

delivery program and operational plan.

2024 – 2028

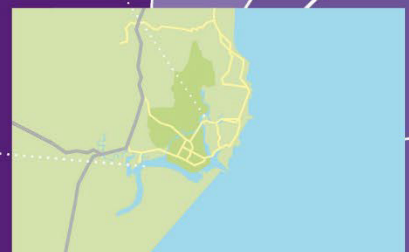
ADOPTED
27 June 2024

UPDATED
24 October 2024

ballina
shire council



our community our future



Our design rationale for this document is based on a conceptual interpretation of its contents. To symbolise the strategic community approach, we have used segmented shapes to represent the elements of the community that fit into the geographic focus – Ballina. Together, the shapes form the Ballina River map. Every element impacts on the challenges, direction and ultimately the future of its entire form – our community. We hope you enjoy the journey and the view.

ballina
shire council

table of contents

	INTRODUCTION FROM OUR MAYOR.....	2
	OUR VISION.....	3
	OUR VALUES.....	3
	OUR COUNCIL REPRESENTATIVES	4
	GETTING INVOLVED.....	5
	DELIVERY PROGRAM	
A	1. INTEGRATED PLANNING AND REPORTING	8
	2. WHAT OUR COMMUNITY WANTS	11
	3. STATE AND REGIONAL PLANS.....	15
	4. OUR EXECUTIVE TEAM + ORGANISATION STRUCTURE	17
	5. HEADING IN THE RIGHT DIRECTION	19
	DIRECTION 1: CONNECTED COMMUNITY	
	DIRECTION 2: PROSPEROUS ECONOMY	
	DIRECTION 3: HEALTHY ENVIRONMENT	
	DIRECTION 4: ENGAGED LEADERSHIP	
	6. CAPITAL EXPENDITURE	38
	OPERATIONAL PLAN	
B	7. INCOME STATEMENT 2024/25.....	51
	8. LONG TERM FINANCIAL PLAN.....	53
	9. OPERATING RESULTS 2024/25	55
	10. DISTRIBUTION OF GENERAL PURPOSE RATE INCOME.....	57
	11. REVENUE POLICY	59
	12. RELATED POLICIES AND INFORMATION.....	69
	13. APPENDIX A: ROADS RECONSTRUCTION PROGRAM.....	73

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.

introduction from our mayor

On behalf of Council, I am pleased to present our draft Delivery Program and Operational Plan for the period 2024/25 to 2027/28.

The Program and Plan outlines our vision and priorities for the future in four main areas: a Connected Community, a Prosperous Economy, a Healthy Environment and Engaged Leadership.

Over the past 12 months we have marked the two-year milestone of the February March 2022 floods. We acknowledge the pain and hardship of the past year and pay tribute to the incredible community spirit and generosity that has gotten us through these times.

Many of the services we provide such as water, waste collection, parks, roads, footpaths, and drainage are all critical components of our day-to-day life.

This means it is essential that we deliver the services that our community needs.

Major projects planned for the next 12 months include the replacement of the Tamar Street Bus Interchange, an upgrade to Sharpes Beach Car Park, strengthening our road network with the Fishery Creek and Canal Bridge duplications, and Ross Lane safety improvements.

The redevelopment of the Alstonville Cultural Centre is scheduled to progress in 2024/25 and this will include a new library, as well as refurbished sports court and multipurpose hall. This will provide much needed community facilities for the Alstonville / Wollongbar community with the centre currently closed.

The revitalisation of Wardell village is scheduled for 2024/25 with \$900,000 to be expended in beautification works.

The Ballina Byron Gateway Airport will deliver economic benefits to this entire region, with further capital works planned in the four-year period.

Many of these projects will be achieved by Council in partnership with the Federal and State Governments.

We will continue to work cooperatively with all levels of government, local businesses, and our community, as so much more can be accomplished when we work together.

The draft Program and Plan is the product of teamwork by Councillors, staff, and community input. This document provides a good overview of our priorities for the next four years and the difference we hope to make.

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



Cr Sharon Cadwallader, Mayor



OUR **vision**
Ballina Shire
is safe, with a
connected community,
a healthy environment
and a thriving
economy

our vision

The Ballina Shire is safe, with a connected community, a healthy environment, and a thriving economy.

our values

CREATIVE we want to encourage ideas and be innovative.

ACCESSIBLE we need to be accessible and responsive to our community and our fellow employees.

RESPECTFUL we take responsibility for our actions and appreciate everyone's opinions.

ENERGETIC we want to be enthusiastic in our approach to work.

SAFE safety takes priority over all actions, and we want everyone to arrive at work and go home from work safe.

our council representatives

Councillors are elected in Wards; however, each Councillor represents the entire community and can be contacted on any matter. You can contact Councillors in person, by phone or email.



MAYOR

Cr Sharon Cadwallader
p 0428 339 023
e sharon.cadwallader@ballina.nsw.gov.au



WARD A

Cr Phillip Meehan
p 0408 349 833
e phil.meehan@ballina.nsw.gov.au



Cr Rod Bruem
p 0419 508 753
e rod.bruem@ballina.nsw.gov.au



Cr Stephen McCarthy
p 0435 759 987
e stephen.mccarthy@ballina.nsw.gov.au



WARD B

Cr Jeff Johnson
p 0428 970 112
e jeff.johnson@ballina.nsw.gov.au



Cr Eva Ramsey
p 0419 542 905
e eva.ramsey@ballina.nsw.gov.au



Cr Kiri Dicker
p 0419 493 898
e kiri.dicker@ballina.nsw.gov.au



DEPUTY MAYOR

Cr Eoin Johnston
p 0407 416 149
e eoin.johnston@ballina.nsw.gov.au



WARD C

Cr Simon Chate
p 0419 593 233
e simon.chate@ballina.nsw.gov.au



Cr Nigel Buchanan
p 0419 590 661
e nigel.buchanan@ballina.nsw.gov.au



The Ballina Shire Local Government Area consists of three Wards, each represented by three elected Councillors.

Additionally, there is a Mayor who is elected by popular vote. In total, there are ten elected representatives in the council.

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.

They provide leadership and guidance to the community and facilitate communication between the community while maintaining the broader vision, needs and aspirations of the whole Ballina Shire community. Councillors do not get involved in the day-to-day running of the Council. This is the role of the General Manager.

Some of the many things a Councillor does include:

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

getting involved

There are a number of ways you can get involved and help shape decisions for our community by:

- Attending Council meetings
- Making an appointment to speak with the Mayor or Councillors
- Making an appointment to speak with the General Manager or relevant Director
- Writing or telephoning Council about the issues important to you
- Attending a public meeting or forum to discuss specific issues
- Joining a Council Ward Committee as a representative of a community group



PART A
delivery program

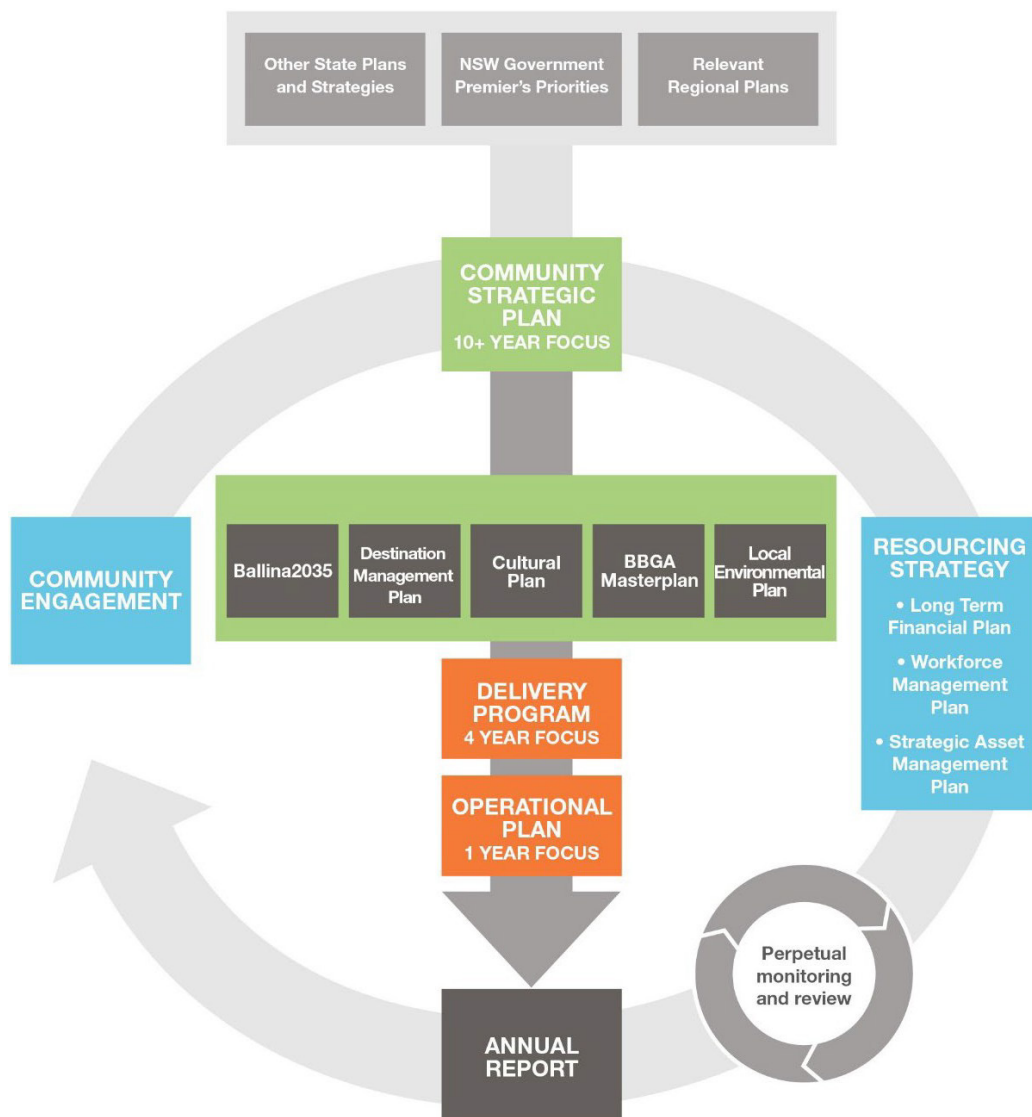
The background is a solid purple color. Overlaid on this are several thin white lines that intersect to form a series of geometric shapes, primarily triangles and quadrilaterals, radiating from a central point near the top center. The lines create a sense of depth and structure.

01

***integrated planning
+ reporting
framework***

integrated planning and reporting

The Delivery Program and Operational Plan form part of the NSW Office of Local Government's Integrated Planning and Reporting (IPR) Framework. There are a number of key elements in the framework that focus on planning and reporting requirements. The diagram below illustrates where the Delivery Program and Operational Plan fit in the overall framework and how our plans interrelate.

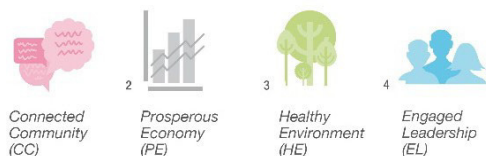


integrated planning and reporting framework @ballina shire council

“The Ballina Shire is safe, with a connected community, a healthy environment, and a thriving economy.”

This vision, together with our priorities and aspirations for the future are encompassed in the Ballina Shire Community Strategic Plan and then translated into actions and activities in our four-year Delivery Program and annual Operational Plan.

Our Community Strategic Plan is built around four key themes:

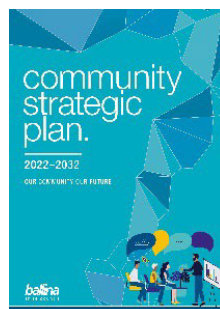


The NSW Government’s Integrated Planning and Reporting framework (illustrated on page 8) outlines how local governments capture the community’s main priorities and aspirations for the future and outlines how these will be achieved. These documents are linked through a series of cascading actions that detail how the community’s long-term aspirations and outcomes will be achieved. All councils have a:

1. Community Strategic Plan
2. Delivery Program and Operational Plan
3. Resourcing Strategy

Council reports to its community how it has progressed in achieving these plans through:

1. Quarterly Reports
2. Annual Report
3. End of Term Report.



COMMUNITY STRATEGIC PLAN

The **Community Strategic Plan** identifies the community’s future goals, and strategies to achieve those goals by posing four key questions:

- Where are we now?
- Where do we want to be in 10 years’ time?
- How will we get there?
- How will we know when we have arrived?

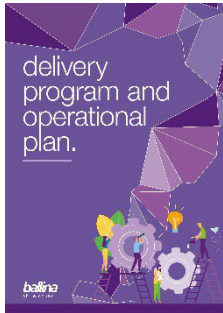
Our Community Our Future is supported by other plans in the planning framework, which reflect the priorities and aspirations identified in the Community Strategic Plan.

The Community Strategic Plan (CSP) is the visionary long-term document within the Integrated Planning and Reporting Framework. It provides the broader strategic direction for a council and outlines the key outcomes that the council, other agencies, and the community will be working to achieve, such as improved services for health, education, and transport, modern community infrastructure and viable businesses.

It translates the community’s key priorities and aspirations into long-term strategic goals that guide the future direction of Ballina Shire. Safe, healthy, and happy communities and protection of the environment were key concerns identified during the community engagement undertaken to develop this plan.

While the CSP is Ballina Shire Council’s work, its success inevitably depends upon collaboration and partnership with the community, State, and Federal Governments. This document is available on Council’s website ballina.nsw.gov.au.

DELIVERY PROGRAM AND OPERATIONAL PLAN (COMBINED DOCUMENT)

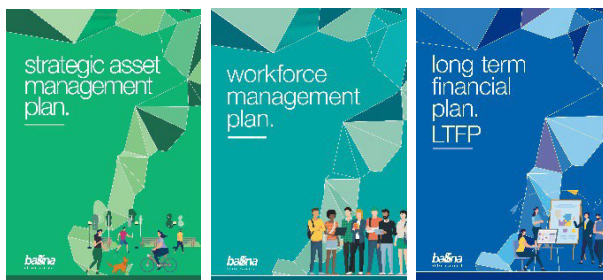


This is the point where the directions outlined in the CSP are systematically translated into actions. The Delivery Program and

Operational Plan (combined document) is designed as a single point of reference for all key activities to be undertaken by the Council during their elected term.

This document is reviewed annually with Council receiving progress reports every quarter.

RESOURCING STRATEGY



The Community Strategic Plan (CSP) cannot be fulfilled without sufficient resources – time, money, assets, and people – to actually carry them out.

The Resourcing Strategy has three components:

- Strategic Asset Management Plan
- Workforce Management Plan
- Long Term Financial Plan

The Resourcing Strategy assists Council to translate the outcomes identified in the CSP, for which it is responsible, into actions. Some issues will be the responsibility of Council, some will be the responsibility of other levels of government, and some will rely on input from community groups or individuals.

ANNUAL REPORT



The Annual Report focuses on our implementation of the Delivery Program and Operational Plan. The report also

includes some information that is prescribed by the Local Government (General) Regulation 2021. This information has been included in the Regulation to help community members understand how Council has been performing both as a business entity and a community leader.

STATE OF OUR SHIRE



Councils are required every four years to produce a State of our Shire Report on the progress in implementing

the Community Strategic Plan. The Report covers the term of office for an elected council.

The most recent report can be downloaded from Council's website ballina.nsw.gov.au

PROGRESS REPORTS

In accordance with the Integrated Planning and Reporting requirements progress reports must be provided to Council at least every six months. At Ballina Shire Council we present quarterly reviews to Council. This monitoring mechanism provides a snapshot of accomplishments and any shortfalls in achieving Council's goals and priorities.



022

***what our
community
wants***

what our community wants

Our community aspirations have been grouped under four themes, referred to as Directions. The Directions apply the Quadruple Bottom Line (social, economic, environment and civic leadership) to provide a holistic approach to achieving our vision. The Directions and Outcomes identified in our Community Strategic Plan are as follows, with every Delivery Program and Operational Plan Strategy and Action then linked to these Directions and Outcomes.

CONNECTED COMMUNITY (CC)

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

- CC1 We feel safe and resilient**
- CC2 We have a sense of belonging within the community**
- CC3 There are services and facilities that suit our needs**



PROSPEROUS ECONOMY (PE)

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

- PE1 We are an attractive destination**
- PE2 We support business diversity, sustainability, and choice**
- PE3 Liveability is high across the shire**



HEALTHY ENVIRONMENT (HE)



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

HE1 We project, respect, and enhance our natural environment

HE2 Our operational choices are based on sustainability and limit our impact on the environment

HE3 Our built environment is respectful of the natural environment and the ecosystem

ENGAGED LEADERSHIP (EL)



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

EL1 Decision making is inclusive, transparent, and underpinned by sustainability

EL2 Council's finances and assets are well managed

EL3 Our leaders work effectively with other levels of government and councils





03

***state and
regional plans***

consideration of state and regional plans

Local Government is legislated by the NSW State Government, and it is important that our plans align with both State Government’s priorities and regional plans.

Our strategies and activities are linked to the following goals in the NSW Government’s North Coast Regional Plan 2041 (NCRP).

GOAL 1: Livable, Sustainable and Resilient

GOAL 2: Productive and Connected

GOAL 3: Growth, Change and Opportunity

Further information on the NCRP download: [North Coast Regional Plan 2041](#)

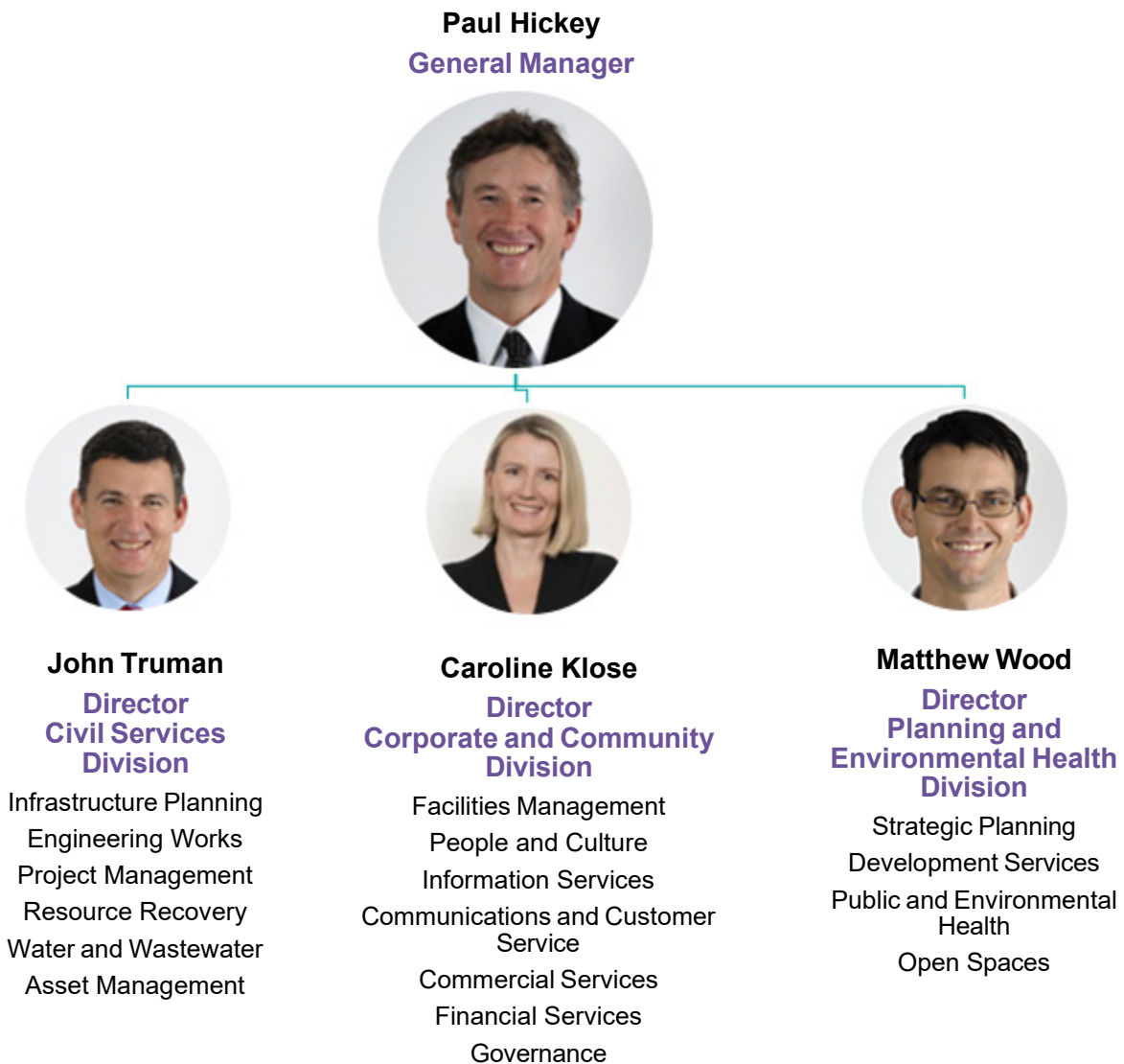


04

***executive team
and organisation
structure***

our executive team + 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:





05

*heading in the
right direction*

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.



1. CONNECTED COMMUNITY



2. PROSPEROUS ECONOMY



3. HEALTHY ENVIRONMENT



4. ENGAGED LEADERSHIP

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 2024/25 will be reported to Council on a quarterly basis - in October, January, April, and July.

To encourage continuous improvement, Council undertakes an independent community satisfaction surveys every two years and participates in the Local Government Performance Excellence Benchmarking Program. This information helps inform the priorities of Council.

As part of our commitment to continuous improvement, Council has established an internal Business Process Mapping Taskforce which reviews existing processes to identify opportunities to improve our systems.

Management also conduct reviews of service delivery where operational efficiency opportunities are identified.

Our Audit, Risk and Improvement Committee, which consists of three independent representatives, also helps to support our on-going improvement.

direction one : connected community (CC)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	24/25	25/26	26/27	27/28	Responsibility	Link to Regional Plan Goal	
CSP OUTCOME CC1 - WE FEEL SAFE AND RESILIENT										
CC1.1 Actively promote safety and wellbeing strategies	<i>Lower crime rates</i>	CC1.1a	Implement Council's Road Safety Plan	Actions implemented and currency of plan	X	X	X	X	Infrastructure Planning	2
		CC1.1b	Implement State Government Pool Barrier Inspection Program	Actions implemented	X	X	X	X	Development Services	1
	<i>Increased compliance through proactive programs</i>	CC1.1c	Provide timely responses to barking dog complaints	100% of barking dog complaints responded to within seven days	X	X	X	X	Public and Environmental Health	1
		CC1.1d	Provide rapid responses to reported dog attacks	100% of reported attacks responded to within 48 hours	X	X	X	X	Public and Environmental Health	1
		CC1.1e	Implement Parking Enforcement Program	Number of high-risk school zones patrolled (Target > 36 p.a.)	X	X	X	X	Public and Environmental Health	2
		CC1.1f	Implement Pro-active Parking Program	Actions implemented and technology applied	X	X	X	X	Public and Environmental Health	2
		CC1.1g	Prepare a Public Realm Strategy	Strategy adopted	X	X	X		Strategic Planning	3
		CC1.1h	Implement NSW Child Safe Standards across Council	Compliant with standards	X	X	X	X	People and Culture	1
CC1.2 Ensure relevant public health and safety standards are being met	<i>Higher levels of compliance</i>	CC1.2a	Minimise number of unplanned water supply interruptions greater than four hours in duration (#)	Number of interruptions (Target = Nil)	X	X	X	X	Water and Wastewater	1
	<i>Improved public health</i>	CC1.2b	Ensure fire hydrants are functional	Fire hydrants inspected (Target > 50% p.a.)	X	X	X	X	Water and Wastewater	1

direction one : connected community (CC)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	24/25	25/26	26/27	27/28	Responsibility	Link to Regional Plan Goal
CC1.2 Ensure relevant public health and safety standards are being met	<i>Increased public safety</i>	CC1.2c	Maximise Drinking Water Reticulation Monitoring Compliance (Microbial)	Level of compliance (100% with ADWG)	X	X	X	X	Water and Wastewater	1
		CC1.2d	Maximise Drinking Water Reticulation Monitoring Compliance (Chemical and Physical)	Level of compliance (100% with ADWG)	X	X	X	X	Water and Wastewater	1
	<i>Proactive risk management Higher levels of compliance</i>	CC1.2e	Implement a responsive compliance program	Level of non-compliance reported, and actions taken	X	X	X	X	Public and Environmental Health	1
		CC1.2f	Implement fire safety certificate compliance program	Actions implemented	X	X	X	X	Development Services	1
	<i>Improved public health</i>	CC1.2g	Ensure all drinking water sites are monitored weekly	Drinking water sites monitored (Target 100% per week)	X	X	X	X	Public and Environmental Health	1
		CC1.2h	Ensure compliance with the National Health and Medical Research Council drinking water standards	Non-compliance issues (Target = nil)	X	X	X	X	Public and Environmental Health	1
		CC1.2i	Ensure all food premises are regularly inspected	Food premises audited (Target 100% p.a.)	X	X	X	X	Public and Environmental Health	2
		CC1.2j	Audit all commercial premises as required under the inspection program	Premises audited (Target High risk premises audited twice p.a.)	X	X	X	X	Public and Environmental Health	2
		CC1.2k	Ensure public pools are regularly monitored and inspected for water quality	Public pools monitored (Target 100% public pools audited p.a.)	X	X	X	X	Public and Environmental Health	3
		CC1.2l	Ensure public pools are regularly monitored and inspected for water quality	Public pools monitored (Target 1/3 of semi-public pool audited p.a.)	X	X	X	X	Public and Environmental Health	3
		CC1.2m	Ensure Business Continuity Plans (BCPs) remain contemporary	BCP's monitored	X	X	X	X	Communications and Customer Service	3

direction one : connected community (CC)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	24/25	25/26	26/27	27/28	Responsibility	Link to Regional Plan Goal	
CSP OUTCOME CC2 – WE HAVE A SENSE OF BELONGING WITHIN THE COMMUNITY										
CC2.1 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>	CC2.1a	Implement the Community Gallery Creative Action Plan	Actions implemented	X	X	X	X	Strategic Planning	2
		CC2.1b	Support a well patronised Community Gallery	Gallery visitors (Target > 16,000 p.a.)	X	X	X	X	Strategic Planning	2
		CC2.1c	Deliver well used online service for the Community Gallery	Online engagement (Target > 400,000p.a.)	X	X	X	X	Strategic Planning	2
		CC2.1d	Expand number of Council approved events	Event numbers (Target > 40 p.a.)	X	X	X	X	Open Spaces	2
		CC2.1e	Administer filming approvals in accordance with NSW Filming Protocol	Approval numbers (Target > 20 p.a.)	X	X	X	X	Open Spaces	2
		CC2.1f	Examine the feasibility of a sculpture Trail	Report completed	X				Strategic Planning	3
CC2.2 Encourage community interaction, volunteering and wellbeing	<i>There are more people volunteering in our community</i>	CC2.2a	Support Council initiated volunteer programs	Program effectiveness	X	X	X	X	Strategic Planning/ Communications and Customer Service	2
	<i>Improved sense of wellbeing</i>	CC2.2b	Implement Companion Animals Management Plan	Actions implemented	X	X	X	X	Public and Environmental Health	2
CC2.3 Assist disadvantaged groups within our community	<i>Disadvantaged groups are supported</i>	CC2.3a	Implement Equal Employment Opportunity Management Plan	Actions implemented	X	X	X	X	People and Culture	1
		CC2.3b	Implement Disability Inclusion Action Plan	Actions implemented	X	X	X	X	Strategic Planning	1
		CC2.3c	Develop an Aboriginal partnership agreement	Agreement completed	X				Strategic Planning	1
		CC2.3d	Assess accessible entrance options for Seven Mile Beach	Design options completed	X				Open Spaces	1

direction one : connected community (CC)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	24/25	25/26	26/27	27/28	Responsibility	Link to Regional Plan Goal	
CSP OUTCOME CC3 - THERE ARE SERVICES AND FACILITIES THAT SUIT OUR NEEDS										
CC3.1 Provide strategies for older residents to be part of our community	Older residents are more engaged and active	CC3.1a	Implement Ageing Strategy	Actions implemented	X	X	X	X	Strategic Planning	1
CC3.2 Provide young people with a range of leisure activities	Expanded range of youth facilities	CC3.2a	Implement the Sport and Recreation Facilities Plan	Actions implemented	X	X	X	X	Open Spaces	3
		CC3.2b	Implement Playground Upgrade and Management Plan (PUMP)	Actions implemented	X	X	X	X	Open Spaces	3
		CC3.2c	Investigate options for a skate park in Alstonville	Assessment completed	X				Open Spaces	3
CC3.3 Support improved health outcomes by providing equitable access to community facilities	Increased satisfaction and participation rates A healthier community	CC3.3a	Ensure library services reflect contemporary needs	Membership (Target > 20,000 p.a.)	X	X	X	X	Communications and Customer Service	3
		CC3.3b	Ensure library services reflect contemporary needs	Loans (Target > 330,000 p.a.)	X	X	X	X	Communications and Customer Service	3
		CC3.3c	Ensure library services reflect contemporary needs	Attendance at programs (Target > 20,000 p.a.)	X	X	X	X	Communications and Customer Service	3
		CC3.3d	Ensure library services reflect contemporary needs	Number of enquiries (door count) (Target > 180,000 p.a.)	X	X	X	X	Communications and Customer Service	3
		CC3.3e	Increase use of our community facilities	Kentwell Centre (Target 30% = 6,000 hrs p.a.)	X	X	X	X	Communications and Customer Service	3
		CC3.3f	Increase use of our community facilities	Lennox Head Centre – Meeting Rooms (Target 60%. = 8,400 hrs p.a.)	X	X	X	X	Communications and Customer Service	3

direction one : connected community (CC)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	24/25	25/26	26/27	27/28	Responsibility	Link to Regional Plan Goal
CC3.3 Support improved health outcomes by providing equitable access to community facilities	<i>Increased satisfaction and participation rates</i>	CC3.3g	Increase use of our community facilities	Lennox Head Centre – Auditorium (Target 35% = 1,000 hrs p.a.)	X	X	X	X	Communications and Customer Service	3
		CC3.3h	Increase use of our community facilities	Ballina Surf Club (Target 40% = 2,500 hrs p.a.)	X	X	X	X	Communications and Customer Service	3
	<i>A healthier community</i>	CC3.3i	Increase use of our community facilities	Richmond Room (Target 35% = 1,500 hrs p.a.)	X	X	X	X	Communications and Customer Service	3
		CC3.3j	Increase use of our community facilities	BISC – Meeting Rooms (Target 45% = 2,000 hrs p.a.)	X	X	X	X	Communications and Customer Service	3
		CC3.3k	Increase use of our community facilities	BISC – Courts (Target 50% = 3,500 hrs p.a.)	X	X	X	X	Communications and Customer Service	3
		CC3.3l	Increase use of our community facilities	Northlakes Community Centre (Target 20% = 1,000 hrs p.a.)	X	X	X	X	Communications and Customer Service	3
		CC3.3m	Increase use of our community facilities	Lennox Head Community Hall (Target 20% = 1,000 hrs p.a.)	X	X	X	X	Communications and Customer Service	3
		CC3.3n	Ensure public pool facilities are well patronized	Swimming pool patrons (Target >280,000 p.a.)	X	X	X	X	Facilities Management	3
		CC3.3o	Investigate feasibility of second croquet court at Gap Road, Alstonville	Analysis completed	X				Open Spaces	1
		CC3.3p	Progress pathways for Lennox Head and Byron Bay and Pearces Creek Road to Wollongbar Sports Fields	Actions completed	X	X	X	X	Engineering Works	3
CC3.3q	Implement Pedestrian Access and Mobility Plan (PAMP) and Bike Plan	Works completed and plan remains contemporary	X	X	X	X	Engineering Works	3		

direction two : prosperous economy (PE)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	24/25	25/26	26/27	27/28	Responsibility	Link to Regional Plan Goal	
CSP OUTCOME PE1 – WE ARE AN ATTRACTIVE DESTINATION										
PE1.1 Promote our area as an attractive place to visit	<i>Enhanced experience for residents and visitors</i>	PE1.1a	Participate in and leverage opportunities to market the Ballina Coast and Hinterland	Promotions conducted and effectiveness	X	X	X	X	Communications and Customer Service	2
		PE1.1b	Implement Destination Management Plan	Actions implemented	X	X	X	X	Communications and Customer Service	2
	<i>Increased visitor numbers</i>	PE1.1c	Provide accessible and efficient visitor information services	Visitor Centre Enquiries (Target > 38,000 p.a.)	X	X	X	X	Communications and Customer Service	2
		PE1.1d	Provide accessible and efficient visitor information services	Tourism website visits (Target >120,000 p.a.)	X	X	X	X	Communications and Customer Service	2
		PE1.1e	Provide accessible and efficient visitor information services	Proportion of satisfied visitors to Visitor Centre (Target > 98%)	X	X	X	X	Communications and Customer Service	2
PE1.2 Provide opportunities for new business	<i>Our economy expands over time</i>	PE1.2a	Support delivery of commercial and retail shops in the Ballina Heights Estate	Monitor status of development	X	X			Strategic Planning	3
PE1.3 Enhance the image of the local economy	<i>Increased resilience for our economy</i>	PE1.3a	Implement economic development strategy	Actions implemented	X	X	X	X	Strategic Planning	3
		PE1.3b	Advocate for the Ballina Marina Master Plan and Martin Street Regatta Ave Boat Harbour Master Plan	Actions taken	X	X	X	X	Engineering Works	3

direction two : prosperous economy (PE)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	24/25	25/26	26/27	27/28	Responsibility	Link to Regional Plan Goal	
CSP OUTCOME PE2 – WE SUPPORT BUSINESS DIVERSITY, SUSTAINABILITY AND CHOICE										
PE2.1 Provide an efficient and cost-effective regulatory environment for doing business	<i>Easier to do business</i>	PE2.1a	Efficiently process and assess development related applications	% of Section 10.7 certificates issued within four days (Target > 90%)	X	X	X	X	Development Services	1
		PE2.1b	Efficiently process and assess development related applications	Time to determine development application (Target mean time < 60 days)	X	X	X	X	Development Services	1
	<i>Enhanced business relationships</i>	PE2.1c	Efficiently process building and construction applications	Complying development certificates issued within 10 working days (Target > 80%)	X	X	X	X	Development Services	1
		PE2.1d	Efficiently process building and construction applications	% of construction certificates issued by Council (Target > 50% of market)	X	X	X	X	Development Services	1
		PE2.1e	Efficiently process building and construction applications	% of building information certificates determined within 20 days (Target > 90%)	X	X	X	X	Development Services	1
		PE2.1f	Efficiently process building and construction applications	Number of Section 68 Approvals issued for plumbing and drainage work (Target > 450 p.a.)	X	X	X	X	Development Services	1
		PE2.1g	Undertake review of the development assessment service	Processing times improved	X				Development Services	1
PE2.2 Enhance connectivity to capital cities	<i>Increased business opportunities</i>	PE2.2a	Ensure the on-going viability of the Ballina Byron Gateway Airport	Operating revenue (Target > \$9.5 million)	X	X	X	X	Commercial Services	2
		PE2.2b	Ensure the on-going viability of the Ballina Byron Gateway Airport	Operating surplus (Target > 30% of revenue)	X	X	X	X	Commercial Services	2
		PE2.2c	Ensure the on-going viability of the Ballina Byron Gateway Airport	Passengers (Target > 600,000 p.a.)	X	X	X	X	Commercial Services	2
PE2.3 Operate Council business activities that support economic development	<i>Council contributes and understands the local economy</i>	PE2.3a	Proactively manage our commercial properties	Minimise vacancy rates (Target < 10%)	X	X	X	X	Commercial Services	2
		PE2.3b	Ensure on-going profitability of Flat Rock Tent Park	Operating revenue (Target > \$550,000)	X	X	X	X	Commercial Services	2

direction two : prosperous economy (PE)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	24/25	25/26	26/27	27/28	Responsibility	Link to Regional Plan Goal	
CSP OUTCOME PE3 – LIVEABILITY IS HIGH ACROSS THE SHIRE										
PE3.1 Facilitate commercially viable industrial precincts	<i>Increased business activity and local employment</i>	PE3.1a	Progress availability of land at the Russellton Industrial Estate	Status of project	X	X	X		Commercial Services	2
		PE3.1b	Progress availability of land at the Southern Cross Industrial Estate	Status of project	X	X			Commercial Services	2
PE3.2 Facilitate residential land	<i>Readily available land and housing stock</i>	PE3.2a	Progress development of Wollongbar Residential Land Holding	Status of project	X	X	X	X	Commercial Services	1
		PE3.2b	Progress development of Lennox Head Residential Land Holding	Status of project	X	X	X	X	Commercial Services	1
	<i>More affordable housing</i>	PE3.2c	Implement Housing Strategy including local affordable housing framework	Actions Implemented	X	X	X	X	Strategic Planning	1
PE3.3 Deliver infrastructure that supports residential living	<i>An attractive place to live</i>	PE3.3a	Progress delivery of Hutley Drive – southern section	Consent enacted	X	X			Project Management Office	2
		PE3.3b	Progress River Street Dual Laning	Designs and approvals in place and work undertaken	X	X	X	X	Project Management Office	2
		PE3.3c	Progress Tamarind Drive Dual Laning	Designs and approvals in place and work undertaken	X	X	X	X	Project Management Office	2
		PE3.3d	Progress Barlows Road as a connection between Tamarind Drive and River Street	Designs and approvals in place and work undertaken	X	X	X	X	Project Management Office	2
		PE3.3e	Progress design and approvals for North Creek Road Bridge reinstatement	Level of progress on design and approvals	X	X	X	X	Project Management Office	2
		PE3.3f	Ensure Development Control Plan (DCP) review examines the mandatory provision of footpaths with subdivisions	Analysis completed	X				Strategic Planning	1
		PE3.3g	Implement Wardell Village Centre Revitalisation Master Plan	Upgrade Implemented	X	X	X	X	Strategic Planning	2

direction three : healthy environment (HE)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	24/25	25/26	26/27	27/28	Responsibility	Link to Regional Plan Goal	
CSP OUTCOME HE1 - WE PROTECT, RESPECT, AND ENHANCE OUR NATURAL ENVIRONMENT										
HE1.1 Our planning considers past and predicted changes to the environment	<i>Reduced risk from natural disasters or changes in climate</i>	HE1.1a	Implement the Coastline Management Plan Ballina	Actions implemented and currency of Plan	X	X	X		Public and Environmental Health	1
		HE1.1b	Implement Floodplain Management Plans	Actions implemented and currency of Plan	X	X	X	X	Engineering Works	1
		HE1.1c	Implement Emissions Reduction Plan	Actions implemented	X	X	X	X	Strategic Planning	1
		HE1.1d	Prepare and implement a Climate Change Adaption Plan	Actions implemented	X	X	X	X	Strategic Planning	1
		HE1.13	Investigate a suitable site to accommodate a disaster recovery shed	Investigation completed	X				Infrastructure Planning	1
HE1.2 Undertake and promote initiatives that improve our waterways	<i>Health of our waterways is improving</i>	HE1.2a	Implement Healthy Waterways Strategy	Actions implemented	X	X	X	X	Public and Environmental Health	1
		HE1.2b	Complete and implement Shaws Bay Coastal Management Plan	Actions implemented and currency of Plan	X	X	X	X	Public and Environmental Health	1
		HE1.2c	Examine options to improve access on southern side of Shaws Bay	Analysis completed	X				Public and Environmental Health	1
		HE1.2d	Implement Lake Ainsworth Coastal Management Plan	Actions implemented and currency of Plan	X	X	X	X	Public and Environmental Health	1
		HE1.2e	Complete and implement North Creek Coastal Management Plan	Actions implemented and currency of Plan	X	X	X	X	Public and Environmental Health	1
		HE1.2f	Implement Urban Stormwater Management Plan and Programs	Actions implemented and currency of Plan	X	X	X	X	Engineering Works	1
HE1.3 Beautify and protect our streetscapes and open spaces	<i>Increased flora and vegetation cover</i>	HE1.3a	Implement proactive street tree planting program	Actions implemented	X	X	X	X	Open Spaces	3
		HE1.3b	Support local environmental groups	Enhancements undertaken by environmental volunteer groups	X	X	X	X	Open Spaces	3

direction three : healthy environment (HE)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	24/25	25/26	26/27	27/28	Responsibility	Link to Regional Plan Goal	
CSP OUTCOME HE2 – OUR OPERATIONAL CHOICES ARE BASED ON SUSTAINABILITY AND LIMIT OUR IMPACT ON THE ENVIRONMENT										
HE2.1 Implement total water cycle management practices	Reduced water consumption per capita	HE2.1a	Improve quality of water and wastewater data	Actions implemented	X	X	X	X	Water and Wastewater	1
		HE2.1b	Increase recycled water to dual Reticulated Properties	Properties using service and kilolitres used	X	X	X	X	Water and Wastewater	1
	Maximise recycled water use	HE2.1c	Minimise notifiable Recycled Water Health Incidents at the Wastewater Treatment Plants	Number of incidents (Target = Nil)	X	X	X	X	Water and Wastewater	1
		HE2.1d	Maximise Recycled Water Reticulation Compliance in Ballina and Lennox Head (Microbial)	Level of compliance (Target = 100% with AGWR)	X	X	X	X	Water and Wastewater	1
		HE2.1e	Maximise Recycled Water Reticulation Compliance in Ballina and Lennox Head (Chemical and Physical)	Level of compliance (Target = 100% with AGWR)	X	X	X	X	Water and Wastewater	1
		HE2.1f	Monitor average water consumption per residential connection	Per residential connection (Target <160 kl/pa)	X	X	X	X	Water and Wastewater	1
		HE2.1g	Review the Recycled Water Master Plan	Review complete	X				Water and Wastewater	1
		HE2.1h	Recycled water during dry weather (% ADWF)	Level of compliance (Target > 20%)	X	X	X	X	Water and Wastewater	1
		HE2.1i	Develop an Integrated Water Cycle Management Plan	Plan adopted	X				Water and Wastewater	1
		HE2.1j	Implement water loss reduction program	Actions implemented	X	X	X	X	Water and Wastewater	1
		HE2.1k	Minimise the volume of unaccounted water	Trend towards reducing the volume of unaccounted water	X	X	X	X	Water and Wastewater	1

direction three : healthy environment (HE)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	24/25	25/26	26/27	27/28	Responsibility	Link to Regional Plan Goal
HE2.2 Use our scarce resources wisely	<i>Reduced costs and extended life for existing resources</i>	HE2.2a	Increase kerbside recycling diversion rates	(Target > 59%)	X	X	X	X	Asset Management	1
		HE2.2b	Reduce missed kerbside bin services	(Target < 27 per month)	X	X	X	X	Asset Management	1
		HE2.2c	Minimise light fleet greenhouse gas emissions	Average CO2 emissions of light fleet (Target < 200g/km)	X	X	X	X	Facilities Management	1
		HE2.2d	Reduce water main breaks	Minimise main breaks (Target < one break per 30km of main)	X	X	X	X	Water and Wastewater	1
HE2.3 Reduce resource use through innovation	<i>Cost and resource use efficiencies</i>	HE2.3a	Reduce CO2 emissions from our built assets	Reduce CO2 emissions (Target < 8,000 tonnes)	X	X	X	X	Facilities Management	1
		HE2.3b	Increase renewable energy generated on Council owned and operated sites	Increase kilowatts generated (Target > 1,200 kW)	X	X	X	X	Facilities Management	1
		HE2.3c	Reduce the energy consumption from our built assets	Minimise megawatts consumed (Target < 9,000 MWh)	X	X	X	X	Facilities Management	1
CSP OUTCOME HE3 - OUR BUILT ENVIRONMENT IS RESPECTFUL OF THE NATURAL ENVIRONMENT AND THE ECOSYSTEM										
HE3.1 Implement plans that balance the built environment with the natural environment	<i>More people are satisfied with our management of development</i>	HE3.1a	Implement Ballina Major Regional Centre Strategy	Actions implemented	X	X	X	X	Strategic Planning	2
		HE3.1b	Implement Wollongbar Strategic Plan	Actions implemented	X	X	X	X	Strategic Planning	2
	<i>Reduced impacts of development on the environment</i>	HE3.1c	Implement Wardell Strategic Plan	Actions implemented	X	X	X	X	Strategic Planning	1
		HE3.1d	Implement Alstonville Strategic Plan	Actions implemented	X	X	X	X	Strategic Planning	1

direction three : healthy environment (HE)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	24/25	25/26	26/27	27/28	Responsibility	Link to Regional Plan Goal
HE3.1 Implement plans that balance the built environment with the natural environment	<i>More people are satisfied with our management of development</i>	HE3.1e	Implement Lennox Head Strategic Plan	Actions implemented	X	X	X	X	Strategic Planning	2
		HE3.1f	Maintain Local Environmental Plan (LEP)	Review complete	X	X	X	X	Strategic Planning	1
	<i>Reduced impacts of development on the environment</i>	HE3.1g	Review Local Strategic Planning Statement to incorporate updated local growth management strategy	Review complete	X				Strategic Planning	1
		HE3.1h	Implement management plans for Killen and Tosha Falls	Actions implemented	X	X	X	X	Open Spaces	1
		HE3.1i	Implement management plan for Ocean Breeze Reserve	Actions implemented	X				Open Spaces	1
		HE3.1j	Develop and implement an illegal dumping strategy	Strategy complete and actions implemented	X	X	X	X	Public and Environmental Health	1
		HE3.k	Complete Streetscape Master Plan for Newrybar Village	Master Plan completed	X				Strategic Planning	1
		HE3.1l	Undertake a master planning process for Treelands Reserve and the Kentwell Centre	Master Plan undertaken	X	X	X		Strategic Planning	1
HE3.2 Minimise negative impacts on the natural environment	<i>Protection and retention of our natural environment</i>	HE3.2a	Minimise notifiable Pollution Incidents triggering a formal regulatory response	Number of incidents (Target = Nil)	X	X	X	X	Water and Wastewater	1
		HE3.2b	Monitor on-site sewage management (OSSM) systems to ensure systems are compliant	Number inspected (Target > 200 p.a.)	X	X	X	X	Public and Environmental Health	1
		HE3.2c	Monitor on-site sewage management (OSSM) systems to ensure systems are compliant	Approvals to Install issued (Target > 50 p.a.)	X	X	X	X	Public and Environmental Health	1
		HE3.2d	Monitor on-site sewage management (OSSM) systems to ensure systems are compliant	Approvals to Operate issued (Target > 150 p.a.)	X	X	X	X	Public and Environmental Health	1

direction three : healthy environment (HE)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	24/25	25/26	26/27	27/28	Responsibility	Link to Regional Plan Goal
HE3.2 Minimise negative impacts on the natural environment	<i>Protection and retention of our natural environment</i>	HE3.2e	Ensure compliance with Environmental Protection License Concentration Limits	Level of compliance (Target = 100% with license)	X	X	X	X	Water and Wastewater	1
		HE3.2f	Implement trade waste management program	Actions implemented	X	X	X	X	Water and Wastewater	1
		HE3.2g	Timely licence reports for waste, water, and wastewater	100% of reports completed within 30 days of quarter	X	X	X	X	Resource Recovery Water and Wastewater	1
		HE3.2h	Implement Biodiversity Strategy	Actions implemented	X	X	X	X	Development Services	1
		HE3.2i	Implement Alstonville and East Ballina Cemetery Master Plans	Actions implemented	X	X	X	X	Open Spaces	1
		HE3.2j	Assess options for improved wastewater services for Newrybar	Options report completed	X				Water and Wastewater	1
		HE3.2k	Develop Mosquito Management Plan	Plan adopted		X			Public and Environmental Health	1
HE3.3 Match infrastructure with development to mitigate any impacts on the environment	<i>The impacts of development on the environment will be minimised</i>	HE3.3a	Review Water and Wastewater Developer Contribution Plans	Review completed	X				Water and Wastewater	1
		HE3.3b	Review Car Parking Developer Contributions Plan including multi-story car park update	Review completed	X				Infrastructure Planning	1
		HE3.3c	Review Roads Developer Contributions Plan	Review completed	X	X			Infrastructure Planning	1
		HE3.3d	Maintain Open Spaces and Community Facilities Developer Contributions Plan	Review completed	X			X	Infrastructure Planning	1
		HE3.3e	Review Heavy Haulage Developer Contributions Plan	Review completed			X		Infrastructure Planning	1

direction four : engaged leadership (EL)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	24/25	25/26	26/27	27/28	Responsibility	Link to Regional Plan Goal
CSP OUTCOME EL1 – DECISION-MAKING IS INCLUSIVE, TRANSPARENT, AND UNDERPINNED BY SUSTAINABILITY									
EL1.1 Ensure corporate publications reflect community sentiment	<i>More engaged community</i>	EL1.1a	Complete the review of Community Strategic Plan	Review completed	X			Communications and Customer Service	2
		EL1.1b	Undertake a community survey to measure perception of importance of Council service delivery and satisfaction levels	Satisfaction ratings	X		X	Communications and Customer Service	2
EL1.2 Involve our community in our planning and decision-making processes	<i>Improved satisfaction levels with Council's consultation</i>	EL1.2a	Prepare management plan for Hampton Park	Management plan completed	X			Strategic Planning	3
		EL1.2b	Prepare management plan for Bicentennial Park	Management plan completed	X			Strategic Planning	3
		EL1.2c	Prepare management plan for Serpentine/Pioneer Park/Shaws Bay	Management plan completed	X	X		Strategic Planning	3
		EL1.2d	Prepare management plan for Spoonbill Reserve	Management plan completed	X	X		Strategic Planning	3
		EL1.2e	Prepare management plan for Lumley Park	Management plan completed	X			Open Spaces	3
EL1.3 Actively advocate community issues to other levels of government	<i>Increased levels of State and Federal Government support</i>	EL1.3a	Approach State and Federal Governments on local issues	Issues identified and pursued	X	X	X	Communications and Customer Service	2
		EL1.3b	Actively seek grant funding from State and Federal Governments	Grant applications (Target > 25 p.a.)	X	X	X	Communications and Customer Service	2

direction four: engaged leadership (EL)

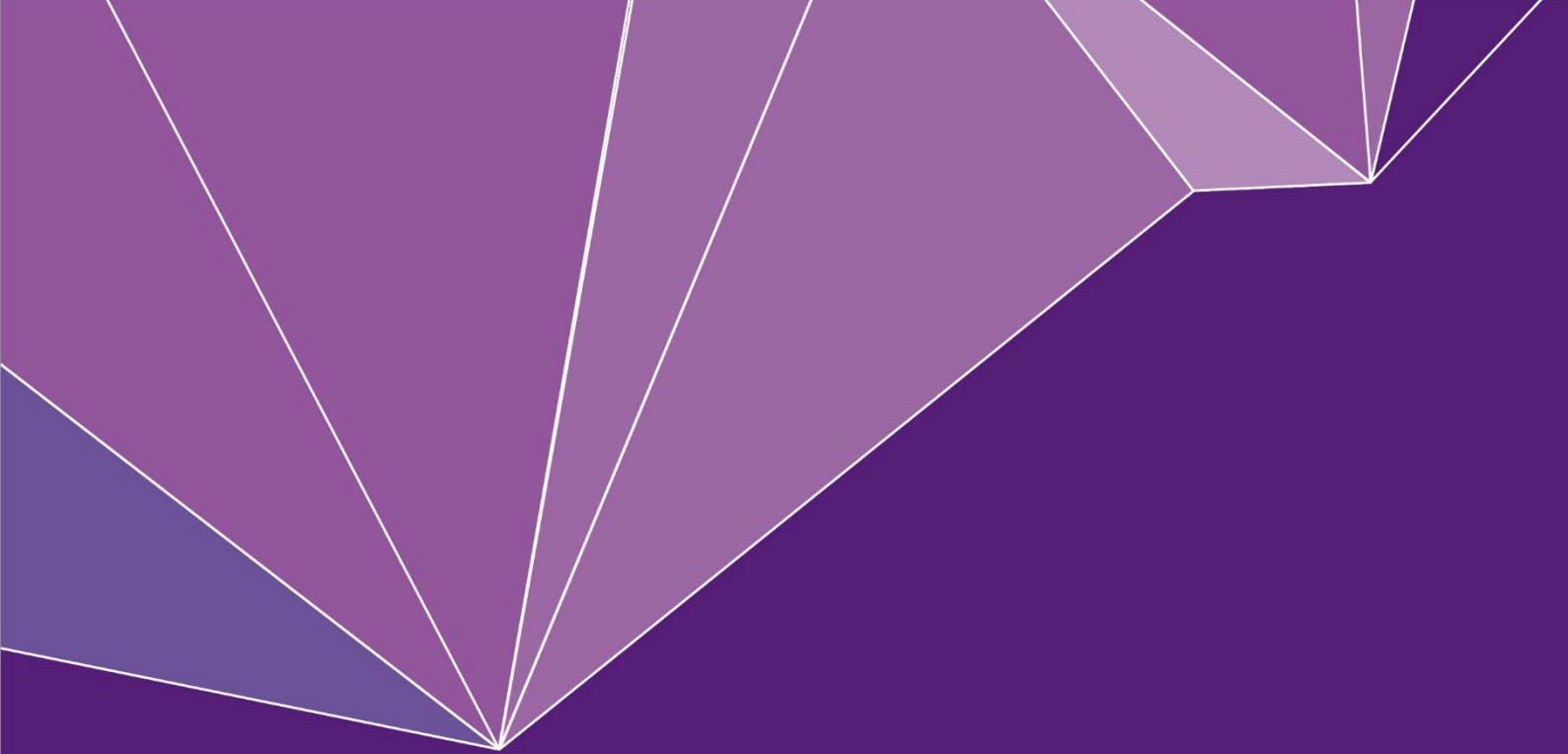
Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	24/25	25/26	26/27	27/28	Responsibility	Link to Regional Plan Goal	
CSP OUTCOME EL2 - COUNCIL'S FINANCES AND ASSETS ARE WELL MANAGED										
EL2.1 Proactively pursue revenue opportunities, cost savings and/or efficiencies	<i>More financially viable Council resulting in improved asset management</i>	EL2.1a	Maximise fleet operating surplus (excluding depreciation)	Operating surplus (Target > \$2.0m p.a.)	X	X	X	X	Facilities Management	3
		EL2.1b	Minimise the value of store stock control bin errors	Minimise variances (Target < \$500)	X	X	X	X	Financial Services	3
		EL2.1c	Investment return greater than 90-day bank bill rate	Investment returns (Target 50 basis points)	X	X	X	X	Financial Services	3
		EL2.1d	Pursue financial sustainability	Comparison to benchmarks	X	X	X	X	Financial Services	3
		EL2.1e	Minimise operating deficit for the Burns Point Ferry (excluding depreciation)	Deficit (Target < \$520,000 p.a.)	X	X	X	X	Engineering Works	2
		EL2.1f	Minimise operating deficit for the swimming pools (excluding depreciation and loan interest)	Minimise deficit (Target < \$240,000 p.a.)	X	X	X	X	Facilities Management	3
		EL2.1g	Minimise operating deficit for Community Facilities (excluding depreciation)	Deficit (Target < \$440,000 p.a.)	X	X	X	X	Communications and Customer Service	3
		EL2.1h	Minimise operating deficit for the Community Gallery (excluding depreciation)	Deficit (Target < \$350,000 p.a.)	X	X	X	X	Strategic Planning	3
		EL2.1i	Maximise revenue generated from our commercial properties	Revenues (Target > \$2.5m)	X	X	X	X	Commercial Services	2
		EL2.1j	Seek approval for a non-compulsory dividend from Wastewater	Dividend approved	X	X	X	X	Financial Services	1
		EL2.1k	Ensure Asset Management Framework remains contemporary	Ensure contemporary	X	X	X	X	Resource Recovery	3
EL2.2 Use modern systems and equipment	<i>Increased efficiencies and higher staff satisfaction</i>	EL2.2a	Implement technology to generate productivity gains	Improvements implemented	X	X	X	X	Information Services	3
		EL2.2b	Continuous improvement of Council's cyber security	Improvements implemented	X	X	X	X	Information Services	3

direction four : engaged leadership (EL)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	24/25	25/26	26/27	27/28	Responsibility	Link to Regional Plan Goal
EL2.3 Provide effective risk and safety practices	<i>Reduced incidents and lower insurance premiums and related costs</i>	EL2.3a	Provide a safe work environment	Workers compensation claims (Target < 20 p.a.)	X	X	X	X	People and Culture	3
		EL2.3b	Provide a safe work environment	Hours of workers compensation lost time (Target < 1,000 hrs p.a.)	X	X	X	X	People and Culture	3
		EL2.3c	Provide a pro-active internal risk claims management service	Number of Insurance claims (Target < 30 p.a.)	X	X	X	X	Governance	3
		EL2.3d	Implement Risk Management Framework	Actions undertaken	X	X	X	X	Governance	3
		EL2.3e	Implement pro-active internal audit program	Complete at least four internal audits per annum	X	X	X	X	Governance	3
CSP OUTCOME EL3 – OUR LEADERS WORK EFFECTIVELY WITH OTHER LEVELS OF GOVERNMENT AND COUNCILS										
EL3.1 Provide prompt, knowledgeable, friendly and helpful advice	<i>There are more people in the community who consider Council staff friendly and helpful</i>	EL3.1a	Ensure customer requests are dealt with effectively and promptly	% completed within allocated timeframe (Target > 90%)	X	X	X	X	Communications and Customer Service	3
		EL3.1b	Proactively manage complaints	Number of complaints and % receiving response within 15 working days (Target > 80%)	X	X	X	X	Communications and Customer Service	3
EL3.2 Encourage a motivated and adaptive workforce	<i>High staff retention with a proactive and well skilled workforce</i>	EL3.2a	Develop organisational development programs designed to retain staff	Staff turnover (Target < 15%)	X	X	X	X	People and Culture	3
		EL3.2b	Develop organisational development programs designed to motivate staff	Staff training (Target > 80% of staff)	X	X	X	X	People and Culture	3
		EL3.2c	Develop organisational development programs designed to engage staff	Number of sick days (Target < 9 days per employee)	X	X	X	X	People and Culture	3

direction four : engaged leadership (EL)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	24/25	25/26	26/27	27/28	Responsibility	Link to Regional Plan Goal
EL3.2 Encourage a motivated and adaptive workforce	High staff retention with a proactive and well skilled workforce	EL3.2d	Implement strategies that increase female participation in the workforce	Percentage of females in workforce increasing	X	X	X	X	People and Culture	3
EL3.3 Deliver responsive and efficient services	Increased community and employee satisfaction levels with Council's customer service	EL3.3a	Development applications determined under delegated authority	% of applications determined under delegated authority (Target > 95%)	X	X	X	X	Development Services	2
		EL3.3b	Development application referrals completed within 21 days	% of internal referral applications assessed within 21 days (Target > 70%)	X	X	X	X	Infrastructure Planning	2
	Increased efficiencies and cost savings	EL3.3c	Enhance web accessibility to improve availability of information	Increase website visits (Target > 450,000)	X	X	X	X	Communications and Customer Service	2
		EL3.3d	Efficiently attend to employee requests for assistance with technology systems	% addressed within one working day (Target > 85%)	X	X	X	X	Information Services	2
		EL3.3e	Provide road maintenance intervention actions in accordance with response targets	Compliance with inspection program and response times for hazards	X	X	X	X	Engineering Works	2
		EL3.3f	Deliver annual unsealed rural road maintenance program	Works completed according to program	X	X	X	X	Engineering Works	2
		EL3.3g	Monitor operating budgets to comply with approved funding	Within 5% of budget	X	X	X	X	Engineering Works Open Spaces Water and Wastewater	2
		EL3.3h	Monitor capital works to ensure they are completed on time and within budget	Within 20% of budget	X	X	X	X	Engineering Works Open Spaces Water and Wastewater Commercial Services	2



06

***capital
expenditure***



capital expenditure

This section outlines the capital expenditure planned for the four-year period from 2024/25 to 2027/28.

Description	2024/25 (\$)	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)
Ballina Byron Gateway Airport	3,635,000	5,250,000	6,300,000	6,500,000
Car Park Expansion	2,435,000	2,100,000		
Car Park Walkway and Shade Structures			1,700,000	
Car Park Equipment Upgrade				1,000,000
Taxiways Alpha and Bravo				1,500,000
Terminal Air-Conditioning and Checked Baggage Screening	1,200,000			
Terminal Expansion (50% Grant)			3,000,000	4,000,000
Terminal Common Use Check-in Equipment (50% Grant)		3,000,000		
Terminal Passenger Screening Second Lane			1,100,000	
Crown Land and Revetment Wall		150,000		
Hangar Site Preparation Lot 1			500,000	
<i>50% Grant funded projects will only proceed if funding secured</i>				
Commercial Property	4,400,000	270,200	20,000	20,000
Russelton Industrial Estate	4,000,000			
Cessna Crescent Crane Installation	125,000			
Stokers Quarry Remediation	255,000	250,200		
Flat Rock Tent Park –	20,000	20,000	20,000	20,000
Facilities Management	2,185,000	15,055,000	574,000	594,000
Alstonville Cultural Centre	Refurbishment	1,500,000	14,500,000	
Newrybar Hall	Toilet Upgrade	70,000		
Ballina CWA Hall	Roof		50,000	
Pimlico Hall	External paint			20,000
Wollongbar Hall	Building modifications			150,000
Wardell Hall	Window replacements			100,000
Library / VIC / Richmond Room	Improvements	173,000	366,000	33,000
Lennox Head Cultural Centre	Various	238,000		50,000
Ballina Surf Club	Improvements	94,000		180,000
Kentwell Centre, Ballina	Security / Repairs		70,000	80,000
Marine Rescue Tower, Ballina	Window Repairs		69,000	20,000
Ballina Indoor Sports Centre	Improvements			100,000
Crawford House, Alstonville	Roof / Paint			100,000
Naval Museum, Ballina	Paint / Miscellaneous			61,000
River Street Preschool, Ballina	Paint			50,000
Wollongbar Preschool	Paint			50,000
Alstonville Preschool	Paint			24,000
Gallery, Ballina	Deck/Awning	110,000		

Description	2024/25 (\$)	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)
Depot	2,970,000	687,000	711,000	736,000
Works Depot – Administration Building	1,775,000			
Works Depot – Internal Car Park	220,000			
Works Depot – Fuel System	305,000			
Works Depot – Store Roof Replacement	200,000			
Works Depot – Open Spaces Roof Replacement	200,000			
Works Depot – Water and Wastewater Roof Replacement	270,000			
Works Depot – Compound (Store / Small Plant)		687,000		
Works Depot – Engineering Works Shed			597,000	
Works Depot – Amenity Building Upgrade				500,000
Works Depot – Bitupave Car Park			114,000	236,000
Swimming Pools	51,000	0	0	0
Alstonville Pool	51,000			
Tourism	72,000	0	0	0
Historic Ballina Riverfront Walk	72,000			
Open Spaces	4,682,000	802,000	830,000	859,000
Crown Reserve Improvements	52,000	54,000	54,000	58,000
Sharpes Beach Master Plan	1,300,000			
Campbell Park, Wollongbar	155,000			
Lilli Pilli Park, Lennox Head	150,000			
Meldrum Park, Ballina	170,000			
Missingham Park, Ballina	420,000		348,000	801,000
Montwood Park, Caloola, Lennox Head	180,000			
Teven Reserve	255,000			
Cawarra Park, Ballina		168,000		
Elizabeth Ann Brown Park, Alstonville		250,000		
Headlands Park, Skennars Head		165,000		
Westland Park, Ballina		165,000		
Faulks Reserve, Ballina			270,000	
Prospect Park, Ballina			158,000	
Lake Ainsworth Remediation	900,000			
Commemoration Park Improvements	500,000			
Coastal Recreational Path	200,000			
Lighthouse Beach Disability Access	400,000			
Open Space – Sports Fields	1,696,000	221,000	229,000	237,000
Saunders Oval Sport Priority Needs Program	490,000			
Ballina Heights Sport Priority Needs Program	90,000			
Ballina Pump Track	700,000			
Williams Reserve, Lennox Head - Irrigation	340,000			
Chickiba Fields, Ballina – Improvements	41,000			
Geoff Watt, Alstonville - Cricket Pitch	5,000			
Kingsford Smith, Ballina – Cricket Pitch and Irrigation	30,000			
Kingsford Smith, Ballina – Improvements		221,000		
Geoff Watt, Alstonville – Improvements			229,000	
Gap Road - Upgrades				237,000

Description	2024/25 (\$)	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)
Public Amenities	320,000	160,000	160,000	160,000
Bulwinkel Park, Alstonville	80,000			
Cawarra Park, Ballina	80,000			
Compton Drive, Ballina	10,000	160,000		
Freeborn Park, Alstonville	150,000			
Lumley Park, Alstonville			160,000	
Faulks Reserve, Ballina				160,000
Public and Environmental Health	1,000,000	0	0	0
Lake Ainsworth Coastal Management Plan	500,000			
Teven Reserve Embellishment	500,000			
Stormwater	2,553,000	812,000	935,000	968,000
Urban Lanes	75,000	75,000	75,000	75,000
Urban Stormwater Management Plan	25,000	25,000	25,000	25,000
Asset Data Collection	50,000	50,000	50,000	50,000
Tide Gates to Urban Streets	35,000	235,000	55,000	55,000
Lindsay Crescent, Wardell	14,000			
Kawana Street Basin, Alstonville	100,000			
Mellis Circuit Drainage, Alstonville	240,000			
West Ballina Various	260,000			
Wardell Various	360,000	52,000	218,000	
Ballina Fair	177,000			
Quays Drive, Ballina	310,000			
Owen Street, Ballina	128,000			
Kerr Steet (Tamar Steet to Richmond River)	110,000			
Greenfield Drive and Tallow Wood Place, Lennox Head	40,000	190,000		
Park Lane and Ballina Steet, Lennox Head	100,000			
Cronulla Street (midden site) Rehabilitation, Ballina	290,000			
Cherry Street, Ballina	131,000			
John Sharpe Street, Ballina	108,000			
Grant Street, Ballina		185,000		153,000
Oakland Avenue, West Ballina			257,000	
Norton Street, Ballina			105,000	165,000
Daydream Avenue, West Ballina			150,000	
Martin Street, Ballina				150,000
Ballina Lanes				140,000
Lennox Head Lanes				155,000
Stormwater funded by Wastewater Dividend	0	1,574,000	493,000	497,000
Urban Stormwater Reticulation Renewal unallocated		1,424,000	343,000	497,000
Moon Street (Tamar Street to River Street), Ballina		150,000		
Cherry Street, Ballina			150,000	

Description	2024/25 (\$)	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)
Roads and Bridges	31,530,000	43,095,000	16,389,000	9,743,000
a) Road Reconstruction Program				
Urban Roads				
Russell Street, Ballina Segment 10	330,000			
Coast Road	290,000			
Burnet Street, Ballina Segment 60	340,000			
Kalinga Street, Ballina Segment 50	187,000			
Fox Street, Ballina Segment 90	495,000			
Helen Court, Ballina Segment 10	145,000			
Hickey Place, Ballina Segment 20	372,000			
Winton Lane, Ballina Segment 20	296,000			
Skinner Street, Ballina Segment 20	331,000			
Temple Street, Ballina Segment 10		1,188,000		
Hickey Place, Ballina Segment 30		200,000		
Mary Street, Ballina Segment 10		215,000		
Kalinga Street, Ballina Segment 30		776,000		
Moon Street, Ballina Segment 20		650,000		
Valley Drive, Alstonville Segment 30		170,000		
Skennars Head Road Segment 80		522,000		
Skennars Head Road Segment 70		105,000		
Cawarra Street, Ballina Segment 20		220,000		
Owen Street, Ballina Segment 60			538,000	
Cherry Street, Ballina Segment 180			293,000	
Cherry Street, Ballina Segment 30			615,000	
Temple Street, Ballina Segment 20			185,000	
North Creek Road, Ballina Segment 80			215,000	
South Street, Alstonville Segment 30			236,000	
Latta Avenue, Ballina Segment 10				420,000
Temple Street, Ballina Segment 30				260,000
Treelands Crescent, Ballina Segment 10				300,000
Wejuba Place, Ballina Segment 10				230,000
Hamilton Street, Ballina Segment 10				300,000
Cedar Street, Wardell Segment 10				430,000
Grant Street, Ballina Segment 40				290,000
Bagot Street, Ballina Segment 30				264,000
Rural Roads				
River Drive, Wardell Segment 70	335,000			
Beacon Road, Teven Segment 10	285,000			
Teven Road Segment 60	345,000			
Pimlico Road Segment 100	450,000			
Houghlahans Creek Road Segment 150	536,000			307,000
The Coast Road Segment 200		362,000		
Bagotville Road Segment 30		131,000		
Kirklands Road Segment 20		725,000		
Dalwood Road Segment 80			425,000	

Description	2024/25	2025/26	2026/27	2027/28
Roads and Bridges (continued)	(\$)	(\$)	(\$)	(\$)
Rural Roads (continued)				
Marom Creek Road Segment 140			304,000	
Fernleigh Road part Segment 90			606,000	
Houghlahans Creek Road Segment 140			690,000	
Hermans Lane Segment 10				398,000
Fernleigh Road Segment 80				280,000
Pearces Creek Road Segment 50				304,000
Marom Creek Road Segment 120				139,000
Pimlico Road Segment 120				831,000
Dust Seal Program				
Phillips Lane Dust Seal	55,000			
Cooks Lane Dust Seal	47,000	60,000		
Bartlett Lane Dust Seal		154,000		
Buckombil Mountain Road Dust Seal			66,000	
Old Bagotville Road Dust Seal				120,000
Other				
River / Martin Street Roundabout			1,500,000	
Cherry / Moon / Grant Streets - Pavers / Kerb				1,000,000
Roads to recovery Funding - unallocated	550,000	566,000	583,000	600,000
Sub Total	5,389,000	5,044,000	6,256,000	6,473,000
b) Resealing Program and Heavy Patching				
Urban Roads – Bitumen Reseals	549,000	568,000	588,000	609,000
Urban Roads – Heavy Patching	666,000	689,000	713,000	738,000
Rural Roads – Bitumen Reseals	537,000	556,000	575,000	595,000
Rural Roads – Heavy Patching	415,000	430,000	445,000	461,000
c) Bypass Reserves				
Alstonville Bypass	100,000	100,000	100,000	50,000
Ballina Bypass	180,000	180,000	180,000	180,000
Tintenbar to Ewingsdale Bypass	100,000	100,000	100,000	100,000
d) Bridges				
Bridges - Other	124,000	128,000	132,000	137,000

Description	2024/25 (\$)	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)
e) Section 7.11 Roads Plan				
Hutley Drive, Middle Section	50,000	50,000		
River Street 4 Lanes - Fishery Creek Bridge	6,000,000	14,200,000	350,000	
Tamarind Drive to North Creek Road/Kerr Street Lanes		8,680,000		
Tamarind Drive Canal Bridge 4 Lanes	8,000,000	7,520,000	350,000	
North Creek Road and Bridge	300,000	200,000	200,000	200,000
Barlows Road Connection	100,000			
North Creek Rd/Tamarind Drive/Southern Cross Drive Lanes	800,000	1,600,000		
Section 7.11 Reseals	170,000	200,000	200,000	200,000
f) Loan, Grant Funds and Miscellaneous				
Safer Roads Grant - Byron Bay Road / Ross Lane	1,453,000			
Wardell Town Centre Improvements	900,000			
Betterment Grant - Ross Lane	3,800,000			
Riverbank Road Segment 10-50	300,000			
Hermans Lane Segment 30	569,000			
Humpty Back Road Segment 20	356,000			
Reedy Creek Road Segment 10	296,000			
Empire Vale Road Segment 30	306,000			
River Street - Recovery and Resilience Funding	70,000	1,850,000	6,200,000	
Car Parks	630,000	104,000	108,000	112,000
Meldrum Park, East Ballina	100,000			
Pop Denison – Carpark Extension	530,000			
The Coast Road – Pat Morton – Line Marking		3,000		
Flat Rock Road – Line Marking		2,000		
King Street near Club Lennox – Line Marking		4,000		
Alstonville and Wollongbar Preschool – Lighting		19,000		
Marine Rescue Tower and Ballina Skate Park– Lighting		27,000		
Lake Ainsworth Caravan Park (Ross Street) – Lighting		24,000		
Shelly Beach Road (south of SLSC) – Lighting		25,000	27,000	
Pop Denison Park – Lighting			27,000	
Pacific Parade at Ross Street – Lighting			25,000	
Rutherford Street – Line marking			3,000	
Alstonville Avenue (swimming pool) – Line marking			4,000	
Alstonville Cultural Centre – Line Marking			2,000	
Pop Denison Park – Line Marking			5,000	
Beach Road (Suvla Street) Car Park – Line Marking			3,000	
Shelly Beach Road (Suvla Street) – Line Marking			3,000	
Shelly Beach Road Car Park – Line Marking			3,000	
The Coast Road (Bayview Drive) – Lighting			6,000	
Wardell Sports Ground – Lighting				26,000
Quays Reserve – Lighting				25,000
Emigrant Creek Boat Ramp/Bus Stop – Lighting				15,000
Ferngrove Estate and Faulks Reserve – Lighting				22,000
Faulks Reserve – Lighting				24,000

Description	2024/25 (\$)	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)
Footpaths and Shared Paths	1,145,000	560,000	580,000	600,000
Westland Drive, Ballina		95,000		
Compton Drive, Ballina (bike plan)	100,000			
Montwood Drive, Lennox Head	170,000			
Montwood Drive, Lennox Head SCCF Rd 5	179,000			
Rubiton Street, Wollongbar (SCCF Round 5)	100,000			
Parkland Drive, Alstonville (SCCF Round 5)	150,000			
Jameson Avenue, Ballina	160,000			
Anderson Street, Ballina	5,000			
Cawarra Street, Ballina	60,000			
Stewart Street, Lennox Head	100,000			
Martin Street / Fox Street, Ballina	10,000			
Parkland Drive, Alstonville	30,000			
Horizon Drive, Ballina	81,000	29,000		
Angels Beach Drive, Ballina/East Ballina (bike plan)		100,000		
Mellis Court, Alstonville		160,000		
Moon Street, Ballina		15,000		
Shelly Beach Road, Ballina		5,000		
Castle Drive, Lennox Head		20,000		
Bonview Street, Ballina		125,000		
Tanamera Drive, Alstonville		11,000	200,000	
Main Street, Alstonville (bike plan)			90,000	
Ross Street, Lennox Head (bike plan)			45,000	
Eyles Drive, Ballina			5,000	
Deegan Drive and Parklands Drive, Alstonville			90,000	
Northumberland Drive, Ballina			150,000	90,000
South Street, Alstonville (bike plan)				95,000
Canal Road, Ballina				160,000
Teven Road, Alstonville				135,000
Whipps Ave, Alstonville				120,000
Other Ancillary Infrastructure	1,255,000	60,000	0	0
Bus Shelter - Tamar Street	1,210,000			
Parklet and Bus Shelter Southern Cross Drive	45,000			
Surveying Equipment		60,000		
Water Transport and Wharves	0	0	160,000	0
Ferry Shed replacement			160,000	
Fleet and Plant	2,500,000	2,000,000	2,200,000	2,200,000
Plant Replacement – Various (net cost)	2,500,000	2,000,000	2,200,000	2,200,000
Emergency Services	250,000	6,000,000	0	0
Ballina – SES Building	250,000	6,000,000		
Landfill and Resource Recovery	1,491,000	1,500,000	2,500,000	2,000,000
Landfill Improvements and Remediation	1,491,000	1,500,000	2,500,000	2,000,000

Description	2024/25 (\$)	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)
Water Infrastructure	4,970,500	5,070,000	8,412,000	5,490,000
Water Reservoirs				
Reservoirs – Ross Lane		1,500,000	2,200,000	
Reservoirs – Pine Avenue	75,000			
Reservoirs – Exterior Painting	50,000			50,000
Main Renewals				
Main Renewal Recurrent	1,958,000	600,000	600,000	620,000
Trunk Mains				
Wardell Mains			282,000	
North Ballina Reticulation Mains				720,000
North Ballina Distribution Mains		1,100,000	1,400,000	2,000,000
Ballina Island Distribution Mains			600,000	600,000
Lennox Head Mains			640,000	640,000
CURA B Distribution Main				330,000
West Ballina Bypass Distribution Main	500,000			
Bentinck Street (Owen Street / Kingsford Smith)		110,000		
Temple Street (Tamar Street / Tamarind Drive)			720,000	
North Creek Road / Angels Beach Drive	500,000			
Basalt Court Gravity Main Augmentation		50,000	1,000,000	
Miscellaneous				
Telemetry	10,000	10,000	10,000	10,000
Reticulation Valve Replacement	50,000	50,000	50,000	50,000
Water Loss Reduction	50,000			
Summerhill Estate	25,000			
Depot – Administration Building	1,312,500	1,000,000		
Plant and Equipment				
Vehicle and Plant Replacement	100,000	100,000	100,000	100,000
Water Pump and Bore Stations				
Pump Stations - Russellton Booster			450,000	
Ballina Heights Booster Pump Upgrade		200,000		
Water Capital - Service Connection				
Water Meter – New	260,000	270,000	280,000	290,000
Water Meter – Replacement	80,000	80,000	80,000	80,000

Description	2024/25 (\$)	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)
Wastewater Infrastructure	10,647,500	12,230,000	10,160,000	13,280,000
<i>Ballina Treatment Plant</i>				
Ballina - Defect Rectification	3,400,000	3,000,000		
Ballina – Solar	560,000			
Ballina – Reverse Osmosis Plant			1,400,000	3,600,000
Ballina – Roof Replacement		250,000		
Ballina – Hypo Dosing	100,000			
Ballina – Sludge Digester Bypass	100,000			
Ballina – Sludge Digester Aeration Upgrade	100,000	200,000		
<i>Wardell Treatment Plant</i>				
Treatment Plant Master Plan		100,000		
Wardell – UV Replacement	30,000	300,000		
Wardell – Section 60 Works			100,000	
<i>Alstonville Treatment Plant</i>				
Alstonville – Biosolids	200,000	1,700,000	1,540,000	
Alstonville – WAS Pump Upgrade	150,000			
Alstonville – Staff Facilities		100,000	300,000	
Alstonville – Dosing Upgrade	50,000	200,000	600,000	
<i>Lennox Head Treatment Plant</i>				
Lennox – Treatment Master Plan	50,000	150,000		
Lennox – Solar	10,000	600,000		
Lennox – Chlorination Renewal	290,000			
Lennox – Aeration Optimisation		200,000		
Lennox – Belt Press	50,000	200,000		
Lennox – Low Lift Pumps		200,000		
Lennox – Balance Pond Pumps		150,000		
Lennox – Sludge Return	100,000			
Lennox – WAS Pump Upgrade	150,000			
Lennox – Hydrochloric Acid Dosing Upgrade	50,000			
<i>Treatment Facilities - Minor Capital</i>				
Wastewater Treatment Plant - Ballina	20,000	20,000	20,000	20,000
Wastewater Treatment Plant - Lennox	20,000	20,000	20,000	20,000
Wastewater Treatment Plant - Alstonville	10,000	10,000	10,000	10,000
Wastewater Treatment Plant - Wardell	10,000	10,000	10,000	10,000
<i>Main Renewals</i>				
Main Renewals	100,000	100,000	100,000	100,000
Sewer Relining Works – Various	300,000	310,000	320,000	330,000
Rising Main – Serpentine	5,000	20,000	400,000	

Description	2024/25	2025/26	2026/27	2027/28
	(\$)	(\$)	(\$)	(\$)
Wastewater Infrastructure (continued)				
Trunk Mains				
Rising Main Rehabilitation - Swift Street		100,000		
SP4006 – Gravity Sewer Alstonville				100,000
GM4104 – Transfer Mains Alstonville / Wollongbar	350,000			
GM2104 – Gravity Main, Ballina				440,000
RM-PS6 – Rising Main, CURA B				1,000,000
Skinner Street / Crowley Rising Main		50,000	450,000	
Rising Main – SP2017 Temple Street	250,000	100,000		
Rising Main – SP2203 Racecourse Rd	125,000			
Rising Main – SP2014 Webster Lane		90,000		
Rising Main – SP2312 Junction Shelly Beach	5,000			
Gravity Main – SP2311 Bayview Dr Duplication		30,000		
Gravity Main – SP2402 Liffey and Lindsay Avenue			60,000	
Gravity Main – SP3001 Byron Street		50,000		
Pumping Stations				
Wet Well Relining	150,000	200,000	210,000	220,000
Storage - Richmond Street and Lindsay Avenue			300,000	
Pumping Stations – Renewal Program	200,000	200,000	320,000	530,000
Pumping Stations – Switchboard Renewals	500,000	500,000	500,000	1,500,000
Pumping Stations – SPS 2101 Rebuild	50,000	250,000		
Pumping Stations – Odour Control		100,000		
Pumping Stations – SP2402 Pump Upgrade			500,000	
Reuse Program				
Ross Lane – Dual Reticulation Reservoir			500,000	2,600,000
Recycled Water Meters New	50,000	50,000	50,000	50,000
Henderson Farm – Distribution Mains	50,000	100,000		
Meadows Estate – Distribution Main		190,000		
Greenfield Grove – Distribution Mains		60,000	260,000	
Lennox Head – Distribution Main		350,000		
Fig Tree Hill – Distribution Main				480,000
CURA B Distribution Main			1,000,000	1,400,000
Main Extension – Palm Lake		50,000	250,000	
Connection – Convair to Airport	500,000			
Main – Ferngrove to Ballina	150,000			
Links Avenue to Prospect Bridge and Chickiba RW Main	600,000	300,000		
Recycled Water – Bulk Filling Point	50,000			
Lennox Head – RWP61, 63,67,69, 79 and 81		120,000	240,000	170,000
Plant and Equipment and Miscellaneous				
Plant Replacement	200,000	200,000	200,000	200,000
SCADA and Telemetry Improvements	210,000	300,000	500,000	500,000
Cronulla Street (midden site) Rehabilitation	40,000			
Depot – Administration Building	1,312,500	1,000,000		



PART B
operational plan

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 2024/2025.

In respect to the key activities and the measures that we will be using to assess our performance, the 2024/25 column in the “Heading in the Right Direction” of the Delivery Program lists all the agreed activities and measures.

Similarly, the Capital Expenditure section of the Delivery Program also identifies the major capital expenditure projects planned for 2024/25.

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 2024/25.
 - **Long Term Financial Plan** – Even though the Operational Plan focuses on one year, it is important to understand 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 2024/25. 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 2024/25, along with details of the proposed loan borrowings.
- **Related Policies and Information** – This final section of the Operational Plan provides details on a number of miscellaneous items such as Council’s Donation Programs and our Commercial Activities.
 - **Appendices** – The appendices to the Operational Plan provide a map outlining the Road Reconstruction Program.



07

***income
statement***

income statement 2024/25

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

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

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

The following figures provide the forecast Income Statements for the three funds operated by Council in accordance with Note D1 of the Annual Financial Statements, as well as on a consolidated basis.

Description	General (\$ '000)	Water (\$ '000)	Wastewater (\$ '000)	Consolidated (\$ '000)
Income from Continuing Operations				
Rates and Annual Charges	39,313	5,180	20,496	64,989
User Charges and Fees	33,155	10,180	1,631	44,966
Interest and Investment Revenues	2,981	940	886	4,807
Other Revenues	5,825	370	1,063	7,258
Operating Grants and Contributions	10,904	156	254	11,314
Capital Grants and Contributions	40,775	2,300	6,100	49,175
Fair Value Increment on Investment Properties	960	0	0	960
Total Income from Continuing Operations	133,913	19,126	30,430	183,469
Expenses from Continuing Operations				
Employee Benefits and On-Costs	27,295	2,589	4,460	34,344
Materials and Contracts	40,367	11,244	7,969	59,580
Borrowing Costs	1,949	0	1,914	3,863
Depreciation and Amortisation	21,202	1,880	4,600	27,682
Other Expenses	2,968	243	336	3,547
Net Loss from Disposal of Assets	2,030	450	630	3,110
Total Expense from Continuing Operations	95,811	16,406	19,909	132,126
Operating Result from Continuing Operations	38,102	2,720	10,521	51,343
Net Operating Result before Capital Grants and Contributions Provided for Capital Purposes	(2,673)	420	4,421	2,168

Council is forecasting an operating surplus for Water and Wastewater Fund and a deficit for the General Fund.

Council is also forecasting an operating surplus on a consolidated basis. Council's ten-year Long Term Financial Plan is outlined on the following page.



08

*long term
financial plan*

long term financial plan

Council's long term financial plan (LTFP) has a preferred target of achieving an operating surplus on a consolidated basis and for the General Fund. Council achieves this result on a consolidated basis in 2024/25, whereas Council projects a deficit for the General Fund until 2027/28. This means that Council needs to look at expense savings or extra revenue, or both, to ensure sustainability for the General Fund.

LTFP – Consolidated Result

Item	2024/25 ('000)	2025/26 ('000)	2026/27 ('000)	2027/28 ('000)	2028/29 ('000)	2029/30 ('000)	2030/31 ('000)	2031/32 ('000)	2032/33 ('000)	2033/34 ('000)
Operating Revenues										
Rates / Annual Charges	64,989	67,090	69,277	71,553	73,918	76,425	79,043	81,762	84,347	87,042
User Charges and Fees	44,966	47,198	50,287	52,310	54,421	56,628	58,948	61,368	63,465	65,638
Investment Revenues	4,807	4,217	3,479	3,793	3,938	4,074	4,366	4,596	4,932	5,394
Operating Grants	11,314	11,036	11,313	11,647	11,991	11,707	11,921	12,272	12,634	13,006
Other Revenues	7,258	7,447	7,643	7,845	8,006	8,168	8,383	8,602	8,829	9,062
Fair Value Increment	960	960	960	960	960	960	960	960	960	960
Sub Total	134,294	137,948	142,959	148,108	153,234	157,962	163,621	169,560	175,167	181,102
Operating Expenses										
Employee Costs	34,344	35,374	36,435	37,528	38,654	39,814	41,008	42,238	43,505	44,810
Materials and Contracts	59,580	60,371	63,115	65,811	68,555	70,558	73,543	76,200	78,871	80,401
Borrowing Costs	3,863	3,535	3,136	2,923	2,694	2,369	2,044	1,725	1,372	1,090
Depreciation	27,682	28,563	29,403	29,549	30,490	31,462	32,464	33,496	34,559	35,659
Other Expenses	3,547	3,628	3,718	3,830	3,945	4,090	4,190	4,379	4,453	4,589
Loss on Disposal	3,110	3,175	3,242	3,311	3,382	3,456	3,532	3,610	3,690	3,772
Sub Total	132,126	134,646	139,049	142,952	147,720	151,749	156,781	161,648	166,450	170,321
Surplus/(Deficit)	2,168	3,302	3,910	5,156	5,514	6,213	6,840	7,912	8,717	10,781

LTFP - General Fund

Item	2024/25 ('000)	2025/26 ('000)	2026/27 ('000)	2027/28 ('000)	2028/29 ('000)	2029/30 ('000)	2030/31 ('000)	2031/32 ('000)	2032/33 ('000)	2033/34 ('000)
Operating Revenues										
Rates / Annual Charges	39,313	40,882	42,515	44,215	45,982	47,870	49,836	51,882	54,012	56,230
User Charges and Fees	33,155	34,753	37,166	38,473	39,828	41,235	42,702	44,219	45,792	47,420
Investment Revenues	2,981	2,740	2,162	2,698	3,122	3,251	3,309	3,283	3,338	3,454
Operating Grants	10,904	10,611	10,872	11,190	11,517	11,217	11,546	11,885	12,235	12,594
Other Revenues	5,825	5,967	6,116	6,269	6,380	6,489	6,651	6,816	6,986	7,162
Fair Value Increment	960	960	960	960	960	960	960	960	960	960
Sub Total	93,138	95,913	99,791	103,805	107,789	111,022	115,004	119,045	123,323	127,820
Operating Expenses										
Employee Costs	27,295	28,113	28,956	29,825	30,720	31,642	32,591	33,568	34,574	35,611
Materials and Contracts	40,367	40,261	42,017	43,710	45,443	46,301	48,012	49,410	51,703	52,590
Borrowing Costs	1,949	1,837	1,648	1,661	1,645	1,537	1,428	1,323	1,209	1,090
Depreciation	21,202	21,879	22,509	22,438	23,155	23,896	24,660	25,446	26,255	27,093
Other Expenses	2,968	3,056	3,147	3,240	3,336	3,436	3,538	3,644	3,753	3,864
Loss on Disposal	2,030	2,095	2,162	2,231	2,302	2,376	2,452	2,530	2,610	2,692
Sub Total	95,811	97,241	100,439	103,105	106,601	109,188	112,681	115,921	120,104	122,940
Surplus/(Deficit)	(2,673)	(1,328)	(648)	700	1,188	1,834	2,323	3,124	3,219	4,880

09

***operating
results***

operating results 2024/25

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 programs and services delivered to the community. The following information is the forecast operating result for 2024/25 based on the major Council programs.

Item	Operating Revenues (\$'000)	Operating Expenses (\$'000)	Operating Result (\$'000)
Planning and Environmental Health			
Strategic Planning	1,198	774	424
Development Services	2,370	3,552	(1,182)
Public and Environmental Health	528	2,463	(1,935)
Public Order	367	795	(428)
Northern Rivers Community Gallery	109	503	(394)
Open Spaces	1,408	9,626	(8,218)
Sub Total	5,980	17,713	(11,733)
Civil Services			
Infrastructure Planning	157	2,078	(1,921)
Stormwater and Environmental Protection	581	3,518	(2,937)
Roads and Bridges	1,796	14,523	(12,727)
Ancillary Transport Services	676	3,200	(2,524)
Transport for NSW	1,092	796	296
Emergency Services	118	810	(692)
Waste – Resource Recovery	12,591	13,262	(671)
Waste – Domestic Waste Management	8,570	8,766	(196)
Sub Total	25,581	46,953	(21,372)
Corporate and Community			
Governance	0	1,505	(1,505)
Communications and Customer Service	9	590	(581)
Financial Services	38,535	721	37,814
Information Services	211	3,444	(3,233)
People and Culture	270	694	(424)
Commercial Property	4,239	2,415	1,824
Ballina Byron Gateway Airport	10,270	7,805	2,465
Community Facilities	830	1,267	(437)
Library Services	134	2,324	(2,190)
Swimming Pools	1,325	2,363	(1,038)
Tourism	168	585	(417)
Facilities Management	35	2,479	(2,444)
Fleet and Plant	5,551	4,953	598
Sub Total	61,577	31,145	30,432
General Fund - Operating Result	93,138	95,811	(2,673)
Add Minor Funds			
Water Supplies	16,826	16,406	420
Wastewater Services	24,330	19,909	4,421
Total Operating Result – Consolidated Operations	134,294	132,126	2,168

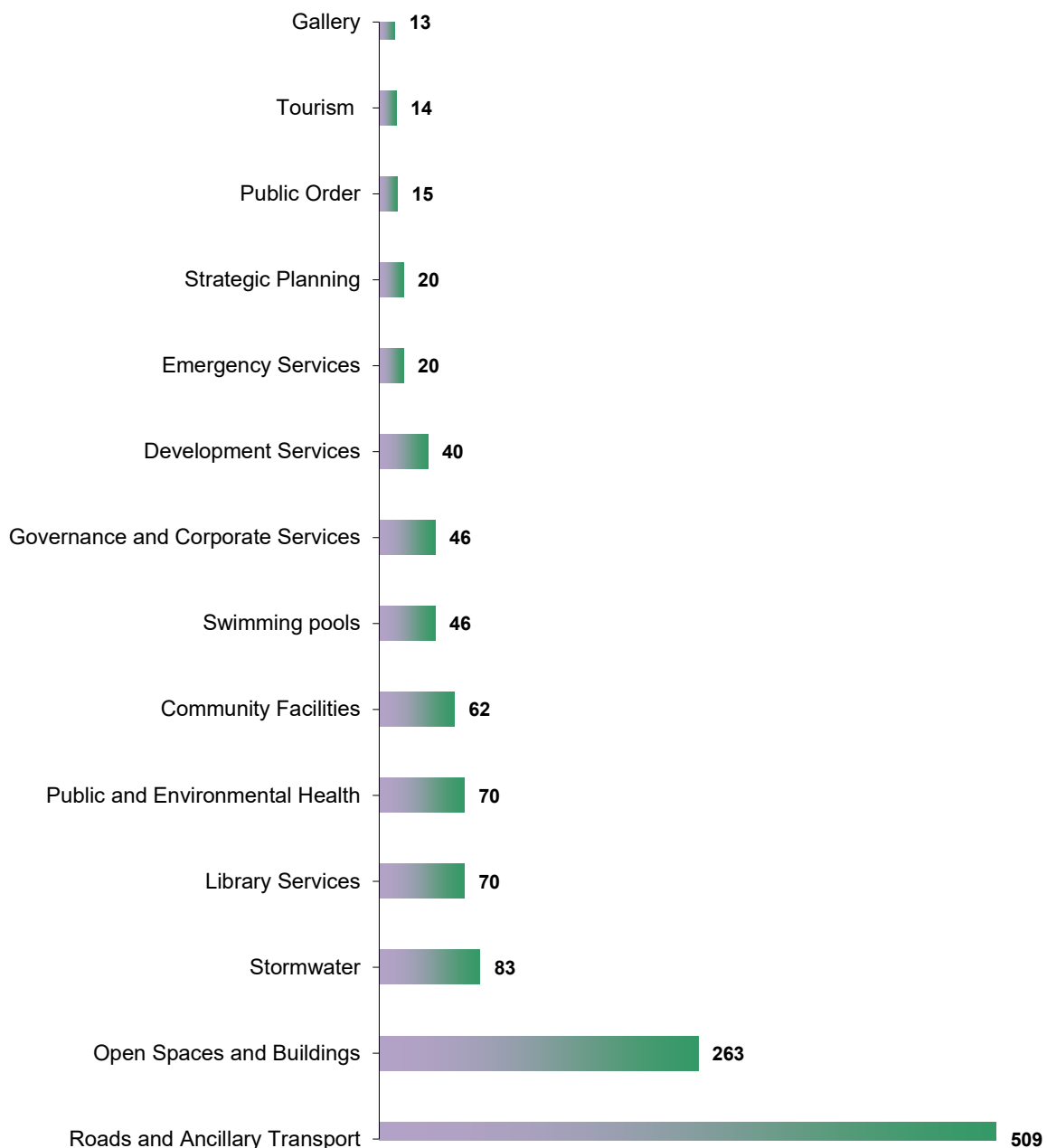


10

***distribution of
general purpose
rate income***

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 2024/25 of \$1,271 is allocated across the subsidised programs.





11

revenue policy

revenue policy

General Rate - Rating Structure

Council's rating structure incorporates a base amount and a rate in the dollar.

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

The base amount is a flat charge that is raised equally against all properties in each rating category.

All properties in the shire are categorised based upon the dominant use of the land. The categories allowed under the NSW Local Government Act are residential, business, farmland, or mining. Council has no properties categorised as mining.

The base amount in the residential category is set to raise 50% to the total rate yield for that category. The remainder of the yield for that category is based on the land value multiplied by a rate in the dollar.

The base charge for business and farmland categories is set at the same dollar value as the residential base charge.

This means that in these two categories the base charge raises less than 50% of the yield, as the average land value is higher in business and farmland as compared to the residential category.

It is accepted that land value plays the more dominant role in the rate calculation in business and farmland categories as these properties tend to be income producing.

Increases in a council's rate income are determined on a percentage basis by the Independent Pricing and Regulatory Tribunal (IPART). This is referred to as the rate peg limit.

For 2024/25 IPART approved a rate peg of 4.6% for Ballina Shire Council.

The following table provides the estimated total rate income for 2024/25.

Estimated income from Ordinary Rates for 2024/25

Base Charge and Cents in the Dollar				
Rate Category	Rate (Cents in \$)	Base Amount (\$)	Category Yield (\$)	Proportional Contribution to Total Yield (%)
Residential	0.092234	634	22,790,000	74.70
Business	0.549082	634	5,710,000	18.85
Farmland	0.081838	634	1,940,000	6.45
Mining	0.549082	634	0	0.0
Totals		n/a	30,440,000	100.0%

In respect to the proportional contribution to the total yield between business / farmland / residential properties, Council policy has been to generate approximately 20% of the total yield from non-residential (business) properties.

However, for 2024/25 the percentage is 18.85% as in recent years Council has been aiming to steadily reduce the cents in the dollar differential between business and residential properties, as the current differential, which is six times ($0.549082 / 0.092234 = 6$) is too high when considering the impact on land values.

The differential for farmland compared to residential is based on historical figures following the deduction of the business property yield. Council does not have differential rates within rating categories.

Charges Structure

The NSW Local Government Act allows council to raise charges for the provision of waste, water, wastewater, and storm water 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 \$448 (2023/24: \$437) 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 the service is used.

Urban properties generally include parcels of land within townships, villages or built up rural residential estates where there are lower speed limits.

Non-strata titled residential units/flats are levied the annual domestic waste collection charge of \$448 (2023/24: \$437), 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 \$1,792 (\$448 multiplied by four services).

DOMESTIC WASTE EXEMPT COLLECTION SERVICE

A Domestic Waste Exempt Collection Service \$48 (2023/24: \$47), is equivalent to the Vacant Land Domestic Waste Collection charge.

This fee applies to properties that are occupied and for which a domestic waste management service is available, but where Council has decided not to provide a collection service. This may occur, for example, for safety or physical limitations of the property.

This fee also applies to multi-unit dwellings approved by Council to utilise an alternative arrangement.

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 \$391 (2023/24: \$381). The service includes a weekly mixed waste and fortnightly recycled waste kerbside collection service.

This annual charge is payable whether the service is used or not.

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 \$48 (2023/24: \$47) per annum.

ADDITIONAL DOMESTIC (RESIDENTIAL) SERVICES

Additional services are available for the following extra annual charges:

- Additional Mixed Waste - Urban (Fortnightly) - \$133 (2023/24: \$130) per annum
- Additional Mixed Waste - Rural (Weekly) – \$267 (2023/24: \$260) per annum
- Additional Domestic Recycling – Urban and Rural (Fortnightly) – \$108 (2023/24: \$105) per annum
- Additional Organics Waste Collection - Urban (Weekly) – \$189 (2023/24: \$184) per annum

WASTE MANAGEMENT – NON-DOMESTIC (NON-RESIDENTIAL) PROPERTIES

Council offers a weekly mixed waste collection service at an annual charge of \$437 (2023/24: \$417) 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 \$216 (2023/24: \$206) and a weekly organics waste collection service at an annual cost of \$282 (2023/24: \$269).

Additional services are available at the same cost per service as the first collection.

Summary of Waste Charges and Net Estimated Yield for 2024/25

Type of Charge	Frequency	Number	Annual Charge (\$)	Estimated Yield (\$)
Domestic Waste Collection Charge – Urban	Weekly	16,712	448	7,479,000
Domestic Waste Collection Charge – Rural	Weekly	2,817	391	1,100,000
Domestic Waste Charge – Vacant Land	N/A	806	48	39,000
Domestic Waste Collection Charge - Other	Various	Various	Various	3,000
Waste Management - Non-Domestic Properties	Various	Various	Various	720,000
Total				9,341,000

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 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

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) For single residential dwellings and strata titled properties - One access charge per annum for each separate rateable assessment. The charge increases with meter size (as per following table). The charge levied on strata titled properties shall be as per the charge for a standard 20mm service for each strata unit.
- b) For multiple occupancy dwellings (flats) - Each unit / tenement will be charged the 20mm water access charge.
- c) 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).

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

Water meters are read 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.

Summary of Water Charges for 2024/25

Service	Residential Number	Annual Charge (\$)	Estimated Yield
Water Access Charge – 20mm Service	17,622	250	4,400,000
Water Access Charge – 25mm Service	54	390	21,000
Water Access Charge – 32mm Service	17	641	11,000
Water Access Charge – 40mm Service	2	1,003	2,000
Water Access Charge – 50mm Service	2	1,566	3,000
Water Access Charge – 65mm Service	0	2,648	0
Water Access Charge – 80mm Service	1	4,021	4,000
Water Access Charge – 100mm Service	1	6,272	6,000
Water Access Charge – 150mm Service	1	14,111	14,000
Water Access Charge – 200mm Service	0	25,086	0

Summary of Net Estimated Yield for Water Access Charges for 2024/25

Service	Estimated Yield (\$)
Residential Water Access Charges	4,500,000
Non-Residential Water Access Charges	970,000
Total	5,470,000

WATER CONSUMPTION CHARGES

Water consumption 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).

Water consumed per separate water meter will be charged at \$2.82 per kilolitre for the first 350 kilolitres of water consumed and \$4.23 per kilolitre for water consumed in excess of 350 kilolitres.

The estimated income from consumption is approximately \$9.5 million.

Water consumption charges are levied based on the date the water meter is read.

STRATA UNITS - WATER CONSUMPTION CHARGES

Strata developments, where individual units are not separately metered by a Council owned water meter, will have all water consumption charges levied on the "Owners Corporation" of the Strata Plan. Refer to Council's Schedule of Fees and Charges for the charging structure.

The number of water access charges levied on the whole strata complex (i.e., each individual lot), determines the level of water consumption charged at the first step rate.

For example, a complex with four strata units will be levied four 20mm access charges and be entitled to consume 1,400 kilolitres at \$2.82 per kilolitre prior to paying for water at the higher tariff of \$4.23 per kilolitre.

Strata units separately metered by a Council connected meter will receive individual water accounts (for both access and consumption charges).

FLATS

Flats are a non-strata unit development with common ownership and are considered as a single rateable assessment under the Local Government Act.

As Council charges an access charge based on occupancy / tenement, each flat assessment will receive a 350-kilolitre allowance at the step 1 tariff for each / occupancy tenement on the property. (See explanation above for Strata Units).

ROUS COUNTY COUNCIL WATER SUPPLY

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

HOME DIALYSIS CUSTOMER ALLOWANCE

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

Wastewater Charges

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

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

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

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

RESIDENTIAL PROPERTIES AND VACANT LAND

Each self-contained occupancy (i.e., unit/flat/dwelling) on a rateable property will be levied an annual charge of \$1,074 as will each separate strata titled residential unit/flat.

Non-strata titled residential unit/flat properties will be levied an annual charge of \$1,074 dependent upon the number of units/flats contained in the property.

Vacant land will be levied an annual charge of \$811.

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 based on the best practice guidelines issued by the NSW Office of Water.

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

Where: SDF = Sewerage discharge factor

AC = Annual Non-residential Wastewater access charge based on water meter size

C = Water consumption measured in kilolitres

UC = Sewerage usage charge per kilolitre = \$2.71/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.

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 applies a usage charge only for this water and this charge is set at 80% of the first step of the potable water charge, i.e., 80% of \$2.82 is \$2.26/kl.

In addition to this, for designated users of bulk recycled water for open space purposes (i.e., Golf Club, Racecourse) the charge will be 10% of the potable price.

A summary of the annual wastewater charges and estimated yield is in the following tables.

Summary of Wastewater Charges for 2024/25

Wastewater Charge Category	Charge (\$)
Vacant Charge	811
Residential Charge	1,074
Non-Residential Charge: -	
20mm Water Service	811
25mm Water Service	1,267
32mm Water Service	2,076
40mm Water Service	3,245
50mm Water Service	5,060
65mm Water Service	8,553
80mm Water Service	12,954
100mm Water Service	20,238
150mm Water Service	45,534
200mm Water Service	80,957
Recycled Water	N/A

Summary of Net Estimated Yield for Wastewater Charges for 2024/25

Service	Number	Annual Charge (\$)	Estimated Yield (\$)
Residential	16,726	1,074	17,950,000
Residential – not connected/vacant land	709	811	580,000
Non-Residential Access		As per formula	2,200,000
Non-Residential Usage		As per formula	1,300,000
Recycled Water Usage – Residential			400,000
Recycled Water Usage – Non-Residential			22,000
Total			22,452,000

On-site Sewage Management (OSSM) Fee

This fee is raised on properties with an on-site sewage system in place (e.g. septic tank) in accordance with section 608(2) of the Local Government Act. The fee is as follows and the revenue generated funds an inspection program, general advice we provide to owners, and replaces the need for periodic renewal of approval fees.

Summary of OSSM Charge and Net Estimated Yield for 2024/25

Property Type	Number	Annual Charge (\$)	Estimated Yield (\$)
Per eligible property	2,750	80	220,000

Stormwater Charges

This charge is raised on developed urban properties and Council has resolved to charge the maximum allowable stormwater management service charge on both residential and non-residential properties. The charges and estimated yield are as follows:

Summary of Stormwater Charges and Net Estimated Yield for 2024/25

Property Type	Number	Annual Charge (\$)	Estimated Yield (\$)
Per residential property	10,407	25.00	260,000
Per business property	748	Based on impervious area @ \$25 per 350 square metres	105,000
Per residential strata lot	4,969	12.50	62,000
Per business strata lot	502	Based on impervious area @ \$25 per 350 square metres	8,000

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 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 fee are included in Council's Schedule of Fees and Charges. A copy of this document is available at Council's Customer Service Centre or on our website.

Private Works

The Local Government Act allows Council to carry out private works on a fee for service basis. Council will generate a surplus on these works and the surplus will be added to the following rates - Labour plus 72.5%; Materials plus 15%; Plant hire at rates set by Council.

New Loan Borrowings

Borrowings planned for 2024/25 are \$4m for Russelton Industrial Estate and \$1m for the Depot Administration Building.

Dividends

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

Council calculates tax equivalent payments when preparing the Special Purpose Financial reports, at the end of each year. They relate to taxes, excluding company tax, from which Council business activities are exempt. Typically, this refers to stamp duty and land tax. The Long-Term Financial Plan includes compulsory dividends of \$37,000 from water and \$47,000 from Wastewater.

Council may take a non-compulsory dividend from Water and Wastewater. To do this, Council is required to comply with State Government 'best practice' guidelines. Council is of the opinion it complies with the guidelines for Wastewater and intends to take a non-compulsory dividend of \$485,000, subject to State Government approval.

Water is not sufficiently profitable to provide a dividend as Rous County Council is planning several bulk water price increases above the CPI.

Other Section 404 Requirements

Council has determined that there are no other matters prescribed by regulation that require a statement to be included in Council's Revenue Policy.



12

***related policies
and information***

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 passenger vehicles are traded at the time considered the most economically viable, considering 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	
Wastewater Services	
Waste Management	N/A
Airport	
Land Development	

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 Manager Commercial Services, or our Manager Financial Services.

Staff resources

The elected Council approves the allocation of staff resources to support the implementation of the Delivery Program and Operational Plan. Please refer to the Workforce Management Plan for staffing resource numbers based on permanent full-time and part-time staff.

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 May 2021.

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 ballina.nsw.gov.au/council-policies. For specific enquiries relating to EEO contact the People and Culture Section.

Financial Assistance - Section 356 of the Local Government Act

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

- Donations - Assistance with Council Fees for Community Groups
- Donations - Australian Representation
- Donations – Community Resource Recovery Initiatives
- Donations - Community Sporting Groups Capital Works Assistance
- Donations - Financial Assistance for Community Groups
- Donations - Insurance for Environmental Volunteer Groups
- Donations - Rates and Charges
- Donations - Waste Disposal Fees for Not-for-Profit Groups
- Donations - Waste Disposal for Not-for-Profit Disposal of Feral, Orphan Animals and Native Fauna
- Concealed Water Leaks - Financial Assistance Policy
- Financial Assistance – Ranger Fees and Charges
- Financial Assistance (Hardship) – Rates and Charges

For details as to how this financial assistance is provided, refer to the relevant policy documents on Council's website ballina.nsw.gov.au/council-policies.

Detailed Estimates of Council's Income and Expenditure

Council also prepares a separate document, titled the Long-Term Financial Plan, which provides a more detailed outline of the income and expenditure estimates over a ten-year period. That document is also available on our website ballina.nsw.gov.au/planning-and-delivery. Copies are available on request from Council's Customer Service Centre.

Local Government Remuneration Tribunal

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

The maximum fee payable is determined each year by the Local Government Remuneration Tribunal and Council practice is to adopt the maximum fee.

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

Councillor Superannuation

Council has resolved to pay superannuation to Councillors from 2022/23 onwards.

Audit Risk and Improvement Committee (ARIC)

Council has approved the following fees for community representatives on ARIC.

- Chair \$1,800 per meeting
- Committee Member \$900 per meeting

Agency Information Guide - Government Information (Public Access) Act 2020

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

Further Information

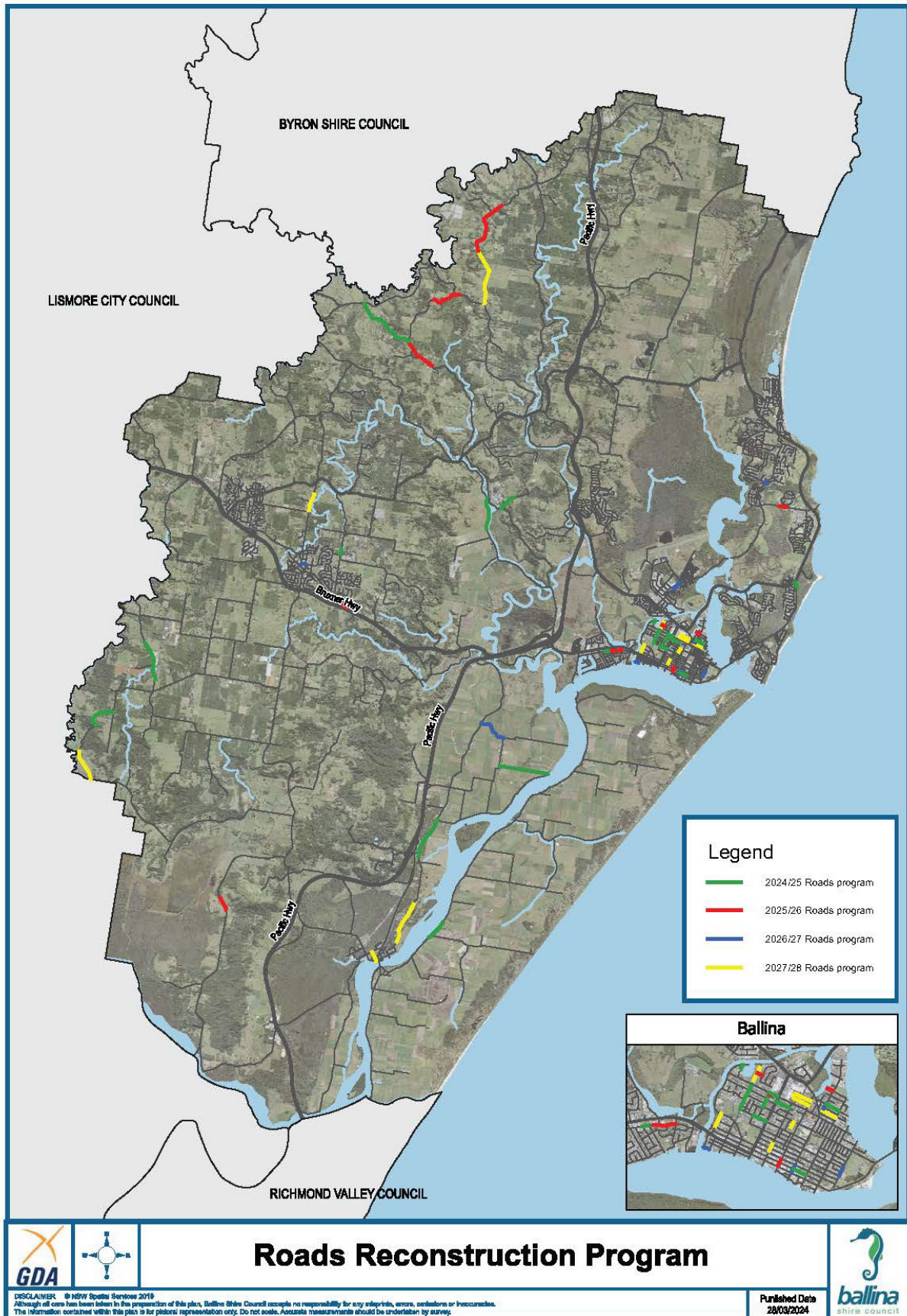
For further information on the contents of this document contact Council's Communications and Customer Service Section on 1300 864 444.



13

***appendix a : roads
reconstruction
program***

appendix a: roads reconstruction program



Ballina Shire Council
40 Cherry Street Ballina NSW 2478
ph 1300 864 444 | e council@ballina.nsw.gov.au

ballina.nsw.gov.au