SEPARATE ATTACHMENTS TO

Finance and Facilities Committee Meeting Business Paper

13 April 2026

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HUTLEY DRIVE HOUSING

PRESENTATION JULY 2025



SITE CONSTRAINTS & PLANNING CONTROLS

Local Council:	Ballina Shire Council
Site Area:	14,36 hectares
Bushfire	Part of site identified as Veg Category 1
Biodiversity	Yes - southern boundary
Height of Buildings	8.5m
Minimum Lot Size	600m2
Permissible FSR	None Mapped. 0:5:1 applies to dwelling houses
Heritage	Yes
Acid Sulfate	Part of site identified as Class 5
Mosquito Management	Yes
Natural Area and Habitat	Yes partially Mapped
Wildlife Corridor	Western half of site

PLANNING FRAMEWORK BLEP 2012

Zone RE3 Medium Density Residential

Project Aim

Deliver 2 concept site layout options for medium density housing in accordance with the recently adopted Ballina Shire Housing Strategy 2024. It is understood that the preferred land use types for incorporation into the design include:

- Multi-dwelling housing
- Terrace housing
- Residential flat buildings

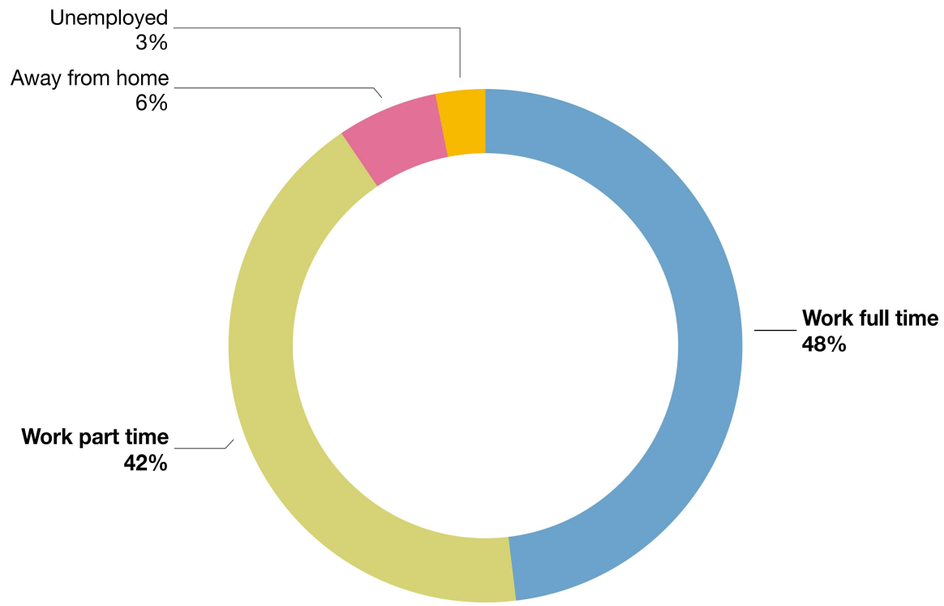
Permitted with consent:

Attached dwellings; Boarding houses; Centre-based child care facilities; Community facilities; Extensive agriculture; **Group homes**; Home industries; Kiosks; Markets; **Multi dwelling housing;** Neighbourhood shops; Oyster aquaculture; Places of public worship; Respite day care centres; Roads; Roadside stalls; Seniors housing; Tank-based aquaculture

DEMOGRAPHICS

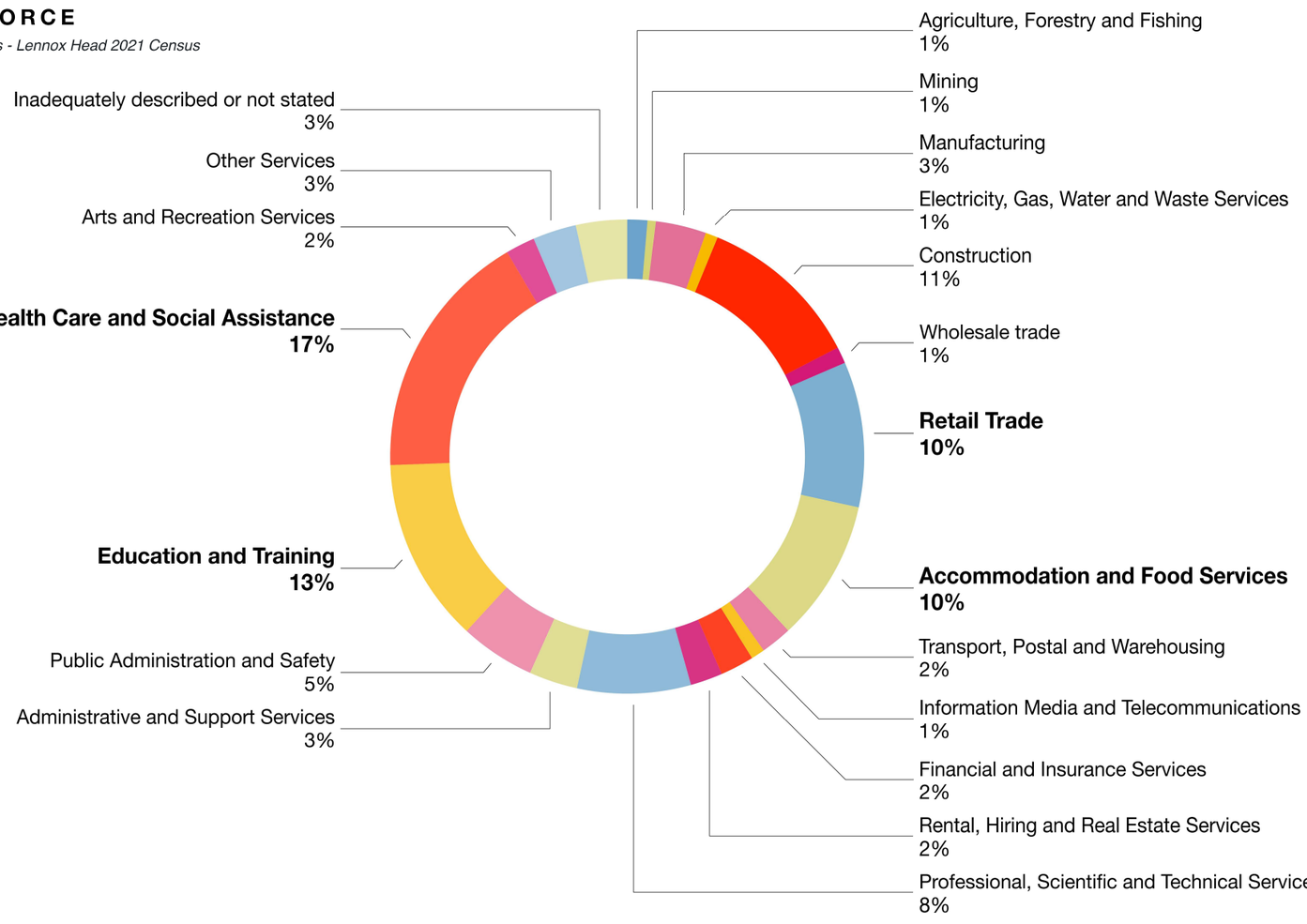
LENNOX HEAD - EMPLOYMENT STATUS

Information based of Australian Bureau of Statistics - Lennox Head 2021 Census



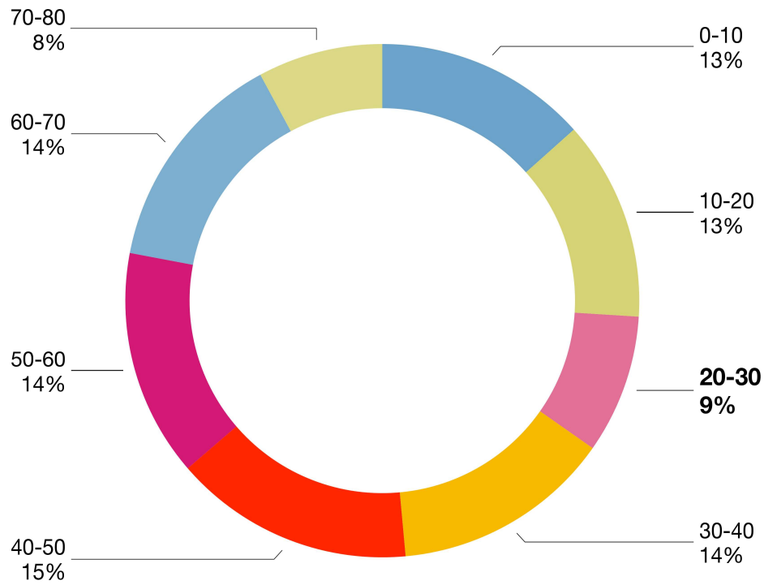
LENNOX HEAD - WORKFORCE

Information based of Australian Bureau of Statistics - Lennox Head 2021 Census



LENNOX HEAD - AGE

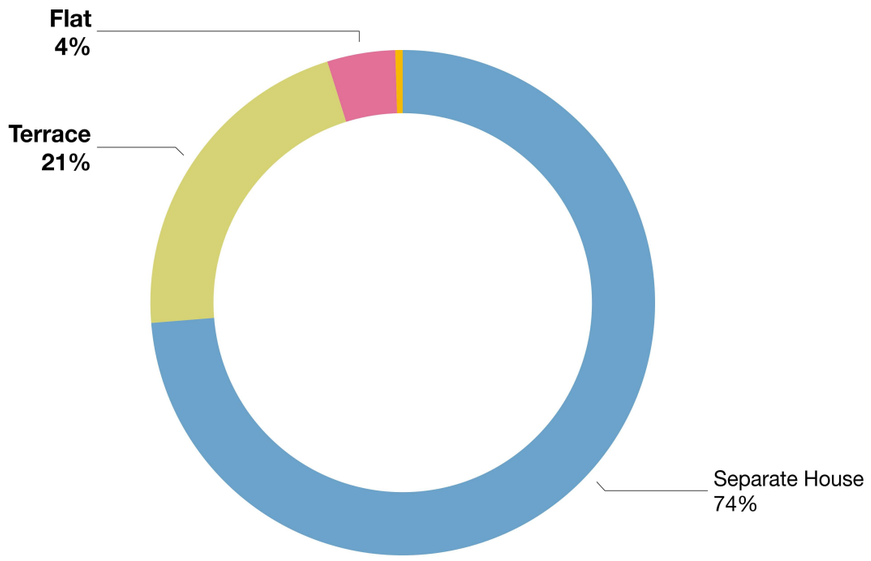
Information based of Australian Bureau of Statistics - Lennox Head 2021 Census



HOUSING ANALYSIS

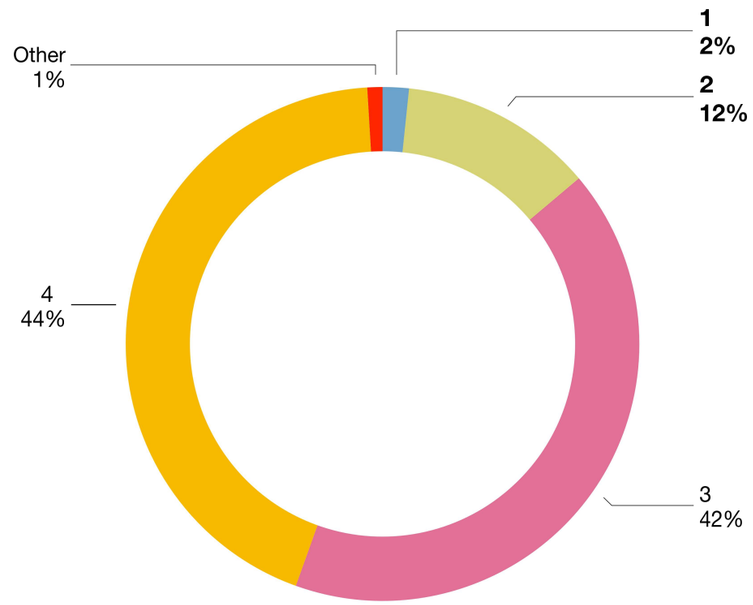
LENNOX HEAD - DWELLING STRUCTURE

Information based of Australian Bureau of Statistics - Lennox Head 2021 Census



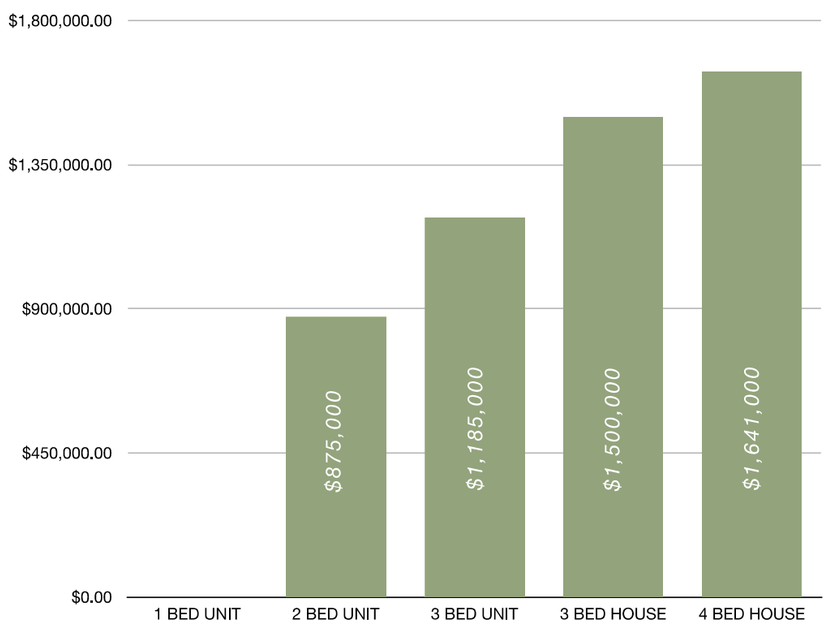
LENNOX HEAD - NUMBER OF BEDROOMS PER DWELLING

Information based of Australian Bureau of Statistics - Lennox Head 2021 Census



LENNOX HEAD - MEDIAN HOUSE PRICE

Information based of realestate.com.au



HOUSING TYPOLOGIES

NSW HOUSING PATTERN BOOK

'Our households are changing, and we need to build different types of homes to meet people's changing needs.'

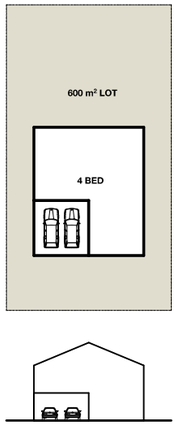
Single-person households are the fastest-growing type in the country – they currently make up 25% of all Australian households.

More than half of households are home to just one or 2 people.

EXISTING TYPOLOGIES

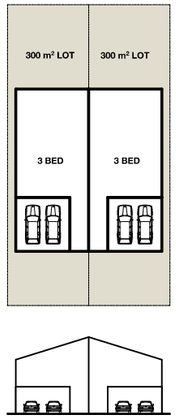
SINGLE DWELLING





DUAL OCCUPANCY

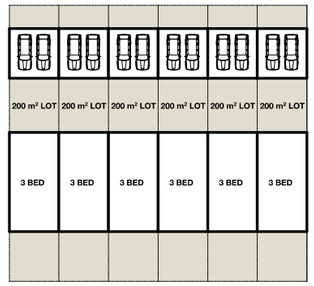




PROPOSED TYPOLOGIES

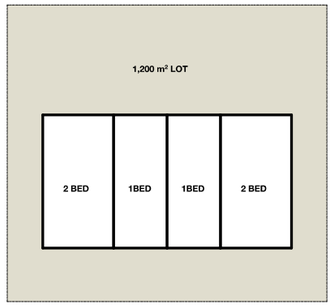
TERRACE HOUSING



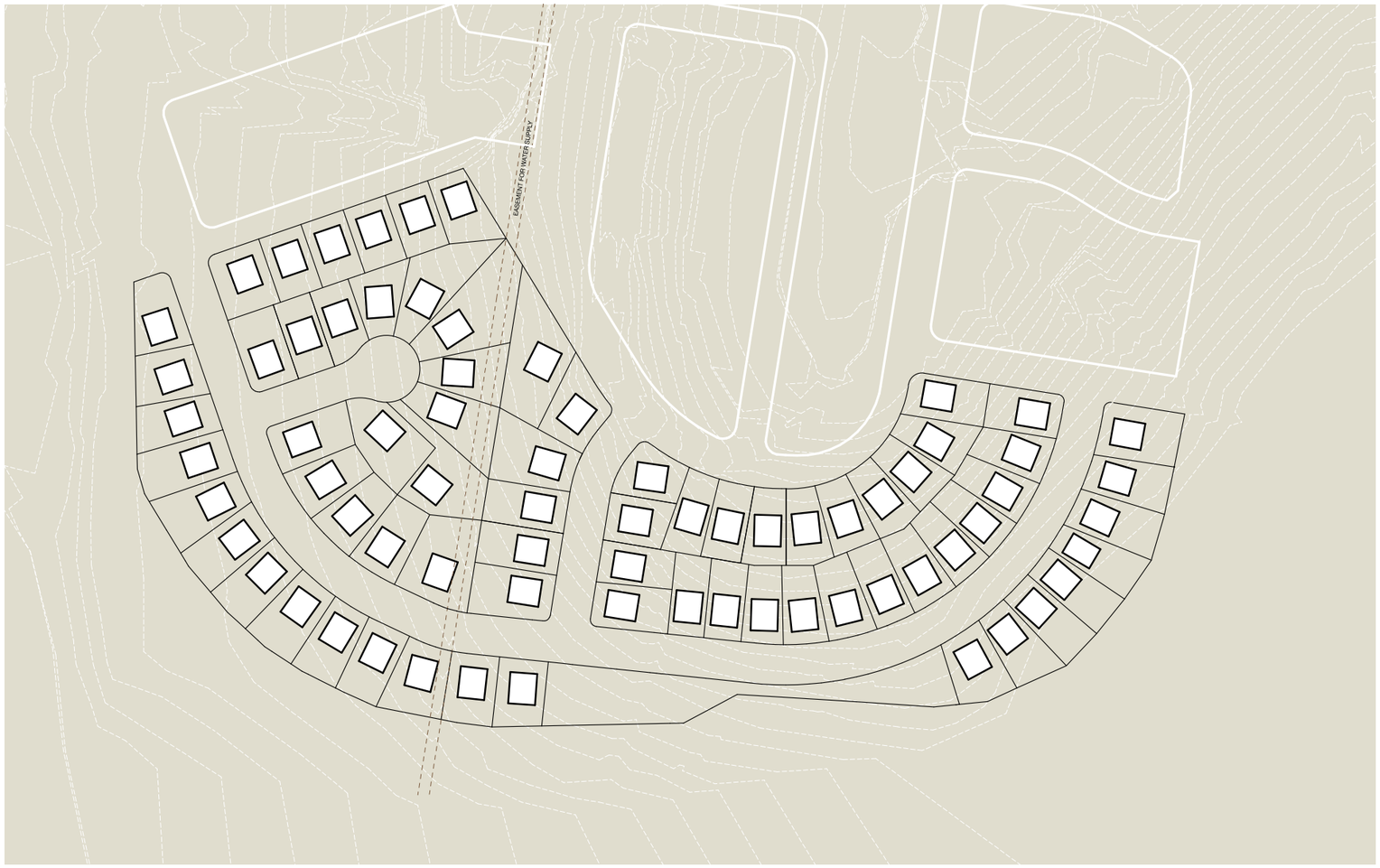


RESIDENTIAL FLATS



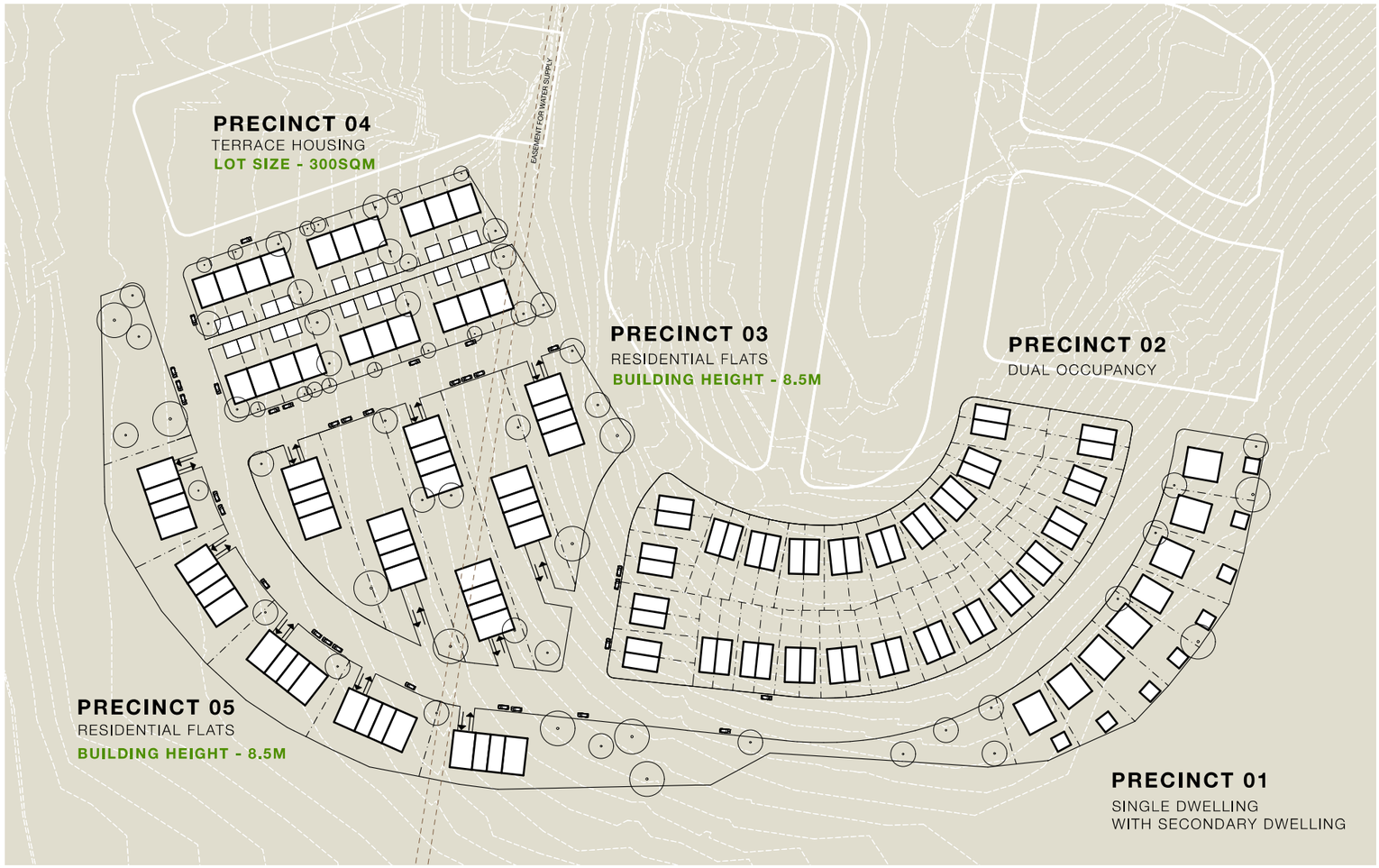


SITE LAYOUTS



STANDARD SUBDIVISION LAYOUT
292 PEOPLE

TYPE	NUMBER OF DWELLINGS	PEOPLE PER DWELLING	TOTAL PER DWELLING
01. SINGLE DWELLING	73	4	292
		TOTAL:	292

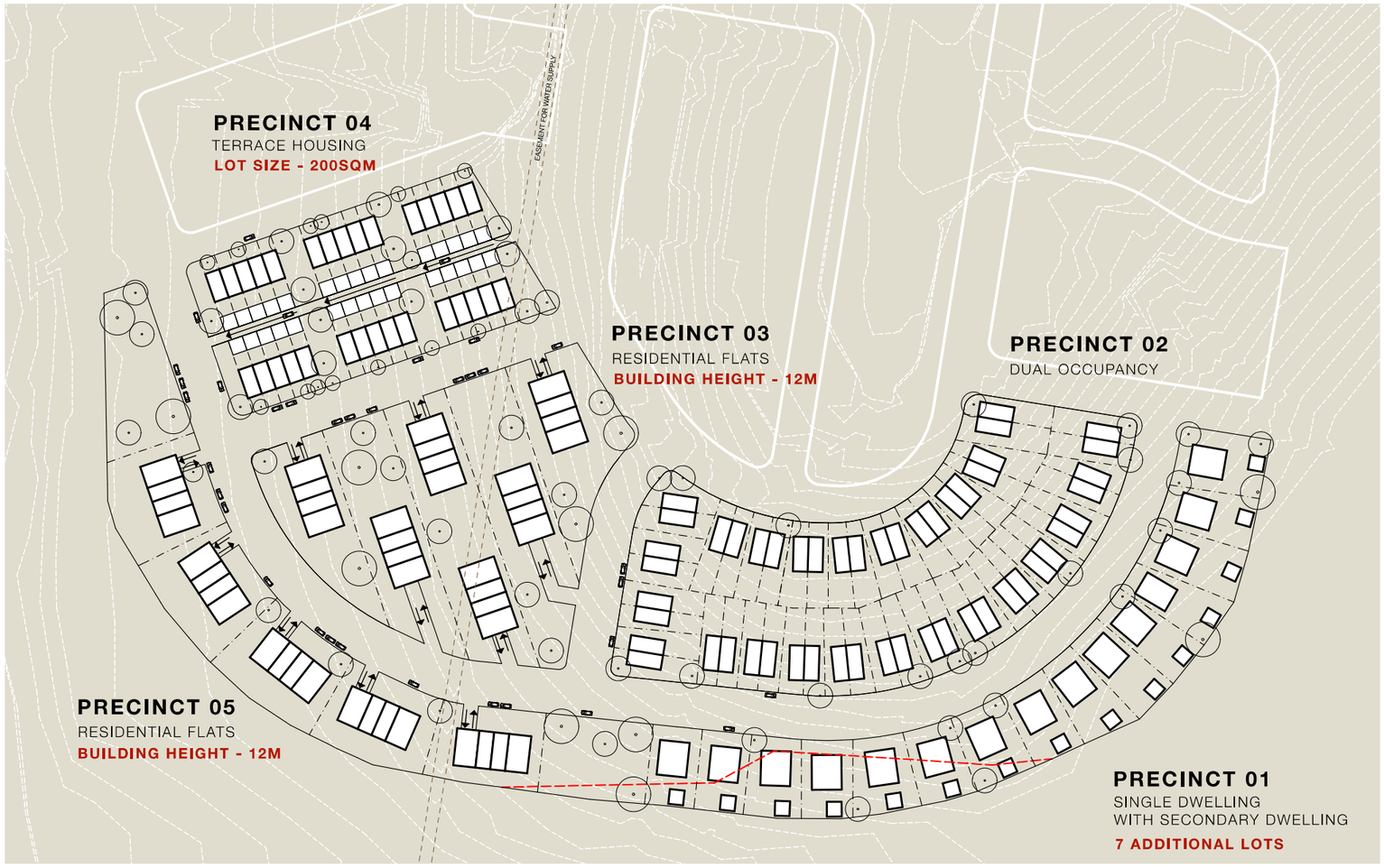


COMPLIANT LAYOUT
382 PEOPLE

COMPLIANT
NON COMPLIANT

COMPLIANT

TYPE	NUMBER OF DWELLINGS	PEOPLE PER DWELLING	TOTAL PER DWELLING
01. SINGLE DWELLING	8	4	32
WITH STUDIO	8	1	8
02. DUAL OCCUPANCY	50	3	150
03. RESIDENTIAL FLAT			
1 BED (3 LEVELS = 1 PARKING & 2 APARTMENTS)	24	1	24
2 BED (3 LEVELS = 1 PARKING & 2 APARTMENTS)	24	2	48
04. TERRACE HOSUING	20	3	60
05. RESIDENTIAL FLAT			
1 BED (3 LEVELS = 1 PARKING & 2 APARTMENTS)	20	1	20
2 BED (3 LEVELS = 1 PARKING & 2 APARTMENTS)	20	2	40
TOTAL:			**382**

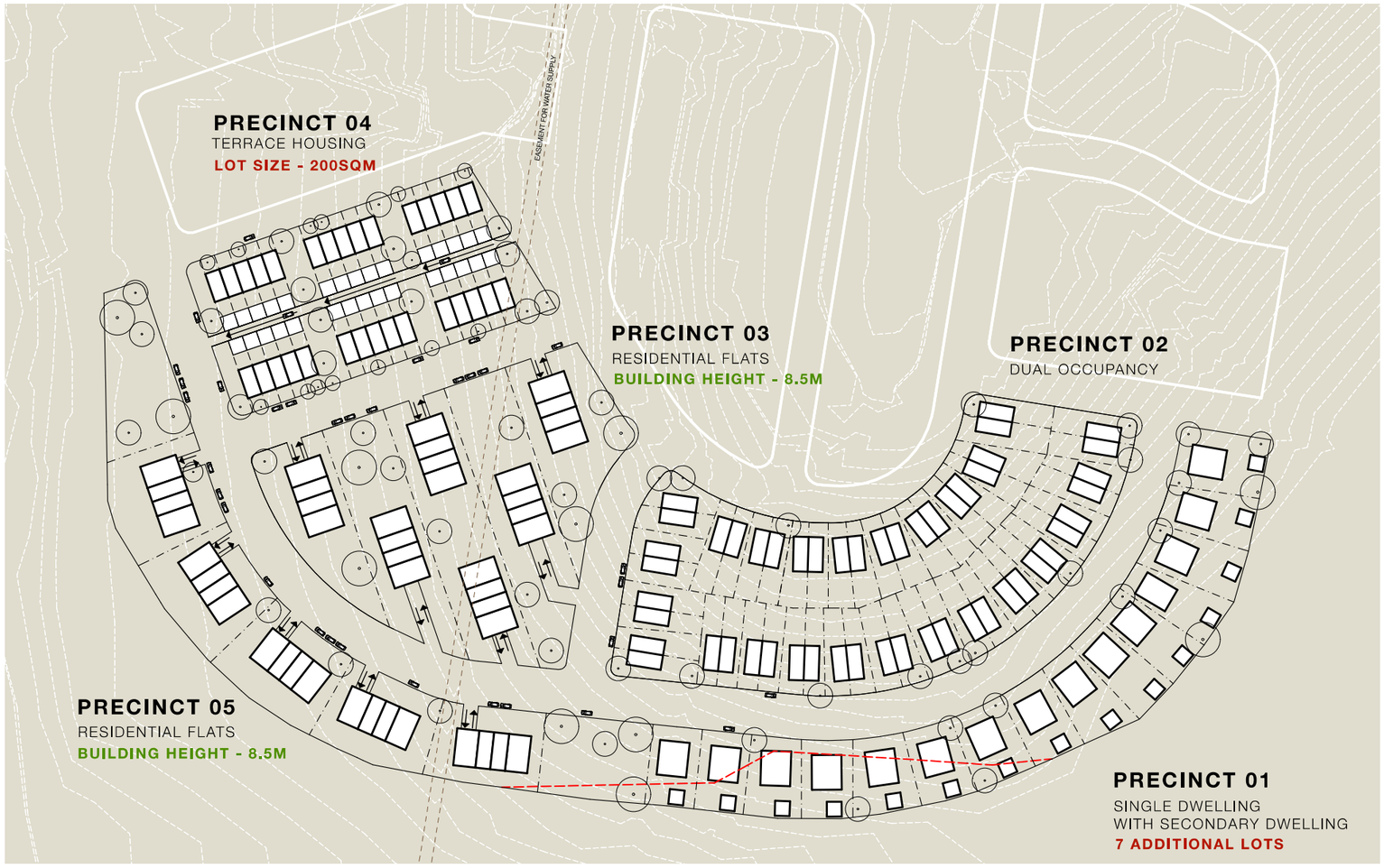


NON COMPLIANT LAYOUT

513 PEOPLE

COMPLIANT
NON COMPLIANT

TYPE	NUMBER OF DWELLINGS	PEOPLE PER DWELLING	TOTAL PER DWELLING
01. SINGLE DWELLING	15	4	60
WITH STUDIO	15	1	15
02. DUAL OCCUPANCY	50	3	150
03. RESIDENTIAL FLAT			
1 BED (4 LEVELS = 1 PARKING & 3 APARTMENTS)	36	1	36
2 BED (4 LEVELS = 1 PARKING & 3 APARTMENTS)	36	2	72
04. TERRACE HOSUING	30	3	90
05. RESIDENTIAL FLAT			
1 BED (4 LEVELS = 1 PARKING & 3 APARTMENTS)	30	1	30
2 BED (4 LEVELS = 1 PARKING & 3 APARTMENTS)	30	2	60
TOTAL:			**513**



MIXED LAYOUT

447 PEOPLE

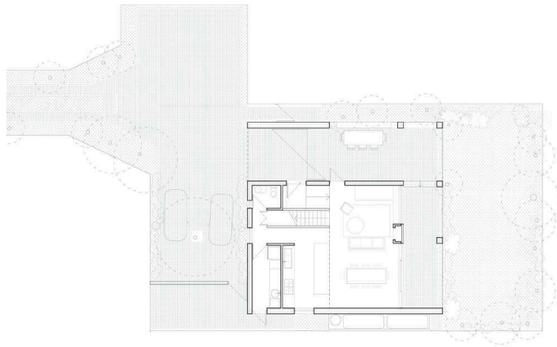
COMPLIANT
NON COMPLIANT

TYPE	NUMBER OF DWELLINGS	PEOPLE PER DWELLING	TOTAL PER DWELLING
01. SINGLE DWELLING	15	4	60
WITH STUDIO	15	1	15
02. DUAL OCCUPANCY	50	3	150
03. RESIDENTIAL FLAT			
1 BED (3 LEVELS = 1 PARKING & 2 APARTMENTS)	24	1	24
1 BED (3 LEVELS = 1 PARKING & 2 APARTMENTS)	24	2	48
04. TERRACE HOSUING	30	3	90
05. RESIDENTIAL FLAT			
1 BED (3 LEVELS = 1 PARKING & 2 APARTMENTS)	20	1	20
1 BED (3 LEVELS = 1 PARKING & 2 APARTMENTS)	20	2	40
TOTAL:			**447**

HOUSING CONCEPTS

PRECEDENT - HOPE STREET HOUSING

Project Type: Medium Density Housing, Urban
Location: White Gum Valley, Western Australia
Area: 3706m2
Completion year: 2023



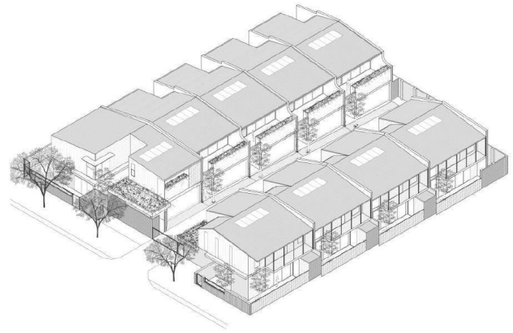




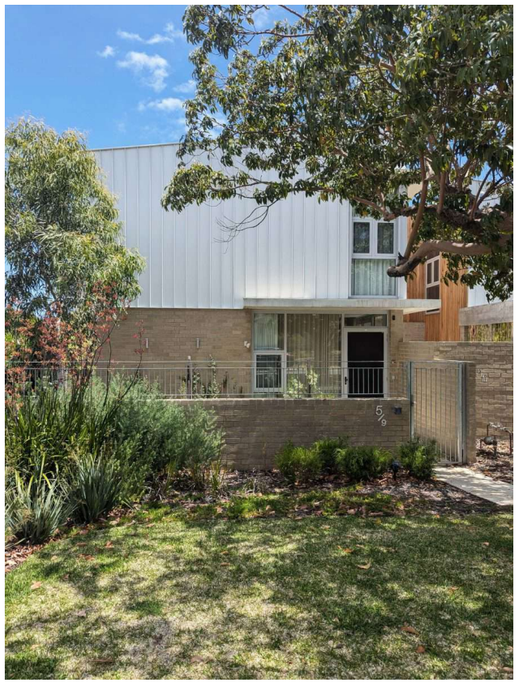


PRECEDENT - DOONAN COMMONS

Project Type: Terrace Housing, Urban
Location: Nedlands, Western Australia
Completion year: 2022



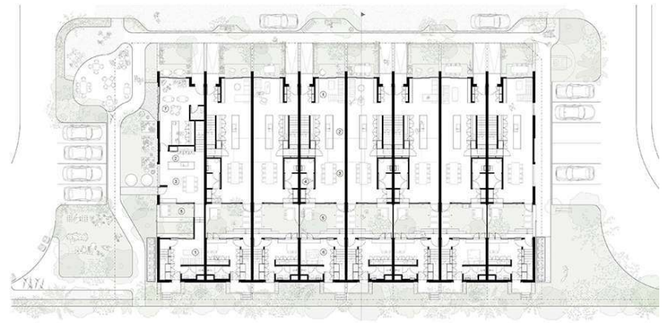






PRECEDENT - PATTERN BOOK WINNER

Project Name: In Common Studio
Project Type: Terrace Housing
Category: Student

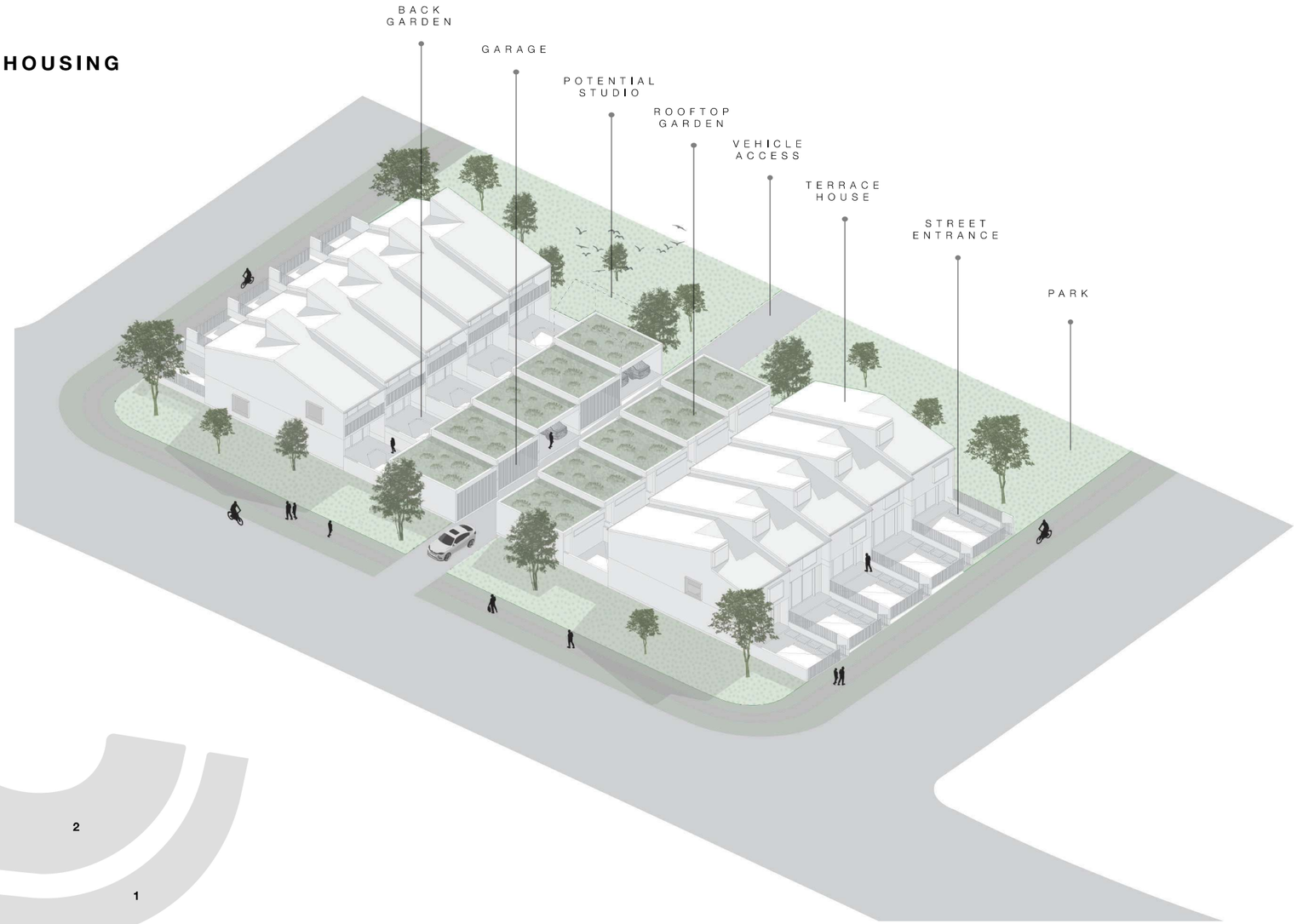


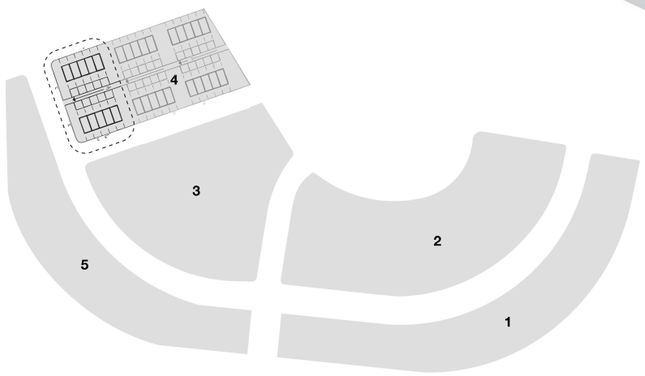




PRECINCT 04 - TERRACE HOUSING

AXONOMETRIC VIEW





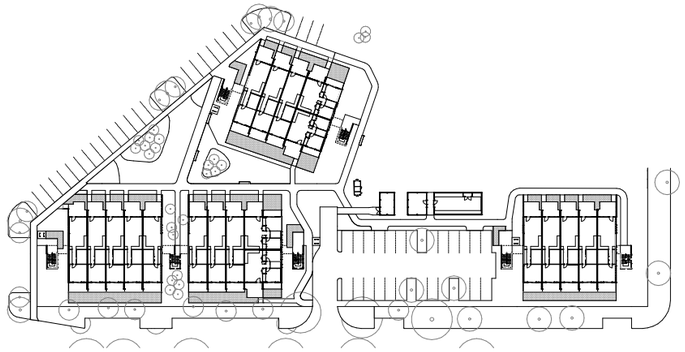
PRECINCT 04 - TERRACE HOUSING

STREET ELEVATION



PRECEDENT - EASY STREET LIVING

Project Type: Medium Density Housing, Urban
Location: Byron Bay, NSW
Area: 12.5 acre
Completion year: 2020



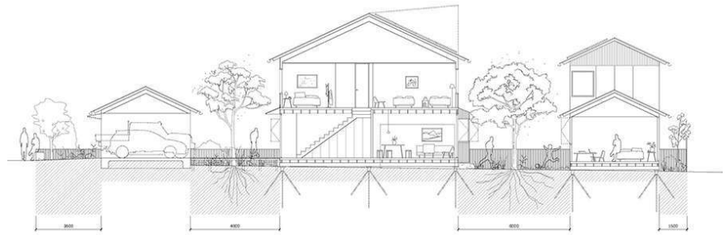






PRECEDENT - PATTERN BOOK WINNER

Project Name: Housing is a verb
Project Type: Apartment / Terrace Housing
Category: Professional







PRECINCT 03 - RESIDENTIAL FLAT BUILDING

STREET ELEVATION



DESIGN REPORT
FOR BALLINA SHIRE COUNCIL
HUTLEY DRIVE MEDIUM DENSITY HOUSING PROJECT

PROPERTY: Lot 1 DP 1270120
Hutley Drive, Lennox Head
OUR REF: 250102
DATE: December 2025



Newton Denny Chapelle Surveyors Planners Engineers

DOCUMENT AND PROJECT DETAILS

Document title:	Draft design report for Hutley Drive medium density housing development
Author:	Callie Shovlin
Project manager:	Damian Chapelle
Proponent:	Ballina Shire Council
Date of issue:	12th December 2025
Job reference:	250102

REVISION HISTORY

Rev	Date	Description	Author	Approved
A	21.08.25	Draft Design Report	CS	DC
B	23.10.25	Draft Design Report Rev B	CS	DC
C	12.12.25	Final Design Report	CS	DC

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Newton Denny Chapelle Surveyors Planners Engineers

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1. Executive Summary

1.1 Design Report

This design report has been prepared for Ballina Shire Council to investigate options for medium density housing on Council owned land located at Lot 1 DP 1270120, Hutley Drive, Lennox Head.

In May 2024, Ballina Shire Council adopted a Housing Strategy that identified a significant need for increased housing diversity across the Shire. The strategy specifically highlights the need for more one and two bedroom dwellings and medium density housing. As part of this initiative, Council is seeking to increase the supply of diverse housing types, particularly on land under its ownership.

For the subject site, Council's objective is to deliver a variety of housing options that enhance both dwelling choice and site yield. *DFJ Architects* have prepared a concept design plan package that includes three potential site layouts. These layouts feature a balanced mix of housing typologies, including terrace housing, residential flat buildings, dual occupancies, and detached dwellings with provision for secondary dwellings.

This report will examine the site's location, provide an overview of the three design options, undertake a statutory review of the applicable legislation and outline a planning pathway for the proposed development. This report will also outline any amendments required to the Ballina Local Environmental Plan 2012 to facilitate the development.

Under the Ballina Local Environmental Plan 2012, the site has a dual zoning allocation of R3 Medium Density Residential and Deferred Matter (DM). The DM zoned portion of the site reverts to the 7(l) Environmental Protection (Habitat) zone under the former Ballina Local Environmental Plan 1987. The proposed medium density development is largely confined to the R3 zoned portion of the site. However, two of the design options include an encroachment into the 7(l) zone which is discussed in detail within the report.

1.2 Site Details

The site details relevant to the proposed development are provided Table 1 below.

Table 1: Site Details

Property Address	Hutley Drive, Lennox Head
Property Description	Lot 1 DP 1270120 Parish of Ballina County of Rous
Registered Owner	Ballina Shire Council
Local Authority	Ballina Shire Council
Site Area	14.36ha
Easements / Restrictions	Easement for water supply 5 wide and variable width Easement for drainage of water 20 wide
Existing Land Use	Vacant
Local Planning Instrument	Ballina Local Environmental Plan 2012

	Ballina Local Environmental Plan 1987
Land Zoning	R3 – Medium Density Residential (BLEP2012) 7(l) Environmental Protection (Habitat) (BLEP1987)
Maximum Building Height	8.5m
Floor Space Ratio	Not mapped
Heritage	I67 - Dry Stone Walls (walls known as "wall a" and "wall b" on former "Henderson Farm") (BLEP2012) A4 – Henderson Farm (BLEP2012) Henderson Farm (BLEP1987)

2. Site Description

2.1 Location & Land Use

The subject site is described in cadastral terms as Lot 1 DP 127010 being land commonly known as Hutley Drive, Lennox Head. The irregular shaped allotment has a total land area of 14.36ha and is wholly located within the Ballina Shire Council Local Government Area. The land forms part of the former 'Henderson Farm' land and is adjoined by the following land uses:

- North: Medium density residential zoned land, being the 'Lennox Rise' estate currently under construction.
- East: EPIQ sports field and residential estate.
- South: North Creek and surrounding environmental conservation zoned land.
- West: Rural zoned land, North Creek and surrounding environmental conservation zoned land.

The site comprises a mixed land zoning including approximately 6.8ha of R3 Medium Density Residential zoned land pursuant to the Ballina Local Environmental Plan 2012, with the balance of the land maintaining a zoning allocation of 7(l) Environmental Protection (Habitat) pursuant to the Ballina Local Environmental Plan 1987. **Plate 1** below provides an aerial view of the subject site and surrounding locality, whilst **Plate 2** includes the relevant deposited plan. The proposed medium density development is largely confined to the R3 zoned portion of the site. However, two of the design options include an encroachment into the 7(l) zone which is discussed in detail within the report.



Plate 1: Aerial view of Lot 1 DP 1270120

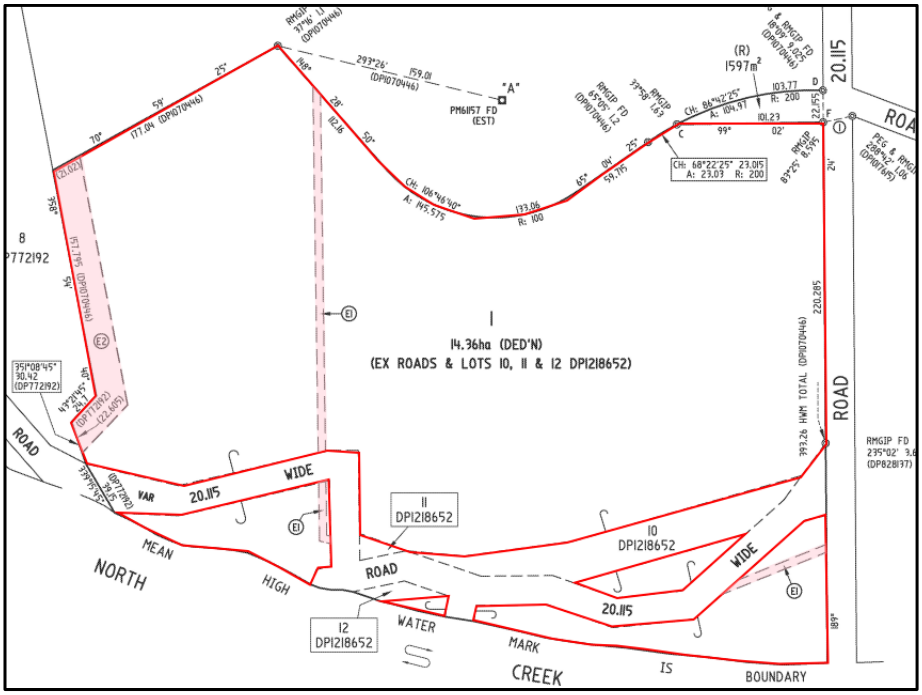


Plate 2: Deposited Plan 1270120

2.2 Site Analysis

Searches of local government records indicate the key site characteristics as outlined within **Table 2** below.

Table 2: Site Analysis

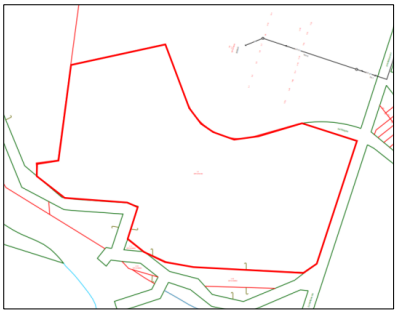
Site Characteristics	Comment
Existing structures within the subject site	Vacant
Easements and restrictions	Easement for water supply 5 wide and variable width (E1) Easement for drainage of water 20 wide (E2)
Topography within the subject site	The site slopes in a north–south direction, falling towards North Creek. According to Council's GIS data, ground levels range from approximately RL 30m along the northern boundary to RL 2m AHD at the southern boundary bordering North Creek.
Vegetation within the subject site	The site is predominantly cleared, with some areas of scattered vegetation. The majority of this vegetation is located within the portion of the site zoned 7(l) Environmental Protection (Habitat) under the BLEP1987.

Site Characteristics	Comment
Infrastructure services	The land is not connected to any services. Services are currently being extended to service the Lennox Rise development located to the north of the subject land. The land is dissected by a 5m water pipeline which traverses the mid-section and southern portion. The land is burdened by a 20m wide drainage easement along the western property boundary which benefits Lennox Rise.

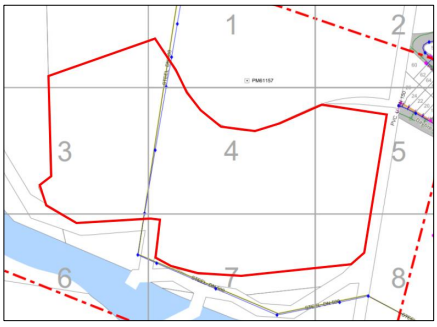
Dial Before You Dig Plates



Essential Energy



Telstra



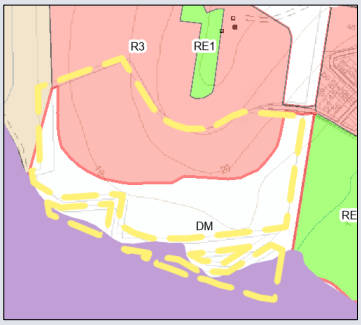
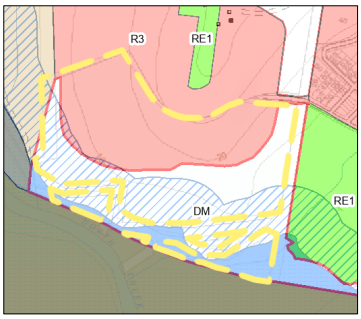
Ballina Shire Council

The concept design plans prepared by *DFJ Architects* within **Attachment 1** show the location of the water easement through the development footprint. Any future development will need to consider the impact of the development on the infrastructure and ensure compliance with Ballina Shire Council's *Building Over or Adjacent to Council Assets Policy*. Alternatively, Council may investigate whether this infrastructure can be relocated to facilitate future development options for the site.

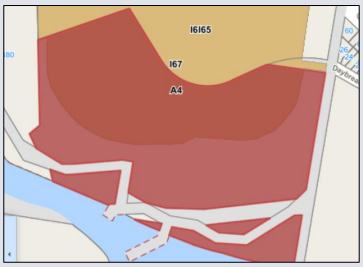
2.3 Site Constraints

A review of available online mapping indicates that the land is subject to the following environmental constraints outlined in **Table 3**.

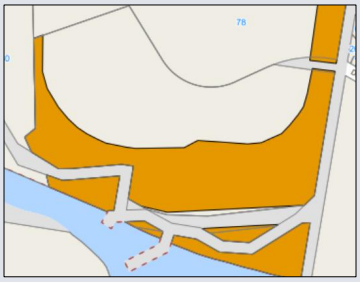
Table 3: Environmental Constraint Mapping

Mapping	Constraint
	**Biodiversity Values** The site contains mapped biodiversity values along the southern property boundary. This area of the site is not proposed for development given the environmental protection zoning that applies. However, future development on any area of the land will need to consider any direct or indirect impacts to the mapped area.
	**Coastal Wetlands Mapping** The southern portion of the site is identified as Coastal Wetlands under *State Environmental Planning Policy (Resilience and Hazards) 2021*. However, the R3 zoned portion of the site is located outside the mapped coastal wetland area and, as such, development within this zone is not expected to trigger designated development. Should any future works be proposed within the mapped coastal wetland itself, the proposal would constitute designated development and require the preparation of an Environmental Impact Statement (EIS). A small portion of the R3 zoned land falls within the buffer area to the coastal wetlands. Any future development in this area will need to demonstrate consistency with the relevant provisions of the SEPP. Importantly, the R3 zone land mapped under the coastal wetland buffer area is excluded from complying development.

Heritage Mapping (BLEP2012)



Heritage Mapping (BLEP 1987)



Heritage

The land is identified as containing two items of local environmental heritage pursuant to Schedule 5 of the BLEP 2012. The heritage items are identified as I67 – dry stone walls (walls known as 'wall a' and 'wall b' on the former Henderson Farm) and A4 – Henderson Farm.

The 7(l) zone is identified as containing local environmental heritage (Henderson Farm) pursuant to Schedule 1 of the BLEP1987.

Complying development is generally excluded on land mapped with local environmental heritage. Further information is provided in Section 5.1.2 of this report.

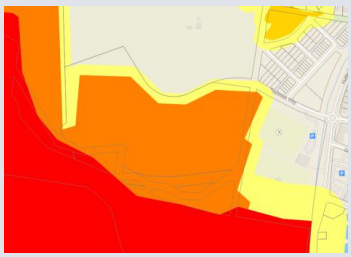
Note: On 11 December 2025 Ballina Shire Council resolved to finalise Planning Proposal 25/001 to amend the BLEP 2012 including the removal of heritage mapping impacting the subject land. Once the new LEP mapping has been adopted, complying development pathways will become available across much of the R3 zoned land.



Obstacle Limitation Surface

The subject land is mapped within the Obstacle Limitation Surface (OLS) for the Ballina Byron Gateway Airport. The OLS in this location is identified as RL 46.5m AHD.

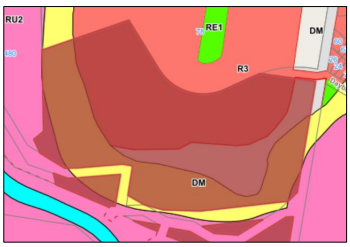
Topographical data indicates that the natural ground levels across the site range between RL 2m AHD to RL 30m AHD. The proposed medium density residential development, as detailed in the DFJ concept plans, includes a maximum building height of 12m. As such, future development of the land will remain below the defined OLS of RL 46.5m AHD.



Bushfire Prone Land

Part of the subject allotment is identified on the Bushfire Prone Land map as 'Vegetation Category 1' and 'Vegetation Buffer'.

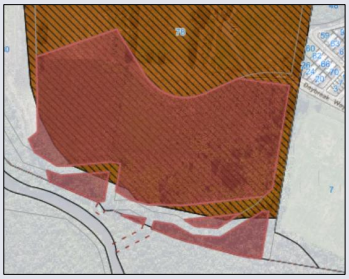
Future subdivision and development of the land would require consideration for the requirements of *Planning for Bushfire Protection 2019*. Subdivision of the land would be subject to a Bushfire Safety Authority being sought.



Acid Sulfate Soils

The western portion of the R3 zoned land is mapped as potential Class 5 Acid Sulfate Soils.

However, this area of the site is located above RL 5m and therefore the development is not expected to trigger the consent requirements under Clause 7.1 of the BLEP 2012.

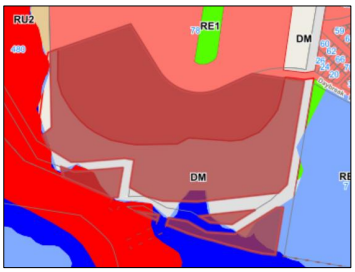


Regionally Significant Farmland

The site is identified as both Regionally Significant Farmland and Significant Farmland (Non-Contiguous) on the relevant mapping.

The proposal relates largely to the portion of the site zoned R3 Medium Density Residential, which is appropriately zoned for residential development. The adjoining R3 zoned land to the north is currently under construction as part of the 'Lennox Rise' residential subdivision.

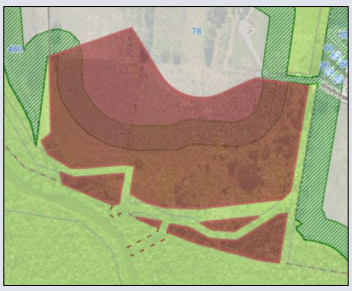
The small area of land zoned 7(l) and identified for potential residential development will require further investigation to determine its suitability for such use. This land is not located within a Strategic Urban Growth Area under the Ballina Shire Growth Management Strategy.



Flood

The southern property boundary is identified as flood prone under Council's DCP flood prone land map. However, the R3 zoned portion of the site (and small area of 7(l) zoned land) is entirely excluded from this mapping.

Additionally, the site is wholly removed from the Flood Planning Map under the Ballina Local Environmental Plan 2012 (BLEP 2012).

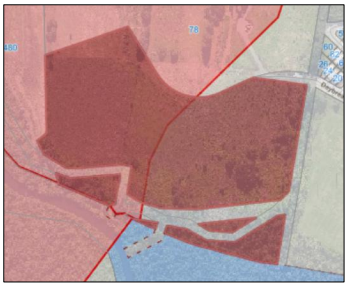


Natural Areas & Habitat

A portion of the site is identified as 'Natural Areas and Habitat' and associated buffer area under Council's environmental mapping.

The 7(l) portion of the site is entirely located within the natural areas and habitat map. The R3 zone portion of the site is partially impacted by the buffer mapping.

Ecological investigations will be required as part of any future Development Application or rezoning. Section 3.3 of Chapter 2 of the DCP applies to the development.



Wildlife Corridor

The western portion of the site is identified as a wildlife corridor. As outlined above, ecological investigations will be required as part of any future Development Application or rezoning.

Section 3.3 of Chapter 2 of the DCP applies to the development.



Mosquito Elevated Land

The residential zoned area of the site is mapped as 'elevated land' and 'coastal plain and low land' on the DCP mosquito management map.

Section 3.6 of Chapter 2 of the DCP applies to the development. Residential accommodation requires screening of windows and doors.

3. Statutory Review

3.1 Ballina Local Environmental Plan 2012

Land Use Zoning & Permissibility

The subject land is dually zoned R3 Medium Density Residential and Deferred Matter (DM) under the Ballina Local Environmental Plan 2012 (BLEP 2012) (refer **Plate 1**). The DM land reverts to the former 7(l) Environmental Protection (Habitat) zone under the BLEP 1987 (refer to **Plate 2** below).

The proposal largely relates to the portion of the site zoned R3 Medium Density Residential which is compatible with residential development on the land. However, two of the concept layouts presented by *DFJ Architects* within **Attachment 1** include an extension of the residential footprint into the 7(l) zoned portion of the land.

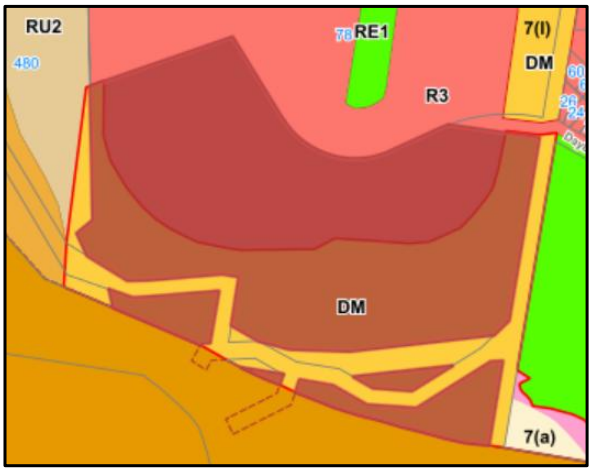


Plate 3: Zoning Extract (BLEP 2012)

Ballina LEP 2012

A copy of the land use table for the R3 Medium Density Residential zone is provided below. Attached dwellings (terrace housing), residential flat buildings, dual occupancies, dwellings and secondary dwellings are all permissible with development consent in the R3 zone.

> ***2 Permitted without consent***
> *Environmental protection works; Home-based child care; Home occupations*
>
> ***3 Permitted with consent***
> *Attached dwellings; Boarding houses; Centre-based child care facilities; Community facilities; Extensive agriculture; Group homes; Home industries; Kiosks; Markets; Multi dwelling housing; Neighbourhood shops; Oyster aquaculture; Places of public worship; Respite day care centres; Roads; Roadside stalls; Seniors housing; Tank-based aquaculture; Any other development not specified in item 2 or 4.*

4 Prohibited
Advertising structures; Agriculture; Air transport facilities; Airstrips; Amusement centres; Animal boarding or training establishments; Boat building and repair facilities; Charter and tourism boating facilities; Commercial premises; Correctional centres; Crematoria; Dairies (pasture-based); Depots; Eco-tourist facilities; Farm stay accommodation; Forestry; Freight transport facilities; Heavy industrial storage establishments; Highway service centres; Industrial retail outlets; Industrial training facilities; Industries; Local distribution premises; Marinas; Mooring pens; Moorings; Mortuaries; Recreation facilities (major); Restricted premises; Rural industries; Rural workers' dwellings; Service stations; Sex services premises; Storage premises; Transport depots; Truck depots; Vehicle body repair workshops; Vehicle repair stations; Veterinary hospitals; Warehouse or distribution centres; Waste or resource management facilities; Wharf or boating facilities; Wholesale supplies

A copy of the relevant land use definitions from the BLEP 2012 is provided below. These land uses are considered most relevant to the scope of the proposal.

residential accommodation *means a building or place used predominantly as a place of residence, and includes any of the following—*
(a) attached dwellings,
(b) boarding houses,
(baa) co-living housing,
(c) dual occupancies,
(d) dwelling houses,
(e) group homes,
(f) hostels,
(faa) (Repealed)
(g) multi dwelling housing,
(h) residential flat buildings,
(i) rural workers' dwellings,
(j) secondary dwellings,
(k) semi-detached dwellings,
(l) seniors housing,
(m) shop top housing,
but does not include tourist and visitor accommodation or caravan parks.

dual occupancy *means a dual occupancy (attached) or a dual occupancy (detached).*
Note—
Dual occupancies are a type of residential accommodation—see the definition of that term in this Dictionary.

dual occupancy (attached) *means 2 dwellings on one lot of land that are attached to each other, but does not include a secondary dwelling.*
Note—
Dual occupancies (attached) are a type of dual occupancy—see the definition of that term in this Dictionary.

dual occupancy (detached) *means 2 detached dwellings on one lot of land, but does not include a secondary dwelling.*
Note—
Dual occupancies (detached) are a type of dual occupancy—see the definition of that term in this Dictionary.

dwelling *means a room or suite of rooms occupied or used or so constructed or adapted as to be capable of being occupied or used as a separate domicile.*

attached dwelling *means a building containing 3 or more dwellings, where—*
(a) each dwelling is attached to another dwelling by a common wall, and
(b) each of the dwellings is on its own lot of land, and
(c) none of the dwellings is located above any part of another dwelling.
Note—Attached dwellings are a type of residential accommodation—see the definition of that term in this Dictionary.

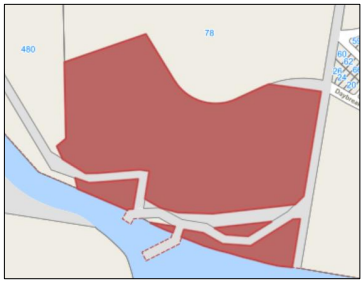
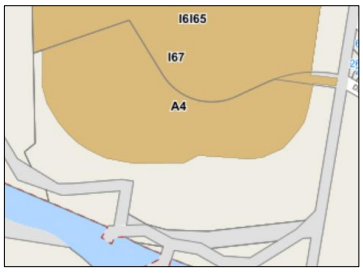
residential flat building *means a building containing 3 or more dwellings, but does not include an attached dwelling, co-living housing or multi dwelling housing.*
Note—
Residential flat buildings are a type of residential accommodation—see the definition of that term in this Dictionary.

secondary dwelling means a self-contained dwelling that—
(a) is established in conjunction with another dwelling (the ***principal dwelling***), and
(b) is on the same lot of land as the principal dwelling, and
(c) is located within, or is attached to, or is separate from, the principal dwelling.
Note—
See clauses 5.4 and 5.5 for controls relating to the total floor area of secondary dwellings.
Secondary dwellings are a type of ***residential accommodation***—see the definition of that term in this Dictionary.

However, it is noted that additional residential land uses are also permissible within the zone and may be further investigated if required to support future planning or design outcomes.

Lodgement of a Development Application for any of the above land uses would need to have consideration for all relevant provisions under the Ballina LEP 2012. However, a summary of the key development standards is outlined below in **Table 4**.

Table 4: Key Design Standards BLEP 2012

BLEP 2012	Comment
	**Minimum Lot Size** The development area is mapped with a minimum lot size of **600m²** under the BLEP 2012. Notwithstanding the above, pursuant to Clause 4.1A of the BLEP 2012, the following exceptions to minimum lot sizes apply for certain residential development in the R3 zone involving the subdivision of land into 4 or more lots: • 400m² for the erection of a dwelling house • 300m² for the erection of an attached dwelling • 300m² for the erection of a semi-detached dwelling
	**Height of Buildings** The development area contains a maximum building height of **8.5m** under the BLEP 2012 (unless otherwise specified under a SEPP).
	**Floor Space Ratio** The land is not included on the FSR map under the BLEP 2012. However, Clause 4.4(2A) of the BLEP2012 states dwellings, dual occupancies and semi-detached dwellings or a secondary dwelling must not exceed a floor space ratio of 0.5:1.
	**Heritage** The land is mapped as containing local heritage items I67 & A4 under Schedule 5 of the BLEP 2012. The 7(l) zoned land is also identified as containing local heritage pursuant to Schedule 1 of the BLEP 1987. Note: Note: On 11 December 2025 Ballina Shire Council resolved to finalise Planning Proposal 25/001 to amend the BLEP 2012 including the removal of heritage

	mapping impacting the subject land. Once the new LEP mapping has been adopted, complying development pathways will become available across much of the R3 zoned land.

Ballina LEP 1987

As discussed above, the southern portion of the site is zoned 7(l) Environmental Protection (Habitat) under the BLEP 1987. Two of the concept layouts presented by *DFJ Architects* include an extension of the medium density development into the 7(l) zone.

A copy of the land use table for the 7(l) zone is provided below. Dwellings and dual occupancies are permissible with development consent, however all other forms of residential development included within the concept plan package are prohibited in the zone.

2 Without development consent
Nil.
3 Only with development consent
Agriculture; bed and breakfast establishments; bush fire hazard reduction; camping grounds; community buildings; dwelling-houses; environmental educational facilities; environmental protection works; forestry; home industries; open space; roads; telecommunications facilities; utility installations.
4 (Repealed)
5 Prohibited development
Any purpose other than a purpose specified in item 3.

Under Clause 11(2)(b) of the BLEP 1987, the minimum lot size for land zoned 7(l) is 40 hectares. The concept design plans prepared by *DFJ Architects* include smaller residential lots, which therefore are not permissible under the current zoning framework as they do not comply with the minimum lot size.

Based on the above, a Planning Proposal will be required to rezone the 7(l) zoned land to R3 Medium Density to permit future residential development. Environmental investigations will be required to confirm the land's suitability for future residential use.

The subject land is not identified within a Strategic Urban Growth Area in the *Ballina Shire Growth Management Strategy*, which will be a key consideration in the assessment of any rezoning request. In our previous experience, rezonings involving 7(l) land have been difficult to achieve due to the environmental value of the land.

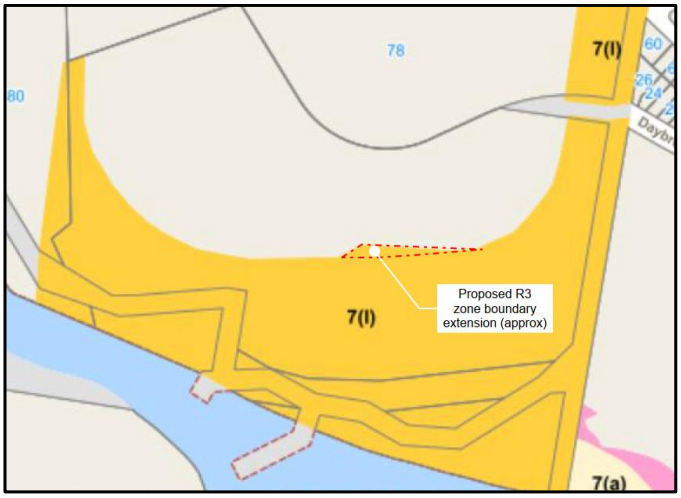


Plate 4: Zoning Extract (BLEP 1987)

4. Design Options

Three preliminary design options have been prepared by *DFJ Architects* to investigate dwelling choice and site yield. Each option has been developed to test compliance with the provisions of the Ballina Local Environmental Plan 2012 and other key environmental planning instruments.

It is noted that each of the design options currently encroach into the water easement that traverses the site. This will need to be addressed during the detailed design stage of the development and input will be required from a suitably qualified engineer to assess potential impacts on existing infrastructure. Any future development of the land will need to be located in accordance with Council's Policy *Building over or adjacent to Council assets*, ensuring appropriate clearance and protection of infrastructure. Alternatively, where compliance cannot be achieved, it may be necessary to relocate the affected infrastructure and easement.

The following section summarises each design option, outlining the key features and planning considerations. The concept plans incorporate a standard subdivision model based on a minimum lot size of 600m² with a four-bedroom dwelling, resulting in a projected yield of 292 people. Three design options have then been explored, each incorporating a mix of housing typologies, smaller lot sizes and increased building height to achieve a higher density outcome.

For further detail, reference should be made to the Concept Design Plan Package prepared by *DFJ Architects*, included as **Attachment 1** to this report.

In coordinating the design options for the project, *DFJ Architects* have provided the below design statement which has influenced the adopted housing typology

> DFJ Architects were commissioned by Ballina Council to investigate alternate housing typologies that would encourage a higher density and potentially a lower market entry cost for a portion of a residential land subdivision under their ownership.
>
> The site is the southern end of the Lennox Rise subdivision and to the west of Epiq, defined at Lot 1 DP 1270120 and is Zoned as R3 Medium Density Residential.
>
> The aim of the project was to investigate the feasibility of incorporating low-rise higher density housing models in accordance with the Ballina Shire Housing Strategy 2024, likely to include multi-dwelling housing, terrace housing, residential flat buildings and dual occupancies.
>
> According to the most recent Australian Census (2021) Lennox Head is dominated by separate houses on 600 sq/m + lots, with the majority of these being 4+ bedrooms. Over 85% of existing housing is 3 bedrooms or more, with the median house price for this type of product around $1.5M in 2025.
>
> The NSW Government has launched a major overhaul of planning pathways and "pre-approved' designs for low-rise medium density housing to try and address the emerging mismatch.
>
> The NSW Housing Pattern Book (2025) states "Our households are changing and we need to build different types of homes to meet people's changing needs. Single-person households are the fastest-growing type in the Country - they currently make up 25% of all Australia Households. More than half of households are home to just one or 2 people.'

An existing draft sub-division plan suggested approximately 73 lots of approximately 600 sq/m each would be the expected likely yield. At a rate of four per dwelling this would house an additional 292 people, but would result in proliferation of the same issue - larger houses/higher cost.

We prepared three alternate layouts which looked at a range of ways of increasing density: including identifying possibilities for additional lots, secondary dwellings added to typical house typologies, consolidation of sites into larger plots allowing for residential flat buildings and a variation to minimum lot sizes to allow for a slim terrace housing typology which is particularly suited to steep sections of the site.

The three schemes achieved an average of 382, 447 and 513 people on site, depending on the product mix.

Preliminary schematic design for the residential flat buildings and terrace housing were also investigated to a level to understand complacent could be achieved on Floor Space Ratio, Car Parking, height and private open space requirements.

4.1 Standard Subdivision – Business as Usual (292 People)

This plan is provided as a reference to illustrate a concept subdivision layout based on a standard subdivision pattern with a minimum lot size of 600m². The development proposes a total of 73 lots, each accommodating a single detached four bedroom dwelling, resulting in an estimated total yield of 292 residents.

4.2 Option 1: Medium Density Development (382 people)

Option 1 presents a compliant medium density development that aligns with the key standards under the Ballina LEP 2012. The proposal integrates a diverse housing mix across five precincts, including:

Precinct 1: Detached dwellings with secondary dwellings
Precinct 2: Dual occupancies
Precinct 3: Residential flat buildings
Precinct 4: Terrace housing
Precinct 5: Residential flat buildings

This option has been designed to achieve planning compliance with the Ballina LEP 2012 and promote housing diversity. The layout includes a maximum building height of 8.5m across all built forms which is consistent with the LEP height controls.

The dwelling yield achieved by Option 1 generates housing for 382 future residents.

Detached dwellings and secondary dwellings

A total of eight (8) primary dwellings are proposed within this precinct, each incorporating a secondary dwelling on the same lot. Each primary residence is designed as a 4-bedroom dwelling, accompanied by a 1-bedroom secondary dwelling. This precinct has been designed to accommodate up to 40 people.

The minimum lot size for the land is 600m^2 under the BLEP2012. However, Clause 4.1A of the BLEP2012 permits a reduced minimum lot size of 400m² where the subdivision involves four or more lots, and a dwelling is to be constructed on each lot as part of the development.

Dual Occupancies

The dual occupancy precinct comprises 25 attached dual occupancies, delivering a total of 50 two-storey dwellings, each containing three bedrooms. Based on indicative occupancy rates, this precinct is expected to accommodate approximately 150 residents.

Each dwelling will be accessed via driveways from the street frontage, whilst private open space will be located to the rear of each dwelling.

Subdivision of the dual occupancies may be undertaken via either Torrens title or Strata title. As outlined above, the minimum lot size for the site is 600m^2. However, Clause 4.1A of the BLEP permits a reduced lot size of 300m^2 where the subdivision involves four or more lots, and a semi-detached dwelling is to be constructed on each lot as part of the development.

If the construction of the dual occupancy is undertaken as complying development under Part 3B Low Rise Housing Diversity Code of the Codes SEPP, the minimum lot size for a dual occupancy can be reduced to 200m^2 via a complying development certificate process under Part 6 Subdivisions of the Codes SEPP.

Terrace Housing

The terrace housing precinct has been designed to provide 20 attached dwellings, each containing three bedrooms, accommodating an estimated 60 residents in total. The development presents a lot size of 300m^2 for each individual terrace house.

The built form consists of two rows of terraces, each with private open space provided at both the front and rear of the dwellings. Vehicle access and on-site parking will be provided via a rear laneway to reduce driveway dominance and enhance the streetscape.

Subdivision of the terrace housing lots may be undertaken via either Strata title or Torrens title. The 300m^2 minimum lot size complies with Clause 4.1A of the BLEP2012 which permits attached dwellings with a minimum lot size of 300m^2.

If the construction of the terrace housing is undertaken as complying development under Part 3B Low Rise Housing Diversity Code of the Codes SEPP, the minimum lot size for a dual occupancy can be reduced to 200m^2 via a complying development certificate process under Part 6 Subdivisions of the Codes SEPP.

Residential Flat Buildings

The concept plans incorporate two Residential Flat Building precincts—Precinct 3, configured in a cluster arrangement, and Precinct 5, designed in a linear arrangement. Both precincts consist of buildings with three storeys, comprising one level of car parking and two levels of residential apartments above.

The residential flat buildings include a combination of 1 bedroom and 2 bedroom apartments accommodating a total of 60 people across the site. This building type contributes to a more compact urban form while still complying with building height controls.

The RFB precincts will require a Strata subdivision, allowing for individual apartment ownership while managing shared areas such as parking, and landscaped communal spaces through a body corporate structure.

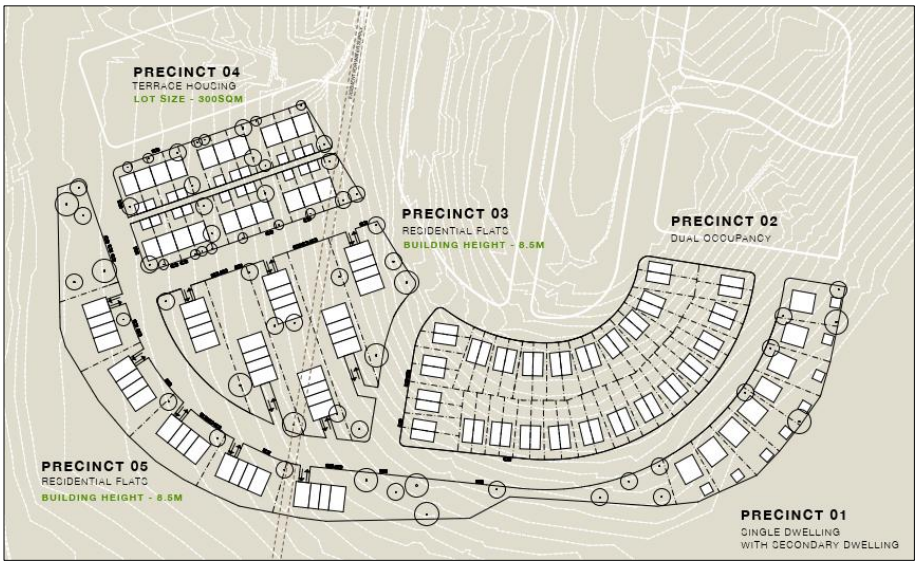


Plate 5: Option 1
Source: DFJ Architects

4.3 Option 2: Medium Density Development (513 People)

Option 2 adopts a similar structural layout to Option 1, comprising five development precincts with the same variety of building typologies generally positioned in similar locations across the site. However, Option 2 incorporates key design modifications aimed at increasing overall residential yield.

Firstly, option 2 proposes an increased maximum building height of 12 metres, which exceeds the current height control limit prescribed under the BLEP 2012. To facilitate this increase, a Planning Proposal would be required to amend the applicable *Height of Buildings Map* under the LEP for the site. Alternatively, increased building heights are permitted for certain types of development under relevant SEPP's.

Secondly, this option seeks a reduced minimum lot size of 200m² for the terrace housing precinct, which is below the minimum lot size standard for attached development under the Clause 4.1A of the BLEP2012. This variation would require an LEP amendment to permit a smaller lot size for this type of development on the subject land. Alternatively, if the development proceeds as complying

development under Part 3B Low Rise Housing Diversity Code, a smaller minimum lot size of 200m^2 applies to terrace housing.

In addition to the above, Option 2 proposes seven additional lots intended for detached dwellings with secondary dwellings, situated outside the R3 Medium Density Residential zone. These lots extend into land zoned 7(l) Environmental Protection (Habitat) under the Ballina LEP 1987**.** As outlined earlier in this report, an LEP amendment will be required to rezone this portion of the site to R3 Medium Density Residential under the BLEP2012.

Compared with Option 1, this option allows for the inclusion of an additional level of apartments, increasing the residential flat building typology to four storeys, and enables a higher housing density within the terrace housing precinct due to the smaller lot size. These design modifications result in an uplift in overall site yield.

The dwelling yield achieved by Option 2 generates housing for 513 future residents.

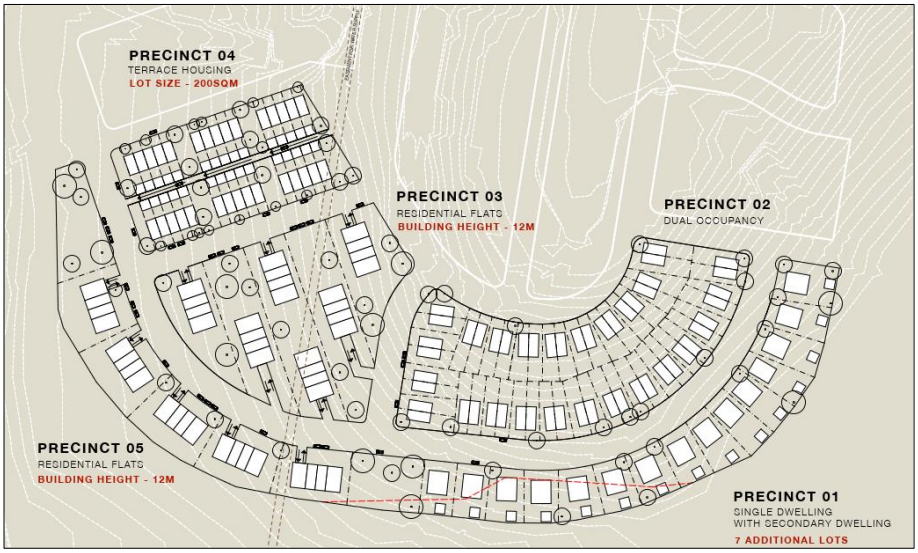


Plate 6: Option 2
Source: DFJ Architects

4.4 Option 3: Medium Density Development (447 People)

Option 3 presents a hybrid approach, combining elements from the two previous medium density concepts. This option maintains a compliant maximum building height of 8.5m across all residential typologies in accordance with the maximum building height standard under the BLEP 2012 and complying development opportunities.

This option proposes a reduction in minimum lot size within the Terrace Housing Precinct, allowing for increased density within this portion of the site. As discussed above, an LEP amendment would be

required if a DA is to be lodged, alternatively, Part 3B Low Rise Housing Diversity Code enables a smaller minimum lot size of 200m^2 under the complying development pathway.

In addition, Option 3 incorporates the use of land zoned 7(l) Environmental Protection (Habitat) under the BLEP 1987 for the purpose of detached dwellings. As previously discussed, this aspect will require further investigation, particularly in relation to the environmental sensitivity of the land.

The increased yield—when compared with Option 1—is attributed to the smaller lot sizes proposed in the terrace housing precinct and the inclusion of additional dwellings within the 7(l) zoned land. The dwelling yield achieved by Option 3 generates housing for 447 future residents.

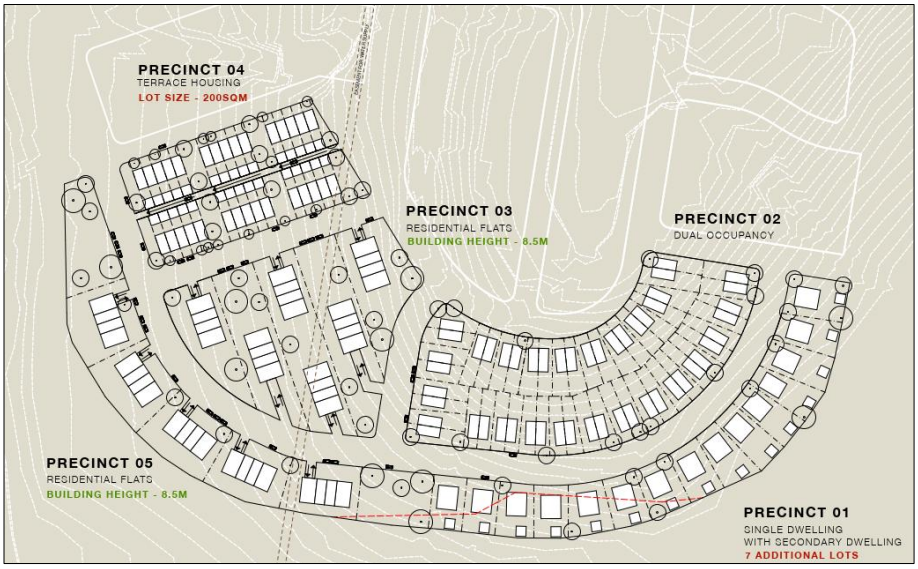


Plate 7: Option 3
Source: DFJ Architects

5. Planning Pathway Advice

5.1 Planning Pathway Advice

5.1.1 Introduction

This section of the report examines the relevant planning legislation, including the Ballina Local Environmental Plan 2012, Ballina Development Control Plan 2012 and relevant State Environmental Planning Policies. The purpose is to identify the appropriate approval pathway, highlight any potential planning constraints or variations, and recommend the necessary actions to achieve compliance or secure development consent.

The approval pathways available for the proposed medium density development are described below:

1. **Complying Development** under the **Codes SEPP**:

Where works are noted as possible Complying Development under the provisions of the Codes SEPP, a thorough review of the Development Standards will be required prior to works commencing on site and a Complying Development Certificate obtained from Council or a Private Certifier.

2. **Complying Development or Development Application** under the **Housing SEPP**

Where works are noted as possible Complying Development under the provisions of the Codes SEPP, a thorough review of the Development Standards will be required prior to works commencing on site and a Complying Development Certificate obtained from Council or a Private Certifier.

3. **State Significant Development** via the **Housing Development Authority**:

For major residential developments, including residential subdivisions, approval may be sought under the Housing Delivery Authority provisions, which allow certain projects to be classified as State Significant Development (SSD) for assessment under a streamlined approval pathway. Under this process, eligible developments are determined by the *Department of Planning, Housing and Infrastructure* through a fast track SSD assessment framework.

4. **Development Application** required:

Where the proposed development does not meet the requirements of the Codes SEPP**,** Housing SEPP, or the Housing Development Authority provisions, a Development Application (DA) must be prepared and submitted to Ballina Shire Council for assessment.

5. **Designated Development** under **SEPP (Resilience and Hazards) 2021** with an Environmental Impact Statement (EIS) required:

If any works occur within the coastal wetlands mapping impacting the site, the development will be considered 'designated development' and an EIS will be required to be prepared.

5.1.2 Legislative Review

i. State Environmental Planning Policy (Exempt and Complying Development Codes) 2008

A review of the *State Environmental Planning Policy (Exempt and Complying Development Codes) 2008* (Codes SEPP) confirms that there are currently no applicable provisions that can be utilised for the proposed development.

As outlined in Section 2.3 of this report, the subject land contains two items of local environmental heritage, as listed in Schedule 5 of the BLEP 2012:

- **Item I67** – Dry stone walls (known as 'Wall A' and 'Wall B' on the former Henderson Farm)
- **Item A4** – Henderson Farm (identified as an archaeological site)

Pursuant to Clause 1.17A(1)(d) of the *Codes SEPP*, complying development is not permitted on land that *"...comprises, or on which is located, an item that is listed on the State Heritage Register under the Heritage Act 1977."*

Accordingly, complying development is currently not permitted on the site.

Notwithstanding the above, the land is partly mapped as coastal wetlands and coastal wetlands buffer under SEPP (Resilience & Hazards) 2021. Complying development is excluded on land impacted by these constraints.

Future Applicability of the Codes SEPP (following gazettal of Planning Proposal 25/001)
On 11 December 2025 Ballina Shire Council resolved to finalise Planning Proposal 25/001 to amend the BLEP 2012 including the removal of heritage mapping impacting the subject land. Once the new LEP mapping has been adopted, complying development pathways will become available across much of the R3 zoned land.

Following the adoption of the new LEP mapping, the following forms of residential development may be permissible under the relevant codes. Importantly, there is no planning pathway for residential flat buildings under the Codes SEPP.

Code	Permissible Development
Part 3 –Housing Code	Dwellings
Part 3B – Low Rise Housing Code	Dual occupancies, manor houses & terrace housing
Part 3BA – Pattern Book Code	Dual occupancies, manor houses, multi-dwellings, terrace housing & secondary dwellings
Part 3C – Greenfield Housing Code	Dwellings

As outlined in Section 2.3 of this report, the southern portion of the site is mapped as 'coastal wetlands' and 'coastal wetlands buffer' under *SEPP (Resilience and Hazards) 2021*. In accordance with Clause 1.19(6) of the *Codes SEPP*, complying development may be carried out on the portion of the site that is not affected by the 'coastal wetlands' and 'coastal wetlands buffer' mapping. Clause 1.19(6) is reproduced below:

(6) Specific land exemptions may apply only to part of a lot
"Nothing in this clause prevents complying development being carried out on part of a lot that is not land referred to in this clause even if other parts of the lot are such land."

Should Council wish to further explore a complying development pathway, the development is required to be wholly located outside of the coastal wetlands buffer encroaching the R3 land.

ii. State Environmental Planning Policy (Housing) 2021

Chapter 2 Affordable Housing, Part 2, Division 1 In-fill Affordable Housing

The affordable housing provisions under the Housing SEPP are intended to encourage the delivery of affordable housing by offering incentives—such as floor space ratio (FSR) and building height bonuses—for developments that dedicate a minimum of 10% of the total gross floor area (GFA) as affordable housing managed by a registered community housing provider. These provisions aim to increase the supply of housing accessible to low- and moderate-income households by integrating affordable housing within a variety of residential developments.

This part of the SEPP applies to residential development types including, but not limited to:

- Attached dwellings
- Dual occupancies
- Dwellings
- Multi-dwelling housing (terrace housing)
- Residential flat buildings

Under the SEPP, FSR and building height bonuses are available for eligible residential developments meeting the affordable housing requirements. However, Clause 16(4) of the SEPP states *"this section does not apply to development on land for which there is no maximum permissible floor space ratio."*

As the land in question is not mapped on the Floor Space Ratio map under the LEP, these bonuses are not applicable to the proposed development.

Notwithstanding this, Clause 4.4(2A) of the BLEP 2012 states *"a dwelling house, a dual occupancy, a semi-detached dwelling or a secondary dwelling must not exceed a floor space ratio of 0.5:1."* Therefore, the FSR may be applied to these types of developments. The building height bonus for residential flat building is not able to be applied as there is no maximum FSR for this development type which would make it eligible.

Affordable housing developments under this division require development consent, and a Development Application may be lodged with Ballina Shire Council. All such proposals must comply with the SEPP requirements as well as local planning provisions.

Where the SEPP prescribes non-discretionary development standards for a land use, these standards prevail over any conflicting requirements in the Ballina Development Control Plan (BDCP) 2012.

Chapter 3 Diverse Housing, Part 1 Secondary Dwellings, Division 2 Secondary dwellings permitted with consent

Development comprising secondary dwellings under this division is permissible with development consent and a **Development Application** may be submitted to Ballina Shire Council. The development is required to address all requirements under the SEPP in addition to the local planning provisions.

The 7(l) zoned land will need to be rezoned to facilitate development on this area of the site.

Chapter 3 Diverse Housing, Part 1 Secondary Dwellings, Division 3 Complying Development

In this instance, the proposed development does not meet the general requirements for complying development as set out in Clause 1.17A of the Codes SEPP due to the current heritage mapping. Consequently, complying development for the purposes of a secondary dwelling cannot currently be undertaken on the site under this Part.

However, as outlined above once the proposed housekeeping amendment to the BLEP 2012 is finalised, **complying development** is expected to be permitted on the site. At that stage, development for a secondary dwelling may be pursued in accordance with the relevant provisions of the Housing SEPP. The development is not to be located on any area of the site impacted by coastal wetlands buffer.

ii. Environmental Planning and Assessment (Housing Delivery Authority) Order 2024

The NSW Government has established the Housing Delivery Authority (HDA) to accelerate housing supply and support housing affordability through concurrent rezoning and development assessment for eligible projects.

Under the Housing Delivery Authority Order 2024, an Expression of Interest (EOI) process has been introduced, enabling the HDA to recommend certain major housing proposals be declared as State Significant Development (SSD).

However, in this instance, the proposed development does not meet the eligibility criteria for SSD under the HDA pathway, as the subject site is mapped as bushfire prone land and 'coastal wetlands buffer'. Under the Order, proposals must be free of significant environmental hazards or planning constraints, including:

- Bushfire prone land
- Environmentally sensitive areas
- Flood planning areas
- Land affected by geotechnical or contamination hazards, including:
    - Landslip
    - Mine subsidence
    - Contaminated land
    - Underground high-risk infrastructure

As such, the proposal does not qualify for referral to the HDA for consideration as a State Significant Development.

iv Ballina Local Environmental Plan 2012

As outlined above, development for the purposes of attached dwellings (terrace housing), residential flat buildings, dual occupancies, dwellings, and secondary dwellings is permissible with development consent in the R3 Medium Density Residential zone under the BLEP 2012. Accordingly, a Development Application can be lodged with Council for these types of development in the R3 zone.

Where any stage of the Council-assessed development has an estimated capital investment value exceeding $5 million, the proposal will be classified as Regionally Significant Development and must be determined by the Northern Regional Planning Panel (NRPP) (formerly JRPP).

While development for the purposes of dwellings and dual occupancies is also permissible with consent in the 7(l) zone under the BLEP 1987, this land is subject to a minimum lot size of 40 hectares. As such, this portion of the site will need to be rezoned to R3 Medium Density Residential under the BLEP 2012 before a DA can be lodged for residential development on this portion of the land. The subject land is not identified within a Strategic Urban Growth Area in the *Ballina Shire Growth Management Strategy*, which will be a key consideration in the assessment of any rezoning request.

v State Environmental Planning Policy (Resilience and Hazards) 2021

As outlined within Section 2.3 of this report, the southern portion of the site is mapped as coastal wetlands under SEPP (Resilience and Hazards) 2021. Pursuant to Clause 2.7 of the SEPP, any development carried out on land identified as coastal wetlands is declared to be designated development and an Environmental Impact Statement will be required.

Investigations will need to be undertaken to ensure the proposed development does not impact the mapped coastal wetlands. In particular, consideration must be given to stormwater management, including attenuation measures, to ensure there is no impact to the adjacent wetland area.

Preliminary discussions with NDC's engineers have identified a potential investigation area for a stormwater basin located outside both the coastal wetlands and flood mapping. The land, however, is within the mapped coastal wetlands buffer. Detailed engineering investigations — including modelling and design — will be required to confirm the suitability of this location and to demonstrate consistency with the relevant provisions of the SEPP.

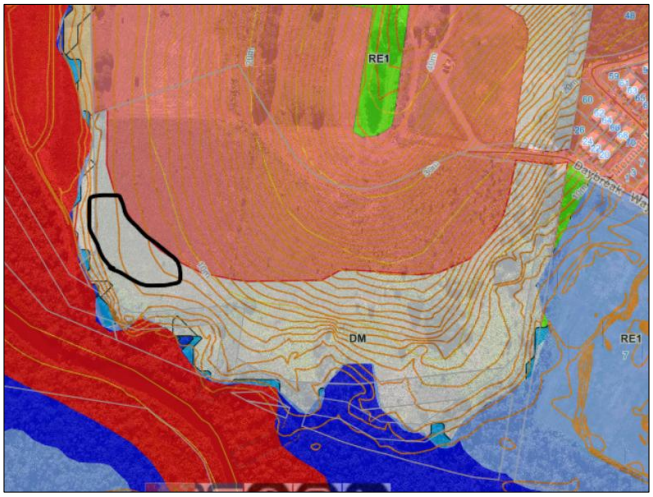


Plate 8: Potential investigation area for future stormwater basin

5.1.3 Available planning pathways

In summary, the following planning approval pathways are available for the proposed medium density development.

Note: On 11 December 2025 Ballina Shire Council resolved to finalise Planning Proposal 25/001 to amend the BLEP 2012 including the removal of heritage mapping impacting the subject land. Once the new LEP mapping has been adopted, complying development pathways will become available across much of the R3 zoned land.

Table 5: Planning Pathways

	Dwellings	Secondary Dwellings	Dual Occupancy	Residential Flat Building	Attached Dwellings / Terrace Housing
Current					
Codes SEPP Complying Development	✗	✗	✗	✗	✗
Housing SEPP Complying Development	✗	✗	✗	✗	✗
Housing SEPP Development Application (Affordable Housing)	✓	✗	✓	✓	✓
Affordable Housing Incentives Eligibility	✓ FSR	✓ FSR	✓ FSR	✗	✗
Housing Delivery Authority State Significant Development	✗	✗	✗	✗	✗
Ballina LEP 1987 Development Application	✗ (Due to MLS)	✗	✗ (Due to MLS)	✗	✗
Ballina LEP 2012 Development Application	✓	✓	✓	✓	✓
Following gazettal of LEP amendment to BLEP 2012 to remove heritage mapping					
Codes SEPP Complying Development	✓	✗	✓	✗	✓
Housing SEPP Complying Development	✗	✓	✗	✗	✗

5.2 Planning Control Review

This section reviews the concept design plans provided by *DFJ Architects* and confirms whether modifications to the Ballina Local Environmental Plan 2012 are required to facilitate the proposed development.

While a more detailed set of design plans will be required to confirm compliance with other planning instruments such as the Housing SEPP and Codes SEPP, the below section also includes a preliminary assessment against these instruments to identify any potential non-compliances with key planning criteria. The applicable instruments and/or provisions are listed below.

- Ballina Local Environmental Plan 2012;
- CODES SEPP – Part 3B Low Rise Housing Diversity Housing Code;
- CODES SEPP – Part 3BA Pattern Book Development Code;
- CODES SEPP – Part 3C Greenfield Housing Code;
- CODES SEPP – Part 6 Subdivision.

Table 6: Ballina Local Environmental Plan 2012

Concept	Recommendations
Option 1	No amendments required
Option 2	1. Increase maximum building height to 12m on the subject land. This can be facilitated by amending the *Height of Buildings Map* under Clause 4.1 of the BLEP 2012.
	2. Reduce the minimum lot size for attached dwellings to 200 m². This could be achieved by adding an additional permitted use pursuant to Clause 2.5 of the Ballina LEP 2012.
	3. The land currently zoned 7(l) under the BLEP 1987 and identified for future residential development on the subject site will need to be rezoned to R3 Medium Density Residential under the BLEP 2012 to permit the future residential development. A Planning Proposal will be required to effect the rezoning, including site specific investigations such as ecological assessments and any other supporting technical studies.
Option 3	1. Reduce the minimum lot size for attached dwellings to 200 m². This could be achieved by adding an additional permitted use pursuant to Clause 2.5 of the Ballina LEP 2012.
	2. Rezoning of 7(l) land (BLEP 1987) to R3 Medium Density Residential under BLEP 2012. A Planning Proposal will be required, including investigations into ecological and other potential impacts.

Table 7: Codes SEPP (Part 3B Low Rise Housing Diversity Code)

Concept	Recommendations
Option 1	Dual Occupancy and attached development 1. The maximum building height for a dual occupancy and attached development is 8.5m (compliant) 2. The minimum lot area for a dual occupancy and attached development (parent lot) is 400m^2 (can comply) 3. Minimum lot size for subdivision 200m^2 under Part 6 Subdivision (can comply)
	Multi dwelling housing (terraces) 1. Terrace housing is not able to be undertaken on bushfire prone land. 2. The maximum building height for terrace housing is 9m (compliant) 3. The minimum lot area for terrace housing (parent lot) is 600m^2 (can comply). 4. Minimum lot size for subdivision 200m^2 under Part 6 Subdivision (can comply)
	Land mapped as 'coastal wetlands buffer' is excluded from complying development.
Option 2	Dual Occupancy and attached development 1. The maximum building height for a dual occupancy and attached development is 8.5m (can comply). 2. The minimum lot area for a dual occupancy and attached development (parent parcel) is 400m^2 (can comply). 3. Minimum lot size for subdivision 200m^2 under Part 6 Subdivision (can comply)
	Multi dwelling housing (terraces) 1. Terrace housing is not able to be undertaken on bushfire prone land. 2. The maximum building height for terrace housing is 9m (can comply). 3. The minimum lot area for terrace housing (parent lot) is 600m^2 (can comply). 4. Minimum lot size for subdivision 200m^2 under Part 6 Subdivision (can comply)
	The land currently zoned 7(l) under the BLEP 1987 and identified for future residential development on the subject site will need to be rezoned to R3 Medium Density Residential under the BLEP 2012 to permit future complying development. A Planning Proposal will be required to effect the rezoning, including site specific investigations such as ecological assessments and any other supporting technical studies.
	Land mapped as 'coastal wetlands buffer' is excluded from complying development.
Option 3	Dual Occupancy and attached development 1. The maximum building height for a dual occupancy and attached development is 8.5m (complies). 2. The minimum lot area for a dual occupancy and attached development (parent parcel) is 400m^2 (can comply). 3. Minimum lot size for subdivision 200m^2 under Part 6 Subdivision (can comply)
	Multi dwelling housing (terraces) 1. Terrace housing is not able to be undertaken on bushfire prone land. 2. The maximum building height for terrace housing is 9m (complies). 3. The minimum lot area for terrace housing (parent lot) is 600m^2 (can comply). 4. Minimum lot size for subdivision 200m^2 under Part 6 Subdivision (can comply)
	Rezoning of 7(l) land (BLEP 1987) to R3 Medium Density Residential under BLEP 2012. A Planning Proposal will be required, including investigations into ecological and other potential impacts.
	Land mapped as 'coastal wetlands buffer' is excluded from complying development.

Table 8: Codes SEPP (Part 3BA Pattern Book Development)

Concept	Recommendations
Option 1	1. Development on bushfire prone land is not complying development 2. Minimum lot area (no specific standard under EPI) (can comply) 3. Maximum building height (in accordance with selected pattern book design) (can comply)
	Land mapped as 'coastal wetlands buffer' is excluded from complying development.
Option 2	1. Development on bushfire prone land is not complying development 2. Minimum lot area (no specific standard under EPI) (can comply) 3. Maximum building height (in accordance with selected pattern book design) (can comply)
	The land currently zoned 7(l) under the BLEP 1987 and identified for future residential development on the subject site will need to be rezoned to R3 Medium Density Residential under the BLEP 2012 to permit future complying development. A Planning Proposal will be required to effect the rezoning, including site specific investigations such as ecological assessments and any other supporting technical studies.
	Land mapped as 'coastal wetlands buffer' is excluded from complying development.
Option 3	1. Development on bushfire prone land is not complying development 2. Minimum lot area (no specific standard under EPI) (can comply) 3. Maximum building height (in accordance with selected pattern book design) (can comply)
	Rezoning of 7(l) land (BLEP 1987) to R3 Medium Density Residential under BLEP 2012. A Planning Proposal will be required, including investigations into ecological and other potential impacts.
	Land mapped as 'coastal wetlands buffer' is excluded from complying development.

Subdivision under Part 3BA Pattern Book Development

Subdivision must be permissible with development consent under the Ballina Local Environmental Plan 2012. As such, the following land uses will need to comply with the following minimum lot sizes (and applicable development standards) for Torrens title subdivision:

Table 9: Pattern Book Minimum Subdivision Lot Size

Land Use	Minimum Lot Size (BLEP 2012)
Dwellings	400m^2 (via Clause 4.1A)
Dual occupancies (detached)	600m^2 (via Clause 4.1)
Dual occupancies (attached)	300m^2 (via Clause 4.1A)
Terrace housing (attached development)	300m^2 (via Clause 4.1A)

Table 10: Codes SEPP (Part 3C Greenfield Housing Code)

Concept	Recommendations
Option 1	Dwellings 1. Minimum lot area 200m^2 (complies) 2. Maximum building height 8.5m (complies)
	Land mapped as 'coastal wetlands buffer' is excluded from complying development.
Option 2	1. Development on bushfire prone land is not complying development 2. Minimum lot area (no specific standard under EPI) (can comply) 3. Maximum building height (in accordance with selected pattern book design) (can comply)
	The land currently zoned 7(l) under the BLEP 1987 and identified for future residential development on the subject site will need to be rezoned to R3 Medium Density Residential under the BLEP 2012 to permit future complying development. A Planning Proposal will be required to effect the rezoning, including site specific investigations such as ecological assessments and any other supporting technical studies.
	Land mapped as 'coastal wetlands buffer' is excluded from complying development.
Option 3	1. Development on bushfire prone land is not complying development 2. Minimum lot area (no specific standard under EPI) (can comply) 3. Maximum building height (in accordance with selected pattern book design) (can comply)
	Rezoning of 7(l) land (BLEP 1987) to R3 Medium Density Residential under BLEP 2012. A Planning Proposal will be required, including investigations into ecological and other potential impacts.
	Land mapped as 'coastal wetlands buffer' is excluded from complying development.

As outlined above, there is no complying development pathway for residential flat buildings under the Codes SEPP.

Codes SEPP (Part 6 Subdivision)

Part 6 of the SEPP enables Torrens subdivision of dual occupancy and multi-dwelling housing (terraces) for which a complying development certificate has been issued under the Low Rise Housing Diversity Code.

The minimum lot size for dual occupancy and multi dwelling housing (terraces) is 200m^2 under this code.

6: Financial Overview

As part of the analysis completed in selecting the differing housing typologies, a review of the project cost to create the residential subdivision, together with the estimated development costs for each medium density development option and market appraisal of the residential typologies has been undertaken.

Standard Subdivision

A review of the preliminary lot layout has been completed by NDC. Whilst detailed civil designs are yet to be completed for the project, a concept opinion of probable costs (OPC) of $6,600,000 to $6,700,000 was identified for the delivery of the subdivision. The civil works costs provide for the creation of 73 lots, noting external works are excluded from this figure.

ITEM NO.	DESCRIPTION	TOTAL ($)	NOTES
1	Prelim - Site Establishment & Preliminaries	$ 192,000.00	3% of cost
2	Prelim - ERSED Controls	$ 146,000.00	$2k/Lot
3	Prelim - All Weather Site Access	$ 6,000.00	
4	Prelim - Tree Clearing	$ 50,000.00	
5	Earthworks Allowance	$ 1,095,000.00	No retaining walls allowed for in this estimate
6	Earthworks - Strip Topsoil	$ 135,000.00	
7	Earthworks - Construct Temp Basin	$ 20,000.00	
8	Road - Subgrade Preparation	$ 17,220.00	
9	Road - Subbase Placement (150mm Thick)	$ 62,422.50	
10	Road - Base Placement (150mm Thick)	$ 56,718.38	
11	Road - Prime and Asphalt (30mm Thick)	$ 146,370.00	
12	Road - Subsoil Drainage	$ 30,800.00	
13	Road - Kerb & Gutter - Layback	$ 44,800.00	
14	Road - Concrete Footpath - 100mm Thick	$ 36,960.00	
15	Stormwater Allowance	$ 975,000.00	25% - Based on a Per lot Allowance of Lennox Rise
16	Stormwater - Permanent Basin	$ 100,000.00	
17	Water - Allowance	$ 585,000.00	15% - Based on a Per lot Allowance of Lennox Rise
18	Sewer Pipe - Allowance	$ 780,000.00	20% - Based on a Per lot Allowance of Lennox Rise
19	Landscaping Allowance	$ 375,000.00	$1k per Lot + Park
20	Landscaping - Respread Topsoil	$ 135,000.00	
21	Sundries - Signage and Linemarking	$ 10,000.00	
22	Sundries - Demobilisation & Close Out	$ 20,000.00	
23	Sundries -Electrical	$ 1,460,000.00	
24	Sundries - NBN	$ 182,500.00	
		$ 6,661,790.88	

ITEM NO.	DESCRIPTION	TOTAL ($)	NOTES
1	PRELIMINARIES	$ 394,000.00	
2	EARTHWORKS	$ 1,250,000.00	
3	ROADS	$ 395,290.88	
4	STORMWATER	$ 1,075,000.00	
5	WATER	$ 585,000.00	
6	SEWER	$ 780,000.00	
7	LANDSCAPING	$ 510,000.00	
8	SUNDRIES	$ 1,672,500.00	Per Lot (73 Lots)
	TOTAL	**$ 6,661,790.88**	**$ 91,257.41**

NOTE: This OPC has been developed by utilising the basic costing sheet developed internally at NDC. This template has been developed and updated using rates and items from several projects we have worked on over the years.

The Lot Layout within the document entitled '250415 Hutley Drive Pres 03_Updated__Optimized', specifically PDF Page 15 is what has been used as the basis of the OPC. Obviously, there is very minimal information in terms of design & infrastructure on this plan, thus there were many high level assumptions around infrastructure and assets to develop the OPC in this instance. However, utilising the measurement of the probable road m², and the number and size of lots, a very concept prediction has been developed. Thos OPC should not be utilised for financial decisions at this early stage. More detailed design is required to develop a more accurate costing for civil infrastructure.

Option 1: Medium Density Development (382 People)

The estimated development costs for the medium density housing scenario under Option 1 is approximately $163,900,000.00. This estimate is based on the following indicative construction rates per square metre for each housing type:

Housing Type	Cost per sqm
Single dwellings and secondary dwellings	$5,000/sqm
Dual occupancy	$7,000/sqm
Residential flat buildings	$9,000/sqm
Terrace Housing	$9,000/sqm

Option 2: Medium Density Development (513 People)

The estimated development costs for the medium density housing scenario under Option 2 is $202,650,000.00 utilising the same indicative construction rates provided above.

Option 3: Medium Density Development (447 People)

The estimated development costs for the medium density housing scenario under Option 3 is $171,150,000.00 utilising the same indicative construction rates provided above.

Market Appraisal

The key importance in the delivery of the project is the scope to provide housing which is not currently available from either a housing typology or price point. The below table outlines the forecast sales and rental estimates for each housing typology.

Table 11: Sales & Rental Estimates

Land Use	Sales Forecast	Rental Forecast
Terrace House (3 bedroom)	$950,000 - $1,000,000	$750 - $800pw
Residential Flat Building (2 bedroom)	$825,000 - $875,000	$675 - $725pw
Residential Flat Building (1 bedroom)	$700,000 - $750,000	$500 - $550pw
Dual Occupancy (3 bedroom)	$1,100,000 - $1,200,000	$800 - $850pw
Single Dwelling (4 bedroom)	$1,400,000 - $1,500,000	$900 - $950pw

The housing options identified by *DFJ Architects*, focusing on the delivery of one & two bedroom units and small lot terrace housing, promotes a housing typology that is not widely available in the Lennox Head area. This is best illustrated through the fact there is no median house price existing for one bedroom dwellings in the Lennox Head area.

In this regard, currently only 2% of the housing in Lennox Head is 1 bedroom dwellings, whilst 2 bedroom dwellings only comprise 12% of the total dwellings. The ability to provide improved accessibility to one and two bedroom dwellings from both a potential sale and more importantly rental supply, will provide a lower entry level cost for key workers and younger families in the Lennox Head area.

General Financial Overview

The following table provides a general development overview including a summary of the total number of dwellings, bedrooms and dwelling types for each medium density option, together with a summary of the average cost per dwelling type and overall financial costs.

Table 12: General Development Overview

	Overview			Breakdown of dwelling type				Parking	Costs	
	Number of lots used	Total number of dwellings	Total number of bedrooms	1 bedroom	2 bedroom	3 bedroom	4 bedroom	Off street parking supplied	Total Estimated Development Cost	Total Estimated Development Cost per Person
Option 1 (382 People)	73	174	382	52	44	70	8	216	$163,900,000	$429,057.59
Option 2 (513 People)	73	242	513	81	66	80	15	280	$202,650,000	$395,029.24
Option 3 (447 People)	73	198	447	59	44	80	15	250	$171,150,000	$382,885.91

Table 13: Average cost per dwelling

	No. of bedrooms	Average floor area sqm	Rate per sqm	Estimated cost per dwelling
Single Dwelling	4	250m^2	$5,000	$1,250,000
Secondary Dwelling	1	60m^2	$5,000	$300,000
Dual occupancy	3	150m^2	$7,000	$1,050,000
Residential Flat Building	1	50m^2	$9,000	$450,000
	2	100m^2	$9,000	$900,000
Terrace Housing	3	200m^2	$9,000	$1,800,000

7: Conclusion

In summary, the land is dually zoned R3 Medium Density zone under the BLEP 2012 and 7(l) Environmental Protection (Habitat) zone under the BLEP 1987. Attached dwellings (terrace housing), residential flat buildings, dual occupancies, dwellings and secondary dwellings are all permissible with development consent in the R3 zone. The development footprint is largely confined to the R3 zone land.

Two of the concept layouts include encroachment of the residential footprint into the 7(l) Environmental Protection (Habitat) zone. A Planning Proposal will be required to rezone the 7(l) zoned land to R3 Medium Density under the BLEP2012 to permit future residential development. Environmental investigations will be required to confirm the land's suitability for future residential use. The subject land is not identified within a Strategic Urban Growth Area in the *Ballina Shire Growth Management Strategy*, which will be a key consideration in the assessment of any rezoning request. In our previous experience, rezonings involving 7(l) land have been difficult to achieve due to the high environmental value of the land.

The land is affected by several environmental overlays, including environmental heritage items, as outlined in Section 2.3 of this report. Complying development cannot be undertaken on land identified as containing environmental heritage by an environmental planning instrument. Accordingly, complying development is not currently permissible on the site.

Notwithstanding the above, Ballina Shire Council resolved at its Ordinary Meeting on 11 December 2025 to finalise the Planning Proposal (BSCPP 25/001) under delegated plan making authority in accordance with the Environmental Planning and Assessment Act 1979. Once the Planning Proposal is finalised, complying development will be permitted on the majority of the land.

The subject land is affected by coastal wetlands mapping under the *State Environmental Planning Policy (Resilience and Hazards) 2021*. Complying development is excluded on environmentally sensitive land, including land mapped as *coastal wetlands* or within a *coastal wetlands buffer*. Accordingly, to enable complying development on the subject land, the proposed development footprint would need to be wholly located outside of the coastal wetlands and coastal wetlands buffer mapping.

If the development incorporates a minimum of 10% affordable housing, certain residential development including dwellings, dual occupancies, semi-detached dwellings, and secondary dwellings may be eligible for floor space ratio (FSR) incentives under *State Environmental Planning Policy (Housing) 2021*. No building height allowances are available for any type of development under this policy.

The development cannot utilise the Housing Delivery Authority State Significant Development fast-track approval process as the land is an environmentally sensitive area and is also mapped as containing bushfire prone land.

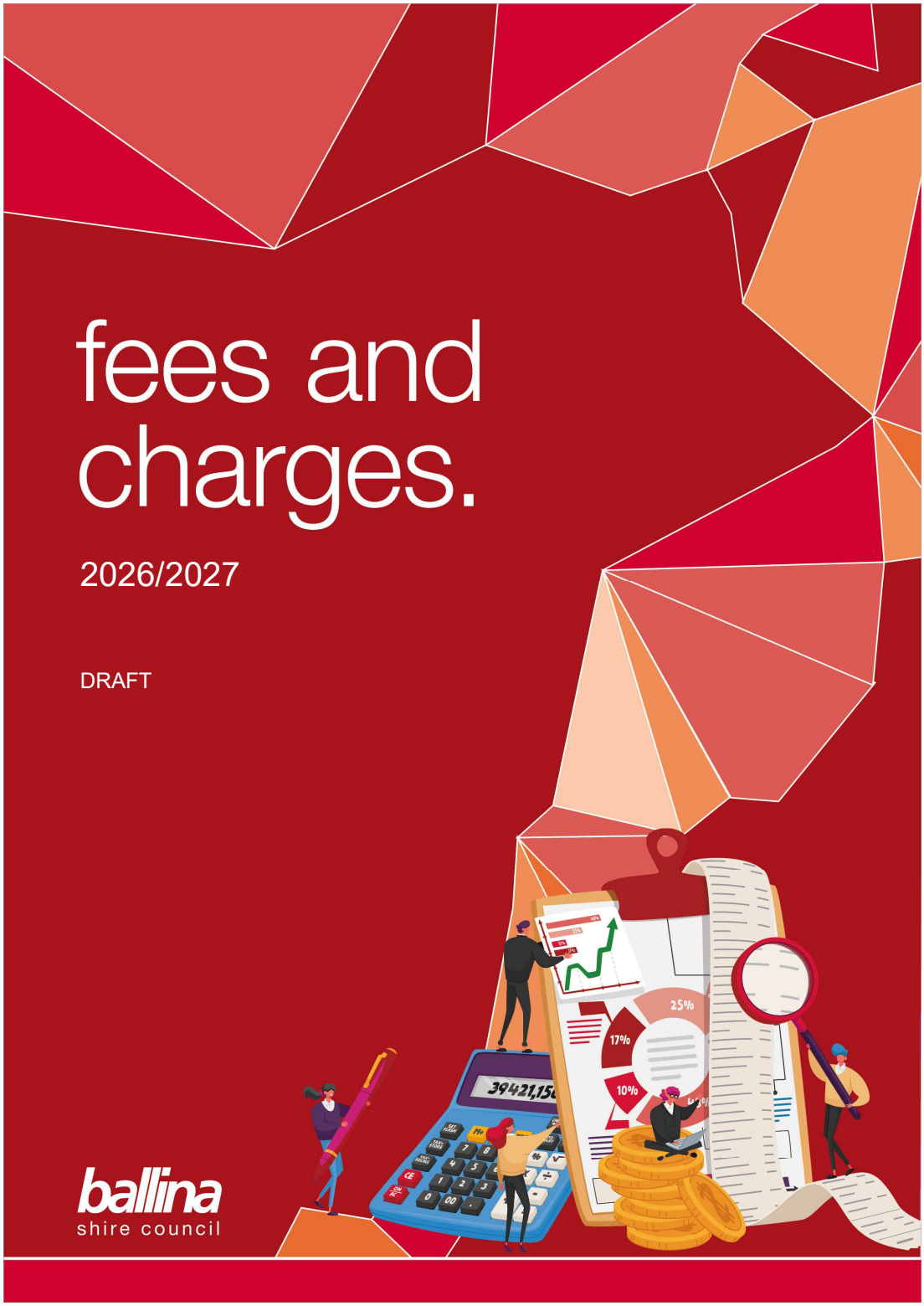
Should any part of the development encroach into the coastal wetlands mapping, including stormwater attenuation, the development will be declared designated development, and an Environmental Impact Statement will be required.

Under the Ballina Local Environmental Plan 2012 (BLEP 2012), the following amendments will be required to facilitate the lodgement of a Development Application. A Planning Proposal will be necessary to amend the *Height of Buildings Map* to permit a maximum building height of 12 metres for Option 2.. In addition, a Planning Proposal will be required to allow an *additional permitted use* on the subject land, enabling a reduction in the minimum lot size for attached dwellings to 200m² for Options 2 and 3.

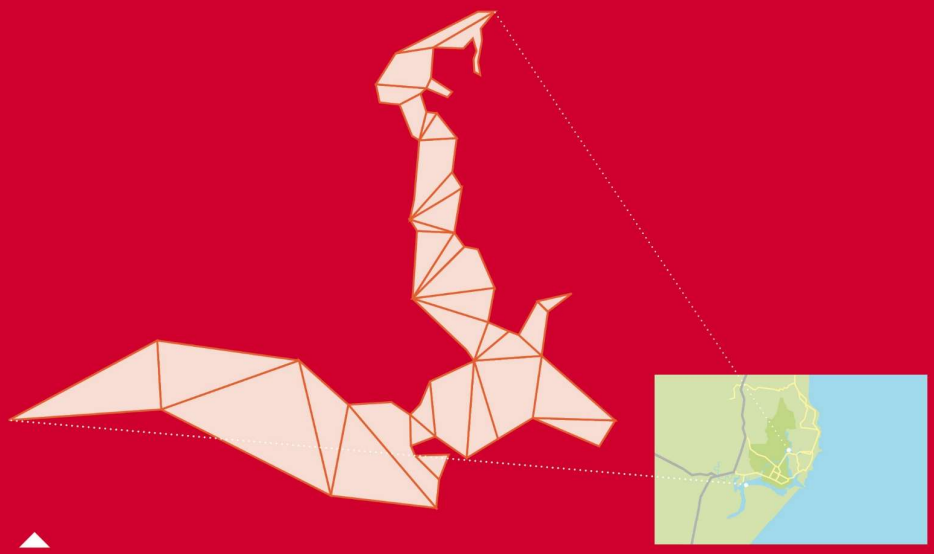
Once the heritage mapping is removed from the land via the LEP amendment, the terrace housing, dual occupancy, dwelling and secondary dwelling typologies may be eligible for complying development under *State Environmental Planning Policy (Exempt and Complying Development Code) 2008*, including Part 3B Low Rise Housing Diversity Code, Part 3BA Pattern Book Development Code and Part 3C Greenfield Housing Code and under *State Environmental Planning Policy (Housing) 2021*. However, it is recommended the terrace housing typology be designed to comply with Part 3B Low Rise Housing Diversity Code which permits a smaller lot size of 200m^2. As outlined above, the development footprint is not to extend into the mapped coastal wetland buffer.

The residential flat building typology cannot proceed as complying development, as this form of development is not permitted under any complying development codes. Accordingly, a Development Application will be required for the residential flat building precinct, and amendments to the BLEP 2012 may be necessary in relation to the *Height of Buildings Map*.

The design options presented by DFJ Architects provide contemporary one and two bedroom dwelling designs which seek to increase the accessibility to this form of housing within the Lennox Head locality. The differentiation in rental costs is significant when compared to three and four bedroom dwellings which dominate the housing stock in Lennox Head. Accordingly, the delivery of one and two bedroom dwellings will provide improved accessibility to housing in the Lennox Head area and improve the opportunities for key workers and young families to move to Lennox Head, whilst also permitting downsizers to remain within the Lennox Head area.


fees and
charges.
2026/2027
DRAFT
ballina
shire council
25%
17%
10%

our community our future



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

ballina
shire council

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4.3 Fees and Charges - 2026/27

Categories of Pricing Policies

A	Business/Commercial – Prices are established in accordance with the prevailing market.
B	Full Cost Recovery – Prices are set to cover the total cost of providing the goods or service.
C	Partial Cost Pricing – Prices are set at what Council considers to be a reasonable cost for the user to bear. The balance of necessary funds is sourced from general revenues.
D	Fixed by Legislation – Prices are set by legislation.

Council May Waive or Reduce Fees

In accordance with section 610E of the Local Government Act fees or charges may be waived or reduced in accordance with the following criteria:

A	In circumstances where there is commercial hardship suffered by an individual or organisation that will result in loss or reduction to services considered to be important to the entire Shire.
B	To assist charitable or not-for-profit organisations where there is considered to be a benefit to the community of Ballina Shire.

Goods & Services Tax (GST)

Fees and charges are shown with GST included where appropriate.

Y	Deemed to be taxable and fee/charge includes GST
N	Deemed to be non-taxable and fee/charge excludes GST
Input Taxed	Fee or charge excludes GST
Y/N	Combination of taxable and non-taxable as described

Corporate and Community Division

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Financial Services					
Ordinary Rates *(Sections 492, 493, 495, 497, 498, 499, 500 LG Act 1993)*					
Residential Rate (cents in the dollar).	D	0.09667	N	TBA	1040.210.0010
Residential Base Charge.	D	$655	N	TBA	1040.210.0010
Business Rate (cents in the dollar).	D	0.56439	N	TBA	1040.210.0011
Business Base Charge.	D	$655	N	TBA	1040.210.0011
Farmland Rate (cents in the dollar).	D	0.08502	N	TBA	1040.210.0012
Farmland Base Charge.	D	$655	N	TBA	1040.210.0012
Mining Rate (cents in the dollar).	D	0.56439	N	TBA	1040.210.0012
Mining Base Charge.	D	$655	N	TBA	1040.210.0012
Interest On Overdue Rates and Charges					
Interest on Overdue Rates & Charges (Section 566 of LG Act 1993).	D	10%	N	TBA	1040.210.0035
Tracing Fee					
Returned Notice. Fee covers initial search only. Extra costs incurred by Council, if any, will be added to the fee.	B	$41	N	$43	1040.210.0138
Dishonoured Payments or Direct Debits					
Returned or dishonoured payments or direct debits (each instance) includes bank fees, if any.	B	$30	N	$32	1040.210.0138
Credit Card Payments *Council is charged a fee based on a percentage of the payment amount by the credit card provider when a payment is made by credit card. Council will raise a surcharge against the credit card user at point of sale to recover all costs incurred by Council. The fee will vary depending on the type of payment service used and the amount paid.*					
Rating Information Fees *Fee charged under Section 608(2) LGA to cover administrative costs.*					
Rating information (provision of information other than that related to paid and forecast rates and charges) per hour (minimum charge $10).	B	$55	N	$58	1040.210.0138
Copy of Rates & Charges Notice (per notice), information provided free of charge for the current and previous rating years.	B	$8	N	$8	1040.210.0138
Section 603 Certificate *Council sets the maximum fee as determined by the Minister for Local Government.*					
Section 603 Certificate Rates & Charges.	D	$100	N	TBA	1040.210.0091
Urgency Fee - Section 603 (within 24 hours, in addition to Certificate Fee).	A	$56	N	TBA	1040.210.0138
Rates Administration/Refund Fee *Fee covers costs for Council staff to process refunds or transfer of balances between rates assessments, when an error or request has come from the ratepayer or payee.*					
Administration Refund Fee.	C	$27	N	$30	1040.210.0138
Finance Staff Fees Used to compensate Council for costs incurred in providing information that is of a regulatory nature including research and investigation activities.					
Finance Staff Fees - (per hour).	B	$108	N	$110	W151.0001.0233
Sundry Debtors Late Payment Fee					
A late payment fee will apply to Sundry Debtor invoices 30 days overdue.	B	$30	Y	$30	1040.210.0138
Audit Risk & Improvement Committee (ARIC)					
Chairperson, per meeting.	B	$1,800	N	$1,870	W151.0001.0233
Committee Member, per meeting.	B	$900	N	$940	W151.0001.0233
Communications					
Community Connect Advertising					
Advertising Fee.	C	Fee Range $135 to $550	Y	Fee Range $135 to $550	W151.0052.0601
Printouts, Publications and Specifications *GST exempt if Council regulatory information e.g., Council maps and Council documents. GST applies if the information is non-regulatory information.*					
Photocopies A4 (black and white).	B	$2	Y	$2	W151.0001.0233

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Photocopies A3 (black and white).	B	$2	Y	$2	W151.0001.0233
Photocopies A4 (colour).	A	$3	Y	$3	W151.0001.0233
Photocopies A3 (colour).	A	$4	Y	$4	W151.0001.0233
Destination & Economy					
Souvenirs cost price plus mark up (approximately 60%) commission (tours and accommodation) 11% per booking. Co-operative marketing - based on market rates. A fee of 33% will apply to sales of artworks and consignment sales.					
Disc Golf Hire					
Discs for up to 48 hours.	C	$12 for up to four discs and $3 for any additional discs	Y	$12 for up to four discs and $3 for any additional discs	W253.0114.0233
Banner Pole Fees					
Applies to pull-down banners located at Canal Bridge, Coast Road, Fishery Creek Bridge, Angels Beach Roundabout & Kerr/Swift Street Intersections.					
One Banner Pole.	C	POA	N	POA	W253.0119.0235
Additional Banner Pole in Same Location.	C	POA	N	POA	W253.0119.0235
Airport Brochure Display Fees					
A5 to A4 Magazine/Booklet – per 6-month period.	C	$300	Y	$300	W253.0119.0235
DL Brochure - Per 6 month period.	C	$150	Y	$150	W253.0119.0235
Information Services					
Information Management					
Information and Technology Services Fee (charge levied as part of development applications).	C	0.07% of value of DA subject to a maximum fee of $3,600	N	0.07% of value of DA subject to a maximum fee of $3,600	1050.210.0138
Information Access					
Historical Building and Development Application File Search and Supply					
For access to pre 2010 building and development application files.	C	$110	Y	$110	1050.210.0233
GIPA Informal Application Fee					
For information not available under mandatory/proactive release (minimum charge).	C	$30	N	TBA	1050.210.0233
GIPA Formal Application Fee					
Application Fee.	D	$30	N	TBA	1050.210.0233
Processing Fee - (per hour).	D	$30	N	TBA	1050.210.0233
Internal Review.	D	$40	N	TBA	1050.210.0233
Privacy Application Fee					
for applications for personal information under the PPIPA.					
Application Fee.	C	$30	N	$31	1050.210.0233
Processing Fee - (per hour).	C	$30	N	$31	1050.210.0233
Subpoena for Information					
Conduct Fee.	B	$75	N	$78	W151.0001.0233
After first hour - (per hour).	B	$75	N	$78	W151.0001.0233
Subpoena to give Evidence					
Conduct Fee (plus other expenses at cost including wages and on costs, travel, accommodation etc).	B	$75	N	$78	W151.0001.0233
Commercial Services					
Private Structures Within Council Owned Waterways					
Licence Transfer Fee (to transfer a licence to a new owner).	C	$162	N	$168	1070.210.0095
Application Fee (payable on initial application for a licence for a new structure).	C	$162	N	$168	1070.210.0095
Annual Licence Fee (when a licence is first issued and then annually).	C	$135	N	$140	1070.210.0095
Commercial use of Council Footpaths					
New Application Fee.	A	$370	N	$384	1070.210.0095
Amendment to CUOF Approval Area.	A	$370	N	$384	1070.210.0095

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Seven Year Renewal of Application (based on previous approval area, no changes to existing plans).	A	$185	N	$192	1070.210.0095
Annual Footpath Occupation Fee Based on a per metre rate of the approval area. The annual fee will be waived for the first 12 months of a new seven year application to encourage new business.					
Ballina (per m2)					
Area A River St - Martin St to Cherry St.	A	$80.30	N	$88.30	1070.210.0095
Area B River St – Cherry St to Moon St.	A	$60.50	N	$66.60	1070.210.0095
Area C River St - Moon St to Grant St.	A	$37.40	N	$41.10	1070.210.0095
Area D River St - Grant St to Kerr St.	A	$35.20	N	$38.70	1070.210.0095
Area E Tamar St - Martin St to Cherry St.	A	$34.10	N	$37.50	1070.210.0095
Area F Tamar St - Cherry St to Moon St.	A	$35.20	N	$38.70	1070.210.0095
Area G Tamar St - Moon St to Grant St.	A	$30.80	N	$33.90	1070.210.0095
Area H Tamar St - Grant St to Kerr St.	A	$28.60	N	$31.50	1070.210.0095
Area I Cherry St - River St to Tamar St.	A	$42.90	N	$47.20	1070.210.0095
Area J Moon St - Fawcett St to River St.	A	$46.20	N	$50.80	1070.210.0095
Area K Moon St - River St to Tamar St.	A	$42.90	N	$47.20	1070.210.0095
Lennox Head (per m2) *Minimum fee for the commercial use of a Council footpath is $100.*					
North Precinct - 65-98 Ballina St.	A	$78.10	N	$85.90	1070.210.0095
South Precinct - 51-64 Ballina St.	A	$56.10	N	$61.70	1070.210.0095
Alstonville (per m2) *Minimum fee for the commercial use of a Council footpath is $100.*					
Alstonville.	A	$42.90	N	$47.20	1070.210.0095
All Other Areas (per m2) *Minimum fee for the commercial use of a Council footpath is $100.*					
All Other Areas.	A	$51.70	N	$56.90	1070.210.0095
Property Rental *Premises rented in accordance with market value and rents varied from time to time. Residential, industrial and commercial properties operated as a business.*					
Swipes for Tenants					
Replacement Swipes/Fobs.	B	$22	Y	$23	W174.0152.0138
Ballina Byron Gateway Airport					
Access Control					
Access Control Fob.	A	$31	Y	$32	W7.0162.0138
Access Control Bi-lock key.	A	$60	Y	$62	W7.0162.0138
Obstacle Limitation Surface (OLS) Assessment Fee (DA Process)					
OLS Assessment Fee.	A	$299	Y	$311	W7.0162.0138
RPT Fees and Charges *Regular (RPT) users - individual airline packages can be negotiated by the General Manager, subject to Council approval.*					
Rex Passengers and Landing Fees.	A	Individual Agreements	Y	Individual Agreements	W7.0158.0135
QantasLink Passengers.	A	Individual Agreements	Y	Individual Agreements	W7.0158.0135
Virgin Passengers.	A	Individual Agreements	Y	Individual Agreements	W7.0158.0135
Jetstar Passengers.	A	Individual Agreements	Y	Individual Agreements	W7.0158.0135
Government Mandated Security Charges - per arriving and departing passenger (RPT as per individual agreement).	A	Actual costs	Y	Actual costs	W7.0161.0135
Terminal Charges					
Passenger service charge - per arriving and departing passengers (Security) During Operating Hours.	A	$17.55	Y	$19	W7.0159.0135
Passenger service charge - per arriving and departing passengers (Security) Outside Operating Hours.	A	POA	Y	POA	W7.0159.0135
Freight Screening (Regulated Air Cargo Agent Scheme).	A	$1.25	Y	$2	W7.0157.0135

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Landing Fees - General Aviation (Fixed Wing and Rotary Wing)					
Landing and circuit training charge per 1000kg MTOW pro rata per landing per tonne - per aircraft (minimum charge 1000kg MTOW) including missed approach and touch and go.	A	$13.95	Y	$15	W7.0159.0135
Six-month landing charge per 1000kg MTOW pro rata per aircraft (minimum charge 1000kg MTOW) excluding applicable circuit training fees for non-BBGA based business aircraft.	A	$260	Y	$269	W7.0159.0135
Twelve Month landing charge per 1000kg MTWO pro rata per aircraft (minimum charge 1000kg MTOW) excluding applicable circuit training fees for non-BBGA based business aircraft.	A	$485	Y	$503	W7.0159.0135
Circuit training including missed approach and touch and go (airport management permission required prior to circuit training activities) per aircraft BBGA based business aircraft only.	A	30% of applicable MTOW landing fee (minimum charge $20 (incl GST) per monthly invoice).	Y	30% of applicable MTOW landing fee (minimum charge $20 (incl GST) per monthly invoice).	W7.0159.0135
Landing Fees - Military					
Military fixed and rotary wing landing and aircraft parking fees.	A	As per agreement negotiated by the Australian Airports Association.	Y	As per agreement negotiated by the Australian Airports Association.	W7.0159.0135
Landing Fees – BBGA Based Business Aircraft					
Annual charge per helicopter per 1000kg MTOW pro rata (minimum charge 1000kg MTOW).	A	$1,003	Y	$1,041	W7.0159.0135
Annual charge per fixed wing aircraft per 1000kg MTOW pro rata (minimum charge 1000kg MTOW).	A	$1,062	Y	$1,102	W7.0159.0135
Aircraft Landing Fees - Exemptions					
Bona fide charity flights with requirements to seek aircraft single overnight parking fee waiver (whether the charity flight is for aeromedical transfer or volunteer disaster response freight/personnel).	A	Landing fees exempt upon prior application and pre-flight notification.	N	Landing fees exempt upon prior application and pre-flight notification.	W7.0159.0135
Aircraft Parking - General Aviation Itinerant Hardstand					
Light Aircraft Parking fee - per aircraft, per night (light aircraft only with maximum wingspan of 15 metres). Parking clearances must be adhered to.	A	$22	Y	$23	W7.0159.0135
Aircraft Parking - Taxiway Delta Hangar Precinct					
Light Aircraft Parking Fee, per aircraft, per night ((light aircraft only with a maximum weight of 5,700 MTOW) and maximum wingspan of 15 metres. Parking clearances must be adhered to. No itinerant aircraft parking without BBGA authorisation.	A	$18	Y	$19	W7.0157.0135
BBGA based airport commercial business using parking for aircraft registered to their business.	A	Individual Licence Agreement	N	Individual Licence Agreement	W7.0157.0135
Aircraft Parking - RPT Apron (Bays 1-4)					
Up to 5,700kg MTOW per 1,000kg pro-rata (minimum 1,000kg). 2 - 6 Hours.	A	N/A	Y	$25	W7.0159.0135
Up to 5,700kg MTOW per 1,000kg pro-rata (minimum 1,000kg). 6 - 24 Hours.	A	$46	Y	$48	W7.0159.0135
5,701kg to 15,000kg MTOW per 1,000kg pro-rata. 2 - 6 Hours.	A	N/A	Y	$17	W7.0159.0135
5,701kg to 15,000kg MTOW per 1,000kg pro-rata. 6 - 24 Hours.	A	$32	Y	$33	W7.0159.0135

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Greater than 15,000kg MTOW per 1,000kg pro-rata. 2 - 6 Hours.	A	N/A	Y	$15	W7.0159.0135
Greater than 15,000kg MTOW per 1,000kg pro-rata. 6 - 24 Hours.	A	$28	Y	$30	W7.0159.0135
Approved Airside Holding area - undeveloped					
Airport Management permission required prior.	A	N/A	Y	$2 per sqm per day	W7.0159.0135
Aircraft Parking Fee – (During Maintenance)					
Maintenance rate for aircraft certified as undergoing maintenance (first two days no charge) per 1000kg MTOW per day.	A	Applicable Aircraft Parking Fee Applies	Y	Applicable Aircraft Parking Fee Applies	W7.0159.0135
Aircraft Parking Fee - (During Maintenance) - BBGA Based Business Aircraft					
Maintenance rate for aircraft certified as undergoing maintenance (first two days no charge) per 1000kg MTOW per day for BBGA Based Business.	A	Individual Licence Agreement	Y	Individual Licence Agreement	W7.0157.0135
Aircraft Parking Fees - Exemptions					
Bona fide charity flights with requirements to seek aircraft single overnight parking fee waiver (whether the charity flight is for aeromedical transfer or volunteer disaster response freight/personnel).	A	Charity operated aircraft parking exemption	N	Charity operated aircraft parking exemption	W7.0159.0135
Airport Terminal Services					
Airport Terminal Concession leases.	A	Individual agreements	Y	Individual agreements	W7.0165.0135
Airport Transfer Services.	A	Individual Agreements	Y	Individual Agreements	W7.0170.0135
Car Rentals.	A	Individual Agreements	Y	Individual Agreements	W7.0165.0135
Additional parking spaces each.	A	Individual Agreements	Y	Individual Agreements	W7.0165.0135
General Aviation Hangar Leases					
Hangar Site Leases.	A	Individual Agreements	Y	Individual Agreements	W7.0165.0135
Airport Public Car Park - Accessible parking (General, Premium) Parking in accessible parking spaces with genuine government issued Mobility permit on display in front dashboard of vehicle for the full duration of parking period. Public carpark Disability Parking fee exemption.					
Airport General Public Car Park *First 30 minutes are free.*					
30 - 60 Minutes.	A	$4	Y	$5	W7.0157.0135
1 - 2 Hours.	A	$6	Y	$7	W7.0157.0135
2 - 3 Hours.	A	$8	Y	$9	W7.0157.0135
3 - 4 Hours.	A	$10	Y	$11	W7.0157.0135
4 - 5 Hours.	A	$12	Y	$13	W7.0157.0135
5 - 6 Hours.	A	$14	Y	$15	W7.0157.0135
6 - 7 Hours.	A	$16	Y	$17	W7.0157.0135
7 - 8 Hours.	A	$18	Y	$19	W7.0157.0135
Maximum Daily Rate (24 Hours).	A	$20	Y	$25	W7.0157.0135
Each Hour after 24 Hours.	A	$2 to Maximum Daily Rate	Y	$2 to Maximum Daily Rate	W7.0157.0135
Maximum Weekly Rate (7 Days).	A	$140	Y	$175	W7.0157.0135
Each Day after 7 Days.	A	$20 to Maximum Weekly Rate	Y	$25 to Maximum Weekly Rate	W7.0157.0135
Airport Premium Public Car Park					
Daily Rate (no hourly rate available). $35 per day or part thereof.	A	$30/Day	Y	$35/Day	W7.0157.0135
Airport Online Reserved Parking					
Uncovered Online Reserved Parking - (Daily Rate, no hourly rate available).	A	$25	Y	$30	W7.0157.0135

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Covered Online Reserved Parking - (Daily Rate, no hourly rate available).	A	$30	Y	$35	W7.0157.0135
Staff Car Parking Charge					
Staff Car Parking.	A	$2	Y	$3	W7.0157.0135
Staff Parking Replacement Access Pass.	A	$10	Y	$11	W7.0157.0135
Additional Charges					
Lost Ticket/Access Fee.	A	Applicable Park Fee Plus Administration Fee	Y	Applicable Park Fee Plus Administration Fee	W7.0157.0135
Administration Fee.	A	$16	Y	$16	W7.0157.0135
After hours car park call out fee.	A	$172	Y	$179	W7.0157.0135
Car park Equipment Damage (cost recovery).	A	POA	Y	POA	W7.0162.0135
Ground Transport Area Access Permit					
Taxi/Rideshare/Limousine (12 seats or less).	A	$3 per Airport Precinct Departure	Y	$4 per Airport Precinct Departure	W7.0157.0135
Shuttle Bus/Courtesy/Tour Coach (>12 seats).	A	$5 per Airport Precinct Departure	Y	$6 per Airport Precinct Departure	W7.0157.0135
Airside Access Charges					
Visitor Pass - individual regulatory compliance fee to enable the issuance of visitor pass to provide access to security restricted areas under escort. The fee applies to individuals (not engaged by Council) required to have access to restricted security areas. Fees per application (expires 28 days).	A	$40	Y	$42	W7.0162.0135
Waiver of Fees for airside access & facilitation for Charities.	A	No charge	Y	No charge	W7.0162.0135
Airside Supervision Charges (this charge applies to supervision per person, per hour or part thereof) during operating hours.	A	$121	Y	$126	W7.0162.0135
Operations call out fee (per person, per hour or part thereof, minimum 4 hours).	A	$150	Y	$156	W7.0162.0135
Management call out fee (per person, per hour or part thereof, minimum 4 hours).	A	$172	Y	$178	W7.0162.0135
Facilitation Fee – provision of Airport staff to supervise airside vehicle access to private charters during Rostered ARO working hours (per hour or part thereof).	A	$240	Y	$249	W7.0162.0135
Facilitation Fee – provision of Airport staff to supervise airside vehicle access to private charters If ARO is required to be called in (per hour or part thereof, minimum 4 hours).	A	$260	Y	$270	W7.0162.0135
Airside Drivers Licence Charge					
New.	A	$61	Y	$64	W7.0162.0135
Replacement card.	A	$36	Y	$38	W7.0162.0135
Airside Vehicle Permit (valid for 12 months).	A	$67	Y	$70	W7.0162.0135
Clean Up Charge					
Minimum (labour only per person - materials and disposal of waste not included) (per hour or part thereof, minimum 4 hours for after-hours response).	A	$229	Y	$238	W7.0162.0135
Special Events Zone Application					
Special Events Zone Application Charge.	A	$286	Y	$297	W7.0162.0135

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Flat Rock Tent Park					
Tourist site fees are approved and apply for the period from 1 February 2026 to 31 January 2027.					
Tourist Sites Accommodation *Prices are GST inclusive. • Accommodation packages such as special deals in off peak season may be applied based on the above scheduled fees.* **Off Peak – All periods other than Shoulder and Peak Period.* *+Shoulder – All NSW and Queensland Public Holidays and School Holidays, including long weekends, excluding Christmas and Easter Peak Period.* *Easter: 2 April 2026 – 6 April 2026.* *^Peak – Christmas: 25 December 2026 – 9 January 2027.*					
Unpowered Site (based on 2 people) - Off Peak*.	A	$45	Y	$47	W1.0231.0124
Unpowered Site (based on 2 people) - Shoulder+.	A	$51	Y	$53	W1.0231.0124
Unpowered Site (based on 2 people) - Peak^.	A	$58	Y	$61	W1.0231.0124
Premium Unpowered Site (based on 2 people) - Off Peak*. Site No. 34-43.	A	$50	Y	$52	W1.0231.0124
Premium Unpowered Site (based on 2 people) - Shoulder+. Site No. 34-43.	A	$56	Y	$58	W1.0231.0124
Premium Unpowered Site (based on 2 people) - Peak^. Site No. 34-43.	A	$66	Y	$68	W1.0231.0124
Extra adult.	A	$18	Y	$18	W1.0231.0124
Extra child (4-17 incl).	A	$10	Y	$10	W1.0231.0124
Late Departure Fee.	A	$20	Y	$20	W1.0231.0124
All other bookings admin/cancellation fee.	A	$50	Y	$52	W1.0231.0124
1 night booking admin/cancellation fee.	A	$45	Y	$47	W1.0231.0124
Community Facilities					
Community Facilities Hire - Definitions ***Commercial Hire*** Commercial hire rates are equal to the full rates included in the Fees and Charges publication. Commercial hire is where the venue is being hired by a commercial entity for the business objectives of that entity, or by a person or persons with the intention of making a profit. ***Regular Community Based Activities (RCBA)*** ***A. RCBA Hire for Regular Bookings -*** *i*s where the venue is being hired to provide regular sessions delivered by instructors who charge attendees minimal fees and only make a small surplus from each session. For example: language and drama classes, or sports and dance classes. RCBA hire rates are discounted by 25% (approximate; subject to rounding). To receive the RCBA hire rate, the hirer is required to book in advance, a minimum of two sessions per month, and provide evidence of their suitability to meet this definition. This excludes Government agencies. ***B. RCBA Hire for Private Functions (One-off Events) -*** includes one-off events such as weddings, birthdays, or similar social gatherings, where there is no charge for attending and no financial gain. ***Community Hire*** A community organisation is defined as an organisation engaged in charitable or other community-based activity operating under Australian law and not established for the purpose of making a profit (excluding Government agencies). Community hire rates are discounted by 50% (approximate; subject to rounding). ***Multiple Venue use over Consecutive Days*** The relevant discount for bookings across consecutive days can be applied to a combination of Community Facilities Venues. ***Fitness Passports*** - can currently be used at the Ballina Indoor Sports Centre, Alstonville Aquatic Centre and the Ballina War Memorial Pool.					
Definitions Half Day Booking (6 Hours) Full Day Booking (12 Hours) Overnight Bookings (Multi-Day Bookings) Large Bookings (6 Hours or more)					
Standard Charges for all Community Facilities					
General Advertising within a Building Space.	C	POA	Y	POA	W210.0096.0124
Advertising on LED & Similar Displays.	C	POA	Y	POA	W210.0096.0124
Additional cleaning, set up and pack down and waste management.	C	POA	Y	POA	W210.0096.0124
Key Replacement Fee.	C	$56	Y	$60	W210.0096.0124
Bonds for Community Facilities.	C	Fee Range $500 - $2000	N	Fee Range $500 - $2000	W210.0096.0124

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Refund Administration Fee.	C	$32	N	$35	W210.0096.0124
Late Payment Fee.	C	N/A	N	$35	W210.0096.0124
Booking Cancellation Fee					
Cancellation Fee 15+ days of scheduled booking date.	C	Full Refund or Credit	Y	Full Refund or Credit	W210.0096.0124
Cancellation Fee within 8-14 days of scheduled booking date.	C	25% Fee Charged	Y	25% Fee Charged	W210.0096.0124
Cancellation Fee within 1-7 days of scheduled booking date.	C	50% Fee Charged	Y	50% Fee Charged	W210.0096.0124
No show: where no notification is received and the booking is not utilised, or notification is received on the day of the booking, no refund will be given, and the full amount is payable.	C	Nil Refund	Y	Nil Refund	W210.0096.0124
Booking Cancellation Fee for LHCC Auditorium					
Cancellation fee 61+ days prior to scheduled booking date.	C	Full Refund or Credit	Y	Full Refund or Credit	W210.0096.0124
Cancellation fee within 31-60 days of scheduled booking date.	C	25% Fee Charged	Y	25% Fee Charged	W210.0096.0124
Cancellation fee within 15-30 days of scheduled booking date.	C	50% Fee Charged	Y	50% Fee Charged	W210.0096.0124
Cancellation fee within 8-14 days of scheduled booking date.	C	75% Fee Charged	Y	75% Fee Charged	W210.0096.0124
Cancellation fee within 1-7 days of scheduled booking date.	C	Nil Refund	Y	Nil Refund	W210.0096.0124
Equipment Hire					
Portable Data Projector / Screen / Speaker (Daily).	C	$38	Y	$40	W210.0096.0124
Chairs, tables, whiteboard (only what is already provided at each venue).	C	No charge	Y	No charge	W210.0096.0124
Richmond Room					
Commercial Hire Fee - Hour.	C	$119	Y	$125	W210.0096.0124
Commercial Hire Fee - 1/2 Day.	C	$430	Y	$450	W210.0096.0124
Commercial Hire Fee - Full Day.	C	$716	Y	$745	W210.0096.0124
Commercial Hire Fee - Overnight Bookings.	C	$1,073	Y	$1,115	W210.0096.0124
RCBA Hire Fee - Hour.	C	$88	Y	$95	W210.0096.0124
RCBA Hire Fee - 1/2 Day.	C	$322	Y	$335	W210.0096.0124
RCBA Hire Fee - Full Day.	C	$537	Y	$560	W210.0096.0124
RCBA Hire Fee - Overnight Bookings.	C	$803	Y	$835	W210.0096.0124
Community Hire Fee - Hour.	C	$59	Y	$65	W210.0096.0124
Community Hire Fee - 1/2 Day.	C	$215	Y	$225	W210.0096.0124
Community Hire Fee - Full Day.	C	$358	Y	$375	W210.0096.0124
Community Hire Fee - Overnight Bookings.	C	$537	Y	$560	W210.0096.0124
Northlakes Hall					
Commercial Hire Fee - Hour.	C	$51	Y	$55	W246.0096.0124
Commercial Hire Fee - 1/2 Day.	C	$182	Y	$190	W246.0096.0124
Commercial Hire Fee - Full Day.	C	$304	Y	$320	W246.0096.0124
Commercial Hire Fee - Overnight Bookings.	C	$456	Y	$475	W246.0096.0124
RCBA Hire Fee - Hour.	C	$38	Y	$40	W246.0096.0124
RCBA Hire Fee - 1/2 Day.	C	$136	Y	$145	W246.0096.0124
RCBA Hire Fee - Full Day.	C	$228	Y	$240	W246.0096.0124
RCBA Hire Fee - Overnight Bookings.	C	$344	Y	$355	W246.0096.0124
Community Hire Fee - Hour.	C	$26	Y	$30	W246.0096.0124
Community Hire Fee - 1/2 Day.	C	$92	Y	$95	W246.0096.0124
Community Hire Fee - Full Day.	C	$152	Y	$160	W246.0096.0124
Community Hire Fee - Overnight Bookings.	C	$230	Y	$240	W246.0096.0124
Kentwell Community Centre					
Interview Room 1					
Commercial Hire Fee - Hour.	C	$42	Y	$45	W205.0096.0124
Commercial Hire Fee - 1/2 Day.	C	$150	Y	$160	W205.0096.0124
Commercial Hire Fee - Full Day.	C	$250	Y	$260	W205.0096.0124
RCBA Hire Fee - Hour.	C	$31	Y	$35	W205.0096.0124

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
RCBA Hire Fee - 1/2 Day.	C	$112	Y	$120	W205.0096.0124
RCBA Hire Fee - Full Day.	C	$187	Y	$195	W205.0096.0124
Community Hire Fee - Hour.	C	$21	Y	$25	W205.0096.0124
Community Hire Fee - 1/2 Day.	C	$75	Y	$80	W205.0096.0124
Community Hire Fee - Full Day.	C	$125	Y	$130	W205.0096.0124
Interview Room 2					
Commercial Hire Fee - Hour.	C	$42	Y	$45	W205.0096.0124
Commercial Hire Fee - 1/2 Day.	C	$150	Y	$160	W205.0096.0124
Commercial Hire Fee - Full Day.	C	$250	Y	$260	W205.0096.0124
RCBA Hire Fee - Hour.	C	$31	Y	$35	W205.0096.0124
RCBA Hire Fee - 1/2 Day.	C	$112	Y	$120	W205.0096.0124
RCBA Hire Fee - Full Day.	C	$187	Y	$195	W205.0096.0124
Community Hire Fee - Hour.	C	$21	Y	$25	W205.0096.0124
Community Hire Fee - 1/2 Day.	C	$75	Y	$80	W205.0096.0124
Community Hire Fee - Full Day.	C	$125	Y	$130	W205.0096.0124
Meeting Room 1					
Commercial Hire Fee - Hour.	C	$42	Y	$45	W205.0096.0124
Commercial Hire Fee - 1/2 Day.	C	$150	Y	$160	W205.0096.0124
Commercial Hire Fee - Full Day.	C	$250	Y	$260	W205.0096.0124
Commercial Hire Fee - Overnight Bookings.	C	$374	Y	$390	W205.0096.0124
RCBA Hire Fee - Hour.	C	$31	Y	$35	W205.0096.0124
RCBA Hire Fee - 1/2 Day.	C	$112	Y	$120	W205.0096.0124
RCBA Hire Fee - Full Day.	C	$187	Y	$195	W205.0096.0124
RCBA Hire Fee - Overnight Bookings.	C	$284	Y	$295	W205.0096.0124
Community Hire Fee - Hour.	C	$21	Y	$25	W205.0096.0124
Community Hire Fee - 1/2 Day.	C	$75	Y	$80	W205.0096.0124
Community Hire Fee - Full Day.	C	$125	Y	$130	W205.0096.0124
Community Hire Fee - Overnight Bookings.	C	$190	Y	$195	W205.0096.0124
Meeting Room 2					
Commercial Hire Fee - Hour.	C	$51	Y	$55	W205.0096.0124
Commercial Hire Fee - 1/2 Day.	C	$182	Y	$190	W205.0096.0124
Commercial Hire Fee - Full Day.	C	$304	Y	$320	W205.0096.0124
Commercial Hire Fee - Overnight Bookings.	C	$456	Y	$475	W205.0096.0124
RCBA Hire Fee - Hour.	C	$38	Y	$40	W205.0096.0124
RCBA Hire Fee - 1/2 Day.	C	$136	Y	$145	W205.0096.0124
RCBA Hire Fee - Full Day.	C	$228	Y	$240	W205.0096.0124
RCBA Hire Fee - Overnight Bookings.	C	$342	Y	$355	W205.0096.0124
Community Hire Fee - Hour.	C	$26	Y	$30	W205.0096.0124
Community Hire Fee - 1/2 Day.	C	$92	Y	$95	W205.0096.0124
Community Hire Fee - Full Day.	C	$152	Y	$160	W205.0096.0124
Community Hire Fee - Overnight Bookings.	C	$230	Y	$240	W205.0096.0124
Combined Meeting Rooms					
Commercial Hire Fee - Hour.	C	$75	Y	$80	W205.0096.0124
Commercial Hire Fee - 1/2 Day.	C	$267	Y	$280	W205.0096.0124
Commercial Hire Fee - Full Day.	C	$445	Y	$465	W205.0096.0124
Commercial Hire Fee - Overnight Bookings.	C	$668	Y	$695	W205.0096.0124
RCBA Hire Fee - Hour.	C	$56	Y	$60	W205.0096.0124
RCBA Hire Fee - 1/2 Day.	C	$201	Y	$210	W205.0096.0124
RCBA Hire Fee - Full Day.	C	$334	Y	$350	W205.0096.0124
RCBA Hire Fee - Overnight Bookings.	C	$498	Y	$520	W205.0096.0124
Community Hire Fee - Hour.	C	$37	Y	$40	W205.0096.0124
Community Hire Fee - 1/2 Day.	C	$133	Y	$140	W205.0096.0124
Community Hire Fee - Full Day.	C	$223	Y	$230	W205.0096.0124
Community Hire Fee - Overnight Bookings.	C	$333	Y	$345	W205.0096.0124
Lennox Head Cultural Centre (LHCC)					
LHCC Equipment Hire					
Use of Large Screen & Projector (Commercial) - per hour.	C	$46	Y	$50	W207.0096.0124
Use of Large Screen & Projector (Commercial) - 1/2 day.	C	$162	Y	$170	W207.0096.0124

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Use of Large Screen & Projector (Commercial) - full day.	C	$270	Y	$280	W207.0096.0124
Use of Large Screen & Projector (RCBA) - per hour.	C	$33	Y	$35	W207.0096.0124
Use of Large Screen & Projector (RCBA) - 1/2 day.	C	$122	Y	$130	W207.0096.0124
Use of Large Screen & Projector (RCBA) - full day.	C	$203	Y	$210	W207.0096.0124
Use of Large Screen & Projector (Community) - per hour.	C	$23	Y	$25	W207.0096.0124
Use of Large Screen & Projector (Community) - 1/2 day.	C	$81	Y	$85	W207.0096.0124
Use of Large Screen & Projector (Community) - full day.	C	$138	Y	$140	W207.0096.0124
Additional Staff and Administrative Assistance (Hourly Charge)					
Staffing & Additional Costs - Commercial Hire Rate (hour).	C	POA	Y	POA	W209.0103.0138
Staffing & Additional Costs - RCBA Hire Rate (hour).	C	POA	Y	POA	W209.0103.0138
Staffing & Additional Costs - Community Hire Rate (hour).	C	POA	Y	POA	W209.0103.0138
Call Out Fee.	C	$162	Y	$170	W209.0103.0138
One Meeting Room 1, 2, or 3 (individual space hire)					
Commercial Hire Fee - Hour.	C	$35	Y	$40	W207.0096.0124
Commercial Hire Fee - 1/2 Day.	C	$126	Y	$135	W207.0096.0124
Commercial Hire Fee - Full Day.	C	$209	Y	$220	W207.0096.0124
RCBA Hire Fee - Hour.	C	$26	Y	$30	W207.0096.0124
RCBA Hire Fee - 1/2 Day.	C	$95	Y	$100	W207.0096.0124
RCBA Hire Fee - Full Day.	C	$157	Y	$165	W207.0096.0124
Community Hire Fee - Hour.	C	$18	Y	$20	W207.0096.0124
Community Hire Fee - 1/2 Day.	C	$62	Y	$65	W207.0096.0124
Community Hire Fee - Full Day.	C	$105	Y	$110	W207.0096.0124
Integrated Two Meeting Rooms 1&2 or 2&3					
Commercial Hire Fee - Hour.	C	$52	Y	$55	W207.0096.0124
Commercial Hire Fee - 1/2 Day.	C	$190	Y	$200	W207.0096.0124
Commercial Hire Fee - Full Day.	C	$317	Y	$330	W207.0096.0124
RCBA Hire Fee - Hour.	C	$38	Y	$40	W207.0096.0124
RCBA Hire Fee - 1/2 Day.	C	$142	Y	$150	W207.0096.0124
RBCA Hire Fee - Full Day.	C	$237	Y	$250	W207.0096.0124
Community Hire Fee - Hour.	C	$26	Y	$30	W207.0096.0124
Community Hire Fee - 1/2 Day.	C	$95	Y	$100	W207.0096.0124
Community Hire Fee - Full Day.	C	$159	Y	$165	W207.0096.0124
Integrated Meeting Rooms 1, 2 & 3					
Commercial Hire Fee - Hour.	C	$79	Y	$85	W207.0096.0124
Commercial Hire Fee - 1/2 Day.	C	$284	Y	$295	W207.0096.0124
Commercial Hire Fee - Full Day.	C	$472	Y	$490	W207.0096.0124
Commercial Hire Fee - Overnight Bookings.	C	$708	Y	$735	W207.0096.0124
RCBA Hire Fee - Hour.	C	$59	Y	$65	W207.0096.0124
RCBA Hire Fee - 1/2 Day.	C	$213	Y	$225	W207.0096.0124
RCBA Hire Fee - Full Day.	C	$355	Y	$370	W207.0096.0124
RCBA Hire Fee - Overnight Bookings.	C	$535	Y	$550	W207.0096.0124
Community Hire Fee - Hour.	C	$40	Y	$45	W207.0096.0124
Community Hire Fee - 1/2 Day.	C	$142	Y	$150	W207.0096.0124
Community Hire Fee - Full Day.	C	$236	Y	$245	W207.0096.0124
Community Hire Fee - Overnight Bookings.	C	$356	Y	$365	W207.0096.0124
Meeting Room 4					
Commercial Hire Fee - Hour.	C	$47	Y	$50	W207.0096.0124
Commercial Hire Fee - 1/2 Day.	C	$166	Y	$175	W207.0096.0124
Commercial Hire Fee - Full Day.	C	$277	Y	$290	W207.0096.0124
RCBA Hire Fee - Hour.	C	$35	Y	$40	W207.0096.0124
RCBA Hire Fee - 1/2 Day.	C	$125	Y	$130	W207.0096.0124
RCBA Hire Fee - Full Day.	C	$208	Y	$215	W207.0096.0124

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Community Hire Fee - Hour.	C	$24	Y	$25	W207.0096.0124
Community Hire Fee - 1/2 Day.	C	$83	Y	$85	W207.0096.0124
Community Hire Fee - Full Day.	C	$138	Y	$145	W207.0096.0124
The Loft					
Commercial Hire Fee - Hour.	C	N/A	Y	$50	W207.0096.0124
Commercial Hire Fee - 1/2 Day.	C	N/A	Y	$175	W207.0096.0124
Commercial Hire Fee - Full Day.	C	N/A	Y	$290	W207.0096.0124
RCBA Hire Fee - Hour.	C	N/A	Y	$40	W207.0096.0124
RCBA Hire Fee - 1/2 Day.	C	N/A	Y	$130	W207.0096.0124
RCBA Hire Fee - Full Day.	C	N/A	Y	$215	W207.0096.0124
Community Hire Fee - Hour.	C	N/A	Y	$25	W207.0096.0124
Community Hire Fee - 1/2 Day.	C	N/A	Y	$85	W207.0096.0124
Community Hire Fee - Full Day.	C	N/A	Y	$145	W207.0096.0124
Foyer					
Commercial Hire Fee - Hour.	C	$61	Y	$65	W207.0096.0124
Commercial Hire Fee - 1/2 Day.	C	$223	Y	$235	W207.0096.0124
Commercial Hire Fee - Full Day.	C	$371	Y	$385	W207.0096.0124
RCBA Hire Fee - Hour.	C	$46	Y	$50	W207.0096.0124
RCBA Hire Fee - 1/2 Day.	C	$167	Y	$175	W207.0096.0124
RCBA Hire Fee - Full Day.	C	$279	Y	$290	W207.0096.0124
Community Hire Fee - Hour.	C	$31	Y	$35	W207.0096.0124
Community Hire Fee - 1/2 Day.	C	$111	Y	$115	W207.0096.0124
Community Hire Fee - Full Day.	C	$186	Y	$195	W207.0096.0124
Catering Kitchen					
Commercial Hire Fee - Hour.	C	$28	Y	$30	W207.0096.0124
Commercial Hire Fee - 1/2 Day.	C	$102	Y	$105	W207.0096.0124
Commercial Hire Fee - Full Day.	C	$168	Y	$175	W207.0096.0124
RCBA Hire Fee - Hour.	C	$22	Y	$25	W207.0096.0124
RCBA Hire Fee - 1/2 Day.	C	$76	Y	$80	W207.0096.0124
RCBA Hire Fee - Full Day.	C	$127	Y	$135	W207.0096.0124
Community Hire Fee - Hour.	C	$15	Y	$15	W207.0096.0124
Community Hire Fee - 1/2 Day.	C	$51	Y	$55	W207.0096.0124
Community Hire Fee - Full Day.	C	$84	Y	$90	W207.0096.0124
Auditorium					
Hourly Rate					
Commercial Hire Fee - Hour (min. 2 hours).	C	$204	Y	$215	W207.0096.0124
RCBA Hire Fee - Hour (min 2 hours).	C	$153	Y	$160	W207.0096.0124
Community Hire Fee - Hour (min 2 hours).	C	$102	Y	$105	W207.0096.0124
Half Day					
Commercial Hire Fee - 1/2 Day.	C	$734	Y	$765	W207.0096.0124
RCBA Hire Fee - 1/2 Day.	C	$551	Y	$575	W207.0096.0124
Community Hire Fee - 1/2 Day.	C	$367	Y	$380	W207.0096.0124
Full Day					
Commercial Hire Fee - Full Day.	C	$1,225	Y	$1,275	W207.0096.0124
RCBA Hire Fee - Full Day.	C	$918	Y	$955	W207.0096.0124
Community Hire Fee - Full Day.	C	$613	Y	$635	W207.0096.0124
Overnight Bookings					
Commercial Hire Fee -Overnight Bookings.	C	$1,838	Y	$1,910	W207.0096.0124
RCBA Hire Fee - Overnight Bookings.	C	$1,378	Y	$1,430	W207.0096.0124
Community Hire Fee - Overnight Bookings.	C	$918	Y	$955	W207.0096.0124
Combined Kitchen/Auditorium/ Meeting Rooms					
Commercial Hire Fee - Full day only.	C	$1,967	Y	$2,040	W207.0096.0124
RCBA Hire Fee - Full day only.	C	$1,475	Y	$1,530	W207.0096.0124
Community Hire Fee - Full day only.	C	$983	Y	$1,020	W207.0096.0124
Combined Kitchen/Auditorium/Meeting Rooms/Activities Room/Interview Room/CWA Hall					
Commercial Hire Fee - Full day only.	C	$2,417	Y	$2,505	W207.0096.0124
RCBA Hire Fee - Full day only.	C	$1,813	Y	$1,880	W207.0096.0124
Community Hire Fee - Full day only.	C	$1,208	Y	$1,250	W207.0096.0124
Activities Room					
Commercial Hire Fee - Hour.	C	$45	Y	$50	W207.0096.0124

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Commercial Hire Fee - 1/2 Day.	C	$158	Y	$165	W207.0096.0124
Commercial Hire Fee - Full Day.	C	$263	Y	$275	W207.0096.0124
RCBA Hire Fee - Hour.	C	$33	Y	$35	W207.0096.0124
RCBA Hire Fee - 1/2 Day.	C	$119	Y	$125	W207.0096.0124
RCBA Hire Fee - Full Day.	C	$198	Y	$205	W207.0096.0124
Community Hire Fee - Hour.	C	$23	Y	$25	W207.0096.0124
Community Hire Fee - 1/2 Day.	C	$79	Y	$85	W207.0096.0124
Community Hire Fee - Full Day.	C	$132	Y	$135	W207.0096.0124
Interview Room					
Commercial Hire Fee - Hour.	C	$45	Y	$50	W207.0096.0124
Commercial Hire Fee - 1/2 Day.	C	$158	Y	$165	W207.0096.0124
Commercial Hire Fee - Full Day.	C	$263	Y	$275	W207.0096.0124
RCBA Hire Fee - Hour.	C	$33	Y	$35	W207.0096.0124
RCBA Hire Fee - 1/2 Day.	C	$119	Y	$125	W207.0096.0124
RCBA Hire Fee - Full Day.	C	$198	Y	$205	W207.0096.0124
Community Hire Fee - Hour.	C	$23	Y	$25	W207.0096.0124
Community Hire Fee - 1/2 Day.	C	$79	Y	$85	W207.0096.0124
Community Hire Fee - Full Day.	C	$132	Y	$140	W207.0096.0124
CWA Hall					
Commercial Hire Fee - Hour.	C	$45	Y	$50	W207.0096.0124
Commercial Hire Fee - 1/2 Day.	C	$158	Y	$165	W207.0096.0124
Commercial Hire Fee - Full Day.	C	$263	Y	$275	W207.0096.0124
RCBA Hire Fee - Hour.	C	$33	Y	$35	W207.0096.0124
RCBA Hire Fee - 1/2 Day.	C	$119	Y	$125	W207.0096.0124
RCBA Hire Fee - Full Day.	C	$198	Y	$205	W207.0096.0124
Community Hire Fee - Hour.	C	$23	Y	$25	W207.0096.0124
Community Hire Fee - 1/2 Day.	C	$79	Y	$85	W207.0096.0124
Community Hire Fee - Full Day.	C	$132	Y	$140	W207.0096.0124
Ballina Surf Club					
Function Room 1 - (Gawandii Room)					
Commercial Hire Fee - Hour.	C	$107	Y	$120	W211.0145.0124
Commercial Hire Fee - 1/2 Day.	C	$389	Y	$405	W211.0145.0124
Commercial Hire Fee - Full Day.	C	$648	Y	$675	W211.0145.0124
Commercial Hire Fee - Set Up Overnight (Full Day Overnight).	C	$972	Y	$1,010	W211.0145.0124
RCBA Hire Fee - Hour.	C	$81	Y	$90	W211.0145.0124
RCBA Hire Fee - 1/2 Day.	C	$291	Y	$305	W211.0145.0124
RCBA Hire Fee - Full Day.	C	$486	Y	$505	W211.0145.0124
RCBA Hire Fee - Set Up Overnight (Full Day Overnight).	C	$727	Y	$755	W211.0145.0124
Community Hire Fee - Hour.	C	$53	Y	$60	W211.0145.0124
Community Hire Fee - 1/2 Day.	C	$194	Y	$200	W211.0145.0124
Community Hire Fee - Full Day.	C	$324	Y	$335	W211.0145.0124
Community Hire Fee - Set Up Overnight (Full Day Overnight).	C	$486	Y	$505	W211.0145.0124
Function Room 2 - (Jullum Room)					
Commercial Hire Fee - Hour.	C	$67	Y	$70	W211.0145.0124
Commercial Hire Fee - 1/2 Day.	C	$243	Y	$255	W211.0145.0124
Commercial Hire Fee - Full Day.	C	$405	Y	$420	W211.0145.0124
Commercial Hire Fee - Set Up Overnight (Full Day Overnight).	C	$607	Y	$630	W211.0145.0124
RCBA Hire Fee - Hour.	C	$50	Y	$55	W211.0145.0124
RCBA Hire Fee - 1/2 Day.	C	$182	Y	$190	W211.0145.0124
RCBA Hire Fee - Full Day.	C	$304	Y	$315	W211.0145.0124
RCBA Hire Fee - Set Up Overnight (Full Day Overnight).	C	$459	Y	$475	W211.0145.0124
Community Hire Fee - Hour.	C	$33	Y	$35	W211.0145.0124
Community Hire Fee - 1/2 Day.	C	$122	Y	$125	W211.0145.0124
Community Hire Fee - Full Day.	C	$203	Y	$210	W211.0145.0124
Community Hire Fee - Set Up Overnight (Full Day Overnight).	C	$307	Y	$315	W211.0145.0124

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Combined Function Rooms 1 and 2 (Gawandii & Jullum)					
Commercial Hire Fee - Hour.	C	$131	Y	$140	W211.0145.0124
Commercial Hire Fee - 1/2 Day.	C	$470	Y	$490	W211.0145.0124
Commercial Hire Fee - Full Day.	C	$783	Y	$815	W211.0145.0124
Commercial Hire Fee - Set Up Overnight (Full Day Overnight).	C	$1,174	Y	$1,220	W211.0145.0124
RCBA Hire Fee - Hour.	C	$98	Y	$105	W211.0145.0124
RCBA Hire Fee - 1/2 Day.	C	$353	Y	$365	W211.0145.0124
RCBA Hire Fee - Full Day.	C	$588	Y	$610	W211.0145.0124
RCBA Hire Fee - Set Up Overnight (Full Day Overnight).	C	$881	Y	$915	W211.0145.0124
Community Hire Fee - Hour.	C	$66	Y	$70	W211.0145.0124
Community Hire Fee - 1/2 Day.	C	$235	Y	$245	W211.0145.0124
Community Hire Fee - Full Day.	C	$391	Y	$405	W211.0145.0124
Community Hire Fee - Set Up Overnight (Full Day Overnight).	C	$588	Y	$610	W211.0145.0124
Function Room 3 - (Dirrawong Room)					
Commercial Hire Fee - Hour.	C	$85	Y	$90	W211.0145.0124
Commercial Hire Fee - 1/2 Day.	C	$308	Y	$320	W211.0145.0124
Commercial Hire Fee - Full Day.	C	$513	Y	$535	W211.0145.0124
Commercial Hire Fee - Set Up Overnight (Full Day Overnight).	C	$770	Y	$800	W211.0145.0124
RCBA Hire Fee - Hour.	C	$64	Y	$70	W211.0145.0124
RCBA Hire Fees - 1/2 Day.	C	$231	Y	$240	W211.0145.0124
RCBA Hire Fee - Full Day.	C	$385	Y	$400	W211.0145.0124
RCBA Hire Fee - Set Up Overnight (Full Day Overnight).	C	$575	Y	$600	W211.0145.0124
Community Hire Fee - Hour.	C	$43	Y	$45	W211.0145.0124
Community Hire Fee - 1/2 Day.	C	$154	Y	$160	W211.0145.0124
Community Hire Fee - Full Day.	C	$256	Y	$265	W211.0145.0124
Community Hire Fee - Set Up Overnight (Full Day Overnight).	C	$383	Y	$400	W211.0145.0124
Combined Function Rooms 1, 2 and 3					
Commercial Hire Fee - Hour.	C	$176	Y	$185	W211.0145.0124
Commercial Hire Fee - 1/2 Day.	C	$632	Y	$660	W211.0145.0124
Commercial Hire Fee - Full Day.	C	$1,052	Y	$1,090	W211.0145.0124
Commercial Hire Fee - Set Up Overnight (Full Day Overnight).	C	$1,580	Y	$1,640	W211.0145.0124
RCBA Hire Fee - Hour.	C	$132	Y	$140	W211.0145.0124
RCBA Hire Fee - 1/2 Day.	C	$474	Y	$495	W211.0145.0124
RCBA Hire Fee - Full Day.	C	$789	Y	$820	W211.0145.0124
RCBA Hire Fee - Set Up Overnight (Full Day Overnight).	C	$1,187	Y	$1,230	W211.0145.0124
Community Hire Fee - Hour.	C	$87	Y	$90	W211.0145.0124
Community Hire Fee - 1/2 Day.	C	$316	Y	$330	W211.0145.0124
Community Hire Fee - Full Day.	C	$526	Y	$545	W211.0145.0124
Community Hire Fee - Set Up Overnight (Full Day Overnight).	C	$791	Y	$820	W211.0145.0124
Lennox Head Community Hall					
Meeting Room Only – 20 m2					
Commercial Hire Fee – Hour.	C	$46	Y	$50	W208.0096.0124
Commercial Hire Fee – ½ Day.	C	$162	Y	$170	W208.0096.0124
Commercial Hire Fee – Full Day.	C	$270	Y	$280	W208.0096.0124
Commercial Hire Fee – Overnight.	C	$405	Y	$420	W208.0096.0124
RCBA Hire Fee – Hour.	C	$34	Y	$35	W208.0096.0124
RCBA Hire Fee – ½ Day.	C	$122	Y	$125	W208.0096.0124
RCBA Hire Fee – Full Day.	C	$203	Y	$210	W208.0096.0124
RCBA Hire Fee – Overnight.	C	$304	Y	$315	W208.0096.0124
Community Hire Fee – Hour.	C	$23	Y	$25	W208.0096.0124
Community Hire Fee – ½ Day.	C	$81	Y	$85	W208.0096.0124
Community Hire Fee – Full Day.	C	$135	Y	$140	W208.0096.0124
Community Hire Fee – Overnight.	C	$203	Y	$210	W208.0096.0124

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Multipurpose Room Only – 90 m2					
Commercial Hire Fee – Hour.	C	$81	Y	$85	W208.0096.0124
Commercial Hire Fee – ½ Day.	C	$291	Y	$305	W208.0096.0124
Commercial Hire Fee – Full Day.	C	$486	Y	$505	W208.0096.0124
Commercial Hire Fee – Overnight.	C	$729	Y	$760	W208.0096.0124
RCBA Hire Fee – Hour.	C	$60	Y	$65	W208.0096.0124
RCBA Hire Fee – ½ Day.	C	$218	Y	$230	W208.0096.0124
RCBA Hire Fee – Full Day.	C	$364	Y	$380	W208.0096.0124
RCBA Hire Fee – Overnight.	C	$547	Y	$570	W208.0096.0124
Community Hire Fee – Hour.	C	$41	Y	$45	W208.0096.0124
Community Hire Fee – ½ Day.	C	$146	Y	$150	W208.0096.0124
Community Hire Fee – Full Day.	C	$243	Y	$250	W208.0096.0124
Community Hire Fee – Overnight.	C	$364	Y	$380	W208.0096.0124
Combined (Meeting/Multipurpose)					
Commercial Hire Fee – Hour.	C	$102	Y	$110	W208.0096.0124
Commercial Hire Fee – ½ Day.	C	$363	Y	$380	W208.0096.0124
Commercial Hire Fee – Full Day.	C	$605	Y	$630	W208.0096.0124
Commercial Hire Fee – Overnight.	C	$909	Y	$945	W208.0096.0124
RCBA Hire Fee – Hour.	C	$76	Y	$80	W208.0096.0124
RCBA Hire Fee – ½ Day.	C	$272	Y	$285	W208.0096.0124
RCBA Hire Fee – Full Day.	C	$453	Y	$470	W208.0096.0124
RCBA Hire Fee – Overnight.	C	$680	Y	$710	W208.0096.0124
Community Hire Fee – Hour.	C	$51	Y	$55	W208.0096.0124
Community Hire Fee – ½ Day.	C	$181	Y	$190	W208.0096.0124
Community Hire Fee – Full Day.	C	$303	Y	$315	W208.0096.0124
Community Hire Fee – Overnight.	C	$454	Y	$470	W208.0096.0124
Kitchen					
Commercial Hire Fee – Hour.	C	$38	Y	$40	W208.0096.0124
Commercial Hire Fee – ½ Day.	C	$141	Y	$150	W208.0096.0124
Commercial Hire Fee – Full Day.	C	$236	Y	$245	W208.0096.0124
Commercial Hire Fee – Overnight.	C	$355	Y	$370	W208.0096.0124
RCBA Hire Fee – Hour.	C	$29	Y	$30	W208.0096.0124
RCBA Hire Fee – ½ Day.	C	$106	Y	$110	W208.0096.0124
RCBA Hire Fee – Full Day.	C	$177	Y	$185	W208.0096.0124
RCBA Hire Fee – Overnight.	C	$265	Y	$280	W208.0096.0124
Community Hire Fee – Hour.	C	$20	Y	$20	W208.0096.0124
Community Hire Fee – ½ Day.	C	$72	Y	$75	W208.0096.0124
Community Hire Fee – Full Day.	C	$120	Y	$125	W208.0096.0124
Community Hire Fee – Overnight.	C	$182	Y	$185	W208.0096.0124

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Ballina Indoor Sports Centre (BISC) *Operating Hours: Monday to Thursday 8.30am until association sport finished (9pm - 10pm). Double court booking only from 6pm onwards.* *Operating Hours: Friday 8.30am to 5pm.* *Operating Hours: Saturday & Sunday 10.00am to 2.00pm.* *Restricted hours during school holidays and closed on public holidays.* Subject to availability around regular sports programs and other regular bookings. • Bookings outside of operating hours will be a Price on Application (POA) including a minimum court hire of two courts for 4 hours. • Ballina Cost High School (BCHS) Courts (3 and 4) are subject to availability and other costs may apply. • Public Holiday hire will be through special arrangements. • Usage of BCHS Courts (3 and 4) of the school courts is out of school hours, weekends, public holidays and school holidays. • BCHS Court 4 is used as a Performing Arts Centre and requires a booking three months in advance. Additional charges may apply. • Large events require a minimum of three months' notice. • The use of retractable tiered seating requires booking and payment for Court 2 as per the standard court fees.					
Definitions Half Day Booking (4 Hours) Full Day Booking (8 Hours) Ballina Coast High School Courts 3 and 4 Operate Outside of School Hours Subject to Booking Restrictions					
Equipment Hire and Additional Costs					
Ball Return Unit Must be pre-booked and requires operator training. User must also book half court.					
Ball Return Unit - Commercial Hire Rate - Hourly.	C	$22	Y	$25	W209.0103.0138
Ball Return Unit - RCBA Hire Rate - Hourly.	C	$17	Y	$20	W209.0103.0138
Ball Return Unit - Community Hire Rate - Hourly.	C	$11	Y	$12	W209.0103.0138
Additional Staff & Administrative Assistance (Hourly Charge)					
Staffing & Additional Costs.	C	POA	Y	POA	W209.0103.0138
Court 4 Bump In/Bump Out Total Fee The Removal of High School Performance Equipment When Court is Available.					
BCHS Court 4 - Bump in/Bump out Hire Fee.	C	$495	Y	$495	W209.0103.0138
BISC - Casual Use and Membership *Per Hour & 3 Month Membership.* *Use of the three-month membership is subject to facility bookings at the time of entry. Length of use is subject to any previous bookings; these have priority, and the single user must leave the court. Membership use is not available to sporting groups or team members for registered team activities/matches. Single user hourly entry or Membership entry is only available for specified sports activities that are allowed on the courts. Multiple casual users may be utilising the same court/s at the same time of entry.*					
Casual Court Single User Rate - Per Hour (Subject to Availability).	C	$7	Y	$7	W209.0103.0138
3 Month Membership.	C	$78	Y	$80	W209.0103.0138
Audio visual equipment hire - microphones, sound, and lighting desk.	C	N/A	Y	POA	W207.0096.0124
BISC Equipment hire.	C	N/A	Y	POA	W209.0103.0138
Court Hire Monday to Friday Hire - Subject to Operating Hours.					
Half Court Hire					
Commercial Hire Fee - Per Hour.	C	$46	Y	$50	W209.0103.0138
Commercial Hire Fee - 1/2 day.	C	$164	Y	$175	W209.0103.0138
Commercial Hire Fee - Full day.	C	$274	Y	$285	W209.0103.0138
RCBA Hire Fee - Per Hour.	C	$34	Y	$40	W209.0103.0138
RCBA Hire Fee - 1/2 day.	C	$123	Y	$130	W209.0103.0138
RCBA Hire Fee - Full day.	C	$205	Y	$215	W209.0103.0138
Community Hire Fee - Per Hour.	C	$23	Y	$25	W209.0103.0138
Community Hire Fee - 1/2 day.	C	$82	Y	$90	W209.0103.0138
Community Hire Fee - Full day.	C	$136	Y	$145	W209.0103.0138
Single Court Hire					
Commercial Hire Fee - Per Hour.	C	$90	Y	$95	W209.0103.0138
Commercial Hire Fee - 1/2 Day.	C	$329	Y	$345	W209.0103.0138
Commercial Hire Fee - Full Day.	C	$547	Y	$570	W209.0103.0138

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
RCBA Hire Fee - Per Hour.	C	$68	Y	$70	W209.0103.0138
RCBA Hire Fee - 1/2 Day.	C	$246	Y	$255	W209.0103.0138
RCBA Hire Fee - Full Day.	C	$411	Y	$425	W209.0103.0138
Community Hire Fee - Per Hour.	C	$46	Y	$50	W209.0103.0138
Community Hire Fee - 1/2 Day.	C	$164	Y	$170	W209.0103.0138
Community Hire Fee - Full Day.	C	$274	Y	$285	W209.0103.0138
Double Court Hire					
Commercial Hire Fee - Per Hour.	C	$172	Y	$180	W209.0103.0138
Commercial Hire Fee - 1/2 Day.	C	$620	Y	$645	W209.0103.0138
Commercial Hire Fee - Full Day.	C	$1,033	Y	$1,075	W209.0103.0138
RCBA Hire Fee - Per Hour.	C	$129	Y	$135	W209.0103.0138
RCBA Hire Fee - 1/2 Day.	C	$465	Y	$485	W209.0103.0138
RCBA Hire Fee - Full Day.	C	$775	Y	$805	W209.0103.0138
Community Hire Fee - Per Hour.	C	$86	Y	$90	W209.0103.0138
Community Hire Fee - 1/2 Day.	C	$310	Y	$320	W209.0103.0138
Community Hire Fee - Full Day.	C	$517	Y	$535	W209.0103.0138
Weekend Hire					
Saturday to Sunday Hire - Subject to Operating Hours.					
Half Court Hire					
Commercial Hire Fee - Per Hour.	C	$56	Y	$60	W209.0103.0138
Commercial Hire Fee - 1/2 Day.	C	$205	Y	$215	W209.0103.0138
Commercial Hire Fee - Full Day.	C	$341	Y	$355	W209.0103.0138
RCBA Hire Fee - Per Hour.	C	$42	Y	$45	W209.0103.0138
RCBA Hire Fee - 1/2 Day.	C	$154	Y	$160	W209.0103.0138
RCBA Hire Fee - Full Day.	C	$256	Y	$265	W209.0103.0138
Community Hire Fee - Per Hour.	C	$28	Y	$30	W209.0103.0138
Community Hire Fee - 1/2 Day.	C	$103	Y	$105	W209.0103.0138
Community Hire Fee - Full Day.	C	$171	Y	$175	W209.0103.0138
Single Court Hire					
Commercial Hire Fee - Per Hour.	C	$113	Y	$120	W209.0103.0138
Commercial Hire Fee - 1/2 Day.	C	$410	Y	$430	W209.0103.0138
Commercial Hire Fee - Full Day.	C	$681	Y	$710	W209.0103.0138
RCBA Hire Fee - Per Hour.	C	$85	Y	$90	W209.0103.0138
RCBA Hire Fee - 1/2 Day.	C	$307	Y	$320	W209.0103.0138
RCBA Hire Fee - Full Day.	C	$511	Y	$530	W209.0103.0138
Community Hire Fee - Per Hour.	C	$56	Y	$60	W209.0103.0138
Community Hire Fee - 1/2 Day.	C	$205	Y	$215	W209.0103.0138
Community Hire Fee - Full Day.	C	$341	Y	$355	W209.0103.0138
Double Court Hire					
Commercial Hire Fee - Per Hour.	C	$204	Y	$215	W209.0103.0138
Commercial Hire Fee - 1/2 Day.	C	$733	Y	$765	W209.0103.0138
Commercial Hire Fee - Full Day.	C	$1,222	Y	$1,270	W209.0103.0138
RCBA Hire Fee - Per Hour.	C	$153	Y	$160	W209.0103.0138
RCBA Hire Fee - 1/2 Day.	C	$550	Y	$570	W209.0103.0138
RCBA Hire Fee - Full Day.	C	$916	Y	$950	W209.0103.0138
Community Hire Fee - Per Hour.	C	$102	Y	$105	W209.0103.0138
Community Hire Fee - 1/2 Day.	C	$367	Y	$380	W209.0103.0138
Community Hire Fee - Full Day.	C	$612	Y	$635	W209.0103.0138
Meeting Room Hire (subject to Operating Hours)					
Meeting Room 1					
Commercial Hire Fee - Hourly Rate.	C	$51	Y	$55	W209.0096.0124
Commercial Hire Fee - 1/2 day.	C	$182	Y	$190	W209.0096.0124
Commercial Hire Fee - Full day.	C	$304	Y	$320	W209.0096.0124
RCBA Hire Fee - Hourly Rate.	C	$37	Y	$40	W209.0096.0124
RCBA Hire Fee - 1/2 day.	C	$136	Y	$145	W209.0096.0124
RCBA Hire Fee - Full day.	C	$228	Y	$240	W209.0096.0124
Community Hire Fee - Hourly Rate.	C	$26	Y	$30	W209.0096.0124
Community Hire Fee - 1/2 day.	C	$90	Y	$95	W209.0096.0124
Community Hire Fee - Full day.	C	$152	Y	$160	W209.0096.0124
Meeting Room 2					
Commercial Hire Fee - Hourly Rate.	C	$69	Y	$75	W209.0096.0124

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Commercial Hire Fee - 1/2 day.	C	$249	Y	$260	W209.0096.0124
Commercial Hire Fee - Full day.	C	$415	Y	$430	W209.0096.0124
RCBA Hire Fee - Hourly Rate.	C	$52	Y	$55	W209.0096.0124
RCBA Hire Fee - 1/2 day.	C	$186	Y	$195	W209.0096.0124
RCBA Hire Fee - Full day.	C	$311	Y	$325	W209.0096.0124
Community Hire Fee - Hourly Rate.	C	$34	Y	$40	W209.0096.0124
Community Hire Fee - 1/2 day.	C	$125	Y	$130	W209.0096.0124
Community Hire Fee - Full day.	C	$208	Y	$215	W209.0096.0124
Meeting Room 3					
Commercial Hire Fee - Hourly Rate.	C	$47	Y	$50	W209.0096.0124
Commercial Hire Fee - 1/2 day.	C	$166	Y	$175	W209.0096.0124
Commercial - Full day.	C	$277	Y	$290	W209.0096.0124
RCBA Hire Fee - Hourly Rate.	C	$34	Y	$40	W209.0096.0124
RCBA Hire Fee - 1/2 day.	C	$124	Y	$130	W209.0096.0124
RCBA Hire Fee - Full day.	C	$206	Y	$215	W209.0096.0124
Community Hire Fee - Hourly Rate.	C	$24	Y	$25	W209.0096.0124
Community Hire Fee - 1/2 day.	C	$83	Y	$85	W209.0096.0124
Community Hire Fee - Full day.	C	$138	Y	$145	W209.0096.0124
Community Swimming Pools – Ballina War Memorial Pool and Alstonville Aquatic Centre					
There are reciprocal entry pass arrangements between the Ballina and Alstonville Pool Facilities.					
Age Category Definitions					
Adult: *18 years and over*					
Concession: *Senior Card Holders, Student Card Holders, Pensioners/Health Care Card Holders and People with disabilities*					
Child: *2-18 Years (Children under 10 years of age must be accompanied by an adult)*					
Babies: *Toddlers and babies under the age of two years enter free of charge*					
Family: *Two adults and two children or one adult and three children*					
Carer: *Adult supervising person(s) with a disability*					
Single Entry					
Child.	C	$5.50	Y	$5.70	Various
Concession.	C	$5.50	Y	$5.70	Various
Adult.	C	$6.50	Y	$6.70	Various
Spectator (Single Entry).	C	$3	N	$3.50	Various
School Teacher / Personal Carer.	C	No charge	Y	No charge	N/A
Supervisor/Parent or Guardian (supervising ordinary pool usage).	C	$3	Y	$3.50	Various
A single visit family pass for access to Ballina Shire Pools at a price of $21 (including 2 adults & 2 children) plus $4.70 for each additional child.	C	$21 plus $4.70 per additional child.	Y	$21 plus $4.70 per additional child.	Various
A single visit single parent pass for access to Ballina Shire Pools at a price of $15 (including 1 adult & 2 children) plus $4.70 for each additional child.	C	$15 plus $4.70 per additional child.	Y	$15 plus $4.70 per additional child.	Various
Ten Ticket Pass					
Child.	C	$48	Y	$50	Various
Concession.	C	$48	Y	$50	Various
Adult.	C	$58	Y	$60	Various
3 Month Pass					
Child.	C	$138	Y	$143	Various
Concession.	C	$138	Y	$143	Various
Adult.	C	$166	Y	$171	Various
Family.	C	$354	Y	$365	Various
Additional child under family pass - per child.	C	$60	Y	$62	Various
Full Season Pass					
Child.	C	$420	Y	$433	Various
Concession.	C	$420	Y	$433	Various
Adult.	C	$512	Y	$528	Various
Family.	C	$1,034	Y	$1,065	Various
Additional child under a family pass - per child.	C	$128	Y	$132	Various
Other					
Fundraising / Special Events.	C	POA	Y	POA	Various

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Learn to Swim Initiative Program ***SSS Department of Education Learn to Swim Discounts -*** *Council recognises the importance of young children learning to swim and be safe around water. Applies to schools located in Ballina Shire.* ***Learn to Swim Initiative -*** *Council recognises the importance of young children learning to swim and be safe around water. To support parents and carers who enrol children in structured, fee paying 'Learn to Swim' programs, the supervising adult for a child/children attending a 'Learn to Swim' class will not be charged entry.* ***Fundraising/Special Events -*** *admission and hire fees by arrangement after written application to Council.*					
Supervising Adult.	C	No charge	Y	No charge	N/A
Child Learn to Swim (discount to standard entry fee).	C	$4	Y	$4	Various
Library Fees *Council is a member of the Richmond-Tweed Regional Library which operates the public libraries within the shire. Lismore City Council is the administering council for this service. Details of library fees are available by contacting Lismore City Council or visiting one of the local libraries.*					

Civil Services Division

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Water					
Water Charges (Meters will be read and accounts issued quarterly)					
Water Access Charges *Residential and Non-Residential Customers (Section 501 LG Act 1993) per property, per self-contained occupancy, per annum. Charges apply to both Drinking Water and Recycled Water services. Where Dual Reticulation (i.e. both Drinking and Recycled Water) is supplied, only the highest charge or highest combination of charges from the same waste service will be levied.*					
Minimum charge per property.	B	$265	N	$281	4000.210.0042
Not Connected / Vacant Land Charge (Properties not connected to the water system but within 225 metres of a water main and able to be connected).	B	$265	N	$281	4000.210.0042
20mm Water Service.	B	$265	N	$281	4000.210.0042
25mm Water Service.	B	$413	N	$438	4000.210.0042
32mm Water Service.	B	$679	N	$720	4000.210.0042
40mm Water Service.	B	$1,063	N	$1,127	4000.210.0042
50mm Water Service.	B	$1,660	N	$1,760	4000.210.0042
65mm Water Service.	B	$2,807	N	$2,975	4000.210.0042
80mm Water Service.	B	$4,262	N	$4,518	4000.210.0042
100mm Water Service.	B	$6,648	N	$7,047	4000.210.0042
150mm Water Service.	B	$14,958	N	$15,855	4000.210.0042
200mm Water Service.	B	$26,591	N	$28,186	4000.210.0042
Water Consumption Charges *(Section 502 Local Government Act 1993).*					
Residential & Non-Residential Drinking Water Consumption Charge (1kl to 350kl).	B	$2.99	N	$3.17	4000.210.0102
Residential & Non-Residential Drinking Water Consumption Charge (351kl and over).	B	$4.49	N	$4.76	4000.210.0102
Rous Water Supply *The above water charges do not apply to consumers connected and serviced by Rous Water Supply.*					
Water Services *Charges apply to both Drinking Water and Recycled Waste services.*					
Drinking Water Service Connection (20mm) - dig to water main (excluding under-boring).	C	$1,423	N	$1,476	4000.210.0091
Recycled Water Service Connection (20mm) - dig to water main (excluding under-boring).	C	$1,423	N	$1,476	4000.210.0091
Both drinking water and recycled water service connections in dual reticulation area (20mm) - dig to water main (excluding under-boring).	C	$1,423	N	$1,476	4000.210.0091
Drinking Water Service Connection (20mm) - dig to valve within property (excluding under-boring).	B	$1,239	N	$1,285	4000.210.0091
Recycled Water Service Connection (20mm) - dig to valve within property (excluding under-boring).	B	$1,239	N	$1,285	4000.210.0091
Both drinking water and recycled water service connections in dual reticulation area (20mm) - dig to valve within property (excluding under-boring).	C	$1,239	N	$1,285	4000.210.0091
Drinking Water Service Connection (20mm) (including under-boring).	B	POA	N	POA	4000.210.0091
Recycled Water Service Connection (20mm) (including under-boring).	B	POA	N	POA	4000.210.0091
Drinking Water Service Connection (>20mm).	B	POA	N	POA	4000.210.0091
Recycled Water Service Connection (>20mm).	B	POA	N	POA	4000.210.0091
Removal or disconnection of Drinking Water Service.	B	POA	N	POA	4000.210.0091
Removal or disconnection of Recycled Water Service.	B	POA	N	POA	4000.210.0091
Relocation of Drinking Water Service.	B	POA	N	POA	4000.210.0091
Relocation of Recycled Water Service.	B	POA	N	POA	4000.210.0091
Repair Damaged Water Service Meter (minimum).	B	$118	N	$122	4000.210.0091
Clear Buried/Obstructed Meter (minimum).	B	$79	N	$82	4000.210.0091
Installation of Flow Restrictor for Non-Payment.	B	$436	N	$450	4000.210.0091
Water Mains Pressure Certificates.	B	POA	N	POA	4000.210.0235

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Fire Pressure Certificates.	B	$204	N	$211	4000.210.0235
Test Water Meter (cost of testing plus $100 administration fee. No cost to applicant if meter faulty).	B	POA	N	POA	4000.210.0235
Special Water Meter Read.	B	$99	N	$103	4000.210.0235
Urgent Special Water Meter Read (additional to above fee).	B	$74	N	$77	4000.210.0235
Backflow Device Registration.	B	$112	N	$116	4000.210.0235
Back-flow Device Test & Certificate.	B	$382	N	$394	4000.210.0235
Service Location - Field Identification (minimum).	B	$230	N	$238	4000.210.0235
Subsequent hours.	B	$191	N	$197	4000.210.0235
Mains Location Diagram (per hour).	B	$101	N	$105	4000.210.0235
Jetting Machine - per hour (minimum 2 hours).	B	$223	N	$230	4000.210.0235
Water Service Inspection Fee (first hour).	B	$193	N	$199	4000.210.0235
Subsequent hours.	B	$129	N	$133	4000.210.0235
Automatic Water Reading.	B	POA	N	POA	4000.210.0235
'Smart' Metering Installation.	C	$182	N	$188	4000.210.0235
'Smart' Metering Services - Annual Fee.	B	$28	N	$29	4000.210.0235
Bulk Water Charges					
Standpipe use and approval - Drinking Water. This charge is no longer inclusive of water consumption and will be charged separately.	B	$307	N	$319	W336.0288.0102
Standpipe use and approval - Recycled Water. This charge is no longer inclusive of water consumption and will be charged separately.	B	$307	N	$319	W336.0288.0102
Water Charge per kilolitre - Drinking Water.	B	$6.82	N	$6.82	W336.0288.0102
Water Charge per kilolitre - Recycled Water.	B	$0.30	N	$0.30	W336.0288.0102
Standpipe hire bond.	B	$1,950	N	$2,050	W336.0288.0102
Standpipe hire per week.	B	$123	N	$128	W336.0288.0102
Water Service Capital Connection Fees *Note: Water Service Capital Connection Fees will be reduced by any applicable contribution paid in relation to supply of water through a Development Approval process.*					
Bulkhead-works Connection Fee.	B	As per relevant location in Developer Servicing Plan	N	As per relevant location in Developer Servicing Plan	Various
Network Connection Supervision – Water Operator.	B	$375	N	$390	W336.0001.0235
Network Connection Supervision – Engineer.	B	$748	N	$760	W336.0001.0235
Wastewater					
Trade Waste Charge					
Application Fee - Classification A & B.	C	$146	N	$152	5000.210.0091
Application Fee - Classification C.	C	$307	N	$319	5000.210.0091
Application Fee - Classification S.	C	POA	N	POA	5000.210.0091
Annual Fee - Category 1.	B	$115	N	$120	5000.210.0103
Annual Fee - Category 2.	B	$230	N	$239	5000.210.0103
Annual Fee - Category 3.	B	$750	N	$778	5000.210.0103
Inspections					
During business hours (8.30am to 4.30pm) in conjunction with Construction Certificate of Trade Waste Application.	B	$187	N	$194	5000.210.0103
After hours (per hour).	B	$208	N	$216	5000.210.0103
Pre-purchase.	B	$250	N	$260	5000.210.0103
Non-compliance during business hours (per hour).	B	$170	N	$177	5000.210.0103
Volume Charge Per Kilolitre – A & B only.	B	$2.15	N	$2.23	5000.210.0103
General Trade Waste Activities					
Trade Waste Agreement Transfer (to new owner).	C	$78	N	$81	5000.210.0091
Trade Waste Agreement Renewal, where there are minor variations to the approval.	C	$110	N	$115	5000.210.0091

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Septic Waste Disposal					
Septic Waste Sampling Suite.	B	$115	N	$120	5000.210.0104
Classification S Trade Waste Non Compliance Fee.	B	$370	N	$370	5000.210.0103
Septage Disposal Clean Up Charges.	B	Charged at cost	N	Charged at cost	5000.210.0104
$/kL during business hours.	C	$75	N	$78	05000.0210.0103
After hours attendant - per hour (minimum 1 hour).	B	$125	N	$130	05000.0210.0103
Administration charge for non-compliance notice.	B	$65	N	$68	05000.0210.0103
Excess Mass Charges *Excess Mass Charges will be imposed on Category 3 discharges where substances discharged are in excess of the concentration limits in Council's approved conditions. See Council's Trade Waste Policy for details and calculations of excess mass charges and non-compliance excess mass charges. Categories 1 and 2 discharges will be charged a direct to sewer fee where premises do not have adequately sized or maintained pre-treatment.*					
Aluminium per kg.	B	$0.98	N	$1.02	05000.0210.0104
Ammonia (as N).	B	$2.76	N	$2.86	05000.0210.0104
Barium.	B	$49.68	N	$51.52	05000.0210.0104
Biochemical Oxygen Demand (BOD5) 300mg/L (per kl).	B	$0.98	N	$1.02	05000.0210.0104
Boron (kl).	B	$0.98	N	$1.02	05000.0210.0104
Bromine.	B	$19.20	N	$19.91	05000.0210.0104
Cadmium.	B	$450	N	$467	05000.0210.0104
Chloride.	B	No charge	N	No charge	05000.0210.0104
Chlorinated Hydrocarbons.	B	$49.15	N	$51	05000.0210.0104
Chlorinated Phenolics.	B	$1,931	N	$2,003	05000.0210.0104
Chlorine.	B	$1.97	N	$2.04	05000.0210.0104
Chromium.	B	$32.10	N	$33.29	05000.0210.0104
Cobalt.	B	$19.64	N	$20.37	05000.0210.0104
Copper.	B	$19.64	N	$20.37	05000.0210.0104
Cyanide.	B	$98	N	$102	05000.0210.0104
Fluoride.	B	$4.80	N	$4.98	05000.0210.0104
Formaldehyde.	B	$1.97	N	$2.04	05000.0210.0104
Oil & Grease (Total O & G) - >50mg/L.	B	$1.71	N	$1.77	05000.0210.0104
Herbicides/Defoliants.	B	$968	N	$1,004	05000.0210.0104
Iron.	B	$1.97	N	$2.04	05000.0210.0104
Lead.	B	$49.15	N	$51	05000.0210.0104
Lithium.	B	$9.61	N	$9.97	05000.0210.0104
Manganese.	B	$9.61	N	$9.97	05000.0210.0104
Mercaptans.	B	$97.28	N	$101	05000.0210.0104
Mercury.	B	$3,216	N	$3,335	05000.0210.0104
Methylene Blue Active Substances (MBAS).	B	$0.95	N	$0.99	05000.0210.0104
Molybdenum.	B	$0.95	N	$0.99	05000.0210.0104
Nickel.	B	$32.10	N	$33.29	05000.0210.0104
Nitrogen (N) (Total Kjeldahl Nitrogen – TKN).	B	$0.26	N	$0.27	05000.0210.0104
Organoarsenic Compounds.	B	$968	N	$1,004	05000.0210.0104
Pesticides General (excludes organochlorines & organophosphates).	B	$968	N	$1,004	05000.0210.0104
Petroleum Hydrocarbons (non-flammable).	B	$3.22	N	$3.34	05000.0210.0104
Phenolic Compounds (non-chlorinated).	B	$9.64	N	$10	05000.0210.0104
Phosphorous (Total P).	B	$9.14	N	$9.48	05000.0210.0104
Polyphorus Aromatic Hydrocarbons.	B	$19.63	N	$20.36	05000.0210.0104
Selenium.	B	$67.81	N	$71	05000.0210.0104
Silver.	B	$1.77	N	$1.84	05000.0210.0104
Sulphate (SO4).	B	$0.22	N	$0.23	05000.0210.0104
Sulphide.	B	$1.97	N	$2.04	05000.0210.0104
Sulphite.	B	$2.11	N	$2.19	05000.0210.0104
Thiosulphate.	B	$0.32	N	$0.33	05000.0210.0104
Tin.	B	$9.64	N	$10	05000.0210.0104
Total Dissolved Solids (TDS).	B	$0.77	N	$0.80	05000.0210.0104
Uranium.	B	$9.64	N	$10	05000.0210.0104
Zinc.	B	$19.63	N	$20.36	05000.0210.0104

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Suspended Solids (SS) - >300mg/L.	B	$1.24	N	$1.29	05000.0210.0104
Chemical Oxygen Demand (COD) – 3 x BOD.	B	$2.93	N	$3.04	05000.0210.0104
Direct-to-sewer fee (per kl).	B	$19.45	N	$20.17	05000.0210.0104
Wastewater (Sewer) Services					
Residential *(Section 502 LG Act 1993) (Per property, per self-contained occupancy, per annum).*					
Not Connected / Vacant Land Access Charge (Properties not connected to the sewer system but within 75 metres of a sewer main and able to be connected).	B	$835	N	$852	05000.0210.0043
Residential Wastewater Access Charge.	B	$1,106	N	$1,128	05000.0210.0043
Non-Residential *(Sections 501 & 502 LG Act 1993).* Per property, per water service size, per annum. Non-Residential wastewater access and usage charges are based on the following formula: SDF x (AC + C x UC). SDF: Sewerage Discharge Factor. Amount of water consumed that is estimated to return to the wastewater system. SDF: varies dependent on activity conducted on property. AC: Annual Non-Residential Wastewater Access Charge based on size of water meter. C: Water Consumption measured in kilolitres. Applies to both drinking and recycled water where there is dual reticulation. UC: Sewerage Usage Charge per kilolitre. *Customers may request Council to review the SDF allocated to their property.*					
Non-Residential Wastewater Access Charges					
Minimum Wastewater Access Charge.	B	$835	N	$852	05000.0210.0047
Not Connected / Vacant Land Wastewater Access Charge (Properties not connected to the wastewater system but within 75 metres of a wastewater main and able to be connected).	B	$835	N	$852	05000.0210.0047
20mm Water Service.	B	$835	N	$852	05000.0210.0047
25mm Water Service.	B	$1,305	N	$1,331	05000.0210.0047
32mm Water Service.	B	$2,138	N	$2,181	05000.0210.0047
40mm Water Service.	B	$3,342	N	$3,409	05000.0210.0047
50mm Water Service.	B	$5,212	N	$5,316	05000.0210.0047
65mm Water Service.	B	$8,810	N	$8,986	05000.0210.0047
80mm Water Service.	B	$13,343	N	$13,610	05000.0210.0047
100mm Water Service.	B	$20,845	N	$21,262	05000.0210.0047
150mm Water Service.	B	$46,900	N	$47,838	05000.0210.0047
200mm Water Service.	B	$83,386	N	$85,054	05000.0210.0047
Non-Residential Wastewater Usage Charges					
Non-Residential Wastewater Usage Charge.	B	Fee + ($2.82 x C) x SDF	N	Fee + ($2.88 x C) x SDF	05000.0210.0047
Recycled Water					
Residential & Non-Residential Recycled Water Consumption Charge.	C	$2.39 (80% of Drinking Water standard tariff)	N	$2.54 (80% of Drinking Water standard tariff)	27001.4518.235
Large Commercial Users Consumption Charge.	C	$0.30 (10.0% of Drink Water standard tariff)	N	$0.32 (10.0% of Drink Water standard tariff)	27001.4518.235
Large Commercial Users Minimum Recycled Water Use Charge.	C	$299 (allows for 1ML of consumption)	N	$317 (allows for 1ML of consumption)	27001.4518.235

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Wastewater Service Capital Connection Fees ***Note:*** *Wastewater Service Capital Connection Fees will be reduced by an applicable contribution paid in relation to supply of water through a Development Approval process.*					
Bulkhead-works Connection Fee.	B	As per relevant location in Developer Servicing Plan	N	As per relevant location in Developer Servicing Plan	Various
Network Connection Supervision – Water Operator.	B	$374	N	$390	W423.0001.0235
Network Connection Supervision – Engineer.	B	$748	N	$760	W423.0001.0235
Waste Management					
Waste Management Fees & Charges					
Solar Panels *Rooftop solar panels.*					
$/panel.	B	N/A	Y	$10	W657.0352.0101
100% Sorted Recyclables *(Paper, cardboard, glass/plastic bottles, steel/aluminium cans, material deemed potentially suitable for tip shop) Minimum weight charge 20kg.*					
Domestic - weighed $/tonne.	B	$113	Y	$118	W657.0352.0101
Commercial - weighed $/tonne.	B	$311	Y	$324	W657.0352.0101
General Mixed Waste *(No liquids - includes putrescible, builders and bulky waste). Minimum weight charge 20kg.*					
Domestic - weighed $/tonne.	B	$316	Y	$346	W657.0352.0101
Commercial - weighed $/tonne.	B	$404	Y	$459	W657.0352.0101
100% Green Waste *(Grass clippings, garden waste, tree lopping <300mm diameter, no soil and no treated timber) Any green waste mixed with other material will be charged non sorted mixed waste fee. Minimum weight charge 20kg.*					
Sorted - weighed $/tonne.	B	$86	Y	$89	W657.0352.0101
Sorted Wood, Trees or Tree Stumps *(Tree stumps diameter >300mm thick includes mixed with green waste, no soil and no treated timber). Any green waste mixed with other material will be charged non sorted mixed waste fee. Minimum weight charge 20kg.*					
Sorted - weighed $/tonne.	B	$140	Y	$146	W657.0352.0101
100% Sorted Scrap Metal *(Includes car bodies and white goods). Minimum weight charge 20kg.*					
Sorted - weighed $/tonne.	B	No charge	Y	No charge	W657.0352.0101
100% Sorted Brick and Concrete *(Clean concrete, bricks and rock, no soil. Penalties will be imposed for material containing asbestos). Minimum weight charge 20kg.*					
Sorted - weighed $/tonne.	B	$217	Y	$226	W657.0352.0101
100% Sorted Roof Tiles and Ceramics *(Clean, loose tiles only, no bathroom tiles with backing board. Penalties will be imposed for material containing asbestos). Minimum weight charge 20kg.*					
Sorted - weighed $/tonne.	B	$217	Y	$226	W657.0352.0101
DWM Kerbside Co-mingled Recyclables					
DWM Kerbside Putrescible Waste					
Internal Charge for Domestic Waste Collected at the Kerbside.	B	$505	Y	$550	W657.0352.0101
Bulk Commercial Waste & Recycling Loads					
Waste Services is a Commercial Enterprise and Council Reserves the Right to Negotiate Gate Fees with Individual Persons or Organisations where there is a Commercial Benefit to Council.	B	POA	Y	POA	W657.0352.0101
Virgin Excavated Natural Material (VENM) *(Must be pre-booked at least 24 hours in advance and have all certification and test results). Minimum weight charge 20kg.*					
All vehicles - weighed $/tonne.	B	POA	Y	POA	W657.0352.0101
Soil (not contaminated or VENM) *(Must be pre-booked at least 24 hours in advance and have testing results to comply with the Waste Guidelines. Soil only. No boulders, tree stumps). Minimum weight charge 20kg.*					
All vehicles - weighed $/tonne.	B	POA	Y	POA	W657.0352.0101

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Contaminated Soil *(Soil with no testing results that hasn't been pre-booked. Soil mixed with other material. Penalties will be imposed for material containing asbestos). Minimum weight charge 20kg.*					
All vehicles - weighed $/tonne.	B	$404	Y	$459	W657.0352.0101
Specific Waste Charge					
Asbestos Waste *The Householders Asbestos Disposal Scheme seeks to improve work health and safety for the safe removal and disposal of bonded asbestos. Ballina Shire Council is subsidising the cost of the kits which will be made available at the Waste Centre.*					
Household asbestos sample test kit.	B	No charge	Y	No charge	W657.0352.0101
Household Asbestos Kit.	C	$30	Y	$30	W657.0361.0101
Tyres					
Car, motor bike (/tyre).	B	$11	Y	$13	W657.0352.0101
4 x 4 Light truck (/tyre).	B	$17	Y	$19	W657.0352.0101
Truck (/tyre).	B	$38	Y	$43	W657.0352.0101
Car, motor bike (/tyre with rim).	B	$20	Y	$23	W657.0352.0101
4 x 4 Light truck (/tyre with rim).	B	$40	Y	$46	W657.0352.0101
Truck (/tyre with rim).	B	$80	Y	$92	W657.0352.0101
Other (/tyre).	B	POA	Y	POA	W657.0352.0101
Refrigerators/Air Conditioners					
(No degas certificate) (/item).	B	$37	Y	$40	W657.0352.0101
Dead Animals *Minimum weight charge 20kg.*					
Dead animal(s) - weighed $/tonne.	B	$404	Y	$459	W657.0352.0101
Special Event Bin Collection Service *Charge for delivery and one (1) collection of Garbage, Recycling and/or Organic Bin/s.* *Price available upon application to the Waste Management Centre. Prices reviewed as market rates and operating costs change.*					
1-6 bins - Small Sized Event.	B	$170	Y	$170	W657.0352.0101
7-12 bins - Medium Sized Event.	B	$335	Y	$335	W657.0352.0101
13-18 bins - Large Sized Event.	B	$492	Y	$492	W657.0352.0101
Additional Event Bin Collection.	B	$25	Y	$25	W657.0352.0101
Weighbridge Certificate - For Registration Purposes Only *Single weighing requiring certificate (includes account customers). Please note - this facility is not a public weighbridge.*					
Weighbridge Certificate.	B	$44	Y	$46	W657.0352.0101
Mulch					
Large quantities of mulch - price reviewed to meet demand and operational needs.	C	POA	Y	POA	W657.0352.0101
Crushed concrete sale per tonne					
Crushed concrete sale per tonne.	B	$15	Y	$15	W657.0352.0101
Waste Management Negotiated Fees *Waste Services is a commercial enterprise and Council does reserve the right to negotiate with individual persons or organisations where there is a commercial benefit to Council e.g., specific fees may be negotiated for bulk sales of waste product.*					
Waste Management Collection Services					
Domestic Waste Exempt Collection Service (Section 496 of the Local Government Act)					
Properties that are occupied and for which a DWM service is available but where Council has decided not to provide a collection service (e.g. safety, physical limitations of the property, Multi Unit Dwelling's approved by Council to utilise an alternate service arrangement) must still pay a DWM charge pursuant to section 496 of the LGA.	B	$50	N	$53	W657.0352.0101
Bin Changeover Fee					
Size/capacity changeover fee (first changeover free of charge then all subsequent changes per property per annum per owner/s attracts fee).	B	$76	N	$79	W657.0352.0101
Domestic Waste Collection Charges - Urban (Section 496 of the Local Government Act) *Wheelie Bin Collection Service - Charges per property, per self-contained occupancy, per annum. Charges relevant for mixed waste and organics bins up to 240 litres capacity and recycling bins up to 360 litres capacity.*					
Urban Properties - Service provides collection of one mixed bin per fortnight, one recycling bin per fortnight and one organics bin per week.	B	$473	N	$501	03230.0210.0040

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Vacant Land - Per rateable property where the collection service is available but not utilised.	B	$50	N	$53	03230.0210.0048
Domestic Waste Collection Charges - Rural (Section 496 of the Local Government Act) *Wheelie Bin Collection Service - Charges per property, per self-contained occupancy, per annum. Charges relevant for mixed waste bins up to 240 litres capacity and recycling bins up to 360 litres capacity.*					
Rural Properties - Service provides collection of one mixed waste bin per fortnight and one recycling bin per fortnight.	B	$340	N	$360	03230.0210.0040
Additional Domestic Waste Collection Services (Section 496 of the Local Government Act)					
Additional Domestic Recycling Collection Charge - Urban and Rural - One recycling bin per fortnight.	B	$114	N	$121	03230.0210.0040
Additional Domestic Organics Collection Charge - Urban - One organics bin per week.	B	$199	N	$211	03230.0210.0040
Additional Mixed Waste Collection Charge - Urban - One mixed waste bin per fortnight.	B	$140	N	$148	03230.0210.0040
Additional Mixed Waste Collection Charge - Rural - One mixed waste bin per fortnight.	B	$140	N	$148	03230.0210.0040
Non-Domestic Collection Charges - Business, Commercial, Industrial Properties (Section 501 of the Local Government Act) *Optional service provided to non-domestic customers upon request. Per collection service, per annum. Charges relevant for mixed waste and organic bins up to 240 litres capacity and recycling bins up to 360 litres capacity.*					
Non-Domestic Waste Collection - One mixed waste bin collection per week.	A	$465	N	$493	03220.0210.0056
Non-Domestic Recycling Collection - One recycling bin collection per fortnight.	A	$229	N	$243	03220.0210.0057
Non-Domestic Organics Collection - One organics bin collection per week.	A	$299	N	$317	03220.0210.0058
Organic Bin Caddy					
Kitchen Organics Bin Caddy - Pick-up.	B	$10	Y	$10	W679.0001.0233
Kitchen Organics Bin Caddy - Delivered.	B	N/A	Y	$15	W679.0001.0233
Compost Bin Fee					
220L Gedeye (or similar) Compost Bin Fee - Pick Up.	B	$30	Y	$50	W679.0001.0233
220L Gedeye (or similar) Compost Bin Fee - Delivered.	B	N/A	Y	$60	W679.0001.0233
Admin Fee					
Fee for the Replacement of lost Commercial Bin Stickers.	B	$10	Y	$10	W657.0352.0101
Missed Bin Collection Charge					
Fee charged for instances where the customer has not presented their bin for collection and subsequently ask for the bin to be collected. 1 - 5 Bins.	B	$47	Y	$49	W657.0352.0101
Fee charged for instances where the customer has not presented their bin for collection and subsequently ask for the bin to be collected. Greater than 5 Bins.	B	$62	Y	$64	W657.0352.0101
Infrastructure Planning					
Subdivision Works Certificate (SWC) or Section 138 Approval or Section 68 Approval *Assessment of engineering plans and specifications (subdivisions, road widening and other civil works) and issue of certificate/approval. The project value is determined using unit rates, as determined by Council for construction and related costs. The project value excludes GST.*					
Project Value $200,000 or less.	B	$240 + 1%	Y	$250 + 1%	03000.0210.0087
Project Value $200,001 to $1M or less.	B	$1,100 + 0.85%	Y	$1,140 + 0.85%	03000.0210.0087
Project Value >$1M.	B	$1,770 + 0.65%	Y	$1,835 + 0.65%	03000.0210.0087
Application for Ground Anchors / Foundations within Public Road or Reserve.	A	$12,300	Y	$12,755	03000.0210.0087
Ground Anchors / Foundations Bond (per street / reserve frontage refundable only if anchors / foundations are removed.	A	$24,700	Y	$25,614	Trust

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Civil Inspection Fee *Site inspections, compliance assessment of works approved by Subdivision Works Certificate or Section 138 Approval or Section 68 Approval.*					
Project Value $200,000 or less.	A	2%	N	2%	03000.0210.0087
Project Value $200,001 to $1M or less.	A	1.65%	N	1.65%	03000.0210.0087
Project Value >$1M.	A	1.35%	N	1.35%	03000.0210.0087
Subdivision Certificate (SC) related fees - Civil Inspections *Inspection of civil works for Subdivision Certificate (SC) where Council did NOT undertake civil inspections during construction and certify the works.*					
Initial inspection for 5 lots or less.	A	$470	N	$490	03000.0210.0087
Initial inspection for more than 5 lots.	A	$940	N	$975	03000.0210.0087
Additional inspections or development enquires (where Council is not the PC).	A	$240 per hour	N	$250 per hour	03000.0210.0087
Initial off-maintenance inspection for 5 lots or less.	A	$420	N	$440	03000.0210.0087
Initial off-maintenance inspection for more than 5 lots.	A	$820	N	$850	03000.0210.0087
Roads & Public Space Hoarding & Temporary Fencing					
Weekly Rate per lineal metre of hoarding or fencing >3m above ground level.	A	$7	N	$7.50	03000.0210.0087
Application.	B	$150	N	$156	03000.0210.0087
Weekly Rate per lineal metre of hoarding or fencing.	A	$10	N	$10.50	03000.0210.0087
Daily rate per parking space or per 6m lineal frontage on road in business areas.	A	$60	N	$63	03000.0210.0087
Road Transfer – Crown Road transferred to Council administration					
Road Transfer – Crown Road transferred to Council administration.	B	$320	N	$332	03000.0210.0087
Road Closure/Purchase Application					
Stage 1 - Initial application (includes site inspection, service investigations and road status search).	B	$480	N	$500	03000.0210.0087
Stage 2 - Application processing including authority notifications, advertising, review of submissions & Council reporting.	B	$1,010	N	$1,050	03000.0210.0087
Stage 3 – Application processing for gazettal notice, survey, valuation, legal and land transfer.	B	$380	N	$395	W635.0405.0091
Bus Stop Advertising *Council has agreements for advertising on bus shelters.* *Contact details are found on Council's website.*					
Engineering Works					
Stormwater Management Service Charges *Council resolved to levy the maximum charge in accordance with section 510A of the LG Act 1993 and clause 125AA of the LG (General) Regulation 2005. Some properties are exempted the charge as per legislation.*					
Per rateable property categorised as business per 350m2 of impervious area or part thereof.	D	$25	N	$25	03010.0210.0044
Per rateable strata unit categorised as business as per business property (above) with the charge divided based on unit entitlement subject to $5 minimum charge.	D	$5	N	$5	03010.0210.0044
Per rateable property categorised as residential.	D	$25	N	$25	03010.0210.0044
Per strata lot categorised as residential.	D	$12.50	N	$12.50	03010.0210.0044
Local Directional Signage Within Road Reserves					
Per Sign.	B	$575	N	$575	03010.0210.0044
Restoration of Roads & Footpath					
Pricing reflects nature of service and recovery basis.	B	POA	N	POA	03010.0210.0044
Flood Modelling					
West Ballina Overland Flood Model Fee.	B	$990	Y	$990	W650.0001.0166
Use of Ballina Flood Study Model by third parties (quotation from consultant plus 15%).	B	POA	N	POA	W650.0001.0166

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Private Works *(Section 67 LG Act)*					
Labour.	A	Actual cost plus 72.5%	Y	Actual cost plus 72.5%	Various
Plant Hire.	A	Private hire rate set by Council	Y	Private hire rate set by Council	Various
Stores & Materials.	A	Actual cost plus 15%	Y	Actual cost plus 15%	19990.9916.9000
Burns Point Ferry Single and weekly tickets can be purchased from the operator on the ferry. Season tickets (annual, quarterly) can be purchased from Council's Customer Service Centre at 40 Cherry Street, Ballina. A single ticket is valid for one ferry crossing of the Richmond River. Weekly tickets are valid for seven consecutive days, starting on the date of purchase. Quarterly tickets are valid for the periods 1 July to 30 September, 1 October to 31 December, 1 January to 31 March, and 1 April to 30 June. Quarterly tickets are only available for agricultural tractors, and vehicles less than 3 tonnes carrying capacity. Quarterly tickets purchased in the month prior to a quarterly period commencing will be charged for a 4 month period i.e. the quarterly ticket charge plus 1/12 of the annual ticket charge. Annual tickets are valid from 1 July to 30 June. Annual tickets are only available for motorcycles, agricultural tractors, box and boat trailers, and vehicles less than 3 tonnes carrying capacity.					
Discount on Ferry Season Tickets A 50% discount is available to pensioner or health care card holders on quarterly and annual tickets purchased from Council's Customer Service Centre. The discount can only be applied to a ticket purchase if an eligible card (listed below) is presented together with vehicle registration papers in the same name as the card holder. Both the card and registration papers must be valid on the date of purchase. The following cards are eligible: Pensioner Concession Card, Commonwealth Seniors Health Card, Ex-Carer Allowance (Child) Health Care Card, Foster Child Health Care Card, Low Income Health Care Card, Department of Veteran Affairs Health Card.					
Waiver of Ferry Fees Charges Vehicles from the following organisations are exempt from ferry charges: Police, Ambulance, NSW Fire and Rescue, State Emergency Services, Ballina Marine Discovery Centre, Australian Seabird Rescue, and Surf Life Saving NSW.					
Ferry Bicycle Fee					
Bicycle - Casual Fee.	B	$1	Y	$1.50	W565.0313.0116
Bicycle - Annual Fee.	C	$57	Y	$65	W565.0313.0116
Motorcycles					
Motorcycle - Single Ticket.	C	$3	Y	$4	W565.0313.0116
Motorcycle - Annual Ticket.	C	$180	Y	$200	W565.0313.0116
Motor Vehicles					
Motor Vehicles (<3T Carrying Capacity) - Single Ticket.	C	$8	Y	$8	W565.0313.0116
Motor Vehicles (<3T Carrying Capacity) - Weekly Ticket.	C	$66.50	Y	$80	W565.0313.0116
Motor Vehicles (<3T Carrying Capacity) - Quarterly Ticket.	C	$94	Y	$97.50	W565.0313.0116
Motor Vehicles (<3T Carrying Capacity) - Annual Ticket.	C	$376	Y	$390	W565.0313.0116
Motor Vehicles (>3T Carrying Capacity - Truck Only) - Single Ticket.	C	$18.50	Y	$19	W565.0313.0116
Motor Vehicles (>3T Carrying Capacity - Truck & Trailer) - Single Ticket.	C	$26	Y	$29	W565.0313.0116
Motor Vehicles (>10T Carrying Capacity - Truck & Dog Trailer) - Annual Ticket. Only available to Ballina Shire residents.	C	$1,694	Y	$1,757	W565.0313.0116
Trailers					
Box or boat trailer (1 or 2-axle) - Single Ticket.	C	$8	Y	$8.50	W565.0313.0116
Caravan (1 or 2-axle) - Single Ticket.	C	$9.50	Y	$10	W565.0313.0116
Box or boat trailer (1 or 2 axle) - Annual Ticket.	C	$66.50	Y	$70	W565.0313.0116
Agricultural Tractors					
Agricultural Tractor - Quarterly Ticket.	C	$43.50	Y	$45	W565.0313.0116
Agricultural Tractor - Annual Ticket.	C	$174	Y	$180	W565.0313.0116

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Airport Sandpit Site					
The below prices are per tonne.					
BSC Potential ASS dry.	A	N/A	Y	$17	W2472.0001.0990
BSC Potential ASS wet.	A	N/A	Y	$22	W2472.0001.0990
BSC Actual ASS dry.	A	N/A	Y	$17 + liming and neutralisation	W2472.0001.0990
BSC Actual ASS wet.	A	N/A	Y	$22 + liming and neutralisation	W2472.0001.0990
BSC Drain material (AASS or PASS).	A	N/A	Y	$25 + liming and neutralisation	W2472.0001.0990
BSC Liming Rate 0-60 kg.	A	N/A	Y	$12/tonne	W2472.0001.0990
BSC Liming Rate >61 kgs.	A	N/A	Y	$15/tonne	W2472.0001.0990
Non-BSC Potential ASS dry.	A	N/A	Y	POA	W2472.0001.0070
Non-BSC Potential ASS wet.	A	N/A	Y	POA	W2472.0001.0070
Non-BSC Actual ASS dry.	A	N/A	Y	POA	W2472.0001.0070
Non-BSC Actual ASS wet.	A	N/A	Y	POA	W2472.0001.0070
Non-BSC Liming Rate 0-60 kg.	A	N/A	Y	POA	W2472.0001.0070
Non-BSC Liming Rate >61 kgs.	A	N/A	Y	POA	W2472.0001.0070
Operations Support					
Plant Hire Charges					
Plant hire rates - Price on Application (POA) based on internal plant hire rate, wages, overhead, on cost and profit.					
P47003 Volvo EC220DL Excavator.	A	POA	Y	POA	W248.0054.0200
P49002 Excavator - 22 Tonne.	A	POA	Y	POA	W248.0054.0200
P148002 Excavator - 15 Tonne.	A	POA	Y	POA	W248.0054.0200
P17001, P125001 Prime Mover & Low Loader.	A	POA	Y	POA	W248.0054.0200
P40001, P268001 Caterpillar Grader.	A	POA	Y	POA	W248.0054.0200
P36002 Komatsu WA270-8 Wheel Loader.	A	POA	Y	POA	W248.0054.0200
P39001 Loader 924K Wheel Loader.	A	POA	Y	POA	W248.0054.0200
P55002 4WD Backhoe 432E CAT.	A	POA	Y	POA	W248.0054.0200
P59002 4WD Backhoe John Deere.	A	POA	Y	POA	W248.0054.0200
P315002 4WD Backhoe JCB.	A	POA	Y	POA	W248.0054.0200
P58003 Massey Ferguson 7S.145 Tractor.	A	POA	Y	POA	W248.0054.0200
P62002 Tractor plus Slasher.	A	POA	Y	POA	W248.0054.0200
P64002, P266002 Tractor plus Slasher.	A	POA	Y	POA	W248.0054.0200
P30001 Hook lift truck (hire times commence with departure/terminate depot).	A	POA	Y	POA	W248.0054.0200
P208001 Hire of 270kva JCB Generator.	A	POA	Y	POA	W248.0054.0200
P209001 Hire of 270kva JCB Generator.	A	POA	Y	POA	W248.0054.0200
P253001 Hire of 270kva CAT Generator.	A	POA	Y	POA	W248.0054.0200
Tender Specification - Hard Copy					
Price varies depending on size of document and cost to prepare.	B	$0-400	N	$0-400	W151.0001.0233

Planning & Environmental Health Division

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Development Services					
Note: The final fee amount for all set fees under the EP&A Regulation 2021 are to be determined after the March 2026 quarter CPI rate has been released.					
Development Services					
Note: any prescribed fees set by the NSW Government may be subject to change. *The EP&A Regulation will always take precedence for all Development Fees & Charges (as and from their respective start dates and respective amounts).*					
Registered Certifier & Principal Certifier Fees					
Construction Certificates and Complying Development Certificates where building work is proposed *Includes appointment of Council as Principal Certifier, Construction Certificate or Complying Development Certificate, Limited Critical Stage Inspections, Occupation Certificate.* *(excludes plumbing and drainage inspections).*					
Up to $50,000.	B	$520 + $28.35/$1,000	Y	$540 + $29.39/$1,000	CC 02000.0210.0073 CDC 02000.0210.0080
$50,001 to $1,200,000.	B	$1,950 + $5.15/$1,000 above $50,000	Y	$2,023 + $5.34/$1,000 above $50,000	CC 02000.0210.0073 CDC 02000.0210.0080
Over $1,200,000.	B	By quotation	Y	By quotation	CC 02000.0210.0073 CDC 02000.0210.0080
Addition fee where certification services are required by a Registered Certifier (unrestricted) and/or for any Class 2, 3 or 9 Building.	B	By quotation	Y	By quotation	02000.0210.0080
Complying Development Certificates where no building work is proposed					
Appointment of Council as Principal Certifier, Complying Development Certificate, Final Inspection only, Registration of Certificates.	B	$484	Y	$506	02000.0210.0073
Additional fee where certification services are required by a Registered Certifier (unrestricted) and/or for any Class 2, 3 or 9 Buildings.	B	By quotation	Y	By quotation	02000.0210.0073
Certifier Charges					
Appointment of Council as replacement Principal Certifier (Excluding any necessary inspections and Occupation Certificates).	B	$346	Y	$360	02000.0210.0073
Amended Construction Certificate (minor modifications).	B	$195	N	$205	02000.0210.0073
Other amended Construction Certificates (significant modification). (Excludes addition inspections).	B	$290	N	$305	02000.0210.0073
Additional Inspection Fee per inspection.	B	$290	N	$305	02000.0210.0073
Compliance Certificate (including single inspection fee).	B	$290	N	$305	02000.0210.0074
Occupation Certificate Application (Payable when applied for when no CC or CDC is required. Inspection fee may be applicable).	B	$290	N	$305	02000.0210.0092
Assessment of BCA Performance Solution.	B	POA	N	POA	02000.0210.0092
Building Information Certificates *(S. 6.23 EP&AA)*					
Class 1 or 10 Building.	C	$286	N	$350	02000.0210.0093
Class 2-9 buildings Up to 200m2.	C	$286	N	$380	02000.0210.0093
Class 2-9 buildings 200m2 – 2000m2.	C	$286 + $0.58/m2 above 200m2	N	POA	02000.0210.0093
Class 2-9 buildings Over 2000m2.	C	$1,336 + $0.086/m2 above 2000m2	N	POA	02000.0210.0093
Additional Inspection Fee.	C	$104	N	$110	02000.0210.0093

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Urgency Fee - (if access available, within 72 business hours).	B	$175	N	$185	02000.0210.0093
Copy of Certificate Fee.	C	$16	N	$20	02000.0210.0093
Additional fees may be payable based on the equivalent fees that would be payable on the current fees for a Construction Certificate and any ancillary approvals for works carried out.	C	POA	N	POA	02000.0210.0093
Swimming Pool Compliance Fees					
First Inspection for Owner under Division 5 - Clause 19(a) of the Regulation.	D	$150	Y	$150	02000.0210.0072
Pool Section 22 Application fee for exemption to barrier standards - Clause 13 of Regulation.	D	$250	N	$250	02000.0210.0072
Subsequent Inspections for Owner under Division 5 - Clause 19(b) of the Regulation.	D	$100	Y	$100	02000.0210.0072
First Inspection since expiry of Certificate of Compliance - Clause 19(c) of the Regulation.	D	$150	Y	$150	02000.0210.0072
Subsequent Inspections since expiry of Certificate of Compliance - Clause 19(d) of the Regulation.	D	$100	Y	$100	02000.0210.0072
Inspection under Section 27A for suspected breach of the Act.	C	$178	Y	$185	02000.0210.0072
Issue of Section 23(5) Notice of Intention to serve a Direction.	C	$178	Y	$185	02000.0210.0072
Issue of Section 23(1) Direction.	C	$241	Y	$250	02000.0210.0072
Entry of Information onto NSW Register - Clause 25 of the Regulation.	D	$10	Y	$10	02000.0210.0072
Record of pool approval advisory letter.	B	$84	Y	$90	02000.0210.0072
Pool Resuscitation chart (cost recovery).	B	$26	Y	$30	02000.0210.0072
Urgency Fee - (for Inspection or Certificate within 72 business hours).	B	$175	Y	$185	02000.0210.0072
Other Building Related Fees					
Registration of private certifier submitted complying development certificates, construction certificates or occupation certificates (per certificate).	D	$40	N	$40	02000.0210.0076
Inspection of Dwelling before Relocation.	B	POA	N	POA	02000.0210.0061
Miscellaneous Building Inspection.	B	$292	N	$305	02000.0210.0061
Objections to application of regulations and local policies (Section 82 LG Act 1993).	B	$177	N	$185	02000.0210.0070
Long Service Leave Levy (LSL to be paid directly to the LSL Corporation).	D	0.25% of estimated development cost	N	0.25% of estimated development cost	02000.0210.0074
Section 138 Roads Act Applications					
Section 138 Roads Act Application Fee (footpath and gutter crossing fee, per driveway, relating to Development Applications for residential dwellings).	B	$242	N	$285	02000.0210.0061
Section 138 Roads Act Application Fee (footpath and gutter crossing fee relating to industrial and commercial developments).	B	POA (refer to Civil Services s138)	N	POA (refer to Civil Services s138)	03000.0210.0087
Section 138 Roads Act Application Fee (small-scale roadside stalls).	B	$150	N	$160	03000.0210.0087
Section 735A Certificate					
Outstanding Notices under LGA (within 7 business days).	B	$208	N	$220	02000.0210.0070
Urgency Fee - (Additional to standard fee, within 48 business hours).	B	$175	N	$185	02000.0210.0070
Refund / Administration Fee to Process Refund due to duplicate orders by customer	C	N/A	N	$30	02000.0210.0070
Essential Fire Services					
Written Response to inquiry for required Essential Fire Services Investigation - sliding charge dependent on complexity of matter and time taken to provide response (per premises).	C	POA	N	POA	02000.0210.0070

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Essential fire services annual notification, registration & service program.	B	$105	N	$120	02000.0210.0071
Fire Safety Schedules					
Reissue a Fire Safety Schedule under Section 80A of the EP&A (Development Certification and Fire Safety) Regulation. Building floor area up to 500m2 and up to 2 storeys (excludes any inspections).	B	$292	N	$305	02000.0210.0071
Reissue a Fire Safety Schedule under Section 80A of the EP&A (Development Certification and Fire Safety) Regulation. Building floor area more than 500m2 or more than 2 storeys.	B	POA	N	POA	02000.0210.0071
Provide Fire Safety Schedule - 81(3) of the EP&A (Development Certification and Fire Safety) Regulation. Building floor area up to 500m2 and up to 2 storeys (includes one inspection).	B	$580	N	$605	02000.0210.0071
Provide Fire Safety Schedule - 81(3) of the EP&A (Development Certification and Fire Safety) Regulation. Building floor area more than 500m2 or more than 2 storeys.	B	POA	N	POA	02000.0210.0071
Rural Fire Service					
Bushfire Attack Level (BAL) Certificate.	B	$472	Y	$490	02000.0210.0070
Document, plan, map copying fee.	B	$64	N	$65	02000.0210.0070
Boarding Houses Registration & Inspection Fee					
Registration and Initial Inspection Fee.	B	$292	N	$305	02000.0210.0093
Additional Inspection Fee.	B	$292	N	$305	02000.0210.0093
Manufactured Home & Associated Structure (Installation on land other than caravan park or Manufactured Home Estate)					
LG Act S.68 Part A 1 Application to Install a Manufactured Home or Associated Structure. Includes site inspection, assessment, issue of Approval to Install and receipt of LG Reg S.159 Notice of Completion of Installation.	B	N/A	N	$1,195	02000.0210.0073
Additional fee per Associated Structure (e.g. carport, garage, shed, pergola, verandah or other attached or integrated structure).	B	N/A	N	$305	02000.0210.0073
Plumbing & Drainage Application Fees *All residential, commercial, industrial new buildings or alterations and additions*					
Section 68					
Section 68 Plumbing/Drainage application fee (Single Dwellings and Dual Occupancy).	B	$272	N	$285	02000.0210.0075
Section 68 Plumbing/Drainage application fee (Multi dwelling (3 or more) /Commercial or Industrial).	B	N/A	N	$565	02000.0210.0075
Amended Section 68 Application Fee.	B	$180	N	$190	02000.0210.0075
Additional Plumbing Inspections due to non-compliance (in addition to 1 re-inspection).	B	N/A	N	$305	02000.0210.0075
Miscellaneous Plumbing & Drainage Inspection					
Miscellaneous Plumbing & Drainage Inspection.	B	$294	N	$305	02000.0210.0075
Plumbing & Drainage Inspection Fees - Residential					
Minor Plumbing and Drainage Works (e.g. one fixture or Capping Off of Services).	B	$322	N	$335	02000.0210.0075
$0 - $50,000.	B	$539	N	$560	02000.0210.0075
$50,001 - $400,000.	B	$780	N	$810	02000.0210.0075
$400,001 - $1,200,000.	B	$1,252	N	$1,300	02000.0210.0075
Exceeding $1,200,000.	B	POA	N	POA	02000.0210.0075
Plumbing & Drainage Inspection Fees - Commercial & Industrial					
Minor Plumbing & Drainage Works (e.g. one fixture or Capping Off of Services).	B	$350	N	$365	02000.0210.0075

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
$0 - $50,000.	B	$590	N	$615	02000.0210.0075
$50,001 - $400,000.	B	$1,062	N	$1,105	02000.0210.0075
$400,000 - $1,200,000.	B	$1,780	N	$1,850	02000.0210.0075
Exceeding $1,200,000.	B	POA	N	POA	02000.0210.0075
Plumbing & Drainage Application & Inspection Fees					
On Site Sewage Management System Application & Inspection Fees					
Section 68 Application per individual system.	C	$480	N	$500	02000.0210.0077
Inspection Fee minimum per system.	C	$480	N	$500	02000.0210.0077
Issue of Approval to Operate.	C	$95	N	$100	02000.0210.0077
Fee for Peer Review.	B	At cost	N	At cost	02000.0210.0077
Wastewater Services					
Wastewater Diagram – Copy (within 7 business days).	B	$120	N	$125	02000.0210.0079
Urgency Fee - (additional to standard fee, within 48 business hours).	B	$175	N	$185	02000.0210.0079
Refund / Administration Fee to Process Refund due to duplicate orders by customer.	C	N/A	N	$30	02000.0210.0079
Wastewater Plan					
Administration Fee.	B	$86	N	$90	02000.0210.0079
Dual Reticulation Application Fee					
Audit Certificate Application (Includes one Inspection).	B	$295	N	$310	02000.0210.0074
Re-inspection Fee.	B	$295	N	$310	02000.0210.0074
Development Enquiries					
Dwelling Entitlement Enquiry Fee (per vacant lot).	C	$250	N	$350	02000.0210.0070
Dwelling Entitlement Enquiry Fee (per lot - with dwelling constructed on site).	C	N/A	N	$230	02000.0210.0070
Development Applications					
Application and Lodgement Documentation Administration (DA, Modification and Review applications under $500,000).	C	$165	N	$171	02000.0210.0061
Application and Lodgement Documentation Administration (DA, Modification and Review applications $500,000 and above).	C	$328	N	$340	02000.0210.0061
Written Response - sliding charge dependent on complexity of the matter and time taken to provide response. Includes flood planning level enquiries.	C	POA	N	POA	02000.0210.0070
Written Response - Minimum charge.	C	$130	N	$150	02000.0210.0070
Development Application Fee (Table 1)					
Up to $5,000.	D	$147	N	$147	02000.0210.0061
$5,001 - $50,000.	D	$226 + an additional $3 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $5,000	N	$226 + an additional $3 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $5,000	02000.0210.0061
$50,001 - $250,000.	D	$469 + an additional $3.64 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $50,000	N	$469 + an additional $3.64 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $50,000	02000.0210.0061

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
$250,001 - $500,000.	D	$1,544 + an additional $2.34 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $250,000	N	$1,544 + an additional $2.34 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $250,000	02000.0210.0061
$500,001 - $1,000,000.	D	$2,325 + an additional $1.64 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $500,000	N	$2,325 + an additional $1.64 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $500,000	02000.0210.0061
$1,000,001 - $10,000,000.	D	$3,483 + an additional $1.44 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $1,000,000	N	$3,483 + an additional $1.44 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $1,000,000	02000.0210.0061
More than $10,000,000.	D	$21,146 + an additional $1.19 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $10,000,000	N	$21,146 + an additional $1.19 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $10,000,000	02000.0210.0061
Note: *Additional NSW Government 'Plan First' levies may apply to certain Development Applications lodged with local approval authorities.*					
Advertising Signs Fee *The fee payable for development for one or more advertisements is set out below. NB. This fee applies only to an application just for signage and only if the fee under this item exceeds the fee that would be payable under Table 1.*					
Additional for each advertisement in excess of one; or	D	$93	N	$93	02000.0210.0061
(a) Fee.	D	$379	N	$379	02000.0210.0061
Subdivision Fee *The maximum fee payable for development involving the subdivision of land is calculated in accordance with the table below:*					
New Road.	D	$885 + $65 per additional lot	N	$885 + $65 per additional lot	02000.0210.0066
No New Road.	D	$440 + $53 per additional lot	N	$440 + $53 per additional lot	02000.0210.0066
Strata.	D	$440 + $65 per additional lot	N	$440 + $65 per additional lot	02000.0210.0066

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Note: *If two or more fees are applicable to a single development application (such as to subdivide land and to carryout work and/or erect a building on one or more lots created by the subdivision), the maximum fee payable for the development is the sum of those fees. An Estimated Development Cost is required for all DAs including DAs lodged for the proposal of subdivision.*					
Subdivision Certificates					
Subdivision Certificate Applications (note all new Strata lots counted when determining number of lots), including Exempt Subdivision Certificates.	C	$385 per lot	N	$400 per lot	02000.0210.0067
Review and /or Endorsement of s88b instruments and other similar document (e.g. positive covenants). Fee per document.	C	$292	N	$330	02000.0210.0067
Inspection Fee per officer (Subdivisions of more than 3 lots).	C	$447	N	$460	02000.0210.0067
Review of Technical Documents - Requirements of and/or Compliance with Conditions of Consent (note hourly rate charged for document review where not connected to subdivision certificate application).	C	$360 per document (base fee). POA for more complex documents.	N	$375 per document (base fee). POA for more complex documents.	02000.0210.0067
Re-endorsement of Linen Plan, 88b instrument or other Subdivision Certificate Related Documents. Fee per document.	C	$230	N	$240	02000.0210.0067
Property Address Administration Fee.	C	$60	N	$63	2000.210.0067
Final Plan Reinspection Fee					
The fee payable for each re-inspection for incomplete consent works at the time of lodgement of subdivision certificate application.	C	$515	N	$535	02000.0210.0067
Bonds / Bank Guarantees					
Bond Administration / Bank Guarantee Administration.	C	$335/Bond	N	$350/Bond	02000.0210.0067
Development not involving the erection of a Building/Carrying out of Work or the Subdivision of Land. *The fee payable for development not involving the erection of a building, the carrying out of work, the subdivision of land, or the demolition of a building or work (i.e., change of use). This fee includes the change of use of a premises to 'a place of public entertainment' (PoPE). NB. Where a change of use does involve the carrying out of works the fee will be the sum of this fee and the fee in Table 1.*					
Development not involving the Erection of a Building/Carrying out of Work or the Subdivision of Land.	D	$379	N	$379	02000.0210.0065
Dwelling House Fee					
The fee payable for development involving the erection of a dwelling house with an estimated cost of construction of $100,000 or less.	D	$606	N	$606	02000.0210.0061
Integrated Development Fee					
The consent authority may charge an additional processing fee for each approval authority.	D	$187	N	$187	02000.0210.0061
The fee payable to each approval authority.	D	$426	N	$426	02000.0210.0061
Concurrence Fees					
(i) the fee payable to each concurrence authority.	D	$426	N	$426	02000.0210.0061
(ii) the consent authority may charge an additional processing fee for each concurrence authority.	D	$187	N	$187	02000.0210.0061
Development - Designated - Minimum Fee					
Fee is payable in addition to any other fees for designated development. Additional fees are payable for development that requires advertising.	D	$1,226	N	$1,226	02000.0210.0061
Advertising/Notification Fee *In addition to any other fees payable a fee is payable for the giving of the notice required for the development. Council shall refund so much of the fee paid for advertising as is not spent in giving the notice.*					
(i) In the case of designated development.	D	$2,957	N	$2,957	02000.0210.0062
(ii) In the case of nominated integrated development, threatened species development or Class 1 aquaculture development.	D	$1,472	N	$1,472	02000.0210.0062
(iii) In the case of prohibited development.	D	$1,472	N	$1,472	02000.0210.0062

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
(iv) In the case of development for which a community participation plan requires notice to be given otherwise than as referred to in paragraph (i), (ii) & (iii).	D	$1,472	N	$1,472	02000.0210.0062
Neighbour Notification					
The fee for notifying neighbours of a development application in accordance with Council's community participation plan.	C	$453	N	$470	02000.0210.0062
Development - Modification of a Consent - Local Development Application Fee					
Modification application under the Act, section 4.55(1) - Modifications involving minor error, misdescription or miscalculation (maximum fee).	D	N/A	N	$95	02000.0210.0061
Modification application - under the Act, section 4.55(1A) or under the Act, section 4.56(1) that involves, in the consent authority's opinion, minimal environmental impact.	D	N/A	N	$859 or 50% of the fee for the original application whichever is the lesser	02000.0210.0061
Modification application under the Act, section 4.55(2) or 4.56(1) that does not, in the consent authority's opinion, involve minimal environmental impact, if the fee for the original development application was less than $114.	D	N/A	N	50% of original DA fee	02000.0210.0061
Modification application under the Act, section 4.55(2) or 4.56(1) that does not, in the consent authority's opinion, involve minimal environmental impact, if the fee for the original development application was $114 or more and the original DA did not involve the erection of a building, the carrying out of a work or the demolition of a work or building (Item 4.3).	D	N/A	N	50% of original DA fee	02000.0210.0061
Modification application under the Act, section 4.55(2) or 4.56(1) that does not, in the consent authority's opinion, involve minimal environmental impact, if the fee for the original development application was $114 or more, and the original DA involved the erection of a dwelling house with an EDC, incl. GST, of $100,000 or less (Item 4.4).	D	N/A	N	$253	02000.0210.0061
Modification application under the Act, section 4.55(2) or 4.56(1) that does not, in the consent authority's opinion, involve minimal environmental impact, if the fee for the original application was $114 or more and the application relates to an original development application, other than an original development application specified in item 4.3 or 4.4, with an estimated development cost, including GST, of—					
Up to $5,000.	D	$73	N	$73	02000.0210.0061
$5,001 - $250,000.	D	$113 + an additional $1.50 for each $1,000 (or part of $1,000) of the estimated cost exceeds $5,000	N	$113 + an additional $1.50 per $1,000 or part thereof of the estimated cost which exceeds $5,000	02000.0210.0061
$250,001 - $500,000.	D	$666 + an additional $0.85c for each $1,000 (or part of $1,000) by which the estimated cost exceeds $250,000	N	$666 + an additional $0.85 per $1,000 or part thereof of the estimated cost which exceeds $250,000	02000.0210.0061

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
$500,001 - $1,000,000.	D	$949 + an additional $0.50c for each $1,000 (or part of $1,000) by which the estimated cost exceeds $500,000	N	$949 + an additional $0.50 per $1,000 or part thereof of the estimated cost which exceeds $500,000	02000.0210.0061
$1,000,001 - $10,000,000.	D	$1,314 + an additional $0.40c for each $1,000 (or part of $1,000) by which the estimated cost exceeds $1,000,000	N	$1,314 + an additional $0.40 per $1,000 or part thereof of the estimated cost which exceeds $1,000,000	02000.0210.0061
More than $10,000,000.	D	$6,310 + an additional $0.27 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $10,000,000	N	$6,310 + an additional $0.27 per $1,000 or part thereof of the estimated cost which exceeds $10,000,000	02000.0210.0061
Additional fee for modification application if notice of application is required to be given under the Act, section 4.55(2) or 4.56(1).	D	N/A	N	$886	02000.0210.0061
Review of Determination Fee - Development Applications and Modification Applications					
Application for review under the Act, section 8.3 that relates to a development application not involving the erection of a building, the carrying out of a work or the demolition of a work or building (Item 7.1).	D	N/A	N	50% of original DA fee	02000.0210.0061
Application for review under the Act, section 8.3 that relates to a development application involving the erection of a dwelling house with an estimated development cost, including GST, of $100,000 or less (Item 7.2).	D	N/A	N	$253	02000.0210.0061
Application for review under the Act, section 8.3 that relates to a development application for development, not referred to in item 7.1 or 7.2, with an estimated development cost, including GST, of—					
Up to $5,000.	D	$73	N	$73	02000.0210.0061
$5,001 - $250,000.	D	$114 + an additional $1.50 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $5,000	N	$114 + an additional $1.50 for each $1,000 (or part of $1,000) of estimated cost which exceeds $5,000	02000.0210.0061

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
$250,001 - $500,000.	D	$666 + an additional $0.85c for each $1,000 (or part of $1,000) by which the estimated cost exceeds $250,000	N	$666 + an additional $0.85 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $250,000	02000.0210.0061
$500,001 - $1,000,000.	D	$949 + an additional $0.50c for each $1,000 (or part of $1,000) by which the estimated cost exceeds $500,000	N	$949 + an additional $0.50 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $500,000	02000.0210.0061
$1,000,001 - $10,000,000.	D	$1,314 + an additional $0.40c for each $1,000 (or part of $1,000) by which the estimated cost exceeds $1,000,000	N	$1,314 + an additional $0.40 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $1,000,000	02000.0210.0061
More than $10,000,000.	D	$6,310 + an additional $0.27c for each $1,000 (or part of $1,000) by which the estimated cost exceeds $10,000,000	N	$6,310 + an additional $0.27 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $10,000,000	02000.0210.0061
Appeal against determination of modification application under the Act, section 8.9.	D	N/A	N	50% fee that was payable for the application the subject of appeal	02000.0210.0061
Notice of application for review of a determination under the Act, section 8.3.	D	N/A	N	$826	02000.0210.0061
Review of Decision to Reject Development Application					
(a) Estimated cost of development is less than $100,000.	D	$73	N	$73	02000.0210.0061
(b) Estimated cost of development is $100,000 or more, and less than, or equal to, $1,000,000.	D	$199	N	$199	02000.0210.0061
(c) Estimated cost of development is more than $1,000,000.	D	$333	N	$333	02000.0210.0061
Amended Application Fee					
Amended Plan/Documentation Fee for DAs and Mods.	D	N/A	N	30% of original DA/Mod fee	02000.0210.0061

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Pre-Application Lodgement (Including DA's, CDC's, CC and subdivision certificates) Meetings are typical hosting via an online forum.					
Meeting with Development Panel (per meeting - up to one hour).	C	$712 base fee. $1,310 where cost of works >$2,000,000, or is a subdivision > 3 lots, or project involves complex matters	Y	$800 base fee. $1,800 where cost of works >$1,000,000, or is a subdivision > 3 lots, or project involves complex matters	02000.0210.0070
Site Inspection by Panel member (per hour or part thereof).	C	$270	Y	$281	02000.0210.0070
External Consultant Review Fee					
External consultant review and/or reporting in relation to a development application (by agreement).	C	At Cost	N	At Cost	02000.0210.0061
Section 10.7 Planning Certificates					
Certificate under Section 10.7(1) of the Act (within 7 business days).	D	$71	N	$71	02000.0210.0068
Additional fee for any advice given under Section 10.7(5) of the Act (within 7 business days).	D	$107	N	$107	02000.0210.0068
Urgency Fee - (additional to standard fee, within 48 business hours).	B	$175	N	$185	02000.0210.0068
Refund / Administration Fee to Process Refund due to duplicate orders by customer.	C	N/A	N	$30	02000.0210.0068
Copy of Certified Plan/Document Fee					
Certified copy of a document, map or plan referred to in Section 10.8(2) of the Act.	D	$71	N	$71	02000.0210.0069
Landscaping Bond *Refundable upon satisfactory completion.*					
Per residential unit.	C	$290	N	$300	02000.0210.0067
Per industrial unit.	C	$685	N	$700	02000.0210.0067
Voluntary Planning Agreement					
VPA Review, Management & Administration.	C	$450/VPA	N	$470/VPA	W270.0001.0222
Development Compliance & Advice Fee, including confirming compliance with approved plans or conditions, review of vegetation management plans, on-going revegetation monitoring plans and inspections					
Review an Order.	C	$330	N	$330	02000.0210.0070
Fee in relation to development compliance regulatory functions (per hour) - Per Officer.	C	$252	N	$262	02000.0210.0070
Private Tree Permit Application					
Private Tree Permit Application (base fee for up to 3 trees).	C	N/A	N	$147	02000.0210.0061
Additional charge per tree 4 and over.	C	N/A	N	$50 per additional tree	02000.0210.0061
Health & Environment					
New Inspection/Registration (Annual – first opening year) *Fee for service in relation to Environmental Health, Compliance and Regulatory functions. (Includes food and commercial premises final inspection associated with a Development Application where Council is the certifying authority).*					
Hourly Rate.	C	$240	N	$250	02020.0210.0138
On Site Sewage Management (OSSM)					
OSSM Fee – applicable to all non-sewered properties with improvements (e.g. septic tank). Section 608(2) Local Government Act 1993.	C	$82	N	$85	02020.0210.0091
OSSM Inspection fee (single inspection) and for any additional inspections.	C	$240	N	$250	W272.0089.0091
Pre-purchase inspection fee and report.	C	$950	N	$985	W272.0089.0091
Registration of OSSM system for approval to operate on change of ownership.	C	$95	N	$100	W272.0091.0091

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
On Site Sewage Management System Application					
Section 68 - Issue of Approval to Install.	C	$480	N	$500	W272.0091.0091
Issue of Approval to Operate per system - Domestic.	C	$95	N	$100	W272.0091.0091
Issue of Approval to Operate per system - Non Domestic.	C	$480	N	$500	W272.0091.0091
Inspection Fee (two inspections) minimum per system.	C	$480	N	$500	W272.0089.0091
Fee for Peer Review (as required).	B	At Cost	N	At Cost	W272.0089.0091
OSSM Written Enquiry.	C	$95	N	$100	W272.0091.0091
Commercial Trade Waste System per registration.	C	$140	N	$145	W272.0089.0091
Commercial Trade Waste System per inspection.	C	$240	N	$250	W272.0089.0091
Animals - Stock, Cats, Dogs, Traps					
Animal Care and Health					
Vaccination of Cats.	B	$140	N	$145	W287.0182.0124
Vaccination of Dogs.	B	$160	N	$165	W287.0182.0124
Microchip of impounded animals.	B	$75	N	$78	W287.0182.0124
Straying Stock					
Impounding Fee.	B	At Cost	N	At Cost	W288.0185.0222
Notification Fee.	C	$85	N	$85	W288.0185.0222
Fees for delivery to pound.	B	At Cost	N	At Cost	W288.0185.0222
Daily sustenance for impounded stock.	B	$60	N	$65	W288.0185.0222
Animal Traps					
Small Animal Trap.	B	No charge	N	No charge	W288.0185.0222
Refundable deposit.	B	$110	N	$115	19990.9940.9000
Dangerous Dogs					
Dangerous Dog Collar.	B	$85	Y	$85	W287.0182.0124
Dangerous Dog Warning Sign.	B	$60	Y	$65	W287.0182.0124
Dangerous Dog Compliance Certificate (statutory maximum).	D	$150	N	$150	W287.0182.0124
Companion Animal Impounding Fees (dog and cat)					
Animal Surrender & Care Fee - Dog.	B	$230	N	$240	W287.0181.0091
Animal Surrender & Care Fee - Cat.	B	$180	N	$190	W287.0181.0091
Impounding Fee First Offence					
Impounded and released - same day.	C	$55	N	$60	W287.0180.0091
Impounded and stayed - overnight.	C	$105	N	$115	W287.0180.0091
Plus each night in addition to first night.	C	$50	N	$55	W287.0180.0091
Impounding Fee Second and Subsequent Offence					
Impounded and released - same day.	C	$80	N	$85	W287.0180.0091
Impounded and stayed - overnight.	C	$130	N	$140	W287.0180.0091
Plus each night in addition to first night.	C	$50	N	$55	W287.0180.0091
Animal Registration & Annual Permit Fees					
Assistance Animal.	D	No charge	N	TBA	W287.0182.0124
Cat Registration - (Eligible Pensioner).	D	$35	N	TBA	W331.0179.0091
Cat - Registration Desexed (sold/transferred by pound/shelter or rehoming organisation).	D	No charge	N	TBA	W331.0179.0091
Cat - Registration Not Desexed (not recommended).	D	$70	N	TBA	W331.0179.0091
Cat - Registration (recognised breeder).	D	$70	N	TBA	W331.0179.0091
Cat - (Annual Permit) - Not Desexed by 4 months of age.	D	$99	N	TBA	W331.0179.0091
Cat - (Additional Permit one-off) - Desexed after 4 months of age.	D	$99	N	TBA	W331.0179.0091
Dog - Registration Desexed (sold/transferred by pound/shelter or rehoming organisation).	D	No charge	N	TBA	W331.0179.0091
Dog - Registration Desexed (by Eligible Pensioner).	D	$35	N	TBA	W331.0179.0091
Dog - Registration Not Desexed (not recommended).	D	$80	N	TBA	W331.0179.0091

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Dog - Registration Not Desexed (recognised breeder).	D	$80	N	TBA	W331.0179.0091
Dog - Service of the State.	D	No charge	N	TBA	W331.0179.0091
Dog - Working.	D	No charge	N	TBA	W331.0179.0091
Dog - (Annual Permit) - Restricted Breed.	D	$236	N	TBA	W331.0179.0091
Dog - (Annual Permit) - Declared Dangerous.	D	$236	N	TBA	W331.0179.0091
Registration Late Fee (28 days after the required date) - applicable for registration and permits for both cats and dogs.	D	$23	N	TBA	W331.0179.0091
Cat - Registration Not Desexed – (Not Recommended Eligible Pensioner).	D	$35	N	TBA	W331.0179.0091
Cat – Registration fee (by 12 weeks or when sold if earlier than 12 weeks).	D	$70	N	TBA	W331.0179.0091
Dog - Registration Not Desexed (Not Recommended Eligible Pensioner).	D	$35	N	TBA	W331.0179.0091
Dog – Registration fee (by 12 weeks or when sold if earlier than 12 weeks).	D	$80	N	TBA	W331.0179.0091
Dog – Registration Additional fee (dog not desexed by 6 months).	D	$189	N	TBA	W331.0179.0091
Unattended Property (Seized) - Includes Seizing, Removal, Management & Storage					
Unattended Class 3 i.e., Vehicle Standard (per item).	C	$365	N	$380	W288.0185.0222
Unattended Class 2 i.e., Shopping Trolley/Large Sign (per item).	C	$230	N	$240	W288.0185.0222
Unattended Class 1 i.e., Bike/Surfboard (per item).	C	$120	N	$130	W288.0185.0222
Unattended Class 1 Small to Medium Sign (per item).	C	$60	N	$65	W288.0185.0222
Transport to holding area (Standard Vehicle).	B	$180	N	$190	W288.0185.0222
Transport to holding area - Vehicle in accident.	B	At cost	N	At cost	W288.0185.0222
Transport to holding area - Heavy vehicle.	B	At cost	N	At cost	W288.0185.0222
Storage Fee Vehicle - per day (Maximum 28 days storage).	C	$35	N	$35	W288.0185.0222
Overgrown Land *Non-compliance with Order under LGA Section 124.*					
Private Contractor Fee.	B	At Cost	N	At Cost	W575.0001.0134
Plus Ranger / Environmental Health Officer Compliance and Administration Costs.	C	$240	N	$250	W288.0185.0222
Market Casual Food Vendors					
Combined - Market stall and home occupation then the two applicable fees apply for each service.	C	N/A	N	No charge	W272.0093.0138
Combined – Market stall and Retail Food Services Tier then the two applicable fees apply for each service.	C	N/A	N	No charge	W272.0093.0138
Market Food Stall - High Risk.	C	$155	N	$160	W272.0093.0138
Market Food Stall - Medium Risk.	C	$125	N	$130	W272.0093.0138
Market Food Stall - Low Risk.	C	$85	N	$90	W272.0093.0138
Not-for-Profit/solely raise funds for a community or charitable cause	C	No charge	N	No charge	W272.0093.0138
Note: *Electricity charges may also apply.*					
Public Health Events *(Applicable when trading at an event on public or private land where hourly rate applies).*					
Inspection fee - per hour.	B	$360	N	$385	W272.0093.0138
Bulk Water Supply					
Vehicle Inspection.	B	$240	N	$250	W272.0088.0091

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Food Premises *Food and commercial premises professional Service Fee and start up inspection for new and or modified businesses – Food and commercial premises final inspection associated with a Development Application where Council is the certifying authority and or requested by a Private Certifying Agent – hourly rate $250.*					
New Inspection/Registration (Annual – first opening year) (new premises opening in last quarter of a financial year - rate charge will be one quarter of the applicable yearly fee) FTE = Employee Full Time Equivalent					
Supermarket Tier 1 (>6 FTE).	C	$1,652	N	$1,715	2010.0210.0082
Supermarket Tier 2 (5 or less FTE).	C	$745	N	$775	2010.0210.0082
Licensed Venue Tier 1 (multi kitchens, bars) (6 or more FTE).	C	$1,652	N	$1,715	2010.0210.0082
Licensed Venue Tier 2 (1 kitchen, bar) (5 or less FTE).	C	$745	N	$775	2010.0210.0082
Licensed Venue Tier 3 (bar service, minor food prep) (5 or less FTE).	C	$337	N	$350	2010.0210.0082
Retail Food Service Tier 1 (example - large restaurant/café/takeaway/bakery) (6 or more FTE and/or high risk).	C	$968	N	$1,000	W272.0087.0091
Retail Food Service Tier 2 (example - restaurants/cafes/takeaways, delicatessen, bakery, motel/café, caterer) (5 or less FTE and/or high to medium risk).	C	$745	N	$775	W272.0087.0091
Retail Food Service Tier 3 (example - motel, bed and breakfast, greengrocer, health food store, minor food premises) (5 or less FTE and/or medium to low risk).	C	$337	N	$350	W272.0087.0091
Mobile Food Van.	C	$337	N	$350	02010.0210.0082
School Canteens/Sporting Canteens and other canteens - not for profit/solely raise funds for a community or charitable cause	C	No charge	N	No charge	02010.0210.0082
School Canteen/Sporting Canteens and other canteens (1-2 Days) Low Risk.	C	$168	N	$175	02010.0210.0082
School Canteen/Sporting Canteens and other canteens (3-5 Days) Medium Risk.	C	$337	N	$350	02010.0210.0082
School Canteen/Sporting Canteens and other canteens (3-5 Days) High Risk.	C	$745	N	$775	02010.0210.0082
Combined - Home Occupation and Retail Food Services Tier then the two applicable fees apply for each service.	C	N/A	N	No charge	02010.0210.0082
Combined - Home Occupation and Market Stall then the two applicable fees apply for each service.	C	N/A	N	No charge	02010.0210.0082
Home Occupation - Low Risk.	C	$85	N	$90	W272.0091.0091
Home Occupation - Medium & High Risk.	C	$337	N	$350	02010.0210.0082
Childcare Centre (Low Risk).	C	$85	N	$90	W272.0091.0091
Childcare Centre (Medium Risk).	C	$337	N	$350	02010.0210.0082
Childcare Centre (High Risk).	C	$745	N	$775	02010.0210.0082
Function Venues/Venue for Hire.	C	$337	N	$350	02010.0210.0082
Inspection fees for new businesses or subsequent inspection fees to be paid where premises are not being maintained in accordance with Council's minimum requirements, or further inspection is necessary.	C	$240/hour	N	$250/hour	W272.0087.0091
Improvement Notice - Where Issued.	C	$565	N	$565	21040.1633.091
Pre-purchase inspection fees – food premises/commercial premises, including written report.	C	$900	N	$935	W272.0087.0091
Food Premises fit-out assessment & written report.	C	Minimum fee $480 plus $240 per hour after 2 hours.	N	Minimum fee $500 plus $250 per hour after 2 hours.	2010.0210.0082
Enquiry Fee - Written Response (per hour, minimum).	C	$240	N	$250	02020.0210.0138
Overdue Administration Fee for Food Premises and Other Associated Commercial Premises.	C	$240	N	$250	02020.0210.0138

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Other Premises - Annual Registration and Inspection					
Low Risk - Hairdressers & Minor Beauty Salons.	C	$85	N	$90	02010.0210.0083
Medium Risk - Beauty Salons.	C	$225	N	$235	02010.0210.0083
High Risk - Skin Penetration (i.e. Tattooists & Major Beauty Salons).	C	$375	N	$390	02010.0210.0083
Mortuaries.	C	$375	N	$390	02010.0210.0083
Service Fee – Notices and Orders Public Health Act					
Service of Improvement Notice or Prohibition Order on a Regulated System.	D	$650	N	$665	W272.0086.0091
Service of Improvement Notice or Prohibition Order in any other case.	D	$302	N	$309	W272.0086.0091
Reinspection of premises subject to a Prohibition Order – per hour.	D	$255	N	$255	W272.0087.0091
Clearance Certificate for Prohibition Order.	D	$500	N	$500	W272.0086.0091
Public Swimming Pool Water Quality - Registration and Inspection (including analysis)					
Semi Public Swimming Pools.	C	$240	N	$250	02010.0210.0081
Public Swimming Pools.	C	$355	N	$390	02010.0210.0081
Re-inspection and subsequent inspections.	C	$240	N	$250	02010.0210.0081
Legionella (cooling water or warm water systems)					
Notification and registration.	D	$130	N	$120	02020.0210.0138
Receiving Certificates.	D	$65	N	$65	02020.0210.0138
Burials on Private Land					
Administration, Inspection & Approval Fee.	B	$720	N	$750	02020.0210.0138
Service Administration Fee - Protection of Environment Operations Act					
Administration fee for Clean up Notice for deposit litter/waste.	D	N/A	N	$286	02020.0210.0138
Administration fee for Prevention Notice/Clean up Notice/Noise Control Notice (statutory maximum).	D	$821	N	$840	02020.0210.0138
Contaminated Land					
Review of a Remediation Action Plan (RAP) or other related reports for a category 2 remediation – when not part of a development application. Minimum fee $480 and then per hour after $240.	B	$240	N	$250	02020.0210.0138
Underground Petroleum Storage Systems (UPSS)					
Annual registration Fee.	C	$140	N	$145	02020.0210.0138
Inspection Fee.	C	$375	N	$390	02020.0210.0138
Service Fee - Compliance Cost Notice (under the Environmental Planning and Assessment Act)					
Fee for the serving of an Order.	D	At Cost	N	At Cost	02020.0210.0138
Fee for the serving of a notice of intention to give an Order.	D	$750	N	$750	02020.0210.0138
Amusement Devices (Private land)					
Amusement Devices Application Fees (per device) not including small inflatable devices.	C	$140	N	$145	02020.0210.0138
Caravan Parks, Camping Grounds & Manufactured Home Estates, Licence Fees					
Approval to operate (Section 68) New/renewal and or Amend - General application fee.	B	$600	N	$625	W272.0095.0124
Inspection Fee per site to accompany Approval to operate (Section 68) General Application fee.	B	$16	N	$17	W272.0095.0124
General Inspection Fee (Hourly basis).	B	$240	N	$250	W272.0095.0124
Approval to operate change of ownership.	B	$120	N	$125	W272.0095.0124
Notification and Certificate of Completion Fee - Installation of a structure, holiday cabin, relocatable home (per site).	B	$140	N	$145	W272.0095.0124
Installation assessment - structures, holiday cabin and relocatable home (per site).	B	$355	N	$370	W272.0095.0124
Installation inspection - structures, holiday cabin, relocatable home (per site).	B	$240	N	$250	W272.0095.0124
Strategic Planning					
Planning Proposals and Local Environmental Plan Amendments					
Correction of errors or anomalies.	B	No charge	N	No charge	N/A

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Minor amendment considered suitable for annual housekeeping LEP amendment process (50% of fee refundable pre-Gateway if not supported by Council. No refund post Gateway).	B	$11,550	N	$12,710	W289.0001.0061
Scoping proposal submission fee. Includes provision of one subsequent pre-lodgement meeting. (No provision for refund once scoping proposal is submitted).	B	$3,350	N	$3,690	W289.0001.0061
Commencement Fee - Stage 1. Includes provision of one pre-lodgement meeting. (No refund provision once considered by Council).	B	$6,820	N	$7,500	W289.0001.0061
Additional pre-lodgement meeting (per meeting).	B	$620	N	$680	W289.0001.0061
Planning Proposal Preparation Fee - Stage 2 (No refund provision once planning proposal prepared and/or considered by Council).	B	$11,200	N	$12,320	W289.0001.0061
Post Gateway Determination Fees - Stage 3					
Major Amendment - Multiple sites consistent with strategic planning framework and applicable s9.1 Directions and where all required studies have been prepared and no independent review required. (Fee to be paid prior to commencement of Stage 3 with no refund provision).	B	$24,200	N	$26,620	W289.0001.0061
Minor Amendment - Single site or issue generally consistent with strategic planning framework and applicable s9.1 Directions and where no independent assessment or specialised studies to be completed by Council. (Fee to be paid prior to commencement of Stage 3 with no refund provision).	B	$12,100	N	$13,310	W289.0001.0061
Major Amendment - Multiple sites or where independent assessment or specialised studies to be completed by Council. (Fee to be paid prior to commencement of Stage 3 with no refund provision. Provision may be made for progress payments depending on complexity and process phases involved).	B	$24,200 plus costs	N	$26,620 plus costs	W289.0001.0061
Staff Hourly Rates					
Executive Staff and General Manager - per hour.	B	$240	N	$250	W289.0001.0061
Other Staff - per hour.	B	$240	N	$250	W289.0001.0061
Studies and Independent Assessment Fees - at cost subject to advance payments.	B	At Cost	N	At Cost	W289.0001.0061
Voluntary Planning Agreement					
Legal and Other Associated Costs.	B	At Cost	N	At Cost	W289.0001.0061
Review of Initial Offer.	C	No charge	N	No charge	W289.0001.0061
Negotiation, Preparation and Management of Planning Agreement.	C	$1,500	N	$1,560	W289.0001.0061
Amendment of a Planning Agreement.	D	$1,000	N	$1,040	W289.0001.0061
Planning Agreement Supervision.	D	No charge	N	No charge	W289.0001.0061
Specialist Study					
Specialist study - administration management fee.	B	$310	N	$330	W289.0001.0061
Development Control Plan Amendments					
Request to Amend Development Control Plan (Strategic Urban Growth Area - Initial Planning).	B	$13,600	N	$14,960	W289.0001.0061
Request to Amend Development Control Plan.	B	$6,500	N	$7,150	W289.0001.0061
Advertising DCP Amendments.	B	$460	N	$480	W289.0001.0061
Community Property Investigations *Applicable to requests for Council to investigate the availability of properties for community purposes where consideration of site options and/or analysis is required.*					
Markets on Public Land Site rental fees for each market on public land are based on the specific market license agreement in place. These arrangements vary for each market depending on the circumstances. Where no site-specific fees are established, the per market fee below is applied.					
Rent of Land Fees for Approved Market Operator (per market).	B	$280	N	$295	01070.0210.0095

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Market Application Fee.	B	$240	N	$250	01070.0210.0095
Northern Rivers Community Gallery - General					
A fee of 40% will apply to sales of artworks and consignment sales.					
Hire Charges for Gallery Spaces					
Gallery space hire is available by application only. This service is at the discretion of NRCG management and may not always be available.					
Gallery Exhibition Spaces - Exhibitor Fees. Fees Waived.	C	N/A	Y	No charge	W321.0246.0138
Entire Gallery - Casual Event Hire* Commercial / Private Function (hourly).	C	$170	Y	$170	W321.0246.0138
Entire Gallery - Casual Event Hire* Community / Not for Profit (hourly).	C	$85	Y	$85	W321.0246.0138
Entire Gallery - Casual Event Hire* Commercial / Private Function (6 hourly).	C	$800	Y	$800	W321.0246.0138
Entire Gallery - Casual Event Hire* Community / Not for Profit (6 hourly).	C	$400	Y	$400	W321.0246.0138
Exhibition Services					
Photography packages for exhibiting artists include high resolution images, editing and online delivery. This service is at the discretion of NRCG management and may not always be available.					
Photography Packages - Premium (up to 30 edited images).	C	$450	Y	$450	W322.0096.0138
Ignite Studios					
Ballina Shire Council offers two cost categories for bookings of spaces, Community and Commercial, associated with NCRG and Ignite Studios. Community includes Individual Artists or Artist Groups, Community Services, Community Groups, Not-for-Profit Groups, Schools and Tertiary Education Groups, Government Departments (if non-profit generating activity). Commercial includes For Profit Business, Commercial Business, Government Department (if profit-generating activity). A 50% discount is given for Community based hires.					
Engine Room					
Hire fees for Ignite workshop spaces are charged on an hourly, daily (24 hours) and weekly (7 days) basis.					
Commercial Hire Fee - (Hour).	C	$50	Y	$50	W322.0096.0138
Commercial Hire Fee - (Day).	C	$280	Y	$280	W322.0096.0138
Commercial Hire Fee - (weekly).	C	$580	Y	$580	W322.0096.0138
Community Hire Fee - (Hour).	C	$25	Y	$25	W322.0096.0138
Community Hire Fee - (Day).	C	$140	Y	$140	W322.0096.0138
Community Hire Fee - (weekly).	C	$290	Y	$290	W322.0096.0138
Locker Room					
Hire fees for Ignite workshop spaces are charged on an hourly, daily (24 hours) and weekly (7 days) basis. Hot desking is not available during hired events and is available only at the discretion of NRCG management.					
Commercial Hire Fee - (Hour).	C	$40	Y	$40	W322.0096.0138
Commercial Hire Fee - (Day).	C	$220	Y	$220	W322.0096.0138
Commercial Hire Fee - (weekly).	C	$460	Y	$460	W322.0096.0138
Community Hire Fee - (Hour).	C	$20	Y	$20	W322.0096.0138
Community Hire Fee - (Day).	C	$110	Y	$110	W322.0096.0138
Studio 3					
Commercial Hire Fee - (Hour).	C	$40	Y	$40	W322.0096.0138
Commercial Hire Fee - (Day).	C	$220	Y	$220	W322.0096.0138
Commercial Hire Fee - (Week).	C	$450	Y	$450	W322.0096.0138
Community Hire Fee - (Hour).	C	$20	Y	$20	W322.0096.0138
Community Hire Fee - (Day).	C	$110	Y	$110	W322.0096.0138
Community Hire Fee - (Week).	C	$230	Y	$230	W322.0096.0138
Community Hire Fee - (weekly).	C	$230	Y	$230	W322.0096.0138
Residency Kitchen					
Commercial Hire Fee - (Hour).	C	$30	Y	$30	W322.0096.0138
Commercial Hire Fee - (Day).	C	$160	Y	$160	W322.0096.0138
Commercial Hire Fee - (Week).	C	$340	Y	$340	W322.0096.0138
Community Hire Fee - (Hour).	C	$15	Y	$15	W322.0096.0138
Community Hire Fee - (Day).	C	$80	Y	$80	W322.0096.0138
Community Hire Fee - (Week).	C	$115	Y	$115	W322.0096.0138
Lawns					
Commercial Hire Fee - (Hour).	C	$40	Y	$40	W322.0096.0138
Commercial Hire Fee - (Day).	C	$220	Y	$220	W322.0096.0138
Commercial Hire Rate - (Week).	C	$450	Y	$450	W322.0096.0138

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Community Hire Fee - (Hour).	C	$20	Y	$20	W322.0096.0138
Community Hire Fee - (Day).	C	$110	N	$110	W322.0096.0138
Community Hire Fee - (Week).	C	$230	Y	$230	W322.0096.0138
Ignite Artist Studios - Long Term Lease (Weekly)					
A bond payment (calculated at 4 weeks rent) is required and reimbursed at the end of the studio lease.					
Artist Studio 1 (1-2 people).	C	$130	Y	$130	W322.0096.0138
Artist Studio 1 (3+ people).	C	$150	Y	$150	W322.0096.0138
Artist Studio 2 (1-2 people).	C	$130	Y	$130	W322.0096.0138
Artist Studio 2 (3+ people).	C	$150	Y	$150	W322.0096.0138
Artist Studio 3 (1-2 people).	C	$120	Y	$120	W322.0096.0138
Artist Studio 3 (3+ people).	C	N/A	Y	$140	W322.0096.0138
Long-term Studio Lease Bond payment (4 x Weeks Rent).	C	Variable	Y	Variable	W322.0096.0138
Additional Hires					
Catering Equipment - daily rate.	C	$35	Y	$35	W322.0096.0138
TV Monitor - daily rate.	C	$35	Y	$15	W322.0096.0138
iPad hire - daily rate.	C	N/A	Y	$6	W322.0096.0138
iPad hire - bond payment (per device).	C	N/A	Y	$100	W322.0096.0138
Hot Desk – Daily Rate (9am – 4pm only).	C	$26	Y	$26	W322.0096.0138
Kiln Firing Services					
Kiln firing services are inhouse only. All services and bookings are managed by NRCG staff. Damage fees are calculated according to damage and user negligence in accordance with Council's policies.					
Glaze Firing - Woodrow HF-85L.	C	$100	Y	$100	W322.0096.0138
Glaze Firing - Woodrow ED-280L.	C	$150	Y	$150	W322.0096.0138
Damage Fee - Kiln / Minor Damages.	C	$40	Y	$40	W322.0096.0138
Damage Fee - Kiln Shelf replacement.	C	$170	Y	$170	W322.0096.0138
Damage Fee - Kiln Element Replacement and service technician.	C	Variable	Y	Variable	W322.0096.0138
Bisque Firing - Woodrow HF-85L.	C	$80	Y	$80	W322.0096.0138
Bisque Firing – Per kilo rate, min 3kg.	C	$9	Y	$9	W322.0096.0138
Bisque Firing - Woodrow ED-280L.	C	$120	Y	$120	W322.0096.0138
Glaze Firing – Per kilo rate, min 3kg.	C	$12	Y	$12	W322.0096.0138
Ceramics Studio					
Ceramics Studio is available for wheel throwing and glazing sessions via bookings only. Users must become registered members to book sessions. All bookings are managed by NRCG staff with Terms & Conditions outlined on the NRCG Website.					
Throwing Studio - Single Wheel (Hourly Rate).	C	N/A	Y	$9	W322.0096.0138
Throwing Studio - Single Wheel (3 Hours).	C	$25	Y	$25	W322.0096.0138
Throwing Studio - 6 x Potters Wheels (3 Hours).	C	$120	Y	$150	W322.0096.0138
Glazing & Other Ceramic Studio Usage Fee (Hourly).	C	$10	Y	$10	W322.0096.0138
Artist-in-Residence (AiR)					
The artist-in-residence program at Ignite Studios is available by application only. Applications can be made for the residential space only or for both the residential and studio space. Artist Studio 3 is available on a short-term basis by approval of NRCG management only. Gallery appointed residencies are at the discretion of NRCG management. Twin-share is by negotiation only. A bond payment is required and reimbursed at the end of the residency.					
AiR - Fee Paying - open application (Studio/Residential - weekly).	C	$300	Y	$300	W322.0096.0138
AiR - Fee paying - open application (Studio/Residential - monthly).	C	$1,300	Y	$1,300	W322.0096.0138
AiR - Bond Payment (less than 3 week stay).	C	$400	Y	$400	W322.0096.0138
AiR - Bond Payment (3+ week stay).	C	$600	Y	$600	W322.0096.0138
AiR - Fee Paying - open application (2nd Resident - weekly).	C	$100	Y	$100	W322.0096.0138
AiR - Gallery appointed residency. Fee waivered.	C	No charge	Y	No charge	W322.0096.0138
AiR Cleaning Fee - Hourly Rate (Taken from Bond Payment).	C	$50	Y	$50	W322.0096.0138
Partner Programs // Description					
Gallery or Ignite Studios space hire fees for programs and events co-hosted by Ballina Shire Council are adjusted in respect of mutual partnership benefits. Space hire may be discounted or waived for approved programs or events but a commission of 25% of ticket sales or 40% commission on artwork sales would be applied. Not available on request. Only to be applied by NRCG management for approved partner programs and events.					
20% reduction of space hire fee.	C	20% discount.	Y	20% discount.	W321.0246.0138

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
50% reduction of space hire fee.	C	50% discount.	Y	50% discount.	W321.0246.0138
Hire Fee Waived.	C	No charge	Y	No charge	W321.0246.0138
Note: Prices only valid should this additional venue space become available for public hire during this financial year.					
Open Spaces					
Professional Services Fee					
Professional Services Fee – fee for service for Open Space and Public Land Management functions.					
Hourly Rate.	B	$240	Y	$250	W101.0099.0235
Sporting Fields					
Fees and charges are normally not imposed for regular use of sporting fields by local bodies and schools in recognition of the level of community input into their provision. However users must leave the fields in a clean and tidy condition - if Council has to have any field cleaned, then the last user must pay the cost thereof. *Special events and outside bodies seeking use of fields may be charged as assessed by the General Manager in accordance with Council guidelines, having regard to location whether local or outside body, purpose, sponsorship, size of event and community involvement.*					
Sportsfield Lighting (per field/per hour) - Commercial Hirer.	B	$34 per hour	Y	$36 per hour	W101.0099.0235
Sportsfield Lighting (per field/per hour) - Community Hirer.	B	$17	Y	$18	W101.0099.0235
Lighting Late Fee.	B	$500	Y	$500	W101.0099.0235
Amenities Cleaning Fee – Per Hour.	B	$65	Y	$65	W101.0099.0235
Call Out Fee for Unsecured Facility.	B	$300	Y	$300	W101.0099.0235
Installation of Advertising Signage - Non-compliance with policy.	B	$300	N	$300	W101.0099.0235
Community Use of Sports Field - Within LGA Non-for-profit hirers & schools - Per Field / Per Day.	B	N/A	Y	No charge	W101.0099.0235
Community Use of Sports field - Outside LGA Non-for-profit hirers & schools - Per Field / Per Day.	B	N/A	Y	$52	W101.0099.0235
Commercial Use of Sports Field Outside of Existing Policies for Commercial Activities and Sports Field Policy Per Field/Per Day (subject to availability/field only).	B	$75	Y	$78	W101.0099.0235
Request for Athletics Carnival Line-marking Subject to availability (Chickiba Oval and Geoff Watt Oval - No charge and to be marked seasonally).	B	$500	Y	$500	W101.0099.0235
School Carnival Application Fee - Applied to schools outside of LGA.	B	$250	Y	$250	W101.0099.0235
Supply of Paint for Line Marking (does not include any labour).	B	Full cost recovery	Y	Full cost recovery	W101.0099.0235
Wedding Application Fee					
Wedding Application Fee (Non-Refundable) - 2-hour booking.	B	$154	Y	$160	W101.0099.0235
Key Deposit Open Spaces					
Refundable (per hire period).	B	$50	N	$50	W101.0001.0138
Mobile Vending on Public Land					
Application Fee.	A	$133	N	$138	W101.0101.0138
Annual Fee (Roads and Car Parking Permit).	A	$424	N	$440	W188.0145.0138
Annual Fee - Location Specific Permit (will apply to any permits not issued through an expression of interest process).	A	$2,878	N	$2,985	W101.0101.0138
Cemetery Fees					
Purchase of Interment Right - Pre-Need					
Standard Purchase of Interment Right - Pre-need (Burial plot).	A	$686	N	$712	02120.0210.0119
Standard Purchase of Interment Right - Pre-need (Niche).	A	$686	N	$712	02120.0210.0119
Standard Purchase of Interment Right - Pre-need (Memorial gardens).	A	$686	N	$712	02120.0210.0119
Refund of Pre-need Interment Right (release right/s back to Council).	B	50% original fee paid refunded	Y	50% original fee paid refunded	W101.0099.0235

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Other Fees					
Grave Site Testing.	A	$230	Y	$240	02120.0210.0119
Search of records for cemeteries.	A	$60 per hour	N	$60 per hour	02120.0210.0119
Transfer of Interment Right Licence.	A	$120	N	$124	02120.0210.0119
Transfer of Reservation to another allotment - Retain existing interment right holders.	A	$120	N	$124	02120.0210.0119
Monument Application Fee.	A	$200	N	$208	02120.0210.0119
Ceramic Photo Fee (5 x 7cm oval).	A	$322	Y	$334	02120.0210.0119
Ceramic Photo Proof - Requested by Customer.	A	$45	Y	$47	02120.0210.0119
Additional fee for weekend burial/after hours.	A	$735	Y	$762	02120.0210.0119
Large Niche Plaque (Plaque only / Replacement Plaque).	A	$691	Y	$717	02120.0210.0119
Small Niche Plaque (Plaque only / Replacement Plaque).	A	$645	Y	$669	02120.0210.0119
Extra Line on Niche Plaque.	A	$32	Y	$32	02120.0210.0119
Extra Line on Lawn Plaque.	A	$36	Y	$36	02120.0210.0119
Extra Line on Book Plaque.	A	$32	Y	$32	02120.0210.0119
Extra Line on Garden Plaque.	A	$32	Y	$32	02120.0210.0119
Coloured Plaque (not standard Phoenix Brown).	A	$46	Y	$46	02120.0210.0119
Bronze Frame.	A	$90	Y	$90	02120.0210.0119
Extra Motif on Plaque.	A	$46	Y	$46	02120.0210.0119
Bas Relief Motif.	A	$56	Y	$56	02120.0210.0119
Custom Motif.	A	$46	Y	$46	02120.0210.0119
Funeral Service within Cemetery Grounds (No burial or interment).	A	$200	Y	$208	02120.0210.0119
Administrative fee to implement tax rulings to refund the GST component of a fee for goods and services (per amendment).	A	$50	N	$50	02120.0210.0119
Religious, Cultural or Spiritual Requirements Council will make every attempt to meet the needs of our communities Religious, Cultural and Spiritual needs and requirements. Any additional requirements outside of the standard burial package or ashes interment will be assessed based on materials required and any additional time/resources that may be required.	A	POA	Y	POA	02120.0210.0119
Monumental Masons Induction Fee.	A	$174	Y	$181	02120.0210.0119
Interment Services Levy (Burial).	B	$171.60	Y	$178	02120.0210.0119
Interment Services Levy (Ashes).	B	$69.30	N	$72	02120.0210.0119
Burials - All Cemeteries *Notes: All listed burial locations allow for 2 burials + 4 x interment of ashes/cremated remains. This may vary depending on existing interments within the allotment and allowance for space of plaque work.*					
Monument Portion of Cemetery *Notes: Installation of headstone, beam and/or plaque to be arranged through suitably qualified monumental mason with the cost to the Interment Right Holder.*					
First Interment - Single Depth into new plot with no existing Interment Rights (12 years of age and over) Total Standard package - includes below fees.	A	$4,988	Y	$5,172	02120.0210.0119
Land for grave.	A	$1,096	Y	$1,136	02120.0210.0119
Perpetual Maintenance.	A	$2,245	Y	$2,328	02120.0210.0119
Excavation of Site.	A	$961	Y	$996	02120.0210.0119
Purchase of Interment Right - At-need.	A	$686	N	$712	02120.0210.0119
First Interment - Single Depth into new plot with existing Interment Right (12 years of ages and over) Total Standard package - includes same fees as above excluding the purchase of Interment Right - At-need fee.	A	$4,302	Y	$4,461	02120.0210.0119

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
First Interment Single Depth - Alstonville Lawn (12 years of age and over) existing Interment Right Total Standard package - includes same fees as above excluding the purchase of Interment Right - At-need fee.	A	$5,940	Y	$6,160	02120.0210.0119
Second Interment (Re-open) (12 years of age and over) Total Standard package - includes below fees.	A	$2,463	Y	$2,554	02120.0210.0119
Maintenance.	A	$1,502	Y	$1,558	02120.0210.0119
Excavation of Site.	A	$961	Y	$996	02120.0210.0119
Alstonville Lawn					
Notes: Council to arrange the installation of plaque with the Interment Right Holder, standard plaque work included in pricing.					
First Interment Single Depth - Alstonville Lawn with no existing Interment Rights (12 years of age and over) Total Standard package - includes below fees.	A	$6,626	Y	$6,871	02120.0210.0119
Land for grave.	A	$1,096	Y	$1,136	02120.0210.0119
Perpetual Maintenance.	A	$2,245	Y	$2,328	02120.0210.0119
Excavation of Site.	A	$961	Y	$996	02120.0210.0119
Plaque.	A	$1,638	Y	$1,698	02120.0210.0119
Second Interment (Re-open) - Alstonville Lawn (12 years of age and over) Total Standard package - includes below fees.	A	$3,139	Y	$3,255	02120.0210.0119
Maintenance.	A	$1,502	Y	$1,558	02120.0210.0119
Excavation of Site.	A	$961	Y	$996	02120.0210.0119
Plaque.	A	$676	Y	$702	02120.0210.0119
Other Burial / Grave Cost					
Double depth dig - added to relevant burial package when double depth is indicated with the first burial.	A	$471	Y	$488	02120.0210.0119
Burial with Graveside Service.	A	$200	Y	$208	02120.0210.0119
Placement of Ashes in New Grave with no existing Interment Right (Should a burial follow, burial to be charged as second interment costs and any additional plaque work costs).	A	$4,419	Y	$4,582	02120.0210.0119
Placement of Ashes in New Grave with existing Interment Right (Should a burial follow to be charged as second interment costs and any additional plaque work costs).	A	$3,733	Y	$3,871	02120.0210.0119
Placement of Ashes in Existing Grave.	A	$374	Y	$388	02120.0210.0119
Provision of Lawn Cemetery Plaque.	A	$1,638	Y	$1,698	02120.0210.0119
Provision of Additional Plaque Plate or Page.	A	$676	Y	$702	02120.0210.0119
"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)".	A	$676	Y	$702	02120.0210.0119
Child Under 12 Years (All burial & associated costs).	A	50% of full interment costs	Y	50% of full interment costs	02120.0210.0119
Penalty Fee - applies when burial exceeds allocated time (per hour).	A	$174	Y	$180	02120.0210.0119
Historical Perpetual Care Paid - Held for 20 years or more. All other fees payable.	A	75% of full perpetual maintenance	Y	75% of full perpetual maintenance	02120.0210.0119
Shallow Burial Surcharge (in addition to standard second interment costs).	A	$748	Y	$776	02120.0210.0119
Exhumation					
Preparation of documents and application to Health Department.	A	Cost + 50%	Y	Cost + 50%	02120.0210.0119
Removal of Monumental Work.	A	Cost + 50%	Y	Cost + 50%	02120.0210.0119
Excavation of Site.	A	Cost + 50%	Y	Cost + 50%	02120.0210.0119

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Niche Walls/Memorial Gardens					
Family service at placement of ashes.	A	$200	Y	$208	02120.0210.0119
Small Niche (With or without ashes, inclusive of a standard plaque). No existing Interment Right.	A	$2,002	Y	$2,076	02120.0210.0119
Small Niche (With or Without ashes, inclusive of standard plaque) - Existing Interment Right.	A	$1,316	Y	$1,365	02120.0210.0119
Large Niche (With or without ashes, inclusive of standard plaque). No existing Interment Right.	A	$2,181	Y	$2,262	02120.0210.0119
Large Niche (With or Without ashes, inclusive of standard plaque) - Existing Interment Right.	A	$1,495	Y	$1,550	02120.0210.0119
Placement - Memorial Gardens (With or without ashes, inclusive of standard plaque) No existing Interment Right.	A	$2,248	Y	$2,332	02120.0210.0119
Placement - Memorial Gardens (With or Without ashes, inclusive of standard plaque) - Existing Interment Right.	A	$1,562	Y	$1,620	02010.0210.0082
Bronze Vase.	A	$190	Y	$197	02120.0210.0119
Mixing of Ashes.	A	$150	Y	$156	02120.0210.0119
Removal of Plaque & Ashes.	A	$310	Y	$322	02120.0210.0119
Removal & Relocation of Plaque & Ashes (Plaque not guaranteed for reuse).	A	$520	Y	$540	02120.0210.0119
Remove existing plaque and re-fix new plaque.	A	$295	Y	$306	02120.0210.0119
Removal of Plaque.	A	$205	Y	$212	02120.0210.0119
War Grave Plaques Notes: Below fees invoiced to Office of Australian War Graves - any other relevant fees to be paid by Interment Right Holder.					
Small Niche.	A	$655	Y	$680	02120.0210.0119
Large Niche.	A	$690	Y	$716	02120.0210.0119
Placement of Plaque and Ashes.	A	$165	Y	$172	02120.0210.0119
Access to Public Land *Fee charged for access to public land to enable work to be carried out on private land e.g., trucks cross reserve to access rear of house.*					
Non-Refundable Application Fee.	B	$240	N	$240	W101.0001.0138
Bond – Light weight vehicles and traffic volume.	B	$2,000	N	$2,000	Trust (604)
Bond – Medium weight vehicles and traffic volume.	B	$5,000	N	$5,000	Trust (604)
Bond – Heavy weight vehicles and traffic volume.	B	$10,000	N	$10,000	Trust (604)
Bond - Significant disturbance to reserves with major infrastructure requirements and long-term occupation.	B	POA	N	POA	Trust (604)
Events on Public Land					
Event Application Fees					
Commercial Users.	B	$505	N	$524	W101.0099.0235
Non-Profit Groups.	B	No charge	N	No charge	W101.0099.0235
Amusement Devices Application Fees (per device) not including small inflatable devices.	C	$133	N	$138	W101.0099.0235
Commercial Users Ground Rental Fees *In such circumstances a charge shall be applied by Council. The final fee will be set by the General Manager and will fall in the range of $500-$10,000 depending on the scale of the event. Applicants eligible for the ground rental fee exemption must be a not for profit group which is either an incorporated association or similar entity. Commercially run community events which have no entry fee are also exempt. All other applicants will be treated as commercial users and will pay a ground rental fee as determined by the General Manager or delegate.*					
Low Impact Event (minimal impact on amenity and surrounds and less than 2,000 anticipated participants).	A	$500 to $2,000	Y	$500 to $2,000	W101.0099.0235
Medium Impact Event (moderate impact and/or up to 5,000 participants).	A	$2,001 to $5,000	Y	$2,001 to $5,000	W101.0099.0235
High Impact Event (high impact and/or greater than 5,000 participants).	A	$5,001 to $10,000	Y	$5,001 to $10,000	W101.0099.0235

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Other Services					
Garbage Disposal and Collection Facilities.	A	To be quoted if undertaken by Council	Y	To be quoted if undertaken by Council	W101.0099.0235
Trade Waste (if required, depending on scale of event).	A	To be quoted if undertaken by Council	N	To be quoted if undertaken by Council	W101.0099.0235
Food Inspection (per hour, minimum 1/2 hour).	B	$240	N	$385	W101.0099.0235
Bonds for clean-up of Council land.	B	$500 to $2,000	N	$500 to $2,000	Trust
Bonds for damage to reserve facilities (Refers to small event, large event to be determined).	B	$1,000	N	$1,000	Trust
Electricity used from a Council supply.	B	To be estimated by Council	Y	To be estimated by Council	W101.0099.0235
Connection of Electricity.	B	$70	Y	$70	W101.0099.0235
Water.	B	To be estimated by Council	N	To be estimated by Council	W336.0288.0102
Four Wheel Drive Beach Access Permits					
Annual Permit.	C	$170	N	$176	W135.0001.0091
Six Month Permit.	C	$98	N	$102	W135.0001.0091
Amphitheatre Hire					
Ground Hire Fee (per day for commercial users).	B	$320	Y	$332	W101.0099.0235
Cleaning Bond (refundable GST payable if bond forfeited) - per day.	B	$150	N	$150	Trust
Key Deposit per hire period (Refundable).	B	$50	N	$50	Trust
Garbage Charge (as per commercial waste fees).	B	POA	Y	POA	03220.0210.0101
Filming Application *(Fees set by State Government).* *Should any specific filming activity require an approval it must be assessed as 'low impact' Filmmaker responsible for assessing risk and seeking own legal advice on need for public liability insurance.*					
Category 1 Ultra Low Impact					
6 or less crew and cast. Includes still photography where no disruption to stakeholders, retailers, residents or motorists. Activities contained to footway or public open space only. Vehicles associated with filming are legally parked at all times and not driven onto footways, parks or plaza areas. Public safety is maintained at the locations at all times during the activity.	D	No charge	N	No charge	W101.0099.0235
Filming Application Assessment fee.	D	N/A	N	No charge	W101.0099.0235
Late application maximum assessment fee - for assessment of an application submitted within the recommended minimum assessment period.	D	N/A	N	No charge	W101.0099.0235
Category 2 Low Impact					
7-25 total crew and cast. No more than 4 trucks or vans. Small or no unit base required. Usually, 1 or 2 locations. Minimal equipment and lighting. No construction. Application processing fees on approval.	D	$150	N	$150	W101.0099.0235
Filming Application Assessment fee (non-refundable).	D	N/A	N	$100	W101.0099.0235
Late application maximum assessment fee - for assessment of an application submitted within the recommended minimum assessment period.	D	N/A	N	$450	W101.0099.0235
Category 3 Medium Impact					
26-50 total crew and cast. No more than 10 trucks. Unit base required. No more than 4 locations. Equipment used (e.g. dollies, trucks, medium sized cranes, jibs). Some construction. Application processing fees on approval.	D	$300	N	$300	W101.0099.0235

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Filming Application Assessment fee (non-refundable).	D	N/A	N	$100	W101.0099.0235
Late application maximum assessment fee - for assessment of an application submitted within the recommended minimum assessment period.	D	N/A	N	$963	W101.0099.0235
Category 4 High Impact					
More than 50 total crew and cast. More than 10 trucks. Unit Base required. More than 4 locations. Extensive equipment. Significant construction. Application processing fees on approval.	D	$500	N	$500	W101.0099.0235
Filming Application Assessment fee (non-refundable).	D	N/A	N	$100	W101.0099.0235
Late application maximum assessment fee - for assessment of an application submitted within the recommended minimum assessment period.	D	N/A	N	$1,675	W101.0099.0235
Private					
When a production is filming on private property or areas not controlled by Council, Council may impose an application fee for the approval of parking plans or unit base plans.	B	$160	N	$160	W101.0099.0235
Assessment of Traffic Control Plans – Fee					
Low Stop/Go traffic control on a local or council managed road.	D	$112	N	$140	W101.0099.0235
Medium Stop/Go traffic control on a multi-laned or state road police consultation, RTA consultation.	D	$328	N	$400	W101.0099.0235
High Road closures, police consultation, RTA consultation.	D	$440	N	$500	W101.0099.0235
Inspection Fees					
Environmental site induction (per hour).	B	$240	N	$250	W101.0099.0235
Environmental Site Inspection before, during and/or after filming (per hour).	B	$240	N	$250	W101.0099.0235
After work hours inspection fee (per hour).	B	$480	N	$500	W101.0099.0235
Bonds					
Category 1 - light weight vehicles, low traffic volume and minimal infrastructure on reserve.	D	$2,000	N	$2,000	Trust
Category 2 - medium weight vehicles, medium traffic volume and medium infrastructure on reserve.	D	$5,000	N	$5,000	Trust
Category 3 - heavy weight vehicles, heavy traffic volume and heavy infrastructure on reserve.	D	$10,000	N	$10,000	Trust
Category 4 - significant disturbance to reserves with major infrastructure requirements and long term occupation.	D	To be set at time of need	N	To be set at time of need	Trust
Licence to Conduct Commercial Activity on Public Land *Typically relates to ongoing activities such as surf schools, fitness training groups, stand-up paddle boarding.*					
Application Fee					
Application Fee.	B	$200	N	$208	W101.0102.0138
Commercial Activity Fees					
Low impact.	B	$160	N	$166	W101.0102.0138
Medium impact.	B	$724	N	$752	W101.0102.0138
High impact.	B	$1,242	N	$1,288	W101.0102.0138
Community Event Signage					
Not for profit community organisations.		No charge	N	No charge	W101.0102.0138
Commercial organisations - per location per week.	C	$104	N	$200	W253.0119.0235
Community Property Investigations Applicable to requests for Council to investigate the availability of properties for community purposes where consideration of site options and/or analysis is required.					
Property Site Investigation Fee.	C	$250	Y	$250	W101.0001.0235
Review of Determination Fee.	C	$126	Y	$126	W101.0001.0235
Busking Licence					
3 months.	C	$20	N	$20	W101.0099.0235
24 months.	C	$60	N	$60	W101.0099.0235

Fee Name	Pricing Policy	2025/26	GST Y/N	2026/27	GL Code
Private Works					
Labour.	A	Actual cost plus 72.5%	Y	Actual cost plus 72.5%	Various
Private Hire.	A	Private hire rate set by Council	Y	Private hire rate set by Council	Various
Stores & Materials.	A	Actual costs plus 72.5%	Y	Actual costs plus 72.5%	Various


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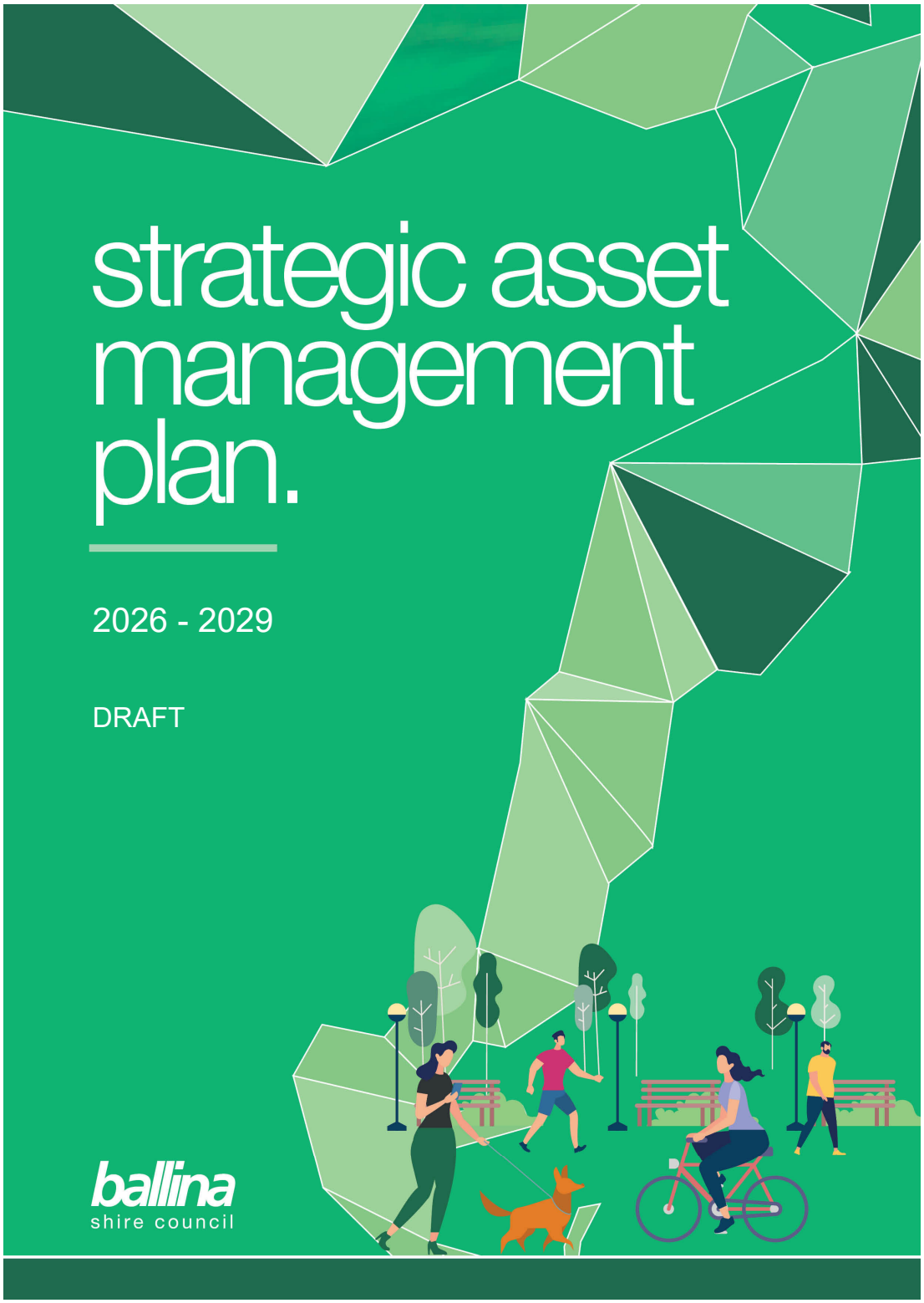
strategic asset management plan.
2026 - 2029
DRAFT
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our community our future
Our design rationale for this document is based on a conceptual interpretation of its contents. To symbolise the strategic community approach, we have used segmented shapes to represent the elements of the community that fit into the geographic focus – Ballina. Together, the shapes form the Ballina River map. Every element impacts on the challenges, direction and ultimately the future of its entire form – our community. We hope you enjoy the journey and the view.
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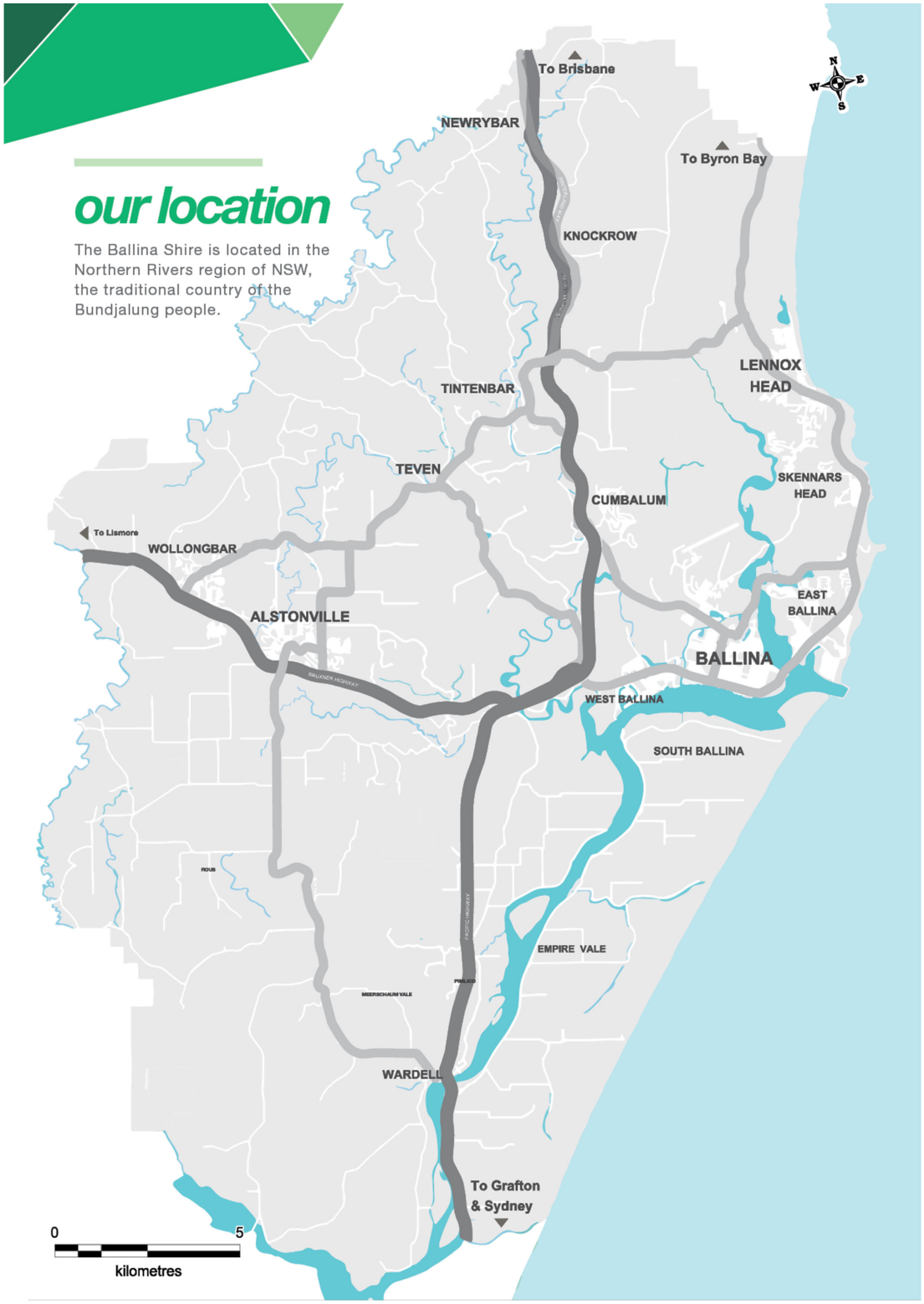
ACKNOWLEDGEMENT OF COUNTRY

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




our location
The Ballina Shire is located in the Northern Rivers region of NSW, the traditional country of the Bundjalung people.
To Brisbane
NEWRYBAR
To Byron Bay
KNOCKROW
LENNOX HEAD
TINTENBAR
TEVEN
SKENNARS HEAD
CUMBALUM
To Lismore
WOLLONGBAR
EAST BALLINA
ALSTONVILLE
BALLINA
WEST BALLINA
SOUTH BALLINA
EMPIRE VALE
WARDELL
To Grafton & Sydney
0
5
kilometres

executive summary

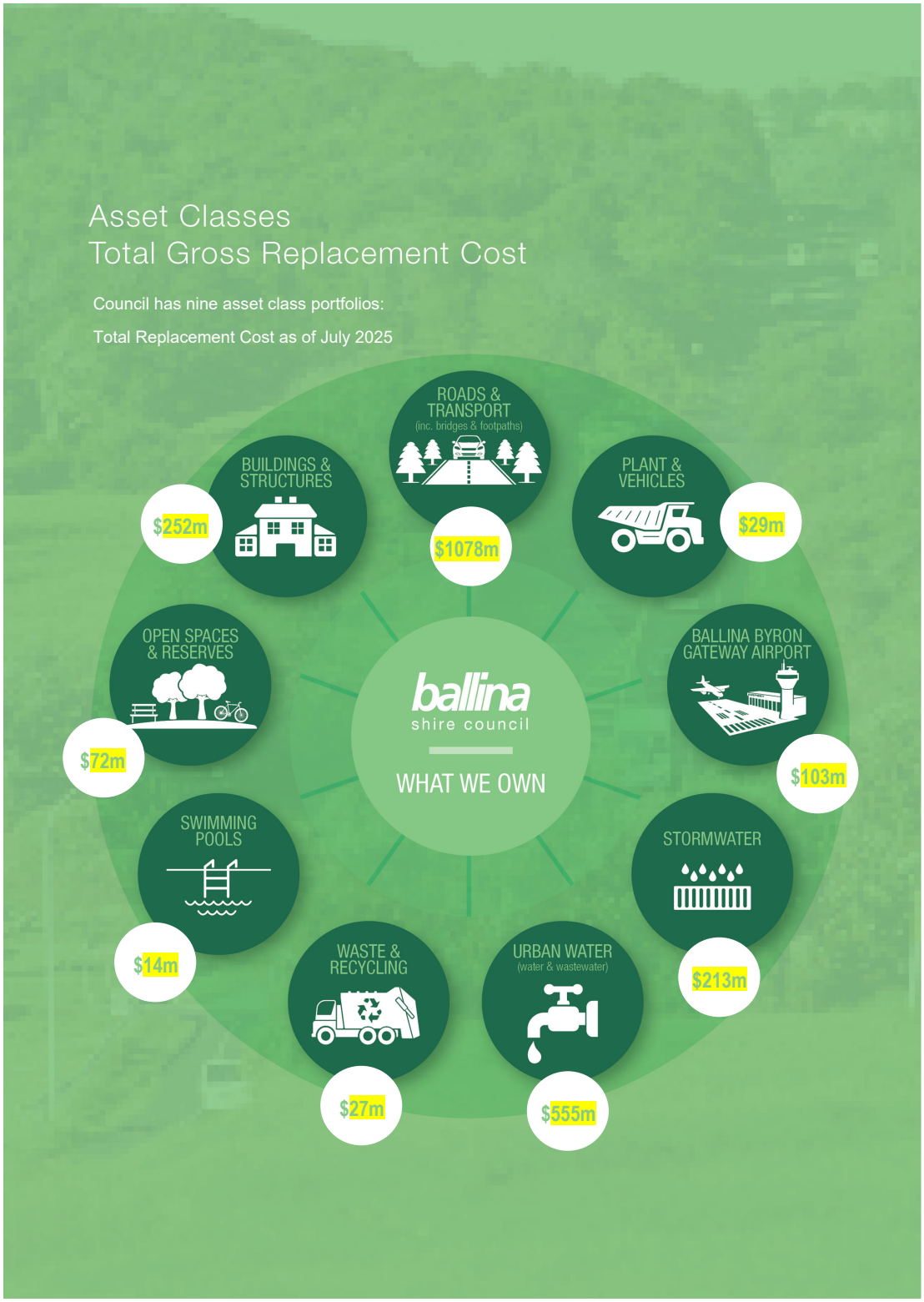
Ballina Shire is located on the north coast of New South Wales, approximately 770km north of Sydney and 185km south of Brisbane. It covers an area of 485 km^2. The main urban population areas are Ballina, Lennox Head, Alstonville, and Wollongbar. The Ballina Byron Gateway Airport connects Ballina Shire to major cities and regional destinations and provides a significant role in the economy due to tourism.

Ballina Shire Council delivers a wide range of services to the community. These services require the acquisition, upgrade, renewal, operation, maintenance, and disposal of an extensive range of physical assets with a significant financial value estimated at **over $2.3 billion** as of July 2025. This recent increase has been due to the revaluation two of asset classes, upgrades to the airport runway and indexation of all assets.

These assets include land, buildings, structures, parks, recreation areas, roads, bridges, footpaths, drainage systems, swimming pools and associated operating assets that provide services essential to our community's quality of life.

The Strategic Asset Management Plan (SAMP) considers the objectives of the Council's Strategic Plan and develops the related asset management objectives, framework, and strategies for delivering our operational plan.

The SAMP has been developed using the most recent data available to the Council, considering the current asset management maturity level identified within this plan. Actual asset replacement cost will be higher than reported in this plan due to indexation and new/upgraded infrastructure assets added to the portfolio. Values will be updated as data becomes available.


Asset Classes
Total Gross Replacement Cost
Council has nine asset class portfolios:
Total Replacement Cost as of July 2025
ROADS & TRANSPORT
(inc. bridges & footpaths)
$1078m
BUILDINGS & STRUCTURES
$252m
PLANT & VEHICLES
$29m
OPEN SPACES & RESERVES
$72m
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WHAT WE OWN
BALLINA BYRON GATEWAY AIRPORT
$103m
SWIMMING POOLS
$14m
STORMWATER
$213m
WASTE & RECYCLING
$27m
URBAN WATER
(water & wastewater)
$555m

Asset management objectives

The following objectives include ensuring efficient and sustainable management of assets:

- Asset data collection and analysis performed
- Levels of service are defined, documented and reviewed
- Lifecycle modelling performed for current and future assets
- Risks are identified and considered
- We consider demands for assets and service levels
- Asset performance requirements are defined to meet service levels
- Strategies, master plans, and programs inform and are informed by AM Plans
- The asset management framework is current and supported by leadership



Pop Denison Park, East Ballina

Forecast lifecycle costs and planned budgets

We perform lifecycle modelling for each asset class, including operation, maintenance, renewal, acquisition, and disposal costs.

The lifecycle forecast reflects information from the AM Plans from each asset class.

Based on current information available from the AM Plans, the budget allocated in the long-term financial plan is sufficient to meet the previously planned lifecycle costs of all Council assets.

Current maturity level

The council's asset management maturity level has been assessed in line with international standards against the following areas:

- Organisational context
- Leadership
- Planning
- Support
- Operation
- Performance Evaluation
- Improvement

Results identified above-average performance across these areas, with areas identified as having opportunities for improvement. This SAMP has incorporated these opportunities to reach a target maturity level.

The next steps

The following improvement activities are included in the implementation of the SAMP and are detailed in **Table 5: AM Objectives into Actions:**

- Replacing the Asset Management System
- Define asset maintenance programs **– Ongoing**
- Capture missing assets in GIS **– Ongoing**
- Review the capitalisation process **- Ongoing**
- Develop the AM Plans in consultation with stakeholders -**Water & Wastewater completed in 2024. Stormwater & Roads completed in 2025/26.**
- Increase communication within the Council on asset management best practices
- Develop a list of relevant procedures **-Ongoing**


01
introduction

Figure 2: Integrated Planning and Reporting Framework



introduction

The Strategic Asset Management Plan (SAMP) "includes documented information that specifies how Council objectives are converted into asset management objectives, the approach for developing Asset Management Plans (AM Plans) and the role of the asset management system in supporting the achievement of the asset management objectives"[1].

The SAMP forms part of the NSW Office of Local Government's Integrated Planning and Reporting Framework. **Figure 2** below shows how the SAMP fits into the overall framework and how our plans interrelate.

The SAMP is an integral component of our planning framework and sits within the Resourcing Strategy. It is derived from the Council's strategic plan and sets the structure for AM Plans for each asset portfolio. The AM Plans are linked to the long-term financial plan, which forms the basis for developing annual budgets to deliver agreed levels of service. The budget sets the framework for annual work plans and division and staff performance targets.

There is a clear alignment from the Council's vision and objectives, AM policy, AM objectives, AM plans, operational plans, and work programs to performance measures, as shown in Figure 3.



Figure 3: Asset Management Planning Framework

Source, International Infrastructure Management Manual (IIMM) Fig 4.2.2, p 4|22.

The SAMP underpins business processes vital to the achievement of the strategic objectives, much in the same way as a financial strategy.

[1] Institute of Public Works Engineering Australasia (IPWEA), 2015, IIMM, Sec 4.2.3, p 4|28.



Wardell wharf and boardwalk

Scope of the Asset Management System

The Asset Management (AM) system is "the set of interacting elements of an organisation to establish AM policies and objectives, and processes to achieve those objectives."[2]

The AM system assists in the delivery of AM objectives, services/products from the following asset class portfolios:

- Roads & Transport
- Urban Water
- Buildings & Structures
- Stormwater
- Ballina Byron Gateway Airport
- Open Spaces & Reserves
- Plant & Vehicles
- Waste & Recycling
- Swimming Pools

Purpose and Structure of the Asset Management System

The AM system assists the organisation in achieving its AM objectives. It includes "all the functions, people, processes, information, and tools that deliver AM objectives." The organisation's AM practices are driven by its objectives and the AM policy, which guide the AM objectives.

The AM system structure includes:

- AM Policy
- AM Plans for the asset portfolios detailed
- Integration of AM processes, activities, and data with other organisational functions, including service delivery, quality, accounting, risk management, safety, and human resources
- Reporting of AM objectives and resources to achieve the objectives in annual budgets
- Reporting of AM objectives achievements in annual reports

The structure of an AM System is designed to provide a holistic and systematic approach to asset management, enabling organisations to streamline processes, optimise asset utilisation, and make data-driven decisions.

[2] IPWEA, 2015, IIMM, Sec 2.1.1, p 2|3.

Responsibility for the SAMP

The Coordinator of Asset Management is responsible for developing and maintaining the SAMP. The SAM Committee reviews and endorses the SAMP as part of the AM System review, which will be adopted by the Council as part of the resourcing strategy as outlined in the IP & R framework.

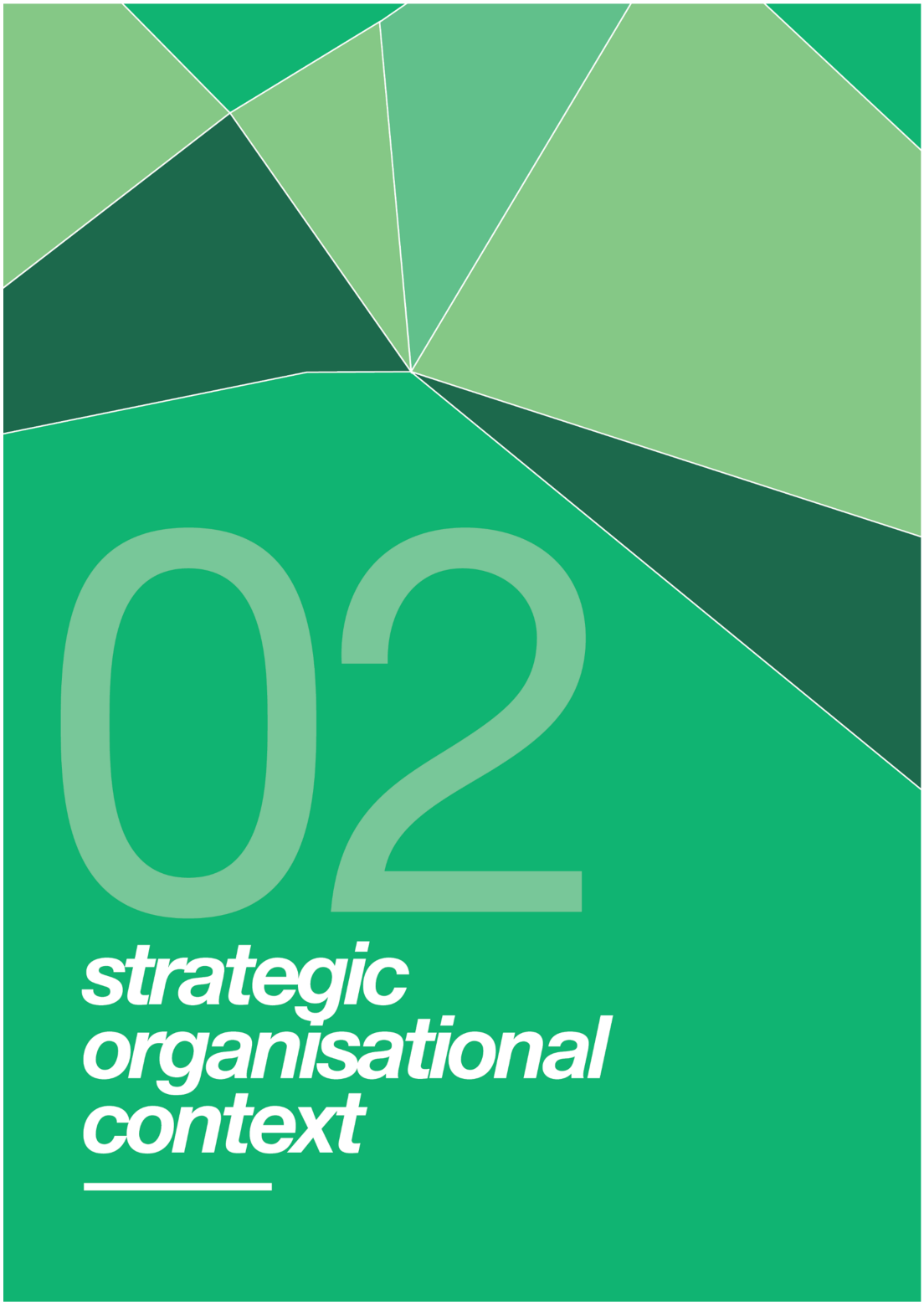
SAMP Planning Horizon

The SAMP has a planning horizon of ten years. It provides strategic direction in managing the Council's assets and guides the individual Asset Management Plans.

The SAMP has a life of 4 years and is to be reviewed and updated in line with our 4-year strategic planning cycle.



Missingham Bridge, Ballina


02
strategic
organisational
context



Ballina Street, Lennox Head

strategic organisational context

This section details the most significant issues, risks, and opportunities facing Council over the plan period. It presents options for addressing those issues, including those that cross all parts of the organisation (People & Culture, Civil Services, Information Technology, Finance, etc.), as they contribute to the ability to achieve AM objectives.

Services Provided

We provide essential services to over 51,000 residents in Ballina Shire; these services include:

- Garbage collection and recycling options
- Roads, transport, and parking
- Drainage and flood management
- Water supply, sewerage management, and recycled water
- Ballina Byron Gateway Airport
- Community, commercial and public buildings, and structures
- Parks, open spaces, and sporting facilities
- Swimming pools
- Coastlines, beaches, foreshores, rivers

These services are essential to the community's liveability and economic prosperity.

Our Customers and Community

We provide services to a range of customers and community users. These include:

- Residents
- Visitors staying in the area
- Businesses and industries within the area, and
- Business and industry users and visitors passing through the area

Our challenge is to provide the services the community needs at an appropriate level of service at optimum life cycle costs that are financially sustainable

Our Assets

ASSET STATISTICS

We manage over 90,000 infrastructure assets to provide services to our community. The assets provide the foundation for the community to carry out its everyday activities while contributing to the overall quality of life.

Table 1: Asset Portfolio and Gross Replacement Cost



SEALED PAVEMENT
$61 million

BUILDINGS
$28 million

OTHER STRUCTURES
$3 million

OTHER ASSETS
$11 million



BUILDINGS
$249 million

OTHER STRUCTURES
$10 million



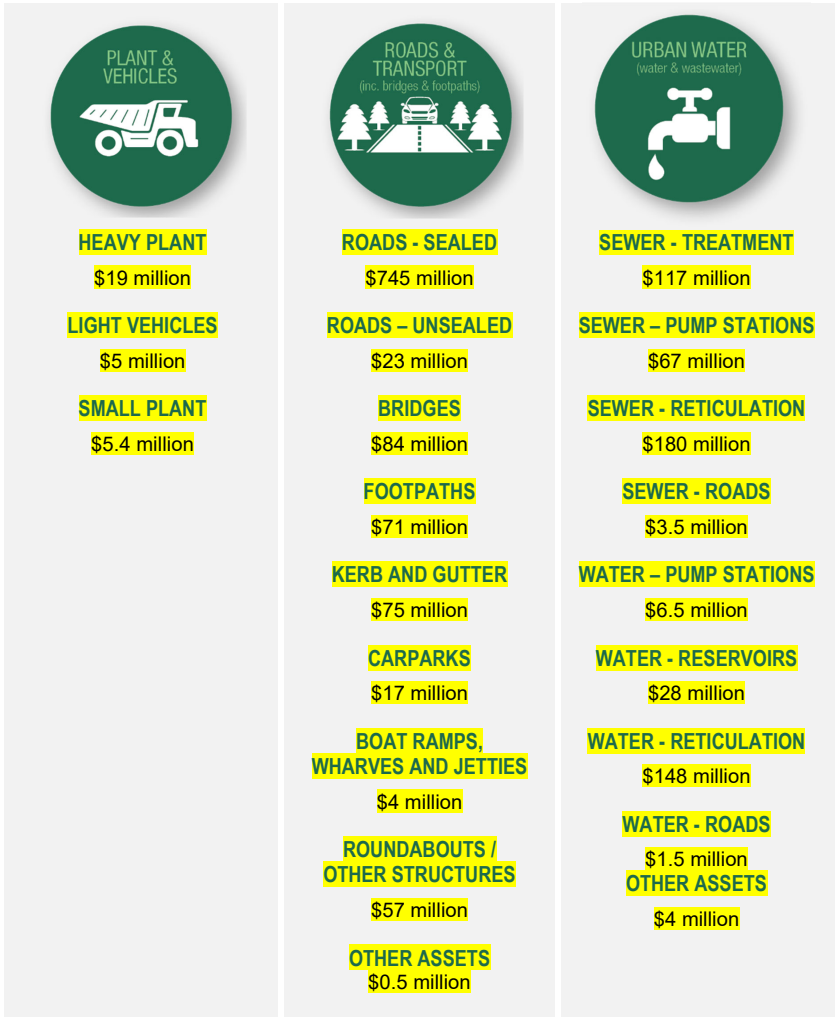
PLAYGROUNDS
$5.6 million

SPORT INFRASTRUCTURE
$17 million

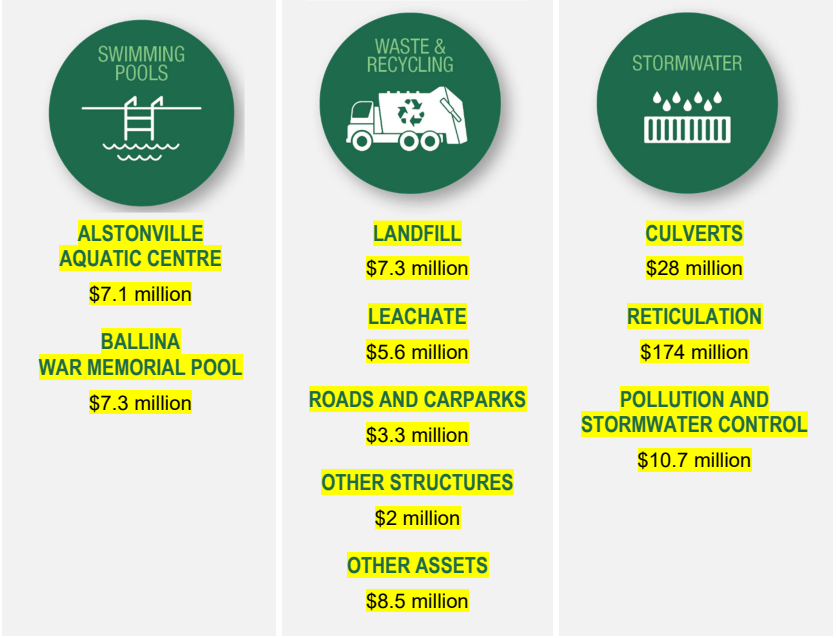
OTHER STRUCTURES
$23 million

ROADS AND CARPARKS
$1.4 million

LAND
$25 million


PLANT & VEHICLES
HEAVY PLANT
$19 million
LIGHT VEHICLES
$5 million
SMALL PLANT
$5.4 million
ROADS & TRANSPORT
(inc. bridges & footpaths)
ROADS - SEALED
$745 million
ROADS – UNSEALED
$23 million
BRIDGES
$84 million
FOOTPATHS
$71 million
KERB AND GUTTER
$75 million
CARPARKS
$17 million
BOAT RAMPS, WHARVES AND JETTIES
$4 million
ROUNDABOUTS / OTHER STRUCTURES
$57 million
OTHER ASSETS
$0.5 million
URBAN WATER
(water & wastewater)
SEWER - TREATMENT
$117 million
SEWER – PUMP STATIONS
$67 million
SEWER - RETICULATION
$180 million
SEWER - ROADS
$3.5 million
WATER – PUMP STATIONS
$6.5 million
WATER - RESERVOIRS
$28 million
WATER - RETICULATION
$148 million
WATER - ROADS
$1.5 million
OTHER ASSETS
$4 million

20


SWIMMING POOLS
ALSTONVILLE AQUATIC CENTRE
$7.1 million
BALLINA WAR MEMORIAL POOL
$7.3 million
WASTE & RECYCLING
LANDFILL
$7.3 million
LEACHATE
$5.6 million
ROADS AND CARPARKS
$3.3 million
OTHER STRUCTURES
$2 million
OTHER ASSETS
$8.5 million
STORMWATER
CULVERTS
$28 million
RETICULATION
$174 million
POLLUTION AND STORMWATER CONTROL
$10.7 million


Ballina War Memorial Pool

ASSET PERFORMANCE

Our State of the Assets Report monitors the performance of the assets under three community service indicators:

CONDITION/QUALITY

How good is the service?

FUNCTION

Does it meet users' needs?

CAPACITY/UTILISATION

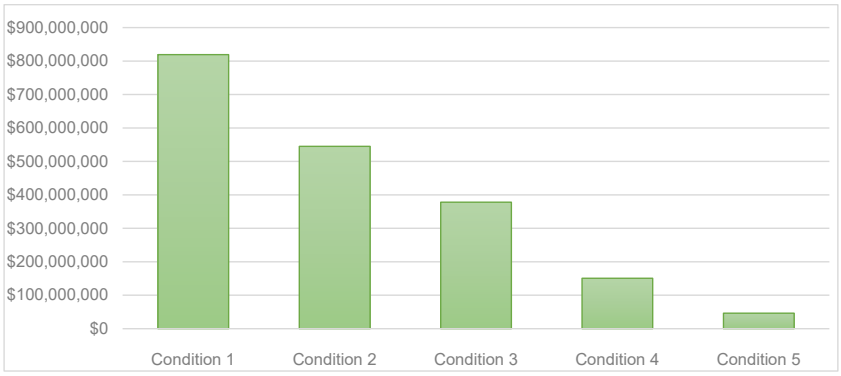
Is the service usage appropriate to capacity?

Figure 4 shows the condition of our assets as a percentage of their replacement value and not their current value. The following grading is used consistently across all asset classes:

1. **Very Good** only planned maintenance required
2. **Good** minor maintenance required plus planned maintenance
3. **Fair** significant maintenance required
4. **Poor** significant renewal/rehabilitation required
5. **Very Poor** physically unsound, and beyond rehabilitation

Note: this figure represents an overall condition profile for all assets, and subsequent AMPs will delve into specific asset classes.

Figure 4: Asset Condition



Our assets' condition profile shows that most of our assets are in fair to very good condition, with a small portion in very poor condition, these are addressed within their respective asset management plans

ASSET REGISTER

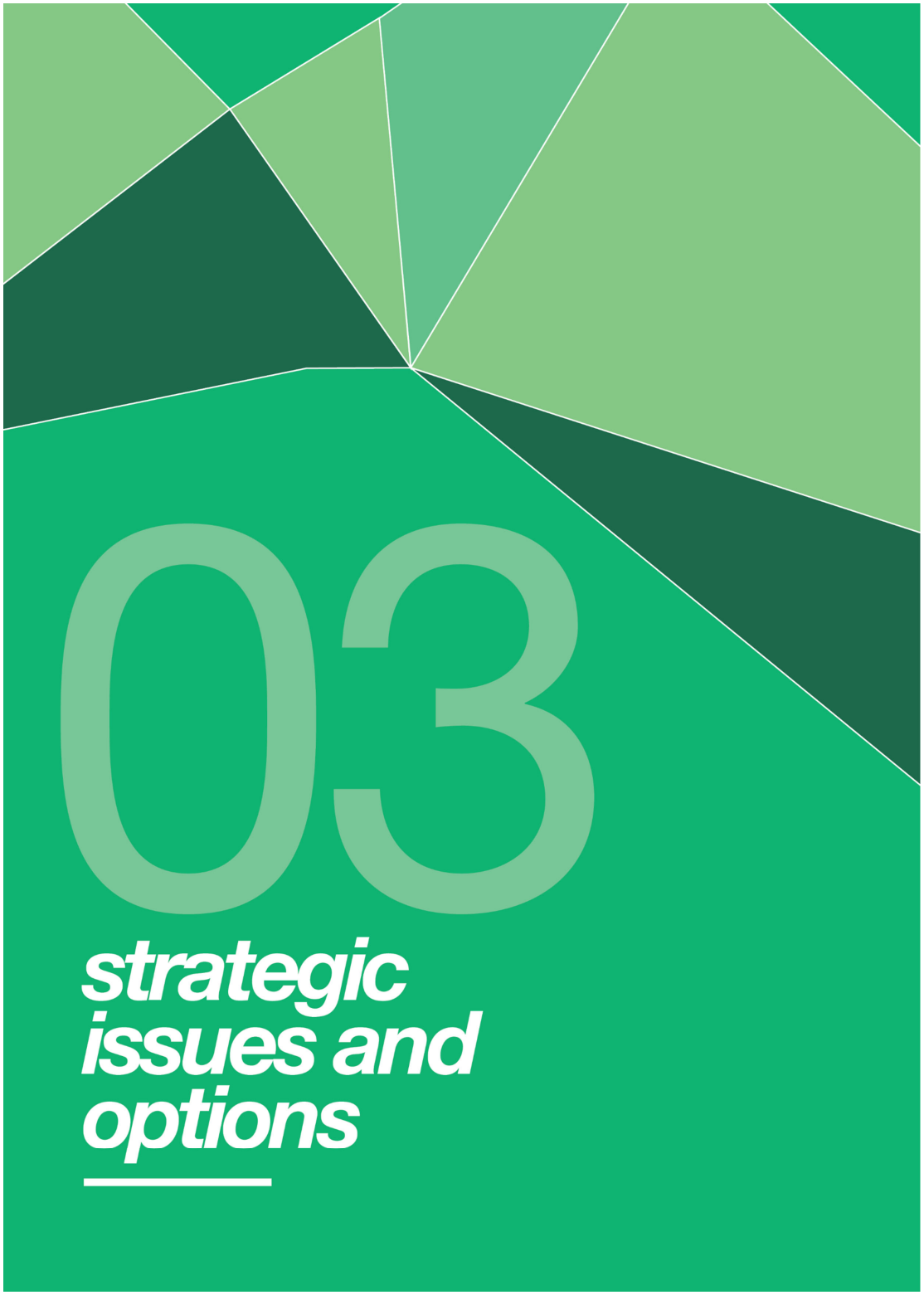
This SAMP is based on information from our infrastructure asset register. Access to reliable asset information is critical to good asset management.

One aspect that the Council plans to improve is storing and accessing data on asset performance, maintenance, and condition against assets within the register. We have identified twenty-two actions that will mature Council's AM System. These actions are captured and form part of the improvement activities of this SAMP in "*Table 5: AM Objectives into Actions*"

Opportunities exist to improve asset data collection, storage, access, and reporting. Improving these will assist with asset management planning, general operations, and maintenance of our assets



Pop Denison Park, East Ballina


03
strategic
issues and
options



strategic issues and options

Demographic Change

The demographic changes expected over the four-year planning period are shown in **Table 2.** It includes changes in population and population characteristics, such as the service age groups.

Service age groups are categories used to classify individuals based on age and workforce participation. As working and retirement ages vary and differ for each individual, assumptions have been made in providing the data in Table 2 below.

Table 2: Demographic Change[3] and Demand Impact

ITEM	PRESENT POSITION	EXPECTED POSITION	DEMAND IMPACT
POPULATION	The population of Ballina Shire is estimated at 51,009.	Population to increase by an average of 1.21% per year; by 2036, the population will be estimated to be 57,042.	Increased demand for services. Increase in acquisitions, renewal, and maintenance of assets to meet the increased service demands.
SERVICE AGE GROUPS	Ballina Shire population consists of 26% under working age, 52% in working age, and 21% in retirement age.	Service age groups for 2036 are forecasted to indicate a 1% decrease in under working age, a 4% decrease in working age, and a 6% increase in retirement age.	Level of demand increases for retirement age-based services and facilities.

The population of Ballina Shire is expected to increase at an average rate of over 1.21% per year. This will result in an increased demand for improved service levels. The change in age groups may also demand increases in age-based services.

[3] Source: https://forecast.id.com.au/ballina


JCB
Alstonville Wastewater Treatment Plant

Legislative Control of Asset Management

The Local Government Act 1993 sets out the framework for the management of assets by local councils in NSW. It establishes asset planning, acquisition, maintenance, disposal, and reporting requirements. The Act also provides guidelines for financial management, including asset valuation and depreciation. Generally, it aims to ensure efficient and effective asset management to benefit the community.

Impact of Climate Change[4]

In 2021, Council conducted a climate change risk assessment with our insurers to determine the foreseeable risks associated with climate change and develop a framework to ensure that potential insurable losses are within expectations.

This process relied on gathering information to produce qualitative risk assessments. The risk assessments were sourced from the Department of Primary Industries. They identified risks concerning temperature, hot days, rainfall, wind, fire weather, and sea level.

The process provided an overview of identified risks, including the risk level (extreme, high, medium, and low). Of the twenty-six potential climate change risks, 38% were identified as high. The high climate change risks were related to rainfall and sea-level impacts on property and Council-owned assets. This highlights the need to consider these risks in planning, designing, constructing, and maintaining new and existing assets.

The risk of increased rainfall highlights the need to ensure that new assets are planned, designed, and constructed to reduce the risk of damage caused by flooding due to inadequate drainage. Rising sea levels could damage sand dunes, low-lying property, beach, and river infrastructure and cause inland flooding. Ballina is already susceptible to minor flooding due to periodical king tides.

[4] Climate Change Risk Assessment Report 2021, Ballina Shire Council



Ballina Byron Gateway Airport

Economic Climate or Market Position

Our community is subject to changes in economic climate arising from issues external to the area. Significant changes are summarised in Table 3.

Table 3: Economic Climate or Market Position Impacts

ITEM	PROJECTED CHANGE	EXPECTED IMPACT
IMPACTS OF A GLOBAL PANDEMIC THROUGH RESTRICTIONS	Restrictions on delivering services from community and commercial assets. Restrictions impacting tourism numbers.	Reduced revenue from services delivered.
IMPACTS OF INFLATION & COST OF LIVING	Increase in material costs, fuel costs, and labour market shortages	The increased cost of delivering infrastructure projects
NATURAL DISASTERS	Increase in frequency of natural disasters, including bushfires and flooding	Damage or destruction of infrastructure and impairment of services
INTERNATIONAL EVENTS & GEOPOLITCAL CONDITIONS	Periodic international events, including geopolitical tensions, conflicts, or trade disputes, which may influence global markets and supply chains	Potential variability in the availability and cost of materials, fuel, and equipment, which may affect project delivery timeframes and operational costs

Increased inflation impacts material costs, fuel costs and labour market shortages, impacting Council's ability to deliver infrastructure projects on time and budget


SOLID MOB IS A
SMOKE FREE MOB

Stakeholder/Customer Expectations/Issues

Stakeholders include associated service providers, residents, businesses, and industries directly using our services, the wider community, governments, and regulators. Customer expectations challenge organisations to respond to changing economic conditions and preferences. This can include implementing strategies to improve economic conditions and increase the area's attractiveness while keeping costs down.

Micromex Research is contracted to execute a regular survey that enables the Council to analyse attitudes and trends within the community effectively. This assists in establishing community priorities and levels of satisfaction regarding Council services and facilities. The survey conducted in 2024 found that 89% were at least somewhat satisfied with the council's performance over the last 12 months.

Table 4 illustrates customer expectations and the associated demand for AM.

Table 4: Stakeholder/Customer Expectations and Demand Impacts

ITEM	PROJECTED CHANGE IN EXPECTATIONS	DEMAND IMPACT
AFFORDABILITY	Remain the same, with no significant changes in response to changes in levels of service.	Manage the operation and maintenance of assets effectively and efficiently.
SERVICE DELIVERY	Remain the same; increase/change levels of service.	Manage service requests with consideration of the impact on asset lifecycle and risks.
REPORTING (FINANCIAL AND NON-FINANCIAL)	Increase in reporting as asset maturity culture increases.	Improvements to data collection and ability to utilise for better AM planning.

A survey conducted in 2024 identified that 89% of our community was at least somewhat satisfied with the Council's performance over the last 12 months.



Ballina Indoor Sports Centre (BISC)

Organisational Issues

ASSET MANAGEMENT RESOURCES

The council identified the need to dedicate more resources to managing the increasing number of assets and further developing the Asset Management System. These positions were filled in 2023, and the council is expected to see improvements in asset management moving forward.

ASSET MANAGEMENT SYSTEM

Council's assets data is stored and managed by Authority™ from Civica, which is used nationally by over 150+ local councils. Due to the previously mentioned resourcing challenges, most data is missing key attributes and condition ratings. To meet the challenges of maintaining our assets and ensure that Council forecasts the upgrade, renewal, maintenance and operation of assets, complete and accurate data needs to be added to our Asset Management System (AMS).

A recent review of the capability of our AMS has highlighted many shortcomings. Approval has been given to source and implement an alternative AMS that will incorporate spatial data, along with inspection, maintenance, and defect capability. This will assist council in the decision process regarding assets as data is collected and stored from inspections in the same connected system.

To assist with managing our assets, the council has subscribed to an online service that provides aerial imagery updated every three months. This provides up-to-date information on new and removed assets and reduces the time needed to inspect and capitalise on assets.

Improvements to the asset management system allow the Council to make informed decisions about our assets that align with our community's expected level of service and are budgeted for in our long-term financial plan.

ARTIFICIAL INTELLIGENCE IN ASSET MANAGEMENT

The advancements in Artificial Intelligence (AI) over the last years have provided tools for asset owners to identify maintenance needs and proactively reduce lifecycle costs. AI-driven asset management allows for a shift from traditional condition-based maintenance to a more predictive approach.

These tools could allow the council to collect vast amounts of data and accurately analyse conditions. AI-based tools would allow council resources to do more meaningful work than manual data collection.

The council already uses an AI tool in its Water & Wastewater section, and expanding AI into other sections would be regarded as a strategic direction to improve the council's asset management systems and, in turn, provide a higher level of service for the community.

Maturing the Asset Management System with complete and accurate data will allow Council to report and make informed decisions regarding our assets


Lennox Head Cultural Centre
Lennox Head
Cultural Centre
P
ONLY

Asset Management Maturity

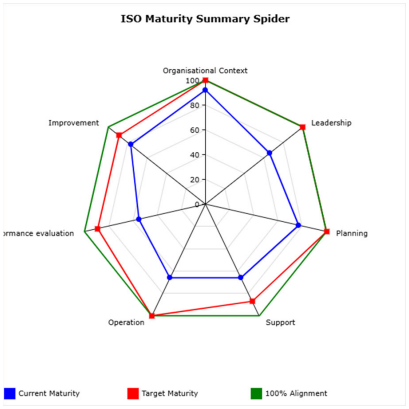
Developing and improving asset management practices can take many years. The Council have taken steps to improve our asset and financial management performance, including assessing our asset management maturity alignment with IS0 55001 Asset Management Requirements. Maturity is measured over seven key areas previously mentioned.

As a result, we identified opportunities to improve the current maturity level and reduce risks within Leadership and Performance Evaluation by implementing a Strategic Management Committee (SAM Committee) comprised of senior to executive-level management representatives. This would provide for oversight of the implementation of the SAMP and AM Objectives and drive engagement throughout the organisation.

Council also conducts internal Audits to assess asset maturity. The most recent one, conducted by Grant Thornton in October 2023 on our transport and stormwater asset classes, provided favourable results with actions to improve maturity further. These will be included in the SAMP Action Plan. Several of these recommended actions have already been completed.

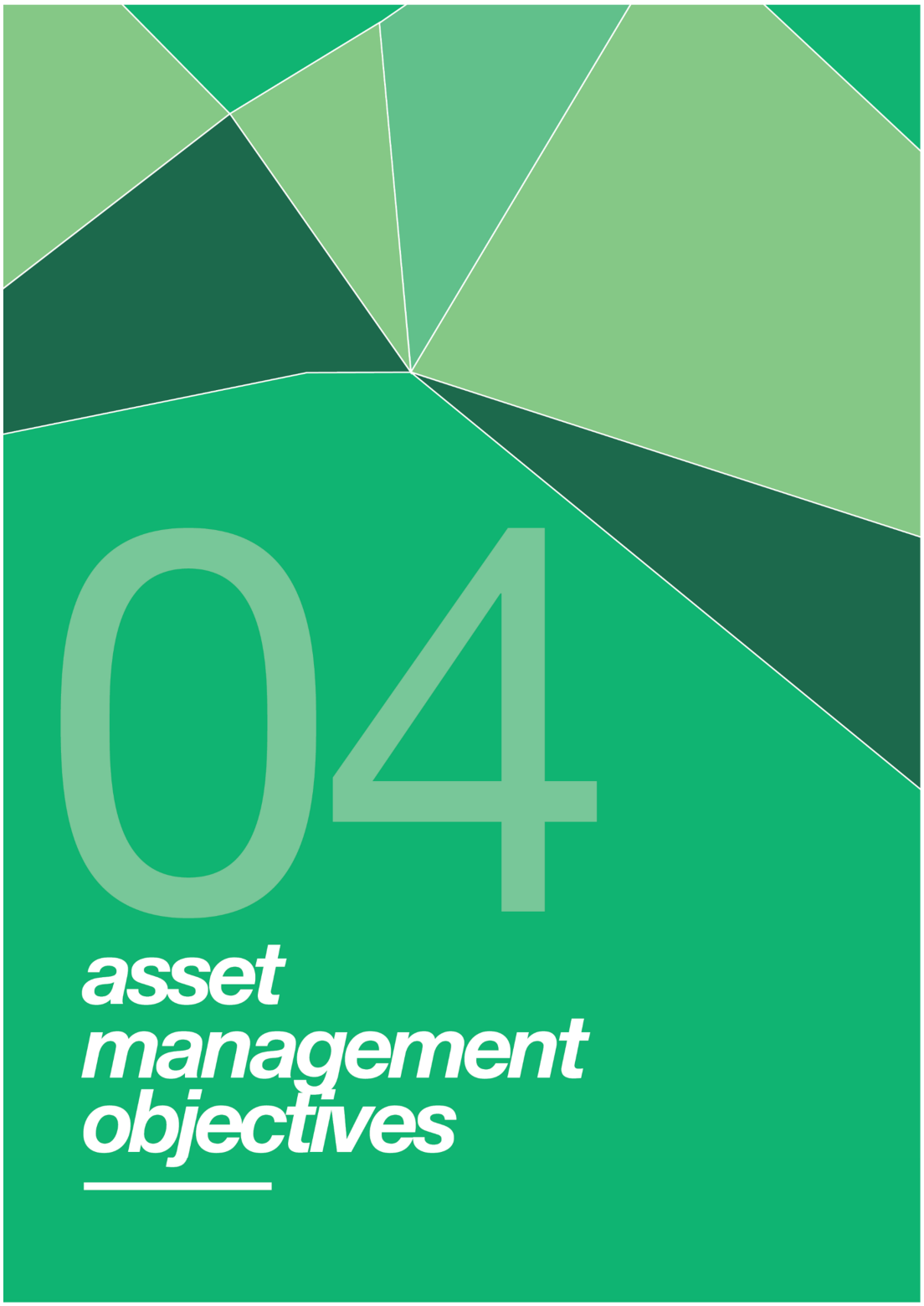
Maturity can also be increased, and risk can be reduced in operations, support, and planning by improving our Asset Management Enterprise System. Council has recently subscribed to a cloud based aerial imagery platform, offering improvements to visual asset data and ability to timeline and track asset additions, relocations, and disposals. A reassessment of Asset Maturity is scheduled to be completed after the implementation of a new AMS.

These opportunities and more are captured in Table 10: Improvement Plan.



Council has identified many opportunities to improve our asset management maturity level, which will also reduce our risk level in these areas. These are captured with the Improvement Plan of this SAMP.


Faulks Reserve, West Ballina


04
asset
management
objectives


Fishery Creek, West Ballina

asset management objectives

The AM objectives developed in this SAMP establish the essential link between the broader organisational and specific class AM plans, which describe how to achieve those objectives. The AM objectives are developed from the community strategic plan and must meet corporate and stakeholder goals while meeting regulatory and legislative requirements.

The AM objectives incorporate our desire to ensure that infrastructure assets are managed efficiently and sustainably and that asset costs are optimised over the asset's lifecycle.

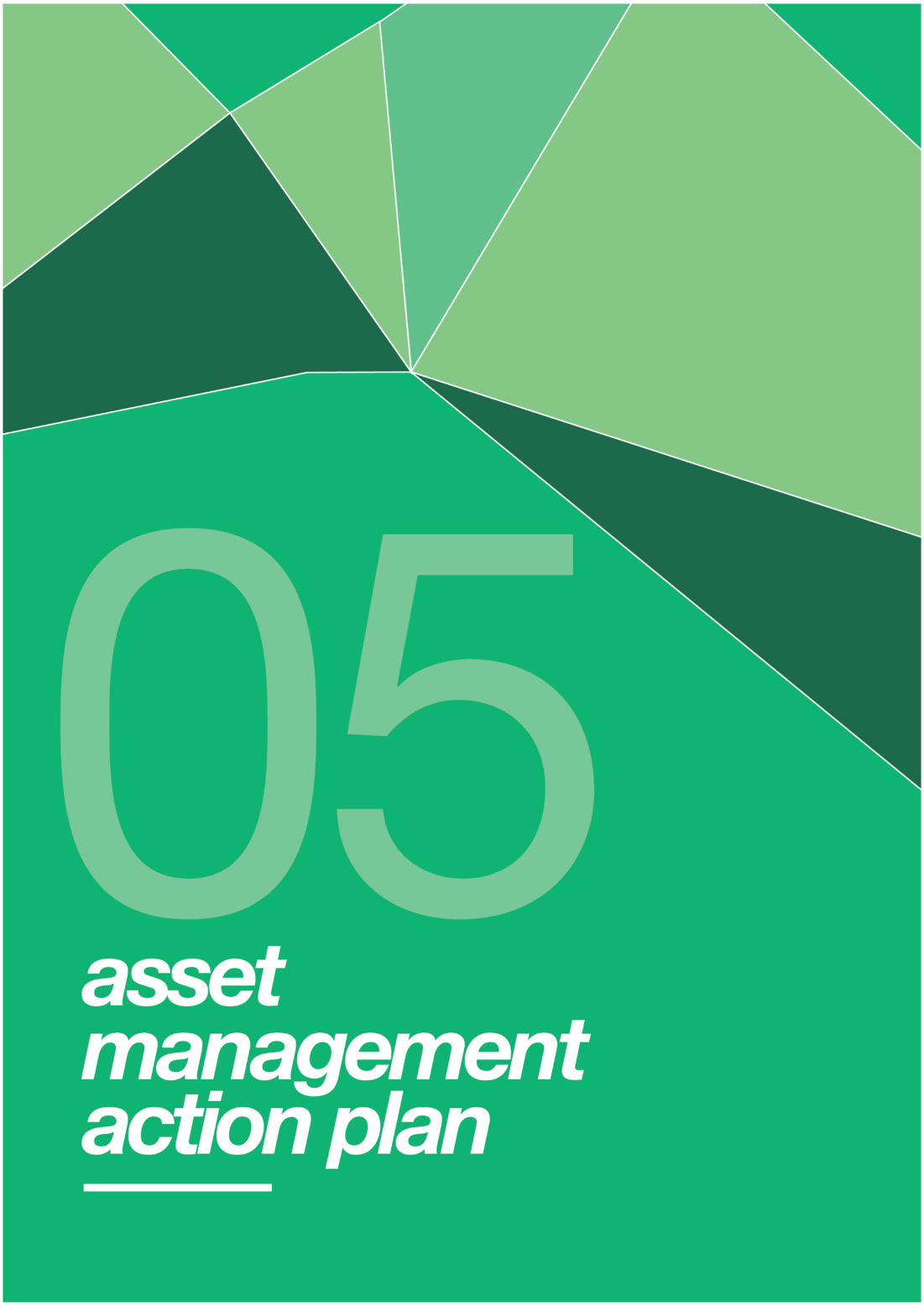
Table 5 outlines how to achieve these AM objectives through actions, targets, and responsibility.

Table 5: AM Objectives into Actions

AM OBJECTIVE	ACTION TO ACHIEVE OBJECTIVES	TARGET	RESPONSIBLE OFFICER
Data Collection & Analysis on asset condition, lifecycle costs, and levels of service.	Collect data on assets.	Ongoing	Asset Owner Asset Maintainer
	Receive data and analyse to inform the business decisions and reviews of AM Plans.	Ongoing	AM Team
	Enterprise Asset Management System to be implemented to centralise data collection and analysis.	Within four years	Information Services AM Team
Levels of Service are defined, documented, and reviewed.	Levels of service are determined in consultation with stakeholders—and documented in AM Plans.	Every four years, each Asset Class	AM Team Asset Owner
Lifecycle Cost Modelling for current and future assets.	Modelling is performed on assets based on available data, industry standards, and professional judgment and documented in AM Plans.	Every four years, each Asset Class	AM Team
Risks in the provision of services by assets identified and considered	Risks determined in consultation with Stakeholders. Documented in AM Plans.	Every four years, each Asset Class	AM Team Asset Owner
Demands for assets and asset classes identified.	Demands determined in consultation with stakeholders are documented in AM Plans.	Every four years, each Asset Class	AM Team Asset Owner
Asset Performance requirements defined to meet service levels	Consider service level requirements that require defining the performance of future asset renewals and acquisitions. Document in AM Plans.	Every four years, each Asset Class	AM Team Asset Owner

AM OBJECTIVE	ACTION TO ACHIEVE OBJECTIVES	TARGET	RESPONSIBLE OFFICER
Strategies, Masterplans, and Programs inform & are informed by AM Plans	Plan and budget for asset acquisitions, renewals and disposals from adopted strategies, masterplans, and programs.	As required	Asset Owners
	Reviews of strategies, master plans, and programs to be informed by AM Plans.	As required	Asset Owners
Manage, Maintain and Operate Assets in accordance with AM Plans	Manage the lifecycle of assets in accordance with approved AM Plans. Should management divert from AM Plan, inform Asset Management to consider current and future implications.	Ongoing	Asset Owner Asset Maintainer
AM Framework is current and supported by leadership	Review, update, and adopt AM Policy and SAMP.	Every four years	AM Team Council
	Meet monthly with the SAM Committee to review and direct AM Maturity against the SAMP.	Ongoing	SAM Committee
	Oversee progress towards AM objectives and SAMP Improvement Actions.	Annually	SAM Committee
	Endorse AM Plans (minor review).	Every year, each Asset Class	SAM Committee
	Adopt AM Plans (major review).	Every four years, each Asset Class	Council


Lennox Head Community Hall


05
asset
management
action plan



Ballina Recycled Water Treatment Plant

asset management planning approach (action plan)

The AM planning approach directs AM Plans to achieve the organisational objectives.

Asset Management Plans (AM Plans)

AM Plans are to be formulated and documented to achieve the AM objectives. This includes documentation of decision-making criteria, processes for managing the complete life cycle of assets, addressing risks and opportunities, activities to be undertaken, resources, responsibilities, timelines, performance criteria, and financial implications.

The AM Plans undergo annual (minor) reviews and full (major) revisions every four years. Table 6 summarises the details of what is included in them.

Table 6: Scope of AM Plan revisions

	MINOR REVISION ANNUALLY	MAJOR REVISION EVERY 4 YEARS

WHAT IS REVIEWED?	Lifecycle Modelling:
	• Unit rates
	• Impaired assets
	  ○ Useful lives
	  ○ Disposals
		Entire Plan:
		• Levels of Service
		• Lifecycle Modelling
		• Risks
		• Demand
		• Improvements

HOW IS THE REVIEW PERFORMED?	AM Team in consultation with Finance and Asset Owner.	AM Team, in consultation with all key stakeholders associated with the Asset Class.
WHO APPROVES?	SAM Committee.	SAM Committee Council.

Table 7 shows the asset management plan renewal schedule.

Table 7: AM Plan Revision Schedule- Subject to change

AM PLAN	MAJOR REVIEW
Water & Wastewater	2024
Stormwater	2025
Roads & Transport	2025
Swimming Pools	2026
Waste & Recycling	2026
Open Spaces	2027
Plant & Vehicles	2027
Buildings & Structures	2028
Airport	2028
Water and Wastewater	2029

Levels of Service

Developing and reporting on Levels of Service is crucial to ensure our services meet our community's expectations and our assets' overall performance.

Levels of Service are defined in three ways: customer values, customer, and technical levels of service.

Customer Values indicate:

- what aspects of the service are important to the customer
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

Customer Levels of Service
Measure how the customer receives the service and whether the organisation provides value. Customer levels of service measures used in the AM Plan are:

QUALITY/CONDITION >
How good is the service?

FUNCTION >
Does it meet users' needs?

CAPACITY / UTILISATION >
Is the service usage appropriate to capacity?

Technical Levels of Service
Supporting the community service levels are operational or technical performance measures. These technical measures relate to allocating resources to the organisation's service activities to achieve the desired community outcomes best and demonstrate effective organisational performance.

Technical service measures are linked to annual budgets covering:

- **Operations** - the regular activities to provide services such as availability, cleansing, mowing, electrical charges, etc
- **Maintenance** - the activities necessary to retain an asset as near as practicable to an appropriate service condition and allow an asset to reach its useful life (e.g. road patching, unsealed road grading, building and structure repairs, cleaning stormwater drains)
- **Renewal** - the activities that return the service capability of an asset similar to that which it had initially (e.g. road resurfacing, pavement reconstruction, water pipe replacement)
- **Acquisition** - adding a new service that did not previously exist (e.g. a new library, sporting facility, or bridge) expands coverage that increases service levels
- **Upgrade** - the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger diameter)

Service managers plan, implement and control technical service levels to influence customer service levels.

Together, the community and technical levels of service provide details on service performance, cost and whether service levels are likely to stay the same, get better or worse.

Demand Management

We meet the community's expectations by managing, upgrading, and providing new assets due to increased demand. Demand management practices encompass non-asset solutions, risk insurance, and failure management.

Non-asset solutions focus on providing the required service without the organisation needing to own the assets or perform management actions. These include reducing service demand, lowering service levels (allowing some assets to deteriorate beyond current service levels), or educating customers to accept appropriate asset failures. Non-asset solutions include joint services from existing infrastructure, such as aquatic centres and libraries in another community area or public toilets in commercial premises.

Infrastructure Risk Management

An assessment of risks associated with service delivery from infrastructure assets conducted for each relevant AM Plan identifies critical risks that will result in loss or reduction in service from infrastructure assets or a ‘financial shock’ to the organisation. The risk assessment process identifies credible risks, determines the likelihood of the risk event occurring, and assesses the consequences should the event occur. It then develops a risk rating, evaluates the risk, and creates a risk treatment plan for non-acceptable risks.

Critical risks, those assessed as ‘Very High’ and ‘High’ – requiring prioritised corrective action, risk mitigation, or strict controls to manage. These are identified broadly in the Council’s Corporate Risk Register, and those that relate to asset management are expanded upon in each Asset Management Plan. A summary of risks and measures in place to remove, mitigate, or control these is shown in Table 8 below. These risks are reported to management and Council.

Table 8: Critical Risks and Treatment Plans

SERVICE OR ASSET AT RISK	WHAT CAN HAPPEN	RISK RATING (VH, H)	RISK TREATMENT PLAN	LINK TO AMP RISK MANAGEMENT PLAN
AIRPORT				
Runway & Taxiway	Aircraft crash or damage	H	• Preventative maintenance and inspections performed.	• Ballina Byron Gateway Airport Asset Management Plan – Section 5.2
Terminal	Disruption of services/availability due to failure	H	• Preventative maintenance and inspections performed. • Renewal or acquisition of equipment as necessary	• Ballina Byron Gateway Airport Asset Management Plan – Section 5.2
BUILDINGS & STRUCTURES				
Operational Buildings	Disruption of services/availability due to failure. Disruption Impacting Council's ability to provide a range of services to the community. Asbestos-related illness.	VH	• Preventative maintenance and inspections performed. • Renewal or acquisition of equipment as necessary • Asbestos removal through renewals when due	• Built Assets – Land Buildings and Structures Asset Management Plan – Section 5.2
Community Buildings	Disruption of services/availability due to failure. Asbestos-related illness.	H	• Preventative maintenance and inspections performed. • Renewal or acquisition of equipment as necessary • Asbestos removal through renewals when due	• Built Assets – Land Buildings and Structures Asset Management Plan – Section 5.2
Commercial Buildings	Disruption of services/availability due to failure. Breaches of leases & licenses. Asbestos-related illness.	H	• Preventative maintenance and inspections performed. • Renewal or acquisition of equipment, as necessary. • Asbestos removal through renewals when due.	• Built Assets – Land Buildings and Structures Asset Management Plan – Section 5.2
ROADS & TRANSPORT				
Roads	Injury or fatality due to traffic volumes at capacity during peak flows.	H	• River Street upgrade as per the Roads Contribution Plan 2010.	• Roads and Transport Asset Management Plan – Section 5.2

SERVICE OR ASSET AT RISK	WHAT CAN HAPPEN	RISK RATING (VH, H)	RISK TREATMENT PLAN	LINK TO AMP RISK MANAGEMENT PLAN
Bridges	Injury or fatality due to structural bridge failure	H	• Bridge Inspection Programs	• Roads and Transport Asset Management Plan – Section 5.2
Community use	Disruption of services/availability due to failure	H	• Preventative maintenance and inspections performed. • Renewal or acquisition of equipment as necessary	• Roads and Transport Asset Management Plan – Section 5.2
SWIMMING POOL				
Community use	Injury or fatality	VH	• Qualified lifeguards • Medical equipment on site with trained users • Hazards identified and responded to promptly	• Swimming Pools Asset Management Plan – Section 5.2
Operation	Injury or fatality	VH	• Trained operators running the facility • Regular inspections • Hazards identified and responded to promptly • Procedures followed for operating the facility	• Swimming Pools Asset Management Plan – Section 5.2
Availability	Disruption of services/availability due to failure	H	• Preventative maintenance and inspections are performed as scheduled and defined in OMMs. • Renewal or acquisition of equipment as necessary	• Swimming Pools Asset Management Plan – Section 5.2
WATER & WASTEWATER				
Water Supply	Disruption of services/availability due to failure	H	• Preventative maintenance and inspections performed. • Renewal or acquisition of equipment as necessary	• Urban Water Asset Management Plan – Section 5.2
Wastewater Services	Disruption of services/availability due to failure	H	• Preventative maintenance and inspections performed. • Renewal or acquisition of equipment as necessary	• Urban Water Asset Management Plan – Section 5.2
WASTE & RECYCLING				
Security	Unauthorised access to the site	H	• Preventative maintenance and inspections performed on security fencing • Renew fencing at the end of useful life	• Waste and Recycling Asset Management Plan – Section 5.2



Ross Lane, Lennox Head

Operation and Maintenance Strategies

Operational activities impact service levels, including quality and function, such as cleanliness, appearance, etc., through street sweeping and grass mowing frequency, intensity and spacing of streetlights, cleaning frequency, and opening hours of buildings and other facilities.

Maintenance includes all actions necessary to retain an asset in as near an appropriate service condition as practicable, including regular, ongoing day-to-day work required to keep assets operating, e.g., road patching, but excluding rehabilitation or renewal.

We will operate and maintain assets to provide the agreed level of service and approved budgets. Proposed operation and maintenance strategies in this SAMP are:

- Scheduling operation activities to deliver the defined level of service in the most efficient manner
- Undertaking maintenance activities through a planned maintenance system reduces maintenance costs and improves maintenance outcomes
- Undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50 – 70% planned desirable as measured by cost)
- Maintain a current infrastructure risk register for assets, present service risks associated with providing services from infrastructure assets, and report Very High and High risks and residual risks after treatment to management and Council
- Review current and required skills base and implement workforce acquisition, training, and development to meet required operation and maintenance needs
- Review asset utilisation to identify underutilised assets, over-utilised assets, and customer demand management options
- Maintain a current hierarchy of critical assets and required operation and maintenance activities
- Develop and regularly review appropriate emergency response capability
- Review management of operation and maintenance activities to ensure we are obtaining the best value for resources used

Renewal Strategies

Renewal expenditure is significant work that does not increase the asset's design capacity but restores, rehabilitates, or renews an existing asset to its original or lesser required service potential. Work over and above restoring an asset to its original service potential is upgrade/expansion or new works expenditure.

Renewal and replacement strategies proposed under this SAMP are:

- We will plan capital renewal projects to meet the level of service objectives and minimise infrastructure service risks by:
- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner
- Undertaking project scoping for all capital renewal projects to identify
    - the service delivery 'deficiency', present risk, and optimum time for renewal
    - the project objectives to rectify the deficiency
    - the range of options, estimated capital and life cycle costs for each option that could address the service deficiency
    - and evaluate the options against evaluation criteria adopted by Council, and
    - select the best option to be included in capital renewal programs
- Using *optimal* renewal methods (cost of renewal is less than replacement) wherever possible
- Maintain a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets and reporting Very High and High risks and Residual risks after treatment to management and Council
- Review current and required skills base and implement workforce training and development to meet necessary renewal and construction needs
- Maintain a current hierarchy of critical assets, capital renewal treatments, and required timeframe
- Review management of capital renewal activities to ensure we obtain the best value for resources used

Asset Acquisition and Upgrade Strategies

Acquisition or the Upgrade of assets are regarded as works that create a new asset that did not previously exist or works that upgrade or improve an existing asset beyond its current capacity. They may result from growth, social or environmental needs. Assets can also be acquired at no cost to the organisation from land development, donation, gifting or arising from government grants.

Strategies for the acquisition and creation of new assets and upgrade of existing assets proposed in this SAMP are:

- Planning and scheduling the acquisition of assets and upgrades to deliver the defined level of service in the most efficient manner
- Undertake project scoping for all capital acquisition projects to identify
    - the service delivery 'deficiency', present risk and required timeline for delivery of the asset acquisition
    - the project objectives to rectify the deficiency, including value management for major projects
    - the range of options, estimated capital and life cycle costs for each option that could address the service deficiency
    - management of risks associated with alternative options
    - evaluate the options against evaluation criteria adopted by Council
    - select the best option to be included in capital programs
- Review current and required skills base and implement staff acquisition, training, and development to meet necessary project and construction management needs.
- Review the management of capital project activities to ensure we are obtaining the best value for the resources used.

Acquisition of new assets and upgrade/expansion of existing assets are identified from various sources such as councillor or community requests, proposals identified in strategic plans, partnerships with other organisations or predictive modelling based on current asset condition and remaining life. Candidate proposals are inspected to verify the need and to develop estimates. Verified proposals are ranked by priority and available funds and scheduled in future works programmes.

Disposal Plan

Disposal includes any activity associated with disposing of an asset, including the sale, transfer, or replacement.

Assumptions and Confidence Levels

This section outlines the key assumptions used in preparing forecasts of required operating and capital expenditures, asset values, depreciation expenses, and carrying amount estimates. It is presented to enable readers to understand the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this plan, along with the risks that these may change, are presented in Table 9.

Table 9: Key Assumptions Made in AM Plans and Risks of Change

KEY ASSUMPTIONS	RISKS OF CHANGE TO ASSUMPTIONS
Operational and maintenance forecasts are based on historical expenditures and assume no significant change in this level of service.	Significant change would impact financial forecasts, levels of service and/or risk.
There will be no major technological change that creates dramatic changes in terms of unit cost and treatment process.	Significant change would impact financial forecasts, levels of service and/or risk.
The useful lives and unit costs remain valid over the five years to the next revaluation (with annual CPI)	Significant change would impact asset lifecycle modelling and costs, impacting financial / levels of service/risk.

This SAMP's expenditure and valuation projections are based on the best available data. The currency and accuracy of data are critical to effective asset and financial management.

The estimated confidence level for the reliability of the data used in this SAMP is shown in Table 10. Overall, the data confidence is assessed as a Medium to High confidence level for data used to prepare this SAMP.

Table 10: Data Confidence Assessment for AM Plans summarised in Strategic AM Plan

AM PLAN	CONFIDENCE ASSESSMENT
Airport	High
Building, Structures & Land	High
Foreshore	Medium
Open Spaces & Reserves	Medium
Plant & Vehicles	High
Roads & Transport	High
Stormwater	Medium
Swimming Pool	High
Water & Wastewater	Medium
Waste & Recycling	Medium

Actions to mitigate the adverse effects of data quality are included in Table 11 Improvement Plan.

Improvement Plan

Table 11 shows the asset management improvement tasks identified from an asset management maturity assessment and preparation of this SAMP. It is a generalised summary of the more significant number of actions identified and needed to meet the improvements mentioned in this SAMP.

Table 11: Improvement Plan

NO.	TASK	RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE
1	**SAM COMMITTEE** A Strategic Asset Management (SAM) Committee will be established and implemented. With senior leadership across the organisation as members, this will assist the leadership of the SAMP, monitoring progress towards AM objectives and driving engagement throughout the organisation.	Coordinator Asset Management	Support from the Executive Team to support the SAM Committee	established early 2023
2	**ASSET MANAGEMENT ENTERPRISE SYSTEM** Support this system's continued development and maturity to allow for the centralised collection of asset information and data, including condition, maintenance (preventative and operational), and defects.	Information Services Coordinator Asset Management	Acquisition of software product, resources allocated for implementation plan	2026
3	**ASSET HIERARCHY** Review the structure and level for all asset classes to meet the demands of finance, operators, owners, auditors, and asset managers.	Coordinator Asset Management	Time and advice from stakeholders	2024
4	**ASSET DATA** In consultation with asset owners and operators, determine and document the minimum expectations for the storage of asset data in the Asset Management Enterprise System. Data may include asset attributes, photos, documents, insurance confirmation, and critical asset identification.	Coordinator Asset Management	Time and advice from stakeholders	2024

NO.	TASK	RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE
	Determine gaps in data, and determine critical assets and priority for the backlog of data collection and population.			
5	**ASSET MAINTENANCE** Define maintenance programs for the servicing of assets. To be captured within the Asset Management Enterprise System. Where necessary, develop SOPs for performing specific types of maintenance.	Asset Owners	Resources for documenting and inputting into the system	2025
6	**GIS** Progress missing assets to be captured within GIS, with them being identifiable and create a link to asset data in Authority to see attributes. The highest priority is underground assets, followed by all above-ground assets.	Coordinator Business Systems	Resources for addressing the backlog	2026
7	**CAPITALISATION PROCESS** Review the capitalisation process for efficiencies in getting data into GIS and the Asset Register after project completion. Involves reviewing WAE, data collection requirements, and workflows from developers and internal project managers	Coordinator Asset Management	Time and advice from Asset Management, Finance and GIS. Support from management on the change process	2024
8	**AM PLANS** All AM Plans reviews must be done in consultation with all stakeholders to increase knowledge, buy-in and importance throughout the organisation. Improve accessibility to AM Plans for all staff. Consider Infonet, Authority, and Content Manager.	Coordinator Asset Management	Time allocation from stakeholders to be involved.	2026

NO.	TASK	RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE
9	**COMMUNICATION** Increase communication within the Council on the SAMP and Asset Management practices. Continue communications up to the rollout of improvements to the enterprise system and beyond.	Coordinator Asset Management & SAM Committee	Time allocated and communications team assistance	2025
10	**PROCEDURES** Develop a list of procedures for managing and accessing assets within the Asset Management Enterprise System. Includes: Setup of asset templates, hierarchy, and assets to satisfy the Report on Infrastructure Assets and Asset capitalisation.	Coordinator Asset Management	Time allocation from stakeholders to be involved	2025
11	**ARTIFICIAL INTELLIGENCE** Continue investigating options for integrating artificial intelligence software into asset management.	Coordinator Asset Management & Asset Owners	Time allocation from stakeholders to be involved	2026


06
financial
summary

financial summary

This section contains the collective financial requirements resulting from all the information presented in the previous sections of this SAMP and AM Plans and is designed to provide a whole organisation perspective. Financial projections will become more accurate as further information becomes available on desired levels of service and current and projected future asset performance.

Financial Indicators and Projections

ASSET RENEWAL FUNDING RATIO

The Asset Renewal Funding Ratio indicates whether lifecycle forecast renewal and replacement expenditure are able to be financed in the long-term financial plan. It is calculated by dividing the lifecycle forecast renewal expenditure shown in the AM Plans by the estimated capital renewal budget provided in the long-term financial plan.

Over the next ten years, funding adequacy is subject to increasing uncertainty. The SAMP identifies a range of risks that, if realised, may place pressure on the organisation's ability to fully fund optimal renewal and replacement programs. These risks include climate related impacts requiring higher asset standards or earlier intervention, sustained cost escalation driven by global economic factors, and affordability constraints arising from cost of living pressures.

While base forecasts remain achievable, these factors increase the likelihood that funding constraints will emerge over the planning horizon, and more than likely requiring timely financial and service level adjustments or increased funding.

Funding Strategy

The funding to provide the services covered by this SAMP and supporting AM Plans is contained within the organisation's long-term financial plan.

Expenditure Forecasts

OPERATION AND MAINTENANCE EXPENDITURE PROJECTIONS

Future operation and maintenance expenditure is forecast to increase. The organisation's long-term financial plan needs to accommodate this forecast expenditure. Asset classes are revalued every five years; changes to the value, useful/remaining life, asset condition and expected level of service will allow Council to forecast the required expenditure over a longer period.



Lennox Head Coast

EXPENDITURE PROJECTIONS LINKED TO LONG-TERM FINANCIAL PLAN

Expenditure projections reveal the lifecycle forecast for acquisition, operation, maintenance, and renewal expenditure.

These projections have been incorporated into the outlays presented in the long-term financial plan. It is important to note that the lifecycle forecast draws information from the AM Plans of each asset class.

These forecasts may vary due to quarterly budget adjustments and need to be adjusted accordingly.



conclusion

The SAMP has a life of four years and is due for complete revision and updating within each Council cycle.

The Coordinator of Asset Management is responsible for the SAMP's ongoing maintenance and review. The SAM Committee will review the AM System, including this SAMP, at planned intervals to ensure its continuing suitability, adequacy, and effectiveness.

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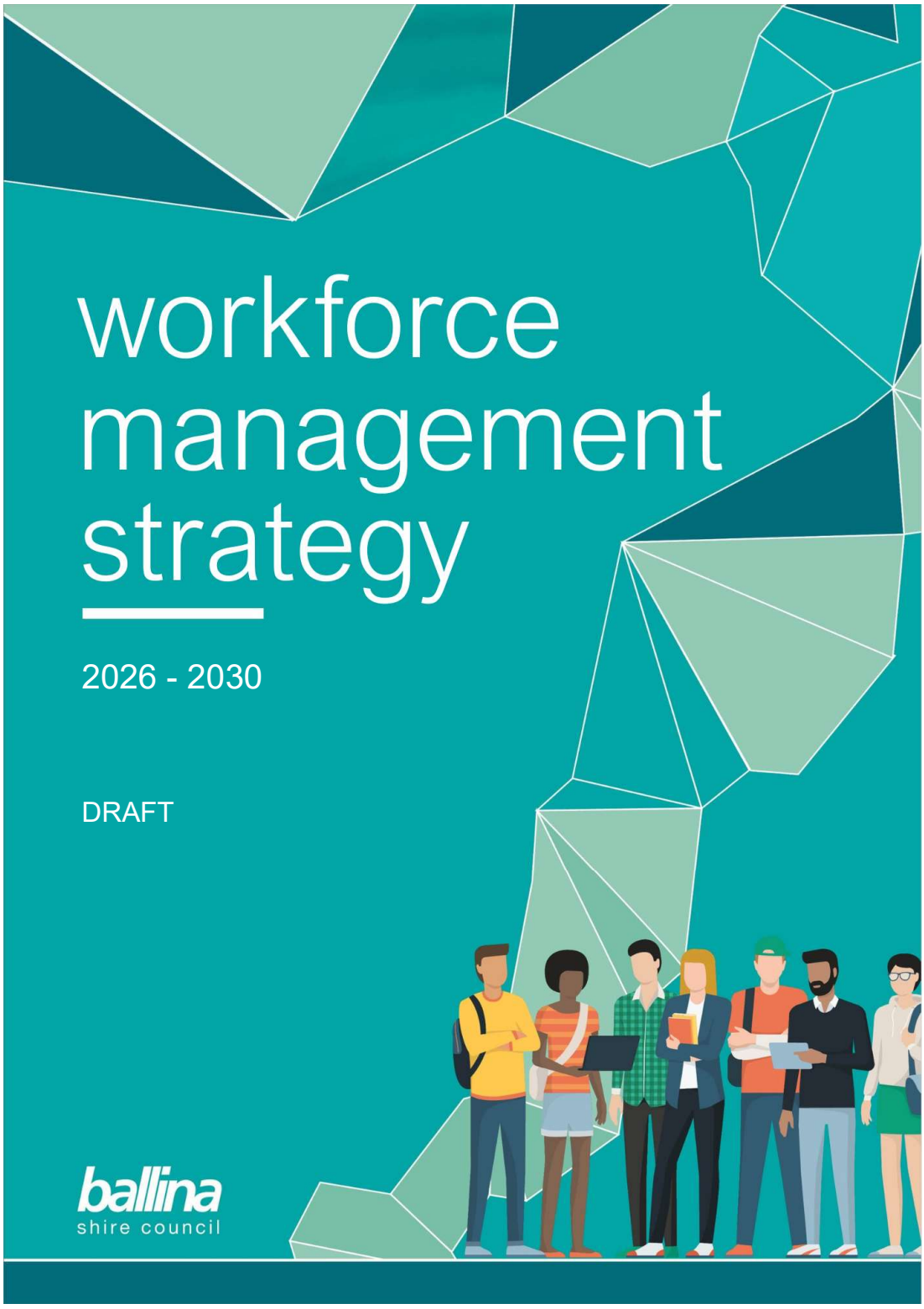
workforce
management
strategy
2026 - 2030
DRAFT
ballina
shire council


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

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Acknowledgement of Country

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



Customer Service Team

about this strategy

Ballina Shire Council operates within a dynamic regional environment shaped by population growth, demographic change, environmental risk and increasing community expectations. As a coastal local government area in the Northern Rivers, Ballina faces many of the workforce challenges common to regional NSW councils, which are intensified locally by housing affordability pressures, competition for skilled labour and disaster resilience demands.

Councils in NSW, including ours, operates within an Integrated Planning and Reporting Framework (IP&R) established by the State Government. This framework requires councils to prepare a set of plans that guide how we deliver services to our community:

- **Community Strategic Plan (2025–2035):** the long-term vision for the Shire
- **Delivery Program (2026 to 2030), Operational Plan (2026/27) and Resourcing Strategy (2026/27):** what Council will do to achieve that vision
- **Quarterly, Annual and End-of-Term Reports:** how we track our progress.

The Community Strategic Plan provides a platform for each community to express its long-term vision and the Delivery Program and Operational Plan provide the actions and initiatives to deliver on this.

The Workforce Management Strategy is a four year plan and forms a key component of Council's Resourcing Strategy by ensuring Council has the right people, skills, leadership and culture to drive effective and efficient delivery of Council's services and projects.

As a major employer in the Shire, Council plays an important role in providing stable, productive jobs so we can maintain the skills and staffing needed to serve our community.

To shape this Strategy, we considered feedback from community and staff surveys, data and industry benchmarking. For Ballina Shire Council, workforce planning is more than just filling vacancies, it is about ensuring Council has the capability, capacity and leadership required to sustainably deliver essential services, meet statutory obligations, respond to emergencies, and support the long-term wellbeing and resilience of the community.
.

ip&r framework

The following diagram illustrates the integrated nature of the Community Strategic Plan framework, and how engagement, planning, service delivery and reporting processes all contribute to its preparation, ongoing review and evolution.



our community vision

Our Vision

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

Ballina Shire is a place of connection, opportunity, and sustainability. A community that values its natural beauty, vibrant town centres, and strong sense of belonging. As we grow, we will balance progress with protection, ensuring that our environment, lifestyle, and local economy thrive together.

We envision a future where housing is affordable and well-planned, where transport networks are safe and accessible, and where our town centres and foreshores reflect the unique identity of our region. Our waterways, green spaces, and coastline will be preserved and enhanced for future generations, supported by sustainable practices and proactive climate resilience.

Ballina Shire will be a place where people of all ages and backgrounds feel safe, connected, and supported. Where community participation, leadership, and collaboration drive positive change. We will embrace innovation, advocate for our needs, and work together to create a shire that is prosperous, liveable, and inclusive. This vision is shaped by the priorities of our community and will guide our shared journey over the next decade, ensuring that Ballina Shire remains a place we are proud to call home.


Ballina Shire is a connected, sustainable, and thriving community where growth is balanced with protecting our environment, enhancing liveability, and supporting a strong local economy.
Sharpes Beach and Headland, Skennars Head

our values

CARES Values

Our CARES values reflect who we are, how we work, and serve our community. They guide our decisions, shape our culture, and ensure we remain focused on delivering meaningful outcomes.

CREATIVE encourage ideas and fostering innovation.

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

RESPECTFUL taking responsibility for actions and valuing diverse options.

ENERGETIC embracing enthusiasm in our approach to work.

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



Our Community Priorities

Why They Matter

Our community priorities were shaped by feedback received from nearly 1,200 residents as part of Council's Community Strategic Plan 2025-2035.

Council's workforce, alongside government agencies, businesses, and community organisations, play a key role in delivering these community priorities to create a strong and sustainable future for our community

Our nine community priorities include:





Goori Cultural Art and Music Festival, Missingham Park

our community

Our Place and People

Ballina Shire is a welcoming coastal community known for its relaxed lifestyle, strong sense of belonging and close connection to nature. Residents enjoy riverfront living, national parks, coastal walks and popular beaches such as Shelly Beach and Lighthouse Beach, with Lennox Head's surf breaks nearby. This healthy, outdoor-oriented lifestyle continues to attract families, retirees and professionals alike.

The community values a strong sense of belonging, with friendly neighbourhoods, vibrant local culture and regular community events that bring people together. Residents enjoy easy access to coastal walks, outdoor recreation and iconic spots such as Shelly Beach, Lighthouse Beach and the Lennox Head surf breaks.

Ballina Shire people benefit from a growing regional economy supported by tourism, agriculture, retail, fishing and service industries. The area offers modern amenities, shorter commutes and a work culture that is collaborative, community-focused and people-centred.

As the third-largest airport in NSW, Ballina also provides excellent connectivity without sacrificing its relaxed, small-town feel.

With its blend of natural beauty, strong community spirit and opportunities for meaningful, balanced living, Ballina is a place where people feel connected, supported and proud to call home.

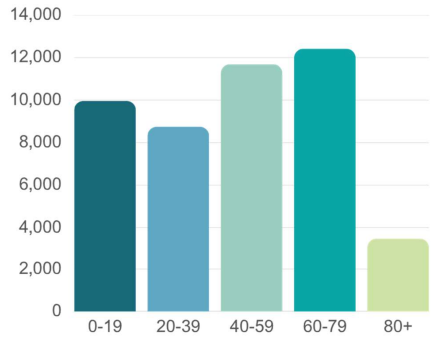
Knowledge of population change is essential for planning decisions regarding our workforce and our future. Over the next decade, Ballina Shire is expected to continue its upward growth trajectory. The population is projected to reach 51,000 by 2026 and continue rising, driven largely by in-migration, an ageing demographic profile, and ongoing residential development. These trends suggest increasing demand for housing, health services, and age friendly community infrastructure as the Shire grows and the population continues to age. Data from the Australian Bureau of Statistics is presented on the following pages in table and chart format. The data is based on the most recent census data from 2021.

Population Snapshot

47,935
Population

19,404
Households

Age



48
Median age of Ballina Shire

27%
Majority of our population is aged between 60-79 years old.

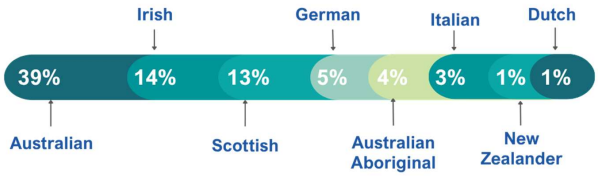
Ethnicity

4.9%
Aboriginal and Torres Strait Islander population

5%
Speak language at home other than English

13%
of Ballina residents were born overseas

45%
Majority of Ballina residents have English ancestry



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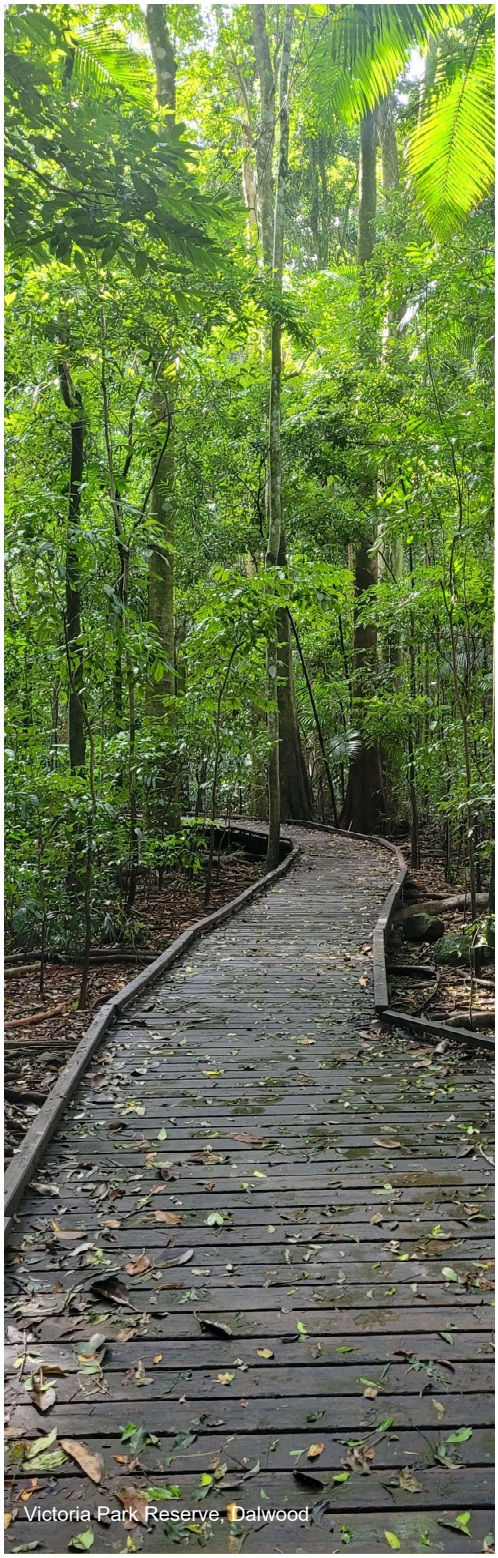


Employment overview

21,512
Total labour force
(participation rate)

12,913
of residents work in the
Ballina Shire

Top 4 industry sectors

18.6%
Health Care and
Social Assistance

10.6%
Education and
Training

10.5%
Retail Trade

10.2%
Construction

Education

23%
Bachelor Degree or
higher

23%
Vocational
qualification

15



Information Technology Support Officer, Depot Event


01
Organisation structure

organisation structure + profile

Council adopts an organisation structure that supports the position of General Manager in implementing the Strategies and Actions identified in the Delivery Program and Operational Plan.

Ballina Shire Council's organisation structure includes three Divisions:



Civil Services

Plans, delivers, and maintains Council's infrastructure and essential services to ensure safe, reliable, and sustainable outcomes for the community.



Planning and Environmental Health

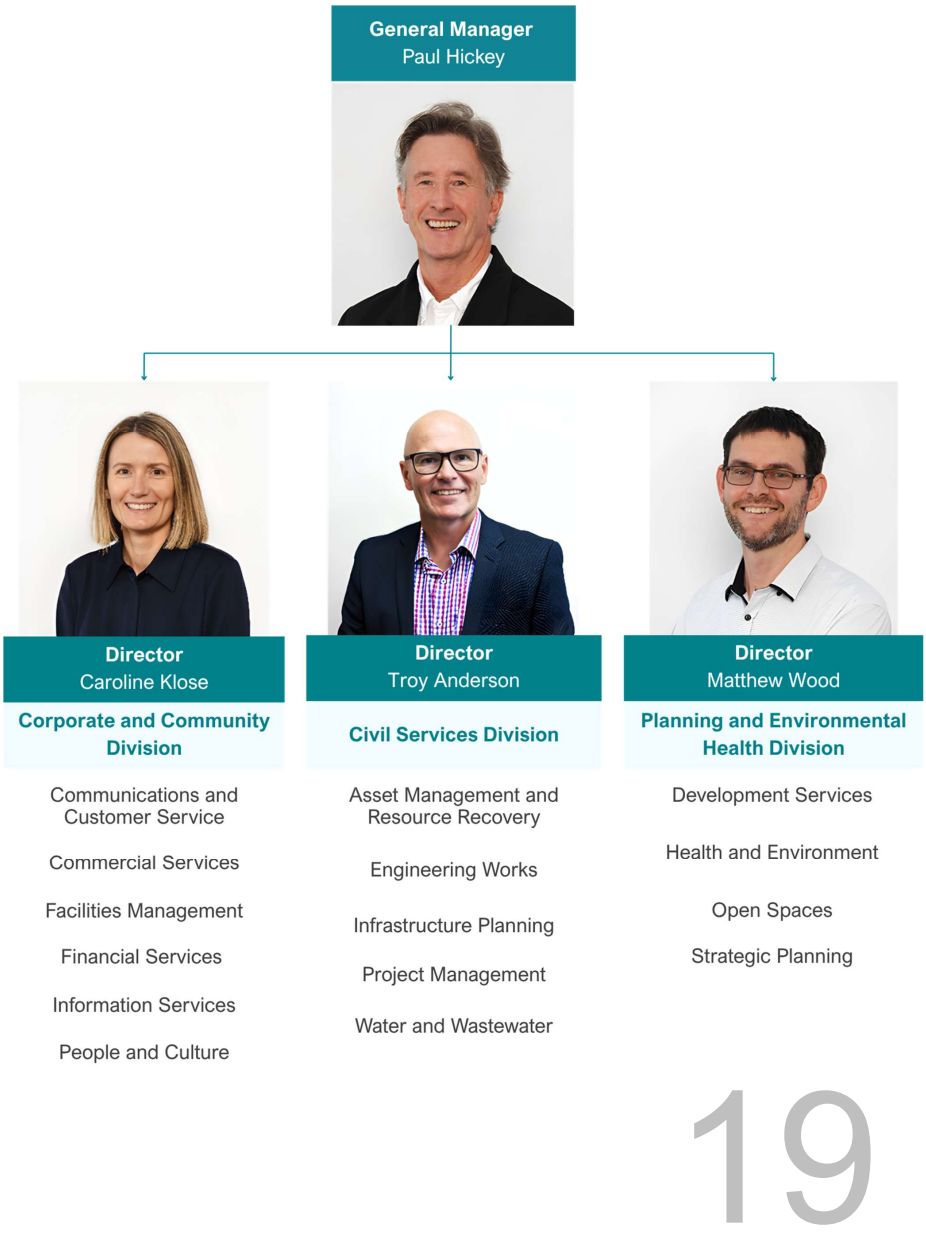
Provides strategic planning, development assessment, environmental health, and land management services to support sustainable growth and protect public and environmental wellbeing.



Corporate and Community

Delivers core corporate, financial, people, information, and community services that enable effective governance, organisational performance, and community engagement.

The adopted organisation structure is shown on page 19 of this document.


General Manager
Paul Hickey
Director
Caroline Klose
Corporate and Community Division
Communications and Customer Service
Commercial Services
Facilities Management
Financial Services
Information Services
People and Culture
Director
Troy Anderson
Civil Services Division
Asset Management and Resource Recovery
Engineering Works
Infrastructure Planning
Project Management
Water and Wastewater
Director
Matthew Wood
Planning and Environmental Health Division
Development Services
Health and Environment
Open Spaces
Strategic Planning

organisation structure + profile (cont.)

Council's organisational structure aligns various internal functions to focus on service delivery throughout our planning and regulatory functions, our corporate services, and our infrastructure delivery.

Resources are also balanced across each of our three divisions.

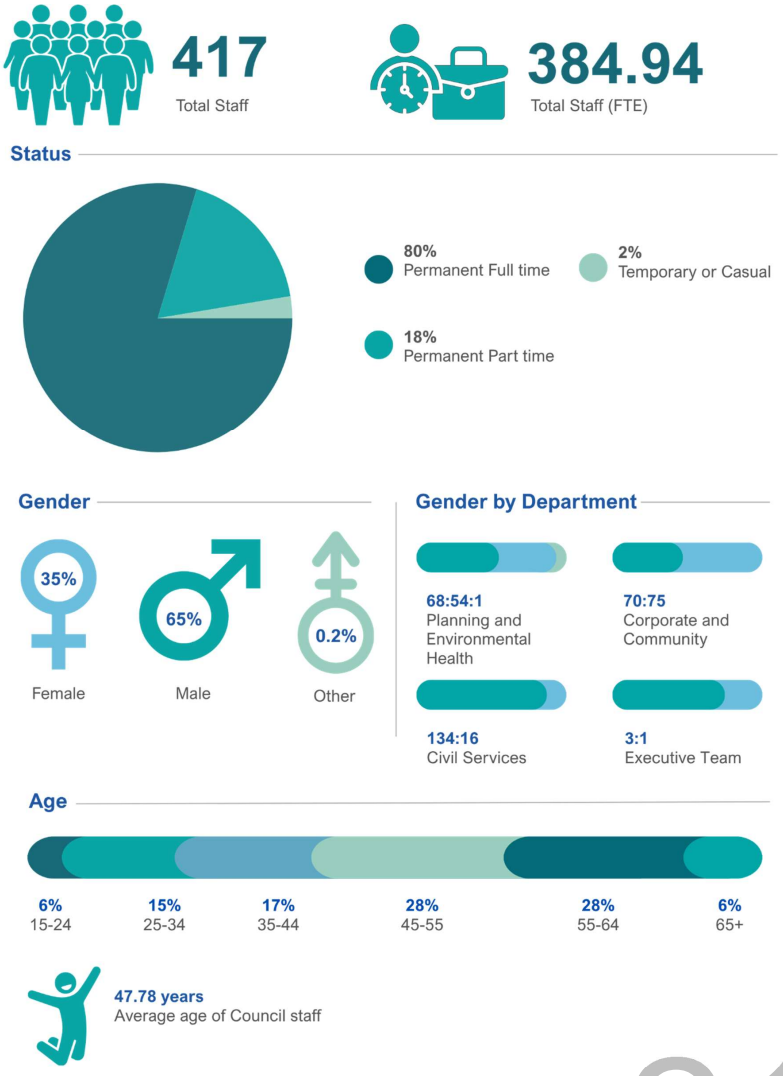
To ensure we can effectively deliver services to the community we continue to assess people trends, recruitment strategies and our organisational structure to identify opportunities for efficiency and to maximise workforce productivity and services.

This ongoing review helps us identify new and better ways to address the key resourcing challenges and maintain our fit for purpose workforce.

As at December 2025 Council employed 417 permanent full time, part time and temporary staff. Additional casual staff are employed as required.

In addition, Council has a proactive and significant trainee and apprentice program and cadet program to support opportunities for education pathways and career development in our community.

Workforce demographic snapshot



Diversity

2.4%
People with disability

1.68%
Aboriginal and/or Torres Strait Islander

6.24%
People born outside of Australia

7.80%
Speak a language other than English

Recruitment

67%
Living within Ballina LGA

13%
Staff turnover rate 2024-25 FY

8.81 years
Average tenure of staff

145
New starters during 2024-25 FY



Horticulture Trainee, Depot



Civil Services Staff, Council Admin Building

environmental scan

To effectively plan future resourcing to deliver the Community Strategic Plan, Council must assess the key risks (current and emerging) which may influence employment in our region and our council. We identified the following external and internal factors that may impact future demand and supply for skilled and qualified staff.

Workforce Supply and Demand Analysis

We recognise that Council's future workforce challenges will continue to be shaped by demographic change, skills shortages, housing pressures, environmental risk, and rising expectations of local government.

Our workforce plan aims to ensure Council has the right people, with the right skills, in the right roles, at the right time — while also building a workforce that is safe, adaptable, engaged and connected to the community it serves.

1.1 Labour Market Constraints

Ballina Shire Council competes for talent within a constrained regional labour market. Like many councils in regional NSW, we face difficulty attracting and retaining suitably qualified and experienced employees in key technical, professional and trade related roles. These pressures are influenced by several local factors:

- strong competition from State Government and the private sector, particularly in construction, engineering, planning and trades;
- a limited local pool for specialised occupations;
- the cost and availability of housing, which can reduce the attractiveness of relocation

1.2 Workforce Demographics

Ballina Shire's demographic profile reflects a relatively older population compared with the NSW and Australian averages. The median age in the Ballina Shire is approximately 52 years, compared with 43 years across regional NSW and 38 years nationally. In addition, approximately 60% of the staff are aged over 45 years old which has implications for workforce sustainability.

2. Service Delivery and Environmental Drivers

2.1 Critical Skills Gaps

Ballina Shire Council continues to face recruitment and retention pressures across roles related to civil construction, statutory compliance and essential services. These include:

- town planners and development assessment professionals
- building and compliance professionals
- project managers, engineers and technical specialists
- water and wastewater operators
- plant operators, trade-qualified staff and outdoor operational workers

2.2 Emerging Capability Needs

Council's future workforce will require broader capability in areas such as:

- digital literacy, cyber security, and systems capability
- safety leadership, including psychosocial risk management
- communication and community engagement
- cross-functional collaboration and adaptability.

3.1 Community and Climate Resilience

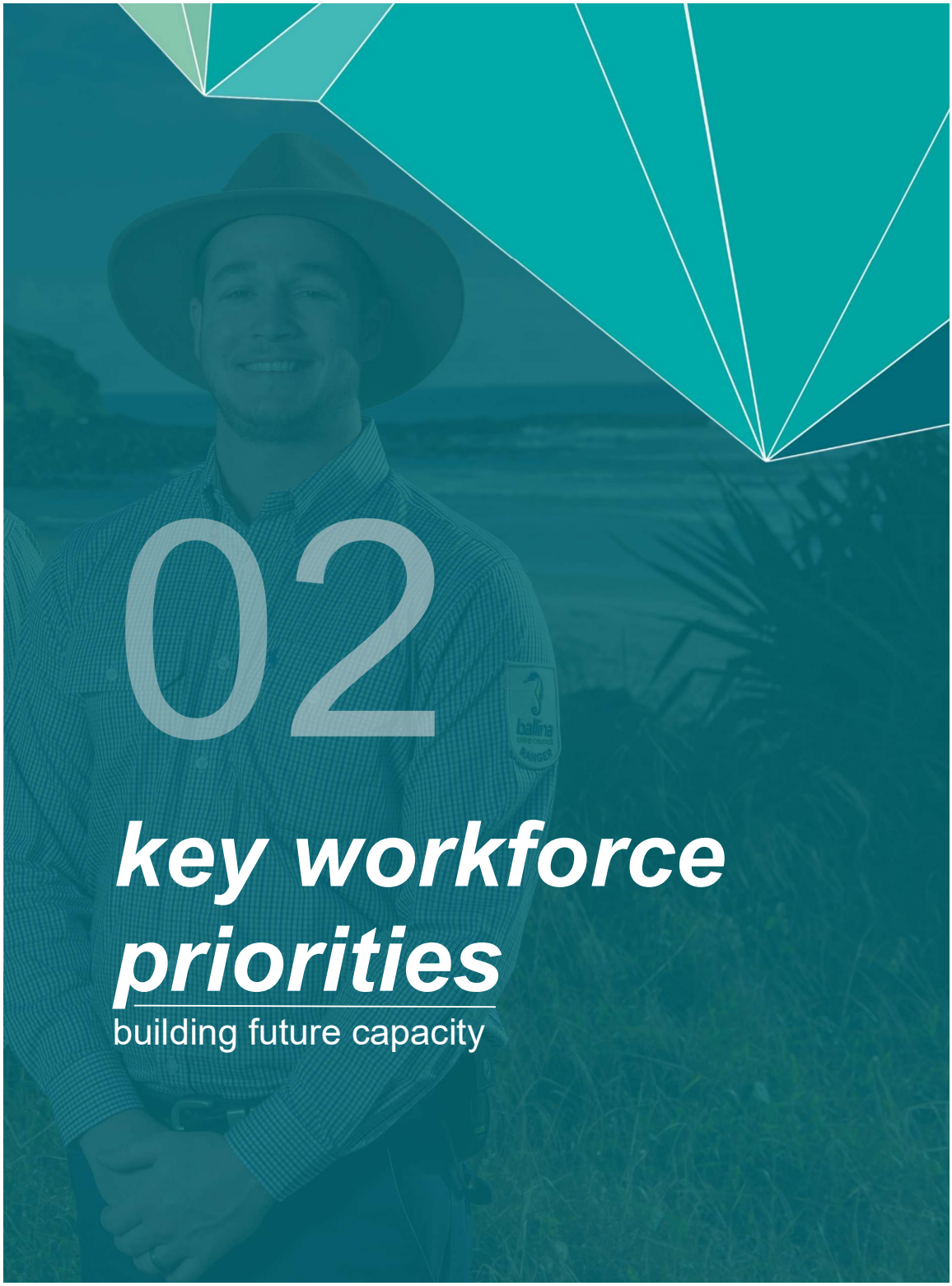
Council operates in a region that has experienced significant natural disasters and climate-related disruption. Flooding, storm impacts, coastal pressures and recovery demands continue to influence Council's operating environment and workforce requirements. This places sustained demand on Council capability in areas such as:

- civil infrastructure and asset restoration
- emergency response and recovery coordination
- environmental management and compliance
- land use planning and development assessment
- community engagement and resilience-building
- utilities and essential public services.

3.2 Expanding Community Expectations

Community expectations of Council continue to grow. In Ballina Shire, this includes expectations regarding:

- well-maintained and resilient infrastructure
- responsive development assessment and compliance services
- environmental sustainability
- accessible community facilities and public spaces
- safe, liveable and inclusive communities
- timely customer service.


02
key workforce priorities
building future capacity

key workforce priorities

In developing our Workforce Management Plan, we evaluated the current and future capacity of our workforce, along with assessing the organisation profile. We also assessed how we would aim to have the right number of people, with the right skills, in the right jobs at the right time. In doing this we identified the following items as key workforce priorities:



INVESTING IN LEARNING AND CAREER DEVELOPMENT

Access to learning and professional development is a key contributor to workforce attraction, engagement and retention. Council remains committed to building organisational capability by strengthening leadership development, enhancing operational expertise and ensuring compliance with evolving statutory and mandatory training requirements for field staff in line with best practice and industry standards.



CHAMPIONING INCLUSION AND DIVERSITY

Council recognises that diversity and inclusion strengthen organisational capability and contribute to improved service delivery. We are committed to fostering a workforce that reflects our increasingly diverse community and to creating an inclusive workplace where all employees feel respected and supported. Cultural diversity has been incorporated into the updated Equal Employment Opportunity (EEO) Management Plan as a key focus area



BUILDING A SUSTAINABLE TALENT PIPELINE

Council is strengthening workforce sustainability by building a strong local talent pipeline. This includes expanding Apprenticeships, Traineeships and Cadetships, offering work experience and university internships, participating in industry tours, and supporting pathway programs such as the Women in Civil Construction Program. This is being strengthened -by flexible transition-to-retirement options to help retain valued employees while enabling knowledge transfer and succession planning.



ENHANCING A POSITIVE WORKPLACE CULTURE

Council fosters a workplace culture that reflects our CARES values and supports employees to deliver high-quality services and positive outcomes for the community. Organisational culture and employee experience are regularly monitored through staff surveys and engagement initiatives to support continuous improvement. Council also recognises and celebrates exceptional contributions through regular team and individual values awards. Flexible work practices are also supported, enabling staff to balance their work and personal commitments while maintaining effective service delivery.



ADVANCING HEALTH, SAFETY AND WELLBEING

Council is committed to protecting the health, safety and wellbeing of our workforce and the community we serve. This includes ensuring employees, contractors and volunteers can undertake their work safely and return home safely each day. Alongside managing physical safety risks, Council also recognises the importance of proactively identifying and managing psychosocial hazards.

Through our Work Health and Safety Action Plan and broader wellbeing initiatives, Council continues to strengthen systems that support a safe, respectful and supportive work environment. This includes promoting positive leadership practices, monitoring workplace risks and providing access to support such as the Employee Assistance Program, which offers confidential psychological support for our staff.



LEVERAGING REGIONAL PARTNERSHIPS

Ballina Shire Council continues to strengthen workforce capability by leveraging regional partnerships that support attraction, training and long-term workforce development. This includes collaboration with TAFE NSW, local schools and career pathway programs, neighbouring councils, and local industry and community organisations. These partnerships help create meaningful pathways into local government employment, support skills development and training opportunities, and contribute to building a sustainable local workforce that can meet the evolving needs of the Ballina community.




03
actions

our action plan

To address our workforce priorities and challenges we have identified targeted actions to address our key workforce challenges.

building a sustainable talent pipeline

Objective: Attract and retain a talented, high performing, values aligned workforce through efficient and agile workforce planning.

ACTION	26 27	27 28	28 29	29 30
Review and update recruitment and selection material to ensure fair and equitable practices and enhance employer brand	▲	▲	▲	▲
Review corporate values and associated behaviours to ensure relevance and alignment		▲		▲
Strengthen our pipeline of talent by continuing to support the recruitment of trainees, apprentices and cadets, particularly in roles identified as critical to our future workforce.	▲	▲		
Continue to track recruitment metrics such as time to fill rates and readvertising rates to identify trends and barriers that can be proactively addressed	▲	▲	▲	▲
Grow our work experience and intern program and deepen partnerships with local high schools and universities to build strong pathways into our organisation.	▲	▲		
Partner with Superannuation Fund to provide retirement planning workshops covering finances, health, and lifestyle	▲	▲	▲	▲
Review critical role analysis data that identifies critical and high risk roles, establish resourcing strategies and identification and development of high potential talent	▲		▲	
Support targeted pathway programs, such as the Women in Civil Construction Program, to broaden entry routes into the workforce.	▲			
Participate in local industry tours and events to promote Council careers and connect with potential future workers.	▲	▲	▲	▲

leveraging regional partnerships

Objective: We will work collaboratively with regional education, industry, and government partners to grow workforce capability and support sustainable talent pipelines.

ACTION	26 27	27 28	28 29	29 30
Strengthen regional partnerships with TAFE NSW, local schools, pathway programs, neighbouring councils, and industry groups to support talent attraction and workforce development	▲	▲	▲	▲
Create meaningful career pathways into local government by working with education and community partners to connect students and jobseekers with Council opportunities.	▲		▲	
Collaborating with Regional Councils to expand learning and development opportunities		▲		



Visitor Services Officers, Visitor Information Centre

championing inclusion and diversity

Our goal is to create a workplace where diverse backgrounds, experiences and perspectives are valued and supported. A diverse workforce enhances our ability to deliver accessible and responsive services and drives high performance through leveraging varied perspectives.

Objective: We will promote Council as an equitable employer to attract and retain a diverse workforce that reflects the diversity of our community.

ACTION	26 27	27 28	28 29	29 30
Deliver Safe and Respectful workplace training to ensure staff are aware of their rights and responsibilities for building an inclusive workplace.	▲	▲		
Review and implement actions in Equal Employment Opportunity Management plan	▲	▲	▲	▲
Report workforce diversity metrics in six month reporting to Executive, to ensure our workforce reflects the rich diversity of our community, utilise information to inform development and changes of initiatives and processes	▲	▲	▲	▲
Enhance communication channels to connect and engage with employees across multiple sites and employee groups	▲	▲		
Actively involve older employees by recognising, valuing, and drawing on their experience and insights through workplace mentoring	▲	▲	▲	▲
Establish a culture working group with cross organisational representation to inform and champion initiatives for building a diverse and inclusive workplace culture.	▲			

investing in learning and career development

Objective: We will develop leadership capability and foster a culture that encourages ongoing learning by providing training and development opportunities that meet personal and career goals and align with Council's objectives.

ACTION	26 27	27 28	28 29	29 30
Build the skills and capabilities our workforce needs to meet growing digital literacy and AI requirements and adapt to new technologies	▲	▲	▲	▲
Implement leadership development program which uses a range of leadership diagnostics, coaching and development initiatives	▲	▲		
Provide career progression opportunities to staff including acting in higher positions, secondments and internal advertising of opportunities. Monitor and report on progress on a regular basis to the Executive Team	▲	▲	▲	▲
Create and maintain a job shadowing program to provide professional development opportunities for those seeking to gain experience working in new roles, and to address skills gaps and skills shortages across the council.	▲	▲	▲	▲
Foster career, leader and professional development for staff	▲	▲	▲	▲
Conduct annual training needs analysis that considers future skills needed for Council, especially around the ability to effectively use technology, including AI	▲	▲	▲	▲
Develop a Corporate Training Calendar on an annual basis, incorporating training needs analysis to meet the needs to of our diverse workforce. This includes the promotion of Council's tertiary education assistance program	▲	▲	▲	▲
Promote use of Learning Management System to ensure that it delivers quality self-paced learning opportunities and compliance training	▲	▲	▲	▲
Review and update Position Descriptions to ensure skill development aligns to requirements	▲	▲	▲	▲

advancing health, safety and wellbeing

Objective: We are committed to building a culture where the health, safety and wellbeing of our employees is paramount and embedded in the way we work. This includes taking a proactive and preventative approach to wellbeing and risk management to support a resilient, healthy and agile workforce.

ACTION	26 27	27 28	28 29	29 30
Embed workplace health and safety as a core value in the workforce and enhance safety outcomes through the support and development of our "safety" culture.	▲	▲	▲	▲
Implement health and wellbeing and education programs for a resilient, motivated, healthy, and productive culture.	▲	▲	▲	▲
Ensure everyone in our workplace has the work health and safety capabilities they require through safe operating procedures, safety induction and training, personal protective equipment, identifying hazards and risks, conducting risk assessments, identifying and resourcing corrective action skills	▲	▲	▲	▲
Monitor and assess strength of WHS Framework against Staff Surveys, Safe Work Codes of Practice, Australian Standards and Insurer (StateCover)	▲	▲	▲	▲
Continue to embed strategies and processes to raise awareness and respond to psychosocial hazards	▲	▲		
Implement Wellbeing activities across Council including wellness seminars, activities, skin cancer checks and access information for flu vaccinations	▲	▲	▲	▲
Continue to promote Employee Assistance Program to staff to provide support and guidance in work and non-work related matters	▲	▲	▲	▲

enhancing a positive workplace culture

Objective: We want to create a positive, high performing workplace where people feel motivated, supported, and happy to come to work. We seek to understand what matters most to our employees and make sure they are recognised and valued for their contribution to Council and the community.

ACTION	26 27	27 28	28 29	29 30
Deliver staff engagement survey every two years and debrief results with teams to develop tailored Section action plans to improve employee engagement and retention		▲		▲
Enhance staff recognition program to acknowledge and reward performance and demonstration of corporate values			▲	
Grow our change capability, ensure timely and considered consultation and improve change management outcomes to ensure employees have a say in the decisions that affect them.	▲	▲		
Stay abreast of workplace flexibility to ensure flexible work options remain contemporary, competitive and balanced	▲	▲		
Enhance 'transition to retirement' program and identify ways to capture corporate and specific role knowledge from our long term and aging workforce		▲	▲	
Continue to promote and evolve Council's events and initiatives to promote social connection, celebrate success, recognise the contributions of our staff and celebrate workforce diversity	▲	▲	▲	▲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RANGER

Monitoring and evaluation

The workforce management strategy requires ongoing monitoring to ensure it aligns with the Council's Delivery Program 2026-2030 and Community Strategic Plan 2026-2036.

Key areas of monitoring and evaluation include:

Building a sustainable talent pipeline

- Trainee, Apprentice and Cadet placements
- Completion rates for traineeships/ apprenticeships
- Number of work experience placements
- Satisfaction rating and participation rates of learning and development programs
- Feedback from new employees regarding effectiveness of onboarding program
- Annual staff performance appraisal completed within timeframe
- Recruitment metrics
- Attendance at careers expo and industry tour days
- Time to recruit above industry standard

Leveraging regional partnerships

- Trainee and apprentice pathways included in workforce planning process
- Number of students or participants engaged through TAFE NSW, school programs or career pathway initiatives each year.
- Number of joint workforce initiatives, shared programs, or resource-sharing activities conducted with neighbouring councils annually.

Championing inclusion and diversity

- Number of staff related events
- Number of placements in each of the target EEO groups
- Mature worker engagement feedback
- Number of culture working group meetings
- DEI statistics reported in six month report to Executive Team

Investing in learning and career development

- Number of employees supported with tertiary studies, mentoring and training
- Corporate training plan reviewed annually
- Employee participation in training and eLearning
- Performance appraisal training completion rates
- Number of employees participating in leadership programs
- Number of skills assessments completed
- Number of job rotations undertaken

Advancing health, safety and wellbeing

- Compliance of mandatory workplace health and safety requirements
- Pre employment assessments completed for all roles
- Increases in staff reporting injuries and incidents
- Reduction in late reported claims to StateCover
- Completion of StateCover priority action plan
- Participation and satisfaction rates for health and wellbeing programs
- Number of staff accessing employee assistance program
- Delivery of safety week

enhancing a positive workplace culture

- Number of flexible work arrangements
- Performance managed timely and consistent with Council procedures
- Monthly and six monthly reward and recognition program
- Development of leadership capability
- Internal and external customer experience
- Policies, procedure, systems and processes support Council values
- Change management capability improving



04

appendices

workforce distribution and gaps

We accept that there will never be sufficient funds to deliver all the services desired by the community, as is the case with all levels of government.

However, we will plan and identify where additional human resources are required to maintain and improve our service levels, to undertake activities currently not occurring, or to assist with future planning.

The two appendices to this document are as follows.

Appendix A – Workforce Distribution

Provides details of changes in Council's workforce over time, along with future forecasts.

As per Section 355 of the Local Government Act the role of the General Manager is to appoint staff in accordance with the adopted organisation structure, as outlined in Part 1 of this document, and within the resources approved by the elected council.

The total estimated employee benefits and oncosts for 2026/27 is approximately $42m.

The General Manager will allocate resources within that total budget based on resource needs across the organisation.

Appendix B – Workforce Gaps

Provides a summary of the additional positions identified as desirable, or essential.

This also identifies which positions have and have not been included in Council's LTFP.

Where positions are not in the LTFP, Council will continually review this Workforce Management Plan, to identify opportunities to include those positions in future forecasts.

Appendix A – Workforce Distribution

These figures represent Council's workforce and exclude casual positions and vacancies. They include directly employed trainees, apprentices, and cadets. At the time of preparing this report, Council employed 26 trainees, apprentices, and cadets, with an additional 7 trainees and apprentices hosted through Group Training. Previously, Executive Team positions were counted within Division totals. The forecast information aligns with the Delivery Program period from 2026/27 to 2029/30.

SECTION / FINANCIAL YEAR	2016/17	2020/21	2022/23	2024/25	2025/26	2026/27	2029/30
EXECUTIVE TEAM							
General Manager and Directors	3	4	4	4	4	4	4
CORPORATE AND COMMUNITY DIVISION							
Communications and Customer Service	20	22	22	27	26	28	28
Financial Services	12	14	15	16	18	18	18
Information Services	15	19	19	20	22	23	24
People and Culture	7	7	8	12	15	15	16
Commercial Services	9	10	11	15	15	15	15
Governance	-	-	-	8	10	10	10
Facilities Management	22	27	27	33	37	39	40
SUB TOTAL	**85**	**99**	**102**	**123**	**143**	**148**	**151**
PLANNING AND ENVIRONMENTAL HEALTH DIVISION							
Development Services	23	28	29	30	31	31	32
Health and Environment	16	18	19	21	21	21	21
Strategic Planning	9	10	10	11	13	13	13
Open Spaces	38	45	46	56	56	57	58
SUB TOTAL	**86**	**101**	**104**	**118**	**121**	**122**	**124**
CIVIL SERVICES DIVISION							
Infrastructure Planning	13	19	19	19	11	11	11
Engineering Works	66	73	75	86	72	73	74
Water and Wastewater	39	48	49	41	38	40	41
Resource Recovery and Asset Management	18	20	20	21	22	24	24
Project Management	4	6	6	6	6	8	8
SUB TOTAL	**140**	**166**	**169**	**173**	**149**	**156**	**158**
TOTAL	**311**	**366**	**375**	**414**	**417**	**430**	**437**
Annualised Percentage Change (%)	N/A	4.4%	1.2%	5.2%	0.7%	3.4%	1.6%

Appendix B – Workforce Gaps

Summary of positions funded for 2026/27 onwards and desired positions not funded to date. The cost is based on the current Local Government (State) Award entry level rate for the specified grade. Projected figures for future financial years excludes on costs and includes a 4% increase to the entry level rate. This figure is subject to change pending the finalisation of the 2026 Award negotiations.

DESCRIPTION	GRADE	KEY RESPONSIBILITIES	COST ($)	FUNDED	2026/27	2027/28	2028/29	2029/30	JUSTIFICATION
CIVIL SERVICES									
ASSET MANAGEMENT AND RESOURCE RECOVERY									
Senior Weighbridge Customer Service Officer	9	Provide customer service and administrative support to improve waste management operations.	$71,000	Yes	$71,000	$74,000	$76,000	$80,000	The additional position will be required when the second weighbridge is installed at the Resource Recovery Centre. This will decrease the customer wait times and improve traffic flow at the Resource Recovery Centre.
Weighbridge and Waste Officer	5	Provide customer service and high level financial and administrative support to improve waste management operations.	$61,000	Yes	$61,000	$64,000	$66,000	$69,000	The additional position will be required when the second weighbridge is installed at the Resource Recovery Centre. This will decrease the customer wait times and improve traffic flow at the Resource Recovery Centre.
Emergency Management Resilience Officer	14	Support programs related to emergency management planning and the Community Resilience Network.	$92,000	No	-	-	-	-	Work demands have grown significantly due to COVID-19 and major disasters, alongside increased expectations from NSW and Federal Governments for stronger community resilience through improved preparedness and planning.

DESCRIPTION	GRADE	KEY RESPONSIBILITIES	COST ($)	FUNDED	2026/27	2027/28	2028/29	2029/30	JUSTIFICATION
ENGINEERING WORKS									
Floodplain Engineer	17	Profile and manage flood risks across the Shire including computer-based modelling programs to analyse flood impacts.	$109,000	No	-	-	-	-	Ensure our planning considers past and predicted changes to the environment, including The Flood Risk Management Manual 2023 and the Flood Prone Land Policy.
WHS Safety Advisor	13	Support the delivery of a safe and healthy workplace by partnering with leaders, teams, and workers to apply Council's Work Health and Safety Management System and promote safety.	$87,000	Yes	$87,000	$91,000	$94,000	$98,000	The role will help improve how safety is understood, prioritised, and embedded across the Engineering Works Section.
Arborist – Road Maintenance	10	Support proactive maintenance such as tree removal and canopy trimming over our regional and rural road network.	$74,000	Yes	$74,000	$77,000	$80,000	$83,000	Vegetation maintenance is crucial to ensure safe carriageways along with the requirement to preserve natural habitat and protect ecological communities.

4.10 Workforce Management Strategy - 2026/27 to 2029/30

DESCRIPTION	GRADE	KEY RESPONSIBILITIES	COST ($)	FUNDED	2026/27	2027/28	2028/29	2029/30	JUSTIFICATION
PROJECT MANAGEMENT									
Project Manager	16	Write and develop Review of Environmental Factors (REF) and Conservation Assessments for capital projects to ensure Council projects are compliant with the environmental conditions.	$61,000	Yes	$61,000	$63,000	$65,000	$67,000	This 21 hour per week part time role will ensure ecological and cultural heritage assessments are undertaken in accordance with the Project Management Framework (PMF).
Project Engineer	17	Undertake civil works planning including assessment of delivery options and procurement strategies for the timely provision of infrastructure associated with civil works programs.	$109,000	Yes	$109,000	$113,00	$118,000	$123,000	The engineering works capital works program is continuing to grow annually. The engineers will help ensure efficient delivery ensuring the community has a safe and effective transport network.
WATER AND WASTEWATER									
Water and Wastewater Treatment Plant Operator	8	Operate, monitor and maintain water and wastewater treatment systems to ensure safe, compliant and reliable water services to the community	$69,000	Yes	$69,000	$71,000	$74,000	$77,000	This role would create an opportunity for progression for an existing Water and Wastewater Trainee upon completion of their Traineeship.
Fitter	8	Assist in the maintenance, repair and installation of mechanical equipment and infrastructure related to the Water and Wastewater network.	$69,000	Yes	$69,000	$71,000	$74,000	$77,000	The proposed role is a strategic investment in building a sustainable, skilled workforce pipeline by supporting succession planning and addressing local skills shortages.

4.10 Workforce Management Strategy - 2026/27 to 2029/30

DESCRIPTION	GRADE	KEY RESPONSIBILITIES	COST ($)	FUNDED	2026/27	2027/28	2028/29	2029/30	JUSTIFICATION
CORPORATE AND COMMUNITY									
PEOPLE AND CULTURE									
People and Culture Officer	10	Support the coordination of People and Culture programs, employee recognition initiatives and recruitment and onboarding processes.	$74,000	Yes	$74,000	$77,000	$80,000	$83,000	Sustained growth in recruitment activity has placed significant pressure on existing capacity, highlighting the need for an additional resource to effectively manage and deliver core recruitment functions.
Injury Management Support Officer	10	Coordinate Council's Return to Work and injury management programs, including provision of suitable duties and recovery planning, managing workers compensation claims and insurer liaison.	$44,000	Yes	$44,000	$46,000	$48,000	$50,000	This 21 hour per week part time role will improve our ability to deliver timely, safe recovery at work outcomes and ensure Council meets mandatory obligations under NSW workers compensation and WHS frameworks.
COMMUNICATIONS AND CUSTOMER SERVICE									
Communications Officer	12	Support a growing range of corporate community engagement activities that are increasingly being managed by the communications team.	$67,000	Yes	$67,000	$70,000	$73,000	$76,000	This increase in hours for an existing part time role responds to evolving community expectations for clear, coordinated and transparent engagement.

4.10 Workforce Management Strategy - 2026/27 to 2029/30

DESCRIPTION	GRADE	KEY RESPONSIBILITIES	COST ($)	FUNDED	2026/27	2027/28	2028/29	2029/30	JUSTIFICATION
Community Facilities Cleaner	4	Provide routine and programmed cleaning services for the Alstonville Cultural Centre, including public areas, amenities, and library to maintain presentation and hygiene standards.	$26,000	Yes	$26,000	$27,000	$28,000	$29,000	This part time 15 hours per week role is for the Alstonville Cultural Centre, an additional high-use public facility and requires dedicated cleaning resources to maintain hygiene, safety and presentation standards.
Community Facilities Officer	7	Support the operation of the upgraded Alstonville Cultural Centre, including booking administration, hirer liaison, daily facility coordination, onsite inspections and integration with library operations.	$66,000	Yes	$66,000	$68,000	$71,000	$74,000	The Alstonville Cultural Centre is an additional facility within the Community Facilities portfolio and requires dedicated onsite resourcing during initial operating hours (8.30am - 4.30pm Monday to Friday) to manage bookings, hirer support, inspections and daily operations.
FACILITIES AND SERVICES									
Vehicle Mechanic	7	Servicing of Council light fleet vehicles which includes private use and commuter use vehicles.	$66,000	Yes	$66,000	$68,000	$71,000	$74,000	28 vehicles have been added to the Council's light vehicles fleet of 124 vehicles in the last 3 years increasing the workload of the mechanical team. There is currently only 1 dedicated light vehicle mechanic.
Trades Assistant	4	Support with refuelling vehicles, assisting mechanical trades with manual tasks and picking up and delivery of spare parts.	$59,000	Yes	$59,000	$62,000	$64,000	$67,000	This role will reduce the requirement for a tradesperson to be taken away from their key tasks of maintenance and repair of the fleet vehicles.

DESCRIPTION	GRADE	KEY RESPONSIBILITIES	COST ($)	FUNDED	2026/27	2027/28	2028/29	2029/30	JUSTIFICATION
CORPORATE AND COMMUNITY									
Personal Assistant to the Mayor	12	Dedicated assistant to support the Mayor with administrative tasks.	$83,000	No	-	-	-	-	Provide high-level administrative and liaison support, including managing correspondence, scheduling meetings, stakeholder engagement and civic commitments.
INFORMATION SYSTEMS									
Information Technology Support Officer X 2	7	Deliver responsive technical support, maintenance and guidance to ensure Council's IT systems and infrastructure are secure, reliable and performing optimally for all users.	$$66,000 per position	Yes	$66,000	$68,000	$71,000	$74,000	These roles provide an opportunity for progression for two existing IT trainees. Dependent on available budgets.
PLANNING AND ENVIRONMENTAL HEALTH									
DEVELOPMENT SERVICES									
Town Planner	16	Senior role to plan and assesses land use and development to ensure growth is sustainable, compliant with legislation, and aligned with community needs and strategic planning objectives.	$102,000	No	-	-	-	-	Ensure land use and development are strategically managed, legally compliant, environmentally sustainable, and aligned with community needs

4.10 Workforce Management Strategy - 2026/27 to 2029/30

DESCRIPTION	GRADE	KEY RESPONSIBILITIES	COST ($)	FUNDED	2026/27	2027/28	2028/29	2029/30	JUSTIFICATION
Town Planner	15	Support with planning and assessing land use and development to ensure growth is sustainable, compliant with legislation, and aligned with community needs and strategic planning objectives.	$97,000	No	-	-	-	-	Ensure land use and development are strategically managed, legally compliant, environmentally sustainable, and aligned with community needs
Development Assessment Officer	13	Support with planning and assessing land use and development to ensure growth is sustainable, compliant with legislation, and aligned with community needs and strategic planning objectives.	$87,000	No	-	-	-	-	Ensure land use and development are strategically managed, legally compliant, environmentally sustainable, and aligned with community needs
Graduate Building Surveyor	10	Support with assessing and inspecting building work to ensure it complies with relevant legislation, codes and standards.	$74,000	No	-	-	-	-	This role would create an opportunity for progression for a Trainee upon completion of their Traineeship.
Administration and Customer Support Officer	7	Provide high level administration, customer service and secretarial support to Council's Planning and Environmental Health Section.	$40,000	No	-	-	-	-	This additional 21 hour per week part time role is required to meet expanding legislative obligations under the EP&A Act and associated certification processes.

4.10 Workforce Management Strategy - 2026/27 to 2029/30

DESCRIPTION	GRADE	KEY RESPONSIBILITIES	COST ($)	FUNDED	2026/27	2027/28	2028/29	2029/30	JUSTIFICATION
OPEN SPACES									
Horticultural Labourer	2	Perform a range of horticultural and landscaping tasks to maintain and enhance Council parks, gardens and public open spaces in a safe, sustainable and visually appealing condition.	$57,000	No	-	-	-	-	To assist with horticulture management in the Alstonville and Wollongbar area.
Cleaner	2	Cleaning of public amenities, streetscapes and Council assets.	$57,000	Yes	$57,000	$59,000	$62,000	$64,000	The provision of new and further planned new facilities adds to the workload of existing cleaning staff. This position will also facilitate additional deep cleaning to maximise the presentation and cleanliness of our public amenities.
Irrigation Officer	4	Assist the Irrigation Tradesperson in maintaining Council's recycled and potable irrigation systems.	$59,000	No	-	-	-	-	Additional resource to assist with the management of our sports fields and irrigation systems.
HEALTH AND ENVIRONMENT									
Graduate Environmental Health Officer	10	Support core public and environmental health functions, including handling complaints, managing projects, and assisting with routine regulatory inspections of food premises, health and beauty services, and public facilities.	$74,000	No	-	-	-	-	This role would create an opportunity for progression for the Environmental Health Cadet upon completion of their studies.

4.10 Workforce Management Strategy - 2026/27 to 2029/30

DESCRIPTION	GRADE	KEY RESPONSIBILITIES	COST ($)	FUNDED	2026/27	2027/28	2028/29	2029/30	JUSTIFICATION
Technical Support Officer X 3	10	The Technical Support Officer roles would focus on Coastal and Estuary Management, Ranger Services, and Planning, Land Use and Environmental Compliance.	$20,000	No	-	-	-	-	Redesign of existing roles to improve management of core tasks and maintain customer service levels in response to increasing workloads.
Customer Service and Administration Officer	7 – 8	Support customer service and administration tasks including telephone overflow queues, ranger support and authority registers.	$47,000	No	-	-	-	-	This part time role is for 24 hours per week. A review of corporate telephone data has identified an increase in the number of calls received by Council.


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long term financial plan. LTFP

2026/27 – 2035/36

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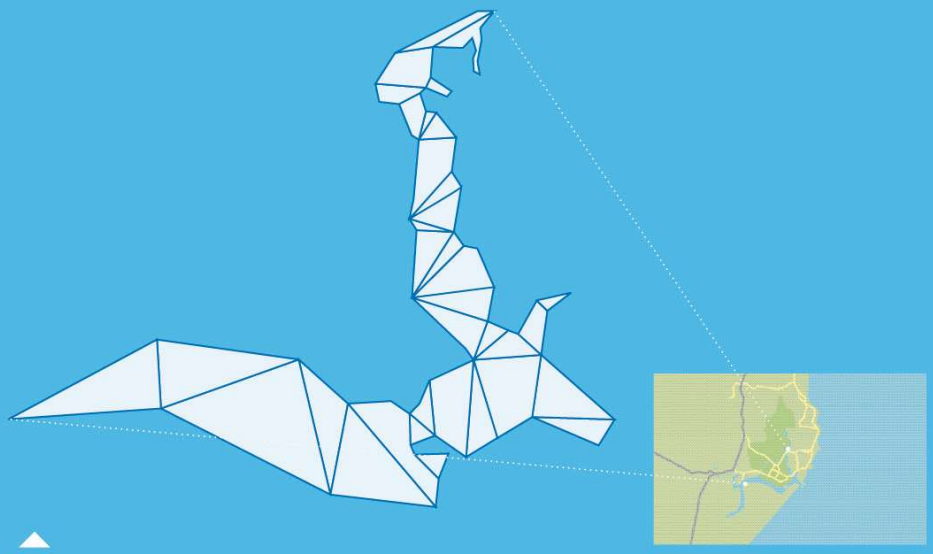
ballina shire council

our community our future



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

ballina
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1. Introduction

Councils are required to prepare a ten-year Resourcing Strategy to identify the resources needed to implement their Community Strategic Plan, Delivery Program and Operational Plan. The Resourcing Strategy consists of the Asset Management Plan, Workforce Plan and Long-Term Financial Plan (LTFP). This document provides an overview of Council's LTFP. The LTFP is based on a financial planning period of ten years. The information in this document provides a summary of the LTFP including:

- Overview of methods for monitoring financial performance
- major assumptions applied in the development of the LTFP
- projected income and expenditure

What is a LTFP and what is its purpose?

A LTFP is a financial decision-making tool. It is the point at which long-term community aspirations are tested against financial realities. It consists of expenditure and revenue projections, based on several assumptions.

The LTFP is a tool for stakeholders (Council and the community) in deciding what resources Council needs to deliver on the outcomes contained within the Community Strategic Plan.

The primary purpose is to inform financial decision-making and to monitor Council's financial performance, along with balancing the short, medium and long term expectations of the community.

The LTFP seeks to answer the following questions:

- Can we survive the financial pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- How can we go about achieving these outcomes?

The LTFP is updated annually in conjunction with the annual review of Council's Delivery Program and Operational Plan.

2. Long Term Financial Sustainability

The international Public Sector Accounting Standards Board defines financial sustainability as "the ability of the entity to meet service delivery and financial commitments both now and in the future".

This means that a financially sustainable council is one that can fund ongoing service delivery and the renewal and replacement of assets, without incurring excessive debt or rate increases.

Council has applied for a special rate variation (SRV) for the period from 2026/27 to 2029/30, based on 6% increases for the four years. This is referred to as Scenario 1 as outlined later in this document.

The outcome of Council's application, to the Independent Pricing and Regulatory Tribunal (IPART), will be known during May 2026.

Sustainability can be translated into four key financial objectives:

1) Council must aim for a fully funded operating position, reflecting that Council collects enough revenue to fund operational expenditure, repayment of debt and depreciation

2) Council must maintain sufficient cash reserves to ensure that it can meet its short-term working capital requirements

3) Council must have a fully funded capital expenditure program, where the source of funding is identified for capital renewal and new capital works

4) Council must maintain its asset base by renewing ageing infrastructure in a timely manner.

Performance Benchmarks

As per the Integrated Planning and Reporting Handbook, while preparing the LTFP, councils must ensure the following performance benchmarks are met:

Indicators	Qualitative Measure	Benchmarks
Operating performance ratio	Measures the extent to which a council has succeeded in containing operating expenditure within operating revenue.	>0%
Own source operating revenue ratio	Measures a council's fiscal flexibility and is the degree of reliance on external funding sources, e.g. operating grants and contributions.	>60%
Unrestricted current ratio	Designed to assess adequacy of working capital and ability to satisfy short-term obligations for unrestricted activities of council.	>1.5
Cash expense cover ratio	Indicates the number of months a council can continue to pay for immediate expenses without additional cash inflow.	>3 months
Outstanding rates and annual charges	Used to assess impacts of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts	<10% rural/regional
Debt service cover ratio	Measures availability of operating cash to service debt including interest, principal and lease payments.	>2
Debt service ratio	Indicates amount of general income used to repay debt and interest charges.	>0<20%
Asset maintenance ratio	Compares actual versus required annual asset maintenance.	>100%
Infrastructure backlog ratio	Shows proportion of the backlog against the total value of a council's infrastructure.	<2
Building and infrastructure renewal ratio	Compares the rate of renewal against the rate at which they are depreciating.	>100%

The Operating Performance Ratio is one of the key benchmarks.

The LTFP forecasts that Council achieves an operating surplus on a consolidated basis for the entire forecast, however an operating deficit is forecast for the General Fund for the first three years.

3. Fund Management

Ballina Shire Council is a general-purpose local government authority, undertaking a wide range of activities including the provision of water and wastewater (sewer) services. All revenues raised from charges levied for the provision of water and wastewater services must be expended on those activities. To ensure a high level of accountability Council operates its water and wastewater functions as separate business activities. This is often referred to as Fund Accounting (i.e. Water Fund and Wastewater Fund). This process ensures that the income and expenses from these activities is not mixed with Council's general-purpose activities. All the remaining Council activities are referred to as the General Fund.

4. Revenues

A council's ability to raise revenues is outlined in Chapter 15 of the Local Government Act (LGA), with Section 491 identifying the major sources of income as:

- rates
- annual charges
- fees
- grants
- borrowings
- investments

Rates Income (Sections 492 to 495 of the LGA)

Rate income is one of the main sources of revenue for Council, representing approximately 23% of our total operating revenues. Council has the following rating categories of rateable land, as prescribed in the LGA, with each rateable property categorised based on its dominant use:

- Residential
- Farmland
- Business

Council's rating structure consists of a base charge and a rate in the dollar on the land value. The base charge is a standard amount which is applied to all properties. The rate in the dollar is a distribution of the residual rating income, calculated as a proportion of property land valuations. The land valuation calculated for each property is determined by the NSW Valuer General.

Council calculates its rating charges with the intention of generating 50% (or as close thereto as possible) of the total rate levy for residential properties from the base charge. That base charge amount is then applied to the other rating categories (i.e. farmland and business).

Council considers a rating structure that maximises revenue from the base charge, as the fairest and most equitable distribution of the rate levy, as it reduces the impact of land valuations and more accurately reflects the level of service received by properties.

Council has also set a benchmark that approximately 18.65% of the total rate levy for 2026/27 will come from business properties. This benchmark was originally set at 20% in 2006, as prior to this, Council's average business rate was one of the lowest in the State for similar sized councils.

Council achieved the 20% benchmark in 2010/11. However, since that date, the rateable value of business property land values has been increasing at a far lower pace than residential and farmland properties. This meant that Council had to steadily increase the rate in the dollar applied to business property land values to achieve the 20% benchmark.

There is now the concern that the very high differential applied for the rate in the dollar, as compared to residential properties, is placing an unfair rating burden on business properties.

In response to this Council has been slowly decreasing the 20% benchmark to reduce the size of the rating differential between business and residential properties.

The benchmark figure for 2026/27 is 18.65% and once that figure is applied the rate in the dollar for farmland and residential properties is calculated, with farmland set at a percentage below residential, based on historical rating structures (approximately a 13% discount).

The rate income yield for NSW councils has also been constrained for many years by NSW State Government rate pegging. This is a legislative instrument whereby the maximum increase in rate revenue is set by IPART. This is referred to as the rate peg limit and IPART sets a limit for every council, each year.

Council has applied to IPART for a Special Rate Variation (SRV) across four financial years from 2026/27 to 2029/30. The application is for a 6.0% increase in rate income for the four financial years, as a permanent increase to Council's total general rate income.

Annual Charges (Sections 496, 496A, 496B, 501 and 611 of the LGA)

Annual charges are statutory charges that Council is allowed to levy on properties for the provision of services, even if the property owner elects not to receive that service. Revenue raised from these charges can only be expended on the services to which they relate.

The annual charges levied by Council are as follows:

- Domestic Waste Collection – Levied on all properties where the domestic waste collection service, including vacant land, is available. This charge raises revenue to finance the collection service along with waste disposal charges.
- Stormwater - Levied on identified business properties for stormwater improvements.
- Water Access – This represents a fixed annual access charge where the water service is available. A water consumption charge is also applied based on water usage. The revenue from these charges assists in financing Council's water operations.
- Wastewater (Sewerage) Access – This represents a fixed annual access charge where the service is available. For business properties the wastewater charge includes a component based on water usage. This revenue assists in financing Council's wastewater operations.
- On-site Septic Management – Levied on all properties with on-site septic management systems (OSSMs) with the revenue funding an inspection and compliance program for Council to progressively check those systems.

User Charges, Discretionary and Regulatory Fees (Sections 502 and 608 of the LGA)

Council can raise revenues through the adoption of a fee for the provision of services or facilities. The fees Council charges can be split into two categories:

1) Usage Charges (Section 502) – Section 502 of the LGA allows council to set usage charges for items such as water consumption, waste management services and wastewater usage. The revenues raised from these usage charges must be expended on the services to which they relate.

2) Regulatory and Discretionary Fees – Regulatory fees are typically set by State Government legislation and relate mainly to building, development or compliance activities, whereas for discretionary fees Council has the capacity to determine a fee for any discretionary works or services, such as the use of community facilities or access to Council services. Typically, revenues from regulatory or discretionary fees can be expended on any council activity.

The principles under which Council sets its fees and charges consider the works and services provided, the comparable commercial value of the works and services provided, and the ability of residents to pay, at the pricing level determined appropriate.

Section 7.11 and Section 64 Developer Contributions

Development contributions are a charge that Council can impose on development consents to help fund the delivery of infrastructure that is needed for that development. They can only be imposed as a condition of consent. They are usually payable when a linen plan is released for subdivision purposes, or alternatively prior to a development commencing.

To levy a contribution, Council must first adopt a Contributions Plan. The plan sets out what infrastructure is needed, the likely timing of its construction, the cost of the works and how the cost is to be shared by developers and Council.

Council can only levy a contribution if it is in accordance with an adopted Contributions Plan.

The Environmental Planning and Assessment Act sets out the rules for development contributions.

The Minister for Planning issues Directions that can provide further detail to the rules, such as imposing a cap on the contributions.

Implications of Section 7.11 and Section 64 Contributions on the LTFP include:

1. In 2010 the State Government introduced a cap of $20,000 on the amount of money councils could collect for each residential lot under a Section 7.11 plan. The NSW State Government affordability threshold cap has been increased to $30,000 for Cumbalum Precinct A. The introduced cap impacts on Council's ability to fund the works required to build new communities. Any shortfall must be financed by Council.

2. The works within the Section 7.11 and Section 64 Plans must be continually reviewed to ensure that cash flow projections and the value of works remain accurate.

3. The timing of Section 7.11 and Section 64 cash flows cannot always be matched with the timing of when the work is required. Where a cash shortage is identified because of timing, Council will consider forward funding the works, subject to budgetary constraints.

Grants

Council receives a variety of grants for recurrent services such as libraries and rural fire services, with the major discretionary grant being the Federal Government's Financial Assistance Grant (FAG).

The FAG is initially distributed to the State Governments, who then distribute the funding to all NSW councils based on a formula that applies horizontal equalisation principles, i.e. the formula is based on the perceived needs of each council.

The FAG is currently $6.6m per annum and the income from this grant can be distributed on any services, as determined by Council.

Income from grants can be for operating purposes or for capital works. Operating grants represent approximately 8% of our total operating revenues, whereas capital grants for capital projects varies from year-to-year dependent on Council's success in obtaining grants.

Loan Borrowings

Council's strategy on funding expenditure through loan borrowings is:

1. Funds will only be borrowed for capital projects
2. Council will consider the use of loans to ensure existing residents are not burdened with the cost of infrastructure, which will be enjoyed by future generations. This is known as inter-generational equity
3. Loan borrowings will only be considered, after all other potential funding strategies have been investigated, including the use of cash reserves and external funding opportunities
4. The use of loans to fund operational shortfalls or service expansion is not supported
5. Council must ensure there is capacity to service the debt from recurrent revenues
6. Council's debt ratios should always remain within industry defined benchmarks.

Cash Reserves, Investment Principles and Interest Income

Council has several cash reserves, which are established by either a legislative requirement (externally restricted) or by a Council decision (internally restricted).

Externally Restricted Reserves can only be used for the purpose for which the funds were collected, whereas Internally Restricted Reserves are allocated by Council.

Council has an adopted Investment Policy that outlines how Council will invest any surplus cash monies held.

The overall objective of this policy is to ensure that Council invests its available cash funds:

1. in accordance with the requirements of the LGA and
2. to maximise the return on investments after considering the level of risk attributable to the type of investment made, and the level of funds required to ensure that Council meets its budget obligations.

Council has control over the interest it earns on General Fund revenues and internally restricted reserves however the interest earned on all externally restricted reserves (i.e. Section 7.11 and Section 64 developer contributions, domestic waste management reserve, water and wastewater reserves) must be allocated to those reserves, as the use of those funds is restricted by external legislation.

The management of Council's reserves is considered annually as part of the budget process and the need for new reserves forms part of Council's long term financial planning.

Other Revenues - Property Management

Council's property assets are held to deliver on services such as:

- Transport infrastructure such as land for roads, footpaths etc
- Environmental services, such as stormwater and waste management
- Community facilities
- Operational assets, including administration buildings
- Utility infrastructure such as water and wastewater pumping stations and treatment plants
- Commercial property to generate current and future revenues.

As per the last dot point, Council is somewhat unique in that we hold a major property portfolio that assists in generating non-standard revenues for Council. The major commercial properties owned by Council are industrial land holdings within the Southern Cross Industrial Estate, Ballina and the Russellton Industrial Estate, Alstonville, along with residential land holdings in Wollongbar and Lennox Head.

Council also owns four commercial buildings in Ballina (i.e. Wigmore Arcade, 89 Tamar Street, 2-6 Cessna Crescent, Fawcett Park Cafe) and the land on which the Shelly Beach Café is located. We also generate income from Crown Land managed by Council, including Cafes at the Ballina Surf Club and the Northern Rivers Community Gallery.

In respect to the industrial and residential land holdings, funds surplus to any project are directed to either major community infrastructure projects or reinvested into further property development activities.

In respect to the commercial property holdings, sale of these properties has not been supported as the rental revenue provides recurrent funds for community infrastructure investment, and the recurrent revenues help to improve our overall financial sustainability.

Council may consider sale where:

a) Market conditions indicate that the asset could provide a substantial return, which could be used to fund other capital investments

b) The asset is incurring a higher level of maintenance cost than would normally be expected; and

c) Council has an opportunity to leverage the sale proceeds to generate significant tangible outcomes to the community, without impacting on future service levels.

Whilst the revenues generated from the sale of commercial properties could be used to alleviate operational budget pressures, this is a financially unsustainable measure, as the funding is not recurrent and only provides a short term, one-off, solution.

5. Expenditure

Expenditure in the LTFP is classified as either operating or capital.

Our operating expenditure is made up of:

- Employee Benefits and Oncosts – This figure is around 29% of our annual operating expenses and is currently forecast at approximately $42m. This includes all salaries and wages, along with oncosts such as leave entitlements, workers compensation, superannuation, fringe benefits tax, training and development costs and payroll tax.
- Borrowing Costs – Represents all interest payable on loan borrowings.
- Depreciation – This is a non-cash item that reflects the theoretical deterioration value for the assets held by Council. The current depreciation expense is approximately $31m reflecting the magnitude of Council's infrastructure assets, which are valued at more than $2.0 billion.
- Materials and Contracts – This is the largest operating expense item with this figure normally ranging from 35% to 45% of our operating budget. Numerous Council services are delivered or supported using external purchases and contracts.

Capital expenditure includes expenditure on capital projects and the repayment of loan principal.

Expenditure on capital projects can vary significantly from year to year based on the timing of works and the funding sources available (i.e. grants).

As a general guide in preparing the LTFP:

- Council will try and minimise increases in operating expenses to improve the overall operating result and
- Council will aim to increase the funding allocated to key capital infrastructure areas such as open spaces, drainage and roads, above CPI, over time, to improve our levels of asset investment and renewal.

6. Assumptions

The LTFP uses the current operating budget as its base point, then applies several internal and market driven assumptions to project revenue and expenditure for the following ten years.

In preparing the 2026/27 LTFP, the following underpinning principles have been adopted:

- the range and service level for existing services offered to the community is largely maintained
- the financial position must remain secure
- our financial performance should aim towards meeting industry benchmarks and the long-term financial sustainability of Council.

Increase to Rates Income

The individual rate peg for Ballina Shire for 2026/27 has been set, by IPART, at 3.4%.

Council has applied to IPART for a Special Rate Variation (SRV) across four financial years from 2026/27 to 2029/30.

The application is for a 6.0% increase in rate income for the four financial years, as a permanent increase to Council's total general rate income.

Population Growth

The population of Ballina Shire is projected to reach approximately **51,900 in 2027**, increasing from 46,167 in 2021 and continuing toward 62,308 by 2046. This represents sustained long-term growth of around **1.2% per annum**, with growth moderating over time.

Growth between 2026 and 2031 is expected to average approximately 1.28% per annum, equating to an increase of around 850–900 people between 2026 and 2027.

This growth is driven by greenfield land release areas in Cumbalum, Kinvara, Lennox Head and Wollongbar, together with ongoing infill development within established urban centres.

Housing demand will continue to increase in line with population growth, with households projected to reach approximately **21,100 in 2027**, supported by continued dwelling supply and relatively stable occupancy rates.

Ballina Shire – Forecast Growth

Summary	**2021**	**2026**	**2027**	**2031**	**2036**	**2041**	**2046**
Population	46,167	51,009	**51,900**	54,348	57,042	59,712	62,308
Average annual change		2.02%	**1.2%**	1.28%	0.97%	0.92%	0.85%
Households	19,337	20,881	**21,100**	22,171	23,278	24,428	25,616
Average household size	2.34	2.40	**2.40**	2.40	2.39	2.38	2.37
Dwellings	20,838	22,430	**22,700**	23,791	25,031	26,340	27,700
Dwelling occupancy rate	92.8%	93.09%	**93%**	93.19%	93%	92.74%	92.48%

Continued population growth will progressively increase demand across Council's infrastructure, assets and services. Key impacts include:

- Increased demand on community facilities, libraries and public spaces
- Higher customer service volumes across face-to-face, phone and digital channels
- Greater pressure on roads, drainage, open space and public amenities
- Increased demand on waste, water, wastewater and environmental services

While population growth contributes to rate revenue over time, it also expands Council's asset base and service obligations. These factors are reflected in the Long-Term Financial Plan and inform the financial scenarios and modelling outlined in the following section.

Source: forecast.id.com.au/ballina *(June 2024) with 2027 figures estimated on forecast trends.*

Employee Costs

Increases in employee costs are determined by Local Government NSW (the NSW Local Government employer association) in conjunction with the various unions. As at March 2026, the award increases for 2026/27 have not yet been confirmed. The award increase has been estimated as 4.0% in forecasts.

Dividends

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

Council calculates tax equivalent payments when preparing the Special Purposes Financial reports, at the end of each year. They relate to taxes, excluding company tax, from which Council business activities are exempt. Typically, this refers to stamp duty and land tax. The LTFP includes compulsory dividends of $58,000 from Water and $56,000 from Wastewater.

Under certain circumstances Council may take a non-compulsory dividend from Water and Wastewater. To do this, Council is required to comply with State Government 'best practice' guidelines. No non-compulsory dividends have been included within the LTFP.

Water, Wastewater and Waste Charges

These three activities generate a significant percentage of our total revenues from the application of annual and usage charges. Individual business plans are formulated for these activities, and the forecast increases in the relevant charges are based on modelling in the business plans.

Comparative Data

The NSW Office of Local Government has created the Your Council website (yourcouncil.nsw.gov.au), which provides useful comparative data for councils, although the figures are typically two years behind the financial modelling.

Key comparative data from that website is as follows, with the figures based on 2023/24 financial information. The group average information represents councils of a similar size and location, with Ballina Shire being a Group 4 council. Group 4 includes regional councils, with at least one major urban centre of population, with populations from 30,000 to 70,000.

Indicators	Ballina Shire	Group 4 average of Councils as per OLG
Councillors	10	10
Population Per Councillor	4,794	4,294
Equivalent Full Time Employees	339	390
Socio-economic Index Rank (1 low, 128 high)	94	60
Population Per Staff Member	139	108
Residential Pensioner Rebates (%)	19	18

4.11 General Fund - Long Term Financial Plan

Indicators	Ballina Shire	Group 4 average of Councils as per OLG
Active Businesses in the LGA	5,052	3,765
Unemployment Rate (%)	2.7	2.9
Value of DAs Determined ($'000)	159,509	152,649
Development Applications (average assessment days)	183	111
Average Ordinary Residential Rate ($)	1,212	1,390
Average Business Rate ($)	3,726	4,286
Average Farmland Rate ($)	1,904	2,690
Typical Residential Water Bill ($)	645	737
Typical Residential Wastewater Bill ($)	1,063	974
Own Source Revenue (%)	69.4	61.3
Grants and Contributions Revenue (%)	30.4	38.6
Operating Performance Ratio (%)	4.1	-1.5
Unrestricted Current Ratio	2.1	2.8
Outstanding Rates and Charges (%)	5.4	7.2
Debt Service Cover Ratio	2.5	5.5
Cash Expense Cover Ratio (Mths)	10.8	15.3
Debt Service Ratio	13.2	6.4
Building and Infrastructure Renewal Ratio (%)	167	120
Infrastructure Backlog Ratio (%)	1.4	6.8
Asset Maintenance Ratio (%)	92.3	97.3
Roads, Bridges and Footpath Expenditure Per Capita ($)	477	598
Water Services Expenditure Per Capita ($)	329	346
Wastewater Services Expenditure Per Capita	387	321
Recycling Rate (%)	56	49

Council's average rate income has been below average for all categories, with this then matched by employee numbers and some expenditure per capita also below the Group 4 average. Council has applied to IPART for an SRV of 6.0% per year across four financial years from 2026/27 to 2029/30. This rate variation is to bridge some of the gap between Council's income and that of comparable councils.

Summary of Revenue and Expenditure Assumptions – LTFP

The following tables summarises Council's core financial planning assumptions for the LTFP outlining the percentage indexation applied each year and the SRV of 6% per year over a four-year period - 2026/27 to 2029/30.

The information assumes a 6.0% rate increase each year – 2026/27 to 2029/30 and a rate peg of 3.25% for subsequent years.

Item / Year	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Revenue										
Rate Peg Limit	**6.00%**	**6.00%**	**6.00%**	**6.00%**	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%
Rate Growth	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%
Financial Assistance Grant	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Fees	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Domestic Waste Charge	6.00%	5.00%	4.50%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Stormwater Charge	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%
Water – Access Charge	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	3.25%	3.25%	3.25%	3.25%
Water – Consumption	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	3.25%	3.25%	3.25%	3.25%
Wastewater – Access	2.00%	2.00%	2.00%	2.00%	3.25%	0.00%	0.00%	0.00%	0.00%	0.00%
Wastewater – Usage	2.00%	2.00%	2.00%	2.00%	3.25%	0.00%	0.00%	0.00%	0.00%	0.00%
Expenditure										
Employee Costs	4.00%	3.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Recurrent Costs	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Depreciation Expense	3.15%	3.15%	3.15%	3.15%	3.15%	3.15%	3.15%	3.15%	3.15%	3.15%
Capital Expenditure	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%
Other										
Interest on Investments	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Interest on Loans	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%

7. Scenario Modelling and the Special Rate Variation (SRV)

The NSW Office of Local Government encourages councils to undertake a sensitivity analysis of their LTFPs, as are there are many uncertainties that councils face in their day-to-day activities, let alone in ten-year financial forecasts.

Typically, the preference is to provide a core analysis based on the standard assumptions, an optimistic analysis based on certain assumptions being better than forecast and a conservative analysis based on the financial assumptions being financially worse than forecast.

There are two financial scenarios included in this LTFP:

Scenario 1 – Planned - SRV Increase– This scenario assumes an SRV of 6% per annum over the four years from 2026/27 to 2029/30.

This increases of 6% per annum for 2026/27 to 2029/30 are inclusive of the actual rate peg of 3.4% for 2026/27 and an assumed rate peg of 3.25% for the following years. The cumulative percentage increase of this scenario is 26.25%.

Under this scenario the additional income generated across the four-year period is $0.828m for 2026/27, $1.796m for 2027/28, $2.866m for 2028/29 and $4.046m for 2029/30 and subsequent years.

The additional income provides additional funding for a range of capital and operating budgets.

Capital budgets are increased for roads, stormwater, community facilities, open spaces including sports fields, and footpaths and shared paths. The increase in funding for capital budgets will help to narrow the gap between the annual depreciation expense for those classes of assets, and the recurrent funding available for renewal works. Operating budgets are increased are roads maintenance, open spaces maintenance, healthy waterways actions, implementing Council's biodiversity strategy, facilities maintenance and crime prevention activities.

Scenario 1 is Council's preferred scenario and for details of the impact on ratepayers on the proposed SRV, refer to Appendix A of this document.

Scenario 2 – This scenario is based on a rate peg limit of 3.4% for 2026/27 and an assume rate peg of 3.25% for the following years. Under this scenario Council does not achieve an operating surplus for the General Fund for the majority of the 10-year timeframe. There is no SRV planned under this scenario. The cumulative percentage increase of this scenario is 13.81%.

Scenario 1 – Consolidated Results ($'000) – SRV 6.0% per annum 2026/27-2029/30

Item	2026/27 ('000)	2027/28 ('000)	2028/29 ('000)	2029/30 ('000)	2030/31 ('000)	2031/32 ('000)	2032/33 ('000)	2033/34 ('000)	2034/35 ('000)	2035/36 ('000)
Operating Revenues										
Rates / Annual Charges	71,996	75,730	79,675	83,597	86,882	89,506	92,014	94,621	97,320	100,133
User Charges	50,124	52,577	55,486	58,942	61,779	64,499	67,118	69,563	72,001	74,576
Investment Revenues	4,596	3,833	3,985	3,660	3,627	3,772	3,836	4,009	4,192	4,472
Operating Grants	12,461	12,700	13,020	13,400	12,790	13,161	13,545	13,940	14,348	14,768
Other Revenues	7,804	8,797	9,003	9,258	9,533	9,812	9,704	9,965	10,221	10,496
Fair Value Increment	960	960	960	960	960	960	960	960	960	960
Gain on Disposal	1,737	2,055	700	730	760	790	820	850	880	910
Sub Total	**149,678**	**156,652**	**162,829**	**170,547**	**176,331**	**182,500**	**187,997**	**193,908**	**199,922**	**206,315**
Operating Expenses										
Employee Costs	42,327	44,324	46,382	48,504	50,693	52,951	55,281	57,686	60,169	62,733
Materials / Contracts	64,710	66,713	68,812	70,887	71,551	74,011	75,626	76,621	78,242	79,551
Borrowing Costs	2,825	3,695	3,477	3,133	2,786	2,440	2,079	1,773	1,626	1,472
Depreciation	31,046	31,243	32,237	33,263	34,321	35,411	36,537	37,698	38,897	40,131
Other Expenses	3,848	3,893	3,856	4,021	4,138	4,234	4,333	4,459	4,590	4,729
Loss on Disposal	3,070	3,134	3,200	3,269	3,340	3,413	3,488	3,565	3,645	3,727
Sub Total	**147,826**	**153,002**	**157,964**	**163,077**	**166,829**	**172,460**	**177,344**	**181,802**	**187,169**	**192,343**
Surplus/(Deficit)	**1,852**	**3,650**	**4,865**	**7,470**	**9,502**	**10,040**	**10,653**	**12,106**	**12,753**	**13,972**

4.11 General Fund - Long Term Financial Plan

Scenario 1 – General Fund Results ($'000) – SRV 6.0% per annum 2026/27-2029/30

Item	2026/27 ('000)	2027/28 ('000)	2028/29 ('000)	2029/30 ('000)	2030/31 ('000)	2031/32 ('000)	2032/33 ('000)	2033/34 ('000)	2034/35 ('000)	2035/36 ('000)
Operating Revenues										
Rates / Annual Charges	44,000	46,924	50,020	53,065	55,146	57,308	59,554	61,889	64,316	66,837
User Charges	36,965	39,375	41,553	44,235	46,236	48,124	49,860	51,761	53,633	55,632
Investment Revenues	3,188	2,628	3,055	2,876	2,802	2,894	2,938	3,076	3,094	3,164
Operating Grants	12,028	12,251	12,554	12,918	12,423	12,783	13,155	13,538	13,933	14,340
Other Revenues	5,914	6,160	6,264	6,417	6,576	6,738	6,902	7,072	7,246	7,426
Fair Value Increment	960	960	960	960	960	960	960	960	960	960
Gain on Disposal	1,737	2,055	700	730	760	790	820	850	880	910
Sub Total	**104,792**	**110,353**	**115,106**	**121,201**	**124,903**	**129,597**	**134,189**	**139,146**	**144,062**	**149,269**
Operating Expenses										
Employee Costs	33,879	35,623	37,420	39,273	41,185	43,157	45,193	47,295	49,467	51,710
Materials / Contracts	44,140	45,162	46,227	47,111	46,508	47,714	48,796	49,154	50,127	50,771
Borrowing Costs	1,335	2,431	2,428	2,303	2,176	2,051	1,916	1,773	1,626	1,472
Depreciation	24,341	24,327	25,103	25,904	26,730	27,581	28,461	29,368	30,304	31,267
Other Expenses	3,085	3,172	3,268	3,366	3,466	3,570	3,676	3,785	3,897	4,016
Loss on Disposal	2,020	2,084	2,150	2,219	2,290	2,363	2,438	2,515	2,595	2,677
Sub Total	**108,800**	**112,799**	**116,596**	**120,176**	**122,355**	**126,436**	**130,480**	**133,890**	**138,016**	**141,913**
Surplus/(Deficit)	**(4,008)**	**(2,446)**	**(1,490)**	**1,025**	**2,548**	**3,161**	**3,709**	**5,256**	**6,046**	**7,356**

Scenario 2 – Consolidated Results ($'000) – Rate Peg Only (No SRV)

Item	2026/27 ('000)	2027/28 ('000)	2028/29 ('000)	2029/30 ('000)	2030/31 ('000)	2031/32 ('000)	2032/33 ('000)	2033/34 ('000)	2034/35 ('000)	2035/36 ('000)
Operating Revenues										
Rates / Annual Charges	71,168	73,934	76,809	79,551	82,673	85,128	87,461	89,885	92,395	95,010
User Charges	50,124	52,577	55,486	58,942	61,779	64,499	67,118	69,563	72,001	74,576
Investment Revenues	4,596	3,833	3,986	3,664	3,629	3,774	3,839	4,012	4,196	4,476
Operating Grants	12,461	12,700	13,020	13,400	12,790	13,161	13,545	13,940	14,348	14,768
Other Revenues	7,804	8,797	9,003	9,258	9,533	9,812	9,704	9,965	10,221	10,496
Fair Value Increment	960	960	960	960	960	960	960	960	960	960
Gain on Disposal	1,737	2,055	700	730	760	790	820	850	880	910
Sub Total	**148,850**	**154,856**	**159,964**	**166,505**	**172,124**	**178,124**	**183,447**	**189,175**	**195,001**	**201,196**
Operating Expenses										
Employee Costs	42,327	44,324	46,382	48,504	50,693	52,951	55,281	57,686	60,169	62,733
Materials / Contracts	64,361	65,862	67,809	69,908	70,543	72,976	74,560	75,527	77,114	78,389
Borrowing Costs	2,825	3,695	3,477	3,133	2,786	2,440	2,079	1,773	1,626	1,472
Depreciation	31,046	31,243	32,237	33,263	34,321	35,411	36,537	37,698	38,897	40,131
Other Expenses	3,848	3,893	3,856	4,021	4,138	4,234	4,333	4,459	4,590	4,729
Loss on Disposal	3,070	3,134	3,200	3,269	3,340	3,413	3,488	3,565	3,645	3,727
Sub Total	**147,477**	**152,151**	**156,961**	**162,098**	**165,821**	**171,425**	**176,278**	**180,708**	**186,041**	**191,181**
Surplus/(Deficit)	**1,373**	**2,705**	**3,003**	**4,407**	**6,303**	**6,699**	**7,169**	**8,467**	**8,960**	**10,015**

4.11 General Fund - Long Term Financial Plan

Scenario 2 - General Fund Results ($'000) – Rate Peg Only (No SRV)

Item	2026/27 ('000)	2027/28 ('000)	2028/29 ('000)	2029/30 ('000)	2030/31 ('000)	2031/32 ('000)	2032/33 ('000)	2033/34 ('000)	2034/35 ('000)	2035/36 ('000)
Operating Revenues										
Rates / Annual Charges	43,172	45,128	47,154	49,019	50,937	52,930	55,001	57,153	59,391	61,714
User Charges	36,965	39,375	41,553	44,235	46,236	48,124	49,860	51,761	53,633	55,632
Investment Revenues	3,188	2,628	3,056	2,878	2,803	2,894	2,938	3,076	3,095	3,164
Operating Grants	12,028	12,251	12,554	12,918	12,423	12,783	13,155	13,538	13,933	14,340
Other Revenues	5,914	6,160	6,264	6,417	6,576	6,738	6,902	7,072	7,246	7,426
Fair Value Increment	960	960	960	960	960	960	960	960	960	960
Gain on Disposal	1,737	2,055	700	730	760	790	820	850	880	910
Sub Total	**103,964**	**108,557**	**112,241**	**117,157**	**120,695**	**125,219**	**129,636**	**134,410**	**139,138**	**144,146**
Operating Expenses										
Employee Costs	33,879	35,623	37,420	39,273	41,185	43,157	45,193	47,295	49,467	51,710
Materials / Contracts	43,801	44,322	45,235	46,143	45,512	46,691	47,742	48,073	49,013	49,624
Borrowing Costs	1,335	2,431	2,428	2,303	2,176	2,051	1,916	1,773	1,626	1,472
Depreciation	24,341	24,327	25,103	25,904	26,730	27,581	28,461	29,368	30,304	31,267
Other Expenses	3,085	3,172	3,268	3,366	3,466	3,570	3,676	3,785	3,897	4,016
Loss on Disposal	2,020	2,084	2,150	2,219	2,290	2,363	2,438	2,515	2,595	2,677
Sub Total	**108,461**	**111,959**	**115,604**	**119,208**	**121,359**	**125,413**	**129,426**	**132,809**	**136,902**	**140,766**
Surplus/(Deficit)	**(4,497)**	**(3,402)**	**(3,363)**	**(2,051)**	**(664)**	**(194)**	**210**	**1,601**	**2,236**	**3,380**

Scenario 1 – General Fund – Performance Indicators Per Year (**green** = pass, red = fail)

Year	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Operating Performance Ratio (> 0%)	-4.6%	-3.2%	-0.9%	1.3%	2.5%	2.9%	3.3%	4.3%	4.8%	5.5%
Own Source Operating Rev Ratio (> 60%)	55%	76%	78%	78%	77%	78%	80%	68%	68%	69%
Unrestricted Current Ratio (> 1.5)	2.14	2.31	2.07	1.81	1.90	1.94	2.65	2.25	2.29	2.69
Cash Expense Cover Ratio (> 3 months)	3.61	3.89	3.57	3.07	3.25	3.21	3.45	3.57	3.51	3.40
Outstanding Rates and Annual Charges (< 10% rural/regional)	3%	3%	3%	3%	3%	3%	2%	2%	2%	2%
Debt Service Cover Ratio (> 2)	6.58	4.68	5.22	5.86	6.47	6.75	7.02	7.50	7.82	8.66
Asset Maintenance Ratio (> 100%)	96%	96%	95%	95%	95%	94%	93%	92%	91%	90%
Infrastructure Backlog Ratio (< 2%)	0.47%	0.47%	0.47%	0.47%	0.47%	0.47%	0.47%	0.47%	0.46%	0.46%
Buildings and Infrastructure Renewal Ratio (> 100%)	177%	105%	85%	84%	93%	95%	82%	81%	89%	90%

4.11 General Fund - Long Term Financial Plan

Scenario 2 - General Fund - Performance Indicators Per Year (**green** = pass, red = fail)

Year	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Operating Performance Ratio (> 0%)	-5.1%	-4.1%	-2.6%	-1.3%	-0.1%	0.3%	0.7%	1.7%	2.2%	2.9%
Own Source Operating Rev Ratio (> 60%)	55%	76%	78%	77%	76%	77%	79%	67%	67%	68%
Unrestricted Current Ratio (> 1.5)	2.14	2.32	2.08	1.81	1.86	1.88	2.55	2.12	2.12	2.50
Cash Expense Cover Ratio (> 3 months)	3.61	3.89	3.58	3.07	3.26	3.21	3.46	3.58	3.52	3.41
Outstanding Rates and Annual Charges (< 10% rural/regional)	3%	3%	3%	3%	3%	3%	3%	3%	2%	2%
Debt Service Cover Ratio (> 2)	6.43	4.49	4.85	5.25	5.82	6.07	6.31	6.76	7.05	7.82
Asset Maintenance Ratio (> 100%)	95%	92%	91%	91%	90%	89%	89%	88%	87%	86%
Infrastructure Backlog Ratio (< 2%)	0.47%	0.47%	0.47%	0.47%	0.47%	0.47%	0.47%	0.47%	0.46%	0.46%
Buildings and Infrastructure Renewal Ratio (> 100%)	175%	101%	80%	75%	86%	88%	76%	74%	82%	83%

long term financial plan budget. LTFP

2026/27 – 2035/36

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ballina shire council




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

4.11 General Fund - Long Term Financial Plan

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4.11 General Fund - Long Term Financial Plan

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Part A
Introduction

Overview

The document provides comprehensive information on Council's budget along with our long-term financial planning. The document is divided into seven distinct sections as follows:

Section	Description
A. **Overview**	This section provides a summary of the information contained in this document.
B. **Operating Budgets**	Details all operating budgets on a program basis. The programs are classified in the three divisions which form Council's organisation structure.
C. **Capital Expenditure**	Outlines the capital projects included in the budget for the General, Water and Wastewater (Sewer) Funds.
D. **Section 7.11 and Capital Income**	Summary of the movement in Section 7.11 contributions along with other capital income such as Grants, Contributions, Loans and Asset sales.
E. **Reserves**	Transfers to and from reserves for the General Fund, along with the estimated reserve balances.
F. **Loan Repayments**	Principal and interest repayment summary for the General Fund.
G. **Appendices**	Additional supporting information.

Ballina Shire Council is a general purpose local government authority, undertaking a wide range of activities including the provision of water and wastewater (sewer) services. All revenues raised from charges levied for the provision of water and wastewater services must be expended on those activities.

To ensure a high level of accountability Council operates its water and wastewater functions as separate business activities. This is often referred to as Fund Accounting (i.e. Water Fund and Wastewater Fund). This process ensures that the income and expenses from these activities is not mixed with Council's general purpose activities. All the remaining Council activities, other than Water and Wastewater are referred to as the General Fund.

Council prepares an Income Statement for each of the Funds, as well as preparing results on a consolidated basis for all three Funds.

It is also important for Council to monitor its financial performance on a cash basis to ensure that there is adequate cash held to finance our current and future works and services.

The following pages provide the Income Statements for each of the Funds and on a consolidated basis. The information for each Income Statement includes a summary of income from continuing operations and operating expenses, as well as the Net Operating Result for the Year. A Net Operating Result before Capital Income figure is provided as this is a more reliable identifier of the operations of Council due to the variability in capital income received. The main example of this is grant income, which varies significantly dependent on the grant programs offered by the State and Federal Governments and Council's success in securing grants.

The estimates for 2026/27 represent the budgets for that year whereas the estimates from 2027/28 onwards provide a guide as to where the organisation is heading. A percentage column is provided to show the change in budgets between 2026/27 and 2025/26. Actual figures are included for earlier years. The estimates are based on a special rate variation (SRV)of 6% for the period from 2026/27 to 2029/30. Refer to the Delivery Program and Long-Term Financial Plan (summary) for detailed information on the proposed SRV.

4.11 General Fund - Long Term Financial Plan

GENERAL FUND - INCOME STATEMENT (2021/22 to 2035/36)																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING RESULTS												
				Operating Activities												
34,621,000	35,703,000	37,533,000	39,328,000	Rates and Annual Charges	41,263,000	44,000,000	7	46,924,000	50,020,000	53,065,000	55,146,000	57,308,000	59,554,000	61,889,000	64,316,000	66,837,000
17,314,000	20,604,000	21,143,000	32,897,800	User Charges and Fees	34,163,000	36,965,000	8	39,375,000	41,553,000	44,235,000	46,236,000	48,124,000	49,860,000	51,761,000	53,633,000	55,632,000
344,000	2,176,000	3,514,000	3,064,200	Interest and Investment Revenues	3,075,000	3,188,000	4	2,628,000	3,055,000	2,876,000	2,802,000	2,894,000	2,938,000	3,076,000	3,094,000	3,164,000
4,561,000	6,443,000	6,573,000	6,490,700	Other Revenues	5,888,000	5,914,000	0	6,160,000	6,264,000	6,417,000	6,576,000	6,738,000	6,902,000	7,072,000	7,246,000	7,426,000
15,722,000	13,940,000	13,081,000	12,161,000	Grants and Conts - Operating	12,217,000	12,028,000	(2)	12,251,000	12,554,000	12,918,000	12,423,000	12,783,000	13,155,000	13,538,000	13,933,000	14,340,000
10,299,000	19,292,000	14,152,000	15,018,300	Grants and Conts - Capital - Cash	35,491,000	49,110,000	38	4,662,000	4,253,000	6,018,000	9,359,000	7,799,000	4,616,000	32,732,000	32,849,000	32,968,000
14,311,000	7,690,000	8,508,000	3,263,600	Conts for Capital Purposes - Non-cash	8,800,000	9,080,000	3	9,360,000	9,650,000	9,950,000	10,250,000	10,560,000	10,890,000	11,230,000	11,570,000	11,920,000
				Other Income:												
215,000	1,010,000	990,000	1,227,000	Fair Value Investment Properties	960,000	960,000	0	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000
0	4,278,000	0	746,000	Net Gain from Disposal of Assets	2,132,000	1,737,000	(19)	2,055,000	700,000	730,000	760,000	790,000	820,000	850,000	880,000	910,000
97,387,000	**111,136,000**	**105,494,000**	**114,196,600**	**Total Income from Continuing Operations**	**143,989,000**	**162,982,000**	**13**	**124,375,000**	**129,009,000**	**137,169,000**	**144,512,000**	**147,956,000**	**149,695,000**	**183,108,000**	**188,481,000**	**194,157,000**
				Operating Expenses												
22,230,000	25,730,000	27,614,000	30,581,000	Employee Benefits and On-costs	32,186,000	33,879,000	5	35,623,000	37,420,000	39,273,000	41,185,000	43,157,000	45,193,000	47,295,000	49,467,000	51,710,000
29,706,000	30,141,000	27,661,000	47,072,600	Materials and Contracts	43,395,000	44,140,000	2	45,162,000	46,227,000	47,111,000	46,508,000	47,714,000	48,796,000	49,154,000	50,127,000	50,771,000
1,098,000	1,491,000	2,322,000	2,034,200	Borrowing Costs	1,737,000	1,335,000	(23)	2,431,000	2,428,000	2,303,000	2,176,000	2,051,000	1,916,000	1,773,000	1,626,000	1,472,000
19,918,000	20,720,000	22,237,000	24,094,600	Depreciation and Amortisation	23,920,000	24,341,000	2	24,327,000	25,103,000	25,904,000	26,730,000	27,581,000	28,461,000	29,368,000	30,304,000	31,267,000
0	662,000	0	0	Impairments	0	0	0	0	0	0	0	0	0	0	0	0
2,087,000	3,353,000	4,191,000	2,961,200	Other Expenses	3,004,000	3,085,000	3	3,172,000	3,268,000	3,366,000	3,466,000	3,570,000	3,676,000	3,785,000	3,897,000	4,016,000
3,627,000	0	6,026,000	966,100	Net Loss from Disposal of Assets	2,000,000	2,020,000	1	2,084,000	2,150,000	2,219,000	2,290,000	2,363,000	2,438,000	2,515,000	2,595,000	2,677,000
78,666,000	**82,097,000**	**90,051,000**	**107,709,700**	**Total Expenses from Continuing Operations**	**106,242,000**	**108,800,000**	**2**	**112,799,000**	**116,596,000**	**120,176,000**	**122,355,000**	**126,436,000**	**130,480,000**	**133,890,000**	**138,016,000**	**141,913,000**
18,721,000	**29,039,000**	**15,443,000**	**6,486,900**	**Net Operating Result for the Year**	**37,747,000**	**54,182,000**	**44**	**11,576,000**	**12,413,000**	**16,993,000**	**22,157,000**	**21,520,000**	**19,215,000**	**49,218,000**	**50,465,000**	**52,244,000**
(5,889,000)	**2,057,000**	**(7,217,000)**	**(11,795,000)**	**Net Operating Result Before Capital**	**(6,544,000)**	**(4,008,000)**	**(39)**	**(2,446,000)**	**(1,490,000)**	**1,025,000**	**2,548,000**	**3,161,000**	**3,709,000**	**5,256,000**	**6,046,000**	**7,356,000**

4.11 General Fund - Long Term Financial Plan

WATER OPERATIONS - INCOME STATEMENT (2021/22 to 2035/36)																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING RESULTS												
				Operating Income												
4,206,000	4,427,000	4,777,000	5,121,000	Annual Charges	5,587,000	5,944,000	6	6,311,000	6,708,000	7,124,000	7,560,000	8,026,000	8,292,000	8,568,000	8,844,000	9,140,000
8,668,000	9,576,000	9,545,000	9,932,000	User Charges and Fees	10,520,000	11,167,000	6	11,167,000	11,854,000	12,582,000	13,350,000	14,170,000	15,041,000	15,572,000	16,124,000	16,686,000
155,000	854,000	987,000	1,074,000	Interest and Investment Revenues	873,000	837,000	(4)	802,000	593,000	485,000	466,000	403,000	343,000	293,000	296,000	307,000
0	0	0	0	Other Revenues	678,000	698,000	3	1,407,000	1,470,000	1,532,000	1,607,000	1,682,000	1,367,000	1,413,000	1,448,000	1,495,000
179,000	156,000	157,000	156,000	Grants and Conts - Operating Purposes	156,000	161,000	3	166,000	171,000	176,000	181,000	186,000	192,000	198,000	204,000	210,000
879,000	746,000	517,000	310,000	Grants and Conts - Capital Purposes - Cash	350,000	375,000	7	395,000	415,000	435,000	455,000	475,000	495,000	515,000	535,000	555,000
951,000	541,000	407,000	180,000	Conts for Capital Purposes - Non-cash	800,000	700,000	(13)	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000
				Other Income:												
0	0	0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
15,038,000	**16,300,000**	**16,390,000**	**16,773,000**	**Total Income from Continuing Operations**	**18,964,000**	**19,882,000**	**5**	**20,948,000**	**21,911,000**	**23,034,000**	**24,319,000**	**25,642,000**	**26,430,000**	**27,259,000**	**28,151,000**	**29,093,000**
				Operating Expenses												
2,563,000	2,440,000	2,674,000	2,879,000	Employee Benefits and On-costs	2,980,000	3,069,000	3	3,161,000	3,256,000	3,354,000	3,455,000	3,559,000	3,666,000	3,776,000	3,889,000	4,006,000
1,924,000	1,825,000	2,280,000	2,122,000	Materials and Contracts	2,191,000	2,505,000	14	2,534,000	2,612,000	2,739,000	2,817,000	2,871,000	2,927,000	3,012,000	3,097,000	3,185,000
7,360,000	7,894,000	8,335,000	8,799,000	Purchase of Water from Rous County Council	9,493,000	10,514,000	11	11,250,000	12,038,000	12,881,000	13,783,000	14,748,000	15,043,000	15,344,000	15,651,000	15,964,000
0	0	0	0	Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
1,762,000	1,784,000	1,858,000	1,774,000	Depreciation and Amortisation	1,800,000	1,857,000	3	1,915,000	1,975,000	2,037,000	2,101,000	2,167,000	2,235,000	2,305,000	2,378,000	2,453,000
86,000	224,000	245,000	201,000	Other Expenses	227,000	232,000	2	237,000	243,000	249,000	255,000	261,000	267,000	273,000	279,000	286,000
850,000	21,000	60,000	760,000	Net Loss from Disposal of Assets	450,000	450,000	0	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
14,545,000	**14,188,000**	**15,452,000**	**16,535,000**	**Total Expenses from Continuing Operations**	**17,141,000**	**18,627,000**	**9**	**19,547,000**	**20,574,000**	**21,710,000**	**22,861,000**	**24,056,000**	**24,588,000**	**25,160,000**	**25,744,000**	**26,344,000**
493,000	**2,112,000**	**938,000**	**238,000**	**Net Operating Result for the Year**	**1,823,000**	**1,255,000**	**(31)**	**1,401,000**	**1,337,000**	**1,324,000**	**1,458,000**	**1,586,000**	**1,842,000**	**2,099,000**	**2,407,000**	**2,749,000**
(1,337,000)	**825,000**	**14,000**	**(252,000)**	**Net Operating Result Before Capital**	**673,000**	**180,000**	**(73)**	**306,000**	**222,000**	**189,000**	**303,000**	**411,000**	**647,000**	**884,000**	**1,172,000**	**1,494,000**

4.11 General Fund - Long Term Financial Plan

WASTEWATER OPERATIONS - INCOME STATEMENT (2021/22 to 2035/36)																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING RESULTS												
				Operating Income												
19,144,000	19,392,000	20,288,000	20,708,000	Annual Charges	21,617,000	22,052,000	2	22,495,000	22,947,000	23,408,000	24,176,000	24,172,000	24,168,000	24,164,000	24,160,000	24,156,000
1,389,000	1,535,000	1,460,000	1,751,000	User Charges and Fees	1,855,000	1,992,000	7	2,035,000	2,079,000	2,125,000	2,193,000	2,205,000	2,217,000	2,230,000	2,244,000	2,258,000
150,000	890,000	1,391,000	1,320,000	Interest and Investment Revenues	938,000	571,000	(39)	403,000	337,000	299,000	359,000	475,000	555,000	640,000	802,000	1,001,000
883,000	979,000	1,121,000	1,065,000	Other Revenues	3,249,000	1,192,000	(63)	1,230,000	1,269,000	1,309,000	1,350,000	1,392,000	1,435,000	1,480,000	1,527,000	1,575,000
225,000	155,000	156,000	155,000	Grants and Conts - Operating Purposes	261,000	272,000	4	283,000	295,000	306,000	186,000	192,000	198,000	204,000	211,000	218,000
2,082,000	1,493,000	937,000	1,193,000	Grants and Conts - Capital Purposes - Cash	1,000,000	1,125,000	13	1,175,000	1,225,000	1,275,000	1,325,000	1,375,000	1,425,000	1,475,000	1,525,000	1,575,000
3,032,000	1,605,000	1,138,000	776,000	Conts for Capital Purposes - Non-cash	2,500,000	2,525,000	1	2,550,000	2,575,000	2,600,000	2,625,000	2,650,000	2,675,000	2,700,000	2,725,000	2,750,000
				Other Income:			0									
0	0	0	0	Net Gain from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
26,905,000	**26,049,000**	**26,491,000**	**26,968,000**	**Total Income from Continuing Operations**	**31,420,000**	**29,729,000**	**(5)**	**30,171,000**	**30,727,000**	**31,322,000**	**32,214,000**	**32,461,000**	**32,673,000**	**32,893,000**	**33,194,000**	**33,533,000**
				Operating Expenses												
4,241,000	4,204,000	4,322,000	5,045,000	Employee Benefits and On-costs	5,222,000	5,379,000	3	5,540,000	5,706,000	5,877,000	6,053,000	6,235,000	6,422,000	6,615,000	6,813,000	7,017,000
6,139,000	6,277,000	5,883,000	7,050,000	Materials and Contracts	7,160,000	7,551,000	5	7,767,000	7,935,000	8,156,000	8,443,000	8,678,000	8,860,000	9,111,000	9,367,000	9,631,000
2,999,000	2,788,000	2,125,000	1,907,000	Borrowing Costs	1,698,000	1,490,000	(12)	1,264,000	1,049,000	830,000	610,000	389,000	163,000	0	0	0
4,584,000	4,358,000	4,623,000	4,741,000	Depreciation and Amortisation	4,700,000	4,848,000	3	5,001,000	5,159,000	5,322,000	5,490,000	5,663,000	5,841,000	6,025,000	6,215,000	6,411,000
295,000	377,000	386,000	363,000	Other Expenses	751,000	531,000	(29)	484,000	345,000	406,000	417,000	403,000	390,000	401,000	414,000	427,000
366,000	17,000	621,000	230,000	Net Loss from Disposal of Assets	600,000	600,000	0	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
18,624,000	**18,021,000**	**17,960,000**	**19,336,000**	**Total Expenses from Continuing Operations**	**20,131,000**	**20,399,000**	**1**	**20,656,000**	**20,794,000**	**21,191,000**	**21,613,000**	**21,968,000**	**22,276,000**	**22,752,000**	**23,409,000**	**24,086,000**
		19,336,000														
8,281,000	**8,028,000**	**8,531,000**	**7,632,000**	**Net Operating Result for the Year**	**11,289,000**	**9,330,000**	**(17)**	**9,515,000**	**9,933,000**	**10,131,000**	**10,601,000**	**10,493,000**	**10,397,000**	**10,141,000**	**9,785,000**	**9,447,000**
3,167,000	**4,930,000**	**6,456,000**	**5,663,000**	**Net Operating Result Before Capital**	**7,789,000**	**5,680,000**	**(27)**	**5,790,000**	**6,133,000**	**6,256,000**	**6,651,000**	**6,468,000**	**6,297,000**	**5,966,000**	**5,535,000**	**5,122,000**

4.11 General Fund - Long Term Financial Plan

CONSOLIDATED OPERATIONS - INCOME STATEMENT (2021/22 to 2035/36)																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING RESULTS												
				Operating Income												
57,971,000	59,522,000	62,598,000	65,157,000	Rates and Annual Charges	68,467,000	71,996,000	5	75,730,000	79,675,000	83,597,000	86,882,000	89,506,000	92,014,000	94,621,000	97,320,000	100,133,000
27,371,000	31,715,000	32,148,000	44,580,800	User Charges and Fees	46,538,000	50,124,000	8	52,577,000	55,486,000	58,942,000	61,779,000	64,499,000	67,118,000	69,563,000	72,001,000	74,576,000
649,000	3,920,000	5,892,000	5,458,200	Interest and Investment Revenues	4,886,000	4,596,000	(6)	3,833,000	3,985,000	3,660,000	3,627,000	3,772,000	3,836,000	4,009,000	4,192,000	4,472,000
5,444,000	7,422,000	7,694,000	7,555,700	Other Revenues	9,815,000	7,804,000	(20)	8,797,000	9,003,000	9,258,000	9,533,000	9,812,000	9,704,000	9,965,000	10,221,000	10,496,000
16,126,000	14,251,000	13,394,000	12,472,000	Grants and Conts - Operating	12,634,000	12,461,000	(1)	12,700,000	13,020,000	13,400,000	12,790,000	13,161,000	13,545,000	13,940,000	14,348,000	14,768,000
13,260,000	21,531,000	15,606,000	16,521,300	Grants and Conts - Capital - Cash	36,841,000	50,610,000	37	6,232,000	5,893,000	7,728,000	11,139,000	9,649,000	6,536,000	34,722,000	34,909,000	35,098,000
18,294,000	9,836,000	10,053,000	4,219,600	Conts for Capital Purposes - Non-cash	12,100,000	12,305,000	2	12,610,000	12,925,000	13,250,000	13,575,000	13,910,000	14,265,000	14,630,000	14,995,000	15,370,000
				Other Income:												
215,000	1,010,000	990,000	1,227,000	Fair Value Investment Properties	960,000	960,000	0	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000
0	4,278,000	0	746,000	Net Gain from Disposal of Assets	2,132,000	1,737,000	(19)	2,055,000	700,000	730,000	760,000	790,000	820,000	850,000	880,000	910,000
139,330,000	**153,485,000**	**148,375,000**	**157,937,600**	**Total Income from Continuing Operations**	**194,373,000**	**212,593,000**	**9**	**175,494,000**	**181,647,000**	**191,525,000**	**201,045,000**	**206,059,000**	**208,798,000**	**243,260,000**	**249,826,000**	**256,783,000**
				Operating Expenses												
29,034,000	32,374,000	34,610,000	38,505,000	Employee Benefits and On-costs	40,388,000	42,327,000	5	44,324,000	46,382,000	48,504,000	50,693,000	52,951,000	55,281,000	57,686,000	60,169,000	62,733,000
45,129,000	46,137,000	44,159,000	65,043,600	Materials and Contracts	62,239,000	64,710,000	4	66,713,000	68,812,000	70,887,000	71,551,000	74,011,000	75,626,000	76,621,000	78,242,000	79,551,000
4,097,000	4,279,000	4,447,000	3,941,200	Borrowing Costs	3,435,000	2,825,000	(18)	3,695,000	3,477,000	3,133,000	2,786,000	2,440,000	2,079,000	1,773,000	1,626,000	1,472,000
26,264,000	26,862,000	28,718,000	30,609,600	Depreciation and Amortisation	30,420,000	31,046,000	2	31,243,000	32,237,000	33,263,000	34,321,000	35,411,000	36,537,000	37,698,000	38,897,000	40,131,000
0	662,000	0	0	Impairments	0	0	0	0	0	0	0	0	0	0	0	0
2,468,000	3,954,000	4,822,000	3,525,200	Other Expenses	3,982,000	3,848,000	(3)	3,893,000	3,856,000	4,021,000	4,138,000	4,234,000	4,333,000	4,459,000	4,590,000	4,729,000
4,843,000	38,000	6,707,000	1,956,100	Net Loss from Disposal of Assets	3,050,000	3,070,000	1	3,134,000	3,200,000	3,269,000	3,340,000	3,413,000	3,488,000	3,565,000	3,645,000	3,727,000
111,835,000	**114,306,000**	**123,463,000**	**143,580,700**	**Total Expenses from Continuing Operations**	**143,514,000**	**147,826,000**	**3**	**153,002,000**	**157,964,000**	**163,077,000**	**166,829,000**	**172,460,000**	**177,344,000**	**181,802,000**	**187,169,000**	**192,343,000**
27,495,000	**39,179,000**	**24,912,000**	**14,356,900**	**Net Operating Result for the Year**	**50,859,000**	**64,767,000**	**27**	**22,492,000**	**23,683,000**	**28,448,000**	**34,216,000**	**33,599,000**	**31,454,000**	**61,458,000**	**62,657,000**	**64,440,000**
(4,059,000)	**7,812,000**	**(747,000)**	**(6,384,000)**	**Net Operating Result Before Capital**	**1,918,000**	**1,852,000**	**(3)**	**3,650,000**	**4,865,000**	**7,470,000**	**9,502,000**	**10,040,000**	**10,653,000**	**12,106,000**	**12,753,000**	**13,972,000**

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General Fund – Cash Forecast and Long Term Financial Plan

It is essential that Council understands its cash position on a regular basis. The following pages outline the forecast cash results for each Fund and on a consolidated basis.

The estimates for 2026/27 represent the budgets for that year, whereas the estimates from 2027/28 onwards provide a guide as to where the organisation is heading. Actual figures are included for earlier years. The estimates are based on a special rate variation (SRV) of 6% for the period from 2026/27 to 2029/30. Refer to the Delivery Program and Long-Term Financial Plan (summary) for detailed information on the proposed SRV.

The following page provides the cash forecast for General Fund. Explanations for each item are:

Operating Revenues Represents total operating revenues for General Fund, as per Part B of this document.

Operating Expenses Represents total operating expenses for General Fund, as per Part B of this document.

Operating Results This records the operating result for the Fund, before and after non-cash items, such as depreciation.

Capital Grants and Contributions As the operating result does not include income items that are of a capital nature, they must be included to determine the cash result.
- *Capital Grants and Contributions:* This item represents the capital grants and capital contributions listed in Part D of this document.
- *Section 7.11 Contributions Collected:* Represents Section 7.11 developer contributions collected. A full explanation of this item is detailed in Part D of this document.

Non-operating Funds Employed Includes income items that do not form part of the operating result.
- *Loan Funds Used:* Represents loans applied during the year.
- *Proceeds from Disposal of Assets:* Represents funds derived from estimated asset sales, which primarily relate to land holdings.

Funds deployed for Non-operating Purposes Represents expenditure of a capital nature.
- *Capital Expenditure:* Represents capital works, as per Part C of this document.
- *Repayment of Principal on Loans:* Represents total loan principal repayments for the General Fund, as per Part F of this document.

Net movement in other working capital items
- *Net Increase / (decrease) in leave liabilities*: To determine the actual cash result for the year it is necessary to estimate the net increase / (decrease) in leave liabilities matched against the leave expense accruals in the operating budget.

Cash Surplus / (Deficit) This section details the estimated increase / (decrease) in cash for the financial year.

Reserve Movements This section shows how the cash surplus, or deficit, is funded.
- *Reserves:* This represents the net movement in reserves. Full details of the movements are detailed in Part E of this document. Internally restricted reserves are funds restricted in their use by Council policy. Externally restricted reserves are funds restricted in their use by legislation.
- *Working Capital:* This represents the net movement in unrestricted working capital available (i.e. cash).

Reserve Balances This section shows the estimated closing balances for the equity items relating to cash.
This includes internal reserves, external reserves, section 7.11 contributions and working capital.

4.11 General Fund - Long Term Financial Plan

GENERAL FUND - LONG TERM FINANCIAL PLAN (2021/22 to 2035/36)																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27		2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING RESULTS												
				General Fund Activities												
86,435,000	91,801,000	94,302,000	95,915,000	Operating Revenues	99,698,000	104,792,000	5	110,353,000	115,106,000	121,201,000	124,903,000	129,597,000	134,189,000	139,146,000	144,062,000	149,269,000
68,733,000	74,974,000	78,025,000	80,278,000	Less Operating Expenses	80,322,000	82,439,000	3	86,388,000	89,343,000	92,053,000	93,335,000	96,492,000	99,581,000	102,007,000	105,117,000	107,969,000
17,702,000	**16,827,000**	**16,277,000**	**15,637,000**	**Operating Result before Non-cash Items**	**19,376,000**	**22,353,000**	**15**	**23,965,000**	**25,763,000**	**29,148,000**	**31,568,000**	**33,105,000**	**34,608,000**	**37,139,000**	**38,945,000**	**41,300,000**
19,917,000	20,721,000	22,239,000	24,095,000	Less Depreciation	23,920,000	24,341,000	2	24,327,000	25,103,000	25,904,000	26,730,000	27,581,000	28,461,000	29,368,000	30,304,000	31,267,000
0	662,000	0	0	Less Impairment	0	0	0	0	0	0	0	0	0	0	0	0
575,000	(9,157,000)	(484,000)	0	Less Eliminations for Internal Charges	0	0	0	0	0	0	0	0	0	0	0	0
(520,000)	907,000	(4,309,000)	3,599,000	Less Land Stock Movement and ASSB	0	0	0	0	0	0	0	0	0	0	0	0
(215,000)	(1,010,000)	(990,000)	(1,227,000)	Add Fair Value Adjustments Rental Props	0	0	0	0	0	0	0	0	0	0	0	0
3,834,000	2,647,000	7,038,000	966,000	Less Loss on Disposal of Infrastructure	2,000,000	2,020,000	1	2,084,000	2,150,000	2,219,000	2,290,000	2,363,000	2,438,000	2,515,000	2,595,000	2,677,000
(5,889,000)	**2,057,000**	**(7,217,000)**	**(11,796,000)**	**Net Operating Result Before Capital**	**(6,544,000)**	**(4,008,000)**	**(39)**	**(2,446,000)**	**(1,490,000)**	**1,025,000**	**2,548,000**	**3,161,000**	**3,709,000**	**5,256,000**	**6,046,000**	**7,356,000**
				Add Capital Grants and Contributions												
6,488,000	14,865,000	22,148,000	11,373,000	Capital Grants and Contributions	31,991,000	45,610,000	43	1,062,000	453,000	2,218,000	5,459,000	3,799,000	516,000	28,532,000	28,549,000	28,568,000
7,187,000	5,563,000	3,357,000	3,645,000	Section 7.11 Contributions Collected	3,500,000	3,500,000	0	3,600,000	3,800,000	3,800,000	3,900,000	4,000,000	4,100,000	4,200,000	4,300,000	4,400,000
				Add Non-operating Funds Employed												
7,800,000	20,669,000	4,524,000	4,000,000	Loan Funds Used	0	19,820,000	100	2,250,000	2,000,000	0	0	0	0	0	0	0
0	8,259,000	717,000	15,550,000	Proceeds from Disposal of Assets	15,015,000	10,873,000	(28)	13,851,000	0	0	0	0	0	0	0	0
				Subtract Funds Deployed for Non-operating Purposes												
(36,736,000)	(42,071,000)	(61,258,000)	(34,269,400)	Capital Expenditure	(70,430,000)	(117,821,000)	67	(36,209,000)	(31,039,000)	(35,923,000)	(33,338,000)	(35,511,000)	(29,601,000)	(61,090,000)	(64,620,000)	(67,332,000)
(3,435,000)	(10,225,000)	(6,775,000)	(8,078,000)	Repayment of Principal on Loans	(8,840,000)	(1,853,000)	(79)	(2,564,000)	(2,656,000)	(2,780,000)	(2,774,000)	(2,900,000)	(3,035,000)	(3,177,000)	(3,324,000)	(3,253,000)
				Net Movement in Other Working Capital Items												
948,000	(16,159,000)	6,528,000	1,613,400	Increase/(Decrease) - Working Capital	707,000	993,000	40	1,020,000	1,054,000	1,107,000	1,098,000	1,153,000	1,186,000	1,245,000	1,281,000	1,332,000
(575,000)	9,157,000	484,000	0	Reverse Eliminations for Internal Charges	0	0	0	0	0	0	0	0	0	0	0	0
				Add Back Non-Cash Expenses												
19,917,000	20,721,000	22,239,000	24,095,000	Depreciation	23,920,000	24,341,000	2	24,327,000	25,103,000	25,904,000	26,730,000	27,581,000	28,461,000	29,368,000	30,304,000	31,267,000
0	662,000	0	0		0	0	0	0	0	0	0	0	0	0	0	0
(520,000)	907,000	(4,309,000)	3,599,000	Land Stock Movement	0	0	0	0	0	0	0	0	0	0	0	0
(215,000)	(1,010,000)	(990,000)	(1,227,000)	Fair Value Adjustments Rental Properties	(960,000)	(960,000)	0	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)
				Gain on Disposal of Real Estate, Plant	(2,132,000)	(1,737,000)	(19)	(2,055,000)	(700,000)	(730,000)	(760,000)	(790,000)	(820,000)	(850,000)	(880,000)	(910,000)
3,834,000	2,647,000	7,038,000	966,000	Loss on Disposal of Infrastructure Assets	2,000,000	2,020,000	1	2,084,000	2,150,000	2,219,000	2,290,000	2,363,000	2,438,000	2,515,000	2,595,000	2,677,000
(1,196,000)	**16,042,000**	**(13,514,000)**	**9,471,000**	**Cash Reserves - Increase / (Decrease)**	**(11,773,000)**	**(19,222,000)**	**63**	**3,960,000**	**(2,285,000)**	**(4,120,000)**	**4,193,000**	**1,896,000**	**5,994,000**	**5,039,000**	**3,291,000**	**3,145,000**
				Movement in Reserves - Increase / (Decrease)												
3,389,000	13,235,000	(18,487,000)	6,384,000	Reserves - Internal - Increase / (Decrease)	(5,561,000)	(6,941,000)	25	4,316,000	(2,785,000)	(6,204,000)	1,873,000	203,000	1,575,000	3,481,000	25,000	1,134,000
(1,511,000)	3,974,000	3,187,000	3,908,000	Reserves - External - Increase / (Decrease)	(5,230,000)	(11,542,000)	121	(82,000)	493,000	1,490,000	1,454,000	416,000	2,748,000	(613,000)	590,000	(1,262,000)
(3,074,000)	(1,167,000)	1,786,000	(821,000)	Working Capital - Increase / (Decrease)	(982,000)	(739,000)	(25)	(274,000)	7,000	594,000	866,000	1,277,000	1,671,000	2,171,000	2,676,000	3,273,000
(1,196,000)	**16,042,000**	**(13,514,000)**	**9,471,000**	**Total Movement in Reserves**	**(11,773,000)**	**(19,222,000)**	**63**	**3,960,000**	**(2,285,000)**	**(4,120,000)**	**4,193,000**	**1,896,000**	**5,994,000**	**5,039,000**	**3,291,000**	**3,145,000**
				Reserves - Balances as at 30 June												
40,149,000	53,384,000	34,897,000	41,281,000	Internal Reserves	35,720,000	28,779,000	(19)	33,095,000	30,310,000	24,106,000	25,979,000	26,182,000	27,757,000	31,238,000	31,263,000	32,397,000
18,573,000	22,547,000	25,734,000	29,642,000	External Reserves	24,412,000	12,870,000	(47)	12,788,000	13,281,000	14,771,000	16,225,000	16,641,000	19,389,000	18,776,000	19,366,000	18,104,000
2,922,000	1,755,000	3,541,000	2,720,000	Working Capital	1,738,000	999,000	(43)	725,000	732,000	1,326,000	2,192,000	3,469,000	5,140,000	7,311,000	9,987,000	13,260,000
61,644,000	**77,686,000**	**64,172,000**	**73,643,000**	**Total**	**61,870,000**	**42,648,000**	**(31)**	**46,608,000**	**44,323,000**	**40,203,000**	**44,396,000**	**46,292,000**	**52,286,000**	**57,325,000**	**60,616,000**	**63,761,000**

Water Operations – Cash Forecast and Long Term Financial Plan

The following page provides the cash forecast for Council's Water Operations.

Explanations for each item are:

Operating Revenues Represents total operating revenues for the Water Fund, as per Part B of this document.

Operating Expenses Represents total operating expenses, excluding deprecation for the Water Fund, as per Part B of this document.

Operating Results This records the operating result for the Fund, both before and after non-cash items such as depreciation.

Capital Grants and Contributions As the operating result does not include income items that are of a capital nature, they must be included to determine the overall cash result.

- *Capital Grants and Contributions:* This item represents the capital grants and capital contributions received or estimated.
- *Section 64 Contributions Collected:* Total Section 64 contributions collected for the year.

Non-operating Funds Employed This item includes income items that do not form part of the operating result.

- *Loan Funds Used:* Represents loans applied during the year.

Funds deployed for Non-operating Purposes This item represents expenditure of a capital nature.

- *Capital Expenditure:* Represents capital works, as per Part C of this document.
- *Repayment of Principal on Loans:* Represents total loan principal repayments for the Water Fund.
- *Section 64 Funds (Unexpended) / Reserves Expended:* This item identifies whether there are funds drawn from Section 64 contributions held, inclusive of interest earned, or whether the expenditure from Section 64 contributions for the year is less than the amount collected.
- *Dividend:* Represents a compulsory dividend paid to the General Fund.

Cash Surplus / (Deficit) This section provides the estimated movement in cash for the financial year.

Reserve Movements This section shows how the cash surplus or deficit is funded:
Restricted Reserves: This represents the net movement in internal reserves held by the Water Fund. All reserves held by the Water Fund are externally restricted by legislation, in that they must be expended on Water Fund activities. Even though they are restricted, Council maintains internal reserves to finance future capital works, along with the externally restricted Section 64 contributions.

Reserve Balances This section shows the estimated closing balances for the equity items relating to cash. This includes reserves and section 64 contributions.

4.11 General Fund - Long Term Financial Plan

WATER OPERATIONS - LONG TERM FINANCIAL PLAN (2021/22 to 2035/36)																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING RESULTS												
13,208,000	15,030,000	15,493,000	16,311,200	Operating Revenues	17,814,000	18,807,000	6	19,853,000	20,796,000	21,899,000	23,164,000	24,467,000	25,235,000	26,044,000	26,916,000	27,838,000
11,933,000	12,434,000	13,589,000	14,000,500	Less Operating Expenses	14,891,000	16,320,000	10	17,182,000	18,149,000	19,223,000	20,310,000	21,439,000	21,903,000	22,405,000	22,916,000	23,441,000
1,275,000	**2,596,000**	**1,904,000**	**2,310,700**	**Operating Result before Non-cash**	**2,923,000**	**2,487,000**	(15)	**2,671,000**	**2,647,000**	**2,676,000**	**2,854,000**	**3,028,000**	**3,332,000**	**3,639,000**	**4,000,000**	**4,397,000**
1,763,000	1,784,000	1,858,000	1,774,200	Less Depreciation Expense	1,800,000	1,857,000	3	1,915,000	1,975,000	2,037,000	2,101,000	2,167,000	2,235,000	2,305,000	2,378,000	2,453,000
(1,000)	(51,000)	(55,000)	0	Less Eliminations for Internal Charges	0	0	0	0	0	0	0	0	0	0	0	0
850,000	38,000	87,000	787,900	Less Loss on Disposal of Infrastructure	450,000	450,000	0	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
(1,337,000)	**825,000**	**14,000**	**(251,400)**	**Net Operating Result Before Capital**	**673,000**	**180,000**	(73)	**306,000**	**222,000**	**189,000**	**303,000**	**411,000**	**647,000**	**884,000**	**1,172,000**	**1,494,000**
				Add Capital Grants and Contributions												
24,000	16,000	16,000	4,789,600	Capital Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
855,000	730,000	503,000	309,500	Section 64 Contributions Collected	350,000	375,000	7	395,000	415,000	435,000	455,000	475,000	495,000	515,000	535,000	555,000
				Subtract Funds Deployed for Non-operating Purposes												
(1,733,000)	(3,574,000)	(3,777,000)	(6,274,000)	Capital Expenditure	(2,839,000)	(2,884,000)	2	(6,227,000)	(5,953,000)	(3,624,000)	(4,985,000)	(5,096,000)	(5,167,000)	(4,088,000)	(4,219,000)	(4,350,000)
0	0	0	0	Repayment of Principal on Loans	0	0	0	0	0	0	0	0	0	0	0	0
				Net Movement in Other Working Capital Items												
(186,000)	(487,000)	(1,354,000)	(260,234)	Increase/(Decrease) - Working Capital	0	0	0	0	0	0	0	0	0	0	0	0
1,000	51,000	55,000	0	Reverse Eliminations for Internal Charges	0	0	0	0	0	0	0	0	0	0	0	0
				Add Back Non-Cash Expenses												
1,763,000	1,784,000	1,858,000	1,774,200	Depreciation	1,800,000	1,857,000	3	1,915,000	1,975,000	2,037,000	2,101,000	2,167,000	2,235,000	2,305,000	2,378,000	2,453,000
850,000	38,000	87,000	787,900	Loss on Disposal of Infrastructure Assets	450,000	450,000	0	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
237,000	**(617,000)**	**(2,598,000)**	**875,566**	**Cash Reserves - Increase / (Decrease)**	**434,000**	**(22,000)**	(105)	**(3,161,000)**	**(2,891,000)**	**(513,000)**	**(1,676,000)**	**(1,593,000)**	**(1,340,000)**	**66,000**	**316,000**	**602,000**
				Movement in Reserves - Increase / (Decrease)												
(629,000)	(604,000)	(2,725,000)	1,216,000	Reserves and Working Capital	(426,000)	(731,000)	72	(293,000)	(931,000)	(146,000)	(145,000)	45,000	(790,000)	656,000	948,000	1,278,000
865,000	(116,000)	17,000	(341,000)	Developer Contributions - Section 64	860,000	709,000	(18)	(2,868,000)	(1,960,000)	(367,000)	(1,531,000)	(1,638,000)	(550,000)	(590,000)	(632,000)	654,000
236,000	**(720,000)**	**(2,708,000)**	**875,000**	**Total Movement in Reserves**	**434,000**	**(22,000)**	(105)	**(3,161,000)**	**(2,891,000)**	**(513,000)**	**(1,676,000)**	**(1,593,000)**	**(1,340,000)**	**66,000**	**316,000**	**1,932,000**
				Reserves - Balances as at 30 June												
9,483,000	8,879,000	6,154,000	7,370,000	Reserves and Working Capital	6,944,000	6,213,000	(11)	5,920,000	4,989,000	4,843,000	4,698,000	4,743,000	3,953,000	4,609,000	5,557,000	6,835,000
11,645,000	11,529,000	11,546,000	11,205,000	Developer Contributions - Section 64	12,065,000	12,774,000	6	9,906,000	7,946,000	7,579,000	6,048,000	4,410,000	3,860,000	3,270,000	2,638,000	3,292,000
21,128,000	**20,408,000**	**17,700,000**	**18,575,000**	**Total Reserves**	**19,009,000**	**18,987,000**	(0)	**15,826,000**	**12,935,000**	**12,422,000**	**10,746,000**	**9,153,000**	**7,813,000**	**7,879,000**	**8,195,000**	**10,127,000**

Wastewater Operations – Cash Forecast and Long Term Financial Plan

The following page provides the cash forecast for Council's Wastewater Operations.

Explanations for each item are:

Operating Revenues Represents total operating revenues for the Wastewater Fund, as per Part B of this document.

Operating Expenses Represents total operating expenses, excluding depreciation, for the Wastewater Fund, as per Part B of this document.

Operating Results This records the operating result for the fund, both before and after non-cash items such as depreciation.

Capital Grants and Contributions As the operating result does not include income items that are of a capital nature, they must be included to determine the overall cash result.

- *Capital Grants and Contributions:* This item represents the capital grants and capital contributions received or estimated.
- *Section 64 Contributions Collected:* Total Section 64 contributions collected for the year.

Non-operating Funds Employed This item includes income items that do not normally form part of the operating result.

- *Loan Funds Used:* Represents loans applied during the year.

Funds deployed for Non-operating Purposes This item represents expenditure of a capital nature.

- *Capital Expenditure:* Represents capital works as per Part C of this document.
- *Repayment of Principal on Loans:* Represents total loan principal repayments for the Wastewater Fund.
- *Section 64 Funds (Unexpended) / Reserves Expended:* This item identifies whether there are funds drawn from Section 64 contributions held, inclusive of interest earned, or whether the expenditure from Section 64 contributions for the year is less than the amount collected. A positive figure represents a drawdown from reserves and a negative figure represents a net transfer to reserves.
- *Dividend:* Represents a compulsory dividend paid to the General Fund.

Cash Surplus / (Deficit) This section provides what the estimated movement in cash is expected to be for the financial year.

Reserve Movements This section shows how the cash surplus or deficit is funded.

- *Restricted Reserves:* This represents the net movement in reserves held by the Wastewater Fund. All reserves held by the Wastewater Fund are externally restricted by legislation in that they must be expended on Wastewater Fund activities. However, even though they are restricted, Council maintains internal reserves to finance future capital works, along with the externally restricted Section 64 contributions.

Reserve Balances This section shows the estimated closing balances for the equity items relating to cash. This includes reserves and section 64 contributions.

4.11 General Fund - Long Term Financial Plan

WASTEWATER OPERATIONS - LONG TERM FINANCIAL PLAN (2021/22 to 2035/36)																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27		2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING RESULTS												
21,795,000	22,965,000	24,694,000	25,053,100	Operating Revenues	27,920,000	26,079,000	(7)	26,446,000	26,927,000	27,447,000	28,264,000	28,436,000	28,573,000	28,718,000	28,944,000	29,208,000
13,163,000	13,694,000	12,833,000	14,364,700	Less Operating Expenses	14,831,000	14,951,000	1	15,055,000	15,035,000	15,269,000	15,523,000	15,705,000	15,835,000	16,127,000	16,594,000	17,075,000
8,632,000	**9,271,000**	**11,861,000**	**10,688,400**	**Operating Result before Non-cash**	**13,089,000**	**11,128,000**	**(15)**	**11,391,000**	**11,892,000**	**12,178,000**	**12,741,000**	**12,731,000**	**12,738,000**	**12,591,000**	**12,350,000**	**12,133,000**
4,584,000	4,358,000	4,623,000	4,741,000	Less Depreciation Expense	4,700,000	4,848,000	3	5,001,000	5,159,000	5,322,000	5,490,000	5,663,000	5,841,000	6,025,000	6,215,000	6,411,000
515,000	(48,000)	(53,000)	0	Less Eliminations for Internal Charges	0	0	0	0	0	0	0	0	0	0	0	0
366,000	31,000	835,000	282,800	Less Loss on Disposal of Infrastructure	600,000	600,000	0	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
3,167,000	**4,930,000**	**6,456,000**	**5,664,600**	**Net Operating Result Before Capital**	**7,789,000**	**5,680,000**	**(27)**	**5,790,000**	**6,133,000**	**6,256,000**	**6,651,000**	**6,468,000**	**6,297,000**	**5,966,000**	**5,535,000**	**5,122,000**
				Add Capital Grants and Contributions												
0	0	0	2,083,000	Capital Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
2,082,000	1,492,000	937,000	1,193,000	Section 64 Contributions Collected	1,000,000	1,125,000	13	1,175,000	1,225,000	1,275,000	1,325,000	1,375,000	1,425,000	1,475,000	1,525,000	1,575,000
				Subtract Funds Deployed for Non-operating Purposes												
(1,937,000)	(6,549,000)	(5,303,000)	(12,553,000)	Capital Expenditure	(10,706,000)	(14,477,000)	35	(10,890,000)	(10,260,000)	(6,680,000)	(5,450,000)	(6,600,000)	(6,430,000)	(7,610,000)	(5,890,000)	(8,670,000)
(2,920,000)	(3,115,000)	(3,939,000)	(3,966,000)	Repayment of Principal on Loans	(3,998,000)	(4,028,000)	1	(4,058,000)	(4,092,000)	(4,126,000)	(4,161,000)	(4,199,000)	(4,237,000)	0	0	0
				Net Movement in Other Working Capital Items												
(177,000)	(962,000)	(1,075,000)	(2,587,000)	Increase/(Decrease) - Working Capital	0	0	0	0	0	0	0	0	0	0	0	0
(515,000)	48,000	53,000	0	Reverse Eliminations for Internal Charges	0	0	0	0	0	0	0	0	0	0	0	0
				Add Back Non-Cash Expenses												
4,584,000	4,358,000	4,623,000	4,741,000	Depreciation	4,700,000	4,848,000	3	5,001,000	5,159,000	5,322,000	5,490,000	5,663,000	5,841,000	6,025,000	6,215,000	6,411,000
366,000	31,000	835,000	282,800	Loss on Disposal of Infrastructure Assets	600,000	600,000	0	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
4,650,000	**233,000**	**2,587,000**	**(5,141,600)**	**Cash Reserves - Increase / (Decrease)**	**(615,000)**	**(6,252,000)**	**917**	**(2,382,000)**	**(1,235,000)**	**2,647,000**	**4,455,000**	**3,307,000**	**3,496,000**	**6,456,000**	**7,985,000**	**5,038,000**
				Movement in Reserves - Increase / (Decrease)												
2,649,000	(1,634,000)	3,500,000	(2,303,600)	Reserves and Working Capital	89,000	(3,091,000)	(3,573)	59,000	1,599,000	2,866,000	4,811,000	3,203,000	2,071,000	4,989,000	7,333,000	3,377,000
2,001,000	1,867,000	(913,000)	(2,838,000)	Developer Contributions - Section 64	(704,000)	(3,161,000)	349	(2,441,000)	(2,834,000)	(219,000)	(356,000)	104,000	1,425,000	1,467,000	652,000	1,661,000
4,650,000	**233,000**	**2,587,000**	**(5,141,600)**	**Total Movement in Reserves**	**(615,000)**	**(6,252,000)**	**917**	**(2,382,000)**	**(1,235,000)**	**2,647,000**	**4,455,000**	**3,307,000**	**3,496,000**	**6,456,000**	**7,985,000**	**5,038,000**
				Reserves - Balances as at 30 June												
13,121,000	11,487,000	14,987,000	12,683,000	Reserves and Working Capital	12,772,000	9,681,000	(24)	9,740,000	11,339,000	14,205,000	19,016,000	22,219,000	24,290,000	29,279,000	36,612,000	39,989,000
11,383,000	13,250,000	12,337,000	9,499,000	Developer Contributions - Section 64	8,795,000	5,634,000	(36)	3,193,000	359,000	140,000	(216,000)	(112,000)	1,313,000	2,780,000	3,432,000	5,093,000
24,504,000	**24,737,000**	**27,324,000**	**22,182,000**	**Total**	**21,567,000**	**15,315,000**	**(29)**	**12,933,000**	**11,698,000**	**14,345,000**	**18,800,000**	**22,107,000**	**25,603,000**	**32,059,000**	**40,044,000**	**45,082,000**

Part B
Operating Budgets

Introduction

This section of the document provides an analysis of the activities that Council undertakes on a regular basis. Each program is presented with two distinct sets of information, based on the left and right hand pages of the document. Explanations for each page are as follows:

SUMMARY PAGE provides narrative information relating to each program, i.e.

Manager and Budget Comments Person responsible for ensuring that the estimates are met and comments in respect to the estimates as per the right hand page.

FINANCIAL PAGE provides numerical information for each program:

Previous Year Actuals These columns represent the actual results for previous years. There can be changes in reporting formats over time, however the information is provided as a guide to what has occurred in the past.

Budget Items This is a description of the main budget items for the program.

Estimated 2025/26 and 2026/27 This is the estimate for the financial years.

Percentage This column provides figures expressed as a percentage, as to what the 2026/27 estimate varies to the 2025/26 estimate.

2027/28 to 2035/26 Forward estimates have been provided as a guide to show the overall financial trend for the ten-year forecast.

The bottom two lines, before the “Capital Movements” section, show:

Operating Result - Surplus / (Deficit) This line shows the operating result with depreciation included.

Cash Result - Surplus / (Deficit) Provides the cash result for the year, excluding depreciation.

CAPITAL MOVEMENTS

This section provides an overview of the capital movements for each program. The components of this section are:

Less Principal Repayments Represents any loan principal repayments relevant to the program.

Transfer to Reserves and Transfer from Reserves These two lines represent a summary of the various reserve movements for the program. Full details of reserve movements are contained in Part E.

Capital Income and Capital Expenditure These lines highlight capital income and expenditure for the program. Details of capital movements are included in Parts C and D.

Cash Result after Capital Movements This final line shows the bottom line cash result for the program. If the program is showing a deficit, this figure represents the amount that is being funded from general purpose revenues (i.e. rate income and the financial assistance grant) and other surplus revenue generating programs. If the program is showing a surplus these funds are being applied to assist in delivering other Council services.

Cost Recovery This line provides a guide as to how much of the service cost is offset by the income collected each year.

Planning and Environmental Health Division - Summary

Director – Planning and Environmental Health Division

Background

This section of the document provides details of the programs that form part of the Planning and Environmental Health Division. There are six distinct programs being Development Services, Health and Environment, Public Order, Strategic Planning, Northern Rivers Community Gallery and Open Spaces.

Development Services
Costs associated with the assessment and management of development applications and provision of building services.

Health and Environment
Costs associated with the provision of services such as environmental health, food premise inspections and licenses required under the Local Government Act, and compliance programs.

Public Order
Costs associated with ranger and parking services.

Strategic Planning
This program includes all revenues and expenses related to strategic planning projects such as planning proposals (land rezonings), local environmental plans, development control plans and cultural and heritage studies.

Northern Rivers Community Gallery
This program includes all revenues and expenses related to the management and operation of the Northern Rivers Community Gallery.

Open Spaces
Costs associated with the maintenance of all Council parks, reserves, public amenities, cemeteries, beaches and sports fields. This program includes costs to manage and maintain public amenities and several open spaces buildings and structures situated on reserves and sports fields.

4.11 General Fund - Long Term Financial Plan

PLANNING AND ENVIRONMENTAL HEALTH DIVISION - SUMMARY																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES												
2,743,500	2,531,100	2,050,300	1,976,000	Development Services	2,463,000	2,660,000	8	2,800,000	2,895,000	3,108,000	3,210,000	3,318,000	3,427,000	3,539,000	3,655,000	3,772,000
449,200	694,000	531,500	650,900	Health and Environment	886,000	472,000	(47)	491,000	511,000	531,000	552,000	573,000	595,000	617,000	639,000	662,000
279,000	439,400	478,400	450,900	Public Order (Rangers and Parking)	492,000	517,000	5	533,000	550,000	567,000	584,000	602,000	620,000	640,000	660,000	680,000
179,400	580,000	1,229,900	1,486,900	Strategic Planning	964,000	712,000	(26)	458,000	495,000	539,000	585,000	654,000	668,000	771,000	755,000	804,000
84,000	98,700	109,700	92,700	Northern Rivers Community Gallery	110,000	114,000	4	121,000	128,000	135,000	142,000	149,000	156,000	163,000	170,000	177,000
1,069,600	1,596,600	1,570,300	1,616,600	Open Spaces	1,436,000	1,439,000	0	1,492,000	1,227,000	1,263,000	1,300,000	1,339,000	1,378,000	1,418,000	1,459,000	1,501,000
4,804,700	**5,939,800**	**5,970,100**	**6,274,000**	**Total Operating Revenues**	**6,351,000**	**5,914,000**	**(7)**	**5,895,000**	**5,806,000**	**6,143,000**	**6,373,000**	**6,635,000**	**6,844,000**	**7,148,000**	**7,338,000**	**7,596,000**
				OPERATING EXPENSES												
3,582,300	3,692,800	3,991,100	4,348,900	Development Services	2,853,000	3,183,000	12	3,288,000	3,404,000	3,505,000	3,610,000	3,718,000	3,828,000	3,941,000	4,057,000	4,176,000
2,243,400	2,186,200	2,286,200	2,903,500	Health and Environment	3,341,000	2,979,000	(11)	3,135,000	3,232,000	3,317,000	3,414,000	3,516,000	3,623,000	3,732,000	3,845,000	3,963,000
771,900	799,300	914,400	990,100	Public Order (Rangers and Parking)	966,000	1,073,000	11	1,119,000	1,166,000	1,211,000	1,257,000	1,304,000	1,352,000	1,401,000	1,451,000	1,503,000
711,400	693,000	380,300	932,300	Strategic Planning	1,224,000	904,000	(26)	990,000	1,022,000	1,047,000	1,078,000	1,109,000	1,142,000	1,175,000	1,209,000	1,243,000
407,200	414,300	466,700	510,900	Northern Rivers Community Gallery	565,000	555,000	(2)	577,000	599,000	620,000	641,000	662,000	684,000	706,000	729,000	755,000
7,794,900	9,927,900	10,214,700	11,290,400	Open Spaces	10,875,000	11,513,000	6	11,771,000	12,152,000	12,445,000	12,841,000	13,248,000	13,667,000	14,095,000	14,537,000	14,992,000
15,511,100	**17,713,500**	**18,253,400**	**20,976,100**	**Total Operating Expenses**	**19,824,000**	**20,207,000**	**2**	**20,880,000**	**21,575,000**	**22,145,000**	**22,841,000**	**23,557,000**	**24,296,000**	**25,050,000**	**25,828,000**	**26,632,000**
				NET OPERATING RESULT												
(838,800)	(1,161,700)	(1,940,800)	(2,372,900)	Development Services	(390,000)	(523,000)	34	(488,000)	(509,000)	(397,000)	(400,000)	(400,000)	(401,000)	(402,000)	(402,000)	(404,000)
(1,794,200)	(1,492,200)	(1,754,700)	(2,252,600)	Health and Environment	(2,455,000)	(2,507,000)	2	(2,644,000)	(2,721,000)	(2,786,000)	(2,862,000)	(2,943,000)	(3,028,000)	(3,115,000)	(3,206,000)	(3,301,000)
(492,900)	(359,900)	(436,000)	(539,200)	Public Order (Rangers and Parking)	(474,000)	(556,000)	17	(586,000)	(616,000)	(644,000)	(673,000)	(702,000)	(732,000)	(761,000)	(791,000)	(823,000)
(532,000)	(113,000)	849,600	554,600	Strategic Planning	(260,000)	(192,000)	(26)	(532,000)	(527,000)	(508,000)	(493,000)	(455,000)	(474,000)	(404,000)	(454,000)	(439,000)
(323,200)	(315,600)	(357,000)	(418,200)	Northern Rivers Community Gallery	(455,000)	(441,000)	(3)	(456,000)	(471,000)	(485,000)	(499,000)	(513,000)	(528,000)	(543,000)	(559,000)	(578,000)
(6,725,300)	(8,331,300)	(8,644,400)	(9,673,800)	Open Spaces	(9,439,000)	(10,074,000)	7	(10,279,000)	(10,925,000)	(11,182,000)	(11,541,000)	(11,909,000)	(12,289,000)	(12,677,000)	(13,078,000)	(13,491,000)
(10,706,400)	**(11,773,700)**	**(12,283,300)**	**(14,702,100)**	***Total Operating Result - Surplus / (Deficit)***	**(13,473,000)**	**(14,293,000)**	**6**	**(14,985,000)**	**(15,769,000)**	**(16,002,000)**	**(16,468,000)**	**(16,922,000)**	**(17,452,000)**	**(17,902,000)**	**(18,490,000)**	**(19,036,000)**
53,000	262,400	544,100	205,600	Add Back Loss on Disposal of Assets	200,000	220,000	10	227,000	234,000	242,000	250,000	258,000	266,000	274,000	283,000	292,000
1,757,100	2,332,700	2,323,900	2,752,400	Add Back Depreciation and Impairment	2,371,000	2,770,000	17	2,860,000	2,953,000	3,049,000	3,148,000	3,250,000	3,354,000	3,461,000	3,572,000	3,687,000
(8,896,300)	**(9,178,600)**	**(9,415,300)**	**(11,744,100)**	***Cash Operating Result - Surplus / (Deficit)***	**(10,902,000)**	**(11,303,000)**	**4**	**(11,898,000)**	**(12,582,000)**	**(12,711,000)**	**(13,070,000)**	**(13,414,000)**	**(13,832,000)**	**(14,167,000)**	**(14,635,000)**	**(15,057,000)**
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
10,029,400	8,737,500	7,526,400	5,358,000	Less Transfer to Reserves	4,644,000	4,332,000		4,180,000	4,423,000	4,471,000	4,622,000	4,797,000	4,917,000	5,126,000	5,215,000	5,370,000
6,475,500	2,685,900	2,800,000	2,278,000	Add Transfer from Reserves	5,026,000	667,000		618,000	81,000	1,082,000	83,000	1,284,000	85,000	1,486,000	87,000	1,688,000
7,598,200	9,223,500	8,958,200	7,584,600	Add Capital Income Applied	6,446,000	4,468,000		4,223,000	3,800,000	3,800,000	3,900,000	4,000,000	4,100,000	4,200,000	4,300,000	4,400,000
4,182,600	4,460,800	7,227,500	6,249,200	Less Capital Expenditure	8,051,000	2,720,000		2,608,000	1,660,000	2,881,000	1,942,000	3,205,000	2,070,000	3,537,000	2,206,000	3,878,000
(9,034,600)	**(10,467,500)**	**(12,411,000)**	**(13,488,700)**	***Cash Result after Capital Movements***	**(12,125,000)**	**(13,220,000)**	**9**	**(13,845,000)**	**(14,784,000)**	**(15,181,000)**	**(15,651,000)**	**(16,132,000)**	**(16,634,000)**	**(17,144,000)**	**(17,669,000)**	**(18,217,000)**

Development Services

Manager - Development Services

Background

Revenues and expenses associated with the management of development applications, planning controls and the provision of building inspection services.

Budget Comments

OPERATING REVENUES

Regulatory Fees and Fines
Includes administration and advertising charges, development application fees, subdivision fees, planning certificates, construction certificates, inspection fees, compliance and occupation certificates.

OPERATING EXPENSES

Employee Costs
Based on staffing structure totaling 33.3 FTE (equivalent full time positions). Other costs include motor vehicles.

Office Expenses
Major costs include advertising for development applications and sundry office expenses.

Legal Costs
Provision for legal action undertaken in respect to development applications and approvals.

4.11 General Fund - Long Term Financial Plan

DEVELOPMENT SERVICES																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES												
				Fes and Charges												
700,100	1,071,000	664,300	687,400	DAs - Fees and Charges	825,000	960,000	16	1,040,000	1,072,000	1,220,000	1,257,000	1,296,000	1,336,000	1,377,000	1,419,000	1,462,000
212,800	0	0	0	DAs - Compliance Levy	0	0	0	0	0	0	0	0	0	0	0	0
3,000	4,000	5,000	4,800	Application Fee VMP	6,000	6,000	0	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000	15,000
10,200	2,900	1,100	2,600	Change of Use Applications	5,000	5,000	0	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000
50,000	147,900	82,000	93,800	Subdivision Fees	130,000	130,000	0	134,000	139,000	144,000	149,000	155,000	161,000	167,000	173,000	179,000
146,400	156,800	151,600	151,000	Section 10.7 Certificates	180,000	190,000	6	196,000	202,000	209,000	216,000	223,000	230,000	237,000	245,000	253,000
94,000	84,800	103,600	87,000	Enquiries and Other Income	105,000	120,000	14	124,000	128,000	132,000	136,000	141,000	146,000	151,000	156,000	161,000
17,800	22,200	17,300	12,700	Essential Fire Services	22,000	22,000	0	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000
24,600	34,400	27,100	21,000	Swimming Pools - Certificates of Compliance	30,000	34,000	13	36,000	38,000	40,000	42,000	44,000	46,000	48,000	50,000	52,000
188,600	138,600	159,400	104,100	Construction Certificates	150,000	180,000	20	186,000	192,000	198,000	204,000	211,000	218,000	225,000	232,000	239,000
507,500	521,600	482,400	375,800	Plumbing - Certificates and Inspections	605,000	635,000	5	655,000	676,000	698,000	720,000	743,000	766,000	790,000	815,000	840,000
19,100	49,300	92,400	72,900	Building - Certificates and Inspections	65,000	85,000	31	88,000	91,000	94,000	97,000	100,000	103,000	107,000	111,000	115,000
29,200	35,000	39,100	35,100	Private Certifiers - Lodgement Fees	40,000	40,000	0	42,000	44,000	46,000	48,000	50,000	52,000	54,000	56,000	58,000
48,100	62,000	58,800	58,900	OSSM - Approvals to Operate (New)	70,000	72,000	3	75,000	78,000	81,000	84,000	87,000	90,000	93,000	96,000	99,000
(9,200)	2,300	9,600	500	Plan First Levy	60,000	1,000	(98)	2,000	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000
149,800	126,100	132,100	134,600	Drainage Plans	155,000	165,000	6	170,000	176,000	182,000	188,000	194,000	200,000	206,000	213,000	220,000
6,800	7,600	7,100	8,500	Complying Development Certificates	5,000	5,000	0	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000
				Grants and Contributions												
0	25,000	0	0	Various	0	0	0	0	0	0	0	0	0	0	0	0
				Other Revenues												
544,700	39,600	17,400	125,300	Legal Costs Recovered and Fines	10,000	10,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
2,743,500	**2,531,100**	**2,050,300**	**1,976,000**	**Total Operating Revenues**	**2,463,000**	**2,660,000**	**8**	**2,800,000**	**2,895,000**	**3,108,000**	**3,210,000**	**3,318,000**	**3,427,000**	**3,539,000**	**3,655,000**	**3,772,000**
				OPERATING EXPENSES												
3,085,700	2,968,300	3,004,800	3,329,400	Employee Costs	3,167,000	3,477,000	10	3,599,000	3,726,000	3,839,000	3,956,000	4,077,000	4,201,000	4,329,000	4,460,000	4,595,000
14,700	12,400	20,600	25,500	Office Expenses and Advertising	20,000	20,000	0	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
55,900	229,600	443,000	320,900	Consultants - Contract Planners	220,000	50,000	(77)	50,000	52,000	54,000	56,000	58,000	60,000	62,000	64,000	66,000
426,000	284,500	518,500	660,300	Legal Expenses	350,000	360,000	3	365,000	375,000	385,000	395,000	405,000	415,000	425,000	435,000	445,000
0	198,000	0	0	Flood Response - Additional Resources	0	0	0	0	0	0	0	0	0	0	0	0
0	0	4,200	12,800	Strong Start Cadetship Program	8,000	0	(100)	0	0	0	0	0	0	0	0	0
				Recouped from Business Activities												
0	0	0	0	Direct Costs Redistributed to Businesses	(912,000)	(724,000)	(21)	(746,000)	(769,000)	(793,000)	(817,000)	(842,000)	(868,000)	(895,000)	(922,000)	(950,000)
3,582,300	**3,692,800**	**3,991,100**	**4,348,900**	**Total Operating Expenses**	**2,853,000**	**3,183,000**	**12**	**3,288,000**	**3,404,000**	**3,505,000**	**3,610,000**	**3,718,000**	**3,828,000**	**3,941,000**	**4,057,000**	**4,176,000**
(838,800)	**(1,161,700)**	**(1,940,800)**	**(2,372,900)**	***Operating Result - Surplus / (Deficit)***	**(390,000)**	**(523,000)**	**34**	**(488,000)**	**(509,000)**	**(397,000)**	**(400,000)**	**(400,000)**	**(401,000)**	**(402,000)**	**(402,000)**	**(404,000)**
0	0	0	0	*Add Back Depreciation*	0	0	0	0	0	0	0	0	0	0	0	0
(838,800)	**(1,161,700)**	**(1,940,800)**	**(2,372,900)**	***Cash Result - Surplus / (Deficit)***	**(390,000)**	**(523,000)**	**34**	**(488,000)**	**(509,000)**	**(397,000)**	**(400,000)**	**(400,000)**	**(401,000)**	**(402,000)**	**(402,000)**	**(404,000)**
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
0	25,000	0	0	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
50,000	167,000	184,000	523,000	Add Transfer from Reserves	8,000	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
(788,800)	**(1,019,700)**	**(1,756,800)**	**(1,849,900)**	***Cash Result after Capital Movements***	**(382,000)**	**(523,000)**	**37**	**(488,000)**	**(509,000)**	**(397,000)**	**(400,000)**	**(400,000)**	**(401,000)**	**(402,000)**	**(402,000)**	**(404,000)**
77%	**69%**	**51%**	**45%**	***Cost Recovery % - Cash Operating Result***	**86%**	**84%**		**85%**	**85%**	**89%**	**89%**	**89%**	**90%**	**90%**	**90%**	**90%**

Health and Environment

Manager - Health and Environment

Background

Represents revenues and expenses associated with health and environment control activities such as health inspections, food premise inspections, market fees and inspections and environmental monitoring.

Budget Comments

OPERATING REVENUES

Regulatory Fees and Fines
Includes fees for regulation of commercial premises and on site sewerage management.

OPERATING EXPENSES

Employee Costs
Based on staffing structure of 21.3 FTE (equivalent full time positions). Other costs included are training and expenses relating to motor vehicles.

Office Expenses
Advertising, legal and other sundry office expenses.

Projects and Kits
Environmental health projects, sediment control kits and technical equipment maintenance.

Water Monitoring
Allowance for regular testing of water for items such as public swimming pools and Lake Ainsworth.

Shaws Bay Coastal Management Plan and Lake Ainsworth Coastal Management Plan
Funding to implement actions in each of these plans and to review the plans.

Healthy Waterways
Funding from previous years special rate variations to implement actions for healthy waterways programs.

4.11 General Fund - Long Term Financial Plan

HEALTH AND ENVIRONMENT																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES												
				Fes and Charges												
117,900	198,700	183,500	217,800	Registrations and Inspections	214,000	232,000	8	243,000	254,000	265,000	277,000	289,000	301,000	313,000	325,000	338,000
192,000	189,700	216,900	217,900	OSSM - Fees and Charges	237,000	240,000	1	248,000	257,000	266,000	275,000	284,000	294,000	304,000	314,000	324,000
				Grants and Contributions												
33,300	49,800	0	71,500	Grants - Coastline Coastal Plan	0	0	0	0	0	0	0	0	0	0	0	0
106,000	255,800	131,100	143,700	Grants - Coastal Plans and Other	435,000	0	(100)	0	0	0	0	0	0	0	0	0
449,200	**694,000**	**531,500**	**650,900**	**Total Operating Revenues**	**886,000**	**472,000**	**(47)**	**491,000**	**511,000**	**531,000**	**552,000**	**573,000**	**595,000**	**617,000**	**639,000**	**662,000**
				OPERATING EXPENSES												
				Environmental Health												
1,439,600	1,560,700	1,774,100	1,928,300	Employee Costs	2,230,000	2,429,000	9	2,514,000	2,603,000	2,681,000	2,762,000	2,845,000	2,932,000	3,021,000	3,113,000	3,207,000
49,700	21,100	2,600	45,700	Office Expenses, Advertising, Consultants	30,000	35,000	17	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
500	4,100	2,100	6,500	Projects and Kits	4,000	14,000	250	14,000	15,000	16,000	17,000	18,000	19,000	20,000	21,000	22,000
				Management Plans and Projects												
102,900	307,000	128,300	126,700	Healthy Waterways Program	310,000	407,000	31	463,000	470,000	476,000	491,000	506,000	522,000	538,000	555,000	572,000
19,800	31,700	17,000	14,600	Water Monitoring	18,000	18,000	0	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
62,800	90,900	88,100	488,400	Lake Ainsworth Coastal Plan	30,000	25,000	(17)	30,000	30,000	30,000	30,000	31,000	32,000	33,000	34,000	36,000
91,400	21,800	53,700	9,100	Shaws Bay Coastal Plan	30,000	25,000	(17)	30,000	30,000	30,000	30,000	31,000	32,000	33,000	34,000	36,000
50,000	0	14,400	92,900	Coastline Coastal Plan	30,000	25,000	(17)	30,000	30,000	30,000	30,000	31,000	32,000	33,000	34,000	36,000
75,600	3,500	0	0	North Creek Coastal Plan	0	0	0	0	0	0	0	0	0	0	0	0
87,400	24,700	39,100	15,900	Emigrant Creek Stabilisation	4,000	0	(100)	0	0	0	0	0	0	0	0	0
18,600	3,900	0	0	Marom and Chilcotts Creek	0	0	0	0	0	0	0	0	0	0	0	0
143,800	14,300	31,300	0	Contaminated Lands Management	0	0	0	0	0	0	0	0	0	0	0	0
0	0	40,300	0	Seven Mile Sand Levee Project	0	0	0	0	0	0	0	0	0	0	0	0
0	0	90,000	104,800	Maguires Creek Rehabilitation	287,000	0	(100)	0	0	0	0	0	0	0	0	0
36,200	100,800	0	0	MEMS Riparian Rehabilitation	0	0	0	0	0	0	0	0	0	0	0	0
0	0	4,200	22,300	Rutherford Street Parking Design	0	0	0	0	0	0	0	0	0	0	0	0
			0	Litter Prevention	80,000	0	(100)	0	0	0	0	0	0	0	0	0
			13,500	Northern Rivers Watershed Initiative	287,000	0	(100)	0	0	0	0	0	0	0	0	0
64,100	0	0	22,000	Flood Impacts	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	9,400	Capital Expenses Reclassified	0	0	0	0	0	0	0	0	0	0	0	0
				Noxious Plants / Vermin												
1,000	1,700	1,000	3,400	Destruction of Pests	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
2,243,400	**2,186,200**	**2,286,200**	**2,903,500**	**Total Operating Expenses**	**3,341,000**	**2,979,000**	**(11)**	**3,135,000**	**3,232,000**	**3,317,000**	**3,414,000**	**3,516,000**	**3,623,000**	**3,732,000**	**3,845,000**	**3,963,000**
(1,794,200)	**(1,492,200)**	**(1,754,700)**	**(2,252,600)**	***Operating Result - Surplus / (Deficit)***	**(2,455,000)**	**(2,507,000)**	**2**	**(2,644,000)**	**(2,721,000)**	**(2,786,000)**	**(2,862,000)**	**(2,943,000)**	**(3,028,000)**	**(3,115,000)**	**(3,206,000)**	**(3,301,000)**
0	0	0	0	*Add Back Depreciation*	0	0	0	0	0	0	0	0	0	0	0	0
(1,794,200)	**(1,492,200)**	**(1,754,700)**	**(2,252,600)**	***Cash Result - Surplus / (Deficit)***	**(2,455,000)**	**(2,507,000)**	**2**	**(2,644,000)**	**(2,721,000)**	**(2,786,000)**	**(2,862,000)**	**(2,943,000)**	**(3,028,000)**	**(3,115,000)**	**(3,206,000)**	**(3,301,000)**
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
357,000	197,000	262,000	0	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
611,000	34,200	276,500	704,000	Add Transfer from Reserves	266,000	0		0	0	0	0	0	0	0	0	0
29,000	39,300	481,000	561,500	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
163,200	60,600	483,400	1,174,200	Less Capital Expenditure	88,000	0		0	0	0	0	0	0	0	0	0
(1,674,400)	**(1,676,300)**	**(1,742,600)**	**(2,161,300)**	***Cash Result after Capital Movements***	**(2,277,000)**	**(2,507,000)**	**10**	**(2,644,000)**	**(2,721,000)**	**(2,786,000)**	**(2,862,000)**	**(2,943,000)**	**(3,028,000)**	**(3,115,000)**	**(3,206,000)**	**(3,301,000)**
20%	**32%**	**23%**	**22%**	***Cost Recovery % - Cash Operating Result***	**27%**	**16%**		**16%**	**16%**	**16%**	**16%**	**16%**	**16%**	**17%**	**17%**	**17%**

Public Order

Manager - Health and Environment

Background

This program includes income and expenses in respect to enforcement activities undertaken by Council's rangers.

Budget Comments

OPERATING REVENUES

Regulatory Fees and Fines
Fees and Charges - Includes revenue from activities such as dog registrations and impounding fees. Fines and Other Revenues - Includes revenue from activities such as fines for parking and dog control.

OPERATING EXPENSES

Rangers
Based on staffing structure of 6 FTE (equivalent full time positions).

Impounding Expenses
Includes pound expenses such as cleaning, electricity, food etc.

4.11 General Fund - Long Term Financial Plan

PUBLIC ORDER																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES												
				Fees and Charges												
54,100	49,100	78,200	15,500	Companion Animal Registration Fees	40,000	45,000	13	47,000	49,000	51,000	53,000	55,000	57,000	59,000	61,000	63,000
3,800	6,600	11,700	11,700	Dog Impounding Fees	8,000	10,000	25	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000
1,000	3,700	4,200	2,300	Animal Surrender Fee and Other Fees	2,000	3,000	50	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
				Other Revenues												
186,800	249,400	288,500	348,800	Parking Fines	365,000	365,000	0	376,000	388,000	400,000	412,000	425,000	438,000	452,000	466,000	480,000
28,200	78,100	55,200	40,200	Dog Fines	52,000	55,000	6	57,000	59,000	61,000	63,000	65,000	67,000	70,000	73,000	76,000
5,100	52,500	40,600	32,400	Other Fines and Other Revenues	25,000	39,000	56	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000
279,000	**439,400**	**478,400**	**450,900**	**Total Operating Revenues**	**492,000**	**517,000**	**5**	**533,000**	**550,000**	**567,000**	**584,000**	**602,000**	**620,000**	**640,000**	**660,000**	**680,000**
				OPERATING EXPENSES												
				Rangers												
624,700	646,100	720,700	682,500	Employee Costs - Rangers and Parking	712,000	763,000	7	791,000	819,000	845,000	871,000	898,000	926,000	954,000	983,000	1,013,000
				Animal Control												
41,000	39,500	8,200	12,400	Legals	12,000	14,000	17	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
1,900	2,300	2,100	2,400	Insurance	3,000	3,000	0	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000	12,000
500	500	500	400	Bank Fees	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
4,100	6,200	5,100	12,800	Electricity	7,000	13,000	86	14,000	15,000	16,000	17,000	18,000	19,000	20,000	21,000	22,000
3,000	300	400	1,000	Telephone	1,000	1,000	0	2,000	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000
29,300	30,500	36,400	58,600	Pound Cleaning and Maintenance	45,000	55,000	22	57,000	59,000	61,000	63,000	65,000	67,000	70,000	73,000	76,000
2,900	3,000	3,400	3,000	Pound Rates and Charges	5,000	5,000	0	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000
0	0	0	15,300	Sundry Expenses	3,000	6,000	100	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
2,500	5,800	32,300	14,900	Companion Animal Education Programs	5,000	5,000	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
28,900	17,000	31,500	73,400	Software and Licences	42,000	62,000	48	64,000	66,000	68,000	71,000	74,000	77,000	80,000	83,000	86,000
1,000	0	1,400	1,700	Animal Food	2,000	2,000	0	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000
1,000	0	6,700	11,400	Animal Care / Veterinary / Rehoming	24,000	24,000	0	25,000	26,000	27,000	28,000	29,000	30,000	31,000	32,000	33,000
20,000	35,500	48,800	27,000	Sundry (Poo Bags etc)	27,000	26,000	(4)	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000	36,000
0	0	0	0	Dog Park Maintenance	0	5,000	100	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000
0	0	0	0	Waste Removal	0	3,000	100	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000	12,000
				Enforcement												
0	0	0	62,900	Parking Fine Expenses	60,000	65,000	8	67,000	70,000	73,000	76,000	79,000	82,000	85,000	88,000	91,000
2,000	6,400	10,100	3,300	Vehicle Impounding	10,000	10,000	0	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000
0	0	0	0	Regulatory Signage and Stencils	0	2,000	100	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000
				Non-cash Expenses												
9,100	6,200	6,800	7,100	Depreciation - Pound	7,000	8,000	14	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000
771,900	**799,300**	**914,400**	**990,100**	**Total Operating Expenses**	**966,000**	**1,073,000**	**11**	**1,119,000**	**1,166,000**	**1,211,000**	**1,257,000**	**1,304,000**	**1,352,000**	**1,401,000**	**1,451,000**	**1,503,000**
(492,900)	**(359,900)**	**(436,000)**	**(539,200)**	***Operating Result - Surplus / (Deficit)***	**(474,000)**	**(556,000)**	**17**	**(586,000)**	**(616,000)**	**(644,000)**	**(673,000)**	**(702,000)**	**(732,000)**	**(761,000)**	**(791,000)**	**(823,000)**
9,100	6,200	6,800	7,100	*Add Back Depreciation*	7,000	8,000	14	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000
(483,800)	**(353,700)**	**(429,200)**	**(532,100)**	***Cash Result - Surplus / (Deficit)***	**(467,000)**	**(548,000)**	**17**	**(577,000)**	**(606,000)**	**(633,000)**	**(661,000)**	**(689,000)**	**(718,000)**	**(746,000)**	**(775,000)**	**(806,000)**
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
2,000	0	0	20,000	Add Transfer from Reserves	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
0	15,300	360,200	55,000	Less Capital Expenditure	6,000	0		0	0	0	0	0	0	0	0	0
(481,800)	**(369,000)**	**(789,400)**	**(567,100)**	***Cash Result after Capital Movements***	**(473,000)**	**(548,000)**	**16**	**(577,000)**	**(606,000)**	**(633,000)**	**(661,000)**	**(689,000)**	**(718,000)**	**(746,000)**	**(775,000)**	**(806,000)**
37%	**55%**	**53%**	**46%**	***Cost Recovery % - Cash Operating Result***	**51%**	**49%**		**48%**	**48%**	**47%**	**47%**	**47%**	**46%**	**46%**	**46%**	**46%**

Strategic Planning

Manager - Strategic Planning

Background

Revenues and expenses related to the provision of strategic planning projects including heritage studies and economic development programs.

Budget Comments

OPERATING REVENUES

Fees and Charges
Income for strategic planning publications and services and planning proposals.

Grants and Contributions
Relate to any specific operating grants that Council may be successful in receiving.

Interest on Section 7.11 Contributions
This program oversees Council's Section 7.11 Plans and the interest generated on the contributions held is transferred back to the Section 7.11 Plans.

OPERATING EXPENSES

Employee Costs
Based on staffing structure of 11.8 FTE (equivalent full time positions) and motor vehicles expenses.

Office Expenses
Includes allowances for advertising, printing and stationery.

Planning Proposals
Expenditure based on a fee for service (offset by income).

Biodiversity Strategy and Koala Management Programs
Allowances for consultancies and projects for these programs.

Other Professional Services, Studies, Plans
This figure represents discretionary funds that are available for planning studies as well as various grant funded programs when applicable.

CAPITAL MOVEMENTS

Transfer to and from Reserves - Represents Section 7.11 contributions collected plus interest earned on Section 7.11 contributions held, along with transfers from reserves for projects that have not been completed in the previous year and the funding is carried forward to the current year.

Capital Income - Represents Section 7.11 contributions collected as per Part D of this document.

4.11 General Fund - Long Term Financial Plan

STRATEGIC PLANNING																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES												
				Fees and Charges												
38,000	47,400	23,700	71,700	Planning Proposals and Other Fees	55,000	55,000	0	60,000	62,000	64,000	66,000	68,000	70,000	72,000	74,000	76,000
				Operating Grants and Contributions												
0	0	143,600	0	Koala Habitat Restoration and Protection	5,000	0	(100)	0	0	0	0	0	0	0	0	0
0	0	0	20,000	Biodiversity Strategy	0	0	0	0	0	0	0	0	0	0	0	0
0	15,500	0	0	Cultural Ways	0	0	0	0	0	0	0	0	0	0	0	0
0	0	45,400	11,400	Wonderful Wardell (TfNSW Open Streets)	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	210,000	Resilient Lands Strategy - NSW RA	0	0	0	0	0	0	0	0	0	0	0	0
54,400	4,100	48,200	3,800	Other Operating Grants and Contributions	29,000	4,000	(86)	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
				Interest Earned												
87,000	513,000	969,000	1,170,000	Interest on Section 7.11 Contributions Held	875,000	653,000	(25)	394,000	429,000	471,000	515,000	582,000	594,000	695,000	677,000	724,000
179,400	**580,000**	**1,229,900**	**1,486,900**	**Total Operating Revenues**	**964,000**	**712,000**	**(26)**	**458,000**	**495,000**	**539,000**	**585,000**	**654,000**	**668,000**	**771,000**	**755,000**	**804,000**
				OPERATING EXPENSES												
				Strategic Planning												
961,900	1,035,800	1,022,800	1,175,200	Employee Costs	1,252,000	1,453,000	16	1,504,000	1,557,000	1,604,000	1,653,000	1,703,000	1,755,000	1,808,000	1,863,000	1,919,000
10,800	7,600	3,400	12,200	Office Expenses	10,000	10,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
6,900	112,300	95,100	68,000	Planning Proposals	45,000	55,000	22	60,000	62,000	64,000	66,000	68,000	70,000	72,000	74,000	76,000
79,600	32,800	42,900	52,500	Section 7.11 Contribution Plan Reviews	150,000	30,000	(80)	30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000
30,500	13,900	0	0	Plans of Management	5,000	0	(100)	0	0	0	0	0	0	0	0	0
4,900	7,600	10,000	10,200	Cultural and Heritage Programs	15,000	15,000	0	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
61,300	49,000	0	0	Cultural Ways Project	0	0	0	0	0	0	0	0	0	0	0	0
175,200	107,300	81,000	164,500	Biodiversity Strategy and Koala Programs	235,000	146,000	(38)	202,000	204,000	206,000	212,000	218,000	225,000	232,000	239,000	246,000
67,300	45,000	44,800	257,400	Other Professional Services, Studies, Plans	217,000	20,000	(91)	20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000
				Community Services												
300	2,300	2,200	4,200	Life Education Van	5,000	3,000	(40)	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
6,300	6,700	5,000	4,500	Youth and Children	12,000	12,000	0	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
0	4,700	3,800	3,900	Community Service Programs	5,000	5,000	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
400	0	4,100	4,100	Seniors Programs	5,000	5,000	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
				Recouped from Business Activities												
(694,000)	(732,000)	(934,800)	(824,400)	Direct Costs Redistributed to Businesses	(732,000)	(850,000)	16	(876,000)	(903,000)	(931,000)	(959,000)	(988,000)	(1,018,000)	(1,049,000)	(1,081,000)	(1,114,000)
711,400	**693,000**	**380,300**	**932,300**	**Total Operating Expenses**	**1,224,000**	**904,000**	**(26)**	**990,000**	**1,022,000**	**1,047,000**	**1,078,000**	**1,109,000**	**1,142,000**	**1,175,000**	**1,209,000**	**1,243,000**
(532,000)	**(113,000)**	**849,600**	**554,600**	***Operating Result - Surplus / (Deficit)***	**(260,000)**	**(192,000)**	**(26)**	**(532,000)**	**(527,000)**	**(508,000)**	**(493,000)**	**(455,000)**	**(474,000)**	**(404,000)**	**(454,000)**	**(439,000)**
0	0	0	0	*Add Back Depreciation*	0	0	0	0	0	0	0	0	0	0	0	0
(532,000)	**(113,000)**	**849,600**	**554,600**	***Cash Result - Surplus / (Deficit)***	**(260,000)**	**(192,000)**	**(26)**	**(532,000)**	**(527,000)**	**(508,000)**	**(493,000)**	**(455,000)**	**(474,000)**	**(404,000)**	**(454,000)**	**(439,000)**
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
7,665,500	6,304,000	4,660,500	5,040,000	Less Transfer to Reserves	4,455,000	4,193,000		4,036,000	4,273,000	4,317,000	4,463,000	4,632,000	4,746,000	4,949,000	5,033,000	5,182,000
626,100	456,000	341,100	321,000	Add Transfer from Reserves	467,000	30,000		30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000
7,186,500	5,563,000	3,421,800	3,645,000	Add Capital Income Applied	3,500,000	3,500,000		3,600,000	3,800,000	3,800,000	3,900,000	4,000,000	4,100,000	4,200,000	4,300,000	4,400,000
0	0	66,400	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
(384,900)	**(398,000)**	**(114,400)**	**(519,400)**	***Cash Result after Capital Movements***	**(748,000)**	**(855,000)**	**14**	**(938,000)**	**(969,000)**	**(993,000)**	**(1,023,000)**	**(1,053,000)**	**(1,085,000)**	**(1,117,000)**	**(1,150,000)**	**(1,183,000)**
25%	**84%**	**323%**	**159%**	***Cost Recovery % - Cash Operating Result***	**79%**	**79%**		**46%**	**48%**	**51%**	**54%**	**59%**	**58%**	**66%**	**62%**	**65%**

Northern Rivers Community Gallery

Manager - Strategic Planning

Background

Revenues and expenses associated with the management and operations of Northern Rivers Community Gallery.

Budget Comments

OPERATING REVENUES

Fees and Charges
Income from bookings and exhibitions and workshop fees.

Other Revenues
Income from Community Gallery Cafe lease, Ignite Studio bookings, donations, fundraising events and Gallery stock sales.

OPERATING EXPENSES

Employee Costs
Based on staffing structure of 3.2 FTE (equivalent full time positions).

Administration Expenses
Includes costs for cleaning and air conditioning.

Other Expenses
Includes office expenses, Crown Land lease and expenses related to exhibitions and Gallery projects.

4.11 General Fund - Long Term Financial Plan

NORTHERN RIVERS COMMUNITY GALLERY																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES												
				Fees and Charges			0									
7,800	6,400	3,300	100	Bookings and Exhibitions	2,000	2,000	0	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
8,200	12,500	10,400	14,100	Gallery Stock Sales	10,000	12,000	20	13,000	14,000	15,000	16,000	17,000	18,000	19,000	20,000	21,000
7,200	10,000	9,700	6,800	Gallery Commission on Sales	8,000	8,000	0	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000
16,600	26,500	37,700	23,200	Ignite Studios	38,000	38,000	0	40,000	42,000	44,000	46,000	48,000	50,000	52,000	54,000	56,000
				Operating Grants and Contributions												
0	0	0	0	Miscellaneous Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
				Other Revenues												
1,600	800	1,200	700	Donations	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
35,400	35,800	40,400	40,900	Community Gallery - Café Lease	43,000	45,000	5	47,000	49,000	51,000	53,000	55,000	57,000	59,000	61,000	63,000
7,200	6,700	7,000	6,900	Ballina Gallery Café Outgoings	8,000	8,000	0	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000
84,000	**98,700**	**109,700**	**92,700**	**Total Operating Revenues**	**110,000**	**114,000**	**4**	**121,000**	**128,000**	**135,000**	**142,000**	**149,000**	**156,000**	**163,000**	**170,000**	**177,000**
				OPERATING EXPENSES												
197,900	190,100	218,500	295,500	Employee Costs	325,000	348,000	7	361,000	374,000	386,000	398,000	410,000	423,000	436,000	450,000	464,000
27,500	35,200	16,300	15,800	Cleaning and Air-conditioning	6,000	8,000	33	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000
17,200	19,400	600	41,000	NSW State Government - Crown Rental	20,000	20,000	0	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
28,500	33,600	43,400	38,700	Rates and Charges, Electricity, Security	43,000	43,000	0	45,000	47,000	49,000	51,000	53,000	55,000	57,000	59,000	61,000
13,400	14,200	19,300	15,700	Ignite - Public Programs	25,000	26,000	4	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000	36,000
14,900	16,100	19,600	18,300	Exhibitions	25,000	26,000	4	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000	36,000
15,900	28,100	78,900	0	Projects - Grants Programs	0	0	0	0	0	0	0	0	0	0	0	0
28,700	32,700	24,000	38,700	Other Operating Expenses	74,000	36,000	(51)	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000	45,000
				Non-cash Expenses												
63,200	44,900	46,100	47,200	Depreciation - Community Gallery	47,000	48,000	2	50,000	52,000	54,000	56,000	58,000	60,000	62,000	64,000	67,000
407,200	**414,300**	**466,700**	**510,900**	**Total Operating Expenses**	**565,000**	**555,000**	**(2)**	**577,000**	**599,000**	**620,000**	**641,000**	**662,000**	**684,000**	**706,000**	**729,000**	**755,000**
(323,200)	**(315,600)**	**(357,000)**	**(418,200)**	***Operating Result - Surplus / (Deficit)***	**(455,000)**	**(441,000)**	**(3)**	**(456,000)**	**(471,000)**	**(485,000)**	**(499,000)**	**(513,000)**	**(528,000)**	**(543,000)**	**(559,000)**	**(578,000)**
63,200	44,900	46,100	47,200	*Add Back Depreciation*	47,000	48,000	2	50,000	52,000	54,000	56,000	58,000	60,000	62,000	64,000	67,000
(260,000)	**(270,700)**	**(310,900)**	**(371,000)**	***Cash Result - Surplus / (Deficit)***	**(408,000)**	**(393,000)**	**(4)**	**(406,000)**	**(419,000)**	**(431,000)**	**(443,000)**	**(455,000)**	**(468,000)**	**(481,000)**	**(495,000)**	**(511,000)**
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
18,100	11,000	30,000	13,000	Less Transfer to Reserves	14,000	15,000		16,000	17,000	18,000	19,000	20,000	21,000	21,000	21,000	21,000
39,000	8,100	0	36,000	Add Transfer from Reserves	40,000	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
11,000	6,200	0	17,600	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
(250,100)	**(279,800)**	**(340,900)**	**(365,600)**	***Cash Result after Capital Movements***	**(382,000)**	**(408,000)**	**7**	**(422,000)**	**(436,000)**	**(449,000)**	**(462,000)**	**(475,000)**	**(489,000)**	**(502,000)**	**(516,000)**	**(532,000)**
24%	**27%**	**26%**	**20%**	***Cost Recovery % - Cash Operating Result***	**21%**	**22%**		**23%**	**23%**	**24%**	**24%**	**25%**	**25%**	**25%**	**26%**	**26%**

Open Spaces

Manager - Open Spaces

Background

This program details costs related to the management of all Council parks, reserves, sporting grounds, beaches, cemeteries and the maintenance of public amenities and buildings and structures situated on public reserves and sporting grounds.

Budget Comments

OPERATING REVENUES

Fees and Charges includes income from occasional hire of open space areas, beach permits for four wheel drive vehicles and sales from the Council nursery, the majority of which are internal sales to Council.

Operating Grants and Contributions funding for the two disabled crews employed by Council (referred to as the Regional Works Crew and Nursery Crew).

Contributions Council receives an on-going contribution from the State Government for maintenance of the crown reserves on which the crown caravan reserve parks reside. A small amount of funding is also provided for capital works.

Cemetery Charges fees and charges from Council owned or controlled cemeteries (East Ballina, Alstonville, Wardell, Rous and Tintenbar).

OPERATING EXPENSES

Management includes salaries and oncosts based on staffing structure of 8.6 FTE (equivalent full time positions) and motor vehicle expenses.

Open Spaces and Reserves includes the various operating budgets for this program. Items in the program include all staff costs, plant hire, materials, plus contracts such as surf lifesaving.

Vegetation Management includes wages, oncosts, plant hire and materials related to the provision of vegetation management services largely provided on crown reserves. The majority of the weed control item represents Council's contribution to the Rous County Council.

Other Services includes wages, plant hire and materials for the maintenance and operation of sporting fields and buildings, Public Amenities costs such as insurance, rates, cleaning, maintenance, electricity, consumables and expenses as a result of vandalism.

Cemeteries includes wages, plant hire and materials for the maintenance of the Council owned cemeteries.

CAPITAL MOVEMENTS

Transfer to Reserves typically represents the surplus generated on the Council cemeteries.

Transfer from Reserves typically this relates to a dividend from the cemeteries to help balance the Council budget or alternatively funds to finance cemetery capital works. Any cemetery capital works are listed in Part C. Refer to Part E of this document for further information on other transfers from reserve.

Capital Income any capital income typically relates to section 7.11 funds to finance capital works on parks and sporting fields, plus any forecast capital grants.

Capital Expenditure refer to Part C of this document for further information.

4.11 General Fund - Long Term Financial Plan

OPEN SPACES																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2034/35
				OPERATING REVENUES												
				Fees and Charges												
18,100	14,000	16,900	20,700	Statutory Minimum Rent (Crown Land)	34,000	36,000	6	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000	45,000
7,000	8,100	8,400	8,000	Ballina Hockey Club Rent	8,000	8,000	0	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
43,000	224,100	213,600	204,300	Sports Fields Rent - Wollongbar Pod Village	64,000	4,000	(94)	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
9,100	3,500	8,500	8,900	Public Land Licences and Sundries	11,000	11,000	0	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
62,900	73,500	85,300	79,700	Commercial Coastal Reserve Surf Licences	80,000	82,000	3	84,000	87,000	90,000	93,000	96,000	99,000	102,000	105,000	108,000
24,900	23,200	54,500	34,200	Nursery Sales	31,000	33,000	6	34,000	35,000	36,000	37,000	38,000	39,000	40,000	41,000	42,000
114,600	182,200	168,300	272,700	4WD Permits	255,000	280,000	10	300,000	0	0	0	0	0	0	0	0
12,800	17,500	15,500	25,200	Event and Film Permits	18,000	34,000	89	35,000	36,000	37,000	38,000	39,000	40,000	41,000	42,000	43,000
				Grants and Contributions												
136,200	180,900	147,400	160,900	NDIS Income	160,000	165,000	3	170,000	175,000	180,000	185,000	191,000	197,000	203,000	209,000	215,000
61,200	80,800	86,400	0	Other Grants	0	0	0	0	0	0	0	0	0	0	0	0
168,700	176,300	189,300	196,500	Crown Lands - Crown Reserve Contributions	200,000	206,000	3	212,000	218,000	225,000	232,000	239,000	246,000	253,000	261,000	269,000
61,000	34,300	52,400	24,300	Vegetation Management Programs	0	0	0	0	0	0	0	0	0	0	0	0
				Cemeteries												
350,100	578,200	523,800	581,200	Fees and Charges	575,000	580,000	1	597,000	615,000	633,000	652,000	672,000	692,000	713,000	734,000	756,000
1,069,600	**1,596,600**	**1,570,300**	**1,616,600**	**Total Operating Revenues**	**1,436,000**	**1,439,000**	**0**	**1,492,000**	**1,227,000**	**1,263,000**	**1,300,000**	**1,339,000**	**1,378,000**	**1,418,000**	**1,459,000**	**1,501,000**
				OPERATING EXPENSES												
				Open Spaces												
847,000	1,007,200	1,030,300	992,900	Management Employee Costs	1,038,000	1,068,000	3	1,105,000	1,144,000	1,178,000	1,213,000	1,249,000	1,286,000	1,324,000	1,364,000	1,405,000
2,038,100	2,359,100	2,660,900	3,088,300	Open Spaces - Operating Expenses	3,327,000	3,475,000	4	3,487,000	3,590,000	3,603,000	3,711,000	3,822,000	3,936,000	4,054,000	4,175,000	4,300,000
113,800	0	0	177,900	Flood Event	0	0	0	0	0	0	0	0	0	0	0	0
160,300	119,600	159,900	139,200	Tree Management and Planting	172,000	175,000	2	179,000	185,000	191,000	197,000	203,000	209,000	215,000	221,000	227,000
289,700	316,200	355,600	347,400	Nursery - Operating Expenses	362,000	375,000	4	386,000	397,000	408,000	420,000	432,000	445,000	458,000	472,000	486,000
15,300	14,800	27,100	19,700	Amphitheatre and Skateparks	22,000	22,000	0	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
410,400	475,400	508,300	561,200	Surf Lifesaving and Beach Cleaning	532,000	547,000	3	563,000	580,000	597,000	615,000	633,000	652,000	671,000	691,000	711,000
				Vegetation Management												
38,800	116,600	154,500	157,300	Coastal and Bushland Reserves	139,000	139,000	0	143,000	147,000	151,000	155,000	159,000	163,000	167,000	171,000	175,000
117,800	119,300	123,000	128,700	Weed Control - Cont to Rous Council	130,000	134,000	3	138,000	142,000	146,000	150,000	155,000	160,000	165,000	170,000	175,000
14,300	2,800	0	0	Crown Land Weeds Control	5,000	5,000	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
33,800	46,000	69,700	45,200	Environmental Activities	35,000	35,000	0	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
54,800	26,500	31,900	32,900	Rural Fire Service Trails	45,000	45,000	0	46,000	47,000	48,000	49,000	50,000	52,000	54,000	56,000	58,000
0	27,100	45,800	62,000	Coastal Path Precinct Maintenance	40,000	45,000	13	46,000	47,000	48,000	49,000	50,000	52,000	54,000	56,000	58,000
28,700	17,500	0	0	Miscellaneous Projects	0	0	0	0	0	0	0	0	0	0	0	0
79,300	103,700	116,600	37,000	Compensatory Works	196,000	20,000	(90)	0	0	0	0	0	0	0	0	0
43,600	596,900	12,600	0	Grant Based Projects	0	0	0	0	0	0	0	0	0	0	0	0
				Other Services												
205,400	271,900	259,100	316,200	Open Spaces - Infrastructure Mtce, Rates etc	264,000	277,000	5	287,000	297,000	308,000	320,000	332,000	344,000	357,000	370,000	384,000
554,100	597,800	563,900	691,800	Sports Fields - Operating Expenses	652,000	699,000	7	731,000	764,000	797,000	830,000	865,000	901,000	937,000	973,000	1,009,000
91,700	124,900	104,100	137,100	Sports Fields - Insurance, Rates etc	128,000	133,000	4	138,000	144,000	150,000	156,000	162,000	168,000	174,000	180,000	187,000
15,000	21,800	20,800	61,400	Sports Fields - Buildings Maintenance	35,000	40,000	14	42,000	44,000	46,000	48,000	50,000	52,000	54,000	56,000	58,000
296,700	360,800	400,000	492,700	Cemeteries - Operating Expenses	438,000	464,000	6	477,000	490,000	505,000	520,000	535,000	550,000	565,000	581,000	597,000
608,500	658,000	755,500	897,800	Public Amenities, BBQs, Picnic Tables	798,000	881,000	10	913,000	947,000	981,000	1,016,000	1,052,000	1,089,000	1,126,000	1,164,000	1,205,000
				Non-Cash Expenses												
1,684,800	2,281,600	2,271,000	2,698,100	Depreciation	2,317,000	2,714,000	17	2,801,000	2,891,000	2,984,000	3,080,000	3,179,000	3,280,000	3,384,000	3,492,000	3,603,000
53,000	262,400	544,100	205,600	Loss on Disposal of Infrastructure Assets	200,000	220,000	10	227,000	234,000	242,000	250,000	258,000	266,000	274,000	283,000	292,000
7,794,900	**9,927,900**	**10,214,700**	**11,290,400**	**Total Operating Expenses**	**10,875,000**	**11,513,000**	**6**	**11,771,000**	**12,152,000**	**12,445,000**	**12,841,000**	**13,248,000**	**13,667,000**	**14,095,000**	**14,537,000**	**14,992,000**
(6,725,300)	**(8,331,300)**	**(8,644,400)**	**(9,673,800)**	**Operating Result - Surplus / (Deficit)**	**(9,439,000)**	**(10,074,000)**	**7**	**(10,279,000)**	**(10,925,000)**	**(11,182,000)**	**(11,541,000)**	**(11,909,000)**	**(12,289,000)**	**(12,677,000)**	**(13,078,000)**	**(13,491,000)**
1,684,800	2,281,600	2,271,000	2,698,100	*Add Back Depreciation*	2,317,000	2,714,000	17	2,801,000	2,891,000	2,984,000	3,080,000	3,179,000	3,280,000	3,384,000	3,492,000	3,603,000
53,000	262,400	544,100	205,600	*Add Back Loss on Infrastructure Assets*	200,000	220,000	10	227,000	234,000	242,000	250,000	258,000	266,000	274,000	283,000	292,000
(4,987,500)	**(5,787,300)**	**(5,829,300)**	**(6,770,100)**	***Cash Result - Surplus / (Deficit)***	**(6,922,000)**	**(7,140,000)**	**3**	**(7,251,000)**	**(7,800,000)**	**(7,956,000)**	**(8,211,000)**	**(8,472,000)**	**(8,743,000)**	**(9,019,000)**	**(9,303,000)**	**(9,596,000)**
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
1,988,800	2,200,500	2,573,900	305,000	Less Transfer to Reserves	175,000	124,000		128,000	133,000	136,000	140,000	145,000	150,000	156,000	161,000	167,000
5,147,400	2,020,600	1,998,400	674,000	Add Transfer from Reserves	4,245,000	637,000		588,000	50,000	1,050,000	50,000	1,250,000	50,000	1,450,000	50,000	1,650,000
382,700	3,621,200	5,055,400	3,378,100	Add Capital Income Applied	2,946,000	968,000		623,000	0	0	0	0	0	0	0	0
4,008,400	4,378,700	6,317,500	5,002,400	Less Capital Expenditure	7,957,000	2,720,000		2,608,000	1,660,000	2,881,000	1,942,000	3,205,000	2,070,000	3,537,000	2,206,000	3,878,000
(5,454,600)	**(6,724,700)**	**(7,666,900)**	**(8,025,400)**	***Cash Result after Capital Movements***	**(7,863,000)**	**(8,379,000)**	**7**	**(8,776,000)**	**(9,543,000)**	**(9,923,000)**	**(10,243,000)**	**(10,572,000)**	**(10,913,000)**	**(11,262,000)**	**(11,620,000)**	**(11,991,000)**
18%	**22%**	**21%**	**19%**	***Cost Recovery % - Cash Operating Result***	**17%**	**17%**		**17%**	**14%**	**14%**	**14%**	**14%**	**14%**	**14%**	**14%**	**14%**

Civil Services Division – Summary (General Fund)

Director – Civil Services

Budget Comments

The next section of the document provides details of the programs under the control of the Division Director – Civil Services that relate to the General Fund activities of Council. The following page provides a summary of each of those programs. The programs include:

Infrastructure Planning
Includes costs related to the supervision and administration of the programs provided by Civil Services.

Stormwater and Environmental Management
Relates to services such as flood plain management and pollution control activities such as stormwater drainage.

Roads and Bridges
Provision of urban and rural road services and the maintenance and improvement of bridges.

Ancillary Transport Services
Includes ancillary transport services such as street lighting, footpaths, kerb and gutter and parking.

Transport for NSW
All revenues and expenses related to works funded through the Transport for NSW for controlled by Transport for NSW roads.

Emergency Services
Costs associated with the provision of rural fire services.

Landfill and Resource Management
This represents the operation of the Ballina landfill site, along with other waste initiatives.

Domestic Waste Management
Provision of domestic waste collection services to residential properties.

4.11 General Fund - Long Term Financial Plan

CIVIL SERVICES DIVISION - SUMMARY (GENERAL FUND)																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES												
269,900	212,900	87,600	337,000	Infrastructure Planning	318,000	327,000	3	341,000	355,000	369,000	383,000	399,000	415,000	431,000	447,000	464,000
764,500	651,300	498,800	922,000	Stormwater and Environmental	525,000	441,000	(16)	445,000	449,000	453,000	457,000	461,000	465,000	469,000	473,000	477,000
2,050,100	2,673,400	2,906,400	4,309,200	Roads and Bridges	1,589,000	1,830,000	15	1,902,000	1,892,000	1,936,000	1,980,000	2,026,000	2,072,000	2,121,000	2,170,000	2,221,000
633,100	775,500	827,700	822,200	Ancillary Transport Services	891,000	813,000	(9)	734,000	756,000	778,000	800,000	823,000	846,000	871,000	897,000	924,000
981,000	1,062,000	1,083,000	1,104,000	Transport for NSW	1,117,000	1,148,000	3	1,180,000	1,214,000	1,248,000	1,283,000	1,319,000	1,356,000	1,394,000	1,433,000	1,474,000
254,100	257,700	404,400	125,000	Emergency Services	125,000	126,000	1	130,000	134,000	138,000	142,000	146,000	150,000	154,000	159,000	164,000
11,601,600	11,245,000	11,991,000	13,295,200	Landfill and Resource Management	12,821,000	14,493,000	13	15,380,000	16,079,000	16,715,000	17,250,000	17,822,000	18,419,000	19,036,000	19,669,000	20,306,000
8,695,300	8,992,300	9,674,100	8,737,500	Domestic Waste Management	9,061,000	9,587,000	6	10,164,000	10,768,000	11,167,000	11,559,000	11,968,000	12,391,000	12,827,000	13,282,000	13,753,000
25,249,600	**25,870,100**	**27,473,000**	**29,652,100**	**Total Operating Revenues**	**26,447,000**	**28,765,000**	**9**	**30,276,000**	**31,647,000**	**32,804,000**	**33,854,000**	**34,964,000**	**36,114,000**	**37,303,000**	**38,530,000**	**39,783,000**
				OPERATING EXPENSES												
1,110,900	901,600	1,088,000	1,907,000	Infrastructure Planning	2,281,000	2,380,000	4	2,468,000	2,561,000	2,772,000	2,716,000	2,797,000	2,880,000	2,967,000	3,196,000	3,147,000
2,721,600	3,016,400	2,960,800	4,044,400	Stormwater and Environmental	3,526,000	3,521,000	(0)	3,694,000	3,797,000	4,002,000	4,132,000	4,265,000	4,402,000	4,542,000	4,689,000	4,840,000
20,075,100	17,294,500	21,386,600	14,518,300	Roads and Bridges	15,457,000	15,600,000	1	17,114,000	17,627,000	18,098,000	18,585,000	19,086,000	19,601,000	20,131,000	20,677,000	21,237,000
2,947,300	3,739,900	3,191,200	3,453,300	Ancillary Transport Services	3,655,000	3,826,000	5	3,695,000	3,711,000	4,075,000	3,916,000	4,365,000	4,150,000	4,413,000	4,588,000	4,528,000
596,900	868,100	746,100	861,200	Transport for NSW	821,000	846,000	3	875,000	905,000	935,000	966,000	997,000	1,030,000	1,064,000	1,099,000	1,134,000
664,300	858,400	1,040,500	1,153,200	Emergency Services	896,000	860,000	(4)	887,000	915,000	943,000	971,000	999,000	1,027,000	1,056,000	1,086,000	1,118,000
11,713,100	12,894,000	13,635,600	13,805,300	Landfill and Resource Management	14,504,000	15,674,000	8	15,539,000	16,110,000	16,573,000	17,052,000	17,544,000	18,048,000	18,569,000	19,103,000	19,654,000
8,723,500	9,009,500	8,840,000	9,174,100	Domestic Waste Management	9,617,000	10,199,000	6	10,493,000	10,757,000	11,201,000	11,498,000	11,887,000	12,390,000	12,708,000	13,141,000	13,688,000
48,552,700	**48,582,400**	**52,888,800**	**48,916,800**	**Total Operating Expenses**	**50,757,000**	**52,906,000**	**4**	**54,765,000**	**56,383,000**	**58,599,000**	**59,836,000**	**61,940,000**	**63,528,000**	**65,450,000**	**67,579,000**	**69,346,000**
				NET OPERATING RESULT												
(841,000)	(688,700)	(1,000,400)	(1,570,000)	Infrastructure Planning	(1,963,000)	(2,053,000)	5	(2,127,000)	(2,206,000)	(2,403,000)	(2,333,000)	(2,398,000)	(2,465,000)	(2,536,000)	(2,749,000)	(2,683,000)
(1,957,100)	(2,365,100)	(2,462,000)	(3,122,400)	Stormwater and Environmental	(3,001,000)	(3,080,000)	3	(3,249,000)	(3,348,000)	(3,549,000)	(3,675,000)	(3,804,000)	(3,937,000)	(4,073,000)	(4,216,000)	(4,363,000)
(18,025,000)	(14,621,100)	(18,480,200)	(10,209,100)	Roads and Bridges	(13,868,000)	(13,770,000)	(1)	(15,212,000)	(15,735,000)	(16,162,000)	(16,605,000)	(17,060,000)	(17,529,000)	(18,010,000)	(18,507,000)	(19,016,000)
(2,314,200)	(2,964,400)	(2,363,500)	(2,631,100)	Ancillary Transport Services	(2,764,000)	(3,013,000)	9	(2,961,000)	(2,955,000)	(3,297,000)	(3,116,000)	(3,542,000)	(3,304,000)	(3,542,000)	(3,691,000)	(3,604,000)
384,100	193,900	336,900	242,800	Transport for NSW	296,000	302,000	2	305,000	309,000	313,000	317,000	322,000	326,000	330,000	334,000	340,000
(410,200)	(600,700)	(636,100)	(1,028,200)	Emergency Services	(771,000)	(734,000)	(5)	(757,000)	(781,000)	(805,000)	(829,000)	(853,000)	(877,000)	(902,000)	(927,000)	(954,000)
(111,500)	(1,649,000)	(1,644,600)	(510,100)	Landfill and Resource Management	(1,683,000)	(1,181,000)	(30)	(159,000)	(31,000)	142,000	198,000	278,000	371,000	467,000	566,000	652,000
(28,200)	(17,200)	834,100	(436,600)	Domestic Waste Management	(556,000)	(612,000)	10	(329,000)	11,000	(34,000)	61,000	81,000	1,000	119,000	141,000	65,000
(23,303,100)	**(22,712,300)**	**(25,415,800)**	**(19,264,700)**	***Total Operating Result - Surplus / (Deficit)***	**(24,310,000)**	**(24,141,000)**	**(1)**	**(24,489,000)**	**(24,736,000)**	**(25,795,000)**	**(25,982,000)**	**(26,976,000)**	**(27,414,000)**	**(28,147,000)**	**(29,049,000)**	**(29,563,000)**
12,351,500	12,669,200	13,746,300	14,655,100	Add Back Depreciation	14,818,000	15,263,000	3	14,957,000	15,432,000	15,922,000	16,426,000	16,947,000	17,486,000	18,042,000	18,615,000	19,204,000
0	662,300	0	0	Add Back Impairment	0	0	0	0	0	0	0	0	0	0	0	0
0	214,200	259,300	(355,000)	Add Back Unwinding PV/Remediation	0	0	0	0	0	0	0	0	0	0	0	0
3,583,900	2,024,900	4,626,500	51,200	Add Back Loss on Disposal of Assets	1,800,000	1,800,000	0	1,857,000	1,916,000	1,977,000	2,040,000	2,105,000	2,172,000	2,241,000	2,312,000	2,385,000
(7,367,700)	**(7,141,700)**	**(6,783,700)**	**(4,913,400)**	***Total Cash Result - Surplus / (Deficit)***	**(7,692,000)**	**(7,078,000)**	**(8)**	**(7,675,000)**	**(7,388,000)**	**(7,896,000)**	**(7,516,000)**	**(7,924,000)**	**(7,756,000)**	**(7,864,000)**	**(8,122,000)**	**(7,974,000)**
				Capital Movements												
1,248,700	1,186,000	1,364,000	1,265,000	Less Loan Principal Repayments	605,000	627,000		1,283,000	1,319,000	1,382,000	1,315,000	1,377,000	1,444,000	1,515,000	1,588,000	1,439,000
10,779,500	7,799,200	4,196,300	6,035,100	Less Transfer to Reserves	2,819,000	883,000		1,143,000	1,294,000	1,469,000	1,597,000	1,710,000	1,735,000	1,963,000	2,096,000	2,120,000
15,821,400	11,793,900	9,542,400	8,533,700	Add Transfer from Reserves	16,548,000	20,486,000		5,614,000	5,284,000	4,401,000	4,590,000	5,767,000	3,549,000	6,986,000	6,496,000	7,484,000
7,380,600	12,207,700	13,802,600	6,760,600	Add Capital Income Applied	27,410,000	63,425,000		2,250,000	2,000,000	0	3,225,000	3,300,000	0	28,000,000	28,000,000	28,000,000
18,870,400	24,443,400	31,175,400	18,536,100	Less Capital Expenditure	49,583,000	93,023,000		16,226,000	16,631,000	14,099,000	18,583,000	19,921,000	15,171,000	46,916,000	46,697,000	48,654,000
(15,064,300)	**(16,568,700)**	**(20,174,400)**	**(15,455,300)**	***Cash Result after Capital Movements***	**(16,741,000)**	**(17,700,000)**	**6**	**(18,463,000)**	**(19,348,000)**	**(20,445,000)**	**(21,196,000)**	**(21,865,000)**	**(22,557,000)**	**(23,272,000)**	**(24,007,000)**	**(24,703,000)**

Infrastructure Planning

Manager - Engineering Works

Background

This program includes costs related to the provision of asset management services, engineering supervision and emergency services.

Budget Comments

OPERATING REVENUES

Fees and Charges
Majority of revenue sourced from engineering inspection fees.

OPERATING EXPENSES

Employee Costs – Management and Administration
Includes salaries and oncosts based on staffing structure of 9 FTE (equivalent full time positions) and associated oncosts.

Employee Costs – Infrastructure
Includes salaries and oncosts based on staffing structure of 7.6 FTE (equivalent full time positions) and associated oncosts.

Employee Costs – Engineering Works
Includes salaries and oncosts based on staffing structure of 6 FTE (equivalent full time positions) and associated oncosts. Other costs include an internal charge to cover the cost of motor vehicles.

Road Safety Officer and Programs
Includes salaries and oncosts for a part-time Road Safety Officer (2.5 days per week) (50% funded by Transport for NSW grant) plus Road Safety Program costs.

Asset Management
Allowance for condition assessments and other asset related matters.

North East Weight of Loads Group (NEWLOG)
This represents a program of truck inspections to ensure weight limits are being met. The program is administered by Ballina Shire and includes the majority of councils in north eastern NSW.

CAPITAL MOVEMENTS

Transfer to Reserves to fund regular replacement of surveying equipment.

Capital Expenditure as per Part C of this document, along with Part E for any Reserve Movements.

4.11 General Fund - Long Term Financial Plan

INFRASTRUCTURE PLANNING																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES												
				Engineering Fees and Charges												
154,600	112,700	17,300	155,700	Development Engineer Inspection Fee	220,000	240,000	9	248,000	256,000	264,000	272,000	281,000	290,000	299,000	308,000	318,000
81,000	54,300	25,500	44,800	Section 7.11 Plans Administration	55,000	40,000	(27)	42,000	44,000	46,000	48,000	50,000	52,000	54,000	56,000	58,000
3,000	500	5,500	25,200	Road Closure Applications	5,000	10,000	100	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000
1,200	200	0	77,900	Sundry Income	3,000	1,000	(67)	2,000	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000
				Operating Grants and Contributions												
30,100	45,200	39,300	33,400	Road Safety Officer and Programs	35,000	36,000	3	38,000	40,000	42,000	44,000	47,000	50,000	53,000	56,000	59,000
0	0	0	0	Grants and Contributions - Other	0	0	0	0	0	0	0	0	0	0	0	0
269,900	**212,900**	**87,600**	**337,000**	**Total Operating Revenues**	**318,000**	**327,000**	**3**	**341,000**	**355,000**	**369,000**	**383,000**	**399,000**	**415,000**	**431,000**	**447,000**	**464,000**
				OPERATING EXPENSES												
				Engineering Management												
712,000	756,000	859,600	901,600	Employee Costs - Mgmt and Admin	1,126,000	1,258,000	12	1,302,000	1,348,000	1,388,000	1,430,000	1,473,000	1,517,000	1,563,000	1,610,000	1,658,000
712,000	675,000	681,000	908,700	Employee Costs - Infrastructure	1,084,000	1,123,000	4	1,162,000	1,203,000	1,239,000	1,276,000	1,314,000	1,353,000	1,394,000	1,436,000	1,479,000
701,000	628,000	720,000	812,800	Employee Costs - Engineering Works	819,000	882,000	8	913,000	945,000	973,000	1,002,000	1,032,000	1,063,000	1,095,000	1,128,000	1,162,000
2,300	800	2,000	9,200	Conferences	4,000	5,000	25	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
72,000	70,800	72,000	80,400	Vehicles	109,000	114,000	5	117,000	121,000	125,000	129,000	133,000	137,000	141,000	145,000	149,000
46,000	20,000	45,000	79,100	Office Expenses and Advertising	87,000	97,000	11	99,000	101,000	103,000	105,000	107,000	109,000	111,000	114,000	117,000
51,800	62,700	58,600	60,700	Road Safety Officer and Programs	63,000	63,000	0	66,000	69,000	72,000	75,000	78,000	81,000	84,000	87,000	90,000
0	0	0	0	Asset Management	0	0	0	0	0	135,000	0	0	0	0	140,000	0
63,800	77,000	45,600	43,700	North East Weight of Loads Group	48,000	50,000	4	52,000	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000
0	8,300	10,600	45,200	Other Expenses	23,000	0	(100)	0	0	0	0	0	0	0	0	0
				Recouped from Business Activities												
(1,250,000)	(1,397,000)	(1,406,400)	(1,034,400)	Direct Costs Redistributed to Businesses	(1,082,000)	(1,212,000)	12	(1,248,000)	(1,285,000)	(1,324,000)	(1,364,000)	(1,405,000)	(1,447,000)	(1,490,000)	(1,535,000)	(1,581,000)
1,110,900	**901,600**	**1,088,000**	**1,907,000**	**Total Operating Expenses**	**2,281,000**	**2,380,000**	**4**	**2,468,000**	**2,561,000**	**2,772,000**	**2,716,000**	**2,797,000**	**2,880,000**	**2,967,000**	**3,196,000**	**3,147,000**
(841,000)	**(688,700)**	**(1,000,400)**	**(1,570,000)**	***Operating Result - Surplus / (Deficit)***	**(1,963,000)**	**(2,053,000)**	**5**	**(2,127,000)**	**(2,206,000)**	**(2,403,000)**	**(2,333,000)**	**(2,398,000)**	**(2,465,000)**	**(2,536,000)**	**(2,749,000)**	**(2,683,000)**
0	0	0	0	*Add Back Depreciation*	0	0	0	0	0	0	0	0	0	0	0	0
(841,000)	**(688,700)**	**(1,000,400)**	**(1,570,000)**	***Cash Result - Surplus / (Deficit)***	**(1,963,000)**	**(2,053,000)**	**5**	**(2,127,000)**	**(2,206,000)**	**(2,403,000)**	**(2,333,000)**	**(2,398,000)**	**(2,465,000)**	**(2,536,000)**	**(2,749,000)**	**(2,683,000)**
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
45,000	50,000	20,000	20,000	Less Transfer to Reserves	35,000	45,000		45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
0	10,000	0	17,000	Add Transfer from Reserves	192,000	43,000		0	0	205,000	0	0	0	0	140,000	0
2,300	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
2,300	0	1,606,000	80,600	Less Capital Expenditure	189,000	43,000		0	0	70,000	0	0	0	0	0	0
(886,000)	**(728,700)**	**(2,626,400)**	**(1,653,600)**	***Cash Result after Capital Movements***	**(1,995,000)**	**(2,098,000)**	**5**	**(2,172,000)**	**(2,251,000)**	**(2,313,000)**	**(2,378,000)**	**(2,443,000)**	**(2,510,000)**	**(2,581,000)**	**(2,654,000)**	**(2,728,000)**
24%	**24%**	**8%**	**18%**	***Cost Recovery % - Cash Operating Result***	**14%**	**14%**		**14%**	**14%**	**13%**	**14%**	**14%**	**14%**	**15%**	**14%**	**15%**

Stormwater and Environmental Protection

Manager - Engineering Works

Background

This program includes costs related to stormwater management flood mitigation and environmental protection activities such as flood mitigation.

Budget Comments

OPERATING REVENUES

Annual Charges
Represents an annual charge levied on all developed urban properties in the shire. Funds raised by this charge must be spent on new stormwater and drainage projects.

OPERATING EXPENSES

Stormwater
Allocation for stormwater drainage maintenance.

Contributions
Annual contribution to the Rous County Council, which is the flood control authority for this region. This item also includes the drainage union contributions and specific projects.

Flood Management Plans
Represents on-going work on the Flood Plain Management Program.

Foreshore Protection Works
Annual allocation for foreshore protection works and beach cleaning.

CAPITAL MOVEMENTS

Reserve Movements
Refer to Part E of the document.

Capital Expenditure
Capital works as per Part C of this document.

4.11 General Fund - Long Term Financial Plan

STORMWATER AND ENVIRONMENTAL PROTECTION																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES												
				Annual Charges												
414,000	418,000	423,200	428,600	Stormwater	440,000	441,000	0	445,000	449,000	453,000	457,000	461,000	465,000	469,000	473,000	477,000
				Fees and Charges												
42,900	43,300	25,600	70,700	Third Party Modelling	0	0	0	0	0	0	0	0	0	0	0	0
				Grants and Contributions												
92,300	0	0	118,000	Flood - Management Plans	85,000	0	(100)	0	0	0	0	0	0	0	0	0
215,300	190,000	50,000	304,700	Flood - Preparing Australian Communities	0	0	0	0	0	0	0	0	0	0	0	0
764,500	**651,300**	**498,800**	**922,000**	**Total Operating Revenues**	**525,000**	**441,000**	**(16)**	**445,000**	**449,000**	**453,000**	**457,000**	**461,000**	**465,000**	**469,000**	**473,000**	**477,000**
				OPERATING EXPENSES												
				Engineering Management												
127,000	0	0	104,200	Employee Costs	138,000	141,000	2	146,000	151,000	156,000	161,000	166,000	171,000	177,000	183,000	189,000
0	175,500	140,200	127,500	Consultants	40,000	40,000	0	40,000	42,000	44,000	46,000	48,000	50,000	52,000	54,000	56,000
6,000	0	0	0	Vehicles	7,000	8,000	14	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000
				Stormwater												
405,400	693,700	398,900	502,800	Stormwater Drainage - Maintenance	605,000	661,000	9	743,000	750,000	856,000	884,000	913,000	942,000	971,000	1,004,000	1,037,000
700	700	700	700	Stormwater Charges - Donations	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
				Environmental Protection												
40,000	40,000	42,000	44,000	Cont to Rous Council - Drainage Unions	45,000	46,000	2	48,000	50,000	52,000	54,000	56,000	58,000	60,000	62,000	64,000
245,700	275,500	302,500	326,600	Cont to Rous Council - Floodplain Mgmt	336,000	344,000	2	355,000	366,000	377,000	389,000	401,000	414,000	427,000	440,000	454,000
154,000	31,300	10,000	187,400	Flood - Management Plans	174,000	50,000	(71)	52,000	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000
0	86,900	148,200	553,100	Flood - Ballina Floodplain Management Plan	0	0	0	0	0	0	0	0	0	0	0	0
40,700	11,800	37,800	48,200	Flood- Third Party Modelling	0	0	0	0	0	0	0	0	0	0	0	0
62,700	9,400	25,400	67,200	Foreshore Protection Works	80,000	80,000	0	82,000	85,000	88,000	91,000	94,000	97,000	100,000	103,000	107,000
				Non-Cash Expenses												
1,576,000	1,691,600	1,838,300	2,073,400	Depreciation - Drainage	2,100,000	2,150,000	2	2,218,000	2,288,000	2,361,000	2,436,000	2,513,000	2,593,000	2,675,000	2,760,000	2,847,000
63,400	0	16,800	9,300	Loss on Disposal of Infrastructure Assets	0	0	0	0	0	0	0	0	0	0	0	0
2,721,600	**3,016,400**	**2,960,800**	**4,044,400**	**Total Operating Expenses**	**3,526,000**	**3,521,000**	**(0)**	**3,694,000**	**3,797,000**	**4,002,000**	**4,132,000**	**4,265,000**	**4,402,000**	**4,542,000**	**4,689,000**	**4,840,000**
(1,957,100)	**(2,365,100)**	**(2,462,000)**	**(3,122,400)**	***Operating Result - Surplus / (Deficit)***	**(3,001,000)**	**(3,080,000)**	**3**	**(3,249,000)**	**(3,348,000)**	**(3,549,000)**	**(3,675,000)**	**(3,804,000)**	**(3,937,000)**	**(4,073,000)**	**(4,216,000)**	**(4,363,000)**
1,576,000	1,691,600	1,838,300	2,073,400	*Add Back Depreciation*	2,100,000	2,150,000	2	2,218,000	2,288,000	2,361,000	2,436,000	2,513,000	2,593,000	2,675,000	2,760,000	2,847,000
63,400	0	16,800	9,300	*Add Back Loss on Infrastructure*	0	0	0	0	0	0	0	0	0	0	0	0
(317,700)	**(673,500)**	**(606,900)**	**(1,039,700)**	***Cash Result - Surplus / (Deficit)***	**(901,000)**	**(930,000)**	**3**	**(1,031,000)**	**(1,060,000)**	**(1,188,000)**	**(1,239,000)**	**(1,291,000)**	**(1,344,000)**	**(1,398,000)**	**(1,456,000)**	**(1,516,000)**
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
877,900	1,584,500	583,000	1,076,000	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
886,000	772,900	563,700	1,725,000	Add Transfer from Reserves	1,676,000	0		0	0	0	0	0	0	0	0	0
232,200	42,700	101,300	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
1,307,300	254,200	1,492,700	1,312,900	Less Capital Expenditure	2,433,000	1,015,000		1,145,000	1,351,000	1,578,000	1,629,000	1,682,000	1,737,000	1,793,000	1,851,000	1,911,000
(1,384,700)	**(1,696,600)**	**(2,017,600)**	**(1,703,600)**	***Cash Result after Capital Movements***	**(1,658,000)**	**(1,945,000)**	**17**	**(2,176,000)**	**(2,411,000)**	**(2,766,000)**	**(2,868,000)**	**(2,973,000)**	**(3,081,000)**	**(3,191,000)**	**(3,307,000)**	**(3,427,000)**
71%	**49%**	**45%**	**47%**	***Cost Recovery % - Cash Operating Result***	**37%**	**32%**		**30%**	**30%**	**28%**	**27%**	**26%**	**26%**	**25%**	**25%**	**24%**

Roads and Bridges

Manager - Engineering Works

Background

This program outlines all revenues and expenses related to the provision of urban and rural road and bridge maintenance and construction, along with street cleaning services.

Budget Comments

OPERATING REVENUES

Operating Grants and Contributions
Specific grants and contributions that may be sourced for roads projects, along with occasional insurance claims for damages incurred.

OPERATING EXPENSES

Roads and Bridges Maintenance
The allocations provided fund all maintenance works on urban and rural roads and bridges. The budgets include wages, oncosts, plant hire and materials related to the provision of the maintenance services.

Street Cleaning
Provision for street and footpath cleaning of town centres.

Debt Servicing
Represents interest paid on loans taken out for road and bridge construction related works.

CAPITAL MOVEMENTS

Loan Principal Repayments
Represents principal repaid on loans taken out for road and bridge construction related works.

Reserve Movements
Refer to Part E for further information.

Capital Income
Typically represents grants for road construction works. Refer to Part C of this document for further information.

Capital Expenditure
This item includes all capital works planned for the year. Refer to Part C of this document for further information.

4.11 General Fund - Long Term Financial Plan

ROADS AND BRIDGES																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES												
				Operating Grants and Contributions												
1,077,800	193,000	1,836,200	2,889,200	State and Federal - Natural Disaster Funding	0	0	0	0	0	0	0	0	0	0	0	0
0	1,304,100	0	0	TfNSW - Regional and Local Roads Repairs	0	0	0	0	0	0	0	0	0	0	0	0
0	215,600	0	0	TfNSW - Fixing Local Roads - Pot Holes	0	0	0	0	0	0	0	0	0	0	0	0
60,000	0	0	0	TfNSW - Block Grant - Supplementary Grant	0	0	0	0	0	0	0	0	0	0	0	0
880,200	880,300	880,200	1,144,300	Roads to Recovery Program	1,408,000	1,673,000	19	1,760,000	1,760,000	1,813,000	1,868,000	1,925,000	1,983,000	2,043,000	2,105,000	2,169,000
0	0	75,000	161,700	Other Grants and Contributions	10,000	0	(100)	0	0	0	0	0	0	0	0	0
20,100	10,400	4,000	0	LIRS Loan Subsidy	0	0	0	0	0	0	0	0	0	0	0	0
				Interest												
12,000	70,000	111,000	114,000	Interest on Bypass Internal Reserves	171,000	157,000	(8)	142,000	132,000	123,000	112,000	101,000	89,000	78,000	65,000	52,000
2,050,100	**2,673,400**	**2,906,400**	**4,309,200**	**Total Operating Revenues**	**1,589,000**	**1,830,000**	**15**	**1,902,000**	**1,892,000**	**1,936,000**	**1,980,000**	**2,026,000**	**2,072,000**	**2,121,000**	**2,170,000**	**2,221,000**
				OPERATING EXPENSES												
				Roads and Bridges - Maintenance												
550,500	884,200	1,000,900	758,400	Urban Roads	882,000	942,000	7	973,000	1,005,000	1,037,000	1,071,000	1,105,000	1,140,000	1,177,000	1,215,000	1,253,000
619,300	1,426,100	289,400	26,500	Urban Roads - Capital Reclassified	0	0	0	0	0	0	0	0	0	0	0	0
1,395,400	1,370,200	1,523,900	1,489,600	Rural Roads	1,248,000	1,272,000	2	1,272,000	1,366,000	1,408,000	1,452,000	1,496,000	1,542,000	1,590,000	1,638,000	1,688,000
457,200	548,100	544,600	541,200	Unsealed Roads	559,000	559,000	0	576,000	595,000	614,000	634,000	654,000	675,000	696,000	718,000	741,000
16,500	16,500	4,000	300	Bridges - Interest and Maintenance	29,000	30,000	3	31,000	32,000	33,000	34,000	36,000	38,000	40,000	42,000	44,000
0	459,900	2,177,000	11,600	Bridges - Pearces Creek Bridge	38,000	0	(100)	0	0	0	0	0	0	0	0	0
379,700	397,800	427,200	446,000	Cleaning - Streets	430,000	450,000	5	464,000	478,000	493,000	508,000	524,000	540,000	557,000	574,000	592,000
8,500	59,000	32,600	83,000	Cleaning - Paving and Sails	158,000	110,000	(30)	115,000	120,000	125,000	130,000	136,000	142,000	148,000	154,000	160,000
4,474,300	2,118,000	187,100	1,015,100	Natural Disasters and Repair Programs	62,000	0	(100)	0	0	0	0	0	0	0	0	0
				Debt Servicing												
193,200	199,500	309,300	271,000	Interest on Loans - Urban Roads	251,000	237,000	(6)	1,304,000	1,261,000	1,215,000	1,167,000	1,117,000	1,063,000	1,005,000	947,000	885,000
30,300	25,000	18,500	11,000	Interest on Loans - Teven Bridges	0	0	0	0	0	0	0	0	0	0	0	0
				Non-Cash Expenses												
8,429,700	8,427,600	9,451,700	9,822,700	Depreciation - Roads and Bridges	10,000,000	10,200,000	2	10,522,000	10,854,000	11,196,000	11,549,000	11,913,000	12,289,000	12,677,000	13,077,000	13,489,000
3,520,500	1,362,600	5,420,400	41,900	Loss on Disposal of Infrastructure	1,800,000	1,800,000	0	1,857,000	1,916,000	1,977,000	2,040,000	2,105,000	2,172,000	2,241,000	2,312,000	2,385,000
20,075,100	**17,294,500**	**21,386,600**	**14,518,300**	**Total Operating Expenses**	**15,457,000**	**15,600,000**	**1**	**17,114,000**	**17,627,000**	**18,098,000**	**18,585,000**	**19,086,000**	**19,601,000**	**20,131,000**	**20,677,000**	**21,237,000**
(18,025,000)	**(14,621,100)**	**(18,480,200)**	**(10,209,100)**	***Operating Result - Surplus / (Deficit)***	**(13,868,000)**	**(13,770,000)**	**(1)**	**(15,212,000)**	**(15,735,000)**	**(16,162,000)**	**(16,605,000)**	**(17,060,000)**	**(17,529,000)**	**(18,010,000)**	**(18,507,000)**	**(19,016,000)**
8,429,700	8,427,600	9,451,700	9,822,700	*Add Back Depreciation*	10,000,000	10,200,000	2	10,522,000	10,854,000	11,196,000	11,549,000	11,913,000	12,289,000	12,677,000	13,077,000	13,489,000
3,520,500	1,362,600	5,420,400	41,900	*Add Back Loss on Infrastructure*	1,800,000	1,800,000	0	1,857,000	1,916,000	1,977,000	2,040,000	2,105,000	2,172,000	2,241,000	2,312,000	2,385,000
(6,074,800)	**(4,830,900)**	**(3,608,100)**	**(344,500)**	***Cash Result - Surplus / (Deficit)***	**(2,068,000)**	**(1,770,000)**	**(14)**	**(2,833,000)**	**(2,965,000)**	**(2,989,000)**	**(3,016,000)**	**(3,042,000)**	**(3,068,000)**	**(3,092,000)**	**(3,118,000)**	**(3,142,000)**
				Capital Movements												
1,175,600	1,111,000	1,192,000	1,087,000	Less Loan Principal Repayments	419,000	433,000		935,000	978,000	1,024,000	1,072,000	1,122,000	1,176,000	1,234,000	1,292,000	1,129,000
6,318,300	3,801,900	2,282,400	2,976,000	Less Transfer to Reserves	2,203,000	157,000		142,000	132,000	123,000	112,000	101,000	89,000	78,000	65,000	52,000
12,145,900	9,122,500	5,880,300	3,560,000	Add Transfer from Reserves	7,221,000	17,038,000		4,320,000	4,320,000	2,320,000	3,595,000	3,620,000	2,520,000	4,800,000	5,101,000	5,199,000
6,675,000	10,480,200	10,272,800	4,985,100	Add Capital Income Applied	23,624,000	61,563,000		0	0	0	3,225,000	3,300,000	0	28,000,000	28,000,000	28,000,000
15,793,300	22,404,300	21,603,900	12,729,700	Less Capital Expenditure	36,737,000	87,243,000		11,769,000	12,091,000	10,574,000	15,642,000	16,090,000	12,048,000	42,699,000	43,383,000	44,038,000
(10,541,100)	**(12,545,400)**	**(12,533,300)**	**(8,592,100)**	***Cash Result after Capital Movements***	**(10,582,000)**	**(11,002,000)**	**4**	**(11,359,000)**	**(11,846,000)**	**(12,390,000)**	**(13,022,000)**	**(13,435,000)**	**(13,861,000)**	**(14,303,000)**	**(14,757,000)**	**(15,162,000)**
25%	**36%**	**45%**	**93%**	***Cost Recovery % - Cash Operating Result***	**43%**	**51%**		**40%**	**39%**	**39%**	**40%**	**40%**	**40%**	**41%**	**41%**	**41%**

Ancillary Transport Services

Manager - Engineering Works

Background

This program outlines all revenues and expenses related to the provision of ancillary services such as street lighting, signage, footpaths, parking, private works and town centre beautification.

Budget Comments

OPERATING REVENUES
Fees and Charges
Private Works Income for private works undertaken by Council, with Council making a margin on these works as per the estimated operating expenses.
Burns Point Ferry Income from the operation of the Burns Point Ferry.

Operating Grants
Street Lighting State Government subsidy towards street lighting costs for main roads.

OPERATING EXPENSES
Roads and Traffic Signs Maintenance of street signs and road lines

Street Lighting Electricity charges for street lighting.

Footpaths, Parking Areas and Bus Shelters Provision for maintenance. The majority of the car parking expense relates to a lease payment to the owner of the Sharpes Beach Car Park.

Wharves, Jetties and Boat Ramps Allocation for maintenance of wharves and jetties in the shire and cleaning and maintenance of boat ramps.

Burns Point Ferry Operating expenses. Partly offset by operating revenues.

Canal Dredging Funding for canal dredging which is carried out every few years at Ballina Quays and Lake Banyanda.

Debt Servicing Interest payable on loans for town centre redevelopment works.

CAPITAL MOVEMENTS

Loan Principal Repayments Principal payable on town centre re-development loans.

Reserve Movements Refer to Part E for further information.

Capital Income Typically represents grants for projects. Refer to Part C of this document for further information.

Capital Expenditure This item includes all capital works planned for the year. Refer to Part C of this document for further information.

4.11 General Fund - Long Term Financial Plan

ANCILLARY TRANSPORT SERVICES																	
ACTUAL				DESCRIPTION	ESTIMATED												
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES													
				Fees and Charges													
250,600	366,400	343,100	333,400	Burns Point Ferry - Toll Fees	387,000	390,000	1	401,000	413,000	425,000	437,000	450,000	463,000	477,000	491,000	505,000
89,100	102,500	113,400	116,200	Burns Point Ferry - Season Tickets	115,000	118,000	3	122,000	126,000	130,000	134,000	138,000	142,000	146,000	150,000	155,000
6,300	8,500	9,700	10,300	Burns Point Ferry - Diesel Rebate	10,000	10,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
				Operating Grants and Contributions													
98,000	99,100	98,000	98,000	Street Lighting	100,000	98,000	(2)	101,000	104,000	107,000	110,000	113,000	116,000	119,000	123,000	127,000
7,900	2,200	0	0	LIRS Loan Subsidy	0	0	0	0	0	0	0	0	0	0	0	0
45,600	57,800	8,500	0	Programs and Infrastructure Maintenance	0	100,000	100	0	0	0	0	0	0	0	0	0
22,100	1,600	182,600	117,900	Other Grants and Contributions	204,000	0	(100)	0	0	0	0	0	0	0	0	0
				Other Fees and Charges													
40,000	47,200	38,800	56,900	Private Works	40,000	44,000	10	45,000	46,000	47,000	48,000	49,000	50,000	52,000	54,000	56,000
39,900	56,600	0	55,600	NEWLOG Equity	0	0	0	0	0	0	0	0	0	0	0	0
33,600	33,600	33,600	33,900	Advertising On Bus Shelters and Misc	35,000	53,000	51	55,000	57,000	59,000	61,000	63,000	65,000	67,000	69,000	71,000
633,100	**775,500**	**827,700**	**822,200**	**Total Operating Revenues**	**891,000**	**813,000**	**(9)**	**734,000**	**756,000**	**778,000**	**800,000**	**823,000**	**846,000**	**871,000**	**897,000**	**924,000**
				OPERATING EXPENSES													
				Burns Point Ferry													
168,700	267,700	359,100	365,300	Operations	386,000	394,000	2	406,000	418,000	430,000	442,000	454,000	468,000	482,000	496,000	511,000
274,400	231,600	203,900	92,900	Annual Slip	237,000	140,000	(41)	220,000	140,000	240,000	140,000	260,000	140,000	280,000	140,000	140,000
365,300	376,000	437,000	434,300	Employee Costs	420,000	440,000	5	455,000	471,000	485,000	500,000	515,000	530,000	546,000	562,000	579,000
94,500	39,800	0	0	Flood Event	0	0	0	0	0	0	0	0	0	0	0	0
				Maintenance and Repair Programs													
564,100	464,500	324,500	487,700	Street Lighting - Charges	484,000	520,000	7	536,000	552,000	569,000	586,000	604,000	622,000	641,000	660,000	680,000
32,800	844,200	239,500	34,500	Street Lighting - Upgrades	145,000	55,000	(62)	72,000	74,000	76,000	78,000	80,000	82,000	84,000	86,000	88,000
146,700	235,300	214,600	231,400	Footpaths	211,000	211,000	0	217,000	223,000	230,000	237,000	244,000	251,000	258,000	265,000	272,000
0	0	0	117,900	Shared Path - Alstonville to Ballina Concept	193,000	0	(100)	0	0	0	0	0	0	0	0	0
44,000	46,900	50,400	51,400	Car Parking - Sharpes Beach Rent	50,000	52,000	4	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000
11,600	15,300	11,000	27,600	Car Parking - Maintenance and Rates	16,000	17,000	6	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000
1,500	200	0	8,700	Bus Shelters and Public Transport	5,000	8,000	60	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
28,400	38,600	30,100	40,100	Private Works	38,000	40,000	5	41,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000
64,200	68,800	192,100	113,000	Wharves and Jetties	85,000	108,000	27	110,000	112,000	114,000	116,000	118,000	122,000	126,000	130,000	134,000
0	0	0	0	TFNSW Boating Infrastructure Maintenance	0	133,000	100	0	0	0	0	0	0	0	0	0
68,400	86,700	17,300	2,700	Martin Street Boat Harbour Plan	0	0	0	0	0	0	0	0	0	0	0	0
174,600	42,100	200	9,000	Canal Dredging	19,000	200,000	953	10,000	10,000	172,000	10,000	225,000	10,000	10,000	200,000	10,000
				Debt Servicing													
16,800	14,600	50,700	46,000	Interest on Loans	38,000	30,000	(21)	23,000	13,000	7,000	0	0	0	0	0	0
				Non-Cash Expenses													
223,100	257,200	273,800	281,300	Depreciation - Ancillary	300,000	300,000	0	310,000	320,000	331,000	342,000	353,000	365,000	377,000	389,000	402,000
643,600	684,000	761,300	1,083,700	Depreciation - Footpaths	1,000,000	1,150,000	15	1,187,000	1,225,000	1,264,000	1,304,000	1,346,000	1,389,000	1,433,000	1,479,000	1,526,000
24,600	26,400	25,700	25,800	Depreciation - Maritime	28,000	28,000	0	29,000	30,000	31,000	32,000	34,000	36,000	38,000	40,000	42,000
2,947,300	**3,739,900**	**3,191,200**	**3,453,300**	**Total Operating Expenses**	**3,655,000**	**3,826,000**	**5**	**3,695,000**	**3,711,000**	**4,075,000**	**3,916,000**	**4,365,000**	**4,150,000**	**4,413,000**	**4,588,000**	**4,528,000**
(2,314,200)	**(2,964,400)**	**(2,363,500)**	**(2,631,100)**	***Operating Result - Surplus / (Deficit)***	**(2,764,000)**	**(3,013,000)**	**9**	**(2,961,000)**	**(2,955,000)**	**(3,297,000)**	**(3,116,000)**	**(3,542,000)**	**(3,304,000)**	**(3,542,000)**	**(3,691,000)**	**(3,604,000)**
891,300	967,600	1,060,800	1,390,800	*Add Back Depreciation*	1,328,000	1,478,000	11	1,526,000	1,575,000	1,626,000	1,678,000	1,733,000	1,790,000	1,848,000	1,908,000	1,970,000
(1,422,900)	**(1,996,800)**	**(1,302,700)**	**(1,240,300)**	***Cash Result - Surplus / (Deficit)***	**(1,436,000)**	**(1,535,000)**	**7**	**(1,435,000)**	**(1,380,000)**	**(1,671,000)**	**(1,438,000)**	**(1,809,000)**	**(1,514,000)**	**(1,694,000)**	**(1,783,000)**	**(1,634,000)**
				Capital Movements													
73,100	75,000	172,000	178,000	Less Loan Principal Repayments	186,000	194,000		203,000	121,000	126,000	0	0	0	0	0	0
1,029,600	456,000	674,000	1,357,000	Less Transfer to Reserves	285,000	285,000		285,000	285,000	285,000	285,000	285,000	285,000	285,000	285,000	285,000
1,401,000	374,800	1,081,500	1,801,000	Add Transfer from Reserves	2,525,000	771,000		465,000	385,000	647,000	385,000	720,000	385,000	525,000	575,000	385,000
471,100	1,661,000	2,849,000	1,369,200	Add Capital Income Applied	2,067,000	42,000		0	0	0	0	0	0	0	0	0
1,215,500	1,308,300	3,800,400	3,324,800	Less Capital Expenditure	4,677,000	930,000		757,000	880,000	964,000	995,000	1,027,000	1,060,000	1,094,000	1,129,000	1,165,000
(1,869,000)	**(1,800,300)**	**(2,018,600)**	**(2,929,900)**	***Cash Result after Capital Movements***	**(1,992,000)**	**(2,131,000)**	**7**	**(2,215,000)**	**(2,281,000)**	**(2,399,000)**	**(2,333,000)**	**(2,401,000)**	**(2,474,000)**	**(2,548,000)**	**(2,622,000)**	**(2,699,000)**
31%	**28%**	**39%**	**40%**	***Cost Recovery % - Cash Operating Result***	**38%**	**35%**		**34%**	**35%**	**32%**	**36%**	**31%**	**36%**	**34%**	**33%**	**36%**
				Ferry Cash Result (excluding depreciation)													
346,000	477,400	466,200	459,900	Operating Revenues	512,000	518,000	1	533,000	549,000	565,000	581,000	598,000	615,000	633,000	651,000	670,000
902,900	915,100	1,000,000	892,500	Operating Expenses	1,043,000	974,000	(7)	1,081,000	1,029,000	1,155,000	1,082,000	1,229,000	1,138,000	1,308,000	1,198,000	1,230,000
(556,900)	**(437,700)**	**(533,800)**	**(432,600)**	**Cash Operating Result**	**(531,000)**	**(456,000)**	**(14)**	**(548,000)**	**(480,000)**	**(590,000)**	**(501,000)**	**(631,000)**	**(523,000)**	**(675,000)**	**(547,000)**	**(560,000)**
38%	**52%**	**47%**	**52%**	***Ferry Cost Recovery % - Cash Operating Result***	**49%**	**53%**		**49%**	**53%**	**49%**	**54%**	**49%**	**54%**	**48%**	**54%**	**54%**

Transport for NSW

Manager - Engineering Works

Background

This program outlines all revenues and expenses related to works funded through Transport for NSW.

Budget Comments

OPERATING REVENUES

Regional Roads Block Grant

The “Regional Roads Block Grant” refers to funds provided for the maintenance of all Transport for NSW regional roads. Council determines how these funds are allocated.

Income items are fully offset by matching expenditure accounts within the Transport for NSW and Roads and Bridges sections.

Cash Result - Surplus / (Deficit) This program should be self-funding (i.e. nil result) as income is offset by matching expenditure.

4.11 General Fund - Long Term Financial Plan

TRANSPORT FOR NSW																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES												
				External Contributions												
834,000	852,000	870,000	888,000	TfNSW - Block Grant - Regional Roads	898,000	925,000	3	953,000	982,000	1,011,000	1,041,000	1,072,000	1,104,000	1,137,000	1,171,000	1,206,000
130,000	133,000	136,000	139,000	TfNSW - Block Grant - Traffic	142,000	146,000	3	150,000	155,000	160,000	165,000	170,000	175,000	180,000	185,000	191,000
17,000	77,000	77,000	77,000	TfNSW - Block Grant - Supplementary	77,000	77,000	0	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000
981,000	**1,062,000**	**1,083,000**	**1,104,000**	**Total Operating Revenues**	**1,117,000**	**1,148,000**	**3**	**1,180,000**	**1,214,000**	**1,248,000**	**1,283,000**	**1,319,000**	**1,356,000**	**1,394,000**	**1,433,000**	**1,474,000**
				OPERATING EXPENSES												
				Regional Roads												
410,200	519,000	470,800	586,400	Regional Roads Operations	475,000	490,000	3	505,000	521,000	537,000	554,000	571,000	589,000	607,000	626,000	645,000
186,700	314,000	197,100	120,400	Regional Roads Maintenance	136,000	140,000	3	145,000	150,000	155,000	160,000	165,000	170,000	176,000	182,000	188,000
0	0	6,500	35,500	Regional Urban Roads Operations	34,000	35,000	3	37,000	39,000	41,000	43,000	45,000	47,000	49,000	51,000	53,000
0	0	1,800	35,000	Regional Urban Roads Maintenance	34,000	35,000	3	37,000	39,000	41,000	43,000	45,000	47,000	49,000	51,000	53,000
0	35,100	69,900	83,900	Traffic Facilities	142,000	146,000	3	151,000	156,000	161,000	166,000	171,000	177,000	183,000	189,000	195,000
596,900	**868,100**	**746,100**	**861,200**	**Total Operating Expenses**	**821,000**	**846,000**	**3**	**875,000**	**905,000**	**935,000**	**966,000**	**997,000**	**1,030,000**	**1,064,000**	**1,099,000**	**1,134,000**
384,100	**193,900**	**336,900**	**242,800**	***Operating Result - Surplus / (Deficit)***	**296,000**	**302,000**	**2**	**305,000**	**309,000**	**313,000**	**317,000**	**322,000**	**326,000**	**330,000**	**334,000**	**340,000**
0	0	0	0	*Add Back Depreciation*	0	0	0	0	0	0	0	0	0	0	0	0
384,100	**193,900**	**336,900**	**242,800**	***Cash Result - Surplus / (Deficit)***	**296,000**	**302,000**	**2**	**305,000**	**309,000**	**313,000**	**317,000**	**322,000**	**326,000**	**330,000**	**334,000**	**340,000**
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
304,200	450,000	336,900	296,000	Less Transfer to Reserves	296,000	302,000		305,000	309,000	313,000	317,000	322,000	326,000	330,000	334,000	340,000
0	498,000	336,900	216,000	Add Transfer from Reserves	296,000	302,000		305,000	309,000	313,000	317,000	322,000	326,000	330,000	334,000	340,000
0	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
79,900	241,900	173,000	209,300	Less Capital Expenditure	296,000	302,000		305,000	309,000	313,000	317,000	322,000	326,000	330,000	334,000	340,000
0	**0**	**163,900**	**(46,500)**	***Cash Result after Capital Movements***	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
164%	**122%**	**145%**	**128%**	***Cost Recovery % - Cash Operating Result***	**136%**	**136%**		**135%**	**134%**	**133%**	**133%**	**132%**	**132%**	**131%**	**130%**	**130%**

Emergency Services

Manager - Assets Management and Resource Recovery

Background

This program includes all revenues and expenses in respect to the provision of fire control services to the local government area.

Budget Comments

OPERATING REVENUES

Operating Grants and Contributions
Includes the NSW Rural Fire Service contribution towards bushfire operations. This amount is determined by Council's annual submission to the NSW Rural Fire Service.

OPERATING EXPENSES

Contributions to Bushfire Brigades
Consists of contribution to NSW Fire Brigade - Annual contribution to the NSW Fire Brigade, which co-ordinates all urban fire brigade operations. This item is not funded by any off-setting grants. Contribution to Rural Fire Fighting Fund - Annual contribution to the Fund, which co-ordinates all rural fire brigade operations.

Fire Control Expenses
Includes various operating expenses that are required to co-ordinate and operate Council's rural fire operations. Major costs include vehicles maintenance, insurance, fuel, bush fire management plans and management co-ordination fee to Byron Council.

Emergency Services
Includes telephone, insurance and other costs required to perform SES activities.

4.11 General Fund - Long Term Financial Plan

EMERGENCY SERVICES																
Actual				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES												
				Operating Grants and Contributions												
113,200	115,400	117,700	120,400	Rural Fire Service - Reimbursements	124,000	125,000	1	129,000	133,000	137,000	141,000	145,000	149,000	153,000	158,000	163,000
140,400	0	0	0	OLG - Emergency Services Levy	0	0	0	0	0	0	0	0	0	0	0	0
0	120,200	286,100	3,900	Resilience NSW - CRO	0	0	0	0	0	0	0	0	0	0	0	0
				Other Revenues												
500	22,100	600	700	Other Revenues	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
254,100	**257,700**	**404,400**	**125,000**	**Total Operating Revenues**	**125,000**	**126,000**	**1**	**130,000**	**134,000**	**138,000**	**142,000**	**146,000**	**150,000**	**154,000**	**159,000**	**164,000**
				OPERATING EXPENSES												
62,700	143,100	84,500	84,400	Contribution to State Govt - Fire Brigades	92,000	94,000	2	97,000	100,000	103,000	106,000	109,000	112,000	115,000	118,000	122,000
202,100	198,200	270,200	265,700	Contribution to State Govt - Rural Fire Service	282,000	285,000	1	294,000	303,000	312,000	321,000	331,000	341,000	351,000	362,000	373,000
11,200	21,900	12,800	18,000	Fire Control Expenses (Council Control)	26,000	29,000	12	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000
78,400	82,500	100,700	137,800	Fire Control Expenses (Reimbursable)	124,000	125,000	1	130,000	135,000	140,000	145,000	149,000	153,000	157,000	161,000	165,000
				Emergency Services												
18,200	25,600	13,800	16,800	Operating Expenses	21,000	21,000	0	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
65,400	121,200	212,300	167,400	Contribution to State Govt - SES	144,000	146,000	1	150,000	155,000	160,000	165,000	170,000	175,000	180,000	185,000	191,000
				Flood Recovery												
	120,200	193,900	19,100	Community Recovery Officer	0	0	0	0	0	0	0	0	0	0	0	0
		0	58,300	Emergency Mgmt and Social Cohesion	52,000	0	(100)	0	0	0	0	0	0	0	0	0
6,500	5,000	0	200	LG Recovery Grant Funded Expenses	0	0	0	0	0	0	0	0	0	0	0	0
				Non-Cash Expenses												
219,800	140,700	152,300	385,500	Depreciation	155,000	160,000	3	166,000	172,000	178,000	184,000	190,000	196,000	203,000	210,000	217,000
664,300	**858,400**	**1,040,500**	**1,153,200**	**Total Operating Expenses**	**896,000**	**860,000**	**(4)**	**887,000**	**915,000**	**943,000**	**971,000**	**999,000**	**1,027,000**	**1,056,000**	**1,086,000**	**1,118,000**
(410,200)	**(600,700)**	**(636,100)**	**(1,028,200)**	***Operating Result - Surplus / (Deficit)***	**(771,000)**	**(734,000)**	**(5)**	**(757,000)**	**(781,000)**	**(805,000)**	**(829,000)**	**(853,000)**	**(877,000)**	**(902,000)**	**(927,000)**	**(954,000)**
219,800	140,700	152,300	385,500	*Add Back Depreciation*	155,000	160,000	3	166,000	172,000	178,000	184,000	190,000	196,000	203,000	210,000	217,000
(190,400)	**(460,000)**	**(483,800)**	**(642,700)**	***Cash Result - Surplus / (Deficit)***	**(616,000)**	**(574,000)**	**(7)**	**(591,000)**	**(609,000)**	**(627,000)**	**(645,000)**	**(663,000)**	**(681,000)**	**(699,000)**	**(717,000)**	**(737,000)**
				Capital Movements												
0	0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
1,095,000	460,800	110,000	0	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
935,000	658,000	693,000	325,000	Add Transfer from Reserves	2,902,000	1,620,000		0	0	0	0	0	0	0	0	0
0	0	579,500	213,800	Add Capital Income Applied	1,719,000	0		0	0	0	0	0	0	0	0	0
33,100	197,200	1,871,100	475,700	Less Capital Expenditure	4,569,000	1,620,000		0	0	0	0	0	0	0	0	0
(383,500)	**(460,000)**	**(1,192,400)**	**(579,600)**	***Cash Result after Capital Movements***	**(564,000)**	**(574,000)**	**2**	**(591,000)**	**(609,000)**	**(627,000)**	**(645,000)**	**(663,000)**	**(681,000)**	**(699,000)**	**(717,000)**	**(737,000)**
57%	**36%**	**46%**	**16%**	***Cost Recovery % - Cash Operating Result***	**17%**	**18%**		**18%**	**18%**	**18%**	**18%**	**18%**	**18%**	**18%**	**18%**	**18%**

Landfill and Resource Management

Manager - Assets Management and Resource Recovery

Background

This program includes all revenues and expenses related to the management of non-domestic waste collection services (i.e. businesses) and the operation of Council's waste disposal facilities (landfill sites).

Budget Comments

OPERATING REVENUES

Annual Charges for commercial (non-residential) waste collection services and an annual waste charge for all residential properties to finance the operations of the Council landfill.

Fees – Self Haul and Internal Represents gate charges for users of the Ballina Resource Recovery Centre (BRRC), including Council internal use.

Operating Grants and Contributions Typically represents income periodically received by Council for successful grant project applications awarded from the NSW Government.

Licence Fees and Sundry Income represent income received from external parties via lease/licence agreements to utilise the BRRC.

OPERATING EXPENSES

Waste and Other Administration Includes salaries and various administrative related expenses related to the operation of the BRRC along with an internal charge for Council overheads.

Waste Disposal operating expenses - Various operating expenses associated with managing the volume of waste and recyclable materials received at the BRRC including wages, plant hire and materials. This includes the cost to transport and dispose of all waste to landfill in QLD (including the State Government levy) and transport and processing of all recyclable materials to various recycling facilities. Also includes expenditure for the environmental management of the site, including the historic landfill.

CAPITAL MOVEMENTS

Loan Principal Repayments Relating to loan borrowings for the Council waste disposal facility. The future loans will finance the remediation of former landfill waste cell and other capital projects in accordance with the BRRC Masterplan.

Transfer to or from Reserves Any surplus is transferred to reserves to finance future remediation works. Any capital works are funded by a transfer from reserves.

Capital Expenditure Refer to Part C of this document for further information.

Cash Result after Capital Movements Any cash surplus represents the net dividend to General Fund.

4.11 General Fund - Long Term Financial Plan

RESOURCE RECOVERY (LANDFILL AND RESOURCE MANAGEMENT - LRM)																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES												
				Fees and Charges												
673,600	691,300	701,000	723,400	Annual Charges - Business	783,000	830,000	6	872,000	911,000	947,000	985,000	1,024,000	1,065,000	1,108,000	1,152,000	1,197,000
5,688,800	6,271,400	6,821,000	7,213,400	External Fees - Self Haul - Mixed Waste	6,570,000	7,290,000	11	7,873,000	8,345,000	8,679,000	8,939,000	9,207,000	9,483,000	9,767,000	10,060,000	10,362,000
371,700	269,100	408,700	411,500	External Fees - Self Haul - Recycables	525,000	1,091,000	108	1,124,000	1,158,000	1,193,000	1,229,000	1,266,000	1,304,000	1,343,000	1,383,000	1,425,000
146,700	89,100	84,500	0	External Fees - Container Deposit Scheme	0	0	0	0	0	0	0	0	0	0	0	0
100,300	48,800	77,100	146,400	Internal Fees - Public Bin Collections	156,000	165,000	6	178,000	189,000	197,000	203,000	209,000	215,000	221,000	228,000	235,000
1,000,800	753,800	275,500	0	Internal Fees - DWM Recycling	0	0	0	0	0	0	0	0	0	0	0	0
2,127,100	1,708,500	2,563,100	3,312,600	Internal Fees - DWM Mixed	3,535,000	3,950,000	12	4,140,000	4,213,000	4,382,000	4,558,000	4,740,000	4,929,000	5,126,000	5,331,000	5,545,000
1,307,300	1,144,900	842,800	951,000	Internal Fees - Self Haul Works	960,000	960,000	0	1,037,000	1,099,000	1,143,000	1,177,000	1,212,000	1,248,000	1,285,000	1,324,000	1,364,000
83,000	0	0	25,900	Operating Grants and Contributions	106,000	55,000	(48)	0	0	0	0	0	0	0	0	0
15,000	76,000	90,000	35,000	Interest On Investments	27,000	0	(100)	0	4,000	10,000	6,000	6,000	12,000	18,000	18,000	0
87,300	114,100	127,300	121,000	Licence Fees and Sundry Income	159,000	152,000	(4)	156,000	160,000	164,000	153,000	158,000	163,000	168,000	173,000	178,000
0	78,000	0	355,000	Remediation Provision Adjustment	0	0	0	0	0	0	0	0	0	0	0	0
11,601,600	**11,245,000**	**11,991,000**	**13,295,200**	**Total Operating Revenues**	**12,821,000**	**14,493,000**	**13**	**15,380,000**	**16,079,000**	**16,715,000**	**17,250,000**	**17,822,000**	**18,419,000**	**19,036,000**	**19,669,000**	**20,306,000**
				OPERATING EXPENSES												
				Waste Administration												
579,500	639,800	757,700	1,037,700	Employee and Office Expenses	1,040,000	1,224,000	18	1,261,000	1,299,000	1,336,000	1,373,000	1,413,000	1,453,000	1,494,000	1,537,000	1,581,000
774,000	1,000,800	1,329,600	1,263,600	Internal Overheads	1,480,000	1,505,000	2	1,550,000	1,597,000	1,645,000	1,694,000	1,745,000	1,797,000	1,851,000	1,907,000	1,964,000
0	0	0	0	Interest on Loans	0	0	0	91,000	197,000	185,000	174,000	162,000	149,000	136,000	121,000	107,000
				Other Administration Expenses												
95,000	101,800	103,800	136,600	Utility, Security, Cleaning and Rates	120,000	123,000	3	126,000	129,000	132,000	136,000	140,000	144,000	148,000	152,000	156,000
104,000	84,000	163,000	255,700	Contributions	248,000	252,000	2	209,000	216,000	222,000	230,000	236,000	243,000	251,000	258,000	267,000
38,400	6,400	12,200	3,000	Waste Mgmt Centre Masterplan	50,000	25,000	(50)	0	0	0	0	0	0	0	0	0
0	0	0	29,100	Wardell Landfill Management Plan	70,000	0	(100)	0	0	0	0	0	0	0	0	0
4,000	5,100	6,900	21,700	Sundry	10,000	10,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
23,500	5,300	9,200	7,000	Staff Training and Meetings	8,000	7,000	(13)	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
13,100	9,000	12,200	16,700	Licence	11,000	11,000	0	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
68,100	68,400	90,200	103,100	Commercial Kerbside Collection	105,000	108,000	3	111,000	114,000	117,000	121,000	125,000	129,000	133,000	137,000	141,000
93,200	103,000	108,400	101,100	Clean Up Illegally Dumped Waste	110,000	113,000	3	116,000	119,000	123,000	127,000	131,000	135,000	139,000	143,000	147,000
10,500	7,200	8,800	7,400	Programs	139,000	62,000	(55)	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
0	0	0	0	Tip Shop Administration	0	550,000	100	567,000	584,000	602,000	620,000	639,000	658,000	678,000	698,000	719,000
121,200	0	0	19,800	Flood Event	0	0	0	0	0	0	0	0	0	0	0	0
				Waste Disposal												
205,200	156,700	248,100	182,700	Maintenance	175,000	169,000	(3)	175,000	181,000	187,000	193,000	199,000	205,000	211,000	217,000	223,000
547,000	560,100	804,700	967,500	Landfill Operations	1,000,000	1,124,000	12	1,057,000	1,088,000	1,120,000	1,152,000	1,185,000	1,218,000	1,253,000	1,290,000	1,327,000
780,100	810,600	315,200	48,500	Transfer - Recyclables	80,000	41,000	(49)	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000	50,000
6,595,900	7,326,600	7,373,300	7,718,000	Transfer - Inert and Mixed Waste	7,725,000	8,150,000	6	8,721,000	8,983,000	9,252,000	9,530,000	9,816,000	10,110,000	10,413,000	10,725,000	11,047,000
121,300	138,100	141,700	171,400	Transfer Preparation - Inert Waste	170,000	175,000	3	180,000	185,000	191,000	197,000	203,000	209,000	215,000	221,000	228,000
66,400	63,400	40,400	10,900	Transfer Preparation - Recyclables	8,000	8,000	0	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
215,600	180,500	222,700	243,700	Transfer Preparation - Mixed Waste	240,000	247,000	3	254,000	262,000	270,000	278,000	286,000	295,000	304,000	313,000	322,000
297,300	246,200	395,700	477,400	Public Place Bins	480,000	495,000	3	511,000	527,000	543,000	560,000	577,000	595,000	613,000	632,000	651,000
				Non-Cash Expenses												
248,500	247,500	289,500	285,100	Depreciation	305,000	315,000	3	325,000	336,000	347,000	358,000	370,000	382,000	395,000	408,000	421,000
711,300	919,300	919,300	697,600	Remediation Depreciation	930,000	960,000	3	200,000	207,000	214,000	221,000	228,000	236,000	244,000	252,000	260,000
0	214,200	259,300	0	Unwinding Remediation PV	0	0	0	0	0	0	0	0	0	0	0	0
0	0	23,700	0	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
11,713,100	**12,894,000**	**13,635,600**	**13,805,300**	**Total Operating Expenses**	**14,504,000**	**15,674,000**	**8**	**15,539,000**	**16,110,000**	**16,573,000**	**17,052,000**	**17,544,000**	**18,048,000**	**18,569,000**	**19,103,000**	**19,654,000**
(111,500)	**(1,649,000)**	**(1,644,600)**	**(510,100)**	***Operating Result - Surplus / (Deficit)***	**(1,683,000)**	**(1,181,000)**	**(30)**	**(159,000)**	**(31,000)**	**142,000**	**198,000**	**278,000**	**371,000**	**467,000**	**566,000**	**652,000**
959,800	1,166,800	1,208,800	982,700	*Add Back Depreciation*	1,235,000	1,275,000	3	525,000	543,000	561,000	579,000	598,000	618,000	639,000	660,000	681,000
0	214,200	259,300	(355,000)	*Add Back Unwinding of Present Value*	0	0	0	0	0	0	0	0	0	0	0	0
0	0	23,700	0	*Add Back Loss on Infrastructure*	0	0	0	0	0	0	0	0	0	0	0	0
848,300	**(268,000)**	**(152,800)**	**117,600**	***Cash Result - Surplus / (Deficit)***	**(448,000)**	**94,000**	**(121)**	**366,000**	**512,000**	**703,000**	**777,000**	**876,000**	**989,000**	**1,106,000**	**1,226,000**	**1,333,000**
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		145,000	220,000	232,000	243,000	255,000	268,000	281,000	296,000	310,000
862,800	76,000	90,000	310,100	Less Transfer to Reserves	0	94,000		366,000	512,000	703,000	777,000	876,000	989,000	1,106,000	1,226,000	1,333,000
418,700	357,700	921,100	453,100	Add Transfer from Reserves	1,180,000	100,000		195,000	270,000	882,000	293,000	1,105,000	318,000	1,331,000	346,000	1,560,000
0	23,800	0	192,500	Add Capital Income Applied	0	1,820,000		2,250,000	2,000,000	0	0	0	0	0	0	0
404,200	37,500	628,300	403,100	Less Capital Expenditure	682,000	1,870,000		2,250,000	2,000,000	600,000	0	800,000	0	1,000,000	0	1,200,000
0	**0**	**50,000**	**50,000**	***Cash Result after Capital Movements***	**50,000**	**50,000**	**0**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**
108%	**98%**	**99%**	**104%**	***Cost Recovery % - Cash Operating Result***	**97%**	**101%**		**102%**	**103%**	**104%**	**105%**	**105%**	**106%**	**106%**	**107%**	**107%**

Domestic Waste Management

Manager - Assets Management and Resource Recovery

Background

This program represents the kerb side collection services for domestic (residential) properties.

Budget Comments

OPERATING REVENUES

Domestic Waste Management This represents income from Council's annual charge to all residential properties for kerb-side waste collection services.

Pensioner Abandonments In accordance with Section 575 of the Local Government Act (1993), eligible pensioners are entitled to a 50% rebate on their general, domestic waste, water and sewerage rates, up to a maximum as determined by the State Government. This cost to Council is partially offset by a subsidy from the State Government. Refer to pensioner subsidy.

Vacant Property Charges Council is entitled to charge vacant properties a domestic waste collection charge even though the property may not be receiving the service. This charge can only be raised if the property is within the defined scavenging area.

OPERATING EXPENSES

Administration Includes salaries and office expenses related to the operation of the domestic waste management program.

North East Waste Membership Council's contribution to the North East Waste group.

Waste Trucks - Internal Charges Represents gate charges for Council internal use of the landfill.

Overheads Internal charge for Council overheads.

Collection Includes gate charges for deposition of waste at the RRC and contractor payments related to collection of waste (food and garden organics, recycling and landfill waste bins) from residential properties.

CAPITAL MOVEMENTS

Transfer to/from Reserves Represents the operating surplus or deficit.

Cash Result - Surplus / (Deficit) In accordance with the Local Government Act (1993), any income and expenses relating to domestic waste management must be treated as an "externally restricted reserve". Therefore, any surplus or deficit on the domestic operations, as against the non-domestic collections is transferred to or from the "Domestic Waste Management" reserve. The program must have a zero cash result after capital movements.

4.11 General Fund - Long Term Financial Plan

DOMESTIC WASTE MANAGEMENT (DWM)																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES												
7,771,000	7,961,700	8,410,700	8,715,500	DWM Annual Charges	9,081,000	9,629,000	6	10,220,000	10,831,000	11,230,000	11,623,000	12,030,000	12,451,000	12,887,000	13,338,000	13,805,000
33,200	35,600	38,000	31,800	Vacant Property Annual Charges	32,000	34,000	6	36,000	38,000	39,000	40,000	41,000	42,000	43,000	45,000	47,000
2,400	2,400	2,900	6,300	DWM Exempt Collections	6,000	6,000	0	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
(244,500)	(239,600)	(244,900)	(239,100)	Pensioner Abandonments	(240,000)	(242,000)	1	(244,000)	(246,000)	(248,000)	(250,000)	(252,000)	(254,000)	(256,000)	(258,000)	(260,000)
992,700	1,045,200	333,000	0	Internal Plant Hire Charges	0	0	0	0	0	0	0	0	0	0	0	0
134,500	131,800	134,700	131,500	Operating Grants and Contributions	133,000	134,000	1	135,000	136,000	137,000	138,000	139,000	140,000	141,000	142,000	143,000
0	6,200	65,300	500	Sundry Income	7,000	0	(100)	0	0	0	0	0	0	0	0	0
6,000	49,000	100,000	91,000	Interest on Investments	42,000	26,000	(38)	11,000	3,000	3,000	2,000	4,000	6,000	6,000	9,000	12,000
0	0	834,400	0	Gain / (Loss) on Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
8,695,300	**8,992,300**	**9,674,100**	**8,737,500**		**9,061,000**	**9,587,000**	**6**	**10,164,000**	**10,768,000**	**11,167,000**	**11,559,000**	**11,968,000**	**12,391,000**	**12,827,000**	**13,282,000**	**13,753,000**
				OPERATING EXPENSES												
				Administration												
585,000	499,500	676,300	417,800	Employee Costs and Administration	448,000	461,000	3	477,000	493,000	507,000	522,000	537,000	553,000	569,000	586,000	603,000
4,800	7,700	6,000	33,400	Internal Audit	6,000	6,000	0	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
40,000	40,200	42,000	40,700	North East Waste Membership	43,000	44,000	2	45,000	46,000	47,000	48,000	49,000	50,000	52,000	54,000	56,000
1,047,000	1,047,600	1,072,800	1,072,800	Indirect Expenses - Overheads	1,187,000	1,222,000	3	1,259,000	1,297,000	1,336,000	1,376,000	1,417,000	1,460,000	1,504,000	1,549,000	1,595,000
19,300	142,200	23,500	47,400	Promotion and Education	160,000	150,000	(6)	80,000	82,000	164,000	87,000	90,000	193,000	96,000	99,000	202,000
				Collection												
783,000	783,200	706,700	675,200	Collection Kerbside - Mixed Waste	600,000	618,000	3	636,000	655,000	675,000	695,000	716,000	737,000	759,000	782,000	805,000
1,610,600	1,714,700	1,915,700	2,063,100	Collection Kerbside - Organics	2,020,000	2,081,000	3	2,140,000	2,204,000	2,270,000	2,338,000	2,408,000	2,480,000	2,555,000	2,632,000	2,711,000
2,145,400	1,707,700	2,563,100	3,312,600	Collection Kerbside - Disposal Fees	3,535,000	3,950,000	12	4,140,000	4,213,000	4,382,000	4,558,000	4,740,000	4,929,000	5,126,000	5,331,000	5,545,000
487,100	568,100	704,600	774,800	Collection Kerbside - Recycling	824,000	849,000	3	870,000	896,000	923,000	951,000	980,000	1,009,000	1,039,000	1,070,000	1,102,000
1,005,400	754,600	657,900	596,500	Collection Kerbside - Recycling Disposal	639,000	658,000	3	675,000	695,000	716,000	737,000	759,000	782,000	805,000	829,000	854,000
233,400	199,600	210,500	139,800	Collection Kerbside - Bin Maintenance	155,000	160,000	3	165,000	170,000	175,000	180,000	185,000	191,000	197,000	203,000	209,000
487,600	607,200	226,500	0	Collection Trucks - Operating Expenses	0	0	0	0	0	0	0	0	0	0	0	0
				Non-Cash Expenses												
274,900	274,900	34,400	0	Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
0	662,300	0	0	Impairment - Domestic Waste	0	0	0	0	0	0	0	0	0	0	0	0
8,723,500	**9,009,500**	**8,840,000**	**9,174,100**	**Total Operating Expenses**	**9,617,000**	**10,199,000**	**6**	**10,493,000**	**10,757,000**	**11,201,000**	**11,498,000**	**11,887,000**	**12,390,000**	**12,708,000**	**13,141,000**	**13,688,000**
(28,200)	**(17,200)**	**834,100**	**(436,600)**	***Operating Result - Surplus / (Deficit)***	**(556,000)**	**(612,000)**	**10**	**(329,000)**	**11,000**	**(34,000)**	**61,000**	**81,000**	**1,000**	**119,000**	**141,000**	**65,000**
0	0	(834,400)	0	*Add Back Gain / Loss on Sale*	0	0	0	0	0	0	0	0	0	0	0	0
274,900	937,200	34,400	0	*Add Back Depreciation*	0	0	0	0	0	0	0	0	0	0	0	0
246,700	**920,000**	**34,100**	**(436,600)**	***Cash Result - Surplus / (Deficit)***	**(556,000)**	**(612,000)**	**10**	**(329,000)**	**11,000**	**(34,000)**	**61,000**	**81,000**	**1,000**	**119,000**	**141,000**	**65,000**
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
246,700	920,000	100,000	0	Less Transfer to Reserves	0	0		0	11,000	0	61,000	81,000	1,000	119,000	141,000	65,000
34,800	0	65,900	436,600	Add Transfer from Reserves	556,000	612,000		329,000	0	34,000	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
34,800	0	0	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
0	**0**	**0**	**0**	***Cash Result after Capital Movements***	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
103%	**111%**	**110%**	**95%**	***Cost Recovery % - Cash Operating Result***	**94%**	**94%**		**97%**	**100%**	**100%**	**101%**	**101%**	**100%**	**101%**	**101%**	**100%**

Civil Services Division – Summary (Water and Wastewater)

Director – Civil Services

Budget Comments

The next section of the document provides details of the programs under the direct control of the Division Director – Civil Services that relate to the Water and Wastewater activities of Council. The following page provides a summary of each of those programs.

The programs include:

Water Operations
Revenue and expenses related to the provision of water supply services.

Wastewater Operations
Revenue and expenses related to the provision of wastewater services.

4.11 General Fund - Long Term Financial Plan

CIVIL SERVICES DIVISION - SUMMARY (WATER AND WASTEWATER)																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES												
13,207,500	15,029,800	15,493,100	16,311,200	Water Operations	17,814,000	18,807,000	6	19,853,000	20,796,000	21,899,000	23,164,000	24,467,000	25,235,000	26,044,000	26,916,000	27,838,000
21,795,200	22,965,300	24,694,200	25,053,100	Wastewater Operations	27,920,000	26,079,000	(7)	26,446,000	26,927,000	27,447,000	28,264,000	28,436,000	28,573,000	28,718,000	28,944,000	29,208,000
35,002,700	**37,995,100**	**40,187,300**	**41,364,300**	**Total Operating Revenues**	**45,734,000**	**44,886,000**	**(2)**	**46,299,000**	**47,723,000**	**49,346,000**	**51,428,000**	**52,903,000**	**53,808,000**	**54,762,000**	**55,860,000**	**57,046,000**
				OPERATING EXPENSES												
14,545,800	14,255,600	15,533,500	16,562,600	Water Operations	17,141,000	18,627,000	9	19,547,000	20,574,000	21,710,000	22,861,000	24,056,000	24,588,000	25,160,000	25,744,000	26,344,000
18,112,400	18,082,600	18,291,600	19,388,500	Wastewater Operations	20,131,000	20,399,000	1	20,656,000	20,794,000	21,191,000	21,613,000	21,968,000	22,276,000	22,752,000	23,409,000	24,086,000
32,658,200	**32,338,200**	**33,825,100**	**35,951,100**	**Total Operating Expenses**	**37,272,000**	**39,026,000**	**5**	**40,203,000**	**41,368,000**	**42,901,000**	**44,474,000**	**46,024,000**	**46,864,000**	**47,912,000**	**49,153,000**	**50,430,000**
2,344,500	**5,656,900**	**6,362,200**	**5,413,200**	***Operating Result - Surplus / (Deficit)***	**8,462,000**	**5,860,000**	**(31)**	**6,096,000**	**6,355,000**	**6,445,000**	**6,954,000**	**6,879,000**	**6,944,000**	**6,850,000**	**6,707,000**	**6,616,000**
6,346,800	6,141,600	6,481,200	6,515,200	*Add Back Depreciation and Impairment*	6,500,000	6,705,000	3	6,916,000	7,134,000	7,359,000	7,591,000	7,830,000	8,076,000	8,330,000	8,593,000	8,864,000
1,211,700	37,900	681,700	989,500	*Add Back Loss on Sale of Infrastructure*	1,050,000	1,050,000	0	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000
9,903,000	**11,836,400**	**13,525,100**	**12,917,900**	***Cash Result - Surplus / (Deficit)***	**16,012,000**	**13,615,000**	**(15)**	**14,062,000**	**14,539,000**	**14,854,000**	**15,595,000**	**15,759,000**	**16,070,000**	**16,230,000**	**16,350,000**	**16,530,000**
			989,500													
				Capital Movements												
2,919,600	3,115,000	3,939,000	3,966,000	Less Loan Principal Repayments	3,998,000	4,028,000		4,058,000	4,092,000	4,126,000	4,161,000	4,199,000	4,237,000	0	0	0
3,771,600	220,800	4,887,600	0	Less Transfer to Reserves	581,000	0		386,000	1,679,000	11,784,000	4,954,000	3,475,000	3,847,000	5,823,000	14,070,000	22,587,000
376,300	388,600	827,500	4,078,900	Add Transfer from Reserves	0	3,143,000		0	560,000	0	0	0	0	0	219,000	0
81,800	1,234,000	3,553,100	5,796,500	Add Capital Income Applied	2,112,000	4,631,000		7,499,000	6,885,000	11,360,000	3,955,000	3,611,000	3,611,000	1,291,000	7,610,000	10,407,000
3,669,900	10,123,200	9,079,100	18,827,300	Less Capital Expenditure	13,545,000	17,361,000		17,117,000	16,213,000	10,304,000	10,435,000	11,696,000	11,597,000	11,698,000	10,109,000	4,350,000
0	**0**	**0**	**0**	***Cash Result after Capital Movements***	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Water Operations

Manager - Water and Wastewater

Background

This program details the revenue raised to finance the water programs and management and operational expenses associated with the delivery of those programs.

Budget Comments

OPERATING REVENUES

Annual Charges This item represents the fixed charge component of Council's water billing system.

User Charges These items represent the consumption component of Council's water billing system less estimated pensioner abandonments. This cost is partly offset by the pensioner subsidy, mentioned below.

Operating Grants In accordance with Section 575 of the Local Government Act (1993), eligible pensioners are entitled to a 50% rebate on their rates, up to a maximum as determined by the State Government. This cost to Council is partially offset by a 50% subsidy from the State Government.

Interest generated on surplus water funds and unexpended grants and contributions.

Other Revenues Relates to sundry water items for example water connections, extraordinary repairs.

OPERATING EXPENSES

Engineering Management and Administration includes salaries for engineering and administration staff. 15 FTE (equivalent full time positions) are spread between water and wastewater. Various administrative related expenses such as payroll tax, postage and printing are also included here.

Purchase of Water Cost of water which is purchased from Rous.

Water Mains, Pumping Stations, Reservoirs, Water Treatment Plants Includes wages, plant hire and materials related to the operation of these items for the water program.

CAPITAL MOVEMENTS

Transfer to or from Reserves As the working capital for the Water Fund is believed to be at a satisfactory level, any surplus or deficit cash result is transferred to or from reserves. This item is more clearly shown in the cash reconciliation for Water Fund outlined in Part A of this document.

Capital Expenditure Refer to Part C of this document for further information.

Cash Result - Surplus / (Deficit) In accordance with the Local Government Act (1993), any income and expenses relating to the water fund must be treated as a separate fund. Therefore any surplus or deficit on this program is transferred to or from the "Water Fund". The only exception to this rule is compulsory and non-compulsory dividends that may be paid to General Fund. These dividends are subject to guidelines set by the Department of Primary Industries Water.

4.11 General Fund - Long Term Financial Plan

WATER OPERATIONS																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES												
4,205,900	4,427,100	4,777,000	5,121,000	Annual Charges	5,587,000	5,944,000	6	6,311,000	6,708,000	7,124,000	7,560,000	8,026,000	8,292,000	8,568,000	8,844,000	9,140,000
8,101,800	8,990,700	8,915,700	9,285,400	User Charges	10,520,000	11,167,000	6	11,854,000	12,582,000	13,350,000	14,170,000	15,041,000	15,572,000	16,124,000	16,686,000	17,268,000
178,100	156,000	157,100	156,300	Operating Grants and Contributions	156,000	161,000	3	166,000	171,000	176,000	181,000	186,000	192,000	198,000	204,000	210,000
154,600	854,000	986,600	1,074,400	Interest	873,000	837,000	(4)	802,000	593,000	485,000	466,000	403,000	343,000	293,000	296,000	307,000
235,800	243,200	243,600	244,800	Lease of Reservoir Sites	248,000	255,000	3	263,000	271,000	279,000	287,000	296,000	305,000	314,000	323,000	333,000
277,700	290,200	340,600	385,000	Water Plant Charged to Works	380,000	391,000	3	403,000	415,000	427,000	440,000	453,000	467,000	481,000	495,000	510,000
53,600	51,600	46,400	16,400	Sundry Other Revenues	50,000	52,000	4	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000
0	17,000	26,100	27,900	Gain on Disposal of Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0
13,207,500	**15,029,800**	**15,493,100**	**16,311,200**	**Total Operating Revenues**	**17,814,000**	**18,807,000**	**6**	**19,853,000**	**20,796,000**	**21,899,000**	**23,164,000**	**24,467,000**	**25,235,000**	**26,044,000**	**26,916,000**	**27,838,000**
				OPERATING EXPENSES												
				Direct Expenses												
863,000	770,100	954,900	1,035,700	Management and Administration	1,204,000	1,276,000	6	1,301,000	1,347,000	1,391,000	1,435,000	1,505,000	1,526,000	1,573,000	1,620,000	1,668,000
48,400	186,000	198,000	153,500	Internal Contributions to Works	139,000	141,000	1	117,000	120,000	124,000	128,000	132,000	136,000	140,000	144,000	149,000
7,359,900	7,893,900	8,334,500	8,799,100	Purchase of Water from Rous Council	9,493,000	10,514,000	11	11,250,000	12,038,000	12,881,000	13,783,000	14,748,000	15,043,000	15,344,000	15,651,000	15,964,000
33,600	72,300	328,300	100,100	Miscellaneous	71,000	72,000	1	73,000	74,000	75,000	76,000	77,000	78,000	79,000	80,000	81,000
0	0	6,800	18,200	Section 64 Plan Reviews	0	0	0	0	0	50,000	50,000	0	0	0	0	0
36,100	50,000	55,300	55,600	Compulsory Dividend	56,000	58,000	4	60,000	62,000	64,000	66,000	68,000	70,000	72,000	74,000	76,000
38,700	73,000	65,400	88,300	Plant Operations	143,000	147,000	3	151,000	156,000	161,000	166,000	171,000	176,000	181,000	186,000	192,000
1,516,900	1,335,200	1,352,700	1,292,100	Water Mains	1,279,000	1,511,000	18	1,555,000	1,601,000	1,648,000	1,696,000	1,745,000	1,795,000	1,849,000	1,903,000	1,959,000
13,800	7,100	20,200	10,800	Water Pumping Stations	15,000	15,000	0	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
71,000	93,700	157,500	152,100	Water Reservoirs	108,000	108,000	0	108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000
214,600	214,800	208,400	143,300	Water Treatment Plants	12,000	12,000	0	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
				Indirect Expenses - Overheads												
1,737,000	1,737,800	1,906,900	2,151,700	Overheads Distributed	2,371,000	2,466,000	4	2,540,000	2,616,000	2,694,000	2,775,000	2,858,000	2,944,000	3,032,000	3,123,000	3,217,000
				Debt Servicing												
0	0	0	0	Interest On Loans	0	0	0	0	0	0	0	0	0	0	0	0
				Non-cash Expenses												
1,762,500	1,783,900	1,857,800	1,774,200	Depreciation	1,800,000	1,857,000	3	1,915,000	1,975,000	2,037,000	2,101,000	2,167,000	2,235,000	2,305,000	2,378,000	2,453,000
850,300	37,800	86,800	787,900	Loss on Disposal of Infrastructure	450,000	450,000	0	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
14,545,800	**14,255,600**	**15,533,500**	**16,562,600**	**Total Operating Expenses**	**17,141,000**	**18,627,000**	**9**	**19,547,000**	**20,574,000**	**21,710,000**	**22,861,000**	**24,056,000**	**24,588,000**	**25,160,000**	**25,744,000**	**26,344,000**
(1,338,300)	**774,200**	**(40,400)**	**(251,400)**	***Operating Result - Surplus / (Deficit)***	**673,000**	**180,000**	**(73)**	**306,000**	**222,000**	**189,000**	**303,000**	**411,000**	**647,000**	**884,000**	**1,172,000**	**1,494,000**
1,762,500	1,783,900	1,857,800	1,774,200	*Add Back Depreciation*	1,800,000	1,857,000	3	1,915,000	1,975,000	2,037,000	2,101,000	2,167,000	2,235,000	2,305,000	2,378,000	2,453,000
850,300	20,800	60,700	760,000	*Add Back Gain / Loss on Infrastructure*	450,000	450,000	0	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
1,274,500	**2,578,900**	**1,878,100**	**2,282,800**	***Cash Result - Surplus / (Deficit)***	**2,923,000**	**2,487,000**	**(15)**	**2,671,000**	**2,647,000**	**2,676,000**	**2,854,000**	**3,028,000**	**3,332,000**	**3,639,000**	**4,000,000**	**4,397,000**
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
0	220,800	0	0	Less Transfer to Reserves	94,000	0		186,000	0	152,000	139,000	272,000	505,000	801,000	0	2,885,000
376,300	0	827,500	2,771,800	Add Transfer from Reserves	0	279,000		0	560,000	0	0	0	0	0	219,000	0
81,800	1,216,000	1,070,900	1,219,500	Add Capital Income Applied	10,000	118,000		3,742,000	2,746,000	1,100,000	2,270,000	2,340,000	2,340,000	1,250,000	0	2,838,000
1,732,600	3,574,100	3,776,500	6,274,100	Less Capital Expenditure	2,839,000	2,884,000		6,227,000	5,953,000	3,624,000	4,985,000	5,096,000	5,167,000	4,088,000	4,219,000	4,350,000
0	**0**	**0**	**0**	***Cash Result after Capital Movements***	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
9,483,000	8,879,000	6,154,000	7,370,000	Water Reserves	6,944,000	6,213,000	(11)	5,920,000	4,989,000	4,843,000	4,698,000	4,743,000	3,953,000	4,609,000	5,557,000	6,835,000
11,645,000	11,529,000	11,546,000	11,205,000	Developer Contributions - Section 64	12,065,000	12,774,000	6	9,906,000	7,946,000	7,579,000	6,048,000	4,410,000	3,860,000	3,270,000	2,638,000	3,292,000
21,128,000	**20,408,000**	**17,700,000**	**18,575,000**	**Total Water Reserves Held**	**19,009,000**	**18,987,000**	**(0)**	**15,826,000**	**12,935,000**	**12,422,000**	**10,746,000**	**9,153,000**	**7,813,000**	**7,879,000**	**8,195,000**	**10,127,000**

Wastewater Operations

Manager - Water and Wastewater

Background

This program details the revenue raised to finance the wastewater programs, management expenses and expenses associated with the delivery of wastewater services to the local government area.

Budget Comments

Annual Charges item represents the annual charge raised by Council less estimated pensioner abandonments. This cost is partly offset by the pensioner subsidy from the State Government.

User Charges Major income item relates to trade waste charges.

Operating Grants In accordance with Section 575 of the Local Government Act (1993), eligible pensioners are entitled to a 50% rebate on their rates, up to a maximum determined by the State government. This cost to Council is partially offset by a 50% subsidy from the State Government.

Interest generated on surplus water funds and unexpended grants and contributions.

Other Revenues Relates to sundry items, for example, income for the sale of drainage diagrams.

OPERATING EXPENSES

Engineering Management and Administration includes salaries for engineering and administration staff. 15 FTE (equivalent full time positions) are spread between water and wastewater. Various administrative related expenses such as payroll tax, postage and printing are also included here.

Mains, Pumping Stations, Reservoirs, Treatment Plants Includes wages, plant hire and materials related to the operation of these items for the wastewater program, along with wastewater reuse costs.

CAPITAL MOVEMENTS

Transfer to or from Reserves As the working capital for the Wastewater Fund is believed to be at a satisfactory level, any surplus or deficit cash result is transferred to or from reserves. This item is more clearly shown in the cash reconciliation for the Wastewater Fund outlined in Part A of this document.

Capital Income Represents loan funds utilised and capital grants for augmentation works. Refer to Part C of this document for further information.

Capital Expenditure Refer to Part C of this document for further information.

Cash Result - Surplus / (Deficit) In accordance with the Local Government Act (1993), any income and expenses relating to the wastewater fund must be treated as a separate fund. Therefore any surplus or deficit on this program is transferred to or from the "Wastewater Fund". The only exception to this rule is compulsory and non-compulsory dividends that may be paid to General Fund. These dividends are subject to guidelines set by the Department of Primary Industries Water.

4.11 General Fund - Long Term Financial Plan

WASTEWATER OPERATIONS																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES												
19,143,900	19,392,700	20,288,400	20,708,300	Annual Charges	21,617,000	22,052,000	2	22,495,000	22,947,000	23,408,000	24,176,000	24,172,000	24,168,000	24,164,000	24,160,000	24,156,000
1,389,300	1,612,500	1,503,100	1,751,200	User Charges	1,949,000	1,992,000	2	2,035,000	2,079,000	2,125,000	2,193,000	2,205,000	2,217,000	2,230,000	2,244,000	2,258,000
224,400	154,900	156,000	155,200	Operating Grants and Contributions	261,000	272,000	4	283,000	295,000	306,000	186,000	192,000	198,000	204,000	211,000	218,000
150,300	889,800	1,429,600	1,319,800	Interest	938,000	571,000	(39)	403,000	337,000	299,000	359,000	475,000	555,000	640,000	802,000	1,001,000
335,600	296,300	464,800	464,200	Recycled Wastewater Revenues	530,000	546,000	3	562,000	579,000	596,000	614,000	632,000	651,000	670,000	690,000	711,000
79,600	51,500	52,700	54,700	Residential Rents (2 x Dwellings)	54,000	56,000	4	58,000	60,000	62,000	64,000	66,000	68,000	71,000	74,000	77,000
(1,500)	33,400	37,100	38,600	Turf Farm Rental	40,000	42,000	5	44,000	46,000	48,000	50,000	52,000	54,000	56,000	58,000	60,000
460,000	515,100	542,600	502,800	Wastewater Plant Charged to Works	525,000	541,000	3	558,000	575,000	593,000	611,000	630,000	649,000	669,000	690,000	711,000
9,500	5,200	6,100	5,000	Sundry Other Revenues	2,006,000	7,000	(100)	8,000	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000
4,100	13,900	213,800	53,300	Gain on Disposal of Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0
21,795,200	**22,965,300**	**24,694,200**	**25,053,100**	**Total Operating Revenues**	**27,920,000**	**26,079,000**	**(7)**	**26,446,000**	**26,927,000**	**27,447,000**	**28,264,000**	**28,436,000**	**28,573,000**	**28,718,000**	**28,944,000**	**29,208,000**
				OPERATING EXPENSES												
				Direct Expenses												
1,748,400	1,567,700	1,647,500	1,654,800	Management and Administration	1,863,000	1,681,000	(10)	1,714,000	1,770,000	1,823,000	1,877,000	1,958,000	1,990,000	2,047,000	2,106,000	2,169,000
0	0	0	0	Operational Procedures Review	50,000	0	(100)	0	0	0	0	0	0	0	0	0
0	0	0	0	Alstonville Treatment Plant - Master Plan	100,000	150,000	50	150,000	0	0	0	0	0	0	0	0
0	0	0	0	Lennox Treatment Plant - Master Plan	150,000	0	(100)	0	0	0	0	0	0	0	0	0
0	0	0	0	Wardell Treatment Plant - Master Plan	100,000	0	(100)	0	0	0	0	0	0	0	0	0
78,000	202,000	230,000	194,000	Internal Contributions to Works	175,000	179,000	2	146,000	151,000	156,000	161,000	166,000	172,000	177,000	183,000	189,000
115,000	128,600	231,700	215,500	Miscellaneous	168,000	173,000	3	178,000	183,000	188,000	193,000	198,000	204,000	211,000	218,000	225,000
0	0	6,800	18,100	Section 64 Plan Reviews	0	0	0	0	0	50,000	50,000	0	0	0	0	0
46,500	48,100	52,100	52,400	Compulsory Dividend	54,000	56,000	4	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	74,000
0	0	0	0	Non-compulsory Dividend	0	0	0	0	0	0	0	0	0	0	0	0
207,900	197,200	90,100	187,700	Plant Operations	230,000	237,000	3	244,000	251,000	259,000	267,000	275,000	283,000	291,000	300,000	309,000
817,500	1,042,500	862,000	678,700	Wastewater Mains	817,000	756,000	(7)	774,000	792,000	810,000	828,000	848,000	868,000	888,000	908,000	928,000
1,249,100	1,288,700	1,194,400	1,352,800	Wastewater Pumping Stations	1,368,000	1,315,000	(4)	1,351,000	1,387,000	1,423,000	1,459,000	1,498,000	1,537,000	1,578,000	1,619,000	1,660,000
8,800	21,200	8,800	55,900	Recycled Water Reservoirs	31,000	11,000	(65)	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
3,393,400	3,849,400	3,608,300	4,698,900	Wastewater Treatment Plants	4,487,000	5,177,000	15	5,328,000	5,430,000	5,589,000	5,814,000	5,983,000	6,098,000	6,281,000	6,468,000	6,661,000
129,600	98,300	134,200	140,400	Low Pressure Sewer	120,000	122,000	2	124,000	126,000	128,000	130,000	132,000	134,000	136,000	138,000	140,000
				Indirect Expenses - Overheads												
2,369,700	2,449,200	2,642,400	3,208,800	Overheads Distributed	3,420,000	3,604,000	5	3,713,000	3,825,000	3,940,000	4,059,000	4,181,000	4,307,000	4,437,000	4,571,000	4,709,000
				Debt Servicing												
2,998,700	2,801,000	2,125,100	1,906,700	Interest on Loans	1,698,000	1,490,000	(12)	1,264,000	1,049,000	830,000	610,000	389,000	163,000	0	0	0
				Non-cash Expenses												
4,584,300	4,357,700	4,623,400	4,741,000	Depreciation	4,700,000	4,848,000	3	5,001,000	5,159,000	5,322,000	5,490,000	5,663,000	5,841,000	6,025,000	6,215,000	6,411,000
365,500	31,000	834,800	282,800	Loss on Disposal of Infrastructure	600,000	600,000	0	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
0	0	0	0	Unwinding Interest Free Loan	0	0	0	0	0	0	0	0	0	0	0	0
18,112,400	**18,082,600**	**18,291,600**	**19,388,500**	**Total Operating Expenses**	**20,131,000**	**20,399,000**	**1**	**20,656,000**	**20,794,000**	**21,191,000**	**21,613,000**	**21,968,000**	**22,276,000**	**22,752,000**	**23,409,000**	**24,086,000**
3,682,800	**4,882,700**	**6,402,600**	**5,664,600**	***Operating Result - Surplus / (Deficit)***	**7,789,000**	**5,680,000**	**(27)**	**5,790,000**	**6,133,000**	**6,256,000**	**6,651,000**	**6,468,000**	**6,297,000**	**5,966,000**	**5,535,000**	**5,122,000**
4,584,300	4,357,700	4,623,400	4,741,000	*Add Back Depreciation*	4,700,000	4,848,000	3	5,001,000	5,159,000	5,322,000	5,490,000	5,663,000	5,841,000	6,025,000	6,215,000	6,411,000
361,400	17,100	621,000	229,500	*Add Back Gain / Loss on Infrastructure*	600,000	600,000	0	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
8,628,500	**9,257,500**	**11,647,000**	**10,635,100**	***Cash Result - Surplus / (Deficit)***	**13,089,000**	**11,128,000**	**(15)**	**11,391,000**	**11,892,000**	**12,178,000**	**12,741,000**	**12,731,000**	**12,738,000**	**12,591,000**	**12,350,000**	**12,133,000**
				Capital Movements												
2,919,600	3,115,000	3,939,000	3,966,000	Less Loan Principal Repayments	3,998,000	4,028,000		4,058,000	4,092,000	4,126,000	4,161,000	4,199,000	4,237,000	0	0	0
3,771,600	0	4,887,600	0	Less Transfer to Reserves	487,000	0		200,000	1,679,000	11,632,000	4,815,000	3,203,000	3,342,000	5,022,000	14,070,000	19,702,000
0	388,600	0	1,307,100	Add Transfer from Reserves	0	2,864,000		0	0	0	0	0	0	0	0	0
0	18,000	2,482,200	4,577,000	Add Capital Income Applied	2,102,000	4,513,000		3,757,000	4,139,000	10,260,000	1,685,000	1,271,000	1,271,000	41,000	7,610,000	7,569,000
1,937,300	6,549,100	5,302,600	12,553,200	Less Capital Expenditure	10,706,000	14,477,000		10,890,000	10,260,000	6,680,000	5,450,000	6,600,000	6,430,000	7,610,000	5,890,000	0
0	**0**	**0**	**0**	***Cash Result after Capital Movements***	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
13,121,000	11,487,000	14,987,000	12,683,000	Wastewater Reserves	12,772,000	9,681,000	(24)	9,740,000	11,339,000	14,205,000	19,016,000	22,219,000	24,290,000	29,279,000	36,612,000	39,989,000
11,383,000	13,250,000	12,337,000	9,499,000	Developer Contributions - Section 64	8,795,000	5,634,000	(36)	3,193,000	359,000	140,000	(216,000)	(112,000)	1,313,000	2,780,000	3,432,000	5,093,000
24,504,000	**24,737,000**	**27,324,000**	**22,182,000**	**Total Wastewater Reserves Held**	**21,567,000**	**15,315,000**	**(29)**	**12,933,000**	**11,698,000**	**14,345,000**	**18,800,000**	**22,107,000**	**25,603,000**	**32,059,000**	**40,044,000**	**45,082,000**

Corporate and Community Division - Summary

Director – Corporate and Community

Budget Comments

The next section of the document provides details of the programs under the control of the Division Director – Corporate and Community. The following page provides a summary of each of those programs. The Corporate and Community Division consists of the following programs:

Governance Includes costs associated with the elected councillors and the General Manager's office along with costs associated with Council's procurement and community property functions.

Communications and Customer Service Includes costs associated with the corporate communications function which includes statutory management reporting and customer service.

Financial Services This program outlines the financial services such as creditors, debtors, purchasing and rates.

Information Services This program outlines the expenses associated with the provision of information services to Council. This includes computer equipment, software and geographical information services.

People and Culture Costs associated with the human resource management function, payroll.

Commercial Property Includes costs associated with Council's commercial property portfolio.

Ballina Byron Gateway Airport Revenue and expenses associated with the operation of the airport.

Community Facilities This program includes revenues and expenses for the operation of the Kentwell Centre, Lennox Head Cultural Centre, Lennox Head Community Hall, Alstonville Cultural Centre, Ballina Indoors Sports Centre, Richmond Room and Ballina Surf Club.

Library Services Costs associated with the operation of the Council owned libraries, which are managed by the Richmond Tweed Regional Library, through Lismore City Council.

Swimming Pools Revenues and expenses associated with the operation of the Ballina and Alstonville swimming pools.

Destination and Economy Includes costs associated with the management of a range of activities including visitor services, marketing and grant administration.

Facilities Management Includes costs to manage the Council Administration Centre, Council Depot, the Naval Museum and a number of small halls. In addition this program looks after the building maintenance and painting programs of all community centres, surf clubs, libraries, swimming pools, emergency services and other buildings.

Fleet and Plant Revenues and expenses related to the management of Council's fleet.

4.11 General Fund - Long Term Financial Plan

CORPORATE AND COMMUNITY DIVISION - SUMMARY																	
ACTUAL				DESCRIPTION	ESTIMATED												
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES													
533,800	317,100	228,500	198,300	Governance	0	0	0	0	0	0	0	0	0	0	0	0	0
29,000	465,000	159,700	26,200	Communications and Customer Service	9,000	8,000	(11)	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
36,580,800	35,666,300	36,075,400	35,923,000	Financial Services	39,847,000	42,366,000	6	44,871,000	47,537,000	50,375,000	52,262,000	54,221,000	56,255,000	58,368,000	60,563,000	62,842,000	62,842,000
402,500	265,400	184,400	229,600	Information Services	221,000	232,000	5	236,000	243,000	249,000	256,000	263,000	270,000	278,000	285,000	294,000	294,000
302,200	321,700	236,900	510,300	People and Culture	1,120,000	1,072,000	(4)	1,104,000	1,137,000	1,171,000	335,000	344,000	354,000	364,000	375,000	386,000	386,000
2,997,700	4,415,400	4,659,900	5,386,900	Commercial Property	5,798,000	5,627,000	(3)	5,965,000	5,297,000	5,445,000	5,721,000	5,882,000	6,048,000	6,224,000	6,408,000	6,602,000	6,602,000
7,546,500	9,525,200	9,473,700	10,319,400	Ballina Byron Gateway Airport	10,512,000	11,167,000	6	11,801,000	12,946,000	14,134,000	14,920,000	15,700,000	16,392,000	17,119,000	17,880,000	18,683,000	18,683,000
570,600	1,193,800	838,200	914,000	Community Facilities	924,000	973,000	5	1,209,000	1,251,000	1,294,000	1,337,000	1,382,000	1,430,000	1,480,000	1,531,000	1,584,000	1,584,000
254,600	338,400	119,400	342,600	Library Services	197,000	143,000	(27)	148,000	153,000	158,000	163,000	168,000	174,000	180,000	186,000	192,000	192,000
1,035,700	1,209,400	1,277,800	1,233,000	Swimming Pools	1,296,000	1,332,000	3	1,374,000	1,417,000	1,461,000	1,506,000	1,553,000	1,601,000	1,651,000	1,702,000	1,755,000	1,755,000
85,400	146,900	210,400	178,500	Destination and Economy	247,000	188,000	(24)	242,000	204,000	258,000	219,000	274,000	235,000	292,000	252,000	260,000	260,000
41,200	538,600	916,200	56,400	Facilities Management	121,000	29,000	(76)	32,000	35,000	38,000	41,000	44,000	47,000	50,000	53,000	56,000	56,000
6,000,400	5,588,000	6,478,400	6,655,200	Fleet and Plant	6,608,000	6,976,000	6	7,192,000	7,425,000	7,663,000	7,908,000	8,159,000	8,417,000	8,681,000	8,951,000	9,228,000	9,228,000
56,380,400	**59,991,200**	**60,858,900**	**61,973,400**	**Total Operating Revenues**	**66,900,000**	**70,113,000**	**5**	**74,182,000**	**77,653,000**	**82,254,000**	**84,676,000**	**87,998,000**	**91,231,000**	**94,695,000**	**98,194,000**	**101,890,000**	**101,890,000**
				OPERATING EXPENSES													
1,568,200	1,304,400	1,431,100	1,714,300	Governance	1,426,000	1,554,000	9	1,649,000	2,137,000	1,754,000	1,803,000	1,854,000	2,368,000	1,956,000	2,014,000	2,074,000	2,074,000
528,300	548,700	529,400	538,500	Communications and Customer Service	772,000	622,000	(19)	641,000	660,000	673,000	687,000	701,000	715,000	728,000	741,000	757,000	757,000
755,100	906,700	682,800	715,100	Financial Services	750,000	813,000	8	937,000	883,000	909,000	936,000	963,000	1,086,000	1,020,000	1,049,000	1,079,000	1,079,000
3,089,400	3,184,900	3,355,800	3,373,200	Information Services	3,652,000	3,764,000	3	3,905,000	4,002,000	4,088,000	4,174,000	4,263,000	4,353,000	4,445,000	4,540,000	4,637,000	4,637,000
(142,900)	588,500	568,900	1,180,500	People and Culture	1,797,000	2,065,000	15	2,124,000	2,191,000	2,278,000	1,433,000	1,497,000	1,540,000	1,609,000	1,656,000	1,718,000	1,718,000
1,940,700	3,450,200	(1,711,500)	6,786,400	Commercial Property	2,479,000	2,057,000	(17)	2,102,000	2,001,000	2,059,000	2,118,000	2,179,000	2,241,000	2,305,000	2,371,000	2,439,000	2,439,000
5,890,400	7,433,900	8,542,100	9,171,400	Ballina Byron Gateway Airport	9,032,000	9,176,000	2	9,507,000	10,028,000	10,387,000	10,758,000	11,129,000	11,486,000	11,846,000	12,221,000	12,618,000	12,618,000
1,007,800	1,163,900	1,105,800	1,170,000	Community Facilities	1,320,000	1,275,000	(3)	1,459,000	1,512,000	1,562,000	1,613,000	1,665,000	1,717,000	1,770,000	1,824,000	1,880,000	1,880,000
1,800,000	1,972,800	2,108,600	2,244,000	Library Services	2,369,000	2,368,000	(0)	2,440,000	2,515,000	2,592,000	2,672,000	2,754,000	2,839,000	2,926,000	3,015,000	3,108,000	3,108,000
2,075,200	2,371,300	2,429,500	2,560,800	Swimming Pools	2,610,000	2,664,000	2	2,713,000	2,767,000	2,818,000	2,874,000	2,930,000	2,991,000	3,052,000	3,114,000	3,176,000	3,176,000
521,900	477,600	544,000	566,200	Destination and Economy	779,000	756,000	(3)	828,000	823,000	903,000	899,000	982,000	978,000	1,063,000	1,059,000	1,100,000	1,100,000
3,029,100	3,733,200	3,536,700	2,982,600	Facilities Management	3,324,000	3,057,000	(8)	3,183,000	3,280,000	3,392,000	3,512,000	3,634,000	3,758,000	3,884,000	4,013,000	4,145,000	4,145,000
4,904,700	5,032,700	6,530,600	6,040,800	Fleet and Plant	5,351,000	5,516,000	3	5,666,000	5,839,000	6,017,000	6,199,000	6,388,000	6,584,000	6,786,000	6,992,000	7,204,000	7,204,000
26,967,900	**32,168,800**	**29,653,800**	**39,043,800**	**Total Operating Expenses**	**35,661,000**	**35,687,000**	**0**	**37,154,000**	**38,638,000**	**39,432,000**	**39,678,000**	**40,939,000**	**42,656,000**	**43,390,000**	**44,609,000**	**45,935,000**	**45,935,000**
				NET OPERATING RESULT													
(1,034,400)	(987,300)	(1,202,600)	(1,516,000)	Governance	(1,426,000)	(1,554,000)	9	(1,649,000)	(2,137,000)	(1,754,000)	(1,803,000)	(1,854,000)	(2,368,000)	(1,956,000)	(2,014,000)	(2,074,000)	(2,074,000)
(499,300)	(83,700)	(369,700)	(512,300)	Communications and Customer Service	(763,000)	(614,000)	(20)	(633,000)	(652,000)	(665,000)	(679,000)	(693,000)	(707,000)	(720,000)	(733,000)	(749,000)	(749,000)
35,825,700	34,759,600	35,392,600	35,207,900	Financial Services	39,097,000	41,553,000	6	43,934,000	46,654,000	49,466,000	51,326,000	53,258,000	55,169,000	57,348,000	59,514,000	61,763,000	61,763,000
(2,686,900)	(2,919,500)	(3,171,400)	(3,143,600)	Information Services	(3,431,000)	(3,532,000)	3	(3,669,000)	(3,759,000)	(3,839,000)	(3,918,000)	(4,000,000)	(4,083,000)	(4,167,000)	(4,255,000)	(4,343,000)	(4,343,000)
445,100	(266,800)	(332,000)	(670,200)	People and Culture	(677,000)	(993,000)	47	(1,020,000)	(1,054,000)	(1,107,000)	(1,098,000)	(1,153,000)	(1,186,000)	(1,245,000)	(1,281,000)	(1,332,000)	(1,332,000)
1,057,000	965,200	6,371,400	(1,399,500)	Commercial Property	3,319,000	3,570,000	8	3,863,000	3,296,000	3,386,000	3,603,000	3,703,000	3,807,000	3,919,000	4,037,000	4,163,000	4,163,000
1,656,100	2,091,300	931,600	1,148,000	Ballina Byron Gateway Airport	1,480,000	1,991,000	35	2,294,000	2,918,000	3,747,000	4,162,000	4,571,000	4,906,000	5,273,000	5,659,000	6,065,000	6,065,000
(437,200)	29,900	(267,600)	(256,000)	Community Facilities	(396,000)	(302,000)	(24)	(250,000)	(261,000)	(268,000)	(276,000)	(283,000)	(287,000)	(290,000)	(293,000)	(296,000)	(296,000)
(1,545,400)	(1,634,400)	(1,989,200)	(1,901,400)	Library Services	(2,172,000)	(2,225,000)	2	(2,292,000)	(2,362,000)	(2,434,000)	(2,509,000)	(2,586,000)	(2,665,000)	(2,746,000)	(2,829,000)	(2,916,000)	(2,916,000)
(1,039,500)	(1,161,900)	(1,151,700)	(1,327,800)	Swimming Pools	(1,314,000)	(1,332,000)	1	(1,339,000)	(1,350,000)	(1,357,000)	(1,368,000)	(1,377,000)	(1,390,000)	(1,401,000)	(1,412,000)	(1,421,000)	(1,421,000)
(436,500)	(330,700)	(333,600)	(387,700)	Destination and Economy	(532,000)	(568,000)	7	(586,000)	(619,000)	(645,000)	(680,000)	(708,000)	(743,000)	(771,000)	(807,000)	(840,000)	(840,000)
(2,987,900)	(3,194,600)	(2,620,500)	(2,926,200)	Facilities Management	(3,203,000)	(3,028,000)	(5)	(3,151,000)	(3,245,000)	(3,354,000)	(3,471,000)	(3,590,000)	(3,711,000)	(3,834,000)	(3,960,000)	(4,089,000)	(4,089,000)
1,095,700	555,300	(52,200)	614,400	Fleet and Plant	1,257,000	1,460,000	16	1,526,000	1,586,000	1,646,000	1,709,000	1,771,000	1,833,000	1,895,000	1,959,000	2,024,000	2,024,000
29,412,500	**27,822,400**	**31,205,100**	**22,929,600**	***Total Operating Result - Surplus / (Deficit)***	**31,239,000**	**34,426,000**	**10**	**37,028,000**	**39,015,000**	**42,822,000**	**44,998,000**	**47,059,000**	**48,575,000**	**51,305,000**	**53,585,000**	**55,955,000**	**55,955,000**
5,808,200	5,719,100	6,168,400	6,687,100	Add Back Depreciation and Impairment	6,731,000	6,308,000	(6)	6,510,000	6,718,000	6,933,000	7,156,000	7,384,000	7,621,000	7,865,000	8,117,000	8,376,000	8,376,000
(519,900)	907,100	(4,308,500)	3,598,500	Add Back Land Stock and AASB 16	0	0	0	0	0	0	0	0	0	0	0	0	0
(214,700)	(1,010,000)	(990,000)	(1,227,000)	Add Back Fair Value Rental Properties	(960,000)	(960,000)	0	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)
(718,300)	(436,800)	(1,207,200)	(757,800)	Less Gain on Disposal of Infrastructure	(2,132,000)	(1,737,000)	(19)	(2,055,000)	(700,000)	(730,000)	(760,000)	(790,000)	(820,000)	(850,000)	(880,000)	(910,000)	(910,000)
0	0	0	(818,500)	Add Back Unwinding PV/Less Remediation	0	0	0	0	0	0	0	0	0	0	0	0	0
197,500	359,600	2,061,800	709,300	Add Back Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0	0
33,965,300	**33,361,400**	**32,929,600**	**31,121,200**	***Total Cash Result - Surplus / (Deficit)***	**34,878,000**	**38,037,000**	**9**	**40,523,000**	**44,073,000**	**48,065,000**	**50,434,000**	**52,693,000**	**54,416,000**	**57,360,000**	**59,862,000**	**62,461,000**	**62,461,000**
2,186,200	9,039,400	5,411,000	6,813,000	Less Loan Principal Repayments	8,235,000	1,226,000		1,282,000	1,337,000	1,398,000	1,459,000	1,523,000	1,591,000	1,662,000	1,736,000	1,814,000	1,814,000
10,473,300	37,540,300	12,201,800	28,027,800	Less Transfer to Reserves	28,440,000	28,473,000		26,875,000	12,230,000	11,275,000	12,038,000	12,681,000	13,267,000	13,891,000	14,539,000	15,220,000	15,220,000
9,856,600	22,388,300	26,882,900	18,316,800	Add Transfer from Reserves	25,120,000	31,018,000		21,732,000	14,874,000	16,446,000	10,257,000	11,518,000	11,962,000	9,640,000	14,652,000	13,666,000	13,666,000
6,495,300	27,948,500	7,984,800	20,207,400	Add Capital Income Applied	17,357,000	12,903,000		15,310,000	1,507,000	3,325,000	3,332,000	1,652,000	1,702,000	1,777,000	1,830,000	1,900,000	1,900,000
13,682,900	13,166,500	22,862,500	9,483,900	Less Capital Expenditure	12,796,000	22,078,000		17,375,000	12,748,000	18,943,000	12,813,000	12,385,000	12,360,000	10,637,000	15,717,000	14,800,000	14,800,000
23,974,800	**23,952,000**	**27,322,000**	**25,320,700**	***Cash Result after Capital Movements***	**27,884,000**	**30,181,000**	**8**	**32,033,000**	**34,139,000**	**36,220,000**	**37,713,000**	**39,274,000**	**40,862,000**	**42,587,000**	**44,352,000**	**46,193,000**	**46,193,000**

Governance

Director – Corporate and Community

Background

This program relates to expenses associated with the General Manager's office, the elected Council and the Corporate and Community Division along with specialised procurement, risk and insurance and community property staff.

Budget Comments

Governance
Based on staffing structure of 6.8 FTE (equivalent full time positions) and motor vehicle expenses. Also includes office expenses and the external audit fee.

Councillors
Includes Councillor allowances and travelling expenses. Also includes attendance fees, meals, insurance, stationery, motor vehicle and telephone expenses.

Election Expenses
The cost of Council elections.

Subscriptions and Contributions
Includes subscriptions and membership to Local Government NSW, Northern Rivers Joint Organisation, Country Mayors and Australian Coastal Councils Association.

Risk Management
Provision for insurance premiums for items such as public liability and professional indemnity.

Procurement and Contract Management
Based on staffing structure of 2 FTE (equivalent full time positions), including motor vehicle expenses and other procurement expenses including printing and stationery.

CAPITAL MOVEMENTS

Reserve Movements
The annual transfer to reserve relates typically to the creation of a reserve to fund future election costs. The transfer from reserve is the funding of the election.

4.11 General Fund - Long Term Financial Plan

GOVERNANCE																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES												
				Miscellaneous												
13,900	100	19,400	20,500	Refunds - Insurance and Sundries	0	0	0	0	0	0	0	0	0	0	0	0
519,900	317,000	209,100	177,800	Accounting Standard ASB 17 Adjustment	0	0	0	0	0	0	0	0	0	0	0	0
533,800	**317,100**	**228,500**	**198,300**	**Total Operating Revenues**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
				OPERATING EXPENSES												
				Governance												
801,300	806,900	887,200	1,263,900	Employee Costs	1,330,000	1,350,000	2	1,447,000	1,498,000	1,543,000	1,589,000	1,637,000	1,686,000	1,736,000	1,788,000	1,842,000
30,000	30,000	18,000	16,400	Motor Vehicles	20,000	22,000	10	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000
18,800	11,900	12,400	44,500	Sundry Office Expenses	19,000	20,000	5	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
8,700	6,400	3,600	28,400	Legal Expenses	2,000	2,000	0	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
90,600	94,300	98,700	118,000	Audit - External	118,000	122,000	3	126,000	130,000	134,000	138,000	142,000	146,000	150,000	155,000	160,000
16,500	28,600	31,400	24,400	Audit - Internal	28,000	30,000	7	30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000
3,500	8,000	5,800	19,100	Audit - Risk and Improvement Committee	20,000	24,000	20	25,000	26,000	27,000	28,000	29,000	30,000	31,000	32,000	33,000
				Councillors												
428,800	439,300	508,300	537,400	Councillors Allowances and Exps	541,000	557,000	3	573,000	632,000	605,000	621,000	638,000	680,000	672,000	692,000	712,000
278,400	0	0	354,500	Elections	0	0	0	0	389,000	0	0	0	438,000	0	0	0
93,800	102,600	93,300	117,300	Subscriptions and Contributions	116,000	131,000	13	129,000	133,000	137,000	141,000	145,000	149,000	153,000	157,000	162,000
				Risk Management												
733,100	825,700	886,400	953,800	Public Risk and Plant	990,000	1,100,000	11	1,133,000	1,167,000	1,202,000	1,238,000	1,275,000	1,313,000	1,352,000	1,393,000	1,435,000
16,800	6,300	14,800	1,100	Excess Public Risk	10,000	10,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
				Interest on Lease Liability												
81,300	84,400	65,900	62,400	Interest and Amortisation	0	0	0	0	0	0	0	0	0	0	0	0
				Procurement and Contract Mgmgt												
260,000	262,000	225,000	235,700	Procurement and Contracts - Employee Costs	240,000	243,000	1	250,000	258,000	266,000	274,000	282,000	290,000	299,000	308,000	317,000
7,000	7,100	34,700	0	Procurement - Software	93,000	96,000	3	99,000	102,000	105,000	108,000	111,000	114,000	117,000	121,000	125,000
				Recouped from Business Activities												
(1,741,700)	(1,656,000)	(1,612,800)	(2,180,400)	Direct Costs Redistributed to Businesses	(2,101,000)	(2,153,000)	2	(2,218,000)	(2,285,000)	(2,354,000)	(2,425,000)	(2,498,000)	(2,573,000)	(2,651,000)	(2,731,000)	(2,813,000)
				Non-cash Expenses												
441,300	246,900	158,400	117,800	Depreciation/Amortisation/ ROU assets	0	0	0	0	0	0	0	0	0	0	0	0
1,568,200	**1,304,400**	**1,431,100**	**1,714,300**	**Total Operating Expenses**	**1,426,000**	**1,554,000**	**9**	**1,649,000**	**2,137,000**	**1,754,000**	**1,803,000**	**1,854,000**	**2,368,000**	**1,956,000**	**2,014,000**	**2,074,000**
(1,034,400)	**(987,300)**	**(1,202,600)**	**(1,516,000)**	***Operating Result - Surplus / (Deficit)***	**(1,426,000)**	**(1,554,000)**	**9**	**(1,649,000)**	**(2,137,000)**	**(1,754,000)**	**(1,803,000)**	**(1,854,000)**	**(2,368,000)**	**(1,956,000)**	**(2,014,000)**	**(2,074,000)**
(519,900)	(317,000)	(209,100)	(177,800)	*Less AASB 17 Adjustments*	0	0	0	0	0	0	0	0	0	0	0	0
441,300	246,900	158,400	117,800	*Add Back Depreciation*	0	0	0	0	0	0	0	0	0	0	0	0
(1,113,000)	**(1,057,400)**	**(1,253,300)**	**(1,576,000)**	***Cash Result - Surplus / (Deficit)***	**(1,426,000)**	**(1,554,000)**	**9**	**(1,649,000)**	**(2,137,000)**	**(1,754,000)**	**(1,803,000)**	**(1,854,000)**	**(2,368,000)**	**(1,956,000)**	**(2,014,000)**	**(2,074,000)**
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
75,000	75,000	92,800	94,000	Less Transfer to Reserves	95,000	96,000		98,000	100,000	102,000	104,000	109,000	124,000	134,000	139,000	144,000
278,500	0	0	358,000	Add Transfer from Reserves	0	0		0	389,000	0	0	0	438,000	0	0	0
0	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
(909,500)	**(1,132,400)**	**(1,346,100)**	**(1,312,000)**	***Cash Result after Capital Movements***	**(1,521,000)**	**(1,650,000)**	**8**	**(1,747,000)**	**(1,848,000)**	**(1,856,000)**	**(1,907,000)**	**(1,963,000)**	**(2,054,000)**	**(2,090,000)**	**(2,153,000)**	**(2,218,000)**
0	**30%**	**18%**	**12%**	***Cost Recovery % - Cash Operating Result***	**0%**	**0%**		**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**

Communications and Customer Service

Manager - Communications and Customer Service

Background

This program relates to expenses associated with donations to community groups, Council's communications team and frontline customer service staff.

Budget Comments

OPERATING EXPENSES

Employee Costs
Customer Service -Based on staffing structure of 4.8 FTE (equivalent full time positions).
Communications - Based on staffing structure of 4 FTE (equivalent full time positions).
Grants and Administration- Based on staffing structure of 1.8 FTE (equivalent full time positions).

Donations
In accordance with Section 356 of the Local Government Act (1993) "a council may, in accordance with a resolution of the council, contribute money or otherwise grant financial assistance for the purpose of exercising its functions". This item includes donations to public halls for rates and charges, capital works contributions for hall, cash donations to community groups and Council fee waivers.

Corporate Office Expenses
Includes corporate expenses for items such as printing and stationery, advertising etc.

4.11 General Fund - Long Term Financial Plan

COMMUNICATIONS AND CUSTOMER SERVICE																	
ACTUAL				DESCRIPTION	ESTIMATED												
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES													
				Fees and Charges													
9,000	9,400	8,100	4,400	Sundry Sales and Services	9,000	8,000	(11)	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
				Grants and Contributions													
20,000	443,900	53,500	10,000	Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0
				Other													
0	11,700	98,100	11,800	Profit on Sale or Disposal	0	0	0	0	0	0	0	0	0	0	0	0	0
29,000	**465,000**	**159,700**	**26,200**	**Total Operating Revenues**	**9,000**	**8,000**	**(11)**	**8,000**	**8,000**	**8,000**	**8,000**	**8,000**	**8,000**	**8,000**	**8,000**	**8,000**
				OPERATING EXPENSES													
				Communications													
956,200	951,700	1,183,700	1,156,200	Employee Costs	1,079,000	1,109,000	3	1,148,000	1,188,000	1,224,000	1,261,000	1,299,000	1,338,000	1,378,000	1,419,000	1,462,000
3,600	800	2,800	4,200	Conferences	4,000	4,000	0	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
182,200	98,400	0	0	Bushfire and Flood Events - Grant Funded	0	0	0	0	0	0	0	0	0	0	0	0
				Corporate Office Expenses													
35,300	35,800	41,800	26,800	Printing, Stationery and Postage	26,000	27,000	4	28,000	29,000	30,000	31,000	32,000	33,000	34,000	35,000	36,000
102,700	29,300	15,200	10,300	Telephone	12,000	12,000	0	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
3,100	2,500	2,700	2,700	Cash Delivery Services	3,000	3,000	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
20,300	7,900	11,100	3,800	Advertising	4,000	4,000	0	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
36,600	38,000	38,900	35,100	Community Connect	40,000	40,000	0	41,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000
25,400	26,600	71,800	167,400	Software, Licence Fees and Web Site Mgmt.	200,000	200,000	0	206,000	212,000	218,000	225,000	232,000	239,000	246,000	253,000	261,000
8,000	3,900	12,500	9,100	Sundry Administration Expenses	10,000	1,000	(90)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
				Donations													
33,700	30,300	39,300	41,100	Donations - Public Halls - Rates	41,000	42,000	2	43,000	44,000	45,000	46,000	47,000	48,000	49,000	50,000	52,000
0	3,600	7,200	7,200	Donations - Lighthouse Chairs	8,000	8,000	0	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
48,300	77,200	68,000	72,500	Donations - General	89,000	84,000	(6)	87,000	90,000	93,000	96,000	99,000	102,000	105,000	108,000	111,000
11,400	4,000	0	28,000	Donations - Sporting Groups	34,000	35,000	3	36,000	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000
1,700	0	0	2,600	Community Groups - Council Fees	4,000	4,000	0	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
				Festivals and Events Support													
10,100	42,400	60,100	83,400	Festivals and Events Program	185,000	150,000	(19)	150,000	150,000	149,000	148,000	147,000	146,000	145,000	144,000	143,000
4,000	0	36,000	4,000	Fair Go	4,000	4,000	0	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
34,700	44,900	32,000	42,100	Australia Day	34,000	30,000	(12)	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000
0	203,800	49,900	0	Reconnecting Regional NSW Grant Program	0	0	0	0	0	0	0	0	0	0	0	0
				Recouped from Business Activities													
(989,000)	(1,052,400)	(1,143,600)	(1,158,000)	Direct Costs Redistributed to Businesses	(1,005,000)	(1,135,000)	13	(1,169,000)	(1,204,000)	(1,240,000)	(1,277,000)	(1,315,000)	(1,354,000)	(1,395,000)	(1,437,000)	(1,480,000)
528,300	**548,700**	**529,400**	**538,500**	**Total Operating Expenses**	**772,000**	**622,000**	**(19)**	**641,000**	**660,000**	**673,000**	**687,000**	**701,000**	**715,000**	**728,000**	**741,000**	**757,000**
(499,300)	**(83,700)**	**(369,700)**	**(512,300)**	***Operating Result - Surplus / (Deficit)***	**(763,000)**	**(614,000)**	**(20)**	**(633,000)**	**(652,000)**	**(665,000)**	**(679,000)**	**(693,000)**	**(707,000)**	**(720,000)**	**(733,000)**	**(749,000)**
0	0	0	0	*Add Back Depreciation*	0	0	0	0	0	0	0	0	0	0	0	0
0	(11,700)	(98,100)	(11,800)	*Add Back Gain or Loss on Sale*	0	0	0	0	0	0	0	0	0	0	0	0
(499,300)	**(95,400)**	**(467,800)**	**(524,100)**	***Cash Result - Surplus / (Deficit)***	**(763,000)**	**(614,000)**	**(20)**	**(633,000)**	**(652,000)**	**(665,000)**	**(679,000)**	**(693,000)**	**(707,000)**	**(720,000)**	**(733,000)**	**(749,000)**
				Capital Movements													
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
111,000	110,000	32,000	40,000	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
11,400	1,000	136,000	62,000	Add Transfer from Reserves	40,000	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
(598,900)	**(204,400)**	**(363,800)**	**(502,100)**	***Cash Result after Capital Movements***	**(723,000)**	**(614,000)**	**(15)**	**(633,000)**	**(652,000)**	**(665,000)**	**(679,000)**	**(693,000)**	**(707,000)**	**(720,000)**	**(733,000)**	**(749,000)**

Financial Services

Manager - Financial Services

Background

This program represents revenues obtained from the levying of Council rates, interest on investments and financial assistance grants. Essentially, the surplus generated from this program is used to fund all General Fund programs that operate at a deficit (i.e. Roads, Open Spaces, Planning Services, Community Facilities, etc.).

Budget Comments

OPERATING REVENUES

Rates
For 2026/27 to 2029/30, the rates estimates assume a special rate variation of 6.0% (inclusive of the estimated rate peg) plus growth.
For 2030/31 and following, the rates estimates include provision for the rate pegging increase plus a growth component.

Abandonments
In accordance with Section 575 of the Local Government Act (1993), eligible pensioners are entitled to a 50% rebate on their rates, up to a maximum stipulated by the State Government. This cost to Council is partially offset by a 50% subsidy from the State Government.

Financial Assistance Grant (FAG)
This is a general purpose grant received by Council that combined with rate income assists in financing all the Council programs that operate at a deficit.

Pensioner Subsidy
Represents the State Government contribution towards the pensioner abandonments.

Interest on Investments
This figure represents interest earned on investments that is applied to the Council programs that operate at a deficit. Interest earned on areas such as water, wastewater, waste, section 7.11 contributions etc. is applied directly to those areas.

Dividends
Represents the dividends from the Water and Wastewater Operations. This item is subject to Council meeting State Government guidelines.

OPERATING EXPENSES

Employee Costs
Based on staffing structure of 16.6 FTE (equivalent full time positions) and motor vehicle expenses.

4.11 General Fund - Long Term Financial Plan

FINANCIAL SERVICES																	
ACTUAL				DESCRIPTION	ESTIMATED												
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES													
				Ordinary Rates													
19,740,700	20,435,300	21,576,100	22,663,700	Residential	23,928,000	25,543,000	7	27,267,000	29,108,000	31,073,000	32,316,000	33,609,000	34,953,000	36,351,000	37,805,000	39,317,000
5,114,300	5,302,800	5,445,300	5,691,500	Business	5,867,000	6,263,000	7	6,686,000	7,137,000	7,619,000	7,924,000	8,241,000	8,571,000	8,914,000	9,271,000	9,642,000
1,751,200	1,791,100	1,873,100	1,955,800	Farmland	2,035,000	2,172,000	7	2,319,000	2,476,000	2,643,000	2,749,000	2,859,000	2,973,000	3,092,000	3,216,000	3,345,000
400	400	(1,000)	1,100	Postponed Rates	0	0	0	0	0	0	0	0	0	0	0	0
(627,000)	(611,600)	(612,500)	(617,200)	Pensioner Abandonments	(633,000)	(638,000)	1	(643,000)	(648,000)	(653,000)	(658,000)	(663,000)	(668,000)	(673,000)	(678,000)	(683,000)
48,100	59,300	105,000	142,900	Interest on Rates	121,000	140,000	16	144,000	148,000	152,000	157,000	162,000	167,000	172,000	177,000	182,000
				General Purpose Grants												
6,393,000	7,098,000	5,419,300	4,130,900	Financial Assistance Grant	6,405,000	6,640,000	4	6,839,000	7,044,000	7,255,000	7,473,000	7,697,000	7,928,000	8,166,000	8,411,000	8,663,000
339,500	335,100	336,400	336,100	Pensioners Assistance Subsidy	346,000	349,000	1	352,000	355,000	358,000	361,000	364,000	367,000	370,000	373,000	376,000
			66,300	Revenue NSW Emergency Services Levy	0	0	0	0	0	0	0	0	0	0	0	0
3,375,000	0	0	0	Local Government Recovery Grant	0	0	0	0	0	0	0	0	0	0	0	0
				Interest Earned												
170,500	996,300	1,649,500	1,192,300	Interest on Investments	1,450,000	1,550,000	7	1,550,000	1,550,000	1,550,000	1,550,000	1,550,000	1,550,000	1,550,000	1,550,000	1,550,000
				Fees and Charges												
97,800	74,700	95,600	112,900	Section 603 Certificates and Sundry	103,000	113,000	10	116,000	119,000	122,000	126,000	130,000	134,000	138,000	142,000	146,000
41,700	41,000	41,200	39,500	Transaction Charges	45,000	40,000	(11)	41,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000
53,000	45,800	40,000	99,200	Legal Costs Recovered	70,000	80,000	14	82,000	84,000	87,000	90,000	93,000	96,000	99,000	102,000	105,000
				Contributions and Dividends												
82,600	98,100	107,400	108,000	Compulsory Dividends	110,000	114,000	4	118,000	122,000	126,000	130,000	134,000	138,000	142,000	146,000	150,000
0	0	0	0	Non-compulsory Dividends	0	0	0	0	0	0	0	0	0	0	0	0
36,580,800	**35,666,300**	**36,075,400**	**35,923,000**	**Total Operating Revenues**	**39,847,000**	**42,366,000**	**6**	**44,871,000**	**47,537,000**	**50,375,000**	**52,262,000**	**54,221,000**	**56,255,000**	**58,368,000**	**60,563,000**	**62,842,000**
				OPERATING EXPENSES												
				Finance and Rating												
1,312,600	1,365,200	1,477,500	1,482,900	Employee Costs	1,610,000	1,704,000	6	1,765,000	1,828,000	1,884,000	1,942,000	2,001,000	2,062,000	2,125,000	2,190,000	2,257,000
122,200	122,400	156,600	150,700	Bank Charges	177,000	183,000	3	189,000	195,000	201,000	207,000	213,000	219,000	225,000	231,000	237,000
25,900	30,800	45,300	45,600	Rating Postage and Security Mail	48,000	50,000	4	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000	59,000
19,800	59,000	38,200	97,200	Rating Legal Costs and Debt Recovery	70,000	70,000	0	71,000	72,000	73,000	74,000	75,000	76,000	77,000	78,000	79,000
112,600	215,300	135,200	175,900	Valuation Fees	165,000	162,000	(2)	258,000	175,000	181,000	187,000	193,000	295,000	207,000	214,000	221,000
				Indirect Costs												
(838,000)	(886,000)	(1,170,000)	(1,237,200)	Overheads Distributed	(1,320,000)	(1,356,000)	3	(1,397,000)	(1,439,000)	(1,483,000)	(1,528,000)	(1,574,000)	(1,622,000)	(1,671,000)	(1,722,000)	(1,774,000)
755,100	**906,700**	**682,800**	**715,100**	**Total Operating Expenses**	**750,000**	**813,000**	**8**	**937,000**	**883,000**	**909,000**	**936,000**	**963,000**	**1,086,000**	**1,020,000**	**1,049,000**	**1,079,000**
35,825,700	**34,759,600**	**35,392,600**	**35,207,900**	***Operating Result - Surplus / (Deficit)***	**39,097,000**	**41,553,000**	**6**	**43,934,000**	**46,654,000**	**49,466,000**	**51,326,000**	**53,258,000**	**55,169,000**	**57,348,000**	**59,514,000**	**61,763,000**
0	0	0	0	*Add Back Depreciation*	0	0	0	0	0	0	0	0	0	0	0	0
35,825,700	**34,759,600**	**35,392,600**	**35,207,900**	***Cash Result - Surplus / (Deficit)***	**39,097,000**	**41,553,000**	**6**	**43,934,000**	**46,654,000**	**49,466,000**	**51,326,000**	**53,258,000**	**55,169,000**	**57,348,000**	**59,514,000**	**61,763,000**
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
3,375,000	2,009,000	0	66,000	Less Transfer to Reserves	50,000	50,000		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
25,000	521,000	1,775,700	1,977,000	Add Transfer from Reserves	27,000	20,000		111,000	23,000	24,000	25,000	26,000	122,000	28,000	29,000	30,000
0	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
32,475,700	**33,271,600**	**37,168,300**	**37,118,900**	***Cash Result after Capital Movements***	**39,074,000**	**41,523,000**	**6**	**43,995,000**	**46,627,000**	**49,440,000**	**51,301,000**	**53,234,000**	**55,241,000**	**57,326,000**	**59,493,000**	**61,743,000**

Information Services

Manager – Information Services

Background

This program represents revenues and expenses associated with the information services section of Council. This includes computer equipment, geographical information services and records management.

Budget Comments

OPERATING REVENUES
Income is generated from sales of data information and GIS maps.

OPERATING EXPENSES

Employee Costs
Information Services - Based on staffing structure of 17.6 FTE (equivalent full time positions).
Records Management - Based on staffing structure of 5 FTE (equivalent full time positions).

Hardware Lease and Support Costs
Includes lease fees related to the provision of hardware, along with support costs and internet connection fees.

Software and Consumables
Includes software support agreements, consumables such as toner, insurance and software purchases.

Cyber Security and Insurance
Increasing expenditure necessary to reduce risks of cyber attacks.

Crime Prevention and CCTV
Largely funded from the proposed special rate variation.

4.11 General Fund - Long Term Financial Plan

INFORMATION SERVICES																	
ACTUAL				DESCRIPTION	ESTIMATED												
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES													
				Fees and Charges													
200	600	1,100	0	Sundry Sales and Services	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
69,400	65,300	67,500	73,700	File Request Fee	75,000	76,000	1	78,000	80,000	82,000	84,000	87,000	90,000	93,000	96,000	99,000
161,500	157,500	115,800	105,500	Information Fee Income	110,000	120,000	9	124,000	128,000	132,000	136,000	140,000	144,000	148,000	152,000	157,000
				Operating Grants and Contributions													
91,400	42,000	0	50,400	Contributions to Projects	35,000	35,000	0	33,000	34,000	34,000	35,000	35,000	35,000	36,000	36,000	37,000
80,000	0	0	0	Operating Grants	0	0	0	0	0	0	0	0	0	0	0	0
402,500	**265,400**	**184,400**	**229,600**	**Total Operating Revenues**	**221,000**	**232,000**	**5**	**236,000**	**243,000**	**249,000**	**256,000**	**263,000**	**270,000**	**278,000**	**285,000**	**294,000**
				OPERATING EXPENSES													
1,914,600	1,998,200	2,109,900	2,233,700	Employee Costs - IS and Records	2,556,000	2,515,000	(2)	2,603,000	2,694,000	2,775,000	2,858,000	2,944,000	3,032,000	3,123,000	3,216,000	3,312,000
10,600	47,500	39,500	67,000	Telecommunications Mobile Hardware	50,000	52,000	4	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000
602,400	278,100	331,600	277,600	Hardware Lease	340,000	350,000	3	361,000	372,000	383,000	394,000	406,000	418,000	431,000	444,000	457,000
(222,600)	169,800	203,700	179,600	Hardware Support and Internet	185,000	208,000	12	212,000	219,000	226,000	233,000	240,000	247,000	254,000	262,000	270,000
407,900	286,200	306,600	434,800	Software - Civica Licence Fee	454,000	460,000	1	465,000	470,000	475,000	480,000	485,000	490,000	495,000	500,000	505,000
605,400	524,400	714,100	750,200	Software - Other Licence Fees	690,000	788,000	14	796,000	804,000	812,000	820,000	828,000	836,000	844,000	852,000	861,000
275,700	300,500	164,700	88,900	Printing and Stationery	120,000	120,000	0	121,000	122,000	123,000	124,000	125,000	126,000	127,000	128,000	129,000
10,800	5,100	3,800	9,300	Consumables	8,000	8,000	0	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
0	198,500	183,400	226,500	Mobile Services	180,000	182,000	1	184,000	186,000	188,000	190,000	192,000	194,000	196,000	198,000	200,000
6,100	2,500	500	12,100	Softwae - Purchases	5,000	5,000	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
				Programs and Insurance													
0	35,700	47,900	48,500	Profile ID - Economic Data - Council Website	50,000	52,000	4	53,000	54,000	55,000	56,000	57,000	58,000	59,000	60,000	61,000
0	0	120,000	99,700	Developer Contributions Software Licence Fee	83,000	90,000	8	91,000	92,000	93,000	94,000	95,000	96,000	97,000	98,000	99,000
164,100	71,500	146,600	73,800	Software Projects and Miscellaneous	78,000	73,000	(6)	74,000	75,000	76,000	77,000	78,000	79,000	80,000	81,000	82,000
0	0	0	13,800	Aerial Photography	12,000	14,000	17	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
147,400	189,900	197,300	189,600	Cyber Security and Insurance	208,000	232,000	12	239,000	246,000	253,000	261,000	269,000	277,000	285,000	294,000	303,000
0	0	0	0	Crime Prevention Programs and CCTV	0	52,000	100	105,000	110,000	115,000	118,000	122,000	126,000	130,000	134,000	138,000
0	16,600	17,400	19,300	Other Projects	28,000	22,000	(21)	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000
				Recouped from Business Activities													
(833,000)	(939,600)	(1,231,200)	(1,351,200)	Direct Costs Redistributed to Businesses	(1,395,000)	(1,459,000)	5	(1,503,000)	(1,549,000)	(1,596,000)	(1,644,000)	(1,694,000)	(1,745,000)	(1,798,000)	(1,852,000)	(1,908,000)
3,089,400	**3,184,900**	**3,355,800**	**3,373,200**	**Total Operating Expenses**	**3,652,000**	**3,764,000**	**3**	**3,905,000**	**4,002,000**	**4,088,000**	**4,174,000**	**4,263,000**	**4,353,000**	**4,445,000**	**4,540,000**	**4,637,000**
(2,686,900)	**(2,919,500)**	**(3,171,400)**	**(3,143,600)**	***Operating Result - Surplus / (Deficit)***	**(3,431,000)**	**(3,532,000)**	**3**	**(3,669,000)**	**(3,759,000)**	**(3,839,000)**	**(3,918,000)**	**(4,000,000)**	**(4,083,000)**	**(4,167,000)**	**(4,255,000)**	**(4,343,000)**
0	0	0	0	*Add Back Depreciation*	0	0	0	0	0	0	0	0	0	0	0	0
(2,686,900)	**(2,919,500)**	**(3,171,400)**	**(3,143,600)**	***Cash Result - Surplus / (Deficit)***	**(3,431,000)**	**(3,532,000)**	**3**	**(3,669,000)**	**(3,759,000)**	**(3,839,000)**	**(3,918,000)**	**(4,000,000)**	**(4,083,000)**	**(4,167,000)**	**(4,255,000)**	**(4,343,000)**
				Capital Movements													
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
0	64,000	0	0	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
99,000	80,000	17,000	36,000	Add Transfer from Reserves	28,000	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	500,000	500,000		0	0	0	0	0	0	0	0	0
0	0	0	0	Less Capital Expenditure	500,000	500,000		0	0	0	0	0	0	0	0	0
(2,587,900)	**(2,903,500)**	**(3,154,400)**	**(3,107,600)**	***Cash Result after Capital Movements***	**(3,403,000)**	**(3,532,000)**	**4**	**(3,669,000)**	**(3,759,000)**	**(3,839,000)**	**(3,918,000)**	**(4,000,000)**	**(4,083,000)**	**(4,167,000)**	**(4,255,000)**	**(4,343,000)**

People and Culture

Manager - People and Culture

Background

This program represents revenues and expenses associated with the management of human resources, payroll and work, health and safety within Council.

Budget Comments

OPERATING REVENUES

Operating Grants and Contributions Includes Trainees and Apprentice State Government grant funds.

Other Revenues Includes insurance adjustments (refunds).

OPERATING EXPENSES

Employee Costs
Based on staffing structure of 14 FTE (equivalent full time positions).

Training and Development and Support
Includes training, education, counselling and support programs, manager agreement expenses and long service recognition awards.

Employee Oncosts
Includes employee oncosts such as annual leave, sick leave, long service leave, superannuation and workers compensation premium.

Oncosts Recouped
Relates to the recoupment of employee related expenses through the allocation of an oncost to wages within each program.

CAPITAL MOVEMENTS

Transfer to Reserve
Typically represents funds transferred to the employees leave reserve.

Capital Income
This is an adjustment for leave accruals - this figure recognises any net increase or decrease in leave liabilities.

4.11 General Fund - Long Term Financial Plan

PEOPLE AND CULTURE																	
ACTUAL				DESCRIPTION	ESTIMATED												
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES													
				Operating Grants and Contributions													
17,600	52,500	36,400	58,500	Contributions - Long Service Leave	50,000	52,000	4	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000
129,300	134,900	71,900	24,100	Contributions - Training	100,000	103,000	3	106,000	109,000	112,000	115,000	118,000	122,000	126,000	130,000	134,000
0	0	0	245,100	Trainees and Apprentices - State Government	750,000	773,000	3	796,000	820,000	845,000	0	0	0	0	0	0
41,700	29,300	15,900	3,100	Maternity Leave - Centrelink Payments	15,000	15,000	0	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
				Other Revenues													
113,600	105,000	112,700	179,500	Rebates - Workers Compensation / Lost Time	205,000	129,000	(37)	133,000	137,000	141,000	145,000	149,000	153,000	157,000	162,000	167,000
302,200	**321,700**	**236,900**	**510,300**	**Total Operating Revenues**	**1,120,000**	**1,072,000**	**(4)**	**1,104,000**	**1,137,000**	**1,171,000**	**335,000**	**344,000**	**354,000**	**364,000**	**375,000**	**386,000**
				OPERATING EXPENSES													
				Human Resources													
911,700	906,800	1,067,500	1,491,400	Employee Costs - People and Cultural	1,516,000	1,527,000	1	1,580,000	1,635,000	1,684,000	1,734,000	1,785,000	1,838,000	1,893,000	1,949,000	2,007,000
257,700	292,900	316,900	318,100	Emplyee Training, Development and Support	407,000	427,000	5	440,000	453,000	466,000	479,000	493,000	507,000	523,000	539,000	555,000
0	0	0	284,800	Trainees and Apprentices - State Government	780,000	813,000	4	836,000	860,000	885,000	0	0	0	0	0	0
45,900	48,100	53,300	62,400	Recognition, Surveys and Service Programs	65,000	82,000	26	87,000	78,000	92,000	82,000	96,000	87,000	100,000	91,000	93,000
				Employee Oncosts													
2,728,500	3,036,000	3,283,700	3,729,100	Superannuation	4,198,000	4,644,000	11	4,773,000	4,906,000	5,044,000	5,187,000	5,334,000	5,486,000	5,643,000	5,805,000	5,972,000
66,800	70,300	79,500	66,300	Recruitment	108,000	110,000	2	113,000	116,000	119,000	123,000	127,000	131,000	135,000	139,000	143,000
4,800	800	4,200	1,600	Jury Duty	2,000	2,000	0	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
539,000	575,300	474,100	750,800	Workers Compensation	854,000	873,000	2	899,000	926,000	954,000	983,000	1,012,000	1,042,000	1,073,000	1,105,000	1,138,000
3,921,600	4,592,000	4,534,500	4,706,100	Employee Leave Entitlements	5,010,000	5,160,000	3	5,315,000	5,475,000	5,640,000	5,809,000	5,983,000	6,163,000	6,348,000	6,538,000	6,734,000
				Oncosts Recouped													
(8,142,700)	(8,815,100)	(8,994,100)	(9,862,700)	Oncosts Recouped - Internal Works	(10,410,000)	(10,723,000)	3	(11,045,000)	(11,357,000)	(11,677,000)	(12,007,000)	(12,347,000)	(12,698,000)	(13,059,000)	(13,431,000)	(13,813,000)
(403,200)	(78,900)	(86,700)	(90,200)	Oncosts Recouped - External Works	(86,000)	(91,000)	6	(94,000)	(97,000)	(100,000)	(103,000)	(106,000)	(109,000)	(112,000)	(115,000)	(118,000)
				Recouped from Business Activities													
(73,000)	(39,700)	(164,000)	(277,200)	Direct Costs Redistributed to Businesses	(647,000)	(759,000)	17	(782,000)	(806,000)	(831,000)	(856,000)	(882,000)	(909,000)	(937,000)	(966,000)	(995,000)
(142,900)	**588,500**	**568,900**	**1,180,500**	**Total Operating Expenses**	**1,797,000**	**2,065,000**	**15**	**2,124,000**	**2,191,000**	**2,278,000**	**1,433,000**	**1,497,000**	**1,540,000**	**1,609,000**	**1,656,000**	**1,718,000**
445,100	**(266,800)**	**(332,000)**	**(670,200)**	***Operating Result - Surplus / (Deficit)***	**(677,000)**	**(993,000)**	**47**	**(1,020,000)**	**(1,054,000)**	**(1,107,000)**	**(1,098,000)**	**(1,153,000)**	**(1,186,000)**	**(1,245,000)**	**(1,281,000)**	**(1,332,000)**
0	0	0	0	*Add Back Depreciation*	0	0	0	0	0	0	0	0	0	0	0	0
445,100	**(266,800)**	**(332,000)**	**(670,200)**	***Cash Result - Surplus / (Deficit)***	**(677,000)**	**(993,000)**	**47**	**(1,020,000)**	**(1,054,000)**	**(1,107,000)**	**(1,098,000)**	**(1,153,000)**	**(1,186,000)**	**(1,245,000)**	**(1,281,000)**	**(1,332,000)**
				Capital Movements													
0	0	0	0	Less Loan Principal Repayments	0	0	0	0	0	0	0	0	0	0	0	0
0	31,000	300	0	Less Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
0	31,000	0	0	Add Transfer from Reserves	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	707,000	993,000	40	1,020,000	1,054,000	1,107,000	1,098,000	1,153,000	1,186,000	1,245,000	1,281,000	1,332,000
0	0	0	0	Less Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
445,100	**(266,800)**	**(332,300)**	**(670,200)**	***Cash Result after Capital Movements***	**30,000**	**0**	**(100)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Commercial Property

Manager - Commercial Services

Background

This program includes revenues and expenses from Council's commercial property portfolio.

Budget Comments

OPERATING REVENUES

Property Revenues Includes income from a variety of properties. The major investment properties are Wigmore Arcade, 89 Tamar Street, Fawcett Park Café, 6 Cessna Crescent (ARC) and land leased at the Southern Cross Industrial Estate. The other Council properties include residential properties and vacant land. The crown reserves rental represents income from properties located on crown reserves over which Council has care and control.

Flat Rock Tent Park Income from campers at the park.

Interest on Investments Interest earnings on the community infrastructure and property development reserves.

OPERATING EXPENSES

Employee Costs Based on staffing structure of 2.6 FTE (equivalent full time positions).

Land Development Rates and charges applicable for these land holdings.

Property – Operations and Maintenance Represents expenses for managing the various categories of property within the property portfolio.

Flat Rock Tent Park Expenses to manage and run the tent park.

Quarries and Sandpit – Revenues and expenses associated with the lease and operation of the quarries owned by Council.

CAPITAL MOVEMENTS

Transfer to and from Reserves Refer to Part E of this document for further information.

Capital Income and Purchases Refer to Part C of this document for further information.

Cash Result after Capital Movements Any cash surplus represents the net dividend to General Fund.

4.11 General Fund - Long Term Financial Plan

COMMERCIAL PROPERTY																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES												
				Council Owned Properties												
1,924,600	2,023,800	2,230,400	2,074,000	Lease - Investment Properties	1,866,000	1,853,000	(1)	2,011,000	2,025,000	2,085,000	2,148,000	2,212,000	2,277,000	2,344,000	2,414,000	2,486,000
0	0	0	0	Lease - Hercules Circuit	0	0	0	0	260,000	528,000	804,000	828,000	853,000	879,000	905,000	932,000
0	0	0	0	Lease - 26 Endeavour Close	0	0	0	120,000	124,000	128,000	132,000	136,000	140,000	144,000	148,000	152,000
251,700	269,800	265,600	249,200	Lease - Other Properties (Towers, Footpaths	329,000	309,000	(6)	320,000	331,000	342,000	354,000	366,000	378,000	390,000	402,000	414,000
				Other Operations												
75,000	76,200	81,600	85,300	Lease - Crown Reserve Properties	87,000	90,000	3	93,000	96,000	99,000	102,000	105,000	108,000	111,000	114,000	118,000
368,400	554,600	572,600	537,600	Flat Rock Tent Park	616,000	637,000	3	659,000	681,000	704,000	728,000	752,000	777,000	803,000	830,000	858,000
71,000	74,600	79,700	84,300	Tuckombil Quarry	49,000	29,000	(41)	30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000
				Interest on Investments												
20,000	257,000	250,000	213,000	Interest - Community Infrastructure Reserve	136,000	334,000	146	9,000	79,000	81,000	83,000	86,000	89,000	94,000	100,000	106,000
2,000	121,000	190,000	98,000	Interest - Property Development Reserve	253,000	328,000	30	378,000	710,000	486,000	377,000	403,000	431,000	463,000	498,000	538,000
				Other Revenues												
214,700	1,010,000	990,000	1,227,000	Fair Value Adjustments Rental Properties	960,000	960,000	0	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000
70,300	0	0	0	Gains on Disposal of Real Estate	1,502,000	1,087,000	(28)	1,385,000	0	0	0	0	0	0	0	0
0	28,400	0	818,500	Quarries - Tuckombil and Stokers Remediat	0	0	0	0	0	0	0	0	0	0	0	0
2,997,700	**4,415,400**	**4,659,900**	**5,386,900**	**Total Operating Revenues**	**5,798,000**	**5,627,000**	**(3)**	**5,965,000**	**5,297,000**	**5,445,000**	**5,721,000**	**5,882,000**	**6,048,000**	**6,224,000**	**6,408,000**	**6,602,000**
				OPERATING EXPENSES												
				Property Management												
316,100	318,400	300,500	290,500	Employee Costs	349,000	359,000	3	371,000	383,000	394,000	405,000	417,000	429,000	441,000	454,000	467,000
25,000	5,700	5,200	31,500	Property Investigations and Revaluations	22,000	22,000	0	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000
				Land Development Holding Costs												
16,900	15,100	72,600	76,100	Wollongbar Residential Estate	72,000	40,000	(44)	20,000	0	0	0	0	0	0	0	0
56,300	173,500	72,000	63,200	Southern Cross Industrial Estate	82,000	35,000	(57)	36,000	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000
12,600	13,900	15,200	17,700	Russellton Industrial Estate	17,000	18,000	6	19,000	0	0	0	0	0	0	0	0
0	1,224,100	(4,099,400)	3,776,300	Land Stock Movements	0	0	0	0	0	0	0	0	0	0	0	0
				Property - Operations and Maintenance												
240,800	334,500	382,700	368,500	Properties - Council Investment	364,000	373,000	2	387,000	397,000	407,000	417,000	427,000	437,000	447,000	458,000	469,000
54,800	44,800	46,400	69,600	Properties - Council Commercial	55,000	56,000	2	57,000	58,000	59,000	61,000	63,000	65,000	67,000	69,000	71,000
15,800	26,900	18,500	15,500	Properties - Council Residential	21,000	21,000	0	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
52,000	56,000	53,800	63,300	Properties - Crown Reserves	63,000	65,000	3	67,000	69,000	71,000	73,000	75,000	77,000	79,000	81,000	83,000
				Caravan Parks and Tent Park												
365,600	404,600	417,100	483,800	Flat Rock Tent Park	498,000	520,000	4	534,000	549,000	565,000	581,000	598,000	615,000	633,000	651,000	669,000
				Quarries and Sandpit												
110,600	62,600	52,600	49,600	Tuckombil and Stokers Quarry and Sandpit	30,000	29,000	(3)	30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000
				Overheads and Interest on Loans												
159,100	174,000	194,400	205,200	Overheads Distributed	266,000	268,000	1	278,000	165,000	171,000	177,000	183,000	189,000	195,000	201,000	209,000
117,500	248,600	363,600	542,000	Interest on Loans - Property Development	329,000	0	(100)	0	0	0	0	0	0	0	0	0
				Non-cash Expenses												
0	47,100	72,600	65,700	Unwinding Present Value - Quarry Remediat	0	0	0	0	0	0	0	0	0	0	0	0
335,500	206,500	206,700	556,000	Depreciation and Amortisation - Quarries	208,000	144,000	(31)	148,000	152,000	157,000	162,000	167,000	172,000	177,000	182,000	187,000
18,000	21,500	22,500	24,900	Depreciation - Flat Rock Tent Park	25,000	26,000	4	27,000	28,000	29,000	30,000	31,000	32,000	34,000	36,000	38,000
44,100	72,400	91,500	87,000	Depreciation - Commercial Buildings	78,000	81,000	4	84,000	87,000	90,000	93,000	96,000	100,000	104,000	108,000	112,000
1,940,700	**3,450,200**	**(1,711,500)**	**6,786,400**	**Total Operating Expenses**	**2,479,000**	**2,057,000**	**(17)**	**2,102,000**	**2,001,000**	**2,059,000**	**2,118,000**	**2,179,000**	**2,241,000**	**2,305,000**	**2,371,000**	**2,439,000**
1,057,000	**965,200**	**6,371,400**	**(1,399,500)**	***Operating Result - Surplus / (Deficit)***	**3,319,000**	**3,570,000**	**8**	**3,863,000**	**3,296,000**	**3,386,000**	**3,603,000**	**3,703,000**	**3,807,000**	**3,919,000**	**4,037,000**	**4,163,000**
(70,300)	0	0	0	*Less Gain on Disposal of Real Estate*	(1,502,000)	(1,087,000)	(28)	(1,385,000)	0	0	0	0	0	0	0	0
397,600	300,400	320,700	667,900	*Add Back Depreciation*	311,000	251,000	(19)	259,000	267,000	276,000	285,000	294,000	304,000	315,000	326,000	337,000
0	0	0	(818,500)	*Add Back Unwinding PV/Less Remediation*	0	0	0	0	0	0	0	0	0	0	0	0
(214,700)	(1,010,000)	(990,000)	(1,227,000)	*Add Back Fair Value Adjustments*	(960,000)	(960,000)	0	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)	(960,000)
0	1,224,100	(4,099,400)	3,776,300	*Add Back Land stock Movements*	0	0	0	0	0	0	0	0	0	0	0	0
1,169,600	**1,479,700**	**1,602,700**	**999,200**	***Cash Result - Surplus / (Deficit)***	**1,168,000**	**1,774,000**	**52**	**1,777,000**	**2,603,000**	**2,702,000**	**2,928,000**	**3,037,000**	**3,151,000**	**3,274,000**	**3,403,000**	**3,540,000**
				Capital Movements												
206,000	7,384,700	4,070,000	5,629,000	Less Loan Principal Repayments	7,000,000	0		0	0	0	0	0	0	0	0	0
3,950,900	13,872,400	6,840,000	21,907,200	Less Transfer to Reserves	23,049,000	22,940,000		20,919,000	5,545,000	3,654,000	3,890,000	4,009,000	4,133,000	4,266,000	4,406,000	4,556,000
5,299,400	9,319,200	11,109,400	10,413,500	Add Transfer from Reserves	17,204,000	11,263,000		11,611,000	9,262,000	5,072,000	2,582,000	2,592,000	2,602,000	2,612,000	2,623,000	5,636,000
2,020,900	12,259,200	4,524,000	19,550,300	Add Capital Income Applied	15,015,000	10,873,000		13,851,000	0	0	0	0	0	0	0	0
4,017,000	1,368,000	6,086,700	3,396,500	Less Capital Expenditure	2,838,000	370,000		5,720,000	5,720,000	3,520,000	1,020,000	1,020,000	1,020,000	1,020,000	1,020,000	4,020,000
316,000	**433,000**	**239,400**	**30,300**	***Cash Result after Capital Movements***	**500,000**	**600,000**	**20**	**600,000**	**600,000**	**600,000**	**600,000**	**600,000**	**600,000**	**600,000**	**600,000**	**600,000**

Ballina-Byron Gateway Airport

Manager - Commercial Services

Background

This program includes all revenues and expenses for the operation of the airport.

Budget Comments

OPERATING REVENUES

Landing Fees Includes airport passenger fees collected from Jetstar, Virgin and Qantas Link.

Security Charges Recouped represents airline contributions to security screening.

Rentals From activities such as car rental franchises, hangar rentals, shuttle rents and building rent.

OPERATING EXPENSES

Management Expenses Based on staffing structure of 14.4 FTE (equivalent full time positions), motor vehicle expenses and conference and travel expenses.

Maintenance Expenses Maintenance of airport buildings and associated infrastructure.

Security for Departure Lounge
Expenditure for the security services, of which a substantial proportion is recouped from the airlines, per the income line item 'Security Charges Recouped'.

Operations Includes lighting, promotion, publications, contract management and overheads.

Interest on Loans applicable to development of the airport.

CAPITAL MOVEMENTS

Loan Principal Repayments Loan repayments related to development of the airport.

Transfer to Reserves The operating surplus, less principal repayments for the airport is transferred to the airport reserve.

Transfer from Reserves Transfer to cover any capital expenditure planned for the year.

Capital Income Loan income to finance capital expenditure, where required.

Capital Expenditure Refer to Part C of this document.

Cash Result after Capital Movements The activities of the airport are treated as a self-funded entity, with any surplus or deficit transferred to / from the airport reserve.

4.11 General Fund - Long Term Financial Plan

BALLINA - BYRON GATEWAY AIRPORT																	
ACTUAL				DESCRIPTION	ESTIMATED												
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES													
				Fees and Charges													
3,943,000	4,082,900	3,927,500	3,784,400	Landing Fees	4,085,000	4,644,000	14	5,036,000	5,434,000	5,860,000	6,301,000	6,736,000	7,108,000	7,501,000	7,916,000	8,355,000
1,337,000	1,478,200	1,720,900	2,288,900	Security Charges Recouped	2,010,000	2,028,000	1	2,202,000	2,380,000	2,570,000	2,766,000	2,959,000	3,124,000	3,299,000	3,483,000	3,679,000
1,365,300	1,657,900	1,507,800	2,072,200	Rentals	2,147,000	2,190,000	2	2,249,000	2,309,000	2,371,000	2,435,000	2,500,000	2,566,000	2,634,000	2,703,000	2,775,000
612,400	1,559,500	1,815,000	1,878,000	Car Parking	1,950,000	2,000,000	3	2,000,000	2,500,000	3,000,000	3,075,000	3,152,000	3,231,000	3,312,000	3,395,000	3,480,000
101,700	120,500	110,800	155,000	Advertising	160,000	164,000	3	169,000	174,000	179,000	184,000	189,000	194,000	199,000	204,000	210,000
				Grants and Contributions													
92,500	105,300	145,900	121,800	Contributions - Fire Station, NDB etc	115,000	116,000	1	119,000	122,000	126,000	130,000	134,000	138,000	142,000	146,000	150,000
20,300	0	0	0	Airlines Conts to CAGRO	0	0	0	0	0	0	0	0	0	0	0	0
0	489,900	234,100	0	Regional Airports Screening Grant	0	0	0	0	0	0	0	0	0	0	0	0
47,800	13,400	0	0	LIRS Subsidy	0	0	0	0	0	0	0	0	0	0	0	0
				Other Revenues													
26,500	17,600	11,700	19,100	Parking Fines	45,000	25,000	(44)	26,000	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000
7,546,500	**9,525,200**	**9,473,700**	**10,319,400**	**Total Operating Revenues**	**10,512,000**	**11,167,000**	**6**	**11,801,000**	**12,946,000**	**14,134,000**	**14,920,000**	**15,700,000**	**16,392,000**	**17,119,000**	**17,880,000**	**18,683,000**
				OPERATING EXPENSES													
				Airport													
1,236,800	1,342,200	1,909,200	1,925,400	Management Expenses	1,696,000	1,934,000	14	1,995,000	2,008,000	2,064,000	2,122,000	2,182,000	2,243,000	2,306,000	2,371,000	2,438,000
327,200	530,300	567,600	477,300	Maintenance Expenses	645,000	605,000	(6)	623,000	642,000	661,000	681,000	701,000	727,000	747,000	769,000	791,000
1,377,000	1,782,800	1,672,600	2,271,000	Security for Departure Lounge	1,853,000	1,927,000	4	2,092,000	2,261,000	2,442,000	2,628,000	2,811,000	2,968,000	3,134,000	3,309,000	3,495,000
981,500	1,627,600	920,000	948,700	Operations	1,193,000	982,000	(18)	1,003,000	1,258,000	1,294,000	1,331,000	1,368,000	1,410,000	1,449,000	1,488,000	1,534,000
26,700	0	0	0	Flood Event	0	0	0	0	0	0	0	0	0	0	0	0
				Indirect Expenses													
678,000	678,500	976,800	1,098,000	Overheads Distributed	1,299,000	1,360,000	5	1,401,000	1,443,000	1,486,000	1,531,000	1,577,000	1,624,000	1,673,000	1,723,000	1,775,000
				Debt Servicing													
176,400	294,000	807,000	773,000	Interest on Loans	746,000	717,000	(4)	689,000	658,000	626,000	593,000	559,000	522,000	482,000	441,000	398,000
				Non-cash Expenses													
1,086,800	1,178,500	1,319,300	1,678,000	Depreciation - Airport	1,600,000	1,651,000	3	1,704,000	1,758,000	1,814,000	1,872,000	1,931,000	1,992,000	2,055,000	2,120,000	2,187,000
0	0	369,600	0	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
5,890,400	**7,433,900**	**8,542,100**	**9,171,400**	**Total Operating Expenses**	**9,032,000**	**9,176,000**	**2**	**9,507,000**	**10,028,000**	**10,387,000**	**10,758,000**	**11,129,000**	**11,486,000**	**11,846,000**	**12,221,000**	**12,618,000**
1,656,100	**2,091,300**	**931,600**	**1,148,000**	***Operating Result - Surplus / (Deficit)***	**1,480,000**	**1,991,000**	**35**	**2,294,000**	**2,918,000**	**3,747,000**	**4,162,000**	**4,571,000**	**4,906,000**	**5,273,000**	**5,659,000**	**6,065,000**
1,086,800	1,178,500	1,319,300	1,678,000	*Add Back Depreciation*	1,600,000	1,651,000	3	1,704,000	1,758,000	1,814,000	1,872,000	1,931,000	1,992,000	2,055,000	2,120,000	2,187,000
0	0	369,600	0	*Add Back Loss Infrastructure Disposal*	0	0	0	0	0	0	0	0	0	0	0	0
2,742,900	**3,269,800**	**2,620,500**	**2,826,000**	***Cash Result - Surplus / (Deficit)***	**3,080,000**	**3,642,000**	**18**	**3,998,000**	**4,676,000**	**5,561,000**	**6,034,000**	**6,502,000**	**6,898,000**	**7,328,000**	**7,779,000**	**8,252,000**
				Capital Movements													
1,415,800	1,067,000	749,000	569,000	Less Loan Principal Repayments	596,000	565,000		594,000	624,000	656,000	689,000	724,000	761,000	800,000	841,000	884,000
0	18,746,000	2,613,000	2,257,000	Less Transfer to Reserves	2,484,000	3,077,000		3,404,000	4,052,000	4,905,000	5,345,000	5,778,000	6,137,000	6,528,000	6,938,000	7,368,000
1,577,700	10,061,500	10,267,300	293,000	Add Transfer from Reserves	1,213,000	1,598,000		7,610,000	2,800,000	8,850,000	4,950,000	6,200,000	6,000,000	4,000,000	9,000,000	5,000,000
4,256,400	15,054,100	2,029,400	0	Add Capital Income Applied	0	0		0	0	1,750,000	1,750,000	0	0	0	0	0
7,161,200	8,572,400	11,555,200	293,000	Less Capital Expenditure	1,213,000	1,598,000		7,610,000	2,800,000	10,600,000	6,700,000	6,200,000	6,000,000	4,000,000	9,000,000	5,000,000
0	**0**	**0**	**0**	***Cash Result after Capital Movements***	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
2,919,300	**3,563,800**	**3,427,500**	**3,599,000**	***Earnings before Int, Dep (EBITDA)***	**3,826,000**	**4,359,000**	**14**	**4,687,000**	**5,334,000**	**6,187,000**	**6,627,000**	**7,061,000**	**7,420,000**	**7,810,000**	**8,220,000**	**8,650,000**

Community Facilities

Manager - Communications and Customer Service

Background

Revenues and expenses related to the operation of Council's community centres and the Ballina Indoors Sports Centre.

Budget Comments

OPERATING REVENUES

Fees and Charges
Includes revenues for the Ballina Surf Club, Ballina Indoors Sports Centre, Kentwell Centre, Lennox Head Cultural Centre, Richmond Room, Lennox Head Community Hall. The Alstonville Cultural Centre has revenue included from 2027/28.

OPERATING EXPENSES

Employee Costs
Community Centres Based on staffing structure of 7.2 FTE (equivalent full time positions)

Other Operating Expenses
Operating expenses for the various facilities are identified.

CAPITAL MOVEMENTS

Transfer from Reserves
Refer to Part D for further details of reserve movements.

Capital Expenditure
This item includes all capital works planned for the year. Refer to Part C of this document for further information.

4.11 General Fund - Long Term Financial Plan

COMMUNITY FACILITIES																	
ACTUAL				DESCRIPTION	ESTIMATED												
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES													
				Grants and Contributions													
0	91,900	0	0	Northern NSW Flood Commemorative Events	0	0	0	0	0	0	0	0	0	0	0	0	0
				Fees and Charges													
139,700	184,500	179,500	212,400	Kentwell Centre	217,000	223,000	3	231,000	239,000	247,000	255,000	264,000	273,000	282,000	291,000	301,000	
32,500	21,800	0	700	Alstonville Cultural Centre	0	0	0	200,000	206,000	213,000	220,000	227,000	234,000	242,000	250,000	258,000	
126,500	255,800	197,600	158,700	Lennox Head Cultural Centre	195,000	201,000	3	208,000	215,000	222,000	229,000	236,000	244,000	252,000	260,000	268,000	
0	0	9,100	18,400	Lennox Head Community Hall (EPIQ)	20,000	22,000	10	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000	
110,500	258,300	232,800	264,700	Ballina Indoor Sports Centre	265,000	273,000	3	283,000	293,000	303,000	313,000	324,000	336,000	348,000	360,000	373,000	
39,000	120,900	49,800	65,500	Richmond Room	55,000	57,000	4	59,000	61,000	63,000	65,000	67,000	70,000	73,000	76,000	79,000	
111,600	238,700	154,900	170,100	Ballina Surf Club	152,000	172,000	13	179,000	186,000	193,000	200,000	207,000	214,000	222,000	231,000	240,000	
10,800	9,800	14,500	23,500	Halls	20,000	25,000	25	26,000	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000	
0	12,100	0	0	Other Income	0	0	0	0	0	0	0	0	0	0	0	0	
570,600	**1,193,800**	**838,200**	**914,000**	**Total Operating Revenues**	**924,000**	**973,000**	**5**	**1,209,000**	**1,251,000**	**1,294,000**	**1,337,000**	**1,382,000**	**1,430,000**	**1,480,000**	**1,531,000**	**1,584,000**	
				OPERATING EXPENSES													
485,800	485,600	494,200	676,700	Employee Costs	797,000	721,000	(10)	837,000	867,000	894,000	922,000	951,000	980,000	1,010,000	1,041,000	1,073,000	
11,800	14,000	12,800	15,200	Software	20,000	25,000	25	26,000	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000	
19,300	65,400	800	0	Northern NSW Flood Commemorative Events	0	0	0	0	0	0	0	0	0	0	0	0	
41,500	60,300	51,900	39,100	Kentwell Centre	43,000	43,000	0	43,000	43,000	43,000	43,000	43,000	43,000	43,000	43,000	43,000	
40,000	53,500	48,000	51,800	Alstonville Cultural Centre	53,000	62,000	17	111,000	115,000	119,000	123,000	127,000	131,000	135,000	139,000	143,000	
163,900	178,800	200,400	140,800	Lennox Head Cultural Centre	147,000	153,000	4	159,000	165,000	171,000	177,000	183,000	189,000	195,000	201,000	208,000	
23,700	15,400	19,900	26,400	Lennox Head Community Hall (EPIQ)	27,000	27,000	0	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	
64,800	121,200	99,800	96,600	Ballina Indoor Sports Centre	84,000	88,000	5	92,000	96,000	100,000	104,000	108,000	112,000	116,000	120,000	124,000	
32,600	51,000	34,400	25,600	Richmond Room	33,000	35,000	6	37,000	39,000	41,000	43,000	45,000	47,000	49,000	51,000	53,000	
124,400	118,700	143,600	97,800	Ballina Surf Club	116,000	120,000	3	125,000	130,000	135,000	140,000	145,000	150,000	155,000	160,000	165,000	
	0	0	0	Other Halls - North Lakes etc	0	1,000	100	2,000	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000	
1,007,800	**1,163,900**	**1,105,800**	**1,170,000**	**Total Operating Expenses**	**1,320,000**	**1,275,000**	**(3)**	**1,459,000**	**1,512,000**	**1,562,000**	**1,613,000**	**1,665,000**	**1,717,000**	**1,770,000**	**1,824,000**	**1,880,000**	
(437,200)	**29,900**	**(267,600)**	**(256,000)**	***Operating Result - Surplus / (Deficit)***	**(396,000)**	**(302,000)**	**(24)**	**(250,000)**	**(261,000)**	**(268,000)**	**(276,000)**	**(283,000)**	**(287,000)**	**(290,000)**	**(293,000)**	**(296,000)**	
0	0	0	0	*Add Back Depreciation*	0	0	0	0	0	0	0	0	0	0	0	0	
(437,200)	**29,900**	**(267,600)**	**(256,000)**	***Cash Result - Surplus / (Deficit)***	**(396,000)**	**(302,000)**	**(24)**	**(250,000)**	**(261,000)**	**(268,000)**	**(276,000)**	**(283,000)**	**(287,000)**	**(290,000)**	**(293,000)**	**(296,000)**	
				Capital Movements													
0	0	0	0	Less Principal Repayments	0	0		0	0	0	0	0	0	0	0	0	
0	190,000	0	0	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0	
0	0	0	0	Add Transfer from Reserves	0	0		0	0	0	0	0	0	0	0	0	
0	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0	
0	0	0	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0	
(437,200)	**(160,100)**	**(267,600)**	**(256,000)**	***Cash Result after Capital Movements***	**(396,000)**	**(302,000)**	**(24)**	**(250,000)**	**(261,000)**	**(268,000)**	**(276,000)**	**(283,000)**	**(287,000)**	**(290,000)**	**(293,000)**	**(296,000)**	
57%	**103%**	**76%**	**78%**	***Cost Recovery % - Cash Operating Result***	**70%**	**76%**		**83%**	**83%**	**83%**	**83%**	**83%**	**83%**	**84%**	**84%**	**84%**	
				Facility Cash Results (excluding Employee Costs)													
98,200	124,200	127,600	173,300	Kentwell Centre	174,000	180,000	3	188,000	196,000	204,000	212,000	221,000	230,000	239,000	248,000	258,000	
(7,500)	(31,700)	(48,000)	(51,100)	Alstonville Cultural Centre	(53,000)	(62,000)	17	89,000	91,000	94,000	97,000	100,000	103,000	107,000	111,000	115,000	
(37,400)	77,000	(2,800)	17,900	Lennox Head Cultural Centre	48,000	48,000	0	49,000	50,000	51,000	52,000	53,000	55,000	57,000	59,000	60,000	
(23,700)	(15,400)	(10,800)	(8,000)	Lennox Head Community Hall (EPIQ)	(7,000)	(5,000)	(29)	(4,000)	(3,000)	(2,000)	(1,000)	0	1,000	2,000	3,000	4,000	
45,700	137,100	133,000	168,100	Ballina Indoor Sports Centre	181,000	185,000	2	191,000	197,000	203,000	209,000	216,000	224,000	232,000	240,000	249,000	
6,400	69,900	15,400	39,900	Richmond Room	22,000	22,000	0	22,000	22,000	22,000	22,000	22,000	23,000	24,000	25,000	26,000	
(12,800)	120,000	11,300	72,300	Ballina Surf Club	36,000	52,000	44	54,000	56,000	58,000	60,000	62,000	64,000	67,000	71,000	75,000	
68,900	**481,100**	**225,700**	**412,400**	**Total**	**401,000**	**420,000**	**5**	**589,000**	**609,000**	**630,000**	**651,000**	**674,000**	**700,000**	**728,000**	**757,000**	**787,000**	

Library Services

Manager - Communications and Customer Service

Background

This program details all costs associated with the provision of library services to the local government area.

Budget Comments

OPERATING REVENUES

Library Per Capita
State Government grant towards the operation of the Ballina, Lennox Head and Alstonville Libraries. This grant is based on the population of the local government area, plus an incentive component for maintaining or increasing funding to the Library.

Special Projects
Subject to applications each year. Offset by expenditure.

OPERATING EXPENDITURE

Contribution to Richmond Tweed Regional Library (RTRL)
The RTRL coordinates and controls library services in the region. The RTRL is administered by Lismore City Council.

Other Library Expenses
In accordance with the agreement with the RTRL Council provides land and buildings for the provision of library services. This expenditure is provided to ensure that the buildings are operated effectively. This expenditure includes electricity and gas, cleaning and security and other operating expenses.

4.11 General Fund - Long Term Financial Plan

LIBRARY SERVICES																	
ACTUAL				DESCRIPTION	ESTIMATED												
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES													
				Operating Grants and Contributions													
119,800	130,500	133,300	134,700	Library Per Capita	138,000	143,000	4	148,000	153,000	158,000	163,000	168,000	174,000	180,000	186,000	192,000
57,700	57,700	59,400	59,500	Special Projects	59,000	0	(100)	0	0	0	0	0	0	0	0	0
				Other Revenues													
77,100	150,200	(73,300)	148,400	Share of Joint Venture	0	0	0	0	0	0	0	0	0	0	0	0
254,600	**338,400**	**119,400**	**342,600**	**Total Operating Revenues**	**197,000**	**143,000**	**(27)**	**148,000**	**153,000**	**158,000**	**163,000**	**168,000**	**174,000**	**180,000**	**186,000**	**192,000**
				OPERATING EXPENSES													
1,520,600	1,606,000	1,731,800	1,961,900	Contribution to Richmond Tweed Library	1,973,000	2,028,000	3	2,089,000	2,152,000	2,217,000	2,284,000	2,353,000	2,424,000	2,497,000	2,572,000	2,650,000
24,100	23,700	31,200	29,100	Rates, Insurance and Security	29,000	31,000	7	33,000	35,000	37,000	39,000	41,000	43,000	45,000	47,000	49,000
58,400	57,600	55,100	23,000	Electricity, Heating and Cleaning	63,000	64,000	2	65,000	66,000	67,000	69,000	71,000	73,000	75,000	77,000	79,000
15,400	18,600	18,700	22,500	Library Sundries	24,000	25,000	4	26,000	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000
0	0	0	0	Lease - Alstonville Library Relocation	30,000	0	(100)	0	0	0	0	0	0	0	0	0
14,400	30,000	29,100	0	Special Projects (Grant Funded)	0	0	0	0	0	0	0	0	0	0	0	0
				Indirect Expenses - Overheads													
0	0	0	0	Overheads	0	0	0	0	0	0	0	0	0	0	0	0
				Non-cash Expenses													
167,100	236,900	242,700	207,500	Depreciation	250,000	220,000	(12)	227,000	235,000	243,000	251,000	259,000	268,000	277,000	286,000	296,000
1,800,000	**1,972,800**	**2,108,600**	**2,244,000**	**Total Operating Expenses**	**2,369,000**	**2,368,000**	**(0)**	**2,440,000**	**2,515,000**	**2,592,000**	**2,672,000**	**2,754,000**	**2,839,000**	**2,926,000**	**3,015,000**	**3,108,000**
(1,545,400)	**(1,634,400)**	**(1,989,200)**	**(1,901,400)**	***Operating Result - Surplus / (Deficit)***	**(2,172,000)**	**(2,225,000)**	**2**	**(2,292,000)**	**(2,362,000)**	**(2,434,000)**	**(2,509,000)**	**(2,586,000)**	**(2,665,000)**	**(2,746,000)**	**(2,829,000)**	**(2,916,000)**
167,100	236,900	242,700	207,500	*Add Back Depreciation*	250,000	220,000	(12)	227,000	235,000	243,000	251,000	259,000	268,000	277,000	286,000	296,000
(1,378,300)	**(1,397,500)**	**(1,746,500)**	**(1,693,900)**	***Cash Result - Surplus / (Deficit)***	**(1,922,000)**	**(2,005,000)**	**4**	**(2,065,000)**	**(2,127,000)**	**(2,191,000)**	**(2,258,000)**	**(2,327,000)**	**(2,397,000)**	**(2,469,000)**	**(2,543,000)**	**(2,620,000)**
				Capital Movements													
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
43,100	27,700	30,100	59,000	Less Transfer to Reserves	59,000	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Add Transfer from Reserves	0	0		0	0	0	0	0	0	0	0	0
0	76,500	0	12,500	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
0	76,500	0	0	Less Capital Expenditure	0	0		0	0	0	0	0	0	0	0	0
(1,421,400)	**(1,425,200)**	**(1,776,600)**	**(1,740,400)**	***Cash Result after Capital Movements***	**(1,981,000)**	**(2,005,000)**	**1**	**(2,065,000)**	**(2,127,000)**	**(2,191,000)**	**(2,258,000)**	**(2,327,000)**	**(2,397,000)**	**(2,469,000)**	**(2,543,000)**	**(2,620,000)**
16%	**19%**	**6%**	**17%**	***Cost Recovery % - Cash Operating Result***	**9%**	**7%**		**7%**	**7%**	**7%**	**7%**	**7%**	**7%**	**7%**	**7%**	**7%**

Swimming Pools

Manager - Facilities and Services

Background

This program outlines income and expenses for the Ballina and Alstonville swimming pools.

Budget Comments

OPERATING REVENUES

Fees and Charges
Generated primarily from entrance fees.

OPERATING EXPENSES

Ballina Swimming Complex
Includes various costs required to operate and the Ballina Pool. The pool management is provided by a contractor.

Alstonville Swimming Complex
Includes various costs required to operate and the Alstonville Pool. The pool management is provided by a contractor.

CAPITAL MOVEMENTS

Loan Principal Repayments
Represents principal repayments for loans taken out for capital works at both pools.

Transfer from Reserves
Transfer from reserves to finance capital expenditure. Refer to Part E of this document for further details.

Capital Income
Represents loan funds for capital works planned for the year. Refer to Part D of this document for further details.

Capital Expenditure
Represents capital works planned for the year. Refer to Part C of this document for further details.

4.11 General Fund - Long Term Financial Plan

SWIMMING POOLS																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES												
				Ballina												
643,300	725,600	781,600	767,700	Fees and Charges	801,000	827,000	3	853,000	880,000	907,000	935,000	964,000	994,000	1,025,000	1,057,000	1,090,000
				Alstonville												
392,400	483,800	496,200	465,300	Fees and Charges	495,000	505,000	2	521,000	537,000	554,000	571,000	589,000	607,000	626,000	645,000	665,000
1,035,700	**1,209,400**	**1,277,800**	**1,233,000**		**1,296,000**	**1,332,000**	**3**	**1,374,000**	**1,417,000**	**1,461,000**	**1,506,000**	**1,553,000**	**1,601,000**	**1,651,000**	**1,702,000**	**1,755,000**
				OPERATING EXPENSES												
				Ballina Swimming Complex												
377,600	457,800	451,600	540,800	Operating Costs	470,000	487,000	4	504,000	522,000	540,000	559,000	578,000	599,000	620,000	641,000	662,000
414,800	331,400	421,500	391,400	Contract Management Charges	545,000	563,000	3	581,000	600,000	619,000	639,000	659,000	680,000	701,000	723,000	746,000
				Debt Servicing												
266,000	303,000	282,700	271,200	Interest on Loans - Ballina	207,000	194,000	(6)	179,000	165,000	149,000	133,000	118,000	100,000	83,000	64,000	45,000
				Alstonville Swimming Complex												
291,300	362,000	367,100	405,900	Operating Costs	414,000	428,000	3	442,000	456,000	470,000	485,000	501,000	519,000	538,000	557,000	576,000
267,900	364,700	335,600	375,400	Contract Management Charges	358,000	370,000	3	382,000	394,000	407,000	420,000	433,000	447,000	461,000	475,000	490,000
				Debt Servicing												
191,400	135,000	130,000	120,000	Interest on Loans - Alstonville	166,000	157,000	(5)	145,000	134,000	121,000	109,000	95,000	82,000	67,000	53,000	37,000
				Non-cash Expenses												
266,200	417,400	441,000	456,100	Depreciation	450,000	465,000	3	480,000	496,000	512,000	529,000	546,000	564,000	582,000	601,000	620,000
2,075,200	**2,371,300**	**2,429,500**	**2,560,800**	**Total Operating Expenses**	**2,610,000**	**2,664,000**	**2**	**2,713,000**	**2,767,000**	**2,818,000**	**2,874,000**	**2,930,000**	**2,991,000**	**3,052,000**	**3,114,000**	**3,176,000**
(1,039,500)	**(1,161,900)**	**(1,151,700)**	**(1,327,800)**	***Operating Result - Surplus / (Deficit)***	**(1,314,000)**	**(1,332,000)**	**1**	**(1,339,000)**	**(1,350,000)**	**(1,357,000)**	**(1,368,000)**	**(1,377,000)**	**(1,390,000)**	**(1,401,000)**	**(1,412,000)**	**(1,421,000)**
266,200	417,400	441,000	456,100	*Add Back Depreciation*	450,000	465,000	3	480,000	496,000	512,000	529,000	546,000	564,000	582,000	601,000	620,000
(773,300)	**(744,500)**	**(710,700)**	**(871,700)**	***Cash Result - Surplus / (Deficit)***	**(864,000)**	**(867,000)**	**0**	**(859,000)**	**(854,000)**	**(845,000)**	**(839,000)**	**(831,000)**	**(826,000)**	**(819,000)**	**(811,000)**	**(801,000)**
				Capital Movements												
546,300	567,700	592,000	615,000	Less Loan Principal Repayments	639,000	661,000		688,000	713,000	742,000	770,000	799,000	830,000	862,000	895,000	930,000
0	0	15,000	0	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
0	31,000	215,000	74,000	Add Transfer from Reserves	40,000	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
59,400	181,000	210,500	52,100	Less Capital Expenditure	40,000	0		0	0	0	0	0	0	0	0	0
(1,379,000)	**(1,462,200)**	**(1,313,200)**	**(1,464,800)**	***Cash Result after Capital Movements***	**(1,503,000)**	**(1,528,000)**	**2**	**(1,547,000)**	**(1,567,000)**	**(1,587,000)**	**(1,609,000)**	**(1,630,000)**	**(1,656,000)**	**(1,681,000)**	**(1,706,000)**	**(1,731,000)**
57%	**62%**	**64%**	**59%**	***Cost Recovery % - Cash Operating Result***	**60%**	**61%**		**62%**	**62%**	**63%**	**64%**	**65%**	**66%**	**67%**	**68%**	**69%**

ACTUAL				NET OPERATING COST	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27		2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
(149,100)	(63,600)	(91,500)	(164,500)	Ballina Swimming Pool	(214,000)	(223,000)	4	(232,000)	(242,000)	(252,000)	(263,000)	(273,000)	(285,000)	(296,000)	(307,000)	(318,000)
(166,800)	(242,900)	(206,500)	(316,000)	Alstonville Swimming Pool	(277,000)	(293,000)	6	(303,000)	(313,000)	(323,000)	(334,000)	(345,000)	(359,000)	(373,000)	(387,000)	(401,000)
(315,900)	**(306,500)**	**(298,000)**	**(480,500)**	**Summary Net Operating Costs**	**(491,000)**	**(516,000)**	**5**	**(535,000)**	**(555,000)**	**(575,000)**	**(597,000)**	**(618,000)**	**(644,000)**	**(669,000)**	**(694,000)**	**(719,000)**

Destination and Economy

Manager - Communications and Customer Service

Background

This program includes all revenues and expenses incurred in the management of economic and destination development for the Ballina Shire.

Budget Comments

OPERATING REVENUES

Commissions and Merchandise Sales
Commissions earned as well as stock sales at the tourism information centre.

Marketing and Destination Development Revenues
Contributions to marketing campaigns.

OPERATING EXPENSES

Employee Costs
Based on staffing structure of 4 FTE (equivalent full time positions).

Sales and Reservations
Includes cost of goods sold, which is offset by sales revenue.

Visitor Centre Office Expenses
Operating costs for the tourism information centre. This includes items such as cleaning expenses, telephone, printing and stationery, postage etc.

Destination Development Programs
Promotional expenses such as membership of Regional Tourism Organisations, economic and destination promotional activities and advertising.

4.11 General Fund - Long Term Financial Plan

DESTINATION AND ECONOMY																	
ACTUAL				DESCRIPTION	ESTIMATED												
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES													
				Fees and Charges													
5,900	5,900	5,700	2,500	Visitor Information Centre - Commissions	5,000	4,000	(20)	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000
57,800	111,600	120,000	135,600	Visitor Information Centre - Merchandise	160,000	145,000	(9)	150,000	155,000	160,000	165,000	170,000	176,000	182,000	188,000	194,000
21,700	29,400	84,700	40,400	Marketing and Destination Development	82,000	39,000	(52)	86,000	42,000	90,000	45,000	94,000	48,000	98,000	51,000	52,000
				Operating Grants and Contributions													
0	0	0	0	Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	0
85,400	**146,900**	**210,400**	**178,500**	**Total Operating Revenues**	**247,000**	**188,000**	**(24)**	**242,000**	**204,000**	**258,000**	**219,000**	**274,000**	**235,000**	**292,000**	**252,000**	**260,000**
				OPERATING EXPENSES													
				Tourism													
268,100	251,000	250,200	271,800	Employee Costs	461,000	466,000	1	483,000	502,000	519,000	536,000	554,000	572,000	591,000	610,000	630,000
38,000	69,600	120,100	102,200	Sales and Reservations	118,000	81,000	(31)	126,000	88,000	135,000	97,000	145,000	106,000	155,000	115,000	119,000
56,100	62,300	64,300	67,800	Visitor Centre Office Expenses	71,000	76,000	7	83,000	94,000	105,000	116,000	127,000	138,000	149,000	160,000	171,000
700	1,000	0	9,100	Promotional and Interpretive Signage	5,000	5,000	0	5,000	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000
88,100	47,400	65,300	74,500	Destination Development Programs	65,000	65,000	0	65,000	65,000	67,000	70,000	73,000	76,000	79,000	82,000	85,000
16,500	12,300	4,600	200	Economic Development Programs	15,000	15,000	0	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
22,100	17,200	21,300	21,700	Christmas Decorations	24,000	25,000	4	25,000	26,000	27,000	28,000	29,000	30,000	31,000	32,000	33,000
0	0	0	0	Volunteer Program	0	2,000	100	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
2,900	0	0	0	Flood Event	0	0	0	0	0	0	0	0	0	0	0	0
				Non-cash Expenses													
29,400	16,800	18,200	18,900	Deprec - Tourism Building and Assets	20,000	21,000	5	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000
521,900	**477,600**	**544,000**	**566,200**	**Total Operating Expenses**	**779,000**	**756,000**	**(3)**	**828,000**	**823,000**	**903,000**	**899,000**	**982,000**	**978,000**	**1,063,000**	**1,059,000**	**1,100,000**
(436,500)	**(330,700)**	**(333,600)**	**(387,700)**	***Operating Result - Surplus / (Deficit)***	**(532,000)**	**(568,000)**	**7**	**(586,000)**	**(619,000)**	**(645,000)**	**(680,000)**	**(708,000)**	**(743,000)**	**(771,000)**	**(807,000)**	**(840,000)**
29,400	16,800	18,200	18,900	*Add Back Depreciation*	20,000	21,000	5	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000
(407,100)	**(313,900)**	**(315,400)**	**(368,800)**	***Cash Result - Surplus / (Deficit)***	**(512,000)**	**(547,000)**	**7**	**(564,000)**	**(596,000)**	**(621,000)**	**(655,000)**	**(682,000)**	**(716,000)**	**(743,000)**	**(778,000)**	**(810,000)**
				Capital Movements													
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
0	0	0	0	Less Transfer to Reserves	0	0		0	0	0	0	0	0	0	0	0
20,000	0	0	0	Add Transfer from Reserves	0	0		0	0	0	0	0	0	0	0	0
0	0	28,800	61,800	Add Capital Income Applied	90,000	0		0	0	0	0	0	0	0	0	0
0	0	52,200	38,300	Less Capital Expenditure	90,000	0		0	0	0	0	0	0	0	0	0
(387,100)	**(313,900)**	**(338,800)**	**(345,300)**	***Cash Result after Capital Movements***	**(512,000)**	**(547,000)**	**7**	**(564,000)**	**(596,000)**	**(621,000)**	**(655,000)**	**(682,000)**	**(716,000)**	**(743,000)**	**(778,000)**	**(810,000)**

Facilities Management

Manager - Facilities and Services

Background

This program includes costs related to the maintenance of Council Administration Centre, the Works Depot, community centres and halls and other facilities.

Budget Comments

OPERATING EXPENSES

Administration Centre
Operating costs for the Council Administration Centre including insurance, rates, security, cleaning, ground maintenance, building maintenance, air conditioning and electricity.

Works Depot
Operating costs for the main Works Depot on Southern Cross Drive and the more minor depot at Tamarind Drive. Operating costs include insurance, rates, security, cleaning, grounds and yard maintenance, building maintenance, air conditioning and electricity.

Public Halls and Community Facilities Maintenance
Operating costs to maintain Public Halls, Community facilities and Public Buildings, Surf Clubs, Libraries, SES and Marine Rescue Tower, Naval Museum and other facilities.

Public Halls
Insurance, rates and maintenance allowance for public halls that are leased to community groups. All revenue is retained by the lessees.

Naval Museum
Insurance and maintenance allowance for the Naval Museum. All revenue is retained by the volunteers who operate the museum.

CAPITAL MOVEMENTS

Capital Income
Typically relates to internal contributions to finance depot improvement works.

Capital Expenditure
Capital works as per Part C of this document, with capital income also listed in Part C against the various capital expenditure items.

4.11 General Fund - Long Term Financial Plan

FACILITIES MANAGEMENT																	
ACTUAL				DESCRIPTION	ESTIMATED												
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES													
16,600	0	0	0	Fees and Charges	0	0	0	0	0	0	0	0	0	0	0	0	0
24,600	538,600	916,200	56,400	Other Revenues	121,000	29,000	(76)	32,000	35,000	38,000	41,000	44,000	47,000	50,000	53,000	56,000	
41,200	**538,600**	**916,200**	**56,400**	**Total Operating Revenues**	**121,000**	**29,000**	**(76)**	**32,000**	**35,000**	**38,000**	**41,000**	**44,000**	**47,000**	**50,000**	**53,000**	**56,000**	
				OPERATING EXPENSES													
				Administration													
485,400	465,100	419,300	785,000	Employee Costs	936,000	889,000	(5)	921,000	954,000	984,000	1,015,000	1,047,000	1,080,000	1,113,000	1,147,000	1,182,000	
311,600	298,200	124,600	141,300	Store and Protective Clothing	159,000	140,000	(12)	144,000	148,000	152,000	157,000	162,000	167,000	172,000	177,000	182,000	
293,700	350,900	399,200	424,300	Administration Centre	339,000	331,000	(2)	339,000	347,000	355,000	363,000	371,000	379,000	387,000	395,000	403,000	
291,600	320,400	309,500	350,400	Works Depot - Operating Expenses	364,000	403,000	11	410,000	415,000	423,000	432,000	441,000	450,000	459,000	468,000	477,000	
98,200	66,900	149,900	19,500	Works Depot No. Two - Operating Expenses	21,000	25,000	19	25,000	27,000	29,000	31,000	33,000	35,000	37,000	39,000	41,000	
				Public Halls and Community Facilities Maintenance													
84,600	407,400	178,800	149,400	Public Halls Maintenance	80,000	152,000	90	180,000	175,000	185,000	197,000	209,000	221,000	233,000	245,000	257,000	
252,000	240,200	292,900	335,500	Community Facilities and Public Buildings	330,000	345,000	5	370,000	387,000	404,000	422,000	440,000	459,000	479,000	499,000	520,000	
60,200	95,600	93,800	95,600	Surf Clubs	106,000	122,000	15	119,000	126,000	133,000	140,000	147,000	154,000	162,000	170,000	178,000	
24,700	42,800	45,400	41,300	Libraries	46,000	48,000	4	50,000	52,000	54,000	56,000	58,000	60,000	62,000	64,000	66,000	
21,000	40,200	52,700	38,400	SES and Marine Rescue	40,000	43,000	8	46,000	49,000	52,000	55,000	58,000	61,000	64,000	67,000	70,000	
11,600	10,900	11,100	13,500	Crawford House and Naval Cadets	22,000	22,000	0	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	
9,000	9,200	11,200	11,900	Naval Museum	11,000	11,000	0	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	
0	0	0	1,800	Ballina Men's Shed	3,000	3,000	0	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000	12,000	
98,600	321,900	2,100	0	Flood Event	71,000	0	(100)	0	0	0	0	0	0	0	0	0	
				Debt Servicing													
2,400	1,100	0	0	Interest on Centre and Museum Loans	0	0	0	0	0	0	0	0	0	0	0	0	
				Recouped from Business Activities													
(933,000)	(974,400)	(1,171,200)	(1,684,000)	Direct Costs Redistributed to Businesses	(1,704,000)	(1,677,000)	(2)	(1,728,000)	(1,780,000)	(1,834,000)	(1,890,000)	(1,947,000)	(2,006,000)	(2,067,000)	(2,130,000)	(2,194,000)	
				Non-Cash Expenses													
1,072,200	1,317,200	1,132,900	1,014,900	Depreciation - Administration Centre, Depots	1,200,000	1,100,000	(8)	1,135,000	1,171,000	1,208,000	1,247,000	1,287,000	1,328,000	1,370,000	1,414,000	1,459,000	
676,500	640,100	1,271,600	1,060,100	Depreciation - Public Halls and Comm Facs	1,300,000	1,100,000	(15)	1,135,000	1,171,000	1,208,000	1,247,000	1,287,000	1,328,000	1,370,000	1,414,000	1,459,000	
168,800	79,500	212,900	183,700	Loss on Disposal of Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0	
3,029,100	**3,733,200**	**3,536,700**	**2,982,600**	**Total Operating Expenses**	**3,324,000**	**3,057,000**	**(8)**	**3,183,000**	**3,280,000**	**3,392,000**	**3,512,000**	**3,634,000**	**3,758,000**	**3,884,000**	**4,013,000**	**4,145,000**	
0																	
(2,987,900)	**(3,194,600)**	**(2,620,500)**	**(2,926,200)**	***Operating Result - Surplus / (Deficit)***	**(3,203,000)**	**(3,028,000)**	**(5)**	**(3,151,000)**	**(3,245,000)**	**(3,354,000)**	**(3,471,000)**	**(3,590,000)**	**(3,711,000)**	**(3,834,000)**	**(3,960,000)**	**(4,089,000)**	
1,748,700	1,957,300	2,404,500	2,075,000	*Add Back Depreciation*	2,500,000	2,200,000	(12)	2,270,000	2,342,000	2,416,000	2,494,000	2,574,000	2,656,000	2,740,000	2,828,000	2,918,000	
168,800	79,500	212,900	183,700	*Add Back Loss on Infrastructure*	0	0	0	0	0	0	0	0	0	0	0	0	
(1,070,400)	**(1,157,800)**	**(3,100)**	**(667,500)**	***Cash Result - Surplus / (Deficit)***	**(703,000)**	**(828,000)**	**18**	**(881,000)**	**(903,000)**	**(938,000)**	**(977,000)**	**(1,016,000)**	**(1,055,000)**	**(1,094,000)**	**(1,132,000)**	**(1,171,000)**	
				Capital Movements													
18,100	20,000	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0	
770,800	638,200	997,000	1,733,000	Less Transfer to Reserves	476,000	0		0	0	0	0	0	0	0	0	0	
1,243,200	241,800	463,600	2,716,700	Add Transfer from Reserves	4,568,000	15,537,000		0	0	0	0	0	0	0	0	0	
218,000	558,700	685,200	582,800	Add Capital Income Applied	1,045,000	537,000		439,000	453,000	468,000	484,000	499,000	516,000	532,000	549,000	568,000	
1,142,900	868,600	1,341,600	2,809,300	Less Capital Expenditure	6,115,000	17,010,000		1,645,000	1,828,000	2,323,000	2,393,000	2,465,000	2,540,000	2,617,000	2,697,000	2,780,000	
(1,541,000)	**(1,884,100)**	**(1,192,900)**	**(1,910,300)**	***Cash Result after Capital Movements***	**(1,681,000)**	**(1,764,000)**	**5**	**(2,087,000)**	**(2,278,000)**	**(2,793,000)**	**(2,886,000)**	**(2,982,000)**	**(3,079,000)**	**(3,179,000)**	**(3,280,000)**	**(3,383,000)**	

Fleet and Plant

Manager - Facilities and Services

Background

This program includes all income and expenses related to the management of Council's fleet and plant and the operation of the Council workshop.

Budget Comments

OPERATING REVENUES

Fees and Charges

Hire Charges Consists largely of internal hire charges. The majority of Council's fleet is charged out against the activity it is working on. This item reflects the credit side of that charge. The plant hire rate reflects both operating costs and depreciation, with the aim being to generate a cash surplus that is used to fund future purchases.

Staff Lease Fees Represents staff deductions where staff are permitted private use of Council's fleet.

OPERATING EXPENSES

Plant Running Expenses Includes all costs related to the running of Council's plant fleet such as wages, oncosts, vehicle maintenance, parts, insurance, registration, FBT etc.

Workshop Operating Expenses Major costs include salaries and oncosts, office expenses, electricity, telephone charges and building maintenance.

Overheads Charged to Plant Represents internal overheads charged to the plant operations.

CAPITAL MOVEMENTS
The plant operations generate a surplus on day to day operations, which is then used to finance Capital Expenditure.

Transfer to Reserves This item is the cash surplus on operations transferred to reserve to finance the plant purchases planned for the year. Refer to Part E of this document for further information.

Transfer from Reserves This item is the transfer from reserve to finance the plant purchases planned for the year. Refer to Parts C and E of this document for further information.

Capital Expenditure This item relates to plant purchases planned for the year. Refer to Part C of this document for further information.

Cash Result after Capital Movements All income raised from plant charges is expended on the operation and purchase of replacement plant resulting in the program breaking even on a cash basis.

4.11 General Fund - Long Term Financial Plan

FLEET AND PLANT																
ACTUAL				DESCRIPTION	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				OPERATING REVENUES												
				Fleet Management - Fees and Charges												
4,742,600	4,456,700	4,644,100	5,183,700	Internal Plant Hire Charges	5,166,000	5,450,000	5	5,614,000	5,783,000	5,957,000	6,136,000	6,321,000	6,511,000	6,707,000	6,909,000	7,117,000
378,000	419,000	426,000	457,700	Internal Motor Vehicle Charges	556,000	614,000	10	636,000	660,000	684,000	709,000	734,000	760,000	786,000	812,000	838,000
157,200	168,100	164,700	190,400	Staff Lease Fees	180,000	186,000	3	192,000	198,000	204,000	211,000	218,000	225,000	232,000	239,000	247,000
				Operating Grants and Contributions												
50,700	53,300	56,000	55,100	Diesel Rebate	58,000	58,000	0	60,000	62,000	64,000	66,000	68,000	71,000	74,000	77,000	80,000
				Interest On Investments												
0	50,000	61,000	8,000	Interest On Investments	0	0	0	0	0	0	0	0	0	0	0	0
				Sundry Revenues												
23,900	15,800	17,500	14,300	Scrap Metal Sales and Other Revenues	18,000	18,000	0	20,000	22,000	24,000	26,000	28,000	30,000	32,000	34,000	36,000
				Gain on Disposal of Assets												
648,000	425,100	1,109,100	746,000	Gain on Disposal	630,000	650,000	3	670,000	700,000	730,000	760,000	790,000	820,000	850,000	880,000	910,000
6,000,400	**5,588,000**	**6,478,400**	**6,655,200**	**Total Operating Revenues**	**6,608,000**	**6,976,000**	**6**	**7,192,000**	**7,425,000**	**7,663,000**	**7,908,000**	**8,159,000**	**8,417,000**	**8,681,000**	**8,951,000**	**9,228,000**
				OPERATING EXPENSES												
				Operating Expenses												
2,586,800	2,728,400	3,047,400	3,144,000	Plant Running Expenses	2,746,000	2,955,000	8	3,024,000	3,115,000	3,208,000	3,303,000	3,402,000	3,505,000	3,611,000	3,719,000	3,830,000
126,100	167,300	202,700	343,700	Workshop Operating Expenses	342,000	382,000	12	394,000	406,000	418,000	430,000	443,000	456,000	469,000	482,000	496,000
492,000	492,000	537,600	561,600	Overheads Charged to Plant	663,000	679,000	2	700,000	721,000	743,000	766,000	789,000	813,000	838,000	864,000	890,000
0	0	0	0	Flood Event	0	0	0	0	0	0	0	0	0	0	0	0
				Loss on Disposal of Assets												
28,700	280,100	1,479,300	525,600	Loss on Disposal	0	0	0	0	0	0	0	0	0	0	0	0
				Non-Cash Expenses												
1,671,100	1,364,900	1,263,600	1,465,900	Depreciation	1,600,000	1,500,000	(6)	1,548,000	1,597,000	1,648,000	1,700,000	1,754,000	1,810,000	1,868,000	1,927,000	1,988,000
4,904,700	**5,032,700**	**6,530,600**	**6,040,800**	**Total Operating Expenses**	**5,351,000**	**5,516,000**	**3**	**5,666,000**	**5,839,000**	**6,017,000**	**6,199,000**	**6,388,000**	**6,584,000**	**6,786,000**	**6,992,000**	**7,204,000**
1,095,700	**555,300**	**(52,200)**	**614,400**	***Operating Result - Surplus / (Deficit)***	**1,257,000**	**1,460,000**	**16**	**1,526,000**	**1,586,000**	**1,646,000**	**1,709,000**	**1,771,000**	**1,833,000**	**1,895,000**	**1,959,000**	**2,024,000**
(648,000)	(425,100)	(1,109,100)	(746,000)	*Less Gain on Disposal*	(630,000)	(650,000)	3	(670,000)	(700,000)	(730,000)	(760,000)	(790,000)	(820,000)	(850,000)	(880,000)	(910,000)
28,700	280,100	1,479,300	525,600	*Add Back Loss on Disposal*	0	0	0	0	0	0	0	0	0	0	0	0
1,671,100	1,364,900	1,263,600	1,465,900	*Add Back Depreciation*	1,600,000	1,500,000	(6)	1,548,000	1,597,000	1,648,000	1,700,000	1,754,000	1,810,000	1,868,000	1,927,000	1,988,000
2,147,500	**1,775,200**	**1,581,600**	**1,859,900**	***Cash Result - Surplus / (Deficit)***	**2,227,000**	**2,310,000**	**4**	**2,404,000**	**2,483,000**	**2,564,000**	**2,649,000**	**2,735,000**	**2,823,000**	**2,913,000**	**3,006,000**	**3,102,000**
				Capital Movements												
0	0	0	0	Less Loan Principal Repayments	0	0		0	0	0	0	0	0	0	0	0
2,147,500	1,777,000	1,581,600	1,871,600	Less Transfer to Reserves	2,227,000	2,310,000		2,404,000	2,483,000	2,564,000	2,649,000	2,735,000	2,823,000	2,913,000	3,006,000	3,102,000
1,302,400	2,101,800	2,898,900	2,386,600	Add Transfer from Reserves	2,000,000	2,600,000		2,400,000	2,400,000	2,500,000	2,700,000	2,700,000	2,800,000	3,000,000	3,000,000	3,000,000
0	0	717,400	0	Add Capital Income Applied	0	0		0	0	0	0	0	0	0	0	0
1,302,400	2,100,000	3,616,300	2,894,700	Less Capital Expenditure	2,000,000	2,600,000		2,400,000	2,400,000	2,500,000	2,700,000	2,700,000	2,800,000	3,000,000	3,000,000	3,000,000
0	**0**	**0**	**(519,800)**	***Cash Result after Capital Movements***	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

4.11 General Fund - Long Term Financial Plan

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Part C
Capital Expenditure

4.11 General Fund - Long Term Financial Plan

Introduction

Council generates a cash surplus on its day-to-day operations. This surplus is needed to fund the acquisition of new assets, or improvements to, or replacement of, existing Council assets.

This part of the document provides a summary of the capital works Council intends to undertake, acquire, construct or improve. The information provided is as follows:

Expenditure Summary

The columns under this heading provide the estimated capital expenditure for the years listed.

Funding Source

The details of the funding sources for the capital expenditure are provided for each year. The funding sources are dissected into the following columns:

- Grants / Contributions – Represents any external grants or contributions to assist in funding the works.
- Section 7.11 – Represents any Section 7.11 developer contributions applied to the project. For further details on Section 7.11 contributions refer to Part D of this document.
- Loans – Represents loan funds applied to the project.
- Reserves – Represents Council reserves applied to the project. For further information on reserves refer to Part E of this document.
- General Revenue – This is the unrestricted Council revenue applied to the project. This revenue can be allocated to any project at Council's discretion. It is this revenue figure that impacts directly on the cash result.

4.11 General Fund - Long Term Financial Plan

	CAPITAL EXPENDITURE - GENERAL FUND																												
											Funding Sources			2026/27		Funding Sources			2027/28		Funding Sources			2028/29		Funding Sources			2029/30	
Asset Description	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	Grants / Conts	Sec 7.11	Loans	Reserves	Revenue	Grants / Conts	Sec 7.11	Loans	Reserves	Revenue	Grants / Conts	Sec 7.11	Loans	Reserves	Revenue	Grants / Conts	Sec 7.11	Loans	Reserves	Revenue
Corporate and Community Division																													
Commercial Property																													
Boeing Avenue - Industrial Estate	100,000	2,500,000	2,500,000	2,500,000										100,000					2,500,000					2,500,000					2,500,000	
Lennox Head - Residential Land	200,000	200,000	200,000											200,000					200,000					200,000						
Community Infrastructure Dividends		3,000,000	3,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000									3,000,000					3,000,000					1,000,000	
Wigmore Arcade - Refurbishments										3,000,000																					
Flat Rock Tent Park																													
Flat Rock - Improvements	70,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000				70,000					20,000					20,000					20,000	
Ballina Byron Gateway Airport (BBGA)																													
Runway								4,000,000	9,000,000																				
Car Park - Expansion and Equipment Upgrade	500,000	7,000,000												500,000					7,000,000										
Crown Land and Revetment Wall	133,000													133,000															
CCTV Upgrade	55,000													55,000															
Taxiways - Upgrade Alpha and Bravo			1,600,000																					1,600,000						
Drainage Master Plan and Works	250,000	250,000												250,000					250,000										
Perimeter Fence Upgrade	100,000													100,000															
Runway Edge Lighting Upgrade			1,000,000																					1,000,000						
Apron Overlay				6,000,000																									6,000,000	
Bays - Upgrade 1, 3,4 and 5						6,000,000	6,000,000																						
RESA Extension - Complete with Runway										5,000,000																			
Terminal - PA Upgrade	40,000													40,000															
Terminal - FIDS Software Upgrade	40,000													40,000															
Terminal - Body Scanner Replacement and Software	80,000					200,000								80,000															
Terminal - Xray Equipment Replacement					200,000																								
Terminal - ETD Replacement		60,000																	60,000										
Terminal - Air-Conditioning		100,000																	100,000										
Checked Baggage Screening	350,000													350,000															
Common Use Check-in Equipment					3,000,000																								
Terminal - Expansion	50,000	200,000	200,000	3,500,000	3,500,000									50,000					200,000					200,000		1,750,000			1,750,000	
Terminal - Screening - 2nd Lane				1,100,000																									1,100,000	
Sub Total - Airport	**1,598,000**	**7,610,000**	**2,800,000**	**10,600,000**	**6,700,000**	**6,200,000**	**6,000,000**	**4,000,000**	**9,000,000**	**5,000,000**	**0**	**0**	**0**	**1,598,000**	**0**	**0**	**0**	**0**	**7,610,000**	**0**	**0**	**0**	**0**	**2,800,000**	**0**	**1,750,000**	**0**	**0**	**8,850,000**	**0**
Information Services																													
CCTV Installation	500,000										500,000																		
Facilities Management																													
Alstonville Cultural Centre	15,190,000											800,000		14,390,000															
Buildings - Asset Renewal Program	604,000	753,000	912,000	1,382,000	1,427,000	1,473,000	1,521,000	1,570,000	1,621,000	1,674,000					604,000					753,000					912,000					1,382,000
Public Amenities - Asset Renewal Program	320,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000				160,000	160,000					160,000					160,000					160,000
Depot and Administration Centre																													
Depot - Asset Renewal Program	896,000	732,000	756,000	781,000	806,000	832,000	859,000	887,000	916,000	946,000	537,000			187,000	172,000	439,000				293,000	453,000				303,000	468,000				313,000
Fleet and Plant																													
Replacement Program	2,600,000	2,400,000	2,400,000	2,500,000	2,700,000	2,700,000	2,800,000	3,000,000	3,000,000	3,000,000				2,600,000					2,400,000					2,400,000					2,500,000	
Community Facilities Sub Total	**20,110,000**	**4,045,000**	**4,228,000**	**4,823,000**	**5,093,000**	**5,165,000**	**5,340,000**	**5,617,000**	**5,697,000**	**5,780,000**	**537,000**	**800,000**	**0**	**17,337,000**	**936,000**	**439,000**	**0**	**0**	**2,400,000**	**1,206,000**	**453,000**	**0**	**0**	**2,400,000**	**1,375,000**	**468,000**	**0**	**0**	**2,500,000**	**1,855,000**
Total - Corporate and Community	**22,078,000**	**17,375,000**	**12,748,000**	**18,943,000**	**12,813,000**	**12,385,000**	**12,360,000**	**10,637,000**	**15,717,000**	**14,800,000**	**1,037,000**	**800,000**	**0**	**19,305,000**	**936,000**	**439,000**	**0**	**0**	**15,730,000**	**1,206,000**	**453,000**	**0**	**0**	**10,920,000**	**1,375,000**	**2,218,000**	**0**	**0**	**14,870,000**	**1,855,000**
Planning and Environmental Health Division																													
Open Spaces - Parks																													
Crown Reserve Works	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	74,000					56,000					58,000					60,000					62,000
Open Spaces - Asset Renewal Program	802,000	955,000	1,058,000	1,069,000	1,104,000	1,140,000	1,177,000	1,215,000	1,254,000	1,295,000					802,000					955,000					1,058,000					1,069,000
Cawarra Park - Boating Infrastructure	1,075,000	1,075,000									538,000			537,000		537,000			538,000											
Community Assets - Section 7.11 Works Plan				1,000,000		1,200,000		1,400,000		1,600,000																	1,000,000			
Alstonville Creek Restoration - Grant	430,000	86,000									430,000					86,000														
Open Spaces - Sports Fields																													
Sports Fields - Asset Renewal Program	357,000	434,000	542,000	750,000	774,000	799,000	825,000	852,000	880,000	909,000					357,000					434,000					542,000					750,000
Total - Planning and Env Health	**2,720,000**	**2,608,000**	**1,660,000**	**2,881,000**	**1,942,000**	**3,205,000**	**2,070,000**	**3,537,000**	**2,206,000**	**3,878,000**	**968,000**	**0**	**0**	**537,000**	**1,215,000**	**623,000**	**0**	**0**	**538,000**	**1,447,000**	**0**	**0**	**0**	**0**	**1,660,000**	**0**	**1,000,000**	**0**	**0**	**1,881,000**

4.11 General Fund - Long Term Financial Plan

CAPITAL EXPENDITURE - GENERAL FUND (cont'd)																															
											Funding Sources			2026/27		Funding Sources			2027/28		Funding Sources			2028/29		Funding Sources				2029/30	
Asset Description	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	Grants / Conts	Sec 7.11	Loans	Reserves	Revenue	Grants / Conts	Sec 7.11	Loans	Reserves	Revenue	Grants / Conts	Sec 7.11	Loans	Reserves	Revenue	Grants / Conts	Sec 7.11	Loans	Reserves	Revenue
Civil Services Division																															
Asset Management																															
Surveying Equipment	43,000			70,000										43,000															70,000	
Stormwater																															
Stormwater - Asset Renewal Program	1,015,000	1,145,000	1,351,000	1,578,000	1,629,000	1,682,000	1,737,000	1,793,000	1,851,000	1,911,000					1,015,000					1,145,000					1,351,000					1,578,000
Roads and Bridges																															
Roads - Reconstruction Program	5,360,000	4,970,000	5,205,000	5,550,000	5,975,000	6,176,000	6,383,000	6,598,000	6,821,000	6,987,000				1,752,000	3,608,000					4,970,000					5,205,000					5,550,000
Roads - Roads to Recovery Program	1,673,000	1,760,000	1,760,000	1,813,000	1,868,000	1,925,000	1,983,000	2,043,000	2,105,000	2,169,000	1,673,000					1,760,000					1,760,000					1,813,000				0
Urban Roads - Bitumen Reseals	588,000	609,000	630,000	650,000	671,000	693,000	716,000	739,000	763,000	788,000					588,000					609,000					630,000					650,000
Urban Roads - Heavy Patching	713,000	738,000	764,000	789,000	815,000	841,000	868,000	896,000	925,000	955,000					713,000					738,000					764,000					789,000
Rural Roads - Bitumen Reseals	575,000	595,000	616,000	636,000	657,000	678,000	700,000	723,000	746,000	770,000					575,000					595,000					616,000					636,000
Rural Roads - Heavy Patching	445,000	461,000	477,000	493,000	509,000	526,000	543,000	561,000	579,000	598,000					445,000					461,000					477,000					493,000
Bypass Funds - Alstonville	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000				100,000					50,000					50,000				50,000	
Bypass Funds - Ballina	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000				180,000					180,000					180,000				180,000	
Bypass Funds - Tintenbar to Ewingsdale	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000				100,000					100,000					100,000				100,000	
Ross Lane - Bettermt	3,200,000										3,200,000																			
Essential Public Assets Repair (EPAR) Funding																															
EPAR - Landslip Teven Road	7,300,000										7,300,000																			
EPAR - Landslip Uralba Cutting Road	2,150,000										2,150,000																			
EPAR - Landslip The Coast Road	2,453,000										2,453,000																			
EPAR - Sneaths Road	500,000										500,000																			
EPAR - Marom Creek Road	600,000										600,000																			
EPAR - Tamarind Drive	1,198,000										1,198,000																			
EPAR - Bagot Street	280,000										280,000																			
EPAR - Owen Street, Ballina	185,000										185,000																			
Ballina CBD Revitalisation - River Street Roundabout	1,240,000										400,000			280,000	560,000															
Wardell CBD Revitalisation	1,000,000										380,000				620,000															
Section 7.11 Roads Plan																															
River St - S1 - Smith Dr / Burns Pt (73.9%)					4,300,000	4,400,000																									
River St - S3 - Fishery Ck Bridge (49.6%)	24,050,000										10,459,000	9,541,000	4,000,000	50,000																
Tam Dr - Nth Ck/Kerr- 4 Lanes - Canal Bridge (98.6%)	33,050,000										14,458,000	4,542,000	14,000,000	50,000																
North Creek Road and Bridge (100%)					200,000	200,000	200,000	30,467,000	30,781,000	31,104,000																				
North Creek Road and Bridge (Land)								13,000																						
Nth Ck/Tam Dve/Sth X Dve-Lanes(100%)		2,000,000	2,000,000														2,000,000					2,000,000							
Section 7.11 Heavy Haulage Plan																															
S7.11 - Reseals and Heavy Patching	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000		200,000					200,000					200,000					200,000			
Bridges	103,000	106,000	109,000	113,000	117,000	121,000	125,000	129,000	133,000	137,000					103,000					106,000					109,000					113,000
Sub Total - Roads and Bridges	**87,243,000**	**11,769,000**	**12,091,000**	**10,574,000**	**15,642,000**	**16,090,000**	**12,048,000**	**42,699,000**	**43,383,000**	**44,038,000**	**45,236,000**	**14,283,000**	**18,000,000**	**2,512,000**	**7,212,000**	**1,760,000**	**2,200,000**	**0**	**330,000**	**7,479,000**	**1,760,000**	**2,200,000**	**0**	**330,000**	**7,801,000**	**1,813,000**	**200,000**	**0**	**330,000**	**8,231,000**
Ancillary Transport Services																															
Footpaths and Shared Paths	578,000	647,000	766,000	846,000	873,000	901,000	930,000	960,000	991,000	1,023,000					578,000					647,000					766,000					846,000
Car Parks - Asset Renewal Program	107,000	110,000	114,000	118,000	122,000	126,000	130,000	134,000	138,000	142,000					107,000					110,000					114,000					118,000
Water Transport and Wharves																															
Brunswick Small Craft Facilities	85,000										42,000			43,000																
Ferry Shed Replacement	160,000													160,000																
Transport for NSW	302,000	305,000	309,000	313,000	317,000	322,000	326,000	330,000	334,000	340,000				302,000					305,000					309,000				313,000	
Emergency Services																															
Ballina - SES Building	1,620,000													1,620,000																
Resource Recovery																															
Improvements - Various				600,000		800,000		1,000,000		1,200,000																			600,000	
Bulk Loadout Area	50,000	1,750,000												50,000				1,750,000												
Remediation Provision		500,000	2,000,000															500,000				2,000,000								
Front of House	1,820,000												1,820,000																	
Total - Civil Services	**93,023,000**	**16,226,000**	**16,631,000**	**14,099,000**	**18,583,000**	**19,921,000**	**15,171,000**	**46,916,000**	**46,697,000**	**48,654,000**	**45,278,000**	**14,283,000**	**19,820,000**	**4,730,000**	**8,912,000**	**1,760,000**	**2,200,000**	**2,250,000**	**635,000**	**9,381,000**	**1,760,000**	**2,200,000**	**2,000,000**	**639,000**	**10,032,000**	**1,813,000**	**200,000**	**0**	**1,313,000**	**10,773,000**
Total - All Divisions	**117,821,000**	**36,209,000**	**31,039,000**	**35,923,000**	**33,338,000**	**35,511,000**	**29,601,000**	**61,090,000**	**64,620,000**	**67,332,000**	**47,283,000**	**15,083,000**	**19,820,000**	**24,572,000**	**11,063,000**	**2,822,000**	**2,200,000**	**2,250,000**	**16,903,000**	**12,034,000**	**2,213,000**	**2,200,000**	**2,000,000**	**11,559,000**	**13,067,000**	**4,031,000**	**1,200,000**	**0**	**16,183,000**	**14,509,000**

4.11 General Fund - Long Term Financial Plan

WATER - CAPITAL EXPENDITURE																								
Asset Description	**Expenditure**										**Funding Source 2026/27**				**Funding Source 2027/28**				**Funding Source 2028/29**				**Funding Source 2029/30**			
	2026/27	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**	**2035/36**	**Grants**	**Sec 64**	**Loans**	**Reserves**	**Grants**	**Sec 64**	**Loans**	**Reserves**	**Grants**	**Sec 64**	**Loans**	**Reserves**	**Grants**	**Sec 64**	**Loans**	**Reserves**
Main Renewals																								
Recurrent	375,000	650,000	670,000	690,000	710,000	730,000	750,000	770,000	800,000	830,000				375,000				650,000				670,000				690,000
Norton Street, Ballina	600,000													600,000												
Rayner Lane / Rutherford St, Lennox Head		585,000																585,000								
William Street, Alstonville	150,000													150,000												
Daintree Drive, Lennox Head		50,000																50,000								
Green St, Alstonville	275,000													275,000												
Richmond Street, Ballina	350,000													350,000												
Water Reservoirs																								
Reservoir - Ross Lane	100,000	1,500,000	2,100,000									100,000				1,500,000				2,100,000						
Reservoir - Pine Avenue	93,000													93,000												
Reservoirs - Exterior Painting		50,000			50,000	50,000												50,000								
Reservoirs - Circular 18 Rectification/Sealing	150,000	100,000												150,000				100,000								
Miscellaneous																								
Telemetry	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000				21,000				22,000				23,000				24,000
Reticulation Valve Replacement	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000				50,000				50,000				50,000				50,000
Water Loss Reduction	50,000													50,000												
Water Pump and Bore Stations																								
Russellton Booster			450,000																	450,000						
Ballina Heights Booster Pump Upgrade		200,000														200,000										
Trunk Mains																								
Main Renewals				2,200,000	2,270,000	2,340,000	2,420,000	2,500,000	2,580,000	2,660,000														1,100,000		1,100,000
North Ballina Reticulation Mains		100,000	620,000															100,000				620,000				
Lennox Head Mains - The Crest	10,000	630,000										10,000				630,000										
CURA B Distribution Main		330,000														330,000										
Bentinck Street (Owen / Kingsford Smith)	50,000											7,000		43,000												
Temple Street (Tamar / Tamarind), Ballina			600,000																	84,000		516,000				
Angels Beach Drive to Missingham, Ballina			800,000																	112,000		688,000				
Basalt Court Gravity Main Augmentation		1,040,000														1,040,000										
Manly St (Jameson / Cronulla) Trunk Main Replacement	10,000	300,000										1,000		9,000		42,000		258,000								
Plant and Equipment																								
Vehicle and Plant Replacement	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000				150,000				150,000				150,000				150,000
Cable Locator																										
Service Connections																								
Water Meter - New	240,000	250,000	260,000	270,000	280,000	290,000	300,000	310,000	320,000	330,000				240,000				250,000				260,000				270,000
Water Meter - Replacement	210,000	220,000	230,000	240,000	250,000	260,000	270,000	280,000	290,000	300,000				210,000				220,000				230,000				240,000
Water meter - SMART Meters roll out					1,200,000	1,200,000	1,200,000																			
Total Capital Expenditure	**2,884,000**	**6,227,000**	**5,953,000**	**3,624,000**	**4,985,000**	**5,096,000**	**5,167,000**	**4,088,000**	**4,219,000**	**4,350,000**	**0**	**118,000**	**0**	**2,766,000**	**0**	**3,742,000**	**0**	**2,485,000**	**0**	**2,746,000**	**0**	**3,207,000**	**0**	**1,100,000**	**0**	**2,524,000**

4.11 General Fund - Long Term Financial Plan

	WASTEWATER - CAPITAL EXPENDITURE																							
	Expenditure										Funding Source 2026/27				Funding Source 2027/28				Funding Source 2028/29				Funding Source 2029/30			
Asset Description	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves
Pumping Stations																										
Wet Well Relining	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000				200,000				200,000				200,000				200,000
SPS 2402 Lindsay Avenue Upgrade	1,500,000	120,000										600,000		900,000		48,000		72,000								
Pumping Stations - Renewals	320,000	530,000	540,000	550,000	560,000	570,000	580,000	590,000	600,000	610,000				320,000				530,000				540,000				550,000
Pumping Stations - Switchboard Renewals	500,000	500,000	500,000	1,500,000	300,000	300,000	300,000	300,000	300,000	300,000				500,000				500,000				500,000				1,500,000
Pumping Station - SPS 2101 Rebuild	150,000													150,000												
Pumping Station - Odour Control		50,000																50,000								
Interim Cura SPS	1,500,000	800,000										1,500,000				800,000										
Treatment Facilities - Minor Works																										
Treatment Plant Ballina	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000				20,000				20,000				20,000				20,000
Treatment Plant Lennox	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000				20,000				20,000				20,000				20,000
Treatment Plant Alstonville	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000				10,000				10,000				10,000				10,000
Treatment Plant Wardell	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000				10,000				10,000				10,000				10,000
Ballina Treatment Plant Upgrade																										
Ballina - Reverse Osmosis Plant			100,000	250,000	1,650,000	3,100,000														41,000		59,000		103,000		147,000
Ballina - Programmed Membrane								100,000	2,300,000	5,000,000																
Ballina - Solar	1,130,000											463,000		667,000												
Ballina - Roof Replacement		250,000														103,000		147,000								
Ballina - Hypo Dosing		100,000																100,000								
Ballina - Back-up Generator	500,000													500,000												
Lennox Head Treatment Plant Upgrade																										
Lennox - Membrane Replacement			450,000					4,000,000														450,000				
Lennox - Catch Pond Floor lining	450,000													450,000												
Lennox - Solar			610,000																	134,000		476,000				
Lennox - Balance Pond Pumps		150,000														33,000		117,000								
Lennox - Manganese treatment	50,000	250,000												50,000				250,000								
Alstonville Treatment Plant Upgrade																										
Alstonville - Inlet Works							3,000,000																			
Alstonville - Biosolids			1,900,000	1,540,000																494,000		1,406,000		400,000		1,140,000
Alstonville - Staff Facilities	1,150,000													1,150,000												
Alstonville - Dosing Upgrade	800,000													800,000												
Wardell Treatment Plant Upgrade																										
Wardell - UV Replacement		430,000																430,000								
Wardell - Section 60 Works		100,000																100,000								
Wardell - Low Lift Pump	80,000													80,000												
	Wastewater - Capital Expenditure Carried Forward																									

4.11 General Fund - Long Term Financial Plan

Asset Description	WASTEWATER - CAPITAL EXPENDITURE (cont'd)																							
	Expenditure										Funding Source 2026/27				Funding Source 2027/28				Funding Source 2028/29				Funding Source 2029/30			
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves	Grants	Sec 64	Loans	Reserves
Trunk Mains																										
Rising Main - Swift Street, Ballina	200,000											52,000		148,000												
RM-PS6 - Rising Main, CURA B	2,000,000	1,950,000										1,000,000		1,000,000		975,000		975,000								
Rising Main - Skinners Street / Crowley	867,000											225,000		642,000												
Gravity Main - SP2013 Skinner St Duplic					30,000																					
Gravity Main - SP2311 Bayview Dr Duplic		30,000														8,000		22,000								
Rising Main - SP2105 Oakland Avenue						150,000																				
Gravity Main - SP2402 Liffey Avenue	300,000											120,000		180,000												
Gravity Main - SP2402 Downstream	300,000											120,000		180,000												
Gravity Main - SP3001 Byron Street		50,000																50,000								
Mains - Renewals																										
Main Renewals	100,000	100,000	100,000	500,000	520,000	540,000	560,000	580,000	600,000	620,000				100,000				100,000				100,000				500,000
Rising Main - Seamist Place	150,000	1,000,000	1,000,000									33,000		117,000		220,000		780,000		220,000		780,000				
Relining Works	770,000	700,000	800,000	830,000	860,000	890,000	920,000	950,000	980,000	1,010,000				770,000				700,000				800,000				830,000
Plant and Equipment																										
Plant Replacement Program	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000				200,000				200,000				200,000				200,000
Other Miscellaneous Works																										
SCADA and Telemetry Improvements	250,000	250,000	500,000	500,000	500,000									250,000				250,000				500,000				500,000
Depot - Administration Building																										
Depot Building Fit Out																										
Reuse Program																										
Ross Lane - Dual Reticulation Reservoir	200,000	2,900,000										200,000				1,450,000		1,450,000								
Recycled Water Meters New	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000				50,000				50,000				50,000				50,000
Urban Reticulation System Renewals				500,000	520,000	540,000	560,000	580,000	600,000	620,000																500,000
Distribution Main - Fig Tree Hill			480,000																	480,000						
Distribution Main - CURA B	200,000		2,200,000									200,000								2,200,000						
RWP61 Lennox Head - Hutley Drive Connection		50,000														50,000										
RWP63 Lennox Head - Hutley Drive Connection		70,000														70,000										
RWP67 Lennox Head - Fig Tree Hill			200,000																	200,000						
RWP79 Lennox Head - Lennox Head West			320,000																	320,000						
RWP81 Lennox Head - Lennox Head East			50,000																	50,000						
Recycled - Canal Rd (Saunders)	500,000													500,000												
Recoupment from s64 Reserves																								1,000,000		
Total Capital Expenditure	**14,477,000**	**10,890,000**	**10,260,000**	**6,680,000**	**5,450,000**	**6,600,000**	**6,430,000**	**7,610,000**	**5,890,000**	**8,670,000**	**0**	**4,513,000**	**0**	**9,964,000**	**0**	**3,757,000**	**0**	**7,133,000**	**0**	**4,139,000**	**0**	**6,121,000**	**0**	**1,503,000**	**0**	**6,177,000**

4.11 General Fund - Long Term Financial Plan

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Part D
Section 7.11 Contributions and Other Capital Income

Introduction

This section of the document provides more detailed information on the Section 7.11 Plans Council has in place, along with estimated capital income for the year. This information is for the General Fund only.

In addition to Section 7.11 Contributions, capital income can also include capital grants and contributions from other levels of government and from private entities or individuals, land sales and loan funds.

The next two pages of Part D detail the Section 7.11 contributions collected and interest raised on the contributions held, along with the Section 7.11 contributions to be applied during the year to specific works and services.

The final four pages of Part D then provide details on capital grants and contributions, estimated land sales and loan funds to be applied.

Section 7.11 Contributions

In accordance with Section 7.11 of the Environmental Planning and Assessment Act, Council is able to levy developers for charges that can be applied to the development of additional infrastructure. The levies collected in accordance with adopted Section 7.11 Plans that outline the methodology the levies are based on and the works to which the contributions collected can be applied.

Ballina Shire Council has Section 7.11 Plans in place for the following activities;

- Open Spaces and Community Facilities
- Wollongbar Urban Expansion Area (WUEA)
- Car Parking
- Heavy Haulage
- Roads
- Cumbalum Urban Release Area (CURA A)

Council's Planning and Environmental Health Division oversees the collection of all the Section 7.11 levies and the development of the Section 7.11 Plans.

The first table provides an estimate of the balance of funds held for each Section 7.11 Plan and the second table the estimated contributions collected each year, along with the interest raised. The income figures are sourced from a combination of previous year's results and current collection rates.

The third table, on the following page, outlines the contributions that are being applied to specific projects.

Any net surplus or deficit between funds collected is either transferred to the Section 7.11 reserves (surplus) or transferred from the Section 7.11 Reserves (deficit).

4.11 General Fund - Long Term Financial Plan

DEVELOPER CONTRIBUTIONS - PLAN CLOSING BALANCES															
ACTUAL				BUDGET ITEMS	ESTIMATED										
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
2,241,400	2,920,400	4,037,800	5,232,000	Open Space and Community Facilities	1,703,000	1,488,000	2,062,000	2,665,000	2,298,000	2,913,000	2,359,000	2,977,000	2,226,000	2,837,000	1,879,000
0	0	0	0	Wollongbar Urban Expansion Area (WUEA)	0	0	0	0	0	0	0	0	0	0	0
1,341,500	1,628,500	1,714,000	1,833,000	Cumbalum Urban Release Area (CURA A)	2,133,000	2,433,000	2,755,000	3,093,000	3,448,000	3,820,000	4,211,000	4,622,000	5,053,000	5,506,000	5,981,000
1,014,000	1,074,000	1,132,000	1,190,000	Car Parking	1,304,000	1,419,000	1,540,000	1,667,000	1,800,000	1,940,000	2,087,000	2,241,000	2,403,000	2,573,000	2,752,000
826,900	964,900	1,170,400	1,188,000	Heavy Vehicle	1,294,000	1,409,000	1,529,000	1,655,000	1,788,000	1,927,000	2,073,000	2,227,000	2,388,000	2,557,000	2,735,000
8,752,100	10,617,100	12,228,800	15,163,000	Road Plan (New)	13,523,000	2,278,000	1,388,000	676,000	1,946,000	2,073,000	2,278,000	3,688,000	2,953,000	1,999,000	798,000
823,000	849,000	894,000	894,000	Road Plan (Old)	894,000	894,000	894,000	894,000	894,000	894,000	894,000	894,000	894,000	894,000	894,000
14,998,900	**18,053,900**	**21,177,000**	**25,500,000**	**Total Section 7.11 Funds Held**	**20,851,000**	**9,921,000**	**10,168,000**	**10,650,000**	**12,174,000**	**13,567,000**	**13,902,000**	**16,649,000**	**15,917,000**	**16,366,000**	**15,039,000**

DEVELOPER CONTRIBUTIONS COLLECTED															
ACTUAL				BUDGET ITEMS	ESTIMATED										
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
1,910,000	1,194,000	956,800	962,200	Open Space and Community Facilities	1,000,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
128,100	8,000	0	0	Wollongbar Urban Expansion Area (WUEA)	0	0	0	0	0	0	0	0	0	0	0
0	226,000	3,500	30,000	Cumbalum Urban Release Area (CURA A)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
204,500	27,000	4,000	0	Car Parking	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
269,600	277,000	283,500	258,600	Heavy Vehicle	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
4,622,900	3,805,000	2,063,700	2,394,200	Road Plan (Current Plan)	2,000,000	2,500,000	2,600,000	2,800,000	2,800,000	2,900,000	3,000,000	3,100,000	3,200,000	3,300,000	3,400,000
51,400	26,000	45,000	0	Road Plan (Old Plan)	0	0	0	0	0	0	0	0	0	0	0
7,186,500	**5,563,000**	**3,356,500**	**3,645,000**	**Total Section 7.11 Funds Collected**	**3,500,000**	**3,500,000**	**3,600,000**	**3,800,000**	**3,800,000**	**3,900,000**	**4,000,000**	**4,100,000**	**4,200,000**	**4,300,000**	**4,400,000**

4.11 General Fund - Long Term Financial Plan

DEVELOPER CONTRIBUTIONS APPLIED TO PROJECTS IN PLANS																
ACTUAL				BUDGET ITEMS	ESTIMATED											
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				Open Spaces and Community Facilities											
				Alstonville Cultural Centre	1,760,000	800,000									
		(2,600)		Section 7.11 Works Plan					1,000,000		1,200,000		1,400,000		1,600,000
671,200	92,000	14,000		Pop Denison Master Plan	530,000										
		0		Sharpes Beach Master Plan	1,300,000										
				Ballina Pump Track Kingsford Smith Reserve	1,044,000										
				Kingsford Smith Reserve Car Parking	150,000										
				Shaws Bay Coastal Management Plan											
				Riverview Park, Ballina											
130,000				Lake Ainsworth Coastal Management Plan											
801,200	**92,000**	**11,400**	**0**	**Sub Total Open Space and Com Facs**	**4,784,000**	**800,000**	**0**	**0**	**1,000,000**	**0**	**1,200,000**	**0**	**1,400,000**	**0**	**1,600,000**
				Car Parking											
0	**0**	**0**	**0**	**Sub Total Car Parking**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
128,100	8,000			**Wollongbar Urban Expansion Area**											
128,100	**8,000**	**0**	**0**	**Sub Total WUEA**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
				Heavy Vehicles											
130,000	130,000	130,000	130,000	Heavy Vehicles - Teven Bridge Loan	0	0	0	0	0	0	0	0	0	0	0
120,000	38,000	1,000	170,000	Heavy Patching and Reseals	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
250,000	**168,000**	**131,000**	**300,000**	**Sub Total Heavy Vehicles**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**
				Roads Plan (New)											
				Hutley Drive - Roundabout (100%)											
142,000	12,000	50,000	43,000	Hutley Drive - Middle Connection (100%)	10,000	0	0	0	0	0	0	0	0	0	0
				Hutley Drive - Southern Extension (100%)											
				River St - 4 Lanes - Preliminaries (49.6%)											
		0	0	River St - S1 - Smith Dr / Burns Pt (73.9%)	0	0	0	0	0	1,075,000	1,100,000	0	0	0	0
1,537,000	494,000	86,000	0	River St - S2 - Burns Pt to Barlows (73.9%)	0	0	0	0	0	0	0	0	0	0	0
117,000	85,000	0	0	River St - S3 - Fishery Ck Bridge (49.6%)	0	9,541,000	0	0	0	0	0	0	0	0	0
90,000	812,000	439,000	0	River St - S4 - B'wick to Tweed (49.6%)	0	0	0	0	0	0	0	0	0	0	0
239,000	135,000	0	0	Tam Dr - Nth Ck/Kerr- 4 Lanes - Canal Bridge (98.6%)	4,000,000	4,542,000	0	0	0	0	0	0	0	0	0
135,000		0	0	Angels Bch Dve/Sheath St - LILO (Land)	0	0	0	0	0	0	0	0	0	0	0
200,000	87,000	439,000	74,000	North Creek Road and Bridge (100%)	20,000	0	0	0	0	200,000	200,000	200,000	2,467,000	2,781,000	3,104,000
		0	0	North Creek Road and Bridge (Land)	0	0	0	0	0	0	0	0	13,000	0	0
		0	0	Ross Lane Improvements - West (100%)	0	0	0	0	0	0	0	0	0	0	0
		0	0	Ross Lane Improvements - East (48.5%)	0	0	0	0	0	0	0	0	0	0	0
		0	0	Ross Lane Improvements - East (Land)	0	0	0	0	0	0	0	0	0	0	0
		0	0	Tam Dr to Sthn X Dve - Right Hand Ban (100%)	0	0	0	0	0	0	0	0	0	0	0
		0	0	North Ck Rd/Res Rd/Hutley - Calming (71.6%)	0	0	0	0	0	0	0	0	0	0	0
3,093,000	540,000	0	0	Bang Rd / Angels Bch Dve R'bout (100%)	0	0	0	0	0	0	0	0	0	0	0
		0	0	Sandy Flat Road (100%)	0	0	0	0	0	0	0	0	0	0	0
49,000		0	62,000	Nth Ck/Tam Dve/Sth X Dve-Lanes(100%)	10,000	0	2,000,000	2,000,000	0	0	0	0	0	0	0
129,000	89,000	46,000	13,000	Barlows Road Connection (64.5%)	0	0	0	0	0	0	0	0	0	0	0
			0	Roads Plan - Loan Repayments	0	0	1,547,000	1,547,000	1,547,000	1,547,000	1,547,000	1,547,000	1,547,000	1,547,000	1,547,000
5,731,000	**2,254,000**	**1,060,000**	**192,000**	**Sub Total Roads Plan (New)**	**4,040,000**	**14,083,000**	**3,547,000**	**3,547,000**	**1,547,000**	**2,822,000**	**2,847,000**	**1,747,000**	**4,027,000**	**4,328,000**	**4,651,000**
				Roads Plan (Old)											
0	0	0	0	Various	0	0	0	0	0	0	0	0	0	0	0
0	**0**	**0**	**0**	**Sub Total Roads Plan (Old)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
				Section 7.11 Recouped to Community Infrastructure Reserve											
2,086,400	500,000	0	0	Open Spaces and Community Facilities	0	0	0	0	0	0	0	0	0	0	0
2,086,400	**500,000**	**0**	**0**	**Sub Total Recouped**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
8,996,700	**3,022,000**	**1,202,400**	**492,000**	**Total Section 7.11 Funds Applied**	**9,024,000**	**15,083,000**	**3,747,000**	**3,747,000**	**2,747,000**	**3,022,000**	**4,247,000**	**1,947,000**	**5,627,000**	**4,528,000**	**6,451,000**

Capital Grants and Capital Contributions

Capital Grants and Capital Contributions

The following information provides details on estimated capital grants and contributions.

Depot

The contribution to the Depot upgrade represents contributions from the Water / Wastewater and Waste areas to on-going depot improvements.

Roads and Ancillary Facilities

Various funding for road and transport related projects including Federal Recovery Grant $24.9m, EPAR Grant funding $14.7m, State Grant funding for Ross Lane $3.2m and unconfirmed grant funding for Section 7.11 Road works.

Open Spaces and Sports Fields

2026/27 and 2027/28 budgets include $516,000 State funding for Alstonville Creek Restoration and $1.1m for Cawarra Park Boating Infrastructure.

Non-cash Items

Represent assets transferred to Council through subdivisions and private property development.

4.11 General Fund - Long Term Financial Plan

CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS															
ACTUAL				BUDGET ITEMS	ESTIMATED										
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				Open Spaces											
123,900	7,000			State - Pop Denison Master Plan											
	119,300	1,280,700		State - Pop Denison Senior Playground											
	1,500	698,800		State - Lennox Village Vision - Lennox Park											
		105,400		State - Stronger Country Comm Fund Rd 5											
		3,000	82,000	State - Sharpes Beach Masterplan RTAF	965,000										
				State - Local Small Commitments Allocation	116,000										
		477,000	288,800	State - Kingsford Smith Crown Reserve											
		11,000	126,200	State - Regatta Park Crown Reserve Restoration											
		127,000	1,504,800	State - Community Assets Program											
			19,300	State - Alstonville Creek Restoration Grant	784,000	430,000	86,000								
				State - Cawarra Park Boating Infrastructure	25,000	538,000	537,000								
		603,000		Federal - Lennox Village Vision Lennox Park											
116,100	118,100			Federal - Local Roads & Comm Infra (LRCI)											
	175,000	250,000		Federal - Local Roads & Comm Infra (LRCI)											
				Private - Richmond River Sailing Club	5,000										
				Open Spaces - Non-cash											
904,000	1,580,700	1,757,900	60,500	Third Party - Council Assets (Non-cash)	1,000,000	1,030,000	1,060,000	1,090,000	1,120,000	1,150,000	1,180,000	1,220,000	1,260,000	1,300,000	1,340,000
				Sports Fields											
62,700	2,674,700	862,600		State - Kingsford Smith - Major Upgrade											
			578,100	State - Stronger Country Comm Fund Rd 5	151,000										
	375,100	478,100	646,800	State - Office of Sport - Sport Priority Needs											
		70,700		State - Fitzroy Park Tennis											
				State - Fripp Oval Contamination Remediation	900,000										
80,000	150,500	88,100	132,100	Federal - Local Roads and Comm Infrastructure (LRCI)											
				Sports Fields - Non-cash											
242,200		1,890,600	402,300	Third Party - Council Assets (Non-cash)	500,000	520,000	540,000	560,000	580,000	600,000	620,000	640,000	660,000	680,000	700,000
				Health and Environment											
29,000	15,100	7,000		State - Shaws Bay CMP											
			319,300	State - Lake Ainsworth CMP											
	24,200	474,000	242,200	State - Teven Reserve											
				Strategic Planning											
		65,300		State - Koala Vehicle Strike Mitigation											
				Gallery											
			16,000	State - Gallery											

4.11 General Fund - Long Term Financial Plan

CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS														
ACTUAL				BUDGET ITEMS	ESTIMATED									
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				Libraries											
	76,500		12,500	State - Public Library Infrastructure											
				Destination and Economy											
		28,800	61,800	Stater - Historic Walk and Cultural Ways	90,000										
				Property Management											
20,900				Private - WUEA - Stage 3											
				Airport											
235,400	3,275,200	2,029,400		Federal - Runway Strengthening					1,750,000	1,750,000					
2,021,000	278,900			Federal - Passenger Screening											
				Information Services											
				Federal - Strengthening Community Safety - CCTV	500,000	500,000									
				Facilities Management											
	60,800	94,200		State - Ballina Indoor Sports Centre											
			29,800	State - Ballina Library	168,000										
	67,900			Federal - Local Roads & Comm Infra (LCRI)											
				Private - 'Ballina Naval and Maritime Museum	350,000										
				Depot and Administration Centre											
35,000	30,000	98,000	138,500	Internal - Depot - Water Contributions	132,000	134,000	110,000	113,000	117,000	121,000	125,000	129,000	133,000	137,000	142,000
52,000	40,000	130,000	184,000	Internal - Depot - Wastewater Contributions	175,000	179,000	146,000	151,000	156,000	161,000	166,000	172,000	177,000	183,000	189,000
52,000	60,000	163,000	230,500	Internal - Depot - Waste Contributions	220,000	224,000	183,000	189,000	195,000	202,000	208,000	215,000	222,000	229,000	237,000
	150,000	100,000		Internal - Depot Master Plan - Water Conts											
	150,000	100,000		Internal - Depot Master Plan - WW Conts											
51,000				State - Ballina Community Men`s Shed											
28,000				Federal - Local Roads and Comm Infra (LCRI)											
				Facilities Management (Non-cash)											
1,482,100		343,000		Third Party - Council Assets (Non-cash)	500,000	520,000	540,000	560,000	580,000	600,000	620,000	640,000	660,000	680,000	700,000
				Infrastructure Planning											
2,300				State - Country Passenger Transport											
				Stormwater											
	22,700	1,300		State - Resilience to Climate Change											
52,200				State - Tanamera Drain											
180,000	20,000	100,000		Federal - Local Roads and Comm Infra (LRCI)											
				Stormwater - Non-cash											
4,680,800	2,387,700	1,979,000	794,400	Third Party - Council Assets (Non-cash)	2,100,000	2,160,000	2,220,000	2,290,000	2,360,000	2,430,000	2,500,000	2,580,000	2,660,000	2,740,000	2,820,000

4.11 General Fund - Long Term Financial Plan

CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS															
ACTUAL				BUDGET ITEMS	ESTIMATED										
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				Roads and Bridges											
369,400	184,700	184,700		State - Regional Road Repair Program											
		181,200		State - Regional Emergency Road Repair											
411,800	735,900	3,475,700	224,100	State – Safer Roads - Ross Lane											
(2,600)				State – Safer Roads - Tamarind / Tintenbar											
89,600	807,500	157,000	(2,800)	State – Safer Roads - Kerr / Bentinck St											
		30,200	964,500	State – Safer Roads - Byron Roundabout	300,000										
			11,100	Safer Roads - Rifle Range Road, Alstonville Intersection U	581,000										
				State / Federal - Section 7.11 Projects						3,225,000	3,300,000	0	28,000,000	28,000,000	28,000,000
10,900	140,100	217,000	266,400	State - Marine Estate	224,000										
153,700	380,600			State - Fixing Local Roads Round 1											
	336,700		(76,200)	State - Fixing Local Roads Round 2											
	590,100		(40,000)	State - Fixing Local Roads Round 3											
		188,500	79,600	State - Fixing Local Roads Round 4											
		91,500	113,200	State - Betterment - Ross Lane	496,000	3,200,000									
137,000		2,259,800		State - Pearces Creek Bridge											
			111,400	State - Regional Emergency Road Repair	1,535,000										
571,800	424,100			State - LVV - Ballina Street - Your High Street											
10,400	84,700		(12,400)	State - Links Avenue, East Ballina											
			48,000	State - EPAR Landslip Teven Road	125,000	7,300,000									
			6,700	State - EPAR Landslip Towalbyn Place	221,000										
			1,000	State - EPAR Landslip Duck Creek Mountain	66,000										
			43,800	State - EPAR Landslip Hinterland Way	63,000										
			500	State - EPAR Landslip Uralba Cutting	54,000	2,150,000									
			500	State - EPAR Landslip Forest Road, Uralba	180,000										
			3,800	State - EPAR Landslip The Coast Road	566,000	2,453,000									
			10,900	State - EPAR Sneaths Road	326,000	500,000									
				State - EPAR Eltham Road and Bridge	164,000										
				State - EPAR Tintenbar Road	1,000										
			6,500	State - EPAR Marom Creek Road	156,000	600,000									
			4,900	State - EPAR Tamarind Drive	445,000	1,198,000									
				State - EPAR Bagot Street	17,000	280,000									
				State - EPAR Owen Street	14,000	185,000									
				State - EPAR Tamar Street	40,000										
				State - Ballina CBD Revitalisation - River Street R'about		400,000									
				State - Wardell CBD Revitalisation	20,000	380,000									
		930,000	971,500	Federal - Recovery Grant - Fishery Creek	10,250,000	10,459,000									
				Federal - Recovery Grant - Airport Sandpit Access	750,000										
		745,500	1,527,800	Federal - Recovery Grant - Canal Bridge	7,000,000	14,458,000									
		24,800	283,600	Federal - Recovery Grant - Evacuation Route	30,000										
494,600				Federal - Airport Boulevard											
	1,210,200	(463,200)	150,000	Federal - Lennox Village Vision											
628,400	363,600	221,100	286,700	Federal - Local Roads and Comm Infra (LRCI)											
	700,000	1,994,700		Federal - Pearces Creek Bridge											
	120,000	34,300		Private - Contributions											
				Roads - Non-cash											
7,001,600	3,721,600	2,417,500	1,556,400	Third Party - Council Assets (Non-cash)	4,500,000	4,640,000	4,780,000	4,920,000	5,070,000	5,220,000	5,380,000	5,540,000	5,710,000	5,880,000	6,060,000

4.11 General Fund - Long Term Financial Plan

CAPITAL GRANTS AND CAPITAL CONTRIBUTIONS															
ACTUAL				BUDGET ITEMS	ESTIMATED										
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				Ancillary Transport											
		(30,000)		State - Coastal Shared Path											
36,900	30,300			State - Coastal Walk											
96,600				State - Shared Path, Lighthouse Parade											
99,400	548,600	22,000		State - Coastal Walk BLER											
8,200				State - Lindendale Road Central Median											
	23,300	6,600	8,100	State - Get Active Ross Lane Footpath											
		121,200	417,500	State - Stronger Country Comms Fund Rd 5											
		99,000		State - Get Active Fig Tree Hill Path											
		497,900	311,400	State - Get Active Cawley Close Main Street											
	50,800			State - Ballina Coast High Safety Fencing											
	38,400			State - Ballina St Josephs / Alstonville Public											
	63,500			State - Ballina Linemarking Various Locations											
			230,900	State - Country Passenger Infrastructure											
			21,000	State - Fig Tree Ross Lane											
			0	State - Byron Bay Road to Byron Street, Lennox Head	2,057,000										
200,000	73,100	824,200	366,000	Federal - Local Roads and Comm Infra (LRCI)											
				Water Transport											
30,000				State - RBP - North Creek Road, Lennox Head											
		230,600		State - Lance Ferris Wharf											
	66,000	93,100		State - Pontoon Replacement											
				State - Brunswick Small Craft Facilities	10,000	42,000									
		984,400	14,300	Federal / Insurance - Wardell Wharf											
				Emergency Services											
		359,000	53,300	State - Rural Fire Service - Lennox Head Shed											
		220,500	160,500	State - SES - Ballina SES Unit Facility	1,719,000										
				Emergency Services - Non-cash											
		120,000	450,000	State - Rural Fire Service - Equipment (Non-cash)	200,000	210,000	220,000	230,000	240,000	250,000	260,000	270,000	280,000	290,000	300,000
				Landfill and Resource Recovery											
			192,500	State - Local Government Waste Solutions											
20,798,300	**22,554,700**	**30,655,700**	**14,636,900**	**Total Capital Grants and Contributions**	**40,791,000**	**54,690,000**	**10,422,000**	**10,103,000**	**12,168,000**	**15,709,000**	**14,359,000**	**11,406,000**	**39,762,000**	**40,119,000**	**40,488,000**

Asset Sales and Loan Income

Asset Sales and Loan Income

Asset Sales

Council is involved in residential and industrial land development. The major industrial land holdings are at the Southern Cross Industrial Estate Ballina and the Russellton Industrial Estate, Wollongbar. Other major land holdings are at Wollongbar and Lennox Head (residual from sale of Henderson Farm).

The figures provided are indicative only and any land sales will be subject to separate reports to Council.

Loan Funds

Loans are occasionally utilised for capital expenditure. For further detail on any capital projects funded from loans refer to Part C of this document.

4.11 General Fund - Long Term Financial Plan

ASSET SALES															
ACTUAL				BUDGET ITEMS	ESTIMATED										
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				Southern Cross Industrial Estate											
	8,259,200		15,550,300	Land Sales											
0	**8,259,200**	0	**15,550,300**	**Sub Total - Southern Cross**	0	0	0	0	0	0	0	0	0	0	0
				Russellton Industrial Estate											
				Land Sales	9,315,000	6,023,000	8,151,000								
0	0	0	0	**Sub Total - Russellton**	**9,315,000**	**6,023,000**	**8,151,000**	0	0	0	0	0	0	0	0
				Other											
				Wollongbar Urban Expansion Area	5,700,000	4,850,000	5,700,000								
0	0	0	0	**Sub Total - Other Land Sales**	**5,700,000**	**4,850,000**	**5,700,000**	0	0	0	0	0	0	0	0
0	**8,259,200**	0	**15,550,300**	**Total Capital Income from Land Sales**	**15,015,000**	**10,873,000**	**13,851,000**	0	0	0	0	0	0	0	0
				Other Capital Sales											
		717,400		Plant and Equipment - General											
0	**8,259,200**	**717,400**	**15,550,300**	**Total Capital Income from Sales**	**15,015,000**	**10,873,000**	**13,851,000**	0	0	0	0	0	0	0	0

4.11 General Fund - Long Term Financial Plan

LOAN INCOME															
ACTUAL				BUDGET ITEMS	ESTIMATED										
2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				Ballina Byron Gateway Airport (BBGA)											
2,000,000				Terminal, Parking, Solar, Boulevard Road											
	11,500,000			Runway - Lengthening / Strengthening											
				Property Development											
	4,000,000	1,524,000		Boeing Avenue											
2,800,000				Airport Boulevard											
2,000,000				WUEA - Residential Land - Stage 3											
		3,000,000	4,000,000	Russellton Industrial Estate - Final Stage											
				Roads - Town Centre Renewals											
	3,174,000			Lennox Head - Village Renewal											
				Street Lighting											
	767,000			Energy Efficiency - Internal Loan Wastewater											
				Section 7.11 Roads Plan											
1,000,000				River St - S2 - Burns Pt to Barlows (73.9%)											
				River St - S3 - Fishery Ck Bridge (49.6%)		4,000,000									
	1,228,000			River St - S4 - B'wick to Tweed (49.6%)											
				Tam Dr - Nth Ck/Kerr- 4 Lanes - Canal Bridge (98.6%)		14,000,000									
				Resource Recovery											
				Bulk Loadout Area			1,750,000								
				Front of House		1,820,000									
				Remediation Landfill			500,000	2,000,000							
7,800,000	**20,669,000**	**4,524,000**	**4,000,000**	**Total Loan Income**	**0**	**19,820,000**	**2,250,000**	**2,000,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Part E
Reserves

Introduction

Reserves relate to funds held by Council that are restricted in their use, by either external legislation or internal policies. The reserves that a council maintains can be categorised under five main headings:

1) External Legislation

Certain reserves must be maintained due to government legislation; i.e. the Local Government Act (1993). These reserves are normally restricted in their use due to the manner in which the revenue is raised; i.e. through a rate or a charge. Examples include the "Domestic Waste Management" reserve and the Water and Wastewater reserves.

2) Self-funding Operations

Certain programs may generate a surplus on their operations and that surplus can then be transferred to a reserve for the use of that program. This allows the funds to be accumulated for future asset purchases or service level improvements for that program.

3) Financial Management

A council may establish reserves as part of its financial management function. These reserves are often established to ensure a sound financial position is maintained. A good example of this is the "Employees Leave Entitlements" reserve. By having such a reserve in place Council ensures that all leave entitlements will be funded along with any unexpected payments that may relate to retirement due to ill health or redundancies.

4) Asset Replacement

A council may set funds aside on a regular basis in order to finance future projects. By planning for future capital expenditure a council can reduce the amount of loan funds and other funding sources that may be required. Examples of this can include water and wastewater asset replacement reserves.

5) Opportunities

A council may set funds aside to ensure that cash is available to take advantage of opportunities, commercial or otherwise, as they arise.

Summary

The information contained in this section of the document firstly details the various movements in reserves for the General Fund. The figures provided detail transfers to and from each reserve and the net movement on a year by year basis.

The latter part of this section then provides a summary of the estimated opening and closing balances of the General Fund reserves.

All funds held by the Water and Wastewater activities are restricted in their use. Further information on the Water and Wastewater reserve movements and balances is provided in pages 9 to 12 of this document.

The titles for each reserve are relatively self-explanatory.

4.11 General Fund - Long Term Financial Plan

RESERVE MOVEMENTS - GENERAL FUND															
Reserve Title	**2025/26**			**2026/27**			**2027/28**			**2028/29**			**2029/30**		
	To	**From**	**Net**	**To**	**From**	**Net**	**To**	**From**	**Net**	**To**	**From**	**Net**	**To**	**From**	**Net**
Corporate and Community Division															
Governance															
Council Election	95,000		95,000	96,000		96,000	98,000		98,000	100,000	389,000	(289,000)	102,000		102,000
Insurance		5,000	(5,000)												
Financial Services															
Legal / Audit / Revaluations / Other	50,000	57,000	(7,000)	50,000	20,000	30,000	50,000	111,000	(61,000)	50,000	23,000	27,000	50,000	24,000	26,000
Local Government Recovery Grant		660,000	(660,000)												
Commercial Property															
Community Infrastructure Reserve															
Interest Earned on Reserve	136,000		136,000	334,000		334,000	9,000		9,000	79,000		79,000	81,000		81,000
Transfer to / from Property Dev Reserve	6,000,000		6,000,000	9,890,000		9,890,000	5,000,000		5,000,000	3,000,000		3,000,000	1,000,000		1,000,000
Community Infrastructure Allowance								3,000,000	(3,000,000)		3,000,000	(3,000,000)		1,000,000	(1,000,000)
Cawarra Park Boating Infrastructure		25,000	(25,000)		537,000	(537,000)		538,000	(538,000)			0			0
Rental - 89 Tamar Street	466,000	132,000	334,000	385,000	136,000	249,000	500,000	140,000	360,000	515,000	144,000	371,000	530,000	148,000	382,000
Rental - Fawcett Street Café	76,000	27,000	49,000	78,000	27,000	51,000	80,000	27,000	53,000	82,000	27,000	55,000	84,000	27,000	57,000
Wardell Village Centre Revitalisation		283,000	(283,000)												
Alstonville Cultural Centre					14,390,000	(14,390,000)									
Ballina Naval and Maritime Museum		100,000	(100,000)												
Ballina SES Building		2,850,000	(2,850,000)		1,620,000	(1,620,000)									
North Missingham Park Public Amenities		47,000	(47,000)												
Kingsford Smith - Pump Track		26,000	(26,000)												
Kingsford Smith Reserve Car Parking		200,000	(200,000)												
Kingsford Smith Drive - Pedestrian Crossing		35,000	(35,000)												
Loan P & I - Ballina Town Centre		243,000	(243,000)		243,000	(243,000)		243,000	(243,000)		243,000	(243,000)		243,000	(243,000)
Loan P & I - Lennox Head Town Centre		235,000	(235,000)		235,000	(235,000)		235,000	(235,000)		235,000	(235,000)		235,000	(235,000)
Total - Comm Infrastructure	**6,678,000**	**4,203,000**	**2,475,000**	**10,687,000**	**17,188,000**	**(6,501,000)**	**5,589,000**	**4,183,000**	**1,406,000**	**3,676,000**	**3,649,000**	**27,000**	**1,695,000**	**1,653,000**	**42,000**
Property Development Reserve															
Interest Earned on Reserve	253,000		253,000	328,000		328,000	378,000		378,000	710,000		710,000	486,000		486,000
Transfer to / from Comm Infr Reserve		6,000,000	(6,000,000)		9,890,000	(9,890,000)		5,000,000	(5,000,000)		3,000,000	(3,000,000)		1,000,000	(1,000,000)
Southern Cross Movements		133,000	(133,000)		86,000	(86,000)		89,000	(89,000)		92,000	(92,000)	0	95,000	(95,000)
Russellton Operations Movements		72,000	(72,000)		73,000	(73,000)		76,000	(76,000)						
Wollongbar Operations Movements		132,000	(132,000)		100,000	(100,000)		82,000	(82,000)						
Norfolk Homes Rental	200,000		200,000	207,000		207,000	213,000		213,000	219,000		219,000	226,000		226,000
ARC Rental	341,000	8,000	333,000	356,000	8,000	348,000	368,000	8,000	360,000	335,000	8,000	327,000	391,000	8,000	383,000
Commercial Property Rental Income	76,000		76,000												
WUEA - Stage 3	5,700,000	294,000	5,406,000	4,850,000		4,850,000	5,700,000		5,700,000						
Boeing Avenue - Lots Two and Three		381,000	(381,000)		100,000	(100,000)		2,500,000	(2,500,000)		2,500,000	(2,500,000)		2,500,000	(2,500,000)
Lennox Head - Residential Land					200,000	(200,000)		200,000	(200,000)		200,000	(200,000)			
Russellton Industrial Estate - Final Stage	9,315,000	8,739,000	576,000	6,023,000		6,023,000	8,151,000		8,151,000						
Dividend - General Fund Operations		321,000	(321,000)		308,000	(308,000)		201,000	(201,000)	55,000		55,000	321,000		321,000
Total - Property Development	**15,885,000**	**16,080,000**	**(195,000)**	**11,764,000**	**10,765,000**	**999,000**	**14,810,000**	**8,156,000**	**6,654,000**	**1,319,000**	**5,800,000**	**(4,481,000)**	**1,424,000**	**3,603,000**	**(2,179,000)**
Other Business Activities															
Wigmore Arcade	262,000	29,000	233,000	282,000	75,000	207,000	302,000	75,000	227,000	322,000	75,000	247,000	297,000	75,000	222,000
Crown Reserves	87,000	112,000	(25,000)	90,000	90,000		93,000	93,000	0	96,000	96,000	0	99,000	99,000	
Flat Rock Tent Park	118,000	480,000	(362,000)	117,000	170,000	(53,000)	125,000	120,000	5,000	132,000	120,000	12,000	139,000	120,000	19,000
Quarries and Sandpit	19,000	369,000	(350,000)												
Airport	2,484,000	1,213,000	1,271,000	3,077,000	1,598,000	1,479,000	3,404,000	7,610,000	(4,206,000)	4,052,000	2,800,000	1,252,000	4,905,000	8,850,000	(3,945,000)
Facilities Management															
Alstonville Cultural Centre		786,000	(786,000)												
Administration Building and Depot	187,000	973,000	(786,000)		187,000	(187,000)									
Building Asset Renewal Program	129,000	486,000	(357,000)												
Swimming Pools															
Fleet and Plant	2,227,000	2,000,000	227,000	2,310,000	2,600,000	(290,000)	2,404,000	2,400,000	4,000	2,483,000	2,400,000	83,000	2,564,000	2,500,000	64,000
Total - Corporate and Community	**28,280,000**	**27,599,000**	**681,000**	**28,473,000**	**32,693,000**	**(4,220,000)**	**26,875,000**	**22,748,000**	**4,127,000**	**12,230,000**	**15,352,000**	**(3,122,000)**	**11,275,000**	**16,924,000**	**(5,649,000)**

(Reserve movements carried forward on following page)

4.11 General Fund - Long Term Financial Plan

RESERVE MOVEMENTS - GENERAL FUND (cont'd)															
Reserve Title	**2025/26**			**2026/27**			**2027/28**			**2028/29**			**2029/30**		
	To	**From**	**Net**	**To**	**From**	**Net**	**To**	**From**	**Net**	**To**	**From**	**Net**	**To**	**From**	**Net**
Planning and Environmental Health Division															
Development Services															
Dev Services - Resources / Legals		8,000	(8,000)												
Environmental and Public Health															
Healthy Waterways Program		310,000	(310,000)												
Coastal Management Plans		6,000	(6,000)												
Strategic Planning															
Section 7.11 Contributions	4,375,000	9,024,000	(4,649,000)	4,153,000	15,083,000	(10,930,000)	3,994,000	3,747,000	247,000	4,229,000	3,747,000	482,000	4,271,000	2,747,000	1,524,000
Strategic Planning - Projects Misc	25,000	283,000	(258,000)												
Strategic Planning - Biodiversity Strategy		50,000	(50,000)												
Section 7.11 Reviews and Administration	55,000	150,000	(95,000)	40,000	30,000	10,000	42,000	30,000	12,000	44,000	31,000	13,000	46,000	32,000	14,000
Open Spaces - Parks															
Open Spaces - Renewals		1,075,000	(1,075,000)												
Open Spaces - Public Amenities	160,000	298,000	(138,000)		160,000	(160,000)									
Open Spaces - Vegetation		176,000	(176,000)		20,000	(20,000)									
Open Spaces - Sports Fields															
Sports Fields Improvements	30,000	9,000	21,000		30,000	(30,000)									
Wollongbar Sports Fields		50,000	(50,000)												
Ballina Hockey Club	8,000		8,000	8,000		8,000	8,000		8,000	8,000		8,000	8,000		8,000
Open Spaces - Cemeteries	137,000	50,000	87,000	116,000	50,000	66,000	120,000	50,000	70,000	125,000	50,000	75,000	128,000	50,000	78,000
Community Gallery															
Public Art Contributions	14,000	24,000	(10,000)	15,000		15,000	16,000		16,000	17,000		17,000	18,000		18,000
Total - Planning and Env Health	**4,804,000**	**11,513,000**	**(6,709,000)**	**4,332,000**	**15,373,000**	**(11,041,000)**	**4,180,000**	**3,827,000**	**353,000**	**4,423,000**	**3,828,000**	**595,000**	**4,471,000**	**2,829,000**	**1,642,000**
Civil Services Division															
Asset Management															
Surveying Equipment	10,000		10,000	20,000	43,000	(23,000)	20,000		20,000	20,000		20,000	20,000	70,000	(50,000)
Asset Revaluations	25,000	30,000	(5,000)	25,000		25,000	25,000		25,000	25,000		25,000	25,000	135,000	(110,000)
Stormwater and Env Protection															
Stormwater - Renewal Program		861,000	(861,000)												
Floodplain Management Plans		55,000	(55,000)												
Roads and Bridges															
Road Contingency and Carry Over	2,032,000	2,528,000	(496,000)		2,132,000	(2,132,000)									
Street Cleaning Program		81,000	(81,000)												
Alstonville Bypass Handover	36,000	100,000	(64,000)	32,000	100,000	(68,000)	29,000	50,000	(21,000)	28,000	50,000	(22,000)	27,000	50,000	(23,000)
Ballina Bypass Handover	135,000	280,000	(145,000)	125,000	280,000	(155,000)	113,000	180,000	(67,000)	104,000	180,000	(76,000)	96,000	180,000	(84,000)
Tintenbar to Ewingsdale Handover					100,000	(100,000)		100,000	(100,000)		100,000	(100,000)		100,000	(100,000)
Ancillary Transport Facilities															
Footpaths / Shared Paths / Lighting		383,000	(383,000)												
Car Park Improvements		914,000	(914,000)												
Ferry Wharves and Jetties															
Boat Ramps and Infrastructure		47,000	(47,000)		36,000	(36,000)									
Canal Dredging	85,000	19,000	66,000	85,000	200,000	(115,000)	85,000	10,000	75,000	85,000	10,000	75,000	85,000	172,000	(87,000)
Ferry Annual Slip and Maintenance	200,000	200,000		200,000	140,000	60,000	200,000	220,000	(20,000)	200,000	140,000	60,000	200,000	240,000	(40,000)
Ferry Shed Replacement					60,000	(60,000)									
Transport for NSW	296,000	296,000		302,000	302,000		305,000	305,000		309,000	309,000		313,000	313,000	
Emergency Services		52,000	(52,000)												
Resource Recovery (LRM)		1,180,000	(1,180,000)	94,000	100,000	(6,000)	366,000	195,000	171,000	512,000	270,000	242,000	703,000	882,000	(179,000)
Domestic Waste Management (DWM)		556,000	(556,000)		612,000	(612,000)		329,000	(329,000)	11,000		11,000		34,000	(34,000)
Total - Civil Services	**2,819,000**	**7,582,000**	**(4,763,000)**	**883,000**	**4,105,000**	**(3,222,000)**	**1,143,000**	**1,389,000**	**(246,000)**	**1,294,000**	**1,059,000**	**235,000**	**1,469,000**	**2,176,000**	**(707,000)**
Totals	**35,903,000**	**46,694,000**	**(10,791,000)**	**33,688,000**	**52,171,000**	**(18,483,000)**	**32,198,000**	**27,964,000**	**4,234,000**	**17,947,000**	**20,239,000**	**(2,292,000)**	**17,215,000**	**21,929,000**	**(4,714,000)**

4.11 General Fund - Long Term Financial Plan

Reserve Title	RESERVE BALANCES - GENERAL FUND														
	2025/26			2026/27			2027/28			2028/29			2029/30		
	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing	Opening	Movement	Closing
Corporate and Community Division															
Governance															
Council Election		95,000	95,000	95,000	96,000	191,000	191,000	98,000	289,000	289,000	(289,000)			102,000	102,000
Insurance	116,000	(5,000)	111,000	111,000		111,000	111,000		111,000	111,000		111,000	111,000		111,000
Communications															
Donations and Events	150,000	(40,000)	110,000	110,000		110,000	110,000		110,000	110,000		110,000	110,000		110,000
Reconnecting Regional NSW Grant															
Library Services	380,000		380,000	380,000		380,000	380,000		380,000	380,000		380,000	380,000		380,000
Financial Services															
Financial Assistance Grant	3,177,000		3,177,000	3,177,000		3,177,000	3,177,000		3,177,000	3,177,000		3,177,000	3,177,000		3,177,000
Local Government Recovery Grant	660,000	(660,000)													
Bushfire Recovery Grant															
Legal / Audit / Revaluations / Other	166,000	(7,000)	159,000	159,000	30,000	189,000	189,000	(61,000)	128,000	128,000	27,000	155,000	155,000	26,000	181,000
Information Services	28,000	(28,000)													
People and Culture															
Leave Entitlements	2,994,000		2,994,000	2,994,000		2,994,000	2,994,000		2,994,000	2,994,000		2,994,000	2,994,000		2,994,000
Projects	61,000	(19,000)	42,000	42,000		42,000	42,000		42,000	42,000		42,000	42,000		42,000
Commercial Property															
Community Infrastructure	4,207,000	2,475,000	6,682,000	6,682,000	(6,501,000)	181,000	181,000	1,406,000	1,587,000	1,587,000	27,000	1,614,000	1,614,000	42,000	1,656,000
Property Development	6,750,000	(195,000)	6,555,000	6,555,000	999,000	7,554,000	7,554,000	6,654,000	14,208,000	14,208,000	(4,481,000)	9,727,000	9,727,000	(2,179,000)	7,548,000
Sub Total - Major Property Res	**10,957,000**	**2,280,000**	**13,237,000**	**13,237,000**	**(5,502,000)**	**7,735,000**	**7,735,000**	**8,060,000**	**15,795,000**	**15,795,000**	**(4,454,000)**	**11,341,000**	**11,341,000**	**(2,137,000)**	**9,204,000**
Other Commercial Properties															
Wigmore Arcade	983,000	233,000	1,216,000	1,216,000	207,000	1,423,000	1,423,000	227,000	1,650,000	1,650,000	247,000	1,897,000	1,897,000	222,000	2,119,000
Crown Properties	129,000	(25,000)	104,000	104,000		104,000	104,000		104,000	104,000		104,000	104,000		104,000
Flat Rock Tent Park	415,000	(362,000)	53,000	53,000	(53,000)			5,000	5,000	5,000	12,000	17,000	17,000	19,000	36,000
Quarries	483,000	(350,000)	133,000	133,000		133,000	133,000		133,000	133,000		133,000	133,000		133,000
Airport	4,394,000	1,271,000	5,665,000	5,665,000	1,479,000	7,144,000	7,144,000	(4,206,000)	2,938,000	2,938,000	1,252,000	4,190,000	4,190,000	(3,945,000)	245,000
Facilities Management															
Alstonville Cultural Centre	786,000	(786,000)													
Administration Centre and Depot Program	973,000	(786,000)	187,000	187,000	(187,000)										
Building Asset Renewal Program	564,000	(357,000)	207,000	207,000	0	207,000	207,000		207,000	207,000		207,000	207,000		207,000
Swimming Pools															
Plant and Fleet	95,000	227,000	322,000	322,000	(290,000)	32,000	32,000	4,000	36,000	36,000	83,000	119,000	119,000	64,000	183,000
Total - Corporate and Community	**27,511,000**	**681,000**	**28,192,000**	**28,192,000**	**(4,220,000)**	**23,972,000**	**23,972,000**	**4,127,000**	**28,099,000**	**28,099,000**	**(3,122,000)**	**24,977,000**	**24,977,000**	**(5,649,000)**	**19,328,000**
Planning and Environmental Health Division															
Development Services															
Development Services Resources / Legals	8,000	(8,000)													
Public and Environmental Health															
Healthy Waterways Program and Projects	526,000	(310,000)	216,000	216,000		216,000	216,000		216,000	216,000		216,000	216,000		216,000
Coastal Management Plans	30,000	(6,000)	24,000	24,000		24,000	24,000		24,000	24,000		24,000	24,000		24,000
Strategic Planning															
Sec. 7.11 Contributions	25,500,000	(4,649,000)	20,851,000	20,851,000	(10,930,000)	9,921,000	9,921,000	247,000	10,168,000	10,168,000	482,000	10,650,000	10,650,000	1,524,000	12,174,000
Strategic Planning - Projects Miscellaneous	417,000	(258,000)	159,000	159,000		159,000	159,000		159,000	159,000		159,000	159,000		159,000
Strategic Planning - Biodiversity Strategy	50,000	(50,000)													
Planning Proposals	74,000		74,000	74,000		74,000	74,000		74,000	74,000		74,000	74,000		74,000
Sec 7.11 Reviews and Administration	275,000	(95,000)	180,000	180,000	10,000	190,000	190,000	12,000	202,000	202,000	13,000	215,000	215,000	14,000	229,000
Public Art	137,000	(10,000)	127,000	127,000	15,000	142,000	142,000	16,000	158,000	158,000	17,000	175,000	175,000	18,000	193,000

(Reserve balances carried forward on following page)

4.11 General Fund - Long Term Financial Plan

RESERVE BALANCES - GENERAL FUND (cont'd)															
Reserve Title	**2025/26**			**2026/27**			**2027/28**			**2028/29**			**2029/30**		
	Opening	**Movement**	**Closing**	**Opening**	**Movement**	**Closing**	**Opening**	**Movement**	**Closing**	**Opening**	**Movement**	**Closing**	**Opening**	**Movement**	**Closing**
Open Spaces															
Open Spaces - Renewals	1,082,000	(1,075,000)	7,000	7,000		7,000	7,000		7,000	7,000		7,000	7,000		7,000
Open Spaces - EPIQ Comm Infrastructure	350,000		350,000	350,000		350,000	350,000		350,000	350,000		350,000	350,000		350,000
Vegetation and Bushland	523,000	(176,000)	347,000	347,000	(20,000)	327,000	327,000		327,000	327,000		327,000	327,000		327,000
Open Spaces - Buildings															
Amenities Improvement Program	298,000	(138,000)	160,000	160,000	(160,000)										
Open Spaces - Sports Fields															
Sports Fields Improvements	36,000	21,000	57,000	57,000	(30,000)	27,000	27,000		27,000	27,000		27,000	27,000		27,000
Wollongbar Sports Fields	643,000	(50,000)	593,000	593,000		593,000	593,000		593,000	593,000		593,000	593,000		593,000
Synthetic Hockey Field	95,000	8,000	103,000	103,000	8,000	111,000	111,000	8,000	119,000	119,000	8,000	127,000	127,000	8,000	135,000
Open Spaces - Cemeteries	150,000	87,000	237,000	237,000	66,000	303,000	303,000	70,000	373,000	373,000	75,000	448,000	448,000	78,000	526,000
Total - Planning and Env Health	**30,194,000**	**(6,709,000)**	**23,485,000**	**23,485,000**	**(11,041,000)**	**12,444,000**	**12,444,000**	**353,000**	**12,797,000**	**12,797,000**	**595,000**	**13,392,000**	**13,392,000**	**1,642,000**	**15,034,000**
Civil Services Division															
Asset Management															
Surveying Equipment	38,000	10,000	48,000	48,000	(23,000)	25,000	25,000	20,000	45,000	45,000	20,000	65,000	65,000	(50,000)	15,000
Asset Management / Revaluations	58,000	(5,000)	53,000	53,000	25,000	78,000	78,000	25,000	103,000	103,000	25,000	128,000	128,000	(110,000)	18,000
Stormwater and Environmental Protection															
Stormwater - Renewal Program	1,123,000	(861,000)	262,000	262,000		262,000	262,000		262,000	262,000		262,000	262,000		262,000
Floodplain Management Plans	231,000	(55,000)	176,000	176,000		176,000	176,000		176,000	176,000		176,000	176,000		176,000
Roads and Bridges															
Road Contingency and Carry Over	3,958,000	(496,000)	3,462,000	3,462,000	(2,132,000)	1,330,000	1,330,000		1,330,000	1,330,000		1,330,000	1,330,000		1,330,000
Street Cleaning	81,000	(81,000)													
Alstonville Bypass Handover	709,000	(64,000)	645,000	645,000	(68,000)	577,000	577,000	(21,000)	556,000	556,000	(22,000)	534,000	534,000	(23,000)	511,000
Ballina Bypass Handover	1,550,000	(145,000)	1,405,000	1,405,000	(155,000)	1,250,000	1,250,000	(67,000)	1,183,000	1,183,000	(76,000)	1,107,000	1,107,000	(84,000)	1,023,000
Tintenbar to Ewingsdale Handover	1,103,000		1,103,000	1,103,000	(100,000)	1,003,000	1,003,000	(100,000)	903,000	903,000	(100,000)	803,000	803,000	(100,000)	703,000
Ancillary Transport Facilities															
Footpaths and Street Lighting	397,000	(383,000)	14,000	14,000		14,000	14,000		14,000	14,000		14,000	14,000		14,000
Car Park Improvements	915,000	(914,000)	1,000	1,000		1,000	1,000		1,000	1,000		1,000	1,000		1,000
Marine Infrastructure															
Boat Ramps and Ferry	143,000	(47,000)	96,000	96,000	(96,000)										
Canal Dredging	54,000	66,000	120,000	120,000	(115,000)	5,000	5,000	75,000	80,000	80,000	75,000	155,000	155,000	(87,000)	68,000
Ferry Annual Slip and Maintenance					60,000	60,000	60,000	(20,000)	40,000	40,000	60,000	100,000	100,000	(40,000)	60,000
Transport for NSW															
Emergency Services	52,000	(52,000)													
Resource Recovery (Landfill and Resource Management)															
LRM - Operations	1,189,000	(1,180,000)	9,000	9,000	(6,000)	3,000	3,000	171,000	174,000	174,000	242,000	416,000	416,000	(179,000)	237,000
Resource Recovery															
DWM - Operations (Externally Restricted)	1,604,000	(556,000)	1,048,000	1,048,000	(612,000)	436,000	436,000	(329,000)	107,000	107,000	11,000	118,000	118,000	(34,000)	84,000
Total - Civil Services	**13,205,000**	**(4,763,000)**	**8,442,000**	**8,442,000**	**(3,222,000)**	**5,220,000**	**5,220,000**	**(246,000)**	**4,974,000**	**4,974,000**	**235,000**	**5,209,000**	**5,209,000**	**(707,000)**	**4,502,000**
Total - Increase / (Decrease)	**70,910,000**	**(10,791,000)**	**60,119,000**	**60,119,000**	**(18,483,000)**	**41,636,000**	**41,636,000**	**4,234,000**	**45,870,000**	**45,870,000**	**(2,292,000)**	**43,578,000**	**43,578,000**	**(4,714,000)**	**38,864,000**
Reserve Dissection															
Internally Restricted	43,677,000	(5,561,000)	38,116,000	38,116,000	(6,941,000)	31,175,000	31,175,000	4,316,000	35,491,000	35,491,000	(2,785,000)	32,706,000	32,706,000	(6,204,000)	26,502,000
Externally Restricted	27,233,000	(5,230,000)	22,003,000	22,003,000	(11,542,000)	10,461,000	10,461,000	(82,000)	10,379,000	10,379,000	493,000	10,872,000	10,872,000	1,490,000	12,362,000

Part F
General Fund
Loan Principal and Interest
Repayment Schedule

4.11 General Fund - Long Term Financial Plan

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4.11 General Fund - Long Term Financial Plan

GENERAL FUND - LOAN PRINCIPAL AND INTEREST REPAYMENT SCHEDULE

Details	2026/27		2027/28		2028/29		2029/30		2030/31		2031/32		2032/33		2033/34		2034/35		2035/36	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
Ballina - Byron Gateway Airport																				
Airport - Terminal	109,000	52,000	112,000	49,000	116,000	45,000	119,000	42,000	123,000	38,000	126,000	35,000	130,000	31,000	134,000	27,000	138,000	23,000	142,000	19,000
Airport - Runway / Car Parking / Solar / Airport Boulevard	70,000	99,000	74,000	95,000	78,000	91,000	83,000	86,000	87,000	82,000	92,000	77,000	97,000	72,000	103,000	66,000	109,000	60,000	115,000	54,000
Airport - Runway	386,200	565,800	407,600	544,500	430,200	521,900	454,000	498,100	479,100	473,000	505,600	446,500	533,600	418,500	563,100	388,900	594,300	357,800	627,200	324,900
Sub Total	**565,200**	**716,800**	**593,600**	**688,500**	**624,200**	**657,900**	**656,000**	**626,100**	**689,100**	**593,000**	**723,600**	**558,500**	**760,600**	**521,500**	**800,100**	**481,900**	**841,300**	**440,800**	**884,200**	**397,900**
Swimming Pools																				
Ballina - Stage One	183,000	87,000	190,000	80,000	196,000	74,000	204,000	66,000	211,000	59,000	218,000	52,000	226,000	44,000	234,000	36,000	243,000	27,000	251,000	19,000
Ballina - Stage Two	156,000	88,000	162,000	82,000	169,000	75,000	176,000	68,000	183,000	61,000	190,000	54,000	198,000	46,000	206,000	38,000	214,000	30,000	223,000	21,000
Ballina - Stage Three	28,000	19,000	30,000	17,000	31,000	16,000	32,000	15,000	34,000	13,000	35,000	12,000	37,000	10,000	38,000	9,000	40,000	7,000	42,000	5,000
Alstonville - Stage One	139,000	66,000	144,000	61,000	149,000	56,000	155,000	50,000	160,000	45,000	166,000	39,000	172,000	33,000	178,000	27,000	184,000	21,000	191,000	14,000
Alstonville - Stage Two	123,000	70,000	128,000	65,000	133,000	60,000	139,000	54,000	144,000	49,000	150,000	43,000	156,000	37,000	163,000	30,000	169,000	24,000	176,000	17,000
Alstonville - Stage Three	32,000	21,000	34,000	19,000	35,000	18,000	36,000	17,000	38,000	15,000	40,000	13,000	41,000	12,000	43,000	10,000	45,000	8,000	47,000	6,000
Roads																				
Lennox Head - Town Centre Beautification	163,000	72,000	167,000	68,000	171,000	64,000	176,000	59,000	181,000	54,000	185,000	50,000	190,000	45,000	196,000	39,000	201,000	34,000	206,000	29,000
Ballina - River Street Beautification - Moon to Grant	194,000	49,000	199,000	44,000	204,000	39,000	209,000	34,000	214,000	29,000	220,000	23,000	225,000	18,000	231,000	12,000	237,000	6,000	18,000	0
Roads Contribution Plan - Consolidated Projects (Sec 7.11)	76,000	116,000	569,000	1,192,000	603,000	1,158,000	639,000	1,122,000	677,000	1,084,000	717,000	1,044,000	761,000	1,000,000	807,000	954,000	854,000	907,000	905,000	856,000
Sub Total	**433,000**	**237,000**	**935,000**	**1,304,000**	**978,000**	**1,261,000**	**1,024,000**	**1,215,000**	**1,072,000**	**1,167,000**	**1,122,000**	**1,117,000**	**1,176,000**	**1,063,000**	**1,234,000**	**1,005,000**	**1,292,000**	**947,000**	**1,129,000**	**885,000**
Resource Recovery																				
Resource Recovery - Loan 1 - Front of House			145,000	91,000	152,000	84,000	160,000	76,000	168,000	68,000	176,000	60,000	185,000	51,000	194,000	42,000	204,000	32,000	214,000	22,000
Resource Recovery - Loan 2 - Bulk Load Out and Remediation					68,000	113,000	72,000	109,000	75,000	106,000	79,000	102,000	83,000	98,000	87,000	94,000	92,000	89,000	96,000	85,000
Sub Total	**0**	**0**	**145,000**	**91,000**	**220,000**	**197,000**	**232,000**	**185,000**	**243,000**	**174,000**	**255,000**	**162,000**	**268,000**	**149,000**	**281,000**	**136,000**	**296,000**	**121,000**	**310,000**	**107,000**
Total External Repayments	**1,659,200**	**1,304,800**	**2,361,600**	**2,407,500**	**2,535,200**	**2,414,900**	**2,654,000**	**2,296,100**	**2,774,100**	**2,176,000**	**2,899,600**	**2,050,500**	**3,034,600**	**1,915,500**	**3,177,100**	**1,772,900**	**3,324,300**	**1,625,800**	**3,253,200**	**1,471,900**
Total External Loans	**1,659,200**	**1,304,800**	**2,361,600**	**2,407,500**	**2,535,200**	**2,414,900**	**2,654,000**	**2,296,100**	**2,774,100**	**2,176,000**	**2,899,600**	**2,050,500**	**3,034,600**	**1,915,500**	**3,177,100**	**1,772,900**	**3,324,300**	**1,625,800**	**3,253,200**	**1,471,900**
External Loans Outstanding																				
Balance as at 1 July	38,423,900		56,584,700		56,473,100		55,937,900		53,283,900		50,509,800		47,610,200		44,575,600		41,398,500		38,074,200	
Repayments	1,659,200		2,361,600		2,535,200		2,654,000		2,774,100		2,899,600		3,034,600		3,177,100		3,324,300		3,253,200	
New Loans	19,820,000		2,250,000		2,000,000		0		0		0		0		0		0		0	
Balance as at 30 June	**56,584,700**		**56,473,100**		**55,937,900**		**53,283,900**		**50,509,800**		**47,610,200**		**44,575,600**		**41,398,500**		**38,074,200**		**34,821,000**	
Internal Loan																				
Street Lighting from Water (Nine Years)	84,700	5,200	87,300	2,600																
Street Lighting from Wastewater (Seven Years)	109,000	25,300	114,800	19,500	121,000	13,300	126,400	6,800												
Balance as at 30 June	**449,500**		**247,400**		**126,400**		**0**													
Total Repayments	**1,852,900**	**1,335,300**	**2,563,700**	**2,429,600**	**2,656,200**	**2,428,200**	**2,780,400**	**2,302,900**	**2,774,100**	**2,176,000**	**2,899,600**	**2,050,500**	**3,034,600**	**1,915,500**	**3,177,100**	**1,772,900**	**3,324,300**	**1,625,800**	**3,253,200**	**1,471,900**

4.11 General Fund - Long Term Financial Plan

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Part G
Appendices

Appendices

The following pages provide supporting information applied in the preparation of this document.

Balance Sheets

The next four pages provide the forecast Balance Sheets for the General, Water and Wastewater (Sewer) Funds and on a consolidated basis.

4.11 General Fund - Long Term Financial Plan

GENERAL FUND BALANCE SHEET ($'000)																				
ITEM	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
ASSETS																				
Current Assets																				
Cash and Cash Equivalents	11,989	5,625	12,246	10,034	7,454	13,732	17,477	18,107	17,693	3,041	2,302	2,027	34	628	1,494	2,771	4,442	6,613	9,289	12,562
Investments	35,655	40,354	32,926	39,687	50,239	55,456	73,146	44,723	55,650	56,993	38,510	42,744	40,452	35,738	39,065	39,684	44,007	46,875	47,490	47,362
Receivables	4,892	5,763	7,254	3,502	6,939	6,513	9,288	11,007	8,385	8,680	8,950	9,220	9,500	9,790	10,090	10,400	10,720	11,050	11,390	11,740
Inventories	2,420	1,472	2,411	820	2,698	3,578	2,954	5,207	4,232	4,232	4,360	4,500	4,640	4,780	4,930	5,080	5,240	5,400	5,570	5,740
Contract assets	0	0	0	1,192	2,462	1,539	6,979	4,792	3,957	3,957	4,080	4,210	4,340	4,480	4,620	4,760	4,910	5,060	5,220	5,380
Other	1,630	195	221	502	529	636	(670)	133	975	975	1,010	1,050	1,090	1,130	1,170	1,210	1,250	1,290	1,330	1,370
Total Current Assets	**56,586**	**53,409**	**55,058**	**55,737**	**70,321**	**81,454**	**109,174**	**83,969**	**90,892**	**77,878**	**59,212**	**63,751**	**60,056**	**56,546**	**61,369**	**63,905**	**70,569**	**76,288**	**80,289**	**84,154**
Non Current Assets																				
Investments	5,328	8,444	13,459	10,943	8,345	1,911	688	6,118	3,126	3,126	3,126	3,126	3,126	3,126	3,126	3,126	3,126	3,126	3,126	3,126
Receivables	71	68	35	(479)	(474)	(378)	(941)	(734)	(512)	760	790	820	850	880	910	940	970	1,000	1,030	1,070
Inventories	1,678	2,535	2,623	6,222	5,304	5,286	4,677	6,248	3,863	3,863	3,980	4,100	4,230	4,360	4,500	4,640	4,780	4,930	5,080	5,240
Infrastructure, Property, Plant and Equipment	854,296	910,535	957,958	980,572	1,004,502	1,110,343	1,309,429	1,392,404	1,596,483	1,651,790	1,754,350	1,775,590	1,791,180	1,811,150	1,828,010	1,846,500	1,858,530	1,901,480	1,947,370	1,995,360
Investment Property	22,025	22,025	22,705	23,255	25,340	25,580	26,590	27,580	29,035	28,550	29,410	30,300	31,210	32,150	33,120	34,120	35,150	36,210	37,300	38,420
Right of use assets	0	0	0	3,089	2,633	2,245	1,977	1,856	1,754	1,754	1,810	1,870	1,930	1,990	2,050	2,120	2,190	2,260	2,330	2,400
Other	20	1,159	1,146	1,206	1,145	1,198	1,372	1,299	1,447	1,447	1,500	1,550	1,600	1,650	1,700	1,760	1,820	1,880	1,940	2,000
Total Non-Current Assets	**883,418**	**944,766**	**997,926**	**1,024,808**	**1,046,795**	**1,146,185**	**1,343,792**	**1,434,771**	**1,635,196**	**1,691,290**	**1,794,966**	**1,817,356**	**1,834,126**	**1,855,306**	**1,873,416**	**1,893,206**	**1,906,566**	**1,950,886**	**1,998,176**	**2,047,616**
TOTAL ASSETS	**940,004**	**998,175**	**1,052,984**	**1,080,545**	**1,117,116**	**1,227,639**	**1,452,966**	**1,518,740**	**1,726,088**	**1,769,168**	**1,854,178**	**1,881,107**	**1,894,182**	**1,911,852**	**1,934,785**	**1,957,111**	**1,977,135**	**2,027,174**	**2,078,465**	**2,131,770**
LIABILITIES																				
Current Liabilities																				
Payables	9,391	8,084	11,141	12,444	14,664	16,191	24,717	16,837	14,909	17,430	17,960	18,500	19,060	19,640	20,230	20,840	21,470	22,120	22,790	23,480
Contract liabilities	0	0	0	501	1,368	3,196	6,163	7,156	6,347	6,347	6,540	6,740	6,950	7,160	7,380	7,610	7,840	8,080	8,330	8,580
Lease liabilities	0	0	0	464	545	247	125	111	99	120	130	140	150	160	170	180	190	200	210	220
Borrowings	3,123	3,237	3,100	3,214	3,361	2,976	6,847	7,897	8,650	1,853	2,564	2,656	2,656	2,656	2,656	2,656	2,656	2,656	2,656	2,656
Provisions	7,448	7,238	7,655	7,591	8,086	8,192	8,140	8,482	8,474	8,350	8,700	8,500	8,800	9,100	9,400	9,700	10,000	10,300	10,700	11,100
Total Current Liabilities	**19,962**	**18,559**	**21,896**	**24,214**	**28,024**	**30,802**	**45,992**	**40,483**	**38,479**	**34,100**	**35,894**	**36,536**	**37,616**	**38,716**	**39,836**	**40,986**	**42,156**	**43,356**	**44,686**	**46,036**
Non Current Liabilities																				
Lease liabilities	0	0	0	2,664	2,152	2,066	1,937	1,847	1,761	2,000	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900	3,000
Borrowings	19,999	23,985	20,935	26,706	26,845	31,670	37,552	34,434	29,784	36,571	54,021	53,817	53,282	50,628	47,854	44,954	41,920	38,743	35,418	32,165
Provisions	4,260	4,501	4,079	3,541	8,018	8,642	8,899	9,651	9,334	10,800	11,400	12,000	12,600	13,300	14,000	14,700	15,500	16,300	17,200	18,100
Total Non-Current Liabilities	**24,259**	**28,486**	**25,014**	**32,911**	**37,015**	**42,378**	**48,388**	**45,932**	**40,879**	**49,371**	**67,521**	**68,017**	**68,182**	**66,328**	**64,354**	**62,254**	**60,120**	**57,843**	**55,518**	**53,265**
TOTAL LIABILITIES	**44,221**	**47,045**	**46,910**	**57,125**	**65,039**	**73,180**	**94,380**	**86,415**	**79,358**	**83,471**	**103,415**	**104,553**	**105,798**	**105,044**	**104,190**	**103,240**	**102,276**	**101,199**	**100,204**	**99,301**
Net Assets	**895,783**	**951,130**	**1,006,074**	**1,023,420**	**1,052,077**	**1,154,459**	**1,358,586**	**1,432,325**	**1,646,730**	**1,685,697**	**1,750,763**	**1,776,554**	**1,788,384**	**1,806,808**	**1,830,595**	**1,853,871**	**1,874,859**	**1,925,976**	**1,978,261**	**2,032,469**
EQUITY																				
Retained Earnings	535,300	569,053	599,194	611,721	640,882	659,093	688,230	712,288	733,821	740,797	777,463	774,054	755,784	743,208	734,995	725,371	712,459	728,676	744,961	762,169
Revaluation Reserves	360,483	382,077	406,880	411,699	411,195	495,366	670,356	720,037	912,909	944,900	973,300	1,002,500	1,032,600	1,063,600	1,095,600	1,128,500	1,162,400	1,197,300	1,233,300	1,270,300
Council Equity Interest	**895,783**	**951,130**	**1,006,074**	**1,023,420**	**1,052,077**	**1,154,459**	**1,358,586**	**1,432,325**	**1,646,730**	**1,685,697**	**1,750,763**	**1,776,554**	**1,788,384**	**1,806,808**	**1,830,595**	**1,853,871**	**1,874,859**	**1,925,976**	**1,978,261**	**2,032,469**

4.11 General Fund - Long Term Financial Plan

WATER SUPPLY BALANCE SHEET ($'000)																				
ITEM	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
ASSETS																				
Current Assets																				
Cash and Investments	14,303	14,820	15,866	16,794	17,918	18,170	17,957	15,824	17,129	17,866	17,844	14,683	11,792	11,279	9,603	8,010	6,670	6,736	7,052	8,984
Receivables	2,130	2,170	2,262	2,538	2,531	2,417	2,925	3,065	3,909	3,909	4,030	4,160	4,290	4,420	4,560	4,700	4,850	5,000	5,150	5,310
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	111	148	170	72	49	56	819	6,763	1,040	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	**16,544**	**17,138**	**18,298**	**19,404**	**20,498**	**20,643**	**21,701**	**25,652**	**22,078**	**21,775**	**21,874**	**18,843**	**16,082**	**15,699**	**14,163**	**12,710**	**11,520**	**11,736**	**12,202**	**14,294**
Non Current Assets																				
Investments	1,589	2,823	5,011	3,712	2,975	2,958	1,633	1,416	1,143	1,143	1,143	1,143	1,143	1,143	1,143	1,143	1,143	1,143	1,143	1,143
Receivables	112	90	94	688	619	535	453	379	299	299	310	320	330	340	360	380	400	420	440	460
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant and Equipment	76,782	80,935	83,717	86,483	88,036	80,971	89,418	90,423	96,893	98,700	100,400	105,400	110,100	112,400	116,000	119,600	123,200	125,700	128,200	130,800
Investment Property	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	8	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	**78,483**	**83,848**	**88,830**	**90,888**	**91,630**	**84,464**	**91,504**	**92,218**	**98,335**	**100,142**	**101,853**	**106,863**	**111,573**	**113,883**	**117,503**	**121,123**	**124,743**	**127,263**	**129,783**	**132,403**
TOTAL ASSETS	**95,027**	**100,986**	**107,128**	**110,292**	**112,128**	**105,107**	**113,205**	**117,870**	**120,413**	**121,917**	**123,727**	**125,706**	**127,655**	**129,582**	**131,666**	**133,833**	**136,263**	**138,999**	**141,985**	**146,697**
LIABILITIES																				
Current Liabilities																				
Payables	18	21	24	42	48	53	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Liabilities	0	0	0	0	0	174	174	174	174	174	180	190	200	210	220	230	240	250	260	270
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	120	143	207	216	218	230	197	183	191	191	200	210	220	230	240	250	260	270	280	290
Total Current Liabilities	138	164	231	258	266	457	371	357	365	365	380	400	420	440	460	480	500	520	540	560
Non Current Liabilities																				
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	13	6	9	10	24	11	19	8	6	10	20	30	40	50	60	70	80	90	100	110
Total Non-Current Liabilities	**13**	**6**	**9**	**10**	**24**	**11**	**19**	**8**	**6**	**10**	**20**	**30**	**40**	**50**	**60**	**70**	**80**	**90**	**100**	**110**
TOTAL LIABILITIES	**151**	**170**	**240**	**268**	**290**	**468**	**390**	**365**	**371**	**375**	**400**	**430**	**460**	**490**	**520**	**550**	**580**	**610**	**640**	**670**
Net Assets	**94,876**	**100,816**	**106,888**	**110,024**	**111,838**	**104,639**	**112,815**	**117,505**	**120,042**	**121,542**	**123,327**	**125,276**	**127,195**	**129,092**	**131,146**	**133,283**	**135,683**	**138,389**	**141,345**	**146,027**
EQUITY																				
Retained Earnings	42,124	46,545	50,712	53,085	54,229	54,722	56,784	57,668	57,918	59,542	59,427	59,376	59,295	59,092	59,046	58,983	59,083	59,489	60,045	62,227
Revaluation Reserves	52,752	54,271	56,176	56,939	57,609	49,917	56,031	59,837	62,124	62,000	63,900	65,900	67,900	70,000	72,100	74,300	76,600	78,900	81,300	83,800
Council Equity Interest	**94,876**	**100,816**	**106,888**	**110,024**	**111,838**	**104,639**	**112,815**	**117,505**	**120,042**	**121,542**	**123,327**	**125,276**	**127,195**	**129,092**	**131,146**	**133,283**	**135,683**	**138,389**	**141,345**	**146,027**

4.11 General Fund - Long Term Financial Plan

WASTEWATER BALANCE SHEET ($'000)																				
ITEM	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
ASSETS																				
Current Assets																				
Cash and Investments	9,938	7,333	7,716	10,157	16,143	21,074	21,897	25,453	20,521	20,236	13,984	11,602	10,367	13,014	17,469	20,776	24,272	30,728	38,713	43,751
Receivables	1,288	1,286	1,270	1,536	1,494	1,435	1,580	1,676	2,033	2,033	2,100	2,170	2,240	2,310	2,380	2,460	2,540	2,620	2,700	2,790
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	79	860	504	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	**11,226**	**8,619**	**8,986**	**11,693**	**17,637**	**22,588**	**24,337**	**27,633**	**22,554**	**22,269**	**16,084**	**13,772**	**12,607**	**15,324**	**19,849**	**23,236**	**26,812**	**33,348**	**41,413**	**46,541**
Non Current Assets																				
Investments	1,105	1,397	2,437	2,245	2,680	3,431	1,979	1,366	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331
Receivables	127	79	76	81	79	75	735	640	539	539	560	580	600	620	640	660	680	710	740	770
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant and Equipment	209,652	222,700	236,385	237,186	242,455	261,782	285,402	300,401	320,464	328,900	341,225	349,850	357,675	361,800	364,525	368,250	371,675	376,100	378,725	383,950
Investment Property	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	**210,884**	**224,176**	**238,898**	**239,512**	**245,214**	**265,288**	**288,116**	**302,407**	**322,334**	**330,770**	**343,116**	**351,761**	**359,606**	**363,751**	**366,496**	**370,241**	**373,686**	**378,141**	**380,796**	**386,051**
TOTAL ASSETS	**222,110**	**232,795**	**247,884**	**251,205**	**262,851**	**287,876**	**312,453**	**330,040**	**344,888**	**353,039**	**359,200**	**365,533**	**372,213**	**379,075**	**386,345**	**393,477**	**400,498**	**411,489**	**422,209**	**432,592**
LIABILITIES																				
Current Liabilities																				
Payables	140	142	140	170	142	159	57	52	54	54	60	70	80	90	100	110	120	130	140	150
Contract Liabilities	0	0	0	0	0	332	331	331	331	331	350	370	390	410	430	450	470	490	510	530
Borrowings	3,096	3,387	3,536	2,716	2,920	3,114	3,939	3,966	3,997	3,997	3,998	4,028	4,058	4,092	4,126	4,161	0	0	0	0
Provisions	523	591	627	661	689	711	631	485	502	502	520	540	560	580	600	620	640	660	680	710
Total Current Liabilities	**3,759**	**4,120**	**4,303**	**3,547**	**3,751**	**4,316**	**4,958**	**4,834**	**4,884**	**4,884**	**4,928**	**5,008**	**5,088**	**5,172**	**5,256**	**5,341**	**1,230**	**1,280**	**1,330**	**1,390**
Non Current Liabilities																				
Borrowings	56,079	52,885	49,483	46,836	43,917	40,802	36,863	32,897	28,900	24,903	20,905	16,877	12,819	8,727	4,601	440	0	0	0	0
Provisions	46	26	25	29	77	32	53	15	13	13	100	200	300	400	500	600	700	800	900	1,000
Total Non-Current Liabilities	**56,125**	**52,911**	**49,508**	**46,865**	**43,994**	**40,834**	**36,916**	**32,912**	**28,913**	**24,916**	**21,005**	**17,077**	**13,119**	**9,127**	**5,101**	**1,040**	**700**	**800**	**900**	**1,000**
TOTAL LIABILITIES	**59,884**	**57,031**	**53,811**	**50,412**	**47,745**	**45,150**	**41,874**	**37,746**	**33,797**	**29,800**	**25,933**	**22,085**	**18,207**	**14,299**	**10,357**	**6,381**	**1,930**	**2,080**	**2,230**	**2,390**
Net Assets	**162,226**	**175,764**	**194,073**	**200,793**	**215,106**	**242,726**	**270,579**	**292,294**	**311,091**	**323,239**	**333,267**	**343,448**	**354,006**	**364,776**	**375,988**	**387,096**	**398,568**	**409,409**	**419,979**	**430,202**
EQUITY																				
Retained Earnings	98,522	107,831	115,511	120,119	132,476	141,267	149,247	157,726	167,443	174,539	180,067	185,648	191,406	197,276	203,388	209,296	215,368	220,709	225,579	229,902
Revaluation Reserves	63,704	67,933	78,562	80,674	82,630	101,459	121,332	134,568	143,648	148,700	153,200	157,800	162,600	167,500	172,600	177,800	183,200	188,700	194,400	200,300
Council Equity Interest	**162,226**	**175,764**	**194,073**	**200,793**	**215,106**	**242,726**	**270,579**	**292,294**	**311,091**	**323,239**	**333,267**	**343,448**	**354,006**	**364,776**	**375,988**	**387,096**	**398,568**	**409,409**	**419,979**	**430,202**

4.11 General Fund - Long Term Financial Plan

CONSOLIDATED BALANCE SHEET ($'000)																				
ITEM	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
ASSETS																				
Current Assets																				
Cash and Cash Equivalents	11,989	5,625	12,246	10,034	7,454	13,732	17,477	18,107	17,693	3,041	2,302	2,027	34	628	1,494	2,771	4,442	6,613	9,289	12,562
Investments	59,896	62,507	56,508	66,638	84,300	94,700	113,000	86,000	93,300	95,095	70,338	69,029	62,611	60,031	66,137	68,470	74,949	84,339	93,255	100,097
Receivables	8,310	9,219	10,786	7,576	10,964	10,365	13,793	15,748	14,327	14,622	15,080	15,550	16,030	16,520	17,030	17,560	18,110	18,670	19,240	19,840
Inventories	2,420	1,472	2,411	820	2,698	3,578	2,954	5,207	4,232	4,232	4,360	4,500	4,640	4,780	4,930	5,080	5,240	5,400	5,570	5,740
Contract assets	0	0	0	1,192	2,462	1,539	6,979	4,792	3,957	3,957	4,080	4,210	4,340	4,480	4,620	4,760	4,910	5,060	5,220	5,380
Other	1,741	343	391	574	578	771	1,009	7,400	2,015	975	1,010	1,050	1,090	1,130	1,170	1,210	1,250	1,290	1,330	1,370
Total Current Assets	**84,356**	**79,166**	**82,342**	**86,834**	**108,456**	**124,685**	**155,212**	**137,254**	**135,524**	**121,922**	**97,170**	**96,366**	**88,745**	**87,569**	**95,381**	**99,851**	**108,901**	**121,372**	**133,904**	**144,989**
Non Current Assets																				
Investments	8,022	12,664	20,907	16,900	14,000	8,300	4,300	8,900	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600
Receivables	310	237	205	290	224	232	247	285	326	1,598	1,660	1,720	1,780	1,840	1,910	1,980	2,050	2,130	2,210	2,300
Inventories	1,678	2,535	2,623	6,222	5,304	5,286	4,677	6,248	3,863	3,863	3,980	4,100	4,230	4,360	4,500	4,640	4,780	4,930	5,080	5,240
Infrastructure, Property, Plant and Equipment	1,140,730	1,214,170	1,278,060	1,304,241	1,334,993	1,453,096	1,684,249	1,783,228	2,013,840	2,079,390	2,195,975	2,230,840	2,258,955	2,285,350	2,308,535	2,334,350	2,353,405	2,403,280	2,454,295	2,510,110
Investment Property	22,025	22,025	22,705	23,260	25,340	25,580	26,590	27,580	29,035	28,550	29,410	30,300	31,210	32,150	33,120	34,120	35,150	36,210	37,300	38,420
Right of use assets	0	0	0	3,089	2,633	2,245	1,977	1,856	1,754	1,754	1,810	1,870	1,930	1,990	2,050	2,120	2,190	2,260	2,330	2,400
Other	0	0	0	1,206	1,145	1,198	1,372	1,299	1,447	1,447	1,500	1,550	1,600	1,650	1,700	1,760	1,820	1,880	1,940	2,000
Total Non-Current Assets	**1,172,785**	**1,252,790**	**1,325,654**	**1,355,208**	**1,383,639**	**1,495,937**	**1,723,412**	**1,829,396**	**2,055,865**	**2,122,202**	**2,239,935**	**2,275,980**	**2,305,305**	**2,332,940**	**2,357,415**	**2,384,570**	**2,404,995**	**2,456,290**	**2,508,755**	**2,566,070**
TOTAL ASSETS	**1,257,141**	**1,331,956**	**1,407,996**	**1,442,042**	**1,492,095**	**1,620,622**	**1,878,624**	**1,966,650**	**2,191,389**	**2,244,124**	**2,337,105**	**2,372,346**	**2,394,050**	**2,420,509**	**2,452,796**	**2,484,421**	**2,513,896**	**2,577,662**	**2,642,659**	**2,711,059**
LIABILITIES																				
Current Liabilities																				
Payables	9,549	8,247	11,305	12,656	14,854	16,403	24,774	16,889	14,963	17,484	18,020	18,570	19,140	19,730	20,330	20,950	21,590	22,250	22,930	23,630
Contract liabilities	0	0	0	501	1,368	3,702	6,668	7,661	6,852	6,852	7,070	7,300	7,540	7,780	8,030	8,290	8,550	8,820	9,100	9,380
Lease liabilities	0	0	0	464	545	247	125	111	99	120	130	140	150	160	170	180	190	200	210	220
Borrowings	6,219	6,624	6,636	5,930	6,281	6,090	10,786	11,863	12,647	5,850	6,562	6,684	6,714	6,748	6,782	6,817	2,656	2,656	2,656	2,656
Provisions	8,091	7,972	8,489	8,468	8,993	9,133	8,968	9,150	9,167	9,043	9,420	9,250	9,580	9,910	10,240	10,570	10,900	11,230	11,660	12,100
Total Current Liabilities	23,859	22,843	26,430	28,019	32,041	35,575	51,321	45,674	43,728	39,349	41,202	41,944	43,124	44,328	45,552	46,807	43,886	45,156	46,556	47,986
Non Current Liabilities																				
Lease liabilities	0	0	0	2,664	2,152	2,066	1,937	1,847	1,761	2,000	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900	3,000
Borrowings	76,078	76,870	70,418	73,542	70,762	72,472	74,415	67,331	58,684	61,474	74,926	70,694	66,101	59,355	52,455	45,394	41,920	38,743	35,418	32,165
Provisions	4,319	4,533	4,113	3,580	8,119	8,685	8,971	9,674	9,353	10,823	11,520	12,230	12,940	13,750	14,560	15,370	16,280	17,190	18,200	19,210
Total Non-Current Liabilities	**80,397**	**81,403**	**74,531**	**79,786**	**81,033**	**83,223**	**85,323**	**78,852**	**69,798**	**74,297**	**88,546**	**85,124**	**81,341**	**75,505**	**69,515**	**63,364**	**60,900**	**58,733**	**56,518**	**54,375**
TOTAL LIABILITIES	**104,256**	**104,246**	**100,961**	**107,805**	**113,074**	**118,798**	**136,644**	**124,526**	**113,526**	**113,646**	**129,748**	**127,068**	**124,465**	**119,833**	**115,067**	**110,171**	**104,786**	**103,889**	**103,074**	**102,361**
Net Assets	**1,152,885**	**1,227,710**	**1,307,035**	**1,334,237**	**1,379,021**	**1,501,824**	**1,741,980**	**1,842,124**	**2,077,863**	**2,130,478**	**2,207,357**	**2,245,278**	**2,269,585**	**2,300,676**	**2,337,729**	**2,374,250**	**2,409,110**	**2,473,774**	**2,539,585**	**2,608,698**
EQUITY																				
Retained Earnings	675,946	723,429	765,417	784,925	827,587	855,082	894,261	927,682	959,182	974,878	1,016,957	1,019,078	1,006,485	999,576	997,429	993,650	986,910	1,008,874	1,030,585	1,054,298
Revaluation Reserves	476,939	504,281	541,618	549,312	551,434	646,742	847,719	914,442	1,118,681	1,155,600	1,190,400	1,226,200	1,263,100	1,301,100	1,340,300	1,380,600	1,422,200	1,464,900	1,509,000	1,554,400
Council Equity Interest	**1,152,885**	**1,227,710**	**1,307,035**	**1,334,237**	**1,379,021**	**1,501,824**	**1,741,980**	**1,842,124**	**2,077,863**	**2,130,478**	**2,207,357**	**2,245,278**	**2,269,585**	**2,300,676**	**2,337,729**	**2,374,250**	**2,409,110**	**2,473,774**	**2,539,585**	**2,608,698**

Lp3

Delivery Program and Operational Plan

DRAFT

2026 - 2030



ballina shire council

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





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

ballina
shire council

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Message from the Mayor

I am pleased to present Ballina Shire Council's Delivery Program and Operational Plan (DPOP) for 2026/27 to 2029/30. This plan sets out how we will continue to deliver the services, infrastructure and improvements that support our growing and vibrant community.

It reflects the priorities you've told us matter most. Maintaining what we have, planning for the future, and continuing to invest in the places and services that make Ballina Shire such a great place to live, work and visit.

In 2026/27, we will continue to deliver a strong program of works and services across the shire. Key projects and initiatives include:

- **Alstonville Cultural Centre** redevelopment, delivering a modern library and multipurpose community space
- **Fishery Creek and Canal Bridge duplications** to strengthen key transport links
- Completion of the new **Ballina SES Building** to support emergency services
- Commenced construction of the new **Cawarra Park Boating Facility**
- Ongoing investment in **Sports Fields, Open Spaces and Community Facilities**
- Continued delivery of environmental programs, including our **Healthy Waterways Program and Biodiversity Initiatives**
- Installation of **CCTV and Community Safety Initiatives** across key locations
- Development of a **new Economic Development and Visitor Economy Strategy** to support jobs and growth.

These projects, alongside many others, are made possible through careful planning, responsible fiscal management and strong partnerships with the NSW and Australian Governments.

Like many councils, we are managing increasing costs and growing demand for infrastructure and services. Following extensive community engagement in 2025, Council applied to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV), with a determination expected in June 2026. This DPOP, together with the Long-Term Financial Plan (LTFP) Summary, outlines both 'with' and 'without' SRV scenarios to provide transparency around future service levels and investment.

The DPOP forms part of Council's Integrated Planning and Reporting framework and is reviewed annually to ensure we remain responsive to changing community needs and opportunities.

Your input continues to play a key role in shaping our priorities. I encourage you to stay informed and get involved through Your Say Ballina, Council's online engagement hub.

Together, we are building a connected, sustainable and thriving Ballina Shire.



Cr Sharon Cadwallader
Mayor

Council Representatives

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

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



A Ward Cr Damian Loone (**Deputy Mayor**)
p 0438 463 710
e damian.loone@ballina.nsw.gov.au

Cr Erin Karsten
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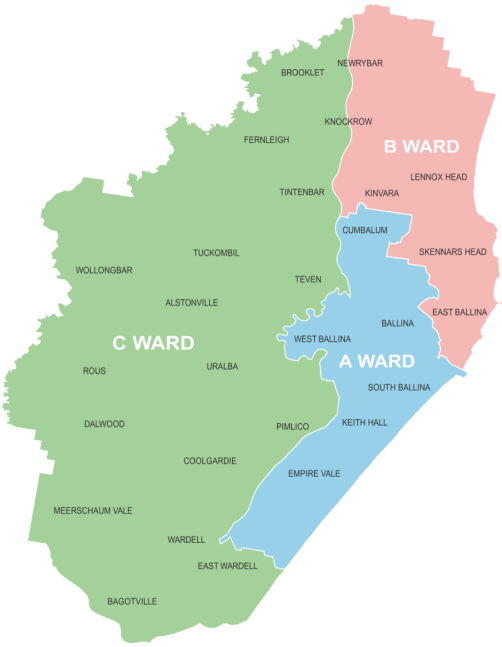
e erin.karsten@ballina.nsw.gov.au

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



B Ward Cr Eva Ramsey
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Cr Kiri Dicker
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Cr Michelle Bailey
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C Ward Cr Simon Chate
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Cr Simon Kinny
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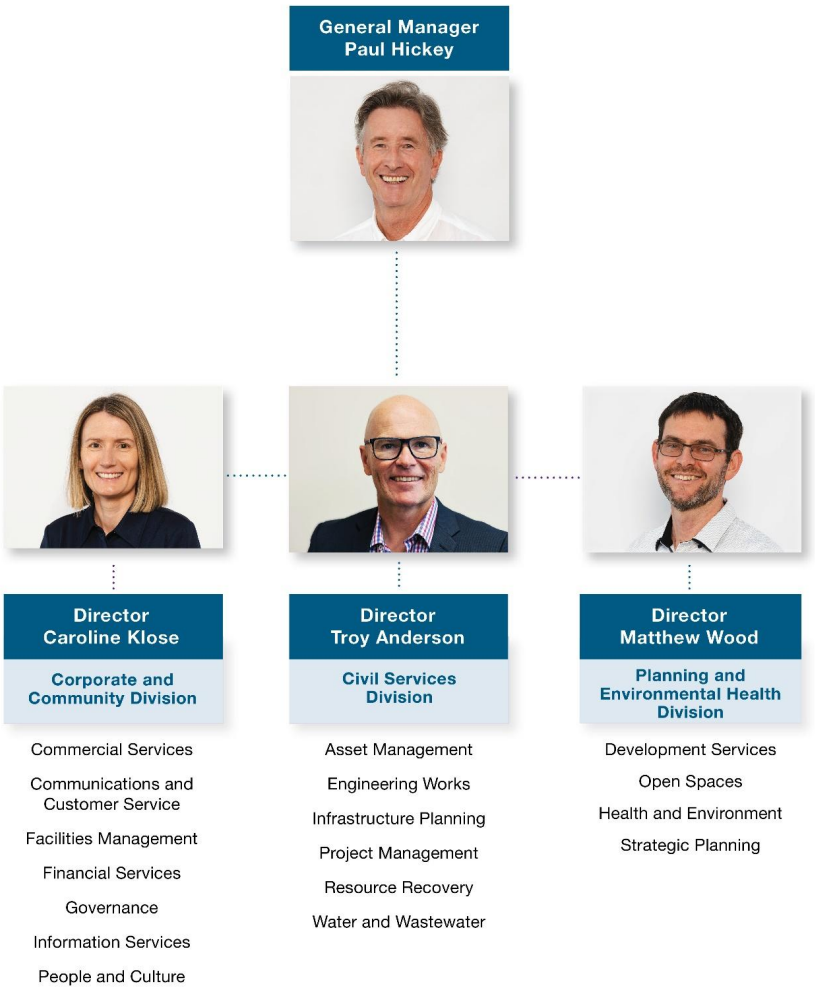
e simon.kinny@ballina.nsw.gov.au

Cr Therese Crollick
p 0437 947 859
e therese.crollick@ballina.nsw.gov.au

Executive Team + Organisation Structure

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



How Council Plans and Delivers

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

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



Principles to guide the framework

The IP&R Framework is underpinned by guiding principles in Sections 8A, 8B and 8C of the Local Government Act.

1. **Community leadership and representation**
   Provide effective civic leadership that reflects community values and vision.
2. **Integrated and strategic planning**
   Use the IP&R Framework to plan strategically, set goals, and allocate resources to meet current and future community needs.
3. **Community engagement and participation**
   Actively involve residents in decisions that affect them, listen to diverse voices, and consider regional priorities.
4. **Fairness, ethics and social justice**
   Make decisions fairly and ethically, without bias, and consider social justice principles to promote inclusion and equity.
5. **Sustainability and intergenerational equity**
   Consider the long-term, cumulative impacts of decisions on future generations, ensuring financial and environmental sustainability.
6. **Efficiency, value and sound financial management**
   Deliver services and infrastructure responsibly, ensuring value for ratepayers and effective management of assets and resources.
7. **Evidence-based decision making**
   Use data, research, performance metrics and risk management to guide decisions and adapt to changing circumstances.
8. **Collaboration**
   Work cooperatively with other councils, government agencies and community partners to deliver outcomes for the community.
9. **Transparency and accountability**
   Make decisions openly, report on progress and outcomes, and be accountable for actions and omissions.
10. **Continuous improvement**
    Regularly review, monitor and evaluate progress to achieve strategic goals and improve Council services.

Key elements in the IP&R framework

The IP&R framework consists of three key elements – planning, resource allocation and reporting. Engaging with the community cuts across all elements and is continuous over the IP&R cycle.

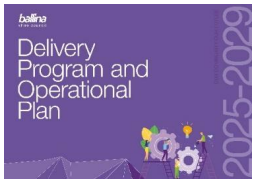
Planning for future community needs



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

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

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



The **Delivery Program and Operational Plan** 2026–2029 outlines Council's role in delivering projects and services over the next four-years. These plans detail annual projects, services and budgets, ensuring alignment with long-term goals.

Allocating resources aligned to needs and priorities

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

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

Measuring progress with regular reporting

Council's progress is monitored through budget reviews and performance indicators. **Quarterly updates** are reported after each quarter (March, June, September), with December reported in February.

The **Annual Report** reviews performance over the previous financial year against the Delivery Program and Operational Plan and is presented to the November Council meeting.

A **State of the Ballina Shire Report** will be prepared after the 2028 election, assessing progress against community priorities and key indicators.

Proposed Special Rate Variation

The Independent Pricing and Regulatory Tribunal (IPART) annually set a rate peg limit, which limits the amount by which councils can increase their total rate revenue from year to year. IPART has announced a rate peg of 3.4% for Ballina Shire Council for 2026/27.

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

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

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

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

As a result of this, following an extensive consultation period, Council resolved to apply to IPART for an additional rate increase above the annual rate peg limit, over a four-year period from 2026/27 to 2029/30.

Council's application to IPART was for a **6.00% increase in our rate income for each of the four financial years from 2026/27 to 2029/30.** For 2026/27, the 6.00% represents an additional increase of 2.60% for 2026/27 over the rate peg of 3.4%. For the three years 2027/28 to 2029/30, the 6.0% represents an additional 2.75% increase over an estimated rate peg of 3.25%.

This represents a cumulative increase of 26.25% by 2029/30, compared to a cumulative increase of 13.81% which would result from the estimated rate peg for the four-year period. This increase will be built into the rate base and permanently retained, if approved by IPART.

If approved, this will increase our general rate income above the standard rate peg limit, which will allow Council to increase the level of revenue allocated to capital and operating expenditure. This extra revenue will fund increased capital expenditure on roads and footpaths, stormwater, open spaces and sporting fields, and community facilities.

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

IPART's determination will be announced in May 2026.

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

What Our Community Wants

Vision

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

Values

Creative	encouraging ideas and fostering innovation
Accessible	being responsive and approachable to our community and colleagues
Respectful	taking responsibility for our actions and valuing diverse opinions
Energetic	bringing enthusiasm to our work
Safe	prioritising safety in all actions and ensuring everyone arrives and leaves work safely

From Aspirations to Directions

Our community aspirations are grouped under four themes, referred to as Directions. These Directions apply the Quadruple Bottom Line (environmental, civic leadership social and economic) to provide a balanced and holistic approach to achieving our vision.

The Directions and Outcomes identified in the Community Strategic Plan are outlined below. All Delivery Program and Operational Plan strategies and actions are aligned to these Directions and Outcomes.

HEALTHY ENVIRONMENT (HE)

The health and preservation of our natural environment was a strong recurring theme from our community engagement.



We want to continue to find a balance between development and the environment to ensure we preserve what people love so much about living in the Ballina Shire. We want to restore and repair our waterways and areas that have been degraded to maintain aquatic and native wildlife. We understand the importance of preserving, enhancing and having access to nature areas. We want our built environment to meet our needs but not at the expense of our natural environment or the people who live and work here.

HE1 - We project, respect, and enhance our natural environment

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

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

ENGAGED LEADERSHIP (EL)



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

Our community wants resources to be used efficiently and responsibly. People want Council to act locally but to also work effectively and collaboratively with other levels of government, private sector organisations and community groups to drive economic and social prosperity.:

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

EL2 - Council's finances and assets are well managed

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

CONNECTED COMMUNITY (CC)



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

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

CC1 - We feel safe and resilient

CC2 - We have a sense of belonging within the community

CC3 - There are services and facilities that suit our needs

LIVEABLE AND PROSPEROUS COMMUNITY (LP)



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

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

LP1 - Liveability is high across the shire

LP2 - We are an attractive destination

LP3 - We support business diversity, sustainability, and choice

PART A – DELIVERY PROGRAM

Heading in the Right Direction

The following section provides details of the major Delivery Program Strategies, including the Operational Plan Actions, scheduled for the next four years.

Our success in achieving the actions identified for 2026/27 will be **reported to Council on a quarterly** basis, in the month following each quarter (March, June, September), with the December quarter reported in February.

To support continuous improvement, Council undertakes an independent **community satisfaction survey** every two years and participates in the Local Government Performance Excellence Benchmarking Program. This information helps inform Council's priorities.

Council also reviews internal processes through its **Business Process Mapping Taskforce** and **targeted service reviews** to identify opportunities to improve efficiency and service delivery. Oversight is provided by the **Audit, Risk and Improvement Committee**, which includes four independent members.

State and Regional Alignment

Council's Delivery Program is also aligned with relevant State and regional plans. Local Government operates within the NSW legislative framework, and it is important that Council's strategies support broader government priorities.

Our strategies and activities align with the NSW Government's North Coast Regional Plan 2041, including:

- Goal 1: Liveable, Sustainable and Resilient
- Goal 2: Productive and Connected
- Goal 3: Growth, Change and Opportunity

Getting Involved

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

- Attending Council meetings
- Making an appointment to speak with the Mayor or Councillors
- Making an appointment to speak with the General Manager or relevant Director
- Writing or calling Council about issues important to you
- Attending a public meeting or forum on specific issues
- Joining a Council Ward Committee as a representative of a community group
- Visiting *Your Say Ballina*, registering for updates, and participating in Council's community consultations.

Direction 1: Healthy Environment (HE)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	26/27	27/28	28/29	29/30	Responsibility	Regional Plan Goal	Related Council Plan
CSP OUTCOME HE1 - WE PROTECT, RESPECT, AND ENHANCE OUR NATURAL ENVIRONMENT											
HE1.1 **Our planning considers past and predicted changes to the environment**	*Reduced risk from natural disasters or changes in climate*	*HE1.1a*	Implement Coast and Estuary – Coastal Management Plan	Plan Adopted and Actions Implemented	X	X	X	X	Health and Environment	1	Coastal Zone Management Plan 2016
		HE1.1b	Implement Floodplain Management Plans	Actions Implemented	X	X	X	X	Engineering Works	1	Ballina Flood Study Update 2025
		HE1.1c	Implement Overland Flood Studies in Urban Areas	Actions Implemented	X	X	X	X	Engineering Works	1	Ballina Flood Study Update 2025
		HE1.1d	Implement Climate Change Acton Plan	Actions Implemented	X	X	X	X	Health and Environment	1	Climate Change Policy 2021
HE1.2 **Undertake and promote initiatives that improve our waterways**	*Health of our waterways is improving*	*HE1.2a*	Implement Healthy Waterways Program	Actions implemented	X	X	X	X	Health and Environment	1	
		HE1.2b	Implement Urban Stormwater Management Plan	Plan Updated and Actions Implemented	X	X	X	X	Engineering Works	1	Urban Stormwater Management Plan 2012
HE1.3 **Enhance our open spaces, reserves, natural areas and their heritage values**	*Increased flora and vegetation cover* *Increased use of our open spaces*	*HE1.3a*	Implement Street Tree Planting Program	Locations Planted and Budget Expended	X	X	X	X	Open Spaces	3	
		HE1.3b	Implement Plantings to Expand Native Flora and Vegetation Cover	Compensatory Project and Landcare Plantings Completed	X	X	X	X	Open Spaces	3	Vegetation Management Plans (Various)

Direction 1: Healthy Environment (HE)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	26/27	27/28	28/29	29/30	Responsibility	Regional Plan Goal	Related Council Plan
CSP OUTCOME HE2 – OUR OPERATIONAL CHOICES ARE BASED ON SUSTAINABILITY AND LIMIT OUR IMPACT ON OUR NATURAL ENVIRONMENT											
HE2.1 **Implement total water cycle management practices**	*Reduced water consumption per capita* *Reduction costs and extended life for existing resources*	*HE2.1a*	Provide Recycled Water to Dual Reticulated Properties	Properties Connected and Level of Usage	X	X	X	X	Water and Wastewater	1	Ballina Lennox Head Recycled Water Master Plan 2009
		HE2.1b	Minimise Notifiable Recycled Water Health Incidents at the Wastewater Treatment Plants	Number of incidents *(Target = Nil)*	X	X	X	X	Water and Wastewater	1	Recycled Water Management System 2016
		HE2.1c	Maximise Recycled Water Reticulation Compliance in Ballina and Lennox Head (Microbial)	Level of compliance *(Target = 100% with AGWR)*	X	X	X	X	Water and Wastewater	1	Recycled Water Management System 2016
		HE2.1d	Maximise Recycled Water Reticulation Compliance in Ballina and Lennox Head (Chemical and Physical)	Level of Compliance *(Target = 100% with AGWR*	X	X	X	X	Water and Wastewater	1	Recycled Water Management System 2016
		HE2.1e	Monitor Average Water Consumption per Residential Connection	Per Residential Connection *(Target <160 kl/pa)*	X	X	X	X	Water and Wastewater	1	
		HE2.1f	Recycled Water Usage during Dry Weather (% of Average Daily Water Flow (ADWF)	Level of Compliance *(Target > 10%)*	X	X	X	X	Water and Wastewater	1	Ballina Lennox Head Recycled Water Master Plan 2009
		HE2.1g	Obtain Strategic Planning Assurance	Actions Implemented and State Government Approval	X	X			Water and Wastewater	1	New Framework
		HE2.1h	Implement Water Loss Reduction Program	Actions Implemented and Reduce Non-Revenue Water Calculation Percentage	X	X	X	X	Water and Wastewater	1	Drinking Water Management System 2012 Asset Management Plan 2024
		HE2.1i	Minimise the Volume of Unaccounted Water by Replacing Old Water Meters	Replacement of Old Meters *(Target > 4%)*	X	X	X	X	Water and Wastewater	1	Drinking Water Management System 2012 Asset Management Plan 2024

Direction 1: Healthy Environment (HE)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	26/27	27/28	28/29	29/30	Responsibility	Regional Plan Goal	Related Council Plan
		HE2.1j	Adopt Contemporary Recycled Water Master Plan	Updated Plan Adopted	X	X			Water and Wastewater	1	Ballina Lennox Head Recycled Water Master Plan 2009
		HE2.1k	Supply Recycled Water from the Ballina Wastewater Treatment Plant	Actions Implemented and Approvals in Place	X	X			Water and Wastewater	1	Ballina Lennox Head Recycled Water Master Plan 2009
HE2.2 **Use our resources wisely**	*Reduced costs and extended life for existing resources*	*HE2.2a*	Increase Kerbside Recycling Diversion Rates	(*Target > 59%)*	X	X	X	X	Resource Recovery	1	
		HE2.2b	Reduce Missed Kerbside Bin Services	(*Target < 20 per month*)	X	X	X	X	Resource Recovery	1	
		HE2.2c	Minimise Light Fleet Greenhouse Gas Emissions	Average Light Fleet CO2 Emissions *(Target < 200g/km)*	X	X	X	X	Facilities Management	1	Corporate Emissions Reduction Plan 2024
		HE2.2d	Reduce Water Main Breaks	Minimise Main Breaks *(Target < one break per 30km of main)*	X	X	X	X	Water and Wastewater	1	Drinking Water Management System 2012 Asset Management Plan 2024
		HE2.2e	Eliminate Single Use Plastic Packaging and Materials across Council operations, Council supported events, and events on Council Land.	Plan Adopted and Actions Implemented	X	X			Resource Recovery	1	Council Resolution 2026
HE2.3 **Pursue innovative technologies**	*Cost and resource use efficiencies*	*HE2.3a*	Reduce CO2 Emissions from Council operations	Reduce CO2 Emissions *(Target < 9,000 tonnes)*	X	X	X	X	Facilities Management	1	Corporate Emissions Reduction Plan 2024
		HE2.3b	Increase Renewable Energy Generated on Council Owned and Operated Sites	Increase Kilowatts Generated *(Target > 1,200kWh)*	X	X	X	X	Facilities Management	1	Corporate Emissions Reduction Plan 2024
		HE2.3c	Reduce Electricity Consumption for Council Operations	Minimise Megawatts Consumed *(Target < 10,000 MWh)*	X	X	X	X	Facilities Management	1	Corporate Emissions Reduction Plan 2024

Direction 1: Healthy Environment (HE)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	26/27	27/28	28/29	29/30	Responsibility	Regional Plan Goal	Related Council Plan
CSP OUTCOME HE3 - OUR BUILT ENVIRONMENT IS RESPECTFUL OF THE NATURAL ENVIRONMENT AND THE ECOSYSTEM											
HE3.1 **Develop and implement plans that balance the built environment with the natural environment**	*More people are satisfied with our management of development* *Reduced impacts of development on the environment*	*HE3.1a*	Implement Alstonville Strategic Plan – Prepare DCP Provisions for Significant View Corridors	DCP Completed	X	X			Strategic Planning	2	Alstonville Strategic Plan 2018 - 2037
		HE3.1b	Implement Wardell Strategic Plan	Actions Implemented	X	X	X	X	Strategic Planning	1	Wardell Strategic Plan 2015 - 2035
		HE3.1c	Implement Lennox Head Strategic Plan – Progress Strategic Urban Growth Area at Ross Lane	Actions Completed	X	X			Strategic Planning	2	Lennox Head Strategic Plan 2023 - 2043
		HE3.1d	Prepare Design for Seven Mile Beach and Levee and Rutherford Street and Boat Channel	Design Completed	X	X			Health and Environment	1	Ballina Shire CZMP 2016
		HE3.1e	Implement Vegetation Management Plans	Actions Implemented	X	X	X	X	Open Spaces	1	Vegetation Management Plans
		HE3.1f	Implement Illegal Dumping and Litter Strategy	Actions implemented	X	X	X	X	Health and Environment	1	Illegal Dumping and Litter Prevention Strategy 2023 – 2028
		HE3.1g	Comprehensive Review of the Ballina Shire Development Control Plan	Review Completed	X	X			Strategic Planning		Ballina Shire Housing Strategy 2024
HE3.2 **Minimise negative impacts on the natural environment**	*Reduced impact on natural capital and essential ecosystem services*	*HE3.2a*	Minimise Notifiable Pollution Incidents Triggering a Formal Regulatory Response	Number of Incidents *(Target = Nil)*	X	X	X	X	Water and Wastewater	1	Drinking Water Management System 2012 Recycled Water Management System 2016
		HE3.2b	Monitor On-Site Sewage Management (OSSM) Systems to Ensure Compliant	Number Inspected *(Target > 50 p.a.)*	X	X	X	X	Health and Environment	1	OSSM Strategy 2022

Direction 1: Healthy Environment (HE)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	26/27	27/28	28/29	29/30	Responsibility	Regional Plan Goal	Related Council Plan
		HE3.2c	Ensure Compliance with Environmental Protection License Concentration Limits	Level of Compliance *(Target = 100% with license)*	X	X	X	X	Water and Wastewater	1	Wastewater Management System
		HE3.2df	Implement Trade Waste Management Program	Actions Implemented	X	X	X	X	Water and Wastewater	1	Liquid Trade Waste Policy 2025
		HE3.2e	Waste Compliance Licence Reports Submitted Within NSW EPA Timeframes (%)	100% of Reports Completed Within Timeframe	X	X	X	X	Resource Recovery Water and Wastewater	1	Wastewater Management System
		HE3.2f	Identify and Map Koala Habitat	Mapping Completed	X	X			Strategic Planning		Biodiversity Strategy 2023 – 2033
		HE3.2g	Develop Guidelines for Groundwater and Hydrological Monitoring Reports	Guidelines Completed	X	X			Strategic Planning		Biodiversity Strategy 2023 – 2033
		HE3.2h	Review Koala Management Strategy	Review Completed	X	X			Strategic Planning		Biodiversity Strategy 2023 – 2033
		HE3.2i	Monitor 4WD Impacts on Seven Mile Beach	Report on Permit and Trip Numbers	X	X	X	X	Health and Environment	1	Four Wheel Drive Beach Access Policy 2023
HE3.3 **Match infrastructure with development**	*The impacts of development on the environment will be minimised*	*HE3.3a*	Review Car Parking Developer Contributions Plan	Review Completed	X	X			Infrastructure Planning	1	Developer Contributions Plan 2014
		HE3.3b	Review Roads Developer Contributions Plan	Review Completed	X				Infrastructure Planning	1	Developer Contributions Plan 2021
		HE3.3c	Review Open Spaces and Community Facilities Developer Contributions Plan	Review Completed	X				Infrastructure Planning	1	Developer Contributions Plan 2022
		HE3.3d	Review Heavy Haulage Developer Contributions Plan	Review Completed		X			Infrastructure Planning	1	Developer Contributions Plan 2019
		HE3.3e	Review Cumbalum Urban Release Area Precinct A Contributions Plan	Review Completed	X	X			Infrastructure Planning	2	Developer Contributions Plan 2015

Direction 2: Engaged Leadership (EL)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	26/27	27/28	28/29	29/30	Responsibility	Link to Regional Plan Goal	Related Council Plan
CSP OUTCOME EL1 – DECISION-MAKING IS INCLUSIVE, TRANSPARENT, AND UNDERPINNED BY SUSTAINABILITY											
EL1.1 **Facilitate and develop strong relationships and partnerships with the community**	*More people feel they can have a say on important issues.* *We are known for being prompt, knowledgeable, friendly and helpful.*	*EL1.1a*	Complete Review of Community Strategic Plan	Review Completed			X		Communications and Customer Service	3	Community Strategic Plan 2025
		EL1.1b	Survey to Measure Importance of Council Service Delivery and Satisfaction Levels	Satisfaction Ratings	X		X		Communications and Customer Service	2	Micromex Surveys
		EL1.1c	Ensure Customer Requests are dealt with Effectively and Promptly	% Completed Timeframe *(Target > 90%)*	X	X	X	X	Communications and Customer Service	3	Customer Service Charter
		EL1.1d	Proactively Manage Complaints	Number of Complaints and % with Response within 15 Working Days *(Target > 80%)*	X	X	X	X	Communications and Customer Service	3	Customer Service Charter
EL1.2 **Involve our community in our planning and decision-making processes**	*Improved satisfaction levels with Council's consultation* *The community understands the planning and decision-making process.*	*EL1.2a*	Prepare Management Plan for Serpentine/Pioneer Park/Shaws Bay	Management Plan Completed	X				Strategic Planning	3	New Management Plan
		EL1.2b	Prepare Management Plan for Lumley Park	Management Plan Completed	X				Strategic Planning	3	New Management Plan
		EL1.2c	Consolidate Rural Land Use Policy into Single Reference Point	Policy Adopted	X	X			Strategic Planning		Local Strategic Planning Statement 2020 - 2040
		EL1.2d	Prepare Master Plan for Geoff Watt Oval, Alstonville (include consideration of skate park)	Plan Adopted	X				Open Spaces		
EL1.3 Incorporate social, economic and environmental considerations into decision-making	*Community and Council more resilient*	*EL1.3a*	Integrate Social, Economic, and Environmental considerations into Council's Operations.	Actions Completed	X	X	X	X	Governance	1	Community Strategic Plan 2025

Direction 2: Engaged Leadership (EL)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	26/27	27/28	28/29	29/30	Responsibility	Link to Regional Plan Goal	Related Council Plan
CSP OUTCOME EL2 - COUNCIL'S FINANCES AND ASSETS ARE WELL MANAGED											
EL2.1 **Ensure a balance budget, with revenue opportunities combined with cost savings and efficiencies.**	*Council remains financially viable resulting in effective and sustainable asset management*	*EL2.1a*	Maximise Fleet Operating Surplus (excluding depreciation)	Operating Surplus *(Target > $2.2m p.a.)*	X	X	X	X	Facilities Management	3	Long Term Financial Plan 2026
		EL2.1b	Minimise Store Stock Control Bin Errors	Minimise variances *(Target < $500)*	X	X	X	X	Financial Services	3	
		EL2.1c	Investment Return Greater than 90-day Bank Bill Rate	Investment Returns *(Target 50 basis points)*	X	X	X	X	Financial Services	3	Investment Policy 2025
		EL2.1d	Pursue Financial Sustainability	Comparison to Benchmarks	X	X	X	X	Financial Services	3	Long Term Financial Plan 2026
		EL2.1e	Minimise Operating Deficit for the Burns Point Ferry (excluding depreciation)	Operating Deficit *(Target < $500,000 p.a.)*	X	X	X	X	Engineering Works	2	Long Term Financial Plan 2026
		EL2.1f	Minimise Operating Deficit for Swimming Pools (excluding depreciation and loan interest)	Operating Deficit *(Target < $520,000 p.a.)*	X	X	X	X	Facilities Management	3	Long Term Financial Plan 2026
		EL2.1g	Minimise Operating Deficit for Community Facilities (excluding depreciation)	Operating Deficit *(Target < $300,000 p.a.)*	X	X	X	X	Communications and Customer Service	3	Long Term Financial Plan 2026
		EL2.1h	Minimise Operating Deficit for the Community Gallery (excluding depreciation)	Operating Deficit *(Target < $400,000 p.a.)*	X	X	X	X	Strategic Planning	3	Long Term Financial Plan 2026
		EL2.1i	Maximise Revenue from Commercial Properties	Operating Revenue *(Target > $2.2m)*	X	X	X	X	Commercial Services	2	Long Term Financial Plan 2026
		EL2.1j	Maintain Contemporary Asset Management Framework	Actions Implemented	X	X	X	X	Asset Management		Strategic Asset Management Plan 2026/27

Direction 2: Engaged Leadership (EL)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	26/27	27/28	28/29	29/30	Responsibility	Link to Regional Plan Goal	Related Council Plan
EL2.2 **Use modern operating systems and apply contemporary workforce practices**	*Increased efficiencies and higher staff satisfaction levels* *High staff retention with a motivated and skilled workforce*	*EL2.2a*	Continuous Improvement of Council's Cyber Security	Improvements Implemented	X	X	X	X	Information Services	3	Cyber Security NSW Compliance Data Breach Response Plan 2023
		EL2.2b	Efficiently Attend to Employee requests for Assistance with Technology Systems	% Addressed within one Working Day *(Target > 85%)*	X	X	X	X	Information Services	2	
		EL2.2c	Develop Organisational Development Programs Designed to Retain Staff	Staff Turnover *(Target < 15%)*	X	X	X	X	People and Culture	3	Workforce Management Strategy 2026/27
		EL2.2d	Develop Organisational Development Programs Designed to Engage Staff	Number of Sick Days *(Target <15 days p.a. per employee)*	X	X	X	X	People and Culture	3	Workforce Management Strategy 2026/27
		EL3.2e	Develop Organisational Development Programs Designed to Motivate Staff	Staff Training *(Target > 80% of staff)*	X	X	X	X	People and Culture		Workforce Management Strategy 2026/27
EL2.3 **Provide effective risk and safety practices**	*Reduced incidents and lower insurance premiums and related costs*	*EL2.3a*	Provide a Safe Work Environment	Workers Compensation Claims *(Target < 25 p.a.)*	X	X	X	X	People and Culture	3	WHS Policies
		EL2.3b	Provide a Safe Work Environment	Hours of Workers Compensation Lost Time *(Target < 2,000 hrs p.a.)*	X	X	X	X	People and Culture	3	WHS Policies
		EL2.3c	Provide Internal Risk Claims Management Service	Number of Insurance Claims *(Target < 30 p.a.)*	X	X	X	X	Governance	3	Risk Management Framework 2026
		EL2.3d	Implement Risk Management Framework	Actions Completed	X	X	X	X	Governance	3	Risk Management Framework 2026
		EL2.3e	Implement Internal Audit Program	Complete Four Internal Audits Per Annum	X	X	X	X	Governance	3	Internal Audit Plan 2026

Direction 2: Engaged Leadership (EL)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	26/27	27/28	28/29	29/30	Responsibility	Link to Regional Plan Goal	Related Council Plan
CSP OUTCOME EL3 – OUR LEADERS WORK EFFECTIVELY WITH THE COMMUNITY, OTHER LEVELS OF GOVERNMENT AND COUNCILS											
EL3.1 **Actively advocate community issues to other levels of government**	*Increased levels of State and Federal Government support*	*EL3.1a*	Approach State and Federal Governments on local issues	Issues Identified and Pursued	X	X	X	X	Governance	2	
		EL3.1b	Seek Grant Funding from State and Federal Governments	Grant Applications *(Target >30 p.a.)*	X	X	X	X	Communications and Customer Service	2	
EL3.2 ***Encourage a networked and adaptive approach to meeting regional challenges***	*Effective response to natural disasters, climate change and epidemics*	*EL3.2a*	Promote Regional initiatives with Representative Organisations	Actions Completed	X	X	X	X	Governance	2	Northern Rivers Joint Organisation Strategic Regional Priorities 2025 - 2029
EL3.3 **Deliver responsive and efficient services for and with our community**	*Community is satisfied with Council's Customer Service*	*EL3.3a*	Enhance Web Accessibility	Increase Website Visits *(Target->600,000*	X	X	X	X	Communications and Customer Service	2	
		EL3.3b	Provide Road Maintenance Intervention Actions	Compliance with Inspection Program and Response Times for Hazards	X	X	X	X	Engineering Works	2	
		EL3.3c	Deliver Annual Unsealed Rural Road Maintenance Program	Works Completed according to Program	X	X	X	X	Engineering Works	2	
		EL3.3d	Monitor Operating Budgets to Comply with Budget	Within 5% of budget	X	X	X	X	Engineering Works Open Spaces Water and Wastewater	2	Long Term Financial Plan 2026
		EL3.3e	Monitor Capital Works to Ensure Completed on Time and Within Budget	Within 20% of budget	X	X	X	X	Engineering Works Open Spaces Water & Wastewater Commercial Services	2	Long Term Financial Plan 2026

Direction 3: Connected Community (CC)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	26/27	27/28	28/29	29/30	Responsibility	Link to Regional Plan Goal	Related Council Plan
CSP OUTCOME CC1 - WE FEEL SAFE AND RESILIENT											
CC1.1 **Actively promote safety and wellbeing strategies**	*Lower crime rates against people and property* *Reduce incidences of non-compliance through proactive programs* *Community is confident that services meet public health standards (pool fences, dogs, food premises, health premises, drinking water health, swimming water health)*	*CC1.1a*	Implement State Government Pool Barrier Inspection Program	Actions Implemented	X	X	X	X	Development Services	1	
		CC1.1b	Implement Companion Animals Management Plan	Actions Implemented	X	X	X	X	Health and Environment	2	Companion Animals Management Plan 2021
		CC1.1c	Provide Timely Responses to Barking Dog Complaints	100% of Complaints Responded to within Seven Days	X	X	X	X	Health and Environment	1	Companion Animals Management Plan 2021
		CC1.1d	Provide Rapid Responses to Reported Dog Attacks	100% of Reported Attacks Responded to within 48 Hours	X	X	X	X	Health and Environment	1	Companion Animals Management Plan 2021
		CC1.1e	Audit all Dangerous / Menacing and Restricted Dogs per annum (p.a.)	Target 100% p.a.	X		X		Health and Environment	2	Companion Animals Management Plan 2021
		CC1.1f	Audit Companion Animal Register (% p.a.)	Compliance Target >60%	X		X		Health and Environment		Companion Animals Management Plan 2021
		CC1.1g	Maximise Drinking Water Reticulation Monitoring Compliance (Microbial)	Level of Compliance *(100% with ADWG)*	X	X	X	X	Water and Wastewater	1	Drinking Water Management System 2012
		CC1.1fh	Maximise Drinking Water Reticulation Monitoring Compliance (Chemical and Physical)	Level of Compliance *(100% with ADWG)*	X	X	X	X	Water and Wastewater	1	Drinking Water Management System 2012
		CC1.1i	Ensure all Drinking Water Sites are Monitored Weekly	Drinking Water Sites Monitored *(Target 100% per week)*	X	X	X	X	Health and Environment	1	
		CC1.1j	Ensure Compliance with the National Health and Medical Research Council Drinking Water Standards	Non-compliance Issues *(Target = nil)*	X	X	X	X	Health and Environment	1	

Direction 3: Connected Community (CC)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	26/27	27/28	28/29	29/30	Responsibility	Link to Regional Plan Goal	Related Council Plan
		CC1.1k	Ensure all Food Premises are Regularly Inspected	Food Premises Audited / Inspected *(Target 100% p.a.)*	X	X	X	X	Health and Environment	2	
		CC1.1l	Ensure Public and Semipublic Pools are Monitored and Inspected for Water Quality	Public and Semi-Public Pools Monitored (*Target 100% p.a.*)	X	X	X	X	Health and Environment	3	
CC1.2 Ensure plans are in place for public health events, natural disasters and environmental changes	*The community is well prepared*	*CC1.2a*	Review of Emergency Management Plan	Review Completed	X		X		Asset Management	3	Local Emergency Management Plan 2019
		CC1.2b	Ensure Business Continuity Plans (BCPs) are Contemporary	BCP's Monitored	X	X	X	X	Governance	3	BCPS Various
CC1.3 Monitor the built infrastructure and the services delivered to the community to ensure relevant standards are being met	*High levels of legislative compliance* *Reduced reactive response programs*	*CC1.3a*	Minimise Unplanned Water Supply Interruptions Greater than Four Hours (#)	Number of Interruptions (*Target = Nil)*	X	X	X	X	Water and Wastewater	1	Drinking Water Management System 2012
		CC1.3b	Ensure Fire Hydrants are Functional	Fire Hydrants Inspected *(Target > 50% p.a.)*	X	X	X	X	Water and Wastewater	1	Drinking Water Management System 2012
		CC1.3c	Implement Responsive Compliance Program	Level of Non-compliance Reported and Actions Implemented	X	X	X	X	Health and Environment	1	
		CC1.3d	Implement Fire Safety Certificate Compliance Program	Actions Implemented	X	X	X	X	Development Services	1	State Government Legislation
		CC1.3e	Implement Road Safety Plan	Actions Implemented	X	X	X	X	Infrastructure Planning	2	Road Safety Strategy 2014 – 2024
		CC1.3f	Implement Parking Enforcement Program	Number of School Zones Patrolled *(Target > 36 p.a.)*	X	X	X	X	Health and Environment	2	
		CC1.3g	Implement Pro-active Parking Program	Actions Implemented	X	X	X	X	Health and Environment	2	
		CC1.3h	Prepare Phase 2 of Place and Public Realm Strategy	Phase 2 Completed	X	X			Strategic Planning	3	Place and Public Realm Strategy 2025

Direction 3: Connected Community (CC)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	26/27	27/28	28/29	29/30	Responsibility	Link to Regional Plan Goal	Related Council Plan
CSP OUTCOME CC2 – WE HAVE A SENSE OF BELONGING WITHIN THE COMMUNITY											
CC2.1 **Encourage volunteering, events and activities that promote social connections and wellbeing**	*There are more people volunteering in our community* *Improved sense of wellbeing and belonging* *Disadvantaged members of our community are well supported* *Increase in events and community participation*	*CC2.1a*	Support Council initiated Volunteer Programs	Actions Completed and Level of Volunteering (Airport, Visitor Information Centre and Gallery)	X	X	X	X	Strategic Planning Communications and Customer Service	2	
		CC2.1b	Develop and Implement an Action Plan for Homelessness in Ballina Shire.	Plan Completed and Initiatives Implemented	X	X	X	X	Health and Environment		New Action Plan
		CC2.3c	Expand Number of Council approved events	Event Numbers *(Target > 50 p.a.)*	X	X	X	X	Open Spaces	2	
CC2.2 **Provide disadvantaged groups with support and advocacy**	*Ensures equity and inclusion* *Strengthens community wellbeing*	*CC2.2a*	Implement Disability Inclusion Action Plan	Actions Completed	X	X	X	X	Strategic Planning	1	Disability Inclusion Action Plan 2023 - 2026
		C2.2b	Implement Equal Employment Opportunity Management Plan	Actions Implemented	X	X	X	X	People and Culture	3	Workforce Management Strategy
		CC2.2c	Prepare Design for Access along the Western Foreshore of Shaws Bay – Link Compton Drive to North Wall	Design Completed and Approvals in Place		X	X	X	Health and Environment	1	Shaws Bay CMP 2015
		CC2.2d	Prepare Design for Access along Foreshore at Lennox Head – Link CBD to Lake Ainsworth	Desing Completed and Approvals in Plan		X	X	X	Health and Environment	1	Lake Ainsworth CMP 2020
		CC2.2e	Assess accessible entrance options for Seven Mile Beach	Confirm Preferred Option	X	**X**			Open Spaces	1	Coastal Zone Management Plan 2016

Direction 3: Connected Community (CC)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	26/27	27/28	28/29	29/30	Responsibility	Link to Regional Plan Goal	Related Council Plan
CC2.3 **Support and promote our cultures and heritage**	*We recognise and value our indigenous history and living culture* *We celebrate cultural diversity* *Our built and natural heritage is a valued part of our community identity*	*CC2.3a*	Implement the Community Gallery Creative Action Plan	Actions Completed	X	X	X	X	Strategic Planning	2	NRCG Creative Action Plan 2021
		CC2.3b	Support a well patronised Community Gallery	Gallery Visitors *(Target > 14,000 p.a.)*	X	X	X	X	Strategic Planning	2	NRCG Creative Action Plan 2021
		CC2.3c	Deliver well used online service for the Community Gallery	Online Engagement *(Target > 500,000 p.a.)*	X	X	X	X	Strategic Planning	2	NRCG Creative Action Plan 2021
		CC2.3d	Administer Filming Approvals in accordance with NSW Filming Protocol	Approval numbers *(Target > 20 p.a.)*	X	X	X	X	Open Spaces	2	State Government Legislation
		CC2.2b	Implement Aboriginal Partnership Agreement(s)	Actions Completed	X	X	X	x	Strategic Planning		JALI LALC Agreement 2025
		CC3.2e	Develop an Arts and Culture Strategy	Strategy Completed	X	X			Strategic Planning		New Strategy
CSP OUTCOME CC3 - THERE ARE SERVICES AND FACILITIES THAT SUIT OUR NEEDS											
CC3.1 **Provide strategies for older residents to be part of our community**	*Older residents are more engaged and active*	*CC3.1a*	Implement Active Ageing Strategy	Actions Completed	X	X	X	X	Strategic Planning	1	Active Ageing Strategy 2015
CC3.2 **Provide young people with a range of leisure activities, along with opportunities for personal development**	*Increased satisfaction levels and higher youth and young adult retention*	*CC3.2a*	Conduct Youth Forum	Forum Held	X				Strategic Planning	1	Community Engagement Strategy 2024
		CC3.2b	Implement the Sport and Recreation Facilities Plan	Actions Completed	X	X	X	X	Open Spaces	3	Sport and Recreation Plan 2020
		CC3.2c	Implement Playground Upgrade and Management Plan (PUMP)	Actions Completed	X	X	X	X	Open Spaces	3	Playground Upgrade and Management Plan 2022
		CC3.2d	Implement NSW Child Safe Standards	Compliance with Standards	X	X	X	X	People and Culture	1	

Direction 3: Connected Community (CC)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	26/27	27/28	28/29	29/30	Responsibility	Link to Regional Plan Goal	Related Council Plan
CC3.3 **Support improved health and wellbeing outcomes through provision of sporting, recreational and community facilities**	*Increased satisfaction and participation rates* *A healthier community*	*CC3.3a*	Ensure Library Services Reflect Contemporary Needs	Membership – excluding inactive for three years *(Target > 22,000 p.a.)*	X	X	X	X	Communications and Customer Service	3	
		CC3.3b	Ensure Library Services Reflect Contemporary Needs	Loans *(Target > 330,000 p.a.)*	X	X	X	X	Communications and Customer Service	3	
		CC3.3c	Ensure Library Services Reflect Contemporary Needs	Attendance at Programs *(Target > 18,000 p.a.)*	X	X	X	X	Communications and Customer Service	3	
		CC3.3d	Ensure Library Services Reflect Contemporary Needs	Number of Enquiries (Door Count) *(Target > 170,000 p.a.)*	X	X	X	X	Communications and Customer Service	3	
		CC3.3e	Increase Use of our Community Facilities	Kentwell Centre *(Target 20% = 4,000 hrs p.a.)*	X	X	X	X	Communications and Customer Service	3	
		CC3.3f	Increase Use of our Community Facilities	Lennox Head Centre – Meeting Rooms *(Target 45%. = 6,500 hrs p.a.)*	X	X	X	X	Communications and Customer Service	3	
		CC3.3g	Increase Use of our Community Facilities	Lennox Head Centre – Auditorium *(Target 25%. = 650 hrs p.a.)*	X	X	X	X	Communications and Customer Service	3	
		CC3.3h	Increase Use of our Community Facilities	Ballina Surf Club *(Target 40% = 2,600 hrs p.a.)*	X	X	X	X	Communications and Customer Service	3	
		CC3.3i	Increase Use of our Community Facilities	Richmond Room *(Target 30% = 1,400 hrs p.a.)*	X	X	X	X	Communications and Customer Service	3	
		CC3.3j	Increase Use of our Community Facilities	BISC – Meeting Rooms *(Target 55% = 2,400 p.a.)*	X	X	X	X	Communications and Customer Service	3	
		CC3.3k	Increase Use of our Community Facilities	BISC – Courts (*Target 65% = 4,500 p.a.*	X	X	X	X	Communications and Customer Service	3	

Direction 3: Connected Community (CC)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	26/27	27/28	28/29	29/30	Responsibility	Link to Regional Plan Goal	Related Council Plan
		CC3.3l	Increase Use of our Community Facilities	Northlakes Community Centre *(Target 20% = 1,000 hrs p.a)*	X	X	X	X	Communications and Customer Service	3	
		CC3.3m	Increase Use of our Community Facilities	Lennox Head Community Hall *(Target 15% = >800 hrs p.a.)*	X	X	X	X	Communications and Customer Service	3	
		CC3.3n	Implement Bicentennial Park Master Plan	Actions Completed				X	Open Spaces	2	Bicentennial Park Master Plan 2025
		CC3.3o	Implement Hampton Park Master Plan	Actions Completed	X	X			Open Spaces	2	Hampton Park Master Plan 2025
		CC3.3p	Adopt and Implement Treelands Reserve and Kentwell Centre Master Plan	Plan Adopted and Actions Completed				X	Open Spaces	2	Treelands Reserve Mater Plan 2026
		CC3.3q	Ensure Public Pools are well Patronised	Swimming pool patrons *(Target >250,000 p.a.)*	X	X	X	X	Facilities Management	3	
		CC3.3r	Implement Kingsford Smith Reserve Master Plan	Actions Completed	X	X	X	X	Open Spaces	3	Kingsford Smith Reserve Master Plan 2021
		CC3.3s	Implement Cawarrra Park Master Plan	Actions Completed	X	X			Open Spaces	3	Cawarra Park Master Plan 2022
		CC3.3t	Implement Management Plan for Spoonbill Reserve	Actions Completed				X	Open Spaces	3	
		CC3.3u	Implement Pedestrian Access and Mobility Plan	Actions Completed	X	X	X	X	Engineering Works		Pedestrian and Mobility Plan (PAMPP) – 2018/19 – 2028/29
		CC3.3v	Progress Pathway from Lennox Head to Byron Bay Road	Actions completed	X	X	X	X	Engineering Works	3	Ballina Shire Bike Plan 2017
		CC3.3w	Develop an Integrated Transport Network Plan	Plan Adopted	X	X			Engineering Works	3	New Plan

Direction 4: Liveable and Prosperous Community (LP)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	26/27	27/28	28/29	29/30	Responsibility	Link to Regional Plan Goal	Related Council Plan
CSP OUTCOME LP1 – LIVEABILITY IS HIGH ACROSS THE SHIRE											
LP1.1 Support residential development that delivers and connects to services close to home	*Lower cost of living*	*LP1.2b*	Progress Development of Lennox Head Residential Land Holding	Progress Design and Development Approvals	X	X	X	X	Commercial Services	1	Lennox Head Strategic Plan 2023 -2043
		LP1.2a	Progress Sale of Completed Lots at the Wollongbar Residential Land Holding	Sales Greater than Six Per Annum	X	X			Commercial Services	1	Wollongbar Strategic Plan 2019 - 2039
LP1.2 Facilitate connectivity and provide affordable infrastructure to meet growing demands	*More affordable housing* *Readily available land and housing stock*	*LP1.2c*	Investigate Affordable Housing Contributions Plan	Complete Investigations	X	X			Strategic Planning		Housing Strategy 2024
LP1.3 Seek to provide a balance between development, natural environment and social amenity	*Maintain what people love about living in Ballina Shire*	*LP1.3a*	Progress Delivery of Hutley Drive – Southern Section	Consent Enacted				X	Project Management Office	2	Roads Contribution Plan 2021
		LP1.3b	Progress River Street Dual Laning	Duplication of Fishery Creek Bridge and Approaches Complete	X	X			Project Management Office	2	Roads Contribution Plan 2021
		LP1.3c	Progress Tamarind Drive Dual Laning	Duplication of Canal Bridge and Tamarind Drive from Kerr Street to North Creek Road Complete	X	X			Project Management Office	2	Roads Contribution Plan 2021
		LP1.3d	Progress Design and Approvals for North Creek Road Bridge Reinstatement	Approvals Complete.	X	X	X	X	Project Management Office	2	Roads Contribution Plan 2021
		LP1.3e	Engage with Cumbalum Urban Release Area B (Kinvara) Owner in Development of the Precinct	Progress Engagement	X	X	X	X	Strategic Planning	2	Cumbalum Structure Plan 2006

Direction 4: Liveable and Prosperous Community (LP)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	26/27	27/28	28/29	29/30	Responsibility	Link to Regional Plan Goal	Related Council Plan
		LP1.3f	Manage Cemeteries in Accordance with Master Plans	Actions Implemented	X	X	X	X	Open Spaces	1	Alstonville (2023) and East Ballina (2017) Cemetery Master Plans
		LP1.3g	Deliver Ross Lane Betterment Project	Construction Complete	X				Project Management Office	2	Roads Contribution Plan 2021
		LP1.3h	Investigate Ferngrove Reserve and Council land adjacent to Airport Boulevard for Organised Sports.	Investigation Completed	X	X			Strategic Planning		Sport and Recreation Plan 2020
CSP OUTCOME LP2 – WE ARE AN ATTRACTIVE DESTINATION											
LP2.1 **Enable sustainable visitation and growth balanced with social and environmental outcomes**	*Enhanced experiences for residents and visitors*	*LP2.1a*	Strengthen the Ballina Coast and Hinterland visitor economy through destination promotion and visitor servicing	Promotions Conducted and Effectiveness	X	X	X	X	Communications and Customer Service	2	Economic Development and Visitor Economy Strategy
		LP2.1b	Provide Accessible and Efficient Visitor Information Services	Visitor Centre Enquiries *(Target > 35,000 p.a.)*	X	X	X	X	Communications and Customer Service	2	Economic Development and Visitor Economy Strategy
		LP2.1c	Provide Accessible and efficient Visitor Information Services	Tourism Website Visits *(Target >120,000 p.a.)*	X	X	X	X	Communications and Customer Service	2	Economic Development and Visitor Economy Strategy
		LP2.1d	Provide Accessible and Efficient Visitor Information Services	Proportion of Satisfied Visitors to Visitor Centre *(Target > Avg Google Rating 4.5 stars)*	X	X	X	X	Communications and Customer Service	2	Economic Development and Visitor Economy Strategy
LP2.2 **Provide opportunities for new and growing businesses**	*Increased resilience of the local economy*	*LP2.2a*	Deliver economic development and visitor economy initiatives that support business growth, industry capability and investment	Actions Implemented	X	X	X	X	Communications and Customer Service	3	Economic Development and Visitor Economy Strategy

Direction 4: Liveable and Prosperous Community (LP)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	26/27	27/28	28/29	29/30	Responsibility	Link to Regional Plan Goal	Related Council Plan
		LP2.2b	Advocate for the Ballina Marina Master Plan	Actions taken	X	X	X	X	Engineering Works	3	Ballina Marina Master Plan 2017
LP2.3 Enhance town centres to facilitate long-term growth	*Increased business opportunities and growth regionally*	*LP2.3a*	Investigate Feasibility of High-density Housing in Ballina CBD	Complete feasibility	X				Strategic Planning	2	Ballina Shire Housing Strategy 2024
		LP2.3b	Implement Lennox Head Strategic Plan – Review Public Underground Car Parking on Commercial Sites	Review Completed	X	X			Strategic Planning	2	Lennox Head Strategic Plan 2023-2043
		LP2.3c	Implement Lennox Head Strategic Plan – Review Floor Area for Local Centre zone	Review completed	X				Strategic Planning	2	Lennox Head Strategic Plan 2023-2043
		LP2.3d	Implement Newrybar Village Centre Streetscape Master Plan	Actions Completed			X	X	Project Management		Newrybar Village Centre Streetscape Master Plan 2025
		LP2.3e	Implement Wardell Village Centre Revitalisation Master Plan	Actions completed	X				Project Management	2	Wardell Village Centre Revitalisation Master Plan 2023
CSP OUTCOME LP3 – WE SUPPORT BUSINESS DIVERSITY, SUSTAINABILITY AND CHOICE											
LP3.1 **Enhance transport and other business networks**	*Increased resilience of the local economy*	*LP3.1a*	Ensure Viability of the Ballina Byron Gateway Airport	Operating Revenue *(Target > $10 million)*	X	X	X		Commercial Services	2	BBGA Ground Transport Master Plan 2025
		LP3.1b	Ensure Viability of the Ballina Byron Gateway Airport	Operating Surplus *(Target > 30% of revenue)*	X	X	X		Commercial Services	2	BBGA Ground Transport Master Plan 2025
	Grow and support business	*LP3.1c*	Ensure Viability of the Ballina Byron Gateway Airport	Passengers *(Target > 600,000 p.a.)*	X	X	X		Commercial Services	2	BBGA Ground Transport Master Plan 2025

Direction 4: Liveable and Prosperous Community (LP)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	26/27	27/28	28/29	29/30	Responsibility	Link to Regional Plan Goal	Related Council Plan
LP3.2 Facilitate a range of Council business activities to support economic development	*Council contributes effectively to the local economy* *Viable commercial portfolio*	*LP3.2a*	Ensure Profitability of Flat Rock Tent Park	Operating Revenue *(Target > $600,000)*	X	X	X		Commercial Services	2	
		LP3.2b	Proactively Manage Commercial Properties	Minimise Vacancy Rates *(Target < 10%)*	X	X	X		Commercial Services	2	
		LP3.2c	Progress Sale of Completed Lots at the Russellton Industrial Estate	Sales Greater than Six Per Annum	X	X			Commercial Services	2	Bulky Goods Retail Update 2017
		LP3.2d	Evaluate the Potential for Land adjoining the Russellton Industrial Estate to enable Industrial Development	Status of Evaluation	X	X			Strategic Planning		Wollongbar Strategic Plan 2039
LP3.3 Provide efficient and cost-effective regulatory environment for doing business	*Easier to do business* *Enhance business relationships*	*LP3.3a*	Efficiently Assess Development related Applications	% of Section 10.7 Certificates issued within Seven Days (Target > 90%)	X	X	X		Development Services	1	Two Things Development Assessment Review 2025
		LP3.3b	Efficiently Determine Development Applications (**Excluding** Modifications)	Time to Determine Development Applications (excluding modifications) (Target Mean Time <95 days)	X	X	X	X	Development Services	1	Ministerial Order
		LP3.3c	Efficiently Determine Development Applications (**Including** Modifications)	Time to Determine Development Applications (including modifications) (Target Mean Time < 95 days)	X	X	X	X	Development Services	1	Ministerial Order
		LP3.3d	Efficiency Determine Development Applications (Including Modifications)	% of Applications Determined within 95 Days (including modifications) (Target > 70%)	X	X	X	X	Development Services	1	Ministerial Order
		LP3.3e	Complete Timely Development Application Adequacy Reviews	Time Taken to Complete Adequacy Reviews (Target Mean Time <7 Days)	X	X	X	X	Development Services	1	Ministerial Order

Direction 4: Liveable and Prosperous Community (LP)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	26/27	27/28	28/29	29/30	Responsibility	Link to Regional Plan Goal	Related Council Plan
		LP3.3f	Efficiently Assess Building and Construction Applications	Complying Development Certificates issued within 10 Days (Target > 80%)	X	X	X	X	Development Services	1	Ministerial Order
		LP3.3g	Efficiently Assess Building and Construction Applications	% of Construction Certificates Issued I (Target > 30% of Market)	X	X	X	X	Development Services	1	Ministerial Order
		LP3.3h	Efficiently Assess Building and Construction Applications	% of Building Information Certificates Determined within 30 Days (Target > 80%)	X	X	X	X	Development Services	1	Ministerial Order
		LP3.3i	Efficiently Assess Building and Construction Applications	Section 68 Approvals issued for Plumbing and Drainage (Target > 300 pa)	X	X	X	X	Development Services	1	Ministerial Order
		LP3.3k	Development Applications Determined under Delegated Authority	Applications Determined under Delegated Authority *(Target > 95%)*	X	X	X	X	Development Services	2	
		LP3.3m	Development Application Process Improvements	Recommendations Implemented	X				Development Services	1	Development Assessment Review 2025
		LP3.3l	Development Application Referrals completed within 21 Days	% of Internal Referrals Assessed within 21 days *(Target >60%)*	X	X	X	X	Infrastructure Planning	2	

Capital Expenditure

This section outlines the capital expenditure planned for the four-year period from 2026/27 to 2029/30. The expenditure program for 2026/27 to 2029/30 includes additional funding from the proposed SRV.

Description	2026/27 ($)	2027/28 ($)	2028/29 ($)	2029/30 ($)
Ballina Gateway Airport	**1,598,000**	**7,610,000**	**2,800,000**	**10,600,000**
Car Park – Expansion and Equipment Upgrade	500,000	7,000,000		
CCTV - Upgrade	55,000			
Taxiways - Upgrade Alpha and Bravo			1,600,000	
Drainage Master Plan	250,000	250,000		
Perimeter Fence - Upgrade	100,000			
Runway Edge Lighting - Upgrade			1,000,000	
Apron – Overlay				6,000,000
Terminal – Expansion	50,000	200,000	200,000	3,500,000
Terminal - Screening - Second Lane				1,100,000
Terminal – Air-Conditioning		100,000		
Terminal – Checked Baggage Screening	350,000			
Terminal – PA Upgrade	40,000			
Terminal – FIDS Software Upgrade	40,000			
Terminal – Body Scanner Replacement and Software	80,000			
Terminal – ETD Replacement		60,000		
Crown Land and Revetment Wall	133,000			
Commercial Property	**370,000**	**5,720,000**	**5,720,000**	**3,520,000**
Boeing Avenue – Industrial Estate – Leasing (Three Lots)	100,000	2,500,000	2,500,000	2,500,000
Lennox Head – Residential Land – Planning and Consents	200,000	200,000	200,000	
Flat Rock Tent Park- Improvements	70,000	20,000	20,000	20,000
Community Infrastructure Dividends (subject to land sales)		3,000,000	3,000,000	1,000,000
Facilities Management	**15,794,000**	**753,000**	**362,000**	**1,382,000**
Alstonville Cultural Centre	15,190,000			100,000
Pimlico Hall External paint		20,000		100,000
Wollongbar Hall Building Modifications		150,000		82,000
Wardell Hall Window replacements		100,000		120,000
Lennox Head Cultural Centre Various		50,000	100,000	66,000
Library/Richmond Room/VIC Improvements	33,000			120,000
Ballina Surf Club Roof / Improvements	180,000		50,000	82,000
Kentwell Centre, Ballina Security / Airconditioning	80,000	251,000		100,000
Marine Rescue Tower, Ballina Window Repairs/ Roof	20,000	150,000		82,000
Ballina Indoors Sports Centre Improvements	50,000		50,000	66,000
Crawford House, Alstonville Roof/ Paint	100,000			82,000
Naval Museum, Ballina Paint/ Miscellaneous	61,000			66,000

Description	2026/27 ($)	2027/28 ($)	2028/29 ($)	2029/30 ($)
Facilities Management (con't)				
River Street Preschool, Ballina Paint		32,000	42,000	100,000
Wollongbar Preschool Paint	50,000			82,000
Alstonville Preschool Paint / Drainage	30,000		80,000	67,000
Gallery, Ballina Paint			40,000	67,000
Depots and Administration Centre	**896,000**	**732,000**	**1,306,000**	**781,000**
Depot - Compound (Store / Small Plant)	187,000			
Depot - Engineering Works - Shed	597,000			
Depot - Existing Amenity Building Upgrade		500,000		
Depot – Bitupave Car Park	112,000	232,000	356,000	
Depot - Security and Fencing			400,000	
Depot – Additional Works ($550,000 transferred from Facilities)			550,000	781,000
Fleet and Plant Replacement Program	**2,600,000**	**2,400,000**	**2,400,000**	**2,500,000**
Public Amenities	**320,000**	**160,000**	**160,000**	**160,000**
Compton Drive, East Ballina	160,000			
Lumley Park, Alstonville	160,000			
Bi-Centennial Reserve, Ballina		160,000		
Faulks Reserve, Ballina			160,000	
Hill Park, Wollongbar and Riverview Park, Ballina				160,000
Open Space Improvements	**2,363,000**	**2,174,000**	**1,118,000**	**2,131,000**
Crown Reserve Improvements	56,000	58,000	60,000	62,000
Community Assets – Section 7.11 Contribution Plan Allowance				1,000,000
Cawarra Park Boating Infrastructure	1,075,000	1,075,000		
Alstonville Creek Restoration - Grant Funded	430,000	86,000		
Park Shelter and Playground Upgrade Mgmt Plan Actions	28,000			80,000
Lilli Pilli Park, Lennox Head	164,000			
Missingham Park, Ballina		955,000	1,058,000	
Faulks Reserve, Ballina	280,000			
Lions Park, Lennox Head	90,000			
Ferngrove Park, Ballina	110,000			
Apex Park, Alstonville	130,000			
Coastal Grove, Lennox Head				180,000
Skate Park, Alstonville (Site to be Determined)				529,000
Spoonbill Reserve, Skennars Head				280,000
Open Space - Sports Fields	**357,000**	**434,000**	**542,000**	**750,000**
Kingsford Smith Ballina – Improvements		434,000		
Williams Reserve – Surface and Fencing	127,000			
Skennars Head – Surface and Vegetation Management	80,000			
Minor Topdressing	60,000			

Description	2026/27 ($)	2027/28 ($)	2028/29 ($)	2029/30 ($)
Open Space - Sports Fields (con't)				
Hutley Drive – Surface and Fencing	50,000			
Fripp Safety Repairs	10,000			
Saunders Oval, Ballina - Cricket Pitch	30,000			
Geoff Watt, Alstonville – Upgrade			292,000	
Gap Road, Alstonville – Upgrade			250,000	
Saunders Oval – Clubhouse and Improvements				542,000
Wollongbar – Sports Field Lighting				208,000
Stormwater	**1,015,000**	**1,145,000**	**1,351,000**	**1,578,000**
Urban Lanes	50,000	50,000	50,000	50,000
Stormwater - Asset Data Collection	25,000	25,000	25,000	50,000
Stormwater - Tide Gates to Urban Streets	55,000	55,000	155,000	103,000
Grant Street, Ballina	150,000			
Oakland Avenue, Ballina	255,000			
Norton Street, Ballina	205,000			
Daydream Avenue, Ballina		153,000		
Wardell – Various		200,000	300,000	
Ballina Lanes		240,000		
Lennox Head Lanes			255,000	
Relining Package – Priority Program	145,000	342,000	170,000	750,000
Prospect Street, Ballina	50,000			
Overland Flood Studies – Priority Program			316,000	525,000
Open Channel Renewal	80,000	80,000	80,000	100,000
Roads and Bridges	**87,243,000**	**11,769,000**	**12,091,000**	**10,574,000**
a) Road Reconstruction Program				
Urban Roads				
Preliminary Designs (2026-27 program)	150,000	150,000	150,000	150,000
Moon Street, Ballina Segment 20	650,000			
Skennars Head Road Segment 80	467,000			
Skennars Head Road Segment 70	272,000			
Cawarra Street, Ballina Segment 20	220,000			
Owen Street, Ballina Segments 20 and 100	50,000			
Bagot Street Segment 30	50,000			
Tamar Street, Ballina	50,000			
Cherry Street, Ballina Segment 180	300,000			
Cherry Street, Ballina Segment 30	615,000			
North Creek Road Segment 80	448,000	234,000		
South Street, Alstonville Segment 30	236,000			
Barlow's Road, Ballina Segment 20	320,000			
Byron Street, Lennox Head Segment 40-50		340,000		
Main Street, Alstonville Segment 5		267,000		
Latta Avenue, Ballina Segment 10		163,000		

Description	2026/27 ($)	2027/28 ($)	2028/29 ($)	2029/30 ($)
Urban Roads (con't)				
Temple Street, Ballina Segment 30		332,000		
Treelands Crescent, Ballina Segment 10			686,000	
Kalinga Street Segment 60		348,000	130,000	
Wejuba Gardens, Ballina Segment 10			230,000	
Hamilton Street, Ballina Segment 10			200,000	400,000
Cedar Street, Wardell Segment 10			430,000	
Grant Street, Ballina Segment 40		487,000		
Rifle Range Road		100,000		
Tweed Street, Ballina Segment 30			390,000	
Camburt Street, Ballina Segment 10			283,000	
Stewart Street, Lennox Head Segment 20-30-40			256,000	
North Creek Road Segment 180				332,000
Grant Street Segment 90				238,000
Johnson Drive, Ballina				340,000
Temple Street, Ballina Segment 40		130,000		
Greenhalgh Street, Ballina				435,000
River Street, Ballina Segments 80 and 90				305,000
Aspley Street, Ballina Segment 20				382,000
Camoola Avenue, Ballina Segment 10				260,000
Ambrose Lane, Alstonville Segment 10				74,000
Rayners Lane, Lennox Head				704,000
Panorama Drive, Alstonville Segment 10				483,000
Fig Tree Hill Segment 10				198,000
Catherine Crescent, Ballina Segment 10				170,000
Kalinga Street, Ballina Segment 10				89,000
Rural Roads				
Pimlico Road Segment 100			538,000	
Marom Creek Road Segment 140				293,000
Bagotville Road Segment 30	402,000			
Dalwood Road Segment 80	420,000			
Fernleigh Road part Segment 90	606,000			
Houghlahans Road Segment 140	402,000		463,000	
Fernleigh Road Segment 50	630,000			
The Coast Road Segment 203		320,000		
Teven Road Segment 50-52-54	200,000	418,000		
Riverbank Road Segment 10	275,000			
Friday Hut Road Segment 60		280,000		
River Drive Segment 180		400,000		
Hermans Lane Segment 10		485,000		
Fernleigh Road Segment 80		210,000	500,000	461,000
Pearces Creek Road Segment 50		312,000		
Marom Creek Road Segment 120		139,000		

Description	2026/27 ($)	2027/28 ($)	2028/29 ($)	2029/30 ($)
Rural Roads (con't)				
Marom Creek Road Segment 130		90,000		
Pimlico Road Segment 120		575,000		
Pearces Creek Hall Road Segment 10			263,000	
Sneaths Road Segment 90			341,000	
Uralba Road Segment 10-20			160,000	
Uralba Road Segment 70			110,000	
Uralba Road Segment 80			134,000	291,000
Teven Road Segment 37				239,000
Teven Road Segment 70				132,000
River Drive Segment 120				350,000
Friday Hut Road Segment 150				423,000
Watson Lane, Newrybar				307,000
River Drive Segment 30				307,000
Dust Seal Program				
Buckombil Mountain Road	120,000			
Old Bagotville Road		120,000	132,000	
Other				
Cherry / Moon / Grant Streets - Pavers / Kerb		830,000	1,569,000	
Road Furniture Renewal	150,000			
Sub Total	**7,033,000**	**6,730,000**	**6,965,000**	**7,363,000**
b) Resealing Program and Heavy Patching				
Urban Roads - Bitumen Reseals	588,000	609,000	630,000	650,000
Urban Roads - Heavy Patching	713,000	738,000	764,000	789,000
Rural Roads - Bitumen Reseals	575,000	595,000	616,000	636,000
Rural Roads - Heavy Patching	445,000	461,000	477,000	493,000
c) Bypass Reserves				
Bypass Funds - Alstonville	100,000	50,000	50,000	50,000
Bypass Funds - Ballina	180,000	180,000	180,000	180,000
Bypass Funds - Tintenbar to Ewingsdale	100,000	100,000	100,000	100,000
d) Bridges	**103,000**	**106,000**	**109,000**	**113,000**
e) Section 7.11 Roads Plan				
River Street Four Lanes - Fishery Creek Bridge	24,050,000			
Tamarind Drive - North Creek Road/ Kerr Street Four Lanes	33,050,000			
North Ck Rd/Tamarind Dve/Southern Cross Dve - Four Lanes		2,000,000	2,000,000	
Reseals and Heavy Patching – Contributions Plan	200,000	200,000	200,000	200,000

Description	2026/27 ($)	2027/28 ($)	2028/29 ($)	2029/30 ($)
f) Loan, Grant Funds and Miscellaneous				
Betterment - Ross Lane Flood Resilience	3,200,000			
EPAR 2022 Floods Landslip Teven Road	7,300,000			
EPAR 2022 Floods Landslip Uralba Cutting Road	2,150,000			
EPAR 2022 Floods Landslip The Coast Road, Lennox Head	2,453,000			
EPAR 2022 Floods Landslip Sneaths Road	500,000			
EPAR 2022 Floods Landslip Marom Creek Road	600,000			
EPAR 2022 Floods Landslip Tamarind Drive	1,198,000			
EPAR 2022 Floods Bagot Street	280,000			
EPAR 2022 Floods Owen Street	185,000			
Ballina CBD Revitalisation – River / Martin Street – Part Grant	1,240,000			
Wardell CBD Revitalisation – To the Rive Stage – Part Grant	1,000,000			
Car Parks	**107,000**	**110,000**	**114,000**	**118,000**
Shelly Beach Road (north of SLSC) - Lighting	27,000			
Pop Denison Park - Lighting	27,000			
Pacific Parade at Ross Street - Lighting	25,000			
Rutherford Street - Line Marking	4,000			
Alston Avenue (Pool) - Line Marking	4,000			
Alstonville Cultural Centre - Line Marking	3,000			
Pop Denison Park - Line Marking	5,000			
Beach Road (Suvla St) Car Park - Line Marking	4,000			
Shelly Beach Road (Suvla St) - Line Marking	4,000			
Shelly Beach Road Car Park - Line Marking	4,000			
Quays Reserve - Lighting		26,000		
Emigrant Creek Boat Ramp - Lighting		15,000		
Ferngrove Estate - Lighting		22,000		
Faulks Reserve - Lighting		22,000		
Ross Street at Pacific Terrace - Line Marking		5,000		
Megan Crescent - Line Marking		5,000		
Mackney Lane at LHCC - Line Marking		5,000		
Faulks Reserve - Line Marking		5,000		
Quays Reserve - Line Marking		5,000		
Eyles Drive at Antrim Street - Line Marking			5,000	
Wardell Boat Ramp - Lighting			22,000	
Megan Crescent - Lighting			23,000	
Tamar Street (10 Moon Street) - Lighting			64,000	
Sharpes Beach Car Park – Line marking				5,000
Flat Rock Car Park – Line marking				5,000
Patches Beach Car Park – Line marking				5,000
Boulders Beach Car Park – Line marking				5,000
Lake Ainsworth Car Park – Line marking				5,000
Tamar Street (10 Moon Street) – Resurfacing				48,000
Pacific Parade Near Ross Street (Resurfacing / Line marking)				45,000

Description	2026/27 ($)	2027/28 ($)	2028/29 ($)	2029/30 ($)
Footpaths and Shared Paths	**578,000**	**647,000**	**766,000**	**846,000**
Mellis Circuit, Alstonville	163,000			
Moon Street, Ballina	15,000			
Shelly Beach Road, Ballina	10,000			
Castle Drive, Lennox Head	20,000			
Bonview Street, Ballina	130,000			
Tanamera Drive, Alstonville		200,000	90,000	
Main Street, Alstonville (Bike Plan)	90,000			
Eyes Drive, Ballina		5,000		
Deegan Drive and Parklands Drive, Alstonville		90,000		
Northumberland Drive, Ballina			200,000	
South Street, Alstonville (Bike Plan)		112,000		
Canal Road, Ballina			160,000	
Whipps Avenue, Alstonville		90,000		
Jarrett Street, Ballina			108,000	
Coral Street, Alstonville		20,000		
Brunswick Street, Ballina			50,000	
Henderson Lane/Meadows Drive, Lennox Head				205,000
Lindsay Crescent and Pine Street, Wardell				230,000
Greenfield Road, Lennox Head		21,000		
Queens Park Court, Wollongbar			111,000	
Ballina RSL Boardwalk, Ballina	100,000	59,000		
Existing Path Network – Renewals	50,000	50,000	47,000	
River Drive, East Wardell				70,000
Ballina Road, Alstonville				70,000
Smith Lane, Wollongbar				80,000
Gap Road, Alstonville				191,000
Water Transport and Wharves	**245,000**	**0**	**0**	**0**
Brunswick Small Craft Facilities	85,000			
Ferry Shed Replacement	160,000			
Emergency Services – Ballina SES Building	**1,620,000**	**0**	**0**	**0**
Resource Recovery	**1,970,000**	**2,250,000**	**2,000,000**	**600,000**
Improvements – Various				600,000
Bulk Loadout Area	150,000	1,750,000		
Remediation Provision		500,000	2,000,000	
Front of House	1,820,000			

Description	2026/27 ($)	2027/28 ($)	2028/29 ($)	2029/30 ($)
Water Infrastructure	**2,884,000**	**6,227,000**	**5,953,000**	**3,624,000**
Water Reservoirs				
Reservoir - Ross Lane	100,000	1,500,000	2,100,000	
Reservoir - Pine Avenue	93,000			
Reservoirs - Exterior Painting		50,000		
Reservoirs - Circular 18 Rectification and Sealing	150,000	100,000		
Main Renewals				
Recurrent Renewals	375,000	650,000	670,000	690,000
Norton Street, Ballina	600,000			
Rayner Lane / Rutherford Street, Lennox Head		585,000		
Williams Street, Lennox Head	150,000			
Daintree Drive, Lennox Head		50,000		
Green Street, Alstonville	275,000			
Richmond Street, Ballina	350,000			
Trunk Mains				
Main Renewals				2,200,000
North Ballina Reticulation Mains		100,000	620,000	
Lennox Head Mains – The Crest	10,000	630,000		
CURA B Distribution Main		330,000		
Bentinck Street (Owen / Kingsford Smith), Ballina	50,000			
Temple Street (Tamar / Tamarind), Ballina			600,000	
Angels Beach Drive to Missingham, Ballina			800,000	
Basalt Court Gravity Main Augmentation, Lennox Head		1,040,000		
Manly Street – Trunk Main Replacement	10,000	300,000		
Miscellaneous				
Telemetry	21,000	22,000	23,000	24,000
Reticulation Valve Replacement	50,000	50,000	50,000	50,000
Water Loss Reduction	50,000			
Plant and Equipment				
Vehicle and Plant Replacement	150,000	150,000	150,000	150,000
Water Pump and Bore Stations				
Russellton Industrial Estate Booster			450,000	
Ballina Heights Booster Pump Upgrade		200,000		
Service Connections				
Water Meter - New	240,000	250,000	260,000	270,000
Water Meter - Replacement	210,000	220,000	230,000	240,000

Description	2026/27 ($)	2027/28 ($)	2028/29 ($)	2029/30 ($)
Wastewater Infrastructure	**14,477,000**	**10,890,000**	**10,260,000**	**6,680,000**
Pumping Stations				
Wet Well Relining	200,000	200,000	200,000	200,000
SPS 2402 Lindsay Avenue Upgrade	1,500,000	120,000		
Pumping Stations – Renewals	320,000	530,000	540,000	550,000
Pumping Stations – Switchboard Renewal	500,000	500,000	500,000	1,500,000
Pumping Station – SPS 2101 Rebuild	150,000			
Pumping Station – Odour Control		50,000		
Interim Cura SPS	1,500,000	800,000		
Treatment Facilities – Minor Works				
Treatment Plant Ballina	20,000	20,000	20,000	20,000
Treatment Plant Lennox	20,000	20,000	20,000	20,000
Treatment Plant Alstonville	10,000	10,000	10,000	10,000
Treatment Plant Wardell	10,000	10,000	10,000	10,000
Ballina Treatment Plant Upgrade				
Ballina - Reverse Osmosis Plant			100,000	250,000
Ballina – Solar	1,130,000			
Ballina - Roof Replacement		250,000		
Ballina – Hypo Dosing		100,000		
Ballina – Backup Generator	500,000			
Wardell Treatment Plant Upgrade				
Wardell - UV Replacement		430,000		
Wardell - Section 60 Works		100,000		
Wardell - Low Lift Pump	80,000			
Alstonville Treatment Plant Upgrade				
Alstonville - Biosolids			1,900,000	1,540,000
Alstonville - Staff Facilities	1,150,000			
Alstonville - Dosing Upgrade	800,000			
Lennox Head Treatment Plant Upgrade				
Lennox - Membrane Replacement			450,000	
Lennox - Catch Pond Floor lining	450,000			
Lennox - Solar			610,000	
Lennox - Balance Pond Pumps		150,000		
Lennox – Manganese Treatment	50,000	250,000		
Trunk Mains				
Rising Main – Swift Street, Ballina	200,000			
RM-PS6 – Rising Main, CURA B	2,000,000	1,950,000		
Rising Main – Skinners Street / Crowley	867,000			

Description	2026/27 ($)	2027/28 ($)	2028/29 ($)	2029/30 ($)
Trunk Mains (con't)				
Gravity Main – SP2311 Bayview Dr		30,000		
Gravity Main – SP2402 Liffey Avenue	300,000			
Gravity Main – SP2402 Downstream	300,000			
Gravity Main – SP3001 Byron Street		50,000		
Mains – Renewals				
Main Renewals	100,000	100,000	100,000	500,000
Rising Main – Seamist Place	150,000	1,000,000	1,000,000	
Relining Works	770,000	700,000	800,000	830,000
Reuse Program				
Ross Lane – Dual Reticulation Reservoir	200,000	2,900,000		
Recycled Water Meters New	50,000	50,000	50,000	50,000
Urban Reticulation System Renewals				500,000
Distribution Main – Fig Tree Hill			480,000	
Distribution Main – CURA B	200,000		2,200,000	
RWP61 Lennox Head		50,000		
RWP63 Lennox Head		70,000		
RWP67 Lennox Head			200,000	
RWP79 Lennox Head			320,000	
RWP81 Lennox Head			50,000	
Recycled - Canal Road (Saunders)	500,000			
Plant and Equipment and Miscellaneous				
Plant Replacement Program	200,000	200,000	200,000	200,000
SCADA and Telemetry Improvements	250,000	250,000	500,000	500,000

PART B - OPERATIONAL PLAN

Whereas the Delivery Program has a focus on a four-year period, the Operational Plan outlines the activities to be undertaken for one year, which in the case of this document is 2026/27.

In respect to the key activities and the measures that we will be using to assess our performance, the 2026/27 column in the "Heading in the Right Direction" of the Delivery Program lists all the agreed activities and measures.

Similarly, the Capital Expenditure section of the Delivery Program also includes the major capital expenditure projects planned for 2026/27.

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

Briefly the remaining elements of this document are as follows.

Estimated Income Statements
The Income Statement is the primary indicator of how Council is performing financially, on an annual basis, and this section provides the estimated income statement for 2026/27.

Long Term Financial Plan
Even though the Operational Plan focuses on one year, it is important to understand how Council's finances are trending. This section provides a summary of Council's ten-year financial plan.

Program Operating Results
Council delivers a wide range of services and to understand the net cost, or surplus, generated for each service, this section provides an operating result for the major Council program areas.

Distribution of General-Purpose Rate Income
Many Council delivered programs operate at a net cost to the community and this page provides a useful overview of how the ordinary rates raised from an average residential property are distributed across the loss-making programs.

Statement of Revenue Policy
This statement provides a summary of the various rates and charges that Council will levy during 2026/27.

It provides details of the rating structure along with information on the major charges such as water, waste, and wastewater.

Other mandatory items included are the pricing methodology Council has adopted in preparing its fees and charges for 2026/27, along with details of the proposed loan borrowings.

Related Policies and Information
This final section of the Operational Plan provides details on several miscellaneous items such as Council's Donation Programs and our Commercial Activities.

Appendices
The appendices to the Operational Plan provide a map outlining the Road Reconstruction Program and further information on the proposed Special Rate Variation.

Income Statement 2026/27

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

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

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

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

Description	General ($ '000)	Water ($ '000)	Wastewater ($ '000)	Consolidated ($ '000)
Income from Continuing Operations				
Rates and Annual Charges	44,000	5,944	22,052	71,996
User Charges and Fees	36,965	11,167	1,992	50,124
Interest and Investment Revenues	3,188	837	571	4,596
Other Revenues	5,914	698	1,192	7,804
Operating Grants and Contributions	12,028	161	272	12,461
Capital Grants and Contributions	58,190	1,075	3,650	62,915
Fair Value Increment on Investment Properties	960	0	0	960
Gain on Disposal	1,737	0	0	1,737
Total Income from Continuing Operations	**162,982**	**19,882**	**29,729**	**212,593**
Expenses from Continuing Operations				
Employee Benefits and On-Costs	33,879	3,069	5,379	42,327
Materials and Contracts	44,140	13,019	7,551	64,710
Borrowing Costs	1,335	0	1,490	2,825
Depreciation and Amortisation	24,341	1,857	4,848	31,046
Other Expenses	3,085	232	531	3,848
Loss on Disposal	2,020	450	600	3,070
Total Expense from Continuing Operations	**108,800**	**18,627**	**20,399**	**147,826**
Operating Result from Continuing Operations	**54,182**	**1,255**	**9,330**	**64,767**
Net Operating Result before Capital Grants and Contributions Provided for Capital Purposes	**(4,008)**	**180**	**5,680**	**1,852**

Council is forecasting operating surpluses for the Water and Wastewater Funds and an operating deficit for the General Fund. Council is also forecasting an operating surplus on a consolidated basis. Council's ten-year Long Term Financial Plan is outlined on the following page.

Long Term Financial Plan

Council's long term financial plan (LTFP), which is based on a ten-year time frame, has a preferred target of achieving an operating surplus on a consolidated basis and for the General Fund on a regular basis. This means that Council needs to look at expense savings or extra revenue, or both, to ensure sustainability for the General Fund.

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

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

Our Ten-Year Plan to Financial Sustainability – Consolidated Result
(Scenario One – 6.0% p.a. SRV (inclusive of rate peg) from 2026/27 to 2029/30)

Item	2026/27 ('000)	2027/28 ('000)	2028/29 ('000)	2029/30 ('000)	2030/31 ('000)	2031/32 ('000)	2032/33 ('000)	2033/34 ('000)	2034/35 ('000)	2035/36 ('000)
Operating Revenues										
Rates / Annual Charges	71,996	75,730	79,675	83,597	86,882	89,506	92,014	94,621	97,320	100,133
User Charges and Fees	50,124	52,577	55,486	58,942	61,779	64,499	67,118	69,563	72,001	74,576
Investment Revenues	4,596	3,833	3,985	3,660	3,627	3,772	3,836	4,009	4,192	4,472
Operating Grants	12,461	12,700	13,020	13,400	12,790	13,161	13,545	13,940	14,348	14,768
Other Revenues	7,804	8,797	9,003	9,258	9,533	9,812	9,704	9,965	10,221	10,496
Fair Value Increment	960	960	960	960	960	960	960	960	960	960
Gain on Disposal	1,737	2,055	700	730	760	790	820	850	880	910
Sub Total	**149,678**	**156,652**	**162,829**	**170,547**	**176,331**	**182,500**	**187,997**	**193,908**	**199,922**	**206,315**
Operating Expenses										
Employee Costs	42,327	44,324	46,382	48,504	50,693	52,951	55,281	57,686	60,169	62,733
Materials and Contracts	64,710	66,713	68,812	70,887	71,551	74,011	75,626	76,621	78,242	79,551
Borrowing Costs	2,825	3,695	3,477	3,133	2,786	2,440	2,079	1,773	1,626	1,472
Depreciation	31,046	31,243	32,237	33,263	34,321	35,411	36,537	37,698	38,897	40,131
Other Expenses	3,848	3,893	3,856	4,021	4,138	4,234	4,333	4,459	4,590	4,729
Loss on Disposal	3,070	3,134	3,200	3,269	3,340	3,413	3,488	3,565	3,645	3,727
Sub Total	**147,826**	**153,002**	**157,964**	**163,077**	**166,829**	**172,460**	**177,344**	**181,802**	**187,169**	**192,343**
Surplus/(Deficit)	**1,852**	**3,650**	**4,865**	**7,470**	**9,502**	**10,040**	**10,653**	**12,106**	**12,753**	**13,972**

4.12 Delivery Program and Operational Plan - 2026/27 to 2029/30

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

Our Ten-Year Plan to Financial Sustainability – General Fund Result
(Scenario One – 6.0% p.a. SRV (inclusive of rate peg) from 2026/27 to 2029/30)

Item	2026/27 ('000)	2027/28 ('000)	2028/29 ('000)	2029/30 ('000)	2030/31 ('000)	2031/32 ('000)	2032/33 ('000)	2033/34 ('000)	2034/35 ('000)	2035/36 ('000)
Operating Revenues										
Rates / Annual Charges	44,000	46,924	50,020	53,065	55,146	57,308	59,554	61,889	64,316	66,837
User Charges and Fees	36,965	39,375	41,553	44,235	46,236	48,124	49,860	51,761	53,633	55,632
Investment Revenues	3,188	2,628	3,055	2,876	2,802	2,894	2,938	3,076	3,094	3,164
Operating Grants	12,028	12,251	12,554	12,918	12,423	12,783	13,155	13,538	13,933	14,340
Other Revenues	5,914	6,160	6,264	6,417	6,576	6,738	6,902	7,072	7,246	7,426
Fair Value Increment	960	960	960	960	960	960	960	960	960	960
Gain on Disposal	1,737	2,055	700	730	760	790	820	850	880	910
Sub Total	**104,792**	**110,353**	**115,106**	**121,201**	**124,903**	**129,597**	**134,189**	**139,146**	**144,062**	**149,269**
Operating Expenses										
Employee Costs	33,879	35,623	37,420	39,273	41,185	43,157	45,193	47,295	49,467	51,710
Materials and Contracts	44,140	45,162	46,227	47,111	46,508	47,714	48,796	49,154	50,127	50,771
Borrowing Costs	1,335	2,431	2,428	2,303	2,176	2,051	1,916	1,773	1,626	1,472
Depreciation	24,341	24,327	25,103	25,904	26,730	27,581	28,461	29,368	30,304	31,267
Other Expenses	3,085	3,172	3,268	3,366	3,466	3,570	3,676	3,785	3,897	4,016
Loss on Disposal	2,020	2,084	2,150	2,219	2,290	2,363	2,438	2,515	2,595	2,677
Sub Total	**108,800**	**112,799**	**116,596**	**120,176**	**122,355**	**126,436**	**130,480**	**133,890**	**138,016**	**141,913**
Surplus/(Deficit)	**(4,008)**	**(2,446)**	**(1,490)**	**1,025**	**2,548**	**3,161**	**3,709**	**5,256**	**6,046**	**7,356**

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

Council is pursuing the proposed SRV, as without this extra increase in income, the General Fund will not generate operating surpluses, on a sustainable basis, and asset renewal expenditure would also be underfunded.

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

Consolidated Result

(Scenario Two – rate peg of 3.4% for 2026/27 and estimated 3.25% rate peg from 2027/28 onwards with no SRV)

Item	2026/27 ('000)	2027/28 ('000)	2028/29 ('000)	2029/30 ('000)	2030/31 ('000)	2031/32 ('000)	2032/33 ('000)	2033/34 ('000)	2034/35 ('000)	2035/36 ('000)
Operating Revenues										
Rates / Annual Charges	71,168	73,934	76,809	79,551	82,673	85,128	87,461	89,885	92,395	95,010
User Charges and Fees	50,124	52,577	55,486	58,942	61,779	64,499	67,118	69,563	72,001	74,576
Investment Revenues	4,596	3,833	3,986	3,664	3,629	3,774	3,839	4,012	4,196	4,476
Operating Grants	12,461	12,700	13,020	13,400	12,790	13,161	13,545	13,940	14,348	14,768
Other Revenues	7,804	8,797	9,003	9,258	9,533	9,812	9,704	9,965	10,221	10,496
Fair Value Increment	960	960	960	960	960	960	960	960	960	960
Gain on Disposal	1,737	2,055	700	730	760	790	820	850	880	910
Sub Total	**148,850**	**154,856**	**159,964**	**166,505**	**172,124**	**178,124**	**183,447**	**189,175**	**195,001**	**201,196**
Operating Expenses										
Employee Costs	42,327	44,324	46,382	48,504	50,693	52,951	55,281	57,686	60,169	62,733
Materials and Contracts	64,361	65,862	67,809	69,908	70,543	72,976	74,560	75,527	77,114	78,389
Borrowing Costs	2,825	3,695	3,477	3,133	2,786	2,440	2,079	1,773	1,626	1,472
Depreciation	31,046	31,243	32,237	33,263	34,321	35,411	36,537	37,698	38,897	40,131
Other Expenses	3,848	3,893	3,856	4,021	4,138	4,234	4,333	4,459	4,590	4,729
Loss on Disposal	3,070	3,134	3,200	3,269	3,340	3,413	3,488	3,565	3,645	3,727
Sub Total	**147,477**	**152,151**	**156,961**	**162,098**	**165,821**	**171,425**	**176,278**	**180,708**	**186,041**	**191,181**
Surplus/(Deficit)	**1,373**	**2,705**	**3,003**	**4,407**	**6,303**	**6,699**	**7,169**	**8,467**	**8,960**	**10,015**

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

As demonstrated in the earlier draft Income Statement for 2026/27, the Wastewater Fund is forecast to generate an operating surplus of $5.7m, which offsets the forecast losses for the General Fund.

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

4.12 Delivery Program and Operational Plan - 2026/27 to 2029/30

General Fund Result

(Scenario Two – rate peg of 3.4% for 2026/27 and estimated 3.25% rate peg from 2027/28 onwards with no SRV)

Item	2026/27 ('000)	2027/28 ('000)	2028/29 ('000)	2029/30 ('000)	2030/31 ('000)	2031/32 ('000)	2032/33 ('000)	2033/34 ('000)	2034/35 ('000)	2035/36 ('000)
Operating Revenues										
Rates / Annual Charges	43,172	45,128	47,154	49,019	50,937	52,930	55,001	57,153	59,391	61,714
User Charges and Fees	36,965	39,375	41,553	44,235	46,236	48,124	49,860	51,761	53,633	55,632
Investment Revenues	3,188	2,628	3,056	2,878	2,803	2,894	2,938	3,076	3,095	3,164
Operating Grants	12,028	12,251	12,554	12,918	12,423	12,783	13,155	13,538	13,933	14,340
Other Revenues	5,914	6,160	6,264	6,417	6,576	6,738	6,902	7,072	7,246	7,426
Fair Value Increment	960	960	960	960	960	960	960	960	960	960
Gain on Disposal	1,737	2,055	700	730	760	790	820	850	880	910
Sub Total	**103,964**	**108,557**	**112,241**	**117,157**	**120,695**	**125,219**	**129,636**	**134,410**	**139,138**	**144,146**
Operating Expenses										
Employee Costs	33,879	35,623	37,420	39,273	41,185	43,157	45,193	47,295	49,467	51,710
Materials and Contracts	43,801	44,322	45,235	46,143	45,512	46,691	47,742	48,073	49,013	49,624
Borrowing Costs	1,335	2,431	2,428	2,303	2,176	2,051	1,916	1,773	1,626	1,472
Depreciation	24,341	24,327	25,103	25,904	26,730	27,581	28,461	29,368	30,304	31,267
Other Expenses	3,085	3,172	3,268	3,366	3,466	3,570	3,676	3,785	3,897	4,016
Loss on Disposal	2,020	2,084	2,150	2,219	2,290	2,363	2,438	2,515	2,595	2,677
Sub Total	**108,461**	**111,959**	**115,604**	**119,208**	**121,359**	**125,413**	**129,426**	**132,809**	**136,902**	**140,766**
Surplus/(Deficit)	**(4,497)**	**(3,402)**	**(3,363)**	**(2,051)**	**(664)**	**(194)**	**210**	**1,601**	**2,236**	**3,380**

This table indicates that the Council's General Fund does not achieve an operating surplus for most of the ten-year financial plan, without the proposed SRV. It is highly unlikely that the forecast operating surpluses in 2032/23 and following will eventuate, as experience has shown that long term forecasts will vary, negatively, often due to unforeseen increases in operating expenses.

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

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

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

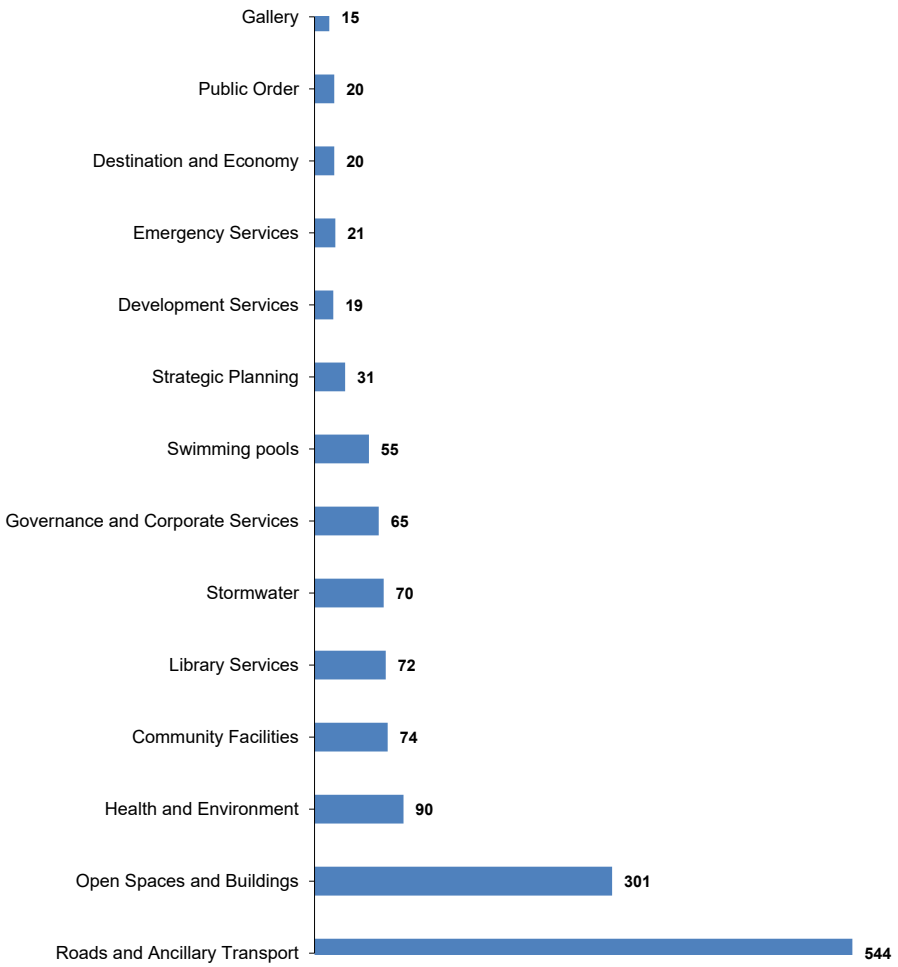
Operating Results

In addition to our Income Statement, which is formatted in accordance with Australian Accounting Standards, it is important for Council to understand the annual operating results for programs and services delivered to the community. The following information is the forecast operating result for 2026/27 based on the major Council programs.

Item	Operating Revenues ($'000)	Operating Expenses ($'000)	Operating Result ($'000)
Planning and Environmental Health			
Strategic Planning	712	904	(192)
Development Services	2,660	3,183	(523)
Health and Environment	472	2,979	(2,507)
Public Order	517	1,073	(556)
Northern Rivers Community Gallery	114	555	(441)
Open Spaces	1,439	11,513	(10,074)
Sub Total	**5,914**	**20,207**	**(14,293)**
Civil Services			
Infrastructure Planning	327	2,380	(2,053)
Stormwater and Environmental Protection	441	3,521	(3,080)
Roads and Bridges	1,830	15,600	(13,770)
Ancillary Transport Services	813	3,826	(3,013)
Transport for NSW	1,148	846	302
Emergency Services	126	860	(734)
Waste – Resource Recovery	14,493	15,674	(1,181)
Waste – Domestic Waste Management	9,587	10,199	(612)
Sub Total	**28,765**	**52,906**	**(24,141)**
Corporate and Community			
Governance	0	1,554	(1,554)
Communications and Customer Service	8	622	(614)
Financial Services	42,366	813	41,553
Information Services	232	3,764	(3,532)
People and Culture	1,072	2,065	(993)
Commercial Property	5,627	2,057	3,570
Ballina Byron Gateway Airport	11,167	9,176	1,991
Community Facilities	973	1,275	(302)
Library Services	143	2,368	(2,225)
Swimming Pools	1,332	2,664	(1,332)
Destination and Economy	188	756	(568)
Facilities Management	29	3,057	(3,028)
Fleet and Plant	6,976	5,516	1,460
Sub Total	**70,113**	**35,687**	**34,426**
General Fund - Operating Result	**104,792**	**108,800**	**(4,008)**
Add Minor Funds			
Water Operations	18,807	18,627	180
Wastewater Operations	26,079	20,399	5,680
Total Operating Result – Consolidated Operations	**149,678**	**147,826**	**1,852**

Distribution of General Purpose Rate Income

Council provides several services from within the General Fund, the majority of which are subsidised by the income collected from general purpose rates. The remaining programs are self-funded and include fleet and plant, airport, waste management and Council's property portfolio. This chart illustrates how the average residential rate for 2026/27 of $1,395 is allocated across the subsidised programs.



Revenue Policy

General Rate – Rating Structure

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

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

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

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

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

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

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

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

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

For 2026/27 IPART approved a rate peg of 3.4% for Ballina Shire Council. Council have applied for a special rate variation of 6.0% for each of the years 2026/27 to 2029/30.

The following table provides the estimated total rate income for 2026/27 based on the assumed special variation of 6.0%.

Estimated income from Ordinary Rates for 2026/27

	Base Charge and Cents in the Dollar			
Rate Category	**Rate (Cents in $)**	**Base Amount ($)**	**Category Yield ($)**	**Proportional Contribution to Total Yield (%)**
Residential	TBC	TBC	TBC	**TBC**
Business	TBC	TBC	TBC	**TBC**
Farmland	TBC	TBC	TBC	**TBC**
Mining	TBC	TBC	TBC	**TBC**
Totals		**n/a**	**TBC**	**100.0%**

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

However, for 2026/27 the percentage is 18.65% as in recent years Council has been aiming to reduce the cents in the dollar differential between business and residential properties, as the current differential, which is almost six times (0.56439/0.09667=5.8) is too high, when considering the impact on land values.

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

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

Council has applied to the Independent Pricing and Regulatory Tribunal (IPART) for a special rate variation of 6.0% per year, over a four-year period from 2026/27 to 2029/30.

Council's long term financial plan is based on an assumed IPART approval of the special rate variation a permanent increase to our income.

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

Assumed Approved Special Variation

Financial Year	Rate Peg Limit Percentage (%)	Additional Percentage Requested (%)	Total Annual IPART application (%)	Cumulative Percentage Impact of SRV (%)	Cumulative Impact on $100 of SRV ($)
2025/26	3.80 (actual)	N/A	N/A	0.00	100.00
2026/27	3.40 (actual)	2.60	6.00	6.00	106.00
2027/28	3.25 (estimate)	2.75	6.00	12.36	112.36
2028/29	3.25 (estimate)	2.75	6.00	19.10	119.10
2029/30	3.25 (estimate)	2.75	6.00	26.25	126.25

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

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

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

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

Charges Structure

The NSW Local Government Act allows council to raise charges for the provision of waste, water, wastewater, and storm water services.

The charges levied by Council in relation to these items are as follows:

Waste Charges

Council levies a range of annual waste charges to finance the operation of the Ballina landfill along with the collection and disposal of kerbside waste.

The various charges levied to the different categories of properties are described on the following pages.

Waste management – urban domestic (residential) properties

Council levies an annual domestic waste collection charge of $501 (2025/26: $473) per self- contained occupancy, on all urban residential properties, where the service is available.

This service includes a fortnightly kerbside recycling collection service, a fortnightly mixed waste service and a weekly organics collection service.

This annual charge is payable whether the service is used.

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

Non-strata titled residential units/flats are levied the annual domestic waste collection charge of $501 (2025/26: $473), dependent upon the number of units/flats or rural dwellings contained upon the property.

For example, a non-strata titled multiple occupancy property containing four units/flats will be subject to a total charge of $2,004 ($501 multiplied by four services).

Domestic waste exempt collection service

A Domestic Waste Exempt Collection Service $53 (2025/26: $50), is equivalent to the Vacant Land Domestic Waste Collection charge.

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

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

Waste management - rural domestic (residential) properties

As per urban residential properties, Council charges an annual domestic waste collection charge, per self- contained occupancy, on all rural residential properties, where the service is available.

The charge per annum is $360 (2025/26: $340). The service includes a fortnightly mixed waste and fortnightly recycled waste kerbside collection service. This annual charge is payable whether the service is used or not.

Waste management - vacant domestic (residential) land

This waste charge is mandatory for each residential parcel of vacant rateable land, for which the service is available.

Properties are charged $53 (2025/26: $50) per annum.

Additional domestic (residential) services

Additional services are available for the following extra annual charges:

Additional Mixed Waste - Urban (Fortnightly) - $148 (2025/26: $140) per annum

Additional Mixed Waste - Rural (Fortnightly) – $148 (2025/26: $140) per annum

Additional Domestic Recycling – Urban and Rural (Fortnightly) – $121 (2025/26: $114) per annum

Additional Organics Waste Collection - Urban (Weekly) – $211 (2025/26: $199) per annum

Waste management – non-domestic (non-residential) properties

As per urban residential properties, Council offers a weekly mixed waste collection service at an annual charge of $493 (2025/26: $465) for non-domestic (i.e., commercial / business) properties.

Non-domestic properties can also elect to receive a fortnightly recycling collection service at an annual cost of $243 (2025/26: $229) and a weekly organics waste collection service at an annual cost of $317 (2025/26: $299).

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

Summary of Waste Charges and Net Estimated Yield for 2026/27

Type of Charge	Frequency	Number	Annual Charge ($)	Estimated Yield ($)
Domestic Waste Collection Charge – Urban	Weekly	17,086	501	8,560,000
Domestic Waste Collection Charge – Rural	Fortnightly	2,842	360	1,023,000
Domestic Waste Charge – Vacant Land	N/A	562	50	30,000
Domestic Waste Collection Charge - Other	Various	Various	Various	6,000
Waste Management - Non-Domestic Properties	Various	Various	Various	830,000
Total				**10,449,000**

Water Charges

Council's policy is to charge for water through a structure that encourages water users to conserve water. Charges are set to provide sufficient funds to operate, maintain and renew a water supply system and to minimise the use of loan funds for new capital works.

As per the NSW Local Government Act, charges are levied upon land that is supplied with water from Council mains, and vacant land situated within 225 metres of a Council water main, whether or not the property is connected to Council's water supply, provided it is possible to supply water to the property, if requested.

The water charging structure is made up of two tiers, a fixed annual access charge for all properties and a consumption charge based on actual water consumed.

A small amount of revenue is generated from fire services.

WATER ACCESS CHARGE

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

For single residential dwellings and strata titled properties - One access charge per annum for each separate rateable assessment. The charge increases with meter size (as per following table). The charge levied on strata titled properties shall be as per the charge for a standard 20mm service for each strata unit.

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

Each parcel of separately valued vacant land to be levied the equivalent of one 20mm service access charge (Section 501(3) Local Government Act 1993).

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

Water meters are read on a quarterly basis. Non-residential customers have their access charge levied quarterly. Residential charges are levied annually, and the customer can choose to pay by quarterly instalments.

Summary of Water Charges for 2026/27

Service	Residential Number	Annual Charge ($)	Estimated Yield
Water Access Charge – 20mm Service	17,808	281	5,004,000
Water Access Charge – 25mm Service	50	438	22,000
Water Access Charge – 32mm Service	16	720	12,000
Water Access Charge – 40mm Service	1	1,127	1,000
Water Access Charge – 50mm Service	0	1,760	0
Water Access Charge – 65mm Service	0	2,975	0
Water Access Charge – 80mm Service	1	4,518	5,000
Water Access Charge – 100mm Service	0	7,047	0
Water Access Charge – 150mm Service	1	15,855	16,000
Water Access Charge – 200mm Service	0	28,186	0

Summary of Net Estimated Yield for Water Access Charges for 2026/27

Service	Estimated Yield ($)
Residential Water Access Charges	5,006,000
Non-Residential Water Access Charges	1,180,000
Total	**6,240,000**

WATER CONSUMPTION CHARGES

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

Water consumed per separate water meter will be charged at $3.17 per kilolitre for the first 350 kilolitres of water consumed and $4.76 per kilolitre for water consumed in excess of 350 kilolitres.

The estimated income from consumption is approximately $10.8 million.

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

STRATA UNITS - WATER CONSUMPTION CHARGES

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

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

For example, a complex with four strata units will be levied four 20mm access charges and be entitled to consume 1,400 kilolitres at $3.17 per kilolitre prior to paying for water at the higher tariff of $4.76 per kilolitre.

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

FLATS

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

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

ROUS COUNTY COUNCIL WATER SUPPLY

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

HOME DIALYSIS CUSTOMER ALLOWANCE

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

Wastewater Charges

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

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

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

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

Residential properties and vacant land

Each self-contained occupancy (i.e., unit/flat/dwelling) on a rateable property will be levied an annual charge of $1,128 as will each separate strata titled residential unit/flat.

Non-strata titled residential unit/flat properties will be levied an annual charge of $1,128 dependent upon the number of units/flats contained in the property.

Vacant land will be levied an annual charge of $852.

Non-residential properties

Charges for non-residential properties will be based on a combination of water meter size and water consumption.

These factors are placed into a formula that also includes a sewerage discharge factor (SDF).

The SDF is the estimated percentage of total water consumption that is returned to the sewer system.

The formula used to calculate the annual account is based on the best practice guidelines issued by the NSW Office of Water.

The formula is as follows: SDF x (AC+ C x UC)

Where: SDF = Sewerage discharge factor

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

C = Water consumption measured in kilolitres

UC = Sewerage usage charge per kilolitre = $2.82/Kl

Non-residential strata units and flats (not individually metered by council)

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

Recycled water

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

Council applies a usage charge only for this water and this charge is set at 80% of the first step of the potable water charge, i.e., 80% of $3.17 is $2.54/kl.

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

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

Summary of Wastewater Charges for 2026/27

Wastewater Charge Category	Charge ($)
Vacant Charge	852
Residential Charge	1,128
Non-Residential Charge: -	
20mm Water Service	852
25mm Water Service	1,331
32mm Water Service	2,181
40mm Water Service	3,409
50mm Water Service	5,316
65mm Water Service	8,986
80mm Water Service	13,610
100mm Water Service	21,262
150mm Water Service	47,838
200mm Water Service	85,054
Recycled Water	N/A

Summary of Net Estimated Yield for Wastewater Charges for 2026/27

Service	Number	Annual Charge ($)	Estimated Yield ($)
Residential	17,177	1,128	19,376,000
Residential – not connected/vacant land	467	852	398,000
Non-Residential Access		As per formula	2,568,000
Non-Residential Usage		As per formula	1,621,000
Recycled Water Usage – Residential			515,000
Recycled Water Usage – Non- Residential			31,000
Total			**24,509,000**

On-site Sewage Management (OSSM) Fee

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

Summary of OSSM Charge and Net Estimated Yield for 2026/27

Property Type	Number	Annual Charge ($)	Estimated Yield ($)
Per eligible property	2,724	85	232,000

Stormwater Charges

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

Summary of Stormwater Charges and Net Estimated Yield for 2026/27

Property Type	Number	Annual Charge ($)	Estimated Yield ($)
Per residential property	10,100	25.00	255,000
Per business property	658	Based on impervious area @ $25 per 350 square metres	112,000
Per residential strata lot	5,200	12.50	65,000
Per business strata lot	479	Based on impervious area @ $25 per 350 square metres	9,000

Stormwater charges for business properties are based on the impervious area of the land. The charge is $25 per 350m^2 or part thereof. In respect to business strata units the appropriate business charge is apportioned based on unit entitlement subject to each unit paying a minimum of $5.

Pensioner Concessions

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

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

Fees

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

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

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

Private Works

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

New Loan Borrowings

Borrowings planned for 2026/27 are:

- $4.0m for Fishery Creek Bridge
- $14.0m for Canal Bridge
- $1.82m for Front of House works– Resource Recovery Centre

Dividends

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

Council calculates tax equivalent payments when preparing the Special Purpose Financial reports, at the end of each year. They relate to taxes, excluding company tax, from which Council business activities are exempt. Typically, this refers to stamp duty and land tax. The Long-Term Financial Plan includes compulsory dividends of $58,000 from Water and $56,000 from Wastewater.

Under certain circumstances Council may take a non-compulsory dividend from Water and Wastewater. To do this, Council is required to comply with State Government 'best practice' guidelines. No non-compulsory dividends have been included within the Long-Term Financial Plan.

Other Section 404 Requirements

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

Related Policies and Information

Sale of Assets

Plant And Equipment

Plant and equipment to be disposed of or replaced has either reached the end of its economic life or is no longer required for Council's operations.

Motor Vehicles

Council's passenger vehicles are traded at the time considered the most economically viable, considering age, kilometres travelled, changeover costs and market demands.

Land

Council holds areas of industrial and residential land. If any land is to be sold a resolution will be obtained from Council prior to sale.

Commercial Activities and Competitive Neutrality

The following activities undertaken by Council are of a commercial nature:

Category One Businesses (turnover greater than $2 million)	Category Two Businesses (turnover less than $2 million)
Water Services Wastewater Services	N/A

In accordance with National Competition Policy guidelines, Council has included into its costing processes, all direct and indirect costs, plus taxes that a private sector operator would face in the operation of a similar business. These taxes are known as taxation equivalent payments (TEP's) and are based on items such as land tax and company tax.

For Water and Wastewater operations, Council has adopted a target rate of return of 0%. However, it is acknowledged that operating expenses for Water and Wastewater incorporate the payment of a dividend to General Fund.

Staff Resources

The elected Council approves the allocation of staff resources to support the implementation of the Delivery Program and Operational Plan. The estimated total employee benefits and oncosts for 2026/27 is approximately $42m. Refer to the Workforce Management Plan for estimated staff numbers based on permanent full-time and part-time positions.

Council's Training Plan

Council's Training Plan aims to encourage and assist all staff to develop a level of knowledge, skill, and competency essential to the effective and efficient operation of the organisation. It also aims to offer individual staff opportunities for career and personal development.

Equal Employment Opportunity (EEO)

Council's EEO Management Plan identifies activities to be undertaken to ensure implementation of Council's Diversity, Equity and Inclusion Policy. Council last reviewed and amended the Diversity, Equity and Inclusion Policy in June 2024 and EEO Plan in May 2024.

These documents have been prepared in accordance with the Anti-Discrimination Act 1977 and the Local Government Act 1993, and reinforce Council's commitment to EEO, fair treatment and non-discrimination for all existing and future employees.

The EEO Policy and Plan can be viewed on Council's website ***Council Policies | Ballina Shire Council***. For specific enquiries relating to EEO contact the People and Culture Section.

Financial Assistance – Section 356 of the Local Government Act

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

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

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

Detailed Estimates of Council's Income and Expenditure

Council also prepares a separate document, titled the Long-Term Financial Plan, which provides a more detailed outline of the income and expenditure estimates over a ten-year period. That document is also available on our website ***Planning and Delivery | Ballina Shire Council***. Copies are available on request from Council's Customer Service Centre.

Local Government Remuneration Tribunal

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

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

In adopting the Delivery Program and Operational Plan, Council is adopting the maximum fee for the Councillor and Mayoral allowance as determined by the Local Government Remuneration Tribunal.

Councillor Superannuation

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

Audit Risk and Improvement Committee (ARIC)

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

- Chair $1,870 per meeting
- Committee Member $940 per meeting

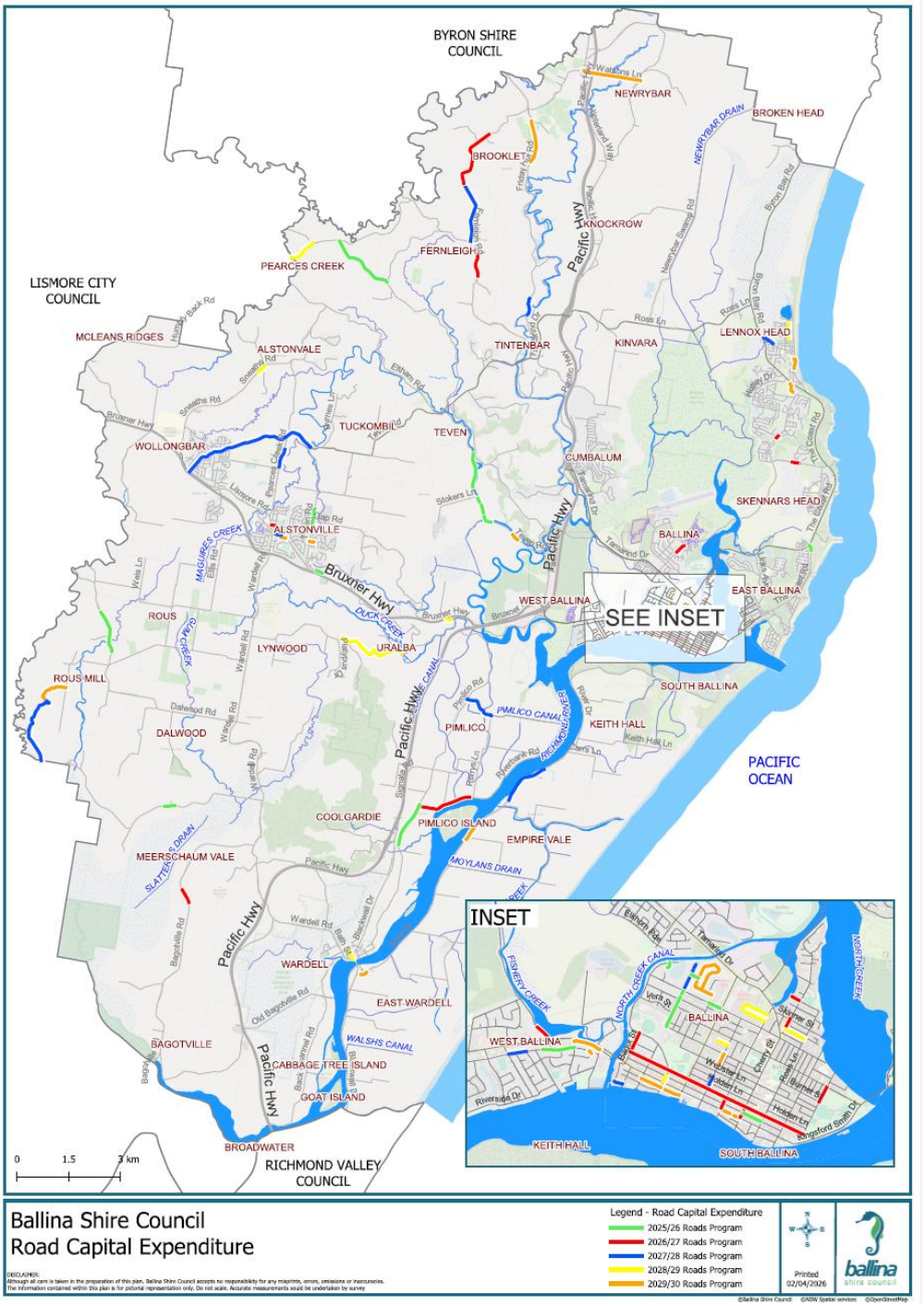
Agency Information Guide – Government Information (Public Access) Act 2020

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

Further Information

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

Appendix A: Roads Reconstruction Program



Appendix B: Special Variation Rate Expenditure

Council's preferred long term financial plan is based on increases in our total rate income above the estimated rate peg limit for the four-year period from 2026/27 to 2029/30, with the extra income raised to be retained as a permanent revenue source.

For 2026/27, an increase of 2.6% above the State Government rate peg limit of 3.4% is proposed. And for the following three years, an increase of 2.75% above an estimated rate peg of 3.25%, resulting in 6% increases in our total rate income for the four-year period. This is known as a special rate variation, or SRV, and this must be approved by the Independent Pricing and Regulatory Tribunal (IPART).

The extra funds generated from the SRV are to be expended on increased asset renewal (i.e. invested into increased capital expenditure on our core infrastructure assets) and increases in operating expenditure for our Healthy Waterways Program, implementation of our Biodiversity Strategy and implementing Crime Prevention Programs, including the operation of CCTV, as well are additional funding for core infrastructure services.

Distribution of Special Rate Variation (SRV) Funds

The additional SRV funds are distributed based on key service areas. A breakdown of the funding distribution is outlined in the following table.

Service	2026/27	2027/28	2028/29	2029/30
Additional Capital				
Open Spaces	50,000	200,000	300,000	310,000
Sports Fields	100,000	200,000	300,000	500,000
Roads Reconstruction Program	150,000	300,000	475,000	550,000
Footpaths and Ancillary	0	50,000	150,000	210,000
Community Facilities	80,000	160,000	300,000	750,000
Stormwater	100,000	200,000	375,000	550,000
Sub Total	**480,000**	**1,110,000**	**1,900,000**	**2,870,000**
Expanded Operating				
Healthy Waterways Program	45,000	100,000	105,000	110,000
Biodiversity Strategy	45,000	100,000	100,000	100,000
Crime Prevention Programs	50,000	102,000	105,000	108,000
Roads Operations	53,000	54,000	163,000	198,000
Stormwater Operations	10,000	90,000	93,000	196,000
Open Spaces Operations	100,000	140,000	280,000	324,000
Facilities Operations	45,000	100,000	120,000	140,000
Sub Total	**348,000**	**686,000**	**966,000**	**1,176,000**
Total	**828,000**	**1,796,000**	**2,866,000**	**4,046,000**

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

The figures are provided for the four-year term of the Delivery Program for the period from 2026/27 to 2029/30. The works program is indicative and may vary based on final costs for the scheduled works.

Asset Renewal

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

Action	2026/27	2027/28	2028/29	2029/30
Open Space Improvements	**2,313,000**	**1,974,000**	**818,000**	**1,821,000**
Crown Reserve Improvements	56,000	58,000	60,000	62,000
Community Assets - Grants and Section 7.11				1,000,000
Cawarra Park Boating Infrastructure	1,075,000	1,075,000		
Alstonville Creek Restoration Grant	430,000	86,000		
Park Shelter and P.U.M.P actions	28,000			80,000
Lilli Pilli Park, Lennox Head	164,000			
Missingham Park, Ballina		755,000	758,000	
Faulks Reserve, Ballina	230,000			
Lions Park, Lennox Head	90,000			
Ferngrove Park, Ballina	110,000			
Apex Park, Alstonville	130,000			
Coastal Grove, Lennox Head				180,000
Skate Park, Alstonville				499,000
Open Space - Sports Fields	**257,000**	**234,000**	**242,000**	**250,000**
Kingsford Smith - Major Field Upgrade and Irrigation		234,000	242,000	
Williams Reserve Surface and Fencing Works	127,000			
Skennars Head Surface and Vegetation Management	90,000			
Fripp Safety Repairs	10,000			
Saunders Oval Cricket Pitch	30,000			
Gap Road Sporting Upgrades				250,000
Totals	**2,570,000**	**2,208,000**	**1,060,000**	**2,071,000**

Open Spaces – With Special Rate Variation ($)

Action	2026/27	2027/28	2028/29	2029/30
Open Space Improvements	**2,363,000**	**2,174,000**	**1,118,000**	**2,131,000**
Crown Reserve Improvements	56,000	58,000	60,000	62,000
Community Assets - Grants and Section 7.11				1,000,000
Cawarra Park Boating Infrastructure	1,075,000	1,075,000		
Alstonville Creek Restoration Grant	430,000	86,000		
Park Shelter and P.U.M.P actions	28,000			80,000
Lilli Pilli Park, Lennox Head	164,000			
Missingham Park, Ballina		955,000	1,058,000	
Faulks Reserve, Ballina	280,000			
Lions Park, Lennox Head	90,000			
Ferngrove Park, Ballina	110,000			
Apex Park, Alstonville	130,000			
Coastal Grove, Lennox Head				180,000
Skate Park, Alstonville				529,000
Spoonbill Reserve, Skennars Head				280,000
Open Space - Sports Fields	**357,000**	**434,000**	**542,000**	**750,000**
Kingsford Smith - Major Field Upgrade and Irrigation		434,000		
Williams Reserve Surface and Fencing Works	127,000			
Skennars Head Surface and Vegetation Management	80,000			
Minor Topdressing	60,000			
Hutley Drive Surface and Fencing	50,000			
Fripp Safety Repairs	10,000			
Saunders Oval Cricket Pitch	30,000			
Geoff Watt			292,000	
Gap Road Sporting Upgrades			250,000	
Saunders Oval - Clubhouse and Improvements				542,000
Wollongbar - Sports Field Lighting				208,000
Totals	**2,720,000**	**2,608,000**	**1,660,000**	**2,881,000**

Roads – Without Special Rate Variation ($)

Action	2026/27	2027/28	2028/29	2029/30
Road Reconstruction Program				
Urban Roads				
Preliminary Designs (2026-27 program)	150,000	150,000	150,000	150,000
Moon Street Segment 20	650,000			
Skennars Head Road Segment 80	467,000			
Skennars Head Road Segment 70	272,000			
Cawarra Street Segment 20	220,000			
Owen Street Segment 20-100	50,000			
Bagot Street Segment 30	50,000			
Tamar Street	50,000			
Cherry Street Segment 180	300,000			
Cherry Street Segment 30	615,000			
North Creek Road Segment 80	448,000	234,000		
South Street Segment 30	236,000			
Barlow's Road Segment 20	320,000			
Byron Street Lennox Head Segment 40 -50		340,000		
Main Street Segment 5, Alstonville		267,000		
Latta Avenue Segment 10		163,000		
Temple Street Segment 30		332,000		
Treelands Crescent Segment 10				686,000
Kalinga street Seg Segment 60		348,000	130,000	
Wejuba Place Segment 10			230,000	
Hamilton Street Segment 10			200,000	400,000
Cedar Street Segment 10			430,000	
Grant Street Segment 40		487,000		
Rifle Range Road (Kerb and Gutter and widening)		100,000		
Tweed Street Segment 30			390,000	
Camburt Street Segment 10			283,000	
Stewart Street Shoulders Segments 20-30-40			256,000	
North Creek Road Segment 180 Lennox Head				332,000
Johnson Drive, West Ballina				340,000
Temple Street Segment 40		130,000		
Greenhalgh Street, Ballina				435,000
River Street Segments 80 & 90				305,000
Aspley Street Segment 20				382,000
Camoola Ave Segment 10				260,000
Ambrose Lane Segment 10				74,000
Panorama Drive Segment 10				483,000
Fig Tree Hill Segment 10				198,000
Catherine Crescent Segment 10				170,000
Kalinga Segment 10				89,000

Action	2026/27	2027/28	2028/29	2029/30
Rural Roads				
Pimlico Road Segment 100			538,000	
Marom Creek Road Segment 140				293,000
Bagotville Road Segment 30	402,000			
Dalwood Road Segment 80	420,000			
Fernleigh Road Segment 90	606,000			
Houghlahans Road Segment 140	402,000		224,000	239,000
Fernleigh Segment 50	630,000			
The Coast Road Segments 203		320,000		
Teven Segments 50 -52-54	200,000	418,000		
Riverbank Road Segment 10	275,000			
Friday Hut Segment 60		280,000		
River Drive Segment 180		400,000		
Hermans Lane Segment 10		485,000		
Fernleigh Road Segment 80		210,000	500,000	461,000
Pearces Creek Road Segment 50		312,000		
Marom Creek Road Segment 120		139,000		
Marom Creek Road Segment 130		90,000		
Pimlico Road Segment 120		125,000	450,000	
Pearces Creek Hall Road Segment 10			263,000	
Sneaths Segment 90			341,000	
Uralba Road Segment 10-20, Uralba			160,000	
Uralba Road Segment 70			110,000	
Uralba Road Segment 80			134,000	291,000
River Drive Segment 120				350,000
Friday Hut Segment 150				423,000
Watson Lane, Newrybar				145,000
River Drive Segment 30				307,000
Dust Seal Program				
Buckombil Mountain Road	120,000			
Old Bagotville Road		120,000	132,000	
Other				
Cherry / Moon / Grant Streets - Pavers / Kerb		830,000	1,569,000	
Road Furniture Renewal		150,000		
Totals	**6,883,000**	**6,430,000**	**6,490,000**	**6,813,000**

Roads – With Special Rate Variation ($)

Action	2026/27	2027/28	2028/29	2029/30
Road Reconstruction Program				
Urban Roads				
Preliminary Designs (2026-27 program)	150,000	150,000	150,000	150,000
Moon Street Segment 20	650,000			
Skennars Head Road Segment 80	467,000			
Skennars Head Road Segment 70	272,000			
Cawarra Street Segment 20	220,000			
Owen Street Segment 20-100	50,000			
Bagot Street Segment 30	50,000			
Tamar Street	50,000			
Cherry Street Segment 180	300,000			
Cherry Street Segment 30	615,000			
North Creek Road Segment 80	448,000	234,000		
South Street Segment 30	236,000			
Barlow's Road Segment 20	320,000			
Byron Street Lennox Head Segments 40 -50		340,000		
Main Street Segment 5, Alstonville		267,000		
Latta Avenue Segment 10		163,000		
Temple Street Segment 30		332,000		
Treelands Crescent Segment 10			686,000	
Kalinga street Segment 60		348,000	130,000	
Wejuba Place Segment 10			230,000	
Hamilton Street Segment 10			200,000	400,000
Cedar Street Segment 10			430,000	
Grant Street Segment 40		487,000		
Rifle Range Road (Kerb and Gutter and widening)		100,000		
Tweed Street Segment 30			390,000	
Camburt Street Segment 10			283,000	
Stewart Street Shoulders Segment s20-30-40			256,000	
North Creek Road Segment 180 Lennox Head				332,000
Grant Street Segment 90				238,000
Johnson Drive, West Ballina				340,000
Temple Street Segment 40		130,000		
Greenhalgh Street, Ballina				435,000
River Street Segments 80 & 90				305,000
Aspley Street Segment 20				382,000
Camoola Ave Segment 10				260,000
Ambrose Lane Segment 10				74,000
Rayners Lane, Lennox Head				704,000
Panorama Drive Segment 10				483,000
Fig Tree Hill Segment 10				198,000

Action	2026/27	2027/28	2028/29	2029/30
Catherine Crescent Segment 10				170,000
Kalinga Segment 10				89,000
Rural Roads				
Pimlico Road Segment 100			538,000	
Marom Creek Road Segment 140				293,000
Bagotville Road Segment 30	402,000			
Dalwood Road Segment 80	420,000			
Fernleigh Road Segment 90	606,000			
Houghlahans Road Segment 140	402,000		463,000	
Fernleigh Segment 50	630,000			
The Coast Road Segment 203		320,000		
Teven Segments 50 -52-54	200,000	418,000		
Riverbank Road Segment 10	275,000			
Friday Hut Segment 60		280,000		
River Drive Segment 180		400,000		
Hermans Lane Segment 10		485,000		
Fernleigh Road Segment 80		210,000	500,000	461,000
Pearces Creek Road Segment 50		312,000		
Marom Creek Road Segment 120		139,000		
Marom Creek Road Segment 130		90,000		
Pimlico Road Segment 120		575,000		
Pearces Creek Hall Road Segment 10			263,000	
Sneaths Segment 90			341,000	
Uralba Road Segment 10-20, Uralba			160,000	
Uralba Road Segment 70			110,000	
Uralba Road Segment 80			134,000	291,000
Teven Road Segment 37				239,000
Teven Road Segment 70				132,000
River Drive Segment 120				350,000
Friday Hut Segment 150				423,000
Watson Lane, Newrybar				307,000
River Drive Segment 30				307,000
Dust Seal Program				
Buckombil Mountain Road	120,000			
Old Bagotville Road		120,000	132,000	
Other				
Cherry / Moon / Grant Streets - Pavers / Kerb		830,000	1,569,000	
Road Furniture Renewal	150,000			
Totals	**7,033,000**	**6,730,000**	**6,965,000**	**7,363,000**

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

Action	2026/27	2027/28	2028/29	2029/30
Mellis Circuit, Alstonville	163,000			
Moon Street, Ballina	15,000			
Shelly Beach Road, Ballina	10,000			
Castle Drive, Lennox Head	20,000			
Bonview Street, Ballina	130,000			
Tanamera Drive, Alstonville		200,000	90,000	
Main Street, Alstonville (Bike Plan)	90,000			
Eyes Drive, Ballina		5,000		
Deegan Drive and Parklands Drive, Alstonville		40,000	50,000	
Northumberland Drive, Ballina			108,000	93,000
South Street, Alstonville (Bike Plan)		112,000		
Canal Road, Ballina			160,000	
Whipps Ave, Alstonville		90,000		
Jarrett Street, Ballina				108,000
Coral Street, Alstonville		20,000		
Brunswick Street, Ballina			50,000	
Henderson Lane/Meadows Drive, Lennox Head				205,000
Lindsay Crescent and Pine Street, Wardell (WDW85)				230,000
Greenfield Road, Lennox Head (LHNW86)		21,000		
Queens Park Ct, Wollongbar (WBW87)			111,000	
Ballina RSL Boardwalk	100,000	59,000		
Existing Path Network - Renewal	50,000	50,000	47,000	
Totals	**578,000**	**597,000**	**616,000**	**636,000**

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

Action	2026/27	2027/28	2028/29	2029/30
Mellis Circuit, Alstonville	163,000			
Moon Street, Ballina	15,000			
Shelly Beach Road, Ballina	10,000			
Castle Drive, Lennox Head	20,000			
Bonview Street, Ballina	130,000			
Tanamera Drive, Alstonville		200,000	90,000	
Main Street, Alstonville (Bike Plan)	90,000			
Eyes Drive, Ballina		5,000		
Deegan Drive and Parklands Drive, Alstonville		90,000		
Northumberland Drive, Ballina			200,000	
South Street, Alstonville (Bike Plan)		112,000		
Canal Road, Ballina			160,000	
Whipps Ave, Alstonville		90,000		
Jarrett Street, Ballina			108,000	
Coral Street, Alstonville		20,000		
Brunswick Street, Ballina			50,000	
Henderson Lane/Meadows Drive, Lennox Head				205,000
Lindsay Crescent and Pine Street, Wardell				230,000
Greenfield Road, Lennox Head		21,000		
Queens Park Ct, Wollongbar			111,000	
Ballina RSL Boardwalk	100,000	59,000		
Existing Path Network - Renewal	50,000	50,000	47,000	
River Drive, East Wardell				70,000
Ballina Road, Alstonville				70,000
Smith lane, Wollongbar				80,000
Gap Road, Alstonville				191,000
Totals	**578,000**	**647,000**	**766,000**	**846,000**

Community Facilities – Without Special Rate Variation ($)

Action		2026/27	2027/28	2028/29	2029/30
Facilities Management		**15,714,000**	**593,000**	**602,000**	**632,000**
Alstonville Cultural Centre		15,190,000			
Pimlico Hall	External paint			20,000	100,000
Wollongbar Hall	Building Modifications			150,000	82,000
Wardell Hall	Window replacements		100,000		
Lennox Head Cultural Centre	Various		50,000	100,000	66,000
Library/Richmond Room/VIC	Solar	33,000			
Ballina Surf Club	Various	180,000		50,000	68,000
Kentwell Centre, Ballina	Various	80,000	213,000	39,000	
Marine Rescue Tower, Ballina	Various	20,000	150,000		82,000
Ballina Indoors Sports Centre	Improvements	50,000		50,000	
Crawford House, Alstonville	Roof/ Paint	100,000			
Naval Museum, Ballina	Paint/ Miscellaneous	61,000			
River Street Preschool, Ballina	Paint			73,000	100,000
Wollongbar Preschool	Paint		50,000		
Alstonville Preschool	Paint/ Drainage		30,000	80,000	67,000
Gallery, Ballina	Internal Paint			40,000	67,000
Depot and Admin Centre		**896,000**	**732,000**	**766,000**	**781,000**
Depot - Compound (Store / Small Plant)		187,000			
Depot - Engineering Works - Shed		597,000			
Depot - Existing Amenity Building Upgrade			500,000		
Depot - Bitupave		112,000	232,000	356,000	
Depot - Security and Fencing				400,000	
Depot - Additional Works				10,000	781,000
Totals		**16,610,000**	**1,325,000**	**1,368,000**	**1,413,000**

Community Facilities – With Special Rate Variation ($)

Action		2026/27	2027/28	2028/29	2029/30
Facilities Management		**15,794,000**	**753,000**	**362,000**	**1,382,000**
Alstonville Cultural Centre		15,190,000			100,000
Pimlico Hall	External paint		20,000		100,000
Wollongbar Hall	Building Modifications		150,000		82,000
Wardell Hall	Window replacements		100,000		120,000
Lennox Head Cultural Centre	Various		50,000	100,000	66,000
Library/Richmond Room/VIC	Various	33,000			120,000
Ballina Surf Club	Various	180,000		50,000	82,000
Kentwell Centre, Ballina	Various	80,000	251,000		100,000
Marine Rescue Tower, Ballina	Window Repairs/Hatch	20,000	150,000		82,000
Ballina Indoors Sports Centre	Refurbishments/Fencing	50,000		50,000	66,000
Crawford House, Alstonville	Roof/ Paint	100,000			82,000
Naval Museum, Ballina	Paint/ Miscellaneous	61,000			66,000
River Street Preschool, Ballina	Paint		32,000	42,000	100,000
Wollongbar Preschool	Paint	50,000			82,000
Alstonville Preschool	Paint/ Drainage	30,000		80,000	67,000
Gallery, Ballina	Internal Paint			40,000	67,000
Depot and Admin Centre		**896,000**	**732,000**	**1,306,000**	**781,000**
Depot - Compound (Store / Small Plant)		187,000			
Depot - Engineering Works - Shed		597,000			
Depot - Existing Amenity Building Upgrade			500,000		
Depot - Bitupave		112,000	232,000	356,000	
Depot - Security and Fencing				400,000	
Depot - Additional Works				550,000	781,000
Totals		**16,690,000**	**1,485,000**	**1,668,000**	**2,163,000**

Stormwater – Without Special Rate Variation ($)

Action	2026/27	2027/28	2028/29	2029/30
Urban Lanes	50,000	50,000	50,000	50,000
Asset Data Collection	25,000	25,000	25,000	50,000
Tide Gates to Urban Streets	55,000	55,000	155,000	103,000
Grant Street, Ballina	150,000			
Oakland Avenue	255,000			
Norton Street	105,000	100,000		
Daydream Avenue		153,000		
Wardell		50,000	150,000	150,000
Ballina Lanes		240,000		
Lennox Head Lanes			255,000	
Relining Package	145,000	192,000	170,000	395,000
Prospect Street, East Ballina	50,000			
Overland Flood Studies Implementation			91,000	200,000
Open Channel Renewal	80,000	80,000	80,000	80,000
Totals	**915,000**	**945,000**	**976,000**	**1,028,000**

Stormwater – With Special Rate Variation ($)

Action	2026/27	2027/28	2028/29	2029/30
Urban Lanes	50,000	50,000	50,000	50,000
Asset Data Collection	25,000	25,000	25,000	50,000
Tide Gates to Urban Streets	55,000	55,000	155,000	103,000
Grant Street, Ballina	150,000			
Oakland Avenue	255,000			
Norton Street	205,000			
Daydream Avenue		153,000		
Wardell		200,000	300,000	
Ballina Lanes		240,000		
Lennox Head Lanes			255,000	
Relining Package	145,000	342,000	170,000	750,000
Prospect Street, East Ballina	50,000			
Overland Flood Studies Implementation			316,000	525,000
Open Channel Renewal	80,000	80,000	80,000	100,000
Totals	**1,015,000**	**1,145,000**	**1,351,000**	**1,578,000**

Healthy Waterways, Biodiversity Strategy and Crime Prevention Activities

Healthy Waterways

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

Details of this program are available as per the following link.***ballina.nsw.gov.au/healthy-waterways***

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

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

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

Biodiversity Strategy

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

A copy of the Strategy is available on Council's website: Biodiversity Strategy 2023 - 2033

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

Council has commenced incrementally allocating funding to the implementation of the identified actions, with the SRV allocating an extra $100,000, which will see the recurrent budget increase to over $200,000 per annum.

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

Crime Prevention

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

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

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

The SRV will result in an extra $858,000 allocated per annum, in total, by 2029/30, to these core infrastructure areas.

Council is struggling to maintain existing service levels for this infrastructure, following a period of significantly high increases in costs such as plant and equipment, materials such as asphalt and concrete and the installation of new equipment resulting from successful grant programs and residential development.

The total recurrent budget for these areas is approximately $30m and the additional $858,000 will somewhat assist in ensuring service levels are maintained into the future.