








**Delivery Program / Operational Plan
Status Report as at 31 December 2017**



A Connected Community (CC)







WE FEEL SAFE






Code	Program Action	Responsible Position	Comments	On Target?
CC1.1.a	Implement Road Safety Plan to maximise road safety awareness	Manager Infrastructure Planning	Road Safety Program continues for speeding and driving under the influence of alcohol or drugs.	
CC1.1b	Implement NSW State Government Pool Barrier Inspection Program	Manager Development Services	50% of high risk pools inspected.	
CC1.1c	Support productive relations with key agencies (i.e. NSW Police, etc)	Manager Community Facilities	Liaison with key agencies ongoing. Police agency meeting held during quarter.	
CC1.1d	Work with the NSW Cancer Council to promote initiatives that aim to reduce the incidence and impacts of cancer	Manager Community Facilities	Council has a continuing system in place to ensure that staff take precautions to limit their exposure to the sun, via the use of PPE. Council approved installation of shade sails at the Ballina Heights playground during the quarter. Also funding approved to improve new grandstands as part of the swimming pool redevelopment project.	
CC1.2a	Implement proactive infrastructure asset inspection and condition assessment programs	Manager Infrastructure Planning	Ongoing task to create Authority files from Reflect inspection and maintenance data. As the Authority data bases build, this information can be used to refine condition assessment models to be more specific. Condition ratings in Reflect have been developed for footpaths, shared paths and cycleways, including foot bridges and boardwalks. The inspections for all road bridges and large culverts is now 75% complete. This process will be adopted to form the annual review for these structures. New camera equipment has been purchased for pipe condition assessment. This has successfully been implemented for sewer pipes and we are about to commence trials for stormwater.	
CC1.2g	Implement Development Compliance Work Program	Manager Development Services	Focus has continued on swimming pool barrier inspections, essential services (fire safety) and caravan park inspections.	

Code	Program Action	Responsible Position	Comments	On Target?
CC1.3a	Facilitate activities with emergency agencies to prevent / mitigate and respond to emergencies	Manager Support Operations	The Local Emergency Management Committee (LEMC) meets quarterly. The key activities at present include an audit of the EOC, participation in regional recovery reviews, attend DEMC, tsunami plan to be finalised early in 2018 and airport emergency exercise held.	
CC1.3b	Maintain contemporary Emergency Risk Management Plan (ERM)	Group Manager Civil Services	A new Emergency Management Plan (prepared by Council) was approved in early 2017. This EMPLAN extends the ERM process by recording the key risks from the ERM and creates Consequence Management Guides (CMG) for the higher rated risks. Council has recently completed the preparation of the Recovery CMG which follows the preparation of other CMG's earlier. The EMPlan has been adopted by the REMC.	
CC1.3c	Maintain contemporary Emergency Management Plan (EMPlan)	Group Manager Civil Services	The EMPlan has been progressively updated with Consequence Management Guidelines and is compliant with the program status requirements of the REMC.	
CC1.3d	Confirm strategy for expansion / replacement of SES premises and Lennox Head Rural Fire Shed	Group Manager Civil Services	<p>SES - Working group (Council/SES) has been established. Work to date has focused on determining the building requirements, including an analysis of NSW SES preferred specifications.</p> <p>RFS - As part of the Epiq subdivision, a recommendation has been made for RFS to be relocated into the Epiq site. The suitable location will be subject to negotiations. This approach would be beneficial because the siting of the RFS may be influenced by the community infrastructure approach within Epiq.</p>	
CC1.3e	Ensure Business Continuity Plans (BCPs) remain contemporary	Manager Human Resources and Risk Management	The Risk Section has implemented automated Business Continuity software. All business owners have completed training and will be completing business impact analysis in first quarter of 2018.	






WE FEEL CONNECTED TO THE COMMUNITY





Code	Program Action	Responsible Position	Comments	On Target?
CC2.1a	Support our Shire's volunteers	Manager Community Facilities	<p>The Tourism Ambassadors were taken on a product knowledge familiarisation tour of the Ballina Shire part of Tourist Drive 28, with the majority of volunteer Ambassadors available to attend. Volunteers who work from the River Street Visitor Centre were also taken through accommodation properties on a product knowledge familiarisation tour to assist the volunteers when making reservations.</p> <p>Fourteen Tourism Ambassadors participated in six hours of training on Personalising the Visitor Experience. This training was funded by Destination NSW and provided by TAFE NSW.</p> <p>The Visitor Centre sent out a media release to connect visitors wanting to volunteer over the festive period with community organisations looking for extra assistance. Several locals and visitors approached the Visitor Centre asking for contact details of these charities.</p>	
CC2.1b	Support Council initiated volunteer programs (Airport, Gallery etc)	Manager Community Facilities	<p>Tourism Ambassadors were recognised for their service in a December meeting and each presented with a Certificate of Appreciation. Ambassadors also participated in nominating fellow Ambassadors who demonstrate Council vales during their roles.</p> <p>Values award recipients were presented with a small gesture of appreciation.</p> <p>Two Tourism Ambassadors were interviewed about their role with a story for a summer edition in the Seniors newspaper.</p> <p>The Gallery continues to host and support a high level of volunteer participation with 41 members currently active in the Gallery volunteering program.</p>	

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CC2.1c	Investigate feasibility of enclosed off-lead dog exercise area	Manager Environmental and Public Health	This matter was reported to the November 2017 Ordinary meeting and Council resolved to remove the investigation of a fully fenced off leash area from the Companion Animal Management Plan. Therefore no further action required.	
CC2.1d	Implement Companion Animals Management Plan	Manager Environmental and Public Health	Companion Animals Management Plan reported to the November 2017 Ordinary meeting. Plan now on public exhibition.	
CC2.2a	Implement Cultural Plan	Manager Strategic Planning	Preparation of a historic script relating to the Richmond River for tourism nearing completion and work progressing to create a new display for the MV Florrie at the Naval and Maritime Museum.	
CC2.2b	Implement Public Art Program	Manager Strategic Planning	Public art installations on roundabouts in Cherry Street and Moon Street completed. No further public art installations are programmed for 2017/18. Planning for future projects ongoing with Public Art Advisory Panel.	
CC2.2c	Promote the Northern Rivers Community Gallery	Manager Community Facilities	The Gallery continues to be promoted through a range of traditional and digital media channels. The results remain positive with increased patronage (up 11%) for the same period last year. The Coordinator actively promotes the Gallery through funding networks and has been successful in progressing to stage two of the NSW Regional Cultural Fund for building works for the former Ballina Fire Station.	
CC2.2e	Implement Community Gallery Services at the Fire Station site	Manager Community Facilities	Internal accessibility works have been completed and final minor internal works are currently being done – due for completion January 2018. Call outs for 4 x Artist Studios undertaken during November and December 2017. Facility user access procedures; promotional material and Gallery programs planning and development are ongoing. Launch of 'Ignite Studios' scheduled for late February 2018. Additional funding support through grants is being pursued by Gallery staff.	

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CC2.3a	Support the Access Committee	Manager Community Facilities	Council has approved the installation of an accessible shelter at the Alstonville Pool Facility. The 50 metre and 25 metre pools at both the Alstonville and Ballina pools contain access ramps. The new Ballina pool amenities contain purpose built accessible change rooms. Also improvements included in new Pop Denison public toilets.	
CC2.3b	Implement Disability Employment Program	Manager Human Resources and Risk Management	Human Resources continue to work with individual employees and carers/advocates to transition over to NDIS. Current funding through Department of Social Services will cease in June 2018 and Council is required to complete one further external audit in January 2018.	
CC2.3c	Implement Equal Employment Opportunity Management Plan	Manager Human Resources and Risk Management	Recruitment and selection procedure reviewed. EEO statistics reported to Executive Team on a quarterly basis. Continuing with Elsa Dixon Indigenous Employment program and Disability Supported Employment Program.	
CC2.3d	Implement Disability Inclusion Action Plan	Manager Community Facilities	<p>Refurbishment of the former Ballina Fire Station for use as an extension of Northern Rivers Community Gallery is nearing completion and incorporates an accessible entry and WC facilities. Council is having an additional shelter at the Alstonville Pool facility that provides shelter for those with accessible needs.</p> <p>All pools at the Ballina and Alstonville facilities include an access ramp. New accessible toilet facilities been provided in Pop Denison Park at Shaws Bay. Ten staff members have been trained in Web Accessibility Content Guidelines (WCAG) and creating accessible documents. Communications staff attended the Access Reference Group's December meeting to discuss training and to request their review of Council's template documents.</p>	
CC2.3f	Support Aboriginal Community Committee	Manager Community Facilities	Efforts to gain assistance from Federal and / or State agencies have resulted in limited benefits.	






THERE ARE SERVICES AND FACILITIES THAT SUIT OUR NEEDS






Code	Program Action	Responsible Position	Comments	On Target?
CC3.1a	Implement Ageing Strategy	Manager Community Facilities	<p>Activity this quarter has focused on Council's volunteer program, which is very successful in engaging seniors in the community.</p> <p>Key areas where volunteers contribute to Council's programs include the Visitor Information Centre, Northern Rivers Community Gallery and Ballina Byron Gateway Airport.</p>	
CC3.2a	Enhance sporting field facilities	Manager Open Spaces and Resource Recovery	<p>Internal road works remain outstanding at Wollongbar Sporting fields with minor works continuing to be finalised. Lease preparations currently being finalised for tennis with both site opening and official launch of fields currently being planned.</p> <p>Detailed design has been completed for Skennars Head Fields, with an independent quantity survey of these designs also completed. Staff are currently reviewing the outcomes of this survey.</p>	
CC3.2b	Implement Playground Upgrade and Renewal Plan (PURP)	Manager Open Spaces and Resource Recovery	Design works finalised for Fawcett Park playground upgrade with community consultation undertaken during December.	
CC3.2c	Provide skate park facilities for Alstonville / Wollongbar	Manager Open Spaces and Resource Recovery	Development application lodged for the skate park to be constructed at the Wollongbar Sporting Fields. Consultants have been engaged to provide additional information requested as part of the development assessment.	
CC3.3e	Implement swimming pool upgrades and contract renewals, including water slide renewal	Manager Community Facilities	<p>The pool redevelopments are continuing well with weather and asbestos removal related approved time variations taking the expected completion dates to February 2018.</p> <p>Council authorised the General Manager to extend the existing management contracts for the Alstonville and Ballina swimming pools until the end of the 2019/20 swimming season.</p>	

Code	Program Action	Responsible Position	Comments	On Target?
CC3.3f	Deliver an indoor sports stadium	Manager Community Facilities	<p>PDT Architects have completed initial designs and other related matters to go forward with the DA process.</p> <p>Department of Education (DoE) now have the DA documents under review and once signed and returned to Council they will be lodged.</p> <p>Council has engaged Mike Svikis Planning to undertake the assessment of the application on Council's behalf.</p> <p>Staff continuing to hold regular meetings with the High School development architect and DoE to keep all updated on the progress.</p>	
CC3.3g	Implement Captain Cook Master Plan	Manager Open Spaces and Resource Recovery	Works are now planned to commence in February.	
CC3.3h	Implement Pedestrian Access and Mobility Plan (PAMP)	Manager Engineering Works	<p>Footpath construction works has commenced this financial year in accordance with the current PAMP and Operational Plan.</p> <p>The draft PAMP was submitted to the September 2017 Council meeting and endorsed for public exhibition.</p> <p>The public exhibition period closed 24 November 2017 and a Council report with results of the exhibition is being prepared for early 2018.</p>	
CC3.3i	Implement Pop Denison Master Plan	Manager Open Spaces and Resource Recovery	<p>Construction has commenced on Compton Drive works.</p> <p>Pop Denison civil works are planned to follow after the completion of these works, with allowances made to not undertake work during the school holiday period.</p> <p>In addition, detailed design on the playground component of works has commenced.</p>	








A Prosperous Economy (PE)

WE ATTRACT NEW BUSINESS AND VISITORS









Code	Program Action	Responsible Position	Comments	On Target?
PE1.1a	Implement regional visitor services strategy	Manager Community Facilities	Passed audit of Ballina Visitor Information Centre and gained accreditation through until 30 September 2018.	
PE1.1b	Participate in and leverage opportunities to market the Ballina Coast and Hinterland	Manager Community Facilities	Worked cooperatively with the Ballina Prawn Festival to design an itinerary for press media to visit Ballina and promote the region. To date a story has been published in The Australian; eleven regional APN newspapers throughout NSW and QLD and eight metropolitan Melbourne newspapers. Staff made several posts to social media each week in regards to local events and activities taking place.	
PE1.1c	Implement Destination Management Plan	Manager Community Facilities	Ballina Coast & Hinterland social media sites updated weekly promoting festivals, events, local markets, key tourism experiences and buy local initiatives. Council was successful in receiving financial assistance from NSW Premier and Cabinet for a tactical marketing campaign to maintain and grow seat capacity into the Ballina Byron Gateway Airport.	
PE1.1e	Improve Promotional and Interpretative Signage	Manager Communications	Assisted the Lennox Head Heritage Committee to develop an interpretative sign at Lennox Head to be installed at Ross Park. The launch of the signage panel was held in December 2017. Replaced a Town and Village sign at the entrance to Ballina.	
PE1.1f	Participate in the Roads and Maritime Services Location Marker Program for Ballina	Manager Communications	RMS expect to have all locations installed by mid-2018. RMS has completed geotechnical works and currently doing environmental assessment of the locations and structural certification. Regarding image selection phase - all five Council consultation plans have been received, accepted and approved - Local photographer has been engaged - RMS and Council will be able to use the selected photo in their own destination marketing activities.	

Code	Program Action	Responsible Position	Comments	On Target?
PE1.1g	Implement Regional Boating Strategy	Manager Engineering Works	<p>Tenders were called in March 2017 for the supply and installation of the pontoon component of the five maritime improvement projects. The tender results were reported to the July 2017 Council meeting and the contractor appointed. The contractor commenced works during December 2017 with planned installation of piles at four of the five sites. The pontoon installations for these sites will follow in early 2018.</p> <p>The fifth site (at Wardell) will also be installed during early 2018 during the non-breeding Osprey season.</p>	
PE1.2a	Progress Lennox Head Town Centre Village Renewal and confirm funding for completion by December 2021	Manager Strategic Planning	<p>Initial project planning for community engagement complete. Engagement program to commence in the first quarter of 2018.</p> <p>Community engagement material in preparation.</p>	
PE1.2b	Implement Ballina Town Centre enhancement program	Manager Engineering Works	<p>The capital works for this project is allocated for the next financial year.</p> <p>The design program for this year includes commencing the design to assist in the timely delivery of the work when due in 2018/19.</p>	
PE1.3a	Implement Ballina Town Entry Statement Program	Manager Open Spaces and Resource Recovery	<p>Painting of the Canal Bridge was completed in this quarter. The previous report highlighted the need to reduce the scope of work for the tree planting.</p> <p>A small planting program for Tamarind Drive will be completed in early 2018.</p> <p>The remainder of the program for this year is design work for the next stage in West Ballina. This design work has commenced.</p>	
PE1.3b	Promote Ballina Marina (Trawler Harbour) Master Plan	Manager Strategic Planning	<p>Master plan package adopted by Council at the September 2017 Ordinary meeting. Promotional material complete and published.</p> <p>Material to be disseminated to stakeholders and other interested parties in January 2018.</p>	

MY BUSINESS CAN GROW AND DIVERSIFY





Code	Program Action	Responsible Position	Comments	On Target?
PE2.1d	Implement economic development strategy	Manager Strategic Planning	Initial phase of community and stakeholder engagement is complete. Draft strategy on public exhibition until January 2018. Implementation not due for commencement until 2018. However, Council has advanced changes to policy on roadside stalls and initial planning is underway in relation to preparation of a prospectus for Ballina Shire.	
PE2.1e	Review Commercial Use of Footpaths Policy	Manager Strategic Planning	Review commenced and draft revision of policy completed. Reporting on review outcomes to Council expected in the first quarter of 2018.	
PE2.1f	Support Small Business Friendly Council Program	Manager Communications	Council resolved to enter into an agreement with Service NSW to allow small businesses access to a business concierge service provided by the NSW State Government.	
PE2.2a	Implement Ballina – Byron Gateway Airport upgrades	Manager Commercial Services	Tender documentation continues to be finalised, with tenders to be called in January 2018.	
PE2.3a	Proactively manage quarries	Manager Support Operations	Staff member has recently returned from extended leave and has recommenced our review of the options to remove overburden, with a particular focus on investigating the options to supply this product to our own Commercial Services projects. Work has also commenced on the report requested by Council to review the quarry expansion.	
PE2.3b	Proactively manage sandpit	Manager Support Operations	A business case report is being prepared which outlines the asset value, capital costs and potential revenues from the operation of the sandpit. The purpose of this to seek endorsement to allocate funds for accessing and extracting this asset.	
PE2.3c	Pursue sand dredging of North Creek to provide a valuable resource and economic / tourism benefits	Manager Infrastructure Planning	The licence application to occupy Crown land (North Creek) has been approved by Department of Industry - Lands. The soil sampling program is underway and is to be finalised in late December 2017 or early January 2018.	






IMPROVE LIVEABILITY IN THE SHIRE



Code	Program Action	Responsible Position	Comments	On Target?
PE3.1a	Progress availability of land at the Russellton Industrial Estate	Manager Commercial Services	Services now connected to Lot 20. Settlement expected to occur early 2018. Council withdrew funding for next stage of development of the Estate due to funding being needed for higher priority projects.	
PE3.1b	Progress construction of Airport Boulevard and associated developments	Manager Commercial Services	Development application lodged and all requests for information (RFI's) responded to.	
PE3.1c	Progress availability of land at the Southern Cross Industrial Estate	Manager Commercial Services	For 54 North Creek Road, delays have been encountered due to wet weather and issues with civil contractor still to be determined. Land scheduled to be finalised this financial year.	
PE3.2a	Progress Ballina Heights Building Better Regional Cities Program	Manager Commercial Services	Ballina Heights Land Buyers Subsidy Scheme; 103 grants issued out of 120.	
PE3.2b	Monitor the waiver of developer contributions for secondary dwellings	Manager Strategic Planning	For 1 January 2017 to 31 December 2017, 38 secondary dwellings approved. This compares to 29 approvals in the 2016 year, 39 in 2015 and 14 in 2014.	
PE3.2g	Prepare shire residential land and housing report	Manager Strategic Planning	Report to be prepared at the end of the financial year.	
PE3.2h	Release land at Council's Wollongbar Residential Land Holding	Manager Commercial Services	Civil works completed. Sale contracts exchanged on all 18 lots. Settlement of sales expected March 2018.	
PE3.3a	Monitor infrastructure to support the identified growth areas at Lennox Head, Skennars Head, Wollongbar and Cumbalum	Manager Infrastructure Planning	Hutley Drive (south) road design is proceeding and will have sensitive stormwater, ecological and vegetation matters considered. Hutley Drive (north) road corridor negotiations are proceeding and will need to be resolved in 2018 to ensure timely development in this area can progress. The development issues for Cumbalum Precinct A have not been resolved and both parties are preparing for a court determination in 2018.	

A Healthy Environment (HE)




WE UNDERSTAND THE ENVIRONMENT




Code	Program Action	Responsible Position	Comments	On Target?
HE1.1a	Implement Ballina Coastline Management Plan (CMP)	Manager Engineering Works	<p>The actions for implementation this year include the establishment of the Lennox Head monitoring program and recent Lidar data has now been received for assessment.</p> <p>The report for the Seven Mile Beach rock wall investigation has now been finalised and is to be presented to Council in early 2018.</p> <p>In accordance with the CMP it is proposed to submit an OEH grant application for progressing design and approvals for Boulder Beach erosion protection works.</p>	
HE1.1b	Implement Floodplain Management Plans	Manager Engineering Works	<p>Further advice has been obtained for dealing with isolated rural properties and both OEH and Council's insurer have supported the appointment of an expert floodplain specialist to review this aspect of Council's policy.</p> <p>This appointment will be made in early 2018.</p>	
HE1.1c	Implement Environmental Action Plan	Manager Strategic Planning	<p>Initiatives advanced or completed in the quarter include project planning for two koala management action items under Council's Koala Management Strategy, continuation of the Northern Rivers Carpool program and reporting on environmental initiatives through Community Connect.</p> <p>Research has also been undertaken in respect to the provision of solar power at the airport and the Council depot.</p>	
HE1.2a	Implement Richmond River Estuary Coastal Management Plan (CMP)	Manager Environmental and Public Health	<p>Grant application successful from OEH to progress scoping study for North Creek.</p> <p>Partnership also with Local Land Services and other local councils for a project along the Richmond River.</p> <p>The Healthy Waterways Program developed from the special rate variation funding is being implemented.</p>	

Code	Program Action	Responsible Position	Comments	On Target?
HE1.2b	Implement Shaws Bay Coastal Management Plan (CMP)	Manager Environmental and Public Health	<p>Compton Drive stage one improvements completed December 2017 with final stage completed by the end of January 2018 (Action 4 from CMP). Erosion control works along Shaws Bay adjacent to Fenwick Drive is due to commence February 2018 (Action 1 and 6 from CMP).</p> <p>The dredging feasibility study is progressing with an initial report prepared following survey and sediment sampling of Shaws Bay.</p>	
HE1.2c	Review and implement Lake Ainsworth Management Plan	Manager Environmental and Public Health	<p>Work plan approved by OEH and the 'Request for Quote' to undertake the Coastal Management Plan awarded to a local consultant and the scoping study has already commenced. Development of a Council website for this project currently underway to ensure access to project updates and the latest information.</p>	
HE1.2d	Implement Urban Stormwater Management Plan	Manager Engineering Works	<p>NorthLakes rehabilitation works have concluded and follow up water quality testing has indicated possible pool discharges with further consultation and education required. A trial section of rehabilitation of Alstonville Creek at Tanamera Drive Alstonville was completed in November 2016 and a 12 month review is required to be undertaken by DEHG prior to commencement of the next stage.</p> <p>A grant from the NSW Environmental Trust for community education "Love it or lose it" animations dealing with water quality, river health and water reuse had a successful launch on 12 December 2017 and will now be viewed on regional TV and cinemas.</p>	
HE1.2e	Determine preferred solution for Wilson Street drain in Wardell	Manager Engineering Works	<p>The Wilson Street drainage system has had preliminary survey completed and a draft drainage design model completed which is now ready for a detailed review during the next quarter. A consultant is being sourced to undertake an environmental assessment for consideration of potential works.</p>	
HE1.3a	Implement a proactive street tree planting program	Manager Open Spaces and Resource Recovery	<p>Major street tree planting program in Crane Street has been completed.</p>	





Code	Program Action	Responsible Position	Comments	On Target?
HE1.3b	Maintain contemporary vegetation management plans	Manager Open Spaces and Resource Recovery	Bulwinkel and Lennox Headland Vegetation Plans finalised. Planning works underway to commence the next project which is the Big Scrub Vegetation Management Plan.	
HE1.3c	Implement a proactive fig tree management program	Manager Open Spaces and Resource Recovery	Report provided to Council on Castle Drive Fig Tree. Other proactive works continue to be undertaken on figs in Alstonville and Lennox Head. These have included root pruning activities on some sites.	









WE USE OUR RESOURCES WISELY




Code	Program Action	Responsible Position	Comments	On Target?
HE2.1a	Improve collection and management of water and wastewater information	Manager Water and Wastewater	<p>The SCADA upgrade at Alstonville and Wardell WWTPs is nearing completion of the design stage with implementation scheduled for next year. When the project is complete it will improve the management of WWTP information and support improvements in operational management. Progress continues on the Telemetry Continuity Centre construction now complete at Pine Avenue Reservoir and the procurement process for the Telemetry Radio upgrade program scheduled for next quarter.</p> <p>Pressure management stations, flow monitoring and remote monitoring to be transitioned to 4G in line with Radio Survey findings in the next quarter. These projects will all improve the operation of the network.</p>	
HE2.1b	Increase the provision of recycled water to dual Reticulated Properties	Manager Water and Wastewater	Works were completed on schedule to commence supply of recycled water to approximately 800 residences in Ferngrove, River Oaks, Ballina Heights and North Ballina from 1 October. Approximately 1,000 residences now receiving recycled water.	
HE2.1f	Monitor average water consumption per residential connection	Manager Water and Wastewater	Average consumption was 173 kl per connection/pa in the reporting quarter. This is a reduction from the previous reporting quarter, possibly reflecting increased levels of rainfall received.	

Code	Program Action	Responsible Position	Comments	On Target?
HE2.2a	Implement waste management strategy	Manager Open Spaces and Resource Recovery	<p>Submission made to NSW EPA following public consultation on the draft changes to the POEO (Waste) Regulation 2017 and the POEO Act 1997.</p> <p>Current waste operations will potentially be significantly impacted by the proposed changes and Council has requested an urgent meeting with NSW EPA as part of the submission.</p>	
HE2.2c	Implement water loss reduction program	Manager Water and Wastewater	<p>Night works being conducted in Alstonville during December for leak detection work. The results of these initial works will be used to inform further investigations, as well as any capital works required. Preliminary results from night flow works indicate it is likely a very large number of small leaks in the system, rather than fewer larger leaks. This makes leak detection and management more difficult and time consuming.</p> <p>The water loss program is being implemented as per previous reporting to Council, however in light of the results of 23% of water unaccounted for, a program review is being undertaken with the view to updating Council again shortly.</p> <p>The target KPI of less than 15% is certainly where we should aim to be, however in hindsight this target is not realistic at this early time in the implementation of the new pressure zones and demand management area programs.</p>	
HE2.3a	Implement technologies to generate efficiencies and reduce resource use	Manager Communications	<p>The Communications Helpdesk is fully installed, with the section completing 427 internal requests for the six months to December. The customer service section has implemented a paperless end of day procedure.</p> <p>The phased implementation of Skype for Business has improved efficiency within the customer service area with the use of the 'presence' function for Council Officers.</p>	

OUR BUILT ENVIRONMENT BLENDS WITH THE NATURAL ENVIRONMENT





Code	Program Action	Responsible Position	Comments	On Target?
HE3.1a	Implement Ballina Major Regional Centre Strategy	Manager Strategic Planning	<p>First review and report on the implementation of the strategy completed in December 2017. Review outcomes discussed in a meeting with original project Civic Panel members in November 2017.</p> <p>Reporting includes an annual report publication which will be published to Council's website. The report identifies Council's initiatives that are advancing the strategy. Key projects include planning for the upgrade of Pop Denison Park, preparation of an economic development strategy, planning for an indoor sporting facility, planning for enhanced marine infrastructure in Ballina, installation of a drinking water fountain on the coastal recreation path and review of housing permissibility in the Ballina CBD.</p>	
HE3.1b	Implement Wardell Strategic Plan	Manager Strategic Planning	<p>Commentary on the historic use of the Richmond River completed and Council continues provision of contributions incentives for secondary dwellings in urban areas. Rezoning of a strategic urban growth area to enable additional residential development in Bath Street nearing completion.</p> <p>Council is nearing completion of the actions that can be undertaken without project specific funding and/or significant involvement from external stakeholders such as the Aboriginal community and the Wardell Progress Association.</p>	
HE3.1c	Review planning framework for Alstonville	Manager Strategic Planning	<p>Council adopted the Alstonville Strategic Plan in December 2017 (plan to be published in early 2018). Planning to commence in first quarter of 2018 on implementation of plan actions.</p>	
HE3.1d	Review planning framework for Wollongbar	Manager Strategic Planning	<p>Phase 1 of Wollongbar Strategic Plan community engagement complete (including on line survey and face to face interviews). Background study for Wollongbar plan in preparation. Project has been on hold pending completion of the Alstonville Strategic Plan. Project to recommence in 2018.</p>	

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HE3.1g	Review environmental protection zone framework	Manager Strategic Planning	Council reconsidered its approach to the deferred matters integration program in April 2017. Council resolved to retain existing environmental protection zones under the BLEP 1987 and progress with the review and integration of deferred areas not subject to these zones. Ecological assessment to support the integration program is underway.	
HE3.1k	Manage LEP amendment requests	Manager Strategic Planning	Nine planning proposals currently under assessment and being processed. Rural area detached dual occupancy amendment completed during the quarter and two other amendments expected to be finalised in January 2018.	
HE3.1m	Prepare management plan for Ocean Breeze Reserve	Manager Strategic Planning	Management plan adopted by Council in December 2017. Plan to be published in January 2018 following minor updates to reflect the Council's resolution.	
HE3.1n	Prepare management plan for Killen Falls	Manager Strategic Planning	Preparation of Killen Falls Management Plan complete. Management plan adopted by Council in October 2017.	
HE3.1o	Prepare management plan for Tosha falls	Manager Strategic Planning	Underpinning community engagement and public exhibition of draft management plan complete. Exhibition outcomes to be reported to Council in the first quarter of 2018.	
HE3.2a	Implement Local Asbestos Policy	Manager Environmental and Public Health	Policy adopted and being implemented.	
HE3.2b	Implement on-site sewage management (OSSM) strategy	Manager Environmental and Public Health	OSSM Strategy and Guidelines adopted by Council and now actions being implemented. Homeowner Education Booklet completed and published.	
HE3.2f	Implement trade waste management program	Manager Water and Wastewater	A focus for the quarter has been contacting large trade waste producers with high wastewater oil and grease levels. Seven trade waste applications received during the quarter, fourteen inspections completed (eleven approved, three failed with follow up actions required). Twelve trade waste development application assessments completed.	





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HE3.2h	Implement Ballina Shire Koala Management Strategy	Manager Strategic Planning	<p>Core Koala Habitat Comprehensive Koala Plan of Management endorsed by the Department of Planning and Environment in July 2017.</p> <p>Amendments to Council's Development Control Plan and information sheets in preparation. Project planning underway for koala management projects relating to road construction and paper roads. Communications plan for the Koala Management Strategy in preparation.</p>	
HE3.2j	Implement East Ballina Cemetery Master Plan	Manager Open Spaces and Resource Recovery	Project plan currently being finalised to undertake road and vegetation elements of the masterplan.	
HE3.3c	Maintain contemporary Section 94 Car Parking and Heavy Haulage Plans	Manager Infrastructure Planning	<p>The current Heavy Haulage contribution plan was adopted in October 2011 and is due for review. The development consent conditions placed on extractive industries need to ensure adequate site management operations are consistent with the requirements of the plan. Consultant engaged to complete this review.</p> <p>The current Car Parking contribution plan was adopted in March 2014 and is still contemporary.</p>	






Engaged Leadership (EL)




OUR COUNCIL WORKS WITH THE COMMUNITY





Code	Program Action	Responsible Position	Comments	On Target?
EL1.1a	Ensure Council policies reflect contemporary community standards (review 100% of policies of each term)	Manager Communications	Reviewed during period: Concealed Water Leaks, Mobile Vending on Public Land, Code of Meeting Practice, Community Consultation, Dual Water Supply Plumbing, Enforcement, Companion Animals Management Plan, Christmas and New Year Office Arrangements, Community Sporting Groups and Donations - Capital Works Assistance for Community Halls.	
EL1.1b	Ensure land classifications reflect community standards	Manager Strategic Planning	System in place to monitor changes in public land holdings and associated categorisation. Public land holdings reviewed on a six monthly basis.	
EL1.2a	Implement consultation methods that increase community awareness and involvement in our activities	Manager Communications	Excellent examples of proactive consultation during the current financial year include the Ballina Trawler Harbour Master Plan and the draft Economic Development Strategy.	
EL1.3a	Approach State and Federal Governments on local issues	Manager Communications	Representations made to: Hon Gladys Berejiklian, NSW Premier – Health of Richmond River , Tamara Smith, Member for Ballina – Health of Richmond River, Kevin Hogan, Member for Page – Health of Richmond River, Justine Elliot, Member for Richmond – Health of Richmond River, Ben Franklin, Parliamentary Secretary for Northern NSW – Health of Richmond River, Thomas George, Member for Lismore – Health of Richmond River, Ben Franklin - Parliamentary Secretary for Northern NSW - Richmond Roads Package, Gabrielle Upton MP, Minister for Local Government – Alcohol Free Zones, Melinda Davey, Minister for Roads Maritime and Freight - Richmond Roads Package (cc Ben Franklin), Niall Blair - Minister for Primary Industries - Dredging Projects for North Creek, Shaws Bay, Paul Toole – Minister for Land and Forestry - Dredging Projects for North Creek, Shaws Bay, Troy Grant – Minister for Emergency Services – Permanent Firefighters - Ballina Fire Station	

COUNCIL'S FINANCES AND ASSETS ARE WELL MANAGED

Code	Program Action	Responsible Position	Comments	On Target?
EL2.1a	Implement centre led procurement model	Manager Support Operations	An internal steering group operates to examine further opportunities to continue to develop our procurement procedures - opportunities for improvement are being tested in the use of electronic authorisation for credit card approvals (instead of printed invoice copies), as well as RCTIs for our contractors.	
EL2.1b	Implement Procurement Plan	Manager Support Operations	As this year is the first year of preparing this plan the preference is to work on ensuring the structure and process is prepared so that the Procurement Plan for 2018/19 will be authorised before the commencement of the new financial year.	
EL2.1f	Enhance online employee services	Manager Human Resources and Risk Management	<p>The new online performance management and onboarding system has been fully implemented. In the first stage of implementing Elearning platform and training system.</p> <p>WIMS safety management system designed to support competency assessments and refresh and review of safety procedures is in final stages and ready to be tested in January 2018 and scheduled to go live in February 2018.</p> <p>Online leave to be tested in January 2018 and scheduled to be released in February 2018.</p>	
EL2.1g	Pursue compliance with the Fit for the Future Program	Manager Financial Services	<p>Further special rate variations, of 9.3% and 5.3%, for 2018/19 and 2019/20 respectively, are proposed to allow Council to meet the Fit for the Future criteria, which includes achieving an operating surplus and achieving an asset renewal ratio of 100%.</p> <p>This has been reaffirmed by Council resolution at the November 2017 Council meeting.</p> <p>Council staff are currently drafting the Special Variation Application Form to be submitted to IPART prior to 12 February 2018.</p>	






Code	Program Action	Responsible Position	Comments	On Target?
EL2.1h	Apply for a permanent increase to Council's total rate income of 9.3% for 2018/19 and 5.9% for 2019/20 (cumulative 15.75%) with a rate peg assumed and included of 2.5%	Manager Financial Services	<p>Council resolved at the November Ordinary Council meeting to proceed with the special rate variation application. The rate peg has subsequently been announced as 2.3% for 2018/19.</p> <p>Council management are currently drafting the Special Variation Application Form to be submitted to IPART prior to 12 February 2018.</p> <p>The application is to apply for a permanent increase of 9.1% for 2018/19 (inclusive of actual rate peg of 2.3%) and 5.9% for 2019/20 (inclusive of assumed rate peg of 2.5%).</p>	
EL2.2a	Implement technology solutions that generate productivity gains	Manager Information Services	<p>Skype for Business project continues with end-points (headsets/handsets) to be rolled out shortly.</p> <p>Commenced contact centre software project. Together with Skype this implementation will significantly enhance customer service across the organisation.</p> <p>Implementing Learning Management platform to enhance staff onboarding and management of training. Continued development of integration between various Council software systems and Content Manager as required.</p>	
EL2.2b	Enhance our core integrating platforms to improve customer service and efficiencies	Manager Information Services	<p>Continued development of electronic register to reduce/remove dependencies on spreadsheets and third-party software products.</p> <p>Enhancing processes to reduce/eliminate manual processes and paper generation. Further online services released.</p>	
EL2.2c	Enhance our online services provided to external customers	Manager Information Services	<p>Functionality to allow payment of rates/water charges and view instalment balances online released.</p>	
EL2.2d	Maintain a contemporary network infrastructure	Manager Information Services	<p>Offsite server facility has been installed and is now in the commissioning phase. Extensive hardware refresh consisting of 110 desktop PCs and five server hosts completed by 31 December. Installation of fibre optic cable at Airport to improve organisational business continuity resilience.</p>	

Code	Program Action	Responsible Position	Comments	On Target?
EL2.2e	Implement Fleet Procurement Plan	Manager Support Operations	Currently there are 23 items purchases or in the process of being delivered.	
EL2.2f	Implement online requisitions to improve efficiencies	Manager Support Operations	<p>Online requisitions implemented.</p> <p>The review process now allows Procurement to view all requisitions organisation wide and adjust/intervene as required.</p> <p>The use of alternate requisitioner function now allows attribution to the actual requisitioner as opposed to administration staff and for the requisition to follow the correct delegation process.</p> <p>Development of product coding for items purchased on a repeating basis, but do not warrant keeping in stock, has provided efficiencies in prompt re-ordering and price control.</p>	
EL2.3b	Risk management practices align with insurer and legislative requirements	Manager Human Resources and Risk Management	<p>Risk Action Management Plan developed for Insurer requirements.</p> <p>Continuous Improvement Plans facilitated by Insurer have been completed to enable a risk health assessment on key risk areas within local government.</p> <p>Review underway of Risk Management Policy and Risk Management Framework.</p> <p>Draft documents to be reviewed by Internal Risk Group in January 2018.</p> <p>Draft Procedure and management plan developed to support the newly implemented electronic business continuity management system.</p> <p>Draft procedures to be reviewed by Internal Risk Group in January 2018.</p> <p>Continuing with planning stage of implementation of new Risk Management Software System to improve risk reporting and monitoring. This system is scheduled to be implemented by June 2018.</p>	




Code	Program Action	Responsible Position	Comments	On Target?
EL3.2a	Implement strategies to expand staff skills and plan for the needs of the future workforce	Manager Human Resources and Risk Management	Continued focus this period on enhancing information technology skills within the field and improving leadership capabilities with the organisation. Human Resources section has completed the review of water and wastewater, engineering works and commercial services. Human Resources is currently assisting Manager Open Spaces and Resource Recovery to review section structure. In all areas the focus has been to review capabilities of positions to ensure that the skills and capabilities of our workforce align with our corporate needs.	
EL3.3f	Improve corporate financial reporting	Manager Financial Services	It is intended to establish BIS (Business Information System) as the primary corporate financial reporting tool for Council. Council engaged Civica, Council's primary external software provider, to provide BIS training for key staff during October 2017. Council wide financial reporting templates (on a Council consolidated basis and for all individual sections) are in process of being constructed, for roll out by March.	
EL3.3g	Increase efficiencies for road maintenance (hand patching) asphalt for pothole repair	Manager Engineering Works	For this quarter a total of 3,328 pothole defects were repaired which is less than last period due to shorter working time (Christmas period) but this does equal the average number of repairs over the last two periods. There were 29 category 2 (major pothole) defects recorded and repaired which is an improvement from last period with less major defects being recorded.	
EL3.3h	Improve efficiencies for road maintenance of gravel roads	Manager Engineering Works	Unsealed rural road maintenance resulted in grading of 92,000 m2 (19%) of our gravel pavements. This is below our target of 126,250 m2 being our quartile (25%) target. A shorter working time this period plus additional unscheduled works contributed to reduced output. Unscheduled works comprised preparation for reseals (shoulder maintenance), additional preparation for seal and repairing storm damage. Annual target should still be achieved.	

**Service Delivery Indicators
as at 31 December 2017**





Building Services

Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Percentage of complying development certificates issued within 10 working days (%)	96 (47/ 49)	100 (44/44)	89 (47/53)	100 (34/34)	> 90	100 (15/15)		
Percentage of building development applications determined within 40 days (%)	90 (467/516)	90 (523/581)	86 (556/643)	81 (594/731)	> 80	91 (305/335)		
Percentage of Construction Certificates issued by Council (% of total market)	88 (443/505)	84 (515/610)	91 (627/690)	82 (602/735)	> 80	78 (243/312)		Increase in private certifier activity experienced with project homes.
Percentage of Building Certificates (Section 149D of EPA Act) determined within 10 working days (%)	87 (39/45)	92 (60/65)	90 (71/79)	94 (65/69)	>90	98 (51/52)		
Median days for determination of building development applications (excluding integrated development) (# days)	20	18	25	23	< 40	18		




Commercial Services (Ballina Byron Gateway Airport)

Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Increase in passengers for the Airport (# pa)	398,000	434,000	469,300	503,000	> 526,000	513,100		For 2017 calendar year – on track for > 526,000 for 2017/18
Increase in operating revenue for Airport (\$)	4,617,000	4,709,000	5,112,000	5,494,000	> \$6.1 million	3,095,000		
Operating surplus is greater than 28% of revenue, excluding depreciation (%)	23	22	27	27	> 28	38		


Commercial Services (Property)

Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Vacancy rates for Crown owned commercial properties (buildings) (% by number)	Nil	Nil	Nil	3.70% (number) 0.60% (area)	<10	10		Currently two vacancies
Increase operating surplus - Flat Rock Tent Park - (\$ and % of operating revenue)	\$122,000 20%	\$173,000 40%	\$170,400 40%	\$155,400 37%	> 40%	\$114,000 48%		
Increase operating revenue - Flat Rock Tent Park - (\$)	422,000	432,000	421,000	414,900	> 420,000	234,000		
Increase revenue generated from commercial property (\$)	2,058,000	1,944,000	2,060,000	2,197,000	> 2.1 million	1,163,000		

Communications








Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Grant applications submitted (# pa)	23	25	15	27	> 25	15		
Percentage of customer request dealt with effectively and promptly (% within allocated timeframe)	88 (7,672 out of 8,740)	88 (8,788 out of 9,995)	89 (9,523 out of 10,700)	89 (10,007 out of 11,201)	> 85	92		5,239 out of 5,698 for period
Percentage of complaints receiving response within 15 working days (%)	75	81	85	73	> 80	93		

Community Facilities




Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Increase Visits to the Northern Rivers Community Gallery (# pa.)	16,511	15,017	19,801	23,346	>21,000	12,066		Up 11% on same period for last year
Increase Visits to the Northern Rivers Community Gallery website	N/A	N/A	N/A	14,933	>14,000	9,528		
Increase Library wireless usage (# pa.)	13,500	23,599	29,098	27,933	>30,000	13,087		
Increase Library loans (# pa.)	417,000	395,786	392,952	409,085	>400,000	157,764		
Increase Library membership (# pa.)	20,900	22,652	22,604	21,130	>22,000	19,154		Actual membership
Increase Library PC usage (# pa.)	19,600	23,809	25,366	26,309	>26,000	10,915		
Increase bookings for Kentwell Community Centre (# pa.)	835	1,019	1,063	968	>1,100	487		As at 18 December
Increase bookings for the Richmond Room (# pa.)	N/A	191	199	277	>200	186		As at 18 December
Increase bookings for Lennox Head Community Centre (# pa.)	2,541	4,110	4,506	4,689	>4,500	1,143		Lennox Head Community Centre has been undergoing a variation in usage, being a more theatre/show type operation. This is being closely monitored.
Increase bookings for the Ballina Surf Club (# pa.)	181	372	399	385	>400	388		As at 18 December 2017

Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Increase swimming pool patrons (# pa.)	N/A	157,149	158,764	164,750	>158,000	N/A		Pools under redevelopment
Increase proportion of satisfied visitors to Visitor Centre (%)	100	100	99	100	> 95%	99		Lots of praise received for friendly, helpful and knowledgeable staff. Some negative comments regarding lack of parking for caravans who want to purchase lunch in town.
Increase Visitor Centre Enquiries (# pa.)	57,300	54,403	58,509	53,387	>54,000	25,200		Generally second six months is busier
Increase visits to tourism website	42,500	61,382	57,903	54,691	>60,000	28,000		As above
Reduce net operating deficit for swimming pools (excluding depreciation) (\$ pa.)	(470,000)	(376,100)	(282,700)	(284,000)	< (400,000)	(178,000)		Still expecting to have similar forecast loss for the financial year.
Reduce net operating deficit for Community Facilities (excluding depreciation) (\$ pa.)	(363,400)	(358,400)	(325,800)	(325,800)	< (450,000)	(121,000)		Significant operating savings being achieved.
Minimise operating deficit for Gallery (excluding depreciation) (\$ pa.)	(97,000)	(147,000)	(166,000)	(193,000)	< (200,000)	(78,000)		
Increase marketing revenue from visitor services	69,700	95,400	90,200	19,600	> 50,000	13,800		Yet to do a cooperative campaign this financial year.
Increase Visitor Services Revenue	40,900	44,300	54,600	44,300	> 50,000	27,200		






Development Services







Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Ensure fire safety certificates provided in a timely manner (% pa of total)	N/A	N/A	87	89	>90	67		104 statements are due during this quarter. 70 have been submitted on time and have been checked and are compliant. 34 statements remain outstanding equating to 67% compliant.
Percentage of Section 96 applications determined within 40 days (excluding integrated development) (%)	71	65	61	56	> 60	47		Small sample and figures should improve during second six months.
Percentage of development applications determined within 40 days (excluding integrated development) (%)	76	73	74	60	> 50	54		
Time taken to determine Section 96 applications (median time - excludes integrated development)	32	35	37	43	< 40	44		As per earlier item.
Percentage of Section 149 Certificates issued within four days of receipt (%)	92	93	93	94	> 90	93		
Time taken to determine Development Applications (median time) (# days)	22	32	25	34	< 60	38		
Percentage of development applications determined under delegated authority (%)	95	91	91	94	> 90	96		

Engineering Works


Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Minimise Burns Point Ferry deficit (exc depreciation) (\$ pa)	(198,000)	(212,200)	(188,200)	(67,700)	<(200,000)	8,700 surplus		Season tickets collected in the first quarter, and ferry slip expenditure is scheduled for February 2018.
Financial management of capital expenditure projects	71	77	79	57	Within 10% of budget	31		Major RMS project to commence February 2018 and construction resources to be supplemented.
Financial management of operating expenses	102	100	105	91	Within 10 % of budget	52		

Environmental and Public Health


Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Percentage of barking dog complaints responded to within seven days (%)	100	85	99	85	100	100		Process recently reviewed to improve efficiency.
Percentage of reported dog attacks responded to within 48 hours (%)	98	98	100	95	100	98		Majority of attacks responded to within 48 hours.
Percentage of drinking water sites monitored per week (%)	100	100	100	100	100	100		
Non-compliance with National Health and Medical Research Council drinking water standards (#)	5	Nil	2	4	Nil	3		
Percentage of food premises audited per year (%)	100	97	99	100	100	42		Still on target for year.


Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Percentage of food premises issued with infringement notices (%)	3	2	7	2	< 5	Nil		No penalty infringement notices issued during this quarter.
Percentage of other commercial premises audited (# inspections)(target high risk premises twice pa)	100	99	99	67	>20	10		Inspection program below target however with the recruitment of a new officer this program will be a priority for early 2018.
Number of public pools monitored (target all public pools and 1/3 of semi-public pools audited (# pa)	100	100	100	100	33	Nil		Water quality monitoring of the public pools has not commenced due to changes in the registration renewal process but will commence in January 2018.
Number of OSSM Approvals to Operate issued (# p.a.)	N/A	N/A	130	103	> 10	10		
Number of OSSM systems inspected (# p.a.)	46	50	176	17	>100	14		The Section has just employed a new Environmental Technical Officer On-Site Sewage, which will assist in achieving indicators.
Number of OSSM Approval to Install (# pa)	N/A	N/A	68	20	>10	15		

Financial Services



Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Investment returns 90 day bank bill rate basis points above benchmark (#)	102	101	88	111	100	271		.

Human Resources and Risk Management


Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Support Aboriginal employment (#)	17	13	14	19	number	11 3.59%		<p>This number and percentage reflects staff that have reported to be Aboriginal and known identified traineeship placements.</p> <p>There has been a decrease in numbers and this is reflective of five school based indigenous trainees not wishing to continue the Elisa Dixon Program.</p> <p>Currently liaising with stakeholders to initiate next Elsa Dixon program for 2018/2019.</p> <p>Council still pro-actively seeking Aboriginal employment.</p>

Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Number of Insurance claims (#)	28	30	28	31	< 30	6		All new claims are of a minor nature.
Number of workers' compensation claims (# pa)	13	9	6	7	< 20	2		
Hours of lost time due to workers compensation (hrs pa)	1,379	217	260	2014	< 1,000	23		
Percentage of staff undertaking formal training (% pa)	74	85	89	93	>80	59		
Average number of days sick leave per employee (days pa)	6.24	6.55	7.39	6.78	<7	4.50		This figure includes sick and carers leave. The first quarter is normally trending higher due to winter months during this period.
Percentage of staff turnover (% pa)	10	6	6	4.50	<10	6.10		There are a number of retirements during this period. Based on Council's ageing workforce it is anticipated that this increased trend will continue over the next five years.





Information Services

Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Increase website visits (# pa)	178,400	209,200	215,951	268,066	>200,000	115,387		
Percentage of staff requests addressed within one working day	85	86	87	85	> 85	89		4,190 out of a total of 4,695 requests closed within one day.







Infrastructure Planning

Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Percentage of internal referral applications assessed within 21 days (%)	38	62	71	63	> 70	86		Excellent result







Open Spaces and Reserves




Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Council approved event numbers (# pa)	N/A	N/A	N/A	44	>25	32		Number of community events held continues to grow with 16 approved events held this quarter. Event funding approved for the 2018/19 program.
Quarterly compliance license reports for waste submitted in a timely manner	N/A	N/A	N/A	N/A	Within 30 days of quarter	Required reporting up to date		
Financial management of maintenance budget (operating expenses) (%)	97	93	97	95	Within 10% of budget	46		
Financial management of capital expenditure projects (%)	69	60	48	79	Within 10% of budget	19		Actual construction of projects planned for first six months of 2018.

Strategic Planning




Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Proactively promote lease and use of Council managed community Properties (% regularly leased or used)	N/A	N/A	N/A	98	90	98		
Percentage of properties are leased or regularly used	N/A	N/A	N/A	N/A	90	98		Council's community properties are consistently occupied at, or very close to, capacity. Opportunities for community organisations to share facilities being explored.
Monitor the residential lots (single and multi-units) approved Comparison to long term average (lots p.a.)	N/A	N/A	N/A	N/A	> 141	66		These are indicators only regarding development in the shire.
Monitor the residential lots (single and multi-units) created Comparison to long term average (lots p.a.)	N/A	N/A	N/A	N/A	> 164	97		
Monitor the residential dwellings (houses and units) approved Comparison to long term average (dwellings p.a.)	N/A	N/A	N/A	N/A	> 191	110		
Monitor the residential dwellings (houses and units) commenced Comparison to long term average (dwellings p.a.)	N/A	N/A	N/A	N/A	> 167	103		

Support Operations



Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Average CO2 emissions of Light Fleet greenhouse gas ratings (grams/km)	N/A	N/A	N/A	210	< 220	211		
Reduce CO2 emissions from Council's Built Assets energy consumption (# tonnes)	8,900	9,635	9,228	8,492	< 9,800	2,564		
Increase the generation of renewable energy generated on Council sites (kw) pa	N/A	N/A	380	380	> 380	380		Investigating further opportunities at the Airport and Works Depot. The swimming pools are being designed for the inclusion of solar panels to be located on the covered pools.
Reduce energy consumption (dollar value) from Council's Built Assets (MWh/pa)	N/A	2,072,400	1,772,100	1,810,700	< 9,000MWh	3,051 MWh		
Maximise the fleet operating surplus (excluding depreciation) (\$ pa)	1,375,100	1,502,500	1,647,000	1.54 million	> \$1.3 million	353,000		Income from plant charged to works continues to trend significantly below forecast, and will require further revision as part of the December quarterly review.
Minimise the value of store stock control bin errors at bi-annual stocktakes (\$)	777	86.60 Warehouse 30.77 Warehouse Ballina WWTP	478.45 Warehouse 263.05 Ballina WWTP	31.22	< 500	N/A		Next stocktake is scheduled for 9 January 2018.





Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Maximise revenues on quarry assets to ensure sufficient return (\$)	N/A	N/A	272,000	81,395	> 100,000	31,600		<p>Lease fee only being collected from quarry to date.</p> <p>Staff member has recently returned from extended leave and has recommended our review of the options to remove overburden, with a particular focus on investigating the options to supply this product to our own Commercial Services projects.</p> <p>Work has also commenced on the report requested by Council to review the quarry expansion.</p>
Financial management of maintenance programs	92	89	92	104	Within <10% of budget	47		
Financial management of capital programs	57	53	71	99	Within 10% of budget	71		Represents figure when combined with community facility projects such as the swimming pools which are being managed by Support Operations.


Waste Services


Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Increase % of waste received diverted for beneficial reuse from landfill	55	74	65	67	> 60	50		Some changes made to collection day in Skennars Head to deal with population growths and ensure efficiency within collection service. Development application lodged to cover recyclates and reduce weather contamination.
Reduce volume of waste placed in landfill as a % of total waste received	Nil	Nil	Nil	Nil	< 10	Nil		All waste being diverted.
Compliance reports completed in timely manner	N/A	N/A	N/A	N/A	within 30 days of quarter	All required reporting up to date. Annual return submitted in this quarter.		







Water and Wastewater

Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Number of unplanned water supply interruptions greater than four hours in duration (#)	N/A	N/A	N/A	1	Nil	Nil		No unplanned water supply interruptions greater than four hours in the reporting quarter.
Percentage of fire hydrants inspected per annum (%)	55	47	34	Nil	>50	29		818 inspections conducted to date this financial year, out of a total 2,862 hydrants.

Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Number of notifiable drinking water health incidents at Marom Creek Water Treatment Plant (#)	N/A	N/A	N/A	1	Nil	1		One notification during the reporting period: Form 5 Notification - Failure to fluoridate >24hours, 25 July 2017
Percentage of drinking water reticulation monitoring compliance with ADWG (Microbial) (%)	N/A	N/A	N/A	100	100	100		
Percentage of drinking water reticulation monitoring compliance with ADWG (Chemical & Physical) (%)	N/A	N/A	N/A	99.7	100	100		
Number of notifiable recycled water health incidents at Ballina and Lennox Head Wastewater Treatment Plants (#)	N/A	N/A	N/A	Nil	Nil	1		One cross connection detected during the Ballina recycled water scheme launch. The investigation confirmed unique circumstances and there are no concerns of any systemic issues or ongoing problems with this notification (which was rectified immediately). As the program systems are in place and all the possible actions by staff have been or are being implemented under this program, the status is reported as on track.

Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Percentage of Recycled Water Reticulation Monitoring Compliance with AGWR in Ballina and Lennox (Microbial) (%)	N/A	N/A	N/A	100	100	100		
Percentage of Recycled Water Reticulation Monitoring Compliance with AGWR in Ballina and Lennox (Chemical and Physical) (%)	N/A	N/A	N/A	96	100	95		Four out of 21 trihalomethane (THM) results exceeded the AGWR limit in the reporting quarter. THM is related to a by-product from the disinfection process. Measures to control THM levels will be trialled in the next calendar year. These results are beyond the management of Council - our responsibility is to respond when detected. Also this is just one measure of many undertaken. The key point is all of the systems are in place to ensure compliance is appropriately managed therefore the status is reported as on track, albeit the target of 100% will not be achieved.
Recycled water during dry weather (% ADWF)	35	32	32	7	> 20	14		Reuse percentage per Plant: Ballina 1.35%, Lennox 29.3%, Alstonville 41.7% and Wardell 12.6%

Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Volume of unaccounted water (% of total water purchased)	19	20	17	15	< 15%	23		<p>Result includes all unmetered water, including water used in firefighting, mains and reservoir flushing.</p> <p>Preliminary results from night flow works indicate it is likely a very large number of small leaks in the system, rather than fewer larger leaks. This makes leak detection and management more difficult and time consuming. The water loss program is being implemented as per previous reporting to Council, however in light of these results a review of the existing program of works is being undertaken to update Council again shortly. The target of less than 15% is certainly where we should aim to be, however in hindsight this target is not realistic at this early time in the implementation of the new pressure zones and demand management area programs.</p>

Service Delivery Indicator	2013/14	2014/15	2015/16	2016/17	2017/18 Indicator	2017/18 December	On Target Y/N	Comments
Water main breaks per 30km of main (#)	1.96	1.8	1.2	5.8	<1	2		Two main breaks repaired in total this quarter.
Number of notifiable pollution incidents under the POEO Act (1997) (#)	N/A	N/A	N/A	3	Nil	Nil		
Percentage of compliance with Environmental Protection License concentration limits at all times (%)	N/A	N/A	N/A	99	100	100		One marginally high pH result at Alstonville WWTP among 250 tests.
Quarterly compliance license reports for water and wastewater submitted in a timely manner (% within 30 days)	N/A	N/A	N/A	N/A	within 30 days of quarter	30		October prototype report completed and format approved - work continuing to automate reporting process for second quarter report due at the end of January 2018.
Financial management of maintenance programs	94	98	99	95	within 10% of budget	46		44% for wastewater. 47% for water.
Financial management of capital expenditure projects	71	82	70	54	within 10% of budget	35 (Water 24% and Wastewater 41%)		Budget expenditure tracking to program when capital project commitments are considered. 50% of the capital budget is currently committed under contract.