








Code	Name	Start Date	Target Date	Performance	Responsible Officer												
<b>1</b>	<b>Civic Leadership</b>			<b>85%</b>													
<b>1.1.2</b>	<b>Create a sustainable, social and environmentally aware community through education</b>																
<b>1.1.2.2.4</b>	<b>Produce biannual Water Bulletin featuring updates on water demand and augmentation strategies and tips on water saving</b>			<b>75%</b>	<b>CMC</b>												
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Code	KPI	Target	Units	Achieved	Notes												
1	Distribution of biannual water bulletin with Water Notices	50	Percentage	80													
There was no activity this period.																	
<b>1.1.3</b>	<b>Prepare for climate change through adaptation and mitigation strategies</b>			<b>58%</b>													
<b>1.1.3.3.1</b>	<b>Update Tweed Shire Local Action Plan for Greenhouse Gas Reduction to establish new reduction targets and identify / prioritise mitigation and adaptation actions.</b>			<b>0%</b>	<b>SPL</b>												
			<b>Jul-11</b>														
There was no activity this period.																	
<b>1.2.4</b>	<b>Involve communities including youth, elderly and aboriginal groups in decision making that affects their area and the wider Tweed community</b>			<b>64%</b>													
<b>1.2.4.1.1</b>	<b>Citizen Panel Internet infrastructure built and added to the Council's Web Site</b>			<b>20%</b>	<b>MIT</b>												
			<b>Jul-11</b>														
<b>Status Comments</b>	<b>Access to a reliable and accurate source of resident and ratepayer details remains difficult to source due to the unavailability of use of the electoral roll.</b>																
<b>1.3.1</b>	<b>Council's organisation will be resourced to provide the essential services and support functions to deliver the objectives of this Plan</b>			<b>83%</b>													
<b>1.3.1.18.4</b>	<b>Develop Project Strategic Planning Module for PMP</b>			<b>0%</b>	<b>MD</b>												
			<b>Jul-11</b>														
<b>Status Comments</b>	<b>Will not start until main module and design module complete. Constrained by IT resources, priorities and software issues are slowing the development process.</b>																
<b>1.3.1.28.1</b>	<b>Develop and implement business plan for construction of new crematorium at Tweed Valley Cemetery</b>			<b>15%</b>	<b>MRS</b>												
			<b>Jul-11</b>														
<b>Status Comments</b>	<b>The development assessment process has completed following development approval provided in May 2012. The tender process for the cremation furnace has been let and responses are now under review.</b>																



Code	Name	Start Date	Target Date	Performance	Responsible Officer																		
<b>Operations and Information Technology and reviewed by the Enterprise Risk Management Committee.</b>																							
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			78%	MD																		
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Code	KPI	Target	Units	Achieved	Notes																		
1	Client timeframes within target	80	Percentage	70																			
<b>Status Comments</b> Requests for Trainee GIS officer to assist has been approved in the budget for 2012/13 financial year. Recruitment will commence shortly and will improve service delivery.																							
1.3.1.32.2	Apply competency based manual handling training and incident based refresher training			75%	WHSC																		
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Code	KPI	Target	Units	Achieved	Notes																		
1	Number of training sessions	6	Number	0																			
<b>Status Comments</b> A project proposal was noted at the June EMT/WHS group meeting. Manual handling protocol will be updated by end of June and training plan under development. Incident based refresher training is undertaken on an as needs basis, which was not required during the last quarter.																							
1.3.1.32.8	Asbestos Management Plan in place to ensure legislative compliance			17%	WHSC																		
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Code	KPI	Target	Units	Achieved	Notes																		
1	Number of risk assessments completed of council owned buildings	2	Number	1																			
<b>Status Comments</b> The Asbestos Management Plan has been developed and is now with key stakeholders for consultation and finalisation prior to being provided to the committees for ratification. There has been one risk assessment completed by an external licensed contractor in relation to a contaminated site. This was not part of the scheduled risk assessment process being developed in line with the Asbestos Management Plan.																							
1.3.1.33.3	Develop and implement letter writing training			91%	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> Course developer is booked to attend a letter writing course 13/14th August 2012. On completion development of an 'in-house' program will be finalised to be delivered on an on-going basis commencing in October of 2012.																							
1.3.1.33.6	Implement appropriate Equal Employment Opportunity training			88%	CHRO																		
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Code	KPI	Target	Units	Achieved	Notes																		
1	Training packages developed	100	Percentage	50																			
2	Percentage of staff trained	25	Percentage	0																			
<b>Status Comments</b> Bullying, Harassment and Discrimination training "Reflect Respect" developed and ready for rollout across the organisation. Development of Code of Conduct Training is on hold until the finalisation by the Division of local Government of the new Template Code.																							
1.3.1.34.1	Review strategies to enhance the attraction and retention of staff			94%	HRO																		

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Code	KPI	Target	Units	Achieved	Notes																								
1	Vacancy advertising strategy reviewed	100	Percentage	80																									
2	Modified exit interview process in place	50	Percentage	100																									
3	Performance recognition program modified	100	Percentage	50																									
<b>Status Comments</b>	<p>Vacancy advertising strategy reviewed:                      The proposed new format for the website was delayed due to Information Technology resources focusing on the major corporate system upgrade of Property and Rating. The initial launch of 10 pages will now be July 2012 rather than April 2012. The content has been finalised and Information Technology will test the site from the week commencing 9 July 2012 in preparation for it to go live.                      Social Media for recruitment advertising in the form of QR (Quick Response) codes will occur after the launch of the Recruitment Website in July, as the purpose of a QR code is to direct people with a smart phone to visit the Tweed Shire Council Recruitment site. With the upcoming federally funded Tweed Jobs Expo in August, QR codes will be put to trial with those participants in attendance.                      To economise on advertising spend composite adverts are being utilised in print media, and once the website is live there will be a focus to minimise content with more emphasis to visit the Internet for full details on the position, as well as Council and what the Shire has to offer. Modified exit interview process in place: An online exit survey process has been developed and implemented.</p>																												
<b>1.3.1.6.1</b>	<b>Provide responsive IT Help Desk Support</b>			<b>94%</b>	<b>MIT</b>																								
	<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>Help desk requests meeting service level targets</td> <td>85</td> <td>Percentage</td> <td>74</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Help desk requests meeting service level targets	85	Percentage	74																	
Code	KPI	Target	Units	Achieved	Notes																								
1	Help desk requests meeting service level targets	85	Percentage	74																									
<b>Status Comments</b>	<p>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. Diversion of resources to the Property and Rating Ci system upgrade and the hardware replacement roll-out significantly impacted on the Help Desk service levels for this period with only one resource not undertaking project work available on most days. The average closure time for priority incidents was 2.3 days. Both impacting projects have now completed and service levels should rise as resources become available.</p>																												
<b>1.3.3</b>	<b>Existing and future community assets will be properly managed and maintained based on principles of equity and sustainability</b>																												
<b>1.3.3.1.2</b>	<b>Integrate Technology One Works and Assets with Assetic Asset Management system</b>			<b>80%</b>	<b>MIT</b>																								
					<b>Jul-11</b>																								
<b>Status Comments</b>	<p>Vendor integration approach has now been developed and is available for Council to use. Integration to be tested following the Fleet implementation in July 2012.</p>																												
<b>1.3.3.1.3</b>	<b>Staged deployment of Mobile Asset capturing solutions</b>			<b>80%</b>	<b>MIT</b>																								
					<b>Jul-11</b>																								
<b>Status Comments</b>	<p>A mobile asset data capture solution has been developed and field tested by the Engineering Assistant. The Corporate Asset environment has been through a major release upgrade and this has allowed final user testing on the mobility solution to be completed. Due to resource availability, full rollout was deferred until both the Property and Rating Ci upgrade and end of financial year processing is complete.</p>																												
<b>1.3.3.12.3</b>	<b>Four yearly review of Workforce Plan</b>			<b>50%</b>	<b>MWater</b>																								

Code	Name	Start Date	Target Date	Performance	Responsible Officer
		Jul-11			
<b>Status Comments</b>	<b>Water Unit Resource Plan is under review. It is now proposed to submit a report to Executive in February 2012. This plan has been delayed due to other priorities and will be revisited in 1st Quarter of 2012/13. Draft revision of workforce plan has been prepared as part of Strategic Business Plan including input from Operations, Capital Works, Strategic and Mechanical/Electrical Sections.</b>				
<b>1.3.3.12.4</b>	<b>Four yearly reviews of Levels of Service Statements, Performance Measures and Targets</b>			<b>75%</b>	<b>MWater</b> 
		Jul-11			
<b>Status Comments</b>	<b>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 late 2012. No change in status for June Quarter.</b>				
<b>1.3.3.4.1</b>	<b>Review and enhance existing quality processes and develop Quality Management Plans</b>			<b>20%</b>	<b>SAE</b> 
		Jul-11			
<b>Status Comments</b>	<b>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 public exhibition proposed for late 2012. Systems being developed include: - The new Project Management System is now being utilised with training and testing continuing. - An upgrade of the software of maintenance management system - MEX, has been completed. - 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. - Further implementation of the Asset Management software - Assetic, is progressing with a focus on financial valuation aspects in the first instance.</b>				
<b>1.3.3.7.1</b>	<b>Develop and implement Action Plans for high risks identified in Corporate Risk Register</b>			<b>5%</b>	<b>MWater</b> 
		Jul-11			
<b>Status Comments</b>	<b>Major risks have been identified through the Corporate Enterprise Risk Management Process. A Business Continuity Plan has been updated to respond to identified high risks to critical water and sewer functions. The Business Continuity Plan has been developed in accordance with NSW Water Directorate guidelines. This plan has focused on individual plans for extreme and high risks. The Business Continuity Plan includes a prioritised action list which is now being implemented. The Action Plans development has not progressed in the December quarter as available resources were allocated to operational priorities. Again in the March Quarter, Action Plans development has not progressed as resources were unable to be allocated. Again in the June Quarter, Action Plans development has not progressed as resources were unable to be allocated.</b>				
<b>1.3.3.8.2</b>	<b>Develop Critical Spares Register</b>			<b>15%</b>	<b>AE</b> 
		Jul-11			
<b>Status Comments</b>	<b>Budget has been created for 2011/2012 critical spare parts for plants.</b>				





Code	Name	Start Date	Target Date	Performance	Responsible Officer												
	<p><b>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 has highlighted the need to pursue this project however it is currently unable to be resourced. No further actions in fourth quarter due to resource limitations.</b></p>																
1.3.3.8.4	Documentation of Plant, Network Control and Telemetry Systems			10%	SAE 												
		Jul-11															
Status Comments	<p>Initial documentation as part of Water Network Model. No further action during 4th quarter due to other operational priorities.</p>																
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			16%	OE 												
		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, watermain / 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.</p>																
1.4.1	<p><b>Council will perform its functions as required by law and form effective partnerships with State and Commonwealth governments and their agencies to advance the welfare of the Tweed community</b></p>																
1.4.1.4.3	Work with other government departments on Subsurface Utility Engineering standards			100%	MD 												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of meeting attended	0	Number	1													
Status Comments	<p>No further opportunities regarding this during the last quarter.</p>																













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<b>At Murwillumbah, together with redevelopment of the Museum storage facility and the Museum at Murwillumbah have also impacted on accessions.</b>																	
2.1.3.4.5	Delivery of an enjoyable, educational and participative program for the volunteers of the Tweed River Art Gallery			84%	AGD												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of programs completed	6	Number	6													
Status Comments 4 new volunteers joined the ranks of our enthusiastic volunteers during this quarter.																	
2.1.3.5.1	Deliver a range of cultural programs relevant to local lifestyles, building on former City of the Arts programs			100%	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.																	
<b>2.1.4</b>	<b>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</b>																
2.1.4.1.2	Develop, exhibit and adopt Tweed Heads/Coolangatta Safety Plan in accordance with NSW Attorney Generals guidelines			30%	 SP												
					Jul-11												
Status Comments Draft Consultants Brief for Community Safety Plan prepared. Brief to be forwarded to NSW Attorney Generals Department for review before advertising. No advice has been received from NSW Attorney General's Department.																	
2.1.4.8.1	Establish MOU for SES operations			75%	 LEMO												
					Jul-11												
Status Comments Draft Memorandum of Understanding is pending. Further discussions with State Emergency Service (SES) required due to Statewide Service Level Agreement being discussed.																	
2.1.4.2.3	Advocate for extension of crime prevention program through external funding sources			33%	CSC												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of external grant applications lodged	1	Number	0													
Status Comments No suitable funding rounds identified this quarter.																	
2.1.4.2.4	Attend Community Safety Precinct Committee			0%	CSC												






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Code	KPI	Target	Units	Achieved	Notes												
1	Number of meetings attended	1	Number	0													
<b>Status Comments</b> This meeting is convened by NSW Police. There was one meeting convened this quarter on 18 April 2012 attended by the Mayor.																	
2.1.4.4.2	Attend District Emergency Management Committee meetings			50%	Mworks 												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of meetings	1	Number	0													
<b>Status Comments</b> Neither of Tweed delegates was able to attend the April meeting of District Emergency Management Committee.																	
2.1.4.7.2	Apply for road safety and blackspot grants			100%	RSO												
<b>Complete.</b>																	
<b>2.1.5 Ensure new residents and families are welcomed and integrated into the community life of the Tweed</b>																	
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			0%	 Communications and Marketing Coordinator Jul-11												
<b>Status Comments</b> The resident's kit is essentially the 'Community Handbook' plus a few additional brochures for local information. The aim is to launch the resident's kit and community handbook following the election of the new Council. Launch of the kit before that would not be efficient as it would need to be reprinted with the new Council in September. Priority is to get the Community Handbook completed and then focus on the resident's kit.																	
<b>2.1.6 Provide social, economic and cultural initiatives which enhance access, equity and community well-being</b>																	
2.1.6.6.1	Support community groups coordinate International Women's Day celebrations			50%	CCBO												
2.1.6.6.2	Support Harmony Day and Unity Festival celebrations			100%	CSC												
<b>Complete.</b>																	
<b>2.2.1 Support Provision of a wide range of housing types in new and existing urban areas</b>																	
2.2.1.1.1	Investigate and conduct review of Tweed Development Control Plan 2008- Section 1A			85%	 CPR												
<b>Status Comments</b> The first round of community and stakeholder consultation has been completed and drafting of the DCP has commenced.																	
<b>2.2.2 Support the supply of affordable housing, to reduce housing stress and homelessness</b>																	
2.2.2.1.1	Undertake a Housing Choice and Affordability Study			2%	 CPR												

Code	Name	Start Date	Target Date	Performance	Responsible Officer												
Jul-11																	
There was no activity this period.																	
2.2.2.4.2	Advocate for improved access to crisis accommodation and specialist homelessness service			33%	SP												
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Code	KPI	Target	Units	Achieved	Notes												
1	Increase in number of crisis accommodation beds available annually	1	Percentage	0													
Status Comments	A development application for a proposed Daytime Respite Care Centre (Homelessness Service Hub) at 9 Boyd St Tweed Heads has been lodged by St Vincent de Paul. There is no crisis accommodation in the Shire, and the need for local crisis accommodation options is being advocated whenever possible, such as in the context of the preparation of a Youth Strategy for the Shire, which commenced in June.																
<b>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</b>																	
2.3.1.2.2	Advocate on behalf of the community for a high school in Pottsville			75%	 YDO												
Jul-11																	
Status Comments	Council meeting held with Department of Education, North Coast Region, Director and Regional Asset Planner, to ascertain development of high school for the Pottsville area. Approximately 10 years ago a schools site document included an option for a year 7-10 school to be built in Pottsville. However it was subsequently decided to build a new high school at Banora Point. The Department has no plans to build a high school in the Pottsville area and has frequent contact with Pottsville Beach Primary Parents and Citizens ('P&C') representatives about student numbers at the school. At this stage, no further action has been taken.																
<b>2.3.2 Provision of a secure, high quality and reliable drinking water supply services which meets health and environmental requirements and projected demand</b>																	
2.3.2.1.12	Identify and promote Recycled Water Projects			20%	 DMPL												
Jul-11																	
Status Comments	<p>In 2010/2011 the percentage of wastewater treatment plant (WWTP) effluent recycled was 4.8% compared with the 2013 target of 15%. The main reason for this lower than expected result was a significant reduction in the use of treated effluent by the co-generation plant at Condong sugar mill. It is expected that this figure will increase again as new reuse projects, such as the one at Les Burger Field, come on line. 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.</p> <p>A number of recycled water (effluent reuse) schemes have progressed across the shire in 2011/2012, including:</p> <ul style="list-style-type: none"> <li>-Les Burger Field (rugby club) at Bogangar, recycling up to 55kL/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 before approval under Section 60 is likely to be granted.</li> <li>-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.</li> <li>-Tyalgum WWTP irrigation for additional Koala fodder plantation. Concept design under way. Scheduled in capital works program for 2014.</li> </ul>																

Code	Name	Start Date	Target Date	Performance	Responsible Officer
<p>-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 Point 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 Point WWTP. Still under consideration but viability is uncertain.                      -Chinderah Ti tree plantation, recycling up to 950ML/a from Kingscliff WWTP is under consideration.                      -Tweed Heads South industrial area. Under preliminary consideration. Will depend on Banora Point WWTP upgrade and customer effluent quality requirements.                      In respect to new development, Tweed Shire Council is willing to receive and assess submissions from developers who propose water recycling. No new recycling opportunities were identified this quarter. Work with the Tweeds Top 20 funding program for the top 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>					
2.3.2.1.9	Advocate to the State Government to amend BASIX to allow Council minimum 5kL rainwater tanks			55%	 DMPL
	<p><b>Status Comments</b></p> <p>The key findings in the BASIX Five Year Outcomes Summary along with several other reports on the BASIX website have been reviewed. The likely impacts on Council's Demand Management Strategy (DMS) of the outcomes and estimated water savings presented in these reports were assessed and reported to Council. The measured BASIX results compare favourably with the predicted residential demand in greenfield areas assumed in Council's Demand Management Strategy. The BASIX results show that the median rainwater tank volume is 5,000 litres for single dwellings and 4,500-5,000 litres for all new homes. This compares favourably with the preferred scenario for greenfield areas adopted in Council's Demand Management Strategy. Overall, the BASIX outcomes suggest that the modelling carried out for the Demand Management Strategy has set achievable water saving targets that do not need to be adjusted. No further action in relation to BASIX requirements for tanks is necessary at this stage.</p> <p>Council had been negotiating with Rous Water to be included in a study of BASIX certificates. The study aims to confirm if BASIX is achieving the predicted water saving outcomes in the Tweed Shire, specifically in relation to rainwater tank installations. Rous Water had agreed to include Tweed data in its analysis but it is now unclear whether this study will go ahead. Work is under way to finalise an information sharing agreement with the Department of Planning to enable the study to proceed. If the study proceeds, the findings will most likely be available in 2013.</p>	Jul-11			
2.3.2.2.3	Implement leakage reduction program			25%	 DMPL
	<p><b>Status Comments</b></p> <p>A three year schedule of reservoir drop tests has been implemented. Further leak detection works will be carried out in zones where the drop tests indicate that leakage may be occurring. The installation of flow meters to create district metered areas is continuing and all new water pump stations incorporate flow metering. 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 out sourced as required. 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 one property with an exceptionally high daily usage that may have contributed to the estimated leakage volume. Additional testing is also being carried out in the Glenys St reservoir zone to investigate losses identified using pump run data.</p>	Jul-11			






Code	Name	Start Date	Target Date	Performance	Responsible Officer												
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Code	KPI	Target	Units	Achieved	Notes												
1	Percentage complete	25	Percentage	10													
<b>Status Comments</b> One of the Water Education Officer's future tasks is to develop educational packages and resources relating to recycled water. This is a key 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 Integrated Water Cycle Management strategy has been completed toward the end of 2012.																	
<b>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</b>																	
2.3.4.5.1	Development of Waste Management and Resource Recovery Strategy			0%	 CWM												
Jul-11																	
<b>Status Comments</b> Council is participating in the development of a regional waste strategy with other Northern Rivers Organisation of Regional Council's. Until the regional strategy has progressed, Council's waste strategy development will be placed on hold.																	
<b>2.3.6 Provide conveniently placed and well equipped parks, sporting, recreational, cultural and community facilities</b>																	
2.3.6.1.1	Development of Regional Museum facility at Flagstaff Hill Tweed Heads			2%	 SMC												
Jul-11																	
<b>Status Comments</b> Zoning, cultural heritage and funding issues still to be resolved. Project will be delayed significantly.																	
2.3.6.10.2	Lodge development application			20%	 MRS												
Jul-11																	
<b>Status Comments</b> Preliminary vegetation study undertaken, preliminary engineering design investigations undertaken for roads/dam. Investigation into second dam required. Detail design required. Development application required. project will be stalled whilst project officer on maternity leave.																	
2.3.6.4.1	Refurbish Murwillumbah Netball clubhouse			15%	 MRS												
Jul-11																	
<b>Status Comments</b> Development approval has been given and 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.																	

Code	Name	Start Date	Target Date	Performance	Responsible Officer												
2.3.6.4.5	Development of Depot Road sports field			80%	MRS 												
		Jul-11															
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 awaiting additional funding.																
2.3.6.8.2	Determine preferred location and construct playground at Cudgen			8%	MRS 												
		Jul-11															
Status Comments	A potential site for the playground has been identified and community consultation has commenced.																
<b>2.4.2 Promote the provision of cost effective public transport for all persons access</b>																	
2.4.2.1.3	Provide links to public and community transport providers timetables on Council's website			30%	SP 												
		Jul-11															
Status Comments	There was no activity this period.																
2.4.2.1.1	Participate in the Public Transport Committee to advocate for additional investment in transport			67%	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>Number of transport initiatives developed by the Public Transport Committee</td> <td>1</td> <td>Number</td> <td>1</td> <td></td> </tr> </tbody> </table>					Code	KPI	Target	Units	Achieved	Notes	1	Number of transport initiatives developed by the Public Transport Committee	1	Number	1	
Code	KPI	Target	Units	Achieved	Notes												
1	Number of transport initiatives developed by the Public Transport Committee	1	Number	1													
Status Comments	<p>This committee is facilitated by Engineering and Operations. To date formation of the new Public Transport Committee has not been completed, and no meetings have occurred. Council made a submission in April to the NSW Long Term Transport Masterplan that is currently being prepared, and will be a pre-cursor for Regional Transport Plans. This position provided input into the submission.</p> <p>Comments have been provided in May to the Northern Rivers Social Development Council (NRSDC) for their regional submission to the Interregional Public Transport Inquiry undertaken by the NSW Legislative Assembly. NRSDC are also developing a Northern Rivers Transport Guide (information) proposal, which they hope to have funded.</p> <p>NSW Government is separately carrying out a feasibility study of options for the Murwillumbah Casino Railway, and in June NRSDC is coordinating input to the study on traffic generators in the region.</p>																
2.4.2.3.1	Install new street seating			8%	ME 												

Code	Name	Start Date	Target Date	Performance	Responsible Officer												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of new seats installed	4	Number	0													
<b>Status Comments</b> No new seats installed in quarter.																	
2.4.2.3.2	Maintain street seats			10%	ME												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of seats maintained	20	Number	0													
<b>Status Comments</b> Nil maintenance to street seats in quarter.																	
<b>2.4.3 Ensure local streets, footpaths and cycleways are provided, interconnected and maintained</b>																	
2.4.3.3.1	Complete 2011/2012 Road Upgrading Program			50%	 SCE												
					Jul-11												
<b>Status Comments</b> Road upgrading program progressing but delayed by January flood and subsequent restoration activities. Chinderah Bay Drive, Construction commenced, works in progress. Riverside Drive, Construction complete. Tweed Street, Design almost finalised, Construction deferred until design complete. Clothiers Creek Road, Design outstanding, Construction deferred until design complete.																	
2.4.3.3.2	Complete 2011/2012 Road Rehabilitation Program			35%	 SCE												
					Jul-11												
<b>Status Comments</b> Road Rehabilitation Program has been delayed due to significant wet weather and a shortage of grader operators, progress is shown below - Parry Street, Design almost complete, Construction deferred until design complete. Ourimbah Road construction commenced work in progress. Tumbulgum Road construction completed. Carool Road construction completed. Dulguigan Road, Design almost complete, environmental approvals outstanding, waiting on land acquisition. Construction deferred until design complete. West End Street construction delayed. Murwillumbah Street, Design almost complete, Construction deferred until design complete. Tyalgum Road construction completed. Bilambil Road construction delayed. Crescent Street construction delayed.																	
<b>2.5.2 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	Liaise with the developer of Cobaki Lakes to progress the proposed community centre			10%													



Code	Name	Start Date	Target Date	Performance	Responsible Officer
		Jul-11			SP
<b>Status Comments</b>	<p>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.</p> <p>Internal discussions are in train to review the future provision of community services and 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, but outcomes are not expected until later in the year.</p>				
2.5.2.2.2	Develop a Plan of Management for Murwillumbah Community Centre.			0%	 CCBO
		Jul-11			
<b>Status Comments</b>	No change in status this quarter. Expressions of Interest will be sought in the first quarter next financial year for unoccupied offices in the centre.				
2.5.2.2.4	Construction of Pottsville Beach Neighbourhood Centre			90%	 CCBO
		Jul-11			
<b>Status Comments</b>	An interim occupancy approval remains in place to enable some remaining Development application conditions to be met, namely in relation to car parking.				
2.5.2.3.1	Develop Volunteer Procedure and Volunteer Kit			0%	 CSC
		Jul-11			
<b>Status Comments</b>	Initiated a meeting with the recently appointed Work Health and Safety Officer to discuss varying requirements for management of volunteers in the Community Services team. Discussions ongoing.				

Code	Name	Start Date	Target Date	Performance	Responsible Officer												
<b>3</b>	<b>Strengthening the Economy</b>			51%													
<b>3.1.3</b>	<b>Provide opportunities for visitors to enjoy access to the arts through cultural facilities, festivals and programs</b>																
<b>3.1.3.2.1</b>	<b>Develop the Tweed River Regional Museum collection and displays as a valued resource for community and visitors to the Shire</b>			94%	SMC												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of visitors per annum	3,000	Number	2,514													
Status Comments	Annual visitation is estimated at 3000. Visitation for period 1 July 2011 - 30 June 2012 = 2514. Tweed River Regional Museum Murwillumbah has been closed to the public since late December 2011 due to Museum redevelopment. Tweed River Regional Museum Tweed Heads was closed for building maintenance for four weeks during May and June 2012. These closures impacted significantly on visitor numbers.																
<b>3.1.4</b>	<b>Market the Tweed as a destination for business and tourism</b>																
<b>3.1.4.7.1</b>	<b>Strengthen linkages between cultural heritage and tourism specifically between Indigenous communities and tourism operators</b>			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 Cultural Development Officer.																
<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>																
<b>3.1.6.2.1</b>	<b>Promote provision of affordable studio spaces and incubator facilities for artists and craft workers</b>			0%	DCNR												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of joint partnerships	2	Number	0													
Status Comments	Limited activity due to vacant position of Cultural Development Officer.																
<b>3.1.6.2.2</b>	<b>Support opportunities for private investment in cultural industries</b>			75%	DCNR												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of successful applications	1	Number	0													
Status Comments	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>																
<b>3.1.7.1.2</b>	<b>Promote development of live/work premises for home based creative industries</b>			0%	DCNR												
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Code	KPI	Target	Units	Achieved	Notes												
1	Number of developments established	2	Number	0													

Code	Name	Start Date	Target Date	Performance	Responsible Officer
<b>Status Comments</b> <b>Limited activity due to vacant position of Cultural Development Officer.</b>					
<b>3.2.1      Foster a viable farming community</b>					
3.2.1.2.1	<b>Undertake expression of interest and appoint consultant to undertake strategy</b>	Jul-11	75%		CPR
<b>Status Comments</b> <b>Council's NRM Unit is preparing a sustainable agriculture strategy in association with its consultant.</b>					

