



ballina
shire council

Annual Report 2014/2015



ballina
shire council

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Annual Report 2014/2015

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MAYORAL MESSAGE



It is my privilege to deliver the Mayoral Message for the year ending 30 June 2015. As a collective group, there continues to be a great deal of goodwill among the Councillors and even though we are not always in agreement in respect to our various viewpoints, we all want the Ballina Shire to continue to prosper.

We are often caught in the rush of our daily lives and as a Councillor we attend meetings and events with a wide range of people, so the annual report provides a time to reflect on what we have achieved during the past 12 months

There were many highlights during the 2014/15 year and items that I found of interest and rewarding, include, but are not limited to:

- commencement and almost completion of the third stage of River Street as part of the Ballina Town Centre Upgrade. Our on-going improvement program, where we have now expended \$10 million, is helping to ensure that the town centre remains the business hub of Ballina.
- We have now completed the upgrade of the Wigmore Arcade and these works have brought new life to the town centre, as well as new tenants. We are hopeful the Arcade will be fully tenanted in the not too distant future.
- construction of the shared pathway from Ballina to Lennox Head is now complete through the works undertaken on Skennars Head and North Creek Roads. You can now cycle all the way from the centre of Lennox Head to West Ballina on our

cycleways which is a great achievement. We are planning to commence works on the shared path from the angels Beach underpass to Sharpes Beach in the New Year, which will further improve our cycleway network.

- a construction contract has now been let for the new \$7 million Wollongbar Sport Fields and this should mean the major construction works are completed early in 2016.
- the Ballina – Byron Gateway Airport continues to thrive and who would have believed only a few years ago that we would now be approaching 500,000 passengers per annum.
- The completion of over \$9m of road and transport related works across the Shire, with the major project being the opening of the new Ballina Heights Drive.

It is also pleasing to see so many of our community facilities such as the Northern Rivers Community Gallery, the Ballina Surf Club and the Lennox Head Cultural and Community Centre being so well utilised.

On a sadder note the mauling of two local residents by sharks, with one person dying has impacted many people in our community. We are continuing to liaise with the State Government on the best way(s) to provide a safe swimming environment at our beaches.

Overall, this is only a small sample of the activities undertaken by Council during the year and as you read through the Annual Report I'm sure you will be impressed with the depth and breadth of services and infrastructure delivered during 2014/15.

So, please enjoy reading our Annual Report.

OUR COMMUNITY : OUR FUTURE

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.

our **vision**

serving the **community** of today while preparing for the challenges of tomorrow

ballina
shire council

TODAY

The shire's resident population is approximately 41,644 (June 2014) 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.

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 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.

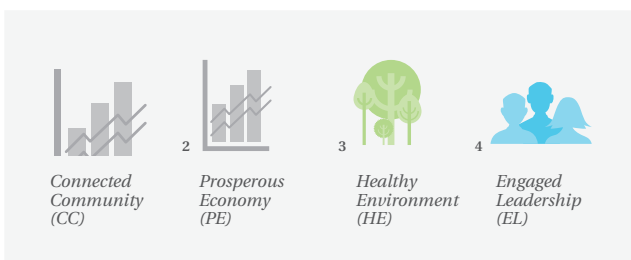
The IPR has five main components:

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. The next End of Term Report will be published in 2016/2017.

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 2014/2015 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 2015. 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 two extraordinary meetings were held in the reporting period.

councillor	ordinary	extraordinary
Cr David Wright	12	2
Cr Jeff Johnson	11	1
Cr Sharon Cadwallader	12	1
Cr Keith Williams	12	0
Cr Keith Johnson	11	2
Cr Susan Meehan	12	1
Cr Ken Johnston	12	1
Cr Paul Worth	12	2
Cr Robyn Hordern	12	2
Cr Ben Smith	12	1

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

Council has six Standing Committees, as follows:

Australia Day Committee

Consisting of all Councillors to determine award recipients for Australia Day.

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.

Aboriginal Community Committee

Provides advice to Council on matters that involve or potentially impact the shire's Aboriginal residents.

Alstonville Leisure & Entertainment Centre Committee

Oversees the management and control of the Alstonville Leisure & Entertainment Centre in accordance with the deed of transfer that dedicated the land to Council.

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, Roads & Maritime Service, Recreational Fishers 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 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

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

Community Connect eNews

Updates from latest Council meeting.

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	2014/15
Administrative Services	6	5	6	6	6	6	6	3
Asset Management	7	7	7	8	8	8	8	8
Building Services	7	7	7	7	7	7	7	7
Commercial Services and Airport	9	10	11	11	9	10	8	8
Development Services	10	11	12	12	12	12	9	9
Engineering Works	49	49	50	50	54	54	62	62
Financial Services	15	15	15	15	14	16	16	13
General Manager's Office	2	2	2	2	2	2	2	4
Group Managers	4	3	3	3	3	3	3	3
Human Resources and Risk	5	6	6	6	8	8	8	8
Information Services	5	5	5	5	6	6	9	13
Open Spaces and Reserves	30	31	31	32	32	33	33	33
Operations Support	34	36	35	35	35	34	34	34
Environmental & Public Health	9	10	7	7	9	9	9	10
Regulatory Support	6	6	6	7	7	7	7	7
Strategic Planning / Community Services	9	9	9	9	10	11	11	18
Tourism	4	4	4	4	4	4	4	3
Waste Management	20	21	21	21	20	19	19	19
Water and Wastewater	29	29	30	30	33	35	35	35
TOTAL	260	266	267	270	280	284	290	297

ACHIEVEMENTS 2014/15

LGA s428(1)(2)

Council's major achievements for 2014/2015. See Appendix 1 for the final Delivery Program Report for 2014/2015.



connected community

<p>Shared Path Ballina to Lennox Head shared path, completed western route along Coast Road and Skennars Head Road. Progressing North Creek Road.</p>	<p>Healthier lifestyles Wollongbar Sports Field underway.</p>	<ul style="list-style-type: none"> Developed Concept design for additional building at Ballina Surf Club. Ballina RSL Memorial Park Works.
<p>Northern Rivers Community Gallery Diverse program of exhibitions and workshops. Published first exhibition program.</p>	<p>Safer commuting Swift Street school bus interchange shelters.</p>	<p>New gateway entry 1.8km Ballina Heights Drive.</p>
	<p>Community Facilities</p> <ul style="list-style-type: none"> Ballina Library and Visitor Information Centre improvements. 	<p>Affordable housing Low to middle income affordable housing rebate.</p>



prosperous economy

<p>Ballina Town Centre Redevelopment of Wigmore Arcade.</p> <p>Cherry Street and Tamar Street roundabout.</p> <p>Moon Street and River Street roundabout, paving and landscaping.</p>	<p>Ballina Byron Gateway Airport</p> <ul style="list-style-type: none"> Record passenger numbers 436,341. Record revenue. construction of \$12.5million fire station Tower construction increased secure carparking daily Melbourne service ranked top 14 regional airport in Australia. 	<p>Visitor Services Ballina, breath of fresh campaign targeting Melbourne market.</p>
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healthy environment

<p>Water Quality 4.5km water pipeline from Smith Drive to Uralba.</p> <p>Installation of emergency overflow storages at seven key sewer pump stations.</p> <p>Construct pressure reduction zones to identify and reduce water leaks.</p>	<p>Solar Power Largest bank of solar panels in regional NSW installed at Ballina Wastewater Treatment Plan.</p>	<p>Floodplain management Floodplain Risk Management Plan completed.</p>
	<p>Asbestos Management Take out Local Government Excellence in Environment Awards.</p>	<p>Scores on Doors Food hygiene and safety program successfully launched with local eateries.</p>



engaged leadership

<p>Urban Development Adoption of design guidelines and identification of infrastructure needs to facilitate future urban development at Cumbalum, between Ballina Heights Estate and Ross Lane.</p>	<p>Community Survey Ninety-four per cent of residents satisfied or somewhat satisfied with Council's performance.</p>	<p>Swimming pool upgrades Extensive community consultation for redevelopment of the Ballina and Alstonville Swimming Pools.</p>
<p>Building character Development of Rural Character Statements.</p>	<p>Cultural Planning Published <i>Our Community: Our Culture</i> that documents what our residents value in terms of cultural attributes and activities. These are being fostered and promoted.</p>	<p>Employer of the Year Named 2014 Novaskill Employer of the Year.</p>

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 2014 to 30 June 2015 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 Mayoral and Councillor fees for the reporting period were \$304,809. 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).

	<i>Cr D Wright</i>	<i>Cr J Johnson</i>	<i>Cr K Johnson</i>	<i>Cr K Johnson</i>	<i>Cr K Johnston</i>	<i>Cr S Cadwallader</i>	<i>Cr R Hordern</i>	<i>Cr B Smith</i>	<i>Cr S Meehan</i>	<i>Cr K Williams</i>	<i>Cr P Worth</i>	<i>Combined</i>	<i>TOTAL</i>
Councillor/Mayoral Allowance	57,040	17,930	17,930	17,930	17,930	17,930	17,930	17,930	17,930	17,930	17,930		218,410
Additional facilities for the Mayor - fax machine	350												350
Civic Activities/ Functions/Meetings	210	358										19,826	20,394
Insurance												25,909	25,909
Travel Intrastate		570	824	228	4,849				1,007		1,345		8,893
Travel Interstate		132			1,724				2,627				4,483
Travel Overseas													0
Newspaper & Other	471	152	763	486	470				486	255	506		4,075
Telephone & Internet Charges	635	984	1,178	1,389	1,347		1,675	736	1,572	407	372		10,295
Motor Vehicle Operating Expenses	12,000												12,000
TOTAL	70,706	20,126	20,695	20,033	26,320	20,091	18,666	23,692	18,592	20,153	45,735	304,809	

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
Harelec Services	Design, supply, construct, install and commission of a 200kW - 300kW Solar Power Generation System	\$734,100
Pikes & Verekers Lawyers	Legal Services for a five-year period	schedule of rates
Newbold Law	Legal Services for a five-year period	schedule of rates
Maddocks	Legal Services for a five-year period	schedule of rates
Clarissa Huegill & Associates	Legal Services for a five-year period	schedule of rates
WJ Grace and Co Solicitors	Legal Services for a five-year period	schedule of rates
Lindsay Taylor Lawyers	Legal Services for a five-year period	schedule of rates
Boral Construction Materials Group Ltd	Supply and laying of asphalt	schedule of rates
Clark Asphalt	Supply and laying of asphalt	schedule of rates
RPQ Asphalt Pty Ltd	Supply and laying of asphalt	schedule of rates
Ledonne Construction Pty Ltd	Construction for implementation of Pressure Management Zones and Demand Management Areas	\$1,103,800
Greg Clark Building Pty Ltd	Redevelopment/Refurbishment of Wigmore Arcade	\$1,158,237
Australian Lifeguard Service	Surf Life Saving Services	\$249,765
Flintstone Group Pty Ltd	Construction of carpark and associated infrastructure at the Ballina Byron Gateway Airport	\$706,793
Synergy Resource Management Pty Ltd	Wollongbar Sporting Fields and associated infrastructure	\$3,750,565
Richmond Waste	Collection of waste in receptacles from wastewater treatment plants	schedule of rates
Newlands Civil Construction Pty Ltd	Replacement of water main along Smith Drive to Uralba	\$620,999

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
BSC v Verna Kathleen WALL	\$18,000 (to date)	Failure to comply with a Council Order to remove waste material from property. Matter may require Council to enter onto land and remove waste and to then recoup costs through courts.	Ongoing.
BSC v Brian William Camidge	\$3,000 (to date)	Failure to obtain development consent for clearing of native vegetation. This matter has commenced and currently awaiting determination of Revegetation Management Plan prior to instructions for prosecution and revegetation order from Court.	Ongoing
BSC v Planners North (NSW L&E Court Ref: 10669/2014)	\$2,000	Class 1 Appeal to the NSW L&E Court. The applicant was challenging Council's refusal of DA 2013/473 for Two Dwelling House Pads at 219 Sneesbys Lane, East Wardell. Agreement was reached between both parties and Consent Orders were issued by the Court.	Finalised

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 \$25,400.

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 \$1,900.

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.

The total 2014/15 rates and charges & interest write offs were \$2,498.67.

	2010/11	2011/12	2012/13	2013/14	2014/15
Statements of Claim issued	0	25	5	35	34
Number of assessments currently with ARL for recovery	6	91	163	128	149
Original principal amount recoverable from assessments currently with ARL for recovery	\$11,060	\$355,846	\$750,367	\$536,065	\$614,144
Legal costs incurred (recoverable from ratepayers)	\$4,930	\$16,127	\$12,265	\$16,727	\$27,330.59
Balance payable on assessments currently managed by ARL at 30 June	\$10,270	\$242,765	\$570,885	\$347,978	\$366,503
Total assessments referred to ARL for recovery action during financial year	0	259	243	311	224
Total principal amount referred to ARL for recovery action during financial year	0	\$717,775	\$805,803	\$525,882	\$537,250

PRIVATE WORKS

LGA s67(3) and REG cl 217(1)(a4)

In accordance with section 67 of the Local Government Act Council is permitted to provide, at current approved market rates, specific services on private land. Any private works carried out in 2012/2013 were charged as per Council's adopted fees and charges.

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:

- Capital assistance - Community halls - \$39,802
- Rates & charges for community groups (including ordinary rates, water, sewer and waste charges) - \$60,027
- Water consumption charges for community groups - \$33,900
- Refund of Planning Fees for Alstonville Community Preschool - \$1,849
- Festival and Event funding for local community groups to host major community events in Ballina Shire - \$95,000
- Community donations - \$54,803
- 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 2014/2015 financial year Council made contributions to the organisations listed on the tables on the following pages:

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 groups)	\$60,027
Water consumption charges (various groups)	\$33,900
Alstonville Community Preschool - Planning fees	\$1,849

FESTIVAL AND EVENT FUNDING	
Ballina Fine Food & Wine Festival	\$5,000
Ballina Coastal Country Music Festival	\$20,000
Summerland Country Fair	\$5,000
Skullcandy Oz Grom Open	\$15,000
Prawn Festival	\$35,000
Alstonville New Years Eve Family Festival	\$15,000
TOTAL	\$95,000

COMMUNITY DONATIONS PROGRAM		
Ballina Community Gardens	Sewer Connection (funded from Wastewater fund)	\$4,000
Ballina Jockey Club	Costs in bringing Melbourne Cup Tour to Ballina (funded from General Fund)	\$3,000
Ballina Lions Club	Equipment hire, printing and medals	\$500
N/Rivers Ulysess Motorcycle Club	Traffic Control for 2014 Toy Run	\$650
Ballina General Cancer Support Group	Hire fees for monthly meetings	\$550
Ballina Cancer Support Group	Hire fees for monthly meetings	\$308
Lennox Head Chamber of Commerce	2014 Love Lennox Carnival	\$800
Ballina Senior Citizens Club	2014 Christmas Party for Ballina Senior Citizens members	\$2,000
Ballina RSL Sub-Branch	2014/15 Rates for RSL Youth Club	\$3,215
Lennox Head Landcare Inc	Waterwatch activities	\$300
Lennox Head Resident's Assoc Inc	Protect and maintain community assets	\$1,800
Ballina Public School	Host Aboriginal/Torres Strait Islander Achievement Night	\$500
Lennox Head VIEW Club	2015 International Women's Day Breakfast	\$1,000
Australian Seabird Rescue Inc	Rehabilitate and release marine wildlife and educational awareness	\$1,000
Australian Navy Cadets T.S. Lismore	Repair boatramp used for waterborne activities / training	\$2,000
The Silversmiths	Hire Kentwell Community Centre to entertain members of aged care facilities	\$720
Lions Club of Lennox Head Inc	Shelves and covered area for trailer at the Skennars Head Soccer Field	\$1,500
Tintenbar Tennis Club	Reinstate courts - replace net and cover insurances	\$1,000
North Coast Academy of Sport	Provide quality coaching, competition and sports science to regional athletes	\$3,000
AFC & RAAF Assoc (Ballina Branch)	Hire chairs and shade covers for commemoration service	\$460
Wollongbar Community Preschool	Complete existing disabled ramp access to preschool entry	\$5,000
Tintenbar Branch of Aust Red Cross	Waive tip fees following trash and treasure event	\$100
Ballina Jet Boat Surf Rescue	Fuel and maintenance costs for jet boats	\$2,700
Lennox Head Carols	2014 Carols	\$5,000
Riverside Carols Ballina	2014 Carols	\$5,000
Rainbow Region Dragon Boat Club	Annual Regatta	\$500
Cancer Council NSW (Georgia Quinn)	Fundraising for Mantle Cell Lymphoma	\$1,000
Ballina Netball Association	Hire Lennox Head Cultural & Community Centre for fundraising event	\$500
Michelle Anderson	Australian Representation - Australian Masters Hockey	\$225
Westpac Life Saver Rescue Helicopter	Mobile defibrillator	\$1,000
Grant Smith	Australian Representation - Australian Masters Hockey	\$225
Alstonville Sesqui Centenary	Hire Alstonville Leisure & Entertainment Centre for celebration dinner	\$250
Lennox Head Playgroup	Install softfall in children's area	\$5,000
Total		\$54,803

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 Field	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	\$580,500

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 2014 to 30 June 2015.

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. Lismore City Council delivers these services on behalf of the member Councils.

- **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)

During 2014/2015 a review of Council's recruitment and workforce planning processes was undertaken. The focus has been on identifying opportunities for increasing Aboriginal and disability employment through traineeships. Council has also continued with the Women in Leadership Program as part of our ongoing commitment to increasing female participation and success in non-traditional, professional and senior positions within Council.

Council is audited each year as part of our ongoing funding requirements for our disability employment program. Council again achieved successful results enabling ongoing financial support for this important program.

As part of Council's equal employment opportunity policy provisions, it has in place a Bullying and Harassment Prevention procedure. Over the past two years Council has engaged the services of experts from the Anti Discrimination Board to provide specialist awareness training to all staff and supervisors. This significant investment has been undertaken as part of management's commitment to ensure that we have a strong equal employment workplace.

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 \$684,554 for 2014/2015.

Total remuneration packages for senior staff for the reporting period:

General Manager - \$290,785

Other Senior Staff (combined) - \$392,769

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 2014/15 replaced and upgraded stormwater networks at the following locations:

PROJECT	\$
River/Moon street works	146,00
Allens Parade	81,000
Cawarra Park	42,000
Green Street	12,000
Allison Avenue	8,000
Skennars Head Coast Road	50,000
Total	\$339,000

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 2015.

POUND DATA SUMMARY 2014/15	CATS	DOGS	TOTAL
Seized and transferred to council's facility	42	223	307
Surrendered by owners	7	30	37
Released to owners	9	95	104
Euthanised	15	38	53
Sold	0	0	0
Released for rehoming	48	83	126
Died at council's facility	0	0	0
Stolen or escaped from council's facility	0	1	1

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 79 dog attacks were reported to the OLG for the 2014/2015 year either on a person and/or animal.

Companion Animals fund expended as per s85(1A)

Council received approximately \$48,268 from the Companion Animals Fund for the 2014/2015 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 commenced a regular review of NSW Register for the Shire. This has resulted in an increase in animals registered and improved the accuracy of information held.

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.

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.

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 \$ 300,000 for 2014/2015.

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 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 was a partner in a program run by Northern Rivers Animal Service at Cabbage Tree Island under the **Office of Local Government - Responsible Pet Ownership Program**.

The program was designed to achieve a number of objectives, including:

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

- 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 long standing 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

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

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.

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 2014/2015, 83 dogs and 48 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 was adopted at the October 2014 Council Meeting.

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. We have introduced 'Pippa' the Dog Poo Fairy - a mythical creature that encourages dog owners to pick up after their pets and use bags from the dispensers publicly available at various sites around the Ballina Shire.

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

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

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.

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 **\$541,000**. The table below details the ways in which these funds were **applied in 2014/2015**.

expenditure items	income from special variation	actual expense to date	comment
Community Services			
Life Saving Services	96,000	261,000	Additional funds put towards extra lifeguards over peak holiday periods. The outcome was a safer environment for beach users.
Richmond Tweed Library	55,000	1,401,000	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			
River Street, Ballina	69,000	253,000	Reconstruction of failed pavement providing a better and safer road network.
Ridgeway Drive, Cumbalum	69,000	200,000	Reconstruction of failed pavement providing a better and safer road network.
Strategic Services			
Strategic Planning	109,000	109,000	Rural Character Statements Project Ballina Major Regional Centre Strategy Wardell Planning and Environmental Study Skennars Head Expansion DCP CURA A Development Control Plan and s94 Plan
Tourism & Economic Development			
Promotion & Marketing	82,000	139,000	A range of marketing programs
Regulatory Services Management			
Development and Environmental Health	61,000	578,000	New staff and resources used to provide support in the area of Environmental Health.
total expenditure	541,000	2,941,000	

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 **\$529,000**. The table below details the ways in which these funds were **applied in 2014/2015**.

expenditure items	income from special variation	actual expense to date	comment
Roads Construction			
Links Avenue	68,000	93,000	Reconstruction of failed pavement providing a better and safer road network.
Pimlico Road	63,000	483,000	Reconstruction of failed pavement providing a better and safer road network.
Cycleways			
Kingsford Smith Drive	54,000	54,000	Reconstruction of failed pavement providing a better and safer road network.
Ballina Street, Lennox Head	9,000	15,000	Reconstruction of failed pavement providing a better and safer road network.
Street Lighting			
Various projects	29,000	39,000	New lights installed at various locations
Community Infrastructure			
Shelly Beach toilet block	70,000	70,000	Refurbishment of old toilet facilities to meet modern standards
Visitor Information Centre/ Library	108,000	109,000	Upgrade to entrance and internal layout to improve disabled access and functionality of space
Regulatory Services Management			
Development services compliance manager	128,000	165,000	Increase the level of resources applied to compliance.
total expenditure	529,000	1,028,000	

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 **\$537,000**. The table below details the ways in which these funds were **applied in 2014/2015**.

expenditure items	income from special variation	actual expense to date	comment
Roads Construction			
Angels Beach Drive	241,000	400,000	Upgrade of existing road to satisfactory standard
Cycleways			
Shared path Angels Beach to Skennars Head	59,000	334,000	Extension of the Ballina to Lennox network
Sportsfields			
Wollongbar Sportfields	89,000	286,000	New sportfields and amenities
Open Spaces			
Play equipment for various parks	33,000	33,000	New and replacement play equipment to meet contemporary standards
Ballina Cenotaph	39,000	64,000	Upgrade Cenotaph and surrounds
Fripp Oval	17,000	88,000	Improvements to drainage and irrigation
Environment			
Ballina Flood Risk Study and modelling	28,000	28,000	Study to assist with appropriate development levels and strategies for the future
Blackwater Research	31,000	40,000	Study to understand fish kills following periods of extensive rain and flooding
total expenditure	537,000	987,000	

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 **\$600,000**. The table below details the ways in which these funds were **applied in 2014/2015**.

expenditure items	income from special variation	actual expense to date	comment
Roads Construction			
Ballina Heights Drive	45,000	164,000	New road to service rapidly growing village
Angels Beach Drive	159,000	400,000	Reconstruction of failed pavement providing a better and safer road
Ridgeway Drive	12,000	200,000	Reconstruction of failed pavement providing a better and safer road
Martin Street	156,000	261,000	Reconstruction of failed pavement providing a better and safer road
Footpaths/Cycleways			
Coastal shared path Angels Beach to Skennars Head	114,000	334,000	Extension of the Ballina to Lennox Network
Sportfields			
Wollongbar Sportsfields	85,000	286,000	New sportsfields and amenities
Surf Life Saving Services			
Life Saving Services	29,000	261,000	Additional funds for extra lifeguards over peak holiday periods. The outcome is a safer environment for beach users.
total expenditure	600,000	1,906,000	

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 **\$461,200**. The table below details the ways in which these funds were **applied in 2014/2015**.

expenditure items	income from special variation	actual expense to date	comment
Roads Construction			
Urban roads' reseals	226,000	226,000	Reconstruction of failed pavement providing a better and safer road
Rural roads' reseals	157,000	225,000	Reconstruction of failed pavement providing a better and safer road
Footpaths/Cycleways			
Coastal shared path Angels Beach to Skennars Head	7,200	972,000	Extension of the Ballina to Lennox Network - section 2
Community Facilities			
Ballina Surf Club	71,000	83,000	Completion works for new surf
total expenditure	461,200	1,506,00	

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 **\$445,000**. The table below details the ways in which these funds were **applied in 2014/2015**.

expenditure items	income from special variation	actual expense to date	comment
Roads Construction			
Tamar Street	280,000	280,000	Reconstruction of failed pavement providing a better and safer road.
Wardell Road	154,000	292,000	Reconstruction of failed pavement providing a better and safer road.
Footpaths/Cycleways			
Coastal shared path Angels Beach to Skennars Head	6,500	972,000	Extension of the Ballina to Lennox Network - section 2
Community Facilities			
Crawford House	4,500	26,000	Painting and building upgrade
total expenditure	445,000	1,570,000	

SPECIAL VARIATION TO GENERAL INCOME (CON'T)

LGA s508(2)

In **2013/14** 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 2014/2015**.

expenditure items	income from special variation	actual expense to date	comment
Roads Construction			
Uralba Road	278,000	516,000	Reconstruction of failed pavement providing a better and safer road.
Rifle Range Road	222,000	443,000	Reconstruction of failed pavement providing a better and safer road.
Urban roads heavy patching	39,000	231,000	Reconstruction of failed pavement providing a better and safer road network.
Footpaths/Cycleways			
Coastal shared path Angels Beach to Skennars Head	7,400	972,000	Extension of the Ballina to Lennox Network - section 2
Community Facilities			
Crawford House	4,200	26,000	Painting and building upgrade
total expenditure	550,600	2,188,000	

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

2014/15 developed in accordance with Section 125 of the GIPA Act outlines access requests made during the reporting period (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 2014/2015

Direction One: A Connected Community (CC)

CC1.1: Actively promote crime prevention and safety strategies

Program Actions	Principal Activity	On target for this year?
CC1.1.1: Pursue Safety Initiatives that make us feel safer		
CC1.1.1a: Implement Council's adopted Road Safety Plan to maximise community awareness	Infrastructure Planning	

The finalisation of the draft bike plan has been on hold as recruitment for a new Road Safety Officer is in progress. It is anticipated the plan can be finalised by December. A number of campaigns were conducted during the year and the latest road safety campaign targeting speed was undertaken through the use of street banners, newspaper advertisements and on-line information.

Program Actions	Principal Activity	On target for this year?
CC1.1.1b: Implement NSW State Government Pool Barrier Inspection Program		
CC1.1.1b: Implement NSW State Government Pool Barrier Inspection Program	Building Services	

A total of 72 High Risk Pools have been identified with 72 being inspected and finalised in accordance with our program
A total of 36 Pool Compliance certificates have been issued for this quarter, with a total of 217 certificates issued for the financial year.

CC1.2: Ensure adequate plans are in place for natural disasters and environmental changes

Program Actions	Principal Activity	On target for this year?
CC1.2.1: Deliver contemporary disaster and environmental plans		
CC1.2.1a: Review emergency operations centre and/or response capabilities	Support Operations	

Review of EOC was completed by test exercise.

Program Actions	Principal Activity	On target for this year?
CC1.2.1d: Ensure Business Continuity Plans (BCP) are contemporary and tested		
CC1.2.1d: Ensure Business Continuity Plans (BCP) are contemporary and tested	Human Resources and Risk Management	

BCP Plan reviewed. Testing program undertaken in June 2015. This was facilitated by Council's Insurer with all BCP owners attending.

CC1.3: Monitor the built infrastructure and the services delivered to the community to ensure relevant standards are being met

Program Actions	Principal Activity	On target for this year?
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CC1.3.1: Improve asset management to minimise risk of failure and to maximise benefits delivered

CC1.3.1a: Improve condition assessment measures and models for Assets	Asset Management	
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The current actions in progress for the Roads and Transport Asset Management plans have the asset engineer modelling maintenance expenditure against each road segment with respect to age/road/location parameters using Reflect base data and Authority Assets. The outcome is to establish maintenance spending models against level of service expectations.

CC1.3.1b: Undertake proactive and contemporary asset inspection programs	Asset Management	
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This task is part of the ongoing program for all asset management plans. The current task is for the asset engineer to finalise the Asset Management Plan for Roads and Transport. Consultation with Council engineering works staff is then required to assess the scenarios outlined in the asset management plan. This is in progress for the coming reporting periods. The draft risk management plan has been distributed to Council's Human Resources and Risk Manager and Council's insurer. Final approval by those sections is still pending. A working group is meeting in July to recommence the stormwater asset inspection program.

CC1.3.2: Seek a high level of development compliance in our community

CC1.3.2a: Implement Compliance Program	Development Services	
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The annual report on the 2014/15 Compliance Work Program was presented to the June Ordinary Council Meeting. All four identified programs have either been satisfactorily completed or advanced throughout the year and continue as an ongoing program for the 2015/16 year.

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 Customer Service	
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Council hosted a thank you and acknowledgement morning tea at the Ballina Surf Club on Wednesday 13 May 2015 in celebration of National Volunteer Week. Other smaller focused acknowledgements are held during the year.

CC2.1 Encourage community interaction and volunteering (cont'd)

Program Actions	Principal Activity	On target for this year?
<i>CC2.1.1: Encourage and foster community pride through volunteering initiatives</i>		
<p>CC2.1.1b: Co-ordinate Gardens Volunteer Program</p> <p>Volunteer group continuing to undertake work at Lennox Head Community Centre. Additional volunteers undertaking work as part of the Friends of Lake Ainsworth program.</p>	Open Spaces and Reserves	
<i>CC2.1.1c: Co-ordinate Airport and Gallery Volunteer Programs</i>		
<p>CC2.1.1c: Co-ordinate Airport and Gallery Volunteer Programs</p> <p>The Gallery recruited 11 new volunteers at the beginning of June which included a full induction with ongoing training provided for the first four shifts in the Gallery. Full training includes induction to Council policy and procedures, WHS, Customer Service and Information Services and Gallery sales procedure. On-site training for all new volunteers is due to be completed by mid-August 2015.</p> <p>In June our volunteer Tourism Ambassadors were invited along on two separate familiarisation tours. The Macadamia Castle hosted our airport volunteers and showed them throughout the animal park and gift store. They also sampled the Castle's pancakes and hot roasted macadamia nuts. Our Tourism Ambassadors also got a behind the scenes tour of the new Aviation Rescue and Fire Fighting facility at the Ballina Byron Gateway Airport. The tour included a visit to the Control Tower and a demonstration of the new fire rescue trucks.</p>	Community Facilities and Customer Service	
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?
<i>CC2.2.1: Identify existing and reduce gaps in cultural facilities in the Shire</i>		
<p>CC2.2.1a: Implement Cultural Plan</p> <p>Cultural plan adopted and published. Creative ageing community art project pavers currently being installed adjacent to the Wigmores arcade. Cultural ways interpretive materials project progressing. Project in final phases of Aboriginal stakeholder engagement. Council resolved to progress the project to completion at its June 2015 Ordinary Meeting.</p>	Strategic Planning	

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?
CC2.2.2: Grow and support the Northern Rivers Community Gallery		
Community Facilities and Customer Service		
		
<p>The NRCG is in final design development stage of producing a corporate donations prospectus. A 24 page Annual Program booklet has been completed and distributed to all Council touch points, local accommodation and hospitality providers. NRCG commenced regular advertising in the Byron Echo Monthly Art Feature in April 2014 (Print Ad Only). NRCG then extended its advertising schedule in April 2015 to include Medium Rectangle Ads on EchoNet Daily (online version of the Echo). Case study snapshot from April to June for the last 3 years shows a significant increase in both physical visitors to the Gallery and web traffic to the NRCG webpage on the BSC website:</p> <ul style="list-style-type: none"> i. WebPage visits: April – June 2013 = 595 total page visits; April – June 2014 = 931 total page visits; April – June 2015 = 1108 total page visits ii. Gallery Visitors: April – June 2013 = 3,594 Gallery visits; April – June 2014 = 3,828 total Gallery visits; April – June 2015 = 4,815 total Gallery visits <p>The May Exhibitions, <i>Unseen</i> and <i>Of Place</i> attracted 515 visitors to the Launch Event, the highest number on record to date and 1,922 visitors throughout the duration of the exhibition which is the second highest number of visitors on record for a 4 week exhibition.</p> <ul style="list-style-type: none"> i. EchoNet Statistics for NRCG Leaderboard and Medium Rectangle (MREC) Digital Ads April – June 2015 have also shown extremely high interest in the Gallery program: <ul style="list-style-type: none"> 1. 12 April (12 days) Leaderboard = 20,218 page views; 17 May MREC (7 days) = 10,200 page views; 24 May MREC (free bonus 12 days) = 14,803 page views; 8 June MREC (7 days) = 12,649 page views <p>The Gallery held two successful artist workshops during May as part of the 'Of Place' Exhibition program; 'In the Drawing Room with the Houndstooths' for children and 'Drawings of where you are' for Adults. Feedback from participants was extremely positive and attracted new audiences to the Gallery.</p>		
CC2.2.4: Manage and encourage Companion Animals		
Environmental and Public Health		
		
<p>The Cabbage Tree Island Partnership Program is due to come to a close at the end of August. Rangers have been patrolling specific areas as issues arise in addition to their usual patrols. Additional dog Poo Bag Dispensers have been installed at the off leash dog exercise area at Gap Road, Alstonville, at the walkway at North Wall near the coast guard tower and at the Fawcett Park walkway near the toilet block at the end of Moon Street, Ballina.</p>		
CC2.3 Assist disadvantaged groups within our community		
Program Actions		
On target for this year?		
CC2.3.1: Foster opportunity and partnership with Aboriginal people		
Community Facilities and Customer Service		
		
<p>The Reflective Reconciliation Plan draft continues to be developed and will be presented to the Aboriginal Community Committee in the near future.</p>		
CC2.3.1c: Support an effective and consultative Aboriginal Community Advisory Committee		
Community Facilities and Customer Service		
		
<p>Aboriginal Community Committee Meetings continue to be convened in accordance with the terms set by the committee and resources allocated by the Council.</p>		

CC2.3 Assist disadvantaged groups within our community (cont'd)

Program Actions	Principal Activity	On target for this year?
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	


An external audit was completed on 17 December 2014. This Audit identified that Council is meeting the requirements of the Disability Standards and funding requirements. Training has been scheduled for 27 July 2015 for all employees within our disability crew to attend. This training will cover the new Disability Employment Standards.

CC2.3.2: Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential (cont'd)

Program Actions	Principal Activity	On target for this year?
CC2.3.2b: Implement EEO Management Plan	Human Resources and Risk Management	


Anti-Discrimination training delivered to Council staff in June 2015 by Anti-Discrimination Board. This training included an understanding of Council's EEO Policy. Staff Consultative Committee continuing to monitor implementation of this Plan.

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		
CC3.1.3b: Implement upgrade of Ballina and Alstonville swimming pools through the use of special rate variations in 2014/16 and 2016/17, subject to State Government approval	Governance and Finance	

Special rate variation approved by the State Government. Consultant appointed to manage the design and approval process.

CC3.1 Provide equitable access to a range of community services and facilities (cont'd)

Program Actions	Principal Activity	On target for this year?
CC3.1.1: Ensure appropriate provision of recreation facilities (cont'd)		
CC3.1.1c: Determine and implement strategy for provision of indoor facility (sports and / or events) for Ballina	Community Facilities and Customer Service	

On 25 June 2015, the Council resolved to recommence investigations concerning the provision of an indoor facility on either the Gallens Road site or within the Southern Cross Industrial Estate. Consultants have recently been engaged to further evaluate these options and to present a recommendation regarding a preferred site.

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: Implement Adopted Sports Fields Management Plan	Open Spaces and Reserves	
Council staff currently preparing a new brief to address both sportsfield management and recreational needs assessment.		
CC3.2.1b: Implement Playground Upgrade and Renewal Plan (PURP)	Open Spaces and Reserves	
Playground Upgrade and Renewal Plan was exhibited for consultation. Two submissions were received and a report has been prepared for Council to consider at the July meeting.		
CC3.2.1c: Pursue provision of skate park at Wollongbar	Strategic Planning	
LEP amendment component of this project is complete. Planning for open space and skate park to be undertaken by Open Spaces and Reserves section. Initial design work being undertaken with plan submitted to July 2015 Ordinary meeting.		

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: Implement Ageing Strategy for the Shire	Community Facilities and Customer Service	
Corporate Communications team is continuing to work to secure authorised material to complete this project. Ageing considerations continue to be considered in our strategic and development planning and various infrastructure works such as shared pathways.		





CC3.4 Provide strategies for increased participation by females

Program Actions	Principal Activity	On target for this year?
CC3.4.1 Develop actions to improve female participation rates in recreational activities		
CC3.4.1a: Identify measures and undertake actions to promote increased female participation rates	Open Spaces and Reserves	

Positive feedback received from Ballina Triathlon Club and Ballina Netball regarding recent events including netball infrastructure works. Data monitoring to continue.






Direction Two: A Prosperous Economy (PE)

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






Program Actions	Principal Activity	On target for this year?
<p>PE1.1.1 Work together to plan, co-ordinate and implement tourism initiatives for the region and Ballina Coast and Hinterland to benefit the local economy and community</p>	<p>Community Facilities and Customer Service</p> <p>Council's Corporate Communications and Tourism Coordinator attended a board meeting for North Coast Destination Network. Continue to source local produce for sale at the Visitor Centre Coordinated a familiarisation and thank you function for the Airport Ambassador Program in June 2015.</p>	
<p>PE1.1.1a: Implement regional visitor services strategy</p>	<p>Community Facilities and Customer Service</p> <p>Attended Queensland Caravan and Camping Show in June 2015 with neighbouring LGAs Worked with the Ballina Byron Gateway Airport to develop a marketing campaign targeting Visiting Friends and Relatives market for June/July 2015 Hosted a workshop for the tourism industry regarding what the Tourism Section of Council offers businesses. State and Regional Tourism Representatives also gave a presentation on working collaboratively.</p>	
<p>PE1.1.1b: Participate in and leverage opportunities to market the Ballina Coast and Hinterland</p>	<p>Community Facilities and Customer Service</p> <p>PE1.1.1c: Implement Destination Management Plan for Ballina Shire</p> <p>Activity 1.7 – Article in Council's Community Connect raising awareness of the visitor economy (June edition) Activity 2.1 – Participated in the Queensland Caravan and Camping show in June 2015 Activity 2.6 – Weekly social media posts about Ballina Coast & Hinterland Activity 3.2 – Working with Bundjalung Cultural Ways steering committee Activity 5.1 – Visitor Centre staff promoted Skatewise Workshops, Mother's Day Classic, Westpac Charity Walk, Our Kids Day Out, Alstonville Family Fun Day, Community Tree Planting Day, Low Lennox Festival, Ballina Lions Fun Run, NSW Police 100 years of Women in Police, Lennox Head Community Markets, Ballina Community Markets, Northern Rivers Community Gallery via social media, radio segment, What's On board, tourism industry e-newsletter, inclusion in the Destination NSW website, inclusion in Visitor Guide and briefing Tourism Airport Ambassadors. Communications team promoted these events via Council's newsletter, Community Connect Activity 5.2 – Continue to support and build the capacity of community event organisers – 11 events were issued consent in the quarter, with a total of 42 for the year</p>	
<p>PE1.1.1e: Improve Promotional and interpretative signage</p>	<p>Community Facilities and Customer Service</p> <p>Bundjalung Cultural Ways project continues with contractors secured to assist with the project. Designs approved at June 2015 Ordinary meeting.</p>	

Program Actions	Principal Activity	On target for this year?
PE1.2 Provide infrastructure that supports business and delivers economic benefits		
PE1.1.2 Provide infrastructure that supports our towns as an attractive place to invest and visit		
PE1.1.2a: Implement Ballina Town Entry Statement Program as funding opportunities arise		
Implementation of the River Street works planned for 2014/15 has been largely completed.	Open Spaces and Reserves	
PE1.1.2b: Progress Coastal Shared Path		
Shared Path West (Stage 1 along Coast Road and Stage 2 along Skennars Head Road) are complete. Shared Path West (Stage 3 along North Creek Road) has received RMS 50% grant funding for the revised estimate of \$910,000. Stage 3 along North Creek Road has commenced and will continue through to August 2015. Coastal Recreational Path (Stage 1 Angels Beach to Sharpes Beach) has preconstruction documentation in progress with finalisation of Cultural Heritage Assessment occurring during June 2015. However subsequent submissions from Registered Aboriginal Parties has now been received and an Addendum document is being prepared to enable final reporting of the CHA and completion of an Aboriginal Heritage Impact Permit with forecast submission to OEH early July 2015. The completion of the Cultural Heritage Assessment and Addendum will allow for a new Part 5 EP&A Act application dealing with Council's resolution to amend the CRP route around Flat Rock Tent Park to be submitted in July 2015. Design and tender documentation is also being prepared and amended to deal with the modification for CRP Stage 1 due to the Cultural Ways Project (excluding the Flat Rock amendment at this stage), and a tender will be called at end of July 2015.	Engineering Works	
PE1.1.2c: Participate in Roads and Maritime Services Location Marker Program for Ballina		
RMS advises it is currently preparing trial sites within other local government areas to assess engineering and presentation issues concerning the proposed structures. If considered acceptable, indications are that signage for the northern and southern highway approaches to Ballina may be under active consideration by mid to late 2015. Council's role in this project is limited to advocacy.	Community Facilities and Customer Service	
PE1.2.2 Improve infrastructure and viability of business precincts		
PE1.2.2b: Pursue provision of latest technologies such as NBN to business precincts		
Council was successful in lobbying for NBN to the Wollongbar Residential Estate. Planning for the rezoning of Southern Cross allows for NBN installation.	Commercial Services	
PE1.2.2c: Continue town centre enhancement programs		
Moon Street/River Street roundabout and Moon Street upgrade – Service relocations for Essential Energy was delayed with final disconnection and reconnection achieved in March 2015. A staged approach to reconstruction for roadworks, stormwater, services and footpath commenced with a combination of night time work and day time work to minimise disruption. Recurrent wet weather has delayed progress, however night time work is due for completion mid-July 2015 and day time paving work will continue to end of August 2015. Moon St roundabout 'landscaping' to be determined via Public Art Committee. Cherry Street and Tamar Street roundabout – Roadworks completed March 2015. Drainage rehabilitation under existing concrete pavement still to be completed. Roundabout 'landscaping' to be determined via Public Art Committee.	Engineering Works	

PE1.3 Minimise the costs and regulatory requirements for doing business

Program Actions	Principal Activity	On target for this year?
<i>PE1.3.2 Streamline processes for undertaking business with Council</i>		
PE1.3.2a: Implement electronic Rate Notices	Governance and Finance	
Completed and working. Electronic notices were issued via the 'My Post' electronic mailbox. There were 185 electronic notices issued in July and we have 210 ratepayers signed up to receive notices electronically in the future. It is anticipated that this number will escalate as the My Post option is promoted.		
PE1.3.2b: Improve payment systems to Council	Governance and Finance	
New payment options have been introduced including Commonwealth Bank B Point payment solution. This system is cheaper than alternate systems and enables credit card payments via phone and web for rates/debtors and community facilities. Also, the My Post mail box solution has been introduced which allows the individual to manage (receive/pay/ record) a variety of accounts (telephone/electricity/insurances) via a digital mail box.		
PE1.3.2c: Increase availability of electronic records to the public	Governance and Finance	
A new process has been introduced whereby we are scanning file requests. This means that the file will be provided to the applicant electronically where staff have been able to scan the record. At times, due to staff levels and workloads, file requests may not be scanned. There is also a terminal that has been placed in the foyer of the Administration Centre that enables customers to view available records and information on line.		
PE1.3.2d: Implement online Section 149 Certificates	Information Services	
No further action - Awaiting software vendor to address deficiencies.		
PE2.1 Develop plans that encourage business growth and diversification		
Program Actions	Principal Activity	On target for this year?
<i>PE2.1.1 Provide strategies for business growth</i>		
PE2.1.1a: Finalise Clarke Street Master Plan	Strategic Planning	
Project complete. Master plan prepared and published. Existing planning framework to be maintained in the locality for the time being.		

PE2.1 Develop plans that encourage business growth and diversification (cont'd)

Program Actions	Principal Activity	On target for this year?
<i>PE2.1.1 Provide strategies for business growth (cont'd)</i>		
PE2.1.1b: Pursue improved marine infrastructure including a marina for Ballina, dredging of the Ballina bar and Old Boat Harbour (Port Ballina)	Governance and Finance	
Matching grant funding approved during the year for the preparation of master or development plans for the Regatta Avenue Precinct and the Ballina Trawler Harbour. Council continues to lobby the State Government to dredge the Ballina bar.		
PE2.1.1c: Implement airport development plan	Commercial Services	
Council has been shortlisted for the Regional Tourism Infrastructure Funding. The total funding for airports in NSW is now \$95M. (Our application to Infrastructure NSW has requested funding for two projects worth some \$7.45M) The Non Directional Beacon upgrade is completed. The new pad mount Transformer is complete and operational. We are investigating the installation of a Certified Air/Ground Radio Service (CA/GRS) at the airport.		
PE2.2 Promote and facilitate a range of business activities		
Program Actions	Principal Activity	On target for this year?
PE2.2.1 Maximise Opportunities and benefits to be gained from Council dredging and quarrying activities		
PE2.2.1a: Implement recommendations from quarry options report	Support Operations	
Consultant engaged to implement actions from options report and seek approvals. That work is well advanced and a report to Council will be prepared prior to seeking environmental assessments and relevant planning and regulatory approvals in August 2015.		
PE2.2.1b: Proactively manage Council sand pit	Support Operations	
Planning consent obtained this financial year and the project justification report is nearly finalised, with a report to Council planned to occur in August 2015.		
PE2.2.1c: Pursue dredging of North Creek	Asset Management	
Council was successful in winning the competitive tender process to seek approvals and the licence. Consultant appointed to prepare business case and approvals with that report well advanced.		




<i>PE3.1 Facilitate and provide economic land and infrastructure to support business growth</i>	Principal Activity	On target for this year?
Program Actions		
<i>PE3.1.1 Revitalise our retail town centres</i>		
PE3.1.1a: Progress plans for the redevelopment of the Wigmore Arcade to encourage economic development in the Ballina town centre	Commercial Services	
Building refurbishment works completed. Works to Winton Lane and Wigmore Carpark expected to be completed by 31 July 2015. Leasing of vacant shops ongoing.		
<i>PE3.1.2 Provide adequate land for business growth</i>		
PE3.1.2a: Progress availability of land at the Russellton Industrial Estate	Commercial Services	
Negotiations with adjoining owners ongoing. Development cannot proceed until agreement has been reached between adjoining owners and Council.		
PE3.1.2b: Progress availability of land at the Southern Cross Industrial Estate	Commercial Services	
Specialist consultant studies completed. Planning proposal being prepared for submission to Strategic Services.		
<i>PE3.2 Facilitate and provide affordable infrastructure, both business and residential</i>		
Program Actions	Principal Activity	On target for this year?
<i>PE3.2.1 Pursue affordability strategies in respect to the availability of residential land</i>		
PE3.2.1a: Progress Wollongbar and Ballina Heights Building Better Regional Cities Programs	Commercial Services	
158 applications received to the end of June 2015. A total of 73 grants have been issued for the Wollongbar Urban Expansion Area and 41 grants have been issued for the Ballina Heights Estate.		
PE3.2.1b: Research and implement appropriate strategies to assist with reducing the cost of residential land	Strategic Planning	
Consideration of land development costs integrated into shire wide strategic planning, locality planning, LEP, DCP and s94 contributions functions. Residential land costs also being considered in the Ballina Major Regional Centre Strategy project and Wardell strategic plan review. Both the BMRCS and Wardell projects are progressing through community engagement phases.		

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 Pursue affordability strategies in respect to the availability of residential land (cont'd)</p> <p>PE3.2.1c: Monitor effectiveness of waiver of Section 94 contributions for secondary dwellings</p> <p>Monitoring of secondary dwelling construction ongoing. 20 secondary dwellings were approved for period 1 January 2015 to 30 June 2015. Total since Council implemented the fee waiver policy = 26.</p>	Strategic Planning	
<p>PE3.2.1d: Analyse options for the delivery of affordable housing in Wardell</p> <p>Review of the Wardell Strategic Plan underway. Community engagement commenced and Planning and Environmental Study prepared.</p>	Strategic Planning	
<p>PE3.2.2 Plan for and provide new residential land and facilities in line with population growth in other areas in the shire outside Ballina</p> <p>PE3.2.2a: Release land at Council's Wollongbar residential land holding</p> <p>Settlement of 13 lots in Stage One now complete. DA for Stage two to be submitted July 2015.</p>	Commercial Services	
<p>PE3.2.2b: Monitor infrastructure to support identified growth areas at Pacific Pines (Lennox Head), Wollongbar and Ballina Heights</p> <p>The Council's future capital works program reflects the outcomes of this monitoring and planning works for the major projects included in the delivery program where required. The update of the road network model has been finalised and subsequently used to update the Roads Contribution Plan.</p>	Asset Management	
<p>PE3.3 Encourage technologies and transport options that support work at home or close to home business activities</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 (PAMP) and ensure plan remains contemporary</p> <p>Revised PAMP delivery program was adopted by Council in December 2013 and incorporated into the 2014/2015 Delivery Program and Operational Plan for implementation. Significant works undertaken on the shared pathway projects during the year.</p>	Principal Activity	
<p>PE3.3.1b: Implement Engineering Works</p>	Engineering Works	

Direction Three: A Healthy Environment (HE)

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

Program Actions	Principal Activity	On target for this year?
<i>HE1.1.1 Plan, monitor and manage to protect our coastline</i>		
HE1.1.1.a: Finalise and implement Coastline Management Plan	Engineering Works	
<p>Draft Coastal Zone Management Plan for Ballina Coastline (CZMP) was adopted by Council, including proposed Office of Environment & Heritage (OEH) amendments, at the September 2013 Ordinary meeting of Council. Finalisation of CZMP has continued during 2014 with more detailed feedback from OEH, and CZMP has been forwarded to OEH for submission to Minister in December 2014. Recent advice from OEH has again provided further feedback regarding CZMP, including referral to other agencies, prior to presentation to Minister. The formal submission to the Minister occurred in June 2015. Site investigation of existing buried rock wall along Seven Mile Beach (north of Byron St) has been undertaken which confirmed the existing rock wall is inadequate for protection purposes. A further report has been received which presents potential design options for future protective sea wall types. This is under review and response from OEH expected July 2015. Review of coastline DCP completed as part of DCP review and exhibition process during 2014.</p>		
<i>HE1.1.2 Plan, monitor and manage to protect our floodplains</i>		
HE1.1.2.a: Finalise and implement Floodplain Management Plan	Engineering Works	
<p>Draft Floodplain Risk Management Plan was considered by Council at the November 2014 meeting. This was followed by a workshop and Council endorsed the draft for public exhibition. The public exhibition was undertaken during February-March 2015 with reporting to Council being made at the April 2015 and May 2015 ordinary meetings. The Floodplain Risk Management Plan was adopted by Council with amendments, and the DCP was also adopted with further review to be undertaken. Grant for investigation and design of flood relief at Gallens Road shared path (Cumbalum) has been received, and work is in progress with early design options now submitted for flood modelling. Design investigation and modelling in progress.</p>		
<i>HE1.1.3 Actively promote and undertake climate saving and environmental actions as an organisation</i>		
HE1.1.3.a: Implement Council's Climate Action Strategy and Environmental Action Plan	Strategic Planning	
<p>Ecohealth monitoring water sampling program has concluded, with results now available. Preparation of comprehensive koala plan of management ongoing. Further engagement with Department of Planning and Environment undertaken and plan under revision. 20 million trees revegetation program for koala habitat progressing with planning for plantings underway and consultant engaged for alternative windbreak trial program on the Alstonville Plateau. Planning proposal to incorporate requirements associated with private native forestry lodged with Department of Planning and Environment and now under review. Council has received grants for works at Chickiba wetlands and Northlakes under the State Government's Estuary Management Program. Projects planned for commencement in 2015. Investigation into housing resilience options undertaken as part of Ballina Major Regional Centre Strategy project complete. Floodplain risk management plan and DCP inclusive of climate change considerations adopted by Council. Regular reporting on environmental initiatives being undertaken through Community Connect. Completion of the Ballina Shire Coastline Coastal Zone Management Plan awaiting endorsement by the Minister for the Environment.</p>		

HE1.2 Promote initiatives that improve our natural environment

Program Actions	Principal Activity	On target for this year?
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HE1.2.1 Protect and enhance our waterways

HE1.2.1a: Support implementation of the Coastal Zone Management Plan for the Richmond River Estuary



Ecohealth water quality monitoring sampling program and reporting completed. Council is awaiting advice from Richmond River County Council about anticipated work program under the CZMP for the 2015/16 year.

HE1.2 Promote initiatives that improve our natural environment (cont'd)

Program Actions	Principal Activity	On target for this year?
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HE1.2.1b: Complete review of Shaws Bay Management Plan and implement actions arising



Shaws Bay Coastal Zone Management Plan adopted during the year. A Master Plan for Pop Denison Park adjacent to Shaws Bay is currently being prepared. This Plan will align with the requirements of the Shaws Bay Management Plan. The CZMP was sent to the Minister of Planning for approval. There is still no response from the OEH the grant applications submitted under the Management Program.

HE1.2.1c: Complete review of Lake Ainsworth Management Plan and implement actions arising



Council adopted a preferred development plan for south eastern corner following extensive consultation along with a program of funding. Discussions with the Lennox Head Surf Club are taking place to discuss options for the new surf club. Designs for the new carpark are prepared. Council was successful in obtaining grant funding from the Public Reserves Management Fund during the year.

HE1.2.2 Reduce impact of stormwater on our waterways

HE1.2.2a: Implement Stormwater Management Plan



The work program of the internal team continues to review grant opportunities when they arise to advance on-ground project work. Two successful grant applications were advised in December 2014: Chickiba wetland restoration \$59,000 and Northlakes water quality \$52,000. Matching Council funds are now endorsed for the 2015/2016 Operational Plan and Delivery Program, with most of the ground work proposed for 2015/2016 subject to finalisation of environmental monitoring and approvals.

Engineering Works

HE1.3 Promote our open spaces, reserves, natural areas and their heritage values

Program Actions	Principal Activity	On target for this year?
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HE1.3.1 Improve access and facilities on foreshore locations

HE1.3.1a: Implement actions from adopted plans (Ballina Foreshore Master Plan, Richmond River Boating Study etc)



Engineering Works

Actions currently in progress:
 Better Boating Program grant for installation of pontoon at West Ballina boatramp completed September 2014.
 Better Boating Program grant for upgrading car parking at Fisheries Creek boatramp completed December 2014.
 Better Boating Program grant for investigation of boatramp at Empire Vale has draft documentation completed, and call for quotations to coincide with Boating Now program for 2015/2016.
 Better Boating Program grant for development of masterplan for Martin Street precinct has commenced with Councilor workshops, stakeholder consultation and community feedback in progress.
 Council has responded to Maritime Management Centre (Transport for NSW) Regional Boating Plan, and deed of agreement for Boating Now program has been received from TfNSW for delivery program projects.

HE2.1 Implement total water cycle management practices

Program Actions	Principal Activity	On target for this year?
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HE2.1.1 Plan and delivery adequate water cycle requirements in urban areas

HE2.1.1a: Implement adopted Urban Water Management Strategy



Water and Wastewater

Lennox Head and Ballina Recycled Water Treatment Plants commissioning continues. Recycled Water Reservoirs and Pipelines connected and fully operational. Council has received a response from NSW Office of Water (NOW) which details auditing requirements prior to an approval being issued. Council is scheduling the auditor to align with remaining commission items at the Treatment Plants.

HE2.1.2 Provide good quality recycled water and minimise water consumption

HE2.1.2a: Implement recycled water quality management plan



Water and Wastewater

The Recycled Water Quality Management System has been completed based on a series of meetings and workshops with agencies, auditor reports, and Council's related documents, policies and procedures. The Plan has been forwarded to NOW as part of Council's section 60 application and will be audited and approved as part of the section 60 process.

HE2.1.2b: Provide recycled water to dual reticulated properties



Water and Wastewater

Internal plumbing cross connection audits of residential properties have been mostly finalised with some residual properties and compliance issues being followed up by Council. Education and promotion of dual reticulation continuing including tours of Ballina WWTP. Council submitted s60 application to supply recycled water in December to the NSW Office of Water (NOW) and NSW Health and has received guidance from NOW about their audit requirements. Delays to final approval and final commissioning of the treatment plants may result in delays to supply of recycled water to dual reticulated properties. Salinity levels need reducing in Ballina Wastewater Catchment prior to supply of recycled water, which may delay elements of the implementation. Consultant's draft specification being reviewed to determine performance requirements for Reverse Osmosis plant.

HE2.2 Reduce, reuse and recycle our resources

Program Actions	Principal Activity	On target for this year?
HE2.2.1 <i>Reduce our waste to landfill through effective management and recycling</i>		
HE2.2.1a: Participate in regional waste initiatives and pursue waste resource sharing opportunities	Waste Services	
<p>The final quarter of the Household Asbestos Disposal Scheme saw 9 residents purchase the kits. The illegal litter campaign is being actioned on a regional basis. The Community Recycling Centre (CRC) is currently at the Development Application Stage and awaiting approval. Funding for the CRC was secured by the North East Waste on behalf of Council.</p>		
HE2.2.1b: Implement Council Waste strategy	Waste Services	
<p>A final stockpile development plan has been submitted to the NSW EPA and Council is still awaiting approval for this project.</p>		

HE2.2 Reduce, reuse and recycle our resources (cont'd)

Program Actions	Principal Activity	On target for this year?
HE2.2.2 <i>Reduce water wastage</i>		
HE2.2.2a: Implement water loss reduction program	Water and Wastewater	
<p>Commissioning of Pressure Reduction and Flow Monitoring Stations has almost been completed. Construction on the Smith Drive pipeline replacement is nearing completion. Finalisation of the pressure and flow stations contract will enable more sophisticated analysis and should detect further areas for attention.</p>		
HE2.2.2c: Establish water meter replacement program to improve accuracy of meter readings	Water and Wastewater	
<p>Council has received tenders for staged replacement of old meters in the fleet without standard backflow prevention. Tenders were called following the successful trial using external service providers which resulted in timely and economical replacement of old meters. It is expected a service contract will be signed to enable the successful provider to start the three year replacement works from the beginning of this financial year. Results of meter accuracy testing to date suggest some variation although overall meter accuracy is reasonable. Once older meters have been replaced, an ongoing renewals program will be determined based on Council meeting regulatory and cost-benefit requirements.</p>		

HE2.3 Pursue innovative technologies

Program Actions	Principal Activity	On target for this year?
HE2.3.1 Reduce our waste to landfill through effective waste management and recycling		
HE2.3.1a: Progress Biochar program	Waste Services	
<p>An update on the Biochar program was presented to Council at the February 2015 meeting. Council continues to wait on its submission to the Federal Government to amend the RDAF grant. Project not viable without additional funding.</p>		
HE2.3.2 Increase efficiencies for treating wastewater		
HE2.3.2a: Implement reticulation main renewal program	Water and Wastewater	
<p>The asset assessment report has been completed; the last stage of the report is a forward looking capital plan to target the renewal program. Septicity and salinity testing studies appear to have identified key locations where Council can focus investigations and efforts</p>		
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 Cumbalum Urban Release Area	Strategic Planning	
<p>Project Complete. Cumbalum Precinct B DCP provisions adopted by Council in April 2014. Cumbalum Precinct A DCP provisions and s94 adopted by Council in February.</p>		
HE3.1.1b: Investigate concept of semi-rural land uses at the edges of urban areas	Strategic Planning	
<p>Initial research and investigations complete. Consideration of this matter is scheduled for integration with the next review of the Ballina Shire Growth Management Strategy to enable comprehensive and holistic consideration of the issues arising.</p>		
HE3.1.1c: Complete DCP for Skennars Head expansion	Strategic Planning	
<p>Project on hold. Council is awaiting information from the proponent to enable finalisation of a draft DCP for reporting to the Council and subsequent public exhibition.</p>		

HE3.1 Develop and implement plans that balance the built environment with the natural environment (cont'd)		On target for this year?
Program Actions	Principal Activity	
HE3.1.2 Ensure planning instruments reflect current and future needs		
HE3.1.2a: Develop Major Regional Centre Strategy for Ballina and implement actions	Strategic Planning	
Technical reporting and specialist studies to support second engagement phase complete. Council resolved to progress to exhibition of background material and ideas at its June Ordinary Meeting. Exhibition to be undertaken during July and August.		
HE3.1.2f: Review Generic Plan of Management	Strategic Planning	
Project complete. Revised Plan of Management adopted by Council in February 2015.		
HE3.1.2g: Establish Character Statements for Rural Settlements	Strategic Planning	
Project complete. Rural settlement character statements adopted for use as part of local planning framework by Council in November 2014.		
HE3.1.2h: Implement new State Government Planning Framework	Strategic Planning	
Council has not received any advice from the Department of Planning and Environment on the status of the planning reforms in NSW. Implementation of reforms on hold until State Government establishes its agenda. In the meantime, Council is engaged with the Department in relation to the preparation of the next regional plan for the North Coast.		
HE3.2 Minimise negative impacts on the natural environment		On target for this year?
Program Actions	Principal Activity	
HE3.2.1 Ensure compliance with environmental legislation and standards		
HE3.2.1a: Develop and implement Illegal Dumping Action Plan	Environmental and Public Health	
Surveillance cameras have been deployed. Training and education for staff on the use and management of the surveillance cameras to occur in the near future.		
HE3.2.1b: Establish Local Asbestos Policy	Environmental and Public Health	
Draft Policy has been referred to technical officer for review. This has not been completed due to the prioritisation of other tasks.		

HE3.2 Minimise negative impacts on the natural environment (cont'd)

Program Actions	Principal Activity	On target for this year?
HE3.2.1 <i>Ensure compliance with environmental legislation and standards</i>		
HE3.2.1c: Establish and implement Waste Management Plan for Multi-Unit Residential Developments	Environmental and Public Health	

Draft Policy has been referred to technical officer and is under review. The review is not complete due to the prioritisation of other tasks.

HE3.3 Match infrastructure with development

Program Actions	Principal Activity	On target for this year?
HE3.3.1 <i>Plan what public facilities and services are required as a consequence of new development</i>		
HE3.3.1a Complete reviews of Section 94 Roads and Open Spaces/Community Facilities Plans	Strategic Planning	

Review of open space and community facilities complete. Section 94 plan drafted with finalisation pending further analysis of facility demand. Section 94 plan for Cumbalum Precinct A adopted by Council in February 2015. Review of the road network modelling complete. Draft of revised Roads s94 plan submitted to July 2015 meeting.

Program Actions	Principal Activity	On target for this year?
HE3.3.1b Complete reviews of Section 64 Plans for Water and Wastewater Services	Water and Wastewater	

The new Section 64 Plans plans are finalised and implemented (since 1 July 2015).

Direction Four: Engaged Leadership (EL)

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

Program Actions	Principal Activity	On target for this year?
<i>EL1.1.1 Encourage greater participation in Council's operations</i>		
EL1.1.1a Ensure Council policies reflect contemporary community standards (review 100% of policies during each term of Council)	Governance and Finance	
Policies reviewed and adopted since last quarter: Backyard Burning Policy; Child Protection Policy; Investments Policy; Numerous policies reviewed during the year.		
EL1.1.1b Review community and operational land classifications and plans of management to ensure they reflect community standards	Strategic Planning	
Project complete. Public land holdings reviewed as part of update to the generic plan of management for community land. System in place to monitor changes in public land holdings and associated classification and categorisation.		
EL1.1.1c Encourage community involvement through the public exhibition of Council strategies and plans	Governance and Finance	
Major consultation processes conducted during the year including the special rate proposal for the swimming pools and the Ballina Major Regional Centre strategy.		

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

Program Actions	Principal Activity	On target for this year?
<i>EL1.2.1 Expand opportunities for involvement in Council activities</i>		
EL1.2.1a Improve consultation methods to increase community involvement in Council's activities	Governance and Finance	
PH		
The Ballina Major Regional Centre Strategy project applied the most innovative community engagement methods including a futures forum for a representative group of the community based on deliberative democracy principles and a civic panel. The project is also inviting broader community participation through a project specific website, a column in the Advocate, sharing of photos via Instagram and the use of a new interactive mapping tool that allows the creation of a personalised map showing key features.		

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

Program Actions	Principal Activity	On target for this year?
<p>EL1.3.1 <i>Be the voice of our community and liaise with State and Federal Governments</i></p> <p>EL1.3.1a Approach State and Federal Governments and local members in respect to issues that affect our Shire</p>	Governance and Finance	

Numerous correspondence forwarded during the year with actions during last quarter including correspondence to our Local Members in respect to funding for the marine rescue tower, correspondence to Kevin Hogan on the financial assistance grants freeze and the proposal to reduce the frequency of the census.

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

Program Actions	Principal Activity	On target for this year?
<p>EL2.1.1 <i>Enhance financial sustainability</i></p> <p>EL2.1.1a Improve integration between Long Term Financial Plan and Asset Management Plans</p>	Governance and Finance	

There have been on-going improvements to the asset management plans and the long term financial plan resulting in millions of dollars reductions in the estimated depreciation expense. This has help to improve the overall measure of Council's long term financial sustainability.

EL2.1.2 *Implement and utilise contemporary Asset Management systems*

EL2.1.2a	Principal Activity	On target for this year?
<p>Implement Council's adopted Asset Management Strategy</p> <p>This is an ongoing task and an integral part of the asset system. As per the last report, the ability to define user roles to enable attribute updates to be added into authority Assets is required and Council's asset engineer and IT section are progressing with the permission requirements for this process to occur. The integration of Authority roads with GIS roads is in progress. This enables the visual selection of assets from the GIS to be directly linked with Authority Assets.</p>	Asset Management	
<p>EL2.1.2b Implement and maintain Authority Asset Management System</p> <p>The Authority Asset Management system has been introduced and reconciled with the old asset registers. The new costing system using Work Orders that link to the asset system is also operational. Business rules associated with the new procedures are being ironed out progressively.</p>	Governance and Finance	

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

Program Actions	Principal Activity	On target for this year?
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EL2.1.3 *Utilise plant, equipment and stock effectively and efficiently*

EL2.1.3a **Implement Procurement Process Improvement Program**

Support Operations



The majority of purchase / procurement requests from Civil Services units are now coming through Stores/Procurement. Considerable savings were made through more competitive processes as well as improved purchasing history/categorisation through the development and implementation of effective cataloguing.

Development of the e-requisition / accounts payable process continues, despite the constraints of the existing software capabilities. Support Operations is currently discussing with Finance and IT the options available in order for all requisitions raised to be tasked to Procurement Officers for checking, correct categorisation and where required, negotiation so that a valid purchase order can be generated. Staff purchasing delegations are being reviewed and revised as part of this process.

Support Operations are playing a key role in a Local Government Procurement (LGP) facilitated Special Interest Group (SIG) convened to liaise with software supplier Civica, to identify and address a number of critical issues that Councils would like to see improved, developed or rectified within the *Authority* package. Barcoding is one of the first elements that members of the SIG have identified to take to Civica with a view to developing increased functionality within the software.

EL2.2 Utilise modern operating systems and apply contemporary practices

Program Actions	Principal Activity	On target for this year?
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EL2.2.1 *Improve organisation's use of technology*

EL2.2.1a **Progress implementation of Authority upgrades and software modules**

Information Services



Planning continues for two major Authority upgrades in 2015/16 FY. TRIM upgrade in 2016. Authority HR module is now live.

EL2.2.1b **Develop and enhance geographic information systems**

Information Services



New staff member commenced and GIS team are now working on backlog of project work.

EL2.3 Provide effective risk and safety practices

Program Actions	Principal Activity	On target for this year?
<i>EL2.3.1 Ensure we comply with Insurer's and Council's risk requirements</i>		
EL2.3.1b Complete Statewide Insurance Audit to ensure compliance with Insurer and Council requirements	Human Resources and Risk Management	
Review of Risk Management Action Plan completed. Audit undertaken by Insurer in August.		
<i>EL2.3.2 Reduce risk from Council owned and controlled assets</i>		
EL2.3.2a Determine preferred long term strategy to minimise risk for Killen, Dalwood and Tosha Falls	Human Resources and Risk Management	
Matter reported to Council during year and agreed action plan put in place. Funding provided for infrastructure works and signage and inspection program updated.		
EL2.3.2b Provide pro-active risk management for Public Liability and Professional Indemnity Insurances	Human Resources and Risk Management	
Council has implemented Contractor Insurance Management System (CIMS) which has been developed by Council's Insurer. This provides a high level quality assurance checking of insurances to ensure Council's interests are protected. Northern Rivers Risk Management Group finalising public liability insurance procedures.		

EL3.1 Provide prompt, knowledgeable, friendly and helpful advice

Program Actions	Principal Activity	On target for this year?
<i>EL3.1.1 Improve trust and confidence in local government</i>		
EL3.1.1a: Community survey to measure perception of Council service delivery	Governance and Finance	
The Micromex survey was completed during the year with overall satisfaction levels improving from 2012.		

EL3.3 Encourage a motivated and adaptive workforce

Program Actions	Principal Activity	On target for this year?
<i>EL3.3.1 Build present and plan future organisational capability</i>		
EL3.3.1a Implement strategies to expand staff skills and to plan for future changes to the industry	Human Resources and Risk Management	
<p>Council has implemented Contractor Insurance Management System (CIMS) which has been developed by Council's Insurer. This provides a high level quality assurance checking of insurances to ensure Council's interests are protected. Northern Rivers Risk Management Group finalising public liability insurance procedures.</p>		
<i>EL3.3.3 Provide modern and efficient resources to maximise employee capabilities</i>		
EL3.3.3a Improve access to remote and mobile services to increase efficiencies	Information Services	
<p>Eforms development continues. Ferry operators now have live access to Ferry Ticket register via mobile device for the purposes of validating tickets. Completed development of an electronic document delivery service to allow delivery of BAY/DA files directly to customers via desktop or mobile – this will significantly reduce the amount of staff time required to process these requests.</p>		
<i>EL3.3.3 Provide modern and efficient resources to maximise employee capabilities (cont'd)</i>		
EL3.3.3b Implement Fleet Management Plan	Support Operations	












The 2014/15 Plant Replacement Program with 33 items of plane delivered, 5 ordered and awaiting arrival, and the last 2 items of plant currently a work in progress (for ordering early in the new financial year).

Asset Management	2010/11	2011/12	2012/13	2013/14	2014/15 Target	June Results	On Target	Comments
Percentage of development application referrals completed within 21 days (%)	N/A	44	45	38	>70	62		January – March 100% April – June 66% Significant improvements on previous years.

Building Services	2010/11	2011/12	2012/13	2013/14	2014/15 Target	June Results	On Target	Comments
Percentage of complying development certificates issued within 10 working days (%)	83	100 (90 of 90)	100 (32 of 32)	96 (47 of 49)	>90	100 (44/44)		
Percentage of construction Certificates issued by Council (% of total market)	89	91 (406 of 442)	92 (357 of 390)	88 (443 of 505)	>80	84 (515/610)		This figure is being impacted on with the increase in Gold Coast project home builder influx into the Shire who use private certifiers.
Percentage of building development applications determined within 40 days (%)	85	89 (452 of 508)	91 (378 of 415)	90 (467 of 516)	>80	90 (523/581)		
Median days for determination of building development applications (excluding integrated development) (# days)	N/A	17	19	20	<40	18		
Percentage of Building Certificates (Section 149D of EPA Act) determined within 10 working days (%)	82	83 (41 of 49)	85 (47 of 55)	87 (39 of 45)	>90	92 (60/65)		






Commercial Services (Airport)	2010/11	2011/12	2012/13	2013/14	2014/15 Target	June Results	On Target	Comments
Increase in operating revenue for Airport (\$)	2,729,000	3,483,000	4,005,000	4,617,000	>5,000,000	4,709,000		The Melbourne service has been micromanaged over the past few months with a resultant drop in services and income.
Operating surplus is greater than 25% of revenue (%)	14	20	20	23	>25	22		Overall operating revenue is down against budget by \$122,000 and operating expense over budget by \$71,000 resulting in deterioration in the operating result by \$193,000.
Increase in passengers for Airport (#)	287,000	328,000	357,000	398,000	>400,000	434,000		Passenger numbers are still growing, with more growth expected in 2015/16

Commercial Services (Property)	2010/11	2011/12	2012/13	2013/14	2014/15 Target	June Result	On Target	Comments
Vacancy rate for Crown owned commercial properties (buildings) (% by number)	0	10	0	0	<10	0		
Vacancy rate for Council owned commercial properties (% by number and area)	1 (number) 0 (area)	3 (number) 1 (area)	33 (number) 8 (area)	37 (number) 10 (area)	<10	29 (number) 6 (area)		
Increase operating revenue – Tent Park (\$)	309,000	331,000	355,000	422,000	>400,000	432,000		
Increase operating surplus – Tent Park (\$ and % of operating revenue)	\$15,000 5%	\$57,000 17%	\$71,000 %20	\$122,000 29%	>\$60,000 >15%	\$173,000 40%		
Increase revenue generated from commercial property (\$)	2,241,000	2,261,000	2,036,000	2,058,000	>2,000,000	1,944,000		Re-leasing of Wigmore Arcade in progress.

Community Facilities and Customer Service	2010/11	2011/12	2012/13	2013/14	2014/15 Target	June Results	On Target	Comments
Visits to Community Gallery (# pa)	11,951	17,791	16,521	16,511	>15,000	15,017		
Council approved community events (# pa)	N/A	N/A	N/A	46	>25	42		
Increase Library membership (# pa)	28,497	30,700	26,900	20,900	>21,000	22,652		
Increase Library loans (# pa)	412,800	460,000	429,000	417,000	>400,000	395,786		Ballina Public Library was closed for a period of two weeks, with an additional seven weeks of interruptions, to facilitate a range of important renovations, both internally and externally to the building.
Increase Library PC usage (# pa)	N/A	N/A	N/A	19,600	20,000	23,809		
Increase Library wireless usage (# pa)	N/A	N/A	N/A	13,500	>10,000	23,599		
Bookings for Kentwell Centre (# pa)	1,034	887	923	835	>750	1,019		
Bookings for the Lennox Head Cultural and Community Centre (# pa)	N/A	1,765	2,536	2,541	2,500	4,110		
Bookings for the Ballina Surf Club (# pa)	N/A	N/A	N/A	181	>200	372		
Bookings for the Richmond Room (# pa)	N/A	214	185	N/A	>200	191		Richmond Room bookings were interrupted over a period of nine weeks to facilitate a range of important renovations, both internally and externally to the Ballina Public Library building.
Usage rates for community properties (% of properties leased or regularly used)	N/A	NA	N/A	N/A	90	100		

Community Facilities and Customer Service (cont'd)	2010/11	2011/12	2012/13	2013/14	2014/15 Target	June Results	On Target	Comments
Increase swimming pool patrons (# pa)	127,804	127,194	150,853	N/A	>120,000	157,149		
Enquiries to Visitor Centre (# pa)	59,591	56,900	52,400	57,300	>58,000	54,403		Physical visits being replaced by online visits as per next indicator.
Increase visits to tourism website	25,417	25,700	35,300	42,500	>38,000	61,382		
Proportion of satisfied visitors to the Visitor Information Centre (%)	96	96	99	100	>95	100%		Visitor satisfaction surveys conducted winter school holidays 2015.
Grant applications submitted (# pa)	N/A	8	51	23	>30	25		
Net operating deficit for swimming pools (excluding depreciation) (\$ pa)	(471,000)	(386,900)	(434,400)	(470,000)	<(450,000)	(367,100)		
Net operating deficit for Community Facilities (excluding depreciation) (\$ pa)	(262,000)	(359,000)	(311,000)	(397,000)	<(400,000)	(330,000)		
Minimise operating deficit for Gallery (excluding depreciation) (\$ pa)	(94,000)	(89,000)	(95,000)	(97,000)	<(100,000)	(147,000)		This result was distorted by a back payment for crown land rental. This payment was part funded by a transfer from reserves, which once included reduces the deficit to \$105,000.
Revenue from Visitor Services (\$ pa)	7,900	7,300	28,500	40,900	>30,000	44,300		
Revenue from Marketing (\$ pa)	72,000	7,400	65,500	69,700	>11,000	95,400		

Development Services	2010/11	2011/12	2012/13	2013/14	2014/15 Target	June Result	On Target?	Comments
Percentage of development applications determined within 40 days (excluding integrated development) (%)	46	46	63	76	>50	73		
Percentage of Section 96 applications determined within 40 days (excluding integrated development) (%)	56	67	56	71	>60	65		
Percentage of Section 149 certificates issued within four days of receipt (%)	95	96	91	92	>90	93		
Time taken to determine development applications (excluding integrated development) (# days)	N/A	48	32	22	<60	32		
Time taken to determine Section 96 applications (excluding integrated development) (# days)	N/A	38	39	32	<40	35		
Percentage of development applications determined under delegated authority (%)	93	92	95	95	>90	91		
Engineering Works	2010/11	2011/12	2012/13	2013/14	2014/15 Target	June Result	On Target?	Comments
Minimise operating deficit for Burns Point Ferry (\$)	(200,000)	(228,000)	(239,000)	(198,000)	<-(270,000)	(212,200)		
Financial management of maintenance programs (%)	104	97	103	102	Within 10% of budget	100		
Financial management of capital works programs (%)	48	87	78	71	Within 10% of budget	77		

Environmental and Public Health	2010/11	2011/12	2012/13	2013/14	2014/15 Target	June Results	On Target	Comments
Percentage of barking dog complaints responded to within 7 days (%)	N/A	N/A	100	100	100	85		14 out of the 17 barking dog complaints received were responded to within seven days. Three complaints came in on the same day at which time a large number of animal registration enquiries were being received as we had sent out approximately 300 letters notifying owners their animal needed to be registered within 14 days or they may receive a PIN. A large number of dog attack notifications were also received during this time.
Percentage of reported dog attacks responded to within 48 hours (%)	40	60	95	98	100	98		26 out of 27 dog attacks were responded to within 48 hours. Of the one attack that records show was not responded to within 48 hours, the details of the offending dog and owner could not be found
Percentage of drinking water sites monitored per week (%)	100	100	100	100	100	100		
Non-compliance with National Health & Medical Research Council drinking water standards (#)	3	2	0	5	0	0		
Percentage of food premises audited per year (%)	99	94	99	100	100	97		Eight premises left to inspect. Three are after hour inspections.

Environmental and Public Health (cont'd)	2010/11	2011/12	2012/13	2013/14	2014/15 Target	June Results	On Target	Comments
Percentage of food premises issued with Infringement Notices (%)	0	0	2	3	<5	2		Four infringement notices issued.
Percentage of other commercial premises audited (%)	90	99	100	100	100	99		One premise could not be contacted and did not return calls after leaving messages, therefore inspection not completed.
Percentage of public pools (as defined in the Public Health Act) monitored for water quality (%)	100	100	100	100	100	100		
Number of existing on site effluent disposal systems inspected per annum (#)	N/A	92	167	46	>250	50		This matter has previously been reported to Council. Additional staff resources approved for 2015/16.

Governance and Finance	2010/11	2011/12	2012/13	2013/14	2014/15 Target	June Results	On Target	Comments
Investment returns greater than 90 day bank bill rate # basis points above benchmark)	83	125	147	102	50	101		
Percentage of complaints receiving response within 10 working days (%)	N/A	N/A	N/A	75	>95	81		
Percentage of customer request dealt with effectively and promptly (% within allocated timeframe)	N/A	N/A	N/A	88 (7,672 out of 8,740)	>85	88 (8,788 out of 9,995)		

Human Resources & Risk Management	2010/11	2011/12	2012/13	2013/14	2014/15 Target	June Results	On Target	Comments
Increase Aboriginal employment and integration with the workforce (#)	N/A	11	14	17	> 12	13		
Number of workers' compensation claims (#)	24	26	18	13	<30	9		
Hours of lost time due to workers' compensation claims (# hours)	1,068	1,744	1,580	1,379	<1,000	217		
Number of insurance claims (#)	56	44	25	28	<40	30		
Percentage of staff turnover per year (%)	10	16	6	10	<10	6		
Average number of days sick leave per employee (# days pa)	7.78	5.96	7.73	6.24	<7	6.55		
Percentage of staff undertaking formal training per year (%)	175	98	100	74	>90	85%		Work programs restricted some staff ability to access training. This figure does not include informal on the job training.
Hours of formal learning per employee (# hours pa)	15	18	24	18	>10	14		
Information Services	2010/11	2011/12	2012/13	2013/14	2014/15 Target	June Results	On Target	Comments
Number of external visits to Council website (#)	131,100	133,500	166,900	178,400	>140,000	209,200		
Proportion of requests for assistance addressed within one working day (%)	90	89	93	85	>95	86		1,341 out of a total of 1,554 requests closed within 1 day

Open Spaces and Reserves	2010/11	2011/12	2012/13	2013/14	2014/15 Target	June Results	On Target	Comments
Number of urban street trees planted (#)	N/A	N/A	118	231	>200	260		
Number of vegetation management plans reviewed (#)	N/A	N/A	N/A	3	2	2		
Financial management of maintenance programs (%)	94	95	95	97	Within 10% of budget	93		Significant savings in operating costs with savings to be transferred to capital projects
Financial management of capital programs (%)	75	92	90	69	Within 10% of budget	60%		This percentage excludes Wollongbar Sports Field as this is a separate contract and has been delayed due to planning consent amendments. Killen Falls project and playground works carried forward until 2015/16. Playgrounds delayed due to Council decision to review program.

Support Operations	2010/11	2011/12	2012/13	2013/14	2014/15 Target	June Results	On Target	Comments
Average fleet green star rating (light fleet) (#)	3.44	3.45 Leaseback vehicles 2.64 light pool vehicles	3.66 leaseback 2.66 light vehicles	3.83 leaseback 2.54 light vehicles	>3.5	3.91 Lease 2.56 Light		Leaseback vehicles successfully meeting targets
Reduce CO2 emissions from Council's Built Assets energy consumption (# tonnes)	N/A	7,200	8,400	8,900	<8,800	9,635	 Based on total energy consumption Taking into consideration the CO2 saved by solar systems	CO2 emissions have increased primarily due to the increased consumption at the Ballina WWTP and the introduction of other new facilities. The figure shown is from grid used electricity. Solar saved CO2 emissions should be considered. The Ballina WWTP solar system saved Council from using 2,921 tonne of grid CO2. Without considering the savings at Council's other five solar sites.
Operating surplus from fleet and plant operations (excluding depreciation) (\$)	674,000	913,770	1,331,000	1,375,100	>1,200,000	1,502,500		
Reduce energy consumption (dollar value) from Council's Built Assets (\$)	N/A	1,540,000	1,959,300	1,809,000	<2,000,000	2,072,440		Increased cost predominantly due to increased consumption at the Ballina Waste Water Treatment Plant and other new assets.

Support Operations (cont'd)	2010/11	2011/12	2012/13	2013/14	2014/15 Target	June Results	On Target	Comments
Value of store stock control bin errors (\$)	729	210	947	777	<500	86.60 Warehouse Store 30.77 Warehouse Ballina WWTP		2015 EOFY Stocktake produced pleasing results, well within published targets.
Financial management of maintenance programs (%)	93	94	95	92	Within 10% of budget	89		This is a percentage of the total available capital expenditure.
Financial management of capital programs (%)	55	35	39	57	Within 10% of budget	53		Included in this whole capital expenditure are projects which do not have approval to begin (e.g. Marine Rescue Tower worth \$1.9M) or are currently within planning phase with bulk capital expenditure on hold (e.g. Lennox Head Surf Club worth \$1.3M) All approved projects are progressing in accordance with project plans.

Waste Services	2010/11	2011/12	2012/13	2013/14	2014/15 Target	June Results	On Target	Comments
Volume of waste placed in landfill as a % of total waste received (%)	71	N/A	N/A	0	<40	0		Transporting waste to SEQ.
Proportion of received waste diverted for beneficial reuse from landfill (%)	29	50	53	55	>50	74		
Airspace used at the Ballina landfill per year for landfill (# cubic mtrs pa)	N/A	N/A	N/A	0	<10,000	0		As above.
Complete quarterly compliance reports for waste in respect to licence requirements (% within 30 days)	N/A	N/A	N/A	100	100	100		
Number of major non-compliances with NSW EPA licence conditions per year (#)	1	3	9	0	0	0		

Water and Wastewater Services	2010/11	2011/12	2012/13	2013/14	2014/15 Target	June Results	On Target	Comments
Percentage of fire hydrants inspected per annum (%)	N/A	N/A	N/A	55	>50	47		1,067 Completed in previous 12 months
Average water consumption per connection (# kl pa)	210	174	147	212	<250	181		Based on four quarters to end of March
Recycled water during dry weather (% ADWF)	N/A	N/A	N/A	35	>20	32		Alstonville 105% Wardell 88% Lennox Head 3% Ballina 26%
Volume of unaccounted water (%)	22	19	22	19	<18	20		Based on four quarters to end of March
Water main breaks per 30km of main (#)	2.05	0.40	0.33	1.96	<1	1.8		21 breaks

Water and Wastewater Services (cont'd)	2010/11	2011/12	2012/13	2013/14	2014/15 Target	June Results	On Target	Comments
Number of non-compliance events – water and wastewater (#)	5	2	0	18	0	32		All refer to 12 months of recent data 3 Unplanned Water Supply Interruptions > 4 hrs 8 Notifiable Pollution Incidents Environmental protection Licenses Astonville WWTP = 3 fails / 175 samples Ballina WWTP = 3 fails / 200 samples Lennox Head WWTP = 2 fails / 160 samples Wardell WWTP = 1 fail / 175 samples Water Treatment Critical Control Point Trips = 6 (no water supplied during .CCP Trip) Water Distribution Microbial Fail = 3 (no repeat detections) Water Distribution Chemical Fail = 0 Water Distribution Physical Fail = 3
Complete quarterly compliance reports in	N/A	N/A	N/A	60	100	100		
Percentage of continuing trade waste licences renewed on expiry (%)	N/A	N/A	N/A	15	100	50		Council resources are currently concentrating on expired and new licenses.
Percentage of trade waste inspections completed in accordance with legislative requirements (%)	N/A	N/A	N/A	100	100	N/A	N/A	Council resources are currently concentrating on expired licenses, and won't be in a position to achieve all legislated additional inspections this financial year. However, inspections remain a longer term goal and will be reported in subsequent years.
Financial management of maintenance programs (%)	95	96	95	94	Within 10% of budget	98		98% wastewater 99% water
Financial management of capital programs (%)	66	79	90	71	Within 10% of budget	82		76% water 86% wastewater

APPENDIX 2
COUNCILLOR EXPENSES & FACILITIES POLICY

POLICY NAME: COUNCILLOR EXPENSES AND FACILITIES
POLICY REF: C04
MEETING REVIEWED: 27 August 2015
 Resolution No. 270815/19
POLICY HISTORY: 260614/35; 281112/20; 260913/28; 280313/17,
 250914/14



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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

- OLG Code of Conduct – Administrative Procedures
- Council's Councillor Training and Development Policy
- Local Government Act 1993 (NSW)
- Local Government (General) Regulation 2005
- OLG Circulars:
 - 08/62 Councillor Induction and Professional Development Guide
 - 08/24 Misuse of Council Resources
 - 09/36 OLG 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. The current rates are:

Place	Accommodation \$	Food and Drink (1) \$	Incidentals \$	Total \$
Adelaide	209.00	143.25	26.75	379.00
Brisbane	257.00	143.25	26.75	427.00
Canberra	246.00	143.25	26.75	416.00
Darwin	287.00	143.25	26.75	457.00
Hobart	195.00	143.25	26.75	365.00
Melbourne	265.00	143.25	26.75	435.00
Perth	299.00	143.25	26.75	469.00
Sydney	265.00	143.25	26.75	435.00
Country	190.00	143.25	26.75	360.00

(1) This figure is dissected between - breakfast \$32.55, lunch \$46.10, dinner \$64.60. 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 1600cc
76 cents per km	vehicle capacity 1601 – 2600 cc
77 cents per km	vehicle capacity over 2601 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 at 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 to 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 Auxilliary 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 Caprice 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.