardell				172,000
Burnet Street, Ballina				223,000
Camburt Street, Ballina				158,000
Wejuba Gardens, Ballina				131,000
Links Avenue, Ballina				227,000
River Drive				172,000
Bagotville Road				285,000
Skinner Street, Ballina				250,000
Coast Road / Skennars Head Road R'about (RMS)	1,997,100			
Ross Lane – Lane Straightening (RMS)	787,100			
Ross Labe / Coast Road R'about (Federal)	930,000	1,028,000		

b) Resealing Program and Heavy Patching (Revenue funded)

Urban Roads - Bitumen Reseals	312,000	324,000	337,000	350,000
Rural Roads - Bitumen Reseals	302,000	314,000	327,000	340,000
Urban Roads - Heavy Patching	329,000	342,000	356,000	370,000
Rural Roads - Heavy Patching	168,000	175,000	182,000	189,000

c) Bypass Reserves (Funded from handover monies held in reserve)

Ballina Road, Alstonville (old Bruxner H'way)	20,000			
Tamarind Dve, Kerr/River Streets (old Pacific)	633,000	200,000		

d) Bridges (Revenue funded)

Bridges – Other	100,000	104,000	108,000	112,000
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e) Section 94 Roads Plan

Hutley Drive			16,722,000	
Heavy Vehicles	196,000	203,000	210,000	217,000

Hutley Drive is fully funded by developer contributions. The timing of the work will be dependent on the rate of contributions collected along with any in-kind works provided by developers.

f) Loan Funds

Ballina Town Beautification (River Street – Moon to Grant)			2,500,000	
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Roads and Bridges Funding Sources:

Item	2016/17	2017/18	2018/19	2019/20
Revenue Funded	3,345,100	3,623,100	3,644,000	3,737,000
Grant Funded – Roads to Recovery	2,523,000	935,000	734,000	634,000
Grant Funded – Regional Roads Program	172,000	173,000	174,000	174,000
Grant Funded – Federal and State Black Spots	3,714,200	1,028,000		
Reserve Funded	653,000	200,000	0	0
Section 94 Funded	196,000	203,000	16,932,000	217,000
Loan Funded	0	0	2,500,000	0
Total Roads and Bridges Funding	10,575,300	6,032,100	23,984,000	4,762,000

Description	2016/17 (\$)	2017/18 (\$)	2018/19 (\$)	2019/20 (\$)
Car Parking	150,000	0	0	0
Missingham Car Park	150,000			
Footpaths and Shared Paths	2,070,000	366,000	459,000	477,000
Carlisle Street, Wardell	50,000			
Tamarind Drive, North Ballina	43,000			
Park Lane, Lennox Head - refuge	12,000			
Allens Parade, Lennox Head	55,000			
Horizon Drive, West Ballina - refuge	12,000			
Simpson Avenue, Wollongbar - refuge	10,000			
Fox Street, Ballina - refuge	10,000			
PAMP Project	40,000			
Compton Drive to North Wall, East Ballina	40,000			
Gibbon Street, Lennox Head	40,000			
Sneaths Road, Wollongbar	58,000	92,000		
Pine Avenue, East Ballina		40,000		
Chickiba Drive / Links Avenue, East Ballina		25,000		
Burnet Street, Ballina		147,000		
Alston Avenue, Alstonville		30,000		
Hill Street, East Ballina - refuge		15,000		
Smith Lane, Wollongbar			35,000	
Chickiba Drive, East Ballina		17,000	83,000	
Manly Street, East Ballina			25,000	
Beachfront Parade, East Ballina			80,000	
Hill Street, East Ballina			30,000	
Freeborn Place, Alstonville			15,000	
Parkland Drive, Alstonville			15,000	
Owen Street, Ballina			130,000	
Skinner Street, Ballina			46,000	24,000
Cawarra Street, Ballina				40,000
Greenfield Road, Lennox Head				45,000
Kingsford Smith Drive, Ballina				30,000
Compton Drive, East Ballina				38,000
Commemoration Park (Missingham to Owen Street), Ballina				150,000
Angels Beach Drive, Ballina				150,000
Coastal Recreational Walk (50% grant funding)	1,700,000			
Water Transport	1,165,000	200,000	0	0
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		

Description	2016/17 (\$)	2017/18 (\$)	2018/19 (\$)	2019/20 (\$)
Environmental Health	172,000	208,000	0	0
Shaws Bay Coastal Zone Mgmt Plan – Eastern Arm	152,000			
Shaws Bay Coastal Zone Mgmt Plan – Western Foreshore	20,000	208,000		
Fleet and Plant	1,510,000	1,094,000	1,270,000	744,000
Major plant purchases (Over \$35,000)				
P111 (De-Watering Pump)				48,000
P116 (Isuzu Truck)				85,000
P12002 (Nissan Navara Utility)	35,000			
P125 (Trailer Drake Model)	130,000			
P140 (Tipper Trailer)	180,000			
P15 (Mitsubishi Canter Truck)	60,000			
P223 (Isuzu NPR300 Tipper)		100,000		
P236 (Land Rover Defender)	47,000			
P35 (Toyota Forklift)	56,000			
P17 (Western Star 4864 Prime Mover)			200,000	
P39 (Cat IT14G Wheel Loader)			240,000	
P256 (Tennant Power Scrubber)	41,000			
P268 (Volvo G930 Grader)		315,000		
P274 (Arrow 770 Kerb Machine)		53,000		
P58 (New Holland Tractor)				
P59 (Cat Backhoe)			178,000	
P155001 (Noremat Mower)				70,000
P271 (Caterpillar Loader)		90,000		
P276 (Ammann AP240 Multi Tyre Roller)			100,000	
P242 (Rotary Slasher)	40,000			
P169 (Hino 616 Single Cab and Crane)	85,000			
P315 (Caterpillar Backhoe)				190,000
P42 (Cat 12M Grader)			332,400	
P5687 (Mobile Works Room)	40,000			
P58001 (New Holland Tractor)		130,000		
P9001 (FUSO Truck and Crane)		100,000		
Other (largely passenger vehicles and utilities)	796,000	306,000	219,600	351,000
Waste Management	105,000	1,709,000	113,000	118,000
Landfill Management Resource Recovery	105,000	109,000	113,000	118,000
Domestic Waste Collection – Vehicles		1,360,000		
Property Development	3,468,000	5,000,000	1,680,000	1,800,000
Russellton Industrial Estate	100,000	4,100,000		
Wollongbar Urban Expansion Area (Residential)	2,348,000		1,680,000	1,800,000
Southern Cross Industrial Estate		900,000		
54 North Creek Road, Ballina (Industrial)	1,020,000			

Description	2016/17 (\$)	2017/18 (\$)	2018/19 (\$)	2019/20 (\$)
Water Infrastructure	3,534,000	3,404,000	3,980,000	3,636,000
<i>Main Renewals</i>				
Main Renewal - Recurrent	400,000	634,000	706,000	784,000
Underbore - Ross Lane	40,000			
<i>Water Reservoirs</i>				
Reservoirs - Ross Lane (New)	500,000			
Reservoirs - Access Upgrades	500,000			
Reservoirs – East Ballina	19,000			
<i>Miscellaneous</i>				
Telemetry	6,000	7,000	9,000	10,000
Ethernet Telemetry Upgrade	100,000	50,000		
<i>Pressure Management Zones (PMZs)</i>				
Basalt Court	134,000			
Second Stage Installations	100,000	500,000		
<i>Water Pump and Bore Stations</i>				
Pump Stations - Basalt Court Booster	170,000			
Pump Stations - East Ballina Booster	192,000			
Pump Stations - Russellton Booster				446,000
Pump Stations - Wollongbar Booster		662,000		
<i>Trunk Mains</i>				
East Ballina Boosted Pressure Zone Augmentation	800,000			
North Ballina Distribution Mains				2,078,000
Pine Avenue Distribution Mains			2,614,000	
Russellton Reticulation Mains		160,000		
Lennox Palms Distribution and Reticulation			345,000	
New Connection - Green Field Sites		80,000		
Pressure Reduction Valve		150,000		
<i>Water Treatment Plant (WTP)</i>				
Marom Creek WTP – Chemical Storage		100,000		
Marom Creek WTP - SCADA		250,000		
Marom Creek WTP - Process and Road	150,000	318,000		
Marom Creek WTP - Renewals	23,000	24,000	26,000	28,000
<i>Plant and Equipment and Service Connections</i>				
Vehicle and Plant Replacement	140,000	200,000		
Water Meter - New <20mm	156,000	162,000	168,000	174,000
Water Meter - New > 20mm	50,000	50,000	51,000	51,000
Water Meter - Replacement	54,000	57,000	61,000	65,000

Description	2016/17 (\$)	2017/18 (\$)	2018/19 (\$)	2019/20 (\$)
Wastewater Infrastructure	5,985,000	4,847,000	4,732,000	6,279,000
<i>Pumping Stations</i>				
Emergency Storage Program	280,000			
Wet Well Protection - Swift Street	50,000	150,000	200,000	200,000
Pump Station - Byron Street, Lennox	1,400,000			
Pump Station - Montwood Drive				1,194,000
Pump Station – Granada Place		318,000		
Skennars Head / Tara Downs	735,000			
North Ballina - New Pumping Station			106,000	1,364,000
Pump Capacity Upgrade Program	175,000	166,000	259,000	268,000
Pumping Stations Renewal Program				338,000
Treatment Facilities - Minor Capital	62,000	84,000	66,000	68,000
<i>Ballina Treatment Plant Upgrade</i>				
Turbine Replacement	125,000			
Post Completion Works	83,000	50,000		
Desalination Plant	975,000			
Gantry Crane			500,000	
Programmed Membranes			500,000	500,000
<i>Lennox Head Treatment Plant Upgrade</i>				
Post Completion Works	131,000			
<i>Alstonville Treatment Plant Upgrade</i>				
Biosolids Management			200,000	
Maturation Pond	115,000			
SCADA Upgrade	103,000	219,000		
Diffused Aeration Upgrade			200,000	
<i>Wardell Treatment Plant Upgrade</i>				
SCADA Upgrade	206,000	109,000		
<i>Trunk Mains</i>				
Rising Main - Swift Street			60,000	
Gravity Main Alstonville	62,000	1,137,000		
Gravity Main Wollongbar		1,847,000		
Transfer Mains Alstonville / Wollongbar	155,000		1,498,000	
Gravity Mains				80,000
Hutley Drive - Parallel Mains				505,000
Gravity Main West Ballina				205,000
Gravity Main West Ballina				438,000
Power Drive Rising Main Extension				146,000
<i>Main Renewals</i>	<i>200,000</i>	<i>200,000</i>	<i>461,000</i>	<i>475,000</i>
<i>Service Connections</i>	<i>53,000</i>	<i>54,000</i>	<i>56,000</i>	<i>57,000</i>
<i>Plant and Equipment</i>	<i>335,000</i>	<i>236,000</i>	<i>116,000</i>	<i>151,000</i>
<i>Reuse Program</i>	<i>740,000</i>	<i>277,000</i>	<i>510,000</i>	<i>290,000</i>

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 2016/17.

In respect to the key activities and the measures that we will be using to assess our performance, the 2016/17 column in the “Heading in the Right Direction” (Section A - 4) of the Delivery Program has listed all the agreed activities and measures.

Similarly the Capital Expenditure section (Section A - 5) of the Delivery Program also identifies the major capital expenditure projects planned for 2016/17.

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

Briefly the remaining elements of this document are as follows:

- Estimated Income Statements – The Income Statement is the primary indicator of how Council is performing financially, on an annual basis, and this section provides the estimated income statement for 2016/17.
- Long Term Financial Plan – Even though the Operational Plan focuses on one year, it is important to have an understanding of how Council’s finances are trending in the longer term. This section provides a summary of Council’s ten year financial plan.
- Program Operating Results – Council delivers a wide range of services and to understand the net cost, or surplus, generated of each service, this section provides an operating result for each program.
- Distribution of General Purpose Rate Income – Many Council delivered programs operate at a net cost to the community and this page provides a useful overview of how the ordinary rates raised from an average residential property are distributed across the various loss making programs.
- Statement of Revenue Policy – This statement provides a summary of the various rates and charges that Council will levy during 2016/17. 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 2016/17, 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.

6. Estimated Income Statement for 2016/17

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

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

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

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

Item	General Fund ('000)	Water Fund ('000)	Wastewater Fund ('000)	Consolidated Result ('000)
Income from Continuing Operations				
Revenue				
Rates and Annual Charges	27,314	3,321	15,209	45,844
User Charges and Fees	10,118	6,814	1,259	18,191
Interest and Investment Revenues	1,004	368	371	1,743
Other Revenues	4,073	803	505	5,381
Operating Grants and Contributions	9,409	143	143	9,695
Capital Grants and Contributions	14,549	939	2,086	17,574
Sub Total	66,466	12,389	19,571	98,426
Other Income				
Net Gain from Disposal of Assets	0	0	0	0
Total Income from Continuing Operations	66,466	12,389	19,571	98,426
Expenses from Continuing Operations				
Employee Benefits and On-Costs	16,280	1,575	3,869	21,724
Materials and Contracts	1,356	0	4,443	5,799
Borrowing Costs	16,800	1,825	5,944	24,569
Depreciation and Amortisation	13,056	1,428	2,678	17,162
Other Expenses	4,467	6,303	353	11,123
Net Loss from Disposal of Assets	0	0	0	0
Total Expense from Continuing Operations	51,959	11,131	17,287	80,377
Operating Result from Continuing Operations	14,507	1,258	2,285	18,049
Net Operating Result before Capital Grants and Contributions	(42)	319	199	476

As per these estimates Council is forecasting surpluses for Water and Wastewater and a small deficit for the General Fund.

All three funds are operating close to break even and therefore the forecast does not allow for any significant buffer for deteriorating results during the year. This means efforts still need to be made to reduce operating expenses, increase operating revenues or a combination of both to ensure we have sustainable operating surpluses into the future.

Council's Long Term Financial Plan is forecasting continued larger surpluses into the future and this is outlined on the following page.

7. 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 on a consolidated basis, which would be the first time Council has achieved this, in 2016/17.

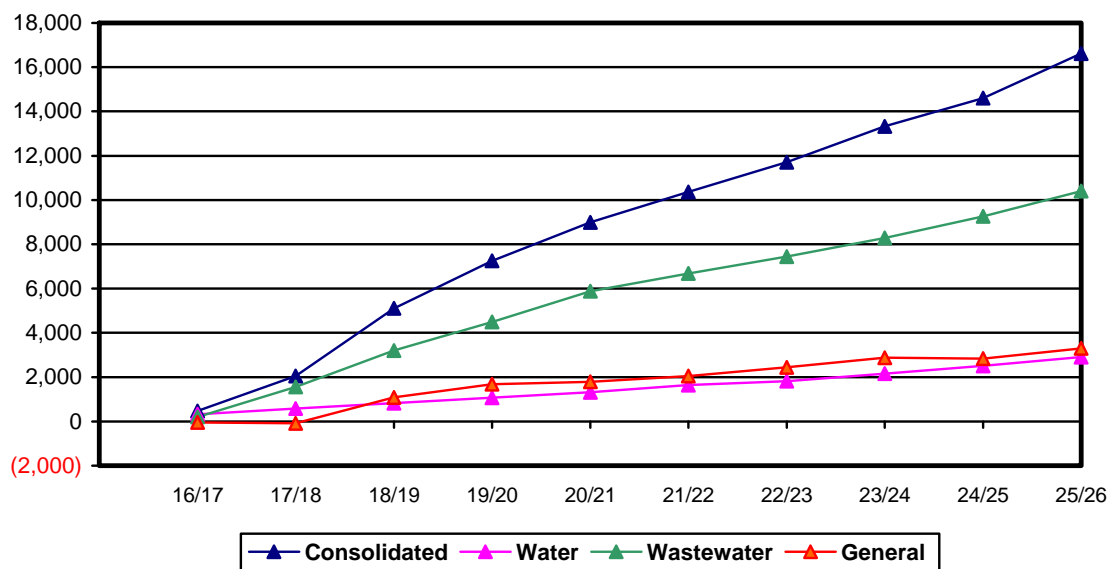
A summary of that financial plan is as per the following table.

Our Ten Year Plan to Financial Sustainability – Consolidated Result

Item	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)	2025/26 ('000)
Operating Revenues										
Rates and Annual Charges	46,395	48,996	51,792	54,590	56,858	58,632	60,457	62,338	64,276	66,285
User Charges and Fees	18,191	18,918	19,642	20,381	21,093	21,789	22,471	23,180	23,916	24,680
Investment Revenues	1,743	1,713	1,733	1,655	1,718	1,806	1,810	1,864	2,037	2,218
Operating Grants	9,695	7,755	7,622	7,623	7,742	7,862	7,988	8,150	8,329	8,512
Other Revenues	6,013	6,437	6,778	6,846	6,995	7,163	7,336	7,602	7,692	7,881
Sub Total	82,036	83,819	87,566	91,095	94,406	97,252	100,062	103,135	106,250	109,576
Operating Expenses										
Employee Costs	21,724	22,399	23,095	23,812	24,552	25,315	26,101	26,912	27,748	28,610
Materials and Contracts	24,569	23,854	23,822	24,001	24,265	24,531	24,792	24,994	25,234	25,476
Borrowing Costs	5,799	5,571	4,998	4,724	4,330	4,318	3,964	3,654	3,363	3,091
Depreciation	17,162	17,573	17,977	18,430	18,800	19,177	19,562	19,954	20,355	20,764
Other Expenses	12,306	12,369	12,562	12,882	13,469	13,543	13,938	14,292	14,946	15,028
Sub Total	81,560	81,765	82,455	83,849	85,416	86,884	88,356	89,805	91,646	92,969
Result – Surplus/(Deficit)	476	2,053	5,111	7,246	8,990	10,368	11,706	13,329	14,604	16,608

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



As per this chart all funds are forecast to generate operating surpluses.

8. Forecast Program Operating Results for 2016/17

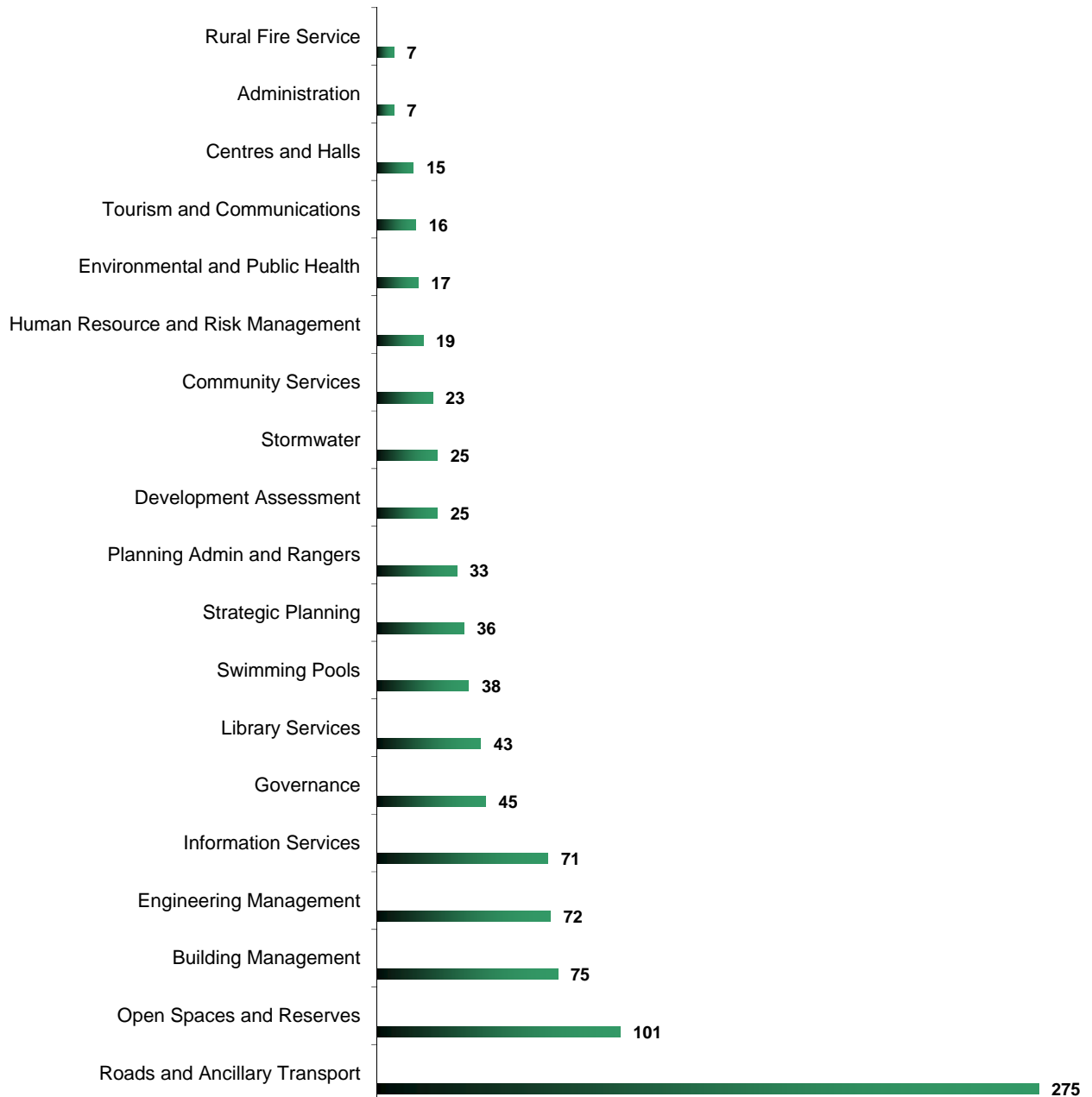
In addition to our Income Statement, which is formatted in accordance with Australian Accounting Standards, it is important for Council to understand the annual operating results for the programs and services delivered to the community.

The following figures represent the forecast operating result for the 2016/17 financial year, with the information provided on a program basis.

Item	Operating Revenues (\$'000)	Operating Expenses (\$'000)	Operating Result ('000)
Strategic and Community Facilities			
Strategic Planning	155	1,163	(1,009)
Community Centres and Halls	398	1,667	(1,269)
Richmond Tweed Regional Library	79	1,583	(1,504)
Swimming Pools	388	1,092	(704)
Cultural and Community Services	113	861	(748)
Tourism and Communications	52	591	(539)
Sub Total	1,184	6,956	(5,772)
Development and Environmental Health			
Development Services	458	1,253	(795)
Building Services	1,229	917	312
Public and Environmental Health	281	822	(540)
Administration and Public Order	215	1,265	(1,051)
Sub Total	2,183	4,256	(2,074)
Civil Services			
Engineering (Asset) Management	285	2,655	(2,370)
Procurement and Building Management	0	3,620	(3,620)
Stormwater and Environmental Protection	370	2,187	(1,817)
Roads and Bridges	2,578	8,190	(5,613)
Ancillary Transport Services	787	2,086	(1,299)
Roads and Maritime Services	1,027	1,027	0
Open Space and Reserves	772	3,581	(2,810)
Fleet Management and Workshop	254	41	213
Rural Fire Service	194	400	(206)
Quarries	31	139	(108)
Waste - Landfill and Resource Recovery	3,521	2,971	551
Waste - Domestic Waste Management	6,165	5,843	322
Sub Total	15,983	32,741	(16,758)
General Manager's Group			
Governance	0	1,613	(1,613)
Administrative Services	40	271	(232)
Financial Services - General Purpose Revenues	24,529	0	24,529
Financial Services	219	(4,167)	4,385
Information Services	145	2,243	(2,099)
Human Resources and Risk Management	171	968	(797)
Property Management	2,973	3,118	(145)
Ballina Byron Gateway Airport	5,674	5,142	533
Sub Total	33,751	9,189	24,562
General Fund - Operating Result	53,100	53,142	(42)
Add Restricted Operations			
Water Supplies	11,450	11,131	319
Wastewater Services	17,486	17,287	199
Total Operating Result – Consolidated Operations	82,036	81,560	476

9. 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 2016/17 of \$943 is allocated across the subsidised programs.



10. 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.

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 1.8% for 2016/17. However for 2016/17 Council has received approval from IPART for an increase of 5.34%.

The additional revenue generated from the 5.34% increase to 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 pool upgrade works are needed as the 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 next table provides the estimated income from ordinary rates along with the rate in the dollar and the base amount based on the 5.34% increase for 2016/17.

Estimated Total Income from Ordinary Rates for 2016/17 – 5.34% Special Rate Variation

Base Charge and Cents in the Dollar % Increase				
Rate Category	Rate (Cents In \$)	Base Amount (\$)	Category Yield (\$)	Proportional Contribution to Total Yield (%)
Residential	\$0.1902500	470	14,708,000	72%
Business	\$0.7579200	470	4,108,000	20.00%
Farmland	\$0.1509900	470	1,547,000	8%
Mining	\$0.7579200	470	0.00	0.00%
Totals		N/A	20,363,000	100.00%

Council currently has no properties categorised as mining. In respect to the proportional contribution to the total yield between business / farmland / residential properties, Council policy is to raise 20% of the total yield from non residential (business) properties. The remaining differentials are based on historical figures following the deduction of the business property income.

Council 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 are described on the following pages.

Waste Management – Urban Domestic (Residential) Properties

Council levies an annual domestic waste collection charge of \$367 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 \$73 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 \$367 and the \$73 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 \$1,760 (\$367 plus \$73 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 \$320. 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 \$73 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 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 \$40 per annum.

Additional Domestic (Residential) Services

Additional services are available for the following extra annual charges:

- Additional Mixed Waste - Urban (Fortnightly) - \$110 per annum
- Additional Mixed Waste - Rural (Weekly) – \$219 per annum
- Additional Domestic Recycling – Urban and Rural (Fortnightly) – \$110 per annum
- Additional Organics Waste Collection - Urban (Weekly) – \$219 per annum

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

Council offers a weekly mixed waste collection service at an annual charge of \$342 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 \$169 and a weekly organics waste collection service at an annual cost of \$299. Additional services are available at the same cost per service as the first collection.

Summary of Waste Charges and Net Estimated Yield for 2016/17

Type of Charge	Frequency	Number	Annual Charge (\$)	Yield (\$)
Domestic Waste Collection Charge – Urban	Weekly	14,721	367	5,402,600
Domestic Waste Collection Charge – Rural	Weekly	2,677	320	856,600
Domestic Waste Charge – Vacant Land	N/A	545	40	21,800
Waste Operations Charge – Domestic Properties	N/A	17,400	73	1,270,200
Waste Management - Non-Domestic Properties	Various	1,249	Various	variable
Total				7,551,200

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

Water Charges

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

The water charging structure is made up of two tiers, a fixed annual access charge for all properties and a consumption charge based on actual water consumed. A small amount of revenue is generated from fire services.

Water Access Charge (Annual Fixed Charge)

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

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

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

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

Summary of Water Charges for 2016/17

Service	Residential Number	Annual Charge (\$)	Residential Yield
Water Access Charge – Vacant Land	264	200	52,800
Water Access Charge – 20mm Service	13,896	200	2,779,200
Water Access Charge – 25mm Service	99	312	30,900
Water Access Charge – 32mm Service	34	509	17,300
Water Access Charge – 40mm Service	10	800	8,000
Water Access Charge – 50mm Service	12	1,248	15,000
Water Access Charge – 65mm Service	0	2,110	0
Water Access Charge – 80mm Service	0	3,205	0
Water Access Charge – 100mm Service	0	4,998	0
Water Access Charge – 150mm Service	0	11,224	0
Water Access Charge – 200mm Service	0	19,990	0
Total	14,315		2,903,200

Summary of Net Estimated Yield for Water Charges for 2016/17

Service	Estimated Yield (\$)
Residential Water Access Charges	2,903,200
Non-Residential Water Access Charges	703,800
Total	3,607,000

Water Consumption Charges

Water consumed per separate water meter will be charged at \$2.14 per kilolitre for the first 350 kilolitres of water consumed and \$3.22 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.

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 (i.e. each individual lot), determines the level of water consumption charged at the first step rate.

For example a complex with four strata units will be levied four 20mm access charges and be entitled to consume 1,400 kilolitres at \$2.14 per kilolitre prior to paying for water at the higher tariff of \$3.22 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 sewered areas of the shire, at a level sufficient to provide funds to operate, maintain and renew the wastewater (sewer) system, to re-pay existing loans and to generate additional reserves to minimise the impact of any major capital expenditure.

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

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

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

Residential Properties

Each self-contained occupancy (i.e. unit/flat/dwelling) on a rateable property will be levied an annual charge of \$925 as will each separate strata titled residential unit/flat.

Non-strata titled residential unit/flat properties will be levied an annual charge of \$925 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: $SDF \times (AC + C \times UC)$

Wastewater Charges (cont'd)

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 = \$2.34 /kL

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

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

Backlog Wastewater (Sewer) Program

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

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

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

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

Recycled Water

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

Council has resolved to charge a consumption charge only for this water and this charge is to be 80% of first step of the potable water charge; i.e. 80% of \$2.14 is \$1.71/kL.

In addition to this, for designated users of the system for open space purposes (i.e. Golf Club, Racecourse) Council has resolved to continue to provide this service at no charge up to July 2017. From July 2017 charging will commence at a lower rate and move to the proposed rate over five years and from July 2022 the charge will be set at 50% of the price for recycled water supplied to urban dual reticulation (i.e. 40% of the drinking water price)

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

Summary of Wastewater Charges for 2016/17

Wastewater Charge Category	Charge (\$)
Vacant Charge	697
Residential Charge	925
Non Residential Charge:-	Minimum charge \$697
20mm Water Service	$(697 + (2.34 \times C)) \times SDF$
25mm Water Service	$(1,091 + (2.34 \times C)) \times SDF$
32mm Water Service	$(1,789 + (2.34 \times C)) \times SDF$
40mm Water Service	$(2,794 + (2.34 \times C)) \times SDF$
50mm Water Service	$(4,367 + (2.34 \times C)) \times SDF$
65mm Water Service	$(7,382 + (2.34 \times C)) \times SDF$
80mm Water Service	$(11,180 + (2.34 \times C)) \times SDF$
100mm Water Service	$(17,466 + (2.34 \times C)) \times SDF$
150mm Water Service	$(39,298 + (2.34 \times C)) \times SDF$
200mm Water Service	$(69,872 + (2.34 \times C)) \times SDF$
Recycled Water	1.71 per kilolitre

Wastewater Charges (cont'd)

Summary of Net Estimated Yield for Wastewater Charges for 2016/17

Service	Number	Annual Charge (\$)	Estimated Yield (\$)
Residential	14,416	925	13,334,800
Residential – not connected/vacant land	432	697	301,100
Non-Residential Access		As per formula	1,853,000
Non-Residential Usage		As per formula	1,079,000
Recycled Water	Not available	N/A	Uncertain
Total		Tot:	16,567,900

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

Summary of OSSM Charge and Net Estimated Yield for 2016/17

Property Type	Number	Annual Charge (\$)	Estimated Yield (\$)
Per eligible property	2,606	50.00	130,300

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 2016/17

Property Type	Number	Annual Charge (\$)	Estimated Yield (\$)
Per residential property	8,631	25.00	216,000
Per business property	3,750	Based on impervious area @ \$25 per 350 square metre	94,000
Per residential strata lot	4,280	12.50	53,500
Per business strata lot	7,321	Based on impervious area @ \$12.50	7,500
Total		:	371,000

Stormwater charges for business properties are based on the impervious area of the land.

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

Pensioner Concessions

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

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

Fees

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

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

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

Private Works

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

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

New Loan Borrowings

Council intends to borrow \$11.6m to redevelop the Ballina and Alstonville Swimming Pools in 2016/17.

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.

11. 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:

Category One Businesses (Turnover greater than \$2 million)	Category Two Businesses (Turnover less than \$2 million)
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 the Local Government Act 1993, and reinforce Council's commitment to EEO, fair treatment and non-discrimination for all existing and future employees. The EEO Policy and Plan can be viewed on Council's website. For specific enquiries relating to EEO contact the Human Resources and Risk Management Section.

Financial Assistance - Section 356 of the Local Government Act

Council has 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 – Waste Disposal for Not for Profit Disposal of Feral , Orphan Animals and Native Fauna

For details as to how this financial assistance is provided, refer to the 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:

Household Type	Maximum Income (\$)
One Adult	60,659
Two Adults	83,862
Three Adults	107,065
Four Adults	130,268
Sole Parent with 1 Child/student	83,920
Sole Parent with 2 Children/student	104,040
Sole Parent with 3 Children/student	124,159
Couple with 1 Child/student	103,982
Couple with 2 Children/student	124,102
Couple with 3 Children/student	144,220
Extra Child/student	16,096

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.

Local Government Remuneration Tribunal

Section 248 of the Local Government Act requires a council to set an annual fee for payment to the Councillors for acting in their role as a Councillor. The Mayor is also paid an additional fee as Mayor. The maximum fee payable is determined each year by the Local Government Remuneration Tribunal and Council practice is to adopt the maximum fee.

This notification confirms that by adopting the Delivery Program and Operational Plan Council is also adopting the maximum fee for the Councillor and Mayoral allowance as determined by the Local Government Remuneration Tribunal.

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

Further Information

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

12. Appendix - Domestic Waste Collection Areas

