



2017/18 to 2020/21 Draft Delivery Program and Operational Plan

This page has been intentionally left blank

Table of contents

Introduction	1
Our Vision	2
Our Values	2
Our Community Aspirations	3
Our Council Representatives	4
Part A – Delivery Program	5
1. Delivery Program and Operational Plan Explained	5
2. Directions and Outcomes	6
3. Consideration of State and Regional Plans	7
4. Our Senior Staff and Organisation Structure	8
5. Staff Resources	9
6. Heading in the Right Direction	10
Direction One: A Connected Community (CC)	10
Direction Two: A Prosperous Economy (PE)	15
Direction Three: A Healthy Environment (HE)	20
Direction Four: Engaged Leadership (EL)	26
7. Capital Expenditure	31
Part B – Operational Plan	40
8. Estimated Income Statement for 2017/18	41
9. Long Term Financial Plan	42
10. Forecast Program Operating Results for 2017/18	43
11. Distribution of General Purpose Rate Income	44
12. Revenue Policy	45
13. Related Policies and Information	52
14. Appendix - Domestic Waste Collection Areas	54

Introduction



On behalf of Councillors and staff I am pleased to present our draft Delivery Program and Operational Plan for the period 2017/18 to 2020/21. The Program and Plan outline our vision and priorities for the future in four main areas: a Connected Community, a Prosperous Economy, a Healthy Environment and Engaged Leadership.

In reading this publication you will see that Council is aiming to enhance the lifestyles we have here in Ballina Shire. However, it is also important that we protect our natural environment and resources. This is a difficult balance for any council as these ambitions are not necessarily complementary to each other. Nevertheless I can assure you that we are committed to retaining this balance where possible.

As a Council, we are the closest level of government to the community. Many of the services we provide such as water, waste collection, parks, roads, footpaths and drainage are all critical components of our day to day life. This means it is essential that we provide the services that our community desires.

This is the first Delivery Program and Operational Plan for the Councillors elected in September 2016 and as a group I can assure you we are all committed to protecting what is special about Ballina Shire, while planning for the residential growth that is currently occurring. We accept that it is challenging to balance maintaining our existing services and essential infrastructure, whilst delivering new infrastructure, with limited resources available. Nevertheless our planned capital works program remains extensive, with the works scheduled for the next four years listed in the Capital Expenditure section of this document.

During this term some of the major projects we are aiming to deliver include finalising the Coastal Recreational Path and Coastal Walk, along with opening the new Wollongbar Sports Fields and expanding the Skennars Head Sports Fields. We will provide a new four court indoor sports stadium as part of the re-development of the Ballina High School, finish off the storage building for the Ballina Surf Club and continue to advance improvements in key open space areas such as Pop Denison Park, Captain Cook Park, Lake Ainsworth and Shaws Bay. The Ballina – Byron Gateway Airport will continue to expand and deliver significant economic benefits to this entire region.

Many of these projects will be completed by Council partnering with the Federal and State Governments and we will continue to work co-operatively with all levels of government, local businesses and our community as so much more can be accomplished when we work together.

We accept that there will always be more to be done and this document provides you with a good overview of our priorities for the next four years and the difference we hope to make.

This preparation of this Program and Plan is the product of a team effort by Councillors, Council staff and valuable community input. It is a vital document that keeps the community informed of Council's direction. At the same time, it provides an important link between the elected Council and the Administration.

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

A handwritten signature in black ink, which appears to read 'D. Wright'.

Cr David Wright, Mayor

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.

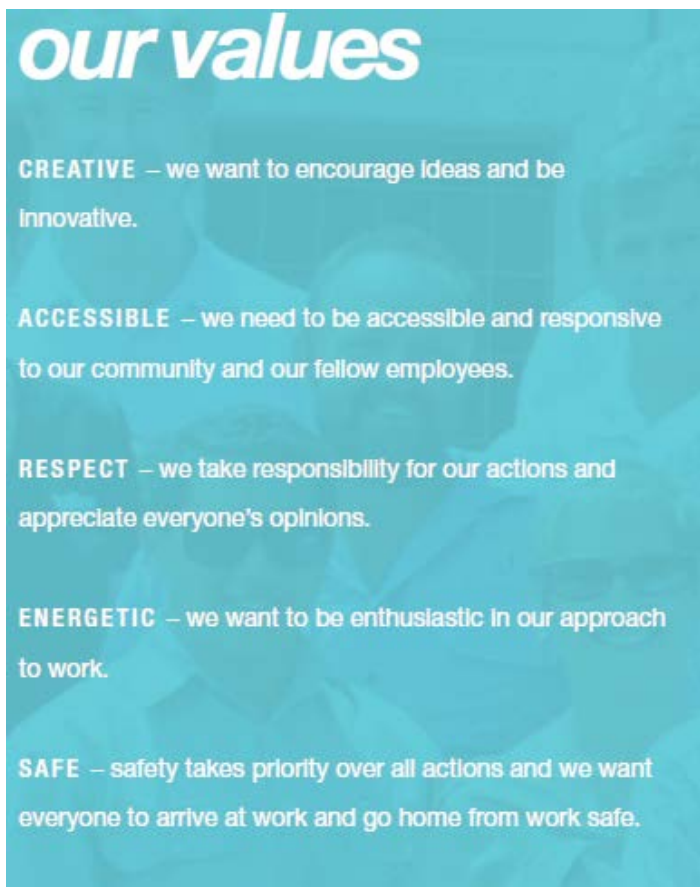
Our Vision

Our vision captures what the community most values and what they want for a future Ballina Shire.



Our Values

Our values describe the behaviour we expect from all people within Council.



Our Community Aspirations

We will be successful in achieving our vision if we are judged to deliver:

A connected community



We want a vibrant community, one that our young people want to stay part of, that our older people feel useful in and that newcomers and people of diverse views feel welcome. We want a community with a strong sense of place that feels safe, with high levels of volunteering and where we know our neighbours.

A prosperous economy



We want a diversity of employment opportunities for all ages, and we want to be attracting businesses and helping businesses to grow when faced with strong national and international competition

A healthy environment



We want our natural environment to be healthy and we want to restore areas that are currently degraded or are suffering from the cumulative impacts of population growth. We want a built environment that we can be proud of and enjoy being in. We want our built environment to meet our needs but not at the expense of our natural environment or of the people who live and work here.

Engaged Leadership



We want a community that has confidence and trust in its elected representatives. We want people to be involved in the decision making process so that we can support each other when difficult decisions have to be made. We want our resources to be used efficiently and we need to be responsible in our use of those resources.

Our Council Representatives

The Ballina Shire Local Government Area is divided into three Wards, represented by ten elected Councillors, being three from each Ward plus a popularly elected Mayor. The elected Council is responsible for the direction and control of Council's affairs in accordance with the NSW Local Government Act and associated legislation.

Councillors represent the interests of our residents and ratepayers. They serve the community by listening to people and then representing those views on Council. They work together to make decisions about what the Council will do to meet community needs and how money should be spent in the best interests of the community as a whole. They provide leadership and guidance to the community; and facilitate communication between the community while maintaining the broader vision, needs and aspirations of the whole Ballina Shire community. Councillors do not get involved in the day to day running of the Council. This is the role of the General Manager.



Some things a councillor does are:

- Take part in Council and committee meetings
- Read Council business papers and prepare for meetings
- Review a Council's progress on the Delivery Program and Operational Plan and budget on a regular basis to check if progress is on track
- Speak to members of the community about their needs and concerns
- Take part in civic events
- Keep an eye out for programs with Council assets that may need to be reported or inspected.

Part A – Delivery Program

1. Delivery Program and Operational Plan Explained

The NSW Office of Local Government has adopted the Integrated Planning and Reporting Framework, which requires all councils to prepare a Community Strategic Plan, Delivery Program and Operational Plan. The Community Strategic Plan is a visionary long term document (at least ten years) that provides the broader strategic direction for a council and outlines the key outcomes that the council, other agencies and the community will be aiming to achieve.

Our Community...Our Future is Ballina Shire Council's Community Strategic Plan. This Plan is based on extensive public feedback and the document is structured around four broad themes, referred to as Directions, with each Direction having three key Outcomes that are needed to achieve that Direction. A copy of the Community Strategic Plan is available on our website (www.ballina.nsw.gov.au). The Delivery Program and Operational Plan support the Community Strategic Plan. The Program and Plan identify Strategies and Actions we are implementing to respond to the Directions and Outcomes identified in the Community Strategic Plan.

The implementation of the Delivery Program and Operational Plan is monitored by performance indicators and measurements to ensure actions are completed on time and within allocated budgets. To ensure transparency and good governance Council reports progress on the implementation of the Program and Plan on a quarterly basis through formal reporting to the elected Council. These reports are submitted to the first Council meeting after the end of each quarter. Our Annual Report then provides a summary of the year in review. The Annual Report must be completed within five months of the end of the each financial year. The Delivery Program and Operational Plan are also reviewed annually to ensure that all the identified Strategies and Actions are meeting the Directions and Outcomes outlined in our Community Strategic Plan. If there are instances where that is not the case the annual review provides an opportunity for Council to review its projects and service levels. This fully integrated planning and reporting framework is summarised by the following diagram.



2. Directions and Outcomes

The Community Strategic Plan aims to build stronger relationships with the community and other key stakeholders by linking community aspirations with the directions of Council. Our community aspirations have been grouped under four themes, referred to as Directions. The Directions apply the Quadruple Bottom Line (social, economic, environment and governance) to provide a holistic approach to achieving our vision. The Directions and Outcomes identified in our Community Strategic Plan are as follows, with every Delivery Program and Operational Plan Strategy and Action then linked to these Directions and Outcomes.



CONNECTED COMMUNITY (CC)

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

CC1 We feel safe

CC2 We feel connected to the community

CC3 There are services and facilities that suit our needs



HEALTHY ENVIRONMENT (HE)

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

HE1 We understand the environment

HE2 We use our resources wisely

HE3 Our built environment blends with the natural environment



PROSPEROUS ECONOMY (PE)

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

PE1 We attract new business and visitors

PE2 My business can grow and diversify

PE3 Improved liveability in the Ballina Shire



ENGAGED LEADERSHIP (EL)

During our community engagement people told us they want to have confidence and trust in their elected representatives and want a genuine partnership with Council where their voices are heard and their opinions respected.

Our community wants resources to be used efficiently and responsibly. People want Council to act locally but to also work effectively and collaboratively with other levels of government, private sector organisations and community groups to drive economic and social prosperity. The outcomes we are after are:






EL1 Our Council works with the community

EL2 Council's finances and assets are well managed

EL3 We are all valued citizens

3. Consideration of State and Regional Plans

Local Government is legislated by State Governments and it is important that our plans align with the State Government's priorities. To achieve this we have linked the Strategies and Actions in our Delivery Program and Operational Plan to the priorities identified in the NSW State Government's "Making It Happen" program, which outlines the priorities for the State Government. A summary of those priorities is as follows.

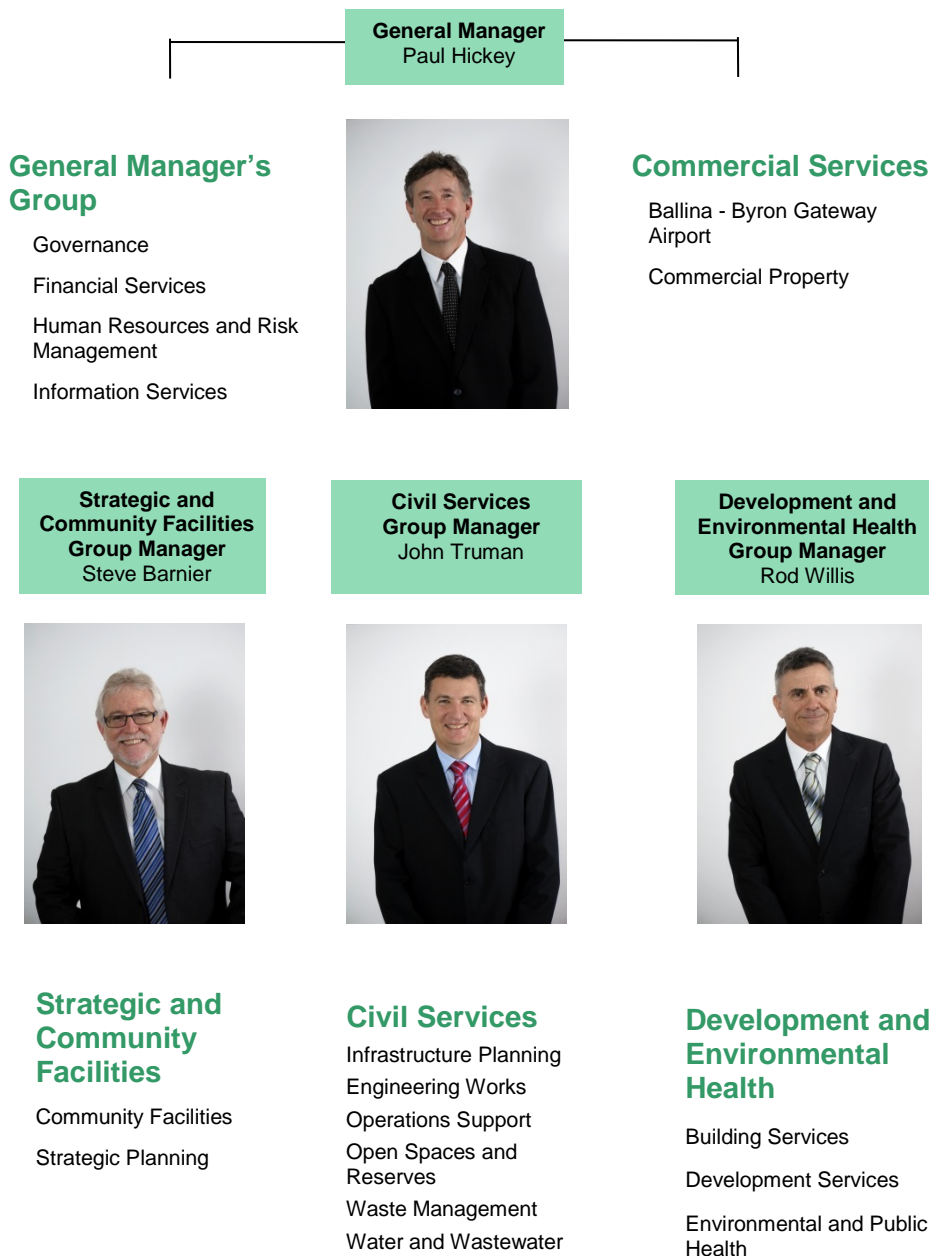
 Strong budget and economy	 Building infrastructure	 Protecting the vulnerable	 Better Services	 Safer communities
Strong budget and economy (SP1) 1.1 Making it easier to start a business 1.2 Encouraging business investment 1.3 Boosting apprenticeships 1.4 Accelerating major project assessment 1.5 Protecting our credit rating 1.6 Delivering strong budgets.	Building infrastructure (SP2) 2.1 Improving road travel reliability 2.2 Increasing housing supply.	Protecting the vulnerable (SP3) 3.1 Transitioning to the National Disability Insurance Scheme 3.2 Creating sustainable social housing.	Better Services (SP4) 4.1 Improving Aboriginal education outcomes 4.2 Better government digital services 4.3 Cutting wait times for planned surgeries 4.4 Increasing cultural participation 4.5 Ensure on-time running for public transport.	Safer communities (SP5) 5.1 Reducing violent crime 5.2 Reducing adult re-offending 5.3 Reducing road fatalities.

In preparing our Delivery Program and Operational Plan consideration has also been given to other Federal or State Plans including the Northern Rivers Regional Plan 2011: Vision to 2020 (Federal Government), Far North Coast Regional Strategy (State Government) , Northern Rivers Catchment Action Plan 2013-2023 (Federal Government), and Council's own studies and plans.

For a full list of relevant documents refer to our Community Strategic Plan.

4. Our Senior Staff and Organisation Structure

Councillors adopt an organisation structure that supports the position of General Manager in implementing the Strategies and Actions identified in the Delivery Program and Operational Plan. The adopted structure is as follows.



5. Staff Resources

The elected Council approves the allocation of staff resources to support the implementation of the Delivery Program and Operational Plan. The following table provides the staffing resources available for recent years and predicted figures for future years. The numbers are based on equivalent full-time employment (EFTs) and include permanent full-time and part-time staff. The total estimated salaries and wages, including associated overheads such as superannuation, workers compensation and leave entitlements, for 2017/18 is approximately \$22 million.

Section	2008/09	2010/11	2012/13	2014/15	2016/17	2017/18	2020/21
General Manager's Group							
Governance and Communications	3	3	3	3	5	5	5
Financial Services	19	20	21	15	15	15	15
Information Services	5	5	6	9	14	14	14
Human Resources and Risk	6	6	8	7	8	8	8
Ballina – Byron Gateway Airport	5	5	6	6	6	8	8
Commercial Services	5	6	4	2	2	2	2
Sub Total	43	45	48	42	50	52	52
Strategic and Community Facilities							
Strategic Planning	8	8	8	8	8	8	8
Community Facilities / Customer Service	6	7	8	15	11	11	13
Sub Total	14	15	16	23	19	19	21
Development and Environmental Health							
Development Services	11	12	12	9	9	9	9
Building Services	7	7	7	7	7	7	7
Environmental and Public Health	10	8	9	10	11	11	11
Regulatory Support	7	8	8	8	8	8	8
Sub Total	35	35	36	34	35	35	35
Civil Services							
Infrastructure Planning	12	13	13	13	13	14	14
Engineering Works	49	50	54	60	65	68	68
Open Spaces and Reserves	31	32	33	35	34	35	37
Water and Wastewater	29	30	35	34	39	45	45
Waste Management	21	21	19	18	14	14	14
Operations Support	36	35	34	37	36	37	37
Sub Total	178	181	188	197	201	213	215
TOTAL	270	276	288	296	305	319	323
Percentage Change (%)		2.22%	4.35%	2.78%	1.69%	4.6%	1.3%

(These figures exclude trainees and apprentices and represent permanent positions only. As at the time of preparing this information for 2017/18 Council has 20 trainees and apprentices. The positions vary from school based part-time to full time positions.)

6. Heading in the Right Direction

Council has developed the Delivery Program and Operational Plan to achieve the Directions and Outcomes identified in our Community Strategic Plan. This section provides details of the major Delivery Program Strategies, including the Operational Plan Actions, scheduled for the next four years. Our success in achieving the Actions identified for 2017/18 will be reported to Council on a quarterly basis. The section responsible, as per our Organisation Structure, for delivering these Actions, is also identified..

Direction One: A Connected Community (CC)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	17/18	18/19	19/20	20/21	Responsibility	Link to State Plan	
CSP OUTCOME CC1. WE FEEL SAFE										
CC1.1 Actively promote safety and wellbeing strategies	<i>Lower crime rates</i> <i>Increased compliance through proactive programs</i>	CC1.1.a	Implement Road Safety Plan to maximise road safety awareness	Programs delivered and effectiveness	X	X	X	X	Infrastructure Planning	SP5
		CC1.1.b	Implement NSW State Government Pool Barrier Inspection Program	Level of compliance	X	X	X	X	Development Services	SP5
		CC1.1.c	Support productive relations with key agencies (i.e. NSW Police, etc)	Strategies and actions being implemented	X	X	X	X	Community Facilities	SP4
		CC1.1.d	Work with the NSW Cancer Council to promote initiatives that aim to reduce the incidence and impacts of cancer	Initiatives undertaken	X	X	X	X	Community Facilities	SP5
		CC1.1.e	Provide timely responses to barking dog complaints	100% of barking dog complaints responded to within seven days	X	X	X	X	Environmental and Public Health	SP5
		CC1.1.f	Provide rapid responses to reported dog attacks	100% of reported attacks responded to within 48 hours	X	X	X	X	Environmental and Public Health	SP5

Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	17/18	18/19	19/20	20/21	Responsibility	Link to State Plan	
CC1.2 Ensure relevant public health and safety standards are being met	Higher levels of compliance	CC1.2a	Implement proactive infrastructure asset inspection and condition assessment programs	Level of contemporary information and inspections undertaken	X	X	X	X	Infrastructure Planning	SP2
	Improved public health	CC1.2b	Minimise the number of unplanned water supply interruptions greater than four hours in duration (#)	Number of interruptions (Target = Nil)	X	X	X	X	Water and Wastewater	SP2
	Increased public safety	CC1.2c	Implement Development Compliance Work Program	Level of compliance with plan	X	X	X	X	Development Services	SP2
	Proactive risk management	CC1.2d	Ensure fire hydrants are functional	Fire hydrants inspected (Target > 50% p.a.)	X	X	X	X	Water and Wastewater	SP5
		CC1.2e	Ensure there is a high level of fire safety certificate compliance	Completed fire safety certificates (Target > 90% p.a.)	X	X	X	X	Development Services	SP5
		CC1.2f	Ensure all drinking water sites are monitored weekly	Drinking water sites monitored (Target 100% per week)	X	X	X	X	Environmental and Public Health	SP5
		CC1.2g	Ensure compliance with the National Health and Medical Research Council drinking water standards	Non-compliance issues (Target = nil)	X	X	X	X	Environmental and Public Health	SP5
		CC1.2h	Ensure all food premises are regularly inspected	Food premises audited (Target 100% p.a.)	X	X	X	X	Environmental and Public Health	SP5
		CC1.2i	Maintain a high level of compliance with food regulations for all food premises	Food premises issued with Infringement Notices (Target <5%)	X	X	X	X	Environmental and Public Health	SP5
		CC1.2j	Audit all other low, medium and high risk commercial premises as required under the inspection program	Audit commercial premises (Target High risk premises audited twice p.a. >20 inspections.)	X	X	X	X	Environmental and Public Health	SP5
		CC1.2k	Ensure all public pools are regularly monitored and inspected for water quality	Public pools monitored (Target all public pools and 1/3 of semi-public pool audited p.a.)	X	X	X	X	Environmental and Public Health	SP5

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	17/18	18/19	19/20	20/21	Responsibility	Link to State Plan
CC1.2 Ensure relevant public health and safety standards are being met (cont'd)	High levels of compliance	CC1.2l	Minimise notifiable Drinking Water Health Incidents at our Marom Creek Water Treatment Plant	Notifiable incidents (Target = Nil)	X	X	X	X	Water and Wastewater	SP5
	Improved public health	CC1.2m	Maximise Drinking Water Reticulation Monitoring Compliance (Microbial)	Level of compliance (100% with ADWG)	X	X	X	X	Water and Wastewater	SP5
	Increased public safety	CC1.2n	Maximise Drinking Water Reticulation Monitoring Compliance (Chemical and Physical)	Level of compliance (100% with ADWG)	X	X	X	X	Water and Wastewater	SP5
CC1.3 Ensure adequate plans are in place for natural disasters and environmental changes	The community is well prepared	CC1.3a	Facilitate activities with emergency agencies to prevent / mitigate, respond and recover from emergencies	Activities undertaken	X	X	X	X	Support Operations	SP5
		CC1.3b	Maintain a contemporary Emergency Risk Management Plan (ERM)	Review completed			X		Support Operations	SP5
		CC1.3c	Maintain a contemporary Emergency Management Plan (EMPlan)	Review completed				X	Support Operations	SP5
		CC1.3d	Confirm strategy for expansion / replacement of SES premises	Strategy endorsed	X				Support Operations	SP5
		CC1.3e	Ensure Business Continuity Plans (BCPs) remain contemporary	BCP's monitored	X	X	X	X	Human Resources and Risk Management	SP5
CSP OUTCOME CC2. WE FEEL CONNECTED TO THE COMMUNITY										
CC2.1 Encourage community interaction, volunteering and wellbeing	There are more people volunteering in our community Improved sense of wellbeing	CC2.1a	Support volunteers throughout the Shire	Actions taken to recognise volunteers	X	X	X	X	Community Facilities	SP4
		CC2.1b	Support Council initiated volunteer programs (Airport, Gallery etc)	Program effectiveness and volunteer satisfaction	X	X	X	X	Community Facilities	SP4
		CC2.1c	Implement Companion Animals Management Plan	Actions implemented	X	X	X	X	Environmental and Public Health	SP4

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	17/18	18/19	19/20	20/21	Responsibility	Link to State Plan
CC2.2 Create events and activities that promote interaction and education, as well as a sense of place	<i>Increase in events, community participation and a sense of place</i>	CC2.2a	Implement Cultural Plan	Actions implemented	X	X	X	X	Strategic Planning	SP4
		CC2.2b	Implement Public Art Program	Actions taken	X	X	X	X	Strategic Planning	SP4
		CC2.2c	Promote the Northern Rivers Community Gallery	Initiatives implemented	X	X	X	X	Community Facilities	SP4
		CC2.2d	Deliver a well patronised Northern Rivers Community Gallery	Visits to Gallery (Target > 16,000 p.a.) Visits to Gallery website (Target > 9,000 p.a.)	X	X	X	X	Community Facilities	SP4
		CC2.2e	Implement Gallery Services at the Ballina Fire Station site	Actions taken	X	X			Community Facilities	SP4
		CC2.2f	Expand number of Council approved events	Event numbers (Target > 25 p.a.)	X	X	X	X	Open Spaces and Reserves	SP4
CC2.3 Assist disadvantaged groups within our community	<i>Disadvantaged groups are supported</i>	CC2.3a	Support Access Committee	Actions implemented	X	X	X	X	Community Facilities	SP3
		CC2.3b	Implement Disability Employment Program	Actions implemented	X	X	X	X	Human Resources and Risk Management	SP3
		CC2.3c	Implement Equal Employment Opportunity Management Plan	Actions implemented and effectiveness	X	X	X	X	Human Resources and Risk Management	SP3
		CC2.3d	Implement Disability Inclusion Action Plan	Plan adopted and actions implemented	X	X	X	X	Community Facilities	SP3
		CC2.3e	Support Aboriginal employment	Number and percentage of Aboriginal employees	X	X	X	X	Human Resources and Risk Management	SP3
		CC2.3f	Support Aboriginal Community Committee	Committee operating and outcomes from meetings	X	X	X	X	Community Facilities	SP3
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	<i>Older residents are more engaged and active</i>	CC3.1a	Implement Ageing Strategy	Actions implemented	X	X	X	X	Community Facilities	SP3

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	17/18	18/19	19/20	20/21	Responsibility	Link to State Plan
CC3.2 Provide young people with a range of leisure activities	<i>Expanded range of youth facilities</i>	CC3.2a	Enhance sporting field facilities	Actions implemented	X	X	X	X	Open Spaces and Reserves	SP4
		CC3.2b	Implement Playground Upgrade and Renewal Plan (PURP)	Actions implemented	X	X	X	X	Open Spaces and Reserves	SP4
		CC3.2c	Provide skate park facilities for Alstonville / Wollongbar	Works completed	X				Open Spaces and Reserves	SP4
CC3.3 Support improved health outcomes by providing equitable access to community facilities	<i>Increased satisfaction and participation rates</i> <i>A healthier community</i>	CC3.3a	Ensure the library services and facilities reflect contemporary needs	Membership (Target > 22,000 p.a.) Loans (Target > 400,000 p.a.) PC usage (Target > 25,000 p.a.) Wireless usage (Target > 25,000 p.a.)	X	X	X	X	Community Facilities	SP4
		CC3.3b	Expand the services and improve the financial viability of our community facilities through increased bookings	Kentwell Centre (Target > 1,000 p.a.) Lennox Head Centre (Target > 4,000 p.a.) Ballina Surf Club (Target > 400 p.a.) Richmond Room (Target > 180 p.a.)	X	X	X	X	Community Facilities	SP4
		CC3.3c	Promote the lease and use of community properties	90% of properties are leased or regularly used	X	X	X	X	Strategic Planning	SP4
		CC3.3d	Ensure public pool facilities are well patronised	Swimming pool patrons (Target >155,000 p.a.)	X	X	X	X	Community Facilities	SP4
		CC3.3e	Implement swimming pool upgrades and contract renewals, including water slide renewal	Progress, benefits and contract renewals completed	X	X			Community Facilities	SP2
		CC3.3f	Deliver an indoor sports stadium	Actions completed	X	X	X	X	Community Facilities	SP2
		CC3.3g	Implement Captain Cook Master Plan	Actions completed		X	X		Open Spaces and Reserves	SP2
		CC3.3h	Implement Pedestrian Access and Mobility Plan (PAMP)	Works completed	X	X	X	X	Engineering Works	SP2
		CC3.3i	Implement Pop Denison Master Plan	Actions completed	X	X	X	X	Open Spaces and Reserves	SP2

Direction Two: A Prosperous Economy (PE)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	17/18	18/19	19/20	20/21	Responsibility	Link to State Plan	
CSP OUTCOME PE1. WE ATTRACT NEW BUSINESS AND VISITORS										
PE1.1 Promote our area as an attractive place to visit	<i>Enhanced experiences for residents and visitors</i> <i>Increased visitor numbers</i>	PE1.1a	Implement regional visitor services strategy	Actions implemented	X	X	X	X	Community Facilities	SP1
		PE1.1b	Participate in and leverage opportunities to market the Ballina Coast and Hinterland	Promotions conducted and effectiveness	X	X	X	X	Community Facilities	SP1
		PE1.1c	Implement Destination Management Plan	Actions implemented	X	X	X	X	Community Facilities	SP1
		PE1.1d	Provide accessible and efficient visitor information services	Visitor Centre Enquiries (Target > 54,000 p.a.) Tourism website visits (Target > 60,000 p.a.) Proportion of satisfied visitors to Visitor Centre (Target > 95%)	X	X	X	X	Community Facilities	SP4
		PE1.1e	Improve Promotional and Interpretative Signage	Actions implemented	X	X	X	X	Governance and Communications	SP4
		PE1.1f	Participate in the Roads and Maritime Services Location Marker Program for Ballina	Works completed	X				Governance and Communications	SP1
		PE1.1g	Implement Regional Boating Strategy	Works completed	X	X	X	X	Engineering Works	SP2

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	17/18	18/19	19/20	20/21	Responsibility	Link to State Plan
PE1.2 Provide opportunities for new business	<i>Our economy expands over time</i>	PE1.2a	Progress Lennox Head Town Centre enhancement plan	Progress made	X				Infrastructure Planning	SP2
		PE1.2b	Implement Ballina Town Centre enhancement program	Infrastructure improvements and related initiatives		X			Engineering Works	SP2
		PE1.2c	Proactively manage our commercial properties (Crown and operational land)	Minimise vacancy rates (Target < 10%)	X	X	X	X	Commercial Services	SP1
PE1.3 Enhance the image of the local economy	<i>Increased resilience for our economy</i>	PE1.3a	Implement Ballina Town Entry Statement Program	Works completed	X	X			Open Spaces and Reserves	SP2
		PE1.3b	Promote Ballina Marina (Trawler Harbour) Master Plan	Promotion undertaken	X	X			Strategic Planning	SP1
CSP OUTCOME PE2. MY BUSINESS CAN GROW AND DIVERSIFY										
PE2.1 Provide an efficient and cost effective regulatory environment for doing business	<i>Easier to do business</i> <i>Enhanced business relationships</i>	PE2.1a	Efficiently process and assess development applications and other planning requests	% of applications determined within 40 days (Target > 50%) % of Section 96 applications determined within 40 days (Target > 60%) % of Section 149 certificates issued within four days (Target > 90%) Time to determine development applications (median time < 60 days) Time to determine Section 96 applications (median time < 40 days) (all targets exclude integrated development)	X	X	X	X	Development Services	SP2

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	17/18	18/19	19/20	20/21	Responsibility	Link to State Plan
PE2.1 Provide an efficient and cost effective regulatory environment for doing business (cont'd)	<i>Easier to do business</i> <i>Enhanced business relationships</i>	PE2.1b	Efficiently process and building and construction applications	Issue complying development certificates within 10 working days (Target > 90%) % of Council construction certificates issued (Target > 70% of market) % of building applications determined within 40 days (Target > 80%) Median days for determination of building development applications (Target < 40 days) % of building certificates determined within 10 days (Target > 90%)	X	X	X	X	Building Services	SP2
		PE2.1c	Prepare information to assist small business engage with Council	Information package published		X			Strategic Planning	SP1
		PE2.1d	Implement economic development strategy	Strategy completed and actions implemented	X	X	X	X	Strategic Planning	SP1
		PE2.1e	Review Commercial Use of Footpaths Policy	Review completed	X				Strategic Planning	SP1
		PE2.1f	Support Small Business Friendly Council Program	Initiatives taken	X	X	X	X	Governance and Communications	SP1
PE2.2 Enhance connectivity to capital cities	<i>Increased business opportunities</i>	PE2.2a	Implement Ballina – Byron Gateway Airport upgrades	Initiatives implemented	X	X	X	X	Commercial Services	SP1
		PE2.2b	Ensure the on-going profitability of the Ballina – Byron Gateway Airport	Operating revenue (Target > \$6.1 million) Operating surplus (Target > 25% of revenue) Passengers (Target > 526,000 p.a.)	X	X	X	X	Commercial Services	SP1

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	17/18	18/19	19/20	20/21	Responsibility	Link to State Plan
PE2.3 Operate Council business activities that support economic development	<i>Council contributes and understands the local economy</i>	PE2.3a	Proactively manage quarries	Actions implemented and viability	X	X	X	X	Support Operations	SP1
		PE2.3b	Proactively manage sand pit	Actions implemented and viability	X	X	X	X	Support Operations	SP1
		PE2.3c	Pursue sand dredging of North Creek to provide valuable resource and economic / tourism benefits	Actions implemented	X	X			Infrastructure Planning	SP1
		PE2.3d	Ensure on-going profitability of the Flat Rock Tent Park	Operating revenue (Target > \$420,000) Operating surplus (Target > 25% of revenue)	X	X	X	X	Commercial Services	SP1
CSP OUTCOME PE3. IMPROVE LIVEABILITY IN THE SHIRE										
PE3.1 Facilitate commercially viable industrial precincts	<i>Increased business activity and local employment</i>	PE3.1a	Progress availability of land at the Russellton Industrial Estate	Lots available for sale, actual sales and net profit	X	X	X	X	Commercial Services	SP1
		PE3.1b	Progress construction of Airport Boulevard and associated developments	Works completed and overall plans undertaken	X	X	X	X	Commercial Services	SP1
		PE3.1c	Progress availability of land at the Southern Cross Industrial Estate	Lots available for sale, actual sales and net profit	X	X	X	X	Commercial Services	SP1
PE3.2 Facilitate residential land	<i>Readily available land and housing stock</i> <i>More affordable housing</i>	PE3.2a	Progress Ballina Heights Building Better Regional Cities Program	Monitor sales for low to moderate income earners	X				Commercial Services	SP2
		PE3.2b	Monitor the waiver of developer contributions for secondary dwellings	Dwellings constructed, benefits provided and contributions waived	X	X			Strategic Planning	SP2
		PE3.2c	Monitor the residential lots (single and multi- units) approved	Comparison to long term average (Target > 141 lots p.a.)	X	X	X	X	Strategic Planning	SP2

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	17/18	18/19	19/20	20/21	Responsibility	Link to State Plan
PE3.2 Facilitate residential land (cont'd)	<i>Readily available land and housing stock</i> <i>More affordable housing</i>	PE3.2d	Monitor the residential lots (single and multi-units) created	Comparison to long term average (Target > 164 lots p.a.)	X	X	X	X	Strategic Planning	SP2
		PE3.2e	Monitor the residential dwellings (houses and units) approved	Comparison to long term average (Target > 191 dwellings p.a.)	X	X	X	X	Strategic Planning	SP2
		PE3.2f	Monitor the residential dwellings (houses and units) commenced	Comparison to long term average (Target > 167 dwellings p.a.)	X	X	X	X	Strategic Planning	SP2
		PE3.2g	Prepare shire residential land and housing report	Report published	X	X	X	X	Strategic Planning	SP2
		PE3.2h	Release land at Council's Wollongbar Residential Land Holding	Lots available for sale, actual sales and net profit	X	X	X		Commercial Services	SP2
PE3.3 Deliver infrastructure that supports residential living	<i>An attractive place to live</i>	PE3.3a	Monitor infrastructure to support the identified growth areas at Lennox Head, Skennars Head, Wollongbar and Cumbalum	Actions taken and infrastructure being delivered	X	X	X	X	Infrastructure Planning	SP1

Direction Three: A Healthy Environment (HE)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	17/18	18/19	19/20	20/21	Responsibility	Link to State Plan	
CSP OUTCOME HE1. WE UNDERSTAND THE ENVIRONMENT										
HE1.1 Our planning considers past and predicted changes to the environment	<i>Reduced risk from natural disasters or changes in climate</i>	HE1.1a	Implement Ballina Coastline Zone Management Plan	Plan completed and actions implemented	X	X	X	X	Engineering Works	SP5
		HE1.1b	Implement Floodplain Management Plans	Plan completed and actions implemented	X	X	X	X	Engineering Works	SP5
		HE1.1c	Implement Environmental Action Plan	Actions implemented	X	X	X	X	Strategic Planning	SP5
HE1.2 Undertake and promote initiatives that improve our waterways	<i>Health of our waterways is improving</i>	HE1.2a	Implement Richmond River Estuary Coastal Zone Management Plan	Actions implemented including advocacy	X	X	X	X	Environmental and Public Health	SP2
		HE1.2b	Implement Shaws Bay Coastal Zone Management Plan	Actions implemented	X	X	X	X	Environmental and Public Health	SP2
		HE1.2c	Review and implement Lake Ainsworth Management Plan	Review completed and actions implemented	X	X	X	X	Environmental and Public Health	SP2
		HE1.2d	Implement Urban Stormwater Management Plan	Actions implemented	X	X	X	X	Engineering Works	SP2
HE1.3 Beautify and protect our streetscapes and open spaces	<i>Increased flora and vegetation cover</i>	HE1.3a	Implement a proactive street tree planting program	Actions taken	X	X	X	X	Open Spaces and Reserves	SP2
		HE1.3b	Maintain contemporary vegetation management plans	Ensure plans reviewed in a timely manner	X	X	X	X	Open Spaces and Reserves	SP2
		HE1.3c	Implement a proactive fig tree management program	Initiatives undertaken	X	X	X	X	Open Spaces and Reserves	SP2

Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	17/18	18/19	19/20	20/21	Responsibility	Link to State Plan	
CSP OUTCOME HE2. WE USE OUR RESOURCES WISELY										
HE2.1 Implement total water cycle management practices	<i>Reduced water consumption per capita</i> <i>Maximise recycled water use</i>	HE2.1a	Improve collection and management of water and wastewater information	Actions implemented	X	X	X	X	Water and Wastewater	SP2
		HE2.1b	Increase the provision of recycled water to dual Reticulated Properties	Properties utilising service and kilolitres used	X	X	X	X	Water and Wastewater	SP2
		HE2.1c	Minimise notifiable Recycled Water Health Incidents at the Ballina and Lennox Head Wastewater Treatment Plants	Number of incidents (Target = Nil)	X	X	X	X	Water and Wastewater	SP5
		HE2.1d	Maximise Recycled Water Reticulation Compliance in Ballina and Lennox Head (Microbial)	Level of compliance (Target = 100% with AGWR)	X	X	X	X	Water and Wastewater	SP5
		HE2.1e	Maximise Recycled Water Reticulation Compliance in Ballina and Lennox Head (Chemical and Physical)	Level of compliance (Target = 100% with AGWR)	X	X	X	X	Water and Wastewater	SP5
		HE2.1f	Monitor average water consumption per residential connection	Continue to reduce or at least maintain water consumption per connection	X	X	X	X	Water and Wastewater	SP2
		HE2.1g	Increase recycled water use during dry weather	Overall level of usage (Target > 20% of dry weather flows)	X	X	X	X	Water and Wastewater	SP2

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	17/18	18/19	19/20	20/21	Responsibility	Link to State Plan
HE2.2 Use our scarce resources wisely	<i>Reduced costs and extended life for existing resources</i>	HE2.2a	Implement waste management strategy	Actions taken	X	X	X	X	Waste Services	SP4
		HE2.2b	Provide an effective and efficient waste management operation	Reduce volume of waste placed in landfill as a % of total waste received (Target < 10%) Increase % of waste received diverted for beneficial reuse from landfill (Target > 60%)	X	X	X	X	Waste Services	SP4
		HE2.2c	Implement water loss reduction program	Actions implemented and effectiveness	X	X	X	X	Water and Wastewater	SP4
		HE2.2d	Reduce the volume of unaccounted water	Minimise unaccounted water (Target < 15% of total water purchased)	X	X	X	X	Water and Wastewater	SP4
		HE2.2e	Minimise Light Fleet greenhouse gas emissions	Average CO2 emissions of Light Fleet (Target < 220g/km)	X	X	X	X	Support Operations	SP4
		HE2.2f	Reduce water main breaks	Minimise main breaks (Target < one break per 30km of main)	X	X	X	X	Water and Wastewater	SP2
HE2.3 Reduce resource use through innovation	<i>Cost and resource use efficiencies</i>	HE2.3a	Implementation technologies to generate efficiencies and reduce resource use	Actions taken	X	X	X	X	Governance and Communications	SP4
		HE2.3b	Reduce CO2 emissions from Built Assets	Reduce CO2 emissions (Target < 9,500 tonnes)	X	X	X	X	Support Operations	SP4

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	17/18	18/19	19/20	20/21	Responsibility	Link to State Plan
HE2.3 Reduce resource use through innovation (cont'd)	<i>Cost and resource use efficiencies</i>	HE2.3c	Increase the generation of renewable energy generated on our sites	Increase kilowatts generated (Target > 380 kW p.a.)	X	X	X	X	Support Operations	SP4
		HE2.3d	Reduce energy consumption from assets	Minimise kilowatts consumed (Target < 9,000 MWh)	X	X	X	X	Support Operations	SP4
CSP OUTCOME HE3. OUR BUILT ENVIRONMENT BLENDS WITH THE NATURAL ENVIRONMENT										
HE3.1 Implement plans that balance the built environment with the natural environment	<i>More people are satisfied with our management of development</i> <i>Reduced impacts of development on the environment</i>	HE3.1a	Implement Ballina Major Regional Centre Strategy	Actions implemented	X	X	X	X	Strategic Planning	SP1
		HE3.1b	Implement Wardell Strategic Plan	Actions implemented	X	X	X	X	Strategic Planning	SP1
		HE3.1c	Review Planning Framework for Alstonville	Updated planning framework adopted	X				Strategic Planning	SP2
		HE3.1d	Review planning framework for Wollongbar	Updated planning framework adopted	X				Strategic Planning	SP2
		HE3.1e	Review Planning Framework for Lennox Head	Updated planning framework adopted		X	X		Strategic Planning	SP2
		HE3.1f	Review planning framework for the Cumbalum urban release area	Updated planning framework adopted			X	X	Strategic Planning	SP2
		HE3.1g	Review environmental protection zone framework	Updated planning framework adopted	X	X			Strategic Planning	SP2
		HE3.1h	Review Local Environmental Plan (LEP)	Review complete			X		Strategic Planning	SP2
		HE3.1i	Review Development Control Plan (DCP)	Review complete		X			Strategic Planning	SP2

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	17/18	18/19	19/20	20/21	Responsibility	Link to State Plan
HE3.1 Implement plans that balance the built environment with the natural environment (cont'd)	<i>More people are satisfied with our management of development</i> <i>Reduced impacts of development on the environment</i>	HE3.1j	Review Local Growth Management Strategy	Review complete		X			Strategic Planning	SP2
		HE3.1k	Manage LEP amendment requests	Amendments assessed and processed	X	X	X	X	Strategic Planning	SP2
		HE3.1l	Ensure Plans of Management for Community Land remain contemporary	Review completed		X		X	Strategic Planning	SP4
		HE3.1m	Prepare management plan for Ocean Breeze Reserve	Management plan completed	X				Strategic Planning	SP2
		HE3.1n	Prepare management plan for Killen Falls	Management plan completed	X				Strategic Planning	SP2
		HE3.1o	Prepare management plan for Tosha falls	Management plan completed	X				Strategic Planning	SP2
HE3.2 Minimise negative impacts on the natural environment	<i>Protection and retention of our natural environment</i>	HE3.2a	Implement Local Asbestos Policy	Plan completed and actions implemented	X	X	X	X	Environmental and Public Health	SP5
		HE3.2b	Implement on-site sewage management (OSSM) strategy	Actions implemented	X	X	X	X	Environmental and Public Health	SP5
		HE3.2c	Monitor on-site sewage management (OSSM) systems to ensure systems are compliant	Number of OSSM systems inspected (Target > 100 p.a.) Number of OSSM Approval to Install issued (Target > 10 p.a.) Number of OSSM Approval to Operate issued (Target > 10 p.a.)	X	X	X	X	Environmental and Public Health	SP5

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	17/18	18/19	19/20	20/21	Responsibility	Link to State Plan
HE3.2 Minimise negative impacts on the natural environment (cont'd)	<i>Protection and retention of our natural environment</i>	HE3.2d	Minimise notifiable Pollution Incidents under the POEO Act	Number of incidents (Target = Nil)	X	X	X	X	Water and Wastewater	SP5
		HE3.2e	Maximise compliance with Environmental Protection License Concentration Limits	Level of compliance (Target = 100% with license)	X	X	X	X	Water and Wastewater	SP5
		HE3.2f	Implement trade waste management program	Actions implemented, applications received and licences issued	X	X	X	X	Water and Wastewater	SP1
		HE3.2g	Quarterly compliance license reports for waste, water and wastewater submitted in a timely manner	100% of reports are completed within 30 days of quarter	X	X	X	X	Waste Water and Wastewater	SP5
		HE3.2h	Implement Ballina Shire Koala Management Strategy	Actions implemented	X	X	X	X	Strategic Planning	SP2
		HE3.3i	Prepare a biodiversity strategy for the Shire	Strategy completed			X	X	Strategic Planning	SP2
		HE3.2j	Implement East Ballina Cemetery Master Plan	Actions implemented	X	X	X	X	Open Spaces and Reserves	SP3
HE3.3 Match infrastructure with development to mitigate any impacts on the environment	<i>The impacts of development on the environment will be minimised</i>	HE3.3a	Maintain contemporary Section 94 Open Spaces and Community Facilities Plan	Review completed				X	Strategic Planning	SP1
		HE3.3b	Maintain contemporary Section 64 Plans for Water and Wastewater Services	Review completed		X			Water and Wastewater	SP1
		HE3.3c	Maintain contemporary Section 94 Car Parking and Heavy Haulage Plans	Review completed	X				Infrastructure Planning	SP1
		HE3.3d	Maintain contemporary Section 94 Roads Plan	Review completed			X		Infrastructure Planning	SP1

Direction Four: Engaged Leadership (EL)

Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	17/18	18/19	19/20	20/21	Responsibility	Link to State Plan	
OUTCOME EL1. OUR COUNCIL WORKS WITH THE COMMUNITY										
EL1.1 Ensure corporate publications reflect community sentiment	<i>More engaged community</i>	EL1.1a	Ensure Council policies reflect contemporary community standards	100% of policies reviewed during Council term	X	X	X	X	Governance and Communications	SP4
		EL1.1b	Ensure land classifications reflect community standards	Classifications undertaken	X	X	X	X	Strategic Planning	SP4
		EL1.1c	Complete the review of Community Strategic Plan	Review completed				X	Governance and Communications	SP4
EL1.2 Involve our community in our planning and decision making processes	<i>Improved satisfaction levels with Council's consultation</i>	EL1.2a	Implement consultation methods that increase community awareness and involvement in our activities	Actions initiated and methods used	X	X	X	X	Governance and Communications	SP4
EL1.3 Actively advocate community issues to other levels of government	<i>Increased levels of State and Federal Government support</i>	EL1.3a	Approach State and Federal Governments on local issues	Issues identified and pursued	X	X	X	X	Governance and Communications	SP4
		EL1.3b	Actively seek grant funding from State and Federal Governments	Grant applications (<i>Target > 25 p.a.</i>)	X	X	X	X	Governance and Communications	SP1

Delivery Program Strategy	The benefits will be...	Operational Plan Activity	Measures/Targets	17/18	18/19	19/20	20/21	Responsibility	Link to State Plan	
CSP OUTCOME EL2. COUNCIL'S FINANCES AND ASSETS ARE WELL MANAGED										
EL2.1 Proactively pursue revenue opportunities, cost savings and/or efficiencies	<i>More financially viable Council resulting in improved asset management</i>	EL2.1a	Implement procurement process improvement program towards a centre led model	Actions taken	X	X	X	X	Support Operations	SP4
		EL2.1b	Implement an Annual Procurement Plan to optimise efficiencies and accountability	Actions taken	X	X			Support Operations	SP4
		EL2.1c	Maximise the operating surplus from our fleet operations (excluding depreciation)	Operating surplus (Target > \$1.2m p.a.)	X	X	X	X	Support Operations	SP4
		EL2.1d	Minimise the value of store stock control bin errors at our bi-annual stocktakes	Minimise variances (Target < \$500)	X	X	X	X	Support Operations	SP4
		EL2.1e	Achieve investment returns greater than 90 day bank bill rate	Investment returns (Target 50 basis points)	X	X	X	X	Financial Services	SP4
		EL2.2f	Enhance online employee services	Improvements implemented	X	X	X	X	Human Resources and Risk Management	SP4
		EL2.1g	Pursue compliance with the Fit for the Future Program	Improve our overall financial sustainability	X	X	X	X	Financial Services	SP4
		EL2.1h	Minimise the net operating deficit for the Burns Point Ferry (excluding depreciation)	Minimise deficit (Target < \$200,000 p.a.)	X	X	X	X	Engineering Works	SP4
		EL2.1i	Minimise the net operating deficit for swimming pools (excluding depreciation and loan interest)	Deficit (Target < \$400,000 p.a.)	X	X	X	X	Community Facilities	SP4

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	17/18	18/19	19/20	20/21	Responsibility	Link to State Plan
EL2.1 Proactively pursue revenue opportunities, cost savings and/or efficiencies (cont'd)	<i>More financially viable Council resulting in improved asset management</i>	EL2.1j	Minimise net operating deficit for Community Centres and Halls (excluding depreciation)	Deficit (Target < \$450,000 p.a.)	X	X	X	X	Community Facilities	SP4
		EL2.1k	Minimise net operating deficit for the Community Gallery (excluding depreciation)	Deficit (Target < \$190,000 p.a.)	X	X	X	X	Community Facilities	SP4
		EL2.1l	Maximise revenue generated from our commercial properties	Revenues (Target > \$2.05 million)	X	X	X	X	Commercial Services	SP4
		EL2.1m	Increase revenues from visitor services	Visitor Services Revenue (Target > \$50,000) Marketing Revenue (Target > \$15,000)	X	X	X	X	Community Facilities	SP4
		EL2.1n	Generate a sufficient return on our quarries	Revenues (Target > \$100,000)	X	X	X	X	Support Operations	SP4
EL2.2 Utilise modern systems and equipment	<i>Increased efficiencies and higher staff satisfaction</i>	EL2.2a	Implement technology solutions that generate productivity gains	Improvements implemented	X	X	X	X	Information Services	SP4
		EL2.2b	Enhance our core integrating platforms to improve customer service and efficiencies	Enhancements implemented	X	X	X	X	Information Services	SP4
		EL2.2c	Implement Fleet Management Plan	Percentage implemented	X	X	X	X	Support Operations	SP4
		EL2.2d	Enhance online Council services provided to external customers	Improvements implemented	X	X	X	X	Information Services	SP4
		EL2.2e	Maintain a contemporary network infrastructure	Level of network performance	X	X	X	X	Information Services	SP4
		EL2.2f	Implement online requisitions to improve efficiencies	Task completed	X	X			Support Operations	SP4

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	17/18	18/19	19/20	20/21	Responsibility	Link to State Plan
EL2.3 Provide effective risk and safety practices	<i>Reduced incidents and lower insurance premiums and related costs</i>	EL2.3a	Provide a pro-active internal risk management service	Number of workers' compensation claims (Target < 20 p.a.) Hours of lost time due to workers compensation (Target < 1,000 hrs p.a.) Number of Insurance claims (Target < 30 p.a.)	X	X	X	X	Human Resources and Risk Management	SP4
		EL2.3b	Risk management practices align with insurer and legislative requirements	Audit completed	X	X	X	X	Human Resources and Risk Management	SP4
CSP OUTCOME EL3. WE ARE ALL VALUED CITIZENS										
EL3.1 Provide prompt, knowledgeable, friendly and helpful advice	<i>There are more people in the community who consider Council staff friendly and helpful</i>	EL3.1a	Undertake a community survey to measure perception of Council service delivery	Satisfaction ratings		X			Governance and Communications	SP4
		EL3.1b	Ensure customer requests are dealt with effectively and promptly	% completed within allocated timeframe (Target > 85%)	X	X	X	X	Governance and Communications	SP4
EL3.2 Encourage a motivated and adaptive workforce	<i>High staff retention with a proactive and well skilled workforce</i>	EL3.2a	Implement strategies to expand staff skills and plan for the needs of the future workforce	Actions taken	X	X	X	X	Human Resources and Risk Management	SP4
		EL3.2b	Develop, retain and motivate staff	Staff turnover (Target <10%) Staff training (Target >80% of staff) Number of sick days (Target <7 days per employee)	X	X	X	X	Human Resources and Risk Management	SP4
		EL3.2c	Complete bi-annual staff survey to measure engagement levels	Survey results and actions implemented		X		X	Human Resources and Risk Management	SP4

Delivery Program Strategy	The benefits will be...	Operational Plan Activity		Measures/Targets	17/18	18/19	19/20	20/21	Responsibility	Link to State Plan
EL3.3 Deliver responsive and efficient services	<i>Increased community and employee satisfaction levels with Council's customer service</i> <i>Increased efficiencies and cost savings</i>	EL3.3a	Development applications determined under delegated authority	% of applications determined under delegated authority (Target > 90%)	X	X	X	X	Development Services	SP4
		EL3.3b	Development application referrals completed within 21 days	% of internal referral applications assessed within 21 days (Target > 70%)	X	X	X	X	Infrastructure Planning	SP4
		EL3.3c	Ensure complaints are dealt with effectively and promptly	% receiving response within 15 working days (Target > 80%)	X	X	X	X	Governance and Communications	SP4
		EL3.3d	Enhance web accessibility to improve availability of information	Increase website visits (Target >200,000)	X	X	X	X	Information Services	SP4
		EL3.3e	Efficiently attend to employee requests for assistance with technology systems	% addressed within one working day (Target > 85%)	X	X	X	X	Information Services	SP4
		EL3.3f	Improve corporate financial reporting	Enhancements implemented	X	X	X	X	Financial Services	SP4
		EL3.3g	Increase efficiencies for road maintenance (hand patching) asphalt for pothole repair	Reduce unit rates for use of asphaltic concrete and holes repaired	X	X	X	X	Engineering Works	SP2
		EL3.3h	Improve efficiencies for road maintenance of gravel roads	Reduce unit rates for length graded and cost	X	X	X	X	Engineering Works	SP2
		EL3.3i	Monitor maintenance and capital works to ensure they are completed on time and within budget	Manage maintenance and capital works (Target within 10% of budget)	X	X	X	X	Engineering Works Open Spaces and Reserves Water and Wastewater Operations Support	SP2

7. Capital Expenditure

This section outlines the capital expenditure planned for the four year period from 2017/18 to 2020/21.

Description	2017/18 (\$)	2018/19 (\$)	2019/20 (\$)	2020/21 (\$)	
Ballina Byron Gateway Airport	6,475,000	200,000	208,000	213,000	
Terminal Expansion	6,400,000				
Miscellaneous Improvements	75,000	200,000	208,000	213,000	
Community Facilities	9,207,800	5,024,000	25,000	26,000	
Community Centre Improvements	23,000	24,000	25,000	26,000	
Alstonville and Ballina Swimming Pool – Redevelopment	5,927,800				
Ballina Indoor Sports Centre	3,257,000	5,000,000			
Community Buildings	204,000	388,000	528,000	791,000	
Lennox Community Centre	External Cladding / Repairs	102,000		48,000	50,000
Lennox Community Centre	AC Unit Replacements				144,000
Ballina Surf Club	External Painting Program	25,000	25,000	25,000	25,000
Ballina Surf Club	Internal Painting and Floors		50,000		
Kentwell Centre	Internal / External Painting	12,000	12,000	12,000	12,000
Kentwell Centre	AC Unit Replacements				73,000
Ballina Library / VIC / Richmond	External Repaint				80,000
ALEC	External / Internal Mods			320,000	250,000
Shelley Beach Surf Club	Exterior Finishing		40,000		
Lennox Community Centre	External Painting	25,000	25,000	25,000	25,000
Wollongbar Hall	Repairs / Repaint		43,000		
Newrybar Hall	Repaint		43,000		
Community Gallery	Repaint			15,000	
60 Crane Street	External Repairs / Repaint			13,000	
Naval Museum	Exterior Repaint / Toilets			50,000	
Alstonville Swimming Pool	Building Repaint / Rooms	40,000			
Animal Shelter	Repaint			20,000	
Administration Centre	External Repaint				80,000
71 Tamar Street	External Repaint				15,000
Works Depot	Amenity / Archive Building - Painting				37,000
Former Library - 42 Cherry Street	External Repairs/Repaint		20,000		
Waste Centre Main Building	Internal / External Painting and Repairs			130,000	
Depot Facilities	168,000	175,000	182,000	187,000	

This program of works includes additional funding from Council's special rate variation and a dividend from waste reserves (2020/21). If those additional monies are not forthcoming the program will need to be significantly reduced.

Description	2017/18 (\$)	2018/19 (\$)	2019/20 (\$)	2020/21 (\$)
Public Amenities	104,000	108,000	112,000	115,000
North Missingham (Rebuild)	104,000			
Kerr Street Toilets (Rebuild/Reconfigure)		108,000		
Wardell Public Amenities Rebuild Adjacent to Tennis Courts			112,000	
Lennox Head Main Beach				115,000
Open Space and Reserves	168,000	1,245,000	1,412,000	1,829,000
Playgrounds Improvement Program	168,000	175,000	182,000	187,000
Playgrounds Improvement – Waste Dividend				250,000
Playgrounds Improvement – Special Rate Variation		270,000	480,000	492,000
Ballina Town Entry Statement Program		800,000		
Captain Cook Master Plan			750,000	900,000
Open Space – Sports Fields	1,468,000	175,000	182,000	187,000
Saunders Oval - Lighting	148,000			
Ballina Tennis Club	20,000			
Pacific Pines Fields - Lighting		175,000		
Crawford Park - Lighting			182,000	
Williams Reserve - Lighting				187,000
Skennars Head Sports Fields – Expansion	1,300,000			
Stormwater (including special rate variation)	456,000	474,000	767,300	809,600
Asset Data Collection	61,000	62,000	63,000	64,000
Urban Stormwater Management Plan	22,000	23,000	24,000	25,000
Tanamera Drive, Alstonville	42,000	43,000	44,000	45,000
Grant Street, Ballina	80,000			
Martin Street (River Street to Richmond River)		85,000		
Kerr Street, Ballina	120,000			
Houghlahans Creek Road culverts	78,000			
Moon Street, Ballina (Tamar Street to Holden Lane)		80,000		
Henry Philp Avenue, Ballina		32,000	23,000	
Williams Reserve, Lennox Head			40,000	
Compton Drive, Ballina		85,000		
Kingsford Smith Drive, Ballina			90,000	
River Street, Ballina				45,000
Skinner Street, Ballina Tide Gates	10,000			
Rutherford Street and Tresise Place, Lennox Head		10,000	132,000	
Tide Gates to Urban Streets	21,000	30,000	53,000	54,000
Urban Lanes	22,000	24,000	24,000	25,000
Fox Street, Ballina			75,000	
Owen Street, Ballina			90,000	
Moon Street, Ballina			109,300	40,000
Grant Street, Ballina				60,000
Martin Street, Ballina				200,000
Hickey Street, Ballina				251,600

Description	2017/18 (\$)	2018/19 (\$)	2019/20 (\$)	2020/21 (\$)
Roads and Bridges Totals	12,893,700	7,412,000	22,564,000	27,854,400
a) Road Reconstruction Program (Revenue and grant funded)				
Road Reconstruction Program (including special rate variation)				
Tamar Street segment 30	146,000			
Pimlico Road segment 40	166,000			
Fernleigh Road segment 10	243,000			
Links Avenue segment 60	318,000			
Marom Creek Road segment 130	272,000			
Bagotville Road segment 50	321,000			
Cherry Street segment 220-230	250,000			
River Drive segment 90	142,000			
Burnet Street segment 80	89,000			
Fernleigh Road segment 70	180,000			
Simmons Street segment 20	116,000			134,000
Northumberland Drive segment 10	320,000	247,000		
Wardell Road segment 70	350,000	176,000		
River Drive segment 140	309,700	245,000		
Perry Street segment 10		59,000		
Wardell Road segment 80		137,000		
Regatta Avenue segment 30		86,000		
Bagotville Road segment 30 and 32		331,000		
Gibbon Street segment 20		89,000		
Pimlico Road segment 110		296,000		
Teven Road segment 70		335,000		
Martin Street segment 150		125,000		
Crane Street segment 70		290,000		
Chickiba Drive segment 10-20 and part 30		180,000	189,000	
Riverbank Road segment 50		214,000	208,000	
Winton Lane segment 40			138,000	
Fawcett Street segment 10			77,000	
Skinner Street segment 30			64,000	
Swift Street segment 30			105,000	
Brunswick Street segment 20			84,000	
Burnet Street segment 50			199,000	
Barlows Road segment 20			167,000	
Gibbon Street segment 10			104,000	
Corks Lane segment 10-30			250,000	
River Drive segment 130			255,000	
Fernleigh Road segment 80			300,000	300,000
Teven Road segment 58-60			268,000	220,000
Kays Lane segment 20			190,000	191,000
South Ballina Beach Road segment 60			197,000	138,000
Johnson Drive segment 10			155,000	156,000
Uralba Road segment 40			229,000	160,000
Fawcett Street segment 10				176,000

Roads (continued)	2017/18	2018/19	2019/20	2020/21
North Creek Road segment 10				189,000
North Creek Road segment 50				133,000
Bagotville road (Barrage)				189,000
River Drive segment 10-30				263,000
Pimlico Road segment 20				120,000
Eltham Road segment 10				162,000
Uralba Road segment 70				130,000
Winton Lane segment 20				168,000
Links Avenue segment 70				108,000
Wilson Street segment 10				109,000
Byron Street segment 20				131,000
Smith Drive segment 20				194,000
Old Pacific Highway segment 20				122,000
Martin Street segment 10				193,400
Sub Total	3,222,700	2,810,000	3,179,000	3,686,400

Resealing Program and Heavy Patching

Urban Roads - Bitumen Reseals	324,000	337,000	350,000	359,000
Rural Roads - Bitumen Reseals	314,000	327,000	340,000	349,000
Urban Roads - Heavy Patching	342,000	356,000	370,000	379,000
Rural Roads - Heavy Patching	175,000	182,000	189,000	194,000
Special Rate Variation – Reseals and Heavy Patching		600,000	600,000	600,000

c) Bypass Reserves (Funded from handover monies held in reserve)

Ballina Road, Alstonville (old Bruxner H'way)				
Tamarind Dve, Kerr/River Streets (old Pacific)	200,000			

d) Bridges (Revenue funded)

Bridges – Other	104,000	108,000	112,000	115,000
-----------------	---------	---------	---------	---------

e) Section 94 Roads Plan

Hutley Drive			17,224,000	
River Street – Four Lanes				21,964,000
Heavy Vehicles	184,000	192,000	200,000	208,000

The timing of the Hutley Drive and River Street works will be dependent on the rate of collection for the Section 94 developer contributions, along with recognising any in-kind works provided by developers.

f) Loan and Grant Funds

Ballina Town Beautification (River St – Moon to Grant) (100% Loan)		2,500,000		
Ross Lane / Coast Road Roundabout (100% Grant)	1,028,000			
Airport Boulevard (\$3m grant and \$4m from reserves)	7,000,000			

Roads and Bridges Funding Sources	2017/18 (\$)	2018/19 (\$)	2019/20 (\$)	2020/21 (\$)
Revenue Funded	3,581,700	4,046,000	4,321,000	4,847,000
Grant Funded – Roads to Recovery	900,000	492,000	634,000	646,700
Grant Funded – Regional Roads Program		182,000	185,000	188,700
Grant Funded – Federal and State Black Spots	1,028,000			
Reserve Funded	4,200,000			
Section 94 Funded	184,000	192,000	17,424,000	13,832,000
Loan and Other Grant Funded	3,000,000	2,500,000	0	8,340,000
Total Roads and Bridges Funding	12,893,700	7,412,000	22,564,000	27,854,400

Description	2017/18 (\$)	2018/19 (\$)	2019/20 (\$)	2020/21 (\$)
Street Lighting	49,000	51,000	53,000	54,000
River Street, West Ballina	30,000			
Sheather Street, Ballina			4,000	
Convair Avenue, North Ballina				4,000
De Havilland Crescent, North Ballina				28,000
Piper Drive, North Ballina				10,000
Ceretto Circuit, Wollongbar	19,000			
Quays Drive, West Ballina				5,000
Daydream Avenue/Sunnybank Drive				7,000
Lighthouse Parade, East Ballina		51,000	49,000	
Footpaths and Shared Paths	366,000	459,000	477,000	489,000
Sneaths Road, Wollongbar	92,000			
Pine Avenue, East Ballina	40,000			
Chickiba Drive / Links Avenue, East Ballina	25,000			
Burnet Street, Ballina	147,000			
Alston Avenue, Alstonville	30,000			
Hill Street, East Ballina - refuge	15,000			
Smith Lane / Rubiton St, Wollongbar		35,000		
Chickiba Drive, East Ballina	17,000	83,000		
Manly Street, East Ballina		25,000		
Hill Street, East Ballina		30,000		
Freeborn Place, Alstonville		15,000		
Parkland Drive, Alstonville		15,000		
Owen Street, Ballina		130,000		
Skinner Street, Ballina		46,000	24,000	
Fripp Oval , Ballina - renewal		40,000		
South Street, Alstonville - renewal		20,000		
Main Street, Alstonville - renewal		20,000		
Cawarra Street, Ballina			40,000	
Greenfield Road, Lennox Head			45,000	
Kingsford Smith Drive, Ballina - renewal			30,000	
Compton Drive, East Ballina			38,000	
Commemoration Park - renewal			150,000	
Angels Beach Drive, Ballina - renewal			150,000	
Teven Road, Alstonville				170,000
Jameson Ave, East Ballina				90,000
Ferngrove Drive, North Ballina				50,000
Gibbon Street, Lennox Head				30,000
Montwood Drive, Lennox Head				149,000
Coastal Recreational Walk (50% grant funding)	1,700,000			

Description	2017/18	2018/19	2019/20	2020/21
--------------------	----------------	----------------	----------------	----------------

	(\$)	(\$)	(\$)	(\$)
Water Transport	200,000	0	0	
Brunswick Street, Ballina – Ramp (\$125,000 grant funded)	200,000			
Environmental Health	208,000	0	0	0
Shaws Bay Coastal Zone Mgmt Plan	208,000			
Fleet and Plant	1,094,000	1,270,000	744,000	1,649,000
Major plant purchases (Over \$35,000)				
P111 (De-Watering Pump)			48,000	
P116 (Isuzu Truck)			85,000	
P223 (Isuzu NPR300 Tipper)	100,000			
P17 (Western Star 4864 Prime Mover)		200,000		
P39 (Cat IT14G Wheel Loader)		240,000		
P268 (Volvo G930 Grader)	315,000			
P274 (Arrow 770 Kerb Machine)	53,000			
P58 (New Holland Tractor)				
P59 (Cat Backhoe)		178,000		
P155001 (Noremat Mower)			70,000	
P271 (Caterpillar Loader)	90,000			
P276 (Ammann AP240 Multi Tyre Roller)		100,000		
P315 (Caterpillar Backhoe)			190,000	
P42 (Cat 12M Grader)		332,400		
P58001 (New Holland Tractor)	130,000			
P9001 (FUSO Truck and Crane)	100,000			
Other (largely passenger vehicles and utilities)	306,000	219,600	351,000	
Waste Management	1,642,000	113,000	118,000	121,000
Landfill Management Resource Recovery	109,000	113,000	118,000	121,000
Domestic Waste Collection – Vehicles	1,533,000			
Property Development	3,720,000	2,180,000	6,300,000	0
Russellton Industrial Estate	500,000		4,500,000	
Wollongbar Urban Expansion Area (Residential)	720,000	1,680,000	1,800,000	
Southern Cross Industrial Estate	2,500,000	500,000		
Water Infrastructure	3,427,400	3,750,000	3,400,000	1,990,100
<i>Main Renewals</i>				
Main Renewal - Recurrent	634,000	706,000	784,000	937,000
<i>Water Reservoirs</i>				
Demolish Grays Lane Reservoir	50,000			
New Inlet - Lennox Reservoir	25,000			
<i>Miscellaneous</i>				
Telemetry	7,000	9,000	10,000	12,000
Ethernet Telemetry Upgrade	50,000	50,000	50,000	
Smart Meter Network	10,000	10,000		

Description	2017/18 (\$)	2018/19 (\$)	2019/20 (\$)	2020/21 (\$)
Water Infrastructure (cont'd)				
<i>Pressure Mgmt Zones (PMZs)</i>				
Second Stage Installations	500,000			
<i>Water Pump and Bore Stations</i>				
Pump Stns - Wollongbar Booster	662,000			
<i>Trunk Mains</i>				
North Ballina Distribution Mains			2,078,000	
Pine Ave Distribution Mains	25,000	2,589,000		
CURA B Distribution Main				330,000
Russellton Reticulation Mains			160,000	
Pacific Pine Distribution Main				238,000
Connections for Green Field Sites		80,000		
PRV at Awater Wheels	150,000			
<i>Water Treatment Plant</i>				
Marom Creek WTP - Upgrade	668,000			
Marom Creek WTP - Renewals	24,000	26,000	28,000	30,000
<i>Plant and Equipment</i>				
Vehicle and Plant Replacement	123,400			141,100
Vaccum Excavation Equipment	200,000			
<i>Water Capital - Service Connection</i>				
Water Meter - New <20mm	212,000	219,000	225,000	232,000
Water Meter - Replacement	57,000	61,000	65,000	70,000
Water Meter - Conversion of Meters	30,000			
Wastewater Infrastructure	5,775,000	7,060,900	5,076,700	2,695,400
<i>Pumping Stations</i>				
SP2001 - Wet Well Protection - Swift Street		350,000	200,000	
SP3001 - Pump Stn - Byron Street, Lennox	400,000			
SP3110 - Pump Stn - Montwood Drive			700,000	
SP4004 - Pump Stn - Granada Place				
SP3101 - Skennars Head / Tara Downs		735,000		
North Ballina - New Pumping Station		106,000	1,364,000	
SP5006 - Richmond St Storage and Gravity				182,000
SP2402 - Lindsay Avenue				106,000
SP2401 - Power Drive Pumps				62,300
Pumping Stations - Capacity Upgrade Program	250,000	259,000	268,000	
Pumping Stations - Renewal Program			338,000	348,000
Sullage Dump Point - Bicentennial gardens	20,000			
Chikiba Pump Station Refurbishment	200,000			
Swift St Pump Station / Pipework Refurb	500,000			
Airport Pump Station - Well Refurbishment	195,000			
Pump Station Control Upgrade	100,000			

Description	2017/18 (\$)	2018/19 (\$)	2019/20 (\$)	2020/21 (\$)
Wastewater Infrastructure (cont'd)				
<i>Treatment Facilities - Minor Capital</i>				
Wastewater Treatment Plant Ballina	21,000	22,000	23,000	23,000
Wastewater Treatment Plant Lennox	21,000	22,000	23,000	23,000
Wastewater Treatment Plant Alstonville	21,000	11,000	11,000	12,000
Wastewater Treatment Plant Wardell	11,000	11,000	11,000	12,000
Security at Lennox and Ballina (incl gate Lennox)	10,000	65,000		
Portable Belt Presee Upgrade	20,000			
<i>Ballina Treatment Plant Upgrade</i>				
Ballina - Septic Receival	50,000			
Ballina - Gantry crane		500,000		
Ballina - Programeed membrane		500,000	500,000	500,000
Ballina - Manifold Blower Upgrade				
Ballina - Contaminated Vac Ex Waste Receival	50,000			
<i>Lennox Head Treatment Plant Upgrade</i>				
Treatment Plant Master Plan		200,000		
Lennox - Membrane Replacement				300,000
<i>Alstonville Treatment Plant Upgrade</i>				
Alstonville - Biosolids Management		200,000		
Alstonville - Maturation Pond				
Alstonville - SCADA Upgrade	219,000			
Alstonville - Diffused Aeration Upgrade		200,000		
Treatment Plant Master Plan	200,000			
<i>Wardell Treatment Plant Upgrade</i>				
Wardell - SCADA Upgrade	109,000			
Treatment Plant Master Plan		100,000		
<i>Trunk Mains</i>				
Rising Main Rehabilitation - Swift Street		60,000		
SP4006 - Gravity Sewer A'ville				342,000
WWTP40 - Gravity Main A'ville	1,137,000			
GM4104 - Gravity Main Wollongbar	1,169,000	678,000		
GM4104 - Transfer Mains A'ville / W'bar		1,498,000		
GMWUEA - Gravity Mains			200,000	
GM2104 - Gravity Main West Ballina			438,000	
Karaluren Close, Lennox Head PS		100,000		
<i>Wastewater Mains - Renewals</i>				
Main Renewals	200,000	461,000	475,000	489,000

Description	2017/18 (\$)	2018/19 (\$)	2019/20 (\$)	2020/21 (\$)
Wastewater Infrastructure (cont'd)				
<i>Plant and Equipment</i>				
Plant Replacement	141,000	24,900	68,700	121,100
Vacuum Excavation Truck	350,000			
Forklift for Ballina WWTP	30,000			
Backhoe		85,000		
Bypass Pump	75,000			
<i>Other Miscellaneous Works</i>				
Telemetry	16,000	16,000	17,000	17,000
Ethernet Telemetry Upgrade	150,000	150,000	150,000	
<i>Reuse Program</i>				
Lennox Palms Estate - Reticulation Mains		197,000		
Montwood Drive - Distribution Mains				
Henderson Farm - Distribution Mains			280,000	
Meadows Estate - Distribution Main		270,000		
Greenfield Grove - Distribution Mains				158,000
Lennox to Angels Drive - Main		200,000		
Recycled Water - Hydrant Standpipes	40,000			
Recycled Water - Hydrant Installations	30,000	30,000		
Recycled Water - Communications	20,000			
Recycled Water - Alstonville	10,000	10,000	10,000	
Recycled Water Bulk User Smart Metering	10,000			

Part B – Operational Plan

Whereas the Delivery Program element of this document has a focus on a four year period, the Operational Plan outlines the activities to be undertaken for one year, which in the case of this document is 2017/18.

In respect to the key activities and the measures that we will be using to assess our performance, the 2017/18 column in the “Heading in the Right Direction” (Section A - 4) of the Delivery Program has listed all the agreed activities and measures.

Similarly the Capital Expenditure section (Section A - 5) of the Delivery Program also identifies the major capital expenditure projects planned for 2017/18.

The balance of the Operational Plan component of this document, as follows, includes the mandatory elements as specified in the NSW Local Government Act, along with other items of interest.

Briefly the remaining elements of this document are as follows:

- Estimated Income Statements – The Income Statement is the primary indicator of how Council is performing financially, on an annual basis, and this section provides the estimated income statement for 2017/18.
- Long Term Financial Plan – Even though the Operational Plan focuses on one year, it is important to have an understanding of how Council’s finances are trending in the longer term. This section provides a summary of Council’s ten year financial plan.
- Program Operating Results – Council delivers a wide range of services and to understand the net cost, or surplus, generated of each service, this section provides an operating result for each program.
- Distribution of General Purpose Rate Income – Many Council delivered programs operate at a net cost to the community and this page provides a useful overview of how the ordinary rates raised from an average residential property are distributed across the various loss making programs.
- Statement of Revenue Policy – This statement provides a summary of the various rates and charges that Council will levy during 2017/18. 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 2017/18, along with details of the proposed loan borrowings.

- Related Policies and Information – This final section of the Operational Plan provides details on a number of miscellaneous items such as Council’s Donation Programs and our Commercial Activities.
- Appendix – The one appendix to the Operational Plan is a map outlining where waste collection charges are levied each year.

8. Estimated Income Statement for 2017/18

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 raised 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 21 of the Annual Financial Statements, as well as on a consolidated basis.

Item	General Fund ('000)	Water Fund ('000)	Wastewater Fund ('000)	Consolidated Result ('000)
Income from Continuing Operations				
Revenue	27,454	3,440	15,856	46,750
Rates and Annual Charges	10,655	7,000	1,352	19,007
User Charges and Fees	989	369	308	1,666
Interest and Investment Revenues	4,931	826	479	6,236
Other Revenues	7,432	144	144	7,719
Operating Grants and Contributions	16,270	775	2,146	19,191
Capital Grants and Contributions	67,731	12,553	20,284	100,568
Sub Total				
Other Income	0	0	0	0
Net Gain from Disposal of Assets	67,731	12,553	20,284	100,568
Total Income from Continuing Operations				
Expenses from Continuing Operations				
Employee Benefits and On-Costs	17,157	1,994	3,908	23,059
Materials and Contracts	1,328	0	4,250	5,578
Borrowing Costs	15,418	1,443	5,404	22,265
Depreciation and Amortisation	13,384	1,380	3,775	18,539
Other Expenses	5,078	6,363	446	11,887
Net Loss from Disposal of Assets	0	0	0	0
Total Expense from Continuing Operations	52,364	11,180	17,783	81,328
Operating Result from Continuing Operations	15,367	1,373	2,501	19,241
Net Operating Result before Capital Grants and Contributions	(904)	598	356	50

As per these estimates Council is forecasting surpluses for Water and Wastewater and a small deficit for the General Fund.

All three funds are operating close to break even and therefore the forecast does not allow for any significant buffer for deteriorating results during the year. This means efforts still need to be made to reduce operating expenses, increase operating revenues or a combination of both to ensure we have sustainable operating surpluses into the future.

Council's Long Term Financial Plan is forecasting continued larger surpluses into the future and this is outlined on the following page.

9. Long Term Financial Plan

The Council's long term financial plan, which is based on a ten year time frame, has a target of achieving an operating surplus on a consolidated basis, which would be the first time Council has achieved this, in 2017/18.

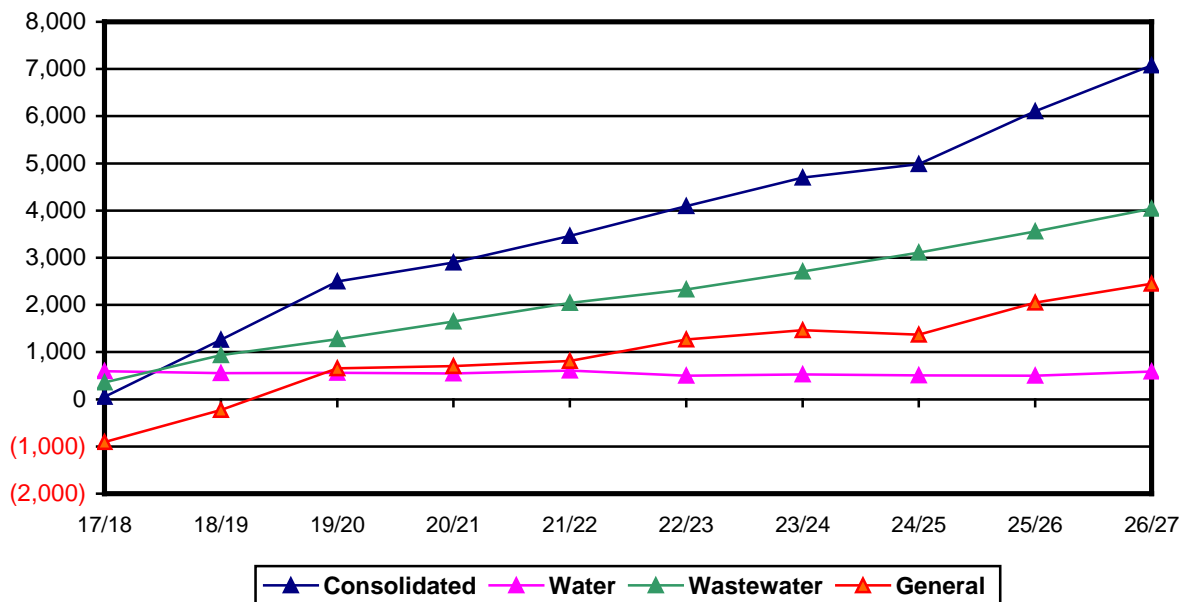
A summary of that financial plan is as per the following table.

Our Ten Year Plan to Financial Sustainability – Consolidated Result

Item	2017/18 ('000)	2018/19 ('000)	2019/20 ('000)	2020/21 ('000)	2021/22 ('000)	2022/23 ('000)	2023/24 ('000)	2024/25 ('000)	2025/26 ('000)	2026/27 ('000)
Operating Revenues										
Rates and Annual Charges	47,309	49,351	51,498	52,929	54,417	55,950	57,526	59,144	60,809	62,521
User Charges and Fees	19,007	19,551	20,158	20,716	21,285	21,831	22,392	22,970	23,564	24,141
Investment Revenues	1,666	1,728	1,916	1,565	1,637	1,562	1,513	1,538	1,496	1,687
Operating Grants	7,719	7,400	7,630	7,632	7,733	7,843	7,986	8,143	8,305	8,470
Other Revenues	6,236	6,567	6,639	6,841	7,027	7,212	7,494	7,601	7,804	8,013
Sub Total	81,937	84,597	87,841	89,682	92,099	94,397	96,911	99,396	101,978	104,832
Operating Expenses										
Employee Costs	23,059	23,775	24,513	25,274	26,059	26,868	27,703	28,563	29,450	30,365
Materials and Contracts	22,265	22,838	23,579	23,659	24,233	24,607	25,236	25,754	26,041	26,399
Borrowing Costs	5,578	5,064	4,790	4,392	4,378	4,022	3,711	3,415	3,143	2,890
Depreciation	18,539	18,963	19,435	19,825	20,223	20,629	21,043	21,465	21,896	22,335
Other Expenses	12,446	12,698	13,031	13,632	13,745	14,178	14,520	15,214	15,339	15,765
Sub Total	81,887	83,338	85,347	86,782	88,637	90,304	92,213	94,411	95,869	97,754
Result – Surplus/(Deficit)	50	1,260	2,494	2,900	3,461	4,093	4,698	4,985	6,108	7,078

The next chart provides the annual operating result for the Water, Wastewater and General Funds, along with the consolidated result.

Operating Result - Consolidated and by Fund



As per this chart all funds are forecast to generate operating surpluses.

10. Forecast Program Operating Results for 2017/18

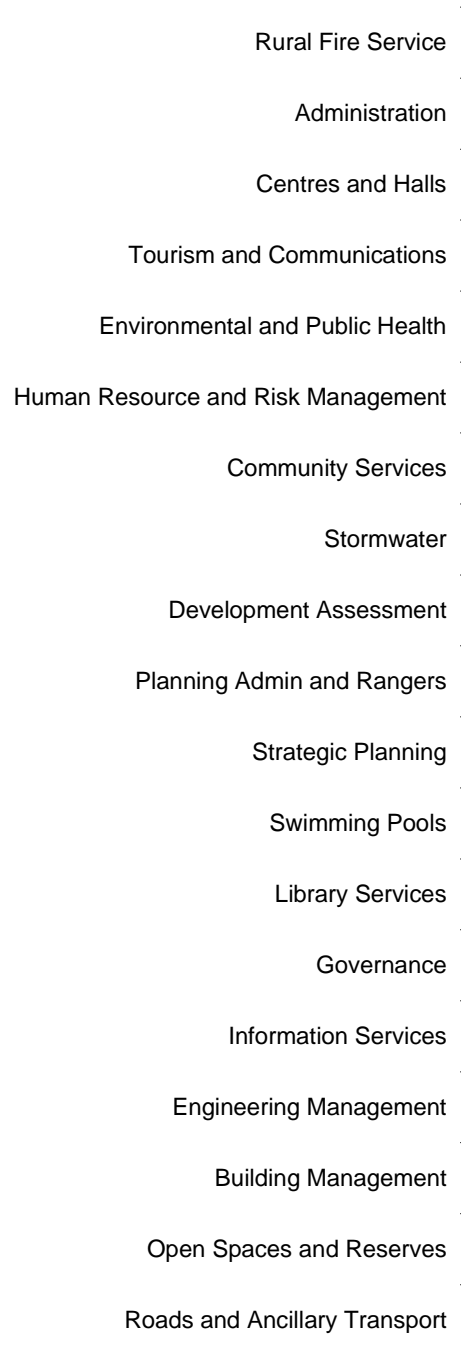
In addition to our Income Statement, which is formatted in accordance with Australian Accounting Standards, it is important for Council to understand the annual operating results for the programs and services delivered to the community.

The following figures represent the forecast operating result for the 2017/18 financial year, with the information provided on a program basis.

Item	Operating Revenues (\$'000)	Operating Expenses (\$'000)	Operating Result ('000)
Strategic and Community Facilities			
Strategic Planning	170	1,266	(1,097)
Community Centres and Halls	409	1,722	(1,314)
Richmond Tweed Regional Library	78	1,591	(1,513)
Swimming Pools	388	1,377	(989)
Cultural and Community Services	138	946	(808)
Tourism and Communications	63	632	(569)
Sub Total	1,245	7,534	(6,289)
Development and Environmental Health			
Development Services	720	1,575	(855)
Building Services	1,244	1,096	149
Public and Environmental Health	280	1,395	(1,115)
Administration and Public Order	210	570	(360)
Sub Total	2,454	4,635	(2,181)
Civil Services			
Engineering (Asset) Management	274	2,673	(2,399)
Procurement and Building Management	0	3,727	(3,727)
Stormwater and Environmental Protection	493	2,315	(1,823)
Roads and Bridges	948	8,420	(7,472)
Ancillary Transport Services	762	2,266	(1,504)
Roads and Maritime Services	746	746	0
Open Space and Reserves	753	3,672	(2,919)
Fleet Management and Workshop	256	(20)	276
Rural Fire Service	168	382	(214)
Quarries	48	102	(54)
Waste - Landfill and Resource Recovery	2,215	2,477	(262)
Waste - Domestic Waste Management	6,418	6,016	402
Sub Total	13,079	32,775	(19,695)
General Manager's Group			
Governance	20	1,736	(1,716)
Financial Services - General Purpose Revenues	25,996	0	25,996
Financial Services	236	(4,329)	4,565
Information Services	103	2,517	(2,414)
Human Resources and Risk Management	173	1,017	(844)
Property Management	2,528	1,590	938
Ballina Byron Gateway Airport	6,186	5,448	738
Sub Total	35,242	7,980	27,262
General Fund - Operating Result	52,020	52,923	(904)
Add Restricted Operations			
Water Supplies	11,778	11,180	598
Wastewater Services	18,139	17,783	356
Total Operating Result – Consolidated Operations	81,937	81,887	50

11. Distribution of General Purpose Rate Income

Council provides a number of services from within the General Fund, the majority of which are subsidised by the income collected from general purpose rates. The remaining programs are self-funded and include fleet and plant; airport; waste management and Council's property portfolio. This chart illustrates how the average residential rate for 2017/18 of \$XXX is allocated across the subsidised programs.



12. Revenue Policy

General Rating Structure

Council's rating structure incorporates a base amount and a rate in the dollar. Council is of the opinion that the use of a base amount is the most equitable rating system as it reduces the impact of land values in calculating residential 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 with the categories allowed under the NSW Local Government Act being residential, business, farmland or 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 residential categories. It is accepted that land value plays the more dominant role in the rate calculation in business and farmland categories because these properties tend to be income producing.

Increases in a council's rate income are determined by the Independent Pricing and Regulatory Tribunal (IPART). This is referred to as the rate pegging limit. IPART has set a rate pegging limit of 1.5% for 2017/18. In addition to this Council has resolved to apply to IPART for a 4.9% increase in our rate income for 2017/18, along with a 5.9% increase for 2018/19 and 2019/20. The additional monies above the 1.5% standard increase for 2017/18 and the estimated standard limit of 2.5% for 2018/19 and 2019/20 are to be expended on increased asset renewal works and programs to improve the health of our waterways. IPART will advise Council in mid-May whether our application has been successful.

The following two tables provide the estimated total income for 2017/18 based on the standard 1.5% increase, along with the proposed 4.9% increase.

Estimated Total Income from Ordinary Rates for 2017/18 – 1.5% Rate Pegging Increase

Base Charge and Cents in the Dollar % Increase				
Rate Category	Rate (Cents In \$)	Base Amount (\$)	Category Yield (\$)	Proportional Contribution to Total Yield (%)
Residential	0.1604828	475	15,122,506	72.66
Business	0.7313338	475	4,162,560	20.00
Farmland	0.1367077	475	1,527,934	7.34
Mining	0.7313338	475	0.00	0.00
Totals		N/A	20,813,000	100.00%

Estimated Total Income from Ordinary Rates for 2017/18 – 4.9% Special Rate Variation

Base Charge and Cents in the Dollar % Increase				
Rate Category	Rate (Cents In \$)	Base Amount (\$)	Category Yield (\$)	Proportional Contribution to Total Yield (%)
Residential	0.1658284	491	15,629,051	72.66
Business	0.7558078	491	4,301,992	20.00
Farmland	0.1412750	491	1,579,118	7.34
Mining	0.7558078	491	0.00	0.00
Totals		N/A	21,510,160	100.00%

Council currently has no properties categorised as mining. In respect to the proportional contribution to the total yield between business / farmland / residential properties, Council policy is to raise 20% of the total yield from non-residential (business) properties. The remaining differentials are based on historical figures following the deduction of the business property income.

Council does not have differential rates within a rating category.

Charges Structure

In accordance with the NSW Local Government Act, Council is able to raise a charge for the provision of waste, water, wastewater and stormwater 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 \$374 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 or not the service is used. Urban properties generally include parcels of land within townships, villages or built up rural residential estates where low speed limits are applied.

Non-strata titled residential units/flats are levied the annual domestic waste collection charge of \$374, dependent upon the number of units/flats or rural dwellings contained upon the property. For example a non-strata titled multiple occupancy property containing four units/flats will be subject to a total charge of \$1,496 (\$374 plus \$73 multiplied by four services). The appendix to this document provides a map outlining all the eligible urban properties for this service.

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 \$326. The service includes a weekly mixed waste and fortnightly recycled waste kerbside collection service. This annual charge is payable whether or not the service is used.

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 \$40 per annum.

Additional Domestic (Residential) Services

Additional services are available for the following extra annual charges:

- Additional Mixed Waste - Urban (Fortnightly) - \$112 per annum
- Additional Mixed Waste - Rural (Weekly) – \$223 per annum
- Additional Domestic Recycling – Urban and Rural (Fortnightly) – \$112 per annum
- Additional Organics Waste Collection - Urban (Weekly) – \$223 per annum

Waste Management –Non-Domestic (Non-Residential) Properties

Council offers a weekly mixed waste collection service at an annual charge of \$348 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 \$172 and a weekly organics waste collection service at an annual cost of \$304. Additional services are available at the same cost per service as the first collection.

Summary of Waste Charges and Net Estimated Yield for 2017/18

Type of Charge	Frequency	Number	Annual Charge (\$)	Yield (\$)
Domestic Waste Collection Charge – Urban	Weekly	14,981		
Domestic Waste Collection Charge – Rural	Weekly	2,718		
Domestic Waste Charge – Vacant Land	N/A	527		
Waste Management - Non-Domestic Properties	Various	1,251	Various	variable
Total				

The appendix to this document provides details of the various waste collection areas and the services provided.

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, to repay existing loans 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 (Annual Fixed Charge)

Charges will be made as listed, except for parcels of land exempt from the charge under Section 552 of the Local Government Act 1993 (i.e. land unable to be connected to a Council water pipe or land further than 225 metres from a Council water pipe).

- (a) One access charge per annum for each separate rateable assessment. The charge increases with meter size (as per following table below). The charge levied on strata titled properties shall be as per the charge for a standard 20mm service for each strata unit.
- (b) 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).
- (c) Water meters are read and accounts payable 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.

Water access 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).

A summary of the annual water charges and estimated yield is as follows:

Summary of Water Charges for 2017/18

Service	Residential Number	Annual Charge (\$)	Residential Yield
Water Access Charge – Vacant Land			
Water Access Charge – 20mm Service			
Water Access Charge – 25mm Service			
Water Access Charge – 32mm Service			
Water Access Charge – 40mm Service			
Water Access Charge – 50mm Service			
Water Access Charge – 65mm Service			
Water Access Charge – 80mm Service			
Water Access Charge – 100mm Service			
Water Access Charge – 150mm Service			
Water Access Charge – 200mm Service			
Total			

Summary of Net Estimated Yield for Water Charges for 2017/18

Service	Estimated Yield (\$)
Residential Water Access Charges	
Non-Residential Water Access Charges	
Total	

Water Consumption Charges

Water consumed per separate water meter will be charged at \$XXX per kilolitre for the first 350 kilolitres of water consumed and \$XXX per kilolitre for water consumed in excess of 350 kilolitres. The estimated income from consumption is approximately \$XXx million. Water consumption charges are levied based on the date the water meter is read.

Water Charges (cont'd)

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 \$XXX per kilolitre prior to paying for water at the higher tariff of \$XXX 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 one rateable assessment under the Local Government Act. Flats are charged for water on the same basis as a single residential dwelling. Access charges are raised based on water meters connected and their size.

Consumption charges are raised based on the lower consumption tariff for the first 350kl per meter and thereafter at the higher consumption tariff.

For example if a property with six flats has one meter connected they will pay one access charge based on the water meter size, which will entitle them to 350 kl at the lower rate and thereafter at the higher rate.

Rous County Council Water Supply

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

Home Dialysis Customer Allowance

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

Wastewater Charges

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

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

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

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

Residential Properties

Each self-contained occupancy (i.e. unit/flat/dwelling) on a rateable property will be levied an annual charge of \$953 as will each separate strata titled residential unit/flat.

Non-strata titled residential unit/flat properties will be levied an annual charge of \$953 dependent upon the number of units/flats contained in the property.

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 in accord with the best practice guidelines issued by the NSW Office of Water.

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

Wastewater Charges (cont'd)

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 = \$XXX /kL

Non-Residential Strata Units and Flats (not individually metered by Council)

Volumetric wastewater consumption charges for non-residential units and flats will be levied on the Owner's Corporation of a strata complex or the owner of the property as the case may be.

Backlog Wastewater (Sewer) Program

Council adopted a backlog program in 2008 that provides wastewater infrastructure to environmentally sensitive properties located on the urban fringes. Under this policy Council provided an 80% subsidy for the costs of reticulation and associated infrastructure for eligible residential properties.

Property owners are 100% responsible for internal plumbing, power and other tasks required for connection.

Council will recoup the capital costs of the 20% that is payable by residential properties over a five year period (concluded 2014/15) and 100% due by non-residential properties over a ten year period (to conclude 2019/20).

The individual properties that are subject to this backlog program are available by contacting the water and wastewater services section at Council.

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 has resolved to charge a consumption charge only for this water and this charge is to be 80% of the first step of the potable water charge; i.e. 80% of \$XXX is \$XXX/kl.

In addition to this, for designated users of the system for open space purposes (i.e. Golf Club, Racecourse) Council has resolved to continue to provide this service at no charge up to July 2017. From July 2017 charging will commence at a lower rate and move to the proposed rate over five years and from July 2022 the charge will be set at 50% of the price for recycled water supplied to urban dual reticulation (i.e. 40% of the drinking water price)

A summary of the annual wastewater charges and estimated yield is as follows:

Summary of Wastewater Charges for 2017/18

Wastewater Charge Category	Charge (\$)
Vacant Charge	718
Residential Charge	953
Non Residential Charge:-	
20mm Water Service	
25mm Water Service	
32mm Water Service	
40mm Water Service	
50mm Water Service	
65mm Water Service	
80mm Water Service	
100mm Water Service	
150mm Water Service	
200mm Water Service	
Recycled Water	

Wastewater Charges (cont'd)

Summary of Net Estimated Yield for Wastewater Charges for 2017/18

Service	Number	Annual Charge (\$)	Estimated Yield (\$)
Residential	14,757		
Residential – not connected/vacant land	413		
Non-Residential Access			
Non-Residential Usage			
Recycled Water			
Total			

On-site Sewage Management (OSSM) Fee

This fee is raised on properties with an on-site sewage system in place (eg 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 2017/18

Property Type	Number	Annual Charge (\$)	Estimated Yield (\$)
Per eligible property	2,626		

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 2017/18

Property Type	Number	Annual Charge (\$)	Estimated Yield (\$)
Per residential property	8,828		
Per business property	3,770		
Per residential strata lot	4,319		
Per business strata lot	7,497		
Total			

Stormwater charges for business properties are based on the impervious area of the land.

The charge is \$25 per 350m² or part thereof. In respect to business strata units the appropriate business charge is apportioned based on unit entitlement subject to each unit paying a minimum of \$5.

Pensioner Concessions

Concessions are available to eligible pensioners who are solely or jointly liable for the payment of rates and charges and reside at the property. These rebates are as follows:

- 50% of the combined rates and domestic waste management charges up to a \$250 maximum concession
- 50% of water access and consumption charges up to a \$87.50 maximum concession
- 50% of wastewater (sewer) charges up to a \$87.50 maximum concession

Fees

Section 608 of the NSW 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 Council fee are set out in full in Council's Schedule of Fees and Charges. A copy of this document is available for inspection at Council's Customer Service Centre or on our website.

Private Works

The Local Government Act allows Council to, by agreement, carry out private works. If Council does carry out such it is on a fee for service basis.

It is expected that a profit will be achieved on these works and the profit will be added to the following rates - Labour plus 72.5%; Materials plus 15%; Plant hire at rates set by Council.

New Loan Borrowings

Council intends to borrow \$5,927,800 to finish the redevelopment of the Ballina and Alstonville Swimming Pools and \$2.4m to expand the Ballina Byron Gateway Airport Terminal in 2017/18.

Dividends

The Local Government Act allows councils to take a dividend from the Water and Wastewater Programs. The Act allows a compulsory and a non-compulsory dividend.

A compulsory dividend is payable to General Fund, being the lesser of the 'calculated tax equivalent' payments or \$3 per assessment.

Tax equivalent payments are calculated when preparing the Special Purpose Financial reports at the end of each year. They relate to those taxes, excluding company tax, from which the Council business is exempted.

Typically this refers to stamp duty and land tax.

Wastewater has in the order of 15,000 assessments and Water has 15,200 assessments. At \$3 per assessment each Fund has a potential compulsory dividend of over \$45,000. Therefore the compulsory dividend will be based on the tax equivalents, as this is estimated to be the lesser of the two calculations.

The Long Term Financial Plan has been prepared assuming a total compulsory dividend of \$54,000 (\$34,000 from water and \$20,000 from wastewater).

Council may extract a non-compulsory dividend from both the Water and Wastewater Programs.

To do this it is required that Council substantially complies with the 'best practice' guidelines provided by the State Government. In terms of meeting the criteria to be eligible for a non-compulsory dividend, Council complies with the best practice guidelines however it is not intended to take a non-compulsory dividend.

Water is not sufficiently profitable to provide funds and wastewater is in the final stages of a massive capital works program and all available funds are required to meet loan commitments and maintain reserves.

Other Section 404 Requirements

In accordance with Section 404 of the NSW Local Government Act Council has determined that there are no other matters prescribed by regulation that require a statement to be included in Council's Revenue Policy.

13. 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 sedan type vehicles are traded at the time considered the most economically viable, taking into account age, kilometres travelled, changeover costs and market demands.

Land

Council holds areas of industrial and residential land. If any land is to be sold a resolution will be obtained from Council prior to sale.

Commercial Activities and Competitive Neutrality

The following activities undertaken by Council are considered to be of a commercial nature:

<i>Category One Businesses (Turnover greater than \$2 million)</i>	<i>Category Two Businesses (Turnover less than \$2 million)</i>
Water Services	Quarry Operations
Wastewater Services	Land Development
Waste Management	Private Works
Airport	

In accordance with National Competition Policy guidelines, Council has included into its costing processes, all direct and indirect costs, plus taxes that a private sector operator would face in the operation of a similar business. These taxes are known as taxation equivalent payments (TEP's), and are based on items such as land tax and company tax.

For Water and Wastewater operations Council has adopted a target rate of return of 0%. However it is acknowledged that operating expenses for Water and Wastewater incorporate the payment of a dividend to General Fund. For other commercial activities the target rate of return is the Commonwealth ten year bond rate.

Council has a procedure designed to effectively manage competitive neutrality complaints. This type of complaint refers to instances whereby an actual or potential competitor of a Council business believes that it is being adversely affected through Council's failure to adopt competitive neutrality.

For enquiries relating to Commercial Activities and Competitive Neutrality contact the Commercial Services Unit, or Council's Manager - Finance and Governance.

Council's Training Plan

Council's Training Plan aims to encourage and assist all staff to develop a level of knowledge, skill and competency essential to the effective and efficient operation of the organisation. It also aims to offer individual staff opportunities for career and personal development.

Equal Employment Opportunity (EEO)

Council's EEO Management Plan identifies activities to be undertaken to ensure implementation of Council's EEO Policy. Council last reviewed and amended the EEO Policy and Plan in June 2013. 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. For specific enquiries relating to EEO contact the Human Resources and Risk Management 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 - Financial Assistance
- Donations - Community Halls Capital Works Assistance
- Donations – Assistance with Council Fees for Community Groups
- Donations - Australian Representation
- Donations - Rates and Charges
- Donations - Waste Disposal Fees for Not for Profit Groups
- Donations - Insurance for Environmental Volunteer Groups
- Donations – Waste Disposal for Not for Profit Disposal of Feral , Orphan Animals and Native Fauna

For details as to how this financial assistance is provided, refer to the Donation Policies on Council's website. Council is also providing open space maintenance services to the Wardell Sports Ground and Alstonville Showground due to the high public use of these facilities.

Building Better Regional Cities (BBRC) Program

Council was successful in obtaining Federal Government grants under the BBRC program of \$4.496 million to construct sporting fields at Wollongbar and \$5 million to construct Ballina Heights Drive. As a condition of these grants Council is required to provide developer contribution rebates of \$25,000 for 96 (\$2.4 million) land sales in the Wollongbar Urban Expansion Area and \$25,000 for 120 (\$3 million) land sales in the Ballina Heights Estate. These rebates are provided by Council where land is sold to an eligible purchaser, with an eligible purchaser defined as a person(s) who meets the National Rental Affordability Scheme guidelines, which are based on the following income thresholds:

Household Type	Maximum Income (\$)
One Adult	60,659
Two Adults	83,862
Three Adults	107,065
Four Adults	130,268
Sole Parent with 1 Child/student	83,920
Sole Parent with 2 Children/student	104,040
Sole Parent with 3 Children/student	124,159
Couple with 1 Child/student	103,982
Couple with 2 Children/student	124,102
Couple with 3 Children/student	144,220
Extra Child/student	16,096

Detailed Estimates of Council's Income and Expenditure

A copy of the detailed estimates for Council's income and expenditure are available upon request from Council's Customer Service Centre.

Local Government Remuneration Tribunal

Section 248 of the Local Government Act requires a council to set an annual fee for payment to the Councillors for acting in their role as a Councillor. The Mayor is also paid an additional fee as Mayor. The maximum fee payable is determined each year by the Local Government Remuneration Tribunal and Council practice is to adopt the maximum fee.

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

Summary of Affairs - GIPPA

For a complete list of Council's plans and policies refer to the latest Summary of Affairs, published six monthly and available on our website www.ballina.nsw.gov.au

Further Information

For further information on the contents of this document contact Council's Finance Section on 6686 4444.

14. Appendix - Domestic Waste Collection Areas

