
Public Exhibition: Operational Plan (incorporating the 2024/25 Budget and 'Revenue' policy)

Responsible Officer: Group Manager Corporate and Commercial (Helen McNeil)

Recommendation

That:

1. Council endorses the draft Operational Plan (incorporating the 2024/25 Budget and 'Revenue' policy) attached to this report, for public exhibition.
2. Council note that adjustments approved at this meeting as part of the March 2024 Quarterly Budget Review Statement report will be included in the exhibited Operational Plan as appropriate.
3. If public submissions are made during the public exhibition period, a report be furnished to Council's June 2024 meeting, including staff comment on how the submissions have been considered, for Council to determine a position on endorsement of the Operational Plan (incorporating the 2024/25 Budget and 'Revenue' policy).
4. If no public submissions are made during the public exhibition period, the version of the draft Operational Plan (incorporating the 2024/25 Budget and 'Revenue' policy) placed on public exhibition, is deemed to be adopted by Council.
5. Subject to any variations arising as a result of '3' above, Council approve external borrowings of \$30M for capital works projects for 2024/25 and authorise the General Manager to negotiate with financial institutions to accept the preferred loan offer including the term and type of borrowing.
6. Council authorise associated loan documentation to be signed by the General Manager (or under seal if required).

Draft 2024/25 Budget

This section of the report is presented with the following structure:

- Financial information on the organisation as one combined entity (consolidated).
- Financial information in respect to each Reporting Unit: Bulk Water, Retail Water, Flood Mitigation, Weed Biosecurity, Properties, and Fleet.

It is noted that the 10-year Long-Term Financial Plan (LTFP) presented in this report includes budget adjustments presented to Council as part of the March 2024 Quarterly Budget Review Statement (see separate report). If those adjustments are not approved by Council, the LTFP will need to be revised prior to public exhibition.

The report presents financial information in a consistent format for each of the Reporting Units and the whole organisation. Detailed information is provided on each Reporting Unit in terms of assumptions on which the budget is based, including a breakdown of the main streams of income and expense for both operating and capital items.

Rous is currently providing administrative services to the Northern Rivers Joint Organisation under a fee for service arrangement.

Long-Term Financial Plan (LTFFP) Caveat

The LTFFP incorporates significant expenditure associated with the Future Water Program (FWP). This includes Council's decision from its February 2022 meeting [5/22] which continues with the basic assumptions as of the July 2021 Council resolution [39/21] but accommodates the change relating to the Dunoon Dam investigation studies.

The FWP estimates within the LTFFP include expenditure to construct and run new and expanded groundwater sites. To finance these the LTFFP includes external borrowings and increased bulk water charges to constituent councils (7.0% per annum for the next 3 years). Future borrowings are significant, and the impact of estimated loan rates are evident in the LTFFP.

The viability and estimated costs of the new water source solutions continues to be investigated. It is likely, that core assumptions will continue to evolve as investigations continue.

Therefore, the LTFFP includes significant assumptions in respect to future capital works which are currently 'proposals' that continue to be actively investigated. The LTFFP is presented based on the available information as of March 2024.

Whole Organisation

The table below details the forecast Operating Performance of the organisation together with capital movements and estimated cash reserve.

Table 1: Whole Organisation Forecast Operating Performance

Description	2025 Estimate \$	2026 Estimate \$	2027 Estimate \$	2028 Estimate \$	2029 Estimate \$	2030 Estimate \$	2031 Estimate \$	2032 Estimate \$	2033 Estimate \$	2034 Estimate \$
Operating Income	38,853,900	40,436,600	40,997,300	43,374,500	50,997,600	53,794,600	56,821,400	59,944,400	61,140,400	62,357,900
Operating Expense	36,985,000	35,045,800	37,133,500	37,946,500	38,298,800	37,881,300	38,099,100	40,428,100	40,618,300	40,941,800
Operating Result	1,868,900	5,390,800	3,863,800	5,428,000	12,698,800	15,913,300	18,722,300	19,516,300	20,522,100	21,416,100
Less: Depreciation	8,756,500	9,039,400	9,333,300	9,834,800	10,099,500	10,268,300	10,489,800	10,852,500	11,357,700	11,606,200
Operating Result Excluding Non Cash	10,625,400	14,430,200	13,197,100	15,262,800	22,798,300	26,181,600	29,212,100	30,368,800	31,879,800	33,022,300
Add: Loan Drawdown	30,000,000	0	10,000,000	10,000,000	0	0	0	0	0	0
Less: Loan Repayment	4,256,900	4,661,900	4,350,600	2,605,000	2,255,000	2,369,800	2,491,100	2,619,200	2,754,500	2,897,400
Less: Capital Expense	36,601,700	17,220,300	16,421,800	19,442,500	21,901,900	15,527,000	9,101,200	26,070,500	29,147,600	10,569,600
Reserve Transfers	233,200	7,452,000	(2,424,700)	(3,215,300)	1,358,600	(8,284,800)	(17,619,800)	(1,679,100)	22,300	(19,555,300)
Estimated Cash Reserve \$	21,408,800	13,956,800	16,381,500	19,596,800	18,238,200	26,523,000	44,142,800	45,821,900	45,799,600	65,354,900

The outlook depicts an organisation heavily invested in capital works. The operating result includes capital revenue, with forecast deficits until 2028/29 when capital revenue is excluded. Further improvements to the operating result would need to be sourced from significant increases to the bulk water price paid by Constituent Council's and would represent a negative impact to their operations. Capital expense over the ten years is forecast to be \$202.0M supported by external borrowings of \$50M. Cash reserves remain relatively stable until 2029/30 when cash begins to grow.

The outlook for the whole organisation tends to be dominated by the Bulk Water Reporting Unit and more detailed information is provided in this section of the report.

Bulk Water

Table 2: Bulk Water Reporting Unit Forecast Operating Performance

Description	2025 Estimate \$	2026 Estimate \$	2027 Estimate \$	2028 Estimate \$	2029 Estimate \$	2030 Estimate \$	2031 Estimate \$	2032 Estimate \$	2033 Estimate \$	2034 Estimate \$
Operating Income	31,058,300	33,171,200	33,359,300	35,362,700	42,607,200	44,995,700	47,594,000	50,253,600	51,254,900	52,274,800
Operating Expense	28,211,300	26,904,200	28,969,400	29,594,400	29,684,300	28,905,300	28,857,500	30,837,500	30,893,200	31,040,100
Operating Result	2,847,000	6,267,000	4,389,900	5,768,300	12,922,900	16,090,400	18,736,500	19,416,100	20,361,700	21,234,700
Less: Depreciation	7,036,600	7,293,700	7,561,400	8,036,300	8,274,000	8,415,400	8,609,100	8,943,700	9,420,300	9,639,800
Operating Result Excl. Non Cash	9,883,600	13,560,700	11,951,300	13,804,600	21,196,900	24,505,800	27,345,600	28,359,800	29,782,000	30,874,500
Add: Loan Drawdown	30,000,000	0	10,000,000	10,000,000	0	0	0	0	0	0
Less: Loan Repayment	4,256,900	4,661,900	4,350,600	2,605,000	2,255,000	2,369,800	2,491,100	2,619,200	2,754,500	2,897,400
Less: Capital Expense	36,018,000	16,554,700	15,229,200	18,437,400	20,882,900	14,223,100	8,232,300	25,198,600	27,871,700	9,689,500
Reserve Transfers	391,300	7,655,900	(2,371,500)	(3,762,200)	1,941,000	(8,912,900)	(16,622,200)	(542,000)	844,200	(18,287,600)
Estimated Cash Reserve \$	18,293,800	10,637,900	13,009,400	16,771,600	14,830,600	23,743,500	40,365,700	40,907,700	40,063,500	58,351,100

Overview

- The LTFP sees significant additional spending due to the future water program to secure our regions water.
- Over the next ten years the FWP will focus on building bores at Woodburn, a groundwater treatment plant at Alstonville, the Marom Creek water treatment plant, land acquisitions for groundwater and Tyagarah groundwater.
- The focus of the LTFP is to grow the operating surplus over the LTFP period, whilst carefully balancing the amount of borrowings Council takes and the impact of servicing those loans.
- Council has sought to contain operating costs across that timeframe, the main variability arises from salary and wage costs, chemical and electricity prices and work on projects.

Revenue

- The majority of bulk water revenue comes directly from the Constituent Councils. Council has sought to provide surety to those Councils by adhering to the previously advised price path as below.

Table 3: Forecast % Increase to constituent councils' contributions for Bulk Water

Year	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Cumulative Total
Proposed % Increase	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	2.0%	2.0%	78.8%

- Council's charging methodology means the allocation to each council is based on the prior year's usage.
- Water consumption increased over the calculation period with Byron and Richmond Valley's proportion of the weighted average charge increasing beyond the 7.0% increase.

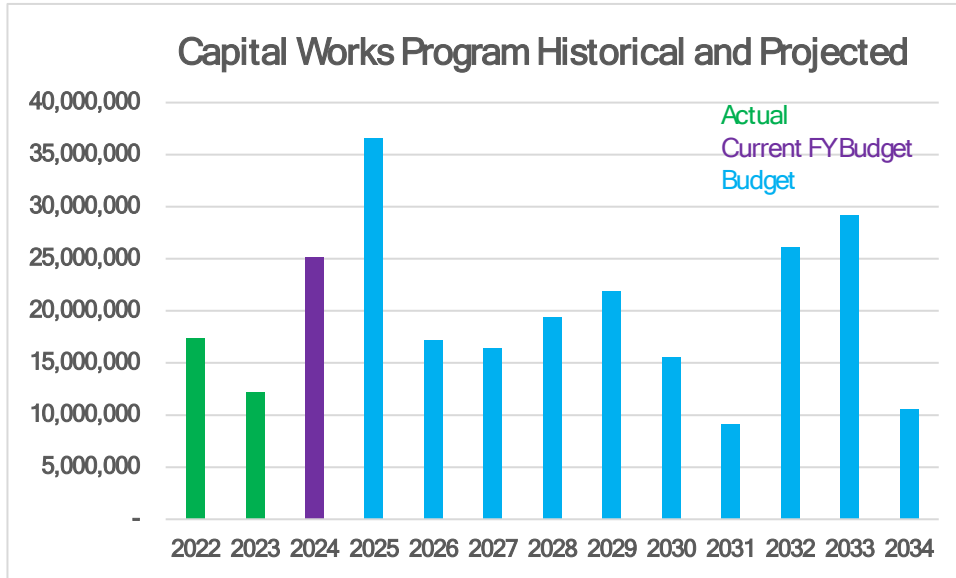
Table 4: Proposed Bulk Water Contributions Constituent Councils and Retail Water

	2023/24 \$	2024/25 \$	Movement %	Movement \$
Lismore City Council	6,542,200	6,873,500	5.06	331,300
Byron Council	5,571,300	6,374,300	14.41	803,000
Richmond Valley Council	1,348,700	1,483,900	10.02	135,200
Ballina Council	8,334,500	8,799,100	5.57	464,600
Rous Retail	2,041,000	1,975,500	(3.21)	(65,500)
Total	23,837,700	25,506,300	7.00	1,668,600

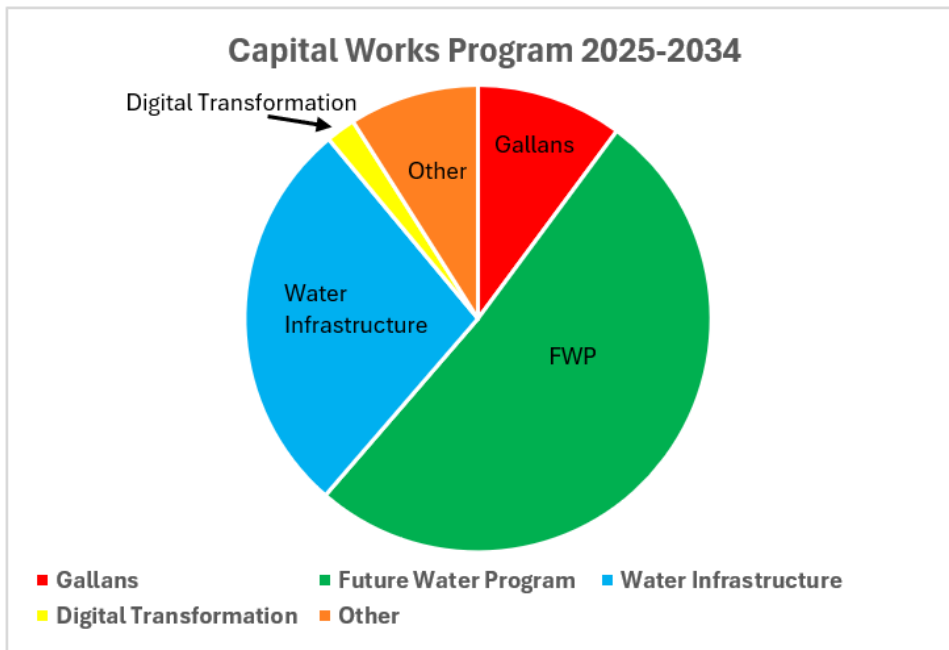
Capital Works

- FY25 capex is significantly higher than other years and includes one-off projects for our new consolidated workplace premises and digital transformation project as well as investment in the future water program.
- Over the next ten years the FWP capex results in a significant cost increase representing \$103.4M or 51.2% of total capital works.

Graph 1: Capital Works Program Historical and Projected



Graph 2: Capital Works Program 2025-2034



Funding

- The scale of the capital works to be undertaken will result in additional borrowings being required over the LTFP period.

- A balance is required between what Council can borrow to fund works and the additional costs required to repay these funds, particularly with current interest rates resulting in financing costs being more expensive than in recent years.

Table 5: Estimated Borrowings 2024/25 – 2033/34

Year	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Amount \$	30,000,000	-	10,000,000	10,000,000	-	-	-	-	-	-	50,000,000
Estimated Rate	6.50%		5.50%	5.00%							5.67%

- Interest rates are predicted to decrease over time however it is difficult to predict exactly just what will occur and when.
- All loans have been calculated based on a standard principal and interest repayment over a 20 year term.

Retail Water

Table 6: Retail Water Reporting Unit Forecast Operating Performance

Description	2025 Estimate \$	2026 Estimate \$	2027 Estimate \$	2028 Estimate \$	2029 Estimate \$	2030 Estimate \$	2031 Estimate \$	2032 Estimate \$	2033 Estimate \$	2034 Estimate \$
Operating Income	3,966,700	4,214,300	4,485,200	4,778,400	5,099,400	5,447,800	5,818,300	6,221,100	6,353,800	6,496,400
Operating Expense	3,959,000	4,379,300	4,532,300	4,737,300	4,954,600	5,184,900	5,428,600	5,686,900	5,770,500	5,887,300
Operating Result	7,700	(165,000)	(47,100)	41,100	144,800	262,900	389,700	534,200	583,300	609,100
Less: Depreciation	526,500	534,400	542,400	550,500	558,800	567,200	575,700	584,300	593,100	602,000
Operating Result Excl. Non Cash	534,200	369,400	495,300	591,600	703,600	830,100	965,400	1,118,500	1,176,400	1,211,100
Less: Capital Expense	168,200	90,800	492,600	94,500	96,400	498,300	100,300	102,300	504,300	106,400
Reserve Transfers	(366,000)	(278,600)	(2,700)	502,900	(607,200)	668,200	(865,100)	(1,016,200)	(672,100)	(1,104,700)
Estimated Cash Reserve \$	641,000	919,600	922,300	419,400	1,026,600	358,400	1,223,500	2,239,700	2,911,800	4,016,500

Overview

- Significant investment has occurred in the retail water business over the last year as Smart Metering and Backflow devices have been rolled out. Costs associated with those projects will be recouped through a charge.
- Otherwise, overall costs are relatively flat.

Revenue

- Water pricing will increase by 8.0%, largely due to the increased cost of bulk water increasing by 7.0%.

Table 7: Forecast Price Path for Charges to Rous Retail Customers

Year	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Proposed % Increase	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	2.00%	2.50%

Flood Mitigation

Table 8: Flood Mitigation Reporting Unit Forecast Operating Performance

Description	2025 Estimate \$	2026 Estimate \$	2027 Estimate \$	2028 Estimate \$	2029 Estimate \$	2030 Estimate \$	2031 Estimate \$	2032 Estimate \$	2033 Estimate \$	2034 Estimate \$
Operating Income	1,910,300	1,224,900	1,270,300	1,315,900	1,353,100	1,389,800	1,421,700	1,456,200	1,492,400	1,526,300
Operating Expense	2,461,600	1,744,600	1,739,800	1,761,300	1,789,000	1,887,900	1,870,300	1,898,900	1,902,900	1,932,400
Operating Result	(551,300)	(519,700)	(469,500)	(445,400)	(435,900)	(498,100)	(448,600)	(442,700)	(410,500)	(406,100)
Less: Depreciation	716,300	727,000	737,900	749,000	760,200	771,600	783,200	794,900	806,800	818,900
Operating Result Excl. Non Cash	165,000	207,300	268,400	303,600	324,300	273,500	334,600	352,200	396,300	412,800
Less: Capital Expense	219,500	225,800	236,700	332,600	358,600	405,600	367,600	367,600	368,600	369,700
Reserve Transfers	54,500	18,500	(31,700)	29,000	34,300	132,100	33,000	15,400	(27,700)	(43,100)
Estimated Cash Reserve \$	577,500	559,000	590,700	561,700	527,400	395,300	362,300	346,900	374,600	417,700

Table 9: Flood Mitigation Reporting Unit Operating Result Excluding Lismore Levee Depreciation

	2025 Estimate	2026 Estimate	2027 Estimate	2028 Estimate	2029 Estimate	2030 Estimate	2031 Estimate	2032 Estimate	2033 Estimate	2034 Estimate
Operating Result	(551,300)	(519,700)	(469,500)	(445,400)	(435,900)	(498,100)	(448,600)	(442,700)	(410,500)	(406,100)
Less Lismore Levee Depreciation	393,200	399,100	405,100	411,200	417,400	423,700	430,100	436,600	443,100	449,700
Revised Operating Result	(158,100)	(120,600)	(64,400)	(34,200)	(18,500)	(74,400)	(18,500)	(6,100)	32,600	43,600

Overview

- Council's Flood Mitigation function operates on a very tight budget, based largely on a State government funding model that was designed pre-1983 and has not seen any increases (not even by CPI) since.
- There have been no material increases to costs, however, additional grant funding has been sought in order to complete more works.
- The Lismore Levee continues to be owned by Council with the depreciation of the asset not being funded.

Revenue

- Contributions will increase by 8.0% as previously agreed with Constituent Councils to make Flood Mitigation more financial sustainable.
- These cost increases are not significant in dollar terms and are vital for this function to continue its core operations.

Table 10: Forecast Price Path for Constituent Council Flood Mitigation Contributions

Year	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Cumulative Total
Proposed % Increase	4.6%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	25.0%

Table 11: Proposed Flood Mitigation Council Contributions 2024/25

Service Area	2023/24	2024/25	Increase
Ballina Shire Council	302,700	326,900	24,200
Lismore City Council	302,700	326,900	24,200
Richmond Valley Council	302,700	326,900	24,200
	908,100	980,700	72,600

Table 12: Proposed Ex-Drainage Union Council Contributions 2024/25

Service Area	2023/24	2024/25	Increase
Ballina Shire Council	41,800	43,700	1,900
Lismore City Council	41,800	43,700	1,900
Richmond Valley Council	4,000	4,200	200
	87,600	91,600	4,000

Weed Biosecurity

Table 13: Weed Biosecurity Reporting Unit Forecast Operating Performance

Description	2025 Estimate	2026 Estimate	2027 Estimate	2028 Estimate	2029 Estimate	2030 Estimate	2031 Estimate	2032 Estimate	2033 Estimate	2034 Estimate
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Income	1,632,500	1,611,800	1,627,200	1,641,700	1,663,000	1,685,100	1,707,800	1,730,400	1,752,600	1,773,700
Operating Expense	1,794,400	1,553,300	1,429,400	1,442,900	1,458,600	1,481,000	1,509,500	1,561,300	1,596,600	1,616,200
Operating Result	(161,900)	58,500	197,800	198,800	204,400	204,100	198,300	169,100	156,000	157,500
Less: Depreciation	31,500	32,000	32,500	33,000	33,500	34,000	34,500	35,000	35,500	36,000
Operating Result Excl. Non Cash	(130,400)	90,500	230,300	231,800	237,900	238,100	232,800	204,100	191,500	193,500
Less: Capital Expense	21,000	0	22,000	44,000	44,000	20,000	20,000	20,000	20,000	20,000
Reserve Transfers	151,400	(90,500)	(208,300)	(187,800)	(193,900)	(218,100)	(212,800)	(184,100)	(171,500)	(173,500)
Estimated Cash Reserve \$	665,900	756,400	964,700	1,152,500	1,346,400	1,564,500	1,777,300	1,961,400	2,132,900	2,306,400

Overview

- Council continues to deliver weed biosecurity works throughout the region, to our Constituent Councils and to Kyogle and Tweed on a fee for service arrangement.

Revenue

- Council contributions increase annually with the rate peg %. Since each Council has received an individual rate peg, the lowest increase of 4.6% has been applied.

Table 14: Forecast Price Path for Constituent Council Contributions

Year	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Cumulative Total
Proposed % Increase	4.60%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	25.0%

Table 15: Proposed Weed Biosecurity Council Contributions

Service Area	2023/24 \$	2024/25 \$	Increase \$
Ballina Shire Council	123,000	128,700	5,700
Byron Shire Council	123,000	128,700	5,700
Lismore City Council	161,700	169,100	7,400
Richmond Valley Council	133,800	140,000	6,200
Total Contributions	541,500	566,500	
Kyogle Shire Council *	134,900	141,100	6,200
Tweed Shire Council *	185,200	193,700	8,500
Total Fees	320,100	334,800	
Total Contributions and Fees	861,600	901,300	39,700
Total % Increase			4.6%

* Under service level agreement

Property

Table 16: Property Forecast Operating Performance

Description	2025 Estimate \$	2026 Estimate \$	2027 Estimate \$	2028 Estimate \$	2029 Estimate \$	2030 Estimate \$	2031 Estimate \$	2032 Estimate \$	2033 Estimate \$	2034 Estimate \$
Operating Income	162,600	96,900	140,200	166,300	166,100	165,800	165,400	165,000	164,500	164,500
Operating Expense	333,400	230,300	220,500	160,400	153,800	155,300	157,700	159,300	162,100	163,800
Operating Result	(170,800)	(133,400)	(80,300)	5,900	12,300	10,500	7,700	5,700	2,400	700
Less: Depreciation	43,800	44,500	45,200	45,900	46,600	47,300	48,000	48,700	49,400	50,100
Operating Result Excl. No	(127,000)	(88,900)	(35,100)	51,800	58,900	57,800	55,700	54,400	51,800	50,800
Less: Capital Expense	50,000	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000	59,000
Reserve Transfers	177,000	139,900	87,100	1,200	(4,900)	(2,800)	300	2,600	6,200	8,200
Estimated Cash Reserve \$	469,500	329,600	242,500	241,300	246,200	249,000	248,700	246,100	239,900	231,700

Overview

- Council sub-leases the Molesworth Street administration building, has one commercial property in the Lismore CBD, holds rural residential rental properties and the Perradenya estate.

Table 17: Fleet Reporting Unit Forecast Operating Performance

Description	2025 Estimate \$	2026 Estimate \$	2027 Estimate \$	2028 Estimate \$	2029 Estimate \$	2030 Estimate \$	2031 Estimate \$	2032 Estimate \$	2033 Estimate \$	2034 Estimate \$
Operating Income	123,500	117,500	115,100	109,500	108,800	110,400	114,200	118,100	122,200	122,200
Operating Expense	225,300	234,100	242,100	250,200	258,500	266,900	275,500	284,200	293,000	302,000
Operating Result	(101,800)	(116,600)	(127,000)	(140,700)	(149,700)	(156,500)	(161,300)	(166,100)	(170,800)	(179,800)
Less: Depreciation	401,800	407,800	413,900	420,100	426,400	432,800	439,300	445,900	452,600	459,400
Operating Result Excl. No	300,000	291,200	286,900	279,400	276,700	276,300	278,000	279,800	281,800	279,600
Less: Capital Expense	125,000	298,000	389,300	481,000	466,000	325,000	325,000	325,000	325,000	325,000
Reserve Transfers	(175,000)	6,800	102,400	201,600	189,300	48,700	47,000	45,200	43,200	45,400
Estimated Cash Reserve \$	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	761,100	754,300	651,900	450,300	261,000	212,300	165,300	120,100	76,900	31,500

Overview

- Fleet provides fit-for-purpose fleet including vehicles, boats, trailers and heavy plant at an economical rental to the other Reporting Units. There are approximately 106 items within the Fleet.

Statement of Revenue Policy – 2024/25

Proposed fees and charges for the 2024/25 financial year include: -

- Bulk water sales revenue – an increase of 7.0% to \$2.34 per kilolitre.
- Retail water sales – an increase of 8.0% to \$3.28 per kilolitre for water usage. The fixed facility charges will also increase by 8.0%.
- Developer charges – an increase of 4.2% to \$10,350.00 per equivalent tenement (based on the revised Development Servicing Plans that were adopted by Council in February 2023 [6/23] adjusted for CPI).
- Developer charges for Retail customers – an increase of 4.2% to \$399.00.
- Weed biosecurity contributions – an increase of 4.6% in line with rate pegging.
- Flood mitigation contributions – an increase of 8.0%.
- Ex-drainage union contributions - an increase of 4.6% in line with rate pegging.
- Backflow device annual charge – the existing fee of \$196.00 remains (this charge will only be applied on a pro-rate basis after installation and has not increased from last year).
- Property information certificates – no increase to fee of \$90.00 as prescribed by section 603 of the Local Government Act 1993.
- Interest on overdue water accounts – remains at 6.0% as prescribed by section 566(3) of the Local Government Act 1993.
- Other fees have generally increased by CPI of 4.1% or less and in many cases have not been increased at all.

Governance

Council adopted the current Integrated Planning and Reporting Framework in 2022. That Framework is applicable for a 3 year period to 30 June 2025 (not the usual 4 year period) due to various changes implemented by the NSW Government in response to COVID19.

The key themes of the Integrated Planning and Reporting Framework were the product of a range of consultative processes which included input from constituent councils. The themes remain current and applicable for 2024/25:

(i) Sustainable delivery

Delivery priorities include:

- (a) Contributing to the protection and enhancement of our region's environment and natural resources.
- (b) Responding to climate change impacts and reducing our carbon emissions.
- (c) Planning for a water-secure future and responding to the demands of regional population growth.
- (d) Sustainably using our human, financial and other resources through sound business planning and ongoing improvements.

(ii) External relationships

Delivery priorities include:

- (a) Proactive and positive engagement with our constituent councils to support the achievement of shared objectives.
- (b) Building community understanding of the breadth of functions and results that Council delivers across the region.
- (c) Maintaining strong relationships with others to promote positive business, environment and community outcomes.
- (d) Being well-positioned to win Government funding opportunities.

(iii) Our people

Delivery priorities include:

- (a) Forecasting future workforce skill needs and finding solutions to fill skills gaps.
- (b) Further enhancing our leadership culture.
- (c) Creating opportunities for our staff to learn and develop skills that are needed for achieving our organisation objectives.
- (d) Being an employer our employees are proud to work for.

(iv) Leadership and innovation.

Delivery priorities include:

- (a) Confirming our leadership role in the region for water supply, weed biosecurity and flood mitigation.
- (b) Providing a more consistent and cohesive service delivery model to our constituent councils.
- (c) Exploring new technologies and approaches as solutions to addressing service delivery issues.
- (d) Responding proactively to a change regulatory environment.

The actions in the draft Operational plan reflect the themes, delivery priorities and objectives set out in the Integrated Planning and Reporting Framework.

Council has until 30 June 2024 to endorse the draft Operational plan and its supporting elements.

Design and artwork for the Operational plan will occur after public exhibition. This approach enables any changes to be easily made prior to the design copy being finalised and published.

Consultation

If approved, the draft Operational plan (incorporating the 2024/25 Budget and 'Revenue' policy) will be publicly exhibited for at least 28 days and public submissions invited. Advice regarding any

public submissions received will be reported to Council's June 2024 meeting. Otherwise, if no public submissions are made, it is proposed that the documents, as placed on public exhibition, be deemed to be adopted.

Conclusion

The proposed draft Operational plan (incorporating the 2024/25 Budget and 'Revenue' policy) is recommended to Council for public exhibition.

Attachments:

1. Long-Term Financial Plan 1 July 2024 to 30 June 2034 (concise)
2. Draft Operational plan (incorporating the 2024/25 Budget and Revenue policy)