

Ballina Shire Council
Draft Operational Plan
2013/2014

Table of Contents - How to read this document?

The Operational Plan consists of five parts to ensure the document is concise and informative:

1. General Manager's Message, Organisation Structure and Staffing Profile

This section provides an introduction from the General Manager and then an overview of the structure of the organisation, along with the staff resources allocated by Council within that structure.

2. Integrated Planning and Reporting Framework

The Operational Plan forms part of the NSW Division of Local Government's Integrated Planning and Reporting Framework (the "framework") and this section explains the key elements of this framework.

Importantly the Operational Plan is linked to two other Council documents, being the Community Strategic Plan (CSP) and Delivery Program (DP) as part of this framework. Both the CSP and DP identify the strategic directions and outcomes Council is striving to achieve to meet the aspirations of our community.

This section provides background information on the strategic directions and outcomes identified in the CSP and DP, along with outlining the activities that will be undertaken during the year to achieve the directions and outcomes.

3. Capital Expenditure

Capital expenditure projects are an essential part of a council's activities in ensuring that existing infrastructure is replaced and upgraded in a timely manner and also to ensure that new infrastructure is provided to meet the demands of population growth. This section provides details of the major capital projects planned for the year.

4. Financial Information

This section provides a summary of the Council budget for the financial year, along with details of how the General Rate income collected is allocated to fund the various services provided by Council.

5. Revenue Policy and Related Matters

The Revenue Policy provides details of the main rates and charges levied by Council, along with the income to be raised, during the year from those rates and charges. This section also details other matters that Council is required by legislation to include in the Operational Plan. Two maps illustrate where property rates are applicable across the Shire and domestic waste collection areas.

General Manager's Message

Welcome to Ballina Shire Council's Operational Plan for the 2013/14 financial year. The Operational Plan outlines the works and services that Council will be providing 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 prepares and the purpose of the CSP is to identify the community's main priorities and aspirations for the future. Copies of our CSP and the Delivery Program are available from Council's Customer Service Centre or by accessing our website.

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 the year. 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.

The General Manager and Council staff are responsible for ensuring that the Council delivers 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 is submitted to the Council at the first Council meeting following the end of each quarter.

The 2013/14 year promises to be yet another exciting year for Council in respect to the scope of services we will be delivering. Major projects of interest include the opening of the new Ballina Surf Club, the finalisation of the Wollongbar Sports Fields, further progress on Council's biochar project and the implementation of the expanded Lennox Head and Ballina wastewater treatment systems, both of which will ensure that we have sufficient wastewater capacity for the next 30 years.

I hope you find the document of interest and we look forward to any feedback you may wish to make on the contents of the document and the services provided by Council.

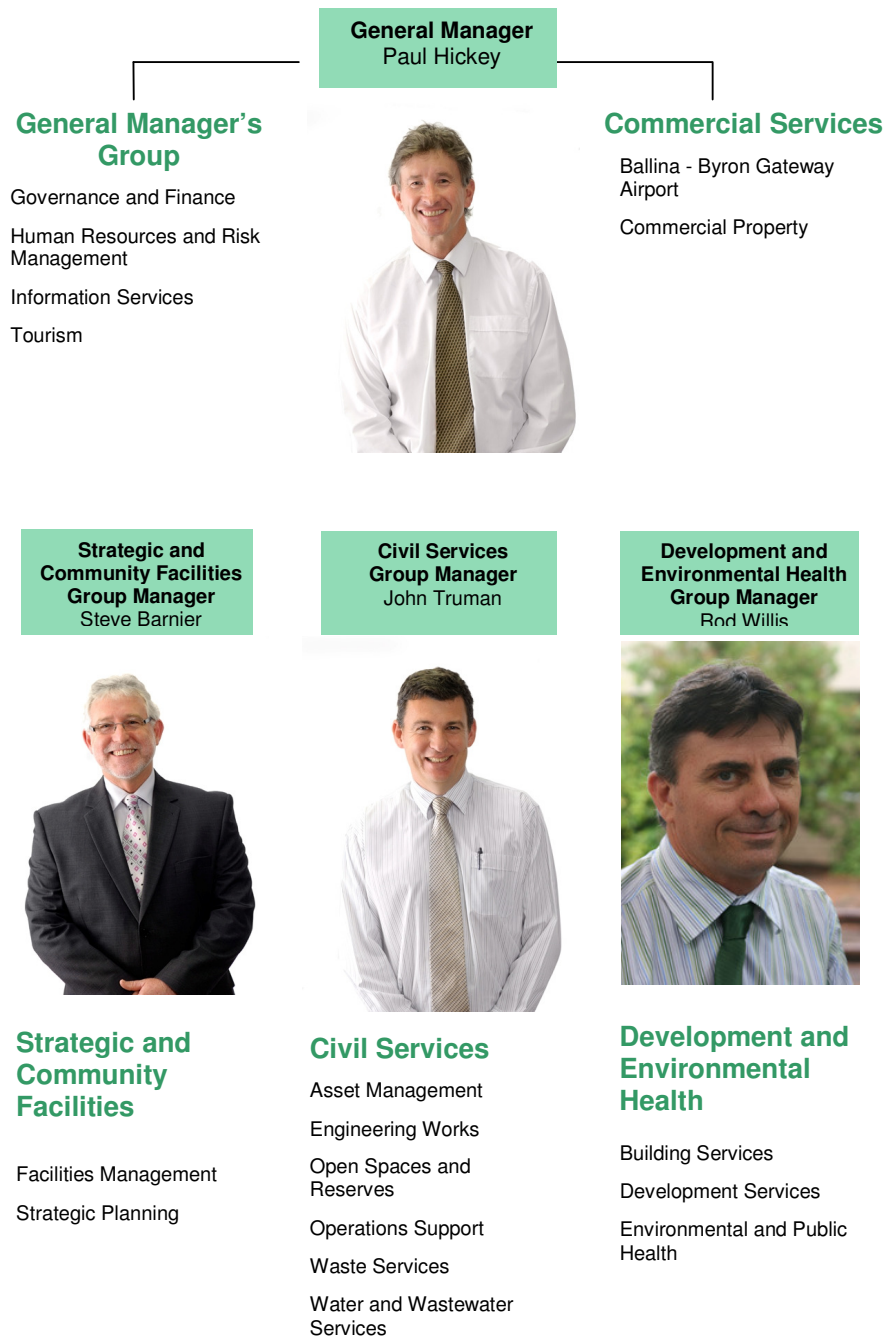


Paul Hickey
General Manager

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

Organisation Structure



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 figures 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 associated overheads such as superannuation, workers compensation and leave entitlements, for 2013/14 is approximately \$20 million.

| Section | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 |
|-----------------------------------|------------|------------|------------|------------|------------|------------|------------|
| General Manager's Office | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| Group Managers | 4 | 3 | 3 | 3 | 3 | 3 | 3 |
| Strategic Planning | 7 | 7 | 7 | 7 | 7 | 7 | 7 |
| Community Facilities and Services | 2 | 2 | 2 | 2 | 3 | 4 | 5 |
| Building Services | 7 | 7 | 7 | 7 | 7 | 7 | 7 |
| Development Services | 10 | 11 | 12 | 12 | 12 | 12 | 12 |
| Environmental and Public Health | 9 | 10 | 7 | 8 | 9 | 9 | 10 |
| Regulatory Support | 6 | 6 | 6 | 7 | 7 | 7 | 7 |
| Asset Management | 7 | 7 | 7 | 8 | 8 | 8 | 8 |
| Engineering Works | 49 | 49 | 50 | 50 | 54 | 54 | 56 |
| Open Spaces and Reserves | 30 | 31 | 31 | 32 | 32 | 33 | 35 |
| Water and Wastewater | 29 | 29 | 30 | 30 | 33 | 35 | 34 |
| Waste Management | 20 | 21 | 21 | 21 | 20 | 19 | 18 |
| Operations Support | 34 | 36 | 35 | 35 | 35 | 34 | 36 |
| Administrative Services | 6 | 5 | 6 | 6 | 6 | 6 | 6 |
| Financial Services | 15 | 15 | 15 | 15 | 15 | 16 | 16 |
| Information Services | 5 | 5 | 5 | 5 | 6 | 6 | 7 |
| Human Resources and Risk | 5 | 6 | 6 | 6 | 8 | 8 | 8 |
| Ballina – Byron Gateway Airport | 4 | 5 | 5 | 5 | 5 | 6 | 7 |
| Commercial Services | 5 | 5 | 6 | 6 | 4 | 4 | 3 |
| Tourism | 4 | 4 | 4 | 5 | 4 | 4 | 4 |
| TOTAL | 260 | 266 | 267 | 272 | 280 | 284 | 291 |
| Percentage Change (%) | | 2.3 | 0.4 | 1.9 | 2.9 | 1.4 | 2.5 |

(These figures exclude trainees and apprentices and represent permanent positions only. As at the time of preparing this information Council has 21 trainees and apprentices. These positions vary from school based part-time to full time positions.)

Integrated Planning and Reporting Framework

The NSW Division of Local Government has adopted an Integrated Planning and Reporting Framework which requires all councils to prepare a Community Strategic Plan (CSP) from which a Delivery Program (DP) is then developed. The CSP 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 working to achieve such as improved services for health, education, and transport, modern community infrastructure and viable businesses. The DP then provides a single point of reference for all key activities to be undertaken during the four year term of the elected Council. Ballina Shire Council's CSP and DP documents are available separately and should be read in conjunction with this Operational Plan.

Our CSP has identified four strategic directions we will strive towards for the benefit of our community. These directions are referred to as a Connected Community, a Prosperous Economy, a Healthy Environment and Engaged Leadership. For each of these strategic directions the CSP and DP identify outcomes we are after to achieve those directions. The strategic directions and key outcomes we have identified are as follows.

Connected community (CC)

| Ref: | Our outcomes and what Council will do | What the benefits will be |
|------------|---|--|
| CC1 | We feel safe | |
| CC1.1 | Actively promote crime prevention and safety strategies | Lower crime rates against people and property. Crime prevention reduces as a performance gap in our Community Survey which means we feel safer. Higher level of compliance in our community. |
| CC1.2 | Ensure adequate plans are in place for natural disasters and environmental changes | The community is more aware of plans in place and better prepared for sudden changes |
| CC1.3 | Monitor the built infrastructure and the services delivered to the community to ensure relevant standards are being met | Higher levels of legislative compliance Lower risks of accidents and outbreaks of disease |
| CC2 | We feel connected to the community | |
| CC2.1 | Encourage community interaction and volunteering | There are more people volunteering in our community |
| CC2.2 | Create events and activities that promote interaction and education | Increases in events, diversity and community participation |
| CC2.3 | Support disadvantaged groups within our community | Disadvantaged groups are better resourced |
| CC3 | There are services and facilities that suit our needs | |
| CC3.1 | Provide equitable access to a range of community services and facilities | Increased satisfaction and participation rates A healthier community |
| CC3.2 | Provide young people with a range of leisure activities and opportunities for personal development | Increased satisfaction levels and higher youth and young adult retention |
| CC3.3 | Provide strategies for older residents to be part of our community | Older residents are more engaged and active |

Prosperous economy (PE)

| Ref: | Our outcomes and what Council will do | What the benefits will be |
|------------|---|--|
| PE1 | We attract new business and visitors | |
| PE1.1 | Promote our area as an attractive place to invest and visit | Economy grows and is more resilient Improved range of services |
| PE1.2 | Provide infrastructure that not only supports business but is attractive to their employees | Increased business and employee satisfaction Higher staff retention |
| PE1.3 | Minimise the costs and legislative requirements for doing business | Businesses are more competitive and sustainable |
| PE2 | My business can grow and diversify | |
| PE2.1 | Develop plans that encourage business growth and diversification | Increased business opportunities |
| PE2.2 | Promote and facilitate a range of business activities | Improved perception that Council supports business |
| PE2.3 | Establish planning regulations that encourage opportunities for diversification | Reduced barriers to business operation, expansion, diversification or relocation |
| PE3 | We can work close to home | |
| PE3.1 | Facilitate and provide economic land and infrastructure to support business growth | Increased availability of land and locations to support business activity |
| PE3.2 | Facilitate and provide affordable infrastructure, both business and residential | More residents living close to where they work, with more affordable options available |
| PE3.3 | Encourage technologies and transport options that support work at home or close to home business activities | Reduced commuting and increased percentage who live and work in the Shire |

Healthy environment (HE)

| Ref: | Our outcomes and what Council will do | What the benefits will be |
|------------|---|---|
| HE1 | We understand the environment | |
| HE1.1 | Our planning considers past and predicted changes to the environment | Reduced risk from natural disasters or changes in climate |
| HE1.2 | Promote initiatives that improve our waterways | Health and use of our waterways is improving |
| HE1.3 | Promote our open spaces, reserves and natural areas | Increased use of our open spaces with higher satisfaction levels. A healthier community |
| HE2 | We use our resources wisely | |
| HE2.1 | Implement total water cycle management practices | Reduced water consumption per capita |
| HE2.2 | Reduce and reuse our resources | Reduction in costs and extended life for existing resources |
| HE2.3 | Pursue innovative technologies | Cost and resource use efficiencies |
| HE3 | Our built environment blends with the natural environment | |
| HE3.1 | Develop and implement plans that balance the built environment with the natural environment | More people are satisfied with our management of development |
| HE3.2 | Minimise negative impacts on the natural environment | Retention of our natural environment |
| HE3.3 | Match infrastructure with development | No under supply of community infrastructure |

Engaged leadership (EL)

| Ref: | Our outcomes and what Council will do | What the benefits will be |
|------------|---|---|
| EL1 | Our Council works with the community | |
| EL1.1 | Facilitate and develop strong relationships and partnerships with the community | More people who feel they can have a say on important issues |
| EL1.2 | Involve our community in the planning and decision making processes of Council | More people in the community proactively participating in Council engagement activities |
| EL1.3 | Actively advocate community issues to other levels of government | Increased levels of State and Federal Government support |
| EL2 | Council's finances and assets are well managed | |
| EL2.1 | Proactively pursue revenue opportunities and cost savings and efficiencies | More financially viable Council resulting in improved asset management |
| EL2.2 | Utilise modern operating systems and apply contemporary practices | Increased efficiencies and higher staff satisfaction levels |
| EL2.3 | Provide effective risk and safety practices | Reduced incidents and lower insurance premiums and related costs |
| EL3 | We are all valued customers | |
| EL3.1 | Provide prompt, knowledgeable, friendly and helpful advice | There are more people in the community who consider Council staff friendly and helpful |
| EL3.2 | Deliver responsive and efficient services | Increased community satisfaction levels with Council's customer service |
| EL3.3 | Encourage a motivated and adaptive workforce | High staff retention with a proactive workforce |

The final step in the Integrated Planning and Reporting Framework is this Operational Plan which lists the activities we will undertake during the financial year to achieve the directions and outcomes identified in the CSP and DP. References back to the CSP and DP are also provided as part of this plan through linkages to the directions and outcomes. This next section of the Operational Plan outlines the activities for this financial year, with the information provided based on program areas that represent the major functions and services provided by Council; i.e.

| | | |
|---------------------------------|-------------------------------------|-------------------------------|
| Asset Management | Facilities Management | Strategic Planning |
| Building Services | Governance and Finance | Tourism |
| Commercial Services | Human Resources and Risk Management | Waste Services |
| Development Services | Information Services | Water and Wastewater Services |
| Engineering Works | Open Spaces and Reserves | |
| Environmental and Public Health | Operations Support | |

The following information is provided for each program:

- Key Activities** the main activities or services delivered within the activity.
- Service Delivery Targets** service delivery targets and quantifiable benchmarks for the services provided are listed, where available.
- Program Actions** the major actions planned for the year along with the link back to the CSP and DP.

Asset Management

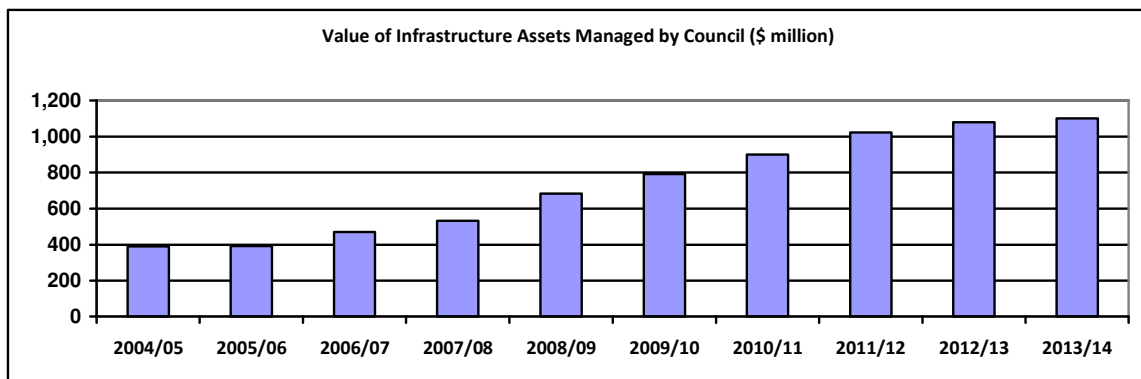
KEY ACTIVITIES

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

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

| Service Delivery Targets | Target | Measurement Frequency | Measurement | CSP Link |
|--|------------------|-----------------------|----------------------|----------|
| Percentage of development application referrals completed within 21 days | Greater than 70% | Quarterly | Development Register | EL3.2 |

| Actions for 2013/14 | Due Dates | Measurement | Outcomes | CSP Link |
|--|--------------|--------------------------|---|----------|
| Implement Road Safety Plan to maximise community awareness | 30 June 2014 | Actions implemented | Actively promote crime prevention and safety strategies | CC1.1 |
| Further enhance condition assessment model for Water and Wastewater Assets | 30 June 2014 | Improvements implemented | Monitor the built infrastructure and the services delivered to the community to ensure relevant standards are being met | CC1.3 |
| Further enhance condition assessment model for roads | 30 June 2014 | Improvements implemented | | CC1.3 |
| Review Asset Management Policy | 31 Dec 2013 | Updated policy adopted | Involve our community in the planning and decision making processes of Council | EL1.2 |
| Implement Council's adopted Asset Management Strategy | 30 June 2014 | Actions implemented | Utilise modern operating systems and apply contemporary practices | EL2.2 |
| Implement program plan for new Asset Management module | 30 June 2014 | Module operating | | EL2.2 |



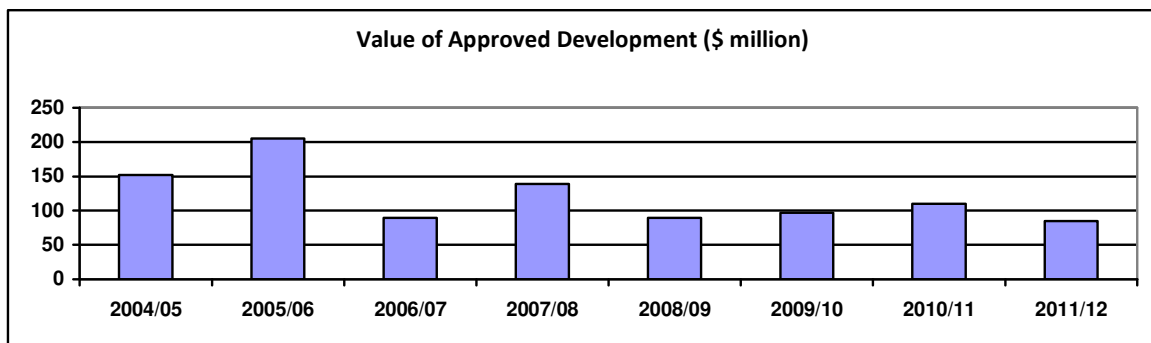
Building Services

KEY ACTIVITIES

The Building Services function is responsible for all regulatory inspections associated with the construction of buildings, including:

- Assessment of development applications
- Construction Certificates
- 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
- Approvals and associated inspections regarding plumbing and drainage

| Service Delivery Targets | Target | Measurement Frequency | Measurement | CSP Link |
|---|--------------------------------|-----------------------|-------------------------------|----------|
| Percentage of complying development certificates issued within 10 working days | Greater than 90% | Quarterly | Development register | PE1.3 |
| Percentage of construction Certificates issued by Council | Greater than 80% of the market | Quarterly | Development register | PE1.3 |
| Percentage of building development applications determined within 40 days | Greater than 80% | Quarterly | Development register | PE1.3 |
| Median days for determination of building development applications (excluding integrated development) | Less than 40 days | Quarterly | Development register | PE1.3 |
| Percentage of Building Certificates (Section 149D of EPA Act) determined within 10 working days | Greater than 90% | Quarterly | Building Certificate register | PE1.3 |



Commercial Services

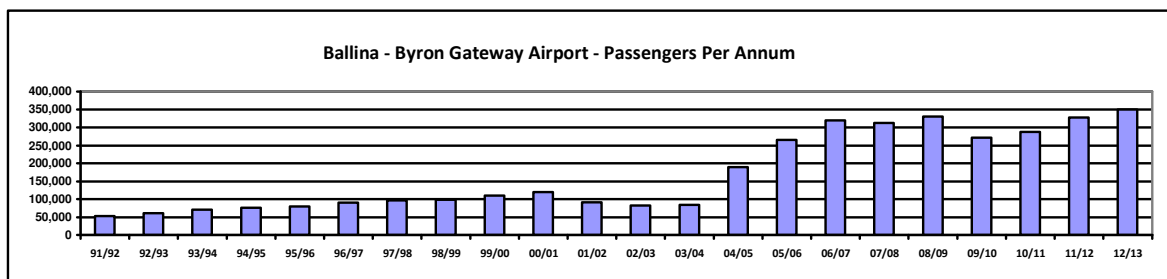
KEY ACTIVITIES

Commercial Services manages Council's property portfolio and designated business activities including:

- Property asset management (land and buildings)
- Developing commercial and industrial land, and administering of leases, licenses and contracts
- Management of Council owned tent park
- Ballina – Byron Gateway Airport

| Service Delivery Targets | Target | Measurement Frequency | Measurement | CSP Link |
|--|-----------------------------|-----------------------|------------------------|----------|
| Vacancy rate for Council administered Crown properties (buildings) | Less than 10% | Quarterly | Lease register | EL2.1 |
| Vacancy rate for Council commercial properties | Less than 20% | Quarterly | Lease register | EL2.1 |
| Total operating revenue for tent park | Greater than \$380,000 | Quarterly | Financial records | PE2.2 |
| Total number of passengers for airport | Greater than 360,000 pa | Quarterly | Carrier passenger data | PE1.2 |
| Total operating revenue for airport | Greater than \$4.0 million | Quarterly | Financial records | PE1.2 |
| Net operating surplus (excl depreciation) for airport | Greater than 25% of revenue | Quarterly | Financial records | PE1.2 |

| Actions for 2013/14 | Due Dates | Measurement | Outcomes | CSP Link |
|--|--------------|---------------------------|--|----------|
| Progress plans for the redevelopment of the Wigmore Arcade | 30 June 2014 | Approvals finalised | <i>Develop plans that encourage business growth and diversification</i> | PE2.1 |
| Develop and release next stage of the Russellton Industrial Estate | 30 June 2014 | Lots available for sale | | PE2.1 |
| Develop and release first stages of Council's Wollongbar Residential Land Holdings | 30 June 2014 | Lots available for sale | <i>Facilitate and provide affordable infrastructure, both business and residential</i> | PE3.1 |
| Progress Wollongbar and Ballina Heights Building Better Regional Cities Programs | 30 June 2014 | Sales meet agreed targets | | PE3.1 |
| Progress rezoning of Southern Cross Estate | 30 June 2014 | Rezoning finalised | | PE3.1 |
| Determine viability of dredging North Creek | 30 June 2014 | Analysis completed | <i>Proactively pursue revenue opportunities and cost savings and efficiencies</i> | EL2.1 |



Development Services

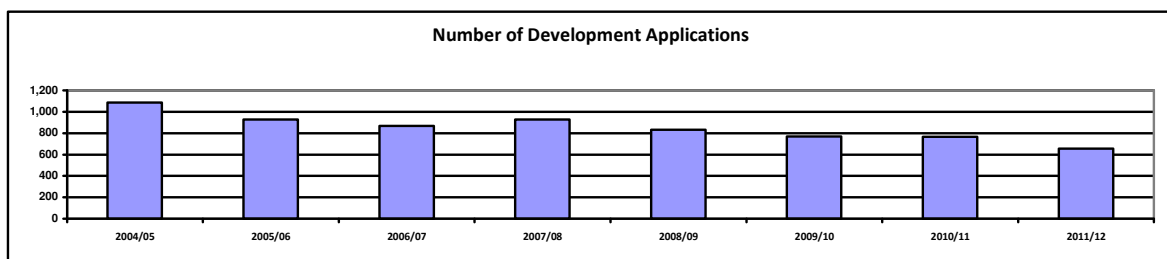
KEY ACTIVITIES

The Development Services function is responsible for the management of development applications and the issuing of associated certificates, including:

- Implementation of Local Environmental Plan
- Determination of development applications
- Determination of Section 96 applications
- Determination of Section 82A Reviews
- Determination of Part V 'Activity' applications
- 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 | CSP Link |
|---|----------------------------------|-----------------------|----------------------|----------|
| Percentage of development applications determined within 40 days (excluding integrated development) | Greater than 50% | Quarterly | Development register | PE1.3 |
| Percentage of Section 96 applications determined within 40 days (excluding integrated development) | Greater than 60% | Quarterly | Development register | PE1.3 |
| Percentage of Section 149 certificates issued within four days of receipt | Greater than 90% | Quarterly | Development register | PE1.3 |
| Time taken to determine development applications (excluding integrated development) | Median Time Less than 60 days | Quarterly | Development register | PE1.3 |
| Time taken to determine Section 96 applications (excluding integrated development) | Median Time Less than 40 days | Quarterly | Development register | PE1.3 |
| Percentage of development applications determined under delegated authority | Greater than 90% | Quarterly | Development register | EL3.2 |

| Actions for 2013/14 | Due Dates | Measurement | Outcomes | CSP Link |
|---|--------------|---------------------|---|----------|
| Implement Annual Compliance Work Program | 30 June 2014 | Actions implemented | Monitor the built infrastructure and the services delivered to the community to ensure relevant standards are being met | CC1.1 |
| Implement Electronic Housing Code Project | 30 June 2014 | Project completed | Minimise the costs and regulatory requirements for doing business | PE1.3 |



Engineering Works

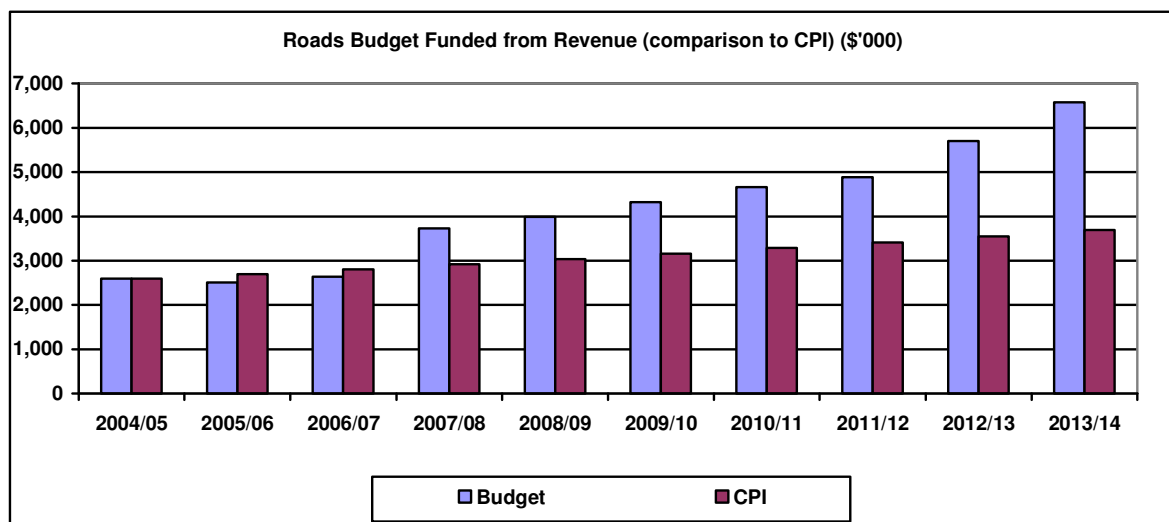
KEY ACTIVITIES

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
- Street kerb cleaning
- Ferry operation and maintenance
- Flood mitigation
- Canal maintenance and foreshore protection
- RMS maintenance contract

| Service Delivery Targets | Target | Measurement Frequency | Measurement | CSP Link |
|--|----------------------|-----------------------|-------------------|----------|
| Financial management of maintenance programs | Within 10% of budget | Quarterly | Financial records | EL3.2 |
| Financial management of capital programs | Within 10% of budget | Quarterly | Financial records | EL3.2 |

| Actions for 2013/14 | Due Dates | Measurement | Outcomes | CSP Link |
|---|--------------|---------------------|---|----------|
| Finalise coastline management plan | 30 June 2014 | Plan completed | <i>Our planning considers past and predicted changes to the environment</i> | HE1.1. |
| Finalise floodplain management plan | 31 Dec 2013 | Plan completed | | HE1.1 |
| Implement actions from Stormwater Management Plan | 30 June 2014 | Actions implemented | <i>Promote initiatives that improve our waterways</i> | HE1.2.1 |



Environmental and Public Health

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 including:

- Monitor public water supplies and public swimming pools
- Participation in "Beach-watch" program
- Undertake food safety inspection programs
- Inspection of commercial premises
- Management of on-site sewage systems
- Management of companion animals, public car parking and abandoned vehicles

| Service Delivery Targets | Target | Measurement Frequency | Measurement | CSP Link |
|---|------------------|----------------------------------|-------------------------------------|----------|
| % of drinking water sites monitored per week | 100% | Quarterly | Monitoring log | CC1.3 |
| Non-compliance with National Health & Medical Research Council drinking water standards | 0 | Quarterly | Monitoring log | CC1.3 |
| % of food premises audited per year | 100% | Quarterly | Authority Register | CC1.3 |
| Food premises issued with Infringement Notices | <5% | Quarterly | Annual Report to NSW Food Authority | CC1.3 |
| % of other commercial premises audited PA | 100% | Quarterly | Authority Register | CC1.3 |
| % of public pools (as defined in the Public Health Act) monitored for water quality | 100% | Summary Program Dec/Mar Quarters | Authority Register | CC1.3 |
| % of barking dog complaints responded to within 7 days | 100% | Quarterly | Ranger Statistics | CC1.1 |
| % of reported dog attacks responded to within 48 hours | 100% | Quarterly | Ranger Statistics | CC1.1 |
| Number of existing on site effluent disposal systems inspected per annum | Greater than 250 | Quarterly | Authority Register | HE3.2 |

| Actions for 2013/14 | Due Dates | Measurement | Outcomes | CSP Link |
|---|---------------|---------------------|--|----------|
| Establish Local Asbestos Management Plan | 30 June 2014 | Plan completed | Develop and implement plans that balance the built environment with the natural environment | HE3.1 |
| Establish Waste Management Plan for Multi-Unit Residential Developments | 31 March 2014 | Plan completed | | HE3.1 |
| Develop and Implement Illegal Dumping Action Plan | 31 March 2014 | Actions implemented | Minimise negative impacts on the natural environment | HE3.2 |
| Implement Companion Animals Management Plan | 30 June 2014 | Actions implemented | Create events, activities and strategies that promote interaction and education, as well as a sense of place | CC1.3 |

Facilities Management

KEY ACTIVITIES

Council's Facilities management function facilitates active community participation and partnerships. Our role is undertaken in partnership with our community, government agencies and other local and regional stakeholders with services provided including:

- Improving community access to Council information, services and facilities
- Fostering relationships between Council and our Aboriginal community
- Co-ordinating the operations of the Northern Rivers Community Gallery
- Overseeing the management of Council's community centres

| Service Delivery Targets | Target | Measurement Frequency | Measurement | CSP Link |
|--|-----------|-----------------------|---|----------|
| Number of bookings for the Kentwell Community Centre | 750 pa | Quarterly | Kentwell Community Centre Log | CC3.1 |
| Number of bookings for the Lennox Head Cultural & Community Centre | 2,500 pa | Quarterly | Lennox Head Cultural & Community Centre Log | CC3.1 |
| Number of bookings for the Ballina Surf Club Function Rooms | 200 pa | Quarterly | Ballina Surf Club Log | CC3.1 |
| Number of visits to the Northern Rivers Community Gallery | 15,000 pa | Quarterly | Gallery Log | CC2.2 |

| Actions for 2013/14 | Due Dates | Measurement | Outcomes | CSP Link |
|---|--------------|-------------------------------|--|----------|
| Finalise Cultural Plan for the Shire | 31 Dec 2013 | Plan adopted | Create events, activities and strategies that promote interaction and education, as well as a sense of place | CC2.2 |
| Finalise Ageing Strategy for the Shire | 30 Sept 2013 | Strategy adopted | Provide strategies for older residents to be a part of our community | CC3.3 |
| Implement and operate Aboriginal Community Advisory committee | 31 Dec 2014 | Committee operating | Assist disadvantaged groups in our community | CC2.3 |
| Implement Object of the Story Oral Histories Program | 31 Dec 2013 | Program completed | Encourage community interaction and volunteering | CC2.1 |
| Provide support for Naval Museum and interpretation of Timber Vessels | 30 June 2014 | Actions implemented | | CC2.2 |
| Expand services and improve financial viability of Council's community facilities | 30 June 2014 | Number and diversity of users | Provide equitable access to a range of community services and facilities | CC3.1 |
| Promote fund raising initiatives for Northern Rivers Community Gallery | 30 June 2014 | Initiatives implemented | Create events and activities that promote interaction and education | CC2.2 |

Governance and Finance

KEY ACTIVITIES

The Governance and Finance function has responsibility for providing effective and efficient services to Councillors, Council staff and the community with a particular focus on:

- Document and records management
- Customer service
- Levy and collection of rates and charges
- Debtors and creditors
- Management and Statutory reporting
- Investments;
- Richmond-Tweed Regional Library

| Service Delivery Targets | Target | Measurement Frequency | Measurement | CSP Link |
|---|----------------------|-----------------------|---------------------|----------|
| Investment returns greater than 90 day bank bill rate | 50 basis points | Quarterly | Investment report | EL2.1 |
| Total library membership for Ballina Shire (excluding inactive for three years) | Greater than 26,000 | Annual | Membership database | CC3.1 |
| Total library loans per annum | Greater than 400,000 | Annual | Membership database | CC3.1 |
| Total library PC usage per annum | Greater than 18,000 | Annual | Membership database | CC2.2 |
| Total library wireless usage per annum | Greater than 3,600 | Annual | Membership database | CC2.2 |

| Actions for 2013/14 | Due Dates | Measurement | Outcomes | CSP Link |
|---|--------------|------------------------------------|--|----------|
| Review Banking arrangements | 31 Dec 2013 | Award of new contract | Proactively pursue revenue opportunities, cost savings and/or efficiencies | EL2.1 |
| Review 100% of policies during each term of Council | 30 June 2014 | All reviews completed during term | Involve our community in the planning and decision making processes of Council | EL1.2. |
| Improve integration between Long Term Financial Plan and Asset Management Plans | 30 June 2014 | Number of Improvements implemented | Utilise the modern operating systems and apply contemporary practices | EL2.2 |
| Implement electronic issuing of Rates Notices | 30 June 2014 | Software implemented | Minimise the costs and legislative requirements for doing business | PE1.3 |

Human Resources and Risk Management

KEY ACTIVITIES

The Human Resources and Risk Management provides advice and support in the following areas:

- Employee attraction and retention
- Employee learning and development
- Organisational Change and Development
- Performance Management
- Workplace Diversity, Equal Employment and Anti-Discrimination
- Employee Relations
- Risk Management
- Health, safety and well being

| Service Delivery Targets | Target | Measurement Frequency | Measurement | CSP Link |
|--|--------------------------|-----------------------|---------------------|----------|
| Percentage of staff turnover per year | Less than 10% | Quarterly | Payroll report | EL3.3 |
| Average number of days sick leave per employee per year | Less than 7 days | Quarterly | Payroll report | EL3.3 |
| Percentage of staff undertaking formal training per year | Greater than 90% | Quarterly | HR reporting system | EL3.3 |
| Hours of formal learning per employee | Greater than 10 pa | Quarterly | HR reporting system | EL3.3 |
| Number of workers' compensation claims | Less than 30 pa | Quarterly | Insurer's Report | EL3.3 |
| Hours of lost time due to workers' compensation claims | Less than 1,000 hours pa | Quarterly | Insurer's Report | EL2.3 |
| Number of insurance claims | Less than 40 pa | Quarterly | Insurer's Report | EL2.3 |

| Actions for 2013/14 | Due Dates | Measurement | Outcomes | CSP Link |
|---|--------------|--------------------------------------|--|----------|
| Complete Disability Employment Audit to ensure continued accreditation and funding of program | 30 June 2014 | Audit successfully completed | Support disadvantaged groups within our community | CC2.3 |
| Ensure Business Continuity Plans are contemporary and tested | 30 June 2014 | Number of plans completed and tested | Ensure adequate plans are in place for natural disasters and environmental changes | CC1.2 |
| Complete Statewide & StateCover Insurance Audits to ensure compliance with Insurer and Council requirements | 30 June 2014 | Audits completed | Provide effective risk and safety practices | EL2.3 |
| Implement recommendations from Organisational Structure Review | 30 June 2014 | Recommendations implemented | Encourage a motivated and adaptive workforce | EL3.3 |

Information Services

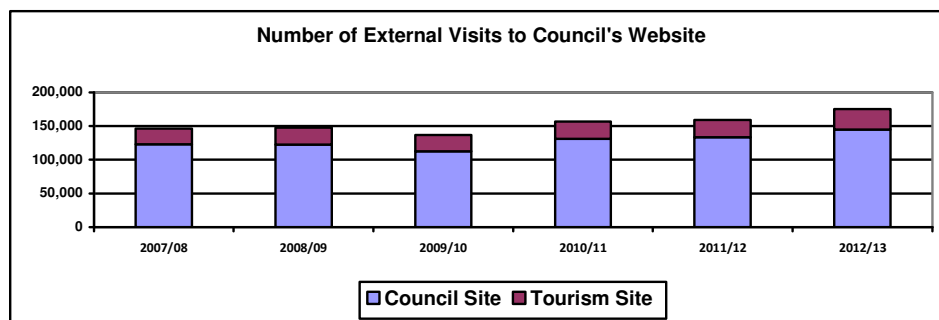
KEY ACTIVITIES

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

- Maintain, update and support information technology infrastructure
- Manage telecommunications
- Manage Councils online presence
- Geographical information system services

| Service Delivery Targets | Target | Measurement Frequency | Measurement | CSP Link |
|--|----------------------|-----------------------|--------------|----------|
| Proportion of requests for assistance addressed within one working day | Greater than 95% | Quarterly | Helpdesk log | EL3.2 |
| Number of external visits to Council website | Greater than 140,000 | Quarterly | Website log | EL2.2 |

| Actions for 2013/14 | Due Dates | Measurement | Outcomes | CSP Link |
|---|--------------|---|---|----------|
| Enhance web accessibility and other forms of information technology communication between Council and the community | 30 June 2014 | Contemporary nature of systems | Facilitate and develop strong relationships and partnerships with the community | EL1.1 |
| Develop and implement geographic information systems enhancement | 30 June 2014 | Increase in information available | Utilise modern operating systems and apply contemporary practices | EL2.2 |
| Progress implementation of Authority upgrades and software modules | 30 June 2014 | Modules implemented | | EL2.2 |
| Improve information mobility for field staff through development and review of appropriate development platforms | 30 June 2014 | Systems available and number of staff using | Deliver responsive and efficient resources | EL3.2 |
| Develop and implement training program for Council staff to increase information technology skill levels | 30 June 2014 | Training provided and skill levels | Encourage a motivated and adaptive workforce | EL3.3 |



Open Spaces and Reserves

KEY ACTIVITIES

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

- sporting fields management
- parks and reserves management
- cemeteries
- public toilets and amenities
- natural areas, including beaches
- providing surf life saving services, in conjunction with volunteers

| Service Delivery Targets | Target | Measurement Frequency | Measurement | CSP Link |
|--|------------------------|-----------------------|-------------------|----------|
| Financial management of maintenance programs | Within 10% of budget | Quarterly | Financial records | EL3.2 |
| Financial management of capital programs | Within 10% of budget | Quarterly | Financial records | EL3.2 |
| Number of urban street trees planted per annum | Greater than 200 trees | Annually | OS&R records | HE1.3 |
| Number of vegetation management plans reviewed per annum | At least two | Annually | OS&R records | HE1.3 |

| Actions for 2013/14 | Due Dates | Measurement | Outcomes | CSP Link |
|--|--------------|---------------------|---|----------|
| Implement Volunteer Program for gardens | 31 Mar 2014 | Program operating | <i>Encourage community interaction and volunteering</i> | CC2.1 |
| Finalise Volunteers Manual – Environmental Works | 31 Mar 2014 | Manual completed | | CC2.1 |
| Implement Sports Fields Management Plan | 30 June 2014 | Actions implemented | <i>Provide equitable access to a range of community services and facilities</i> | CC3.1 |
| Complete review of Playground Equipment Program | 31 Dec 2014 | Review completed | <i>Provide young people with a range of leisure activities and opportunities for personal development</i> | CC3.2 |

Operations Support

KEY ACTIVITIES

The Operations Support function provides the following programs for Council:

- Manage Council's fleet, plant, store, workshop and depot
- Manage quarry leases
- Facilitate North East Weight of Loads Group
- Sourcing contract plant and tradespeople
- Oversee local emergency management
- Manage Council swimming pools
- Oversee Rural Fire Service Agreement

| Service Delivery Targets | Target | Measurement Frequency | Measurement | CSP Link |
|--|---------------------------|-----------------------|---------------------|----------|
| Operating surplus from fleet and plant operations (excluding depreciation) | Greater than \$850,000 pa | Quarterly | Financial records | EL2.1 |
| Value of store stock control bin errors | Less than \$500 | Annual | Stocktake | EL2.1 |
| Average fleet green star rating (petrol vehicles) | Greater than 3.5 | Quarterly | Fleet records | HE2.3 |
| Number of swimming pool patrons | Greater than 120,000 pa | Quarterly | Financial records | CC3.1 |
| Net operating deficit for swimming pools (excluding depreciation) | Less than \$450,000 | Quarterly | Financial records | EL2.1 |
| Reduce CO2 emissions from Council's Built Assets energy consumption | Less than 8,800 tonnes | Quarterly | Energy cost reports | HE3.2 |
| Reduce energy consumption (dollar value) from Council's Built Assets | Less than \$1,700,000 pa | Quarterly | Energy cost reports | EL2.1 |

| Actions for 2013/14 | Due Dates | Measurement | Outcomes | CSP Link |
|---|---------------|-------------------------------|---|----------|
| Finalise quarry options report and implement recommendations | 30 June 2014 | Report completed and actioned | <i>Promote and facilitate a range of business activities</i> | PE2.2 |
| Determine future of sand pit development based on development determination (i.e. consent or refusal) | 30 June 2014 | Analysis completed | | PE2.2 |
| Update evacuation section of Disaster Plan (DISPLAN) | 31 March 2014 | Update completed | <i>Ensure adequate plans are in place for natural disasters and environmental changes</i> | CC1.2 |
| Implement Annual Fleet Management Program | 30 June 2014 | Level of compliance with plan | <i>Encourage a motivated and adaptive workforce</i> | EL3.3 |
| Implement Procurement Roadmap | 30 June 2014 | Level of compliance with plan | <i>Proactively pursue revenue opportunities, cost savings and/or efficiencies</i> | EL2.1 |

Strategic Planning

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
- Section 94 planning (Developer Contributions)
- Local Environmental Plan (LEP) Management
- Development Control Plan (DCP) Management
- Heritage management and planning
- Growth Management Strategy Management
- Co-ordinating Council's sustainability initiatives
- Support business development
- Monitoring climate change issues and policy
- Public land systems management

| Actions for 2013/14 | Due Dates | Measurement | Outcomes | CSP Link |
|---|---------------|--------------------------|--|----------|
| Finalise Clarke Street, Ballina Masterplan | 30 June 2014 | Plan adopted | <i>Develop plans that encourage business growth and diversification</i> | PE2.1 |
| Establish Character Statements for Rural Hamlets | 30 June 2014 | Statements finalised | <i>Establish planning regulations that encourage opportunities for diversification</i> | PE2.3 |
| Implement Council's Climate Action Strategy and Environmental Action Plan | 30 June 2014 | Actions implemented | <i>Our planning considers past and predicted changes to the environment</i> | HE1.1 |
| Prepare Koala Plan of Management | 30 June 2014 | Plan adopted | | HE1.1 |
| Finalise Master Plan for Captain Cook Park | 30 June 2014 | Plan adopted | <i>Promote our open spaces, reserves, natural areas and their heritage values</i> | HE1.3 |
| Assess and commence implementation of new planning legislation | 30 June 2014 | Implementation commenced | <i>Develop and implement plans that balance the built environment with the natural environment and heritage values</i> | HE3.1 |
| Complete DCP/urban design for the Cumbalum Urban Release Area | 31 March 2013 | DCP implemented | | HE3.1 |
| Investigate concept of semi-rural Land uses at the edges of urban areas | 30 June 2014 | Investigation completed | | HE3.1 |
| Commence preparation of a strategic land use plan for Ballina Island | 30 June 2014 | Plan commenced | <i>Match infrastructure with development</i> | HE3.3 |
| Complete reviews of the Section 94 Roads and Open Spaces / Community Facilities Plans | 30 June 2014 | Reviews completed | | HE3.3 |
| Review Council land register | 30 June 2014 | Register updated | <i>Utilise modern operating systems and apply contemporary practices</i> | EL2.2 |

Tourism

KEY ACTIVITIES

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

- Provide a level one accredited Visitor Centre
- Communicate key experiences available
- Assist with the development of key community and visitor infrastructure
- Co-ordinate key Council events, conferences and functions
- Co-ordinate Council's Festival & Event Funding Program
- Oversee grant funding opportunities for Council
- Assess applications for events on Council owned or controlled land

| Service Delivery Targets | Target | Measurement Frequency | Measurement | CSP Link |
|--|-----------------------------|-----------------------|------------------------|----------|
| Enquiries to Visitor Information Centre | Greater than 58,000 | Quarterly | VIC log | PE1.1 |
| Revenue generated from Visitor Services | Greater than \$26,000 | Quarterly | Financial records | EL2.1 |
| Revenue raised from co-operative marketing | Greater than \$10,000 | Quarterly | Financial records | EL2.1 |
| Number of visits to tourism website | Greater than 38,000 | Quarterly | Google analytics | PE1.1 |
| Proportion of satisfied visitors to Ballina Visitor Information Centre | Greater than 95% | Six monthly | VIC survey | PE1.1 |
| Number of grant applications submitted (total Council) | Greater than four per month | Quarterly | Applications submitted | EL1.3 |
| Number of events supported / approved by Council | Greater than 25 per annum | Quarterly | Approvals granted | CC2.2 |

| Actions for 2013/14 | Due Dates | Measurement | Outcomes | CSP Link |
|--|--------------|----------------------|--|----------|
| Implement outcomes of regional visitor services strategy | 30 June 2014 | Actions implemented | <i>Promote our area as an attractive place to invest and visit</i> | PE1.1 |
| Participate in and leverage opportunities to market the Ballina Coast & Hinterland | 30 June 2014 | Promotions conducted | | PE1.1 |
| Develop a Destination Management Plan for Ballina Shire | 30 June 2014 | Plan completed | | PE1.1 |
| Continue implementation of actions arising from promotional and interpretative signage taskforce | 30 June 2014 | Actions implemented | <i>Provide infrastructure that supports business</i> | PE1.2 |

Waste 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 | CSP Link |
|--|-------------------------------|-----------------------|-------------------------------------|----------|
| Number of non-compliances with NSW EPA licence conditions per year | Nil | Quarterly | Reporting to EPA as part of the OEH | HE3.2 |
| Volume of waste placed in landfill as a % of total waste received | Less than 40% | Quarterly | Facility weighbridge | HE2.2 |
| Proportion of received waste diverted for beneficial reuse from landfill | Greater than 50% | Quarterly | Facility weighbridge | HE2.2 |
| Airspace used at the Ballina landfill per year for landfill | Less than 10,000 cubic metres | Six monthly | Survey/Weighbridge | HE2.2 |

| Actions for 2013/14 | Due Dates | Measurement | Outcomes | CSP Link |
|--|---------------|--------------------------------|---|----------|
| Progress Biochar program | 30 June 2014 | Increase in level of certainty | Pursue innovative technologies | HE2.3 |
| Participate in NEWF regional Waste Initiatives | 30 June 2014 | Initiatives implemented | Reduce, reuse and recycle our resources | HE2.2 |
| Continue to progress Council Waste strategy | 30 June 2014 | Initiatives implemented | | HE2.2 |
| Set up Demolition Waste Sorting & Diversion Trial | 31 March 2014 | Trial completed and evaluated | | HE2.2 |
| Determine remediation plan for former Wardell Waste Centre | 31 March 2014 | Plan completed | Maximise positive impacts on the natural environment | HE3.2 |
| Progress MOU joint waste initiatives arrangement with Lismore City Council | 30 June 2014 | Initiatives implemented | Proactively pursue revenue opportunities, cost savings and/or efficiencies | EL2.1 |
| Participate in NOROC evaluation of regional waste strategy | 30 June 2014 | Progress on strategy | Facilitate and develop strong relations and partnerships with the community | EL1.1 |

Water and Wastewater Services

KEY ACTIVITIES

Water and Wastewater provides the resources and management of the following key activities:

- Strategic planning
- Monitoring public water supplies
- Water reticulation and operations
- Wastewater reticulation and operations
- Trade waste management
- Effluent re-use management

| Service Delivery Targets | Target | Measurement Frequency | Measurement | CSP Link |
|--|----------------------|-----------------------|----------------------|----------|
| Customer service callouts undertaken within recommended timeframes | 95% | Quarterly | Operational log | EL3.2 |
| Number of non-compliance events – water and wastewater | Nil | Quarterly | Operational log | HE3.2 |
| Financial management of maintenance programs | Within 10% of budget | Quarterly | Financial records | EL3.2 |
| Financial management of capital programs | Within 10% of budget | Quarterly | Financial records | EL3.2 |
| Effluent reused during dry weather | 20% of ADWF | Six monthly | Operational log | HE2.2 |
| Average water consumption per connection | Less than 250kl/pa | Quarterly | Consumption Report | HE2.1 |
| Water main breaks per 30km of main | Less than one | Quarterly | Operations Log | HE3.3 |
| Volume of unaccounted water | Less than 18% | Quarterly | Consumption Report | EL2.1 |
| Percentage of continuing trade waste licences renewed on expiry | 100% | Quarterly | Trade Waste Register | CC1.1 |
| % of trade waste inspections completed in accordance with legislative requirements | 100% | Quarterly | Trade Waste Register | CC1.1 |
| Percentage of fire hydrants inspected per annum | Greater than 50% | Quarterly | Asset Register | CC1.1 |

| Actions for 2013/14 | Due Dates | Measurement | Outcomes | CSP Link |
|---|--------------|--|--|----------|
| Implement water loss management program | 30 June 2014 | Actions implemented | Proactively pursue revenue opportunities, cost savings and/or efficiencies | EL2.1 |
| Establish water meter replacement program | 30 June 2014 | Program established | | EL2.1 |
| Develop recycled water quality management plan | 30 June 2014 | Plan adopted | Implement total water cycle management practices | HE2.1 |
| Introduce recycled water to dual Reticulated Properties | 30 June 2014 | Number of properties utilising service | Reduce, reuse and recycle our resources | HE2.2 |

Capital Expenditure

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

| Description | (\$) |
|---|-----------|
| Community Facilities and Services | |
| Lennox Head Cultural and Community Centre - Kitchen | 16,000 |
| Northern Rivers Community Gallery – Public Art | 10,000 |
| Information Services | |
| Computer Equipment | 25,000 |
| Property Management | |
| Wollongbar Urban Expansion Area - Land Development | 500,000 |
| Ballina Marine Rescue Tower | 1,600,000 |
| Lennox Head Surf Club | 350,000 |
| Ballina Byron Gateway Airport | |
| Runway Upgrade | 4,635,000 |
| Drainage | 25,000 |
| Lease Area | 20,000 |
| Runway Lights | 10,000 |
| Fence to Airside | 60,000 |
| Storage Containers | 12,000 |
| Storage Shed | 65,000 |
| Runway End Treatment | 90,000 |
| Asset Management | |
| Depot Upgrade | 150,000 |
| Community Infrastructure | |
| Administration Centre | 154,000 |
| Crawford House | 33,000 |
| CWA Ballina | 11,000 |
| Stormwater | |
| Asset Data Collection | 40,000 |
| Alison Avenue | 110,000 |
| Gibbon Street /Megan Crescent /Dodge Lane | 70,000 |
| Allens Parade (No 34) | 30,000 |
| Cherry St (Winton Lane) | 20,000 |
| Urban Storm Water Mgmt Plan | 50,000 |
| Urban Lanes | 20,000 |

| Description | (\$) |
|--|-----------|
| <i>Roads and Bridges</i> | |
| <i>Regional Road Block Grant</i> | |
| Tuckombil Road Seg 180 | 217,000 |
| <i>Bridges</i> | |
| Carrs Bridge River Drive | 50,000 |
| Maguires Bridge | 50,000 |
| <i>Roads</i> | |
| Midgen Flat Road | 150,000 |
| Uralba Road | 199,000 |
| Tamar Street | 246,000 |
| Compton Drive | 180,000 |
| Ridgeway Drive | 180,000 |
| Sneaths Road | 345,000 |
| Canal Road | 256,000 |
| Note: figures exclude estimated grant income. | |
| <i>Footpaths and shared paths</i> | |
| Byron Street Lennox Head | 81,100 |
| Williams Reserve, Lennox Head | 70,000 |
| Grant Street, Ballina | 25,000 |
| Coastal Walk / Coastal Shared Path - Ballina to Lennox Head | 185,000 |
| <i>Street Lighting</i> | |
| Fawcett Street Ballina | 19,000 |
| Norton Street Ballina | 7,000 |
| Fox Street Ballina | 7,000 |
| Waverly Place /Smith Drive West Ballina | 11,000 |
| <i>Carparking</i> | |
| Missingham Park | 150,000 |
| <i>Playgrounds</i> | |
| Various - Shade, Softfall and Equipment | 144,000 |
| Crown Reserve - Miscellaneous Works funded by Crown Reserve Monies | 21,000 |
| Porter Park | 101,000 |
| <i>Sporting Fields</i> | |
| Wollongbar Sports Field | 4,322,000 |
| Fripp Oval - Drainage | 144,000 |
| <i>Public Amenities</i> | |
| Amenity improvement program | 25,000 |

Fleet and Plant

| | |
|-------------------|---------|
| Plant Replacement | 750,000 |
|-------------------|---------|

Swimming Pools

| | |
|-------------|---------|
| Ballina | 200,000 |
| Alstonville | 50,000 |

Landfill Management and Resource Recovery

| | |
|--|---------|
| Landfill Management - Improvements largely funded by State Waste Levy Recouped | 130,800 |
| Plant Replacement | 350,000 |

WATER SERVICES

Water Pump & Bore Stations

| | |
|---|---------|
| Pumping Stations - Ballina Heights Booster | 228,400 |
| Pumping Stations – North Creek Road Booster | 398,500 |
| Pumping Stations – Basalt Court Booster | 8,300 |
| Pumping Stations – East Ballina Booster | 385,000 |
| Pumping Stations – Russellton Booster | 385,000 |

Pressure Management Zones

| | |
|----------------------------|---------|
| Lumley's Lane PMZ | 107,900 |
| Basalt Court Reservoir DMA | 66,500 |
| Silver Gull Drive DMA | 66,500 |
| Seaview Street DMA | 66,500 |

Water Trunk Mains - Augmentation

| | |
|--|---------|
| Ballina Island Distribution Augmentation | 100,000 |
| North Ballina Distribution Augmentation | 100,000 |
| Lennox Head Distribution Augmentation | 444,900 |
| East Ballina Booster Pressure Zone | 989,600 |
| Russellton Booster Pressure Zone | 138,600 |

Miscellaneous

| | |
|-----------------------------|---------|
| Asset Software | 100,000 |
| Water Mains Renewal Program | 412,000 |

WASTEWATER SERVICES

Ballina Wastewater Treatment Plant

| | |
|--------------------------------------|---------|
| Ballina Upgrade - Project Management | 400,000 |
| Ballina - Other | 200,000 |
| Ballina - Civil Construction | 600,000 |
| Ballina - Mechanical Construction | 350,000 |
| Ballina - Commissioning | 70,000 |
| Ballina - Post Completion Works | 230,000 |

Wastewater Services (cont'd)

Description

(\$)

Pumping Station

| | |
|--|---------|
| SP3001 - Upgrade Pumps - Byron Street, Lennox | 918,000 |
| SP3002 - Emergency Storage - Rutherford Street, Lennox | 93,500 |
| SP2309 - Emergency Storage - Anderson Street, Ballina | 93,500 |
| SP 3101 - Emergency Storage - Skennars Head Road, Lennox | 93,500 |
| SP3101 - Upgrade Pumps - Skennars Head | 82,800 |
| SP2001 – Polyurea Lining Pump – Swift Street, Ballina | 20,000 |
| SP2301 – Upgrade Pumps – Angels Beach Drive, Ballina | 206,200 |
| SP2012 – Pump Capacity Upgrade | 20,700 |
| SP2009 – Pump Capacity Upgrade | 5,700 |
| SP2207 – Upgrade Pumps Southern Cross Drive, Ballina | 10,300 |
| SP2210 – Upgrade Pumps Whiting Way, Ballina | 20,700 |
| SP4002 – Upgrade Pump Station Coral Street, Alstonville | 15,500 |
| SP4004 – Emergency Storage Granada Place, Alstonville | 93,500 |
| SP4004 – Upgrade Pumps | 15,500 |
| SP4003 – Storage Capacity Upgrade | 93,500 |
| SP4001 – Storage and Pump Upgrade | 93,500 |
| SP2306 – Emergency Storage Serpentine, Ballina | 93,500 |
| SP2309 – Upgrade Pumps Anderson Street, Ballina | 28,500 |
| SP2312 – Pump Capacity Upgrade | 51,800 |
| SP2313 – Storage Capacity Upgrade | 93,500 |
| SP2311 – Storage Capacity Upgrade | 93,500 |
| SP2013 – Upgrade Pumps Skinner Street, Ballina | 20,700 |
| SP3102 – Upgrade Pumps | 20,700 |
| SP2006 – Pump Capacity Upgrade | 15,500 |
| SP2305 – Storage Capacity Upgrade | 20,700 |
| SP2317 – Pump Capacity Upgrade | 32,400 |

Trunk Mains

| | |
|--|---------|
| SP2001 – Rising Main – Rehab – Swift Street, Ballina | 350,000 |
| SP4006 – Gravity Trunk Main Alstonville | 132,500 |
| SP2309 – Replacement Rising Main East Ballina | 64,900 |
| SP2305 – Replacement Rising Main East Ballina | 78,800 |
| SP2017 – Replacement Rising Main Ballina | 174,600 |
| SP3003 – Replacement Rising Main Lennox Head | 6,500 |

Sewer Mains - Renewals

| | |
|--|---------|
| Sewer Mains Miscellaneous- Renewals | 200,000 |
| Inflow & Infiltration Program - Renewals | 400,000 |

Plant and Equipment

| | |
|-------------------------|---------|
| Plant Replacement Sewer | 184,000 |
|-------------------------|---------|

Financial Information

Estimated Operating Result

The figures outlined below represent the forecast operating result for the financial year, with the information provided on a program basis.

| Item | Operating Revenues (\$'000) | Operating Expenses (\$'000) | Net Operating Result ('000) |
|--|--------------------------------|--------------------------------|--------------------------------|
| <i>Strategic and Community Facilities</i> | | | |
| Strategic Planning | 233 | 1,007 | (774) |
| Community Services | 313 | 1,395 | (1,082) |
| Community Gallery | 71 | 228 | (157) |
| Sub Total | 617 | 2,631 | (2,013) |
| <i>Development and Environmental Health</i> | | | |
| Development Services | 322 | 1,252 | (930) |
| Building Services | 635 | 782 | (147) |
| Public and Environmental Health Services | 199 | 722 | (523) |
| Administration and Public Order | 90 | 1,144 | (1,054) |
| Sub Total | 1,246 | 3,900 | (2,654) |
| <i>Civil Services</i> | | | |
| Asset Management | 171 | 3,222 | (3,051) |
| Stormwater and Environmental Protection | 286 | 2,310 | (2,024) |
| Roads and Bridges | 48 | 10,732 | (10,684) |
| Ancillary Transport Services | 243 | 2,016 | (1,773) |
| Ferry | 405 | 639 | (234) |
| Roads and Maritime Services | 800 | 800 | 0 |
| Open Space and Reserves | 716 | 4,784 | (4,068) |
| Fleet Management and Workshop | 3,983 | 3,970 | 13 |
| Rural Fire Service | 208 | 389 | (181) |
| Quarries and Sandpit | 343 | 229 | 114 |
| Swimming Pools | 303 | 840 | (537) |
| Waste - Landfill and Commercial Collection | 6,630 | 6,833 | (203) |
| Waste - Domestic Waste Management | 7,240 | 6,898 | 342 |
| Sub Total | 21,376 | 43,662 | (22,286) |
| <i>General Manager's Group</i> | | | |
| Governance and Corporate Management | 0 | 1,006 | (1,006) |
| Administrative Services | 28 | 1,234 | (1,206) |
| Financial Services - General Purpose Revenues | 21,534 | 0 | 21,534 |
| Financial Services | 146 | (3,468) | 3,614 |
| Regional Library | 116 | 1,574 | (1,458) |
| Information Services | 4 | 1,391 | (1,387) |
| Human Resources and Risk Management | 110 | 980 | (870) |
| Corporate Communications and Tourism | 38 | 775 | (737) |
| Property Management | 2,449 | 2,111 | 338 |
| Ballina Byron Gateway Airport | 4,477 | 4,086 | 391 |
| Sub Total | 28,902 | 9,689 | 19,213 |
| Total Operating Result | 52,141 | 59,882 | (7,741) |
| Less Depreciation Expense | 0 | 15,656 | 15,656 |
| Cash Operating Result | 52,141 | 44,226 | 7,915 |

Financial Information (cont'd)

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.

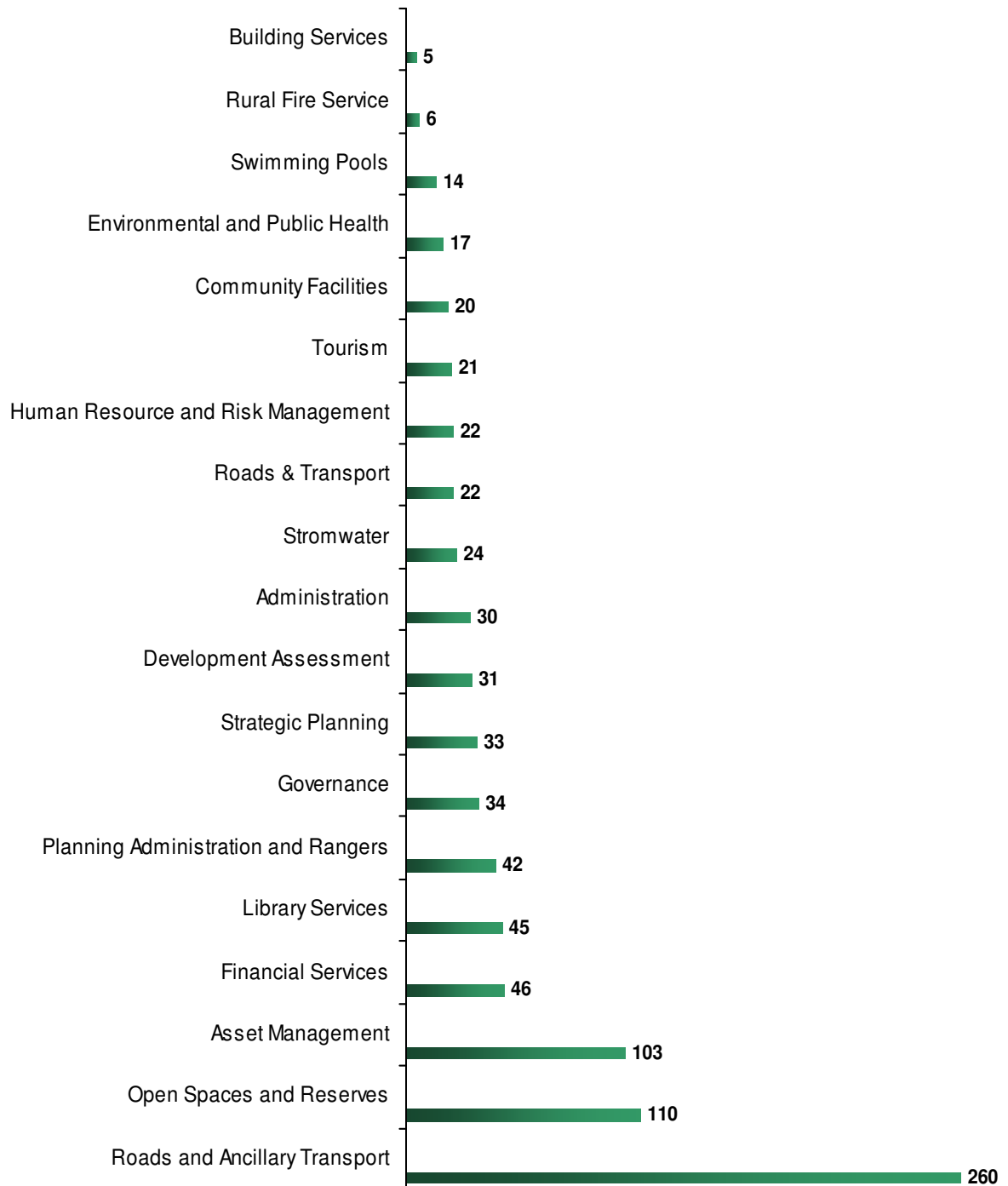
| Item | General Fund ('000) | Water Fund ('000) | Wastewater Fund ('000) | Total ('000) |
|--|---------------------|-------------------|------------------------|---------------|
| Operating Income | | | | |
| Rates and Annual Charges | 24,519 | 2,782 | 11,529 | 38,830 |
| User Charges and Fees | 19,740 | 5,616 | 1,041 | 26,397 |
| Investment Revenues | 855 | 386 | 1,005 | 2,246 |
| Operating Grants and Contributions | 5,791 | 149 | 150 | 6,090 |
| Other Reserves | 1,236 | 317 | 284 | 1,837 |
| Sub Total | 52,141 | 9,250 | 14,009 | 75,400 |
| Operating Expenses | | | | |
| Employee Costs | 16,125 | 2,016 | 2,016 | 20,157 |
| Materials and Contracts | 23,001 | 6,953 | 5,285 | 35,239 |
| Interest | 1,723 | 0 | 4,766 | 6,489 |
| Depreciation | 15,656 | 1,810 | 3,103 | 20,569 |
| Other Expenses | 3,377 | 46 | 1,048 | 4,471 |
| Sub Total | 59,882 | 10,825 | 16,218 | 86,925 |
| Operating Result - Surplus / (Deficit) | | | | |
| Less Depreciation / Unwindings | (7,741) | (1,575) | (2,209) | (11,525) |
| | 15,656 | 1,810 | 3,103 | 20,569 |
| Surplus / (Deficit) Before Disposal of Assets | 7,915 | 235 | 894 | 9,044 |
| Add: Proceeds from sale of Real Estate | 2,660 | 0 | 0 | 2,660 |
| Add: Non-cash items- Leave Liabilities | 200 | 0 | 0 | 200 |
| Net Increase in Cash from Operations | 10,775 | 235 | 894 | 11,904 |
| Applied to | | | | |
| Capital Expenditure | | | | |
| Property and Buildings | 2,729 | 0 | 0 | 2,729 |
| Plant and Equipment | 1,100 | 0 | 184 | 1,284 |
| Infrastructure Works | 13,443 | 3,998 | 5,604 | 23,045 |
| Repayment of Loan Principal | 3,387 | 0 | 2,385 | 5,772 |
| Dividends | 0 | 34 | 20 | 54 |
| Total | 20,659 | 4,032 | 8,193 | 32,884 |
| Sources of Funds for Capital Expenditure | | | | |
| Net Increase in Cash from Operations | 10,775 | 235 | 894 | 11,904 |
| Transfers from / (to) Internal Reserves | 5,141 | 1,369 | 5,631 | 12,141 |
| Transfers from / (to) External Reserves | 2,556 | 2,358 | 1,668 | 6,582 |
| Transfers from / (to) Accumulated Surplus | 120 | 0 | 0 | 120 |
| Capital Grants and Contributions | 2,067 | 70 | 0 | 2,137 |
| Loan Funds | 0 | 0 | 0 | 0 |
| Total | 20,659 | 4,032 | 8,193 | 32,884 |

A key measure is to monitor the funds a council has available for capital expenditure as it is essential that existing assets are adequately maintained and funds are available for new asset to meet the demands of a growing population.

Distribution of General Purpose Rate Income

Council delivers 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; domestic waste collection; Landfill and resource management and Council's property portfolio.

The chart below illustrates how the average residential rate of \$841 is allocated across the subsidised programs.



Revenue Policy

General Rates

The Operational Plan incorporates a rating structure using 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 dominant use of the land with the categories allowed under the NSW Local Government Act being 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 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. Council currently has no properties categorised as mining.

Minister for Local Government's Special Rate Variation Approval

Ballina has traditionally been recognised as a low rating council. However with pressures to renew aging infrastructure and to meet the demands of a growing shire Council considered it necessary to increase our rate base to improve our long term financial position.

A strategy was subsequently adopted to increase our rate base by an average of 6% per annum 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.

In response to this Council applied for and had approved by the Minister for Local Government a special variation to the rate pegging limit for four years. This increase was approved for the period 2010/11 to 2013/14 as per the following table.

Special Rate Variation Percentage Approvals

| Description | 2010/11 | 2011/12 | 2012/13 | 2013/14 |
|---------------------|---------|---------|---------|---------|
| Percentage Increase | 6.2 | 6.1 | 5.7 | 6.00 |

In addition to the 2012/13 approved increase of 5.7% the Independent Pricing and Regulatory Tribunal (IPART) has provided an additional increase of 0.4% to allow councils to finance the cost of the introduction of the Federal Government's carbon tax. Council applied and was approved by IPART to allow this 0.4% to be added to our previously approved 5.7%.

The 0.4% increase will be reversed during 2013/14 and 2014/15. This means in 2013/14 the Council special variation will be 5.9% (i.e. a 0.01% reduction from the approved 6.0% increase) and in 2014/15 the NSW State Government rate pegging limit, as set by IPART, will be reduced by 0.03%.

IPART's rationale in providing the additional 0.4% extra and then reversing it is because the annual rate pegging limit set by IPART is based on a weighted index of costs gathered from the previous year (i.e. a 'lagged' index).

Therefore, councils will incur the extra costs due to the introduction of the carbon tax in 2012/13, however those costs had not yet been assessed by IPART in determining the 2012/13 rate pegging limit.

From 2013/14 onwards the impact of carbon tax will be reflected in the previous year's weighted cost index, which means it will be necessary to reverse the 0.4% from future rate pegging limits to ensure that there is not a net overstatement of increases in costs faced by councils.

The next table details the amount of 'additional income' that has been or will be applied to Ballina Council's operations through the generation of the additional income from the special rate variation. The table is based on the original 6.0% special variation for 2013/14, less the 0.1% carbon tax adjustment, resulting in a net increase of 5.9%.

General Rates (cont'd)

Special Rate Variation - Program of Works and Services (per annum variation)

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

The next table provides the details of the income to be raised from ordinary rates in 2013/14, along with the rate in the dollar and the base amount.

Total Income from Ordinary Rates for 2013/14

| Base Charge and Cents in the Dollar 5.9% Increase | | | | |
|---|-----------------------|---------------------|------------------------|--|
| Rate Category | Rate (Cents In \$) | Base Amount (\$) | Category Yield (\$) | Proportional Contribution to Total Yield (%) |
| Residential | 0.161054 | 420 | 12,735,000 | 72.20 |
| Business | 0.575440 | 420 | 3,525,000 | 20.00 |
| Farmland | 0.130375 | 420 | 1,378,000 | 7.80 |
| Mining | 0.575440 | 420 | 0 | 0.00 |
| Totals | | | 17,638,000 | 100.00 |

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 business properties. The remaining differentials are based on historical figures following the deduction of the business property income.

The first appendix to this document provides a map showing where the Council's rates apply. In summary there are no differentials within each rating category which means all 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 the NSW Local Government Act, Council is able to raise a charge for the provision of waste, water, sewer and storm water services. The charges levied by Council in relation to these items are as follows.

Waste Charges

Council levies six main annual waste charges.

1. Domestic Waste Management Service - Urban

This charge is applied to all urban residential properties as defined within Council's Local Environment Plan, where the service is available, containing a single dwelling or strata unit/flat. The charge per annum per self contained occupancy is \$408. This service includes a fortnightly kerbside recycling collection service, a fortnightly mixed waste service and a weekly organic collection service.

Urban properties generally include parcels of land within townships, villages or built up rural residential estates where low speed limits are applied. The annual charge is payable whether or not the service is used each week. Additional services will result in an additional \$408 being charged for each service.

Waste Charges (Contd)

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 \$408 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 \$1,632. The second appendix to this document provides a map outlining all the eligible urban properties for this service.

2. 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 \$364 for each wheelie bin. The annual charge is payable whether or not the service is used each week. The service includes a weekly mixed waste and fortnightly recycled waste collection service. Additional services will result in additional charges for each service.

3. 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 \$37 per annum.

4. Additional Services

Additional services are available for the following extra annual charges:

- Additional Mixed Waste urban - \$152 per annum
- Additional Mixed Waste rural – \$303 per annum
- Additional Domestic Recycling – \$147 per annum
- Additional Green Waste Collection – \$265 per annum

Waste Charges Summary

A summary of the annual waste management charges and associated yield for 2013/14 is as follows:

Waste Charges and Net Estimated Yield for 2013/14

| Type of Charge | Frequency | Charge Per Service (\$) | Yield (\$) |
|---|-----------|-------------------------|------------------|
| Domestic Waste Mgt Charge – Urban | Weekly | 408 | 5,790,000 |
| Domestic Waste Mgt Charge - Rural | Weekly | 364 | 958,000 |
| Domestic Waste Mgt Charge – Vacant Land | N/A | 37 | 19,000 |
| Total | | | 6,767,000 |

Water Charges

Council's policy is to charge for water through a structure that encourages water users to conserve water. Charges are set to provide sufficient funds to operate, maintain and renew a water supply system, 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).

- 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)

A summary of the annual water charges for the 2013/14 year is as follows:

Summary of Water Charges for 2013/14

| Service | Annual Charge (\$) |
|-------------------------------------|---------------------------|
| Water Access Charge – Vacant Land | 178 |
| Water Access Charge – 20mm Service | 178 |
| Water Access Charge – 25mm Service | 278 |
| Water Access Charge – 32mm Service | 455 |
| Water Access Charge – 40mm Service | 713 |
| Water Access Charge – 50mm Service | 1,112 |
| Water Access Charge – 65mm Service | 1,880 |
| Water Access Charge – 80mm Service | 2,856 |
| Water Access Charge – 100mm Service | 4,453 |
| Water Access Charge – 150mm Service | 10,018 |
| Water Access Charge – 200mm Service | 17,811 |

Summary of Net Estimated Yield for Water Charges for 2013/14

| Service | Estimated Yield (\$) |
|---|-----------------------------|
| Residential Water Access Charge – Vacant Land | 42,000 |
| Residential Water Access Charges | 2,416,000 |
| Non-Residential Water Access Charges | 595,000 |
| Total | 3,053,000 |

Water Charges (cont'd)

Water Consumption Charges

Water consumed per separate water meter will be charged at **\$1.91 per kilolitre for the first 350 kilolitres of water consumed and \$2.87 per kilolitre for water consumed in excess of 350 kilolitres.**

The estimated income from consumption is approximately \$5.4 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 \$1.91 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 \$1.91 per kilolitre prior to paying for water at the higher tariff of \$2.87 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.

Wastewater 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 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.

As per the NSW Local Government Act, 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 tenement/private residence on a rateable property will be levied an annual charge of \$728 as will each separate strata titled residential unit/flat. Non-strata titled residential unit/flat properties will be levied an annual charge of \$728 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 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 x (AC+ C x 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 = \$1.85 /kL |

Wastewater and Trade Waste Charges (cont'd)

In accordance with the State Government's best practice guidelines for wastewater management, a summary of Council's wastewater charging structure for 2013/14 is as follows:

Summary of Wastewater Charges for 2012/13

| Wastewater Charge Category | Charge (\$) |
|----------------------------|---|
| Vacant Charge | 548 |
| Residential Charge | 728 |
| Non Residential Charge:- | Minimum charge \$ |
| 20mm Water Service | $(548 + (1.85 \times C)) \times SDF$ |
| 25mm Water Service | $(858 + (1.85 \times C)) \times SDF$ |
| 32mm Water Service | $1,408 + (1.85 \times C) \times SDF$ |
| 40mm Water Service | $(2,198 + (1.85 \times C)) \times SDF$ |
| 50mm Water Service | $(3,435 + (1.85 \times C)) \times SDF$ |
| 65mm Water Service | $(5,808 + (1.85 \times C)) \times SDF$ |
| 80mm Water Service | $(8,795 + (1.85 \times C)) \times SDF$ |
| 100mm Water Service | $(13,741 + (1.85 \times C)) \times SDF$ |
| 150mm Water Service | $(30,918 + (1.85 \times C)) \times SDF$ |
| 200mm Water Service | $(54,972 + (1.85 \times C)) \times SDF$ |

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 owner's corporation or the owner as the case may be.

Backlog Wastewater (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 website www.ballina.nsw.gov.au.

Council has agreed to provide an 80% subsidy for the costs of reticulation and associated infrastructure for eligible 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 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 |

Wastewater and Trade Waste Charges (cont'd)

Summary of Net Estimated Yield for Wastewater Charges for 2012/13

| Service | Annual Charge (\$) | Estimated Yield (\$) |
|---|--------------------|----------------------|
| Residential | 728 | 10,179,000 |
| Residential – not connected/vacant land | 548 | 219,000 |
| Non-Residential Access | As per formula | 1,404,000 |
| Non-Residential Usage | As per formula | 840,000 |
| Total: | | 12,642,000 |

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 2013/14 Council resolved to charge the maximum allowable residential stormwater charge on both residential and non residential properties. The charges are as follows:

Summary of Stormwater Charges and Net Estimated Yield for 2013/14

| Property Type | Annual Charge (\$) | Estimated Yield (\$) |
|----------------------------|--------------------|----------------------|
| Per residential property | 25.00 | 210,000 |
| Per business property | 25.00 | 15,000 |
| Per residential strata lot | 12.50 | 51,000 |
| Per business strata lot | 12.50 | 5,000 |
| Total: | | 281,000 |

Detailed Information on Fees

Section 608 of the NSW 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 NSW 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:

- Actual cost of labour plus 72.5%
- Quarry products 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

No new loan borrowings are proposed for 2013/14.

Dividend

The NSW Local Government Act allows the General Fund to take a dividend from the Water and Wastewater Programs, subject to criteria defined by Section 409(4) & (5).

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 Wastewater amount to approximately \$20,000 to \$30,000 per program.

Wastewater has in the order of 13,000 assessments and Water has 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 wastewater). 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 Wastewater Programs. 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 program (Water & Wastewater) 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 wastewater programs.

It is considered that the water program is not sufficiently profitable to provide funds. Water has been struggling to make a surplus as costs are increasing exponentially and water consumption is falling.

Wastewater is facing a massive capital works program over the next few 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 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.

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 that 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 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.

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 2013/14 approximately \$155,000 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 1 - Property Rates Apply Across the Entire Shire



Appendix 2 - Domestic Waste Collection Areas

