

**Delivery Program and Operational Plan  
Status Report as at 31 March 2015**



## 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 draft Bike Plan has been reviewed by the project team and amendments are required prior to finalising the document in the next quarter. Council's RSO has been involved in the Transport Information Days and the current Easter holiday 'Plan B – drink driving' awareness program including a media release and public display banners.

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

Building Services



1. In accordance with our established program, initiated in January 2014, a total of 72 High Risk pools have been identified with a total of 71 being inspected and finalised with Pool Compliance certificates issued (99%). Under NSW legislation, Council is required to inspect these pools at three year intervals. The pools have been registered into our Authority system for resubmit at the three year reinspection period.
2. A total of 35 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 181 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?
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#### CC1.2.1: Deliver contemporary disaster and environmental plans

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

Support Operations



The Ministry for Police & Emergency Services distributed (February 2015) new templates, guidelines and other supporting material that will allow the LEMC to commence the development of new Local Emergency Management Plans (EMPlans). A meeting with the Regional Emergency Management Officer is to be held in June to prepare the documentation.

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

Human Resources and Risk Management



Review of existing plans completed. Testing of plans scheduled for next quarter.

### 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 part of the ongoing program for all asset management plans. Current actions in the Roads and Transport Asset Management have the asset engineer modelling maintenance expenditure against each road segment with respect to age/road/location parameters using Reflect base data and Authority Assets. The outcome is to establish maintenance spending models against level of service expectations.

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

Asset Management



This task is part of the ongoing program for all asset management plans. The current task is for the asset engineer to finalise the Asset Management Plan for Roads and Transport. Consultation with Council engineering works staff is then required to assess the scenarios outlined in the asset management plan. This is planned for the next quarter. A draft risk management plan has been prepared and is to be finalised after consultation with Council's insurer.

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

##### CC1.3.2a: Implement Compliance Program

Development Services



The four adopted Council priority areas are on track in accordance with the Work Program.

### 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




Council will be holding a morning tea at the Ballina Surf Club on Wednesday 13 May 2015 in celebration of National Volunteer Week. Established in 1989, National Volunteer Week is the largest celebration of volunteers and volunteerism in Australia, and provides an opportunity to highlight the role of volunteers in our community. The morning tea is being held to acknowledge the significant contribution Council's volunteers make to the Shire through its many programs.

### 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>		
<b>CC2.1.1b: Co-ordinate Gardens Volunteer Program</b>	<b>Open Spaces and Reserves</b>	
Limited number of volunteers continue, however expanded work area about to commence at Lake Ainsworth. Changes made to supporting arrangement from Council and continued monitoring of program implementation		
<b>CC2.1.1c: Co-ordinate Airport and Gallery Volunteer Programs</b>	<b>Community Facilities and Customer Service</b>	
Council's Visitor Information Centre staff recently undertook additional recruitment for the Airport Ambassador Program, with 12 new volunteers appointed to greet arriving visitors to the Shire. The NRCG has also commenced advertising for a new round of recruitment, with a view to recruiting 10 – 15 new volunteers within the next few months.		

### 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>		
<b>CC2.2.1a: Implement Cultural Plan</b>	<b>Strategic Planning</b>	
<ul style="list-style-type: none"><li>• Cultural plan adopted and published. Creative ageing community art project paver creation phase completed. Paver installation currently being planned.</li><li>• Cultural ways interpretive materials project progressing. Project now progressing from stakeholder engagement phase into interpretive material design phase.</li><li>• Environment themed photographic exhibition in the Northern Rivers Community Gallery and associated artistic workshops held in February 2015.</li></ul>		

## 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 is in design development stage of producing a corporate donations prospectus and a 24 page Annual Program booklet to promote the NRCG exhibitions and ancillary events from May – December 2015 and will be distributed to all Council facility touch points, regional visitor information centres and local accommodation and hospitality providers. This program will also promote membership, tax deductible donations and corporate giving.
- Custom-made NRCG brochure stands have been installed at the Ballina Byron Gateway Airport alongside the Gallery's two artwork display areas to promote the Art at the Airport Exhibition Program and the Gallery 2015 Annual Program.
- NRCG advertisements in the Byron Echo monthly Arts Page special has been doubled in size and now includes 120 words of bonus editorial to promote the upcoming exhibitions. Additionally NRCG is trialling advertising the current and upcoming group of exhibitions on the 'Echonetdaily' online newspaper Leaderboard advertising space that will attract approximately 9,000 page views over a 10 day period.

### CC2.2.4: Manage and encourage Companion Animals

#### CC2.2.4a: Implement Companion Animals Management Plan

Environmental and Public Health



Plan now adopted following a report to the February 2015 Ordinary Council Meeting. Educational material prepared for partnership program at Cabbage Tree Island with Northern Rivers Animal Service. Additional summer patrols of beaches and reserves undertaken after normal business hours.

## 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



Council's Social Planner has commenced work on an initial draft Reflective Reconciliation Action Plan (RAP). This is an entry level RAP and will be used to further plan for the development of a more detailed plan going forward.

#### 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



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. Training has been scheduled for our employees engaged under this disability supported employment program on the new Disability Employment Standards.

#### 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



Internal review completed on recruitment processes. Training scheduled for next round of staff to attend Anti-Discrimination and Bullying and Harassment Awareness and prevention.

### 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



Community consultation process completed and application submitted to IPART. Decision by IPART due 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



The Council has determined to hold this matter in abeyance pending the outcomes of the State Government's current review of Crown Land management. However, as a further resource for future consideration, an independent peer review of potential candidate sites for an indoor sports and/or entertainment facility has been commissioned, and is nearing completion.

### 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?
<b>CC3.2.1: Ensure provision of appropriate facilities for younger people</b>		
<b>CC3.2.1a: Implement Adopted Sports Fields Management Plan</b>	<b>Open Spaces and Reserves</b>	
Council staff currently assessing options to determine value for money based on available resources.		
<b>CC3.2.1b: Implement Playground Upgrade and Renewal Plan (PURP)</b>	<b>Open Spaces and Reserves</b>	
Playground Upgrade and Renewal approved for exhibition.		
<b>CC3.2.1c: Pursue provision of skate park at Wollongbar</b>	<b>Strategic Planning</b>	
Rezoning of Council owned land including redefinition of open space area completed in January 2015. Planning for open space and skate park to be undertaken by Open Spaces and Reserves section. Council approved funding for project in 2015/16.		

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

Program Actions	Principal Activity	On target for this year?
<b>CC3.3.1: An Ageing Strategy is developed to provide appropriate services and facilities for an ageing population</b>		
<b>CC3.3.1a: Implement Ageing Strategy for the Shire</b>	<b>Community Facilities and Customer Service</b>	
The Draft Active Aging Plan was presented to the Council at its January 2015 Ordinary Meeting and endorsed for public exhibition. The plan was exhibited until 4 March and has received feedback relating only to the lack of and imagery within the document representing local Aboriginal seniors. Culturally, the securing and approval for use of photography of Aboriginal peoples must be undertaken in a respectful manner. Council's Social Planner is now working in conjunction with the Corporate Communications team to try and resolve this issue to enable the use of Aboriginal imagery throughout all of Council's corporate documents, where appropriate. Once the use of suitable imagery is secured then cosmetic changes will be made to the previously exhibited material and the Plan will be finalised and considered adopted, in accordance with the Council resolution.		





**CC3.4 Provide strategies for increased participation by females**

Program Actions	Principal Activity	On target for this year?
<b>CC3.4.1 Develop actions to improve female participation rates in recreational activities</b>		
<b>CC3.4.1a: Identify measures and undertake actions to promote increased female participation rates</b>	<b>Open Spaces and Reserves</b>	
New women's specific event planned for 26 April 2015, with assistance provided by Council to Ballina Triathlon Club. Recent works to improve Ballina Netball undertaken. Data monitoring to continue.		








## 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>		
<p><b>PE1.1.1a: Implement regional visitor services strategy</b></p> <ul style="list-style-type: none"> <li>Council's Corporate Communications and Tourism Coordinator attended a board meeting for North Coast Destination Network</li> <li>Annual Accreditation VIC Report was completed</li> <li>Continue to source local produce for sale at the Visitor Centre</li> <li>Recruited a further 12 volunteers for the Airport Ambassador Program</li> </ul>	<b>Community Facilities and Customer Service</b>	
<p><b>PE1.1.1b: Participate in and leverage opportunities to market the Ballina Coast and Hinterland</b></p> <ul style="list-style-type: none"> <li>Sydney Weekender went to air on 11 April 2015</li> <li>Attended Melbourne Caravan and Camping Show in February/March 2015 with neighbouring LGAs</li> <li>Worked with the Ballina Byron Gateway Airport to develop a marketing campaign targeting Visiting Friends and Relatives market for June/July 2015</li> <li>Cooperative marketing campaign targeting Melbourne was in market and concluded in February 2015. Results include an 8% increase in passenger numbers for Ballina Byron Gateway Airport for January 2015 (compared to Jan. 2014) and an increase of 7.3% in passenger numbers for February 2015 compared to Feb. 2014. Website statistics increased by 34% for January and 49% in February 2015 when compared with the previous year.</li> <li>Participated in TripAdvisor sponsored promotion campaign for the international market.</li> </ul>	<b>Community Facilities and Customer Service</b>	
<p><b>PE1.1.1c: Implement Destination Management Plan for Ballina Shire</b></p> <ul style="list-style-type: none"> <li>Activity 1.7 – Article in Council's Community Connect raising awareness of the visitor economy (December and March edition)</li> <li>Activity 2.1 – Participated in the Melbourne Caravan and Camping show under The Legendary Pacific Coast brand</li> <li>Activity 2.4 – Ballina Breath of Fresh Air campaign in market for Melbourne</li> <li>Activity 2.6 – Weekly social media posts about Ballina Coast &amp; Hinterland</li> <li>Activity 3.1 –Working with Lennox Head Heritage Committee to install interpretative signs in Lennox Head</li> <li>Activity 3.2 –Bundjalung Cultural Ways currently under development</li> <li>Activity 3.7 –Northern Rivers Rail Trail – staff continue to be informed of the proposed Rail Trail's progress</li> <li>Activity 5.1 – Visitor Centre staff promoted Alstonville NYE Festival, North Coast Show and Shine, Skateboard Clinics, Alstonville Wollongbar Fun Run, Lennox Head Community Markets, Ballina 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</li> <li>Activity 5.2 – Continue to support and build the capacity of community event organisers – 7 events were issued consent in the quarter, with a total of 31 for the year.</li> </ul>	<b>Community Facilities and Customer Service</b>	
<p><b>PE1.1.1e: Improve Promotional and interpretative signage</b></p>	<b>Community Facilities and Customer Service</b>	
<ul style="list-style-type: none"> <li>Lennox Head Interpretative signage panels installed by Council</li> <li>Bundjalung Cultural Ways project continues with contractors secured to assist with the project.</li> </ul>		

**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>		
<b>PE1.1.2a: Implement Ballina Town Entry Statement Program as funding opportunities arise</b>	<b>Open Spaces and Reserves</b>	
Construction works nearing completion		
<b>PE1.1.2b: Progress Coastal Shared Path</b>	<b>Engineering Works</b>	
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, and application has been made with RMS for further funding to match revised estimate of \$910,000 following completion of detail design by Council. Early advice from RMS is the funding application will be supported. Stage 3 commenced at south end of North Creek Road March 2015. Coastal Recreational Path (Stage 1 Angels Beach to Sharpes Beach) has commenced preconstruction with consultation and preparation for Cultural Heritage Assessment and 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 for the above has stalled due to lack of response from a Registered Aboriginal Party. Undertakings have been made at the last Aboriginal Community Committee meeting that responses to documentation will be made by the family of the Registered Aboriginal Party. However, tender documentation will be finalised in preparation for construction of the section (excluding the Flat Rock amendment at this stage.)		
<b>PE1.1.2c: Participate in Roads and Maritime Services Location Marker Program for Ballina</b>	<b>Community Facilities and Customer Service</b>	
RMS advises it is currently preparing trial sites within other local government areas to assess engineering and presentation issues concerning the proposed structures. If considered acceptable, indications are that signage for the northern and southern highway approaches to Ballina may be under active consideration by mid-2015. Council's role in this project is limited to advocacy.		
<i>PE1.2.2 Improve infrastructure and viability of business precincts</i>		
<b>PE1.2.2b: Pursue provision of latest technologies such as NBN to business precincts</b>	<b>Commercial Services</b>	
Proposed expansion of Southern Cross Industrial Estate may qualify for connection to NBN. Council will pursue this as part of the development. NBN has been installed for the Wollongbar subdivision.		
<b>PE1.2.2c: Continue town centre enhancement programs</b>	<b>Engineering Works</b>	
Moon Street/River Street roundabout and Moon Street upgrade - Design complete and service investigations complete. Early service relocations for Essential Energy commenced in late 2014 however a disconnection and reconnection was only achieved in March 2015. Roadworks, stormwater and footpath preparations commenced March 2015 and will continue with night work also commencing April 2015. Cherry Street and Tamar Street roundabout – service relocations and concrete pavement works commenced November 2014, and roadworks completed March 2015. Drainage rehabilitation under existing concrete pavement still to be completed. 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?
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*PE1.3.2 Streamline processes for undertaking business with Council*

<b>PE1.3.2a: Implement electronic Rate Notices</b>	<b>Governance and Finance</b>	
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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.

<b>PE1.3.2b: Improve payment systems to Council</b>	<b>Governance and Finance</b>	
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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.

<b>PE1.3.2c: Increase availability of electronic records to the public</b>	<b>Governance and Finance</b>	
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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.

<b>PE1.3.2d: Implement online Section 149 Certificates</b>	<b>Information Services</b>	
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Sign-off not obtained due to functionality gaps identified in testing. These have been reported to the vendor and the project put on hold until such time as the vendor remedies the identified issues. Project will continue to be monitored, with further discussions to take place with the vendor.

**PE2.1 Develop plans that encourage business growth and diversification**

Program Actions	Principal Activity	On target for this year?
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*PE2.1.1 Provide strategies for business growth*

<b>PE2.1.1a: Finalise Clarke Street Master Plan</b>	<b>Strategic Planning</b>	
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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**



The State Government's Regional Boating Plan approved funding for nine projects to be delivered during the next two financial years. Council allocated our required funding at the March 2015 Finance Committee meeting. Expressions of interest close for the concept plan consultancy for the Ballina Trawler Harbour on 14 April 2015.

**PE2.1.1c: Implement airport development plan**

**Commercial Services**



The new car park has been completed. The application for Regional Tourism Infrastructure Funding (RTIF) for Airports has been submitted. Our application is seeking support and funding for \$7.45 million. The new security fence has been deferred until July 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**

**Support Operations**



Investigative drilling at both the Tuckombil and Stokers Quarry has occurred, with draft Quarry Development Plans being reviewed by Council. The final plans will be delivered June 2015. Following this, a report to Council will be prepared prior to seeking environmental assessments and relevant planning and regulatory approvals.

**PE2.2.1b: Proactively manage Council sand pit**

**Support Operations**



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.

**PE2.2.1c: Pursue dredging of North Creek**

**Commercial Services**



The consultant for the approval process for dredging North Creek has been appointed with Hydrosphere successful. Project progressing in accordance with contract timetable.

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

Program Actions	Principal Activity	On target for this year?
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*PE3.1.1 Revitalise our retail town centres*


<b>PE3.1.1a: Progress plans for the redevelopment of the Wigmore Arcade to encourage economic development in the Ballina town centre</b>	<b>Commercial Services</b>	
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Refurbishment works to the Arcade 90% complete by end of March 2015 and works to Winton Lane and Wigmore Carpark to commence early April 2015. Leasing of vacant shops ongoing.

*PE3.1.2 Provide adequate land for business growth*

<b>PE3.1.2a: Progress availability of land at the Russellton Industrial Estate</b>	<b>Commercial Services</b>	
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Negotiations with adjoining owners ongoing. Development cannot proceed until agreement has been reached between adjoining owners and Council.

<b>PE3.1.2b: Progress availability of land at the Southern Cross Industrial Estate</b>	<b>Commercial Services</b>	
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Specialist consultant studies almost complete. Discussions with Strategic Planning progressing.

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

Program Actions	Principal Activity	On target for this year?
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*PE3.2.1 Pursue affordability strategies in respect to the availability of residential land*

<b>PE3.2.1a: Progress Wollongbar and Ballina Heights Building Better Regional Cities Programs</b>	<b>Commercial Services</b>	
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A total of 141 applications received to the end of March 2015. A total of 60 grants have been issued for the Wollongbar Urban Expansion Area and 38 grants have been issued for the Ballina Heights Estate

<b>PE3.2.1b: Research and implement appropriate strategies to assist with reducing the cost of residential land</b>	<b>Strategic Planning</b>	
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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?
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*PE3.2.1 Pursue affordability strategies in respect to the availability of residential land (cont'd)*

**PE3.2.1c: Monitor effectiveness of waiver of Section 94 contributions for secondary dwellings**

**Strategic Planning**



Monitoring of secondary dwelling construction ongoing. 6 secondary dwellings approved (in line with Council's policy to waive developer contributions for such dwellings) between July and December 2014.

**PE3.2.1d: Analyse options for the delivery of affordable housing in Wardell**

**Strategic Planning**



Review of the Wardell Strategic Plan, including consideration of housing affordability, commenced. Community engagement phase planned for mid 2015.

*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*

**PE3.2.2a: Release land at Council's Wollongbar residential land holding**

**Commercial Services**



Registration of titles achieved. Settlement of 11 lots now in progress.

**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 nearing completion with network analysis and model adjustments being finalised.

**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?
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*PE3.3.1 Ensure accessible facilities are available for people with limited mobility*

**PE3.3.1a: Implement Pedestrian Access & Mobility Plan (PAMP) and ensure plan remains contemporary**




**Engineering Works**



Revised PAMP delivery program was adopted by Council in December 2013 and incorporated into the 2014/2015 Delivery Program and Operational Plan for implementation. The 2014/2015 capital works program has been delayed due to PAMP grant opportunities being offered for 2015/2016 for the current years program. However, only two projects have now received grants at this stage, and the capital works program will be re-forecast with completion during 2015/2016.

## 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>		
<b>HE1.1.1a: Finalise and implement Coastline Management Plan</b>	<b>Engineering Works</b>	
<p>Draft Coastal Zone Management Plan for Ballina Coastline (CZMP) was adopted by Council, including proposed Office of Environment &amp; Heritage (OEH) amendments, at the September 2013 Ordinary meeting of Council. Finalisation of CZMP has continued during 2014 with more detailed feedback from OEH, and CZMP has been forwarded to OEH for submission to Minister in December 2014. Recent advice from OEH has again provided further feedback regarding CZMP, including referral to other agencies, prior to presentation to Minister. This feedback is under review. 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 has been received which presents potential design options for future protective sea wall types. This is under review. Review of coastline DCP completed as part of DCP review and exhibition process during 2014.</p>		
<i>HE1.1.2 Plan, monitor and manage to protect our floodplains</i>		
<b>HE1.1.2a: Finalise and implement Floodplain Management Plan</b>	<b>Engineering Works</b>	
<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. The public exhibition was undertaken during February-March 2015 with reporting to Council being made at the April 2015 ordinary meeting. 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. Design investigation and modelling in progress.</p>		
<i>HE1.1.3 Actively promote and undertake climate saving and environmental actions as an organisation</i>		
<b>HE1.1.3a: Implement Council's Climate Action Strategy and Environmental Action Plan</b>	<b>Strategic Planning</b>	
<ul style="list-style-type: none"> <li>Ecohealth monitoring water sampling program has concluded, with results to be available mid year.</li> <li>Preparation of comprehensive koala plan of management ongoing. Further engagement with Department of Planning and Environment being undertaken. 20 million trees revegetation program for koala habitat progressing through project planning phase.</li> <li>Engagement with Environment Protection Authority in relation to private native forestry system undertaken.</li> <li>Council has received grants for works at Chickiba wetlands and Northlakes under the State Government's Estuary Management Program. Projects planned for commencement in 2015.</li> <li>Environment themed photographic exhibition and associated environmental education activities undertaken in 2015.</li> <li>Investigation into housing resilience options being undertaken as part of Ballina Major Regional centre Strategy project.</li> <li>Preparation of floodplain risk management plan progressing with exhibition of plan and draft DCP completed.</li> </ul>		

## HE1.2 Promote initiatives that improve our natural environment

Program Actions	Principal Activity	On target for this year?
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### HE1.2.1 Protect and enhance our waterways

#### HE1.2.1a: Support implementation of the Coastal Zone Management Plan for the Richmond River Estuary

Strategic Planning



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.

### 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



CZMP sent to local OEH for review and comment. Meeting held with OEH officer to discuss CZMP however to date no response received. Councillor updates provided as to current status. Two grant submission submitted to OEH under the Estuary Management Program.

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

Environmental and Public Health



Lake Ainsworth Precinct Plan and options being discuss with Department of Crown Lands and is being manage through Civil Services. A grant application for water sampling has been submitted to OEH under the Estuary Management Program. Council has approved a program of works for the available funding.

### 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 proposed for the draft 2015/2016 Operational Plan and Delivery Program, with most of the ground work proposed for 2015/2016.



### 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 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?
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#### HE2.1.1 Plan and delivery adequate water cycle requirements in urban areas

##### 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 awaiting approval or response from NSW Office of Water (NOW) and NSW Health regarding Council s60 application submitted in December 2014 to operate the recycled water scheme.

#### HE2.1.2 Provide good quality recycled water and minimise water consumption

##### 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 mostly finalised and Council is arranging inspections of the remaining handful of difficult to contact customers. Education and promotion of dual reticulation continuing, including trial tours of Ballina WWTP. 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. Consultant's draft specification being reviewed 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?
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### HE2.2.1 Reduce our waste to landfill through effective management and recycling

#### HE2.2.1a: Participate in regional waste Initiatives and pursue waste resource sharing opportunities

Waste Services



The Household Asbestos Disposal Scheme collected 1 tonne of asbestos and issued 7 kits. In conjunction with the NSW EPA , an anti-litter campaign was launched at Lennox Head Skate Park.

#### HE2.2.1b: Implement Council Waste strategy

Waste Services



A final stockpile development plan has been submitted to the NSW EPA, currently awaiting approval for the commencement of development.

## 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



The specialist contractor for the Pressure Reduction and Flow Monitoring Stations has almost completed works throughout the Shire – and are expected to be finalised in April. Construction on the Smith Drive pipeline replacement is expected to start in April and will be finalised by July 2015. Ongoing monitoring of SCADA telemetry by operations staff in the last quarter has resulted in detection, location and repair of several medium sized system leaks in Ballina, Wollongbar and Wardell. Finalisation of the pressure and flow stations contract will enable more sophisticated analysis and should detect further areas for attention.

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

Water and Wastewater



Council has received tenders for staged replacement of old meters in the fleet without standard backflow prevention. Tenders were called following the successful trial using external service providers which resulted in timely and economical replacement of old meters. It is expected a service contract will be signed to enable the successful provider to start the 3 year replacement works from the beginning of next financial year. 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.

### 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



An update on the Biochar program was presented to Council at the February 2015 meeting.

#### HE2.3.2 Increase efficiencies for treating wastewater

##### HE2.3.2a: Implement reticulation main renewal program

Water and Wastewater



The asset assessment and maintenance investigation report is expected to be finalised in May 2015. Preliminary results from the study have been used to inform the forward asset replacement budgets for 2015/16 and beyond. Septicity and salinity testing studies appear to have identified key locations where Council can focus 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 the details of the 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?
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#### 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



Project Complete. Cumbalum Precinct B DCP provisions adopted by Council in April 2014. Cumbalum Precinct A DCP provisions and s94 adopted by Council in February 2015.

##### HE3.1.1b: Investigate concept of semi-rural land uses at the edges of urban areas

Strategic Planning



Initial research and investigations complete. 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 Develop and implement plans that balance the built environment with the natural environment (cont'd)

Program Actions	Principal Activity	On target for this year?
<b>HE3.1.2 Ensure planning instruments reflect current and future needs</b>		
<b>HE3.1.2a: Develop Major Regional Centre Strategy for Ballina and implement actions</b>	<b>Strategic Planning</b>	
First phase of community engagement including futures forum, Civic Panel and Government Agency Reference Group, in school activities and broad stakeholder discussions complete. Technical reporting and specialist studies to support second engagement phase underway.		
<b>HE3.1.2f: Review Generic Plan of Management</b>	<b>Strategic Planning</b>	
Project complete. Revised Plan of Management adopted by Council in February 2015.		
<b>HE3.1.2g: Establish Character Statements for Rural Settlements</b>	<b>Strategic Planning</b>	
Project complete. Rural settlement character statements adopted for use as part of local planning framework by Council in November 2014.		
<b>HE3.1.2h: Implement new State Government Planning Framework</b>	<b>Strategic Planning</b>	
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?
<b>HE3.2.1 Ensure compliance with environmental legislation and standards</b>		
<b>HE3.2.1a: Develop and implement Illegal Dumping Action Plan</b>	<b>Environmental and Public Health</b>	
Procedure on the Use and Management of Surveillance Cameras endorsed at MANEX. Training and education on procedure with relevant staff currently being planned.		
<b>HE3.2.1b: Establish Local Asbestos Policy</b>	<b>Environmental and Public Health</b>	
Draft Policy currently being reviewed by technical officers and is planned to be reported to Council by June 2015.		

### HE3.2 Minimise negative impacts on the natural environment (cont'd)

Program Actions	Principal Activity	On target for this year?
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#### HE3.2.1 Ensure compliance with environmental legislation and standards

##### HE3.2.1c: Establish and implement Waste Management Plan for Multi-Unit Residential Developments

Environmental and Public Health



Draft Policy currently being reviewed by technical officers and is planned to be reported to Council by June 2015.

### HE3.3 Match infrastructure with development

Program Actions	Principal Activity	On target for this year?
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#### 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 adopted by Council in February 2015.
- 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 has adopted the revised DSP this quarter, and the DSP documents have been forwarded to NSW Office of Water for the agency's acceptance. Once confirmed, the documents will be implemented from 01 July 2015.

## 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>		
<b>EL1.1.1a Ensure Council policies reflect contemporary community standards (review 100% of policies during each term of Council)</b>	<b>Governance and Finance</b>	
<p><b>Policies reviewed and adopted since last quarter:</b> B-Double &amp; 4.6m High Vehicle Route Assessment Policy, Sponsorship Policy, Corporate Sponsorship Policy, Donations - Community Halls - Capital Works Assistance Policy, Temporary Storage Containers on Community Land Policy, Urban Vegetation and Tree Management Policy, Liquid Trade Waste Policy, Donations – Waste Disposal of Feral and Orphan Animals Policy.</p>		
<b>EL1.1.1b Review community and operational land classifications and plans of management to ensure they reflect community standards</b>	<b>Strategic Planning</b>	
<p>Project complete. Public land holdings reviewed as part of update to the generic plan of management for community land. System in place to monitor changes in public land holdings and associated classification and categorisation.</p>		
<b>EL1.1.1c Encourage community involvement through the public exhibition of Council strategies and plans</b>	<b>Governance and Finance</b>	
<p>Limited consultation processes during the March Quarter, with the major on-going project being the Ballina Regional Centre Strategy.</p>		

### 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>		
<b>EL1.2.1a Improve consultation methods to increase community involvement in Council's activities</b>	<b>Governance and Finance</b>	
<p>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 and a civic panel. 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>		

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

Program Actions	Principal Activity	On target for this year?
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#### EL1.3.1 Be the voice of our community and liaise with State and Federal Governments

##### EL1.3.1a Approach State and Federal Governments and local members in respect to issues that affect our Shire

**Governance and Finance**



Don Page, Member for Ballina – Follow up on possible acquisition of Old Depot Site, Tamarind Drive - Hon Mike Baird, Premier of NSW - Library funding - Hon Luke Foley, Leader of the Opposition – Library funding – Letter to State Government candidates to place a stop on the current private native forestry approval process until the Koala Management Plan is in place for Ballina Shire. Kevin Hogan, Member for Page – Representations for Government to retain collection of census data.

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

Program Actions	Principal Activity	On target for this year?
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#### EL2.1.1 Enhance financial sustainability

##### EL2.1.1a Improve integration between Long Term Financial Plan and Asset Management Plans

**Governance and Finance**



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.

#### EL2.1.2 Implement and utilise contemporary Asset Management systems

##### EL2.1.2a Implement Council's adopted Asset Management Strategy

**Asset Management**



This is an ongoing task and an integral part of the asset system. The ability to define user roles to enable attribute updates to be added into authority Assets is required. Council's asset engineer IT section are progressing with the permission requirements for this process to occur.

##### EL2.1.2b Implement and maintain Authority Asset Management System

**Governance and Finance**



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.

#### EL2.1.3 Utilise plant, equipment and stock effectively and efficiently

##### EL2.1.3a Implement Procurement Process Improvement Program

**Support Operations**



An increasing number of purchase requests are coming through Stores/Procurement which allows proper and effective cataloguing of goods and services, as well as increasingly competitive quoting. This also builds the purchase / category history which will assist in subsequent supplier negotiations. The e-req / accounts payable process review continues. Currently researching the delegation hierarchy to achieve the optimal flow of purchasing capability and authority, particularly in regards to encouraging purchase via corporate credit card to avoid numerous small invoices. Persisting with proposal to implement barcoding of stock.

## EL2.2 Utilise modern operating systems and apply contemporary practices

Program Actions	Principal Activity	On target for this year?
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### EL2.2.1 Improve organisation's use of technology

#### EL2.2.1a Progress implementation of Authority upgrades and software modules

Information Services



Implementation of the Authority HR module has continued. Some sub-modules already in use, with full system go-live scheduled for mid-May. Planning for upgrade of Authority software in late 2015 and TRIM in 2016.

#### EL2.2.1b Develop and enhance geographic information systems

Information Services



Additional funds provided to reinstate GIS Analyst role. Recruitment process completed in late March with appointment finalised. Exponare review continues.

## EL2.3 Provide effective risk and safety practices

Program Actions	Principal Activity	On target for this year?
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### EL2.3.1 Ensure we comply with Insurer's and Council's risk requirements

#### 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.

### EL2.3.2 Reduce risk from Council owned and controlled assets

#### EL2.3.2a Determine preferred long term strategy to minimise risk for Killen, Dalwood and Tosha Falls

Human Resources and Risk Management



Killen Falls – survey and geotechnical investigations completed. Quotations currently being sourced for supply and construction of access/viewing platforms. Dalwood and Tosha Falls - No further action undertaken or identified outside of maintaining updated signage and inspection program.

#### EL2.3.2b Provide pro-active risk management for Public Liability and Professional Indemnity Insurances

Human Resources and Risk Management



Professional Indemnity Insurance procedure implemented. Northern Rivers Risk Management Group reviewing draft public liability insurance procedures at May meeting as part of regional project.



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

Program Actions	Principal Activity	On target for this year?
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**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**



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?
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**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**



Currently there are 27 government funded traineeships underway in areas of horticulture, water industry and civil construction. This is a strategy to expand our existing staff's skills and qualifications. The government funded traineeship program is in addition to the 20 trainees and apprentices engaged through our trainee and apprenticeship program which is a further strategy to address skills shortages in the areas of mechanical, horticulture, water industry, administration, construction carpentry and electrical.

Northern Rivers HR and IT Groups are continuing to work on a project to assist in increasing information technology skills in the region.

Northern Rivers HR Group are continuing to review opportunities for regional training and mentoring strategies to assist with expanding skills and professional development.

**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**



Implemented a high-bandwidth internet gateway to improve connectivity between mobile devices and council network resulting in improved responsiveness on eforms.

**EL3.3.3 Provide modern and efficient resources to maximise employee capabilities (cont'd)**


**EL3.3.3b Implement Fleet Management Plan**






**Support Operations**



To date; 25 delivered, 9 ordered, 6 in progress.

# **Service Delivery Targets as at 31 March 2015**

Asset Management	2010/11	2011/12	2012/13	2013/14	2014/15 Target	March Results	On Target	Comments
Percentage of development application referrals completed within 21 days (%)	N/A	44	45	38	>70	100%		

Building Services	2010/11	2011/12	2012/13	2013/14	2014/15 Target	March 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% (30/30)		
Percentage of construction Certificates issued by Council (% of total market)	89	91 (406 of 442)	92 (357 of 390)	88 (443 of 505)	>80	825 (357/438)		
Percentage of building development applications determined within 40 days (%)	85	89 (452 of 508)	91 (378 of 415)	90 (467 of 516)	>80	905 (378/418)		
Median days for determination of building development applications (excluding integrated development) (# days)	N/A	17	19	20	<40	18		
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	90% (42/46)		

Commercial Services (Airport)	2010/11	2011/12	2012/13	2013/14	2014/15 Target	March Results	On Target	Comments
Increase in operating revenue for Airport (\$)	2,729,000	3,483,000	4,005,000	4,617,000	>5M	\$3,360,000		The income is increasing with the operation of the additional Melbourne services.
Operating surplus is greater than 25% of revenue (%)	14	20	20	23	>25	17%		The surplus is increasing every month with the extra Melbourne jet services.
Increase in passengers for Airport (#)	287,000	328,000	357,000	398,000	>400,000	332,000		We are expecting close to 435,000 passengers for the financial year

Commercial Services (Property)	2010/11	2011/12	2012/13	2013/14	2014/15 Target	March 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	29% (number) 6% (area)		
Increase operating revenue – Tent Park (\$)	309,000	331,000	355,000	422,000	>400,000	\$331,000		
Increase operating surplus – Tent Park (\$ and % of operating revenue)	\$15,000 5%	\$57,000 17%	\$71,000 %20	\$122,000 29%	>\$60,000 >15%	\$145,000 43%		
Increase revenue generated from commercial property (\$)	2,241,000	2,261,000	2,036,000	2,058,000	>2M	\$1,504,000		

Community Facilities and Customer Service	2010/11	2011/12	2012/13	2013/14	2014/15 Target	March Results	On Target	Comments
Visits to Community Gallery (# pa)	11,951	17,791	16,521	16,511	>15,000	9,729		
Council approved community events (# pa)	N/A	N/A	N/A	46	>25	31		
Increase Library membership (# pa)	28,497	30,700	26,900	20,900	>21,000	22,321		Ballina Public Library was closed for two weeks to accommodate essential renovations to the building, with ongoing disruption from safety barriers and ongoing work, noise, impacting on patronage over a period of 8 – 10 weeks.
Increase Library loans (# pa)	412,800	460,000	429,000	417,000	>400,000	297,696		
Increase Library PC usage (# pa)	N/A	N/A	N/A	19,600	20,000	18,117		
Increase Library wireless usage (# pa)	N/A	N/A	N/A	13,500	>10,000	17,530		
Bookings for Kentwell Centre (# pa)	1,034	887	923	835	>750	728		
Bookings for the Lennox Head Cultural and Community Centre (# pa)	N/A	1,765	2,536	2,541	2,500	2,976		
Bookings for the Ballina Surf Club (# pa)	N/A	N/A	N/A	181	>200	270		
Bookings for the Richmond Room (# pa)	N/A	214	185	N/A	>200	139		There has been no noticeable difference to the number of casual bookings being taken for the Richmond Room; however the decision of Headlands Church to discontinue use of the facility, after many years of patronage, has resulted in a loss of 50 regular bookings per year. Considering this loss the facility is actually tracking well.
Usage rates for community properties (% of properties leased or regularly used)	N/A	NA	N/A	N/A	90	100%		

Community Facilities and Customer Service (cont'd)	2010/11	2011/12	2012/13	2013/14	2014/15 Target	March Results	On Target	Comments
Increase swimming pool patrons (# pa)	127,804	127,194	150,853	N/A	>120,000	145,149		
Enquiries to Visitor Centre (# pa)	59,591	56,900	52,400	57,300	>58,000	40,600		
Increase visits to tourism website	25,417	25,700	35,300	42,500	>38,000	46,866		
Proportion of satisfied visitors to the Visitor Information Centre (%)	96	96	99	100	>95	N/A		Satisfaction surveys will be done in the June quarter.
Grant applications submitted (# pa)	N/A	8	51	23	>30	21		
Net operating deficit for swimming pools (excluding depreciation) (\$ pa)	(471,000)	(386,900)	(434,400)	(470,000)	<(450,000)	(\$300,100)		
Net operating deficit for Community Facilities (excluding depreciation) (\$ pa)	(262,000)	(359,000)	(311,000)	(397,000)	<(400,000)	(\$231,800)		
Minimise operating deficit for Gallery (excluding depreciation) (\$ pa)	(94,000)	(89,000)	(95,000)	(97,000)	<(100,000)	(\$130,000)		The increase in expense relates to a back payment of Crown Lands Rental. The funding source for the repayment is a transfer from the Crown land property reserve, which is not included as income in the calculation of the operating result. End of year projected net operating deficit excluding this anomaly should be on target.
Revenue from Visitor Services (\$ pa)	7,900	7,300	28,500	40,900	>30,000	\$34,400		
Revenue from Marketing (\$ pa)	72,000	7,400	65,500	69,700	>11,000	\$41,700		

Development Services	2010/11	2011/12	2012/13	2013/14	2014/15 Target	March Result	On Target	Comments
Percentage of development applications determined within 40 days (excluding integrated development) (%)	46	46	63	76	>50	72%		
Percentage of Section 96 applications determined within 40 days (excluding integrated development) (%)	56	67	56	71	>60	68%		
Percentage of Section 149 certificates issued within four days of receipt (%)	95	96	91	92	>90	93%		
Time taken to determine development applications (excluding integrated development) (# days)	N/A	48	32	22	<60	28		
Time taken to determine Section 96 applications (excluding integrated development) (# days)	N/A	38	39	32	<40	34		
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	March Result	On Target?	Comments
Minimise operating deficit for Burns Point Ferry (\$)	(200,000)	(228,000)	(239,000)	(198,000)	<(270,000)	(\$156,800)		
Financial management of maintenance programs (%)	104	97	103	102	Within 10% of budget	81%		Works will need to be minimised for last quarter.
Financial management of capital works programs (%)	48	87	78	71	Within 10% of budget	61%		

Environmental and Public Health	2010/11	2011/12	2012/13	2013/14	2014/15 Target	March 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	63%		
Percentage of food premises issued with Infringement Notices (%)	0	0	2	3	<5	1%		
Percentage of other commercial premises audited (%)	90	99	100	100	100	88%		
Percentage of public pools (as defined in the Public Health Act) monitored for water quality (%)	100	100	100	100	100	90%		
Number of existing on site effluent disposal systems inspected per annum (#)	N/A	92	167	46	>250	37		OSSM Program Review commenced and report prepared. Coopers Close report prepared for connection to the low pressure sewage system.



Governance and Finance	2010/11	2011/12	2012/13	2013/14	2014/15 Target	March Results	On Target	Comments
Investment returns greater than 90 day bank bill rate # basis points above benchmark)	83	125	147	102	50	119		
Percentage of complaints receiving response within 10 working days (%)	N/A	N/A	N/A	75%	>95	70%		18 received with 10 completed within the ten day period for this quarter. March results represents cumulative figure for entire financial year.
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%		6,614 out of 7,155 completed within agreed timeframe.

Human Resources & Risk Management	2010/11	2011/12	2012/13	2013/14	2014/15 Target	March 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 (%)	10%	16%	6%	10%	<10%	4%		
Average number of days sick leave per employee (# days pa)	7.78	5.96	7.73	6.24	<7	4.4		This reflects an unusual number of personal medical conditions requiring lengthy periods of time off work.
Percentage of staff undertaking formal training per year (%)	175	98	100	74	>90	65%		
Hours of formal learning per employee (# hours pa)	15	18	24	18	>10	6		

Information Services	2010/11	2011/12	2012/13	2013/14	2014/15 Target	March Results	On Target	Comments
Number of external visits to Council website (#)	131,100	133,500	166,900	178,400	>140,000	156,800		
Proportion of requests for assistance addressed within one working day (%)	90%	89%	93%	85%	>95%	87%		1,524 requests out of a total of 1746 completed within 1 working day.

Open Spaces and Reserves	2010/11	2011/12	2012/13	2013/14	2014/15 Target	March Results	On Target	Comments
Number of urban street trees planted (#)	N/A	N/A	118	231	>200	170		
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	62%		Significant savings being achieved in operating budget.
Financial management of capital programs (%)	75	92	90	69	Within 10% of budget	34%		Playground improvement program now approved.

Support Operations	2010/11	2011/12	2012/13	2013/14	2014/15 Target	March 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	6,973		December to March Quarter approximately 72 Tonnes of CO2 avoided by the solar at the Ballina WWTTP
Operating surplus from fleet and plant operations (excluding depreciation) (\$)	674,000	913,770	1,331,000	1,375,100	>1.2M	\$967,000		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	\$1,605,706		Continually being monitored.
Value of store stock control bin errors (\$)	729	210	947	777	<500	<\$100		Results of weekly cyclical stocktakes of designated bays with negligible variations support stringent control of stock.
Financial management of maintenance programs (%)	93	94	95	92	Within 10% of budget	70%		This is a percentage of the total available maintenance expenditure for Community Facilities.
Financial management of capital programs (%)	55	35	39	57	Within 10% of budget	34%		Budget includes programs without funding approved eg. Marine Rescue Tower (\$1.3M).  All approved projects are progressing in accordance with project plans.

Waste Services	2010/11	2011/12	2012/13	2013/14	2014/15 Target	March 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	68%		
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	March Results	On Target	Comments
Percentage of fire hydrants inspected per annum (%)	N/A	N/A	N/A	55	>50	50%		
Average water consumption per connection (# kl pa)	210	174	147	212	<250	204*		*Change to reporting period to allow meeting quarterly reporting timeframe
Recycled water during dry weather (% ADWF)	N/A	N/A	N/A	35	>20	28%		Includes all treatment plants Alstonville WWTP 68% Wardell WWTP 33% Lennox Head WWTP 3% Ballina WWTP 28%
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	March Results	On Target	Comments
Water main breaks per 30km of main (#)	2.05	0.40	0.33	1.96	<1	2.43		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	21		For last 12 months - three WW reticulation overflows, WWTP non-compliances: <ul style="list-style-type: none"> <li>• Alstonville WWTP 5</li> <li>• Wardell WWTP 3</li> <li>• Lennox Head WWTP 4</li> <li>• Ballina WWTP 5</li> </ul>
Complete quarterly compliance reports in	N/A	N/A	N/A	60	100	100%		Database completes compliance report
Percentage of continuing trade waste licences renewed on expiry (%)	N/A	N/A	N/A	15	100	50		Council resources are currently concentrating on expired and new licenses.
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, and 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	70%		
Financial management of capital programs (%)	66	79	90	71	Within 10 of budget	63%		Capital expenditure will track low due to a number of large capital works projects that have begun, but full expenditure will not be realised until the end of this financial year, or early in 2015/16.