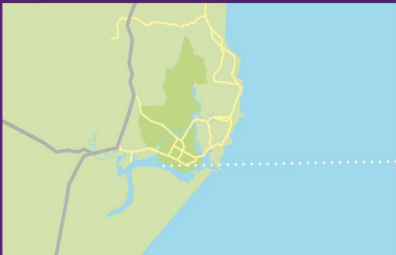


Delivery Program and Operational Plan

Adopted 26 June 2025



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



Our 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.



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message from the mayor

I am pleased to present the Delivery Program and Operational Plan (DPOP) for 2025/26 to 2028/29. This plan outlines Council's priorities for the next four years and details the services, infrastructure, and initiatives we will progress to support our community's needs.

It also reflects the long-term aspirations captured in our Community Strategic Plan (CSP), developed through extensive consultation with our community.

Council continues to focus on providing essential services such as roads, waste, water, parks, and community facilities, the things that keep our shire running and support a high quality of life. In 2025/26, we will continue to advance several key projects including:

- **Alstonville Cultural Centre Redevelopment** – commence construction of a new library and upgraded multipurpose space to create a modern, inclusive community facility.
- **Fishery Creek and Canal Bridge Duplications** – commence duplication works for these two critical bridge crossings and strengthen Ballina's transport network.
- **Ballina SES Building** – construct the new SES building for Ballina, on the corner of Angels Beach Drive and Bangalow Road.
- **Ballina Pump Track** – complete construction of a new pump track on Kingsford Smith Reserve, Ballina
- **Lennox Head to Cooper Close Shared Path** – add another major extension to our existing shared path network, by constructing an extension from Byron Street, Lennox Head to Cooper Close, adjoining Ross Lane.

These projects are made possible through strong partnerships with the NSW and Australian Governments and the ongoing support of our community.

The DPOP is reviewed annually to ensure we remain responsive to emerging challenges and opportunities while aligning with the broader goals of the CSP.

It forms part of the NSW Government's Integrated Planning and Reporting Framework and guides our work alongside key documents like the Resourcing Strategy.

This DPOP also includes a proposal to apply for a special rate variation to the Independent Pricing and Regulatory Tribunal (IPART), with this decision to be made by Council towards the end of 2025. The additional revenue, if approved, will increase our spending on key infrastructure areas such as roads, open spaces and community facilities. Refer to Part 4 for further details.

Your input plays a vital role in shaping our priorities. You can stay informed and have your say by registering at **Your Say Ballina**, Council's online engagement hub. It's a great way to be part of the conversation and help shape the future of Ballina Shire.



Cr Sharon Cadwallader
Mayor

our vision

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

ballina
shire council

council vision + values

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

CREATIVE encourage ideas and fostering innovation.

ACCESSIBLE being responsive and approachable to our community and fellow employees.

RESPECTFUL taking responsibility for actions and valuing diverse options.

ENERGETIC embracing enthusiasm in our approach to work.

SAFE prioritising safety in all actions and ensuring everyone arrives and leaves work safely.

our values

Creative Encouraging ideas and fostering innovation.

Accessible Being responsive and approachable to our community and fellow employees.

Respectful Taking responsibility for actions and valuing diverse opinions.

Energetic Embracing enthusiasm in our approach to work.

Safe Prioritising safety in all actions and ensuring everyone arrives and leaves work safely.

ballina
shire council

council representatives

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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.

WARD C



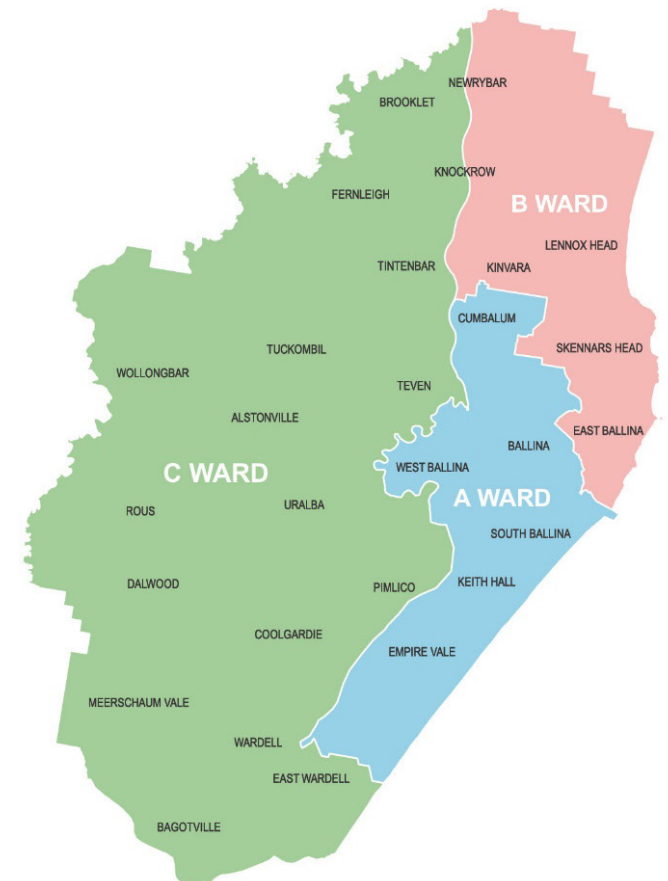
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The elected Council is responsible for the direction and control of Council's affairs in accordance with the NSW Local Government Act and associated legislation.

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.

getting involved

There are several 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 calling Council about issues important to you
- Attending a public meeting or forum on specific issues
- Joining a Council Ward Committee as a representative of a community group
- Visiting *Your Say Ballina*, registering for updates, and participating in Council's community consultations.

Part A - Delivery Program

1.integrated planning and reporting framework

All councils in New South Wales operate under the **Integrated Planning and Reporting (IP&R) Framework**, established by the *NSW Office of Local Government* to ensure a strategic and coordinated approach to planning.

It serves as the **foundation** for all of Council's plans, ensuring that everything we do responds to **community priorities** while also addressing essential business-as-usual service delivery. It integrates planning, delivery, resourcing, and reporting.



integrated planning and reporting

“Ballina Shire is connected, sustainable, and a thriving community where growth is balanced with protecting our environment, enhancing liveability, and supporting a strong local economy.”

This Community Vision, along with our shared priorities and aspirations for the future, is outlined in the Community Strategic Plan (CSP).

The CSP is built around four key directions and sets the direction for the next 10 years, reflecting the priorities of our community. These directions are translated into strategies and actions in the four-year Delivery Program and the annual Operational Plan.



HEALTHY
ENVIRONMENT



ENGAGED
LEADERSHIP



CONNECTED
COMMUNITY



LIVEABLE +
PROSPEROUS
COMMUNITY

The NSW Government’s *Integrated Planning and Reporting* (IPR) framework (illustrated on page 6) guides how local governments identify and respond to community priorities and aspirations.

It ensures long-term goals are translated into actionable plans through a structured approach.

This framework connects strategic objectives with practical implementation through a series of linked documents, including:

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. State of Ballina Shire Report.

COMMUNITY STRATEGIC PLAN



At the core of the IP&R Framework is the **Community Strategic Plan**, a ten-year plan that establishes the community's priorities. It is built around four key questions:

1. Where are we now?
2. Where do we want to be in 10 years' time?
3. How will we get there?
4. How will we know when we have arrived?

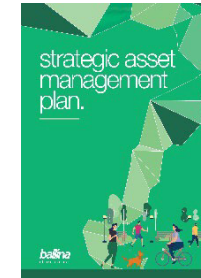
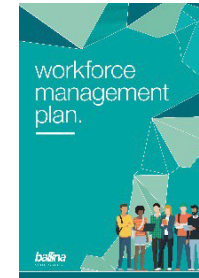
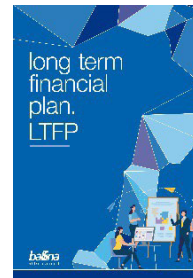
While Council takes the lead in developing this **Community Strategic Plan (CSP)**, the plan does not belong to Council; it belongs to the **community**. It reflects the priorities identified through extensive community engagement. Council, alongside government agencies, businesses, and community organisations, plays a key role in delivering these community priorities.

DELIVERY PROGRAM AND OPERATIONAL PLAN



The **Delivery Program and Operational Plan 2025-2028** outlines Council's role in delivering projects and services during the four-year term of the elected Council. These plans detail the planned projects, services, and budgets for each year, ensuring alignment with long-term strategic goals.

RESOURCING STRATEGY



The Resourcing Strategy outlines Council's capacity to manage assets and deliver services. It includes:

- A **Long-Term Financial Plan**, for the next 10-years, to ensure financial sustainability,
- A **Workforce Management Plan** to support a capable and efficient workforce, and
- **Asset Management Plans** to maintain and enhance community infrastructure.

REPORTING

Council's progress in delivering projects and services is monitored through budget reviews and key performance indicators. **Quarterly Updates** are reported to Council after each quarter (March, June, September), except December, which is reported in February.

The **Annual Report** provides a review of Council's performance over the previous financial year, measuring progress against the Delivery Program and Operational Plan. It is reported to the November Council meeting.

A **State of the Ballina Shire Report** will be published after the 2028 Council election. It assesses how the shire is progressing against the community priorities in the Community Strategic Plan, including updates on key Community Indicators.

2. 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.

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 native wildlife. We understand the importance of preserving, enhancing and having access to nature areas. 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:

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)



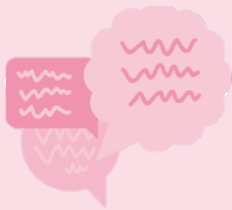
During our community engagement people told us they want to have confidence and trust in their leaders, and they want Council to take a more active role in advocating for its needs. They also want a genuine partnership with Council where their voices are heard and their opinions respected.

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.:

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



CONNECTED COMMUNITY (CC)

People told us they want to feel connected to a community which is friendly inclusive and tolerant of all ages and cultures.

We want to feel safe and supported. We want to live in an area that has a relaxed and active lifestyle, where we know our neighbours, and where people are welcoming. From the young to the old, no matter the wealth or background, the needs of all residents are treated with respect and dignity:

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



LIVEABLE AND PROSPEROUS COMMUNITY (LP)

Our Community wants a vibrant and diverse local area that provides and has access to a range of activities, jobs and opportunities for all ages. Importantly, we want vibrant town centres that contain a diverse range of retail and night-time activities that are interesting and provide ongoing job opportunities. These central areas can also be supported by attractive foreshores. We want these to be sustainably enjoyed, from recreational use to low-scale improvements that celebrate these key assets.

We want facilities to be accessible via safe transport networks; and attractive to innovative and progressive businesses and people that will ensure our villages and towns continue to thrive and prosper.:

LP1 Liveability is high across the shire

LP2 We are an attractive destination

LP3 We support business diversity, sustainability, and choice

3.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: Liveable, 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](#)

4. proposed special rate variation – impact on ratepayers

The Independent Pricing and Regulatory Tribunal (IPART) annually set a rate peg limit, which limits the amount by which councils can increase their total rate revenue from year to year. IPART has announced a rate peg of 3.8% for Ballina Shire Council for 2025/26.

The rate peg legislation caps the limit a council's rate income can increase by each year. Individual rates, on properties, can vary up and down by more than the rate peg percentage, as rates are levied on land values, but importantly the total income to Council is capped by that peg limit.

This limit applies to ordinary rates only, being the rates levied on a property's land value, and does not apply to water, wastewater, stormwater and waste collection charges.

Council's long-term financial plan is constantly reviewed to ensure that adequate services are delivered to the community and sufficient funds are available for asset renewal and expansion.

Based on several measures, including our low staff numbers per resident, our comparably low average rate income per property, as well as forecast operating deficits, Council is concerned that we do not have sufficient rate revenue to continue to deliver services in line with community expectations.

As a result of this, Council has resolved to commence a consultation process to consider an additional rate increase above the annual rate peg limit, over a four-year period from 2026/27 to 2029/30.

The proposal is to permanently increase our total general rate income by way of an application to IPART, for a Special Rate Variation (SRV). If approved, this will increase our general rate income above the standard rate peg limit, which will allow Council to increase the level of revenue allocated to capital and operating expenditure. This extra revenue will fund increased capital expenditure on roads and footpaths, stormwater, open spaces and sporting fields, and community facilities.

Additional expenditure is also proposed to improve our waterways, enhance our biodiversity and implement crime prevention programs.

Prior to proceeding with further community consultation and any application to IPART, it is important that Council's Delivery Program and Operational Plan (this document) outlines the SRV proposal.

In summary, Council is proposing to apply to IPART, for an SRV across four financial years from 2026/27 to 2029/30. Council will be applying for a **6.00% increase in our rate income for each of the four financial years from 2026/27 to 2029/30**. The 6.00% represents an estimated 3.25% rate peg, and a 2.75% additional increase, for each year. This represents a cumulative increase of 26.25% by 2029/30, which is 12.6% above the cumulative increase that would result from the 3.25% estimated rate peg for the four-year period. This increase will be built into the rate base and permanently retained, if approved by IPART.

For further information and a summary of the annual and cumulative increases of this proposal, along with the works program refer to the following page and Appendix B.

Table One – Rate Peg Only Comparison

Table One is based on the standard rate peg increase without any special rate variation.

Item	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast	2029/30 Forecast	Cumulative Change
Rate Peg % Increase	3.80%	3.25%	3.25%	3.25%	3.25%	13.65%
Average Residential Rate (\$)	1,319	1,362	1,406	1,452	1,499	180
Average Business Rate (\$)	4,269	4,408	4,551	4,699	4,852	583
Average Farmland Rate (\$)	2,065	2,132	2,201	2,273	2,347	282

Two key items of information in this table are:

1. The 3.80% rate peg percentage increase for 2025/26 is the actual rate peg determined by IPART for that financial year.
2. The 3.25% applied for 2026/27 to 2029/30 years is an estimated rate peg increase.

Table Two – Proposed SRV (for 2026/27 to 2029/30)

Table Two provides details of an SRV on top of the estimated rate peg over a four-year period.

Item	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast	2029/30 Forecast	Cumulative Change
Rate Peg % Increase	3.80%	6.00%	6.00%	6.00%	6.00%	26.25%
Average Residential Rate (\$)	1,319	1,398	1,482	1,571	1,665	346
Average Business Rate (\$)	4,269	4,525	4,797	5,085	5,390	1,121
Average Farmland Rate (\$)	2,065	2,189	2,320	2,459	2,607	542

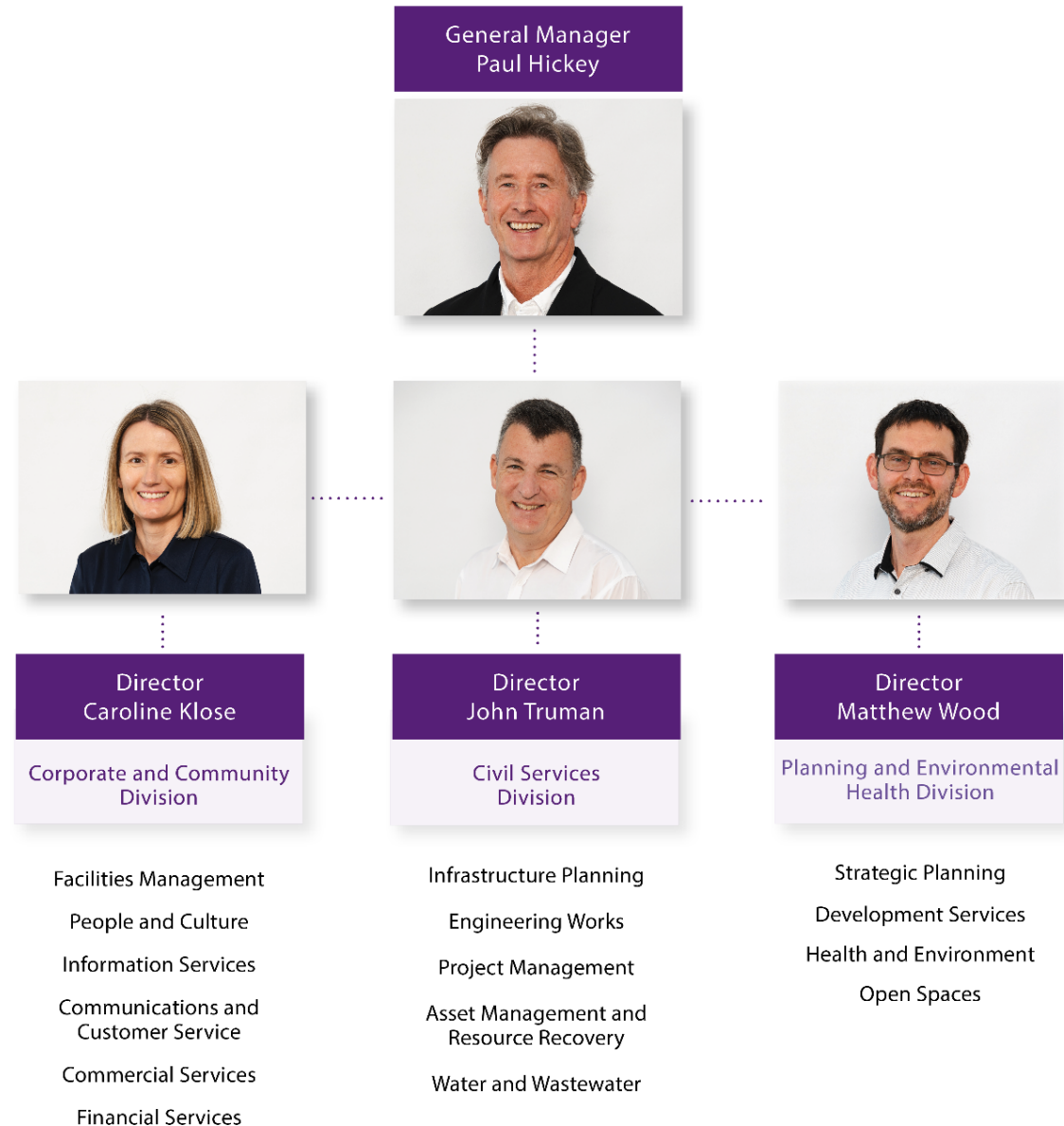
Two key items of information in this table are:

1. The 3.80% rate peg percentage increase for 2025/26 is the actual rate peg determined by IPART for that financial year.
2. The 6.00% applied for 2026/27 to 2029/30 represents an estimated rate peg of 3.25% and an additional 2.75% (11.0% divided over four years) each year.

Appendix B provides a comparison of expenditure programs with and without the SRV, along with other important information on the SRV.

5. 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 organisation structure is as shown.



6. 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. Healthy Environment (HE)



2. Engaged Leadership (EL)



3. Connected Community (CC)



4. Liveable and Prosperous Community (LP)

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 2025/26 will be **reported to Council on a quarterly basis** - in the month following the end of each quarter (March, June, September), except for December, which is reported at the February meeting.

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 a **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 1: Healthy Environment (HE)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	25/26	26/27	27/28	28/29	Responsibility	Regional Plan Goal	Related Council Plan
CSP OUTCOME HE1 - WE PROTECT, RESPECT, AND ENHANCE OUR NATURAL ENVIRONMENT											
HE1.1 Our planning considers past and predicted changes to the environment	Reduced risk from natural disasters or changes in climate	HE1.1a	Implement the Coastline Management Plan Ballina	Actions completed	X	X	X		Health and Environment	1	Coastline Management Plan Ballina
		HE1.1b	Implement Floodplain Management Plans and Undertake Community Education	Actions completed	X	X	X	X	Engineering Works	1	Floodplain Management Plans
		HE1.1c	Implement Overland Flood Studies in Urban Areas	Actions completed	X	X	X	X	Engineering Works	1	Overland Flood Studies
		HE1.1d	Implement Climate Change Acton Plan	Actions completed	X	X	X	X	Health and Environment	1	Climate Change Acton Plan
HE1.2 Undertake and promote initiatives that improve our waterways	Health of our waterways is improving	HE1.2a	Implement Healthy Waterways Strategy	Actions completed	X	X	X	X	Health and Environment	1	Healthy Waterways Strategy
		HE1.2b	Implement Shaws Bay Coastal Management Plan	Actions completed	X	X	X	X	Health and Environment	1	Shaws Bay Coastal Management Plan
		HE1.2c	Implement Lake Ainsworth Coastal Management Plan	Actions completed	X	X	X	X	Health and Environment	1	Lake Ainsworth Coastal Management Plan
		HE1.2d	Complete and implement North Creek Coastal Management Plan	Actions completed	X	X	X	X	Health and Environment	1	North Creek Coastal Management Plan
		HE1.2e	Implement Urban Stormwater Management Plan	Actions completed	X	X	X	X	Engineering Works	1	Urban Stormwater Management Plan
HE1.3 Enhance our open spaces, reserves, natural areas and their heritage values	Increased flora and vegetation cover	HE1.3a	Implement a Proactive Street Tree Planting Program	Actions completed	X	X	X	X	Open Spaces	3	
	Increased use of our open spaces	HE1.3b	Support Local Environmental Groups	Activities completed	X	X	X	X	Open Spaces	3	

Direction 1: Healthy Environment (HE)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	25/26	26/27	27/28	28/29	Responsibility	Regional Plan Goal	Related Council Plan
CSP OUTCOME HE2 – OUR OPERATIONAL CHOICES ARE BASED ON SUSTAINABILITY AND LIMIT OUR IMPACT ON OUR NATURAL ENVIRONMENT											
HE2.1 Implement total water cycle management practices	Reduced water consumption per capita	HE2.1a	Improve Water and Wastewater Quality Data	Actions completed	X	X	X	X	Water and Wastewater	1	
		HE2.1b	Provide Recycled Water to Dual Reticulated Properties	Properties connected and kilolitres used	X	X	X	X	Water and Wastewater	1	
		HE2.1c	Minimise notifiable Recycled Water Health Incidents at the Wastewater Treatment Plants	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 (Chemical and Physical)	Level of compliance (Target = 100% with AGWR)	X	X	X	X	Water and Wastewater	1	
		HE2.1f	Monitor Water Consumption	Per residential connection (Target <160 kl/pa)	X	X	X	X	Water and Wastewater	1	
		HE2.1g	Recycled Water during Dry Weather (% ADWF)	Level of demand (Target > 10%)	X	X	X	X	Water and Wastewater	1	
		HE2.1h	Achieve Strategic Planning Assurance	Actions completed	X	X			Water and Wastewater	1	
		HE2.1i	Implement Water Loss Reduction Program	Actions completed and overall water loss	X	X	X	X	Water and Wastewater	1	
		HE2.1j	Minimise the Volume of Unaccounted Water by replacing old Water Meters	Meters replaced (Target > 4%)	X	X	X	X	Water and Wastewater	1	
		HE2.1k	Recycled Water Master Plan Review	Review completed	X				Water and Wastewater	1	Recycled Water Master Plan
		HE2.1l	Supply Recycled Water from the Ballina Wastewater Treatment Plant	Licence approved	X	X			Water and Wastewater	1	Recycled Water Master Plan

Direction 1: Healthy Environment (HE)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	25/26	26/27	27/28	28/29	Responsibility	Regional Plan Goal	Related Council Plan
HE2.2 Use our resources wisely	<i>Reduced costs and extended life for existing resources</i>	HE2.2a	Increase Kerbside Recycling Diversion Rates	Diversion rates (Target > 59%)	X	X	X	X	Resource Recovery	1	
		HE2.2b	Reduce Missed Kerbside Bins	Missed bins (Target < 27 per month)	X	X	X	X	Resource Recovery	1	
		HE2.2c	Minimise Light Fleet Greenhouse Gas Emissions	Average CO2 emissions (Target < 200g/km)	X	X	X	X	Facilities Management	1	Climate Change Policy
		HE2.2d	Reduce Water Main Breaks	Main breaks (Target < one break per 30km of main)	X	X	X	X	Water and Wastewater	1	
		HE2.2e	Eliminate single use plastic packaging and materials across Council operations.	Plan prepared and adopted	X				Resource Recovery	1	
HE2.3 Pursue innovative technologies	<i>Cost and resource use efficiencies</i>	HE2.3a	Reduce CO2 Emissions from Built Assets	Level of CO2 emissions (Target < 9,000 tonnes)	X	X	X	X	Facilities Management	1	Climate Change Policy
		HE2.3b	Increase Renewable Energy Generated on Council Owned and Operated Sites	Kilowatts generated (Target > 1,200 kW)	X	X	X	X	Facilities Management	1	Climate Change Policy
		HE2.3c	Reduce Energy Consumption from our Built Assets	Megawatts consumed (Target < 10,000 MWh)	X	X	X	X	Facilities Management	1	Climate Change Policy
CSP OUTCOME HE3 - OUR BUILT ENVIRONMENT IS RESPECTFUL OF THE NATURAL ENVIRONMENT AND THE ECOSYSTEM											
HE3.1 Develop and implement plans that balance the built environment with the natural environment	<i>More people are satisfied with our management of development</i>	HE3.1a	Develop a Master Plan for Treelands Reserve and the Kentwell Centre	Master Plan completed	X				Strategic Planning	2	Ballina Major Regional Centre Strategy
		HE3.1b	Implement Wollongbar Strategic Plan – Rezone 5 Smiths Lane to Medium-Density	Rezoning completed	X				Strategic Planning	2	Wollongbar Strategic Plan
	<i>Reduced impacts of development on the environment</i>	HE3.1c	Implement Wardell Strategic Plan	Actions completed	X	X	X	X	Strategic Planning	1	Wardell Strategic Plan

Direction 1: Healthy Environment (HE)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	25/26	26/27	27/28	28/29	Responsibility	Regional Plan Goal	Related Council Plan
HE3.1 Develop and implement plans that balance the built environment with the natural environment	<p>More people are satisfied with our management of development</p> <p>Reduced impacts of development on the environment</p>	HE3.1d	Implement Alstonville Strategic Plan – Investigate Height increase for Town Centre	Investigation completed	X				Strategic Planning	1	Alstonville Strategic Plan
		HE3.1e	Pursue design of Sand Levee and Access improvements at Seven Mile Beach	Actions completed	X	X			Health and Environment	1	
		HE3.1f	Implement Lennox Head Strategic Plan – Progress Strategic Urban Growth Area at Ross Lane	Actions completed	X	X			Strategic Planning	2	Lennox Head Strategic Plan
		HE3.1g	Implement Lennox Head Strategic Plan – Investigate Minimum Dwelling Numbers for Medium Density Sites	Actions completed	X				Strategic Planning	2	Lennox Head Strategic Plan
		HE3.1h	Review Local Strategic Planning Statement to incorporate updated Local Growth Management Strategy	Review completed	X				Strategic Planning	1	Local Strategic Planning Statement
		HE3.1i	Update Vegetation Management Plan for Tosha Falls	Plan adopted	X				Open Spaces	1	
		HE3.1j	Implement Illegal Dumping Strategy	Actions completed	X	X	X	X	Health and Environment	1	Illegal Dumping and Litter Prevention Strategy
HE3.2 Minimise negative impacts on the natural environment	Reduced impact on natural capital and essential ecosystem services	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 Compliant	Number inspected (Target > 200 p.a.)	X	X	X	X	Health and Environment	1	OSSM Strategy
		HE3.2c	Monitor On-site Sewage Management (OSSM) Systems to ensure Systems Compliant	Approvals to Install issued (Target > 50 p.a.)	X	X	X	X	Health and Environment	1	OSSM Strategy
		HE3.2d	Monitor On-site Sewage Management (OSSM) Systems to ensure Systems Compliant	Approvals to Operate issued (Target > 150 p.a.)	X	X	X	X	Health and Environment	1	OSSM Strategy
		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	

Direction 1: Healthy Environment (HE)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	25/26	26/27	27/28	28/29	Responsibility	Regional Plan Goal	Related Council Plan
HE3.2 Minimise negative impacts on the natural environment	<i>Reduced impact on natural capital and essential ecosystem services</i>	HE3.2f	Implement Trade Waste Management Program	Actions completed	X	X	X	X	Water and Wastewater	1	Liquid Trade Waste Policy
		HE3.2g	Ensure Compliance Licence Reports for Water and Wastewater submitted within required timeframes (%)	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 completed	X	X	X	X	Strategic Planning	1	Biodiversity Strategy
		HE3.2i	Update Vegetation Mapping against State Government classifications	Mapping completed	X				Strategic Planning	1	Biodiversity Strategy
		HE3.2j	Review Biodiversity Controls in the Development Control Plan	Review completed	X				Strategic Planning	1	Biodiversity Strategy
		HE3.2k	Identify and Map Koala Habitat	Mapping completed	X				Strategic Planning	1	Biodiversity Strategy
		HE3.2l	Develop guidelines for Groundwater and Hydrological Monitoring Reports required for Development proposals	Guidelines completed	X				Strategic Planning	1	Biodiversity Strategy
		HE3.2m	Review Koala Management Strategy	Review completed	X				Strategic Planning	1	Biodiversity Strategy
		HE3.2n	Monitor Seven Mile Beach 4WD Usage	Permits and trip numbers	X	X	X	X	Health and Environment		
HE3.3 Match infrastructure with development	<i>The impacts of development on the environment will be minimised</i>	HE3.3a	Review Car Parking Developer Contributions Plan	Review completed	X	X			Infrastructure Planning	1	Developer Contributions Plan
		HE3.3b	Review Roads Developer Contributions Plan	Review completed	X	X			Infrastructure Planning	1	Developer Contributions Plan
		HE3.3c	Review Open Spaces and Community Facilities Developer Contributions Plan	Review completed	X	X			Infrastructure Planning	1	Developer Contributions Plan
		HE3.3d	Review Heavy Haulage Developer Contributions Plan	Review completed			X		Infrastructure Planning	1	Developer Contributions Plan
		HE3.3e	Review Cumbalum Urban Release Area Precinct A Contributions Plan	Review completed	X	X			Infrastructure Planning	2	Developer Contributions Plan

Direction 2: Engaged Leadership (EL)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	25/26	26/27	27/28	28/29	Responsibility	Link to Regional Plan Goal	Related Council Plan
CSP OUTCOME EL1 – DECISION-MAKING IS INCLUSIVE, TRANSPARENT, AND UNDERPINNED BY SUSTAINABILITY											
EL1.1 Facilitate and develop strong relationships and partnerships with the community	<i>More people feel they can have a say on important issues.</i> <i>We are known for being prompt, knowledgeable, friendly and helpful.</i>	EL1.1a	Complete the review of Community Strategic Plan	Review completed				X	Communications and Customer Service	3	Community Strategic Plan
		EL1.1b	Undertake a community survey to measure perception of importance of Council service delivery and satisfaction levels	Monitor satisfaction ratings		X		X	Communications and Customer Service	2	Community Engagement Strategy
		EL1.1c	Ensure customer requests are dealt with effectively and promptly	% completed within allocated timeframe (<i>Target > 90%</i>)	X	X	X	X	Communications and Customer Service	3	Customer Service Charter
		EL1.1d	Proactively manage complaints	% receiving response within 15 working days (<i>Target > 80%</i>)	X	X	X	X	Communications and Customer Service	3	Complaints Management Policy
EL1.2 Involve our community in our planning and decision-making processes	<i>Improved satisfaction levels with Council's consultation</i> <i>The community understands the planning and decision-making process.</i>	EL1.2a	Prepare management plan for Serpentine/Pioneer Park/Shaws Bay	Plan completed	X				Strategic Planning	3	
		EL1.2b	Prepare management plan for Spoonbill Reserve	Plan completed	X				Strategic Planning	3	
		EL1.2c	Prepare management plan for Lumley Park (consider inclusion of skate park)	Plan completed	X				Strategic Planning	3	
EL1.3 Incorporate social, economic and environmental considerations into decision-making	<i>Community and Council more resilient</i>	EL1.3a	Integrate social, economic, and environmental considerations into Council's operations.	Actions completed	X	X	X	X	Governance	1	

Direction 2: Engaged Leadership (EL)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	25/26	26/27	27/28	28/29	Responsibility	Link to Regional Plan Goal	Related Council Plan
CSP OUTCOME EL2 - COUNCIL'S FINANCES AND ASSETS ARE WELL MANAGED											
EL2.1 Ensure a balance budget, with revenue opportunities combined with cost savings and efficiencies.	Council remains financially viable resulting in effective and sustainable asset management	EL2.1a	Maximise fleet operating surplus (excluding depreciation)	Operating surplus (Target > \$2.1m 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 returns greater than 90-day bank bill rate	Investment returns (Target 50 basis points)	X	X	X	X	Financial Services	3	Investments Policy
		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 < \$510,000 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 < \$510,000 p.a.)	X	X	X	X	Facilities Management	3	
		EL2.1g	Minimise operating deficit for Community Facilities (excluding depreciation)	Deficit (Target < 380,000 p.a.)	X	X	X	X	Communications and Customer Service	3	
		EL2.1h	Minimise operating deficit for the Community Gallery (excluding depreciation)	Deficit (Target < \$370,000 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	

Direction 2: Engaged Leadership (EL)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	25/26	26/27	27/28	28/29	Responsibility	Link to Regional Plan Goal	Related Council Plan
EL2.2 Use modern operating systems and apply contemporary workforce practices	<i>Increased efficiencies and higher staff satisfaction levels</i> <i>High staff retention with a motivated and skilled workforce</i>	EL2.2a	Continuous improvement of Council's cyber security	Actions completed	X	X	X	X	Information Services	3	
		EL3.2b	Efficiently attend to employee requests for IT systems	% addressed within one working day (<i>Target > 85%</i>)	X	X	X	X	Information Services	2	
		EL3.2c	Implement programs designed to retain employees	Staff turnover (<i>Target < 15%</i>)	X	X	X	X	People and Culture	3	
		EL3.2d	Implement programs to motivate employees	Staff training (<i>Target > 80% of staff</i>)	X	X	X	X	People and Culture	3	
		EL3.2e	Implement programs to engage employees	Sick days (<i>Target < 20 days per employee</i>)	X	X	X	X	People and Culture	3	
		EL3.2f	Implement strategies that increase female participation in the workforce	Percentage of females in workforce increasing	X	X	X	X	People and Culture	3	Equal Employment Opportunity Plan
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	Compensation claims (<i>Target < 20 p.a.</i>)	X	X	X	X	People and Culture	3	
		EL2.3b	Provide a safe work environment	Workers compensation lost time (<i>Target < 1,000 hrs p.a.</i>)	X	X	X	X	People and Culture	3	
		EL2.3c	Provide pro-active internal risk claims management service	Insurance claims (<i>Target < 30 p.a.</i>)	X	X	X	X	Governance	3	
		EL2.3d	Implement Risk Management Framework	Actions completed	X	X	X	X	Governance	3	
		EL2.3e	Implement pro-active internal audit program	Four internal audits per annum completed	X	X	X	X	Governance	3	

Direction 2: Engaged Leadership (EL)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	25/26	26/27	27/28	28/29	Responsibility	Link to Regional Plan Goal	Related Council Plan
CSP OUTCOME EL3 – OUR LEADERS WORK EFFECTIVELY WITH THE COMMUNITY, OTHER LEVELS OF GOVERNMENT AND COUNCILS											
EL3.1 Actively advocate community issues to other levels of government	Increased levels of State and Federal Government support	EL1.3a	Approach State and Federal Governments on local issues	Initiatives raised and actions completed	X	X	X	X	Governance	2	
		EL1.3b	Actively seek grant funding from State and Federal Governments	Grant applications (Target 30 p.a.)	X	X	X	X	Communications and Customer Service	2	
EL3.2 Encourage a networked and adaptive approach to meeting regional challenges	Effective response to natural disasters, climate change and epidemics	EL3.2a	Promote regional initiatives with representative organisations	Initiatives raised and actions completed	X	X	X	X	Governance	2	
EL3.3 Deliver responsive and efficient services for and with our community	Community is satisfied with Council's Customer Service	EL3.3a	DAs determined under delegation	Percentage (Target > 95%)	X	X	X	X	Development Services	2	
		EL3.3b	DA referrals completed within approved timeframe	Within 21 days (Target > 70%)	X	X	X	X	Infrastructure Planning	2	
		EL3.3c	Enhance web accessibility	Website visits (Target->550,000)	X	X	X	X	Communications and Customer Service	2	
		EL3.3d	Provide road maintenance intervention actions	Compliance with inspection program and response times	X	X	X	X	Engineering Works	2	
		EL3.3e	Deliver annual unsealed rural road maintenance program	Works completed	X	X	X	X	Engineering Works	2	
		EL3.3f	Monitor operating budgets	Within 5% of approved budgets	X	X	X	X	Engineering Works Open Spaces Water / Wastewater	2	
		EL3.3g	Monitor capital works	Within 20% of approved budgets	X	X	X	X	Engineering Works Open Spaces Water / Wastewater Commercial Services	2	

Direction 3: Connected Community (CC)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	25/26	26/27	27/28	28/29	Responsibility	Link to Regional Plan Goal	Related Council Plan
CSP OUTCOME CC1 - WE FEEL SAFE AND RESILIENT											
CC1.1 Actively promote safety and wellbeing strategies	Lower crime rates against people and property Reduce incidences of non-compliance through proactive programs Community is confident that services meet public health standards (pool fences, dogs, food premises, health premises, drinking water health, swimming water health)	CC1.1a	Implement State Government Pool Barrier Inspection Program	Actions completed	X	X	X	X	Development Services	1	
		CC2.1b	Implement Companion Animals	Actions completed	X	X	X	X	Health and Environment	2	Companion Animals Management Plan
		CC1.1c	Provide timely responses to barking dog complaints	100% of barking dog complaints responded to within seven days	X	X	X	X	Health and Environment	1	Companion Animals Management Plan
		CC1.1d	Provide rapid responses to reported dog attacks	100% of reported attacks responded to within 48 hours	X	X	X	X	Health and Environment	1	Companion Animals Management Plan
		CC1.3e	Maximise Drinking Water Reticulation Monitoring Compliance (Microbial)	Level of compliance 100% with ADWG)	X	X	X	X	Water and Wastewater	1	
		CC1.3f	Maximise Drinking Water Reticulation Monitoring Compliance (Chemical and Physical)	Level of compliance (100% with ADWG)	X	X	X	X	Water and Wastewater	1	
		CC1.3g	Ensure all drinking water sites are monitored weekly	Drinking water sites monitored (Target 100% per week)	X	X	X	X	Health and Environment	1	
		CC1.3h	Ensure compliance with the National Health and Medical Research Council drinking water standards	Non-compliance issues (Target = nil)	X	X	X	X	Health and Environment	1	

Direction 3: Connected Community (CC)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	25/26	26/27	27/28	28/29	Responsibility	Link to Regional Plan Goal	Related Council Plan
CC1.1 Actively promote safety and wellbeing strategies	Lower crime rates against people and property Reduce incidences of non-compliance through proactive programs Community is confident that services meet public health standards (pool fences, dogs, food premises, health premises, drinking water health, swimming water health)	CC1.3i	Ensure all food premises are regularly inspected	Food premises audited (Target 100% p.a.)	X	X	X	X	Health and Environment	2	
		CC1.3j	Audit all commercial premises as required under the inspection program	Premises audited (Target High risk premises audited twice p.a.)	X	X	X	X	Health and Environment	2	
		CC1.k	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	Health and Environment	3	
		CC1.3l	Ensure semi-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	Health and Environment	3	
CC1.2 Ensure plans are in place for public health events, natural disasters and environmental changes	The community is well prepared	CC1.2a	Review Emergency Management Plan	Review completed	X				Asset Management	3	
		CC1.2b	Complete Emergency Evacuation Exercises	Exercises completed	X	X	X	X	Governance	3	
		CC1.2c	Ensure Business Continuity Plans are contemporary	BCP's monitored	X	X	X	X	Governance	3	Business Continuity Plan
CC1.3 Monitor the built infrastructure and the services delivered to the community to	High levels of legislative compliance Reduced reactive response programs	CC1.3a	Minimise number of unplanned water supply interruptions greater than four hours in duration (#)	Interruptions (Target = Nil)	X	X	X	X	Water and Wastewater	1	
		CC1.3b	Ensure fire hydrants are functional	Fire hydrants inspected (Target > 50% p.a.)	X	X	X	X	Water and Wastewater	1	

Direction 3: Connected Community (CC)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	25/26	26/27	27/28	28/29	Responsibility	Link to Regional Plan Goal	Related Council Plan
ensure relevant standards are being met	<i>High levels of legislative compliance</i> <i>Reduced reactive response programs</i>	CC1.3c	Implement a responsive compliance program	Level of non-compliance reported, and actions completed	X	X	X	X	Health and Environment	1	
CC1.3 Monitor the built infrastructure and the services delivered to the community to ensure relevant standards are being met		CC1.3d	Implement fire safety certificate compliance program	Actions completed	X	X	X	X	Development Services	1	
		CC1.3e	Implement Council's Road Safety Plan	Actions completed	X	X	X	X	Infrastructure Planning	2	
		CC1.3f	Implement Parking Enforcement Program	Number of high-risk school zones patrolled <i>(Target > 36 p.a.)</i>	X	X	X	X	Health and Environment	2	
		CC1.3g	Implement Pro-active Parking Program	Actions completed and technology applied	X	X	X	X	Health and Environment	2	
		CC1.3h	Prepare Place and Public Realm Strategy	Strategy adopted	X	X			Strategic Planning	3	
CSP OUTCOME CC2 – WE HAVE A SENSE OF BELONGING WITHIN THE COMMUNITY											
CC2.1 Encourage volunteering, events and activities that promote social connections and wellbeing	<i>There are more people volunteering in our community</i>	CC2.1a	Support Council initiated volunteer programs	Actions completed and level of volunteering	X	X	X	X	Strategic Planning/ Communications and Customer Service/ Commercial Services	2	
	<i>Improved sense of wellbeing and belonging</i> <i>Disadvantaged</i>	CC2.1b	Invite State agencies and non-government providers to a round-table discussion on homelessness in Ballina Shire.	Discussions held and actions completed	X	X			Strategic Planning	1	

Direction 3: Connected Community (CC)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	25/26	26/27	27/28	28/29	Responsibility	Link to Regional Plan Goal	Related Council Plan
	<i>members of our community are well supported</i> <i>Increase in events and community participation</i>	CC2.1c	Approach State agencies and local service providers in the delivery of an assertive outreach program, funding opportunities, and coordinated action on homelessness in Ballina Shire.	Actions completed	X				Strategic Planning	1	
CC2.2 Provide disadvantaged groups with support and advocacy	Ensures equity and inclusion	CC2.2a	Implement Equal Employment Opportunity Management Plan	Actions completed	X	X	X	X	People and Culture	1	Equal Employment Opportunity Management Plan
	Strengthens community wellbeing	CC2.2b	Implement Disability Inclusion Action Plan	Actions completed	X	X	X	X	Strategic Planning	1	Disability Inclusion Action Plan
		CC2.2c	Develop Aboriginal partnership agreement	Agreement completed	X				Strategic Planning	1	Ballina 2035 – Major Regional Centre Strategy
		CC2.2d	Assess accessible entrance options for Seven Mile Beach	Report completed	X				Open Spaces	1	
CC2.3 Support and promote our cultures and heritage	We recognise and value our indigenous history and living culture	CC2.3a	Implement the Northern Rivers Community Gallery Creative Action Plan	Actions completed	X	X	X	X	Strategic Planning	2	Northern Rivers Community Gallery Creative Action Plan
	We celebrate cultural diversity	CC2.3b	Support a well patronised Community Gallery	Gallery visitors (Target > 15,000 p.a.)		X	X	X	Strategic Planning	2	Northern Rivers Community Gallery Creative Action Plan
	Our built and natural heritage is a valued part of our community identity	CC2.3c	Deliver well used online service for the Community Gallery	Online engagement (Target > 340,000 p.a.)	X	X	X	X	Strategic Planning	2	Northern Rivers Community Gallery Creative Action Plan

Direction 3: Connected Community (CC)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	25/26	26/27	27/28	28/29	Responsibility	Link to Regional Plan Goal	Related Council Plan
		CC2.3d	Expand number of Council approved events	Event numbers (Target > 40 p.a.)	X	X	X	X	Open Spaces	2	Events on Public Land Policy Event Guidelines
		CC2.3e	Administer filming approvals in accordance with NSW Filming Protocol	Approval numbers (Target > 20 p.a.)	X	X	X	X	Open Spaces	2	
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 Active Ageing Plan	Actions completed	X	X	X	X	Strategic Planning	1	Active Ageing Plan
CC3.2 Provide young people with a range of leisure activities, along with opportunities for personal development	Increased satisfaction levels and higher youth and young adult retention	CC3.2a	Conduct Annual Youth Forum	Forum held	X	X	X	X	Strategic Planning	1	
		CC3.2b	Investigate potential Youth Centre Facility options	Report completed	X				Strategic Planning	1	
		CC3.2c	Implement the Sport and Recreation Plan	Actions completed	X	X	X	X	Open Spaces	3	Sport and Recreation Plan
		CC3.2d	Prepare master plan for Geoff Watt Oval, Alstonville (include consideration of a skate park.	Plan completed		X			Strategic Planning	3	Sport and Recreation Plan

Direction 3: Connected Community (CC)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	25/26	26/27	27/28	28/29	Responsibility	Link to Regional Plan Goal	Related Council Plan
		CC3.2e	Implement Playground Upgrade and Management Plan (PUMP)	Actions completed	X	X	X	3	Open Spaces	3	Playground Upgrade and Management Plan
		CC3.2f	Implement NSW Child Safe Standards across Council	Compliant with standards	X	X	X	X	People and Culture	1	Child Safety Policy
CC3.3 Support improved health and wellbeing outcomes through provision of sporting, recreational and community facilities	Increased satisfaction and participation rates A healthier community	CC3.3a	Ensure library services reflect contemporary needs	Membership – excluding inactive for three years (Target > 19,300 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 > 170,000 p.a.)	X	X	X	X	Communications and Customer Service	3	
		CC3.3e	Increase use of our community facilities	Kentwell Centre (Target 30% > 5,000 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% > 6,500 hrs p.a.)	X	X	X	X	Communications and Customer Service	3	
		CC3.3g	Increase use of our community facilities	Lennox Head Centre – Auditorium (Target 35% > 700 hrs p.a.)	X	X	X	X	Communications and Customer Service	3	

Direction 3: Connected Community (CC)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	25/26	26/27	27/28	28/29	Responsibility	Link to Regional Plan Goal	Related Council Plan
CC3.3 Support improved health and wellbeing outcomes through provision of sporting, recreational and community facilities	<p><i>Increased satisfaction and participation rates</i></p> <p><i>A healthier community</i></p>	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	
		CC3.3i	Increase use of our community facilities	Richmond Room (Target 35% > 1,400 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% > 2,400 p.a.)	X	X	X	X	Communications and Customer Service	3	
		CC3.3k	Increase use of our community facilities	BISC – Courts (Target 50% > 4,000 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% > 800 hrs p.a.)	X	X	X	X	Communications and Customer Service	3	
		CC3.3n	Ensure public pool facilities are well patronised	Swimming pool patrons (Target >260,000 p.a.)	X	X	X	X	Facilities Management	3	
		CC3.3o	Investigate feasibility of second croquet court at Gap Road, Alstonville	Feasibility completed	X				Open Spaces	1	Sport and Recreation Plan
		CC3.3p	Progress pathway from Lennox Head to Byron Bay Road	Actions completed	X	X	X	X	Engineering Works	3	Bike Plan
		CC3.3q	Progress pathway from Pearces Creek Road to Wollongbar Sports Fields	Actions completed	X	X	X	X	Engineering Works	3	Bike Plan

Direction 3: Connected Community (CC)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	25/26	26/27	27/28	28/29	Responsibility	Link to Regional Plan Goal	Related Council Plan
		CC3.3r	Review Pedestrian Access and Mobility Plan (PAMP) and Bike Plan	Review completed	X				Engineering Works	3	Pedestrian Access and Mobility Plan Bike Plan
		CC3.3s	Implement Pedestrian Access and Mobility Plan (PAMP) and Bike Plan	Works completed	X	X	X	X	Engineering Works	3	Pedestrian Access and Mobility Plan Bike Plan

Direction 4: Liveable and Prosperous Community (LP)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	25/26	26/27	27/28	28/29	Responsibility	Link to Regional Plan Goal	Related Council Plan
CSP OUTCOME LP1 – LIVEABILITY IS HIGH ACROSS THE SHIRE											
LP1.1 <i>Support residential development that delivers and connects to services close to home</i>	<i>Lower cost of living</i>	LP1.1a	Implement Housing Strategy including local affordable housing framework	Actions completed	X	X	X	X	Strategic Planning	1	Ballina Shire Housing Strategy
		LP1.1b	Collaborate with Homes NSW to activate social housing in Ballina Shire	Actions completed	X	X	X	X	Strategic Planning	1	Ballina Shire Housing Strategy
LP1.2 <i>Facilitate connectivity and provide affordable infrastructure to meet growing demands</i>	<i>More affordable housing</i>	LP1.2a	Progress development of Wollongbar Residential Land Holding	Status of project	X	X	X	X	Commercial Services	1	Ballina Shire Housing Strategy
	<i>Readily available land and housing stock</i>	LP1.2b	Progress development of Lennox Head Residential Land Holding - Investigate the feasibility of medium density	Status of project	X	X	X	X	Commercial Services	1	Ballina Shire Housing Strategy
LP1.3 <i>Seek to provide a balance between development, natural environment and social amenity</i>	<i>Maintain what people love about living in Ballina Shire</i>	LP1.3a	Progress delivery of Hutley Drive – Middle to southern section	Consent enacted	X	X			Project Management Office	2	Developer Contributions Plan
		LP1.3b	Progress River Street Dual Laning	Status of project	X	X	X		Project Management Office	2	Developer Contributions Plan
		LP1.3c	Progress Tamarind Drive Dual Laning	Status of project	X	X	X		Project Management Office	2	Developer Contributions Plan
		LP1.3d	Progress design and approvals for North Creek Road Bridge reinstatement	Progress on design and approvals	X	X	X	X	Project Management Office	2	Developer Contributions Plan

Direction 4: Liveable and Prosperous Community (LP)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	25/26	26/27	27/28	28/29	Responsibility	Link to Regional Plan Goal	Related Council Plan
LP1.3 Seek to provide a balance between development, natural environment and social amenity	<i>Maintain what people love about living in Ballina Shire</i>	LP1.3e	Engage with developer of Cumbalum Urban Release Area B (Kinvara) in development of the precinct	Progress engagement	X	X	X	X	Strategic Planning	2	
		LP1.3f	Investigate permissibility of dual occupancies on environmental purpose zoned land	Complete investigations	X				Strategic Planning	2	Ballina Shire Housing Strategy
		LP1.3g	New Niche Wall at East Ballina	Project completed	X				Open Spaces	1	Cemetery Master Plans
		LP1.3h	Develop Car Park Upgrade Program	Program adopted	X				Engineering Works	2	
CSP OUTCOME LP2 – WE ARE AN ATTRACTIVE DESTINATION											
LP2.1 Enable sustainable visitation and growth balanced with social and environmental outcomes	<i>Enhanced experiences for residents and visitors</i>	LP2.1a	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	Destination Management Plan
		LP2.1b	Provide accessible and efficient visitor information services	Visitor Centre Enquiries (Target > 35,000 p.a.)	X	X	X	X	Communications and Customer Service	2	Destination Management Plan
		LP2.1v	Provide accessible and efficient visitor information services	Tourism website visits (Target >120,000 p.a.)	X	X	X	X	Communications and Customer Service	2	Destination Management Plan
		LP2.1d	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	Destination Management Plan
LP2.2 Provide opportunities for new and growing businesses	<i>Increased resilience of the local economy</i>	LP2.2a	Implement Economic Development Strategy and Destination Management Plan	Actions completed	X	X	X	X	Communications and Customer Service	3	Economic Development Strategy / DMP
		LP2.2b	Advocate for the Ballina Marina Master Plan	Actions completed	X	X	X	X	Strategic Planning	3	Ballina Marina Master Plan

Direction 4: Liveable and Prosperous Community (LP)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	25/26	26/27	27/28	28/29	Responsibility	Link to Regional Plan Goal	Related Council Plan
LP2.3 Enhance town centres to facilitate long-term growth	Increased business opportunities and growth regionally	LP2.3a	Investigate feasibility of high-density housing in Ballina CBD	Feasibility completed	X				Strategic Planning	2	Ballina 2035 – Major Regional Centre Strategy
		LP2.3b	Implement Lennox Head Strategic Plan – review underground carparking on commercial sites	Review completed	X	X			Strategic Planning	2	Lennox Head Strategic Plan
		LP2.3c	Implement Lennox Head Strategic Plan – review floor area and maximum building height for Local Centre zone	Review completed	X	X			Strategic Planning	2	Lennox Head Strategic Plan
		LP2.3d	Implement Wardell Village Centre Revitalisation Master Plan	Actions completed	X			X	Strategic Planning	2	Wardell Village Centre Revitalisation Master Plan
CSP OUTCOME LP3 – WE SUPPORT BUSINESS DIVERSITY, SUSTAINABILITY AND CHOICE											
LP3.1 Enhance transport and other business networks	Increased resilience of the local economy Grow and support business	LP3.1a	Ensure the on-going viability of the Ballina Byron Gateway Airport	Operating revenue (Target > \$10 million)	X	X	X	X	Commercial Services	2	Airport Land Use Master Plan
		LP3.1b	Ensure the on-going viability of the Ballina Byron Gateway Airport	Operating surplus (Target > 30% of revenue)	X	X	X	X	Commercial Services	2	Airport Land Use Master Plan
		LP3.1c	Ensure the on-going viability of the Ballina Byron Gateway Airport	Passengers (Target > 600,000 p.a.)	X	X	X	X	Commercial Services	2	Airport Land Use Master Plan
LP3.2 Facilitate a range of Council business activities to support economic development	Council contributes effectively to the local economy	LP3.2a	Ensure on-going profitability of Flat Rock Tent Park	Operating revenue (Target > \$600,000)	X	X	X	X	Commercial Services	2	
		LP3.2b	Proactively manage our commercial properties	Minimise vacancy rates (Target < 10%)	X	X	X	X	Commercial Services	2	
	Viable commercial portfolio	LP3.2c	Progress availability of land at the Russellton Industrial Estate	Status of project	X	X			Commercial Services	2	

Direction 4: Liveable and Prosperous Community (LP)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	25/26	26/27	27/28	28/29	Responsibility	Link to Regional Plan Goal	Related Council Plan
LP3.3 Provide efficient and cost-effective regulatory environment for doing business	Easier to do business	LP3.3a	Efficiently process and assess development related applications	% of Section 10.7 certificates issued within seven days (Target > 90%)	X	X	X	X	Development Services	1	
	Enhance business relationships	LP3.3b	Efficiently process and determine Development Applications (Including	Time to determine development application (including modifications)	X	X	X	X	Development Services	1	
		LP3.3c	Determine Development Applications within 105 Days (Including Modifications)	% of applications determined within 105 days (including modifications)	X	X	X	X	Development Services	1	
		LP3.3d	Complete Development Application Adequacy Reviews	Reviews completed within seven days to comply with Ministerial Expectation Order	X	X	X	X	Development Services	1	
		LP3.3e	Efficiently process building and construction applications	Complying development certificates issued within 10 working days	X	X	X	X	Development Services	1	
		LP3.3f	Efficiently process building and construction applications	% of construction certificates issued by Council (Target > 30% of market)	X	X	X	X	Development Services	1	
		LP3.3g	Efficiently process building and construction applications	% of building information certificates determined within 30 days	X	X	X	X	Development Services	1	
		LP3.3h	Efficiently process building and construction applications	Number of Section 68 Approvals issued for plumbing and drainage work	X	X	X	X	Development Services	1	
		LP3.3i	Implement Independent Report on the Development Assessment Process Review	Recommendations implemented	X				Development Services	1	

7. capital expenditure

This section outlines the capital expenditure planned for the four-year period from 2025/26 to 2028/29. The expenditure program for 2026/27 to 2028/29 includes additional funding from the proposed SRV.

Description	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
Ballina Gateway Airport	5,400,000	6,050,000	5,150,000	1,600,000
Car Park - Expansion	4,450,000	1,700,000		
Car Park - Equipment Upgrade			1,000,000	
Taxiways - Upgrade Alpha and Bravo				1,600,000
Terminal - Expansion	260,000	3,000,000	4,000,000	
Terminal - Screening - Second Lane		1,100,000		
Terminal – Air-Conditioning	600,000			
Terminal – Checked Baggage Screening		250,000		
Crown Land and Revetment Wall			150,000	
Hangar Site – Preparation (Lot 1)	90,000			
Commercial Property	320,000	120,000	4,020,000	3,020,000
Russellton Industrial Estate - Final Stage	50,000			
Stokers Quarry – Remediation	250,000			
Flat Rock Tent Park- Improvements	20,000	120,000	20,000	20,000
Community Infrastructure Dividends (subject to land sales)			4,000,000	3,000,000
Facilities Management	8,591,000	9,344,000	753,000	362,000
Alstonville Cultural Centre	7,460,000	8,690,000		
Ballina CWA Hall	Roof	50,000		
Pimlico Hall	External paint		20,000	
Wollongbar Hall	Building Modifications		150,000	
Wardell Hall	Window replacements		100,000	
Lennox Head Cultural Centre	Various		50,000	100,000
Library/Richmond Room/VIC	Improvements	340,000	33,000	
Ballina Surf Club	Roof/ Improvements		180,000	50,000
Kentwell Centre, Ballina	Security/ Airconditioning	45,000	80,000	251,000
Marine Rescue Tower, Ballina	Window Repairs/ Roof	70,000	20,000	150,000
Ballina Indoors Sports Centre	Improvements		100,000	50,000
Crawford House, Alstonville	Roof/ Paint	51,000	100,000	
Naval Museum, Ballina	Paint/ Miscellaneous		61,000	
Naval Museum, Ballina	Improvements	450,000		
River Street Preschool, Ballina	Paint		32,000	42,000
Wollongbar Preschool	Paint		50,000	
Alstonville Preschool	Paint/ Drainage		30,000	80,000
Gallery, Ballina	Deck/ Awning/ Paint	125,000		40,000

Description	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
Depots and Administration Centre	1,207,000	709,000	732,000	1,306,000
Depot - Fuel System	885,000			
Depot - Compound (Store / Small Plant)	187,000			
Depot - Engineering Works - Shed		597,000		
Depot - Existing Amenity Building Upgrade			500,000	
Depot – Bitupave Car Park		112,000	232,000	356,000
Depot - Security and Fencing				400,000
Depot – Additional Works				550,000
Depot – Administration Building – Completion	135,000			
Fleet and Plant Replacement Program	2,000,000	2,200,000	2,200,000	2,200,000
Swimming Pool Improvements	47,000	0	0	0
Public Amenities	227,000	320,000	160,000	160,000
Cawarra Park, Ballina	79,000			
Freeborn Park, Alstonville	148,000			
Compton Drive, East Ballina		160,000		
Lumley Park, Alstonville		160,000		
Bi-Centennial Reserve, Ballina			160,000	
Faulks Reserve, Ballina				160,000
Open Space Improvements	3,809,000	1,308,000	1,141,000	1,183,000
Crown Reserve Improvements	54,000	56,000	58,000	60,000
Alstonville Creek Restoration - Grant Funded	516,000	430,000	86,000	
Sharpes Beach Master Plan	1,300,000			
Park Shelter and Playground Upgrade Mgmt Plan Actions	65,000	48,000		
Water Fountains – Priority Program	40,000			
Safety Fencing – Priority Program	60,000			
Campbell Park, Wollongbar	155,000			
Meldrum Park, Ballina	170,000			
Montwood Park / Caloola Park, Lennox Head	180,000			
Lilli Pilli Park, Lennox Head		164,000		
Missingham Park, Ballina	420,000		997,000	1,123,000
Ross Park, Lennox Head	60,000			
Outdoor Fitness Equipment – Priority Program	58,000			
Elizabeth Ann Brown Park, Alstonville	300,000			
Westland Park, Ballina	165,000			
Basketball Court, Lennox Head – Grant fund	116,000			
Prospect Park, Ballina	150,000			
Faulks Reserve, Ballina		280,000		
Lions Park, Lennox Head		90,000		
Ferngrove Park, Ballina		110,000		
Apex Park, Alstonville		130,000		

Description	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
Open Space - Sports Fields	2,440,000	327,000	434,000	542,000
Fripp Oval - Contamination Remediation	1,000,000			
Kingsford Smith, Ballina - Pump Track	1,200,000			
Kingsford Smith Ballina – Improvements		327,000		
Saunders Oval, Ballina - Cricket Pitch	30,000			
Sports Fields Buildings - Detailed Designs for Future Works	65,000			
Sports Fields Fencing – Priority Programs	40,000			
Top Dressing – Priority Program	85,000			
Walsh Park, Wardell – Embellishment	20,000			
Geoff Watt, Alstonville – Upgrade			204,000	
Gap Road, Alstonville – Upgrade			230,000	
Saunders Oval – Clubhouse and Improvements				542,000
Health and Environment	86,000	0	0	0
Lake Ainsworth - Aerator and Shed	80,000			
Gap Road, Alstonville - Off Leash Exercise Area	6,000			
Stormwater	1,980,000	1,035,000	1,165,000	1,371,000
Urban Lanes	75,000	75,000	75,000	75,000
Stormwater - Asset Data Collection	25,000	25,000	25,000	25,000
Stormwater - Tide Gates to Urban Streets	185,000	55,000	55,000	155,000
Kawana Street, Alstonville	90,000			
Mellis Circuit, Alstonville	240,000			
West Ballina – Various	300,000			
Rossmore Park, Alstonville	50,000			
Coral Street, Alstonville	40,000			
Kerr Street, Ballina (Tamar Street to Richmond River)	210,000			
Lems Lane, Lennox Head	77,000			
Greenfield Drive and Tallow Wood Place, Lennox Head	190,000			
Park Lane and Ballina Street, Lennox Head	130,000			
Martin Street, Ballina	108,000		150,000	
Grant Street, Ballina	185,000		153,000	
Oakland Avenue, West Ballina		255,000		
Norton Street, Ballina		205,000	65,000	
Daydream Avenue, West Ballina		150,000		
Wardell – Various		270,000		200,000
Ballina Lanes			140,000	270,000
Lennox Head Lanes			152,000	255,000
Relining Package – Priority Program			300,000	
Rutherford Street, Lennox Head – Feasibility Study	50,000			
Prospect Street, Ballina			50,000	
Daintree Basin, Lennox Head – Designs / Improvements	25,000			
Overland Flood Studies – Priority Program				391,000

Description	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
Roads and Bridges	64,684,000	40,113,000	10,235,000	10,620,000
a) Road Reconstruction Program				
Urban Roads				
Winton Lane, Ballina Segment 20	290,000			
Temple Street, Ballina Segment 10 and 20	678,000			
Preliminary Designs (2026-27 program)	150,000			
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		467,000		
Skennars Head Road Segment 70		272,000		
Cawarra Street, Ballina Segment 20		220,000		
Owen Street, Ballina Segments 20 and 100		270,000		
Cherry Street, Ballina Segment 180		300,000		
Cherry Street, Ballina Segment 30		615,000		
North Creek Road Segment 80		361,000	611,000	
South Street, Alstonville Segment 30		236,000		
Barlow's Road, Ballina Segment 20		320,000		
Byron Street, Lennox Head Segment 40-50			340,000	
Main Street, Alstonville Segment 5		267,000		
Latta Avenue, Ballina Segment 10			163,000	
Temple Street, Ballina Segment 30			655,000	
Treelands Crescent, Ballina Segment 10			411,000	295,000
Wejuba Gardens, Ballina Place 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	
Tweed Street, Ballina Segment 30				390,000
Valley Drive, Alstonville Segment 20				555,000
Camburt Street, Ballina Segment 10				283,000
Stewart Street, Lennox Head Segment 10-20				256,000
North Creek Road Segment 190-200				318,000
Cherry / Moon / Grant Streets, Ballina - Pavers / Kerb			1,200,000	2,001,000
Rural Roads				
Pimlico Road Segment 100				538,000
The Coast Road Segment 200	362,000			
Marom Creek Road Segment 60	227,000			
Houghlahans Creek Road part Segment 150			307,000	
Bagotville Road Segment 30		402,000		
Dalwood Road Segment 80	432,000			
Fernleigh Road part Segment 90		606,000		

Description	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
Rural Roads (continued)				
Houghlahans Road Segment 140		402,000		463,000
Fernleigh Road Segment 50		630,000		
The Coast Road Segment 203		20,000	300,000	
Kirklands Road Segment 20	725,000			
Teven Road Segment 50-52-54	286,000			
Riverbank Road Segment 50		275,000		
Hermans Lane Segment 10			885,000	53,000
Fernleigh Road Segment 80			260,000	300,000
Pearces Creek Road Segment 50			312,000	
Marom Creek Road Segment 120			139,000	
Marom Creek Road Segment 130			90,000	
Pimlico Road Segment 120			575,000	
Pearces Creek Hall Road Segment 10				263,000
Sneaths Road Segment 90				280,000
Uralba Road Segment 10-20				160,000
Dust Seal Program				
Cooks Lane Dust Seal	88,000	60,000		
Bartletts Lane Dust Seal	154,000	60,000		
Old Bagotville Road			144,000	166,000
Carneys Lane Dust Seal	95,000			
Owens Lane Road Dust Seal	95,000			
Sub Total	4,743,000	6,433,000	6,946,000	7,281,000
b) Resealing Program and Heavy Patching				
Urban Roads - Bitumen Reseals	568,000	588,000	609,000	630,000
Urban Roads - Heavy Patching	689,000	713,000	738,000	764,000
Rural Roads - Bitumen Reseals	556,000	575,000	595,000	616,000
Rural Roads - Heavy Patching	430,000	445,000	461,000	477,000
c) Bypass Reserves				
Bypass Funds - Alstonville	100,000	100,000	50,000	50,000
Bypass Funds - Ballina	180,000	180,000	180,000	180,000
Bypass Funds - Tintenbar to Ewingsdale	100,000	100,000	100,000	100,000
d) Bridges	100,000	103,000	106,000	109,000
e) Section 7.11 Roads Plan				
Hutley Drive - Middle Connection – Approvals	350,000	100,000	50,000	
River Street Four Lanes - Fishery Creek Bridge	18,750,000	5,350,000		
Tamarind Drive - North Creek Road/ Kerr Street Four Lanes	8,680,000	5,000,000		
Tamarind Drive Four Lanes - Canal Bridge	13,855,000	350,000		
North Creek Road and Bridge – Approvals	200,000	200,000	200,000	213,000
North Ck Rd/Tamarind Dve/Southern Cross Dve - Four Lanes	2,200,000			
Reseals and Heavy Patching – Contributions Plan	200,000	200,000	200,000	200,000

Description	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
f) Loan, Grant Funds and Miscellaneous				
Betterment - Ross Lane Flood Resilience	2,900,000	700,000		
EPAR 2022 Floods Landslip Teven Road	80,000	7,300,000		
EPAR 2022 Floods Landslip Towalbyn Place	200,000			
EPAR 2022 Floods Landslip Hinterland Way, Tintenbar	246,000			
EPAR 2022 Floods Landslip Uralba Cutting Road	684,000	1,500,000		
EPAR 2022 Floods Landslip Forest Road, Uralba	145,000			
EPAR 2022 Floods Landslip The Coast Road, Lennox Head	2,000,000	953,000		
EPAR 2022 Floods Landslip Sneaths Road	812,000			
EPAR 2022 Floods Landslip Marom Creek Road	232,000	500,000		
EPAR 2022 Floods Landslip Tamarind Drive	1,000,000	598,000		
EPAR 2022 Floods Bagot Street	287,000			
EPAR 2022 Floods North Creek Road	120,000			
EPAR 2022 Floods Owen Street		185,000		
EPAR 2022 Floods Tamar Street	30,000			
Council Landslip Old Byron Bay Road	400,000			
Cumbalum Road Rock Wall Revetment Works	200,000			
Reedy Creek Road Segment 10 Foam Bitumen Stabilisation	300,000			
Safety Improvements -Rifle Range Road - Grant Funded	562,000			
River Street - Recovery and Resilience Funding	2,165,000	6,200,000		
Ballina CBD Revitalisation – River / Martin Street – Part Grant	470,000	840,000		
Wardell CBD Revitalisation – To the Rive Stage – Part Grant	150,000	900,000		
Car Parks	1,534,000	107,000	110,000	114,000
Pop Denison - Car Park	530,000			
Pat Morton - Car Park	900,000			
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 Preschool - Lighting	12,000			
Wollongbar Preschool - Lighting	7,000			
Marine Rescue Tower - Lighting	7,000			
Ballina Skate Park - Lighting	20,000			
Lake Ainsworth - Ross St - Lighting	24,000			
Shelly Beach Road (south of SLSC) - Lighting	25,000			
Shelly Beach Road (north of SLSC) - Lighting		27,000		
Pop Denison Park - Lighting		27,000		
Pacific Parade at Ross Street - Lighting		25,000		
Rutherford Street - Line Marking		4,000		
Alston Avenue (Pool) - Line Marking		4,000		
Alstonville Cultural Centre - Line Marking		3,000		
Pop Denison Park - Line Marking		5,000		
Beach Road (Suvla St) Car Park - Line Marking		4,000		
Shelly Beach Road (Suvla St) - Line Marking		4,000		
Shelly Beach Road Car Park - Line Marking		4,000		
Wardell Sports Ground - Lighting			26,000	

Description	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$
Car Parks (continued)				
Quays Reserve - Lighting			25,000	
Emigrant Creek Boat Ramp - Lighting			15,000	
Ferngrove Estate - Lighting			22,000	
Faulks Reserve - Lighting			22,000	
Ross Street at Pacific Terrace - Line Marking				5,000
Megan Crescent - Line Marking				5,000
Mackney Lane at LHCC - Line Marking				5,000
Faulks Reserve - Line Marking				5,000
Quays Reserve - Line Marking				5,000
Eyles Drive at Antrim Street - Line Marking				5,000
Wardell Boat Ramp - Lighting				10,000
Megan Crescent - Lighting				10,000
Tamar Street (10 Moon Street) - Lighting				64,000
Footpaths and Shared Paths	4,132,000	578,000	647,000	766,000
Westland Drive, Ballina	95,000			
Horizon Drive, Ballina		50,000		
Mellis Circuit, Alstonville		163,000		
Moon Street, Ballina		15,000		
Shelly Beach Road, Ballina		5,000		
Castle Drive, Lennox Head		20,000		
Bonview Street, Ballina		135,000		
Tanamera Drive, Alstonville			200,000	90,000
Main Street, Alstonville (Bike Plan)		90,000		
Eyes Drive, Ballina			5,000	
Deegan Drive and Parklands Drive, Alstonville			90,000	
Northumberland Drive, Ballina				200,000
South Street, Alstonville (Bike Plan)			112,000	
Canal Road, Ballina				160,000
Teven Road, Alstonville	135,000			
Whipps Ave, Alstonville			90,000	
Jarrett Street, Ballina				108,000
Coral Street, Alstonville			20,000	
Brunswick Street, Ballina			50,000	
Greenfield Road, Lennox Head			21,000	
Queens Park Court, Wollongbar				111,000
Ballina RSL Boardwalk, Ballina		100,000	59,000	
Existing Path Network – Renewals	330,000			97,000
Byron Street, Lennox Head to Cooper Close - Grant Funded	3,547,000			
Ancillary Works - North Creek Road Roundabout	25,000			
Other Ancillary Infrastructure – Surveying Equipment	43,000	0	0	0
Water Transport and Wharves – Ferry Shed	0	160,000	0	0

Description	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$
Emergency Services – Ballina SES Building	2,700,000	4,000,000	0	0
Resource Recovery	1,250,000	1,750,000	3,000,000	0
Bulk Loadout Area		1,250,000	1,000,000	
Remediation Provision		500,000	2,000,000	
Front of House	1,250,000			
Water Infrastructure	3,486,000	6,276,000	5,752,000	6,903,000
Water Reservoirs				
Reservoir - Ross Lane			1,500,000	2,200,000
Reservoir - Pine Avenue	60,000			
Reservoirs – Lennox Head	14,000			
Reservoirs - Exterior Painting			50,000	
Reservoirs - Circular 18 Rectification and Sealing	50,000	250,000		
Main Renewals				
Recurrent Renewals		1,000,000	620,000	640,000
Norton Street, Ballina	500,000	500,000		
Rayner Lane / Rutherford Street, Lennox Head		585,000		
Stonehenge Place, Lennox Head	400,000			
Sunrise Crescent, Lennox Head	370,000			
Kings Court, Lennox Head	530,000			
Coast Road (Pinnacle Row), Lennox Head	110,000			
Winton Lane, Ballina	300,000			
Fox Street (Meldrum Park/Martin St), Ballina	300,000			
Williams Street, Lennox Head	10,000	200,000		
Daintree Drive, Lennox Head		50,000		
Trunk Mains				
North Ballina Reticulation Mains			720,000	
Pine Avenue Distribution Mains				2,600,000
Ballina Island Distribution Mains		600,000	600,000	
Lennox Head Mains		640,000	640,000	
CURA B Distribution Main			330,000	
Bentinck Street (Owen / Kingsford Smith), Ballina		110,000		
Temple Street (Tamar / Tamarind), Ballina		720,000		
Angels Beach Drive to Missingham, Ballina				800,000
Basalt Court Gravity Main Augmentation, Lennox Head	50,000	1,000,000		
Miscellaneous				
Telemetry	20,000	21,000	22,000	23,000
Reticulation Valve Replacement	50,000	50,000	50,000	50,000
Water Loss Reduction	50,000			
Depot - Administration Building	112,000			
Plant and Equipment				
Vehicle and Plant Replacement	100,000	100,000	100,000	100,000

Description	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
Water Pump and Bore Stations				
Russellton Industrial Estate Booster			450,000	
Ballina Heights Booster Pump Upgrade			200,000	
Service Connections				
Water Meter - New	240,000	240,000	250,000	260,000
Water Meter - Replacement	210,000	210,000	220,000	230,000
Water Meter - Radio Device Installations	10,000			
Wastewater Infrastructure				
	10,783,000	16,690,000	13,240,000	11,330,000
Ballina Treatment Plant Upgrade				
Ballina - Reverse Osmosis Plant			1,400,000	3,600,000
Ballina – Solar	630,000	630,000		
Ballina - Roof Replacement	250,000			
Ballina - Sludge Digester Aeration Upgrade	800,000			
Ballina - Foul Water Pump	50,000			
Wardell Treatment Plant Upgrade				
Wardell - UV Replacement	300,000	100,000		
Wardell - Section 60 Works		100,000		
Wardell - Low Lift Pump	100,000			
Wardell - Grit Lift Blower	50,000			
Alstonville Treatment Plant Upgrade				
Alstonville - Inlet Works	300,000			
Alstonville - Biosolids	100,000	1,780,000	1,540,000	
Alstonville - Staff Facilities	200,000	1,100,000		
Alstonville - Dosing Upgrade	200,000	600,000		
Lennox Head Treatment Plant Upgrade				
Lennox - Membrane Replacement				450,000
Lennox - Aeration Optimisation	200,000			
Lennox - Catch Pond Floor lining	50,000	450,000		
Lennox - Solar		600,000		
Lennox - Belt Press	590,000			
Lennox - Low Lift Pumps	200,000			
Lennox - Balance Pond Pumps		150,000		
Lennox – UV Rectification	50,000			
Lennox - Hydrochloric Acid Upgrade	30,000			
Lennox - Weir board optimisation	50,000			
Lennox - Alum Plus Caustic Dosing	50,000			
Lennox - Pall Upgrade	50,000			
Lennox - Sludge Pontoon	100,000			

Description	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
Treatment Facilities - Minor Works				
Treatment Plant Ballina	20,000	20,000	20,000	20,000
Treatment Plant Lennox	20,000	20,000	20,000	20,000
Treatment Plant Alstonville	10,000	10,000	10,000	10,000
Treatment Plant Wardell	10,000	10,000	10,000	10,000
Mains - Renewals				
Main Renewals	100,000	100,000	100,000	100,000
Rising Main - Seamist Place	500,000	1,500,000		
Relining Works	750,000	770,000	800,000	830,000
Rising Main - Serpentine	20,000	550,000		
Trunk Mains				
Rising Main - Swift Street, Ballina	20,000	80,000		
SP4006 - Gravity Sewer, Alstonville			100,000	
GM2104 - Gravity Main, Ballina			440,000	
RM-PS6 - Rising Main, CURA B			1,000,000	3,000,000
Rising Main - Skinners Street / Crowley	50,000	840,000		
Rising Main - SP2014 Webster Lane		90,000		
Gravity Main - SP2311 Bayview Drive		30,000		
Gravity Main - SP2402 Liffey Avenue	40,000	300,000		
Gravity Main - SP2402 Lindsay Avenue	20,000	300,000		
Gravity Main - SP3001 Byron Street			50,000	
Pumping Stations				
Wet Well Relining	200,000	200,000	200,000	200,000
Storage - Richmond Street		180,000		
Storage - Lindsay Avenue	80,000	1,000,000	120,000	
Pumping Stations - Renewals	200,000	320,000	530,000	540,000
Pumping Stations - Switchboard Renewals	500,000	500,000	1,500,000	1,800,000
Pumping Station - SPS 2101 Rebuild	150,000	100,000		
Pumping Station - Odour Control	100,000			
Pumping Station - 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
Distribution Main - Lennox Head	350,000			
Distribution Main - Fig Tree Hill			480,000	
Distribution Main - CURA B		1,000,000	1,400,000	
Main Extension - Palm Lake	300,000			

Description	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
<i>Reuse Program (continued)</i>				
Connection – Convair and Airport	250,000			
Main - Ferngrove to Ballina	240,000			
Links Ave to Prospect Bridge	590,000			
Links Ave to Chickiba RW Main	400,000			
RWP61 Lennox Head		50,000		
RWP63 Lennox Head		70,000		
RWP67 Lennox Head		200,000		
RWP69 Lennox Head		40,000		
RWP79 Lennox Head		200,000	120,000	
RWP81 Lennox Head			50,000	
Recycled - Canal Bridge to Ferngrove	650,000			
Recycled - Canal Rd (Saunders)		950,000		
<i>Plant and Equipment and Miscellaneous</i>				
Plant Replacement Program	200,000	200,000	200,000	200,000
SCADA and Telemetry Improvements	500,000	500,000	500,000	500,000
Depot - Administration Building	113,000			

Part B

Operational Plan

Whereas the Delivery Program 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 2025/26.

In respect to the key activities and the measures that we will be using to assess our performance, the 2025/26 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 includes the major capital expenditure projects planned for 2025/26.

The balance of the Operational Plan, as follows, includes the mandatory elements 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 2025/26.

Long Term Financial Plan

Even though the Operational Plan focuses on one year, it is important to understand how Council's finances are trending. 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 for each service, this section provides an operating result for the major Council program areas.

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 loss-making programs.

Statement of Revenue Policy

This statement provides a summary of the various rates and charges that Council will levy during 2025/26.

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 2025/26, along with details of the proposed loan borrowings.

Related Policies and Information

This final section of the Operational Plan provides details on several 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 and further information on the proposed Special Rate Variation.

income statement 2025/26

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	41,126	5,507	21,117	67,750
User Charges and Fees	35,553	10,768	1,849	48,170
Interest and Investment Revenues	3,003	901	518	4,422
Other Revenues	6,095	430	1,155	7,680
Operating Grants and Contributions	11,685	156	261	12,102
Capital Grants and Contributions	71,119	1,500	4,000	76,619
Fair Value Increment on Investment Properties	960	0	0	960
Gain on Disposal	2,330	0	0	2,330
Total Income from Continuing Operations	171,871	19,262	28,900	220,033
Expenses from Continuing Operations				
Employee Benefits and On-Costs	29,939	2,865	4,630	37,434
Materials and Contracts	44,634	11,602	7,752	63,988
Borrowing Costs	1,777	0	1,698	3,475
Depreciation and Amortisation	23,920	1,800	4,700	30,420
Other Expenses	3,015	227	713	3,955
Loss on Disposal	2,000	450	600	3,050
Total Expense from Continuing Operations	105,285	16,944	20,093	142,322
Operating Result from Continuing Operations	66,586	2,318	8,807	77,711
Net Operating Result before Capital Grants and Contributions Provided for Capital Purposes	(4,533)	818	4,807	1,092

Council is forecasting operating surpluses for the Water and Wastewater Funds and an operating 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), which is based on a ten-year time frame, has a preferred target of achieving an operating surplus on a consolidated basis and for the General Fund on a regular basis. This means that Council needs to look at expense savings or extra revenue, or both, to ensure sustainability for the General Fund.

The LTFP presented (Scenario One) achieves an operating surplus for the General Fund in 2029/30.

This scenario assumes that Council will obtain IPART approval for a permanent increase to our rate income of 6.0% per annum for 2026/27 to 2029/30. This is referred to as a special rate variation (SRV). Further information on our proposed SRV is outlined in Part 4, Part 11 and Appendix B of this document. A summary of our LTFP, as per Scenario One, is as per the following table.

Our Ten-Year Plan to Financial Sustainability – Consolidated Result (Scenario One – 3.25% rate peg plus proposed 2.75% SRV from 2026/27 to 2029/30)

Item	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)	2034/35 ('000)
Operating Revenues										
Rates / Annual Charges	67,750	71,215	74,929	78,846	82,849	86,169	89,618	92,990	96,491	100,116
User Charges and Fees	48,170	51,678	54,694	56,788	59,190	61,404	63,805	65,814	67,982	70,106
Investment Revenues	4,422	4,330	3,952	3,919	3,851	4,154	4,463	4,936	5,508	6,256
Operating Grants	12,102	12,239	12,635	12,955	13,335	12,725	13,098	13,484	13,880	14,289
Other Revenues	7,680	7,879	8,085	8,249	8,413	8,631	8,853	9,083	9,320	9,563
Fair Value Increment	2,330	1,400	1,120	700	730	760	790	820	850	880
Gain on Disposal	960	960	960	960	960	960	960	960	960	960
Sub Total	143,414	149,701	156,375	162,417	169,328	174,803	181,587	188,087	194,991	202,170
Operating Expenses										
Employee Costs	37,434	39,093	40,800	42,557	44,367	46,232	48,154	50,135	52,177	54,283
Materials and Contracts	63,988	66,319	69,086	71,421	73,834	74,804	77,497	79,404	80,709	82,650
Borrowing Costs	3,475	2,886	2,968	2,804	2,478	2,153	1,832	1,477	1,193	1,067
Depreciation	30,420	31,317	31,523	32,528	33,562	34,629	35,728	36,863	38,034	39,242
Other Expenses	3,955	3,828	3,914	3,876	4,041	4,158	4,254	4,353	4,479	4,611
Loss on Disposal	3,050	3,113	3,179	3,247	3,317	3,389	3,464	3,541	3,620	3,701
Sub Total	142,322	146,556	151,470	156,433	161,599	165,365	170,929	175,773	180,212	185,554
Surplus/(Deficit)	1,092	3,145	4,905	5,984	7,729	9,438	10,658	12,314	14,779	16,616

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

Our Ten-Year Plan to Financial Sustainability – General Fund Result
(Scenario One - 3.25% rate peg plus proposed 2.75% SRV from 2026/27 to 2029/30)

Item	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)	2034/35 ('000)
Operating Revenues										
Rates / Annual Charges	41,126	43,819	46,733	49,821	52,967	55,101	57,321	59,628	62,028	64,525
User Charges and Fees	35,553	38,366	40,646	41,962	43,544	44,866	46,321	47,722	49,258	50,737
Investment Revenues	3,003	2,966	2,897	3,115	3,193	3,324	3,369	3,539	3,731	3,953
Operating Grants	11,685	11,806	12,186	12,489	12,853	12,358	12,720	13,094	13,478	13,874
Other Revenues	6,095	6,244	6,398	6,509	6,619	6,781	6,946	7,117	7,293	7,473
Fair Value Increment	2,330	1,400	1,120	700	730	760	790	820	850	880
Gain on Disposal	960	960	960	960	960	960	960	960	960	960
Sub Total	100,752	105,561	110,940	115,556	120,866	124,150	128,427	132,880	137,598	142,402
Operating Expenses										
Employee Costs	29,939	31,373	32,848	34,367	35,931	37,543	39,204	40,916	42,681	44,502
Materials and Contracts	44,634	45,943	47,730	49,065	50,311	50,041	51,511	52,888	53,560	54,856
Borrowing Costs	1,777	1,398	1,706	1,755	1,646	1,537	1,430	1,314	1,193	1,067
Depreciation	23,920	24,612	24,607	25,394	26,203	27,038	27,898	28,787	29,704	30,649
Other Expenses	3,015	3,102	3,193	3,288	3,386	3,486	3,590	3,696	3,805	3,918
Loss on Disposal	2,000	2,063	2,129	2,197	2,267	2,339	2,414	2,491	2,570	2,651
Sub Total	105,285	108,491	112,213	116,066	119,744	121,984	126,047	130,092	133,513	137,643
Surplus/(Deficit)	(4,533)	(2,930)	(1,273)	(510)	1,122	2,166	2,380	2,788	4,085	4,759

This table demonstrates that Council's General Fund is forecast to generate operating surpluses from 2029/30, which is year four of the SRV, assuming IPART approves Council's application.

Council is pursuing the proposed SRV, as without this extra increase in income, the General Fund will not generate operating surpluses, on a sustainable basis, and it is highly unlikely that any surplus will be generated during the life of this LTFP.

The impact of Council not obtaining approval for the SRV is outlined in the following two tables, which are referred to as Scenario Two.

Consolidated Result
(Scenario Two – estimated 3.25% rate peg from 2026/27 onwards with no SRV)

Item	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)	2034/35 ('000)
Operating Revenues										
Rates / Annual Charges	67,750	70,340	73,084	75,929	78,751	81,907	85,185	88,380	91,696	95,128
User Charges and Fees	48,170	51,678	54,694	56,788	59,190	61,404	63,805	65,814	67,982	70,106
Investment Revenues	4,422	4,330	3,952	3,919	3,851	4,154	4,463	4,936	5,508	6,256
Operating Grants	12,102	12,239	12,635	12,955	13,335	12,725	13,098	13,484	13,880	14,289
Other Revenues	7,680	7,879	8,085	8,249	8,413	8,631	8,853	9,083	9,320	9,563
Fair Value Increment	2,330	1,400	1,120	700	730	760	790	820	850	880
Gain on Disposal	960	960	960	960	960	960	960	960	960	960
Sub Total	143,414	148,826	154,530	159,500	165,230	170,541	177,154	183,477	190,196	197,182
Operating Expenses										
Employee Costs	37,434	39,093	40,800	42,557	44,367	46,232	48,154	50,135	52,177	54,283
Materials and Contracts	63,988	65,924	68,351	70,404	72,606	73,543	76,200	78,070	79,339	81,240
Borrowing Costs	3,475	2,886	2,968	2,804	2,478	2,153	1,832	1,477	1,193	1,067
Depreciation	30,420	31,317	31,523	32,528	33,562	34,629	35,728	36,863	38,034	39,242
Other Expenses	3,955	3,828	3,914	3,876	4,041	4,158	4,254	4,353	4,479	4,611
Loss on Disposal	3,050	3,113	3,179	3,247	3,317	3,389	3,464	3,541	3,620	3,701
Sub Total	142,322	146,161	150,735	155,416	160,371	164,104	169,632	174,439	178,842	184,144
Surplus/(Deficit)	1,092	2,665	3,795	4,084	4,859	6,437	7,522	9,038	11,354	13,038

Council does generate an operating surplus on a consolidated basis for the ten-year timeframe however the reason for this is due to operating surpluses for our Water and Wastewater Operations.

As demonstrated in the earlier draft Income Statement for 2025/26, the Wastewater Fund is forecast to generate an operating surplus of \$4.9m, which offsets the forecast losses for the General Fund.

The major impact of not obtaining approval for the proposed SRV is outlined in the following table for the General Fund.

General Fund Result
(Scenario Two - estimated 3.25% rate peg from 2026/27 onwards with no SRV)

Item	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)	2034/35 ('000)
Operating Revenues										
Rates / Annual Charges	41,126	42,944	44,888	46,904	48,869	50,839	52,888	55,018	57,233	59,537
User Charges and Fees	35,553	38,366	40,646	41,962	43,544	44,866	46,321	47,722	49,258	50,737
Investment Revenues	3,003	2,966	2,897	3,115	3,193	3,324	3,369	3,539	3,731	3,953
Operating Grants	11,685	11,806	12,186	12,489	12,853	12,358	12,720	13,094	13,478	13,874
Other Revenues	6,095	6,244	6,398	6,509	6,619	6,781	6,946	7,117	7,293	7,473
Fair Value Increment	2,330	1,400	1,120	700	730	760	790	820	850	880
Gain on Disposal	960	960	960	960	960	960	960	960	960	960
Sub Total	100,752	104,686	109,095	112,639	116,768	119,888	123,994	128,270	132,803	137,414
Operating Expenses										
Employee Costs	29,939	31,373	32,848	34,367	35,931	37,543	39,204	40,916	42,681	44,502
Materials and Contracts	44,634	45,548	46,995	48,048	49,083	48,780	50,214	51,554	52,190	53,446
Borrowing Costs	1,777	1,398	1,706	1,755	1,646	1,537	1,430	1,314	1,193	1,067
Depreciation	23,920	24,612	24,607	25,394	26,203	27,038	27,898	28,787	29,704	30,649
Other Expenses	3,015	3,102	3,193	3,288	3,386	3,486	3,590	3,696	3,805	3,918
Loss on Disposal	2,000	2,063	2,129	2,197	2,267	2,339	2,414	2,491	2,570	2,651
Sub Total	105,285	108,096	111,478	115,049	118,516	120,723	124,750	128,758	132,143	136,233
Surplus/(Deficit)	(4,533)	(3,410)	(2,383)	(2,410)	(1,748)	(835)	(756)	(488)	660	1,181

This table indicates that the Council's General Fund does not achieve an operating surplus for most of the ten-year financial plan, without the proposed SRV. It is highly unlikely that the forecast operating surpluses in 2033/34 and 2034/35 will eventuate, as experience has shown that long term forecasts will vary, negatively, often due to unforeseen increases in operating expenses.

Overall, this means that the General Fund is not operating on a financially sustainable basis and Council will not be generating adequate funds to finance the renewal of our existing assets.

It is essential that Council obtain IPART approval for the proposed SRV, as per Scenario One, to ensure that Council's General Fund is financially sustainable.

Otherwise, in the medium to long term, Council will not be investing adequate funds into asset renewal, which will lead to the eventual deterioration of our infrastructure assets and increased maintenance costs.

09

***operating
results***

operating results 2025/26

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 2025/26 based on the major Council programs.

Item	Operating Revenues (\$'000)	Operating Expenses (\$'000)	Operating Result (\$'000)
<i>Planning and Environmental Health</i>			
Strategic Planning	909	897	12
Development Services	2,363	3,024	(661)
Health and Environment	882	2,971	(2,089)
Public Order	492	906	(414)
Northern Rivers Community Gallery	110	525	(415)
Open Spaces	1,376	10,425	(9,049)
Sub Total	6,132	18,748	(12,616)
<i>Civil Services</i>			
Infrastructure Planning	248	2,278	(2,030)
Stormwater and Environmental Protection	440	3,386	(2,946)
Roads and Bridges	1,579	15,357	(13,778)
Ancillary Transport Services	698	3,348	(2,650)
Transport for NSW	1,117	821	296
Emergency Services	125	860	(735)
Waste – Resource Recovery	14,006	15,769	(1,763)
Waste – Domestic Waste Management	8,937	9,587	(650)
Sub Total	27,150	51,406	(24,256)
<i>Corporate and Community</i>			
Governance	0	1,426	(1,426)
Communications and Customer Service	9	732	(723)
Financial Services	39,797	787	39,010
Information Services	221	3,610	(3,389)
People and Culture	1,040	1,729	(689)
Commercial Property	6,109	2,519	3,590
Ballina Byron Gateway Airport	11,022	8,677	2,345
Community Facilities	944	1,320	(376)
Library Services	138	2,369	(2,231)
Swimming Pools	1,296	2,610	(1,314)
Destination and Economy	247	779	(532)
Facilities Management	39	3,222	(3,183)
Fleet and Plant	6,608	5,351	1,257
Sub Total	67,470	35,131	32,339
General Fund - Operating Result	100,752	105,285	(4,533)
<i>Add Minor Funds</i>			
Water Operations	17,762	16,944	818
Wastewater Operations	24,900	20,093	4,807
Total Operating Result – Consolidated Operations	143,414	142,322	1,092

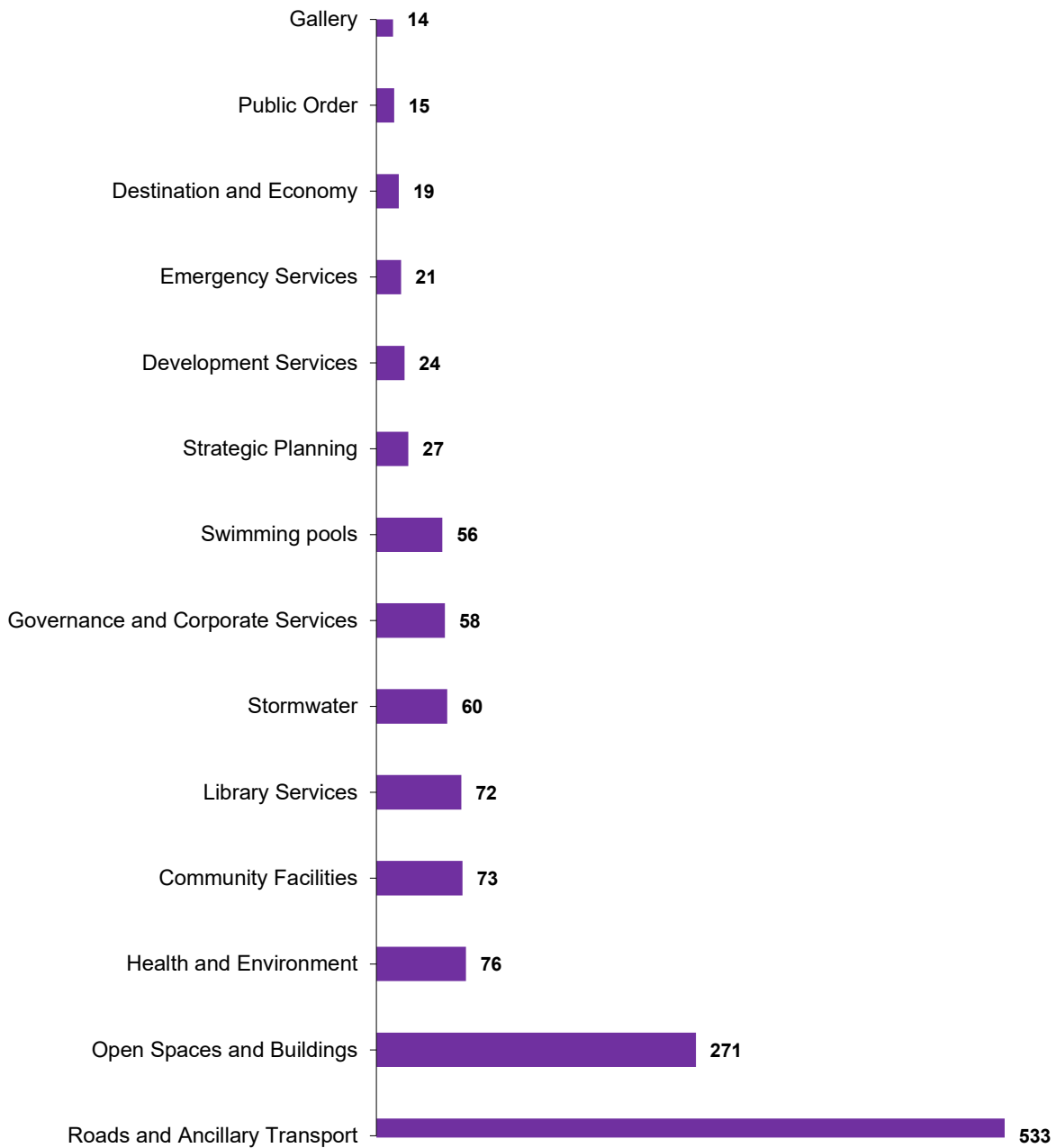


10

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

distribution of general-purpose rate income

Council provides several 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 2025/26 of \$1,319 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 2025/26 IPART approved a rate peg of 3.8% for Ballina Shire Council.

The following table provides the estimated total rate income for 2025/26.

Estimated income from Ordinary Rates for 2025/26

Rate Category	Base Charge and Cents in the Dollar			
	Rate (Cents in \$)	Base Amount (\$)	Category Yield (\$)	Proportional Contribution to Total Yield (%)
Residential	0.09667	655	23,640,699	74.96
Business	0.56439	655	5,882,071	18.65
Farmland	0.08502	655	2,015,813	6.39
Mining	0.56439	655	0	0.0
Totals		n/a	31,538,583	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 2025/26 the percentage is 18.65% as in recent years Council has been aiming to reduce the cents in the dollar differential between business and residential properties, as the current differential, which is almost six times ($0.56439/0.09667=5.8$) 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.

Future Rate Increases and the proposed Special Rate Variation (SRV)

Council has resolved to commence a consultation process to seek an additional 11% rate increase on top of the estimated rate peg increase, over a four-year period from 2026/27 to 2029/30.

Council's long term financial plan is based on an assumed standard IPART rate peg limit of 3.25% for 2026/27 onwards, which means the application to IPART for a permanent increase to our income will need to be as follows, to comply with that plan:

- 2026/27 to 2029/30 – 3.25% estimated rate peg limit, plus a 2.75% additional increase above the estimated rate peg. This represents a total increase of 6% per annum.

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

Assumed Special Variation Application to IPART

Financial Year	Rate Peg Limit Percentage (%)	Additional Percentage Requested (%)	Total Annual IPART application (%)	Cumulative Percentage Impact of SRV (%)	Cumulative Impact on \$100 of SRV (\$)
2025/26	3.80 (actual)	N/A	N/A	0.00	100.00
2026/27	3.25 (estimate)	2.75	6.00	6.00	106.00
2027/28	3.25 (estimate)	2.75	6.00	12.36	112.36
2028/29	3.25 (estimate)	2.75	6.00	19.10	119.10
2029/30	3.25 (estimate)	2.75	6.00	26.25	126.25

The purpose of the proposed SRV is to increase our general rate income above the standard rate peg limit, which will then allow us to increase the level of funding we provide for both capital and operating expenditure.

The allocation of extra revenue to capital expenditure improves the operating result. This allows for additional expenditure for key infrastructure renewal areas such as roads and footpaths, stormwater, open spaces and sporting fields, and community facilities.

The allocation of revenue to operating expenses does not improve the operating result, as that additional revenue is matched against additional operating expenses. The areas proposed for additional expenditure include maintenance of roads and community facilities and open spaces operations. It is also proposed for additional expenditure on waterways, biodiversity and crime prevention.

Refer to Appendix B for a preliminary works program for the additional revenues generated along with a summary of the objectives behind this program of funding.

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 \$473 (2024/25: \$448) 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 \$473 (2024/25: \$448), 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 \$1,892 (\$473 multiplied by four services).

DOMESTIC WASTE EXEMPT COLLECTION SERVICE

A Domestic Waste Exempt Collection Service \$50 (2024/25: \$48), 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 \$340 (2024/25: \$391). The service includes a fortnightly 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 \$50 (2024/25: \$48) per annum.

ADDITIONAL DOMESTIC (RESIDENTIAL) SERVICES

Additional services are available for the following extra annual charges:

- Additional Mixed Waste - Urban (Fortnightly) - \$140 (2024/25: \$133) per annum
- Additional Mixed Waste - Rural (Fortnightly*) – \$140 (2024/25: \$267) per annum
- Additional Domestic Recycling – Urban and Rural (Fortnightly) – \$114 (2024/25: \$108) per annum
- Additional Organics Waste Collection - Urban (Weekly) – \$199 (2024/25: \$189) per annum

*Note: Change in collection from weekly in 2024/25 to fortnightly in 2025/26.

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

Council offers a weekly mixed waste collection service at an annual charge of \$465 (2024/25: \$437) 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 \$229 (2024/25: \$216) and a weekly organics waste collection service at an annual cost of \$299 (2024/25: \$282).

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

Summary of Waste Charges and Net Estimated Yield for 2025/26

Type of Charge	Frequency	Number	Annual Charge (\$)	Estimated Yield (\$)
Domestic Waste Collection Charge – Urban	Weekly	16,945	473	8,015,000
Domestic Waste Collection Charge – Rural	Fortnightly	2,821	340	960,000
Domestic Waste Charge – Vacant Land	N/A	607	50	30,000
Domestic Waste Collection Charge - Other	Various	Various	Various	3,000
Waste Management - Non-Domestic Properties	Various	Various	Various	763,000
Total				9,771,000

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).

- 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.
- For multiple occupancy dwellings (flats) - Each unit / tenement will be charged the 20mm water access charge.
- 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 2025/26

Service	Residential Number	Annual Charge (\$)	Estimated Yield
Water Access Charge – 20mm Service	17,710	265	4,728,000
Water Access Charge – 25mm Service	55	413	23,000
Water Access Charge – 32mm Service	17	679	12,000
Water Access Charge – 40mm Service	2	1,063	2,000
Water Access Charge – 50mm Service	0	1,660	0
Water Access Charge – 65mm Service	0	2,807	0
Water Access Charge – 80mm Service	1	4,262	4,000
Water Access Charge – 100mm Service	1	6,648	7,000
Water Access Charge – 150mm Service	1	14,958	15,000
Water Access Charge – 200mm Service	0	26,591	0

Summary of Net Estimated Yield for Water Access Charges for 2025/26

Service	Estimated Yield (\$)
Residential Water Access Charges	4,770,000
Non-Residential Water Access Charges	1,030,000
Total	5,800,000

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 \$2.99 per kilolitre for the first 350 kilolitres of water consumed and \$4.49 per kilolitre for water consumed in excess of 350 kilolitres.

The estimated income from consumption is approximately \$10.1 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 \$2.99 per kilolitre prior to paying for water at the higher tariff of \$4.49 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 sewered areas of the shire, at a level sufficient to provide funds to operate, maintain and renew the wastewater (sewer) system, to re-pay existing loans and to generate additional reserves to minimise the impact of any major capital expenditure.

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

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

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

RESIDENTIAL PROPERTIES AND VACANT LAND

Each self-contained occupancy (i.e., unit/flat/dwelling) on a rateable property will be levied an annual charge of \$1,106 as will each separate strata titled residential unit/flat.

Non-strata titled residential unit/flat properties will be levied an annual charge of \$1,106 dependent upon the number of units/flats contained in the property.

Vacant land will be levied an annual charge of \$835.

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 = \$2.82/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.

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 \$2.99 is \$2.39/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 2025/26

Wastewater Charge Category	Charge\$)
Vacant Charge	835
Residential Charge	1,106
Non-Residential Charge: -	
20mm Water Service	835
25mm Water Service	1,305
32mm Water Service	2,138
40mm Water Service	3,342
50mm Water Service	5,212
65mm Water Service	8,810
80mm Water Service	13,343
100mm Water Service	20,845
150mm Water Service	46,900
200mm Water Service	83,386
Recycled Water	N/A

Summary of Net Estimated Yield for Wastewater Charges for 2025/26

Service	Number	Annual Charge (\$)	Estimated Yield (\$)
Residential	17,014	1,106	18,700,000
Residential – not connected/vacant land	528	835	400,000
Non-Residential Access		As per formula	2,318,000
Non-Residential Usage		As per formula	1,500,000
Recycled Water Usage – Residential			500,000
Recycled Water Usage – Non- Residential			30,000
Total			23,448,000

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 2025/26

Property Type	Number	Annual Charge (\$)	Estimated Yield (\$)
Per eligible property	2,725	82	223,000

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 2025/26

Property Type	Number	Annual Charge (\$)	Estimated Yield (\$)
Per residential property	10,100	25.00	255,000
Per business property	655	Based on impervious area @ \$25 per 350 square metres	111,000
Per residential strata lot	5,100	12.50	65,000
Per business strata lot	50	Based on impervious area @ \$25 per 350 square metres	9,000

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 2025/26 are \$1.25m for Front of House Resource Recovery Centre.

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 \$56,000 from Water and \$54,000 from Wastewater.

Under certain circumstances 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. No non-compulsory dividends have been included within the Long-Term Financial Plan.

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 of a commercial nature:

Category One Businesses (turnover greater than \$2 million)	Category Two Businesses (turnover less than \$2 million)
Water Services	N/A
Wastewater Services	
Waste Management	
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. The estimated total employee benefits and oncosts for 2025/26 is approximately \$37m. Refer to the Workforce Management Plan for estimated staff numbers based on permanent full-time and part-time positions.

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 Diversity, Equity and Inclusion Policy. Council last reviewed and amended the Diversity, Equity and Inclusion Policy in June 2024 and EEO Plan in May 2024.

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 - Rates and Charges
- Donations – Support for Environmental Volunteer Groups
- 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/Council/Forms-and-Documents/Integrated-Planning-and-Reporting***. 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.

In 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 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/Forms-and-Documents***

Further Information

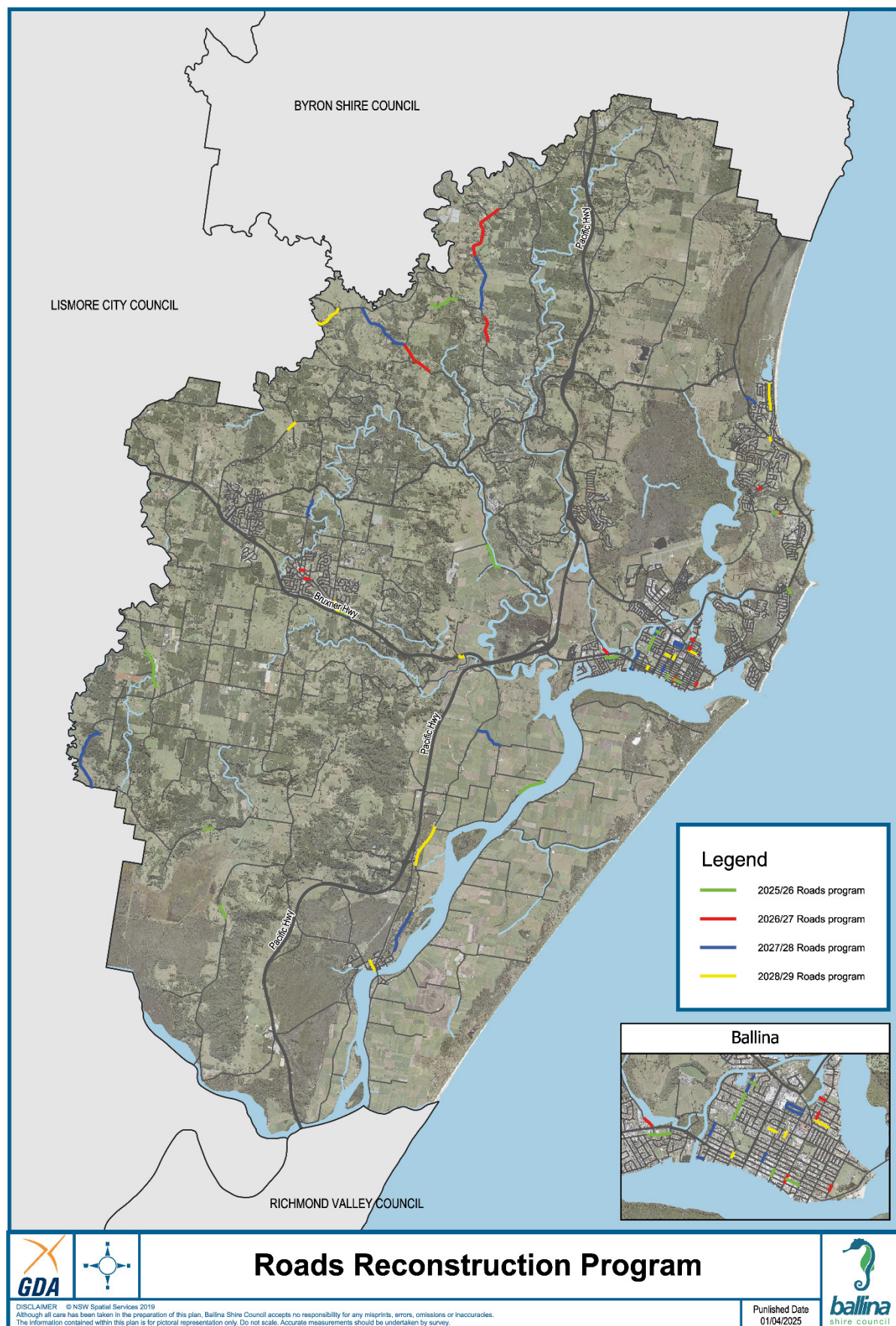
For further information on the contents of this document contact Council's Communications and Customer Service Section on 1300 864 444.



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

appendix a: roads reconstruction program





14

***appendix b :
special variation
rate expenditure***

appendix b: special variation rate information

Council's preferred long term financial plan is based on 2.75% increases in our total rate income above the estimated rate peg limit for the four-year period from 2026/27 to 2029/30, with the extra income raised to be retained as a permanent revenue source. The 2.75% is added to the State Government rate peg limit, which is estimated at 3.25% for 2026/27 onwards., resulting in 6% increases in our total rate income for the four-year period. This is known as a special rate variation, or SRV, and this must be approved by the Independent Pricing and Regulatory Tribunal (IPART).

The extra funds generated from the SRV are to be expended on increased asset renewal (i.e. invested into increased capital expenditure on our core infrastructure assets) and increases in operating expenditure for our Healthy Waterways Program, implementation of our Biodiversity Strategy and implementing Crime Prevention Programs, including the operation of CCTV, as well as additional funding for core infrastructure services. The objectives behind the four-year term of additional rate increases, which provides a permanent increase to our revenue stream, are as follows:

- a) Council's asset management modeling identifies that we are underfunding our investment in asset renewal and maintenance. Over time this will mean the long-term deterioration of the existing asset base. A large part of the extra funds will be allocated to increased operating and capital expenditure on core infrastructure such as roads, footpaths, stormwater, open spaces, sports fields and community buildings.

Undertaking renewal and improvement works in a timelier manner will help to maintain the condition of our assets, save maintenance expenditure and help to retain existing service levels. The current funding shortfall is highlighted by comparing the annual depreciation estimate with the recurrent funding allocated to asset renewal. The following table provides the estimated figures for 2029/30, at the end of the four-year SRV timeframe.

Estimated Depreciation Expense and Recurrent Funding Comparison (\$'000)

Asset Class Dependent on Recurrent Funding	Depreciation 2029/30	No SRV	SRV
Open Spaces – Playgrounds, fencing, signage	1,530	912	1,222
Sports Fields – Buildings and other infrastructure	998	250	750
Public Amenities	73	160	160
Stormwater	2,380	1,028	1,578
Roads	11,322	7,029	7,579
Ancillary Transport	342	118	118
Footpaths and Shared Paths	1,134	636	846
Ferry	32	0	0
Emergency Services	178	0	0
Community Buildings (Halls, Cultural Centres etc)	1,473	1,413	2,163
Libraries	285		
Swimming Pools	512		
Tourism	24		
Administration Centre and Depots	1,360		
Animal Pound	11		
Gallery	55		
<i>Sub Total Community Buildings</i>	<i>3,720</i>	<i>1,413</i>	<i>2,163</i>
Total – General Fund	21,709	11,546	14,416
Percentage of Depreciation Funded		53%	66%

Even with the SRV, there is still a significant shortfall in recurrent funding, although the shortfall reduces from 53% of the depreciation expense funded, to 66%, an improvement of close to \$3m. Council should be aiming for 100% as the preferred target, however we want to continue to ensure our rates charged per property remains affordable. Based on this shortfall, the balance of the asset renewal works will to be financed from other sources such as grants, loans, asset sales, reductions in operating expenses, and a combination of all these variables.

- b) Our long-term financial modelling indicates that without the additional special rate variation revenue our General Fund will continue to operate at a deficit, which means Council is not financially sustainable. This means that Council's asset base is deteriorating over time in that Council is not fully funding depreciation and adequately investing in the renewal of existing assets. The implementation of the SRV will help to ensure that the General Fund generates an operating surplus in the medium to long term.
- c) Council's Community Importance and Satisfaction Surveys have identified that the health of our waterways, the environment and crime prevention are three of the highest areas of importance to our community. Further details on the survey results are available on our website, with the surveys being undertaken every two years, as per the following link:
ballina.nsw.gov.au/engagement
- d) The primary focus of the SRV is asset renewal, however the operating expenses for our major infrastructure areas of roads, open spaces and community buildings continue to increase at a rate above CPI. The balance of the SRV funding is allocated to these key areas to ensure that existing service levels can be maintained.

Distribution of Special Rate Variation (SRV) Funds

The additional SRV funds are distributed based on key service areas. A breakdown of the funding distribution is outlined in the following table, noting that the SRV does not commence until 2026/27.

Service	2026/27	2027/28	2028/29	2029/30
Additional Capital				
Open Spaces	50,000	200,000	300,000	310,000
Sports Fields	100,000	200,000	300,000	500,000
Roads Reconstruction Program	150,000	300,000	475,000	550,000
Footpaths and Ancillary	0	50,000	150,000	210,000
Community Facilities	80,000	160,000	300,000	750,000
Stormwater	100,000	200,000	375,000	550,000
Sub Total	480,000	1,110,000	1,900,000	2,870,000
Expanded Operating				
Healthy Waterways Program	45,000	100,000	105,000	110,000
Biodiversity Strategy	45,000	100,000	100,000	100,000
Crime Prevention Programs	50,000	102,000	105,000	108,000
Roads Operations	100,000	103,000	214,000	250,000
Stormwater Operations	10,000	90,000	93,000	196,000
Open Spaces Operations	100,000	140,000	280,000	324,000
Facilities Operations	45,000	100,000	120,000	140,000
Sub Total	395,000	735,000	1,017,000	1,228,000
Total	875,000	1,845,000	2,917,000	4,098,000

Additional funding allocated to asset renewal allows Council to bring forward capital projects, which results in timelier asset renewal. The following tables highlight the differences in the capital works programs for the infrastructure classes allocated additional funding from the SRV.

The figures are provided for the four-year term of the Delivery Program, with no changes in 2025/26, as the SRV does not commence until 2026/27 and runs for the period from 2026/27 to 2029/30. The works program is indicative and may vary based on final costs for the scheduled works.

Asset Renewal

Open Spaces and Sports Fields – Without Special Rate Variation (\$)

Action	2026/27	2027/28	2028/29	2029/30
Open Space Improvements	1,258,000	941,000	883,000	912,000
Crown Reserve Improvements	56,000	58,000	60,000	62,000
Alstonville Creek Restoration Grant	430,000	86,000		
Park Shelter and P.U.M.P actions	48,000			70,000
Lilli Pilli Park, Lennox Head	154,000			
Missingham Park, Ballina		797,000	823,000	
Faulks Reserve, Ballina	270,000			
Lions Park, Lennox Head	80,000			
Ferngrove Park, Ballina	100,000			
Apex Park, Alstonville	120,000			
Coastal Grove, Lennox Head				180,000
Skate Park, Alstonville				600,000
Open Space - Sports Fields	227,000	234,000	242,000	250,000
Kingsford Smith - Major Upgrades	227,000			
Gap Road, Alstonville - Upgrades		234,000		
Geoff Watt, Alstonville – Upgrades			242,000	
Saunders Oval – Clubhouse and Improvements				250,000
Totals	1,485,000	1,175,000	1,125,000	1,162,000

Open Spaces – With Special Rate Variation (\$)

Action	2026/27	2027/28	2028/29	2029/30
Open Space Improvements	1,308,000	1,141,000	1,183,000	1,222,000
Crown Reserve Improvements	56,000	58,000	60,000	62,000
Alstonville Creek Restoration Grant	430,000	86,000		
Park Shelter and P.U.M.P actions	48,000			80,000
Lilli Pilli Park, Lennox Head	164,000			
Missingham Park, Ballina		997,000	1,123,000	
Faulks Reserve, Ballina	280,000			
Lions Park, Lennox Head	90,000			
Ferngrove Park, Ballina	110,000			
Apex Park, Alstonville	130,000			
Coastal Grove, Lennox Head				180,000
Skate Park, Alstonville				620,000
Spoonbill Reserve, Skennars Head				280,000
Open Space - Sports Fields	327,000	434,000	542,000	750,000
Kingsford Smith - Major Upgrades	327,000			
Gap Road, Alstonville - Upgrades		230,000		
Geoff Watt, Alstonville – Upgrades		204,000		
Saunders Oval – Clubhouse and Improvements			542,000	
Lennox Head – Clubhouse and Improvements				550,000
Wollongbar – Sports Fields Lighting				200,000
Totals	1,635,000	1,575,000	1,725,000	1,972,000

Roads – Without Special Rate Variation (\$)

Action	2026/27	2027/28	2028/29	2029/30
Road Reconstruction Program				
Urban Roads				
Moon Street Segment 20	650,000			
Skennars Head Road Segment 80	467,000			
Skennars Head Road Segment 70	272,000			
Cawarra Street Segment 20	220,000			
Owen Street Segment 20-100	270,000			
Cherry Street Segment 180	300,000			
Cherry Street Segment 30	615,000			
North Creek Road Segment 80	261,000	736,000		
South Street Segment 30	236,000			
Barlow's Road Segment 20	320,000			
Byron Street Segment 40-50		340,000		
Main Street Segment 5	267,000			
Latta Avenue Segment 10		163,000		
Temple Street Segment 30		667,000		
Treelands Crescent Segment 10		361,000	361,000	
Wejuba Place Segment 10			230,000	
Hamilton Street Segment 10			300,000	
Cedar Street Segment 10			430,000	
Grant Street Segment 40		290,000		
Bagot Street Segment 30		264,000		
Tweed Street Segment 30			390,000	
Valley Drive Segment 20			575,000	
Camburt Street Segment 10			283,000	
Stewart Street Segment 10-20			256,000	
North Creek Road Segment 190-200			318,000	
Ballina CBD Revitalisation	790,000			
Wardell CBD Revitalisation	900,000			
Cherry / Moon / Grant Streets - Pavers / Kerb		1,000,000	1,273,000	
Johnson Drive Segment 10				315,000
Temple Street Segment 40				60,000
Tamar Street Segment 60				340,000
Kalinga Street Segment 50				190,000
Greenhalgh Street Segment 10				435,000
River Street Segment 80-90				305,000
Aspley Street Segment 20				280,000
Camoola Avenue Segment 10				260,000
Ambrose Lane Segment 10				125,000
Rayners Lane Segment 10				715,000
Panorama Drive Segment 10				520,000
Rural Roads				
Bagotville Road Segment 30	402,000			
Pimlico Road Segment 100			538,000	
Houghlahans Creek Road part Segment 150		307,000		
Fernleigh Road part Segment 90	606,000			
Houghlahans Road Segment 140	402,000		463,000	
Fernleigh Segment 50	630,000			
The Coast Road Segment 203	20,000	300,000		
Riverbank Road Segment 50	275,000			
Hermans Lane Segment 10		698,000	240,000	
Fernleigh Road Segment 80		260,000	300,000	
Pearces Creek Road Segment 50		312,000		

Action	2026/27	2027/28	2028/29	2029/30
Marom Creek Road Segment 120		139,000		
Marom Creek Road Segment 130		90,000		
Pimlico Road Segment 120		575,000		
Pearces Creek Hall Road Segment 10			263,000	
Sneaths Road Segment 90			280,000	
Uralba Road Segment 10-20			160,000	
Teven Road Segment 70				650,000
Bagotville Road Segment 30				600,000
Friday Hut Road Segment 150				623,000
Sneath Road Segment 100				350,000
Watson Lane Segment 20				307,000
Bagotville Road Segment 30				600,000
River Drive Segment 150				206,000
Dust Seal Program				
Cooks Lane Dust Seal	60,000			
Bartletts Lane Dust Seal	60,000			
Buckombil Mountain Road		144,000		
Old Bagotville Road			146,000	148,000
Totals	8,023,000	6,646,000	6,806,000	7,029,000

Roads – With Special Rate Variation (\$)

Action	2026/27	2027/28	2028/29	2029/30
Road Reconstruction Program				
Urban Roads				
Moon Street Segment 20	650,000			
Skennars Head Road Segment 80	467,000			
Skennars Head Road Segment 70	272,000			
Cawarra Street Segment 20	220,000			
Owen Street Segment 20-100	270,000			
Cherry Street Segment 180	300,000			
Cherry Street Segment 30	615,000			
North Creek Road Segment 80	361,000	611,000		
South Street Segment 30	236,000			
Barlow's Road Segment 20	320,000			
Byron Street Segment 40-50		340,000		
Main Street Segment 5	267,000			
Latta Avenue Segment 10		163,000		
Temple Street Segment 30		655,000		
Treelands Crescent Segment 10		411,000	295,000	
Wejuba Place Segment 10			230,000	
Hamilton Street Segment 10			300,000	
Cedar Street Segment 10			430,000	
Grant Street Segment 40		290,000		
Bagot Street Segment 30		264,000		
Tweed Street Segment 30			390,000	
Valley Drive Segment 20			555,000	
Camburt Street Segment 10			283,000	
Stewart Street Segment 10-20			256,000	
North Creek Road Segment 190-200			318,000	
Ballina CBD Revitalisation	840,000			
Wardell CBD Revitalisation	900,000			
Cherry / Moon / Grant Streets - Pavers / Kerb		1,200,000	2,001,000	
Johnson Drive Segment 10				315,000

Action	2026/27	2027/28	2028/29	2029/30
Temple Street Segment 40				60,000
Tamar Street Segment 60				340,000
Kalinga Street Segment 50				190,000
Greenhalgh Street Segment 10				435,000
River Street Segment 80-90				305,000
Aspley Street Segment 20				280,000
Camoola Avenue Segment 10				260,000
Ambrose Lane Segment 10				125,000
Rayners Lane Segment 10				715,000
Panorama Drive Segment 10				520,000
Fig Tree Hill Segment 10				198,000
Catherine Crescent Segment 10				170,000
Rural Roads				
Bagotville Road Segment 30	402,000			
Pimlico Road Segment 100			538,000	
Houghlahans Creek Road part Segment 150		307,000		
Fernleigh Road part Segment 90	606,000			
Houghlahans Road Segment 140	402,000		463,000	
Fernleigh Segment 50	630,000			
The Coast Road Segment 203	20,000	300,000		
Riverbank Road Segment 50	275,000			
Hermans Lane Segment 10		885,000	53,000	
Fernleigh Road Segment 80		260,000	300,000	
Pearces Creek Road Segment 50		312,000		
Marom Creek Road Segment 120		139,000		
Marom Creek Road Segment 130		90,000		
Pimlico Road Segment 120		575,000		
Pearces Creek Hall Road Segment 10			263,000	
Sneaths Road Segment 90			280,000	214,000
Uralba Road Segment 10-20			160,000	
Teven Road Segment 70				650,000
Bagotville Road Segment 30				600,000
Friday Hut Road Segment 150				623,000
Sneath Road Segment 100				350,000
Watson Lane Segment 20				307,000
Bagotville Road Segment 30				600,000
River Drive Segment 150				174,000
Dust Seal Program				
Cooks Lane Dust Seal	60,000			
Bartletts Lane Dust Seal	60,000			
Old Bagotville Road		144,000	166,000	148,000
Totals	8,173,000	6,946,000	7,281,000	7,579,000

Footpaths and Shared Paths – Without Special Rate Variation (\$)

Action	2026/27	2027/28	2028/29	2029/30
Horizon Drive, Ballina	50,000			
Mellis Circuit, Alstonville	150,000			
Moon Street, Ballina	15,000			
Shelly Beach Road, Ballina	5,000			
Castle Drive, Lennox Head	20,000			
Bonview Street, Ballina	135,000			
Tanamera Drive, Alstonville		290,000		

Action	2026/27	2027/28	2028/29	2029/30
Main Street, Alstonville (Bike Plan)	90,000			
Eyes Drive, Ballina		5,000		
Deegan Drive and Parklands Drive, Alstonville		90,000		
Northumberland Drive, Ballina		212,000		
South Street, Alstonville (Bike Plan)	113,000			
Canal Road, Ballina			160,000	
Whipps Ave, Alstonville			117,000	
Jarrett Street, Ballina			150,000	
Coral Street, Alstonville			20,000	
Brunswick Street, Ballina			38,000	
Greenfield Road, Lennox Head			20,000	
Queens Park Court, Wollongbar			111,000	
Existing Path Network - Renewal				61,000
Lindsay Crescent, Wardell				230,000
River Drive, East Wardell				70,000
Henderson Lane/Meadows Drive, Lennox Head				205,000
Ballina Road, Alstonville				70,000
Totals	578,000	597,000	616,000	636,000

Footpaths and Shared Paths – With Special Rate Variation (\$)

Action	2026/27	2027/28	2028/29	2029/30
Horizon Drive, Ballina	50,000			
Mellis Circuit, Alstonville	163,000			
Moon Street, Ballina	15,000			
Shelly Beach Road, Ballina	5,000			
Castle Drive, Lennox Head	20,000			
Bonview Street, Ballina	135,000			
Tanamera Drive, Alstonville		200,000	90,000	
Main Street, Alstonville (Bike Plan)	90,000			
Eyes Drive, Ballina		5,000		
Deegan Drive and Parklands Drive, Alstonville		90,000		
Northumberland Drive, Ballina			200,000	
South Street, Alstonville (Bike Plan)		112,000		
Canal Road, Ballina			160,000	
Whipps Ave, Alstonville		90,000		
Jarrett Street, Ballina			108,000	
Coral Street, Alstonville		20,000		
Brunswick Street, Ballina		50,000		
Greenfield Road, Lennox Head		21,000		
Queens Park Court, Wollongbar			111,000	
Ballina RSL Boardwalk	100,000	59,000		
Existing Path Network - Renewal			97,000	
Lindsay Crescent, Wardell				230,000
River Drive, East Wardell				70,000
Henderson Lane/Meadows Drive, Lennox Head				205,000
Ballina Road, Alstonville				70,000
Smith Lane, Wollongbar				80,000
Gap Road, Alstonville				191,000
Totals	578,000	647,000	766,000	846,000

Community Facilities – Without Special Rate Variation (\$)

Action		2026/27	2027/28	2028/29	2029/30
Facilities Management		9,264,000	593,000	612,000	632,000
Alstonville Cultural Centre		8,690,000			
Pimlico Hall	External paint		20,000		
Wollongbar Hall	Building Modifications		150,000		50,000
Wardell Hall	Window replacements		100,000		100,000
Lennox Head Cultural Centre	Various		50,000	100,000	28,000
Library/Richmond Room/VIC	Improvements	33,000			100,000
Ballina Surf Club	Roof/ Improvements	180,000		50,000	50,000
Kentwell Centre, Ballina	Security/ Airconditioning	80,000		242,000	
Marine Rescue Tower, Ballina	Window Repairs	20,000	150,000		50,000
Ballina Indoors Sports Centre	Improvements	100,000		50,000	
Crawford House, Alstonville	Roof/ Paint	100,000			50,000
Naval Museum, Ballina	Paint/ Miscellaneous	61,000			100,000
River Street Preschool, Ballina	Paint		50,000	50,000	
Wollongbar Preschool	Paint		50,000		50,000
Alstonville Preschool	Paint/ Drainage		23,000	80,000	25,000
Gallery, Ballina	Deck/ Awning/ Paint			40,000	29,000
Depot and Admin Centre		709,000	732,000	756,000	781,000
Depot - Engineering Works - Shed		597,000			
Depot - Existing Amenity Building Upgrade			500,000		
Depot - Bitupave		112,000	232,000	356,000	
Depot - Security and Fencing				400,000	
Depot – Additional Works					781,000
Totals		9,973,000	1,325,000	1,368,000	1,413,000

Community Facilities – With Special Rate Variation (\$)

Action		2026/27	2027/28	2028/29	2029/30
Facilities Management		9,344,000	753,000	362,000	1,382,000
Alstonville Cultural Centre		8,690,000			100,000
Pimlico Hall	External paint		20,000		100,000
Wollongbar Hall	Building Modifications		150,000		82,000
Wardell Hall	Window replacements		100,000		120,000
Lennox Head Cultural Centre	Various		50,000	100,000	66,000
Library/Richmond Room/VIC	Improvements	33,000			120,000
Ballina Surf Club	Roof/ Improvements	180,000		50,000	82,000
Kentwell Centre, Ballina	Security/ Airconditioning	80,000	251,000		100,000
Marine Rescue Tower, Ballina	Window Repairs	20,000	150,000		82,000
Ballina Indoors Sports Centre	Improvements	100,000		50,000	66,000
Crawford House, Alstonville	Roof/ Paint	100,000			82,000
Naval Museum, Ballina	Paint/ Miscellaneous	61,000			66,000
River Street Preschool, Ballina	Paint		32,000	42,000	100,000
Wollongbar Preschool	Paint	50,000			82,000
Alstonville Preschool	Paint/ Drainage	30,000		80,000	67,000
Gallery, Ballina	Deck/ Awning/ Paint			40,000	67,000
Depot and Admin Centre		709,000	732,000	1,306,000	781,000
Depot - Engineering Works - Shed		597,000			
Depot - Existing Amenity Building Upgrade			500,000		
Depot - Bitupave		112,000	232,000	356,000	

Action	2026/27	2027/28	2028/29	2029/30
Depot - Security and Fencing			400,000	
Depot – Additional Works			550,000	781,000
Totals	10,053,000	1,485,000	1,668,000	2,163,000

Stormwater – Without Special Rate Variation (\$)

Action	2026/27	2027/28	2028/29	2029/30
Urban Lanes	75,000	75,000	75,000	75,000
Asset Data Collection	25,000	25,000	25,000	50,000
Tide Gates to Urban Streets	55,000	55,000	55,000	103,000
Martin Street, Ballina		150,000		
Grant Street, Ballina		153,000		
Oakland Avenue, West Ballina	255,000			
Norton Street, Ballina	105,000	165,000		
Daydream Avenue, West Ballina	150,000			
Wardell	270,000			
Ballina Lanes		140,000	270,000	
Lennox Head Lanes		152,000	255,000	
Relining Package, Ballina			316,000	
Prospect Street, East Ballina		50,000		
Implementations of the Overland flood studies				200,000
Asset Renewals				600,000
Totals	935,000	965,000	996,000	1,028,000

Stormwater – With Special Rate Variation (\$)

Action	2026/27	2027/28	2028/29	2029/30
Urban Lanes	75,000	75,000	75,000	75,000
Asset Data Collection	25,000	25,000	25,000	50,000
Tide Gates to Urban Streets	55,000	55,000	155,000	103,000
Martin Street, Ballina		150,000		
Grant Street, Ballina		153,000		
Oakland Avenue, West Ballina	255,000			
Norton Street, Ballina	205,000	65,000		
Daydream Avenue, West Ballina	150,000			
Wardell	270,000		200,000	
Ballina Lanes		140,000	270,000	
Lennox Head Lanes		152,000	255,000	
Relining Package, Ballina		300,000		
Prospect Street, East Ballina		50,000		
Overland Flood Studies Implementation			391,000	600,000
Asset Renewals				750,000
Totals	1,035,000	1,165,000	1,371,000	1,578,000

Healthy Waterways, Biodiversity Strategy and Crime Prevention Activities

Healthy Waterways

Council has been operating a very effective Healthy Waterways Program for several years, with the vision for the program being to “work with the community as a whole to physically change catchment condition across both public and private land tenures for the improvement of flora and fauna habitat, bed and bank stability and water quality”.

Details of this program are available as per the following link.

ballina.nsw.gov.au/healthy-waterways

The program currently operates with a recurrent budget of approximately \$360,000 and the SRV will see that budget increase to approximately \$500,000 by 2029/30.

Many of the actions funded through this program are identified in Council’s Coastal Management Plans, and typically grant funding is needed to allow projects to progress.

The increase in recurrent funding will assist Council in securing additional grants, as well as bring forward projects identified in the four year works program, identified in the overview of this program as per the earlier link to Council’s website.

Biodiversity Strategy

Council adopted the Biodiversity Strategy in 2023 with the vision for the strategy being “to promote understanding of the biodiversity values of Ballina Shire and set out actions that contribute to conserving and enhancing biodiversity in the Shire for future generations”

A copy of the Strategy is available as per the following link.

[Biodiversity Strategy 2023 - 2033](#)

When the Strategy was adopted, Council did not have any recurrent funding allocated to the implementation of Action Plan outlined in the Strategy.

Council has commenced incrementally allocating funding to the implementation of the identified actions, with the SRV allocating an extra \$100,000, which will see the recurrent budget increase to \$300,000 per annum.

This will allow Council to more proactively implement actions in the Strategy, with many of those actions estimated to cost anywhere from \$100,000 to \$300,000 per project.

Crime Prevention

Council has resolved to support the installation of CCTV in Ballina and Lennox Head, with the Federal Government committing to funds of \$1m for Council to install all the necessary hardware and software.

The recurrent operating costs of maintaining the CCTV network is estimated at up to \$50,000 and the SRV will generate the funding for that ongoing maintenance. Any surplus funding will then be allocated to other specific Crime Prevention projects.

Operating Budgets - Roads, Stormwater, Open Spaces and Community Facilities

The SRV will result in an extra \$910,000 allocated per annum, in total, by 2029/30, to these core infrastructure areas.

Council is struggling to maintain existing service levels for this infrastructure, following a period of significantly high increases in costs such as plant and equipment, materials such as asphalt and concrete and the installation of new equipment resulting from successful grant programs and residential development. The total recurrent budget for these areas is approximately \$30m and the additional \$910,000 will somewhat assist in ensuring service levels are maintained into the future.

Alternative Options to the SRV

Applying for an SRV is always the last option a council should pursue in respect to achieving financial sustainability. Other options that are continually pursued are:

Alternative Revenue Strategies

Council has undertaken entrepreneurial activities for decades, with tens of millions of dollars generated from residential and industrial land development. This is a finite resource and does not deliver the recurring income streams required to fund core services.

Council has also created a commercial property portfolio, that is forecast to generate approximately \$2.5m per annum from net rental income, with those funds helping to subsidise Council's comparatively low level of average rate income.

These revenue streams continue to support asset renewal and service delivery, however Council has not been able to identify any significant opportunities to further expand this revenue source, which is why it is essential that the level of rate revenue is at a sustainable level. Our fees and charges have been benchmarked and indexed where possible, with these changes only making a marginal difference to our overall financial performance.

Loan Funding

Loan funding does not address the recurrent operating result, and new loans should only be taken up when there is an identified funding source for the associated loan and principal repayments.

Efficiency Gains and Cost Savings

Identifying opportunities for efficiency gains and cost savings is core business for Council, as it should be for any organisation.

To enhance operational effectiveness and increase efficiencies, Council established a dedicated Business Process Improvement Taskforce in 2021.

The scope of the Taskforce is to support the Executive Team and Senior Leadership Team in providing process mapping services to assist business owners in identifying and implementing process improvement initiatives.

This allows business owners to ensure that they are delivering services to both internal and external customers efficiently and effectively, while at the same time allowing a contemporary assessment of service levels to form part of the review.

Recent highlights and planned reviews for the Improvement Taskforce include:

- Consolidated and reuse of our construction material - Our road maintenance and construction section, through improved stockpiling and reuse practices, has reduced waste disposal costs by 75%, saving Council \$1.7m over the last 20 months, as compared with costs to dispose of the material at the Council operated Waste Management Facility.
- SMS messages on overdue rates and charges – The introduction of SMS reminder messages has reduced the amount (by 10%) of reminder letters sent to ratepayers and improved timeliness of payments. The introduction of SMS commenced in March 2025.
- Commercial Waste Administration – Administration improvements for commercial waste collection were implemented in 2024/25. The process was annual, and now occurs every two years.
- Asset Valuation Software – Improved audit process to identify anomalies in the asset revaluation process for Infrastructure Property, Plant and Equipment (IPPE). This was introduced in 2025.
- Water and Wastewater Assets Insurance – In 2024, Council resolved to transfer the insurance premiums of approximately \$200,000/annum to reserve for self-insurance. The insurance premium paid for 2023/24 was in the order of \$190,000, with an excess of \$100,000. This new model provides Council with an effective cost containment strategy.
- Ballina Wastewater Treatment Plan - Three of five essential components of the treatment plant failed, and money was spent unsuccessfully with contractors. Staff undertook the repairs internally and improved functionality to ensure compliance with environmental standards. Staff sourced parts directly from the German manufacturer, saving Council \$54,000.
- Burns Point Ferry Maintenance Improvements – Historically, the ferry is put into slip every year at a cost of more than \$200,000. Changes were made in 2024/25 for the annual maintenance to be undertaken internally by Council workshop staff on the water. This saved \$75,000 in costs in 2024/25.
- Rural Waste Collection Changes – Reducing the collection of landfill bins from weekly to fortnightly, to align with the urban collection is planned in 2025/26. This service model will improve diversion rates away from landfill and result in significant operational savings, as well as a reduction in annual charges.
- Motor Vehicle Insurance – Increased the excess on motor vehicle insurance for 2025/26 with proposed premium savings of approximately \$30,000 per annum.
- Water Leakage – In recent years the unbilled water percentage has decreased from more than 20% to close to 10%, representing additional revenue of more than \$1m for Council's Water Operations.
- Azility Billing Module Implementation - Implementation of this software allows Council to improve utility payment and monitor services and energy usage in a timely manner.
- Contractor Dockets and Invoicing - Streamlining contractor docket processing to increase efficiency in procurement and payment to suppliers. Processing time reduced significantly since implementation.
- Process DPIE Planning Portal Application - Planning Portal process improvement to assist with compliance with new legislation, system integration and time efficiency.

- Infrastructure Contributions - Process review and associated reporting to assist with compliance with new legislation and implementation of Infrastructure Contributions Register.
- Section 138 Applications - Streamlining Section 138 applications process to increase efficiencies and collaboration across multiple sections in Council.
- Onboarding - Onboarding process improvement to increase efficiency, reduce paperwork and increase employee experience satisfaction.
- Customer Service payment process - Improvement to cut inefficiencies and reduce time.

Moving forward, Council has the following scheduled service reviews:

- Road Maintenance Work Requests - Improve processing work requests received by office and depot-based staff of Engineering Works, and the actions that occur to translate these into action.
- Internal Design Services – Small Road Segment Reconstruction Design - Managing risks through appropriate sign off and documentation. Identify any gaps and risks required to be addressed to ensure delivery of safe, compliant and quality internal designs; to identify process improvements for efficient delivery of internal designs and subsequent successful Safer Roads grant funding applications for a proposed "black spot".
- Planning Amendments workflow to final Gazette - Improve all aspects of the process including issues around the planning portal, payment process, and GIS mapping through to gazettal stage.
- Council Easement Management Process – Identification and management of easements in the Developer Application and Subdivision process and reduce public liability risks and improve easement management.
- Procurement - Source to Award Process - To achieve an accountable process map for the full procurement process from identification of business need through to contract award.
- Dual Water Audits - Creation of new records– Improving the process of New Dual Water Audits populating into council systems.
- Works Management Mapping – Treatment Plants – Define all current works management activities for the Treatment plants to fully understand all processes and use this information to relocate the Preventative Maintenance Schedule from Excel into Works Management in Altitude for a complete and refined Treatment Plants works management program.

There are numerous ongoing activities, and one of the difficulties Council faces in further cost savings is that our level of staff per capita, as per the Your Council website, is 137 residents to one employee, as compared to 107 residents, for the Group 4 Council average.

This figure highlights that Council is effectively operating at an efficiency level of 28% greater than comparable councils, which limits our ability to achieve major cost savings.

Council also focuses on core Council services, rather than discretionary programs, which again limits our opportunity to achieve significant savings in our operating budget.

Council will continue to pursue each and every one of these options, however it is essential that our core rate revenue, is at a realistic and sustainable level, which is the key objective of the SRV.

Affordability

Some of the key benchmarks Council has examined in resolving to consult and seek approval for the SRV is our overall level of rate income, our average rate income per assessment compared to similar councils, our total rates and charges, and the ability of the community to pay.

The following table provides the last available comparative information from the Your Council NSW website in respect to average rates per rating category, for the councils in our locality, along with the same category of councils (Group 4).

Average Rates per Category – Your Council – 2022/23 (\$)

Category	Ballina	Byron	Coffs H	Lismore	Tweed	Group 4
Residential	1,163	1,438	1,326	1,353	1,573	1,237
Business	3,642	3,691	4,279	4,326	2,973	3,999
Farmland	1,827	2,656	2,142	2,540	2,308	2,589

These are the latest figures published and with Council's rates income only being subject to the IPART rate peg for 2023/24, 2024/25 and 2025/26, the large differences in dollar values will now be higher due to the financial compounding impact on the average rate income.

The total rates and charges bill is also important when looking at affordability, and the following is the estimated average rates and charges account, for a residential property, for the same councils, based on the information available in the published 202/26 Revenue Policies.

Average Residential Rates and Charges Account– 2025/26 (\$)

Category	Ballina	Byron	Coffs H	Lismore	Tweed
Residential Rate	1,319	1,685	1,470	1,470	1,728
Stormwater Charge	25	25	25	25	00
Water Access Charge	265	267	171	388	218
Consumption - 150 Kls	449	609	549	792	612
Wastewater	1,106	1,618	1,121	1,053	1,000
Domestic Waste	473	631	742	720	591
Total	3,637	4,835	4,078	4,448	4,149

As per these figures, Ballina Shire Council's average residential rates and charges bill is well under the councils listed, and it is anticipated that this will remain the case even after the implementation of the four-year SRV.

A final indicator is the ability of the community to pay the increases. In looking at this, Council considered the socio- economic index ranking, as provided on the Your Council NSW website, as well as other indicators such as the average taxable income and percentage of pensioners.

Socio-Economic Indicators – Your Council – 2022/23

Category	Ballina	Byron	Coffs H	Lismore	Tweed
Index (128 highest) (#)	98	100	56	46	78
Income *\$)	55,697	53,971	53,213	51,182	53,357
Pensioner Rebates (%)	20	14	19	21	23

Based on this information, Council is of the opinion that the community is in a position to afford the proposed increase, with similar councils levying and charging at much higher levels.

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