





Delivery Program and Operational Plan
Status report as at 31 December 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?
<i>CC1.1.1: Pursue Safety Initiatives that make us feel safer</i>		
CC1.1.1a: Implement Council's adopted Road Safety Plan to maximise community awareness	Infrastructure Planning	
<p>Following endorsement by Council, a draft of a new Road Safety Strategy has been on public exhibition. The outcomes of this exhibition are reported in this business paper. A draft Bike Plan has been prepared and is in the final stages of review by the project team. Council, in collaboration with other stakeholders delivered the Reduce Risk Increase Student Knowledge (RRISK) seminars to over 2,000 Year 11 students in November and December; addressing youth road safety and drug and alcohol use.</p>		
CC1.1.1b: Implement NSW State Government Pool Barrier Inspection Program	Building Services	
<ol style="list-style-type: none"> In accordance with our established program, initiated in January 2014, a total of 69 High Risk pools have been identified to date. All have been inspected with 67 now being finalised (97%) and two with outstanding matters. Under the legislation, Council is required to inspect these pools at three year intervals. A total of 11 Pool Compliance certificates, being subject to either a DA submission or Pool Compliance certificate application have been issued by Council this quarter. A total of 146 certificates have been issued for the year to date. 		

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

Program Actions	Principal Activity	On target for this year?
<i>CC1.2.1: Deliver contemporary disaster and environmental plans</i>		
CC1.2.1a: Review emergency operations centre and/or response capabilities	Operations Support	
<p>The Regional Emergency Management Committee has conducted a review of Local Emergency Management Plans (EMPlans) and plans to distribute planning materials (templates, guidelines, etc) by the end of January 2015. Ballina Shire Council will update their EMPlan and Emergency Operations Centre (EOC) policy and procedures following the delivery of this material.</p>		
CC1.2.1d: Ensure Business Continuity Plans (BCP) are contemporary and tested	Human Resources and Risk Management	
<p>Desktop review testing process scheduled for March/April to ensure effectiveness of sample plans. This testing will be an on-going process in accordance with BCP requirements to ensure all plans remain contemporary.</p>		

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

Program Actions	Principal Activity	On target for this year?
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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



This task is an ongoing program, some of the more recent achievements include:

- Modifications to the assessment measures for paths and playgrounds.
- Roads and Transport Asset Management Plan data relating to condition assessment has now been updated and loaded into Authority Assets
- Sewer line camera footage has been collected and is now being assessed

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

Asset Management



As noted in the previous reporting, 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 follows the work previously completed for the road network. A program for a representative section of our stormwater pipes was undertaken in the last period. The asset inspection program for kerb and gutter has been developed and the program implementation based on inspection frequency for road types is due to commence in 2015. A major milestone was recently achieved with the conversion of the old road signage database into the Authority system. This will ensure future inspections and assessments will now be fully integrated within the asset management system. Further to previous reports where it was discussed how our asset engineer has been undertaking a major project to establish the new authority system, the implementation of this system in this first financial year has also been a substantial project. In addition to this work, our asset engineer has been preparing updates to the Council's asset management plans so that these can be reviewed by Council as information in the process to consider our position in relation to the Fit for Future criteria.

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

CC1.3.2a: Implement Compliance Program

Development Services



All four identified priority areas in the 2014/15 Compliance Work Program have been substantially advanced. A half yearly update was reported to Council's December Ordinary Meeting.

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




The results of the Volunteer Evaluation Program were finalised and distributed and provided very positive results on the way Council manages and supports volunteers within the Council. Feedback from this process will also help drive improvements moving forward. The Northern Rivers Community Gallery held a special Christmas celebration to thank the volunteers for all of their hard work over the year, which was very well received.

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</i>		
CC2.1.1b: Co-ordinate Gardens Volunteer Program	Open Spaces and Reserves	
Expanded work area now being undertaken by volunteers, with volunteer numbers to be monitored against workload over coming months. Overall still a limited number of volunteers and Council needs to be careful that we don't over commit our limited resources to a relatively low number of volunteers.		
CC2.1.1c: Co-ordinate Airport and Gallery Volunteer Programs	Community Facilities and Customer Service	
The results of the Council wide Volunteer Evaluation Program support the previous anecdotal evidence that the Airport and NRCG Volunteer Programs are managed well and provide a rewarding experience for our volunteers. Visitor Information Centre and NRCG Coordinators continue to enhance and evolve these programs and the feedback from the VEP survey will help refine this work.		

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 adopted and published. Creative ageing community art project and Bundjalung cultural ways projects underway. Environment themed photographic exhibition in the Northern Rivers Community Gallery and associated activities planned for first quarter of 2015.		

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?
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CC2.2.2: Grow and support the Northern Rivers Community Gallery

CC2.2.2a: Promote fund raising initiatives for Northern Rivers Community Gallery

Community Facilities and Customer Service



The NRCG Coordinator and Manager Community Facilities and Customer Service have now finalised the 2015 exhibition program. As part of the selection process applications were also considered with respect to how individual artist exhibitions could contribute to larger NRCG curated programs that would provide greater linkages to, and opportunities for, an increased number of ticketed workshops and events, as well as increased retail opportunities. This increased program should see an increase in visitation, membership and income for the gallery.

CC2.2.4: Manage and encourage Companion Animals

CC2.2.4a: Implement Companion Animals Management Plan

Environmental and Public Health



Companion Animal Plan reviewed and reported to Council in October 2014 and placed on public exhibition for 28 days. Plan now to be adopted. Summer edition of Community Connect contained several educational articles regarding dog management. Extra patrols and an educational stall at Lake Ainsworth on Sundays during late November and December 2014 to advise the community of the regulations regarding dogs in the area.

CC2.3 Assist disadvantaged groups within our community

Program Actions	Principal Activity	On target for this year?
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CC2.3.1: Foster opportunity and partnership with Aboriginal people

CC2.3.1b: Development and implementation of Aboriginal Reconciliation Program

Community Facilities and Customer Service



Whilst preliminary research has been undertaken concerning plans operating elsewhere, resources are yet to be applied to commence community consultation and actual plan preparation.

CC2.3.1c: Support an effective and consultative Aboriginal Community Advisory Committee

Community Facilities and Customer Service



Aboriginal Community Committee Meetings continue to be convened in accordance with the terms set by the committee and resources allocated by the Council.

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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An external audit was completed on 17 December 2014. This Audit identified that Council is meeting the requirements of the Disability Standards and funding 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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During this quarter EEO Posters distributed throughout the organisation to align with EEO Management Plan and Staff Consultative Committee subgroup action plan. Staff Consultative Committee subgroup continuing to work through implementation of EEO Management Plan requirements. Further training to remaining staff and supervisors on Anti Discrimination and Bullying and Harassment Prevention scheduled for March.

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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Community consultation process has now been completed with Council resolving to make a formal application to IPART for a special rate variation. Council also appointed an expert consultant, being Ridgemill Pty. Ltd., to assist with the design of the refurbishment, at the November 2014 Ordinary meeting. The outcome from Council's special rate variation application will be known in May 2015.

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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Council continues to lobby State Government in respect to access to Old Depot Site. A consultancy engagement has been made to peer review the site options previously considered for a new facility. Otherwise, this matter is pending in accordance with the Council's most recent decision (i.e. await outcomes of the State Government's current 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	
Council staff currently assessing options to determine value for money based on available resources.		
CC3.2.1b: Implement Playground Upgrade and Renewal Plan (PURP)	Open Spaces and Reserves	
Plan of works developed for 2015 following Councillor briefing to be presented at February 2014 Council meeting. Delays in Jabiru Park installation has occurred because of late importing delivery of the product order with installation now planned for January once the equipment is received by Council.		
CC3.2.1c: Pursue provision of skate park at Wollongbar	Strategic Planning	
At the December 2014 Ordinary meeting Council resolved to further investigate the provision of a skate park on the Council owned land at Wollongbar.		

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 Community Ageing Plan will be presented to the January 2015 Council Meeting.		

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	
Collation of data continuing over summer sporting periods, with trial women specific events being planned in 2015.		

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	
Council's Corporate Communications and Tourism Coordinator attended two board meetings of the North Coast Destination Network and one Regional Reference Group, and met with proponents for the RMS Highway Service Centre to look at Visitor Services as part of this development.		
PE1.1.1b: Participate in and leverage opportunities to market the Ballina Coast and Hinterland	Community Facilities and Customer Service	
<ul style="list-style-type: none"> Hosted the Sydney Weekender television show in November to promote the Ballina RSL and Ballina Lakeside Holiday Park, the filming also coincided with the Ballina Prawn Festival. The show will air sometime in early 2015, possibly March or April. Hosted travel bloggers for a social media campaign #mylegendarydrive. The bloggers experienced a three day itinerary featuring a huge number of tourism product and also coincided with the Ballina Prawn Festival Launched the cooperative marketing campaign targeting Melbourne; this has been matched with Regional Visitor Economy Funding (\$50,000) via the North Coast Destination Network. The campaign focused on destination awareness and appeal for the Ballina Coast & Hinterland, and was in the market for November and December 2014 		
PE1.1.1c: Implement Destination Management Plan for Ballina Shire	Community Facilities and Customer Service	
<ul style="list-style-type: none"> Activity 2.1 –The Legendary Pacific Coast (TLPC) – social media campaign being undertaken by TLPC and blogger hosted by Ballina Coast and Hinterland in November 2014 and coincided with the Ballina Prawn Festival. Activity 2.3 – Implemented marketing campaign for Grey Nomads in Melbourne Activity 2.4 – Implemented marketing campaign to Melbourne to coincide with increased airline capacity. Activity 2.6 – Weekly updates of Ballina VIC social media accounts Activity 3.1 – Develop interpretative themes/trails – working with Lennox Head Heritage Committee to work on interpretative signs in Lennox Head Activity 3.2 – Work with indigenous groups to develop products – Bundjalung Cultural Ways currently under development Activity 3.4 – Review and improve the visitor survey – survey undertaken with 100% satisfaction Activity 3.7 – Work with partner to investigate opportunities with the Northern Rivers Rail Trail – staff continue to be informed of the Rail Trails progress Activity 4.3 – Complete the Ballina to Lennox Head shared pathway – the project is well underway Activity 5.1 – Promote festivals and events, and local markets – Visitor Centre staff promoted Ballina Fair Go, Ballina Prawn Festival, Christmas Carols, Ballina Twilight Markets, Lennox Head Community Markets, Northern Rivers Community Gallery via social media, radio segment, what's on board, tourism industry e-newsletter, inclusion in the Destination NSW website, 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 – A further 12 events were in the quarter, with a total of 24 for the year Activity 5.4 – Continue to provide event organisers support and access to Council Festival and Event Support Program – money for the 2015/16 year has been allocated 		
PE1.1.1e: Improve Promotional and interpretative signage	Community Facilities and Customer Service	
<ul style="list-style-type: none"> The Lennox Head Heritage Committee continues to liaise with Council on their interpretative signage project. The Lennox Head Heritage Committee has requested funding assistance for a further historic interpretative signage project in Ross Park, Lennox Park. This request was supported by the Promotional and Interpretative Signage Taskforce, and will commence in 2015. Engagement with registered Aboriginal groups for the Bundjalung Cultural Ways project is occurring. The internal working group is progressing the 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	
Works from existing budget are programmed to commence in February 2015.		
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 complete. October 2014 quarterly review report provided advice 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 based on concept design. Detail design is being done by Council with completion of design January 2015. Review will be undertaken to confirm scope within available funding. Construction is forecast for March 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 has been successful in sourcing NBN to the Wollongbar Residential Estate. Lobbying continues by Mayor and others to try and have NBN located to areas such as the Southern Cross Industrial Estate.		
PE1.2.2c: Continue town centre enhancement programs	Engineering Works	
Moon Street/River Street roundabout and Moon Street upgrade - Design essentially complete and service investigations complete. Service relocations for Essential Energy commenced and a shutdown is scheduled for late January 2015. Roundabout, roadworks pavement and footpath works scheduled for first and second school terms 2015. Cherry Street and Tamar Street roundabout – service relocations and concrete pavement works commenced November 2014, and will resume February 2015 for completion March 2015. Roundabout 'landscaping' to be determined via Public Art Committee.		

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 where staff have been able to scan the record. At times, due to staff levels and workloads, file requests may not be scanned. 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 this module had continued with particular emphasis on the Section 603 certificate functionality due to concerns regarding this functionality. Once the testing regime is complete and sign off has occurred a go-live date will be determined.		

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?
<i>PE2.1.1 Provide strategies for business growth (cont'd)</i>		
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	
<p>Geolink has been engaged to undertake the Master Plan process for the Regatta Avenue Precinct. Council has been nominated as the preferred tenderer for North Creek dredging. Crown Lands is also continuing to pursue dredging of the Ballina Boatharbour. Works on the Fishery Creek Car Park were largely completed prior to Christmas.</p>		
PE2.1.1c: Implement airport development plan	Commercial Services	
<p>The Aviation Rescue and Fire Fighting Fire Station has been completed and is now operational with two fire tenders (As at 23/12/2014) The car park construction is well under way and is due for completion by late January / early February. The new security fence is due for completion by mid-March 2015.</p>		



PE2.2 Promote and facilitate a range of business activities

Program Actions	Principal Activity	On target for this year?
<i>PE2.2.1 Maximise Opportunities and benefits to be gained from Council dredging and quarrying activities</i>		
PE2.2.1a: Implement recommendations from quarry options report	Operations Support	
<p>A contract for the provision of a Quarry Development Plan (along with associated drilling and investigations) has been awarded. Works to start in mid-January, with a Quarry Development Plan being delivered June 2015. Following this, a report to Council will be prepared prior to seeking environmental assessments and relevant planning and regulatory approvals.</p>		
PE2.2.1b: Proactively manage Council sand pit	Operations Support	
<p>Works are continuing on the development and analysis of options for the operation of this resource now that development approval has been achieved. It is proposed to report options on the various business models to the Council in the near future.</p>		
PE2.2.1c: Pursue dredging of North Creek	Commercial Services	
<p>Council has been nominated as the preferred tenderer for the North Creek dredging and following discussions with Crown Lands we are now in the process of calling EOIs to appoint the planning consultant to undertake the approval process for Council.</p>		





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	
Building works well advanced. Project completion date now anticipated to be the end of January 2015. Ongoing negotiations with tenants. One new tenant has taken up occupation with another tenant commencing occupation in January 2015.		
<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 submitted to November 2014 Commercial Services Committee provided Councillors with an update on the status of the project and the difficulties including the viability due to high development costs and complying with development consent conditions relating to minimising acoustic issues. Negotiations in progress with the adjoining owner for the sale of part of proposed Lot 15.		
PE3.1.2b: Progress availability of land at the Southern Cross Industrial Estate	Commercial Services	
Specialist consultant studies in progress. On track to have planning proposal submitted to Department of Planning by June 2015.		


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

Program Actions	Principal Activity	On target for this year?
<i>PE3.2.1 Pursue affordability strategies in respect to the availability of residential land</i>		
PE3.2.1a: Progress Wollongbar and Ballina Heights Building Better Regional Cities Programs	Commercial Services	
A total of 124 applications received to the end of December 2014. A total of 49 grants have been issued for the Wollongbar Urban Expansion Area and 27 grants 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. Council endorsed the review of the Wardell Strategic Plan to be undertaken in 2015 in November.		

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>		
<p>PE3.2.1c: Monitor effectiveness of waiver of Section 94 contributions for secondary dwellings</p> <p>Monitoring of secondary dwelling construction ongoing.</p>	Strategic Planning	
<p>PE3.2.1d: Analyse options for the delivery of affordable housing in Wardell</p> <p>Review of the Wardell Strategic Plan, including consideration of housing affordability, endorsed by Council in November and project commenced.</p>	Strategic Planning	
<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>		
<p>PE3.2.2a: Release land at Council's Wollongbar residential land holding</p> <p>Works completed on site. Linen plan has been issued and lodged with LPI for registration.</p>	Commercial Services	
<p>PE3.2.2b: Monitor infrastructure to support identified growth areas at Pacific Pines (Lennox Head), Wollongbar and Ballina Heights</p> <p>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. The consultant has requested a time extension and completion is now expected in March 2015. Ballina Heights Drive was a major road project and following the road dedication to Council, the road is now open to the public.</p>	Asset Management	

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>		
<p>PE3.3.1a: Implement Pedestrian Access & Mobility Plan (PAMP) and ensure plan remains contemporary</p> <p>Revised PAMP delivery program was adopted by Council in December 2013 and incorporated into the 2014/2015 Delivery Program and Operational Plan for implementation. Recent grant applications to RMS for implementation may yield funding for current 2014/2015 program in 2015/2016.</p>	Engineering Works	

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. Finalisation of CZMP has continued with more detailed feedback from OEH, and has now been forwarded to OEH for submission to Minister in December 2014. Site investigation of existing buried rock wall along Seven Mile Beach (north of Byron St) has been undertaken which confirmed the existing rock wall is inadequate for protection purposes. A further report is scheduled for early 2015 which will present potential design requirements for future protective sea wall. Review of coastline DCP completed as part of DCP review and exhibition process in 2014.</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 considered by Council at the November 2014 meeting. This was followed by a workshop and Council has endorsed the draft for public exhibition which is proposed for Jan-Feb 2015.</p> <p>Grant for investigation and design of flood relief at Gallans Road shared path (Cumbalum) has been received, and work has commenced with early design options now submitted for flood modelling.</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>Ecohealth monitoring water sampling program (grant funded) has concluded, with results to be available in 2015. Preparation of comprehensive koala plan of management ongoing. In relation to grants, Council has received grants for works at Chickiba wetlands and Northlakes under the State Government's Estuary Management Program. Environment themed photographic exhibition and associated environmental education activities planned for first quarter of 2015.</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 moving into assessment of results phase with water sampling program concluded. 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?
HE1.2.1b: Complete review of Shaws Bay Management Plan and implement actions arising	Environmental and Public Health	
Draft final report sent to local office of OEH for review. Letters sent to key stakeholders being Crown Land and DPI requesting their support on the Plan. Draft Plan to be sent to Minister for approval by February 2015.		
HE1.2.1c: Complete review of Lake Ainsworth Management Plan and implement actions arising	Environmental and Public Health	
Lake Ainsworth Precinct Plan and Options reported to Council in December 2014. Comments provided by the Public and Environmental Health Section on parking and traffic management, and water quality issues. An actual review of the Lake Ainsworth Management Plan will not be completed this year as the focus is on the south eastern precinct works.		
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. Two successful grant applications were advised in December 2014: Chickiba wetland restoration \$59,000 and Northlakes water quality \$52,000. Matching Council funds are required which are currently not included in the budget. Project teams will determine project funding profile required for 2014/2015 and 2015/2016 FY.		
HE1.3 Promote our open spaces, reserves, natural areas and their heritage values		
Program Actions	Principal Activity	On target for this year?
HE1.3.1 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 completed December 2014. Better Boating Program grant for investigation of boatramp at Empire Vale has draft documentation completed for call of quotations January 2015. Better Boating Program grant for development of masterplan for Martin Street precinct has appointed consultant for commencement January 2015. 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	
Lennox Head and Ballina Recycled Water Treatment Plants commissioning continues. Recycled Water Reservoirs and Pipelines connected and fully operational. Council submitted s60 application to supply recycled water in December to the NSW Office of Water (NOW) and NSW Health.		
<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	
A final draft of the Recycled Water Quality Management System has been completed based on a series of meetings and workshops with agencies, auditor reports, and Council's related documents, policies and procedures. The Plan has been forwarded to NOW as part of Council's s60 application, and will be audited and approved as part of the s60 process.		
HE2.1.2b: Provide recycled water to dual reticulated properties	Water and Wastewater	
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. Council submitted s60 application to supply recycled water in December to the NSW Office of Water (NOW) and NSW Health. Delays to final approval and final commissioning of the treatment plants 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.		



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	
In partnership with NSW EPA and regional Councils an asbestos dumping awareness television and print media campaign was active. This was developed as part of the clean-up and prevention funding. Council continues to develop illegal waste dumping surveillance procedures which are due to be active in the next quarter.		
HE2.2.1b: Implement Council Waste strategy	Waste Services	
The Resource Recovery processing and storage concept design was completed and will be reported to Council in the new year. Council is still engaged with NSW EPA in the development of the landfill stockpile areas		








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

Program Actions	Principal Activity	On target for this year?
<i>HE2.2.2 Reduce water wastage</i>		
HE2.2.2a: Implement water loss reduction program	Water and Wastewater	
<p>The specialist contractor for the Pressure Reduction and Flow Monitoring Stations has begun works throughout the Shire – works are expected to be finalised in April. The design has been completed, and tenders for construction have been received for the Smith Drive pipeline replacement. Construction is expected to begin in March 2015.</p>		
HE2.2.2c: Establish water meter replacement program to improve accuracy of meter readings	Water and Wastewater	
<p>Further asset renewals have been carried out last quarter. This concludes the successful trial using external service providers. Council will now tender for these services over a longer three year period to replace older meters in the fleet without standard backflow prevention. Results of meter accuracy testing to date suggest some variation although overall meter accuracy is reasonable. Once older meters have been replaced, an ongoing renewals program will be determined based on Council meeting regulatory and cost-benefit requirements.</p>		




HE2.3 Pursue innovative technologies

Program Actions	Principal Activity	On target for this year?
<i>HE2.3.1 Reduce our waste to landfill through effective waste management and recycling</i>		
HE2.3.1a: Progress Biochar program	Waste Services	
<p>An update report is being prepared for the first Finance Committee meeting in February. This report will advise Council in relation to a capital cost and design review that was recently completed.</p>		
<i>HE2.3.2 Increase efficiencies for treating wastewater</i>		
HE2.3.2a: Implement reticulation main renewal program	Water and Wastewater	
<p>The asset assessment and maintenance investigation study has entered its final phase and is expected to be finalised in April 2015. Septicity and salinity testing studies appear to have identified key locations where Council can focus its further investigations and efforts. Results from each of these studies will inform the review of the Strategic Business Plan which will be undertaken over the next six months, and which will ultimately be utilised to guide renewal program.</p>		

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 and s94 plan for Cumbalum Precinct A progressed to public exhibition with Council's endorsement.		
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 Village under preparation. Council is engaged in liaison with the proponent in relation to finalising a draft DCP for reporting to the Council and subsequent public exhibition.		
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 nearing completion of the first community engagement phase with futures forum held, Civic Panel and Government Agency Reference Group formed, in school activities and broad stakeholder discussions undertaken. Technical reporting to support second engagement phase underway.		
HE3.1.2f: Review Generic Plan of Management	Strategic Planning	
Draft plan of management endorsed for public exhibition. Public exhibition underway.		
HE3.1.2g: Establish Character Statements for Rural Settlements	Strategic Planning	
Rural settlement character statements adopted for use as part of local planning framework by Council in November. Project complete.		
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	
Draft Procedure on the Use and Management of Surveillance Cameras to be reported to senior management by the end of January 2015. Cameras and signage to be installed at a trial site once procedure approved by Manex. Advertisement of the Household Asbestos Disposal Scheme (HADS) and illegal dumping continuing.		
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	
Draft Policy still under consideration and due to be reported to Council by March 2015.		

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, inclusive of open space and facilities audit, undertaken. Draft s94 plan for community facilities and open space in preparation. Section 94 plan for Cumbalum Precinct A progressed to public exhibition. Consultants 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 has placed the revised DSP on public exhibition for a second time during December and January. The deadline for public submissions is 15 January, and once they are received and actioned, a report will be put forward to Council recommending adoption of the DSP and acceptance by NSW Office of Water.		

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>		
<p>EL1.1.1a Ensure Council policies reflect contemporary community standards (review 100% of policies during each term of Council)</p> <p>Policies reviewed and adopted since last quarter: Banner Poles Policy, Complaints Management Policy, Road Maintenance & Renewal Policy, Donations – Australian Representation Policy, Donations – Assistance with Council Fees for Community Groups, Backflow Prevention Policy, Fundraising for Community Groups Policy, Grazing of Stock on Road Reserves Policy, Companion Animals Management Plan.</p> <p>Currently on Exhibition: B-Double and 4.6m High Vehicle Route Assessment Policy, Sponsorship to and by Council, Corporate Sponsorship to and from Council</p>	Governance and Finance	
<p>EL1.1.1b Review community and operational land classifications and plans of management to ensure they reflect community standards</p> <p>Review completed in conjunction with revision of the Generic Plan of Management. Work program for address of matters arising being prepared.</p>	Strategic Planning	
<p>EL1.1.1c Encourage community involvement through the public exhibition of Council strategies and plans</p> <p>The major consultations undertaken during the quarter were the special rate proposal for the swimming pools and the Lake Ainsworth south eastern corner improvement program. The special rate variation proposal resulted in over 2,000 submissions whereas the Lake Ainsworth project also generated a reasonable level of feedback.</p>	Governance and Finance	





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>		
<p>EL1.2.1a Improve consultation methods to increase community involvement in Council's activities</p> <p>The special rate proposal for the swimming pools used the on-line survey which resulted in a far higher level of response than last occurred for this type of process. For Lake Ainsowrth stalls were held to IGA and Lake Ainsworth to encourage input. The Ballina Major Regional Centre Strategy project continues to use variety of community engagement methods to involve the community in the preparation of the strategy including a futures forum for a representative group of the community based on deliberative democracy principles in May 2014 and from the forum participants have formed a civic panel comprised of 14 members to continue to work with staff on the project until its conclusion in 2015. 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.</p>	Governance and Finance	

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>For December quarter correspondence was forwarded as follows: Don Page, Member for Ballina – Rebuilding NSW Program, Don Page, Member for Ballina – Response to Duncan Gay letter re funding for cycleways, Don Page, Member for Ballina – Update on indoor sports/events centre, Don Page, Member for Ballina – Request to lobby for one-off dredging of Ballina Bar, Don Page, Member for Ballina – Dredging funding made available for other areas – making sure Minister is aware of concerns for Ballina Bar, Don Page, Member for Ballina – Possible acquisition of Old Depot Site, Tamarind Drive, Hon Mike Baird, Premier – Container Deposit Legislation, Hon Andrew Constance, Treasurer –Container Deposit Legislation</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 noted in related items above, substantial work has been completed in respect of the development of our asset management systems. The financial base data for Authority Assets has been completed. The asset system requires all asset management plans to be updated with current attributes, condition assessments and photos. This is an ongoing task and an integral part of the asset 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>A number of supply arrangements have been rationalised, bringing purchase efficiencies and lower costs. Barcode utilisation to track inward and outward stock is an ongoing project for the store to further build on the success of the 22 December stocktake. Attention is now concentrated on further development of the centre-led procurement model. Specifically, the e-requisition workflow process is a priority project to ensure optimised purchasing practices and negotiation processes for major spend amounts; better categorisation of spend to assist negotiation processes; development of supply agreements and contracts for items/commodities/services which fall under the tender threshold. The e-req workflow process review will also drive development of existing workflow functionality in Civica for Accounts Payable, with a view to relieving the administrative burden of processing numerous (thousands) of low value invoices..</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	
Implementation of Authority HR module underway, with initial trial data loads complete. Planning underway for next major upgrade of both Authority and TRIM software later in 2015.		
EL2.2.1b Develop and enhance geographic information systems	Information Services	
Councils GIS team are unable to perform any tasks other than normal operational maintenance at the present time and into the foreseeable future due to a reduction in staff resourcing in 2014/15 budget. This has slowed the Exponare review and other development work considerably.		




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	
Six month review of Statewide Risk Management Action Plan completed. Next review scheduled for June 2015.		
<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	
Signage updated at required Falls. Access improvement works to be commenced at Killen falls in next quarter utilising funds received from Insurer for risk management improvement projects.		
EL2.3.2b Provide pro-active risk management for Public Liability and Professional Indemnity Insurances	Human Resources and Risk Management	
Internal procedures written with the aim of improving staff awareness and understanding of public liability and professional indemnity insurance requirements to ensure compliance with Insurer requirements. Draft procedures to be finalised and implemented in next quarter.		


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






Program Actions	Principal Activity	On target for this year?
<i>EL3.1.1 Improve trust and confidence in local government</i>		
EL3.1.1a: Community survey to measure perception of Council service delivery	Governance and Finance	
The Micromex survey for 2014 was completed during the quarter with overall satisfaction levels improving from 2012.		

EL3.3 Encourage a motivated and adaptive workforce

Program Actions	Principal Activity	On target for this year?
<i>EL3.3.1 Build present and plan future organisational capability</i>		
EL3.3.1a Implement strategies to expand staff skills and to plan for future changes to the industry	Human Resources and Risk Management	
During this quarter a strong focus on increasing information technology skills in the region. A Request for Information (ROI) for suppliers of information technology training for all Council staff across the NOROC catchment completed in October 2014. The Northern Rivers IT Group is currently working with the Northern Rivers HR Group and the process is continuing into 2015. Human Resources to continue to identify strategies in the next quarter to expand skills to assist with planning for future changes to the industry.		
<i>EL3.3.3 Provide modern and efficient resources to maximise employee capabilities</i>		
EL3.3.3a Improve access to remote and mobile services to increase efficiencies	Information Services	
Eforms development continues, with a significant number of forms now live, and many more in the development pipeline. Investigations underway into the use of mobile devices to enhance Stores stocktake procedures. Testing to commence shortly of provision of mobile-friendly Authority on devices with a view to improving field-based data collection processes.		
<i>EL3.3.3 Provide modern and efficient resources to maximise employee capabilities (cont'd)</i>		
EL3.3.3b Implement Fleet Management Plan	Operations Support	
Currently 56% of the Plant Replacement Budget has been spent. To date: 20 vehicles delivered, 7 ordered and 7 in progress.		
Focus is being placed on meeting the Council adopted Plant Replacement Program for 2014/15 to ensure little carryovers to the next financial year. Improvements have been made to monitoring the program and producing the vehicle specifications.		

Service Delivery Targets as at 31 December 2014

Asset Management	2010/11	2011/12	2012/13	2013/14	2014/15 Target	December Results	On Target	Comments
Percentage of development application referrals completed within 21 days (%)	N/A	44	45	38	>70	60		The December result is a significant improvement (60% compared to 20%) and this would indicate that recent changes to the work arrangements are assisting. It is also noted that the majority of the DAs that were completed in the reporting period that didn't meet the target were large, complex submissions that had been in the system for many months with multiple referrals between Council and the applicants which take time. While some changes have been made to the work arrangements, a process review team has been established and is due to report shortly with recommendations for further improvement opportunities.

Building Services	2010/11	2011/12	2012/13	2013/14	2014/15 Target	December 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 (25/25)		
Percentage of construction Certificates issued by Council (% of total market)	89	91 (406 of 442)	92 (357 of 390)	88 (443 of 505)	>80	84% (267/317)		The Shire is seeing an increase in QLD project home builder activity who utilise the services of Private Certifiers rather than councils.
Percentage of building development applications determined within 40 days (%)	85	89 (452 of 508)	91 (378 of 415)	90 (467 of 516)	>80	92% (266/289)		
Median days for determination of building development applications (excluding integrated development) (# days)	N/A	17	19	20	<40	15.5		
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	93 (27/29)		

Commercial Services (Airport)	2010/11	2011/12	2012/13	2013/14	2014/15 Target	December Results	On Target	Comments
Increase in operating revenue for Airport (\$)	2,729,000	3,483,000	4,005,000	4,617,000	>5M	2,243,000		There is some time delay in income being received.
Operating surplus is greater than 25% of revenue (%)	14	20	20	23	>25	13%		This surplus improves during year as a number of operating expenses incurred early in year. Also the ongoing operation of the Melbourne Jet service is assisting this result.
Increase in passengers for Airport (#)	287,000	328,000	357,000	398,000	>400,000	219,000		Expecting close to 440,000 by 30 June 2015.

Commercial Services (Property)	2010/11	2011/12	2012/13	2013/14	2014/15 Target	December 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	33 (number) 7 (area)		
Increase operating revenue – Tent Park (\$)	309,000	331,000	355,000	422,000	>400,000	248,000		
Increase operating surplus – Tent Park (\$ and % of operating revenue)	\$15,000 5%	\$57,000 17%	\$71,000 %20	\$122,000 29%	>\$60,000 >15%	\$124,000		Includes large number of bookings for Christmas / New Year period
Increase revenue generated from commercial property (by 5%)	2,241,000	2,261,000	2,036,000	2,058,000	>2M	1,173,000		

Community Facilities and Customer Service	2010/11	2011/12	2012/13	2013/14	2014/15 Target	December Results	On Target	Comments
Visits to Community Gallery (# pa)	11,951	17,791	16,521	16,511	>15,000	6,783		
Council approved community events (# pa)	N/A	N/A	N/A	46	>25	24		
Increase Library membership (# pa)	28,497	30,700	26,900	20,900	>21,000	21,688		
Increase Library loans (# pa)	412,800	460,000	429,000	417,000	>400,000	200,197		
Increase Library PC usage (# pa)	N/A	N/A	N/A	19,600	20,000	12,133		
Increase Library wireless usage (# pa)	N/A	N/A	N/A	13,500	>10,000	10,246		
Bookings for Kentwell Centre (# pa)	1,034	887	923	835	>750	451		
Bookings for the Lennox Head Cultural and Community Centre (# pa)	N/A	1,765	2,536	2,541	2,500	1,986		
Bookings for the Ballina Surf Club (# pa)	N/A	N/A	N/A	181	>200	183		
Bookings for the Richmond Room (# pa)	N/A	214	185	N/A	>200	92		
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	64,206		
Enquiries to Visitor Centre (# pa)	59,591	56,900	52,400	57,300	>58,000	26,000		On track to reach target.
Increase visits to tourism website	25,417	25,700	35,300	42,500	>38,000	28,000		Figures are a result of the Ballina Breath of Fresh Air Campaign in Melbourne.

Community Facilities and Customer Service (cont'd)	2010/11	2011/12	2012/13	2013/14	2014/15 Target	December Results	On Target	Comments
Proportion of satisfied visitors to the Visitor Information Centre (%)	96	96	99	100	>95	100		Survey taken in November 2014.
Grant applications submitted (# pa)	N/A	8	51	23	>30	17		
Net operating deficit for swimming pools (excluding depreciation) (\$ pa)	471,000	386,900	434,400	470,000	<450,000	170,200		
Net operating deficit for Community Facilities (excluding depreciation) (\$ pa)	(262,000)	(359,000)	(311,000)	(397,000)	<(400,000)	(146,000)		
Minimise operating deficit for Gallery (excluding depreciation) (\$ pa)	(94,000)	(89,000)	(95,000)	(97,000)	<(100,000)	(105,300)		There has been a lease payment to the Crown Lands of \$60,816, where only \$14,000 was budgeted. This represents previous year's rental on the café. These monies were held in reserve by Council pending invoicing from Crown Lands.
Revenue from Visitor Services (\$ pa)	7,900	7,300	28,500	40,900	>30,000	24,400		Souvenirs sales, fishing licenses, accommodation sales commission.
Revenue from Marketing (\$ pa)	72,000	7,400	65,500	69,700	>11,000	36,200		Ballina breath of fresh air campaign coop marketing with the Ballina Byron Gateway Airport. Airport brochure advertising.

Development Services	2010/11	2011/12	2012/13	2013/14	2014/15 Target	December Result	On Target	Comments
Percentage of development applications determined within 40 days (excluding integrated development) (%)	46	46	63	76	>50	75		
Percentage of Section 96 applications determined within 40 days (excluding integrated development) (%)	56	67	56	71	>60	64		
Percentage of Section 149 certificates issued within four days of receipt (%)	95	96	91	92	>90	94		
Time taken to determine development applications (excluding integrated development) (# days)	N/A	48	32	22	<60	27		
Time taken to determine Section 96 applications (excluding integrated development) (# days)	N/A	38	39	32	<40	31		
Percentage of development applications determined under delegated authority (%)	93	92	95	95	>90	92		

Engineering Works	2010/11	2011/12	2012/13	2013/14	2014/15 Target	December Result	On Target?	Comments
Minimise operating deficit for Burns Point Ferry (\$)	(200,000)	(228,000)	(239,000)	(198,000)	<(270,000)	(156,000)		Annual maintenance completed during period (\$142,000)
Financial management of maintenance programs (%)	104	97	103	102	Within 10% of budget	51		
Financial management of capital works programs (%)	48	87	78	71	Within 10% of budget	44		








Environmental and Public Health	2010/11	2011/12	2012/13	2013/14	2014/15 Target	December 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	100		
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	1		
Percentage of food premises audited per year (%)	99	94	99	100	100	47		
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	70		
Percentage of public pools (as defined in the Public Health Act) monitored for water quality (%)	100	100	100	100	100	48		
Number of existing on site effluent disposal systems inspected per annum (#)	N/A	92	167	46	>250	18		Timed consumed by routine inspections, follow up compliance, letter and notices. Copper Close project and the investigation regarding the potential to sewer the area. 3 DA referral assessments completed. Training and annual leave impacted on program.

Governance and Finance	2010/11	2011/12	2012/13	2013/14	2014/15 Target	December Results	On Target	Comments
Investment returns greater than 90 day bank bill rate # basis points above benchmark)	83	125	147	102	50	98		
Percentage of complaints receiving response within 10 working days (%)	N/A	N/A	N/A	75	>95	64		12 received with 10 completed within the ten day period..
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	88		4,074 out of 4,619 completed within agreed timeframe.

Human Resources & Risk Management	2010/11	2011/12	2012/13	2013/14	2014/15 Target	December Results	On Target	Comments
Increase Aboriginal employment and integration with the workforce (#)	N/A	11	14	17	> 12	15		
Number of workers' compensation claims (#)	24	26	18	13	<30	5		
Hours of lost time due to workers' compensation claims (# hours)	1,068	1,744	1,580	1,379	<1,000	95		
Number of insurance claims (#)	56	44	25	28	<40	7		
Percentage of staff turnover per year (%)	9.6	16.2	6.0	9.9	<10	4		
Average number of days sick leave per employee (# days pa)	7.78	5.96	7.73	6.24	<7	4.35		
Percentage of staff undertaking formal training per year (%)	175	98	100	74	>90	65.3		
Hours of formal learning per employee (# hours pa)	15	18	24	18	>10	5.96		

Information Services	2010/11	2011/12	2012/13	2013/14	2014/15 Target	December Results	On Target	Comments
Number of external visits to Council website (#)	131,100	133,500	166,900	178,400	>140,000	101,435		
Proportion of requests for assistance addressed within one working day (%)	90	89	93	85	>95	86%		

Open Spaces and Reserves	2010/11	2011/12	2012/13	2013/14	2014/15 Target	December Results	On Target	Comments
Number of urban street trees planted (#)	N/A	N/A	118	231	>200	0		
Number of vegetation management plans reviewed (#)	N/A	N/A	N/A	3	2	1		
Financial management of maintenance programs (%)	94	95	95	97	Within 10% of budget	43		
Financial management of capital programs (%)	75	92	90	69	Within 10% of budget	2		Major reason for low percentage is Wollongbar Sports Fields – It is hoped construction works will commence late February

Operations Support	2010/11	2011/12	2012/13	2013/14	2014/15 Target	December 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	3.91 lease 2.56 light		Leaseback vehicles successfully meeting targets
Reduce CO2 emissions from Council's Built Assets energy consumption (# tonnes)	N/A	7,200	8,400	8,900	<8,800	5,204		Works such as the solar panels at the wastewater treatment plant will help to lower this figure.
Operating surplus from fleet and plant operations (excluding depreciation) (\$)	674,000	913,770	1,331,000	1,375,100	>1.2M	762,500		Currently trending to achieve target by end of financial year.
Reduce energy consumption (dollar value) from Council's Built Assets (\$)	N/A	1,540,000	1,959,300	1,809,000	<2M	929,300		
Value of store stock control bin errors (\$)	729	210	947	777	<500	85		A pleasing result due to better technology utilization and work practices.
Financial management of maintenance programs (%)	93	94	95	92	Within 10% of budget	46		
Financial management of capital programs (%)	55	35	39	57	Within 10% of budget	28		

Waste Services	2010/11	2011/12	2012/13	2013/14	2014/15 Target	December 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	64		
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	December Results	On Target	Comments
Percentage of fire hydrants inspected per annum (%)	N/A	N/A	N/A	55	>50	56		
Average water consumption per connection (# kl pa)	210	174	147	212	<250	212*		Have changed reporting period to allow meeting quarterly reporting timeframe
Recycled water during dry weather (% ADWF)	N/A	N/A	N/A	35	>20	10		Includes all treatment plants Alstonville WWTP 40% Wardell WWTP 18%
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	December Results	On Target	Comments
Water main breaks per 30km of main (#)	2.05	0.40	0.33	1.96	<1	1.96		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	14		For last 12 months - Three 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 0
Complete quarterly compliance reports in respect to licence requirements (% within 30 days of quarter)	N/A	N/A	N/A	60	100	100		Database completes compliance report daily.
Percentage of continuing trade waste licences renewed on expiry (%)	N/A	N/A	N/A	15	100	50		
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 licenses, so won't be in a position to achieve all legislated additional inspections this financial year. However, 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	49		
Financial management of capital programs (%)	66	79	90	71	Within 10 of budget	23		Capital expenditure is tracking low due to a number of large capital works projects that have begun, but full expenditure will not be realised until the