

Delivery Program Report

as at 30 June 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	
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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. Environmental assessment reports for the coastal shared path west of the Coast Road, for the Coastal Recreational Path east of the Coast Road and for the shared path between Skennars Head Road and Pat Morton Lookout (east of the Coast Road) have been completed. These documents were submitted at the end of May 2013 to the Development and Environmental Health Group seeking planning approval. Tenders for detailed design of these paths have been received and an award made June 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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Made grant application to TQUAL for Aboriginal interpretive signage and are awaiting outcome. Community Event Signage Policy adopted by Council and signage infrastructure has been installed. Event organisers have been invited to make an application for hire. Historical Ballina Waterfront Interpretive Signage Trial project nearing completion.

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 (excluding Martin Street roundabout) was complete December 2012. Stage one of the Ballina town centre upgrade, between Moon and Cherry Streets, has had the fig trees replaced (at pedestrian crossing) due to root intrusion, and has had root barrier improvements to the poinciana trees along the southern side of River Street. It is proposed to complete the root barrier improvements along the northern side of River Street during 2013/2014, although this work will be delayed to allow observation of the recovery of the trees on the southern side.

Finalise Wardell village upgrade	Engineering Works	June 2013	
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Wardell boat ramp: A grant application was successful for part funding under the RMS Better Boating Program. The work is scheduled to re-commence during late 2013. The commencement of work will be subject to the results of osprey monitoring. The work was postponed in April 2013 due to the early commencement of osprey activity adjacent the work site. **Wardell board walk:** The preconstruction documentation, design and 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 is able to be completed if required.

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 additional jet parking bay and two additional taxiways have been completed. (And are operational).			
Refine and enhance terminal area master plan	Airport	June 2013	
The Terminal Area Master Plan has been completed. The car park design is complete and approved for construction.			
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 has been completed. Tenders for construction of the runway overlay works have been advertised. (With a tender closing date of 23 July 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	
Submitted grant application to TQUAL for Aboriginal interpretive signage and are awaiting outcome. Attended Queensland Caravan Camping Show. Tendered for a contractor to undertake product audit. Tourism Ambassadors and staff attended a destination familiarisation tour.			
Participate in and leverage opportunities to market the Ballina Coast and Hinterland	Tourism	June 2013	
Hosted Chinese Nationals on Familiarisation Tour for the Australian Tourism Exchange. Attended Queensland Caravan, Camping and Touring Holiday Leisure Show, Sponsor of the North Coast Tourism Awards being held in Ballina at Ramada on Saturday 17 August. Bid for the National Seachange Taskforce Conference in 2014. Developed a What's On flyer for accommodation providers to distribute to potential visitors. Distributed Ballina Visitor Information Centre call to action flyer. Placed advertorial in The Legendary Pacific Coast Touring Guide. Promoted the Discover Ballina Passport Campaign through New England and South East Queensland with a double page spread in local newspapers and a website takeover.			

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	
Service proposals requested from selected consultants. Evaluation of proposals and appointment of consultant to commence project expected in July 2013. Project delivery has been delayed as part of the study area is Crown Land that is not managed by Council and there has been no program funding allocated to this project. Project is now to be funded by savings in other program budgets.			
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	
Council has committed to Eco-health water quality monitoring program in collaboration with Richmond River County Council, Lismore City Council and Richmond Valley Council. Program to be undertaken in 2013/14 financial year. Cost-benefit analysis for back swamp management complete and Council undertaking ongoing water quality monitoring in accordance with the program established in the 2012/13 financial year. Council also allocated \$120,000 to the blackwater research program.			
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	
Action complete. Ballina Shire DCP 2012 completed and operating. Amendment No.1 to improve interpretation and function completed in June 2013 (and takes effect in July 2013).			
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	
Action complete. Ballina LEP 2012 completed and operating. Outcome of Department of Planning and Infrastructure review of environmental protection zones is pending.			

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 ongoing. Recent initiatives include pop up shop in River Street and completion of an environment themed debating competition for local schools. These initiatives focussed on environmental education outcomes envisaged by the strategy.

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 completed a public exhibition process during April-May 2013. A report dealing with the exhibition results is scheduled for July 2013.

Program Actions	Principal Activity	Comp Date	On Target?
Finalise floodplain management plans	Engineering Works	June 2013	

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 FRM Plan and DCP will be completed by August 2013 and further reporting to Council for exhibition to follow.

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 draft results were forwarded to SES in June 2013. Since the last report, the SES and Council have now completed a project to update the Ballina Flood Emergency Sub Plan. This Plan was endorsed by the LEMC in June. As discussed at a Councillor workshop to look at this program with the combat agencies, it is proposed for Council to further discuss with the agencies how the awareness programs can be developed further.

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 (UWMS)

Wastewater Services

Dec 2012



UWMS with Group Manager for feedback. Councillors will need to have a workshop to provide feedback. Workshop to be organised following Group Manager's review.

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



Delivery plan prepared. Various elements of this are now being implemented. Delivery plan is a living document which changes as new elements are introduced or completed. Resourcing allocated to assist in delivery of this program.

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, 10% cancelled, 12% not commenced			
Completion of pool inspection program for 2009/10	Building Services	Mar 2013	
75% completed, 5% outstanding matters, 5% cancelled, 13% not commenced, 2% Private certifiers			
Completion of pool inspection program for 2010/11	Building Services	June 2013	
68% completed, 11% outstanding, 6% cancelled, 15% 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 – Civil design works and construction certificate for Stage 1 of development and lot release being advanced. Southern Cross Precinct Master Plan – Council has now approved the planning proposal to be submitted to the NSW Dept of Planning & Infrastructure for review and Gateway determination.			

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, after deferring this project, then resolved to proceed with the Master Plan. The consultants are in the process of undertaking the community consultation and preparing the draft plan.			

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 was satisfactorily completed and reported to Council at its June 2013 Ordinary Meeting. The 2013/14 Compliance Work Program was adopted by Council at this same meeting.

Program Actions	Principal Activity	Comp Date	On Target?
<i>Continue rezoning and urban design for the planned Release Areas to allow development to proceed</i>			
Complete rezoning and urban design for the Cumbalum Urban Release Area	Strategic Services	Dec 2012	

Precinct A: Advice regarding infrastructure funding received from the Department of Planning and Infrastructure under review. It is expected that this matter will be reported to Council for further consideration in the third quarter of 2013.

Precinct B: Awaiting registration of voluntary planning agreement to the titles of the land the subject of the agreement. In the meantime, Council has commenced preparation of a development control plan for the precinct.

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. Ballina Local Growth Management Strategy adopted by 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	

Revised lighting audit to form basis of refit process for Council's Customer Service Centre completed.


Actions progressing for Richmond River Estuary management and environmental education (see CZMP and Climate Action Strategy actions)

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	
Draft report received and workshop held for Councillors 28 May. Report has been finalised and will be presented to Council at the July 2013 Ordinary meeting.			


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 Project well advanced. Wollongbar Urban Expansion Area Land Buyers Subsidy Scheme – Council has now received 29 applications with seven grants 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 consent to redevelop 74 & 78 Tamar Street, Ballina for car parking issued 10 May 2013. Wigmore Arcade – Consultants are proceeding with works as instructed. Terms and conditions agreed for two shops with long term leases, and four shops under short term agreements.			

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	
Work Health and Management System that aligns with current legislation implemented and supporting systems continue to be reviewed.			
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. Ongoing compliance checks underway.			

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	
No further progress in the quarter. Resources will be reviewed to target addressing the delays in this project.			


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 Master Plan being reported to Council for adoption at the July Council meeting.			


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 endorsed membership of the Aboriginal Community Advisory Committee at its June Ordinary Meeting. Planning for first meeting of the Committee is underway.			
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	
Drafting of strategy underway, including incorporation of outcomes from the Ballina Shire Ageing Forum			
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 meeting monthly. Membership numbers remain relatively low.			

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	
Ballina Shire Cultural Plan in preparation. Community engagement phase to be undertaken in third quarter of 2013. Project was on hold for a short period earlier this year due to resource limitations.			

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	
This item is now finalised as the project plan for the Asset Information Management System has commenced. The implementation is proposed to be completed when the system goes live in April 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	
The parks have been classified (ie: regional, District & local) within the AMP. Open Spaces and Reserves staff have started a detailed audit of components (ie: seats, BBQ's etc) in each park. Although the target timeframe has passed, this project is continuing when resources allow.			
Progress Building Asset Management Plan	Asset Management	June 2013	
The Building Asset Register is completed with asset numbers allocated to each building. Each building has been prioritised to determine if a detailed asset assessment is required depending on building value and risk status. The task of undertaking the detailed assessment has commenced with the Customer Service Centre and Depot buildings completed.			

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

Implement Asset Management Strategy

Asset Management

June 2013



The updated Asset Management Strategy was approved by Council in June 2013. The ARRB road audit is completed and the data has been received and loaded into Councils network. Roads are classified in accordance with NAASRA to assign a level of importance based on road class, function and traffic volumes. The stormwater pipe assessment has commenced on a part-time basis using internal resources. There is no funding for this project and therefore a completion date is unknown. Risk assessment ratings have been completed for buildings, roads, bridges and parks. Prioritisation of each site has been completed and further assessment will be undertaken when resources allow.

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	
100% of policies reviewed by September 2012. The following actions occurred during the last quarter: Following policies reviewed and adopted: Community Event Signage Currently on Exhibition: Commercial use of Footpaths; Investments (closing 7/8/13). To go on Exhibition (June Mtg Res): EEO Management Plan and Policy			
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	
The Development Services Review, conducted by Darryl Anderson made a total of 52 recommendations. All of these recommendations have been examined. 34 Process and Procedure and Administration recommendations have been implemented. 6 Organisational Structure and Staffing recommendations have been placed on hold due to current economic conditions. The remaining 12 recommendations all relating to Process and Procedure and Administration have been advanced and are programmed for finalisation by December 2013.			
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	
A new on line payment system provided by the Commonwealth Bank 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.			
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	
The quarterly review and the end year financial statements include a suite of benchmarks and performance indicators on a per fund basis that provide readers with a lot of information on the financial health of the organisation. 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.			

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>Council went live on the 19 June 2013 with the NSW Planning Electronic Housing Code. The code enables owners/applicants to have quick and easy access to the Exempt and Complying Development provisions that may apply to their particular development/property and download the relevant code requirements. Owners/applicants can now send emails to Council and request that we assess and determine their Complying Development application. On acceptance of the application by Council and payment of the relevant fees, the applicant/owner is able to lodge the application electronically should they so desire. Access to the facility by our counter/enquiry staff has also improved the level of service delivery to our customers. At the start of this year we introduced a system for private works where finance staff now work with the Council overseers to ensure any quotations for private works takes into account all our oncosts, overtime, allowances, GST and profit. Prior to this process Civil Services staff provided quotations without input from finance staff. As a result of this process we have not had one job operate at a loss. Out of 23 jobs we have had 20 that made the intended 15% surplus and three that made a surplus of between 0 and 14% profit. This is a marked improvement on previous years.</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	
Implementation of Authority Assets module commenced.			
Improve information mobility for field staff through tablet technology	Information Services	June 2013	
Intranet migration commenced. Implementation of electronic forms for field staff to commence shortly.			
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	
Regional waste plan complete. Hyder Consulting has been engage to undertake a review of Alternative Waste Technologies. Discussions ongoing with Lismore over nature of contract sharing relationship. Joint regional landfill investigation elevated to General Managers Group for guidance and support with political elements.			

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	

Latest submissions to NSW EPA for WASIP program have been submitted and approved. Program is on track for delivery.

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	

DA to be planned for lodgement in mid July 2013. Two workshops held with Council regarding this project, the first workshop explained the work program. A key task is the development of the Concept Design Report. The preferred procurement approach for that report has not been successful, Council will now develop that report itself with assistance from Pacific Pyrolysis.

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	

Following receipt of peer review re ecology (EEC) assessment letter requesting revision of application to remove area affected by EEC lodged 27 June 2013 with Development and Environmental Health Group. The application is now expected to proceed to determination.

Continue to pursue improvements for public swimming pools	Operational Support (Engineering)	June 2013	
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Minor works completed and budget expended. No funding available for preliminary development works, albeit that Council has allocated funding the 2013/14 for improvements, with these funds subject to land sales.

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	
EEO Management Policy and Plan implemented and aligns with Council's goals/objectives.			

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	
Elements of Recycled Water Quality Management plans have been incorporated into the Recycled Water Education Plan. RWQMP are 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	
This project is being managed by the Department of Industry and Investment (Crown Lands). The Department currently has a hold on the project as it is currently reviewing the consultant's progress and outputs. Council is awaiting advice from the Department as to the process for completion of the 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	

Program of works for water loss management program adopted by Council. This will be implemented over the next two years. Smith Drive main renewal is a key project in the program and is reported in this agenda.


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	

Quarterly report presented to senior management. Program will continue 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	

Department Workforce plans reviewed and implemented. Resource strategy developed and provided to Senior Management.

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 Council received two internal audit reports; 1) Asset Management (Roads and Drainage) and 2) Records Management. Both audits were provided with 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 internal audit program for 2013/14 was also endorsed at the June Audit Committee meeting.

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	
Since the September election Council adopted a new Community Strategic Plan, Delivery Program, Operational Plan and Long Term Financial Plan. All of these documents involved significant input from the newly elected Council.			
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 Council confirming its infrastructure priorities for the term and completed a review of the Community Strategic Plan. The updated Delivery Program and Operational Plan, and Long Term Financial Plan were adopted at the June Council meeting.			











***Service Delivery Targets
as 30 June 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	356,740		Virgin Australia passenger numbers were below expectations for April, May and June 2013.
Total operating revenue (\$)	3,000,000.00	3,515,000 (approx)	>3.76M	\$4,005,000		Revenue slightly below expectations due to lower than expected load factors for the past three months.
Net operating surplus (excl depreciation) (\$)	376,027	23% (approx)	>25% of revenue	\$782,000 (20%)		The operating surplus was slightly under our expectations – but holding at 21% of total revenue.
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	45		This section continues to struggle to meet the agreed benchmarks
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	85% (47 of 55)		Within a 5% variance.
Percentage of building services related development applications determined within 40 days (%)	85.00	89 (452 of 508)	>80.00	91% (378 of 415)		
Percentage of complying development certificates (CDCs) issued within 10 working days (%)	83.00	100 (90 of 90)	>90.00	100% (32 of 32)		
Percentage of construction certificates (CCs) issued by Council (%) of market total	89.00	91 (406 of 442)	>80.00	92% (357 of 390)		
Median days for determination of building development applications (excluding integrated development) (# days)	N/A	17.5	<40.00	19 days		

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	33.3% by no. of tenancies 8.42% by area		Wigmore Arcade - Terms and conditions agreed for two shops with long term leases, and four shops under short term agreements.
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	923		
Casual hiring of the Richmond Room per annum (#)	N/A	214	250.00	185		Bookings have been impacted during the period in which Council has been considering the future of the room.
Patronage at the Lennox Head Cultural & Community Centre per annum (#)	N/A	1,765	1,500.00	2,536		
Number of visits to community gallery per annum (#)	11,951	17,791	14,000.00	16,521		
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	63%		
Percentage of section 96 applications determined within the 40 day period (excluding integrated applications) (%)	56.00	67.00	> 60.00	56%		Within a 5% variance.
Percentage of section 149 Certificates issued within 4 days of receipt (%)	95.00	96.00	> 90.00	91%		
Time taken to determine development applications (excluding integrated development) (# median days)	N/A	48.00	< 60.00	32		
Time taken to determine section 96 applications determined within 40 days (excluding integrated development) (# median days)	N/A	38.00	<40.00	39		
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	78		Wet weather and storm events during the second half of the year has contributed to reduced achievement in the second half.
Financial management of maintenance programs (%)	104.00	97.00	Within 10% of Budget	103		Once flood damage and bypass funding are removed budget was 103% expended
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		Program completed
Number of non-compliance with NHMRC drinking water standards (#)	3.00	2.00	0.00	0		No failures this quarter Total failures for year: 8 All satisfactory on retest.
Percentage of food premises audited per year (%)	99.00	94.00	100.00	99		One premises unable to be inspected till July. One premises closed with proprietor currently unable to be contacted.
Number of food safety penalty infringement notices issued (#)	N/A	0.00	< 5.00	2		Total infringements issued for the year 6 (against 5 premises).
Percentage of other commercial premises audited per year (%)	90.00	99.00	100.00	100		Program complete
Percentage of public pools monitored for water quality (%)	100.00	100.00	100.00	100		Monitoring fully completed last quarter
Percentage of barking dog complaints responded to within 7 days	N/A	N/A	100.00	100		
Percentage of reported dog attacks responded to within 48 hours	N/A	N/A	100.00	95		All significant incidents responded to ahead of target timeframe
Number of existing on site effluent disposal systems inspected (#)	269.00	92.00	250.00	167		31 premises inspected June Quarter. This program has been slowed by necessary compliance action and volume of new approvals to operate being received. Target requires review.
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	Awaiting finalisation of accounts		Target may not be reached
Investment returns greater than 90 day bank bill rate (#)	83.00	125.00	50.00	147		

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	6		
Average number of sick leave per employee (# days)	7.78	5.96	<7.00	7.73		
Percentage of staff undertaking formal training per year (%)	175.31	98.00	>90.00	100		
Hours of formal learning per employee (T)	14.99	17.97	>12.00	24		
Information Services	2010/11	2011/12	2012/13 Target	YTD Result	On Target?	Comments
Proportion of requests for assistance addressed within 1 working day (%)	90.26	89.00	>95.00	93		
Number of external visits to Council's website (#)	131,097.00	133,489.00	>125,000.00	166,889		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	26,865		The role of members was adjusted during the year to eliminate members who have not been active in the last 3 years.
Total library loans per annum (#)	412,800.00	> 460,000.00	>460,000.00	429,123		These figures do not include e-resources and the trend is for an increase in the use of 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	95		.
Financial management of capital programs (%)	75.00	92.00	Within 10% of budget	90		Saunders Oval and Wollongbar Sports Fields projects have been delayed due to wet weather
Number of urban street trees planted per annum (#)	N/A	N/A	>200.00	118		Additional planting is being undertaken in July and August to complete the tree planting quota

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	1,331,000		
Value of store stock control bin errors (\$)	729	210.00	<500.00	947		All permanent stores staff left Council towards the end of this financial year and unfamiliarity with stores and procedures have reduced stock control and hence increased errors. Recruitment and induction of new staff now complete and performance is being monitored.
Average fleet green star rating (#)	3.44	3.45 Leaseback vehicles 2.64 light pool vehicles	<3.50	3.66 leaseback 2.66 light vehicles 2.97 overall		Light pool vehicles are predominantly diesel which provides better fuel consumption and CO2 ratings but lower green stars because of particulate emissions.
Number of swimming pool patrons (#)	127,804.00	127,194.00	>120,000pa	150,853		Increase in patronage due to combined season tickets, extended season at Alstonville, introduction of EFTPOS for ticket sales and good weather conditions.
Net operating deficit for swimming pools (excluding depreciation) (\$)	471,000.00	386,944.00	<450,000.00	434,400		
Reduce CO2 emissions from Council's Built Assets energy consumption	N/A	7,199.00	<8,800.00	8,445		Up on 2011/12 year due to additional infrastructure.
Reduce energy consumption from Council's Built Assets (\$)	N/A	1,540,060.97	<1,700,000.00	1,959,340		Increased energy consumption due to new wastewater treatment plant.
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	18		
Hours of lost time due to workers compensation claims per annum (T)	1,067.95	<1,744.50	<1,000.00	1,580		This reflects management of a major ongoing claim for the waste centre.
Number of insurance claims per annum (#)	56.00	<44.00	<40.00	25		

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	95		This is currently an estimate as the system does not record this information. The response is based on information provided by the Team Leader Water & Wastewater.
Number of non-compliances with DECCW licence standards (#)	4.00	6	0	0		
Financial management of maintenance programs (%)	95.00	97	100	96		
Financial management of capital programs (%)	66.00	90	100	93		
Effluent reused during dry weather (% of ADWF)	N/A	N/A	20.00	NA		Due to large amount of rain over the June quarter the reuse target was very low. This should rise substantially with the introduction of recycled water to dual reticulated properties in late 2013.

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	52,447		
Revenue generated from visitor services (\$)	7,933.00	7,304	>24,000.00	28,494		
Revenue raised from cooperative marketing (\$)	72,000.00	7,400.00	>15,000.00	65,546		
Number of visits to tourism website (#)	25,417.00	25,746.00	>30,000.00	35,332		
Proportion of satisfied visitors to the Ballina Visitor Centre(%)	96.00	96.00	>95.00	99%		99.33% of visitors were satisfied or very satisfied with their visit to Ballina Visitor Information Centre BVIC.
Number of grant applications submitted per month(#)	NA	8.00	>3.00	51.00		

Number of events supported / approved by Council per annum	NA	N/A	>20.00	33.00		
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	9		We have had a number of suspended solids non conformances with the stormwater which lead to a modified monitoring point, and several non-conformances relating to PH being high that was likely to have been caused due to the concrete crushing on site. This has now stabilised.
Volume of waste placed in landfill as a % of total waste received	Not recorded	Not recorded	<40.00	NA		All waste is now being transported to other sites for processing and disposal with only an incidental quantity being placed into landfill. This is no longer relevant.
Proportion of received waste diverted from landfill (%)	29.00	50.00	>50.00	53		
Airspace used at the Ballina landfill per year for landfill (cubic metres)	N/A	N/A	<10,000.00	N/A		Survey not as yet complete but due to transfer of waste target will be met.
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		
Average water consumption per metered residential connection (not including strata complexes) (kL/pa)	171.00	174.00	<250.00	147.00		This target could be tightened as it is no longer ambitious.
Water main breaks per 30km of main (#)	2.05	0.4	<1.00	0.33		
Volume of unaccounted water (%)	22.00	18.8	<18.00	22		Water loss management program being implemented. Meter replacement program being implemented to deal with apparent loss.
Financial management of capital programs (%)	88.00	79.00	Within 10% of budget	46		Majority of the outstanding are committed costs for water distribution contract and new truck for water which is ordered by not as yet delivered.