

# Agenda

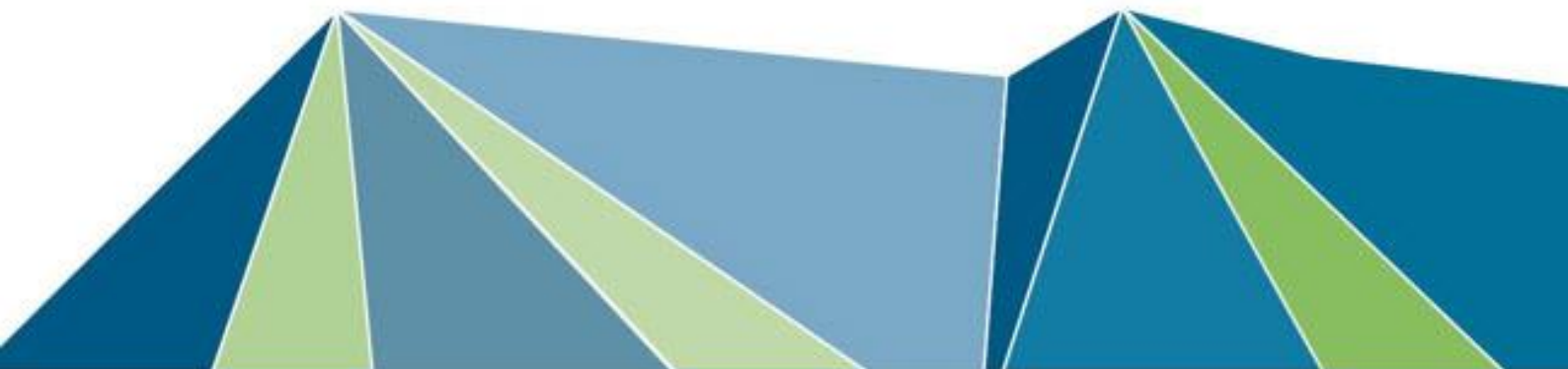
## ***Finance and Facilities Committee Meeting***

**9 April 2024**

An Finance and Facilities Committee Meeting` will be held in the Ballina Shire Council Chambers, 40 Cherry Street, Ballina on **9 April 2024 commencing at 4:00 PM.**

1. Acknowledgement of Country
2. Apologies
2. Declarations of Interest
3. Deputations
4. Committee Reports

Paul Hickey  
**General Manager**



## **Ethical Decision Making and Conflicts of Interest**

### **A guide for Councillors, Council employees and community representatives**

#### Ethical decision making

- Is the decision or conduct legal?
- Is it consistent with Government policy, Council's objectives and Code of Conduct?
- What will the outcome be for you, your colleagues, the Council, anyone else?
- Does it raise a conflict of interest?
- Do you stand to gain personally at public expense?
- Can the decision be justified in terms of public interest?
- Would it withstand public scrutiny?

#### **Conflict of Interest**

A conflict of interest is a clash between private interest and public duty. There are two types of conflict:

- **Pecuniary** – an interest that you have in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to yourself or another person or entity defined in part 4 of the Council's Code of Conduct, with whom you are associated.
- **Non-pecuniary** – a private or personal interest that you have that does not amount to a pecuniary interest as defined in the Council's Code of Conduct.

These commonly arise out of family or personal relationships, or out of involvement in sporting, social, religious or other cultural groups and associations, and may include an interest of a financial nature.

#### **The test for a conflict of interest**

- Is it likely I could be influenced by personal interest in carrying out my public duty?
- Would a fair and reasonable person believe I could be so influenced?
- Conflict of interest is closely tied to the layperson's definition of "corruption" – using public office for private gain.
- It is important to consider public perceptions of whether you have a conflict of interest.

#### **Identifying problems**

- Do I have private interests affected by a matter I am officially involved in?
- Is my official role one of influence or perceived influence over the matter?
- Do my private interests' conflict with my official role?

#### **Disclosure and participation in meetings**

##### **Pecuniary Interests**

- A Councillor or a member of a Council Committee who has a pecuniary interest in any matter with which the Council is concerned, and who is present at a meeting of the Council or Committee at which the matter is being considered, must disclose the nature of the interest to the meeting as soon as practicable.
- The Councillor or member must not be present at, or in sight of, the meeting of the Council or Committee:
  - a) at any time during which the matter is being considered or discussed by the Council or Committee, or
  - b) at any time during which the Council or Committee is voting on any question in relation to the matter.

**No Knowledge** - A person does not breach this clause if the person did not know and could not reasonably be expected to have known that the matter under consideration at the meeting was a matter in which he or she had a pecuniary interest.

### **Non-pecuniary Interests**

Must be disclosed in meetings. There are a broad range of options available for managing non-pecuniary interests and the option chosen will depend on an assessment of the circumstances of the matter, the nature of the interest and the significance of the issue being dealt with. Non-pecuniary interests must be dealt with in one of the following ways:

- It may be appropriate that no action be taken where the potential for conflict is minimal. However, Councillors should consider providing an explanation of why they consider a conflict does not exist.
- Limit involvement if practical (eg. Participate in discussion but not in decision making or vice versa). Care needs to be taken when exercising this option.
- Remove the source of the conflict (eg. Relinquishing or divesting the personal interest that creates the conflict)
- Have no involvement by absenting yourself from and not taking part in any debate or voting on the issue as per the provisions in the Code of Conduct (particularly if you have a significant non pecuniary interest)

### **Deputations to Council – Guidelines**

- Deputations by members of the public may be made at Council meetings on matters included in the business paper.
- Deputations are limited to one speaker in the affirmative and one speaker in opposition.
- Deputations, per person, will be limited to a maximum of two items on the agenda.
- Requests to speak must be lodged in writing or by phone with the General Manager by noon on the day preceding the meeting.
- Deputations are given five minutes to address Council.
- Deputations on the same matter will be listed together with the opposition first and the speaker in affirmative second.
- Members of the public are advised that any documents tabled or given to Councillors during the meeting become Council documents and access may be given to members of the public in accordance with the requirements of the Government Information (Public Access) Act 2009.
- The use of powerpoint presentations and overhead projectors is permitted as part of the deputation, provided that the speaker has made prior arrangements with the General Manager's Office at the time of booking their deputation. The setup time for equipment is to be included in the total time of five minutes allocated for the deputation.
- To avoid conflicts of interest, real or perceived, deputations will not be accepted from:
  - a) Tenderers during a public tender or request for quotation
  - b) Persons or representatives from organisations seeking financial support from Council that involves an expression of interest
  - c) Consultants who are engaged by Council on the matter the subject of the deputation.

### **Recording and Livestreaming of Council Meetings**

- The meeting (with the exception of the confidential session) is being livestreamed and recorded for on-demand viewing via Council's website ([ballina.nsw.gov.au/agendas-and-minutes](http://ballina.nsw.gov.au/agendas-and-minutes)) and a person's image and/or voice may be broadcast.
- Attendance at the meeting is taken as consent by a person to their image and/or voice being webcast.
- All speakers should refrain from making any defamatory comments or releasing any personal information about another individual without their consent.
- Council accepts no liability for any damage that may result from defamatory comments made by persons attending meetings. All liability will rest with the individual who made the comments. This meeting must not be recorded by others without the prior written consent of the Council in accordance with Council's Code of Meeting Practice.

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1. Acknowledgement of Country
  2. Apologies
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**1. Acknowledgement of Country**

In opening the meeting the Mayor provided an Acknowledgement of Country.

**2. Apologies**

**3. Declarations of Interest**

**4. Deputations**

## 5.1 **Public Domain Closed Circuit Television (CCTV)**

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### 5. **Committee Reports**

#### 5.1 **Public Domain Closed Circuit Television (CCTV)**

**Section** Infrastructure Planning

**Objective** To outline options with respect to provision of CCTV surveillance in the public domain.

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#### **Background**

At the March 2023 Ordinary meeting, Council resolved to *'investigate funding options for the installation of CCTV in high-risk areas, as identified by the NSW Police, to allow Council to support their policing of the community'*. (230323/2).

Action CC1.1h, *'Investigate funding options for the installation of CCTV in high-risk areas'* was also included in the 2023/24 Operational Plan.

The circumstances under which NSW councils can undertake CCTV surveillance is prescribed by the *Privacy and Personal Information Protection Act 1998* (PPIP Act). Under the PPIP Act CCTV footage has been held to be personal information.

Councils must also comply with the *Workplace Surveillance Act 2005* (WS Act 2005).

Guidelines published in 2000 and updated in 2014 establish the protocols for establishing and operating CCTV in public areas (refer to Attachment1).

The protocols include the need to establish the crime problem that may be addressed by the installation of CCTV.

The NSW Bureau of Crime Statistics and Research (BOCSAR) publishes crime data to Local Government Area (LGA) level and is available online.

A summary of the most recent relevant data is provided in this report. That data indicates that the Ballina Local Government Area (LGA) does not experience high levels of crime relative to other areas in NSW and that the rate of crime in the shire is stable across most classes of offence type.

However, balanced against this, are recent reports that there has been a large upswing in crime in recent months.

Establishing a CCTV system is complex and requires specialised expertise.

If Council decides to pursue installation of CCTV widely across the public domain it would be necessary to engage a suitably qualified consultant to undertake a scoping study and establish the estimated cost to ensure the design, construction, and ongoing operational resources are identified.

This report seeks direction from Council on the preferred approach and in turn allocation of commensurate resources.

### Key Issues

- Regulatory compliance requirements
- Level of crime in Ballina LGA
- Options for funding a public domain CCTV system
- Council and State Government responsibilities

### Discussion

Before considering funding options, it is important to understand the regulatory requirements for CCTV installation by a council.

Additionally, it is necessary to review crime statistics to identify the 'crime problem' and, further to the Council resolution, ascertain the location of 'high-risk areas'.

#### Regulatory compliance requirements

A significant issue for any council operating a CCTV system is to ensure compliance with relevant privacy legislation. The PPIP Act and the WS Act 2005 set out the circumstances under which a council can undertake CCTV surveillance and the procedures to follow to ensure compliance with the Act.

Section 8 of the PPIP Act provides as follows:

#### *Section 8 Collection of personal information for lawful purposes*

- (1) *A public sector agency must not collect personal information unless:*
  - (a) *the information is collected for a lawful purpose that is directly related to a function or activity of the agency, and*
  - (b) *the collection of the information is reasonably necessary for that purpose.*
- (2) *A public sector agency must not collect personal information by any unlawful means.*

Council cannot collect CCTV footage unless the collection of that information is reasonably necessary in relation to a function performed by Council. Should Council determine to operate a CCTV system it would need to assess the necessity for CCTV before it is installed.

It would need to be demonstrated that filming all people in an area, is reasonably necessary to prevent crime, and that prevention of crime is a key function of the Council.

Regarding the collection of personal information, the *Privacy and Personal Information Regulation 2005* (PPI Regulation) exempts councils from the provisions of sections 11 and 18 of the Act through clause 9 which provides as follows:

#### *Clause 9 Exemption for local councils in relation to CCTV cameras*

- (1) *A local council is exempt from section 11 of the Act with respect to the collection of personal information by using a CCTV camera that the council has installed for the purpose of filming a public place if the camera is positioned so no other land is filmed (unless it is not reasonably practicable to avoid filming the other land when filming the public place).*

## 5.1 Public Domain Closed Circuit Television (CCTV)

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- (2) *The local council is also exempt from section 18 of the Act with respect to the disclosure to the NSW Police Force of personal information by way of live transmission from such a CCTV camera.*
- (3) *In this clause, public place has the same meaning as in the Local Government Act 1993.*

Council must comply with all other Information Protection Principles contained in the PPIP Act.

This includes requirements to install signage, secure data, monitoring and auditing provisions.

The WS Act 2005 contains requirements to provide employees with advice if they are likely to be subject to surveillance.

This Act is relevant as Council workers may be frequently filmed working in public places.

In 2000 the NSW Attorney General's Department published a set of CCTV Guidelines to establish protocols around the installation and use of CCTV in public spaces.

The guidelines were updated by the Department of Community and Justice (DCJ) in 2014 and remain the standard in NSW for the establishment of public place CCTV systems.

Compliance with the CCTV Guidelines (Attachment 1) has been ruled, by the Administrative Decisions Tribunal, as a prerequisite to a council installing CCTV in a public place.

The CCTV Guidelines set out a series of steps that a council would need to undertake, consider, and implement before a CCTV system is set in place and operational.

A summary of the steps to be considered is as follows.

1. Identify there is a crime problem which may be addressed by the introduction of CCTV.
2. Adhere to the *Privacy and Personal Information Protection Act 1998* (PPIP Act) and the *Workplace Surveillance Act 2005* (WS Act).
3. Establish objectives for the CCTV program.
4. Consult with the community, including local businesses and other specific groups, especially on matters relating to privacy.
5. Establish roles and responsibilities of the key agencies.
6. Determine options for police access to CCTV monitoring equipment.
7. Install and/or trial a CCTV system.
8. Identify the preferred location of the cameras.
9. Be aware of liability issues.
10. Address staffing of a control centre.



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11. Manage control and operation of cameras.
12. Erection of signage.
13. Establish complaints handling process.
14. Implement monitoring, evaluation, and auditing.
15. Establish code of practice, protocols, and standard operating procedures.
16. Seek expert advice on technical specifications.

Compliance with the CCTV Guidelines and following the steps identified will ensure that Council complies with the requirements under section 8 of the PPIP Act 1998.

One of the first steps in determining if a CCTV system is warranted is to establish the level of ongoing crime trends in an area.

### Level of crime in Ballina LGA

The most recent BOCSAR crime statistics for the Ballina LGA (Jan-Dec 2023) were released on the 14 March 2024.

Detailed crime statistics can be found at [LGA excel tables \(nsw.gov.au\)](https://www.nsw.gov.au/lga-excel-tables) and selecting Ballina LGA.

The data tracks the incidence of crime over five years and includes a ranking tool which compares 119 LGAs that have populations greater than 3,000 residents.

A rank of one indicates that the LGA is experiencing the highest rate of that crime in NSW.

Table 1 provides a summary of the major crimes that occurred in Ballina during 2023 and provides an indication of the trends over two and five years.

**Table 1 - Ballina Local Government Area Incidents and Ranking  
January to December 2023**

Offence type	No. of incidents Jan-Dec 2023	24-month trend	60-month trend	LGA Rank Jan- Dec 2023
Murder <sup>^</sup>	2	nc**	nc**	Not recorded
Domestic violence related assault	119	Stable	Stable	99
Non-domestic violence related assault	149	Stable	Stable	79
Sexual assault	58	Stable	16.0%	74
Sexual touching, sexual act and other sexual offences	42	Stable	Stable	Not recorded
Robbery	8	nc**	nc**	52
Break and enter dwelling	127	60.8%	Stable	49

## 5.1 Public Domain Closed Circuit Television (CCTV)

Offence type	No. of incidents Jan-Dec 2023	24-month trend	60-month trend	LGA Rank Jan- Dec 2023
Break and enter non-dwelling	77	79.1%	Stable	44
Motor vehicle theft	104	Stable	24.0%	44
Steal from motor vehicle	190	Stable	Stable	41
Steal from retail store	97	56.5%	Stable	63
Other stealing offences	234	Stable	Stable	53
Malicious damage to property	243	Stable	Stable	79

<sup>^</sup> For murder and manslaughter, the data are counts of recorded victims, not criminal incidents.

<sup>\*\*</sup> Trend information is not calculated (nc) if at least one 12-month period in the selected timeframe had less than 20 incidents.

The data shows that the top five crimes with the most incidents are:

- Malicious damage to property (243 Incidents)
- Other stealing offences (234 Incidents)
- Steal from motor vehicle (190 Incidents)
- Non-domestic violence related assault (149 Incidents)
- Break and enter dwelling (127 Incidents)

Table 2 tracks the incident of crime over a five-year period from January 2019 through to December 2023.

**Table 2 - Ballina Local Government Area Crime Data Trends.**

Offence type	2019	2020	2021	2022	2023	2-year trend and annual percent change (Jan 2022-Dec 2023)	5-year trend and average annual percent change (Jan 2019-Dec 2023)
Murder *	1	1	0	1	2	nc**	nc**
Domestic violence related assault	98	128	147	143	119	Stable	Stable
Non-domestic violence related assault	137	144	126	164	149	Stable	Stable
Sexual assault	32	44	61	49	58	Stable	Up 16.0%
Sexual touching, sexual act and other sexual offences	34	41	42	37	42	Stable	Stable
Robbery without a weapon	2	4	8	8	4	nc**	nc**
Robbery with a firearm	2	0	0	1	1	nc**	nc**
Robbery with a weapon not a firearm	5	3	4	3	3	nc**	nc**
Break and enter dwelling	174	49	84	79	127	Up 60.8%	Stable
Break and enter non-dwelling	67	34	33	43	77	Up 79.1%	Stable
Motor vehicle theft	44	37	59	71	104	Stable	Up 24.0%

## 5.1 Public Domain Closed Circuit Television (CCTV)

Offence type	2019	2020	2021	2022	2023	2-year trend and annual percent change (Jan 2022-Dec 2023)	5-year trend and average annual percent change (Jan 2019-Dec 2023)
Steal from motor vehicle	161	111	199	145	190	Stable	Stable
Steal from retail store	127	97	92	62	97	Up 56.5%	Stable
Malicious damage to property	283	291	250	254	243	Stable	Stable

\*\* Trend information is not calculated (nc) if at least one 12-month period in the selected timeframe had less than 20 incidents.

BOSCAR has developed an NSW crime tool which can track crime trends over 20 years and identifies locations of crime via the use of hot spot maps.

See <https://crimetool.bocsar.nsw.gov.au/bocsar/>

An integral component in setting up a CCTV system is to locate cameras where most crimes are taking place. Table 3 identifies crimes by type and location.

**Table 3 - Type and Location of Crime - Ballina Local Government Area**

Premises type	Domestic violence related assault	Non-domestic violence related assault	Sexual offences	Robbery	Break and enter non-dwelling	Motor vehicle theft	Steal from motor vehicle	Steal from person	Malicious damage to property	Total
Adult entertainment	0	0	0	0	0	0	0	0	0	0
Financial institution	0	0	0	0	0	0	0	0	0	0
Office	0	0	1	0	3	0	0	0	3	7
Personal services	0	0	1	0	2	0	0	0	2	5
Retail/wholesale	4	21	1	1	23	7	7	2	14	80
Carpark	2	7	2	0	0	5	15	1	14	46
Education	1	20	4	0	13	2	1	0	14	55
Health	0	1	0	0	1	0	0	0	0	2
Industrial	1	0	0	0	6	3	4	0	2	16
Law enforcement	1	3	1	0	0	1	0	0	3	9
Licensed premises	2	13	2	2	8	0	0	1	4	32
Marine transport	0	0	0	0	0	0	0	0	1	1
Outdoor/public place	17	43	11	5	1	23	57	0	57	214
Recreation	1	4	0	0	3	0	1	0	2	11
Religious	0	0	1	0	2	0	0	0	1	4
Residential	89	37	73	0	7	59	103	2	124	494
Rural industry	0	0	0	0	6	2	0	0	0	8

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<i>Premises type</i>	<i>Domestic violence related assault</i>	<i>Non-domestic violence related assault</i>	<i>Sexual offences</i>	<i>Robbery</i>	<i>Break and enter non-dwelling</i>	<i>Motor vehicle theft</i>	<i>Steal from motor vehicle</i>	<i>Steal from person</i>	<i>Malicious damage to property</i>	<i>Total</i>
Public transport	0	0	0	0	0	0	1	0	2	3
Utilities	0	0	0	0	1	0	0	0	0	1
Vehicle	1	0	1	0	0	0	0	0	0	2
Firearm premises	0	0	0	0	0	0	0	0	0	0
Unknown	0	0	2	0	1	2	1	0	0	6
<b>Total</b>	<b>119</b>	<b>149</b>	<b>100</b>	<b>8</b>	<b>77</b>	<b>104</b>	<b>190</b>	<b>6</b>	<b>243</b>	<b>996</b>

It is evident in the data in Table 3 that a significant proportion of crimes are taking place at private residences (494 Incidents - nearly 50% of all crimes recorded in Ballina Shire for the period).

CCTV systems are typically installed where high levels of crime are established.

The BOCSAR data shows that most of the crime in the Ballina is occurring in residential suburbs and in relation to other private or institutional premises (e.g. schools), although there are notable levels of crime in outdoor and recreational area as well as car parks.

### Community Engagement Strategy

No consultation has been undertaken, at this stage, as this report is for the information of Council. Should Council determine it wishes to proceed with further investigation and / or establishment of CCTV systems, Council will need to undertake community consultation as directed in the guidelines for establishing CCTV (refer to Attachment 1).

### Financial / Risk Considerations

#### Funding options

Funding for the installation of CCTV has previously been distributed by the NSW State Government through the crime prevention fund. The funding was only available to councils that had completed the steps set out in the CCTV guidelines (Attachment 1) and had in place a crime prevention plan.

The funding program was via an invitation only rather than a scheme open to councils.

Council was advised in January 2024 that the Crime Prevention fund had been discontinued in the State Government 2023/24 Budget.

No alternative State or Federal Government based sources of funding for the installation / operations of CCTV have been identified.

For Council to fund the project itself, in the absence of a new revenue source or grant, the required capital and ongoing management funding for CCTV would have to be identified from within existing budgets.

## 5.1 Public Domain Closed Circuit Television (CCTV)

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This means redirection of funds from elsewhere in Council's current and planned work program.

An alternative is a request for a special rate variation to fund the planning, construction and ongoing operational costs associated with CCTV.

### Costings

Establishing a CCTV system is complex and requires specialised expertise. To ensure that the design, construction, and ongoing operational resources are identified it is necessary to engage a suitably qualified consultant to undertake a scoping study to establish estimated cost.

A scoping study would consider matters including potential camera locations, assessment of infrastructure required, costings to establish a system and provide an indication of ongoing operational and replacement costs. It is estimated the cost of such a study is around \$30,000.

Without a detailed design it is difficult to estimate capital and ongoing maintenance costs. However, as an indication of the order of magnitude, it is anticipated that the costs of installing a suitable CCTV network in River Street, Ballina (as an example) could potentially exceed \$1 million (based on a system that is supported by somewhat future proofed infrastructure).

Council's Information Services Section has based this on an estimate of around \$280,000 to install two cameras on the traffic light multipoles in River Street, Ballina, opposite the Wigmore Arcade.

To then add two cameras at the crossing near the Ballina RSL, and another two at the crossing near Woolworths, both in River Street, Ballina brings the estimated cost to around \$550,000.

This assumes that Council will connect the three locations with fibre optic cable back to the Council Administrative Centre, along with factoring in infrastructure such as street cabinets, under boring, servers and other relevant technology.

If cameras were to be installed on the River Street roundabouts (four on each with associated poles, street cabinets, under boring, cameras) and along Fawcett Park (getting up to around 50 cameras in total), the cost could be in excess of \$1m.

The estimate does not factor in electricity connections of street cabinets, poles etc.

It may be possible to install a lower cost system, but fundamentally the cost comes down to the number and location of cameras and the infrastructure upgrades required to support each camera, the quality of the cameras, collection and storage of data associated with the system, and provision of future expansion capability.

There are also annual ongoing costs relating to equipment maintenance (e.g. equipment replacement, equipment failure, data handling, data storage, third party technical support and insurance).

## **5.1 Public Domain Closed Circuit Television (CCTV)**

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It also needs to be determined what level of monitoring is to be undertaken and by whom, and how captured data is to be supplied to law enforcement and in response to other requests.

Annual costs associated with installation across the Ballina town centre would be in the order of \$25,000 to \$50,000 depending on the scope of the system.

When considering these costs to the community, a key consideration is the balancing of the crime level, the crime type, the location of crime, and potential deterrence value as well as the responsibilities of the State Government in relation to public order and law enforcement.

It is paramount that Council carefully considers the cost and resource implications of data and asset management for broad scale camera installations to comply with legislative requirements and ensure that installed cameras operate in a reliable meaningful way.

### **Risk**

There are risks associated with operating a CCTV system, which are based around the operation of the cameras and the requirements to adhere to the PPIP Act and the WS Act 2005.

The risk can be mitigated by ensuring strict adherence to the PPIP and the WS Acts and the CCTV guidelines.

Failure to follow the provisions in the PPIP Act and the WS Act 2005 may open Council to some form of litigation.

There is also the risk of cost shifting from the State Government, with Council taking on further responsibilities without any increase in revenue and resources.

### **Options**

#### **Option 1**

Council note this report and take no further action in relation to broad scale provision of CCTV cameras in the public domain.

Under this approach Council would be acknowledging the cost for installation and management of CCTV widely in the public domain relative to the crime statistics for Ballina Shire at present, Council's capacity to meet the infrastructure costs and the confines of Council's statutory roles and responsibilities relating to public order and law enforcement.

Council would continue to implement CCTV at specific Council sites on a case by case basis based on need and available resources. CCTV provision more broadly could be revisited in future where circumstances change.

#### **Option 2**

Council receives a briefing to discuss in detail the crime statistics and operational requirements for CCTV prior to deciding to proceed or otherwise with CCTV. This option is not recommended as key statistics have been published in this report and the data is freely available from BOCSAR.

## 5.1 Public Domain Closed Circuit Television (CCTV)

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### Option 3

Council could allocate funds to engage a suitably qualified entity to undertake a scoping study into the establishment of CCTV in Ballina Shire.

A scoping study would include identifying preferred localities and camera locations, assessment of infrastructure required and identification of costings to establish a system and provide a more defined indication of ongoing operational and replacement costs.

The anticipated cost for procuring specialist advice is approximately \$30,000.

There is currently no funding allocated for this work in the current or draft Long Term Financial Plan (LTFP). If Council wishes to allocate funding, the source of the funding within the existing budget will need to be identified.

In reviewing the internal reserves available, based on the draft LTFP, the Strategic Planning Reserve, which helps fund a range of strategic planning projects, has sufficient funding available to fund this work.

If Council wishes to further advance the investigation of CCTV, the recommendation would be as follows:

- 1. That Council engage a consultant to undertake a scoping study to identify preferred localities and camera locations for the installation of Council operated CCTV in the Ballina Shire, along with confirming establishment costs and on-going operating costs. This scoping study is to also examine a staged approach to installing CCTV across the Shire.*
- 2. The funding for this consultancy engagement is to be sourced from the Strategic Planning Reserve, with an indicative estimate for the work being \$30,000.*

This consultancy, once completed, would help Council in firstly confirming whether the CCTV proposal should be further advanced and secondly in supporting grant applications to the State or Federal Government.

This option has not been recommended based on the balance between expected system cost, crime data (types of recorded local crime, trends and relative crime levels in Ballina Shire compared to other LGAs) and Council's statutory roles and responsibilities in relation to public order and law enforcement.

### Option 4

Establish a Council surveillance camera grant program. This grant would be open to local business operating in the Shire's CBD's.

The funds would go towards the one-off purchase of surveillance cameras, which would be placed in local business operating in commercial centres.

This option has not been costed at this time. If this option is preferred staff would prepare a report more specifically tailored to the provision of a grant program and its costs.

## 5.1 Public Domain Closed Circuit Television (CCTV)

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This option is not recommended as there is no certainty at this time that it would deliver a significantly improved outcome relative to costs to the public. However, additional data collection and analysis may provide further insight into this approach.

### Option 5

A final option not canvassed in this report is rather than investing significant funds into CCTV, Council could consider employing a part-time or full-time Community Development Officer (eg youth worker, crime prevention officer, social planner etc) as a more proactive approach, when typically CCTV assists in reacting to a crime.

Council has typically relied on State Government agencies, such as the Department of Communities and Justice, to provide services of this nature.

Currently Council employs a part-time Social Planner (three days per week) to assist in delivering support to the community, often through State Government agency networks, and the provision of additional resources in this area might enable Council to be more proactive in delivering community based programs that assist in reducing crime levels and improving community cohesion.

This option has not been recommended as Council has historically relied on the State Government to provide these services. Also Council's General Fund, which continually operates at a deficit, with comparably low levels of average rate income, makes it difficult for Council to fund expanded service levels, when there is already underfunding in core services such as asset maintenance and renewal.

### **RECOMMENDATION**

That based on the contents of this report and balancing the capital and ongoing costs of CCTV infrastructure, the current nature and trends in recorded crime statistics for Ballina Shire and the scope of Council's statutory roles and responsibilities relating to public order and law enforcement, Council resolves to take no further action at this time, in respect to the installation of broad scale CCTV in the public domain.

### **Attachment(s)**

1. NSW Government policy statement and guidelines for the establishment and implementation of closed circuit television (CCTV) in public places [⇒](#)



## 5.2 Seven Mile Beach - 4WD Management Options

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### 5.2 Seven Mile Beach - 4WD Management Options

**Section** Public and Environmental Health

**Objective** To provide Council with an update on the feasibility of implementing additional measures for drivers accessing Seven Mile Beach in 4WD vehicles

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#### **Background**

At the November 2023 Ordinary meeting, Council resolved as follows in respect to four wheel drive access to Seven Mile Beach:

1. *That Council adopts the Four-Wheel Drive Beach Access – Seven Mile Beach Policy, as per Attachment 1 to this report, subject to the permits only being available for 6 months and 12 months.*
2. *That Council provide a further report for the purpose of implementing a mandatory course on responsible beach 4WD usage, including wildlife awareness, before users are issued with beach permits.*
3. *That Council proceed to close 4WD access to Seven Mile Beach by 2028.*
4. *That Council investigate the installation of a boom gate.*

This report responds to points 2 and 4. Point 1 is addressed in Council's draft fees and charges for 2024/25 and Point 3 has informed the consideration of education and boom gate options.

#### **Key Issues**

- Feasibility of implementing a mandatory driver course
- Boom gate operation
- Balancing cost and compliance

#### **Discussion**

##### Current permit system

Driving on the beach is subject to the same rules as driving on a road under the *NSW Road Transport Act 2013* (the Act) and *Road Transport (General) Regulation 2021* with fines issued by the NSW Police for non-compliance.

A driver with a valid driver's licence and a Council vehicle permit is permitted to drive on Seven Mile Beach. A permit is obtained through the automated kiosk on Camp Drewe Road or the Easy Park App.

A permit is issued after the vehicle registration number is provided and payment is made.

Vehicles entering the beach are photographed and registration numbers are cross checked to ensure vehicles have a valid permit.

Where there is no permit, Council issues an infringement notice to the registered owner of the vehicle.

## 5.2 Seven Mile Beach - 4WD Management Options

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Between January 2021 and February 2024, 22,484 vehicle permits were issued.

During this time 2,090 vehicles (9.3% of vehicles) entered the beach without a valid permit.

This represents a compliance rate of over 90% of vehicles with a valid permit.

### Mandatory driver course

#### *Course development*

Staff have not been able to identify an existing course on responsible 4WD beach usage. Therefore, a course would need to be developed in house.

Our Risk Section has advised that the content should focus on safe driving on the beach including:

- information on speed limits
- what to do when approaching pedestrians
- wildlife awareness
- the do's and the don'ts of driving on the beach.

This material could be delivered online or as an in-person course.

Council's webpage "4WDs on Beaches" [4WDs on Beaches | Ballina Shire Council \(nsw.gov.au\)](https://www.ballina.nsw.gov.au/4WDs-on-Beaches) currently lists terms and conditions for driving on the beach, responsibilities of vehicle users and information on how to protect the beach environment.

The current website could be used as the basis for an online checkbox type of course.

However, it is the relationships between completion of any education component and the purchase and granting of an access permit and associated regulation of the rules relative to the course content and permit terms that is the key issue.

#### *Regulating completion of the course*

Introducing a mandatory course implies that a driver must complete the course before they can drive on the beach.

Council does not have the regulatory authority to enforce a mandatory driver course from a licensing perspective.

While Council Rangers can conduct random checks on vehicles and issue infringement notices if there is not a valid permit, Council has no legal authority to fine or direct a driver off the beach for non-completion of a course.

Council does have the ability to revoke permits.

However, issue of a permit by Council could be made conditional upon a set of criteria being met (e.g. completing an online questionnaire for example).

The difficulty with this is that it would require a major change to the way permits are issued and managed, including increased permit system administration costs.

## 5.2 Seven Mile Beach - 4WD Management Options

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This needs to be considered relative to the benefits that might be gained from an education process particularly given that there is no guarantee that a mandatory course will result in a significant behavioural change.

Council has also resolved to close the beach access by 2028, therefore Council needs to be mindful of the resources allocated to new actions, when there is a limited time frame left.

The introduction of a mandatory course for drivers would require a system that records details of drivers who have completed the course prior to issuing a vehicle permit.

Staff have explored options on how to implement an education program in sync with the existing permit issuing system. The existing permit system does not have the capacity to be expanded to enable this.

Even with an education requirement in, a permit will relate to a vehicle, so it is not certain that the person who obtained the permit will actually drive the vehicle each time the beach is accessed.

The introduction of a mandatory education course prior to issue of a beach access permit is not recommended due to the cost of altering the current permit administration system, impacts on customers seeking to obtain a permit (i.e. the practicality of purchasing a permit), uncertainty about the extent of behaviour change and the closure of the access by 2028.

As an alternative, it may be possible to introduce a check in the current permit purchase process for drivers to acknowledge they have read the terms and conditions of driving on Seven Mile Beach or something similar.

Staff are engaging with Council's digital permit service providers to determine if this could be achieved. For example, it may be possible to force a permit purchaser to enter an email address or phone number where the access terms and conditions and any educational material can be provided digitally.

This could then be used as a basis to revoke permits where it is identified that a beach user has not complied with the terms.

Similar to the pre permit education requirement option, there is no certainty that substantial user behaviour change will result.

It is recommended that Council introduce information distribution and/or a terms and conditions type check, at the point of a permit purchase under the current system, if Council's permit vendors can accommodate this.

### *Boom Gate*

Council has an existing heavy-duty gate at the 4WD entry point, built to NPWS standards, noting the gate is currently used for controlling access in accordance with the adopted Council policy.

It is expected that this gate will be retained regardless of any decision on a boom gate so that 4WD can be restricted in emergency situations or other circumstances where the beach is closed under Council's existing policy.

Due to the existing gate, the potential boom gate placement is likely best placed on the inside of the existing gate.

## 5.2 Seven Mile Beach - 4WD Management Options

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Initial investigations into the installation of a 6m solar powered boom gate have identified approximately \$10,000 in total costings, consisting of \$6,000 in equipment costs and \$4,000 in labor costs.

Some tree clearing may be required to assist with solar installation point in an appropriate location.

Ongoing maintenance costs and removal costs have not been quantified but are expected to be relatively minor.

Staff have identified a number of operational concerns that would need to be considered with a boom gate installation, including the continued operation and function in a harsh environment, the potential for any malfunction to leave vehicles stranded on the beach and vandalism due to the remoteness of the access point.

There is also a practical problem with the passing of two vehicles in a situation where one is coming off the beach and the other has passed through the boom gate.

This type of situation in the case of a single-track entrance would result in reversing or passing off track (into the dunes).

Of particular concern is a situation where a vehicle leaving the beach is moving at speed and the oncoming vehicle is required to reverse when the boom gate has closed behind them. It is most likely impractical for a vehicle leaving the beach to reverse any substantial distance due to re-entry into soft sand.

The introduction of a boom gate will also require significant adjustment to Council's existing permit system (e.g. access fobs may be necessary, manual processes may be necessary for permit issue) and so would involve additional costs to those outlined above.

Costs are difficult to quantify at present because these ultimately depend on the type of boom gate able to be procured and how this can be integrated with the permit system.

A boom gate would have the advantage of stopping most who do not have a permit accessing the beach (noting that permit compliance is at about 90%).

This does not necessarily equate to a change in user behaviour once on the beach.

Given Council's resolution to close the beach access to 4WDs by 2028, the cost of boom gate infrastructure, which will become redundant, and that there is not necessarily a correlation between a boom gate and better driver behaviour, installation of a boom gate to regulate access is not recommended.

Rather, it is suggested that Council monitors the access and user behaviour for the next financial year. It may be that the permit change and pricing signal arising from Council's recent decisions on 4WD access result in a different and more desirable pattern of beach use.

Council could always revisit the boom gate concept at a future point.

### Community Engagement Strategy

The proposed changes have not been advertised for comment as the report only seeks to address the feasibility of implementing a mandatory course and the installation of boom gates in line with the policy decision about 4WD beach access made by Council in November 2023.

### Financial / Risk Considerations

The introduction of a mandatory driver course to access the beach would require additional resource allocation.

This would be in the form of staff time to prepare the course work, create an online platform to run the course and the ongoing need to be able to check for compliance.

This approach requires a substantial change to the current permit system and will likely increase the amount of manual work (and in turn staff costs) for administration of the system.

The estimated cost for boom gate installation is approximately \$10,000.

There will also be ongoing costs for maintenance and repair as well as management of breakdowns after hours.

These costs need to be considered relative to the short-term potential benefits and the impending beach closure by 2028.

No funding is currently allocated to the implementation of a mandatory pre permit education program or boom gate (or associated permit system changes).

### Options

The current system of issuing permits and recording registration numbers is working well. There is an over 90% compliance rate with drivers obtaining permits.

Whilst overt measures to encourage improved driver behaviour would likely be seen by the community as positive, this needs to be weighed against the cost of these measures and the likely extent of benefits gained between now and 2028.

In summary, Council has the following options in relation to the education program and boom gate. The key issues and considerations associated with each option are contained in the body of this report.

#### Education Program

Option A1: Introduce a mandatory education course for drivers to complete before they drive a motor vehicle on Seven Mile Beach.

Option A2: Introduce a terms and conditions type check and/or education information distribution process utilising the existing permit system if Council's existing system vendors can accommodate this.

Option A3: Take no further action on an education program

## 5.2 Seven Mile Beach - 4WD Management Options

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Further examination of Option A2 is recommended and in turn where this option can be implemented by agreement with Council's existing permit system vendors, it is recommended that staff implement this approach.

This approach provides a potential avenue to improve driver education at relatively low cost without a significant change in the existing structure of Council's permit system. This could also be supported by enhanced signage to encourage good driver behaviour and awareness of environmental values, and enforcement consequences.

### Boom Gate

Option B1: Install a boom gate

Option B2: Do not install a boom gate

Option B2 is recommended on the basis that the costs and practical use considerations of a boom gate outweigh potential gains, particularly when the beach access is to be closed by 2028.

Finally, the major change recommended for 2024/25, is the permit fee structure. The Fees and Charges – 2024/25 report, later in this agenda, confirms that the recommended fees for 2024/25 are as follows:

Description	2023/24	2024/25
Annual Permit	\$138	\$166
Six Month Permit	\$80	\$96
Thirty Day Permit	\$58	Not permitted
One Day Permit	\$22	Not permitted

This is a major change to the current pricing structure, and part of the monitoring of 4WD use for the next 12 months, will be to assess what changes in usage there are based on this permit structure change.

### **RECOMMENDATIONS**

1. That based on the contents of this report, Council retain the existing permit administration system and work with the system vendor to introduce the provision of education information to drivers on responsible 4WD use of Seven Mile Beach, where this can be accommodated through the existing technology.
2. That taking into account the costs and operational difficulties as outlined in this report and recognising that Council has resolved to cease 4WD access to Seven Mile Beach by 2028, that Council does not proceed to install a boom gate.
3. That Council continue to monitor 4WD usage and compliance at Seven Mile Beach to determine the effectiveness of the change in the permit fee structure, and the distribution of education information, if enabled.

### **Attachment(s)**

Nil

## 5.3 Newrybar - Provision of Wastewater Services

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### 5.3 Newrybar - Provision of Wastewater Services

**Section** Water and Wastewater

**Objective** To provide a high-level report on the feasibility of options to sewer the village of Newrybar

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#### **Background**

The 2023/24 Operational Plan includes the following action:

- *Operational Plan Activity: HE3.2k Assess options for improved wastewater services for Newrybar*

This arose, in part, from Council receiving a request from a consortium of business owners in Newrybar for Council to apply the RU5 Rural Village Zone (under the Standard Instrument Ballina LEP 2012) to the village, which is currently zoned 7(c) Environmental Protection (Water Catchment) under the Ballina LEP 1987.

Treatment and management of wastewater on-site is a significant limiting factor in expanding existing commercial uses of land in the village.

The village is not serviced by Council reticulated sewer or identified for the extension of such services in Council's Development Servicing Plans (DSPs).

Given the Water Catchment zoning, any proposed development would need to demonstrate a neutral or beneficial effect on catchment water quality.

A high-level investigation has been completed that identified the following options:

1. Construct a pressure sewer system and connect the system to the existing reticulated sewerage network via a pump station and rising main
2. Construct a pressure sewer system and treat the wastewater at a central wastewater treatment plant in the village
3. Continue to manage the on-site wastewater management systems (no change).

These options are discussed in this report.

#### **Key Issues**

- Protection of water supply catchments
- Cost and service

#### **Discussion**

This report considers the feasibility and issues of the options in two parts.

### 5.3 Newrybar - Provision of Wastewater Services

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The first part deals with providing the reticulation services, being the network to connect the properties for transport or treatment.

The second part provides an analysis of the transport and treatment options.

#### ***Providing a reticulated wastewater scheme to Newrybar***

Both options for providing a reticulated wastewater service require a pressure sewer system to be constructed to collect and deliver the wastewater to either a pump station (Option 1) or a central wastewater treatment plant (Option 2).

#### *Issues*

- Acceptance by the community – Implementation of a wastewater scheme would require all existing residential and commercial properties to agree to convert their on-site wastewater management system (OSSM) to a pressure sewer system. OSSMs are not permissible where there is a reticulated wastewater collection system within 80 metres of the property.

Connection of all properties is needed to generate the required wastewater flows to operate the system. No community consultation has been completed to ascertain community support for the system.

- Equity within the broader community – Implementation of a wastewater scheme at Newrybar would provide a significantly higher level of service than provided to the rest of the community in terms of cost per property.

The materially higher associated operating and maintenance costs attached to the proposed schemes would be apportioned across the entire Ballina Shire network customer base, if the existing fees and charges were applied (assuming Council owned and operated the scheme).

- Precedent created – Providing a wastewater scheme to Newrybar would have to consider the impact of other villages wanting sewerage services.

For example, the village of Tintenbar is closer to the current wastewater network, is larger and unsewered. Providing wastewater services to these areas has not previously been factored into our wastewater planning from a transport or treatment perspective.

- Condition of property plumbing and electrical services – An audit would need to be undertaken of each property's plumbing and electrical distribution boards to confirm they are compliant with current standards.
- Odour and corrosion management – Odour issues can occur at locations where air may leave the system.

The area is undulating and would need air valves to vent the system at local highpoints.

Given the small number of properties and the distance between them, the average detention time within the pressure sewer network would be high and it is likely the system will generate odours and exacerbate corrosion of downstream infrastructure.



### 5.3 Newrybar - Provision of Wastewater Services

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- Power outage management – Typically the pressure sewer tanks have sufficient storage for one day’s wastewater from a residential property.

Outages longer than this would potentially require Council to pump out the systems and dispose of the wastewater at the Ballina wastewater treatment plant.

- Planned urban growth areas – Newrybar is not identified within Council’s local strategic planning framework or the State Government’s North Coast Regional Plan, as a potential or planned urban growth area.

There are several planned urban areas in localities, such as Cumbalum, Kinvara, Lennox Head and Wollongbar that are the focus of infrastructure resources.

Infrastructure provision of the scale required to provide reticulated sewer to Newrybar is inconsistent with the status of the area under the existing planning framework.

#### *Capital Costs for Options 1 and 2*

The capital costs for the pressure sewer reticulation pipework within the Newrybar village are estimated at \$450,000 including design and environmental plans.

There are also costs associated with the works required on each property:

- On-site pressure sewer works (pump, tank, boundary kit and pipe lateral) - \$14,000 per property for a single residential system
- Plumbing audit \$4,000 for each property
- Electrical switchboard upgrade (if required) - approximately \$4,000 per property
- Plumbing costs to convert OSSM to pressure sewer – will vary depending on the state and location of the existing OSSM and pipework.

#### *Ongoing costs for Options 1 and 2*

- Electricity costs to resident/business (approximately \$30 per year for a residential property)
- Pressure pump and pressure sewer network operation and maintenance – \$30,000 p.a. based on the 2023/24 budget of \$123,000 and 180 existing pressure sewer pump locations.

#### ***Option 1 - Providing a pump station and rising main to connect to existing network***

This option involves constructing a pump station and 12-14 kilometre long rising main to connect the Newrybar reticulated network to Council’s existing wastewater network.

It has very high upfront capital costs and would have significantly higher operation and maintenance costs when compared to similar sized existing pump stations in Council’s network due to the long pumping distance, remoteness and odour and corrosion management required.

## 5.3 Newrybar - Provision of Wastewater Services

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### *Issues*

- Sewage age – The small population size and long rising main mean that this option would result in sewage detention times of two days or more.

Council's management benchmarks aim for detention of no more than four hours within Council's existing sewerage system to meet applicable environmental and performance standards.

This high detention time and the resulting septicity are likely to cause odour and corrosion issues resulting in higher operational costs and additional management risks.

- Management of odour and corrosion - Technology exists to "lock up" sulphur to prevent odour which is dosed during pumping.

This technology requires a high level of operator intervention to maintain an appropriate dose. In addition to the added cost, Council has had trouble in procuring the chemical in the past due to limited suppliers.

- Location of the rising main – It is unlikely Transport for NSW would permit the rising main to be constructed in the Motorway road reserve.

The rising main would follow the route of the Hinterland Way and then need to traverse through private property including the Cumbalum Urban Release Area (CURA).

- Vertical alignment of the rising main – The proposed route of the rising main goes through undulating land of elevations up to 130m AHD to less than 10m AHD.

The low points in the rising main are likely to accumulate build-up and would require high flows and large pumps to provide adequate scouring of the main to ensure its continued operation.

### *Capital Costs for Option 1*

In addition to the capital costs required to provide the pressure sewer system, the following would be required:

- 12-14 kilometres of rising main - \$7.5 - \$9m
- Pump station - \$700,000
- Chemical dosing facility - \$ unknown
- Land acquisition - \$ unknown

### *Ongoing costs for Option 1*

- Electricity usage and costs, and associated carbon dioxide emissions
- Operations and maintenance of pump station and rising main including depreciation and replacement
- Operations and maintenance of chemical dosing facility for odour and corrosion management.

### 5.3 Newrybar - Provision of Wastewater Services

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#### ***Option 2 - Central wastewater treatment plant (WWTP)***

This option involves constructing a wastewater treatment plant (WWTP) in Newrybar Village to treat the wastewater collected from the Newrybar reticulated network.

It has a lower upfront capital investment than Option 1 but significantly higher ongoing operational and maintenance costs. It also has higher environmental risks than Option 1.

#### *Issues*

- Effluent disposal - The area is within the Emigrant Creek and Wilsons River drinking water catchments and disposal of effluent would be required to either have a neutral or beneficial impact on catchment water quality.

Rous County Council (RCC) was consulted by the consortium and their preference was that “effluent disposal from a reticulated sewerage system should be through a combination of land based (sub-surface) irrigation/disposal and/or reuse rather than to local streams”.

- Management of the plant - The consortium proposed operation and management by a commercial entity licensed under the Water Industry Competition Act 2006

RCC was concerned about the ownership, operation, and maintenance arrangements for a WWTP and its preference was for Ballina Shire Council to own and manage any such scheme.

- Potential for overflows and spills associated with the operation of the system – The consortium has allowed for ten days wet-weather storage capacity to effluent during periods of poor irrigation conditions or plant breakdowns/maintenance.
- Quality of influent – The small catchment increases the risk of shock loads where the nutrient, suspended solids or oil and grease loading exceeds the capacity of WWTP to treat the influent to an acceptable standard.

#### *Capital Costs for Option 2*

In addition to the capital costs required to provide the pressure sewer system, the following would be required:

- Wastewater Treatment Plant - \$1.8m
- Land acquisition for the WWTP and irrigation area - \$ unknown

#### *Ongoing costs for Option 2*

- Operational and maintenance costs including depreciation and replacement incurred by Council or operational costs set by a private operator of the treatment scheme
- Transport and treatment of biosolids through Council’s existing sewage treatment facilities for eventual disposal

### 5.3 Newrybar - Provision of Wastewater Services

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- Additional staffing – If Council were to own and operate the WWTP, which would be a small scale package plant or similar, it would require additional staffing that would not achieve economies of scale.

#### ***Option 3 – Continue to manage the on-site wastewater management systems (OSSMs)***

This is the 'do nothing' option where Council continues to manage the existing OSSMs under the current policies and procedures.

#### *Issues*

- Intensification of land use – Continuing use of OSSMs is a significant limiting factor in expanding existing commercial uses of land in the village.
- Condition of existing OSSMs – There is a risk of OSSMs in the village not operating satisfactorily however this area is the focus of increased inspections. This is because it is a high-risk area of a drinking water catchment and smaller properties.

There have also been several recent upgrades to OSSMs in the area.

#### *Capital Costs for Option 3*

- The cost to install a new OSSM is about \$30,000 with an asset life of 20-30 years.

#### *Ongoing Costs for Option 3*

- Pump out every two to three years which costs approximately \$1,000
- Servicing of aerator treatment systems (if installed) \$150-\$200 quarterly
- Annual Council fee of \$75

These costs compare favourably to the Council's residential wastewater connection fee, which is currently \$1,063 per annum.

#### **Delivery Program Strategy / Operational Plan Activity**

The investigation into the provision of wastewater services to Newrybar is identified in Council's adopted Delivery Program and Operational Plan:

- Delivery Program Strategy: HE3.2 Minimise negative impacts on the natural environment.
- Operational Plan Activity: HE3.2k Assess options for improved wastewater services for Newrybar

Funding has not been allocated to support a detailed external investigation into options for improved wastewater services for Newrybar.

#### **Community Engagement Strategy**

There has been community driven engagement from the consortium proposing wastewater services for Newrybar.

### 5.3 Newrybar - Provision of Wastewater Services

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Council has not undertaken additional engagement to determine the position of the broader Newrybar or Ballina Shire community.

If Council were to resolve to undertake detailed investigation into the provision of wastewater services to Newrybar, community consultation would be undertaken in accordance with the Community Engagement Strategy.

#### **Financial / Risk Considerations**

The delivery of centralised sewerage to Newrybar village would have financial and risk implications as outlined in this report.

If a detailed assessment is undertaken, the estimated cost is \$100,000.

This could be funded from the Wastewater Fund and carried out during the 2024/25 financial year.

The only concern with this proposal is that the funding would be sourced from the Wastewater Fund, which has been paid for by users of the current wastewater network. This proposal is outside the current network.

#### **Options**

The following options are presented for Council's consideration:

*Option 1 – Council could resolve to allocate funding for the detailed investigation into providing wastewater services to the village of Newrybar.*

This option would involve undertaking further detailed investigation into the design and costing of options for the provision of centralised sewerage to the village, including scale, costs, and efficiency.

It is anticipated the cost of completing a centralised sewer investigation would be in the order of \$100,000.

*Option 2 – Council could resolve to discontinue the consideration of providing wastewater services to the village of Newrybar.*

This option would include writing to stakeholders advising that Council considers the provision of centralised sewerage to service the village to be neither practical nor financially viable at this time and that any further consideration of expanding existing commercial uses would need to occur on the basis of onsite sewerage management having regard to the protection of the water supply catchment.

Option 2 is preferred as the cost to install appropriate infrastructure is significant and would create a cross subsidy from existing connections to the new connections.

Even if the capital costs are excluded, the revenue from the additional wastewater charges would not cover the operational maintenance and renewal costs of the new infrastructure.

### **5.3 Newrybar - Provision of Wastewater Services**

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Importantly, this proposal is inconsistent with Council's local strategic planning framework and the State Government's North Coast Regional Plan, as a potential or planned urban growth area. Council is not in a position to be funding additional infrastructure outside the planned growth areas when there are already significant financial pressures to fund infrastructure for the planned growth areas.

#### **RECOMMENDATION**

That Council notes the contents of this report regarding the feasibility of providing wastewater services to the village of Newrybar and confirms that no further action will be taken in respect to this proposal based on the points raised in this report, including:

- Inconsistency with Council's local strategic planning framework
- Equity in cost and service distribution.

#### **Attachment(s)**

Nil

## 5.4 Wildlife Protection - Virtual Fencing

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### 5.4 Wildlife Protection - Virtual Fencing

**Section** Engineering Works

**Objective** To report on an investigation into wildlife protection on our roads

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#### **Background**

This report responds to the following resolution from the September 2023 Ordinary meeting:

*That Council*

- *Identify a suitable location for a trial of virtual fencing to reduce wildlife deaths by vehicle strike based on best available evidence.*
- *Provide a report to Council on the preferred method of funding this trial, including from the existing roads and maintenance budget and/or grant funding opportunities.*
- *Continue to work with wildlife rescue organisations, hospitals, universities, and other partners to implement solutions to reducing wildlife deaths by vehicle strike.*

Information has been gathered based on customer requests to Council to address wildlife deaths. All requests refer to the removal of deceased wildlife from the road carriage way.

This information has been included to determine potential locations for the trial of Virtual Fencing (VF).

Consultation has also occurred with WIRES and Friends of the Koala (FoK). The assumption is that WIRES and FoK would be responding to injured live wildlife, with data still to be provided. WIRES has advised that data will only be available at a suburb level once forthcoming.

A layer within the Council GIS system is currently being developed to map past injured wildlife or wildlife deaths and any new reported wildlife incidents.

The spatial data will define the wildlife as “Native”, “Domestic” or “Introduced”.

This information will allow Council to make informed decisions about potential hotspots to trial VF moving forward.

#### **Key Issues**

- Identifying hotspots and suitable locations for target species
- Assessment of effectiveness
- Capital and operational and maintenance costs for the trial

## 5.4 Wildlife Protection - Virtual Fencing

### Discussion

#### The Virtual Fencing Device

The Virtual Fencing (VF) device (using Wildlife Safety Solutions fencing) is activated by approaching headlights up to 300m away, which causes it to emit a combination of sound and flashing light stimuli that alert animals and in turn reduces the startling effect.

The devices are placed at 25-metre intervals on alternating sides of the road.

These devices are triggered in sequence by the vehicle headlight as a car approaches along the road, forming a VF (Figure 1).

**Figure 1 - Device Orientation and Installation**



#### Key criteria for Virtual Fencing

Key criteria for the installation of virtual fencing includes:

- Speed limit (not effective on roads over 80 km/h)
- Traffic volume (more effective in rural areas)
- Roadside vegetation (overhanging trees may prevent effective functioning of the systems solar)
- Roadside use and other local environmental variables (e.g., are animals grazing on the roadside?)
- Presence of target species and seasonal fauna movement variability (eg breeding season and home range of target species).



## 5.4 Wildlife Protection - Virtual Fencing

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### Limitations

- The device detects oncoming head lights; therefore they do not work when lights are not on. This does mean that other high-risk times such as dawn and dusk may not have the same level of activation. Public expectations and communications for the project will need to emphasise motorists need to remain vigilant and pay attention to their surroundings.
- The technology is less effective in areas where cars are travelling over 80km/hr due to species reaction time.
- The system was originally designed in Europe for larger marsupials / mammals (deer, boar).
- An acoustic study for VF within Brisbane found that the high setting would be heard if the device was placed within 40m of a house.
- There is limited evidence to suggest the fences are an effective solution for koalas, as they are unlikely to respond to the sound stimuli fast enough to get out of the way.

### Advantages

- The comparative cost of installation and maintenance is far less than traditional static fences.
- Does not prevent wildlife moving through the landscape.
- Easy to install and looks like a normal guidepost (installed with manual driver or jackhammer with fork-piece).
- Maintenance requirements are low, requires six-monthly testing, and easily replaced if damaged. The VF can still operate without one post as each post works independently.
- The batteries are solar-powered and last for five years.
- The system only needs to be tested every six months.
- The device can be easily relocated.

### Installation with or without Baseline Data

To determine the effectiveness or non-effectiveness of the VF, quality baseline data would be required prior to the installation of the VF. Most virtual fencing trials (using Wildlife Safety Solutions fencing) have provided conclusions regarding the success of the fencing without rigorous scientific data.

In addition, Wildlife Safety Solutions acknowledge and recommend that pre and post installation data is necessary to determine/assess the performance of the VF.

### Statistical analysis of the trial

Statistical analysis of the results will determine:

- Statistically significant change in wildlife death numbers of treatment sites compared to control sites (if baseline data known)
- Breakdown of species type
- Influence / correlation of traffic volume per event.

Without quality baseline data, the effectiveness will not be able to be assessed and the viability of installing on future roads is unknown.

## 5.4 Wildlife Protection - Virtual Fencing

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### Target Species

Council wildlife data was evaluated from customer notifications between 12/04/2022 – 30/11/2023. The accuracy of the information is based on customers identifying a species from their own knowledge. 56 species were identified within the data including domestic animals and wildlife. Of the 56 species, ten were identified as Wallaby.

- Wallaby (10)
- Cat (9)
- Possum (6)
- Rabbit (5)
- Dog (4)
- Bat (4)
- Pelican (3)
- Kangaroo (3)
- Fox (2)
- Magpie (2)
- Echidna (2)
- Cockatoo (1)
- Hare (1)
- Unknown bird (1)
- Duck (1)
- Snake (1)
- Unknown (1)

The actual number of incidents would be significantly different to the total above as many incidents are unreported.

It is reasonable to assume that VF could be most effective by targeting Wallabies as they present the greatest number of native wildlife roadkill. Implementation of trials of virtual fencing on the Sunshine Coast has suggested it is effective at reducing Kangaroo interactions with vehicles and could potentially have the same effectiveness for wallabies.

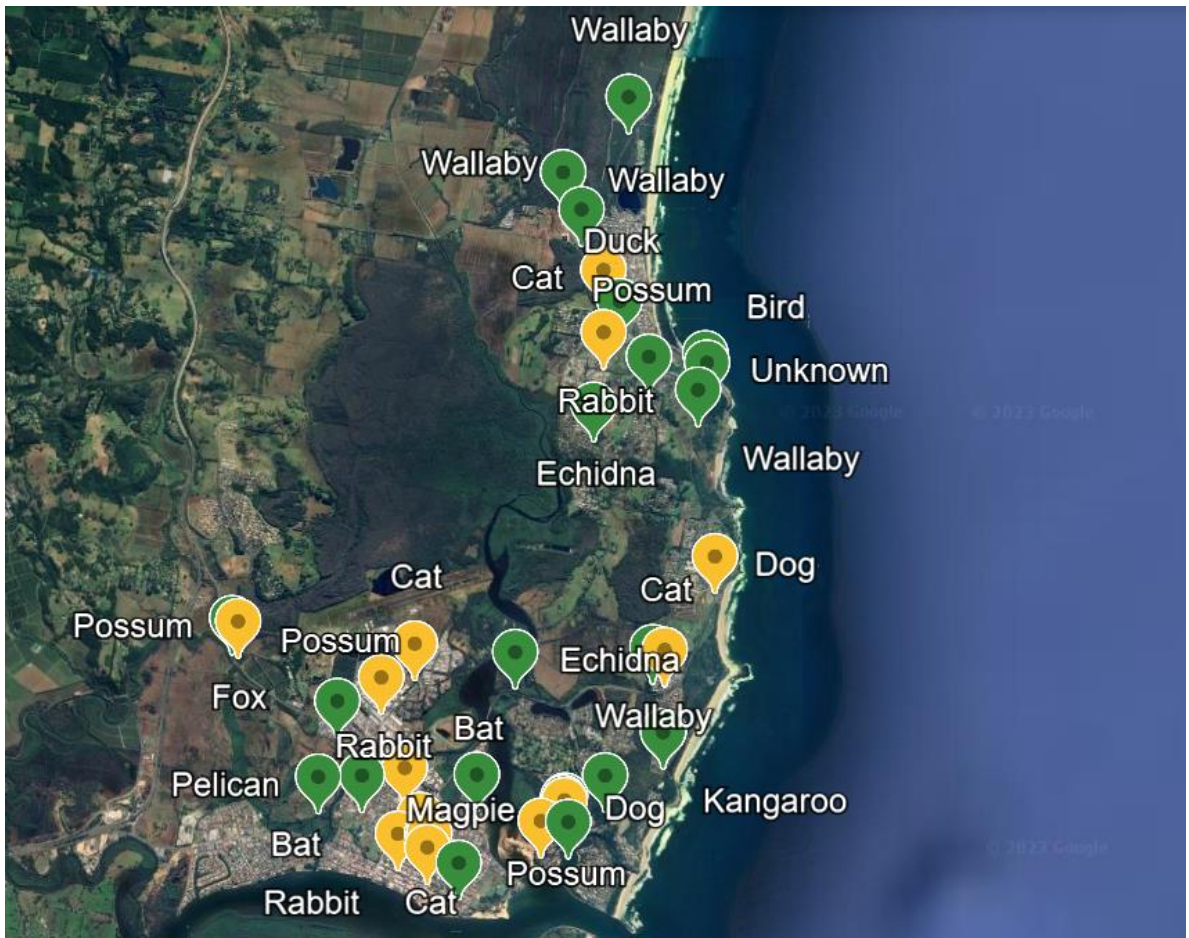
Ballina, East Ballina and Lennox Head were identified as containing the most roadkill data. The animals were reported within the following suburbs:

- Ballina (18)
- East Ballina (11)
- Lennox Head (11)
- West Ballina (5)
- Wardell (2)
- Alstonville (2)
- Cumbalum (1)
- Skennars Head (1)
- Tintenbar (1)
- Fernleigh (1)
- Newrybar (1)
- Teven (1)
- Pimlico (1)

## 5.4 Wildlife Protection - Virtual Fencing

For the purposes of identifying a suitable location for the implementation of VF, all wildlife death data has been mapped in Ballina, East Ballina and Lennox Head (Figure 2).

**Figure 2 - Wildlife death data for Ballina, East Ballina, Lennox Head**



(Green = native wildlife, Yellow = others (domestic, introduced)).

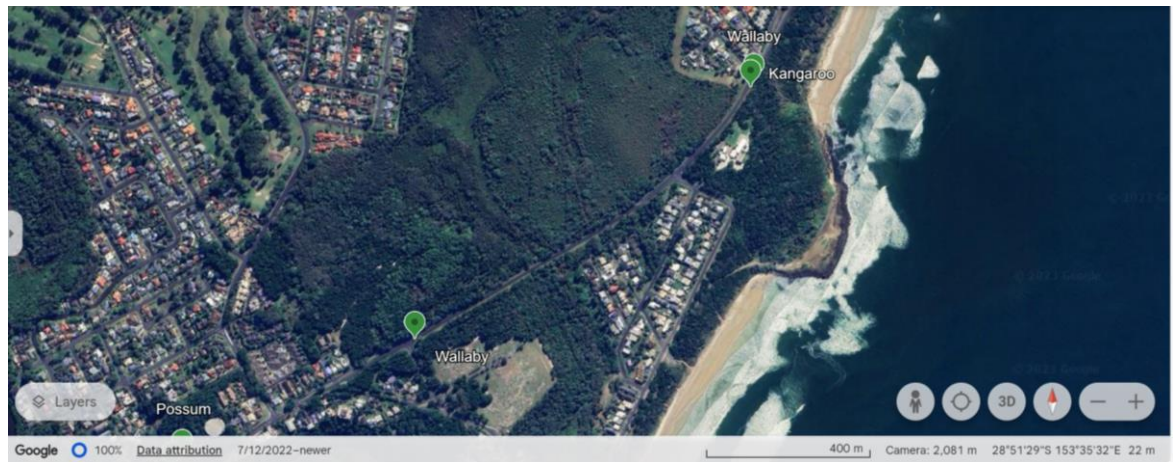
Three options are detailed that show at least two or more native animals in proximity along a stretch of road.

- Option 1: The Coast Road, East Ballina (2 Wallabies, 1 Kangaroo) (Figure 3).
- Option 2: The Coast Road near Pat Moreton Lookout (1 Wallaby, 1 Bird, 1 unidentified (potentially a wallaby)) (Figure 4).
- Option 3: Byron Bay Road between Byron St and Ross Lane (2 Wallabies) (Figure 5).

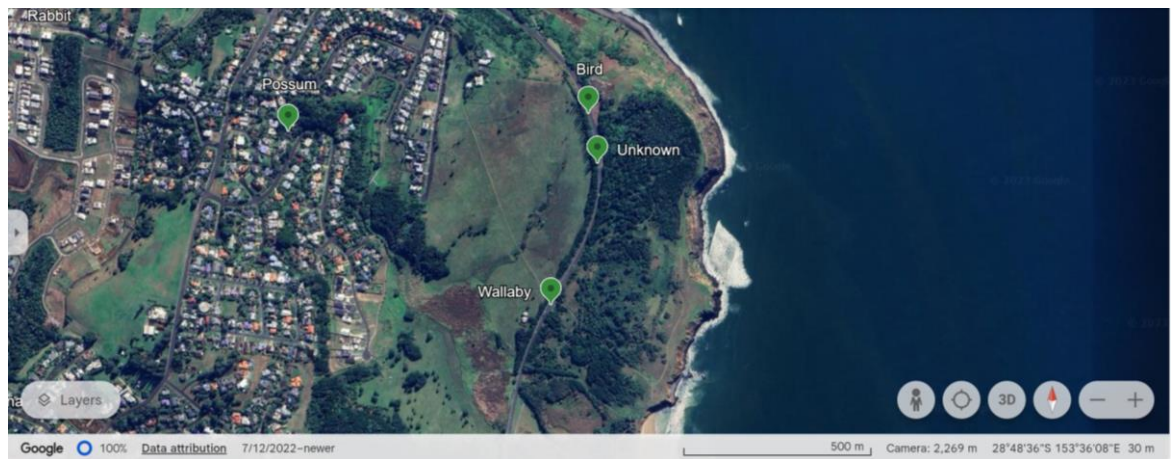


## 5.4 Wildlife Protection - Virtual Fencing

**Figure 3 - Option 1 Coast Road, East Ballina  
(2 Wallabies, 1 Kangaroo)**



**Figure 4 - Option 2 Coast Road near Pat Morton Lookout  
(1 Wallaby, 1 Bird, 1 unknown)**



**Figure 5 - Option 3 Byron Bay Road - Byron Street and Ross Lane  
(2 Wallabies)**



Unfortunately, at the time of this report, WIRES and FoK data was not able to be obtained.

## 5.4 Wildlife Protection - Virtual Fencing

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### Other Findings

Information was provided by Tweed Shire Council where a summary of the effectiveness of VF in eleven council areas was gathered. The findings are included as Attachment 1.

Important items to note from Tweed Shire Council include:

- Information on VF was gathered from eleven councils.
- Three councils (Sunshine Coast, Mansfield and Eurobodalla) reported a positive impact from the VF trials.
- Four councils (Shoalhaven, Townsville, Mornington Peninsular, Tee Tree Gully) have trials underway or commencing.
- Four councils (Redlands, Logan, Brisbane, City of Gold Coast) will not install or continue to use VF for future projects.

### **Community Engagement Strategy**

Advice regarding VF has been sought from:

- Friends of the Koala (FoK)
- WIRES
- Council Customer requests
- Byron Shire Council
- Tweed Shire Council
- Sunshine Coast Council

### **Financial / Risk Considerations**

#### Installation costs and duration of the trial

The virtual fencing is estimated to cost \$11,000 per kilometre plus installation costs, maintenance of the fencing and inspections.

The fencing will require regular maintenance checks, survey/inspection and monitoring by Council staff for 12-24 for months.

Thereafter, ongoing maintenance will be required. Data collection and collation will need to be undertaken throughout the trial.

#### Estimated Expenses

##### *12 Months of Monitoring prior to installation*

Education and signage to notify community of monitoring program and to report any wildlife deaths.

Estimated Cost: \$3,000

##### *Month 1*

Virtual Fencing/km: \$11,000

Installation costs: \$2,000

Inspections 3hrs per month: \$400/month

Estimated total month 1: \$13,400

## 5.4 Wildlife Protection - Virtual Fencing

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### *Months 2 - 24*

Inspections 3 hours per month: \$400/month  
Maintenance: \$300/month

Estimated total for each month 2 to 24: \$700/month (\$16,100)

### *Month 24+*

Maintenance: \$300/month

Estimate total after 24 months per month: \$300 month

### **Total \$32,800 per kilometre**

If Council is to proceed, without grant funding, it will be necessary to adjust the road operations and maintenance budget.

Cost escalation, infrastructure condition and general demand for services means the road maintenance budget is under significant pressure.

Accordingly, in funding this proposal from this source, the Council needs to be satisfied that the benefits of the trial are justified noting that there will be some reduction in our asset maintenance activities.

This would particularly be the case if the Council was to undertake a trial that was longer than one kilometre, which may be necessary to ensure effectiveness of the installation at the selected site.

The results of any adopted trial will inform any future necessary budget adjustments to the road operations and maintenance budget line item for any considered expanded wildlife road programs. planning, and local policy and processes.

### **Options**

The preferred location for a trial is the Coast Road, East Ballina. The options below relate to this location.

Option 1 – Install VF after obtaining baseline data.

Under this option, prior to the implementation of VF, 12 months of baseline monitoring will be undertaken. This would involve monitoring all wildlife along a 1-2 km stretch of road with particular focus on the target species.

After the installation of VF, 12 months of monitoring will be undertaken to determine the effectiveness of the VF. The VF would be installed together with vegetation maintenance (to improve visibility), road speed reduction (subject to approval), vehicle activated speed sign and a public awareness campaign – all of which contribute to reducing wildlife strike.

Option 2 - Install VF without baseline data.

This option allows the immediate protection of wildlife, however without quality baseline data, the effectiveness of the installation will not be able to be assessed and the viability of installing on future roads would remain unknown.

## 5.4 Wildlife Protection - Virtual Fencing

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Option 3 – Implement improvements to our data collection

Rather than commit to a VF program now, as the current data does not highlight a significant number of wildlife death species at any one location, under this option Council would implement a program that focuses on collecting more robust wildlife death data before the installation of VF.

This option also allows Council to continue to monitor the outcomes of the trials being conducted in other areas.

Option 3 is recommended as it also supports Option 1 being feasible in the future, it avoids any immediate impacts to the road budget, and having better data will inform the cost/benefit analysis and the preferred location for any trial.

### **RECOMMENDATION**

That Council work with WIRES to develop a Wildlife Strike Data Collection Program for assessing the demand, feasibility, and preferred locations for wildlife strike mitigation measures.

### **Attachment(s)**

1. Summary of Virtual Fencing Projects at eleven councils within Australia [⇒](#)

## 5.5 Water and Wastewater Assets - Insurance

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### 5.5 Water and Wastewater Assets - Insurance

**Section** Water and Wastewater

**Objective** To review the insurance of Water and Wastewater Assets.

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#### Background

This report reviews the insurance premium paid to insure water and wastewater assets and examines an alternative approach to manage the risk of unforeseen events in the context of increasing premiums.

#### Key Issues

- Risk management
- Financial management

#### Discussion

It has been Council's practice to insure water and wastewater assets as part of the property portfolio.

In terms of insuring water and wastewater assets, there are limitations to the extent of insurance available, in that underground assets are not insurable, meaning a sizeable percentage of water and wastewater assets cannot be insured.

The following table summarises the premiums paid to insure water and wastewater assets over the last five years. There have been no claims on the insurance during this timeframe.

**Table 1 – Insurance Premiums for Water and Wastewater Assets (\$)**

<b>Financial Year</b>	<b>Premium Paid (ex GST)</b>
2018/19	50,834
2019/20	47,693
2020/21	59,269
2021/22	67,880
2022/23	92,844
2023/24	188,506

There have been attempts to manage the level of premium paid for insurance over this period.

For example, the excess was raised from \$20,000 to \$50,000 in 2019/20 before being returned to \$20,000 in the following year, as it was only possible to apply one excess level across Council's portfolio of assets.

While the higher excess was valid for water and wastewater assets, it was inappropriate for some smaller Council assets.



## **5.5 Water and Wastewater Assets - Insurance**

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Staff have also previously prioritised the higher risk and value assets to be insured, for example treatment plant switchboards, rather than assets that are subject to lower likelihood risk events, such as concrete reservoirs.

However, the administration of maintaining the data regarding which assets were included in the insurance register became problematic.

The value of insured assets rose significantly from \$45m to \$116m in 2023/24 following a valuation completed by Statewide Mutual.

Council staff have a different view on the valuation methodology; however our asset values will continue to increase in value, and this will most likely result in ongoing premium increases.

Following the 2022 flood events, the maximum payable benefit following flood impacts for all Council assets is limited to \$1m, with an excess of \$100,000.

Noting the restrictions on payable benefits, and assets that can be insured, as well as the scale of the premiums, consideration has been given to the option to self-insure through reserve funds in the Water and Wastewater Funds.

The costs of self-insurance would be offset by the savings achieved through the removal of insurance premiums.

### **Financial / Risk Considerations**

The Water Fund is forecast to maintain a reserve of at least \$6.4 million for the next ten years, and the Wastewater Fund is forecast to maintain a corresponding reserve of at least \$8 million over this time frame.

Reallocating the existing budget item for insurance premiums in both funds would allow the accumulation of a self-insurance reserve in both funds.

Water and wastewater assets are regularly maintained and upgraded as needed to keep them in fit for purpose condition.

Insurance for these assets is intended to cover unforeseen events, such as fire or flood.

Many water and wastewater assets are concrete, meaning fire and flood is not a major risk.

The assets most at risk from fire or flood, or other natural disasters, are electrical assets such as switchboards.

As an example, in the 2022 flood event, twelve wastewater pump station switchboards were flooded.

Council is currently working with Public Works as part of the flood recovery program to replace these switchboards and raise them above the flood level at an estimated cost of \$3m.

Council's ongoing annual switchboard replacement program will include raising switchboards above flood level, reducing exposure to this risk over time.

## **5.5 Water and Wastewater Assets - Insurance**

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The individually most valuable water and wastewater assets, the four wastewater treatment plants, were not physically flooded during the 2022 flood event.

Based on recorded experience, it is unlikely that an event would cause sufficient damage to threaten the financial sustainability of the Water or Wastewater Funds.

This is particularly the case for the Water Fund, given that when the Marom Creek Water Treatment Plant is transferred to Rous County Council, the remaining water assets are either concrete and steel reservoirs, four booster pump stations in elevated areas and pipes, which are primarily underground and uninsurable.

### **Options**

Council can continue to insure water and wastewater assets as part of the property portfolio. Premiums are likely to continue to increase.

Alternatively, Council can elect to save the funds currently budgeted for insurance.

If \$200,000 is allocated to an internal reserve each year for five years, the reserve would hold the same figure as the current insured amount.

The self-insurance option does carry a risk that Council would incur additional expense if any water and wastewater assets are damaged as a result of flood, fire, or other adverse conditions in the five years prior to the reserve being established.

However, noting that we have not made a claim in the last six years, the potential savings to Council from this approach and the capacity of the funds to withstand the shock of a major unplanned expense to repair some assets, this is the preferred option.

If Council endorses this approach, it is proposed to also consult with Council's Audit, Risk and Improvement Committee (ARIC).

### **RECOMMENDATION**

That based on the contents of this report, subject to the concurrence of the Audit, Risk and Insurance Committee, in lieu of purchasing insurance, Council transfer the premium savings, being an amount of approximately \$200,000 per annum, to a reserve in the Water and Wastewater Funds for the next five years, to respond to damage to our assets caused by a natural disaster or other event.

### **Attachment(s)**

Nil

## 5.6 Policy (Review) - Commercial Use of Footpaths

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### 5.6 Policy (Review) - Commercial Use of Footpaths

**Section** Commercial Services

**Objective** To provide feedback following the exhibition of the Commercial Use of Footpaths Policy

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#### **Background**

Council at the 22 February 2024 Ordinary meeting resolved to place on public exhibition the Commercial Use of Footpaths Policy, with the resolution containing a series of changes as follows:

1. *That the five year expiry be seven years (aligns with NSW Govt policy and neighbouring Lismore and Richmond Valley councils).*
2. *That any existing footpath dining businesses that can't comply with the new criteria but were previously approved by Council be allowed to continue until such time as the business changes owner. (I.e. a grandfather clause)*
3. *That annual fees be waived for the first 12 months of any seven year application or renewal (to encourage new business and support others).*

The amended policy was placed on public exhibition with the closing date of 27 March 2024.

A copy of the policy as exhibited is included as Attachment 1 to this report.

Three submissions were received, as per Attachment 2 to this report.

#### **Key Issues**

- Clarify February 2024 resolution
- Address submissions

#### **Discussion**

In response to the February 2024 resolution the exhibited policy included additional changes being:

- Clauses 2.1.8 a) and 2.1.10 now refer to a term of seven years for approvals, renewals, and the fee waiver.
- Clause 2.1.8 e) confirms that current footpath dining approval holders are exempt from the provisions of this review.
- Clause 2.1.10 states as follows in respect to the fees:

*This fee is an annual fee payable to Council to undertake street vending or to operate a footway restaurant.*

## 5.6 Policy (Review) - Commercial Use of Footpaths

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*The annual fee be waived for the first 12 months of any seven year application or renewal (to encourage new business and support others).*

Currently Council has the following fees for footpath dining:

<b>Fee Description</b>	<b>2023/24 Amount (\$)</b>
New Application Fee	84
Amendment to Approval Area	84
Renewal of Application	84
Transfer of Approval	66
<b>Annual Licence Fee</b>	<b>Based on Location (per m2)</b>
Ballina	\$24 to \$70
Lennox Head	\$48 or \$68
Alstonville	\$37
All Other Areas	\$45

Point 3 of the February 2024 resolution was taken to mean that Council would waive the annual licence fee for the first year of operation of the approval, and the first year of any seven-year renewal.

This is the wording reflected in the exhibited policy as per clause 2.1.10.

In respect to the three submissions received, one supported the changes, and two raised additional matters as follows:

1. A request for additional footpaths around residential areas including a coastal path from the new bus shelter opposite Lennox Hotel to Lake Ainsworth
2. Concerns that businesses take too much of their allowable space. Also outlined various hazards for pedestrians such as umbrellas being too low.

Point 1 is a budgetary request as per the Community Infrastructure – Recurrent Capital Works report later in this agenda.

Point 2 is a compliance matter to ensure that licence holders are complying with the conditions of the licence.

Council Rangers, and Council's Commercial Services staff, do undertake compliance checks and it is important that there is an ongoing compliance program as Council needs to balance the commercial use of the public space with the need for reasonable public access.

As the submissions relate to matters outside the policy no amendments are proposed.

### **Community Engagement Strategy**

The draft policy was placed on public exhibition for 28 days with the closing date of 27 March 2024.

The exhibition of the policy was notified via Council's website and community notices issued via our e-news.

## 5.6 Policy (Review) - Commercial Use of Footpaths

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### Financial / Risk Considerations

Council receives approximately \$23,000 revenue per year in application and occupation fees under this policy, with 56 approval holders.

This represents an average annual fee of approximately \$410.

As a guide, with Council deciding to waive the annual fee based on every new licence, or a renewal after seven years, the loss of income will be approximately \$3,300 per annum (\$23,000 divided by seven years assuming everyone is renewing after seven years).

The actual figure might be slightly higher once new licences are considered.

### Options

Council has two options available; adopt or amend the policy.

Operationally the previous five-year term has worked well for many years with this period typically coinciding with the renewal of a commercial lease (i.e. many leases have a five-year review to market), thus allowing the premises lease and footpath licence to be updated at the same time.

The seven-year period helps to reduce the administrative burden for the licence holder and Council staff.

The Council pricing structure has also been structured to reflect the different levels of commercial value and pedestrian traffic across the entire shire.

The February 2024 resolution states that the annual licence fee will be waived for the first 12 months of any licence, which is consistent with Council practice, where Council occasionally provides reduced rentals for new commercial tenants to establish their business.

What is unusual is to provide a second period of rent relief, when a licence is renewed, followed a seven-year period.

Typically, a business should be well established if they are seeking to renew their licence, and any second rent waiver does represent revenue forgone.

As Council has resolved to exhibit the draft policy, subject to the changes included in the exhibited document being satisfactory, the recommendation is to adopt the policy as exhibited.

### RECOMMENDATION

That Council adopts the Commercial Use of Footpaths Policy, as per Attachment 1 to this report.

### Attachment(s)

1. Policy (Review) - Commercial Use of Footpaths [↗](#)
2. Submissions - Commercial Use of Footpath Policy [↗](#)

## 5.7 Strategic Asset Management Plan - 2024/25

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### 5.7 Strategic Asset Management Plan - 2024/25

<b>Section</b>	Infrastructure Planning
<b>Objective</b>	To present a minor update of the Strategic Asset Management Plan

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#### **Background**

The NSW Office of Local Government's Integrated Planning and Reporting (IP&R) framework requires councils to have a resourcing strategy. This strategy includes Asset Management Plans (including the Strategic Asset Management Plan - SAMP), Long Term Financial Plan, and Workforce Management Plan.

The SAMP considers the objectives of the Council's community strategic plan and develops the asset management objectives, framework and strategies associated with delivering the broad range of services identified through the operational plan.

This report outlines key elements of the SAMP, first adopted by Council in June 2023, and provides an overview of the updates included in the 2024 plan.

Additionally, a list of the key improvements implemented has been included to illustrate the maturation of Council's asset management function.

The SAMP is included as Attachment 1 to this report.

#### **Key Issues**

- Asset management
- Financial sustainability
- Service delivery

#### **Discussion**

The SAMP considers the objectives of the Council's community strategic plan and develops the related asset management objectives, framework and strategies associated with delivering the broad range of services council delivers to the community.

In doing this, the SAMP contains the following key elements:

- Service overview – an overview of the services we provide for the community.
- Asset statistics – an overview of our asset classes, value and condition.
- Strategic Issues and Options – these include climate change, global pandemics, and natural disasters. We must also consider our community's wants, risks, and technical levels of service.

## 5.7 Strategic Asset Management Plan - 2024/25

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- Asset Management Objectives – developed to ensure that our assets are managed efficiently and sustainably and that asset costs are optimised over their lifecycle.
- Asset Management Planning (Action Plan) – overseen by the Strategic Asset Management Committee and formulated to address risks, increase maturity and meet our asset management objectives.
- Financial Summary – Ensuring Council's budget is sufficient to meet our expected asset performance.

Each year, the SAMP is reviewed to ensure the information is contemporary and continues to align with Council's IP&R framework.

The 2024 SAMP has been reviewed to include the following updates:

- Asset value increased to \$1.6 billion.
- Updated asset replacement costs that incorporate asset revaluations conducted throughout the year and indexation.
- Critical risks have been reviewed and linked to the appropriate asset class asset management plan.
- Action plan reviewed and updated.
- Population and demographic updated to include current statistics and projections.
- Financial graphs have been removed and reference made to the LTFFP. This ensures data remains contemporary in response to the quarterly budget reviews and forecasts conducted throughout the financial year.

### *Key improvements to Council's asset management function*

An internal review conducted in 2022/23 identified gaps in our delivery of an effective asset management framework. The review identified the need for additional resourcing to bridge these gaps to ensure we could effectively meet our SAMP objectives and the current and future asset management demands for the organisation.

Since this review the following achievements have been implemented:

- The formation of an internal strategic asset management group with key internal stakeholders from each division. This group provides oversight on the implementation of the SAMP and associated action plan.
- The formation of a dedicated asset management team tasked with maturing asset management and the asset management system.
- The asset management signoff process included in the project implementation review process has been developed with significant improvements. This aims to increase efficiency by ensuring all information has been received for asset creation, mapping, and financial costing.
- Reducing time and expenditure on asset capitalisation through data management efficiencies. This process is ongoing, however the initial pilot and testing processes is producing good results.
- Ongoing review and documentation of internal asset management processes as they are developed.
- Ongoing development and implementation of the works management module in Authority. This aims to streamline asset inspection and maintenance processes which will improve asset performance throughout their useful life and minimising total life cost and expenditure.

## 5.7 Strategic Asset Management Plan - 2024/25

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- Review and streamline the asset hierarchy in the asset management system, allowing for the implementation of works management and strategic asset lifecycle modelling.
- Development and implementation of asset management process reporting which assists in resource allocation and quantification to identify further opportunity for efficiencies.

In November 2023, Council's Internal Audit, Risk and Improvement Committee considered a report by Grant Thornton which was a review of our Asset Management Maturity. The summary from that report says (in part) the following.

*“As depicted in the results of the maturity table, the majority of Council's asset management processes have been assessed as Core. Throughout this review, it was clear that Council has strong understanding of the importance of effective asset management, and how this can impact Council's portfolio in the long term.*

*It is also important to note that, Council's rating performs well against the Local Council sector. Grant Thornton have performed this review at numerous Local Councils including large Metropolitan Councils and BSC and score well in comparison. This is a testament to the effort and focus BSC has placed on Asset Management.*

*While Council have made significant improvements to processes over the last year, it was evident from the review, uplift to systems and processes that support the achievement of strong AM outcomes, will allow Council to continue maturing. Fundamental to this is Council being limited by constraints on employee capacity to undertake advanced asset management activities outside of their day to day role, and the completeness of centralized asset management within one system.”*

The SAMP prioritises the actions identified by staff to continue the improvements by staff and the internal audit reporting. The creation of a dedicated assets team during the current financial year will significantly assist the resource challenges noted above.

The internal project team will continue to monitor progress against the SAMP actions and make recommendations to amend or update the plan on a progressive basis.

It is noted the improvement plan in the SAMP is a summary version of a more detailed operational plan that is driving the improvement program.

It is also helpful to note, as well as the system development discussed above, work has commenced on preparing updates to Council's Water, Wastewater, Roads and Stormwater Asset Management Plans.

### **Community Engagement Strategy**

The updated Strategic Asset Management Plan will be placed on public exhibition for public comment.



## **5.7 Strategic Asset Management Plan - 2024/25**

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### **Financial / Risk Considerations**

The SAMP is an integral component of our planning framework and sits within the resourcing strategy.

### **Options**

The SAMP forms part of the integrated planning and reporting suite of documents.

The options are to approve the document or amend based on differing priorities.

It is recommended that Council approve the exhibition of the document.

### **RECOMMENDATION**

That Council approves the exhibition of the draft Strategic Asset Management Plan, as per Attachment 1 to this report.

### **Attachment(s)**

1. Draft Strategic Asset Management Plan - 2024/25 [↗](#)

## **5.8 Ballina Byron Gateway Airport - Long Term Financial Plan**

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### **5.8 Ballina Byron Gateway Airport - Long Term Financial Plan**

**Section** Commercial Services

**Objective** To provide the latest review of the Long Term Financial Plan for the Ballina Byron Gateway Airport.

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#### **Background**

The last update of the Ballina - Byron Gateway Airport (BBGA) Long Term Financial Plan (LTFP) was reported to the 1 August 2023 Commercial Services Committee meeting.

This followed the adoption of a BBGA Land Use Plan, at the 20 April 2023 Commercial Services Committee meeting (adopted at the 27 April 2023 Ordinary meeting), with that plan identifying the major infrastructure projects deemed essential for the BBGA for the 20-year period to 2042.

The adopted Land Use Plan provides a guide for future planning and development of the BBGA.

The report on the BBGA LTFP to the 1 August 2023 Commercial Services Committee meeting, highlighted that net operating revenues needed to increase by around 28% to improve the financial sustainability of the business. Without that increase there were concerns that future capital investment was far too reliant on State and Federal Government grants.

The key to this increase of 28%, is income from the two jet airline services, Jetstar and Virgin, which represent approximately 40% of total operating revenues.

Negotiations are currently underway with the airlines to increase the fees paid to Council.

This is always a complex and lengthy process, with Council having to provide a business plan to the airlines outlining how the revenues will be invested back into the business, with airlines only wanting their revenue to fund works directly related to the jet services, such as the runway, apron, parking bays and baggage and check-in related facilities.

Currently it is uncertain as to what level of increase in revenues Council will be able to secure, with those negotiations likely to continue for a few more months.

The updated LTFP is based on the income for 2024/25 Regular Passenger Transport (RPT) charges increasing by 18% from the 2023/24 estimate, with the eventual agreement having the potential to be above or below this figure.

A copy of the updated LTFP is included as Attachments 1 and 2 to this report, with the report that follows providing a summary of the key points arising from this review of the LTFP.

## 5.8 Ballina Byron Gateway Airport - Long Term Financial Plan

### Key Issues

- Financial sustainability
- Capital expenditure

### Discussion

This latest review of the ten-year forecast Operating Revenues and Expenses, and the Operating Result, for the BBGA is included as pages 1 and 2 of Attachment 1 to this report.

The key columns in that attachment, are as follows:

- Actual results from 2002/03 to 2022/23 are provided to highlight overall trends in revenues and expenses for the period (with some previous year's hidden to ensure that the attachment can fit on one page).
- Estimates are provided from 2023/24 to 2033/34, along with the actual results for 2023/24, to 31 March 2024 (nine months of the current financial year).

Recent results and forecasts for the four-year life of the draft 2024/25 to 2027/28 Delivery Program and Operational Plan are summarised in the following table.

**Table 1 - BBGA – Actual and Revised Forecast Operating Results (\$'000)**

Item	Actual 2021/22	Actual 2022/23	Estimate 2023/24	Estimate 2024/25	Estimate 2025/26	Estimate 2026/27	Estimate 2027/28
Operating Revenues	7,546	9,253	8,980	10,270	10,534	11,605	11,903
Operating Expenses	5,890	7,434	7,515	7,734	7,861	8,037	8,219
<b>Operating Result</b>	<b>1,656</b>	<b>1,819</b>	<b>1,465</b>	<b>2,536</b>	<b>2,673</b>	<b>3,568</b>	<b>3,684</b>
Add Back Deprec	1,087	1,178	1,257	1,297	1,338	1,381	1,425
<b>Cash Result</b>	<b>2,743</b>	<b>2,997</b>	<b>2,722</b>	<b>3,833</b>	<b>4,011</b>	<b>4,949</b>	<b>5,109</b>
Passenger Numbers	528,000	632,000	632,000	642,000	646,000	651,000	661,000

Points of note in this table and the attachment are:

- Passenger charges income is based on an 18% increase for 2024/25, with negotiations underway with the major carriers (Jetstar and Virgin).
- Passenger numbers are based on marginal increases in future years, as numbers are now plateauing at around the 630,000 to 650,000 mark.

Passenger numbers can vary substantially when a major jet carrier adds a daily flight (can potentially add 50,000 to the annual numbers).

The preference is to forecast conservatively, as the BBGA has no control over a jet carrier adding additional flights.

- Car parking income is forecast to grow to \$1.9m in 2024/25, with another substantial increase in 2026/27, based on the assumption that the expanded car park will be completed and operational by the end of 2025/26.
- Car Rental Franchise income is forecast to grow 18% in 2024/25, with all the existing leases currently due for renewal and negotiations underway.

## 5.8 Ballina Byron Gateway Airport - Long Term Financial Plan

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- Forecast operating expenses are relatively consistent from year to year.
- The forecast operating result for 2024/25 is for a \$2.536m surplus inclusive of depreciation, which represents a 74% increase on the forecast for 2023/24.

The forecast cash operating surplus (i.e. depreciation eliminated) for 2024/25 is \$3.833m, with those surplus funds being reinvested back into the business for loan principal repayments and capital works.

- Earnings before interest, tax, depreciation, and amortization (EBITDA) for 2024/25 is \$4.572m.

EBITDA is important as this figure is often used to determine a business's financial health and ability to generate cash.

In summary the overall operating result remains financially sound, although it needs to be, as all the surplus funds generated finance the high level of capital expenditure required for the BBGA, along with associated loan repayments, as per the Capital Movements section of this report, which is included as Attachment 2.

### *Capital Movements (Attachment 2)*

Attachment 2 provides the capital movements, which includes the capital expenditure, capital funding sources, Airport Reserve balances, and loan repayments.

For 2024/25, capital projects have been included that Council is able to fund, without a reliance on grant funding, and assuming the operating revenues included in Attachment 1 are secured.

For 2025/26 onwards, a range of capital projects are included, with some of those works based on grant funding of 50% being secured (highlighted in green).

The assumption being that the works don't proceed unless grants are secured (or operating revenues are increased by a significantly higher percentage than currently forecast).

The Source of Capital Funding table in Attachment 2 outlines the mixture of funding for the capital expenditure, with that funding sourced between grants and the Airport Reserve. No loans have been included to allow the overall loan debt, and associated repayments for the BBGA, to decrease.

The final two tables in Attachment 2, are the Airport Reserve Balance movements and the movement in loan repayments and loan debt.

The Airport Reserve closing balance figures highlight that there is little in the way of revenue available to finance additional capital expenditure, especially for the period 2024/25 to 2027/28.

In respect to the capital expenditure for 2024/25 the priority projects are:

## **5.8 Ballina Byron Gateway Airport - Long Term Financial Plan**

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- Car Park – Eastern Expansion (2023/24, 2024/25 and 2025/26) – Funding is in the current financial year for this project, with the funds likely to be expended over three years to cover planning approvals, detailed designs, tender and construction works.

This project is a high priority to generate additional revenue for the BBGA.

- Terminal - Air-conditioning - End of life replacement of three existing air-conditioning package units and associated plant deck, both of which are over 15 years of age and beyond the recommended 10 to 12 years.

The air-conditioning package units and plant deck are in poor condition with significant corrosion and at risk of failure.

- Terminal – Checked Baggage Screening - End of life replacement of the existing Checked Baggage Screening Multiview X-Ray machine.

The budget allows for an upgrade from Multiview technology to Computed Tomography (CT) technology, should a government direction be received.

Major projects for the remaining period of the draft Delivery Program and Operational Plan (2025/26 to 2027/28) include further improvements to the car park and walkway plus shade structures, taxiway alpha and bravo renewal, upgrading the common use check-in equipment at the terminal, the terminal expansion and a second lane for passenger screening.

Most of these works cannot proceed without grant funding, or significant increases in operating revenues.

Several of the projects in this capital expenditure program are pushed back in timing, due to the lack of available funding, even with the 50% grant assumption applied.

Attachment 3 is the preferred capital works program based on timing, however there are insufficient funds available to allow those works to proceed, resulting in the capital works being re-scheduled as per Attachment 2.

### **Community Engagement Strategy**

This updated LTFP for the BBGA will be included in the draft 2024/25 to 2027/28 Delivery Program and Operational Plan, which will be exhibited for public comment.

### **Financial / Risk Considerations**

The BBGA carries a reasonable level of financial risk, particularly when there is a large loan repayment program and major components of the income come from a limited number of jet airlines.

Asset renewal and expansion is also a major financial risk as Council needs to ensure that critical infrastructure remains in a good operating condition.

### Options

The primary purpose of this report is to provide an update on the BBGA LTFP and to identify the preferred capital expenditure program for 2024/25, along with noting the works planned for future years.

The BBGA remains an important economic driver for the region and a profitable business for Council, albeit that all profits are reinvested back into the BBGA, as Council continues to upgrade the infrastructure following a period of rapid growth.

The recommendation seeks approval to include the draft LTFP in the draft 2024/25 to 2027/28 Delivery Program and Operational Plan.

### RECOMMENDATION

That Council approves the inclusion of the Long-Term Financial Plan for the Ballina Byron Gateway Airport, as per Attachments 1 and 2 to this report, in the draft 2024/25 to 2027/28 Delivery Program and Operational Plan.

### Attachment(s)

1. Ballina Byron Gateway Airport - Long Term Financial Plan - Operating Revenues and Operating Expenses [⇒](#)
2. Ballina Byron Gateway Airport - Long Term Financial Plan - Capital Movements - Capital Expenditure, Capital Funding, Airport Reserve and Loan Liability [⇒](#)
3. Ballina Byron Gateway Airport - Long Term Financial Plan - Capital Expenditure - Preferred Works Program [⇒](#)

## 5.9 Fees and Charges - 2024/25

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### 5.9 Fees and Charges - 2024/25

<b>Section</b>	Financial Services
<b>Objective</b>	To obtain Council approval to exhibit the draft 2024/25 fees and charges for public comment.

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#### **Background**

An important part of Council's resourcing strategy is the setting of fees and charges for the provision of works and services. Ordinary rates, waste, water, and wastewater annual charges are the primary income sources for Council and this report deals with the myriad of other Council fees and charges.

A list of all these fees and charges is compiled annually and advertised for public comment as part of the draft Operational Plan.

A copy of the draft fees and charges document for 2024/25, is included as Attachment 1 to this report.

The Local Government Act and National Competition Policy also require councils to establish pricing categories to allocate against each fee and charge, with the category identifying the level of cost recovery for the fee.

Council's adopted categories, which are standard for most councils, are as follows:

- Business / Commercial - Fee set in accordance with the market, with the fee aiming to generate a return for Council
- Full Cost Recovery - Fees set to recover the full cost of the service
- Partial Cost Recovery - Fees set at a reasonable cost for the user to bear. The balance of the cost of providing the service is funded from general revenue
- Fixed by Legislation - Fees set by legislation.

#### **Key Issues**

- Opportunities to recover the cost of Council services
- Affordability and reasonableness

#### **Discussion**

The fees mentioned in this report relate to new fees, removed fees, or price changes outside of a cost of living adjustment.

The Consumer Price Index (CPI) released by the Australian Bureau of Statistics was 4.2% for the 12 months to 31 December 2023.

IPART has approved a peg rate of 4.6% for 2024/25 for Ballina Shire Council, for ordinary rates. This rate peg is underpinned by reference to a Local Government Cost Index (LGCI).

## 5.9 Fees and Charges - 2024/25

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The LGCI represents a weighted index of price movements incurred by Local Governments. The LGCI is relevant in the context of Council costs for delivery of services.

In reviewing the proposed Fees and Charges for 2024/25, a benchmark of around 4% to 5% has been applied.

This report comments on increases that fall outside that benchmark.

### **Corporate and Community Division – Financial Services** (Page 2)

Other than Interest on Overdue Rates and Charges (still to be determined), fees within the Financial Services section have remained unchanged.

#### *Interest on Overdue Rates and Charges (page 2)*

Council charges interest on overdue rates and charges in accordance with Section 566 of the Local Government Act.

The maximum interest rate is determined by the Minister of Local Government, by notice in the State Government Gazette on an annual basis.

The maximum interest rate for the 2024/25 year has yet to be announced by the Minister of Local Government.

This will be available prior to the June 2024 Ordinary meeting, to allow Council to confirm the interest rate at that meeting.

### **Corporate and Community Division – Communications and Visitor Information Centre** (Pages 2 to 3)

Fees within the Communications section have remained unchanged.

### **Corporate and Community Division – Information Services** (Pages 3 to 4)

Information Access fees have remained unchanged.

The charges for other services have been increased by 4%.

### **Corporate and Community Division – Ballina Byron Gateway Airport** (Pages 4 to 8)

#### *Landing Fees – Exemption for charities organisations (page 6)*

Landing fees are exempt upon prior application for charitable not for profit organisations that provide aeromedical services.

Staff have received requests from other charitable not for profit organisations that provide services to community that are not considered 'aeromedical', however of benefit to the broader community, for example flood relief.

It is proposed to broaden the exemption category for other charity organisations too. Applications would need to be bona fide charities before an exemption is applied.



## 5.9 Fees and Charges - 2024/25

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### *Airport Public Car Park (pages 6 to 7)*

Car parking fees remain unchanged.

### *Additional Charges – After hours car park call out fee (page 7)*

This fee has been increased from \$83 to \$165.

The revised charge is based on cost recovery of time taken for staff to attend under call out provisions.

### *Ground Transport Area Access charges (page 7)*

The fees for taxis, rideshare, limousines, shuttle buses etc remain unchanged.

### *Facilitation Fees – Provision of airport staff to supervise airside vehicle access to private charters (page 7)*

These fees are dependent on whether this service is provided during the airport officer's rostered hours or whether they are called in.

The fee for during rostered hours is increased by 4% to \$230 per hour.

The fee when called in is increased by 14%, at \$250 per hour with a minimum four-hour charge.

A margin over the rostered hours hourly rate is to allow for overtime costs incurred.

### *Removed Fees*

Airport meeting room fees have been removed as these rooms are required for airport staff and not available for public use.

A Light Aircraft Parking Fee (an annual fee) has been removed as the site is unable to accommodate parking.

### **Corporate and Community Division - Community Facilities (Pages 9 to 19)**

There are no structural changes for the fees charged, with increases of approximately 4% for all fees, with the following exception.

### *Ballina Indoor Sports Centre – Casual Use and Membership (page 17)*

These fees remain unchanged.

### **Corporate and Community Division – Community Swimming Pools (Pages 19 to 20)**

There are no changes proposed to the spectator / carer / supervisor fees, ten ticket passes or the Learn to Swim Initiative.

Other single-entry fees are increased by 4% to 5%.

## 5.9 Fees and Charges - 2024/25

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Three-month passes have been increased in the range of 3% to 8%, with the maximum increase being \$13 for a family pass.

Full season passes are increased from 4% to 14%, with the maximum increase being \$63 for an adult pass.

In addition to this, feedback from the Ballina contractor is that there have been many NDIS providers using the facility, on a commercial basis, which is, at times, creating issues with lane overcrowding and there have been occasional incidents requiring the pool to be temporarily closed and cleaned.

This is a difficult area to manage, as when a Council space is being used for a commercial use, typically a higher fee is put in place to reflect that commercial use.

However, it can be difficult to determine who is acting on a commercial basis, particularly if they only have one or two clients, and there is also a community benefit in people from all walks of life using the pool.

The smaller pool, especially at Ballina, is well utilised by elderly members of the community, as well as people undergoing rehabilitation.

Very preliminary discussions have been held on whether some form of hydrotherapy pool is needed, to cater for this demand. However, that will cost in the millions of dollars, with a limited financial return on use.

The recommendation from the Ballina contractor is for the introduction of a lane hire fee, which is applied by the contractor, when they determine a commercial use is occurring at the pool. The revenue would be split evenly between Council and the contractor.

As a guide Tweed Shire Council charge a lane hire fee of \$55 to \$60 dependent on the pool.

Currently no lane hire charge is included in the draft fees and charges, with this type of use subject to on-going monitoring.

Further information may be submitted to the June 2024 Ordinary meeting in adopting the fees and charges.

### **Civil Services Division - Water** (*Pages 21 to 24*)

The draft Water Access and Consumption Charges are as per the outcomes from the report titled "Water Operations – Long Term Financial Plan – Update" meeting held 13 March 2024.

Other charges have generally been increased in the vicinity of 4.0 to 5.0%.

### **Civil Services Division – Wastewater** (*Pages 24 to 25*)

The draft Wastewater Access and Usage Charges are as per the outcomes from the report titled "Wastewater Operations - Long Term Financial Plan" to the Finance and Facilities Committee meeting held 13 March 2024.

Other charges have generally been increased in the vicinity of 4.0 to 5.0%.

**Civil Services Division – Waste Management** (*Pages 25 to 27*)

The draft Waste Charges are as per the outcomes from the report titled “Waste Operations - Long Term Financial Plan” to the Finance and Facilities Committee meeting held 13 March 2024.

**Civil Services Division – Burns Point Ferry** (*Pages 30 to 31*)

Single fees for motor vehicles < 3 tonne, motorcycles, trailers/caravans remain unchanged.

Other ferry fee increases are generally in the range of 3% to 4%, except for quarterly tickets for motorcycles, motor vehicles < 3 tonne and agricultural tractors, which have a small decrease.

**Planning and Environmental Health Division - Development Services** (*Pages 32 to 40*)

*Registered Certifier and Principal Certifier Fees (page 32)*

These fees increase in the vicinity of 5%.

A new fee “Assessment of BCA Performance Solutions is proposed, with price determined on application.

This is a service provided by Council’s building surveyors in their capacity as accredited building certifiers and not covered by any other fee.

*Swimming Pool Compliance Fees (page 33)*

Some of the fees in this area, in relation to inspections, have remained unchanged, with others increasing in the vicinity of 5%.

*Plumbing and Drainage Works (page 34)*

These fees increase in the range of 6% to 10%.

These fees are discretionary and are set to partially cover the costs of providing the service.

The fees remain comparable with other councils and service providers.

*On Site Sewage Management System (OSSM) Application & Inspection Fees (page 34)*

A new fee “Fee for Peer Review” is proposed, with this fee to be based on cost.

The rationale for this new fee is that with some new OSSM systems, the design required can be very technical due to site constraints.

On occasions, Council may need to engage the services of a qualified expert to review submitted reports and designs to ensure environmental standards are met.

## 5.9 Fees and Charges - 2024/25

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### *Subdivision Certificates and Final Plan Reinspection Fees (page 36)*

These fees increase in the range of 6% to 10%.

These fees are discretionary and are set to partially cover the costs of providing the service.

The fees remain comparable with other councils and service providers.

### **Planning and Environmental Health Division - Public and Environmental Health (Pages 40 to 44)**

#### *On Site Sewage Management (OSSM) (page 41)*

The OSSM, applicable to all non-sewered properties with improvement (e.g., septic tank), under Section 608(2) LGA 1993, has been increased from \$75 to \$80 per annum.

#### *On Site Sewage Management System Application (page 41)*

Most of these fees are increased in the vicinity of 5% with the following exceptions:

Description	2023/24	2024/25
Section 68 – Issue of Approval to Install	\$240	\$345
Issue of Approval to Operate per System – Non-Domestic	\$335	\$460

The higher increases are based on the significant workload involved and an average of 1.5 to 2.0 hours (professional rate) per application.

#### *Companion Animal Impounding Fee (page 41)*

The fee has had dog and cat fees separated, with the increased fees as shown below:

Description	2023/24	2024/25
Animal Surrender & Care Fee (Dog or Cat)	\$170	N/A
Animal Surrender & Care Fee (Dog)	N/A	\$225
Animal Surrender & Care Fee (Cat)	N/A	\$175

#### *Impounding Fees (page 41)*

First offence impounding fees remain unchanged.

Second and subsequent offences increased in the range of 4% to 8%.

#### *Public Swimming Pool Water Quality – Registration and Inspection (including analysis) (page 43)*

Larger increases are proposed for the following, based on the estimated time of between 1 to 1.5 hours (professional rate):

## 5.9 Fees and Charges - 2024/25

Description	2023/24	2024/25
Semi Public Swimming Pools	\$110	\$230
Public Swimming Pools	\$275	\$345

### *Burials on Private Land (page 43)*

This fee is proposed to increase from \$480 to \$690, given the significant workload and cost analysis based on 3 hours (professional rate). The fee revision follows comparison with adjoining council fees and other burial fees.

### *Caravan Parks, Camping Grounds & Manufactured Home Estates, Licence Fees (page 44)*

Larger increases are proposed for the following:

Description	2023/24	2024/25
Approval to operate (Section 68) New/renewal and or Amend-General Application Fee	\$240	\$480
Installation assessment – structures, holiday cabin and relocatable home (per site)	\$240	\$345

The approval to operate increase is due to a significant increase in workload costs and after comparison with adjoining council fees.

The installation assessment increase is based on the estimated professional time required of 1.5 hours and after comparison with adjoining Council fees.

### **Planning and Environmental Health Division - Northern Rivers Community Gallery (NRCG) (Pages 45 to 47)**

#### *Exhibition Services (Page 46)*

These fees, which were introduced as new fees for 2023/24 currently do not cover costs. The Standard Package (15 images) is removed and the fee for the Premium Package (30 images) is increased to be cost effective.

Description	2023/24	2024/25
Photography Packages – Premium (up to 30 edited images)	\$275	\$450

#### *NRCG Membership (Page 46)*

These fees remain unchanged.

#### *Ignite Studios – Engine Room and Locker Room (page 46)*

Large reductions in daily and weekly fees are proposed, in the range of 13% to 60% reductions.

This is as the current fees are considered too high for this service and a barrier to the services being used.

## 5.9 Fees and Charges - 2024/25

Refer to pages 46 to 47 for all Engine Room and Locker Room fees.

New fees are introduced for use of the Lawns only area.

Description	2024/25
Lawns Only – Commercial (hour)	\$37
Lawns Only – Commercial (day)	\$200
Lawns Only – Community (hour)	\$21
Lawns Only – Community (day)	\$70

*Ignite Artist Studios – Long Term Lease (weekly) (page 47)*

These fees remain unchanged.

*Bisque and Glaze Firing (page 47)*

New fees are introduced:

Description	2024/25
Bisque Firing – Woodrow HF – 85L	\$80
Bisque Firing – Woodrow HF – 280L	\$120
Glaze Firing – Per Kilo, min 3 kg	\$12
Bisque Firing – Per Kilo, min 3 kg	\$9

*Artist-in-Residence (AiR) (page 47)*

These fees are increased as considered too low for this service:

Description	2023/24	2024/25
AiR – Fee Paying – open application (Studio/Residential – weekly)	\$180	\$280
AiR – Fee Paying – open application (Studio/Residential – monthly)	\$720	\$1,200
AiR – Fee Paying – open application (2 <sup>nd</sup> Resident – weekly)	\$65	\$100

**Planning and Environmental Health Division – Open Spaces (Pages 48 to 53)**

*Sports Fields (page 48)*

The following two new fees are proposed:

Description	2023/24	2024/25
Sports field Lighting (per field/per hour)	\$34	\$34
Sports field Lighting (per field/per hour) – Community Hirer	Not provided	\$17
Supply of Paint for Line Marking (does not include any labour)	Not provided	Full cost recovery

## 5.9 Fees and Charges - 2024/25

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The two new fees are to assist support sporting groups, with lighting being set at a 50% discount to the normal rate, and line marking to support groups who undertake their own line marking

The following fees have large increases proposed to improve cost recovery:

Description	2023/24	2024/25
Request for Athletics Carnival Line-marking subject to availability (Chickiba Oval and Geoff Watt Oval – no charge and marked seasonally)	\$150	\$500
School Carnival Application Fee – applied to schools outside of LGA	\$200	\$250

Council has also resolved to consider a report on hire fees for the use of sports fields.

Several councils charge fees to sporting groups for using the council owned or controlled sports fields, to assist with recouping operating costs, as per the following samples from local councils

- Lismore City Council – Varies from around \$800 to \$3,200 per season, with examples from the 2023/24 fees and charges including Riverview Park – Little Athletics Per Season - \$937, Hepburn Park - Season Quarter Charge - 8 week Competition - \$840, Hepburn Park – Touch Football Per Season - \$815 etc
- Tweed Shire Council - Seasonal charge (winter/summer); for mowing, cleaning and upkeep - Fee per field set to recover 20% of maintenance costs - Fee per field for 25 week season - \$2,668
- Byron Shire Council – Provide a wide range of fees based on use including monthly fees for one session per week (range from \$19 to \$46) and monthly fees for five or more sessions per week (range from \$74 to \$185).
- Coffs Harbour City – Vary significantly, however generally range from around \$1,000 per season for juniors and \$2,000 per season for seniors.
- Port Macquarie Hastings Council – Appear to have a lot of smaller fees for seasonal use.

Charging fees helps to highlight to users that there is a value associated with using Council facilities, although sports fields are different to many other Council operated community facilities, where typically some form of Council funded supervision is needed to oversee the use of the facility (i.e. swimming pools, halls, community centres, sports stadiums etc).

Sports fields are regularly used outside of formal sporting club use, and they are provided as part of the overall green space areas for the community (in addition to parks, crown reserves, beaches etc).

Introducing fees for sports clubs in Ballina Shire is a major policy change and to have any level of community acceptance Council would need to reflect that charge through some form of higher level of service.

## 5.9 Fees and Charges - 2024/25

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With Council already providing a comparable level of service to other councils (i.e. Ballina Shire's sports fields are in as good a condition as adjoining council fields) there is not a straightforward service level response to the introduction of charges.

Potentially the funds could be pooled to assist with funding capital infrastructure improvements however that funding would likely only benefit a few groups with all groups paying the hire fees.

Another approach is an increase in the base rent paid by sporting clubs, who occupy clubhouses and the like, commensurate with a change in the management responsibilities for buildings.

For example, at present most clubs pay the statutory minimum rent of \$590 per annum and then have various maintenance responsibilities. For an increased rent, Council could manage more of the maintenance responsibilities to alleviate pressure on volunteers and also better manage matters that involve broader public interest. This could possibly extend to some cleaning activities as well.

Before proceeding with an approach like this, or any other change in fee structure, engagement with sporting clubs would be beneficial to help determine the types of matters clubs have the capacity and willingness to address financially.

With families currently facing significant inflationary increases in living costs, and with families often being the major contributors to organised sporting clubs, the preference is not to proceed with a new charging structure now, recognising that the clubs will pass on any increase in hire costs through increased registration fees.

This is an area to monitor, as it is one service where Council has a totally different pricing structure in place, as compared to our neighbours.

### *Wedding Booking Fee (page 48)*

This fee is revised up from \$120 to \$150 for a two-hour booking, based on benchmarking with neighbouring councils.

### **Planning and Environmental Health Division – Cemetery Fees (Pages 48 to 50)**

The following new fees are introduced:

<b>Description</b>	<b>2024/25</b>
Ceramic Photo Proof – requested by customer	\$45
Custom Motif	\$46
Monumental Masons Induction Fee	\$170
Provision of Customer Lawn Plaque for Destitute Burial (All other burial costs applicable, this does not apply to the Alstonville Cemetery Lawn Section as standard price includes plaque work)	\$660

Refer to pages 48 to 50 for all Cemetery Fees.



## 5.9 Fees and Charges - 2024/25

### Planning and Environmental Health Division – Four Wheel Drive Beach Access Permits (Page 51)

The following fees increases are proposed.

Description	2023/24	2024/25
Annual Permit	\$138	\$166
Six Month Permit	\$80	\$96
Thirty Day Permit	\$58	Not permitted
One Day Permit	\$22	Not permitted

These increases are proposed following further market reviews, consistent with previous increases to regulate price and fund additional environmental and education works in sensitive areas.

The one day and 30-day permits are removed.

### Planning and Environmental Health Division – Filming Application (Pages 51 to 52)

Larger increases are noted for the following existing fees:

Description	2023/24	2024/25
Environmental site induction (per hour)	\$77	\$230
Environmental site inspection before, during and/or after filming (per hour)	\$77	\$230
After work hours inspection fee (per hour)	\$192	\$460

The environmental monitoring is in line with EHO monitoring. This is to ensure the protection of sensitive areas (EEC -Endangered Ecological Communities) and does not apply to all applications for filming.

This relates to cover cost recovery and specialised skill set of relevant officers.

All fees are relevant to the process attached to the application, including the overtime rate.

The following new fees are introduced:

Description	2024/25
Administration Fee (applies to all categories except Ultra Low)	\$180
Urgency Fee (less than 7 days' notice from receipt of complete application – applies to all categories except Ultra Low)	\$90

The new fees are for cost recovery and are in line with neighbouring councils.

### Community Consultation Policy

This report has been prepared following consultation across Council's entire operations. Once approved the draft document will be exhibited for public comment as part of the draft 2024/25 Operational Plan.

### Financial / Risk Considerations

Discretionary fees and charges are a major source of revenue to Council. It is important for Council to try and recover as much of the cost of providing a service possible, from the discretionary fees, as otherwise Council must supplement the service through general rate revenue, with that revenue restricted by rate pegging.

### Options

Council may approve the contents of this report or resolve to add, delete, or amend the proposed 2024/25 fees and charges. The recommendation is to exhibit the draft fees and charges for public comment.

### RECOMMENDATION

That Council approves the exhibition of the draft schedule of fees and charges for 2024/25, as per Attachment 1 to this report.

### Attachment(s)

1. Fees and Charges - 2024/25 (Draft) [⇒](#)

## **5.10 Community Infrastructure - Recurrent Capital Works**

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### **5.10 Community Infrastructure - Recurrent Capital Works**

<b>Section</b>	Financial Services
<b>Objective</b>	To confirm the preferred works program for the recurrent revenue funded community infrastructure projects for inclusion in the draft 2024/25 to 2027/28 Delivery Program and Operational Plan.

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#### **Background**

The capital expenditure in Council's ten-year, long term financial plan (LTFP), can be classified into two groups being recurrent and non-recurrent funded projects.

Recurrent refers to items in the LTFP where an allocation of general revenue funding is provided, every year, to assist Council deliver core community infrastructure.

Non-recurrent refers to items in the LTFP, where capital expenditure funding is not required every year, however there are times when major injections of funding are needed (e.g., swimming pool redevelopments, major community facility refurbishments, town centre renewals etc).

This report deals with the recurrent funded items within the General Fund.

The recurrent funding allocated in the draft General Fund LTFP, for 2024/25 onwards, is as follows, with the level of funding consistent from year to year, subject to indexation, with the budgets increased by around 4% for 2024/25:

1. Open Spaces – \$800,000 pa
2. Sports Fields – \$216,000 pa
3. Public Amenities – \$160,000 pa
4. Community Buildings – \$530,000 pa plus approximately \$700,000 for Depot and Administration Centre improvements
5. Stormwater / Drainage – \$900,000 pa
6. Street Lighting and Car Parks – \$150,000 pa
7. Footpaths / Shared Paths – \$546,000 pa
8. Roads – Recurrent revenue funding of approximately \$7m including recurrent grants, with this amount subject to change, dependent on other income sources such as loans, other grants, and Section 7.11 contributions for road works

For each of these items a four year works plan is included in the draft 2024/25 to 2027/28 Delivery Program and Operational Plan to outline the works planned for the term of the document.

The four-year programs are based on assessments of asset conditions and the priorities focus on the areas of highest need (i.e. assets in poorer condition or due for renewal to avoid failure).

Council can rearrange the works to reflect higher community priorities and this report provides the first opportunity to review the four-year program.

## 5.10 Community Infrastructure - Recurrent Capital Works

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### Key Issues

- Technical priorities
- Asset management
- Community priorities

### Discussion

From a financial perspective it is paramount that a council minimises its operating expenses, whilst maximising revenues, to ensure the highest level of funding is available for capital expenditure, especially asset renewal.

Without adequate renewal and maintenance funding, infrastructure deteriorates, resulting in reduced service levels, increased maintenance costs, increased risk due to asset failures and lower levels of community satisfaction.

It is also important that a council focuses, as the priority for capital expenditure, on asset renewal, rather than expanding its asset base, as councils need to have adequate funds to maintain existing assets before building new facilities.

One of the major financial issues facing Council, is the on-going maintenance and renewal of new infrastructure delivered during the last ten years, both through Council projects and assets transferred from new subdivisions.

In respect to the recurrent funding allocated in the draft 2024/25 to 2027/28 Delivery Program, the proposed works for the next four years are as follows.

### Open Spaces - Manager – Cheyne Willebrands

The Open Spaces Program includes sports fields, open spaces (playgrounds) and public amenities, with the sports fields four-year program as follows.

<i>Item</i>	<i>2024/25</i>	<i>2025/26</i>	<i>2026/27</i>	<i>2027/28</i>
<b>Sports Fields</b>	<b>1,116,000</b>	<b>221,000</b>	<b>229,000</b>	<b>237,000</b>
Kingsford Smith, Ballina – Pump Track	700,000 (1)			
Kingsford Smith – Cricket Pitch, Irrigation	30,000			
Williams Reserve, Lennox Head – Irrigation	340,000			
Chickiba Fields, Ballina – Improvements	41,000			
Geoff Watt Oval, Alstonville – Cricket Pitch	5,000			
Kingsford Smith, Ballina – Upgrades		221,000		
Geoff Watt Oval, Alstonville – Improvements			229,000	
Gap Road, Alstonville - Improvements				237,000

(1) The Kingsford Smith Pump Track is fully funded by a State Government grant, with \$34,000 included in 2023/24 for a total project estimate of \$734,000. This project could increase in cost dependent on the enhancements Council wishes to make to the proposal.

The annual depreciation expense for sport fields is \$800,000, with the recurrent budget set at \$216,000, representing a significant annual shortfall.

Grants assist with asset renewal; however, Council needs to increase the recurrent renewal budget to get closer to the depreciation expense.

## 5.10 Community Infrastructure - Recurrent Capital Works

For open spaces, Council has an adopted Playground Upgrade Plan that guides this program of works, with that plan available at the following link to Council's website.

[https://www.ballina.nsw.gov.au/cp\\_themes/default/page.asp?p=DOC-ICR-42-35-17](https://www.ballina.nsw.gov.au/cp_themes/default/page.asp?p=DOC-ICR-42-35-17)

<i>Item</i>	<i>2024/25</i>	<i>2025/26</i>	<i>2026/27</i>	<i>2027/28</i>
<b>Open Spaces</b>	<b>4,682,000</b>	<b>802,000</b>	<b>830,000</b>	<b>859,000</b>
Crown Reserve Improvements	52,000	54,000	56,000	58,000
Sharpes Beach Master Plan (1)	1,300,000			
Lake Ainsworth Remediation (2)	900,000			
Commemoration Park Remediation (2)	500,000			
Coastal Recreational Path Remediation (2)	200,000			
Lighthouse Beach – Disabled Access (2)	400,000			
Campbell Park, Alstonville	155,000			
Lilli Pilli Park, Lennox Head	150,000			
Meldrum Park, Ballina	170,000			
Missingham Park, Ballina	420,000		348,000	801,000
Montwood Park, Lennox Head	180,000			
Teven Reserve	255,000			
Cawarra Park, Ballina		168,000		
Elizabeth Anne Brown Park, Alstonville		250,000		
Headlands Park, Skennars Head		165,000		
Westland Park, Ballina		165,000		
Faulks Reserve, Ballina			270,000	
Prospect Park, Ballina			158,000	

(1) Sharpes Beach Master Plan – This project also has \$50,000 allocated in 2023/24 for a total project budget of \$1,350,000 funded by a State Government grant of \$1,050,000, and Section 7.11 contributions of \$300,000.

(2) Community Assets Program – Council has been allocated \$2m for remediation and improvement works from the State Government for the four projects listed.

From an asset management perspective, the annual depreciation expense for open spaces, which includes playground equipment and related infrastructure, is approximately \$1.4m. With recurrent funding of approximately \$800,000 the funding is well below the preferred level to match depreciation.

In respect to Open Spaces asset renewal, Council also resolved as follows at the September 2023 Ordinary meeting:

1. *That Council complete an audit of all sports fields and playgrounds to assess the accessibility of drinking water.*
2. *That the provision of drinking water at sports fields be a priority and that Council receive a report on funding options to address any identified deficiencies in water availability as part of the preparation of the 2024/25 Delivery Program and Operational Plan.*
3. *That Council receive a report on options to ensure that adequate access to drinking water is provided for public open spaces and parks as part of the planning assessment process.*

## 5.10 Community Infrastructure - Recurrent Capital Works

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Staff have completed an audit of sporting fields and playground infrastructure with respect to availability of drinking water.

There are a number of opportunities for drinking water fountain installations with costs variable depending on the proximity of water pipelines to each location (i.e cost for installation includes both water fountains as well as connection to the reticulated water network).

Drinking water fountain installation will now be progressively addressed in association with the planned capital works having regard to the practicality of installation and available project funding.

This is considered to be the most efficient means of incrementally increasing the volume of fountains at sporting fields.

As an example, a drinking water fountain will be installed as part of the construction of basketball facilities at the Ballina Heights playing fields (works programmed to commence this quarter).

This fountain will service the fields, basketball court and playground at this location.

With respect to the planning process, fountains are considered as part of the specifications for public spaces being constructed as part of private development.

This consideration has regard for the scale of the infrastructure being provided, its place in the open space network and hierarchy and the nature of the development overall.

Requirements for drinking water availability on public land associated with private development will be further considered as part of a current general review of development control plan provisions.

<i>Item</i>	<i>2024/25</i>	<i>2025/26</i>	<i>2026/27</i>	<i>2027/28</i>
<b>Public Amenities</b>	<b>320,000</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>
Compton Drive, Ballina	160,000			
Bulwinkel Park, Alstonville	80,000			
Cawarra Park, Ballina	80,000			
Compton Drive, Ballina		160,000		
Lumley Park, Alstonville			160,000	
Faulks Reserve, Ballina				160,000

The annual depreciation expense for public amenities is \$60,000 and with \$160,000 allocated, Council is more than matching the depreciation expense.

## 5.10 Community Infrastructure - Recurrent Capital Works

### Facilities Management - Manager – Craig Brown

<i>Item</i>	<i>2024/25</i>	<i>2025/26</i>	<i>2026/27</i>	<i>2027/28</i>
<b>Community Facilities and Halls</b>	<b>536,000</b>	<b>555,000</b>	<b>574,000</b>	<b>594,000</b>
Alstonville Pre-School – Paint				24,000
Ballina CWA Hall – Roof		50,000		
Ballina Surf Club – Dividing Wall	40,000			
Ballina Surf Club – Carpets and Air Con	78,000			
Ballina Surf Club – Building B Rolla Doors	16,000			
Ballina Surf Club – General Upgrades			180,000	
BISC – Refurbishments			100,000	
Crawford House – Roof, Paint and Refurbishments			100,000	
Kentwell Centre – Security Cameras		45,000		
Kentwell Centre – Refurbishments		25,000	80,000	
Marine Rescue Tower – Windows		69,000		
Lennox Head CC – Roof – Library / Foyer	108,000			
Lennox Head CC CWA Hall – Roof	70,000			
Lennox Head CC - Library - Carpet / Painting	60,000			
Lennox Head CC – Ceiling				50,000
Library / Richmond / VIC – Internal Paint	94,000	26,000		
Library / Richmond / VIC – Roof		220,000		
Library / Richmond / VIC – Eave Redesign		120,000		
Library / Richmond VIC – Solar			33,000	
Marine Rescue Tower – Roof Hatch			20,000	
Marine Rescue Tower – Window Repairs				150,000
Newrybar Hall – Toilet Upgrade	70,000			
Naval Museum – Pain and Refurbishments			61,000	
Pimlico Hall – External Paint				20,000
River Street Pre-School – Paint				50,000
Wardell Hall - Paint and Refurbishments				100,000
Wollongbar Hall – Paint and Refurbishments				150,000
Wollongbar Pre-School – Paint				50,000
<b>Other Works</b>				
Gallery Café – Deck Replacement	70,000			
Alstonville Cultural Centre – Redevelopment	3,800,000	12,200,000		

The Gallery Café is funded through a transfer from Council's Community Infrastructure Reserve, which is funded through Council's Commercial Property Portfolio.

The Alstonville Cultural Centre is funded through a combination of grants, Section 7.11 contributions, and reserves. Refer to the Community Infrastructure – Non-recurrent Capital Works report elsewhere in this agenda for further information on that project.

<b>Administration Centre and Depot</b>	<b>2,695,000</b>	<b>687,000</b>	<b>711,000</b>	<b>736,000</b>
Administration Centre – Security	45,000			
Depot – Fuel System	305,000			
Depot – Store - Roof	200,000			
Depot – Office Spaces – Office – Roof	200,000			
Depot – Water and Wastewater – Shed Roof	270,000			
Depot – Compound - Store and Small Plant		687,000		
Depot – Engineering Works – Shed			597,000	
Depot – Pavements			114,000	236,000
Depot – Existing Amenities				500,000
Depot – Offices (1)	1,500,000			

(1) General Fund component. As the building will be predominately used by Water and Wastewater staff, there is a \$1.9m estimate in both the Water and Wastewater Funds. There is also a \$200,000 allocation in 2023/24 for a total budget of \$5.5m

## 5.10 Community Infrastructure - Recurrent Capital Works

The annual depreciation expense for the various categories of community buildings (i.e. Cultural Centres, Administration Centre, Visitor Centre, Indoor Sports Centre, Public Halls, Depot etc) is approximately \$2m (\$1.35m Administration Centre and Depot, \$650,000 for Community Facilities etc), and with only \$1.2m in recurrent funding there is a significant funding shortfall.

Regular dividends from Council's Commercial Property Reserves have helped supplement these types of projects, however this is another area where the recurrent funding needs to be substantially increased over time.

### Stormwater – Acting Manager – Paul Crozier

<i>Item</i>	<i>2024/25</i>	<i>2025/26</i>	<i>2026/27</i>	<i>2027/28</i>
<b>Stormwater</b>	<b>1,875,000</b>	<b>812,000</b>	<b>935,000</b>	<b>968,000</b>
Urban Lanes	75,000	75,000	75,000	75,000
Urban Stormwater Management Plan	25,000	25,000	25,000	25,000
Asset Data Collection	50,000	50,000	50,000	50,000
Tide Gates to Urban Streets	55,000	55,000	55,000	55,000
LG Recovery Kawana Street Basin	100,000			
LG Recovery Mellis Circuit Drainage (1)	220,000			
LG Recovery West Ballina Stormwater (1)	240,000			
LG Recovery Wardell Stormwater (1)	360,000			
Park Lane and Ballina St Lennox Head	100,000			
Cherry Street	80,000			
Martin Street, Ballina	80,000			150,000
Grant Street, Ballina	200,000			153,000
Oakland Avenue		257,000		
Norton Street		100,000	200,000	
Daydream Avenue		100,000	50,000	
Wardell		150,000	120,000	
Ballina Lanes			180,000	230,000
Lennox Head Lanes			180,000	230,000
Cronulla Street (midden site) Rehabilitation	290,000			

The 2024/25 budget includes Local Government Recovery Grant funding grant of \$820,000, which was allocated to Council by the State Government following the 2022 floods.

For 2024/25 onwards, the recurrent program also includes additional funding through a dividend from Council's Wastewater Operations.

It remains unclear as to whether Council will obtain State Government approval for that dividend, with the nominal allowance for each year being 2024/25 - \$485,000, 2025/26 – \$489,000, 2026/27 - \$493,000 and 2027/28 \$497,000.

This funding will be allocated to Stormwater Reticulation works if approved.

The annual depreciation expense for stormwater is \$1,700,000, which means Council will have a budget of approximately \$1.3m with the Wastewater dividend included.

This still represents a shortfall in recurrent funding and if the dividend is not approved there is a significant shortfall in recurrent funding.



## 5.10 Community Infrastructure - Recurrent Capital Works

### Ancillary Transport – Acting Manager – Paul Crozier

<i>Item</i>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
<b>Street Lighting</b>	<b>55,000</b>	<b>57,000</b>	<b>59,000</b>	<b>61,000</b>
Hackett Lane, Ballina	50,000			
Ramses Street, Wollongbar	5,000	10,000		
North Creek Road, Ballina		37,000		
Amber Drive, Lennox Head (part)		10,000	26,000	
Cherry Street, Ballina			18,000	
Perry Street, Alstonville			5,000	
Burnet Street and Day Lane, Ballina			10,000	
Piper Drive, Ballina				15,000
De-Havilland Crescent, Ballina				30,000
Sheather Street, Ballina				8,000
Simmons Street, Ballina				8,000

This program is based on adding street lighting where there are known gaps in the urban areas based on community feedback.

<i>Item</i>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
<b>Car Park Improvements</b>	<b>100,000</b>	<b>104,000</b>	<b>108,000</b>	<b>112,000</b>
Meldrum Park, Ballina	100,000			
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 Street - Lighting		24,000		
Shelly Beach Rd (sth of SLSC) - Lighting		25,000		
Shelly Beach Rd (nth of SLSC) - Lighting			27,000	
Pop Denison Park - Lighting			27,000	
Pacific Parade at Ross Street, Lennox Head - Lighting			25,000	
Rutherford Street, Lennox Head - Line Marking			3,000	
Alston Avenue (Pool), Alstonville - Line Marking			4,000	
Alstonville Cultural Centre - Line Marking			2,000	
Pop Denison Park - Line Marking			5,000	
Beach Road (Suvla St) Car Park, Ballina - Line Marking			3,000	
Shelly Beach Rd (Suvla St), Ballina - Line Marking			3,000	
Shelly Beach Rd Car Park, Ballina - Line Marking			3,000	
The Coast Road (Bayview Dve), Ballina - Lighting			6,000	
Wardell Sports Ground - Lighting				26,000
Quays Reserve, Ballina - Lighting				25,000
Emigrant Creek Boat Ramp, Ballina - Lighting				15,000
Ferngrove Estate, Ballina - Lighting				22,000
Faulks Reserve, Ballina - Lighting				24,000

This is a relatively new recurrent program, with the funding being gradually increased each year by \$25,000, over the last four years, to achieve a recurrent budget of \$100,000, as a starting point.

The works mainly focus on lighting and line marking for the four-year period, excluding Meldrum Park in 2024/25, which is in a response to a Council resolution.

The depreciation expense for ancillary transport is \$280,000, which primarily includes car parks and boat ramps.

Therefore the \$100,000 recurrent budget will need to be increased over time to match the depreciation expense.

## 5.10 Community Infrastructure - Recurrent Capital Works

<i>Item</i>	<i>2024/25</i>	<i>2025/26</i>	<i>2026/27</i>	<i>2027/28</i>
<b>Footpaths and Shared Paths</b>	<b>796,000</b>	<b>560,000</b>	<b>580,000</b>	<b>600,000</b>
Rubiton Street, Wollongbar SCCF Rd 5 (1)	100,000			
Parkland Drive, Alstonville SCCF Rd 5 (1)	150,000			
Compton Drive, Ballina	100,000			
Jameson Avenue, Ballina	160,000			
Anderson Street, Ballina	5,000			
Cawarra Street, Ballina	60,000			
Stewart Street, Lennox Head	100,000			
Martin Street / Fox Street, Ballina	10,000			
Parkland Drive, Alstonville	30,000			
Horizon Drive, Ballina	81,000	29,000		
Angels Beach Drive, Ballina (Bike Plan)		100,000		
Mellis Circuit, Alstonville		160,000		
Moon Street, Ballina		15,000		
Shelly Beach Road, Ballina		5,000		
Castle Drive, Lennox Head		20,000		
Bonview Street, Ballina		125,000		
Westland Drive, Ballina		95,000		
Tanamera Drive, Alstonville		11,000	200,000	
Main Street, Alstonville (Bike Plan)			90,000	
Ross Street, Lennox Head (Bike Plan)			45,000	
Eyes Drive, Ballina			5,000	
Deegan Drive and Parklands Drive, Alstonville			90,000	
Northumberland Drive, Ballina			150,000	90,000
Canal Road, Ballina				160,000
Teven Road, Alstonville				135,000
Whipps Ave, Alstonville				120,000
South Street, Alstonville (Bike Plan)				95,000

(1) Rubiton Street and Parkland Drive are funded through the Federal Government's Stronger Country Community Fund Round 5 grant program.

The priorities for the balance of the works program are sourced from asset condition reports, along with works identified in Council's adopted Bike Plan and Pedestrian Access and Mobility Plan (PAMP).

The Bike Plan and PAMP are available on Council's website as per the following links:

PAMP:

[Pedestrian Access and Mobility Plan | Ballina Shire Council \(nsw.gov.au\)](https://www.ballina.nsw.gov.au/pamp)

Bike Plan:

[Bike Plan | Ballina Shire Council \(nsw.gov.au\)](https://www.ballina.nsw.gov.au/bike-plan)

The annual depreciation expense for footpaths and shared paths is \$760,000 and Council is close to funding this expense.

However, components of the recurrent funding are often allocated to new paths, especially shared paths as per the Bike Plan, which means that renewals based on the annual depreciation expense can be underfunded.

## 5.10 Community Infrastructure - Recurrent Capital Works

### Roads and Bridges – Acting Manager - Paul Crozier

<i>Item</i>	<i>2024/25</i>	<i>2025/26</i>	<i>2026/27</i>	<i>2027/28</i>
<b>Roads and Bridges Funding:</b>				
Council Revenue	5,913,000	6,859,000	7,107,000	7,364,000
Federal Govt - Roads to Recovery Grant	911,000	939,000	968,000	998,000
State Govt - Safer Roads Grant	1,453,000	0	0	0
State / Federal - Northern Rivers Recovery	14,070,000	18,890,000	4,760,000	0
State / Federal – Ross Lane Betterment	3,800,000	0	0	0
Federal – Local Roads and Comm Infra	290,000	0	0	0
Developer Contributions	1,385,000	15,360,000	1,100,000	400,000
Internal Reserves	3,107,000	380,000	1,820,000	330,000
<b>Total</b>	<b>30,929,000</b>	<b>42,428,000</b>	<b>15,755,000</b>	<b>9,092,000</b>

As per these figures there is a significant amount of road works planned for the next four years. The program is grouped into the following categories.

<i>Reseals and Patching</i>	<i>2024/25</i>	<i>2025/26</i>	<i>2026/27</i>	<i>2027/28</i>
Urban Roads - Bitumen Reseals	549,000	568,000	588,000	609,000
Urban Roads - Heavy Patching	666,000	689,000	713,000	738,000
Rural Roads - Bitumen Reseals	537,000	556,000	575,000	595,000
Rural Roads - Heavy Patching	415,000	430,000	445,000	461,000
<b>Sub Total – Reseals and Heavy Patching</b>	<b>2,167,000</b>	<b>2,243,000</b>	<b>2,321,000</b>	<b>2,403,000</b>

<i>Bypass Reserves</i>	<i>2024/25</i>	<i>2025/26</i>	<i>2026/27</i>	<i>2027/28</i>
Bypass Funds - Alstonville	100,000	100,000	100,000	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
<b>Sub Total – Bypass Reserves</b>	<b>380,000</b>	<b>380,000</b>	<b>380,000</b>	<b>330,000</b>

<i>Reconstruction</i>	<i>2024/25</i>	<i>2025/26</i>	<i>2026/27</i>	<i>2027/28</i>
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#### **Urban Roads**

Burnet Street Segment 60	340,000			
Kalinga Street Seg 50	187,000			
Fox Street Seg 90	495,000			
Helen Crt Seg 10	145,000			
Hickey Place Seg 20	372,000			
Winton Lane Seg 20	296,000			
Skinner Street Seg 20	331,000			
Temple Street Seg 10	578,000	610,000		
Hickey Place Seg 30		200,000		
Mary Street Seg 10		215,000		
Kalinga Street Seg 30		776,000		
Moon Street Seg 20		650,000		
Valley Drive Seg 30		170,000		
Skennars Head Road Seg 80		522,000		
Skennars Head Road Seg 70		105,000		
Cawarra Street Seg 20			220,000	
Owen Street Seg 60			538,000	
Cherry Street Seg 180			293,000	
Cherry Street Seg 30			615,000	
Temple Street Seg 20			185,000	
North Creek Road Seg 80			215,000	
South Street Seg 30			236,000	
Latta Avenue Seg 10			271,000	149,000
Temple Street Seg 30				260,000
Treelands Crescent Seg 10				300,000
Wejuba Place Seg 10				230,000
Hamilton Street Seg 10				300,000
Cedar Street Seg 10				430,000
Grant Street Seg 40				287,000
Bagot Street Seg 30				213,000

## 5.10 Community Infrastructure - Recurrent Capital Works

<i>Reconstruction (cont'd)</i>	<i>2024/25</i>	<i>2025/26</i>	<i>2026/27</i>	<i>2027/28</i>
<b>Rural Roads</b>				
Teven Road Seg 60	304,000			
Pimlico Road Seg 100	450,000			
The Coast Road Seg 200	362,000			
Houghlahans Creek Road Seg 150	536,000			307,000
Marom Creek Road Seg 140		304,000		
Bagotville Road Seg 30		131,000		
Dalwood Road Seg 80		517,000	433,000	
Fernleigh Road Seg 90		308,000	298,000	
Houghlahans Road Seg 140		340,000	350,000	
Kirklands Road Seg 20		365,000		498,000
Hermans Lane Seg 10			402,000	398,000
Fernleigh Road Seg 80				273,000
Pearces Creek Road Seg 50				304,000
Marom Creek Road Seg 120				160,000
Pimlico Road Seg 120				593,000
<b>Dust Seal Program</b>				
Phillips Lane	55,000			
Cooks Lane	47,000	60,000		
Bartletts Lane		154,000		
Buckombil Mountain Road			66,000	
Old Bagotville Road				120,000
<b>Bridges</b>	<b>124,000</b>	<b>128,000</b>	<b>132,000</b>	<b>137,000</b>
<b>Ballina Beautification</b>				
River Street / Martin Street Roundabout			1,500,000	
River to Cherry / Moon / Grant Streets – Kerb and Pavers			0	1,000,000
<b>Sub Total - Reconstruction</b>	<b>4,622,000</b>	<b>5,555,000</b>	<b>5,754,000</b>	<b>5,959,000</b>
<b>Grant, Reserve and Loan Funded</b>				
	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
The Coast Road – LRCI Round 4	290,000			
Wardell Town Centre Improvements	900,000			
Safer Roads – Roundabout Lennox Head	1,453,000			
Betterment – Ross Lane	3,800,000			
<i>Regional Road Emergency Repair Fund</i>				
Riverbank Road	300,000			
Hermans Lane	569,000			
Humpty Back Road	356,000			
Reedy Creek Road	296,000			
Empire Vale Road	306,000			
Northern Rivers Recovery – River Street	70,000	1,850,000	6,200,000	
<b>Sub Total</b>	<b>8,340,000</b>	<b>1,850,000</b>	<b>6,200,000</b>	<b>0</b>
<b>Section 7.11 Related Works</b>				
	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
Hutley Drive – Middle Section	50,000			
River St - Fishery Creek Bridge Duplication	6,000,000	14,200,000	350,000	
Tamarind Drive – North Creek Road Duplication		8,680,000		
Tamarind Drive – Canal Bridge Duplication	8,000,000	7,520,000	350,000	
Tam Dve / Nth Ck Rd / Sthn Cross Duplication	800,000	1,600,000		
North Creek Road and Bridge	300,000	200,000	200,000	200,000
Heavy Patching Reseals	170,000	200,000	200,000	200,000
<b>Sub Total – Section 7.11</b>	<b>15,420,000</b>	<b>32,400,000</b>	<b>1,100,000</b>	<b>400,000</b>
<b>Total Roads and Bridges</b>	<b>30,929,000</b>	<b>42,428,000</b>	<b>15,755,000</b>	<b>9,092,000</b>

## **5.10 Community Infrastructure - Recurrent Capital Works**

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In reviewing this works program, Council general revenue largely funds the urban and rural roads and bridges reconstruction program, reseals and heavy patching.

The general revenue funding is supplemented by the Federal Government's Road to Recovery grant program.

The major issue facing Council is that reconstruction costs in recent years have increased by 30% if not more, whereas the indexation in Council funding has been far less.

This means that in real terms Council is undertaking less reconstruction works, and over the long term, there will be a steady decline in the condition of Council's roads, unless additional revenue is allocated.

Council's Engineering Works Section continue to look at options to improve efficiencies and a major focus in recent years, due to increases in waste charges, has been on reducing the amount of waste generated and associated waste disposal costs.

Opportunities to minimise waste have been implemented across all aspects of a project (including design and construction phases) which has been particularly beneficial in acid sulfate soil areas and where road shoulders can be widened.

Council utilises a waste framework to manage material that is geotechnically suitable for re-use. Material that cannot be re-used is stockpiled at one of Council's three road reserve stockpile pads for bulk transport to alternative disposal sites. Having formalized, controlled stockpile sites reduces mixed waste streams and increases material re-use opportunities.

During 2023, it is estimated that the Engineering Works team cut waste costs by over \$600,000 by bulk hauling to cheaper disposal sites compared to Council's own Waste Management Centre.

The waste component for road construction projects on Ballina Island (and in other acid sulfate soil areas) typically comprises more than 30% of the total project budget, therefore efficient waste management can generate substantial savings.

Nevertheless, the funding available for road reconstruction continues to decline in real terms and every effort must be made to maximise the funding available to maintain the overall condition of the infrastructure.

In respect to other elements of the road and bridges program, the bypass reserve works are funded from internal reserves, which were created from funds transferred to Council, by Transport for NSW, for the estimated maintenance cost for the first ten years of the bypassed highways, with those road assets transferred to Council.

Based on current expenditure forecasts, the estimated cash balances for these internal reserves, as at 30 June 2034, which is the current 10-year life of the LTFFP, are Ballina (\$541,500), Alstonville (\$277,700) and Tintenbar to Ewingsdale (\$268,600).

## 5.10 Community Infrastructure - Recurrent Capital Works

Once the reserves are exhausted, the annual maintenance for these road assets will be funded by Council. This will leave a \$380,000 shortfall in Council's budget based on current annual expenditure levels.

The grant, reserve and loan funded projects are a mixture of projects based on known existing grant programs.

In respect to the Section 7.11 Program, Council has a Road Contributions Plan, with works totaling close to \$160m, funded in part from developer contributions paid to Council.

The Section 7.11 Road Contributions Contribution is a major part of this works program and more detailed information on that program is included in the Community Infrastructure – Non-recurrent Capital Works report elsewhere in this agenda.

In addition to this, there is a Heavy Haulage Contributions Plan, where operators of quarries in the shire, pay a contribution rate to Council, for material removed from the quarry and transported along Council roads. The funds received by Council are then used to maintain and repair those roads.

Council typically sources around \$170,000 to \$200,000 per annum from that plan for road repair works.

### Community Engagement Strategy

The priorities endorsed by Council will be included in the draft 2024/25 to 2027/28 Delivery Program and Operational Plan for public comment.

### Financial / Risk Considerations

The purpose of this report has been to highlight the funding available for recurrent community infrastructure projects and to outline the preferred priority.

The major financial risk is that Council does not allocate sufficient recurrent funding for the maintenance and renewal of existing infrastructure, which results in significant asset deterioration and possible failure over a lengthy period.

The following table matches the estimated depreciation expense with the recurrent capital funding for each of the asset classes identified in Council's LTFP.

**Annual Estimated Depreciation and Estimated Funding Summary (\$'000)**

Description / Asset Class	Depreciation Estimate	Recurrent Funding
Cemeteries (1)	22	N/A
Open Spaces – Playgrounds, fencing, signage	1,400	800
Sports Fields – Buildings and other infrastructure	800	216
Public Amenities	60	160
Stormwater	1,700	900
Roads	9,000	7,000
Ancillary Transport	280	150
Footpaths and Shared Paths	760	546
Ferry	28	0

## 5.10 Community Infrastructure - Recurrent Capital Works

Description / Asset Class	Depreciation Estimate	Recurrent Funding	
Emergency Services	150	0	
Landfill – Plant and Remediation (1)	1,200	N/A	
Domestic Waste – Plant and Equipment (1)	0	N/A	
Commercial Property (1)	75	N/A	
Flat Rock (1)	24	N/A	
Ballina – Byron Gateway Airport (BBGA) (1)	1,297	N/A	
Quarries – Depreciation and Remediation	210	N/A	
Community Buildings (Halls, Child Care Centres, Cultural Centres, Surf Clubs etc)	650	1,230	
Libraries	250		
Swimming Pools	420		
Tourism	20		
Administration Centre and Depots	1,350		
Animal Pound	10		
Gallery	46		
<i>Sub Total Community Buildings</i>	<i>2,746</i>		<i>1,230</i>
Plant Operations (1)	1,450		N/A
<b>Sub Total – General Fund</b>	<b>21,202</b>		<b>16,603</b>
Water (1)	1,880	N/A	
Wastewater (1)	4,600	N/A	
<b>Total – Consolidated Operations</b>	<b>27,682</b>	<b>27,126</b>	
<b>Total – Excluding Business Operations</b>	<b>16,924</b>	<b>11,002</b>	

No recurrent funding from General Revenue is needed for Cemeteries, Landfill, Domestic Waste, Commercial Property, Flat Rock, BBGA, Plant Operations, Water and Wastewater (all marked with a (1)) as these business activities can rely on the operating surplus, excluding depreciation, for the business to reinvest back into asset renewal. All these items are distinct business activities with Council able to determine its own pricing.

Items such as the Cemeteries, Commercial Property and Flat Rock provide a dividend to the General Fund, as the operating surplus is sufficient to fund asset renewals and pay a dividend.

The BBGA has a significant cash surplus however that surplus is funding a large loan debt and new infrastructure.

Plant Operations is also currently making a relatively large cash operating surplus, albeit this is based on an internal charging structure and reflects increased replacement costs for plant purchases.

The \$7m estimate for roads recurrent funding is based on Council recurrent revenue plus recurrent grants such as the Roads to Recovery Program.

The highlighted bottom line is the depreciation expense, excluding business activities, matched with the total recurrent revenue.

As per these figures, the difference in recurrent funding and the depreciation expense is approximately \$6m per annum.

Often Council will secure grant funds to assist with the renewal of assets, however it is this major gap in asset renewal funding, which remains the biggest financial risk to Council, as it can result in asset deterioration in the long term.

## **5.10 Community Infrastructure - Recurrent Capital Works**

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The major funding gaps highlighted in this summary are stormwater, roads and community buildings / facilities, which includes the animal pound, community gallery, libraries, swimming pools, emergency services (SES and Marine Rescue), cultural centres (Lennox Head and Alstonville), Ballina Indoor Sports Centre, Surf Clubs etc.

### **Options**

The options available relate to the timing of the works identified in the report, along with the priorities, with Councillors able to amend priorities based on community feedback.

There are also many requests for works that have not been included in the four-year program, along with major projects, and this report also needs to be read in conjunction with the Community Infrastructure – Non-recurrent Capital Works, elsewhere in this agenda. That report deals with large one-off projects that are not able to be funded by recurrent revenue.

The recommendation to this report is to endorse the four year works programs listed, for exhibition, as the priorities represent adopted programs or the latest technical assessments.

### **RECOMMENDATION**

That Council approves the inclusion of the recurrent capital expenditure priorities, as outlined in this report, in the draft 2024/25 to 2027/28 Delivery Program and Operational Plan, for public exhibition.

### **Attachment(s)**

Nil



## **5.11 Community Infrastructure - Non-Recurrent Capital Projects**

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### **5.11 Community Infrastructure - Non-Recurrent Capital Projects**

**Section** Governance

**Objective** To confirm the preferred works program for the non-recurrent, revenue funded, community infrastructure projects for inclusion in the draft 2024/25 to 2027/28 Delivery Program and Operational Plan.

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#### **Background**

The capital expenditure in Council's ten-year, long term financial plan (LTFP), can be classified into two groups, recurrent and non-recurrent funded projects.

Recurrent refers to items in the LTFP where an allocation of general revenue funding is provided, each year, to assist Council deliver core community infrastructure.

Non-recurrent refers to items in the LTFP, where funding is not required every year, however there are times when major injections of funding are needed (e.g. swimming pool redevelopments, major community facility refurbishments, major transport related projects, town centre renewals etc).

This report examines non-recurrent projects under consideration by Council.

#### **Key Issues**

- Priorities
- Funding options
- Outcomes

#### **Discussion**

This non-recurrent community infrastructure report is submitted to Council, each year, as part of the preparation of the draft Delivery Program and Operational Plan, as it allows Council to take stock of the numerous projects Council has delivered, as well as the projects the community wish to see delivered, or projects that form part of Council's overall strategic planning.

The report is updated with details of projects completed and / or funded, along with identifying projects not yet funded.

The report provides an opportunity to review existing funding strategies, to confirm priorities, particularly for the next four years, being the term of the draft Delivery Program, and to identify new projects that Council may wish to see considered.

## 5.11 Community Infrastructure - Non-Recurrent Capital Projects

### Projects completed, progressing or with a funding strategy in place

- Coastal Shared Path and Coastal Walk – Complete from West Ballina to Lennox Head, with the Coastal Walk being the segment from Boulder Beach to Pat Morton.  
Council has had submissions to further improve the disability access by creating additional links and loops, particularly around Boulder Beach.

The following image describes the options presented to Council in respect to these connections at Boulder Beach, with the high-level estimate for the works, being Upper Section (\$90,000), Middle Section (\$450,000) and Lower Section (\$450,000) (2023 – estimates)



Now funding is allocated for these segments in the draft LTFFP.

Planning is now also underway for the Shared Path north of Lennox Head to Cooper Close, with Council confirming a preferred route option at the February 2024 Ordinary Council meeting.

There is no construction funding for this section of the Shared Path, with grants historically being a key source of funding for this type of project.

- Ballina Town Centre – Complete – Eventually Council will need to start planning for the next upgrade.

## 5.11 Community Infrastructure - Non-Recurrent Capital Projects

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It is also necessary to reconstruct the roundabout on the intersection of River Street and Martin Street as it does not meet current standards and is not aligned correctly with River Street (tree alignment highlights this).

This project has been included in the recurrent road reconstruction program for 2026/27 as per the Community Infrastructure – Recurrent Capital Projects report elsewhere in this agenda.

Council has also been asked to consider extending the paving and kerb improvements north to Tamar Street, along Cherry, Moon and Grant Streets from River Street.

The estimated cost is approximately \$1m per segment and the recurrent road reconstruction program includes funding from 2027/28 to 2029/30 based on \$1m per annum for these sections.

Finally, Council resolved as follows at the 28 March 2024 Ordinary meeting:

*That beautification works (including landscaping, lighting and new footpaths) for the River Street block between Grant and Kerr Streets be considered as part of the formulation of the 2024/25 Delivery and Operational Plan.*

A very preliminary estimate for this work is approximately \$3m, with no funding currently included in the LTFP.

Importantly, based on the resolution, this project will now form part of Council's annual deliberations on future capital works programs.

- Wardell Town Centre – Boardwalk and other ancillary works completed although they are now flood impacted, with works underway to have the structures reinstated.

Council also adopted the Wardell Village Centre Revitalization - Master Plan in 2023, with this plan identifying three key focus areas:

- 1) Connecting to the River – estimated cost \$1.1m
- 2) The Street – estimated cost \$2.2m
- 3) Community Green Space – estimated cost \$1.1m.

Council has approved funding for the Community Green Space with the works scheduled for the end of 2024. No funding is included in the draft LTFP for the remaining two sections.

- Alstonville Town Centre – Complete.
- Ballina Surf Club – Complete.
- Northern Rivers Community Gallery Refurbishment – Complete including purchase of the adjacent fire station, which has now been converted into Ignite Studios.
- Kentwell Community Centre – Complete although Council has expressed an interest in the future expansion of the building. There are no adopted plans for that expansion.

## **5.11 Community Infrastructure - Non-Recurrent Capital Projects**

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- Lennox Head Cultural Centre and Skate Park – Complete, with interest expressed in expanding the skate park.
- Ballina Indoor Sports Centre (BISC) – Complete, with potential demand for increasing the number of sports courts available.
- Marine Rescue Tower – Complete.
- Ballina and Alstonville Swimming Pool Upgrades – Complete. \$51,000 has been allocated in 2024/25 for swimming pool blankets for Alstonville.
- Wollongbar Sports Fields – Complete with recent drainage, irrigation and turf works improving the main fields, along with stormwater improvements to the access road.
- Skennars Head Sports Field Expansion – Complete.
- Wollongbar Skate Park – Complete.
- Wollongbar District Park – Complete.
- NSW Boating Now Plan for Wharves and Jetties – Majority of smaller boat ramps and jetties complete, with the major projects to be completed being the Martin Street Boat Harbour redevelopment and the Ballina Marina Master Plan (Trawler Harbour), both of which are not funded and are not on land controlled by Council.
- Missingham Park Concept Plan and Car Park – Complete.
- Shaws Bay Coastal Management Plan (CMP) – Largely complete, with the next review of the CMP now underway.
- Lake Ainsworth Southeastern Precinct – Complete.
- Lake Ainsworth Coastal Management Plan (CMP) – The draft LTFP includes several actions in this CMP, however many are dependent on grants.
- Airport Boulevard – Complete.
- Lennox Head Village Renewal – Complete including Lennox Park.
- 9 Commercial Road, Alstonville – Car Park – Complete.
- Pop Denison Park Master Plan – Complete or funded, with the car park works scheduled for 2024.
- SES Building – Council has a statutory responsibility to provide a new building. Further information on this project is outlined later in this report.
- Lennox Head Rural Fire Service Shed – Close to completion although the builder is now in administration, which will delay the handover the project.

## 5.11 Community Infrastructure - Non-Recurrent Capital Projects

- Kingsford Smith Reserve Master Plan – Council adopted this Master Plan in 2021. Total value of the works in the plan is estimated at \$25m.

Approximately \$3m in grant funding has been expended to date, with the current LTFP also including approximately \$700,000 for the Ballina Pump Track.

There is limited funding allocated in 2025/26 in the Sports Fields Recurrent Capital Projects for further improvements, however no major injections of funding are allocated in the draft LTFP for future stages.

- Sharpes Beach Car Park Master Plan – The current LTFP includes \$1.35m for the delivery of this project, funded from grant income and developer contributions.

Based on recent cost escalation, the estimated cost to complete the plan is now expected to be significantly higher.

Once the updated pricing is confirmed, Council will need to look at allocating additional developer contributions and potentially internal reserves to allow this project to be completed in full.

- Section 7.11 Roads Plan – The Section 7.11 Roads Plan has tens of millions of dollars of road infrastructure projects identified over the next 20 years and the timing of those works will depend on the collection of developer contributions.

### Projects without a confirmed funding strategy in the draft LTFP

- Lennox Head Surf Club – Estimated cost of \$6-\$8m based on preliminary designs. This project was identified as a priority due to structural concerns regarding the building approximately seven years ago.

Certain works have been completed to address some of those concerns and the urgency of the project has decreased.

- Captain Cook Park Master Plan – The various elements to this master plan are as follows.

**Table One – Captain Cook Master Plan – Possible Staged Implementation (\$)**

Ref	Item	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Funded
1.	Laneway and Car Park – access		750,000				On hold
2.	Public Art / Monument					50,000	On hold
3.	Improved Pedestrian Entry - River Street		200,000				On hold
4.	RSL Edge Landscaping	150,000					Complete
5.	Open Park Land – Paths etc				200,000		On hold
6.	Public Wharf and Pontoon (Boating Now)	300,000					Complete
7.	Water Play Area – Drainage etc					500,000	On hold
8.	Picnic Shelter – BBQs, Structures				150,000		On hold
9.	Public Toilets					300,000	On hold

## 5.11 Community Infrastructure - Non-Recurrent Capital Projects

Ref	Item	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Funded
10	Jetty			350,000			On hold
11	Landscape - Activity Zone / Fawcett Park			150,000			On hold
	<b>Totals</b>	<b>450,000</b>	<b>950,000</b>	<b>500,000</b>	<b>350,000</b>	<b>850,000</b>	

This is a high-profile location, and the project remains a priority, albeit unfunded. With the Master Plan having been adopted in 2014, it may well be out of date and may require a further consultation process. If this is a priority, the review of the master plan should be included as an action in the Draft Delivery Program and Operational Plan.

- Ballina Marina Master Plan (Ballina Trawler Harbour) – Council has adopted this Master Plan and the preference is to lobby the State Government to progress the project. A report to the March 2024 Finance and Facilities Committee meeting provided an update on the project.
- Martin Street Boat Harbour Master Plan – Council has adopted a Master Plan for this precinct with no major funds allocated in the draft LTFP. The project is dependent on grant funds and Council has been successful with a grant to assist with the design of the marina component of the plan. Design options have been placed on public exhibition with a report back to Council due following the exhibition period.
- North Creek Dredging – Approval - The estimated cost of this project, which is to obtain planning consent and is not for actual dredging, is approximately \$1m with Council having undertaken certain stages of the feasibility process. There is no funding available to complete all stages of the approval process and no readily available funding source.

The project is now on hold, until the North Creek Coastal Management Plan (CMP) is completed, as that Plan will determine whether dredging is a feasible option. If dredging is supported in the CMP, it will help Council seek grant funding to recommence the approval process.

- Lennox Head Pre-school – Council has confirmed that 9 Byron Bay Road is available for this new facility.

The State Government has allocated grant funding to the community group managing the project, although there are concerns that Council may be asked to contribute, with no funding in the draft LTFP.

Obtaining planning consent for the Pre-school may be problematic due to environmental and space constraints on the site. The State Government has also approved funding for a new Pre-school on the new Lennox Head Primary School site.

A development application has been lodged for 9 Byron Bay Road and as part of the assessment, confirmation is being sought from the State Government on the timing for the development of the new Pre-school on the Primary School site.

## 5.11 Community Infrastructure - Non-Recurrent Capital Projects

- Flood Management Plans – Council has limited funding in the draft LTFP for flood plain management works and many of the works need State or Federal Government funding assistance.
- Cawarra Park Master Plan – This plan was adopted in 2022 based on the following estimated costs:

**Table Two – Cawarra Park Master Plan Components**

<b>Item</b>	<b>Amount (\$)</b>
General Works	210,000
Car Parking and Streetscaping	251,000
Baseball / Softball Field Improvements	56,000
Sports Amenity Building - Part 1	901,000
Sports Amenity Building - Part 2	778,000
Sports Amenity Precinct - Open Space	242,000
Contingency	488,000
<b>Total</b>	<b>2,926,000</b>

This plan is currently unfunded.

- Pat Morton Master Plan Precinct Upgrade – Council adopted this plan in 2021, with the focus on improved accessibility, particularly in connecting the shared path at the southeastern and northwestern ends of the car park. The total cost of the works is estimated at \$900,000 with no major funding included in the draft LTFP.
- Alstonville Cultural Centre (ACC) – Council has resolved to support a refurbishment estimated at \$13m. The latest update to the construction estimates now place the total value of the project at \$16m.

The project is moving through the planning stage with the consent now issued. Further information on this project is outlined later in this report.

- Lennox Head Foreshore – There are significant actions under the Lake Ainsworth CMP relating to improved access and connectivity between Lake Ainsworth and Lennox Head CBD.

The work involves the design and implementation of pedestrian pathways, road alignment, car parking and foreshore works. This was discussed at a Councillor briefing in November 2023.

The estimated cost for these works is approximately \$2m, likely to be spread over two financial years. Council's Public and Environmental Health Section is currently preparing concept plans for Council review and subject to Council approval, public consultation.

At this stage, no capital funding is included in the draft LTFP as Council has not yet approved any plans for consultation.

- Rutherford Street, Lennox Head – This is a project that aligns with works required on the sand dune and coastal protection works at the Southern end of Seven Mile Beach and adjacent to the Rutherford Street car park, as identified in the Ballina Coastline and Estuary CMP.

## **5.11 Community Infrastructure - Non-Recurrent Capital Projects**

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Given the ongoing traffic and pedestrian interactions along Rutherford Street and the car park, including the boat ramp area, it is planned to upgrade and improve accessibility and connectivity with the Lennox Head Town Centre.

Currently there are concept plans and design works completed to place the power lines underground and detailed design through to implementation is required.

Estimated construction is approximately \$2m, spread over two years, with no capital funding allocated in the draft LTFFP.

- Teven Reserve – Stage 2 of the Teven Reserve project, includes the construction of a toilet facility. The design and approval have already been completed in Stage 1.

The sealing of the car park is included in Stage 1, but not funded, and this is to proceed as part of Stage 2, to provide ongoing protection against traffic movements and flooding at the site.

The estimated cost for this project is \$350,000, with no funding included in the draft LTFFP.

- Parklets – Council's Economic Activation Group has sought for the inclusion of additional parklets to be built to enhance amenity and provide additional activation in our town centres.

The parklets are a mobile unit installed in parking zones level with a footpath to provide for additional alfresco dining and public use. Council has one in use, previously located in Lennox Head, then Ballina, and now Wardell.

The approximate cost for a parklet is \$25,000, plus ongoing maintenance of \$2,000 per annum. No funding has been included in the draft LTFFP for additional parklets.

### **Community Engagement Strategy**

The priorities endorsed by Council will be included in the draft 2024/25 to 2027/28 Delivery Program and Operational Plan for public comment.

### **Financial / Risk Considerations**

The financial implications of this report are dependent on the priorities determined by Council.

### **Options**

In reviewing the draft LTFFP Council has several major non-recurrent projects funded, or part funded, for the four-year life of the Delivery Program.



## **5.11 Community Infrastructure - Non-Recurrent Capital Projects**

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### ***Ballina SES Building***

Planning application yet to be lodged and likely to be a need for additional funding once pricing confirmed.

Currently there is \$4m in Council funding allocated to the project and \$400,000 in grant funds. Due to size, scope and location, this project may well cost \$6m and additional grant funds are likely to be needed.

Funding allocated in the draft LTFP is 2023/24 \$150,000, 2024/25 \$250,000 and \$6m in 2025/26. The 2023/24 and 2024/25 funding is sourced from a \$400,000 SES grant.

The \$6m in 2025/26 is sourced from a \$4m transfer from Council's Community Infrastructure Reserve and \$2m as a nominal grant amount that has not yet been secured.

Planning approvals, once obtained, will help Council try and secure grant funds.

The approvals will also help quantify a firmer estimate for the project.

There are concerns that the scale of the project may result in the capital cost increasing from \$6m to potentially \$8m based on current construction costs.

### ***Kingsford Smith Master Plan***

First stage of the Master Plan, at an estimated cost of \$3.5m has now been completed.

There is \$700,000 allocated in the LTFP in 2024/25 for the Ballina Pump Track, fully funded from grants, with the works likely to cost significantly more.

A tender for the project is scheduled to be issued soon.

### ***Sharpes Beach Master Plan***

A report is scheduled for the April 2024 Ordinary meeting to confirm the preferred Master Plan works, following a period of community consultation.

The draft LTFP currently allocates \$1.3m for this project in 2024/25, being \$1m from grants and \$300,000 from Council held developer contributions.

It is also likely that this project will cost significantly more once the entire scope of works is confirmed.

The Ballina Pump Track and the Sharpes Beach Master Plan projects are included in Council's Open Spaces and Community Facilities Section 7.11 Developer Contributions Plan, and once final costs are known, one option will be to source additional funds for the projects, if required, from this Contributions Plan.

Another option will be Council's Community Infrastructure Reserve, albeit most of the funds in that reserve are being retained for the new SES building and the Alstonville Cultural Centre redevelopment.

## **5.11 Community Infrastructure - Non-Recurrent Capital Projects**

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### ***Depot – Administration Building***

\$5.3m allocated for this project between the General Fund, Water and Wastewater Funds, funded from Internal Reserves and a \$1m General Fund loan.

The loan, Water and Wastewater contributions may need to be increased once the final tender construction price is confirmed.

### ***Alstonville Cultural Centre (ACC)***

There is currently \$830,000 in funding held in an Internal Reserve for this project.

The latest cost estimate for this project is \$16m based on an update provided in January 2024.

Council has applied for Federal Government grant funding of \$5.734m under the Growing Regions Program, with the application making it to Round 2 of the program.

Round 2 required Council to complete a business case and detailed application for the project.

That information has been submitted and Council is waiting for a decision on the funding, with the announcement date uncertain.

With the consent in place, Council can proceed with this project once the funding is confirmed.

Section 7.11 contributions can be applied to the ACC, as the Open Spaces and Community Facilities Developer Contributions Plan has \$10.8m included for this project with 16% (\$1,728,000) able to be funded from developer contributions.

That Plan also includes \$2,190,000 for expanded library facilities, 100% funded from developer contributions.

This potentially allows \$3,918,000 (\$1,728,000 and \$2,190,000) of the total cost to be funded from developer contributions, dependent on whether that amount of contributions has been collected and is held by Council, when the project is ready to proceed.

There is approximately \$3m in Open Spaces and Community Facilities Contributions currently held, with the annual amount collected ranging from \$2m to \$3m in recent years.

A portion of these funds are currently allocated to the Sharpes Beach Master Plan and there may be a need for further developer contributions to be allocated to that project and the Ballina Pump Track.

Even with these additional allocations, there should be adequate contributions available to meet the \$3,873,249 able to be allocated to the ACC.

## 5.11 Community Infrastructure - Non-Recurrent Capital Projects

Grant funds remain an important funding source for this project, particularly with the library component, as there are likely to be more opportunities for library expansion grants.

After grants and developer contributions, the balance of the funding will need to be sourced from Council internal reserves and potential loan funding.

Based on this a potential funding strategy is as follows.

**Table Three – Alstonville Cultural Centre Funding Strategy**

Description	2023/24	2024/25	2025/26
<b>Capital Expenditure</b>	<b>30,000</b>	<b>3,800,000</b>	<b>12,200,000</b>
<b>Funding Sources</b>			
Federal Government Grant – Growing Regions	0	2,000,000	3,734,000
Section 7.11 Developer Contributions (Open Spaces and Community Facilities Plan)	0	1,000,000	2,918,000
Council Alstonville Cultural Centre Reserve	30,000	800,000	0
Council Community Infrastructure Reserve	0		5,548,000
<b>Total</b>	<b>30,000</b>	<b>3,800,000</b>	<b>12,200,000</b>

This funding assumes the Growing Regions Program grant application is successful.

The balancing item is the Community Infrastructure Reserve transfer of \$5,548,000.

Movements in this reserve are heavily impacted by future land sales, with the draft LTFP showing movements in this reserve as follows.

**Table Four – Community Infrastructure Reserve Movements**

Description	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Opening Balance 1 July</b>	<b>5,027,600</b>	<b>3,865,600</b>	<b>3,912,600</b>	<b>661,600</b>	<b>898,600</b>
<b>Add Cash Inflows</b>					
Interest Earned on Reserve	215,000	197,000	98,000	17,000	22,000
Rental – 89 Tamar Street	761,000	739,000	761,000	784,000	808,000
Rental – Fawcett Park Café	69,000	76,000	78,000	80,000	82,000
<b>Trans from Prop Dev Reserve</b>	<b>0</b>	<b>0</b>	<b>6,000,000</b>	<b>0</b>	<b>0</b>
<b>Sub Total Cash Inflows</b>	<b>1,045,000</b>	<b>1,012,000</b>	<b>6,937,000</b>	<b>881,000</b>	<b>912,000</b>
<b>Less Cash Outflows</b>					
Outgoings – 89 Tamar Street	125,000	129,000	133,000	137,000	141,000
Outgoings – Fawcett Park Cafe	28,000	29,000	29,000	29,000	29,000
Lennox Rural Fire Shed	973,000	0	0	0	0
Alstonville Swimming Pool	205,000	51,000	0	0	0
Ballina Swimming Pool	23,000	0	0	0	0
Kingsford Smith Upgrades	85,000	0	0	0	0
Tamar Street Bus Shelter	290,000	0	0	0	0
Gallery Deck Replacement	0	70,000	0	0	0
Wardell Centre Revitalization	0	208,000	0	0	0
<b>Alstonville Cultural Centre</b>	<b>0</b>	<b>0</b>	<b>5,548,000</b>	<b>0</b>	<b>0</b>
<b>Ballina SES Building</b>	<b>0</b>	<b>0</b>	<b>4,000,000</b>	<b>0</b>	<b>0</b>
Ballina Town Centre Loans	243,000	243,000	243,000	243,000	243,000
Lennox Town Centre Loans	235,000	235,000	235,000	235,000	235,000
<b>Sub Total Cash Outflows</b>	<b>2,207,000</b>	<b>965,000</b>	<b>10,188,000</b>	<b>644,000</b>	<b>648,000</b>
<b>Closing Balance 30 June</b>	<b>3,865,600</b>	<b>3,912,600</b>	<b>661,600</b>	<b>898,600</b>	<b>1,162,600</b>

## 5.11 Community Infrastructure - Non-Recurrent Capital Projects

The major inflow is the \$6m transfer from the Property Development Reserve, which then supports the allocation of significant funding towards the ACC project and the Ballina SES building.

During 2024/25 and 2025/26, Council is forecasting major land sales at the industrial estate properties of Boeing Avenue, Ballina and the Russellton Industrial Estate, Alstonville and several residential lots from the Wollongbar Urban Expansion Area – Stage 3.

The potential sales income is estimated at around \$30m during the next four years, and once loan debt is repaid, there should be upwards of \$10m in the Property Development Reserve to allow this transfer of \$6m for future Community Infrastructure funding. This will need to be closely monitored as land sales can come to a stop quickly.

Also, if the Growing Regions Program grant is unsuccessful, further land sales income may need to be transferred to the Community Infrastructure Reserve to the ACC, or as a last resort, loan funds might need to be raised for the project. Importantly there are funding options available to allow Council to deliver the ACC during the next two to three years.

Once the Growing Regions Program grant outcome is known, it is recommended that Council proceed to tender for this project, to allow the ACC to be re-opened as soon as possible.

### **Section 7.11 Roads Contribution Plan**

The Section 7.11 Roads Contribution Plan is major component of Council's infrastructure planning and delivery, and it also represents a significant financial liability based on the works identified in the plan.

The plan is based on three distinct time periods for delivery of the works, with the timing based on future traffic modelling.

An overview of the works in the plan is as follows, using the estimated costs in the plan.

**Table Five – Section 7.11 Roads Plan – Works Schedule (\$'000)**

Works Schedule	Developer (%)	2011-2019	2019-2028	2028-2036	Status
Western Arterial	100			35,000	Not started
River St – Fisheries Ck Bridge to Tweed St – 4 Lanes	49.6		4,300		Complete
Tamarind Drive – North Ck Road to Kerr St – 4 Lanes	98.6		7,900		Funding available
River Street – Fisheries Ck Bridge – 4 Lanes	49.6		5,900		Funding available
Tamarind Drive – Canal Bridge – 4 Lanes	98.6		4,400		Funding available
River St - Fisheries Cr Bridge to Interchange – 4 Lanes	98.6		10,600		Part complete
Hutley Drive Extension	100			14,800	Part complete
Bangalow Road / Hogan St – New Left In / Left Out	100		700		Complete
Angels Beach Drive / Sheather St – new Left In / Left out	100		800		Complete
North Creek Road and Bridge	100		21,400		In planning
Ross Lane Improvements – West	100		5,200		Part funded
Ross Lane Improvements – East	48.5		11,600		Part funded
Tintenbar Road / Teven Road – Climbing Lanes	32.5			4,300	Not started
Tamarind Drive to Sthn Cross Drive – Right Turn Ban	100		170		Funding available
Nth Ck Rd / Reservoir Rd / Hutley Dve – Traffic Calming	71.6		3,100		Not started
River Street / Cherry Street – Roundabout	70	1,300			Complete
River Street / Moon Street - Roundabout	70	1,300			Complete
Tamar Street / Cherry Street – Roundabout	70	700			Complete

## 5.11 Community Infrastructure - Non-Recurrent Capital Projects

Works Schedule	Developer (%)	2011-2019	2019-2028	2028-2036	Status
Angels Beach Drive / Bangalow Road – Lane Extensions	100	990			Complete
Ballina Heights Drive	70	5,400			Complete
Cumbalum Interchange - Eastern Roundabout	100	3,900			Complete
Cumbalum Interchange - Eastern R'bout – Upgrade	100			900	Not started
Sandy Flat Road	100		3,300		Not started
Nth Ck Rd - Tamarind Dve to Sth Cross Dve – 4 Lanes	46		1,600		Funding available
Tamarind Dve – Flathead Lane to Nth Ck – 4 Lanes	100		2,900		Not started
Bangalow Road – Additional Lane – Angels Beach Drive	100		1,400		Complete
Byron Bay Rd / Hutley Dve R'bout – Connect Hutley Dve	100	3,200			Complete
Coast Rd / Nth Ck Rd / Byron Rd / Ballina St R'about	100			1,600	Not started
Barlows Road Link	64.5		7,800		In planning

The total value of the works in the plan is estimated at \$169m based on historical estimates.

These estimates are now proving to be well out of date as, for example, the Fishery Creek Bridge duplication is now estimated at more than \$20m, as compared to the plan estimate of \$5.9m.

The Developer % column represents the percentage of the total cost of the works able to be funded by developer contributions collected by Council (i.e. the Section 7.11 apportionment).

The Section 7.11 apportionment is high for many of the projects, however the State Government cap on developer contributions for residential lots (\$20,000 since 2012 with some exemptions to \$30,000) means that Council is not collecting sufficient funding from developer contributions to allow the projects to be fully funded.

This means that Council must rely on grants, or Council revenue, for many of the projects to proceed.

A link to the Section 7.11. Roads Contribution Plan on the Council website is as follows:

[Ballina Shire Roads Contribution Plan Version 4.2.DOCX \(nsw.gov.au\)](https://www.ballina.nsw.gov.au/~/media/2022/07/2022-07-20-roads-contribution-plan-version-4.2.docx)

Currently Council has in the existing LTFP, the following major projects identified as priorities for the next four years:

- Fishery Creek Bridge Duplication – Construction
- River Street – Smith Drive to Burns Point Ferry Road – Four Lanes - Construction
- Barlows Road Link – Construction
- Hutley Drive – Middle Section – planning approvals only
- North Creek Bridge – planning approvals only

What has now changed during the last 12 months is that Council has secured \$40m in grant funding through the State Government's Northern Rivers Recovery and Resilience (NRRR) Program (Tranche 2).

## 5.11 Community Infrastructure - Non-Recurrent Capital Projects

The project description for this funding is as follows:

*Evacuation Route Raising – Ballina Island and West Ballina - This project involves raising the road on Ballina Island and West Ballina, duplicating the existing Fishery Creek Bridge and upgrading Tamarind Drive. Project deliverables will improve evacuation options for residents during flooding events and reduce exposure to risk caused by the low-lying topography of Ballina and its proximity to riverine, creek and coastal waterways.*

The actual works component of this grant for Council is \$39.4m, with \$600,000 allocated to the State Government's audit and assurance of the project.

The funding must be expended by 30 June 2026.

There are four main projects to be delivered with this funding: being:

- 1) Fishery Creek Bridge Duplication (including approaches)
- 2) Canal Bridge Duplication and Tamarind Drive approaches (Kerr Street to Ballina Gardens Holiday Village)
- 3) North Creek Road Four Laning – Tamarind Drive to Southern Cross Drive
- 4) Evacuation Route Raising (improvements to primarily River Street to reduce flooding impacts).

The first three projects are projects listed in the Section 7.11 Roads Contribution Plan, with the Evacuation Route Raising potentially allowing Council to improve the four laning in parts of River Street.

Credit should also be given to Council's engineering staff to be able to secure this funding based on Council's long term traffic modelling, the adopted Section 7.11 Roads Contribution Plan and the Ballina Floodplain Management Plans that all supported Council's grant application.

Based on the timeframe for the expenditure of the grant, the draft LTFP now includes the following works plan for these projects:

**Table Six – Northern Rivers Recovery and Resilience Program (\$'000)**

<b>Project Expenditure and Funding Sources</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
Fishery Creek Bridge and River Street approaches (700m from Brampton Avenue to Brunswick Street)	480	6,000	14,200	350
Canal Bridge and Tamarind Drive approaches (1,100m from Kerr Street to Ballina Gardens Holiday Village)	480	8,000	16,200	350
North Creek Road (250m Tamarind Drive to Southern Cross Drive)	0	800	1,600	0
Evacuation Route Raising	720	70	1,850	6,200
<b>Totals</b>	<b>1,680</b>	<b>14,870</b>	<b>33,850</b>	<b>6,900</b>
<b>Funding</b>				
Recovery and Resilience Program Grant	1,680	14,070	18,890	4,760
Section 7.11 Roads Contributions	0	800	14,960	700
Council Revenue (balance of Evacuation Route Raising)	0	0	0	1,440
<b>Totals</b>	<b>1,680</b>	<b>14,870</b>	<b>33,850</b>	<b>6,900</b>

The estimates in this table are all very preliminary and could change significantly once tenders are received for the works.

## 5.11 Community Infrastructure - Non-Recurrent Capital Projects

From a Section 7.11 Roads Contribution Plan perspective this program of works will complete the four laning of River Street, from Burns Point Ferry Road to Kerr Street, Kerr Street to Tamarind Drive, and Tamarind Drive to North Creek Road.

It also completes the four laning of North Creek Road from Tamarind Drive to Southern Cross Drive.

Council's engineering staff are also examining whether part of the Evacuation Route Raising allocation can partly fund the final component of the River Street four laning, from Smith Drive to the Teven Interchange.

Importantly, the magnitude of the grant funds helps to offset Council's funding apportionment for the Section 7.11 projects.

For example, the Fishery Creek Bridge duplication is based on 48.6% funding from developer contributions and the balance from Council or other sources.

The grant now means that this project can be funded entirely from grant funds and developer contributions, freeing up Council revenue for other projects.

Originally it was planned to take out significant loan funds to match the developer apportionment, with the loan repayments then reducing the funding available for Council's on-going road reconstruction program.

The loan funding is no longer needed.

The one issue for Council is to ensure that there are adequate Road Developer Contributions held to meet the forecast cash flows.

The following table provides a summary of the developer contribution cash flows based on the current financial year and the four-year term of the draft Delivery Program and Operational Plan, focusing on the key projects.

**Table Seven – Section 7.11 Road Contribution Plan Cash Flow (\$'000)**

Item	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Opening Balance – 1 July</b>	<b>10,617</b>	<b>13,374</b>	<b>16,544</b>	<b>5,698</b>	<b>8,941</b>
<b>Add Income:</b>					
Forecast Collections	3,700	3,800	3,900	4,000	4,100
Forecast Interest Earned	625	585	414	143	224
<b>Sub Total</b>	<b>4,325</b>	<b>4,385</b>	<b>4,314</b>	<b>4,143</b>	<b>4,324</b>
<b>Less Applied to Expenditure:</b>					
Hutley Drive – Middle Section – Planning	50	50	0	0	0
River Street – Four Lanes including Bridge	883	0	4,680	350	0
Tamarind Drive – Four Lanes including Bridge and Four Laning North Creek Road	20	800	10,280	350	0
North Creek Bridge – Planning	500	300	200	200	200
Barlows Road – Planning	115	65	0	0	0
<b>Sub Total</b>	<b>1,568</b>	<b>1,215</b>	<b>15,160</b>	<b>900</b>	<b>200</b>
<b>Closing Balance - 30 June</b>	<b>13,374</b>	<b>16,544</b>	<b>5,698</b>	<b>8,941</b>	<b>13,065</b>

## 5.11 Community Infrastructure - Non-Recurrent Capital Projects

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Points of note in this table are:

- Forecast collections are based on the average actual results for recent years, with an extra \$100,000 added each year.

The difficulty with contributions is that the figure collected can vary substantially, with the last four-year actual results ranging from \$2m to \$4.7m.

- Hutley Drive – Middle Section – Hutley Drive completed at the northern end (joining Byron Bay Road) and certain southern components completed by the developers of the Elevation Estate.

Funding of \$50,000 is provided in 2024/25 to allow all the pre-construction activities to be completed, which will then allow construction to take place when construction funding is available.

The \$50,000 represents the entire budget for 2024/25 as Hutley Drive is 100% funded from developer contributions.

Council may have to consider completing Hutley Drive in full sooner than planned, based on the new Lennox Head Primary School for the EPIQ Estate.

The construction of this Primary School will result in the community wanting to see Hutley Drive completed to take traffic off Montwood Drive and to improve connectivity heading south from the EPIQ Estate.

- River Street and Tamarind Drive – These figures represent the Section 7.11 component applied to the four laning projects funded through the NRRR grant.
- North Creek Bridge – Planning – A funding allocation is provided each year to allow this project to be steadily advanced, to again ensure all approvals are in place when construction funding becomes available.

This project is 100% funded from developer contributions and the figures in the table represent the entire budget allocated each year.

- Barlows Road – Planning – Council had originally planned to complete the Barlows Road link project, prior to four laning Tamarind Drive.

However, with the NRRR grant funding available, Council can proceed immediately with the Canal Bridge duplication and the four laning of Tamarind Drive from Kerr Street to North Creek Road, including the four laning of North Creek Road from Tamarind Drive to Southern Cross Drive.

With the forecast cost of the Barlows Road link escalating rapidly upwards (now forecast to cost more than \$15m), and with the road being designed to a low level of flood immunity, the preference is to finalise the current planning process and then defer construction until the bridge duplications and four laning projects are completed.

Council will then be in a better position to determine the timing preference for the Barlows Road link.



## 5.11 Community Infrastructure - Non-Recurrent Capital Projects

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Based on the current cash flows, the major Section 7.11 Road projects that are pushed out beyond the four-year term of the Delivery Program, which are identified in the Section 7.11 works program to be completed by 2028 are:

- River Street – Four Laning from Burns Point Ferry Road to Teven Interchange – some of this work may be able to be completed through the NRRR funding.
- North Creek Bridge – Very expensive project that will likely need grant funding, with pre-construction activities continuing.
- Ross Lane – Improvements East and West – Approximately \$7m is being expended on Ross Lane during 2024/25 and 2025/26 from the Safer Roads Grant \$3m and Betterment funds (\$3.8m) to reduce flooding impacts.

This funding will also reduce the magnitude of Section 7.11 works required in future years.

- North Creek Road / Reservoir Road / Hutley Drive / Ballina Street Roundabout – Traffic Calming – This intersection will continue to be monitored.

The second roundabout at Hutley Drive / Byron Bay Road has alleviated some traffic movements, as originally it was thought Hutley Drive would connect to North Creek Road, rather than Byron Bay Road.

- Sandy Flat Road – This project is dependent on the timing of the development of the Cumbalum Urban Release Area B (CURA B)
- Tamarind Drive – Flathead Lane to North Creek Road – Four laning – Focus is on four laning the balance of Tamarind Drive and River Street.
- Barlows Road – Construction deferred until 2030/31 and 2031/32 to allow the four laning projects to be completed.

### Other Miscellaneous Works

The discussion section of this report identified a wide range of works, some of which are funded, and many of which require grant funding, in full, or in part, to proceed.

If Council does wish to see projects added, or the timing changed, the projects should be identified to allow funding options to be examined.

There may also be options to reschedule recurrent works as identified in the Community Infrastructure – Recurrent Capital Projects report, elsewhere in this agenda.

Additional options can be examined prior to the minutes of this meeting being submitted to the April 2024 Ordinary meeting, or during the public exhibition period, to allow the information to be reported to the June 2024 Ordinary meeting, when Council adopts the draft 2024/25 to 2027/28 Delivery Program and Operational Plan.

## **5.11 Community Infrastructure - Non-Recurrent Capital Projects**

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This report should also not be seen as a list of all projects seen as a priority for the community, or Council, with other examples including, but not limited to:

- Rayner Lane Reconstruction – There have been numerous submissions for this project with no funding allocated to date.
- Hinterland Shared Path or Walking Trail – Council has previously resolved to look at options for such a project, recognising that funding has focused on the coastal shared path and coastal walk for many years.

It is estimated that consultancy funding of around \$30,000 is needed to complete a high-level assessment of potential route options. No funding has been allocated to that work to date, and there is no construction funding allocated in the draft LTFP.

One of the key priorities is to connect Pearces Creek Road between the Wollongbar Sports Fields and Alstonville, with works being completed on Pearces Creek Road during 2023/24, funded through the State Government's Strong Country Communities Fund – Round 5.

Council has also had the opportunity to apply for design funding for a shared path link between Alstonville and West Ballina. The outcome of that application is not yet known.

Overall the preference is to focus on adopted plans, particularly for non-recurrent project funding, as otherwise funding allocations can become ad hoc.

There are numerous plans that are unfunded, and this report provides Council with an opportunity to confirm which works are to be funded.

Grant opportunities secured during the year also assist with confirming priorities, with major projects such as the Sharpes Beach Master Plan, the Ballina Pump Track and the Section 7.11 Roads Contribution Projects, all being reviewed or prioritised based on grants secured.

The recommendation is to note the contents of this report, with Council having the opportunity to seek changes to the works identified, if needed.

### **RECOMMENDATION**

That Council notes the contents of this update on non-recurrent community infrastructure projects.

### **Attachment(s)**

Nil

## 5.12 Workforce Management Plan 2024 - 2028

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### 5.12 Workforce Management Plan 2024 - 2028

<b>Section</b>	People and Culture
<b>Objective</b>	To obtain approval to exhibit the draft Workforce Management Plan for 2024 - 2028

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#### **Background**

The Integrated Planning and Reporting (IP&R) requirements require councils to have a resourcing strategy, which consists of the Long-Term Financial Plan (LTFP), the Asset Management Plan and the Workforce Management Plan.

The Workforce Management Plan is a document that outlines the human resourcing requirements of Council's Delivery Program, and it must be for a minimum period of four years.

This report discusses the draft Workforce Management Plan for 2024 to 2028, which is included as Attachment 1 to this report.

#### **Key Issues**

- Human resource strategies
- Customer service and program delivery

#### **Discussion**

The draft Workforce Management Plan provides an overview of Council's structure and workforce, along with a summary of the actions to be implemented, to ensure that Council has a motivated and contemporary work force to deliver actions from our Community Strategic Plan, Delivery Program and Operational Plan.

With the high level of economic activity within the Ballina Shire, impacts of staff shortages and resourcing, retention challenges and loss of skilled workers, ongoing flood recovery activities, cost of living factors and a highly competitive employment market, various areas of the organisation are facing high workloads, making it challenging to deliver the outcomes identified by Council and the community.

Casual resources, or contractors, are engaged to assist with peaks and projects, however it is important to employ permanent staff where there is an identified ongoing resource need, and recurrent funding available, as this helps with a more consistent level of service delivery and supports the financial stability of employees.

The Draft Workforce Management Plan 2024 to 2028 is included as Attachment 1. This Draft Plan provides a summary of current and forecast employee numbers along with details of human resource strategies.

Appendix A of the Plan outlines the workforce distribution and movements in employee numbers.

Appendix B is a summary of the additional resources sought by Directors to ensure that adequate services are delivered to the community, along with confirming which positions have been included in the draft LTFP.

A summary of positions funded or not funded for 2024/25 onwards is included in Appendix B Workforce Gaps, with more detailed information as follows.

### Civil Services Division

#### *Asset Management and Resource Recovery*

- Coordinator Environmental Programs and Compliance - the proposed 0.6 FTE resource is to address the 63% increase in customer transaction numbers at the resource recovery centre over the last five years.

The volume of waste and recyclable material has also increased by 68% resulting in a significant increase in demand on the Resource Recovery Team.

The NSW EPA also continues to increase the requirements on council to meet a constantly evolving and complex waste and resource recovery regulatory framework.

This resource has been successfully trialed over the past four months.

The position is funded from the landfill and resource management (LRM) budget and was included in the figures presented to the March 2024 Ordinary meeting.

The position is also partially offset through an existing employee returning from parental leave on a part-time basis.

- Emergency Management Officer (EMO) – the activities required for emergency management planning are undertaken by the Director of Civil Services with some support from other officers.

The level of service is functional however it could be improved, and the work has increased in recent years in response to major disasters.

Increasingly the State and Federal Government is looking to build more community resilience through enhanced preparation and planning. This is generating additional work for local government.

Also, the Council currently has a grant funded position of Community Recovery Officer (CRO).

This position is creating programs that will require ongoing support, including the new Community Resilience Network.

This current funding is expected to be exhausted early in the new year.

The current tasks undertaken by the Community Recovery Officer would form part of the duties for the proposed EMO position.

Currently there is no additional funding for the EMO in the LTFFP, due to the working capital deficit for the General Fund.

Representations are being made to the Reconstruction Authority to have the grant funding for the CRO extended.

If they are unsuccessful the report to the June 2024 Ordinary meeting to adopt the Delivery Program may need to recommend funding a three day per week position, due to the community benefit derived from the CRO role.

### *Engineering Works*

- Various maintenance and construction field-based roles - increases in full time positions are required to respond to the expanding works program and asset base with increased maintenance requirements.

Council has significant construction budgets, and the delivery of the annual program is under review to determine projects delivered by staff and/or contractors.

Similarly, the infrastructure assets for roads, stormwater and footpaths are rapidly increasing.

The positions can be directly costed to projects and program areas.

It also remains difficult to recruit certain field-based roles, especially when the cost of housing in Ballina Shire remains comparatively high.

Positions will be filled when suitable candidates are identified.

### *Infrastructure Planning*

- Trainee Surveyor - for several years Council survey resources have been supplemented by labour hire working approximately 0.5 FTE per week.

Previous Workforce Plans approved the inclusion of a survey assistant in the structure however it was preferred to maintain the skills, experience and corporate knowledge of the casual staff and to introduce a permanent position once those casuals were no longer available, which is now the case.

It is preferred for succession planning purposes and to expand the hours available, to change the position and invest in a trainee surveyor rather than employing an assistant surveyor.

The position can be directly costed to projects and program areas.

### Corporate and Community Division

#### *Commercial Services*

- *Airport Operations Trainee* – the growth of the airport and administration requirements has identified a need to create a new role to meet operational requirements.

A traineeship is proposed with the view it becomes an ongoing full-time position. The role would support with administration tasks, especially during peak periods and importantly business continuity.

The position will be subject to funding availability and is currently not included in the draft LTFP, with the airport able to fund the position from the large operating surplus.

- *Facilities Officer* - the airport is a seven day per week operation requiring staff to work on a roster basis to deliver this service.

It is proposed to create a new part time Facilities Officer role to ensure adequate coverage during busy periods and provide additional support when other Facilities Officers are sick and/or are on leave.

Currently the Airport Customer Service Team Leader is required to back fill absences on a regular basis which creates a back log of work, resulting in an increase in overtime / longer working hours.

This position is not funded in the draft LTFP, although the airport is able to fund the position from the large operating surplus.

#### *Communications and Customer Service*

- *Grants Support Officer* – the proposed 0.4 FTE is to replace a current temporary role, which has been funded through the non-replacement of an existing Customer Service Officer position.

Creating a permanent role will allow appropriate resourcing for the significant administration work related to grants. The position will be funded from existing salary budgets.

- *Trainee Community Facilities* - a traineeship is proposed with the view it becomes an ongoing full-time position.

Workload has increased following the opening of the Lennox Head Community Hall on Hutley Drive and planning is underway for the Alstonville Cultural Centre to be operational in 2026.

The position is funded from existing salary budgets through the non-replacement of a vacant Facilities Development Officer role and a reduction in hours by an existing Community Facilities Officer.

### *Facilities and Services*

- *Built Asset Management Officer* - the proposed role will drive the implementation of the built asset module in the newly implemented authority asset management system, assist the Manager Facilities and Services in the development of strategic built asset plans, regularly inspect all Council built assets, prepare condition reports and raise requests for maintenance.

It will also support the Manager in actioning internal audit and insurer actions.

The role has been allocated funding in the draft budget for 2024/25 and was included in the 2023 – 2027 workforce plan.

### *Information Systems*

- *Cyber Security Analyst* - as Council's systems become more diverse and complex securing these systems becomes more challenging and significantly increases Council's risk. External pressures from both State and Federal Government also require Council to continuously increase cyber security measures.

This position has been included in the draft LTFP, with the information services operating expenses distributed across all Council's business activities (water, wastewater, water, airport etc), minimising the net impact on the General Fund.

The Audit Office of NSW also released a report on Cyber Security in Local Government on 26 March 2024, which highlights need for councils to improve their cyber security.

A link to that report is as follows.

[Cyber security in local government | Audit Office of New South Wales \(nsw.gov.au\)](https://www.audit.nsw.gov.au/cyber-security-in-local-government)

### Planning and Environmental Health Division

#### *Development Services*

- *Team Leader Administration and Customer Service* – a Team Leader position is proposed to support the Manager and to improve the operational effectiveness of the team.

There are a high proportion of part-time staff, and a number and variety of administrative services are required to support the planning, building, plumbing and drainage teams.

It is extremely difficult to recruit town planners and building surveyors and this position will be graded at a level that can provide additional support to the technical staff, while at the same time increasing efficiencies in the administrative services area.

This position has been funded in the draft LTFP for 2024/25, in part from on-going vacancies.

- Technical Support Officer – this additional role is required in response to growing market demands and an increase in private building certification services.

The role will support development assessment and building surveying functions and efficiencies, including the processing of applications, system improvements and technical supports to other officers.

The position will be subject to funding availability and is not funded in the draft LTFFP.

- Town Planner – the additional role is required in response to the ongoing roll out of numerous major development projects in addition to a sizeable volume of development related applications (DAs and other applications such as subdivision certificates).

This includes the extensive and very lengthy involvement of planning staff required for the duration of the post consent and construction phase of all major development and subdivision projects.

The position will be subject to funding availability and is not funded in the draft LTFFP.

There are existing vacancies for two town planners, building surveyor and a pool inspection officer, which remain the priority for recruitment.

Contractors continue to be used to supplement the vacant positions.

### *Open Spaces*

- Various Plant Operator, Tradesperson and Labourer positions – increases in full time positions are required to respond to create a floating work crew to meet the increased work program resulting from the expanding area of public open spaces and recreation facilities and in particular increased mowing demands for land under Council's control.

The positions will be subject to funding availability, with the open spaces operating budgets increased above CPI in the draft LTFFP to recognise the ever-expanding asset base.

- Open Spaces Team Leader – the position is in response to the expanding open space asset base and increasing community demand and expectation associated with urban area amenity.

The position will be subject to funding availability and is to be implemented in phase two of a current organisation structure change within Open Spaces.

The position will be funded from the increased operating budgets.

- Open Spaces Supervisors – the additional two roles are required in addition to the existing two positions in the structure.



This will then allow four supervisors in the structure to oversee the areas of cemeteries, cleaning and urban vegetation, general maintenance, and sports fields.

The positions are in response to the expanding open space asset base and increasing community demand and expectation associated with urban area amenity.

These positions will be funded from the increased operating budgets.

### *Public and Environmental Health*

- Compliance Officer – an additional Compliance Officer will complement the current team and be responsive to environmental and health related compliance matters.

Further, the role also provides significant assistance and advice to land use development matters across the Division.

The position will be subject to funding availability and is not funded in the draft LTFP.

- Customer Service and Administration Officer - this role has been filled on a casual basis for the last two years. Making this role permanent will allow the officer oversight for their own projects as well providing significant technical support and assisting with core service delivery.

The position can be part funded from existing budgets and will be subject to additional funding availability.

The position is not funded in the draft LTFP, with options still being examined for funding solutions.

- Ranger - demand continues to increase due to population growth and the expansion of development. This role is required for succession planning in readiness for retirement planning.

The ranger salary budget has typically included a significant allowance for casual resources and overtime, and this position, which is funded in the draft LTFP, will offset those allowances with minimum impact on the recurrent budget.

### *Strategic Planning*

- Gallery Exhibitions Officer – the proposal is for an increase in hours for an existing part time position from 21 hours to 28 hours per week.

This would provide additional scope to assist the Gallery Coordinator with curating and maintaining the ongoing exhibition program. This includes assisting and overseeing the development of gallery marketing and promotional materials.

The increase in hours is funded in the draft LTFP.

## 5.12 Workforce Management Plan 2024 - 2028

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- Gallery Services Officer - the proposal is for an increase in hours for an existing part time position from 14 hours to 19 hours per week.

This would provide increased capacity to oversee gallery administration, improvement initiatives and support the volunteer and membership programs.

The increase in hours is funded in the draft LTFP.

The Community Gallery has started to recover attendance numbers to pre-covid levels, with sales trending well. These extra hours support the continued operation of the gallery.

### Community Engagement Strategy

The preparation of the Workforce Management Plan involves consultation across the organisation along with a review of our service delivery.

The draft Workforce Plan will be placed on public exhibition for public comment.

### Financial / Risk Considerations

The positions identified as funded in the Workforce Management Plan are included in the draft long term financial plan.

The qualifier on this is that the current financial forecast for 2024/25 is a working capital and operating deficit, therefore savings still need to be made across Council's operations, in the short to medium term, to improve overall sustainability.

The positions identified in the Workforce Management Plan (as per Appendix B of the document), as not funded, have not been included in the long-term financial plan, as there is no funding identified.

Demands for Council services always outweigh the funding and resources available, and the positions funded in the draft LTFP are identified as core services to support the delivery of essential Council services to the community.

### Options

The Workforce Management Plan forms part of the integrated planning and reporting suite of documents.

The options are to approve the document or amend based on differing priorities.

It is recommended that Council approve the exhibition of the document.

### RECOMMENDATION

That Council approves the exhibition of the draft Workforce Management Plan 2024 to 2028, as per Attachment 1 to this report.

### Attachment(s)

1. Workforce Management Plan - 2024 - 2028 [⇒](#)

## **5.13 General Fund - Long Term Financial Plan**

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### **5.13 General Fund - Long Term Financial Plan**

<b>Section</b>	Financial Services
<b>Objective</b>	To review the General Fund Long Term Financial Plan.

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#### **Background**

The Long-Term Financial Plan (LTFP) forms a major component of the exhibition of the draft Delivery Program and Operational Plan.

Council's finances consist of a wide range of programs, with the standalone business activities of Water, Wastewater, Waste and the Ballina Byron Gateway Airport having been the subject of separate reports to the March or April Finance and Facilities Committee meetings.

The focus of this report is on the remaining programs, which represent the bulk of the General Fund, with the LTFP at a stage where it can be exhibited, subject to any changes that arise from this meeting.

There are two attachments to this report:

- Attachment 1 – LTFP (provides a brief summary that helps to explain the LTFP and the assumptions applied) and
- Attachment 2 – LTFP and Budget (provides detailed information on the LTFP and budget)

The more detailed LTFP (Attachment 2) consists of seven main sections:

- Part A – Provides an overview of the forecast results, from an operating result and working capital perspective.
- Part B – Provides the operating revenues and expenses for each of the General Fund programs, along with Water and Wastewater
- Part C – Summary of the capital expenditure planned, along with how that expenditure is funded.
- Part D – Summary of capital income items and movements in Section 7.11 contributions.
- Part E – Transfers to and from the reserves held within the General Fund, along with forecast reserve balances.
- Part F – Summarises the General Fund loan repayments and loan debt.
- Part G – Appendices for the document.

## 5.13 General Fund - Long Term Financial Plan

### Key Issues

- Financial sustainability and forecast working capital result
- Council services

### Discussion

In managing a Council's finances one of the key objectives is to obtain a cash operating surplus, with the surplus funds then invested into capital activities such as asset expenditure, particularly asset renewal, loan principal repayments and transfers to reserve for future activities.

Therefore it is important to minimise increases in operating expenses, without offsetting revenues, as any net increase results in less funding available for capital activities.

The current forecast operating results, and working capital (WC) movements, for the General Fund are as follows, as per Attachment 1 and Attachment 2 – Part A.

**Table One - Forecast General Fund Operating Result (\$'000)**

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Operating Revs	92,304	95,305	99,147	103,143	107,111	111,012	114,998	119,050	123,351	127,827
Operating Expenses Excl Non-Cash	(72,715)	(74,241)	(76,361)	(79,402)	(81,821)	(83,748)	(86,357)	(88,794)	(91,934)	(94,212)
<b>Result before Non-Cash items</b>	<b>19,589</b>	<b>21,064</b>	<b>22,786</b>	<b>23,741</b>	<b>25,290</b>	<b>27,264</b>	<b>28,641</b>	<b>30,256</b>	<b>31,417</b>	<b>33,615</b>
Less Depreciation and Loss on Disposal	(23,232)	(23,974)	(24,671)	(24,669)	(25,457)	(26,272)	(27,112)	(27,976)	(28,865)	(29,785)
Add Other Non-Cash (Fair Value Adjustments)	960	960	960	960	960	960	960	960	960	960
<b>Operating Result (Deficit)</b>	<b>(2,683)</b>	<b>(1,950)</b>	<b>(925)</b>	<b>32</b>	<b>793</b>	<b>1,952</b>	<b>2,489</b>	<b>3,240</b>	<b>3,512</b>	<b>4,790</b>
Operating Ratio	(1.77) %	(0.86) %	0.28%	1.28%	2.01%	3.06%	3.49%	4.07%	4.22%	5.14%
WC Result	(693)	(134)	(56)	220	576	905	673	786	918	1,059
<b>WC Balance</b>	<b>729</b>	<b>593</b>	<b>536</b>	<b>756</b>	<b>1,333</b>	<b>2,240</b>	<b>2,916</b>	<b>3,705</b>	<b>4,626</b>	<b>5,690</b>

For 2024/25, the forecast Operating Result is a deficit of \$2.68m and the forecast cash result is a reduction to working capital of \$693,000.

Council's forecast depreciation expense and loss on disposal of assets for 2024/25 is \$23.2m, which represents 24% of total operating expenses.

The future year forecasts indicate the General Fund reaches an operating surplus, in 2027/28, with the working capital results reaching a positive movement in that year also.

These forecasts should be viewed with some caution, as the further out the forecast period, the less reliable the information.

Table One also includes the forecast Operating Performance Ratio, as per the draft LTFFP.

## 5.13 General Fund - Long Term Financial Plan

This is measured as the operating result (total operating revenue less operating expenditure, excluding profit or loss on sale) as a percentage of operating revenue.

The ratio is predicted to be negative for 2024/25 and 2025/26, working towards a positive ratio for 2026/27.

The Office of Local Government recommends that councils include modelling options in the LTFP, and the draft LTFP (i.e. Attachment 1), provides the General Fund forecast based on Table One (referred to as Model 1), a more optimistic option based on Council generating a higher level of rate revenue through a special rate variation (Model 2) and a conservative option, based on lower rate peg limits and lower levels of interest income earned on investments (Model 3).

Model 2 helps to highlight the benefit of a SRV through the extra revenue being invested into increased capital expenditure and higher levels of maintenance, whereas Model 3 outlines the negative impact lower income levels can have on the financial viability of Council.

As reported to the March 2024 Finance and Facilities Committee meeting, Council's overall level of rate income is comparably low, which limits the opportunities to increase service levels, to increase operating and capital budgets and to take on new services.

The information from the Rating Structure – 2024/25 report to that meeting is replicated as follows.

**Table Two - Average Rates Your Council Data – 2021/22 (\$)**

<b>Council</b>	<b>Business Rate</b>	<b>Residential</b>	<b>Farmland</b>	<b>Yield Difference (4)</b>
<i>Ballina</i>	3,567	1,137	1,784	0
<i>Byron</i>	3,529	1,415	2,547	5,646,000
<i>Clarence Valley</i>	3,042	1,235	1,669	925,000
<i>Coffs Harbour (1)</i>	4,192	1,295	2,234	4,095,000
<i>Lismore</i>	4,572	1,361	2,560	6,101,000
<i>Richmond Valley (2)</i>	3,002	1,116	1,822	(1,096,000)
<i>Tweed (1)(3)</i>	2,929	1,528	2,231	6,540,000
<b>Average of Above</b>	<b>3,548</b>	<b>1,298</b>	<b>2,121</b>	<b>3,171,000</b>
<b>Group 4 Average</b>	<b>4,038</b>	<b>1,194</b>	<b>2,452</b>	<b>2,305,000</b>

(1) *Coffs Harbour and Tweed are classified as Group 5 councils.*

(2) *Richmond Valley received a special rate variation (SRV) approval of 5.5% per annum for a four year period from 2019/20 to and 2022/23.*

(3) *Tweed had a special rate variation (SRV) approved of 6.35% per annum for 2023/24. The 6.35% includes the standard rate peg limit.*

(4) *This column outlines the difference in the total rate yield that would be generated by Council, based on current assessment numbers, if the average rates for the councils listed applied in Ballina Shire.*

In respect to the base model, being Model 1, matters of note in the General Fund forecasts, as per the earlier Table One include:

- Salaries and wages are forecast to increase by 3.5% (plus a lump sum of \$1,000 per FTE) for 2024/25, in accordance with the NSW Local Government Award.

## 5.13 General Fund - Long Term Financial Plan

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Some salary budgets in high staff turnover areas, have been set at 85% or 90% of total salaries, to reflect leave taken during the year as well as potential vacancies that occur during the year.

- Forecast dividends to the General Fund for 2024/25 include \$250,000 from Commercial Property, \$50,000 from Flat Rock Tent Park, and \$50,000 from Waste Management.

These amounts are consistent with 2023/24, except for the Commercial Property dividend, which is increased from \$200,000.

Also included is a non-compulsory dividend (of \$485,000 for 2024/25) from Wastewater Operations for stormwater renewals.

This dividend is subject to State Government approval, which has not yet been forthcoming, with this dividend also included in the 2023/24 budget.

The draft LTFP and budget (Attachment 2) provides more detailed information on the individual programs. An overview of that information is as follows.

### **Introduction (Attachment 2 – Part A)**

Provides a summary of the documents and the financial forecasts for the General, Water, Wastewater and Consolidated operations of Council, with this report focusing on the General Fund.

### **Operating Budgets (Attachment 2 - Part B)**

#### ***Planning and Environmental Health Division (pages 15 to 28)***

- Development Services

Operating revenue is forecast to be lower than the 2023/24 forecasts, with total revenue \$92,000, or 3.6%, lower than 2023/24.

This is based on an expectation that development activity continues to be significantly lower than the high levels of activity experienced in 2020/21 and 2021/22. The longer-term forecast proposes increasing activity for 2025/26 and subsequent years.

Operating expenditure is forecast to be \$332,000 lower than 2023/24 forecasts, a decrease of 8.7% in total.

The largest budget item for this section is salaries.

Dependent on actual staff turnover and engagement of additional casual resources, subject to availability, this budget may increase during the year, with there being \$150,000 available in an internal reserve to assist with additional resources and variances in legal expenditure.

- Public and Environmental Health

The 2023/24 operating revenue budgets include grant income of \$30,000 for the Ballina Shire Coastline Coastal Management Plan, with no corresponding income forecast for 2024/25.

## 5.13 General Fund - Long Term Financial Plan

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Forecast incomes for registrations and inspections and OSSM fees have been increased based on trending of 2023/24 actuals to date.

Operating expenditure is forecast to be \$35,000 lower than 2023/24.

Expenditure budgets include salaries as well as expenditure for management plans and projects.

The largest expenditure project encompasses the Healthy Waterways Program.

- Public Order (Ranger related activities)

Operating revenue is forecast to be consistent with 2023/24 forecasts, with an increase of 1.4%.

Forecast operating expenses are also relatively consistent with a marginal decrease in projected ranger salary and related costs.

- Strategic Planning

Operating income for this section includes interest income on developer contribution reserves.

Forecast interest income is \$918,000, consistent with the 2023/24 forecast.

Salaries costs for 2024/25 are \$226,000 lower than the current 2023/24 forecast based on existing staff vacancies that have proven difficult to fill.

The 2023/24 forecast will be reviewed downwards in the March 2024 quarterly budget review.

Planning proposals budgets show a decrease of \$175,000.

The 2023/24 budgets include \$80,000 for the Tuckombil Quarry Planning / Rezoning and \$95,000 for the Southern Cross Planning Proposal, both Council initiated projects.

- Northern Rivers Community Gallery

Operating expenditure for 2023/24 includes \$61,000 under the Reconnecting Regional NSW funding program, with that expenditure funded from reserves from the grant funds received in the previous year and not carried forward into 2024/25.

Salaries costs for 2024/25 are \$46,000 higher than the current 2023/24 forecast, with increases in hours for the Gallery Services and Exhibition Officers.

Cleaning budgets within this section have been decreased by \$28,000 with the staff costs for this now sitting within the Facilities Management Section.

- Open Spaces

Operating income is forecast to be \$23,000 lower than the 2023/24 forecast. The largest movement between years is for forecast sports field rent, forecast at \$157,000 for 2023/24, which is \$43,000 lower than the current 2023/24 forecast. This assumes the lease for the Wollongbar Sports Fields will terminate in the first quarter of 2025.

Forecast operating expenses are \$822,000 higher than the current 2023/24 forecast, the majority of which relates to depreciation and the inclusion of a loss on disposal of assets estimate, both of which are non-cash expenses.

Management employee costs are increased \$50,000, or 4.2%.

Open Spaces general operating expenses increase by \$272,000, to \$2,474,000.

This increase is necessitated by the need for additional resources to maintain the ever-expanding open space owned or managed by Council.

### ***Civil Services Division (pages 29 to 52)***

- Infrastructure Planning

Employee costs have increased by a net \$213,000, an increase of 8.0%. Council has expanded the asset management team and 2024/25 will see the first full year of employment of the entire team (Asset Coordinator, Asset Information Support Officer and Asset Support Officer).

- Stormwater and Environmental Protection

The forecasts include income and expenditure relating to the Preparing Australian Communities Grant.

Council has been receiving amounts under this funding since 2021/22. The income budget for 2024/25 is \$76,000 (2023/24: \$280,000).

Some of the works have been deferred to 2024/25 and the total expenditure budget for 2024/25 is \$394,000 (2023/24: \$314,000).

The recurrent stormwater maintenance budgets have been increased by \$169,000. The majority of this increase is for Open Channel Drainage Maintenance, with the forecast budget of \$330,000 for 2024/25 compared to the current forecast of \$230,000 for 2023/24.

This is a critical area of Council's operations, and this is the minimum budget needed to try and provide a reasonable level of maintenance for this infrastructure.

The budget for Flood Management Plans is \$167,000 in 2024/25 compared to \$90,000 in 2023/24, with a budget of \$135,000 that had initially been included within 2023/24 budgets deferred as part of the December 2023 quarterly budget review.



## 5.13 General Fund - Long Term Financial Plan

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- Roads and Bridges

The 2023/24 income budget include \$1.827m, received funding from Transport for NSW under the Regional Emergency Road Repair Program, which is not continued into 2024/25.

Similarly the 2023/24 income budget includes \$1.651m, being the reimbursement from Public Works for flood recovery works completed in 2021/22, which is not continued in 2024/25.

For 2024/25, the expenditure budgets have seen some reallocations between urban, rural, and unsealed roads budgets, with the net increase being 3.1%.

- Ancillary Transport Services

The largest movements between 2023/24 and 2024/25 relate to street lighting upgrades, with a rebate for the implementation of upgraded lighting providing additional budgeted contributions of \$191,000 in 2023/24.

The operating expenditure budget of \$146,000 for 2023/24 represents the finalisation of the LED Bulk Replacement program.

The 2024/25 budgets include an allowance of \$150,000 for Canal Dredging, in comparison to the \$20,000 budget for 2023/24.

Major works are planned and budgeted for every three years.

### ***Corporate and Community Division (pages 53 to 82)***

- Governance

The 2024/25 budgets include \$358,000 for the Local Government Election.

There is also an increased allowance for the Councillor induction program in 2024/25.

- Communications and Customer Service

No major changes for 2024/25, with the Reconnecting Regional NSW Grant program finishing in 2023/24.

- Financial Services

Ordinary rates income has increased by \$1.546m, which represents the rate peg of 4.6% plus anticipated growth.

An increase of \$179,000 for the Financial Assistance Grant represents an assumed indexation of 3.0%.

Interest on investments for 2024/25 is forecast at \$1,390,000. This estimate is consistent with the 2023/24 forecast, anticipating slightly higher returns on a slightly lower average investment holding.

## 5.13 General Fund - Long Term Financial Plan

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A non-compulsory dividend of \$485,000 from the Wastewater Operations has been included for 2024/25 and future years.

The dividend is currently included in the 2023/24 budget, and the dividends are subject to State Government approval.

The dividend is allocated to stormwater capital works, with those works not proceeding unless approval for the dividend is secured.

- Information Services

Forecast Salaries, including oncosts, have increased by \$370,000, from \$2,145,000 to \$2,515,000. This is a consequence of ever-growing demands, both from a cyber security perspective and organisational demands.

The 2024/25 salary budgets include a new position of Cyber Security Analyst.

Printing and Stationery expenses are decreased by \$160,000 from \$250,000 to \$90,000, with significant savings achieved through the renegotiation of the contract for the provision and maintenance of printers across the organisation, in addition to a wider implementation of a print management solution to reduce print volumes and waste, and a consolidation of printers overall.

Software projects are decreased \$100,000 from \$150,000 to \$50,000. The 2023/24 budgets included additional amounts for a required transition of Authority to a cloud version, Authority Altitude, as well as migration to Microsoft Teams.

The net cost of the Information Services Program is charged across the organisation to business activities, resulting in the net cash cost of this program only increasing by less than 1%.

- People and Culture

The larger budgets for this section include Employee Entitlements, Superannuation and Oncosts Recouped.

Employee Entitlements are increased by 3.5% to \$157,000, consistent with the Award increase.

Oncosts recouped are increased by 4.6% to \$412,000.

This item, shown as a negative expense, reflects the charging out across the entire organisation, of all the costs associated with employee entitlements (i.e. workers compensation, superannuation, annual leave, long service leave and sick leave).

The larger component of the superannuation budget relates to the Superannuation Guarantee Contribution (SGC) that applies for most Council employees. The budget increase reflects an increase in the SGC from 11.0% in 2023/24 to 11.5% in 2024/25.

## 5.13 General Fund - Long Term Financial Plan

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The other component relates to those employees who are in the Defined Benefits Superannuation Scheme. The required budget for employees of this scheme continues to decline year on year as these employees move into retirement or leave the organisation.

Forecast salaries for this section increase to \$1,310,000, based on a restructure of positions across the organisation and centralising services such as training and development and work health and safety, within this section.

- Commercial Property

This comprises the Commercial Property Management, Flat Rock Tent Park and Quarries.

The budgeted rental income for investment properties increases \$87,000, or 4.4%.

The 2024/25 and future year income budgets include an estimation of a non-cash fair value adjustment, for \$960,000.

This was not previously budgeted for, however recent years has shown a consistent increase in the value of Council's investment properties, which are periodically revalued in accordance with Accounting Standards.

The budgeted expenditure for Tuckombil Quarry reduces \$61,000 to \$38,000 for 2024/25 as the 2023/24 budget includes remediation and rezoning of the quarry.

- Ballina – Byron Gateway Airport

This is subject to a separate report in this agenda.

- Community Facilities

Total forecast revenue for 2024/25 is \$34,000, or 4.1%, above the current 2023/24 forecasts.

Forecast expenditure has an overall increase of \$113,000, being a 9.9% increase, with the largest expenditure item being employee costs, offset in part by reductions in budgets for various facilities.

Staff costs associated with cleaning of the various facilities have been transferred to the employee costs budgets.

- Richmond Tweed Regional Library Service

Council is one of four councils that form the Richmond Tweed Regional Library (RTRL) service (Ballina, Byron, Lismore, Tweed).

Under an established Deed of Agreement ('Agreement'), Lismore City Council operate the library service, including the employment of staff, supported by a Senior Leadership Group (staff from across the member councils) and a Library Committee (councillors from the member councils)

## 5.13 General Fund - Long Term Financial Plan

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The draft 2024/25 budget currently includes a RTRL contribution of \$1,959,000 (which since the budget document was completed has increased to \$1,961,900) representing an increase of \$229,900 or 13% from the 2023/24 budget.

This is a major increase and directly impacts the working capital and operating result for Council.

Lismore City Council advise that factors that have contributed to this significant increase include Local Government Award (LG Award) indexation at 3.5%, LG Award cost of living payments of \$1,000 or 0.5% (whichever is greater), superannuation increase from 11% to 11.5%, backfill of casual staffing for Ballina Shire libraries, and additional temporary staff in support services.

With Council having limited influence over the Lismore City Council budgeting process, there is little choice for Council except to fund the significant increase.

- **Swimming Pools**

Revenues have been forecast to increase by 2.0%. Expenditure, excluding interest expense and depreciation expense, has been forecast to increase by 2.2%.

- **Tourism**

The 2023/24 budgets included additional revenue and expenditure for the Destination Visitor Information Guide. This publication is developed and published every three to four years and is not produced in 2024/25.

- **Facilities Management**

The 2023/24 income budgets included \$350,000 for amounts received by Council for insurance claim settlements, as noted in the 2024 December quarterly budget review.

Employee costs within this section are forecast to increase \$268,000, from \$638,000 to \$906,000.

This increase relates largely to Cleaners, which were previously costed to the Administration Centre budgets.

Within the Administration Centre budgets, there is a decrease to the budget for cleaning costs of \$63,000.

### **Capital Expenditure (Attachment 2 - Part C)**

The draft budget includes an extensive capital works program with the total works for the General Fund estimated at \$60m.

The program reflects the Community Infrastructure - Recurrent Works and Non-Recurrent Works reports earlier in this agenda. Recurrent budgets for capital have been increased by around 4.0% for 2024/25.

### **Section 7.11 Contributions and Other Capital Income (Attachment 2 - Part D)**

This section provides an overview of capital income movements, with many of those items helping to fund capital expenditure projects.

Loan borrowings planned for 2024/25 are for the Russellton Industrial Estate (\$3.0m in 2023/24 with a further \$4.0m in 2024/25) and the Depot Administration Building (\$1.0m in 2024/25).

The forecast for Section 7.11 Contributions is \$5.2m, with Roads Contributions being \$3.8m of this balance.

### **Reserve Movements (Attachment 2 - Part E)**

This section provides details on the General Fund reserves, including movements to and from those reserves, and the reserve balances. A review of the closing balances section for Part E, provides the estimated closing balances for all the General Fund reserves.

There are generally four main categories of reserve:

- Externally Restricted – This includes Domestic Waste Management, Crown Reserves and Section 7.11 contributions, as all funds held for these items must be held in reserve.
- Business Operations – The surplus funds for programs such as Cemeteries, Flat Rock, Airport, Landfill and Resource Management, Quarries and Plant are held in reserve, with Council taking dividends from some of these reserves.
- Future Planning – Reserves such as Council Elections, Leave Entitlements, Wigmore Arcade, Canal Dredging, Bypasses, Street Cleaning etc are all established to smooth out lumpy expenditure that occurs when payments are required for these services / entitlements.
- Contingency / Deferred Works – Major expenditure areas, such as roads, have funds held to assist with variations that occur in project costs, or where projects have been deferred from one year to the next.

### **Loan Principal and Interest Repayment Schedule (Attachment 2 - Part F)**

This section outlines the loan repayments for the General Fund.

### **Balance Sheets (Attachment 2 - Part G)**

This final section includes the balances sheets for the General, Water and Wastewater Funds, and on a consolidated basis.

### **Community Consultation Policy**

The document will be placed on exhibition for a minimum period of 28 days.

## 5.13 General Fund - Long Term Financial Plan

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### Financial / Risk Considerations

This report focuses on the General Fund budget.

### Options

The purpose of this report is to provide the draft General Fund budget for 2024/25 onwards, with Councillors having the option to make amendments as required.

Once agreement is reached, Council is required to exhibit the draft documents for public comment.

The recommendation is to endorse the documents for exhibition, subject to any changes arising from this report, or other reports, elsewhere in this agenda.

Council still needs to be looking for savings in the recurrent budget to improve our working capital results for the General Fund in future years.

Despite incorporating a “vacancy” level into several salary budgets, and the introduction of a non-compulsory dividend from Wastewater operations, the draft LTFP highlights the difficulties for Council to achieve a balanced budget based on current income and expenditure levels.

### RECOMMENDATION

That Council approves the exhibition of the draft Long Term Financial Plan, as per Attachments 1 and 2 to this report.

### Attachment(s)

1. Long Term Financial Plan - Summary - 2024/25 to 2033/34 (Draft) [⇒](#)
2. Long Term Financial Plan and Budget - Detailed -- 2024/25 to 2033/34 (Draft) [⇒](#)

## **5.14 Delivery Program and Operational Plan - 2024/25 to 2027/28**

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### **5.14 Delivery Program and Operational Plan - 2024/25 to 2027/28**

**Section** Governance

**Objective** To approve the exhibition of the draft Delivery Program and Operational Plan for 2024/25 to 2027/28

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#### **Background**

The Office of Local Government's (OLG's) Integrated Planning and Reporting (IPR) Framework require councils to regularly review the Delivery Program and prepare a new Operational Plan each financial year.

The purpose of this report is to obtain Council approval to exhibit the documents for public comment.

#### **Key Issues**

- Ensuring the documents reflect the key actions and outcomes of Council

#### **Discussion**

The OLG's IPR Framework specifies a range of information that must be included in the Delivery Program and the Operational Plan. A summary of the major elements for each document is as follows.

##### *Delivery Program*

- A council must have a Delivery Program, that identifies major projects and services it will undertake to achieve the objectives established in the Community Strategic Plan, within the resources available under the Resourcing Strategy.
- A council must prepare a new Delivery Program after each ordinary election of councillors to cover the activities of the council for the four-year period commencing on 1 July following the election.

The Delivery Plan is based on a four-year plan.

- The General Manager must ensure that progress reports are provided to the council, with respect to the activities detailed in the Delivery Program, at least every six months. Council receives quarterly updates.
- A council must review its Delivery Program each year when preparing the Operational Plan.

### *Operational Plan*

- Council must have an annual Operational Plan, adopted before the beginning of each financial year, outlining the activities to be undertaken that year, as part of the Delivery Program. The Operational Plan focuses on actions and activities to be delivered during the current year.
- The draft Operational Plan must be publicly exhibited for at least 28 days and public submissions can be made to Council during the period.
- Council must consider any submissions made on the draft Operational Plan before adopting the Operational Plan.
- A copy of the adopted Operational Plan must be placed on the Council website, within 28 days after the Plan is adopted

Council has been producing a combined Delivery Program and Operational Plan to avoid unnecessary documentation and duplication.

A combined document is once again submitted for 2024/25 to 2027/28, as per Attachment 1 to this report.

A key part of the attached document is the section titled "*Heading in the Right Direction*", as this section outlines the various activities (or tasks) that are planned for 2024/25, along with activities planned for later years.

It is important that Councillors have their priorities included in this section of the document, as the actions direct staff resources throughout the year.

Ensuring this section accurately reflects the goals of Council, assists in allocating resources to implement the actions in the document.

An accurate document also reduces the need for ad hoc notices of motion during the year.

Notices of motion result in the redirection of staff resources towards other actions, which then impacts the delivery of adopted priorities for the year.

The Operational Plan should be the document that reflects the Council's goals, and through its public exhibition and adoption, the community is informed on what is planned for the year and is able to measure how Council is performing against those goals.

Items of particular note that have been included in the Draft Operational Plan for 2024/25, based on Council resolutions during the past 12 months, or feedback from Councillors during this period include:

- Progress Development of Lennox Head Residential Land Holding (page 27)
  - This was originally flagged to commence in 2025/26, however Council has indicated an interest in moving this forward based on the current housing crisis. The project is now commencing in 2024/25 and scheduled to take the entire four years of the Delivery Program (i.e. planning consent, construction etc).



## 5.14 Delivery Program and Operational Plan - 2024/25 to 2027/28

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- Maintain Car Parking Developer Contributions Plan (Page 32) - The review of this plan is due for 2024/25. This is timely as Council has now completed the construction of the new Lennox Head Rural Fire Service Shed, which will result in the removal of the existing shed freeing up car parks as identified in the current Contributions Plan. This will complete that works program and Council will need to determine if it wishes to include any future works for Lennox Head.

Council has also asked about the status of the multi-story car park for the Wigmore Car Park. That project is included in the Ballina works schedule for this Contributions Plan and the review can provide an update on parking in Ballina and whether Council does eventually wish to proceed with that project.

- PV Walsh Park Master Plan (page 33) - Council resolved at the August 2023 Ordinary meeting as follows:

*That Council, as a priority, prepare a plan to identify minimal embellishments, that may include a community garden, to Walsh Park, East Wardell, that will encourage increased community use of this Council owned open space, to assist with the rebuilding of the social fabric of the Wardell community, following the 2022 flood events.*

The Capital Expenditure Review report to the October 2023 Ordinary meeting provided the following commentary in respect to PV Walsh Park:

*Preliminary investigations for Walsh Park have highlighted several site constraints including uneven surfaces, no nearby water connections and limited vehicular and pedestrian access points.*

*In the absence of an endorsed plan, an option to undertake works to rectify levels and reestablish turf on approximately 1,000m<sup>2</sup> to enable increased community usage is estimated at \$60,000.*

*These works do not address access issues and contradicts draft plans that have been developed by Wardell CORE to implement a community garden on the site. This community garden plan also has additional site embellishments that include an improved open space area, access improvements, toilets and storage.*

*Rather than immediately expending \$60,000, which is currently unfunded and is too large to be sourced from the Open Spaces operating budget, the preference is to develop a low key master plan for Walsh Park this financial year and consider funding options as part of the preparation of the 2024/25 Operational Plan. This master plan can examine options for the site, such as the community garden proposal.*

As a result of that commentary Council resolved as follows:

*3. That Council notes that due to the estimated cost of \$60,000 to embellish Walsh Park for community use, the priority is to complete a low key master plan this financial year, which can then assist in determining funding priorities for the 2024/25 Delivery Program and Operational Plan.*

## **5.14 Delivery Program and Operational Plan - 2024/25 to 2027/28**

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The low-key master plan work has not been completed, as yet, and the preference is to now complete a full master planning process to ensure that adequate community engagement is undertaken in formulating the master plan.

The preparation of the PV Master Plan has been included as an action for 2024/25 in the Open Spaces Section.

Due to the overall workload for that Section, this work may need to be undertaken by a consultant, funded from an internal reserve.

- Audit Risk and Improvement Committee (ARIC) fees – Following feedback from the ARIC chair, a recent review of ARIC fees across 28 councils, undertaken by Tweed Shire Council, identified that Council's fees were now far lower than the industry benchmark, especially considering the responsibilities for ARIC members have increased in recent years.

Across the 28 councils, the average chair fee per meeting is \$1,725 and the average independent representative fee per meeting is \$1,200.

Based on this review the draft Delivery Program and Operational Plan is proposing a chair fee of \$1,800 per meeting and independent member fee of \$900 per meeting. The chair fee reflects the involvement and extensive experience of the current chair in the operation of ARIC.

It is understood that Tweed Shire Council is intending to adopt the same fees, with two of the three independent representatives on Council's ARIC, also being on the Tweed Shire Council ARIC.

The new fees are listed in the Related Policies and Information section (page 73) of the draft Delivery Program and Operational Plan.

### **Community Engagement Strategy**

The Delivery Program and Operational Plan, including LTFP and Workforce Plan, will be exhibited for public comment, subject to approval at the April 2024 Ordinary meeting.

The exhibition will occur during May and June 2024, with the outcomes from the exhibition period reported to the June 2024 Ordinary meeting.

In respect to public meetings, in recent years Council has held meetings in Lennox Head and Wardell, as historically these locations have had a reasonable number of regular attendees.

Ballina and Alstonville also held meetings however those meetings were discontinued due to low numbers.

In recent years the numbers at Lennox Head have also declined and for this year it is proposed to hold a public meeting at Wardell, as this community is still actively engaged in the Delivery Program process.

To ensure there is still extensive community engagement, in addition to the Wardell meeting, other activities proposed include:

## **5.14 Delivery Program and Operational Plan - 2024/25 to 2027/28**

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- Online video presentation accessible at any time
- Online engagement platform inviting questions from the community to *YourSayBallina.com.au*
- Engagement with members of Council's Ward Committees through direct correspondence and updates at the Ward Committees.

### **Financial / Risk Considerations**

Council will satisfy its compliance obligations by preparing a draft Delivery Program and Operational Plan for public exhibition.

That document will need to be adopted at the June 2024 Ordinary meeting.

The Delivery Program and Operational Plan also provide a summary of Council's finances.

### **Options**

The recommendation is to exhibit the draft Delivery Program and Operational Plan, subject to any changes arising from this meeting.

It is important that Council add any actions or indicators that Councillors would like to see implemented, or measured, into the draft document as the Delivery Program and Operational Plan underpin the allocation of Council's resources each year.

### **RECOMMENDATION**

1. That Council approves the exhibition of the draft Delivery Program and Operational Plan for 2024/25 to 2027/28, as per Attachment 1 to this report, inclusive of any changes arising from this meeting.
2. That Council adopts the following fees for the Audit Risk and Improvement Committee independent representatives for 2024/25:
  - \$1,800 for the Chair per meeting
  - \$900 for Independent Committee Members per meeting.

These payments are exclusive of superannuation.

### **Attachment(s)**

1. Delivery Program and Operational Plan - 2024/25 to 2027/28 (Draft)