

Delivery Program Report

as at 31 March 2013

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



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. Heritage assessment reporting was completed during the quarter. Consequently, draft reports have been received, during last week of March 2013, for Environmental Assessment (and EIS) for shared path west of Coast Road, and coastal recreational path (east of Coast Road). To be submitted to Regulatory Services Group April 2013. It is forecast the Environmental Assessment report for shared path east of the Coast Road is expected April 2013. Tenders for detailed design have been received and award to be made April 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



The grant application for the Aboriginal interpretative signposting project was unsuccessful. The tourism section will continue to apply for grant funds for aspects of promotional and interpretative signage. A community event signage policy was developed and adopted by Council and will be placed on exhibition in April. Once the Policy is considered adopted, the tourism section will ensure the infrastructure is developed to accommodate these signs.

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



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. Stage one of the Ballina town centre upgrade, between Moon and Cherry Streets, is having the fig trees replaced (at pedestrian crossing) due to root intrusion. This work will occur through to April 2013.

Finalise Wardell village upgrade

Engineering Works

June 2013



Wardell boat ramp: A grant application was successful for part funding under the RMS Better Boating Program. The work is scheduled to commence mid-April 2013.

Wardell board walk: The preconstruction documentation, design and Regulatory Services approval has been completed. The total funding for the Wardell village upgrade project allowed for completion of the boardwalk through to approval phase, and this has now been achieved. Construction is not funded at this stage. A Round Three RADF grant application was not successful.

The Wardell Progress Association has inquired about using project funds for further footpath works. It has been suggested the outcome of the above grants be established. This has now occurred and a program review will need to be completed.

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 was completed on 28 February 2013 and the official opening was held on 7 March 2013. The additional parking bay and taxiway is being utilised on a daily basis.			
Refine and enhance terminal area master plan	Airport	June 2013	
Additional car parking area has been designed and a Development Application has been submitted for same.			
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 is 95% complete. Tenders for construction of the asphalt overlay will be called in June 2013.			
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	
The grant applications were unsuccessful; however staff continue to implement aspects of the Regional Visitor Services Strategy by participating in regional product development and marketing programs. The tourism section will continue to apply for grants with respect to the Regional Visitor Services Strategy.			
Participate in and leverage opportunities to market the Ballina Coast and Hinterland	Tourism	June 2013	
The discover ballina campaign has launched with 15,000 passports being printed. The discoveballina.com website is the call to action, where vouchers can be redeemed online or via the vouchers in the passport. The official launch is in April in conjunction with the Ballina Chamber of Commerce business after hours. The campaign activity will continue to December. Council has participated in the International Campaign for The Legendary Pacific Coast, Ballina Coast & Hinterland will be represented at Australian Tourism Exchange (ATE in April), in a China Mission (March), Printed International Planner and has been invited to participate in a number of international famils in April / May 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	

Brief prepared for consultancy engagement. NSW Trade & Investment (Crown Lands) notified to assess interest in participating in this project. Awaiting response. Project will run into the 2013/14 financial year.

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	

Eco-health (North Creek water quality monitoring trial) program commenced. Cost/benefit analysis for back swamp management options in final draft.

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	

New development control plan commenced in February. Report presented to March Ordinary Council Meeting recommending amendments to improve legibility. Public exhibition of amendments now being arranged.

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	

New local environmental plan made by Minister and commenced operation in February. Issues relating to deferral of environmental zones remain, pending outcome of Ministerial independent review.

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	

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

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	

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

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	

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, however this endorsement will likely be delayed due to the current round of coastal reforms. The draft coastline management plan has been presented to Councillor workshops in November 2012 and March 2013 and has been endorsed for public exhibition at the February 2013 Council meeting. The public exhibition is scheduled for April-May 2013.

Finalise floodplain management plans	Engineering Works	June 2013	
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The draft Floodplain Risk Management Study and draft DCP completed a public exhibition process in mid 2012, and was reported to Council in August 2012. The Floodplain Risk Management Study has been adopted, with continuation towards finalisation of a draft Floodplain Risk Management Plan. A Councillor workshop was held in November 2012. The draft DCP has been recommended for further review, and a workshop was held with DCP respondents in January 2013. It is envisaged that a draft plan will be completed by April 2013 and a draft DCP will be completed by May 2013.

CSP Objective 3: A healthy natural environment (continued)

Implement community awareness programs for floodplain and coastline management plans

Engineering Works

June 2013



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. Consultants are modelling further detail scenarios and these are forecast for completion April 2013. Reporting is scheduled for June 2013. Awareness program to follow later in 2013.

Program Actions	Principal Activity	Comp Date	On Target?
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Provide a strategic plan for stormwater management to compliment environmental constraints

Complete urban stormwater strategy update

Engineering Works

Dec 2012



Stormwater management plan adopted by Council.

Program Actions	Principal Activity	Comp Date	On Target?
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Review Urban Water Management Strategy thereby ensuring this policy remains innovative and reflects contemporary best practice

Complete update of Council's Urban Water Management Strategy

Wastewater Services

Dec 2012



Draft UWMS in review process at present. Workshop with Councillors yet to be arranged.

Program Actions	Principal Activity	Comp Date	On Target?
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Educate users to ensure public health and safety

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



A delivery plan has been prepared. Resources allocated to implementation now that the implementation phase is approaching.

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	
78% completed, 22% cancelled/not commenced			
Completion of pool inspection program for 2009/10	Building Services	Mar 2013	
73% completed, 7% letters sent outstanding matters, 18% not commenced/cancelled, 2% Private Certifiers			
Completion of pool inspection program for 2010/11	Building Services	June 2013	
54% completed, 29% outstanding, 17% cancelled/not commenced			


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 – Section 96 approval now issued. Consultants to be constructed to undertake civil design works and lodge Construction Certificate for Stage 1 of development and lot release. Southern Cross Precinct Master Plan – A Planning Proposal has been lodged with Council's Strategic Services for rezoning.			

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	
Council has indicated a preference for the proposed sports centre at the Old Depot site and has resolved for no further action on Kingsford Smith until discussions are held with Mr Don Page and possible consideration of the Ferngrove site.			


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	

The 2012/13 Compliance Work Program is progressing on target and a report will be prepared for the June 2013 Ordinary Council Meeting to document the actions implemented under the plan for the year.

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	

Precinct A – awaiting advice from Department of Planning and Infrastructure re removal of “cap” for infrastructure and servicing charges.
Precinct B – awaiting receipt of agreement from key landowners re notification of voluntary planning agreement on property titles.

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	

Action complete. Local Growth Management Strategy adopted by the Council.

Program Actions	Principal Activity	Comp Date	On Target?
<i>Incorporate "green" technology into Council's business practices</i>			
Continue to implement Council's Environmental Action Plan	Strategic Services	June 2013	

Lighting audit of Council's Customer Service Centre completed. Awaiting receipt of costings for supply and installation of upgraded fittings.

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	
Exploratory drilling has been undertaken and the report is being finalised- it is expected that the report will be received second week in April.			


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	
Wollongbar Sports Fields – bulk earthworks completion date delayed due to adverse weather. Expected to be completed in April 2013. Tender for civil design awarded to Cardno in February 2013. Project to be handed over to Civil Services.			
Wollongbar Urban Expansion Area Land Buyers Subsidy Scheme – The scheme commenced mid January following final approval from the Federal Government. Council has received 10 applications with 3 grants now taken up by applicants.			


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	
Development applications lodged to redevelopment carparks for 74 and 78 Tamar Street, Ballina. Feasibility report obtained recommending redevelopment of Wigmore Arcade proceed to next stage. Report submitted to March 2013 Council meeting whereby Council resolved to proceed to concept design and preparation of a development application. Architects and consultants engaged to undertake works accordingly.			

CSP Objective 5: People attaining health and wellbeing (continued)

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	
New Work Health & Safety Management system endorsed by WHS Committee and senior management and implemented. Currently reviewing safe work method statements and WHS procedures that support the overarching management system.			
Develop and implement a pre-qualification contractor management system that improves efficiency and compliance across all sections of Council	Risk Management	June 2013	
Person conducting a business undertaking (PCBU) Handbook consultation process and centralisation of prequalification WHS checks has continued to improve efficiency and compliance across all sections of Council. Contract 6 system modified to include recording of both insurances and WHS management system checks which will assist supervisors with pre qualification confirmation.			

Program Actions	Principal Activity	Comp Date	On Target?
<i>Provides priorities for implementation of capital works and routine maintenance</i>			
Prepare Sports Fields Management Plan	Open Spaces & Reserves	June 2013	
To date background research has been completed and staff are about to start interviews with sports clubs			

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	
Draft Masterplan ready to go to Council for endorsement			

CSP Objective 6: Resilient and adaptable communities (continued)

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	

Action complete. Management arrangements for community facilities have been endorsed by the Council.

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	

Council, at its March Ordinary Meeting, resolved to establish an Aboriginal Community Advisory Committee. Membership recruitment now under way.

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	

The Ballina Shire Ageing Forum, facilitated by NSW Council of the Ageing, was held on 19 March. Awaiting receipt of report re Forum outcomes for inclusion in draft strategy.

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	

Youth Council adjourned during school holiday period; now reconvened. Membership numbers in decline.

CSP Objective 6: Resilient and adaptable communities (continued)

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	
Project scoping and planning complete. Preparing for community engagement phase of project.			

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>			
Progress project plan for the new Asset Information Management System	Asset Management	June 2013	
Civica have forwarded a proposed project plan and this is being assessed by BSC project team. It appears consistent with expectations, and if acceptable, the project plan commencement is proposed for June 2013 with implementation stages being finalised in February 2014.			

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>			
Finalise open space asset management plan (AMP)	Asset Management	Dec 2012	
No progress from last quarter. The Asset Engineer has been tasked other activities and the implementation of the Asset Information Management System.			
Progress Building Asset Management Plan	Asset Management	June 2013	
Liaison with relevant staff has enabled the creation of the building asset register. This register has been populated with operational buildings & depots, structures, wharves, jetties, bus shelters etc but is not finalised. Site & asset inspections are still to be done for many items and Council is considering a staff officer/new position to provide the resource for this task.			

CSP Objective 7: Responsible and efficient use of resources (continued)

Implement Asset Management Strategy

Asset Management

June 2013



The Asset Information Management System implementation plan is progressing & has been the focus of actions. The roads inspection tender is approved with ARB appointed and due to commence April 2013. Stormwater assessment has been prioritised to camera known damaged pipes first with an ongoing program to cover some 25km (15%) of pipe network. Risk assessment ratings against buildings, roads, bridges, open spaces have been undertaken. This includes rating the importance of the building or structure and the risk of failure of component parts. These projects have been implemented and will be ongoing

Progress condition assessment model for Water and Wastewater Assets

Asset Management

June 2013



Project completed.

Program Actions

Principal Activity

Comp Date

On Target?

Continue to migrate Council records to document imaging system to improve efficiency

Progress implementation of electronic document management system including training and optimising capabilities of the product

Administration

June 2013



Induction training occurs with all new staff and there is ongoing training with existing staff receiving refresher training as necessary. There are also 'tips' provided to staff on a daily basis on how to improve their use of the system. Reporting capabilities have been improved and regular reports are sent to Manex.

Program Actions

Principal Activity

Comp Date

On Target?

Increase usage of technology to improve efficiencies and access to information

Improve record keeping for Development Applications such that the electronic version is the official Council record

Administration

June 2013



As from 1 January 2013 the electronic record is now the official DA record. As part of the implementation new procedures have been adopted by Regulatory Services, Records and Customer Service. There is now a computer screen available at the front counter for the public access Councils internet site and view DA files on line.

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


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	
<p>Following policies reviewed and adopted: Councillor Expenses & Facilities; Interaction Between Councillors & Staff; Code of Conduct; Naming of Council Owned Facilities.</p> <p>New Policy: Community Event Signage (on exhibition to 9/5).</p>			



Program Actions	Principal Activity	Comp Date	On Target?
<i>Enhance development assessment services to improve processing times and service levels</i>			
Implement actions from Development Services Review	Development Services	June 2013	
<p>Draft arrangements/procedures for recommendations C1, C2, C3, C4, C5, C7, C8, C9, C10, C12 and C14 have been advanced in this quarter and are on target for completion by June 2013. Administrative recommendations D3 and D15 are to be addressed in the final quarter.</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>			
Review online and phone payment systems	Financial Services	June 2013	
<p>A new on line payment system provided by the Commonwealth Bank (CBA, called Secure Pay has been designed, integrated into Council's systems and tested. The CBA have a bug in terms of payment timing that is currently preventing go live.</p>			

Program Actions	Principal Activity	Comp Date	On Target?
<i>Improve financial planning to include ratios / benchmarks to maximise use of the information</i>			
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	
<p>The asset management plan has been linked to the Long Term Financial Plan (LTFP) for the major infrastructure groups (roads, stormwater, water and wastewater). The asset management plans are being refined to improve the accuracy of data and also consistency with the LTFP.</p>			

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

Program Actions	Principal Activity	Comp Date	On Target?
<i>Continue to implement process reviews to improve efficiency and effectiveness of Council service delivery across all services</i>			
Implement process reviews to improve efficiency and effectiveness of Council service delivery	Governance	June 2013	
<p>The customer request management module continues to be enhance with new work flows and improved reporting delivering business benefits to Council through more timely responses and improved monitoring of requests.</p> <p>During the quarter we undertook a revenue module for the Authority software system to assess how all the various modules are operating and to identify areas for improved processes and efficiencies. We also entered into agreements with Acresta and Blinkmobile to look at some of our processes and adapt them to an online tablet-based environment which will result in less paperwork, more consistent processes, and improved accountability.</p> <p>In the Civil Services Group we made substantial progress or completed formal process reviews for administrative procedures, asset data/GIS integration and project management governance.</p> <p>Other improvements Implemented included on line payments via secure pay for rates/charges/debtors, we processed debt recovery through the Authority rates module for first time and implemented full electronic record keeping for development applications.</p>			

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	
<p>Live operation of e-payments gateway delayed by bank. Assets Management module implementation to commence following approval of project plan</p>			
Improve information mobility for field staff through tablet technology	Information Services	June 2013	
<p>Intranet site design complete. Migration of existing site information to new site to commence shortly.</p>			

Program Actions	Principal Activity	Comp Date	On Target?
<i>Progress resource sharing arrangements with other local government authorities to increase efficiencies</i>			
Complete review of Waste Management Structure for the Region	Waste Services	June 2013	
<p>RDA agreement finalised and in place. EIS is progressing, including successful community consultation phase. Proposed for lodgement in May. A Procurement Strategy is close to finalisation with reporting due to Council in April. Draft technology agreement is well advanced. Industry advisory group has been established. Scope of works for concept design report has been finalised. Draft agreement with Lismore City Council is now ready for presentation to Council.</p>			

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

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	

8 tonne excavator has now been received and is in service, the concrete crusher has been received and is now in service. Outstanding WASIP programs are being developed for delivery. The latest round of WASIP programs have now been distributed to Council for nomination and approval

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	

RDA agreement finalised and in place. EIS is progressing, including successful community consultation phase. Proposed for lodgement in May. A Procurement Strategy is close to finalisation with reporting due to Council in April. Draft technology agreement is well advanced. Industry advisory group has been established. Scope of works for concept design report has been finalised. Draft agreement with Lismore City Council is now ready for presentation to Council.

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 not yet determined- an expert ecologist has been briefed by Regulatory Services to obtain advice regarding outstanding EEC issue.


Continue to pursue improvements for public swimming pools	Operational Support (Engineering)	June 2013	
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Minor works funded in budget completed. Council has approved funding for 2013/14, however this is subject to income from land sales and other activities.

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


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. EEO achievements / progress reported to senior management team each quarter. Report to be presented to May consultative committee.			
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 still with NSW Office of Water.			
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 NSW Trade & Investment (Crown Lands) concerning consultant's progress in preparing 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	
Regional Library operations continue to function well. Discussions regarding the agreement are ongoing.			


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

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	
Implementation ongoing. Program recently workshopped with Council. See separate item in this agenda reviewing the works program for the next few years.			



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 management recommendations	Water Services	June 2013	
Report is presented to Manex on a quarterly basis on the implementation of the ADWG guidelines. This is a five year program as endorsed by the NSW office of Water, which will be ongoing until 2017.			

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	
Review of Council's workforce plans underway and scheduled to be completed by end of April 2013. Resource strategy being developed which will include findings from the workforce plan review process.			

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	
During the quarter an internal audit was completed on Council's Plant and Fleet Management function with the audit 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." In respect to earlier audits for the March Internal Audit Committee meeting a total of 18 actions in earlier internal audit reports were now listed as completed.			

CSP Objective 8: Transparent and accountable governance (cont'd)

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	
The draft Community Strategic Plan was approved by Council for exhibition at the January Council meeting and formally adopted at the March Council meeting.			
Implement effective induction program for new Council	Governance	June 2013	
The first stage of the scheduled induction program was completed during October to December with the general feedback from Councillors being positive. During January to March focus has been on Council confirming its infrastructure priorities for the term. The draft Delivery Program and Operational Plan were considered at the April Finance Committee meeting.			

***Service Delivery Targets
as 31 March 2013***

Airport	2010/11	2011/12	2012/13 Target	YTD Result	On Target?	Comments
Total number of commercial passengers per annum (#)	340,000	318,000 (approx)	>360,000	264,879		Forecast to reach 355,000 to 360,000 by 30 June 2013.
Total operating revenue (\$)	3,000,000.00	3,515,000 (approx)	>3.76M	2,916,405		Additional jet services scheduled for April 2013. Additional income expected from airport interest and the LIRS contribution.
Net operating surplus (excl depreciation) (\$)	376,027	23% (approx)	>25% of revenue	665,527		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	>70	55		

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 (29 of 36)		We are experiencing some delays with past history file retrievals in the administration area.
Percentage of building services related development applications determined within 40 days (%)	85.00	89 (452 of 508)	>80.00	86 (69 of 80)		
Percentage of complying development certificates (CDCs) issued within 10 working days (%)	83.00	100 (90 of 90)	>90.00	100 (7 of 7)		
Percentage of construction certificates (CCs) issued by Council (%) of market total	89.00	91 (406 of 442)	>80.00	90 (258 of 285)		
Median days for determination of building development applications (excluding integrated development) (# days)	N/A	17.5	<40.00	23		

Commercial Services	2010/11	2011/12	2012/13 Target	YTD Result	On Target?	Comments
Vacancy rate for Council administered Crown properties (buildings) (%)	0.00	10.00	<10.00	0.00		
Vacancy rate for Council commercial properties (%)	0.84	1.00	<20.00	37% 9%		37% based on tenancies 9% based on total area for lease
Vacancy rate for Council community properties (buildings) (%)	0.00	0.00	<5.00	0.00		

Community Facilities	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	681.00		Yearly target exceeded in third quarter.
Casual hiring of the Richmond Room per annum (#)	N/A	214	250.00	133.00		Usage in decline in light of investigations for alternative use of this facility.
Patronage at the Lennox Head Cultural & Community Centre per annum (#)	N/A	1,765	1,500.00	1,885.00		Yearly target exceeded in third quarter.
Number of visits to community gallery per annum (#)	11,951	17,791	14,000.00	12,764.00		

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	64.00		
Percentage of section 96 applications determined within the 40 day period (excluding integrated applications) (%)	56.00	67.00	> 60.00	65.00		
Percentage of section 149 Certificates issued within 4 days of receipt (%)	95.00	96.00	> 90.00	79.00		For the month of February delays were experienced in the issuing of 149 certificates due to the introduction of the BLEP 2012. Cus
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	33.00		
Percentage of development applications determined under delegated authority (%)	93.00	92.00	> 90.00	95.00		

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	66.00		Progress slowed due to Christmas holiday period and wet weather.
Financial management of maintenance programs (%)	104.00	97.00	Within 10% of Budget	80.00		
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	4.00		All repeat samples complied
Percentage of food premises audited per year (%)	99.00	94.00	100.00	74.00		29% this quarter
Number of food safety penalty infringement notices issued (#)	N/A	0.00	< 5.00	Nil		
Percentage of other commercial premises audited per year (%)	90.00	99.00	100.00	74.00		
Percentage of public pools monitored for water quality (%)	100.00	100.00	100.00	95.00		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		Ranger leave during December Quarter
Number of existing on site effluent disposal systems inspected (#)	269.00	92.00	250.00	17.00		This quarter has involved substantial follow-up in relation to systems previously found non compliant where the response has been inadequate. (Issue of Orders and 'show cause' letters).
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	6.72	N/A	It is anticipated that the end year result will be less than the 2011/12 result due debt recovery however achieving the 4% target will be difficult.
Investment returns greater than 90 day bank bill rate (#)	83.00	125.00	50.00	102.00		

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	3.6		
Average number of sick leave per employee (# days)	7.78	5.96	<7.00	5.06		
Percentage of staff undertaking formal training per year (%)	175.31	98.00	>90.00	98.7		
Hours of formal learning per employee (T)	14.99	17.97	>12.00	21.85		High number of statutory and corporate training.
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		
Number of external visits to Council's website (#)	131,097.00	133,489.00	>125,000.00	126,850.00		Increase in traffic due to repeated severe weather events that saw a large number of visits for road closure information.
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	31,400.00		
Total library loans per annum (#)	412,800.00	> 460,000.00	>460,000.00	317,117.00		Decline in loans as compared to 2011/12 because there is a rise in use of e resources. (loans do not include e resources).
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	71.00		
Financial management of capital programs (%)	75.00	92.00	Within 10% of budget	60.00		Shade structure Missingham Park completed, Sports fields Lights Kingsford Smith completed Saunders Oval extension about to commence
Number of urban street trees planted per annum (#)	N/A	N/A	>200.00	0		Main tree planting will take place in fourth quarter of the financial year.

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	899,200.00		
Value of store stock control bin errors (\$)	729	210.00	<500.00	N/A		Stocktakes are only undertaken half yearly.
Average fleet green star rating (#)	3.44	3.45 Leaseback vehicles 2.64 light pool vehicles	<3.50	3.61 Leaseback; 2.64 light pool vehicles		The light pool fleet are mainly diesels which although lower CO2 emissions have lower green star ratings.
Number of swimming pool patrons (#)	127,804.00	127,194.00	>120,000pa	137,428.00		
Net operating deficit for swimming pools (excluding depreciation) (\$)	471,000.00	386,944.00	<450,000.00	296,300.00		
Reduce CO2 emissions from Council's Built Assets energy consumption	N/A	7,199.00	<8,800.00	5,310.60		
Reduce energy consumption from Council's Built Assets (\$)	N/A	1,540,060.97	<1,700,000.00	1,355,308.270		

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	11.00		
Hours of lost time due to workers compensation claims per annum (T)	1,067.95	<1,744.50	<1,000.00	822.00		
Number of insurance claims per annum (#)	56.00	<44.00	<40.00	18.00		

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	100.00		
Number of non-compliances with DECCW licence standards (#)	4.00	6	0	7.00		Associated with the plant upgrades.
Financial management of maintenance programs (%)	95.00	97	100	72.00		
Financial management of capital programs (%)	66.00	90	100	57.00		Significant amount of the outstanding expenditure is tied up with the MMA contract which has been delayed due to wet weather.
Effluent reused during dry weather (% of ADWF)	N/A	N/A	20.00	N/A		Figures not yet available. Waiting on WWTP figures.

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	39,851.00		
Revenue generated from visitor services (\$)	7,933.00	7,304	>24,000.00	21,080.00		
Revenue raised from cooperative marketing (\$)	72,000.00	7,400.00	>15,000.00	59,600.00		Unchanged since previous quarter.
Number of visits to tourism website (#)	25,417.00	25,746.00	>30,000.00	26,134.00		This is an increase of 35.23% on the same period last year (19,325).
Proportion of satisfied visitors to Ballina Shire (%)	96.00	96.00	>95.00	N/A		More surveys to be undertaken in April School Holidays.
Number of grant applications submitted per month(#)	NA	8.00	>3.00	42.00		
Number of events supported / approved by Council per annum	NA	N/A	>20.00	23.00		

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	3.00		Storms have raised issues with runoff and compliance issues have been associated with pump failures.
Volume of waste managed at Waste Management Facility (#)	43,597.00	37,960.00	<40.00	32.00		
Proportion of received waste diverted from landfill (%)	29.00	50.2	>50.00	68.00		
Airspace used at the Ballina landfill per year for landfill (cubic metres)	N/A	N/A	<10,000.00	N/A		Monitored six monthly

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	0.00		
Average water consumption per metered connection (kL/pa)	210.4	174.5	<250.00	53.82		Equivalent to 215kl per connection per annum.
Water main breaks per 30km of main (#)	2.05	0.4	<1.00	1.0		Target of less than one. Achieved one this quarter.
Volume of unaccounted water (%)	22.00	18.8	<18.00	13.7		As per previous reports to Council, the figures are variable and unexplained. Investigations are being made however, it is likely unreliable reporting will continue until further instrumentation and infrastructure is implemented under the water loss program.
Financial management of capital programs (%)	88.00	79.00	Within 10% of budget	49.00		Large proportion of the capital expenditure is tied up with the MMA contract which is currently being undertaken.