

Ballina Shire Council Operational Plan 2010/2011

Adopted 27 May 2010



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Welcome to the Operational Plan

Welcome to Ballina Shire Council's Operational Plan for the 2010/11 financial year. The Operational Plan outlines the main works and services that Council will be undertaking during the year.

The document represents a sub-set of Council's Delivery Program, which provides an overview of the activities that Council is undertaking during the next four years to address the objectives and outcomes identified in our Community Strategic Plan (CSP).

The CSP is the highest level document that a council will prepare and the purpose of the CSP is to identify the community's main priorities and aspirations for the future. Copies of the CSP and the Delivery Program are available from Council.

The Operational Plan provides a snap shot of the service delivery targets, specific tasks and major capital works that Council will be striving towards during 2010/11. The document also provides details of our rates and annual charges and as supporting information a complete set of all our fees and charges is available.

Other key information includes our proposed loan borrowings for the year along with a summary of our estimated income and expenditure. A more detailed copy of the Council budget is also available as a separate document.

The General Manager is responsible for ensuring that the Council staff deliver the program of works and services identified in the Operational Plan. To ensure the community is informed on our progress towards achieving the items in the Plan, a quarterly report is presented to the elected Council. This report must be submitted within two months of the end of each quarter.



Paul Hickey
General Manager



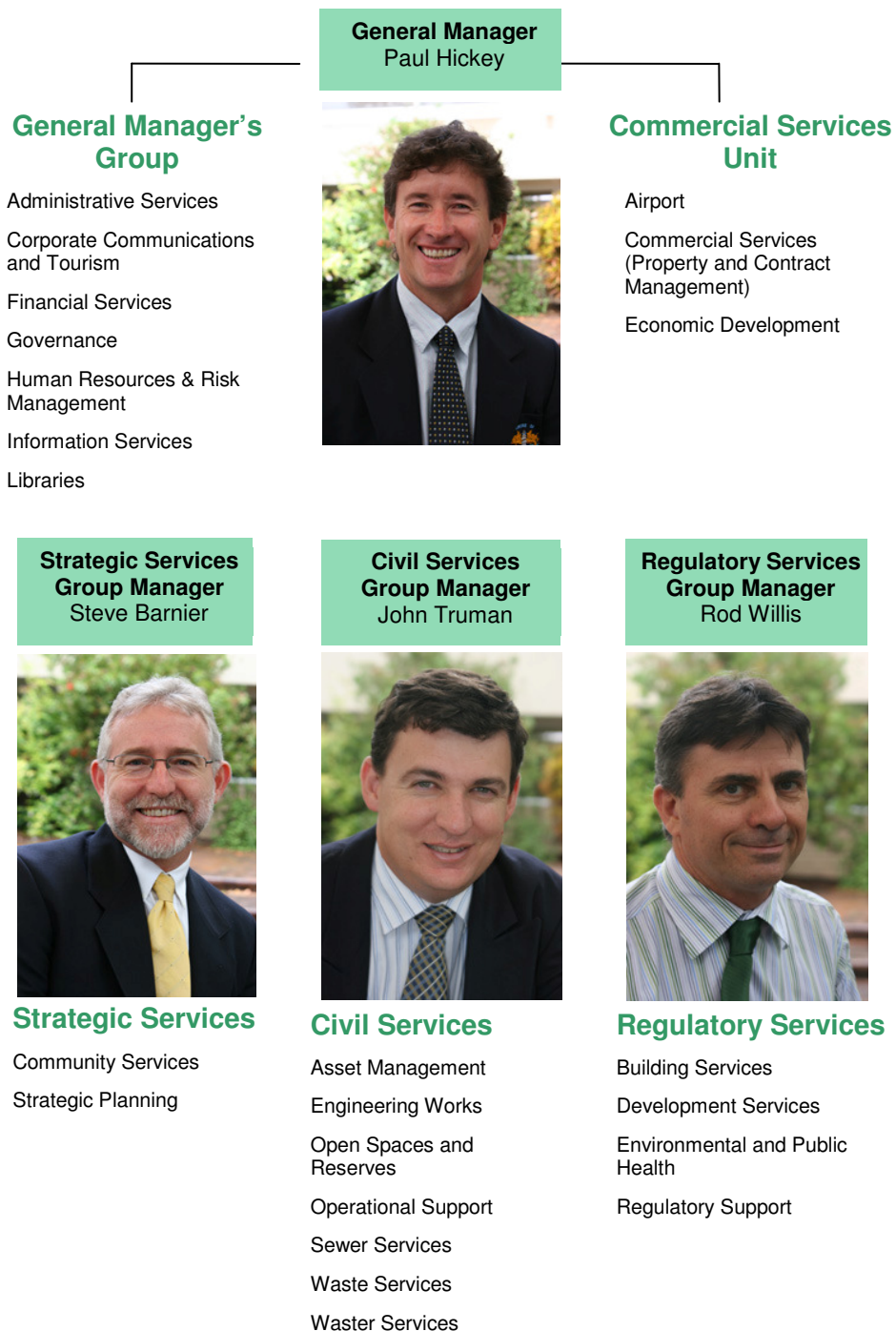
Acknowledgement of Country

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.

Organisational Structure

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

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



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.

The total estimated salaries and wages, including oncosts for 2010/11 is \$19.232 million.

| Section | 2007/08 | 2008/09 | 2009/10 | 2010/11 |
|---|----------------|----------------|----------------|----------------|
| General Manager's Office | 2 | 2 | 2 | 2 |
| Group Managers | 4 | 3 | 3 | 3 |
| Strategic Planning / Community Services | 9 | 9 | 9 | 9 |
| Building Services | 7 | 7 | 7 | 7 |
| Development Services | 10 | 11 | 12 | 12 |
| Public and Environmental Health | 9 | 10 | 7 | 7 |
| Regulatory Support | 6 | 6 | 6 | 7 |
| Asset Management | 7 | 7 | 7 | 8 |
| Engineering Works | 49 | 49 | 50 | 50 |
| Open Spaces and Reserves | 30 | 31 | 31 | 32 |
| Water and Sewer | 29 | 29 | 30 | 30 |
| Waste Management | 20 | 21 | 21 | 21 |
| Engineering Support | 34 | 36 | 35 | 35 |
| Administrative Services | 6 | 5 | 6 | 6 |
| Financial Services | 15 | 15 | 15 | 15 |
| Information Services | 5 | 5 | 5 | 5 |
| Human Resources and Risk | 5 | 6 | 6 | 6 |
| Commercial Services | 9 | 10 | 11 | 11 |
| Corporate Communications and Tourism | 4 | 4 | 4 | 4 |
| TOTAL | 260 | 266 | 267 | 268 |

Our Community Strategic Plan and Delivery Program

As part of the Department of Local Government's Integrated Planning and Reporting Framework Council prepares a Community Strategic Plan (CSP) from which a Delivery Program is developed. The Delivery Program provides a summary of the actions Council is undertaking to achieve the CSP Objectives and Outcomes.

This section of the Operational Plan outlines the principal activities (i.e. services) to be provided for 2010/11, along with the key service delivery measures that are being recorded to achieve the actions identified in the CSP and the Delivery Program. References back to the CSP are also provided. Both the CSP and the Delivery Program provide a broader perspective of the overall objectives and outcomes Council is striving to achieve.

The information within this section is grouped according to the twenty three principal activity areas:

- Administration
- Airport
- Asset Management
- Building Services
- Commercial Services
- Community Planning
- Corporate Communications and Tourism
- Development Services
- Economic Development
- Engineering Works
- Environmental and Public Health
- Financial Services
- Governance
- Human Resources
- Information Services
- Libraries
- Open Space and Reserves
- Operational Support (Engineering)
- Risk Management
- Sewer Services
- Strategic Planning
- Waste Services
- Water Services

The following information is provided for each Principal Activity:

| | |
|----------------------------------|--|
| Goal | outlines the desired goal for that activity |
| Management Responsibility | staff position responsible for the delivery of the activity |
| CSP Component | links to the primary CSP Objectives |
| Key Activities | the main activities or services delivered within the activity |
| Service Delivery Targets | service delivery targets and quantifiable benchmarks for the indicators are provided, where available. Not all activities have service delivery targets. |
| Program Actions | details the actions planned for 2010/11 to meet our CSP and Delivery Program objectives and outcomes |

Quarterly Operational Plan reports are presented to Council to monitor our performance in delivering the services and activities identified for each Activity. Council's Annual Report includes a final status report on our performance against the service delivery targets and the program actions.

Administration



GOAL

Provide a customer focused administrative service.

MANAGEMENT RESPONSIBILITY

Manager, Finance and Governance
General Manager's Group

CSP COMPONENT

This function will help achieve the following CSP objective(s):

- Responsible and efficient use of resources
- Transparent and accountable governance

KEY ACTIVITIES

The Administration function has responsibility for providing effective and efficient support to Councillors, Council and the community:

- Clerical resources, telephone services
- Internal printing service, advertising
- Document and records management
- Customer service
- Enviro corporate purchasing
- Policy management and corporate documents.

Program Action(s) for 2010/11

Completion Date

CSP Objective

Investigate and implement, if feasible, back scanning of development applications

June 2011

Responsible and efficient use of resources

Ensure compliance with NSW Government Information (Public Access) Act 2009 (the GIPAA)

March 2011

Transparent and accountable governance

Implement improvements to the management of donations to increase efficiency and consistency in the handling of applications

March 2011

Transparent and accountable governance

Ensure all Council policies are reviewed during each quadrennial election term

June 2011

Transparent and accountable governance

Airport



GOAL

Provide a viable airport service that is compliant with all legislative requirements.

MANAGEMENT RESPONSIBILITY

Manager, Airport0
Commercial Services Unit

CSP COMPONENT

This function will help achieve the following CSP objective(s):

- Responsible and efficient use of resources
- A diverse and prosperous economy

KEY ACTIVITIES

The Airport function manages the Ballina-Byron Gateway Airport:

- Managing airport assets, contracts and licensing;
- Operating the airport;
- Meeting legislative compliance requirements;
- Managing relationships with the airlines.

| Service Delivery Targets | Target | Measurement Frequency | Measurement |
|---|-------------|-----------------------|------------------------|
| Total number of commercial passengers | 340,000 | Quarterly | Carrier passenger data |
| Total operating revenue | \$3 million | Quarterly | Financial records |
| Net operating surplus (excl depreciation) | \$210,000 | Quarterly | Financial records |
| Number of non-compliances with DOTARS and CASA airport operation requirements | Nil | Annual | DOTARS/ CASA audit |

| Program Action(s) for 2010/11 | Completion Date | CSP Objective |
|--|-----------------|--|
| Reconfigure airport terminal to improve efficiency | June 2011 | Responsible and efficient use of resources |
| Expand jet services on offer | June 2011 | A diverse and prosperous economy |

Asset Management



GOAL

To maintain the community's investment in infrastructure and other assets.

MANAGEMENT RESPONSIBILITY

Manager, Infrastructure Planning
Civil Services Group

CSP COMPONENT

This function will help achieve the following CSP objective(s):

- Responsible and efficient use of resources
- A built environment contributing to health and wellbeing.

KEY ACTIVITIES

The Asset Management function assumes ownership for all Council's roads, drainage, sewerage system, footpaths, cycleways, bridges and other civil engineering assets:

- Survey and design for engineering works;
- Infrastructure planning;
- Engineering support for development;
- Asset management;
- Providing engineering advice and support for development proposals;
- Providing road safety information.

| Service Delivery Targets | Target | Measurement Frequency | Measurement |
|---|------------------|-----------------------|----------------------|
| Proportion of DA referrals completed within 14 days | Greater than 70% | Quarterly | Development Register |

Program Action(s) for 2010/11

Completion Date

CSP Objective

Finalise approval for EIS for Hutley Drive

September 2010

A built environment contributing to health and wellbeing

Finalise open space asset management plan

December 2010

Responsible and efficient use of resources

Deliver actions within asset management strategy

June 2011

Responsible and efficient use of resources

Review engineering development assessment level of service and processes

June 2011

Responsible and efficient use of resources

Building Services



GOAL

To provide efficient and effective building services.

MANAGEMENT RESPONSIBILITY

Manager, Building Services
Regulatory Services Group

CSP COMPONENT

This function will help achieve the following CSP objective(s):

- A built environment contributing to health and wellbeing

KEY ACTIVITIES

The Building Services function is responsible for all regulatory inspections associated with construction and buildings. Assess and determine development applications:

- Assessment and issue of Development Applications;
- Issuing Construction Certificates;
- Undertaking building inspections;
- Fire safety inspections;
- Approval and inspection of on-site sewage management facilities;
- Education and advice to the building industry;
- Licensing and annual inspection of caravan parks;
- Assessment and issue of Places of Public Entertainment (POPE) Authorisations;
- Undertake Section 68 Approvals;
- Approvals and Associated inspections regarding plumbing and drainage.

| Service Delivery Targets | Target | Measurement Frequency | Measurement |
|---|---------------------------------|-----------------------|-------------------------------|
| Proportion of complying development certificates issued within 10 working days | Greater than 90% | Quarterly | Development register |
| Proportion of construction Certificates issued by Council | Resourced to meet 80% of market | Quarterly | Development register |
| Proportion of building development applications determined within 40 days | At least 80% | Quarterly | Development register |
| Proportion of Building Certificates (Section 149D of EPA Act) determined within 10 working days | At least 80% | Quarterly | Building Certificate register |

Program Action(s) for 2010/11

Completion Date

CSP Objective

Ensure accreditation of Building Surveyors

December 2010

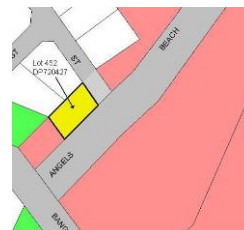
A built environment contributing to health and wellbeing

Progress Swimming Pool Inspection Regime

June 2011

A built environment contributing to health and wellbeing

Commercial Services



GOAL

To provide a commercially viable property and business portfolio.

MANAGEMENT RESPONSIBILITY

Manager, Commercial Services
Commercial Services Unit

CSP COMPONENT

This function will help achieve the following CSP objective(s):

- A built environment contributing to health & wellbeing
- Responsible and efficient use of resources
- A diverse and prosperous economy
- People attaining health and wellbeing.

KEY ACTIVITIES

The Commercial Service Unit manages Council's property portfolio and related business activities:

- Asset management (land and buildings)
- Developing commercial and industrial land, licenses and contracts
- Managing Council owned tent park
- Contract management
- Economic Development

| Service Delivery Targets | Target | Measurement Frequency | Measurement |
|--|---------------|-----------------------|----------------|
| Vacancy rate for Council administered Crown properties (buildings) | Less than 20% | Quarterly | Lease register |
| Vacancy rate for Council commercial properties | Less than 10% | Quarterly | Lease register |
| Vacancy rate for Council community properties (buildings) | Less than 20% | Quarterly | Lease register |

| Program Action(s) for 2010/11 | Completion Date | CSP Objective |
|---|-----------------|--|
| Finalise construction of the Lennox Head Community Centre and implement management arrangements | June 2011 | A built environment contributing to health & wellbeing |
| Ensure property sales match Council budget | June 2011 | Responsible and efficient use of resources |
| Finalise next land release at the Southern Cross Industrial Estate | June 2011 | A diverse and prosperous economy |
| Finalise next land release at the Russelton Industrial Estate | June 2011 | A diverse and prosperous economy |
| Continue with implementation of the Southern Cross Precinct Master Plan | June 2011 | A diverse and prosperous economy |
| Continue with sporting field acquisition and financing program | June 2011 | People attaining health and wellbeing |

Community Services



GOAL

To support the provision of social, community and cultural services and facilities to enhance our community's quality of life.

MANAGEMENT RESPONSIBILITY

Group Manager, Strategic Services

CSP COMPONENT

This function will help achieve the following CSP objective(s):

- Resilient and adaptable communities
- Responsible and efficient use of resources.

KEY ACTIVITIES

Council's Community Services Section facilitates active community participation and partnerships. Community planning work is undertaken in partnership with our community, Government agencies and other local and regional stakeholders:

- Developing and implementing the shire's Social and Community Plan;
- Improving community access to Council services and facilities;
- Fostering relationships between Council and the Aboriginal community;
- To coordinate the operations of the Northern Rivers Community Gallery;
- Contributing to Council's strategic planning.

| Service Delivery Targets | Target | Measurement Frequency | Measurement |
|---|--------|-----------------------|---------------------------------------|
| Number of community service contact occasions at Wardell Community Centre | 520 pa | Quarterly | Wardell Community Centre Contact Log |
| Casual hiring of the Ballina Community Services Centre | 200 pa | Quarterly | Ballina Community Services Centre Log |
| Number of visits to community gallery | 12,000 | Quarterly | Gallery log |

Program Action(s) for 2010/11

Completion Date

CSP Objective

Community Event Coordination (NAIDOC, Youth, Seniors and Heritage Weeks)

June 2011

Resilient and adaptable communities

Develop a consultation protocol with the Aboriginal community

June 2011

Resilient and adaptable communities

Implement and manage a Youth Council

June 2011

Resilient and adaptable communities

Establish a web-based community directory

March 2011

Responsible and efficient use of resources

Develop annual exhibition program

December 2010

A built environment contributing to health and well being

Corporate Communications and Tourism



GOAL

To assist with the development and key experiences that benefit residents and visitors to the shire, respecting and preserving environmental and community values.

MANAGEMENT RESPONSIBILITY

Manager, Corporate Communications & Tourism
General Manager's Group

CSP COMPONENT

This function will help achieve the following CSP objective(s):

- A built environment contributing to health and well being
- Responsible and efficient use of resources
- A diverse and prosperous economy.

KEY ACTIVITIES

To communicate and assist with the development of a range of services, products and experiences for Ballina Coast and Hinterland:

- To provide a level one accredited Visitor Centre and to assist other outlets;
- To communicate key experiences available within Ballina Coast and Hinterland;
- To collaborate within Council and with external stakeholders on tourism matters;
- To assist with the development of key community and visitor infrastructure;
- To coordinate key Council events, conferences and functions.

| Service Delivery Targets | Target | Measurement Frequency | Measurement |
|---|----------|-----------------------|-------------------|
| Enquiries to Visitor Information Centre | 56,000 | Quarterly | VIC log |
| Revenue generating from booking service | \$12,000 | Quarterly | Financial records |
| Revenue raised from co-operative marketing | \$40,000 | Quarterly | Financial records |
| Number of visits to tourism website | 25,000 | Quarterly | VIC log |
| Proportion of satisfied visitors to Ballina Shire | 90% | Annual | Tourism NSW |

Program Action(s) for 2010/11

Completion date

CSP Objective

Implement Town and Village Signage Program

June 2011

A built environment contributing to health and well being

Develop new destination website and visitor guide

June 2011

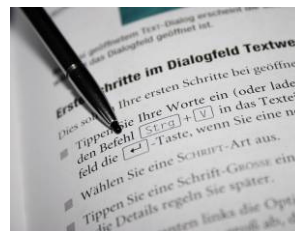
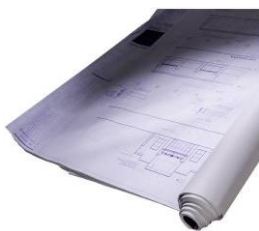
Responsible and efficient use of resources

Develop regional visitor services strategy

June 2011

A diverse and prosperous economy

Development Services



GOAL

To contribute to the development of a quality built environment and implementation of the Local Environmental Plan.

MANAGEMENT RESPONSIBILITY

Manager, Development Services
Regulatory Services Group

CSP COMPONENT

This function will help achieve the following CSP objective(s):

- A built environment contributing to health and well being.

KEY ACTIVITIES

The Development Services function is responsible for the assessment and determination of development applications and all associated assessment inspections:

- Determination of development applications;
- Determination of Section 96 applications;
- Determination of Section 82A Reviews of Determination;
- Levying of developer contributions;
- Issuing subdivision and Section 149 certificates;
- Monitoring development control compliance;
- Providing customer advisory services;
- Contribute to Local Environmental Plan.

Service Delivery Targets

| | Target | Measurement Frequency | Measurement |
|--|------------------|-----------------------|----------------------|
| Proportion of development applications determined within 40-days (excluding integrated development) | Greater than 50% | Quarterly | Development register |
| Proportion of section 96 applications determined within the 40 days (excluding integrated development) | Greater than 60% | Quarterly | Development register |
| Proportion of section 149 Certificates issued within 4 days of receipt | Greater than 80% | Quarterly | Development register |
| Proportion of development applications determined under delegated authority | Greater than 90% | Quarterly | Development register |

Program Action(s) for 2010/11

Implement adopted Compliance Program

Completion date

June 2011

CSP Objective

A built environment contributing to health and well being

Economic Development



GOAL

To support business growth.

MANAGEMENT RESPONSIBILITY

Manager, Commercial Services
Commercial Services Unit

CSP COMPONENT

This function will help achieve the following CSP objective(s):

- A diverse and prosperous economy.

KEY ACTIVITIES

The Economic Development function provides a range of support services for economic initiatives throughout the region:

- Coordinating economic development strategies;
- Working with community organisations;
- Coordinating the Economic Development Board;
- Pursuing external funding for economic development projects;
- Being the point of contact for new and expanding business.

Program Action(s) for 2010/11

Completion Date

CSP Objective

Establish farmers' market

September 2010

A diverse and prosperous economy

Develop a "Ballina Focus" website

December 2010

A diverse and prosperous economy

Economic Profile Update

March 2011

A diverse and prosperous economy

Investigate and implement, if feasible, a Ballina Business Centre

June 2011

A diverse and prosperous economy

Engineering Works



GOAL

A maintenance and construction program that is timely and fiscally responsible and that minimises risk for the community.

MANAGEMENT RESPONSIBILITY

Manager, Engineering Works
Civil Services Group

CSP COMPONENT

This function will help achieve the following CSP objective(s):

- Transparent and accountable governance
- People attaining health and wellbeing
- A healthy natural environment
- A built environment contributing to health and wellbeing.

KEY ACTIVITIES

The Engineering Works function provides the management and resources for carrying out maintenance and construction activities for all infrastructure for which Council is responsible:

- Maintenance and construction of roads;
- Stormwater and drainage;
- Bridge, wharf, jetty pontoon and boat ramps;
- Footpaths, cycle ways and shared path;
- Street lighting;
- Ferry operation and maintenance;
- Flood mitigation;
- Canal maintenance and foreshore protection;
- RTA maintenance contract.

| Service Delivery Targets | Target | Measurement Frequency | Measurement |
|--|---------------------|-----------------------|-------------------|
| Financial management of maintenance programs | Within 5% of budget | Quarterly | Financial records |
| Financial management of capital programs | Within 5% of budget | Quarterly | Financial records |

| Program Action(s) for 2010/11 | Completion Date | CSP Objective |
|--|-----------------|--|
| Update road risk management procedures | June 2011 | Transparent and accountable governance |
| Finalise Pedestrian Access and Mobility Plan (PAMP) | December 2010 | People attaining health and wellbeing |
| Finalise Coastline Management Plan | March 2011 | A healthy natural environment |
| Finalise Ballina Floodplain Risk Management Plan | March 2011 | A healthy natural environment |
| Obtain all necessary approvals for Coastline Shared Path | December 2010 | A built environment contributing to health and wellbeing |

Environmental and Public Health



GOAL

To attain a high standard of public health and safety whilst maintaining and enhancing the natural and built environment.

MANAGEMENT RESPONSIBILITY

Manager, Environmental and Public Health Regulatory Services Group

CSP COMPONENT

This function will help achieve the following CSP objective(s):

- A diverse and prosperous economy
- Resilient and adaptable communities
- A built environment contributing to health and wellbeing.

KEY ACTIVITIES

The Environmental and Public Health function is responsible for addressing matters that are or are likely to be detrimental to the natural or built environment and maintaining standards of public health and safety:

- Responding to environmental incidents (air, water, waste, noise, contamination);
- Contributing to the assessment of development applications;
- Monitoring public water supply, swimming pools, recreational water bodies and mosquitoes;
- Inspection and registration of commercial premises;
 - Food premises
 - Hairdressers
 - Beauty Salons
 - Skin Penetration
- Supervision and registration of on-site sewage management systems;
- Undertaking food inspection and reporting;
- Information Gathering for State of the Environment Reporting (SOE);
- Delivering public health and environmental education projects;
- Control, registration, impounding and management of companion animals;
- Parking control and abandoned vehicles;
- Patrolling public land and facilities;
- Management of overgrown private allotments in unhealthy condition.

| Service Delivery Targets | Target | Measurement Frequency | Measurement |
|--|--------------|-----------------------|----------------|
| Proportion of drinking water sites monitored per week | 100% | Quarterly | Monitoring log |
| Number of non-compliance with NHMRC drinking water standards | 0 | Quarterly | Monitoring log |
| Proportion of food premises audited per year | 100% | Quarterly | Inspection log |
| Ensure a high quality inspection regime that minimises the number of food safety penalty infringement notices issued | Less than 12 | 6 monthly | Notice log |

Environmental and Public Health (cont'd)

| Service Delivery Targets (cont'd) | Target | Measurement Frequency | Measurement |
|---|---------------------------|-----------------------|-------------------|
| Number of serious critical food handling failures | 0 | 6 monthly | Inspection log |
| Number of re-inspections for food premises | Less than 10% of premises | 6 monthly | Inspection log |
| Proportion of other commercial premises audited per year | 100% | Quarterly | Inspection log |
| Proportion of public pools monitored for water quality | 100% | Quarterly | Monitoring record |
| Proportion of semi-public pools monitored for water quality | 100% | Quarterly | Monitoring record |
| Number of re-tests for public pool water quality | 0 | Quarterly | Monitoring log |
| Number of re-tests for semi-public pool water quality | 0 | Quarterly | Monitoring log |
| Proportion of abandoned vehicle responses within 3 days for high priority areas | 100% | Quarterly | Ranger's log |
| Proportion of responses to reported dog attacks within 2 hours during operating hours | 100% | Quarterly | Ranger's log |
| Number of existing on site effluent disposal systems inspected | 250 | Quarterly | Inspection log |

Program Action(s) for 2010/11

Completion Date

CSP Objective

Partnership Pilot Program with NSW Food Authority to trial standardised inspection checklist and inspection guidelines

June 2011

A diverse and prosperous economy

Implementation of educational material on dog restricted areas and on leash areas in relation to Companion Animals Management Plan

June 2011

Resilient and adaptable communities

Develop solar energy model on installation of solar power on council infrastructure

June 2011

A built environment contributing to health and wellbeing

Provide 'development sustainability checklist' with all development applications and pre lodgment meetings

June 2011

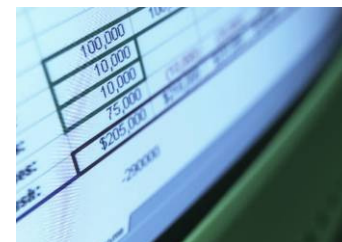
A built environment contributing to health and wellbeing

Implement Erosion and Sedimentation Control Education and Enforcement Program

June 2012

A healthy natural environment

Financial Services



GOAL

To manage the financial dealings of the Council to maximise utilisation of cash resources and minimise the risk of fraud.

MANAGEMENT RESPONSIBILITY

Manager, Finance and Governance
General Manager's Group

CSP COMPONENT

This function will help achieve the following CSP objective(s):

- Responsible and efficient use of resources
- Transparent and accountable governance.

KEY ACTIVITIES

The Financial Management function supplies a diverse range of services to the community and the Council:

- Levy and collection of rates;
- Billing water / sewer / waste;
- Collecting debt;
- Management and Statutory reporting;
- Managing creditors;
- Managing investments.

| Service Delivery Targets | Target | Measurement Frequency | Measurement |
|--|-----------------|-----------------------|----------------------|
| Proportion of rates accounts outstanding | Less than 4% | Annual | Financial statements |
| Value of outstanding rates accounts as a proportion of rating income | Less than 5% | Annual | Financial statements |
| Investment returns greater than 90 day bank bill rate | 40 basis points | Quarterly | Investment report |

Program Action(s) for 2010/11

Completion Date

CSP Objective

Prepare funding strategy for major sewer infrastructure program

September 2010

Responsible and efficient use of resources

Improve long term financial planning to include ratios and benchmarks

March 2011

Responsible and efficient use of resources

Complete tender for audit services

June 2011

Transparent and accountable governance

Governance



GOAL

Ensure a high level of transparency and governance within the Council.

MANAGEMENT RESPONSIBILITY

General Manager

CSP COMPONENT

This function will help achieve the following CSP objective(s):

- Responsible and efficient use of resources
- Transparent and accountable governance.

KEY ACTIVITIES

The Governance function has responsibility for ensuring that there is a high level of governance with the Councillors and staff and that the community is actively engaged and has trust in Council:

- Councillor information and training
- Business papers for meetings
- Conduct Review Committee
- Community consultation
- Management of media.

Program Action(s) for 2010/11

Completion Date

CSP Objective

Continue to implement process reviews to improve efficiency and effectiveness of Council service delivery

June 2011

Responsible and efficient use of resources

Continue to implement improved communication and consultation strategies

June 2011

Transparent and accountable governance

Implement Risk Management Strategy in conjunction with Internal Audit Committee

June 2011

Transparent and accountable governance

Human Resources



GOAL

To provide a productive and healthy work environment.

MANAGEMENT RESPONSIBILITY

Manager, Risk and Human Resources
General Manager's Group

CSP COMPONENT

This function will help achieve the following CSP objective(s):

- Transparent and accountable governance
- People attaining health and wellbeing.

KEY ACTIVITIES

The Human Resources function provides policy and training development and recruitment services:

- Managing recruitment and staff training;
- Managing employee relations;
- Promoting workplace equity and ethics;
- Strategic human resource planning.

| Service Delivery Targets | Target | Measurement Frequency | Measurement |
|--|------------------|-----------------------|---------------------|
| Proportion of staff turnover per year | Less than 10% | Quarterly | Payroll report |
| Average number of days sick leave per employee | Less than 7 days | Quarterly | Payroll report |
| Proportion of staff undertaking formal training per year | At least 90% | Quarterly | HR reporting system |
| Hours of formal learning per employee | At least 12 | Quarterly | HR reporting system |

Program Action(s) for 2010/11

Completion Date

CSP Objective

Develop and implement Aboriginal Employment Strategy

June 2011

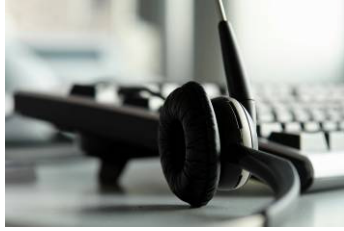
Transparent and accountable governance

Finalise Mentoring Program

June 2011

People attaining health and wellbeing

Information Services



GOAL

To provide effective information technology services and support.

MANAGEMENT RESPONSIBILITY

Manager, Information Services
General Manager's Group

CSP COMPONENT

This function will help achieve the following CSP objective(s):

- Responsible and efficient use of resources.

KEY ACTIVITIES

The Information technology function is responsible for providing a range of computing and support services to Council:

- Maintaining and updating computer infrastructure;
- Managing telecommunications;
- Providing computer support;
- Managing Council's web site and internet access;
- Providing geographical information system services.

| Service Delivery Targets | Target | Measurement Frequency | Measurement |
|--|------------------|-----------------------|--------------|
| Proportion of requests for assistance addressed within one working day | Greater than 95% | Quarterly | Helpdesk log |
| Number of external visits to Council's website | 105,000 | Quarterly | Website log |

Program Action(s) for 2010/11

Completion Date

CSP Objective

Continue to progress implementation of Civica System

June 2011

Responsible and efficient use of resources

Libraries



GOAL

To provide quality and appropriate library services for the shire community.

MANAGEMENT RESPONSIBILITY

Manager, Finance and Governance
General Manager's Group

CSP COMPONENT

This function will help achieve the following CSP objective(s):

- Transparent and accountable governance.

KEY ACTIVITIES

The Libraries function provides library and information services and resources to all age groups. Council is a member of the Richmond-Tweed Regional Library, which provides library services to the Ballina, Byron, Lismore and Tweed local government areas:

- Providing reference and information services;
- Providing library collections and facilities;
- Providing library materials for general lending.

| Service Delivery Targets | Target | Measurement Frequency | Measurement |
|--|------------------|-----------------------|---------------------|
| Proportion of shire population with active library membership | Greater than 65% | Annual | Membership database |
| Total library loans per annum | 458,000 | Annual | Membership database |
| Percentage increase in library net running cost from previous year | 3.5% | Annual | Financial records |

| Program Action(s) for 2010/11 | Completion Date | CSP Objective |
|---|-----------------|--|
| Monitor transfer of management of Richmond Tweed Regional Library to Lismore City Council | June 2011 | Transparent and accountable governance |
| Finalise expansion of Ballina Library | March 2011 | Responsible and efficient use of resources |

Open Spaces and Reserves



GOAL

To manage the shire's community land and reserves for the long-term benefit of the community.

MANAGEMENT RESPONSIBILITY

Manager, Open Space and Reserves
Civil Services Group

CSP COMPONENT

This function will help achieve the following CSP objective(s):

- Transparent and accountable governance
- People attaining health and wellbeing
- A healthy natural environment
- Resilient and adaptable communities.

KEY ACTIVITIES

The Open Space and Reserves function involves working with the shire community to provide a range of facilities, programs and services that will sustain and improve the shire's lifestyle and community land and reserves:

- Managing and maintaining:
 - sporting fields
 - parks and reserves
 - cemeteries
 - public toilets and amenities
 - natural areas, including beaches;
- Management of special events;
- Providing surf life saving services, in conjunction with volunteers;
- Pursuing grant funding for projects.

| Service Delivery Targets | Target | Measurement Frequency | Measurement |
|--|---------------------|-----------------------|---------------------------|
| Financial management of maintenance programs | Within 5% of budget | Quarterly | Financial records |
| Financial management of capital programs | Within 5% of budget | Quarterly | Financial records |
| Compliance with open space mowing service levels | 100% | Quarterly | OS&R maintenance schedule |

| Program Action(s) for 2010/11 | Completion Date | CSP Objective |
|---|-----------------|--|
| Prepare Cemetery Management Policy | December 2010 | Transparent and accountable governance |
| Prepare Play Equipment Maintenance Policy | March 2011 | People attaining health and wellbeing |
| Develop Sports Field Improvement Program | June 2011 | People attaining health and wellbeing |
| Prepare Street Tree Master Plan | December 2010 | A healthy natural environment |
| Prepare Volunteers Manual | September 2010 | Resilient and adaptable communities |

Operational Support (Engineering)



GOAL

To provide a self-sufficient and competitive fleet.

MANAGEMENT RESPONSIBILITY

Manager, Operational Support
Civil Services Group

CSP COMPONENT

This function will help achieve the following CSP objective(s):

- Responsible and efficient use of resources
- Resilient and adaptable communities
- Diverse and balanced use of our land
- A built environment contributing to health and wellbeing.

KEY ACTIVITIES

The Operational Support (Engineering) function manages a range of plant, vehicles and equipment and provides stores, materials and contractors to meet the operational requirements of Council:

- Managing Council's fleet and plant;
- Council store and depot;
- Manage quarry leases;
- Maintaining Council's buildings;
- Providing workshop services;
- Facilitation council for the North East Weight of Loads Group;
- Sourcing contract plant and tradespeople for Council operations;
- Local emergency management;
- Manage Council operated swimming pools

| Service Delivery Targets | Target | Measurement Frequency | Measurement |
|---|---------------------|-----------------------|-------------------|
| Surplus from fleet and plant operations | \$750,000 | Quarterly | Financial records |
| Proportion of store stock control bin errors | Less than 1% | Annual | Stocktake |
| Value of store stock control bin errors | Less than \$500 | Annual | Stocktake |
| Average fleet green star rating | Greater than 3.5 | Annual | Fleet records |
| Number of swimming pool patrons | More than 30,000 | Quarterly | Financial records |
| Net operating deficit for swimming pools (excluding depreciation) | Less than \$370,000 | Quarterly | Financial records |

| Program Action(s) for 2010/11 | Completion Date | CSP Objective |
|---|-----------------|--|
| Complete depot forward plan | March 2011 | Responsible and efficient use of resources |
| Complete review of DISPLAN | June 2011 | Resilient and adaptable communities |
| Progress Road Safety Strategic Plan | June 2011 | Resilient and adaptable communities |
| Finalise development assessment process for Sand Pit (Quarry) | December 2010 | Diverse and balanced use of our land |
| Prepare and implement maintenance plans for buildings | June 2011 | A built environment contributing to health and wellbeing |
| Forward financial plan for infrastructure replacement and upgrade for Alstonville and Ballina Pools | June 2011 | A built environment contributing to health and wellbeing |

Risk Management



GOAL

To be proactive in managing risk.

MANAGEMENT RESPONSIBILITY

Manager, Risk and Human Resources
General Manager's Group

CSP COMPONENT

This function will help achieve the following CSP objective(s):

- Transparent and accountable governance
- People attaining health and wellbeing.

KEY ACTIVITIES

The Risk Management function provides risk management advice, training and strategies.

- Managing insurance claims;
- Risk management planning;
- Insurance management.

| Service Delivery Targets | Target | Measurement Frequency | Measurement |
|--|-----------------------|-----------------------|------------------|
| Number of workers' compensation claims | Less than 30 | Quarterly | Insurer's Report |
| Hours of lost time due to workers' compensation claims | Less than 1,000 hours | Quarterly | Insurer's Report |
| Number of insurance claims | Less than 40 | Quarterly | Insurer's Report |

Program Action(s) for 2010/11

Completion Date

CSP Objective

Review and improve risk audit program for contractors

June 2011

Transparent and accountable governance

Deliver employee wellness program 'Live Well: Work Well' to achieve proactive health and safety strategies

June 2011

People attaining health and wellbeing

Sewer Services

GOAL

To provide a cost effective and environmentally sound sewerage service.

MANAGEMENT RESPONSIBILITY

Manager, Water, Sewer and Waste
Civil Services

CSP COMPONENT

This function will help achieve the following CSP objective(s):

- Transparent and accountable governance
- Responsible and efficient use of resources
- A healthy natural environment.

KEY ACTIVITIES

The Sewer Services function provides the resources and management of the following key activities:

- Strategic and asset management planning;
- Sewerage reticulation and operations;
- Managing trade waste;
- Managing effluent re-use.

| Service Delivery Targets | Target | Measurement Frequency | Measurement |
|--|---------------------|-----------------------|-------------------|
| Number of sewer chokes per 10km of main | Less than 1 | Quarterly | Operational log |
| Number of non-compliances with DECCW licence standards | Nil | Quarterly | Operational log |
| Sewer fund operating result (including depreciation) | Surplus | Quarterly | Financial records |
| Financial management of maintenance programs | Within 5% of budget | Quarterly | Financial records |
| Financial management of capital programs | Within 5% of budget | Quarterly | Financial records |

Program Action(s) for 2010/11

Completion Date

CSP Objective

Finalise review of Section 64 Developer Contributions Plan

December 2010

Transparent and accountable governance

Prepare sewer systems model to improve planning and operations of sewer infrastructure

March 2011

Responsible and efficient use of resources

Review implementation of telemetry system to determine effectiveness and future development needs

March 2011

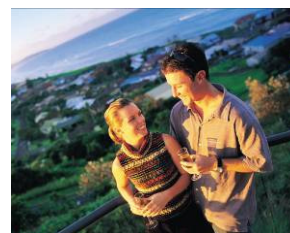
Responsible and efficient use of resources

Progress implementation of Urban Water Management Strategy and continually assess effectiveness and contemporary nature of the Strategy

June 2011

A healthy natural environment

Strategic Planning



GOAL

To create and maintain a quality environment for the Ballina Shire community, now and into the future.

MANAGEMENT RESPONSIBILITY

Group Manager, Strategic Services

CSP COMPONENT

This function will help achieve the following CSP objective(s):

- Diverse and balanced use of our land
- A diverse and prosperous economy
- Transparent and accountable governance
- Resilient and adaptable communities.

KEY ACTIVITIES

The Strategic Planning function has responsibility for providing detailed information relevant to decisions the Council makes regarding planning the shire's future, whilst embracing the principles of sustainability. This function is also responsible for implementing planning directives from the Council and from the State Government:

- Environmental planning;
- Developing and monitoring the Local Environmental Plan;
- Section 94 planning (Developer Contributions);
- Managing amendments to the Ballina Shire Combined Development Control Plan (DCP);
- Heritage management and planning;
- State of the Environment reporting;
- Managing the Cities for Climate Protection Program;
- Developing and monitoring the shire's Growth Management Strategy;
- Coordinating Council's sustainability initiatives.

Program Action(s) for 2010/11

Completion Date

CSP Objective

Complete rezoning and urban design for the Cumbalum Urban Release Area

December 2010

Diverse and balanced use of our land

Prepare Shire Growth Management Strategy

June 2011

Diverse and balanced use of our land

Review Ballina Shire Combined Development Control Plan

June 2011

Diverse and balanced use of our land

Finalise LEP Renewal

June 2011

Diverse and balanced use of our land

Prepare Local Growth Management Strategy

June 2011

Diverse and balanced use of our land

Prepare Master Plan for Clarke Street Area

June 2011

A diverse and prosperous economy

Engage in redevelopment initiatives for the West Ballina boat harbour

June 2011

A diverse and prosperous economy

Assist Land and Property Management Authority prepare Ballina Regional Crown Reserve Plan of Management and progress Ballina Shire Coastal Reserve Plan of Management

June 2011

Transparent and accountable governance

Complete Aboriginal Heritage Study

December 2010

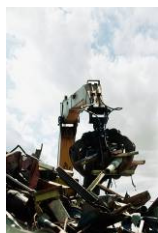
Resilient and adaptable communities

Complete Climate Change Adaption and Mitigation Strategy

December 2010

Resilient and adaptable communities

Waste Services



GOAL

To provide an efficient and reliable collection, resource recovery and disposal service.

MANAGEMENT RESPONSIBILITY

Manager, Water, Sewer and Waste Civil Services

CSP COMPONENT

This function will help achieve the following CSP objective(s):

- Transparent and accountable governance
- Responsible and efficient use of resources.

KEY ACTIVITIES

The Waste Services function manages the collection and recycling of domestic waste and commercial waste services within the shire as well as the management of the Waste Disposal Facility:

- Collecting domestic and commercial waste;
- Disposing of waste;
- Minimising waste;
- Rehabilitating the landfill site;
- Providing waste education;
- Maximising resource recovery opportunities.

| Service Delivery Targets | Target | Measurement Frequency | Measurement |
|--|------------------------------|-----------------------|----------------------|
| Number of non-compliance with DECCW licence standards per year | Nil | Quarterly | Reporting to DECC |
| Volume of waste managed at Waste Management Facility | Less than 55,000 | Quarterly | Facility weighbridge |
| Proportion of received waste diverted from landfill | Greater than 50% | Quarterly | Facility weighbridge |
| Average number of bin collections missed per month | Less than 120 (10 per month) | Quarterly | Collection log |
| Remaining useful life of Ballina Waste Management Facility | 7 years | Annual | Survey / Weighbridge |

Program Action(s) for 2010/11

Completion Date

CSP Objective

Adopt and implement Council Waste Strategy

June 2011

Transparent and accountable governance

Progress resource sharing arrangements with Lismore City Council and other interested local government authorities

June 2011

Responsible and efficient use of resources

Water Services

GOAL

Provide a quality water product in a cost effective way.

MANAGEMENT RESPONSIBILITY

Manager, Water, Sewer and Waste
Civil Services

CSP COMPONENT

This function will help achieve the following CSP objective(s):

- Transparent and accountable governance
- Responsible and efficient use of resources.

KEY ACTIVITIES

The Water Services function provides the resources and management for the following key activities:

- Strategic planning for water provision;
- Water supply catchment management;
- Asset and demand management planning;
- Monitoring public water supplies;
- Water reticulation and operations.

| Service Delivery Targets | Target | Measurement Frequency | Measurement |
|--|---------------------|-----------------------|----------------------|
| Number of non-compliance events | Nil | Quarterly | Operations Log |
| Average water consumption per metered connection | Less than 250kl | Quarterly | Consumption Report |
| Number of water main breaks per 30km of main | Less than one | Quarterly | Operations Log |
| Volume of unaccounted water | Less than 18% | Quarterly | Consumption Report |
| Water fund operating result (including depreciation) | Surplus | Quarterly | Financial statements |
| Financial management of maintenance programs | Within 5% of budget | Quarterly | Annual audit |
| Financial management of capital programs | Within 5% of budget | Quarterly | Annual audit |

Program Action(s) for 2010/11

Completion Date

CSP Objective

Finalise review of Section 64 Developer Contributions Plan

December 2010

Transparent and accountable governance

Prepare water systems model to improve planning and operations of water infrastructure

March 2011

Responsible and efficient use of resources

Review implementation of telemetry system to determine effectiveness and future development needs

June 2011

Responsible and efficient use of resources

Capital Works

This section of the document provides a summary of the major capital expenditure planned by Council for the financial year.

ENGINEERING WORKS

2010/11
(\$)

Stormwater

| | |
|----------------------------|---------|
| Urban Lane Improvements | 23,000 |
| Coogee St Pump Station | 150,000 |
| Kalinga St / Ballina Quays | 100,000 |
| Tweed Street | 115,200 |

Roads and Bridges

| | |
|---|-----------|
| RTA Rifle Range Rd (seg 227) ⁽¹⁾ | 118,000 |
| RTA Rifle Range Rd (seg 225) ⁽²⁾ | 104,000 |
| North Teven Road | 110,000 |
| Midgen Flat Road | 250,000 |
| Pimlico-Riverbank Road | 110,000 |
| Pimlico Road | 150,000 |
| River Drive | 120,000 |
| Swift Street | 160,000 |
| Martin Street | 100,000 |
| River Street | 60,000 |
| Compton Drive | 150,000 |
| Fenwick Drive | 200,000 |
| Newport Street | 40,000 |
| Dress Circle Drive | 20,000 |
| Alston Avenue | 37,000 |
| Heavy Patching | 163,000 |
| Cumbalum Way - Section 94 | 4,140,000 |
| River Street Roundabouts - Section 94 | 994,000 |
| Wollongbar Link Road - Section 94 | 2,800,000 |

(1) Includes 50% grant funding of \$59,000

(2) Includes 50% grant funding of \$59,000

Footpaths and shared paths

| | |
|---|---------|
| Wardell Road - Plaza C/P to Eliz Ann Brown Park | 20,000 |
| North Creek Road - Tara Downs to Palisade Way | 35,000 |
| North Creek Road - Palisade Way to Amber Drive | 130,000 |
| RTA Pedestrian Safety Program (PAMP) | 60,000 |
| Shared Paths - Coastline Shared Path (D of P) | 135,000 |
| Shared Paths - Coastline Shared Path (Council) | 400,000 |

Street Lighting

| | |
|-------------------------|--------|
| Raglan St Wardell | 3,000 |
| Carlisle St Wardell | 3,000 |
| Bath St Wardell | 20,200 |
| Sunset Ave West Ballina | 15,000 |

ENGINEERING WORKS (con't)

2010/11
(\$)

Playgrounds

| | |
|---------------------------------------|--------|
| Westlands Park Shelter, Ballina | 22,000 |
| Ballina Skate Pk Shade Structures | 30,000 |
| Elizabeth Ann Brown Park, Alstonville | 78,000 |

Sporting Fields

| | |
|---|--------|
| Cricket Nets, Fripp Oval | 15,000 |
| Cricket Nets, Williams Reserve | 15,000 |
| Lights, Quays Reserve | 85,000 |
| Little Athletics Amenities, Quays Reserve | 15,000 |

Council is also pursuing opportunities to purchase land at Lennox Head and Wollongbar for sporting fields.

Fleet and Plant

| | |
|-------------|---------|
| Light Fleet | 298,300 |
| Heavy Fleet | 270,300 |

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

Town Centre Beautification

| | |
|-------------|-----------|
| Alstonville | 1,000,000 |
| Ballina | 4,000,000 |

WATER SERVICES

2010/11
(\$)

Water Storage

| | |
|--|-----------|
| Service Reservoirs - Pacific Pines Reservoir | 2,217,000 |
|--|-----------|

Water Pump & Bore Stations

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

Water Trunk Mains - Extension

| | |
|--|---------|
| WD09 Pacific Pines - PZ Distribution - Stage 1 | 240,000 |
| Wollongbar Boosted WD17 Pressure Zone – Area 1 | 130,000 |
| Wollongbar Boosted WD18 Pressure Zone – Area 2 | 210,000 |

Miscellaneous

| | |
|------------------------------|---------|
| Plant Replacement (Vehicles) | 50,000 |
| Water Mains Renewal Program | 200,000 |

SEWER SERVICES

2010/11
(\$)

Alstonville/Wollongbar

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

Wollongbar Expansion Area - Stage 1

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

Wollongbar Expansion Area - Stage 2

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

Wollongbar Expansion Area - Stage 3

| | |
|------------------------|--------|
| Gravity Trunk Main B6 | 44,400 |
| Gravity Trunk Main B8 | 57,400 |
| Gravity Trunk Main B9 | 46,300 |
| Gravity Trunk Main B10 | 48,800 |

PRP 100 Additional Works

| | |
|-----------------------------------|--------|
| SP2312 - Pump Capacity Upgrade | 45,000 |
| SP2313 - Storage Capacity Upgrade | 35,000 |
| SP4003 Storage Capacity Upgrade | 35,000 |
| SP2002 - Pump Capacity Upgrade | 45,000 |
| SP2012 - Pump Capacity Upgrade | 40,000 |
| SP2009 - Pump Capacity Upgrade | 50,000 |

Ballina Island/West Ballina

| | |
|--|---------|
| SP2001 - Rising Main - Rehab over Bridge | 173,300 |
|--|---------|

SEWER SERVICES (con't)2010/11
(\$)***Lennox Head/Pacific Pines/Skennars Ridge***

| | |
|---------------------------------|---------|
| SP3001 - Upgrade Pumps | 580,900 |
| SP3002 - Emergency Storage | 85,300 |
| SP3101 - Upgrade Pumps | 113,900 |
| SP3106 to SP3107 - Gravity Main | 34,900 |
| SP3107 - Upgrade Pumps | 120,000 |
| SP3107 - Rising Main | 27,400 |
| SP3107 - Emergency Storage | 80,500 |

Angels Beach / East Ballina

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

North Ballina

| | |
|------------------------|--------|
| SP2205 - Upgrade Pumps | 46,500 |
| SP2207 - Upgrade Pumps | 69,700 |

Reticulation Sewer Mains Renewal

| | |
|--------------------------------|---------|
| Sewer Mains Renewals (General) | 200,000 |
|--------------------------------|---------|

Miscellaneous

| | |
|-------------------------|--------|
| Plant Replacement Sewer | 50,000 |
|-------------------------|--------|

WRAAP PROGRAM

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

WRAAP - Technical Consultancies - GHD

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

WRAAP - Ballina RWF

| | |
|---|------------|
| Ballina RWF - Ultimate Upgrade Incl RWP | 20,000,000 |
| Ballina RWF - Design BRP Project Management | 1,000,000 |

WRAAP - Lennox Head RWF (7780-000)

| | |
|--|-----------|
| Lennox Head RWF - Optimisation Upgrade | 2,600,000 |
|--|-----------|

WRAAP - Reclaimed Water Re-Use

| | |
|----------------------------|-----------|
| RWR Open Space Irrigations | 1,000,000 |
|----------------------------|-----------|

SEWER SERVICES (con't)

2010/11
(\$)

Project Management DOC

| | |
|--|---------|
| Lennox Head RWF - Project Management | 30,000 |
| Ballina RWF - Contract Management | 400,000 |
| UOS Delivery Design for Irrigation Systems | 50,000 |

Dual Water Supply (UDR) Program

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

WASTE MANAGEMENT

2010/11
(\$)

Waste management

| | |
|------------------|-----------|
| Waste - Domestic | 1,200,000 |
|------------------|-----------|

GOVERNANCE AND PROPERTY

2010/11
(\$)

Information Services

| | |
|--------------------|--------|
| Computer Equipment | 30,000 |
|--------------------|--------|

Property Management

| | |
|---|-----------|
| Russellton Industrial Estate - Land Release | 500,000 |
| Southern Cross Industrial Estate - Land Release | 3,000,000 |
| Lennox Head Community Centre | 4,729,000 |

Funding carried forward

| | |
|---|-----------|
| Ballina Surf Club - Construction (funded over two years) | 1,600,000 |
| Community Infrastructure | 132,000 |
| Regional Sports Centre - Design and Consent | 816,000 |
| Improvements Contract (VIC, Richmond Room, Ballina Library) | 20,000 |
| Improvements Contract (Public Amenities) | 40,000 |
| Players Theatre - Re-roof | 42,000 |
| Alstonville Pool - Plant Room | 10,000 |
| Ballina Pool - Fence Repairs | 10,000 |
| Ballina Pool - Pool Tiles | 10,000 |
| Community Infrastructure Total | 132,000 |

Tent Park

| | |
|-----------------------------------|--------|
| Flat Rock Tent Park - Minor Works | 10,000 |
|-----------------------------------|--------|

Provision for on-going minor works which is funded from the operating surplus for the tent park.

Ballina Byron Gateway Airport

| | |
|--------------|---------|
| Improvements | 875,000 |
|--------------|---------|

Provision for on-going improvements based on the business plan for airport.

Financial Information

Source and Application of Funds

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

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

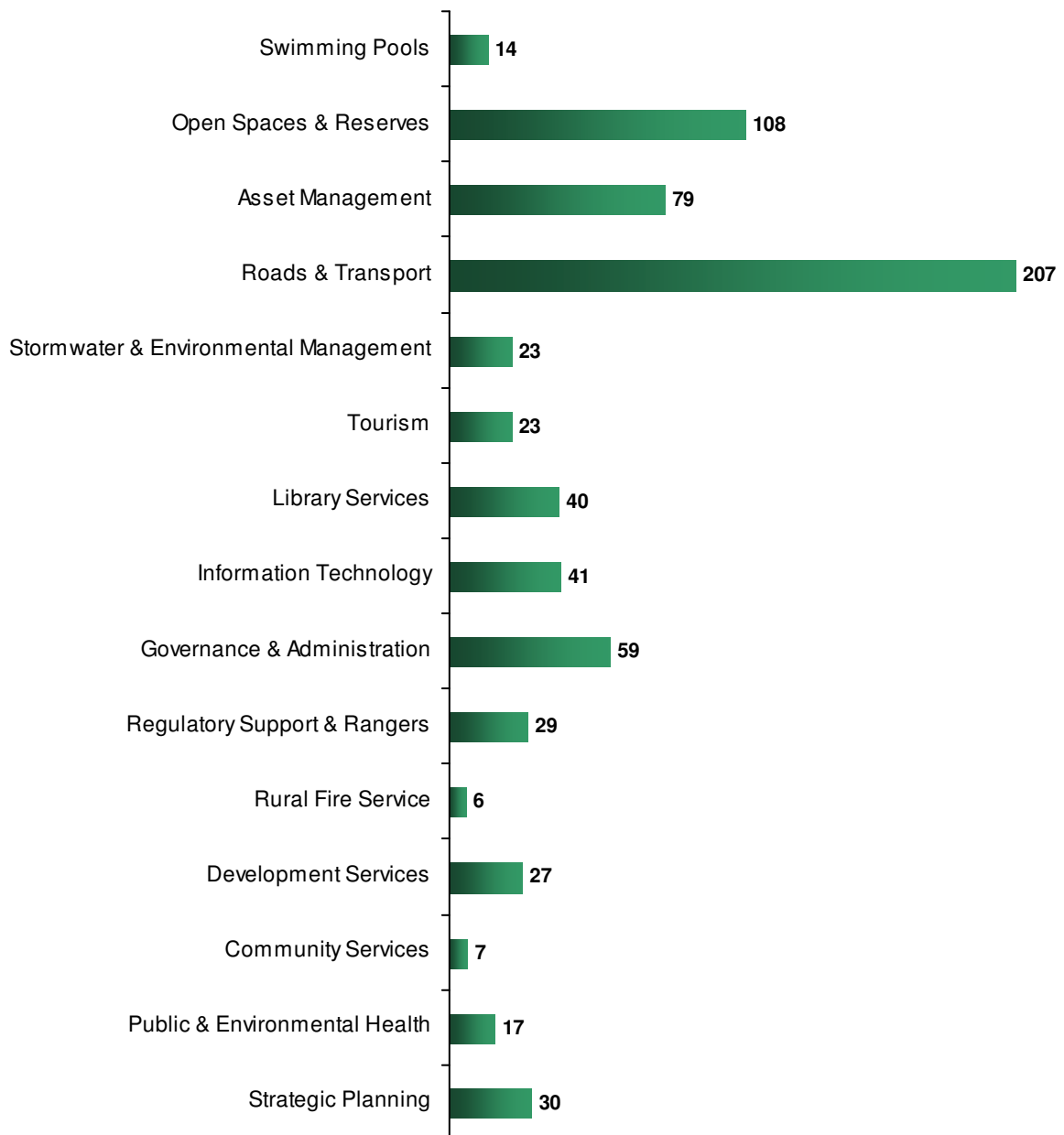
It is important for Council to plan for asset and infrastructure replacement, by ensuring that a sufficient operating surplus is generated to fund that replacement.

Distribution of General Purpose Rate Income

Council operates 26 functions within the General Fund, 15 of these activities use income from general purpose rates. The remaining programs are self-funded including:

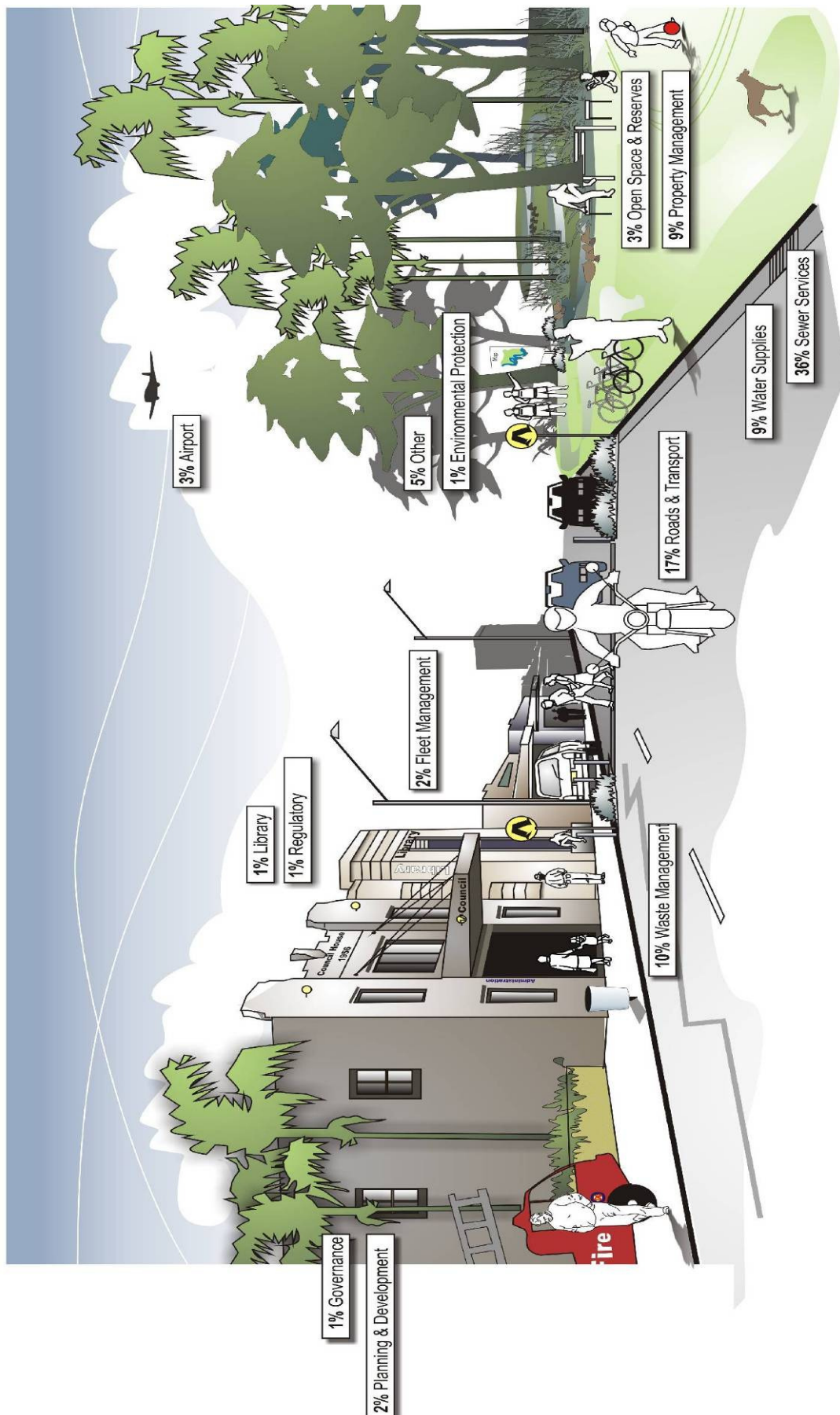
- fleet and plant
- airport and
- waste collection and disposal
- property management

The following graph illustrates the proposed expenditure of an average residential rate of \$710. The chart on the following page provides the percentage of this money expended on each activity.



Where do we allocate Council's expenditure?

The following illustration provides a snapshot of how Council is allocating its expenditure, both operating and capital, on a percentage basis, for 2010/11.



Revenue Policy

General Rates

The Operational Plan incorporates a rating structure that utilises a base charge and a rate in the dollar. Council is of the opinion that the use of a base charge is the most equitable rating system as it reduces the impact of land values in calculating rates. The base charge system results in a more even spread of the rate burden across rateable properties.

The base charge is a flat charge that is raised equally against all properties in each rating category. All properties in the shire are categorised based upon the use of the land and declared as residential, business, farmland or mining. The base charge in the residential category is set to raise 50% to the total rate yield for that category. The remainder of the yield is based on the land value multiplied by a rate in the dollar.

The base charge for business and farmland categories is set at the same dollar value as the residential base charge. This means that in these two categories the base charge raises less than 50% of the yield because the average land value is higher in business and farmland as compared to residential categories. It is accepted that land value plays the more dominant role in the rate calculation in business and farmland categories because these properties tend to be income producing.

Application for Special Rate Variation

Council has traditionally been recognised as a low rating council. However with pressures to renew aging infrastructure and to meet the demands of a rapidly growing shire Council considers it is necessary to increase the rate base to improve the financial position. A strategy has been developed to increase our rate base by an average of 6% for the next four years. This increase will enable Council to provide better maintenance to existing assets, assist with funding new road infrastructure and improve existing service levels.

Council applied for and had approved a special variation to the rate peg limit for the next four years. The increase approved is 6.2% in 2010/11, 6.1% in 2011/12, 5.7% in 2012/13 and 6% in 2013/14.

The next table details the amount of 'additional income' that will be raised and how it will be expended. In 2010/11 the 'additional' amount is 3.6% which is the difference between the 6.2% application and the 2.6% rate peg increase limit advised by the Minister. In years 2011/12 to 2013/14 it is assumed that the rate pegged amount will be 3.4% which is historically a typical figure. Therefore in these years the additional amount is 2.6% on average.

Program of works and services (per annum variation)

| Description | 2010/11 \$ 000 | 2011/12 \$ 000 | 2012/13 \$ 000 | 2013/14 \$ 000 | Total \$ 000 |
|--------------------------|-------------------|-------------------|-------------------|-------------------|------------------|
| Capital Expense | | | | | |
| Roads - New Works | 283 | 582 | 895 | 1,236 | 2,996 |
| Road Reconstruction | 85 | 135 | 233 | 407 | 860 |
| Footpaths / Paths | 100 | 106 | 112 | 119 | 437 |
| Buildings / Facilities | 0 | 65 | 69 | 73 | 207 |
| Total Capital | 468 | 888 | 1,309 | 1,834 | 4,499 |
| Operating Expense | | | | | |
| Surf Lifesaving | 25 | 27 | 28 | 30 | 110 |
| Total | 493,000 | 915,000 | 1,337,000 | 1,864,000 | 4,609,000 |

Total income raised from ordinary rates for 2010/11, including the special variation

| Base Charge and Cents in the Dollar 6.2% Rate Pegging Limit | | | | |
|--|-------------------------------|-----------------------------|--------------------------------|---|
| Rate Category | Rate (Cents in \$) | Base Amount (\$) | Category Yield (\$) | Proportional Contribution to Total Yield (%) |
| Residential | 0.1324 | 354.00 | 10,462,000 | 72 |
| Farmland | 0.1108 | 354.00 | 1,147,000 | 8 |
| Business | 0.4742 | 354.00 | 2,902,000 | 20 |

In respect to the proportional contribution to the total yield between business/farmland/residential, Council has endorsed a change in this distribution for 2010/11. Prior to the 2010/11 financial year Council raised approximately 18% of the total rate yield from the business category of rateable properties. From 2010/11 Council has endorsed an increase in this percentage yield from 18% to 20%.

Council's goal has been to move this percentage to 20% of the total yield and this has been occurring in 2% increments since 2006/07.

The primary driver behind this shift is that Council's average business rate was one of the lowest of all councils classified as group four councils by the Department of Local Government. Group four councils are generally rural councils with a population up to 70,000 with a major population centre. This information is outlined in further detail in the Department of Local Government's Annual Comparative Data Publication. For further information visit www.dlg.nsw.gov.au

The appendix to this document provides a map as to where the Council's rates apply. In summary there are no differentials within the rating property categories therefore the residential, farmland and business rates apply to all rateable properties within the shire that meet the criteria for each category.

Charges Structure

In accordance with Sections 496, 501 and 502 of the Local Government Act, Council is able to charge for the provision of waste, water and sewer services. The charges levied by Council in relation to these items are explained as follows.

Waste Charges

Council levies five specific annual waste charges:

Domestic Waste Management Service - Urban

This charge is applied to all urban residential properties, where the service is available, containing a single dwelling or strata unit/flat. The charge per annum is \$306 for a weekly 120 litre or 240 litre bin collection. This service includes a fortnightly kerbside recycling collection service.

The annual charge is the same irrespective of the bin size. The annual charge is payable whether or not the service is used each week. Additional services will result in an additional \$306 being charged for each service.

Non-strata titled residential units/flats and rural multiple occupancy urban properties that have the recycling collection service available, will be levied an annual charge of \$306 dependent upon the number of units/flats or rural dwellings contained upon the property. For example a non-strata titled multiple occupancy property containing four units/flats will be subject to a total charge of \$1,224.

Domestic Waste Management Service – Rural

This charge will be applied to all rural residential properties, where the service is available, containing a single dwelling or strata unit/flat. The charge per annum, for a weekly collection, is \$306 for each 120 or 240 litre bin.

The annual charge is the same irrespective of the bin size. The annual charge is payable whether or not the service is used each week. Additional services will result in an additional \$306 being charged for each service.

Rural non-strata titled residential units/flats and rural multiple occupancy rural properties, that have the collection service available, will be levied an annual charge of \$306 per tenement, dependent upon the number of units/flats or rural dwellings contained upon the property. For example a non-strata titled multiple occupancy property containing four units/flats will be subject to a total charge of \$1,224.

In certain locations it is not possible for Council to provide the collection service due to safety and terrain issues. In these cases a book of tickets will be provided enabling that ratepayer access to the waste facility for the equivalent of a 240 litre bin of mixed waste weekly (52 tickets) and recycled waste fortnightly (26 tickets) per ticket. An annual charge of \$255 will be raised to pay for this service.

Tickets may only be used for waste generated on the property for which the tickets are issued.

Rural ratepayers, that do have the collection service available, may also choose to receive a book of tickets instead of a collection service. In this instance an annual charge of \$306 will be raised.

Domestic Waste Management Charge - Vacant

This charge is applicable for each residential parcel of vacant rateable land for which the service is available. Properties are charged \$30 per annum.

Waste Management Charge (Non-domestic)

Properties containing a place of business or industry or where activity other than private residential occupation occurs (excepting caravan and mobile home parks), including properties exempt from rates, and who avail themselves of Council's collection service, are charged a waste management charge of \$255 per annum.

A weekly service is rendered and the annual charge is payable whether or not the service is used each week. Additional services will result in an additional \$255 being charged for each service.

Business Recycling Charge

All urban business properties may use Council's kerbside recycling collection service. An annual charge of \$126 is payable for each mobile bin service.

A fortnightly service is rendered and the annual charge is payable whether or not the service is used each fortnight.

Additional fortnightly services will result in an additional \$126 being charged for each service.

Waste Charges Summary

A summary of the annual waste management charges for 2010/11 is as follows:

Net Estimated Yield Annual Charges - Waste

| Type of Charge | Charge Per Service (\$) | Estimated Yield (\$) |
|--|-------------------------|----------------------|
| Domestic Waste Mgt Charge – Urban and Rural | 306 | 4,232,500 |
| Domestic Waste Mgt Charge – Rural (No Pick-up) | 250 | 800,000 |
| Domestic Waste Mgt Charge – Vacant | 30 | 15,700 |
| Business Waste Mgt Charge - Urban and Rural | 255 | 314,400 |
| Business Recycling Charge | 126 | 41,200 |
| | Total | 5,403,800 |

Water Charges

Council's policy is to charge for water through a structure that encourages water users to conserve water. Charges are set to provide sufficient funds to operate, maintain and renew a water supply system, to repay existing loans and to minimise the use of loan funds for new capital works.

As per the Local Government Act 1993, charges are levied upon land that is supplied with water from Council mains, and vacant land situated within 225 metres of a Council water main, whether or not the property is connected to Council's water supply, provided it is possible to supply water to the property if requested.

The water charging structure is made up of two tiers, a fixed annual access charge for all properties and a consumption charge based on actual water consumed. A small amount of revenue is generated from fire services.

Water Access Charge (Annual Fixed Charge)

Charges will be made as listed below, except for parcels of land exempt from the charge under Section 552 of the Local Government Act 1993 (i.e. land unable to be connected to a Council water pipe or land further than 225 metres from a Council water pipe).

- (a) One access charge per annum for each separate tenement. The charge increases with meter size (See table below). The charge levied on strata titled properties and flats shall be as per the charge for a 20mm service for each strata unit or flat.
- (b) Each parcel of separately valued vacant land to be levied one 20mm service access charge (Section 501(3) Local Government Act 1993).
- (c) The access charge to be levied "in arrears", as are consumption charges, and divided equally on each account proposed to be issued during the relevant rating year (i.e. quarterly accounts will have one quarter of the annual access charge)

Net Estimated Yield Annual Charges – Water

| Service | Annual Charge (\$) | Estimated Yield (\$) |
|-------------------------------------|---------------------------|-----------------------------|
| Water Access Charge – Vacant Land | 142 | 46,000 |
| Water Access Charge – 20mm Service | 142 | 1,934,000 |
| Water Access Charge – 25mm Service | 222 | 78,000 |
| Water Access Charge – 32mm Service | 362 | 72,000 |
| Water Access Charge – 40mm Service | 567 | 48,000 |
| Water Access Charge – 50mm Service | 885 | 62,000 |
| Water Access Charge – 65mm Service | 1,495 | 2,000 |
| Water Access Charge – 80mm Service | 2,265 | 37,000 |
| Water Access Charge – 100mm Service | 3,542 | 68,000 |
| Water Access Charge – 150mm Service | 7,970 | 16,000 |
| Water Access Charge – 200mm Service | 14,170 | 0 |
| | Total | 2,363,000 |

Water Consumption Charges

Water consumed per separate tenement will be charged at \$1.52 per kilolitre for the first 350 kilolitres of water consumed in the charging period and \$2.28 per kilolitre for water consumed in excess of 350 kilolitres. The estimated income from consumption is approximately \$4.7 million.

Strata Units and Flats- Water Consumption charges

Strata developments and flats, where individual units are not separately metered by a Council owned water meter, will have all water consumption charges levied on the "Owners Corporation" of the Strata Plan or the property owner as the case may be. Refer to Council's Schedule of Fees and Charges for the charging structure.

Council will not read and hence not issue separate accounts for privately installed water meters. The Owners Corporation or the owner will be levied the water consumption charge, whereby usage is charged at \$1.52 per kilolitre for the first 350 kilolitres, multiplied by the number of strata units or flats for which access charges have been raised.

For example a complex with four strata units or flats will be levied four 20mm access charges and be entitled to consume 1,400 kilolitres at \$1.52 per kilolitre prior to paying for water at the higher tariff of \$2.28 per kilolitre.

Strata units separately metered by a Council connected meter will receive individual water accounts (for both access and consumption charges) and therefore will be entitled to a pension rebate if eligible.

Rous County Council Water Supply

Water charges do not apply to those consumers who are connected to and serviced by Rous County Council.

Sewerage and Trade Waste Charges

Council's policy is to levy charges across all seweraged areas of the shire, at a level sufficient to provide funds to operate, maintain and renew the sewer system, to re-pay existing loans and to generate additional reserves to minimise the impact of any major capital expenditure.

Sewer charges for Non-residential properties are based on the volume of water consumed and the water meter size. Sewer charges for residential properties relate to averaged meter sizes and water consumption producing a standard annual sewer charge for all residential tenements.

As per the Local Government Act 1993, sewerage charges are levied upon land that is connected to Council's sewer mains, and vacant land situated within 75 metres of a Council sewer main, whether or not the property is connected, provided it is possible for the land to be serviced if requested.

Residential/ Farmland

Each tenement/private residence on a rateable property will be levied an annual charge of \$550 as will each separate strata titled residential unit/flat.

Non-strata titled residential unit/flat properties will be levied an annual charge of \$550 dependent upon the number of units/flats contained in the property.

Non-residential

Charges for non-residential properties will be based on a combination of water meter size and water consumption. These factors are placed into a formula that also includes a sewerage discharge factor (SDF). The SDF is the estimated quantity of total water consumption that is discharged to the sewer system.

The formula used to calculate the annual account is in accord with the best practice guidelines issued by the Department of Energy Utilities and Sustainability. The formula is as follows;

| | | | |
|---------------------------------|-----|---|---|
| $SDF \times (AC + C \times UC)$ | | | |
| Where: | SDF | = | Sewerage discharge factor |
| | AC | = | Annual Non-residential Sewer access charge based on size of water meter |
| | C | = | Water consumption measured in kilolitres |
| | UC | = | Sewerage usage charge per kilolitre = \$1.40 /kL |

In accordance with the State Government's best practice guidelines for sewer management, Council's sewerage charging structure for 2010/11 is as follows:

| Sewerage Charge Category | Charge \$ |
|--------------------------|---|
| Vacant Charge | 415 |
| Residential Charge | 550 |
| Non Residential Charge:- | Minimum charge \$415 |
| 20mm Water Service | $(415 + (1.40 \times C)) \times SDF$ |
| 25mm Water Service | $(645 + (1.40 \times C)) \times SDF$ |
| 32mm Water Service | $(1,060 + (1.40 \times C)) \times SDF$ |
| 40mm Water Service | $(1,655 + (1.40 \times C)) \times SDF$ |
| 50mm Water Service | $(2,585 + (1.40 \times C)) \times SDF$ |
| 65mm Water Service | $(4,370 + (1.40 \times C)) \times SDF$ |
| 80mm Water Service | $(6,620 + (1.40 \times C)) \times SDF$ |
| 100mm Water Service | $(10,340 + (1.40 \times C)) \times SDF$ |
| 150mm Water Service | $(23,265 + (1.40 \times C)) \times SDF$ |
| 200mm Water Service | $(41,365 + (1.40 \times C)) \times SDF$ |

Non-Residential Strata Units and Flats (not individually metered by Council)

Volumetric sewer consumption charges for non-residential units and flats will be levied on the body corporate or the owner as the case may be.

Backlog Sewer Program

Council has adopted a backlog sewer program that aims to provide sewer infrastructure to environmentally sensitive properties located on the urban fringes. A copy of this policy is on council's web site www.ballina.nsw.gov.au

Briefly Council has agreed to provide an 80% subsidy for the costs of reticulation and associated infrastructure for residential properties. Individual property owners shall be 100% responsible for the cost of internal plumbing, power and other tasks required for connection.

Council will recoup the costs of the 20% that is payable by residential and 100% due by non residential property owners via the imposition of a higher annual sewer charge over a five year period. It will be necessary for landowners to enter into an appropriate legal agreement setting out the responsibilities of Council and property owners.

The individual properties that are subject to the backlog sewer program are available by contacting the sewer services section at Ballina Shire Council.

Water and Sewer Billing Periods

Water and sewer billing occurs four times per year. The billing periods are as follows:

| | | |
|-------------|-------------------------------|-------------------|
| 1st Quarter | Mid June to Mid September | Bill sent October |
| 2nd Quarter | Mid September to Mid December | Bill sent January |
| 3rd Quarter | Mid December to Mid March | Bill sent April |
| 4th Quarter | Mid March to Mid June | Bill sent July |

Summary of Sewerage Charges

A summary of the annual sewerage charges for the 2010/11 year is as follows:

| Service | Annual Charge (\$) | Estimated Yield (\$) |
|-----------------------------|--------------------|----------------------|
| Residential | 550 | 7,245,000 |
| Residential – not connected | 415 | 155,000 |
| Non-Residential | As per formula | 915,000 |
| Total: | | 8,315,000 |

Pensioner Rebates

Rebates are available to eligible pensioners who are solely or jointly liable for the payment of rates and charges. These rebates are as follows:

- 50% of the combined ordinary rates and domestic waste management charge up to a \$250 maximum rebate
- 50% of water access and consumption charges up to a \$87.50 maximum rebate
- 50% of sewerage charges up to a \$87.50 maximum rebate

Trade Waste Charge

For details on Council's Trade Waste charges refer to Council's Schedule of Fees and Charges.

Stormwater Charge

The NSW Local Government Act allows Council to raise an annual stormwater charge of up to \$27 per assessment for residential and business properties where the service is provided. The charge is raised on developed urban properties.

In 2010/11 Council resolved to charge the maximum allowable residential stormwater charge on both residential and non residential properties. The charges are as follows:

| Property Type | Annual Charge (\$) | Estimated Yield (\$) |
|----------------------------|--------------------|----------------------|
| Per residential property | 27.00 | 211,000 |
| Per business property | 27.00 | 16,000 |
| Per residential strata lot | 13.50 | 51,000 |
| Per business strata lot | 13.50 | 5,000 |
| Total: | | 283,000 |

Detailed Information on Fees

Section 608 of the Local Government Act permits fees to be charged for services provided by Council. The services for which an approved fee may be charged include:

- supplying a service, product or commodity
- giving information
- providing a service in connection with the exercise of Council's regulatory functions
- allowing admission to any building or enclosure.

Council may charge an approved fee for inspecting premises that are reasonably required to be inspected in the exercise of its functions, whether or not the inspection is requested or agreed to by the owner or occupier of the premises. Council has adopted the following pricing categories in establishing its fees and charges:

| Category | Methodology |
|-----------------------|--|
| Business / Commercial | Fee based on commercial markets |
| Full Cost Recovery | Fee set to recover the full cost |
| Partial Cost Recovery | Fee set to provide services to the community at an affordable cost, the balance being met from general revenue |
| Rate of Return | Fee set to make a contribution towards the cost of providing or replacing infrastructure |
| Fixed by Legislation | Fee set by government legislation |

The details of each Council fee are set out in full in Council's Schedule of Fees and Charges. A copy of this document is available for inspection at Council's Customer Service Centre, Cherry Street, Ballina or Council's website.

Rates to be charged by Council for works on Private Land

Section 67 of the Local Government Act provides that Council may, by agreement with the owner or occupier of any private land, carry out on the land any kind of work that may lawfully be carried out on the land. If Council does carry out work it is on a fee for service basis and a quote is provided. It is expected that a profit will be achieved and this amount will be added to the rates shown below:

- Actual cost of labour plus 72.5%
- Quarry products at market price set by Council plus 15%
- Concrete at market price set by Council plus 15%
- Plant hire at comprehensive rates set by Council
- Stores and materials at cost plus 15%

New Loan Borrowings

General Fund - The 2010/11 budget includes \$4.8 million in loan funds to be used for the construction of the Wollongbar Link Road (\$2.8m), Section 94 related road works (\$1.2m) and airport improvements (\$0.8m).

Sewer Fund - The 2010/11 budget includes \$36 million in loan funds. Council will be engaging external expertise to assist in obtaining this magnitude of borrowings.

Dividend

The Local Government Act has been amended to allow the General Fund to take a dividend from the Water and Sewer Funds, subject to criteria defined by the Minister for Energy and Utilities (Section 409(4) & (5) of the Local Government Act).

The dividend comprises two elements being a compulsory and a non-compulsory dividend. The latest advice to Council in respect to dividends is summarised as follows:

Compulsory Dividend

A compulsory dividend is payable to General Fund, being the lesser of the 'calculated tax equivalent' payments or \$3 per assessment. Tax equivalent payments are calculated when preparing the Special Purpose Financial reports at the end of each year. They relate to those taxes, excluding company tax, from which the Council business is exempted.

Typically this refers to taxes such as stamp duty and land tax, and other taxes, such as payroll tax and GST, are paid by Council, when applicable. Historically tax equivalents for Water and Sewer amount to approximately \$20,000 to \$30,000 per fund.

Sewer Fund has in the order of 13,000 assessments and Water Fund 11,000 assessments. At \$3 per assessment each fund has a potential dividend of over \$30,000. Therefore the compulsory dividend will be based on the tax equivalents, as this is the lesser of the two calculations.

The Council Budget has been prepared assuming a total compulsory dividend of \$54,000 (\$34,000 from water fund and \$20,000 from sewer fund). This income, in the General Fund, has been applied as general revenue.

Non-Compulsory Dividend

Council may elect to extract a non-compulsory dividend from both the Water and Sewer Funds. To do this it is required that Council substantially complies with the 'best practice' guidelines gazetted by the Department of Energy, Utilities and Sustainability.

Further it is required that the fund (Water & Sewer) must be performing on a financially sound basis. The Council auditor must also sign off on the financial performance of the fund on an annual basis.

In terms of meeting the criteria to be eligible for a non-compulsory dividend, it is Council's understanding that it complies with the best practice guidelines.

However it is not Council's intent to take a non-compulsory dividend from either water or sewer funds. It is considered that water fund is not sufficiently profitable to provide funds. Water fund has been struggling to make a surplus as costs are increasing exponentially and water consumption is falling.

Sewer fund is facing a massive capital works program over the next five to ten years and all available funds will be required to meet loan commitments and maintain minimum reserves levels.

Other Section 404 Requirements

In accordance with Section 404 of the Local Government Act Council has determined that there are no other matters prescribed by regulation that require a statement to be included in Council's Revenue Policy.

Related Policies and Information

Sale of Assets

Plant and Equipment

Plant and equipment to be disposed of or replaced has either reached the end of its economic life or is no longer required for Council's operations.

Motor Vehicles

Council's sedan type vehicles are traded at the time considered the most economically viable, taking into account age, kilometres travelled, changeover costs and market demands.

Land

Council holds substantial areas of industrial land. Council is considering the development of further land for re-sale at its Russellton and Southern Cross Industrial Estates. If any developed lots are to be sold a resolution will be obtained from Council prior to that sale.

Commercial Activities and Competitive Neutrality

The following activities undertaken by Council are considered to be of a commercial nature;

| Category One Businesses (Turnover greater than \$2 million) | Category Two Businesses (Turnover less than \$2 million) |
|--|---|
| Water Services | Quarry Operations |
| Sewerage Services | Wigmore Shopping Arcade |
| Waste Management | Land Development |
| Airport | Private Works |

In accordance with National Competition Policy guidelines, Council has included into its costing processes, all direct and indirect costs, plus taxes that a private sector operator would face in the operation of a similar business. These taxes are known as taxation equivalent payments (TEP's), and are based on items such as land tax and company tax.

For monopoly operations Council has adopted a target rate of return of 0%. However it is acknowledged that operating expenses for Water and Sewer incorporate the payment of a dividend to General Fund. For other commercial activities the target rate of return is the Commonwealth ten year bond rate.

These figures will only be applied where the effects are considered to be material. This process is referred to as "competitive neutrality".

Council has a procedure designed to effectively manage competitive neutrality complaints. This type of complaint refers to instances whereby an actual or potential competitor of a Council business believes that it is being adversely affected through Council's failure to adopt competitive neutrality.

For specific enquiries relating to Commercial Activities and Competitive Neutrality contact the Commercial Services Unit or Finance and Governance Manager.

Council's Training Plan

Council's Training Plan aims to encourage and assist all staff to develop a level of knowledge, skill and competency essential to the effective and efficient operation of the organisation. It also aims to offer individual staff opportunities for career and personal development.

For specific enquiries relating to the Training Plan contact the Human Resources and Risk Management Section.

Social Plan

Council is committed to developing at least one social or community plan every five years to assist Council in considering community needs and provide or advocate for appropriate and accessible services and facilities for the community's benefit.

The Social Plan examines the needs of residents in the local government area. The Plan includes demographic information about the shire's population and looks into the needs of specific target groups, which are:

- people with disabilities
- people from culturally and linguistically diverse backgrounds
- Aboriginal and Torres Strait Islander people
- children
- young people
- women
- older people.

A copy of the Social Plan can be viewed on Council's website.

For specific enquiries relating to the Social Plan contact the Strategic Services Group.

Equal Employment Opportunity (EEO)

Council's EEO Management Plan identifies activities to be undertaken to ensure implementation of Council's EEO Policy. Council last reviewed and amended the EEO Policy and Plan in February 2009. These documents have been prepared in accordance with the Anti-Discrimination Act 1977 and Local Government Act 1993, and reinforce Council's commitment to EEO, fair treatment and non-discrimination for all existing and future employees. The EEO Policy and Plan can be viewed on Council's website.

For specific enquiries relating to EEO contact the Human Resources and Risk Management Section.

Donations in accordance with Section 356 of the Local Government Act

Council has allocated in 2010/11 approximately \$87,000 in financial assistance for community groups to assist in their provision of services to benefit the Ballina Shire community. Council considers applications for assistance under this allocation in accordance with the following financial assistance policies:

- Community Groups Financial Assistance
- Community Halls Capital Works Assistance
- Council Fees for Community Groups
- Australian Representation

For details as to how this financial assistance is provided, refer to the Donations Policies on Council's website.

An additional allocation of assistance for community groups is also available in accordance with the following policies:

- Rates and Charges
- Waste Fees for Not for Profit Groups
- Insurance for Environmental Volunteer Groups.

For specific enquiries relating to Donations please contact the Finance and Governance Section.

Detailed Estimates of Council's Income and Expenditure

A copy of detailed estimates for Council's income and expenditure is also available upon request at Council's Customer Service Centre.

Summary of Affairs

For a complete list of Council's plans and policies refer to the latest Summary of Affairs published six monthly and available on our website www.ballina.nsw.gov.au

Further Information on the Operational Plan

For further information on our Operational Plan contact Council's Finance and Governance Section Ph 6686 4444.

