



Ballina Shire Council
Operational Plan
2012/2013

Adopted 28 June 2012



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Welcome to our Operational Plan

Welcome to Ballina Shire Council's Operational Plan for the 2012/13 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 2012/13. 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.

The General Manager is responsible for ensuring that the Council delivers 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 is typically submitted to the Council at the end of each quarter.

I hope you find the document of interest and we look forward to any feedback you may wish to make on the contents of the document and the services provided by Council.



Paul Hickey
General Manager



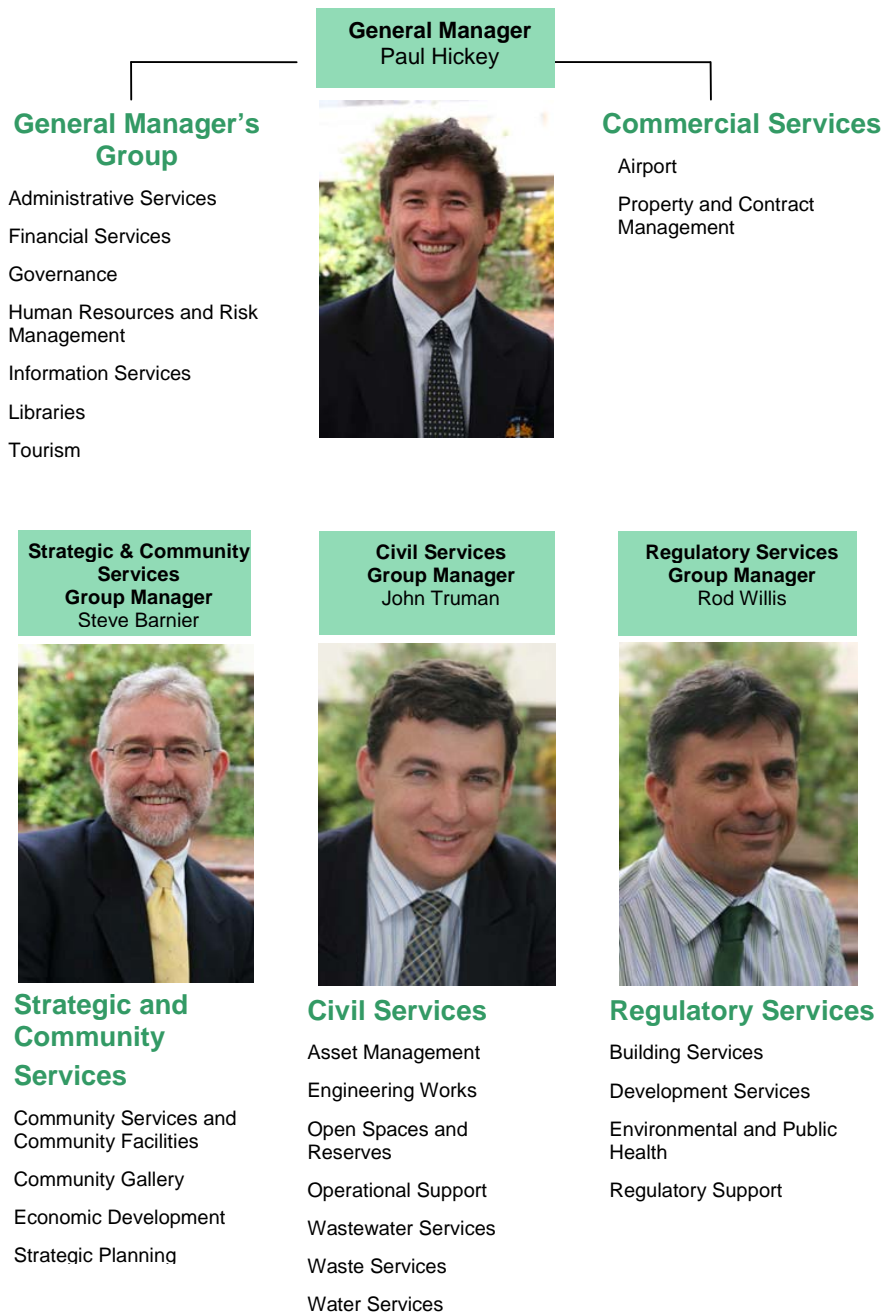
Acknowledgement of Country

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 NSW Local Government Act requires Council to determine its organisational structure. The Council approved organisation structure comprises four groups, namely, the General Managers, Regulatory Services, Strategic and Community Services and Civil Services Groups. 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 figures 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 associated overheads such as superannuation, workers compensation and leave entitlements, for 2012/13 is approximately \$23 million.

Section	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
General Manager's Office	2	2	2	2	2	2
Group Managers	4	3	3	3	3	3
Strategic Planning / Community Services	9	9	9	9	10	11
Building Services	7	7	7	7	7	7
Development Services	10	11	12	12	12	12
Public and Environmental Health	9	10	7	8	9	9
Regulatory Support	6	6	6	7	7	7
Asset Management	7	7	7	8	8	8
Engineering Works	49	49	50	50	54	54
Open Spaces and Reserves	30	31	31	32	32	33
Water and Wastewater	29	29	30	30	33	35
Waste Management	20	21	21	21	20	19
Engineering Support	34	36	35	35	35	34
Administrative Services	6	5	6	6	6	6
Financial Services	15	15	15	15	15	16
Information Services	5	5	5	5	6	6
Human Resources and Risk	5	6	6	6	8	8
Commercial Services	9	10	11	11	9	10
Tourism	4	4	4	5	4	4
TOTAL	260	266	267	272	280	284
Percentage Change (%)		2.3	0.4	1.9	2.9	1.4

Our Community Strategic Plan and Delivery Program

As part of the Division 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.

Both the CSP and the Delivery Program provide a broader perspective of the overall objectives and outcomes Council is striving to achieve. These documents are available separately and should be read in conjunction with this document

This next section of the Operational Plan outlines the principal activities to be provided for 2012/13, along with the key measures that are recorded to identify whether the actions identified in the CSP and the Delivery Program are being achieved. References back to the CSP are also provided.

The information within this section is grouped according to twenty two principal activity areas, which represent the major functions and services provided by Council; i.e.

- Administration
- Airport
- Asset Management
- Building Services
- Commercial Services
- Community Services
- Development Services
- Engineering Works
- Public and Environmental Health
- Financial Services
- Governance
- Human Resources
- Information Services
- Libraries
- Open Space and Reserves
- Operational Support (Engineering)
- Risk Management
- Tourism
- Wastewater (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 management of the activity.
Key Activities	the main activities or services delivered within the activity.
Service Delivery Targets	service delivery targets and quantifiable benchmarks for the services provided are listed, where available. Not all activities have service delivery targets.
Program Actions	details the major actions planned for 2012/13 to meet our Delivery Program objectives and outcomes.

Quarterly reports are presented to Council to monitor our performance in delivering the services and activities identified in the Operational Plan. 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

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
- Communication Liaison
- Document and records management
- Customer service
- Policy management and corporate documents.

Program Action(s) for 2012/13

Completion Date

Link to Delivery Program

Progress implementation of electronic document management system including training and optimising capabilities of the product

June 2013

Continue to migrate Council records to document imaging system to improve efficiency

Improve record keeping for Development Applications such that the electronic version is the official Council record

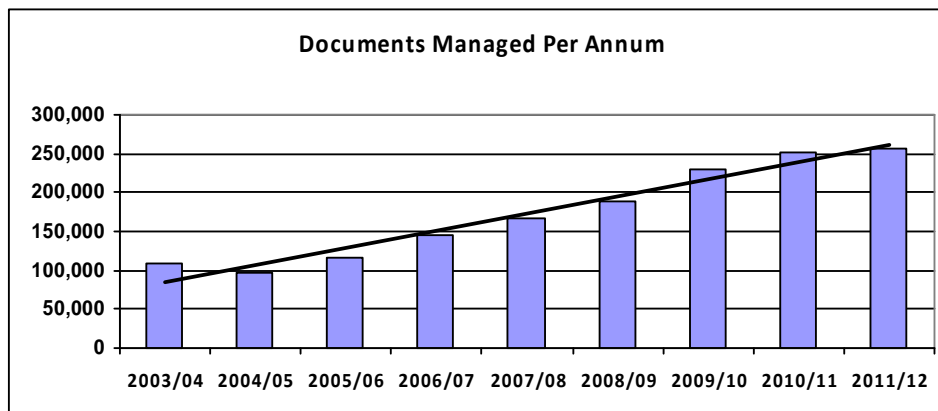
June 2013

Increase usage of technology to improve efficiencies and access to information

Review 100% of policies during each term of Council

June 2013

Review all Council policies during each quadrennial term to ensure they reflect current policy positions



Asset Management



GOAL

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

MANAGEMENT RESPONSIBILITY

Manager, Infrastructure Planning
Civil Services Group

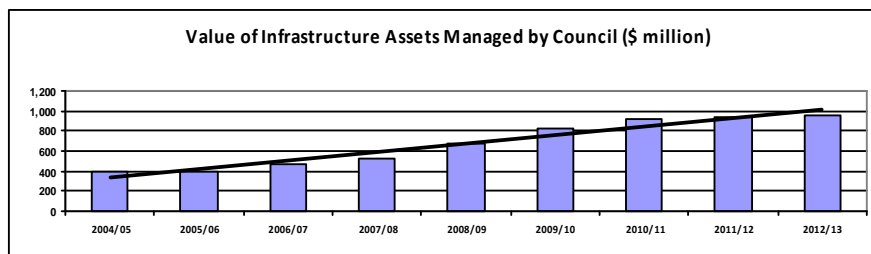
KEY ACTIVITIES

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
- Contribution assessments
- Asset management
- Providing engineering advice and support for development proposals
- Providing road safety information.

Service Delivery Targets	Target	Measurement Frequency	Measurement
Percentage of DA referrals completed within 21 days	Greater than 70%	Quarterly	Development Register

Program Action(s) for 2012/13	Completion Date	Link to Delivery Program
Progress project plan for the new Asset Information Management system	June 2013	<i>Ensure effective and statutory asset management practices are in place.</i>
Finalise Open Spaces Asset Management Plan	December 2012	<i>Improve and implement asset management strategy and plans to address funding shortfalls and to improve work practices</i>
Progress Building Asset Management Plan	June 2013	<i>Improve and implement asset management strategy and plans to address funding shortfalls and to improve work practices</i>
Implement Asset Management Strategy	June 2013	<i>Improve and implement asset management strategy and plans to address funding shortfalls and to improve work practices</i>
Progress condition assessment model for Water and Wastewater Assets	June 2013	<i>Improve and implement asset management strategy and plans to address funding shortfalls and to improve work practices</i>



Ballina Byron Gateway Airport



GOAL

To develop, manage and promote the Ballina Byron Gateway Airport in a safe, financially viable, and environmentally responsible manner.

MANAGEMENT RESPONSIBILITY

Manager, Airport
General Manager's Group

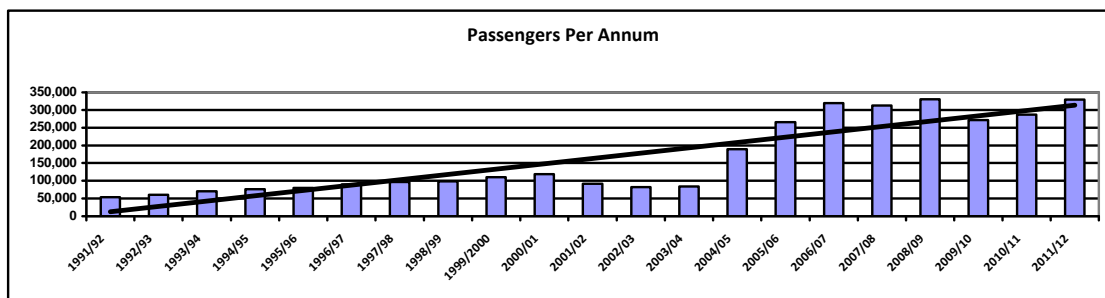
KEY ACTIVITIES

The Airport function is to manage, develop, and promote the Ballina Byron Gateway Airport:

- Managing airport assets, contracts and leases
- Airport planning and development
- Business development
- Meet legislative compliance requirements
- Managing relationships with the airlines

Service Delivery Targets	Target	Measurement Frequency	Measurement
Total number of passengers	Greater than 360,000 pa	Quarterly	Carrier passenger data
Total operating revenue	Greater than \$3.76 million	Quarterly	Financial records
Net operating surplus (excl depreciation)	Greater than 25% of revenue	Quarterly	Financial records
Number of non-compliances with DOTARS and CASA airport operation requirements	Nil	Annual	DIT / CASA audit

Program Action(s) for 2012/13	Completion Date	Link to Delivery Program
Design and construct one additional jet aircraft parking bay and two additional high strength taxiways for A320/B737 type aircraft	March 2013	<i>Develop Ballina - Byron Gateway Airport to enhance overall service</i>
Refine and enhance terminal area master plan	June 2013	<i>Develop Ballina - Byron Gateway Airport to enhance overall service</i>
Design the asphalt overlay to runway 06/24, the RPT and GA aprons and the main RPT taxiway	June 2013	<i>Develop Ballina - Byron Gateway Airport to enhance overall service</i>



Building Services



GOAL

To provide efficient and effective building services.

MANAGEMENT RESPONSIBILITY

Manager, Building Services
Regulatory Services Group

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
- Approvals and associated inspections regarding plumbing and drainage

Service Delivery Targets	Target	Measurement Frequency	Measurement
Percentage of complying development certificates issued within 10 working days	Greater than 90%	Quarterly	Development register
Percentage of construction Certificates issued by Council	Greater than 80% of the market	Quarterly	Development register
Percentage of building development applications determined within 40 days	Greater than 80%	Quarterly	Development register
Median days for determination of building development applications (excluding integrated development)	Less than 40 days	Quarterly	Development register
Percentage of Building Certificates (Section 149D of EPA Act) determined within 10 working days	Greater than 90%	Quarterly	Building Certificate register

Program Action(s) for 2012/13	Completion Date	Link to Delivery Program
Completion pool inspection program for 2008/09 approvals	December 2012	<i>Undertake Compliance Program to improve overall level of compliance</i>
Completion pool inspection program for 2009/10 approvals	March 2013	<i>Undertake Compliance Program to improve overall level of compliance</i>
Completion pool inspection program for 2010/11 approvals	June 2013	<i>Undertake Compliance Program to improve overall level of compliance</i>

Commercial Services



GOAL

To provide a commercially viable property portfolio.

MANAGEMENT RESPONSIBILITY

Manager, Commercial Services
General Manager's Group

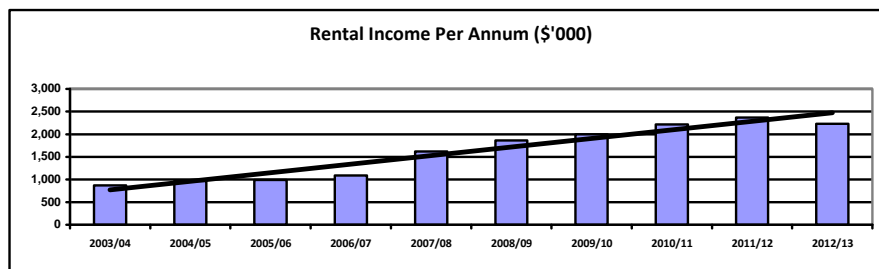
KEY ACTIVITIES

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

- Property asset management (land and buildings)
- Developing commercial and industrial land, and administering of leases, licenses and contracts
- Management of Council owned tent park
- Contract management

Service Delivery Targets	Target	Measurement Frequency	Measurement
Vacancy rate for Council administered Crown properties (buildings)	Less than 10%	Quarterly	Lease register
Vacancy rate for Council commercial properties	Less than 20%	Quarterly	Lease register
Vacancy rate for Council community properties (buildings)	Less than 5%	Quarterly	Lease register

Program Action(s) for 2012/13	Completion Date	Link to Delivery Program
Develop and release next stage of the Russellton Industrial Estate and prepare rezoning application for Southern Cross Precinct Master Plan	June 2013	<i>Continue land releases at Southern Cross and Russellton Industrial Estate that assist in providing a diverse and balanced industry</i>
Prepare Master Plan for Kingsford Smith Precinct	March 2013	<i>Implement Community Facilities Section 94 Plan to ensure infrastructure is delivered in alignment with development</i>
Progress Wollongbar Urban Expansion Area development and related projects (sporting fields, asset sales, rezoning)	June 2013	<i>Increase level of revenue from commercial sources to improve financial sustainability</i>
Determine and implement future plans for Wigmore Arcade and Wigmore Car Park	June 2013	<i>Ensure the shire remains an attractive place to live and invest</i>



Community Services



GOAL

To support the provision of improved social, community and cultural services and facilities for the enjoyment and wellbeing of shire residents and visitors.

MANAGEMENT RESPONSIBILITY

Group Manager, Strategic and Community Services

KEY ACTIVITIES

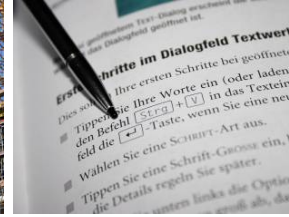
Council's Community Services function facilitates active community participation and partnerships. Our role is undertaken in partnership with our community, government agencies and other local and regional stakeholders:

- Improving community access to Council information, services and facilities
- Fostering relationships between Council and our Aboriginal community
- Coordinating the operations of the Northern Rivers Community Gallery
- Overseeing the management of Council's community centres
- Contributing to Council's strategic planning.

Service Delivery Targets	Target	Measurement Frequency	Measurement
Number of bookings for the Kentwell Community Centre	500 pa	Quarterly	Kentwell Community Centre Log
Number of bookings for the Richmond Room, Ballina	250 pa	Quarterly	Richmond Room Contact Log
Number of bookings for the Lennox Head Cultural & Community Centre	1,500 pa	Quarterly	Lennox Head Cultural & Community Centre Log
Number of visits to the Northern Rivers Community Gallery	14,000 pa	Quarterly	Gallery Log

Program Action(s) for 2012/13	Completion Date	Link to Delivery Program
Finalise a consultation protocol with our Aboriginal community	June 2013	<i>Enhance consultation with our Aboriginal community to increase level of trust and involvement</i>
Review options to improve the operation of Council's community facilities	June 2013	<i>Provide and support community events to improve social fabric</i>
Prepare a shire-wide Ageing Strategy	June 2013	<i>Provide adequate and appropriate community services and facilities</i>
Coordinate and build the Ballina Shire Youth Council	June 2013	<i>Engage with young people</i>
Prepare a Cultural Policy / Strategy for the shire	June 2013	<i>Provide adequate and appropriate community services</i>

Development Services



GOAL

To contribute to sustainable development and land use outcomes through implementation of the Local Environmental Plan and other relevant State and local planning instruments.

MANAGEMENT RESPONSIBILITY

Manager, Development Services
Regulatory Services Group

KEY ACTIVITIES

The Development Services function is principally responsible for the assessment and determination of development and activity applications and the issuing of associated certificates:

- Implementation of Local Environmental Plan
- Determination of development applications
- Determination of Section 96 applications
- Determination of Section 82A Reviews of Determination
- Determination of Part V 'Activity' applications
- Levying of developer contributions
- Issuing subdivision and Section 149 certificates
- Monitoring development control compliance
- Providing customer advisory services

Service Delivery Targets	Target	Measurement Frequency	Measurement
Percentage of development applications determined within 40 days (excluding integrated development)	Greater than 50%	Quarterly	Development register
Percentage of Section 96 applications determined within 40 days (excluding integrated development)	Greater than 60%	Quarterly	Development register
Percentage of Section 149 certificates issued within four days of receipt	Greater than 90%	Quarterly	Development register
Time taken to determine development applications (excluding integrated development)	Median Time Less than 60 days	Quarterly	Development register
Time taken to determine Section 96 applications (excluding integrated development)	Median Time Less than 40 days	Quarterly	Development register
Percentage of development applications determined under delegated authority	Greater than 90%	Quarterly	Development register

Program Action(s) for 2012/13	Completion date	Link to Delivery Program
Implement actions from Development Services Review	June 2013	<i>Enhance development assessment services to improve processing times and service levels</i>
Implement Annual Compliance Work Program	June 2013	<i>Undertake Compliance Program to improve overall level of compliance</i>

Engineering Works



GOAL

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

MANAGEMENT RESPONSIBILITY

Engineering Works Manager
Civil Services Group

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
- Street kerb cleaning
- 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 10% of budget	Quarterly	Financial records
Financial management of capital programs	Within 10% of budget	Quarterly	Financial records
Program Action(s) for 2012/13	Completion Date	Link to Delivery Program	
Progress coastline shared path and recreational path	June 2013	<i>Undertake construction of shared path and recreational path to maximise user experience and commuter benefits.</i>	
Finalise next stage of Ballina town centre beautification program	June 2013	<i>Provide infrastructure and facilities to meet community and business needs.</i>	
Finalise Wardell village upgrade	June 2013	<i>Provide infrastructure and facilities to meet community and business needs.</i>	
Complete urban stormwater strategy update	December 2012	<i>Provide a strategic plan for stormwater management to compliment environmental constraints.</i>	
Finalise coastline management plan	June 2013	<i>Provide pro-active approach to flood and coastal management to maximise community knowledge and safety</i>	
Finalise floodplain management plans	June 2013	<i>Provide pro-active approach to flood and coastal management to maximise community knowledge and safety</i>	
Implement community awareness programs for floodplain and coastline management plans	June 2013	<i>Provide pro-active approach to flood and coastal management to maximise community knowledge and safety</i>	

Public and Environmental Health



GOAL

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

MANAGEMENT RESPONSIBILITY

Manager, Public and Environmental Health
Regulatory Services Group

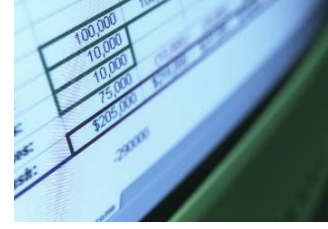
KEY ACTIVITIES

The Public and Environmental 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 including:

- Monitor public water supplies and public swimming pools
- Participation in "Beach-watch" program
- Undertake food safety inspection programs
- Inspection of commercial premises
- Management of on-site sewage systems
- Management of companion animals, public car parking and abandoned vehicles

Service Delivery Targets	Target	Measurement Frequency	Measurement
% of drinking water sites monitored per week	100%	Quarterly	Monitoring log
Number of non-compliance with National Health & Medical Research Council drinking water standards	0	Quarterly	Monitoring log
% of food premises audited per year	100%	Quarterly	Authority Register
Food premises issued with Notices	<5%	Annually	Annual Report to NSW Food Authority
% of other commercial premises audited per year	100%	Quarterly	Authority Register
% of public pools (as defined in the Public Health Act) monitored for water quality	100%	Summary Program Dec/Mar Quarters	Authority Register
% of barking dog complaints responded to within 7 days	100%	Quarterly	Ranger Statistics
% of reported dog attacks responded to within 48 hours	100%	Quarterly	Ranger Statistics
Number of existing on site effluent disposal systems inspected per annum	Greater than 250	Quarterly	Authority Register

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

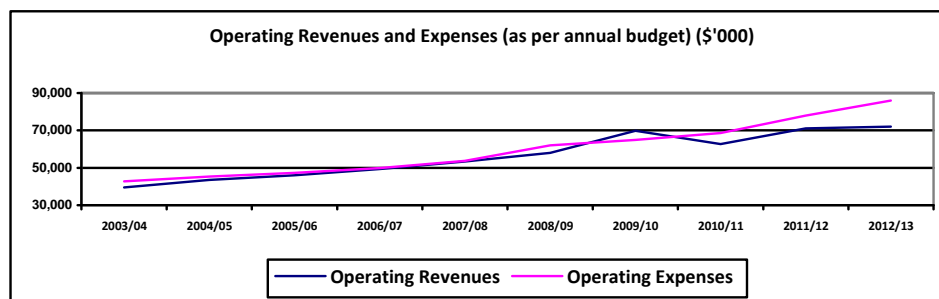
KEY ACTIVITIES

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
Percentage of rates accounts outstanding	Less than 4%	Annual	Financial statements
Investment returns greater than 90 day bank bill rate	50 basis points	Quarterly	Investment report

Program Action(s) for 2012/13	Completion Date	Link to Delivery Program
Review online and phone payment systems	June 2013	<i>Continue to implement process reviews to improve efficiency and effectiveness of Council service delivery across all services</i>
Improve level of compliance and integration with Council's Long Term Financial Plan and the objectives of the Division of Local Government's Integrated Planning and Reporting regime	June 2013	<i>Improve financial planning to include ratios / benchmarks to maximise use of the information</i>



Governance



GOAL

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

MANAGEMENT RESPONSIBILITY

General Manager

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 2012/13	Completion Date	Link to Delivery Program
Implement process reviews to improve efficiency and effectiveness of Council service delivery	June 2013	<i>Continue to implement process reviews to improve efficiency and effectiveness of Council service delivery across all services</i>
Implement Internal Audit Reports in conjunction with Internal Audit Committee	June 2013	<i>Implement Risk Management Strategy to reduce overall risk rating</i>
Complete review of Community Strategic Plan	June 2013	<i>Improve communication and consultation strategies to increase community involvement</i>
Implement effective induction program for new Council	June 2013	<i>Improve communication and consultation strategies to increase community involvement</i>

Human Resources



GOAL

To provide a productive and healthy work environment.

MANAGEMENT RESPONSIBILITY

Manager, Risk and Human Resources
General Manager's Group

KEY ACTIVITIES

The Human Resources function provides advice professional and technical support in the following areas:

- Human Resources planning
- Employee attraction and retention
- Employee learning and development
- Organisational Change and Development
- Performance Management
- Recognition and Reward
- Workplace Diversity, Equal Employment and Anti-Discrimination
- Employee Relations
- Human Resources Information System (HRIS)
- Consultation and Communication

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

Program Action(s) for 2012/13	Completion Date	Link to Delivery Program
Complete review of EEO Management Policy and Plan to ensure alignment with goals / objectives within Council's Aboriginal Employment Strategy and Gender Equity Program	June 2013	<i>Ensure priorities in program remain current</i>
Develop and implement strategies that support Council's workforce planning objectives	June 2013	<i>Ensure appropriate planning is undertaken for Council's workforce</i>

Information Services



GOAL

To provide effective information technology services and support.

MANAGEMENT RESPONSIBILITY

Manager, Information Services
General Manager's Group

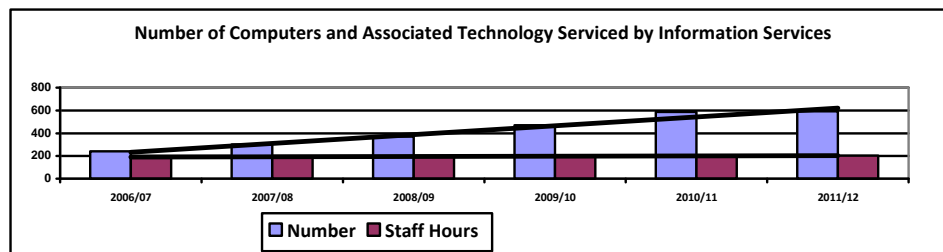
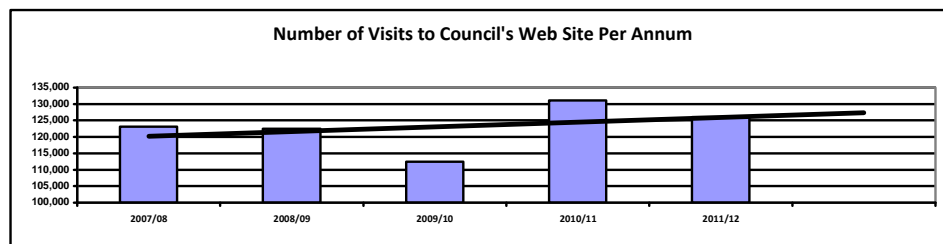
KEY ACTIVITIES

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

- Maintaining, updating and supporting computer infrastructure
- Managing telecommunications
- Manage Council's web site and internet access
- 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 website	Greater than 125,000	Quarterly	Website log

Program Action(s) for 2012/13	Completion Date	Link to Delivery Program
Progress implementation of Civica System, specifically provision of online customer service portal for payments, certificate and service requests	June 2013	<i>Maintain and implement contemporary information systems to maximise use of technology</i>
Improve information mobility for field staff through tablet technology	June 2013	<i>Maintain and implement contemporary information systems to maximise use of technology</i>



Libraries



GOAL

To provide quality and appropriate library services for the community.

MANAGEMENT RESPONSIBILITY

Manager, Finance and Governance
General Manager's Group

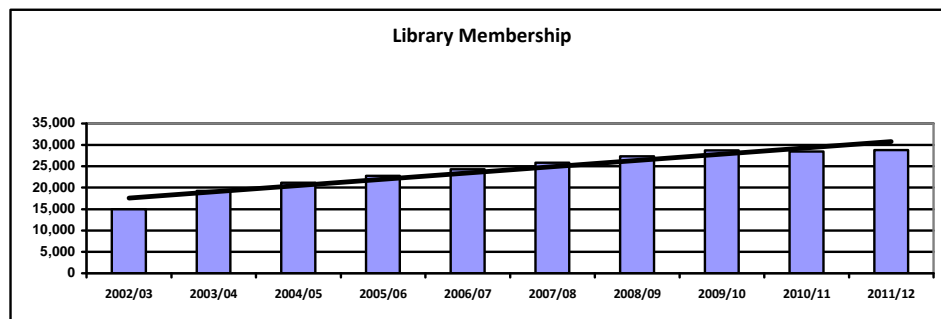
KEY ACTIVITIES

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
Total library membership for Ballina Shire	Greater than 30,000	Annual	Membership database
Total library loans per annum	Greater than 460,000	Annual	Membership database

Program Action(s) for 2012/13	Completion Date	Link to Delivery Program
Finalise long term management arrangements for the Richmond Tweed Regional Library Service	June 2013	<i>Continue to implement process reviews to improve efficiency and effectiveness of Council service delivery across all services</i>



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

KEY ACTIVITIES

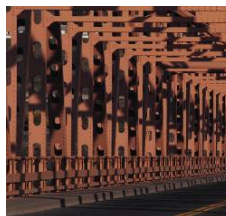
The Open Space and Reserves function involves working with the shire community to provide a range of facilities, programs and services that will sustain and improve the shire's lifestyle and community land and reserves:

- Managing and maintaining:
 - sporting fields
 - parks and reserves
 - cemeteries
 - public toilets and amenities
 - natural areas, including beaches;
- 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 10% of budget	Quarterly	Financial records
Financial management of capital programs	Within 10% of budget	Quarterly	Financial records
Number of urban street trees planted per annum	Greater than 200 trees	Annually	OS&R records

Program Action(s) for 2012/13	Completion Date	Link to Delivery Program
Prepare Sports Fields Management Plan	June 2013	<i>Provides priorities for implementation of capital works and routine maintenance</i>
Finalise East Ballina Cemetery Management Plan	June 2013	<i>Provides priorities for implementation of capital works and routine maintenance</i>

Operational Support (Engineering)



GOAL

To provide a self-sufficient and competitive fleet and to maximise Council's efficiencies and outputs from internal and external resources.

MANAGEMENT RESPONSIBILITY

Manager, Operational Support
Civil Services Group

KEY ACTIVITIES

The Operational Support (Engineering) function provides the following programs for Council:

- Manage Council's fleet, plant, store, workshop and depot
- Manage quarry leases
- Facilitate North East Weight of Loads Group
- Sourcing contract plant and tradespeople
- Oversee local emergency management
- Manage Council swimming pools
- Oversee Rural Fire Service Agreement

Service Delivery Targets	Target	Measurement Frequency	Measurement
Operating surplus from fleet and plant operations (excluding depreciation)	Greater than \$850,000 pa	Quarterly	Financial records
Value of store stock control bin errors	Less than \$500	Annual	Stocktake
Average fleet green star rating (petrol vehicles)	Greater than 3.5	Quarterly	Fleet records
Number of swimming pool patrons	Greater than 120,000 pa	Quarterly	Financial records
Net operating deficit for swimming pools (excluding depreciation)	Less than \$450,000	Quarterly	Financial records
Reduce CO2 emissions from Council's Built Assets energy consumption	Less than 8,800 tonnes	Quarterly	Energy cost reports
Reduce energy consumption (dollar value) from Council's Built Assets	Less than \$1,700,000 pa	Quarterly	Energy cost reports

Program Action(s) for 2012/13	Completion Date	Link to Delivery Program
Finalise quarry options report and implement recommendations	June 2013	<i>Expand economic development services and activities to maximise opportunities for appropriate development</i>
Implement sand pit development assessment determination	June 2013	<i>Develop long term funding strategies for Council infrastructure to ensure infrastructure is adequately maintained and delivered</i>
Continue to pursue improvements for public swimming pools	June 2013	<i>Develop long term funding strategies for Council infrastructure to ensure infrastructure is adequately maintained and delivered</i>

Risk Management



GOAL

To be proactive in managing risk.

MANAGEMENT RESPONSIBILITY

Manager, Risk and Human Resources
General Manager's Group

KEY ACTIVITIES

The Risk Management function provides advice, professional and technical support in the following areas:

- Develop a culture which embraces proactive risk management
- Health, safety and well being
- Insurance policy and claims management

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

Program Action(s) for 2012/13

Completion Date

Link to Delivery Program

Develop and implement Work Health & Safety Management System that aligns with new Act, Regulations & Codes

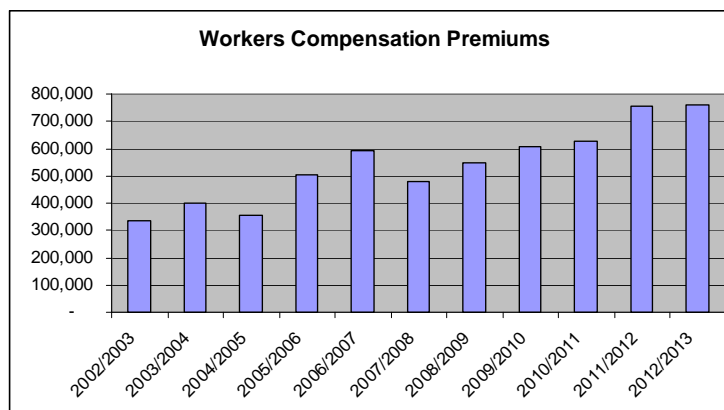
June 2013

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

Develop and implement a pre-qualification contractor management system that improves efficiency and compliance across all sections of Council

June 2013

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



Strategic Planning



GOAL

To maintain a quality built and natural environment for the Ballina Shire community, a robust and balanced economy and timely provision of infrastructure now and into the future.

MANAGEMENT RESPONSIBILITY

Group Manager, Strategic and Community Services

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
- Section 94 planning (Developer Contributions)
- Combined Development Control Plan (DCP)
- Heritage management and planning
- Growth Management Strategy
- Coordinating Council's sustainability initiatives
- Support business development
- Monitoring Climate change issues and policy

Program Action(s) for 2012/13	Completion Date	Link to Delivery Program
Complete rezoning and urban design for the Cumbalum Urban Release Area	December 2012	<i>Continue rezoning and urban design for the planned Release Areas to allow development to proceed</i>
Prepare Shire Local Growth Management Strategy	September 2012	<i>Prepare Shire Growth Management Strategy to ensure infrastructure is able to match growth</i>
Prepare Master Plan for Clarke Street Area	June 2013	<i>Improve planning for specialised business precincts to ensure business develops in a cohesive manner</i>
Promote initiatives within the Richmond River Estuary Coastal Zone Management Plan	June 2013	<i>Promote overall health of Richmond River</i>
Implement Council's Environmental Action Plan	June 2013	<i>Incorporate "green" technology into Council's business practices</i>
Assist State Government prepare Ballina Regional Crown Reserve Plan of Management and Ballina Shire Coastal Reserve Plan of Management	June 2013	<i>Progress Coastal Reserve Planning</i>
Prepare new web based economic development data set	June 2013	<i>Support business development</i>
Review Ballina Shire Combined Development Control Plan	December 2012	<i>Review Ballina Shire Combined Development Control Plan to provide a contemporary planning structure</i>
Implement Council's new comprehensive LEP	June 2013	<i>Consolidate and ensure effectiveness of new LEP</i>
Implement Council's Climate Action Strategy	June 2013	<i>Risk management and good governance</i>

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

Tourism Coordinator
General Manager's Group

KEY ACTIVITIES

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

- Provide a level one accredited Visitor Centre
- Communicate key experiences available
- Assist with the development of key community and visitor infrastructure
- Coordinate key Council events, conferences and functions
- Co-ordinate Council's Festival & Event Funding Program
- Oversee grant funding opportunities for Council
- Assess applications for events on Council owned or controlled land

Service Delivery Targets	Target	Measurement Frequency	Measurement
Enquiries to Visitor Information Centre	Greater than 58,000	Quarterly	VIC log
Revenue generated from Visitor Services	Greater than \$24,000	Quarterly	Financial records
Revenue raised from co-operative marketing	Greater than \$15,000	Quarterly	Financial records
Number of visits to tourism website	Greater than 30,000	Quarterly	Google analytics
Proportion of satisfied visitors to Ballina Visitor Information Centre	Greater than 95%	Six monthly	VIC survey
Number of grant applications submitted (total Council)	Greater than three per month	Quarterly	Applications submitted
Number of events supported / approved by Council	Greater than 20 per annum	Quarterly	Approvals granted

Program Action(s) for 2012/13	Completion date	Link to Delivery Program
Implement outcomes of regional visitor services strategy	June 2013	<i>Expand tourism services and facilities to maximise visitor satisfaction levels</i>
Continue implementation of actions arising from promotional and interpretative signage taskforce	June 2013	<i>Implement Town and Village Signage Program to enhance information and education opportunities available to residents and visitors</i>
Participate in and leverage opportunities to market the Ballina Coast & Hinterland	June 2013	<i>Expand tourism services and facilities to maximise visitor satisfaction levels</i>

Waste Services



GOAL

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

MANAGEMENT RESPONSIBILITY

Manager, Water and Waste
Civil Services

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
- Collecting recyclables
- Collecting green waste and organics
- Bulking recyclables, green waste and organics and transporting to MRF for processing
- Transporting bulk waste for processing

Service Delivery Targets	Target	Measurement Frequency	Measurement
Number of non-compliance with NSW EPA licence conditions per year	Nil	Quarterly	Reporting to EPA as part of the OEH
Volume of waste placed in landfill as a % of total waste received	Less than 40%	Quarterly	Facility weighbridge
Proportion of received waste diverted for beneficial reuse from landfill	Greater than 50%	Quarterly	Facility weighbridge
Airspace used at the Ballina landfill per year for landfill	Less than 10,000 cubic metres	Six monthly	Survey/Weighbridge

Program Action(s) for 2012/13	Completion Date	Link to Delivery Program
Progress investigation stages for the Pyrolysis Project	December 2012	<i>Complete investigation to determine reliability of project</i>
Complete review of Waste Management Structure for the Region and implement actions arising	June 2013	<i>Progress resource sharing arrangements with other local government authorities to increase efficiencies</i>
Deliver projects listed in Waste and Sustainability Improvement program (WASIP)	June 2013	<i>Environmentally, socially and financially responsible management of resource to ensure Council continues to receive maximum benefit of WASIP funding.</i>

Wastewater Services



GOAL

To provide a cost effective and environmentally sound wastewater service.

MANAGEMENT RESPONSIBILITY

Manager, Water and Waste
Civil Services

KEY ACTIVITIES

The Wastewater provides the resources and management of the following key activities:

- Strategic and asset management planning
- Wastewater reticulation and operations
- Managing trade waste
- Managing effluent re-use
- Managing capital works delivery

Service Delivery Targets	Target	Measurement Frequency	Measurement
Customer service callouts undertaken within recommended timeframes	95%	Quarterly	Operational log
Number of non-compliances with NSW Department of the Environment, Climate Change & Water licence standards	Nil	Quarterly	Operational log
Financial management of maintenance programs	Within 10% of budget	Quarterly	Financial records
Financial management of capital programs	Within 10% of budget	Quarterly	Financial records
Effluent reused during dry weather	20% of ADWF	Six monthly	Operational log

Program Action(s) for 2012/13	Completion Date	Link to Delivery Program
Complete update of Council's Urban Water Management Strategy	December 2012	<i>Review Urban Water Management Strategy thereby ensuring this policy remains innovative and reflects contemporary best practice.</i>
Develop recycled water quality management plan	June 2013	<i>Provide recycled water which is fit for purpose depending on proposed use</i>
Develop an education package and delivery plan to ensure safe roll out of recycled water from the Ballina and Lennox Head Wastewater Treatment Plants	March 2013	<i>Educate users to ensure public health and safety</i>

Water Services



GOAL

Provide a quality water product in a cost effective way.

MANAGEMENT RESPONSIBILITY

Manager, Water, Sewer and Waste Civil Services

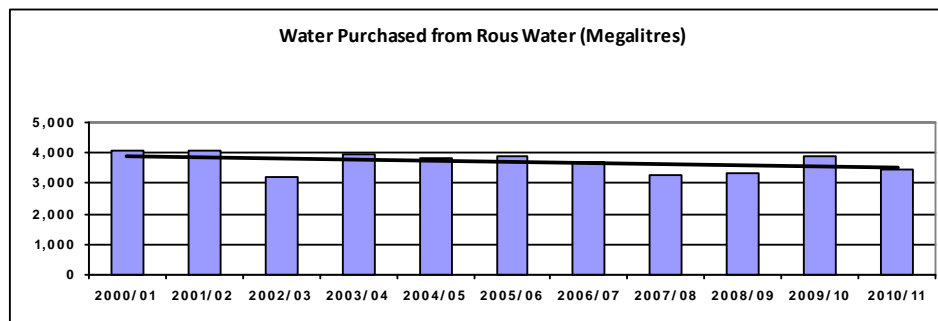
KEY ACTIVITIES

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
- Implement Aust Drinking Water Guidelines

Service Delivery Targets	Target	Measurement Frequency	Measurement
Number of non-compliance events	Nil	Quarterly	Operations Log
Average water consumption per connection	Less than 250kl/pa	Quarterly	Consumption Report
Water main breaks per 30km of main	Less than one	Quarterly	Operations Log
Volume of unaccounted water	Less than 18%	Quarterly	Consumption Report
Financial management of maintenance and capital programs	Within 10% of budget	Quarterly	Annual audit

Program Action(s) for 2012/13	Completion Date	Link to Delivery Program
Implement actions as per water loss management program	June 2013	<i>Reduced water loss</i>
Continue to implement Australian Drinking Water Guidelines management recommendations	June 2013	<i>Strategic planning and process implementation to ensure Council is compliant with NSW Office of Water (NOW) requirements.</i>



Capital Works

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

Description	2012/13 (\$)
Information Services	
Computer Equipment	25,000
Property Management	
Southern Cross Industrial Estate - Progress Master Plan	110,000
Russellton Industrial Estate - Land Development	600,000
Ballina Surf Club - Construction	5,500,000
Coastguard Tower - Design and Consent	150,000
Wollongbar Sports Fields - Construction	1,858,000
Ballina Byron Gateway Airport	
Apron Extension	3,475,000
Drainage	25,000
CCTV	40,000
Fence to Airside	80,000
Toilets to Departure Lounge	40,000
Overlay to Rental Car Park	80,000
Storage Containers	12,000
Asset Management	
Depot Upgrade	150,000
Community Infrastructure	
Alstonville Leisure Centre	31,500
Alstonville Pool	20,000
Ballina Pool	20,000
Lennox Head Surf Club	11,000
Old Tintenbar Council Chambers	58,500
Public Amenities	7,000
Lennox Head Community Centre	38,000
Northern Rivers Community Gallery	6,500
Regulatory Services	
Animal Shelter	340,000
Stormwater	
Urban Lane Improvements	20,000
Coogee Street, Ballina - Pump Station	130,000
Stormwater Asset Data Collection	40,000
Grant Street, Ballina	140,000
Coogee Street Upgrade	240,000
Tresise Place	85,000
Quays Dredging	50,000

Description	2012/13 (\$)
<i>Roads and Bridges</i>	
Martin Street, Ballina	259,000
Canal Road, Ballina	336,000
Midgen Flat Road	430,000
Pimlico Road	360,000
Uralba Road	140,000
Tuckombil Road	151,000
Midgen Flat Road	165,000
Ross Lane Intersection	168,000
Byron Street	213,000
Coast Road Seg 242	71,500
Rifle Range Road Seg 235	750,000
Ross Lane Seg 40	255,000
Hutley Drive	15,000
Ballina Heights Drive - Dependent on Section 94 Developer Contributions	1,200,000
Cumbalum Interchange - Agreement with Roads and Maritime Services (work completed)	2,809,000
McLeay Culvert - Agreement with Roads and Maritime Services (work completed)	1,743,400
<i>Footpaths and shared paths</i>	
Beachfront Parade, Ballina - West side	15,000
Bruxner Highway - Sneaths Road to Rifle Range Road, Wollongbar	90,000
Links Avenue - at Chickiba Drive, Ballina	5,000
Green Street - Highway to Robertson Street, Alstonville	10,000
Coastal Walk/Coastal Shared Path - Ballina to Lennox Head	346,000
Missingham Park	50,000
Kerr Street to Regatta Avenue	88,000
Coastal Cycleway	180,000
North Creek Road to Palisade Way	65,400
North Creek Road Tara Downs	24,300
<i>Street Lighting</i>	
Pearces Creek Road	38,000
Meerschaum Vale Hall	4,000
<i>Town Centre Beautification</i>	
Ballina River Street	1,800,000
Wardell	500,000
<i>Playgrounds</i>	
Missingham Park - Shade, Softfall and Equipment	140,000
Crown Reserve - Miscellaneous Works funded by Crown Reserve Monies	21,000
Pat Morton Toilet	118,000

Description	2012/13 (\$)
<i>Sporting Fields</i>	
Kingsford Smith Oval - Lighting Upgrade	120,000
Saunders Oval Extension	170,000
Williams Reserve Screening	20,000
<i>Fleet and Plant</i>	
Light Fleet	320,000
Heavy Fleet	580,000
<i>Landfill Management and Resource Recovery</i>	
Landfill Management - Improvements largely funded by State Waste Levy Recouped	324,800
Landfill Management - Biochar	4,300,000
WATER SERVICES	
<i>Water Storage</i>	
Service Reservoirs - Ballina Heights Reservoir	3,500,000
<i>Water Pump & Bore Stations</i>	
Pumping Stations - Ballina Heights Booster	70,000
Pumping Stations - Basalt Court Booster	180,000
Pumping Stations - Pacific Pines Booster	110,000
<i>Trunk Mains - Extension</i>	
Water Mains - WD05 Angels Beach - Stage 1	80,000
Water Main - WD01 Ballina Heights Trunk	220,000
Water Main - WD02 - Ballina Heights Distribution	80,000
Ballina - WM01 Reservoir Supply	940,000
Water Mains - WD08 Pacific Pines - Stage 1 (DN300)	300,000
Water Mains - WD07 Pacific Pines - Stage 1 (DN375)	100,000
Water Mains - WD06 Pacific Pines - Reservoir Supply Main	70,000
Water Mains - WD28 Pacific Pines - PZ Distribution Stage 2	150,000
<i>Water Trunk Mains - Augmentation</i>	
Ballina Island WD23 Main parallel to Missingham Bridge	130,000
Ballina Island WD23 Boring parallel to Missingham Bridge	380,000
Ballina Island WD22 PZ Distribution for Coastal Growth	150,000
Ballina Island WD33 PZ Distribution for Coastal Growth	160,000
Water Mains WD43 Basalt Court - Distribution Main Upgrade	40,000
Lennox Head WD26 Distribution Main Upgrade (DN300 mm)	240,000
North Ballina WD36 Distribution Main Upgrade	140,000
North Ballina WD36 Distribution Main Fishery Ck Crossing	130,000
<i>Miscellaneous</i>	
Plant Replacement	50,000
Water Mains Renewal Program	400,000

WASTEWATER SERVICES

Description	2012/13 (\$)
Wastewater Strategy	
Recycled Water Environmental Assessments	50,000
Ballina Wastewater Treatment Plant	
Ballina Upgrade - Project Management	984,000
Ballina - Other	706,000
Ballina - Civil Construction	3,996,000
Ballina - Mechanical Construction	3,294,000
Ballina - Electrical Construction	3,269,000
Ballina - Telemetry	12,000
Ballina - Commissioning	1,460,000
Ballina - Demolition of Existing Facility	385,000
Ballina - Construction of Sludge Storage	2,100,000
Ballina - Post Completion Works	230,00
Ballina - Detailed Design	500,000
Ballina - Concept Finalisation	95,000
Lennox Head Wastewater Treatment Plant	
Lennox Head - Project Management	4,000
Lennox Head - Optimisation Upgrade Contract	416,000
Lennox Head - Detailed Design	135,000
Lennox head - Other	359,000
Lennox Head - Civil Construction	1,498,000
Lennox Head - Mechanical Construction	992,000
Lennox Head - Electrical Construction	873,000
Lennox Head - Telemetry	1,000
Lennox Head - Commissioning	395,000
Lennox Head - Post Completion Works	97,000
Lennox Head - Concept Design Finalisation	170,000
Catchment Diversion Works	
Ballina - Diversion Ancillary Works	120,000
Ballina - Catchment Diversion Works	1,500,000
Urban Dual Reticulation (UDR) Program	
UDR - Project Management	200,000
Distribution Systems	1,000,000
Construct Dual Reticulation Reservoir - Ballina Heights	1,000,000
Construct Dual Reticulation Reservoir - Kings Court	600,000
Recycled Water Implementation - Open Space	
Open Space Irrigation - Installations	100,000

WASTEWATER SERVICES (Contd)

Description	2012/13 (\$)
<i>Pumping Stations</i>	
SP3001 - Upgrade Pumps - Byron Street, Lennox	200,000
SP3002 - Emerg Storage - Rutherford St, Lennox	85,000
SP2309 - Emerg Storage - Anderson St, Ballina	75,000
SP 3101 - Emerg Storage - Skennars Head Rd, Lennox	105,000
SP 3101 - Upgrade Pumps - Skennars Head	115,000
SP2031 - Upgrade Pumps Angels Beach Drive	120,000
SP4004 - Emergency Storage Granada Place	85,000
SP4003 - Storage Capacity Upgrade	35,000
SP2009 - Pump Capacity Upgrade	15,000
SP2205 - Upgrade Pumps - Piper Drive, Ballina	15,000
SP4001 - Storage and Pump Upgrade	80,000
Wollongbar Expansion - NHS1 Pump Station	360,000
Wollongbar Expansion - NHS2 Pump Station	280,000
SP2309 - Upgrade Pumps - Anderson St, Ballina	75,000
SP2312 - Pump Capacity Upgrade	45,000
SP2313 - Storage Capacity Upgrade	35,000
SP2311 - Storage Capacity Upgrade	35,000
SP2013 - Upgrade Pumps - Skinner St, Ballina	75,000
SP2108 - Storage Capacity Upgrade	40,000
SP2105 - Pump Upgrade	50,000
SP3102 - Upgrade Pumps	25,000
SP3103 - Storage Capacity Upgrade	25,000
SP2001 - Upgrade Pumps - Swift Street	175,000
North Ballina New Pump Station	6,000
<i>Trunk Mains</i>	
SP4106 - rising Main Kays Lane	25,000
SP3001 - Rising Main - Byron St, Lennox Head	270,000
Diversion of SP2101 to Ballina, North Ballina	260,000
Diversion of North Ballina Pump Station to Ballina	175,000
New Rising Main North Ballina to Ballina	690,000
Diversion of Ballina Heights to Ballina	525,000
SP3106 to SP3107 - Gravity Main - Seamist	15,000
SP3110 - Parallel Gravity Main - Hutley Drive	398,000
Rising Main - Skennars Ridge Southern	116,000
Gravity Trunk Main A - Wollongbar	30,000
Gravity Trunk Main A2 - Wollongbar	69,000
Gravity Trunk Main B - Wollongbar	114,000
Gravity Trunk Main B7 - Wollongbar	20,000
Gravity Trunk Main B11 - Wollongbar	70,000
Gravity Trunk Main B12 - Wollongbar	45,000
Gravity Trunk Main B13 - Wollongbar	25,000
Gravity Main - Pacific Pines	160,000

WASTEWATER SERVICES (Contd)

Description	2012/13
<i>Sewer Mains - Renewals</i>	
Sewer Mains - Renewals	400,000
Inflow & Infiltration Program - Renewals	1,200,000
<i>Plant and Equipment</i>	
Telemetry Installation	70,000
Plant Replacement Sewer	52,000

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)	Wastewater Fund ('000)	Total ('000)
Operating Income				
Rates and Annual Charges	23,158	2,460	10,466	36,084
User Charges and Fees	20,158	5,098	983	26,239
Investment Revenues	1,003	549	957	2,509
Operating Grants and Contributions	5,975	172	154	6,301
	784	293	263	1,340
Sub Total	51,078	8,572	12,823	72,473
Operating Expenses				
Employee Costs	16,125	2,016	2,016	20,157
Materials and Contracts	23,934	6,464	5,082	35,480
Interest	1,405	-	3,578	4,984
Depreciation	14,197	2,300	3,976	20,472
Other Expenses	3,556	49	1,015	4,620
Sub Total	59,217	10,829	15,667	85,713
Operating Result - Surplus / (Deficit)	(8,139)	(2,257)	(2,844)	(13,240)
Less Depreciation / Unwindings	14,343	2,300	4,412	21,055
Surplus / (Deficit) Before Disposal of Assets	6,204	43	1,568	7,815
Add: Proceeds from sale of Real Estate	2,100	0	0	2,100
Add: Non-cash items- Leave Liabilities	765	0	0	765
Net Increase in Cash from Operations	9,069	43	1,568	10,680
Applied to				
Capital Expenditure				
Property and Buildings	7,222	0	0	7,222
Plant and Equipment	1,117	50	52	1,219
Infrastructure Works	23,399	7,570	33,374	64,343
Repayment of Loan Principal	2,514	4	985	3,503
Dividends	0	34	20	54
Total	34,252	7,658	34,431	76,341
Sources of Funds for Capital Expenditure				
Net Increase in Cash from Operations	9,069	43	1,568	10,680
Transfers from / (to) Internal Reserves	3,500	445	15,063	19,008
Transfers from / (to) External Reserves	1,427	7,170	0	8,597
Transfers from / (to) Accumulated Surplus	106	0	0	106
Capital Grants and Contributions	11,950	0	0	11,950
Loan Funds	8,200	0	17,800	26,000
Total	34,252	7,658	34,431	76,341

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.

Financial Indicators

Council has adopted a Financial Planning Policy that establishes a set of financial indicators that guide our financial performance in the short to medium and long term. The benchmarks and estimated results for those indicators for the 2012/13 financial year listed in the following table. For further details on each indicator refer to the Financial Planning Policy which is on our web site, with the following link: [www.ballina.nsw.gov.au /Your Council / Policy Documents](http://www.ballina.nsw.gov.au/YourCouncil/PolicyDocuments).

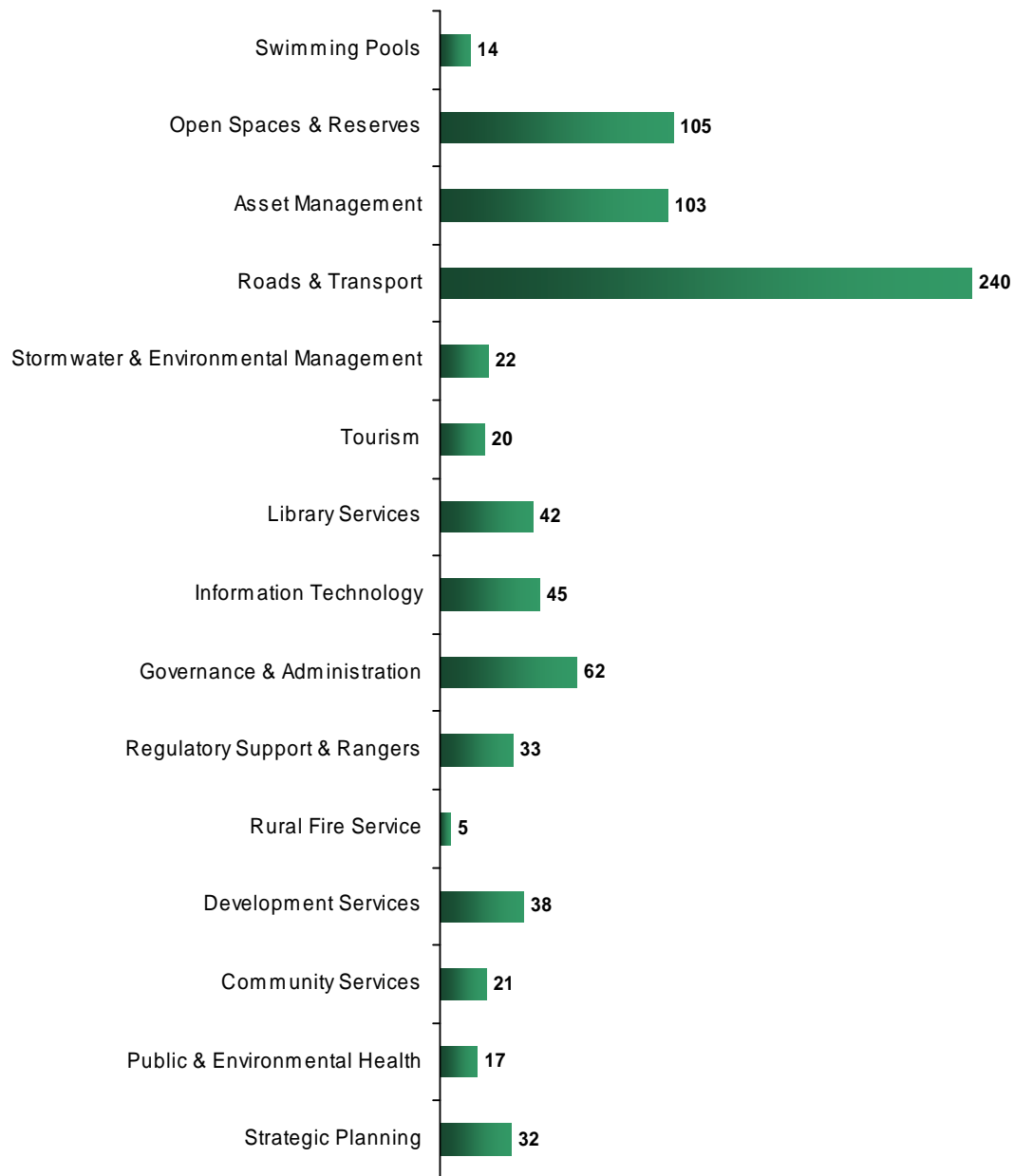
Financial Indicator	Benchmark and Source	2012/13 Target
Operational Liquidity (Short Term Focus)		
General Fund Unrestricted Current Ratio	Greater than 2:1 (LGMA Health Check)	1.94
Rates and Annual Charges Outstanding Percentage	Less than 6% (LGMA Health Check)	8.47%
Available Working Capital (\$)		
<ul style="list-style-type: none"> ▪ General (excluding internally and externally restricted reserves) 	Greater than \$3 million (Ballina Council)	\$2.7 million
<ul style="list-style-type: none"> ▪ Water (including internally restricted reserves) 	Greater than \$1 million (Ballina Council)	\$1.1 million
<ul style="list-style-type: none"> ▪ Wastewater (including internally restricted reserves) 	Greater than \$1 million (Ballina Council)	\$10.1 million
Fiscal Responsibility (Medium Term Focus)		
Operating Balance Ratio	Greater than minus 10% (IPART)	Minus 18.7
Debt Service Ratio - General Fund	Less than 12% (LGMA Health Check)	8.6%
Rates and Annual Charges Coverage Ratio	Greater than 40% (IPART)	41.6%
Outstanding Employee's Entitlements Ratio	Less than 47% (Sourced from LG Award conditions)	42.3%
Cost Efficiency Per Resident (\$)	Trend analysis	\$1,941
Cost Efficiency Per Resident (\$) (excluding depreciation)	Trend analysis	\$1,481
Financial Sustainability (Long Term Inter-generational Focus)		
Asset Consumption Ratio	Greater than 40% (IPWEA)	51%
Net Financial Liabilities Ratio	Less than 60% (QLD DLG)	110%

Distribution of General Purpose Rate Income

Council operates 20 functions within the General Fund, 15 of these activities use income from general purpose rates. The remaining programs are self-funded and include:

- fleet and plant
- airport and
- domestic waste collection
- Landfill management and resource recovery disposal
- property management

The following chart illustrates the proposed expenditure of an average residential rate of \$799.



Revenue Policy

General Rates

The Operational Plan incorporates a rating structure using 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 and land values are considered by Council to be a total reliable indicator of wealth and service usage. 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 dominant use of the land with the categories allowed under the NSW Local Government Act being 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 for that category 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 as 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. Council currently has no properties categorised as mining.

Minister for Local Government's Special Rate Variation Approval

Ballina has traditionally been recognised as a low rating council. However with pressures to renew aging infrastructure and to meet the demands of a growing shire Council considered it necessary to increase our rate base to improve our long term financial position.

A strategy was subsequently adopted to increase our rate base by an average of 6% per annum over 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.

In response to this Council applied for and had approved by the Minister for Local Government a special variation to the rate pegging limit for four years. This increase was approved for the period 2010/11 to 2013/14 as per the following table.

Special Rate Variation Percentage Approvals

Description	2010/11	2011/12	2012/13	2013/14
Percentage Increase	6.2	6.1	5.7	6.00

In addition to the 2012/13 approved increase of 5.7% the Independent Pricing and Regulatory Tribunal (IPART) has also proposed an additional increase of 0.4% to allow councils to finance the cost of the introduction of the Federal Government's carbon tax. Ballina Council has applied to IPART to allow this 0.4% to be added to our previously approved 5.7%.

The 0.4% increase, if approved, will be reversed during 2013/14 and 2014/15. This means in 2013/14 the Ballina Council special variation will be 5.9% (i.e. a 0.01% reduction from the approved 6.0% increase) and in 2014/15 the NSW State Government rate pegging limit, as set by IPART, will then be reduced by 0.03%.

IPART's rationale in providing the additional 0.4% extra and then reversing it is because the annual rate pegging limit set by IPART is based on a weighted index of costs gathered from the previous year (i.e. a 'lagged' index).

Therefore, councils will incur the extra costs due to the introduction of the carbon tax in 2012/13, however those costs have not yet been assessed by IPART in determining the 2012/13 rate pegging limit.

In future years (i.e. 2013/14 onwards) the impact of carbon tax will be reflect in the previous year's weighted cost index, which means it will be necessary to reviser the 0.4% from future rate pegging limits to ensure that there is not net overall overstatement of increases in costs faced by councils.

The next table details the amount of 'additional income' that has been or will be applied to Ballina Council's operations through the generation of the additional income from the Minister approval special rate variation. The table is based on the original 5.7% special variation for 2012/13, which will be the approximate increase once the carbon tax adjustment is eliminated.

General Rates (cont'd)

Special Rate Variation - Program of Works and Services (per annum variation)

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

The next table provides the details of the income to be raised from ordinary rates in 2012/13, along with the rate in the dollar and the base amount.

Total Income from Ordinary Rates for 2012/13

Base Charge and Cents in the Dollar 6.1% Increase				
Rate Category	Rate (Cents In \$)	Base Amount (\$)	Category Yield (\$)	Proportional Contribution to Total Yield (%)
Residential	398	0.155206	11,972,439	72.15
Farmland	398	0.123163	1,302,099	20.00
Business	398	0.539356	3,318,583	7.85
Mining	398	0.539356	0	0.00
Totals			6,593,121	100.00

In respect to the proportional contribution to the total yield between business / farmland / residential properties, Council policy is to raise approximately 20% of the total yield from business properties. The remaining differentials are based on historical figures. The first appendix to this document provides a map as to where the Council's rates apply. In summary there are no differentials within each rating category 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 the NSW Local Government Act, Council is able to raise and charge for the provision of waste, water, sewer and storm water services. The charges levied by Council in relation to these items are as follows.

Waste Charges

Council levies six main annual waste charges.

1. Domestic Waste Management Service - Urban

This charge is applied to all urban residential properties as defined within Council's Local Environment Plan, where the service is available, containing a single dwelling or strata unit/flat. The charge per annum per self contained occupancy is \$392 for a weekly wheelie bin collection. Urban properties generally include parcels of land within townships, villages or built up rural residential estates where low speed limits are applied.

This service includes a fortnightly kerbside recycling collection service, a fortnightly mixed waste service and a weekly organic collection service. The weekly organic service is a new service commencing in July 2011. The annual charge is payable whether or not the service is used each week. Additional services will result in an additional \$392 being charged for each service.

Waste Charges (Contd)

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 \$392 dependent upon the number of units/flats or rural dwellings contained upon the property. For example an non-strata titled multiple occupancy property containing four units/flats will be subject to a total charge of \$1,568. The second appendix to this document provides a map outlining all the eligible urban properties for this service.

2. Domestic Waste Management Service – Rural

This charge is 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 \$350 for each wheelie bin. The annual charge is payable whether or not the service is used each week. Additional services will result in an additional \$350 being charged for each service.

3. Domestic Waste Management Service – Rural (No pick-up - Tickets only)

In certain rural 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 \$287 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 \$350 will be raised.

4. Domestic Waste Management Charge - Vacant Land

This charge is applicable for each residential parcel of vacant rateable land for which the service is available. Properties are charged \$35 per annum.

5. 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, mixed waste are charged a waste management charge of \$292 per annum per wheelie bin. 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 \$292 being charged for each service.

6. Business Recycling Charge

All urban business properties may use Council's kerbside recycling collection service. An annual charge of \$144 is payable for each wheelie 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 \$144 being charged for each service.

Waste Charges Summary

A summary of the annual waste management charges and associated yield for 2012/13 is as follows:

Waste Charges and Net Estimated Yield for 2012/13

Type of Charge	Frequency	Charge Per Service (\$)	Yield (\$)
Domestic Waste Mgt Charge – Urban	Weekly	392	5,665,000
Domestic Waste Mgt Charge - Rural	Weekly	350	780,000
Domestic Waste Mgt Charge – Rural (No Pick-up)	N/A	287	8,000
Domestic Waste Mgt Charge – Vacant Land	N/A	35	17,000
Business Waste Mgt Charge - Urban and Rural	Weekly	292	389,000
Business Recycling Charge	Fortnightly	144	60,000
Total		1,500	6,919,000

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 NSW Local Government Act, 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, 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).

- 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 standard 20mm service for each strata unit or flat.
- Each parcel of separately valued vacant land to be levied one 20mm service access charge (Section 501(3) Local Government Act 1993).
- Water meters are read and payable on a quarterly basis 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)

A summary of the annual water charges for the 2012/13 year is as follows:

Summary of Water Charges for 2012/13

Service	Annual Charge (\$)
Water Access Charge – Vacant Land	165
Water Access Charge – 20mm Service	165
Water Access Charge – 25mm Service	258
Water Access Charge – 32mm Service	421
Water Access Charge – 40mm Service	660
Water Access Charge – 50mm Service	1,030
Water Access Charge – 65mm Service	1,740
Water Access Charge – 80mm Service	2,645
Water Access Charge – 100mm Service	4,123
Water Access Charge – 150mm Service	9,276
Water Access Charge – 200mm Service	16,492

Summary of Net Estimated Yield for Water Charges for 2012/13

Service	Estimated Yield (\$)
Residential Water Access Charge – Vacant Land	58,000
Residential Water Access Charges	2,204,000
Non-Residential Water Access Charges	511,000
Total	2,773,000

Water Charges (cont'd)

Water Consumption Charges

Water consumed per separate water meter will be charged at **\$1.77 per kilolitre for the first 350 kilolitres of water consumed during 2012/13 and \$2.66 per kilolitre for water consumed in excess of 350 kilolitres.**

The estimated income from consumption is approximately \$4.94 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.

The Owners' Corporation or the owner will be levied the water consumption charge, whereby usage is charged at \$1.77 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 \$1.77 per kilolitre prior to paying for water at the higher tariff of \$2.66 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.

Wastewater 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 wastewater (sewer) system, to re-pay existing loans and to generate additional reserves to minimise the impact of any major capital expenditure.

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

As per the NSW Local Government Act, wastewater 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 Properties

Each tenement/private residence on a rateable property will be levied an annual charge of \$674 as will each separate strata titled residential unit/flat. Non-strata titled residential unit/flat properties will be levied an annual charge of \$674 dependent upon the number of units/flats contained in the property.

Non-residential Properties

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 x (AC+ C x 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 = \$1.71 /kL

Wastewater and Trade Waste Charges (cont'd)

In accordance with the State Government's best practice guidelines for wastewater management, a summary of Council's wastewater charging structure for 2012/13 is as follows:

Summary of Wastewater Charges for 2012/13

Wastewater Charge Category	Charge (\$)
Vacant Charge	508
Residential Charge	674
Non Residential Charge:-	Minimum charge \$508
20mm Water Service	$(508 + (1.71 \times C)) \times \text{SDF}$
25mm Water Service	$(795 + (1.71 \times C)) \times \text{SDF}$
32mm Water Service	$(1,304 + (1.71 \times C)) \times \text{SDF}$
40mm Water Service	$(2,035 + (1.71 \times C)) \times \text{SDF}$
50mm Water Service	$(3,181 + (1.71 \times C)) \times \text{SDF}$
65mm Water Service	$(5,378 + (1.71 \times C)) \times \text{SDF}$
80mm Water Service	$(8,144 + (1.71 \times C)) \times \text{SDF}$
100mm Water Service	$(12,723 + (1.71 \times C)) \times \text{SDF}$
150mm Water Service	$(28,628 + (1.71 \times C)) \times \text{SDF}$
200mm Water Service	$(50,900 + (1.71 \times C)) \times \text{SDF}$

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 owner's corporation 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 website www.ballina.nsw.gov.au.

Council has agreed to provide an 80% subsidy for the costs of reticulation and associated infrastructure for eligible 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 capital costs of the 20% that is payable by residential properties over a five year period and 100% due by non residential properties over a ten year period.

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

Wastewater and Trade Waste Charges (cont'd)

Summary of Net Estimated Yield for Wastewater Charges for 2012/13

Service	Annual Charge (\$)	Estimated Yield (\$)
Residential	674	9,366,000
Residential – not connected/vacant land	508	170,000
Non-Residential Access	As per formula	1,210,000
Non-Residential Usage	As per formula	788,000
Total:		11,534,000

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 \$25 per assessment for residential and business properties where the service is provided. The charge is raised on developed urban properties.

In 2012/13 Council resolved to charge the maximum allowable residential stormwater charge on both residential and non residential properties. The charges are as follows:

Summary of Stormwater Charges and Net Estimated Yield for 2012/13

Property Type	Annual Charge (\$)	Estimated Yield (\$)
Per residential property	25.00	210,000
Per business property	25.00	15,000
Per residential strata lot	12.50	55,000
Per business strata lot	12.50	5,000
Total:		285,000

Detailed Information on Fees

Section 608 of the NSW 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 NSW 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:

- 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

The proposed loan borrowings for 2012/13 are:

- General Fund - The 2012/13 budget includes \$8.2 million in loan funds to be used for McLeay Culvert - \$1.7 million, Ballina Heights Drive - \$1.2 million, Cumbalum Interchange - \$2.5 million, Ballina Town Beautification - \$1.8 million and Road Resealing - \$1 million. As part of this \$8.2 million Council has applied to the NSW Government as part of their Local Infrastructure Renewal Scheme (LIRS) for 4% loan compensation on the \$1 million Road Resealing loan and for \$500,000 of the Ballina Town Beautification loan.
- Wastewater - The 2012/13 budget includes \$17.8 million in loan funds already approved by Council.

Dividend

The NSW Local Government Act allows the General Fund to take a dividend from the Water and Wastewater Programs, subject to criteria defined by Section 409(4) & (5).

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 Wastewater amount to approximately \$20,000 to \$30,000 per program.

Wastewater has in the order of 13,000 assessments and Water has 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 wastewater). 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 Wastewater Programs. 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 program (Water & Wastewater) 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 wastewater programs.

It is considered that the water program is not sufficiently profitable to provide funds. Water has been struggling to make a surplus as costs are increasing exponentially and water consumption is falling.

Wastewater is facing a massive capital works program over the next few 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 NSW 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
Wastewater 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.

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 2012/13 approximately \$140,000 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 - GIPPA

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.

Appendix 1 - Property Rates Apply Across the Entire Shire



Appendix 2 - Domestic Waste Collection Areas

