










**Delivery Program and Operational Plan  
31 December 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	For the Local Government Road Safety Program with RMS, Council has received funding to conduct workshops focusing on road safety for people aged over 65 and mobility scooters. Three workshops were conducted in November titled 'Safety on the Road Over 65 and a fourth workshop in this series is to be held in April/May 2019 to coincide with Seniors Week. Planning is underway for three mobility scooter workshops to be held in the first half of 2019. These workshops will focus on safe selection and use of scooters in collaboration with mobility scooter retailers and an occupational therapist. Safety information for roundabouts and driving/dementia has been added to the Council website. Installation of tactile markers at ten existing bus stops was completed in December. Planning for installation of a new bus shelter on The Coast Road (Beachfront Parade) is proceeding.	
CC1.1b	Implement NSW State Government Pool Barrier Inspection Program	Manager Development Services	68% of all mandatory swimming pools have a current compliance certificate. This percentage figure is down on last quarter due to an additional 36 mandatory swimming pools being identified during this quarter.	
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 begun installing shade facilities at the Ballina Swimming Pool to promote sun protection.	
CC1.2a	Implement proactive infrastructure asset inspection and condition assessment programs	Manager Infrastructure Planning	With the addition of the new Stormwater Engineer position, a new round of stormwater reticulation pipe camera footage is being programmed. This footage will be consolidated with existing to refine models. The evaluation of Council car parking areas for possible upgrades is in progress.	

Code	Program Action	Responsible Position	Comments	On Target?
CC1.2g	Implement Development Compliance Work Program	Manager Development Services	Compliance Work Program is on track. Over 70% of audits have been carried out for DAs determined in 2011. A six-monthly Compliance Program report is being presented to the January 2019 Council meeting.	
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. An audit on two alternate local Emergency Operations Centres was presented to the LEMC at the November meeting.	
CC1.3d	Pursue the expansion / replacement of SES premises and Lennox Head Rural Fire Shed	Manager Support Operations	<p>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 liaising on a suitable site for the headquarters due to challenges accounted in attempting to keep the facility on the existing site. Contact has recently been established with SES at a State level to enable their involvement and advice to be incorporated into the project planning.</p> <p>Lennox Head RFS Shed - A project team is established with Council and RFS representatives. Feedback from the RFS on the Council preferred site on land adjacent to the Hutley Drive extension is supportive. The team will now progress the identification of needs, scope of works, funding opportunities, planning approval pathway, project management arrangements and stakeholder engagement requirements.</p>	
CC1.3e	Ensure Business Continuity Plans (BCPs) remain contemporary	Manager Risk and Human Resources	New system and plans continuing to be implemented. Plan testing to commence next quarter.	







## 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	Motivated volunteers continue to provide effective service and support at the Northern Rivers Community Gallery, Ballina Visitor Information Centre and Ballina/Byron Gateway Airport. Modest end-of-year functions were held with our volunteers and airport ambassadors as an expression of Council's appreciation for their service.	
CC2.1b	Implement Companion Animals Management Plan	Manager Public and Environmental Health	Management Plan being continually implemented. Extra Ranger patrols rostered on after hours to monitor coastal reserves and beaches. Several concerns raised recently regarding the fencing at the Compton Drive off leash dog exercise area. Further consideration currently being given to the provision of additional fencing but not to fully fence area.	
CC2.2a	Implement Cultural Plan	Manager Strategic Planning	Regular meetings of Council's Public Art Advisory Panel convened. The Market on Dusk event authorised for trial in Missingham Park during December 2018/January 2019. Consultancy services engaged to prepare a three year Shire heritage implementation program.  Staff team activated to scope a public art project associated with Banyan Hill Estate in Cumbalum. Staff provided input into the Arts Northern Rivers draft 2019 program. A brochure was published to promote the Aboriginal Cultural Ways interpretive signage project within the East Ballina Declared Aboriginal Place.	
CC2.2b	Implement Public Art Program	Manager Strategic Planning	A meeting of Council's Public Art Advisory Committee was held on 30 October. The meeting considered a status report relating to pending and prospective public art projects, and associated budgets. Minutes of the meeting were distributed to Councillors.	

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CC2.2c	Promote the Northern Rivers Community Gallery and Ignite Studio	Manager Community Facilities	A brochure profiling the Gallery exhibition program for 2019 was finalized in December. Expressions of interest have been called for workshop facilitators for 2019. Attendance numbers continue to increase.	
CC2.2d	Implement Community Gallery Services at the Fire Station (Ignite Studios)	Manager Community Facilities	In December 2019, the Council committed to the retention of Gallery services within the former Ballina Fire Station. Various popular artist-in-residence programs and workshops continue to be conducted within the premises, with strong community support. Programming for the use of the facility will be distributed to Councillors, for information, upon finalization.	
CC2.3a	Support the Access Committee	Manager Community Facilities	Scheduled meetings of Council's Access Reference Group occurred during the reporting period. A key aim of the Group is to promote equity of access for people with disabilities to and within private development and public infrastructure projects. Recent Council projects assessed by the Group include improved access to Ignite Studio, the new children's playground in Fawcett Park and the BISC development. The Group also provided feedback in relation to aspects of the development proposal on the Stewart Farm in Skennars Head. Council has also committed additional funding to improve access to the Ballina Swimming Pool for people with disabilities.	
CC2.3b	Implement Equal Employment Opportunity Management Plan	Manager Risk and Human Resources	Actions continuing to be implemented with specific actions in this period on monitoring EEO merit based recruitment strategies, provision of training to support professional development of women in the workforce and working with local schools to promote indigenous school based traineeship opportunities within Council.	
CC2.3c	Implement Disability Employment Program	Manager Risk and Human Resources	External audit undertaken identifying Council has achieved continued compliance with Disability Standards. Human Resources are implementing the new procedures to align with new NDIS requirements.	





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CC2.3d	Implement Disability Inclusion Action Plan	Manager Community Facilities	<p>Recent civic projects considered in the context of Council's Disability Inclusion Action Plan are:</p> <ul style="list-style-type: none"> <li>- redevelopment of the Fawcett Park children's playground</li> <li>- construction of a new pedestrian pathway along Cherry Street</li> <li>- construction of compliant accessible ramps into Ignite Studio (former Ballina Fire Station) and</li> <li>- placement and design of park furniture associated with the implementation of the Shaws Bay Management Plan.</li> </ul>	
CC2.3e	Support Aboriginal employment (number and percentage of Aboriginal Employees)	Manager Risk and Human Resources	<p>Council is continuing to work with the local schools to promote the indigenous school based employment program designed to provide opportunities for indigenous youth to gain valuable workplace skills and qualifications. At this stage these placements have not been formalised. The current percentage of indigenous employees is 2.06% of the workforce. Due to the low representation, Human Resources are investigating other strategies to try and increase the support for Aboriginal employment.</p>	
CC2.3f	Undertake initiatives to improve engagement with the Aboriginal Community	Manager Strategic Planning	<p>Council staff initiated an Aboriginal Transport Disadvantage forum in September, with follow-up meetings scheduled with stakeholders.</p> <p>During the reporting period a meeting was convened between Council staff and Jali LALC representatives to discuss various land use planning issues. Discussions being scheduled with stakeholders for planning 2019 NAIDOC Week activities for Ignite Studio.</p> <p>Meetings scheduled with Aboriginal stakeholders regarding suggestions for local road naming associated with Pacific Highway upgrade works.</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	Staff participating in the Ballina Shire Dementia Friendly community project, the aim of which is to work toward building the capacity of our community and promoting services for those with dementia and their carers. Staff facilitated a meeting with representatives of the Ballina Senior Citizen's Group and the University of the Third Age to promote collaboration between the organisations.	
CC3.2a	Enhance sporting field facilities	Manager Open Spaces and Resource Recovery	Tender awarded for construction of Skennars Head Sporting Field Expansion, with works planned to commence in January. Wollongbar Sporting Field drainage works commencing in January, with procurement process for irrigation component underway.	
CC3.2b	Implement Playground Upgrade and Renewal Plan (PURP)	Manager Open Spaces and Resource Recovery	Procurement process commenced through Local Government Procurement. Shade sail at Ferngrove removed due to storm damage prior to replacement.	
CC3.3e	Deliver an indoor sports centre	Manager Community Facilities	Negotiations concluded and site filling, building construction and infrastructure/utility service installation work has commenced. The shared car parking area adjacent to Cherry Street has been prioritised as a requirement of School Education.	
CC3.3g	Implement Pedestrian Access and Mobility Plan (PAMP)	Manager Engineering Works	The 2018/19 Operational Plan and Delivery Program sees the commencement of the ten year footpath infrastructure program identified in the PAMP. Works completed in Cherry Street, Bentinck Street, Crane Street, Tamar Street and Southern Cross Drive.	
CC3.3h	Implement Pop Denison Master Plan	Manager Open Spaces and Resource Recovery	Works program expanded following receipt of \$252,000 in additional grant funds. Undertaking procurement for construction works.	


## 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 Tourism Group, being the accreditation agency for NSW visitor information centres, conducted an audit of the Ballina VIC during the reporting period. All accreditation requirements were met. The regional strategy is being implemented in collaboration with other key stakeholders, including Destination NSW. Regional visitation numbers within the reporting period were generally consistent with strategy projections.	
PE1.1b	Participate in and leverage opportunities to market the Ballina Coast and Hinterland	Manager Community Facilities	Total of 2,750 Ballina Shire visitor packs were supplied for distribution at the Australian Men's Hockey Championships, the All Girls Soccer Tournament and the National Naturopathy Summit. Iconic images of the Ballina coast and hinterland were supplied to the NSW Department of Premier and Cabinet for use in its publications/presentations.	
PE1.1c	Implement Destination Management Plan	Manager Community Facilities	Australian Traveller magazine media familiarization included Harvest in Newrybar. The Ballina VIC provided videos and images to Skull Candy coordinators to promote the Ballina coast and hinterland. Ballina Shire featured on Modern Australia's website as a destination for holiday-makers. Ballina Shire visitor packs were distributed to visiting Japanese delegates. Staff held two workshops (Alstonville and Lennox Head) with local tourism industry operators to assess opportunities for effective collaboration in promoting the shire and region.	
PE1.1e	Improve Promotional and Interpretative Signage	Manager Communications	Consultation continued for the Kerry-Saxby Junna Walk, with confirmation of locations for signs.	





Code	Program Action	Responsible Position	Comments	On Target?
PE1.1f	Participate in the Roads and Maritime Services Location Marker Program for Ballina	Manager Communications	As reported last quarter, 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. 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. Timing remains uncertain.	
PE1.1g	Implement Regional Boating Strategy	Manager Engineering Works	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. As per recent reporting to Council, the implementation of these projects will now be subject to the time when further grant funding becomes available.	
PE1.2a	Progress Lennox Head Town Centre Village Renewal for completion by December 2021	Manager Strategic Planning	Outcomes of the community engagement phase and next steps for the project were reported to the Council's September 2018 Ordinary meeting. Preparation/design for the endorsed one way traffic management trial, planned for coming months, is continuing.	
PE1.2b	Implement Ballina Town Centre enhancement program	Manager Engineering Works	This financial year the Ballina Town Centre enhancement program comprises the upgrade of River Street between Moon Street and Grant Street. 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 mid-2019.	

Code	Program Action	Responsible Position	Comments	On Target?
PE1.3b	Promote Ballina Marina (Trawler Harbour) Master Plan	Manager Strategic Planning	Council staff attended a meeting with State agency and industry representatives during the reporting period to discuss options for further activation of the Ballina Trawler Harbour and the Martin Street Boat Harbour. Advocacy by staff for implementation of the respective master plans, or aspects of them, continue when opportunities present.	









### ***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	Action due for commencement in fourth quarter.	
PE2.1d	Implement economic development strategy	Manager Strategic Planning	Investigations into siting of a food hub in Ballina Shire commenced. Action to date has included stakeholder and community liaison (including a survey) and initial site investigations.	
PE2.1f	Support Small Business Friendly Council Program	Manager Communications	Council met with the Lennox Head and Alstonville Wollongbar business chambers this quarter to discuss projects such as the Lennox Head Village Renewal, Economic Development Strategy, and the Food Hub Proposal. Attended roundtable event with Office of Small Business Commissioner in October 2018.	
PE2.2a	Implement Ballina – Byron Gateway Airport upgrades	Manager Commercial Services	Stage 2 terminal works to be completed by 11 January 2019. Stage 3 works to commence 14 January 2019.	

Code	Program Action	Responsible Position	Comments	On Target?
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. The tender is currently in the market.</p> <p>Ballina Sandpit - Initial surveying works are underway to activate the development consent prior to April 2019. A tender for this project has been drafted for a suitably qualified contractor with appropriate equipment to be engaged. Phase 1 involves the preparation of management plans for submission and approval by Council, Phase 2 is the physical construction and dredging activities. This tender documentation is well advanced and is scheduled to be advertised early 2019, albeit the procurement strategy is now likely to separate the procurement for Phases 1 and 2.</p>	
PE2.3b	Pursue sand dredging of North Creek to provide a valuable resource and economic / tourism benefits	Manager Infrastructure Planning	The request to NSW Department of Industry – Crown Lands was successful and the \$230,700 Rescuing Our Waterways grant will now be redirected towards the North Creek Coastal Management Program. The \$178,536 already spent on the North Creek dredging project is deemed to satisfy the matched 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	Resolution of environmental issues required prior to issue of Construction Certificate and calling of tenders to undertake bulk earthworks. Funding agreement extension of time applied for due to delays with environmental and other matters.	

Code	Program Action	Responsible Position	Comments	On Target?
PE3.1c	Progress availability of land at the Southern Cross Industrial Estate	Manager Commercial Services	Six lots at 54 North Creek Road are approaching completion of works with finalisation due February 2019. Tender documents for filling of Boeing Avenue finalised in December 2018 to enable tenders to be called in January 2019.	
PE3.2a	Prepare shire residential land and housing report	Manager Strategic Planning	Draft report prepared. Report currently in publication.	
PE3.2b	Release land at Council's Wollongbar Residential Land Holding	Manager Commercial Services	DA for Stage 3 was lodged in December 2018.	
PE3.2c	Monitor infrastructure to support the identified growth areas at Lennox Head, Skennars Head, Wollongbar and Cumbalum	Manager Strategic Planning	Various steps taken to progress the planning, design and construction of Hutley Drive North to service Lennox Head. Expansion of Skennars Head Sports Fields and construction of Ballina Indoor Sports Centre also help to meet future demand as the population grows.	
PE3.3a	Progress delivery of Hutley Drive - northern section	Manager Infrastructure Planning	The detailed design has been completed. The REF is in progress with geotechnical, environmental and acoustic reports completed. Geolink, being the firm appointed to undertake the REF, expects completion in February 2019. The planning assessment is then anticipated to take approximately three months, allowing construction in the second half of calendar year 2019.	
PE3.3b	Progress delivery of Hutley Drive - southern section	Manager Infrastructure Planning	Request for quotation being prepared. It is anticipated that RFQ will be issued to the market in mid January.	
PE3.3c	Progress delivery of Angels Beach Drive/Bangalow Road roundabout lane extensions and additional lane for Bangalow Road	Manager Infrastructure Planning	Preliminary site investigation has identified a new detail site survey is required. This is proposed for early 2019.	
PE3.3d	Progress dual laning of River Street and Tamarind Drive	Manager Infrastructure Planning	The site detail survey was undertaken in November and December 2018. This data will support the work of an engineering consultancy to prepare the infrastructure plan.	





## 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	An early action item from the Ballina Coastline's Coastal Zone Management Plan (CZMP) comprises the further investigation of the buried rock wall along the Lennox Head section of Seven Mile Beach. The results of this investigation comprising a report from BMT WBM were presented to the July 2018 Ordinary meeting. A regional meeting and a follow-up survey with the Coastal Council occurred during the period dealing with progress of Coastal Management Programs (CMP) and updating of existing CZMPs. Planning for updating of the CZMP will be required. 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.	
HE1.1b	Implement Floodplain Management Plans and ensure Plans remain contemporary	Manager Engineering Works	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. Tenders have been called and reported to Council in November 2018. Post-tender negotiations were not concluded prior to the Christmas period, and it is anticipated further reporting to Council will now need to be made in early 2019. The issues relate to the preferred tenderer not agreeing to certain terms in the tender.  It is unusual that agreement has not been able to be reached.  Further details will be provided in the report to Council.	
HE1.1c	Review and implement Environmental Action Plan	Manager Strategic Planning	Review commenced.	

Code	Program Action	Responsible Position	Comments	On Target?
HE1.2a	Implement Richmond River Estuary Coastal Zone Management Plan	Manager Public and Environmental Health	Final report is currently being prepared in relation to the Richmond River Governance and Funding Project being coordinated by the OEH. Various Healthy Waterways Projects being implemented with Council also securing grant funds to assist with the works.	
HE1.2b	Implement Shaws Bay Coastal Management Plan	Manager Public and Environmental Health	Additional pathway on Shaws Bay reserve completed prior to Christmas including four new shade shelters along Compton Drive Reserve and Fenwick/Pop Denison Reserve. A grant application was submitted early December to the Office of Environment and Heritage to progress Action 2 from the CZMP to dredge Shaws Bay and to provide additional beach stabilisation	
HE1.2c	Prepare and implement Lake Ainsworth Coastal Management Plan	Manager Public and Environmental Health	Community engagement continuing to occur with stakeholder meetings held and the community survey currently open until 18 January 2019.	
HE1.2d	Implement Urban Stormwater Management Plan	Manager Engineering Works	Actions from the Urban Stormwater Management Plan comprise further stages of rehabilitation along Alstonville Creek, Tanamera Drive, Alstonville, and this has occurred except for the staged vegetation planting. Also further upgrade works for the Chickiba wetlands weir to be undertaken early 2019. The installation of flood gates in Burns Point Ferry Road is scheduled for January.	
HE1.3a	Implement a proactive street tree planting program	Manager Open Spaces and Resource Recovery	Works planned for later in financial year outside of peak summer season.	
HE1.3b	Maintain contemporary vegetation management plans	Manager Open Spaces and Resource Recovery	REF for draft Lennox Head VMP continues to be developed, with a briefing to be provided to Council on Coastal Reserve component following November 2018 Council resolution.	
HE1.3c	Implement a proactive fig tree management program	Manager Open Spaces and Resource Recovery	Continued monitoring of identified figs undertaken this quarter. Castle Drive replacement trees planted.	

## 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	Procurement of equipment for the SCADA Ethernet upgrade commenced in the reporting quarter, with a contract planned to be awarded following Council approval in early 2019. The next stage of the project will involve procurement of installation services through Council's SCADA panel. This project will be delivered in stages, but will provide incremental benefits as it progresses in terms of the speed and reliability of the network. The recent transition of the pressure management zones to 3G/4G has significantly improved collection and delivery of pressure and flow data in the water supply network, and has contributed to the location of leaks in West Ballina and Ballina Island.	
HE2.1b	Increase the provision of recycled water to dual Reticulated Properties	Manager Water and Wastewater	There were new connections to the recycled water network in the reporting period, bringing the total connections to 1,492. Increases to the dual reticulated supply will be largely development driven going forward, so are unlikely to appear linear or consistent in nature. Commenced work on the Henderson Drive recycled water main in December, which will allow the connection of the Lennox Palms Estate to recycled water in the next reporting quarter.	
HE2.2a	Develop and implement revised waste strategy that reflects current legislation and waste management practices	Manager Open Spaces and Resource Recovery	Councillor briefing held on implementation of CDS refund sharing agreement and launch of new "Recycle Right" recycling campaign, as a regional response to China National Sword impacts on recycling.	
HE2.2b	Provide an effective and efficient waste management operation	Manager Open Spaces and Resource Recovery	Adjustments made to finalise the installation of Tipwell units completed at waste management facility transfer station to improve source separation, reduce contamination and improve safety outcomes on site. Operational plans implemented to manage the peak summer collection service demands.	








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HE2.2c	Implement water loss reduction program	Manager Water and Wastewater	<p>During the reporting quarter, leaks were identified and repaired in West Ballina and Ballina Island, resulting in a reduction in night flows into that supply zone from eight litres a second to five litres a second. The valve replacement program in Alstonville is progressing through the planning stage.</p> <p>Implementation of these works will require a series of shutdowns in the network, and it is a priority to minimise impact on the community.</p>	
HE2.2d	Reduce the volume of unaccounted water	Manager Water and Wastewater	The unaccounted water percentage for the reporting quarter is 8%, 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>The Communications section continued work on the Donations Register, which is now in place. The section is also working on a corporate reporting system with three new pulse modules including - compliance and audit / business actions / management of plans. These new modules are still in the establishment phase.</p> <p>These various system improvements will significantly reduce the manual processing of a large number of tasks for Council staff.</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	<p>Planning proposal addressing residential flat buildings in Ballina CBD being progressed.</p> <p>Gateway determination received. Arrangements to proceed to public exhibition being made.</p>	



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HE3.1b	Implement Wardell Strategic Plan	Manager Strategic Planning	<p>Strategic Action No. 23 within the Plan was considered by the Council at its Ordinary meeting held on 13 December.</p> <p>Council resolved to initiate a planning proposal to enable dual occupancy development on land zoned R2 Low Density Residential under Ballina LEP 2012 that is above the 1 in 100 year ARI flood level.</p>	
HE3.1c	Implement Alstonville Strategic Plan	Manager Strategic Planning	<p>Strategic Action No. 8 of the Plan was considered by the Council at its Ordinary meeting held on 13 December.</p> <p>Council resolved to initiate a planning proposal to enable dual occupancy development on land zoned R2 Low Density Residential under Ballina LEP 2012, and having a minimum allotment size of 900m2 and slope not exceeding 20%.</p>	
HE3.1d	Review planning framework for Wollongbar	Manager Strategic Planning	<p>Public exhibition of the Draft Wollongbar Planning and Environmental Study and Draft Strategic Plan has concluded, and independent review of the numerous submissions has been undertaken.</p> <p>The matter will be presented to Council for direction in the third quarter reporting period.</p>	
HE3.1g	Review environmental protection zone framework	Manager Strategic Planning	<p>Vegetation mapping under preparation. No further information has been received from the Department of Planning about the integration of deferred matters.</p>	
HE3.1i	Review Development Control Plan (DCP)	Manager Strategic Planning	<p>In October, the Council resolved to introduce amendments to the DCP in relation to extractive industry (re buffer distances to urban land uses). During the reporting period there have been few staff-initiated suggestions for DCP amendments.</p> <p>At this stage, these amendments are programmed for reporting to the Council for direction next month.</p>	





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HE3.1j	Review Local Growth Management Strategy	Manager Strategic Planning	This project is scheduled for commencement in the third quarter. The review has been delayed pending the release of guidelines from the NSW Department of Planning and Environment for the preparation of Local Strategic Planning Statements, which is a new requirement of the Department.	
HE3.1k	Manage LEP amendment requests	Manager Strategic Planning	Planning proposals, including property rezonings, are progressed within available resources. A status report concerning planning proposals is presented to the Council on a quarterly basis.	
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 (including Native Title) of transfers of parts of the Crown estate to councils under the terms of the Crown Lands Management Act.	
HE3.1m	Ensure site specific Master Plans and Plans of Management remain contemporary through timely reviews	Manager Strategic Planning	System for the tracking of management and master plan actions being developed.	
HE3.1n	Implement Crown Land Management Act reforms	Manager Strategic Planning	A staff team has been formed by the General Manager to coordinate implementation of these reforms. The changes to Council's public land management responsibilities, and exposure to additional risks, are extensive, as highlighted through a Councillor briefing by Council's lawyers during the reporting period.	
HE3.1o	Implement site specific management plans for Killen and Tosha Falls	Manager Open Spaces and Resource Recovery	Road improvement works reported to December 2018 traffic committee. Part V assessment currently being undertaken on Killen Falls toilet project.	
HE3.1p	Implement site specific management plan for Ocean Breeze Reserve	Manager Open Spaces and Resource Recovery	This project is not scheduled to commence until the 3rd quarter. Community garden community consultation has commenced.	


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HE3.1q	Prepare management plan for Kingsford Smith Reserve	Manager Strategic Planning	Preference is to wait for the Sport and Recreation Plan to be completed prior to undertaking this plan to ensure the plan reflects the needs of the broader community.	
HE3.1r	Prepare management plan for Cawarra Park	Manager Strategic Planning	Clarification has been made concerning land ownership/management issues. Preliminary scoping of the project and preparation of a consultation strategy with stakeholders will commence in the third quarter reporting period.	
HE3.1s	Review policy framework in relation to extractive industry	Manager Strategic Planning	This matter was reported to and determined by the Council at its October 2018 Ordinary meeting, following a Councillor Briefing on 20 September. Action complete.	
HE3.2a	Develop and implement a Waste Management for Multi-Unit Development Policy	Manager Public and Environmental Health	Policy reported to Council and adopted. Policy development complete.	
HE3.2d	Implement on-site sewage management (OSSM) strategy	Manager Public and Environmental Health	Currently recruiting for a replacement position as an Environmental Officer to assist in the administration, approvals and inspection audits for this program. Currently still experiencing a high failure rate that requires intensive staff resourcing hence the reduction in the capacity to undertake routine inspection audits. Electronic newsletter issued to all plumbers, designers and installers in December on current changes to the OSSM program and matters that need attending to when submitting an application to Council.	
HE3.2f	Implement trade waste management program	Manager Water and Wastewater	Fifteen Trade Waste Approvals were issued this quarter including two approvals requiring Department of Industry concurrence. Premises without a current approval are being contacted to submit an application, with nineteen premises operating without a trade waste approval contacted in this reporting quarter. Five Trade Waste applications were received this quarter, reflecting the lag between engaging with trade waste businesses, and the applications being received.	

Code	Program Action	Responsible Position	Comments	On Target?
HE3.2h	Implement Ballina Shire Koala Management Strategy	Manager Strategic Planning	<p>Progression with the implementation of OEH Saving Our Species (SOS) funded projects including, Koala Feed Tree Plantation Project, Koala Management Roadside Toolbox and potential for unformed Crown roads for Koala habitat and corridors mapping.</p> <p>Finalisation of a project plan for SOS funded regional Koala project coordinated by Tweed Shire Council.</p> <p>Working with NSW Biodiversity Conservation Trust on the selection criteria for the Koala habitat tender EoI process for Ballina and Lismore important Koala habitat areas.</p>	
HE3.2i	Prepare a biodiversity strategy for the Shire	Manager Strategic Planning	Recruitment of an additional key staff member was finalised at the end of the reporting period. Scoping and background for this project is scheduled to commence during the next quarter.	
HE3.2k	Implement Alstonville Cemetery Master Plan	Manager Open Spaces and Resource Recovery	The project is scheduled for commencement in the third quarter as resources become available from other projects.	
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 (effective 8 August 2018).	
HE3.3e	Maintain contemporary Developer Contribution Plan for Heavy Haulage Plans	Manager Infrastructure Planning	The draft Heavy Haulage plan has been prepared. The plan is being delayed as there is reporting underway for a property affected by the plan and this may result in 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	<p>Policies reviewed in the quarter include:</p> <p>Donations - Rates and Charges, Metered Standpipes, Urban Vegetation on Public Land, Donations - Insurance for Environmental Volunteer Groups, Corporate Sponsorship and Backflow Prevention.</p>	
EL1.1b	Ensure land classifications reflect community standards	Manager Strategic Planning	<p>Council's Community Land Register is regularly reviewed and updated to note acquisition and disposal of properties, and to assign appropriate land classifications. These are reported for determination by the Council from time to time. Classifications and categorisations of Crown Land managed by Council being reviewed in line with requirements of Crown Land reforms.</p>	
EL1.2a	Implement consultation methods that increase community awareness and involvement in our activities	Manager Communications	<p>Consulted with the community on the following in the quarter:</p> <ul style="list-style-type: none"> <li>* Ocean Breeze Community Garden Proposal</li> <li>* How do you use Lake Ainsworth?</li> <li>* Community Spaces survey - Alstonville Leisure and Entertainment Centre</li> </ul>	
EL1.2b	Prepare a Community Participation Plan in relation to land use planning functions of Council	Manager Strategic Planning	<p>Awaiting release of templates by NSW Department of Planning and Environment to guide preparation of the document.</p>	

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 Melissa Price MP, Federal Minister for Environment - Lennox Head rock wall investigation - request for climate change funding formula, Hon Melinda Pavey, Minister for Roads, Maritime and Freight – Bruxner Highway intersection at Alstonville, Tamara Smith MP – Bruxner Highway intersection at Alstonville, approval process for drainage maintenance works, Ben Franklin MLC – Bruxner Highway intersection at Alstonville, approval process for drainage maintenance works, John Barilaro, Deputy Premier – approval process for drainage maintenance works, Hon Niall Blair, Minister for Primary Industries – approval process for drainage maintenance works, halting new water licences Water Extraction Industry for Bottled Water, Hon Gabrielle Upton, Minister for Environment and Local Government - clear guidelines for the Water Extraction Industry, Hon Anthony Roberts MP, Minister for Planning - guidelines for the Water Extraction Industry for Bottled Water</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	The Procurement Steering Group continues to meet on a regular basis to make improvements to procurement practices. An implementation plan for the roll out of the next tranche of improvement changes has been prepared, with works currently occurring on purchasing delegations, workflow hierarchy and requisitioning.	

Code	Program Action	Responsible Position	Comments	On Target?
EL2.1b	Implement Annual Procurement Plan	Manager Support Operations	The Annual Procurement Plan has been created and this maps out the upcoming procurement demands and opportunities for Council. In particular the procurement team are looking for new opportunities for aggregated expenditure. Staff are also looking at opportunities to integrate the capturing of projects via Council's Project Management Software system (Pulse) into the Annual Procurement Plan.	
EL2.1f	Enhance online employee services	Manager Risk and Human Resources	Online leave and timesheet for office based staff in first testing phase. Online learning module has commenced implementation with all staff now being able to access their training records. The next stage is implementation of e-learning modules.	
EL2.1g	Pursue compliance with the Fit for the Future Program	Manager Financial Services	<p>The Fit for the Future criteria includes achieving and operating surplus and achieving an asset renewal ratio of 100%.</p> <p>The finalised 2017/18 financial statements showed a general fund operating surplus of \$3,343k and a general fund asset renewal ratio of 161% were achieved for the 2017/18 year, both meeting the required benchmarks. The latest LTFP forecasts (following the September quarterly budget review) also indicate that Council will continue to meet the Fit for the Future criteria.</p>	
EL2.1p	Ensure Asset Management Policy, Strategy and Plans remain contemporary	Manager Infrastructure Planning	Review continues for Water and Sewer, Swimming Pools and Building Asset Management Plans (AMPs). All new Swimming Pool assets have been defined, created and capitalised. Buildings and Structures have been reviewed ready for revaluation in 2019 and this will form the financial basis of the Buildings AMP. The condition survey for roads is to be undertaken later in 2019 and negotiation with adjoining LGAs (Byron, CVC and RVC) is in progress.	

Code	Program Action	Responsible Position	Comments	On Target?
EL2.2a	Implement technology solutions that generate productivity gains	Manager Information Services	Completed the implementation of Single Touch Payroll integration with Australian Taxation Office. This automates the reporting of payroll information to the ATO each pay period.	
EL2.2b	Enhance our core integrating platforms to improve customer service and efficiencies	Manager Information Services	Authority Test environment created and software upgraded within that environment. Initial base-functionality testing will commence early in 2019 prior to user acceptance testing, business process review and end-user training. Go live scheduled for May 2019.	
EL2.2c	Enhance our online services provided to external customers	Manager Information Services	Implementation of Online Certificates nearing completion with go-live set for early February 2019. Review of forms available on Council's website is currently underway with a view to moving them to the corporate CRM platform in order to eliminate double handling.	
EL2.2d	Maintain a contemporary network infrastructure	Manager Information Services	Upgraded various site-to-site radio links to improve throughput. Migrated Skype for Business infrastructure to new servers to address minor performance issues	
EL2.2e	Implement Fleet Replacement Plan	Manager Support Operations	Fleet Replacement Plan has been prioritised in consultation with stakeholders and based on operational and fleet requirements. With a total of 54 items of plant for replacement: 13 have been delivered, two have been ordered and nine are in in progress. Most recently a new vacuum excavation truck, weed spray truck and a new generator were brought into service. With the most challenging plant being procured initially, the fourth quarter of the program consists primarily of utility vehicles which have quick procurement time-frames.	
EL2.3b	Risk management practices align with insurer and legislative requirements	Manager Risk and Human Resources	Six month review of Continuous Improvement Pathway to commence next quarter to meet Insurer requirements.	
EL2.3c	Implementation organisation wide Risk Management Framework	Manager Risk and Human Resources	Continuing with implementation of new Risk Management module including review of strategic risk register.	



## 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	Survey undertaken in November 2018. Report highlighted that overall satisfaction rating was 3.46 out of 5.0, which is above the regional council benchmarks. It was a decrease from the 2016 rate (3.66 out of 5.0). Briefing to be held with Councillors in February 2019.	
EL3.2a	Implement strategies to expand staff skills and plan for the needs of the future workforce	Manager Risk and Human Resources	IT Learning Development Officer commenced with Council. This new role will focus on continuing the development of essential information technology skill development within the workforce to enable the organisation to achieve continued efficiency improvements.	
EL3.2c	Complete bi-annual staff survey to measure engagement levels	Manager Risk and Human Resources	Bi-Annual Staff Survey scheduled for May 2019.	
EL3.3f	Improve corporate financial reporting	Manager Financial Services	A report within the business information system (BIS) to review operating and capital budgets is available Council wide.	
EL3.3g	Increase efficiencies for road maintenance (hand patching) asphalt for pothole repair	Manager Engineering Works	3,363 pothole defects were repaired which is a 15 % increase to the output achieved during the previous period. This in-part is due to a back log where resources were allocated to reseal preparation works. There were 33 category 2 (major pothole) defects repaired, which is also an increase from 17 identified last period.	
EL3.3h	Improve efficiencies for road maintenance of gravel roads	Manager Engineering Works	Unsealed rural road maintenance resulted in grading of 49,000 m2 (10%) 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 allocation of resources for approximately five weeks for dust sealing of almost three km of gravel roads under the capital works program.	

*ballina*




shire council

**Service Delivery Indicators  
as at 31 December 2018**






## Building Services

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 December	On Target Y/N	Comments
Median days for determination of building development applications (excluding integrated development) (# days)	18.00	25.00	23.00	21.00	≤ 40.00	26.50		
Percentage of Building Certificates (Section 149D of EPA Act) determined within 10 working days (%)	92.00%	90.00%	94.00%	97.00%	≥ 90.00%	96.00%		
Percentage of building development applications determined within 40 days (%)	90.00%	86.00%	81.00%	87.00%	≥ 80.00%	75.00%		There has been an increase in some complex applications this period that have exceeded timeframes (DA median turnaround 26.5 days), in addition to staff vacancies.
Percentage of complying development certificates issued within 10 working days (%)	100.00%	89.00%	100.00%	100.00%	≥ 90.00%	100.00%		
Percentage of construction Certificates issued by Council (%)	84.00%	91.00%	82.00%	77.00%	≥ 80.00%	63.00%		The issue of Construction Certificates is being impacted by the increase in Qld builders now operating in the Shire who engage Private Certifiers




### Commercial Services (Airport)

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 December	On Target Y/N	Comments
Number of passengers for Airport (#)	434,000.00	469,300.00	503,000.00	528,800.00	≥ 526,000.00	537,000.00		Based on rolling annual figure for 12 months ended 31 December 2018
Operating revenue for Airport (\$)	\$4,709,000	\$5,112,000	\$5,494,000	\$6,402,000	≥ \$6,510,000	\$3,448,000		Income trending above budget
Operating surplus is greater than 28% of revenue (%)	22.00%	27.00%	27.00%	38.00%	≥ 28.00%	42.00%		




### Commercial Services (Property)


Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 December	On Target Y/N	Comments
Operating revenue for Tent Park (\$)	\$432,000.00	\$421,000.00	\$414,900.00	\$418,000.00	≥ \$440,000.00	\$272,000.00		Figure to 31 December 2018
Operating surplus – Tent Park (\$)	\$173,000.00	\$170,400.00	\$154,000.00	\$165,000.00	≥ \$154,000.00	\$137,700.00		Figure to 31 December 2018
Operating surplus – Tent Park (% of revenue)	40%	40%	38%	40%	≥ 40.00%	50.00%		Income trending high for the year
Vacancy rate for Council owned commercial properties (buildings) (% by number)	0.00%	0.00%	3.70%	0.00%	≤ 10.00%	0.00%		On target
Revenue generated from commercial property (\$)	\$1,944,000	\$2,060,000	\$2,197,000	\$2,215,000	≥ \$2,100,000	\$1,197,000		Figure to 31 December 2018

## Communications

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 December	On Target Y/N	Comments
Comply with customer service standards for management of complaints within 15 days (%)	81.00%	85.00%	73.00%	80.00%	≥ 80.00%	85.00%		42 defined complaints for the six months with 35 responded to within the agreed benchmark.
Number of grant applications submitted (total Council) (#)	25.00	15.00	27.00	33.00	≥ 25.00	13.00		Figure for six month period.
Percentage of customer requests dealt with effectively and promptly (% within allocated timeframe)	88.00%	89.00%	89.00%	92.00%	≥ 85.00%	93.00%		Represents 5,266 out of 5,685 requests completed on time for the six month period.

## Community Facilities

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 December	On Target Y/N	Comments
Number of visits to Community Gallery (#)	15,017.00	19,801.00	23,346.00	24,951.00	≥ 25,000.00	13,915.00		Numbers continue to increase through the door.
Number of visits to Gallery website (#)	N/A	N/A	14,933.00	21,206.00	≥ 21,000.00	12,392.00		Increased interest in the Gallery website.
Total library wireless usage per annum (#)	23,599.00	20,098.00	27,933.00	26,919.00	≥ 27,000.00	11,175.00		Statistics for the second quarter: Ballina 2,767; Alstonville 386; Lennox Head 2,085
Total library loans per annum (#)	395,786.00	392,952.00	409,085.00	369,571.00	≥ 370,000.00	170,259.00		Trending higher than 2017/18 for the same period.

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 December	On Target Y/N	Comments
Total library membership for Ballina Shire (excluding inactive for three years) (#)	22,652.00	22,604.00	21,130.00	20,212.00	≥ 20,000.00	19,195.00		Numbers sitting same as second quarter 2017/18.
Total library PC usage per annum (#)	23,809.00	25,366.00	26,309.00	24,781.00	≥ 24,000.00	11,833.00		Trending higher than the same period for 2017/18.
Number of bookings for the Kentwell Centre (#)	1,019.00	1,063.00	986.00	1,073.00	≥ 1,000.00	535.00		Usage up by approximately 10 percent for same period 2017/18.
Bookings for the Richmond Room (# pa)	191.00	199.00	277.00	376.00	≥ 380.00	173.00		
Number of bookings for the Lennox Community Centre (#)	4,110.00	4,506.00	4,689.00	2,694.00	≥ 2,500.00	1,531.00		Usage up by approximately 25 percent on 2017/18.
Number of bookings for the Ballina Surf Club (#)	372.00	399.00	385.00	406.00	≥ 380.00	201.00		
Number of swimming pool patrons (#)	157,149.00	158,764.00	164,750.00	0.00	≥ 200,000.00	115,661.00		The swimming pools have been operating for effectively five months with the last quarter showing a high increase in the usage.
Proportion of satisfied visitors to Ballina Visitor Information Centre (%)	100.00%	99.00%	100.00%	100.00%	≥ 95.00%	97.00%		Unhappy responses related to Free No RV dump, not enough parking for caravans close to town and no fireworks in Ballina or Lennox Head for New Year's eve.




Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 December	On Target Y/N	Comments
Enquiries to Visitor Information Centre (#)	54,403.00	58,509.00	53,387.00	44,757.00	≥ 45,000.00	23,280.00		
Number of visits to tourism website (#)	61,382.00	57,903.00	54,691.00	61,952.00	≥ 61,000.00	40,842.00		40,842 unique visitors (up 40 percent on 2017/18) with 116,647 page sessions.
Net operating deficit for swimming pools (excluding depreciation) (\$)	(\$367,100)	(\$282,700)	(\$284,000)	(\$433,000)	(≤ \$300,000)	(\$57,600)		The operating deficit is trending well given the increased customer base. Operating expenses are well up, however higher than anticipated income is offsetting those increases.
Net operating deficit for Community Facilities (excluding depreciation) (\$ pa)	(\$330,000)	(\$325,800)	(\$389,007)	(\$436,200)	(≤ \$600,000)	(\$275,100)		
Net operating deficit for Gallery (excluding depreciation) (\$)	(\$147,000)	(\$166,000)	(\$193,000)	(\$150,100)	(≤ \$240,000)	(\$160,939)		Trending high with early financial year large payments.
Revenue raised from co-operative marketing (\$)	\$95,400.00	\$90,200.00	\$19,600.00	\$171,000.00	≥ \$50,000.00	\$7,000.00		The tourism team will be engaging tourism during February asking them to commit funds to cooperatively promote the destination
Revenue generated from Visitor Services (\$)	\$44,300.00	\$54,600.00	\$44,300.00	\$54,859.00	≥ \$50,000.00	\$25,100.00		

## Development Services




Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 December	On Target Y/N	Comments
Record of fire safety certificates provided on time (%)	N/A	87.00	89.00	84.00	≥ 85.00	81.00		Slight increase in compliance from last quarter (80%).
Percentage of development applications determined under delegated authority (%)	91.00%	91.00%	94.00%	90.00%	≥ 90.00%	100.00%		
Percentage of development applications determined within 40 days (excluding integrated development) (%)	73.00%	74.00%	60.00%	56.00%	≥ 50.00%	64.00%		
Percentage of Section 96 applications determined within 40 days (excluding integrated development) (%)	65.00%	61.00%	56.00%	35.00%	≥ 60.00%	75.00%		
Percentage of Section 149 certificates issued within four days of receipt (%)	93.00%	93.00%	94.00%	93.00%	≥ 90.00%	93.00%		
Time taken to determine development applications (excluding integrated development) (# days)	32.00	25.00	34.00	38.00	≤ 60.00	33.00		
Time taken to determine Section 96 applications (excluding integrated development) (# days)	35.00	37.00	43.00	48.00	≤ 40.00	33.00		










## Engineering Works

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 December	On Target Y/N	Comments
Minimise operating deficit for Burns Point Ferry (\$)	(\$212,200)	(\$188,200)	(\$67,700)	(\$255,000)	(≤ \$60,000)	\$23,800.00		Includes season ticket income - Overall income trending above budget.
Financial management of capital programs (within 20% of budget)	77.00%	79.00%	57.00%	80.00%	≥ 80.00% ≤ 120.00%	34.00%		Extremely large capital works program with \$5.6m expended to date.
Financial management of maintenance programs (within 10% of budget)	100.00%	105.00%	91.00%	98.00%	≥ 90.00% ≤ 110.00%	50.00%		Extended periods of wet weather have assisted with road maintenance. Stormwater maintenance is trending over, although total budget is on track.


## Environmental and Public Health

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 December	On Target Y/N	Comments
Percentage of barking dog complaints responded to within 7 days (%)	85.00%	99.00%	85.00%	100.00%	= 100.00%	100.00%		
Percentage of reported dog attacks responded to within 48 hours (%)	98.00%	100.00%	95.00%	92.00%	= 100.00%	95.00%		New investigation and reporting template developed - to be implemented early 2019 to assist in meeting deadlines.
Percentage of drinking water sites monitored per week (%)	100.00%	100.00%	99.50%	100.00%	= 100.00%	100.00%		







Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 December	On Target Y/N	Comments
Non-compliance with National Health & Medical Research Council drinking water standards (#)	0.00	2.00	4.00	0.00	= 0.00	0.00		
Percentage of food premises audited per year (%)	97.00%	99.00%	100.00%	100.00%	= 100.00%	55.00%		32% of annual inspections completed during October to December quarter bringing overall inspections to 55 % completed to date.
Percentage of other commercial premises audited (% pa)	99.00%	99.00%	67.00%	40.00%	≥ 20.00%	5.00%		Program slightly delayed due to other projects taking priority.  All required inspections will be completed by 30 June 2019.
Percentage of public pools (as defined in the Public Health Act) monitored for water quality (% pa)	100.00%	100.00%	100.00%	30.00%	= 100.00%	0.00%		No inspections undertaken so far but still on track to complete by end of March.
1/3 of Semi-Public Pools audited (% pa)					≥ 33.00%	0.00%		No inspections undertaken so far but still on track to complete by end of March.
Number of on-site sewage management system (OSSM) Approvals to Install issued (#)	N/A	68.00	20.00	32.00	≥ 10.00	31.00		

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 December	On Target Y/N	Comments
Number of on-site sewage management system (OSSM) effluent disposal systems inspected per annum (#)	50.00	176.00	17.00	65.00	≥ 100.00	43.00		High percentage of failures with OSSM systems and hence considerable follow up action required. Work demands are considerably greater than the current resources allocated. Further consideration of resourcing in this work area will be required in the future (to be examined as part of Council's workforce planning process).
Number of on-site sewage management system (OSSM) Approvals to Operate issued (#)	N/A	130.00	103.00	131.00	≥ 10.00	75.00		



### Financial Services

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 December	On Target Y/N	Comments
Investment returns greater than 90 day bank bill rate (# basis points above benchmark)	101.00	88.00	111.00	89.00	≥ 75.00	88.00		


## Human Resources and Risk Management

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 December	On Target Y/N	Comments
Average number of days sick leave per employee (# days pa)	6.55	7.39	6.78	8.10	≤ 7.00	3.99		This reflects a number of staff members who have had serious personal health issues during this period.
Hours of lost time due to workers' compensation claims (# hours)	217.00	260.00	204.00	104.40	≤ 1,000.00	133.20		
Number of insurance claims (#)	30.00	28.00	31.00	15.00	≤ 30.00	23.00		This is a reflection of storm damage and increased frequency of damage caused to property from Council plant and equipment over this past quarter.
Number of workers' compensation claims (#)	9.00	6.00	7.00	7.00	≤ 20.00	3.00		
Percentage of staff turnover per year (%)	6.00%	6.00%	4.48%	9.62%	≤ 10.00%	3.83%		
Percentage of staff undertaking formal training per year (%)	85.00%	89.00%	93.00%	89.00%	≥ 80.00%	66.37%		A significant amount of statutory training has been undertaken during the period.




## Information Services

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 December	On Target Y/N	Comments
Efficiently attend to employee requests for assisting with technology systems (%)	86.00%	87.00%	85.00%	88.00%	≥ 85.00%	85.00%		3,676 out of a total of 4,329 support requests closed within 1 working day
Number of external visits to Council website (#)	209,200.00	215,951.00	268,066.00	250,287.00	≥ 250,000.00	129,424.00		Figures are approximately 12% up on first half of 2017/18 financial year.


## Infrastructure Planning

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 December	On Target Y/N	Comments
Percentage of development application referrals completed within 21 days (%)	62%	71%	63%	84%	≥ 70%	83%		







## Open Spaces and Reserves



Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 December	On Target Y/N	Comments
Number of events supported / approved by Council (#)	42.00	41.00	44.00	59.00	≥ 45.00	36.00		Major events during this quarter include National Men's Hockey Masters Championships and a number of Christmas events throughout the Shire. A major filming event held at Lennox Head.
Financial management of capital programs (within 20% of budget)	60.00%	48.00%	79.00%	71.00%	≥ 80.00% ≤ 120.00%	10.00%		Skennars Head sports field contract awarded which will result in significant expenditure during quarters three and four. Procurement of playground equipment will also result in expenditure increasing quickly.
Financial management of maintenance programs (within 10% of budget)	93.00%	97.00%	95.00%	103.00%	≥ 90.00% ≤ 110.00%	46.00%		Open spaces trending under budget and sports fields trending over.

## Strategic Planning

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 December	On Target Y/N	Comments
Usage rates for community properties (% of properties leased or regularly used)	100.00%	100.00%	98.00%	98.00%	≥ 90.00%	100.00%		







## Support Operations







Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 December	On Target Y/N	Comments
Average fleet green star rating (light fleet grams per km) (#)	N/A	N/A	210.71	206.00	≤ 220.00	200.00		Meeting targets. The purchase of new light fleet factors in green star rating in order to meet this operational target.
CO2 emissions from Council's Built Assets energy consumption (# tonnes)	9,635.00	9,228.00	8,492.00	8,492.00	≤ 9,800.00	3,010.00		Actual data received up to 1 November 2018 is 2,062. Extrapolated to the end of December 2018 is 3,010 tonnes.
Renewable energy generated on Council sites (kw/pa)	N/A	380.00	380.00	514.00	≥ 514.00	514.00		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 and the Depot.
Energy consumption from Council's Built Asset (MWh)	N/A	N/A	N/A	7,905	≤ 9,000.00	3,206.00		Actual data received up to 1 November 2018 is 2,198.. Extrapolated to the end of December 2018 is 3,206 MWh.
Operating surplus from fleet and plant operations (excluding depreciation) (\$ pa)	\$1,502,500	\$1,647,000	\$1,540,000.	\$1,101,100	≥ \$1,250,000.00	\$303,000		High operating expenses that occur in August due to it being the common month for all registrations for plant. Plant income is on target.
Value of store stock control bin errors (\$)	\$8,660.00	\$741.15	\$31.22	\$430.84	≤ \$500.00	\$86.00		


Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 December	On Target Y/N	Comments
Financial management of capital programs (within 20% of budget)	73.00%	71.00%	39.00%	75.00%	≥ 80.00%	9.00%		Administration and Depot Facilities - Detail designs to be finalised and development approvals sought early in 2019. This will allow for contractors to be engaged and capital expenditure to occur. Significant number of plant items in process of being procured which will result in a quick escalation of expenditure.
Financial management of maintenance programs (within 10% of budget)	100.00%	92.00%	95.00%	104.00%	≥ 90.00% ≤ 110.00%	49.00%		.







## Water and Waste Water

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 December	On Target Y/N	Comments
Number of unplanned water supply interruptions greater than four hours in duration (#)	N/A	N/A	1.00	2.00	= 0.00	0.00		
Percentage of fire hydrants inspected per annum (%)	47.00%	34.00%	0.00%	42.00%	≥ 50.00%	25.90%		741 hydrants inspected in the reporting year to date, out of a total 2,862 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	1.00	1.00	= 0.00	0.00		No incidents to date this reporting year.
Percentage of drinking water reticulation monitoring compliance with ADWG (Microbial) (%)	N/A	N/A	100.00%	100.00%	= 100.00%	100.00%		
Percentage of drinking water reticulation monitoring compliance with ADWG (Chemical and Physical) (%)	N/A	N/A	99.70%	99.90%	≥ 100.00%	100.00%		
Number of notifiable recycled water health incidents at Ballina and Lennox Head Wastewater Treatment Plants (#)	N/A	N/A	0.00	0.00	= 0.00	0.00		

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 December	On Target Y/N	Comments
Percentage of Recycled Water Reticulation Monitoring Compliance with AGWR in Ballina and Lennox Head (Microbial) (%)	N/A	N/A	100.00%	100.00%	= 100.00%	100.00%		
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%	= 100.00%	100.00%		
Percentage of Recycled Water Reticulation Monitoring Compliance with AGWR in Ballina and Lennox Head (Microbial) (%)	N/A	N/A	100.00%	100.00%	= 100.00%	100.00%		
Recycled water during dry weather (% ADWF)	32.00%	32.00%	7.00%	20.00%	≥ 20.00%	22.54%		
Water main breaks per 30km of main (#)	1.80	1.20	5.80	1.71	≤ 1.00	0.34		Two main breaks in the reporting quarter, bringing the total number of water main breaks for the year to four.
Average water consumption per connection (# kl pa)	181.00	172.00	175.00	179.00	≤ 190.00	175.00		

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 December	On Target Y/N	Comments
Number of notifiable pollution incidents under the POEO Act (1997) (#)	N/A	N/A	N/A	0.00	= 0.00	5.00		Three reportable incidents in the reporting quarter, bringing the total to date for the reporting year to five. Two incidents related to unexpected asset failure that resulted in a sewer overflow, and one incident resulted from a maintenance error. All incidents were reported and managed in accordance with Council's Pollution Incident Response Management Plan (PIRMP), and an incident debrief and lessons learnt session was conducted for the maintenance related incident. It should be noted that Council takes a conservative approach to incident reporting, reporting all incidents rather than just the ones that meet the reporting threshold. The EPA has provided feedback that this approach is appreciated, and has contributed to building a positive working relationship.

Service Delivery Indicator	14/15	15/16	16/17	17/18	18/19 Indicator	18/19 December	On Target Y/N	Comments
Percentage of compliance with Environmental Protection License concentration limits at all times (%)	N/A	N/A	N/A	100.00%	= 100.00%	98.00%		Licence exceedances occurred at Alstonville WWTP in terms of pH and suspended solids as a result of algae growth, and at Wardell in terms of pH.
100% Quarterly compliance license reports for water and wastewater submitted within 30 days of quarter (%)	N/A	N/A	N/A	100.00%	= 100.00%	100.00%		Second report due 31 January. Automated report from Water Quality Database prepared.
Financial management of capital programs (%)	82.00%	70.00%	54.00%	92.00%	≥ 90.00% ≤ 110.00%	25.00%		At the end of the second reporting quarter 25% of the capital program was expended (18% water and 29% wastewater), with a total of 41% expended when contract commitments are included.
Financial management of maintenance programs (%)	98.00%	99.00%	95.00%	96.80%	≥ 80.00% ≤ 120.00%	47.00%		On track at end of second quarter.