

Delivery Program Report

as at 31 December 2012

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

Program Actions	Principal Activity	Comp Date	On Target?
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Undertake construction of shared path and recreational path to maximise user experience and commuter benefits

Progress coastline shared path and recreational path	Engineering Works	June 2013	
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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 complete for the Lennox Head to Pat Morton section of the shared path. All consultants have been engaged for the coastal shared path and coastal recreational path for concept design and environmental and heritage assessments. Preliminary ecological studies are complete. The draft Aboriginal heritage assessment was completed in November 2012; however the draft report has been returned to registered participants for further comment. The heritage assessment report is now expected January 2013, with lodgement of the project planning documents to Regulatory Services being forecast for end of January 2013.

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

Continue implementation of actions arising from promotional and interpretive signage taskforce	Tourism	June 2013	
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The Local Information Board project is continuing with boards installed. The Interpretive Signage project is also continuing with visuals expected in January 2013. An application was made to the Tourism Industry Regional Development Grant Fund (TIRF) for hard and soft infrastructure for an Aboriginal interpretive signposting project along the Shared Coastal Pathway. An outcome is expected by March 2013.

Program Actions	Principal Activity	Comp Date	On Target?
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Provide infrastructure and facilities to meet community and business needs

Finalise next stage of Ballina town centre beautification program	Engineering Works	June 2013	
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Stage two of the Ballina town centre upgrade, between Cherry and Martin Streets (including Cherry Street but excluding Martin Street roundabout) was substantially complete December 2012. Some minor items remain for completion in early 2013 (being minor landscaping, some street furniture installation and lighting completion).

Finalise Wardell village upgrade	Engineering Works	June 2013	
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Wardell boat ramp: The preconstruction documentation and design for the Wardell boat ramp is complete. The project received Regulatory Services approval in December 2012. A grant application has been submitted for part funding under the RMS's Better Boating Program, and advice is expected by end of January 2013. Construction is forecast for February to March 2013.

Wardell board walk: The preconstruction documentation and design is now complete and submission to Regulatory Services (for consent) is forecast for January 2013. 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; however a Round Three RADF grant was submitted in December 2012 for construction assistance.

The Wardell Progress Association has inquired about using project funds for further footpath works, however it has been suggested the outcome of the above grants be finalised before a decision is made.


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>			
Design and construct one additional jet aircraft parking bay and two additional high strength taxiways for A320/B737 type aircraft	Airport	Mar 2013	
Construction of the Apron Extension Project is nearing completion. The new aircraft parking bay and the new taxiway Bravo is 95% complete. Construction of the new taxiway linking taxiway Alpha and taxiway Bravo is programmed to commence in mid January 2013. Completion of the project is expected by late February 2013. The official opening is scheduled for early March 2013.			
Refine and enhance terminal area master plan	Airport	June 2013	
The additional car parking areas have been designed (with the inclusion of a landscaping concept plan).			
Design the asphalt overlay to runway 06/24, the RPT and GA aprons and the main RPT taxiway	Airport	June 2013	
The design of the asphalt overlay to Runway 06/24, taxiway Alpha, and the existing RPT apron is nearing completion. The project specification and tender documents will be completed ASAP.			
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 2013	
A cooperative application was made to Tourism Industry Regional Development Grant Funds (TIRF) for implementation of the training element of the Regional Visitor Services Strategy. The amount applied for was matched \$60,000 for the regions of Byron Shire Council, Ballina Shire Council, Kyogle Shire, Destination Tweed, Clarence River Tourism and Lismore City Council. An outcome is expected by March 2013.			
Participate in and leverage opportunities to market the Ballina Coast and Hinterland	Tourism	June 2013	
Ballina Shire has received approval for a \$35,000 (matched with DNSW funds) marketing campaign. The campaign plan has been jointly developed with the Ballina Chamber of Commerce. A soft launch for businesses is scheduled for the Chambers' Breakfast before Business on 16 January 2013. The main burst of media activity will be March – June 2013.			


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>			
Prepare Master Plan for Clarke Street Area	Strategic Services	June 2013	

Council funds not allocated in the current year, however opportunities for external funding (Round 8 of the NSW Planning Reform Fund) are being investigated.

Program Actions	Principal Activity	Comp Date	On Target?
<i>Promote overall health of Richmond River</i>			
Promote initiatives within the Coastal Zone Management Plan for the Richmond River Estuary	Strategic Services	June 2013	

Opportunities for funding to implement actions within the Plan continue to be monitored. Strategy 5a – Hypoxia project now endorsed through Council's recent funding commitment to Southern Cross University.

Program Actions	Principal Activity	Comp Date	On Target?
<i>Review Ballina Shire Combined Development Control Plan to provide a contemporary planning structure</i>			
Review Ballina Shire Combined Development Control Plan	Strategic Services	Dec 2012	

Council adopted the new shire-wide Development Control Plan at its Ordinary Meeting held on 20 December 2012. DCP to commence upon introduction of new comprehensive local environmental plan. Action complete.

Program Actions	Principal Activity	Comp Date	On Target?
<i>Consolidate and ensure effectiveness of new LEP</i>			
Implement Council's new comprehensive LEP	Strategic Services	June 2013	

Department of Planning and Infrastructure advise that the draft new LEP is now finalised (excluding the E2 and E3 zones)

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

Program Actions	Principal Activity	Comp Date	On Target?
<i>Support Business Development</i>			
Prepare new web based economic development data set	Strategic Services	June 2013	

Information contained on Council's website concerning 2011 Census data has been refreshed. Action complete.


Program Actions	Principal Activity	Comp Date	On Target?
<i>Risk management and good governance</i>			
Implement Council's Climate Action Strategy	Strategic Services	June 2013	

Motion sensor lighting installed in parts of Council's Customer Service Centre. Plant tender and quotation requests now specify a preference for bio-diesel compatible engines for certain items. Audit of Council Works Depot lighting complete to prepare for the installation of more energy efficient fittings.


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>			
Finalise Coastline Management Plan	Engineering Works	June 2013	
<p>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 will be forwarded to the Minister for endorsement in January 2013. 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. A Councillor workshop was held in November 2012 and support was received to formally submit the draft plan to Council. It is forecast the draft plan will be presented to the February Council meeting 2013 meeting for endorsement of public exhibition.</p>			
Finalise floodplain management plans	Engineering Works	June 2013	
<p>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 a workshop is being held with DCP respondents in January 2013. A Councillor workshop was held in November 2012 and it is envisaged that a draft plan and a draft DCP will be available by end of March 2013.</p>			
Implement community awareness programs for floodplain and coastline management plans	Engineering Works	June 2013	
<p>Consultation has commenced with SES and consultants regarding further development of the flood model to better assist the SES with possible flood scenarios and emergency management responses. A further meeting with consultants and SES is scheduled for January 2013, with a forecast for completion of data gathering, modelling and reporting by June 2013. Awareness program to follow later in 2013.</p>			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Provide a strategic plan for stormwater management to compliment environmental constraints</i>			
Complete urban stormwater strategy update	Engineering Works	Dec 2012	
<p>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. The implementation team has commenced reappraising the project deliverables through the use of internal team rather than additional resources.</p>			

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

Draft UWMS to be presented to Council in January / February by workshop with Councillors. Date and time to be arranged.

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

Currently reviewing this delivery plan on a monthly basis with Public Works. This is being reported back to the Group Manager at monthly meetings with Public Works. Tasks have been identified and responsibilities attributed. Each area is being assessed for resourcing requirements and any outstanding needs will be reported as identified.

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>			
Completion of pool inspection program for 2008/09	Building Services	Dec 2012	
74% completed, 1% letters sent outstanding matters, 22% not commenced/cancelled, 1% Private Certifiers. All pools under Council's Program inspected with only two still with outstanding issues.			
Completion of pool inspection program for 2009/10	Building Services	Mar 2013	
67% completed, 7% letters sent outstanding matters, 4% inspection outstanding, 15% not commenced/cancelled, 2% Private Certifiers.			
Completion of pool inspection program for 2010/11	Building Services	June 2013	
53% completed, 9% letters sent outstanding matters, 18% inspection outstanding, 17% not commenced/cancelled, 1% Private Certifiers.			

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>			
Develop and release next stage of the Russellton Industrial Estate and prepare rezoning application for Southern Cross Precinct Master Plan	Commercial Services	June 2013	
Russellton Industrial Estate - Additional information provided to Regulatory Services to facilitate determination of section 96 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>			
Prepare Master Plan for Kingsford Smith Precinct	Commercial Services	Mar 2013	
Soil testing due to commence in January 2013 for old depot site. Council to reconsider site selection pending outcome of soil testing.			

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 Annual Compliance Work Program	Development Services	June 2013	


A six-monthly update report has been prepared for Council's January 2013 Ordinary Meeting. The 2012/13 Compliance Work Program is on target.

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	Dec 2012	

Considered by the Council at its Ordinary Meeting held on 20 December 2012. Precinct A – letter forwarded to the Department of Planning and Infrastructure seeking exemption from the current cap on developer contributions charges. Awaiting response. Precinct B – Council resolved to execute Voluntary Planning Agreement. Planning proposal to be forwarded to the Department for finalisation upon Council receiving notice that the VPA has been registered to respective property titles. Awaiting advice from proponents.


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	Sept 2012	

Growth Management Strategy adopted by the Council. Action complete.

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 2013	

Inaugural Regional State of the Environment Report completed. Drafting of the Environmental Impact Statement for the Ballina Shire Pyrolysis project has commenced.

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>			
Finalise quarry options report and implement recommendations	Operational Support (Engineering)	June 2012	
Consultant is awaiting drilling rig expected second week of January 2013 to undertake exploratory drilling on site to determine extent and location of resource. This will assist consultant to complete strategy regarding future quarrying on site and allow completion of report to be prepared for Council's consideration.			

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>			
Progress Wollongbar Urban Expansion Area development and related projects (sporting fields, asset sales, rezoning)	Commercial Services	June 2013	
<p>Wollongbar Sports Fields – early works program commenced December 2012 and due to be completed by late February 2013. Tenders to be called in January 2013 for civil design and documentation works. Civil construction works due to commence in April 2013.</p> <p>Wollongbar Urban Expansion Area Land Buyers Subsidy Scheme – information sessions conducted with developers and agents. Documentation prepared and issued to Federal Government for approval. Scheme to commence early January 2013.</p>			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Ensure the shire remains an attractive place to live and invest</i>			
Determine and implement future plans for Wigmore Arcade and Wigmore Car Park	Commercial Services	June 2013	
<p>Independent valuer appointed to prepare feasibility study on proposed refurbishment of Arcade Complex. Report scheduled for February 2013. New rentals to be negotiated with tenants effective from January 2013.</p>			
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 Work Health & Safety Management System that aligns with new Act, Regulations & Codes	Risk Management	June 2013	
<p>Work Health & Safety Management System currently undergoing consultation with staff through Work Health & Safety Committee representatives. Consultation feedback to be provided for discussion at February WHS Committee meeting.</p>			
Develop and implement a pre-qualification contractor management system that improves efficiency and compliance across all sections of Council	Risk Management	June 2013	
<p>Person conducting a business undertaking (PCBU) Handbook consultation process completed and handbook implemented. New Handbook being utilised throughout all sections of Council. Centralisation of prequalification WHS checks has continued to improve efficiency and compliance across all sections of Council.</p>			

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

Program Actions	Principal Activity	Comp Date	On Target?
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Provides priorities for implementation of capital works and routine maintenance

Prepare Sports Fields Management Plan	Open Spaces & Reserves	June 2013	
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Work deferred on this project for this quarter to advance other priorities. Works planned for 2013.

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>			
Finalise East Ballina Cemetery Management Plan	Open Spaces & Reserves	June 2013	
Work deferred on this project for this quarter to advance other priorities. Works planned for 2013.			

Program Actions	Principal Activity	Comp Date	On Target?
<i>Provide and support community events to improve social fabric</i>			
Review options to improve the operation of Council's community facilities	Community Services	June 2013	
Council's preferred management arrangement for community facilities is now determined. Continued monitoring of performance to be undertaken. Action complete.			

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	June 2013	
Draft Terms of Reference are being prepared as a basis for establishing a Ballina Shire Aboriginal Advisory Committee. Consultation concerning the draft to occur prior to reporting the proposal to the Council for endorsement.			

Program Actions	Principal Activity	Comp Date	On Target?
<i>Provide adequate and appropriate community services and facilities</i>			
Prepare a shire-wide Ageing Strategy	Community Services	June 2013	
Census data evaluation continuing. NSW Council of the Ageing is being consulted to identify preferred community engagement methods.			

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

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

A successful Youth Forum was held on 13 November 2012. Key outcomes were presented to Councillors by Youth Council Members at a workshop held on 4 December 2012.

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

Cultural mapping data compiled; draft Issues Paper researched and scoped; Consultation undertaken to prepare community engagement plan.

CSP Objective 7: Responsible and efficient use of resources

Program Actions	Principal Activity	Comp Date	On Target?
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Ensure effective and statutory asset management practices are in place

Progress project plan for the new Asset Information Management System	Asset Management	June 2013	
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Council approved awarding a contact to Civica enabling this project to commence. Initial implementation actions have been undertaken with the formal project plan to be finalised over the next few months.

Program Actions	Principal Activity	Comp Date	On Target?
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Improve and implement strategy and plans to address funding shortfalls and to improve work practices

Finalise open space asset management plan (AMP)	Asset Management	Dec 2012	
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There were delays in waiting for sports field irrigation systems data to arrive. The data has now been collated and document is being finalised. (Feb 2013)

Progress Building Asset Management Plan	Asset Management	June 2013	
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Asset Engineer has been liaising with Commercial Services (buildings) to confirm building data. Age based evaluation being done using existing (external) valuation reports. Building and structures will be prioritised based on importance and consequence of failure. The higher priorities will be flagged for future detailed analysis.


Implement Asset Management Strategy	Asset Management	June 2013	
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Asset Strategy tasks continue to centre on Authority Asset Management preparation works. Asset condition (25 km of stormwater reticulation pipe programmed for CCTV inspection plus programming for Road Condition Tender) and risk assessment (open spaces and buildings) projects are currently in progress.

Progress condition assessment model for Water and Wastewater Assets	Asset Management	June 2013	
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Project completed.

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>			
Progress implementation of electronic document management system including training and optimising capabilities of the product	Administration	June 2013	

TRIM audit processes timetable developed detailing weekly/monthly/annual tasks. Procedures for each audit task created. Reporting improvements have also been implemented.

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

Procedure to initiate the electronic record as the official Council document has been prepared. Go live implemented as from 1 January 2013.

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

Following policies reviewed and adopted: Councillor Expenses & Facilities; Interaction Between Councillors & Staff; Code of Conduct; Naming of Council Owned Facilities.

Following policy presented to January Meeting: Code of Meeting Practice; Code of Conduct.

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 this quarter a report has been presented to the General Manager in relation to Recommendations A1 and B1 – Organisational Structure and Staffing. Recommendations B2 to B5 - Staff Training are being implemented on an ongoing basis. Of the 19 Process and Procedure Recommendations, Recommendations C6, C11, C13, C15, C16, C17 and C19 have been implemented and are current practice. Interim procedures/arrangements are in place for Recommendations C1, C2, C3, C4, C5, C7, C8 and C14 pending further refinements and/or written procedures scheduled for completion by June 2013. Recommendations C9, C10, C12 and C18 are to be reviewed and actioned where deemed appropriate. The four outstanding Administration tasks in Recommendation D1 are scheduled for completion by June 2013.

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



Commonwealth (CBA) is the banking provider using a Secure pay system and a testech website. Testing worked on our system and secure pay except for with one error by CBA. Once CBA has corrected this problem we will go live and this is expected within a few weeks.

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 asset management plan has been linked to the Long Term Financial Plan for the major infrastructure groups (roads, stormwater, water and wastewater). An evaluation of discrepancies now being done.

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



One of the key activities during the quarter has been to implement processes that will ensure from 1 January 2013 onwards that all development applications will be managed through the document imaging system, rather than using hard copies. The building surveyors will also be able to access tablet technology in the field. This has the potential, over time, to create significant staff efficiencies in a number of areas including records, development engineering and planning. Decisions to introduce the Civica asset management module, along with increased on-line payments systems will generate further efficiencies.

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>			
Continue to Progress implementation of Civica System	Information Services	June 2013	

Implementation of e-services gateway complete. Majority of Civica systems now working reasonably well with the next major project being the introduction of the Asset Management module.

Improve information mobility for field staff through tablet technology	Information Services	June 2013	
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Commenced redevelopment of Intranet site to more closely align with tablet functionality.

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 2013	

Tenders let for regional waste transport and disposal. Tender submissions distributed to each Council for their consideration with a report to go to January 2013 Council meeting with recommendations. NOROC continues to advance the regional landfill investigations with Tweed Shire being the host council for that work. Continuing to investigate joint initiatives with Lismore relating to recycling and Pyrolysis Plant.

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>			
Deliver projects listed in Waste and Sustainability Improvement Program (WASIP)	Waste Services	June 2013	

Full program update includes: (1) leachate plant update completed with ongoing monitoring of process control, (2) Subsidised sale of worm farms completed, (3) Construction of an organics processing pad – Works on hold as integration with Pyrolysis plant is being considered, (4) Purchase of chemical handling storage equipment – completed, (5) Recycling Storage compound upgrade, Works on hold as this is being integrated with the Pyrolysis plant, (6) Waste not DCP, prepared and endorsed by Council and advertised in the combined DCP in September October, (7) Purchase of bucket crusher and magnet, tenders let and contracts awarded, awaiting delivery (8) Purchase of scales to be used in kerbside waste audits - completed, (9) Purchase of 7 – 8 tonne excavator, Tenders completed and contract awarded. Awaiting delivery of plant.

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>			
Progress investigation stages for the Pyrolysis Project	Waste Services	Dec 2012	
EIS contract awarded to Cardno. Agreement with RDA negotiated and finalised with agreement to be signed off January 2013. Negotiations continue with Technology provider. Project Steering group established and project plan developed. Procurement workshop scheduled for January.			
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>			
Implement sand pit development assessment determination	Operational Support (Engineering)	June 2013	
DA 2011/320 lodged 13 July 2011 still awaiting determination from Regulatory Services Group. The major difficulty is conflict with the airport.			
Continue to pursue improvements for public swimming pools	Operational Support (Engineering)	June 2013	
Grant application made to the Community Building Partnership Program for solar water heating and fence repairs at the Alstonville and Ballina Pool facilities. No other grant funding sources presently available. Minor improvements as per Council budget now complete.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Ensure priorities in program remain current</i>			
Complete review of EEO Management Policy and Plan to ensure alignment goals / objectives within Council' Aboriginal Employment Strategy and Gender Equity	Human Resources	June 2013	
Complete review undertaken of policy and plan in August 2012. Quarterly statistics on EEO achievements / progress reported to senior management team. Currently preparing an application for silver award for gender equity with Australian Local Government Women's Association.			

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>			
Develop recycled water quality management plan	Wastewater Services	June 2013	

Recycled water quality management plans have been submitted to NSW Office of Water (NOW) for comment. Awaiting feedback from NOW. These will be used to inform the requirements of the education program.

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 2013	

Awaiting advice from the Department of Primary Industries concerning timeline for completion of draft plan. Council's role is one of support only for this project.


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

New members of RTRL Committee have now met with agreement to pursue most effective operating model.





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

Provisional budget allocated for Smith Drive main upgrade which is a major water loss area. Investigative works being undertaken by Public Works to determine options and costs. Meeting to be organised for early 2013 to review overall program and options.

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>			
Continue to implement Australian Drinking Water Guidelines (ADWG) management recommendations	Water Services	June 2013	
Implementation of the ADWG is ongoing. The water quality management group tasked with the delivery of this program have developed a program to address the 12 steps of the ADWG. Progress is reported quarterly to senior management. Program is a five year program as per NSW Government guide for implementation.			

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>			
Develop and implement strategies that support Council's workforce planning objectives	Human Resources	June 2013	
The Northern Rivers Human Resources Group is currently working on Stage two of the project to identify possible regional resource sharing opportunities. Council's workforce planning strategies for each department of Council are to be reviewed by June 2013 to assist in the development of Council's overall resource strategy.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Implement Risk Management Strategy to reduce overall risk rating</i>			
Implement Internal Audit Reports in conjunction with Internal Audit Committee	Governance	June 2013	
The internal audits completed during the quarter were for Council's Business Continuity and Disaster Recovery and Cash Handling functions (two audits) with both audits providing a rating of acceptable. This is defined as "Overall a good framework in place. Some improvements identified, which would further strengthen the overall control environment." The staff responsible for the functions are now implementing the improvements recommended.			
Program Actions	Principal Activity	Comp Date	On Target?
<i>Improve communication and consultation strategies to increase community involvement</i>			
Complete review of Community Strategic Plan	Governance	June 2013	
Options for format and development of the new Community Strategic Plan were considered as part of the Councillor Induction program. Agreement was reached on style and format and a draft plan is being presented to the January Council meeting.			
Implement effective induction program for new Council	Governance	June 2013	
The first stage of the scheduled induction program has now been completed with the general feedback from Councillors being positive. The next step for the period January to April will be for the Council to confirm its priorities for the four year term through the formulation of the Delivery Program and Operational Plan.			

***Service Delivery Targets
as 31 December 2012***

Airport	2010/11	2011/12	2012/13 Target	YTD Result	On Target?	Comments
Total number of commercial passengers per annum (#)	340,000	318,000	>360,000	176,000		Forecast to reach 360,000 passengers per annum by 30 June 2013.
Total operating revenue (\$)	2,728,000	3,483,000	>\$3.76M	\$1,888,000		Additional jet services scheduled for April 2013. Additional income expected from airport interest and the LIRS contribution.
Net operating surplus (excl depreciation) (\$)	14% (\$376,000)	21% (\$715,000)	>25% of revenue	20% (\$369,000)		Surplus will increase with additional jet services and additional passengers in 2013.
Number of non-compliances with DOTARS and CASA airport operation requirements (#)	0.00	0.00	0.00	0.0		No issues.

Asset Management	2010/11	2011/12	2012/13 Target	YTD Result	On Target?	Comments
Percentage of DA referrals completed within 21 days (%)	N/A	44.00	>70	36.00		Service reduced during last quarter due to one of Council's three development engineers being on extended sick leave for almost the entire quarter.

Building Services	2010/11	2011/12	2012/2013 Target	YTD Result	On Target?	Comments
Percentage of building certificates (Section 149D of EPA Act) determined within 10 working days (%)	82.00	83 (41 of 49)	>90.00	80.00 (16 of 20)		
Percentage of building services related development applications determined within 40 days (%)	85.00	89 (452 of 508)	>80.00	90% (207 of 228)		
Percentage of complying development certificates (CDCs) issued within 10 working days (%)	83.00	100.00 (90 of 90)	>90.00	100.00 (16 of 16)		
Percentage of construction certificates (CCs) issued by Council (%) of market total	89.00	91.00 (406 of 442)	>80.00	90.00 (179 of 199)		
Median days for determination of building development applications (excluding integrated development) (# days)	N/A	17.50	<40.00	18.00		

Commercial Services	2010/11	2011/12	2012/13 Target	YTD Result	On Target?	Comments
Vacancy rate for Crown properties (buildings) (%)	0.00	10.00	<10.00	0.00		
Vacancy rate for Council commercial properties (%)	0.84	1.00	<20.00	21.00		Two vacant shops in Wigmore Arcade Complex as at 31 December and 12 as at 1 January.
Vacancy rate for Community properties (buildings)	0.00	0.00	<5.00	0.00		

Community Services	2010/11	2011/12	2012/13 Target	YTD Result	On Target?	Comments
Casual hiring of the Kentwell Centre per annum (#)	1,034	887	500.00	201.00		Generally the period January to June is the busier six months of the year
Casual hiring of the Richmond Room per annum (#)	N/A	214	250.00	35.00		
Patronage at the Lennox Head Cultural & Community Centre per annum (#)	N/A	1,765	1,500.00	570.00		As per the Kentwell Centre
Number of visits to community gallery per annum (#)	11,951	17,791	14,000.00	8,473.00		

Development Services	2010/11	2011/12	2012/13 Target	YTD Result	On Target?	Comments
Percentage of development applications determined within 40 days (excluding integrated applications) (%)	46.00	46.00	> 50.00	62.00		
Percentage of section 96 applications determined within the 40 day period (excluding integrated applications) (%)	56.00	67.00	> 60.00	61.00		
Percentage of section 149 Certificates issued within 4 days of receipt (%)	95.00	96.00	> 90.00	92.00		
Time taken to determine development applications (excluding integrated development) (# median days)	N/A	48.00	< 60.00	30.00		
Time taken to determine section 96 applications determined within 40 days (excluding integrated development) (# median days)	N/A	38.00	<40.00	34.00		
Percentage of development applications determined under delegated authority (%)	93.00	92.00	> 90.00	94.00		

Engineering Works	2010/11	2011/12	2012/13 Target	YTD Result	On Target?	Comments
Financial management of capital programs (%)	48.00	87.00	Within 10% of Budget	56.00		
Financial management of maintenance programs (%)	104.00	97.00	Within 10% of Budget	54.00		
Public & Environmental Health	2010/11	2011/12	2012/13 Target	YTD Result	On Target?	Comments
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	2.00		All complied on retest.
Percentage of food premises audited per year (%)	99.00	94.00	100.00	20.00		Strong focus in second half of year
Number of food safety penalty infringement notices issued (#)	N/A	0.00	< 5.00	4.00		
Percentage of other commercial premises audited per year (%)	90.00	99.00	100.00	61.00		
Percentage of public pools monitored for water quality (%)	100.00	100.00	100.00	40.00		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	90.00		
Number of existing on site effluent disposal systems inspected (#)	269.00	92.00	250.00	56.00		
Financial Services	2010/11	2011/12	2012/13 Target	YTD Result	On Target?	Comments
Percentage of rates accounts outstanding (%)	7.4	6.72	<4.00	47.00		Two rate instalments paid to date with two remaining
Investment returns greater than 90 day bank bill rate (#)	83.00	125.00	50.00	154.00		

Human Resources	2010/11	2011/12	2012/13 Target	YTD Result	On Target?	Comments
Percentage of staff turnover per year (%)	9.57	16.16	<10.00	1.37		
Average number of sick leave per employee (# days)	7.78	5.96	<7.00	3.70		
Percentage of staff undertaking formal training per year (%)	175.31	98.00	>90.00	98.00		High number of statutory training courses and computer courses provided to date
Hours of formal learning per employee (T)	14.99	17.97	>12.00	17.87		High number of statutory training courses and computer courses provided to date
Information Services	2010/11	2011/12	2010/11 Target	YTD Result	On Target?	Comments
Proportion of requests for assistance addressed within 1 working day (%)	90.26	89.00	>95.00	90.00		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	77,590.00		
Libraries	2010/11	2011/12	2012/13 Target	YTD Result	On Target?	Comments
Total library membership for Ballina Shire (#)	67% of Shire Pop.	>30,741.00	>30,000.00	31,222.00		
Total library loans per annum (#)	412,800.00	> 460,000.00	>460,000.00	205,744.00		
Open Spaces & Reserves	2010/11	2011/12	2012/13 Target	YTD Result	On Target?	Comments
Financial management of maintenance programs (%)	94.00	95.00	Within 10% of budget	51.00		Operational expenses for sports field maintenance a little high.
Financial management of capital programs (%)	75.00	92.00	Within 10% of budget	12.00		Missingham Park Shade Structure has been ordered and due for installation in February Kingsford Smith Lights have been ordered and due for installation in February.
Number of urban street trees planted per annum (#)	N/A	N/A	>200.00	30.00		Will resume tree planting in Autumn when the weather is cooler.

Operational Support (Engineering)	2010/11	2011/12	2012/13 Target	YTD Result	On Target?	Comments
Surplus from fleet and plant operations (\$)	674,494.00	913,770.00	>850,000pa	650,200.00		
Value of store stock control bin errors (\$)	729	210.00	<500.00	1) Store- Nil errors 2) Fuel-cumulative write on of 538 litres		Fuel- cumulative error, within tolerance of dipping accuracy
Average fleet green star rating (#)	3.44	3.45 Leaseback vehicles 2.64 light pool vehicles	<3.50	3.48 leaseback 2.68 light pool vehicles		Light pool vehicles are predominantly diesel
Number of swimming pool patrons (#)	127,804.00	127,194.00	>120,000pa	66,949.00		Patronage above average due to good seasonal weather.
Net operating deficit for swimming pools (excluding depreciation) (\$)	471,000.00	386,944.00	<450,000.00	146,000.00		Season tickets result in a significant component of the income being received up front which assists in reducing the deficit for the first six months of the year
Reduce CO2 emissions from Council's Built Assets energy consumption	N/A	7,199.00	<8,800.00	3,218.00		
Reduce energy consumption from Council's Built Assets (\$)	N/A	1,540,060.97	<1,700,000.00	753,603.00		

Risk Management	2010/11	2011/12	2012/13 Target	YTD Result	On Target?	Comments
Number of worker's compensation claims per annum (#)	24.00	<26.00	<30.00	4.00		
Hours of lost time due to workers compensation claims per annum (T)	1,067.95	<1,744.50	<1,000.00	586.20		Reflects ongoing rehabilitation requirements for one major claim.
Number of insurance claims per annum (#)	56.00	<44.00	<40.00	9.00		

Wastewater Services	2010/11	2011/12	2012/13 Target	YTD Result	On Target?	Comments
Customer service callouts undertaken within recommended timeframes	N/A	N/A	95.00	96.00		
Number of non-compliances with DECCW licence standards (#)	4.00	6	0	5.00		Two associated with plant failures at Wardell and with the upgrades. Exceedances of this type will not occur once the plant upgrades are complete.
Financial management of maintenance programs (%)	95.00	97	100	44.00		
Financial management of capital programs (%)	66.00	90	100	31.00		Pipelines and reservoirs contract about to commence. Ballina upgrade contract ongoing.
Effluent reused during dry weather (% of ADWF)	N/A	N/A	20.00	6.4%		36% Alstonville, 34% Wardell, 1.5% at Lennox Head and 0.2% at Ballina. Ballina and Lennox will increase with the switch over to dual reticulation however this will not occur until late 2013. Open space reuse in Ballina and Lennox Head is unlikely to meet the reuse targets.

Tourism	2010/11	2011/12	2012/13 Target	YTD Result	On Target?	Comments
Enquiries to Visitor Information Centre (#)	59,591.00	56,855.00	>58,000.00	26,810.00		
Revenue generated from visitor services (\$)	23,000.00	24,000.00	>24,000.00	15,000.00		Accommodation bookings remain slow with income of \$1,760 out of a budget of \$8,000. This is a trend in all Visitor Centres as visitors prefer to pre-book their trips online via last minute discounted travel websites rather than use a Visitor Centre. Souvenir revenue is trending upwards (+23%), with \$12,940 for July-December.
Revenue raised from cooperative marketing (\$)	72,000.00	7,400.00	>15,000.00	59,600.00		Airport brochure sales revenue will be shown in the March quarter results.
Number of visits to tourism website (#)	25,417.00	25,746.00	>30,000.00	16,698.00		The day with the highest level of website traffic was 31 December 2012, New Years Eve with over 266 unique visitors. Similarly our largest foot traffic day at the Visitor Centre for 2012 was NYE.
Proportion of satisfied visitors to Ballina Shire (%)	96.00	96.00	>95.00	99.00		Surveys were carried out during the month of November 2012 with excellent results.
Number of grant applications submitted per month(#)	NA	8.00	>3.00	21.00		17 grant applications lodged during quarter.
Number of events supported / approved by Council per annum	NA	N/A	>20.00	21.00		

Waste Services	2010/11	2011/12	2012/13 Target	YTD Result	On Target?	Comments
Number of non-compliance with DECCW licence standards per year (#)	1.00	3.00	0.00	1.00		Pump failure in leachate well.
Volume of waste placed in landfill as a percentage of total waste received (%)	% not recorded (actual tonnage 43,597)	% not recorded (actual tonnage 37,960)	<40.00	23.00		This figure excludes 17,252 tonnes of excavated natural material received that was put in a pond as new cell base. This is not required to be counted as landfill and equates to approximately 60% of the waste received. This has positively skewed the volume figures for diverted and land filled waste
Proportion of received waste diverted from landfill (%)	29.00	50.2	>50.00	74.00		Further to the previous item the total diversion was 21,101 tonnes, of which 17,252 was clean fill placed in a pond for construction purposes. As a comparison 7,420 tonnes was land filled, of which only about 2,500 tonnes was placed into the Ballina Landfill site. The waste placed in landfill and waste diverted percentages do not total 100% due to other landfill sites being used on some occasions.
Airspace used at the Ballina landfill per year for landfill (cubic metres)	N/A	N/A	<10,000.00	2,267.00		Survey completed and results tabulated and checked by survey team and waste staff.
Water Services	2010/11	2011/12	2012/13 Target	YTD Result	On Target?	Comments
Number of non-compliance events (#)	1.00	2.00	0.00	2.00		Both positive results were retested and proven to be false positives. The results however still stand. On both occasions we had a chlorine residual in the system which made the positive tests stand out as unlikely.
Average water consumption per metered connection (kL/pa)	210.4	174.5	<250.00	Not available		Unable to provide as water rates and consumption figures have not been finalised.
Water main breaks per 30km of main (#)	2.05	0.4	<1.00	0.90		10 breaks in total for the quarter.
Volume of unaccounted water (%)	22.00	18.8	<18.00	27.00		Provisional figure provided by Rates on sales. Best information available on water supply which is more accurate than previous. Major water break at Wardell and Altonville, however these would have accounted for less than 1% of the overall loss.
Financial management of capital programs (%)	88.00	79.00	Within 10% of budget	4.00		Large component of this is tied up with the pipelines and reservoirs contract which has been let. This will be commencing in early 2013.