

***Delivery Program Report***  
***as at 30 September 2012***

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

Program Actions	Principal Activity	Comp Date	On Target?
<i>Undertake construction of shared path and recreational path to maximise user experience and commuter benefits</i>			
<b>Progress coastline shared path and recreational path</b>	<b>Engineering Works</b>	<b>June 2013</b>	
<p>Construction is complete for a 'missing link' of the shared path at Headlands Drive and Skennars Head Road intersection. Construction is complete for the shared path in Lennox Head village along Rutherford Street and Park Lane through to the community centre. Construction is in progress for the Lennox Head to Pat Morton section of the shared path, with a forecast completion of October 2012. All consultants have been engaged for the coastal shared path and coastal recreational path for concept design and environmental and heritage assessments. Concept design options for the recreational path presented to Council in December 2011 and January, February and March 2012, with design now endorsed by Council. Preliminary ecological studies have been completed and the heritage assessment is in progress for the preferred route, with forecast completion of heritage consultation by November 2012.</p>			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Implement town and village signage program to enhance information and education opportunities available to residents and visitors</i>			
<b>Continue implementation of actions arising from promotional and interpretive signage taskforce</b>	<b>Tourism</b>	<b>June 2013</b>	
<p>Local Information Boards have been installed and some feedback has been received with regard to the back of the boards. The section is now investigating options and information for the back of some prominent Local Information Boards (ie Lennox Head and Bicentennial Park). The interpretative signposting project is still continuing.</p>			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Provide infrastructure and facilities to meet community and business needs</i>			
<b>Finalise next stage of Ballina town centre beautification program</b>	<b>Engineering Works</b>	<b>June 2013</b>	
<p>Stage 2 of the Ballina town centre upgrade, between Cherry and Martin Streets (including Cherry Street but excluding Martin Street roundabout) is currently under construction, with substantial completion by December 2012.</p>			
<b>Finalise Wardell village upgrade</b>	<b>Engineering Works</b>	<b>June 2013</b>	
<p><b>Wardell boatramp:</b> the preconstruction documentation and design for the Wardell boatramp is complete. The project has been submitted for Regulatory Services approval, and a grant application has also been submitted for part funding under the RMS's Better Boating Program. Construction is forecast for early 2013 to allow for grant notifications.  <b>Wardell boardwalk:</b> the preconstruction documentation and design is currently being finalised, and scheduled for finalisation in October 2012. The submission to Regulatory Services (for approval) will follow. The total funding for the Wardell village upgrade project allows for completion of the boardwalk through to approval phase. Construction is not funded at this stage.</p>			

## CSP Objective 2: A diverse and prosperous economy

Program Actions	Principal Activity	Comp Date	On Target?
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### *Develop Ballina - Byron Gateway Airport to enhance overall service*

**Design and construct one additional jet aircraft parking bay and two additional high strength taxiways for A320/B737 type aircraft**

**Airport**

**Mar 2013**



The General aviation aircraft parking apron has been completed. The apron extension project has commenced (mid October 2012 with completion due February 2013). The design of the runway overlay is 80%complete.

**Refine and enhance terminal area master plan**

**Airport**

**June 2013**



The terminal area master plan is complete. We are currently designing additional car parking areas and shade structures.

**Design the asphalt overlay to runway 06/24, the RPT and GA aprons and the main RPT taxiway**

**Airport**

**June 2013**



The design is 80% complete. The asphalt thickness has been reduced due to budget constraints.

Program Actions	Principal Activity	Comp Date	On Target?
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### *Expand tourism services and facilities to maximise visitor satisfaction levels*

**Implement regional visitor services strategy**

**Tourism**

**June 2013**



The TQUAL application was unsuccessful. A meeting is being held at the end of October to determine how Northern Rivers LGAs might continue to implement recommendations from the Regional Visitor Services Strategy via resource sharing activities.

**Participate in and leverage opportunities to market the Ballina Coast and Hinterland**

**Tourism**

**June 2013**





Received a Silver Regional Tourism Award for the Locals Reward Campaign. Launched the Visitor Guide and Dining Guide in August 2012. The new Regional Tourism Organisation, North Coast Destination Network (NCDN) replacing Northern Rivers Tourism (NRT) has advised they have secured state funding via Destination NSW for marketing programs, with Ballina LGA eligible to receive \$35,000 in matched marketing funds. Plans are now being developed to leverage this funding program.

## CSP Objective 2: A diverse and prosperous economy (continued)

Program Actions	Principal Activity	Comp Date	On Target?
<i>Improve planning for specialised business precincts to ensure business develops in a cohesive manner</i>			
<b>Prepare Master Plan for Clarke Street Area</b>	<b>Strategic Services</b>	<b>June 2013</b>	
Project dependent upon zoning outcomes under new local environmental plan and allocation of funding. Estimated cost for this consultancy is \$40,000 and as there is not sufficient funding in the budget the project will need to be deferred to 2013/14.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Promote overall health of Richmond River</i>			
<b>Promote initiatives within the Coastal Zone Management Plan for the Richmond River Estuary</b>	<b>Strategic Services</b>	<b>June 2013</b>	
Implementation management group has been formed to administer the approved plan. A benefit/cost analysis is currently being prepared for management of back swamp areas. Council is in a position to promote initiatives but funding is needed for major projects.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Review Ballina Shire Combined Development Control Plan to provide a contemporary planning structure</i>			
<b>Review Ballina Shire Combined Development Control Plan</b>	<b>Strategic Services</b>	<b>Dec 2012</b>	
Council's endorsed draft development control plan was exhibited for public comment until 25 October. Two industry briefing sessions and one community information session have been held. Staff briefing sessions (five) have concluded. The draft DCP will be reported to the Council for adoption in the near future.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Consolidate and ensure effectiveness of new LEP</i>			
<b>Implement Council's new comprehensive LEP</b>	<b>Strategic Services</b>	<b>June 2013</b>	
Draft local environmental plan has been reviewed by Parliamentary Counsel. Staff continuing to liaise with Department of Planning & Infrastructure personnel concerning Ministerial announcement re environmental protection zones. This matter was workshopped with Councillors and Departmental representatives on 11 October. Awaiting further direction from the Department.■			

CSP Objective 2: A diverse and prosperous economy (continued)


Program Actions	Principal Activity	Comp Date	On Target?
<i>Support Business Development</i>			
<b>Prepare new web based economic development data set</b>	<b>Strategic Services</b>	<b>June 2013</b>	
Staff currently finalising 2011 Census data with contract service provider. Addition of updated information on Council's website is imminent.			

Program Actions	Principal Activity	Comp Date	On Target?
<i>Risk management and good governance</i>			
<b>Implement Council's Climate Action Strategy</b>	<b>Strategic Services</b>	<b>June 2013</b>	
An internal collection arrangement for discarded batteries, mobile phones and printer cartridges has been established. A promotion involving a Home Power Savings Program was undertaken in partnership with the NSW Office of Environment & Heritage. The promotion targeted low income households with energy-saving initiatives.			


### CSP Objective 3: A healthy natural environment

Program Actions	Principal Activity	Comp Date	On Target?
<i>Provide a proactive approach to flood and coastal management to maximise community knowledge and safety</i>			
<b>Finalise Coastline Management Plan</b>	<b>Engineering Works</b>	<b>June 2013</b>	
A Ballina Shire coastal erosion Emergency Action Subplan (EAS) has completed a public exhibition process. Nil comments were received (reported via the Councillor Bulletin) and the plan has now been accepted. The EAS forms part of the coastline management plan and will be referenced. The draft coastline management plan has also been submitted by consultants for review by Council and the Office of Environment and Heritage following an update in accordance with NSW government guidelines at the time. A further update to Council to follow shortly.			
<b>Finalise floodplain management plans</b>	<b>Engineering Works</b>	<b>June 2013</b>	
The draft Floodplain Risk Management Study and draft DCP has completed a public exhibition process. The Floodplain Risk Management Study has been adopted, with continuation towards finalisation of a draft Floodplain Risk Management Plan. The draft DCP has been recommended for further assessment and consultation with stakeholders. A further update to Council to follow shortly.			
<b>Implement community awareness programs for floodplain and coastline management plans</b>	<b>Engineering Works</b>	<b>June 2013</b>	
Consultation has commenced with SES and consultants regarding further development of the flood model to better assist the SES with possible flood scenarios and possible responses.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Provide a strategic plan for stormwater management to compliment environmental constraints</i>			
<b>Complete urban stormwater strategy update</b>	<b>Engineering Works</b>	<b>Dec 2012</b>	
The draft Urban Stormwater Management Plan has completed a public exhibition process. Minor feedback was received (reported via the Councillor Bulletin) and the plan has now been accepted. An implementation team has been established to progress the strategy.			

### CSP Objective 3: A healthy natural environment (continued)

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>			
<b>Complete update of Council's Urban Water Management Strategy (UWMS)</b>	<b>Wastewater Services</b>	<b>Dec 2012</b>	

Draft ready for final review. Report proposing adoption of revised UWMS and recommendations in relation to IWCW compliance to be put to the December Council Meeting. Likely to require workshop with new Councillors prior to allow them to familiarise with the content of the UWMS.

Program Actions	Principal Activity	Comp Date	On Target?
<i>Educate users to ensure public health and safety</i>			
<b>Develop an education package and delivery plan to ensure safe roll out of recycled water from the Ballina and Lennox Head Wastewater Treatment Plants</b>	<b>Wastewater Services</b>	<b>Dec 2012</b>	

The requirements of the education program for the roll out of recycled water have been determined and Council have been working with public works to ensure the best means of delivering the required education package is implemented. This will involve a mix of internal and external resources. This package will be delivered in 2013 concurrently with the roll out of recycled water.

## 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>			
<b>Completion of pool inspection program for 2008/09</b>	<b>Building Services</b>	<b>Dec 2012</b>	
68% completed, 9% letters sent outstanding matters, 22% not commenced / cancelled, 1% private certifiers.			
<b>Completion of pool inspection program for 2009/10</b>	<b>Building Services</b>	<b>Mar 2013</b>	
61% completed, 13% letters sent outstanding matters, 9% inspection outstanding, 15% not commenced / cancelled, 2% private certifiers.			
<b>Completion of pool inspection program for 2010/11</b>	<b>Building Services</b>	<b>June 2013</b>	
43% completed, 14% letters sent outstanding matters, 25% inspections outstanding, 17% not commenced / cancelled, 1% private certifier.			

Program Actions	Principal Activity	Comp Date	On Target?
<i>Continue land releases at Southern Cross and Russellton Industrial Estate that assist in providing a diverse and balanced industry</i>			
<b>Develop and release next stage of the Russellton Industrial Estate and prepare rezoning application for Southern Cross Precinct Master Plan</b>	<b>Commercial Services</b>	<b>June 2013</b>	
Russellton Industrial Estate - Additional information provided to Regulatory Services to facilitate determination of s96 Amendment Application. Works expected to commence mid 2013. Southern Cross Precinct Master Plan – A Planning Proposal is being prepared by Council's consultants in accordance with Council's resolution of 16 July 2012. This is a major initial step in the rezoning process.			


Program Actions	Principal Activity	Comp Date	On Target?
<i>Implement Community Facilities Section 94 Plan to ensure infrastructure is delivered in alignment with development</i>			
<b>Prepare Master Plan for Kingsford Smith Precinct</b>	<b>Commercial Services</b>	<b>Mar 2013</b>	
Project has been put on hold pending soil testing on old depot site as a potential alternate site. Note: Dept Primary Industries advised that any testing requires a Crown Licence, Council has now applied to the Crown for a licence, awaiting licence to enable soil testing to be conducted.			



## 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>			
<b>Implement Annual Compliance Work Program</b>	<b>Development Services</b>	<b>June 2013</b>	
The 2012/13 Compliance Work Program is progressing as proposed and is on target to meet identified time frames.			
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>			
<b>Complete rezoning and urban design for the Cumbalum Urban Release Area</b>	<b>Strategic Services</b>	<b>Dec 2012</b>	
Council has resolved to proceed with the planning proposals for Cumbalum Precincts A & B, subject to the matters associated with stormwater/drainage and infrastructure delivery being adequately addressed. The outcomes of these further investigations will be reported to the Council at the December meeting.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Prepare Shire Growth Management Strategy to ensure infrastructure is able to match growth</i>			
<b>Prepare Shire Local Growth Management Strategy</b>	<b>Strategic Services</b>	<b>Sept 2012</b>	
Growth Management Strategy adopted by Council following public exhibition. Awaiting response to referral of the document to the NSW Department of Planning & Infrastructure.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Incorporate "green" technology into Council's business practices</i>			
<b>Continue to implement Council's Environmental Action Plan</b>	<b>Strategic Services</b>	<b>June 2013</b>	
Regional State of the Environment Report framework established and draft report reviewed. Receipt of the final report is imminent. Environmental water quality monitoring program established, with bi-monthly monitoring undertaken at eight locations within the shire. Council has adopted a revised shire-wide stormwater management plan.			

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

Program Actions	Principal Activity	Comp Date	On Target?
<i>Expand economic development services and activities to maximise opportunities for appropriate development</i>			
<b>Finalise quarry options report and implement recommendations</b>	<b>Operational Support (Engineering)</b>	<b>June 2012</b>	
Consultant engaged and work is in progress.			

## CSP Objective 5: People attaining health and wellbeing

Program Actions	Principal Activity	Comp Date	On Target?
<i>Increase level of revenue from commercial sources to improve financial sustainability</i>			
<b>Progress Wollongbar Urban Expansion Area development and related projects (sporting fields, asset sales, rezoning)</b>	<b>Commercial Services</b>	<b>June 2013</b>	

Wollongbar Sports Field – Project Manager appointed. Design & documentation for early works program completed and submitted to Council for Construction Certificate. Tenders issued for early works program.

Program Actions	Principal Activity	Comp Date	On Target?
<i>Ensure the shire remains an attractive place to live and invest</i>			
<b>Determine and implement future plans for Wigmore Arcade and Wigmore Car Park</b>	<b>Commercial Services</b>	<b>June 2013</b>	

EOI called for in June seeking a developer to lease and undertake lease and develop Wigmore Arcade Complex and Tamar Street Carpark failed to generate a satisfactory response and proposal. Preliminary feasibility study is now being prepared on the concept plans prepared by the architects for the redevelopment of the Wigmore Arcade Complex.


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>			
<b>Develop and implement Work Health &amp; Safety Management System that aligns with new Act, Regulations &amp; Codes</b>	<b>Risk Management</b>	<b>June 2013</b>	

Draft corporate Work Health & Safety Management system / manual developed by Risk & Human Resources staff. This system aligns with the full requirements of the new Act, Regulations and Codes. Currently reviewing all operational procedures (eg SWMS, procedures) to ensure they align with the revised system. New corporate WHS Management system/manual proposed to be released for consultation with Work Health & Safety Committee and staff in December 2012.

Program Actions	Principal Activity	Comp Date	On Target?
<b>Develop and implement a pre-qualification contractor management system that improves efficiency and compliance across all sections of Council</b>	<b>Risk Management</b>	<b>June 2013</b>	

Pre qualification PCBU (person conducting a business or undertaking) assessment tool developed. Risk & Human Resources Department safety specialists now review all PCBU Work Health & Safety Management systems as part of prequalification requirement. Centralisation of this activity has improved efficiency across all sections and ensures full compliance with legislative requirements. A new draft PCBU Handbook developed which incorporates the prequalification assessment tool. The handbook to be presented to Work Health & Safety Committee for consultation in November 2012. This handbook will assist in efficiency and compliance as it is designed to provide a uniform standard.

**CSP Objective 5: People attaining health and wellbeing (cont'd)**

Program Actions	Principal Activity	Comp Date	On Target?
<i>Provides priorities for implementation of capital works and routine maintenance</i>			
<b>Prepare Sports Fields Management Plan</b>	<b>Open Spaces &amp; Reserves</b>	<b>June 2013</b>	
<p>Work is underway with support being provided by Council's Road Safety Officer who is a qualified recreation planner. To date background research has been completed and staff are about to start interviews with sports clubs, along with audits, to assist in the preparation of the plan.</p>			

## CSP Objective 6: Resilient and adaptable communities


Program Actions	Principal Activity	Comp Date	On Target?
<i>Provides priorities for implementation of capital works and routine maintenance</i>			
<b>Finalise East Ballina Cemetery Management Plan</b>	<b>Open Spaces &amp; Reserves</b>	<b>June 2013</b>	
Survey data completed and consultant engaged to prepare the plan.			

Program Actions	Principal Activity	Comp Date	On Target?
<i>Provide and support community events to improve social fabric</i>			
<b>Review options to improve the operation of Council's community facilities</b>	<b>Community Services</b>	<b>June 2013</b>	
Tenders for the contract management of the Lennox Head Cultural and Community Centre and the Alstonville Leisure and Entertainment close 30 October. This matter will be reported for the Council's determination shortly thereafter.			

Program Actions	Principal Activity	Comp Date	On Target?
<i>Enhance consultation with the Aboriginal community to increase level of trust and involvement</i>			
<b>Finalise a consultation protocol with the Aboriginal community</b>	<b>Community Services</b>	<b>June 2013</b>	
Staff scheduled to meet with representatives of Tweed Shire Council's Aboriginal Advisory Committee on 5 November to discuss that Committee's operations.			

Program Actions	Principal Activity	Comp Date	On Target?
<i>Provide adequate and appropriate community services and facilities</i>			
<b>Prepare a shire-wide Ageing Strategy</b>	<b>Community Services</b>	<b>June 2013</b>	
Literature review commenced. 2011 census data analysis being conducted and community consultation options under consideration. Grant funding to assist project delivery also being sought.			

**CSP Objective 6: Resilient and adaptable communities (cont'd)**

Program Actions	Principal Activity	Comp Date	On Target?
<i>Engage with young people</i>			
<b>Coordinate and build the Ballina Shire Youth Council</b>	<b>Community Services</b>	<b>June 2013</b>	

Meeting frequency being maintained. Youth Council membership increased to eleven. Planning is continuing for the Youth Forum to be held 13 November 2012.

Program Actions	Principal Activity	Comp Date	On Target?
<i>Provide adequate and appropriate community services</i>			
<b>Prepare a Cultural Policy/Strategy for the shire</b>	<b>Community Services</b>	<b>June 2013</b>	

Internal staff work team established. Cultural asset mapping has commenced. Issues discussion paper and consultation strategy being prepared.

## CSP Objective 7: Responsible and efficient use of resources

Program Actions	Principal Activity	Comp Date	On Target?
<i>Ensure effective and statutory asset management practices are in place</i>			
<b>Progress project plan for the new Asset Information Management System</b>	<b>Asset Management</b>	<b>June 2013</b>	
Civica has presented the 'Enterprise Asset Management Project' brief to Council. This document describes our current position and what is required to be in place for the asset module switch over in June 2013. Regular meetings between Asset Engineer/General Manager/Civil Services Group Manager/Finance Manager are in place.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Improve and implement strategy and plans to address funding shortfalls and to improve work practices</i>			
<b>Finalise open space asset management plan (AMP)</b>	<b>Asset Management</b>	<b>Dec 2012</b>	
Data sorting and allocation in progress with completion in November 2012. The AMP to be updated by December 2012.			
<b>Progress Building Asset Management Plan (AMP)</b>	<b>Asset Management</b>	<b>June 2013</b>	
Previously we have reported that this project required funds to enable it to be completed. Following a review, it has now been decided to complete the AMP using remaining life data. The plan can then be updated and improved by more detailed condition assessment when funds are available.			
<b>Implement Asset Management Strategy</b>	<b>Asset Management</b>	<b>June 2013</b>	
This strategy is a three year plan with a large number of actions. Progress is being achieved generally in accordance with the action plan. Some key tasks that have been progressed or completed this quarter include the completion of a risk and criticality assessment for a number of asset classes, linking the GIS system and the asset register, tender awarded for a road condition assessment and project development for the implementation of the Asset Management System.			
<b>Progress condition assessment model for Water and Wastewater Assets</b>	<b>Asset Management</b>	<b>June 2013</b>	
A camera inspection of approximately 15% of the wastewater reticulation has been undertaken. This information has been used to complete condition assessments for that part of the network. Further, the data has been extrapolated into a model to enable condition predications to be applied to the whole network. This action is now complete.			

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

Program Actions	Principal Activity	Comp Date	On Target?
<i>Continue to migrate Council records to document imaging system to improve efficiency</i>			
<b>Progress implementation of electronic document management system including training and optimising capabilities of the product</b>	<b>Administration</b>	<b>June 2013</b>	

Recent amendments to processes for personnel files are that new records will only be retained electronically. Training is an ongoing process and includes inductions for new staff and support for existing staff. Also 'tips' are provided on a daily basis regarding known product features and any new discoveries. One recent new discovery was an efficient way to send a reference to other staff for multiple records. This will greatly assist certain administrative functions.

Program Actions	Principal Activity	Comp Date	On Target?
<i>Increase usage of technology to improve efficiencies and access to information</i>			
<b>Improve record keeping for Development Applications such that the electronic version is the official Council record</b>	<b>Administration</b>	<b>June 2013</b>	

Procedure to initiate the electronic records as the official Council document has been prepared. Meeting planned between records and development services staff to set a date to go 'live'.

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>			
<b>Review 100% of policies during each term of Council</b>	<b>Administration</b>	<b>June 2013</b>	

**Following policies reviewed and adopted:**

Liquor Licence Application; Management of Contaminated Land; Planning Agreements; Public Art; Events on Public Land.

**Following policy on exhibition:**

Naming of Council Owned Facilities (NEW).

**Following policies presented to October Meeting:**

Cr Expenses & Facilities Policy; Code of Meeting Practice; Code of Conduct; Interaction between Councillors & Staff



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

Program Actions	Principal Activity	Comp Date	On Target?
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*Enhance development assessment services to improve processing times and service levels*

### Implement actions from Development Services Review

Development Services

June 2013



During the reporting period the following specific actions have been undertaken with respect to the recommendations of the Anderson Report. Recommendation B3 has been advanced. A meeting has been held (13 September) with the three planning consultancies outlining actions taken following the review and canvassing with them their current issues. Recommendations B4 & B5 have been implemented. A staff training seminar has been organised for 23 November to address conditioning of consents and application case management. Recommendations C3 & C4. Interim arrangements have been introduced pending completion of the formal written procedures. Recommendation C6. Being implemented subject to discretionary considerations by the relevant Section managers. Recommendation C7. Current practise. Formal written procedure scheduled for Dec. 2012. Recommendation C10. SEPP 1 matters are largely redundant with the imminent Gazettal of the Draft BLEP. Recommendation C15. Formalised via 'Retask' function in Authority. Recommendation C16. Complete. Recommendation C19. Implemented. Recommendation D1. 12/16 tasks implemented to date.

Program Actions	Principal Activity	Comp Date	On Target?
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*Continue to implement process reviews to improve efficiency and effectiveness of Council service delivery across all services*

### Review online and phone payment systems

Financial Services

June 2013



During the next quarter a preferred online payment system is being selected from one of the various banks. This system has to be installed prior to the Civica installation of the gateway online payment systems. It is anticipated that the gateway systems will be running by end of December and this will allow rates and sundry debtors to be paid online from that time.

Program Actions	Principal Activity	Comp Date	On Target?
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*Improve financial planning to include ratios / benchmarks to maximise use of the information*

### Improve level of compliance and integration with Council's Long Term Financial Plan and the objectives of the Division of Local Government's Integrated Planning and Reporting regime

Financial Services

June 2013



The comparison of budget to asset management plans is in progress and there have been on-going meetings with managers regarding the three main plans, with the intent to create a numeric link between the plans.

Program Actions	Principal Activity	Comp Date	On Target?
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*Continue to implement process reviews to improve efficiency and effectiveness of Council service delivery across all services*

### Implement process reviews to improve efficiency and effectiveness of Council service delivery

Governance

June 2013



Process reviews have commenced or are continuing for a number of services including Council's GIS management functions, key security processes, along with documenting procedures where there are gaps in existing processes. The implementation of electronic hand held devices for Council's rangers will also provide significant efficiency gains.

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

Program Actions	Principal Activity	Comp Date	On Target?
<i>Maintain and implement contemporary information systems to maximise use of technology</i>			
<b>Continue to Progress implementation of Civica System</b>	<b>Information Services</b>	<b>June 2013</b>	
Initial issues with TRIM/CRM connectivity with CIVICA resolved in Test environment. Fix to be applied to live environment when testing complete. Reporting consultant progressing through reporting functionality requirements.			
<b>Improve information mobility for field staff through tablet technology</b>	<b>Information Services</b>	<b>June 2013</b>	
Tablets rolled out to many field staff. Further rollouts planned based on role requirements.			

Program Actions	Principal Activity	Comp Date	On Target?
<i>Progress resource sharing arrangements with other local government authorities to increase efficiencies</i>			
<b>Complete review of Waste Management Structure for the Region</b>	<b>Waste Services</b>	<b>June 2013</b>	
Review completed by Hyder on disposal options and report on the recommendations was put to NOROC. Tenders have now been advertised for regional transport and disposal of putrescibles and inert waste. The recommendations in the Hyder report included investigation of the establishment of a Kyogle and Richmond Valley site as a regional disposal option. This has been discussed at the North East Waste Managers' meeting but is yet to be progressed. A separate report on these options is to be put to NOROC.			

Program Actions	Principal Activity	Comp Date	On Target?
<i>Environmentally, socially and financially responsible management of resource to ensure Council continues to receive maximum benefit of WASIP funding</i>			
<b>Deliver projects listed in Waste and Sustainability Improvement Program (WASIP)</b>	<b>Waste Services</b>	<b>June 2013</b>	
Programs are being delivered via new role at Waste Centre specifically positioned to project manage these outcomes however not all programs are likely to be delivered within the proposed timeframe.			

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

Program Actions	Principal Activity	Comp Date	On Target?
<i>Complete investigation to determine reliability of project</i>			
<b>Progress investigation stages for the Pyrolysis Project</b>	<b>Waste Services</b>	<b>Dec 2012</b>	
Tenders advertised for an EIS for proposed site late September with a proposal from a technology provider being reviewed. Agreement for funding with RDA is subject of negotiation over minor clauses. Negotiations ongoing with Lismore City Council with a view to them coming on board as a partner. RDA funding agreement reported elsewhere in the business paper.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Develop long term funding strategies for Council infrastructure to ensure infrastructure is adequately maintained and delivered</i>			
<b>Implement sand pit development assessment determination</b>	<b>Operational Support (Engineering)</b>	<b>June 2013</b>	
DA 2011 lodged 13 July 2011 – determination advice not yet received, which will make it difficult to implement any determination.			
<b>Continue to pursue improvements for public swimming pools</b>	<b>Operational Support (Engineering)</b>	<b>June 2013</b>	
Grant opportunities are sought for suitable sources of funding when available – none available to date – Funding the swimming pool improvements is a major consideration for the newly elected Council.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Ensure priorities in program remain current</i>			
<b>Complete review of EEO Management Policy and Plan to ensure alignment goals / objectives within Council' Aboriginal Employment Strategy and Gender Equity</b>	<b>Human Resources</b>	<b>June 2013</b>	
A review of the EEO Management Policy and Plan has been completed. EEO Policy and Plan and statistics reported to staff consultative committee August 2012.			

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

Program Actions	Principal Activity	Comp Date	On Target?
<i>Provide recycled water which is fit for purpose depending on proposed use</i>			
<b>Develop recycled water quality management plan</b>	<b>Wastewater Services</b>	<b>June 2013</b>	

Contractor has provided drafts that are under review.

Program Actions	Principal Activity	Comp Date	On Target?
<i>Progress Coastal Reserve Planning</i>			
<b>Assist Department of Primary Industries prepare Ballina Regional Crown Reserve Plan of Management and Ballina Shire Coastal Reserve Plan of Management</b>	<b>Strategic Services</b>	<b>June 2013</b>	

Department of Primary Industries' consultant has substantially advanced the draft plans. Council's involvement has been welcomed. Timeline for delivery of the draft plans for more detailed assessment is yet unknown.


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>			
<b>Finalise long term management arrangements for the Richmond Tweed Regional Library Service</b>	<b>Libraries</b>	<b>June 2013</b>	

Council has resolved to enter into a short term contract with Lismore City Council to administer the Regional library. Long term options will depend on the agreed direction of the new RTRL Committee and the member councils.





Program Actions	Principal Activity	Comp Date	On Target?
<i>Reduced water loss</i>			
<b>Implement actions as per water loss management program</b>	<b>Water Services</b>	<b>June 2013</b>	

Areas 1 – 4 as recommended in the original water loss management trial have now been established. These will be monitored to determine repairs and potential savings. A further report has now been completed by Wide Bay Water recommending a program of areas be established to monitor up to 95% of our water supplies. This will follow completion of the original four areas. The first four areas have identified significant areas for improvement in water loss and provisional budget funding will be allocated to address these.

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

Program Actions	Principal Activity	Comp Date	On Target?
<i>Strategic planning and process implementation to ensure Council is compliant with NSW Office of Water (NOW) requirements</i>			
<b>Continue to implement Australian Drinking Water Guidelines management recommendations</b>	<b>Water Services</b>	<b>June 2013</b>	
<p>The ADWG is a program that has been recommended for implementation over 5 years by NSW Office of Water. Council has a working group progressing the various element of the ADWG. Some elements such as having a water quality policy have been completed but other elements of the 12 step ADWG requirements are only partially finished. This will be an ongoing exercise which is reported on quarterly in the compliance report to be put to Manex. This program will not be finished by June 2013 and this is acknowledged by the State Government who is driving the compliance requirements as acceptable .</p>			

## CSP Objective 8: Transparent and accountable governance

Program Actions	Principal Activity	Comp Date	On Target?
<i>Ensure appropriate planning is undertaken for Council's workforce</i>			
<b>Develop and implement strategies that support Council's workforce planning objectives</b>	<b>Human Resources</b>	<b>June 2013</b>	
Council's annual appraisal process assists with identifying skills shortage and workforce planning requirements. NOROC have engaged a consultant to review regional workforce planning strategy opportunities – this project was led by Ballina Shire Council and involved all HR managers in the region. Report finalised September 2012 and currently being reviewed by each Council.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Implement Risk Management Strategy to reduce overall risk rating</i>			
<b>Implement Internal Audit Reports in conjunction with Internal Audit Committee</b>	<b>Governance</b>	<b>June 2013</b>	
Internal audits for Council's developer contribution collection and section 149 and section 160 certificates functions have been completed during the quarter with both reports providing a rating of satisfactory.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Improve communication and consultation strategies to increase community involvement</i>			
<b>Complete review of Community Strategic Plan</b>	<b>Governance</b>	<b>June 2013</b>	
Detailed engagement with Councillors to determine the preferred approach for the review of the Community Strategic Plan will occur during the October to December quarter. In planning for this staff have been reviewing documents from other councils to demonstrate the various options available.			
<b>Implement effective induction program for new Council</b>	<b>Governance</b>	<b>June 2013</b>	
Following the September election a preliminary induction program has been developed. Briefly this program provides an overview of the organisation and functions during September / October, consideration of Integrated Planning and Reporting related matters during October / November and then priority review and project planning for November / December.			

***Service Delivery Targets  
as 30 September 2012***

<b>Airport</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13 Target</b>	<b>YTD Result</b>	<b>On Target?</b>	<b>Comments</b>
Total number of commercial passengers per annum (#)	340,000	318,000 (approx)	>360,000	84,286.00		Forecast to reach 370,000pa.
Total operating revenue (\$)	2,728,000	3,483,000	>3.76M	671,000		Additional jet services identified for April 2013. There is also a time delay in collecting income.
Net operating surplus (excl depreciation)	376,000	715,000	>25% of revenue	0.00%		Significant delays in timing of revenue collections - Surplus will increase with additional jet services in April 2013.
Number of non-compliances with DOTARS and CASA airport operation requirements (#)	0.00	0.00	0.00	0.00		No issues.
<b>Asset Management</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13 Target</b>	<b>YTD Result</b>	<b>On Target?</b>	<b>Comments</b>
Percentage of DA referrals completed within 21 days (%)	N/A	44.00	>70	45.00		A further 17% of assessments are on hold due to requests for further information.
<b>Building Services</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/2013 Target</b>	<b>YTD Result</b>	<b>On Target?</b>	<b>Comments</b>
Proportion of building certificates (Section 149D of EPA Act) determined within 10 working days (%)	82.00	83 (41 of 49)	>90.00	81.00 (9 of 11)		
Percentage of building services related development applications determined within 40 days (%)	85.00	89 (452 of 508)	>80.00	92.00 (99 of 104)		<b>June YTD figures</b> 0-10 days: 33% 11-20 days: 34% 21-30 days: 16% 31-40 days: 9% 40+ days: 8%
Percentage of complying development certificates (CDCs) issued within 10 working days (%)	83.00	100.00 (90 of 90)	>90.00	100.00 (7 of 7)		
Percentage of construction certificates (CCs) issued by Council (%) of market total	89.00	91.00 (406 of 442)	>80.00	95.00 (99 of 104)		
Median days for determination of building development applications (excluding integrated development) (# days)	N/A	17.5	<40.00	15.00		



<b>Commercial Services</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13 Target</b>	<b>YTD Result</b>	<b>On Target?</b>	<b>Comments</b>
Vacancy rate for Council administered Crown properties (buildings) (%)	0.00	10.00	<10.00	10.00		Old Alstonville Hall 4B High St is currently vacant.
Vacancy rate for Council commercial properties (%)	0.84	1.00	<20.00	1.00		Two shops in Wigmore Arcade currently vacant. Council negotiating with prospective tenant on month to month lease for one of the shops. This percentage is based on total lettable floor space.
Vacancy rate for Council community properties (buildings) (%)	0.00	0.00	<5.00	0.00		
<b>Community Services</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13 Target</b>	<b>YTD Result</b>	<b>On Target?</b>	<b>Comments</b>
Casual hiring of the Kentwell Centre per annum (#)	1,034	887	500.00	256.00		
Casual hiring of the Richmond Room per annum (#)	N/A	214	250.00	51.00		
Patronage at the Lennox Head Cultural & Community Centre per annum (#)	N/A	1,765	1,500.00	607.00		
Number of visits to community gallery per annum (#)	11,951	17,791	14,000.00	4,623.00		
<b>Development Services</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13 Target</b>	<b>YTD Result</b>	<b>On Target?</b>	<b>Comments</b>
Percentage of development applications determined within 40 days (excluding integrated applications) (%)	46.00	46.00	> 50.00	61.00		
Percentage of section 96 applications determined within the 40 day period (excluding integrated applications) (%)	56.00	67.00	> 60.00	67.00		
Percentage of section 149 Certificates issued within 4 days of receipt (%)	95.00	96.00	> 90.00	94.00		
Time taken to determine development applications (excluding integrated development) (# <b>median days</b> )	N/A	48.00	< 60.00	28.00		
Time taken to determine section 96 applications determined within 40 days (excluding integrated development) (# <b>median days</b> )	N/A	38.00	<40.00	29.00		
Percentage of development applications determined under delegated authority (%)	93.00	92.00	> 90.00	94.00		

<b>Engineering Works</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13 Target</b>	<b>YTD Result</b>	<b>On Target?</b>	<b>Comments</b>
Financial management of capital programs (%)	48.00	87.00	Within 10% of Budget	18.00		Based on total budget of \$17.5m and \$3.2m expended
Financial management of maintenance programs (%)	104.00	97.00	Within 10% of Budget	27.00		Based on total budget of \$7.6m and \$2.06m expended
<b>Public &amp; Environmental Health</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13 Target</b>	<b>YTD Result</b>	<b>On Target?</b>	<b>Comments</b>
Percentage of drinking water sites monitored per week (%)	100.00	100.00	100.00	100.00		
Number of non-compliance with NHMRC drinking water standards (#)	3.00	2.00	0.00	0.00		Any failures complied on retest
Percentage of food premises audited per year (%)	99.00	94.00	100.00	100.00		
Number of food safety penalty infringement notices issued (#)	N/A	0.00	< 5.00	<5.00		
Percentage of other commercial premises audited per year (%)	90.00	99.00	100.00	100.00		
Percentage of public pools monitored for water quality (%)	100.00	100.00	100.00	100.00		Summer program
Percentage of barking dog complaints responded to within 7 days	N/A	N/A	100.00	100.00		
Percentage of reported dog attacks responded to within 48 hours	N/A	N/A	100.00	100.00		
Number of existing on site effluent disposal systems inspected (#)	269.00	92.00	250.00	>250.00		
<b>Financial Services</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13 Target</b>	<b>YTD Result</b>	<b>On Target?</b>	<b>Comments</b>
Percentage of rates accounts outstanding (%)	7.4	6.72	<4.00	TBA	N/A	Reported in final quarter
Investment returns greater than 90 day bank bill rate (#)	83.00	125.00	50.00	149.00		

<b>Human Resources</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13 Target</b>	<b>YTD Result</b>	<b>On Target?</b>	<b>Comments</b>
Percentage of staff turnover per year (%)	9.57	16.16	<10.00	1.00		
Average number of sick leave per employee (# days)	7.78	5.96	<7.00	2.11		Increase due to staff with flu illnesses during this period.
Percentage of staff undertaking formal training per year (%)	175.31	98.00	>90.00	38.00		High number of statutory training during this period.
Hours of formal learning per employee (T)	14.99	17.97	>12.00	3.10		
<b>Information Services</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2010/11 Target</b>	<b>YTD Result</b>	<b>On Target?</b>	<b>Comments</b>
Proportion of requests for assistance addressed within one working day (%)	90.26	89.00	>95.00	95.00		2,389 requests closed out of a total of 2,499 helpdesk requests received..
Number of external visits to Council's website (#)	131,097.00	133,489.00	>125,000.00	39,792.00		
<b>Libraries</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13 Target</b>	<b>YTD Result</b>	<b>On Target?</b>	<b>Comments</b>
Total library membership for Ballina Shire (#)	67% of Shire Pop.	>30,741.00	>30,000.00	31,127.00		
Total library loans per annum (#)	412,800.00	> 460,000.00	>460,000.00	108,000.00		The method used to calculate loans has changed at the request of the State Library. Items previously included as loans are now excluded, hence it may be appropriate to reduce the benchmark.
<b>Open Spaces &amp; Reserves</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13 Target</b>	<b>YTD Result</b>	<b>On Target?</b>	<b>Comments</b>
Financial management of maintenance programs (%)	94.00	95.00	Within 10% of budget	20%		Based on total budget of \$3.973m and \$795,000 expended
Financial management of capital programs (%)	75.00	92.00	Within 10% of budget	5%		Installation of sports field lights at Kingsford Smith endorsed – order has been placed and now awaiting 12 week delivery of materials. Missingham Park Shade Structure – requests for quotes have been sent out, closing date 26/10/12.
Number of urban street trees planted per annum (#)	N/A	N/A	>200.00	60		Since July 60 trees have been planted. This work is seasonal and most work will be carried out the last quarter of 2012/13.

<b>Operational Support (Engineering)</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13 Target</b>	<b>YTD Result</b>	<b>On Target?</b>	<b>Comments</b>
Surplus from fleet and plant operations (\$)	674,494.00	913,770.00	>850,000pa	296,000.00		
Value of store stock control bin errors (\$)	729	210.00	<500.00	0.00		Stocktake carried out six monthly
Average fleet green star rating (#)	3.44	3.45 Leaseback vehicles 2.64 light pool vehicles	<3.50	3.47 Leaseback; 2.7 light pool vehicles		An increasing number of light pool vehicles and some leaseback vehicles are diesel which whilst having lower fuel consumption have lower greenstar rating than petrol vehicles
Number of swimming pool patrons (#)	127,804.00	127,194.00	>120,000pa	8,564.00		Early season weather has been promising
Net operating deficit for swimming pools (excluding depreciation) (\$)	471,000.00	386,944.00	<450,000.00	55,000		
Reduce CO2 emissions from Council's Built Assets energy consumption	N/A	7,199.00	<8,800.00	1,502.00		Available data
Reduce energy consumption from Council's Built Assets (\$)	N/A	1,540,060.97	<1,700,000.00	366,909.00		Utilising available data

<b>Risk Management</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13 Target</b>	<b>YTD Result</b>	<b>On Target?</b>	<b>Comments</b>
Number of worker's compensation claims per annum (#)	24.00	<26.00	<30.00	3.00		
Hours of lost time due to workers compensation claims per annum (T)	1,067.95	<1,744.50	<1,000.00	449.00		High number of hours reflect four claims resulting in staff requiring medical treatment resulting in time off work and one ongoing major claim resulting in restricted work hours.
Number of insurance claims per annum (#)	56.00	<44.00	<40.00	2.00		

<b>Wastewater Services</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13 Target</b>	<b>YTD Result</b>	<b>On Target?</b>	<b>Comments</b>
Customer service callouts undertaken within recommended timeframes (%)	N/A	N/A	>95.00	99.00		All callouts were made within time however the actual time to undertake repairs was dependent on resource availability. Essential repairs were prioritised and undertaken.
Number of non-compliances with DECCW licence standards (#)	4.00	6	0	0.00		
Financial management of maintenance programs (%)	95.00	97	100.00	23.00		Based on total budget of \$8.6m and \$2m expended to date.
Financial management of capital programs (%)	66.00	90	100.00	15.00		This is under expended at current. The program is being reviewed with certain works to be deferred.
Effluent reused during dry weather (% of ADWF)	N/A	N/A	20.00	TBA		Information currently not available.
<b>Tourism</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13 Target</b>	<b>YTD Result</b>	<b>On Target?</b>	<b>Comments</b>
Enquiries to Visitor Information Centre (#)	59,591.00	56,855.00	>58,000.00	14,258.00		
Revenue generated from visitor services (\$)	7,933.00	7,304	>24,000.00	1,020.00		There is a general trend that bookings via Visitor Centres are declining with the increasing awareness of other third party sites such as wotif.com
Revenue raised from cooperative marketing (\$)	72,000.00	7,400.00	>15,000.00	59,600.00		Visitor Guide and Dining Guide sales (invoices were raised in July 2012)
Number of visits to tourism website (#)	25,417.00	25,746.00	>30,000.00	7,818.00		
Proportion of satisfied visitors to Ballina Shire (%)	96.00	96.00	>95.00	N/A		A survey has not been undertaken this quarter. The next survey will be undertaken in November / December 2012.
Number of grant applications submitted per month(#)	NA	8.00	>3.00	4.00		This is a target for the entire organisation; it is likely the overall target will still be achieved for the year.
Number of events supported / approved by Council per annum	NA	N/A	>20.00	12.00		The section processed 12 approvals for events on public land for the quarter.

<b>Waste Services</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13 Target</b>	<b>YTD Result</b>	<b>On Target?</b>	<b>Comments</b>
Number of non-compliance with DECCW licence standards per year (#)	1.00	3.00	0.00	0.00		
Volume of waste placed in landfill as a % of total waste received	% not recorded – total waste 43,597.00	% not recorded – total waste 37,960.00	<40.00	28.69		
Proportion of received waste diverted from landfill (%)	29.00	50.2	>50.00	66.09		Includes pond fill used for future cell base.
Airspace used at the Ballina landfill per year for landfill (cubic metres)	N/A	N/A	<10,000.00	TBA		Can only be provided on a six monthly basis as this is when the survey is undertaken

<b>Water Services</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13 Target</b>	<b>YTD Result</b>	<b>On Target?</b>	<b>Comments</b>
Number of non-compliance events (#)	1.00	2.00	0.00	0.00		
Average water consumption per metered connection (kL/pa)	210.4	174.5	<250.00	45.08		Quarterly figure for all residential including strata. On track.
Water main breaks per 30km of main (#)	2.05	0.4	<1.00	0.5		15 mains repairs over 320km of mains
Volume of unaccounted water (%)	22.00	18.8	<18.00	22.00		
Financial management of capital programs (%)	88.00	79.00	Within 10% of budget	1.00		Main amount is tied up in pipelines and reservoirs contract which will be awarded in December. Also works program to be reviewed and some works deferred.