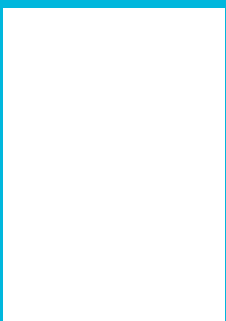




Annual Report 2013/2014



Annual Report 2013/2014

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BALLINA SHIRE PROFILE

LOCATION

Ballina Shire is ideally located on the New South Wales Far-North Coast, two hours south of Brisbane, and a one-hour flight from Sydney. The shire, an area of 484 square kilometres, is set amongst a picturesque rural-coastal landscape and enjoys a temperate to mild subtropical climate.



HISTORY

Ballina Shire is located in Bundjalung Aboriginal country. Its rich hunting and fishing grounds have long been utilised by the Bundjalung people. The presence of both physical and spiritual sites remains testimony to the early ceremonial and religious life that was integral to the Bundjalung people.

European settlement of the lower Richmond River started with its 'discovery' in 1828 by Captain Rous. Settlement began in the early 1840s with the 'timber-getters' who came in search of cedar. As the forests were cleared the land was turned to agriculture,

mainly sugarcane in the low lying coastal plain, while the richer soils of the Alstonville Plateau were turned to maize cropping and then to dairy farming in the late 1870s. Dairy farming became the mainstay of plateau agriculture but dwindled from the 1970s when it was replaced by beef production, followed then by subtropical fruit and nut cropping.

TODAY

The shire's resident population is approximately 41,335 (June 2013) with Ballina being the major centre servicing a number of smaller villages. The region is characterised by a dispersion of towns, villages and residential hamlets including Teven, Tintenbar and Knockrow. Ballina Shire also features the major townships of Alstonville, Lennox Head, Wollongbar and Wardell.

Ballina Shire boasts strong tourism, agricultural and fishing industries, supported by a growing commercial centre with modern shopping complexes and an extensive range of community, sporting and social facilities. These characteristics, combined with a superb coastal and rural lifestyle, make Ballina Shire an attractive place to live, work and retire.

Much of the shire's rural landscape yields a wide array of agricultural produce including sugar, macadamia nuts, coffee, dairy, beef, avocado and stone fruit. Local produce can be sourced directly from the grower, village markets through to larger supermarkets. Various local growers also channel their produce to viable and lucrative export markets.

Visitors to our region are charmed by the natural beauty of our coastline and hinterland, and are enthralled by our playground of adventure pursuits and attractions. Our abundance of facilities and attractions are guaranteed to comfortably accommodate our domestic and overseas visitors alike.

INTEGRATED PLANNING & REPORTING

OUR COMMUNITY : OUR FUTURE

LGA s428(1)(2)

Council’s decisions are made for the good of the community as a whole and are taken in a manner so as to provide sound and sensible local government that optimises the provision of services and facilities, promotes growth and development within the shire and provides leadership throughout the community.



Our Community: Our Future

In the future Ballina Shire is recognised as a place that has balanced residential growth with protection of the amenity and the environment. The Shire has a more diversified economy, attractive and comparatively affordable housing and our transportation networks, road and air, are the envy of other localities. Our residents are proud to be part of the Ballina Shire and keenly participate in activities that promote and enhance our local attributes. We have created a picture of the future based on our extensive community engagement process. To create our future we identify our vision, our values and the directions we will focus on to guide us to that future.

OUR VISION

Serving the community of today while preparing for the challenges of tomorrow.

OUR COMMUNITY VALUES (CARES)

Creative • Accessible
Respectful • Energetic • Safe

OUR COMMUNITY : OUR FUTURE (CON'T)

Our Plan

All councils in NSW are required to develop an Integrated Planning & Reporting (IPR) Framework under legislative requirements prescribed in the NSW Local Government Act. This framework has been put in place to encourage councils, the community and other organisations to work together to plan for the future in an efficient and collaborative manner.

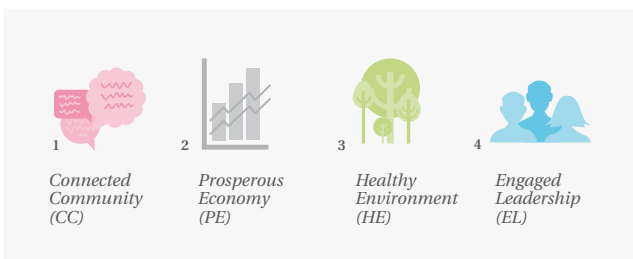
The IPR has five main components:

1. Community Strategic Plan
2. Delivery Program and Operational Plan
3. Resourcing Strategy
4. Annual Report
5. End of Term Report

Community Strategic Plan

Our Community: Our Future Community Strategic Plan 2013-2023 provides a foundation for the council, the community and other groups to work together to meet the needs, expectations and challenges that will come with the growth of the Ballina Shire.

Our Plan aims to develop new ways to build stronger working relationships with Council, the community and other key stakeholders by linking community aspirations with the directions of Council. The community aspirations have been grouped into four inter-related themes:



The four key themes were developed by applying a quadruple bottom line approach. This means our planning, reporting and decision making considers the social, economic, environmental and governance implications in the context of achieving our overall vision.

While council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the Ballina Shire, it is not wholly responsible for its implementation. Other partners, such as state agencies and community groups may also be engaged in delivering the long term objectives of the Plan.

The CSP is deliberately broad in scope. Specific items, services or activities of Council are not contained in the CSP, but rather are outlined in the Delivery Program & Operational Plan (combined document).

Delivery Program & Operational Plan (combined document)

This is the point where the directions outlined in the CSP are systematically translated into actions. The Delivery Program & Operational Plan (combined document) is designed as a single point of reference for all key activities to be undertaken by the Council during their elected term.

This document is reviewed annually with Council receiving progress reports every quarter.

Resourcing Strategy

The Resourcing Strategy will not be achieved without sufficient resources – time, money, assets and people – to actually carry them out.

The Resourcing Strategy has three components:

- Long Term Financial Planning
- Workforce Management Planning
- Asset Management Planning.

The Resourcing Strategy assists Council to translate the outcomes identified in the CSP, for which it is responsible, into actions. Some issues will be the responsibility of Council, some will be the responsibility of other levels of government and some will rely on input from community groups or individuals.

Annual Report

The Annual Report focuses on our implementation of the Delivery Program & Operational Plan (combined document). The report also includes some information that is prescribed by the Local Government (General) Regulation 2005. This information has been included in the Regulation to help community members understand how council has been performing both as a business entity and a community leader.

End of Term Report

Councils are required every four years to produce an End of Term Report on the progress in implementing the Community Strategic Plan. The Report covers the term of office for an elected council.

Progress Reports

In accordance with the Integrated Planning and Reporting requirements progress reports must be provided to Council at least every 6 months. At Ballina Shire Council we present quarterly reviews to Council. This monitoring mechanism provides a snapshot of accomplishments and any shortfalls in achieving Council's goals and priorities. Council's achievements in implementing its Delivery Program are outlined in Appendix 1 of this Annual Report.

Delivery Program Final Quarter Report

The Delivery Program Final Quarter Report for 2013/2014 is attached as Appendix 1. This report provides actual results against the goals and priorities set out in the Delivery Program and the Operational Plan for the quarter ending June 2014. This information is also linked to the CSP Objectives. The traffic light indicators provide a picture of whether or not programmed actions and service delivery targets have been achieved. Commentary is also provided on project progress and any shortfalls.



COUNCIL REPRESENTATIVES

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

The Ballina Shire Local Government Area is divided into three Wards, 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 NSW Local Government Act and associated legislation.

Councillor attendance

Twelve ordinary and nil extraordinary meetings were held in the reporting period.

councillor	meeting attendance
Cr David Wright	12
Cr Jeff Johnson	12
Cr Sharon Cadwallader	11
Cr Keith Williams	12
Cr Keith Johnson	10
Cr Susan Meehan	12
Cr Ken Johnston	10
Cr Paul Worth	11
Cr Robyn Hordern	10
Cr Ben Smith	12

WARD A

Ballina Island, Cumbalum, Ballina Heights, West and South Ballina



Cr Robyn Hordern, Mayor David Wright, Cr Ken Johnston, Cr Susan Meehan

WARD B

East Ballina, Lennox Head and northern part of Ballina Shire.



Cr Keith Williams, Mayor David Wright, Cr Jeff Johnson, Cr Sharon Cadwallader

WARD C

Alstonville, Wollongbar, Wardell and the southern part of Ballina Shire.



Cr Keith Johnson, Mayor David Wright, Cr Ben Smith, Cr Paul Worth

ORGANISATIONAL STRUCTURE

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



HOW TO BE INVOLVED

There are a number of ways in which the community can get involved in Council's decision making, such as attendance at Council meetings, representations to Councillors and by nominating for election to Council. Submissions and comments may also be relayed to the Council by contacting the General Manager's office.

Talk to your councillors

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

Council meetings

Council and Committee Meetings are held at Council's Customer Service Centre, situated at 40 Cherry Street, Ballina. 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 five 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
- Council's website ballina.nsw.gov.au

STANDING COMMITTEES

Civil Committee

Considers strategic and policy matters relating to the objectives and functions of Council's Civil Services Group

Commercial Services Committee

Introduces, evaluates and reviews commercial proposals for Council typically related to property matters

Environmental and Sustainability Committee

Considers land use planning matters of a strategic and regulatory nature

Facilities Committee

Identifies priorities for community infrastructure projects and provides oversight and on-going review of approved projects from initial feasibility through to final completion and commissioning

Finance Committee

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

The Committees listed above have no delegated authority and minutes are submitted to Council for confirmation.

RESERVE TRUST

Considers Crown land matters where Council is the appointed Trust Manager. This Committee has delegated authority to determine matters where Council is the Reserve Trust Manager for the land.

REFERENCE GROUP

Access Reference Group

This group identifies the major access needs of different disability groups in the Ballina Shire and to make recommendations to Council to resolve identified issues in priority order.

OTHER COMMITTEES

Council also has a range of Advisory Committees that include members of our community to assist in providing feedback to Council:

A, B and C Ward Committees

Council's area is divided into three Wards. Each Ward is represented by its own Ward Committee. The Ward Committees are designed to provide Council with feedback and policy advice on matters referred by Council and/or raised by members on behalf of their community. The Ward committees have no delegated authority and minutes are distributed to members for confirmation at the next meeting.

Conduct Review Panel

The Panel meets when required to consider Code of Conduct complaints.

Internal Audit Committee

Provide independent, objective assurance and consultation to add value and improve Council's operations. It helps Council accomplish its objectives by bringing a systematic, disciplined approach in evaluating and improving the effectiveness of risk management, control and governance processes.

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.

Port Ballina Taskforce

Consists of the Mayor and two Councillors, representatives from Ballina Chamber of Commerce, Ballina Fishermen's Co-operative, the State Department of Premier and Cabinet and three community representatives. The Taskforce's goal is to improve the overall marine infrastructure and marine environment for Ballina through promotion and lobbying.

Public Art Advisory Panel

Provides guidance on the implementation of Council's Public Art Policy. Consists of three Councillors and a representative from Arts Northern Rivers.

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

Published weekly in the Ballina Shire Advocate (and on occasions in the Northern Star).

Media releases, advertisements and documents on exhibition

Are available under the Noticeboard on Council's website.

Mayoral column

Published in the Ballina Shire Advocate on the first week of the month.

Community Connect Newsletter

Is distributed to all residents four times a year and is available at Council's Community Access Centres (i.e. Libraries, Community Centres, Visitor Information Centre, Ballina-Byron Gateway Airport, and website).

Community Connect eNews

Is our electronic newsletter and includes information about issues raised at the monthly Council Meetings, documents on exhibition and other items of general interest.

STAFFING PROFILE

The table below provides details of the staffing resources available to deliver the works and services identified in the Operational Plan. A comparison to previous years is also provided. The numbers provided are based on equivalent full-time employment (EFTs) and include permanent full-time and part-time staff. The figures exclude temporary and casual appointments and also apprentices and trainees, who are typically employed by external training providers.

SECTION	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Administrative Services	6	5	6	6	6	6	
Asset Management	7	7	7	8	8	8	
Building Services	7	7	7	7	7	7	
Commercial Services and Airport	9	10	11	11	9	10	
Development Services	10	11	12	12	12	12	
Engineering Works	49	49	50	50	54	54	
Financial Services	15	15	15	15	14	16	
General Manager's Office	2	2	2	2	2	2	
Group Managers	4	3	3	3	3	3	
Human Resources and Risk	5	6	6	6	8	8	
Information Services	5	5	5	5	6	6	
Open Spaces and Reserves	30	31	31	32	32	33	
Operations Support	34	36	35	35	35	34	
Environmental & Public Health	9	10	7	7	9	9	
Regulatory Support	6	6	6	7	7	7	
Strategic Planning / Community Services	9	9	9	9	10	11	
Tourism	4	4	4	4	4	4	
Waste Management	20	21	21	21	20	19	
Water and Wastewater	29	29	30	30	33	35	
TOTAL	260	266	267	270	280	284	

ACHIEVEMENTS 2013/14

LGA s428(1)(2)

Council's achievements in implementing its Delivery Program are outlined in Appendix 1 of this Annual Report.

STATE OF THE ENVIRONMENT

LGA s428A

The Northern Rivers Catchment Management Authority (NRCMA) prepared a Regional State of Environment (SOE) Report for 2012 on behalf of twelve local councils and three county councils from Port Macquarie to Tweed Heads. One of the main aims for the report was to provide information to the community and decision-makers on the condition of the local environment and where resources might be best placed to respond to community expectations.

The Regional State of the Environment 2012 Report is available on Council's website **ballina.nsw.gov.au**

AUDITED FINANCIAL REPORTS

LGA s428(4)(a) LG Code of Accounting Practice & Financial Reporting

Ballina Shire Council places ongoing emphasis on prudent financial management. Thomas, Noble and Russell Chartered Accountants audit Council's financial records.

A full set of financial reports including the auditor's report, for the period 1 July 2013 to 30 June 2014 is attached as a separate document to the Annual Report and is available on Council's website **ballina.nsw.gov.au**

OVERSEAS VISITS

LGA REG cl 217(1)(a)

Ballina Shire maintains a sister city friendship with Ballina, County of Mayo in Ireland as well as Mata Mata in New Zealand. However, Councillors and staff were not involved in any exchange projects necessitating overseas travel during the year.

COUNCILLOR EXPENSES & FACILITIES

REG cl 217 (1)(a1)

The total Mayor and Councillor fees for the reporting period were \$329,398. Council's Civic Office Expenses and Facilities Policy allows for the payment of appropriate and reasonable expenses and the provision of facilities to assist Councillors in discharging their roles as elected persons and members of the governing body of the Council. Expenditure outlined in the table (excl GST) below is in accordance with Council's Councillor Expenses & Facilities Policy (Appendix 2).

	Cr Jeff Johnson	Cr Keith Johnson	Cr Sharon Cadwallader	Cr Keith Williams	Cr David Wright	Cr Ken Johnston	Cr Susan Meehan	Cr Paul Worth	Cr Robyn Hordern	Cr Ben Smith	Combined	TOTAL
Councillor/Mayoral Allowance	17,490	17,490	17,490	17,490	55,650	17,490	17,490	17,490	17,490	17,490		213,060
Civic Activities/ Functions/Meetings	1,850	411	892	60	2,330	60	222	165	275	436	18,753	25,454
Insurance											28,000	28,000
Travel Intrastate	2,203		9,003			1,326	1,834	1,710				16,076
Travel Interstate	2,681		3,317									5,998
Travel Overseas												0
Newspaper & Other	461	477	460	531	461	1,494	471	412	474			5,241
Telephone & Internet Charges	1,839	604	1,952	667	884	1,732	1,821	632	1,285	669		12,085
Motor Vehicle Operating Expenses					11,484							11,484
TOTAL	26,524	18,982	33,114	18,748	70,809	22,102	21,838	20,409	19,524	18,595	46,753	317,398

CONTRACTS AWARDED

Reg cl 217(1)(a2)

The following contracts, over \$150,000, were awarded during the reporting year:

CONTRACTOR	NATURE OF GOODS/SERVICES	AMOUNT(\$) EXCL GST
Ernest Peake Pty Ltd T/A Hinterland Air Conditioning	Remedial mechanical works to air conditioning systems at 89 Tamar Street Ballina	\$262,990.00
Hanson Construction Materials	Supply pre-mixed concrete - 1 July 2013 to 30 June 2015	Schedule of Rates
Holcim (Australia) P/L	Supply pre-mixed concrete - 1 July 2013 to 30 June 2015	Schedule of Rates
Boral Country Concrete & Quarries	Supply pre-mixed concrete - 1 July 2013 to 30 June 2015	Schedule of Rates
Complete Urban Pty Ltd	Review and design Lennox Head Surf Club and precinct	\$278,770.00
Elster Metering Pty Ltd	Supply water meters for a 3-year period	Schedule of Rates
Bennett Constructions	Repairs and alterations of the restaurant building - 18 Fawcett Street, Ballina	\$269,034.00
John Cormack Earthmoving	15-Lot subdivision development - Southside Plateau Drive, Wollongbar	\$749,520.00
Solo Resources Recovery Group	Transport of kerbside garden & organic waste for a 2-year period	Schedule of Rates
JHA Recruitment & Staff @ Work Pty Ltd	Labour hire services for a 5-year period	Schedule of Rates
North Coast Recruitment	Labour hire services for a 5-year period	Schedule of Rates
The Ad Agency	Design and publishing services for a 2-year period	Schedule of Rates
HBI Australia Pty Ltd	Removal and replacement of asbestos materials at Ballina Naval Museum	\$195,992.00
Compass Equipment Hire	Removal of biosolids from the Ballina, Lennox Head and Alstonville Wastewater Treatment Plants (WWTP) for a 3-year period	Schedule of Rates
MSS Security Pty Ltd	Aviation security and screening services at Ballina Byron Gateway Airport for a 5-year period	Schedule of Rates
Ballina Sands Pty Ltd	Supply of sand for the period to 30 June 2015	Schedule of Rates
Clark Asphalt P/L	Asphalt pavement repairs, seals & asphalt overlay on Tamarind Drive	\$1,246,738.00
Boral Asphalt P/L	Asphalt pavement repairs, seals & asphalt overlay on Tamarind Drive	\$392,700.00
Fulton Hogan Pty Ltd	Runway overlay works at the Ballina Byron Gateway Airport	\$4,302,315.00

LEGAL PROCEEDINGS & RESULTS

Reg cl 217(1)(a3)

Development regulatory functions

Proceedings related to development consents and regulatory functions, including costs for obtaining ancillary legal advice

CASE REFERENCE	COST	ACTION	STATUS
Chris Lonergan v BSC L&E Court Ref 14/10207 DA 2011/506	\$60,000.00	Class 1 Appeal to the NSW Land and Environment Court. The applicant was challenging a number of conditions of consent.	Agreement was reached between the parties on amended conditions. Consent Orders have been issued by the Court. Matter Finalised
Newton Denny Chapelle v BSC L&E Court Ref 13/10911 DA 2011/105	\$23,000.00	Class 1 Appeal to the NSW Land and Environment Court. The applicant was challenging Council's refusal of a Section 96 application to amend DA 2011/105.	Council successfully defended the matter and the Appeal was dismissed. Matter Finalised.
BSC v Jade Wesley ROSE and BSC – Fiona Jane ROSE	\$1,603.50 (Costs Recovered)	Prosecution – Unlawful Use of Land as Waste Facility without Council Consent.	Pleas of guilty entered by Respondents. Fined:\$24,250 ordered to pay Council's professional legal costs of \$1,600 and Court Costs \$85 Matter Finalised
BSC v Karen Rose WIGGINS	\$1,700.00 (Costs Recovered)	Prosecution – Unlawful Use of Land as Waste Facility without Council Consent. Prosecution – Owner permit unlawful transportation of waste to unauthorised waste facility.	Pleas of guilty entered by Respondent. Fined:\$5,800 ordered to pay Council's professional legal costs of \$1,700 and Court Costs \$85 Matter Finalised
BSC – TCDE Pty Ltd	\$2,500.00	Prosecution - Unlawful transportation of waste to unauthorised waste facility (two charges).	Pleas of guilty entered by Respondents. Fined:\$3,000 ordered to pay Council's professional legal costs of \$2,500 and Court Costs \$85 Matter Finalised
BSC – Verna Kathleen WALL	\$12,000 (approx.)	Clean Up action – 883-891 Pimlico Road, Wardell.	Matter ongoing.

Public Liability and Professional Indemnity

During this period, legal proceeding costs paid by Council (being payment of excess of claims) associated with public liability and professional indemnity insurance claim representation was approximately \$19,934.

Industrial Relations

During this period, legal costs associated with industrial relations advice and assistance provided by Local Government New South Wales (LGNSW) and Council's appointed legal services was approximately \$9,500.

Rates and Charges debt recovery

REG 132

The table below is a summary of rates & charges legal debt recovery action statistics for the 2013/14 rating year. Most assessments managed by debt recovery agency, Australian Receivables Limited (ARL), do not progress to formal legal proceedings.

Some are sent to ARL for recovery action twice within a rating year. Before accounts are referred to ARL for formal debt recovery action the ratepayer will receive a Rates & Charges Notice, an overdue reminder letter and a final notice letter. Due to a software upgrade to the financial program, no debt recovery action was undertaken in 2009/10 & 2010/11.

	2010/11	2011/12	2012/13	2013/14
Statements of Claim issued	0	25	5	35
Number of assessments currently with ARL for recovery	6	91	163	128
Original principal amount recoverable from assessments currently with ARL for recovery	\$11,060	\$355,846	\$750,367	\$536,065
Legal costs incurred (recoverable from ratepayers)	\$4,930	\$16,127	\$12,265	\$16,727
Balance payable on assessments currently managed by ARL at 30 June	\$10,270	\$242,765	\$570,885	\$347,978
Total assessments referred to ARL for recovery action during financial year	0	259	243	311
Total principal amount referred to ARL for recovery action during financial year	0	\$717,775	\$805,803	\$525,882

CONTRIBUTIONS & DONATIONS

LGA s356 and REG cl 217(1)(a5) I

Section 356 of the Local Government Act enables Council to make donations or provide financial assistance to persons or groups. This assistance includes contributions for:

- Community assistance - Community halls - \$39,802
- Rates & charges for community groups (including ordinary rates, water, sewer and waste charges) - \$60,027
- Festival and Event funding for local community groups to host major community events in Ballina Shire - \$55,000
- Community donations - \$36,103
- Services not typically represented in the donations process (or under Section 356 LGA), but provided at no monetary cost (in-kind) to the community - \$576,500.

During the 2013/2014 financial year Council made contributions to the organisations listed in the following tables:

CAPITAL ASSISTANCE - COMMUNITY HALLS	
McLeans Ridges Hall Committee Inc	\$8,702
Newrybar Community Hall	\$10,000
Tintenbar Community Hall	\$5,000
Meerschaum Vale Community Hall	\$1,100
Wardell & District Progress Association (Wardell Hall)	\$15,000
TOTAL	\$39,802

OTHER FINANCIAL CONTRIBUTIONS	
Rates & Charges (various group)	\$60,027
Alstonville Community Preschool - Planning fees	\$1,849

FESTIVAL AND EVENT FUNDING	
Ballina Fine Food & Wine Festival	\$5,000
Ballina Coastal Country Music Festival	\$25,000
Summerland Country Fair	\$10,000
Skullcandy Oz Grom Open	\$10,000
Ballina Boat & Leisure Show	\$5,000
Alstonville New Years Eve Family Festival	\$15,000
Lennox Head Christmas Carols	\$5,000
Ballina Riverside Christmas Carols	\$5,000
TOTAL	\$80,000

CONTRIBUTIONS & DONATIONS (CON'T)

COMMUNITY DONATIONS PROGRAM		
Ballina Lions Club	Hiring Equipment for participants' safety, printing and medals	500
N/Rivers Ulysess Motorcycle Club	Traffic Control 2014 Toy Run	650
Ballina Community Gardens	In-kind works for sewer connection	4,000 (sewer fund)
Ballina General Cancer Support Group	Community Facilities hire fees for monthly meetings	550
Ballina Breast Cancer Support Group	Community Facilities hire fees for monthly meetings	308
Lennox Head Chamber of Commerce	Operational costs 2014 Love Lennox Carnival	800
Ballina Senior Citizens Club	Operational costs 2014 Christmas party	2,000
Ballina RSL Sub-Branch	2014/15 Rates RSL Youth Club	3,215
Lennox Head Landcare Inc	Waterwatch activities	300
Lennox Head Resident's Association (Coastcare Group)	Maintenance and protection of amenity provided by the beach dunes	1,800
Ballina Public School	Host Aboriginal/Torres Strait Islander Awards Night	500
Lennox Head VIEW Club	International Women's Day Breakfast 2015	1,000
Australian Seabird Rescue Inc	Rehabilitation and release of marine wildlife	1,000
Australian Navy Cadets T.S. Lismore	Repair boat ramp used by ANC for waterborne training	2,000
The Silversmiths	Hire costs at Kentwell Community Centre; payment of public liability insurance	720
Lions Club of Lennox Head	To install storage shelves and covered trailer area at the Skennars Head Soccer Field facility	1,500
Tintenbar Tennis Club	Costs for reactivating the Club ie replace nets and insurance costs	1,000
North Coast Academy of Sport	Costs associated with providing quality coaching, competition and sports science to regional athletes	3,000
AFC & RAAF Assoc Ballina Branch Inc	Hire of chairs and shade covers for commemoration service	460
Wollongbar Community Preschool	Finish existing disabled ramp access to the preschool entry	5,000
Tintenbar Branch of Red Cross	Waste management fees after Trash & Treasure event	100
Ballina Jockey Club	Melbourne Cup Tour visiting Ballina	3,000 (other General sources)
Ballina Jet Boat Surf Rescue	Fuel, lubricants, cleaning products and maintenance items	2,700
	Total	\$36,103

IN-KIND CONTRIBUTIONS		
Alstonville and District Football Club	Property Rental Waiver	5,000
Alstonville Show Society	Mowing Sports Field	3,750
Alstonville Tennis Club	Property Rental Waiver	50,000
ANZAC Day		3,000
Ballina Aero Club	Property Rental Waiver	1,000
Ballina and District Equestrian Club	Property Rental Waiver	20,000
Ballina Concert Band	Property Rental Waiver	5,000
Ballina Girl Guides	Property Rental Waiver	5,000
Ballina Lighthouse and Lismore SLSC	Property Rental Waiver	20,000
Ballina Lighthouse Club	Set Up Tables / Chairs	5,000
Ballina Lions Club (West End Hall)	Property Rental Waiver	10,000
Ballina Meals on Wheels	Food Preparation Inspection	25,000
Ballina Players Theatre	Property Rental Waiver	5,000
Ballina Rugby Club	Property Rental Waiver	5,000
Ballina Senior Citizens	Property Rental Waiver	5,000
Ballina Youth Management Centre	Property Rental Waiver	5,000
Breast Cancer Screening Van		500
Crawford House	Property Rental Waiver	30,000
Festivals and Events	Contributions	98,000
Fox Street Pre School	Property Rental Waiver	20,000
Lennox Head Community Preschool	Property Rental Waiver	5,000
Lennox Head Football Club	Property Rental Waiver	5,000
Lennox Head Rural Fire Service	Property Rental Waiver	15,000
NAIDOC Week		10,000
Naval Cadets	Property Rental Waiver	40,000
Newrybar Community Hall		5,000
Northlakes Community Centre	Property Rental Waiver	15,000
Pimlico Hall	Property Rental Waiver	5,000
Rainbow Children's Centre	Property Rental Waiver	30,000
Rotary Club of Ballina (Defibrillator)	Property Rental Waiver	1,000
Skaters- Fair Go Skate competition		14,000
Various Community Groups	Rates and Charges Donated	70,000
Various Land Care Groups	Insurance / Other	4,000
Volunteer Groups Assistance	Field Staff Support	4,500
Wardell Sports Ground Trust	Mowing Sports Fields	3,750
Wollongbar Community Pre School	Property Rental Waiver	10,000
Wollongbar Progress Association	Property Rental Waiver	5,000
Wollongbar Rugby Union Club	Property Rental Waiver	5,000
Wollongbar Rural Fire Service	Property Rental Waiver	3,000
Wollongbar Rural Fire Service	Property Rental Waiver	5,000
	Total	\$576,500

DELEGATED EXTERNAL BODIES

REG cl 217 (1)(a)

County Councils

During the year, Ballina Shire Council was a constituent member of the following County Councils that exercised functions on its behalf.

ORGANISATION	DELEGATION
Rous County Council	Water Supply
Far North Coast County Council	Noxious Weeds Control
Richmond River County Council	Flood Mitigation

Other Groups

Council has formal arrangements with several local management groups that have authority for the care, control and management of reserves, surf clubs, halls, sporting facilities, pre-schools, cultural facilities and youth centres. Licenses are reviewed within twelve months of each local government general election. A list of these committees together with general license conditions is available from Council's Customer Service Centre.

CONTROLLING INTEREST IN COMPANIES

REG cl 217 (1)(a7)

Council held no controlling interests in any company for the period 1 July 2013 to 30 June 2014.

CORPORATIONS, PARTNERSHIPS, COOPERATIVES & JOINT VENTURES

REG cl 217 (1)(a8)

Council was party to the following partnerships, cooperatives and joint ventures:

- Statewide Mutual**
 Pooling arrangement with various NSW local government authorities to acquire insurance coverage and best practice systems for risk management.
- Richmond-Tweed Regional Library**
 A jointly funded relationship with other Councils in the Richmond-Tweed to provide library services throughout the region.
- North East Weight of Loads Groups (NEWLOG)**
 Enforces vehicle weight limits, to reduce damage to council classified roads and thus decrease road maintenance costs.
- North East Waste Forum (NEWF)**
 This cooperative pursues effective disposal of waste on a local and regional basis. This group operates in lieu of a Regional Waste Council under NSW legislation.

EQUAL EMPLOYMENT OPPORTUNITY (EEO)

Reg cl217(1)(a9)

In accordance with the strategies and actions within Council's Equal Employment Opportunity (EEO) Management Plan, a number of initiatives have been undertaken to raise awareness and understanding of Council's commitment to providing a workplace free of discrimination.

Council's staff consultative committee established a subcommittee to work on developing practical initiatives to achieve the strategies and actions within the EEO Management Plan including but not limited to increasing opportunities for gender equity, disability and Aboriginal employment.

During this period Council has achieved continued accreditation to employ individuals with low to medium disability support needs and successful results in its trainees and apprentices employment program, both key strategies within the EEO Management Plan.

A range of EEO inhouse training programs were provided to Council staff, supervisors and management in areas such as bullying and harassment prevention and Council's Code of Conduct provisions surrounding respect. As part of Council's ongoing commitment to achieving gender equity, a 'women at work program' was developed and delivered as part of Council's ongoing commitment to achieving gender equity.

SENIOR STAFF REMUNERATION

Reg CI 217(1)(b) & (c)

The number of staff designated as Senior Staff employed by Ballina Shire Council under the Local Government Act is three. All Senior Staff are employed under five year performance based contracts. The total value of the remuneration package to senior staff was \$655,354 for the 2013/2014 financial year.

Total remuneration packages for each senior staff member for the reporting period:

General Manager - \$272,842

Other Senior Staff (combined) - \$382,512

This remuneration figure includes the salary component, performance payments and other salary, super contributions (employer or salary sacrifice), non-cash benefits and FBT for non-cash benefits for the Senior Staff.

COASTAL PROTECTION SERVICES

REG cl 217(1)(e1)

Ballina Shire Council applied no annual charge for coastal protection services during the reporting period. The coastal protection works provided and coordinated by Council included the maintenance of rock walls, groynes and replenishment of sand.

Volunteers erected dune forming shadecloth fences and planted natives to assist in sand accretion at several dune locations along the shire's coastline

STORMWATER LEVY & SERVICES

REG cl 217(1)(e)

Income raised from the stormwater levy in 2013/14 has been expended as follows:

PROJECT	\$	COMMENT
Angels Beach Drive at Prospect Bridge	\$120,085	replace and upgrade the network
Brunswick Street	\$143,504	upgrade
Bagotville Road	\$37,023	renew drain
Total	\$300,612	

ENFORCEMENT & COMPLIANCE WITH COMPANION ANIMALS ACT

REG cl 217(1)(f) & Companion Animals Act 1998

Lodgement of pound collection data to the Office of Local Government (OLG)

Animal Shelter collection data for the reporting period was lodged with the Office of Local Government in September 2014.

POUND DATA SUMMARY 2012/13	CATS	DOGS	TOTAL
Seized and transferred to council's facility	42	198	240
Dumped	10	48	58
Surrendered by owners	8	122	130
Released to owners	20	53	73
Euthanised	14	44	58
Sold	0	0	0
Released for rehoming	1	0	1
Died at council's facility	1	0	1
Stolen or escaped from council's facility	1	3	4

Lodgement of data relating to dog attacks with OLG

Council notifies the OLG within 72-hours where possible when Council officers have investigated complaints of dog attacks. A total of 97 dog attacks were reported to the OLG for the 2013/2014 year either on a person and/or animal.

Companion Animals fund expended as per s85(1A)

Council received approximately \$52000 from the Companion Animals Fund for the 2013/2014 year. These funds were used for companion animal management, education programs, the maintenance and upkeep of Council's Animal Shelter and towards the wages of Rangers.

The Minister for the Office of Local Government has requested local councils conduct audits of the NSW Companion Animals Register for dogs and cats not registered.

Council has recently commenced an audit process of the NSW Register for the Shire and started with the most recent years being 2014, 2013, 2012 and 2011, resulting in over 1,500 letters being sent to residents requesting that they register their pets.

Council has received a positive response with the majority of people paying their registrations following the mail outs.

Those that have not paid their registration may be issued with a \$275 penalty infringement notice for not complying with the requirement to register their pet.

Please refer to the monthly break down in the adjacent table for revenue received for cat and dog registrations. Each month this money is sent to the Office of Local Government and then Council receives 97% of the total amount back for use in the management of cats and dogs in the Shire.

Since the commencement of the Audit in February 2014 the money received has substantially increased and therefore confirming an increase in registrations of cats and dogs in the Shire

Council will now be actively following up on dogs and cats not registered and it is anticipated that an audit of data back to 2008 will be undertaken during the next 12 months. This will increase the accuracy of information held by Council and provide additional revenue.

This process ensures Council has current information on the number of dogs and cats in the Shire and also ensures animals that are roaming and or have been lost can be returned to their owners as quickly as possible making it more efficient for the Rangers and most importantly less traumatic for the pet and their owner.

MONTHLY REGISTRATION	\$ VALUE
July 2013	\$2,695
August 2013	\$2,880
September 2013	\$2,575
October 2013	\$1,750
November 2013	\$2,425
December 2013	\$2,210
January 2014	\$3,065
February 2014	\$4,016
March 2014	\$12,884
April 2014	\$7,960
May 2014	\$7,153
June 2014	\$4,474

Animal management/activities expenditure

Expenditure for animal management/activities including wages, cleaning of animal shelter and maintenance of animal shelter, veterinary expenses totalled approximately in excess of \$ 280,000 for 2013/2014.

New Animal Shelter

Council opened the new animal shelter in December 2013 with the public official opening in February 2014. This building has been purpose built for the housing and management of dogs and cats. The new facility is “state of the art” and an excellent facility for Council to operate and to be proud of the quality, standard of construction and the service provided.

The old animal shelter has been sold to the Northern Rivers Animal Service (NRAS) and NRAS is currently finalising its plans to construct a new facility for its operations at the site. Council’s working relationship with the NRAS for the rehoming of animals is expected to further develop and continue into the future given the close proximity of the services.

Companion animal & desexing community education programs

Council belongs to a regional companion animal compliance committee, and in conjunction with this committee has released educational DVDs and brochures. The committee has also developed a television advertisement that is routinely broadcast on

ENFORCEMENT & COMPLIANCE WITH COMPANION ANIMALS ACT (CON'T)

responsible pet ownership. The promotional products are made available to those adopting pets from the animal shelter and at various functions such as 'Adopt a Pet' days. Rangers give presentations to local service groups on the ranger's role and companion animal management. Council regularly advertises requirements of the legislation and general education on good companion animal management in the local media and in Council's newsletter. Council has developed a responsible pet ownership educational folder that is available for residents at the Customer Service desk. Council's website on companion animals has been recently reviewed and updated and contains a series of educational material including: Microchipping and Registration, Responsible Pet Ownership, Off leash Areas, Roaming Dogs.

Council has recently applied for grant funding under the **Office of Local Government - Responsible Pet Ownership Program**.

The application is for an educational program and works at Cabbage Tree Island. Council is working with a number of communities to enhance the health of dogs living in those communities. The program is designed to achieve a number of objectives, including:

- Ensure dogs are microchipped, registered and vaccinated.
- Dogs are desexed to avoid unwanted litters, and overcrowding of animals.
- Health issues such as fleas and other nuisance pests are assisted.
- Dangerous and nuisance dogs are removed altogether.

There have been longstanding issues in some communities where individual resources make it difficult for owners to access veterinary services due to transport, or cost. In some of these communities, there are many unwanted animals which are not owned by

any one individual. Even where animals are 'owned' by a family or individual, often they are not desexed, microchipped, registered or vaccinated. Members of the community often contact Council Rangers to ask for assistance in removal of unwanted dogs. Cabbage Tree Island (CTI) is a community where these problems exist, and assistance has been requested in dealing with the issues identified above. CTI is owned by the Jali Local Aboriginal Land Council, and all residents on the Island are Aboriginal. Island residents have connections within the broader Ballina Shire community, meaning dogs and puppies are freely exchanged, often without health checks, microchipping, registration and vaccination. Animals are also usually not desexed before exchange.

CTI is not the only community in Ballina Shire where there is substantial dog ownership amongst those who have limited resources, such as those on an allowance or pension, means that sometimes desexing and microchipping etc are beyond the means of the owner. In short, the program focuses on providing a long term collaborative approach to managing and looking after dogs on CTI in the first instance, and also providing some limited outreach services for others on low incomes.

It is anticipated that dogs in the CTI community will be in better health overall, lost dogs can be returned, numbers of dogs will reduce over time and dangerous and nuisance dogs can be removed from the community altogether.

It is further anticipated that community wellbeing as a whole will be enhanced with the owners knowing that their pets are being well looked after, will not experience any unwanted pregnancies and can be returned safely to them if they become lost.

The program requires a collaborative and multi-faceted approach to animal management as a long term aid to

ensuring that pets and owners derive the full advantage of the planned activities. The approach is also looking to develop long term collaborative relationships between communities such as Jali Local Aboriginal Land Council and Ballina Shire Council's Ranger team, to work together in managing the dog population. Working in the broader local community is seen as building on existing links between the CTI community and family and friends in the broader shire.

Strategies to comply with s64(5) – euthanasia alternatives for unclaimed animals

Council works with local animal rescue organisation in particular the Northern Rivers Animal Shelter to rehome dogs and cats. During 2013/2014, 53 dogs and 20 cats were rehomed from Council's animal shelter.

Council does however promote to the community that they should contact an animal rescue organisation to discuss the rehoming of their companion animal prior to surrendering an animal to the Council animal shelter.

Companion Animals Management Plan

Council adopted the Companion Animals Management Plan in July 2010 which outlines its approach to fulfilling responsibilities under the NSW Companion Animals Act.

The Plan is currently being reviewed and the draft Plan was submitted to the October 2014 Council Meeting for consideration. The draft Plan is currently on public exhibition for 28 days, following the public exhibition period, any submissions will be reviewed and the Plan reported back to Council for consideration and adoption.

Council is aware how important pets, particularly dogs and cats, are to many people and this plan aims to work with the community to promote responsible dog and cat ownership and to provide a healthy environment in which animals, their owners and the wider community can comfortably live.

The Management Plan also details the areas where dogs can be exercised off-leash and areas where dogs are prohibited.

In order for Council to achieve the objectives of the Companion Animals Management Plan a series of Action Plans accompany the Plan. These Action Plans

outline the implementation strategy of the Plan and the measures that will be used to assess the effectiveness of its implementation.

As part of the action plans new procedures and processes have been implemented for;

- Barking dogs
- Roaming dogs
- Dangerous dog management
- Dog attack investigation
- Animal release procedure from Animal Shelter
- Council has also implemented a Companion Animal Review Panel and the purpose of this panel is:
 - To determine appropriate course of action following a dog attack complaint and initial investigation by Rangers.
 - To protect public interest and the safety of the community.
 - To prevent further attacks and/or inappropriate dog management.

Council understands the joy people get from owning companion animals and are trying to find a balance that suits the entire community.

The Companion Animal Management Plan can be viewed on Council's website ballina.nsw.gov.au for further detailed information.

Off leash dog areas

Council recognises the importance under the Companion Animal Management Plan of dogs being allowed time to exercise unrestrained and as such provides seven (7) full time off-leash dog exercise areas in the shire.

- Bicentennial Gardens, the northern area of reserve, Ballina
- Compton Drive, East Ballina
- Gap Road, Alstonville
- Seven Mile Beach, north of Lake Ainsworth Reserve (old 4WD access point), Lennox Head
- Ballina Heights Estate, eastern reserve area, Ballina Heights
- Headlands Drive Drainage Reserve, Skennars Head
- The Spit, Ballina

ENFORCEMENT & COMPLIANCE WITH COMPANION ANIMALS ACT (CON'T)

Dog prohibited areas

Council also provides beaches and places where dogs are not permitted to enable people to visit and enjoy these places where dogs are not permitted and avoid the undesired interaction.

- Lighthouse beach
- Shelly Beach
- Flat Rock Reef
- Sharpes Beach (when surf life saving services are provided)
- Seven Mile Beach (south of the old 4WD access point)
- Chickiba Lake, north/eastern corner surrounding the bird migratory area

Under the Act dogs are not permitted in certain public places and Council also monitors these areas for non compliance.

Additional Information

Additional Information

Additionally, statistical breakdowns on actions taken by the Ranger team over 2013/2014 in relation to dog and cat matters are outlined as follows:

Customer Requests (CRMs) received and attended to:

CRMS	TOTAL
Dog Attacks	97
Barking Dogs	106
Dogs Roaming/Straying	296
Dog and Cat Collection	297
Dog Defecation	11
Nuisance Cats	27

The number of orders and notices issued under the Act:

NOTICES & ORDERS ACTIONED	TOTAL
Nuisance Dog Orders	20
Restricted Dogs	2
Dangerous Dogs	1
Formal Warning Notice i.e. dog attack	45
Court Matters	3

SPECIAL VARIATION TO GENERAL INCOME

LGA s508(2)

In **2006/07** the Minister for Local Government approved a special variation to the notional ordinary rate yield. This approval enabled Council to raise additional ordinary rate income to **\$529,000**. The table below details the ways in which these funds were **applied in 2013/2014**.

expenditure items	income from special variation	actual expense to date	comment
Community Services			
Life Saving Services	94,000	232,000	Additional funds put towards extra lifeguards over peak holiday periods. The outcome was a safer environment for beach users.
Richmond Tweed Library	54,000	1,428,000	Funds used to keep pace with ever increasing demands placed on library services. Better book stocks and longer opening hours among other benefits.
Roads Construction			
Compton Drive	67,000	180,000	Reconstruction of failed pavement providing a better and safer road network.
Uralba Road	67,000	387,000	Reconstruction of failed pavement providing a better and safer road network.
Strategic Services			
New Shire Wide LEP	107,000	120,000	Extensive work to complete the Ballina LEP. Also the DCP was updated as an associated task.
Tourism & Economic Development			
Promotion & Marketing	80,000	141,000	A range of marketing programs
Regulatory Services Management			
Development and Environmental Health	60,000	632,000	New staff and resources used to provide support in the area of Environmental Health.
total expenditure	529,000	3,120,000	

SPECIAL VARIATION TO GENERAL INCOME (CON'T)

LGA s508(2)

In **2007/08** the Minister for Local Government approved a special variation to the notional ordinary rate yield. This approval enabled Council to raise additional ordinary rate income to **\$517,000**. The table below details the ways in which these funds were **applied in 2013/2014**.

expenditure items	income from special variation	actual expense to date	comment
Roads Construction			
Compton Drive	66,000	180,000	Reconstruction of failed pavement providing a better and safer road network.
Uralba Road	62,000	387,000	Reconstruction of failed pavement providing a better and safer road network.
Cycleways			
Grant Street	62,000	87,000	New shared path and cycleway connection
Street Lighting			
Various projects	28,000	39,000	New lights installed at various locations
Community Infrastructure			
Ballina Surf Club	174,000	573,000	Part contribution towards construction of new Ballina Surf Club
Regulatory Services Management			
Development services compliance manager	125,000	165,000	Increase the level of resources applied to compliance.
total expenditure	517,000	1,431,000	

SPECIAL VARIATION TO GENERAL INCOME (CON'T)

LGA s508(2)

In **2008/09** the Minister for Local Government approved a special variation to the notional ordinary rate yield. This approval enabled Council to raise additional ordinary rate income to **\$516,000**. The table below details the ways in which these funds were **applied in 2013/2014**.

expenditure items	income from special variation	actual expense to date	comment
Roads Construction			
Canal Road	226,000	226,000	Upgrade of existing road to satisfactory standard
Carrs Bridge River Drive	10,000	21,000	Refurbishment of existing structure
Cycleways			
Shared path Angels Beach to Skennars Head	58,000	757,000	Extension of the Ballina to Lennox network
Sportsfields			
Aerator	18,000	26,000	Specialised equipment for maintenance of sportfields
Saunders Oval extension	69,000	69,000	Expansion of existing sporting field
Open Spaces			
Play equipment for various parks	87,000	173,000	New and replacement play equipment to meet contemporary standards
Environment			
Ballina flood risk study and modelling	38,000	38,000	Study to assist with appropriate development levels and strategies for the future
Coastal hazard studies	20,000	56,000	Further progress on stages 2 and 3 of the Coastal Hazard study
total expenditure	516,000	1,319,000	

SPECIAL VARIATION TO GENERAL INCOME (CON'T)

LGA s508(2)

In **2010/11** the Minister for Local Government approved a special variation to the notional ordinary rate yield. This approval enabled Council to raise additional ordinary rate income to **\$583,000**. The table below details the ways in which these funds were **applied in 2013/2014**.

expenditure items	income from special variation	actual expense to date	comment
Roads Construction			
Sneaths Road	309,000	311,000	Reconstruction of failed pavement providing a better and safer road
Tuckombil Road	54,000	624,000	Reconstruction of failed pavement providing a better and safer road
Footpaths/Cycleways			
Coastal shared path Angels Beach to Skennars Head	110,000	757,000	Extension of the Ballina to Lennox Network
Sportfields			
Play equipment for various parks	82,000	173,000	New and replacement play equipment to meet contemporary standards
Surf Life Saving Services			
Life Saving Services	28,000	232,000	Put towards extra lifeguards over peak holiday periods. The outcome was a safer environment for beach users.
total expenditure	583,000	1,473,000	

SPECIAL VARIATION TO GENERAL INCOME (CON'T)

LGA s508(2)

In **2011/12** the Minister for Local Government approved a special variation to the notional ordinary rate yield. This approval enabled Council to raise additional ordinary rate income to **\$451,200**. The table below details the ways in which these funds were **applied in 2013/2014**.

expenditure items	income from special variation	actual expense to date	comment
Roads Construction			
Links Avenue	218,000	218,000	Reconstruction of failed pavement providing a better and safer road
Tuckombil Road	157,000	624,000	Reconstruction of failed pavement providing a better and safer road
Footpaths/Cycleways			
Byron Street Lennox Head	7,200	38,000	Upgrade path to satisfactory standard
Community Facilities			
Administration Centre	69,000	143,000	Upgrade of offices to meet organisational requirements.
Alstonville Leisure and Entertainment Centre	34,000	35,000	Install new toilet, repair replace ceiling
total expenditure	451,200	1,023,000	

In **2012/13** the Minister for Local Government approved a special variation to the notional ordinary rate yield. This approval enabled Council to raise additional ordinary rate income to **\$435,300**. The table below details the ways in which these funds were **applied in 2013/2014**.

expenditure items	income from special variation	actual expense to date	comment
Roads Construction			
Compton Drive	101,000	180,000	Reconstruction of failed pavement providing a better and safer road.
Tuckombil Road	324,000	624,000	Reconstruction of failed pavement providing a better and safer road.
Footpaths/Cycleways			
Compton Drive	6,200	25,000	New path to connect Ballina Surf Club development to existing network.
Community Facilities			
Public Toilets upgrades	4,100	11,000	Improve lighting and facilities at public toilets.
total expenditure	435,300	840,000	

ENVIRONMENTAL PLANNING & ASSESSMENT ACT 1979

EP&A s93G(5)

The following voluntary planning agreements were in force in 2012/13:

Henderson Farm Voluntary Planning Agreement:

- Purpose: provide for the funding of environmental rehabilitation of the land, to achieve greater ecological benefit associated with the protection and enhancement of high conservation value vegetation and require archival recording of local history associated with the land.
- Status: Has been executed by all parties (Ballina Shire Council is a party to the agreement) is registered to the subject land title;

Cumbalum Precinct B Voluntary Planning Agreement:

- Purpose: to secure the delivery, at the landowner's cost, of a range of urban infrastructure to service demand brought about by the development of the land.
- Status: Has been executed by all parties (Ballina Shire Council is a party to the agreement) is registered to the subject land titles.

PUBLIC ACCESS TO INFORMATION

GIPA Act 2009 s125

Council is committed to the proactive release of information under the Government Information (Public Access) Application (GIPA Act 2009). The GIPA Act stipulates access arrangements as follows:

Mandatory Disclosure allows a large amount of information to be available free of charge on Council's website.

Proactive Release allows some types information not published on Council's website to be available for viewing unless there is an overriding public interest against its release.

Informal Access allows information to be released in response to an informal request unless there is an overriding public interest against its disclosure.

Formal Access where informal access is not possible, formal GIPA procedures and associated fees apply.

Formal applications for information under GIPAA should be accompanied by a \$30 application fee. A \$30 per hour processing fee is charged to access documents that are not for personal information (about the applicant) and cannot be obtained under other legislation.

Council's GIPA Act Annual Report 2012/13 developed in accordance with Section 125 of the GIPA Act outlines access requests made during 2012/13 (*see Attachment 3*).

Contact Information for Access Requests

The Public Officer - Ballina Shire Council

PO Box 450, Ballina NSW 2478

P 02 6686 4444

E council@ballina.nsw.gov.au

APPENDIX 1 DELIVERY PROGRAM FINAL QUARTER REPORT 2013/2014

Outcome CC2: We Feel Connected to the Community

CC2.1 Encourage community interaction and volunteering

Program Actions	Principal Activity	On target for this year?
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CC2.1.1: Encourage and foster community pride through volunteering initiatives

CC2.1.1a: Acknowledge and support volunteers	Community Facilities and Services	
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- Volunteers Recognised Morning Tea held at the Richmond room on 16 May with approximately 70 volunteers in attendance, as well as Councillors and associated staff. The morning tea was very well received with lots of positive feedback from those who attended, and good coverage in the local media.
- A selection of new volunteers have commenced at the Community Gallery after a recent recruitment drive. Under the new Gallery Coordinator's supervision these volunteers will be working more proactively on developing curatorial and arts administration skills through community arts programs developed in conjunction with the wider Strategic and Community Facilities Group.

CC2.1.1b: Implement Gardens Volunteer Program	Open Spaces and Reserves	
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Volunteers continue to undertake garden works throughout Shire. Further advertising is to be undertaken to recruit more volunteers. A report assessing the status of the program will be prepared for Council following the next recruitment effort. Numbers are below the preferred levels at this point in time.

CC2.1.1c: Implement Oral Histories Program	Community Facilities and Services	
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Action complete. Grant funding fully applied and Origin of the Shire published. Program also won a NSW State Government cultural award.

CC2.2 Create events and activities that promote interaction and education, as well as a sense of place

Program Actions	Principal Activity	On target for this year?
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CC2.2.1: Identify existing and any gaps in cultural facilities in the Shire

CC2.2.1a: Review and Implement Cultural Plan	Community Facilities and Services	
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Ballina Shire Cultural Plan adopted by the Council on 26 June 2014. Arrangements being made for publication.

CC2.2 Create events and activities that promote interaction and education, as well as a sense of place (cont'd)

Program Actions	Principal Activity	On target for this year?
CC2.2.1: Grow and support the Northern Rivers Community Gallery		
CC2.2.2a: Promote local lobbying initiatives for Northern Rivers Community Gallery	Continually Facilitate and Review	
<ul style="list-style-type: none"> A 'Taxi Time Donations' campaign was run in conjunction with the June Community Connect, educating local residents and businesses about the NREG's East Regional Status and encouraging but include ENFY donations to help reduce tax. The NRCS Coordinator and Eastern Byron Gateway Airport Manager have been working together to create and exhibition of the NREG Gateway Strip at the airport to showcase local arts and crafts and generate additional revenue from shop sales. 		
CC2.2.4: Manage and encourage Companion Animals	Environmental and Public Health	
CC2.2.4a: Implement Companion Animals Management Plan		

Partly Intergovernmental Notices (PINs) have been issued following an audit of existing animal registrations from 2013. An audit of NSW Companion Animals Register will now continue for animals identified in 2011 and 2012 but not yet registered, with notices to be sent early in August 2014. The veterinary services tender process has not yet commenced and is anticipated to be undertaken in September 2014. Funding construction Compton Drive for off leash area during 2013/14.

CC2.3 Assist disadvantaged groups within our community

Program Actions	Principal Activity	On target for this year?
CC2.3.1: Foster opportunity and partnership with Aboriginal people		
CC2.3.1a: Establish and operate Aboriginal Community Advisory Committee	Continually Facilitate and Review	
Meetings being convened in accordance with adopted schedule, though attendance by community members is sub-optimal.		
CC2.3.2: Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential		
CC2.3.2a: Complete Disability Employment Audit to ensure continued accreditation and funding of program	Human Resources and Risk Management	
Audit completed. Accreditation and funding of program maintained. Internal audit process continuing.		

CC3.2 Assist disadvantaged groups within our community context

Program Actions	Principal Activity	On target for this year?
CC3.2.2: Increase opportunities for people with a disability by providing support that meet their individual needs and realise their personal potential		
CC3.2.2a: Implement EEO Management Plan	Human Resources and Risk Management	

During 2013/2014, a strong focus was placed on meeting the EEO management plan actions and targets. This included development and delivery of specific EEO training to staff including leadership training to Council's remote staff. Council submitted an application to achieve silver application for gender equity and is continuing to identify opportunities to achieve this goal. In addition, Council successfully increased Aboriginal employment through creation of further leadership and apprenticeship opportunities and was successful in achieving ongoing funding for our important disability employment program. In the last quarter, Council's staff consultative committee have established a sub committee to focus on EEO Management Plan targets and actions including but not limited to increasing awareness of EEO in the workplace and it is the goal of this sub committee to work closely with management to achieve continued positive outcomes in accordance with Council's EEO Management Plan objectives.

Outcome CC3: There are services, facilities and transport options that suit our needs

CC3.1 Provide equitable access to a range of community services and facilities

Program Actions	Principal Activity	On target for this year?
CC3.1.1: Ensure appropriate provision of recreation facilities		
CC3.1.1a: Determine and implement strategy for upgrade of Ballina and Abirindi swimming pools	Operations Support	

Council has resolved to pursue special rate variations for 2015/16 and 2016/17 to fund these works. That information was included in Council's Delivery Program and Operational Plan for 2014/15.

CC3.1.1a: Determine and implement strategy for provision of indoor facility (sports and / or events) for Ballina	Community Facilities and Services	
On 26 June, the Council determined to take no further action in relation to this project, pending outcomes from the current State Government review of Crown Land.		

CC3.2 Provide young people with a range of leisure activities, along with opportunities for personal development

Program Actions	Principal Activity	On target for this year?
CC3.2.1: Ensure provision of appropriate facilities for younger people		
CC3.2.1a: Propose and implement Specific Fields Management Plan	Open Spaces and Reserves	

Preparation works on data have commenced. The staff resource that was applied to this task is no longer able to continue the work. Open Spaces Manager is reviewing the scope of works for this project and assessing budget options to fund the remaining work.

CC3.2 Provide young people with a range of leisure activities, along with opportunities for personal development (cont'd)

Program Actions	Principal Activity	On target for this year?
CC3.2.1: Ensure provision of appropriate facilities for younger people (cont'd)		
CC3.2.1a: Review and implement updated Playground Equipment Program	Open Spaces and Reserves	
Independent audit undertaken on all playground equipment with results to be presented at Council meeting in August. Planning works for additional seats at John Park completed with final community consultation currently being undertaken.		
CC3.2.1c: Ensure provision of adult parks at Wollongbar and Auldlandia	Community Facilities and Services	
On 25 June, the Council resolved to acquire two spheres for the site of this facility, being an Council-owned land within the Wollongbar Urban Expansion Area and the Wollongbar playing fields.		

CC3.3 Provide strategies for older residents to be part of our community

Program Actions	Principal Activity	On target for this year?
CC3.3.1: An Ageing Strategy is developed to provide appropriate services and facilities for an ageing population		
CC3.3.1a: Finalise Ageing Strategy for the Shire and implement actions arising	Community Facilities and Services	
The NSW Government released the North Coast Ageing Strategy in mid June 2014. The work undertaken to date is now being reviewed against this document and it is envisaged the matter will be presented to the August 2014 Ordinary Council Meeting.		

Direction Two: A Prosperous Economy (PE)

Outcome PE1: We Attract New Business and Visitors

PE1.1 Provide our area as an attractive place to invest and visit





Program Actions	Principal Activity	On target for this year?
PE1.1.1 Work together to plan, coordinate and implement visitor attraction initiatives for the region and Ballina Coast & Hinterland to benefit the local economy and community	Year/Year	
PE1.1.1a To implement regional visitor services strategy (including consolidation of Level 2 and 3 centres in Lismore Head and Abberton)	Year/Year	
PE1.1.1b To Participate in and leverage opportunities to market the Ballina Coast & Hinterland	Year/Year	
PE1.1.1c To Develop a Destination Management Plan for Ballina Shire	Year/Year	
PE1.1.1d To Implement actions arising from Promotional and Interpretative Signage Tender	Year/Year	

PE1.2 Provide infrastructure that supports business and delivers economic benefits

Program Actions	Principal Activity	On target for this year?
PE1.2 PE1.2.1 Provide infrastructure that supports our towns as an attractive place to invest and visit	Open Spaces and Reserves	
PE1.2.2a: Implemented Ballina Town Entry Statement Program	Engineering Works	
Detailed design work is now complete and has been scheduled and ordered. Implementation for the North Ballina segment is programmed for commencement at the end of July 2014. Procurement for the other works for the River Street segment has commenced and further advice regarding the timing of this work will be provided to Council shortly.		
PE1.2.2b: Retain Ballina Business Precinct Highway to improve entrances to Ballina	Engineering Works	
Recurrent rehabilitation of River Street between Burns Point Ferry Road and the Town Road interchange. West Ballina is complete. A tender has been called and awarded to two separate contractors for the seal and sealing rehabilitation work along Kerr St and Tamarind Drive, Ballina. The Kerr St works are complete. The contractor for the Tamarind Drive works has experienced plant breakdowns which will result in completion of the Tamarind Drive works by mid July 2014.		
PE1.2.2c: Participate in Roads and Services Location Marker Program for Ballina	Township	
Follow up with the RMS for this project has occurred throughout the quarter with no further progress. The works are completed and managed by the RMS.		
PE1.2.2 Improves accessibility to business premises		
PE1.2.3a: Review branding of Southern Downs and Ramoth Hill Industrial Estate to recognise opportunities for growth	Commercial Services	
Rebranding of new stage of Southern Cross Industrial Estate (existing proposal) progressing now that an extension of time to complete the process of securing has been granted by Department of Planning.		
PE1.2.3b: Provide additional car parking in town centres	Engineering Works	
Demolition of buildings was completed December 2013. Council resources immediately commenced car park pavement works and temporarily reopened part of the 74 Tamar St side for holiday parking. Car park works was completed March 2014.		

PE1.3 Increase the costs and regulatory requirements for doing business		
Program Actions	Principal Activity	On target for this year?
PE1.3.1 Streamline processes for contracting business with Council		
PE1.3.1a: Implement electronic Tender Notices	Development and Finance	
The electronic system is in place and working on 4 April 2014. The final public electronic notices will be issued 15 July for the 2014/15 year.		
PE1.3.1b: Implement electronic Tendering Code	Development Services	
The Electronic Housing Code has continued to be maintained and operational throughout the year.		
Outcome PE2: My Business can Grow and Diversify		
PE2.1 Develop plans that encourage business growth and diversification		
Program Actions	Principal Activity	On target for this year?
PE2.1.1 Provide strategies for business growth		
PE2.1.1a: Finalise Charlie Street Bar Plan	Strategic Planning	
Master plan report presented to Council's June 2014 Ordinary Meeting.		
PE2.1.1b: Pursue improved marina infrastructure including a marina for Ballina, dredging of the Ballina bar and Old Boat Harbour (Port Ballina)	Development Services	
Council approved funding for the prefinal plan for Regatta Avenue, along with funding for a boat ramp at South Ballina and car parking at Fishery Creek. Discussions are on-going with various representatives from the NSW State Government in respect to dredging of the Ballina bar and the Ballina Boat Harbour. Discussions are also on-going with respect to the establishment of a major marina complex at the existing Ballina Boat Harbour.		
PE2.1.1c: Implement airport development plan	Development Services	
The Aviation Rescue Fire Fighting Service Fire Station is under construction. All capital projects for 2013/14 are now complete, including the Runsey Overlay Project, the Airport Freight Shed, the Checkade Lighting Tower and the new Airport Fence (stage 1).		

PE2.2 Promote and facilitate a range of business activities

Program Actions	Principal Activity	On target for this year?
<p>PE2.2.1 Monitor Opportunities and benefits to be gained from Council trading and quarrying activities</p> <p>PE2.2.1a: Facilitate quarry options report and implement recommendations</p> <p>Proceeding with the Quarry Options Report recommendations. A request for quote for a Quarry Development Plan (along with associated drilling and investigations) was issued and evaluation of submissions occurring to ensure best value for money achieved. Once awarded and plan finalised, environmental assessments and relevant planning and regulatory approvals will be sought.</p>	<p>Operations Support</p>	
<p>PE2.2.1b: Delimit an Island of Council owned pit</p> <p>Planning consent was obtained for the site during 2013/14. Work has now commenced on the development and analysis of options of options of a business case for the recommended proposal to go forward.</p>	<p>Operations Support</p>	
<p>PE2.2.1c: Evaluate Viability of drilling North Creek</p> <p>NSW Trade and Investment (Crown Lands) has conducted an expression of interest process for drilling North Creek following representations from Council. Council submitted a response to that process and are now awaiting their determination of the preferred respondent.</p>	<p>Departmental Services</p>	
<hr/>		
<p>PE2.3 Establish planning mechanisms that encourage opportunities for investment</p> <p>PE2.3.1 Provide opportunities for diversification in recreational industries</p> <p>PE2.3.1a: Establish Character Statements for Rural Homesteads</p> <p>Community engagement phase complete. Engagement included four meetings in local areas (Thirlmere, Newyear, Mearnsburn Vale and Empire Vale). Draft character statements and mapping under preparation. Anticipated final matter will be reported to the Council in the 3rd quarter of 2014/15.</p>	<p>Principal Activity</p> <p>Strategic Planning</p>	<p>On target for this year?</p> 

Outcome PE3 We can Work Close to Home

PE3.1 Facilitate and provide economic land and infrastructure to support business growth

Program Actions	Principal Activity	On target for this year?
PE3.1.1 Revitalize our retail town centre		
PE3.1.1a: Progress plans for the redevelopment of the Wiggins Arcade to encourage economic development in the Ballina town centre	Departmental Services	

Development application lodged. Tenders for call for construction works. Detailed design and documentation in progress. Ongoing negotiations with locals and prospective tenants.

PE3.1.2 Provide additional land for business growth

PE3.1.2a: Develop and release industrial land at the Russettton Industrial Estate	Departmental Services	
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Development of next stage of Russettton Industrial Estate has been deferred to 2015/16 financial year. Awaiting issue of construction certificate.

PE3.1.2b: Progress adopted Master Plan for Southern Cross Industrial Estate

	Departmental Services	
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Resourcing proposal for Southern Cross Industrial Estate progressing now that an extension of time to complete the process of rezoning has been granted by Department of Planning. Program has been suspended until commencement of 2014/15 financial year due to focus on Wollangbar Residential Land Release.

PE3.2 Facilitate and provide affordable infrastructure, both business and residential

Program Actions	Principal Activity	On target for this year?
PE3.2.1 Review affordability strategies in respect to the availability of residential land		
PE3.2.1a: Progress Wollangbar and Ballina Strategic Planning Better Regional Cities Program	Departmental Services	

Total of 93 applications received to end of June 2014 (of which 30 are awaiting approval or refused, cancelled or withdrawn). A total of 41 grants have been issued for the Wollangbar Urban Expansion Area and 22 have been issued for the Ballina Heights Estate area.




PE3.2 Facilitate and provide affordable infrastructure, both business and residential (cont'd)

Program Actions	Principal Activity	On target for this year?
<p>PE3.2.1 Assess affordability strategies to respond to the mobility of residential land (cont'd)</p> <p>PE3.2.1a: Review strategies to assist with reducing the cost of residential land</p> <p>Review of developer contributions for secondary dwellings completed and reported to Council in February 2014. Council resolved to make contributions for secondary dwellings for a two year period. Further initiatives to be considered in the 2014/15 year.</p>	<p>Strategic Planning</p>	
<p>PE3.2.2 Plan for and provide new residential land and facilities to live with population growth in other areas to the shire outside Ballina</p> <p>PE3.2.2a: Release land at Council's Wollongbar residential land holding</p> <p>Civil construction contracts issued and contractor commenced work on site. Six lots currently under contract for sale.</p>	<p>Operational Services</p>	
<p>PE3.2.2b: Monitor infrastructure to support identified growth areas at Pacific Pines (Larnesse Road), Wollongbar and Ballina Heights</p> <p>The Council's Mature capital works program reflects the outcomes of this monitoring and planning work for the major projects included in the delivery program where required. A review of the Roads Contribution Plan has commenced with the engagement of a suitable consultant. Work on the Hully Drive planning approval continues to progress with submission of the application expected after final issues with the expert input statement are resolved. An update on the Wollongbar Sports Fields, now in final detail design phase, was recently reported to Council.</p>	<p>Asset Management</p>	
<p>PE3.3 Encourage technologies and transport options that support work at home or close to home business activities</p> <p>Program Actions</p> <p>PE3.3.1 Ensure accessible facilities are available for people with limited mobility</p> <p>PE3.3.1a: Implement Pedestrian Access & Mobility Plan (P/AMP) and ensure plan remains contemporary</p> <p>Mid-year review of P/AMP delivery program was completed December 2013. This review and an updated P/AMP delivery program was adopted by Council at the December 2013 Council meeting. P/AMP delivery program incorporated into Council's Delivery Program and Operational Plan.</p>	<p>Principal Activity</p> <p>Engineering Works</p>	

Direction Three: A Healthy Environment (HE)

Outcome HE1. We understand the environment






HE1.1 Our planning considers past and predicted changes to the environment

Program Actions	Principal Activity	On target for this year?
<p>HE1.1.1 Plan, monitor and manage to protect our coastline</p> <p>HE1.1.1a: Familiarise and Implement Coastal Management Plan</p> <p>Draft Coastal Zone Management Plan for Ballina Dredline (CZMP) was adopted by Council, including proposed Omba of Environment & Heritage (OEH) amendments, at the September 2013 ordinary meeting of Council. CZMP has been forwarded to OEH for final comment and reply is now expected mid July 2014. This will enable CZMP to be forwarded to the Minister. Site investigation of existing berthed rock wall along Seven Mile Beach (south of Byron St) was undertaken during October 2013, and a draft report of investigation received June 2014. Existing rock wall inadequate for protection purposes and final report will present requirements for future protective sea wall. This report is expected September 2014. Review of existing DCP completed as part of recent Council DCP review and consultation process.</p>	<p>Engineering Works</p>	
<p>HE1.1.2 Plan, monitor and manage to protect our floodplains</p> <p>HE1.1.2a: Familiarise and Implement Floodplain Management Plan</p> <p>Draft Floodplain Risk Management Plan was received December 2013 following earlier review by BSC and OEH. Draft Floodplain Management DCP is receiving completion and will be finalised next quarter. Including presentation of draft documents to Council. The revised draft will shortly be circulated to those who made a submission to the previous exhibition for their review prior to reporting to Council.</p>	<p>Engineering Works</p>	
<p>HE1.1.3 Actively promote and encourage climate saving and environmental actions as an organisation</p> <p>HE1.1.3a: Implement Council's Climate Action Strategy and Environmental Action Plan</p> <p>With regard to environmental education, Council and its project partners have completed an environment themed public art installation on infrastructure at Lake Charlton and Council completed the school-based 'Save the Change' recycling program in June 2014. Council is also contributing to advance the coastal monitoring program in the Richmond River and the preparation of a comprehensive beach plan of management for the shire. Council has also sought grant funding through the State Environment Education Management Program with regard to shorelines management and North Creek.</p>	<p>Strategic Planning</p>	

HE1.2 Promote initiatives that improve our natural environment

Program Actions	Principal Activity	On target for this year?
HE1.2.1 Reduce impact of transport on our surroundings		
HE1.2.1a: Implement Stormwater Management Plan	Engineering Works	
The work program of the internal team continues to review grant opportunities when they arise to advance on-ground project work. No applications this last quarter. The largest amount of year reflects meeting the extent of opportunities currently available to advance this ongoing program.		
HE1.2.2 Promote Kinship Initiative		
HE1.2.2a: Prepare Kinship Plan of Management	Strategic Planning	
Draft plan of management under preparation. First project reference group meeting held in May 2014, with further meetings to be held during the remainder of 2014. Completion of draft plan anticipated in second quarter of 2014/15.		
HE1.2.3 Promote and enhance our waterways		
HE1.2.3a: Improve overall health of the Richmond River	Strategic Planning	
Ecohealth monitoring program continuing. Council approved additional funding for Richmond River County Council as part of 2014/15 budget deliberations.		
HE1.2.3b: Undertake review of Storm Bay Management Plan and implement actions arising	Environmental and Public Health	
Hydrogenium Consulting has received some 120 community surveys and have run the community drop in session. The results of this consultation, the review of existing literature together with field work conducted has been collated to the stage where a preliminary meeting with key stakeholders has occurred and draft proposals for future management conceived. Field work has been provided to the consultants. Much of the technical work is now complete with a final Draft Management Plan to be presented to Council's reference panel in July. A meeting to brief Councilors is programmed for 11 August, with a view to presentation of a report on the Plan recommending its adoption to the August meeting of Council.		

<p>HE2.3 Promote our open spaces, reserves, natural areas and their heritage values</p> <p>Program Actions</p>	<p>Principal Activity</p>	<p>On target for this year?</p>
<p>HE2.3.1 Improve access and facilities at Reserve locations</p>	<p>Strategic Planning</p>	<p></p>
<p>HE2.3.1a: Finalise Master Plan for Captain Cook Park and implement action arising</p>		
<p>Captain Cook Master Plan adopted by the Reserve Trust in February 2014. No funding as yet for implementation.</p>		
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<p>Outcome HE2: We Use Our Resources Wisely</p>		
<p>HE2.1 Implement total water cycle management practices</p>	<p>Principal Activity</p>	<p>On target for this year?</p>
<p>HE2.1.1 Provide and plan for the appropriate water cycle requirements in urban areas</p>	<p>Water and Wastewater</p>	<p></p>
<p>HE2.1.1a: Implement adopted Urban Water Management Strategy</p>		
<p>Loraine Head and Ballina Recycled Water Treatment Plants considering construction. Recycled Water Reservoirs and Pipelines connected and commissioned. Meeting completed with NSW Office of Water (Sydney) to confirm budgeting of documentation for approval to supply recycled water.</p>		
<p>HE2.1.2 Provide good quality recycled water and substitute water consumption</p>	<p>Principal Activity</p>	<p>On target for this year?</p>
<p>HE2.1.2a: Develop and implement recycled water quality management plan</p>	<p>Water and Wastewater</p>	<p></p>
<p>Recycled Water Quality Management Plan is being updated and activities such as inter-agency workshops are being undertaken to meet the requirements of the audit by independent auditors.</p>		
<p>HE2.1.2b: Provide recycled water to dual Water Mains Properties</p>	<p>Water and Wastewater</p>	<p></p>
<p>Internal planning across commercial units of residential properties continuing on schedule - almost 90% of initial audits complete. Education and provision of dual reticulation continuing. Meeting completed with NSW Office of Water (Sydney) to confirm budgeting of documentation for approval to supply recycled water. Delays to final approval may result in delays to supply of recycled water to dual reticulated properties. Safety levels need reducing in Ballina Wastewater Catchment prior to supply of recycled water, which may delay elements of the implementation. Consultancy underway to determine performance requirements for Reserve Omaree plant.</p>		
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<p>HE2.2 Reduce, reuse and recycle our resources</p>		

Program Actions	Principal Activity	On target for this year?
<p>HE2.2.1 Reduce our waste to landfill through effective management and recycling</p>	<p>HE2.2.1a: Conduct Demolition Waste Sorting and Diversion Trial</p> <p>Report reviewed by staff and investigating funding options to implement recommendations.</p>	
<p>HE2.2.1b: Participate in regional waste initiatives and pursue waste resource sharing opportunities</p>	<p>Waste Reviews</p> <p>Council continues to be an active member of the North East Waste (NEWaste) working group; accomplishments during the fourth quarter include the development of Householders, Businesses, Disposal Scheme (12 Month Program) and Illegal Dumping Clean Up and Prevention.</p>	
<p>HE2.2.1c: Implement Council Waste strategy</p>	<p>Waste Reviews</p> <p>The key strategic activity in this section remains the binster project. For this project during the last quarter further work on the EIS was advanced and EDI documentation was developed and issued to the council. Staff have assessed the EOI response and have commenced negotiations with a prospective service provider. During the last quarter Council has also continued to participate in the process to advance a strategic, regional approach to waste management. Council has also recently implemented a EIS tracking system in our collection vehicles. This system allows us to optimise the planning of the collection service, improve our assessment and response to customer requests and complaints and assist drivers in the performance of their work.</p>	
<p>HE2.2.2 Reduce water usage</p>	<p>Water and Wastewater</p> <p>Construction works for the Pressure Reduction and Flow Monitoring Stations have been started by Council crews. The tender for a specialist construction contractor to install the equipment is expected to be let next month. Procurement of a designer for Smith Drive replacement is underway. Discussions with landholders in Pimlico and Uralla have been undertaken.</p>	
<p>HE2.2.2c: Establish water meter replacement program to improve accuracy of meter readings</p>	<p>Water and Wastewater</p> <p>Final 180 meters replaced, and investigations on meter accuracy suggested accuracy is maintained. Remote program will recommence this quarter using a subset of Council and external resources and further accuracy testing will be undertaken on those samples.</p>	

HE3 Pursue innovative technologies	Principal Activity	On target for this year?
Program Actions		
HE3.1 Reduce car usage to landfill through effective house management and recycling		
HE3.1.1: Program Biochar program	Waste Services	
Registration of interest for new technology provider installation and currently being assessed by Council staff.		
HE3.1.2: Increase alternatives for creating vacuum		
HE3.1.2a: Implement installation water recovery program	Water and Wastewater	
Investigation study being finalized. Additional capacity and safety leading being undertaken. Results will be utilized to guide renewal program.		
Outcome HE3. Our Built Environment Blends With the Natural and Cultural Environment		
HE3.1 Develop and implement plans that balance the built environment with the natural environment		
Program Actions	Principal Activity	On target for this year?
HE3.1.1 Plan and provide for residential urban and semi-rural expansion		
HE3.1.1a: Complete DCP/urban design for the Combien Urban Release Area	Strategic Planning	
Contribution Precinct B DCP provisions adopted by Council in April 2014. Draft DCP for Combien Precinct A under preparation.		
HE3.1.1b: Investigate concept of semi-rural land uses at the edges of urban areas	Strategic Planning	
Research phase commenced.		
HE3.1.2 Research and enhance existing communities		
HE3.1.2a: Prepare strategic land use plan for Ballina Island	Strategic Planning	
Community Futures Forum held in May 2014. Completion of noise and issues underway to inform further and more detailed analysis and investigations. CMU Panel formed, with land meeting to be held in early July.		

HE2.2 Minimise negative impacts on the natural environment

Program Actions	Principal Activity	On target for this year?
HE2.2.1 <i>Ensure compliance with environmental legislation and standards</i>	Environmental and Public Health	
HE2.2.1a: Develop and Implement Legal Dumping Action Plan	Environmental and Public Health	
<p>The Plan has been completed and implemented. Work under the plan will now be ongoing including the installation of covered surveillance cameras in known dumping hot spots. A regional household asbestos program has commenced in July 2014, which will reduce the cost of disposing of asbestos in licensed waste management facilities.</p>		
HE2.2.1b: Establish Waste Management Plan for all Small Residential Developments	Environmental and Public Health	
<p>Draft Waste Management Policy complete. Next step is to integrate the policy with the Council's DCP and to exhibit.</p>		
HE2.2.1c: Establish Local Asbestos Policy	Environmental and Public Health	
<p>Document being taken from LEGISYN model format to Ballina Shire Council format in readiness for preparation of final draft. Some aspects of the Model document require amendment to account for any areas we do not believe can be successfully implemented at this time. Preparation of standard conditions of development consent for application regionally are still with the Northern Rivers Public and Environmental Health Forum.</p>		

HE2.3 Match infrastructure with development

Program Actions	Principal Activity	On target for this year?
HE2.3.1 <i>Plan for public facilities and services as a consequence of new development</i>	Strategic Planning	
HE2.3.1a Complete reviews of Section 94 Roads and Open Space/Community Facilities Plans	Strategic Planning	
<p>Review of open space and community facilities needs underway, with open space and facilities audit substantially complete. Section 94 plan for Cumabalan Precinct A being prepared. Cartho undergoing a review of the Road Network Study to inform the review of the Roads Contribution Plan.</p>		
HE2.3.1b Adopt updated Section 64 Plans for Water and Wastewater Services	Water and Wastewater	
<p>Council adopted 24 October 2013. Council staff have worked with Anill Payne and Partners. Council has submitted to the Office of Water for registration.</p>		

Direction Four: Engaged Leadership (EL)

Outcome EL1. Our Council Works With The Community

EL1.1 Facilitate and develop strong relationships and partnerships with the community

Program Actions	Principal Activity	On target for this year?
<p>EL1.1.1 Encourage greater participation in Council's operations</p> <p>EL1.1.1a Review 100% of policies during each term of Council</p> <p>Policies reviewed and adopted since last meeting: Councilor Expenses & Facilities Policy; Commercial Activities on Public Land; Alcohol Regulation on Public Land; Unhobby Scholarship Program; Footpaths & Cycleways - Inspection, Evaluation and Maintenance; Footbolls and Events - Council Support. Currently on Exhibition: Local Directional Signposting in a Road Reserve (near).</p>	<p>Governance and Finance</p>	

EL1.2 Involve our community in the planning and decision making processes of Council

Program Actions	Principal Activity	On target for this year?
<p>EL1.2.1 Explore opportunities for involvement in Council activities</p> <p>EL1.2.1a Ensure compliance with new State Government planning legislation</p> <p>Over the last six months, there has been limited public notification of any amendments on the proposed amendments to the NSW planning system.</p>	<p>Development Services</p>	
<p>EL1.2.1b Update Land Register and Prepare Plans of Management as required</p> <p>Land Register update completed and awaiting integration with Council's Authority Information management system. Review of Generic Plan of Management completed and to be reported to Council for further consideration.</p>	<p>Strategic Planning</p>	

EL1.3 Actively advocate community issues to other levels of government

Program Actions	Principal Activity	On target for this year?
<p>EL1.3.1 Be the voice of our community and lobby with State and Federal Governments</p> <p>EL1.3.1a Approach State and Federal Governments and local members in respect to issues that affect our Shire</p> <p>Approaches for the quarter include:</p> <p>George Soule, State Minister for the Arts – Library Funding Don Page, Member for Ballina – Library Funding Hugh Palmer, former State Minister for the Environment – Pacific Highway upgrade (resolution from 27/3/14) Greg Hunt, Federal Minister for the Environment – Pacific Highway upgrade (resolution from 27/3/14) Duncan Gray, State Minister for Roads and Ports – Pacific Highway upgrade (resolution from 27/3/14) Brad Hazzard, State Minister for Planning and Infrastructure – Pacific Highway upgrade (resolution from 27/3/14) Don Page, Member for Ballina – Pacific Highway upgrade (resolution from 27/3/14) Don Page, Member for Roads and Freight – Pacific Highway upgrade (resolution from 26/4/14) Pru Goward, State Minister for Planning – Pacific Highway upgrade (resolution from 24/4/14) Don Page, Member for Ballina – Pacific Highway upgrade (resolution from 24/4/14) Andrew Stoney, State Minister for North Coast – Pacific Highway upgrade (resolution from 24/4/14) Greg Hunt, Federal Minister for the Environment – Imposition to seal Ballina and Innesel Pacific Highway route Duncan Gray, State Minister for Roads and Freight – Imposition to seal Ballina and Innesel Pacific Highway route Don Page, Member for Ballina – re Ballina Local Environmental Plan Don Page, Member for Ballina – revocation of Petroleum Exploration Licenses Mike Baird, NSW Premier – revocation of Petroleum Exploration Licenses 21 State Ministers – revocation of Petroleum Exploration Licenses Don Page, Member for Ballina – Grants for assistance with works on North West Keith Hoggan, Federal Minister for Page – Financial Assistance Grants Joe Hockey, Federal Treasurer – Financial Assistance Grants Warren Truss, Federal Minister for Infrastructure and Regional Development – Financial Assistance Grants Geoff Powell, Federal Minister for Transport, Parliamentary Secretary for Police and Emergency Services – Marine Rescue Tenders – Funding Don Page, Member for Ballina – Marine Rescue Tenders – Funding Don Page, Member for Ballina – Department of Education Land, Queens Drive, West Ballina</p>	<p>Government and Finance</p>	<p></p>

Outcome EL2. Council's Finances And Assets Are Well Managed

EL2.1 Proactively pursue revenue opportunities, cost savings and/or efficiencies

Program Actions	Principal Activity	On target for this year?
<p>EL2.1.1 Enhance financial sustainability</p> <p>EL2.1.1a Improve integration between Long Term Financial Plan and Asset Management Plans</p> <p>The latest versions of the Asset Management Plans (roads/roads/roads/roads/roads/roads) and the Long Term Financial Plan, completed in November integrate quite well. The outstanding issue at this stage is the backlog works in the roads area which is a budgetary issue as opposed to a lack of integration between the plans.</p>	<p>Government and Finance</p>	<p></p>

EL2.1 Proactively pursue revenue opportunities, cost savings and/or efficiencies (cont'd)

Program Actions	Principal Activity	On target for this year?
EL2.1.1 Implement and utilise contemporary Asset Management Systems	Asset Management	
EL2.1.2a Implement Council's adopted Asset Management Strategy	Asset Management	
The major task for 2013/14 was to improve the integration of Council's asset information systems. This was largely completed and required a significant amount of staff time and resources to be implemented.		
EL2.1.2b Implement program plan for the new Asset Information Management system	Asset Management	
Currently undertaking end of year processes in Authority Asset Module. Includes creation of capital work orders for 2014/15 and additional tasks for 2013/14 capital projects that were completed prior to June 30 2014.		
EL2.1.3 Utilise plant, equipment and stock effectively and efficiently	Operational Support	
EL2.1.3a Implement Procurement Roadmap	Operational Support	
The structure of the Centre-led procurement model is drafted for presenting to the Procurement Steering Committee. Works are now underway relating the technology requirements to asset Council in operating within a Centre-led structure. Delay occurred with roll-out of R2P process due to the postponing of software upgrade. Currently awaiting for the vacant Coordinator Procurement position, who will assist in delivering this roadmap.		
EL2.2 Utilise modern operating systems and apply contemporary practices	Principal Activity	On target for this year?
EL2.2.1 Improve organisation's productivity by progressively utilising available software that integrates with our existing systems	Information Services	
EL2.2.1a Progress implementation of Authority upgrades and software modules	Information Services	
Authority upgrade go-live delayed due to software issues encountered during testing. Reinstated go-live in mid August. This upgrade has been the primary focus of operations for the quarter.		
EL2.2.1b Develop and enhance geographic information systems	Information Services	
Recruitment process for GIS Analyst to be re-tendered in July due to failure to fill position. Dial Before You Dig project to go live in early July. Review of Expense Implementation undertaken by third party in order to target and investigate system performance issues.		

E2.3 Provide effective risk and safety practices		On target for this year?
Program Actions	Principal Activity	
E2.3.1 Ensure we comply with Insurer and Council's risk requirements		
E2.3.1a Complete Statewide Insurance Audit to ensure compliance with Insurer and Council requirements	Human Resources and Risk Management	
Statewide Audit Risk Action Management Plan (RAMAP) projects status reviewed by Statewide resulting in Insurer RAMAP requirements being met.		
E2.3.2 Reduce risk from Council owned and controlled zones		
E2.3.2a Determine preferred long term strategy to minimise risk for Killan, Dalwood and Tamba Falls	Human Resources and Risk Management	
Reputed to June 2014 meeting.		
Outcome E2.3 we are all valued citizens		
E2.3 Encourage a motivated and productive workforce		
Program Actions		
E2.3.1 Build presence and plan future organisational capability		
E2.3.1a Implement Organisation Structure Review	Human Resources and Risk Management	
Only one outstanding action remaining being the transfer of customer service to Strategic and Community Facilities. This process was delayed however discussions have commenced in progress implementation of this action.		
E2.3.2 Provide modern and efficient resources to maximise employee capabilities		
E2.3.2a Improve information mobility for field staff	Information Services	
Current systems to be decomposed with 13 hours now in production, and several more in development phase.		
E2.3.3 Provide modern and efficient resources to maximise employee capabilities (cont'd)		
E2.3.3a Implement Field Management Plan	Operational Support	
Plan Delivered - 34 - Plan In Progress - 10 - Plan Requiring - 22. An Internal Field Committee was established in May to assist in the plan procurement process. The purpose of the plan committee is to assist with plan procurement planning and decision making, while increasing the coordination, delivery and reporting of the current program. It is hoped this will assist in replacing plant more efficiently.		

Asset Management	30/1/13	30/3/13	30/12/14 Target	June Results	On Target?	Comments
Percentage of development application referrals completed within 21 days (%)	44	45	>70	38		On a positive note the quarterly results are improving. The results for the March 2014 Quarter and June 2014 Quarters on a stand alone basis were 36% and then 59% which is trending up from the December 2013 Quarter result of 15%.
Building Services	30/1/13	30/3/13	30/12/14 Target	June Results	On Target?	Comments
Percentage of complying development certificates issued within 10 working days (%)	90	100 (90 of 90)	> 90	96 (47 of 40)		
Percentage of construction Certificates issued by Council (%)	80	91 (406 of 442)	> 80	88 (443 of 505)		
Percentage of building development applications determined within 40 days (%)	80	89 (452 of 508)	> 80	90 (467 of 516)		0-10 days: 23% 11-20 days: 31% 21-30 days: 22% 31-40 days: 14% 40+ days: 10%
Median days for determination of building development applications (excluding integrated development) (# days)	N/A	17	< 40	20		
Percentage of Building Certificates (Section 149D of EPA Act) determined within 10 working days (%)	80	83 (41 of 49)	> 90	87 (39 of 45)		
Commercial Services (Airport)	30/1/13	30/3/13	30/12/14 Target	June Results	On Target?	Comments
Increase in operating revenue for Airport (\$)	3,483,000	4,005,000	>4,000,000	4,617,000		
Operating surplus is greater than 25% of revenue (%)	20	20	>25	23		
Increase in passengers for Airport (#)	318,000	357,000	>360,000	396,000		

Commercial Services (Property)	30/11/13	30/12/13	30/12/14 Target	June 2014 Actual	On Target?	Comments
Vacancy rate for Crown properties (buildings) (%)	10	0	<10	0		
Vacancy rate for Council commercial properties (%)	1	33	<10	10%		10% by area – 37% by number
Increase in operating revenue – Tent Park (\$)	331,000	355,000	>380,000	422,000		
Increase in operating surplus – Tent Park (\$)	57,000	71,000	>65,000	122,000		
Revenue generated from commercial property (\$)	2,261,000	2,036,000	>2,164,000	2,058,000		Revenues still exceeded budget by \$75,000.

Community Facilities and Services	30/11/13	30/12/13	30/12/14 Target	June 2014 Actual	On Target?	Comments
Number of visits to Community Gallery (#)	17,791	16,521	15,000	16,511		
Number of bookings for the Kentwell Centre (#)	887	923	750	835		
Number of bookings for the Lennox Centre (#)	1,765	2,536	2,500	2,541		Whilst we have achieved the target, it should be noted that in the last few quarters we have seen the 'levelling out' of bookings for the first time since operations commenced. This suggests that we are now operating at the natural 'capacity' for this venue, in this community, as per Kentwell and Richmond Room.
Number of bookings for the Ballina Surf Club (#)	N/A	N/A	200	181		As previously reported, bookings for these rooms did not really begin until after the Café had opened.
Minimise operating deficit for centres (ALEC, LHCCC, Kentwell, Surf Club, Richmond Room) (excluding depreciation pa) (\$)	(359,000)	(311,000)	<(379,000)	(397,000)		Revenues for ALEC were \$15,000 under budget and LHCCC \$18,000 under budget.
Minimise operating deficit for Gallery (excluding depreciation) (\$)	(89,000)	(95,000)	<(110,000)	(97,000)		

Development Services	30/11/13	30/11/13	2013/14 Target	June Months	On Target?	Comments
Percentage of development applications determined within 40 days (excluding integrated development) (%)	46	63	>50	76		
Percentage of Section 96 applications determined within 40 days (excluding integrated development) (%)	67	56	>60	71		
Percentage of Section 149 certificates issued within four days of receipt (%)	96	91	>90	92		
Time taken to determine development applications (excluding integrated development) (# days)	48	32	<60	22		
Time taken to determine Section 96 applications (excluding integrated development) (# days)	38	39	<40	32		
Percentage of development applications determined under delegated authority (%)	92	95	>90	95		

Engineering Works	30/11/13	30/11/13	2013/14 Target	June Months	On Target?	Comments
Minimise operating deficit for Burns Point Ferry (\$)	(228,000)	(239,000)	<-(220,000)	(198,000)		Income \$12,000 above budget and expenses \$3,000 below.
Financial management of maintenance programs (%)	97	103	Within 10%	102		
Financial management of capital works programs (%)	87	78	Within 10%	71		Major delay related to Tamarind Drive contract due to contractor having difficulties with plant and asphalt.

Environmental and Public Health	2011/12	2012/13	2013/14 Target	June Months	On Target	Comments
Percentage of barking dog complaints responded to within 7 days (%)	N/A	100	100	100		
Percentage of reported dog attacks responded to within 48 hours (%)	N/A	96	100	96		
Percentage of drinking water sites monitored per week (%)	100	100	100	100		
Non-compliance with National Health & Medical Research Council drinking water standards (#)	2	0	0	5		Failures resulted in flushing and retesting in accordance with protocols. Retests all passed and no further action was warranted.
Percentage of food premises audited per year (%)	94	99	100	100		
Number of food premises issued with infringement Notices (#)	0	2	5	3		
Percentage of other commercial premises audited (%)	99	100	100	100		
Percentage of public pools (as defined in the Public Health Act) monitored for water quality (%)	100	100	100	100		
Number of existing on site effluent disposal systems inspected per annum (#)	92	167	>250	46		Enforcement workload, follow up and paperwork has lead to a reduced number of routine inspections this financial year.

Governance & Finance	2011/12	2012/13	2013/14 Target	June Months	On Target	Comments
Total library PC usage per annum (#)	N/A	N/A	>18,000	19,600		
Total library wireless usage per annum (#)	N/A	N/A	>3,600	13,500		
Total library membership for Ballina Shire (excluding inactive for three years) (#)	30,700	26,900	26,000	20,900		
Total library loans per annum (#)	460,000	429,000	>400,000	417,000		
Investment returns greater than 90 day bank bill rate # basis points above benchmark	125	147	50	102		
Comply with customer service standards for management of complaints within 10 days (%)	N/A	N/A	>95	75		

Human Resources & Risk Management	2011/12	2012/13	2013/14 Target	June Months	On Target	Comments
Increase Aboriginal employment and integration with the workforce (#)	11	14	> 12	17		
Number of workers' compensation claims (#)	26	18	<30	13		
Hours of lost time due to workers' compensation claims (# hours)	1,744	1,580	<1,000	1,379		This reflects three complex claims during this period
Number of insurance claims (#)	44	25	<40	28		
Percentage of staff turnover per year (%)	15.2	6.0	<10	9.9		
Average number of days sick leave per employee (# days pa)	5.96	7.73	<7	6.24		
Percentage of staff undertaking formal training per year (%)	98	100	>90	74		There was a lot of courses but the same people attended as the training was mostly statutory therefore not all staff went through training. This figure does not include internal seminars such as Code of Conduct sessions.
Hours of formal learning per employee (# hours pa)	18	24	>10	18		
Information Services						
Number of external visits to Council website (#)	133,500	166,900	>140,000	178,400		
Proportion of requests for assistance addressed within one working day (%)	89	93	>95	85		1,253 requests closed out of a total of 1,460 requests received

Open Spaces & Reserves	30/11/13	30/12/13	30/12/14 Target	June Results	On Target?	Comments
Number of urban street trees planted (#)	N/A	116	>200	231		
Number of vegetation management plans reviewed (#)	N/A	N/A	2 (at least)	3		
Financial management of maintenance programs (%)	95	95	Within 10	97		
Financial management of capital programs (%)	92	90	Within 10	69		Woolobar sports fields and Porter Park projects continuing

Operations Support	30/11/13	30/12/13	30/12/14 Target	June Results	On Target?	Comments
Number of swimming pool patrons (#)	127,190	150,850	120,000	157,050		Good summer weather conditions
Average fleet green star rating (light fleet) (#)	3.45 Leaseback vehicles 2.64 light pool vehicles	3.66 leaseback vehicles 2.66 light vehicles 2.57 overall	>3.5	3.83 2.54		
Reduce CO2 emissions from Council's Built Assets energy consumption (# tonnes)	7,200	8,400	<8,800	8,900		High consumption of the new Ballina Waste Water Treatment Plant
Net operating deficit for swimming pools (excluding depreciation) (\$)	386,900	434,400	<400,000	470,000		Ageing plant and equipment resulting in increased operating expenses. Income up \$30,000 however expenditure (typically Council water charges) up \$65,000.
Reduce energy consumption (dollar value) from Council's Built Assets (\$)	1,540,000	1,959,300	<1,700,000	1,809,000		New Ballina Waste Water Treatment Plant Infrastructure and other infrastructure added in the Ballina Shire. Increases in electricity charges.
Operating surplus from fleet and plant operations (excluding depreciation) (\$)	913,770	1,331,000	>850,000	1,375,100		
Value of store stock control bin errors (\$)	210	947	<500	777		Due to exceeding the operational target, procedures are being reviewed. This is still a good overall result based on total value of store.

Tourism	30/11/13	30/12/13	2013/14 Target	June Months	On Target	Comments
Number of events supported / approved by Council (#)	Not recorded	33	>25	46		
Enquiries to Visitor Information Centre (#)	56,900	52,400	>58,000	57,300		
Number of visits to tourism website (#)	25,700	35,300	>38,000	42,500		
Proportion of satisfied visitors to Ballina Visitor Information Centre (%)	96	99%	95	100		Surveys carried out in April 2014.
Number of grant applications submitted (total Council) (#)	8	51	>40	23		There has been reduced opportunities for grant funding during 2013/14
Revenue generated from Visitor Services (\$)	7,300	28,500	26,000	40,900		Accommodation bookings, souvenir and merchandise sales.
Revenue raised from co-operative marketing (\$)	7,400	65,500	10,000	69,700		Production of Visitor Guide and Dining Guide, Ballina Byron Gateway Airport advertising sales.

Waste Services	30/11/13	30/12/13	2013/14 Target	June Months	On Target	Comments
Volume of waste placed in landfill as a % of total waste received (%)	N/A	N/A	<40	0		
Proportion of received waste diverted for beneficial reuse from landfill (%)	50	53	>50	55		Updated figures not available at time of reporting
Airspace used at the Ballina landfill per year for landfill (# cubic mt/yr pa)	N/A	N/A	<10,000	0		
Complete quarterly compliance reports for waste in respect to licence requirements (% within 30 days)	N/A	N/A	100	100		
Number of major non-compliances with NSW EPA licence conditions per year (#)	3	9	0	0		Two minor reportable incidents occurred in the period.

Water and Wastewater Services	2011/12	2012/13	2013/14 Target	June 2014	On Target	Comments
Percentage of fire hydrants inspected per annum (%)	N/A	N/A	>50	55		Council's new e-form process has improved maintenance reliability and monitoring.
Average water consumption per connection (# ki pa)	174.	147	<250	212		
Recycled water during dry weather (% ADWF)	N/A	N/A	20	35		Aistonville WWTP 78% Wardell WWTP 91% Lennox Head WWTP 17 % Does not include any flows to / from Ballina WWTP (flow meter only recently commissioned)
Volume of unaccounted water (%)	19	22	<18	19		
Water main breaks per 30km of main (#)	0.40	0.33	<1	1.96		Includes previous quarter spike, which can be common during periods of extended weather (eq recent dry). Value is also extenuated by low values in previous reporting periods.
Number of non-compliance events – water and wastewater (#)	2	0	0	18		5 minor pumpstation overflows (ie spills contained), 6 related to WWTP exceedances, 2 one-off drinking water non-compliances
Complete quarterly compliance reports in respect to licence requirements (% within 30 days of quarter)	N/A	N/A	100	60		Semi-automated reporting of VWV and some RW results on Intranet. DW now reported internally minimum quarterly as part of Drinking Water Management System
Percentage of continuing trade waste licences renewed on expiry (%)	N/A	N/A	100	15		The new trade waste register is being populated and a backlog of license renewals is being actioned to achieve 100% of premises. Licenses have been issued for 105 premises of an estimated 600 within the Shire.
Percentage of trade waste inspections completed in accordance with legislative requirements (%)	N/A	N/A	100	100		Inspections completed meet the relevant standards.
Financial management of maintenance programs (%)	96	95	Within 10	94		Expenditure is slightly below target due to a number of factors, including an extended period of reduced staffing levels due to staff changes, and reductions in sewer pump station costs due to extended drier weather.
Financial management of capital programs (%)	79	90	Within 10	71		Expenditure is below target due to significant retention monies still being held on the major WWTP construction projects.

APPENDIX 2
COUNCILLOR EXPENSES & FACILITIES POLICY

POLICY NAME: COUNCILLOR EXPENSES AND FACILITIES
POLICY REF: C04
MEETING REVIEWED: 25 September 2014
 Resolution No. 250914/14
POLICY HISTORY: 260614/35; 281112/20; 260913/28; 280313/17



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PART 1 - INTRODUCTION

OBJECTIVE

The objective of this policy is to ensure that there is accountability and transparency in the reimbursement of reasonable and appropriate expenses incurred or to be incurred by Councillors in the performance of their role.

The policy also ensures that a range of facilities are provided to Councillors to assist in discharging the function of civic office.

BACKGROUND

In accordance with the Local Government Act (LGA s.252) a council is required to adopt a policy concerning the payment of expenses incurred by, and the provision of facilities to, the Councillors in relation to their roles as elected persons and members of the governing body of the Council. This policy complies with the LGA.

The LGA (s.428(2)(f)) requires councils to include in their annual report a copy of this policy. This information must be submitted to the Department of Local Government by 30 November each year.

DEFINITIONS

In the Councillor Expenses and Facilities Policy the following definitions apply:

Council	Ballina Shire Council
Policy	Councillor Expenses & Facilities Policy
LGA	Local Government Act 1993 (NSW)
ATO	Australian Taxation Office
DLG	Division of Local Government
Region	The region encompasses the Richmond, Tweed and Clarence Valleys (i.e. Kyogle, Tweed, Byron, Lismore, Ballina, Richmond and Clarence council areas)

SCOPE OF POLICY

The Councillor Expenses and Facilities Policy applies to Councillors.

RELATED DOCUMENTATION

This policy has been prepared with reference to the following publications:

- Council's Code of Conduct

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- **DLG Code of Conduct – Administrative Procedures**
 - **Council's Councillor Training and Development Policy**
 - **Local Government Act 1993 (NSW)**
 - **Local Government (General) Regulation 2005**
 - **DLG Circulars:**
 - **08/02 Councillor Induction and Professional Development Guide**
 - **08/24 Misuse of Council Resources**
 - **09/38 DLG Revised Guidelines for the Payment of Expenses and Provision of Facilities for Mayors and Councillors for Local Councils in NSW (October 2009)**
 - **11-27 Findings from the Review of Councillor Expenses and Facilities Policy**
 - **ICAC Publication - No Excuse for Misuse, preventing the misuse of Council resources**

As a minimum this Policy should be read in conjunction with

- **Council's Code of Conduct**
- **Council's Councillor Training and Development Policy**

APPROVAL ARRANGEMENTS

The General Manager, in consultation with the Mayor, is responsible for authorising the payment of expenses or the provision of facilities in accordance with this policy. In the case of the Mayor's expenses, authorisation shall be provided by the General Manager and one other Councillor. If agreement cannot be reached on any particular matter the matter will be reported to Council for determination.

PART 2 - PAYMENT OF EXPENSES

2.1 GENERAL PROVISIONS

2.1.1 Payment of Expenses Generally

Councillors must provide a certified claim in the form provided by the General Manager for all travel and out of pocket expenses incurred.

Payment will only be made for expenses covered under this policy that are accompanied by appropriate tax invoices and receipts. To ensure claims are submitted promptly and accurately any claims submitted in excess of three months of the time of expenditure will not be approved.

2.1.2 Establishment of Monetary Limits and Standards

The following limits will apply in the operation of this policy:

Accommodation and Meals

The maximum payable for accommodation and meals will be the maximum reasonable travel and meal expense amounts determined by the ATO (refer Taxation Determination TD 2013/118). The current rates are:

Place	Accommodation \$	Food and Drink ⁽¹⁾ \$	Incidentals \$	Total \$
Adelaide	260.00	140.65	28.05	375.70
Brisbane	252.00	140.65	28.05	418.70
Canberra	246.00	140.65	28.05	412.70
Darwin	284.00	140.65	28.05	450.70
Hobart	195.00	140.65	28.05	361.70
Melbourne	285.00	140.65	28.05	431.70
Perth	326.00	140.65	28.05	482.70
Sydney	285.00	140.65	28.05	431.70
Country	190.00	140.65	28.05	356.70

(1) This figure is dissected between - breakfast \$32.00, lunch \$45.25, dinner \$63.40. Over-expenditure for one meal can be offset by under-expenditure for another.

Travel

The reimbursement rate for use of a Councillors' vehicle shall be in accordance with the rates issued by the ATO each year using the cents per kilometre method. The current rates are:

65 cents per km	vehicle capacity up to 1800cc
76 cents per km	vehicle capacity 1801 – 2800 cc
77 cents per km	vehicle capacity over 2801 cc

This reimbursement will be considered to cover all costs associated with the vehicle use, including tyres, insurance, repairs, petrol, oil and associated incidental costs.

Telephone and Tablets

Councillors will be reimbursed for Council related telecommunication charges (ie landline, mobile phone, internet etc) up to a maximum figure of \$80 per calendar month (with the line rental and connection charges to be provided as additional reimbursements), upon receipt of a copy of the tax invoice(s) and a declaration by that Councillor that the amount claimed relates to Council related activities.

If the cost of calls made from a Council provided phone are less than \$5 for any one month, that cost will not be deducted from the Councillor's allowance as the administrative cost of deducting that charge more than offsets the return to Council.

Where Council provides a telephone service to Councillors, that number will be available for publication in Council documents and media.

Any excess data charges incurred on smart phones or tablets shall be deducted from a councillor's allowance.

2.2 SPECIFIC PROVISIONS FOR MAYORS AND COUNCILLORS

2.2.1 Travel Arrangements

Councillors will receive reimbursement for the cost of using their private vehicle for travelling in accordance with rates set by the ATO (refer 2.1.2), for attendance at:

- Meetings of Council
- Meetings of committees of Council (whether a committee member or not)
- Council inspections
- Council business
- Civic functions where representing the Mayor
- Meetings with Council staff within the shire
- Meetings at the Council Chambers with constituents and
- Other approved functions

The General Manager, in consultation with the Mayor, shall prepare a weekly list of approved meetings / events / functions for which travel by Councillors shall be reimbursed. This travel will not be subject to the \$5,000 (excl GST) limit as per clause 2.2.2.

Councillors who wish an event to be included on this list should forward details to the General Manager a minimum of one week in advance.

2.2.2 Councillor Training and Development

The General Manager and / or Mayor will approve attendance by Councillors at training and development activities, such as seminars, conferences and other meetings not approved under clause 2.2.1, subject to an annual allowance of \$5,000, exclusive of GST.

The exception to this is the Mayor who is not subject to the \$5,000 limit, however travel outside the region, must be reported to Council at the next available Ordinary Meeting.

The class of air travel to be used by a Councillor will be economy travel for journeys not exceeding five hours, and business class for continuous journeys (not including overnight stopovers) in excess of five hours.

Personal Frequent Flyer membership is not to be linked to Council travel in accordance with recommendations from ICAC publications.

Should a Councillor elect to use their vehicle to undertake such travel, or to travel via a non-direct route, travel expenses will be paid equivalent to the most cost effective airfare, available at that time, to the destination or payment of the ATO rate per kilometre, whichever is the lower (refer 2.1.2).

Council will pay actual costs of overnight accommodation and the costs of all meals where those meals are not provided as part of the meeting, conference, seminar or engagement fee, subject to the limits identified within this policy (refer 2.1.2 and 2.2.2).

2.2.3 Attendance at Functions and Events not organised by Council

To assist the Mayor in undertaking his / her responsibilities Council will provide reimbursement of travel and entrance expenses where the Mayor is invited, in his / her official capacity as Mayor, to attend functions and events that are not organised by Council. For a function / event to be approved the Mayor must be invited to attend in his / her official capacity as Mayor.

A Councillor, invited by the Mayor to attend an event on behalf of the Mayor, will also be eligible for reimbursement of travel and entrance expenses.

Approval will only be provided for events within the region.

Consideration will be also given to meeting the cost of Councillors' attending, including travel and entrance fees, at non-Council functions / events etc which provide briefings to Councillors from key members of the community, politicians and business organisations. Approval to meet these expenses will only be given when the function / event is relevant to Council's interest and attendance at the function is open to all Councillors. Any approvals provided will be circulated weekly to Councillors.

Attendance at these activities will not be subject to the expenditure limits identified in clause 2.2.2.

2.2.4 Spouse and Partner Expenses

Where the Mayor and / or Councillor is required to attend a function / event etc on behalf of Council, and the nature of the function is such that the person's spouse, partner or accompanying person could reasonably be expected to attend, Council will meet their reasonable expenses, eg ticket, meal and or direct cost of attending the function.

If a service is shared between a Councillor and spouse / partner, the expense associated with that service will be reimbursed as long as the expense did not increase due to the attendance of the spouse / partner. An example of this may be accommodation where the cost of the room is the same with or without the attendance of the spouse / partner.

2.2.5 Training and Development Allocation

Council will make an annual allocation within the budget for training and development expenses for Councillors. This allocation will be treated as a lump sum figure able to

be accessed by all Councillors. There will not be a specific allocation per Councillor, subject to the limitations in clause 2.2.2

Approved training and development programs must be consistent with Council's Councillor Training and Development Policy. Refer to that policy for further details.

Reimbursement of expenses relating to a Councillor's attendance at training and education programs will be made in accordance with the provisions of this policy.

2.2.6 Telephone costs and expenses

Each Councillor shall be entitled to:

- Payment of monthly rental of a Council approved telephone line
- Call charges up to the monthly limit as determined within this policy (refer 2.1.2).

2.2.7 Carer and other related expenses

a) Councillor as a carer

Where a Councillor has to act as a primary carer Council will reimburse any reasonable costs incurred for alternative carer arrangements required whilst that Councillor is attending a Council approved activity (ie meeting, training, event etc). This includes items such as child care expenses and costs related to the care of the elderly, disabled and/or sick immediate family members.

b) Councillor requiring care

Where a Councillor requires a primary carer, Council will reimburse any reasonable costs related to that primary carer, incurred whilst that Councillor is attending a Council approved activity (ie meeting, training, event etc), where the reimbursed costs would not normally have been incurred except due to the Councillor's attendance at that activity. This includes items such as travel, meals or carer wages, where those wages would not normally have been incurred.

2.2.8 Miscellaneous Expenses

Each Councillor is entitled to have one Northern Star newspaper delivered to their home each day or made available at a mutually convenient point should a home delivery service not be available.

2.2.9 Insurance expenses and obligations

As a minimum Council will provide the following insurance cover in respect to Councillors for matters arising out of Councillors' performance of their civic duties and / or exercise of their Council functions:

- **Public liability** (covers councillors for negligence arising from day to day Council activities)
- **Professional Indemnity** (covers Councillors for errors and omissions relating to their Council activities)
- **Personal Accident** (covers Councillors and partners for bodily injury whilst travelling to and from any local government activity or business)
- **Councillors and Officers** (covers Councillors for any civil claims arising out of their normal actions as a Councillor)
- **Statutory Liability** (covers Councillors for their liability to pay fines which may arise out of innocent breaches of the many Acts which control Council's operations)

All these insurances are subject to the limitations and conditions set out in each respective policy.

2.2.10 Legal expenses and obligations

Legal expenses incurred in relation to proceedings arising out of the performance by a Councillor of his or her functions under the Act are to be distinguished from expenses incurred in relation to proceedings arising merely from something that a Councillor has done during his or her term in office. An example of the latter is expenses arising from an investigation as to whether a Councillor acted corruptly by using knowledge of a proposed rezoning for private gain.

Council may disburse money only if the disbursement is authorised by the Local Government Act 1993. Therefore, if a Councillor has a legal matter that they believe merits assistance, then that matter is to be reported to Council for determination.

In considering such a matter Council will be guided by the contents of Department of Local Government circular 05/08 "Legal assistance for councillors and council employees".

2.2.11 Representation on Joint Regional Planning Panel

Council will pay the NSW Department of Planning's maximum recommended fee per meeting for Councillor representation on the Northern Region – Joint Regional Planning Panel (currently \$600 per meeting).

2.2.12 Use of Staff Resources to Assist Councillors at their Private Residence

The General Manager is entitled to authorise Council staff to attend a Councillor's residence to assist in resolving a Council related matter. However this approval can only be given in the following circumstances:

- The Councillor must declare that the matter is directly related to Council business; and

- It has been assessed by the General Manager that the issue can be resolved relatively quickly; and
- There will be no additional expense incurred by Council in providing that assistance; and
- The work environment must be considered safe from an occupational health and safety perspective; and
- The General Manager is of the opinion that the use of the Council staff resource is the quickest and most effective method to resolve the matter.

2.3 ADDITIONAL MAYORAL EXPENSES

The Mayor is not entitled to the reimbursement of any additional expenses, other than being able to undertake certain levels of travel and attendance at seminars, conferences, training courses and meetings, without prior approval, as per clause 2.2.

PART 3 - PROVISION OF FACILITIES

3.1 GENERAL PROVISIONS

3.1.1 Provision of Facilities Generally

Facilities provided to the Mayor and Councillors will generally relate to telecommunications to ensure that all Councillors are readily accessible to the community and Council.

3.1.2 Private use of Equipment and Facilities

In accordance with Council's Code of Conduct, any resources provided, under this policy, or otherwise, shall not be used for private purposes. Nor shall such resources be used for political purposes, i.e. Council elections and the like.

3.2 PROVISION OF EQUIPMENT AND FACILITIES FOR COUNCILLORS

3.2.1 Telecommunications and Auxiliary Equipment

Each Councillor shall be entitled to:

- Provision of a smart phone (1GB limit per month) including a suitable hands free device for the Councillor's private vehicle (one only)
- Provision of tablet technology (ie IPAD or similar with a 3GB limit per month)
- Installation of one home telephone line
- Provision of a laser multi-function centre device that allows scanning, copying, printing, telephone and answering machine (excluding facsimile) along with consumables such as cartridges and paper for printing.

The above equipment will be provided to a standard as determined by the General Manager in accordance with Council approved budgets and the communication needs of Council. Internet services, in accordance with the Council's corporate internet service provider plan, will be available to Councillors through the provision of the Council supplied smart phone and/or tablet computer.

3.2.2 Miscellaneous Items

Miscellaneous items each Councillor may receive are:

- Council business cards up to a maximum of 500 per annum
- Support of the General Manager's Personal Assistant on an as-available basis
- Access to a shared office space within the Council Chambers, including availability of photocopier, telephone, facsimile machine etc during Council office hours
- A Council name badge
- A Council blazer
- Standard stationery items on an as required basis

3.3 PROVISION OF ADDITIONAL EQUIPMENT AND FACILITIES FOR MAYOR

In recognition of the duties and responsibilities undertaken by the Mayor, Council will provide the following additional equipment and facilities:

3.3.1 Office Space and Support

Council will provide the Mayor with a dedicated office along with all support services such as phone, facsimile and consumables. The Mayor will also have access to the General Manager's Personal Assistant for secretarial services.

3.3.2 Motor Vehicle

Council will provide the Mayor with a Council motor vehicle for Council and private use. In the event of the vehicle being used for private use Council shall set any contribution level from time to time. The current contribution rate is nil, subject to the following clause:

A fuel card is provided for refuelling from Council authorised facilities, however, during periods of private use any refuelling occurring outside a 200km radius from the Council administrative centre, must be paid for by the Mayor.

The maximum standard of the motor vehicle will be that of a Holden Statesman, Ford Fairlane, or equivalent.

3.3.3 Telecommunications

Council will provide the Mayor an additional home telephone line, and rental thereon, if requested.

3.3.4 Qantas Club Membership

Council will provide the Mayor with an annual Qantas Club Membership.

3.3.5 Car Park

Council will provide the Mayor with a dedicated car park at the Council Customer Service Centre.

PART 4 - OTHER MATTERS**4.1 ACQUISITION AND RETURNING OF FACILITIES & EQUIPMENT BY COUNCILLORS**

All items provided to Councillors in accordance with the policy shall remain the property of Council. Items shall be returned to Council:

- Upon request of the General Manager for repair, replacement, maintenance or upgrade
- Immediately upon the Councillor ceasing to hold office for any reason.

Items will be replaced when uneconomical to repair, or in accordance with any Council policy or resolution from time to time.

4.2 COUNCILLORS CONTRIBUTING INTO SUPERANNUATION

In accordance with the ATO Interpretative Decision 2007/205, Council may enter into an arrangement with a Councillor under which the Councillor agrees to forego all or part of their annual fee in exchange for the Council making contributions to a complying superannuation fund on their behalf.

PART 5 - REVIEW

The LGA (s.252) requires Council to review this policy within five months of the end of each financial year.