



ballina
shire council

Annual Report 2015/2016



ballina
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MAYORAL MESSAGE

The last four years have been a period of progress for the Ballina Shire and there have been many achievements and milestones during the term of the elected Council.

Whilst the Council continued to provide and maintain essential infrastructure and services during this term, we also delivered on a number of high quality projects designed to provide long-term benefits to our community. These projects and programs reflect the immediate and future needs and desires of our residents, and importantly, are balanced with the goals of responsible and sustainable fiscal management.

One of the most significant undertakings of the Council this term was preparing for the NSW Government's Local Government Reform. Ballina Shire Council was declared Fit for the Future as part of the 'Fit for the Future' reform program during this term. This is a significant achievement and demonstrates Council's sound fiscal management.

The Council adopted the Ballina Major Regional Centre Strategy 2035 (Ballina 2035), an aspirational blueprint to drive Ballina forward as a key economic centre built on a strong community and exceptional environmental features and recreational opportunities. Ballina 2035 is part of a broader program of planning for places based on community engagement being undertaken by Council across the shire.

In 2013, we partnered with the Ballina Lighthouse and Lismore Surf Lifesaving Club and were successful with a Federal Government grant to fund a new Ballina Surf Club. This new community facility provides meeting spaces, a new club house, commercial premises and a kiosk, and leveraged funds from the community and the government, to facilitate mutual outcomes for a number of stakeholders.

A long term project Ballina Shire Council is particularly proud of is the construction of the Coastal Recreational Pathway. This pathway will connect the beaches along the Ballina coastline, and provide unprecedented access to this significant landscape. This project, coupled with the completion of the shared pathway network, will connect the townships of Ballina and Lennox Head, providing a sustainable transport option for our community.

Another highlight for the Council included securing funds for a new Marine Rescue Tower (\$1.4 million) which provides the community with improved marine safety and replaces an unsafe facility. The MRT is currently in the final stages of construction.

This Council upgraded the Ballina Byron Gateway Airport (\$5.5 million) with a runway overlay and car parking infrastructure. We also secured further funding for an expansion of the terminal precinct which will commence in 2017.

The elected Council presided over the implementation of recycled water to over 160 residents in Lennox Head. This project was over ten years in the making, which required upgrades to the Lennox Head and Ballina Wastewater Treatment Plants. This project provides our shire with a clean, safe, drought proof water source, and cements our status of being a progressive and environmentally aware community. It will be rolled out across new residential estates in Ballina in 2017.

We provided our community with affordable housing in the form of land subsidies for the Wollongbar Urban Expansion Area and for Ballina Heights Estate. This program was made possible by the Building Better Regional Cities program, where Ballina Shire Council was successful with two funding applications generating 96 residential land sales in Wollongbar and 77 residential land sales in Ballina Heights Estate since 2013.

A significant number of large projects were undertaken. These included the continued work on beautification of the Ballina Town Centre with upgrades to River Street and Moon Street, the implementation of fluoride in our water sources to improve the dental health of our community, construction and development of new sporting fields and facilities at Wollongbar, upgrading the Wigmore Shopping Arcade and providing additional car parking, and committing over \$51 million in delivering major road works and public infrastructure.

Ballina Shire Council is a vibrant, modern, innovative and efficient organisation and the progress and achievements over the last four years will reap benefits for the community for many years to come.

Cr David Wright

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.

A graphic design featuring a circular text overlay on a background of a lush green vineyard. The text inside the circle reads: "our **vision** serving the **community** of today while preparing for the challenges of tomorrow". Below the circle, two people are seen walking along a dirt path through the vineyard. At the bottom of the graphic, the "ballina shire council" logo is displayed in white text against the green background.

TODAY

The shire's resident population is approximately 41,828 (June 2015) 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.

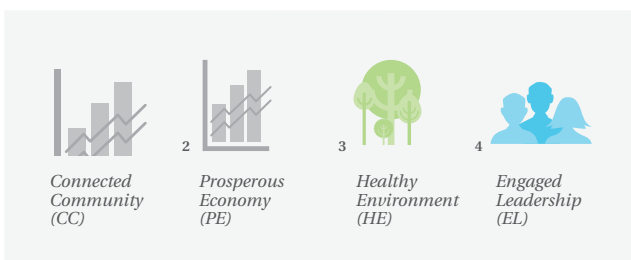
The IPR has five main components:

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.

An The End of Term Report 2012 - 2016 can be downloaded from Council's website ballina.nsw.gov.au

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 2015/2016 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.

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.



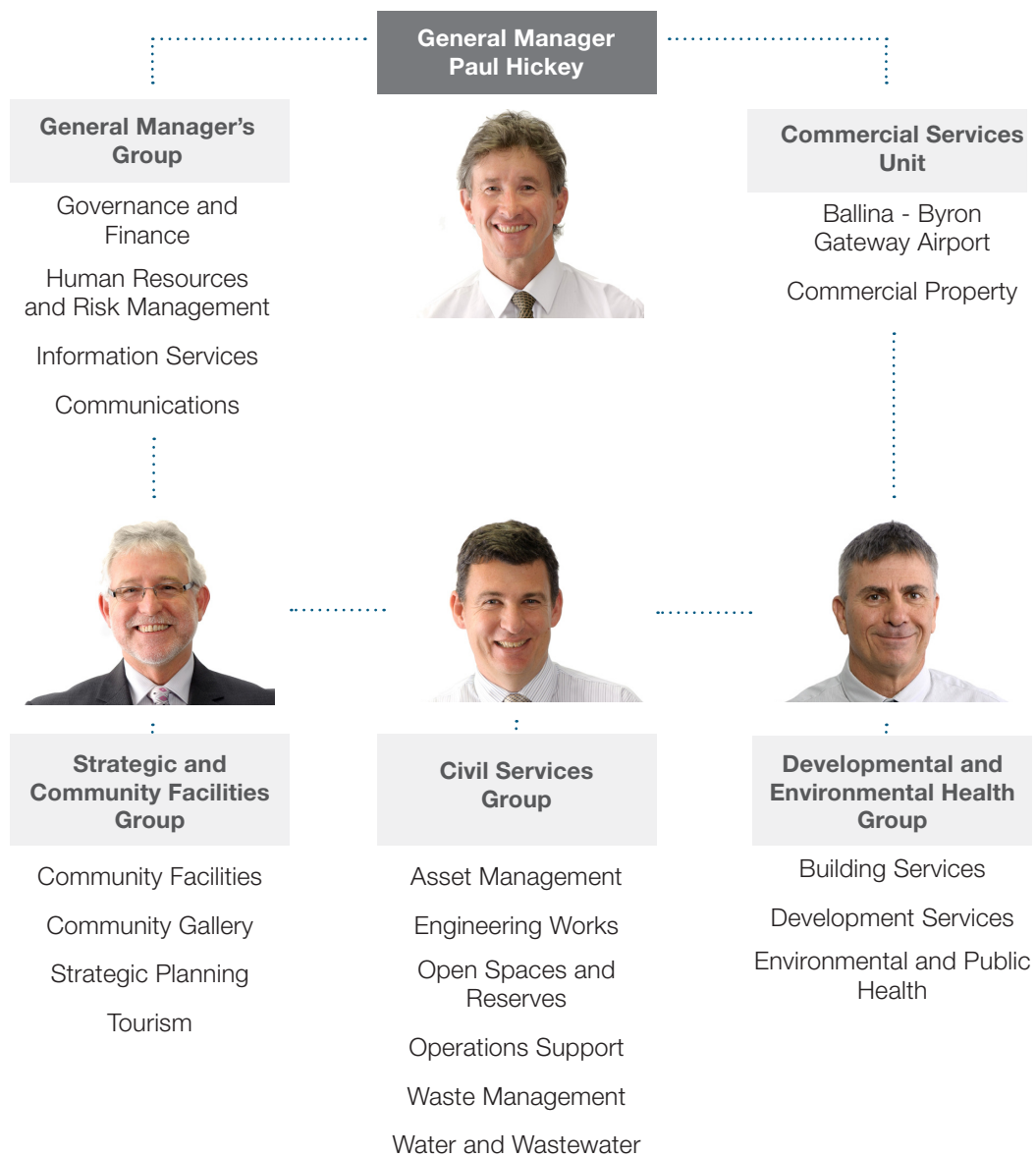
Cr Keith Johnson, Mayor David Wright, Cr Ben Smith, Cr Paul Worth

Councillor attendance

councillor	ordinary total 12	extraordinary total 1
Cr David Wright	12	1
Cr Jeff Johnson	12	1
Cr Sharon Cadwallader	11	1
Cr Keith Williams	11	0
Cr Keith Johnson	10	1
Cr Susan Meehan	11	1
Cr Ken Johnston	11	1
Cr Paul Worth	12	1
Cr Robyn Hordern	11	0
Cr Ben Smith	12	1

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 9am.

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 four Standing Committees, as follows:

Commercial Services Committee

Introduces, evaluates and reviews commercial dealings and operations of Council with the aim of any commercial activity being the provision of supplementary revenue streams that assist Council in the delivery of services to the community

Considers land use planning matters of a strategic and regulatory nature

Facilities Committee

Provides strategic input into the facilitation and construction of major community facilities.

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.

Australia Day Committee

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

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 Maritime Services 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 four 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 two 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	2015/16
Administrative Services	6	5	6	6	6	6	6	3	3
Asset Management	7	7	7	8	8	8	8	8	8
Building Services	7	7	7	7	7	7	7	7	7
Commercial Services and Airport	9	10	11	11	9	10	8	8	8
Development Services	10	11	12	12	12	12	9	9	9
Engineering Works	49	49	50	50	54	54	62	62	66
Financial Services	15	15	15	15	14	16	16	13	13
General Manager's Office	2	2	2	2	2	2	2	4	5
Group Managers	4	3	3	3	3	3	3	3	3
Human Resources and Risk	5	6	6	6	8	8	8	8	8
Information Services	5	5	5	5	6	6	9	13	15
Open Spaces and Reserves	30	31	31	32	32	33	33	33	33
Operations Support	34	36	35	35	35	34	34	34	34
Environmental & Public Health	9	10	7	7	9	9	9	10	12
Regulatory Support	6	6	6	7	7	7	7	7	7
Strategic Planning / Community Services	9	9	9	9	10	11	11	18	18
Tourism	4	4	4	4	4	4	4	3	3
Waste Management	20	21	21	21	20	19	19	19	19
Water and Wastewater	29	29	30	30	33	35	35	35	36
TOTAL	260	266	267	270	280	284	290	297	307

ACHIEVEMENTS 2012 - 2016

LGA s428(1)(2)

See Appendix 1 for final Delivery Program Report for 2014/2015.

Council's major achievements from 2012 to 2016 can be read in the End of Term Report as attachment 3 or downloaded from Council's website **ballina.nsw.gov.au** 2014/2015.

STATE OF THE ENVIRONMENT

LGA s428A

The Northern Rivers Catchment Management Authority (NRCMA) prepared a Regional State of Environment (SOE) Report for 2016 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.

See Appendix 3 for the SOE infographic relating to Ballina Shire.

The Regional State of the Environment 2016 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 2015 to 30 June 2016 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 \$308,289. The Councillors Expenses and Facilities Policy allows for the payment of appropriate and reasonable expenses and the provision of facilities to assist Councillors in discharging their roles as elected persons and members of the governing body of the Council. Expenditure outlined in the table (excl GST) below is in accordance with Council's Councillor Expenses & Facilities Policy (Appendix 2).

	Cr D Wright	Cr J Johnson	Cr K Johnson	Cr K Johnson	Cr K Johnston	Cr S Cadwallader	Cr R Hordern	Cr B Smith	Cr S Meehan	Cr K Williams	Cr P Worth	Combined	TOTAL
Councillor/Mayoral Allowance	58,470	18,380	18,380	18,380	18,380	18,380	18,380	18,380	18,380	18,380	18,380		223,890
Additional facilities for the Mayor													
- fax machine	323												323
- Motor Vehicle Operating Expenses	12,396												12,396
Civic Activities/ Functions/Meetings	3,202	105	85			490	115		338		85	16,561	20,980
Insurance												26,510	26,510
Travel Intrastate		1,347	853	205	1,278				1,034		1,417		6,133
Travel Interstate					4,034								4,034
Travel Overseas													0
Newspaper & Other	429	503	532	526	427	490			565	310	497		4,278
Telephone & Internet Charges	466	1,614	754	1,209	1,635	1,079	636		1,343	688	319		9,743
TOTAL	75,287	21,949	20,604	20,320	25,754	20,439	19,130	21,660	19,378	20,697	43,071	308,289	

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
Boral Asphalt	Provision for Sprayed Bituminous Surfacing	Schedule of Rates
Fulton Hogan Australia Pty Ltd	Provision for Sprayed Bituminous Surfacing	Schedule of Rates
RPQ Asphalt Pty Ltd	Provision for Sprayed Bituminous Surfacing	Schedule of Rates
SRS Roads Pty Ltd	Provision for Sprayed Bituminous Surfacing	Schedule of Rates
State Asphalt Services Pty Ltd	Provision for Sprayed Bituminous Surfacing	Schedule of Rates
NovaSkill	Provision of Group Training Services	Schedule of Rates
Goldsmiths Building Works	Wigmore Arcade - Roof and Awning Replacement	\$629,675
Grant Thornton Australia Ltd	Provision for Internal Audit Services	Schedule of Rates
Holcim (Australia) Pty Ltd	Supply and Delivery of Pre-Mixed Concrete	Schedule of Rates
Nucon Pty Ltd	Supply and Delivery of Pre-Mixed Concrete	Schedule of Rates
Woollam Constructions	Construction of the Search and Rescue Co-Ordination Centre	\$1,917,005
Bennett Constructions	Construction Amenities Building - Wollongbar Sporting Fields	\$562,487
DK Hally Corporations Pty Ltd	Management of Flat Rock Tent Park	\$468,120
B&S Landscaping & Earthworks	Construction of Coastal Recreational Path	\$419,515
Fulton Hogan Industries Pty Ltd	Asphalt Overlay to the RPT Apron and Taxiway	\$2,525,200
NJ Consulting	Relocation of Electricity - Byron Street Sewerage Pump Station	\$161,420
Boral Asphalt	Teven Road Asphalt Works	\$776,693
Bell Rock Marine Pty Ltd	Construction of Wardell Boardwalk	\$348,900
Advanced National Services	Cleaning Services for Council Buildings	Schedule of Rates

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 date to comply with a Council Order to remove waste material from property or alternatively to comply with a Remedial Action Plan that commits the landowner to carry out remediation works. Matter may require Council to enter onto land and remove waste and to then recoup costs through courts.	Ongoing.
BSC v Brian William Camidge	\$6,000 (to date)	Failure to obtain development consent for clearing of native vegetation. Matter set for hearing in the Local Court for prosecution and a revegetation order in accordance with an agreed Revegetation Management Plan.	Ongoing
BSC v Complex Field Pty Ltd	\$26,000	Class 1 Appeal to the NSW L&E Court. The applicant was challenging Council's refusal of DA 2015/377 for a subdivision of two lots into four lots at Blue Seas Parade, Lennox Head. Agreement was reached to approve the subdivision but conditions of consent were in dispute. The appeal was upheld.	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 \$37,887.

Industrial Relations

During this period, there were no legal costs associated with industrial relations advice and assistance provided by Local Government New South Wales (LGNSW) and Council's appointed legal services.

Rates and Charges debt recovery REG 132

The table below is a summary of rates & charges legal debt recovery action statistics for this term of Council from 2012/13 to 2015/16.

The 2015/16 rates and charges & interest written off totalled \$1,985.16. Rates and charges written off for Community Halls totalled \$3,595.16.

	2012/13	2013/14	2014/15	2015/16 RATES/ CHARGES	2015/16 DEBTORS
Statements of Claim issued	5	35	34	60	-
Number of assessments currently with ARL for recovery	163	128	149	125	4
Original principal amount recoverable from assessments currently with ARL for recovery	\$750,367	\$536,065	\$614,144	\$514,517	\$9,296.44
Legal costs incurred (recoverable from ratepayers)	\$12,265	\$16,727	\$27,330.59	\$48,252	\$168.78
Balance payable on assessments currently managed by ARL at 30 June	\$570,885	\$347,978	\$366,503	\$377,245	\$9,076.44
Total assessments referred to ARL for recovery action during financial year	243	311	224	268	3
Total principal amount referred to ARL for recovery action during financial year	\$805,803	\$525,882	\$537,250	\$617,105	\$9,296.44

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 2015/2016 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 - \$31,454
- Rates & charges for community groups (including ordinary rates, water, excess waterm sewer and waste charges) - \$63,594.
- Festival and Event funding for local community groups to host major community events in Ballina Shire - \$120,000
- Community donations - \$51,765

During the 2015/2016 financial year Council made contributions to the organisations listed on the tables on the following pages:

CAPITAL ASSISTANCE - COMMUNITY HALLS	
Tintenbar School of Arts for Tintenbar Hall	\$10,000
Pearces Creek Public Hall Inc	\$17,875
Wollongbar Progress Association (Wollongbar Community Hall)	\$949
Rous Mill & District Hall	\$2,630
TOTAL	\$31,454

OTHER FINANCIAL CONTRIBUTIONS	
Rates & Charges (various groups)	\$63,594
Kawaihae Outrigger Canoe Club Ballina	\$1,234.60

FESTIVAL AND EVENT FUNDING	
Rotary Club of Ballina on Ballina Ballina Fine Food & Wine Festival	\$10,000
Rotary Club of Ballina Ballina Coastal Country Music Festival	\$25,000
Quota International of Alstonville/Wollongbar Alstonville Craft and Garden Fair	\$5,000
Alstonville Agricultural Society Inc New Year's Eve Family Event	\$15,000
Lennox Head Chamber of Commerce Love Lennox Festival 2017	\$10,000
Le-Ba Boardriders Skullcandy Oz Grom Open 2016	\$20,000
Ballina Chamber of Commerce 2016 Ballina Prawn Festival	\$30,000
Ballina and District Ministers Association Riverside Carols 2016	\$5,000
TOTAL	\$120,000

COMMUNITY DONATIONS PROGRAM		
Apex Club of Alstonville Inc	To assist with the staging of the 150th Anniversary of Alstonville celebrations in 2015.	\$4,000
Ballina Breast Cancer Support Group	Hire of rooms at Kentwell Community Centre to hold monthly meetings	\$432
Ballina General Cancer Support Group	Hire of rooms at Kentwell Community Centre to hold monthly meetings	
Ballina RSL Sub Branch	Ordinary Rates for RSL Youth Club at Piper Drive	\$3,500
North Coast Academy of Sport (NCAS)	Funds associated with enhancing and promoting athlete identification and development and coach and manager identification and development	\$2,100
Tintenbar Branch of Australian Red Cross	Waste Disposal following Annual Trash 'n Treasure Sale 2015	\$47
AFC & RAAF Association (Ballina Branch) Inc	Supply shade and chairs for attendees at the 'Battle for Australia' and 'Battle of Britain' function to be held at the RSL Memorial.	\$400
Alstonville Agricultural Society Inc	Replacing timber seating around main show ring	\$10,000
Rainbow Region Dragon Boat Club	2015 Regatta Operating Costs	\$1,000
Ballina Senior Citizens Inc	Christmas Party 2015	\$1,000
Northern Rivers Branch Ulysess Motorcycle Club	Traffic Control for 2015 Toy Run	\$770
Ballina Bears Cricket Club Waste Disposal for Event	Waste Disposal for Event	\$276
Ballina Camera Club	Staging of photographic competition	\$1,550
Northern Rivers Dirty Wheels Mountain Bike Club Inc	Works for Bike Park	\$3,500
Ballina Naval Museum	Waste disposal to clean up Florrie area	\$500
Alstonville / Wollongbar Chamber of Commerce	Replace community noticeboard and upgrade area around National Bank	\$400
Susan Brennan	Operating and Hire Costs to host Jazz by the Sea Festival 2016	\$1,500
Ballina Jet Boat Surf Rescue	Fuel and products associated with maintaining rescue vehicles	\$3,000
Association of Ballina Taekwon-Do Community Inc	Costs to send seven members to 2016 World Championships in London	\$3,017
Rotary Club of Ballina-on-Richmond	12-month waiver of Richmond Room hire fees to feed homeless	\$1,595
Ballina Jet Boat Surf Rescue	Insurance and survey renewals associated with rescue vehicles	\$6,209
Seacoast Pantry - Global Care	Waste disposal for food packaging	\$833
Lennox Head Residents' Assoc Inc Coast Care	equipment and insurance for Coast Care	\$1,800
Lennox Head Chamber of Commerce Love Lennox	Love Lennox 2016	\$2,500
Cabbage Tree Island Descendants Rugby League Aboriginal Corporation	Team apparel and equipment.	\$1,500
	Total	\$51,765

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 2015 to 30 June 2016.

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 (NEWaste)**

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 2015/2016 period Council provided cultural awareness, anti discrimination and recruitment and selection training to all required staff. This training was identified as important to support the key objectives of our EEO Management Plan.

In addition to training and development, the focus has continued to be on identifying opportunities for increasing Aboriginal and disability employment through traineeships. These programs will continue to be a strong focus over the next 12 months due to the value these programs provide.

Council has maintained our disability employment program and we continue to be 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.

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 is \$705,901 for the period 2015/2016 financial year.

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

General Manager - \$305,356

Other Senior Staff (combined) - \$400,545

This remuneration figure includes the salary component, 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 2015/16 replaced and upgraded stormwater networks at the following locations:

PROJECT	\$
Coogee Street - Pump	77,400
Grant Street	6,400
Stormwater Asset Data Collection	36,000
Skinner Street - Stormwater	61,800
Midgen Flat Road - Culvert	9,200
Wellers Road - Culvert Crossing	5,600
Walsh Lane - Culvert Crossing	6,800
Jack Place - Stormwater Repair	32,800
Newrybar Swamp Road - Stormwater Replacement	5,700
Pearces Creek Road (Ch30 Seg15)	10,700
North Creek Road - Drainage	28,200
Lennox Street - Soak Away	13,100
Midgen Flat Road	36,500
Marom Creek Road	58,500
Total	\$388,700

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 2016.

POUND DATA SUMMARY 2014/15	CATS	DOGS	TOTAL
Seized and transferred to council's facility	54	76	130
Surrendered by owners	13	33	46
Released to owners	18	75	93
Euthanised	17	11	28
Sold	0	0	0
Released for rehoming	20	23	43
Died at council's facility	0	0	
Stolen or escaped from council's facility	0		

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 100 dog attacks were reported to the OLG for the 2015/2016 year either on a person and/or animal.

Companion Animals fund expended as per s85(1A)

Council received approximately \$36,500 from the Companion Animals Fund for the 2015/2016 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.

The Office of Local Government also commenced a new on line portal called the NSW Pet Registry to allow pet owners to access this interactive site to update their details, report a pet missing, transfer ownership and pay lifetime registration fees online.

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 \$ 360,000 for 2015/2016.

Council Ranger during the 2015/2016 have dealt with over 535 complaints regarding roaming dogs, dog collection and nuisance cats.

Also during this period 92 Barking dog matters have also been investigated.

Companion Animals Management Plan

Council has a Companion Animals Management Plan which set out how Council will fulfill its responsibilities under the NSW Companion Animals Act.

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 2015/2016**.

expenditure items	income from special variation	actual expense to date	comment
Community Services			
Life Saving Services	98,000	279,000	Additional funds put towards extra lifeguards over peak holiday periods. The outcome was a safer environment for beach users.
Richmond Tweed Library	56,000	1,400,000	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			
Airport Boulevard	71,000	78,000	Preparation for road build.
Maguires Bridge	71,000	96,000	Preparation for bridge upgrade
Strategic Services			
Strategic Planning	112,000	112,000	Projects at are LEP related: <ul style="list-style-type: none"> • Council initiated LEP amendments including land reclassifications • Private native plan amendments and general pan amendments • Council initiated DCP amendments • Alstonville Strategic Plan • Address of E zones in LEP Participation in the North Coast Regional Plan review.
Tourism & Economic Development			
Promotion & Marketing	84,000	91,000	A range of marketing programs
Regulatory Services Management			
Development and Environmental Health	62,000	620,000	New staff and resources used to provide support in the area of Environmental Health.
total expenditure	554,000	2,676,000	

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 **\$543,000**. The table below details the ways in which these funds were **applied in 2015/2016**.

expenditure items	income from special variation	actual expense to date	comment
Roads Construction			
Southern Cross Drive	70,000	186,000	Heavy Patch reconstruction of failed pavement providing a better and safer road network.
Midgen Flat Road	65,000	256,000	Reconstruction of failed pavement providing a better and safer road network.
Cycleways			
Kingsford Smith Drive	65,000	77,000	Reconstruction of failed pavement providing a better and safer road network.
Street Lighting			
River/Moon Street Roundabout	30,000	52,000	Upgrade included street lighting expenditure
Community Infrastructure			
Riverview Park Toilet Block	21,000	21,000	Refurbishment of old toilet facilities to meet modern standards
Various Community Halls	25,000	25,000	Minor Upgrades to various community halls
Ballina Surf Club	59,000	59,000	Land acquisition design for Building B for surf club members.
Alstonville Preschool	77,000	111,000	Assistance with various works associated with the construction of the new preschool.
Regulatory Services Management			
Development services compliance manager	131,000	165,000	Increase the level of resources applied to compliance.
total expenditure	543,000	952,000	

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 **\$549,000**. The table below details the ways in which these funds were **applied in 2015/2016**.

expenditure items	income from special variation	actual expense to date	comment
Roads Construction			
River Street, Brunswick to Tweed Street	247,000	400,000	Upgrade of existing road to satisfactory standard providing a safer road network.
Cycleways			
Simpson Avenue, Rubiton to Parker Streets	60,000	60,000	Extension of Wollongbar network
Sportsfields			
Wollongbar Sportfields	91,000	2,697,000	Provision of new sports fields and amenities
Open Spaces			
Play equipment for various parks	91,000	300,000	New and replacement play equipment to meet contemporary standards
Environment			
Ballina Flood Risk Study and modelling	22,000	22,000	Study to assist with appropriate development levels and strategies for the future
Blackwater Research	38,000	40,000	Study to understand fish kills following periods of extensive rain and flooding
total expenditure	549,000	3,319,000	

SPECIAL VARIATION TO GENERAL INCOME (CON'T)

LGA s508(2)

In **2010/11** the Minister for Local Government approved a special variation to the notional ordinary rate yield. This approval enabled Council to raise additional ordinary rate income to **\$615,000**. The table below details the ways in which these funds were **applied in 2015/2016**.

expenditure items	income from special variation	actual expense to date	comment
Roads Construction			
River/Moon Street roundabout	324,000	473,000	Reconstruction of failed pavement providing a better and safer road
Marsh Avenue	57,000	169,000	Reconstruction of failed pavement providing a better and safer road
Footpaths/Cycleways			
Coastal shared path Tara Downs/North Creek road section	117,000	221,000	Extension of the Ballina to Lennox Network
Sportfields			
Wollongbar Sportsfields	87,000	2,697,000	New sportsfields and amenities
Surf Life Saving Services			
Life Saving Services	30,000	279,000	Additional funds for extra lifeguards over peak holiday periods. The outcome is a safer environment for beach users.
total expenditure	615,000	3,839,000	

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 **\$472,500**. The table below details the ways in which these funds were **applied in 2015/2016**.

expenditure items	income from special variation	actual expense to date	comment
Roads Construction			
Houghlahans Creek Road	336,000	433,000	Reconstruction of failed pavement providing a better and safer road
Hickey Place	56,000	86,000	Reconstruction of failed pavement providing a better and safer road
Footpaths/Cycleways			
Quays Drive	7,500	972,000	Reconstruction of failed pavement providing a better and safer road
Community Facilities			
Administration Centre Air-conditioning	73,000	-	Works did not commence. Available funds to \$496,000 transferred to reserve ready for expenditure in 2016/17.
total expenditure	472,500	1,491,000	

In **2012/13** the Minister for Local Government approved a special variation to the notional ordinary rate yield. This approval enabled Council to raise additional ordinary rate income to **\$456,000**. The table below details the ways in which these funds were **applied in 2015/2016**.

expenditure items	income from special variation	actual expense to date	comment
Roads Construction			
Ross Street	340,000	340,000	Reconstruction of failed pavement providing a better and safer road.
Midgen Flat Road	104,000	256,000	Reconstruction of failed pavement providing a better and safer road.
Footpaths/Cycleways			
Robertson Street, Alstonville	7,000	15,000	Reconstruction of failed pavement providing a better and safer road.
Community Facilities			
Ballina Indoor Sports Centre - design and planning	5,000	9,500	Preliminary costs associated with new facility
total expenditure	456,000	620,500	

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 **\$564,000**. The table below details the ways in which these funds were **applied in 2015/2016**.

expenditure items	income from special variation	actual expense to date	comment
Roads Construction			
Marom Creek Road	284,000	284,000	Reconstruction of failed pavement providing a better and safer road.
Fox Street	268,000	435,000	Reconstruction of failed pavement providing a better and safer road.
Footpaths/Cycleways			
Kerr Street	7,600	21,000	Reconstruction of failed pavement providing a better and safer road.
Community Facilities			
Lennox Surf Club redevelopment	4,400	42,000	Design of the upgraded clubhouse
total expenditure	564,000	782,000	

In **2015/16** 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 **\$550,000**. The table below details the ways in which these funds were **applied in 2015/2016**.

expenditure items	income from special variation	actual expense to date	comment
Pools Loan			
Repayment of pools loan	490,000	490,000	Council is preparing for the major refurbishment of the Ballina and Alstonville Swimming Pools. The special variation funds will be used to repay loans that finance the project. A loan was not taken up in 2015/16 and a reserve was created to put towards the project and minimise the future loan.
Footpaths/Cycleways			
Funding to reduce operating deficit	60,000	60,000	Council has been striving to achieve a break-even operating result in General Fund, in accord with the 'Fit for the Future' requirements. Funds not applied to the pools loan repayment will be used to help Council meet the 'Fit for the Future' ratios.
total expenditure	550,000	550,000	

ENVIRONMENTAL PLANNING & ASSESSMENT ACT 1979

EP&A s93G(5)

A voluntary planning agreement (VPA) is an agreement entered into by a planning authority (such as Ballina Shire Council) and a developer. Under the agreement a developer agrees to provide or fund public amenities and public services, transport or other infrastructure.

- Teven Road Transport Precinct Planning Agreement (June 2016)
- Cumbalum B Precinct Planning Agreement - Part 1 (September 2012)
- Cumbalum B Precinct Planning Agreement - Part 2 (September 2012)
- Henderson Farm Voluntary Planning Agreement (May 2011)

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 2015/2016

Direction One: A Connected Community (CC)

CC1.1: Actively promote crime prevention and safety strategies

Program Actions	Principal Activity	On target for this year?
<p>CC1.1.1: Pursue Safety Initiatives that make us feel safer</p> <p>CC1.1.1a: Implement Council's adopted Road Safety Plan to maximise community awareness</p> <p>Key actions for 2015/16 in road safety included: RMS Speed project (Angels Beach Drive and Ross Lane) with community education; collaboration Ballina Police, RMS Drink Drive project (focus on RBT and Plan B, street pole banners, community education, VMS) in collaboration with Ballina Liquor Accord and Ballina Police, Road Rules Awareness Week February 2016, Bike Week 2015 – Social Ride and Safety Fatality Free Friday, May 2016 with Public Information Day, Scooter Safety and Driving for Over 65s – monthly presentations in collaboration with North Coast Health (Community Health and Education Groups program, Crowley) Community education campaign for implementation of new bike laws (including flyers, retractable banner displayed VIC, Community Connect, media releases), Design of new Go Together street pole banners in collaboration with Amy Gillett Foundation, RISK 2015 and 2016 (Reduce Risk Increase Student Knowledge) for Grade 11 students, School education program – Wollongbar Public; Cabbage Tree Island; Empire Vale, School safety zones – Wollongbar Public; Alstonville St Josephs, Community education (Community Connect, media release, radio) – dismount zones, bunch riding, new bike laws, crash risk weekdays and times, Partnership projects with Ballina Transport Working Group, including Public Transport Information Day March 2016 and NAIDOC Week 2016, Draft Ballina Bike Plan</p>	<p>Infrastructure Planning</p>	
<p>CC1.1.1b: Implement NSW State Government Pool Barrier Inspection Program</p> <p>A total of 62 Pool Compliance Certificates have been issued for the quarter with a total of 142 being issued for the financial year.</p>	<p>Building Services</p>	
<p>CC1.1.1c: Support productive relations with key agencies (ie NSW Police, etc)</p> <p>The Local Area Police Commander and senior police officers provided the Mayor, members of the executive team and Council staff with a briefing of recent crime statistics. As per previous briefings the overall crime statistics for the Ballina LGA are low in relative terms. The next meeting is scheduled to take place in November 2016.</p>	<p>Community Facilities and Customer Service</p>	
<p>CC1.2: Ensure adequate plans are in place for natural disasters and environmental changes</p>	<p>Principal Activity</p>	<p>On target for this year?</p>
<p>CC1.2.1: Deliver contemporary disaster and environmental plans</p> <p>CC1.2.1a: Provide contemporary emergency centre and response capability</p> <p>The draft Emergency Management Plan (EMPlan) has been issued to all local emergency agencies for their final review. It is proposed that the EMPlan be endorsed at the August LEMC meeting. Once endorsed, the public accessible areas of the EMPlan will be made available to the public via the Council website.</p>	<p>Support Operations</p>	
<p>CC1.2.1b: Review Emergency Risk Management Plan</p> <p>In response to the review of the potential risks for Ballina Shire – the responsible emergency agencies have prepared Consequence Management Guide (CMG) for these risks. These CMGs include the following: Storm, Cyclone, East Coast Low, Tsunamis, Earthquake and Biosecurity. The emergency agencies are reviewing these CMGs, for endorsement at the August LEMC meeting.</p>	<p>Support Operations</p>	
<p>CC1.2.1d: Ensure Business Continuity Plans (BCP) are contemporary and tested</p> <p>BCP sub plans have been reviewed to ensure plans are contemporary. Updated plans currently being incorporated into overarching BCP.</p>	<p>Human Resources and Risk Management</p>	





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?
CC1.3.1: Improve asset management to minimise risk of failure and to maximise benefits delivered		
CC1.3.1a: Deliver proactive infrastructure asset inspection and condition assessment programs	Infrastructure Planning	
The Asset Management Plans (AMP's), Summary Plan and Risk Plans were on public exhibition during May-June 2016 following endorsement by Council.		
CC1.3.2: Seek a high level of development compliance in our community		
CC1.3.2a: Implement Compliance Program	Development Services	
The implementation of the 2015/16 Compliance Work Program was reported to the June 2016 Ordinary Council Meeting. At this same meeting, Council also adopted the 2016/17 Compliance Work Program.		
CC1.3.2d: Comply with NSW Essential Fire Services Audit Program	Building Services	
A total of 87% of Fire Safety Certificates have been submitted, with 13% overdue where follow ups are to be undertaken.		

CC2.1 Encourage community interaction and volunteering

Program Actions	Principal Activity	On target for this year?
CC2.1.1: Encourage and foster community pride through volunteering initiatives		
CC2.1.1a: Acknowledge and support volunteers	Community Facilities and Customer Service	
This quarter the NRCG has actioned the following volunteering initiatives: recruited and inducted three new volunteers; provided Armed Holdup and Duress procedure training for all volunteers; 2 x Gallery volunteers attended third party training for 'Safe and Ready to work' as a free initiative offered by North Coast Training; Secured approval for a Volunteer subscription to 'Lynda.com' online training as a professional development incentive that will be available to all Volunteers and accessible through a shared hot desk computer on-site in the Gallery. 'Lynda.com' is scheduled to go live from the end of July 2016.		
CC2.1.1b: Support Council initiated volunteer programs (Airport, Gallery etc)	Community Facilities and Customer Service	
The Gallery continues to host and support a high level of volunteer participation with 36 participants currently active in the Gallery Volunteering program. On-going support and mentoring has been provided to the Volunteer Tourism Airport Ambassadors from the staff at the Ballina Visitor Information Centre.		

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?
<p>CC2.2.1: Identify existing and reduce gaps in cultural facilities in the Shire</p>		
<p>CC2.2.1a: Implement Cultural Plan</p>		
<p>Update on implementation of the Cultural Plan presented to Council at its May 2016 Ordinary Meeting. Key ongoing programs that are advancing include the Cultural ways interpretive signage program and public art installations on new roundabouts in Cherry Street and Moon Street.</p>		
<p>CC2.2.2: Grow and support the Northern Rivers Community Gallery</p>		
<p>CC2.2.2a: Promote fund raising initiatives for Northern Rivers Community Gallery</p>		
<p>The Gallery continues trend with increased patronage this quarter welcoming 5,702 Gallery visitors = 18.5% increase on the same period last year. Social Media stats (Apr 1 – Jun 30): Facebook – 345 Likes = 26.4%[^]; Instagram – 179 Followers = 69%[^]. The Gallery has hosted eight individual exhibitions within this quarter that have been well attended and attracted over 700 visitors collectively to the launch events. The Gallery website has had a total of 3,642 page views this quarter (excluding June period).</p> <p>The Gallery hosted an ongoing Community Art Workshop 'Apomogy' fostering a partnership network with a Brisbane based creative initiative and involved 10 participants.</p> <p>The Gallery has entered into the Ballina Chamber of Commerce 2016 Business Awards within 'Tourism' and 'People's Choice' to assist promoting the Gallery as a cultural tourist destination.</p> <p>The Gallery has partnered with local creative art workshop facilitator 'Spinning Jenny' to develop regular scheduled public programs and tailored creative packages for local aged and disability care facilities. Promotion and pitching of the 'Aged and Disability' creative programs will commence in the next quarter.</p>		
<p>CC2.2.4: Manage and encourage Companion Animals</p>		
<p>CC2.2.4a: Implement Companion Animals Management Plan</p>		
<p>Continually being implemented by rangers. Report to Council regarding dog access options adjacent to Lake Ainsworth still to be prepared.</p>		
<p>CC2.3 Assist disadvantaged groups within our community</p>		
<p>Program Actions</p>		
<p>CC2.3.1: Increase opportunities for people with a disability</p>		
<p>CC2.3.1a: Support Council's Access Committee</p>		
<p>Council's Access Reference Group has assisted with the development of the consultation plan for the preparation of Council's Disability Inclusion Action Plan. Consultation with key stakeholders has commenced and is expected to conclude in September 2016. The Changing Place public amenity in Tamar Street Ballina is open for use and this facility is only the second of its type in NSW.</p>		







Program Actions	Principal Activity	On target for this year?
<i>CC2.3.1: Increase opportunities for people with disability</i>		
CC2.3.1b: Complete Disability Employment Audit to ensure continued accreditation and funding of program	Human Resources and Risk Management	
Audit completed on time successfully. Preparation for next Audit, including midyear internal review underway.		
CC2.3.1c: Implement EEO Management Plan	Human Resources and Risk Management	
Key actions implemented such as recruitment of Aboriginal trainees and apprentices along with Anti-Discrimination Board awareness training sessions.		
<i>CC2.3.2: Foster opportunities and partnerships with Aboriginal people</i>		
CC2.3.2b: Support an effective and consultative Aboriginal Community Advisory Committee	Community Facilities and Customer Service	
Aboriginal Community Committee meetings continue to be convened.		
CC3.1 Provide equitable access to a range of community services and facilities		
Program Actions	Principal Activity	On target for this year?
<i>CC3.1.1: Improve access, services and usage of community centres</i>		
CC3.1.1d: Determine long term use for Ballina Fire Station site	Community Facilities and Customer Service	
Council's Commercial Services Section has drafted an expression of interest for commercial occupation of the facility in accordance with the Council's decision. The EOI was distributed to all local real estate agents and FSG in July 2016. It is envisaged that the preferred occupant for the former fire station, for an initial period, will be selected in the near future.		
<i>CC3.1.3: Ensure appropriate provision of recreation facilities</i>		
CC3.1.3b: Implement upgrade of Ballina and Alstonville swimming pools	Community Facilities and Customer Service	
Documentation is currently being prepared for the Design and Construct tender of the Ballina and Alstonville Swimming Pools. Council will be seeking early tenderer involvement from the industry professionals to review the documents – this will allow for a realistic review of the scope of works, the transfer of risks, and the ability to meet the project's budget and delivery timeframe. The tender is planned to be advertised in mid-September 2016, with engagement of the preferred contractor occurring toward the end of November 2016.		
CC3.1.3c: Determine and implement strategy for provision of indoor facility (sports and / or events) for Ballina	Community Facilities and Customer Service	
The Council has committed to a joint venture proposal with the Department of School Education as part of the imminent redevelopment of the Ballina High School campus. Negotiations with the Department to finalise detailed design, costing and management arrangements are continuing.		

Program Actions	Principal Activity	On target for this year?
CC3.1.3d: Prepare Master Plan for Pop Denison Park	Strategic Planning	
Master plan adopted by Council at its December 2015 Ordinary Meeting and published. Project complete.		
<i>CC3.1.4: Develop actions to improve female participation rates in recreational activities</i>		
CC3.1.4a: Undertake actions to support increased female participation rates	Open Spaces & Reserves	
Section Manager has continued to respond to requests for support to programs that support this program objective.		
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?
<i>CC3.2.1: Ensure provision of appropriate facilities for younger people</i>		
CC3.2.1a: Enhance sporting field facilities	Open Spaces and Reserves	
Works are progressing with the Wollongbar Sports Fields with the finalisation of the civil works expected this year. The amenity building construction continues to progress. Other minor projects have been undertaken and Council has provided financial support to the Lennox Head Cricket Club for improvements at Megan Crescent.		
CC3.2.1b: Implement Playground Upgrade and Renewal Plan (PURP)	Open Spaces and Reserves	
This program has been completed with the exception of the Kings Court project, which is actually part of the Wastewater Program. This was delayed due to the need for redesign due to the issues with water mains. The design process has been completed and the playground equipment ordered, however there has been a long lead for the importation of the product which is expected to be delivered in September.		
CC3.2.1c: Pursue provision of skate park facilities for Alstonville/ Wollongbar	Open Spaces and Reserves	
Council has confirmed the preferred site for this facility. Staff have been seeking information for the tender specification including soil conditions and tenders are expected to be advertised prior to the Council meeting or immediately after.		
CC3.3 Provide strategies for older residents to be part of our community		
Program Actions	Principal Activity	On target for this year?
<i>CC3.3.1: An Ageing Strategy is developed to provide appropriate services and facilities for an ageing population</i>		
CC3.3.1a: Implement Ageing Strategy for the Shire	Community Facilities and Customer Service	
The North Coast Housing for Life Forum was run over two days. A number of strategies were identified and prioritised and these are being incorporated into the North Coast Ageing Plan. The working group that organised the forum comprised representatives from a number of local councils, State Government representatives and local housing providers.		

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>PE1.1.1a: Implement regional visitor services strategy</p> <p>The Ballina Coast & Hinterland was promoted as an attractive place to visit at the QLD Caravan, Camping and Holiday Supershow over the June long weekend. The new Ballina Coast & Hinterland Visitor Guide is now stocked at the Melbourne and Newcastle Airports. The BVIC continues to use social media to promote local festivals and special events. The Ballina Camera Club has renegotiated a space within the BVIC to display Club members work of the local area. A local photographer has printed 50 large canvases which showcase the sights of the Ballina Coast & Hinterland. These are for sale and displayed within the BVIC.</p>	Community Facilities and Customer Service	
<p>PE1.1.1b: Participate in and leverage opportunities to market the Ballina Coast and Hinterland</p> <p>Destination NSW funded and Council's Visitor Services Team hosted a familiarisation tour for 10 top selling UK travel agents. Additionally, BBGA and Council's Visitor Services team hosted 10 top selling Indian agents and explained the region's key assets and connections.</p>	Community Facilities and Customer Service	
<p>PE1.1.1c: Implement Destination Management Plan for Ballina Shire</p> <p>Council's Team Leader Visitor Services recently presented the new Visitor Guide to the Alstonville Wollongbar Chamber of Commerce at a business after hour's event. Lennox Head Chamber of Commerce committee meeting and Wardell Progress Association. This was the final phase in industry liaison for the current guide and was a means to gain support for cooperative marketing exercises into the future. BVIC continues to promote festivals, special events, school holiday activities and local markets through all communication channels.</p>	Community Facilities and Customer Service	
<p>PE1.1.1e: Improve Promotional and interpretative signage</p> <p>Signage applications endorsed for Ballina RSL Lifecare and BaptistCare. Working with internal group on interpretative signage for the new Marine Rescue Tower. Replaced two vandalised interpretative signage panels for Historic Ballina Waterfront.</p>	Governance and Finance	
<p>PE1.1.1f: Participate in Roads and Maritime Services Location Marker Program for Ballina</p> <p>RMS has confirmed that the trial sites installations at Moorland, Johns River and Kew are in the process of being completed. Ballina is scheduled after those installations and with luck the works might be completed during 2016/17.</p>	Governance and Finance	
<p>PE1.1.2 Provide infrastructure that supports our towns as an attractive place to invest and visit</p>		
<p>PE1.1.2a: Progress Coastal Shared Path</p> <p>Coastal Recreational Path (Section 1 Angels Beach to Sharpes Beach): Construction contractor for part of Section 1 commenced on site early March 2016 and has completed the segment between Flat Rock carpark and Sharpes Beach carpark. Work has now commenced on the boardwalk segment between Angels Beach and Flat Rock. Material supply for boardwalk material is complete under Local Government Procurement. A new Part 5 application for an amended path route around Flat Rock Tent Park was approved by Council and an AHP variation application has been submitted to OEH.</p>	Engineering Works	

Program Actions	Principal Activity	On target for this year?
<p>PE1.1.2 Provide infrastructure that supports our towns as an attractive place to invest and visit</p>		
<p>PE1.1.2b: Implement Regional Boating Strategy and related master plans</p>	<p>Engineering Works</p>	
<p>Under the Regional Boating Plan funding has been allocating to the following projects: East Wardell – Pontoon, \$100,000 (\$50,000 grant funded); Captain Cook – Wharf/pontoon, \$300,000 (\$250,000 grant funded); Fishery Creek – Pontoon, \$100,000 (\$100,000 grant funded); Faulks Reserve – Pontoon, \$175,000 (\$100,000 grant funded). Tenders closed end of February 2016 under LGP invitations and an award made in March 2016 for project management, design and approvals documentation for delivery of these combined projects. Consultant has completed survey and geotechnical investigations and is approximately 50% complete with design progress.</p>		
<p>PE1.2 Provide infrastructure that supports business and delivers economic benefits</p>		
<p>Program Actions</p>	<p>Principal Activity</p>	<p>On target for this year?</p>
<p>PE1.2.1 Improve infrastructure and viability of business precincts</p>		
<p>PE1.2.1a: Complete review of Lennox Head Town Centre Enhancement Plan</p>	<p>Infrastructure Planning</p>	
<p>As part of the community consultation, the residents group has requested the 'one-way' traffic scenario for Ballina Street and Park Lane be revisited. There is interest in the opportunity of more parking being provided in the town centre. This requires additional design work that is yet to be undertaken and hence a delay in the review.</p>		
<p>PE1.2.1b: Implement Ballina Town Centre enhancements programs</p>	<p>Engineering Works</p>	
<p>Moon St/River St roundabout and Moon Street upgrade: Road works, footpath paving works, street furniture and planted landscaping completed end of October 2015. Footpath lighting still to be installed and has been delayed due to late material delivery and subcontract prefabrication works being further delayed due to new year holiday period. Moon Street and Cherry / Tamar Street roundabouts landscaping to be determined via Public Art Committee where expressions of interest have been advertised.</p>		
<p>PE1.2.1c: Support enhancements in other key business centres (Wardell, Alstonville)</p>	<p>Engineering Works</p>	
<p>At the August 2015 Ordinary Council meeting the allocation of funds were endorsed for the Wardell boardwalk. An open tender was prepared, advertised and reported to Council in May 2016. A contractor has been appointed with a construction start date anticipated for late August 2016 (due to material supply).</p>		
<p>PE1.2.1d: Pursue redevelopment of the Ballina Boat Harbour in conjunction with key State Government Agencies</p>	<p>Strategic Planning</p>	
<p>Government agency working group formed. Community engagement, feasibility assessment and master plan preparation phases commenced.</p>		
<p>PE1.2.1f: Implement Southern Cross Master Plan</p>	<p>Commercial Services</p>	
<p>Peer review completed. Issues raised in peer review now being addressed.</p>		

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: Introduce online certificates application process	Governance and Finance	
No further progress as software is not considered satisfactory to implement.		
PE1.3.2b: Simplify access to documents and expand volume of digitised records	Information Services	
Instigated a business process review of DA approvals process with a view to reducing the heavy dependency on paper and moving to a largely digital process.		
PE1.3.2c: Support the NSW State Government's Small Business Friendly Council's Program	Governance and Finance	
Regular meetings continue to be held with the Chambers of Commerce and the impact of developer contributions on small business is one topic currently being reviewed.		

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>		
PE2.1.1c: Implement Airport upgrades	Commercial Services	
The Apron and Taxiway Overlay Project was completed in May 2016. The RTIF funding of \$4.5m for the Terminal Precinct Expansion Project has been approved. This takes the total RTIF funding for the airport to \$6.7m over the past six months. Passenger numbers have grown to 469,300 (at June 30) and are still growing.		

PE2.2 Promote and facilitate a range of business activities



Program Actions	Principal Activity	On target for this year?
<i>PE2.2.1 Maximise Opportunities and benefits to be gained from Council dredging and quarrying activities</i>		
PE2.2.1a: Implement recommendations from quarry options report	Support Operations	
A consultant is currently liaising with the authorities on behalf of Council to determine the extent of information required for the quarry expansion DA. The extent of works required for submitting a development application will be reported to Council. This will allow us to ensure that we are still heading in the preferred strategic direction.		
PE2.2.1b: Proactively manage Council sand pit	Support Operations	
Opportunities were identified in looking at the sandpit operations in conjunction with the project for dredging North Creek. Hence no report to Council has occurred yet, until both of these projects consider the opportunities for the volumes of sand resources within the Shire and to the market. Information on the project is to be presented to Councilors in September.		
PE2.2.1c: Pursue dredging of North Creek	Infrastructure Planning	
The scoping study has been completed by Hydrosphere Consulting. The scoping study was reported to Council in June to advise that additional approvals and costs have been identified.		

Program Actions	Principal Activity	On target for this year?
PE2.3: Establish planning regulations that encourage opportunities for diversification		
<i>PE2.3.1: Enhance opportunities for business interaction with Council</i>		
PE2.3.1a: Review process for the approval of signage for businesses	Strategic Planning	
Review being undertaken by external consultant. Findings expected by July / August 2016.		
PE3.1 Facilitate and provide economic land and infrastructure to support business growth		
Program Actions		
<i>PE3.1.1 Provide adequate land for business growth</i>	Principal Activity	On target for this year?
PE3.1.1a: Progress availability of land at the Russellton Industrial Estate	Commercial Services	
Negotiations with adjoining owners regarding boundary adjustments still progressing. Valuations for land acquisition and sale being prepared.		
PE3.1.1b: Progress availability of land at the Southern Cross Industrial Estate	Commercial Services	
DA 2015/599 approved in June. Construction Certificate now being prepared.		
<i>PE3.1.2 Support our retail centres</i>		
PE3.1.2a: Progress improvements to the Wignmore Arcade to encourage retail trade in the Ballina Town Centre	Commercial Services	
Re-roofing almost complete. Arcade amenities to be upgraded.		

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





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	
A total of 94 of the 96 grants have been issued for Wollongbar Urban Expansion Area and 60 of the 120 grants have been issued for Ballina Heights Estate.		
PE3.2.1b: Implement 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 considered in the Ballina Major Regional Centre Strategy project and Wardell strategic plan projects.		
PE3.2.1c: Monitor effectiveness of waiver of Section 94 contributions for secondary dwellings	Strategic Planning	
Reporting on outcomes of the policy presented to Council in February 2016 and March 2016. 51 secondary dwellings have been approved under the contributions waiver policy since inception of the policy.		
PE3.2.1d: Analyse options for the delivery of affordable housing in Wardell	Strategic Planning	
Affordable housing considerations integrated into the Wardell Strategic Plan. The Wardell Strategic Plan was adopted by Council in January 2016.		
<i>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</i>		
PE3.2.2a: Release land at Council's Wollongbar residential land holding	Commercial Services	
6 out of 18 lots presold in stage two. Construction certificate has been prepared and lodged. Tender documents to be prepared in due course.		
PE3.2.2b: Monitor infrastructure to support identified growth areas at Pacific Pines (Lennox Head), Wollongbar and Ballina Heights	Infrastructure Planning	
Council's capital works program reflects the outcomes of monitoring and planning works for the major projects included in the delivery program. The proponents of CURA A & B have provided Council with a sewer servicing strategy document for review. Both CURA A & B have development applications under assessment and Council is proactively working with the developers to assist during this process.		

PE3.3 Encourage technologies and transport options that support work at home or close to home business activities

Program Actions	Principal Activity	On target for this year?
<i>PE3.3.1 Expand accessibility options</i>		
PE3.3.1a: Implement Pedestrian Access & Mobility Plan (PAMP) and ensure plan remains contemporary	Engineering Works	
Revised PAMP delivery program was adopted by Council in December 2013 and incorporated into the 2015/2016 Delivery Program and Operational Plan for implementation. Significant works undertaken on the shared pathway projects have been undertaken during the year which now allows continuation of PAMP program. Some grant funding offers from RMS resulted in amendments to the program.		
PE3.3.1b: Pursue access to latest technologies for the business community (ie NBN)	Governance and Finance	
There is little Council can continue to do in respect to this as we are reliant on NBN Co. A timetable has been set for Ballina.		

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?
HE1.1.1 Plan, monitor and manage to protect our coastline		
HE1.1.1a: Finalise and implement Coastal Zone Management Plan	Engineering Works	
<p>The Draft Coastal Zone Management Plan for Ballina Coastline (CZMP) was adopted by Council and the formal submission to the Minister occurred in June 2015. This submission was made previously, however the OEH requested further agency review. Feedback from other agencies occurred and the CZMP was re-presented to the Minister by OEH. The Minister referred the CZMP to the NSW Coastal Panel which conducted a site inspection at Lennox Head in early February 2016. The Coastal Panel and OEH requested some amendments to the plan. The CZMP was formally approved by the Minister for Planning in July 2016. This is an excellent outcome.</p>		
HE1.1.2 Plan, monitor and manage to protect our floodplains		
HE1.1.2a: Finalise and implement Floodplain Risk Management Plan	Engineering Works	
<p>The Floodplain Risk Management Plan has been adopted by Council with amendments, and the DCP was also adopted with further review to be undertaken. A grant for investigation and design of flood relief at Gallans Road shared path (Cumbalum) has been received. Work is in progress with early design options and flood modelling complete, and draft report has now received. Grant application made in March 2016 under NSW Floodplain Management Program for further assessment and commencement of FRMP actions. Resources and funding to be reviewed to determine our approach in regards to the delivery of the early actions in the implementation plan.</p>		
HE1.1.3 Actively promote and undertake climate saving and environmental actions as an organisation		
HE1.1.3a: Implement Council's Climate Action Strategy and Environmental Action Plan	Strategic Planning	
<p>20 million trees revegetation program for koala habitat progressing with planning for final plantings underway. Alternative windbreak trial program on the Alstonville Plateau undertaken. Regular reporting on environmental initiatives being undertaken through Community Connect. Ballina Shire Coastal Zone Management Plan and Shaws Bay Coastal Zone Management Plan endorsed by the Minister for Planning. Council involved with other councils in the region in sustainable house day for 2016.</p>		
HE1.2 Promote initiatives that improve our natural environment		
Program Actions		
HE1.2.1 Protect and enhance our waterways		
HE1.2.1a: Support implementation of the Coastal Zone Management Plan for the Richmond River Estuary	Strategic Planning	
<p>Liaison with Richmond River County Council ongoing. Chickiba wetland rehabilitation and Northlakes stormwater management projects are local projects relating to estuary management undertaken by Council this financial year.</p>		

Program Actions	Principal Activity	On target for this year?
HE1.2.1b: Implement Shaws Bay Estuary Management Plan	Environmental and Public Health	
The Shaws Bay CZMP has been certified by the Minister and gazetted. Draft plan for works along Compton Drive (Action Plan 4 in CZMP) has been prepared.		
HE1.2.1c: Implement Lake Ainsworth Management Plan	Environmental and Public Health	
Draft report for water quality monitoring program prepared and currently under review. Southern eastern precinct works being progressed.		
HE1.2.2 Reduce impact of stormwater on our waterways		
HE1.2.2a: Implement Stormwater Management Plan	Engineering Works	
Chickiba wetland (civil works) completed in October 2015. Monitoring is in progress which will continue for two years. Feedback from OEH has been positive regarding progress so far. Consultation has continued with the Northlakes community (by consultants) during the period and a number of rehabilitation sites have had works completed during the period.		
HE1.3 Promote our open spaces, reserves, natural areas and their heritage values		
Program Actions	Principal Activity	On target for this year?
HE1.3.1: Undertake actions to beautify our streetscapes and open spaces		
HE1.3.1a: Implement a proactive street tree planting program	Open Spaces & Reserves	
Large number of trees planted although Some of the planned street tree planting has been delayed due to staff availability, however these works are programmed to be completed shortly during this period when staff are not required to deal with the peak demands in spring and summer.		
HE1.3.1b: Maintain contemporary vegetation management plans	Open Spaces & Reserves	
Updating the vegetation management plans is an ongoing process and a current project is underway.		
HE1.3.1c: Implement a proactive fig tree management plan	Open Spaces & Reserves	
The active management of large figs is undertaken as required.		

HE2.1 Implement total water cycle management practices		On target for this year?
Program Actions	Principal Activity	
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	
<p>Council received s60 approval to operate the Lennox Head Recycled Water Scheme on 15 June 2016 following a successful audit in April 2016. Recycled water was subsequently supplied to Lennox Head residents from the Lennox Head Treatment Plant on Tuesday 5 July 2016. The expected "turn-on" date for the Ballina scheme is in 2017. Review of the Urban Water Management Strategy is planned to occur in early 2017.</p>		
HE2.1.2 Provide good quality recycled water and minimise water consumption		
HE2.1.2a: Implement recycled water quality management plan	Water and Wastewater	
<p>The Recycled Water Quality Management System (RWMS) has been completed based on a series of meetings and workshops with agencies, auditor reports, and Council's related documents, policies and procedures. The RWMS was audited by an external auditor on 27-28 April, who found no non-conformances. DPI-Water subsequently provided s60 approval for Council to operate the Lennox Head Recycled Water Scheme on 15 June 2016. Recycled water was subsequently supplied to Lennox Head residents from the Lennox Head Treatment Plant on Tuesday 5 July 2016. Council officers are also coordinating water saving rebates with Rous Water to ensure maximum recycled water use and drinking water savings.</p>		
HE2.1.2b: Provide recycled water to dual reticulated properties	Water and Wastewater	
<p>Council received s60 approval to operate the Lennox Head Recycled Water Scheme on 15 June 2016 following a successful audit in April 2016. Recycled water was subsequently supplied to Lennox Head residents from the Lennox Head Treatment Plant on Tuesday 5 July 2016. In doing so, Council's scheme became the first in regional NSW to supply recycled water to homes. Education and promotion of dual reticulation is continuing, including several tours of Ballina and Lennox Head WWTPs. The Ballina scheme is planned to follow in late 2016. Salinity levels need reducing in Ballina Wastewater Catchment prior to supply of recycled water, which may delay elements of the implementation. Performance requirements for Reverse Osmosis, another possible treatment process and inter-connection with the Lennox Head scheme are being investigated.</p>		
HE2.2 Reduce, reuse and recycle our resources		On target for this year?
Program Actions	Principal Activity	
HE2.2.1 Reduce our waste to landfill through effective management and recycling		
HE2.2.1a: Implement Council Waste strategy	Waste Services	
<p>Asbestos cleanup in the stockpiles is completed and no further dumping has been identified.</p>		
HE2.2.2 Reduce water wastage		
HE2.2.2a: Implement water loss reduction program	Water and Wastewater	
<p>The commissioned PRZs have already identified areas with likely water leakage, and some further acoustic investigation has been undertaken together with associated repairs. Finalisation of the remaining PRZs will depend on an upgrade to Council's telemetry system in order to support the higher data volumes across the entire network and enable detection of further areas for attention. A temporary internal position has been identified, and will be implemented once the initial acoustic investigation is finalised, to drive a program of investigations in order to realise water savings.</p>		

HE2.3 Pursue innovative technologies

Program Actions	Principal Activity	On target for this year?
HE2.3.1 Reduce finite resource use through innovation		


HE2.3.1a: Implement innovative technologies to generate efficiencies and reduce resource use

Governance and Finance	On target for this year?
	


Initiated an end-to-end business process review of the DA Approvals process with a view to moving to a fully electronic process. This will better leverage Council's existing investment in information technology, generate productivity efficiencies for staff, and will provide an improved customer service experience as we move through the project.

Our Engineering Works section now has 25 smart devices allocated to their work crews. These are an excellent tool for managing tasks generated in our Customer Request Management System. The distribution of the technology has reduced the printing of email with tasks and this in turn has reduced response times. The devices are used to record storm damage and other defects that are identified in asset inspections. Staff estimate for storm event responses, using these devices and applications means we now only need to spend around one quarter of the time we previously did in regards to the task of recording and documenting the impacts of the storm.

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		

HE3.1.1b: Complete DCP for Skennars Head expansion


Strategic Planning	On target for this year?
	

Developer interests in the land have changed. Ongoing liaison occurring with new proponent in relation to finalisation of a draft DCP for consideration by the Council. Report to July 2016 Ordinary meeting.

HE3.1.2 Ensure planning instruments reflect current and future needs


Strategic Planning	On target for this year?
	

HE3.1.2a: Develop Major Regional Centre Strategy for Ballina and implement actions

Strategic Planning	On target for this year?
	

Ballina Major Regional Centre Strategy adopted by Council at its March 2016 Ordinary Meeting. Strategy preparation phase complete. Various programs to implement the Strategy are underway with reporting on progress contained within a project webpage on Council's website.

HE3.1.2c: Review Planning Framework for Wardell

Strategic Planning	On target for this year?
	

Wardell Strategic Plan adopted by Council in January 2016 and published. Project complete.

HE3.2 Minimise negative impacts on the natural environment

Program Actions	Principal Activity	On target for this year?
HE3.2.1 <i>Ensure compliance with environmental legislation and standards</i>		
HE3.2.1a: Establish Local Asbestos Policy	Environmental and Public Health	
Draft Asbestos Management Policy complete. Report went to the June ordinary Council meeting. Council resolved to exhibit the Policy. Submissions close on 3 August 2016.		
HE3.2.1e: Review OSSM Strategy	Environmental and Public Health	
All outstanding on-site sewage management Approval to Operate (ATO) applications have been issued. 130 ATO issued this financial year. Changes made to approval process with more changes proposed. Workloads have delayed the implementation of OSSM Strategy recommendations.		



Program Actions	Principal Activity	On target for this year?
HE3.2.2: Undertake initiatives that protect our local fauna		
HE3.2.2a: Finalise and implement Koala Management Plan	Strategic Planning	
Ballina Shire Koala Management Strategy exhibition outcomes reported to Council and plan adopted in March 2016. Project planning for implementation initiatives underway.		

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 Open Spaces and Community Facilities Plans	Strategic Planning	
Internal review of open space and community facilities complete. Revised Section 94 plan being drafted for reporting to Council for August 2016 Ordinary meeting.		
HE3.3.1d Complete review of Section 94 Roads Plan	Infrastructure Planning	
Completed.		

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?
<p>EL1.1.1 Encourage greater participation in Council's operations</p> <p>EL1.1.1a Ensure Council policies reflect contemporary community standards (review 100% of policies during each term of Council)</p> <p>There are currently 85 policies; 83 reviewed within current term; one to be reviewed in August; one is overdue and will not be completed.</p> <p>EL1.1.1b Review land classifications to ensure they reflect community standards and intended land use outcomes</p> <p>System in place to monitor changes in public land holdings and associated classification and categorisation. General review of Plan of Management for Community Land and land classifications commenced.</p>	<p>Governance and Finance</p> <p>Strategic Planning</p>	 

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

Program Actions	Principal Activity	On target for this year?
<p>EL1.2.1 Expand opportunities for involvement in Council activities</p> <p>EL1.2.1a Implement consultation methods to increase community involvement in Council's activities</p> <p>Council has continued with comprehensive community engagement programs during the quarter. These have included final engagements associated with the Ballina Major Regional Centre Strategy, as well as the commencement of engagement programs relating to the Ballina Marina Master Plan and Alstonville Strategic Plan. Techniques used recently include postcards, fact sheets, web sites, in street discussions, web based surveys, information in community connect and advertising.</p>	<p>Governance and Finance</p>	

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

Program Actions	Principal Activity	On target for this year?
<p>EL1.3.1 Be the voice of our community and liaise with State and Federal Governments</p> <p>EL1.3.1a Approach State and Federal Governments and local members in respect to issues that affect our Shire</p> <p>Various letters sent on matters such as sale of Department of Education land and draft North Coast Regional Plan.</p>	<p>Governance and Finance</p>	

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

Program Actions	Principal Activity	On target for this year?
EL2.1.1 Enhance financial sustainability		
EL2.1.1a Level of compliance with and progress towards the Fit for the Future Program	Governance and Finance	
Council has been confirmed as Fit for the Future.		
EL2.1.1 Utilise plant, equipment and stock effectively and efficiently		
EL2.1.1a Implement Procurement Process Improvement Program	Support Operations	
The store continues to operate as efficiently as possible with good turnarounds of new and superseded items. Stock holdings have expanded to encompass high volume; high value goods such as concrete pipe, lintels; manhole covers; PVC pipes and the like stored in designated yards around the Depot. This allows the acquisition of the goods to be accounted for under stock holdings then issued out as required to relevant job/work orders. Operators are observing the required Store processes in the goods being issued out as stock items.		

EL2.2 Utilise modern operating systems and apply contemporary practices

Program Actions	Principal Activity	On target for this year?
EL2.2.1 Improve organisation's use of technology		
EL2.2.1a Progress implementation of Authority upgrades and software modules	Information Services	
Upgrade of Authority to version 6.11 completed successfully. New Authority registers implemented and planning has commenced for the implementation of online leave and timesheets.		
EL2.2.1b Develop and enhance geographic information systems	Information Services	
Intramaps implementation has progressed well. Extensive reworking of datasets has taken place to provide the best possible framework moving forward. System build and final testing completed in readiness for July go-live.		
EL2.2.1c Implement the use of barcodes within the Store for accurate stock item issue to responsible officers	Support Operations	
Despite existing software constraints, barcode scanners were again successfully deployed for the EOFY stocktake. Their use improved turnaround of the stocktaking process and subsequent data entry. An external consultant is currently reviewing our existing software capabilities with a view to creating an application that may run parallel with the existing Authority software, allowing us to utilise barcode scanning and accountability for stocked items.		
EL2.2.1d Implement online requisitions and optimise use	Support Operations	
Subsequent to negotiation/testing with Finance and IT, a submission is to be presented shortly to the Procurement Steering Committee outlining recommendations in relation to improved procurement processes, including: <ul style="list-style-type: none"> - A fully auditable requisition review/purchase order authorisation/ automatic payment process. - A revised "Procurement Procedure" and associated resources encouraging staff to observe preferred supplier panels through Council Tenders or Prescribed Procurement Contracts as well as contingencies and requirements for acquisition of goods or services outside these tenders or contracts. - Solutions to streamline the processing and improve accountability for large volume/small value transactions. 		

EL2.3 Provide effective risk and safety practices

Program Actions	Principal Activity	On target for this year?
EL2.3.1 Reduce risks from Council owned and controlled assets		
EL2.3.1b Complete Statewide Insurance Audit to ensure compliance with Insurer and Council requirements	Human Resources and Risk Management	
Audit completed on time. Council achieved compliance with Insurer and Council requirements.		
EL2.3.1c Provide pro-active risk management for Public Liability and Professional Indemnity Insurances	Human Resources and Risk Management	
A review of public liability and professional indemnity insurance coverages completed during this period as part of insurance renewal process.		

EL3.2 Deliver responsive and efficient services

Program Actions	Principal Activity	On target for this year?
EL3.2.3 Effectively manage maintenance and capital works programs		
EL3.2.3a Increase efficiencies for road maintenance (hand patching) asphalt for pothole repair	Engineering Works	
For this quarter a total of 3,138 pothole defects were repaired. Only 20 of these defects were recorded as a level 2 category (major potholes). The average response times were: 7 working days for major potholes; and 10 working days for minor potholes. The work to increase the capabilities, our electronic defect management system is providing improved coordination of works crews and prioritisation of works.		
EL3.2.3b Improve efficiencies for road maintenance of gravel roads	Engineering Works	
During this quarter we have continued our training of the gravel road crew in data capture and reporting software. The data collected through this process shows that our gravel road crew undertook maintenance grading to 133,000m ² (26%) of the 505,000m ² of our gravel pavements. This is slightly (1%) over our target of 25% per quarter. This is a good result considering the grading crew have been disrupted by urgent unplanned maintenance due to the ECL (a declared Natural Disaster) storm event in early June.		

EL3.3 Encourage a motivated and adaptive workforce

Program Actions	Principal Activity	On target for this year?
EL3.3.1 Build present and plan future organisational capability		
EL3.3.1a Implement strategies to expand staff skills and to plan for future changes to the industry	Human Resources and Risk Management	
Strong focus on leadership and information skills during this financial year period. Key supervisory and management positions are currently completing a quality leadership program to ensure they hold the right skills to meet the changes in the industry. During this period Council was also successful in obtaining government funding to deliver units from Certificate II in Information Technology. This funding provides face to face and tailor training to 30 of Council's field staff who require enhanced information technology skills and knowledge to enable technology productivity and efficiency improvements in the field.		

EL3.3 Encourage a motivated and adaptive workforce (cont'd)		On target for this year?
Program Actions	Principal Activity	
EL3.3.3 <i>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	
Still awaiting release of WAN backbone hardware. Signal path analysis and network design has been completed. Instigated a business process review of the DA approvals process in order to identify areas where efficiency gains can be achieved, including increased use of mobile devices.		
EL3.3.3b Implement Fleet Management Plan	Support Operations	
Overall Total = 35 x Delivered, 3 x On Order, 5 x In Progress, 11 x Low priority items were rolled over.		

Asset Management (Infrastructure Planning)	2011/12	2012/13	2013/14	2014/15	2015/16 Target	June Results	On Target	Comments
Percentage of development application referrals completed within 21 days (%)	44	45	38	62	>70	71		
Building Services	2011/12	2012/13	2013/14	2014/15	2015/16 Target	June Results	On Target	Comments
Ensure a high level of compliance for safety certificates	N/A	N/A	N/A	N/A	>90	87		
Percentage of complying development certificates issued within 10 working days (%)	100 (90 of 90)	100 (32 of 32)	96 (47 of 49)	100 (44/44)	>90	89 (47/53)		
Percentage of construction Certificates issued by Council (% of total market)	91 (406 of 442)	92 (357 of 390)	88 (443 of 505)	84 (515/610)	>70	91 (627/690)		
Percentage of building development applications determined within 40 days (%)	89 (452 of 508)	91 (378 of 415)	90 (467 of 516)	90 (523/581)	>80	86 (556/643)		
Median days for determination of building development applications (excluding integrated development) (# days)	17	19	20	18	<40	25		
Percentage of Building Certificates (Section 149D of EPA Act) determined within 10 working days (%)	83 (41 of 49)	85 (47 of 55)	87 (39 of 45)	92 (60/65)	>90	90 (71/79)		

Commercial Services (Airport)	2011/12	2012/13	2013/14	2014/15	2015/16 Target	June Results	On Target	Comments
Increase in operating revenue for Airport (\$)	3,483,000	4,005,000	4,617,000	4,709,000	>5,000,000	5,112,000		The revenue for 2015/16 has exceeded the budget allowance.
Operating surplus is greater than 25% of revenue (%)	20	20	23	22	>25	27		The operating surplus for 2015/16 is approximately \$1,423,000.
Increase in passengers for Airport (#)	328,000	357,000	398,000	434,000	>450,000	469,300		The annual passenger numbers at 30 June 2016 are up 8% on the previous year to a record 469,300.

Commercial Services (Property)	2011/12	2012/13	2013/14	2014/15	2015/16 Target	June Results	On Target	Comments
Vacancy rate for Crown owned commercial properties (buildings) (% by number)	10	0	0	0	<10	0		
Vacancy rate for Council owned commercial properties (% by number and area)	3 (number) 1 (area)	33 (number) 8 (area)	37 (number) 10 (area)	29 (number) 6 (area)	<10	3.70% (number) 0.60% (area)		
Increase operating revenue – Tent Park (\$)	331,000	355,000	422,000	432,000	>420,000	421,000		
Increase operating surplus – Tent Park (\$ and % of operating revenue)	\$57,000 17%	\$71,000 %20	\$122,000 29%	\$173,000 40%	\$150,000 >15%	\$170,400 40%		
Increase revenue generated from commercial property (\$)	2,261,000	2,036,000	2,058,000	1,944,000	>2,000,000	2,060,000		

Community Facilities and Customer Service	2011/12	2012/13	2013/14	2014/15	2015/16 Target	June Results	On Target	Comments
Visits to Community Gallery (# pa)	17,791	16,521	16,511	15,017	>15,000	19,801		
Council approved community events (# pa)	N/A	N/A	46	42	>25	41		
Increase Library membership (# pa)	30,700	26,900	20,900	22,652	>21,000	22,604		
Increase Library loans (# pa)	460,000	429,000	417,000	395,786	>400,000	392,952		Reduction in library loans is an overall trend of public libraries generally in Australia. Ballina Shire Libraries continue to perform exceptionally strongly against this change, with relatively minor loss of loans. It should be noted however that library membership, PC usage and wireless internet use are all increasing in balance to this trend.
Increase Library PC usage (# pa)	N/A	N/A	19,600	23,809	25,000	25,366		
Increase Library wireless usage (# pa)	N/A	N/A	13,500	23,599	>20,000	29,098		
Bookings for Kentwell Centre (# pa)	887	923	835	1,019	>800	1,063		
Bookings for the Lennox Head Cultural and Community Centre (# pa)	1,765	2,536	2,541	4,110	3,000	4,506		
Bookings for the Ballina Surf Club (# pa)	N/A	N/A	181	372	>300	399		
Bookings for the Richmond Room (# pa)	214	185	N/A	191	>150	199		
Usage rates for community properties (% of properties leased or regularly used)	NA	N/A	N/A	100	90	100		All Council managed community properties were promoted for lease and use
Increase swimming pool patrons (# pa)	127,194	150,853	N/A	157,149	>140,000	158,764		Includes 80, 299 patrons to Alstonville and 78, 465 to Ballina

Community Facilities and Customer Service (cont'd)	2011/12	2012/13	2013/14	2014/15	2015/16 Target	June Results	On Target	Comments
Enquiries to Visitor Centre (# pa)	56,900	52,400	57,300	54,403	>58,000	58,509		
Increase visits to tourism website	25,700	35,300	42,500	61,382	>45,000	57,903		
Proportion of satisfied visitors to the Visitor Information Centre (%)	96	99	100	100	>95	99		A small number of visitors expressed dissatisfaction with the lack of pleasant and free overnight stay facilities within the region.
Net operating deficit for swimming pools (excluding depreciation) (\$ pa)	(386,900)	(434,400)	(470,000)	(367,100)	<(460,000)	(282,700)		
Net operating deficit for Community Facilities (excluding depreciation) (\$ pa)	(323,000)	(275,000)	(363,400)	(358,400)	<(400,000)	(325,800)		
Minimise operating deficit for Gallery (excluding depreciation) (\$ pa)	(89,000)	(95,000)	(97,000)	(147,000)	<(149,300)	(166,000)		Council increased resources for the gallery during the year
Revenue from Visitor Services (\$ pa)	7,300	28,500	40,900	44,300	>30,000	54,600		
Revenue from Marketing (\$ pa)	7,400	65,500	69,700	95,400	>11,000	90,200		

Development Services	2011/12	2012/13	2013/14	2014/15	2015/16 Target	June Results	On Target?	Comments
Percentage of development applications determined within 40 days (excluding integrated development) (%)	46	63	76	73	>50	74		
Percentage of Section 96 applications determined within 40 days (excluding integrated development) (%)	67	56	71	65	>60	61		
Percentage of Section 149 certificates issued within four days of receipt (%)	96	91	92	93	>90	93		
Time taken to determine development applications (excluding integrated development) (# days)	48	32	22	32	<60	25		
Time taken to determine Section 96 applications (excluding integrated development) (# days)	38	39	32	35	<40	37		
Percentage of development applications determined under delegated authority (%)	92	95	95	91	>90	91		
Engineering Works	2011/12	2012/13	2013/14	2014/15	2015/16 Target	June Results	On Target?	Comments
Minimise operating deficit for Burns Point Ferry (\$)	(228,000)	(239,000)	(198,000)	(212,200)	<(210,000)	(188,200)		
Financial management of operating expenses (%)	97	103	102	100	Within 10% of budget	105		3% due to Natural Disaster recovery to be claimed in 2016/17 and 3% due to scope of Private Works exceeding budget
Financial management of capital expenditure projects (%)	87	78	71	77	Within 10% of budget	79		

Environmental and Public Health	2011/12	2012/13	2013/14	2014/15	2015/16 Target	June Results	On Target	Comments
Percentage of barking dog complaints responded to within 7 days (%)	N/A	100	100	85	100	99		Records of one complaint did not indicate a response was made within 7 days.
Percentage of reported dog attacks responded to within 48 hours (%)	60	95	98	98	100	100		Records of three complaints did not indicate a response was made within 48 hours.
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 (#)	2	0	5	0	0	2		Two failed microbiological sample results in February however repeat sampled passed.
Percentage of food premises audited per year (%)	94	99	100	97	100	99		12 premises left to inspect which will be completed in July.
Percentage of food premises issued with Infringement Notices (%)	0	2	3	2	<5	7		Four PINs were issued this quarter to two premises.
Percentage of other commercial premises audited (%)	99	100	100	99	100	99		One premise was not inspected as attempts to contact operator were unsuccessful.
Percentage of public pools (as defined in the Public Health Act) monitored for water quality (%)	100	100	100	100	100	100		
Number of onsite effluent disposal systems inspected per annum (#)	92	167	46	50	>250	176		High levels of non-compliance and additional work tasks being Coopers Close Sewage Project Part 5 development has contributed to inspection numbers.
Number of OSSM Approval to Install	N/A	N/A	N/A	N/A	>10	68		
Number of OSSM Approval to Operate	N/A	N/A	N/A	N/A	>10	130		Records of one complaint did not indicate a response was made within 7 days.

Governance and Finance	2011/12	2012/13	2013/14	2014/15	2015/16 Target	June Results	On Target	Comments
Investment returns greater than 90 day bank bill rate # basis points above benchmark	125	147	102	101	50	88		
Percentage of complaints receiving response within 10 working days (%)	N/A	N/A	75	81	>95	85		
Percentage of customer request dealt with effectively and promptly (% within allocated timeframe)	N/A	N/A	88 (7,672 out of 8,740)	88 (8,788 out of 9,995)	>85	89 (9,523 out of 10,700)		This indicator outlines the huge number of customer requests dealt with each year.
Grant applications submitted (# pa)	8	51	23	25	>25	15		Limited opportunities for grants during the past 12 months

Human Resources & Risk Management	2011/12	2012/13	2013/14	2014/15	2015/16 Target	June Results	On Target	Comments
Increase Aboriginal employment and integration with the workforce (#)	11	14	17	13	13	14		Currently in the process of replacing vacant trainee positions
Workers' compensation claims (#)	26	18	13	9	<20	6		
Hours of lost time due to workers' compensation claims (# hours)	1,744	1,560	1,379	217	<1,000	260		Excellent result again
Number of insurance claims (#)	44	25	28	30	<30	28		
Percentage of staff turnover per year (%)	16	6	10	6	<10	6		
Percentage of staff undertaking formal training per year (%)	98	100	74	85%	>90	89		
Hours of learning per employee (# hours pa)	18	24	18	14	>10	10.2		
Average number of days sick leave per employee (# days pa)	5.96	7.73	6.24	6.55	<7	7.39		Figures include both carers and sick leave. Removing carers leave reduces this figure to 6.24 days per employee.

Information Services	2011/12	2012/13	2013/14	2014/15	2015/16 Target	June Results	On Target	Comments
Number of external visits to Council website (#)	133,500	166,900	178,400	209,200	>140,000	215,951		
Proportion of requests for assistance addressed within one working day (%)	89	93	85	86	>95	87		

Open Spaces and Reserves	2011/12	2012/13	2013/14	2014/15	2015/16 Target	June Results	On Target	Comments
Financial management of operating expenses (%)	95	95	97	93	Within 10% of budget	97		
Financial management of capital expenditure projects (%)	92	90	69	60	Within 10% of budget	48		

Support Operations	2011/12	2012/13	2013/14	2014/15	2015/16 Target	June Results	On Target	Comments
Average fleet green star rating (light fleet) (#)	3.45 Leaseback vehicles 2.64 light pool vehicles	3.66 leaseback 2.66 light vehicles	3.83 leaseback 2.54 light vehicles	3.91 Lease 2.56 Light	>3.5	3.9 Leaseback 2.5 Light Vehicles		
Reduce CO2 emissions from Council's Built Assets energy consumption (# tonnes)	7,200	8,400	8,900	9,635	<9,500	9,228		
Increase the generation of renewable energy generated on Council sites (kw)	N/A	N/A	N/A	N/A	>380	380		Continuing to look at options at the end of the solar bonus scheme for high energy consumption sites.
Reduce energy consumption (dollar value) from Council's Built Assets (\$)	1,540,000	1,959,300	1,809,000	2,072,400	<2,000,000	1,772,100		
Operating surplus from fleet and plant operations (excluding depreciation) (\$)	913,770	1,331,000	1,375,100	1,502,500	>1,000,000	1,647,000		Savings are being made in Fuel and general plant repair expenses.
Increase non stock item catalogue within inventory system (#pa)	N/A	N/A	N/A	N/A	>100	>500		575 non-stock items currently in the catalogue.
Value of store stock control bin errors (\$ biannual)	210	947	777	86.60 Warehouse 30.77 Ballina WWTP	<500	\$478.45 Warehouse \$263.05 Ballina WWTP		Increases due to externally stored goods being used without issues being processed on time.
Review common products and marketplace to seek more competitive pricing (% savings)	N/A	N/A	N/A	N/A	>10	>15		
Maximise revenues on quarry assets to ensure sufficient return (\$)	304,000	410,500	349,700	251,800	>281,000	272,000		
Financial management of operating expenses (%)	94	95	92	89	Within 10% of budget	92		
Financial management of capital expenditure projects (%)	35	39	57	53	Within 10% of budget	71%		

Waste Services	2011/12	2012/13	2013/14	2014/15	2015/16 Target	June Results	On Target	Comments
Volume of waste placed in landfill as a % of total waste received (%)	N/A	N/A	0	0	<10	0		Landfill is currently not in operation
Proportion of received waste diverted for beneficial reuse from landfill (%)	50	53	55	74	>60	65		
Airspace used at the Ballina landfill per year for landfill (# cubic metres pa)	N/A	N/A	0	0	<1,000	0		Landfill is currently not in operation
Water and Wastewater Services	2011/12	2012/13	2013/14	2014/15	2015/16 Target	June Results	On Target	Comments
Percentage of fire hydrants inspected per annum (%)	N/A	N/A	55	47	>50	34		853 of 2,566
Average water consumption per connection (# Kl pa)	174	147	212	181	<250	172		From April 2015 to March 2016.
Recycled water during dry weather (% ADWF)	N/A	N/A	35	32	>20	32		.
Volume of unaccounted water (%)	19	22	19	20	<18	17		Note that the quarterly rate is continuing to drop.
Water main breaks per 30km of main (#)	0.40	0.33	1.96	1.8	<1	1.2		14 breaks in 333km of mains

Water and Wastewater Services (cont'd)	2011/12	2012/13	2013/14	2014/15	2015/16 Target	June Results	On Target	Comments
Number of non-compliance events – water and wastewater (#)	2	0	18	32	0	36		Wastewater: Alstonville WWTP: 1 Wardell WWTP: 4 Ballina WWTP: 5 Lennox Head WWTP: 0 Reportable Wastewater Retreatment Overflows = 1 (event) Drinking Water Water main Breaks > 4 hours duration: 2 0 mg/L Chlorine Detections: = 15 Treatment Failures (CCPs) = 1 Recycled Water Distribution Failures = 0 Treatment Failures (CCPs) = 0
Complete quarterly compliance reports in respect to licence requirements (% within 30 days of quarter)	N/A	N/A	60	100	100	100		Online data reporting demonstrates compliance.
Percentage of continuing trade waste licences renewed on expiry (%)	N/A	N/A	15	50	100	< 100		Accurate figure not available, however it was below 100.
Financial management of operating expenses (%)	96	95	94	98	Within 10% of budget	99		
Financial management of capital expenditure projects (%)	79	90	71	82	Within 10% of budget	70		Capital budget figures are still being influenced by large outstanding completion monies that are now not expected to be returned until next year.

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.

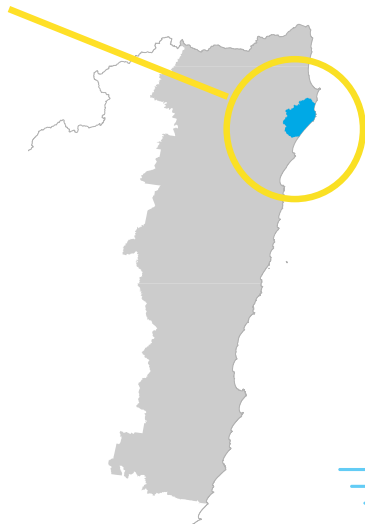
PART 5 - REVIEW

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



STATE OF THE ENVIRONMENT 2016 FINAL SUMMARY

BALLINA LGA



INTRODUCTION

This summary for the Ballina Local Government Area (LGA) forms part of the Regional State of the Environment report for 2016. It was compiled on behalf of the twelve Councils and three County Councils of the North Coast Region of NSW.

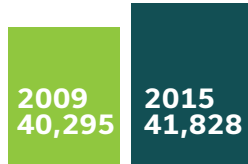
Reporting on major environmental indicators from 2011 to 2016, it identifies trends where relevant. Data was provided by councils, state and federal government, universities, energy suppliers and community groups.



PEOPLE & THE ENVIRONMENT



POPULATION



POPULATION has increased by 3.8%

MEDIAN AGE was 45 years in 2011

CLIMATE CHARACTERISTICS



RAINFALL

2013 - HIGH
2014 - VERY LOW
2015 - AVERAGE
2016 - 5 June wettest day on record for NSW

FLOODING

2013 January - MAJOR
2013 February - MODERATE
2015 May - MINOR
2016 June - MINOR



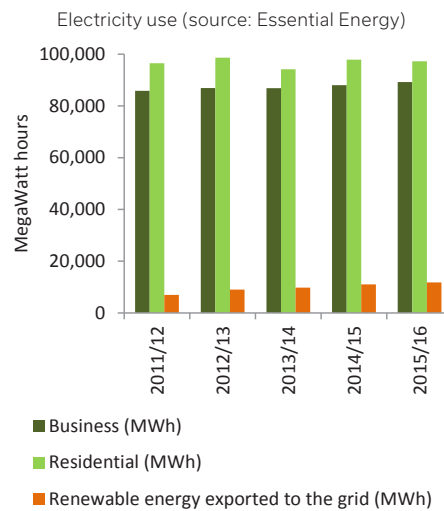
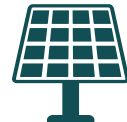
2013 was the **HOTTEST YEAR** on record

COUNCIL EMISSIONS

COUNCIL EMISSIONS INCREASING SINCE 2011 by 32% for fuel and 9% for electricity, but streetlighting emissions reduced by 28%
465 TONNES CO₂-e ABATED ANNUALLY

GREENHOUSE GASES & RENEWABLE ENERGY

29.7% of dwellings have roof top solar - the highest in the region

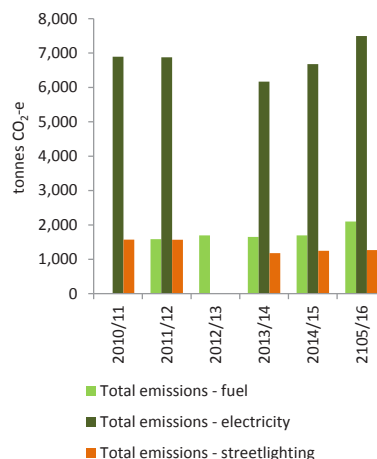


RENEWABLE ENERGY

fed back to the grid has increased by 65% since 2012 with **282 kWh exported** per person annually in 2016



2,300 hrs of residential electricity use per person annually
MEGAWATT STABLE from 2012 to 2016



PEOPLE & THE ENVIRONMENT CONT. **1**

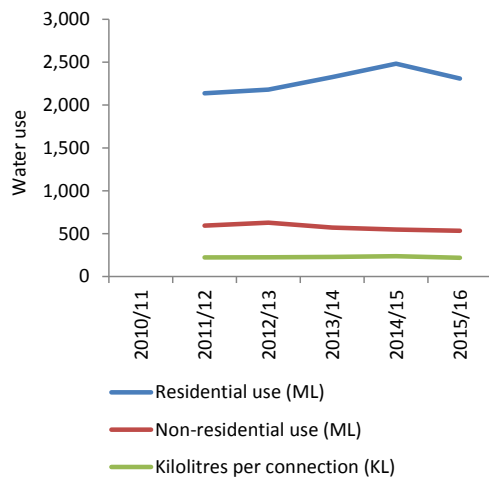
WATER USE

219 KILOLITRES
water use per connection
annually - steady from
2011-2015



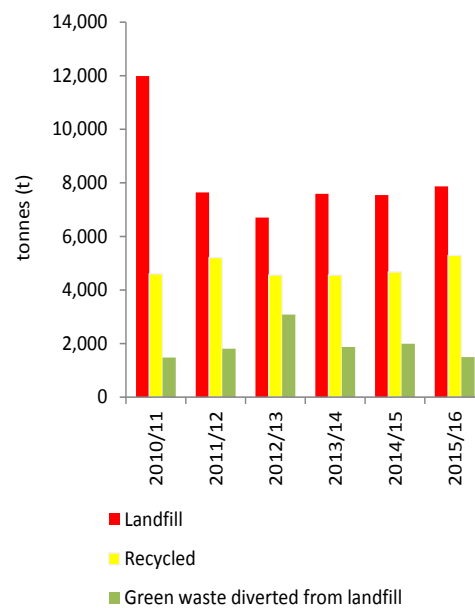
Residential water use

181 KILOLITRES
per connection annually,
just above the NSW regional
average of 172KL



WASTE

Overall DOMESTIC WASTE generated is steady with a **34% decrease in waste to landfill**, **16% increase in waste recycled**, and a **drop in green waste** sent for composting since 2011



WASTE TO LANDFILL DECREASED BY 34%

350 kgs KILOGRAMS domestic waste generated by each person in 2016, with **46% recycled**, below the NSW target of 66% diversion from landfill

Green waste **COMPOSTED TO A VERY HIGH QUALITY**

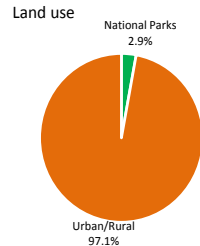


BIODIVERSITY & VEGETATION 2

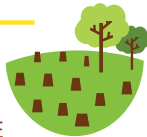
RESILIENT LANDSCAPES

Ballina Shire Council manages its remaining **NATIVE VEGETATION** through a variety of **REHABILITATION PROJECTS**

5 CONSERVATION AGREEMENTS PROTECT 44 HECTARES OF LAND



VEGETATION LOSS



7 APPROVALS FOR PRIVATE NATIVE FORESTRY WERE GRANTED IN THE LGA FROM 2007 TO 2015 COVERING 88 HECTARES

Approvals are mainly in the Bagotville, Meerschaum Vale and Coolgardie areas

HABITAT REGENERATION

SINCE 2012 +14,000 trees planted

Over 550 hectares (ha) of land rehabilitated
 8 ha koala habitat re-established at Bagotville
 36 ha wetland restored at East Ballina

OVER 7,000 HRS VOLUNTEER INPUT from Landcare, community groups and non-government organisations

NATIVE FLORA & FAUNA



2 NEW KEY THREATENING PROCESSES SINCE 2012:
 Myrtle rust pathogen;
 Noisy miners excluding native species from habitat

1 NEW ENDANGERED SPECIES SINCE 2012:
 Black-tailed antechinus

1 NATIONALLY SIGNIFICANT POPULATION OF KOALAS

INVASIVE SPECIES

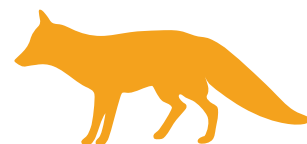


Key weed threats are **TROPICAL SODA APPLE, CORAL TREE & HYMANACHNE** with ongoing issues with camphor laurel, lantana & morning glory

FAR NORTH COAST WEEDS (FNCW) conduct weed control within the LGA

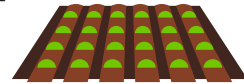
APPROX. 20 KILOMETRES of weed control completed annually on rivers, roadsides and railways by **COUNCIL**

Vertebrate pests - **CANE TOADS, DEER, WILD DOGS, FERAL CATS, FOXES, PIGS AND INDIAN MYNAS** are pests of concern in the LGA



LAND USE & SOILS 3

SOIL TYPES found in the Ballina Shire reflect their origins as well as later geomorphological processes. Soils with volcanic origins occur on the Alstonville Plateau and the escarpment, and wetter soils on the floodplain and behind sand-dunes.



Sheet erosion and riverbank erosion are the biggest factors for soil health on the Plateau and on the floodplain. Erosion and drainage of floodplain soils cause significant river health issues (see 'Water – River Health' for more information).

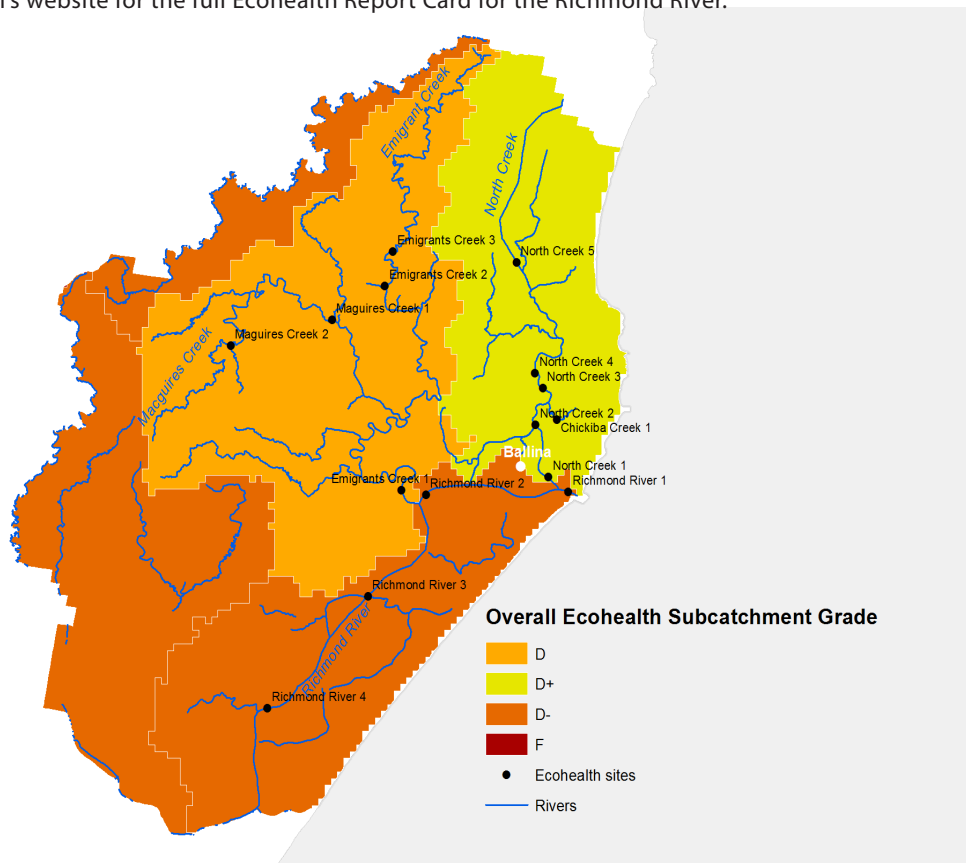
Maintaining organic carbon is an issue for all modern soil management.

4 WATER



RIVER HEALTH

The Ecohealth water quality monitoring program was conducted during 2014 and reported in 2015. River health varies greatly from a B- in the upper catchments to an F (very poor) in the mid catchment. Water quality is poor to very poor in Ballina Shire catchments due to erosion, a lack of riparian vegetation, acid sulfate soils and poorly managed floodplain drainage for agriculture. See Council's website for the full Ecohealth Report Card for the Richmond River.



4

WATER CONT.

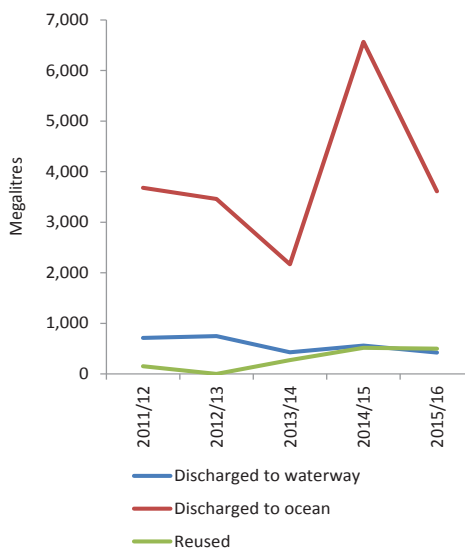
WASTE WATER

Waste water discharge to waterways has dropped by 40% since 2012



In 2016 11% OF WASTE WATER WAS REUSED

Biosolids are composted



OSSM COMPLIANCE

On-site sewage management systems compliance has been above 84% COMPLIANCE for inspected systems since 2012. In 2016, only 4% of systems inspected were failing

Council now has 2 inspectors inspecting and reviewing OSSM systems



RIVER & COASTAL MANAGEMENT

Ballina Shire has 3 Coastal Zone Management Plans (CZMP) - the Richmond River Estuary CZMP, Shaws Bay CZMP and the CZMP for the Ballina Coastline.

Each manage a different water body and it's associated features and are in various stages of implementation



GROUNDWATER STATUS

6 groundwater sources, all with commenced water sharing plans which manage both surface and ground water sources for allocations and environmental flows

Alstonville Basalt source remains **OVERALLOCATED** in some of its zones so no further allocations are available for sections of the groundwater source

567

identified **GROUNDWATER-DEPENDENT ECOSYSTEMS (GDE)** in the LGA - comprising 44% of all GDEs in the reporting region