







Delivery Program and Operational Plan
30 September 2018 Review





A Connected Community (CC)





WE FEEL SAFE




Code	Program Action	Responsible Position	Comments	On Target?
CC1.1.a	Implement Road Safety Plan to maximise road safety awareness	Manager Infrastructure Planning	As part of the Local Government Road Safety Program with RMS, Council is preparing a project for 2018-2019 focusing on safe driving for people over 65 and mobility scooters. This project is being conducted in collaboration with community transport, bus services, mobility scooter retailers and health professionals. Bike Week 2018 was conducted in September and the message of safer cycling was promoted emphasising minimum passing distances and shared path etiquette. Council is assisting North Coast Area Health in planning for the November 2018 Reduce Risk Increase Student Knowledge (RRISK) workshops for year 11 students on the north coast. Funding for tactile markers at an additional ten existing bus stops has been received and planning is underway for implementation.	
CC1.1b	Implement NSW State Government Pool Barrier Inspection Program	Manager Development Services	71% of all mandatory swimming pools (currently 111 identified on Council's register) have a current compliance certificate. Ongoing focus on compiling a complete register of mandatory swimming pools within Shire and for all these pools to have a current compliance certificate.	
CC1.1c	Work with the NSW Cancer Council to promote initiatives that aim to reduce the incidence and impacts of cancer	Manager Communications	Council has actively pursued grant funding to further enhance the shade facilities at our sporting fields and playgrounds to promote a healthy and active lifestyle.	
CC1.2a	Implement proactive infrastructure asset inspection and condition assessment programs	Manager Infrastructure Planning	Council is pursuing a joint project with adjoining councils to implement a road condition assessment program. A site and condition evaluation for all Council car parking areas to determine a future upgrade program of works has commenced. The evaluation includes size, access, disability facilities, pavement and general condition.	

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CC1.2g	Implement Development Compliance Work Program	Manager Development Services	Compliance work plan is on track. 50% of major developments and other identified development consents issued in 2011 have been inspected. 15 of the 18 Shire Caravan Parks have initiated annual inspections. Swimming pool and Essential Services (Fire Safety) registers are continuing to be compiled.	
CC1.3a	Ensure Local Emergency Management Committee meets regularly and maintains contemporary disaster management plans	Manager Support Operations	Emergency management plans are current and have been exercised, the next formal review date of these documents is due August 2019. The Ballina LEMC is working on formalising the use of the NSW Government's Emergency Management Operations System (EMOS) which is a software system to assist in communications and incident management. A project to establish an alternate local Emergency Operations Centre (EOC) is also being undertaken.	
CC1.3d	Pursue the expansion / replacement of SES premises and Lennox Head Rural Fire Shed	Manager Support Operations	Ballina SES Headquarters - A project team is established with Council and SES representatives. The team has identified the operational needs of the replacement headquarters and developed a concept design. Council staff are now liaising on a suitable site for the headquarters due to challenges accounted in attempting to keep the facility on the existing site. A councillor briefing is proposed shortly to discuss the options. Lennox Head RFS Shed - A project team is being developed with Council and RFS representatives. The team will meet for the first time this quarter to discuss operational requirements so that a suitable footprint area can be determined which will allow an appropriate site to be selected. One option being considered is to place the facility, along with the proposed preschool on the land recently acquired by Council to construct the Hutley Drive extension.	
CC1.3e	Ensure Business Continuity Plans (BCPs) remain contemporary	Manager Risk and Human Resources	New system continuing to be implemented. Business Impact Analysis due to be reviewed in all areas and plans updated.	







WE FEEL CONNECTED TO THE COMMUNITY

Code	Program Action	Responsible Position	Comments	On Target?
CC2.1a	Support Council initiated volunteer programs (Airport, Gallery etc)	Manager Community Facilities	<p>The volunteer program is working well at the Visitor Information Centre, Airport and Gallery.</p> <p>Training programs continue to be developed and well received by our volunteers.</p>	
CC2.1b	Implement Companion Animals Management Plan	Manager Public and Environmental Health	<p>New campaign being developed and new signage for off leash dog exercise areas highlighting the owners responsibility planned.</p> <p>New signage and educational material to be installed shortly at key locations addressing the problem of dog poo not being appropriately collected and disposed of.</p> <p>Council continues to conduct an audit every three months on dogs and cats not registered and this is proving to be successful given the increase in the number of registered animals.</p>	
CC2.2a	Implement Cultural Plan	Manager Strategic Planning	<p>Continuation of Bright Sparks school holiday program within the Gallery.</p> <p>Processed a trial Market on Dusk Christmas Market for Missingham Park amphitheatre.</p> <p>Renewed Farmers Market in Commemoration Park as per original Council three year licence agreement.</p>	
CC2.2b	Implement Public Art Program	Manager Strategic Planning	<p>Installed the rusty plank public art work on the Ross Lane / Byron Bay Road roundabout.</p> <p>Opportunities for new public art installations as part of Council's civil construction program are being considered by staff (meeting held 9 October) prior to reporting to Council's Public Art Advisory Committee.</p>	

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CC2.2c	Promote the Northern Rivers Community Gallery and Ignite Studio	Manager Community Facilities	<p>All programs and exhibitions are promoted extensively through local media streams (radio, print, online), Gallery and Council website, social media and onsite via Council touch points.</p> <p>Programs are also promoted through partnership with Southern Cross University and other arts organisations through talks, presentations and cross-networking.</p>	
CC2.2d	Implement Community Gallery Services at the Fire Station (Ignite Studios)	Manager Community Facilities	<p>Programs are operating from Ignite Studios with school groups and others attending.</p> <p>Wendy Lau, from Hong Kong has just completed her four week residency and provided free collaborative community workshops and presented an exhibition at the end of her stay.</p> <p>The third visiting artist in residence, Andrew Christie from Sydney will commence his five week residency starting mid-October.</p> <p>Grant funded property access and other improvement works are currently being carried out.</p>	
CC2.3a	Support the Access Committee	Manager Community Facilities	<p>Council's Access Reference Group continues to meet bi-monthly and provides on going advice for improving access for people with disabilities.</p> <p>Proposals for planned new and renovated Council-owned or managed facilities are referred to the Group for consideration.</p> <p>This is now further driven by our internal Project Advisory Team (PAT).</p>	
CC2.3b	Implement Equal Employment Opportunity Management Plan	Manager Risk and Human Resources	<p>EEO Management Plan actions reviewed.</p> <p>Progress report to be presented to November 2018 staff Consultative Committee.</p>	
CC2.3c	Implement Disability Employment Program	Manager Risk and Human Resources	<p>Program transition to NDIS in final stages. External audit to be undertaken in November 2018 to ensure compliance.</p>	





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CC2.3d	Implement Disability Inclusion Action Plan	Manager Community Facilities	<p>The Disability Inclusion Action Plan (DIAP) has been completed and adopted by the Council. The DIAP can be viewed via Council's web page.</p> <p>Council continues to undertake a range of projects and implement actions that directly support the needs of people with disabilities.</p> <p>Recent projects include the redeveloped swimming pools, the Shaws Bay precinct improvements and various pathways being constructed under the PAMP.</p> <p>Pending projects under access assessment include the BISC and the proposed new Lennox Head Surf Club building.</p>	
CC2.3e	Support Aboriginal employment	Manager Risk and Human Resources	<p>Council successful in receiving \$100,000 funding towards providing up to 13 Aboriginal high school students with school based traineeship.</p> <p>This program is significant in that it encourages and supports the students to complete HSC whilst gaining valuable experience and qualifications in work area of choice.</p> <p>This experience and qualifications provides a high level of transferable skills to gain employment at completion of HSC.</p>	
CC2.3f	Undertake initiatives to improve engagement with the Aboriginal Community	Manager Strategic Planning	<p>A Council-initiated Aboriginal Transport Disadvantage Forum was convened on 19 September 2018.</p> <p>Forum discussed strategies to improve Aboriginal access to transport services within Ballina Shire and adjoining localities.</p>	




THERE ARE SERVICES AND FACILITIES THAT SUIT OUR NEEDS



Code	Program Action	Responsible Position	Comments	On Target?
CC3.1a	Implement Ageing Strategy	Manager Community Facilities	The Community Facilities team (operating community spaces) received a 'Get Online Week' event grant from the Australian Government Be Connected program. This is to host events during the national 'Get Online Week' from 15-21 November 2018. Be Connected is a free Australian Government initiative, helping older Australians to get the most out of going online. The new Be Connected program offers free computer training with added resource support and a focus on keeping older Australians connected via the internet to prevent isolation.	
CC3.2a	Enhance sporting field facilities	Manager Open Spaces and Resource Recovery	Tender documentation prepared for Skennars Head Sporting Field expansion and sports field lighting upgrades. Detailed design being finalised for Wollongbar Sporting Field drainage and irrigation.	
CC3.2b	Implement Playground Upgrade and Renewal Plan (PURP)	Manager Open Spaces and Resource Recovery	Projects carried forward from last financial year completed, with facilities recently opened at Fawcett Park and Porter Park. Planning works commenced for playgrounds identified in 2018/19 program.	
CC3.3e	Deliver an indoor sports centre	Manager Community Facilities	The Council has awarded the tender to Bennett Constructions Pty Ltd. Negotiations are underway to finalise the contract details, with construction work imminent.	
CC3.3g	Implement Pedestrian Access and Mobility Plan (PAMP)	Manager Engineering Works	An updated and revised Pedestrian Access and Mobility Plan (PAMP) 2018/19 to 2028/29 was adopted by Council at the June 2018 Ordinary meeting. The 2018/2019 Operational Plan and works have commenced or been completed in Cherry Street, Bentinck Street and Crane Street.	
CC3.3h	Implement Pop Denison Master Plan	Manager Open Spaces and Resource Recovery	Detailed design completed for playground upgrade works, with project plan for this year's work currently being reviewed following receipt of additional grant funding.	

A Prosperous Economy (PE)




WE ATTRACT NEW BUSINESS AND VISITORS





Code	Program Action	Responsible Position	Comments	On Target?
PE1.1a	Implement regional visitor services strategy	Manager Community Facilities	The Ballina Visitor Information Centre had its accreditation audit on 4 October 2018. The strategy is being implemented in collaboration with our regional partners and Destination NSW. Regional visitation numbers generally consistent with strategy projections.	
PE1.1b	Participate in and leverage opportunities to market the Ballina Coast and Hinterland	Manager Community Facilities	Prepared and supplied 1800 visitor welcome packs for the Australia Men's Hockey Championships. Prepared and supplied 650 visitor packs for the All Girls Soccer Tournament. Prepared and supplied 300 visitor packs for the Naturopath Summit recently convened in Lennox Head. Supplied the Department of Premier and Cabinet with iconic images for the Ballina Coast & Hinterland. Ballina Coast & Hinterland featured in Modern Australian (travel and lifestyle pages).	
PE1.1c	Implement Destination Management Plan	Manager Community Facilities	Final report to the Department of Premier and Cabinet submitted acquitting marketing campaign attracting visitors (from Melbourne, Sydney and Newcastle) to fly into Ballina Byron Gateway Airport. Sent briefs for facilitators to quote to host a collaborative workshop with Tourism Industry stakeholders and to also revamp the Destination Management Plan so it can be updated for 2020-2025.	
PE1.1e	Improve Promotional and Interpretative Signage	Manager Communications	Work has been undertaken to prepare seven interpretative signage panels around Shaws Bay (Fenwick Dr, Compton Dr, Pop Denison Park) to promote history and ecology of the bay. The format and design of the signs are as per the Historical Ballina River Walk. Consultation has also been undertaken with respect to the Kerry Saxby-Junna Walk.	

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PE1.1f	Participate in the Roads and Maritime Services Location Marker Program for Ballina	Manager Communications	<p>Council staff met with representatives from the RMS in August 2018 regarding the proposed Location Markers planned for the Pacific Highway entrances to Ballina. The Minister has now ceased the Locational Marker Program.</p> <p>There is now a strategy document sitting with the Minister called Bypass Town Signage Strategy – not yet endorsed. Once endorsed, the strategy proposes standard A1 template signage for bypassed towns which are white text on blue background, Australian Standard type signs which will accommodate a local image plus service signs (i.e. hospital cross, visitor centre 'I', knife and fork, petrol symbol).</p> <p>The rationale for abandoning the Locational Marker Program was due to duplication within the RMS. There were essentially two signage programs running, one for the Locational Marker Program for bypassed towns and the other for the rest of the State. The Minister is combining the two programs.</p> <p>The RMS will keep Council informed once the strategy is endorsed.</p>	
PE1.1g	Implement Regional Boating Strategy	Manager Engineering Works	<p>The Regional Boating Strategy projects completed last financial year comprised five high priority pontoon and boat ramp installations, the Emigrant Creek access study and the Trawler Harbour Master Plan. Two further lower priority boating projects were completed to a concept design stage, being parking improvements at North Creek (Lennox Head) and access at Brunswick Street.</p> <p>The implementation of these projects will be subject to further grant funding and opportunities will be sought for this funding during the year.</p>	
PE1.2a	Progress Lennox Head Town Centre Village Renewal for completion by December 2021	Manager Strategic Planning	<p>Community Engagement phase and recommended next steps reported to September 2018 Council meeting. Recommendations regarding trial of one way traffic option adopted by the Council.</p>	










Code	Program Action	Responsible Position	Comments	On Target?
PE1.2b	Implement Ballina Town Centre enhancement program	Manager Engineering Works	<p>This financial year the Ballina Town Centre enhancement program comprises the upgrade of River Street between Moon Street and Grant Street.</p> <p>Draft layout plans have been completed and services for electrical design and Telstra modifications are being sought along with preparation for procurement of materials, with construction scheduled for 2019.</p>	
PE1.3b	Promote Ballina Marina (Trawler Harbour) Master Plan	Manager Strategic Planning	<p>Council's principal role for this project is advocacy. Council staff attended a meeting held on 14 September involving agency and other stakeholder representatives to discuss concepts for improvements within the Trawler Harbour.</p> <p>The key aim appears to be increasing the berth capacity of the facility.</p>	

MY BUSINESS CAN GROW AND DIVERSIFY

Code	Program Action	Responsible Position	Comments	On Target?
PE2.1c	Prepare information to assist small business engage with Council	Manager Strategic Planning	Requires investigation of the nature of information required and then a number of Fact Sheets or other advisory documents to be prepared. Project will be scoped during quarter two with the aim of producing suitable documentation during 2019.	
PE2.1d	Implement economic development strategy	Manager Strategic Planning	Requires a detailed action plan to be prepared and then nominated actions dealt with in accordance with agreed time frames. Action plan will be prepared during quarter two.	
PE2.1e	Review Commercial Use of Footpaths Policy	Manager Strategic Planning	Council considered review of the policy at its Ordinary Meeting on 26 April 2018. The revised policy became effective, following public exhibition, in June 2018.	





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PE2.1f	Support Small Business Friendly Council Program	Manager Communications	Council continued to work with the Office of the NSW Small Business Commissioner and assisted them to coordinate a Small Business Friendly Councils Roundtable event to be held in Ballina in October.	
PE2.2a	Implement Ballina – Byron Gateway Airport upgrades	Coordinator Security	Terminal expansion works underway. Stage 2 anticipated to be complete by early December 2018	
PE2.3a	Advance removal of overburden at Tuckombil Quarry and future of Airport sand pit	Manager Support Operations	<p>Tuckombil Quarry - The removal of overburden material, within the existing extraction limits of the development consent, is being specified within the tender for the development of the Southern Cross Industrial Estate. This will include the extraction, screening, processing and transport of the suitable fill material to the estate for development.</p> <p>Ballina Sandpit - A tender for this project has been drafted for a suitably qualified contractor with appropriate equipment to be engaged. The deliverable of this engagement will be in two phases. Phase 1 the preparation of management plans for submission and approval by Council, Phase 2 the physical construction and dredging activities. This tender is to be advertised within the next quarter, with the development consent being activated by early 2019.</p>	
PE2.3b	Pursue sand dredging of North Creek to provide a valuable resource and economic / tourism benefits	Manager Infrastructure Planning	A report was presented to the Council meeting on 26 July 2018 updating the investigations to date, particularly the findings of the sediment investigations. Also raised was the risk to the project from commencement of the North Creek CMP. As per the resulting Council resolution, we have now written to the NSW Government seeking to have the \$230,700 Rescuing Our Waterways grant redirected towards the preparation of the North Creek Coastal Management Plan. Furthermore, it was requested that the money already spent on the project (i.e. \$178,536) be deemed to satisfy any of the future grants “matching” funding requirement.	







IMPROVE LIVEABILITY IN THE SHIRE

Code	Program Action	Responsible Position	Comments	On Target?
PE3.1b	Progress construction of Airport Boulevard and associated developments	Manager Commercial Services	Development consent granted in September 2018. Construction certificate and detailed drawings are currently being prepared to issue for tender.	
PE3.1c	Progress availability of land at the Southern Cross Industrial Estate	Manager Commercial Services	Contractor appointed to complete 54 North Creek Road. Tender being prepared for winning of material from Tuckombil Quarry and filling lots 2 and 3 Boeing Avenue. RFQ for professional services to prepare DA for subdivision to service industrial lots.	
PE3.2a	Prepare shire residential land and housing report	Manager Strategic Planning	Draft report prepared September 2018. Awaiting internal peer review prior to finalisation.	
PE3.2b	Release land at Council's Wollongbar Residential Land Holding	Manager Commercial Services	Development application for Stage 3 being prepared with lodgement expected October 2018.	
PE3.2c	Monitor infrastructure to support the identified growth areas at Lennox Head, Skennars Head, Wollongbar and Cumbalum	Manager Strategic Planning	All urban release areas have current development control plan provisions applying to them, accompanied by developer contributions plans and servicing plans.	
PE3.3a	Progress delivery of Hutley Drive - northern section	Manager Infrastructure Planning	The concept design plan showing the connection with Byron Bay Road has received RMS in-principle support. The detailed design is progressing and other reports (eg: acoustic, vegetation and geotechnical) are in progress and will form part of the application for construction approval.	
PE3.3b	Progress delivery of Hutley Drive - southern section	Manager Infrastructure Planning	The next round of ecological assessments has been undertaken. The next phase of work is the detailed design and this has not yet been able to be commenced.	
PE3.3c	Progress delivery of Angels Beach Drive/Bangalow Road roundabout lane extensions and additional lane for Bangalow Road	Manager Infrastructure Planning	Detailed design preliminaries have commenced.	
PE3.3d	Progress dual laning of River Street and Tamarind Drive	Manager Infrastructure Planning	The development strategy and concept design has commenced with the procurement of consultant completed. Next phase of work is the survey.	





A Healthy Environment (HE)




WE UNDERSTAND THE ENVIRONMENT

Code	Program Action	Responsible Position	Comments	On Target?
HE1.1a	Implement Ballina Coastline Management Plan and ensure Plan remains contemporary	Manager Engineering Works	<p>An early action item from the Ballina Coastline's Coastal Zone Management Plan comprises the further investigation of the buried rock wall along the Lennox Head section of Seven Mile Beach.</p> <p>The results of this investigation comprising a report from BMT WBM were presented to the July 2018 Ordinary meeting of Council.</p> <p>Early design work has also commenced for revetment work at Boulders Beach, and it is proposed this be developed for a future OEH grant application.</p>	
HE1.1b	Implement Floodplain Management Plans and ensure Plans remain contemporary	Manager Engineering Works	<p>An action from the Ballina Floodplain Risk Management Plan comprises a further detailed overland flow and flood study across Ballina Island and West Ballina, and this is also subject of an Office of Environment & Heritage (OEH) grant.</p> <p>Tenders have been called and closing in September 2018.</p>	
HE1.1c	Review and implement Environmental Action Plan	Manager Strategic Planning	<p>Review of Environmental Action Plan commenced by Civil Services staff and utilising expertise of across Council stakeholders.</p> <p>Review anticipated to be completed by end of second quarter.</p>	
HE1.2a	Implement Richmond River Estuary Coastal Zone Management Plan	Manager Public and Environmental Health	<p>Council recently received two grants to progress works on Emigrant Creek and the partnership program with Office of Environment and Heritage on the Richmond River Governance and Funding Study. A report was presented to the September 2018 Council Meeting outlining the Healthy Waterway Program with current and proposed projects.</p>	






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HE1.2b	Implement Shaws Bay Coastal Management Plan	Manager Public and Environmental Health	The Dredging Feasibility Study is currently being finalised with the Part V consent being issued by Council. Council is now waiting on a Fisheries Permit and licence form Crown Lands to enable further progress. Grant funding from State Agencies and Council will be required to progress the actual works on site. Educational sign to be installed at the Fenwick Drive and Compton Drive areas shortly.	
HE1.2c	Prepare and implement Lake Ainsworth Coastal Management Plan	Manager Public and Environmental Health	Stage 1 of the Lake Ainsworth Coastal Management Program project has been completed (preparation of the scoping study). The project has now moved into Stage 2. Stakeholder engagement to identify key issues and concerns and field work involving technical studies to fill in key information gaps has commenced. Stage 2 is due to continue until May 2019. Community members and other interested parties are encouraged to be involved through the project website.	
HE1.2d	Implement Urban Stormwater Management Plan	Manager Engineering Works	Actions from the Urban Stormwater Management Plan this quarter comprise further stages of rehabilitation along Alstonville Creek, Tanamera Drive, Alstonville, and planning for further upgrade works for the Chickiba wetlands weir to be undertaken next quarter. Recruitment has also commenced for a stormwater engineering position which takes on a key role with the implementation of the Plan.	
HE1.3a	Implement a proactive street tree planting program	Manager Open Spaces and Resource Recovery	Works planned for later in financial year as resources allocated to Castle Drive fig tree during first quarter.	
HE1.3b	Maintain contemporary vegetation management plans	Manager Open Spaces and Resource Recovery	Lennox Head VMP completed with REF to be submitted. Ballina Island VMP consolidation currently being pre-planned.	
HE1.3c	Implement a proactive fig tree management program	Manager Open Spaces and Resource Recovery	Major works undertaken on the removal of Castle Drive fig tree.	








WE USE OUR RESOURCES WISELY








Code	Program Action	Responsible Position	Comments	On Target?
HE2.1a	Improve collection and management of water and wastewater information	Manager Water and Wastewater	<p>The SCADA upgrade at Alstonville and Wardell WWTPs is complete, bringing all WWTPs to the same standard of automation and control. The improved SCADA code for all pump stations has now been rolled out across the network. This has resulted in greater data reliability and far fewer false alarms that are required to be actioned by after-hours staff.</p> <p>A key project for this financial year is the SCADA Ethernet upgrade, which will result in increased usability and clarity of operational data, which will support more responsive and effective operational management.</p>	
HE2.1b	Increase the provision of recycled water to dual Reticulated Properties	Manager Water and Wastewater	<p>There were no new connections to the recycled water network in the reporting quarter. Increases to the dual reticulated supply will be largely development driven going forward, so are unlikely to appear linear or consistent in nature.</p> <p>Five yearly compliance audits have been integrated into daily operations, with audits due being scheduled each month.</p>	
HE2.2a	Develop and implement revised waste strategy that reflects current legislation and waste management practices	Manager Open Spaces and Resource Recovery	<p>Works being progressed on preparing for major changes to materials accepted at regional MRF as a result of China National Sword policy. Working with NEWaste and other member Councils on delivering new education programs to facilitate these changes.</p>	
HE2.2b	Provide an effective and efficient waste management operation	Manager Open Spaces and Resource Recovery	<p>New public place waste bins installed in Alstonville main street. Review undertaken of park bins to ensure efficiency and contemporary collection service. Road work improvements at Waste management Facility completed, with planning for transfer station improvements continuing with installation of Tipwell units planned for October.</p>	







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HE2.2c	Implement water loss reduction program	Manager Water and Wastewater	<p>Investigations into identifying sources of water leakage have continued, with more detailed investigation in East Ballina. Findings from this investigation suggest a number of small leaks and are consistent with findings from previous investigations in Alstonville. East Ballina investigations will continue in the next quarter.</p> <p>In addition, a series of aging valves in Alstonville will be replaced as part of the mains renewal program.</p> <p>They were identified for replacement following the water loss investigations, and will provide multiple benefits, including increased operability of the network (ie ability to isolate smaller sections of the supply network in the event of maintenance, leak investigations or breakage), as well as reduced leakage, as some of the valves identified for replacement are exhibiting evidence of leakage.</p>	
HE2.2d	Reduce the volume of unaccounted water	Manager Water and Wastewater	The unaccounted water percentage for the reporting quarter is 10.3%, which is a reduction from the last reporting quarter. This result is below the target of 15%.	
HE2.3a	Implement technologies to generate efficiencies and reduce resource use	Manager Communications	<p>Communications section has initiated process improvement for the digital management of donations in Council.</p> <p>An Authority register is in the development stage and will be in use by the end of the second quarter.</p> <p>Information Services rolled out a project management module for the efficient management of capital works and organisation wide projects.</p> <p>Human Resources section continued with the implementation of an electronic centralized risk register. Continued with improvements reporting for Delivery Program and Operational Plan 2018/19.</p>	

OUR BUILT ENVIRONMENT BLENDS WITH THE NATURAL ENVIRONMENT

Code	Program Action	Responsible Position	Comments	On Target?
HE3.1a	Implement Ballina Major Regional Centre Strategy	Manager Strategic Planning	Report prepared for Council's Ordinary meeting on 27 September 2018 dealing with residential flat buildings on certain sites within the Ballina CBD - B3 Commercial Core zone, as well as frontage activation requirements. A planning proposal will now be forwarded to the Department of Planning and Environment to seek a Gateway determination.	
HE3.1b	Implement Wardell Strategic Plan	Manager Strategic Planning	Background research completed for preparation of a planning proposal to permit (with consent) dual occupancy development upon flood free R2 zoned sites. Anticipate reporting planning proposal to the Council during the second quarter.	
HE3.1c	Implement Alstonville Strategic Plan	Manager Strategic Planning	Background research completed and draft planning proposal prepared to permit dual occupancy development on certain R2 zoned lots having a minimum area of 900m ² and not slope constrained. Anticipate reporting this matter to the Council during second quarter.	
HE3.1d	Review planning framework for Wollongbar	Manager Strategic Planning	Draft Planning and Environmental Study and Strategic Plan on public exhibition until 2 November 2018. Reporting to the Council will follow after submissions assessment.	
HE3.1g	Review environmental protection zone framework	Manager Strategic Planning	Vegetation mapping being undertaken by Dr S Phillips is nearing completion. Once completed, it will enable a draft planning proposal to be prepared for the Council's consideration. The planning proposal would relate to the integration of all deferred areas that are not subject to existing environmental protection zones under the Ballina LEP 1987 into the Ballina LEP 2012. It will also apply the criteria established under the Northern Councils E Zone Review strategy to such areas and will then result in a review of the applicable environmental zone framework. All of this is subject to any directives issued by the Department of Planning and Environment.	





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HE3.1i	Review Development Control Plan (DCP)	Manager Strategic Planning	A small number of staff review submissions have been received. Additional proposed DCP amendments, relating to extractive industries, will be considered by the Council at its October Ordinary Meeting. At this stage formal review programmed for reporting to the Council in February 2019 due to overall small number of review submissions.	
HE3.1j	Review Local Growth Management Strategy	Manager Strategic Planning	Review scheduled for commencement in third quarter. Review delayed pending release of Local Strategic Planning Statement guidelines by the Department of Planning and Environment and the likely development of a coordinated approach to such statements with our neighbouring councils. Review also delayed pending completion of the Wollongbar strategic planning project in late 2018 early 2019.	
HE3.1k	Manage LEP amendment requests	Manager Strategic Planning	LEP amendments regularly reported to the Council within applicable time frames.	
HE3.1l	Ensure Generic Plan of Management for Community Land remains contemporary	Manager Strategic Planning	A comprehensive review of Council's Principal Generic Plan of Management for Community Land is planned for 2019/20. The most significant reason for this deferral is to enable staff to better understand the implications of transfers of Crown holdings to councils under the recently introduced Crown Lands Management Act.	
HE3.1m	Ensure site specific Master Plans and Plans of Management remain contemporary through timely reviews	Manager Strategic Planning	Refer to comment for Action HE3.1r above. There are no other draft master plans or plans of management currently in the course of preparation.	
HE3.1n	Implement Crown Land Management Act reforms	Manager Strategic Planning	An internal team has been formed to oversee implementation of these reforms.	
HE3.1o	Implement site specific management plans for Killen and Tosha Falls	Manager Open Spaces and Resource Recovery	Adopted actions plan items for Killen and Tosha Falls being implemented. Road improvement works are included with the project to provide toilet facilities at Killen Falls.	


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HE3.1p	Implement site specific management plan for Ocean Breeze Reserve	Manager Open Spaces and Resource Recovery	Design and procurement of playground commencing next quarter. Application from community group for the establishments of a community garden has been received and in accordance with policy will be exhibited for consultation.	
HE3.1q	Prepare management plan for Kingsford Smith Reserve	Manager Open Spaces and Resource Recovery	Awaiting information regarding Crown Land reforms and whether Council is the designated Crown Lands Manager for this site.	
HE3.1r	Prepare management plan for Cawarra Park	Manager Strategic Planning	Awaiting information regarding Crown Land reforms and whether Council is the designated Crown Lands Manager for this site.	
HE3.1s	Review policy framework in relation to extractive industry	Manager Strategic Planning	Councillor briefing held on 20 September 2018. Report prepared for the Council's Ordinary Meeting on 25 October 2018.	
HE3.2a	Develop and implement a Waste Management for Multi-Unit Development Policy	Manager Public and Environmental Health	Draft Policy reported to the July 2018 Council Meeting and is currently on public exhibition.	
HE3.2d	Implement on-site sewage management (OSSM) strategy	Manager Public and Environmental Health	All outstanding historical Approvals To Operate have now been issued by Council (over 2000). The Suitable Qualified Designer list has been developed and will close at the end of the year. A new fact sheet has been developed for Buying and Selling a house with an OSSM system and this has been communicated to real estate and local conveyances.	
HE3.2f	Implement trade waste management program	Manager Water and Wastewater	Council's new Water and Trade Waste Technical Officer commenced work on 12 August 2018, filling the resourcing gap experienced in 2017/18. Five trade waste approvals have been issued this quarter. Council's trade waste register and records have also been extensively reviewed and updated in order to ensure an accurate reflection of the status of the trade waste program, and to allow prioritisation of future actions.	

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HE3.2h	Implement Ballina Shire Koala Management Strategy	Manager Strategic Planning	Road Works Koala Management Tool Box completed by Biolink in September 2018. Report on utility of Crown unformed road reserves as koala habitat and movement corridors completed by Biolink in September 2018. Investigations ongoing to establish koala feed tree habitat planting sites utilising funding available from the OEH SOS program.	
HE3.2i	Prepare a biodiversity strategy for the Shire	Manager Strategic Planning	Awaiting appointment of staff resource to commence this action. May occur in quarter four with work continuing throughout 2019/20.	
HE3.2k	Implement Alstonville Cemetery Master Plan	Manager Open Spaces and Resource Recovery	The adopted 2006 plan is being reviewed this year to ensure actions remain contemporary. Project not commenced and in pre-planning stage currently.	
HE3.3c	Maintain contemporary Developer Contribution Plan for Car Parking	Manager Infrastructure Planning	The Car Parking contribution plan is under preliminary review. This work will form part of a formal review of the plan in 2019.	
HE3.3d	Maintain contemporary Developer Contribution Plan for roads	Manager Infrastructure Planning	The Roads Contribution Plan has had a recent update to version 4.1 which became effective on 8 August 2018. The update includes the Hutley Drive north variation at Lennox Head.	
HE3.3e	Maintain contemporary Developer Contribution Plan for Heavy Haulage Plans	Manager Infrastructure Planning	The draft Heavy Haulage plan has been prepared and is proposed to be presented to Council in the next quarter. The plan is being delayed as there is reporting underway for a property affected by the plan and this may result in some outcomes which affect the draft plan.	


Engaged Leadership (EL)





OUR COUNCIL WORKS WITH THE COMMUNITY








Code	Program Action	Responsible Position	Comments	On Target?
EL1.1a	Ensure Council policies reflect contemporary community standards (review 100% of policies of each term)	Manager Communications	Policies reviewed in quarter include: Local Directional Signage within Road Reserves; Kerbside Waste Bin Entitlement; Banner Poles; Complaints Management; Road Maintenance and Renewal; Donations – Assistance with Council Fees for Community Groups; Donations – Australian Representation; Waste Management for Multi-Unit Development; Public Interest Disclosure (renamed Internal Reporting).	
EL1.1b	Ensure land classifications reflect community standards	Manager Strategic Planning	Council's Community Land Register regularly updated to reflect acquisition and disposal of properties and to assign appropriate land classifications.	
EL1.2a	Implement consultation methods that increase community awareness and involvement in our activities	Manager Communications	Consulted with the community on the following in the quarter: * Stakeholder engagement on Ballina Byron Gateway Airport Terminal Upgrade works * Letters distributed to affected residents for our roads program of works for 2018/19 * Lennox Village Vision Consultation and Survey * Regional Food Industry Survey * Healthy Waterways Information Evening * Waste Transfer Station Customer Survey * Community Spaces survey on the Alstonville Leisure and Entertainment Centre * North Creek Historical Study - Share your memories * Stakeholder survey for the Richmond Tweed Regional Libraries	
EL1.2b	Prepare a Community Participation Plan in relation to land use planning functions of Council	Manager Strategic Planning	Awaiting release of templates by Department of Planning and Environment.	

Code	Program Action	Responsible Position	Comments	On Target?
EL1.3a	Approach State and Federal Governments on local issues	Manager Communications	<p>Representations made to the following:</p> <p>Hon Gladys Berejiklian, Premier Dredging of the Ballina Bar, Library Funding, IPART Reviews</p> <p>Hon Paul Toole, Minister for Lands - Dredging of the Ballina Bar, North Creek Dredging, South Ballina Beach 4WD Management</p> <p>Ben Franklin MLC – Dredging of the Ballina Bar, Library Funding, RMS Sub-contractors, IPART Reviews</p> <p>Tamara Smith MP – Dredging of the Ballina Bar, Library Funding, RMS Sub-contractors, IPART Reviews</p> <p>Hon Don Harwin, Minister for Arts – Library Funding</p> <p>Hon Dominic Perrottet MP, NSW Treasurer – Library Funding</p> <p>Hon Anthony Roberts MP, Minister for Planning – RMS Sub-Contractors</p> <p>Hon Matthew Kean MP, Minister for Innovation & Better Regulation - RMS Sub-Contractors</p> <p>Hon Gabrielle Upton, Minister for the Environment – South Ballina Beach 4WD Management, IPART Reviews</p> <p>Hon Niall Blair, Minister for Primary Industries - North Coast Shark Net Trail</p> <p>Hon Troy Grant MP, Minister for Emergency Services - Clean-up of Beach Debris</p>	







COUNCIL'S FINANCES AND ASSETS ARE WELL MANAGED

Code	Program Action	Responsible Position	Comments	On Target?
EL2.1a	Implement improvements to the procurement framework	Manager Support Operations	<p>Feedback from the Procurement Audit has identified areas for increasing control and tractability. An implementation plan for these changes has been prepared, with work currently occurring on purchasing delegations, workflow hierarchy and requisitioning. These changes will result in a revised Procurement Procedure and educational roll out by the end of 2018. Actions in response to an internal audit report of Credit Card procedures are also being undertaken.</p>	

Code	Program Action	Responsible Position	Comments	On Target?
EL2.1b	Implement Annual Procurement Plan	Manager Support Operations	The Procurement Team has commenced meeting quarterly with each Council department to collect, analyse and document upcoming capital works and operational activities. This has allowed for the Annual Procurement Plan to be created, which maps out the upcoming procurement demands and opportunities for Council. The Annual Procurement Plan is a live document, which will continue to be developed by the Procurement Team in consultation with all Council departments on a quarterly basis. The plan itself will allow Council's procurement staff to look for economies of scale, plan resources and time frames, while enhancing the transparency and predictability of the procurement process.	
EL2.1f	Enhance online employee services	Manager Risk and Human Resources	Online performance management module completion of second stage.	
EL2.1g	Pursue compliance with the Fit for the Future Program	Manager Financial Services	The Fit for the Future criteria includes achieving and operating surplus and achieving an asset renewal ratio of 100%. The draft 2017/18 financial statements have been completed and indicate a general fund operating surplus of \$3,343k and a general fund asset renewal ratio of 161% have been achieved for the 2017/18 year, both meeting the required benchmarks. The latest LTFP forecasts (as adopted in the June Ordinary Meeting) also indicate that Council will continue to meet the Fit for the Future criteria.	
EL2.1p	Ensure Asset Management Policy, Strategy and Plans remain contemporary	Manager Infrastructure Planning	The Roads and Transport AMP review has been approved by Council in this quarter. Work has commenced on the updates for the Water and Sewer, Swimming Pools and Buildings plans. Work is also progressing on condition survey for roads and a project to include car parks in the Roads AMP has commenced. Another project progressing well is to publish customer friendly summary pages for all of our plans and link this to the information we publish for Integrated Planning and Reporting.	

Code	Program Action	Responsible Position	Comments	On Target?
EL2.2a	Implement technology solutions that generate productivity gains	Manager Information Services	Core group of staff and completed training in the use of drones. This will streamline data collection as well as improving safety particularly in regard to working at heights i.e. reservoir inspections etc. Continued development of e-form functionality with new process being developed for food premises inspections.	
EL2.2b	Enhance our core integrating platforms to improve customer service and efficiencies	Manager Information Services	Work commenced on the upgrade of Council's core software platform. This upgrade will see improvements to internal processes and will also include enhanced online functionality for residents and ratepayers. Anticipated go live in May 2019.	
EL2.2c	Enhance our online services provided to external customers	Manager Information Services	Planning has commenced for the implementation of a Community Portal in conjunction with a website refresh. The community portal will ultimately result in improved online interaction between Council and customers, with the first stage to be implemented by May-June 2019	
EL2.2d	Maintain a contemporary network infrastructure	Manager Information Services	Concept design underway to potentially extend Council's high-speed network backbone to include Alstonville Leisure and Entertainment Centre, for the purposes of increasing Council's business continuity resilience.	
EL2.2e	Implement Fleet Replacement Plan	Manager Support Operations	The plan on the Fleet Replacement Plan has been prioritised in consultation with stakeholders and based on operational and fleet requirements. Procurement of these items is underway, with seven purchase orders being raised to date.	
EL2.3b	Risk management practices align with insurer and legislative requirements	Manager Risk and Human Resources	Continuous Improvement Pathway plan developed and submitted to Insurer. This plan forms part of the audit requirements of the Insurer to ensure Council is continuing to enhance its risk management practices.	
EL2.3c	Implementation organisation wide Risk Management Framework	Manager Risk and Human Resources	Risk Framework developed and in final stages of implementation of risk management module within PULSE. This module will enable risk management integration with other key corporate programs and activities.	

WE ARE ALL VALUED CITIZENS

Code	Program Action	Responsible Position	Comments	On Target?
EL3.1a	Undertake a community survey to measure perception of Council service delivery	Manager Communications	Planned for November 2018	
EL3.2a	Implement strategies to expand staff skills and plan for the needs of the future workforce	Manager Risk and Human Resources	Corporate training plan developed which supports development of staff skills within the organisation. The corporate focus areas are leadership and communication skills. Currently recruiting a full time learning and development role to enhance Council's ability to deliver e-learning training and continue to increase confidence in information technology use.	
EL3.2c	Complete bi-annual staff survey to measure engagement levels	Manager Risk and Human Resources	Employee engagement survey scheduled for May 2019	
EL3.3f	Improve corporate financial reporting	Manager Financial Services	A report within BIS, to review operating and capital budgets is available Council wide. This report is now available to all budget managers. The next step in distribution to budget managers is to identify preferred tailoring to suit managers. It is anticipated that commencement of roll out will be investigated as part of the quarterly budget reviews across this financial year.	
EL3.3g	Increase efficiencies for road maintenance (hand patching) asphalt for pothole repair	Manager Engineering Works	2,926 pothole defects were repaired which is similar to output achieved during the last period. There were 17 category 2 (major pothole) defects repaired, which is a decrease from 50 identified last period.	
EL3.3h	Improve efficiencies for road maintenance of gravel roads	Manager Engineering Works	Unsealed rural road maintenance resulted in grading of 106,000 m2 (21%) of our gravel pavements. This is below our target of 126,250 m2 being our quartile (25%) target. The lower production this period was due to some wet weather but mostly due to the team being diverted to shoulder maintenance activities in preparation for the resealing program.	






ballina

shire council




Service Delivery Indicators

as at 30 September 2018






Building Services

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Median days for determination of building development applications (excluding integrated development) (# days)	18	25	23	21	≤ 40	26		
Percentage of Building Certificates (Section 149D of EPA Act) determined within 10 working days (%)	92%	90%	94%	97%	≥ 90%	100%		
Percentage of building development applications determined within 40 days (%)	90%	86%	81%	87%	≥ 80%	78%		With the recent opening of new residential housing estates in the Shire, the section has seen an increase in development application workloads in this period in addition to staff absences.
Percentage of complying development certificates issued within 10 working days (%)	100%	89%	100%	100%	≥ 90%	100%		
Percentage of construction Certificates issued by Council (%)	84%	91%	82%	77%	≥ 80%	63%		The opening of new residential subdivisions has seen a marked increase in Qld project home builders who engage private certifiers from both QLD and NSW.




Commercial Services (Airport)

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Number of passengers for Airport (#)	434,000	469,300	503,000	528,800	≥ 526,000	536,561		Figures are as at 31 August 2018 based on a rolling total.
Operating revenue for Airport (\$)	\$4,709,000	\$5,112,000	\$5,494,000	\$6,402,000	≥ \$6,510,000	\$1,600,000		
Operating surplus is greater than 28% of revenue (%)	22%	27%	27%	38%	≥ 28%	38%		





Commercial Services (Property)










Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Operating revenue for Tent Park (\$)	\$432,000	\$421,000	\$415,000	\$418,000	≥ \$440,000	\$138,800		.
Operating surplus – Tent Park (\$)	\$173,000	\$170,000	\$154,000	\$165,000	≥ \$154,000	\$67,000		.
Operating surplus – Tent Park (% of revenue)	40%	40%	38%	40%	≥ 40%	92%		
Vacancy rate for Council owned commercial properties (buildings) (% by number)	0%	0%	4%	0%	≤ 10%	0%		
Revenue generated from commercial property (\$)	\$1,944,000	\$2,060,000	\$2,197,000	\$2,215,000	≥ 2,100,000	\$682,000		.







Communications

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Comply with customer service standards for management of complaints within 15 days (%)	81%	85%	73%	80%	≥ 80%	95%		2,691 out of 2,844 received.
Number of grant applications submitted (total Council) (#)	25	15	27	33	≥ 25	7		.
Percentage of customer requests dealt with effectively and promptly (% within allocated timeframe)	88%	89%	89%	92%	≥ 85%	95%		







Community Facilities

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Number of visits to Community Gallery (#)	15,017	19,801	23,346	24,951	≥ 25,000	6,788		
Number of visits to Gallery website (#)	N/A	N/A	14,933	21,206	≥ 21,000	6,045		
Total library wireless usage per annum (#)	23,599	20,098	27,933	26,919	≥ 27,000	5,937		Usage 20% down compared to first quarter for 2017/18.
Total library loans per annum (#)	395,786	392,952	409,085	369,571	≥ 370,000	89,481		Usage down approximately 10% down compared to first quarter for 2017/18.




Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Total library membership for Ballina Shire (excluding inactive for three years) (#)	22,652	22,604	21,130	20,212	≥ 20,000	18,743		Overall membership numbers continue to trend down.
Total library PC usage per annum (#)	23,809	25,366	26,309	24,781	≥ 24,000	6,289		Usage down approximately 10% compared to first quarter for 2017/18.
Number of bookings for the Kentwell Centre (#)	1,019	1,063	986	1,073	≥ 1,000	263		Usage comparable to first quarter for 2017/18.
Bookings for the Richmond Room (# pa)	191	199	277	376	≥ 380	79		Usage is 15% lower than the first quarter for 2017/18.
Number of bookings for the Lennox Community Centre (#)	4,110	4,506	4,689	2,694	≥ 2,500	776		Usage is approximately 20% up compared to the first quarter for 2017/18.
Number of bookings for the Ballina Surf Club (#)	372	399	385	406	≥ 380	102		Usage is similar to first quarter for 2017/18.
Number of swimming pool patrons (#)	157,149	158,764	164,750	0	≥ 200,000	26,674		Swimming pools in operation for effectively two months of 2018/19. Both pools being very well utilised with Ballina having exceptionally strong attendance numbers.
Proportion of satisfied visitors to Ballina Visitor Information Centre (%)	100%	99%	100%	100%	≥ 95%	98%		The visitors that were unhappy related to Free No RV dump in Ballina and not enough parking for caravans close to town
Enquiries to Visitor Information Centre (#)	54,403	58,509	53,387	44,757	≥ 45,000	12,376		.

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Number of visits to tourism website (#)	61,382	57,903	54,691	61,952	≥ 61,000	18,355		18,355 unique visitors with 55,693 page sessions.
Net operating deficit for swimming pools (excluding depreciation) (\$)	(\$367,100)	(\$282,700)	(\$284,000)	(\$433,000)	(≤ \$300,000)	(\$53,700)		Income from season tickets results in a reduced operating deficit for the first quarter. Income trending above budget, however expenses also trending well above budget.
Net operating deficit for Community Facilities (excluding depreciation) (\$ pa)	(\$330,000)	(\$325,800)	(\$389,007)	(\$436,200)	(≤ \$600,000)	(\$204,000)		Large number of one-off expenditure payments in first quarter.
Net operating deficit for Gallery (excluding depreciation) (\$)	(\$147,000)	(\$166,000)	(\$193,000)	(\$150,100)	(≤ \$240,000)	(\$15,200)		First quarter includes grant monies for project officer for full year resulting in an improved operating result.
Revenue raised from co-operative marketing (\$)	\$95,400	\$90,200	\$19,600	\$171,000	≥ \$50,000	\$6,500		The tourism team will be engaging tourism operators before Christmas in regards to how they would like to promote the destination (which platforms) and then develop a sales package.
Revenue generated from Visitor Services (\$)	\$44,300	\$54,600	\$44,300	\$54,859	≥ \$50,000	\$12,600		




Development Services







Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Record of fire safety certificates provided on time (%)	N/A	87	89	84	≥ 85	80		80% of AFSS provided within the due date. Program is still developing and on-going education is designed to improve the overall level of compliance.
Percentage of development applications determined under delegated authority (%)	91%	91%	94%	90%	≥ 90%	98%		
Percentage of development applications determined within 40 days (excluding integrated development) (%)	73%	74%	60%	56%	≥ 50%	72%		
Percentage of Section 96 applications determined within 40 days (excluding integrated development) (%)	65%	61%	56%	35%	≥ 60%	77%		
Percentage of Section 149 certificates issued within four days of receipt (%)	93%	93%	94%	93%	≥ 90%	92%		
Time taken to determine development applications (excluding integrated development) (# days)	32	25	34	38	≤ 60	27		
Time taken to determine Section 96 applications (excluding integrated development) (# days)	35	37	43	48	≤ 40	34		



Engineering Works

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Minimise operating deficit for Burns Point Ferry (\$)	(\$212,200)	(\$188,200)	(\$67,700)	(\$255,000)	(≤ \$60,000)	(\$34,000)		Surplus in first quarter due to season tickets paid in advance. Overall income up 8% on 2017/18.
Financial management of capital programs (within 20% of budget)	77%	79%	57%	80%	≥ 80% ≤ 120%	13%		.
Financial management of maintenance programs (within 10% of budget)	100%	105%	91%	98%	≥ 90% ≤ 110%	26%		.


Environmental and Public Health

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Percentage of barking dog complaints responded to within 7 days (%)	85%	99%	85%	100%	= 100%	100%		All customer requests process and educational material provided with 7 days.
Percentage of reported dog attacks responded to within 48 hours (%)	98%	100%	95%	92%	= 100%	90%		A review of the dog attack process has been undertaken to reflect the recent changes to the Companion Animals Act and Regulations that came into effect on 1 September 2018.
Percentage of drinking water sites monitored per week (%)	100%	100%	99.50%	100%	= 100%	100%		All samples compliant for reporting quarter.







Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Non-compliance with National Health & Medical Research Council drinking water standards (#)	0	2	4	0	= 0	0		All samples compliant for reporting quarter.
Percentage of food premises audited per year (%)	97%	99%	100%	100%	= 100%	23%		Increased number of re-inspections and the issuing of several Improvement Notices have also increased work program. Weekend markets inspections have occurred during the last three months at Lennox, Ballina and Ballina Farmers Markets.
Percentage of other commercial premises audited (% pa)	99%	99%	67%	40%	≥ 20%	2%		Registration process undertaken in first quarter for all premises. Inspection rate to increase during the next quarter and include additional training of Environmental Health Officers to assist in the inspection process.
Percentage of public pools (as defined in the Public Health Act) monitored for water quality (% pa)	100%	100%	100%	30%	= 100%	0%		Program doesn't commence until October each year.
1/3 of Semi-Public Pools audited (% pa)	N/A	N/A	N/A	N/A	≥ 33%	0%		Program doesn't commence until October each year.
Number of on-site sewage management system (OSSM) Approvals to Install issued (#)	N/A	68	20	32	≥ 10	20		

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Number of on-site sewage management system (OSSM) effluent disposal systems inspected per annum (#)	50	176	17	65	≥ 100	11		Audit inspections mainly concentrating on outstanding compliance Notices and Orders to ensure these matters have been completed before a review of the audit program is undertaken later this year. Current resources limited as an OSSM officer has resigned from Council and the other officer has been on six months leave. Review of the program and resources to occur shortly.
Number of on-site sewage management system (OSSM) Approvals to Operate issued (#)	N/A	130	103	1,313	≥ 10	25		



Financial Services

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Investment returns greater than 90 day bank bill rate (# basis points above benchmark)	101	88	111	89	≥ 75	87		


Human Resources and Risk Management

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Average number of days sick leave per employee (# days pa)	6.55	7.39	6.78	8.10	≤ 7	1.95		
Hours of lost time due to workers' compensation claims (# hours)	217	260	204	104.40	≤ 1,000	0		There was no time loss in this period.
Number of insurance claims (#)	30	28	31	15	≤ 30	3		
Number of workers' compensation claims (#)	9	6	7	7	≤ 20	1		
Percentage of staff turnover per year (%)	6%	6%	4.48%	9.62%	≤ 10%	2.66%		
Percentage of staff undertaking formal training per year (%)	85%	89%	93%	89%	≥ 80%	20%		


Information Services



Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Efficiently attend to employee requests for assisting with technology systems (%)	86%	87%	85%	88%	≥ 85%	96%		2,216 out of a total of 2,300 requests closed within one working day.
Number of external visits to Council website (#)	209,200	215,951	268,066	250,287	≥ 250,000	62,834		Figures are approximately 15% up on first quarter for 2017/18.

Infrastructure Planning


Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Percentage of development application referrals completed within 21 days (%)	62%	71%	63%	84%	≥ 70%	80%		

Open Spaces and Reserves



Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Number of events supported / approved by Council (#)	42	41	44	59	≥ 45	17		Major events undertaken this quarter include the inaugural Ballina Triathlon, SkullCandy OzGrom Open and Naturopath Summit.





Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Financial management of capital programs (within 20% of budget)	60%	48%	79%	71%	≥ 80% ≤ 120%	6%		Major projects are yet to commence
Financial management of maintenance programs (within 10% of budget)	93%	97%	95%	103%	≥ 90% ≤ 110%	23%		



Strategic Planning

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Usage rates for community properties (% of properties leased or regularly used)	100%	100%	98%	98%	≥ 90%	100%		







Support Operations


Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Average fleet green star rating (light fleet grams per km) (#)	3.91	3.90	210.71	206	≤ 220	210		Aiming to reach target with acquisitions during 2018/19.
CO2 emissions from Council's Built Assets energy consumption (# tonnes)	9,635	9,228	8,492	8,492	≤ 9,800	1,580		Best estimate utilising actual data for July and August; as September accounts have not have been received from our service provider.


Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Renewable energy generated on Council sites (kw/pa)	N/A	380	380	514	≥ 514	514		Current systems are sized to allow 514kW of energy generation. Future renewable energy opportunities are being considered for upcoming projects, such as the Skennars Head Sports Fields.
Energy consumption from Council's Built Asset (MWh)	N/A	N/A	N/A	7,905	≤ 9,000	1,685		Best estimate utilising actual data for July and August; as September accounts have not have been received from our service provider.
Operating surplus from fleet and plant operations (excluding depreciation) (\$ pa)	\$1,502,500	\$1,647,000	\$1,540,000	\$1,101,100	≥ \$1,250,000	\$138,000		The operating surplus is currently under desired target. This is a result of high operating expenses that occur in August due to it being the common month for all registrations for plant. Plant income is on target. These trends will continue to be monitored on a monthly basis.
Value of store stock control bin errors (\$)	\$8,660	\$741	\$31	\$431	≤ \$500	\$0		Store stocktakes are held six monthly. No values to report at this stage.






Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Financial management of capital programs (within 20% of budget)	73%	71%	39%	75%	≥ 80%	1%		<p>Community Facilities (4% expenditure) - Ballina Surf Club Building B is nearing completion, Lennox Head Community Centre is having options report presented next quarter, Lennox Head Surf Club is progressing planning stage following council resolution.</p> <p>Open Spaces & Reserves Facilities (0% expenditure) - Designs prepared, consulting with Rous Water on shared capital, procurement commencing next quarter.</p> <p>Administration & Depot Facilities (0% expenditure) - Planning with stakeholders to design suitable options for Workshop Welders Bay, OSR Storage Area and Depot Carpark. Development approvals and delivery to occur in 2019.</p>
Financial management of maintenance programs (within 10% of budget)	100%	92%	95%	104%	≥ 90% ≤ 110%	28%		

Water and Waste Water

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Number of unplanned water supply interruptions greater than four hours in duration (#)	N/A	N/A	1	2	= 0	0		
Percentage of fire hydrants inspected per annum (%)	47%	34%	0%	42%	≥ 50%	14%		407 hydrants inspected in the quarter, out of a total of 2862 hydrants. On track to exceed 50% of hydrants in the reporting year.
Number of notifiable drinking water health incidents at Marom Creek Water Treatment Plant (#)	N/A	N/A	1	1	= 0	0		No incidents in the reporting quarter.
Percentage of drinking water reticulation monitoring compliance with ADWG (Microbial) (%)	N/A	N/A	100%	100%	= 100%	100%		
Percentage of drinking water reticulation monitoring compliance with ADWG (Chemical and Physical) (%)	N/A	N/A	99.70%	99.90%	≥ 100%	100%		
Number of notifiable recycled water health incidents at Ballina and Lennox Head Wastewater Treatment Plants (#)	N/A	N/A	0	0	= 0	0		No incidents in the reporting quarter.

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Percentage of Recycled Water Reticulation Monitoring Compliance with AGWR in Ballina and Lennox Head (Microbial) (%)	N/A	N/A	100%	100%	= 100%	100%		
Recycled water during dry weather (% ADWF)	32%	32%	7%	20%	≥ 20%	16%		Wet weather experienced during September reduced demand for recycled water.
Percentage of Recycled Water Reticulation Monitoring Compliance with AGWR in Ballina and Lennox Head (Chemical and Physical) (%)	N/A	N/A	95.70%	95.40%	= 100%	100%		
Water main breaks per 30km of main (#)	1.80	1.20	5.80	1.71	≤ 1	0.17		

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Number of notifiable pollution incidents under the POEO Act (1997) (#)	N/A	N/A	N/A	0	= 0	2		Two reportable incidents occurred during the reporting quarter, both during the period of heavy rainfall in early September. Both incidents were reported and managed in accordance with Council's Pollution Incident Response Management Plan (PIRMP). Due to stormwater infiltration, the rainfall increased volumes in the sewer network and entering treatment plants, increasing the risk of overflow. On 6 September the Angel's Beach Drive pump station overflowed following a power failure (approximately 160 kL into Chickiba Park). Lennox Head WWTP experienced inflows more than four times Average Dry Weather Flow during the first week in September, and the Lennox Head wet weather storage began overflowing at approximately 9:30pm on Thursday 6 September, and continued until 8am Sunday 9 September. This resulted in the discharge of treated effluent into the adjacent mangrove swamp.

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 September	On Target Y/N	Comments
Average water consumption per connection (# kl pa)	181	172	175	179	≤ 190	196		Average water consumption per connection was 196 kL/pa in the last billing quarter. This result is in the higher range of typical consumption in the shire, and is likely to be a reflection of the dry weather experienced during the billing quarter.
Percentage of compliance with Environmental Protection License concentration limits at all times (%)	N/A	N/A	N/A	100%	= 100%	100%		
100% Quarterly compliance license reports for water and wastewater submitted within 30 days of quarter (%)	N/A	N/A	N/A	100%	= 100%	100%		First report due 30 October. Automated report from Water Quality Database prepared.
Financial management of capital programs (%)	82%	70%	54%	92%	≥ 90% ≤ 110%	14%		14% percent of the capital program was expended in the reporting period, with a total of 22% committed under contract.
Financial management of maintenance programs (%)	98%	99%	95%	96.80%	≥ 80% ≤ 120%	23%		On track for the first quarter.