











Code	Name	Start Date	Target Date	Performance	Responsible Officer												
	<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Number of plans</td> <td>1</td> <td>Number</td> <td>0</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Number of plans	1	Number	0					
Code	KPI	Target	Units	Achieved	Notes												
1	Number of plans	1	Number	0													
Status Comments Letitia Spit monitoring and restoration project in progress, but no new projects this quarter.																	
1.3.1.16.5	Undertake road naming			0%	MD 												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of new roads named	5	Number	0													
Status Comments No new roads created during the quarter.																	
1.3.1.17.1	Review Design Unit GIS operations to ensure client timeframes for projects are maintained and implement appropriate remedial measures if required			38%	MD 												
	<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Client timeframes within target</td> <td>80</td> <td>Percentage</td> <td>60</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Client timeframes within target	80	Percentage	60					
Code	KPI	Target	Units	Achieved	Notes												
1	Client timeframes within target	80	Percentage	60													
Status Comments Resourcing shortage is delaying projects but plans to increase resources are being pursued.																	
1.3.1.18.4	Develop Project Strategic Planning Module for PMP			0%	 Manager Design Jul-11												
Status Comments Will not start until main module and design module complete. Constrained by IT resources, priorities and software issues are slowing the development process.																	
1.3.1.2.1	Investigate and implement a quarterly billing and reading of water consumption			50%	RRC 												
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Code	KPI	Target	Units	Achieved	Notes												
1	Progress in implementing quarterly water billing	0	Percentage	0													
Status Comments Implementation of quarterly water billing is reliant upon the upgrade of Technology One's Property and Rating Ci environment reported in 1.4.1.1.2 of this report. The software for the water module is in Test. In conjunction with the water unit, plans have been put in place to implement the reading process of water consumption on a continuous process with developed routes designed to incorporate all water gangs on a reading rotational basis.																	
1.3.1.31.2	Review Performance Management Protocol to accord with employment best practice			0%	 Manager Human Resources Jul-11												
There was no activity this period.																	
1.3.1.32.2	Apply competency based manual handling training and incident based refresher training			50%	MHR 												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of training sessions	0	Number	3													

Code	Name	Start Date	Target Date	Performance	Responsible Officer																								
<b>Status Comments</b> Competency based training proposal deferred from December 2011 to February 2012 due to shifting priorities relating to the implementation of the new Work Health and Safety Act.																													
1.3.1.32.8	Asbestos Management Plan in place to ensure legislative compliance			0%	MHR																								
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Code	KPI	Target	Units	Achieved	Notes																								
1	Number of risk assessments completed of council owned buildings	2	Number	0																									
<b>Status Comments</b> Project on hold pending review of requirements under new Work Health and Safety Legislation.																													
1.3.1.33.3	Develop and implement letter writing training			47%	TO																								
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Code	KPI	Target	Units	Achieved	Notes																								
1	Percentage completed	100	Percentage	75																									
2	Number of staff completed training	0	Number	0																									
<b>Status Comments</b> Program development has been completed and needs to be revised. Rollout commencement scheduled for the 3rd quarter of 2012. This program is not envisaged as an organisational wide program but is designed to improve business writing skills as recognised in staff appraisals.																													
1.3.1.33.5	Develop training packages to support effective utilisation of core business systems			75%	 Chief Human Resources Officer																								
Jul-11																													
<b>Status Comments</b> Current systems training projects are Aurion 10 HR Payroll Systems Self Service utilisation and ECM records management system Introductory Browser training.  Aurion Self Service Training has been implemented with additional live reporting functionality due for release next quarter.  Record keeping training has been developed as a precursor to the ECM Browser training. ECM introductory browser training plan developed and Epiplex online system capture commenced. Six Epiplex modules are required to cover the major tasks associated with basic browser use. The program should be launched early 2012.																													
1.3.1.34.1	Review strategies to enhance the attraction and retention of staff			50%	HRO																								
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Code	KPI	Target	Units	Achieved	Notes																								
1	Vacancy advertising strategy reviewed	0	Percentage	25																									
2	Modified exit interview process in place	0	Percentage	100																									
3	Performance recognition program modified	0	Percentage	5																									
<b>Status Comments</b> Vacancy advertising strategy reviewed: The proposed new format for the website has been delayed due to Information Technology resourcing focusing on the major corporate system upgrade of Property and Rating. The initial launch of 10 pages will now be January 2012 rather than November 2011; with the remainder being loaded to the site by May/June 2012, as opposed to March/April 2012.  The format for all advertising now follows the updated streamlined format, and includes relevant visuals as/when appropriate.																													

Code	Name	Start Date	Target Date	Performance	Responsible Officer												
	<p>Social Media is being reviewed in relation to Recruitment Advertising.</p> <p>All forms associated with the new employee starter pack have been reviewed and updated; the information is now presented in a Tweed Shire Council presentation folder. Work is being completed on Divisional letters which will provide more personalised information to candidates. Modified exit interview process in place: An online exit survey process has been developed and implemented.</p> <p>Performance recognition program modified: Work has commenced on this project with the initial discussions having been held with Consultative Committee, and staff nominations being called for in relation to a working group to discuss appropriate performance recognition processes, consistent with Council's culture. A Staff Thank You card has been launched.</p>																
1.3.1.5.3	Implement Technology One ECM Transform to prepare for integration with Property and Rating System			75%	Manager Information Technology												
		Jul-11															
Status Comments	ECM records management system Version 3.6.9 successfully deployed in December 2011. Conversion and turn-on of the customer integration components has been delayed whilst the vendor corrects data matching rules to ensure a clean conversion to the new integration.																
1.3.1.5.4	Upgrade Technology One Property and Rating to Ci 10.4			60%	Manager Information Technology												
		Jul-11															
Status Comments	Upgrade completed in Test Environment and Key User Training completed. As expected, amount of local configuration requiring update/confirmation is significant - the primary schedule constraint is the availability of key Technical Resources to perform this work. Go live tentatively scheduled for April 2012.																
1.3.1.6.1	Provide responsive IT Help Desk Support			48%	MIT												
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Code	KPI	Target	Units	Achieved	Notes												
1	Help desk requests meeting service level targets	85	Percentage	81													
Status Comments	Service Level Target - 85% of priority incidents (those resulting in any unavailability of a system or a service to a user) resolved in under 2 days. Despite the diversion of resources to the Ci upgrade and planned hardware replacement programmes, the Help Desk has maintained a consistent level of service for this period. The average closure time for priority incidents was 1.69 days.																
1.3.1.6.2	Upgrade council workstations to Windows 7 and introduce a standard desk operating environment			0%	Manager Information Technology												
		Jul-11															
There was no activity this period.																	
<b>1.3.3 Existing and future community assets will be properly managed and maintained based on principles of equity and sustainability</b>																	
1.3.3.1.2	Integrate Technology One Works and Assets with Assetic Asset Management system			80%	Manager Information Technology												
		Jul-11															



Code	Name	Start Date	Target Date	Performance	Responsible Officer												
<b>Status Comments</b> Property and Rating Ci 10.4 upgrade in progress. Significant rework of local configurations has been completed. The upgrade also resulted in the Trade Waste and Entomological modules requiring complete redevelopment. Upgrades of server and network infrastructure to support the Development Assessment Interoperability Specification (eDAIS) was identified. Now waiting on delivery date for eDAIS components from Technology One. Council's records management system (ECM) upgraded to version 3.6.9 in preparation for new version of property and rating. Implementation of Property and Rating Ci version scheduled for April 2012. eDAIS to follow.																	
1.4.1.4.3	Work with other government departments on Subsurface Utility Engineering standards			50%	MD 												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of meeting attended	0	Number	0													
<b>Status Comments</b> No opportunities for meetings to date.																	
<b>1.5.3 The Tweed Local Environmental Plan will be reviewed and updated as required to ensure it provides an effective statutory framework to meet the needs of the Tweed community</b>																	
1.5.3.1.1	Tweed LEP is maintained in accordance with statutory requirements and to reflect local planning studies and emerging planning proposals			50%													
				Coordinator Planning Reform													
			Jul-11														
<b>Status Comments</b> The LEP is currently being updated in accordance with statutory requirements.																	









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Code	KPI	Target	Units	Achieved	Notes												
1	Number of participants at NAIDOC week event	0	Number	100													

There was no activity this period.

## 2.2.2 Support the supply of affordable housing, to reduce housing stress and homelessness

2.2.2.4.2 Advocate for improved access to crisis accommodation and specialist homelessness service

33%

SP 

Code	KPI	Target	Units	Achieved	Notes
1	Increase in number of crisis accommodation beds available annually	0	Percentage	0	

Status Comments A Homelessness Service Hub (Day Centre) in Tweed Heads is under discussion between Council and St Vincent de Pauls, in the context of the Homelessness Network. The location has not yet been finalised and discussions are ongoing.

## 2.3.1 Advocate for the provision of affordable and accessible health care, aged care, mental health, youth and family services and other community services

2.3.1.2.2 Advocate on behalf of the community for a high school in Pottsville

50%

YDO 

Code	KPI	Target	Units	Achieved	Notes
1	Number of representations made to State Members, Minister for Education and Department of Education and Training	0	Number	0	

Status Comments No action to date.

## 2.3.2 Provision of a secure, high quality and reliable drinking water supply services which meets health and environmental requirements and projected demand

2.3.2.1.12 Identify and promote Recycled Water Projects

24%

DMPL 

Code	KPI	Target	Units	Achieved	Notes
1	Increase volume of waste water recycling	10	Percentage	5	

Status Comments In 2010/11 Council recycled 4.8% of its treated wastewater. This has reduced since last year, primarily due to less recycled water being used by the Condong Co-generation facility.




Existing recycled water projects in the Tweed Shire include:

Chinderah golf course - recycling up to 110ML/a from Kingscliff WWTP, operating since 2009;




Condong co-generation facility – recycling up to 584ML/a from Murwillumbah WWTP, operating since 2007;






Uki Koala Food tree plantation – recycling up to 9ML/a from Uki WWTP, operating since 2004;


Coolangatta Tweed Heads Golf Club – recycling up to 250ML/a from Banora Pt WWTP, operating since 1987;

Code	Name	Start Date	Target Date	Performance	Responsible Officer												
	<p>Tyalgum pasture irrigation – recycling up to 25ML/a from Tyalgum WWTP, operating since 1987.            Several other recycled water opportunities have been identified and are at various stages of investigation and design, including:            Les Burger Field (rugby club), Bogangar – recycling up to 55kL/d from Hastings Pt WWTP; due to be operating by August 2012.            Arkinstall Park and Memorial Gardens, Tweed Heads – recycling up to 230ML/a from Banora Pt WWTP; concept design for both completed 2008; construction planned for 2013.            Burringbar/Mooball recycled water scheme – recycling up to 20ML/a; can be pursued once the new WWTP is operating.            Chinderah Ti tree plantation – recycling up to 950ML/a from Kingscliff WWTP; under consideration.            Kingscliff recycled water scheme – recycling up to 180ML/a from Kingscliff WWTP; concept design completed 2005; to be revisited once future development in West Kingscliff becomes clearer.            Tweed Heads South industrial area – under preliminary consideration; will depend on Banora Pt WWTP upgrade and customer effluent quality requirements.            West Kingscliff residential area – to be investigated for future development.            West Kingscliff industrial estate – identified in the Demand Management Strategy as an option to be investigated prior to future development.            In respect to new development, TSC is willing to receive and assess submissions from developers who propose water recycling.</p> <p>No new recycling opportunities were identified this quarter. Council is awaiting the Section 60 approval from the NSW Office of Water (NOW) for the Les Burger Field project before proceeding with other projects, as this will set a precedent regarding NOW requirements.</p>																
2.3.2.3.1	Implement Water Supply Augmentation Strategy			50%	Mwater 												
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Code	KPI	Target	Units	Achieved	Notes												
1	Percentage complete	5	Percentage	5													
Status Comments	Council has resolved not to proceed with any options at this stage.																
<b>2.3.3 Provision of high quality and reliable wastewater services which meets health and environmental requirements and projected demand</b>																	
2.3.3.1.12	Annual CCTV inspection program			11%	OE 												
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Code	KPI	Target	Units	Achieved	Notes												
1	Percentage completed	25	Percentage	10													
Status Comments	<p>The annual CCTV program in future is to rely on a computer generated program that prioritises gravity sewer mains to select the mains that will be the subject of the CCTV program. This software program is still under development.            In the interim period some CCTV troubleshooting has been completed.</p> <p>December 2011 CCTV program not created for reasons above. Historic data has been used to create relining program for the year which has been put out to tender. The CCTV program shall be updated within the next quarter but the CCTV work will only be coordinated for next financial year.</p>																
2.3.3.7.8	Meridian Way Tweed Heads West syphon upgrade			40%	Capital Works Engineer 												
					Jul-11												
Status Comments	<p>Proposed works have been delayed due to access issues.            Variation costs for aborted works have been approved.            Remobilisation for relining works are being programmed for mid 2012.            Alternative access arrangements to enter the site are now being investigated.</p>																



Code	Name	Start Date	Target Date	Performance	Responsible Officer
	<p>completed, and no meetings have occurred.            With the termination of the NightLink Bus Service by Gold Coast Council, the evening entertainment transport focus has turned to promotion of the two proposed taxi ranks in Boundary Rd and Stuart St, Tweed Heads; a media release and flyer are to be produced, the latter in collaboration with Gold Coast Council.            In collaboration with the Liquor Accords in Tweed Shire, an Entertainment Transport Network brochure is being produced to promote courtesy buses operated by the various clubs and pubs.</p>				
<b>2.5.2</b>	<b>Facilitate the development of a network of neighbourhood centres and community places to meet the needs of local residents</b>				
2.5.2.2.10	Liase with the developer of Cobaki Lakes to progress the proposed community centre			0%	 Social Planner
Status Comments	The Building Better Regional Cities funding application was lodged however it did not include housing or community infrastructure at Cobaki Lakes. No progress towards this community centre has been possible.				
2.5.2.2.2	Develop a Plan of Management for Murwillumbah Community Centre.			0%	 Community Capacity Building Officer
Status Comments	No change in status this quarter.				
2.5.2.3.1	Develop Volunteer Procedure and Volunteer Kit			0%	 Community Services Coordinator
Status Comments	There was no activity this period.				

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<b>3</b>	<b>Strengthening the Economy</b>			24%													
<b>3.1.4</b>	<b>Market the Tweed as a destination for business and tourism</b>																
3.1.4.7.1	Strengthen linkages between cultural heritage and tourism specifically between Indigenous communities and tourism operators			0%	DCNR 												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of meetings held	2	Number	0													
Status Comments	Limited activity due to vacant position of Community Services Officer - Aboriginal Development.																
<b>3.1.6</b>	<b>Support creative practitioners and entrepreneurs to access professional and business development opportunities, to enhance their contribution to the creative economy</b>																
3.1.6.2.1	Promote provision of affordable studio spaces and incubator facilities for artists and craft workers			0%	DCNR 												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of joint partnerships	2	Number	0													
	There was no activity this period.																
3.1.6.2.2	Support opportunities for private investment in cultural industries			0%	DCNR 												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of successful applications	1	Number	0													
	There was no activity this period.																
<b>3.1.7</b>	<b>Establish planning controls that support businesses and promote the growth of home based industries</b>																
3.1.7.1.2	Promote development of live/work premises for home based creative industries			0%	DCNR 												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of developments established	2	Number	0													
	There was no activity this period.																
<b>3.2.1</b>	<b>Foster a viable farming community</b>																
3.2.1.2.1	Undertake expression of interest and appoint consultant to undertake strategy			0%	 Coordinator Planning Reform												
				Jul-11													
Status Comments	Relates to sustainable agriculture strategy being prepared by Natural Research Management.																

Code	Name	Start Date	Target Date	Performance	Responsible Officer												
<b>3.4.2</b>	<b>Ensure sustainable provision of infrastructure (utilities, services and transport) is available to support economic development</b>																
3.4.2.1.1	Review section 94 plans to ensure adequate provision of infrastructure			6%	DEO 												
	<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Number of Section 94 plans reviewed</td> <td>4</td> <td>Number</td> <td>1</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Number of Section 94 plans reviewed	4	Number	1					
Code	KPI	Target	Units	Achieved	Notes												
1	Number of Section 94 plans reviewed	4	Number	1													
Status Comments	Tweed Road Contribution Plan (CP4) has been finalised and publicly exhibited, for adoption report January 2012. Preparation of Area E contribution plan CP31 has had higher priority than review of existing plans.																





Code	Name	Start Date	Target Date	Performance	Responsible Officer												
4.3.2.3.3	Review and update erosion and sediment control specifications to adopt best practice			0%	Planning & Infrastructure Engineer												
		Jul-11															
Status Comments	Review pending as resources permit.																
4.3.2.4.2	Identify priority actions, cost, responsibility and funding source			20%	Waterways Program Leader												
		Jul-11															
Status Comments	Investigating options to improve water quality in the Western Drainage Scheme, Banora Point. Resources will be required to audit existing infrastructure and assess management responses required.																
<b>4.4.1 Recognise and accommodate natural processes and climate change</b>																	
4.4.1.1.1	Zoning controls and planning provisions in the Council wide Local Environmental Plan and Development Control Plan controls reflect local environmental planning studies			0%	CPR												
	<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Tweed LEP and DCP maintained in accordance with statutory requirements and Council adopted studies</td> <td>100</td> <td>Percentage</td> <td>0</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Tweed LEP and DCP maintained in accordance with statutory requirements and Council adopted studies	100	Percentage	0					
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Status Comments	All new planning controls are based on the findings of comprehensive environmental assessment and community and stakeholder consultation.																