



Ballina Shire Council
Delivery Program
2010/11 - 2013/14

Adopted 27 May 2010



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Welcome to the Delivery Program

On behalf of Ballina Shire Council, I am very pleased to present our Delivery Program for the period 2010/11 to 2013/2014. The Delivery Program forms part of Council's Integrated Planning and Reporting Framework and is designed to provide a summary of the principal activities that Council will undertake for the next four years. The Delivery Program aims to implement the strategies established in Council's Community Strategic Plan, which was adopted in March 2010.

The Delivery Program should also be read in conjunction with Council's Operational Plan for 2010/11. Whereas the Delivery Program is focused on four years the Operational Plan focuses on one year only.

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

The next four years promise to remain challenging as our shire continues to grow and we continue to provide essential infrastructure. The capital works listed in the Delivery Program outline the key road, water and sewer works planned for the next four years, along with the major community facilities desired by our community. This program is extensive.

Projects such as the Lennox Head Community Centre, the new Ballina Surf Club, a replacement Coastguard Tower, the finalisation of the coastal shared path project and main street upgrades are all critical infrastructure needs for our community.

The 2010/11 to 2013/14 Delivery Program is the product of a team effort by Councillors, the General Manager, Council staff and valuable community input. It is a vital document that keeps the community informed of Council's plans. At the same time, it provides an important link between the elected Council and the Administration.



Cr Phillip Silver, Mayor

Acknowledgement of Country

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



What is the Delivery Program?

The Delivery Program forms part of our Integrated Planning and Reporting framework. This framework aims to draw our various plans together, to assist in understanding how they interact and to get maximum leverage from our efforts by planning holistically for the future. The framework has four key elements:

- A ten-year Community Strategic Plan (CSP), which outlines our broad vision for the future
- A four-year Delivery Program, accompanied by a full budget, that details what we will do to implement the CSP
- An Operational Plan, which will record the planned activity and expenditure for each year and
- An Annual Report, which provides our community with a detailed account of what we have achieved each year and the progress made towards the implementation of the Delivery Program and CSP.



The CSP must be reviewed every four years. From 2012, each newly elected council must complete this review by 30 June in the year following the local government elections and roll the planning forward by at least four years so that it is always a 10 year minimum plan. Ballina Shire Council adopted its first CSP Plan at the March 2010 Ordinary Meeting.

The Delivery Program must be prepared by 30 June in the year following a local government ordinary election and must be reviewed each year. The Delivery Program addresses the objectives of the CSP and identifies the principal activities that Council will undertake to meet those objectives. Financial estimates for the next four year period must also be included in the Delivery Program.

The Operational Plan must be prepared on an annual basis and be adopted before the beginning of each financial year. The document must outline the activities to be undertaken that year as part of the Delivery Program.

The Annual Report then completes the Integrated Planning and Reporting Framework. This report must be completed within five months of the end of the financial year. The report focuses on council's implementation of the Delivery Program and Operational Plan. The report is designed to be a report to the community.

Vision, Mission, Values

The Delivery Program must be consistent with our **Vision, Mission and Values**:

VISION

A shire that provides a healthy lifestyle, a prosperous natural environment and a community with a strong sense of place.

MISSION

To enhance community lifestyle and environment through effective leadership, community involvement and commitment to services.

VALUES

Council will conduct its activities in accordance with the values of:

Sustainability especially in relation to improvement of the natural environment to ensure inter-generational equity

Respect for the rights to citizens of the shire to service delivery and opportunities to participate in the governance of the shire

Commitment to honesty, integrity and fairness at all times

Protection of the rights of individuals

Our Charter

The role of the Ballina Shire Council in accordance with the Local Government Act 1993 (NSW) is to:

- Provide directly or on behalf of other levels of Government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively.
- Exercise community leadership.
- Exercise its functions in a manner that is consistent with and actively promotes the principles of multiculturalism.
- Promote and to provide and plan for the needs of children.
- Properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development.
- Have regard to the long term and cumulative effects of its decisions.
- Bear in mind that it is the custodian and trustee of public assets and to effectively account for and manage the assets for which it is responsible.
- Facilitate the involvement of Councillors, members of the public, users of facilities and services and Council staff in the development, improvement and coordination of local government.
- Raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants.
- Keep the local community and the State Government (and through it, the wider community) informed about its activities.
- Ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the Council is affected.
- Be a responsible employer.

Elected Representatives

The Ballina Shire Local Government Area is divided into three Wards and represented by **ten elected Councillors** including a popularly elected Mayor.

The elected Council is responsible for the direction and control of Council's affairs in accordance with the Local Government Act and associated legislation.

Councillors represent the interests of the residents and ratepayers, provide leadership and guidance to the community; and facilitate communication between the community whilst maintaining the broader vision, needs and aspirations of the whole Ballina Shire community



Mayor Phillip SILVER

WARD A Ballina Island, Cumbalum, Ballina Heights & South Ballina



Cr Alan BROWN



Cr Robyn HORDERN



Cr Susan MEEHAN

WARD B East Ballina, Lennox Head and Northern part of shire



Cr Peter MOORE



Cr Sharon
CADWALLADER



Cr Jeff JOHNSON

WARD C Alstonville, Wollongbar, Wardell and Southern part of shire



Cr David WRIGHT



Cr Keith JOHNSON

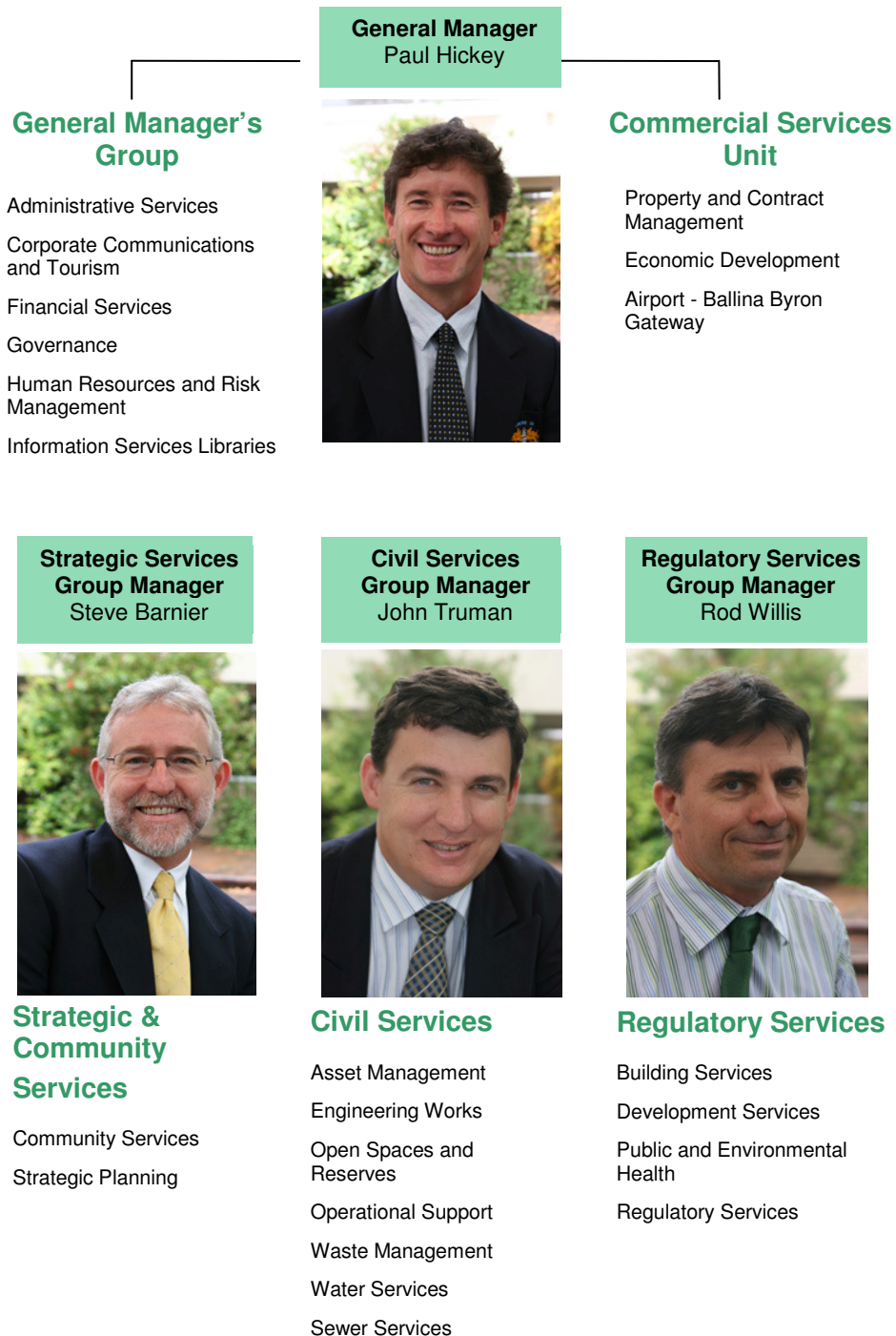


Cr Ben SMITH

Organisational Structure

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

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



How to be involved...

TALK TO YOUR COUNCILLORS

The Councillors are here to represent your views. For the most current contact information please refer to Council's website.

COUNCIL MEETINGS

Council and Committee Meetings are held at Council's Customer Service Centre, situated on the corner of Tamar and Cherry Streets. Ordinary Council Meetings are held on the fourth Thursday of each month commencing at 9.00 am. You have the opportunity to participate in the Council Meetings in the following ways:

- by making a deputation on an agenda item. Deputations are allowed 5 minutes to address Council, and are limited to one speaker in the affirmative and one in the negative. Deputation requests must be lodged with the General Manager by noon on the day preceding the meeting. Deputations are held at 9.00am.
- you may also ask questions during Public Question Time, this is normally conducted at 12.45pm.

AVAILABILITY OF BUSINESS PAPERS

Business papers are available on the Monday preceding the Council meeting at the **Community Access Points**:

- Council's Customer Service Centre
- Alstonville, Ballina and Lennox Head Libraries
- Ballina Community Services Centre
- Wardell Community Centre
- Council's website www.ballina.nsw.gov.au

STANDING COMMITTEES

Council has **four Standing Committees** which comprise the whole Council. Terms of Reference for these committees follows:

Civil Committee

To consider strategic and policy matters related to the objectives and functions of the Civil Services Group.

Environmental Committee

To consider land use planning matters of a strategic and regulatory nature.

Finance Committee

To consider financial matters of a strategic nature including Council's annual budget deliberations.

Reserve Trust

To consider crown land matters where Council is the appointed Trust Manager.

SPECIAL INTEREST COMMITTEES

Council has **four Special Interest Committees**. The Airport, Commercial Services and Facilities Committees have all Councillors in their membership. The Local Traffic Committee, is represented by one Council staff delegate and three external agencies (Police, RTA, and the Local State Member or their representative). Terms of Reference for these committees follows:

Airport Committee

To consider matters of a strategic nature for the Ballina Byron Gateway Airport. This includes but is not limited to, long term financial plans, capital works forward planning and master plans for the facility.

Commercial Services Committee

To introduce, evaluate and review the commercial dealings and operations of Council, with the preferable long term aim of any commercial activity being the provisions of supplementary revenue streams that assist Council in the delivery of services to the community.

Facilities Committee

To provide strategic input into the facilitation and construction of major community facilities. This input will focus on the nature of the services to be provided and the style and design of the building to ensure its compatibility with the aspirations of the community.

Local Traffic Committee

This Committee is a requirement of Council's statutory obligations as delegated by the Roads and Traffic Authority in respect to the *Roads Act 1993*. The role of the Committee is to consider the technical aspects of any proposal and make a recommendation to the Council. The public perspective is the responsibility of the Council and thus residents' views should be considered by Council rather than the Local Traffic Committee.

ADVISORY COMMITTEES

Council also has a range of Advisory Committees that include members of our community to assist in providing feedback to Council. Terms of reference for these committees are as follows:

A, B and C Ward Committees

The Ward Committees provide Council with feedback and policy advice on matters referred by Council and/or raised by members on behalf of their community.

Northern Rivers Community Gallery

Provide community input into matters such as programming to ensure accessibility, equity and excellence in program content, advocacy to raise community awareness of the Community Gallery, strategic planning and policy related matters and fundraising activities including recommended fee structures.

Ballina By-pass Ready Taskforce

Provide input and feedback to local businesses, Council and the broader community on opportunities to maximise the advantages to Ballina arising from the opening of the Ballina by-pass.

COUNCIL NEWS AND INFORMATION

We aim to better inform the community about Council's activities, we do this through a number of avenues;

Council's notices are published weekly in the Advocate (and on occasions in the Northern Star), with

Community Notices published in the Advocate on the fourth Thursday of the month.

Media releases, general advertisements and documents on exhibition are available under the Noticeboard banner on Council's website.

Community Connect Quarterly Newsletter is distributed to all residents on a quarterly basis and is also available to download from Council's website.

Community Connect eNews is our new monthly electronic and is distributed via email. It contains information about issues raised at the monthly council meetings, documents on exhibition and other items of general interest.

Role of Mayor, Councillors and General Manager

Chapters 9 and 11 of the Local Government Act set out the statutory roles and duties for the Mayor, Councillors and General Manager. A brief overview of these roles is as follows:

Role of the Mayor

- to preside at meetings of the Council;
- to carry out the civic and ceremonial functions of the mayoral office;
- to exercise functions of the Council as the Council determines and delegates; and
- to exercise, in cases of necessity, the policy making functions of the Council between meetings of Council (eg: the allocation of resources during natural disasters or commencement of urgent legal action).

Role of a Councillor

As a member of the governing body of the Council:

- to direct and control the affairs of the Council in accordance with the Local Government Act;
- to participate in the optimum allocation of the Council's resources for the benefit of the area (eg: providing input into deciding priorities for construction and maintenance work);
- to play a key role in the creation and review of the Council's policies and objectives and criteria relating to the exercise of the Council's regulatory functions; and
- to review the performance of the Council and its delivery of services, and the management plans and revenue policies of the Council.

As an elected person:

- to represent the interests of the residents and ratepayers;
- to provide leadership and guidance to the community; and
- to facilitate communication between the community and the Council.

Role of the General Manager

The General Manager is generally responsible for the efficient and effective operation of the organisation and for ensuring the implementation, without undue delay, of decisions of the Council.

- to manage the Council on a day-to-day basis and to direct staff;
- to exercise such of the functions of the Council as are delegated by the Council to the General Manager;
- to appoint staff in accordance with an organisational structure and resources approved by the Council; and
- to implement the Council's Equal Employment Opportunity Management Plan.

The overall performance of the General Manager is measured through a performance agreement as part of a five-year employment contract.

Corporate Governance

Corporate Governance and Councillors

Councillors are responsible for effecting corporate governance. They are required to ensure that management's direction is aligned with the interests of the community it represents, along with the dependent organisations with which it interrelates, and with legislation under which Council is required to operate.

As elected representatives, the community relies on Councillors to lead, direct and govern the activities of Council on their behalf. This is achieved by monitoring the processes under which Council operates in order to:

- Exercise power over the direction of Council.
- Exercise concern for the effect of Council decisions on other parties.
- Supervise and control executive actions.
- Ensure Council is accountable for its functions.
- Ensure that Council activities comply with the law.

Conduct Review Committee and Panel

The Conduct Review Committee deals with complaints regarding breaches of Council's Code of Conduct. The Conduct Review Committee is formed, as determined by the General Manager or Mayor, from a panel of appropriately qualified persons of high standing in the community who are independent of Council.

Operating guidelines of the Conduct Review Committee can be found in the **Code of Conduct Policy** which is available to the public on our website www.ballina.nsw.gov.au

Monitoring Organisational Performance

The process of monitoring the performance of Ballina Shire Council is conducted through Quarterly Operational Plan Reviews. These are presented to Council, within two months of the end of the September, December, March and June quarters, for comment and adoption.

The quarterly review includes:

- A summary report
- Progress reports on the key objectives set out in the Operational Plan
- Progress on the performance indicators
- Progress of current projects
- Capital Expenditure update

Executive Management

The Executive Management Team consists of the General Manager and three Group Managers who provide leadership and strategic management to the organisation while ensuring effective, efficient and accountable operations.

The key activities for the Executive Management Team are:

- Management of strategic relationships with stakeholders.
- Ensuring Council's interests are well presented at all levels of government.
- Formulating organisational strategies and supporting policies.
- Ensuring the provision and delivery of direct services to the community are aligned to real community needs.
- Development of strategies for workplace agreements that continue to balance the needs of our people with the needs of the community.
- Development of financial strategies that provide options and set priorities for service delivery.

Achievements 2009/10

Item	Achievement
Affordable Housing	Adopted an Affordable Housing Strategy to promote opportunities for the provision of affordable housing in the shire.
Aircraft Noise Planning Controls	Adopted new planning controls to ensure the effective operation of the Ballina/Byron Gateway Airport is not compromised by inappropriate development.
Asset Management	Adopted strategy, policy and plans to guide future direction of asset management.
Ballina Byron Gateway Airport	Installation of new apron lighting.
Ballina Coast & Hinterland Promotion	Produced and distributed 70,000 quality visitor guides promoting the Ballina Coast & Hinterland. Participated in the Northern Rivers 'Rivers of Life' marketing campaign attracting over 35,000 visits to the dedicated website in a 3-month period. Serviced over 60,000 visitor enquiries to the Ballina Visitor Information Centre.
Community Communication	Improved community communication launching the Community Connect newsletters. The first edition of the quarterly newsletter issued in March and monthly eNews first emailed to subscribers in February. Monthly Mayoral Column in Ballina Shire Advocate and Lennox Wave.
Community Events	Coordinated well attended community and visitor events including: Rivafest, Heritage Week, NAIDOC Week, Youth Week, Seniors Week, Australia Day, Christmas Light-Up, NSW Bike Week and National Tree Day. Secured over \$150,000 in cash and in-kind sponsorship. Rivafest nominated for a Cultural Award.
Corporate Technology	Installed the Civica Authority corporate information system.
Developer Contribution Plans	New Roads Contribution plan adopted
Development Applications	Council granted consent for \$90 million in development.
Enforcement Policy	Enforcement Policy adopted establishing clear guidelines in dealing with unlawful development and land use activity.
Environmental Action Plan	Establishment of an integrated action plan for Council's environmental initiatives. Introduced B20 biodiesel for Council fleet operation. Facilitated introduction of Northern Rivers Carpooling Program.
Fauna protection	Design and construction of unique dolphin exclusion device for Prospect Lake culvert to restrict dolphin access into lake.
Finance	Revaluation of transport and communication/stormwater assets. Upgrade of new rating and financial software Civica. Installation of new long term financial planning package.
Floodplain Management	Completion of the Ballina Flood Study Model Update with substantial work undertaken in preparing the Ballina Floodplain Management Study and Management Plan.
Lennox Head Sewage Treatment	Substantial works completed on the Treatment Plant Optimisation.
Northern Rivers Community Gallery	Produced an annual exhibition program attracting over 15,000 visitors to the Gallery which represents a 50% increase in visitation compared with the same period last year.

Achievements 2009/10 (con't)

Item	Achievement
Playground Equipment Installation Program	Installed new play equipment at Westland Park and Kearney Parks, Ballina, Fitzroy Park, Wardell and Elizabeth Anne Brown Park, Alstonville. Installation of shade structures at the Ballina skate park.
Policy Development	Adopted the following new policies; Community Gardens, Community Consultation, University Scholarship Program, Enforcement, Naming of Roads and Bridges, Deferral of Developer Contributions.
Road and Transport Infrastructure	<p>Completion of Wardell Jetty and Sinclair Street precinct.</p> <p>Completion of traffic signals at Kerr Street/Bangalow Road and Kerr Street/Fox Street intersections. Roundabout construction at North Creek Road and Pacific Highway intersection.</p> <p>Completion of Hill Street and Pine Avenue upgrade including retaining walls at Pine Avenue and The Serpentine.</p> <p>Completion of Coastal Shared Path design for West Ballina to Ballina CBD and Lennox Head village sections. Completion of concept design for East Ballina to Lennox Head.</p> <p>Completion of detail design and commencement of staged construction for the Alstonville streetscape program</p>
Rural Development Control Plan	Introduced a new development control plan which provides comprehensive guidelines for a range of land uses in the rural parts of the shire.
Social Plan	Preparation and introduction of a new Social Plan which outlines the resources to be employed for improved delivery of human services.
Sporting Fields Improvements	Improved lighting at Saunders Oval, Ballina and Quays Reserve, Ballina Construction of new sports Field at Saunders Oval
Strategic and Environmental Planning	<p>Completion of structure planning for the West Ballina area that will guide Council's urban land release planning for the Ballina locality.</p> <p>Public exhibition of Draft Ballina Local Environmental Plan 2010.</p> <p>Ballina Byron Gateway Airport Australian Noise Exposure Forecast (ANEF). Establishment of revised ANEF projected to the year 2028 to support the management of the airport and land use planning.</p> <p>Introduction of revised planning requirements (Combined Development Control Plan Chapter 4 – Aircraft Noise) for land in the vicinity of the Ballina Byron Gateway Airport with respect to aircraft noise.</p>
Trainees and Apprentices	Received Novaskill Employer of the Year Award in recognition of outstanding training and support provided to trainees and apprentices.
Vegetation Management	<p>Implementation of bitou bush control plan at eight coastal sites containing endangered ecological communities.</p> <p>Design and construction of unique mangrove seed exclusion device for Chickiba Lake culvert to restrict mangrove growth around bird roosting site. Conduct study and submit development application for an Environmental Impact Statement to undertake hydrological and ecological restoration of the Chickiba Wetlands.</p> <p>Assessed and completed draft Bushfire Risk Management Plan for far North Coast Region to guide operations next five years</p>
Waste Management and Minimisation	<p>Development of draft Waste Management and Waste Minimisation Strategy ready for community consultation.</p> <p>Joined Lismore City Council in a Memorandum of Understanding to pursue joint service delivery and awarded two contracts for Waste Management and Waste Minimisation resulting in cost savings to Council.</p>

Shire profile....

Population

In 2009, the shire's community surpassed 42,400 people. Over 60% of the community lives along the coastal strip, and a further 20% live in the villages scattered throughout the shire. The remaining 20% live in rural areas. The population of the shire is expected to reach approximately 54,000 by 2031 (approx 52,000 by 2026). The key development areas located at Cumbalum, the Wollongbar Expansion Area and around Ballina.

Business and industry

The services sector accounts for 86% of the Gross Regional Product and 82% of employment within the shire. Property and Business Services is the largest sector (15%), followed by Retail (12%), Health and Community Services (11%) and Education (10%).

Demographics

Like many coastal communities, our population is ageing and this trend is expected to continue. There are more older people living in Ballina and Alstonville than other areas of the shire. About 20% of the community is aged over 65 years: this is likely to increase to approximately 30% by 2031. The median age of Ballina Shire is projected to increase from 42 in 2006 to 48 by 2031. Conversely, we have fewer younger people making up our community. Younger people and couple families with children are more likely to live in areas such as Wollongbar and Lennox Head.

Economic

Most of our businesses are 'small businesses' with less than 50 employees. The service sector (eg: restaurants, accommodation) provides 86% of employment and Gross Regional Product.

Education

1 in 4 residents are attending a formal education institution

Employment

Of those that live in Ballina Shire 33% work outside the shire. A majority travel to work by car (85.5%)

Environment

About 93% of the shire is zoned rural or environmental protection. A large proportion of the remaining native vegetation is located on private land, with 2% of the shire being National Park or Nature Reserve. The number of endangered plants, animals and ecological communities is increasing.

Household wealth

Most residents either own their home or are purchasing it. Nearly 30% rent. Housing affordability is an issue, particularly as it affects both younger and older people. About 28% of the community receives income support. People receiving the age pension make up 12%.

In 2007, the median house price in Ballina was \$405,000 (all properties urban and rural with a dwelling sold in that year), which is an increase of 137% from the 2001 median sales price of \$175,000.

Land

Area 484.9 square kilometres (48,490 ha). Approximately 60% of the shire is less than 20 metres above sea level. Only 20% of the shire is above 100 metre elevation.

Resources

Demand for water is approximately 23ML per day or 586 litres per person per day (including non-household use). Household use of water per year is approximately 104 kilolitres.

Water

About 16% of the Richmond River and its sub-catchments are in good or very good condition, with over a third of the River and catchments being in poor or very poor condition. Our water use per person is reducing, dropping from nearly 140KL per year in 2001 to just over 100KL per year in 2006.

Sources:

*DLG Comparative Information on NSW Local Government Councils
People, Place, Prosperity: A framework for a more sustainable Ballina Shire 2025 (Sept 2006)
The Department of Planning - population and age projections*

How we compare....

The Australian Classification of Local Governments (ACLG) classifies councils into 22 categories according to their socioeconomic characteristics and their capacity to deliver a range of services to the community. Ballina Shire Council is classified as a Group 4, along with neighbouring Councils Byron and Lismore.

A snapshot of how Ballina Shire Council compares with our neighbouring Councils (including Tweed a Group 5 Council) in terms of staffing numbers, finances and development application processes is provided below.

Note: Financial comparative data is provided from the Department of Local Government which is published two years after the actual year, therefore comparative data is not provided for other Councils from 2008/09 to 2009/10.

Financial Performance

The **current ratio** is an indicator of a council's ability to meet its financial obligations. A ratio of between 1.5:1 and 2:1 is satisfactory and shows that a council has sufficient liquid assets on hand to meet its short-term commitments. A ratio of 2:1 or better is generally regarded as good. In NSW, 80% of councils have a current ratio of greater than 2, including Ballina (3.95:1) and the Group 4 average (2.31:1).

Current ratio (unrestricted)				
	2004/05	2005/06	2006/07	2007/08
Ballina	5.22	3.91	3.39	3.95
Byron	2.70	1.10	3.01	1.93
Lismore	3.19	3.21	2.57	2.04
Group 4 Average	2.61	2.26	2.54	2.31
Tweed	2.44	2.25	2.33	2.38

The **capital expenditure** ratio assesses a council's ability to replace or add to capital assets compared with the consumption (depreciation) of assets. A ratio of 1:1 indicates that the increase in assets equals the amount of depreciation. The ratio will generally be greater for 'growth' councils that are constructing and acquiring assets to provide additional infrastructure for the increased population.

Capital Expenditure ratio				
	2004/05	2005/06	2006/07	2007/08
Ballina	0.82	0.53	2.33	5.57
Byron	0.91	8.87	-0.38	2.78
Lismore	2.66	3.35	1.78	6.36
Group 4 Average	2.57	1.16	1.01	6.26
Tweed	1.28	4.13	3.08	2.88

Rates Revenue

The average rates per assessment for Residential, Business and Farmland categories are represented in the following three tables

Average RESIDENTIAL rate per assessment						
	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
Ballina	516	534	572	598	685	686
Byron	622	687	741	784	-	925
Lismore	769	799	835	865	-	978
Group 4 Average	620	648	689	719	-	-
Tweed	608	667	715	786	-	1,013

Average BUSINESS rate per assessment						
	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
Ballina	839	826	1,110	1,287	1,727	2,012
Byron	1,777	2,026	2,160	2,386	-	2,845
Lismore	2,943	3,048	3,182	3,239	-	3,803
Group 4 Average	2,313	2,444	2,620	2,727	-	-
Tweed	1,729	1,789	1,860	1,896	-	2,328

Average FARMLAND rate per assessment						
	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
Ballina	829	791	855	940	1,011	1,037
Byron	999	918	996	1,221	-	1,312
Lismore	1,568	1,619	1,673	1,737	-	1,882
Group 4 Average	1,135	1,194	1,258	1,311	-	-
Tweed	1,104	1,110	1,167	1,278	-	1,637

Staffing Numbers

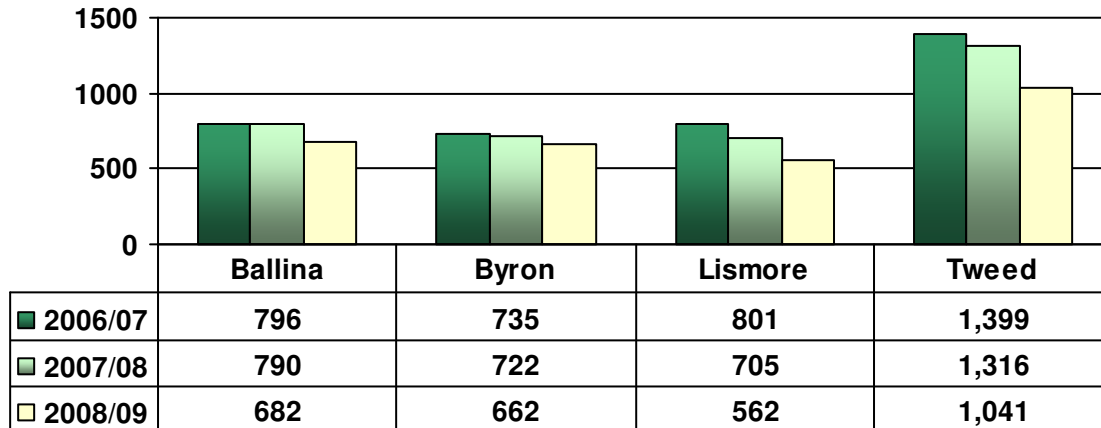
The figures below represent the number of equivalent full time staff on council's payroll on the last payday of June in each year.

Number of equivalent full time staff						
	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
Ballina	246	249	256	260	266	267
Byron	244	245	254	254	-	-
Lismore	260	265	289	294	-	-
Group 4 Average	294	308	311	314	-	-
Tweed	640	660	685	695	-	-

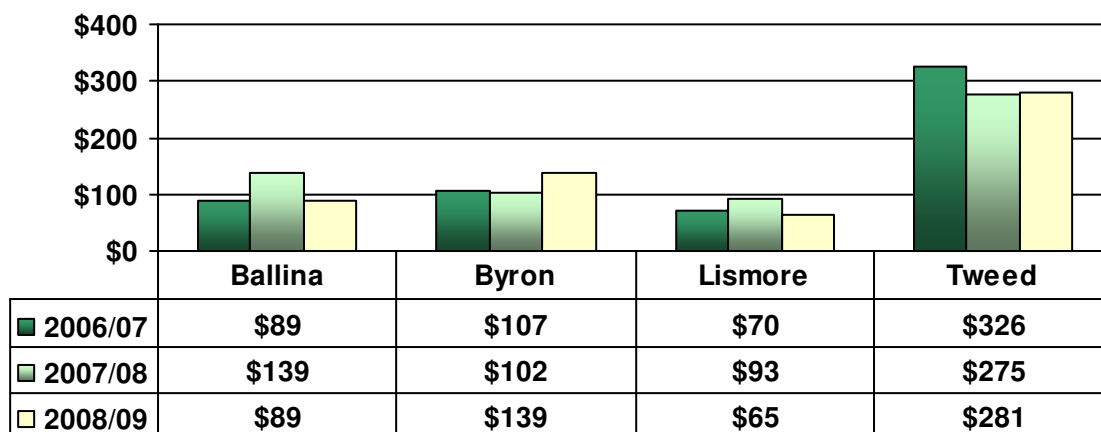
Development Application Statistics

The following three charts provide an overview of development applications approved by number, value and mean processing times. This information is sourced from the NSW Department of Planning.

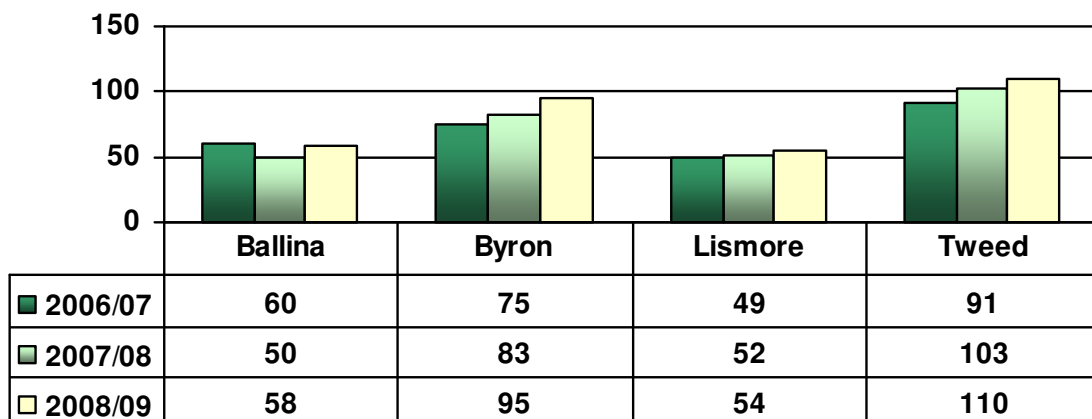
Number of development applications determined



Value of development applications approved (\$ Million)



Gross Mean (i.e. average) number of days to process a Development Application



Community strategic plan (CSP) objectives

In accordance with the NSW Department of Local Government's Integrated Planning and Reporting Framework Council adopted our first Community Strategic Plan (CSP) at the March 2010 Ordinary meeting. The CSP is based on the Ballina Shire Sustainability Strategic Plan 2025, which was developed, in 2007, after 18 months of community consultation to find out what the community want to see and experience in the shire in the next two decades. This Plan was titled **People, Place, Prosperity: A Framework for a more sustainable Ballina Shire 2025**. The Plan provided an outline of the community's collective vision for the shire's future, and therefore assisted Council in developing strategic documents such as the CSP and the Delivery Plan.

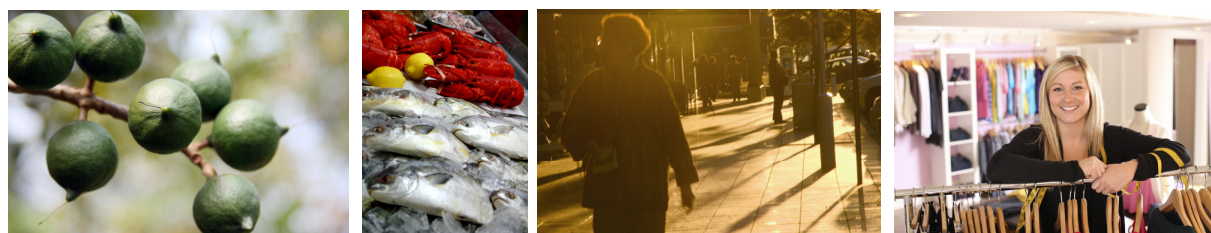
The adopted CSP identifies **eight key objectives**, as follows.

1. A built environment contributing to health and wellbeing



We want a built environment that we can be proud of and enjoy being in. We want it to contribute to our ability do the things we want to do and to our sense of community. We are part of the “region of villages” and want our villages to continue to grow in character and be identifiable as distinctive places. Defined communities with individual character help create places that we can be proud of and feel part of. Our built environment also needs to reflect both our heritage and our aspirations for the future. We want our built environment to meet our needs but not at the expense of our environment or the people who live and work here.

2. A diverse and prosperous economy



We want our economy to be adaptable, profitable, and made up of many different types of businesses and industries. We want our young people to be able to find meaningful work here and for our older people to have opportunities for both work and for contributing their knowledge and experience. We want our businesses to be good at what they do, how they interact with each other and with the community, and how they manage their social and environmental responsibilities as well as their financial bottom line. As a local economy, and as participants in wider economies, we will face significant risks over the next 20 years. We will have to find local solutions as well as contribute to broader solutions.

3. A healthy natural environment



In 2025 we would like all aspects of our natural environment to be healthy. This includes natural habitat areas, waterways and beaches, as well as natural places within our urban environment. This vision is about recognising that we live in a beautiful place with many natural assets. We wish for the people in 2025 that they have a healthy natural environment: something valuable in itself and for the benefits and enjoyment the community will get from it.

4. Diverse and balanced use of our land



Our vision is for a mix of land uses that complement each other, are appropriate to their location, and contribute to community wellbeing over the long-term. We recognise that in 2025 the economic viability of various types of land use will be different from what it is now, and we need to maintain our capacity to adapt, balance the trade-offs and resolve conflict effectively. It is important to us that we maintain our villages as distinct places. We also want a sense of openness. In other areas we want a vibrant, urban diversity.

5. People attaining health and wellbeing



We understand “healthy” to include physical, mental, spiritual and emotional health and recognise that all of these aspects of health are dependent on each other. We also want people to have the opportunity to experience wellbeing: that is they feel a sense of belonging, of being valued, of being able to contribute and deal with life’s challenges.

6. Resilient and adaptable communities



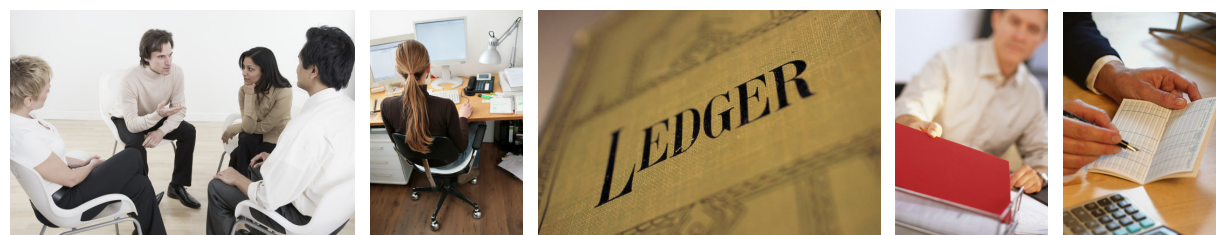
We want to be a healthy community, one that our young people want to stay part of, that our older people feel useful in and that newcomers and people of diverse views feel welcome.

7. Responsible and efficient use of resources



Our vision is that we achieve greater efficiencies in our use of resources, regardless of where we get them from, and be responsible for our use of them. We will look for ways to generate more of the resources we need locally and to lessen the negative environmental and social impacts that can result from resource generation and use.

8. Transparent and accountable governance



Our vision is for a community that has confidence in its elected representatives, its Council, and its organisations. We want there to continue to be opportunities to participate in decision-making beyond going to the ballot box. We want there to be opportunities to engage with each other and to be confident that our community organisations are being run fairly and honestly. We want there to be widespread experience in being part of community and local government governance so that we can support each other when difficult decisions have to be made.

CSP outcomes

The CSP then asks the question, "If these are our objectives then what are we aiming for?" From this 26 outcomes have been identified. Those **outcomes** are:

1. A feeling of safety, regardless of where in the Shire
2. Buildings, infrastructure and public spaces that complement our natural environment
3. Clean beaches and foreshores
4. Effective engagement with our neighbouring areas and within the region
5. Continuous improvement in the condition of our natural environment
6. Effective and responsible power generation and use
7. Effective water collection, use and re-use
8. Efficient and effective integrated transport
9. Efficient production systems that minimise and re-use waste
10. Employment opportunities for all
11. Excellent water quality in the Richmond River, its tributaries and coastal lakes
12. Preserve the potential for agricultural land and important extractive resources
13. Maintain our diverse and attractive landscapes
14. Integrated land uses
15. High level of social capital
16. Holistic understanding of approaches to health
17. Individual and collective action to mitigate risks posed by a changing climate
18. Infrastructure and facilities that meet individual and community needs
19. Maintain and improve our land-based productivity
20. Recognition and valuing of our natural, cultural and built heritage
21. Respect for the needs of different land users and land uses
22. Robust structure in the local economy
23. Socially and environmentally responsible business
24. Viable local business
25. We have a justifiable trust in our organisations, businesses and government
26. Widespread participation in lifelong learning.

Achieving our CSP objectives and outcomes

Council has developed the Delivery Program to achieve the CSP Objectives and Outcomes. This next section of the document provides the details of the major Delivery Program Actions scheduled for the next four years. The information is grouped based on the CSP objectives with references also provided to the CSP outcomes.

CSP objective no 1. A built environment contributing to health and being

Delivery Program Actions	Key Measures	Timing	Responsibility	CSP Outcomes
Complete Coastline Shared Path to maximise user experience and commuter benefits	Level of work completed	2010 - 2014	Engineering Works	2, 3, 18
Ensure delivery of key transport links - Hutley Drive, Cumbalum Way, Wollongbar Link Road - to allow residential development to progress	Projects completed	2014	Asset Management	8, 18
Implement environmental initiatives to improve development and Council infrastructure outcomes	Projects and initiatives implemented	2010 - 2014	Public and Environmental Health	6, 7, 9, 17, 23
Implement Roads Section 94 Plan to ensure road infrastructure keeps pace with development	Compliance with Plan	2010 - 2014	Engineering Works	8, 18
Implement Town and Village Signage Program to enhance information and education opportunities available to residents and visitors	Contemporary nature of signage	2010 - 2014	Corporate Communications and Tourism	15, 18, 20
Commence operating Lennox Head Community Centre and ensure it provides a satisfactory level of service to the community	Success of Centre	2010 - 2012	Commercial Services	15, 18
Improve sustainability of Northern Rivers Community Gallery to ensure its viability	Viability and patronage	2010 - 2012	Corporate Communications and Tourism	15, 18
Undertake Compliance Program to improve overall level of compliance	Level of compliance	2010 - 2014	Development Services	2, 23, 25
Update Council planning instruments to improve built environment outcomes	Reviews completed	2011 - 2014	Strategic Planning	2, 5, 8, 12, 14, 18
Promote professionalism and skills of Council planning and building staff to ensure professional and contemporary services	Level of accreditation, experience training undertaken	2011 - 2014	Development Services/ Building Services	25, 26

CSP objective no 2. A diverse and prosperous economy

Delivery Program Actions	Key Measures	Timing	Responsibility	CSP Outcomes
Develop Ballina - Byron Gateway Airport to enhance overall service	Passengers, profitability and range of services	2010 - 2014	Commercial Services	18, 22, 24
Expand tourism services and facilities to maximise visitor satisfaction levels	Strategies, infrastructure provided and satisfaction surveys	2010 - 2014	Corporate Communications and Tourism	18, 20, 22, 24
Expand economic development services and activities to maximise opportunities for appropriate development	Strategies and services implemented	2010 - 2014	Economic Development	10, 19, 22, 24
Encourage local produce through increased opportunities at the local level (i.e. farmers markets)	Opportunities created	2010 - 2014	Economic Development	10, 19, 22, 23, 24
Maintain a high level of food hygiene within the shire	Programs and inspections undertaken	2010 - 2011	Public and Environmental Health	9, 23, 24, 25
Improve planning for specialised business precincts to ensure business develops in a cohesive manner	Master Plans and DCP reviews completed	2010 - 2014	Strategic Planning	10, 22, 24
Encourage opportunities for maritime development through the implementation of Richmond River Foreshore Master Plan thereby increasing the diversification of the local economy	Level of implementation	2011 - 2014	Strategic Planning	2, 3, 10, 14, 18, 22
Ensure the shire remains an attractive place to live and invest	Value of development approved	2010 - 2014	Development Services	2, 18, 22, 23, 24
Ensure satisfactory levels of industrial and commercial land are available to meet growth	Land stocks	2010 - 2014	Strategic Planning / Commercial Services	10, 14 24
Encourage sustainable business initiatives	Programs implemented	2010 -2014	Public and Environmental Health	9, 22, 23, 24
Support business development	Support provided	2010 -2014	Economic Development	22, 23. 24

CSP objective no 3. A healthy natural environment

Delivery Program Actions	Key Measures	Timing	Responsibility	CSP Outcomes
Provide a proactive approach to Coastline Management to ensure the community is informed and appropriate strategies are in place	Status of Management Plans and actions implemented	2010 - 2014	Engineering Works	2, 3, 5, 13, 17, 25
Provide a proactive approach to Flood Management to maximise community safety and knowledge	Status of Management Plans and actions implemented	2010 - 2014	Engineering Works	11, 13, 18, 25
Increase level of Urban Vegetation within Council infrastructure and property to enhance overall amenity	Planting undertaken	2010 - 2014	Open Spaces and Reserves	5, 13
Progress implementation of Urban Water Management Strategy thereby maximising the use of this resource and providing optimal environmental outcomes	Actions implemented	2010 - 2014	Sewer Services	2, 3, 7, 11
Provide contemporary stormwater management and infrastructure to minimise environmental impacts	Contemporary nature of plans and infrastructure delivered	2011 -2014	Asset Management	2, 3, 7, 11
Improve overall health of Richmond River	Regional and local initiatives implemented	2011 -2014	Strategic Planning	11
Continue inspections of all on-site sewage management systems to ensure systems are compliance	Number of inspections and level of compliance	2010 - 2014	Environmental & Public Health	2, 3, 7, 11
Increase level of endemic species in Council infrastructure	Overall level of species	2010 - 2014	Open Spaces and Reserves	5, 13
Continue bush land regeneration work	Level of work completed	2010 - 2014	Open Spaces and Reserves	5, 13
Incorporate "green" technology into Council's business practices	Technology introduced	2010 - 2014	Asset Management	6, 7, 9,

CSP objective no 4. Diverse and balanced use of our land

Delivery Program Actions	Key Measures	Timing	Responsibility	CSP Outcomes
Continue land releases at Southern Cross and Russelton Industrial Estate that assist in providing a diverse and balanced industry	Lots sold and type of businesses established	2010 - 2014	Commercial Services	10, 14, 18, 22
Continue with implementation of the Southern Cross Precinct Master Plan to enhance this overall precinct	Infrastructure provided	2010 - 2014	Commercial Services	10, 14, 18, 22
Continue rezoning and urban design for the planned Release Areas to allow development to proceed	Status of Release Areas	2010 - 2014	Strategic Planning	2, 14, 18, 21
Prepare Shire Growth Management Strategy to ensure infrastructure is able to match growth	Task completed	2010 - 2012	Strategic Planning	2, 12, 14, 18, 21
Finalise LEP Renewal and review Ballina Shire Combined Development Control Plan to provide a contemporary planning structure	Tasks completed	2010 - 2012	Strategic Planning	2, 12, 14, 18, 21
Utilise land use controls to locate appropriately land uses that might impact negatively on water quality	Controls implemented	2010 - 2014	Strategic Planning	12, 14, 21
Integrate climate change requirements into statutory planning to comply with legislation	Changes introduced	2010 - 2014	Strategic Planning	2, 17

CSP objective no 5. People attaining health and wellbeing

Delivery Program Actions	Key Measures	Timing	Responsibility	CSP Outcomes
Continue with sporting field acquisition and financing program to ensure adequate standards are provided	Compliance with standards and funding recouped	2010 - 2013	Commercial Services	15, 18
Finalise and implement Pedestrian Access and Mobility Plan (PAMP) thereby maximising community benefit	Works completed	2010 - 2014	Engineering Works	15, 18
Finalise Mentoring Program to encourage personnel development and career opportunities	Task completed	2010 - 2011	Human Resources	26
Prepare and implement play equipment maintenance program, along with implementation of play equipment replacement program, to promote the use of these facilities	Task completed and improvements provided	2010 - 2014	Open Spaces and Reserves	15, 18
Prepare and implement sports field maintenance and development program to provide an adequate level of service and to encourage increased use	Plans in place and infrastructure provided	2010 - 2011	Open Spaces and Reserves	15, 18
Deliver employee wellness program 'Live Well: Work Well' to achieve proactive health and safety strategies	Workforce participation	2010 - 2014	Risk Management	23, 26
Implement Open Spaces Section 94 Plan to ensure infrastructure is delivered in alignment with development	Works completed and timeliness	2010 -2014	Open Spaces	15, 18
Prepare and implement a Community Safety Plan to assist Council and other levels of Government to address community concerns	Task completed and actions implemented	2010 -2014	Community Services	1, 15

CSP objective no 6. Resilient and adaptable communities

Delivery Program Actions	Key Measures	Timing	Responsibility	CSP Outcomes
Provide and support community events to improve social fabric	Events provided and satisfaction levels	2010 - 2014	Community Services	15, 20
Enhance consultation with the Aboriginal community to increase level of trust and involvement	Actions implemented and consultation undertaken	2010 - 2014	Community Services	15, 20, 25
Implement and manage a Youth Council to promote opportunities for Youth	Task completed and level of effectiveness	2010 - 2011	Community Services	15
Implement Companion Animals Management Plan	Actions completed	2010 - 2014	Public and Environmental Health	15
Ensure currency of DISPLAN (Disaster Plan)	Status and effectiveness	2010 - 2014	Operational Support	25
Progress Road Safety Strategic Plan to maximise community awareness	Actions implemented	2010 - 2014	Operational Support	15, 23, 25
Protect and promote Aboriginal Heritage	Complete study and actions implemented	2010 - 2014	Community Services	15, 20
Protect and promote the Heritage of the Built Environment	Study actions implemented	2010 - 2014	Community Services	15, 20
Complete and Implement Climate Change Adaption and Mitigation Strategy	Task completed and actions implemented	2010 - 2014	Strategic Planning	6, 7, 9, 17, 23
Implement Community Facilities Section 94 Plan to ensure infrastructure is delivered in alignment with development	Works completed and timeliness	2010 - 2014	Commercial Services	15, 18
Encourage village enhancement projects to protect the village lifestyle	Actions undertaken	2011 - 2014	Strategic Planning	2, 13, 18, 21
Facilitate Affordable Housing to provide opportunities for all residents	Level of affordability and projects implemented	2010 - 2014	Community Services	15, 18, 22
Promote recreation to improve opportunities and participation	Complete recreation plan and actions implemented	2011 - 2014	Strategic Planning	15, 18

CSP objective no 7. Responsible and efficient use of resources

Delivery Program Actions	Key Measures	Timing	Responsibility	CSP Outcomes
Improve and implement asset management strategy and plans to address funding shortfalls and to improve work practices	Plans completed and action taken	2010 - 2014	Asset Management	25
Continue to migrate Council records to document imaging system to improve efficiency	Initiatives implemented	2010 - 2014	Administration	25
Ensure development assessment and development engineering processes are efficient and effective	Processing times and processes reviewed	2010 - 2014	Asset Management / Development Services	18, 25
Increase level of revenue from commercial sources property sales match Council budget to improve financial sustainability	Level of commercial revenues	2010 - 2014	Commercial Services	22
Increase usage of technology to improve efficiencies and access to information	Initiatives implemented	2010 - 2014	Information Services	25
Develop long term funding strategies for Council infrastructure to ensure infrastructure is adequately maintained and delivered	Long term plans in place	2010 - 2014	Financial Management	18, 25
Improve financial planning to include ratios / benchmarks to maximise use of the information	Task completed	2010 - 2012	Financial Management	25
Continue to implement process reviews to improve efficiency and effectiveness of Council service delivery across all services	Reviews completed	2010 - 2014	Governance	25
Maintain and implement contemporary information systems to maximise use of technology	Status of systems in place	2010 - 2014	Information Services	25
Progress resource sharing arrangements with other local government authorities to increase efficiencies	Resource sharing arrangements in place	2010 - 2011	Governance	4, 25
Prepare water and sewer systems model to improve planning and operations	Task completion and actions implemented	2010 - 2011	Water Services	7, 9, 11, 18
Enhance development assessment services to improve processing times and service levels	Development Assessment times	2010 -2014	Development Services	25
Review and improve effectiveness and use of Council buildings	Improvements implemented	2010 - 2014	Governance	25
Progress Coastal Reserve Planning	Assist LPMA complete Regional Plan and Complete Coastal Plan	2010 - 2012	Strategic Planning	3, 4, 5, 11, 18

CSP objective no 8. Transparent and accountable governance

Delivery Program Actions	Key Measures	Timing	Responsibility	CSP Outcomes
Continue revaluation of assets to comply with Department of Local Government asset manual	Compliance with timelines	2011-2014	Financial Services	25
Ensure compliance with Department of Local Government Better Practice Program	Actions completed	2010 - 2014	Governance	25
Ensure compliance with NSW Government Information (Public Access) Act 2009 (the GIPAA)	Level of compliance	2010 - 2012	Administrative Services	25
Review all Council policies during each quadrennial term to ensure they reflect current policy positions	Percentage of policies reviews	2010 - 2014	Administrative Services	25
Improve communication and consultation strategies to increase community involvement	Actions taken and level of community involvement	2010 - 2014	Governance	15, 25
Implement Risk Management Strategy to reduce overall risk rating	Actions taken	2010 - 2014	Governance	25
Improve opportunities for Aboriginal Employment	Percentage of workforce	2010 - 2014	Human Resources	10, 15, 25
Proactively manage private contractors to Council to ensure compliance with all safety and related legislation	Actions taken and level of contractor compliance	2010 - 2014	Risk Management	25
Ensure Developer Contribution Plans (Section 94 and Section 64) reflect contemporary planning to ensure revenue is realistic and infrastructure is delivered as required	Status of plans	2010 - 2014	Water and Sewer Services / Strategic Planning	18, 25
Implement Council Waste Strategy to maximise waste minimisation opportunities and to extend life of land fill	Actions taken and level of waste accepted at land fill	2010 - 2014	Waste Services	9, 25

Capital Works

This section of the document provides a summary of the major capital expenditure planned for the next four years.

ENGINEERING WORKS

	2010/11 (\$)	2011/12 (\$)	2012/13 (\$)	2013/14 (\$)
<i>Stormwater</i>				
Urban Lane Improvements	23,000	23,700	24,400	25,100
Coogee St Pump Station	150,000	150,000		
Kalinga St / Ballina Quays	100,000			
Tweed Street	115,200	100,000		
Riverside Drive		126,100		
Clavan Street			50,000	
Williams Reserve			50,000	
Grant Street			287,400	
To be determined				399,000
<i>Roads and Bridges</i>				
RTA Rifle Range Rd (seg 227) ⁽¹⁾	118,000			
RTA Rifle Range Rd (seg 225) ⁽²⁾	104,000			
The Coast Road, Lennox Head ⁽³⁾		560,000		
North Teven Road	110,000			
Midgen Flat Road	250,000	250,000	250,000	
Pimlico-Riverbank Road	110,000			
Pimlico Road	150,000	125,000	150,000	
River Drive	120,000			
Uralba Road		125,000	150,000	
Swift Street	160,000			
Martin Street	100,000			
Grant Street		250,000		
River Street	60,000	100,000		
Compton Drive	150,000			
Fenwick Drive	200,000	200,000		
Newport Street	40,000			
Dress Circle Drive	20,000			
Alston Avenue	37,000			
Boatharbour Road		85,000		
Wilson Street		100,000		
Byron Street		221,000		
Riverview Avenue			100,000	
Brunswick Street			66,300	

ENGINEERING WORKS (con't)

	2010/11 (\$)	2011/12 (\$)	2012/13 (\$)	2013/14 (\$)
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Roads (con't)

Johnson Street		45,000	135,000	
Heavy Patching	163,000	219,200		
Burnet Street			150,000	
Fox Street			290,000	
Grant Street			260,000	
Cedar Street			100,000	
Fernleigh Road			160,000	
Nashua Road			80,000	
Cumbalum Way - Section 94	4,140,000			
River Street Roundabouts - Section 94	994,000	1,028,000		
Wollongbar Link Road - Section 94		2,800,000		
Hutley Drive - Section 94			13,970,000	
Cumbalum Interchange - Section 94			2,883,000	
Links Avenue Intersection - Section 94				1,031,000
Tamar / Cherry Street Roundabout - Section 94				610,000

(1) Includes 50% grant funding of \$59,000 (2) Includes 50% grant funding of \$59,000 (3) Includes grant funding of \$310,000
The timing of the Section 94 funded works are dependent on the rate of developer contributions collected.

Footpaths and shared paths

Wardell Road - Plaza C/P to Eliz Ann Brown Park	20,000			
Nth Creek Road - Tara Downs to Palisade Way	35,000			
Nth Creek Road - Palisade Way to Amber Drive	130,000	30,000		
The Avenue - Coral Street to existing path		35,000		
Simpson Avenue - Shops to School		30,000		
Compton Drive - L/house Parade to Fenwick Drive			75,000	
Skennars Head Road - Henderson Drive to fields			90,000	
Skennars Head Road - Fields to Coast Rd				100,000
RTA Pedestrian Safety Program (PAMP) ⁽¹⁾	60,000	60,000	60,000	60,000
Shared Paths - Coastline Shared Path (D of P - Revenue funded)	135,000	236,400	178,100	255,200
Shared Paths - Coastline Shared Path (Reserve Funded)	400,000	500,000	1,050,000	

(1) Includes 50% grant funding

Town Centre Beautification

Alstonville	1,000,000			
Ballina	4,000,000	60,000		

Fleet and Plant

Light Fleet	298,300	307,200	316,400	325,900
Heavy Fleet	270,300	365,200	577,800	829,000

Purchases fully financed from internal hire charges as per the financial plan for the plant fund

ENGINEERING WORKS (con't)

2010/11 (\$)	2011/12 (\$)	2012/13 (\$)	2013/14 (\$)
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Street Lighting

Raglan St Wardell	3,000			
Carlisle St Wardell	3,000			
Bath St Wardell	20,200			
Sunset Ave West Ballina	15,000			
Pine St Wardell		6,000		
Kalinga St West Ballina		36,400		
Sunnybank Dve West Ballina			3,000	
Riverside Dve West Ballina			3,000	
Melaleuca Pl East Ballina			6,000	
Casey Pl West Ballina			6,700	
Cedar St Wardell			25,000	
To be determined				43,700

Playgrounds

Westlands Park Shelter, Ballina	22,000			
Ballina Skate Pk Shade Structures	30,000			
Elizabeth Ann Brown Park, Alstonville	78,000			
Chickiba Sports Fields Play Equipment		81,000		
Commemoration Park Shade Structure		20,000		
Meldrum Park, Shade and upgrade		40,000		
Tanamera Drive Park, Alstonville			80,000	
Victor Place, Lennox Head			65,200	
McDougal Reserve, East Ballina				60,000
Jan Moon Park East Ballina				60,000
Softfall upgrades Meagan Cres Park, Lilly Pilly Place				29,600

Sporting Fields

Cricket Nets, Fripp Oval	15,000			
Cricket Nets, Williams Reserve	15,000			
Quays Reserve Lights	85,000			
Little Athletics Amenities, Quays Reserve	15,000			
Saunders Oval Lights		80,000	80,000	80,000
Fripp Oval Lights		61,000		
Kingsford Smith Lights			65,200	69,600

WATER SERVICES2010/11
(\$)2011/12
(\$)2012/13
(\$)2013/14
(\$)**Water Storage**

Service Reservoirs - Ballina Heights Reservoir		1,750,000		
Service Reservoirs - Pacific Pines Reservoir	2,217,000			

Water Pump & Bore Stations

Ballina Heights HLZ Booster	70,000			
Basalt Court Booster	160,000			
Pacific Pines HLZ Booster	110,000			

Water Trunk Mains - Extension

WD01 Ballina Heights Trunk				220,000
WD02 Ballina Heights Distribution				80,000
WM01 Res Supply		990,000		
WD08 Pacific Pines - Stage 1 (DN300)				300,000
WD07 Pacific Pines - Stage 1 (DN375)				100,000
WD06 Pacific Pines - Reservoir Supply Main				70,000
WD09 Pacific Pines - PZ Distribution - Stage 1	240,000			
WD28 Pacific Pines - PZ Distribution - Stage 2				150,000
Wollongbar Boosted WD17 Pressure Zone – Area 1	130,000			
Wollongbar Boosted WD18 Pressure Zone – Area 2	210,000			

Water Trunk Mains - Augmentation

Ballina Island WD23 Main parallel to Missingham Bridge			130,000	
Ballina Island WD23 Boring parallel to Missingham Bridge			380,000	
Ballina Island WD22 PZ Distribution for Coastal Growth			150,000	
Ballina Island WD33 PZ Distribution for Coastal Growth			160,000	
Water Mains WD43 Basalt Court - Distribution Main Upgrade			40,000	
Water Mains - WD31 HLZ Distribution				70,000
Lennox Head WD26 Distribution Main Upgrade (DN300 mm)			240,000	
Lennox Head WD27 Distribution Main Upgrade (DN200 mm)	60,000			
North Ballina WD36 Distribution Main Upgrade			140,000	
North Ballina WD36 Distribution Main Fishery Ck Crossing			130,000	
Wollongbar Boosted WD40 Distribution Main Upgrade				170,000

Miscellaneous

Plant Replacement (Vehicles)	50,000	50,000	51,500	53,100
Water Mains Renewal Program	200,000	200,000	206,000	212,200

SEWER SERVICES

2010/11
(\$)

2011/12
(\$)

2012/13
(\$)

2013/14
(\$)

Alstonville/Wollongbar

SP4002 (Coral St) - Upgrade Pump Station	29,000
SP4004 Emergency Storage	81,300

Wollongbar Expansion Area - Stage 1

Gravity Trunk Main A	11,700
Gravity Trunk Main A2	83,300
Gravity Trunk Main B	23,700
Gravity Trunk Main B1	72,000
Gravity Trunk Main B7	18,500
Gravity Trunk Main B11	34,400
Gravity Trunk Main B12	47,200
Gravity Trunk Main B13	23,600
Gravity Trunk Main Ramses Street	133,900
NHS1 Pump Station	673,700
NHS2 Pump Station	441,900
SP4106 - Upgrade Pumps	21,800
SP4106 - Upgrade Rising Main	16,600

Wollongbar Expansion Area - Stage 2

Gravity Trunk Main A1	43,800
Gravity Trunk Main B2	19,400
Gravity Trunk Main B3	37,900
Gravity Trunk Main B4	13,600
Gravity Trunk Main B5	23,800
Contingency	30,000

Wollongbar Expansion Area - Stage 3

Gravity Trunk Main B6	44,400
Gravity Trunk Main B8	57,400
Gravity Trunk Main B9	46,300
Gravity Trunk Main B10	48,800
Sewage Pump Station NH S1 - Upgrade Pumps	80,000
Preliminaries	10,000
Contingency	54,000

SEWER SERVICES (con't)

	2010/11 (\$)	2011/12 (\$)	2012/13 (\$)	2013/14 (\$)
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PRP 100 Additional Works

SP2312 - Pump Capacity Upgrade	45,000			
SP2313 - Storage Capacity Upgrade	35,000			
SP4003 Storage Capacity Upgrade	35,000			
SP2002 - Pump Capacity Upgrade	45,000			
SP2012 - Pump Capacity Upgrade	40,000			
SP2009 - Pump Capacity Upgrade	50,000			
SP4001 - Storage & Pump Upgrade		80,000		
SP2311 - Storage Capacity Upgrade		35,000		
SP2108 - Storage Capacity Upgrade			40,000	
SP2105 - Pump Upgrade			50,000	
SP3102 - Upgrade Pumps			25,000	
SP3103 - Storage Capacity Upgrade			25,000	

Lennox Head/Pacific Pines/Skennars Ridge

SP3001 - Upgrade Pumps	580,900			
SP3001 - Parallel Rising Main		267,200		
SP3002 - Emergency Storage	85,300			
SP3101 - Upgrade Pumps	113,900			
SP3106 to SP3107 - Gravity Main	34,900			
SP3107 - Upgrade Pumps	120,000			
SP3107 - Rising Main	27,400			
SP3107 - Emergency Storage	80,500			
Pacific Pines Gravity Main		158,100		

Angels Beach / East Ballina

SP2301 - Upgrade Pumps	116,200			
SP2306 - Emergency Storage	51,000			
SP2309 - Construct Emergency Storage	74,700			
SP2309 - Upgrade Pumps	74,100			

Ballina Island/West Ballina

SP2001 - Upgrade Pump Motors			174,300	
SP2001 - Rising Main - Rehab over Bridge	173,300			

SEWER SERVICES (con't)

	2010/11 (\$)	2011/12 (\$)	2012/13 (\$)	2013/14 (\$)
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North Ballina

Diversion of SP2101 to Ballina RWF		259,300		
Diversion of Nth Ballina PS to Ballina WWTP		174,300		
New Rising Main Nth Ballina PS to Ballina WWTP		685,400		
Diversion of Ballina Heights to Ballina RWF		522,800		
SP2205 - Upgrade Pumps	46,500			
SP2207 - Upgrade Pumps	69,700			

Reticulation Sewer Mains Renewal

Sewer Mains Renewals (General)	200,000	200,000	206,000	212,200
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Miscellaneous

Plant Replacement Sewer	50,000	50,000	51,500	53,100
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WRAAP PROGRAM

WRAAP - Land Acquisition Preliminaries	50,000	50,000	50,000	
WRAAP - Technical Design Review	50,000	50,000		

WRAAP - Technical Consultancies - GHD

WRAAP - RWR Concept Design B	150,000	150,000		
WRAAP - Prepare RWR EIAs	100,000		100,000	
WRAAP - Implementation Pre-construction	100,000	50,000	20,000	

WRAAP - Ballina RWF

Ballina RWF - Ultimate Upgrade Incl RWP	20,000,000	15,000,000	600,000	
Ballina RWF - Catchment Diversion Works		1,523,000	1,000,000	
Ballina RWF - EIS Ultimate Works		115,500	374,000	
Ballina RWF - Design BRP Project Management	1,000,000	1,000,000	500,000	

WRAAP - Lennox Head RWF(7780-000)

Lennox Head RWF - Optimisation Upgrade	2,600,000			
Lennox Head RWF - Ultimate Upgrade		4,500,000		

Project Management DOC

Lennox Head RWF - Project Management	30,000			
Ballina RWF - Contract Management	400,000	350,000	250,000	
CVR Distribution System Project Management		50,000	50,000	
UOS Delivery Design for Irrigation Systems	50,000	50,000	50,000	

SEWER SERVICES (con't)

	2010/11 (\$)	2011/12 (\$)	2012/13 (\$)	2013/14 (\$)
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Dual Water Supply (UDR) Program

Construct Dual Reticulation Res - Ballina Hts		1,200,000		
Construct Dual Reticulation Res - Basalt Ct	1,100,000			
Land Acquisition for Dual Reticulation Res - Ballina Heights	1,400,000			
UOS & UDR Dist Systems Ballina/Lennox	2,700,000			

WRAAP - Reclaimed Water Re-Use

RWR Open Space Irrigations	1,000,000	1,000,000	300,000	300,000
CVR Irrigation System			500,000	
CVR Trunk Main			500,000	
CVR Land Acquisition		2,000,000	2,000,000	

WASTE MANAGEMENT

	2010/11 (\$)	2011/12 (\$)	2012/13 (\$)	2013/14 (\$)
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Waste management

Waste - Domestic	1,200,000	339,500	349,700	360,200
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GOVERNANCE AND PROPERTY2010/11
(\$)2011/12
(\$)2012/13
(\$)2013/14
(\$)**Information Services**

Computer Equipment	30,000	30,900	31,800	32,800
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Property Management

Russellton Industrial Estate	500,000			
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Southern Cross Industrial Estate	3,000,000			
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Provision for additional land release funded from industrial land development reserve.

Lennox Head Community Centre	4,729,000			
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Funding carried forward

Community Infrastructure	132,000	200,000	206,000	212,200
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Ballina Surf Club	1,600,000	1,600,000		
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Dependent upon grant funds being received

Coastguard Tower		1,700,000		
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Regional Sports Centre	816,000			
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Provision for design and development approval only

Library Expansion	100,000			
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Dependent upon funding recoupment proposals being approved by Council

Tent Park

Flat Rock Tent Park - Minor Works	10,000	10,000	10,000	10,300
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Provision for on-going minor works which is funded from the operating surplus for the tent park.

Ballina Byron Gateway Airport

Improvements	875,000	4,092,000	0	400,000
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Provision for on-going improvements based on the business plan for airport.

Financial Information

Source and Application of Funds

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

Item	General Fund ('000)	Water Fund ('000)	Sewer Fund ('000)	Total ('000)
Operating Income				
Rates and Annual Charges	19,568	2,099	8,029	29,696
User Charges and Fees	17,852	4,908	845	23,605
Investment Revenues	824	333	564	1,721
Operating Grants and Contributions	5,391	146	157	5,694
Other Operating Revenue	1,650	136	269	2,055
Sub Total	45,285	7,622	9,864	62,771
Operating Expenses				
Employee Costs	15,505	1,864	1,863	19,232
Materials and Contracts	19,015	5,348	5,218	29,581
Interest	1,157	1	8	1,166
Depreciation	8,311	2,049	3,976	14,336
Other Expenses	3,693	26	559	4,278
Sub Total	47,681	9,288	11,624	68,593
Operating Result - Surplus / (Deficit)	(2,396)	(1,666)	(1,760)	(5,822)
Less Depreciation	8,311	2,049	3,976	14,336
Surplus / (Deficit) Before Disposal of Assets	5,915	383	2,216	8,514
Add: Proceeds from sale of Real Estate	12,201	0	0	12,201
Operating Result - Surplus / (Deficit)	18,116	383	2,216	20,715
Add: Non-cash items- Leave Liabilities	721	0	0	721
Net Increase in Cash from Operations	18,837	383	2,216	21,436
Applied to				
Capital Expenditure				
Property and Buildings	15,005	0	1,400	16,405
Plant and Equipment	1,956	50	50	2,056
Infrastructure Works	17,274	3,397	36,506	57,177
Repayment of Loan Principal	2,063	3	1,185	3,251
Dividends	0	34	20	54
Total	36,298	3,484	39,161	78,943
Sources of Funds for Capital Expenditure				
Net Increase in Cash from Operations	18,837	383	2,216	21,436
Transfers from Internal Reserves	796	104	(228)	672
Transfers from External Reserves	7,274	0	0	7,274
Transfers from / (to) Accumulated Surplus	170	0	0	170
Capital Grants and Contributions	4,421	2,997	1,173	8,591
Loan Funds	4,800	0	36,000	40,800
Total	36,298	3,484	39,161	78,943

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

The following page provides financial forecasts for the three funds (General, Water and Sewer) operated by Council, along with a consolidated result. Financial planning must be carried out on a fund by fund basis, as revenue cannot be transferred between those funds.

Four Year Estimates

General Fund

Description	2010/11 (\$'000)	2011/12 (\$'000)	2012/13 (\$'000)	2013/14 (\$'000)
Operating Income				
Rates and Annual Charges	19,569	20,564	21,869	23,190
User Charges and Fees	17,852	18,920	19,892	20,643
Investment Revenues	824	884	947	976
Operating Grants and Contributions	5,391	5,300	5,443	5,592
Other Operating Revenue	1,650	2,131	2,034	1,896
Sub Total	45,286	47,799	50,185	52,297
Less: Operating Expenditure (excl. depreciation)	(39,370)	40,953	42,734	44,188
Net Operating Surplus	5,916	6,846	7,451	8,109
Add: Capital Income	22,143	8,360	19,625	2,928
Less: Capital Expenditure	(34,234)	(13,648)	(24,005)	(7,101)
Less: Loan Principal Repayments	(2,063)	(2,254)	(2,386)	(2,714)
Budget Bottom Line – Surplus / (Deficit)	(8,239)	(696)	685	1,222
Represented by movements in:				
Working Capital – Increase / (Decrease)	(169)	(110)	(109)	(126)
Internal Reserves – Increase / (Decrease)	(7,274)	(650)	724	1,228
External Reserves – Increase / (Decrease)	(796)	65	70	120
Total	(8,239)	(695)	685	1,222

Water Fund

Description	2010/11 (\$'000)	2011/12 (\$'000)	2012/13 (\$'000)	2013/14 (\$'000)
Operating Income				
Rates and Annual Charges	2,098	2,445	2,518	2,594
User Charges and Fees	4,908	5,623	5,792	5,966
Investment Revenues	333	835	544	258
Operating Grants and Contributions	146	150	155	159
Other Operating Revenue	136	141	145	150
Sub Total	7,621	9,194	9,154	9,127
Less: Operating Expenditure (excl. depreciation)	(7,238)	(7,969)	(8,207)	(8,442)
Net Operating Surplus	383	1,225	947	685
Add: Capital Income	2,997	2,337	1,141	299
Less: Capital Expenditure	(3,447)	(2,990)	(1,627)	(1,426)
Less: Loan Principal Repayments	(3)	(4)	(4)	0
Less: Dividends	(34)	(34)	(34)	(35)
Budget Bottom Line	(104)	534	423	(477)
Represented by movements in:				
Internal Reserves – Increase / (Decrease)	(104)	534	423	477
Total	(104)	534	423	(477)

Sewer Fund

Description	2010/11 (\$'000)	2011/12 (\$'000)	2012/13 (\$'000)	2013/14 (\$'000)
Operating Income				
Rates and Annual Charges	8,029	9,683	11,670	13,576
User Charges and Fees	845	979	1,140	1,294
Investment Revenues	564	157	122	42
Operating Grants and Contributions	157	162	167	172
Other Operating Revenue	269	277	285	294
Sub Total	9,864	11,258	13,384	15,378
Less: Operating Expenditure (excl. depreciation)	(7,648)	(10,117)	(12,395)	(12,915)
Net Operating Surplus	2,216	1,141	989	2,463
Add: Capital Income	37,174	29,342	6,424	409
Less: Capital Expenditure	(37,957)	(29,521)	(6,866)	(709)
Less: Loan Principal Repayments	(1,185)	(1,608)	(2,286)	(2,511)
Less: Dividends	(20)	(20)	(20)	(21)
Budget Bottom Line	228	(666)	(1,759)	(369)
Represented by movements in:				
Internal Reserves – Increase / (Decrease)	228	(666)	(1,759)	(369)
Total	228	(666)	(1,759)	(369)

Total (General, Water and Sewer Funds combined)

Description	2010/11 (\$'000)	2011/12 (\$'000)	2012/13 (\$'000)	2013/14 (\$'000)
Operating Income				
Rates and Annual Charges	29,696	32,692	36,057	39,361
User Charges and Fees	23,605	25,523	26,823	27,902
Investment Revenues	1,721	1,876	1,614	1,277
Operating Grants and Contributions	5,694	5,612	5,765	5,923
Other Operating Revenue	2,055	2,548	2,464	2,340
Sub Total	62,771	68,251	72,723	76,803
Less: Operating Expenditure (excl. depreciation)	(54,257)	(59,040)	(63,335)	(65,545)
Net Operating Surplus	8,514	9,211	9,388	11,258
Add: Capital Income	62,313	40,039	27,189	3,637
Less: Capital Expenditure	(75,638)	(46,159)	(32,498)	(9,235)
Less: Loan Principal Repayments	(3,251)	(3,866)	(4,676)	(5,225)
Less: Dividends	(54)	(54)	(54)	(56)
Budget Bottom Line	(8,116)	(829)	(651)	(379)
Represented by movements in;				
Working Capital – Increase / (Decrease)	(170)	(110)	(109)	(126)
Internal Reserves – Increase / (Decrease)	(7,150)	(783)	(612)	(385)
External Reserves – Increase / (Decrease)	(796)	64	70	120
Total	(8,116)	(829)	(651)	(379)