


Delivery Program Report - as at 31 December 2011

CSP Objective 1: A built environment contributing to health and being

Program Actions	Principal Activity	Comp Date	On Target?
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Complete coastline shared path to maximise user experience and commuter benefits


Obtain all necessary approvals for Coastline Shared Path	Engineering Works	Dec 2011	
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Construction of shared path and cycleway from West Ballina to Ballina town centre is complete. (With dismount section being in place between Grant St and Martin St.)

All consultants have been engaged for concept design and environmental and heritage assessments. Early concept designs presented to Civil Committee December 2011. Resolved to endorse shared path concept design and amendments to the coastal path design. Further reporting required for coastal path amendments to now provide asphaltic surface throughout and eliminate gradients that prevent disabled access. Council has resolved to proceed with the shared path in Lennox Head village along Rutherford St and Park Lane through to the community centre. Decision regarding shared path route north of community centre deferred.

Program Actions	Principal Activity	Comp Date	On Target?
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Implement town and village signage program to enhance information and education opportunities available to residents and visitors

Implement Town and Village Signage Program	Tourism	June 2012	
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After further consultation with Alstonville Wollongbar Chamber of Commerce, the Alstonville and Wollongbar Town & Village signs will be replaced in January / February 2012 quarter. The Local Information Boards are under production, with installation scheduled in February 2012. Interpretative Signage project is continuing.






Program Actions	Principal Activity	Comp Date	On Target?
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Analyse future works to support improved drainage outcomes





Prepare drainage review for North Ballina	Engineering Works	June 2012	
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Report to be presented to Council meeting, now scheduled for February / March 2012.




CSP Objective 2: A diverse and prosperous economy

Program Actions	Principal Activity	Comp Date	On Target?
<i>Develop Ballina - Byron Gateway Airport to enhance overall service</i>			
Reconfigure airport terminal to improve efficiency	Airport	June 2012	
The alterations and additions to the arrivals lounge have been completed. The new car rental desks and shuttle bus desks have provided a much improved operation (with updated facilities, less congestion, improved passenger comfort, and a much improved presentation. Airport signage has been installed on the eastern end of the terminal building.			
Provide long term car parking and additional lease sites for aviation related development	Airport	June 2012	
The new long term carpark has been completed and is now open for business. We are looking to install some shade covers in this area in the next financial year.			
Expand jet services on offer	Airport	June 2012	
The Melbourne jet service has continued to grow with load factors averaging above 90% (for the past 5 months). The direct service to Newcastle has proven very successful with high loads in both directions. The Regional Development Australia funding agreement with the Federal government has been received and signed.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Expand tourism services and facilities to maximise visitor satisfaction levels</i>			
Implement regional visitor services strategy	Tourism	June 2012	
The draft strategy was received in December 2011, with the final strategy ready by the end of January 2012. Ballina Shire Council is already implementing some of the recommendations including the loyalty rewards program, airport visitor servicing and the recruitment of volunteers to become tourism ambassadors of the Ballina Coast & Hinterland.			
Participate in and leverage opportunities to market the Ballina Coast and Hinterland	Tourism	June 2012	
The Locals Rewards campaign successfully launched in November 2011 with over 130 businesses participating, and 22 000 loyalty cards distributed via Councils Community Connect Newsletter. By the end of December 2011, the Visitor Centre had distributed a further 116 loyalty cards to visitors. Phase 2 for the campaign will be undertaken in the March 2012 quarter.			





CSP Objective 2: A diverse and prosperous economy (cont'd)

Program Actions	Principal Activity	Comp Date	On Target?
<i>Encourage local produce through increased opportunities at the local level</i>			
Coordinate Food Links project and establish Farmers Market	Strategic Services	Dec 2011	
Project concluded. Grant funding fully acquitted. Twilight farmers market operating in Ballina on a trial basis.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Improve planning for specialised business precincts to ensure business develops in a cohesive manner</i>			
Prepare Master Plan for Clarke Street Area	Strategic Services	June 2012	
Commencement of project dependent on zoning outcomes for this area under the new shire-wide LEP. Outcomes of Bulky Goods Analysis will be reported to Council in the near future.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Promote overall health of Richmond River</i>			
Promote initiatives within the Richmond River Estuary Management Plan, with dredging to be actively pursued with the State and Federal Governments	Strategic Services	June 2012	
Draft Richmond River Estuary Management Plan yet to be adopted by Minister. The feasibility of dredging of the river bar and North Creek currently being investigated through an interagency group and a Mayoral Taskforce.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Finalise LEP Renewal and review Ballina Shire Combined Development Control Plan to provide a contemporary planning structure</i>			
Implementation of new LEP and review Ballina Shire Combined Development Control Plan	Strategic Services	June 2012	
Representations report for second draft LEP exhibition reported to Environmental & Sustainability Committee on 1 December. Draft Plan adopted by Council at its Ordinary Meeting held on 15 December for submission to the Minister. Review of Combined development control plan continuing within available resources.			





CSP Objective 3: A healthy natural environment

Program Actions	Principal Activity	Comp Date	On Target?
<i>Provide a proactive approach to Coastline Management to ensure the community is informed and appropriate strategies are in place</i>			
Finalise Coastline Management Plan	Engineering Works	Dec 2011	
Consultants finalising draft coastline management plan. Revised coastline hazards completed for climate change benchmarks in December 2011, with reporting now forecast for March 2012.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Provide a proactive approach to Flood Management to maximise community safety and knowledge</i>			
Finalise Ballina Floodplain Risk Management Plan	Engineering Works	Dec 2011	
Presentation of draft Floodplain Risk Management Study and draft DCP to Civil Committee in December 2011. Council endorsed public exhibition at December 2011 Ordinary Council meeting. Exhibition material being prepared for exhibition January 2012.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Review Urban Water Management Strategy thereby ensuring this policy remains innovative and reflects contemporary best practice</i>			
Complete update of Council's Urban Water Management Strategy	Sewer Services	Dec 2011	
Review to be presented to Council in March 2012.			





CSP Objective 4: Diverse and balanced use of our land

Program Actions	Principal Activity	Comp Date	On Target?
<i>Undertake Compliance Program to improve overall level of compliance</i>			
Progress Swimming Pool Inspection Program	Building Services	June 2012	
Program is progressing. We have been addressing Development Applications for the 2008-2009 financial year. A total of 76 pool applications were received for that period, 43 have now been finalised, 4 Interim Occupation Certificates have been issued, 3 have been sent letters for outstanding works, 1 is being certified by a private certifier, 6 have been cancelled, 6 not commenced and 13 remain outstanding due to access issues with the Christmas holiday period.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Continue land releases at Southern Cross and Russelton Industrial Estate that assist in providing a diverse and balanced industry</i>			
Finalise next land release at the Russelton Industrial Estate	Commercial Services	June 2012	
Section 96 application prepared and lodged to amend layout and road network. Subject to planning consents, propose to undertake civil works for next stage prior to June 2012.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Continue land releases at Southern Cross and Russelton Industrial Estate that assist in providing a diverse and balanced industry</i>			
Finalise next land release at the Southern Cross Industrial Estate	Commercial Services	June 2012	
Negotiations and conceptual plans still being drawn and developed for next stages of Southern Cross. Status reports were provided to Council during the quarter.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Expand economic development services and activities to maximise opportunities for appropriate development</i>			
Finalise Tuckombil Quarry options report and development assessment process for Sand Pit (Quarry)	Operational Support (Engineering)	June 2012	
Assessment in progress for Sandpit development application - brief for Strategic Options prepared and will be advertised early in 2012.			





CSP Objective 4: Diverse and balanced use of our land (cont'd)

Program Actions	Principal Activity	Comp Date	On Target?
<i>Undertake Compliance Program to improve overall level of compliance</i>			
Implement Adopted Compliance Work Program	Development Services	June 2012	
Items 1 to 3 within the Work Plan are on Target. Items 4 and 5 are awaiting advice or resourcing from other Groups within Council prior to implementation. Item 6 has now been completed. Report to be submitted to January 2012 Council meeting.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Continue rezoning and urban design for the planned Release Areas to allow development to proceed</i>			
Complete rezoning and urban design for the Cumbalum Urban Release Area	Strategic Services	June 2012	
Planning proposals for the Cumbalum Urban Land Release Area were considered by the Council at its Ordinary Meeting held on 24 November and 15 December. Arrangements made for public exhibition of the proposals relating to Precinct A and Precinct B.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Prepare Shire Growth Management Strategy to ensure infrastructure is able to match growth</i>			
Prepare Shire Local Growth Management Strategy	Strategic Services	June 2012	
Draft document substantially completed. Awaiting Council's deliberations concerning draft Floodplain Management Plan and with this now approved for exhibition the report can be submitted to Council.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Incorporate "green" technology into Council's business practices</i>			
Continue to implement Council's Environmental Action Plan	Strategic Services	June 2012	
Adopted Action Plan being implemented on an on-going basis, within available resources. Key actions progressed or completed in the quarter include: completion of Council's Climate Action Plan, completion of the stairs at Pat Morton Lookout (Coastal Reserve POM), engagement of CMA to prepare a regional State of the Environment Report, engagement of Urban Stormwater Management Strategy project, lodgement of EOI for grant funds to advance biochar project.			




CSP Objective 5: People attaining health and wellbeing

Program Actions	Principal Activity	Comp Date	On Target?
<i>Continue with sporting field acquisition and financing program to ensure adequate standards are provided</i>			
Continue with sporting field acquisition, development and financing program	Commercial Services	June 2012	
DA for subdivision for Skennars Head sporting fields has been approved. Linen plan has been prepared for registration. Wollongbar Sports Fields acquisition settled. Development Application for sports fields and civil works with Council for processing. Pacific Pines sporting fields – ongoing discussions with Receivers.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Deliver employee wellness program 'Live Well: Work Well' to achieve proactive health and safety strategies</i>			
Develop a competency based training program which aligns with Council's OHS legislative requirements	Risk Management	June 2012	
Skills based competency program well established. Safe work method statements competency program being developed with Team Leaders.			
Audit Council's policies and procedures and implement a program to ensure Council's OHS policies and systems align with the new national health and safety laws	Risk Management	June 2012	
Audit completed as part of Council's StateCover OHS program. External audit verification completed.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Ensure priorities in program remain current</i>			
Complete review of Playground Replacement Program	Open Spaces & Reserves	Dec 2011	
Not commenced, with project scheduled to be completed by 31 March 2012.			



CSP Objective 6: Resilient and adaptable communities

Program Actions	Principal Activity	Comp Date	On Target?
<i>Provide and support community events to improve social fabric</i>			
Ensure effective operation of the Lennox Head Cultural & Community Centre	Community Services	June 2012	
Operations continuing within available resources. Administration systems and promotional and booking literature prepared. OH&S systems implemented. Venue hire increasing. Progress report submitted to Council during quarter with further update to be presented to January or February Council meeting.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Enhance consultation with the Aboriginal community to increase level of trust and involvement</i>			
Finalise a consultation protocol with the Aboriginal community	Community Services	Dec 2011	
Staff currently re-evaluating consultation/engagement opportunities as it has not been possible to obtain consensus from all major stakeholders on the preferred consultative process.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Prepare and implement a Crime Prevention Plan to assist Council and other levels of Government to address community concerns</i>			
Develop a shire-wide crime prevention plan	Community Services	June 2012	
Discussions have been on-going with the Federal Government regarding appropriate priorities for the \$80,000 in grant funding approved. It may well be more appropriate to expend the funding on initiatives rather than on a plan. Further updates will be provided as discussions progress.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Ensure currency of DISPLAN (Disaster Plan)</i>			
Complete review of DISPLAN	Operational Support (Engineering)	June 2012	
Updates provided to Council during quarter with review being undertaken through internal resources.			




CSP Objective 7: Responsible and efficient use of resources

Program Actions	Principal Activity	Comp Date	On Target?
<i>Improve and implement asset management strategy and plans to address funding shortfalls and to improve work practices</i>			
Finalise open space asset management plan (AMP)	Asset Management	Dec 2011	
AMP framework is completed. The plan now requires field data collection to populate the plan. This has commenced on a part time basis and will take approximately four weeks to compile the data.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Assessment will allow upgrade of asset management plans</i>			
Develop and implement condition assessment model for Water and Sewer Assets	Asset Management	June 2012	
Preliminary assessment completed for reservoirs, pumping stations and mains. A selection of pipelines (approx 30%) to have camera assessment in February/March 2012 before creating model parameters for the network.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Ensure development assessment and development engineering processes are efficient and effective</i>			
Review engineering development assessment level of service and processes	Asset Management	June 2012	
Working group of Regulatory Services Group Manager, Development Services Manager & Infrastructure Planning Manager meet fortnightly to discuss the recommendations from Darryl Anderson report and internal audit report. These meeting establish priorities for assessment of the development applications and identify the actions required to minimise delays. The engineering assessment times highlighted the need to develop or revise some procedures and policies. For example, we are currently revising DCP Chapter 13 - Stormwater Management in order to provide improved guidelines for applicants. In order to reduce uncertainty in design requirements and the resulting cost to applicants, draft plans have been prepared for standard stormwater management plans for industrial and commercial sites. These plans will be added to our standard design guidelines.			




CSP Objective 7: Responsible and efficient use of resources (cont'd)

Program Actions	Principal Activity	Comp Date	On Target?
<i>Ensure appropriate planning is undertaken for Council's buildings</i>			
Update Asset Management Plans for buildings	Asset Management	June 2012	
<p>The template for this plan has been completed however the update of the information requires detailed data collection / assessments to room level. To achieve this, Council could employ (approx 2) GIS/Assets field staff to capture the required built assets data, (along with data for other asset groups). These staff may be part time, full time or casual depending on the amount of other duties required. Position description will need to be defined in early 2012 for approval of HR & senior management. At this stage this work will not proceed due to lack of resources, however staff are continuing to look at options to collate the information.</p>			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Continue to migrate Council records to document imaging system to improve efficiency</i>			
Ensure effective implementation of new document management system (TRIM)	Administration	June 2012	
<p>TRIM implementation is progressing as per the Project Manager's plan. The first converted data has been received and is currently being reviewed. In January records staff will begin to build the new system and business classification scheme. End user training will be delivered in late February and early March prior to 'Go-Live' on 19 March 2012.</p>			



CSP Objective 7: Responsible and efficient use of resources (cont'd)

Program Actions	Principal Activity	Comp Date	On Target?
<i>Increase usage of technology to improve efficiencies and access to information</i>			
Assist with implementation of customer request management system (CRM) across the organisation	Administration	June 2012	
Civica have completed the installation workshop and key staff have received training on building workflows. Construction of work flows has commenced with civil services partially completed.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Review all Council policies during each quadrennial term to ensure they reflect current policy positions</i>			
Finalise review of all Council policies for this term of Council	Administration	June 2012	
<p>Following policies reviewed and adopted: Councillor Expenses & Facilities; Financial Assistance - Rates, Charges and Fees; Monuments & Memorials on Public Land; Donations - Community Halls - Capital Works; Special Rates; Naming of Public Places, Roads & Bridges; Website - Direct Links; Protected Disclosures; Weddings on Public Land; Property Investment & Development.</p> <p>Following policy on exhibition: Privacy Management.</p> <p>Following policies presented to January / February Meetings: Corruption & Fraud Control; Purchasing; Markets.</p>			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Enhance development assessment services to improve processing times and service levels</i>			
Implement actions from Development Services Review	Development Services	June 2012	
All recommendations within the report are being reviewed. Administrative related recommendations principally contained in Appendix A of the Development Services Section Review are being actioned and implemented. These administrative improvements relate to determination notices and certificates, standard correspondence letters and conditions of consent.			




CSP Objective 7: Responsible and efficient use of resources (cont'd)

Program Actions	Principal Activity	Comp Date	On Target?
<i>Ensure effectiveness of operations are optimised and service levels reviewed for tree management</i>			
Complete review of Tree Management functions	Open Spaces & Reserves	Dec 2011	
Not commenced, with project scheduled to be completed by 31 March 2012.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Improve information available to community regarding levels of service</i>			
Convert Operational Service level plans into a community information document	Open Spaces & Reserves	Dec 2011	
Not commenced, with project scheduled to be completed by 30 June 2012.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Increase usage of technology to improve efficiencies and access to information</i>			
Establish a web-based community directory	Community Services	Sept 2011	
Web design being finalised and verified. Directory expected to go "live" very early in 2012.			

CSP Objective 7: Responsible and efficient use of resources (cont'd)

Program Actions	Principal Activity	Comp Date	On Target?
<i>Continue to implement process reviews to improve efficiency and effectiveness of Council service delivery across all services</i>			
Implement works orders	Financial Services	Dec 2011	
Council has a new version of Civica 6.3 installed and trialling of works orders has commenced. The trialling has indicated that the system has flaws and is not working correctly. Various issues have been worked through but there continues to be issues. Members of the assets working group have emailed numerous councils that have works orders installed to get feed back on works orders and the asset system in general.			
Program Actions	Principal Activity	Comp Date	On Target?
Upgrade Names and Addresses Register	Financial Services	Dec 2011	
The Name and Address Register (NAR) is a massive project that will take many hours and even years before staff would give it a "clean" rating of greater than 98%. The project is broken into two parts: 1) fix addresses to Australia Post standards and 2) Identify and fix duplicate names. Part one is completed and addresses are formatted to a style that meets Australia Post requirements. Protocols are also in place to ensure that new and changed addresses will meet standards. Part two has commenced however it may take many years to satisfactorily be completed. It is the type of task that needs ongoing maintenance annually. Additional resources have been made available in the current budget, however these are unlikely to complete the project in full.			

CSP Objective 7: Responsible and efficient use of resources (cont'd)

Program Actions	Principal Activity	Comp Date	On Target?
<i>Continue to implement process reviews to improve efficiency and effectiveness of Council service delivery across all services</i>			
Continue to implement process reviews to improve efficiency and effectiveness of Council service delivery	Governance	June 2012	
<p>Process improvements and adoption of revised or new procedures during quarter include, but are not limited to:</p> <ul style="list-style-type: none"> Recommendations from Independent report providing a review of the Development Services section continuing to be implemented across the organisation - Refer to Development services Program for further comments on this item Revised procedures implemented for Recruitment Selection, Inspection, Testing & Certification of Safety Equipment Development engineering services streamlining and updating development informations Increased use of technology for field staff allowing more efficient loading of collection data and availability of information Tourism has completed service review, customer survey and introduced airport service 			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Maintain and implement contemporary information systems to maximise use of technology</i>			
Continue to Progress implementation of Civica System	Information Services	June 2012	
<p>TRIM/CRM configuration underway. Data mapping nearing completion.</p>			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Progress resource sharing arrangements with other local government authorities to increase efficiencies</i>			
Complete review of Waste Management Structure for the Region	Waste Services	June 2012	
<p>The development of a regional waste strategy was identified in 2009 as an opportunity for resource sharing under the NOROC banner. In February 2011 the Hyder Report determined that while there were existing arrangements in place between councils to deliver efficiencies in waste management, there was potential for further resource sharing opportunities, especially as several member councils were undertaking new waste infrastructure development projects. The Regional Waste Managers' group was formed in June 2011 and has reviewed the recommendations and short term goals of the Hyder Report and the State Government and has identified five key areas of interest to be addressed by the strategy; • managing residual waste; increasing resource recovery; improving kerbside collection; community engagement and education and resourcing emissions.</p> <p>In October 2011 the Regional Waste Managers' group produced a Regional Waste Management Strategy: draft implementation working document and a Consultant's Brief: Waste Disposal Project.</p> <p>These documents were be presented to the General Managers' group with a view to NOROC allocating funding for the Regional Waste Management Strategy. NOROC has now approved a contribution of \$125,000 to undertake the five stages of the Regional Waste Management Strategy. The North East Waste Forum (NEWF) has also allocated \$60,000 in its budget for this project. The brief for the consultant to provide the strategic evaluation of the options on regional waste disposal is to be put to market in January 2012.</p>			

CSP Objective 7: Responsible and efficient use of resources (cont'd)

Program Actions	Principal Activity	Comp Date	On Target?
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Review new service to assess financial performance of waste diversion achieved and reforecast landfill expected life

Review implementation of new green waste collection service	Waste Services	June 2012	
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Overall service continues to operate well with minimal contamination.

Program Actions	Principal Activity	Comp Date	On Target?
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Complete investigation to determine reliability of project

Progress investigation stages for the Pyrolysis Project	Waste Services	June 2012	
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Project feasibility continuing. Meeting held with Director EPA to discuss legislative and regulatory imperatives. New submission for RDA funding submitted in December round. This project was one of the three for the region approved to be forwarded to the next stage of assessment.

Program Actions	Principal Activity	Comp Date	On Target?
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Ensure efficient and effective service to internal clients

Develop service level agreements for Trades Section	Operational Support (Engineering)	Dec 2011	
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Draft agreement for Trades section with Commercial Services has been prepared for consultation.





Program Actions	Principal Activity	Comp Date	On Target?
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Develop long term funding strategies for Council infrastructure to ensure infrastructure is adequately maintained and delivered





Finalise long term financial plan for the Council's quarry operations	Operational Support (Engineering)	June 2012	
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Brief has been prepared and will be advertised early in 2012



CSP Objective 7: Responsible and efficient use of resources (cont'd)

Program Actions	Principal Activity	Comp Date	On Target?
<i>Continue to implement process reviews to improve efficiency and effectiveness of Council service delivery across all services</i>			
Develop and implement a program that recognises service to the organisation and identifies appropriate recognition and reward for excellence	Human Resources	June 2012	
Options identified and draft policy being developed.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Prepare water and sewer systems model to improve planning and operations</i>			
Complete sewer systems model to improve planning and operations of sewer infrastructure	Sewer Services	June 2012	
Modelling of trunk sewer mains complete. Conceptual model of reticulation prepared with full hydraulic model to be completed by June 2012.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Review telemetry system to improve planning and operations</i>			
Review telemetry system to determine effectiveness and future development needs	Sewer Services	Dec 2011	
Telemetry project complete. Review of project has identified shortfalls which are being addressed. System is operational.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Protect and promote Aboriginal Heritage</i>			
Complete Aboriginal Heritage Study	Strategic Services	Dec 2011	
Aboriginal Heritage Study finalised and endorsed by Council at its Ordinary Meeting held on 24 November. Grant funding fully acquitted.			

CSP Objective 7: Responsible and efficient use of resources (cont'd)

Program Actions	Principal Activity	Comp Date	On Target?
<i>Progress Coastal Reserve Planning</i>			
Assist LPMA prepare Ballina Regional Crown Reserve Plan of Management and Ballina Shire Coastal Reserve Plan of Management	Strategic Services	June 2012	
LPMA contract for selected consultancy services to prepare draft plan yet to be let. Awaiting receipt of further advice from the Authority.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Review and improve effectiveness and use of council buildings</i>			
Finalise expansion of Ballina Library	Libraries	June 2012	
No action to date on this item. With the changes in library management this has not been pursued as a priority. Council has no funding set aside for any improvements - This item should be reviewed.			
Implement and monitor service level agreement with Lismore City Council as the Administering Council for the Richmond Tweed Regional Library Service	Libraries	June 2012	
Service level agreement not finalised as Council asked for a further report on County Council and In-house models. Meeting of RTRL members scheduled for February 2012.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Implement Risk Management Strategy to reduce overall risk rating</i>			
Implement Risk Management Strategy in conjunction with Internal Audit Committee	Governance	June 2012	
Internal audit program continuing with Training, Recruitment and Succession Planning completed during December quarter. Audits completed now include development assessment, waste management, occupational health and safety, accounting controls, water assets, sewer assets, accounts payable, purchasing, tendering and contract management and Training, Recruitment and Succession Planning . The actions outlined in these reports are now being implemented throughout the organisation, with a total of 27 actions implemented in full to date out of a total of 52.			

CSP Objective 7: Responsible and efficient use of resources (cont'd)

Program Actions	Principal Activity	Comp Date	On Target?
<i>Ensure Developer Contribution Plans (Section 94 and Section 64) reflect contemporary planning to ensure revenue is realistic and infrastructure is delivered as required</i>			
Finalise review of Section 64 Developer Contributions Plan	Sewer Services	Sep 2011	
Revised Section 64 plan to be put to January or February Council meeting - This will recommend public exhibition.			
Finalise review of Section 64 Developer Contributions Plan	Water Services	Sept 2011	
Revised Section 64 plan to be put to January or February Council meeting - This will recommend public exhibition.			

CSP Objective 8: Transparent and accountable governance

Program Actions	Principal Activity	Comp Date	On Target?
<i>Improve opportunities for aboriginal employment</i>			
Development and implement strategies for targeted minority groups which improve employment opportunities, career development and job satisfaction	Human Resources	June 2012	

Aboriginal Employment Strategy developed and to be reported to staff Consultative Committee in February 2012. Joined 50:50 Vision: Local Government Gender Equity Program.

Service Delivery Targets - as 31 December 2011

Airport	2009/10	2010/11	2011/2012 Target	YTD Result	On Target?	Comments
Net operating surplus (excl depreciation) (\$)	316,224.00	581,300.00	>25% of revenue	\$202,000		On target for 25%.
Number of non-compliances with DOTARS and CASA airport operation requirements (#)	0.00	0.00	0.00	0.00		One request for corrective action has been completed.
Total number of commercial passengers (#)	271,615	340,000	350,000	155,000		The optimistic passenger forecast has been reduced from 350,000 to 320,000.
Total operating revenue (\$)	2,376,779.00	3,000,000.00	4,000,000	1,567,000		Negotiations ongoing with Jetstar and Virgin Australia, with Virgin almost finalised. The airline revenue has been reduced due to the revised passenger forecast
Asset Management	2009/10	2010/11	2011/2012 Target	YTD Result	On Target?	Comments
Percentage of DA referrals completed within 14 days (%)	N/A	N/A	>70%	35%		The Development Engineering section is still struggling to meet the required benchmark.

Building Services	2009/10	2010/11	2011/2012 Target	YTD Result	On Target?	Comments
Proportion of building certificates (Section 149D of EPA Act) determined within 10 working days (%)	91.75	80.00	>80.00	100.00		12/12 applications received
Proportion of building development applications determined within 40 days (%)	93.00	80.00	>80.00	89.00		0-10 days (39%) 11-20 Days (24.5%) 21-30 days (22%) 31-40 days (3.5%) 40+ days (11%)
Proportion of complying development certificates issued within 10 working days (%)	95.75	90.00	>90.00	100.00		16/16 applications received
Proportion of construction certificates issued by Council (%) of market total	93.00	80.00	>80.00	92.00		93/101 certificates issued
Median days for determination of building development applications (excluding integrated development) (# days)	N/A	N/A	<50.00	17.00		
Commercial Services	2009/10	2010/11	2011/12 Target	YTD Result	On Target?	Comments
Vacancy rate for Council administered Crown properties (buildings) (%)	10.00	20.00	<10.00	10		Negotiations in progress with Arts Northern Rivers regarding occupation of vacant premises
Vacancy rate for Council commercial properties (%)	7.75	10.00	<10.00	7.75		Currently in negotiations with prospective tenants for 141 River St.
Vacancy rate for Council community properties (buildings) (%)	0.00	20.00	<5.00	0		

Community Services	2009/10	2010/11	2011/12 Target	YTD Result	On Target?	Comments
Casual hiring of the Ballina Community Services Centre (#)	327	1,034	200	252		
Number of community service contact occasions at Wardell Community Centre (#)	1,754	1,383	520	440		
Number of visits to community gallery (#)	14,042	11,951	12,000	7,037		
Casual hiring of the Richmond Room (# of bookings)	N/A	N/A	150	127		
Patronage at the Lennox Head Cultural & Community Centre (# of bookings)	N/A	N/A	1,000	727		

Development Services	2009/10	2010/11	2011/12 Target	YTD Result	On Target?	Comments
Proportion of development applications determined under delegated authority (%)	91.06	93.00	> 90.00	88		
Proportion of development applications determined within 40 days (excl integrated applications) (%)	50.00	46.00	> 50.00	42		Several DAs determined in this quarter that have been in the system for a long time.
Proportion of section 149 Certificates issued within 4 days of receipt (%)	93.25	95.00	> 80.00	98		
Proportion of section 96 applications determined within the 40 day period (excl integrated appns) (%)	46.00	56.00	> 60.00	87		
Median days for determination of development applications (excluding integrated development) (# days)	N/A	N/A	< 60.00	55		
Median days for determination of section 96 applications determined within 40 days (excluding integrated development) (# days)	N/A	N/A	< 60.00	33		

Engineering Works	2009/10	2010/11	2011/12 Target	YTD Result	On Target?	Comments
Financial management of capital programs (%)	52.00	100.00	100.00	34.00		Stormwater/drainage program and larger town centre projects impacting progress
Financial management of maintenance programs (%)	100.00	100.00	100.00	60.00		Maintenance backlog from wet weather has had impact on budget, which is being monitored. Recovery from over expenditure unlikely.




Environmental & Public Health	2009/10	2010/2011	2011/2012 Target	YTD Result	On Target?	Comments
Number of food safety penalty infringement notices issued (#)	N/A	0.00	< 12.00	Nil		
Proportion of food premises audited per year (%)	96.00	99.00	100.00	13%		Officer leave, course attendance and scores on doors commencement
Proportion of other commercial premises audited per year (%)	100.00	90.00	100.00	40%		
Number of existing on site effluent disposal systems inspected (#)	224.00	269.00	250.00	42		Newly appointed officer catching up
Proportion of public pools monitored for water quality (%)	100.00	100.00	100.00	50%		
Proportion of semi-public pools monitored for water quality (%)	100.00	100.00	100.00	42%		Summer program
Number of non-compliance with NHMRC drinking water standards (#)	0.00	3.00	0.00	1		Passed on retest
Proportion of drinking water sites monitored per week (%)	100.00	100.00	100.00	100		
Proportion of abandoned vehicle responses within 3 days for high priority areas (%)	93.75	90.00	100.00	94%		
Proportion of responses to reported dog attacks within 2 hours during operating hours (%)	90.00	40.00	100.00	67%		We are interpreting "response" as attendance. Serious cases given priority








Financial Services	2009/10	2010/11	2011/12 Target	YTD Result	On Target?	Comments
Investment returns greater than 90 day bank bill rate (#)	80.50	83.00	40.00	108.00		Credit spread remains helpful
Value of outstanding rates accounts as a proportion of rating income (%)	2.77	7.4	< 4.00	N/A		Reported in final quarter, however based on recent years unlikely to meet target.




Human Resources	2009/10	2010/11	2011/12 Target	YTD Result	On Target?	Comments
Average number of sick leave per employee (# days)	8.10	7.00	<7.00	1.48		
Hours of formal learning per employee (T)	15.64	12.00	>12.00	6.73		
Proportion of staff turnover per year (%)	3.97	10.00	<10.00	1.06		
Proportion of staff undertaking formal training per year (%)	191.53	90.00	>90.00	88%		





Information Services	2009/10	2010/11	2010/11 Target	YTD Result	On Target?	Comments
Number of external visits to Council's website (#)	112,459.00	131,097.00	> 120,000.00	62,208		
Proportion of requests for assistance addressed within 1 working day (%)	83.33	90.26	> 95.00	92.00		1080 out of a total of 1170 helpdesk requests resolved within 1 working day.

Libraries	2009/10	2010/11	2011/12 Target	YTD Result	On Target?	Comments
Proportion of shire population with active library membership	65% of Shire Pop.	67% of Shire Pop.	> 29,000.00	28,643		
Total library loans per annum (#)	477,000.00	412,800	> 458,000.00	223,791.00		

Open Spaces & Reserves	2009/10	2010/11	2011/12 Target	YTD Result	On Target?	Comments
Compliance with open space mowing service levels (%)	100.00	100.00	100.00	100%		Mowing is progressing within the two weekly mowing cycle.
Financial management of capital programs (%)	75.00	78.00	100.00	34%		Most of the remaining projects have been tendered or are ready for implementation
Financial management of maintenance programs (%)	87.00	99.00	100.00	50%		

Operational Support (Engineering)	2009/10	2010/11	2011/12 Target	YTD Result	On Target?	Comments
Surplus from fleet and plant operations (\$)	720,000.00	674,494.00	> 750,000.00	582,240.00		
Value of store stock control bin errors (\$)	2,388.00	729	< 500.00	26.85		(only 2 items incorrect)
Average fleet green star rating (#)	3.33	3.44	< 3.50	3.54		Leaseback fleet average 3.54 (this now includes 4 diesel); commuter use vehicles (majority diesel) 2.59. Overall average 2.9
Number of swimming pool patrons (#)	124,096.00	127,804.00	> 30,000.00	53,836.00		
Net operating deficit for swimming pools (excluding depreciation) (\$)	372,756.00	471,597.00	< 370,000.00	\$186,200		To end of December
Reduce CO2 emissions from Council's Built Assets energy consumption	N/A	N/A	< 8,000.00	1,948.00		(Approximated – All accounts not yet received)
Reduce energy consumption from Council's Built Assets	N/A	N/A	< 1,300,000.00	1,829,533.00		(Approximated – All accounts not yet received)






Risk Management	2009/10	2010/11	2011/12 Target	YTD Result	On Target?	Comments
Hours of lost time due to workers compensation claims (T)	1,300.80	1,000.00	<1,000.00	736		Three major claims since July 2011 has resulted in high number of lost time hours
Number of insurance claims (#)	36.00	40.00	<40.00	25		
Number of worker's compensation claims (#)	21.00	30.00	<30.00	10		




Sewer Services	2009/10	2010/11	2011/12 Target	YTD Result	On Target?	Comments
Number of sewer chokes per 10km of main (#)	15.67	2.4	< 1.00	7.7		77 chokes in 320 km of pipe
Number of non-compliances with DECCW licence standards (#)	7	1	0	0		
Financial management of maintenance programs (%)	N/A	88	100	42		Maintenance is down a bit due to turnover of staff and less inclement weather.
Financial management of capital programs (%)	N/A	68	100	20		Capital works will rise significantly with the Ballina WWTP and Lennox WWTPs to move into heavier development phases and the Wollongbar Urban Expansion Area is about to start.

Tourism	2009/10	2010/11	2011/12 Target	YTD Result	On Target?	Comments
Enquiries to Visitor Information Centre (#)	63,090.00	59,591.00	> 56,000.00	30,046		
Revenue generating from booking service (\$)	9,880.00	7,933.00	> 12,000.00	5,203		
Revenue raised from cooperative marketing (\$)	N/A	72,000.00	> 15,500.00	12,700		
Number of visits to tourism website (#)	24,289.00	25,417.00	> 30,000.00	13,619		With our recent promotional programs this number is increasing and it is hoped that the target will be reached by year end
Proportion of satisfied visitors to Ballina Shire (%)	93.00	96.00	> 90.00	99		
Number of grant applications submitted (#)	NA	NA	> than three per month	21		
Level of success rate for grant applications (%)	NA	NA	> 70.00	N/A		Refer to notes below

There were ten applications for grants submitted in this quarter which reaches target. However, as they can take up to 12 months for the funding to be announced, the success rate of the applications submitted cannot be readily captured. The following grants were announced successful during this quarter, from applications submitted prior to this reporting period:

- 2011/ 2012 Better Boating Program - Emigrant Creek \$34,500
- 2011 /2012 Better Boating Program - Cawarra Park \$27,500
- Catchment Management Authority - Ballina Coast Bitou Bush - \$38,000
- Catchment Management Authority - Ballina Wetlands - \$1,000
- Rural Fire Service - Mitigation Grant Funding - \$82, 768
- RTA - confirmed funding of \$1.3M for landslip works
- RDA - Airport apron - \$3.5 million.

Waste Services	2009/10	2010/11	2011/12 Target	YTD Result	On Target?	Comments
Number of non-compliance with DECCW licence standards per year (#)	N/A	0.00	0.00	0		
Volume of waste managed at Waste Management Facility (#)	49,949.00	43,597.00	< 55,000.00	26,931		This includes green waste collected as this is still transported through the gate before being transferred to Lismore.
Proportion of received waste diverted from landfill (%)	24.84	29.00	> 50.00	30		Plans being investigated to evaluate options
Average number of bin collections missed per month (#)	161.60	234.00	< 120.00	57		Quarterly figure is coming down but reflects changes to the service. Missed services are regularly caused due to bins not being presented.
Remaining useful life of Ballina Waste Management Facility (years)	N/A	4.00	> 7.00	5		Development of Cell 3 would extend the life of the landfill significantly beyond 7 years but the regional planning is focussing on a regional disposal option.

Water Services	2009/10	2010/11	2011/12 Target	YTD Result	On Target?	Comments
Number of non-compliance events (#)	N/A	1.00	0.00	2		Water supply issue from Rous with Arsenic, Minor PH elevation at Wardell sites
Average water consumption per metered connection (kL/pa)	198.50	210.4	< 250.00	n/a	N/A	Not currently available - 45 for first quarter
Water main breaks per 30km of main (#)	2.10	2.05	< 1.00	0.5		
Volume of unaccounted water (%)	19.00	22.00	< 18.00	n/a	N/A	Figures of water purchase and water sale not currently available
Financial management of capital programs (%)	N/A	88.00	100.00	17.00		The water Capital works expenditure consists of one main budget for an upgrade to the supply to the Ballina Heights area. This was proposed to be done by Council on the basis that this infrastructure was to be passed over to Rous Water. The handover has not yet occurred and it is likely that this work will be undertaken by Rous. The 990k is being left in the budget currently until this can be confirmed in writing.