

Delivery Program and Operational Plan Status Report as at 31 December 2016

Direction One: A Connected Community (CC)

CC1.1: Actively promote crime prevention and safety strategies

Program Actions	Principal Activity	On target for this year?
<i>CC1.1.1: Pursue Safety Initiatives that make us feel safer</i>		
CC1.1.1a: Implement Council's adopted Road Safety Plan to maximise community awareness	Infrastructure Planning	
Ongoing Road Safety and Community Awareness programs reflect current issues and program direction from RMS. The Draft Bike Plan exhibition period closed in December and the submissions are now to be reviewed. The new PAMP (Pedestrian Access Mobility Plan) is being prepared in conjunction with funding from RMS.		
CC1.1.1b: Implement NSW State Government Pool Barrier Inspection Program	Building Services	
Additional casual staff have been used to assist in meeting targets. Continuation of this arrangement is anticipated in the future as high building activity continues to place significant demands on permanent staff. Fire Safety Certificate compliance under the Essential Services Program has now been transferred to the Compliance Section.		
CC1.1.1c: Support productive relations with key agencies (i.e. NSW Police, etc)	Community Facilities and Customer Service	
The Mayor and Senior Council staff met with the Local Area Commander in November 2016. The Police Commander reported that crime statistics for the shire remain at relatively low levels. Next meeting scheduled to take place in May 2017.		
CC1.1.1d: Work with the NSW Cancer Council to promote initiatives that aim to reduce the incidence and impacts of cancer	Community Facilities and Customer Service	
An article promoting the Cancer Council's Relay for Life included in the December issue of Community Connect. Council continues to promote sun smart practices in the workplace.		

CC1.2: Ensure adequate plans are in place for natural disasters and environmental changes

Program Actions	Principal Activity	On target for this year?
<i>CC1.2.1: Deliver contemporary disaster and environmental plans</i>		
CC1.2.1a: Provide contemporary emergency centre and response capability	Support Operations	
Ballina Shire Council has a primary and secondary Emergency Operations Centre (EOC) for use by the Local Emergency Management Committee (LEMC) in the event of an emergency situation. These sites were reviewed in accordance with the EOC Policy released by the NSW Government. Audits are conducted on the primary EOC quarterly. The Ballina LEMC held a simulated exercise at the primary EOC on 2 November 2016 to test the activation of the EOC to check it remains functionally ready to deal with an emergency situation. Opportunities for improvements were identified by the stakeholders and these are being actioned.		

Program Actions	Principal Activity	On target for this year?
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CC1.2.1: Deliver contemporary disaster and environmental plans

CC1.2.1c: Review Emergency Management Plan

Support Operations



The Local Emergency Management Committee (LEMC) has finalised the new Ballina Shire Emergency Management Plan (EMPlan). This document describes the local level arrangements to prevent, prepare for, respond to and recover from emergencies. The 'Emergency Services' section of the Council website has been updated to include details of this plan, and allow the community to access the (publically accessible sections) of the document. The EMPlan was submitted to the Regional Emergency Management Committee (REMC) and was endorsed on the 21 September 2016.

CC1.2.1d: Ensure Business Continuity Plans (BCP) are contemporary and tested

Human Resources and Risk Management



Overarching plan review almost complete. Testing of plan scheduled for April 2017.

CC1.3: Monitor the built infrastructure and the services delivered to the community to ensure relevant standards are being met

Program Actions	Principal Activity	On target for this year?
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CC1.3.1: Improve asset management to minimise risk of failure and to maximise benefits delivered

CC1.3.1a: Deliver proactive infrastructure asset inspection and condition assessment programs

Infrastructure Planning



The draft revaluation and condition assessment report for water and sewer assets has been received from the joint consultant (APV – Valuers and Asset Management). Council's comments on this draft report are to be finalised in January 2017 with the final report due in the first quarter 2017. The data is scheduled to be downloaded into Authority. As part of the project, the Reflect product requires a software update to facilitate integration with Authority.

CC1.3.2: Seek a high level of development compliance in our community

CC1.3.2a: Implement Compliance Program

Development Services



A half yearly update report on the 2016/17 Compliance Work Program will be presented to the January 2017 Ordinary meeting.

CC2.1 Encourage community interaction and volunteering

Program Actions	Principal Activity	On target for this year?
<i>CC2.1.1: Encourage and foster community pride through volunteering initiatives</i>		
CC2.1.1a: Acknowledge and support volunteers	Community Facilities and Customer Service	
The Gallery's 'Lynda.com' Volunteer subscription is ongoing and being utilised by the Gallery Volunteer program.		
CC2.1.1b: Support Council initiated volunteer programs (Airport, Gallery etc)	Community Facilities and Customer Service	
The Gallery continues to host and support a high level of volunteer participation with 38 members currently active in the Gallery volunteering program. Two previous volunteers that had taken time out have returned to the program.		

CC2.2 Create events and activities that promote interaction and education, as well as a sense of place

Program Actions	Principal Activity	On target for this year?
<i>CC2.2.1: Identify existing and reduce gaps in cultural facilities in the Shire</i>		
CC2.2.1a: Implement Cultural Plan	Strategic Planning	
Several programs are continuing including the cultural ways interpretive signage program and public art installations on new roundabouts in Cherry Street and Moon Street. The Pixel the Past (digital media) heritage project has commenced and preparation of a historic script relating to the Richmond River for tourism is in the early stages of commencement.		
CC2.2.1b: Implement Public Art Program	Strategic Planning	
Provision for public art installations on roundabouts in Cherry Street and Moon Street is continuing. Artist selected and commissioned for completion of the projects with further design and fabrication being the next steps.		
<i>CC2.2.2: Support cultural services within the Shire</i>		
CC2.2.2a: Promote initiatives for Northern Rivers Community Gallery	Community Facilities and Customer Service	
<p>Gallery usage continues to trend upwards with increased patronage this quarter (5,230 Gallery visitors being a 9% increase on the same period last year). Social Media stats (Oct – Dec): Facebook: 502 Likes = 24%^; Instagram: 552 Followers = 117%^ (Social Media Stats compared to previous quarter results). The Gallery website has had a total of 2,645 unique page views this quarter. The Gallery has hosted fourteen individual exhibitions in this quarter that have been well attended and attracted 944 visitors collectively to the launch events.</p> <p>The Gallery hosted the following workshops/public programs:</p> <ul style="list-style-type: none"> • 3 x School Holiday Workshops – Art Around the World with Spinning Jenny. • Curator Panel Discussion #YouCanAskThat with special guest Sebastian Goldspink from Alaska Projects in Sydney and local arts writer, Sharne Wolff. • Fundraiser Event: 'Blind Date with an Author' with special guest Martin Chatterton. • Artist Talk: Scott Trevelyan for Nimbin Links to Learning School Group. <p>The Gallery has been successful in achieving a public program 'Audience Development' grant through Museums and Galleries NSW for the establishment of an Arts and Literacy Schools Creative program partnering with local primary and secondary schools in the Ballina Shire and local arts education specialist Karen Rantissi.</p>		

Program Actions	Principal Activity	On target for this year?
<i>CC2.2.4: Promote the benefits of companion animals</i>		
CC2.2.4a: Implement Companion Animals Management Plan	Environmental and Public Health	
Management Plan to be reviewed within first six months of 2017. Rangers peak summer period and animal management and compliance a high priority within the Shire.		
<i>CC2.3 Assist disadvantaged groups within our community</i>		
Program Actions	Principal Activity	On target for this year?
<i>CC2.3.1: Increase opportunities for people with a disability</i>		
CC2.3.1a: Support Council's Access Committee	Community Facilities and Customer Service	
The Access Reference Group has provided input into the PAMP review process, assisted in the identification of a number of access issues in the Ballina Shire and continues to provide input into the preparation of the Disability Inclusion Action Plan.		
CC2.3.1b: Complete Disability Employment Audit to ensure continued accreditation and funding of program	Human Resources and Risk Management	
An audit was completed in December 2016 by BSI Group which is an accredited body by Department of Human Resources. The audit findings identified that Council was fully compliant with funding and Disability Service Standard requirements therefore enabling continued funding pending implementation of National Disability Employment Scheme scheduled to commence July 2017.		
CC2.3.1c: Implement EEO Management Plan	Human Resources and Risk Management	
Continued strong focus on indigenous traineeship programs during this period. A review of disability employment actions currently underway in light of the implementation of National Disability Employment Scheme to commence in July 2017. Staff Consultative Committee scheduled to review EEO Management Plan actions in February 2017.		
CC2.3.1d: Prepare and implement Disability Inclusion Action Plan (DIAP)	Community Facilities and Customer Service	
Analysis of community survey and community consultations is currently being undertaken. A priority list of issues and strategies aimed at addressing the issues is planned as part of the DIAP.		
<i>CC2.3.2: Foster opportunities and partnerships with Aboriginal people</i>		
CC2.3.2b: Support an effective and consultative Aboriginal Community Committee	Community Facilities and Customer Service	
Aboriginal Community Committee meetings continue to be convened in accordance with the arrangements established by the Committee. Attendances at meetings have been variable.		

CC3.1 Provide strategies for older residents to be part of our community

Program Actions	Principal Activity	On target for this year?
<i>CC3.1.1: Provide appropriate services and facilities for an ageing population</i>		
CC3.1.1a: Implement adopted Ageing Strategy	Community Facilities and Customer Service	
Council is currently renewing design templates for the construction of public infrastructure to better respond to the needs of older people and people with disabilities. Infrastructure items being considered include kerb ramps and footpaths.		
CC3.1.1b: Implement East Ballina Cemetery Master Plan	Open Spaces and Reserves	
Report being prepared for Council on the implementation of East Ballina Cemetery Master Plan following Council resolution.		

CC3.2 Provide young people with a range of leisure activities, along with opportunities for personal development

Program Actions	Principal Activity	On target for this year?
<i>CC3.2.1: Ensure provision of appropriate facilities for younger people</i>		
CC3.2.1a: Enhance sporting field facilities	Open Spaces and Reserves	
Sports field lighting installation at Ballina Netball completed. Wollongbar sports fields continue to progress with tennis clubhouse nearing completion and netball facilities completed. Grass growth on Wollongbar sports fields affected by extended periods of dry weather.		
CC3.2.1b: Implement Playground Upgrade and Renewal Plan (PURP)	Open Spaces and Reserves	
Major repairs following playground audit have been undertaken. Design and procurement works commenced for Porter Park, Bulwinkle and Rubiton Parks.		
CC3.2.1c: Provide skate park facilities for Alstonville/Wollongbar	Open Spaces and Reserves	
Tender awarded at the October 2016 Council meeting. Initial meeting held on both sites with contractor to initiate project.		

CC3.3 Provide equitable access to a range of community services and facilities

Program Actions	Principal Activity	On target for this year?
<i>CC3.3.1: Improve access, services and usage of community centres</i>		
CC3.3.1d: Determine long term future of Ballina Fire Station site and precinct	Community Facilities and Customer Service	
The development application for the Gallery's future use of the former Ballina Fire Station was submitted to Council on 24 December 2016. The Gallery was unsuccessful with respect to the Australian Ministry for the Arts 'Catalyst Funding Program' for the required capital works and is continuing to examine alternative funding opportunities.		

Program Actions	Principal Activity	On target for this year?
<i>CC3.3.2: Ensure appropriate provision of recreation facilities</i>		
CC3.3.2b: Implement upgrade of Ballina and Alstonville swimming pools	Community Facilities and Customer Service	
<p>Woollams has been engaged for the design and construction of both the Ballina and Alstonville Swimming Pools. Design works are progressing with construction works scheduled to commence at the start of the 2017 off-season. Construction is to be completed by early October 2017. The structure of the pools proposed by Woollams is a formed concrete construction with a tiled finish.</p> <p>The negotiated lump sum contract for the design and construction of both the Ballina and Alstonville pools is \$13,724,895. (Council endorsed an increase in the project funding to a maximum of \$14 million).</p> <p>A consultation meeting was held with key stakeholders and user groups associated with the pools. The feedback from these meetings was positive, with some design suggestions or questions raised that will be referred to the Woollams team.</p> <p>The only substantial item to be considered further to the changes listed in the report to Council is the inclusion of a graded entry depth of water to the 25 metre pools to support a wider age range for the learn to swim programs.</p>		
CC3.3.2c: Progress provision of indoor sports facility for Ballina	Strategic Planning	
<p>Council has resolved to progress the provision of an indoor sporting facility in Ballina through a joint venture with the Department of Education on the site of the Ballina High School and confirmed its approach at its December 2016 Ordinary Meeting. Lease negotiations and design refinements are ongoing.</p>		
CC3.3.2d: Implement Captain Cook Master Plan	Open Spaces and Reserves	
<p>Report on road access planned for February 2017 Council meeting.</p>		
CC3.3.2e: Implement Pop Denison Master Plan	Open Spaces and Reserves	
<p>Review of Environmental Factors (REF) currently being prepared for works in conjunction with additional works implemented as part of Shaws Bay CZMP.</p>		

Direction Two: A Prosperous Economy (PE)

PE1.1 Promote our area as an attractive place to invest and visit

Program Actions	Principal Activity	On target for this year?
<i>PE1.1.1 Work together to plan, co-ordinate and implement tourism initiatives for the region and Ballina Coast and Hinterland to benefit the local economy and community</i>		
PE1.1.1a: Implement regional visitor services strategy	Community Facilities and Customer Service	
The Ballina Visitor Information Centre website has been upgraded to an innovative and contemporary design, enhancing the site as a customer interface and promotional tool for the Shire.		
PE1.1.1b: Participate in and leverage opportunities to market the Ballina Coast and Hinterland	Community Facilities and Customer Service	
A destination awareness campaign, titled A Breath of Fresh Air, was launched in October. This campaign targeted adult couples, living in Victoria, with a medium to high disposable income. Two of the key objectives were to increase overnight visitation and flights through fly-drive offers with unique food, culture and arts experiences. In 2016 the Ballina Byron Gateway Airport recorded its busiest ever October and December on record.		
Indicators of success with the campaign include :		
<ul style="list-style-type: none"> The Melbourne route saw load factors of 79% in December with 11,343 passengers travelling through the Ballina Byron Gateway Airport. October and November load factors were 90% and 87% respectively. The destination website, discoverballina.com also had its busiest ever period with a record 31,240 sessions by 22,783 unique users. 		
PE1.1.1c: Implement Destination Management Plan for Ballina Shire	Community Facilities and Customer Service	
Actioned objective 2.4 Implemented a marketing campaign to Melbourne source markets. Successful in securing State Government funding to produce a \$100,000 advertising campaign promoting the region. The online advertisements received over 3.5 million impressions and 24,487 clicks in a 23 day period. Note this is the same marketing campaign mentioned in relation to P1.1.1b.		
Actioned objective 2.6 Weekly updates on social media. Staff have posted multiple times each week in regards to local tourism product offering and events to the 2,339 people who like the Ballina Coast & Hinterland Facebook page.		
PE1.1.1e: Improve Promotional and interpretative signage	Governance and Finance	
The signage for the Coastal Recreational Path is scheduled to be installed shortly.		
PE1.1.1f: Participate in Roads and Maritime Services Location Marker Program for Ballina	Governance and Finance	
The trial sites for phase one (i.e. Kew and Moorland) have proved to meet the RMS objective of providing a corridor for motorists whilst providing an understanding of where they are geographically. The RMS has confirmed they are now about to embark on phase two, which includes Ballina. The RMS has contacted Council staff to arrange a meeting to confirm the process in January or early February.		
<i>PE1.1.2 Provide infrastructure that supports our towns as an attractive place to invest and visit</i>		
PE1.1.2a: Progress Coastal Shared Path	Engineering Works	
Coastal Recreational Path (Section 1 Angels Beach to Sharpes Beach): The construction of the shared path between Angels Beach underpass and Sharpes Beach underpass, known as Section 1, is essentially complete and was open to the public in time for Christmas holiday period. The groundworks for the Cultural Ways project are also complete, and the installation of the significant Aboriginal interpretive signage will follow in January / February 2017, to coincide with arrangements with the Aboriginal stakeholders. The project also requires ongoing vegetation management comprising rehabilitation works and compensatory works, and quotations for this ongoing work will be sought early 2017.		
Program Actions	Principal Activity	On target for

this year?

PE1.1.2b: Implement Regional Boating Strategy and related master plans

Engineering Works



Under the Regional Boating Plan funding has been allocating to the following projects: East Wardell – Pontoon, \$100,000 (\$50,000 grant funded); Captain Cook – Wharf/pontoon, \$300,000 (\$250,000 grant funded); Fishery Creek – Pontoon, \$100,000 (\$50,000 grant funded); Faulks Reserve – Pontoon, \$175,000 (\$100,000 grant funded); North Creek Lennox Head – boat ramp \$150,000 (\$75,000 grant funded); and Keith Hall – boat ramp \$300,000 (\$225,000 grant funded). Tenders were called and an appointment made in March 2016 for design and approvals documentation for delivery of these combined projects. The consultant has completed survey, geotechnical investigations and concept designs for five of the projects. The Port Ballina Taskforce meeting held 25 October 2016 endorsed the concept designs. The consultant is now finalising documentation for early 2017 to enable submission of planning approval documents and completion of tenders for the supply and installation of the pontoon components.

PE1.2 Provide infrastructure that supports business and delivers economic benefits

Program Actions

Principal Activity

On target for this year?

PE1.2.1 Improve infrastructure and viability of business precincts

PE1.2.1b: Implement Ballina Town Centre enhancements programs

Engineering Works



Moon Street / River Street roundabout and Moon Street upgrade is complete as is Cherry Street / Tamar Street roundabout. The landscaping for the Moon Street roundabout and the Cherry Street / Tamar Street roundabout has proceeded with the appointment of an artist by the Public Art Committee. The installation of the public art at the roundabouts is scheduled for July 2017.

PE1.2.1c: Support enhancements in other key business centres (Wardell, Alstonville)

Engineering Works



A contractor has been appointed for the construction of the Wardell boardwalk and commenced on-site late September 2016. Piling works were completed during October and November. Unfortunately there has been a temporary delay with the project due to DPI-Fisheries requirement for a DPI-Lands licence. This has not previously been asked, and appears to be a new procedure which will need to be followed for future projects. The contract works for the boardwalk (which require the permit) are planned for recommencement late January 2017 following the Christmas and New Year holiday period. A revised completion will be April 2017.

PE1.2.1d: Prepare Ballina Marina (Trawler Harbour) Master Plan

Strategic Planning



Preparation of the Ballina Marina Master Plan is ongoing. Draft redevelopment concept designs have been prepared and economic feasibility assessment work is progressing. Liaison with Government agency working group is also continuing.

PE1.2.1f: Finalise rezoning of Southern Cross Expansion Precinct and implement expansion of existing estate

Commercial Services



Application for extension from NSW Department of Planning approved to October 2017. Report on planning proposal submitted to January 2017 Ordinary Council meeting.

PE1.3 Minimise the costs and regulatory requirements for doing business

Program Actions

Principal Activity

On target for this year?

PE1.3.2 Streamline processes for undertaking business with Council

PE1.3.2a: Introduce online certificates application process

Governance and Finance



Number of Section 603 templates reduced from 13 down to two to assist with implementation. Information Services reviewing the eservices gateway platform within Authority. Once the platform is operational we can begin to bring services online. At the moment we are aiming to have a range of services up by 30 June.

Program Actions	Principal Activity	On target for this year?
<p>PE1.3.2b: Simplify access to documents and expand volume of digitised records</p> <p>Business process re-engineering under way for DA approvals processing. Property drainage diagrams to be scanned in-house due to the large amount of work that needs to be undertaken by staff prior to shipping them for third-party scanning (which only accounts for some 15% of the total cost). It is anticipated that this will be a twelve month project.</p>	Information Services	
<p>PE1.3.2c: Support the NSW State Government's Small Business Friendly Council's Program</p> <p>Council continues to meet with the three Chambers on a regular basis. The preparation of the Economic Development Strategy and the current review of the impact of developer contributions on small business are two projects underway that aim to support small business.</p>	Governance and Finance	
PE2.1 Develop plans that encourage business growth and diversification		
<p>Program Actions</p>	<p>Principal Activity</p>	<p>On target for this year?</p>
<i>PE2.1.1 Develop and enhance the Ballina Byron Gateway Airport Precinct</i>		
<p>PE2.1.1a: Implement Airport upgrades</p> <p>The design and documentation of the \$5.4M Terminal Precinct Expansion project is well underway. The Certified Air / Ground Radio Service are now due for implementation in March 2017. The chain wire mesh security fence on the northern and western boundary fence is now complete. The passenger numbers are at record levels and still growing.</p>	Commercial Services	
PE2.2 Promote and facilitate a range of business activities		
<p>Program Actions</p>	<p>Principal Activity</p>	<p>On target for this year?</p>
<i>PE2.2.1 Maximise Opportunities and benefits to be gained from Council dredging and quarrying activities</i>		
<p>PE2.2.1a: Implement recommendations from quarry options report</p> <p>Quarry Development Plans have been prepared for both Tuckombil and Stokers Quarry. Details on these plans along with the strategy and costs for implementation were presented to Council at the November 2016 Ordinary Meeting. It was resolved to continue with the preparation of the Environmental Impact Statement (EIS) and other planning approval documentation for the proposed expansion of Tuckombil and Stokers Quarries. This is to include the development of a community engagement strategy for the purpose of proactive community consultation during the preparation of the planning application documentation.</p> <p>Works are currently occurring on writing up briefs for procuring community engagement specialists and consultants for preparing EIS and planning approvals. Works will be staged so that Council can continue to assess project viability and risks. An important first task is to prepare a community engagement strategy to ensure all stakeholder interests are engaged with the process from the beginning.</p>	Support Operations	
<p>PE2.2.1b: Proactively manage Council sand pit</p> <p>Opportunities were identified in looking at the sandpit operations in conjunction with the project for dredging North Creek. Information on the project and recommendations for the long term use of the resource are being prepared for a report to Council in early 2017.</p>	Support Operations	

Program Actions	Principal Activity	On target for this year?
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PE2.2.1 Maximise Opportunities and benefits to be gained from Council dredging and quarrying activities

PE2.2.1c: Pursue dredging of North Creek

Infrastructure Planning



The request for funding under the Coastal and Estuary Grants Program (OEH) has been submitted to the NSW Government to assist with the planning approvals process. The sediment investigation works have been ongoing through this quarter.

PE2.3: Establish planning regulations that encourage opportunities for diversification

Program Actions	Principal Activity	On target for this year?
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PE2.3.1: Enhance opportunities for business interaction with Council

PE2.3.1b: Prepare economic development strategy

Strategic Planning



Discussion paper as the basis for community engagement prepared. Initial stakeholder and community engagement to commence in January 2017.

PE3.1 Facilitate and provide economic land and infrastructure to support business growth

Program Actions	Principal Activity	On target for this year?
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PE3.1.1 Provide adequate land for business growth

PE3.1.1a: Progress availability of land at the Russellton Industrial Estate

Commercial Services



Negotiations still ongoing with adjoining landowners. Council deferred funding for expansion of this Estate from 2017/18 for a number of years due to the need for the available funds to be applied to the construction of Airport Boulevard.

PE3.1.1b: Progress availability of land at the Southern Cross Industrial Estate

Commercial Services



Construction Certificate Application lodged December 2016 for the 54 North Creek Road development with tenders for construction to be called shortly.

PE3.1.2 Support our retail centres

PE3.1.2a: Progress improvements to the Wigmore Arcade to encourage retail trade in the Ballina Town Centre

Commercial Services



Roofing and amenities upgrade now complete.

PE3.2 Facilitate and provide affordable infrastructure, both business and residential

Program Actions	Principal Activity	On target for this year?
<i>PE3.2.1 Pursue affordability strategies in respect to the availability of residential land</i>		
PE3.2.1a: Progress Wollongbar and Ballina Heights Building Better Regional Cities Programs	Commercial Services	
A total of 96 grants have been issued for Wollongbar Urban Expansion Area. This now completes the scheme in this area. A total of 88 grants have been issued for Ballina Heights Estate out of a total of 120.		
PE3.2.1b: Monitor effectiveness of waiver of Section 94 contributions for secondary dwellings	Strategic Planning	
Policy is being monitored on a six monthly basis. 21 secondary dwellings (granny flats) were approved in the period 1 January 2016 to 31 December 2016.		
<i>PE3.2.2 Plan for and provide new residential land and facilities in line with population growth in other areas in the shire outside Ballina</i>		
PE3.2.2a: Release land at Council's Wollongbar residential land holding	Commercial Services	
10 out of 18 lots presold in stage two. Tenders currently being assessed with report to January 2017 meeting.		
PE3.2.2b: Monitor infrastructure to support identified growth areas at Pacific Pines (Lennox Head), Wollongbar and Ballina Heights	Infrastructure Planning	
Council's capital works program reflects the outcomes of monitoring and planning works for the major projects included in the delivery program. CURA A has received development consent for 45 lots which are adjacent to the Ballina Heights Estate. The larger development application for CURA A is still undergoing assessment. EPIQ, Ballina Heights, Elevation, Ferngrove, Riveroaks estates have stages under construction or construction certificate applications under assessment.		

PE3.3 Encourage technologies and transport options that support work at home or close to home business activities

Program Actions	Principal Activity	On target for this year?
<i>PE3.3.1 Expand accessibility options</i>		
PE3.3.1a: Implement Pedestrian Access and Mobility Plan (PAMP) and ensure plan remains contemporary	Engineering Works	
Works are in progress according to the delivery program, including adjustments made at the July 2016 Council meeting. Council has also received a RMS grant for 2016/17 for the preparation of a new PAMP and communications for community input has commenced with closing date for public submissions being 20 December 2016.		
PE3.3.1b: Pursue access to latest technologies for the business community (i.e. NBN)	Governance and Finance	
Council is reliant on the roll out of this infrastructure by NBN Co, which means there is little we can do to fast track technology. If opportunities arise with greenfield submissions those opportunities are pursued with NBN Co and / or the developer.		

Direction Three: A Healthy Environment (HE)

HE1.1 Our planning considers past and predicted changes to the environment

Program Actions	Principal Activity	On target for this year?
<i>HE1.1.1 Plan, monitor and manage to protect our coastline</i>		
HE1.1.1a: Finalise and implement Coastal Zone Management Plan	Engineering Works	
<p>Councils Draft CZMP was formally approved by the Minister for Planning in July 2016, subject to minor amendments recommended by the NSW Coastal panel and OEH. These amendments have been made and the CZMP was gazetted and commenced 2 September 2016. The actions for implementation this year are the establishment of the monitoring program. Early project management activities have commenced. The report for the Seven Mile Beach seawall investigation has also been finalised during December 2016.</p>		
<i>HE1.1.2 Plan, monitor and manage to protect our floodplains</i>		
HE1.1.2a: Finalise and implement Floodplain Risk Management Plan (FRMP)	Engineering Works	
<p>The Floodplain Risk Management Plan has been adopted by Council with amendments, and the DCP was also adopted with a further review to be undertaken. A grant for investigation and design of flood relief at Gallans Road shared path (Cumbalum) has been received. Work has concluded on this project with outcomes to be assessed as part of broader floodplain considerations between Emigrant Creek and North Creek catchments. A grant application was made in March 2016 under NSW Floodplain Management Program for further assessment and commencement of FRMP actions. The grant application was unsuccessful and Council resolved at the December 2016 Ordinary meeting to proceed with early investigations using Council's existing flood consultant. A further grant application was also made in early October 2016 under the NSW Local Government and OEH Building Resilience to Climate Change Program for commencement of investigation of Council infrastructure subject to sea level rise vulnerability.</p>		
<i>HE1.1.3 Actively promote and undertake climate saving and environmental actions as an organisation</i>		
HE1.1.3a: Implement Council's Climate Action Strategy and Environmental Action Plan	Strategic Planning	
<p>20 million trees revegetation program for koala habitat progressing (additional habitat plantings on the Alstonville Plateau completed). Regular reporting on environmental initiatives being undertaken through Community Connect. Regional State of the Environment Report completed in November 2016.</p>		

HE1.2 Promote initiatives that improve our natural environment

Program Actions	Principal Activity	On target for this year?
<i>HE1.2.1 Protect and enhance our waterways</i>		
HE1.2.1a: Support implementation of the Coastal Zone Management Plan (CZMP) for the Richmond River	Strategic Planning	
<p>Liaison with Rous County Council ongoing. Rous County Council has completed a review of the CZMP and its implementation. Planning for application of available resources in relation to the CZMP for 2016/17 is progressing (several potential initiatives are subject to grant funding). Planning is having regard for potential resources that may be available as a result of Council's proposed special rate variation.</p>		

Program Actions	Principal Activity	On target for this year?
<i>HE1.2.1 Protect and enhance our waterways</i>		
HE1.2.1b: Implement Shaws Bay Coastal Zone Management Plan (CZMP)	Environmental and Public Health	
Additional grant submitted to Office Environment and Heritage for investigation and approvals for dredging of the Bay. Letters written to NSW Ministers requesting additional funding to fast track Actions and works as nominated under the CZMP. Significant program of works in the process of being implemented for 2016/17.		
HE1.2.1c: Implement Lake Ainsworth Management Plan	Environmental and Public Health	
Preliminary enquiries and investigation into the process required to review existing management plan and develop a new Coastal Zone Management Plan for the Lake. Lake Ainsworth Water Quality Snapshot Report currently being reviewed by staff and once finalised will be reported to Council. Funding approved for southern precinct works with works to commence shortly on either southern or eastern precinct.		
<i>HE1.2.2 Reduce impact of stormwater on our waterways</i>		
HE1.2.2a: Implement Stormwater Management Plan	Engineering Works	
Chickiba wetland (civil works) was completed in October 2016. Monitoring is in progress which will continue for two years. Feedback from OEH has been positive regarding progress so far. Northlakes rehabilitation works have also concluded and further consultation with the community will be likely as further monitoring progresses. Follow-up water quality testing indicates possible pool water discharges. A trial section of rehabilitation of Alstonville Creek (approximately 100 metres) at Tamarind Drive Alstonville was completed during the quarter. A successful grant notification was also received from the NSW Environmental Trust, being for a community educational animation with a theme of "Let's clean-up our river"		
<i>HE1.3 Promote our open spaces, reserves, natural areas and their heritage values</i>		
Program Actions	Principal Activity	On target for this year?
<i>HE1.3.1: Undertake actions to beautify our streetscapes and open spaces</i>		
HE1.3.1a: Implement a proactive street tree planting program	Open Spaces and Reserves	
Planting undertaken at Kingsford Smith, Tanamera and Gap Road, with additional plantings undertaken at Kings Court, Fawcett Street and Liffey Avenue to replace damaged trees. Stock currently being prepared at nursery for larger planting jobs planned for the cooler weather.		
HE1.3.1b: Maintain contemporary vegetation management plans	Open Spaces and Reserves	
Vegetation management plans continue to be maintained and updated.		
HE1.3.1c: Implement a proactive fig tree management plan	Open Spaces and Reserves	
Report on Castle Drive Fig presented to December 2016 Council meeting. Various maintenance actions being undertaken where necessary across the Shire.		

HE2.1 Implement total water cycle management practices

Program Actions	Principal Activity	On target for this year?
<i>HE2.1.1 Plan and deliver adequate water cycle requirements in urban areas</i>		
HE2.1.1a: Implement adopted Urban Water Management Strategy	Water and Wastewater	
Residences that are part of the Lennox Recycled Water Scheme are now supplied recycled water following system "turn on" on 5 July 2016. The second quarter of operation continued without any reportable incidents. The Ballina Scheme is still on-track for "turn-on" in 2017.		
<i>HE2.1.2 Provide good quality recycled water and minimise water consumption</i>		
HE2.1.2a: Implement recycled water quality management plan	Water and Wastewater	
Recycled water supply continued to Lennox Head residents from the Lennox Head Treatment Plant without any reportable incidents. Council officers are also coordinating water saving rebates with Rous Water to ensure maximum recycled water use and drinking water savings.		
HE2.1.2b: Provide recycled water to dual reticulated properties	Water and Wastewater	
At a significant capital saving, the preferred option for provision of recycled water to the Ballina Recycled Water Scheme has been identified as interconnection with the Lennox Head Scheme. Preparatory works have commenced, and works are scheduled to be complete by the end of the financial year.		

HE2.2 Reduce, reuse and recycle our resources

Program Actions	Principal Activity	On target for this year?
<i>HE2.2.1 Reduce our waste to landfill through effective management and recycling</i>		
HE2.2.1a: Implement Council Waste strategy	Waste Services	
Audits of domestic kerbside waste and recycling, commercial/industrial waste and construction/demolition waste undertaken in November 2016. EPA licence renewal and asbestos remediation works continue.		
<i>HE2.2.2 Reduce water wastage</i>		
HE2.2.2a: Implement water loss reduction program	Water and Wastewater	
Program has been implemented, however investigation works appear to indicate a prevalence of more smaller and hard to detect leaks rather than fewer larger leaks. Investigations are continuing, with additional flow monitoring devices being installed throughout this financial year.		

HE2.3 Pursue innovative technologies

Program Actions	Principal Activity	On target for this year?
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HE2.3.1 Reduce finite resource use through innovation

HE2.3.1a: Implement innovative technologies to generate efficiencies and reduce resource use

Governance and Finance



Council has entered into an agreement with Essential Energy to begin replacing faulty street light fittings and for the installation of new street light fittings with LED fittings, now that Essential Energy has completed its LED street light fitting testing program. LED fittings are energy efficient but also offer an extremely long maintenance free life compared to the existing street lighting. Essential Energy is also working on future bulk replacement programs for those Councils wanting to carry out large scale replacement.

HE3.1 Develop and implement plans that balance the built environment with the natural environment

Program Actions	Principal Activity	On target for this year?
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HE3.1.1 Plan and provide for residential urban and semi-rural expansion

HE3.1.1a: Complete DCP for Skennars Head expansion

Strategic Planning



DCP adopted by Council at its October 2016 Ordinary Meeting and implemented. Project is complete.

HE3.1.2 Ensure planning instruments reflect current and future needs

HE3.1.2a: Develop Major Regional Centre Strategy for Ballina and implement actions

Strategic Planning



Various programs to implement the Strategy are underway with reporting on progress contained within a project webpage on Council's website. Examples of initiatives progressing include planning for the upgrade of Pop Denison Park, construction of the coastal recreational path, preparation of an economic development strategy, planning for an indoor sporting facility and planning for enhanced marine infrastructure in Ballina.

HE3.1.2b: Oversee implementation of Wardell Strategic Plan

Strategic Planning



Various strategic plans actions have been progressed or completed. These include a review of infrastructure and capital works plans for the village, preparation of a commentary on the historic use of the Richmond River, construction of a board walk along the riverfront in the vicinity of Bridge Drive, and continued provision of contributions incentives for secondary dwellings in urban areas.

HE3.1.2c: Review Planning Framework for Alstonville and Wollongbar

Strategic Planning



First phase community engagement underpinning the preparation of the Alstonville Strategic Plan (Alstonville 2016) has been completed. A planning and environmental study addressing the characteristics and attributes of Alstonville, key issues identified and planning options is in preparation. Background reporting for the Wollongbar Strategic Plan is underway with the first phase community engagement for the Wollongbar plan scheduled to commence before the end of the 2016/17 financial year.

HE3.1.2f: Review environmental protection zone framework

Strategic Planning



Council has adopted a staged approach to the integration of deferred matters (E zone areas) into the Ballina LEP 2012. Stage 1 planning proposal endorsed by Council at its December 2016 Ordinary Meeting and lodged with the Department of Planning and Environment. Documentation and assessment for further stages is ongoing.

Program Actions	Principal Activity	On target for this year?
HE3.1.2 Ensure planning instruments reflect current and future needs		
HE3.1.2i: Review Local Growth Management Strategy	Strategic Planning	
Current work program commitments have resulted in a delay to the commencement of this project. This project is now planned for commencement in the 2017/18 financial year.		
HE3.1.2j: Review Generic Plan of Management and Specific Plans in a timely manner	Strategic Planning	
Plan of Management for Community Land (Generic POM) has been reviewed and amendments adopted by Council at its December 2016 Ordinary Meeting. Project complete for the 2016/17 financial year. Specific plans are in the process of being prepared for Ocean Breeze Reserve, Tosha and Killen Falls.		

HE3.2 Minimise negative impacts on the natural environment

Program Actions	Principal Activity	On target for this year?
HE3.2.1 Ensure compliance with environmental legislation and standards		
HE3.2.1a: Establish Local Asbestos Policy	Environmental and Public Health	
Local Government NSW has updated their website to include Ballina Shire Council on the list of councils with an asbestos policy based on the Model Asbestos Policy. Project complete.		
HE3.2.1c: Implement on-site sewage management (OSSM) strategy	Environmental and Public Health	
OSSM review underway and an Action Plan has been developed for the main four priority strategies at this time. Implementation of Strategy One completed, Approval to Operate Applications managed now by the Administration Section. It is anticipated that the OSSM Strategy and Policy will be reported to Council within the first year of the new Council and is due to be reported to Council by June 2017.		
HE3.2.2: Undertake initiatives that protect our local fauna		
HE3.2.2a: Implement Koala Management Plan	Strategic Planning	
Council is awaiting endorsement of the Core Koala Habitat Plan of Management within the Koala Management Strategy by the Department of Planning and Environment. Liaison with the DPE in this regard is ongoing. Planning for the implementation of the strategy is continuing in the meantime. Fact sheets, standardised conditions of development consent and mapping information tools are being prepared at present. 20 million trees koala habitat plantings are also ongoing.		

HE3.3 Match infrastructure with development

Program Actions	Principal Activity	On target for this year?
HE3.3.1 Plan what public facilities and services are required as a consequence of new development		
HE3.3.1a Complete review of Section 94 Open Spaces and Community Facilities Plans	Strategic Planning	
Review completed and revised plan adopted by Council at its November 2016 Ordinary Meeting. New plan in operation from January 2017.		

Direction Four: Engaged Leadership (EL)

EL1.1 Facilitate and develop strong relationships and partnerships with the community

Program Actions	Principal Activity	On target for this year?
<i>EL1.1.1 Encourage greater participation in Council's operations</i>		
EL1.1.1a Ensure Council policies reflect contemporary community standards (review 100% of policies during each term of Council)	Governance and Finance	
All policies except one reviewed last term of Council and process now commencing for review of all policies during this term of Council.		
EL1.1.1b Review land classifications to ensure they reflect community standards and intended land use outcomes	Strategic Planning	
System in place to monitor changes in public land holdings and associated classification and categorisation. Public land holdings reviewed on a six monthly basis.		
EL1.1.1c: Complete review of Community Strategic Plan	Governance and Finance	
Council endorsed a community consultation strategy for the preparation of this plan at the November 2016 Ordinary meeting and that strategy is in the process of being implemented.		

EL1.2 Involve our community in the planning and decision making processes of Council

Program Actions	Principal Activity	On target for this year?
<i>EL1.2.1 Expand opportunities for involvement in Council activities</i>		
EL1.2.1a Implement consultation methods to increase community involvement in Council's activities	Governance and Finance	
Council has initiated preparation of management plans for Killen Falls, Tosha Falls and Ocean Breeze Reserve. Stakeholder engagement for Killen Falls and Tosha Falls including 'one on one' meetings, on site discussions with users and an on line survey in planning and will be undertaken in January 2017. The review of the Community Strategic Plan has commenced and there has been broad community engagement in relation to the proposed special rate variation.		

EL1.3 Actively advocate community issues to other levels of government

Program Actions	Principal Activity	On target for this year?
<i>EL1.3.1 Be the voice of our community and liaise with State and Federal Governments</i>		
EL1.3.1a Approach State and Federal Governments and local members in respect to issues that affect our Shire	Governance and Finance	
Approaches made - Hon Mike Baird, Premier of NSW and Hon Niall Blair Minister for Primary Industries – Request for meeting re Shark Management Strategy and Ballina Ocean Pool , Tamara Smith, Member for Ballina – copy of letter to Essential Energy re undergrounding of power supply – Lake Ainsworth, Hon Robert Stokes, Minister for Planning and Hon Duncan Gay, Minister for Roads, Maritime and Freight – Section 94 Contributions Plan – any Government funding available for larger road infrastructure projects, Hon David Elliott, Minister for Corrections, Emergency Services & Veteran Affairs - representations for permanent firefighters at Ballina Fire Station, Hon Darren Chester MP, Minister for Infrastructure and Transport, Deputy Leader of the House, Member for Gippsland - Road funding commitments made by Matthew Fraser, Hon Duncan Gay, Minister for Roads, Maritime & Freight – seeking timeframe for road funding commitments made by Matthew Fraser, Hon Rob Stokes, Minister for Planning – Private Native Forestry, Hon Niall Blair, Minister for Primary Industries and Hon Duncan Gay, Minister for Roads, Maritime and Freight – – consideration of additional funding for Shaws Bay CZMP, Hon Niall Blair, Minister for Lands and Water – request to redirect proceeds of Crown 34A Licence 396806 to Council as Reserve Trust Manager (Captain Cook Park), Hon Rob Stokes, Minister for Planning – Shaws Bay Coastal Zone Management Plan – Funding Request, Minister for Corrections, Emergency Services & Veteran Affairs - representations for Police resources at Alstonville and Wardell.		

EL2.1 Proactively pursue revenue opportunities, cost savings and/or efficiencies

Program Actions	Principal Activity	On target for this year?
<i>EL2.1.1 Utilise plant, equipment and stock effectively and efficiently</i>		
EL2.1.1a Implement procurement process improvement program	Support Operations	
Control of Mobile Garbage Bins (MGB's) as stock items is working extremely well, with significant cost savings already achieved through better management of re-order levels of components as separate items, as opposed to complete bin units. The bi-annual stocktake is scheduled to take place Monday 16 January 2017. We will again be using simple barcode scanners to tally stock and provide an efficient sorting mechanism to be able to input stocktake counts and review discrepancies/re-counts quickly and effectively. Preparations are taking place to identify and catalogue items that are currently in and around the Depot consequent to them being left over from earlier works. It is envisioned that this will inform the development and maintenance of a listing that will be circulated to relevant Line Managers/team Leaders/Supervisors to remind them in case the items in question can be re-deployed on other works.		
<i>EL2.1.1 Enhance financial sustainability</i>		
EL2.1.1a: Level of compliance with and progress towards the Fit for the Future Program	Governance and Finance	
Council resolved at the December 2016 Ordinary meeting to undertake a consultation program in respect to the implementation of a proposed special rate variation, largely as per Council's Fit for the Future submission.		
<i>EL2.2 Utilise modern operating systems</i>		
Program Actions	Principal Activity	On target for this year?
<i>EL2.2.1 Generate efficiencies in operating systems and practices</i>		
EL2.2.1a Implement technology solutions that improve business processes and introduce productivity gains	Information Services	
A technology based management system has been developed to assist supervisors undertake what is currently manual WHS competency assessments. This tool uses an e-form to conduct the assessments, then automatically records the outcomes in Council's document management system and finally it provides reports on the status of each staff member, with alerts when an assessment or document review is overdue. This functionality and automation will be available in the field, and will significantly reduce the administration of this task which can involve several hundred assessments on an ongoing basis. As many of our staff are involved in high risk construction and other activities, the improvements to the system will also reduce Council's risk exposure		
EL2.2.1b Develop and enhance core integrating platform (Authority, TRIM and GIS) to improve customer service	Information Services	
Delayed go-live of the Content Manager 9 upgrade due to software issues identified and reported to the vendor. New go-live is March 2017. eServices project commenced with a view to bringing several functions online progressively by 30 June 2017.		
EL2.2.1c Implement online requisitions and optimise use	Support Operations	
Recommendations which are included as part of a fully revised Procurement Procedure have been agreed to, in principle, by the Executive Team. An integral part of the extensively revised procedure relates to a more effective use of on-line requisitions providing an effective and auditable trail of requisitions, purchase orders and accounts payable authority. A key aspect of the new procedure relates to Procurement staff with requisite expertise and delegation reviewing each and every requisition raised, prior to it going to relevant staff with the requisite delegation for final approval to allow a purchase order to be produced. This aspect of the new procedure will also assist with ensuring that goods and services procured are done as efficiently and effectively as possible. Such as utilising the approved supplier panels and prescribed procurement contracts, along with ensuring that relevant staff with requisite delegation have approved purchase/engagement. Rollout of the new procedure is scheduled to take place during the first quarter of 2017 with significant training and education being by procurement staff.		

EL2.3 Provide effective risk and safety practices

Program Actions	Principal Activity	On target for this year?
<i>EL2.3.1 Reduce risks from Council owned and controlled assets</i>		
EL2.3.1b Complete Statewide Insurance Audit to ensure compliance with Insurer and Council requirements	Human Resources and Risk Management	
An internal risk Management Committee established to further support risk action management plan implementation. The Risk Action Management Plan is required by the Insurer and outlines the risk projects to be completed and audited in June 2017.		

EL3.1 Provide prompt, knowledgeable, friendly and helpful advice

Program Actions	Principal Activity	On target for this year?
<i>EL3.1.1 Improve trust and confidence in local government</i>		
EL3.1.1a: Community survey to measure perception of Council service delivery	Governance and Finance	
Community satisfaction survey completed and results presented to Council through a Councillor briefing.		

EL3.2 Deliver responsive and efficient services

Program Actions	Principal Activity	On target for this year?
<i>EL3.2.2 Provide efficient internal customer service</i>		
EL3.2.2c: Introduce BIS reporting	Governance and Finance	
Preliminary reports completed with further training scheduled for staff during first quarter of 2017.		
<i>EL3.2.3 Effectively manage maintenance and capital works programs</i>		
EL3.2.3a: Increase efficiencies for road maintenance (hand patching) asphalt for pothole repair	Engineering Works	
For this quarter a total of 2,527 pothole defects were repaired. No level 2 category (major potholes) defects were recorded. The average response time was 10 working days for minor potholes. There has been a decrease in the number of potholes repaired this quarter. This is due to the good weather for the period, and also the maintenance team has been undertaking preparation work for the annual bitumen resealing program.		
EL3.2.3b: Improve efficiencies for road maintenance of gravel roads	Engineering Works	
For this quarter the data collected shows that our gravel road crew undertook maintenance grading to 140,000m ² (28%) of the 505,000m ² of our gravel pavements. This is a good result, completing 3% over our target of 25% per quarter.		

EL3.3 Encourage a motivated and adaptive workforce

Program Actions	Principal Activity	On target for this year?
<i>EL3.3.1 Build present and plan future organisational capability</i>		
EL3.3.1a Implement strategies to expand staff skills and to plan for future changes to the industry	Human Resources and Risk Management	
Continued focus during this period in enhancing information technology and leadership skills during this period. Both of these human resource development strategies are specifically designed to increase and build capacity for the existing staff to respond to future changes and demands in the industry.		
<i>EL3.3.3 Provide modern and efficient resources to maximise employee capabilities</i>		
EL3.3.3a Improve access to remote and mobile services to increase efficiencies	Information Services	
Network backbone upgrade delayed due to equipment supply delays. Now scheduled for early January. Preliminary antenna works completed in November. Council Hub implemented for Councillors and Executive team in November. Development of the eForms platform continues, with negotiations underway with software vendor to provide integration points in to corporate system.		
EL3.3.3b Implement Fleet Management Plan	Support Operations	
There are a total of 77 vehicles to be replaced this financial year. This is slightly greater number than the endorsed plant replacement program, however this is due to additional / new plant requests and replacements / accident write off vehicles. Currently, there have currently been 37 vehicles delivered, 8 are on ordered and 8 are in the process of being procured. The capital expenditure to date: General Fund Currently 72%, Water Fund 18%, Wastewater Fund 26%. The General Fund has been replacing a number of high valued plant items early this year which accounts for the high spend. This is being closely monitored and managed throughout the remainder of the financial year.		

Service Delivery Targets as at 31 December 2016

Building Services	2012/13	2013/14	2014/15	2015/16	2016/17 Target	December Results	On Target	Comments
Ensure a high level of compliance for safety certificates	N/A	N/A	N/A	87	>90	93 (440 of 473)		
Percentage of complying development certificates issued within 10 working days (%)	100 (32 of 32)	96 (47 of 49)	100 (44/44)	89 (47/53)	>90	100 (11 of 11)		
Percentage of construction Certificates issued by Council (% of total market)	92 (357 of 390)	88 (443 of 505)	84 (515/610)	91 (627/690)	>70	82 (163 of 189)		
Percentage of building development applications determined within 40 days (%)	91 (378 of 415)	90 (467 of 516)	90 (523/581)	86 (556/643)	>80	88 (155 of 193)		
Median days for determination of building development applications (excluding integrated development) (# days)	19	20	18	25	<40	25		
Percentage of Building Certificates (Section 149D of EPA Act) determined within 10 working days (%)	85 (47 of 55)	87 (39 of 45)	92 (60/65)	90 (71/79)	>90	96 (26 of 27)		

Commercial Services (Airport)	2012/13	2013/14	2014/15	2015/16	2016/17 Target	December Results	On Target	Comments
Increase in operating revenue for Airport (\$)	4,005,000	4,617,000	4,709,000	5,112,000	>5.5 million	2,753,000		
Operating surplus is greater than 25% of revenue, excluding depreciation (%)	20	23	22	27	>25	25.1		Based on revenues of \$2.753m and expenses of \$2.062m
Increase in passengers for Airport (#)	357,000	398,000	434,000	469,300	>480,000	256,479		The passenger numbers are still growing and setting new records for monthly and annual passenger throughput figures.

Commercial Services (Property)	2012/13	2013/14	2014/15	2015/16	2016/17 Target	December Results	On Target	Comments
Vacancy rate for Crown owned commercial properties (buildings) (% by number)	0	0	0	0	<10	3.70% (number) 0.60% (area)		
Increase operating revenue – Tent Park (\$)	355,000	422,000	432,000	421,000	>420,000	225,400		
Increase operating surplus – Tent Park (\$ and % of operating revenue)	\$71,000 %20	\$122,000 29%	\$173,000 40%	\$170,400 40%	>25%	\$103,000 46%		Based on revenues of \$225,400 and expenses of \$122,000.
Increase revenue generated from commercial property (\$)	2,036,000	2,058,000	1,944,000	2,060,000	>2.0 million	1,164,000		

Community Facilities and Customer Service	2012/13	2013/14	2014/15	2015/16	2016/17 Target	December Results	On Target	Comments
Visits to Community Gallery (# pa)	16,521	16,511	15,017	19,801	>16,000	11,474		
Increase visits to Gallery website	N/A	N/A	N/A	N/A	>9,000	6,392		
Increase Library membership (# pa)	26,900	20,900	22,652	22,604	>22,000	20,097		
Increase Library loans (# pa)	429,000	417,000	395,786	392,952	>400,000	188,538		Reflects trend to more PC and wireless usage
Increase Library PC usage (# pa)	N/A	19,600	23,809	25,366	25,000	12,915		
Increase Library wireless usage (# pa)	N/A	13,500	23,599	29,098	>25,000	13,267		
Bookings for Kentwell Centre (# pa)	923	835	1,019	1,063	>1,000	497		
Bookings for the Lennox Head Cultural and Community Centre (# pa)	2,536	2,541	4,110	4,506	4,000	2,511		
Bookings for the Ballina Surf Club (# pa)	N/A	181	372	399	>400	301		
Bookings for the Richmond Room (# pa)	185	N/A	191	199	>180	107		
Increase swimming pool patrons (# pa)	150,853	N/A	157,149	158,764	>155,000	85,753		
Enquiries to Visitor Centre (# pa)	52,400	57,300	54,403	58,509	>54,000	27,476		Campaign driving traffic to the destination website during this quarter
Increase visits to tourism website	35,300	42,500	61,382	57,903	>60,000	37,511		
Proportion of satisfied visitors to the Visitor Information Centre (%)	99	100	100	99	>95	97%		

Community Facilities and Customer Service (cont'd)	2012/13	2013/14	2014/15	2015/16	2016/17 Target	December Results	On Target	Comments
Net operating deficit for swimming pools (excluding depreciation) (\$ pa)	(434,400)	(470,000)	(367,100)	(282,700)	<(380,000)	(95,600)		
Net operating deficit for Community Facilities (excluding depreciation) (\$ pa)	(275,000)	(363,400)	(358,400)	(325,800)	<(420,000)	(200,00)		
Minimise operating deficit for Gallery (excluding depreciation) (\$ pa)	(95,000)	(97,000)	(147,000)	(166,000)	<(147,000)	(80,200)		There has been a review of salaries for the gallery resulting in an increase in operating costs with salaries trending higher than the original budget
Revenue from Visitor Services (\$ pa)	28,500	40,900	44,300	54,600	>40,000	26,838		
Revenue from Marketing (\$ pa)	65,500	69,700	95,400	90,200	>10,000	13,499		

Development Services	2012/13	2013/14	2014/15	2015/16	2016/17 Target	December Results	On Target	Comments
Percentage of development applications determined within 40 days (excluding integrated development) (%)	63	76	73	74	>50	65		
Percentage of Section 96 applications determined within 40 days (excluding integrated development) (%)	56	71	65	61	>60	80		
Percentage of Section 149 certificates issued within four days of receipt (%)	91	92	93	93	>90	94		
Time taken to determine development applications (excluding integrated development) (# days)	32	22	32	25	<60	26		
Time taken to determine Section 96 applications (excluding integrated development) (# days)	39	32	35	37	<40	24		
Percentage of development applications determined under delegated authority (%)	95	95	91	91	>90	97		

Engineering Works	2012/13	2013/14	2014/15	2015/16	2016/17 Target	December Results	On Target?	Comments
Minimise operating deficit for Burns Point Ferry (\$)/pa	(239,000)	(198,000)	(212,200)	(188,200)	<(100,000)	(41,000)		Includes income adjustment for full year season tickets
Financial management of operating expenses (%)	103	102	100	105	Within 10% of budget	48		
Financial management of capital expenditure projects (%)	78	71	77	79	Within 10% of budget	29		

Environmental and Public Health	2012/13	2013/14	2014/15	2015/16	2016/17 Target	December Results	On Target	Comments
Percentage of barking dog complaints responded to within 7 days (%)	100	100	85	99	100	96		
Percentage of reported dog attacks responded to within 48 hours (%)	95	98	98	100	100	98		
Percentage of drinking water sites monitored per week (%)	100	100	100	100	100	100		
Non-compliance with National Health & Medical Research Council drinking water standards (#)	0	5	0	2	Nil	Nil		
Percentage of food premises audited per year (%)	99	100	97	99	100	42		
Percentage of food premises issued with Infringement Notices (%)	2	3	2	7	<5	0		
Percentage of other commercial premises audited (# inspected) (target high risk premises audited twice pa)	100	100	99	99	>20	20		
Number of public pools monitored. Target all public pools and 1/3 of semi public pools audited (#inspected) pa	100%	100%	100%	100%	17	34		This program commenced in November and concludes at the end of March.

Environmental and Public Health (cont'd)	2012/13	2013/14	2014/15	2015/16	2016/17 Target	December Results	On Target	Comments
Number of onsite effluent disposal systems inspected per annum (#)	167	46	50	176	>100	42		Staff member on extended leave during this period. During this period we have had 15 site inspections not comply so substantial time spent dealing with these matters.
Number of OSSM Approval to Install (#) pa	N/A	N/A	N/A	68	>10	19		
Number of OSSM Approval to Operate (#) pa	N/A	N/A	N/A	130	>10	11		

Governance and Finance	2012/13	2013/14	2014/15	2015/16	2016/17 Target	December Results	On Target	Comments
Investment returns greater than 90 day bank bill rate # basis points above benchmark)	147	102	101	88	>50	121		
Percentage of complaints receiving response within 10 working days (%)	N/A	75	81	85	>80	66		36 received for first six months with 24 resolved within 10 working days
Percentage of customer request dealt with effectively and promptly (% within allocated timeframe)	N/A	88 (7,672 out of 8,740)	88 (8,788 out of 9,995)	89 (9,523 out of 10,700)	>85	89% (5,450 out of 6,100)		
Grant applications submitted (# pa)	51	23	25	15	>25	10		

Human Resources and Risk Management	2012/13	2013/14	2014/15	2015/16	2016/17 Target	December Result	On Target	Comments
Increase Aboriginal employment and integration within the workforce (#)	14	17	13	14	Increase number	14		Working with local schools to increase school based traineeship positions
Workers' compensation claims (#)	18	13	9	6	<20	3		
Hours of lost time due to workers' compensation claims (# hours)	1,580	1,379	217	260	<1,000	0		Excellent result for the first six months of the financial year.
Number of insurance claims (#)	25	28	30	28	<30	20		There has been an increase in the number of tree root property damage claims and trip and fall type claims costing \$28,300 to Council. The actual total paid out in claims by Statewide this financial year is \$240,000.
Percentage of staff turnover per year (%)	6	10	6	6	<10	3.04		
Percentage of staff undertaking formal training per year (%)	100	74	85%	89	>80	73.63		This is a progressive result with more training scheduled for remainder of year
Average number of days sick leave per employee (# days pa)	7.73	6.24	6.55	7.39	<7	3.51		Includes two months of winter which normally has higher sick leave numbers.

Information Services	2012/113	2013/14	2014/15	2015/16	2016/17 Target	December Results	On Target	Comments
Number of external visits to Council website (#)	166,900	178,400	209,200	215,951	>200,000	119,079		
Proportion of requests for assistance addressed within one working day (%)	93	85	86	87	>85	85		3,942 out of 4,641 requests closed.

Infrastructure Planning	2012/113	2013/14	2014/15	2015/16	2016/17 Target	December Results	On Target	Comments
Percentage of development application referrals completed within 21 days (%)	45	38	62	71	>70	63		Target expected to be achieved during remainder of year

Open Spaces and Reserves	2012/13	2013/14	2014/15	2015/16	2016/17 Target	December Results	On Target	Comments
Number of events to expand community involvement in Council approved events (# pa)	N/A	N/A	N/A	N/A	>25	28		
Financial management of operating expenses (%)	95	97	93	97	Within 10% of budget	46		
Financial management of capital expenditure projects (%)	90	69	60	48	Within 10% of budget	62		

Strategic Planning	2012/13	2013/14	2014/15	2015/16	2016/17 Target	December Results	On Target	Comments
Proactively promote lease and use of Council managed community Properties (% regularly leased or used)	N/A	N/A	N/A	N/A	90	98%		

Support Operations	2012/13	2013/14	2014/15	2015/16	2016/17 Target	December Results	On Target	Comments
Average fleet green star rating (light fleet) (gram/km)	3.66 leaseback 2.66 light vehicles	3.83 leaseback 2.54 light vehicles	3.91 Lease 2.56 Light	3.9 Leaseback 2.5 Light Vehicles	<220	Passenger = 186.00 g/km Commuter = 223.64 g/km Total Average = 210.85 g/km		
Reduce CO2 emissions from Council's Built Assets energy consumption (# tonnes)	8,400	8,900	9,635	9,228	<9,500	2,201		Based on predicted figures due to recent quarters accounts not yet being received.
Increase the generation of renewable energy generated on Council sites (kw) pa	N/A	N/A	N/A	380	>380	380		
Reduce energy consumption (dollar value) from Council's Built Assets (\$) pa	1,959,300	1,809,000	2,072,400	1,772,100	<2 million	476,919		Based on predicted figures due to recent quarters accounts not yet being received.
Operating surplus from fleet and plant operations (excluding depreciation) (\$)	1,331,000	1,375,100	1,502,500	1,647,000	>1.1 million	596,000		
Increase non stock item catalogue within inventory system (#pa)	N/A	N/A	N/A	>500	>75	123		

Support Operations (cont'd)	2012/13	2013/14	2014/15	2015/16	2016/17 Target	December Results	On Target	Comments
Value of store stock control bin errors (\$ biannual)	947	777	86.60 Warehouse 30.77 Ballina WWTP	\$478.45 Warehouse \$263.05 Ballina WWTP	<500	N/A		Stocktake scheduled for 16 January 2017.
Maximise revenues on quarry assets to ensure sufficient return (\$)	410,500	349,700	251,800	272,000	>100,000	50,000		Liaising with Engineering Works and the Department of Mines on upcoming projects and the ability to utilise material at the quarry.
Financial management of operating expenses (%)	95	92	89	92	Within 10% of budget	49		
Financial management of capital expenditure projects (%)	39	57	53	71%	Within 10% of budget	31		Number of major contracts let

Waste Services	2012/13	2013/14	2014/15	2015/16	2016/17 Target	December Results	On Target	Comments
Volume of waste placed in landfill as a % of total waste received (%)	N/A	0	0	0	<10	0		
Proportion of received waste diverted for beneficial reuse from landfill (%)	53	55	74	65	>60	65		

Water and Wastewater Services	2012/13	2013/14	2014/15	2015/16	2016/17 Target	December Results	On Target	Comments
Number of unplanned water supply interruptions greater than four hours in duration (#)	N/A	N/A	N/A	N/A	Nil	Nil		
Percentage of fire hydrants inspected per annum (%)	N/A	55	47	34	>50	19		
Number of notifiable drinking water health incidents at Marom Creek Water Treatment Plant (#)	N/A	N/A	N/A	N/A	Nil	Nil		
Percentage of drinking water reticulation monitoring compliance with ADWG (Microbial) (%)	N/A	N/A	N/A	N/A	100	99.67		1 detection, No repeat results
Percentage of drinking water reticulation monitoring compliance with ADWG (Chemical & Physical) (%)	N/A	N/A	N/A	N/A	100	99.76		2 x pH results out of specification in 12 months

Water and Wastewater Services (cont'd)	2012/13	2013/14	2014/15	2015/16	2016/17 Target	December Results	On Target	Comments
Number of notifiable recycled water health incidents at Ballina and Lennox Head Wastewater Treatment Plants (#)	N/A	N/A	N/A	N/A	Nil	Nil		
Percentage of Recycled Water Reticulation Monitoring Compliance with AGWR in Ballina and Lennox (Microbial) (%)	N/A	N/A	N/A	N/A	100	100		
Percentage of Recycled Water Reticulation Monitoring Compliance with AGWR in Ballina and Lennox (Chemical and Physical) (%)	N/A	N/A	N/A	N/A	100	Not available		Results are calculated on an annual basis and water has only been supplied for six months
Average water consumption per connection (# kl pa)	147	212	181	172	<200	181		Value reported is average consumption per residential connection.
Recycled water during dry weather (% ADWF)	N/A	35	32	32	>20	32		
Volume of unaccounted water (%)	22	19	20	17	<15	19		Prevalence of more smaller and hard to detect leaks rather than fewer larger leaks
Water main breaks per 30km of main (#)	0.33	1.96	1.8	1.2	<1	0.93		
Number of notifiable pollution incidents under the POEO Act (1997) (#)	N/A	N/A	N/A	N/A	Nil	Nil		

Water and Wastewater Services (cont'd)	2012/13	2013/14	2014/15	2015/16	2016/17 Target	December Results	On Target	Comments
Percentage of compliance with Environmental Protection License concentration limits at all times (%)	N/A	N/A	N/A	N/A	100	98		Ballina 7 Exceedances Wardell 4 Exceedances Alstonville 1 Exceedance Lennox Head 0
Percentage of continuing trade waste licenses renewed on expiry (%)	N/A	15	50	100	100	85		There is a large administrative component to the renewal of licenses. Resourcing requirements to support this outcome are currently being reviewed.
Percentage of trade waste inspections completed in accordance with legislative requirements (%)	N/A	N/A	N/A	N/A	100	16.4		Extensive program of inspections planned in the coming quarter to meet DPI Water requirements.
Financial management of operating expenses (%)	95	94	98	99	Within 10% of budget	48%		
Financial management of capital expenditure projects (%)	90	71	82	70	Within 10% of budget	15%		