

DRAFT
Ballina Shire Council
Operational Plan
2011/2012



Ballina Shire Council
Cnr Tamar & Cherry Streets
PO Box 450
DX 27789
Ballina NSW 2478

tel 02 6686 4444
fax 02 6686 7035
email council@ballina.nsw.gov.au
web www.ballina.nsw.gov.au

Table of Contents

- Welcome to the Operational Plan 1
- Organisational Structure 2
- Our Community Strategic Plan and Delivery Program..... 4
- Principal Activities**
- Administration..... 5
- Airport 6
- Asset Management 7
- Building Services 8
- Commercial Services 9
- Community Services10
- Development Services.....11
- Engineering Works.....12
- Environmental and Public Health.....13
- Financial Services14
- Governance15
- Human Resources16
- Information Services.....17
- Libraries18
- Open Spaces and Reserves19
- Operational Support (Engineering)20
- Risk Management21
- Sewer Services.....22
- Strategic Planning23
- Tourism.....24
- Waste Services.....25
- Water Services26
- Capital Works27
- Financial Information.....31
- Revenue Policy34
- Related Policies and Information.....42
- Appendix - Property Rates Apply Across the Entire Shire.....44

Welcome to the Operational Plan

Welcome to Ballina Shire Council's Operational Plan for the 2011/12 financial year. The Operational Plan outlines the main works and services that Council will be undertaking during the year.

The document represents a sub-set of Council's Delivery Program, which provides an overview of the activities that Council is undertaking during the next four years to address the objectives and outcomes identified in our Community Strategic Plan (CSP).

The CSP is the highest level document that a council will prepare and the purpose of the CSP is to identify the community's main priorities and aspirations for the future. Copies of the CSP and the Delivery Program are available from Council.

The Operational Plan provides a snap shot of the service delivery targets, specific tasks and major capital works that Council will be striving towards during 2011/12. The document also provides details of our rates and annual charges and as supporting information a complete set of all our fees and charges is available.

Other key information includes our proposed loan borrowings for the year along with a summary of our estimated income and expenditure. A more detailed copy of the Council budget is also available as a separate reference document.

The General Manager is responsible for ensuring that the Council staff deliver the program of works and services identified in the Operational Plan. To ensure the community is informed on our progress towards achieving the items in the Plan, a quarterly report is presented to the elected Council. This report must be submitted within two months of the end of each quarter.

I hope you find the information outlined in this document of interest.



Paul Hickey
General Manager



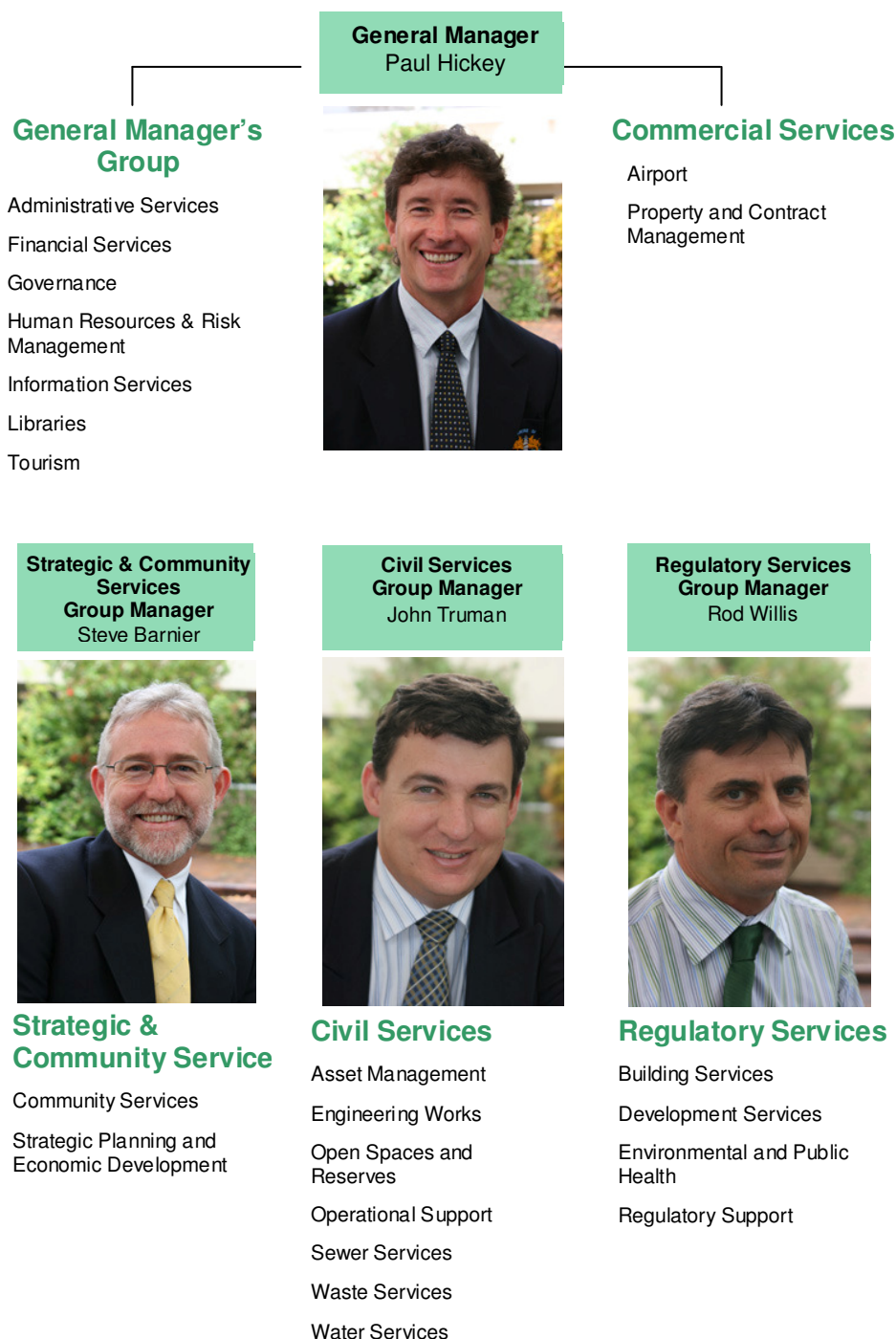
Acknowledgement of Country

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.

Organisational Structure

Section 332 of the Local Government Act requires Council to determine its organisational structure. The approved organisation structure comprises four groups, namely, General Manager's, Regulatory Services, Strategic Services and Civil Services. Council also has a Commercial Services Unit whose role is to generate non-standard commercial revenues for Council and manage our property portfolio.

The Group Managers, together with the General Manager, form the Senior Management Team. This team oversees the day-to-day operations of Council and provides professional advice to the elected Council. It is this team that has primary responsibility for delivering the activities identified in the Operational Plan.



Staffing Profile

The table below provides details of the staffing resources available to deliver the works and services identified in the Operational Plan. A comparison to previous years is also provided.

The numbers provided are based on equivalent full-time employment (EFTs) and include permanent full-time and part-time staff. The figures exclude temporary and casual appointments and also apprentices and trainees, who are typically employed by external training providers.

The total estimated salaries and wages, including oncosts for 2011/12 is approximately \$20 million.

Section	2007/08	2008/09	2009/10	2010/11	2011/12
General Manager's Office	2	2	2	2	2
Group Managers	4	3	3	3	3
Strategic Planning / Community Services	9	9	9	9	10
Building Services	7	7	7	7	7
Development Services	10	11	12	12	12
Public and Environmental Health	9	10	7	8	9
Regulatory Support	6	6	6	7	7
Asset Management	7	7	7	8	8
Engineering Works	49	49	50	50	54
Open Spaces and Reserves	30	31	31	32	32
Water and Sewer	29	29	30	30	33
Waste Management	20	21	21	21	20
Engineering Support	34	36	35	35	35
Administrative Services	6	5	6	6	6
Financial Services	15	15	15	15	15
Information Services	5	5	5	5	6
Human Resources and Risk	5	6	6	6	8
Commercial Services	9	10	11	11	9
Tourism	4	4	4	5	4
TOTAL	260	266	267	272	280

Our Community Strategic Plan and Delivery Program

As part of the Department of Local Government's Integrated Planning and Reporting Framework Council prepares a Community Strategic Plan (CSP) from which a Delivery Program is developed. The Delivery Program provides a summary of the actions Council is undertaking to achieve the CSP Objectives and Outcomes.

Both the CSP and the Delivery Program provide a broader perspective of the overall objectives and outcomes Council is striving to achieve. These documents are available separately and they should be read in conjunction with this document

This next section of the Operational Plan outlines the principal activities (i.e. services) to be provided for 2011/12, along with the key service delivery measures that are being recorded to achieve the actions identified in the CSP and the Delivery Program. References back to the CSP are also provided.

The information within this section is grouped according to twenty two principal activity areas, which represent the major functions and services provided by Council; i.e.

- Administration
- Airport
- Asset Management
- Building Services
- Commercial Services
- Community Services
- Development Services
- Engineering Works
- Environmental and Public Health
- Financial Services
- Governance
- Human Resources
- Information Services
- Libraries
- Open Space and Reserves
- Operational Support (Engineering)
- Risk Management
- Tourism
- Sewer Services
- Strategic Planning
- Waste Services
- Water Services

The following information is provided for each Principal Activity:

Goal	outlines the desired goal for that activity
Management Responsibility	staff position responsible for the delivery of the activity
Key Activities	the main activities or services delivered within the activity
Service Delivery Targets	service delivery targets and quantifiable benchmarks for the indicators are provided, where available. Not all activities have service delivery targets.
Program Actions	details the actions planned for 2011/12 to meet our Delivery Program objectives and outcomes

Quarterly reports are presented to Council to monitor our performance in delivering the services and activities identified in the Operational Plan against strategies identified in the Delivery Program. Council's Annual Report includes a final status report on our performance against the service delivery targets and the program actions.

Administration



GOAL

Provide a customer focused administrative service.

MANAGEMENT RESPONSIBILITY

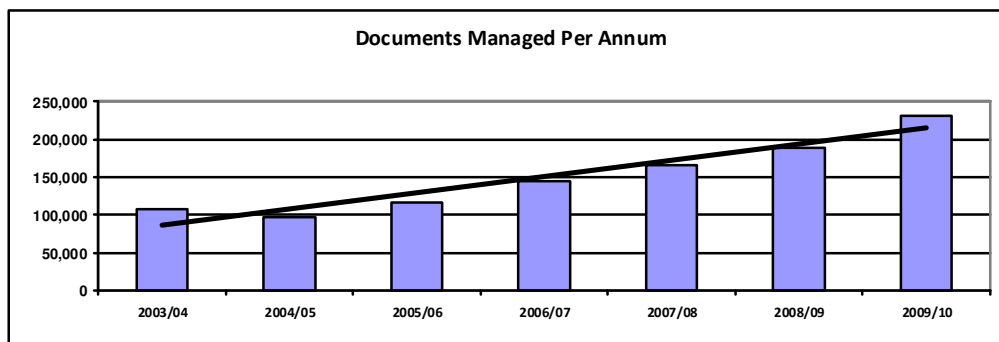
Manager, Finance and Governance
General Manager's Group

KEY ACTIVITIES

The Administration function has responsibility for providing effective and efficient support to Councillors, Council and the community:

- Clerical resources, telephone services
- Internal printing service, advertising
- Communication Liaison
- Document and records management
- Customer service
- Environmentally friendly corporate purchasing
- Policy management and corporate documents.

Program Action(s) for 2011/12	Completion Date	Link to Delivery Program
Ensure effective implementation of new document management system (TRIM)	June 2012	<i>Continue to migrate Council records to document imaging system to improve efficiency</i>
Assist with implementation of customer request management system (CRM) across the organisation	June 2012	<i>Increase usage of technology to improve efficiencies and access to information</i>
Finalise review of all Council policies for this term of Council	June 2012	<i>Review all Council policies during each quadrennial term to ensure they reflect current policy positions</i>



Airport



GOAL

Provide an effective and efficient airport service that is compliant with all legislative requirements.

MANAGEMENT RESPONSIBILITY

Manager, Airport
Commercial Services Unit

KEY ACTIVITIES

The Airport function manages the Ballina-Byron Gateway Airport:

- Managing airport assets, contracts and licensing
- Meeting legislative compliance requirements
- Managing relationships with the airlines
- Business development

Service Delivery Targets	Target	Measurement Frequency	Measurement
Total number of commercial passengers	Greater than 350,000 pa	Quarterly	Carrier passenger data
Total operating revenue	Greater than \$4 million	Quarterly	Financial records
Net operating surplus (excl depreciation)	Greater than 25% of revenue	Quarterly	Financial records
Number of non-compliances with DOTARS and CASA airport operation requirements	Nil	Annual	DIT / CASA audit

Program Action(s) for 2011/12

Completion Date

Link to Delivery Program

Provide long term car parking facilities and additional lease sites for aviation related development

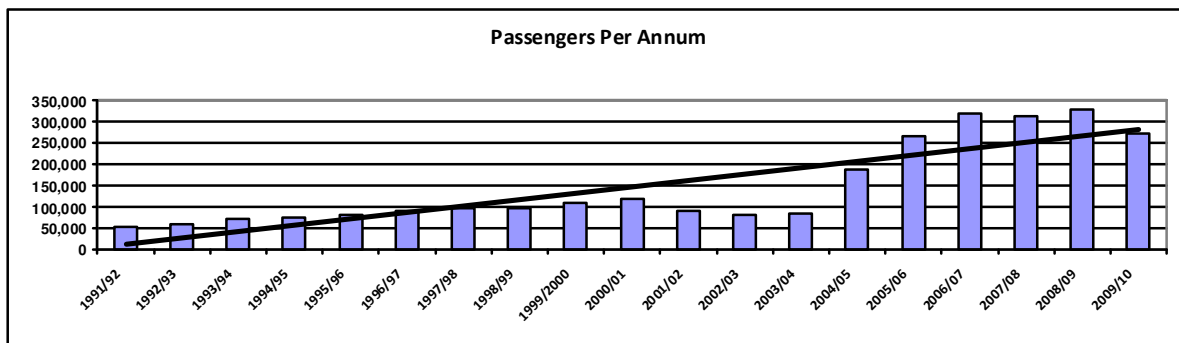
December 2011

Develop Ballina - Byron Gateway Airport to enhance overall service

Expand jet services on offer

June 2012

Develop Ballina - Byron Gateway Airport to enhance overall service



Asset Management



GOAL

To maintain the community's investment in infrastructure and other assets.

MANAGEMENT RESPONSIBILITY

Manager, Infrastructure Planning
Civil Services Group

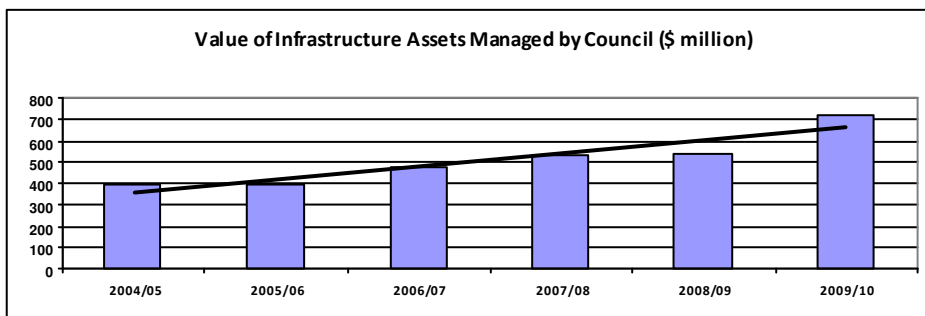
KEY ACTIVITIES

The Asset Management function assumes ownership for all Council's roads, drainage, sewerage system, footpaths, cycleways, bridges and other civil engineering assets:

- Survey and design for engineering works
- Infrastructure planning
- Engineering support for development
- Asset management
- Providing engineering advice and support for development proposals
- Providing road safety information.

Service Delivery Targets	Target	Measurement Frequency	Measurement
Percentage of DA referrals completed within 14 days	Greater than 70%	Quarterly	Development Register

Program Action(s) for 2011/12	Completion Date	Link to Delivery Program
Finalise open space asset management plan	December 2011	<i>Improve and implement asset management strategy and plans to address funding shortfalls and to improve work practices</i>
Develop and implement condition assessment model for Water & Sewer Assets	June 2012	<i>Assessment will allow upgrade of asset management plans</i>
Review engineering development assessment level of service and processes	June 2012	<i>Ensure development assessment and development engineering processes are efficient and effective</i>
Prepare update of Asset Management Plans for buildings	June 2012	<i>Ensure appropriate planning is undertaken for Council's buildings</i>



Building Services



GOAL

To provide efficient and effective building services.

MANAGEMENT RESPONSIBILITY

Manager, Building Services
Regulatory Services Group

KEY ACTIVITIES

The Building Services function is responsible for all regulatory inspections associated with construction and buildings. Assess and determine development applications:

- Assessment and issue of Development Applications
- Issuing Construction Certificates
- Undertaking building inspections
- Fire safety inspections
- Approval and inspection of on-site sewage management facilities
- Education and advice to the building industry
- Licensing and annual inspection of caravan parks
- Assessment and issue of Places of Public Entertainment (POPE) Authorisations
- Approvals and Associated inspections regarding plumbing and drainage

Service Delivery Targets	Target	Measurement Frequency	Measurement
Percentage of complying development certificates issued within 10 working days	Greater than 90%	Quarterly	Development register
Percentage of construction Certificates issued by Council	Resourced to meet 80% of market	Quarterly	Development register
Percentage of building development applications determined within 40 days	At least 80%	Quarterly	Development register
Median days for determination of building development applications (excluding integrated development)	Less than 50 days	Quarterly	Development register
Percentage of Building Certificates (Section 149D of EPA Act) determined within 10 working days	At least 80%	Quarterly	Building Certificate register

Program Action(s) for 2011/12

Completion Date

Link to Delivery Program

Progress Swimming Pool Inspection Program

June 2012

Undertake Compliance Program to improve overall level of compliance

Commercial Services



GOAL

To provide a commercially viable property and business portfolio.

MANAGEMENT RESPONSIBILITY

Manager, Commercial Services
Commercial Services Unit

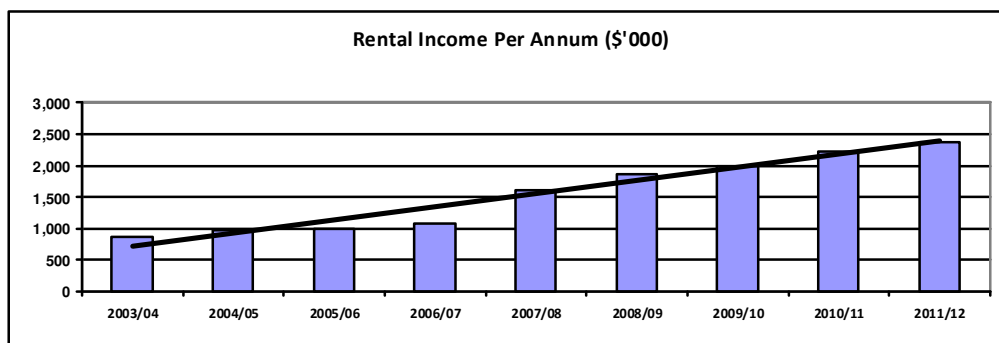
KEY ACTIVITIES

The Commercial Service Unit manages Council's property portfolio and related business activities:

- Asset management (land and buildings)
- Developing commercial and industrial land, licenses and contracts
- Managing Council owned tent park
- Contract management

Service Delivery Targets	Target	Measurement Frequency	Measurement
Vacancy rate for Council administered Crown properties (buildings)	Less than 5%	Quarterly	Lease register
Vacancy rate for Council commercial properties	Less than 10%	Quarterly	Lease register
Vacancy rate for Council community properties (buildings)	Less than 5%	Quarterly	Lease register

Program Action(s) for 2011/12	Completion Date	Link to Delivery Program
Finalise next land release at the Russellton Industrial Estate	June 2012	<i>Continue land releases at Southern Cross and Russellton Industrial Estate that assist in providing a diverse and balanced industry</i>
Continue rezoning investigations for Southern Cross Precinct Master Plan	June 2012	<i>Continue with implementation of the Southern Cross Precinct Master Plan to enhance this overall precinct</i>
Continue with sporting field acquisition, development and financing program	June 2012	<i>Continue with sporting field acquisition and financing program to ensure adequate standards are provided</i>



Community Services



GOAL

To support the provision of social, community and cultural services and facilities to enhance our community's quality of life.

MANAGEMENT RESPONSIBILITY

Group Manager, Strategic & Community Services

KEY ACTIVITIES

Council's Community Services function facilitates active community participation and partnerships. Our role is undertaken in partnership with our community, government agencies and other local and regional stakeholders:

- Developing and implementing the shire's Social and Community Plan
- Improving community access to Council services and facilities
- Fostering relationships between Council and the Aboriginal community
- Coordinating the operations of the Northern Rivers Community Gallery
- Overseeing the management of Council's community centres
- Contributing to Council's strategic planning.

Service Delivery Targets	Target	Measurement Frequency	Measurement
Number of community service contact occasions at Wardell Community Centre	520 pa	Quarterly	Wardell Community Centre Contact Log
Casual hiring of the Ballina Community Services Centre	200 pa	Quarterly	Ballina Community Services Centre Log
Casual hiring of the Richmond Room	150 pa	Quarterly	Richmond Room Contact Log
Patronage at the Lennox Head Cultural & Community Centre	1,000 pa	Quarterly	Lennox Head Cultural & Community Centre Log
Number of visits to community gallery	12,000 pa	Quarterly	Gallery log

Program Action(s) for 2011/12

Completion Date

Link to Delivery Program

Establish a web-based community directory

September 2011

Increase usage of technology to improve efficiencies and access to information

Finalise a consultation protocol with the Aboriginal community

December 2011

Enhance consultation with the Aboriginal community to increase level of trust and involvement

Develop a community safety plan

June 2012

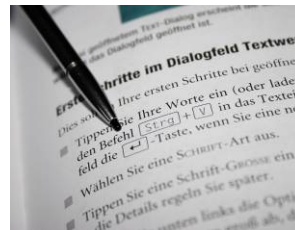
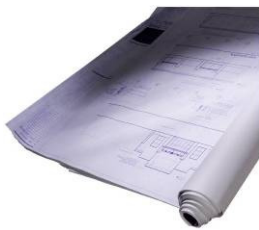
Prepare and implement a Community Safety Plan to assist Council and other levels of Government to address community concerns

Ensure effective operation of the Lennox Head Community Centre

June 2012

Provide and support community events to improve social fabric

Development Services



GOAL

To contribute to the development of a quality built environment and implementation of the Local Environmental Plan.

MANAGEMENT RESPONSIBILITY

Manager, Development Services
Regulatory Services Group

KEY ACTIVITIES

The Development Services function is responsible for the assessment and determination of development applications and all associated assessment inspections:

- Implementation of Local Environmental Plan
- Determination of development applications
- Determination of Section 96 applications
- Determination of Section 82A Reviews of Determination
- Levying of developer contributions
- Issuing subdivision and Section 149 certificates
- Monitoring development control compliance
- Providing customer advisory services

Service Delivery Targets	Target	Measurement Frequency	Measurement
Percentage of development applications determined within 40-days (excluding integrated development)	Greater than 50%	Quarterly	Development register
Percentage of section 96 applications determined within the 40 days (excluding integrated development)	Greater than 60%	Quarterly	Development register
Percentage of section 149 Certificates issued within four days of receipt	Greater than 80%	Quarterly	Development register
Median days for determination of development applications (excluding integrated development)	Less than 60 days	Quarterly	Development register
Median days for determination of section 96 applications determined within the 40 days (excluding integrated development)	Less than 60 days	Quarterly	Development register
Percentage of development applications determined under delegated authority	Greater than 90%	Quarterly	Development register

Program Action(s) for 2011/12	Completion date	Link to Delivery Program
Implement actions from Development Services review	June 2011	<i>Enhance development assessment services to improve processing times and service levels</i>
Implement annual compliance program	June 2011	<i>Undertake Compliance Program to improve overall level of compliance</i>

Engineering Works



GOAL

A maintenance and construction program that is timely and fiscally responsible and that minimises risk for the community.

MANAGEMENT RESPONSIBILITY

Manager, Engineering Works
Civil Services Group

KEY ACTIVITIES

The Engineering Works function provides the management and resources for carrying out maintenance and construction activities for all infrastructure for which Council is responsible:

- Maintenance and construction of roads
- Stormwater and drainage
- Bridge, wharf, jetty pontoon and boat ramps
- Footpaths, cycle ways and shared path
- Street lighting
- Ferry operation and maintenance
- Flood mitigation
- Canal maintenance and foreshore protection
- RTA maintenance contract

Service Delivery Targets	Target	Measurement Frequency	Measurement
Financial management of maintenance programs	Within 5% of budget	Quarterly	Financial records
Financial management of capital programs	Within 5% of budget	Quarterly	Financial records

Program Action(s) for 2011/12	Completion Date	Link to Delivery Program
Finalise Coastline Management Plan	December 2011	<i>Provide a proactive approach to Coastline Management to ensure the community is informed and appropriate strategies are in place</i>
Finalise Ballina Floodplain Risk Management Plan	December 2011	<i>Provide a proactive approach to Flood Management to maximise community safety and knowledge</i>
Obtain all necessary approvals for Coastline Shared Path	September 2011	<i>Complete Coastline Shared Path to maximise user experience and commuter benefits</i>
Prepare Drainage Review for North Ballina area	March 2012	<i>Analyse future works to support improved drainage outcomes</i>

Environmental and Public Health



GOAL

To attain a high standard of public health and safety whilst maintaining and enhancing the natural and built environment.

MANAGEMENT RESPONSIBILITY

Manager, Environmental and Public Health
Regulatory Services Group

KEY ACTIVITIES

The Environmental and Public Health function is responsible for addressing matters that are or are likely to be detrimental to the natural or built environment and maintaining standards of public health and safety:

- Responding to environmental incidents
- Monitoring public water supply, swimming pools and mosquitoes
- Inspection of commercial premises
- Inspection of on-site sewage systems
- Management of companion animals
- Parking control and abandoned vehicle management
- Patrolling public land and facilities
- Management of overgrown private allotments

Service Delivery Targets	Target	Measurement Frequency	Measurement
% of drinking water sites monitored per week	100%	Quarterly	Monitoring log
Number of non-compliance with NHMRC drinking water standards	0	Quarterly	Monitoring log
% of food premises audited per year	100%	Quarterly	Inspection log
Number of food safety penalty infringement notices issued per annum	Less than 12	Annually	Infringement Register
% of other commercial premises audited per year	100%	Quarterly	Inspection log
% of public pools monitored for water quality	100%	Summary Program Dec/Mar Quarters	Monitoring record
% of semi-public pools monitored for water quality	100%	Summary Program Dec/Mar Quarters	Monitoring record
% of abandoned vehicle responses within 3 days for high priority areas	100%	Quarterly	Ranger's log
% of responses to reported dog attacks within 2 hours during operating hours	100%	Quarterly	Ranger's log
Number of existing on site effluent disposal systems inspected per annum	Greater than 250	Quarterly	Inspection log

Financial Services



GOAL

To manage the financial dealings of the Council to maximise utilisation of cash resources and minimise the risk of fraud.

MANAGEMENT RESPONSIBILITY

Manager, Finance and Governance
General Manager's Group

KEY ACTIVITIES

The Financial Management function supplies a diverse range of services to the community and the Council:

- Levy and collection of rates
- Billing water / sewer / waste
- Collecting debt
- Management and Statutory reporting
- Managing creditors
- Managing investments

Service Delivery Targets	Target	Measurement Frequency	Measurement
Proportion of rates accounts outstanding	Less than 4%	Annual	Financial statements
Investment returns greater than 90 day bank bill rate	40 basis points	Quarterly	Investment report

Program Action(s) for 2011/12

Completion Date

Link to Delivery Program

Introduce works orders into ledger

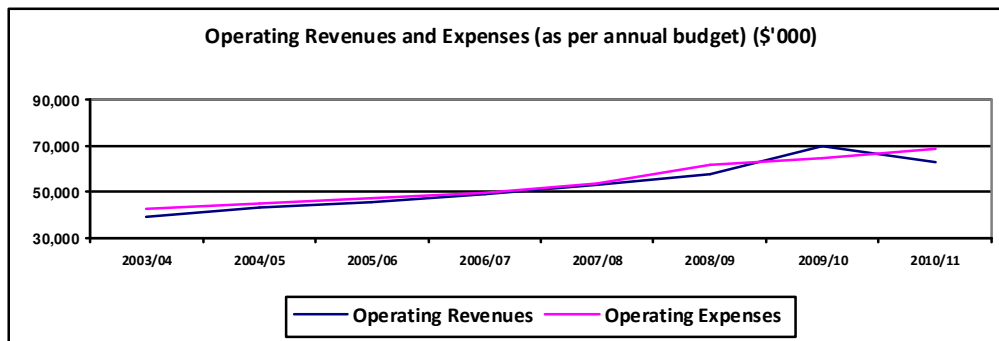
December 2011

Continue to implement process reviews to improve efficiency and effectiveness of Council service delivery across all services

Manage upgrade of Names & Addresses Register (NAR)

December 2011

Continue to implement process reviews to improve efficiency and effectiveness of Council service delivery across all services



Governance



GOAL

Ensure a high level of transparency and governance within the Council.

MANAGEMENT RESPONSIBILITY

General Manager

KEY ACTIVITIES

The Governance function has responsibility for ensuring that there is a high level of governance with the Councillors and staff and that the community is actively engaged and has trust in Council:

- Councillor information and training
- Business papers for meetings
- Conduct Review Committee
- Community consultation
- Management of media.

Program Action(s) for 2011/12

Completion Date

Link to Delivery Program

Continue to implement process reviews to improve efficiency and effectiveness of Council service delivery

June 2011

Continue to implement process reviews to improve efficiency and effectiveness of Council service delivery across all services

Implement Risk Management Strategy in conjunction with Internal Audit Committee

June 2011

Implement Risk Management Strategy to reduce overall risk rating

Human Resources



GOAL

To provide a productive and healthy work environment.

MANAGEMENT RESPONSIBILITY

Manager, Risk and Human Resources
General Manager's Group

KEY ACTIVITIES

The Human Resources function provides advice professional and technical support in the following areas:

- Human Resources planning
- Employee attraction and retention
- Employee learning and development
- Organisational Change and Development
- Performance Management
- Recognition and Reward
- Workplace Diversity, Equal Employment and Anti-Discrimination
- Employee Relations
- Human Resources Information System (HRIS)
- Consultation and Communication

Service Delivery Targets	Target	Measurement Frequency	Measurement
Proportion of staff turnover per year	Less than 10%	Quarterly	Payroll report
Average number of days sick leave per employee	Less than 7 days	Quarterly	Payroll report
Proportion of staff undertaking formal training per year	At least 90%	Quarterly	HR reporting system
Hours of formal learning per employee	At least 12	Quarterly	HR reporting system

Program Action(s) for 2011/12

Completion Date

Link to Delivery Program

Develop and implement a program that recognises service to the organisation and identifies appropriate recognition and reward for excellence

June 2012

Continue to implement process reviews to improve efficiency and effectiveness of Council service delivery across all services

Develop and implement strategies for target minority groups which improve employment opportunities, career development and job satisfaction

June 2012

Improve opportunities for Aboriginal Employment

Information Services



GOAL

To provide effective information technology services and support.

MANAGEMENT RESPONSIBILITY

Manager, Information Services
General Manager's Group

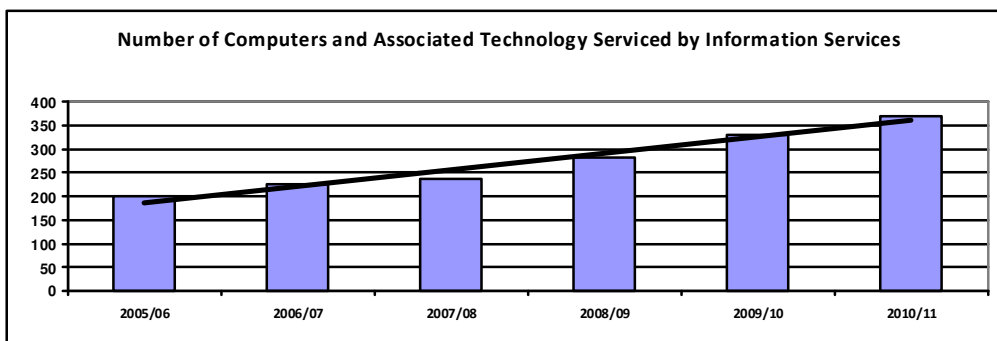
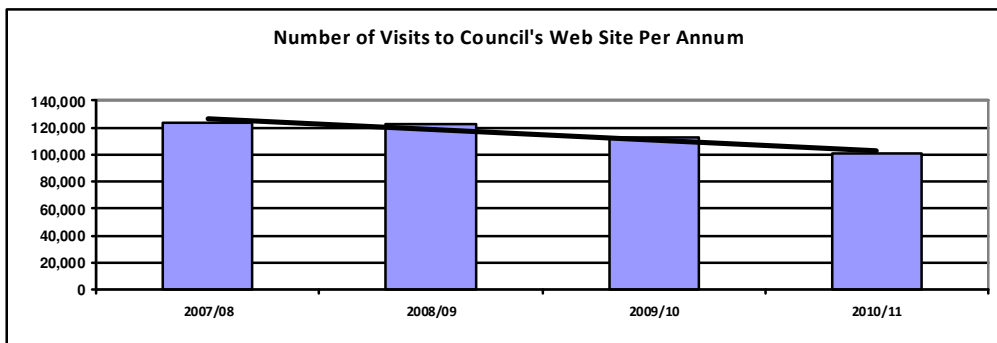
KEY ACTIVITIES

The Information technology function is responsible for providing a range of computing and support services to Council:

- Maintaining and updating computer infrastructure
- Managing telecommunications
- Providing computer support
- Manage Council's web site and internet access
- Geographical information system services

Service Delivery Targets	Target	Measurement Frequency	Measurement
Proportion of requests for assistance addressed within one working day	Greater than 95%	Quarterly	Helpdesk log
Number of external visits to Council website	Greater than 120,000	Quarterly	Website log

Program Action(s) for 2011/12	Completion Date	Link to Delivery Program
Continue to progress implementation of Civica System	June 2011	<i>Maintain and implement contemporary information systems to maximise use of technology</i>



Libraries



GOAL

To provide quality and appropriate library services for the shire community.

MANAGEMENT RESPONSIBILITY

Manager, Finance and Governance
General Manager's Group

KEY ACTIVITIES

The Libraries function provides library and information services and resources to all age groups. Council is a member of the Richmond-Tweed Regional Library, which provides library services to the Ballina, Byron, Lismore and Tweed local government areas:

- Providing reference and information services;
- Providing library collections and facilities;
- Providing library materials for general lending.

Service Delivery Targets	Target	Measurement Frequency	Measurement
Total library membership for Ballina Shire	29,000	Annual	Membership database
Total library loans per annum	458,000	Annual	Membership database

Program Action(s) for 2011/12

Completion Date

Link to Delivery Program

Finalise future plans for the expansion of the Ballina Library

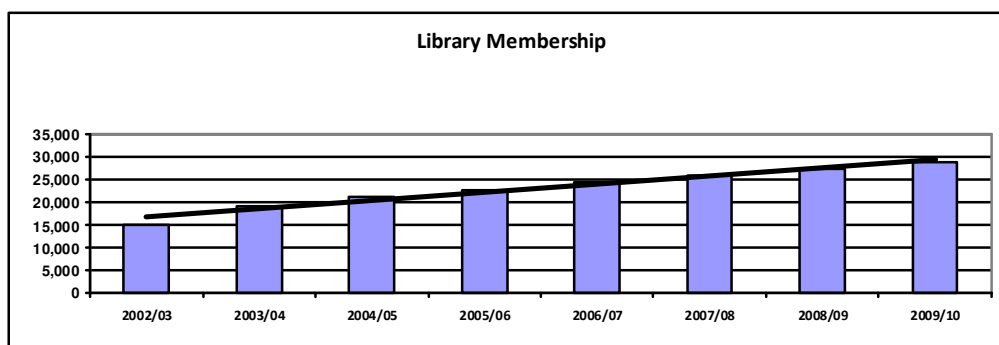
June 2012

Review and improve effectiveness and use of Council buildings

Implement and monitor service level agreement with Lismore City Council as the Administering Council for the Richmond Tweed Regional Library Service

June 2012

Continue to implement process reviews to improve efficiency and effectiveness of Council service delivery across all services



Open Spaces and Reserves



GOAL

To manage the shire's community land and reserves for the long-term benefit of the community.

MANAGEMENT RESPONSIBILITY

Manager, Open Space and Reserves
Civil Services Group

KEY ACTIVITIES

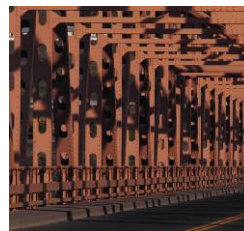
The Open Space and Reserves function involves working with the shire community to provide a range of facilities, programs and services that will sustain and improve the shire's lifestyle and community land and reserves:

- Managing and maintaining:
 - sporting fields
 - parks and reserves
 - cemeteries
 - public toilets and amenities
 - natural areas, including beaches;
- Providing surf life saving services, in conjunction with volunteers;
- Pursuing grant funding for projects.

Service Delivery Targets	Target	Measurement Frequency	Measurement
Financial management of maintenance programs	Within 5% of budget	Quarterly	Financial records
Financial management of capital programs	Within 5% of budget	Quarterly	Financial records
Compliance with open space mowing service levels	100%	Quarterly	OS&R maintenance schedule

Program Action(s) for 2011/12	Completion Date	Link to Delivery Program
Complete and report a review of Council's Tree Management functions	December 2011	<i>Ensure effectiveness of operations are optimized and service levels reviewed for tree management.</i>
Prepare update of Playground Replacement Program	December 2011	<i>Ensure priorities in program remain current.</i>
Convert Operational Service level plans into a community Information document	March 2012	<i>Improve information available to community regarding levels of service</i>

Operational Support (Engineering)



GOAL

To provide a self-sufficient and competitive fleet.

MANAGEMENT RESPONSIBILITY

Manager, Operational Support
Civil Services Group

KEY ACTIVITIES

The Operational Support (Engineering) function manages a range of plant, vehicles and equipment and provides stores, materials and contractors to meet the operational requirements of Council:

- Managing Council's fleet, plant, store and depot
- Manage quarry leases
- Maintaining Council's buildings
- Providing workshop services
- Facilitate North East Weight of Loads Group
- Sourcing contract plant and tradespeople for Council operations
- Local emergency management
- Manage Council operated swimming pools

Service Delivery Targets	Target	Measurement Frequency	Measurement
Surplus from fleet and plant operations	\$750,000	Quarterly	Financial records
Value of store stock control bin errors	Less than \$500	Annual	Stocktake
Average fleet green star rating	Greater than 3.5	Annual	Fleet records
Number of swimming pool patrons	More than 30,000	Quarterly	Financial records
Net operating deficit for swimming pools (excluding depreciation)	Less than \$370,000	Quarterly	Financial records
Reduce CO2 emissions from Council's Built Assets energy consumption	Less than 8,000 tonnes	Quarterly	Energy cost reports
Reduce energy consumption from Council's Built Assets	Less than \$1,300,000	Quarterly	Energy cost reports

Program Action(s) for 2011/12	Completion Date	Link to Delivery Program
Finalise Tuckombil Quarry options report and development assessment process for Sand Pit (Quarry)	June 2012	<i>Expand economic development services and activities to maximise opportunities for appropriate development</i>
Complete review of DISPLAN	June 2012	<i>Ensure currency of DISPLAN (Disaster Plan)</i>
Develop Service level arrangements for Trades	December 2011	<i>Ensure efficient and effective service to internal clients</i>

Risk Management



GOAL

To be proactive in managing risk.

MANAGEMENT RESPONSIBILITY

Manager, Risk and Human Resources
General Manager's Group

KEY ACTIVITIES

The Risk Management function provides advice, professional and technical support in the following areas:

- Develop a culture which embraces proactive risk management
- Health, safety and well being
- Insurance policy and claims management

Service Delivery Targets	Target	Measurement Frequency	Measurement
Number of workers' compensation claims	Less than 30	Quarterly	Insurer's Report
Hours of lost time due to workers' compensation claims	Less than 1,000 hours	Quarterly	Insurer's Report
Number of insurance claims	Less than 40	Quarterly	Insurer's Report

Program Action(s) for 2011/12	Completion Date	Link to Delivery Program
Develop a competency based training program which aligns with OHS legislative requirements	June 2012	<i>Deliver employee wellness program 'Live Well: Work Well' to achieve proactive health and safety strategies</i>
Audit Council's policies and procedures and implement a program to ensure Council's OHS policies and systems align with the new national health and safety laws.	June 2012	<i>Deliver employee wellness program 'Live Well: Work Well' to achieve proactive health and safety strategies</i>

Sewer Services



GOAL

To provide a cost effective and environmentally sound sewerage service.

MANAGEMENT RESPONSIBILITY

Manager, Water, Sewer and Waste Civil Services

KEY ACTIVITIES

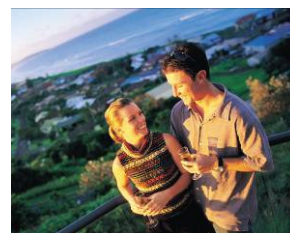
The Sewer Services function provides the resources and management of the following key activities:

- Strategic and asset management planning
- Sewerage reticulation and operations
- Managing trade waste
- Managing effluent re-use
- Managing capital works delivery

Service Delivery Targets	Target	Measurement Frequency	Measurement
Number of sewer chokes per 10km of main	Less than 1	Quarterly	Operational log
Number of non-compliances with DECCW licence standards	Nil	Quarterly	Operational log
Financial management of maintenance programs	Within 5% of budget	Quarterly	Financial records
Financial management of capital programs	Within 5% of budget	Quarterly	Financial records

Program Action(s) for 2011/12	Completion Date	Link to Delivery Program
Finalise review of Section 64 Developer Contributions Plan	September 2011	<i>Ensure Developer Contribution Plans (Section 94 and Section 64) reflect contemporary planning to ensure revenue is realistic and infrastructure is delivered as required</i>
Review implementation of telemetry system to determine development needs	December 2011	<i>Review telemetry system to improve planning and operations</i>
Prepare update of Council's Urban Water Management Strategy	December 2011	<i>Review Urban Water Management Strategy thereby ensuring this policy remains innovative and reflects contemporary best practice</i>
Prepare sewer systems model to improve planning and operations of sewer infrastructure	June 2012	<i>Prepare water and sewer systems model to improve planning and operations</i>

Strategic Planning



GOAL

To maintain a quality built and natural environment for the Ballina Shire community, a robust and balanced economy and timely provision of infrastructure now and into the future.

MANAGEMENT RESPONSIBILITY

Group Manager, Strategic and Community Services

KEY ACTIVITIES

The Strategic Planning function has responsibility for providing detailed information relevant to decisions the Council makes regarding planning the shire's future, whilst embracing the principles of sustainability. This function is also responsible for implementing planning directives from the Council and from the State Government:

- Environmental planning
- Monitoring the Local Environmental Plan
- Section 94 planning (Developer Contributions)
- Managing the Ballina Shire Combined Development Control Plan (DCP)
- Heritage management and planning
- State of the Environment reporting
- Managing the Growth Management Strategy
- Coordinating Council's sustainability initiatives

Program Action(s) for 2011/12	Completion Date	Link to Delivery Program
Complete rezoning and urban design for the Cumbalum Urban Release Area	December 2011	<i>Continue rezoning and urban design for the planned Release Areas to allow development to proceed</i>
Prepare Shire Local Growth Management Strategy	December 2011	<i>Prepare Shire Growth Management Strategy to ensure infrastructure is able to match growth</i>
Complete Aboriginal Heritage Study	December 2011	<i>Protect and promote Aboriginal Heritage</i>
Coordinate Food Links project and establish Farmer's Market	December 2011	<i>Encourage local produce through increased opportunities at the local level</i>
Prepare Master Plan for Clarke Street Area	March 2012	<i>Improve planning for specialised business precincts to ensure business develops in a cohesive manner</i>
Promote initiatives within the Richmond River Estuary Processes Study	June 2012	<i>Improve overall health of Richmond River</i>
Oversee the implementation of Council's Environmental Action Plan	June 2012	<i>Incorporate "green" technology into Council's business practices</i>
Assist LPMA prepare Ballina Regional Crown Reserve Plan of Management and Ballina Shire Coastal Reserve Plan of Management	June 2012	<i>Progress Coastal Reserve Planning</i>
Prepare new web based economic development data set	June 2012	<i>Support business development</i>
Implementation of new LEP and review Ballina Shire Combined Development Control Plan	June 2012	<i>Finalise LEP Renewal and review Ballina Shire Combined Development Control Plan to provide a contemporary planning structure</i>

Tourism



GOAL

To assist with the development and key experiences that benefit residents and visitors to the shire, respecting and preserving environmental and community values.

MANAGEMENT RESPONSIBILITY

Manager Tourism
General Manager's Group

KEY ACTIVITIES

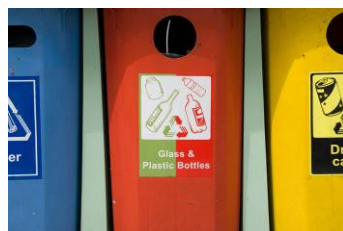
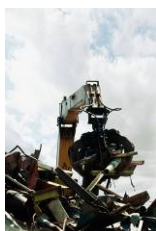
To communicate and assist with the development of a range of services, products and experiences for Ballina Coast and Hinterland:

- To provide a level one accredited Visitor Centre and to assist other outlets
- To communicate key experiences available within Ballina Coast and Hinterland
- To collaborate within Council and with external stakeholders on tourism matters
- To assist with the development of key community and visitor infrastructure
- To coordinate key Council events, conferences and functions

Service Delivery Targets	Target	Measurement Frequency	Measurement
Enquiries to Visitor Information Centre	Greater than 56,000	Quarterly	VIC log
Revenue generating from booking service	Greater than \$12,000	Quarterly	Financial records
Revenue raised from co-operative marketing	Greater than \$15,500	Quarterly	Financial records
Number of visits to tourism website	Greater than 30,000	Quarterly	Google analytics
Proportion of satisfied visitors to Ballina Visitor Information Centre	Greater than 90%	Quarterly	VIC survey

Program Action(s) for 2011/12	Completion date	Link to Delivery Program
Implement Gateway Signage Program	June 2012	<i>Implement Town and Village Signage Program to enhance information and education opportunities available to residents and visitors</i>
Implement regional visitor services strategy	June 2012	<i>Expand tourism services and facilities to maximise visitor satisfaction levels</i>
Continue development of interpretative walking trails by way of signposting	June 2012	<i>Implement Town and Village Signage Program to enhance information and education opportunities available to residents and visitors</i>
Participate in and leverage opportunities to market the Ballina Coast & Hinterland	June 2012	<i>Expand tourism services and facilities to maximise visitor satisfaction levels</i>

Waste Services



GOAL

To provide an efficient and reliable collection, resource recovery and disposal service.

MANAGEMENT RESPONSIBILITY

Manager, Water, Sewer and Waste Civil Services

KEY ACTIVITIES

The Waste Services function manages the collection and recycling of domestic waste and commercial waste services within the shire as well as the management of the Waste Disposal Facility:

- Collecting domestic and commercial waste
- Disposing of waste
- Minimising waste
- Rehabilitating the landfill site
- Providing waste education
- Maximising resource recovery opportunities
- Collecting recyclables
- Collecting green waste and organics
- Bulking recyclables, green waste and organics and transporting to MRF for processing
- Transporting bulk waste for processing

Service Delivery Targets	Target	Measurement Frequency	Measurement
Number of non-compliance with DECCW licence standards per year	Nil	Quarterly	Reporting to DECC
Volume of waste managed at Waste Management Facility	Less than 55,000	Quarterly	Facility weighbridge
Proportion of received waste diverted from landfill	Greater than 50%	Quarterly	Facility weighbridge
Average number of bin collections missed per month	Less than 120 (10 per month)	Quarterly	Collection log
Remaining useful life of Ballina Waste Management Facility	7 years	Annual	Survey / Weighbridge

Program Action(s) for 2011/12

Completion Date

Link to Delivery Program

Review and report on analysis of new green waste collection service

June 2012

Review new service to assess financial performance of waste diversion achieved and reforecast landfill expected life

Complete approved investigation stages for the Pyrolysis Project

June 2012

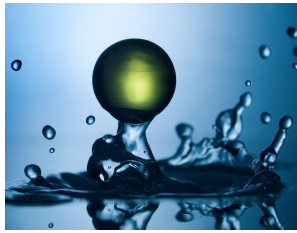
Complete investigation to determine reliability of project

Complete review of Waste Management Structure for the Region

June 2012

Progress resource sharing arrangements with other local government authorities to increase efficiencies

Water Services



GOAL

Provide a quality water product in a cost effective way.

MANAGEMENT RESPONSIBILITY

Manager, Water, Sewer and Waste Civil Services

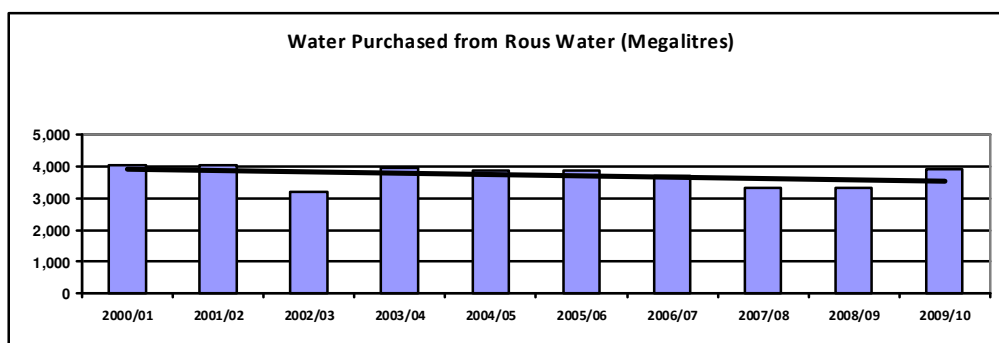
KEY ACTIVITIES

The Water Services function provides the resources and management for the following key activities:

- Strategic planning for water provision
- Water supply catchment management
- Asset and demand management planning;
- Monitoring public water supplies
- Water reticulation and operations
- Implement Aust Drinking Water Guidelines

Service Delivery Targets	Target	Measurement Frequency	Measurement
Number of non-compliance events	Nil	Quarterly	Operations Log
Average water consumption per connection	Less than 250kl/pa	Quarterly	Consumption Report
Water main breaks per 30km of main	Less than one	Quarterly	Operations Log
Volume of unaccounted water	Less than 18%	Quarterly	Consumption Report
Financial management of maintenance and capital programs	Within 5% of budget	Quarterly	Annual audit

Program Action(s) for 2011/12	Completion Date	Link to Delivery Program
Finalise review of Section 64 Developer Contributions Plan	September 2011	<i>Ensure Developer Contribution Plans (Section 94 and Section 64) reflect contemporary planning to ensure revenue is realistic and infrastructure is delivered as required</i>
Review telemetry system to determine effectiveness and future development needs	December 2011	<i>Review telemetry system to improve planning and operations</i>



Capital Works

This section of the document provides a summary of the major capital expenditure planned by Council for the financial year.

GOVERNANCE AND PROPERTY

2010/11
(\$)

Information Services

Computer Equipment	31,000
--------------------	--------

Property Management

Russellton Industrial Estate	200,000
------------------------------	---------

Lennox Head Land Development	4,000,000
------------------------------	-----------

Ballina Surf Club - Construction (funded over two years)	3,100,000
--	-----------

Wollongbar Sports Fields - Development	500,000
--	---------

Tent Park

Flat Rock Tent Park - Minor Works	10,000
-----------------------------------	--------

Provision for on-going minor works which is funded from the operating surplus for the tent park.

Ballina Byron Gateway Airport

Improvements	1,135,000
--------------	-----------

Provision for on-going improvements based on the business plan for airport.

ENGINEERING WORKS

2011/12
(\$)

Stormwater

Urban Lane Improvements	23,500
-------------------------	--------

Coogee St Pump Station	150,000
------------------------	---------

Tweed Street	100,000
--------------	---------

Rous Mill Road	50,000
----------------	--------

Flood Gate Investigation	25,000
--------------------------	--------

Stormwater Asset Data	50,000
-----------------------	--------

Roads and Bridges

Grant Street	250,000
--------------	---------

Fenwick Drive	190,000
---------------	---------

Heavy Patching	345,000
----------------	---------

Boatharbour Road	83,000
------------------	--------

Byron Street	225,000
--------------	---------

Rifle Range Road (seg 220 & 223)	137,000
----------------------------------	---------

The Coast Road, Lennox Head	563,000
-----------------------------	---------

Midgen Flat Road	250,000
------------------	---------

Pimlico Road	150,000
--------------	---------

Uralba Road	150,000
-------------	---------

ENGINEERING WORKS (con't)

2010/11
(\$)

Footpaths and shared paths

Moon Street - Bangalow Road to Fox Street	20,000
Headlands Drive - opposite school	10,000
Skennars Head Road - adjacent to Leisure Park	10,000
Rifle Range Road/Simpson Avenue	60,000
Hill Street Easton Park complete Hill Street to Refuge	4,000
The Avenue	10,000
Beachfront Parade - west side	30,000
Wardell Road - Robertson Street to Newbon Street	10,000
Coast Road - North Angels Beach to Sharpes Beach	640,000
Coastal Walk	216,400

Street Lighting

Kalinga Street, West Ballina	203,000
Street Lighting Replacement	162,000

Town Centre Beautification

Ballina River Street and Captain Cook Park	5,360,000
--	-----------

Playgrounds

Chickiba Sports Fields Play Equipment	81,000
Commemoration Park Shade Structure	20,000
Kellie Ann Crescent Play Equipment	20,000
Campbell Park Softfall	20,000
Crown Reserve LPMA Works	20,500

Sporting Fields

Kingsford Smith Lighting Upgrade	80,000
Skennars Head Lights	61,000

Fleet and Plant

Light Fleet	307,000
Heavy Fleet	600,000

Quarries & Sandpit

Tuckombil Quarry	50,000
------------------	--------

WASTE MANAGEMENT

2010/11
(\$)

Landfill Management and Resource Recovery

Landfill Management	20,000
---------------------	--------

WATER SERVICES

2010/11
(\$)

Water Storage

Service Reservoirs - Ballina Heights Reservoir	3,500,000
Service Reservoirs - Ballina	990,000

Miscellaneous

Plant Replacement (Vehicles)	50,000
Water Mains Renewal Program	400,000

SEWER SERVICES

2010/11
(\$)

Wastewater Management Strategy

Land Acquisition Feasibility and Investigations	50,000
---	--------

Wastewater Strategy - Technical Consultancies

Detailed Design	500,000
Environmental Assessments	50,000
Project Management	25,000

Ballina Wastewater Treatment Plant

Project Management	600,000
Construction	30,435,000

Lennox Head Wastewater Treatment Plant

Project Management	20,000
Construction	7,036,000

Catchment Diversion Works

Ballina - Diversion Ancillary Works	120,000
Ballina - Catchment Diversion Works	1,500,000

Urban Dual Reticulation Program

Project Management	300,000
Construct Dual Reticulation Reservoir - Ballina Heights	1,000,000
Construct Dual Reticulation Reservoir - Kings Court	600,000
Distribution Systems Ballina / Lennox	1,300,000

Lennox Head/Pacific Pines/Skennars Ridge

SP3001 - Upgrade Pumps - Byron Street	450,000
SP3001 - Parallel Rising Main - Byron Street	270,000
SP3002 - Emerg Storage - Rutherford St	85,000
SP3101 - Emerg Storage - Skennars Hd Rd	105,000
SP3101 - Upgrade Pumps - Skeannars Hd Rd	115,000

SEWER SERVICES (con't)

2010/11

(\$)

Recycled Water Implementation - Open Space

Open Space Irrigation - Design Systems	20,000
Open Space Irrigation - Installations	200,000

North Ballina

Diversion of SP2101 to Ballina	260,000
Diversion of Nth Ball PS to Ballina	175,000
New Rising Main Nth Ballina to Ballina	690,000
Diversion of Ballina Heights to Ballina	525,000

Angels Beach / East Ballina

SP2301 - Upgrade Pumps - Angels Bch Dr	120,000
SP2306 - Emergency Storage - Serpentine	50,000
SP2309 - Emergency Storage - Anderson St	75,000
SP2309 - Upgrade Pumps - Anderson St	75,000

Ballina Island / West Ballina

SP2001 - Polyurea Lining Pump - Swift St	30,000
SP2001 - Rising Main - Rehab - Swift St	350,000
SP2013 - Upgrade Pumps - Skinner St Storage	75,000

Alstonville / Wollongbar

SP4004 Emergency Storage - Granada Place	85,000
SP4106 Upgrade Pumps - Kays Lane	30,000
SP4106 Upgrade Rising Main - Kays Lane -	25,000

Wollongbar Expansion Area - Stage 1

Sewer Mains - Miscellaneous Renewals	200,000
Inflow & Infiltration Program - Renewals	1,700,000
Gravity Trunk Main A	90,000
Gravity Trunk Main B	505,000
Gravity Trunk Main Ramses Street	100,000
NHS1 Pump Station	660,000
NHS2 Pump Station	480,000
Preliminaries	15,000

Reticulation Sewer Mains Renewal

Sewer Mains - Miscellaneous Renewals	200,000
Inflow & Infiltration Program - Renewals	1,700,000
Inflow & Infiltration Program - Project Mgmt	50,000

Plant and Equipment

Telemetry Installation	50,000
Plant Replacement	50,000

Financial Information

Source and Application of Funds

The figures outlined below provide a fund by fund analysis of how Council generates a cash surplus on its day to day operations. This surplus is then used to help finance capital expenditure items. Other sources of revenue for capital expenditure are derived from capital grants, capital contributions, loan funds and reserves.

Item	General Fund ('000)	Water Fund ('000)	Sewer Fund ('000)	Total ('000)
Operating Income				
Rates and Annual Charges				
User Charges and Fees				
Investment Revenues				
Operating Grants and Contributions				
Other Operating Revenue				
Sub Total				
Operating Expenses				
Employee Costs				
Materials and Contracts				
Interest				
Depreciation				
Other Expenses				
Sub Total				
Operating Result - Surplus / (Deficit)				
Less Depreciation				
Surplus / (Deficit) Before Disposal of Assets				
Add: Proceeds from sale of Real Estate				
Operating Result - Surplus / (Deficit)				
Add: Non-cash items- Leave Liabilities				
Net Increase in Cash from Operations				
Applied to				
Capital Expenditure				
Property and Buildings				
Plant and Equipment				
Infrastructure Works				
Repayment of Loan Principal				
Dividends				
Total				
Sources of Funds for Capital Expenditure				
Net Increase in Cash from Operations				
Transfers from Internal Reserves				
Transfers from External Reserves				
Transfers from / (to) Accumulated Surplus				
Capital Grants and Contributions				
Loan Funds				
Total				

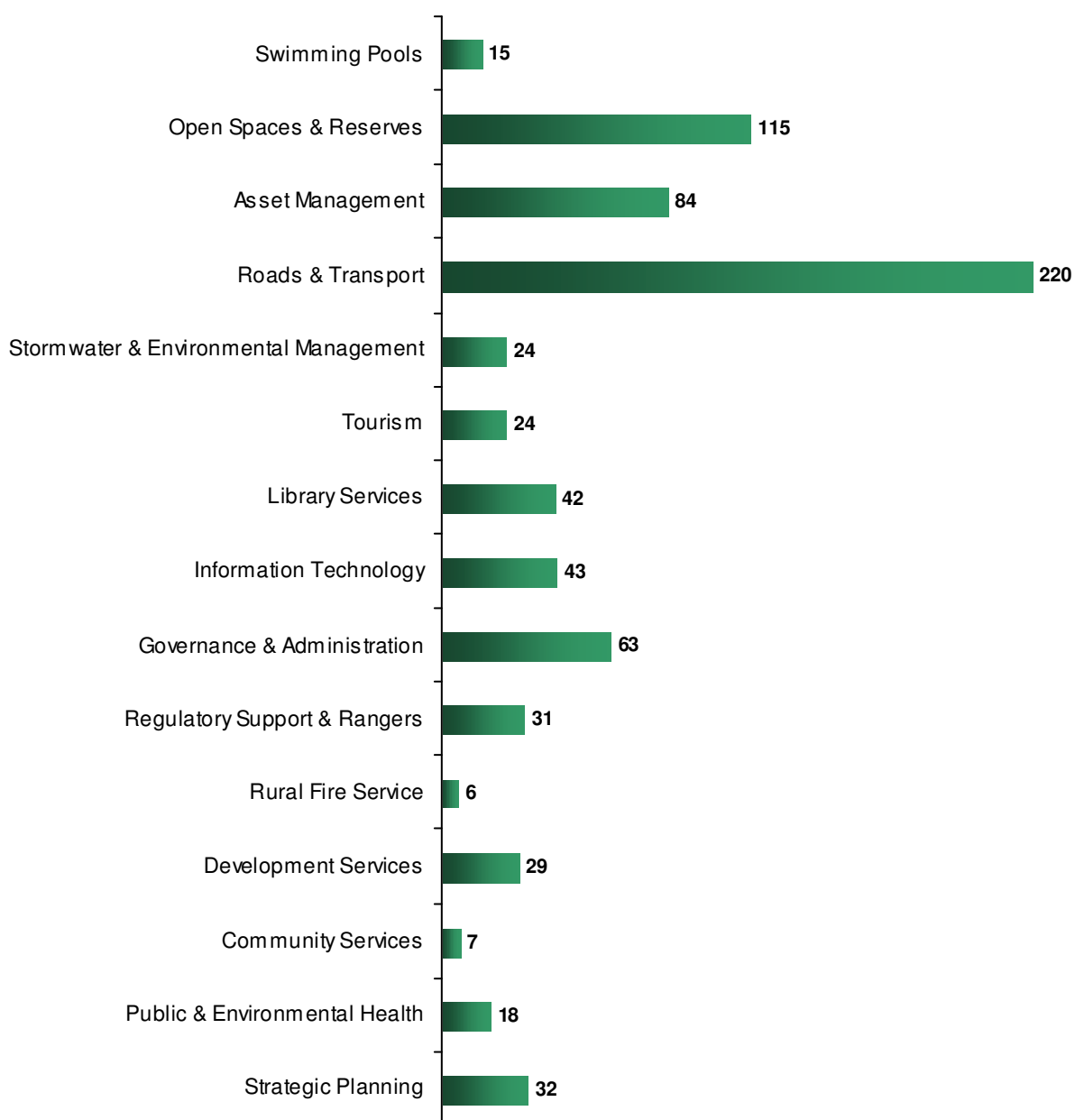
It is important for Council to plan for asset and infrastructure replacement, by ensuring that a sufficient operating surplus is generated to fund that replacement.

Distribution of General Purpose Rate Income

Council operates 20 functions within the General Fund, 15 of these activities use income from general purpose rates. The remaining programs are self-funded and include:

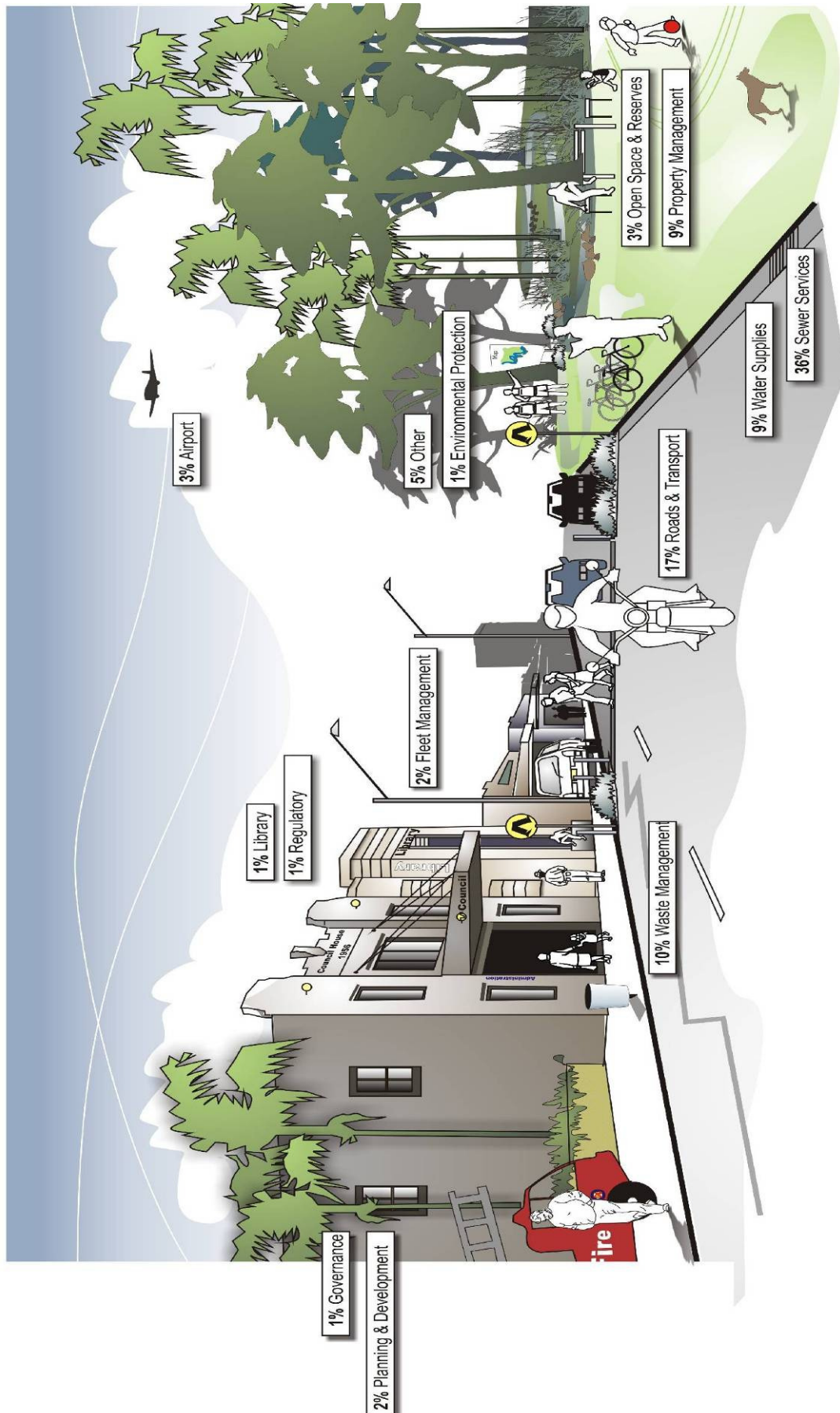
- fleet and plant
- airport and
- domestic waste collection
- Landfill management and resource recovery disposal
- property management

The following graph illustrates the proposed expenditure of an average residential rate of \$753. The chart on the following page provides the percentage of this money expended on each activity.



Where do we allocate Council's expenditure?

The following illustration provides a snapshot of how Council is allocating its expenditure, both operating and capital, on a percentage basis, for 2011/12 (chart to be updated)



Revenue Policy

General Rates

The Operational Plan incorporates a rating structure that utilises a base charge and a rate in the dollar. Council is of the opinion that the use of a base charge is the most equitable rating system as it reduces the impact of land values in calculating rates. The base charge system results in a more even spread of the rate burden across rateable properties.

The base charge 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 use of the land and declared as residential, business, farmland or mining. The base charge in the residential category is set to raise 50% to the total rate yield for that category. The remainder of the yield 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 because 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.

Special Rate Variation Approval

Council has traditionally been recognised as a low rating council. However with pressures to renew aging infrastructure and to meet the demands of a rapidly growing shire Council considers it is necessary to increase the rate base to improve the financial position. A strategy has been developed to increase our rate base by an average of 6% over four years. This increase will enable Council to provide better maintenance to existing assets, assist with funding new road infrastructure and improve existing service levels.

Council applied for and had approved by the Minister for Local Government a special variation to the rate pegging limit for four years. The increase approved is 6.2% in 2010/11, 6.1% in 2011/12, 5.7% in 2012/13 and 6% in 2013/14.

The next table details the amount of 'additional income' that will be applied to critical areas of Council's operations from this additional rate income.

Program of works and services (per annum variation)

Description	2010/11 \$ 000	2011/12 \$ 000	2012/13 \$ 000	2013/14 \$ 000	Total \$ 000
Capital Expense					
Roads - New Works	283	582	895	1,236	2,996
Road Reconstruction	85	135	233	407	860
Footpaths / Paths	100	106	112	119	437
Buildings / Facilities	0	65	69	73	207
Total Capital	468	888	1,309	1,834	4,499
Operating Expense					
Surf Lifesaving	25	27	28	30	110
	493,000	915,000	1,337,000	1,864,000	4,609,000

Total income raised from ordinary rates for 2011/12

The next table provides the details of the income to be raised from ordinary rates in 2011/12, along with the rate in the dollar and the base amount.

Base Charge and Cents in the Dollar 6.1% Rate Pegging Limit				
Rate Category	Rate (Cents in \$)	Base Amount (\$)	Category Yield (\$)	Proportional Contribution to Total Yield (%)
Residential	0.140421	374.00	11,151,762	72.17
Farmland	0.117018	374.00	1,217,975	7.83
Business	0.508970	374.00	3,094,376	20.00

In respect to the proportional contribution to the total yield between business/farmland/residential, Council policy is to raise approximately 20% of the total yield from business properties. The remaining differentials are based on historical figures.

The appendix to this document provides a map as to where the Council's rates apply. In summary there are no differentials within the rating property categories therefore the residential, farmland and business rates apply to all rateable properties within the shire that meet the criteria for each category.

Charges Structure

In accordance with Sections 496, 496A, 501 and 502 of the Local Government Act, Council is able to charge for the provision of waste, water, sewer and stormwater services. The charges levied by Council in relation to these items are explained as follows.

Waste Charges

Council levies seven specific annual waste charges. Legislative changes have made it mandatory for Councils to implement a garden/organics waste service. In 2011/2012 Council will introduce a new organic waste collection service for urban residential customers.

Domestic Waste Management Service - Urban

This charge is applied to all urban residential properties, where the service is available, containing a single dwelling or strata unit/flat. The charge per annum per self contained occupancy is \$360 for a weekly wheelie bin collection.

This service includes a fortnightly kerbside recycling collection service, a fortnightly mixed waste service and a weekly organic collection service. The weekly organic service is a new service commencing in July 2011. The annual charge is payable whether or not the service is used each week.

Additional services will result in an additional \$360 being charged for each service.

Non-strata titled residential units/flats and rural multiple occupancy urban properties that have the recycling collection service available, will be levied an annual charge of \$360 dependent upon the number of units/flats or rural dwellings contained upon the property. For example an non-strata titled multiple occupancy property containing four units/flats will be subject to a total charge of \$1,440.

Domestic Waste Management Service – Rural

This charge is applied to all rural residential properties, where the service is available, containing a single dwelling or strata unit/flat. The charge per annum, for a weekly collection, is \$321 for each wheelie bin. The annual charge is payable whether or not the service is used each week. Additional services will result in an additional \$321 being charged for each service.

In certain locations it is not possible for Council to provide the collection service due to safety and terrain issues. In these cases a book of tickets will be provided enabling that ratepayer access to the waste facility for the equivalent of a 240 litre bin of mixed waste weekly (52 tickets) and recycled waste fortnightly (26 tickets) per ticket. An annual charge of \$263 will be raised to pay for this service.

Tickets may only be used for waste generated on the property for which the tickets are issued.

Rural ratepayers, that do have the collection service available, may also choose to receive a book of tickets instead of a collection service. In this instance an annual charge of \$321 will be raised.

Domestic Waste Management Charge - Vacant Land

This charge is applicable for each residential parcel of vacant rateable land for which the service is available. Properties are charged \$32 per annum.

Waste Management Charge (Non-domestic)

Properties containing a place of business or industry or where activity other than private residential occupation occurs (excepting caravan and mobile home parks), including properties exempt from rates, and who avail themselves of Council's collection service, are charged a waste management charge of \$268 per annum per wheelie bin.

A weekly service is rendered and the annual charge is payable whether or not the service is used each week. Additional services will result in an additional \$268 being charged for each service.

Business Recycling Charge

All urban business properties may use Council's kerbside recycling collection service. An annual charge of \$132 is payable for each wheelie bin service.

A fortnightly service is rendered and the annual charge is payable whether or not the service is used each fortnight.

Additional fortnightly services will result in an additional \$132 being charged for each service.

Waste Charges Summary

A summary of the annual waste management charges for 2011/12 is as follows:

Net Estimated Yield Annual Charges - Waste

Type of Charge	Charge Per Service (\$)	Yield (\$)
Domestic Waste Mgt Charge - Rural	321	
Domestic Waste Mgt Charge – Urban	360	
Domestic Waste Mgt Charge - Additional Recycling Charge	130	
Domestic Waste Mgt Charge – Rural (No Pick-up)	263	
Domestic Waste Mgt Charge – Vacant	32	
Business Waste Mgt Charge - Urban and Rural	268	
Business Recycling Charge	126	
Total		

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 Local Government Act 1993, 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 below, 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).

- One access charge per annum for each separate tenement. The charge increases with meter size (See table below). The charge levied on strata titled properties and flats shall be as per the charge for a standard 20mm service for each strata unit or flat.
- Each parcel of separately valued vacant land to be levied one 20mm service access charge (Section 501(3) Local Government Act 1993).
- Water meters are read and payable on a quarterly basis and divided equally on each account proposed to be issued during the relevant rating year (i.e. quarterly accounts will have one quarter of the annual access charge)

Net Estimated Yield Annual Charges – Water

Service	Annual Charge (\$)	Yield (\$)
Water Access Charge – Vacant Land	156	
Water Access Charge – 20mm Service	156	
Water Access Charge – 25mm Service	244	
Water Access Charge – 32mm Service	398	
Water Access Charge – 40mm Service	623	
Water Access Charge – 50mm Service	973	
Water Access Charge – 65mm Service	1,643	
Water Access Charge – 80mm Service	2,489	
Water Access Charge – 100mm Service	3,893	
Water Access Charge – 150mm Service	8,759	
Water Access Charge – 200mm Service	15,573	
Total		

Water Consumption Charges

Water consumed per separate water meter will be charged at \$1.67 per kilolitre for the first 350 kilolitres of water consumed during 2011/12 and \$2.51 per kilolitre for water consumed in excess of 350 kilolitres. The estimated income from consumption is approximately \$4.77 million.

Strata Units and Flats- Water Consumption charges

Strata developments and flats, 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 or the property owner as the case may be. Refer to Council’s Schedule of Fees and Charges for the charging structure.

The Owners Corporation or the owner will be levied the water consumption charge, whereby usage is charged at \$1.67 per kilolitre for the first 350 kilolitres, multiplied by the number of strata units or flats for which access charges have been raised.

For example a complex with four strata units or flats will be levied four 20mm access charges and be entitled to consume 1,400 kilolitres at \$1.67 per kilolitre prior to paying for water at the higher tariff of \$2.51 per kilolitre.

Strata units separately metered by a Council connected meter will receive individual water accounts (for both access and consumption charges) and therefore will be entitled to a pension rebate if eligible.

Rous County Council Water Supply

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

Sewerage and Trade Waste Charges

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

Sewer charges for Non-residential properties are based on the volume of water consumed and the water meter size. Sewer charges for residential properties relate to averaged meter sizes and water consumption producing a standard annual sewer charge for all residential tenements.

As per the Local Government Act 1993, sewerage 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/ Farmland

Each tenement/private residence on a rateable property will be levied an annual charge of \$630 as will each separate strata titled residential unit/flat.

Non-strata titled residential unit/flat properties will be levied an annual charge of \$630 dependent upon the number of units/flats contained in the property.

Non-residential

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 quantity of total water consumption that is discharged to the sewer system.

The formula used to calculate the annual account is in accord with the best practice guidelines issued by the Department of Energy Utilities and Sustainability. The formula is as follows;

$SDF \times (AC + C \times UC)$			
Where:	SDF	=	Sewerage discharge factor
	AC	=	Annual Non-residential Sewer access charge based on size of water meter
	C	=	Water consumption measured in kilolitres
	UC	=	Sewerage usage charge per kilolitre = \$1.60 /kL

In accordance with the State Government's best practice guidelines for sewer management, Council's sewerage charging structure for 2011/12 is as follows:

Sewerage Charge Category	Charge (\$)
Vacant Charge	475
Residential Charge	630
Non Residential Charge:-	Minimum charge \$415
20mm Water Service	$(475 + (1.60 \times C)) \times SDF$
25mm Water Service	$(742 + (1.60 \times C)) \times SDF$
32mm Water Service	$(1,219 + (1.60 \times C)) \times SDF$
40mm Water Service	$(1,903 + (1.60 \times C)) \times SDF$
50mm Water Service	$(2,973 + (1.60 \times C)) \times SDF$
65mm Water Service	$(5,026 + (1.60 \times C)) \times SDF$
80mm Water Service	$(7,613 + (1.60 \times C)) \times SDF$
100mm Water Service	$(11,891 + (1.60 \times C)) \times SDF$
150mm Water Service	$(26,755 + (1.60 \times C)) \times SDF$
200mm Water Service	$(47,570 + (1.60 \times C)) \times SDF$

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

Volumetric sewer consumption charges for non-residential units and flats will be levied on the owners corporation or the owner as the case may be.

Backlog Sewer Program

Council has adopted a backlog sewer program that aims to provide sewer infrastructure to environmentally sensitive properties located on the urban fringes. A copy of this policy is on council's web site www.ballina.nsw.gov.au

Briefly Council has agreed to provide an 80% subsidy for the costs of reticulation and associated infrastructure for residential properties. Individual property owners shall be 100% responsible for the cost of 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 and 100% due by non residential properties over a ten year period.

The individual properties that are subject to the backlog sewer program are available by contacting the sewer services section at Ballina Shire Council.

Water and Sewer Billing Periods

Water and sewer billing occurs four times per year. The billing periods are as follows:

1st Quarter	Mid June to Mid September	Bill sent October
2nd Quarter	Mid September to Mid December	Bill sent January
3rd Quarter	Mid December to Mid March	Bill sent April
4th Quarter	Mid March to Mid June	Bill sent July

Summary of Sewerage Charges

A summary of the annual sewerage charges for the 2010/12 year is as follows:

Service	Annual Charge (\$)	Estimated Yield (\$)
Residential	630	8,656,000
Residential – not connected	475	160,000
Non-Residential Access	As per formula	1,131,000
Non-Residential Usage	As per formula	736,000
Total:		10,683,000

Pensioner Rebates

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

- 50% of the combined ordinary rates and domestic waste management charge up to a \$250 maximum rebate
- 50% of water access and consumption charges up to a \$87.50 maximum rebate
- 50% of sewerage charges up to a \$87.50 maximum rebate

Trade Waste Charge

For details on Council's Trade Waste charges refer to Council's Schedule of Fees and Charges.

Stormwater Charge

The NSW Local Government Act allows Council to raise an annual stormwater charge of up to \$25 per assessment for residential and business properties where the service is provided. The charge is raised on developed urban properties.

In 2011/12 Council resolved to charge the maximum allowable residential stormwater charge on both residential and non residential properties. The charges are as follows:

Property Type	Annual Charge (\$)	Estimated Yield (\$)
Per residential property	25.00	204,000
Per business property	25.00	14,000
Per residential strata lot	12.50	50,000
Per business strata lot	12.50	5,000
Total:		273,000

Detailed Information on Fees

Section 608 of the Local Government Act permits fees to be charged for services provided by Council. The services for which an approved fee may be charged include:

- supplying a service, product or commodity
- giving information
- providing a service in connection with the exercise of Council's regulatory functions
- allowing admission to any building or enclosure.

Council may charge an approved fee for inspecting premises that are reasonably required to be inspected in the exercise of its functions, whether or not the inspection is requested or agreed to by the owner or occupier of the premises. Council has adopted the following pricing categories in establishing its fees and charges:

Category	Methodology
Business / Commercial	Fee based on commercial markets
Full Cost Recovery	Fee set to recover the full cost
Partial Cost Recovery	Fee set to provide services to the community at an affordable cost, the balance being met from general revenue
Rate of Return	Fee set to make a contribution towards the cost of providing or replacing infrastructure
Fixed by Legislation	Fee set by government 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, Cherry Street, Ballina or Council's website.

Rates to be charged by Council for works on Private Land

Section 67 of the Local Government Act provides that Council may, by agreement with the owner or occupier of any private land, carry out on the land any kind of work that may lawfully be carried out on the land. If Council does carry out work it is on a fee for service basis and a quote is provided. It is expected that a profit will be achieved and this amount will be added to the rates shown below:

Actual cost of labour plus 72.5%

- Quarry products at market price set by Council plus 15%
- Concrete at market price set by Council plus 15%
- Plant hire at comprehensive rates set by Council
- Stores and materials at cost plus 15%

New Loan Borrowings

General Fund - The 2011/12 budget includes \$2 million in loan funds to be used for improvements to the Ballina Town Centre (\$2.8m)

Sewer Fund - The 2010/11 budget includes \$50 million in loan funds. Council will be engaging external expertise to assist in obtaining this magnitude of borrowings.

Dividend

The Local Government Act has been amended to allow the General Fund to take a dividend from the Water and Sewer Funds, subject to criteria defined by the Minister for Energy and Utilities (Section 409(4) & (5) of the Local Government Act).

The dividend comprises two elements being a compulsory and a non-compulsory dividend. The latest advice to Council in respect to dividends is summarised as follows:

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 taxes such as stamp duty and land tax, and other taxes, such as payroll tax and GST, are paid by Council, when applicable. Historically tax equivalents for Water and Sewer amount to approximately \$20,000 to \$30,000 per fund.

Sewer Fund has in the order of 13,000 assessments and Water Fund 11,000 assessments. At \$3 per assessment each fund has a potential dividend of over \$30,000. Therefore the compulsory dividend will be based on the tax equivalents, as this is the lesser of the two calculations.

The Council Budget has been prepared assuming a total compulsory dividend of \$54,000 (\$34,000 from water fund and \$20,000 from sewer fund). This income, in the General Fund, has been applied as general revenue.

Non-Compulsory Dividend

Council may elect to extract a non-compulsory dividend from both the Water and Sewer Funds. To do this it is required that Council substantially complies with the 'best practice' guidelines gazetted by the Department of Energy, Utilities and Sustainability.

Further it is required that the fund (Water & Sewer) must be performing on a financially sound basis. The Council auditor must also sign off on the financial performance of the fund on an annual basis.

In terms of meeting the criteria to be eligible for a non-compulsory dividend, it is Council's understanding that it complies with the best practice guidelines.

However it is not Council's intent to take a non-compulsory dividend from either water or sewer funds. It is considered that water fund is not sufficiently profitable to provide funds. Water fund has been struggling to make a surplus as costs are increasing exponentially and water consumption is falling.

Sewer fund is facing a massive capital works program over the next five to ten years and all available funds will be required to meet loan commitments and maintain minimum reserves levels.

Other Section 404 Requirements

In accordance with Section 404 of the 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.

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 substantial areas of industrial land. Council is considering the development of further land for re-sale at its Russellton and Southern Cross Industrial Estates. If any developed lots are to be sold a resolution will be obtained from Council prior to that sale.

Commercial Activities and Competitive Neutrality

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

Category One Businesses (Turnover greater than \$2 million)	Category Two Businesses (Turnover less than \$2 million)
Water Services	Quarry Operations
Sewerage Services	Wigmore Shopping Arcade
Waste Management	Land Development
Airport	Private Works

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 monopoly operations Council has adopted a target rate of return of 0%. However it is acknowledged that operating expenses for Water and Sewer 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.

These figures will only be applied where the effects are considered to be material. This process is referred to as "competitive neutrality".

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 specific enquiries relating to Commercial Activities and Competitive Neutrality contact the Commercial Services Unit or Finance and Governance Manager.

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.

For specific enquiries relating to the Training Plan contact the Human Resources and Risk Management Section.

Social Plan

Council is committed to developing at least one social or community plan every five years to assist Council in considering community needs and provide or advocate for appropriate and accessible services and facilities for the community's benefit.

The Social Plan examines the needs of residents in the local government area. The Plan includes demographic information about the shire's population and looks into the needs of specific target groups, which are:

- people with disabilities
- people from culturally and linguistically diverse backgrounds
- Aboriginal and Torres Strait Islander people
- children
- young people
- women
- older people.

A copy of the Social Plan can be viewed on Council's website.

For specific enquiries relating to the Social Plan contact the Strategic Services Group.

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 February 2009. These documents have been prepared in accordance with the Anti-Discrimination Act 1977 and 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.

Donations in accordance with Section 356 of the Local Government Act

Council has allocated in 2010/11 approximately \$87,000 in financial assistance for community groups to assist in their provision of services to benefit the Ballina Shire community. Council considers applications for assistance under this allocation in accordance with the following financial assistance policies:

- Community Groups Financial Assistance
- Community Halls Capital Works Assistance
- Council Fees for Community Groups
- Australian Representation

For details as to how this financial assistance is provided, refer to the Donations Policies on Council's website.

An additional allocation of assistance for community groups is also available in accordance with the following policies:

- Rates and Charges
- Waste Fees for Not for Profit Groups
- Insurance for Environmental Volunteer Groups.

For specific enquiries relating to Donations please contact the Finance and Governance Section.

Detailed Estimates of Council's Income and Expenditure

A copy of detailed estimates for Council's income and expenditure is also available upon request at Council's Customer Service Centre.

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 on the Operational Plan

For further information on our Operational Plan contact Council's Finance and Governance Section Ph 6686 4444.

Appendix - Property Rates Apply Across the Entire Shire

