







Delivery Program and Operational Plan Status Report as at 30 September 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?
<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>A review of the draft bike plan has been undertaken by Council's new Road Safety Officer. A number of issues with the plan have been reported to the consultant tasked to prepare the plan and we are waiting on their response. A bike event was held in conjunction with NSW Bike Week on Sunday 20 September 2015. Unfavourable weather conditions and low community involvement has prompted a review of suitable future bike week activities. In conjunction with the Local Area Health Service, a presentation to seniors regarding scooter safety and awareness was well supported.</p>		
CC1.1.1b: Implement NSW State Government Pool Barrier Inspection Program	Building Services	
<p>A total of 72 High Risk Pools have been identified with 72 being inspected and finalised in accordance with our program. A total of 25 Pool Compliance Certificates have been issued for this quarter.</p>		
CC1.1.1c: Support productive relations with key agencies (ie NSW Police, etc)	Community Facilities and Customer Service	
<p>Council representatives met with Ballina Police representatives. The Ballina Police team provided a presentation on crime statistics in the Ballina LGA. A second meeting is planned for late November/early December.</p>		

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: Provide contemporary emergency centre and response capability	Support Operations	
<p>An audit of the Emergency Operations Centre (EOC) was conducted in September. This was in accordance with the NSW Government EOC Policy which proved centre is operationally ready. The DISPLAN is being revised into the new EMPlan, This will include considering and documenting alternative EOC facilities.</p>		
CC1.2.1b: Review Emergency Risk Management Plan	Support Operations	
<p>The hazards identified in the Emergency Risk Management Plan are being reviewed with key stakeholders through a series of workshops. A meeting was held with the Regional Emergency Management Officer (REMO) in July 2015 to discuss a delivery plan for reviewing / translating the risks into the EMPlan format. Each workshop is to be held after the routine Local Emergency Management Committee (LEMC), held: 5 November 2015, 4 February 2016, 6 May 2016.</p>		
CC1.2.1d: Ensure Business Continuity Plans (BCP) are contemporary and tested	Human Resources and Risk Management	
<p>Testing program undertaken in June 2015. This was facilitated by Council's Insurer with all BCP owners attending. Continual reviews of plans being undertaken to ensure they 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?
<i>CC1.3.1: Improve asset management to minimise risk of failure and to maximise benefits delivered</i>		
CC1.3.1a: Deliver proactive infrastructure asset inspection and condition assessment programs	Infrastructure Planning	
<p>There are ongoing inspection and assessment programs for all asset management plans (AMP's). The stormwater asset inspection program has commenced. Video camera footage for about 30% (or 8km) of the minimum length required for assessment has been completed. The condition assessment ratings (1-5) are to be applied in accordance with the AMP. Footpaths are inspected for defects to provide a maintenance program, and in conjunction with this program it is proposed to have a full network condition assessment undertaken every three years to determine remaining life and value of the asset. The draft Roads AMP is being finalised for presentation to the Council by the end of 2015. This work has been delayed in response to the need to prioritise end of financial year processes and new audit requirements.</p>		
<i>CC1.3.2: Seek a high level of development compliance in our community</i>		
CC1.3.2a: Implement Compliance Program	Development Services	
<p>Three of the four identified programs have been activated. The Development Compliance Officer position became vacant when the incumbent was successful in finding another position within Council. The recruitment process did not identify a suitable applicant and the position has been re-advertised. This has meant that progress in implementing the program has been significantly delayed.</p>		
CC1.3.2d: Comply with NSW Essential Fire Services Audit Program	Building Services	
<p>A total of 93% Fire Safety Statements have been submitted for the quarter, with 7% overdue.</p>		

CC2.1 Encourage community interaction and volunteering

Program Actions	Principal Activity	On target for this year?
<i>CC2.1.1: Encourage and foster community pride through volunteering initiatives</i>		
CC2.1.1a: Acknowledge and support volunteers	Community Facilities and Customer Service	
<p>In September our Community Spaces team hosted a morning tea get together for our three Broadband For Seniors Volunteers; another is scheduled for November.</p>		
CC2.1.1b: Support Council initiated volunteer programs (Airport, Gallery etc)	Community Facilities and Customer Service	
<p>In August our Tourism Ambassadors were invited along on another familiarisation tour to get to know the region via public transport. This provides confidence and assists our Ambassadors in their role at the arrivals terminal at the Ballina Byron Gateway Airport.</p>		

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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CC2.2.1: Identify existing and reduce gaps in cultural facilities in the Shire

CC2.2.1a: Implement Cultural Plan

Strategic Planning



Creative ageing community paver art program completed. Pavers laid in Winton Lane at rear of Wigmore Arcade and associated participant gathering held in September. Cultural ways interpretive signage program stakeholder liaison ongoing. Planning for public art installations on new roundabouts in Cherry Street and Moon Street underway.

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 Corporate Giving Prospectus has been completed and potential corporate sponsors are currently being identified. The NRCG facilitated collaborating partnerships for the September group of exhibitions with four local primary schools (Empire Vale, Wardell, Broadwater and Cabbage Tree public schools) via local arts facilitator, Karen Rantissi, with two of the other exhibiting artists. The exhibition launch once again attracted record attendees of over 400 people. NRCG has established ongoing program partnerships with Southern Cross University (SCU) Curatorial Lab and Lennox Arts Board Inc. (LAB) for an Art Month event, 'ArtLAB' that aims to be a biennial event within the Gallery program. The 'ArtLAB' program ran over the October long weekend and attracted an additional 200 visitors to the Gallery for the duration of the event. (outcomes for this event will be reported in the next quarter update). As a result of the 'ArtLAB' programming strong professional arts industry links have been established with 'Galerie pompom', Sydney; 'Creative Road Public Art Projects' and 'NORPA' that will provide credibility of the NRCG and its programs and opportunity to collaborate on future creative industry events with local and interstate leaders innovators of contemporary art practice.

On 15 September the NRCG launched a new stand-alone website and two social media platforms (Facebook and Instagram) to promote the Gallery exhibitions and events. The new website and social media platforms have increased online traffic to the NRCG website by **600%**.

Gallery visitation has increased by **+31%** from the same period last year (Jul-Sep 2014) and **+10%** from the last quarter (Apr-Jun 2015). The NRCG shop has extended its support of local artists with the addition of five new artists and 23 new product lines on trial in the shop on a consignment basis. After an initial three month trial period all new suppliers and product lines will be reviewed based on sales reporting and then transitioned to a wholesale stock system. Six existing suppliers have also been transitioned to a wholesale sales arrangement.

CC2.2.4: Manage and encourage Companion Animals

CC2.2.4a: Implement Companion Animals Management Plan

Environmental and Public Health



Partnership program completed at Cabbage Tree Island with Northern Rivers Animal Service. Program involved education, vaccination and microchipping of dogs and cats on the island. Rangers commence targeted compliance program at beach "hot spot" areas for dog non compliance matters, areas include Angels and Sharps Beach, Ballina.

CC2.3 Assist disadvantaged groups within our community

Program Actions	Principal Activity	On target for this year?
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CC2.3.1: Increase opportunities for people with a disability

CC2.3.1a: Support Council's Access Committee

Community Facilities and Customer Service










Ballina Shire Council's Access Reference Group continues to provide practical advice to Council on a range of issues affecting people with mobility issues. Most recently the Access Reference Group has advocated for the provision of changing place for people with severe and profound disabilities. Council has responded by incorporating an adult changing space in a soon to be constructed amenity block in the Ballina CBD. When the amenity block is completed the changing place will only be the second one in the state of NSW and the only one outside metropolitan Sydney. The Access Reference Group is also providing advice to Council staff in the formation of a Disability Inclusion Action Plan. The members of the Access Reference Group have been heavily involved in the formulation of the community consultation plan for the project.

Program Actions	Principal Activity	On target for this year?			
<i>CC2.3.1: Increase opportunities for people with disability</i>					
CC2.3.1b: Complete Disability Employment Audit to ensure continued accreditation and funding of program	Human Resources and Risk Management				
Training provided to all staff within the Disability Employment program on the new Disability Employment Standards in July 2015. To support program, EPIC employment has been engaged to provide awareness information session for managers and supervisors with the aim of identifying further opportunities to expand the employment of individuals with disabilities. This information session is scheduled for end of October and forms part of Council's commitment to this important program.					
CC2.3.1c: Implement EEO Management Plan	Human Resources and Risk Management				
To ensure an understanding and compliance to legislative and Council requirements for EEO a strong focus on training and education has been undertaken this year. A further program on Anti Discrimination awareness (facilitated by Anti Discrimination Board and focused on legislative and Council policies and procedures) provided to staff in June 2015 resulting in a high percentage of Council workforce now being provided with this training. Cultural Awareness training provided to senior management, management and supervisory positions in September 2015. Awareness training on visible and invisible disability arranged for supervisors and management for October 2015. EEO Management Plan target progress currently under review.					
<i>CC2.3.2: Foster opportunities and partnerships with Aboriginal people</i>					
CC2.3.2b: 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 the resources allocated by the Council. Recent discussions have focussed on the Aboriginal Cultural Ways Project, the proposed Coastal Recreational Pathway Project, Cabbage Tree Island infrastructure and the Ballina Coast and Hinterland Visitor Guide, among other issues.					
<i>CC3.1 Provide equitable access to a range of community services and facilities</i>					
<table border="1"> <thead> <tr> <th data-bbox="128 808 1276 865">Program Actions</th> <th data-bbox="1276 808 1801 865">Principal Activity</th> <th data-bbox="1801 808 1967 865">On target for this year?</th> </tr> </thead> </table>			Program Actions	Principal Activity	On target for this year?
Program Actions	Principal Activity	On target for this year?			
<i>CC3.1.1: Improve access, services and usage of community centres</i>					
CC3.1.1d: Determine long term use for Ballina Fire Station site	Community Facilities and Customer Service				
A report outlining a range of options for short to long-term use of the fire station has been prepared by staff and is currently under review by senior management. A Councillor workshop is anticipated to further develop these concepts.					
<i>CC3.1.3: Ensure appropriate provision of recreation facilities</i>					
CC3.1.3b: Implement upgrade of Ballina and Alstonville swimming pools	Community Facilities and Customer Service				
A range of design concepts has been recently presented to both a Councillor workshop and community consultation meetings in Alstonville and Ballina. From these consultations a clear preferred design option has emerged for each pool and a report by Ridgemill Pty Ltd is to be tabled for the Council in the coming weeks. Based on the quality work undertaken to date, Ridgemill Pty Ltd will be asked to continue managing the project into the next stage, overseeing the procurement of detailed design and construction plans via an EOI process. The process is currently running to schedule and redevelopment is still anticipated to take place during the next closure period.					
CC3.1.3c: Determine and implement strategy for provision of indoor facility (sports and / or events) for Ballina	Community Facilities and Customer Service				
A consultant's report has been received which provides a preliminary evaluation of the Gallans Road and Southern Cross Estate site options, as requested by Council. Other options are also under consideration, with further reporting of this project to Council for direction envisaged in the coming months.					

Program Actions	Principal Activity	On target for this year?
CC3.1.3d: Prepare Master Plan for Pop Denison Park	Strategic Planning	
Community engagement and draft master plan preparation phase nearing completion. Public exhibition of draft master plan planned in last quarter of 2015.		
<i>CC3.1.4: Develop actions to improve female participation rates in recreational activities</i>		
CC3.1.4a: Undertake actions to support increased female participation rates	Open Spaces & Reserves	
Data monitoring continuing. Meeting held with NSW Department of Sport and Recreation to identify further options for assistance.		
<i>CC3.2 Provide young people with a range of leisure activities, along with opportunities for personal development</i>		
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: Enhance sporting field facilities	Open Spaces and Reserves	
Funding allocated to implement sports improvement at the July Council meeting with brief and procurement to be undertaken by December.		
CC3.2.1b: Implement Playground Upgrade and Renewal Plan (PURP)	Open Spaces and Reserves	
Playground Plan adopted at July meeting. Council staff currently planning works based on report recommendations.		
CC3.2.1c: Pursue provision of skate park facilities for Alstonville/ Wollongbar	Open Spaces and Reserves	
Draft masterplan to highlight a proposed level of embellishment on the corner of Plateau Drive and Rifle Range Road, Wollongbar is currently on public exhibition following resolution from July Council meeting.		
<i>CC3.3 Provide strategies for older residents to be part of our community</i>		
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	
Corporate Communications continue to work on securing access to imagery of local Aboriginal people for this document, with an understanding that it will soon be published. In the meantime, the elements within the document continue to be considered within strategic and development planning and various infrastructure and civic works projects. A plan for specific implementation of the strategy is currently being prepared.		

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	
The Ballina Visitor Information Centre reorganised its display to make additional space and create a focus on Ballina Coast & Hinterland tourism product. By not displaying Queensland and other NSW region's brochures (except the Northern Rivers) staff now have time to compile clustered experiences with a focus on what there is to see and do in our locality. An example of this is the Health and Wellbeing brochure. The Ballina Visitor Information Centre launched its marketing prospectus at the Ballina Chamber of Commerce and Industry Breakfast in August; expanded the locally produced product range at Ballina Visitor Information Centre and created more of a 'regional shop' within the centre.		
PE1.1.1b: Participate in and leverage opportunities to market the Ballina Coast and Hinterland	Community Facilities and Customer Service	
The Ballina Visitor Information Centre launched its marketing prospectus at the Ballina Chamber of Commerce and Industry Breakfast in August. Sales will conclude in October with the publications due for release in March 2016. Article in September edition of Community Connect advising that opportunities were now available.		
PE1.1.1c: Implement Destination Management Plan for Ballina Shire	Community Facilities and Customer Service	
Weekly social media posts about the Ballina Coast & Hinterland and a weekly What's On handout. Promotion of events on discoverballina.com and What's On board, Destination NSW website, visitor guide and briefing to Tourism Airport Ambassadors and Community Connect. Produced a Spring school holiday activity sheet.		
PE1.1.1e: Improve Promotional and interpretative signage	Governance and Finance	
Providing input into Cultural Signage project. Provided support with directional signage for CWA Ballina. Also developed improved signage for Ballina Wastewater Treatment Plant and input into improved signage for Lake Ainsworth.		
PE1.1.1f: Participate in Roads and Maritime Services Location Marker Program for Ballina	Governance and Finance	
Council's role in relation to this proposal is limited to advocacy. Representations continue to the NSW Roads and Maritime Services to confirm and schedule its Ballina signage project.		
<i>PE1.1.2 Provide infrastructure that supports our towns as an attractive place to invest and visit</i>		
PE1.1.2a: Progress Coastal Shared Path	Engineering Works	
Shared Path (Stage 3 along North Creek Road) will be completed in October 2015. Coastal Recreational Path (Stage 1 Angels Beach to Sharpes beach). Final reporting of the Cultural heritage Assessment (CHA) and Aboriginal Impact Permit was lodged with OEH in July 2015. The completed CHA and Addendum (for the amended path route around Flat Rock Tent Park) was lodged with the D&EHG in October 2015. A tender will be called for the construction of the board walk following receipt of detailed tender documentation by the suppliers of the composite fibre material for the boardwalk.		
PE1.1.2b: Implement Regional Boating Strategy and related master plans	Engineering Works	
Under the Regional Boating Plan funding has been allocating to the following projects; East Wardell – Pontoon - \$100,000 (\$50,000 grant funded) Captain Cook – Wharf – \$300,000 (\$250,000 grant funded) Fishery Creek – Pontoon - \$100,000 (\$100,000 grant funded) Faulks Reserve – Pontoon \$175,000 (\$100,000 grant funded) Staff are currently developing an EOI to project manage and consolidate the delivery (design and construct) of these projects.		

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


Program Actions	Principal Activity	On target for this year?
<i>PE1.2.1 Improve infrastructure and viability of business precincts</i>		
PE1.2.1a: Complete review of Lennox Head Town Centre Enhancement Plan	Infrastructure Planning	
An internal project group has met to review the options. This group will now engage sectors of the community to discuss further. The updated aerial imagery for the area is to be used for this project and after lengthy delays the imagery is expected in October.		
PE1.2.1b: Implement Ballina Town Centre enhancements programs	Engineering Works	
Moon St/River St roundabout and Moon Street upgrade – Roadworks and footpath paving works were completed in early October 2015. Street furniture and some landscaping is due for completion by the end of October 2015. Moon Street roundabout landscaping to be determined via Public Art Committee. Cherry Street/Tamar Street roundabout landscaping also subject to Public Art Committee.		
PE1.2.1c: Support enhancements in other key business centres (Wardell, Alstonville)	Engineering Works	
At the August Ordinary council meeting the allocation of funds were endorsed for the Wardell boardwalk. Staff are currently in the process of reviewing the detailed design that was developed in 2012 including the associated environmental documentation. An open tender will be called in November to undertake these works.		
PE1.2.1d: Pursue redevelopment of the Ballina Boat Harbour in conjunction with key State Government Agencies	Strategic Planning	
Background assessment and initial State Government agency stakeholder engagement commenced.		
PE1.2.1e: Implement Ballina Town Entry Statement Program	Open Spaces and Reserves	
Works still to be completed carried forward from 2014/15 – Main focus is the provision of street trees on Tamarind Drive		
PE1.2.1f: Implement Southern Cross Master Plan	Commercial Services	
Council's Ordinary Meeting of September 2015 resolved to endorse the preparation of an amended planning proposal and request for an altered Gateway determination		

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: Introduce online certificates application process	Governance and Finance	
It appears unlikely that the software provider will resolve this issue. Staff are investigating a work around that will allow the customer to apply on line and receive the certificate via email.		

Program Actions	Principal Activity	On target for this year?
PE1.3.2b: Simplify access to documents and expand volume of digitised records	Information Services	
In excess of 1,200 building and development application files have been scanned in the September quarter. This figure includes new development applications lodged during the period as well as 766 hard copy files from archives scanned for public file viewing requests. Access to the scanned files was provided via the document delivery portal for 248 separate requests in the quarter. Most regular customers are now lodging file requests via email or the portal instead of in person or by telephone.		
PE1.3.2c: Support the NSW State Government's Small Business Friendly Council's Program	Governance and Finance	
As part of this program quarterly meetings are held with all three Chambers to examine opportunities for improvements. Details of the Ballina Chamber are being provided with business related planning consents. This program is helping to increase staff awareness of small business concerns.		
PE2.1 Develop plans that encourage business growth and diversification		
Program Actions	Principal Activity	On target for this year?
PE2.1.1 Provide strategies for business growth		
PE2.1.1c: Implement Airport upgrades	Commercial Services	
The RTIF funding announcement is expected in late October / early November 2015. The CA/GRS requirement is still being investigated. The airport has a new record with six jet services per day (Over the September school Holidays). REX Airlines have announced their withdrawal from the Ballina to Newcastle route (Commencing on the 26 th of October 2015). Passenger numbers are still on target for a record 450,000 passengers per annum.		
PE2.2 Promote and facilitate a range of business activities		
Program Actions	Principal Activity	On target for this year?
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	
The consultant was asked to refine further information within the quarry development plan prior to finalisation. A report to Council will be prepared prior to seeking environmental assessments and relevant planning and regulatory approvals in late 2015.		
PE2.2.1b: Proactively manage Council sand pit	Support Operations	
Following the preparation of a project justification report, opportunities were identified in looking at the sandpit operations in conjunction with the project for dredging North Creek. Hence no report to Council has occurred yet, till both of these projects consider the opportunities for the volumes of sand resources within the shire and to the market		
PE2.2.1c: Pursue dredging of North Creek	Infrastructure Planning	
Council received a presentation from Hydrosphere Consulting in August 2015 which outlined various scenarios and included the creek conditions, dredging options, approvals process and costs. Hydrosphere is now continuing to work through the next phase of the program to consult with government agencies in regards to environmental approval requirements.		



PE2.3: Establish planning regulations that encourage opportunities for diversification







Program Actions	Principal Activity	On target for this year?
<i>PE2.3.1: Enhance opportunities for business interaction with Council</i>		
PE2.3.1a: Review process for the approval of signage for businesses	Strategic Planning	
Project not yet commenced but the aim remains to complete it this financial year. This project arose from feedback through the Small Business Friendly councils program.		

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 Provide adequate land for business growth</i>		
PE3.1.1a: Progress availability of land at the Russellton Industrial Estate	Commercial Services	
Joint development application lodged between all three adjoining owners to undertake boundary adjustments as per Council resolution.		
PE3.1.1b: Progress availability of land at the Southern Cross Industrial Estate	Commercial Services	
Development application prepared for 54 North Creek Road to undertake a land subdivision to create six serviced lots. Proposal to be presented at Commercial Services Meeting of October 2015.		
<i>PE3.1.2 Support our retail centres</i>		
PE3.1.2a: Progress improvements to the Wigmore Arcade to encourage retail trade in the Ballina Town Centre	Commercial Services	
Works to Winton Lane and Wigmore Carpark now complete. Leasing of vacant shops ongoing.		




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	
172 applications received to the end of September 2015. A total of 79 grants have been issued for the Wollongbar Urban Expansion Area and 50 grants have been issued for the Ballina Heights Estate.		
PE3.2.1b: Implement 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 Wardell strategic plan review. Both the BMRCS and Wardell projects are progressing through community engagement phases.		


Program Actions	Principal Activity	On target for this year?
<p>PE3.2.1c: Monitor effectiveness of waiver of Section 94 contributions for secondary dwellings</p> <p>Monitoring ongoing. Half yearly figures for take up to be reported as part of December quarterly reporting.</p>	<p>Strategic Planning</p>	
<p>PE3.2.1d: Analyse options for the delivery of affordable housing in Wardell</p> <p>Wardell strategic plan and associated planning and environmental study endorsed by Council for public exhibition (this work has included address of affordable housing considerations relevant to Wardell). Public exhibition planned for last quarter of 2015.</p>	<p>Strategic Planning</p>	
<p><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>		
<p>PE3.2.2a: Release land at Council's Wollongbar residential land holding</p> <p>Settlement of 14 lots in Stage one now complete. DA for Stage two submitted to Council. Awaiting determination. Feasibility study for Stage 2 to be presented to Council's Commercial Services Meeting of November 2015. Negotiations with adjoining owner to secure easements for services ongoing.</p>	<p>Commercial Services</p>	
<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 updated Roads Contribution Plan (Version 4) has recently been completed and adopted by Council. Earlier this year Council completed a project to adopt new Developer Services Plans for Water and Sewer. The works in the contribution plans are integrated into Council's Long Term Financial Plan and Delivery Plan. There are construction works in Lennox Head (Epic Estate, formerly Pacific Pines) which includes subdivision works and the sporting fields. Other major sites are at Cumbalum (Ballina Heights), Wollongbar and North Ballina (Ferngrove and Riveroaks).</p>	<p>Infrastructure Planning</p>	
<p><i>PE3.3 Encourage technologies and transport options that support work at home or close to home business activities</i></p>		
Program Actions	Principal Activity	On target for this year?
<p><i>PE3.3.1 Expand accessibility options</i></p>		
<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. Significant works undertaken on the shared pathway projects have been undertaken during the year.</p>	<p>Engineering Works</p>	
<p>PE3.3.1b: Pursue access to latest technologies for the business community (ie NBN)</p> <p>Discussions have been initiated with NBN Co in respect to the provision of NBN to the land at Southern Cross currently planned for rezoning. These negotiations are on-going.</p>	<p>Governance and Finance</p>	

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 and the formal submission to the Minister occurred in June 2015. This submission was made previously, however the OEH requested further agency review and some minor amendments. No response has been received from the Minister at this point in time. There is some uncertainty regarding whether this Government will endorse the plans as their preparation was a requirement of a program of the former Government. 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 report is under review with OEH officers.</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>The Floodplain Risk Management Plan has been adopted by Council with amendments, and the DCP was also adopted with further review to be undertaken. Grant for investigation and design of flood relief at Gallens Road shared path (Cumbalum) has been received, and work is in progress with early design options now submitted for flood modelling. Design investigation and modelling in progress. Resources and funding are being reviewed to determine our approach in regards to the delivery of the early actions in the implementation plan.</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>Preparation of comprehensive koala plan of management ongoing, with public exhibition of draft plan endorsed by Council in August 2015. Exhibition planned for last quarter of 2015. 20 million trees revegetation program for koala habitat progressing with planning for plantings underway and alternative windbreak trial program on the Alstonville Plateau commenced. Planning proposal to incorporate requirements associated with private native forestry lodged with Department of Planning and Environment and under review. Council has received grants for works at Chickiba wetlands and Northlakes under the State Government's Estuary Management Program. Chickiba wetlands project commenced. Regular reporting on environmental initiatives being undertaken through Community Connect. Completion of the Ballina Shire Coastline Coastal Zone Management Plan awaiting endorsement by the Minister for the Environment.</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>Liaison with Richmond River County Council ongoing. Chickiba wetland rehabilitation and Northlakes stormwater management projects are local projects relating to estuary management being undertaken by Council this financial year.</p>		

Program Actions	Principal Activity	On target for this year?
HE1.2.1b: Implement Shaws Bay Estuary Management Plan	Environmental and Public Health	
Comments finally received from Office of Environment and Heritage on the CZMP and the letter of support from Department of Primary Industries (Crown Lands) has also been recently received. Council Report being prepared for October Council Meeting and then CZMP will be finalised and sent to the Minister for approval and certification.		
HE1.2.1c: Implement Lake Ainsworth Management Plan	Environmental and Public Health	
Blue-green algae sampling has commenced for this current summer period. Draft State of the Beaches Report indicates all Beachwatch sampling sites have been graded as "Poor" for the 2014/2015 sampling period. A detailed water quality action plan is currently being prepared for the Lake and is anticipated to commence in November in line with the Beachwatch sampling period for 2015/2016.		
HE1.2.2 Reduce impact of stormwater on our waterways		
HE1.2.2a: Implement Stormwater Management Plan	Engineering Works	
Chickiba wetland (civil works) were completed in October 2015. Revegetation works are to be undertaken over the coming months with ongoing monitoring planned by OEH over the next two years. Northlakes community consultation is being undertaken in October 2015 with construction works planned in November 2015.		
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: Undertake actions to beautify our streetscapes and open spaces		
HE1.3.1a: Implement a proactive street tree planting program	Open Spaces & Reserves	
Street tree planting program commenced, with stock also being prepared at Council nursery.		
HE1.3.1b: Maintain contemporary vegetation management plans	Open Spaces & Reserves	
Council staff currently reviewing Lennox Head vegetation management plans.		
HE1.3.1c: Implement a proactive fig tree management plan	Open Spaces & Reserves	
Investigations by arborist are currently being undertaken on a number of problematic figs to determine work program for the year.		


HE2.1 Implement total water cycle management practices

Program Actions	Principal Activity	On target for this year?
<i>HE2.1.1 Plan and delivery adequate water cycle requirements in urban areas</i>		
HE2.1.1a: Implement adopted Urban Water Management Strategy	Water and Wastewater	
<p>Lennox Head Treatment Plant commissioning is nearing completion. Ballina Recycled Water Treatment Plant commissioning continues. Recycled Water Reservoirs and Pipelines connected and fully operational. Council has received a response from NSW Office of Water (NOW) which details auditing requirements prior to an approval being issued. Council has engaged a consultant to assist in coordinating preparations for recycled water supply, including community information. This will include scheduling the auditor to align with remaining preparatory actions.</p>		
<i>HE2.1.2 Provide good quality recycled water and minimise water consumption</i>		
HE2.1.2a: Implement recycled water quality management plan	Water and Wastewater	
<p>The Recycled Water Quality Management System (RWMS) 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 section 60 application and will be audited and approved as part of the section 60 process. Council officers are coordinating water saving rebates with Rous Water to ensure maximum recycled water use and drinking water savings.</p>		
HE2.1.2b: Provide recycled water to dual reticulated properties	Water and Wastewater	
<p>Internal plumbing cross connection audits of residential properties are all but finalised with some residual properties and compliance issues being followed up by Council. Education and promotion of dual reticulation continuing, including several tours of Ballina WWTP. Council submitted s60 application to supply recycled water in December to the NSW Office of Water (NOW) and NSW Health and has received guidance from NOW about their audit requirements. Delays to final approval and final commissioning of the treatment plants may result in delays to supply of recycled water to dual reticulated properties. Council has engaged a consultant to assist in coordinating preparations for recycled water supply, including community information. 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.</p>		




HE2.2 Reduce, reuse and recycle our resources

Program Actions	Principal Activity	On target for this year?
<i>HE2.2.1 Reduce our waste to landfill through effective management and recycling</i>		
HE2.2.1a: Implement Council Waste strategy	Waste Services	
<p>Stockpile licence variation has been accepted. New requirements on the placement of materials at designated areas at the landfill.</p>		
<i>HE2.2.2 Reduce water wastage</i>		
HE2.2.2a: Implement water loss reduction program	Water and Wastewater	
<p>The contractor has completed all works on the new Pressure Reduction and Flow Monitoring Stations, and Council staff are now incorporating readings from each site in turn into our SCADA telemetry system. The first sites have already identified areas with likely water leakage that will require further investigation. Finalisation of these works will enable more sophisticated analysis across the entire network and should detect further areas for attention. Construction on the Smith Drive pipeline replacement is complete, and initial flow readings appear to confirm the significant estimated water savings are being achieved.</p>		

HE2.3 Pursue innovative technologies

Program Actions	Principal Activity	On target for this year?
HE2.3.1 Reduce finite resource use through innovation		
HE2.3.1a: Implement innovative technologies to generate efficiencies and reduce resource use	Governance and Finance	
<p>The purchase and installation of new GPS equipment will increase the precision in the operation of our motor graders. This has the potential to reduce the amount of material used on a construction project and reduce the amount of time required to place material.</p> <p>We have responded to an increase in the capability of our road maintenance management software and this is allowing us to further optimise the work programming for our inspection and maintenance teams.</p> <p>A new app is being developed to assist in the delivery of our beach closure and safety information.</p> <p>The infrastructure for the water high pressure management zone and demand management area programs has been installed and is being used to generate savings in water loss. Our rural road projects, where appropriate, are being designed with the incorporation of new geosynthetic materials and this has resulted in savings in road pavement costs for rehabilitation projects.</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		
HE3.1.1b: Complete DCP for Skennars Head expansion	Strategic Planning	
<p>Developer interests in the land have changed. Project has been on hold pending provision of information by the new proponent. Staff currently in liaison with new proponent in relation to finalisation of a draft DCP for consideration by the Council.</p>		
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	
<p>Exhibition of background material and ideas completed in September. Project has progressed to drafting of the Ballina Major Regional Centre Strategy document.</p>		
HE3.1.2c: Review Planning Framework for Wardell	Strategic Planning	
<p>Wardell strategic plan and associated planning and environmental study endorsed by Council for public exhibition. Public exhibition planned for last quarter of 2015.</p>		

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: Establish Local Asbestos Policy	Environmental and Public Health	
Draft Policy not advanced because of prioritisation of other core tasks within Section. Consideration to be given as to whether Policy can be prepared for the November Council Meeting given that November is Asbestos Awareness Month.		
HE3.2.1e: Review OSSM Strategy	Environmental and Public Health	
OSSM Program Review Report completed and review of Strategy and program to commence once successful employment of OSSM Field Officer completed. Recruitment for OSSM Field Officer was not successful in August and readvertisement for position is to occur later in the year. Currently engaged a casual OSSM Officer to assist in the program until recruitment completed.		



Program Actions	Principal Activity	On target for this year?
HE3.2.2: Undertake initiatives that protect our local fauna		
HE3.2.2a: Finalise and implement Koala Management Plan	Strategic Planning	
Preparation of comprehensive koala plan of management ongoing, with public exhibition of draft plan endorsed by Council in August 2015. Exhibition planned for last quarter of 2015. Project has been delayed by changes in the approach to the application of SEPP 44 - Koala Habitat Protection by the Department of Planning and Environment.		

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 Open Spaces and Community Facilities Plans	Strategic Planning	
Review of open space and community facilities complete. Section 94 plan drafted with finalisation pending further analysis of facility demand.		
HE3.3.1d Complete review of Section 94 Roads Plan	Infrastructure Planning	
The review of the plan has been completed and the updated Section 94 Roads Contribution Plan (Version 4) was adopted by Council 24 September 2015. The plan is expected to commence on 7 October 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>		
EL1.1.1a Ensure Council policies reflect contemporary community standards (review 100% of policies during each term of Council)	Governance and Finance	
There are currently 88 policies of which 61 have been reviewed this term, leaving 27 to be reviewed by end of term (September 2016).		
EL1.1.1b Review land classifications to ensure they reflect community standards and intended land use outcomes	Strategic Planning	
System in place to monitor changes in public land holdings and associated classification and categorisation. General review of Generic Plan of Management and land classifications scheduled for 2016.		



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

Program Actions	Principal Activity	On target for this year?
<i>EL1.2.1 Expand opportunities for involvement in Council activities</i>		
EL1.2.1a Implement consultation methods to increase community involvement in Council's activities	Governance and Finance	
Recent proactive examples of consultation methods include Pop Denison open day, Wollongbar Skate Park open day and numerous street and location presentations as part of the Ballina Major Regional Centre Strategy.		

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>Tamara Smith, Member for Ballina – Department of School Education site at West Ballina Tamara Smith, Member for Ballina - National Stronger Regions Fund Applications – Ballina Marine Rescue Tower and Airport Boulevard Duncan Gay, Minister for Roads, Maritime and Freight – Woodburn to Ballina Pacific Highway upgrade Penny Sharp, Shadow Minister for Environment – Woodburn to Ballina Pacific Highway upgrade Andrew Constance, Minister for Transport – Woodburn to Ballina Pacific Highway upgrade Tamara Smith, Member for Ballina – Funding Summary for Ballina Marine Rescue Tower Kevin Hogan, Member for Page – seeking support for Youth Outreach Program in the region Kevin Hogan, Member for Page – seeking letter of support for Youth Outreach Program to be forwarded to Richmond LAC Tamara Smith, Member for Ballina – seeking letter of support for Youth Outreach Program to be forwarded to Richmond LAC NSW Premier's Office – funding for Marine Rescue Tower Tamara Smith, Member for Page – funding for Marine Rescue Tower Hon Duncan Gay – Minister for Roads Maritime and Freight – funding for Marine Rescue Tower Hon Duncan Gay – Minister for Roads Maritime and Freight – north facing ramps on Pacific Highway at Cumbalum Tamara Smith, Member for Ballina – north facing ramps on Pacific Highway at Cumbalum</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 Level of compliance with and progress towards the Fit for the Future Program	Governance and Finance	
<p>Council lodged a submission with IPART that forecast all key financial benchmarks would be met by 2019/20. IPART are reporting the outcomes of their report to the Minister on 16 October 2015 and it is uncertain when Minister will release details.</p>		
<i>EL2.1.1 Utilise plant, equipment and stock effectively and efficiently</i>		
EL2.1.1a Implement Procurement Process Improvement Program	Support Operations	
<p>Savings continue to be made with a more coordinated approach to purchasing stock inventory and non-stock goods. Subsequent to centralising the procurement function and categorisation enhancements, a number of items have been bought into Store as stock, eliminating the need to procure on an ad-hoc basis; reducing acquisition costs and; improving productivity by having the goods readily available.</p> <p>Discussions with Finance and IT continue with regards to developing the approval process via requisitions for purchase order issue by Stores/Procurement staff. IT suggest that it may be possible to have Stores/Procurement staff allocated “reviewer” status within the Authority hierarchy allowing them to issue purchase orders subject to requisite approval.</p> <p>Council has taken a lead role in the LGP Special Interest Group in addressing existing issues with purchasing/inventory modules as well as developing proactive initiatives for suggested improvements and enhancements to the software.</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	
New Authority Environment – the server has been upgraded to MS Server 2012 and MS SQL Server 2012. Authority Product version 6.10 - is now installed in the new Authority Environment. Functional testing has been completed successfully. End User testing has commenced. Assets working group established to drive the development of the Authority Assets Management module		
EL2.2.1b Develop and enhance geographic information systems	Information Services	
Main focus has been on improving the asset data in GIS and asset data collection. Leica device has been handed over to field staff to collect asset information and bring back to GIS Team to load into system. Working Group for GIS Enquiry Solution (Exponare) replacement project has been established.		
EL2.2.1c Implement the use of barcodes within the Store for accurate stock item issue to responsible officers	Support Operations	
Barcoding options within our existing software remains a significant challenge. The Procurement Coordinator is investigating other possible options in terms of handheld PDA's/computers which would facilitate improved productivity through stock control.		
EL2.2.1d Implement online requisitions and optimise use	Support Operations	
Discussion with IT and Finance in relation to this issue have centred on the approval process for the requisition and purchase of goods. As part of this, the intention is to be able to receive requisitions from staff with access to Authority via the On-line Requisition (OLR) functionality and for those without Civica access, via a specifically designed E-form emanating from iPads/iPhones. As enhancements to both the stock listing and non-stock catalogue continue, requisitioners will have a continually expanding product to search from.		

EL2.3 Provide effective risk and safety practices

Program Actions	Principal Activity	On target for this year?
<i>EL2.3.1 Reduce risks from Council owned and controlled assets</i>		
EL2.3.1b Complete Statewide Insurance Audit to ensure compliance with Insurer and Council requirements	Human Resources and Risk Management	
StateCover Audit completed. Risk Management Action Plan developed and endorsed by Insurer August 2015. Actions to be implemented over this review period.		
EL2.3.1c Provide pro-active risk management for Public Liability and Professional Indemnity Insurances	Human Resources and Risk Management	
Council has implemented Contractor Insurance Management System (CIMS) which has been developed by Council's Insurer. This provides a high level quality assurance checking of insurances to ensure Council's interests are protected. Risk Section currently working on program to move all contractors across to this system. Northern Rivers Risk Management Group finalising public liability insurance procedures.		

EL3.2 Deliver responsive and efficient services

Program Actions	Principal Activity	On target for this year?
<i>EL3.2.3 Effectively manage maintenance and capital works programs</i>		
EL3.2.3a Increase efficiencies for road maintenance (hand patching) asphalt for pothole repair	Engineering Works	
For this quarter a total of 2,400 defects were repaired. The average response times where; 9 working days for major potholes; and 17 working days for minor potholes. The work to increase the capabilities our electronic defect management system is providing improved coordination of works crews and prioritisation of works.		
EL3.2.3b Improve efficiencies for road maintenance of gravel roads	Engineering Works	
As for hand patching, our use of a maintenance management system is improving our operations. This includes our operations work team being trained in the use of the software to improve data capture and reporting. The Group Manager is also currently examining options for an independent service level review of some of our road operations as a tool to further improve efficiencies in this section.		

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	
Northern Rivers Human Resources Group and Northern Rivers IT Group working together to identify opportunities to increase IT skills across the region. This is a large scale project which is ongoing. Human Resources to assist all managers within Council to review their Workforce Plans in this period to ensure staff skills meet current and future changes to 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	
Upgrade of eforms platform completed in order to provide further functionality within the eform development platform. Three new eforms have been developed and are now available, Asset Condition Assessment, Tree Inspections, Compliance Inspections. The GIS team have been working with WWW on the asset data collection process. We have recently trained and handed over the device to the field staff so they can collect their own data. We now have a steady flow of asset data coming in from the field into our GIS.		
EL3.3.3b Implement Fleet Management Plan	Support Operations	
In total there are 44 items to be replaced in 2015/16. To date this: 8 have been delivered, 7 are ordered and 3 are in progress.		

Service Delivery Targets as at 30 September 2015

Infrastructure Planning	2011/12	2012/13	2013/14	2014/15	2015/16 Target	September Results	On Target	Comments
Percentage of development application referrals completed within 21 days (%)	44	45	38	62	>70	67		Represents on-going improvement

Building Services	2011/12	2012/13	2013/14	2014/15	2015/16 Target	September Results	On Target	Comments
Ensure a high level of compliance for safety certificates	N/A	N/A	N/A	N/	>90	93		
Percentage of complying development certificates issued within 10 working days (%)	100 (90 of 90)	100 (32 of 32)	96 (47 of 49)	100 (44/44)	>90	93 (25/27)		
Percentage of construction Certificates issued by Council (% of total market)	91 (406 of 442)	92 (357 of 390)	88 (443 of 505)	84 (515/610)	>70	94 (164/175)		
Percentage of building development applications determined within 40 days (%)	89 (452 of 508)	91 (378 of 415)	90 (467 of 516)	90 (523/581)	>80	93 (166/178)		
Median days for determination of building development applications (excluding integrated development) (# days)	17	19	20	18	<40	20		
Percentage of Building Certificates (Section 149D of EPA Act) determined within 10 working days (%)	83 (41 of 49)	85 (47 of 55)	87 (39 of 45)	92 (60/65)	>90	100 (26/26)		

Commercial Services (Airport)	2011/12	2012/13	2013/14	2014/15	2015/16 Target	September Results	On Target	Comments
Increase in operating revenue for Airport (\$)	3,483,000	4,005,000	4,617,000	4,709,000	>5,000,000	1,110,000		This figure excludes accruals and with monies owing a more accurate figure is approximately \$1,273,000
Operating surplus is greater than 25% of revenue (%)	20	20	23	22	>25	15%		A number of operating expenses such as insurance are paid in full at start of the year
Increase in passengers for Airport (#)	328,000	357,000	398,000	434,000	>450,000	112,529		Represents quieter period of the year

Commercial Services (Property)	2011/12	2012/13	2013/14	2014/15	2015/16 Target	September Result	On Target	Comments
Vacancy rate for Crown owned commercial properties (buildings) (% by number)	10	0	0	0	<10	0		
Vacancy rate for Council owned commercial properties (% by number and area)	3 (number) 1 (area)	33 (number) 8 (area)	37 (number) 10 (area)	29 (number) 6 (area)	<10	22 (number) 5 (area)		Aiming to reach both benchmarks by end of financial year
Increase operating revenue – Tent Park (\$)	331,000	355,000	422,000	432,000	>420,000	81,100		Revenue figures are down possibly due to shark concerns
Increase operating surplus – Tent Park (\$ and % of operating revenue)	\$57,000 17%	\$71,000 %20	\$122,000 29%	\$173,000 40%	\$150,000 >15%	\$26,000 32%		Quieter period of year, although revenue numbers are down
Increase revenue generated from commercial property (\$)	2,261,000	2,036,000	2,058,000	1,944,000	>2,000,000	645,000		

Community Facilities and Customer Service	2011/12	2012/13	2013/14	2014/15	2015/16 Target	September Results	On Target	Comments
Visits to Community Gallery (# pa)	17,791	16,521	16,511	15,017	>15,000	5,156		
Council approved community events (# pa)	N/A	N/A	46	42	>25	11		
Increase Library membership (# pa)	30,700	26,900	20,900	22,652	>21,000	21,325		
Increase Library loans (# pa)	460,000	429,000	417,000	395,786	>400,000	104,754		
Increase Library PC usage (# pa)	N/A	N/A	19,600	23,809	25,000	6,423		
Increase Library wireless usage (# pa)	N/A	N/A	13,500	23,599	>20,000	6,687		
Bookings for Kentwell Centre (# pa)	887	923	835	1,019	>800	315		
Bookings for the Lennox Head Cultural and Community Centre (# pa)	1,765	2,536	2,541	4,110	3,000	1,370		
Bookings for the Ballina Surf Club (# pa)	N/A	N/A	181	372	>300	129		
Bookings for the Richmond Room (# pa)	214	185	N/A	191	>150	52		
Usage rates for community properties (% of properties leased or regularly used)	NA	N/A	N/A	100	90	100		

Community Facilities and Customer Service (cont'd)	2011/12	2012/13	2013/14	2014/15	2015/16 Target	September Results	On Target	Comments
Increase swimming pool patrons (# pa)	127,194	150,853	N/A	157,149	>140,000	5,079		The pools only re-opened a few weeks prior to the end of this quarter
Enquiries to Visitor Centre (# pa)	56,900	52,400	57,300	54,403	>58,000	12,647		This figure includes telephone calls and walk ins to the Visitor Centre – Walk in - 11,325 Phone- 1,174 Email - 148
Increase visits to tourism website	25,700	35,300	42,500	61,382	>45,000	15,430		
Proportion of satisfied visitors to the Visitor Information Centre (%)	96	99	100	100	>95	100		Survey completed during first quarter
Net operating deficit for swimming pools (excluding depreciation) (\$ pa)	(386,900)	(434,400)	(470,000)	(367,100)	<(460,000)	(75,000)		
Net operating deficit for Community Facilities (excluding depreciation) (\$ pa)	(359,000)	(311,000)	(397,000)	(330,000)	<(400,000)	(123,200)		A number of annual expenses incurred at start of year
Minimise operating deficit for Gallery (excluding depreciation) (\$ pa)	(89,000)	(95,000)	(97,000)	(147,000)	<(150,000)	(39,000)		
Revenue from Visitor Services (\$ pa)	7,300	28,500	40,900	44,300	>30,000	13,200		
Revenue from Marketing (\$ pa)	7,400	65,500	69,700	95,400	>11,000	6,700		

Development Services	2011/12	2012/13	2013/14	2014/15	2015/16 Target	September Result	On Target	Comments
Percentage of development applications determined within 40 days (excluding integrated development) (%)	46	63	76	73	>50	65		
Percentage of Section 96 applications determined within 40 days (excluding integrated development) (%)	67	56	71	65	>60	57		Slightly under for this quarter due to leave, however expect to be above benchmark for balance of year
Percentage of Section 149 certificates issued within four days of receipt (%)	96	91	92	93	>90	94		
Time taken to determine development applications (excluding integrated development) (# days)	48	32	22	32	<60	30		
Time taken to determine Section 96 applications (excluding integrated development) (# days)	38	39	32	35	<40	40		
Percentage of development applications determined under delegated authority (%)	92	95	95	91	>90	93		

Engineering Works	2011/12	2012/13	2013/14	2014/15	2015/16 Target	September Result	On Target?	Comments
Minimise operating deficit for Burns Point Ferry (\$)	(228,000)	(239,000)	(198,000)	(212,200)	<(210,000)	26,000 surplus		Annual slippage to occur shortly.
Financial management of operating expenses (%)	97	103	102	100	Within 10% of budget	23		
Financial management of capital expenditure projects (%)	87	78	71	77	Within 10% of budget	15		

Environmental and Public Health	2011/12	2012/13	2013/14	2014/15	2015/16 Target	September Results	On Target	Comments
Percentage of barking dog complaints responded to within 7 days (%)	N/A	100	100	85	100	100		
Percentage of reported dog attacks responded to within 48 hours (%)	60	95	98	98	100	97		
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 (#)	2	0	5	0	0	0		
Percentage of food premises audited per year (%)	94	99	100	97	100	16		New financial year registration follow ups and Certificate print out undertaken
Percentage of food premises issued with Infringement Notices (%)	0	2	3	2	<5	0		
Percentage of other commercial premises audited (%)	99	100	100	99	100	4		Training/mentoring of new EHO has delayed program but anticipated in next quarter program will be back on target.
Percentage of public pools (as defined in the Public Health Act) monitored for water quality (%)	100	100	100	100	100	0		This program does not commence until November 2015.
Number of on site effluent disposal systems inspected per annum (#)	92	167	46	50	>250	24		High levels of non-compliance resulting in delays in number of inspections.
Number of OSSM Approval to Install	N/A	N/A	N/A	N/A	>10	23		
Number of OSSM Approval to Operate	N/A	N/A	N/A	N/A	>10	18		

Governance and Finance	2011/12	2012/13	2013/14	2014/15	2015/16 Target	September Results	On Target	Comments
Investment returns greater than 90 day bank bill rate # basis points above benchmark)	125	147	102	101	50	91		Result to end of August
Percentage of complaints receiving response within 10 working days (%)	N/A	N/A	75	81	>95	71		Complaints can sometimes take extensive research
Percentage of customer request dealt with effectively and promptly (% within allocated timeframe)	N/A	N/A	88 (7,672 out of 8,740)	88 (8,788 out of 9,995)	>85	90 (2,295 out of 2,543)		
Grant applications submitted (# pa)	8	51	23	25	>25	6		

Human Resources & Risk Management	2011/12	2012/13	2013/14	2014/15	2015/16 Target	September Results	On Target	Comments
Increase Aboriginal employment and integration with the workforce (#)	11	14	17	13	13	13		Investigating opportunities to increase employment through traineeship and apprenticeship program.
Number of workers' compensation claims (#)	26	18	13	9	<20	3		
Hours of lost time due to workers' compensation claims (# hours)	1,744	1,580	1,379	217	<1,000	165		
Number of insurance claims (#)	44	25	28	30	<30	11		High number of minor cost claims received in this period for damage.
Percentage of staff turnover per year (%)	16	6	10	6	<10	1.3		
Percentage of staff undertaking formal training per year (%)	98	100	74	85%	>90	45		
Hours of formal learning per employee (# hours pa)	18	24	18	14	>10	6.76		
Average number of days sick leave per employee (# days pa)	5.96	7.73	6.24	6.55	<7	2.7		Sick leave has been high this quarter from what seems to be a severe influenza strain

Information Services	2011/12	2012/113	2013/14	2014/15	2015/16 Target	September Results	On Target	Comments
Number of external visits to Council website (#)	133,500	166,900	178,400	209,200	>140,000	53,914		
Proportion of requests for assistance addressed within one working day (%)	89	93	85	86	>95	87		2,183 requests completed out a total of 2,493 requests received.

Open Spaces and Reserves	2011/12	2012/13	2013/14	2014/15	2015/16 Target	September Results	On Target	Comments
Financial management of operating expenses (%)	95	95	97	93	Within 10% of budget	18		Operating savings again being made this financial year
Financial management of capital expenditure projects (%)	92	90	69	60	Within 10% of budget	3		Major project is Wollongbar Sports Fields and with the contract let this percentage will quickly increase

Support Operations	2011/12	2012/13	2013/14	2014/15	2015/16 Target	September Results	On Target	Comments
Average fleet green star rating (light fleet) (#)	3.45 Leaseback vehicles 2.64 light pool vehicles	3.66 leaseback 2.66 light vehicles	3.83 leaseback 2.54 light vehicles	3.91 Lease 2.56 Light	>3.5	3.91 Leaseback 2.58 light commercial		
Reduce CO2 emissions from Council's Built Assets energy consumption (# tonnes)	7,200	8,400	8,900	9,635	<9,500	2,369		September accounts were not available so those figures have been estimated.
Increase the generation of renewable energy generated on Council sites (kw)	N/A	N/A	N/A	N/A	>380	380		Investigating options for Lennox Head Waste Water Treatment Plant.
Reduce energy consumption (dollar value) from Council's Built Assets (\$)	1,540,000	1,959,300	1,809,000	2,072,440	<2,000,000	431,000		September accounts not available so those figures have been estimated.
Operating surplus from fleet and plant operations (excluding depreciation) (\$)	913,770	1,331,000	1,375,100	1,502,500	>1,000,000	146,000		Large number of annual expenses incurred at start of year
Increase non stock item catalogue within inventory system (#pa)	N/A	N/A	N/A	N/A	>100	256		Current stock inventory 5,256
Value of store stock control bin errors (\$ biannual)	210	947	777	86.60 Warehouse Store 30.77 Warehouse Ballina WWTP	<500	N/A		Stocktakes performed six monthly. Next to be performed December 2015.

Support Operations	2011/12	2012/13	2013/14	2014/15	2015/16 Target	September Results	On Target	Comments
Review common products and marketplace to seek more competitive pricing (% savings)	N/A	N/A	N/A	N/A	>10	>10%		<p>Savings have been made in reviewing common products to seek more competitive pricing.</p> <p>The top 20 cost savings made has resulted in a 60% cost reduction. Individual savings are between 8% and 66%. Products include: ferry ropes, ball valves, grader blades, joint foam.</p>
Maximise revenues on quarry assets to ensure sufficient return (\$)	304,000	410,500	349,700	251,800	>281,000	94,200		Sale of approximately 11,000 tonnes of overburden material outside of the quarries operational
Financial management of operating expenses (%)	94	95	92	89	Within 10% of budget	26		<p>Majority of capital works projects are underway and are within their planning and procurement phase. Project expenditure should be seen from October 2015 to June 2016.</p> <p>Note that this percentage includes major project budgets in their initial stages, including:</p> <ul style="list-style-type: none"> - Marine Rescue Tower - Lennox Head Surf Club / Lake Ainsworth Project - Swimming Pool Refurbishment - Ballina Sports / Leisure Centre
Financial management of capital expenditure projects (%)	35	39	57	53	Within 10% of budget	3%		

Waste Services	2011/12	2012/13	2013/14	2014/15	2015/16 Target	September Results	On Target	Comments
Volume of waste placed in landfill as a % of total waste received (%)	N/A	N/A	0	0	<10	0		Landfill closed
Proportion of received waste diverted for beneficial reuse from landfill (%)	50	53	55	74	>60	72		
Airspace used at the Ballina landfill per year for landfill (# cubic mtrs pa)	N/A	N/A	0	0	<1,000	0		Landfill closed

Water and Wastewater Services	2011/12	2012/13	2013/14	2014/15	2015/16 Target	September Results	On Target	Comments
Percentage of fire hydrants inspected per annum (%)	N/A	N/A	55	47	>50	47		
Average water consumption per connection (# kl pa)	174	147	212	181	<250	201		
Recycled water during dry weather (% ADWF)	N/A	N/A	35	32	>20	15		Includes all treatment plants: <ul style="list-style-type: none"> • Alstonville WWTP 51 • Wardell WWTP 8 • Lennox Head WWTP 1 • Ballina WWTP 13
Volume of unaccounted water (%)	19	22	19	20	<18	18		Pressure reduction demand zone works under finalization should reduce unaccounted for water and water losses. Initial results from Smith Drive replacement indicate a reduction should become apparent in future quarters.
Water main breaks per 30km of main (#)	0.40	0.33	1.96	1.8	<1	2		Pressure reduction and demand zone works currently underway should reduce line breakages and the severity of those breakages when they do occur.

Water and Wastewater Services	2011/12	2012/13	2013/14	2014/15	2015/16 Target	September Results	On Target	Comments
Number of non-compliance events – water and wastewater (#)	2	0	18	32	0	22		For last 12 months – one WW retic overflow, WWTP non-compliances; <ul style="list-style-type: none"> • Alstonville WWTP 7 • Wardell WWTP 5 • Lennox Head WWTP 5 • Ballina WWTP 4
Complete quarterly compliance reports in respect to licence requirements (% within 30 days of quarter)	N/A	N/A	60	100	100	100		Database completes compliance report daily.
Percentage of continuing trade waste licences renewed on expiry (%)	N/A	N/A	15	50	100	N/A		Council resources are currently concentrating on expired and new licenses.
Financial management of operating expenses (%)	96	95	94	98	Within 10% of budget	23		Wastewater 23% Water 24%
Financial management of capital expenditure projects (%)	79	90	71	82	Within 10% of budget	7		Wastewater 5% Water 9%