

Delivery Program and Operational Plan
Status report as at 30 September 2014

Direction One: A Connected Community (CC)

CC1.1: Actively promote crime prevention and safety strategies

Program Actions	Principal Activity	On target for this year?
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CC1.1.1: Pursue Safety Initiatives that make us feel safer

CC1.1.1a: Implement Council's adopted Road Safety Plan to maximise community awareness

Infrastructure Planning



The Road Safety Strategy (2014/15-23/24) and Road Safety Action present Council's commitment to reducing road trauma over the next ten years. A detailed analysis of fatal and injury data (from 2008 - 2012) was undertaken using crash data obtained from the Roads and Maritime Services. The draft strategy has been presented to staff and reviewed by the RMS. The strategy is expected to be presented to Council at the October Council meeting. Ballina Shire Council has commissioned Ross Planning Pty Ltd to develop its new Bike Plan. Consultation activities have included: an online bicycle survey (43 responses to date), consultation at the Alstonville Farmers Market on Saturday 21 September and during NSW Bike Week on Sunday 22 September (60 surveys completed). The draft Bike Plan will be completed by December 2014. Funding application for the RSO position has been signed off by Council and RMS for the next three years.

CC1.1.1b: Implement NSW State Government Pool Barrier Inspection Program

Building Services



Council resolution of August 2014 meeting:

1. Inspect all high risk pools by 29 April 2015 and at three yearly intervals thereafter: - 69 High risk pools identified with 60 (86%) being finalised as satisfactory
2. Inspect pools subject to pool compliance certificate applications as required, including those residential premises leased or sold after 29 April 2015. Total of 135 certificates issued with 30 from this quarter.

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

Program Actions	Principal Activity	On target for this year?
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CC1.2.1: Deliver contemporary disaster and environmental plans

CC1.2.1a: Review emergency operations centre and/or response capabilities

Operations Support



The Emergency Management Plan (EMPlan) has been reviewed. From this, the Evacuation Section, along with others sections have been identified for update. The Emergency Operations Centre (EOC) Operating Procedure from 2008 also requires updating in light of the EOC Policy update. These have been tasked to early 2015.

CC1.2.1d: Ensure Business Continuity Plans (BCP) are contemporary and tested

Human Resources and Risk Management



BCP Plans scheduled to be reviewed next quarter to ensure appropriate maximum acceptable outage timelines and identified recovery resources. Following completion of this review a further test will be conducted to ensure effectiveness of plans.

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

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

CC1.3.1a: Improve condition assessment measures and models for Assets

Asset Management



Work is progressing to modify existing asset inspections for foot/shared paths and playgrounds to suit Authority Assets. There is a large amount of sewer line camera footage (approximately 45km of pipeline) to be assessed and the assets system updated in response.

CC1.3.1b: Undertake proactive and contemporary asset inspection programs

Asset Management



As per above, work is progressing on projects to create asset inspection programs for existing assets of kerb and gutter, road signage, park signage and storm water outlets. This will include asset inspection condition ratings (1 to 5) for each asset type and define inspection frequency with respect to asset function. This program is also arranging to storm water pipeline camera assessment at selected sites identified as critical or problematic in the network as resources are available. As per previous reporting, our asset engineer has been fully committed to the project to establishing the new authority system asset management model. This project is now complete however the initial implementation is still a significant demand for this officer's time.

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

CC1.3.2a: Implement Compliance Program

Development Services



Progress has been made with the audit of Development Consents for Russellton Industrial Estate, with inspections of properties in the Estate commencing in this past quarter. The other priority areas in the program are ongoing with the audit of Development Consents issued in 2010 being well advanced.

CC2.1 Encourage community interaction and volunteering

Program Actions	Principal Activity	On target for this year?
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CC2.1.1: Encourage and foster community pride through volunteering initiatives


CC2.1.1a: Acknowledge and support volunteers

Community Facilities and Customer Service




A Council-wide Volunteer Evaluation Program has been launched under the direction of the Corporate Communications and Tourism Coordinator. Using a combination of hardcopy printouts and online software, a comprehensive survey has been distributed to all volunteers engaged with Council to collate their opinion on the work they are undertaking, the experiences they are having and whether or not they feel supported and acknowledged in the work that they are doing. The results of this survey will better assist us in delivering our programs and ensuring volunteers are adequately and appropriately supported and acknowledged.

CC2.1 Encourage community interaction and volunteering

Program Actions	Principal Activity	On target for this year?
<i>CC2.1.1: Encourage and foster community pride through volunteering initiatives</i>		
CC2.1.1b: Co-ordinate Gardens Volunteer Program	Open Spaces and Reserves	

Meeting held with volunteers, with expanded areas of operation identified. Advertising being planned through Community Connect to recruit more volunteers.

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

Program Actions	Principal Activity	On target for this year?
<i>CC2.1.1: Encourage and foster community pride through volunteering initiatives (cont'd)</i>		
CC2.1.1c: Co-ordinate Airport and Gallery Volunteer Programs	Community Facilities and Customer Service	





The Airport and NRCG Volunteer Programs continue to operate effectively under the supervision of the Visitor Information Centre and Gallery Coordinators. As per item CC2.1.1a, these programs are currently being evaluated by participants and the results of that feedback will provide guidance for further improvement, if required.

CC2.2 Create events and activities that promote interaction and education, as well as a sense of place

Program Actions	Principal Activity	On target for this year?
<i>CC2.2.1: Identify existing and reduce gaps in cultural facilities in the Shire</i>		
CC2.2.1a: Implement Cultural Plan	Strategic Planning	

Cultural plan published. Work program derived from the cultural plan being prepared. Creative ageing community art project and Bundjalung cultural ways project underway.

CC2.2 Create events and activities that promote interaction and education, as well as a sense of place

Program Actions	Principal Activity	On target for this year?
<i>CC2.2.2: Grow and support the Northern Rivers Community Gallery</i>		
CC2.2.2a: Promote fund raising initiatives for Northern Rivers Community Gallery	Community Facilities and Customer Service	
<p>The NRCG Coordinator and the Ballina/Byron Gateway Airport Manager continue to progress the development of extended NRCG Shop functions at the airport. The Coordinator has also completed implementation of the new Point-of-Sale system, is procuring new stock lines for the Gallery shop and is working with the Manager Community Facilities and Customer Service to determine the focus for fund raising initiatives for the remainder of the financial year.</p>		
<i>CC2.2.4: Manage and encourage Companion Animals</i>		
CC2.2.4a: Implement Companion Animals Management Plan	Environmental and Public Health	
<p>Companion Animal Management Plan currently being reviewed and to be reported to October 2014 Council meeting. The veterinary services tender process still currently being worked on and is anticipated to be advertised late October 2014. Audit of unregistered dogs and cats in the Shire continuing, a good response to date with an increase in animals registered. New campaign commenced regarding the collection of dog poo called 'There's no such thing as a dog poo fairy'.</p>		
<i>CC2.3 Assist disadvantaged groups within our community</i>		
Program Actions		
Principal Activity		
On target for this year?		
<i>CC2.3.1: Foster opportunity and partnership with Aboriginal people</i>		
CC2.3.1b: Development and implementation of Aboriginal Reconciliation Program	Community Facilities and Customer Service	
<p>Preliminary information sourced as reference material for project – includes model reconciliation plans implemented elsewhere. The extent of consultancy support to assist the project is being assessed.</p>		
CC2.3.1c: Support an effective and consultative Aboriginal Community Advisory Committee	Community Facilities and Customer Service	
<p>Operation of the Ballina Shire Council Aboriginal Community Committee is continuing in accordance with the Council's endorsed model. Whilst a range of matters of relevance to the Aboriginal community are discussed, the Committee continues to be effective forum for monitoring of the current Coastal Pathways projects.</p>		

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

Program Actions	Principal Activity	On target for this year?
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CC2.3.2: Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential

CC2.3.2a: Complete Disability Employment Audit to ensure continued accreditation and funding of program	Human Resources and Risk Management	
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External disability Audit is scheduled for December 2014. The Quality Manual was updated in September 2014 to meet the new disability standard requirements. Council is continuing to complete internal audits to ensure compliance with Department of Family and Housing and Community Services requirements.

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

CC2.3.2b: Implement EEO Management Plan	Human Resources and Risk Management	
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Subgroup of staff Consultative Committee continuing to work with Manager Human Resources to meet EEO Management Plan targets including promotion of EEO Awareness within the organisation. Anti Discrimination Board training on bullying and harassment and discrimination prevention provided to large portion of Council staff in August 2014 and it is intended to provide this same training to the remainder of Council staff in early 2015.

CC3.1 Provide equitable access to a range of community services and facilities

Program Actions	Principal Activity	On target for this year?
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CC3.1.1: Ensure appropriate provision of recreation facilities

CC3.1.3b: Implement upgrade of Ballina and Alstonville swimming pools through the use of special rate variations in 2014/16 and 2016/17, subject to State Government approval	Governance and Finance	
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Council endorsed a consultation process at the July 2014 Ordinary meeting. This process commenced in September with correspondence sent to all ratepayers in the shire, along with Micromex commencing their 500 person survey. The on-line survey was also operational in September with public meetings scheduled for October.

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




Program Actions	Principal Activity	On target for this year?
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CC3.1.1: Ensure appropriate provision of recreation facilities (cont'd)


CC3.1.1c: Determine and implement strategy for provision of indoor facility (sports and / or events) for Ballina	Community Facilities and Customer Service	
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As determined by the Council, this project is in abeyance pending the outcomes of the State Government's review of Crown land management.


CC3.2 Provide young people with a range of leisure activities, along with opportunities for personal development

Program Actions	Principal Activity	On target for this year?
<i>CC3.2.1: Ensure provision of appropriate facilities for younger people</i>		
CC3.2.1a: Implement Adopted Sports Fields Management Plan	Open Spaces and Reserves	
Quotes currently being sought to undertake plan, with funding to be assessed upon receipt of quotes.		
CC3.2.1b: Implement Playground Upgrade and Renewal Plan (PURP)	Open Spaces and Reserves	
Council briefing held following results of independent audit on playground equipment, with 2014/15 plan of works being revised as a result of briefing. Play equipment for Jabiru Park has been ordered.		
CC3.2.1c: Pursue provision of skate park at Wollongbar	Strategic Planning	
Councillor briefing on preliminary skate park design and noise assessment held in September. Public exhibition of planning proposal for rezoning of Council owned land, inclusive of identification of potential skate park location on the land, commenced in September.		

CC3.3 Provide strategies for older residents to be part of our community





Program Actions	Principal Activity	On target for this year?
<i>CC3.3.1: An Ageing Strategy is developed to provide appropriate services and facilities for an ageing population</i>		
CC3.3.1a: Implement Ageing Strategy for the Shire	Community Facilities and Customer Service	
The Draft Aging Strategy is now nearing completion and associated Council reporting is in the course of preparation.		

CC3.4 Provide strategies for increased participation by females






Program Actions	Principal Activity	On target for this year?
<i>CC3.4.1 Develop actions to improve female participation rates in recreational activities</i>		
CC3.4.1a: Identify measures and undertake actions to promote increased female participation rates	Open Spaces and Reserves	
Council currently collating female participation rates from a variety of sports and clubs throughout Ballina Shire.		

Direction Two: A Prosperous Economy (PE)





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

Program Actions	Principal Activity	On target for this year?
<i>PE1.1.1 Work together to plan, co-ordinate and implement tourism initiatives for the region and Ballina Coast and Hinterland to benefit the local economy and community</i>		
PE1.1.1a: Implement regional visitor services strategy	Community Facilities and Customer Service	
A staff member from the Tourism Section has been appointed to the Board of the regional tourism organisation, North Coast Destination Network. The Tourism Section contributed to the regional North Coast Tourism Awards held at South West Rocks this year.		
PE1.1.1b: Participate in and leverage opportunities to market the Ballina Coast and Hinterland	Community Facilities and Customer Service	
Council's Tourism Section and Ballina Byron Gateway Airport are jointly funding a cooperative marketing campaign targeting Melbourne; this has been matched with Regional Visitor Economy Funding (\$50,000) via the North Coast Destination Network. The campaign will be focused on destination awareness and appeal for the Ballina Coast & Hinterland, and will be in market for November and December 2014. From an international perspective, the Ballina Shire hosted a contingent of international agents from Hong Kong in July and another from Singapore in September 2014.		
PE1.1.1c: Implement Destination Management Plan for Ballina Shire	Community Facilities and Customer Service	
<ul style="list-style-type: none"> • Activity 2.4 – Develop a marketing campaign to Melbourne to coincide with increased airline capacity – planning is underway and scheduled for November and December 2014 • Activity 2.1 – Collaborate with LGAs and RTOs on joint regional campaigns The Legendary Pacific Coast (TLPC) – social media campaign being undertaken by TLPC and blogger will be hosted by Ballina Coast and Hinterland in November 2014 and will coincide with the Prawn Festival. • Activity 3.4 – Review and improve the visitor survey – survey reviewed and changes made, will be conducted new survey in November 2014 • Activity 3.7 – Work with partner to investigate opportunities with the Northern Rivers Rail Trail – a representative from Ballina Shire Council is part of the NRRT project group • Activity 5.1 – Promote festivals and events, and local markets – Visitor Centre staff promoted Summerland House Country Fair, Skullcandy Oz Grom Open, NAIDOC Week, Fine Food and Wine Festival, Home Sweet Home Expo, State Pennant Final Lawn Bowls, Dragon Boat Regatta, Melbourne Cup Trophy Tour via social media, radio segment and what's on board, tourism industry e-newsletter, inclusion in Visitor Guide and briefing Tourism Airport Ambassadors, Communications team promoted these events via Council's newsletter - Community Connect. • Activity 5.2 – Continue to support and build the capacity of community event organisers – Approved 12 events in the quarter • Activity 5.3 – Secure opportunities from the Commonwealth Games 2018 – Ballina Shire and Lismore City Council's jointly developed prospectus and distributed to prospective commonwealth teams 		
PE1.1.1e: Improve Promotional and interpretative signage	Community Facilities and Customer Service	
The Local Directional Signposting in Road Reserves Policy was exhibited along with the associated fees and charges. This has now been adopted. The Lennox Head Heritage Committee continues to liaise with Council on their interpretative signage project. A consultant has been engaged to undertake the Aboriginal stakeholder engagement for the Aboriginal Interpretative Signage Project (Bundjalung Cultural Ways), and an internal project working group will soon be established to oversee this project.		


PE1.2 Provide infrastructure that supports business and delivers economic benefits

Program Actions	Principal Activity	On target for this year?
<i>PE1.1.2 Provide infrastructure that supports our towns as an attractive place to invest and visit</i>		
PE1.1.2a: Implement Ballina Town Entry Statement Program as funding opportunities arise	Open Spaces and Reserves	
Further testing was undertaken due to the possible presence of Acid Sulphate Soils within the planting area. Revised costing being prepared following the results, with the outcomes of this assessment to be provided to Council later this month.		
PE1.1.2b: Progress Coastal Shared Path	Engineering Works	
Shared Path West (Stage 1 along Coast Road and Stage 2 along Skennars Head Road) is under construction and nearing substantial completion by end of October 2014. Quarterly review reporting is provided in the October 2014 business paper to advise of forecast costs and budget adjustment. Shared Path West (Stage 3 along North Creek Road) has received RMS 50% grant funding, advised September 2014, and preparation is underway for completion of detail design and preconstruction. Construction is forecast for 2015. Coastal Recreational Path (Stage 1 Angels Beach to Sharpes Beach) has commenced preconstruction with consultation and preparation for Aboriginal Heritage Impact Permit due to the East Ballina Aboriginal Place. Preparation has also commenced for a new Part 5 EP&A Act approval dealing with Council's resolution to amend the CRP route around Flat Rock Tent Park. Documentation is forecast for completion early 2015.		
PE1.1.2c: Participate in Roads and Maritime Services Location Marker Program for Ballina	Community Facilities and Customer Service	
The RMS has advised of significant design delays, site selection and resourcing issues with this project. Correspondence received from the RMS in September 2014 states that gateway entry signs may be procured in March and May 2015.		
<i>PE1.2.2 Improve infrastructure and viability of business precincts</i>		
PE1.2.2b: Pursue provision of latest technologies such as NBN to business precincts	Commercial Services	
Council continues to lobby NBN , Federal Government and RDA for the provision of NBN technology in Russellton Industrial Estate and Southern Cross Industrial Estate.		
PE1.2.2c: Continue town centre enhancement programs	Engineering Works	
Moon Street roundabout and Moon Street upgrade - Design in progress and services investigations complete. Service relocations and renewals scheduled for completion 2014, with roundabout and pavement works scheduled for 2015. Cherry Street and Moon Street roundabout - Minor concrete pavement works are proposed for completion November and December 2014. Cherry and Tamar Street roundabout – Works planned to commence November 2014.		

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

Program Actions	Principal Activity	On target for this year?
<i>PE1.3.2 Streamline processes for undertaking business with Council</i>		
PE1.3.2a: Implement electronic Rate Notices	Governance and Finance	
Completed and working. Electronic notices were issued via the 'My Post 'electronic mailbox. There were 185 electronic notices issued in July and we have 210 ratepayers signed up to receive notices electronically in the future. It is anticipated that this number will escalate as the My Post option is promoted.		
PE1.3.2b: Improve payment systems to Council	Governance and Finance	
New payment options have been introduced including Commonwealth Bank B Point payment solution. This system is cheaper than alternate systems and enables credit card payments via phone and web for rates/debtors and community facilities. Also, the My Post mail box solution has been introduced which allows the individual to manage (receive/pay/ record) a variety of accounts (telephone/electricity/insurances) via a digital mail box.		
PE1.3.2c: Increase availability of electronic records to the public	Governance and Finance	
A new process has been introduced whereby we are scanning file requests. This means that the file will be provided to the applicant electronically. There is also a terminal that has been placed in the foyer of the Administration Centre that enables customers to view available records and information on line.		
PE1.3.2d: Implement online Section 149 Certificates	Information Services	
Testing of software functionality underway following major system upgrade.		

PE2.1 Develop plans that encourage business growth and diversification

Program Actions	Principal Activity	On target for this year?
<i>PE2.1.1 Provide strategies for business growth</i>		
PE2.1.1a: Finalise Clarke Street Master Plan	Strategic Planning	
Project complete. Master plan prepared and published. Existing planning framework to be maintained in the locality for the time being.		

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

Program Actions	Principal Activity	On target for this year?
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PE2.1.1 Provide strategies for business growth (cont'd)

PE2.1.1b: Pursue improved marine infrastructure including a marina for Ballina, dredging of the Ballina bar and Old Boat Harbour (Port Ballina)

Governance and Finance



Council considered a report on the marina development at Kingsford Smith at the August Ordinary meeting with Council resolving not to support that concept. Funding was allocated to assist with advancing the marina concept at the existing Ballina Boatharbour with correspondence forwarded to the State Government seeking their support. Council provided a detailed response to the Rescuing our Waterways funding program and we are hopeful of achieving grant funding for a number of projects through that program. Council has still not heard from Crown Lands in respect to the tender for dredging North Creek.

PE2.1.1c: Implement airport development plan

Commercial Services



The Aviation Rescue and Fire Fighting fire station is due for completion by 1 December 2014 and be operational by 1 February 2015. The car park construction is due to commence in November 2014 and be completed by the end of January 2015.

PE2.2 Promote and facilitate a range of business activities

Program Actions	Principal Activity	On target for this year?
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PE2.2.1 Maximise Opportunities and benefits to be gained from Council dredging and quarrying activities

PE2.2.1a: Implement recommendations from quarry options report

Operations Support



Proceeding with the Quarry Options Report recommendations. A request for tender for a Quarry Development Plan (along with associated drilling and investigations) will be issued and awarded prior to the end of year. Once awarded and the development plan is finalised, a further report to Council will be issued prior to seeking environmental assessments and relevant planning and regulatory approvals.

PE2.2.1b: Proactively manage Council sand pit

Operations Support



Work commencing on the development and analysis of options of operation. This will result in the preparation of a business case for the recommended proposal to go forward.

PE2.2.1c: Pursue dredging of North Creek

Commercial Services



Council is still awaiting a response the expression of interest submitted to Crown Lands for the licence to dredge North Creek.





PE3.1 Facilitate and provide economic land and infrastructure to support business growth

Program Actions	Principal Activity	On target for this year?
<i>PE3.1.1 Revitalise our retail town centres</i>		
PE3.1.1a: Progress plans for the redevelopment of the Wigmore Arcade to encourage economic development in the Ballina town centre	Commercial Services	
Development Application and Construction Certificate issued. Contract for building works awarded. Project commenced August 2014 with projected completion date end of November 2014. Ongoing negotiations with tenants and prospective tenants.		
<i>PE3.1.2 Provide adequate land for business growth</i>		
PE3.1.2a: Progress availability of land at the Russellton Industrial Estate	Commercial Services	
Report to be submitted to November Commercial Services Committee to clarify the status of this project and the difficulties with the project.		
PE3.1.2b: Progress availability of land at the Southern Cross Industrial Estate	Commercial Services	
Consultants appointed to prepare Planning Proposal to be submitted to Council.		


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

Program Actions	Principal Activity	On target for this year?
<i>PE3.2.1 Pursue affordability strategies in respect to the availability of residential land</i>		
PE3.2.1a: Progress Wollongbar and Ballina Heights Building Better Regional Cities Programs	Commercial Services	
Total of 108 applications received to end of September 2014. A total of 44 grants have been issued for the Wollongbar Urban Expansion Area and, 25 have now been issued for the Ballina Heights Estate.		
PE3.2.1b: Research and implement appropriate strategies to assist with reducing the cost of residential land	Strategic Planning	
Consideration of land development costs integrated into shire wide strategic planning, locality planning, LEP, DCP and s94 contributions functions. Residential land costs also being considered in the Ballina Major Regional Centre Strategy project and planned for review in relation to Wardell in 2015.		

PE3.2 Facilitate and provide affordable infrastructure, both business and residential (cont'd)




Program Actions	Principal Activity	On target for this year?
<i>PE3.2.1 Pursue affordability strategies in respect to the availability of residential land (cont'd)</i>		
PE3.2.1c: Monitor effectiveness of waiver of Section 94 contributions for secondary dwellings	Strategic Planning	
Monitoring of secondary dwelling construction ongoing.		
PE3.2.1d: Analyse options for the delivery of affordable housing in Wardell	Strategic Planning	
Project planning for examination of the planning framework and affordable housing at Wardell underway. Project commencement is scheduled for 2015.		
<i>PE3.2.2 Plan for and provide new residential land and facilities in line with population growth in other areas in the shire outside Ballina</i>		
PE3.2.2a: Release land at Council's Wollongbar residential land holding	Commercial Services	
Contractors currently progressing well. Completion of civil works expected by end of October 2014. Ten lots currently under contract for sale.		
PE3.2.2b: Monitor infrastructure to support identified growth areas at Pacific Pines (Lennox Head), Wollongbar and Ballina Heights	Asset Management	
The Council's future capital works program reflects the outcomes of this monitoring and planning works for the major projects included in the delivery program where required. The update of the road network model is progressing with requested inputs from Council provided to the consultant and completion expected in December 2014. This updated model will guide an update of the roads contribution plan. Cumbalum (Ballina Heights) – The newly constructed road - 'Ballina Heights Drive' - is nearing completion and is due to open to the public in the near future when the subdivision plan is registered by the Land Titles office. Development consent has issued for the Wollongbar sports fields site for the staged construction and use of the site for the purpose of sporting fields with associated amenities, car parking, sporting field lighting and clubhouse facilities. Specification and tender documentation are nearing completion with the call for tenders expected to be advertised in late October.		

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


Program Actions	Principal Activity	On target for this year?
<i>PE3.3.1 Ensure accessible facilities are available for people with limited mobility</i>		
PE3.3.1a: Implement Pedestrian Access & Mobility Plan (PAMP) and ensure plan remains contemporary	Engineering Works	
Revised PAMP delivery program was adopted by Council December 2013 and incorporated into 2014/2015 Delivery Program and Operational Plan for implementation.		

Direction Three: A Healthy Environment (HE)

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

Program Actions	Principal Activity	On target for this year?
<i>HE1.1.1 Plan, monitor and manage to protect our coastline</i>		
HE1.1.1a: Finalise and implement Coastline Management Plan	Engineering Works	
<p>Draft Coastal Zone Management Plan for Ballina Coastline (CZMP) was adopted by Council, including proposed Office of Environment & Heritage (OEH) amendments, at the September 2013 ordinary meeting of Council. CZMP has been forwarded to OEH for final comment, and a revised draft has now been returned. These changes are being reviewed and the final document is programed to be forwarded to the Minister by the end of October. Site investigation of existing buried rock wall along Seven Mile Beach (north of Byron St) was undertaken during October 2013, and a draft stage 1 report of investigation received June 2014. Existing rock wall inadequate for protection purposes and final report will present requirements for future protective sea wall. Report preparation in progress and expected next quarter. Review of coastline DCP completed as part of early 2014 DCP review and exhibition process.</p>		
<i>HE1.1.2 Plan, monitor and manage to protect our floodplains</i>		
HE1.1.2a: Finalise and implement Floodplain Management Plan	Engineering Works	
<p>Draft Floodplain Risk Management Plan was received December 2013 following earlier review by BSC and OEH. Draft Floodplain Management DCP has been circulated to those who made a submission to the previous exhibition for their review prior to reporting to Council. Reporting to Council proposed for November, subject to the work required to review any responses. Grant for investigation and design of flood relief at Gallans Road shared path (Cumbalum) has been received, and work has commenced with stage 1 reporting expected during next quarter.</p>		
<i>HE1.1.3 Actively promote and undertake climate saving and environmental actions as an organisation</i>		
HE1.1.3a: Implement Council's Climate Action Strategy and Environmental Action Plan	Strategic Planning	
<p>Council is continuing to advance the ecohealth monitoring program for the Richmond River and the comprehensive koala plan of management for the shire (including draft koala habitat mapping). In relation to grants, Council has applied for funding from the NSW Environmental Trust for vegetation restoration works in the Lower Richmond River.</p>		

HE1.2 Promote initiatives that improve our natural environment

Program Actions	Principal Activity	On target for this year?
<i>HE1.2.1 Protect and enhance our waterways</i>		
HE1.2.1a: Support implementation of the Coastal Zone Management Plan for the Richmond River Estuary	Strategic Planning	
<p>Ecohealth water quality monitoring program ongoing. Council is awaiting advice from Richmond River County Council about anticipated work program under the CZMP for the 2014/15 year.</p>		

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

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

Environmental and Public Health



Exhibition period expired and submissions currently being reviewed. Final report being prepared to be sent to the Minister.

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

Environmental and Public Health



No action undertaken. Note that the Lake Ainsworth Infrastructure Improvement Community Consultation is due to commence in October 2014, for a program of works to improve the overall amenity of the southern eastern precinct of Lake Ainsworth along with the preferred long term redevelopment option for the Lennox Head Surf Club

HE1.2.2 Reduce impact of stormwater on our waterways

HE1.2.2a: Implement Stormwater Management Plan

Engineering Works



The work program of the internal team continues to review grant opportunities when they arise to advance on-ground project work. No applications this last quarter. The target answer of yes reflects meeting the extent of opportunities currently available to advance this ongoing program

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

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

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

Engineering Works



Actions currently in progress:

Better Boating Program grant for installation of pontoon at West Ballina boatramp completed September 2014.




Better Boating Program grant for upgrading car parking at Fisheries Creek boatramp scheduled for November 2014.

Better Boating Program grant for investigation of boatramp at Empire Vale has documentation being prepared for quotation for November 2014.



Better Boating Program grant for development of masterplan for Martin Street has quotations called with closing date October 2014.

Council has responded to Maritime Management Centre (Transport for NSW) Regional Boating Plan and strategic projects.

HE2.1 Implement total water cycle management practices

Program Actions	Principal Activity	On target for this year?
<i>HE2.1.1 Plan and delivery adequate water cycle requirements in urban areas</i>		
HE2.1.1a: Implement adopted Urban Water Management Strategy	Water and Wastewater	
<p>Lennox Head and Ballina Recycled Water Treatment Plants commissioning continues. Recycled Water Reservoirs and Pipelines connected and commissioned. Multiple meetings with NSW Office of Water (NOW) and NSW Health have provided positive feedback and guidance in the preparation of Council's s60 application to supply recycled water.</p>		
<i>HE2.1.2 Provide good quality recycled water and minimise water consumption</i>		
HE2.1.2a: Implement recycled water quality management plan	Water and Wastewater	
<p>Recycled Water Quality Management Plan is being finalised based on the series of meetings and workshops with agencies, auditor reports, and Council's related documents, policies and procedures. The Plan will be forwarded to NOW as part of Council's s60 application.</p>		
HE2.1.2b: Provide recycled water to dual reticulated properties	Water and Wastewater	
<p>Internal plumbing cross connection audits of residential properties have been finalised – except for a handful of difficult to contact customers. Education and promotion of dual reticulation continuing. Multiple meetings with NSW Office of Water (NOW) and NSW Health have provided positive feedback and guidance in the preparation of Council's s60 application to supply recycled water. Delays to final approval may result in delays to supply of recycled water to dual reticulated properties. Salinity levels need reducing in Ballina Wastewater Catchment prior to supply of recycled water, which may delay elements of the implementation. Consultancy underway to determine performance requirements for Reverse Osmosis plant.</p>		

HE2.2 Reduce, reuse and recycle our resources

Program Actions	Principal Activity	On target for this year?
<i>HE2.2.1 Reduce our waste to landfill through effective management and recycling</i>		
HE2.2.1a: Participate in regional waste Initiatives and pursue waste resource sharing opportunities	Waste Services	
<p>Council continues to be an active member of the North East Waste (NEWaste) working group; accomplishments during the first quarter include planning for secondhand Saturday and Illegal Dumping Clean Up. Council adopted the Regional Waste Strategy at its September meeting</p>		
HE2.2.1b: Implement Council Waste strategy	Waste Services	
<p>Further progress has been made with the biochar project, refer to information below. Stockpile management plans being developed for site and investigation has commenced on remediation of old Wardell landfill site. Council has adopted a change of hours of the waste facility in line with other sites within the region and to make efficiency gains. Planning currently underway for a January implementation date. A feasibility study for the development of further cells is the next key project.</p>		

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

Program Actions	Principal Activity	On target for this year?
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HE2.2.2 Reduce water wastage

HE2.2.2a: Implement water loss reduction program

Water and Wastewater



Council crews have completed construction of preparatory works for the Pressure Reduction and Flow Monitoring Stations. A preferred tenderer has been selected for specialist construction of the flow and pressure equipment, and a contract is expected to be signed next month. A designer has been procured for the Smith Drive replacement. Issues with landholders in Pimlico and Uralba have been resolved.

HE2.2.2c: Establish water meter replacement program to improve accuracy of meter readings

Water and Wastewater



Further renewals were carried out last quarter with over 200 meters replaced, and initial investigations on meter accuracy suggest accuracy acceptable. An ongoing renewals program will be determined based on Council meeting regulatory and cost-benefit requirements.

HE2.3 Pursue innovative technologies

Program Actions	Principal Activity	On target for this year?
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HE2.3.1 Reduce our waste to landfill through effective waste management and recycling

HE2.3.1a: Progress Biochar program

Waste Services



Negotiations to enter an agreement with a new technology provider continue to advance following a registration of interest process. This includes an initial project to review the capital cost estimate – this work is expected to be completed in early December.

HE2.3.2 Increase efficiencies for treating wastewater








HE2.3.2a: Implement reticulation main renewal program

Water and Wastewater



Investigation study being finalised. Septicity and salinity testing studies are nearing completion. Results will be utilised to guide renewal program.

HE3.1 Develop and implement plans that balance the built environment with the natural environment

Program Actions	Principal Activity	On target for this year?
HE3.1.1 Plan and provide for residential urban and semi-rural expansion		
HE3.1.1a: Complete DCP/urban design for the Cumbalum Urban Release Area	Strategic Planning	
Cumbalum Precinct B DCP provisions adopted by Council in April 2014. Draft DCP for Cumbalum Precinct A under preparation.		
HE3.1.1b: Investigate concept of semi-rural land uses at the edges of urban areas	Strategic Planning	
Research and investigations commenced. Consideration of this matter is scheduled for integration with the next review of the Ballina Shire Growth Management Strategy to enable comprehensive and holistic consideration of the issues arising.		
HE3.1.1c: Complete DCP for Skennars Head expansion	Strategic Planning	
DCP for Skennars Head Coastal Village under preparation. Anticipated that the matter will be reported to the Council in the last quarter of 2014.		
HE3.1.2 Ensure planning instruments reflect current and future needs		
HE3.1.2a: Develop Major Regional Centre Strategy for Ballina and implement actions	Strategic Planning	
Ballina Major Regional Centre Strategy Project underway. Project is in the community engagement phase with futures forum held, Civic Panel and Government Agency Reference Group formed and broad stakeholder discussions undertaken. Project will next progress into the technical reporting phase.		
HE3.1.2f: Review Generic Plan of Management	Strategic Planning	
Review approaching finalisation. Expected that the matter will be reported to the Council in the last quarter of 2014.		
HE3.1.2g: Establish Character Statements for Rural Settlements	Strategic Planning	
Draft character statements reported to Council in August. Public exhibition commenced. Expected that the outcomes of the public exhibition will be reported to Council in the last quarter of 2014.		
HE3.1.2h: Implement new State Government Planning Framework	Strategic Planning	
Council has not received any advice from the Department of Planning and Environment on the status of the planning reforms in NSW. Implementation of reforms on hold until State Government establishes its agenda. In the meantime, Council is engaged with the Department in relation to the preparation of the next regional plan for the North Coast.		

HE3.2 Minimise negative impacts on the natural environment

Program Actions	Principal Activity	On target for this year?
HE3.2.1 Ensure compliance with environmental legislation and standards		
HE3.2.1a: Develop and implement Illegal Dumping Action Plan	Environmental and Public Health	
Ongoing, Surveillance cameras purchased to commence a trial on illegal dumping incidents and to commence follow up compliance action. Internal procedure drafted for use of surveillance cameras. The household asbestos disposal (HAD's) scheme is currently underway and media advertisement commencement and training of staff.		
HE3.2.1b: Establish Local Asbestos Policy	Environmental and Public Health	
Draft Policy developed for Ballina Shire and is currently being reviewed by staff internally. Due to be reported to Council in early 2015.		
HE3.2.1c: Establish and implement Waste Management Plan for Multi-Unit Residential Developments	Environmental and Public Health	
Advisory note regarding Draft Waste Management Policy inserted into Council's DCP – Chapter 2 General and Environmental Consideration. Draft Policy still under review and due to be reported to Council in November 2014.		

HE3.3 Match infrastructure with development

Program Actions	Principal Activity	On target for this year?
HE3.3.1 Plan what public facilities and services are required as a consequence of new development		
HE3.3.1a Complete reviews of Section 94 Roads and Open Spaces/Community Facilities Plans	Strategic Planning	
Review of open space and community facilities needs underway, with open space and facilities audit substantially complete. Section 94 plan for Cumbalum Precinct A prepared and discussions ongoing with the precinct landholders. Cardno undertaking a review of the Road Network Study to inform the review of the Roads Contribution Plan.		
HE3.3.1b Complete reviews of Section 64 Plans for Water and Wastewater Services	Water and Wastewater	
Council adopted the original DSP in 24 October 2013, however it has required significant reworking by Council's consultant following comments from the NSW Office of Water (NOW). Refer to separate report elsewhere in this agenda.		

Direction Four: Engaged Leadership (EL)


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

Program Actions	Principal Activity	On target for this year?
<i>EL1.1.1 Encourage greater participation in Council's operations</i>		
EL1.1.1a Ensure Council policies reflect contemporary community standards (review 100% of policies during each term of Council)	Governance and Finance	
<p>Policies reviewed and adopted since last quarter: Councillor Expenses & Facilities Policy; Investments Policy, Kerbside Waste Bin Entitlement Policy, Local Directional Signage Within Road Reserves Policy, Public Interest Disclosure. Currently on Exhibition: Banner Poles Policy, Complaints Management Policy, Road Maintenance & Renewal Policy.</p>		
EL1.1.1b Review community and operational land classifications and plans of management to ensure they reflect community standards	Strategic Planning	
Review completed in conjunction with revision of the Generic Plan of Management. Work program for address of matters arising being prepared.		
EL1.1.1c Encourage community involvement through the public exhibition of Council strategies and plans	Governance and Finance	
The two major consultation processes during this quarter were the exhibition of the Shaws Bay Coastal zone Management Plan and the Cumbalum Precinct B Urban Area proposal to adjust locality boundaries and create and name a new locality. The Cumbalum proposal had limited responses whereas the Shaws Bay Plan has had a relatively good level of community engagement. The other process still underway is the special rate variation for swimming pools with Council receiving a very high number of responses to the on-line survey.		





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

Program Actions	Principal Activity	On target for this year?
<i>EL1.2.1 Expand opportunities for involvement in Council activities</i>		
EL1.2.1a Improve consultation methods to increase community involvement in Council's activities	Governance and Finance	
Council's Ballina Major Regional Centre Strategy project is utilising a variety of community engagement methods to involve the community in the preparation of the strategy. Council held a futures forum for a representative group of the community based on deliberative democracy principles in May 2014 and from the forum participants has formed a civic panel comprised of 14 members to continue to work with staff on the project until its conclusion in 2015. The engagement program has also included one on one briefings and workshops with key stakeholder groups and the formation of a government agency reference group. The project is also inviting broader community participation through a project specific website, a column in the Advocate, sharing of photos via Instagram and the use of a new interactive mapping tool that allows the creation of a personalised map showing key features.		



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

Program Actions	Principal Activity	On target for this year?
<i>EL1.3.1 Be the voice of our community and liaise with State and Federal Governments</i>		
EL1.3.1a Approach State and Federal Governments and local members in respect to issues that affect our Shire	Governance and Finance	
<p>During the quarter Council issued correspondence to a range of issues including Duncan Gay, State Minister for Roads and Freight (Pacific Highway upgrade (resolution from 26/6/14), Pru Goward, State Minister for Planning – Pacific Highway upgrade (resolution from 26/6/14), Andrew Stoner, State Minister for North Coast – Pacific Highway upgrade (resolution from 26/6/14) Greg Hunt, Federal Minister for the Environment – Pacific Highway upgrade (resolution from 26/6/14), Katrina Hodgkinson, Minister for Primary Industries – NSW Fishing Industry Reforms Don Page, Member for Ballina – NSW Fishing Industry Reforms, Pru Goward, State Minister for Planning – review of environmental zones, Don Page, Member for Ballina – seeking assistance with making representations for further funding for partially unfunded cycleways (North Creek Road from Tara Downs to Amber , Drive and western and eastern sides of the Coast Road from Skennars Head Road to Pat Morton car park, Hon Peter Dutton, Federal Minister for Health – Proposed Medicare Co-Payment, Bill Shorten, Leader of the Opposition – Proposed Medicare Co-Payment, Christine Milne, Leader Australian Greens – Proposed Medicare Co-Payment, Clive Palmer, Palmer United Party – Proposed Medicare Co-Payment, 18 Cross Bench Senators – Proposed Medicare Co-Payment and Don Page, Member for Ballina –Marine Rescue Tower</p>		




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

Program Actions	Principal Activity	On target for this year?
<i>EL2.1.1 Enhance financial sustainability</i>		
EL2.1.1a Improve integration between Long Term Financial Plan and Asset Management Plans	Governance and Finance	
<p>Versions of the Asset Management Plans (roads/water/wastewater/stormwater) and the Long Term Financial Plan were compared and integrated in November 2013. The overarching document that interprets the outcomes of the figures is in the pipeline.</p>		
<i>EL2.1.2 Implement and utilise contemporary Asset Management systems</i>		
EL2.1.2a Implement Council's adopted Asset Management Strategy	Asset Management	
<p>As part of the Asset Management system, the following actions are current - Road and Transport attributes now complete in Authority Assets - Financial base of the Authority implementation is nearing completion. The next stage is to update other assets with current attributes, condition assessments and photos. Prior to Authority, an on-site audit and gap analysis was undertaken by Morrison Low. With Authority Assets now in place, this gap analysis needs to be re-done to reflect the current system.</p>		
EL2.1.2b Implement and maintain Authority Asset Management System	Governance and Finance	
<p>The Authority Asset Management system has been introduced and reconciled with the old asset registers. The new costing system using Work Orders that link to the asset system is also operational. Business rules associated with the new procedures are being ironed out progressively.</p>		
<i>EL2.1.3 Utilise plant, equipment and stock effectively and efficiently</i>		
EL2.1.3a Implement Procurement Process Improvement Program	Operations Support	
<p>The structure of the Centre-led procurement model is drafted. The vacant Coordinator Procurement has recently been filled. Works are now underway refining the technology requirements to assist Council in operating within a Centre-led structure. A delay has occurred with roll-out of requisition to purchase process due to the postponing of a software upgrade. Software developers are now attending site in November. Improvements have been achieved in relation plant specification development and procurement processes. Monitoring of program improvement options has continued.</p>		


EL2.2 Utilise modern operating systems and apply contemporary practices

Program Actions	Principal Activity	On target for this year?
<i>EL2.2.1 Improve organisation's use of technology</i>		
EL2.2.1a Progress implementation of Authority upgrades and software modules	Information Services	
Authority 6.9 upgrade into live operation in mid-August following delays caused by problems encountered during testing. Planning for implementation of Authority HR module has commenced.		
EL2.2.1b Develop and enhance geographic information systems	Information Services	
Recruitment for GIS Analyst position completed with appointment made. Dial Before You Dig project now live. Exponare review ongoing and investigations underway for a potential replacement.		




EL2.3 Provide effective risk and safety practices

Program Actions	Principal Activity	On target for this year?
<i>EL2.3.1 Ensure we comply with Insurer's and Council's risk requirements</i>		
EL2.3.1b Complete Statewide Insurance Audit to ensure compliance with Insurer and Council requirements	Human Resources and Risk Management	
In July 2014 a new Risk Management Action Plan (RAMP) was developed identifying risk management projects to be completed for this financial year. This is required to meet Statewide Insurance Audit requirements. RAMP approved by senior management team and our Insurer. Identified actions currently underway.		
<i>EL2.3.2 Reduce risk from Council owned and controlled assets</i>		
EL2.3.2a Determine preferred long term strategy to minimise risk for Killen, Dalwood and Tosha Falls	Human Resources and Risk Management	
Actions identified from resolution June Council meeting currently being implemented.		
EL2.3.2b Provide pro-active risk management for Public Liability and Professional Indemnity Insurances	Human Resources and Risk Management	
Continuous improvement project completed to develop Policy and procedures for management of signage on Council pools, reserves and public spaces. The Policy and Procedure were required to ensure Council had a systematic and documented process for identifying the hazard warning signage at each site. This process now aligns with Statewide Best Practice Manual and provides a defence for Council under Civil Liability Act provisions. Draft Policy to be reported to Council by Civil Services Group. Internal procedures currently being developed to improve staff awareness and understanding of public liability and professional indemnity insurance requirements to ensure compliance with Insurer requirements.		

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

Program Actions	Principal Activity	On target for this year?
EL3.1.1 Improve trust and confidence in local government		
EL3.1.1a: Community survey to measure perception of Council service delivery	Governance and Finance	
Micromex commenced this survey during September with the results expected to be available late October / early November		

EL3.3 Encourage a motivated and adaptive workforce

Program Actions	Principal Activity	On target for this year?
EL3.3.1 Build present and plan future organisational capability		
EL3.3.1a Implement strategies to expand staff skills and to plan for future changes to the industry	Human Resources and Risk Management	
Human Resources and Information services are working with surrounding Councils to develop strategies to increase skills knowledge for computer skills to meet the continued and known changes to the industry such as implementation of technology in the field. Human Resources is continuing to work with TAFE and the regional Human Resources Group in identifying funding / subsidy opportunities to increase staff skills.		
EL3.3.3 Provide modern and efficient resources to maximise employee capabilities		
EL3.3.3a Improve access to remote and mobile services to increase efficiencies	Information Services	
Eforms take-up continues to be strong, with new forms implemented into live environment, with significant productivity gains being realised through the use of the eforms.		
EL3.3.3 Provide modern and efficient resources to maximise employee capabilities (cont'd)		
EL3.3.3b Implement Fleet Management Plan	Operations Support	
Procured = 10, In Progress = 12. Council has adopted (at November meeting) an expanded program for 2014/15 and a new long term fleet replacement program.		

Service Delivery Targets as at 30 September 2014

Asset Management	2010/11	2011/12	2012/13	2013/14	2014/15 Target	September Results	On Target?	Comments
Percentage of development application referrals completed within 21 days (%)	N/A	44	45	38	>70	20		Significant resources have been required for certain complex construction certificate and construction inspections over the period. A new monitoring system is being implemented (with more interim target reporting) with the view to improving the performance against this target.

Building Services	2010/11	2011/12	2012/13	2013/14	2014/15 Target	September Results	On Target?	Comments
Percentage of complying development certificates issued within 10 working days (%)	83	100 (90 of 90)	100 (32 of 32)	96 (47 of 49)	>90	100 (9 of 9)		
Percentage of construction Certificates issued by Council (% of total market)	89	91 (406 of 442)	92 (357 of 390)	88 (443 of 505)	>80	82 (129 of 159)		
Percentage of building development applications determined within 40 days (%)	85	89 (452 of 508)	91 (378 of 415)	90 (467 of 516)	>80	90 (125 of 138)		
Median days for determination of building development applications (excluding integrated development) (# days)	N/A	17	19	20	<40	15		
Percentage of Building Certificates (Section 149D of EPA Act) determined within 10 working days (%)	82	83 (41 of 49)	85 (47 of 55)	87 (39 of 45)	>90	95 (17 of 18)		

Commercial Services (Airport)	2010/11	2011/12	2012/13	2013/14	2014/15 Target	September Results	On Target?	Comments
Increase in operating revenue for Airport (\$)	2,729,000	3,483,000	4,005,000	4,617,000	>5M	974,700		Reduced income from Virgin and Rex due to competition from Jetstar. Lower than expected income from security reconciliation in August 2014. Lower than expected three month income due to delay in commencement of daily Melbourne services. Also some accruals not included in this figure.
Operating surplus is greater than 25% of revenue (%)	14	20	20	23	>25	1		Revenue will increase with 12 months of daily Melbourne jet services. Expected to reach 23% by 30 June 2015. Number of expenditure items included in first quarter.
Increase in passengers for Airport (#)	287,000	328,000	357,000	398,000	>400,000	107,740		Note: Daily Melbourne Services commenced 1 Sept 2014. Expecting 440,000 passengers at 30 June 2015.

Commercial Services (Property)	2010/11	2011/12	2012/13	2013/14	2014/15 Target	September Result	On Target?	Comments
Vacancy rate for Crown owned commercial properties (buildings) (% by number)	0	10	0	0	<10	0		
Vacancy rate for Council owned commercial properties (% by number and area)	1 (number) 0 (area)	3 (number) 1 (area)	33 (number) 8 (area)	37 (number) 10 (area)	<10	41 (number) 10 (area)		Wigmore Arcade Refurbishment has impacted on vacancy rates as expected.
Increase operating revenue – Tent Park (\$)	309,000	331,000	355,000	422,000	>400,000	106,900		
Increase operating surplus – Tent Park (\$ and % of operating revenue)	\$15,000 5%	\$57,000 17%	\$71,000 %20	\$122,000 29%	>\$60,000 >15%	\$40,000		
Increase revenue generated from commercial property (by 5%)	2,241,000	2,261,000	2,036,000	2,058,000	>2M	708,800		










Community Facilities and Customer Service	2010/11	2011/12	2012/13	2013/14	2014/15 Target	September Results	On Target?	Comments
Visits to Community Gallery (# pa)	11,951	17,791	16,521	16,511	>15,000	3,959		
Council approved community events (# pa)	N/A	N/A	N/A	46	>25	12		
Increase Library membership (# pa)	28,497	30,700	26,900	20,900	>21,000	21,376		
Increase Library loans (# pa)	412,800	460,000	429,000	417,000	>400,000	103,611		
Increase Library PC usage (# pa)	N/A	N/A	N/A	19,600	20,000	6,114		
Increase Library wireless usage (# pa)	N/A	N/A	N/A	13,500	>10,000	5,883		
Bookings for Kentwell Centre (# pa)	1,034	887	923	835	>750	264		
Bookings for the Lennox Head Cultural and Community Centre (# pa)	N/A	1,765	2,536	2,541	2,500	559		
Bookings for the Ballina Surf Club (# pa)	N/A	N/A	N/A	181	>200	96		
Bookings for the Richmond Room (# pa)	N/A	214	185	N/A	>200	46		
Usage rates for community properties (% of properties leased or regularly used)	N/A	NA	N/A	N/A	90	100		
Increase swimming pool patrons (# pa)	127,804	127,194	150,853	N/A	>120,000	4,042		As the swimming pools have only just opened for the season these figures are only in their infancy.
Enquiries to Visitor Centre (# pa)	59,591	56,900	52,400	57,300	>58,000	12,708		
Increase visits to tourism website	25,417	25,700	35,300	42,500	>38,000	12,900		+ 21% on last period.

Community Facilities and Customer Service (cont'd)	2010/11	2011/12	2012/13	2013/14	2014/15 Target	September Results	On Target?	Comments
Proportion of satisfied visitors to the Visitor Information Centre (%)	96	96	99	100	>95	N/A		Surveys to be conducted in November 2014.
Grant applications submitted (# pa)	N/A	8	51	23	>30	9		
Net operating deficit for swimming pools (excluding depreciation) (\$ pa)	471,000	386,900	434,400	470,000	<450,000	88,600		As the swimming pools have only just opened for the season these figures are only in their infancy.
Net operating deficit for Community Facilities (excluding depreciation) (\$ pa)	(262,000)	(359,000)	(311,000)	(397,000)	<(400,000)	(101,600)		First quarter included large initial charges for rates and insurance.
Minimise operating deficit for Gallery (excluding depreciation) (\$ pa)	(94,000)	(89,000)	(95,000)	(97,000)	<(100,000)	(24,800)		First quarter included large initial charges for rates and insurance. Other aspects of income and expenses are tracking well.
Revenue from Visitor Services (\$ pa)	7,900	7,300	28,500	40,900	>30,000	9,800		
Revenue from Marketing (\$ pa)	72,000	7,400	65,500	69,700	>11,000	10,300		

Development Services	2010/11	2011/12	2012/13	2013/14	2014/15 Target	September Result	On Target?	Comments
Percentage of development applications determined within 40 days (excluding integrated development) (%)	46	46	63	76	>50	76		
Percentage of Section 96 applications determined within 40 days (excluding integrated development) (%)	56	67	56	71	>60	71		

Development Services (cont'd)	2010/11	2011/12	2012/13	2013/14	2014/15 Target	September Result	On Target?	Comments
Percentage of Section 149 certificates issued within four days of receipt (%)	95	96	91	92	>90	95		
Time taken to determine development applications (excluding integrated development) (# days)	N/A	48	32	22	<60	26		
Time taken to determine Section 96 applications (excluding integrated development) (# days)	N/A	38	39	32	<40	33		
Percentage of development applications determined under delegated authority (%)	93	92	95	95	>90	97		

Engineering Works	2010/11	2011/12	2012/13	2013/14	2014/15 Target	September Result	On Target?	Comments
Minimise operating deficit for Burns Point Ferry (\$)	(200,000)	(228,000)	(239,000)	(198,000)	<(270,000)	17,300 surplus		Revenue from annual tickets received in first quarter
Financial management of maintenance programs (%)	104	97	103	102	Within 10% of budget	21		
Financial management of capital works programs (%)	48	87	78	71	Within 10% of budget	23		

Environmental and Public Health	2010/11	2011/12	2012/13	2013/14	2014/15 Target	September Results	On Target?	Comments
Percentage of barking dog complaints responded to within 7 days (%)	N/A	N/A	100	100	100	100		
Percentage of reported dog attacks responded to within 48 hours (%)	40	60	95	98	100	98		
Percentage of drinking water sites monitored per week (%)	100	100	100	100	100	100		
Non-compliance with National Health & Medical Research Council drinking water standards (#)	3	2	0	5	0	2		
Percentage of food premises audited per year (%)	99	94	99	100	100	17		Rate of inspections to increase during remainder of year
Percentage of food premises issued with Infringement Notices (%)	0	0	2	3	<5	0		
Percentage of other commercial premises audited (%)	90	99	100	100	100	58		
Percentage of public pools (as defined in the Public Health Act) monitored for water quality (%)	100	100	100	100	100	0		Project commences in October to April each year
Number of existing on site effluent disposal systems inspected per annum (#)	N/A	92	167	46	>250	47		Review of OSSM procedure and strategy to be undertaken. Extra resources still to be recruited.

Governance and Finance	2010/11	2011/12	2012/13	2013/14	2014/15 Target	September Results	On Target?	Comments
Investment returns greater than 90 day bank bill rate # basis points above benchmark)	83	125	147	102	50	96		
Percentage of complaints receiving response within 10 working days (%)	N/A	N/A	N/A	75	>95	86 (6 out of 7)		
Percentage of customer request dealt with effectively and promptly (% within allocated timeframe)	N/A	N/A	N/A	88 (7,672 out of 8,740)	>85	90		2,194 out of 2,435 completed within target times

Human Resources & Risk Management	2010/11	2011/12	2012/13	2013/14	2014/15 Target	September Results	On Target?	Comments
Increase Aboriginal employment and integration with the workforce (#)	N/A	11	14	17	> 12	13		
Number of workers' compensation claims (#)	24	26	18	13	<30	3		
Hours of lost time due to workers' compensation claims (# hours)	1,068	1,744	1,580	1,379	<1,000	81		
Number of insurance claims (#)	56	44	25	28	<40	3		
Percentage of staff turnover per year (%)	9.6	16.2	6.0	9.9	<10	3.3		This reflects a number of retirements during this period
Average number of days sick leave per employee (# days pa)	7.78	5.96	7.73	6.24	<7	3.01		This reflects a high percentage of staff ill during the winter period
Percentage of staff undertaking formal training per year (%)	175	98	100	74	>90	39		
Hours of formal learning per employee (# hours pa)	15	18	24	18	>10	2.1		A number of statutory training and corporate programs scheduled for next six months.

Information Services	2010/11	2011/12	2012/13	2013/14	2014/15 Target	September Results	On Target?	Comments
Number of external visits to Council website (#)	131,100	133,500	166,900	178,400	>140,000	52,282		
Proportion of requests for assistance addressed within one working day (%)	90	89	93	85	>95	90		2,235 requests closed out of a total of 2,476 received.

Open Spaces and Reserves	2010/11	2011/12	2012/13	2013/14	2014/15 Target	September Results	On Target?	Comments
Number of urban street trees planted (#)	N/A	N/A	118	231	>200	0		Awaiting favorable growing conditions prior to planting.
Number of vegetation management plans reviewed (#)	N/A	N/A	N/A	3	2	0		Currently consolidating five VMPs into East Ballina Reserve VMP.
Financial management of maintenance programs (%)	94	95	95	97	Within 10% of budget	18		
Financial management of capital programs (%)	75	92	90	69	Within 10% of budget	1		Major projects planned to commence in January following stakeholder consultation.

Operations Support	2010/11	2011/12	2012/13	2013/14	2014/15 Target	September Results	On Target?	Comments
Average fleet green star rating (light fleet) (#)	3.44	3.45 Leaseback vehicles 2.64 light pool vehicles	3.66 leaseback 2.66 light vehicles	3.83 leaseback 2.54 light vehicles	>3.5	3.83 2.54		
Reduce CO2 emissions from Council's Built Assets energy consumption (# tonnes)	N/A	7,200	8,400	8,900	<8,800	1,459		
Operating surplus from fleet and plant operations (excluding depreciation) (\$)	674,000	913,770	1,331,000	1,375,100	>1.2M	251,800		
Reduce energy consumption (dollar value) from Council's Built Assets (\$)	N/A	1,540,000	1,959,300	1,809,000	<2M	340,100		
Value of store stock control bin errors (\$)	729	210	947	777	<500	777		
Financial management of maintenance programs (%)	93	94	95	92	Within 10% of budget	23		
Financial management of capital programs (%)	55	35	39	57	Within 10% of budget	5		Projects such as marine rescue tower are subject to funding confirmation.

Waste Services	2010/11	2011/12	2012/13	2013/14	2014/15 Target	September Results	On Target?	Comments
Volume of waste placed in landfill as a % of total waste received (%)	71	N/A	N/A	0	<40	0		
Proportion of received waste diverted for beneficial reuse from landfill (%)	29	50	53	55	>50	44		Results expected to improve over remainder of year
Airspace used at the Ballina landfill per year for landfill (# cubic mtrs pa)	N/A	N/A	N/A	0	<10,000	0		
Complete quarterly compliance reports for waste in respect to licence requirements (% within 30 days)	N/A	N/A	N/A	100	100	100		
Number of major non-compliances with NSW EPA licence conditions per year (#)	1	3	9	0	0	0		

Water and Wastewater Services	2010/11	2011/12	2012/13	2013/14	2014/15 Target	September Results	On Target?	Comments
Percentage of fire hydrants inspected per annum (%)	N/A	N/A	N/A	55	>50	9		
Average water consumption per connection (# kl pa)	210	174	147	212	<250	212		
Recycled water during dry weather (% ADWF)	N/A	N/A	N/A	35	>20	10		Includes all treatment plants Alstonville WWTP 44% Wardell WWTP 22% Lennox Head WWTP 1% Ballina WWTP 5%
Volume of unaccounted water (%)	22	19	22	19	<18	19		Pressure reduction and Demand zone works currently underway should reduce unaccounted for water and water losses.

Water and Wastewater Services (cont'd)	2010/11	2011/12	2012/13	2013/14	2014/15 Target	September Results	On Target?	Comments
Water main breaks per 30km of main (#)	2.05	0.40	0.33	1.96	<1	2.15		Pressure reduction and demand zone works currently underway should reduce line breakages and the severity of those breakages when they do occur.
Number of non-compliance events – water and wastewater (#)	5	2	0	18	0	19		Last 12 months - Five interim e.coli (various), 1 Aluminium issue related to construction (Marom Ck), three WW retic overflows, WWTP non-compliances: <ul style="list-style-type: none"> • Alstonville WWTP 1 • Wardell WWTP 4 • Lennox Head WWTP 2 • Ballina WWTP 3
Complete quarterly compliance reports in respect to licence requirements (% within 30 days of quarter)	N/A	N/A	N/A	60	100	60		Operational compliance updated weekly and stored in database. Quarterly reporting procedures will be fully implemented once DW, RW and WW
Percentage of continuing trade waste licences renewed on expiry (%)	N/A	N/A	N/A	15	100	12		
Percentage of trade waste inspections completed in accordance with legislative requirements (%)	N/A	N/A	N/A	100	100	NA		Council resources are currently concentrating on expired licences, so won't be in a position to achieve all legislated additional inspections this financial year. Inspections remain a longer term goal and will be reported in subsequent years.
Financial management of maintenance programs (%)	95	96	95	94	Within 10 of budget	24		
Financial management of capital programs (%)	66	79	90	71	Within 10 of budget	5		A number of capital works projects have begun and/or contracts have been let, however costs have not yet reached the ledger.