



Ballina Shire Council
Annual Report
2010/2011



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Mayoral message



It is my privilege to deliver the Mayoral Message for the year ending June 2011. As I spend more and more time as Mayor I am continually gaining a greater appreciation of the depth and breadth of issues that we, as your local council, have to consider and the array of services provided to our community.

Topics for consideration can range from vastly complex matters such as flood plain modelling and new local environmental plans to smaller localised issues such as potholes and trees. What is important to recognise is that no matter whether the matter is complex or minor it is always important to ensure that the right decision is made on the behalf of our community.

Sometimes what is right can vary dependent on your own views and in my opinion, the elected Councillors, as your representatives, have worked extremely well together to ensure that everyone's opinion is heard, considered, with an informed decision then being made.

In looking back on 2010/11 some of the achievements I have found most satisfying include:

- on-going improvements to the Wardell and Alstonville town centres
- opening of the Lennox Head Cultural and Community Centre, with the new library being particularly well utilised
- acceptance of a \$45 million contract to provide expanded and improvement sewer treatment facilities to Ballina and Lennox Head. Our entire community will benefit from this work which will also provide significant environmental improvements
- completion of the new Ballina synthetic hockey field
- purchase of land for the expansion of sporting fields at Lennox Head and Wollongbar.
- finalisation of our integrated waste management strategy which has led to the introduction of a green waste service
- the advancement of major planning projects such as the new shire wide Local Environmental Plan, the Ballina Flood Study and the Coastal Hazard Study. These documents are integral to the long term planning for our shire.

This is only a small sample of the types of activities Council undertakes and I'm sure that as you read through the Annual Report you will be impressed with the depth and breadth of services and infrastructure that have been delivered to the community during 2010/11.

I acknowledge that this is a combined result from the efforts of Councillors and staff and I am confident of our continued professional and dedicated commitment to the community of Ballina Shire.

I hope you enjoy reading our Annual Report.

A handwritten signature in black ink, which appears to read 'Phillip Silver'.

Cr Phillip Silver
Mayor

Acknowledgement of Country

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

Ballina Shire profile

location



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

history

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



European settlement of the lower Richmond River started with its 'discovery' in 1828 by Captain Rous. Settlement began in the early 1840's 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 1870's. Dairy farming became the mainstay of plateau agriculture but dwindled from the 1970's when it was replaced by beef production, followed then by subtropical fruit and nut cropping.

today



The shire's resident population is approximately 43,200, 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.

Elected representatives

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

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

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



Mayor Phillip Silver

WARD A

Ballina Island, Cumbalum, Ballina Heights & South Ballina



Cr Alan BROWN



Cr Robyn HORDERN



Cr Susan MEEHAN

WARD B

East Ballina, Lennox Head and northern part of shire



Cr Peter MOORE



Cr Sharon CADWALLADER



Cr Jeff JOHNSON

WARD C

Alstonville, Wollongbar, Wardell and southern part of shire



Cr David WRIGHT



Cr Keith JOHNSON



Cr Ben SMITH

councillor attendance records

	Total Ordinary Meetings	Total Extraordinary Meetings
	12	1
Cr Brown	10	0
Cr Cadwallader	10	1
Cr Hordern	12	1
Cr J Johnson	11	1
Cr K Johnson	9	1
Cr Meehan	12	1
Cr Moore	12	0
Cr Silver	9	1
Cr Smith	11	1
Cr Wright	11	1

How to be involved...

TALK TO YOUR COUNCILLORS

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

COUNCIL MEETINGS

Council and Committee Meetings are held at Council's Customer Service Centre (cnr Tamar and Cherry Streets, Ballina). Ordinary Council Meetings are held on the fourth Thursday of each month commencing at 9.00 am. You can participate in the Council Meetings by:

- making a deputation on an agenda item. **Deputations** are provided 5 minutes to address Council, and are limited to one speaker in the affirmative and one in the negative. Deputation requests must be lodged with the General Manager by noon on the day before 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 before the Council meeting at **Council's Community Access Points**:

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

STANDING COMMITTEES

Council has **four Standing Committees** which comprise the whole elected Council:

Civil Committee

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

Environmental and Sustainability Committee

Considers land use planning matters of a strategic and regulatory nature.

Finance Committee

Considers financial matters including Council's annual budget deliberations.

Reserve Trust

Considers crown land matters where Council is the appointed Trust Manager.

SPECIAL INTEREST COMMITTEES

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

Airport Committee

Considers matters of a strategic nature for the Ballina Byron Gateway Airport including, but is not limited to, long term financial plans, capital works and master plans for the facility.

Commercial Services Committee

Introduces, evaluates and reviews the commercial dealings and operations of Council, with the long term aim of providing supplementary revenue streams to assist Council's service delivery to the community.

Facilities Committee

Provides strategic input into major community facilities, focusing on the nature of the services to be provided and the style and design of the building to ensure it meets community requirements.

Local Traffic Committee

This Committee is a requirement of Council's statutory obligations as delegated by the Roads and Traffic Authority under the *Roads Act 1993*. This Committee considers the technical aspects of proposals and makes recommendations to the elected Council. The public perspective is the responsibility of the elected Council and residents' views are considered by Council rather than the Local Traffic Committee.

ADVISORY COMMITTEES

Advisory Committees include members of our community and provide feedback to Council:

A, B and C Ward Committees

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

Northern Rivers Community Gallery

Provide community input into strategic planning, policies, fee structure and exhibition programming, and advocacy to raise community awareness of the Gallery.

Ballina Bypass Ready Taskforce

Provide input and feedback to local businesses, Council and the broader community on opportunities to maximise the advantages of the bypass opening.

COUNCIL NEWS AND INFORMATION

At Ballina Shire Council we aim to better inform our community about Council's activities, we do this through a number of avenues:

Council Notices which are published weekly in the Ballina Shire Advocate (and on occasions in the Northern Star).

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

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

Mayoral column which is published in the Advocate on the first week of the month.

Community Connect Newsletter which is distributed to all residents throughout the year and can be downloaded from Council's website.

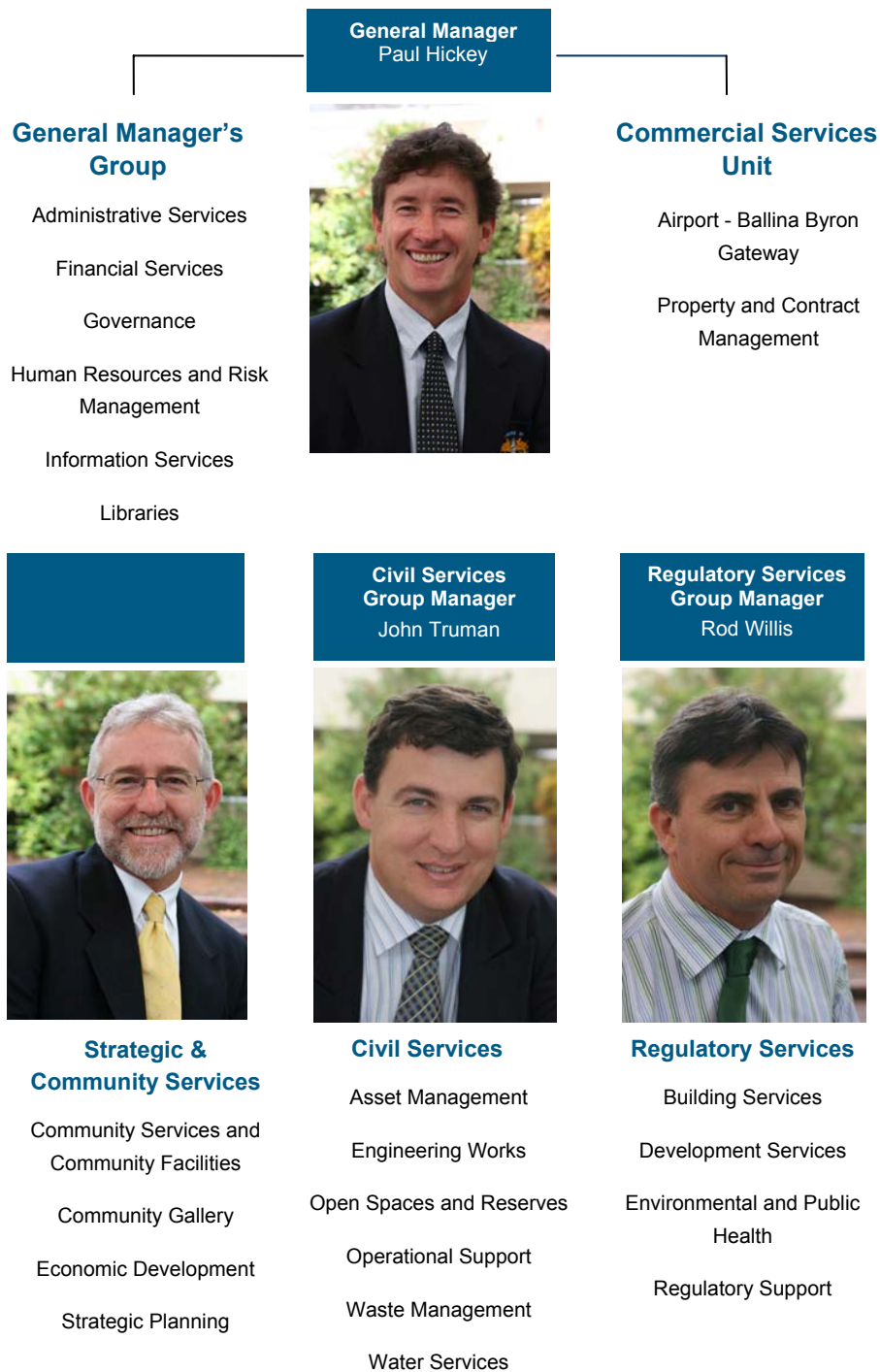
Community Connect eNews is a monthly newsletter distributed to subscribers via email. It includes key decisions from the monthly council meetings, documents on exhibition and other items of general interest. To subscribe visit Council's website www.ballina.nsw.gov.au

Organisational structure

LGA s332

The Council approved organisation structure comprises four groups, namely, General Manager's, Regulatory Services, Strategic & Community Services and Civil Services. Council also has a Commercial Services Unit whose role is to generate non-standard commercial revenues for Council and manage our property portfolio.

The Group Managers, together with the General Manager, form the Senior Management Team. This team oversees the day-to-day operations of Council and provides professional advice to the elected Council.



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
Administrative Services	6	5	6	6
Asset Management	7	7	7	8
Building Services	7	7	7	7
Commercial Services and Airport	9	10	11	11
Development Services	10	11	12	12
Engineering Support	34	36	35	35
Engineering Works	49	49	50	50
Financial Services	15	15	15	15
General Manager's Office	2	2	2	2
Group Managers	4	3	3	3
Human Resources and Risk	5	6	6	6
Information Services	5	5	5	5
Open Spaces and Reserves	30	31	31	32
Public and Environmental Health	9	10	7	7
Regulatory Support	6	6	6	7
Strategic Planning / Community Services	9	9	9	9
Tourism	4	4	4	4
Waste Management	20	21	21	21
Water and Sewer	29	29	30	30
	260	266	267	270

Integrated Planning & Reporting

LGA s428(1)(2)

The **Community Strategic Plan (CSP)** forms part of the Division of Local Government's (DLG) Integrated Planning and Reporting framework and is the highest level document that a council prepares.. The Community Strategic Plan identifies **eight key objectives**:

A built environment contributing to health and wellbeing

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

A diverse and prosperous economy

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

A healthy natural environment

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

Diverse and balanced use of our land

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

People attaining health and wellbeing

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

Resilient and adaptable communities

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

Responsible and efficient use of resources

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

Transparent and accountable governance

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

The suite of documents that form the **integrated planning and reporting framework** consist of the following:

- **10-year Community Strategic Plan** outlines our broad vision and objectives for the future
- **4-year Delivery Program**, accompanied by a full budget, details exactly what we will do to implement the CSP
- **1-year Operational Plan** records specific activities and expenditure for each year
- **Annual Report** outlines what we have achieved each year and the progress in implementing the Delivery Program and CSP.

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. Our **major achievements for 2010/11** are highlighted over page:

The Delivery Program Final Quarter Report for 2010/2011 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 2011. 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.

Achievements 2010/2011

LGA s428(1)(2)

Council's major achievements in implementing the Community Strategic Plan and Delivery Plan are highlighted below. The final quarterly report for 2010/2011 presented to Council is attached as **Appendix 1**.

Ballina Byron Gateway Airport	<p>Reintroduction of Jetstar jet services to Melbourne.</p> <p>Trial introduction of daily morning jet services to Sydney.</p> <p>Introduction of Jetstar self-service check in kiosks</p> <p>Improvements to passenger screening point, departure lounge, inbound baggage conveyor, airport café and dining areas</p> <p>Installation of airport advertising in passenger terminal</p> <p>Purchase additional land for improved Airport operations</p> <p>Preparation of design and development guidelines for the Airport – Aviation Development Precinct</p>
Ballina Coast and Hinterland Promotion	<p>Serviced over 55,000 visitors to the Ballina Visitor Information Centre.</p> <p>Produced a new visitor guide with 70,000 copies available for distribution</p>
Ballina Lighthouse & Lismore Surf Life Saving Club	<p>Approved the development application for the proposed \$5.8 million surf clubhouse</p>
CBD beautification	<p>In conjunction with Ballina Chamber of Commerce facilitated and participated in the "Spring Clean" program for Ballina</p> <p>Wigmore Arcade refurbishment - relaying of arcade flooring</p> <p>Continued upgrades of the Alstonville and Wardell Main Streets</p>
Cemetery Management	<p>Installed new niche walls at the Alstonville Cemetery and adopted a Cemetery Management Policy</p>
Climate Action	<p>Community engaged through Citizen's Forum and World Café for the development of the Climate Action Plan</p> <p>Launch of Council's Environmental Action Plan, with Ballina Environmental Action (BEA) news and Green BEA mascot</p>
Coastguard Tower	<p>Project management of proposed Search and Rescue Coordination Centre</p>
Commercial and Industrial Development	<p>Construction and leasing of the ARC Building at Southern Cross Industrial Estate</p> <p>Completion of the Harvey Norman Site and Boeing Avenue extension</p> <p>Release of seven industrial blocks at Cessna Crescent, Southern Cross Industrial Estate</p>
Community Awareness Programs	<p>Awareness programs delivered for: Companion Animals, Operation Edge in conjunction with Australian Lifeguard Service, 4WD permits for Seven Mile Beach, Backyard Pool Safety, Shared Paths and Cycleways, Abandoned Shopping Trolleys, Tree and Vegetation Removal, Power Savings Kits for Pensioners, Green BEA News, The Garage Sale Trail, Burning off in residential areas, Beachwatch Water Monitoring, Water Leaks, Dial Triple 000, King Tides Saltwater on Roads, and Surf Lifesaving Services</p>
Community Events	<p>Coordinated well attended community events including: The Garage Sale Trail, Heritage Festival, NAIDOC Week, Youth Week, Seniors Week, Australia Day, National Tree Day, NSW Bike Week,</p>
Community Garden	<p>Facilitated formation of Ballina Community Gardens Inc committee to plan and establish Ballina Shire's first community garden on Saunders Oval in Ballina</p>

Achievements 2010/2011 (con't)

Energy Savings	Installation of solar panels on Council buildings ie. Alstonville Leisure & Entertainment Centre, Ballina Library and Ballina Community Services Centre, Waste Management Centre and 71 Tamar Street, resulting in reduction in CO2 emissions and energy savings
Environmental Health	Delivery of Rous Water grant funded project for on site sewage management for Emigrant Creek catchment for Ballina town water supply Development of Solar Energy Model for installation of Solar Power to Council Infrastructure
Flat Rock Tent Park	Engaged new management company for Flat Rock Tent Park and launched new website
Fleet management	Implementation of computerised management system for Council fleet
Human Resources	Furthering the Business Excellence Framework with staff actively involved in Process Improvement assessments Development of innovative line management enterprise agreement , with minimal cost implications but heightened recognition and reward Implementation of traineeship program for water and sewer staff in liaison with TAFE North Coast Institute In liaison with TAFE North Coast Institute developed an IT Skills Audit program for Council's entire workforce Implementation of staff mentoring program
Inaugural Events & Festival Support Program	Introduced Festivals and Events Support Program of \$50,000 in funding six community events in the inaugural year
Lake Ainsworth	Completed construction of the Lake Ainsworth Car Park at Lennox Head
Lennox Head Cultural & Community Centre	Completed construction of the Lennox Head Cultural and Community Centre and Lennox Head Skate Park
NSW Training Awards	External nomination for Employer of the Year for the 2011 NSW Training Awards
Resource sharing	Initiatives in conjunction the NOROC groups of Councils: Northern Rivers Carpool Project, Richmond River Estuary Management Plan, myroadinfo website Joint tenders completed with Lismore Council for waste recycling and shredding and Richmond Valley for internal audit services
Risk Management	Committed protecting the health and safety and welfare of our employees by developing a working partnership with WorkCover NSW to improve our occupational health and safety performance Introduction of Drug and Alcohol Management and Education Program As part of Council's Live Well Work Well program delivered in conjunction with North Coast Area Health Service ran a 12 week healthy challenge for Council staff

Achievements 2010/2011 (con't)

Road and Transport Infrastructure	<p>Upgrade 0.8km of North Teven Road</p> <p>Replaced Teven Bridges</p> <p>Construction of North Creek Road and Southern Cross Drive Roundabouts</p> <p>Alstonville Village Streetscape (south side) path, stormwater upgrade, creation of mosaic triptych in collaboration with TAFE and local school children</p> <p>Wardell Village Upgrade shared path, improved parking, street lighting upgrades, and pontoon installation</p> <p>Upgrade of Park and Mackney Lanes as part of the Lennox Head Cultural & Community Centre development</p> <p>Intersection works at Link/Sneaths Roads and Rifle/Pearces Creek Roads</p> <p>Installation of traffic lights at Kerr and Fox Street intersection</p> <p>Wardell Bus shelters in locations frequented by school children</p> <p>Wigmore bus shelter refurbishment</p>
Sewer Management	<p>Gained Environmental Planning Approval for Major Works including the Upgrade of the Ballina and Lennox Head Wastewater Treatment Plants and the Recycled Water Distribution System</p>
Sporting fields and recreational facilities	<p>Installation of Ballina Hockey Club Synthetic Turf Project</p> <p>Acquired land for sporting fields at Skennars Head and Wollongbar</p> <p>Installed sports field lighting at Quays Reserve and Saunders Oval</p> <p>Installed toilet and canteen amenities at Quays Reserve</p> <p>Extended the shared path and cycleway at West Ballina</p> <p>Confirmed route options for Coastal Cycleway and Coastal Walk</p> <p>Constructed cricket nets at Skennars Head Sports Fields</p>
Town & Village Signage Project	<p>Installed entry signage for the towns and villages of Alstonville, Lennox Head, Ballina, Wardell and Wollongbar</p>
Waste Management	<p>Finalised Strategic Waste Plan looking at the short and long term goals for the collection, processing and disposal of waste. Including diversion of waste from landfill through value adding processes</p> <p>To encourage home composting Council dramatically reduced the costs of composting bins and worm farms for residents</p> <p>Introduced green waste services</p> <p>Investigated feasibility of a Pyrolysis Plant</p>
Youth Council	<p>Held first Ballina Shire Youth Council Meeting.</p>

SoE Report and the Community Strategic Plan Achievement of Environmental Objectives

LGA s428A

Council achieved the following State of the Environment (SoE) Objectives in delivering the Community Strategic Plan (CSP):

A healthy natural environment

Delivery Plan Action	Progress
Continue bushland regeneration work	<p>Lennox Headland Master Plan substantial planting and weed management have occurred on the Headland. Infrastructure works as funding is available, including the construction of the Pat Morton stairs.</p> <p>Provision of off-road vehicles beach access - Beach access points finalised. Permit system, Code of Conduct and signage in place. Brochure and Council website promote 'Code of Conduct' for beach vehicle access.</p> <p>Protection and stabilisation of coastal dunes at Lake Ainsworth. Installation of dune stabilisation fencing, hardened beach access tracks and native plantings established. Recent storm damage to paths and fencing has meant work is ongoing.</p> <p>Bitou Bush Threat Abatement Plan (TAP) 8 sites under active management, 5 sites in 4th year, 3 sites 3rd year. Initial work by BSC Regeneration Team. Continues to be maintained by private contractor for the eight sites</p>
Continue inspections of all on site sewage management systems to ensure systems are compliant	<p>Inspected OSSM at 265 premises. The OSSMS inspection program for the Emigrant Creek catchment finalised. During the program 159 of the 255 land parcels were inspected representing about 63% of the total. OSSM is still an ongoing issue with 50-60% failure rate, this is consistent with other years and other LG Areas.</p>
Improve overall health of the Richmond River	<p>Completed the Coastal Zone Management Study and Plan for the Richmond River Estuary which provides a strategic approach in addressing estuary issues and plans for improved estuary health and resilience. All constituent Council's have adopted the draft plan which now awaits Minister certification.</p> <p>In regards to Sewage Treatment Plant performance there were 7 failures or overflows.</p>
Incorporate "green" technology into Council's business practices	<p>Installation of Solar Power Systems - Council has installed solar power systems on the Badina Community Services Centre, Ballina Library, Ballina Waste Facility and the Alstonville Leisure and Community Centre. At each site the 10kw systems will, on average, generate between 41 and 62 kilowatts of electricity per day. This will save between 15 and 23 tonnes of greenhouse gas emissions (equivalent CO2) per site per year.</p>
Increase level of endemic species in Council infrastructure	<p>Council's nursery propagates many of the plants used for Council's planting projects. The total number of plants provided for Council plantings was 3,165 with 43% identified as endemic to the Ballina Shire.</p>
Increase level of Urban Vegetation within Council infrastructure and property to enhance overall amenity	<p>Council undertook two large plantings projects. With 761 plantings at Lennox Head Community Centre and 1,232 at Alstonville Freeborne Park. Around 34% are endemic species with the remainder being Australian natives.</p>
Progress implementation of Urban Water Management Strategy to maximise the use of water and wastewater resources and provide optimal environmental outcomes	<p>Dual water supply systems will be implemented for major new residential developments in the shire with the aim of reducing fresh water demand by giving residents the ability to use two different types of water. Each property is supplied with two separately metered water supplies one of which provides reclaimed water and the potable water. Design work is currently underway for the distribution and storage of recycled water reticulation to the parts of Lennox Head and Ballina.</p>
Provide contemporary stormwater management and infrastructure to minimise environmental impacts	<p>As part of the Stormwater Asset Management Plan Council is in the process of electronically updating stormwater assets records (eg SQUIDS, gross pollutant traps) so they are adequately maintained or updated. Currently 5.89% of the shire's stormwater inlet points have, or may be linked to some form of pollution protection.</p>

Resilient and adaptable communities

Delivery Plan Action

Progress

Complete and implement Climate Change Adaptation and Mitigation Strategy

A draft of the **Climate Action Strategy** is now complete and is currently being reviewed by Council staff and the executive.

Transparent and accountable governance

Delivery Plan Action

Progress

Implement Council Waste Strategy to maximise waste minimisation opportunities and to extend life of landfill

The **total waste generated at the Ballina Waste Facility** in the last financial year was 40,271 tonnes or 940kg per person. The percentage of waste diverted from landfill equalled 12,458 tonnes with an additional 7,080 tonnes reused on site. Around 20,733 tonnes of waste was sent to the landfill.

A **weekly organic waste collection service** has now commenced in Ballina Shire. It is expected that this service will divert around 70 tonnes of waste per week from landfill.

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 2010 to 30 June 2011 is attached as a separate document to the Annual Report. It is freely available on Council's website www.ballina.nsw.gov.au

Overseas visits

LGA REG cl 217(1)(a)

Ballina Shire maintains a sister city relationship 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 and provision of facilities

REG cl 217(1)(a1)

The total mayoral and councillor fees for the reporting period were \$299,821. Council's Civic Office Expenses and Facilities Policy allows for the payment of appropriate and reasonable expenses and the provision of facilities to assist Councillors in discharging their roles as elected persons and members of the governing body of the Council. Expenditure outlined in the table (excl GST) below is in accordance with **Council's Councillor Expenses & Facilities Policy (Appendix 4)**.

	Cr Brown	Cr Smith	Cr Cadwallader	Cr J Johnson	Cr Moore	Cr Meehan	Cr Hordern	Cr Wright	Cr Silver	Cr K Johnson	Combined	Total
Councillor/Mayoral allowance	15,970	15,970	15,970	15,970	15,970	15,970	15,970	15,970	50,830	15,970		194,560
Conferences/seminars	82		1,081			361	778		1,332	314		3,948
Civic Activities/Functions/Meetings		31	316	135		452	455		3,548	19	21,059	26,015
Insurance											22,395	22,395
Travel Instate	684	327	2,122	2,701	1,161	3,449	2,696	1,518	3,957	837		19,452
Travel Interstate	2,569								6,717			9,286
Travel Overseas							No overseas travel					
Stationery											1,888	1,888
Newspaper & Others	410	409	317	413	395	386	409	417	361	285		3,802
Telephone & Internet Charges	377	332	1,447	1,091	866	1,690	1,104	712	1,460	607		9,686
Additional Facilities for Mayor												0
Motor Vehicles Operating Expenses									8,789			8,789
TOTALS	20,092	17,069	21,253	20,310	18,392	22,308	21,412	18,617	76,994	18,032	45,342	299,821

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 (\$)
Alan Neale Electrical Pty Ltd	Supply and Installation of Sports Field Lighting - Saunders Oval and Quays Reserve	175,821
Ballina Pipeline Constructions Pty Ltd	Construction of the Ferngrove Sewerage Pumping Station	481,739
Team Sports Pty Ltd	Supply and installation of a synthetic playing field	328,400
SEE Civil Pty Ltd	Construction of Plateau Drive road and associated works	3,156,894
DK Hally Corporations Pty Ltd	Management of the Flat Rock Tent Park for a three year period	252,000
Solo Resource Recovery	Collection of kerbside organics and green waste for seven period	3,992,044
Haslin Constructions P/L	Design and construction of MBR WWTP at Ballina	45,437,315
NSW Water Solutions	Design and preparation of documentation of the recycled water distribution and storage system	741,345
Alan Neale Electrical Pty Ltd	Supply and Installation of Sports Field Lighting – Fripp Oval	155,730
Jardine Lloyd Thompson	Provision of Councillors and Officers Liability, Marine-Hull, Motor Vehicle, Personal Accident, Property Insurance – Artworks and Workers Compensation Top Up insurance	867,273
Clean Works North Coast	Provision of cleaning services to various Council buildings for a three year period	738,912
Thomas Noble and Russell	The provision of external auditors for a six year period	312,600
Boral Asphalt	Supply and laying of asphalt for the period to 30 June 2012	Schedule of Rates
Clark Asphalt Pty Ltd	Supply and laying of asphalt for the period to 30 June 2012	Schedule of Rates
Fulton Hogan Industries Pty Ltd	Supply and laying of asphalt for the period to 30 June 2012	Schedule of Rates
Tropic Asphalts Pty Ltd	Supply and laying of asphalt for the period to 30 June 2012	Schedule of Rates

Legal proceedings progress and results

Reg cl 217(1)(a3)

Development regulatory functions

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

Application	Matter	Cost (\$)	Action	Status
4	BSC ats Newton Denny Chappel	\$2,425	Class 1 - L&E Court Merit Appeal against Council's refusal of DA	Finalised - Plaintiff withdrew from proceedings
2009/689	BSC ats SJ Connelly Pty Ltd	\$365,000	Class 1 - L&E Court - Appeal against Council's refusal of DA to not allow the Ramada building to be used for both tourist and residential accommodation	Finalised - Council successful in defending its decision
2010/678 & 2011/072	Greenwood Grove Affordable Housing Development	\$3880	Legal Advice	First DA withdrawn and subsequent DA refused by Joint Regional Planning Panel
2004/605	BSC ats SJ Connelly Pty Ltd	\$660	Class 4 - L&E Court - interpretation of consent	Finalised - Council successful in defending case

Application	Matter	Cost (\$)	Action	Status
2010/623	BSC ats SJ Connelly Pty Ltd	\$62,000	Class 4 - L&E Court - point of law in respect to whether or not development was designated development	Finalised - Plaintiff successful with costs awarded against Council. As this case involved an interpretation of NSW planning law Council has been successful in having the NSW Local Government and Shires Association approve a contribution to Ballina's costs from all other Council's in NSW. This has reduced Ballina Shire Council's expenses to approximately \$20,000.
2004/1150	Angels Beach North (DoP)	\$3916	Legal advice on application to modify DA	Finalised - Department of Planning refused the application
	BSC ats Sproule	\$3050	EP&A Act Class 4 in Local Court. Non-compliance with consent conditions & pollution event.	Council successful. Costs awarded to Council.
	Quick	\$7194	Insurance matter for Council involving Professional Indemnity.	Completed. No finding against Council.

Rates and Charges debt recovery

The table below is a summary of legal debt recovery action for rates and charges for the 2010/11 rating year including comparisons to the previous two years. Most recovery action handled by Council's debt recovery agency Australian Receivables Limited (ARL), do not progress to formal legal proceedings. Due to technical issues and staff resourcing associated with the Authority software upgrade no debt recovery action has been undertaken since 01/07/2009. Normal debt recovery will recommence in September 2011.

	2008/09	2009/10	2010/11
Statements of Claim issued	18	0	0
Number of assessments currently with ARL for recovery	99	42	6
Original principal amount recoverable from assessments currently with ARL for recovery	\$183,853	\$101,194	\$11,060
Costs incurred for assessments currently with ARL for recovery (recoverable from ratepayers)	\$14,303	\$6,205	\$4,930
Balance payable on assessments currently managed by ARL at 30 June	\$142,707	\$83,992	\$10,270
Total assessments referred to ARL for recovery action during financial year	526	0	0
Total principal amount referred to ARL for recovery action during financial year	\$435,913	0	0

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 \$54,000.

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 2010/2011 were charged as per Council's adopted fees and charges.

Contributions and donations

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

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:

- Rates & charges for community groups (including Ordinary Rates, Water, Sewer and Waste Charges).
- Waste Management fees for not-for-profit second hand stores.
- Repairs/building works to community halls.
- Local events.
- Support of regional services such as North Coast Academy of Sport and Westpac Rescue Helicopter.

During the 2010/11 financial year Council made contributions to the organisation listed adjacent:

Rates and Charges (various community organisations)	49,632
Staff Christmas Party	2,100
Ballina Garden Club	1,000
Wollongbar Garden Club	250
Ballina Senior Citizens (Christmas Party)	1,000
Westpac Life Saver Rescue Service	1,000
Ballina Shire Concert Band Inc	3,000
Ballina Pipe Band Inc	3,000
Alstonville Orchid Society Inc	250
East Ballina Landcare	500
Ballina RSL Club Marine Modellers	1,000
Richmond Valley Woodcrafters Club Inc	5,000
North Coast Academy of Sport	2,500
Rotary Club of NSW and Southern Cross University	500
Ballina & District Orchid Society Inc	250
RRISK Program	1,500
Ulysses Motorcycle Club	500
Lifeline Northern Rivers	1,000
Far North Coast Canoe Club	500
Lennox Head Residents Association Inc	1,500
Ballina Breast Cancer Support	200
Alstonville Girl Guides	400
Australian Seabird Rescue	2,000
Ballina Jet Boat Surf Rescue	1,500
Ballina Lighthouse Day Club	1,000
Alstonville Show Society	5,000
Australian Navy Cadets - TS Lismore	5,000
Alstonville & District Cricket Club Inc	1,000
Naval Association - Ballina Sub Branch	1,700
Alstonville Concert Band	3,000
Ballina Naval Museum	110
Disability Service Providers	3,330
Alstonville Baptist Community Preschool	200
Ballina Community Services Centre	1,400
PyncSync - Breast Cancer fundraiser	155
Alstonville Showground Trust - Grounds Mtc	5,500
Wardell Recreation Reserve - Grounds Mtc	5,500
Capital Assistance - Community Halls	
McLeans Ridges Public Hall	3,270
Newrybar Hall	8,000
Meerschaum Vale Hall	950
Wollongbar Hall	7,500
Westend Hall - Ballina Lions Club	4,280
Wardell & District War Memorial Hall	8,000
Waste Management fees for not-for-profit second hand	
The Salvation Army	1,500
ADRA Op Shop	1,500
Ballina Anglican Shop	1,500
St Bartholomew Anglican Op Shop	1,500
Ballina Care Bargain Centre	1,500
Northern Rivers Animal Service Inc	1,500
Lifeline Ballina	1,500
St Vincent de Paul	3,000
TOTAL	158,477

Delegated external bodies

REG cl 217 (1)(a6)

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 2010 to 30 June 2011.

Corporations, partnerships, cooperatives and joint ventures

REG cl 217 (1)(a8)

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

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

Equal employment opportunity

REG cl 217(1)(a9)

The annual review of Council's Equal Employment Opportunity Plan and Policy was undertaken which incorporated a review of Council's recruitment and selection, training and development and grievance procedures to ensure that Council was achieving its EEO targets.

Council is audited annually by Department of Family and Community Service (FASCIA). We have maintained our accreditation to employ individuals with low to medium disability support needs. A strong focus of this audit is to ensure that Council's EEO Policies and procedures are adhered to and that we promote a discriminatory free workplace with equal access to training and development and opportunities. Council is proud of its continued accreditation and excellent results achieved through this audit process.

Council continues to provide employment and career opportunities for minority groups. We have a strong focus of employing trainees and apprentices to provide our youth with an opportunity to gain skills and qualifications to assist them in their careers. We also provide a range of support mechanisms including the implementation of mentoring program, provision of EEO / bullying and harassment training and we actively participate in International Women's Day and NAIDOC celebrations.

Senior management celebrated the Year of Women in Local Government in 2010 by providing a morning tea and small gift to female staff members in recognition of the contribution that they make to Local Government.

Senior staff remuneration

REG cl 217(1)(b) & (c)

The number of staff designated as Senior Staff employed by Ballina Shire Council under the Local Government Act 1993 is three. All Senior Staff are employed under five year performance based contracts. The total value of the remuneration package paid to senior staff was \$575,735 for the 2010/11 financial year.

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

General Manager - \$193,936

Civil Services Group Manager - \$180,014

Regulatory Services Group Manager - \$173,374 (plus additional employer superannuation \$28,411).

This remuneration figure includes the salary component, performance payments other than salary, super contribution (employer or salary sacrifice contributions), 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 formation of rock walls, groynes and importation of sand. Volunteers erected dune forming shade cloth fences and planted natives to assist in sand accretion at several dune locations along the shire's coastline.

Stormwater levy and services

REG cl 217(1)(e)

Income from the levy of the stormwater annual charge was raised and expended as follows during 2010/11.

Project	Amount raised	Expended	Balance	Comment
Daydream Avenue	144,000	144,000	Nil	Replace and improve existing pipes.
Flat Rock	12,000	12,000	Nil	Replace and improve existing pipes.
Kalinga St/Quays	64,000	64,000	Nil	Replace and improve existing pipes.
Norton Street	10,000	10,000	Nil	Replace and improve existing pipes.
Kings Drive	11,000	11,000	Nil	Replace and improve existing pipes.
2010/11 Unexpended	493,000		493,000	Unexpended funds carried forward to be applied next financial year.

Enforcement and compliance with Companion Animals Act

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

Lodgement of pound collection data with Division of Local Government (DLG)

Animal Shelter collection data for the reporting period was lodged with the Department in September 2011.

Summary of Pound Data for 2010/2011	Cats	Dogs	Total
Seized & Transferred to Council's Facility	22	141	163
Dumped	3	25	28
Surrendered by Owners	2	27	29
Released to Owners	0	104	104
Euthanised	14	52	66
Sold	2	4	6
Released for rehoming	10	35	45
Died at Council's Facility	0	1	1
Stolen or Escaped from Council's Facility	1	0	1

Lodgement of data relating to dog attacks with DLG

Council notifies the Department within 72-hours where possible when council officers have investigated complaints of dog attacks. Twenty nine (29) attacks were reported and investigated for the year.

Additionally, for the 2010/2011 reporting year Council investigated ninety six (96) complaints regarding an alleged dog attack either on a person and/or animal.

Animal management/activities expenditure

Expenditure for animal management/activities including wages, cleaning of animal shelter and maintenance of animal shelter, veterinary expenses totalled approximately \$177,500 for 2010/2011.

Companion animal & desexing community education programs

Council belongs to a regional companion animal compliance committee, and in conjunction with this committee has released educational DVDs and brochures. These promotional products are made available to those adopting pets from the animal shelter and at various functions such as 'Adopt a Pet' days. Rangers give presentations to local service groups on the ranger's role and companion animal management. Council regularly advertises requirements of the legislation and general education on good companion animal management in the local media and in Council's newsletter. Council's website on Companion Animals has been recently reviewed and updated.

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

Council works with local animal rescue organisation in particular the Northern Rivers Animal Shelter to rehome dogs and cats. During 2010/2011, thirty five (35) dogs and ten (10) cats were rehomed from Council's animal shelter.

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

Companion Animals Management Plan

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

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

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

In order for Council to achieve the objectives of the Companion Animals Management Plan a series of Action Plans accompany the Plan. These Action Plans outline the implementation strategy of the Plan and the measures that will be used to assess the effectiveness of its implementation.

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

- Barking Dogs
- Roaming Dogs
- Dangerous Dog Management
- Dog Attack Investigation
- Animal Release Procedure from Animal Shelter

Council has also implemented a Companion Animal Review Panel and the purpose of this panel is;

- To determine appropriate course of action following a dog attack complaint and initial investigation by Rangers
- To protect public interest and the safety of the community
- To prevent further attacks and/or inappropriate dog management.

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

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

Off-leash dog areas

Council recognises the importance under the Companion Animal Management Plan of dogs being allowed time to exercise unrestrained and as such provides six (6) 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

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.

Companion Animals fund expended as per s85(1A)

Council received \$17,012 from the Companion Animals Fund for the 2010/2011 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.

Other reporting requirements

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 **\$479,000**. The table below details the ways in which these funds were applied in **2010/2011**.

Expenditure Items	Income from Special Variation	Actual Expense on Project or Service	Comment
Community Services			
Life Saving Services	86,000	185,000	Additional funds put towards extra lifeguards over peak holiday periods. The outcome was a safer environment for beach users.
Richmond/Tweed Library	49,000	122,000	Funds used to keep pace with ever increasing demands placed on library services. Improved book stocks and longer opening hours among other benefits.
Urban Roads Reconstruction			
Martin Street	61,000	113,000	Reconstruction of failed pavement providing a better and safer road network.
Rural Roads Reconstruction			
North Teven Road (Stage 4)	61,000	494,000	Reconstruction of failed pavement providing a better and safer road network.
Strategic Services			
New Shire Wide LEP	96,000	186,000	Complete revision of Local environment Plan.
Tourism & Economic Development			
Promotion & Marketing	72,000	128,000	A range of marketing programs.
Regulatory Services Management			
Regulatory Services Staff	54,000	538,000	New staff and resources used to provide support in the area of Environmental Health.
Total Expenditure	479,000	1,766,000	

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 **\$469,000**. The table below details the ways in which these funds were applied in **2010/11**.

Expenditure Items	Income from Special Variation	Actual Expense on Project or Service	Comment
Urban roads reconstruction			
Swift Street	60,000	184,000	Reconstruction of failed pavement providing a better and safer road network.
Rural Roads reconstruction			
North Teven Road (Stage 4)	56,000	494,000	Reconstruction of failed pavement providing a better and safer road network.
Cycleways			
Ballina CBD to Quays Drive	56,000	195,000	New shared path and cycleway route
Street Lighting			
Various projects	25,000	36,000	New lights installed at Kalinga street
Community Infrastructure			
Pat Morton Stairs	77,000	180,000	Construction of stairs at Pat Morton Lookout using recycled plastic.

Expenditure Items	Income from Special Variation	Actual Expense on Project or Service	Comment
Ballina Community Services Centre - Solar Panels	43,000	43,000	Provision of solar panels on the building to achieve environmental outcomes and long term cost savings.
Room chairs	13,000		New chairs for the centre to replace old chairs.
Ballina pool	20,000		Repairs and replacement of tiles and fences at the pools.
Alstonville pool	5,000		Replace heater in the plant room.
Regulatory Services Management			
Development Services - Compliance Manager	114,000	140,000	Increase the level of resources applied to compliance.
Total Expenditure	469,000	1,272,000	

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 **\$482,000**. The table below details the ways in which these funds were applied in **2010/11**.

Expenditure Items	Income from Special Variation	Actual Expense on Project or Service	Comment
Urban and Rural roads reconstruction			
Rifle Range Road (segment 225)	216,000	229,000	Reconstruction of failed pavement providing a better and safer road network.
Cycleways			
Coastal Cycleway - Lennox Head to Pat Morton	53,000	511,000	New shared pathway along coastline.
Sports Fields			
Skennars Head Fields	15,000	38,000	Installation of cricket nets.
Quays Reserve - lights	65,000	83,000	Sports field lighting to meet Australian Standards.
Open space			
Elizabeth Brown Park (Stage 2)	66,000	66,000	Upgrade of park including BBQ, picnic seats and play equipment.
Meldrum Park	14,000	24,000	Upgrade existing play equipment.
Environment			
Ballina Flood Risk Study and Plan	53,000	136,000	Study to assist with appropriate development levels and strategies for the future.
Total Expenditure	482,000	1,049,000	

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 **\$533,000**. The table below details the ways in which these funds were applied in **2010/11**.

Expenditure Items	Income from Special Variation	Actual Expense on Project or Service	Comment
Urban and Rural roads new work			
Wollongbar link road	283,000	1,559,000	New road to enable Wollongbar Urban expansion area
Urban and Rural roads reconstruction			
Riverview Avenue	50,000	101,000	Reconstruction of failed pavement providing a better and safer road network.

Expenditure Items	Income from Special Variation	Actual Expense on Project or Service	Comment
Footpaths/Cycleways			
Coastal cycleway Kerr Street to Regatta Avenue	26,000	26,000	New shared path and upgrade of existing path and cycleway
Ballina CBD to Quays Drive	16,000	195,000	New shared path and upgrade of existing path and cycleway
Flat Rock to Sharpes Beach	58,000	58,000	Studies to enable continuation of coastal cycleway network
Sports Fields			
Quays Reserve	34,000	34,000	Little Athletics amenities block (toilets and canteen)
Fripp Oval	35,000	35,000	Upgrade cricket nets and sportsfield lighting (stage 1)
Williams Reserve	6,000	12,000	Upgrade cricket nets
Surf Life Saving Services			
Life Saving Services	25,000	185,000	Additional funds put towards extra lifeguards over peak holiday periods. The outcome was a safer environment for beach users.
Total Expenditure	533,000	2,205,000	

Environmental Planning & Assessment Act 1979

EP&A s93G(5)

Council does not have any planning agreements in force as per Section 93F of the Environmental Planning & Assessment Act 1979.

Rates and charges written off

REG 132

The following rates, charges and interest were written off in the reporting period:

	Amount	Reason
4 Assessments	3,271.80	Water charges written off under Council's Concealed Water Leaks policy under General Manager delegated authority.
6 Assessments	1,794.50	Sixth year write-off of postponed ordinary rate and interest charges - Section 595 Local Government Act 1993.
472 Assessments	241.73	Small balances (less than \$1.00 per assessment) uneconomical to collect under General Manager delegated authority - Section 567 Local Government Act 1993.
TOTAL:	5,308.03	

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 2010/11 developed in accordance with Section 125 of the GIPA Act outlines access requests made during 2010/11. The report can be downloaded from Council's website www.ballina.nsw.gov.au

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
2010/2011

Delivery Program Report - as at 30 June 2011

CSP Objective 1: A built environment contributing to health and being

Program Actions	Principal Activity	Comp Date	On Target?
<i>Complete coastline shared path to maximise user experience and commuter benefits</i>			
Obtain all necessary approvals for Coastline Shared Path	Engineering Works	Dec 2010	
<i>Coastline shared path West Ballina to Ballina CBD</i>			
Construction of shared path and cycleway almost complete with outstanding items being road sealing and linemarking at Sunnybank Drive, ralling at Fishery Creek Bridge, and further consultation regarding Regatta Avenue connection.			
<i>Angels Beach to Pat Morton Lookout</i>			
A consultant has been engaged for design services for the shared path and coastal walk, with preliminary deliverables expected Aug/Sept 2011. Ecological assessment has been completed for shared path route and quotations being called in July 2011 for environmental and heritage assessment for coastal walk. EIS preparations to follow.			
<i>Pat Morton Lookout to Lennox Head</i>			
Construction complete for the northern section between Seven Mile Beach and Shorty Connors Memorial Stairs. Southern section will be completed following the Coast Road landslide restoration.			
<i>Lennox Head village to Byron Shire</i>			
Design for Lennox Head village to be presented to July 2011 Council meeting and decision deferred on section north of Lennox Head.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Ensure delivery of key transport links - Hutley Drive, Cumbalum Way, Wollongbar Link Road - to allow residential development to progress</i>			
Finalise approval for EIS for Hutley Drive	Asset Management	Sept 2010	
Consultation with SMEC over final form of the EIS and planning report. Awaiting updated documents from SMEC.			

Program Actions	Principal Activity	Comp Date	On Target?
<i>Implement environmental initiatives to improve development and council infrastructure outcomes</i>			
Develop solar energy model on installation of solar power on council infrastructure	Environment & Public Health	June 2011	
The Waste Centre system has been installed and is ready to run when Essential Energy connects it. Panels have been acquired for installation of the remaining system at the Administration Centre.			
Prepare and implement maintenance plans for buildings	Operational Support (Engineering)	June 2011	
Building Asset management plans are being developed as part of overall asset management system. This is a large task and whilst some building information has been collected it is not expected that this task will be finished until mid 2012			
Forward financial plan for infrastructure replacement and upgrade for Alstonville and Ballina Pools	Operational Support (Engineering)	June 2011	
Ballina Shire Council Aquatic Facilities Strategic Financial Plan Discussion paper presented to Finance Committee 7 April 2011.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Implement roads section 94 plan to ensure road infrastructure keeps pace with development</i>			
Capital works - Cumbalum Way	Engineering Works	June 2014	
Design is complete and conditioned approval received. Tender documents being prepared with tender to be called in July 2011.			
Capital works - Wollongbar Link Road	Engineering Works	June 2014	
Contractor appointed late January 2011 with commencement on-site in March 2011 and approximately 35% complete to end of June 2011. Ongoing wet weather (and extension of time) has extended forecast completion to September 2011.			
Ballina Shire Council	Quarter ending: June 2011		Page 2 of 35

Program Actions	Principal Activity	Comp Date	On Target?
<i>Implement town and village signage program to enhance information and education opportunities available to residents and visitors</i>			
Implement Town and Village Signage Program	Tourism	June 2011	
With the negative publicity surrounding the Town and Village Entry Signs, Councillors agreed to put a hold on this project until a new design developed. The development of the new signs is underway, and a Councillor Workshop is scheduled mid July to determine a new way forward.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Commence operating Lennox Head Community Centre and ensure it provides a satisfactory level of service to the community</i>			
Finalise construction of the Lennox Head Community Centre and implement management arrangements.	Commercial Services	June 2011	
Building handed over to Council mid May 2011. Strategic & Community Services will be managing the facility.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Improve sustainability of Northern Rivers Community Gallery to ensure its viability</i>			
Develop annual exhibition program	Community Services	Ongoing	
Gallery exhibition program confirmed until December 2011 inclusive.			


Program Actions	Principal Activity	Comp Date	On Target?
<i>Undertake Compliance Program to improve overall level of compliance</i>			
Implement adopted Compliance Program	Development Services	Ongoing	
Program implemented in accordance with adopted Annual Compliance Work Plan 2010/11 - reported to Council at June Ordinary Meeting.			
Progress Swimming Pool Inspection Regime	Building Services	Ongoing	
Council is pursuing total compliance for the outstanding pools.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Update Council planning instruments to improve built environment outcomes</i>			
Review Ballina Shire Combined Development Control Plan	Strategic Services	June 2011	
Project continuing, but impacted by staff resignations. Elements prioritised to assist in new LEP finalisation.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Promote professionalism and skills of Council planning and building staff to ensure professional and contemporary services</i>			
Ensure accreditation of Building Surveyors	Building Services	June 2011	
Accreditation renewals have been submitted and accepted by the Building Professionals Board. All Building Surveyors are thus currently accredited.			

CSP Objective 2: A diverse and prosperous economy

Program Actions	Principal Activity	Comp Date	On Target?
<i>Develop Ballina - Byron Gateway Airport to enhance overall service</i>			
Expand jet services on offer	Airport	Ongoing	
<ol style="list-style-type: none"> The additional two (2) morning jet services to Sydney (Wednesday / Saturday) have recommenced in July. They will be upgraded to a daily morning jet service for November, December and January. The Melbourne jet service has been well supported for the months of June and July. We are still trying for 5 services per week. The jet services to Sydney have averaged 80% load factor over the past twelve months. Design work has commenced on the proposed new RPT apron extension and the new RPT taxiway. 			
Reconfigure airport terminal to improve efficiency	Airport	June 2011	
<p>Terminal redevelopment works are as follows:</p> <ol style="list-style-type: none"> The new Departure Lounge has been expanded (with relocation of the original front window wall) and a new toilet has been provided for use by the departing passengers. New carpet has been installed in the Departure Lounge. Tender documents have been prepared for the next stage of development of the terminal building. (For alterations and additions to the Arrivals Lounge and new counters for the car rental and shuttle bus operators). The advertising contract for the terminal building will be advertised in the next two (2) months. Airport signage 'Ballina Byron Gateway Airport' and 'Welcome to the Northern Rivers' will be installed in the next two (2) weeks. 			
<i>Expand tourism services and facilities to maximise visitor satisfaction levels</i>			
Develop new destination website and visitor guide	Tourism	June 2011	
The development of the destination website is well underway with expected completion in August 2011.			
Develop regional visitor services strategy	Tourism	June 2011	
Funding from the State Government has been successful. Expressions of interest from consultants have been received, with selection of a suitable consultant to be confirmed in July 2011. The project will be completed by December 2011.			
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Program Actions	Principal Activity	Comp Date	On Target?
<i>Expand Strategic Services services and activities to maximise opportunities for appropriate development</i>			
Develop a "Ballina Focus" website	Strategic Services	June 2011	
Dedicated profile information is regularly updated as new data becomes available.			
Economic Profile Update	Strategic Services	June 2011	
Shire economic data updated upon its receipt from the Australian Bureau of Statistics.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Encourage local produce through increased opportunities at the local level (i.e. farmers markets)</i>			
Establish farmers markets	Strategic Services	Sept 2010	
Report being prepared for presentation to August Ordinary Council Meeting.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Maintain a high level of food hygiene within the shire</i>			
Partnership Pilot Program with NSW Food Authority to trial standardised inspection checklist and inspection guidelines	Environment & Public Health	June 2011	not proceeding
Council was not selected for participation in this trial. As such this project has not proceeded.			

Program Actions	Principal Activity	Comp Date	On Target?
<i>Improve planning for specialised business precincts to ensure business develops in a cohesive manner</i>			
Prepare Master Plan for Clarke Street Area	Strategic Services	June 2011	
Commencement of project dependent on zoning outcomes for this area under the new shire-wide LEP. Bulky goods analysis contract about to be initiated.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Encourage opportunities for maritime development through the implementation of Richmond River Foreshore Master Plan thereby increasing the diversification of the local economy</i>			
Engage in redevelopment initiatives for the West Ballina boat harbour	Strategic Services	June 2011	
Most recent information from the Land and Property Management Authority suggests the viability for the project is yet to be established.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Ensure the shire remains an attractive place to live and invest</i>			
Total value of development consents issued YTD (\$)	Development Services	Ongoing	
For 2010/2011 year development consents issued totalled \$106.336 million in value.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Ensure satisfactory levels of industrial and commercial land are available to meet growth</i>			
Finalise LEP Renewal	Strategic Services	June 2011	
Council has decided to re-exhibit the draft plan. Material being prepared for new exhibition to commence in August.			
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Program Actions	Principal Activity	Comp Date	On Target?
<i>Encourage sustainable business initiatives</i>			
Provide 'development sustainability checklist' with all development applications and pre lodgement meetings	Environment & Public Health	June 2011	



The checklist has been completed and is ready for use.

Program Actions	Principal Activity	Comp Date	On Target?
<i>Support business development</i>			
Investigate and implement, if feasible, a Ballina Business Centre	Strategic Services	June 2011	Not proceeding

Project was subject to grant funding, which was not received. Project discontinued.

CSP Objective 3: A healthy natural environment

Program Actions	Principal Activity	Comp Date	On Target?
<i>Provide a proactive approach to Coastline Management to ensure the community is informed and appropriate strategies are in place</i>			
Finalise Coastline Management Plan	Engineering Works	June 2011	
Review of draft coastline management plan was undertaken in Oct 2010 by peer review consultant and select stakeholders. Further review undertaken by DECCW and further alignment required with recent NSW legislation. Finalisation of draft document is in progress and is now forecast for end of 2011.			
Program Actions			
<i>Provide a proactive approach to Flood Management to maximise community safety and knowledge</i>			
Finalise Ballina Floodplain Risk Management Plan	Engineering Works	Mar 2011	
The consultant is in progress with the Floodplain Risk Management Study component, and a number of workshops have updated Councilors with progress, particularly regarding future planning directions. Future workshop scheduled for August 2011 and following this a draft Floodplain Risk Management Study and Plan will be prepared for public exhibition.			
Program Actions			
<i>Progress implementation of Urban Water Management Strategy thereby maximising the use of this resource and providing optimal environmental outcomes</i>			
Progress implementation of Urban Water Management Strategy and continually assess effectiveness and contemporary nature of the Strategy	Sewer Services	June 2011	
Tenders now let for major upgrade works, continuing to package work and organise tenders and quotes as required.			

Program Actions	Principal Activity	Comp Date	On Target?
<i>Provide contemporary stormwater management and infrastructure to minimise environmental impacts</i>			
Implement Erosion and Sedimentation Control Education and Enforcement Program.	Environment & Public Health	Ongoing	
<p>Program continuing inclusive of both Council and private projects. 45 inspections specifically targeting sediment and erosion control measures were conducted with outcomes including :</p> <ul style="list-style-type: none"> - Education delivery - Formal warnings - Penalty Infringement issue. <p>Information is delivered on a 6 monthly basis to Council staff and the public. Focus in the June 2011 advertorial was on truck drivers servicing the building industry. Similar information was conveyed to appropriate Council staff by internal arrangements.</p>			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Increase level of endemic species in Council Infrastructure</i>			
Prepare Street Tree Master Plan	Open Spaces & Reserves	Dec 2010	
Works ongoing - draft plan underway.			

CSP Objective 4: Diverse and balanced use of our land

Program Actions	Principal Activity	Comp Date	On Target?
<i>Continue land releases at Southern Cross and Russelton Industrial Estate that assist in providing a diverse and balanced industry</i>			
Finalise next land release at the Russelton Industrial Estate	Commercial Services	June 2011	
Currently under review.			
Program Actions			
<i>Continue land releases at Southern Cross and Russelton Industrial Estate that assist in providing a diverse and balanced industry</i>			
Finalise next land release at the Southern Cross Industrial Estate	Commercial Services	June 2011	
Land is currently on the market with two lots sold.			
Program Actions			
<i>Continue with implementation of the Southern Cross Precinct Master Plan to enhance this overall precinct</i>			
Continue with implementation of the Southern Cross Precinct Master Plan	Commercial Services	June 2011	
Consultant appointed to oversee project. Councillor workshop to be held on 16 August 2011.			
Program Actions			
<i>Continue rezoning and urban design for the planned Release Areas to allow development to proceed</i>			
Complete rezoning and urban design for the Cumbalum Urban Release Area	Strategic Services	Dec 2010	
Status report being prepared for July Ordinary Council Meeting.			

Program Actions	Principal Activity	Comp Date	On Target?
<i>Utilise land use controls to locate appropriately land uses that might impact negatively on water quality</i>			
Finalise development assessment process for Sand Pit (Quarry)	Operational Support (Engineering)	Dec 2010	
All required environmental assessment studies have been updated. Consultant briefed to prepare DA in accordance with legal opinion. DA expected to be lodged in July 2011.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Integrate climate change requirements into statutory planning to comply with legislation</i>			
Prepare Local Growth Management Strategy	Strategic Services	June 2011	
Draft document substantially completed. Awaiting Council's deliberations concerning draft Floodplain Management Plan.			




CSP Objective 5: People attaining health and wellbeing

Program Actions	Principal Activity	Comp Date	On Target?
<i>Continue with sporting field acquisition and financing program to ensure adequate standards are provided</i>			
Continue with sporting field acquisition and financing program	Commercial Services	June 2011	
Development application lodged for subdivision of Skennars Head sporting fields. Linen plan has been signed for subdivision of land for Wollongbar sports fields. Development application for use of land currently being prepared. Council still pursuing development of Pacific Pines sporting fields.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Finalise and implement Pedestrian Access and Mobility Plan (PAMP) thereby maximising community benefit</i>			
Finalise Pedestrian Access and Mobility Plan (PAMP)	Engineering Works	Dec 2010	
Public exhibition of Draft PAMP (revised 2010) was undertaken in October 2010 and Council adopted PAMP 2010 in November 2010.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Finalise Mentoring Program to encourage personnel development and career opportunities</i>			
Finalise Mentoring Program	Human Resources	June 2011	
Training rescheduled to August 2011. All mentors notified of their appointment.			

Program Actions	Principal Activity	Comp Date	On Target?
<i>Prepare and implement play equipment maintenance program, along with implementation of play equipment replacement program, to promote the use of these facilities</i>			
Prepare Play Equipment Maintenance Policy	Open Spaces & Reserves	Mar 2011	
Preparation continuing.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Prepare and implement sports field maintenance and development program to provide an adequate level of service and to encourage increased use</i>			
Develop Sports Field Improvement Program	Open Spaces & Reserves	June 2011	
Policy to be prepared and meetings with clubs yet to be organised.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Deliver employee wellness program 'Live Well: Work Well' to achieve proactive health and safety strategies</i>			
Deliver employee wellness program 'Live Well: Work Well' to achieve proactive health and safety strategies	Risk Management	Ongoing	
Womens Health Challenge promoted by Human Resources during this period.			

CSP Objective 6: Resilient and adaptable communities

Program Actions	Principal Activity	Comp Date	On Target?
<i>Provide and support community events to improve social fabric</i>			
Community Event Coordination (NAIDOC, Youth, Seniors and Heritage Weeks)	Community Services	Ongoing	
Planning for all Council-supported events in hand for designated periods/dates.			
Prepare Volunteers Manual	Open Spaces & Reserves	Sept 2010	
Open Spaces & Reserves Volunteers Manual 95% complete.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Enhance consultation with the Aboriginal community to increase level of trust and involvement</i>			
Develop a consultation protocol with the Aboriginal community	Community Services	Ongoing	
Engagement with key stakeholders continuing.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Implement and manage a Youth Council to promote opportunities for Youth</i>			
Implement and manage a Youth Council	Community Services	June 2011	
Meeting cycle established. Three meetings of the Youth Council held during the reporting period.			

Program Actions	Principal Activity	Comp Date	On Target?
<i>Implement Companion Animals Management Plan</i>			
Implementation of educational material on dog restricted areas and on leash areas in relation to Companion Animals Management Plan	Environment & Public Health	June 2011	
New rangers appointed. Signage installed at Lennox Head and Flat Rock.			
Program Actions			
<i>Ensure currency of DISPLAN (Disaster Plan)</i>			
Complete review of DISPLAN	Operational Support (Engineering)	June 2011	
Planning commenced- funds sought in 2011/12 budget to engage consultant as insufficient resources in house to complete.			
Program Actions			
<i>Progress Road Safety Strategic Plan to maximise community awareness</i>			
Progress Road Safety Strategic Plan	Operational Support (Engineering)	Ongoing	
Implemented Ballina Bike Sunday as part of Bike Week activities, raising the profile of cycling as a safe, healthy, easy, low cost and environmentally friendly alternative to driving for short trips in the local community. Implement RRISK (Reduce Risk Increase Student Knowledge) addressing risk taking behaviour amongst year 11 students on the North Coast of NSW. In 2010 over 500 high school students from the Ballina Shire attended the one day seminar – Alstonville High School, Ballina High School, Southern Cross School and Xavier Catholic College GLS (Graduating Licensing Scheme) workshop held at Ballina RSL. Adoption of Ballina Shire's PAMP (Pedestrian Access and Mobility Plan). This involved a review of pedestrian routes, their use and pedestrian crash clusters with the aim of improving road safety and the pedestrian network. Launch of a convenience advertising campaign targeting drink driving. In partnership with the Ballina Shire Liquor Accord , anti drink drive messages have been installed in A4 snap frames on the rear of toilet doors, above urinals and wash basins in 15 licensed venues across the Ballina Shire. Wallet sized cards identifying taxi and hire car numbers were also distributed and delivered in conjunction with a media campaign. The messages contained within the snap frames will be updated regularly throughout the year to address local alcohol related crime. A review of bike path advisory signage and the implementation of a community education campaign titled, 'The Path is there to Share'. The campaign was aimed at reducing conflict and encouraging cooperative behaviour among path users. This involved the distribution of postcards, a media campaign and the development of a banner was displayed along the bike paths at prominent locations.			
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Program Actions	Principal Activity	Comp Date	On Target?
<i>Protect and promote Aboriginal Heritage</i>			
Complete Aboriginal Heritage Study	Strategic Services	Dec 2010	
Grant funding fully acquitted. Staff analysing information gathered with a view to determining Councillor engagement opportunities.			
Program Actions			
<i>Complete and Implement Climate Change Adaption and Mitigation Strategy</i>			
Complete Climate Change Adaption and Mitigation Strategy	Strategic Services	June 2011	
Climate Action Strategy currently being drafted for presentation to Council.			
Program Actions			
<i>Implement Community Facilities Section 94 Plan to ensure infrastructure is delivered in alignment with development</i>			
Capital Works - Lennox Head Community Centre	Commercial Services	June 2011	
Handover completed mid May 2011.			
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CSP Objective 7: Responsible and efficient use of resources

Program Actions	Principal Activity	Comp Date	On Target?
<i>Improve and implement asset management strategy and plans to address funding shortfalls and to improve work practices</i>			
Deliver actions within asset management strategy	Asset Management	Ongoing	
Continuation of asset management program.			
Finalise open space asset management plan	Asset Management	Dec 2010	
Program is in progress.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Continue to migrate Council records to document imaging system to improve efficiency</i>			
Investigate and implement, if feasible, back scanning of development applications	Administration	June 2011	
Report completed and presented to Senior Management for consideration. The report has widened the scope of management of DA files from hard to soft copy as the official record.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Ensure development assessment and development engineering processes are efficient and effective</i>			
Review engineering development assessment level of service and processes	Asset Management	Ongoing	
Interview with and comments provided to consultant reviewer.			

Program Actions	Principal Activity	Comp Date	On Target?
<i>Increase level of revenue from commercial sources property sales match Council budget to improve financial sustainability</i>			
Ensure property sales match Council budget	Commercial Services	June 2011	
2 out of 7 lots sold at Southern Cross Industrial Estate. Harvey Normal land purchase settled 1 July 2011.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Increase usage of technology to improve efficiencies and access to information</i>			
Establish a web-based community directory	Strategic Services	Mar 2011	
Structure/format for new site awaiting finalisation by the General Manager's Group.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Develop long term funding strategies for Council infrastructure to ensure infrastructure is adequately maintained and delivered</i>			
Prepare funding strategy for major sewer infrastructure program	Financial Services	Sept 2010	
Council has adopted a financial model which encompasses the funding strategy.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Improve financial planning to include ratios / benchmarks to maximise use of the information</i>			
Improve long term financial planning to include ratios and benchmarks	Financial Services	Ongoing	
Policy presented to February Finance Committee and Council resolved to advertise the policy for public comment. The policy was advertised and no objections were received. The policy has been adopted.			





Program Actions	Principal Activity	Comp Date	On Target?
<i>Continue to implement process reviews to improve efficiency and effectiveness of Council service delivery across all services</i>			
Continue to implement process reviews to improve efficiency and effectiveness of Council service delivery	Governance	Ongoing	
Report on review of development assessment due to be submitted within next few weeks. Process reviews completed for naming of Council infrastructure and a range of water and sewer procedures.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Maintain and implement contemporary information systems to maximise use of technology</i>			
Continue to progress implementation of Civica System	Information Services	Ongoing	
TRIM / CRM project commenced. Project Manager appointed.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Progress resource sharing arrangements with other local government authorities to increase efficiencies</i>			
Progress resource sharing arrangements with Lismore City Council and other interested local government authorities	Waste Services	Ongoing	
This is an ongoing program that is being rolled into the regional planning.			

Program Actions	Principal Activity	Comp Date	On Target?
<i>Prepare water and sewer systems model to improve planning and operations</i>			
Prepare water systems model to improve planning and operations of water infrastructure	Water Services	Mar 2011	
Models completed and being fine tuned to allow continued evaluation of needs. We are purchasing H2O water to allow this to be undertaken better. This is the program used by all Northern Rivers councils to manage demand and supply modelling.			
Prepare sewer systems model to improve planning and operations of sewer infrastructure	Sewer Services	Mar 2011	
Completed as part of the section 64 update project.			
Review implementation of telemetry system to determine effectiveness and future development needs	Water Services	June 2011	
Telemetry program has been audited by Public Works with a number of recommendations to be implemented.			
Review implementation of telemetry system to determine effectiveness and future development needs	Sewer Services	June 2011	
Telemetry implemented and operational. On-going performance being monitored.			


Program Actions	Principal Activity	Comp Date	On Target?
<i>Review and improve effectiveness and use of council buildings</i>			
Finalise expansion of Ballina Library	Libraries	Mar 2011	Not proceeding
Council resolved to defer this project. No further actions planned for 2010/11.			
Monitor transfer of management of Richmond Tweed Regional Library to Lismore City Council	Libraries	June 2011	
Various meetings have occurred at Finance Managers, General Managers and Library Committee level. The agreement that details the arrangements moving forward is finalised and due to be considered at a meeting in July.			
Complete depot forward plan	Operational Support (Engineering)	Mar 2011	
Works Depot/Draft Development Masterplan presented to Finance Committee meeting 7 April 2011 and endorsed for funding			

CSP Objective 8: Responsible and efficient use of resources

Program Actions	Principal Activity	Comp Date	On Target?
<i>Ensure compliance with Department of Local Government Better Practice Program</i>			
Complete tender for audit services	Financial Services	June 2011	
Tender completed and new auditor appointed for next six years.			
Program Actions			
<i>Review all Council policies during each quadrennial term to ensure they reflect current policy positions</i>			
Implement improvements to the management of donations to increase efficiency and consistency in the handling of applications	Administration	Mar 2011	
New procedures in place with respect to acquittal of grants provided and new form created for new applications. Further improvements are proposed to the application form for the 2012/13 financial year.			
Assist Land and Property Management Authority (LPMA) prepare Ballina Regional Crown Reserve Plan of Management and progress Ballina Shire Coastal Reserve Plan of Management			
Awaiting project initiation by Land and Property Management Authority.			
Prepare Cemetery Management Policy	Open Spaces & Reserves	Dec 2010	
Completed.			
Ensure all Council policies are reviewed during each quadrennial election term			
Policies reviewed year to date: Investments; Pensioner Concessions - Rates & Charges; Footpaths Inspection, Evaluation & Maintenance; Filming; Banner Poles; Grazing of Stock on Road Reserve; Commercial Use of Footpaths; Councillor Facilities & Expenses Policy; and Festivals & Events - Council Support; Markets; Donations - Rates & Charges; Vehicle Signs; Child Protection; Backlog Sewer Program and Contributions for Dust Sealing of Roads; Backyard Burning; Unused Public Roads - Short Term Leases; Entrepreneurial Property Activities & Financial Reserve (formerly Land Development Reserve Management).			
New policies created year to date: Festivals & Events - Council Support; 4WD Access on Seven Mile Beach; Urban Vegetation & Tree Management; Tender and Quotation E valuations; Concealed; Water Leaks; Financial Planning and Cemetery Management.			

Program Actions	Principal Activity	Comp Date	On Target?
<i>Ensure compliance with NSW Government Information (Public Access) Act 2009 (the GIPAA)</i>			
Ensure compliance with NSW Government Information (Public Access) Act 2009 (the GIPAA)	Administration	Ongoing	
Actions to comply with the new legislation have been completed.			
Program Actions			
<i>Improve communication and consultation strategies to increase community involvement</i>			
Continue to implement improved communication and consultation strategies	Governance	Ongoing	
Community Connect issued for April 2011. E-news subscription stands at 727.			
Program Actions			
<i>Implement Risk Management Strategy to reduce overall risk rating</i>			
Update road risk management procedures	Engineering Works	June 2011	
Completed successful electronic recording of road pothole inspections, with data being forwarded to electronic field units for recording of accomplishments. Data from trial to be extended to other maintenance areas. Road risk management procedures review scheduled for 2011.			
Implement Risk Management Strategy in conjunction with Internal Audit Committee	Governance	June 2011	
Internal audit program continuing with Accounts Payable and Purchasing audits completed during quarter. Audits completed now include development assessment, waste management occupational health and safety, accounting controls, water assets, sewer assets, accounts payable and purchasing. The actions outlined in these reports are now being implemented throughout the organisation.			

Program Actions	Principal Activity	Comp Date	On Target?
<i>Improve opportunities for aboriginal employment</i>			
Develop and implement Aboriginal Employment Strategy	Human Resources	June 2011	
Council engaged two indigenous individuals through Group Training organisation in 2011. A meeting was held with Bundjalung Cooperative to discuss services they could provide to support the employment of indigenous individuals. Council's Aboriginal Liaison Officer currently assisting Human Resources to finalise the draft document.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Proactively manage private contractors to council to ensure compliance with all safety and related legislation</i>			
Review and improve risk audit program for contractors	Risk Management	June 2011	
Audit program in place. During plan tender process during this quarter, contractors were provided with mandatory OHS / Risk information session by Risk Department.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Ensure Developer Contribution Plans (Section 64 and Section 64) reflect contemporary planning to ensure revenue is realistic and infrastructure is delivered as required</i>			
Finalise review of Section 64 Developer Contributions Plan	Sewer Services	Dec 2010	
Draft Sewer DSP has been workshopped with Council and it was agreed that the draft will be presented with the Water DSP and Cumbalum IDP to the September or October Council meetings with a recommendation to place on public exhibition.			
Finalise review of Section 64 Developer Contributions Plan	Water Services	Dec 2010	
Draft S64 Plan to be provided for Council consideration in either September or October. GHD awarded contract and works underway.			
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Program Actions	Principal Activity	Comp Date	On Target?
<p><i>Implement Council Waste Strategy to maximise waste minimisation opportunities and to extend life of land fill related legislation</i></p>	<p>Adopt and implement Council Waste Strategy</p>	<p>June 2011</p>	
<p>Waste Services</p>			
<p>Organics/garden waste collection contract implemented in July 2011. Further initiatives are being investigated regionally with all northern rivers councils including Tweed, Ballina, Byron, Lismore, Richmond Valley, Clarence Valley and Kyogle.</p>			

Service Delivery Targets - as 30 June 2011

Airport	2008/09	2009/10	2010/11 Target	YTD Result	On Target?	Comments
Net operating surplus (excl depreciation) (\$)	704,000.00	316,224.00	561,300.00	376,027		The surplus has increased 36% on 2009/2010.
Number of non-compliances with DOTARS and CASA airport operation requirements (#)	0.00	0.00	0.00	0.00		No compliance issues.
Total number of commercial passengers (#)	330,185	271,615	340,000	287,226		310,000 with Melbourne services operating for 12 months.
Total operating revenue (\$)	2,899,000.00	2,376,779.00	3,000,000.00	2,728,815		Passenger numbers and revenue are below target and airline agreement still being negotiated.
Building Services	2008/09	2009/10	2010/11 Target	YTD Result	On Target?	Comments
Proportion of building certificates (Section 149D of EPA Act) determined within 10 working days (%)	96.85	91.75	80.00	82.00		None
Proportion of building development applications determined within 40 days (%)	99.57	93.00	80.00	85.00		None
Proportion of complying development certificates issued within 10 working days (%)	100.00	95.75	90.00	83.00		Increased number of Complying DAs received for this quarter and approval time affected by registration delays and need for more information from the applicants.
Proportion of construction certificates issued by Council (%) of market total	94.70	93.00	80.00	89.00		None

Commercial Services						
	2008/09	2009/10	2010/11 Target	YTD Result	On Target?	Comments
Vacancy rate for Council administered Crown properties (buildings) (%)	N/A	10.00	20.00	0.00		
Vacancy rate for Council commercial properties (%)	N/A	7.75	10.00	0.84		
Vacancy rate for Council community properties (buildings) (%)	N/A	0.00	20.00	0.00		
Community Services						
	2008/09	2009/10	2010/11 Target	YTD Result	On Target?	Comments
Casual hiring of the Ballina Community Services Centre (#)	N/A	327.00	200.00	1034.00		
Number of community service contact occasions at Wardell Community Centre (#)	N/A	1,754.00	520.00	1,383.00		
Number of visits to community gallery (#)	N/A	14,042.00	12,000.00	11,951.00		
Development Services						
	2008/09	2009/10	2010/11 Target	YTD Result	On Target?	Comments
Proportion of development applications determined under delegated authority (%)	88.50	91.06	90.00	93.00		
Proportion of development applications determined within 40 days (excl integrated applications) (%)	45.50	50.00	50.00	46.00		On a variance of 5% target is met.
Proportion of section 149 Certificates issued within 4 days of receipt (%)	90.67	93.25	80.00	95.00		
Proportion of section 96 applications determined within the 40 day period (excl integrated apps) (%)	64.17	46.00	60.00	56.00		On a variance of 5% target is met.

Engineering Works						
	2008/09	2009/10	2010/11 Target	YTD Result	On Target?	Comments
Financial management of capital programs (%)	67.00	52.00	100.00	48.00		Wet weather, additional works and late A1st bypass has impacted works. Total of 51% of days with rain and \$1.9M extra works; storm events; RTA, Bumbalum Bridge, Lake Ainsworth, hockey field and private works.
Financial management of maintenance programs (%)	97.00	100.00	100.00	104.00		High maintenance demand due to prolonged wet weather and storm events.
Environmental & Public Health						
	2008/09	2009/10	2010/11 Target	YTD Result	On Target?	Comments
Ensure a high quality inspection regime that minimises the number of food safety penalty infringement notices issued (#)	N/A	N/A	0.00	0.00		
Proportion of food premises audited per year (%)	97.00	96.00	100.00	99.00		
Number of re-inspection for food premises (%)	N/A	N/A	0.00	N/A		Food Authority report not yet available.
Number of serious critical food handling failures (#)	0.00	N/A	0.00	N/A		Food Authority report not yet available.
Proportion of other commercial premises audited per year (%)	98.00	100.00	100.00	90.00		
Number of existing on site effluent disposal systems inspected (#)	N/A	224.00	250.00	269.00		New inspections slowed as a result of handover of project work on completion of Rous Water funded program. Sole officer then resigned. Applications for replacement staff member currently being finalised.
Proportion of public pools monitored for water quality (%)	100.00	100.00	100.00	100.00		
Number of re-tests for public pool water quality (#)	0.00	3.00	0.00	0.00		
Proportion of semi-public pools monitored for water quality (%)	100.00	100.00	100.00	100.00		
Number of re-tests for semi-public pool water quality (#)	0.00	8.00	0.00	4.00		Retest satisfactory.

Number of non-compliance with NHMRC drinking water standards (#)	0.00	0.00	0.00	3.00		1 fail at Marom Creek 14 June 2011. Passed on retest 15 June 2011.
Proportion of drinking water sites monitored per week (%)	99.50	100.00	100.00	100.00		
Proportion of abandoned vehicle responses within 3 days (%)	N/A	93.75	100.00	90.00		
Proportion of responses to reported dog attacks within 2 hours during operating hours (%)	95.00	90.00	100.00	40.00		This will improve with full staff compliment.

Financial Services	2008/09	2009/10	2010/11 Target	YTD Result	On Target?	Comments
Investment returns greater than 90 day bank bill rate (#)	111.00	80.50	40.00	83.00		
Value of outstanding rates accounts as a proportion of rating income (%)	2.77	5.42	5.00	7.4 *		Normal rate recovery processes have not been carried out since the introduction of new civica system. All our staff time consumed in bedding down new systems. Rate recovery to commence from September 2011.

* Excludes water & sewer 4th quarter levy.

Human Resources	2008/09	2009/10	2010/11 Target	YTD Result	On Target?	Comments
Average number of sick leave per employee (# days)	8.90	8.10	7.00	7.78		Increase in carers leave responsibilities and also reflect winter flues.
Hours of formal learning per employee (T)	14.90	15.64	12.00	14.99		
Proportion of staff turnover per year (%)	7.44	3.97	10.00	9.57		
Proportion of staff undertaking formal training per year (%)	121.00	191.53	90.00	175.31		High level of statutory and corporate training delivered during this period.

Information Services	2008/09	2009/10	2010/11 Target	YTD Result	On Target?	Comments
Number of external visits to Council's website (#)	N/A	112,459.00	105,000.00	131,097.00		
Proportion of requests for assistance addressed within 1 working day (%)	N/A	83.33	95.00	90.28		3299 of a total of 3655 requests closed within 1 day.

Libraries	2008/09	2009/10	2010/11 Target	YTD Result	On Target?	Comments
Percentage increase in library net running cost from previous year (%)	N/A	N/A	3.50	8.9		Contribution to regional library included some provision for extra hours at Lennox Head.
Proportion of shire population with active library membership (%)	65.00	67.50	65.00	67.00		28,497 members
Total library loans per annum (#)	477,000.00	445,546.00	458,000.00	412,800		Figures not yet finalised.

Open Spaces & Reserves	2008/09	2009/10	2010/11 Target	YTD Result	On Target?	Comments
Compliance with open space mowing service levels (%)	N/A	100.00	100.00	100.00		
Financial management of capital programs (%)	88.00	75.00	100.00	75.00		PatMorton Stairs construction in progress. Shade at Missingham park quote accepted and work about to commence.
Financial management of maintenance programs (%)	98.00	87.00	100.00	94.00		

Operational Support (Engineering)						
	2008/09	2009/10	2010/11 Target	YTD Result	On Target?	Comments
Average fleet green star rating (#)	3.32	3.33	3.50	3.44		Private use lease vehicles are included in the green star rating. Diesel light fleet vehicles excluded from this figure.
Net operating deficit for swimming pools (excluding depreciation) (\$)	N/A	372,756.00	444,000	471,000		
Number of swimming pool patrons (#)	140,981.00	124,096.00	120,000	127,804		3 rd Quarter Results are inclusive of SSS, Carnival and School entries from all 4 quarters not previously recorded
Proportion of store stock control bin errors (%)	6.50	15.10	1.00	8.00		Stocktake not yet carried out for second half of year.
Value of store stock control bin errors (\$)	N/A	2,388.00	500.00	729.00		Stocktake not yet carried out for second half of year.
Surplus from fleet and plant operations (\$)	844,000.00	720,000.00	850,000.00	674,494		Operating expense is higher than expectations and that of previous years.
Risk Management						
	2008/09	2009/10	2010/11 Target	YTD Result	On Target?	Comments
Hours of lost time due to workers compensation claims (T)	502.45	1,300.80	1,000.00	1,067.95		This reflects two staff members with complex claims during this period.
Number of insurance claims (#)	53.00	36.00	40.00	56.00		This reflects a high number of minor claims such as increase in pothole claims due to excessive rain.
Number of worker's compensation claims (#)	17.00	21.00	30.00	24.00		

Sewer Services	2008/09	2009/10	2010/11 Target	YTD Result	On Target?	Comments
Financial management of capital programs (%)	N/A	N/A	100.00	66.00		
Financial management of maintenance programs (%)	N/A	N/A	100.00	95.00		
Number of non-compliances with DECCW licence standards (#)	3.00	7.00	0.00	4.00		
Number of sewer chokes per 10km of main (#)	18.00	15.67	1.00	6.8		
Sewer fund operating resulting (including depreciation) (\$)	N/A	1,724,000	0.00	(1,029,000)		
Tourism	2008/09	2009/10	2010/11 Target	YTD Result	On Target?	Comments
Enquiries to Visitor Information Centre (#)	62,174.00	63,090.00	56,000	59,591		
Number of visits to tourism website (#)	25,255.00	24,289.00	25,000	25,417		
Proportion of satisfied visitors to Ballina Shire (%)	N/A	93.00	90.00	96.00		
Revenue generating from booking service (\$)	10,993.00	9,880.00	6,000	7,933		
Revenue raised from cooperative marketing (\$)	N/A	N/A	40,000	72,000		
Waste Services	2008/09	2009/10	2010/11 Target	YTD Result	On Target?	Comments
Number of bin collections missed per annum (#)	N/A	161.60	120.00	234.00		Not all missed services are presented and these are all counted. If a bin is called in for picking up they are referred to as a missed service and we go back and service.
Number of non-compliance with DECCW licence standards per year (#)	24.00	N/A	0.00	1.00		

Proportion of received waste diverted from landfill (%)	N/A	24.84	50.00	29.00		This figure will improve with the new organics service starting in July.
Remaining useful life of Ballina Waste Management Facility (years)	N/A	N/A	7.00	4.00		
Volume of waste managed at Waste Management Facility (#)	N/A	49,949.00	55,000.00	43,597		
Water Services						
Total water consumption per metered connection (KL)	192.50	198.50	250.00	210.4		
Financial management of capital programs (%)	N/A	N/A	100.00	88.00		Residual carried over.
Number of non-compliance events (#)	1.00	N/A	0.00	1.00		
Number of water main breaks per 30km of main (#)	1.40	2.10	1.00	2.05		
Volume of unaccounted water (%)	17.54	19.00	18.00	22.00		
Water fund operating result (including depreciation) (\$)	N/A	N/A	0.00	(1,818)		

Appendix 2
overview of
major capital expenditure
2010/2011

**Operational Plan Review
Capital Expenditure - General Fund
as at 30 June 2011**

Project Description	Estimate 2010/11	Approved Variations	Latest Estimate	Expended to date	% Expended	Status
Information Services						
Computer Equipment	30,000	(4,000)	26,000	24,000	92	Completed
Sub Total	30,000	(4,000)	26,000	24,000	92	
Property - Land Development						
Russellton Stage 9	500,000	(500,000)	0	0	100	Completed
Southern Cross Industrial Estate	3,000,000	655,000	3,655,000	4,056,500	111	Completed
Sub Total	3,500,000	155,000	3,655,000	4,056,500	111	
Property - Commercial						
Wigmore Arcade Improvements	100,000	0	100,000	51,400	51	New doors etc still outstanding with quotations being called
Land - Skennars Head	1,260,000	11,000	1,271,000	1,277,000	100	Council purchase finalised
Land - Wollongbar	3,000,000	(1,334,000)	1,666,000	248,000	15	Contracts exchanged - development consent obtained
Sub Total	4,360,000	(1,323,000)	3,037,000	1,576,400	52	
Property - Community						
Ballina Surf Club	1,600,000	(1,500,000)	100,000	49,500	50	Current approval being reviewed - New DA to be lodged
Lennox Head Community Centre	4,729,000	1,358,000	6,087,000	6,429,000	106	Completed
ALEC - Panels	0	40,000	40,000	43,300	108	Completed
Players Theatre - Re-roof	42,000	(42,000)	0	0	100	Project deferred as funds needed for other projects
Comm Structures - Lifecycle Contracts	60,000	(60,000)	0	0	100	Project deferred as funds needed for other projects
Richmond Room - Chairs	0	15,000	15,000	13,500	90	Completed
Ballina Community Centre - Panels	0	39,000	43,000	43,300	101	Completed
Regional Sports Centre	816,000	(366,000)	450,000	6,600	1	38 responses to initial ROI. Short listed firms to now tender
71 Tamar Street - Panels	0	10,500	10,500	0	0	Work now planned for next quarter
Sub Total	7,247,000	(505,500)	6,745,500	6,585,200	98	
Library Services						
Ballina Library - Panels and Expansion	100,000	(57,000)	43,000	43,300	101	Solar panels completed - Library expansion deferred
Sub Total	100,000	(57,000)	43,000	43,300	101	
Flat Rock Tent Park						
Minor Works	10,000	(10,000)	0	0	100	Minor purchases as required
Sub Total	10,000	(10,000)	0	0	100	
Ballina Airport						
Terminal Upgrade	0	340,000	340,000	354,000	104	Terminal improvements on track and operating well
Runway End Extension	90,000	(90,000)	0	0	100	
Pavement Rehabilitation	250,000	(170,000)	80,000	60,900	76	Minor works completed
Apron Upgrade	155,000	(155,000)	0	0	100	
Land Acquisition for Fence	40,000	(40,000)	0	0	100	Survey plan for contracts completed
Chainwire Fence	60,000	(40,000)	20,000	25,800	129	Completed
Lease Area - Stage One	250,000	(220,000)	30,000	49,900	166	Completed
Pedestrian Crossing RPT Area	10,000	(10,000)	0	0	100	
Security Access Gate	20,000	0	20,000	6,000	30	
Sub Total	875,000	(385,000)	490,000	496,600	101	
Total - General Manager's Group	16,122,000	(2,129,500)	13,996,500	12,782,000	91%	

**Operational Plan Review
Capital Expenditure - General Fund
as at 30 June 2011**

Project Description	Estimate 2010/11	Approved Variations	Latest Estimate	Expended to date	% Expended	Status
Regulatory Control						
Animal Shelter - Expansion	0	36,000	36,000	0	0	Reviewing feasibility - Report to August 2011 Council meeting
Total - Regulatory Services Group	0	36,000	36,000	0	0%	
Asset Management						
SES Building	0	60,000	60,000	50,400	84	Project largely complete
Sub Total	0	60,000	60,000	50,400	84	
Urban Stormwater						
Flat Rock Estate Upgrades / Misc	0	121,300	121,300	49,800	41	
Urban Lane Improvements	23,000	81,000	104,000	0	0	Works as required
Daydream Avenue	0	200,000	200,000	144,000	72	Largely complete
Coogee Street	150,000	30,000	180,000	0	0	Design to be outsourced
Lennox Beach Outlets - Trecise Place	0	100,000	100,000	0	0	
Femgrove Estate	0	12,000	12,000	12,500	104	Project completed
Kalinga Street	100,000	0	100,000	61,700	62	Insitu pipe lining option to be implemented
Tweed Street	115,200	0	115,200	0	0	
Sub Total	388,200	544,300	932,500	268,000	29	
Urban Roads						
Contingency	0	298,000	298,000	0	0	Contingenct
Alston Ave Heavy Patching	37,000	(37,000)	0	0	100	
Cherry and Skinner Streets Intersection	0	60,200	60,200	113,700	189	Completed
Compton Drive	150,000	0	150,000	0	0	
Cumbalum Way - Ballina Heights Drive	4,140,000	117,000	4,257,000	233,000	5	DA under assessment
Dress Circle Dr Heavy Patching	20,000	(20,000)	0	0	100	Funding transferred
Fenwick Drive	200,000	(3,000)	197,000	146,000	74	Completed
Fox Street - Kerr to Grant	0	50,000	50,000	46,300	93	Completed
Heavy Patching	144,000	116,000	260,000	260,000	100	Completed
Hutley Drive Lennox Head - EIS	0	119,000	119,000	139,000	117	EIS withdrawn - new DA to be lodged shortly
Martin Street	100,000	0	100,000	113,000	113	Completed
Newport Street Heavy Patching	40,000	(40,000)	0	0	100	Funding transferred
Park Lane and Mackney Lane	0	734,000	734,000	739,000	101	Completed
River & Cherry St Roundabout	994,000	(994,000)	0	0	100	Project dependent on Section 94 contributions collected
River Street	60,000	0	60,000	104,000	173	Completed
Riverview Avenue	0	100,000	100,000	101,000	101	Completed
Sth Cross Dr/ Nth Ck Rd Roundabout	0	476,300	476,300	447,400	94	Completed
Swift Street (Norton to Owen)	160,000	0	160,000	141,000	88	Completed
Unnamed Lane Alstonville CBD	0	12,000	12,000	0	0	To be completed in conjunction with Alstonville north side
Wardell Road / Amber Place	0	73,000	73,000	103,000	141	Completed
Wollongbar Link Rd - Plateau Drive	2,800,000	265,500	3,065,500	1,013,900	33	Intersection works completed - Tender awarded for balance
Sub Total	8,845,000	1,327,000	10,172,000	3,700,300	36	
Rural Roads						
Midgen Flat Road	250,000	184,000	434,000	800	0	
North Teven Road Stage 4	110,000	391,000	501,000	494,000	99	Completed
Pearces Ck / Rifle Range Rds Intersect	0	4,700	4,700	8,000	170	Completed
Pimlico Riverbank Road	110,000	0	110,000	0	0	
Pimlico Road	150,000	(100,000)	50,000	0	0	
Rifle Range Road (Seg 225 / Seg 227)	222,000	0	222,000	234,900	106	Completed
River Drive	120,000	0	120,000	92,000	77	
Ross Lane / Coast Rd Intersection	0	170,800	170,800	2,000	1	Completed
Tintenbar / Friday Hut Road Intersection	0	52,300	52,300	0	0	
Coles Road	0	7,500	7,500	1,800	24	Completed
East Street	0	17,500	17,500	26,000	149	Completed
Uralba Rd Heavy Patching	19,000	(19,000)	0	0	100	
Sub Total	981,000	708,800	1,689,800	859,500	51	

**Operational Plan Review
Capital Expenditure - General Fund
as at 30 June 2011**

Project Description	Estimate 2010/11	Approved Variations	Latest Estimate	Expended to date	% Expended	Status
Bridges						
Cumalun Bridge Approaches	0	111,000	111,000	110,600	100	Completed
Gibson Creek Bridge Eltham Road	0	100,000	100,000	9,000	9	Design and construction tender to be called May
Teven Bridges	0	3,855,300	3,855,300	3,356,000	87	Construction well advanced through external contractor
Yellow Creek Bridge	0	309,000	309,000	0	0	Re-tender proposed with Gibson Creek Bridge
Sub Total	0	4,375,300	4,375,300	3,475,600	79	
Ancillary Transport Services						
Alstonville Town Centre	1,000,000	1,471,300	2,471,300	987,000	40	
Ballina Town Centre	4,000,000	(3,977,500)	22,500	0	0	Project deferred to 2011/12
Wardell Town Centre	0	1,055,400	1,055,400	386,000	37	Pontoon, boat ramp and board walk to be completed by Dec
Lake Ainsworth Car Park	0	220,000	220,000	138,000	63	Completed
Street Lighting Upgrades	40,000	0	40,000	36,130	90	Completed
Sub Total	5,040,000	(1,230,800)	3,809,200	1,547,130	41	100
Footpaths and Cycleways						
Park Lane	0	94,000	94,000	66,500	71	Completed
Kerr Street to Regatta Avenue	0	300,000	300,000	26,500	9	
Pat Morton to Lennox Head	0	400,000	400,000	510,900	128	Finalisation now on hold due to land slip
North Ck Rd - Palisade to Amber Drive	130,000	0	130,000	0	0	Forms part of coastal path works - next stage is for consent
PAMP Unallocated	60,000	0	60,000	0	0	Review of PAMP completed - Works to be matched to grant
Coastal Shared Path (Specific Grant)	0	33,200	33,200	0	0	Forms part of coastal path design works
Ballina CBD Shared Path Investigation	0	32,000	32,000	0	0	Designs finalised - Forwarded to Dept of Planning
PAMP Study	0	23,400	23,400	19,000	81	Completed
Fox Street - Kerr to Temple Streets	0	20,500	20,500	0	0	
Kim Court	0	6,300	6,300	0	0	
Wardell Road Plaza to Eliz Brown Park	20,000	0	20,000	0	0	
Green Street Hwy to Commercial Road	0	20,000	20,000	0	0	
North Ck Rd - Tara Downs to Palisade	35,000	0	35,000	0	0	Forms part of coastal path works - next stage is for consent
Ballina CBD to Quays Drive	0	200,000	200,000	195,000	98	In progress
Moon Street Pavers	0	17,000	17,000	0	0	
Green Street Footpath	0	0	0	0	100	
Coastal Shared Path	535,000	(272,000)	263,000	58,400	22	Forms part of coastal path works - next stage is for consent
Ped Refuge - Cherry / River Streets	0	0	0	0	100	Completed
Ped Refuge - West Ballina	0	0	0	11,500	100	Completed
Burns Point Ferry Rd - H'way to Kalinga	0	20,000	20,000	0	0	
Sub Total	780,000	894,400	1,674,400	887,800	53	
Water Transport						
Ferry Ramp Refurbishment	0	50,000	50,000	52,200	104	Project completed
Emigrant Creek Boat Ramp	0	75,000	75,000	106,000	141	
Wardell Boat Ramp	0	5,000	5,000	0	0	Design in progress with Wardell Town Centre
South Ballina Boat Ramp	0	5,000	5,000	0	0	
Fishery Creek Boat Ramp Car Park	0	9,300	9,300	0	0	Project completed. Costs outstanding
Fawcett Park Pontoon	0	55,000	55,000	2,300	4	Licence application being prepared to submit to LPMA
Sub Total	0	199,300	199,300	160,500	81	

**Operational Plan Review
Capital Expenditure - General Fund
as at 30 June 2011**

Project Description	Estimate 2010/11	Approved Variations	Latest Estimate	Expended to date	% Expended	Status
Open Spaces and Reserves						
Meldrum Park - Play Equipment	0	25,000	25,000	24,000	96	Completed
Elizabeth Brown Park - Stage Two	78,000	(3,000)	75,000	65,900	88	Majority of works completed with BBQ still to be installed
Crane Street War Memorial	0	50,000	50,000	5,600	11	Consultation with residents about to commence
Pat Morton Headland - Stairs	20,000	197,000	217,000	171,000	79	Works underway
Elizabeth Brown Park - Stage One	0	36,500	36,500	35,700	98	Completed
Westland Park - Play Equipment	22,000	72,000	94,000	92,700	99	Completed
Fitzroy Park - Play Equipment	0	74,800	74,800	74,900	100	Completed
Catherine Crescent - Play Equipment	0	47,000	47,000	45,400	97	Completed
Lennox Foreshore - Masterplan	0	55,000	55,000	5,000	9	Master Plan adopted - Works priorities to be finalised
Ballina Skate Park - Shade Shelters	30,000	0	30,000	0	0	Agreed on quotes and parts ordered
Sub Total	150,000	554,300	704,300	520,200	74	
Public Cemeteries						
Ride on Mower	0	21,000	21,000	20,900	100	Completed
Alstonville Niche Wall	0	100,000	100,000	0	0	Quotations to be called shortly
Sub Total	0	121,000	121,000	20,900	17	
Sporting Fields						
Hill Park - Sight Screens	0	10,000	10,000	0	0	Designs being developed
Fripp Oval - Cricket Nets	15,000	0	15,000	26,500	177	Completed
Saunders Oval - Extension - Lights	0	90,200	90,200	92,700	103	Completed
Williams Reserve - Amenities	0	32,000	32,000	32,000	100	Project co-ordinated by Lennox Head Combined Sports
Saunders Oval - Extension	0	196,400	196,400	0	0	Finalisation of land swap with TAFE is delaying project
Kingsford Smith - Hockey Field	0	946,000	946,000	978,000	103	Completed
Kingsford Smith - Fencing	0	6,300	6,300	4,100	65	Completed
Quays Reserve - Amenities	15,000	15,000	30,000	33,600	112	Completed
Quays Reserve - Lights	85,000	0	85,000	83,100	98	Completed
Fripp Oval - Lights	0	185,000	185,000	8,500	5	Tender accepted at March meeting
Skennars Head - Cricket Nets	0	38,000	38,000	38,000	100	Completed
Williams Reserve - Cricket Nets	15,000	(3,000)	12,000	12,000	100	Completed
Kingsford Smith - Electricity Upgrade	0	18,000	18,000	17,900	99	Completed
Sub Total	130,000	1,533,900	1,663,900	1,326,400	80	
Swimming Pools						
Alstonville - Plant Room / Gas Heater	10,000	0	10,000	5,500	55	Completed
Sub Total	10,000	0	10,000	5,500	55	
Fleet and Plant						
Vehicle Changeovers & Purchases	568,600	700,000	1,268,600	577,000	45	
Plant Management Software	0	0	0	0	100	
Sub Total	568,600	700,000	1,268,600	577,000	45	
Rural Fire Service						
Lennox Head Station	0	12,000	12,000	9,200	77	Minor works to assist with current location
Newrybar Fire Station	0	237,000	237,000	0	0	Change in category of community land now approved
Sub Total	0	249,000	249,000	9,200	4	
Waste Management						
Stormwater Pond	0	10,000	10,000	11,100	111	Completed
Waste Centre - Solar Panels	0	40,000	40,000	39,000	98	
Leachate Pumps	0	57,000	57,000	1,400	2	
Organics Processing Pad	0	15,000	15,000	0	0	
Chemical Storage Area	0	21,000	21,000	8,000	38	
Cover Recycling Area	0	56,000	56,000	0	0	
Plant Replacement	1,200,000	(300,000)	900,000	0	0	Tender specification finalised
Sub Total	1,200,000	(101,000)	1,099,000	59,500	5	
Total - Civil Services Group	18,092,800	9,935,500	28,028,300	13,467,930	48%	
TOTAL - GENERAL FUND	34,214,800	7,842,000	42,060,800	26,249,930	62%	

**Operational Plan Review
Capital Expenditure - Water Operations
as at 30 June 2011**

Project Description	Estimate 2010/11	Approved Variations	Latest Estimate	Expended to date	% Expended	Status
Main Renewals						
Main Renewals - Miscellaneous	200,000	110,000	310,000	486,000	157	Completed
Main Renewals - Marom Creek	0	65,000	65,000	0	0	Work is related to fluoridation plant and therefore on hold
Pacific Pines Reservoir	2,217,000	(2,217,000)	0	0	100	This project has been replaced by Kings Court.
Pumping Stations						
Pump St Basalt Court HLZ Booster	160,000	(160,000)	0	0	100	Need for works under review
Pump St Pacific Pines HLZ Booster	110,000	(110,000)	0	0	100	Project is on hold as land in receivership
Pump St Ballina Heights HLZ Booster	70,000	(70,000)	0	0	100	Currently in the early EOI / tender phase
Trunk Mains						
Trunk Mains - WD09 Pacific Pines	240,000	(240,000)	0	0	100	Land in receivership - Works transferred to 2011/12
Trunk Mains - WD17 Wollongbar	130,000	0	130,000	179,500	138	Completed
Trunk Mains - WD18 Wollongbar	210,000	0	210,000	10,100	5	Works will be completed as part of Link Road Project
Trunk Mains - WD27 Lennox Head	60,000	(60,000)	0	0	100	Works transferred to 2011/12
Trunk Mains - WD36 North Ballina	0	34,400	34,400	32,000	93	Completed
Trunk Mains - WD30 North Ballina (2)	0	600	600	600	100	Completed
Other						
Telemetry	0	79,000	79,000	18,900	24	On-going improvements to system
Water Generator - Marom Creek	0	15,000	15,000	8,400	56	Completed
Plant Changeovers	50,000	0	70,000	67,100	96	Completed
TOTAL - WATER OPERATIONS	3,447,000	(2,553,000)	914,000	802,600	88%	

**Operational Plan Review
Capital Expenditure - Sewer Operations
as at 30 June 2011**

Project Description	Estimate 2010/11	Approved Variations	Latest Estimate	Expended to date	% Expended	Status
Wastewater Strategy - Technical Consultancies						
Recycled Water Distn System - Design	150,000	50,000	200,000	80,000	40	
Technical Consultancies - Project Mgmt	50,000	(40,000)	10,000	9,200	92	
Ballina Wastewater Treatment Plant						
Project Management	1,000,000	140,000	1,140,000	822,700	72	
Concept and Detailed Design	400,000	54,000	454,000	115,000	25	
Upgrade Contract	20,000,000	(16,471,000)	3,529,000	2,907,000	82	Contract awarded
Lennox Head Wastewater Treatment Plant						
Project Management	30,000	70,000	100,000	83,900	84	
Optimisation Upgrade Contract	5,600,000	(1,824,000)	3,776,000	3,159,700	84	Contract awarded
Concept Design Finalisation	100,000	70,000	170,000	0	0	
Detailed Design	100,000	0	100,000	0	0	
Capacity Upgrade Contract	50,000	243,000	293,000	0	0	Contract awarded
Urban Dual Reticulation Program						
UOS/ UDR Dist Systems Ballina Lennox	2,700,000	(2,700,000)	0	42,200	100	
Land Acquisition - Ballina Heights	1,400,000	(300,000)	1,100,000	397,000	36	Acquisition approved and being processed
Dual Retic Reservoir Basalt Court	1,100,000	(1,100,000)	0	0	100	Project replaced by Kings Court
Recycled Water Implementation - Open Space Reuse						
Kingsford Smith Sports Fields	200,000	(40,000)	160,000	125,000	78	
Skennars Head Sports Fields	100,000	(40,000)	60,000	1,900	3	
Saunders and Fripp Oval Sports Fields	200,000	(95,000)	105,000	6,800	6	
Chickiba Sports Fields	100,000	(20,000)	80,000	5,500	7	
Gap Road Sports Fields	100,000	(35,000)	65,000	9,400	14	
Central System	300,000	(125,000)	175,000	161,600	92	
Delivery Design for Irrigation	50,000	(50,000)	0	0	100	
Ballina Heights Sports Field Irrigation	0	429,500	429,500	340,800	79	
Main Renewals						
Sewer Mains Renewals	200,000	0	200,000	0	0	Contingency
Inflow & Infiltration Program Contract	0	300,000	300,000	0	0	Contractual issues
Inflow & Infiltration Project Management	0	20,000	20,000	18,000	90	
Plant and Equipment						
Plant Changeovers	50,000	25,500	75,500	29,800	39	Completed
Other						
Backlog Program - Precinct Six	0	20,000	20,000	3,900	20	
Telemetry Installation	0	120,000	120,000	101,800	85	

**Operational Plan Review
Capital Expenditure - Sewer Operations
as at 30 June 2011**

Project Description	Estimate 2010/11	Approved Variations	Latest Estimate	Expended to date	% Expended	Status
Pumping Stations						
SP 3001 Upgrade - Byron Street	580,900	(580,900)	0	0	100	Deferred to 2011/12
SP 3002 Emerg Storage - Rutherford St	85,300	(85,300)	0	0	100	Deferred to 2011/12
SP 2309 Emerg Storage - Anderson St	74,700	(74,700)	0	0	100	Deferred to 2011/12
SP 3101 Emerg Storage - Skennars Hd Rd	0	0	0	0	100	Deferred to 2011/12
SP 4106 Rising Main - Kays Lane	16,600	(16,600)	0	0	100	Deferred to 2011/12
SP 3101 Upgrade - Skennars Hd Rd	113,900	(113,900)	0	0	100	Deferred to 2011/12
SP 4106 Upgrade - Kays Lane	21,800	(21,800)	0	0	100	Deferred to 2011/12
SP 2001 Line Well - Swift Street	0	0	0	0	100	Deferred to 2011/12
SP 2301 Upgrade - Angels Beach Dr	116,200	(116,200)	0	0	100	Deferred to 2011/12
SP 2002 Upgrade Pumps	45,000	0	45,000	31,300	70	Completed
SP 2012 Upgrade Pumps	40,000	0	40,000	27,800	70	Completed
SP 2009 Upgrade Pumps	50,000	0	50,000	34,800	70	Completed
SP 2202 Upgrade - Racecourse Road	0	46,500	46,500	32,300	69	Completed
SP 2205 Upgrade - Piper Drive	46,500	0	46,500	32,300	69	Completed
SP 2206 Upgrade - Dehavilland Drive	0	45,200	45,200	32,300	71	Completed
SP 2207 Upgrade - Southern Cross Dr	69,700	0	69,700	48,500	70	Completed
SP 2210 Upgrade - Whiting Way	0	93,000	93,000	64,700	70	Completed
SP 4002 Upgrade - Coral Street	29,000	0	29,000	20,100	69	Completed
SP 4004 Emerg Storage - Granada Place	81,300	(81,300)	0	0	100	Deferred to 2011/12
SP 4003 Storage Capacity Upgrade	35,000	(35,000)	0	0	100	Deferred to 2011/12
Wollongbar Expansion No 1	673,700	(658,700)	15,000	5,400	36	Completed
Wollongbar Expansion No 2	441,900	(441,900)	0	0	100	Deferred to 2011/12
SP 3107 Upgrade - Seamist	120,000	387,000	507,000	510,000	101	Completed
SP 3107 Emerg Storage - Seamist	80,500	147,000	227,500	44,500	20	
SP 2306 Emerg Storage - Serpentine	51,000	(51,000)	0	0	100	Deferred to 2011/12
SP 2309 Upgrade - Anderson St	74,100	(74,100)	0	0	100	Deferred to 2011/12
SP 2312 Pump Capacity Upgrade	45,000	(45,000)	0	0	100	Deferred to 2011/12
SP 2313 Storage Capacity Upgrade	35,000	(35,000)	0	0	100	Deferred to 2011/12
SP 2013 Upgrade - Skinner Street	0	0	0	0	100	Deferred to 2011/12
River Oakes Pump Station	0	450,000	450,000	277,100	62	Completed
Trunk Mains						
SP 2001 Rising Main Rehabilitation	173,300	(173,300)	0	0	100	Deferred to 2011/12
Wollongbar Gravity Trunk Main A1	43,800	(43,800)	0	0	100	Deferred to 2011/12
Wollongbar Gravity Trunk Main B2	19,400	(19,400)	0	0	100	Deferred to 2011/12
Wollongbar Gravity Trunk Main B3	37,900	(37,900)	0	0	100	Deferred to 2011/12
Wollongbar Gravity Trunk Main B4	13,600	(13,600)	0	0	100	Deferred to 2011/12
Wollongbar Gravity Trunk Main B5	23,800	(23,800)	0	0	100	Deferred to 2011/12
Wollongbar Expansion Stage 2	0	0	0	0	100	Deferred to 2011/12
Wollongbar Expansion Stage 3	30,000	(30,000)	0	0	100	Deferred to 2011/12
Wollongbar Gravity Mains B6/7/8/9/10	196,900	(96,900)	100,000	96,000	96	Completed
SP3106 to SP3107 Main - Seamist	34,900	40,100	75,000	60,000	80	Completed
SP3107 Rising Main - Seamist	27,400	(27,400)	0	0	100	Deferred to 2011/12
Hutley Drive Parallel Main	0	100,000	100,000	2,500	3	Works tied up with Hutley Drive approvals
Rising Main Skennars Ridge	0	116,200	116,200	0	0	
River Oakes Gravity Main	0	88,200	88,200	0	0	
River Oakes Rising Main	0	58,000	58,000	54,000	93	Completed
Wollongbar Expansion Prelim	0	76,000	76,000	92,800	122	Completed
Wollongbar Expansion Contingency	0	0	0	0	100	Deferred to 2011/12
Wollongbar Exp Trunk Main A	11,700	(11,700)	0	0	100	Deferred to 2011/12
Wollongbar Exp Trunk Main A2	83,300	9,700	93,000	24,000	26	
Wollongbar Exp Trunk Main B	23,700	(23,700)	0	0	100	Deferred to 2011/12
Wollongbar Exp Trunk Main B1	72,000	(72,000)	0	0	100	Deferred to 2011/12
Wollongbar Exp Trunk Main B7	18,500	(18,500)	0	0	100	Deferred to 2011/12
Wollongbar Exp Trunk Main B11	34,400	(34,400)	0	0	100	Deferred to 2011/12
Wollongbar Exp Trunk Main B12	47,200	(47,200)	0	0	100	Deferred to 2011/12
Wollongbar Exp Trunk Main B13	23,600	(23,600)	0	0	100	Deferred to 2011/12
Wollongbar Exp Trunk Main Ramses St	133,900	(108,900)	25,000	0	0	
TOTAL - SEWER OPERATIONS	37,956,400	(22,878,600)	15,077,800	9,911,600	66%	

Appendix 3

Condition of Public Works

BALLINA SHIRE COUNCIL
SPECIAL SCHEDULE NO 7
CONDITION OF PUBLIC WORKS
as at 30th June 2011

Asset Class	Asset Category	Depreciation Rate (%)	Depreciation Expense	Cost	Valuation	Accumulated Depreciation	Carrying Value	Asset Condition (see Notes attached)	Estimated Cost to bring to a Satisfactory Standard	Estimated Annual Maintenance Expense	Program Maintenance Works for current year
			'000	'000	'000	'000	'000		'000	'000	'000
	<i>References</i>	<i>Note 1</i>	<i>Note 4</i>		<i>Note 9</i>				<i>Local Govt. Act 1993, Section 428 (2d)</i>		
Public Buildings	Council Offices	1 - 5%	243		11,753	4,387	7,366	4	-	95	93
	Works Depot	1 - 5%	86		4,293	1,421	2,872	4	150	62	81
	Halls	1 - 5%	161		9,244	4,481	4,763	3 - 5	100	104	93
	Dwellings	1 - 5%	45		2,952	1,721	1,231	3 - 5	-	44	37
	Airport	1 - 5%	185		6,318	1,459	4,859	3 - 5	-	87	96
	Shops/Offices	1 - 5%	164		8,848	3,791	5,057	3	60	23	30
	Library	1 - 5%	101		4,549	1,040	3,509	3	-	28	30
	Community Centre	1 - 5%	61		12,486	122	12,364	1	-	60	42
	Childcare Centres	1 - 5%	101		5,233	2,734	2,499	5	-	-	-
	Waste Centre	1 - 5%	62		3,563	1,102	2,461	5	-	115	103
	Amenities/Toilets	1 - 5%	333		19,858	7,895	11,963	3 - 7	100	289	251
	Subtotal		1,542	-	89,097	30,153	58,944		410	907	856
Other Structures	Not included in Buildings	1 - 9%	336		11,425	3,191	8,234	3 - 7	300	261	285
Public Roads	Sealed Roads	1 - 2%	5,572		360,769	105,766	255,003	3 - 6	17,354	2,494	3,136
	Unsealed Roads	1 - 2%	255		23,566	11,200	12,366	4 - 6	270	736	722
	Bridges	1 - 2%	407		31,884	12,345	19,539	3 - 5	71	37	34
	Footpaths/Cyclew	1 - 2%	285		19,597	4,272	15,325	3 - 5	87	166	218
	Kerb & Gutter	1 - 2%	474		32,798	14,377	18,421	3 - 5	-	-	-
	Road Furniture	1%	105		14,332	1,593	12,739	3 - 5	-	190	187
	Subtotal		7,098	-	482,946	149,553	333,393		17,782	3,623	4,297

This Schedule is to be read in conjunction with the explanatory notes following.

BALLINA SHIRE COUNCIL
SPECIAL SCHEDULE NO 7 - CONDITION OF PUBLIC WORKS (cont)
as at 30th June 2011

Asset Class	Asset Category	Depreciation Rate (%)	Depreciation Expense	Cost	Valuation	Accumulated Depreciation	Carrying Value	Asset Condition (see Notes attached)	Estimated Cost to bring to a Satisfactory Standard	Estimated Annual Maintenance Expense	Program Maintenance Works for current year
			'000	'000	'000	'000	'000		'000	'000	'000
	<i>References</i>	<i>Note 9</i>	<i>Note 4</i>		<i>Note 9</i>				<i>Local Govt. Act 1993, Section 428 (2d)</i>		
Water	Treatment Plants	1%	40		4,115	2,374	1,741	4	-	72	71
	Connections	4 - 5%	76		1,761	1,240	521	3 - 5	-	289	325
	Reservoirs	1 - 2%	153		12,436	4,822	7,614	3 - 4	-	62	59
	Pipelines	1 - 2%	1,907		132,899	57,136	75,763	3 - 5	-	403	378
	Pump Stations	1 - 2%	12		622	393	229	3 - 5	-	66	35
	Subtotal		2,188	-	151,833	65,965	85,868		-	892	868
Sewerage	Pump Stations	1 - 2%	561		39,021	18,466	20,555	3 - 5	-	1,287	1,120
	Pipes Reticulation	2 - 3%	1,273		66,588	26,324	40,264	3 - 5	1,200	671	622
	Pipes Rising Main	2 - 3%	776		35,588	21,183	14,405	3 - 6	-	-	-
	Treatment Works	1 - 2%	884		58,080	37,720	20,360	3 - 6	-	350	295
	Subtotal		3,494	-	199,277	103,693	95,584		1,200	2,308	2,037
Drainage Works	Culverts	1 - 2%	143		10,023	5,625	4,398	2 - 5	35	-	-
	Reticulation	1 - 2%	1,378		98,029	34,671	63,358	2 - 5	430	134	186
	Pollution Control	2 - 3%	7		1,637	37	1,600	1 - 3	-	45	22
	Outfall Structures	1 - 2%	4		251	97	154	3 - 5	28	-	-
	Subtotal		1,532	-	109,940	40,430	69,510		493	179	208
Total Classes - All Assets			16,190	-	1,044,518	392,985	651,533		20,185	8,170	8,551

This Schedule is to be read in conjunction with the explanatory notes following.

BALLINA SHIRE COUNCIL

SPECIAL SCHEDULE NO 7 - CONDITION OF PUBLIC WORKS (cont) as at 30th June 2011

"SATISFACTORY" CONDITION OF PUBLIC ASSETS

In assessing the condition of Public Assets Council has had regard to the condition, function and location of each asset, based on the original design standard. Changes in standards or proposed or potential enhancements to the existing asset design standard have been ignored. Assets within each Asset Category have been assessed on an overall basis, recognising that an average standard of "satisfactory" may be achieved even though certain assets may be above or below that standard on an individual basis.

Council recognises that the standard that it considers to be "satisfactory" may be different from that adopted by other Councils.

The information contained in this Schedule comprises accounting estimates formulated in accordance with the NSW Local Government Code of Accounting Practice and Financial Reporting. Nothing contained within this Schedule may be taken to be an admission of any liability to any person under any circumstance.

ASSET CONDITION

The following condition codes have been used in this Schedule.

- | | |
|----------|---|
| 1 | Newly constructed |
| 2 | Over 5 years old but fully maintained in "as new" condition |
| 3 | Good condition |
| 4 | Average condition |
| 5 | Partly worn - beyond 50% of economic life. |
| 6 | Worn but serviceable |
| 7 | Poor - replacement required |

Appendix 4
Councillor Expenses &
Facilities Policy

POLICY NAME: COUNCILLOR EXPENSES AND FACILITIES
POLICY REF: C04
MEETING ADOPTED: 23 June 2011
Resolution No. 230611/18
POLICY HISTORY: 251110/14; 280110/23; 240909/19; 231008/29; 240408/13;
251007/18; 240507/24; 231106/031



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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
- Council's Councillor Training and Development Policy
- Local Government Act 1993 (NSW)
- DLG Circulars:
 - 08/62 Councillor Induction & Professional Development Guide
 - 08/24 Misuse of Council Resources
 - 09/36 DLG Revised Guidelines for the Payment of Expenses and Provision of Facilities for Mayors and Councillors for Local Councils in NSW (October 2009)
- 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. If agreement cannot be reached on any particular matter the matter will be reported to Council for determination.

PART 2 - PAYMENT OF EXPENSES

2.1 GENERAL PROVISIONS

2.1.1 Payment of Expenses Generally

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

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

2.1.2 Establishment of Monetary Limits and Standards

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

Accommodation and Meals

The maximum payable for accommodation and meals will be the maximum reasonable travel and meal expense amounts determined by the ATO (refer Taxation Determination TD 2010/19). The current rates are:

<i>Place</i>	<i>Accommodation \$</i>	<i>Food and Drink (1) \$</i>	<i>Incidentals \$</i>	<i>Total \$</i>
Adelaide	209.00	130.00	24.05	363.05
Brisbane	236.00	130.00	24.05	390.05
Canberra	230.00	130.00	24.05	384.05
Darwin	265.00	130.00	24.05	419.05
Hobart	195.00	130.00	24.05	349.05
Melbourne	265.00	130.00	24.05	419.05
Perth	275.00	130.00	24.05	429.05
Sydney	265.00	130.00	24.05	419.05
Country	190.00	130.00	24.05	344.05

(1) This figure is dissected between - breakfast \$27, lunch \$38, dinner \$65.00. 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:

63 cents per km	vehicle capacity up to 1600cc
74 cents per km	vehicle capacity 1601 – 2600 cc
75 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/Internet

Councillors will be reimbursed for Council related telephone call charges, for a Council approved phone line, and /or internet service provider fees for Council related business, up to a combined maximum figure of \$80 per calendar month, 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 mobile phone plan provided by Council imposes a surcharge for low usage, the surcharge will be regarded as rental costs and not deducted from a Councillor's allowance. If the cost of calls made from a Council provided mobile and / or landline are less than \$5.00 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 phone or fax lines to Councillors, those numbers will be available for publication in Council documents and media.

2.2 SPECIFIC PROVISIONS FOR MAYORS AND COUNCILLORS

2.2.1 Travel Arrangements and Expenses within the Region

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), within the region for attendance at:

- Meetings of Council
- Meetings of committees of Council (whether a committee member or not)
- Council inspections in compliance with Council resolutions
- Council business in compliance with Council resolutions
- Civic functions where representing the Mayor
- Meetings with Council staff within the shire
- Meetings at the Council Chambers with constituents and
- Other approved functions, seminars etc as outlined elsewhere in this policy

The General Manager, in consultation with the Mayor, shall prepare a weekly list of approved meetings / events for which travel by Councillors shall be reimbursed. 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 Travel outside the region

Travel outside the region is to be approved by Council, excluding the Mayor as per clause 2.2.3 of this policy.

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.

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 an airfare 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).

2.2.3 Attendance at Seminars and Conferences

The General Manager, in consultation with the Mayor, is able to approve attendance by Councillors at seminars and conferences within the region. Attendance at seminars and conferences outside the region is to be approved by Council. The only exceptions to this are:

- the Chairperson of Council's Airport Committee is entitled to attend quarterly meetings of the Australian Airports Association, including the National Conference; and
- the Mayor is also entitled to attend seminars and conferences outside the region, subject the matter being reported to Council at the next available Ordinary Meeting.

2.2.4 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.

2.2.5 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.

2.2.6 Training and Education Expenses

Council will make an annual allocation within the budget for training and educational 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.

Approved training and education programs must be consistent with Council's Councillor Training & 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.

2.2.7 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).

2.2.8 Carer and other related expenses

a) Councillor as a carer

Where a Councillor has to act as a primary carer Council will reimburse the reasonable costs of the carer arrangements, including childcare expenses, care of the elderly, disabled and/or sick immediate family members.

b) Councillor requiring care

Where a Councillor requires a primary carer while undertaking approved Council business, Council will reimburse the reasonable costs of that carer.

2.2.9 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.

2.2.10 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.

2.2.11 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"*.

2.2.12 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).

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

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

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

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

2.3 ADDITIONAL MAYORAL EXPENSES

The Mayor is not entitled to the reimbursement of any additional expenses, other than being able to undertake certain levels of travel and attendance at seminars, conferences and training courses, 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 including Internet

Each Councillor shall be entitled to:

- Installation of one home telephone line to enable either telephone or facsimile connection
- Provision, maintenance and consumables for a multi function centre at each Councillor's premises for Council use
- Provision of a caller-id unit
- Provision of tablet technology (i.e. IPAD or similar)
- Provision of a mobile telephone / smartphone
- Suitable hands free device for the Councillor's private vehicle

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 also be available to Councillors through the provision of the Council supplied smartphone 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
- CMA map
- Support of the General Manager's Personal Assistant on an as-available basis
- Access to a shared office space within the Council Chambers, including availability of photocopier, telephone, facsimile machine etc during Council office hours
- A Council name badge
- A Council blazer
- Standard stationery items on an as required basis

3.3 PROVISION OF ADDITIONAL EQUIPMENT AND FACILITIES FOR MAYOR

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

3.3.1 Office Space and Support

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

3.3.2 Motor Vehicle

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

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

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

3.3.3 Telecommunications

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

3.3.4 Qantas Club Membership

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

3.3.5 Car Park

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

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

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

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

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

4.2 COUNCILLORS CONTRIBUTING INTO SUPERANNUATION

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

PART 5 - REVIEW

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