


















Code	Name	Start Date	Target Date	Performance	Responsible Officer																								
1	Civic Leadership			47%																									
1.1.3	Prepare for climate change through adaptation and mitigation strategies			49%																									
1.1.3.3.1	Update Tweed Shire Local Action Plan for Greenhouse Gas Reduction to establish new reduction targets and identify / prioritise mitigation and adaptation actions.			0%	○																								
					Community & Natural Resources																								
					Jul-11																								
	There was no activity this period.																												
1.3.1	Council's organisation will be resourced to provide the essential services and support functions to deliver the objectives of this Plan			43%																									
1.3.1.1.2	Implement debt recovery procedures			42%	RRC																								
	<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>Rates instalments unpaid at the end of each instalments period as a percentage of total due</td> <td>5</td> <td>Percent</td> <td>7</td> <td></td> </tr> <tr> <td>2</td> <td>Percentage of water accounts outstanding per quarter</td> <td>7</td> <td>Percentage</td> <td>3</td> <td></td> </tr> <tr> <td>3</td> <td>Percentage of sundry debtors outstanding per quarter</td> <td>7</td> <td>Percentage</td> <td>9</td> <td></td> </tr> </tbody> </table>					Code	KPI	Target	Units	Achieved	Notes	1	Rates instalments unpaid at the end of each instalments period as a percentage of total due	5	Percent	7		2	Percentage of water accounts outstanding per quarter	7	Percentage	3		3	Percentage of sundry debtors outstanding per quarter	7	Percentage	9	
Code	KPI	Target	Units	Achieved	Notes																								
1	Rates instalments unpaid at the end of each instalments period as a percentage of total due	5	Percent	7																									
2	Percentage of water accounts outstanding per quarter	7	Percentage	3																									
3	Percentage of sundry debtors outstanding per quarter	7	Percentage	9																									
Status Comments	<p>Collection of monies within Council is a priority of the Revenue and Recovery unit. Additional resources have been allocated to the Debt Recovery process. There has not been an increase in the percentage of collection within this period however current percentages have been maintained. The implementation of the "Dunning" system of cold timed calling and statistical recording has and is proving successful. An analysis mechanism has been included in the end of month reporting and reconciliation process which details the breakdown of the percentage arrears based on the process initiated by the Dunning process. The report gives a true indication of what is the actual arrears outstanding compared to the secured arrears outstanding.</p> <p>The report is currently being enhanced to include the number of arrangements made during the month and on a continuing basis. Although amounts are considered outstanding for reporting purposes, it does not show the arrears that have actual arrangements in place to reduce the amount outstanding in a set time frame. This is an important component of any debt recovery process.</p>																												
1.3.1.11.1	Enterprise Risk Management is applied consistently across all functions of the organisation			0%	MCG																								
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Code	KPI	Target	Units	Achieved	Notes																								
1	Number of Business Impact Assessments completed	4	Number	0																									
Status Comments	<p>Enterprise Risk Management and the associated Risk Register are being applied consistently throughout the organisation. No formal Business Impact Assessments were undertaken during this quarter. A regime of completion of the assessments by various work groups is being prepared to be done on a rolling basis rather than the previous annual review which occurred every October.</p>																												







Code	Name	Start Date	Target Date	Performance	Responsible Officer																		
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			50%	MD 																		
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Code	KPI	Target	Units	Achieved	Notes																		
1	Client timeframes within target	80	Percentage	80																			
Status Comments Time frames are being met generally but increasing demand for spatial technology is creating demand in excess of capacity. New Spatial Data Analyst trainee should be appointed by March 2013 which will assist in improving target performance.																							
1.3.1.18.4	Develop Project Strategic Planning Module for PMP			0%	Manager Design 																		
Jul-11																							
Status Comments Project deferred until main module and design module complete including Work Health and Safety requirements for "safety in design". Constrained by current resources and competing priorities which are slowing the development process. Expected to commence by June 2013.																							
1.3.1.30.5	Investigate and implement alternate staffing models to address identified employment needs			20%	Manager Human Resources 																		
Jul-12																							
There was no activity this period.																							
1.3.1.32.2	Apply competency based manual handling training and incident based refresher training			50%	WHSC 																		
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Code	KPI	Target	Units	Achieved	Notes																		
1	Number of training sessions	0	Number	1																			
Status Comments Implementation of Council's newly developed hazardous manual tasks training program has been delayed due to competing priorities with implementation now scheduled for the first quarter of 2013. In the mean time the framework for the program has been established with the contracting of a suitable supplier, implementation of 2 back care sessions for interested staff and the conducting of an ergonomic desk auditor training program.																							
1.3.1.32.8	Asbestos Management Plan in place to ensure legislative compliance			25%	WHSC 																		
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Code	KPI	Target	Units	Achieved	Notes																		
1	Number of risk assessments completed of council owned buildings	2	Number	3																			
Status Comments The Asbestos Register Update Program is underway with 3 community halls having been audited and risk assessed to date. The program will be managed on an ongoing basis through Recreation Services. A review of the effectiveness of the program will be conducted during the first quarter of this year.																							
1.3.1.33.3	Develop and implement letter writing training			48%	TO 																		
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Code	KPI	Target	Units	Achieved	Notes																		
1	Percentage completed	100	Percentage	90																			
2	Number of staff completed training	0	Number	0																			

Code	Name	Start Date	Target Date	Performance	Responsible Officer
Status Comments	Course developer attended letter writing course in August. Program is now ready for finalisation, however project finalisation has been delayed due to priority to implement Council's Reflect Respect Training Program. Development of the Letter Writing program will be complete by February.				
1.3.1.7.2	Upgrade and reformat the look and feel of Tweed Shire Council Internet Site			75%	Manager Information Technology
		Jul-11			
Status Comments	Design and development of the new site's navigation and "look and feel" has been completed. Liaison with the wider organisation is now required in terms of categorisation, reformatting and transfer of content from the existing web site.				
1.3.1.8.2	Test Council's preparedness for an IT Disaster event			0%	Manager Information Technology
		Jul-12			
Status Comments	Disaster Recovery Plan ('DRP') procedures are reviewed and updated on a regular basis. A full (off site) walk through has been planned to occur in the first quarter of 2013.				
1.3.3	Existing and future community assets will be properly managed and maintained based on principles of equity and sustainability			44%	
1.3.3.1.3	Staged deployment of Mobile Asset capturing solutions			70%	Manager Information Technology
		Jul-11			
Status Comments	A mobile asset data capture solution integrated with the MyData Operational Asset Management system has been developed and field tested. Based on the field experience some minor changes are required and these are being progressed by the vendor. The solution is scheduled to be moved to full production now that the major upgrade to Assetic has been completed.				
1.3.3.12.2	Five-yearly review of Long-Term Financial Plan			0%	Business Accountant
		Jul-12			
Status Comments	Adjustments made as a result of adopted quarterly budget reviews impacting on the Long Term Financial Plan.				
1.3.3.12.3	Four yearly review of Workforce Plan			50%	Manager Water
		Jul-11			
Status Comments	Water Unit Resource Plan is under review. It is proposed to submit a report to Executive in February 2013.				
1.3.3.12.4	Four yearly review of Levels of Service Statements, Performance Measures and Targets			75%	Manager Water
		Jul-11			
Status Comments	The Levels of Service (LOS) review is generally complete but will be placed on public exhibition as part of the updated Water Supply and Wastewater Strategic Business Plan proposed in mid 2013. No change in status for this Quarter.				

Code	Name	Start Date	Target Date	Performance	Responsible Officer												
1.3.3.3.1	Annual maintenance audits conducted on all TSC owned/controlled buildings occupied by emergency service agencies			25%	CEH 												
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Code	KPI	Target	Units	Achieved	Notes												
1	Percentage of building audit program completed	100	Percentage	100													
There was no activity this period.																	
1.3.3.4.1	Review and enhance existing quality processes and develop Quality Management Plans			30%	Strategic & Assets Engineer 												
			Jul-11														
Status Comments	<p>A focus on software systems has been necessary due to corporate level updates being necessary. Other business processes have been delayed to allocate the available resources to these system upgrades and their further development. The updated Water Supply and Wastewater Strategic Business Plans will identify at a summary level other quality and business process priorities when it is placed on exhibition proposed in 2013. Systems being developed include:</p> <ul style="list-style-type: none"> - The new Project Management System is now being used with training and testing continuing. - An upgrade of the of maintenance management system - MEX, has been completed - further optimisation is required to obtain the most from this system. - An upgrade of the Water Management Module and Trade Waste Module within Technology One was implemented in the Ci Property and Rating implementation achieved corporately in June 2012. Review and refinement of processes are progressing to consolidate performance , before new projects like Quarterly billing can begin. - Further implementation of the Asset Management software - Assetic, is progressing. Water Unit is now beginning to look at the use of the predictive module of Assetic to model future asset renewal and replacement needs. 																
1.3.3.7.1	Develop and implement Action Plans for high risks identified in Corporate Risk Register			5%	Manager Water 												
			Jul-11														
Status Comments	<p>The Risk Register is being reviewed and consolidated at higher Corporate risk level. Once complete Action plans required will be indentified and prioritised for development.</p>																
1.3.3.8.2	Develop Critical Spares Register			15%	Strategic & Assets Engineer 												
			Jul-11														
Status Comments	<p>Budget has been created for 2012/13 critical spare parts for plants. Bray Park Water Treatment Plant and Kingscliff Wastewater Treatment Plant have a draft list of spare parts. This project is expected to run over the next 3 years. Flooding events and trunk main failures during third quarter last financial year has highlighted the need to pursue this project however it is currently unable to be resourced. No further actions in this quarter pending recruitment of Asset Engineer .</p>																
1.3.3.8.4	Documentation of Plant, Network Control and Telemetry Systems			10%	Strategic & Assets Engineer 												
			Jul-11														
Status Comments	<p>Initial documentation as part of Water Network Model.</p>																

Code	Name	Start Date	Target Date	Performance	Responsible Officer
No further action during quarter due to other operational priorities.					
1.3.3.9.1	Develop Policy encompassing connections, metering, easements, water carriers, backflow prevention, watermain extensions, rain water tanks, protection of and access to sewer mains, caravan dumping points, private pumping stations, limits of responsibility for sewer connection, wastewater treatment buffer zones, sewer main extensions, drainage diagrams, inspections and rectification and planting near sewers			20%	-
					Operations Engineer
			Jul-11		
Status Comments	<p>The following policies have been completed and adopted : Backflow prevention, Rain Water Tanks, Duplex / Triplex metering and Water Restrictions. The following policies are completed in draft with the view having adopted within the coming 12-24 months: Connections and metering, easements, water carrier, water main / sewer extensions, caravan dumping points and limit of responsibilities. In addition to this Council has drafted its Trade Waste Policy and Debt Recovery Policy with the view to having them adopted within the coming 12 months. The following procedures are yet to be drafted: Wastewater treatment buffer zones, private pumping stations, inspections and rectification and planting near sewers. Information on existing policies is being developed for A-Z Knowledge Base content for Council's contact centre and public information. July 2012 changes to this year's Revenue Policy now make our Trade Waste Policy compliance with NOW guidelines. This policy will be sent to NOW for their approval so it can be issued for public display. September 2012 A-Z content has been regularly improved in the water / wastewater area as new content has been requested. Council's draft Trade Waste Policy have been accepted by NOW and will be put out for public display in November. December 2012 No further policy improvements completed. Trade Waste Policy report is set for January Council meeting.</p>				





Code	Name	Start Date	Target Date	Performance	Responsible Officer
2	Supporting Community Life			45%	
2.1.1	Work closely with government and community organisations to improve services to children and families, youth, elderly, Indigenous people, disadvantaged and minority groups and to build stronger and more cohesive communities			31%	
2.1.1.4.2	Update Aboriginal and Torres Strait Islander Issues Paper (2001) to inform development of Aboriginal Policy			0%	
		Jul-11		Community Services Coordinator	
Status Comments	The Aboriginal Advisory Committee (AAC) was consulted in relation to the update of the Aboriginal & Torres Strait Islander (ATSI) Issues Paper and the preferred method to update the document is to engage an Aboriginal consultant to work with the community. A draft tender document has been prepared and the AAC have resolved to have a member of the Committee sit on the panel assessing tender submissions. The Expression of Interest of for the ATSI Issues Paper Update has not been run to date due to the vacant Aboriginal Development Officer position.				
2.1.1.4.3	Finalise Memorandum of Understanding for signing by Council and the Aboriginal Community			0%	
		Jul-11		Community Services Coordinator	
Status Comments	The draft Memorandum of Understanding was last considered by the Aboriginal Advisory Committee at the July meeting, with further amendments made. The document remains in draft and will be reconsidered at the January 2013 meeting.				
2.1.1.4.4	Develop Reconciliation Action Plan in consultation with the community			0%	
		Jul-12		Community Services Coordinator	
Status Comments	The Aboriginal Advisory Committee have agreed to finalise the Memorandum of Understanding (MOU) before proceeding with the development of a Reconciliation Action Plan (RAP). As the MOU is still in draft it is unlikely that a RAP will be completed before 30 June 2013. No further activity is planned on this item until the MOU is signed by community and Council.				
2.1.1.4.7	Develop Protocols for working with the Aboriginal community			0%	
		Jul-12		Community Services Coordinator	
There was no activity this period.					
2.1.1.5.3	Update Children (0-4yrs) Issues Paper (2001) to inform development of a Policy			0%	
		Jul-12		Social Planner	
There was no activity this period.					
2.1.1.5.4	Participate in the Tweed Shire Integrated Response to Domestic and Family Violence Committee			0%	CCBO 




Code	Name	Start Date	Target Date	Performance	Responsible Officer												
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Code	KPI	Target	Units	Achieved	Notes												
1	Participate in the development, implementation and review of sector Strategic Plans	1	Number	0													
Status Comments No meeting attended this quarter.																	
2.1.1.6.2	Update Culturally and Linguistically Diverse people Issues Paper to inform development of a Policy			0%	 Social Planner												
		Jul-12															
There was no activity this period.																	
2.1.1.6.3	Update Men Issues Paper (2001) to inform development of a Policy			0%	 Social Planner												
		Jul-12															
Status Comments Unable to complete this activity due to other priorities.																	
2.1.1.6.4	Update Women Issues Paper (2001) to inform development of a Policy			0%	 Social Planner												
		Jul-12															
Status Comments Unable to complete this activity due to other priorities.																	
2.1.2	Preserve Indigenous and Non Indigenous cultural places and values			39%													
2.1.2.4.1	Install "3 Brothers" at "Goorimahbah – Place of Stories" (Jack Evans Boat Harbour) -subject to external funding			0%	 Community Services Coordinator												
		Jul-11															
Status Comments Late notification was received from the Indigenous Culture Support Fund (ICSF) that it has strong reservations about the construction of the '3 Brothers' sculpture in mild steel. Following further investigation and advice from Council engineers, it was decided the work could only be completed in bronze which is not the artists preferred method of fabrication. Negotiations with the artist have broken down and installation of the '3 Brothers' will not proceed. An extension of time has been granted by the ICSF to allow the IPPP and Council come up with an alternative proposal for the site. An alternative vision for a sculpture at Goorimahbah has been submitted to ICSF before 30.9.12. Council staff in a teleconference with ICSF officers were advised that the Expression of Interest was unsuccessful and grant funds must be returned.																	
2.1.2.4.2	Seek external funding to develop "Goorimahbah – Place of Stories" Stage 2			50%	CSC 												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of applications lodged	0	Number	0													
Status Comments No suitable funding rounds identified this quarter.																	
2.1.2.5.2	Investigate funding and partnership opportunities to progress "Goorimahbah"			30%	 Manager Recreation Services												



Code	Name	Start Date	Target Date	Performance	Responsible Officer												
Jul-11																	
Status Comments	Have had discussions with Green Teams Alliance and Tweed Byron Aboriginal Land Corporation on opportunities. Developing concept plan to further detail and approvals in readiness to take advantage of opportunities when they arise. Included maintenance of Jack Evans Boat Harbour ('JEBH') and Goorimabah on list of contract parks including weighting for Aboriginal employment and/or training. Tender submission for maintenance of JEBH by Aboriginal company was not competitive.																
2.1.3	Provide opportunities for residents to enjoy access to the arts, festivals, sporting activities, recreation, community and cultural facilities			37%													
2.1.3.3.3	Develop and install temporary in house exhibitions at Tweed River Regional Museums (also see 3.1.3.2.2)			0%	Senior Museum Curator												
Jul-12																	
Status Comments	Temporary in house exhibition program suspended due to closure and redevelopment of Tweed River Regional Museum ('TRRM') at Murwillumbah and limited space and resources at TRRM Tweed Heads.																
2.1.3.5.1	Deliver a range of cultural programs relevant to local lifestyles, building on former City of the Arts programs			50%	DCNR												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of projects completed	0	Number	5													
Status Comments	Limited activity due to vacant position of Cultural Development Officer.																
2.1.3.5.2	Review and update the Tweed Shire Cultural Plan/Policy			0%	Director Community and Natural Resources												
Jul-11																	
Status Comments	Limited activity due to vacant position of Cultural Development Officer.																
2.1.3.6.2	Extend Kingscliff Library in accordance with Contribution Plan 11			2%	Director Community and Natural Resources												
Jul-11																	
Status Comments	Environmental issues surrounding proposed extension of the library which has resulted in a reconsideration of options and the provision of community buildings in the broader Kingscliff locality.																
2.1.3.8.1	Initiate development of an Open Space Strategy			10%	Manager Recreation Services												
Jul-11																	
Status Comments	Framework for strategy developed. Project will be stalled whilst officer on maternity leave.																
2.1.3.9.8	Develop an online resource of all event spaces/Council parks and recreational areas			30%	Communications & Marketing Coordinator												
Jul-12																	
Status Comments	In developing the new Tweed Shire Council website structure and functionality the concept of an online parks and gardens and event spaces																







Code	Name	Start Date	Target Date	Performance	Responsible Officer												
<p>database is being considered. This project is similar to the website that already exists for Community Halls. It is anticipated this will be launched with Council's new website in the early part of 2013.</p>																	
2.1.4	Provide education and advocacy to promote and support the efforts of the police, emergency services and community groups to improve the safety of neighbourhoods and roads			36%													
2.1.4.1.2	Develop, exhibit and adopt Tweed Heads/Coolangatta Safety Plan in accordance with NSW Attorney Generals guidelines			30%	Social Planner												
<p style="text-align: right;">Jul-11</p> <p>Status Comments Draft Consultants Brief for Community Safety Plan prepared. Brief to be forwarded to NSW Attorney Generals Department for review before advertising in May 2012. No advice has been received from NSW Attorney General's Department.</p> <p>Continuing Community Safety Committee meetings throughout 2012, but Community Safety Plan not able to be commenced due to lack of resources, and low priority.</p> <p>Issue of safety for young people raised as part of the Youth Strategy, and incidents of anti-social behaviour affecting safety being addressed through Liquor Accords and open space management planning, during the December quarter.</p>																	
2.1.4.1.3	Implement key strategies of the Tweed Heads / Coolangatta Safety Plan through the Tweed Heads / Coolangatta Safety Committee			50%	CSC												
<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>Key strategies implemented</td> <td>0</td> <td>Number</td> <td>0</td> <td></td> </tr> </tbody> </table> <p>Status Comments The Tweed Heads / Coolangatta Safety Plan was scheduled for update during 2011/12. A draft brief was forwarded to NSW Attorney General's Office in May 2012 for comment to ensure the document when completed, would be eligible for endorsement as a Safer Community Compact with relevant funding. Comments have not been received, therefore updated the updated Safety Plan has not been prepared. No further action until new document has been prepared and adopted by Council.</p>						Code	KPI	Target	Units	Achieved	Notes	1	Key strategies implemented	0	Number	0	
Code	KPI	Target	Units	Achieved	Notes												
1	Key strategies implemented	0	Number	0													
2.1.4.1.4	Support after-hours transportation for people exiting Tweed Heads / Coolangatta entertainment precinct			0%	YDO												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of users per quarter	0	Number	0													
2.1.4.2.3	Advocate for extension of crime prevention program through external funding sources			50%	CSC												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of external grant applications lodged	0	Number	0													
2.1.4.8.1	Establish MOU for State Emergency Service ('SES') operations			75%	Local Emergency Management Officer												

Code	Name	Start Date	Target Date	Performance	Responsible Officer												
Jul-11																	
Status Comments Statewide Service Level Agreement has been proposed. Currently awaiting a draft copy from the State Emergency Service.																	
2.1.5	Ensure new residents and families are welcomed and integrated into the community life of the Tweed			60%													
2.1.5.2.2	Establish a 'resident's kit' which is distributed to any new ratepayers automatically, available online and can be ordered online			60%	Communications & Marketing Coordinator												
Jul-11																	
Status Comments The residents kit is essentially the 'Community Handbook' plus a few additional brochures for local information. The community handbook is at final content stages and proposed to be in a z-card format. The resident's kit will be available online, and launched as part of the new Council website.																	
2.1.6	Provide social, economic and cultural initiatives which enhance access, equity and community well-being			41%													
2.1.6.4.1	Provide ATSI programs and support community groups coordinate National Aborigines and Islanders Day Observance Committee (NAIDOC) Week celebrations and other culturally important events for example Reconciliation Week and Sorry Day			25%	CSC												
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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			48%													
2.2.2.4.3	Develop Homelessness Policy and Protocol			10%	SP												
	<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>Progress of Policy and Protocol development</td> <td>100</td> <td>Percentage</td> <td>20</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Progress of Policy and Protocol development	100	Percentage	20					
Code	KPI	Target	Units	Achieved	Notes												
1	Progress of Policy and Protocol development	100	Percentage	20													
Status Comments In March 2012 a draft brief was prepared identifying possible areas for joint housing and homelessness research. Proposals for joint research are currently in the tender phase. A draft Homelessness Protocol, based on current practice elsewhere, and designed to assist Council staff when dealing with homeless people is in the development stage.																	
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			38%													
2.3.1.1.2	Advocate for the improved resourcing of a range of human service agencies that meet the changing needs of the Shire			0%	CSC												
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There was no activity this period.																	






Code	Name	Start Date	Target Date	Performance	Responsible Officer												
2.3.1.2.1	Advocate for improved opportunities for young people to access vocational training, tertiary education and arts programs			50%	YDO 												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of TAFE DoE and Youth Services attended	0	Number	0													
Status Comments	<p>Participation in numerous steering/reference committees addressing issues related to young people's access to training, education and artistic/creative areas. Current participation in the following initiatives include:</p> <ul style="list-style-type: none"> - Implementation of the 8-week "Wollumbin Dreaming" leadership program resulting in the development of Junior Aboriginal Education Consultative Group. Wollumbin Dreaming evaluated by representatives from Council, TAFE, Connect and DET. Program feedback very positive with support from DET to continue program in 2013. - Support the Max Potential leadership program - Council staff encouraged to participate as mentors. - Support for Kids in Community Awards. - Development of school suspension and homework program in partnership Kingscliff High School and Connect. - Participation in the Tweed Education and Industry Forum. - "Mending Fences" arts engagement project implemented over 3 school terms. Key stakeholders working on continuing Mending Fences project in 2013 in partnership with Tweed River High School. There are approximately 20 students involved in this project each term. 																
2.3.1.2.2	Advocate on behalf of the community for a high school in Pottsville			50%	YDO 												
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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	<p>Meeting held with Department of Education, North Coast Region, Director and Asset Planner, to discuss community concern about the need for a high school in Pottsville. DET staff advised that approximately 10 years ago a strategic document was compiled that included an option for a Year's 7-10 High School to be built in Pottsville. However, later plans overrode this document. The Department indicated there are no current plans for the construction of a high school in Pottsville; noting that existing high schools in the Shire, including Banora Point and Murwillumbah, will need to reach capacity before a new high school is considered.</p> <p>Council staff raised distances travelled by students (travel time exceeds 1-hour for a 1-way trip in some cases) and reliance on private transport for students accessing electives at differing school sites (Tweed 5 program) however Department of Education and Training does not agree that travel presents a problem. At this time, no further direct action can be taken but advocacy will continue.</p>																
2.3.2	Provision of a secure, high quality and reliable drinking water supply services which meets health and environmental requirements and projected demand			48%													
2.3.2.1.12	Identify and promote Recycled Water Projects			20%	 Demand Management Program Leader Jul-11												
Status Comments	In 2011-2012 the percentage of wastewater treatment plant (WWTP) effluent that was recycled was 4.5% compared with the 2013 target of 15%.																
2.3.2.2.3	Implement leakage reduction program			30%	 Demand Management Program Leader												

Code	Name	Start Date	Target Date	Performance	Responsible Officer
		Jul-11			
Status Comments	<p>A three year schedule of reservoir drop tests has been implemented but has been running behind due to limited staff resources. Further leak detection works are being carried out in water supply zones where the drop tests indicate that leakage may be occurring. A program for the installation of flow meters to create district metered areas and facilitate a system wide water balance has been prepared. The identified meters will be installed over the next 3-5 years as budget allows. All new water pump stations now incorporate flow metering.</p> <p>The Water Unit has purchased an electronic listening stick for troubleshooting leak detection tasks. Because of the technical nature, larger leak detection projects will be outsourced as required.</p> <p>Drop tests have now been completed on water reservoirs at Tweed Heads (Walmsley's/Razorback), Tyalgum, Uki, Hillcrest Ave, Fingal Head and Marana Street, Bilambil Heights. Further leakage assessments are being carried out in sections of the Uki and Fingal Head areas, as the initial drop tests indicated significant leakage in these water supply zones. Leakage of the order of 3.65ML was detected at Uki and 7ML was detected at Fingal Head. Further investigations at Fingal Head identified two properties with exceptionally high daily usage that may have contributed to the estimated leakage volume. The drop test at Fingal Head will be repeated in early 2013, taking these findings into account. Additional testing is also being carried out in the Glennys St reservoir zone to investigate losses identified using pump run data.</p> <p>Drop testing of the Hospital Hill reservoir has been delayed until a flow meter is installed to better monitor water usage in this zone. A desk-top analysis of the Kingscliff reservoir zone is proceeding.</p> <p>Training in the use of the electronic listening stick was conducted by the supplier in June 2012. A number of water/sewer operators and other Water Unit staff attended the training session.</p>				
2.3.2.3.1	Implement Water Supply Augmentation Strategy			5%	 Strategic & Assets Engineer
		Jul-11			
Status Comments	<p>Council has resolved not to proceed with any options at this stage. There has been no progress during the December Quarter and project is on hold. Council has been briefed regarding risks to augmentation options posed by the new LEP implementation.</p>				
2.3.2.4.5	Install additional destratification capacity at Clarrie Hall Dam			10%	 Treatment Process Engineer
		Jul-12			
Status Comments	<p>Some recommendations for additional destratification capacity were made in the consultant's report on Water Quality at Clarrie Hall Dam. It was also recommended that further monitoring of stratification be completed to assist the effectiveness of the current WEARS destratification unit. Quotes for this additional monitoring equipment have been obtained and will soon be purchased and installed.</p>				
2.3.2.4.7	Consider potential for pipeline link from South East Queensland ('SEQ') Water Grid for drought contingency supply			25%	 Strategic & Assets Engineer
		Jul-11			
Status Comments	<p>Preliminary negotiations commenced with meetings held with SEQ-Water Grid Manager. Possible water supply connections to SEQ Water Grid identified. SEQ Water Grid Manager has investigated costs for identified supply options. However, the recent restructure into South East Queensland Water Corporation Limited has meant Council continues to wait for more guidance on their likely requirements.</p>				

Code	Name	Start Date	Target Date	Performance	Responsible Officer												
2.3.3	Provision of high quality and reliable wastewater services which meets health and environmental requirements and projected demand			45%													
2.3.3.2.1	Investigate new recycled water opportunities and monitor relevant national and international trends			50%	DMPL 												
	<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>Percentage completed; progress viable projects through approval phase</td> <td>25</td> <td>Percentage</td> <td>25</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Percentage completed; progress viable projects through approval phase	25	Percentage	25					
Code	KPI	Target	Units	Achieved	Notes												
1	Percentage completed; progress viable projects through approval phase	25	Percentage	25													
Status Comments	<p>Council is monitoring current trends and technologies for recycled water opportunities. A workshop on dual reticulation and water recycling was held in April 2012 for Councillors.</p> <p>New opportunities for effluent reuse are being investigated on an ongoing basis but stringent NSW State guidelines are impacting on Council's ability to introduce new schemes in a timely manner. The Office of Water's delay in approving the Les Burger project has meant that other projects are on hold, awaiting the outcome. The subsequent impacts on future schemes will need to be assessed.</p> <p>A number of recycled water (effluent reuse) schemes are progressing across the shire, including:</p> <ul style="list-style-type: none"> -Les Burger Field (rugby club) at Bogangar, recycling up to 55 kL/d from Hastings Point Waste Water Treatment Plant ('WWTP'). Transfer pipeline construction complete. Final construction for irrigation system should be completed by Dec 2012. Council has provided a revised recycled water management plan to NSW Office of Water for their consideration but approval under Section 60 has been significantly delayed. -Burringbar/Mooball recycled water scheme, recycling up to 20ML/a. To be pursued once the new WWTP is operating. Transfer pipeline construction complete. Further investigations under way for suitable end uses. Scheduled in capital works program for 2013/2014. -Tyalgum WWTP irrigation for additional Koala fodder plantation. Concept design under way. Scheduled in capital works program for 2014. -Turf Farm on Round Mountain Rd, Bogangar. Scheduled in capital works program for 2014. Investigations under way. Still under consideration but viability is uncertain. -Arkinstall Park and Memorial Gardens, Tweed Heads, recycling up to 230ML/a from Banora Pt WWTP. Still under consideration but viability is uncertain. Scheduled in capital works program for 2016. -Barry Sheppard Oval and Round Mountain pony club, recycling up to 200ML/a from Hastings Pt WWTP. Still under consideration but viability is uncertain. -Chinderah Ti tree plantation, recycling up to 950ML/a from Kingscliff WWTP. Under consideration. -Tweed Heads South industrial area. Under preliminary consideration. Will depend on Banora Pt WWTP upgrade and customer effluent quality requirements. <p>In respect to new development, Council is supportive of developers who propose water recycling. However, no new recycling opportunities were identified this quarter. Working with the Tweeds Top 20 and Top 100 non-residential water users has not identified any water recycling (effluent reuse) opportunities at this stage. Council is addressing the NSW Office of Water (NOW) requirements for the Les Burger Field project before proceeding with other projects.</p>																
2.3.3.2.2	Develop educational materials and promote recycled water opportunities			20%	DMPL 												
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Code	KPI	Target	Units	Achieved	Notes												
1	Percentage complete	25	Percentage	10													
Status Comments	<p>One of the Water Education Officer's future tasks is to develop educational packages and resources relating to recycled water. This is an important element of the Demand Management Strategy implementation. Work specifically dealing with recycled water has been delayed due to other current priorities and until the full review of the IWCM strategy has been completed in mid 2013.</p>																

Code	Name	Start Date	Target Date	Performance	Responsible Officer
2.3.3.5.1	Identify additional beneficial reuses of biosolids from Banora Point Waste Water Treatment Plant			20%	 Treatment Process Engineer
		Jul-12			
Status Comments	A brief has been prepared which summarises the current status of biosolids management and makes recommendations for the development of a updated management plan. This will be used to develop a tender brief and engage a consultant to complete the Biosolids Management Strategy.				
2.3.4	Provision of high quality, best practice, solid waste disposal with energy recovery, and improving resource recovery practices and infrastructure which meets health and environmental requirements and projected demand			40%	
2.3.4.5.1	Development of Waste Management and Resource Recovery Strategy			5%	 Coordinator Waste Management
		Jul-11			
Status Comments	Council is participating in the development of a regional waste strategy with other Northern Rivers Regional Organisation of Councils ('NOROC') members. To run concurrently, Council will be developing its own strategy.				
2.3.4.6.1	Extension of Stotts Creek Inert Landfill			0%	 Coordinator Waste Management
		Jul-12			
Status Comments	Design and plans for the extension of Stotts Creek Inert Landfill to be developed. Current capacity available in existing inert landfill cells at Stotts.				
2.3.4.7.1	Development of Waste & Sustainability Improvement Payment (WaSIP) action plan to guide spend on resource recovery projects			0%	 Coordinator Waste Management
		Jul-12			
Status Comments	Plan to be incorporated into Councils next Solid Waste Management Strategy.				
2.3.4.8.4	Implement Stotts Creek landfill closure plan and rehabilitate site			0%	 Coordinator Waste Management
		Jul-12			
Status Comments	Approximately 6 months air space remaining, closure plan to follow accordingly.				
2.3.6	Provide conveniently placed and well equipped parks, sporting, recreational, cultural and community facilities			46%	
2.3.6.1.1	Development of Regional Museum facility at Flagstaff Hill Tweed Heads			2%	 Senior Museum Curator
		Jul-11			
Status Comments	Zoning, cultural heritage and funding issues still to be resolved. Project will be delayed significantly.				

Code	Name	Start Date	Target Date	Performance	Responsible Officer												
2.3.6.1.9	Develop and implement new displays for redevelopment of the Tweed River Regional Museum at Murwillumbah			15%	Senior Museum Curator												
Status Comments Assessment and documentation of collection at Murwillumbah 90% complete. Work has commenced on development of display themes.																	
2.3.6.10.2	Lodge development application			20%	Recreation Project Coordinator												
Status Comments Preliminary vegetation study undertaken, preliminary engineering design investigations undertaken for roads/dam. Investigation into second dam required. Detail design and development applications are required. The project is currently stalled whilst the project officer is on maternity leave.																	
2.3.6.4.1	Refurbish Murwillumbah Netball clubhouse			20%	Building & Recreation Assets Coordinator												
Status Comments Development approval was provided and a construction certification application was lodged. Unfortunately an alternative solution is necessary to meet Building Standards Australia objectives. Alternative provisions were needed for a number of amenities but resources are limited options to address the issues. An alternative solution has now been prepared with assistance with specialists from the Murwillumbah Netball Association and is ready for re-submission for building approval. An alternative solution has been accepted and the construction certificate for approval of the food premises fit out plan. Electrical contract for relocation of incoming power has been let.																	
2.3.6.4.5	Development of Depot Road sports field			80%	Recreation Project Coordinator												
Status Comments Fill being imported from Banora Point Bypass Alliance site. Development application has been received. Some additional detail design required for electrical/carpark/field/building detail. Preliminary design for all except electrical is completed. Fill from Banora Point finalised. 70% of site filled to finished levels. Project is waiting on additional funding.																	
2.3.6.5.2	Detail tender documentation and construct facility			0%	Recreation Project Coordinator												
Status Comments Project on hold pending delivery of services to the site (water/sewer/power) with commencement of initial stages of Kings Forest development. Additional funding also required																	
2.4.2	Promote the provision of cost effective public transport for all persons access			31%													
2.4.2.3.1	Install new street seating			0%	ME												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of new seats installed	4	Number	0													
Status Comments No new seats installed in quarter.																	

Code	Name	Start Date	Target Date	Performance	Responsible Officer												
2.4.2.3.2	Maintain street seats			3%	ME 												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of seats maintained	20	Number	2													
Status Comments Repainting of street seats in Murwillumbah St completed in quarter																	
2.5.2	Facilitate the development of a network of neighbourhood centres and community places to meet the needs of local residents			22%													
2.5.2.2.10	Liaise with the developer of Cobaki Lakes to progress the proposed community centre			0%	 Social Planner												
			Jul-11														
Status Comments																	
Discussions are ensuing with the developer seeking early completion of the Cobaki Lakes community centre to be used in part as a keeping place for Aboriginal artefacts removed from the site. Everick Heritage Consultants are leading discussions and reporting on progress through the Aboriginal Advisory Committee.																	
Internal discussions are in train to review the future provision of community services facilities at Cobaki Lakes, to improve the 'social sustainability' of the development, better meet the needs of early residents and coordinate the efforts of interested agencies. Contributions Plan No.10, for Cobaki Lakes, is being updated to keep building costs indexed at current levels, and Council negotiations with the developer are ongoing in September/October with a view to agreeing how to provide community facilities at an early stage of the development (which has not yet started, but is imminent).																	
Contribution Plan 10 has been adopted with updated building cost rates for community facilities.																	
2.5.2.2.2	Develop a Plan of Management for Murwillumbah Community Centre.			10%	 Community Capacity Building Officer												
			Jul-11														
Status Comments																	
The new Murwillumbah Community Centre was opened as part of the Local Government week celebrations in November 2012. The management responsible of the Centre have been handed to the management committee of the Murwillumbah Community Centre Inc who will continue to expand the tenancy base, promote services and activities of the Centre and develop a plan of management for the continued operation of the new centre.																	
2.5.2.2.4	Construction of Pottsville Beach Neighbourhood Centre			90%	 Community Capacity Building Officer												
			Jul-11														
Status Comments																	
The new administration building at Pottsville Beach Neighbourhood Centre has been operating for almost 12 months and has proven to be a major asset in the provision of services to the population of Pottsville and District. With the completion of the neighbouring Health One development the final development application requirements for Pottsville Beach Neighbourhood Centre (car parking) can now be met and submitted for final approval.																	
2.5.2.3.1	Develop Volunteer Procedure and Volunteer Kit			0%													

Code	Name	Start Date	Target Date	Performance	Responsible Officer
					Community Services Coordinator
			Jul-11		
Status Comments	<p>A number of meetings were held this quarter to discuss the volunteer framework in relation to management of community halls. The informal management model may require adjustment to ensure Council's obligations are met under the Work Health and Safety Act 2011. Volunteers assisting with the seniors program at Banora Point Community Centre fit within the organisation wide model under development by Human Resources Unit.</p>				

Code	Name	Start Date	Target Date	Performance	Responsible Officer
3	Strengthening the Economy			30%	
3.1.3	Provide opportunities for visitors to enjoy access to the arts through cultural facilities, festivals and programs			28%	
3.1.3.2.2	Develop and install temporary in house exhibitions at Tweed River Regional Museums for enjoyment by the community and visitors			0%	Senior Museum Curator
			Jul-12		
Status Comments	Temporary in house exhibition program suspended due to closure and redevelopment of Tweed River Regional Museum ('TRRM') Murwillumbah and limited space and resources at TRRM Tweed Heads.				
3.1.4	Market the Tweed as a destination for business and tourism			40%	
3.1.4.7.1	Strengthen linkages between cultural heritage and tourism specifically between Indigenous communities and tourism operators			0%	DCNR
Status Comments	Limited activity due to vacant position of Cultural Development Officer.				
3.1.6	Support creative practitioners and entrepreneurs to access professional and business development opportunities, to enhance their contribution to the creative economy			13%	
3.1.6.2.1	Promote provision of affordable studio spaces and incubator facilities for artists and craft workers			25%	DCNR
Status Comments	Limited activity due to vacant position of Cultural Development Officer. Support provided to Murwillumbah Business Chamber for a Regional Arts Grant promoting Creative Arts Industry and Studio Spaces in Queen St Murwillumbah.				
3.1.6.2.2	Support opportunities for private investment in cultural industries			0%	DCNR
Status Comments	No activity.				
3.1.7	Establish planning controls that support businesses and promote the growth of home based industries			0%	
3.1.7.1.2	Promote development of live/work premises for home based creative industries			0%	DCNR

Code	Name	Start Date	Target Date	Performance	Responsible Officer
Status	Limited activity due to vacant position of Cultural Development Officer.				

Code	Name	Start Date	Target Date	Performance	Responsible Officer												
4	Caring for the Environment			45%													
4.1.2	Protect, regulate and maintain natural assets (the coastline, coastal and inland waterways, biodiversity, bushland and scenic landscapes) for current and future generations			47%													
4.1.2.3.1	Prepare and implement Road Vegetation Management Plan			50%	Manager Works												
		Jul-11															
Status Comments	Council has approved the preparation of the Roadside Vegetation Management Plan (RVMP) for the Shire. The project is jointly funded through the Works Unit and the Natural Resource Management Unit Biodiversity Program. Consultants have delivered the draft of the RVMP. Review and adoption of the Plan scheduled for December quarter. December update a final draft has been prepared for review.																
4.1.2.3.2	Implementation and training of operational staff			0%	Manager Works												
		Jul-12															
Status Comments	Preparation of Roadside Vegetation Management Plan by consultants has not been completed, and accordingly training of operational staff has not commenced.																
4.2.1	Promote the protection of native vegetation and wildlife habitat of high conservation value, social or cultural significance in Tweed Shire			31%													
4.2.1.2.1	Create appropriate zoning controls and planning provisions through the Council wide Local Environmental Plan			13%	CPR												
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1	Adoption of Tweed LEP to accord with standard template	100	Percentage	50													
There was no activity this period.																	
4.2.1.4.2	Implement Tweed Coast Koala Plan of Management			0%	Community & Natural Resources												
There was no activity this period.																	
4.2.1.7.2	Improve management of lower estuary shorebird roost sites (Letitia Spit)			0%	Waterways Program Leader												
		Jul-11															
Status Comments	Due to works by Tweed Byron Local Aboriginal Land Council and an information campaign by residents, vehicles have largely been prevented from accessing the bird roost area. Some incursions are still occurring. No further action by waterways program proposed for next quarter, unless requested by Land Council.																
4.2.5	Establish and promote a framework for the implementation, continued development and monitoring of vegetation management and planning measures			28%													
4.2.5.1.1	Co-ordinate Planning Reforms Unit Work Program initiatives to complement the actions of the Natural Resources Management Unit.			25%	CPR												

Code	Name	Start Date	Target Date	Performance	Responsible Officer												
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Code	KPI	Target	Units	Achieved	Notes												
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There was no activity this period.																	
4.2.5.4.1	Update database and mapping of projects			10%	BPL												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of projects included	5	Number	1													
Status Comments Biodiversity Planner has restarted this project.																	
4.3.2 Improve urban stormwater discharge through water sensitive urban design				48%													
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. No progress this quarter.																	
4.3.2.4.3	Audit performance of all Stormwater Quality Improvement Devices in the Tweed Shire			0%													
Waterways Program Leader																	
Status Comments Resources to be allocated to this project first quarter 2013.																	
4.4.2 Protect and enhance the aesthetic qualities of the coastal zone				32%													
4.4.2.1.1	Review of the Tweed Scenic Landscape Evaluation and new Implementation Strategy			0%													
Coordinator Planning Reform																	
Jul-12																	
There was no activity this period.																	
4.4.2.1.2	Scenic Protection Strategy/DCP prepared			0%													
Coordinator Planning Reform																	
Jul-12																	
There was no activity this period.																	